





**Management  
of  
Golf Courses**

**Martyn Jones  
National Turfgrass Foundation**

The image features a large, white, three-dimensional golf ball with realistic dimples, positioned centrally. The text is written across the upper portion of the ball. In the background, there is a faint, stylized orange silhouette of a golfer in mid-swing on the left and a cluster of trees on the right. The entire scene is set against a solid, bright yellow background.

**The Role of the  
Greenkeeper in Enhancing  
the Golfing Experience**



**Golf is facing tough  
times with the  
economic crisis and  
a downturn in  
business**




**Golf is a  
‘BUSINESS’**



**A Golf Course  
Superintendent  
manages the  
golf course.**

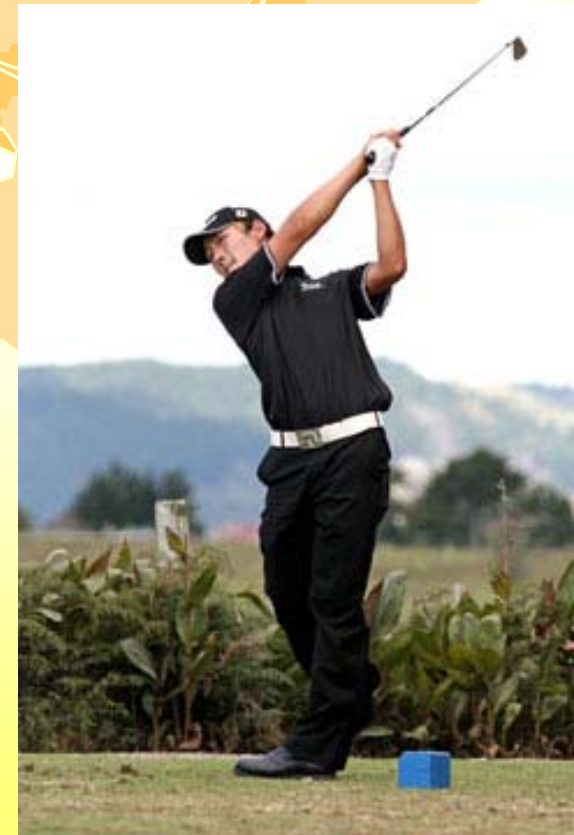


**A Golf Course  
Superintendent  
also manages  
people.**



***What is the most  
important thing at  
a golf facility?***

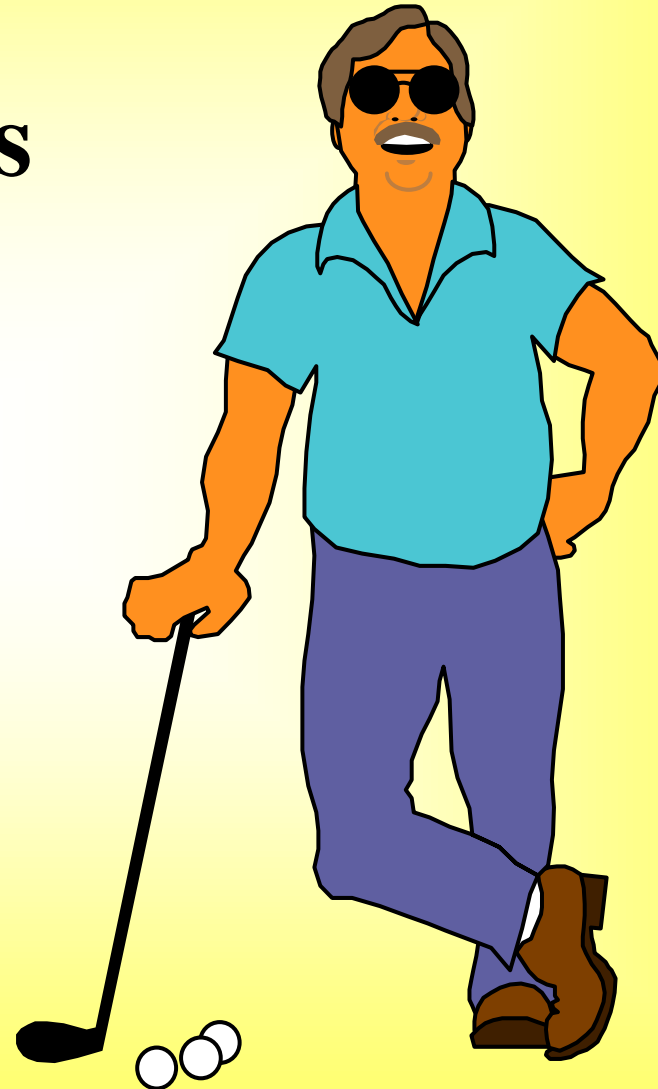
**THE GOLFER**  
**- YOUR**  
**CUSTOMER**



