

SOLUTIONS

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New “AMF Clubhouse” along with Sorenstam, Jensen and McLean Highlight Show Week Schedule

AMF members attending this month’s PGA Merchandise Show at the Orange County Convention Center in Orlando, Florida will find a full schedule of educational events, networking opportunities, special guest speakers and a new place to relax and eat. Best of all, most of the events will be FREE to all AMF members. Here’s a full rundown. Mark your calendars and take advantage of as many as you can.

Meet, Network, Relax and Eat in the AMF Clubhouse

AMF will have two separate locations for the upcoming PGA Show. A smartly designed and well situated AMF Clubhouse will serve as our members’ base of operations. The AMF Clubhouse is located conveniently on the main level of the convention center across from the Apparel Hall. The following events will take place in the AMF Clubhouse:

- Annual Membership Meeting (Wednesday 26th)
- Assistant Professional Meeting (Wednesday 26th)
- Lunch service (Thursday 27th & Friday 28th)

Private Meeting Rooms - Presented by ForeTees

The AMF Clubhouse will have two private enclosed rooms for members to conduct interviews and meetings. In an effort to efficiently organize these meeting rooms AMF Partner, ForeTees, has developed an online reservation system. The Meeting Room Reservation System is now available on the AMF website under the 2011 PGA Show Discussion Group.

AMF Member Lunches

AMF will have lunch available for our members on Thursday and Friday in the AMF Clubhouse – Room W224 – from 11:30 a.m. to 1:00 p.m. Jim McLean will be our guest speaker during the lunch on Thursday at 12:30pm. The cost for lunch is \$20 each day.

Annika Sorenstam Cocktail Party Presented by Cutter & Buck

On Tuesday, meet the greatest woman golfer of her generation and hear speak about her current drive to build golf-related businesses at our Cutter & Buck cocktail party at the Peabody Hotel.

AMF Annual Membership Meeting

Wednesday, 8:00-11:00 am in the AMF Clubhouse (Room 224) - in the Convention Center.

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Annika Sorenstam, Dr. Rick Jensen and Jim McLean will be featured speakers at AMF events in Orlando.

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PGA SHOW CALENDAR

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AMF hosts our Annual Membership Meeting for our Head Professional and Instructor Division Members. The meeting will consist of a combination of presentations and roundtable discussions covering a variety of topics of interest to all of our members.

The AMF staff will provide updates on the company's progress and discuss future events. The meeting will conclude with a keynote presentation by Dr. Rick Jensen author of *Easier Said Than Done on The Work/Life Balance of a Golf Professional*.

Jensen is a very popular speaker with our Instructor Division members who have named him their favorite presenter at the last two AMF Instructor Summits. If you haven't heard Rick before, you're in for a real treat. He will get you fired up for the new season.



The AMF Clubhouse offers a convenient place for meeting or relaxing.

Assistant Professional Meeting

Wednesday, 2:30-5:00 pm in the AMF Clubhouse (Room 224) - in the Convention Center.

We will be hosting our second annual Assistant Professional Meeting during the 2011 PGA Show. The meeting will address topics that are critical to the success and development of Assistant Professionals as a "new normal" in the golf industry takes hold. The format has been enhanced so we can discuss numerous ideas and solutions that all Assistant Professional members may utilize to enhance their careers. The meeting is FREE and two hours of MSR educational points will be provided for attendees.

Education Seminars

On Thursday morning, AMF and Imavex will offer three hour-long seminars on social media and best practices for golf facilities and instructors engaging in each. All seminars are FREE for AMF members and attendees will be credited with PGA and/or LPGA education points. Sessions will be in Room W109 (the same room on the lower level our seminars were in last year) and topics include:

- 8:00-9:00am, Website Design and Content

- 9:00-10:00am, Facebook and Twitter
- 10:00-11:00am, YouTube

On Thursday afternoon, AMF teams up with Green Grass One for two seminars to improve your merchandising skills. The topics are:

- 2:00-3:00pm Merchandising
- 3:15-4:15pm Retail Education

Thursday Lunch with Jim McLean

AMF Golf Management and Greg Norman Collection cordially invite you to hear Jim McLean speak during the AMF Member lunch on Thursday, January 27th at 12:30 p.m., in the AMF Clubhouse (room W224). All AMF members are welcome to attend. Lunch is \$20 per person.

Jim McLean is the 1994 PGA National Teacher of the Year, and owner of the Jim McLean Golf Schools, headquartered at Doral Golf Resort and Spa in Miami, Florida. Jim has taught more than 100 PGA Tour, LPGA and Senior PGA Tour players and has worked extensively with five junior golfers who have reached the No. 1 spot on the National Rankings.

AMF's Platinum Corporate Partners



2011 AMF COMPANYWIDE INITIATIVE

“No Golfer Left Behind” as AMF Unveils Comprehensive Junior and Family Golf Focus in 2011

Unless you’ve had your head buried in a bunker for the past few years, you’ve probably realized that:

a) The Tiger-inspired boom in golf participation never happened. (He delivered more television viewers, but not more golfers.)

b) The game has been slowly shrinking in the United States for more than a decade with a loss of more than 10 percent of rounds played during that time.

c) Your facility doesn’t have a waiting list and, in fact, is looking for more members right now.

No longer can any golf professional or teacher sit back and say that cultivating new golfers is someone else’s responsibility. Effective immediately it’s all of our jobs. Every private club, every golf academy, every driving range and every public course needs to step up and put more emphasis on player development. There simply is no excuse for not looking out for your own self interest.

