

# SOLUTIONS

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## AMF Head Professional Summit to Medinah

### Chicago's 2012 Ryder Cup Venue to Host 6th Annual AMF Gathering

Indian summer weather and best-in-class educational opportunities await AMF members at our Head Professional Summit 2010. Registration is now open for the sixth annual gathering of AMF head-pro members, which takes place October 17-19 at the famed Medinah Country Club outside Chicago.

This year's event continues the tradition of high-quality speakers, relevant topics and rousing roundtable discussion. It opens on a Sunday evening (optional golf that day) with a cocktail reception and sponsor showcase plus a presentation of interest to all.

Titled "How to Illustrate Your Value to Club Leadership," it will be delivered by AMF chief executive Bob Mulcahy. A counterpoint to the era's belief in expendability, it offers a timely compilation of valuable metrics and proofs of the head pro's vital contribution.

In response to a high level of member interest, this year's Head Professional Summit includes a full day of educational content on the topic of Instruction. Sea Island Learning Center Director of Instruction Todd Anderson will lead the instruction content.

"Quality golf instruction," says CEO Bob Mulcahy, "has become a key ingredient for our Golf Professionals in both retaining and recruiting members—so important that we are spending a day at the Summit addressing the topic." Anderson's choice as a presenter is quite appropriate given his tenure as a head professional before specializing in teaching. "Being able to have access to Todd's background and keen insights into teaching are a great resource for the AMF audience," comments Mulcahy.

As always, much of the valuable insight and commentary will emerge from discussions and sharing among the attendees themselves. Both days feature roundtables and forums on various topics.

Summit attendees will have the opportunity to compete in a Pro-Pro event on Medinah No. 3, home to the 2012 Ryder Cup and a storied host to U.S. Opens and PGA Championships. The site is just 20 minutes from O'Hare Airport, for very easy access.

The summit's agenda and attendee list will be submitted to the PGA for continuing education. Approximately 15 hours of education will be credited to attendees.

As always, AMF endeavors to make its annual summits user-friendly and an attractive value. Cost, exclusive of travel and lodging, is only \$295, which includes:

- Approximately 10 hours of educational programs
- All food and beverage
- Pro-Pro golf event

Visit the AMF website to review several recommended local hotels and inns. Register by visiting the AMF website and clicking on Head Professional Summit Registration.



Medinah Country Club hosts the 6th AMF Head Pro Summit.

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# AMF PHOENIX REGIONAL EVENT

## AMF Members Talk Player Development and Retention

AMF recently held its first Western-region networking and education event in Arizona on May 25th at ASU Karsten Golf Course in Tempe, AZ. The day began with breakout sessions for both our Instructor Division members and our Golf Professional members.

Instructors discussed current marketing issues facing teachers and trends in what is working well in the current economy. Host teaching professional Jeff Ritter joined in the presentation, detailing how he has used social media marketing to drive new students to his lesson tee from around the world.

Golf Professional members started the day with an open forum featuring Todd Martin, President of luxury apparel maker Peter Millar.

After a mid-morning break the entire group of about 30 AMF members came together for a very informative clubfitting presentation from Bill Price, Custom Fitting Manager for Mizuno. Price explained in detail the years of research Mizuno has done on shaft fitting and demonstrated the company's new shaft optimizer fitting technology. This presentation also will be available shortly on the AMF members website.

The afternoon session was a lively group discussion focused on how AMF members can grow their businesses and protect their positions in a very tough economy. The topics explored within this framework included: Junior Golf Programming From Beginner to Serious Competitor; Why Every Professional Needs to Increase Player Development Programs; and How to Keep What You Already Have: Member and Student Retention Issues.

## Instructor Compensation Study Results

Many interesting compensation insights came out of AMF's most recent Instructor Operations and Compensation Survey. To compare your compensation to other AMF Instructor Division members, simply log on to the AMF members website and go to the Instructor Templates and download the complete survey. Here are a few of the highlights:

Total Private Lesson Income past 12 months:

Average: \$70,268  
Median: \$60,000

Total compensation past 12 months:

Average: \$116,883

Do you offer a discounted lesson series rate?

Yes: 78%  
No: 22%

If you teach at a private facility, what percentage of your revenues came from non-members?

None: 21%  
1-20%: 40%  
21-40%: 10%  
41-60%: 15%  
61-80%: 6%  
81-100%: 8%

56% of AMF Instructors received a salary from their main season facility.

19% of AMF Instructors received a bonus from their main season facility.

46% of AMF Instructors said the facility purchases training aids/teaching technology for their use.

52% of AMF Instructors said their PGA/LPGA dues are paid by their employer.

## AMF's Platinum Corporate Partners



## WHAT I'M HEARING...

# The Reality of the New Normal

By Bob Mulcahy, AMF Golf Management CEO

Over the past several months a lot of discussion across all industries has been centered around the "New Normal" and defining what that really means. The definition has certainly been a work in progress for the golf industry. While we have understood the changes and dissected parts of the landscape that will need to change, the question must be asked: What does this really mean for the future? There is some new statistical information that helps to put a few things into perspective.

First and foremost, the AMF membership is a reflection of our industry in general. There are clubs doing quite well, there are clubs making it through, and there are good clubs struggling to find their way through to tomorrow. So this information will have different meanings to different clubs. Overall, it will be imperative to understand what your member wants and how those desires need to be satisfied for success.

As background, other industries such as the ski industry, have grown rapidly in this down economy. A large part of that success has been a result of their ability to make the sport more user-friendly. Skiers are now sharing the mountain with snowboarders. The private club and golf industry in general needs to embrace concepts similar to this to make clubs more user friendly among different demographics.

During the National Golf Foundation (NGF) Symposium valuable information was provided that sheds light on the real problems the golf industry faces today. The facts are not pretty, the golfer population trend is moving in the wrong direction.

