

## FREQUENTLY ASKED QUESTIONS

### What does Golf 2.0 mean to PGA Professionals?

It should mean everything to any PGA Professional who wants to grow their business. Think of it this way — *player development = greater employment opportunities.*

We encourage all PGA Professionals to meet with their employers and ask how they can help grow business. PGA Professionals need to do a better job of communicating the many benefits that they bring to a facility because of their PGA membership and how they can attract new customers and revenue to the facility through creative player development programs such as Get Golf Ready.

### Why is Golf 2.0 so important to PGA Professionals?

First, let's be clear that Golf 2.0 is not a PGA program. Rather, it's a long-term strategic plan (5-10 years) developed by The PGA and supported by many of the major stakeholders in our industry. The PGA believes it currently has a number of programs (Get Golf Ready and Family Golf Month are two examples) that are helping to grow the game and increase your value as a PGA Professional.

Golf needs to do a better job in welcoming families, women and those lapsed golfers into the game. PGA Professionals need to re-examine their programming and customer service for beginners/new players and implement programs such as Get Golf Ready.

### How will PGA Professionals learn more about Golf 2.0?

In addition to a new industry website that recently launched, the cover story of the September 2011 issue of *PGA Magazine* is on Golf 2.0.

Furthermore, PGA Education is redefining its curriculum with the sole focus to deliver Golf 2.0-based content that will provide PGA Professionals with the tools necessary to become even more relevant and valuable in the game and industry. The 2011 PGA Expo in August in Las Vegas, featured numerous educational seminars focusing on Golf 2.0, and the 2012 PGA Merchandise Show in Orlando will include even more seminars related to Golf 2.0.

*There is a great opportunity to grow the game as research from The Boston Consulting Group indicated that 90 million Americans have played in the past and express some interest in doing so again. This is great news that golf has the opportunity to reach out to millions to help grow our sport.*

LEARN MORE ABOUT WHAT  
**GOLF 2.0** CAN MEAN TO YOU,  
AT **GOLF20.NET**

### Why is The PGA of America pursuing Golf 2.0?

Because the numbers of golfers and rounds played in the United States have decreased in recent years, and PGA Professionals have a vested interest in the well-being of the golf industry. Now is the time to shake our industry out of the doldrums and redefine the strategic approach to growing golf participation.

### What is the current situation regarding golf participation in the U.S.?

A total of 26.1 million people played golf in 2010. That's 1 million fewer golfers than the year before.

### What is the outlook for golf participation in the U.S.?

The findings from surveys conducted by The Boston Consulting Group, which The PGA hired to help develop Golf 2.0, show that:

- Left unchanged, the golf industry might face a decade of flat participation and revenues.
- There is an opportunity to engage an interested and willing population of golfers – some 90 million Americans who are currently not playing golf but want to play, or are playing right now and want to play more.

### What are the goals of Golf 2.0?

The purpose of Golf 2.0 is to increase the number of golfers and rounds played. Specifically, the goal is to increase the number of golfers to 40 million by the year 2020 and to grow the relevance of golf in America.

To help ensure the vitality of golf and to make golf relevant in America for future generations, golf courses and PGA Professionals will need to adapt and evolve to changed consumer behavior brought on by the recession and other influencing factors in our country. The changing dynamic of the family unit along with the resetting of personal expenditures in discretionary income are examples of changes in our culture that are permanent.

### How will we reach these goals?

We believe these goals can only be accomplished if the entire industry better understands the factors that can drive the future growth in golf. We also believe that PGA members can and should serve as the primary individuals to facilitate this growth.

## WHAT CAN YOU DO NOW?

We believe the proactive measures below can serve as a checklist and help you become even more relevant and valuable.

