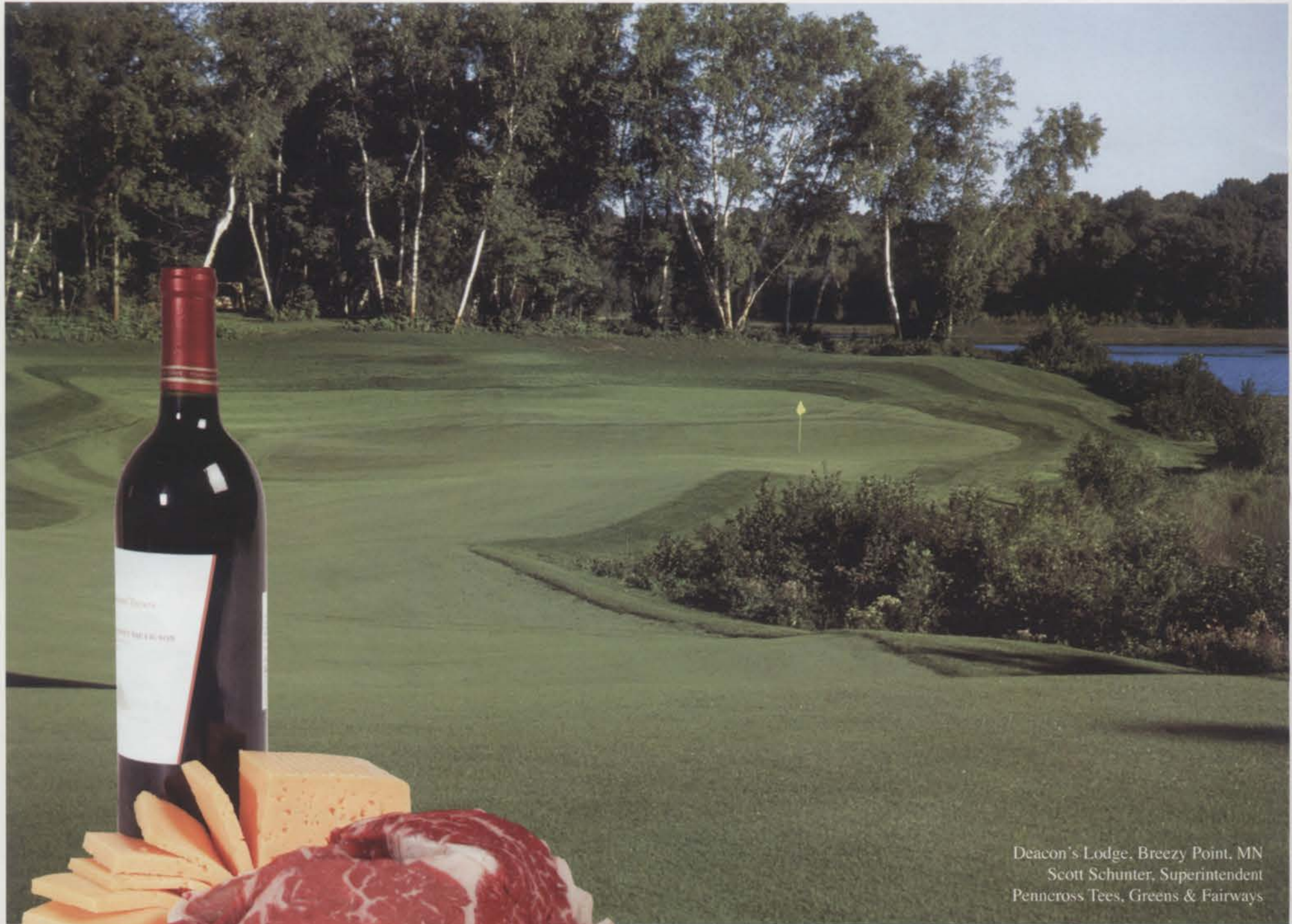


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EDITORIAL MISSION STATEMENT:

Golf Course News reports on and analyzes the business of maintaining golf courses, as well as the broader business of golf course management. This includes three main areas: agronomy, business management and career development as it relates to golf course superintendents and those managers responsible for maintaining a golf course as an important asset. *Golf Course News* shows superintendents what's possible, helps them understand why it's important and tells them how to take the next step.

Tired of losing money on every payroll?