For the year 2009 vs. 2008, the following was revealed:

- Core golfers are down 7.4%
- Occasional golfers are down 2.0%
- Total golfers are down 5.1%

Then if you compare the data from 2009 to 2005, the trends become really staggering:

- Core golfers are down 16.2%
- Occasional golfers are down 1.9%
- Total golfers are down 9.2%

An analysis of the inflow vs. outflow for 2008 vs. 2009 is another telltale sign that our industry is in need of immediate change. In 2008, there were 28.6 million golfers and the following illustrates where we ended 2009:

- Lost golfers in 2009 totaled 5.2 million
- New beginners were 1.7 million
- Returning golfers were 2.0 million

This means that the golf industry experienced a net loss of 1.5 million golfers going into 2010. It marked the first time in our history that the loss of golfers was this substantial. This is further backed up when one looks at an analysis of rounds of golf over the last 20 years at private clubs. The number of annual rounds peaked in 1995 when the median number was approximately 30,000 and by 2009 the median has dropped to 17,748.



Where have all the golfers gone?

This tremendous decline in rounds of golf further illustrates the dramatic change in the play habits of golfers today. Any solution will need to address this fact.

Further evidence is revealed through an analysis of retail sales. In 2001 the on-course retail sales were \$1.4 billion and in 2009 it has dropped to \$820 million. So at the end of the day what does all this really bad news mean for us? By and large, the pressures are causing the following to occur at almost every club:

- Lower profitability
- Expense cuts (mostly maintenance/service levels)
- Deferral of Capital Expenditure projects

These are not good trends for a club as it tries to increase its value to members in an effort to both retain and recruit them. As a leader, going forward your club should be tracking the following on a monthly and yearly basis so proper comparisons can be made going forward:

- Revenues per round (for improvement or deterioration)
- Expenses per round (for trends and performance)
- Play patterns of your members and guests
- Analysis of the demographics of your players (i.e. women, juniors, men, and seniors)

Tracking these four areas will allow you to make more informed decisions which will minimize the potential damage to your facility's reputation and the value it provides your members even as we adjust to the new reality that for many in golf, the boom times are not coming back for the foreseeable future.

As an AMF member, you are a leader in the industry and you will have the best chance to thrive in the new golf economy by improving your data collection and analysis and acting on what it indicates swiftly and with your full staff behind each adjustment that must be made.

## MERCHANDISING

# Your Inventory's Biological Clock is Ticking – Here's How to Respond

By Lisa Langas

Before the members arrived, you and your merchandise inventory were on intimate terms. Then daily operations kicked into high gear, leaving little time for you to evaluate how the golf shop is doing. For Northern tier clubs, the start of July is the most important time to evaluate how the retail business is performing. So, make sure you take these three steps:

1. **Evaluate your inventory today.** Print an inventory report and a sales report. Walk through your golf shop, preferably with members of your staff, and identify inventory that is not selling as expected. At this time, inventory that was received in early spring should have had at least a 50 percent sell-through.
  - **Re-stock/Re-assort:** Do not wait until the end of the year to take advantage of re-stocking programs. If you have merchandise like clubs or shoes that is not selling, contact your sales rep now and re-assort inventory into items/styles that are selling. Or, use these credits for special orders. This takes the best advantage of rolling a credit in this year and improves cash flow.
  - **Visual Display:** Have you displayed this slow-moving merchandise effectively? If it has been on a back wall or cold zone, move the product to a prime selling area and watch how it sells for the next 2-3 weeks. If sales do not improve, target it for markdown immediately.
  - **Implement a Markdowns Strategy:** Your first markdown is your most profitable markdown. In order to maximize sales, visually merchandise this promotion so that it entices your customer to look at the products. You increase your revenue more by selling units at 25 percent off than at 50 percent off!

### 2. Implement mid-season visual display strategies.

This is the time of year that visual displays tend to become neglected. It is harder to get members to buy inventory that has been in the shop for months, let alone notice new inventory selection.

- **Rotate your merchandise on a bi-monthly basis:** Re-arrange the fixtures, flip the mens and ladies merchandise on the floor, move the equipment, change your monthly theme, etc. They will notice and buy merchandise that you have had for several months if you keep it moving around the shop.
- **Cross-merchandise similar products:** On key focal fixtures maximize your ability to generate multiple product sales by cross-merchandising. Feature similar collections of men's and ladies apparel on nesting tables and T-stands or 4-ways. You want to show your customers how individual pieces go together to create appealing



Photo by John R. Johnson, J2 Golf Marketing

outfits, thus encouraging them to purchase 2-3 pieces instead of just one. Be sure to include items necessary to play a round of golf in your soft goods displays.

- **Golf shop merchandising is a team effort.** Everybody in your shop should be responsible for merchandising. Assign each person an area to maintain visually. This will create ownership and value for your staff, help to reduce shortage, and improve their product knowledge so that they can sell more merchandise as well as provide superior customer service to your members.
- **Review orders for the rest of the season.** After evaluating your inventory and ensuring you have displayed the merchandise appropriately, if a vendor or type of merchandise is currently not selling as expected, it makes no sense to bring in more with less time to sell it at full markup.
- **Late shipping orders:** If you have orders that you have not yet received and they are past the cancellation date, contact the vendor immediately. Let them know you will either not take the order or if you still want it, you want the merchandise at a discount.
- **Negotiate for a price discount:** At this time of year most vendors are offering off-price merchandise. If you have an order for a future delivery, ask for a discount to

take it in, or you may have to cancel the order. Typically, you have been oversold to begin with and you need to make adjustments to get inventory in line with sales.

- **Canceling orders:** Yes, you can cancel an order! This can be uncomfortable to do, but it may be necessary to protect your profitability. Provide adequate notification and reasons why you are canceling. If this is a vendor you want to continue to do business with, negotiate that you will replace the dollars with orders for next season.

Now take the time to implement these strategies! You will be thankful you did when you see improved retail sales and less inventory come the end of the 2010 season.