At a time when the public is looking to justify every expense and every activity that fills their tight schedules, golf has fallen behind many other sports in attracting juniors. It’s critical that we make families feel welcome at our facilities, at a time when family-oriented activities are becoming an ever-higher priority.

This is why AMF is launching “No Golfer Left Behind” a company-wide initiative for all of 2011. Through this program AMF will work with our membership to define the issues and present options that have been proven to work. Our emphasis will be on making the game more family- and junior-friendly as these are seemingly where the biggest long-term opportunities exist to fill the pipeline with the next generation of golfers.

For example, Little League now offers teams for kids as young as four years of age. For a long time in golf junior programs were aimed at starting kids at age 10. Today, if we approach them for the first time when they are 10 they are al-

ready participating in two or three other sports and are not likely to have the time or resources left to commit to learning golf. This is just one of many junior issues we will examine in more depth.

On the family side of the equation, getting non-playing spouses into the game (usually women) has been problematic. We’ve often misread or misunderstood their reasons for trying the game and their eventual reasons for leaving. And, yes, they do quit at a high rate. Issues such as positioning of women’s tees, family-friendly facilities including daycare, golf staffing issues including attitudes towards women, having women on the golf staff and offering competent instruction that makes the game fun and creates a high comfort level for beginners are all critical topics that we will explore in great detail in the coming months.

The good news is that the game is one that teaches a great set of social and life skills and can be a tremendous family activity. The goal is for facilities and professionals to create and execute programs that will encourage everyone to try the game and experience its unique atmosphere.

We will officially launch our “No Golfer Left Behind” initiative at the AMF Annual Meeting at the PGA Show on Wednesday, January 26. We will continue the discussion with the membership at all of our regional events throughout the year, at our 2011 summits, in future newsletter articles, in webinars and on the discussion boards on the members’ website. Throughout these events it will be AMF members who will provide the fresh ideas that will help enlighten our members’ facilities in how to be more family friendly. Your knowledge is our greatest asset and we plan to tap into it in more ways than ever to help you replenish your pipeline of new golfers. We’re not saying it will be easy, but, done well, it will be fulfilling and it will grow your bottom line.



AMF takes on its most ambitious initiative to date with “No Golfer Left Behind” the focus of multiple AMF events in 2011.

Maximize Your AMF Membership

"We are building a small, personal organization of Golf Professionals who will engage in the programs AMF has to offer..."

That statement is the last line of the Membership Services presentation every potential AMF member receives prior to joining. It is a mission of this company to take the best assistant golf professionals in the country and give them the tools and resources they need to achieve their highest potential.

When you received that membership packet you made the conscious decision to take full advantage of what AMF offers. You wanted to be part of that elite group of golf professionals dedicated to taking their profession to its pinnacle. To follow through on that intention, it's important to ask: Am I doing everything I can as an AMF Member to make not only myself, but the golf industry better? Am I getting what I paid for?"

You are exposed to a vast majority of services and resources that, if used correctly, can be a tremendous asset to your career. With the development of the Assistant Division and the addition of Grant Way to the staff, AMF is more equipped than ever to provide resume reviews, interview prep, portfolio development and career counseling.

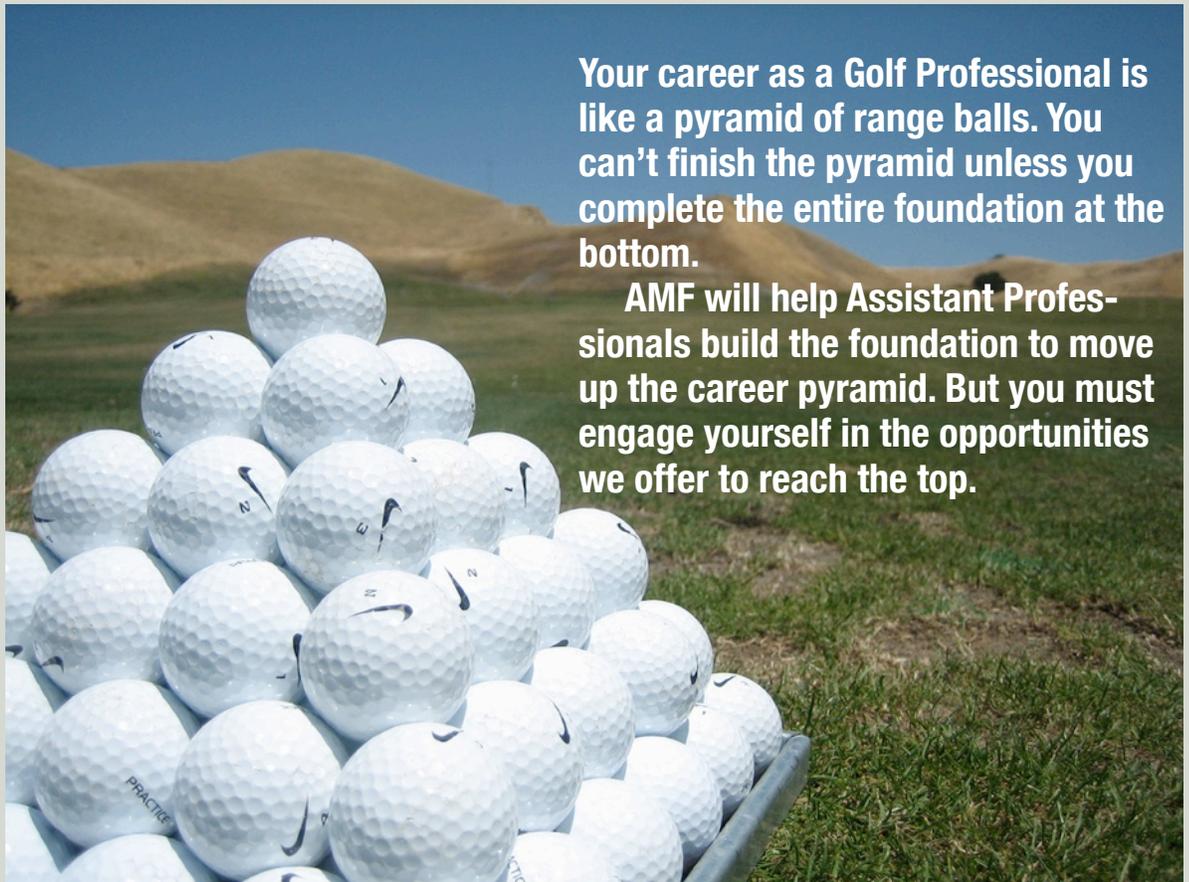
Within the scope of your paid duties, the AMF advantage will make a major impact. Every Assistant at one time or another has been tasked with a major project by his golf director. For example, a tournament operations handbook, outside operations schedules and duties, a Junior Golf Program, just to name a few. For a non-AMF member, these can be daunting assignments. However, for an AMF mem-