EMPLOYEE TIMESHEET

NAME: Bill Kemp DATES: 11-15

DAY	START	LUNCH	END	JOBSITE	WORK DONE	HOURS
MON	7:00	1/2	3:30	Brentw.1		8
TUE			3:30			8
WED			4:00	↓		8 1/2
THU			4:00	Brentw.2		8 1/2
FRI	↓	↓	4:00	↓		8 1/2

Employee Signature: Bill Kemp TOTAL HOURS: 41 1/2



Reality?

Employee Report

Kemp, Bill Date Range: 12/11/2006 through 12/15/2006

Day	Date	Jobsite	Start	Stop	Cost Code	Hours	Total
Mon	12/11	Brentwood 1	7:08 AM	12:05 PM	Placing The Pin	4:57	
			12:41 PM	3:22 PM	Bunker	2:41	7:38 hours
Tue	12/12	Brentwood 1	7:12 AM	12:07 PM	Placing The Pin	4:55	
			12:43 PM	3:23 PM	Mowing	2:40	7:35 hours
Wed	12/13	Brentwood 1	7:12 AM	12:02 PM	Placing The Pin	4:50	
			12:46 PM	3:49 PM	Bunker	3:03	7:53 hours
Thu	12/14	Brentwood 2	7:17 AM	12:19 PM	Placing The Pin	5:02	
			12:50 PM	3:46 PM	Bunker	2:56	7:58 hours
Fri	12/15	Brentwood 2	7:13 AM	12:07 PM	Placing The Pin	4:54	
			12:44 PM	3:39 PM	Mowing	2:55	7:49 hours

Signature: Bill Kemp Kemp, Bill

Total 38:53 hours



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ONLINE-ONLY ARTICLES:

KEEP YOUR GUARD UP

Plant pathologists provide recommendations for golf course superintendents this fall to help prevent and suppress turfgrass diseases that appear during the spring.

OPPORTUNITIES TO IMPROVE

Members of the Golf Course Builders Association of America shed light on the benefits of belonging to the organization.



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Kevin Gilbride
Publisher

It's all about you

Other than my family, I have three passions in life: publishing a well-read and respected magazine, downhill skiing and, of course, the challenging game of golf.

Since GIE Media relaunched *Golf Course News* in 2004, GCN has been a labor of love. GIE has been a leader in the green industry for decades thanks to our award-winning sister publication, *Lawn & Landscape*, so we knew we had to publish a first-rate magazine. To do that right, we had to make the magazine all about you. We needed to understand what you really needed, wanted and absolutely had to know.

To accomplish our goal, we spent a lot of time talking to superintendents, owners and managers at golf courses throughout the country. We quickly learned the old GCN and other industry publications weren't delivering what you really wanted. We found that in today's fast-changing marketplace, you yearned to keep up to date on news as often as possible. So, our solution was not only to deliver a solid, traditional print product, but also to use the Web and e-mail to our advantage and deliver you the information you need weekly and daily.

This decision wasn't made on a whim. Actually, there were some internal disagreements about the frequency of a regular e-newsletter. But you said you wanted quick updates online and a print publication that provides you with in-depth knowledge, ideas and opinions to give you various perspectives about the business.

So, we stuck to our guns and delivered an e-newsletter, which includes original features as well as all the breaking news stories you need to know about, and our Web site, which is updated daily. It's been a tremendous success. In fact, 37,000 folks visit www.golfcoursenews.com monthly to check out our news, digital edition and other content on the site.

During our research, we also found readers wanted more information about business issues other than agronomy. That's why GCN also delivers more industry news, development updates, construction and remodeling case studies, marketing ideas and business strategy stories faster and better than any other magazine in the market. In short, we listened and responded to you. You told us the golf market was changing, and

you wanted the publications you read to change. So we did.

That concept isn't too different from the changes that evolved in the ski industry about 15 years ago. Traditional ski resorts suddenly were besieged with teenagers who slid down the mountain on snowboards instead of skis. At first, the resorts hated these rebellious upstarts who saw mountains as a different kind of challenge. But quickly, their disdain turned into dollars as they realized that "those darned kids" were the future of the business and a great new source of revenue. The ski resorts evolved and prospered.

At GCN, we concentrate on the fact that golf is a business and success requires that same kind of evolution. That means innovation, creativity and an unwavering focus on a few simple goals: presenting a resourceful product, attracting and retaining customers, and carving out a profit in a competitive market. Every article we print and everything we do is predicated on that idea.