- **CUSTOMER SERVICE AUDIT** Are you sure you know what your customers need, want and desire? A review of these aspects is essential since it can give you a snapshot of what you're doing now to help you determine how to provide even better customer service. Customer relationship management is critical. You might consider, based on the individual strengths of your staff, putting someone in charge of junior golf, another in charge of merchandising, etc. In other words, get the right folks in the right seats and see what can happen.
- **PROGRAM AUDIT** Review the current offerings at your facility to make sure they fall in line with your desire to establish a platform to grow golfers. Better yet, go to [PGALinks.com](http://PGALinks.com) and review the PGA Golfer Portraits' Segmentation Consumer Research Study. It will help you identify the nine consumer groups, determining who they are and if you are meeting their needs. Create value for your customer and demonstrate value to your facility.
- **FACILITY-WIDE KNOWLEDGE/AWARENESS** From the cart barn to the Board Room, make sure that all "team" members at your facility are speaking the same language. You want to create the ultimate welcoming experience for your customers, and that can happen if everyone on staff (and beyond) are aligned with the knowledge of what you offer and why it is valuable to your customers.
- **COMMITMENT TO EDUCATION** Take advantage of the new knowledge-based behavioral consumer research. It can help you adjust to new culture and be more relevant in the marketplace. Now is the time to be more flexible and adaptable. The objective of this new approach to education is to provide the means for each PGA member to develop a customer into a client so they ultimately become a partner. This new educational programming can help you produce better bottom-line results.
- **BUSINESS PLANNING SESSION WITH OWNER, GM AND BOARD** Reset the way you think and the way you communicate with one another. Begin planning to operate more effectively in the new world of golf. You can coordinate all the members of your team so they are collectively driving the business. It's actually quite simple — develop your business planning so that it ultimately develops more golfers.
- **PLAYER DEVELOPMENT=STRONGER BUSINESSES** This is what Golf 2.0 is ultimately about. We're experiencing a cultural shift and you must take a different approach to business to be successful. More players can lead to better employment opportunities for PGA members. Let's get more people playing and have you become more important at your facility. Create stronger relationships so that the sale of that driver to one person leads to sales of full sets for the entire family. Drive your business by getting to know your customer better and conducting business in a new, exciting way.

# GOLF 2.0

GROWING THE GAME  
Friends, Family, Fun!



- Retain and Strengthen the Golfing Core
- Engage "Lapsed" Golfers
- Drive New Players



**PGA**  
CELEBRATING 95 YEARS

Dear PGA Professional,

You have a unique opportunity to receive an advance preview of one of the most important initiatives The PGA and the golf industry have undertaken to date. Golf 2.0 is a strategy that we are embarking upon with the intent of leading the industry in making golf more relevant, more welcoming and more able to convert the millions of individuals who have expressed interest in playing the game into regularly returning players. We believe that in the end, Golf 2.0 will result in a more vibrant, sustainable golf industry. And that means more and better employment opportunities for you and me.

To provide a brief background, The PGA engaged The Boston Consulting Group with the task of making a thorough inspection of the outlook for golf and our industry. The results indicated that left unchanged, participation in our sport and revenues derived from it would remain flat at best in the coming decade. We also learned that a great opportunity exists for PGA Professionals to attract millions to our game who have expressed an interest in playing.

With Golf 2.0, there is set of strategic initiatives to grow participation and increase revenues through a better understanding of the golf consumer and the targeting of specific consumer groups. These initiatives are being covered more in-depth this fall in *PGA Magazine*, and will be rolled out over the next 12-24 months.

It all starts with education, and that's where you can be assured that your Association is committed to providing you with the tools needed to succeed in Golf 2.0. The PGA's education programs are in the process of changing to correspond with the opportunities Golf 2.0 will place upon us. You will have the ability to learn the why, what and how of Golf 2.0 — and what it can mean to you and your facility.

Golf 2.0 will enhance the PGA Professional's value to the industry because we are at the center of it. The time is now for us to embrace this plan and develop our skills in bringing more customers to our facilities. For if not the PGA Professional, then who? And if not now, then when?