# YOUR CUSTOMER

**- A happy golfer is a good customer.**

**- Make their experience enjoyable and you'll have a happy customer.**





## Sources of customers:

*“Successful companies  
aim for repeat business  
– look after your  
existing customers.”*

# Reach Out to Your Customers!

- **Contact.... Contact.... Contact** with your customers is a good way to build their loyalty.

- Meet and greet them in the clubhouse and on the course
- Communicate with them:
  - Verbally
  - Newsletters (on notice boards or via email)
  - Media clippings
  - Invitations

A stylized illustration of a golfer in mid-swing, wearing a yellow shirt and white pants, set against a yellow background with a faint silhouette of trees.

# Reach Out to Your Customers!

**Be careful  
to word  
signs  
correctly !**

A red rectangular sign with white text, mounted on a dark post. The sign contains a warning about collecting golf balls on a course.

ANY PERSONS (EXCEPT PLAYERS)  
CAUGHT COLLECTING GOLF BALLS  
ON THIS COURSE WILL BE  
PROSECUTED AND HAVE THEIR  
BALLS REMOVED

# **Loyal Customers and Loyal Workforces!**

A stylized illustration in shades of orange and yellow. On the left, a golfer is captured in the middle of a golf swing, with the club raised high. On the right, there is a large, leafy tree with a thick trunk. The background is a light yellow gradient.

- Building customer loyalty will be a lot easier if you have a loyal workforce.**
- Empower them into your customer loyalty strategic plan**

# **Loyal Customers and Loyal Workforces!**

**1. Get the staff in the friendly swing of things:**

- Meet and greet customers**
- Get to them before they hunt for you**
- Welcome them before helping them**



# Loyal Customers and Loyal Workforces!

**1. Get the staff in the friendly swing of things:**

- **Personalise yourself**
  - a name tag creates a more personal service
- **Helping hand**
  - always offer assistance, even when you know it is not needed

**Happy Valley Golf & Country Club**

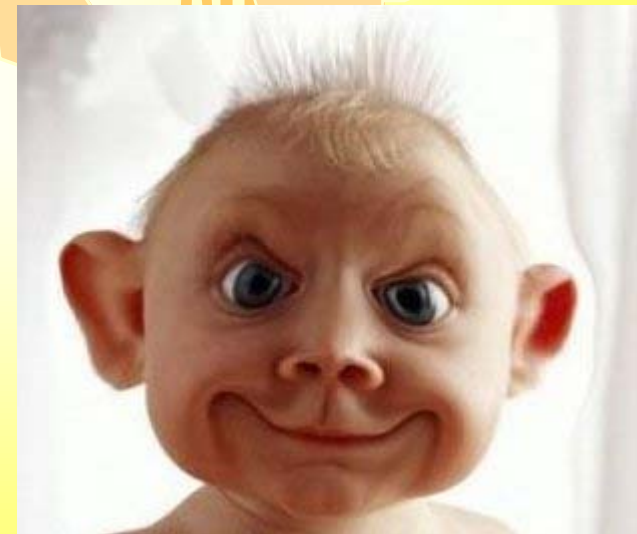
*Ivor Smile*  
*Superintendent*



# Loyal Customers and Loyal Workforces!

**1. Get the staff in the friendly swing of things:**

- **Avoid impersonal 'robot' staff**
  - extended automatic telephone answering systems with highly aggravating background music
- **A smile costs nothing but is worth a fortune**



# Loyal Customers and Loyal Workforces!

**1. Get the staff in the friendly swing of things:**

- **Courtesy is a necessity in business**
- **A helpful, friendly attitude reaps its rewards**



# Loyal Customers and Loyal Workforces!

## 2. Seek customer opinions

- **Discussions**
- **Get together sessions**
  - **In the clubhouse or on the course**
- **Survey questionnaires**
- **Play golf with them**



# **Course Conditioning**

**A well-maintained course is paramount**



**- Presentation is 90% success**

**- First impressions**

**- Visual impact**

**- Character**

**- Tidiness**

**- Playing surfaces**

# **Course Conditioning**

**A well-maintained course is paramount**

**- FIRST  
IMPRESSIONS**

- The clubhouse**
  - Plantings**
  - Cleanliness**
  - Pathways**
  - Maintenance**