I'm extremely fortunate to have a team of editors, writers and columnists who are connected to the industry like no one else, including John Walsh, Heather Wood, Pat Jones, Kevin Ross, Terry Buchen, Jim McLoughlin and Jeff Brauer. We're proud that each issue of the magazine features thinkers who offer more than 100 years of real-world experience, global perspective and industry insight. And, I hope you agree the ideas they put into print help you succeed in your business.

That said, I want to emphasize something that ties to my original premise: being passionate about listening to readers. As publisher – and in the magazine world that means "the buck stops here" – I also want to hear from you. What do you like about GCN? What do you hate? What topics and ideas are you really interested in?

I want you to e-mail me, call me or write me a good old-fashioned letter – my contact information is in the masthead on page 8. My promise is that you'll get a response – no matter what you have to say, good or bad. That's because I have one more passion: making sure *Golf Course News* is the best source of useful information in today's market and that we never stop listening to readers. That's because it's all about you. GCN

We would like to hear from you. Please post any comments you have about this column on our message board, which is at www.golfcoursenews.com/messageboard.



GOLF COURSE NEWS

Serving the Business of Golf Course Management

Vol. 19 No. 10

Editorial Offices:

GIE Media, Inc.

4012 Bridge Ave.

Cleveland, OH 44113

Phone: (216) 961-4130

Fax: (216) 961-0364

John Walsh

Editor

jwalsh@gie.net

Heather Wood

Web editor

hwood@gie.net

CONTRIBUTING WRITERS

Terry Buchen, CGCS, MG
terrybuchen@earthlink.net

Pat Jones
psjhawk@cox.net

Kevin Ross, CGCS
kjross@vail.net

David Wolff
dgwolff@charter.net

EDITORIAL ADVISORY BOARD

Terry Buchen, CGCS, MG
Golf Agronomy International

Raymond Davies, CGCS
CourseCo

Kevin Downing, CGCS
Ballensles Country Club

Tim Hiers, CGCS
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for space or clarity.

Seniority matters

After reading Bob Milligan's article, "Suggested reading," (in the September issue on page 22), I thought about a situation regarding two of my employees.

Employee A has worked for us for about five years, and employee B has worked for us for three years. Last year, employee A left the grounds crew in early September to work in the clubhouse and didn't complete the season with us. He returned this spring to continue working on the grounds crew. Employee B has worked three complete seasons for us, spring to fall.

This fall, because of budget constraints, we've reduced employee B's hours, and he works part time now. We plan to release him at the end of the month. Employee A still is employed full time and will continue to work until the end of the season. Employee B is upset that employee A is full time when employee A quit last year to work in another department. Employee A has been with us longer and has seniority over employee B, but employee B doesn't see it that way because employee A left last season.

These are Latino employees, and seniority always seems to be a factor with them. I always have to be careful when I hire them back in the spring, so I bring them back according to when they were hired, or else they seem to be offended greatly.

Do you have any advice on how to handle employee B?

Jeff Johnson
Golf course superintendent
The Minikahda Club
Minneapolis, Minn.

Milligan's response:

The key to employee management is to treat employees fairly. In addition to accepting that some decisions, no matter how well thought out or sound, have undesirable consequences, I have three suggestions. First, reiterate formally

and informally to employee B why you made the decision. Acknowledge that his perception is valid but not the one you chose. Second, be patient. Employee B's feelings are genuine and not entirely unreasonable. Additional positive feedback and coaching would be in order. Third, be clear with employee B that the decision has been made, and although his feelings are valid, they aren't an excuse for reduced job performance or for behaviors or statements that are detrimental to the club.

Play your course

I'm responding to John Walsh's editorial, "Play more golf," in the September issue (on page 6). I work for a private club, and it's important for me to play the course once a week. How can one experience playing conditions without playing?

It's important for superintendents to play their course with the right intentions. You shouldn't act like you own a membership and invite a lot of buddies out for a round. My advice is to be discrete and try to play with some members. It's a great opportunity to show them your dedication to the property and your concern for the playability of the course.

This practice will help us with the balance of agronomic requirements and playability.

David Major, CGCS
Shady Canyon Golf Club
Dana Point, Calif.

