

ATTACHMENT B

# 2017-2018 Annual Marketing Plan

## Los Lagos Golf Course



### Philosophy and Approach

CourseCo is committed to the practice of drafting marketing plans specific to the needs of our clients, with an understanding that a golf course is much more than just a place to play the sport. Often, the golf course represents a key and focal community amenity that should service the sporting and recreational needs of as many residents as possible. In 2017-18, our plan in to add to the already strong community minded activities in place at Los Lagos Golf Course with several key non-golf community and family inclusive programs. A marketing plan for Los Lagos Golf Course includes a plan for golf revenue growth and success, as well as articulating the practices of developing non-golf participation and revenue generating programs from the community and region.

Our approach with the marketing initiatives at Los Lagos Golf Course follow the path of research, collaboration, design and execution. We also consider the San Jose marketplace to be a 12-month market. As such, there is very little seasonality in our marketing budget or level of activity. We expect our efforts to be varied, cost effective, deliver a return on marketing investment that is acceptable, and take place year round. As a general trend in our business, our shift and focus in advertising and marketing spending is digital distribution leveraging technology and social media for maximum effectiveness.

### Research

CourseCo believes in the power of information and research. It is impossible to draft and deliver a specific marketing plan without the necessary information critical to the process of development. Data and information shape our strategies and marketing philosophy at every course we manage. At this point, we recognize and monitor our playing patterns daily, weekly and monthly. We also forecast our playing trends using weather data available to us to ensure we maximize our revenue possibilities from every playable day throughout the year.

CourseCo has proven experience and continued success in identifying and establishing golf courses in their markets, targeting market segments both geographically and demographically, and attracting potential patrons to the property. Every golf course has its own distinct personality, competitive advantages, and opportunities. We employ a very “hands-on” approach to researching the historical performance of the golf course.

Our sales and marketing efforts are designed to not only position our golf courses to capture as much market share as possible within our targeted demographic profile, but also to create general awareness and alignment with the City of San Jose and the key Community groups and organizations.

Our local market knowledge includes:

- Comprehensive understanding of the competition in this market
- Expert knowledge in local golf rates and membership types and cost
- Very strong relationships with the existing groups, clubs, leagues and community leaders.

- Experience with the media and newsprint publications servicing the area, along with the results and expectations of advertising

### Collaboration

A marketing plan is a business necessity, outlining the goals and objectives of the business while further articulating the specific actions necessary to accomplish those goals. An annual marketing plan sets the expectations for revenue success each year. Collaboration is key throughout the annual campaign as unexpected trends, competitive pricing pressures, and unexpected conditions all emerge that require a modification to our plan. Our annual plan is designed to be the starting point for a sound revenue plan, and we expect it will be changed and altered as necessary throughout the year. These changes and collaborative modifications to our plan create a “living” document that serves as our roadmap and source of historical information needed for future planning and success.

## **Los Lagos Golf Course - 2017-18 Marketing Plan**

### **1. 2017-18 – Property Objective and Performance Standards**

- Secret Shopper 1 a month
  - Average score of 87%
- Customer Comment Cards
  - Collect 100 per month
  - Average score for each category of 3.7 or higher
    - Food and Beverage
    - Golf
    - Golf Course Conditions
    - Service and hospitality
    - Community Impact
    - Wellness and Health Contribution
- Host 5 non-golf community events
  - Open house, Family Fun Night, First Green, Community Movie Night, and at least one additional event
- Host 2 Food and Beverage events to engage the community (examples include food themed, music/bands, and or trivia night)
- Implement 5 new GOLF INSTRUCTION programs
- Achieve 50,000 annual rounds
- Exceed 4,150 tournament rounds
- Expenses not to exceed \$2,763,730
- Merchandise sales of \$200,000
- Driving Range sales of \$297,000

### **Target Market & Our Customers**

The customer base at Los Lagos consists of:

**Daily Fee golfers**, purchasing golf from public facilities

- Senior Golfers- Weekday emphasis for rounds volume
- Value Golfers- Afternoon/Twilight golfers looking for a good golf experience at a high perceived value relative to cost.
- Weekend Golfers- Both casual and avid weekend golfers looking for morning tee times and willing to spend a higher average green fee than other customer segments.
- Junior Golfers- Afternoon and weekend emphasis for entry into the game
- Women Golfers- Continue our emphasis on social and unimimidating golf for women.