*Lisa Langas offers simple, solutions-oriented retail consulting services specific to the golf industry – including financial programs, visual merchandising, staff training and operations manuals. Contact Lisa at: lisa@lisalangas.com.*

# Instructor Division Summit 2010



Four Seasons Resort, Las Colinas, TX Sept. 26-28

## Join the Conversation...

...with America's top teachers, sport psychologists, technology leaders and marketing experts for three days in Dallas. The agenda is filled with insights and intelligence that will grow your business and help your students improve faster. Our speakers will explain how to:

- Become more valuable to your facility and protect your position.
- Use proven techniques that work for selling more golf lessons.
- Grow your understanding of the swing with fresh insights.
- Once-and-for-all understand the truth about greenreading.
- Understand how to better prevent student injuries.
- Plus: The best on-site networking and new products of the year.
- Plus: Longer sessions with more Q&A time with our speakers.

**Host Site:** Four Seasons Resort at Las Colinas, long-time host to the PGA Tour's Byron Nelson Classic, is conveniently located 10 minutes from Dallas-Fort Worth airport. You will NOT need a rental car.

**PGA/LPGA Education Credits:** Agenda will be submitted to the PGA and LPGA for continuing education for association members. Approximately 15 hours of education will be included in the summit.

**Lodging:** AMF has a very special Summit rate at the Four Seasons Resort for only \$150 per night SINGLE OR DOUBLE occupancy. (Double occupancy rooms will be filled first-come, first-served.) Contact the hotel directly at 972-717-0700 if you need a room.

**Cost:** Includes all meals at the Four Seasons and all sessions for only \$345 for Instructor Division members who register by July 15th. Head Pro, Assistant Pro and Associate Instructor members are welcome to attend for \$445 when registered by July 15th.

**NOTE:** These early-bird rates will increase by \$50 after July 15th.

**Registration:** Login to [www.amfgolfmgt.com](http://www.amfgolfmgt.com) and on the Education Events page you will find the Instructor Summit Registration link.

### AMF Instructor Division 2010 Education Sponsors:



Science & Motion Sports

# Member Q&A: “What I’ve Learned...”

## Eddie Merrins, Bel Air Country Club

Interview by AMF member Paul Ramee



**AMF Member Eddie Merrins is the Head Professional Emeritus at Bel Air Country Club in Los Angeles, CA.**

**This article continues our series featuring insights from top golf professionals and teachers who are AMF members.**

**Eddie, you made your way from the old railroading town of Meridian, Mississippi to the glamour of Bel Air Country Club in Los Angeles. Can you explain how you did it?**

After high school, I went to Louisiana State University and played golf. In 1957 I left LSU and turned professional. I wasn't on tour long before I realized that all the guys out there had jobs that allowed them to "support their habit" of playing tournament golf. I got word soon after that the members at Merion, up in Philadelphia, wanted a pro to play with them, so I arranged an interview and was hired on the spot to finish out the season.

I went up to Pennsylvania and worked at Merion for the 1957, '58 and '59 seasons. It was during that time that I developed my "swing the handle" approach to teaching golf.

After my tenure at Merion, I was named the Head Professional at Rockaway Hunt Club on Long Island for the 1960 and '61 seasons. From Rockaway Hunt Club, I left for Bel Air where I spent 40 years as the head pro. For the last seven years I've had the title of Head Pro Emeritus.

**While in charge of the golf program at Bel Air, you also coached the UCLA Men's Golf Team—from 1975 to 1989. Can you talk about that experience and how you were able to balance the two?**

Being the head coach for the UCLA men's golf team was a great experience. I coached over 100 players who had a handicap of 3 or lower. It allowed me to really delve into the science of playing the game.

With respect to balancing the two positions, I had to cater to both of them, but not offend either party. Fortunately for me, the two institutions really complemented each other.

A few of the highlights of my coaching career included winning the 1988 National Championship, coaching two National Players of the Year—Corey Pavin in 1982 and Duffy Waldorf in 1985—and coaching numerous other PGA Tour players, the likes of Tom Pernice, Jr., Jay Delsing and Scott McCarron.

**You knew this question was coming—could you share with our members some of your thoughts on golf instruction?**

My view as a young professional was that players were being taught to swing to the ball. To me that was an incorrect concept. Using the "swing the handle" approach, I would teach players to swing past the ball. Along with that I taught that you should swing the handle, not the clubhead. I believe that you hold the club in your hands, swing the club with your forearms and swing through the ball and not at it. Therefore, the ball happens to be the object that gets in the way.

**Obviously, "swing the handle" is one of the most famous principles in the history of golf instruction. So, was it a big hit from the get-go?**

When I started coaching at UCLA, I was eager to share my approach with the varsity players. However I ran into quite a road-block with it. My way was different from the way they had been taught by their teachers, and they were not receiving me the way I wanted to be received. So, I sat down with the team and explained that they could swing their way or my way, but we are going to get into the science of playing and we are going to seek the easiest way to play the game.

**You've seen many young golf instructors in action. Any particular flaw that you notice in how they go about it?**

So many teachers seem like they're trying to dazzle the student with how much they know. As a result they overload the student with too much information. The way I see it, the mind can only entertain so much information and the best instructors put a limit on what they present. The essence of good playing and teaching is keeping it simple.