Learning opportunities

Jim McLoughlin wrote a great column in the September issue ("Unprepared," page 20). Admittedly, I don't read it every month, but after reading this past month's article, I'm excited about him coming to Chicago in February when he will present his career planning workshop.

There are many people I talk to who become complacent. People need to make everything a learning opportunity, regardless of the situation.

John Ekstrom
Assistant golf course superintendent
Hinsdale Golf Club
Clarendon Hills, Ill.

Correction

John Reger is the head golf professional at Haile Plantation Golf & Country Club in Gainesville, Fla. The information was incorrect in the "Spurring more ideas" marketing column on page 14 of the October issue. GCN

GOLF COURSE NEWS

Serving the Business of Golf Course Management

SALES OFFICES

GIE Media, Inc.
4020 Kinross Lakes Parkway, 2nd Floor
Richfield, OH 44286
Phone: (800) 456-0707
Fax: (216) 925-5038

Kevin Gilbride
Publisher
Phone: (216) 925-5090
kgilbride@gie.net

Russell Warner
Account manager
Phone: (216) 925-4647
rwarner@gie.net

Amea Robbins
Account manager, West Coast
Phone: (310) 546-6060
arobbins@gie.net

Bonnie Velikonya
Classified sales
Phone: (216) 925-5075
bvelikonya@gie.net

Marie Spencer
Marketing manager
Phone: (216) 925-4640
mspencer@gie.net

Debbie Kean
Manager, books
Phone: (216) 925-5011
dkean@gie.net

Maria Miller
Conferences manager
Phone: (216) 925-4657
mmiller@gie.net

GRAPHICS / PRODUCTION

Andrea Vagas, Art director
Mark Rook, Creative director
Helen Duerr, Production director
Lori Skala, Production coordinator

CORPORATE STAFF

Richard Foster, Chairman and c.e.o.
Chris Foster, President and c.o.o.
Dan Moreland, Executive vice president
Doug Adams, Director, marketing and research
Jami Childs, Director, business resources and IT
Heidi Spangler, Circulation director
Kelly Roop, Manager, accounting department

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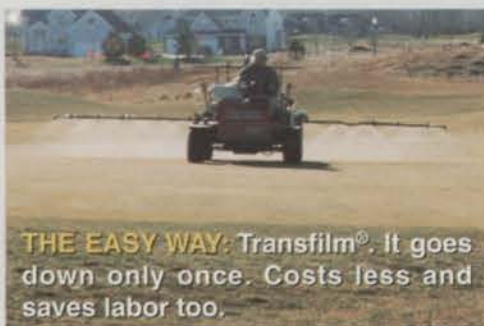
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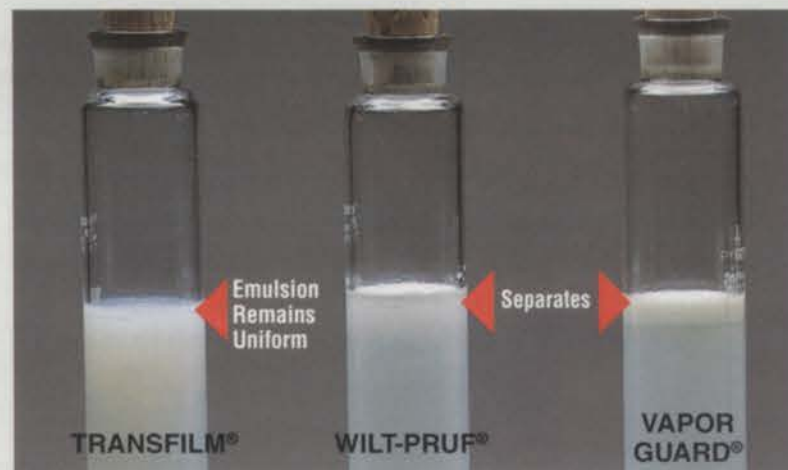
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Boosting the bottom line



Jack Brennan founded Paladin Golf Marketing in Plant City, Fla., to assist golf course owners and managers with successful marketing. He can be reached at jackbrennan@tampabay.rr.com.

This year, I introduced you to several insiders and their marketing insights into this wonderful world that is our golf course industry. But looking back on the columns, they all revolve around one common theme: increasing revenue at your facility.