ber who has access to our Message Board / Discussion Groups, it's easy to feel motivated instead of intimidated. The abundance of ideas and useful advice from like-minded assistants gives you the edge you need. When implemented, they will impress your boss and fellow staffers. Most importantly, members will love the myriad of new ideas that are recharging the energy at their club.

Currently on the Assistant Division Message Board there is a great range of topics and subjects being discussed. Even though the discussion board is still in its infancy, there are 60 members and six discussions ongoing:

- Assistant professional hierarchies
- Ladies golf programs
- Getting involved early
- Staff meetings
- AMF News
- Junior Golf

The overall culture of the golf industry is changing, and we are here to provide you with all the necessary tools you will need to advance your career. We strongly urge you to take advantage of your AMF benefits and resources.



Your career as a Golf Professional is like a pyramid of range balls. You can't finish the pyramid unless you complete the entire foundation at the bottom.

AMF will help Assistant Professionals build the foundation to move up the career pyramid. But you must engage yourself in the opportunities we offer to reach the top.

WHAT I'M HEARING...

Be Prepared for the Looming Chinese Cotton Crisis

By Bob Mulcahy, AMF
Golf Management CEO

*Part One of a Three-Part
Series*

If you have not heard, there is a cotton crisis unfolding that will soon have a significant impact on our industry. I am dedicating this column and the two that follow to dealing head on with this issue. The approach will be three-fold:

Part One: Understanding and Defining the Problem for the Golf Marketplace.

Part Two: Understanding the Ramifications of the Problem for the Golf Industry.

Part Three: Developing Strategies for Dealing with the Crisis as a Retailer.

This is a far-reaching issue that needs to be addressed now, because as a retailer you are going to have make challenging

decisions. Your decisions cannot be made on the fly and you will need to educate your consumer to lessen the financial fallout. This column will outline the problem and the next one will survey it from the apparel manufacturer's perspective. In the third column we will work with Golf Professionals to develop potential strategies to be implemented.

Just as the world seemed to be returning to a normalcy we could understand, we are going to have to face this issue. It is imperative that we deal with it in a proactive manner.

The Problem:

It is actually a classic supply and demand problem learned in Economics 101. The amount of cotton avail-



The increasing cost of cotton will have a significant effect on your apparel business by early 2012. Are you prepared?

able is down (supply) and demand is at record highs. This is further compounded by the fact that the cost of the workforce in China has increased dramatically. This is due in part to a viable middle class evolving that has caused the workforce to shrink. China's labor pool issues exert a residual effect on the cost of polyester as well.

Overall, the rise in cotton prices is not anticipated to have an effect on the cost of product in 2011, but there is no doubt it will lead to price hikes in 2012.

The cotton mills and manufacturers in China are going to have no choice other than to pass on their price increases to simply remain viable. Further complicating the matter, forecasted floods in Pakistan are projected to cut supply by close to 10 percent and storms in Texas have cast doubt on the prospects for the crop harvest there over the coming months.

It is important to realize that while currently unknown, these price increases could be significant and as a retailer you may have no choice but to pass the increase onto the consumer. You will need to begin to

factor this into your retail budgets and also into your bottom-line profit.

Understanding the Impact on the Marketplace:

Our industry has long been dependent on cotton from China. The industry is looking for alternate sources and some may indeed emerge, such as Egypt and South Korea. However, for these alternatives to have a meaningful impact several international trade regulations have to be modified. This is no small obstacle.

In addition, there is belief that other countries are limiting the export of cotton to drive up the prices and increase their margins. The positive news is that we have some time to prepare—however we haven't any time to waste in doing so.

Member Q&A: “What I’ve Learned...”

Bill Stines, Scioto Country Club

Interview by AMF member Paul Ramee



AMF Member Bill Stines is the Head Golf Professional at Scioto Country Club in Columbus, Ohio.

This article continues our series featuring a variety of insights from top golf professionals and teachers who are part of the AMF community.

Your career in golf has been a rich and rewarding one—can you take us back to the beginning of it?

My grandfather owned a golf course in DeLand, Florida from 1944 to 1960. After selling the course, he retired from running the operations to teaching at Springdale C.C. in Canton, North Carolina, where I grew up learning the game from him. He was a major influence on me, a person I really looked up to. I remember him being a great teacher and also how skilled he was at making the women members feel comfortable.