**"So many teachers seem like they're trying to dazzle the student with how much they know... The essence of good playing and teaching is keeping it simple." – Eddie Merrins**

**Over your career, the golf profession has evolved quite a bit. What changes stand out in the coach-tour pro relationship?**

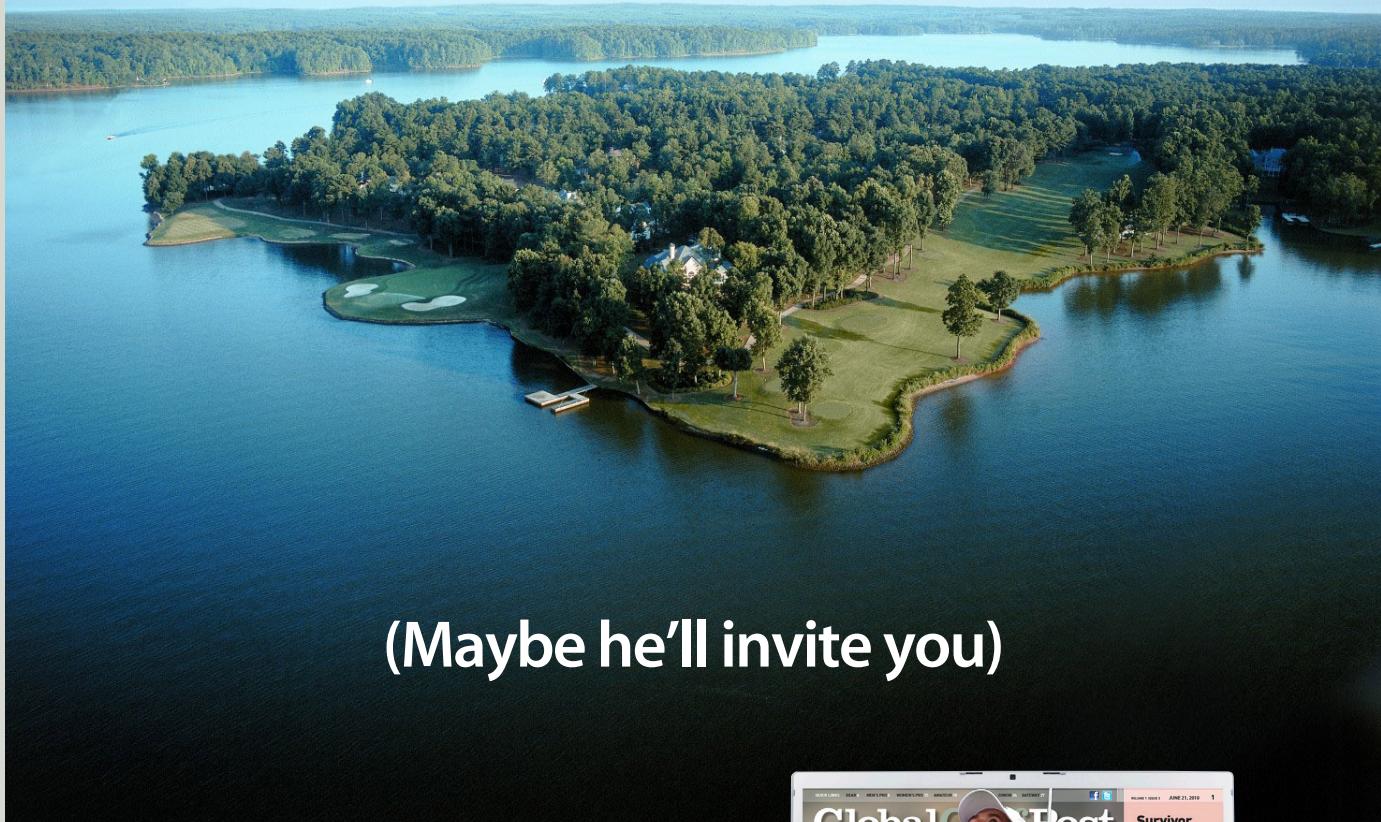
It is very different nowadays, you really have to manage the talent, you have to know your role as the swing coach and how that meshes with the sports psychologist, the personal trainer, the player's caddie, the agent, even the spouse. Everyone has a role. I think back to when Hogan played—it was just him and the caddie. In those days, guys could relax between rounds or events. If they happened to shoot a big number, they could shrug it off. In today's world guys can't afford to have a bad day.

**How did you find balance between being a great club pro, teacher and golf coach?**

I am lucky to be at a great club with great members and a lot of history. I have been fortunate over the years to hire the best available people and by having terrific Assistant Professionals, it has made my job easier.

**(Continued on p. 13)**

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



(Maybe he'll invite you)

Encourage your members to register for a **FREE** subscription to **Global Golf Post**, the new digital-only weekly golf publication that everyone is talking about. As an added benefit, they will be entered into a sweepstakes to win a trip for four to Georgia's spectacular Reynolds Plantation.

**GlobalGolfPost**



To learn more, go to  
[globalgolfpost.com/amf](http://globalgolfpost.com/amf)

## AMF BENEFIT HIGHLIGHT

# Instructor Operations Survey Yields Valuable Comparative Data

By Lorin Anderson, Instructor Div. Executive Director

Many interesting insights came out of AMF's most recent Instructor Operations and Compensation Survey. To compare your business to other AMF Instructor Division members, simply log on to the AMF members website and go to the Instructor Templates and download the survey. Here are some of my thoughts after reviewing the data.

### Clubfitting

Two-thirds of AMF Instructor Division members reported that they are certified clubfitters. This meshes well with the fact that our recent study of 5,000 serious golfers (with Golf DataTech) found that most golfers strongly prefer to discuss their equipment choices with their golf instructor before making a purchase. It seems Teaching Professionals are in the best position to increase golf club sales at most facilities. For those members not already certified, this is an area to consider expanding your skill set.



### Promotion

Nearly one-third of AMF members say they are not prominently featured on their facility's website and 42% say

they don't have their own website at this time.

Unless you are only allowed to teach the members at your facility you need to build a web presence so that potential clients can find you easily. Websites can be very simple starting out, but will allow area golfers and potential students to find you through web searches.

While 83 percent of members say they have an up-to-date database of their students and potential clients, only about 60% actually send out messages to their database. In a down economy there are very few promotional assets that are more important than being able to reach out to those most likely to work with you and present them with opportunities to improve their games through your programs. If you don't have a database set up for emailing, do so this season. If you have a database and aren't using it effectively come to my webinar on July 7th to learn how to create effective email blasts and newsletters (*see below*).