In January, I challenged you to think outside the box with ideas and a marketing formula: The four Ps: price, product, promotion and place (location). The intent was to urge you to think differently about your business and ask your customers what else they might want while they spend five, six or more hours at your golf facility. There are no pat answers or offerings.

Your core business – a golf course product in exchange for green fees and cart fees – is still your most important offering, but could you also provide services in demand without interfering with your core business? Most new revenue-generating ideas will come from your patrons. Ask them what other products or services they'd be willing to pay for while enjoying their time on your golf course.

I've been to progressive public-access golf courses that offer dry cleaning, car detailing, valet parking, business services for Realtors, gift shopping, wireless Internet, vegetarian-only menus, movie pick-up, babysitting, family meals-to-go, grocery pick-up, banking, and a host of other services some people would gladly pay a premium for while they play golf. I'm not saying you need to offer non-golf-related services, just consider the opportunities for your club and patrons.

The time it takes to play the game continues to be a hurdle to incremental

play at most golf courses. Some ingenious operators found creative ways to offer services that save their patrons time while they play. Ask your patrons what they want. If enough say the same thing, offer it.

In February's column, I addressed aggregate rounds. Too many sources with not enough information were consistently reporting rounds were down month after month. Since 2003, I found, in most markets, individual courses reported rounds had been stagnant or declined. But that wasn't so for the market as a whole. In most markets, new courses were added or additions were made to existing courses, which dilutes rounds played per hole. Know how your market is faring with aggregate rounds to prepare your upcoming marketing strategies.

In March, Stuart Lindsay with Edgehill Consulting/Pelucid enlightened us on the projected positive effect Baby Boomers will have on the increase of rounds played in the future. He also questioned the effect Gen-Xers are projected to have, which isn't as good as the Boomers' effect.

In April, I discussed how to hire a consultant. If you're thinking about hiring a consultant, review the column online, print it and save it. My observations can help you find a qualified consultant.

May's column was more than an introduction to e-marketing. Phil Wiggins, owner of Wiggins' Golf Consulting, was a valuable resource. If you've resolved to get more involved with e-marketing, he has some great ideas.

But possibly the best marketing suggestions for generating revenue were detailed in my July column. The best resource you have for making relevant decisions to increase revenue will come from your patrons. Involve them and ask them for their assistance via formal member surveys and player surveys. I gave you specific instructions of how to conduct both, along with the topics to be included in each survey. If you aren't surveying your patrons, you might be making critical business decisions blindly.

For my August column, I summarized some concise marketing thoughts about

player development curriculums. That I had e-mailed to clients, past clients and a few industry insiders. Mike Kahn, owner of GolfMAK wrote back curtly: "We need 1,000 new courses or get rid of 3,000." He piqued my marketing curiosity, and subsequently I had a two-hour brunch with him. Almost the entire column is a compilation of his thoughts about introducing players to the game. Mike is a 50-year industry veteran. I respect his differing opinions, and I hope you did, too.

My October column was actually a continuation of September's column. If you retrieve these two columns from the GCN archives online and read them together, they'll provide you with plenty of course positioning, branding, revenue-generating

and promotion ideas for next year.

As we close 2006, I hope you notice a continuing thread throughout these marketing columns: The most successful operators I've had

the chance to assist are those who realize they have to view their golf facility as more than a golf course, pro shop, restaurant and driving range. It's a recreation, entertainment and customer service business. Your business. For the most part, you have a captive audience, or one that can be captured, if you do everything possible to make their experience at your club more endearing. To do so in today's environment of competing recreational interests and time-challenged patrons, you most likely will need to think outside the box and provide them with what they want or need make it easy for them to play golf more often – at your course instead of your competition's.

Can you think about your golf facility as a business rather than a golf course? If your customer is going to, say, have breakfast, warm up, play golf, divvy up the bets over lunch and maybe have a beer or two with good friends, he'll be spending six or seven hours at your place of business. How might you provide your customers the comfort to stay that long? Think customer service. At first glance that "service" might not appear to be about golf. But think again. It's all about golf. It's all about your business. GCN

THE MOST SUCCESSFUL OPERATORS ... ARE THOSE WHO REALIZE THEY HAVE TO VIEW THEIR GOLF FACILITY AS MORE THAN A GOLF COURSE ...

Think outside the box

Here's an exercise that might help you think outside the box. Place a pen on one of the dots and without lifting your pen, draw four straight lines that will connect all the dots. For the solution, turn to page 49.

