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Tee Time Management

Vereniging Van Golf Club Managers Webinar



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Introduction

- Can we ask that everyone puts themselves on mute to save background noise interference. Thank you.
- We'll be recording today's webinar for those that have been unable to attend.
- If you wish to be anonymized – please let us know in the chat widget.
- If you have any questions during the webinar, please use the Chat widget on Zoom to ask them. We'll be stopping half way through and at the end to answer them.
- If you are able to submit questions in English, thank you. We are, of course, accepting questions in Dutch and Annick will translate for us.
- We will also provide our contact details if you wish to ask a question after the webinar has finished.

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Introduction

- Worked in the golf industry for over 25 years
- Specialised in commercial golf club management
- Managed individual proprietary-owned properties and multiple venues
- Co-Founder of Promote Training
- The Promote Enterprise Group – Promote Golf, Promote Leisure, Promote Books

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Agenda

- Why Tee Time Management?
- Foundations of a Booking Policy
- Key Performance Indicators
- Strategies to Increase Efficiency
- Applied Tee Time Management
- Questions

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Why Tee Time Management?

Why Tee Time Management?

Foundations of a Booking Policy

Key Performance Indicators

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Why Tee Time Management?

- We distribute our product in units of time – a tee time or a starting tee slot
- There's nothing we can do to stop time
- Therefore, a tee time or slot is THE MOST perishable product a golf club sells



When the tee time has gone - it's gone forever!

- And we only have a finite stock of tee times to sell

Why Tee Time Management?

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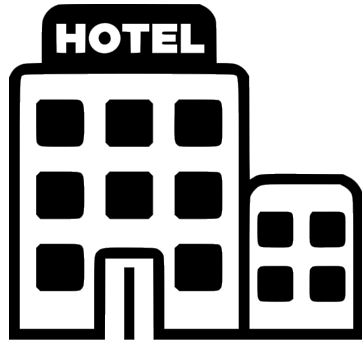
Strategies to Increase Efficiency

Applied Tee Time Management

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Why Tee Time Management?

- We're not the only industry with this issue though:



Hotel rooms



Airline seats

- Many hotel chains and airlines are far more advanced in their thinking

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Why Tee Time Management?

“But we don’t book tee times - they just turn up and play?”

- Tee time management is still hugely important
- A check-in system will yield much of the important analytical data
- A check-in system is also still important for tee time booking clubs too
- Sometimes, getting Members to check-in is tough

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Why Tee Time Management?

“Most of our golfers are Members, so tee time management isn’t important for us.”

- Members soon leave if they can’t play
- Green fee revenue is still important
- Member no-shows prevents visitor bookings

Why Tee Time Management?

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Why Tee Time Management?

So what's the goal of effective tee time management?

To pack the golf course out with as many golfers as possible.



- To ensure a steady, optimized through-put of golfers from the starting tee
- To build a picture of when the course is busy and when it's quiet
- To minimise wasted tee times and maximise utilized tee times

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Foundations of a Booking Policy

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The Foundations of a Booking Policy

Tee Time Interval

Effective tee time management can take place and there still be slow-play. ✓

- There are lots of reasons for slow play – many nothing to do with tee time management
- Look beyond the starting tee to maintain a steady flow of traffic:
 - ✓ Identifying bottlenecks – the par-5 followed by a par-3 for instance
 - ✓ Cutting back rough and widening fairway
 - ✓ Putting pins in easy positions
 - ✓ Clear signage about when to play
- Constantly reviewing the tee time interval based on evidence

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The Foundations of a Booking Policy

Tee Time Interval

Variable Tee Time Intervals

- Most clubs tee time interval doesn't change throughout the day/week
- But it takes a 2-ball less time to tee off than a 4-ball
- "Express Golf" times – 20 minute intervals – charge a premium!

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The Foundations of a Booking Policy

Tee Time Interval

Tee Time	Player 1	Player 2	Player 3	Player 4
08:00				
08:07				
08:15				
08:22				
08:30				
08:37				
08:45				
08:52				
09:00				
09:07				
09:15				
09:22				
09:30				
09:37				
09:45				
09:52				
10:00				

- Alternate tee time intervals – 7/8 minutes
- There are always 8 tee times per hour
- There is always a tee time on the quarter hour

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The Foundations of a Booking Policy

Booking Window

How far in advance can someone book a tee time?

