



CONNECTING WITH HER PLAYBOOK



"It's Personal"

GOLF 2.0

FOREWORD

We all think of **GOLF** as a game strongly tied to traditions. And in so many ways, it is. Golf is also a game that has over the hundreds of years since its inception shown great resiliency, growth and change. From the implements the game is played with, to the course it is played upon, to the attire and even the economics that underpin the game, we have continuously seen an ongoing transformation.

The world continues to change, with an onslaught of new technologies playing a big role in reshaping our economy. The accompanying social and cultural changes are significant. With the advent of a new economic reality, we are seeing a shift in priorities and a shift in the way people, in particular, women, participate in this changing world order.

With women accounting for **MORE THAN 52 PERCENT OF THE POPULATION AND 50 PERCENT OF THE WORKFORCE**, they fuel an economy that is bigger than many of the countries in the world. What that presents is a huge opportunity to engage an interested and powerful consumer group that can positively and productively continue the theme of change and growth in the golf industry.

Game-changing insights generated in the Boston Consulting Group's study show that 42 percent of the 90 million people who have expressed interest in golf are women.

As a group, women have initiated a strategic response to help address and engage what could be the largest incremental growth potential for the industry - "Connecting With Her."

Connecting With Her is an industry-wide initiative that is built on four strategic pillars: Education and Training, Marketing and Communications, Programming and Events, and Alliance Relationships.

All of the tactical plans include national, as well as local strategies, which combine to build a platform that will lead the transformational customer service and cultural shift that will engage and grow women as a key new constituency of the golf industry.

THE GOAL OF THIS PLAYBOOK IS SIMPLE. It is to present the compelling case as to why women represent such a significant opportunity for the industry and provide the insights and action steps you can utilize to lead the way for a transformational customer-centric model that will yield positive results for all.

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What if your friend told you about a new consumer group? Intrigued, you ask to learn more. You learn that the group is called the Purple People. These Purple People are very compelling—they are educated, influential, and interested in your business.

They have numbers and significant spending power. They also have influence over the way others spend their money, including their friends, their families and their co-workers. The Purple People make more than $\frac{3}{4}$ of all consumer decisions, yet many of the Purple People say that marketing executives don't understand them.

Would you be interested in engaging this group of consumers?

THE ANSWER SEEMS OBVIOUS:

YES



There is a slight caveat:
The Purple People may not look
like you, nor think like you.

THE PURPLE PEOPLE ARE
WOMEN

Although the Purple People are interested in your business and have a real desire to participate in the game of golf, these women remain on the sidelines in significant numbers, awaiting an invitation. Even for those women who have crossed the threshold as golfers, the minimal attention afforded them has dissuaded their increased participation in the game of golf. A recent study revealed that 38 million women are interested in playing the game of golf. These women represent the potential to boost the golf industry with a new source of revenue, as well as a way to broaden the base of participation. **THE PURPLE PEOPLE** represent a sea change, a **TRANSFORMATIVE OPPORTUNITY** to **GROW THE GAME**, drive change in the service model and broaden the base for the future.

WOMEN'S INFLUENCE

What will drive the success of the **CONNECTING WITH HER** initiative is the understanding that by transforming the current culture and service model, a significant upside can be realized by all who participate in the game. This **PLAYBOOK** is designed to provide you with the context, the insight, and the tactics to help you drive exponential growth.

THE PURPLE PEOPLE
WOMEN THE PURPLE PEOPLE
THE PURPLE
PEOPLE



DISCOVER

The hows and whys of marketing to women. What drives their decisions, the power of their influence and how she acts, thinks, expects, engages and spends.

LEARN

How to apply the insights and learnings in order to create an experience and an environment that will attract and retain this new business in significant numbers.

GROW

Golf and your business. By executing a strategic plan targeted at women, it is reasonable to assume a double digit lift in revenue, with increasing net revenue growth from focused implementation.

THE POWER OF THE WOMEN'S MARKET

Along with politics and religion, gender is one of the most sensitive and difficult topics to discuss. Men and women have always had difficulties with understanding each other. With more than 52% of the U.S. population female, and an economic paradigm where the family and business structures have dramatically shifted, it is important that the golf industry recognize and adapt to the changing paradigm to ensure survival.

NIKE INC. | CASE STUDY

“Nike Changes Strategy on Women’s Apparel.”

The New York Times. May 16, 2005 | Fara Warner

For Nike Inc., [female] consumers are at the core of a new organizational, product and marketing strategy aimed at finding ways to capture the women’s sports market after years of failures. The company has started mailing catalogs for its female apparel line, called Nikewomen, to some 600,000 residences. It has also begun to overhaul the nikewomen.com website to feature the apparel as well as highlight new workout trends.

Darcy Winslow, a longtime company executive who was recently named general manager for women’s fitness sports at Nike, said the new strategy acknowledged that fitness classes have as much appeal as, say, basketball, and that many women want to wear athletic clothing outside the gym, as men have for years.

“Few people today, especially women, look at fitness and sports as this regimented portion of their life. Women see working out as melding into the rest of their lives.”

“We used to look at the gym through one lens.”

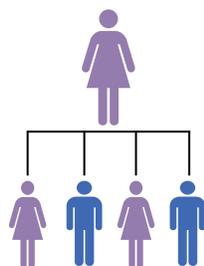
Darcy Winslow | General Manager for women’s fitness sports at Nike

Nike had perfected that lens over the last three decades, in which sales of athletic footwear and apparel has been driven by tying sports stars to brands. But while men may want to “Be Like Mike,” women consumers say they are less drawn to sales pitches built around hero worship, despite the growth of women’s sports and expensive contracts to athletes such as Mia Hamm and Serena Williams.

But in the last five years, Nike has slowly overhauled the way it looks at the women’s market. For example, it wasn’t until 2000 that the company made women’s shoes using molds made from women’s feet. Previously, it had simply used a small man’s foot mold, which is shaped differently in the heel and the ball of the foot. Then it began adding more fashionable colors and designs to its apparel, tracking fashion trends to determine what colors and styles are going to be popular.

Our world is changing. Women now have more influence than at any other time in our history, and these shifting demographics are having a profound effect on our culture, our society, and the economy. Their increasing power as an emerging market represents an industry-changing opportunity. The golf industry, similar to many male-centric industries, such as the automotive industry, the financial services industry, and the technology industry, has a huge opportunity to capitalize on an interested and influential consumer group. The first step is understanding this cultural shift, which will lead you to capitalizing on these trends and growing your business.

The roles of women are actively being redefined. Since 1965 the number of paid hours women work weekly has increased twenty-fold. Now, **less than one in five married-couple families are supported by the husband alone** (Bureau of Labor Statistics). Women now represent a majority of graduates from college and obtain 50% of law degrees, 46% of medical degrees and 38% of business degrees. Currently 70.6% of mothers with children are managing both a career and their family (Bureau of Labor Statistics). Single women, now highly educated, are delaying marriage and other traditional family decisions in order to pursue a career. These single women are excelling in their careers, have disposable income, and are looking for ways to participate in the economy.



51%

MANAGERIAL POSITIONS

WOMEN now represent half of the work force and are gaining responsibility in senior leadership positions

Source: Bureau of Labor Statistics



56%

COLLEGE GRADUATES

WOMEN now represent the majority of graduates receiving bachelor's degrees

Source: National Association of Colleges and Employers



In dual-earning couples, **WOMEN** contributed an average of

44%

of family income

Source: Time Magazine

The easy assumption is that women control decision making in categories such as health care and home goods. However, marketing research supports that women are the chief influence officers of their family, influencing all purchasing decisions.

American women now represent **\$5 TRILLION** of economic spending and the marketplace has yet to adapt to this new economic juggernaut.

According to the U.S. Census Bureau, single, childless **WOMEN AGES 22 - 30** in most U.S. cities have a **HIGHER MEDIAN INCOME** than their male counterparts, in some cases as high as 118%.

“Diversity as Strategy.”

Harvard Business Review. September 2004 | David A. Thomas

Lou Gerstner, former CEO of IBM and widely credited for the turnaround of IBM in the 1990's, made his focus the engagement of new markets—started by creating a team that resembled these markets. His work at IBM was a catalyst for Virginia Rometty's appointment as the first female CEO in IBM's history.

A less-told but integral part of Lou Gerstner's success is a people story—one that has dramatically altered the composition of an already diverse corporation and created millions of dollars in new business. By the time Gerstner took the helm in 1993, IBM already had a long history of progressive management when it came to civil rights and equal employment. But when Gerstner took a look at his senior executive team, he felt it didn't reflect the diversity of the market for talent or IBM's customers and employees.

The IBM of today looks very different from the IBM of 1995. The number of female executives worldwide has increased by 370%. The number of ethnic minority executives born in the United States has increased by 233%. Fifty-two percent of IBM's Worldwide Management Council (WMC), the top 52 executives who determine corporate strategy, is composed of women, ethnic minorities born in the United States, and non-U.S. citizens. When asked what had driven the success, Gerstner said, “We made diversity a market-based issue....It's about understanding our markets, which are diverse and multicultural.”

By deliberately seeking ways to more effectively reach a broader range of customers, IBM has seen significant bottom-line results. For example, the work of the women's task force and other constituencies led IBM to establish its Market Development organization, a group focused on growing the market of multicultural and women-owned businesses in the United States. In 2001, the organization's activities accounted for more than \$300 million in revenue compared with \$10 million in 1998.

**Excerpted from “Diversity as Strategy,” which previously appeared in the Harvard Business Review.*

By their own report, a majority of women feel that those companies speaking to them don't understand their needs and their desires. Great opportunities exist for golf facilities that are **willing to listen to the needs of these consumers**, tailor communications to them, and create opportunities specifically for them.



“Clients From Venus”

The Wall Street Journal. April 30, 2012 | Ruthie Ackerman

Financial advisers say that women are very different from men when it comes to money. And that requires a unique strategy to win their business.

Women control \$8 trillion in assets in the U.S., and by 2020 are expected to control \$22 trillion, according to TD Ameritrade Institutional. Individual women are increasingly wealthy, too. Some 27% of millionaires worldwide were women in 2010, up from 24% in 2008, according to a report by Capgemini SA and Merrill Lynch Global Wealth Management.

Little wonder, then, that women have the attention of the financial industry. But that leaves a big question for financial advisers: How do they get a piece of that market? A 2010 Boston Consulting Group study found that women globally identified financial services as the industry they are most dissatisfied with on a service and product level. Those surveyed said the industry doesn't understand that women view money and wealth differently from men.

In her own experience, Candace Bahr, managing partner of the Bahr Investment Group in Carlsbad, Calif., has concluded that women clients require a different strategy. "Men are extremely competitive about money management," she says. "They think, 'how much money can I make and how much more is it than the benchmark or the guy sitting next to me?' For women, it is about having enough money for our family and the opportunity to build a better life."

Her company, with about \$96 million in assets under management, gives clients of both sexes the same surveys to gauge their attitudes about money, success and life. But it's the women who take their time and learn from the process, Ms. Bahr says. Believing that women like to learn in communities, Ms. Bahr's company has set up discussion clubs and the nonprofit Women's Institute for Financial Education, where women can learn about financial issues together. The groups focus not on investments but on issues such as having enough money to retire and choosing a financial adviser.

Dorie Rosenband, managing partner at &Wealth Partners, based in New York City and Baltimore, Md., has focused her business on trying to create a community for widows. One way she has done this is through the Love Story Project, which creates a space for women to share their stories about their husbands and the impact of losing them. At a time when most women feel isolated, Ms. Rosenband is helping bring women together to seek comfort in each other. Men, she says, are far less likely to grieve together. Traditionally, men have also approached their finances in a more transactional way, says Ms. Rosenband, whereas women are looking to talk through their financial decisions.

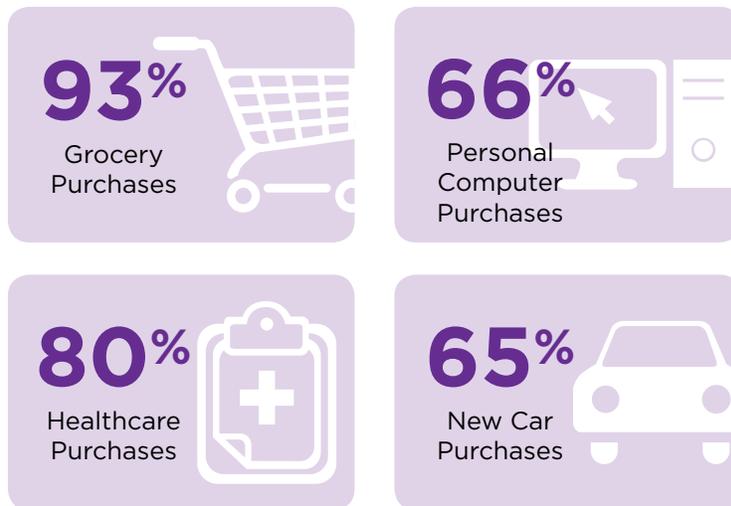
The motivation to reach women clients needs to start with trying to solve whatever issues they are facing, says Ms. Bahr.

**Excerpted from "Clients From Venus" which previously appeared in the online edition of The Wall Street Journal.*

“The word **INFLUENCE** may sound soft, but make no mistake, it’s important. It means that when a woman and her spouse make a purchase jointly, as with a new car or home, the woman is the primary influencer. If she doesn’t approve of something, her husband (or her kids) probably won’t get it. It works the other way around, too—if a woman wants something, she’ll often find a way to persuade her husband or other family members to get it. This combination of purchasing power and influence is the reason women dominate the consumer economy.”

BRIDGET BRENNAN | Author, “Why She Buys”

WOMEN ACCOUNT FOR:



Source: Marketing to Women Conference

“Despite the remarkable strides in market power and social position that [women] have made in the past century, they still appear to be **UNDERVALUED** in the marketplace and **UNDERESTIMATED** in the workplace. They have too many demands on their time and constantly juggle conflicting priorities—work, home and family. Few companies have responded to their need for time-saving solutions or for products and services designed specifically for them.”

MICHAEL SILVERSTEIN
Senior Partner, The Boston Consulting Group
Author, “Women Want”



WOMEN AND THE GAME OF GOLF

Golf has a long and vibrant past. While both men and women have illustrious and celebrated histories in the game, the culture of the golf business has been dominated by male participation. For so long the golf industry focused specifically on its best customers, which has resulted in success. However, the golf industry, like many other industries thriving on a narrow consumer base, may have fallen victim to its own success. It is understandable that this successful sales model, the industry language and the industry culture have been built around men. Now, the opportunity to take these skills and the attention to customer service can be a significant contributor to the growth of the golf industry.

IN THE LAST FIVE YEARS, FOR EVERY MAN WHO QUIT PLAYING GOLF, THREE WOMEN LEFT THE GAME. Women represent less than a quarter of all golfers and account for an even smaller percentage of rounds played. Less than 20% of golf industry spending is female and a little over 10% of all golf professionals are women. Women aren't involved in this great game in representative numbers, but it is not because of their lack of interest.



ARE WE PAYING ATTENTION TO HER YET?

19.3%
of All Golfers
are Female

Women Play
16.6%
of All Golf Rounds

Source: National Golf Foundation, 2011

The statistic that speaks volumes in the landmark study by The Boston Consulting Group reveals that there is huge market potential on both sides of the gender aisle—approximately **90 MILLION** people in America are interested in playing golf. Of those 90 million interested individuals, 42% are female, which means there are potentially **38 MILLION** new women golfers. Are we listening to her yet?

Women represent 42% of the 90 million people desiring to play more golf. They are represented in four target consumer groups:

- Occasional female golfers with no kids
- Regular female golfers, earning more than \$150,000
- Lapsed female golfers with no kids
- Lapsed female golfers with kids

Source: The Boston Consulting Group

In the golf industry, more than \$26 billion is spent annually on equipment and fees. If we were to extrapolate the female influence over all consumer spending to the golf industry, women would **INFLUENCE** approximately \$21 billion of all industry equipment and fees spending. These women are powerful, and as we can see, what they don't directly control in the industry, they influence.

ARE WE PAYING ATTENTION TO HER YET?

2011 Decline in Female Participation	7.2%
2011 Average Female Spending (Equipment and Fees)	\$953.47

With the recent, steady decline in female participation, the golf industry and your business is losing revenue. If we would solely focus on retaining the current female customers at our facility, there is a great opportunity to experience year-over-year gains(5%).

Year	Potential Growth from Retention*	New Growth	Net Growth
2012	5%	35%	40%

*Accounts for unavoidable loss of customers, due to external circumstances.

Adding both the attention to current customers and the focus on attracting new customers, you have the opportunity to yield a 40% net growth in customers. Assuming you currently have 100 female customers at your facility, the opportunity exists to see a revenue gain of \$38,138.80. See the below example:

Current Participation	Participation Growth of 40%	Average Spending	Net Revenue Gained
100 Women	40 Women	\$953.47	\$38,138.80

Source: National Golf Foundation

THE VALUE OF THE FEMALE GOLFER

The female interest in golf, coupled with their great spending power, represents a large revenue-generating opportunity for the golf industry. This opportunity will be realized when the golf industry learns to meet the needs of this group, on their terms.

The benefits of golf are many, and the ultimate enjoyment lies in the eyes of the beholder. The camaraderie, the competition, the time spent outdoors and the health benefits are all reasons why people play. It is dangerous to generalize the reasons why men and women play because each value different aspects of the golf experience.

The life of a woman is busy. Faced with a myriad of responsibilities that cross business, family, social and personal boundaries, the challenge for her to find “Me” time is difficult.

Although, once establishing a connection to an activity, she **BECOMES A COMMITTED PARTICIPANT**. By reducing the barriers of entry, you can potentially attract the most loyal customers and brand ambassadors.