### Contracts

A whopping 60 percent of AMF Instructor members do not have a written contract. In this economy where no job is truly safe and facilities constantly change ownership, you should make an effort to get an employment agreement in writing. If you need help negotiating, please call AMF.

## UPCOMING WEBINAR SCHEDULE

AMF Members will have the opportunity to learn from a variety of outstanding experts during webinar sessions in July and August. Individual announcements will be emailed to members regarding each of the following sessions with login instructions.



If you can't participate live or the webinar is full when you log in, you can always watch a recording at your convenience as all webinars are posted to the archive located

on your landing page when you log in to the members website.

### Instruction Webinars:

#### July 7 (Wednesday)

Best Practices for Newsletters and email blasts, presented by AMF's Lorin Anderson.

#### July 28 (Wednesday)

Putting Truths presented by Christian Marquardt of SAM Putt Lab.

#### August 11 (Wednesday)

Efficiently Managing Your Life and Business, presented by Bobby Foster of Mental Golf Workshop.

### August 25 (Wednesday)

Interviewing for Director of Instruction Positions, presented by Jason Carbone (Director of Instruction, Baltusrol G.C.) and Bob Mulcahy.

### Golf Professional Webinars:

#### July 14 (Wednesday)

In Season Merchandising Strategies to Maximize your investment in Inventory, presented by Merchandising expert Lisa Langas.

#### August 4 (Wednesday)

Golf Professional Interview Strategies presented by Simon Buckle, Head Professional, Brook Hollow G.C. in Dallas, TX.

## ASSISTANTS CORNER

# Career Fitness the AMF Golf Management Way

By Ryan Hart, Director of Membership Services

Whenever a full-time working person joins their local health club their next task is to show up there regularly. If they can get in the workout habit, then pretty soon they will be looking better and feeling better. Just as important, they'll know they are building themselves a more healthy future.

For the Assistant Golf Professional, AMF membership is basically a health club for your career. It exists to provide you with the necessary resources for success at your current position and solid preparation for the next level.

In early June, we sent out a customer-satisfaction survey to our Assistant Professional members. After reviewing the results, I had what I needed to properly explain the benefits of membership and the best ways of using it.

What it comes down to is this—get in the AMF career-health habit. Yes, your future success requires you to scout the Head Professional job listings and fill out application forms. But there is much more for you to do on a regular, habitual basis to prepare yourself for advancement. Here are a few efficient ways that you can utilize your membership:

### 1. Pick up the phone and give us a call:

Introduce yourself to the AMF staff, ask questions.

### 2. Resume and cover letter review:

This is one of the biggest services that we provide to our members. Just email Ryan Hart or Bob Mulcahy a copy of your resume and then schedule a date and time to review it.

**3. Stay on top of the educational material that is available on the website:** Between webinars, videos, blogs, and articles you have an enormous amount of material that can provide helpful insight from the best and brightest in this industry.

**4. Spend time populating your profile page:** With the development of the Private Member Network you have the opportunity to properly market yourself through a variety of multimedia features. Adding a short teaching video or including photos of the layout of your driving range and golf shop will certainly go a long way.

**5. Attend an educational event:** Between the Summits, PGA Merchandise Show, and other regional events there are plenty of opportunities to learn and network with fellow AMF Golf Professionals—many of them undisputed leaders in the industry.

The golf industry has become very competitive, especially for an Assistant Professional. With the recent economic struggles of this country there are more clubs closing than opening and fewer Head Professional job opportunities available. You joined AMF to enhance your career and be part of an organization that will help separate you from the rest of the competition. By getting involved in our programs and accessing the educational material on our website, you are on your way toward that goal.

AMF is constantly improving our services and developing new ones. Meanwhile, take advantage of the benefits that are in place. Be an active member of this organization, and do the little things that will pay off big in the end.



Think of your AMF membership like a health club membership to get more out of it.

# Head Professional Summit 2010



Medinah Country Club

Medinah, IL Oct. 17-19

**Host Site:** Medinah Country Club is home to the 2012 Ryder Cup, and is conveniently located 20 minutes outside O'Hare Airport near Chicago.



**PGA/LPGA Education Credits:** The agenda and attendee list will be submitted to the PGA for continuing education for association members. Approximately 10 hours of education will be included in the summit.

**Lodging:** Please visit our website to review several highly recommended local hotel options.

**Cost:** The all-inclusive cost of attending the 2010 Annual Summit is \$295, which includes:

- Approximately 10 hours of educational programs
- All Food and Beverage
- Pro-Pro Golf Event

An invoice receipt will be included in your summit packet and will be distributed to you at registration on Sunday. Cancellations are refundable up to seven days prior to the event.

**Registration:** Login to [www.amfgolfmgt.com](http://www.amfgolfmgt.com) and on the Education Events page you will find the Head Professional Summit Registration.

If you have any questions about the event or would like to register by phone, please contact Grant Way, Director of Communications at 908-234-0021.



## Golf Professional Division Platinum Sponsors:



## AMF Sponsor Spotlight: ShotByShot.com

# ShotByShot.com Leads Golf Stats Evolution

Memo to golf professionals: If you've had trouble wrapping your mind around golf performance statistics, don't feel bad—they haven't served their purpose. Golf stats, according to Pete Sanders' findings, were poorly conceived in the first place and they haven't evolved or improved. Proving that accusation and developing alternative methods has been Pete Sanders' mission since 1989, when he founded Golf Research Associates and developed the Shot by Shot data system.

In short Sanders has been leading the charge to help golf follow baseball to a new era in which statistics don't confuse, they enlighten. "Golf will get there, too, once our stats hit the mark," says Sanders.

