

SOLUTIONS

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AMF Announces Upcoming Events thru Fall Summits Head to Dallas and Chicago: New Western Events in Phoenix and Vegas

AMF is heading west for our Spring and Summer educational events and then in the Fall we take our two summits to venues just down the road from two of the country's biggest airports and best golf facilities.

First up will be a one-day regional event near Phoenix on Tuesday, May 25th at the ASU Karsten Golf Course in Tempe, AZ. This will be AMF's first educational and networking event in the Southwest. The day will feature sessions for both our Instructor Division members and our Golf Professional members with some of the sessions combined.

The day will begin with the Instructors and Golf Professionals split apart to cover topics most specific to each group's needs. Instructors will open the day with a discussion on current marketing issues facing teachers and a review of marketing trends that can benefit their programs. Golf Professionals will start the day with an open forum with Todd Martin, President of luxury apparel maker Peter Millar.

After the morning split sessions conclude, Bill Price, Custom Fitting Manager for Mizuno, will present on trends in custom clubfitting.

The afternoon session will be a combined group discussion focused on how AMF members can protect their businesses and their positions in a very tough economy. The afternoon's three topics will include: Junior Golf Programming From Beginner to Serious Competitor, Player Development Opportunities and Why Every Professional and Facility Needs to Increase Player Development Programs and How to Keep What You Already Have: Member and Student Retention Issues. Cost is \$75 for the day and includes breakfast and lunch. Registration now open on the AMF members-only website.

AMF will visit the PGA's Fall Expo for the first time on August 16-18 in Las Vegas, NV at the Venetian Hotel. AMF will kick things off the afternoon and evening of Monday the 16th with a member event and cocktail party. We plan to host education sessions from



AMF heads to Arizona for the first time for an educational event on May 25th at ASU Karsten Golf Course in Tempe.

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AMF UPCOMING EVENTS (cont.)

8 to 9 am on both August 17 and 18. More information about these member opportunities will go out in the coming weeks.

This year's summits will be hosted by two of the top golf facilities in the country and will be extremely easy to get to. Each event is scheduled for a site within 15 minutes of one of the world's largest airports with direct flights from hundreds of cities to each.

The Instructor Division Summit will move to the Four Seasons Resort at Las Colinas in Dallas, TX on September 26-28 (Sunday-Tuesday). This year's event will feature more teaching-oriented sessions from the game's top teachers and coaches while also offering up the critical management and marketing related information that AMF is best known for.

Top speakers already committed to present include Chuck Cook, ranked among the Top Five Greatest Teachers in America by Golf Digest, and Dr. Rick Jensen – one of last year's favorite presenters. Rick will officially launch his brand-new golf coaching book at the AMF Summit. New this year will be a



The Four Seasons Resort at Las Colinas near Dallas, Texas hosts the Instructor Division Summit in September.

Sunday afternoon "demo day," in which members will have the opportunity to try the latest teaching technologies and training aids.

The Four Seasons is one of the country's top resorts and everyone will enjoy their summit experience in Texas. All AMF members are invited to attend. More details can be found on page 5 of this newsletter.

The Golf Professional Division heads to Medinah C.C. in Chicago, home of the 2012 Ryder Cup matches, for its 2010 annual summit. This year's event will be held October 17-19 (Sunday-Tuesday) and will include a variety of topics for panel and group discussions, a Pro-Professional Championship on Monday and live lesson sessions on Tuesday. Optional golf will be available on Sunday afternoon. Registration and a complete agenda will be sent to all members in the coming weeks.



Medinah Country Club near Chicago and host of the 2012 Ryder Cup Matches is the venue for the 2010 AMF Golf Professional Division Summit October 17-19.

AMF's Platinum Corporate Partners



GREG NORMAN



WHAT I'M HEARING...

Clubs Loosen Cell Phone and GPS Policies

By Bob Mulcahy, AMF Golf Management CEO

The technology behind personal communications has been expanding swiftly. When I think about land-line phones and postage stamps they seem truly outmoded. Of course, change comes more slowly to America's country clubs. Many clubs responded to beepers and cell phones initially by banning them or severely restricting their use.

But these days club members are playing catch-up with college kids and young professionals. I learned the other day that the fastest-growing demographic on Facebook is women over 55. This trend begs the question—how are our clubs adjusting and modifying policies on personal communications to meet members' needs and stay current with society?