NEW FEMALE GOLFER*

Plays 8-25 Rounds Annually
Spends \$2,509/Year
in Golf industry

Source: EWGA

*Denotes new EWGA Member



CURRENT FEMALE GOLFER**

Plays 25+ Rounds Annually
Spends \$4,798/Year
in Golf industry

Source: EWGA

**Denotes Current EWGA Member



CINDY DAVIS
President,
Nike Golf

We increasingly see women golfers as key influencers on how family time is allocated, vacation decisions are made, and how money is spent within our industry. They are critical toward driving more interest, energy and play within our sport. As well, more and more women are entering the workplace with strong golf credentials, either from college programs or from growing up in the game. Specifically at **NIKE GOLF**, we are seeing an increasing number of young women graduates making their entrance to the workplace after playing on their college golf team. These women undoubtedly view their golf experience as an advantage as they embark on their new corporate careers. These women are the future leaders of our sport. They are the key drivers and consumers of golf products longer term. Our industry's ability to harness the power and interest of women in golf could be the defining element to the relevance and growth of our sport over time.

When women find an activity that they enjoy and one that allows them to escape and relax, they become committed to this activity.

Take, for instance, the golf industry: when mothers enter the game of golf, they spend on average \$325. However, when these mothers played more than 25 rounds a year, that number grew almost 10-fold, to spending \$2,225 a year in the golf industry

Source: The Boston Consulting Group

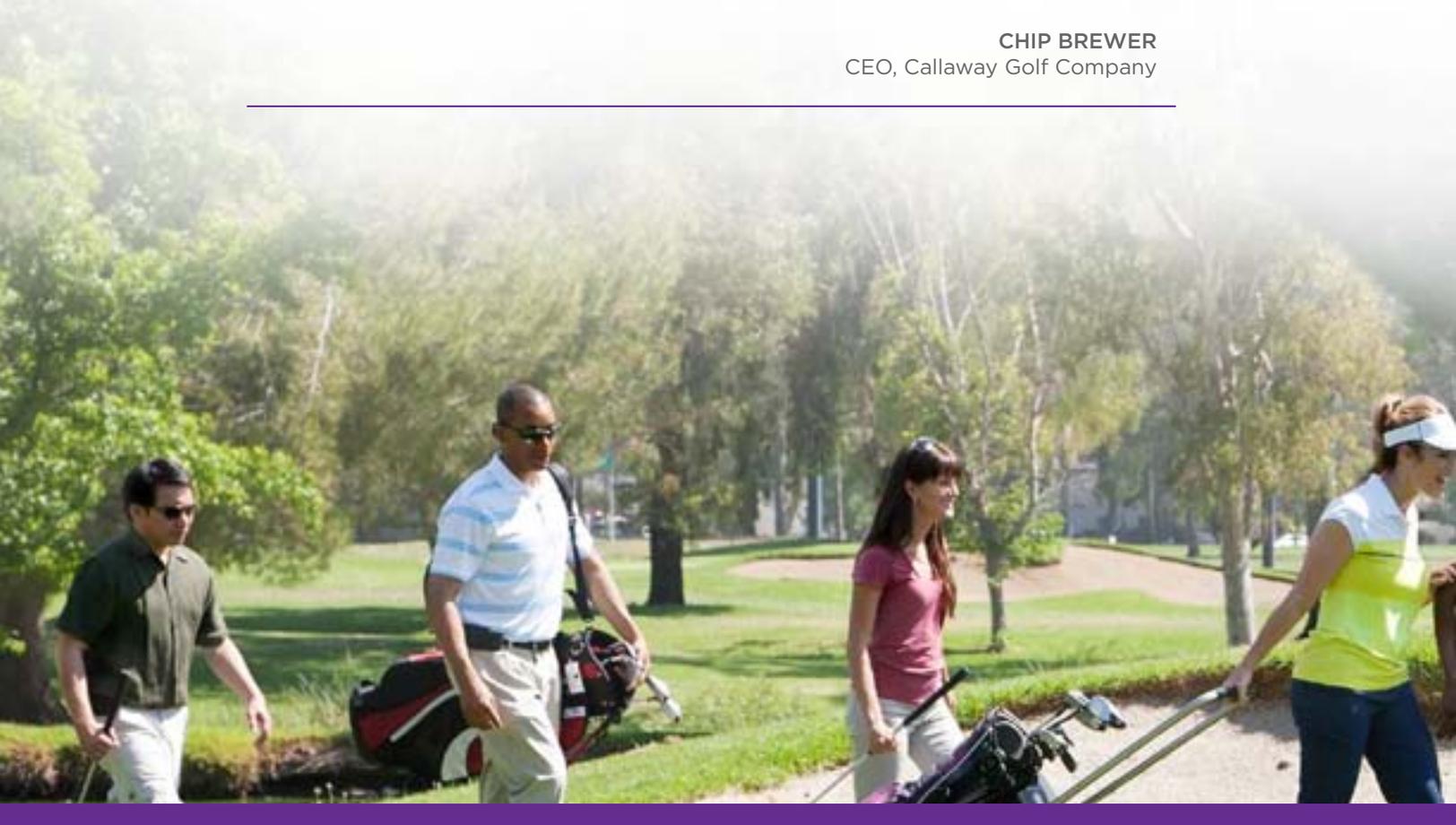


FOR TOO LONG, WOMEN'S GOLF EQUIPMENT

represented the combination of a men's club and some pink paint presented to recreational women golfers in the same manner it was presented to all other golfers (if presented at all). Callaway Golf has a rich history of making the game more enjoyable through technologically advanced equipment. We arrived at this position through a commitment towards developing equipment designed specifically for women along with a more inclusive and fun attitude, which fits well with how many women approach (and thus enjoy) the game.

CALLAWAY spends extensive time and energy to design advanced clubs and balls that allow golfers of all abilities—from Annika Sorenstam to an eager beginner—to play their best. The right equipment and the right attitude really make playing golf more fun and opens up the many social, physical and professional benefits this great game has to offer. The result is good business, which makes it a win-win approach for us all.

CHIP BREWER
CEO, Callaway Golf Company



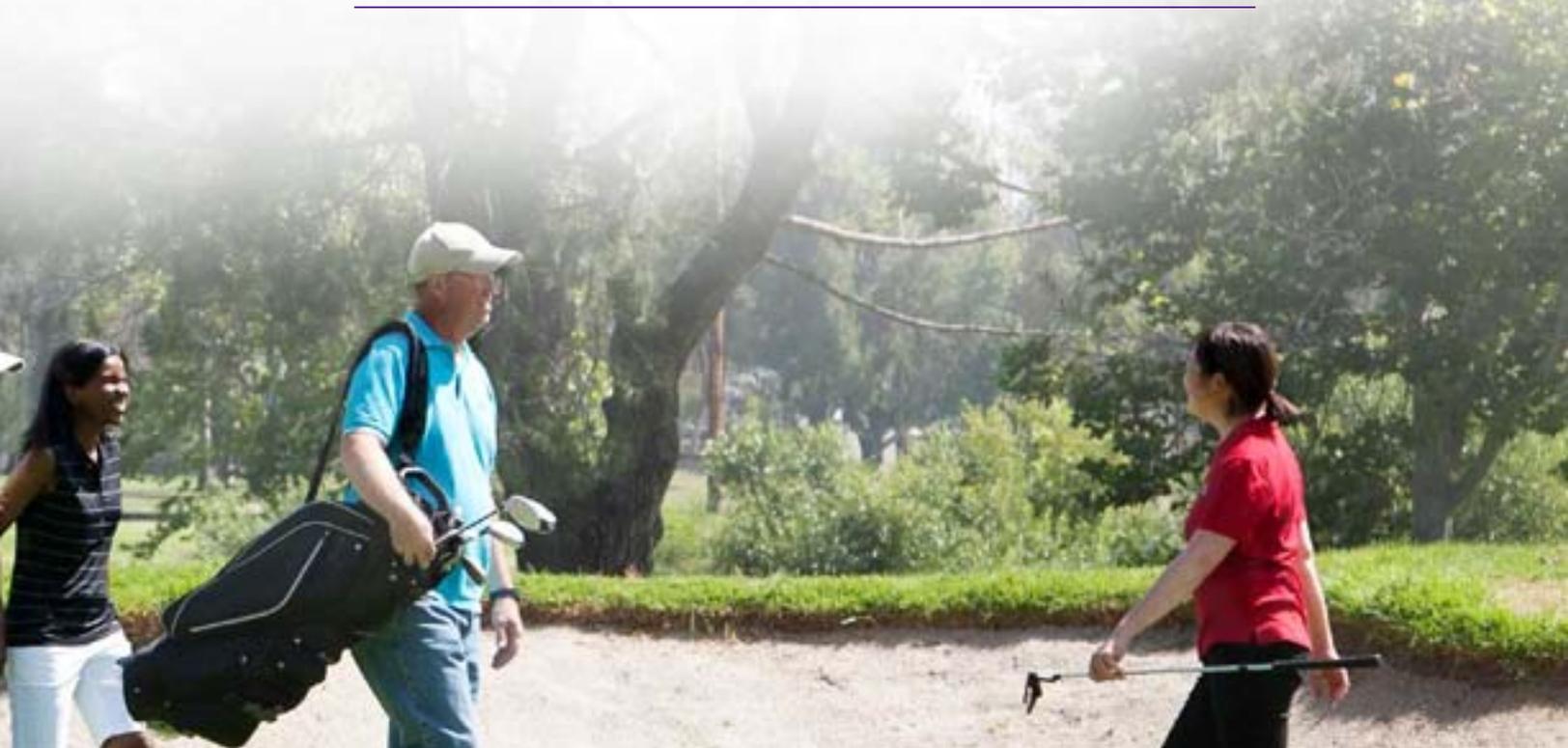
THE VALUE WOMEN BRING: DOLLARS AND SENSE

As we have reviewed, the golf industry and its success has been focused on men. Similar to other industries, this male-driven success allowed the business to grow and be structured around the primary clientele, their preferences, needs and behaviors. This approach left half of the population and a very valuable consumer group on the sidelines. As for those who did choose to participate, far too many did not find the experience welcoming and worthy of the time spent. We have seen their response—the significant drop-out rate and decline in participation.

IN ORDER TO BROADEN THE SUCCESS OF THE GOLF INDUSTRY, we must broaden the way we engage consumers. We must fundamentally change how we think about women and adjust every consumer touch point so that it “speaks female,” from the physical environment, the programming and the marketing, as starters.

WOMEN ARE THE KEY

- They are key influencers in the \$26.3 billion golf industry (equipment and fees)
- They can help grow a flat industry
 - | Women, by virtue of their interest in the game, represent 38 million+ potential customers.
- They are multipliers of goods and services
 - | Through women’s networks, both formal and informal, their powerful word of mouth is built on trust and personal contact. One woman can influence a circle of many.
- They build diversity in the decision-making process
 - | Women’s collaborative nature is attuned to bringing in a variety of opinions and people to shape the process.



KEY TAKEAWAYS

1 There is a significant cultural shift taking place, one that is impacting the roles, influence and economic impact of women. This shift is affecting every industry, including the golf industry.



2 There is an enormous consumer interest in the game of golf: 90 million people in America are interested in playing golf or playing more golf. Women represent 42%, or 38 million of this interested audience.



3 In order to realize the incremental gain in revenue and rounds played that women will bring, you must first understand this valuable consumer.



“Women are chafing at corporate constraints, growing their businesses, reinventing family roles, gaining voice through social media, and flexing their financial muscles.”

ROSABETH MOSS KANTER
Harvard Business School Professor
Director of the Harvard Advanced Leadership Initiative
Author of “Confidence and SuperCorp”

“Arising opportunities are a reflection of the growing and vital importance of women to the American economy, and the importance of finance and business to women.”

GERALDINE LAYBOURNE
Founder of Oxygen Media

Catalyst reports that
“Fortune 500 companies with three or more women on the board had significant performance advantage—73% return on sales and 112% return on invested capital—over those with fewer women.”

MONEY WISE WOMEN
“How Money-Savvy Women Can Save the Economy.”
Forbes, July 2011, Web. 8 June 2012

WOMEN'S INFLUENCE

Before moving ahead, now would be a good time for you to take a walk around your facility. The purpose is to make notes on some of the key areas that impact your customer's experience. This is intended to shed light on both the facility and your perceptions of the facility. An honest and objective assessment will help you get the most of this exercise.

- 1. Directional signage:** Take note of the style, messaging and placement of your signage. Is it effectively communicating to all of your customers in a way they can understand?

- 2. Customer Greeting:** Describe the way your staff greets customers. Note their body language and demeanor. Note reactions of other customers.

- 3. Golf Shop:** What do you think about the overall look of merchandise in the shop? Any specific thoughts on placement of goods and the staff's interaction with customers?

- 4. Food Service:** Are you serving a healthy mix of foods that appeal to a wide variety of interests?

5. Promotion: Make a list of your best programs and experiences, ones that drive your business. Chart what yields your best results.

6. Imagery: Observe the photos and displays in your facility. If you categorized them, what would the categories be?

7. Cleanliness: Is your facility clean?

8. Staff: Who makes up your staff? Note its diversity.

UNDERSTANDING A WOMAN'S PERSPECTIVE

CULTURE AND LANGUAGE

Now that you understand that the **PURPLE PEOPLE** are powerful and a game-changing presence, it now begs the questions as to how we create a productive and long-term relationship with this very influential group. Understanding how different men and women are, and why they are different, is going to illuminate a pathway to success on which we as an industry look to travel successfully. These differences help to explain the reasons behind a woman's decision-making process. An understanding leads to better-informed strategies that will generate positive and productive results.



Imagine that you were recently hired to lead a project in Japan. In order to be successful, what are the top three things you would do to help ensure success?

LIST TOP THREE THINGS:

1. _____
2. _____
3. _____

IF YOU SAID: learn their language, learn their culture and learn their customs, you would be right. Understanding the uniquely different language, culture and customs of this foreign country would accomplish several things; It would allow you to effectively communicate, it would demonstrate respect and it will build a base for authentic relationships on their terms.

The same is true about interacting with women. While not quite a foreign culture, the concept that men are from Mars and women are from Venus is rooted in different styles and approaches to the world. **WOMEN DO RESPOND TO DIFFERENT SOCIAL CUES, SOLVE PROBLEMS DIFFERENTLY AND HAVE DIFFERENT VALUES.** To truly understand these customers, a review of gender differences is a must. Think of it as dealing with a new frequency or channel on your radio. To communicate effectively with women you must first get on their frequency.

BRAIN CHEMISTRY

Source: Margrit Bradley and Michael G. Connor, Psy.D



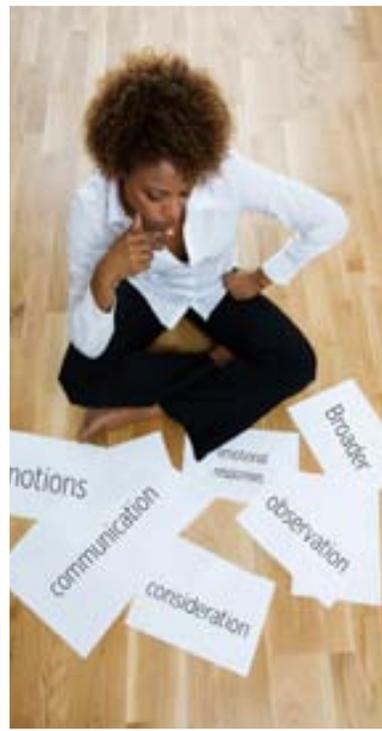
There has been a surge in focus on the brain and how it works. What research has revealed is that **MEN AND WOMEN HAVE VERY DIFFERENT BRAIN CHEMISTRY**. Their brains are different sizes and each gender's brain is uniquely wired to handle different tasks. The differences between men and women that we see every day have a basis in neuro science.

Researchers are increasingly finding that male and female brains are indeed different and that there is **NO SUCH THING AS A UNISEX BRAIN**. Imaging technologies...are demonstrating that brains in human beings have...areas that are different between genders.

Bridget Brennan | Author | "Why She Buys"

THE FEMALE BRAIN HAS A LARGER LIMBIC SYSTEM, which is the area of the brain associated with emotions and emotional responses to situations. Her brain has more neural activity, creating greater connectivity throughout all parts of the brain. Women have the ability to stamp memories with emotions. This has been credited as to why women remember everything; they are wired to do so.

THE DIFFERENCE IN BRAIN CHEMISTRY ALSO DETERMINES HOW EACH GENDER PROCESSES INFORMATION. Men break down information from a task-orientated perspective, while women place a greater emphasis on communication and socialization. This causes men and women to relate to everyday experiences differently. It is important to note that the brain is a very adaptable organ, and its ability to interpret culture and adapt to different situations gives us the ability to grow and change.



THE GENDER LENS

As noted earlier, gender is one of the most emotional topics in addition to politics and religion. So, stepping back and objectively considering the landscape surrounding this issue is vital. Obviously, men and women are different, but as you just read, brain chemistry plays a very strong role in establishing behavior. It is not about being right or wrong; it is about understanding both the **HARD WIRING** and **CULTURAL EXPECTATIONS** that impact behavior. By understanding this impact, much of the pressure that is associated with gender interaction can be mediated.



This difference affects the way that men and women interact with and understand one another. Again, let's go back to Japan. When there, we learn the language and the culture, which will enable us to build success. The same is true for golf. When we learn how to speak the language and the culture of women, we will find success here, as well.

Great benefits have been derived from the study of gender differences. Businesses have positively altered their course by purposefully studying these differences and optimizing the opportunities they create. The purpose of this playbook is to share with you these differences, shine a light on the unique opportunities they present and then help you craft a business strategy that will drive success. The key to this success is the ability to see the world through a different perspective, which we will call the **GENDER LENS**.



The purpose is to have you see the world through a different perspective, which we call the

GENDER LENS.



