

GOLFLER.com



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# Executive Summary

## Problems

The game of golf faces many challenges in the 21st century. Pace of play inhibits the growth of the game of golf by decreasing both the amount of

Another problem faced by both public and private courses is the problem of capital. They are not making

To solve these issues, we researched the following questions

- How frequently does the average person play golf?
- How much does each golfer spend on concession per round?
- How fast does each golfer play a round?
- How much revenue do they make from concessions?

In order to provide a more flexible proposal, we formed two main research categories: Privates courses and public courses.

Our primary objectives concerning primary research are generating questionnaires and reaching out to local public and private clubs to conduct interviews with golf professionals and course managers.

With the secondary research, the team used reference works because they provide an overview of the subject

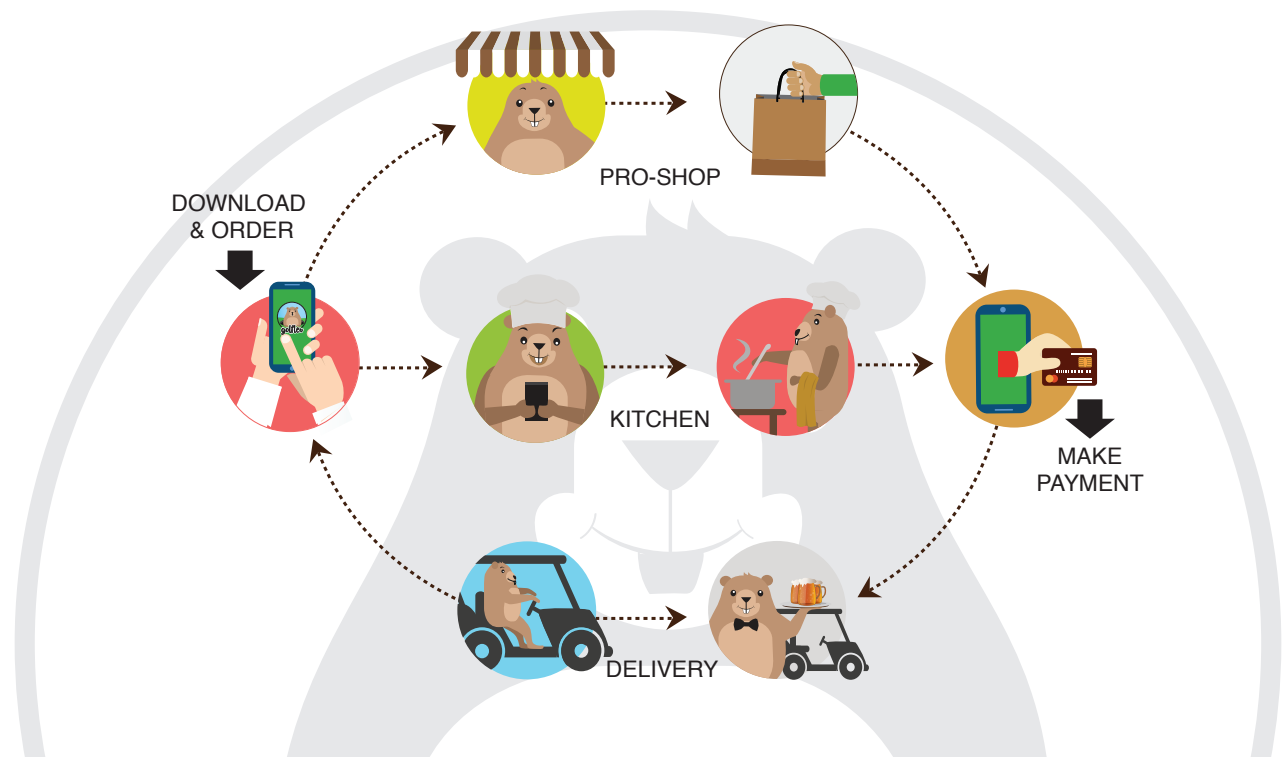
The application Golfler is to increase the pace of play real-time analysis of golfer's positions, alerting course managers about long backups. It also allows cart attendants to interact with the customers faster, providing a more streamlined concession service while simultaneously increasing the course's revenue.



# Introduction

This report addresses the problems golf courses endure every year. Golf courses will often lose money annually for a variety of reasons. Golfers and golf courses share a common enemy: time. Most of a course's revenue comes from green fees. However, this revenue is not maximized because of slow pace of play. In the past few years golf courses originate 70% of operations revenue from green fees and 25-30% from food, beverage and merchandise sales. "In the last 15 years, six million more people have quit playing the game of golf than have starting to play it" (Golfler Pitch Deck). Over 91% of serious golfers believe the pace of play is a problem on US courses and over half of these golfers reported leaving a golf course because of a poor pace of play experience. According to recent study on golf clubs revenue, "most golf courses lose money on their food and beverages, where most customers expect food and beverages to be offered as a minimum customer service, managers struggle to cut costs"(Golfler Pitch Deck). Golf courses recognize the need of technology to be applied in their courses.