I attended Wake Forest and after graduation I went to work for the Tommy Armour Golf Company. I worked for Armour for a year and a half, during the peak sales period for the 845 irons. I was making \$35,000 plus commissions on sales of the 845. I decided to take a job as an assistant golf professional at the Honors Course making \$17,000. A major pay cut, obviously.

After a year the Head Professional left and I stayed on as the interim Head Professional and ran the golf shop. My college roommate was the other interim Head Professional and he ran the outside operations. I stayed at the Honors Course for eight more years as the Head Professional after my roommate moved elsewhere. I left in February of 1994 to become the Director of Golf / General Manager at the Pete Dye Golf Club in Bridgeport, West Virginia.

Next I become Director of Golf at Whisper Rock Golf Club in Scottsdale and spent five years there, as part of a team that built the club from the ground up. Then came a family decision to move back East, and an opportunity for me to become Head Professional at Scioto Country Club in Columbus, Ohio. This was a great move for the family and it goes without saying that Scioto is a wonderful place with lots of history and tradition.

You’ve worked at four different clubs, under three different governance models—an individual ownership, a partnership in which you were one of the principals, and then a member-owned club with the traditional board of directors and committee structure. Can you explain some of the differences?

With an individual owner the situation will either be extremely positive or it’s going to be marginal. That’s based on whether you and he are working in the same direction and your philosophies are consistent or they are not. For me, working for Mr. Jack Lupton at the Honors Course was a dream. He was a fantastic guy to work for.

When I was Director of Golf at Pete Dye Golf Club, it was a great learning experience, but like most new clubs we had a lot of debt and as a minority partner I did not have as big a say as some of the other partners. There were philosophical differences.

At Whisper Rock, I was fortunate to have a single owner again with Gregg Tryhus. He is a true visionary and his goal was to build a real high-end, exclusive club with the best service. He thought of it as the “21st century golf club” adhering to the highest standards in every facet but also as a club experience where it was “all about the hang.” We were charged with creating the best teaching program, the best practice facilities, the ultimate in course conditioning and the best “on-campus housing” in golf. Because we had such a progressive owner, we were able to offer the best of everything and it was a great learning experience to build something so high-end.

When the Scioto job opened, I really had to take a hard look at the situation and ask myself whether I wanted to go back into a situation where I have 350 members who are my boss rather one or two people to report to. We ultimately decided to come back East and I have been very lucky. I feel like my staff and I have made a big impact at Scioto and that is mainly because of the smart golf people I was around at Whisper Rock.

“If you are a good player the members will want to play with you, take lessons from you and then it snowballs. I think we all need to make time to play and make sure that we do not let our games get out of shape.”

– Bill Stines

At a busy club like Scioto, how do you manage your time? What is a typical work day like for you?

I am always trying to get better and better at managing my time. A big help in that regard has been our Wednesday afternoon Managers Meeting, which every Department Head is expected to attend. It helps having all of us get together so that we can review important items and make sure we’re all on the same page.

I also hold my own staff meeting Thursday evenings at 7:30 after we close the golf shop. It allows the golf staff to get together and keep everything crystal clear. We review the upcoming events, review our past events and at the end of the meeting we have an open session where the staff can air grievances. As with any “family,” it is better to get any problem out in the open before they fester and become a bigger problem. Our weekly meetings are critical.

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With respect to managing my inputs, such as phone messages, I retrieve them and right away put them into one of three buckets. Those would be: Calls from members, which must be returned that day; calls on matters such as outside play requests to friends, which can be handled by a staff member either the day they're received or the next day; and miscellaneous calls that will be returned by a staff member as soon as possible. By delegating a good portion of my calls, I'm able to focus on the most important calls from my members.

My staff knows I have an open-door policy and that I expect excellence in each department. They also know that I never want an issue "sliding under my door." By that I mean that if a problem exists, I had better hear about it from them before the member seeks me out and tells me first.

What are your thoughts and priorities when you interview potential assistant golf professionals?

When I am speaking to a young man or woman I want to hire someone with the desire and ability to play a very solid game of golf. Not everyone is going to shoot under par, but you have to be very proficient and be able to shoot no higher than 78 on a regular basis. If you are a good player the members will want to play with you, take lessons from you and then it snowballs. I think we all need to make time to play and make sure that we do not let our games get out of shape.

My assistants also need to know how to teach and analyze the game. We are really lucky to have Don Sargent (an AMF Instructor Division member) leading our instruction programs. Don is a great resource for young assistants to learn from, but they still need to take the time to attend seminars and spend their winters observing other great teachers. Lastly, they need to understand the rules of the game. It is very important to be the authority at the club on the Rules of Golf.

I can teach my employees how to merchandise, administer golf tournaments and how to present a business plan to a bank so they will extend you credit so you can finance your own golf shop. Over the years I've been fortunate to have eight past assistant professionals who have moved on to their own head professional position.

What is your typical staffing set-up?

I have a lead assistant who serves as my go-to guy. He is our Tournament Director, responsible for overseeing our calendar of some 64 events. My second assistant is responsible for running our ladies association events. This consists of our nine- and 18-hole groups which typically field over 70 players a week. Our third assistant runs our Senior Group on Thursdays, which usually has 7 to 10 groups a week.

Scioto assistants typically work 38 to 42 hours a week in the shop and will

teach about 10 to 12 hours a week. We have Don Sargent as our teaching professional, overseeing all our instruction programs, the learning center and our exercise programs.

We also have a full-time caddie master who oversees our caddie program and bag room. Just about a third of our members walk, so it's an important role. He is responsible for the recruiting, training and retention of our caddies.

I am sure all of our readers know that Jack Nicklaus grew up at Scioto. How often does he visit and is he involved with the club?