Looking through this **GENDER LENS** you will be able to see what your female customers see and understand what they feel. Looking through this Gender Lens you will be able to take the necessary steps to engage this consumer. The Gender Lens is an informative and an important tool as you look to build and diversify your base of customers. The lens allows you to better understand behavioral perspectives and utilize that knowledge in a new framework of customer service, resulting in a positive impact for you, your business and the game of golf, by benefiting from the “gender dividend.”

DECISION MAKING

When shopping, men set out to make a purchase that solves a problem, and do so quickly. Women are seeking the perfect answer, the optimal solution. Women will search a myriad of products before purchasing one, often times circling back to other products they like and comparing them to a current favorite product.

Dr. S. Christian Wheeler of Stanford University found in a survey that women were three times more likely to browse while shopping than men. Dr. Wheeler also found that women were more likely to shop when they did not have something they needed.



yes

maybe

maybe

maybe

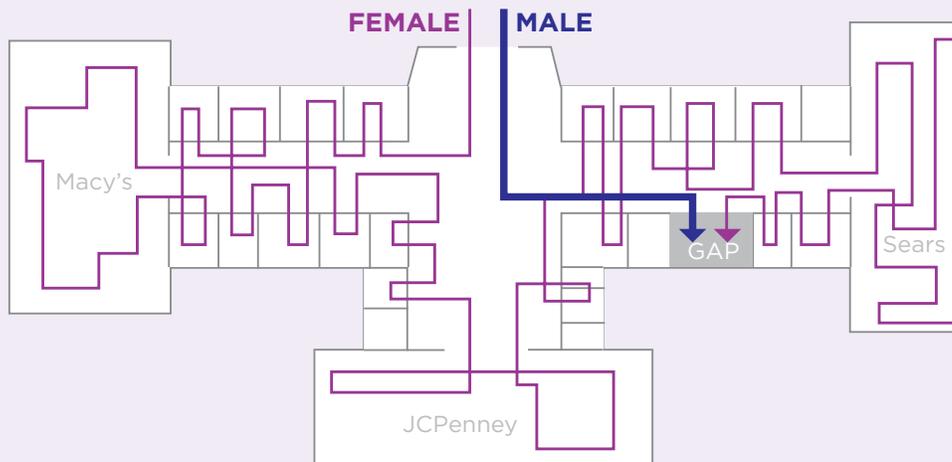
“It shows that women are engaged in what we call more ‘possibility-driven’ shopping behavior when they shop for clothing.”

Dr. Wheeler

It is easy to see the gender-specific brains at work—the meandering from side to side of a woman’s brain and the straight, directional path of the male brain.

When men set out to make a purchase, they follow a linear path. Men look for a good solution, one that may meet their top two or three criteria and they do it in the quickest way possible. Women, however, follow more of a circuitous path. Women purchase only after they have found the perfect answer or the optimal solution for their problem.

Look at this illustration of how men and women make decisions when they are shopping.



COMMUNICATION

In a study by Ogilvy-Mather, an international advertising and marketing agency, researchers found that 92% of women passed along information about the best shopping deals to their friends. Word of mouth is one of the most powerful and effective marketing tools a product or business can utilize. Women place a premium on input from their friends, and they will be promoters of your business if you effectively engage them.

COMMUNICATION is obviously a vital tool for connecting with others, for understanding one's environment, and for building relationships. In the same way of the shopping illustration to decision making, women see communication as a process, not just a task.

MEN often listen using the rational, analytical part of the brain. **Men** listen with a purpose for fixing something. They focus on the problem and look for an adequate solution. **Women** listen using the emotional, relational portion of their brain. **Women** listen with the purpose of understanding. They focus on the story, the emotions of the story and the personal connections in the story.

WOMEN are focused on the personal connections while communicating. By contrast, men are focused on accomplishing the task that prompted the exchange. **Women** are more interested in the journey in the conversation—the process of getting to the destination. **Men**, however, are more interested in the quickest, most efficient and effective way to get to the destination.



- ✓ LIVE IN A WORLD OF CONNECTIONS
- ✓ CONNECT VIA FEELINGS
- ✓ VALUE SIMILARITIES
- ✓ SEEK COMMUNITY AND AVOID ISOLATION
- ✓ SEEK CONNECTION AND UNDERSTANDING

- ✓ SEEK TO WIN AND AVOID FAILURE
- ✓ LIVE IN A WORLD OF STATUS
- ✓ VALUE DIFFERENCES
- ✓ LOOK TO OFFER ADVICE
- ✓ CONNECT VIA ACTIVITIES
- ✓ SEEK CONTROL



HOW WELL DO YOU KNOW YOUR CUSTOMER?

Here is an exercise that will provide some insight as to how your facility may appear to women. Utilizing the Gender Lens, answer the questions below.

GENDER LENS	YES	NOT A PRIORITY
1. Women want to play with girlfriends, husbands and with their professional networks		
2. Women care about the CCs in their driver		
3. Women want respect		
4. Women want clean facilities		
5. Women care about the speed of the greens		
6. Women want to know what you know		
7. Women care about who is on the beverage cart		
8. Women want to feel welcome		
9. Women care about a beer special after the round		
10. Women want a place to escape		
11. Women want a variety of food options		
12. Women care about a golf ball sale in the shop		
13. Women want comfort		

ANSWERS
 1 Yes, 2 Not a priority, 3 Yes, 4 Yes, 5 Not a priority, 6 Yes, 7 Not a priority, 8 Yes, 9 Not a priority, 10 Yes, 11 Yes, 12 Not a priority, 13 Yes

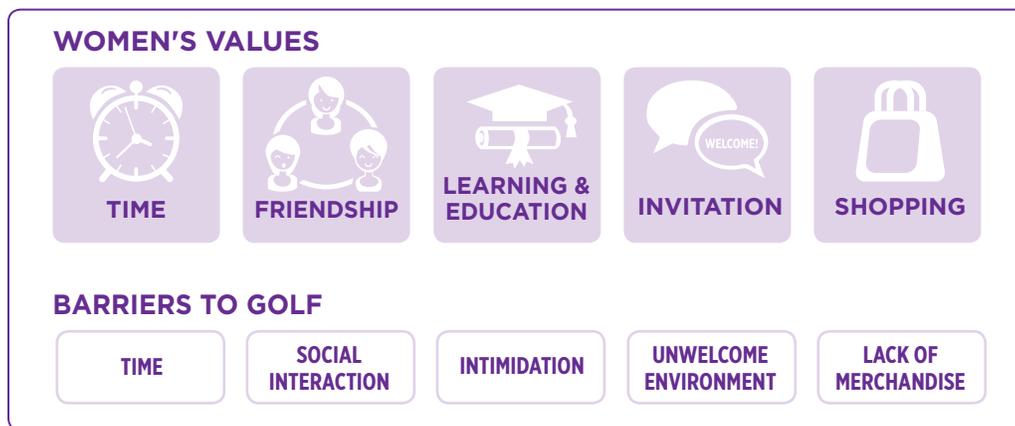
This is a useful tool in determining how to shape your programs and communications moving forward for women. Their priorities should become your priorities and values.

VALUES AND BARRIERS

It is easy to recognize that consumers purchase what they value, as some say, we speak with our wallets. Selling a product or service rests on the ability to understand the customer's needs and values, while presenting them with the product or service that **BEST ALIGNS WITH THESE VALUES.**

The current landscape of the golf industry has created barriers for women who want to participate in the game. These barriers are created by **misaligning the facility experience and program offering with what women actually value.**

While these barriers exist, making the right adjustments can turn those barriers into opportunities. By aligning your facility with what women value, you will have the opportunity to leverage these opportunities for success. These changes will not negatively impact your male customers and in most cases will provide benefits for them as well.



BARRIERS TO OPPORTUNITIES



With so many women in the workforce, their leisure time has been drastically reduced. "ME" time is very compressed and women are extremely thoughtful when choosing an activity in which to spend their most precious leisure time. It is important to understand that while women have personal interests, these personal interests generally come second to their work and/or family responsibilities.

In light of a woman's time constraints, as is the case for many people, the once-valued leisurely pace of golf has now become a deterrent in our time-starved world. In the spirit of flipping the model to create an opportunity out of a barrier, create a good time by **innovating new and fun, short-format games.**

Women are noted multi-taskers; they are driven to check off multiple boxes on their ever present **"TO-DO"** list. Playing six holes, while a carry-out dinner is warming and the laundry is being handled, as she meets with friends, is a way for her to accomplish all her tasks. Providing a variety of services for her, her family or network of friends will cater to her needs, responsibilities and enjoyment.





Women consider building relationships to be an important element of success. Since women value relationships, they look to create opportunities and experiences that help them do that.

Be sure your facility offers a **SOCIAL EXPERIENCE** that offers opportunities that help develop **PERSONAL RELATIONSHIPS**. Strategically plan invitations, either to already established groups of friends, or use a model where participants can bring a friend at a reduced cost.

NBA / WNBA | CASE STUDY

IT'S A WHOLE DIFFERENT BALL GAME

Donna Orender | CEO, Orender Unlimited | Former President, WNBA

The NBA has successfully developed a world-wide customer base, the majority of which are men. When selling tickets to its core audience, it's a very straight forward pitch.

It's all about what's important to a guy and in most cases his business. So, when a male customer buys pricey season tickets he has paid for more than a chair to sit in to watch a basketball game. He has invested in a currency, one that delivers status.

Based on the success and the expertise of the NBA, it was logical to adopt the many processes and tactics on behalf of the WNBA. So selling a ticket for a front-row seat at a WNBA game would follow the same principles, right? What we ultimately discovered was that selling tickets to women was a different process than selling to men. The sales interaction, for starters, was approached in a more personal and socially attuned way, which yielded better results. For example, 'Hey Sally, how are you? How's your family? Not sure what you have been up to lately, but I know you would totally enjoy seeing the New York Liberty play. There are some great women, it's a great environment, and its lots of fun. We have these great seats in a wonderful section of really nice people. I think many of them share your interest in public education. The seats are priced right for you, so can I count you in?' Sally says 'yes'.

The important lesson we learned was that the currency for men, that of status, hierarchy, and achievement, is not the same value set for women. In most cases, the prioritized currency for women is social connection, friendship and value-driven pricing. *The goal of the businesses is the same—sell tickets and create outstanding customer experiences. It was a big 'aha' when everyone realized the path to that success was a different road in building a female audience.* That customized sales processes based on unique customer insights and, in this case, these gender specific insights resulted in success.



A woman's desire to show progress is important and works as a motivator for her. It is important to note however, that women do have a drive to be perfect, and the drive to succeed can also discourage them if they feel they are not making the progress they expect.

Golf can be intimidating on many levels. The lack of familiarity with the terms, etiquette and the game itself can easily put a woman back on her heels from the outset. So introducing women to the game of golf and teaching both the **CULTURE** and the **MECHANICS OF THE GAME** from the start is very worthwhile. It is important to diffuse their fears and put them at ease.



Women value personal connections. **WOMEN WANT TO BE INVITED.** An invitation is a very personal and direct way of communicating a message of welcome, which is how women often hear it. It is a way of cutting through the clutter of women's lives and it also communicates respect through a personal effort.

As we saw in the Financial Industry example (page 13), They worked hard to create an environment that showed they valued women in every way possible. So be sure that your facility communicates that it is an inviting destination for these women. The personal effort helps cut through the clutter in her life and communicates respect.



In research studies about women's satisfaction with golf, the importance of a quality shopping and merchandise experience is near the top of the list. Remember, women notice all things. **YOUR FACILITY ACTUALLY HAS A VOICE AND SPEAKS VOLUMES.** Where, and how, your women's clothing is placed in your shop actually matters. If the "women's department" is in a back, unlit corner, what does it say to them about how you value their business? How clear is your directional signage? How about photographs and imagery on your walls; do women see themselves?



A big caution here is to be mindful that **WOMEN ARE NOT ONE SIZE FITS ALL**. While this does make getting a merchandise mix challenging, creating a dialogue with your customers about their preferences is important.

Women want to belong, feel valued and accepted. Frankly, women don't want to feel out of place. Many women care less about being the best at the activity, than they do about understanding the activity. Women value education and learning, and their desire to display mastery of an activity is both an asset and a deterrent.

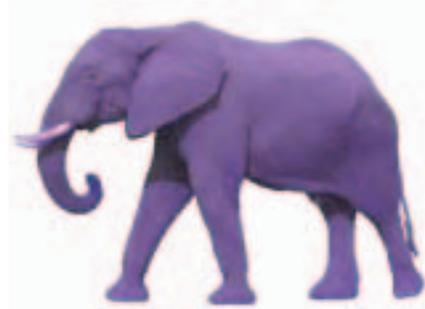
VALUE	BARRIER	OPPORTUNITY
TIME	Golf can be time consuming.	Be creative in offering fun and time-saving formats.
FRIENDSHIP	Lack of women to play with.	Develop multiple ways for women to find suitable playing partners.
LEARNING	Intimidation and unfamiliarity with the game.	A safe and friendly learning environment is key. Use this to dispel myths about the game.
BELONGING	An unwelcoming environment.	Personally invite and welcome women to your facility. Be sure to invite their friends.
SHOPPING	A lack of golf merchandise.	Proactively reach out to customers to help stock the most desirable and relevant merchandise.

“For me, barriers present themselves as windows for opportunities. Taking the time to understand the variables that can prevent success is an invitation to achieve that success.”

DONNA ORENDER | CEO, Orender Unlimited

THE PURPLE ELEPHANT

Taking the time to better understand some of the implicit biases associated with any situation is a positive first step in achieving your goal. When we speak of the purple elephant in the room, what is referenced is the unspoken, but certainly felt, concerns and even prejudices that shape our own thinking and assumptions about life.



When it comes to women's participation in golf, there are certainly spoken and unspoken expectations, biases and even myths about what they bring to the game. Taking the time to personally assess what they represent to you and your staff is a critically important element to helping transform the culture to one that is welcoming and says both with words and actions that we value you and your business. We all have personal filters, discovering what yours are is important.

Instead of ignoring these biases like a purple elephant in the room, let's call them out:

"I have women's apparel, but they never buy it!"

"Women play so slow, and it angers my other customers!"

"Women take a few lessons, but they never play!"

"How can women have any fun, they aren't any good?"



KEY TAKEAWAYS

- 1** Differing brain chemistry in men and women results in different perspectives and behaviors.



- 2** Understanding both the hardwired and cultural differences of men and women will lead to creating a better business plan that addresses the values of each gender.



- 3** Meeting the needs of your female customers will build a new and loyal customer group. This group can yield a multiplier effect through the powerful word-of-mouth validation.



- 4** What you don't say is just as important as what you do say. Look through the Gender Lens and ask yourself what you are saying and what you need to say to be effective in engaging women consumers.



UNDERSTANDING A WOMAN'S PERSPECTIVE

Putting on the **GENDER LENS**, take a fresh look at your facility and make some new notes on the questions below. Once complete, take a look at your previous answers to your current answers. Do you see a shift? Understanding women's values and how these values drive purchasing decisions, use the Gender Lens to make a preliminary list of ways that you can improve in the following areas.



- 1. Directional signage:** Take note of the style, messaging and placement of your signage. Is it effectively communicating to all of your customers in a way they can understand?
- 2. Customer Greeting:** Describe the way your staff greets customers. Note their body language and demeanor. Note reactions of other customers.
- 3. Golf Shop:** What do you think about the overall look of merchandise in the shop? Any specific thoughts on placement of goods and the staff's interaction with customers?

EXECUTION

WHERE THE RUBBER MEETS THE ROAD

WHAT TO DO NEXT?

The next section will provide you with insights and tools to ready your staff and adapt your facility, by optimizing the significant interest of these new customers. What will differentiate your success is the ability to **EXECUTE**.

I. GOALS

II. ATTITUDE AND CULTURE

III. COMMUNICATION

IV. FACILITY AUDIT

V. PROGRAMMING AND EXPERIENCES

VI. SUMMARY



BILL WHALEY, PGA

General Manager,
TPC River Highlands

National Director
of Golf Operations,
PGA TOUR Golf
Course Properties

Five years ago we saw the opportunity to focus on the female golfer. The PGA of America's Women's Golf Month provided us with a great starting point. With our entire network focusing on women's programs during the month of June, we accomplished some great results. With such success, we took the opportunity to **EMPHASIZE** these programs **YEAR ROUND**.

During this period, we have seen **HUGE** success in our women's participation network wide. It all starts with the unique offerings we have at many of our clubs, from a Women's Day clinic to hosting Executive Women's Golf Events—and a Kick up Your Heels event hosted in conjunction with the Justin Timberlake Shiner's Hospital PGA TOUR Event in Las Vegas. One of the most important programs we have used to help our growth is *Get Golf Ready*.

THE FIRST YEAR WE HOSTED GET GOLF READY PROGRAMS, we had more than **600 students** participate. That figure has grown to more than **1,300** in 2010 and **2,200** in 2011, with the majority of our students being women. The Get Golf Ready programs helped generate more than \$1.5 million in revenue to the TPC Network in 2011.

This revenue was seen throughout our entire operation, from additional lessons, to green and cart fees, as well as food and beverage sales. With continued focus from our head professionals and their teams at all of our TPC Properties, we feel that our success is just starting, in regards to creating women golfers.

WITH THE LAUNCH OF GOLF 2.0, OUR PROGRAMS will now focus on growing golfers not just "program takers". We are making an effort to try to provide more offerings to get women out on the course. That is how we feel we can truly grow the game.

I. GOALS

Setting goals and establishing personal accountability for each staff member and the entire organization is critical to driving success. By creating a tracking system, everyone every day can get a personal report card on their efforts—it's an immediate report card on what is working and what is not.

It is important to actively monitor changes at your facility and to tie them to specific goals. These goals should be aspirational and drive the focus and efforts of your team. The ability to double your current female participation and spending at your facility is a goal that is very much within your immediate reach—as a starting point.