These problems deserve immediate attention. We are offering part of the solution with our Golfler phone app. Recently we have developed a "killer category" mobile app that will help simplify and organize the game pace for golf courses and players. This app has a lot of features where it has the ability to order food and beverages online for players where they can pay it online with their credit cards or have the food delivered to them and pay it in person. Also, the app is equipped with "the ability to have a 2-way messaging center facilitating communication with other golfers and a forum to raise issues, concerns or compliments with the course" [Golfler Pitch Deck]. This app will help golfers to experience a better customer service and increase the rate pace of play, and thus help golf courses to increase their revenue.



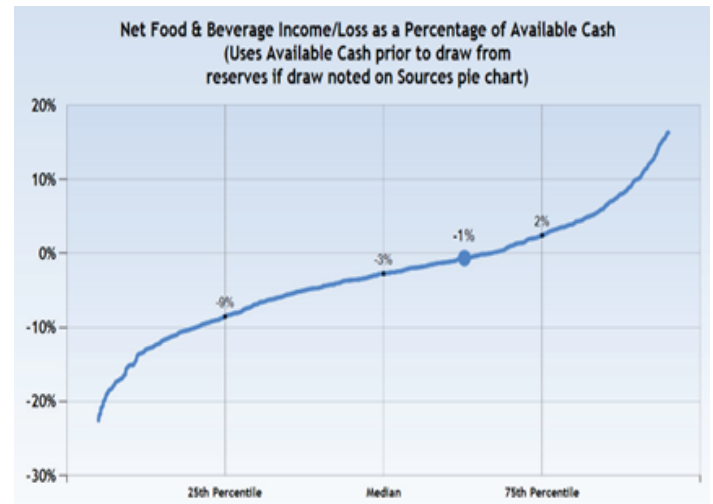
# Problems (Public Course)

There are many problems in golf today that Golfler can solve. The greatest challenge for golf in the 21st century is the pace of play. It is the main factor that has caused 6 million people to quit playing golf (page 3 sales material). It is the among top complaints of new potential players.

Currently, one of the biggest factors in slow pace of play is waiting at the turn. This is where people line up to get their beers and burgers. This means that there ends up being a long line of people waiting for their turn to play about halfway through the course.

51% of golfers have walked off of a course before they had finished their round due to slow pace of play. All of this loses potential food, beverage, and pro shop revenue for the course.

Though courses must pay for a kitchen staff, equipment and perishable waste regardless of course traffic, these costs are fixed as golfers expect golf courses to offer food and beverage options each time that they golf. Because of an inefficient delivery model, courses do not currently sell a sufficient volume of goods to offset that fixed costs.



## Solutions

Golfler is unique in how it makes the golfing experience better for both the course and the customer. The main concern is the pace of play on a golf course, which Golfler increases in a couple of ways. First off, Golfler provides real-time analysis of pace of play, alerting course managers about log jams on the course. Rangers can then be dispatched to clear them up.

Another way that Golfler increases the pace of play is through changing the way that the cart attendants interact with the customers. Instead of having the attendants driving around in circles, hoping that someone wants to purchase something, Instead, the golfer orders using their phone, tells the attendant exactly what they want, and they can pay with their credit card. If the current model is comparable to an ice cream truck, our model would be a pizza delivery driver. The customer gets exactly what they want, and the pace of play increases as a result. Golfler even allows the staff and golfers to message each other, to alert golfers about bad weather incoming, and to allow golfers to report problems on the course.

By using Golfler, the time per round for an average golfler is much lower (estimated at 8% faster when compared to courses that do not use Golfler).

# Problems (Country Club)

Country clubs focus on providing the best possible experience for their members

Golfers want to get away from their families for a bit, hang out with their friends, and enjoy a nice relaxing afternoon on the green. Usually, they wouldn't mind having some refreshments out there as well. Unfortunately the cart attendants don't know where they are all the time. They drive around aimlessly in circles while your members are parched and in need of some extra tees.

The last thing that you want is a member complaining about poor service with the amount of money they are spending to play there.  
**Golfler to the rescue.**



## Solutions

As a country club manager, you want to provide the best golfing experience for your members. Golfler is in a unique position to make a round of golf more enjoyable by making their experience tailored to their needs. Instead of having to wait for the turn, or for the cart attendant to show up, Golfler allows your members to summon the cart with their phone, placing the order at the same time. Our system is even capable of using membership ID numbers that your club has on file, so that your members would not have to change the way they are billed.