Mr. Nicklaus was very influential in 2007 redesign of the golf course. He volunteered his services and he never told us what should be done, but he told us how it was when he was a kid. He walked every hole with the committee and discussed what Donald Ross had built and what he played as a young man. Then he came back for the re-opening in May 2008. Typically, when Mr. Nicklaus comes to Ohio in the summers he spends his time at Muirfield Village, but he always makes a point to stop by and say hello. He has been a terrific partner and has shared so much information with Scioto.

Tell us a little bit about the instruction program you brought from Whisper Rock to Scioto.

As I explained before, Gregg Tryhus envisioned the "21st Century Golf Club" and that is what we tried to bring to Scioto. It is still evolving, but we have made great progress. Walker Inman, Jr. had built a small learning center that had been used in the past, but not to its full potential. We needed a place where members would want to spend time and experience a modern golf learning environment. We made it into something special, as evidenced by the number of golf professionals and members from other clubs who have come to see the learning environment we created. We have four bays, one of which is used at the learning area where Don and the staff can teach. The other three are for member use. The entire facility has brought recognition to the club, to the members and to Don Sargent. We have kids from Ohio State, Toledo and other schools coming to us seeking out instruction. It also offers a great area for other golf professionals to come and observe Don as he works with our members on their games.



Scioto Country Club was Jack Nicklaus' boyhood course in Columbus, Ohio.

Where do you see the future of the Golf Pro headed?

Collectively, we have some work to do. My belief is that the 21st Century Golf Pro is going to be an athlete. Already with TPI we are more in tune with our own and our members' physical shortcomings and we are able to overcome those deficiencies. The more traditional clubs still want the good players and good teachers and I think we need to make sure we are doing what's necessary to maintain our playing ability and teach the game of golf.

MERCHANDISING

Good, Better and Best for Visual Merchandising

AMF and Green Grass One (GG1) are working together to dramatically expand the support and services available to AMF Members' Retail Operations. This is a critical part of the Golf Professional's role and GG1 is the leading industry expert to provide assistance in this area. The GG1 Team will be providing retailing best practices in our AMF Newsletters, website services, and education events at the PGA Show, Annual Summit and regional meetings. In this issue GG1 explores the good, better and best visual merchandising practices.

	GOOD	BETTER	BEST
Hangers	All the same	Matching wood hangers	Etched with club logo and included with purchase
Mannequins	One mannequin for every 100 sq. ft, incorporating men's and women's figures	One mannequin for every 75 sq. ft, to display complete outfits	Change mannequins every 10-14 days to keep the shop fresh and interesting
Folding	Use a straight edge to fold all garments to create uniform size and aligned logos	Use tissue to create substance and better display your logo	Steam all garments before they are folded and use club crested tissue
Tags	All items have price tags on them and all tags are tucked in so they don't show	All tags are affixed to the back yolk, by removing them and re-applying when they arrive in the shop	Do a monthly store wide check for tags that have fallen off and gone missing - re-print and re-apply
Steaming	Steam all garments on mannequins and in prime real estate in the shop	Steam all garments that are going to be hung	Steam all garments that are going to be hung or folded
Fixtures	A compliment of hanging and folded fixtures, in line with the theme of your shop	Fixtures are evenly spaced (24 inches apart) and create 'flow' through the shop	Fixtures are all the same and on casters for easy movement
Embroidery	Work diligently with suppliers to ensure the quality, location and size of your logo	Ensure the logo is visible when on display in your shop, (i.e. sleeve logo's are best for hanging)	Incorporate your logo into many locations and utilize displays to show it off
Signs	Computer generated signs - no hand written signs	Always display the supplier sign with the corresponding product	Display computer generated signs in matching wood frames
Lighting	Ensure all bulbs are lit at all times	Have some directional or track lighting to highlight certain features	Incorporate both stand alone (lamps) and track lighting to create warmth
Paint	Ensure all walls are painted the same color	Pick a color in line with the style of clubhouse, course, carpet etc.	Periodically take down wall hangings and touch up scratches and chips

ABOUT GREEN GRASS ONE:



Green Grass One is North America's only on-course retail program for PGA Golf Professionals. GG1 is comprised of over 800 of the top independent golf course facilities in the U.S. and Canada. Working together as a diverse group of experts, we are able to share industry best practices, current educational content, benchmarks, tools and select core services. Our collective size and influence in the retail golf channel allows us to leverage our buying power with our key supply partners, while offering our partners market share growth, consolidated marketing opportunities and several billing and payment efficiencies.

SPONSOR SPOTLIGHT: TAYLORMADE

TaylorMade Innovates in Every Key Category

Since the startup of TaylorMade Golf 31 years ago in an abandoned TV factory in McHenry, Ill., the



company's ambition to wed innovation with tour acceptance has made it the world's No. 1 driver brand and the No. 1 metalwood on all major professional golf tours. Since the introduction of its first steel driver in 1979, TaylorMade has produced a parade of remarkable and authentic metalwoods, many of which have achieved legendary status—with names like Burner, Tour Preferred, Burner Bubble, 300 Series, R500 Series, r7 quad, R9 SuperTri and Burner SuperFast.

As TaylorMade prospered, the finest players in the world followed, helping the brand to earn its well-known reputation for tour dominance. TaylorMade has been the most-played driver on the PGA Tour since 1979, and today is the No. 1 driver brand on all six of the world's major professional tours: PGA, European, Champions, Nationwide, LPGA and Japan. TaylorMade's Tour Staff includes a multitude of international stars like Martin Kaymer, Dustin Johnson, Jason Day, Sergio Garcia, Retief Goosen, Kenny Perry, Sean O'Hair, Y.E. Yang, Fred Funk, Edoardo Molinari, Paula Creamer and Natalie Gulbis.