When that time comes, the Sanders-authored stat called Long Game Efficiency Index (patent pending) should become a trusted tool for teachers, players and fans alike. For the sake of brevity, let's just say that the LGE Index derives great value from its capacity to evaluate every shot attempt in the long game, including errors and penalties, and relate them to the ultimate Long game goal – GIR's. "Number of fairways hit is a crude and frustrating statistical category," says Sanders. "It hides the reality of poor play that really costs on the scorecard. GIR's is good but sheds no light on what occurred on the other holes to prevent the GIR."

The mistakes at every level of golf do as much, if not more, to influence scoring than do the good shots. Imagine football analysis without interceptions and fumbles. It has long been recognized that these turnovers often prove the difference in the ultimate score. Golf is no different but the "traditional" golf stats did not address them so Errors have been left out of the evolution of golf stats until Peter



Sanders started to include them in his data analysis. To that point, Pete's article in the July Golf Digest delves into this very point: "Make Me Better – REDUCE ERRORS"

Pete and ShotByShot.com brought a number of valuable Innovations to Golf Performance Analysis:

- ANSWERS - Analysis that begins with answers and establishes Improvement Priorities.
- Relative Handicaps – Pete pioneered identifying the relative handicaps for each major facet as a way to clearly demonstrate strengths and weaknesses.
- Long Game Efficiency Index. A measurement of a player's entire long game based upon the relationship between Long Game strokes and GIR's achieved.
- Driving – Miss Diagnosis allows players to record the relative severity of each fairway missed providing real insight into Driving accuracy.

• Short Game Analysis based upon distance from the hole and ERRORS. The traditional measure, "Saves" is two skills and ignores errors, which do more to affect playing levels than do good shots.

• Putting analysis by distance. This was one of Peter's first unique innovations and remains the basis for the putting analysis on ShotByShot.com.

Pete has been working with instructors since he started his business and realized that the program needed to be very simple to use or students would resist it. The fact that Pete now has 123 instructors/coaches who are Group Leaders that have added over 4,000 players in 2009 alone, proves that he has accomplished his goal. In short, the program is simple but uniquely intelligent and the players that use it improve quickly.

If you are not currently using ShotByShot.com with your students, they are missing an important and innovative new improvement tool. Contact Peter Sanders to learn about Group Leader options at: 203-968-1608 or [PSanders@shotbyshot.com](mailto:PSanders@shotbyshot.com)

### Teach Your Children Well

At the 2010 Canadian Future Links Junior Championship, Sanders was engaged by the RCGA to provide statistical analysis for the 99 best juniors in Canada at their championship in late May.

Sanders produced a comprehensive Player Ranking Report for the RCGA. It ranked each player against the field in ShotByShot.com terms and will truly set a new standard in tournament analysis. Peter's goal is to incorporate this type of Player Ranking report into every group leader's analysis options.

Early results reveal that these players are exceptional ball strikers with near Tour-level ball speed. As a result, they tended to overwhelm the 6,901-yard (boys) golf course (5,976 yards for girls). Where performance fell off the most down the ranks was in the short game and again it was the combination of fewer good shots and dramatically increased errors. Below is a Short Game analysis graph for the Boys showing six levels of play - The Winner, the 7 players from the National Team, and the 4 quartiles of scoring.



## **AMF MEMBERS' ONLY WEBSITE**

# **Nearly 75 hours of Education Available 24/7**

AMF's archive of webinars and videotaped presentations recently surpassed more than 75 hours of educational information that can be accessed at any time on the AMF members' website.

These archives can be searched and watched from the landing page each time you log in to [amfgolfmgt.com](http://amfgolfmgt.com). The webinars will be found in the lower left portion of your landing page and the videos are found in the lower right portion. Simply scroll to find the topics of your choice. The most recent additions are the first ones you will see. Continue to scroll to reach earlier presentations.

The presenters are among the world's foremost experts on each subject and much of the information in this library was created specifically for AMF members.

## **WEBINAR PRESENTATIONS**

**The current webinar archive include the following topics and presenters:**

- Lorin Anderson - Expanding Your Media Presence
- Lorin Anderson - Making the List: Tips for Becoming Part of Golf Publications' Top Teacher List
- Lorin Anderson - Your Business Plan
- Mike Bender - Building a Competitive Golfer: From Junior to Pro
- Henry Brunton - Coaching Juniors
- Steve Burzynski - Maximizing Your Website: Best Practices for Generating More Business From a Website
- Tim Cutshall - Dos and Don'ts for Teaching Buildings
- Kevin Donnellon - Blogging: How Blogs Can Benefit Your Teaching Business
- Mike Killian - Liquidating Inventory and Creating Incremental Sales
- Lisa Langas - Staff Training: Invest in Your Golf Shop Team Today
- Georgiana Lewis - Social Media Marketing: The Basics
- Bob Mulcahy - Creating an Effective Instructor Resume
- Bob Mulcahy - Succeeding in an Interview
- Bob Mulcahy - Strategies For Writing An Effective Resume, Cover Letter, and Portfolio
- Bob Mulcahy - Writing an Effective Job Description

- Jeff Ritter - Building Your Teaching Brand While Leveraging New Media Opportunities
- Dr. Paul Schempp - Developing Expert Teaching Skills

### **Sponsor webinars:**

- COUTOUR: "Why Putter Fitting and Instruction Must Go Together & Why it's More Profitable" – Todd Sones
- NUTMEG MARKETING: "Why Gifts Matter: How to make your Tournament Gifts More Meaningful" – Matt Jacobson
- POLO: "Tech Fabrics in Golf" – Billy Draddy
- SHOTBYSHOT.COM: The State of the Game as Seen Through ShotByShot.com – Peter Sanders
- TRACKMAN: "The New Ball Flight Laws and Additional Research Results" – Matt Frelich