**Outside Tournaments-** This includes small clubs as well as larger fundraising tournaments.

**Corporate Leagues-** Establish external corporate weekday leagues to attract 9 and 18-hole rounds of golf after work.

**Our Competition**

Our golf competition in our market is San Jose Muni, Santa Teresa, Deep Cliff, Coyote Creek, The Ranch Golf Club, Summit Pointe, Spring Valley, Cinnabar Hills, Pruneridge, Sunnyvale Muni and Sunken Gardens.

We have data to help us analyze our competition through the NGF Survey programs. Our customer base also plays SJ Muni and Santa Teresa the most. They have very good reputations for providing good customer service and a good golf product. Coyote Creek and Cinnabar Hills, the “higher end” facilities are now marketing, through discounting, to our main customer base.

**Start 50,000 rounds of golf in 2017-18**

**Actions 1** - Leverage our proprietary email databases of Golf Around the Bay Emails and Rewards – Constantly have a presence in the Golf Around the Bay database offering affordable golf rounds via email. We are also launching a Northern California Rewards platform in 2017 centered around the Golf Around the Bay brand with an opportunity for reward points to be earned and redeemed at Los Lagos.

**Action 2** - Brand Advertising – These non-price announcements and advertisement will focus on the accolades received by the course and reinforce the value and quality of the Los Lagos golf experience. Though these messages will not be price specific, they will always provide analytics regarding reach and penetration.

**Action 3** - Email Price Point offers- We will be sending out communications to our guests in a strategy that focuses on relevancy of message. Player types will be created based on play habits, membership purchase, and other factors, that allow us to create very specific messages and

incentives for players we believe will act upon and play more golf. Each type of player gets a specific message.

**Action 4** - Onsite Price Point

Incentives/Bundling- Looking to take advantage of spikes in demand and high tee sheet utilization, we will be creating bundled service incentives that pair golf with add-on services and improve our APR. These incentives will be day and product specific.

**Action 5** - Develop a “Best Rates: No Booking Fees” message to convert golfers into booking directly into our website, converting them from third party sites like GolfNow.

**Action 6** - Actively monitor and adjust our online pricing on our website and all third party sites (GolfNow, etc) to ensure we are driving rounds volume into underutilized time frames and creating inventory where we have our most/highest demand for golf.

**WEEKEND DEALS**  
SATURDAY & SUNDAY

BEFORE 10AM	10AM - 2PM	2PM-3PM	AFTER 3PM
\$54	\$49	\$39	\$29

CARTS ARE 90 DEGREE RULE  
Not valid with leagues, tournaments, outings or with any other offers. Valid through 04/30/17.

**BOOK NOW**

*"You guys should flood every six weeks, golf course is in incredible shape!"  
- Los Lagos Customer*

**Increase retention of our existing guests through a systematic approach**

**Action 1** -We will distribute weekly email messages that maximize our ability to sell underutilized tee times. Every Thursday, we will distribute an email to our database providing an incentive for golfers to play golf and save money on our remaining tee time inventory.

**Action 2** - We will continue to maximize our ability to get players to return through effective and efficient CPM digital advertising campaigns. Every month, we will reach both the people who have visited our website and those in the region with an interest in golf with a message regarding Los Lagos Golf Course.

**Action 3** – We will make every effort to consistently improve the guest experience in a way that makes playing golf at Los Lagos a different experience when compared to our competition. This effort will consist of the following programs:

## **Exceed 4,150 Tournament Rounds**

**Action 1-** Reach Out to NCGA Associate Clubs in the area to host one of their events

**Action 2-** Aggressively contact local companies about hosting a team building tournament.

**Action 3-** Reconnect with past groups with an offer to try Los Lagos again

## **Merchandise Sales of \$200,000**

**Action 1-** Provide two Demo Days to promote sales of golf equipment

**Action 2-** Provide one Trunk Show to promote sales of apparel

**Action 3-** Specials tables to move slow selling merchandise

**Action 4-** Bundling of merchandise (buy a dozen balls receive a glove for \$5, etc.) to promote higher per purchase sales.