Today TaylorMade-adidas Golf, which started with three employees and a single product, employs more than a thousand people around the globe and continues to be recognized as the leader in golf equipment innovation with marquee products in every category.

Best known for high-performance drivers, TaylorMade's latest models include the R9 SuperTri and Burner SuperFast, each designed distinctly different from the other to appeal to a broader audience. R9 SuperTri is the most adjustable TaylorMade driver ever, incorporating both Flight Control Technology, which gives a player the ability to adjust the face angle and loft, and Movable Weight Technology, which makes it possible to adjust the center of gravity. The combination of FCT and MWT lets players customize the R9 SuperTri to their swings to promote more distance and more accuracy.

The Burner SuperFast isn't adjustable, it's just all about speed. It combines exceptionally light overall weight with a modern, aerodynamic clubhead, to promote greater swing speed for greater distance. Both drivers are played widely on tour and have been used in multiple victories; Martin Kaymer won three times including the PGA Championship with the R9 SuperTri while Justin Rose won twice, including The Memorial, with the Burner SuperFast.

TaylorMade is also known for great irons, including the groundbreaking Burner. Introduced two years ago, the Burner was engineered to promote extraordinary distance and quickly became a consumer favorite. Last month, TaylorMade unveiled the next generation of these irons, the Burner 2.0 irons, which

are just as long as the first-generation while also offering improved feel, sound and playability.

Another excellent example of TaylorMade innovation is Exchangeable Face Technology (xFT), which was developed for tour pros who replace their wedges often to keep their grooves fresh for peak spin at all times. The problem is that most pros like to have the wedge soles customized in specific ways to suit their eye and style of play. Each time they put a new wedge in play, they had to hope they could grind the sole exactly as it was before – an inexact art. xFT allows a golfer to quickly and easily exchange an old, worn wedge face with a brand new one. The xFT face is held in place with two screws located on the back of the clubhead. Each xFT face is backed with a thin layer of Poron®, which is a soft, urethane, microcellular foam. Using Poron® allows for a tight fit within the clubhead and insulates the clubface from metal-on-metal contact—it also promotes superior feel. xFT wedges allow you to retain the head while replacing the grooves – a cost-effective way to maintain maximum spin while also allowing you to keep the wedge that you've grown comfortable and confident with.

TaylorMade has also established a reputation for tour-proven putters, case in point the Corza Ghost and Daytona 1 Ghost, both immediately identifiable by their white putterheads. Both Ghost putters were championed through development by putting guru Dave Stockton, who loves the non-glare finish and how easy it is to determine where the face is aimed thanks to the stark contrast between the white head and the green putting surface. The Corza Ghost first came to light in the hands of Justin Rose this summer when he won two events with it, meanwhile Paula Creamer won her first major championship, the U.S. Women's Open, using a Daytona 1 Ghost.

TaylorMade has likewise made a name for itself in golf balls, most recently with the Penta TP, the first (and only) five-layer

tour ball that's engineered to optimize performance in five key shot categories that skilled players need – driver, long-irons, middle-irons, short-irons and partial wedges. The five layers of Penta TP include the core, inner mantle, middle mantle, outer mantle and cover, and each one plays a critical role in optimizing the performance of each of the five key shots.

Tour pros who won with Penta TP this year include Martin Kaymer, Dustin Johnson, Justin Rose, Jason Day, Fred Funk, Y.E. Yang, Peter Hanson, Edoardo Molinari and Matt Bettencourt. TaylorMade's newest golf ball introduction, the Burner Tour, employs the softest and thinnest two-piece cover of any TaylorMade ball for incredibly soft feel and terrific greenside spin, while the REACT Core is designed to promote exceptionally fast ball speed for excellent distance. At \$21.99 per dozen, Burner Tour delivers hard-to-match performance value, or bang for the buck. It's another fine example of TaylorMade's ability to create innovative products in every key category.



TaylorMade's recent crop of innovations include the Burner 2.0 irons, The Burner SuperFast Driver and Penta TP five-layer golf ball.

INSTRUCTOR DIVISION

9 New Year's Resolutions That Will Grow Your Teaching Business

1. Develop and refine your unique selling proposition (U.S.P.). Marketers have spent decades trying to create a compelling reason for consumers to buy a particular brand. Building a strong teaching brand means having a U.S.P. that attracts golfers to your lesson tee. The U.S.P. is the tangible part of the product that says: "Buy this and you will get this specific benefit." Your U.S.P. must differentiate you from other instructors in your market. U.S.P.s that work well include: being the first, being the leader, having a market specialty or offering a new technology.

2. Don't try to be everything to everyone. Instead, maintain your Unique Selling Proposition and refine and grow it at every opportunity. Add more certifications in your specialty, continue your education in your area of expertise, add new technology that complements your specialty and benchmark the world's best teachers in your specialty and keep looking for ways to improve your lessons and your communication skills. The simple fact is the game's best instructors never stop refining their teaching techniques while staying true to their core methodology.

3. Grow your database at every opportunity. The most cost-effective marketing tool you can have at your disposal is a database of the golfers who are most likely to purchase your teaching services. If

you are a little creative you should be able to capture a few hundred new e-mails each month using proven gathering techniques. These can include having golfers sign up for a giveaway drawing, in return for a discount or incentive offer, when booking tee times or lessons, to receive your teaching newsletter or when they complete a facility comment card. Going forward also collect cell phone numbers from your students as texting will become as common as emails in the near future.