## **VIDEO PRESENTATIONS**

**The current video presentation archive include the following topics and presenters:**

- Mike Adams - Analyzing Your Students' Body Functions
- Mike Adams and Mike Malaska on Teaching the Full Swing
- Lorin Anderson - Instructor Marketing and Branding
- Steve Atherton - Learning Styles, Most Difficult Move, Power Production
- Mike Bender - Building a Teaching Business
- Mike Bender - Teaching Competitive Players
- Mark Blackburn and Jon Tattersall - Understanding Functional Movement in Golf Skills, Part 1
- Mark Blackburn and Jon Tattersall - Understanding Functional Movement in Golf Skills, Part 2
- Henry Brunton - The Movement Towards a Coaching Model
- Bill Davis - The Wave of the Future for Coaching Golf, Part 1
- Bill Davis - The Wave of the Future for Coaching Golf, Part 2

- David Donatucci and John Scheffler - Bridging the Body/Swing Gap (Sponsored by K-Vest)
- Patty Donnelly, PhD. - Teaching Junior Golfers
- Matt Frelich - Using Trackman for Player Development
- Matt Frelich - What TrackMan has Learned from the World's Greatest Golfers.
- Martin Hall - Avoid the Red Lights for A Successful Teaching Career
- Don Hurter - Teaching the Short Game
- Dr. Rick Jenson - Taking Your Teaching Business to a Higher Level
- Charlie King and Lorin Anderson - Instructor Marketing Ideas
- Lisa Langas - (Merchandising) From Budget to Sale
- Lisa Langas - (Merchandising) What is an "Open to Buy" and Why do I Need One?
- Mike Malaska - Adding Fitness to Your Teaching
- Brian Manzella - How TrackMan and 3-D Data are Refining 21st Century Teaching, Part 1
- Brian Manzella - How TrackMan and 3-D Data are Refining 21st Century Teaching, Part 2
- Bill McGowan - Improving Your Public Speaking
- Zach Miller and Ricky Potts - How to Grow Your Business Using Social Media
- Karen Moraghan - Inexpensive Public Relations and Brand Building
- Bob Mulcahy - Create More Value in a Down Economy
- Bob Mulcahy - Protecting Your Job in an Uncertain Market
- David Orr - 5 Common Putting Problems and Some Cures
- Overcoming Today's Economic Challenges
- Panel Discussion - Player Development
- Panel Discussion - Member Retention and Recruitment
- Panel Discussion - Non-Traditional Teaching Facilities
- Dave Phillips - What's Next in Golf Instruction
- Resume and Interview Strategy Seminar
- Dana Rader and Dr. Jim Suttie - Live Lessons
- Peter Sanders - Statistics vs. Analysis
- Paul Schempp - How the Best Teachers Became the Best
- Todd Sones - Salesmanship for Golf Professionals
- Kevin Sprecher - Developing Your Teaching Business (From Assistant Professionals annual meeting)
- Taking Over the Golf Operations as a new HGP
- Time Management
- Utilizing Technology to Better Communicate with Members and Staff

## What I've Learned: Eddie Merrins

### (Continued from p. 6)

With that being said, I have always been on guard. The political climate at clubs is always changing and it is their club, not yours. You can run your programs the way you believe is right, but you serve at their pleasure.

Over the years, I have treated every woman as a lady and every man as a gentleman. If you start to make exceptions for people, you are really going out on a limb.

### How do you view the current state of the game and country club life?

The game of golf is a gentleman's game and we started the etiquette training with our juniors. The first session of our junior schools addressed the etiquette of the game and the rules of the club. We explained that this is a game played by ladies and gentlemen and we really explain the club experience to these youngsters. My junior school was the best-kept secret going. We provided free instruction on Sunday for children and grandchildren of members. They got the basic fundamentals of golf, but more importantly they got what they needed to navigate the club experience.

### How did you survive for 47 years at the same club?

A long time ago I learned an important lesson about how to treat people. And I learned it from a man who made one of the most unpopular moves you ever heard of, Walter O'Malley. Three years before I got to Los Angeles, O'Malley had moved the Dodgers there from Brooklyn. His career in baseball was so exceptional partly because Walter treated the lowest man on the totem pole like he was a king. That was a big lesson to me, which I took to heart. By treating everyone equally, whether they are a member, guest or employee, no one can say I played favorites.

### What advice would you have for a young man or woman entering our profession?

Embrace the intangibles, whether it is taking your hat off entering a building, holding the door for a member or writing a thank-you note, a lot of these practices are long gone and the people who maintain these intangibles will stand out.

The other piece of advice I would give would be to learn as much about all facets of club operations as you can. Clubs are consolidating positions and the staff member with the most diverse skill set will be the one who survives.

## AMF Sponsor Spotlight: [GolfTripGenius.com](http://GolfTripGenius.com)

### Fun Quotient Up, Hassles Down with New Golf Software

Most clubs have members who take golf trips, whether to popular U.S. destinations like Kiawah Island, Pinehurst and Bandon Dunes, or overseas to the spectacular linksland of Scotland and Ireland. Do you sometimes organize and lead the trips, or perhaps provide your members advice and support on where and when to go? If so, you should get to know [GolfTripGenius.com](http://GolfTripGenius.com), a new company serving the golf profession with best-in-class support.

[GolfTripGenius.com](http://GolfTripGenius.com) has developed innovative and highly affordable web-based software that makes great golf trips even better by enhancing the fun and minimizing those well-known trip hassles. You can use the system yourself if you are on the trip, or you can recommend it to your traveling members.

Since we launched our product at the PGA Merchandise Show in January, over 800 golf captains have signed up to manage their golf trips, and the feedback has been uniformly positive. A significant benefit of our relationship with AMF has been the team's "real world" insights that have helped us refine the product per the recommendations of PGA professionals. Bob Mulcahy sits on our board of advisors, and he has thoroughly and favorably reviewed our product.