- Unlimited?
- 7 or 14 days?
- 5 or 10 days?
- Longer booking window for Members
- Longer booking window online bookings

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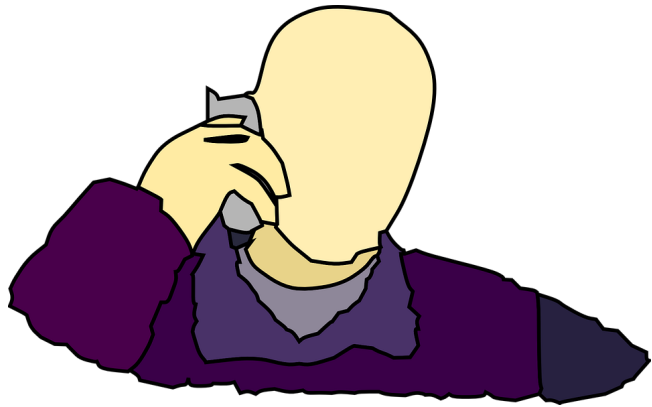
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The Foundations of a Booking Policy

Cancellation Policy

Do you have a clearly communicated cancellation policy?

- Our hotel and airlines certainly do!
- Mentioning it on every telephone or face-to-face booking helps:



We kindly ask that you give at least 48 hours' notice if you are unable to attend your booked tee time. This means we can release the time for other members or visitors who may wish to play the course.

- Always take a telephone number

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The Foundations of a Booking Policy

Online Green Fee Payment

- Many differing policies:
 - ✓ Fixed deposit per person
 - ✓ A percentage deposit per person
 - ✓ Full payment in advance
 - ✓ No pre-payment whatsoever
- Pre-payment is increased weather-resistance
- When is it appropriate to refund? When you can't re-book?
- Clearly state the conditions in the booking policy

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Tee Booking Malpractice

- Tee booking malpractice can take 3 broad forms:
 1. “Friendship” bookings
 2. Pilfered bookings
 3. Buffer tee times
- 1. “Friendship” Bookings
 - Friends or relatives
 - Staff under pressure to book for them
 - Very destructive
- The booking policy should dictate who gets tee times, when and how

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Tee Booking Malpractice

2. Pilfered Tee Bookings

- Green fee cash is most pilfered in golf clubs
- Patterns of suspicious cancelled tee times to look out for include:
 - One employee cancelling significantly more tee times than anyone else
 - Tee times cancelled very close to the actual tee time booked
 - Multiple tee time cancellations together, or in a very short period
 - Cancellation at the beginning of the day – before anyone has played
 - Significant cancellations during one-employee shifts
 - Cancellations of times with no contact details associated with them
- Electronic tee reservation systems help – but they don't cure

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Tee Booking Malpractice

3. “Buffer” Tee Bookings

- Why?
- Review tee booking policy, including tee time intervals

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Key Performance Indicators

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Key Performance Indicators

KPI's are a statistical picture of everything that is important – in our case everything that's important relating to golf course usage.

- Calculating capacity point

Utilisation KPI's

- Tee Time Utilisation
- Tee Time Occupancy
- Player Occupancy

Financial KPI's

- Revenue Per Available Round
- Tee Sheet Revenue Yield
- Average Fee Per Round

Booking Trend KPI's

- Booking Window
- Booking Time
- Booking Method

Arrival KPI's

- No. No Shows
- No. Short Shows
- No. Day Shows

Other KPI's

- Promo Tracking
- The Weather!!

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Other KPI's

- Promo Tracking
- The Weather!!