## **Range Sales of \$297,000**

**Action 1-** Aggressively advertise range key sales (\$50 for \$60 value)

**Action 2-** Host discount nights tied to Happy Hour type events

**Action 3-** Create Player Development Program to incentivize more practice and playing at Los Lagos

## ***Consistent Guest Experiences***

Far too often employees are hired, given some basic training and then left on their own. CourseCo's philosophy is that while upfront training is crucial to setting employees up for success, the ongoing training is what ultimately produces excellence. Depending on the employee group and department, regular training is scheduled anywhere between monthly and quarterly. The pro shop staff will be trained in CourseCo's proprietary customer service philosophy as well as up-selling techniques and tee sheet management to capitalize on revenue opportunities.

## ***Customer Service, SWEAT Training***

CourseCo has developed our proprietary approach to customer service, (S.W.E.A.T.), allowing for standardized expectations in customer service. Taking inspiration from the hospitality industry and recognized leaders in guest service in other markets, we developed a simple way to provide direction and expectations for all staff members during every interaction with a guest during their visit. Our S.W.E.A.T program is outlined as follows:



- SMILE** Greet each customer with a positive and upbeat attitude, wearing a smile.
- WELCOME** Welcome each guest to the property, every time you meet them for the first time that visit.
- ENTHUSIASM** Have a sincere enthusiasm in interactions with our guests.
- ASK** Engage our guests in conversation by asking them a question. All staff members should ask questions appropriate for their role.
- THANK** Staff members are directed to thank our customers for their visit at the conclusion of their interaction.

As a common weekly practice, we will utilize SWEAT observation cards that allow the manager to observe guest interactions with our staff members and provide accurate feedback and training on improving our guest experiences and making sure the SWEAT standards are being met every time.

- **Training Program** – Once the standards are set the message must be delivered to the employees responsible for delivering the service and product associated with the agreed upon standards.

- All new employees are provided a new employee orientation, conducted by the General Manager, their first day on the job.
- Monthly staff meetings all spend a period of time on S.W.E.A.T! training.

- **Measurement** – We will continue to use the following mechanisms to provide additional feedback regarding the quality and consistency of our guest experience:

- **Comment Cards** – collected on a daily basis, a monthly summary report is submitted that measures our customer’s direct feedback in several categories.

- **GOAL – 3.7 OR HIGHER IN EACH CATEGORY**

- **Secret Shopper** – conducted monthly during the peak season these professional assessments give real feedback to management on the quality of the course,

**Los Lagos**

Win a round of golf!  
Each month we give away a twosome with cart.  
All you need to do is complete this card and turn it in to a staff member.  
A card will be chosen at random and the winner will be notified.  
Thank you for playing Los Lagos Golf Course!

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Date: \_\_\_\_\_ Email: \_\_\_\_\_  
Name: \_\_\_\_\_ Phone: \_\_\_\_\_  
Address: \_\_\_\_\_ City/Zip: \_\_\_\_\_

Please rate the following based on your visit to Los Lagos Golf Course.

	Poor		Good		Excellent
<b>Golf Course:</b>					
Design/playability	1	2	3	4	5
Quality of maintenance	1	2	3	4	5
Practice facility	1	2	3	4	5
<b>Golf Shop:</b>					
Quality of service	1	2	3	4	5
Merchandise selection	1	2	3	4	5
<b>Helpfulness of:</b>					
Shop personnel	1	2	3	4	5
Starters	1	2	3	4	5
Cart personnel	1	2	3	4	5
On course personnel	1	2	3	4	5
<b>Food and Beverage:</b>					
Quality of Service	1	2	3	4	5
Quality of Food	1	2	3	4	5
<b>Overall Experience</b>	1	2	3	4	5

Comments: \_\_\_\_\_  
\_\_\_\_\_

cleanliness of the facility as well as measuring customer service against our S.W.E.A.T! standards.