To use a bit of social-media jargon, we decided to do some "crowd-sourcing" and find out. Because AMF's membership represents such a large sampling of leading clubs, I knew we could gather valuable data by sending out a survey on this topic. Thanks to all who participated in the effort, which was aimed at gauging utilization and acceptance of cell phones, PDA devices and even GPS equipment at clubs. Quantitative results were enhanced by phone interviews with several AMF members.

Comparing the answers provided with our data on club policies from five years ago, we saw that a good number of interesting trends have emerged:

- The clubs that previously restricted usage have begun relaxing their policies.
- Clubs with previously lax programs are tightening their policies to be more respectful of the entire membership.
- Most of our clubs are utilizing a middle-of-the road policy.

Specifically, the survey revealed the following:

Cell Phones:

85% of all clubs allow some cell phone use on club property.

75% allow in the parking lot

20% allow in the clubhouse

50% allow in the locker room

33% allow on the golf course

31% allow on the practice range

25% allow in a designated area

25% allow everywhere with discretion

15% allow everywhere

25% indicated that their policy has changed over the last five years

18% changed policy from prohibited to being allowed

39% made their policy more liberal

43% made policy stricter



Everyone realizes cell phones are here to stay. The most pressing issue is to ensure that people are more discreet with their usage and respectful of others.

Parents with young children feel they must be able to remain in contact with the kids in order to utilize the club—therefore some clubs have made allowances in this area.

PDA Devices:

89% of clubs allow some form of PDA use on club property.

53% allow in the parking lot

19% allow in the clubhouse

37% allow in the locker room

24% allow on the golf course

24% allow on the practice range

14% allow in a designated area

39% allow everywhere with discretion

24% allow everywhere

19% said their policy has changed over the last five years.

33% changed policy from prohibited to being allowed

44% made their policy more liberal

24% made policy stricter

Since the devices have multiple uses it is far more difficult to monitor proper usage.

The biggest question involves the various functions. If the devices are allowed, can they be used for voice communication, e-mail, Internet or perhaps all three? The jury is still out.

GPS Devices:

96% of all clubs allow some form of PDA use on club property.

19% allow player only

78% allow caddy only

86% allow both

6% located on golf cart

1% allow other

19% responded the policy has changed over the last five years

51% changed policy from prohibited to being allowed

46% made their policy more liberal

2% made policy stricter

GPS is here to stay and has become an accepted practice.

Other interesting survey results revealed:

(Continued on page 4)

AMF CAREER ADVICE

Harness the Power of a Well-Written Cover Letter

Advice to job-seekers: Don't overlook the importance of the cover letter. Even if you aren't a talented writer you can produce a cover letter that accomplishes your goal—to make the employer's short list and get you an interview. A well-written cover letter will grab the reader's attention and convince them your resume is worth reading. Ideally the letter will explain in brief that your qualifications fit the position and you're someone they want to meet in person.

The cover letter should refer to the resume, but it should not read like the text of a resume. Use short sentences and straightforward language. This will make your message easier to absorb and assimilate. It will also make your statements sound more candid, honest and convincing. Shorter sentences are particularly valuable if the reader is skimming rather than reading closely—often the case when a job attracts a high volume of applicants.

Your resume sets forth your qualifications but the cover letter will explain how they match the employer's needs. Describe professional experience and training that fits what this employer is looking for. If golf instruction is a big part of club activities, you can use the cover letter to highlight in one or two sentences your instruction proficiency.

Functionally, the cover does the following:

- States a formal application for the position and requests an interview.
- Highlights your professional and personal strengths, explaining convincingly why you are qualified.
- Thanks the committee for considering your qualifications.

Here are some general guidelines you should follow:

Write the letter from the reader's point of view. Make the reader feel you have assessed their needs and you appreciate their high standards of performance.

Keep it simple and upbeat. If the cover letter is easy to read and flows smoothly, it will put the reader in a positive frame of mind about your candidacy.

No typos, misspellings, or factual errors. Don't allow the person reading the letter to think that you rushed or don't care. Convey an image of competency.

After completing a draft of the letter, read it out loud to make sure it flows smoothly.

Remember that the cover letter is your opportunity to show how and why you are different from the rest of the candidates. Demonstrate your commitment to the success of the prospective employer's golf program and convince them you have helped create success wherever you have worked in the past.