Women are very comfortable with bringing a friend to activities they enjoy. By creating programs that encourage women to do so and tailoring experiences that cater to their interest and wants, you have an opportunity to build your business multi-fold. The exponential value of women customers will be realized as you design a culture and experience that represents their values. So, continue to motivate your staff to do the best possible work on behalf of female customers, for the benefit of all.

-
- Establish target number of new female customers**
 - Establish target number of new female rounds**
 - Establish a target number of increased rounds from current female customers**
 - Establish growth targets in dollars spent in total and by category at your facility**
 - Prioritize new hires that look like your customer base**
-

BENCHMARKING

Benchmarking progress is critical in managing your business. Noting where you begin, the steps you have taken, what is working, and what is not working is an instructive scorecard that allows you to continually adjust and amplify the activities and experiences that generate results. Getting positive feedback while seeing your business grow is the best reinforcement for your staff and customers.

Utilize a tracking mechanism or access your Point of Sale System on a weekly, but preferably daily basis, to track all relevant metrics related to your female customers. It will be important to know how much they spend on greens fees, merchandise, food and beverage as a starting point. Understanding their key influence, which points to family participation and purchasing decisions is key. This information will give you the data to plan your growth strategies. It will also provide you the data to recognize those areas that are underperforming. Here are the recommended metrics that should be benchmarked:

1. **Number of Women Golfers at your facility.** The NGF defines a “woman golfer” as a woman who plays one or more rounds each year.
2. **The total amount spent by women at your facility.** It is important to break this out by greens fees, lessons, food and beverage, merchandise and other.
3. **Special programs offered at your club on certain days.** This will allow you to account for spikes in attendance.

DATE	NUMBER OF GOLFERS	SPECIAL EVENTS	GREENS FEE REVENUE	LESSON REVENUE	FOOD AND BEVERAGE REVENUE	MERCHANDISE REVENUE	OTHER REVENUE

Additional metrics that can be tracked to provide greater detail are:

- The days and time of day that women visit your facility.
- The specifics of the activity that generates the revenue (i.e., rounds played, lessons taken, specific merchandise purchased, etc.)

SUCCESS BREEDS SUCCESS AND INFORMATION IS A FUEL FOR SUCCESS. Knowing your numbers is key to execution. Knowing how many women are participating on a regular basis will allow you to set goals for improving participation.

II. ATTITUDE AND CULTURE

Look at your facility. While we will offer specific tactics to engage women, their success is directly related to the environment you offer. Women are perceptive and astute. Your service team will be rewarded with new loyal customers in direct proportion to the ability for the entire organization, emanating from the top, to embrace a service culture and accompanying positive attitude that women will appreciate. Women see everything, so must you.

When a woman arrives at a facility, she may not know exactly what to do. Having the right people in the right positions, properly trained, will make all the difference between success and failure.

STAFFING

HIRING RIGHT

As Jim Collins, the recognized management expert, said: “Leaders of companies that go from good to great start not with “where” but with “who.” They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.” The right combination of skill sets and a staff that is representative of our country makes a strong and vital statement as to the commitment to embracing a broader customer base.

Studies show that people tend to hire those who make them feel comfortable, which is generally people who look and think like them. The golf industry is no different, and this is one reason why there is a lack of diversity in the employment ranks. Customers also want to feel comfortable, and they gain that comfort in having people who look and think like them in positions of customer service. The lack of diversity across the board in the golf industry does not effectively support a broader outreach.



Characteristics of Staff Who Engage Women:

- Trained in utilizing a “gender lens” to meet the needs of a female customer**
- Strong interpersonal skills**
- Strong communication skills**
- A good listener**
- A willingness to learn and execute what is necessary to offer first-rate, personalized service**

While these characteristics are important to look for in potential employees, understanding personality types and strengths is important. The ability to adapt and be open to learning is also key. Taking the time to train your staff, and utilizing the knowledge and tactics gained in this Playbook will be time well spent.



TRAINING AND EDUCATION

For this culture to take root at your facility, it is important to provide your entire staff with the proper training. The goal is to have the entire organization buy in, and have each and every person understand their important role in creating a positive experience and ultimately success for the entire company.

Points to Convey

1. **Shifting Culture:** It is important that your staff understand how our culture is shifting, resulting in changing roles and expectations. With women's increased social and economic influence they are now, more than ever, a prime customer segment.
2. **Differing Values:** Your staff should have an understanding that men and women have differing approaches to problem solving, ideation and priorities. Illustrate that women's differing values drive their purchasing decisions and that the golf industry needs to align their services with these values. Your staff must understand that these values affect how they react to situations and interact with others. Each employee has a responsibility to understand their own "purple elephants" and their impact on customer perceptions and behavior.
3. **Customer Touch Points:** Your staff must understand how they can specifically affect satisfaction for your female customers at every touch point. Since a woman has specific expectations from each touch point, your staff needs to be prepared to meet, and exceed, expectations.

Teach your staff the information you learned from this playbook

ENGAGE IN CONVERSATION

The social nature of women makes them eager participants. A good starting point with establishing or re-establishing a female focused program is asking women what they think. Allowing her to tell you her satisfaction, even dissatisfaction, with her experience will not only show you where you can improve, it will also create an inclusive environment, which is one that she values.

-
- Ask your female customers about their experience, and how you can make it better**
 - Frame open-ended questions so the woman can tell you her stories**

FOR EXAMPLE:

- **Tell me how we can improve our restrooms?**
-



WELCOMING ENVIRONMENT

Greeting a woman as she arrives at your facility is crucial, because it is her first interaction with your facility and staff and it will help set the right tone. Warmly greet her and make her feel comfortable quickly. This will put her at ease and she won't feel patronized or judged. Offer to answer any questions and invite her to move towards the next location such as the golf shop, restaurant or locker rooms. Making eye contact, being reassuring, asking questions and providing direction are all ways to build a service culture that women will value. As with any first impression, you only get to make it once, so present it with absolute care. Be sure to make a point to connect with her personally. The greeting will set the tone for the rest of her time at your facility.

-
- Personally greet each customer
 - Make eye contact and extend a hand, if it feels right
 - Come out from behind the counter and initiate conversation
-

STAFF SETS THE TONE

At many facilities, your frontline staff are those who make the first impression. While many think the first impression is in the golf shop, as you learned, it starts well before the golf shop. Your outside operations staff is critical, because this is a key contact point for your facility in establishing a welcoming and inviting environment.

The next step is not telling the woman where to go, but **SHOWING HER WHERE TO GO**. Showing and not telling is an important tactic that will get the female comfortable with your facility.

Women generally have even higher expectations for a greeting than men. So, it is even more important to a woman for the staff member to stop any other work they're doing and focus their complete attention on her. Your attention is an indication of whether you value her as a customer or not.

Things your outside operations staff should be prepared to do:

- Offer a warm greeting
 - Offer any special assistance, as necessary
 - Direction to next location
 - Answer questions about the facility
 - Provide a snapshot of the facility and the great experience ahead
 - Politely direct and take the customer towards the next location
 - Assist beginners or first-time visitors, as they are unfamiliar and probably intimidated
-

While your staff will be central in offering this warm greeting to the women arriving at your facility, your facility itself will play a significant role in creating a welcoming environment. The next section will explain in detail the many ways to create this environment.



-
- Show her, don't just tell her, where to go**
-

CHECKLIST

	YES	NO
1. Do you have women on staff in a variety of positions at your facility?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you dedicate meetings with staff on training them to properly engage women?	<input type="checkbox"/>	<input type="checkbox"/>
3. Does your staff know how to warmly welcome women and make them feel comfortable?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you proactively seek feedback from your female customers on your facility's culture and how you can improve?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you and your staff properly direct the customer towards the next location (i.e., show don't tell)?	<input type="checkbox"/>	<input type="checkbox"/>

ATTITUDE AND CULTURE

III. COMMUNICATION

Understanding the fundamental differences between men and women gives us the ability to map a course of action to address the unique ways that women process information, learn, make decisions and assign priorities. We can create opportunities for success at our facilities when we understand how to best respond to and value these behaviors. Throughout this section, consider if your facility and staff communicate that all customers are equally valued.



HELAINE NEIMAN

Member & Women's Chairperson at Green Brook Country Club, North Caldwell, NJ

I noticed a falling participation in the women's programming at my club. So I took it upon myself to revamp the program, and sent out online surveys to 70 of our members, asking them what they wanted from the female golf programming. Upon receiving the feedback, I organized an Opening Day Celebration, where more than 50 attendees signed up. During the day, there was something for everyone: a breakfast buffet, beginner clinic, trunk show, door prizes, and an explanation of the new golf season, with a detailed handout titled *Golf Games within the Game*. Unfortunately, rain prevented them from playing golf, but the weather did not dampen the enthusiasm for the upcoming season. Knowing that no golf would be played, the women still showed up for the Opening Day celebration.

The women came to hear about the new formats and were introduced to the *Golf Games within the Game* schedule. New golfers, nine-hole golfers and our oldest playing member at 85 years old all wanted to be included in the events this summer.

I listened to what they wanted, and created what they told me to create. The result is a summer schedule that offers something for everyone, at every level, resulting in an increase in play.

A FUNDAMENTAL TRUTH

Communication is as much about what you **DON'T SAY**, as it is about what you **DO SAY**. Women see the world differently than men. When a woman walks into a room, she notices every minute detail, and it immediately affects her perception and experience. Men, on the other hand, are very focused, and notice only things in the path of their focus.

In the same way, when women walk into your golf shop, they are attuned to the pictures on the wall; they notice the merchandise and cleanliness of the facility; and they notice body language. Because you have a new customer who is attentive to details, you should be attentive to these details, too. You need to be aware of what is being communicated and adjust the message accordingly—**DETAILS MATTER.**

THINGS TO CONSIDER	YES	NO
How is your merchandise featured? Can a woman readily see where her merchandise is being displayed?		
Are there images of female golfers in the clubhouse? Can a woman see herself, or her family, having fun at your facility?		
If you have photos of PGA TOUR Professionals at your facility, do you also have photos of LPGA Professionals?		

DO NOT ASSUME ANYTHING

When dealing with female customers the biggest mistake is making assumptions. In many situations, we naturally default to predetermined stereotypes that almost invisibly guide our perceptions and decision-making.

STORY 1

A woman decided that today was the day she would accept her husband's invitation to play golf. They arrive at the course and enter the shop, where her husband is greeted by the professional behind the counter. The professional inquires about her husband's tee time, if he needs range balls, and if he needs anything from the golf shop. At this point the woman has yet to be recognized. After dealing with her husband, the professional finally turns to the woman and inquires if she will be riding along in the cart today. "No," she says. "I'll be playing today."

While on the course she explains to her husband her frustration that the professional immediately dismissed her. The fact he did not see her as a potential customer and assumed she wasn't playing made her wonder if she was even welcome at the golf course.

STORY 2

A group of women are playing at a resort course while on vacation. They walk into the golf shop, pay for their round, get rental clubs and browse through the merchandise. While in the shop they ask to visit with one of the golf professionals. They are unexpectedly thrilled to be greeted by a female professional. After a great conversation, they prepare to head out to the course. Before doing so, they also want to visit with the head professional and tell him how happy they are to see diversity on the staff. When they ask one of the assistants if they could meet and speak with the head professional, they are informed that they had just met her.

These two stories illustrate the assumptions people make. We are a product of our culture and the usual patterns that we experience every day. These default stereotypes can impact and impede the ability to recognize our filtered views on the world.

IT IS IMPORTANT TO UNDERSTAND THAT THESE ASSUMPTIONS impact our ability to communicate effectively and can affect the creation of a respectful and engaging environment that will grow our business.





At a recent Association outing the playing format was two best balls until the sixth hole. On the seventh hole the match then changed to be played as a scramble. Many of the guys who were playing began to complain when they saw the rules. They said “**a scramble, really Lyn?**” Not only did the format switch to a scramble, but the rules required that you hit the ball from your non-dominant side. So, if you are right-handed, you played left-handed. There were many whiffs and groans and acknowledgments that “**wow, this game can be really tough if you are a beginner.**” It was amazing how the conversation shifted at the end of our outing. Instead of our usual recap of great shots hit and fun we had, the conversation was about the plight of a new player coming to the game. the conversation was a terrific experience and learning asset to us all. To walk in the shoes of our newest customers really changed our perspective and our focus on the need and the importance of being attuned to our customers and their needs.

LYN NELSON

CEO, Northern California Golf Association



I was playing a facility with another LPGA Professional, and we had chosen to play from the middle tee box that day. As I was teeing up the ball, the marshal quickly approached and informed us that, ‘Those are not the women’s tees, they are up there.’ After I respectfully told him that I knew my game and I was going to play from these tees, I striped the ball down the middle of the fairway and drove off. Because I was a woman, he assumed I wasn’t a good player.

NANCY QUARCELINO, PGA/LPGA

Nancy Quarcelino School of Golf

Golf Magazine, Top 100 Instructor

BARBARA ANNIS, a leading expert in corporate gender consulting, found through thousands of interviews with men that they are confused on how to appropriately engage women. She found a few questions to be recurring:

*“What are the ground rules? Do I call them women?
Ladies? Girls? Folks?”**

*“Do I open the door for women or not?”**

*“Is it O.K. to talk to women about their families?
How much should I ask?”**

*Excerpted from “Same Words, Different Language” by Barbra Annis.

These same concerns are voiced by golf professionals across the country who are interested in engaging female customers. It is difficult because there is not an easy answer or specific guidelines. Women are not “**ONE SIZE FITS ALL.**” It will take an understanding of the person you are dealing with to know how to best interact with her. However, the following section will give you insight on how to communicate in a way that resonates with women.

PERSONAL CONNECTIONS

Women, by nature, are social. They value connections with people that are personal and authentic. While men infrequently desire conversation about their personal lives and prefer to connect via activities, women, in contrast, connect emotionally and want to engage and talk about their lives. Embrace the opportunity to respectfully connect with your female customers on a personal level, whether through shared experiences, mutual friends or a similar family environment.

CREATE AUTHENTIC CONNECTIONS

Taking time to learn about your customers will demonstrate that you genuinely care about them as a customer and a person. A good technique to build relationships is to follow up with questions about their interests and experiences.

Things to Know About/Ask Your Female Customers:

- ❑ Where appropriate, research something about the person you can appropriately bring up in a conversation
- ❑ Ask about her family
- ❑ Ask about her interests outside of golf
- ❑ Ask about her work
- ❑ Listen, learn and follow up

Be mindful to hit the right conversational tone. Be mindful of her cues as to how much she wants to engage. Show that you have a sincere interest in her, which requires a willingness to listen.



Just a reminder—all things communicate a message to women. Be mindful of every touch point and use the Gender Lens to interpret what the message is.



Learning the differences of how women communicate and what's important to them led to increased participation across our Section in Colorado. For example, our PGA head professional at Pinehurst Country Club, Kevin Vena, sat down with a group of lady tennis members. Utilizing his knowledge of how women communicate and how they value things differently, he invited these women to play golf. Nine women were interested in learning more about golf and signed up for **GET GOLF READY**.

EDDIE AINSWORTH, PGA
Executive Director, Colorado PGA Section

MARKETING

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large.

Being successful in marketing to women in particular, requires employing many of the insights outlined in this Playbook. **GENDER IS A HUGE INFLUENCER** in the purchasing process and aligning all of your messaging to appeal to the culture and language of women is absolutely essential if you want to break through.

As with the financial industry case study (page 13), they did the research to get a baseline on their customers and their customers' experience. When faced with the reality that many of their customers were female and that they were not happy, their reaction to adjust the key touch points in their business—service, sales and marketing—was the right one.

COLLATERAL MATERIALS

In order to best assess what you are “really” communicating to your customers, take the time to audit all of your communication that impacts them. This includes email, flyers, brochures, photographs in your shop or anywhere in your facility for that matter. Signage, including style and substance, as well as the “script” your sales people utilize, their dress and demeanor are all impactful.

As you look to create programs and specific materials targeting women there are several key tactics to keep in mind.

1. WOMEN VALUE EXPERIENCES OVER PRODUCT DETAILS.

Remember, the amount of CCs in her driver is less important than the message that the right driver will provide greater distance that will help her better enjoy the game. A photo of a smiling woman with a driver in her hand, with friends, is more impactful than a spec sheet on the driver, virtually every time.

2. WOMEN WILL FACTOR VALUE THROUGH THE EYES OF THOSE FOR WHOM SHE IS RESPONSIBLE.

Be sure that your flyer for Get Golf Ready or another event targeted for her, includes the kind of images and copy points that are resonant and relevant not only to her, but also to those around her.

3. WOMEN APPRECIATE CLEAR, CLEAN AND WELL-DESIGNED MESSAGES.

Lose the clutter. An electronic store learned that six TV's on a page in their Sunday newspaper ads did not work for women. Women prefer fewer images with clear copy points. She is busy, so help edit her choices.

4. IT'S ALL ABOUT PEOPLE AND STORY TELLING.

Make people part of the story you are telling. Make it about her and her friends and or family and the proposition will better resonate.

5. EMOTIONS MATTER.

The cool rationality of men is not what will connect with women. Women look for the context and the storyline that will create an emotional connection that provides the rationale for both supporting and purchasing from you.

Since women want to see themselves in the activity, your marketing collateral should have pictures of what the experience will be like. Use inclusive language, especially when promoting a beginner program. Be certain that the message is inviting and encouraging. Use messages that promote a group atmosphere and community, with words like “we” and “together.” The message should explain the activity, but be simple and concise. The design of the collateral should be simple and clean, so that the customer may easily understand the communication and not be overwhelmed by the presentation.