Golfler solves the problem of capital (low cost) by using the smartphone that you probably already own. There are no start-up fees, and no cost to the golf course. Golfler only makes money when the golf course does, and only makes it on sales that wouldn't be made without Golfler. By using golfler, the course greatly increases the monthly net profits of a course (estimated \$12,778 net profit compared to \$2,878.63 based on food and bervice assumptions).

IBISWorld Industry Report 71391

Technology & Systems August 2011 ·

Level  
The level of  
Technology  
Change is Low

Technological change and development within the industry is at a low level, as the industry is in the mature stage of its life cycle. Many golf courses and country clubs have existing vehicles and equipment, and tend to repair items rather than replace them. Also, the tradition of labor intensity within the industry works against the introduction of new technology.

The industry observes low revenue growth, which is not conducive to capital

investment. Capital investment in infrastructure, such as buildings and irrigation, may not occur regularly, particularly for older public courses in lower socioeconomic regions. This lowers the overall level of technological change.

The implementation of computerized booking and ordering systems can create benefits for golf courses and country clubs, and many of the larger establishments would have introduced these systems already.

# GOLFLER Business Case

GOLFLER, LLC	Per Day		Per Month	
	Base Level (No GOLFLER)	Golfer Additional Orders	Golfer Additional Orders	Base Level (No GOLFLER)
Food and Beverage / Merchandise				
Golfers Per Day	105	21	3,150	630
Average Order Amount per Round	\$6.75	\$9.25	\$6.75	\$9.25
Daily Gross Revenue	\$708.75	\$194.25	\$21,262.50	\$5,827.50
COGs (37%)	\$262.24	\$71.87	\$7,867.13	\$2,156.18
GOLFLER Fees per Order (.99)	\$0.00	\$20.79	\$0.00	\$623.70
Transaction Fee	\$20.55	\$5.63	\$616.61	\$169.00
Course Net Profits	\$467.07	\$95.95	\$12,778.76	\$2,878.63

FOOD AND BEVERAGE ASSUMPTIONS	
Average Order	630
Average GOLFLER Order	\$9.25
GOLFLER Orders Increase %	\$5,827.50
COGs	\$2,156.18
Average Transactions Fees	\$623.70
GOLFLER Fee	\$169.00

Pace of Play Increase				
Baseline	Daily	GOLFLER Daily	Monthly	GOLFLER Monthly
Average Daily Rounds	105	113	3150	3402
Average Green Fee	\$25.35	\$25.35	\$25.35	\$25.35
Average Green Fee / Day	\$2661.75	\$2,874.69	\$79,852.50	\$86,240.70
Average Time per Round (Hours)	4 hours and 27 minutes	4 hours and 8 minutes	4 hours and 27 minutes	4 hours and 8 minutes
Pace of Play Increase	0.0	19 Minutes	0.0	19 Minutes
Green Fee Increase	\$0.00	\$212.94	\$0.00	\$6,388.20
Course Improvement from Food and Beverage	0	\$95.95	0	\$2,878.63
Total Revenue Increase from GOLFLER	0	\$308.89	0	\$9,266.83

PACE OF PLAY ASSUMPTIONS	
Average Daily Rounds	105
Average Price / Round	\$25.35
Average Round	4 hours and 27 minutes
Tech Monitoring Time	15 Minutes
Turn Reduction Time	3 Minutes
Cart Reduction Time	1 Minute
GOLFLER Average Round	4 hours and 8 minutes
Improvement	8%
Rounds after improvement	8.4
Rounds after improvement	113.4



# COMPETITION COMPARISON/APPLICATION FEATURES

COMPETITION	Distance & Scorecard	Weather	Pick-Up	Delivery	Messaging	Process Credit Cards	Comparative Analytics	Pace of Play	High costs / long wait
Gallus Golf	✓	✓	✓					✓	✓
Slick Greens	✓	✓	✓					✓	✓
Scan4Beer				Bev Only		✓			✓
BevNow	✓			Bev Only		✓			✓
Pacesetter	✓	✓	✓			✓		✓	✓
SmartCart	✓		✓			✓			✓
TagMarshal	✓							✓	✓
Digital Caddies	✓		✓		✓	✓			✓
<i>golfler</i>	✓	✓	✓	Food, Bev, Gear	✓	✓	✓	✓	No upfront fees/9% commission

# Methods

## Research Questions

- How frequently does the average person play golf?
- How much does each golfer spend on concession per round?
- How fast does each golfer play a round?
- How much revenue do they make from concessions?
- What are the differences/similarities between private clubs and public clubs?