- **GOAL – AVERAGE SCORE OF 87%.**
- Most recent mystery shop attached
- **Qualitative Feedback-** as we continue to expand our non-golf community programming and establish wellness and health components that contribute to expanded outdoor recreation options for San Jose Residents, we will create custom surveys for these events and activities. These custom surveys will identify the community value of events, their role as a part of a wellness and healthy lifestyle calendar, and the satisfaction residents received from attendance.
- **GolfSat Survey** – conducted via the National Golf Foundation this survey is done electronically once a year to measure how the courses are performing relative to prior year and relative to similar courses across the country.

#### **4. Increase Instruction Program Offerings to Suit a Broader Target Market**

##### **GOAL – IMPLEMENT 5 NEW PROGRAMS**

**Action 1** - PGA Junior League. Continue this very strong program in the coming year.

**Action 2** - Implement Five New Programs

- Senior Specific Instruction – Provide golf instruction via low cost clinics to seniors who want to learn and enjoy the game of golf. Golf promotes physical activity and can be very rewarding for seniors who are looking to live an active lifestyle.
- Women Only Clinics – Provide safe welcoming environment for new women golfers.
- Parent/Child Clinics – Promoting a healthy activity for the family.
- Preparing for High School – Preparing and creating high school players.
- Little Linksters – Program for kids under the age of 6 to introduce them to the game.

**Action 3** – Get Golf Ready Program – This program is designed to introduce players of all ages to start playing golf.

**Action 4-** Los Lagos also has a reputation of serving the local high school’s golf programs, both boys and girls. We had the following teams play here last year:

Valley Christian JV (boys and girls), Bellarmine JV, Archbishop Mitty JV, Presentation JV, Willow Glen JV, Leland (Varsity and JV), Yerba Buena Varsity, Oak Grove Varsity, Gunderson Varsity, Mt. Pleasant Varsity, Overfelt Varsity, Andrew Hill Varsity, Del Mar Varsity, Independence Varsity, Branham Varsity.

## 5. Enhance Community Outreach

### *Synergy from the Community*

In our opinion, there is significant synergistic opportunity available by building upon our initial relationships from community leaders in the market. These relationships are critical to our overall plan of enhancing the utility of Santa Barbara Golf Club to all residents and groups.

It is our practice to reach out to these groups in advance to make sure the community, and the leading organizations, are a good fit for our team at CourseCo. We are excited about the quality and quantity of community groups and organizations and we will continue reaching out to several individuals and groups in the region:

### **Community Focused Approach** *“More than just a place to play golf”*

One of the practices that distinguishes CourseCo apart from our competition is the expectation that our facilities host several non-golf events at our properties. The team at CourseCo believes that a golf course should be much more than just a place to play golf. We take this civic responsibility very seriously, and we continue to find new and innovative ways for our golf courses to serve the community. Each year, our golf courses are required to host 5-10 community oriented events that include blood drives, food bank drives, Toys for Tots, Charitable Fund Raisers, partnerships that take golf to local schools, and many more.

We have separated our community inclusive activities designed to maximize “placemaking” at our property in 2017-18. These events are combined as Community, Health and Wellness, Food and Beverage, and Environmental.

### **Community Placemaking Events**

1. **Outdoor Movie Night** – June 9<sup>th</sup>, 2017
  - a. Advertise in-House with signage
  - b. Advertise through and email to our over 13,000 member database
  - c. Advertise on Facebook through our Facebook Page
  - d. Partner with The First Tee of Silicon Valley to promote the event
2. **Veteran’s Day Breakfast** – November 10<sup>th</sup>, 2017
  - a. Contact local VFWs to promote event
  - b. Free breakfast to all Veterans



3. **Block Party** – October 2017
  - a. Bring in food vendors and other local businesses to provide party atmosphere
  - b. Golf Games for kids (SNAG) and adults (driving range)
  - c. Invite SMNA and McLaughlin Corridor Neighborhood Associations
  