# Course Conditioning

**A well-maintained course is paramount**

**- FIRST  
IMPRESSIONS**

**- 1<sup>st</sup> & 10<sup>th</sup> Tees; 9<sup>th</sup>  
& 18<sup>th</sup> Greens**

**- Practice putting  
green**



# **Course Conditioning**

**A well-maintained course is paramount**

**- VISUAL IMPACT**

**- Make the most of  
outstanding features  
of the course**



# **Course Conditioning**

**A well-maintained course is paramount**

## **- CHARACTER**

- Preserve the character of the course**
- Maintain it accordingly**
- Or, create some**



# **Course Conditioning**

**A well-maintained course is paramount**

## **- TIDINESS**

- An untidy course sends out negative vibes to customers**
- It suggests that the manager doesn't care**



# **Course Playability**

**Consider the abilities of your customers**



- **Fairway widths**
- **Extent and cutting heights of rough**
- **Green speeds**
- **Forced carries**
- **Bunker sands and depths**
- **Green speeds relating to contours**

# Course Playability

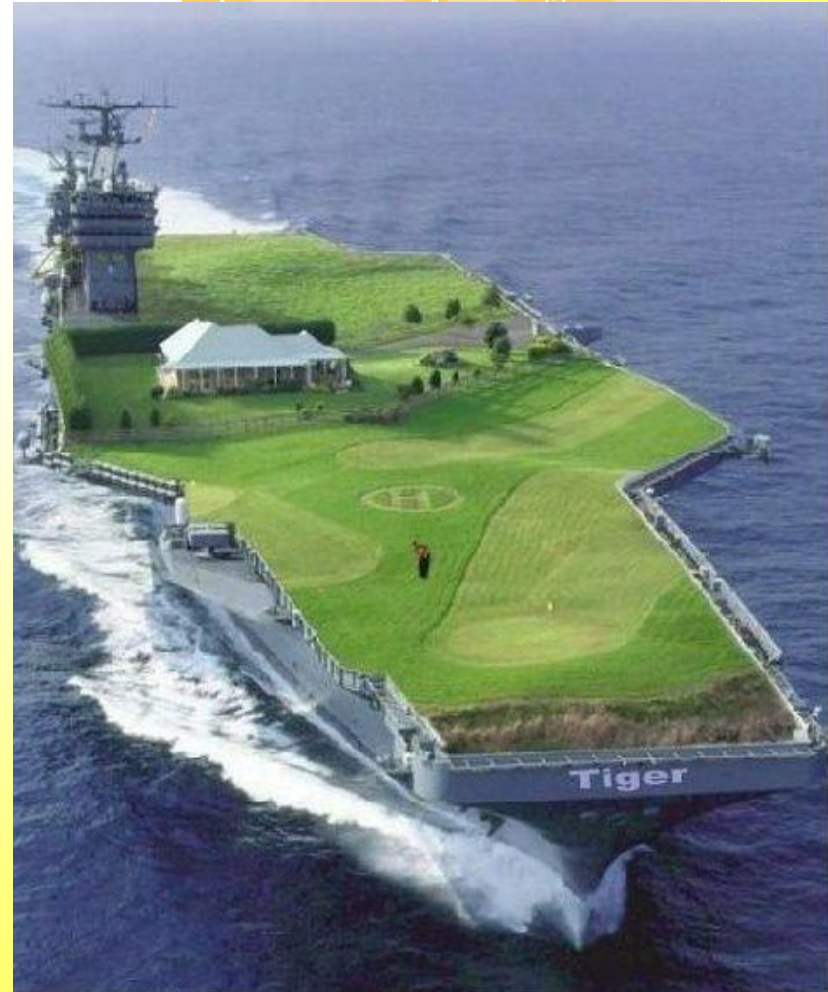
The background features a stylized, semi-transparent illustration of a golfer in mid-swing on the left and a large, leafy tree on the right. The entire scene is set against a bright yellow gradient background.