Mulcahy continued from page 4

Do you currently or would your club allow the use of PDA's or Blackberries on the golf course if GPS Applications were available?

Yes: 75% No: 9% Maybe: 16%

Do you currently or would your club allow the use of PDA's or Blackberries if GHIN Handicapping Applications were available?

Yes: 64% No: 15% Maybe: 22%

Do you currently or would your club allow the use of PDA's or Blackberries if Live Scoring and Statistical Analysis were available?

Yes: 60% No: 15% Maybe: 25%

If no to the previous three questions, do you believe that these applications would be allowed if the other features of the PDA or Blackberry were turned off?

Yes: 28% No: 24% Maybe: 48%

Does the club have WI-FI available for the members?

Yes: 70% No: 30%

If yes, where can the members utilize their computers?

Designated areas only: 52% Anywhere: 48%

Is the golf staff permitted to utilize cell phones?

Yes: 59% No: 41%

If yes, which of the following are acceptable areas (check all that apply)?

Golf Shop: 51%	Practice Facility: 33%
Golf Course: 36%	Clubhouse: 17%
Starting area: 28%	Entire club premises: 43%

In conclusion, technology is here to stay and most clubs are proactive in developing and/or refining their policies.

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 will be filled with practical advice and information that will grow your business and help your students improve. Our speakers will show you how to:

- Become more valuable to your facility and protect your position.
- Use proven techniques that work for selling more golf lessons.
- Improve your teaching vocabulary to get better results.
- Grow your understanding of the swing with fresh insights.
- Plus: The best on-site networking and new products of the year.
- Plus: Expanded Q&A sessions 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.

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.

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. All summit activities are located on property at the Four Seasons.

Registration: Login to www.amfgolfmgt.com and on the Education Events page you will find the Instructor Summit Registration link.

AMF Instructor Division 2010 Education Sponsors:



New for 2010:

A Sunday afternoon **Demo Day** featuring many of the finest teaching products and technologies in the world.

Early Speaker Commitments include:

Chuck Cook

Recognized as one of the top instructors in the game's history. Coach to multiple major champions and ranked one of the Top Five Greatest Teachers in America by Golf Digest.

Dr. Gio Valiente

Golf Channel contributor and author of *Fearless Golf*. He is one of the hottest mental coaches on the PGA Tour today.

Dr. Rick Jensen

One of last year's favorite speakers returns with an all-new presentation and the debut of his new book about coaching golf.

Member Q&A: “What I’ve Learned...”

Bruce Carson, The Onwentsia Club

Interview by AMF member Paul Ramee



AMF Member Bruce Carson is Head Golf Professional at The Onwentsia Club in Lake Forest, IL.

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

Your golf career has taken you to some interesting places and venues. Could you give us a quick tour of it?

Growing up in Westerly, Rhode Island, I caddied and worked at a public facility called Winnapaug Golf Course. I went on to play collegiate golf at the University of Rhode Island and while I was there I held a summer job as caddie master at Point Judith C.C. After college I became an apprentice at Point Judith, working summers up North then moving down to a winter job in Florida.

In 1980 I became Head Professional at Point Judith, holding that position through 1989. During the 1980s I would spend my winters at the John’s Island Club in Vero Beach. As time went by I took on other responsibilities, becoming the Point Judith club manager and also University of Rhode Island golf coach.

Then in 1989 I became director of golf at Orchid Island in Vero Beach. In 1991, I was named the first golf professional at Windsor, also in Vero Beach. I held that position until 1996, when I became head professional at Onwentsia in Lake Forest, Illinois.

Explain your approach to teaching.

I really pound the fundamentals—grip posture, alignment, ball position, shoulder turn and staying athletic. We work a lot on 100 yards and in, as I believe that you can reduce your score the quickest by improving in this area.

As a merchandiser, what have been your most effective tactics and what would you say are the common weak points in a merchandising program?

We use an open-to-buy plan and I am always studying the numbers. I rely heavily on my staff and their input. They are on the floor more than I am and interacting with the customer so their feedback is essential to our success.

Some pros manage their inventory without an open-to-buy plan and just kind of “shoot from the hip,” which can create inventory problems. I also see golf shops that stick with the same vendors for too long. You’re better off identifying one or two new vendors each year. That will give your shop a fresh look and make the members excited to come in, look around and buy.