4. Communicate with your customers and potential customers on a regular basis. Once you have a database in place and a newsletter template built into your website, sending out monthly newsletters or special offers takes minimal time or money. New revenues generated from a monthly e-newsletter that includes appropriate calls to action from your readers will be worth 10-20 times the expense and effort incurred.

5. Make your website work for you. It is the hub of your communications and will likely remain so no matter where the new wave of social media takes us, so it needs to work hard for you. Make sure it is the workhorse in your arsenal of database collection techniques. Make sure it is effectively selling your brand (your U.S.P.) and calling visitors to action on every page. Make sure it is taking advantage of search engine rules so that it shows up near the top of the search list when local golfers are looking for golf instruction (your website hosting service should be able to help with this). And, finally, make sure your website's menu is easy to navigate (less than eight tabs is preferable) and key offerings are highlighted near the top of the homepage. And, finally, don't cheap out on photography. Lousy photos make a website look and feel sub-standard.

6. Don't be shy: Put your brand (logo, slogan, etc.) on everything involved in your teaching including range balls, bag tags, staff clothing, advertisements, website and on all press releases. Keep the message simple, consistent and ubiquitous.

7. Generate free publicity and make yourself the regional golf celebrity by working with local publications to provide a series of golf tips during peak golf season. This is a very cost-effective way to put your name in front of your prime audience. While an article in



Relentlessly improving your marketing communications will help fill your book.

Golf Digest is wonderful, the reality is that you can reach the 1000+ golfers most likely to use your services by getting published at the local and regional level.

8. Don't discount lessons, instead create more value. Offer weekly supervised practice sessions for your current students. Include a clubfitting session at the end of a lesson series. Add new diagnostic tools to your lessons such as TrackMan or the SAMPutt Lab. Create special offerings for select groups such as competitive juniors or beginner women. All of these ideas create leverage for you to stop discounting by creating higher perceived value and better targeting of their individual needs.

9. Use the 10% Rule. Block off at least 10% of your weekly work time to manage your business and work on the eight items above. If you don't build time into your schedule, none of these keys to growing your business will happen.

AMF SPONSOR SPOTLIGHT: Pima Direct

Quality and Exclusivity Equals Profitability

Dear AMF Members,

Professional. Exclusive. Private. Profitable. Tasteful. Dimensional. Honest. These words evoke meaning and emotion most descriptive of the aspirations of the AMF Community, your members and guests, and those of us at Pima Direct. It is through vision, steadfast determination, and a willingness to embrace innovation that leaders like AMF members affect change to better their business practices with superior results.

Pima Direct began business in 2004 providing high quality custom branded better men's apparel to the marketplace. We are all very well aware of the dramatic shift in consumer buying habits over the last two years. We also know based on a mountain of evidence from corporate earnings reports, industry studies, Wall Street analysts, etc, of the dramatic growth in market share and profit contribution that custom branded (private label) product provides.

Pima Direct was founded with three guiding principles, which have proven extraordinarily successful and that guide us in our execution of our business; to provide the retailer with markedly higher profitability than the mainstream vendors offer, to provide your consumer with a more pleasurable buying experience by offering very high quality goods at a retail price they are willing and comfortable paying, and to provide you exclusivity of your brand, which translates to relief from the pressures of price competition in the marketplace and the cost to you of over-distribution of goods so typical in the marketplace.

The results are in and the marketplace continues to tell us that custom branded, high quality product at the right retail prices is the growth opportunity for unit sales and bottom line profitability. All trends show this as a short-, mid- and long-term successful strategy.

Current environmental market conditions will make the Pima Direct offering even more valuable. The extraordinary explosion of raw material price increases in cotton and polyester (cotton prices have doubled in last 90 days and polyester prices were up 49% as of early November in a 10 day period) will without question raise wholesale and retail prices. This has already taken place in



many instances and will be prevalent and marked in 2011 product pricing. We know the typical retail pricing in the marketplace is already beyond the consumers' acceptance level. The result has been mark downs and promotions and therefore shrinking margins. The only choices available when wholesale prices increase will be to increase retail pricing, reduce margin expectations, or offer lower quality product. None of these lead to better results or improved business performance.

Pima Direct's business model, allows us to provide the solution. We will continue to offer the highest quality goods, continue to provide wholesales significantly lower than industry standard for like product, continue to provide maximum margin opportunity at the RIGHT retail pricing, and continue to offer exclusivity of your brand. The result is relief from the intense price degradation in the marketplace.

Last year marked the most significant growth for Pima Direct in our short history and we continue to experience high double digit growth in bookings, sales, and account penetration. 2010 also marked the most significant growth in our partnership with AMF as we enjoyed and are proud to have contributed leading sales performance and margin contribution to a vast number of AMF members' apparel businesses.

Our product offering consists of some of the finest quality apparel available. We feature 60/2's double mercerized Supima

Cotton and wonderful bamboo charcoal infused performance tops, ultra fine New Zealand mercerized merino sweaters, and more. Pima Direct has enjoyed year after year growth, with 2010 as a record year, despite the economic and industry environment. We currently service over 2,000 golf and resort shops in the U.S. and abroad. These results are due primarily to the unique proposition and solutions we bring to the marketplace.