SOCIAL MEDIA

Women are the engine that is driving social media. It makes sense, as they are the social drivers of our world. It is therefore important in your marketing mix to use social media tools to both engage and stay in touch with this consumer segment. Reach out to your membership and see who may have an expertise and interest in helping the club communicate utilizing Twitter, Facebook, Tumblr and Pinterest for starters.

Fifty-five percent of Facebook profiles are women (Ogilvy) and women spend approximately 3.3 hours online daily (Yahoo!). In a study by web giant BlogHer, they found that more than 80% of women trust the information they find on social media, and separately 92% of women pass along information on the best shopping deals to their friends (Ogilvy).

WORD OF MOUTH is one of the most effective and impactful ways to market, and women are experts at it. Through making recommendations, they provide value for their friends and enhance their own sense of self worth and contributions. Every woman represents a group of women, and in many cases multiple groups. You should learn how to leverage her networks for your mutual success.

At your facility, you should visibly promote your programs for customers to see. Women enjoy reading information posted on bulletin boards along with photos and relevant articles. Keeping the information current is important as it indicates the level of priority and importance that women have to you and your staff.



Twitter

With more than 500 million users, Twitter uses 140-character messages called tweets to instantaneously update members of this social network. Because of the personal and direct aspect of Twitter, companies and brands are using the network to connect to customers personally, offering deals and promotions in a timely way. Not only are companies promoting special deals, they are also creating conversation and responding to inquiries and tweets about their brand. Strongly encourage your staff, and certainly the PGA members, to create Twitter accounts. It should be tied to their name and your facility. Your staff can use these accounts to promote your facility and help encourage conversation about your brand. In addition, your facility should have a Twitter account managed by your marketing staff, or another tech-savvy member of your team.

Here are some facilities and professionals that excel in Twitter:

INNISBROOK RESORT
@Innisbrook

It's National Golf Day! Celebrate at Innisbrook's Market Salamander Grille for dinner and enjoy the views of...

NANCY QUARCELINO SCHOOL OF GOLF
@qschool

Callaway demo day tomorrow-1-5! Come on out and try out the new clubs.

MICHAEL BREED, PGA
@MichaelBreed

"@ssimmons2009: Just golfed my best 9 holes. Thanks @MichaelBreed for your tips. Shot 1 over par. #letsdothis"
Congrats Shane Well done!

Facebook

Facebook is the world's largest social network with more than 1 billion active users. Facebook provides a place for individuals, brands and groups to connect by sharing photos, videos or text updates. Facebook is being used increasingly by companies to reach out to customers. Set up a Facebook page for your facility. You can engage some of your interested members to assist you, and you can use the account to share event updates and even photos and videos from past events.

Here are some examples of Facebook Pages:

DORAL GOLF RESORT

www.facebook.com/DoralGolfResort

BULLE ROCK GOLF COURSE

www.facebook.com/BulleRockGolf

MAKAI GOLF CLUB

www.facebook.com/makaigolfclub

EXAMPLE: PGA and LPGA instructor, Nancy Quarcelino, co-owner of Nancy Quarcelino School of Golf, connects new golfers at her facility with one another through Facebook after a group lesson or clinic. By managing a group page for these women, she encourages them to connect with each other, share their experience, set up times to play as well as time to practice with each other.



Pinterest

Pinterest is a social photo-sharing website that allows users to create and manage theme-based photo collections. Pinterest is a new social network, but was the fastest site ever to gather 10 million unique visitors. The demographics are heavily female and it is a great way to highlight merchandise, the course landscape and photos of the enjoyment your customers have on course. It speaks to brand and brand values in a very visual way—it certainly speaks female!



LEVERAGING RELATIONSHIPS

The question is often asked, “How do I approach women to get involved?” There are many entry points. Thanks to the nature of women, they are generally more than willing to help. A sign of interest from you, a request and some hospitality will get you on your way. Here are some suggestions:

- Ask a family friend, your spouse or your mother to put together a group of women to come and join you for a special lunch. You can use this as an opportunity to start the conversation about how you can provide the kinds of experiences they will value.
- Utilize a “Bring a Friend,” model in your programming to encourage women to bring a friend to participate with them.
- Solicit local business leaders and invite them for a special clinic or short outing. After the outing ask their opinions on what they would like to see and do that would bring them back more often.
- Organize a mother/daughter or father/daughter outing in the afternoons.
- Build relationships with existing local organizations and host special clinics for the members.
- Gather a group of women golf professionals and others who work in the golf industry and put together an alliance. Ask them to be a brain trust to help your facility be more women-friendly, in addition to brainstorming on how to diversify employment in the industry.

CHECKLIST

	YES	NO
1. Are you aware of your “purple elephants,” assumptions and biases that can impact customer service?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are you aware of the importance of personal connections?	<input type="checkbox"/>	<input type="checkbox"/>
3. Can you prepare a list of personal questions to ask of female customers?	<input type="checkbox"/>	<input type="checkbox"/>

COMMUNICATION

IV. FACILITY AUDIT

When looking to grow any business, an important first step is to identify strengths and weaknesses within your operation. This will allow you to comprehensively review all the ways women can interact with your business. While the touch points will be similar to what a man would experience, the context and perspective of what a woman will see when interacting with them will be quite different. Women are looking for personal service, cleanliness, a flair for design and presentation, as well as signage that is clear, concise and attractive.

GOLF SHOP

When a woman enters the golf shop, it's important that the staff give her their attention as soon as possible. After a speedy check-in, engage a woman by discussing any future programming, events, or merchandise options that might suit her needs. If possible, staff should comment on recent golf, family, and business successes.

It is important that **WOMEN ARE RECOGNIZED** as soon as they enter the shop. When sending in female secret shoppers to assess service, they have often been ignored. Staff is often busy on phones or in private conversations and women are left to roam. Women will browse until staff completes a task at hand, however the longer they wait for acknowledgement the less chance you will have at gaining their loyalty and dollars. Women are there for a reason or their valuable time would be spent elsewhere.

-
- ❑ Acknowledge women as soon as they enter your shop
-

Merchandise sales training should include **EDUCATION ON FIT, FABRIC, AND SUGGESTED CARE FOR EACH GARMENT** including a benefit statement for the purchase. These factors are important to women, as most women truly do not need another item, however they are happy to buy when they are engaged. Your shop's cleanliness and set-up will make a difference in women's buying patterns. Place mirrors and shelving at women's eye height and display outfits, lifestyle garments and accessories together for a total look. Ensure your staff knows the current inventory and can answer questions regarding availability and the options of special orders. Seeing an entire outfit on is crucial, so install full-length mirrors in the dressing areas and place smaller mirrors by the sunglasses and hat selection. Shoe sales are a key part of a woman's outfit so providing a seat to try on shoes will help your sales. And remember to thank a woman for her patronage.



-
- ❑ Educate staff on fit, fabric and suggested care of merchandise
 - ❑ Sales displays should show the total look of an outfit
 - ❑ Ensure staff knows current inventory and is trained in special orders
-

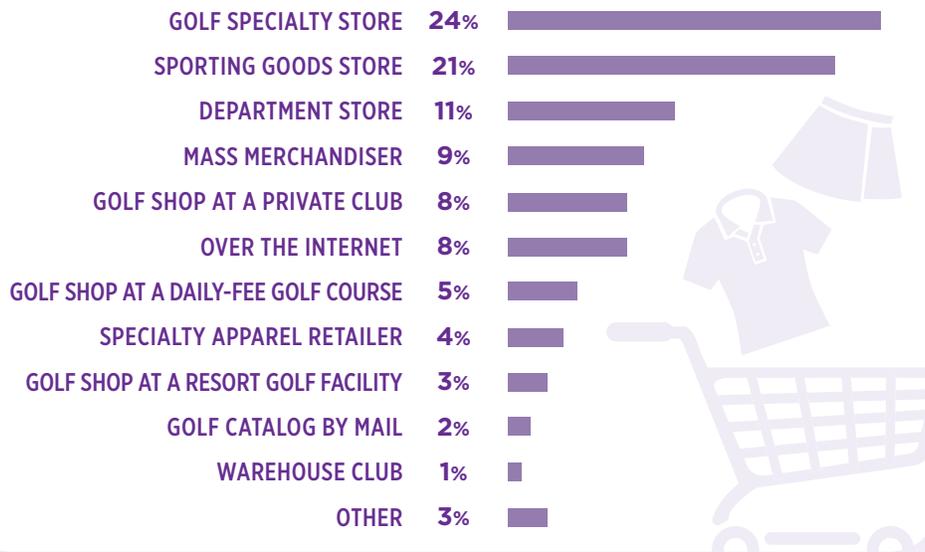


Only 36% of women say they are pleased with the availability of women's golf merchandise. The below chart shows where women shop for clubs and apparel, and the results demonstrate a significant opportunity for green grass golf shops, as currently the lion's share of women's purchases are happening at off-course retailers.

JON LAST

President, Sports and Leisure Research Group (SLRG)

WHERE WOMEN SHOP FOR GOLF APPAREL



LESLIE ANDREWS,
LPGA

President,
Leslie Andrews Golf

One time, I was with a Senior Financial Executive in a New York City golf retailer, helping her get fit for clubs. The woman came to the store dressed in business attire, but changed before the club fitting into a t-shirt and jeans. She was a new golfer and was having difficulty getting the ball in the air. That day, she came prepared to buy clubs and ended up spending \$1,500. During the fitting, a time slot for which my client was paying a fee, the club fitter stepped away to grab another club for her to test. While he was away, another staff member came and asked my client, 'Would you mind working on your swing another time so this man can test a driver?' This type of mentality needs to be changed – women need to be seen as consumers, not as non-golfers.

INVOLVE YOUR CUSTOMERS IN THE SOLUTION

It's important to keep your female customers involved in your buying plan. Golf fashion is important to women and a key element in determining their enjoyment of the game. If asked, engaged customers will be passionate about the inventory in the golf shop, and they will give you honest opinions if you allow them to tell you both what they like and don't like. Listen to them and when making golf decisions, act upon their feedback. Women will recognize that you are hearing them, and they will reward you with even more customer loyalty.

Here are three sample questions you can ask:

“Hi there! It is really warm today. We have these socks that breathe very well and help keep your feet cool. They are over here, if you would like to take a look.”

“I know you've been struggling with fairway woods. I just got in some clubs that will help you get the ball in the air.”

“I see that you are wearing blue today. Over here are some shirts we just received; they are moisture wicking and very comfortable. We have a few different shades of blue.”

Customer surveys can be helpful to get feedback from women. See the “Know Your Customer Playbook” for more information on conducting a customer survey. Also, in-person interviews with women are quick ways to get their opinions on styles, colors, fabric and types of merchandise that they would like to buy. Consider establishing a fashion committee at your facility, including women members, a female staff member and the golf professional.

The committee approach is helpful because:

- 1. It builds customer satisfaction and a more efficient and customer-focused golf shop business.**
 - 2. The committee members will be advocates for the women's section in the golf shop and will share this excitement with their friends, resulting in more sales.**
- | Consider offering merchandise to your female committee members with special pricing. This can be a nice gesture of appreciation for their time spent serving on the committee and can help generate more positive word of mouth.**

CREATE A BUYING PLAN

Evaluate your current inventory and create a buying plan with greater selection and size availability of women's merchandise. Also, evaluate how to feature your women's merchandise in a way that immediately says that women are valued. Place women's items in the golf shop near entrances where women can find the section immediately.

Availability of retail space

While studies from the Sports and Leisure Research Group (SLRG) demonstrate that it's helpful to have at least 500 square feet dedicated to women's merchandise, this may not be possible at every facility. Therefore, the key will be to utilize your space as efficiently as possible. Your buying plan and mix of women's and men's merchandise will obviously depend on your market. If size constraints prevent this amount of dedicated space, maximize your retail space by keeping a small selection of sizes on the floor and additional sizes in the stock room. By making use of your stock room, you will be able to display more merchandise styles in a limited space. It is important to have your staff be knowledgeable about the inventory.

Evaluate the inventory and customer profiles at competing facilities

Visit competing facilities in the area to review their inventory of women's merchandise and customer profiles for female customers. The SWOT Market Analysis described in the "Know Your Customer Playbook" (see page 90) can help, but tailor it just for women.

Factors of your SWOT Market Analysis for Women may include:

- Square footage of women's inventory
- Vendors carried
- Quantity of merchandise styles and sizes
- Cleanliness
- Lighting
- Signage
- Shelving height
- Mirror placement
- Color coordination/merchandise presentation
- Pricing and promotions
- Number of female customers you observed and their Golfer Portrait profile (see PGA Golfer Portraits in the "Know Your Customer Playbook" - pages 87-88)
- Knowing which inventory moves
- Successful sales results

Use the following Market Analysis for Women Matrix as a scorecard to compare your performance to competing facilities.

Example Market Analysis for Women Matrix

WOMEN'S SHOPPING FACTORS AT THE GOLF SHOP	MY FACILITY	FACILITY A	FACILITY B	FACILITY C
Square footage	1st (lowest)	2nd	3rd	4th (highest)
Vendor selection	1	N/A	3	4
Quantity of merchandise styles and sizes	2	1	3	4
Cleanliness	2	3	1	4
Lighting	1	2	4	3
Signage	1	3	4	2
Color coordination	4	3	2	1
Merchandise presentation	3	2	4	1
Pricing and promotions	4	3	1	2
Number of female customers on property	1	3	4	2
Customer service quality	1	3	2	4
Gross sales / net sales	2	4	1	3

After completing your Market Analysis for Women Matrix, review your scores relative to your competition. The Matrix will allow you to easily identify strengths and deficiencies in your operation. It will also identify niche opportunities that are not currently being provided to women from your competitors.

MERCHANDISE DISPLAY AND LOCATION IN THE GOLF SHOP

Location

Women's merchandise should be positioned in a way that **PROVIDES THEM COMFORT IN SHOPPING**. When creating your display locations for your women's department, make sure the layout is friendly to the customer. Give women enough space to navigate your tables, fixtures and displays. Tables work better for women as they appeal to their desire to browse through all of the merchandise, rather than just looking through racks of clothes.

If your merchandise is hung in rack style, be sure all garments are steamed to eliminate wrinkles. When displaying merchandise on folded lines, you need to pay careful attention to maintaining the folds in the garments. Although women like to browse, they want a clean, neat-looking environment. Generally, you want to keep your inventory neat and restocked in a consistent location.



Lighting

Lighting is important, Side lighting is often preferred to overhead lighting. Just make sure it's bright enough to see the merchandise. It also is preferred to use more lighting fixtures with lower-wattage bulbs, and eco-friendly bulbs when possible.

Merchandise fixtures

Nested tables can help with the décor of your fixtures, as this is more appealing than just putting all merchandise on rolling racks. It is smart to keep merchandise grouped by vendor on each fixture or table. This can help the consumer easily browse by their preferred vendors, since each one fits differently. You should also have signage identifying the location of each vendor. Ideally, you should have a sign for every stocked vendor in the golf shop.

Color coordination

Some golf shops like to color match merchandise, but be aware that trying to match colors from different vendors is difficult, because colors are often slightly different. For example, black is a color that is frequently matched for shirts and shorts, but using a black shirt from one vendor and black shorts from another vendor can have an undesirable look.



KELLY VELARDE,
PGA

Assistant Professional,
TPC Scottsdale

At the TPC Scottsdale, I market to the female consumer by prominently displaying women's merchandise at the front of the golf shop. I found that women have a greater preference to browse through a wider assortment of merchandise than men do. As a result, I like to have an ample supply of merchandise on display in the golf shop. Given the seasonal nature of the Scottsdale market, I display light-colored clothes in the front of the shop and darker colors (or garments with longer sleeves) in the back of the shop, with the winter garments on the sale rack.

During wintertime, the location of the merchandise, based on colors, fabric texture and sleeve length is rotated. The cooler-style garments are moved to the back of the shop on sale, while the warmer-style garments are prominently located at the front of the shop, at retail price.

GIVEN THE BROWSING MENTALITY WOMEN HAVE WHEN SHOPPING,

this approach works best, as it gets women walking through the entire golf shop to view the sale merchandise. I would recommend having at least one sale area of merchandise. It is okay to frequently rotate the sale items, as these items will likely move quickly.

RESTROOMS

Sports and Leisure Research Group identified that an ideal facility would have two female restrooms located for every nine holes (four restrooms in total for 18 holes). However, if your facility has fewer on-course restrooms it is ok, because the top factor women look for in a restroom is cleanliness. You don't need a big budget to be clean; you just need to have an attentive staff member assigned to check on the restroom multiple times a day.

Assigning a member of your staff to make sure the restrooms are clean is an efficient way to accomplish this task. If you have Portable Sanitation Units, explore having a female-only option.

The restrooms should:

- Be clean and checked several times daily
 - Be fully stocked (tissues, bathroom paper, lotion, etc.)
 - Offer amenities
 - Flowers on the vanity
 - Hard candy
 - A full length mirror
 - Hand cream and mouth wash
-



Ask women to provide feedback on your restrooms. The easiest way to do this is to have a comment card box located on the vanity of the restroom. Keep the questions on the comment card short. Good questions would be:

1. How did your satisfaction of this restroom compare to your expectations?
 Fell short of expectations Met expectations Exceeded expectations
2. What additional amenities or service could we offer you that would add to your enjoyment when using our restrooms?

3. If you'd like to discuss your experience further with a member of the Professional staff please provide your:
 Name Phone number Email address

*** It is important that all comments are responded to in a timely manner.**



BOB BALDASSARI,
PGA

Senior Director of
Player Development,
The PGA of America

Bob Baldassari comments on the way he would arrange restrooms at his facilities:

I taught my entire golf operations team the importance of keeping bathrooms clean and organized, even between the regularly scheduled cleaning services. I never wanted to walk into a bathroom and see paper towel bits on the floor or excess water on the counter. I also kept a variety of items in my bathrooms and included these weekly restocking costs in my cleaning expense budget. A team member was responsible for making sure we didn't run low on the items, as well.