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Key Performance Indicators

Calculating Capacity Point

- Knowing your capacity point is the starting calculating for many of our KPI's
- It's the total number of tee times available to book
- From a stated "first tee time" through to the last tee time x number of hours before sunset
- KPI's in units of 18-holes

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Key Performance Indicators

Utilisation KPI's

- Tee Time Utilisation

How many tee times are booked compared to total tee time availability

- Tee Time Occupancy

How many player slots were booked compared to the total player slot availability

- Player Occupancy

How many players, on average, occupied the booked tee times

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Key Performance Indicators

Financial KPI's

- Revenue Per Available Round

$$\text{Total Golf Course Revenue} \div (\text{Number of 18-Hole Units Available} \times 4)$$

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Key Performance Indicators

Financial KPI's

- Revenue Per Available Round

$$\frac{\text{Total Golf Course Revenue}}{\text{Number of 18-Hole Units Available}} \times 4$$

- Tee Sheet Revenue Yield

$$\frac{\text{Total Golf Course Revenue}}{\text{Number of 18-Hole Units Available}} \times \text{Rack-Rate Green Fee} \times 4$$

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Key Performance Indicators

Financial KPI's

- Revenue Per Available Round

$$\frac{\text{Total Golf Course Revenue}}{\text{Number of 18-Hole Units Available}} \times 4$$

- Tee Sheet Revenue Yield

$$\frac{\text{Total Golf Course Revenue}}{\text{Number of 18-Hole Units Available} \times \text{Rack-Rate Green Fee} \times 4}$$

- Average Fee Per Round

$$\frac{\text{Total Golf Course Revenue}}{\text{Number of Players}}$$

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Key Performance Indicators

Booking Trend KPI's

- Booking Window

How many days in advance are different customer segments booking tee times

- Booking Time

What time of day are different customer segments booking their future tee times

- Booking Method

How are bookings being made – telephone; face-to-face; online

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Strategies to Increase Efficiency

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Strategies to Increase Efficiency

Increasing tee sheet efficiency

Don't get caught in two minds – if you fill the tee times you have now and there's still slow play and/or a queue on the starting tee during peak periods – review the tee booking policy.

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Strategies to Increase Efficiency

- Booking "Out-to-In"
- Callback Reserve Lists
- Silent Tee Times
- Pairing-Up
- Weatherproofing
- Under-Booking
- 4-Ball Only Times
- Stand-By Lists
- Multiple Tee Starts

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Strategies to Increase Efficiency

Booking "Out-to-In"

- Tactic for taking tee bookings over the telephone or in-person
- Aims to move peak bookings to off-peak, leaving the vacant peak times to sell
- Helps remove habitual rebooking
- Just moving a few times each week can have a big impact on revenue!

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Strategies to Increase Efficiency

Callback Reserve Lists

- A list of people who couldn't get an appropriate tee time for them
- A tactic to be used AFTER booking out-to-in
- Works best proactively – the club calls them back
- The tee booking systems don't have a waiting list feature?

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Strategies to Increase Efficiency

Silent Tee Times

- The practice of strategically double-booking tee times at regular intervals
- An aggressive tactic!
- Only to be used sparingly during peak times
- If everyone turns up – the whole tee sheet can run late or...
- ...you can ‘bump’ a group to the next available time, but...

**THE INTEGRITY OF THE STARTING TIMES
 MUST REMAIN**

Tee Time	Player 1	Player 2	Player 3	Player 4
07:00				
07:07				
07:15				
07:22				
07:30				
07:30				
07:37				
07:45				
07:52				
08:00				
08:07				
08:15				
08:22				
08:30				
08:30				
08:37				

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Strategies to Increase Efficiency

Pairing Up

- Pairing up is matching players with other players to create a more efficient tee sheet
- Widely accepted in golf tourist destinations like the US, Spain and Portugal – not so in the UK
- Can be done on a voluntary or compulsory basis
- Be honest – tell people you're doing, or may have to do it
- Explain why you're doing it – so more more people can enjoy the golf course

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Strategies to Increase Efficiency

Weatherproofing

- This is the practice of calling everyone on the tee sheet the day before play
- Labour intensive
- Ideal for busy courses with a history of no-shows
- High-peak times only
- Customers LOVE IT!

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Strategies to Increase Efficiency

Under-Booking

- A strategy for group bookings
- Tackles issues of groups turning up with less than originally booked
- Don't book the full tee time requirement – leave 1 or 2 times free
- Must be based on an historical pattern
- If everyone's turns up – everyone subsequently runs late until there's a space, but...