We would like to learn more about your business and share more about Pima Direct. We look forward to working with you. Feel free to contact us at anytime at sales@pimadirect.com, call us at 510-618-1200 or review our website at www.pimadirect.com

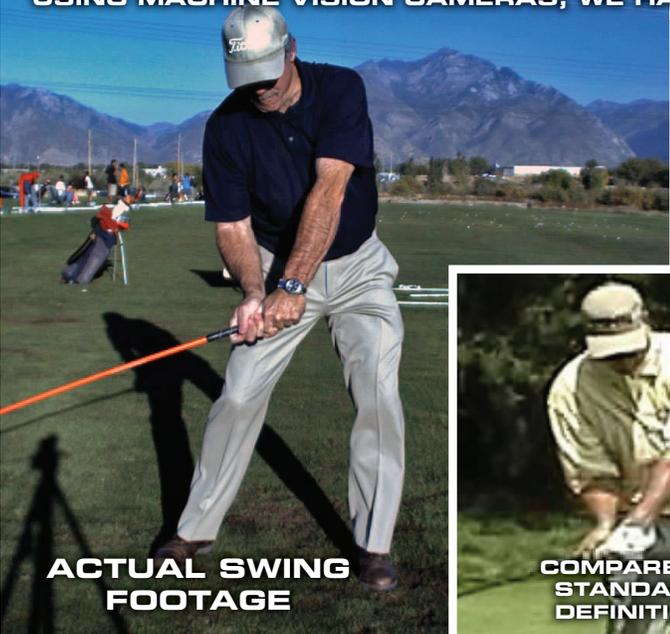
Sincerely and with warm regards,

Mark Killeen, Managing Partner
510-618-1200

Jeff Clark, Vice President, Sales
515-422-1327



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COMPARE TO STANDARD DEFINITION

AMF SPONSOR SPOTLIGHT: Science and Motion Sports

SAM PuttLab 2010, SAM Certification and PuttingConcepts Fitting System

SAM PuttLab 2010 provides smart tools for most efficient putt analysis and training and is the perfect solution for setting up your professional Putt Studio

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- Interactive SAM Fitting Protocol guiding through the entire putter fitting process
- Putting Optimizer Protocol to directly compare different conditions or strategies
- Comparison profiles to track performance over time
- Comprehensive statistics module (PRO edition) to support scientific studies
- PuttStation to simplify calibration and to allow self-guided training of your students



Science & Motion Sports

New PuttingConcepts Fitting System

After running the PuttLab Fitting Protocol, the new PuttingConcepts Fitting System offers you the possibility to build the exact putter to spec. The fitted putter is fully playable and can then be tested in the studio or even on the course.



For those ready to take the next step, we now offer the **SAM Education and Certification Program**. Practical workshops and level one and level two certification courses teach you state-of-the-art knowledge on putting, including the fundamentals of putting, training concepts, faults and fixes, the science behind practice and learning, putter fitting as well as how to grow your business with SAM PuttLab.

If you are interested in becoming a SAM Certified Putting Instructor, please contact us at:
info@scienceandmotion.com
 More about SAM PuttLab: www.scienceandmotion.com

One of your members can win a trip for four to Reynolds Plantation

(Maybe he'll invite you)

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To learn more, go to globalgolfpost.com/amf

AMF MEMBER MILESTONES

Mrva, Anderson and Estes earn 2010 PGA of America National Awards

Jim Mrva Head Professional at Monroe GC in Pittsfield, NY was named the PGA's 2010 National Professional of the Year. **Todd Anderson** earned the National Teacher of the Year award and **Jim Estes** won the Patriot Award for his efforts to help rehabilitate veterans through golf.



Jim Mrva, Todd Anderson and Jim Estes won 2010 awards.

2010 PGA Section Awards include:

Golf Professional of the Year

Middle Atlantic – Phil Owenby, Manakin Sabot, VA
Northern California – Gus Jones, Truckee, CA
Southern Ohio – Rob Moss, Pepper Pike, OH
Southern Texas – Cameron Doan, Dallas, TX
South Central – Cary Cozby, Wichita, KS
Southern California – Ed Winiecki, San Jacinto, CA
Southwest – Brett Upper, Phoenix, AZ
Tri-State – John Aber, Sewickley, PA

Teacher of the Year

Metropolitan – Harvey Lannak, Rye, NY

Mid-Atlantic – Christopher George, Williamsburg, VA
New England – Drew Kayser, Boston, MA
Northern Ohio – Steve Mulcahy, Lima, OH
Northern Texas – Chris Myers, Dallas, TX
Pacific Northwest – Joe Sievers, Snoqualmie, WA
South Florida – Christian Czaja, Boca Raton, FL
Southern Ohio – Don Sargent, Columbus, OH

Horton Smith Award

Connecticut – Andrew Campbell, Old Lyme, CT
Georgia – Brian Dobak, Richmond Hill, GA
Mid-Atlantic – Joseph Plecker, Timonium, MD
Northern Ohio – Steve Parker, Akron, OH
Tri State – Eric Johnson, Oakmont, PA

Bill Strausbaugh Award

Northern Ohio – Mike Hesiterkamp, Chagrin Falls, OH
South Central – Dan Snider, Roland, AR
Southern Texas – Mark Steinbauer, Woodlands, TX
Western New York – Jim Mrva, Pittsford, NY
Gateway – Michael Tucker, Saint Louis, MO
Mid-Atlantic – Bob Dolan, Chevy Chase, MD

Junior Golf Leader

Colorado – Ben Welsh, Avon, CO
Midwest – Rick Grayson, Springfield, MO
New England – Steve Napoli, Portsmouth, RI
New Jersey – Brian Dobbie, Montclair, NJ

Merchandisers of the Year

Gulf States – David Marchard, Metairie, LA
Metropolitan – Jack Druga, Southampton, NY
New Jersey – Kevin Weyeneth, Deal, NJ
South Central – Cary Cozby, Wichita, KS
South Florida – David Feightner, Key Largo, FL



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