I KEPT THE FOLLOWING CHECKLIST FOR THE WOMEN'S BATHROOM:

- Music playing
- Flowers on vanity, usually silk, but used fresh cut flowers for special occasions
- Candies or mints available
- Perfumes, hand lotion and powder
- Nice, soft tissues
- A decorative bowl of potpourri
- Hair dryers and disposable brushes

We experienced incredibly positive feedback from our customers about the restrooms, especially the women. The customers expected us to have nice greens and good turf, and they expected good quality golf cars, but they had minimal expectations for the cleanliness of the restrooms. Our attention to detail made a significant difference to our customer because they had low expectations:



GOLF COURSE

The golf course can be an intimidating environment for a beginning golfer, so you should offer on-course orientation sessions as part of your Player Development offerings. Getting women on the golf course early in their development as a golfer is important. The longer that they stay off the golf course, the more intimidating it can be to progress from the range to the course.

-
- ❑ Provide an invitation for new golfers
 - ❑ Provide an on-course orientation to beginners to make them feel more comfortable
 - ❑ Move new golfers on course sooner rather than later
-

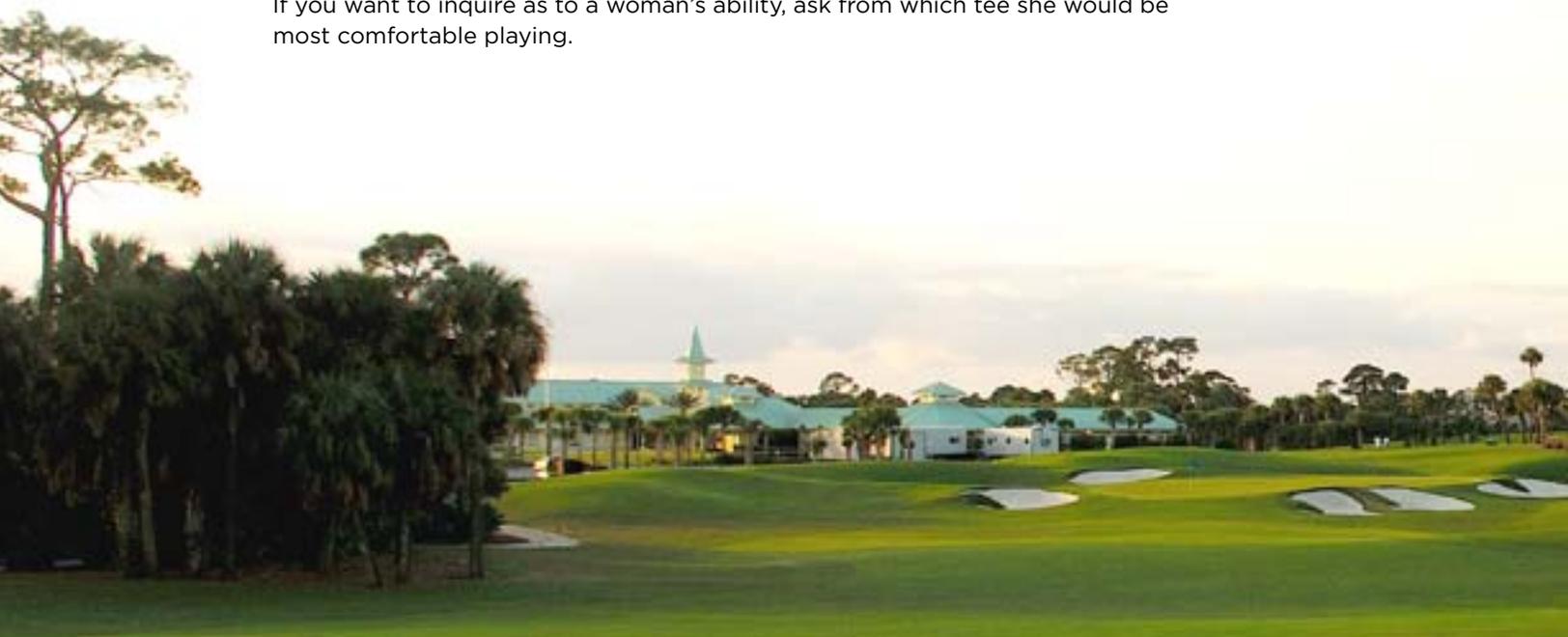
SET UP

Golf is a demanding game and each individual's approach defines their own personal success and enjoyment. As it currently is positioned, success determined as a relationship to par is not going to yield high satisfaction among leagues of new "social" women. As such, course set up is one of the top tools to enhance enjoyment.

Set up your golf course by providing multiple tee locations to **ACCOMMODATE WOMEN OF ALL ABILITIES**. To make your facility more female-friendly, identify areas that can even have more forward tee locations, and then promote those forward locations on new scorecards and offered as a friendly reminder by the staff. A great starter's line recently heard: "Ladies, we are playing ready golf today. Play where you are comfortable—we have "success" tees on numbers 3, 7, 12, 15 if you are so inclined. Have fun!" The forward tee locations do not need to be a great expenditure to construct. For example, you can have the superintendent mow a portion of turf on or near the fairway at a lower height of cut and place tee markers at this location. It is most important to make that sure the forward tee locations don't look like an afterthought.

Reminder: Forward tees should be called the forward tees!

If you want to inquire as to a woman's ability, ask from which tee she would be most comfortable playing.



Research from current and lapsed golfers by SLRG revealed that approximately one-third of all women say they are unable to reach the green in regulation from the tee box location they play from. Yet, when comparing the actual distances women hit, and the typical length of holes that they play, more than 50% of women are unable to reach the green in regulation, according to self-reported survey data from women. Furthermore, OEM data suggests that women inflate the distances that they hit the ball on survey data by 15%. Therefore, the actual percentage of women who cannot reach the green in regulation is likely closer to 65%.

If women felt the course they played was too long, **THEIR SATISFACTION SUFFERED**. In fact, only 68% of women were satisfied with golf, if they felt the course they played was too long. But if women felt that course length was not an issue for them, their **OVERALL SATISFACTION WAS HIGHER**, with 81% reporting high overall satisfaction.

JON LAST

President, Sports and Leisure Research Group (SLRG)

When **ON-COURSE MARSHALS** are approaching players who have a woman in the group to discuss pace of play, there is a respectful way to go about it.

The marshal should approach the group and speak to the entire group saying: *“Folks, can I ask for your help? I’ve asked the group in front of you to pick up the pace, so you should be prepared to do the same. We’re trying to get everyone moving along, so thanks for doing your part!”* This above approach does not use any gender-specific language, nor does it assign any blame; and it doesn’t imply to the male that the female is the cause for the slow play.

LESLIE ANDREWS, LPGA

President, Leslie Andrews Golf

- ❑ Offer forward tee locations and promote them
- ❑ Train starter or golf shop staff to recommend, and validate, the proper tees for playing
- ❑ Have starter or marshal available on the course, offering assistance to customers

GOLF COURSE MAINTENANCE PRACTICES

Aesthetics and signage are very important to women. In fact, 79% of current female golfers and 73% of lapsed female golfers indicated the *“physical beauty and aesthetics of the golf course you play”* were among the top **THREE** most important factors for them in selecting a golf course (SLRG).

ON-COURSE SIGNAGE also scored high on importance for women, as 75% of current female golfers and 74% of female lapsed golfers indicated that *“appropriate directional signage on the golf course”* was among the top three most important factors for them when selecting a golf course.

Accordingly, you should focus on signage and conditioning of the golf course, with even greater focus around forward tee locations. To help with conditioning, consider using different types of flowers or plants that provide an extra-special look adjacent to forward tee locations. On-course signage is important, as it appeals to a woman’s need for comfort and familiarity while at the facility. Use directional signage that shows players to the next hole, practice facility, lessons, restroom, drinking water and towards hard-to-find tees.



-
- Provide adequate signage from location to location (parking lot to golf shop; golf shop to first tee; green to following tee)
 - Make sure signage is visible and understandable, with a clean design
 - Use flowers or other items to improve aesthetics
-

FOOD OPTIONS

Healthy meal choices are also a high priority for women. Female golfers indicated that *“having a restaurant/bar menu that has good variety of food that I enjoy”* is a top priority.

It’s important to offer healthy options not only in the restaurant, but also on the beverage cart. SLRG asked women who were current and lapsed golfers to indicate their Top 10 desired amenities at the ultimate golf facility. For current golfers, having a *“casual restaurant with healthy food”* ranked first out of 24 different options that were presented in the consumer survey.



CHECKLIST

	YES	NO
1. Is there well-designed signage directing customers toward the bag drop, golf shop, restaurant, restrooms and first tee?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are you and your staff prepared to anticipate new customer questions and provide the appropriate service upon arrival?	<input type="checkbox"/>	<input type="checkbox"/>
3. Are you and your staff knowledgeable about the fit, fabric and care of the merchandise in the golf shop?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you carry a variety of women's sizes?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you carry women's-specific equipment and accessories?	<input type="checkbox"/>	<input type="checkbox"/>
6. Do you have a specific location for women's merchandise that complements importance?	<input type="checkbox"/>	<input type="checkbox"/>
7. Is a member of your staff responsible for regularly cleaning all restrooms at your facility?	<input type="checkbox"/>	<input type="checkbox"/>
8. Do you have an offering of personal items in women's restrooms (tissues, lotion, possibly flowers or hard candy)?	<input type="checkbox"/>	<input type="checkbox"/>
9. Is your golf course set up in a way to promote fun and success?	<input type="checkbox"/>	<input type="checkbox"/>
10. Do you have rated forward tees that promote fun and success?	<input type="checkbox"/>	<input type="checkbox"/>
11. Does your staff validate the forward tees and encourage play that matches ability and distance?	<input type="checkbox"/>	<input type="checkbox"/>
12. Does on-course staff understand how to properly encourage an enjoyable experience for women?	<input type="checkbox"/>	<input type="checkbox"/>
13. Is your on-course staff prepared to politely offer assistance and guidance to players?	<input type="checkbox"/>	<input type="checkbox"/>
14. Does your restaurant offer healthy options, including snacks, on the menu?	<input type="checkbox"/>	<input type="checkbox"/>

FACILITY AUDIT

V. PROGRAMING AND EXPERIENCES

As we learned, women are pressed for time, have a desire for mastery, enjoy the social nature of the game and value experiences in lieu of “products.” Many women, but certainly not all, value and prioritize the social experience over traditional competitive experiences. The opportunity to take advantage of the significant upside offered by the women’s marketplace is an invitation to creatively align your programing and experiences with what women value.

SHARE THE EXPERIENCE

Think about how you can arrange your player development program to align with what women value most: **FRIENDSHIPS, LEARNING, CAMARADERIE AND THE EFFICIENT USE OF TIME.** The core principles of golf instruction are the same regardless of gender, however, understanding how women learn and process information differently is important. Language, tone and approach are important.

KEY UNDERSTANDINGS

1. Women value learning and have a desire to understand the activity they are doing.
 2. New/Beginner female golfers are often apprehensive, due to their unfamiliarity with golf, and desire to excel.
 3. Women want to have fun, so encourage a fun golf experience.
-

CREATE A WELCOMING ATMOSPHERE

Your player development programs should be inviting for female students. The uneasiness women feel about golf is a result of their lack of knowledge and concern about not being good enough. Immediately set the tone by making them feel welcome and personally connecting with them.

WELCOMING ACTIVITIES

- Host a reception with students as a lead into or on a day prior to the clinic/lesson
- In a group lesson or private lesson, take time to have the students introduce themselves and also explain their expectations, fears or worries

FOCUS ON GROUP ACTIVITIES

For many women, golf is valued as a social activity. Many women will excel in group lessons and activities as they enjoy the opportunity to be with friends. Group instruction is seen as less intimidating as well as value-driven, as the price is lower. Women also benefit from learning with others at the same level of play and this enables them to find golf partners for their next game—a source of positive reinforcement.

Half of current golfers and two-thirds of lapsed golfers consider golf to be primarily a social activity, rather than a competitive one. For lapsed players, having more people to play with is a bigger issue.

*Excerpt from “The Right Invitation”, a study by Sports and Leisure Research Group on women’s golf

JON LAST

President of Sports and Leisure Research Group (SLRG)

TEACHING PRACTICES

When you and your staff are giving instruction, remember to ask appropriate questions. Examples include:

How can I help you today?

What goals do you have for today’s session?

Is there any specific part of your game you would like to address?

Asking the right questions and **LISTENING** to the student will allow them to relax. It is imperative to immediately dispel any intimidation or fear of performance, while at the same time ensuring them you take their participation seriously.



Whether I teach a male or female student, I am always respectful of their personal space and I always ask if I can help guide them through the motion.

SUZY WHALEY, PGA/LPGA

Teaching Professional, TPC River Highlands

Golf Digest, Top 100 Teacher

- Understand the different presentation of golf instruction to women vs. men
- Get to know your student first, so you can best personalize instruction, based on her preferences

Learning Styles

Women are **NOT ONE SIZE FITS ALL**, so it is important to be aware of every student's specific learning style. Understanding how a woman learns will help you better tailor your education for her in a way she understands.



We have to understand learning style, for all students, but especially women. In the case that she is new to golf, she will be uneasy and susceptible to quick frustration. If your instruction isn't aligned with her learning style she will have two tasks: learning golf and understanding what you are saying. Don't be afraid to ask her how she learns; and how you can better explain what you are teaching.

NICOLE WELLER, PGA

Director of Instruction, The Landings Club

MYTHS:

1. **Women believe all men are good players**
 2. **Handicaps are required**
 3. **They have to be good to go on the course**
-

On-Course

Many women are fearful to graduate from the driving range because they don't have on-course experience. As the professional, set the expectations immediately. Women often apologize for wanting to "just have fun" while playing. This attitude deters them from going on course, because they think only serious players are allowed. So, get your female students on the course as soon as possible, and encourage them to have fun.

-
- Take students on course during lessons, the sooner the better**
 - Show them how and where to hit specific shots while on course**
-

My goal is to have my female students on course in three lessons or less. **The faster I get them on course, the faster they fall in love with the game.** The beauty, serenity, and fun immediately hook them on playing golf, not learning golf. I teach them five shots while on course so they aren't overwhelmed without me. Those five shots are: a tee ball, a fairway shot, a high shot near the green, a low shot near the green, and a putt. My job as a professional is to get more people playing golf and I have success by educating women with manageable decisions on course that make golf fun and exciting from the very start.

To set these expectations appropriately, take the woman golfer on the course for lessons. Show her how to have fun and that she belongs on the course regardless of her ability. Use the opportunity to make her feel comfortable by teaching her about course etiquette and course management. This will resolve their fears and misconceptions about the game. You can set her free to enjoy the game, on her own terms.

SUZY WHALEY, PGA/LPGA

Teaching Professional, TPC River Highlands

Golf Digest, Top 100 Teacher

-
- ❑ Set expectations with your students that match their goals for the experience
 - ❑ Encourage students to play golf on their own terms—for fun, to improve, to succeed, for exercise and to win
 - ❑ Help students manage the course by showing them how they can play and enjoy the game
 - ❑ Get feedback from your student, ask how you are doing and if you could change your approach to improve the experience
 - ❑ Provide a way to be available for your students, via phone or email, Facebook and Twitter
 - ❑ Create a schedule and expectations of when and how you will respond to your students
-

Encouragement

As a teacher, build your student's confidence. She should feel empowered and successful leaving your lesson tee and you should convey a positive feeling of a job well done. She should always leave your lessons with specific drills, on-course homework, and goals that are attainable. Work with her so that she believes she can improve and assure her that you are in this together.



PLAYING PROGRAMS

Getting out on the course is important for having fun and enjoying the game. Creating programs at your course which promote fun is a must. The opportunity exists to create programs that are in line with what women value.

PROGRAM SCHEDULES

Working women with families have demanding schedules. Planning a program schedule shows your customers that you understand their time restraints and demonstrates that you value their business and their time. It also ensures you will have full classes.

EXAMPLE: The tennis industry has capitalized on women's schedules for years. In the pre-noon hours, their facilities were vastly underutilized. However, the creation of women's clinics and women's teams, for all ages, filled the industry's empty courts. Tennis facilities even offered child care for mothers who wanted to participate, but could not find someone to watch their children.

Consider having a morning program for stay-at-home mothers and an afternoon program for women who have work responsibilities. Offering services in concert with your programs are beneficial, such as child care.

By requiring pre-registration and making the service contingent upon how many children will attend, you can better plan for this service. With the responsibility of preparing dinner, consider offering a take-home meal service for the golfer and her family. Utilize a pre-order service, so that you can adequately plan for each ordered meal. Other services can include laundry pick-up and delivery, and car washes. You can negotiate with outside organizations to provide these services.

PROGRAM FORMAT

As you know, women want to play golf to have fun, learn and spend time with friends. There is a significant upside to creating programs that are focused on fun rather than competition. One of the barriers to playing for women is that **GOLF CAN BE DIFFICULT AND RIGID** when it does not need to be. Women feel the need to follow each specific rule and believe that by not doing so, they are playing something other than golf. So, it is recommended your program format needs to give women permission to enjoy the game, especially beginner golfers. Again, it bears repeating—women are not one size fits all. There is a group that likes to compete. We have seen significant reduction in this group and there is considerable upside in reconnecting with them, utilizing your new skill set.

Get Golf Ready

Get Golf Ready is an excellent way to introduce or re-introduce golfers to the game. Its value priced at \$99 for five lessons. Its friendly, welcoming approach to the game is generating terrific results for the students who are involved in the program and the facilities and teachers who are engaging them. Lessons last from an hour to 90 minutes and will take students from putting to etiquette, with the goal of getting them golf course ready. The big upside of Get Golf Ready is that 78% of the participants stay engaged with the game after the program is completed.