[GolfTripGenius](http://GolfTripGenius.com) takes care of setting up all the golf pairings for your groups. Using advanced, proprietary mathematical algorithms, we create "perfect pairings" in seconds. We also let you set-up the foursomes according to the social and competitive needs of your group. Our software commands include "create balanced A/B/C/D foursomes", or "keep these players together in rounds 1 and 3" or "spread these players out in the final round."

You can employ many different kinds of program commands to manage the pairings for a trip. For example, if you and the club president are on a six-round trip together, you may want to make sure he or she plays with you three times. Or, if you as head pro and your assistant are both on the trip, then you may want to play in different foursomes for all the rounds. Our pairings engine looks at millions of player combinations in seconds to create these "perfect" solutions, while always keeping in mind the idea of everyone playing with everyone else about the same number of times. You'll never have to rely on cumbersome spreadsheets or late night pencil pushing to get your ideal pairings.

Secondly, [GolfTripGenius.com](http://GolfTripGenius.com)



has a powerful, first-of-its-kind Tournament Engine that enables group leaders to easily set-up and manage the "games" or competitions that are popular on golf trips. Our system contains a database of over 600 of the most popular trip destination courses, and we automatically convert USGA indices to course handicaps and dot the cards.

You use a menu to select from a huge variety of tournaments and create the teams, or pairings. Then, at the end of play, you use our fast-entry scorecard app to calculate the daily results. Then, it's just a matter of printing the leaderboard and handing it around to your group. Most golf trippers have one or two tournaments that they traditionally play, but with [GolfTripGenius](http://GolfTripGenius.com) it's easy to run multiple trip tournaments at the same time – Skins, best ball of the foursome, best two balls vs. the field, Stablefords, Ryder Cup formats, etc. Golf travelers enjoy the opportunity to play a variety of single and multi-day tournaments on a trip – it really adds to the fun.

[GolfTripGenius.com](http://GolfTripGenius.com) also offers a handy dashboard to keep track of all the trip logistics. This feature gives club pros one place for easy reference and management of everything going on during the trip. You have the contact and other profile information for all the group members, the tee times and pairings at your fingertips, and a convenient way to view off-course activities such as restaurant reservations, travel details and more. We even have a powerful and easy-to-use Trip Accountant that takes care of collecting and allocating the expenses.

Our goal at [GolfTripGenius.com](http://GolfTripGenius.com) is to help you deliver a level of trip service to your membership that until now has simply not been possible. Using this system can really be a "win-win" for both the professional staff and the members themselves, who are virtually guaranteed to have more fun on their golf trip.

Please note that [GolfTripGenius.com](http://GolfTripGenius.com) is not just a useful service when you are personally participating with members on a trip. It's also a great tool even if you are not going along. You have the opportunity to assist your members by setting up their trip for them. It's simple and straightforward to help with setting up pairings and tournaments. In fact, our [GolfTripGenius](http://GolfTripGenius.com) team can create

a "club member trip portal" for you so that you can view trips and help members when they are on the road.

Thank you very much for your consideration. We hope you will give us a look! If you have any questions or comments, please call us at (866) 545-5098.

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**This innovative and highly affordable web-based software makes golf trips better by enhancing the fun and minimizing those well-known trip hassles.**

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# AMF MEMBER MILESTONES

## AMF Congratulates our Members Who Recently Were Named to Golf Digest's Inaugural List of the Top 50 Woman Teachers in America

- 3) **Dana Rader**, Dana Rader G.S., Charlotte, NC
- 5) **Suzy Whaley**, TPC River Highlands, Cromwell, CT
- 6) **Gale Peterson**, Sea Island Learning Center, St. Simons Island, GA
- 9) **Jane Frost**, Sandwich Hollows G.C., East Sandwich, MA
- 12) **Carol Preisinger**, Kiawah Island Club G.A., Kiawah Island, SC
- 14) **Cheryl Anderson**, Mike Bender G.A., Lake Mary, FL
- 17) **Julie Cole**, Dana Rader G.S., Charlotte, NC
- 21) **Nancy Quarcelino**, Nancy Quarcelino School of Golf, Spring Hill, TN
- T-22) **Deb Vangellow**, Sweetwater C.C., Sugar Land, TX
- 27) **Karen Jansen**, Swing Blade, Inc., Mooresville, NC
- 32) **Patti Butcher**, Patti Butcher G.A., Belmont, MI
- T-35) **Krista Dunton**, Berkeley Hall, Bluffton, SC
- 37) **Peggy Gustafson**, GolfTEC, Peoria, AZ
- T-38) **Joy Bonhurst Smith**, ClubGolf Performance Center, Gaithersburg, MD
- T-42) **Kellie Stenzel**, Sebonack G.C., Southampton, NY
- 45) **Amy Fox**, Tierra Verde G.C., Arlington, TX

## Members Compete in PGA Senior Championship

Four AMF members qualified to play in the 2010 PGA Senior Championship at Colorado Golf Club. Participants included:

**Bob Ford** – Oakmont CC, Oakmont, PA / Seminole GC, Juno Beach, FL

**Mike Malaska** – Superstition Mt. G & CC, Mesa, AZ

**Scott Spence** – Carnegie Abbey Club, Middleton, RI

**Steve Waugh** – Old Collier GC, Naples, FL

## Granahan Named Philly Teacher of the Year



Granahan

**Elizabeth Granahan** is the first woman to be named top instructor in the Philadelphia PGA. Granahan was named Section Teacher of the Year for 2010. She owns and is director of instruction for four Philadelphia area GolfTEC locations.

## AMF Customizes Landing Pages

To make it easier for members in all of our divisions to stay abreast of the information most useful to your particular job, AMF is customizing the landing pages for each of our divisions when you log on to the website. When the new landing pages become operational in July, you will automatically see news and upcoming events that are most pertinent to your job whether you are a Head Professional, Instructor or Assistant Professional.

Some of the features such as the job board will still be posted on all of the landing pages. This new customization will make it easier to locate the information you are most likely to need from AMF.



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Ryan Hart, Director of Membership Services

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