## Primary Research

### Primary Research

The Golfler team has conducted most of our primary research. They have a stockpile of data on golfers they obtained by conducting field research. Some of this data includes statistics on how golf impacts the United States economy, information on golfer demographics, reports on golfer's use of technology as well as many other related material. The field research conducted used reliable methods including interviews, surveys, observations, and data analysis.

In order to provide a more flexible proposal, we formed two main research categories: Privates courses and public courses

Our primary objectives concerning primary research are generating questionnaires and reaching out to local public and private clubs to conduct interviews with golf professionals and course managers. Our primary research criterion makes sure that sources are accurate, unbiased, comprehensive, appropriately technical, current, clear. (Markel, pg 129)

### Types of Research

**Interviews:** Provides us a lot of information from a expert of golf, such as a golf pro.

**Surveys:** Provides our team limited but valuable information to form a general consensus about the game of golf.

**Observations:** Observations provides us insight about what its like to be a golfer and work for a golf course.

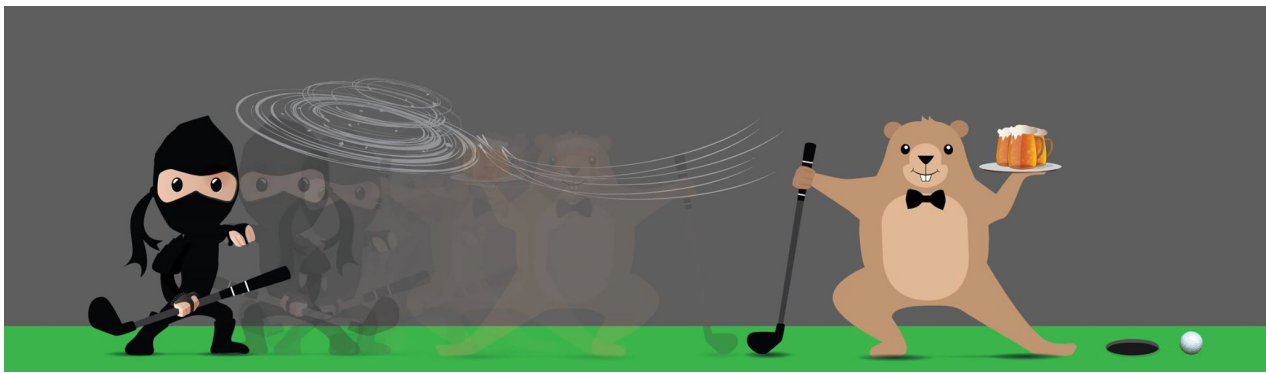
**Analysis:** Useful when the team wants to find trends or patterns.  
(Purdue Owl)

# Methods

## Secondary Research

When determining whether to use a source for our secondary research, the team must consider if the website is beneficial to answering our research questions or increasing our working knowledge. The data on the website must also be current.

Most of the secondary research will be based on Internet searches, using online catalogs and website. We are searching for general statistics about both golfers and golf courses. If there are research questions that can't be answered using the primary data, these sources will fill any gaps in the data. We mostly used reference works because they provide an overview of the subject (Markel pg. 120).



## Collaboration Methods

**Team Roles:** Team leader will be Connor for the majority of the project. He knows the most about the project and will be providing the primary research documents generated by the Golfler Company. Amer and Ben will take on the majority of the research and the writing. Under the guidance of Connor, they will compose documents such as the questionnaires being used in our primary research. This allows them to optimize their work output without having the same knowledge base as the team leader.

**Drafting:** The drafting process is done with a “team writing” process. It involves both individual work and layered teamwork. Each member is assigned to draft a section with a due date. On that due date, the team meets for a meeting to review the drafts and make any necessary comments. At the end of the meeting, more drafts are assigned to each team member. This process continues until all sections are drafted.

**Revising:** The revision method is done with emphasis on peer review. First, the team works in a similar fashion it does while drafting: assigning revision sections and meeting to consolidate. Then, it is given to a group of reviewers. Lastly it is given back to the team for the final draft. This allows for many perspectives to have input on the project, but ultimately the benchmarks will be the same because it ultimately ends with the team.

**Editing:** During the editing process, each member is assigned two or more of following criteria. While editing the report, each member only makes changes based on the criterion that was given to them. Our six editing criteria are clarity, concision, active voice, creating text flow, editing the design of figures and images, and maintaining consistency in formatting.

# Conclusion

Golfler is unique in how it makes the golfing experience better for both the course and the customer. The main concern is the pace of play on a golf course, which Golfler increases in a couple of ways. First off, Golfler provides real-time analysis of pace of play, alerting course managers about log jams on the course. Rangers can then be dispatched to clear them up.

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