THE INTEGRITY OF THE STARTING TIMES MUST REMAIN

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Strategies to Increase Efficiency

4-Ball Only Times

- Mandating that times must be occupied by a 4-ball
- Runs alongside a pairing-up strategy – because you shouldn't discriminate
- What happens if they arrive with less than 4?

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Strategies to Increase Efficiency

Stand-By Lists

- Similar to callback reserve lists but different!
- The person(s) arrives when they want to play but couldn't book
- They wait on 'stand-by' in the hope of a no-show or being able to join another group
- Needs to be proactive – if space becomes available before they arrive, book it for them
- Warning: if stand-by golfer(s) see an empty starting tee – they get miffed!

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Strategies to Increase Efficiency

Multiple Tee Starts

- Doesn't create more tee times – just moves them
- Need a course with a layout that allows it
- Lots of ways to undertake a multiple tee start
- There are complications
- Done well, can really maximise peak times and help satisfy demand

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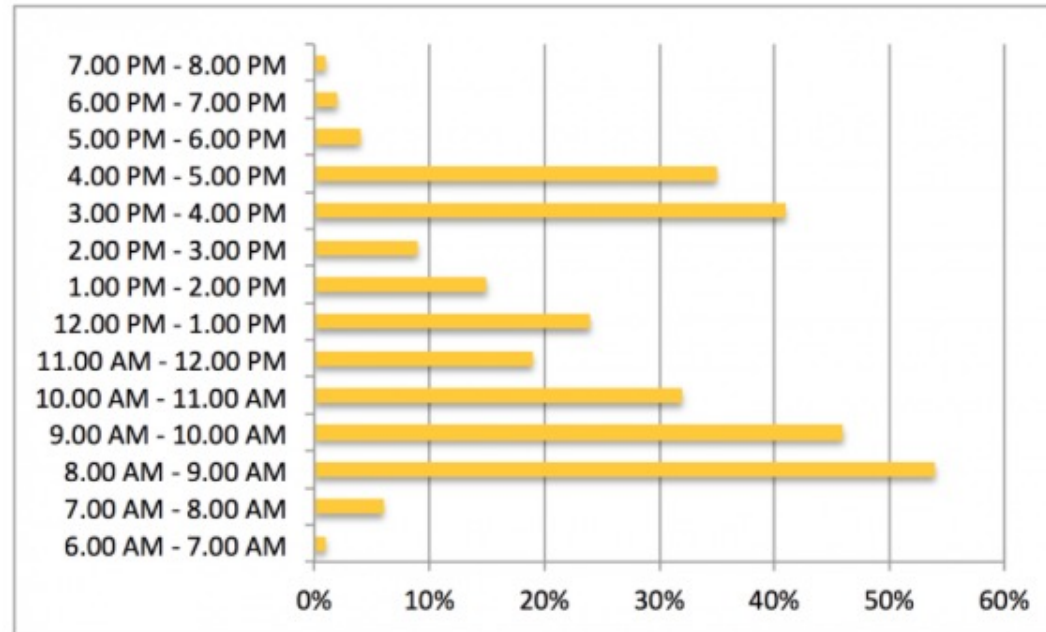
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What could a club do to address this tee time utilization trend?