4. **Holiday Open House** – December 9<sup>th</sup>, 2017
  - a. Advertise in-House with signage
  - b. Advertise through and email to our over 13,000 member database
  - c. Advertise on Facebook through our Facebook Page
  - d. Partner with The First Tee of Silicon Valley to promote the event
  - e. Face-Painting, Horse and Buggy rides, Santa
  - f. Putting activities for kids and adults

### **Health and Wellness Events**

1. **11<sup>th</sup> Annual Saving Strokes Event** – September 20<sup>th</sup>, 2017
  - a. Partner with American Heart Association for promoting Event
  - b. Over 100 Stroke Victors and their Caregivers have attended in the past years.
  - c. Free instruction for participants provided by local PGA and LPGA Professionals
  - d. Pet Therapy Station
  - e. Art Station
  - f. On-Course three or five hole event
  - g. Speakers during lunch
  - h. Local hospitals passing out information about resources to Stroke Victors.
  
2. **Free Yoga Series**
  - a. Partner with a Yoga instructor to have small classes at the facility.
  
3. **Blood Drive** – January 2018 (National Blood Drive Month)
  - a. Partner with a local Blood Bank to promote giving blood
  
4. **Fun Run** – Spring 2018
  - a. Partner with a local running club to have a 3K or 5K event on the trail and cart paths.
  - b. Investigate a late fall “Zombie Run” as our second run of the year to take place later in the evening after dark with glow sticks lighting the running path
  
5. **Adaptive Golf Clinics**
  - a. Facilitate free clinics for disabled residents who want to try to gain activity through golf

## **Environmental Educational Events**

1. **Stonegate Elementary Outreach** – October 12<sup>th</sup>, 2017
  - a. USGA Presentation at the school
  - b. Wildlife Rehabilitation Presentation at the school
  - c. Nature walk down the trail to the clubhouse
  - d. Lunch at the clubhouse
  - e. Fun Golf Game at the clubhouse
  - f. Walk back to school
  
2. **First Green Event** – September 2017
  - a. Four stations for high school kids to learn about taking care of the golf course
3. **Nature Walks on the Trail** – Spring 2018
  - a. Partner with local Bird Watcher Groups
  - b. Partner with local Fox lady

## **Food and Beverage Placemaking Events**

1. **Friday Evening Bands on the Patio**
2. **Fairways to Fork**- An exclusive dinner done with a local restaurant with food and wine pairings
3. **Glow Ball Tap Takeovers**- Pairing Night Golf with Featured Breweries in the evening

## **7. Enhance Online Presence**

### **Marketing Technology Manager**

CourseCo recognizes the constantly evolving state of today's world, and our Technology Based Marketing Manager is a dedicated employee managing our online presence and sales campaigns. We utilize the power of technology and the internet to help drive golf and sales opportunities.

Our Marketing Technology Manager manages the following internet-based approaches for Los Lagos Golf Course:

- **Search Engine Optimization (SEO)**

Understanding how google ranks and sorts search results is a critical component in today's online environment. CourseCo uses several techniques to ensure our websites are top of page and easily found by online inquiries.

- **Digital Advertising Campaign Marketing**

The traditional yellow page directory has been replaced by online searches. Our online advertising campaigns are crafted to deliver maximum results with a keen

eye on return on investment. Our advertising outlets include Google, Yahoo, Yelp, Facebook and other regional partners.

We will continue to craft custom and unique digital campaigns for Los Lagos golf course, with an emphasis on keeping our golf course top of mind with regional players. These highly targeted and specific campaigns track website traffic, keyword inquiries online, and place our digital advertisements in front of golfers hundreds of thousands of times every year.

- **Social Media**

We have a strong social media plan and execute social media posting and stories on our golf club social media sites several times a week using our integrated partner Hootsuite. Hootsuite allows us to easily integrate stories, regional events, pictures from tournaments, and industry events into our Facebook and twitter feeds seamlessly and extremely fast.

Social Media is an important vehicle that allows customers to feel connected to our golf courses, strengthening our relationship and loyalty. We utilize Facebook, YouTube and Twitter to ensure we are reaching the online community.

- **Online Media**

Partnerships with online media sources have allowed us to negotiate premium rates for our golf clubs, saving our clients thousands of dollars.