## **SOME COMMON FAULTS:**

- **A greenkeeper determining the standard of play for the course**
- **Disregarding the designer's strategy**
- **Prioritising wildlife conservation over playability of the course**
- **Achieving budget savings**
- **Green speed competitiveness**

# Course Playability

**IT IS EASY  
TO MAKE A  
COURSE  
THAT IS  
DIFFICULT  
TO PLAY**





**A FEW OTHER  
IDEAS FROM  
AROUND THE  
WORLD**

# **A Few Ideas from Around the World:**

## **1. Treat the ladies on competition days:**

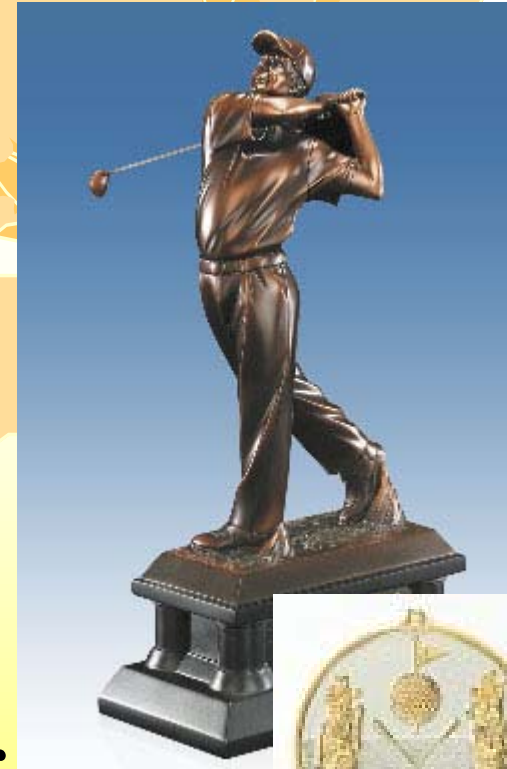
- Potted plants as tee markers**
- Special greetings from the staff**
- Special flags**



# **A Few Ideas from Around the World:**

**2. Present a COURSE competition cup and prize:**

- Establishes the maintenance crew as an integral part of the club
- Can be for a playing score or the most considerate member of the year



# **A Few Ideas from Around the World:**

## **2. Raise awareness of the wildlife on the course:**

- General signs that show the diversity of species**
- Individual species described on tees**
- Name a hole after a species**
- Install nesting boxes, feeders, etc., on the course**



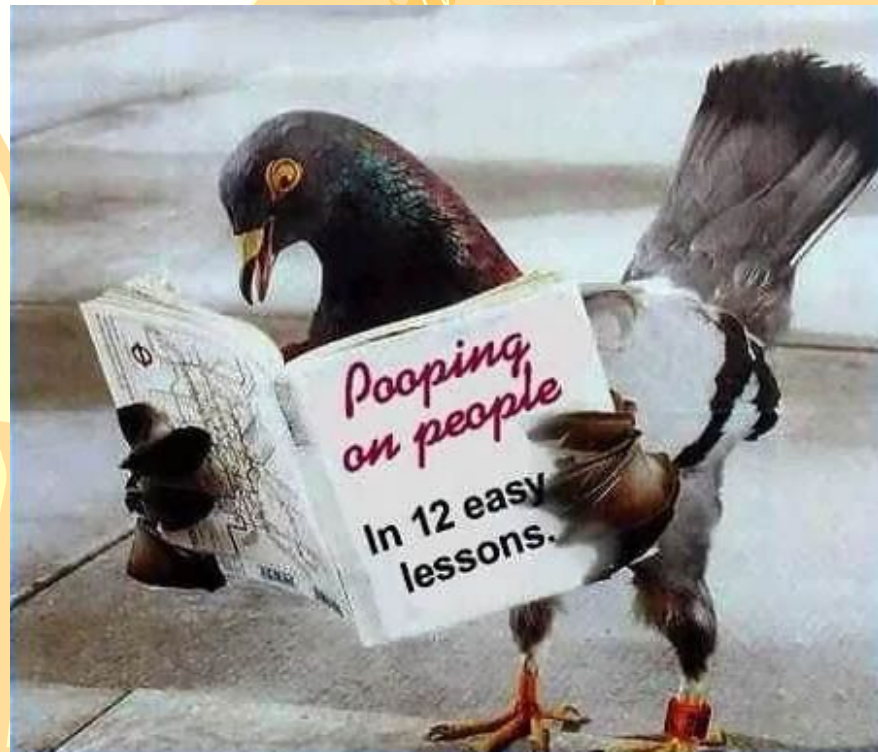
# **A Few Ideas from Around the World:**