While Get Golf Ready was not developed as a female-specific player development program, we have been pleasantly surprised by the fact that 60% of all Get Golf Ready Students are female. What Get Golf Ready has shown us is that women want to play the game and when given the opportunity to learn in an environment that is conducive to their needs, such as a group setting, they will enjoy the experience. Because of this success, many professionals have developed Get Golf Ready programs specifically targeting women.

The PGA of America and the golf industry is supporting this gateway to the game with national marketing efforts, thereby adding lift and awareness to your local program. The goal is to grow the game with new audiences who truly want to participate. You should absolutely add this opportunity to your strategy to grow the engagement and involvement of women.



Get Golf Ready is the most exciting player development program that I have seen in my 35 years in golf. The value that consumers get from Get Golf Ready is incredible, considering the cost and on-course experience with a PGA or LPGA Professional. The curriculum focuses on a fun and non-intimidating atmosphere at the golf course, which is really great for attracting women to the game. Seventy-eight percent of those who attend the Get Golf Ready sessions stay in the game. No equipment is needed. So, the barriers of time and expense are non-factors for Get Golf Ready students. Today, more than 3,000 facilities offer GGR.

TED BISHOP, PGA
Vice President, The PGA of America

The track record of Get Golf Ready provides a quality and tested vehicle to present to local companies as a way of providing enhanced benefits and skill building for all of their employees. With 60% of current participants being women in Get Golf Ready programs, the opportunity to engage women employees in equal measure to men can be easily made. The best way to approach a company is through a personal relationship, a “lunch and learn” or an evening get-together at your club. Invite key employees or stakeholders in several local companies and present them the concept of a turnkey Get Golf Ready program.



Get Golf Ready is making a significant impact in reaching new golfers, especially women in the Colorado PGA Section. Many of our facilities are having to add classes because current participants are inviting several of their lady friends to join them in taking up the game. Ladies love the social aspect of the game. In the case of a woman taking the lead in inviting her friends, it broke down the fears of learning something new, and the program saw increased participation because of this specific invitation. **By understanding our female customers, PGA Professionals can recruit women at their facilities to be champions in bringing new women to the game of golf.**

EDDIE AINSWORTH, PGA
Executive Director, Colorado PGA Section

TEE IT FORWARD

Enabling on-course success is a key to making the game fun. Women do find enjoyment in the camaraderie, however they also want to play the game the way it was intended to be played. To facilitate shot making and scoring, strong encouragement of **A COURSE SETUP TO DELIVER THE FUN** that comes with hitting the ball close or reaching the green in regulation is highly recommended. **TEE IT FORWARD** is a great way to adjust for players who hit it shorter, much as the volleyball net is lower, the basketball is smaller and the pitching mound is closer for other sports women play. Understanding that there is a great bias by most players to play the course much longer than they should, perhaps working to create a better playing experience with your women players could influence others to make the same adjustments. For facilities that promoted Tee It Forward, their customers share the following results:

- 56% played faster
- 56% are likely to play golf more often
- 85% had more fun
- 93% will TEE IT FORWARD again



Golf as a Business Tool

In addition to the many personal benefits that can be enjoyed in playing the game of golf, it is also a very **EFFECTIVE BUSINESS TOOL**. It is in a company's best interest as they evaluate the kinds of programs and training that help develop their employees skills set that golf should be among them. Proposing a program that provides benefits in both team as well as personal skills-building, drives value to a company focused on building their talent. Additionally, presenting a golf format that engages men and women equally would also drive significant business benefits back to the company.



We wanted to create a good program at our clubs to better engage women. Knowing 'Get Golf Ready' was such a great program, we modeled a woman's version after it called 'Golf Fore Women.' We increased the class size to 12 from eight, because we understood that women enjoy the social experience in golf. For our marketing collateral, we specifically tailored it to women by using messaging about learning, the social experience and fun. After creating it, we saw larger enrollment in Golf Fore Women than we saw in Get Golf Ready.

BILL REHANEK, PGA

Vice President of Operations, Billy Casper Golf



At PGA National, I offer three levels of Get Golf Ready for my members. Each level of the Get Golf Ready Classes follows the original model, but exposes students to a deeper understanding of each topic as they increase in level. I targeted the program at non-golfing members and saw several increase their membership level, with an estimated retention rate to the last level of 50%. After completing the last level, attendees are invited to join my nine-hole league. The intent is to ladder women up into more engaged golfing experiences.

JANE BRODERICK, PGA/LPGA

Director of Golf, PGA National Resort and Spa



Women are embarrassed to say that they only want to play golf for fun, and they feel the need to apologize. I hear women saying things like 'I'm sorry, I don't take the game seriously, I really just want to have fun.' They feel if they are not competitive, people will look down on them, and that's not true. As an industry, we need to tell women they don't have to apologize for wanting to have fun while playing golf. We need to encourage a culture of allowing women to approach the game the way they want.

CATHY HARBIN, PGA/LPGA

Vice President of Golf Revenue, ClubCorp

An excellent way to help women to play golf for fun and approach the game on their own terms is to use the **IT'S OKAY HINTS** for golf. For more information on the It's Okay Hints, reference the appendix in the back of this Playbook.

Produced by Play Golf America and supported by the golf industry, this gives new golfers permission to play the game on their own terms.

It's Okay Hints Highlights

- Its Okay to play golf JUST for fun!
- It's Okay to not keep score!
- Its Okay to tee up the ball anywhere!
- Its Okay to throw the ball!
- Its Okay to play less than nine or 18 holes!



In building your women's business, you may schedule events that are not initially golf-course based. Hosting a non-golf event at your facility to kick off a playing program can help foster relationships and future participation. These events help women, slowly explore golf and determine if they want to learn more about the game. By linking these events with non-golf specific activities, such as trunk shows, fashion shows, networking receptions or guest speaker luncheons, you can attract the interests of women who wouldn't normally visit your facility.

A mix of golf and social activities is often a good strategy to capture that special "Me" time. It allows women to check off multiple boxes on their to-do list, such as:

- Time for friends
- Business networking
- Physical activity
- Social networking
- Need for fresh air
- Competitive opportunities

CHECKLIST

	YES	NO
1. Does your player development program offer a welcoming atmosphere?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you offer group instruction or clinics that provide a fun social experience?	<input type="checkbox"/>	<input type="checkbox"/>
3. Are you aware of your students' learning styles?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you take your students on course sooner, rather than later, during lessons or clinics?	<input type="checkbox"/>	<input type="checkbox"/>
5. Are you encouraging to your students? Do they feel prepared to succeed?	<input type="checkbox"/>	<input type="checkbox"/>
6. Do you offer programs that are convenient to your female customers (working women, mothers and working mothers)?	<input type="checkbox"/>	<input type="checkbox"/>
7. Do you offer Get Golf Ready programming?	<input type="checkbox"/>	<input type="checkbox"/>
8. Have you considered converting your current female programming to Get Golf Ready?	<input type="checkbox"/>	<input type="checkbox"/>

PROGRAMING AND EXPERIENCES

BE CREATIVE: INNOVATE

Willingness to be creative and the ability to execute will drive success.

Leagues

Offer a variety of leagues for golfers of all abilities. You can offer three-hole leagues that use the **IT'S OKAY HINTS**, combined with instruction for beginners; six- or nine-hole leagues for intermediate or time-conscious players; and 18-hole leagues for more experienced or interested players. Each league can serve as a feeder to the other, increasing the women's engagement at your facility.

-
- ❑ Three-hole leagues
 - ❑ Nine-hole leagues
 - ❑ Couples leagues
 - ❑ Family leagues
 - ❑ Mom's leagues
-



At Clearview Golf Club I started a Three-Hole Ladies League the same day as our Nine-Hole League. This three-hole league served as a feeder into the nine-hole league. Overall, the league lasts 17 weeks, and includes six weeks focusing solely on instruction. In the remaining 11 weeks, I always give them opportunities for instruction. For women who were tight on time, but wanted exercise and fresh air, this league was a perfect fit. Many of the women, because of their experience, registered for the following session for the nine-hole league. However, some women were more comfortable playing in the three-hole league. This model focuses on providing an easy way for women to get into the game, if she doesn't have time for a full round. After being hooked on the sport, the women will make time to play golf.

RENEE POWELL, PGA/LPGA
Head Professional, Clearview Golf Club

Couples Events

Jon Last (SLRG), in his study of more than 1,500 women golfers, found that more than 30% of female golfers were introduced to golf by their spouse. Furthermore, nearly 50% of respondents cited having enjoyable playing partners as the reason for playing more. These couples events can use alternate scoring formats, and other fun ways to keep score.



Developing programs that are inviting for women is about shifting the atmosphere and design of the event to align with their values, which creates opportunities where barriers previously existed. There are many great programs that professionals use to engage women. Below is a small compilation of Playing Program success stories from PGA and LPGA Professionals.



I started a program called **“WOMEN, WINE, AND WEDGES”** which was at first a socially oriented event before it offered instruction. Averaging 35 women, I brought them to the course in a low-stress environment. I invited vendors to come with different wedges and had an F&B location that served wine during the event. My staff and I offered a quick clinic on hitting wedges and offered time for questions. The women were able to hit balls, if they wanted to, or they could just watch. We ended the event in time for Happy Hour at the bar, where my staff and I made ourselves available for additional questions from the women.

JUDY ALVAREZ, PGA/LPGA
Director of Instruction, Mariner Sands Country Club



When I noticed my lesson revenue declining, I decided to reach out to women in the community. Understanding the Get Golf Ready model, I started a four-level program for women that takes non-golfers from beginners to course ready. This introduces women slowly and effectively to the game of golf, and does so with the group mentality. I refer to the group as a whole and invite them to stay together as one through the learning levels. This communal environment enabled the women to form friendships to play together and even take shopping trips together to New York. The program has progressively produced more revenue for me and my facility. In 2010 my revenue grew 25%, and in 2011 my revenue grew 30%, from the costs of enrollment into the program, food and beverage, equipment purchases, range revenue and individual lessons. A total of 155 women have progressed through the program in the past three years. During peak times, we will offer five or six sessions a week.

WARREN BOTTKE, PGA
Instructor, Abacoa Golf Club



At The World of Golf, we offer a women’s golf league based on instruction. The program runs weekly with eight women per class. The program includes six, 30-minute lessons and four greens fees. The women receive a 30-minute lesson with a professional, and then are led to the first tee to play nine holes. Each night they have six classes that start every 15 minutes, giving the groups time to play each hole without having to wait. At the first tee, another staff member explains the on-course etiquette; what to do with the carts; and is present to answer any questions. A marshal drives around the course to help guide the women, answer their questions and offer suggestions. Many of the golfers are new players, who enjoy the experience of being on the course with other women

RALPH LANDRUM, PGA
General Manager, The World of Golf



Allen and I started a three-hole beginner group this year. It was born from a “speaking female” night we had at the club. That night, we invited any woman with a question they were afraid to ask about golf and we had six women attend. At first, the women were very quiet and difficult to engage, but once we got them comfortable they had many questions about how to get started playing. One woman asked if we could start a three-hole group. The first evening we met, there were four women with me and I realized quickly how nervous each woman was about the game. One woman’s hands were shaking so hard she couldn’t get the ball to rest on a tee. I told them the only rule we needed to focus on was rule number one—have fun! Since that first night, my group has grown from four women to 28 women. I have engaged other mentors to help me, and we meet once a week. Once a month, Allen gives them a group lesson, while during the other weeks we practice and play. Because of the success, we are hosting “bring a friend night,” and the women are excited to introduce their friends to the game and our club. Although, our number one rule is the same—have fun. Through their questions each week, they have learned much of the lingo, rules, and courtesies of this game we all love.

GAIL WRONOWSKI

Wife of the 39th President of The PGA of America, Allen Wronowski



During the Great Recession, I noticed many of my core women golfers going back to work. To make up for the lost revenue, I targeted new female golfers and started a weekly program in the evenings called, “Ladies Night Out.” The program was free for all women who wanted to attend and included a free glass of wine, on-range instruction and an on-course playing experience. Women of all levels are invited to attend and can choose between three different options—immediately playing, receiving some instruction and then playing, or receiving more instruction and then playing a few holes. After the event, the women are encouraged to attend Happy Hour in our bar. This experience allowed the women to receive instruction, and see how that instruction relates to playing on the golf course. The social time after the program allowed them to discuss their experience and find other women with a similar ability level. As a result, many women would stay and eat dinner at the clubhouse. This program feeds into the ladies nine-hole league, where we continue to see increased participation.

JASON WATERS, PGA

Head Professional, Hop Meadow Country Club



I use a mentor program to help new female golfers increase their participation in the game. Because new golfers are often fearful of either being on course or fearful that they won’t be able to improve, I pair some of my more seasoned women golfers with new ones. These women play up to nine holes together, where they are able to build relationships and share their experiences and frustrations about golf. The women are like Big Sisters for the new golfers, as many also practice or even grab lunch together. These mentors desire to give back, and there is no cost in setting up this program. It also deepens the engagement of both the mentors and the new golfers.

NICOLE WELLER, PGA/LPGA

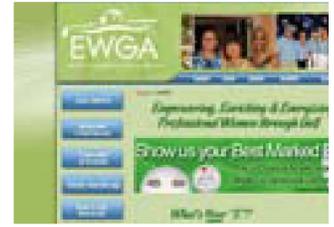
Director of Instruction, The Landings Club

National Women's Organizations

A strong indication of the interest and growth of women playing the game is seen by the growing number of organizations focused on bringing them **INTO THE GAME**. Women comprise a spectrum of entry points—some more social; some dedicated to non-golfers or beginners; and others a focus on competition. The great news is that there has never been a time with more opportunities for women to find an easier connection point for access to the game. More importantly, the opportunity exists for golf professionals and operators who can partner and work closely with these organizations to bring more women to their facility and grow these organizations.

EWGA

Consider collaborating with the EWGA at your facility for events. For more than 20 years, the EWGA has connected more than 100,000 current and aspiring business and professional women, who share a passion for golf and good times. This membership group represents access to both engaged, and new female golfers. Using your facility to host these women will give you exposure to potential customers and provide a revenue-generating opportunity. To find a local EWGA Chapter in your market to offer organized golf, networking and learning opportunities that fit a working woman's schedule, visit www.EWGA.com



Women on Course

Women on Course is a national event program dedicated to connecting women with the benefits of participating in the golf lifestyle. Women on Course facilitates business and social networking, while highlighting the golf fashion, fitness, travel and 19th hole benefits of being a golfer. There are monthly Signature and Play Day events in more than 20 cities open to Members and Guests. The Signature events are designed for larger groups of women; and the Play Day events are scheduled to accommodate smaller groupings. Some of the benefits of being a member include: preferred rates to all events, access to certain private courses, and discounts on fashion, equipment, accessories and wine. To partner with Women on Course, visit www.womenoncourse.com



Ladies Links Fore Golf

Ladies Links Fore Golf is designed to serve as a national community of female golfers who can log in to talk about the game and their experiences as a golfer. Members view online instruction, attend seminars, play in Ladies Links Fore Golf tournaments, purchase merchandise at great prices and play at high quality golf facilities. With the goal of keeping women engaged in the game, Ladies Links Fore Golf publishes a nationwide Women's Golf Magazine and hosts a weekly Ladies Links Fore Golf Radio Show every Tuesday heard on www.LL4G.com and www.WPSLTV.com. For more information, visit www.ll4g.com



Golf for Cause

Golf for Cause develops products and services that help others to use golf as a strategy to achieve their objectives. Focusing on working women, Golf for Cause knows that golf is a powerful connector and seeks to equip women with golf skills, so they can better network in the workplace. Golf for Cause teaches women how to use golf as business tool, create opportunities and forward relationships. To partner with Golf for Cause, visit www.golfforcause.com



LPGA-USGA Girls Golf

LPGA-USGA Girls Golf provides an opportunity for girls, ages 7 to 17, to learn to play golf, build lasting friendships and experience competition in a fun, supportive environment, thereby preparing them for a lifetime of enjoyment with the game. Girls learn values inherent to the game of golf, such as patience, respect, perseverance, and honesty, preparing them to meet challenges of today's world with confidence. The program offers a five-level progressive learning system on the course, starting from the green and moving back to the tee. All five levels include golf instruction and rules geared to the girls' skill level. To start a local chapter, or get more involved, visit www.lpga-foundation.org



The Latina Golfers Association

The Latina Golfers Association is an organization focused on introducing women of all ages to the game of golf for their professional development and personal enjoyment. The LGA host golf clinics, golf lessons, workshops, golf outings and receptions to invite women to play golf. Women from all walks of life have joined the LGA—including attorneys, corporate professionals, entrepreneurs, doctors, educators, housewives, media professionals and students. The LGA eliminates the intimidating ambiance that surrounds the game of golf. The golf events are fun, relaxed and make women feel at ease about learning the fundamentals of the game, including the importance of golf etiquette. The LGA has developed the LGA Golf Mentorship program with inner-city high school girl golf teams for whom they raise funds and provide much needed golf equipment as well as golf outings with the girls that have included field trips to LPGA Tournaments. For more information, visit www.latinagolfers.com



Women In Golf Foundation, Inc.

The Women In Golf Foundation, Inc. (WIGF) is a 501(c) 3 organization promoting golf for youth and women. The organization focuses on creating opportunities by implementing programs that develop leadership and life skills as participants learn to play the game of golf competitively, for business and recreation. WIGF programs are designed specifically for female executives, providing golf as a career enhancement tool. In addition to golf fundamentals, the training includes how to use golf in the business environment. The youth program focuses on developing leaders that play competitive golf at the junior and collegiate levels. Training and support is provided from an early age through college and into their chosen professions. For more information, visit www.womeningolf-foundation.org





The combined efforts of LPGA and PGA Professionals have contributed to the success and staggering growth of the LPGA-USGA Girls Golf program over the last 25 years. As a golf professional, the ability to connect with young girls by introducing them to the game of golf is essential to sustaining and growing your business. The potential to have both mothers and daughters as lifelong customers and to have golf shape their future is priceless. We need girls to identify themselves as “golfers” and to become adults who continue to affect generations with their passion for the game.