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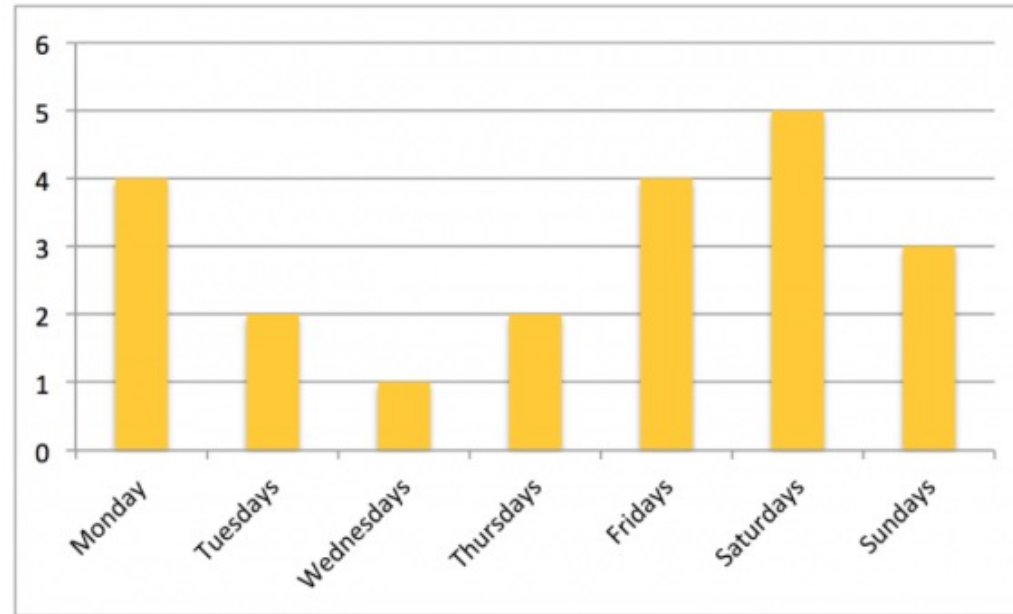
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Chart shows how many days in advance people are booking (in days).

When's the best day(s) to send a promotional email to increase bookings on Sunday?



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What strategies could you employ to increase the tee sheets efficiency?

TEE TIME	PLAYER OCCUPANCY	TEE TIME UTILISATION
6.00 AM - 7.00 AM	2.3	10%
7.00 AM - 8.00 AM	2.2	46%
8.00 AM - 9.00 AM	2.1	67%
9.00 AM - 10.00 AM	2.1	71%
10.00 AM - 11.00 AM	2.5	45%
11.00 AM - 12.00 PM	2.7	32%

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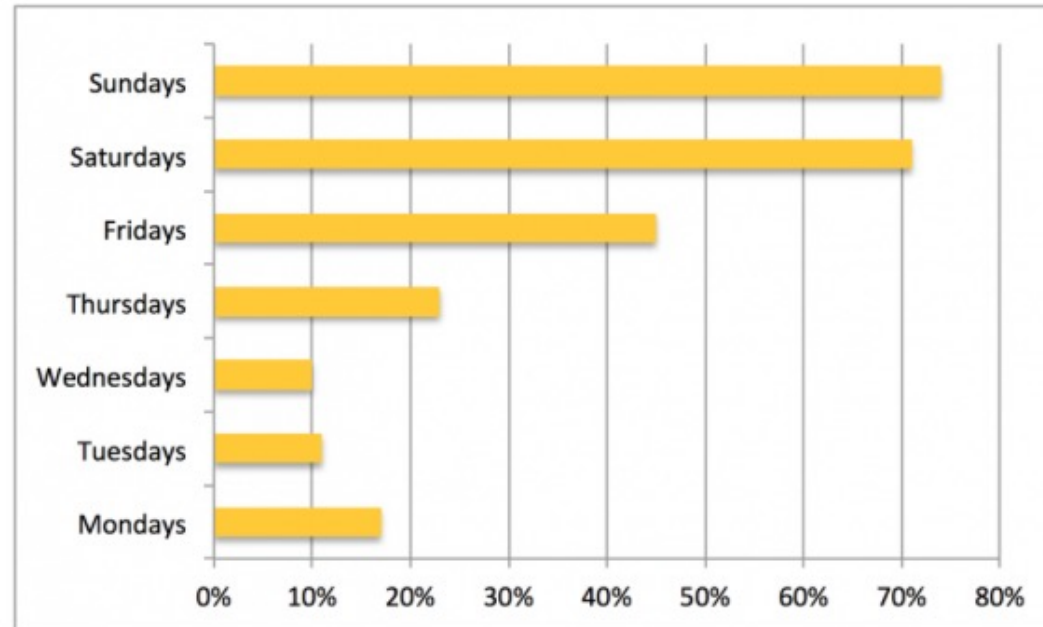
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What could you do to increase tee time utilization based on this report's findings?



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info@promotegolf.com

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