**BUT:  
SOME  
WILDLIFE  
CAN BE  
TOO WILD**



# A Few Ideas from Around the World:

**AND  
THERE  
CAN BE  
OTHER  
PROBLEMS**



# **A Few Ideas from Around the World:**

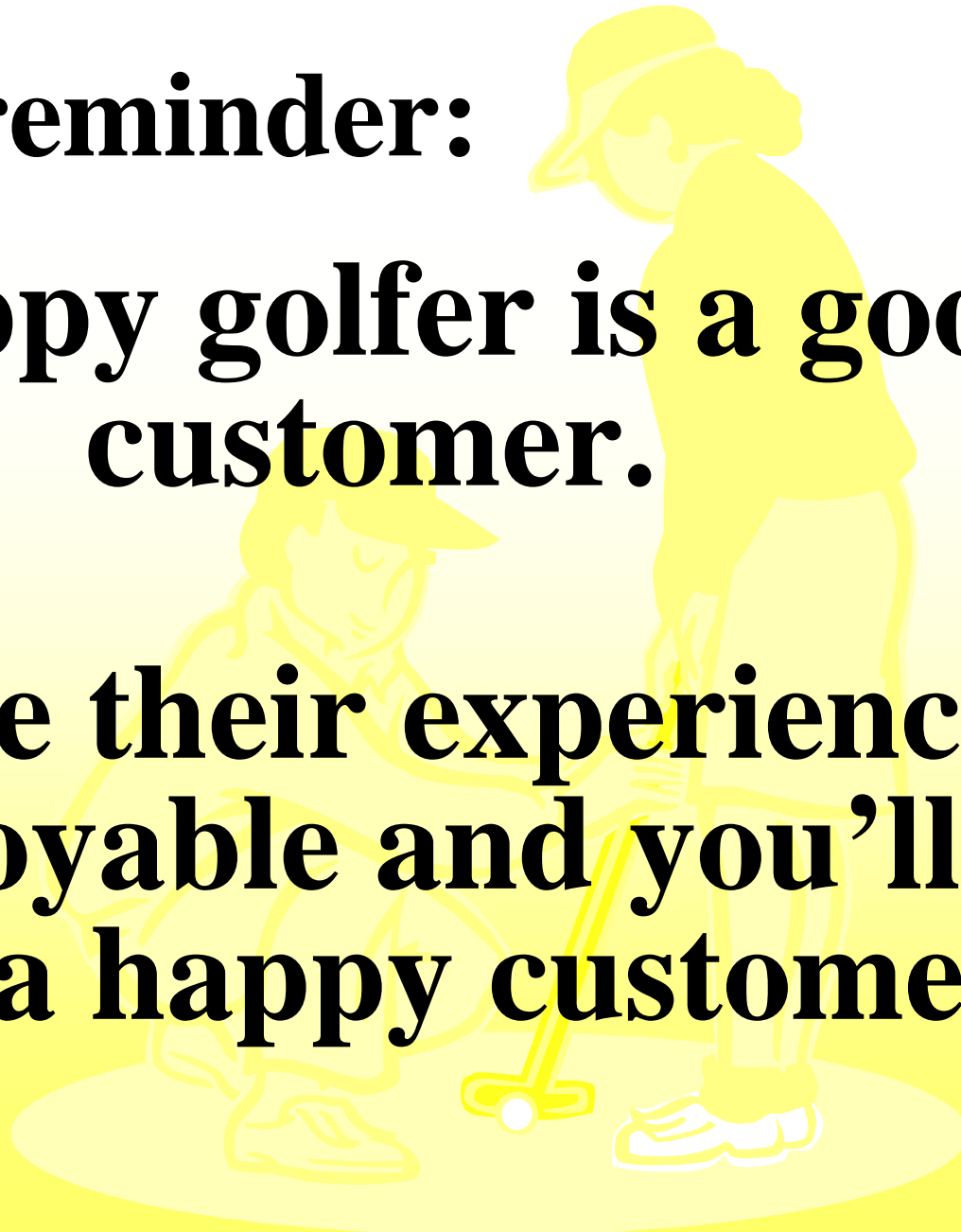
**BUT IT ISN'T  
ALL FUN FOR  
THE  
ANIMALS !**



**A final reminder:**

**A happy golfer is a good customer.**

**Make their experience enjoyable and you'll have a happy customer.**



**And, then,  
YOU won't  
be the  
target of  
criticism**



**Thank you for  
your attention.**

*Martyn Jones*

**National Turfgrass Foundation**