As a professional, you have the opportunity to...

- **Empower** girls to feel they can accomplish their goals
- **Enrich** their lives by teaching them a game they can play and enjoy with friends for a lifetime
- **Engage** girls to become involved and make a difference in their communities
- **Exercise** their minds and bodies and help them realize their potential
- **Energize** them by our vitality and enthusiasm for a game we all love

Why establish a site in your community?

- Opportunity to receive funds through our grants program
- Use of the LPGA-USGA Girls Golf logo
- Participation in special events
- Inclusion in a community that shares best practices and advice with each other

NANCY HENDERSON, PGA/LPGA | Senior Vice President, LPGA

CHECKLIST

	YES	NO
1. Do you offer programs that are scheduled conveniently for your female customers (working women, mothers and working mothers)?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do your programs promote fun, learning and friendship?	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you host social experiences before or after the golf experience?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you offer non-golf programs as a way to introduce women to the game?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you partner with any existing women’s organizations (EWGA, Women on Course, Ladies Links Fore Golf, Golf for Cause)?	<input type="checkbox"/>	<input type="checkbox"/>

PROGRAMING AND EXPERIENCES

VI. SUMMARY

FEEDBACK

Customers have a way of providing instant feedback, as to whether they like or dislike the services they are receiving. They visibly vote with their wallets and their feet, and women in particular are very loyal customers—they will let you know where you stand. If a woman connects with an experience, product and business, not only will she support it, she will also bring her friends, family and colleagues to participate—creating a multiplier effect.

As mentioned, marketing research demonstrates that women value personal recommendations from their friends and others they trust, over most all forms of marketing. To that end, once your facility has become a business that is women-friendly, you can exponentially grow your business by getting the word out regarding the benefits and services you provide.

Remember, as women play more golf and increase their involvement, the word on which facility is doing a good job will travel quickly through their formal and informal networks. The opposite is equally true. Women will do this naturally, which is why the upside in engaging women for the industry is so great.



ROLLING OUT THE GREEN CARPET™

Just as you focused on your facility and looked at specific tactics you can employ to better engage women, consider getting your course certified by the National Women's Golf Alliance™ (NWGA). This certification will be a symbol to the local women in your market that you are serious about welcoming them as customers.

The NWGA, with the mission to increase the number of women playing golf and improve engagement levels of existing women golfers, created evaluation standards for facilities focusing on course playability, customer service, course amenities, facility amenities and golf programs. This certification is called "Rolling out the Green Carpet™."

Facilities that qualify will be able to display the certified Rolling out the Green Carpet™ designation, demonstrating that the facility is women-friendly. This certification will be an asset to your newly focused facility, as you seek to attract local women to your course.

So, are you Rolling out the Green Carpet™?

To learn more about the NWGA, or be certified,
visit www.nationalwomensgolfalliance.com

IN CLOSING...

Golf is a game that has wide appeal. It has many benefits, such as camaraderie, fun, and an appreciation of the outdoors. Those can be assets to one's health, as an escape, or as an outlet to name a few. As an industry, and as professionals who are drawn to the game from a love and passion for the sport, it makes perfect sense to broaden the base and the opportunities for more people to experience the game and its magic.

As a whole, we have the opportunity to grow our business exponentially, by engaging a new base of consumers. For golf, there is a new roadmap that provides a clear path and direction for success. The information and tactics provided in this Playbook represent the necessary tools for the industry to transform its culture and service model to attract an interested, yet largely untapped, consumer group—the Purple People.

The ability to understand, engage, and execute with the purpose of attracting a group of consumers that are powerful, have the economic resources and desire to participate, represents an exponential opportunity to grow the game. In turn, women will grow your business and our industry. Who would ever elect to compete by choosing only 50% of the talent available? Similarly, why would one voluntarily not make their business available to 100% of the interested marketplace? The opportunity is front and center. The decision to embrace it is game changing.



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APPENDIX

SUZY WHALEY'S SATISFACTION CHECKLIST

MEET AND GREET	YES	NO
Are you and your staff prepared to anticipate new customer questions and provide the necessary service upon arrival?		
Do you and your staff properly direct the customer towards the next location (i.e. show don't tell)?		
Do you provide adequate signage from location to location (parking lot to golf shop; golf shop to first tee; green to following tee)?		
Is the signage visible and understandable, with a clean design?		
Is the parking lot clean, cleared of debris, and trash free?		
Do you and your staff personally greet each customer?		
Do you and your staff make eye contact and extend a hand, if it feels right?		
Do you and your staff make the effort to come out from behind the counter?		
Do you know the following things to know about/ask your female customers?		
Know her name		
Ask about her family		
Ask about her interests outside of golf		
Ask about her work		
Listen, learn and follow up		
Where appropriate, research a factor about the person you can appropriately bring up in conversation		
Does staff introduce programming that client might not be aware of but may be interested in attending?		
Do you frame open ended questions so the woman can tell you her stories?		
Do you have a starter or marshal roam the course, offering assistance to customers?		
Do you and your staff ask your female customers about their experience?		

STAFFING	YES	NO
Have you contacted the PGA Golf Management Universities regarding intern programs and new female graduate lists for hiring?		
Are you listed on CareerLinks for job postings?		
Do you contact the LPGA when searching for a new assistant?		
Are you offering recruiting bonuses to females?		
Are you offering staying bonuses to females?		
Do you offer education allowances? Dues reimbursement?		
Have you incorporated pension plan discussions or IRA contributions into your interviews?		
Do you have female staff working in outside operations?		
Do you have female staff working in a marshal or course advisor position?		
Do you have a female starter?		
Do you have female PGA or LPGA Professionals working for you in the golf shop?		
Do you have females working on the superintendent's golf course maintenance staff?		
Have you scheduled staff meetings focusing solely on female sensitivity training (reviewing policies, cleanliness, and programs)?		
Have you scheduled female guest speakers to come and speak during your events?		
Have you taped the interaction between your staff and female members in the golf shop and on the lesson tee?		

Does your staff have the following characteristics which engage women?		
Strong interpersonal skills		
Strong communication skills		
A good listener		
A self-starter, ready to offer personalized customer assistance		
A willingness to learn what is required to offer first-rate service		
Have you taught your staff the information you learned from this Playbook?		
Do you dedicate meetings with staff on training them to properly engage women?		
Do you proactively seek feedback from your female customers on your facility's culture and how you can improve?		

WOMEN'S MARKETING AND PLAY	YES	NO
Do you have a web page and is it female friendly? Are women's pictures, events, and play options featured?		
Are you on Facebook and other social channels actively marketing to females daily?		
Are you tracking women's play at your facility on a daily and weekly basis?		
Are you tracking women's spending, play, and usage patterns?		
Do you survey the women at your facility through Google survey or a similar survey tool?		
Do you respond to the survey?		
Do you have pictures on the walls that include people and not just scenery?		
Are you scheduled to host a Women's Golf Month Event during the year?		
Do you schedule a women's 18-hole member-guest?		
Do you schedule a women's 9-hole member-guest?		
Do you schedule a women's 9-hole member guest for your 18 holers?		
Do you schedule a golf professional to be out on the golf course during women's member-guest events?		
Do you offer family-friendly tees? Are they rated?		
Do you offer discounted family play rates?		
Do you offer a four-or five-hole rate for new golfers?		
Do you offer a hole-by-hole rate?		
Do you offer unrestricted tee times for females?		
Do you have a ladies league or organization?		
Do you offer a 4-hole or 5-hole beginner league?		
Do you host EWGA events?		
Do you offer on-course fun events to include SNAG, Kwik Golf, team events and scrambles from the family tees, etc.?		
Do you offer babysitting or parents out night?		
Do you offer access to a female high school golf team?		
Do you offer access to a female college golf team?		
Does your golf shop staff invite female members to PGA Section pro-am events?		
Do you offer women-only demo days?		
Do you offer women-only custom fit days?		
Do you offer women-only play with the pros days?		
Do you offer open play days for women from the state or regional golf association?		
Do you provide information to women on amateur tournaments, junior tournaments, and state golf association events?		
Do you upsell to women? Do you point out items appropriate for their spouse or friends?		
Do you provide an invitation for new golfers?		

Do you move new golfers on course, sooner rather than later?		
Do you provide an on-course introduction to beginners to make them feel more comfortable?		
Is your golf course set up in a way to promote fun and success?		
Do you have forward tees and are they rated?		
Does your staff validate the forward tees and encourage play that matches ability and distance?		
Does on-course staff understand how to properly encourage an enjoyable experience for women?		
Is your on-course staff prepared to politely offer assistance and guidance to players?		
Have you hosted a reception with students as a lead into the clinic/lesson?		
In a group lesson, or private lesson, do you take time to have the students introduce themselves and also explain expectations fears or worries?		
Do you promote TEE IT FORWARD?		
Do you list your programs on Active.com or Play Golf America.com?		
Do you market accessibility for all golfers?		
Do you offer Get Golf Ready classes?		

WOMEN'S RESTROOMS AND LOCKER ROOMS	YES	NO
Do you have clean restrooms?		
Is a member of your staff responsible for regularly cleaning all restrooms at your facility?		
Have you considered the location of on-course restrooms?		
Are your on-course restrooms easily accessible with appropriate signage?		
Do you have an offering of the following personal items in women's restrooms or locker rooms?		
Daily newspaper		
Current magazine publications appropriate to a female audience (i.e. Self, Prevention, In Style, Golf, Golf Digest, Golf World)		
Paperback Selections		
Monthly newsletter		
Monthly lesson programs		
Club events		
Hair Dryer		
Curling Iron / Flat iron		
Hair Spray		
Brushes		
Combs		
Deodorant		
Pain medication		
Mouthwash		
Bath Towels		
Hand Towels		
Band Aids		
Shampoo		
Sunscreen		
Feminine Hygiene Products		
Soft toilet paper		
Television		
Shoe cleaning, if possible		
Telephone		
Shower		

RESTAURANT	YES	NO
Does your restaurant offer healthy options on the menu?		
Are there healthy snacks available?		
Do you designate organic or gluten free options?		
Do you offer low-fat condiments?		
Do you offer low-fat tuna salad and low-fat chicken salad?		
Do you offer baked snacks?		
Do you offer all menu items made without trans fat?		
Do you offer drink options other than water, seltzer, and tea without high fructose corn syrup?		
Do you offer decaffeinated iced tea?		
Does your beverage cart offer baked snacks?		
Does your beverage cart offer juices other than orange juice and cranberry juice? Do they contain high fructose corn syrup?		
Do you offer high-protein low calorie bars?		
Do you offer a take-out menu for home dining?		
Do you offer holiday take-out options? (Thanksgiving, Christmas, Easter, Yom Kippur)		
Do you have flowers on the tables?		
Do you have warm and inviting colors in your dining room?		
Do you use paper napkins in any dining area?		

MERCHANDISING	YES	NO
How is your merchandise featured? Can a woman readily see where her merchandise is being displayed?		
Do you and your staff acknowledge women as soon as they enter your shop?		
Are you and your staff educated on fit, fabric and suggested care of merchandise?		
Do you give a women the total look of the outfit that you want her to buy?		
Does your staff know current inventory and are they trained on special orders?		
Do you carry a variety of women's sizes?		
Do you carry women-specific equipment and accessories?		
Do you have a specific location for women's merchandise or does it look like an afterthought?		
Are you selling your women's clothes as lifestyle items?		
Do you carry all sizes of women's left-handed and right-handed gloves?		
Are you aware of the best golf ball choices for women?		
Do you carry women-specific golf balls?		
Do you have magnetic markers for hats?		
Do you sell bug spray?		
Do you sell sunscreen?		
Do you have your merchandise hanging and folded by size?		
Do you have female mannequins?		
Do you have a staff member responsible for displays and dusting?		
Do you offer fashion shows when new merchandise for seasons arrives?		
Do you highlight fashion lines during women's events?		
Do you ask the women what they like and don't like to wear while playing golf? Do you know your female customer?		
Do you collect and track sales data of women's purchases in your shop?		
Are women at ease in your golf shop while browsing?		
Do you offer free gift wrapping?		
Do you track birthdays and anniversaries of your female customers?		
Do you post sales and upcoming events on Facebook, your web page and other social channels?		

EQUIPMENT	YES	NO
Do you have demo clubs for women to try?		
Do you have women's rental sets?		
Do you have more than one set of women's right-handed rental sets?		
Do you have a set of women's left-handed rental clubs?		
Do you have senior men's rental sets available for strong, tall women?		
Do you have junior rental sets for girls?		
Do you have putters with the appropriate length for most females?		
Do you have shoe options in multiple sizes for women?		
Do you have a catalog out for special shoe ordering?		
Do you offer walking carts?		
Do you have clean carts?		
Do you upsell to women? Do you point out items appropriate for their spouse or friends?		

TEE OPTIONS	YES	NO
Do you have three sets of rated tees for women?		
Do you have two sets of rated tees for women?		
Do you have one set of rated tees for women?		
Do you have a rated set of tees shorter than 5,000 yards?		
Do you have family-friendly tees at the 200 yard markers?		
Are your forward tee boxes reviewed by all golf professionals?		
Have all assistants and head professionals played from the forward tees?		
Do the forward tees have appropriate landing areas for the average female's drive?		
Are your tee markers set by trained maintenance crew that know how to align them?		
Do you have any ball washers available on the forward tee boxes?		
Do you have flowers or colorful items near the forward tee boxes?		
Do you have trash cans near any forward tee boxes?		
Are the areas near the forward tee boxes edged and weed free?		
Do you have the appropriate signage to find the correct hole and tee boxes?		
Are your scorecards easy to read and do they include a map of the course?		

INSTRUCTION	YES	NO
Do you have a female golf professional teaching on staff?		
Do you observe your assistant's teaching style?		
Do you video tape your lessons with all females?		
Do you video tape yourself giving a lesson?		
Do you offer easy access to sign up for instruction? Do you use internet for sign up and cancellations?		
Do your students know where to meet you for a lesson?		
Can students make lesson appointments with your staff online?		
Do you offer on-course instruction?		
Do you offer fitness evaluations?		
Do you offer strategy lessons?		
Do you offer etiquette lessons?		
Do you offer rules seminars?		
Do you offer practice plans?		
Do you offer lesson plans?		
Do you offer lesson series (discounted packages)?		

Do you have a covered area in which to teach?		
Do you have access to seating near your teaching station?		
Do you have access to water near your teaching station?		
Do you have power near your teaching station?		
Do you offer internet lessons or video lessons?		
Do you have the following items in your teaching bag:		
Sunscreen		
Bug spray		
Band-Aids		
Extra gloves in all sizes female and male		
Tees		
Hand outs		
Paper		
Pens		
Sharpies		
Teaching aids		
Do you understand the different presentation of golf instruction to women?		
Do you get to know your student first, so you can best personalize instruction based on her preferences?		
Do you take students on course during lessons and clinics, the sooner the better?		
Do you show them how and where to hit specific shots while on course?		
Do you set appropriate expectations with your students that match their goals for the experience?		
Do you encourage students to play golf on their own terms—for fun, improvement, to succeed, exercise and to win?		
Have you helped students manage the course by showing them how they can play and enjoy the game?		
Do you get feedback from your student, ask how you are doing and if you could change your approach, and improve the experience?		
Do you provide a way to be available for your students, via phone, email, Facebook or Twitter?		
Have you created a schedule and expectations of when and how you will respond to your students?		
Does your player development program offer a welcoming atmosphere?		
Do you offer group instruction or clinics that emphasize the social experience?		
Are you aware of your students' learning styles?		
Are you encouraging to your students? Do they feel prepared to succeed?		
Do you offer programs that are convenient to your female customers (working women, mothers and working mothers)?		
Do you offer services in conjunction with your programs to align with a woman's busy schedule?		
Do you offer Get Golf Ready programing?		
Have you considered adjusting Get Golf Ready to be even more female focused?		

GO GET GOLF READY

IT'S OKAY TO PLAY GOLF FOR FUN

GUILTLISS WAYS TO MAKE GOLF MORE FUN WHILE LEARNING

1. **It's okay** to not keep score.
 2. **It's okay** to play from the shortest tees or start at the 150 yard marker.
 3. **It's okay** to give yourself a better lie by rolling the ball around a little.
It's okay to tee the ball up anywhere when you are first learning.
 4. **It's okay** to only count swings when you make contact with the ball.
 5. **It's okay** to throw the ball out of a bunker after one try.
 6. **It's okay** to forget about a ball that may be lost or out of bounds.
It's okay to drop a ball where you think it might be...or where you wanted it to be.
 7. **It's okay** to play a scramble with your group...scrambles are very popular.
 8. **It's okay** to just chip and putt on a hole when you feel like it.
 9. **It's okay** to pick up in the middle of the hole and enjoy the outdoors and scenery.
 10. **It's okay** to skip a hole if you need to take a break.
 11. **It's okay** to play less than 9 or 18-holes and call it a round of golf.
 12. **It's okay** to move your ball away from trees, rocks or very hilly lies.
 13. **It's okay** to hit the same club for the entire round, while using a putter on the putting green.
 14. **It's okay** to play golf in your sneakers. Be comfortable!
 15. **It's okay** to get enthusiastic! (High fives, fist pumps and big smiles are encouraged)
 16. **It's okay** to talk on the golf course...enjoy a nice conversation or tell a few jokes.
 17. **It's okay** to bring your kids to the course, whether they are 5 or 35.
 18. **It's okay to PLAY GOLF JUST FOR FUN!**
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