Very Respectfully,



Allen Wronowski, PGA  
President  
The PGA of America



# THREE STRATEGIES OF GOLF 2.0

## RETAIN/STRENGTHEN THE CORE

### BETTER KNOW YOUR CUSTOMERS

Golf, PGA Professionals and golf facilities need to better know who our customers are — not just rounds played but total customers and how to segment them. Delivering different experiences to each segment and best practice customer service will protect this group from further erosion and give us time to grow new customers. This will be accomplished primarily through Member and Employer Education.

### NURTURE CURRENT CUSTOMERS

Golf facilities must nurture our current customers and guide them to be our most loyal customers through the use of customer service techniques and affinity marketing. These “power customers” drive the majority of our facility revenue, and it may take 10 beginners to make up for the loss of one of these people.



## ENGAGE “LAPSED” GOLFERS

### RECOGNIZE WOMEN'S INFLUENCE

Golf must recognize women as the most influential member of American families — women control 73% of household spending — and create an integrated marketing strategy to grow our participation rate among women. Growing the number of women professionals and alliances with the LPGA and other women sports organizations will be important to reach “Generation W.”

### TARGET 90 MILLION LAPSED

It is critical that we target various segments of the 90 million Americans who describe themselves as lapsed golfers, many of whom aspire to play again. How golf welcomes these former customers back is key, as it will set the stage for future initiatives to introduce brand new players to the sport. The current Get Golf Ready effort is ready-made to address this initiative.

### ENGAGE ENTIRE FAMILY

With Generations X and Y exhibiting a more family-centric lifestyle than Boomers, golf must look at the entire family, not just Dad. Without an engagement of the family, Americans will look elsewhere to spend leisure time (and money).

### TARGET LAPSED SENIORS

An aging Boomer population presents an opportunity to target lapsed senior golfers who have time and money and like the networking aspect that golf provides.

### ENGAGE ELECTRONIC USES

Not all golfers of the future begin in junior clinics and we need to engage with X Box, EA Sports and TopGolf, and the fun, technology-driven, interactive experiences they provide. Determining a role for PGA Professionals is key and finding gateways from these non-traditional experiences to green grass golf is just as important.

**HIGHLIGHT VALUE OF GOLF** PGA Professionals and golf courses should highlight the tremendous value of golf. Golf must overcome a misconception of the high cost of equipment and fees, especially among families. Focus groups and quantitative surveys showed that former golfers and people who don't play the game viewed the cost of golf 2-3 times higher than other options available. Educating consumers that there are golf programs, packages and prices that are all-inclusive golf experiences (basic instruction, rental equipment and starter course) for entry-level, returning or first-time golfers and their families, is key. Guiding consumers to the parts of the tee sheet when a facility can accommodate them makes this a win-win.

## DRIVE NEW PLAYERS

### REACH “OTHER 84 PERCENT”

Reaching families who are in the 84 percent of American non-golf households is key as they represent the “building blocks” of our future. As we believe that golf is a game that can and should be enjoyed by everyone, everywhere, we must employ tactics successfully used by soccer and other team sports to reach these households. For instance, alliances with major youth organizations such as the Boys and Girls Clubs of America are a key part of this strategy.

### ENGAGE MINORITIES

The nation's growing minority population represents both a unique opportunity and a unique challenge. Overturning the under-representation of African-Americans and Latinos in golf will require a concerted effort employing refined strategies. Access to demographic information and “knowing your customer” will be integral to success.

### I'M READY TO PLAY

“I'm ready to play”... a simple phrase from a brand new customer that can create chaos on a busy day must be turned into an opportunity. How golf courses accommodate these new players with facilities and staff will be vital to growing beyond the current 16% of U.S. households playing golf.



## FUNDAMENTALS FOR ALL STRATEGIES

### PGA MEMBER EDUCATION AND TRAINING

Underlying all the initiatives of Golf 2.0 is a substantial training effort. Aligning the PGA's Member education is an important initiative which will tie together education, player development and employment. Education of the industry at large — Employers, Manufacturers and Allied Professions — must also be undertaken to ensure a collaborative approach to this “reset” of the golf experience for future generations of customers. This will also help close the gap in communication between PGA Professionals and their Employers.