What are you doing in 2010 to improve your services?

I will be more visible and outgoing myself and I am going to continue to hire people with great personalities. We are going to work on our daily greetings with our members and guests.

We started a website for our golf operations and we stay in constant contact with our members. We email them about upcoming tournaments, incoming merchandise, weather-related issues, etc.. We have 87 percent readership and we send out three to five “blasts” each week.

As the economy changes how do you see our roles changing?

We have to be constant promoters, both at the club and away from the club. We need to have a very active role in leadership of the club. Our Boards do not want to hear about negatives, we need to stamp out these issues before they become problems.

As we professionals are asked to work more and more, what is our responsibility to ourselves?

In 2010 I am sure that I will have to work more hours than in any past year. So when it comes to my down time January through March I head to Florida and recharge.

Hiring well, training well and managing well—still the keys to success?

I believe you can never have too many good people. From the assistant’s point of view, it’s important to work for the right pro—and at the same time be sure you’re doing the right job for them.

With all the specializing in our business right now, it is important to make sure that if you love teaching, you follow that path. Other assistants have the desire to become a head professional, and it’s our responsibility to be mentors, to teach our assistants the business, but also to teach them the intangibles—how to dress and how to handle themselves.

What are we not doing for our club members that we should be doing?

I think we could be bringing more ideas back from other clubs that we could incorporate into our own operations. Every time I am fortunate to play at clubs like Merion or Seminole, I make a point to copy something that they do, whether it is an idea from the range, cart staging area or golf shop, I am trying to be very observant when I visit.

How do you incentivize your staff to grow your business?

I divide up the areas of my shop and I teach my staff about profit and loss, expenses and cost of goods. They are empowered to run their area and if they perform well there are financial rewards linked to their performance.

“Our Boards do not want to hear about negatives, we need to stamp out these issues before they become problems.” – Bruce Carson

AMF MEMBER BENEFIT UPDATE

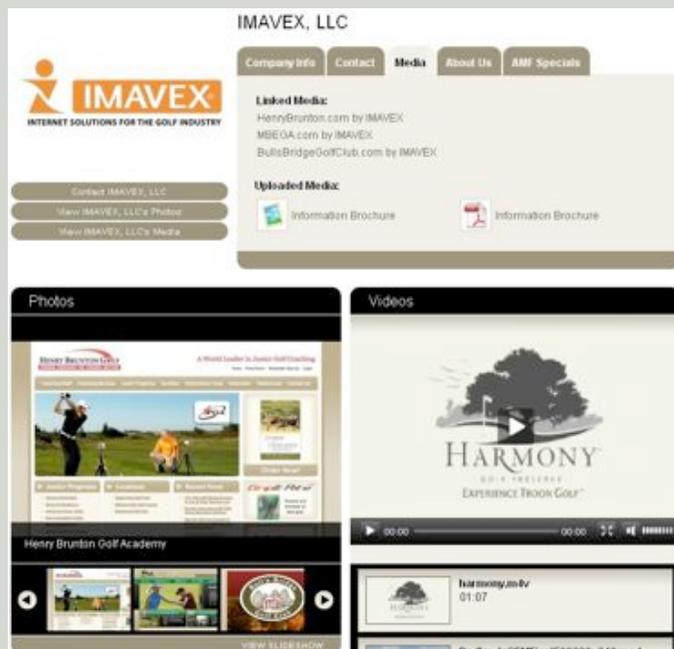
Sponsor Profile Pages – A Superior Interface *Plus* AMF-only Benefits

Sitting with sales reps and grinding through vendor websites remain part of the product-sourcing process. But AMF members now have a highly efficient way to manage and control their buying. Sponsor Profile Pages are the tool and AMF's Private Member Network is the platform. From product lookup to price checks to ordering and customer service, there is no other system in the industry with as many advantages.

Having aligned itself with an array of leading companies—over 40 brands now participate—AMF makes it far easier for members to tap into the resources these companies offer. The new Sponsor Profile Pages area is found in the horizontal menu when you log into the AMF website. Simply click on the Sponsor Profile Pages tab and you'll be taken to a page that includes brief corporate profiles and direct links to each sponsor profile.

What you'll find when you're there is a unique multi-media opportunity—including photos and videos—that will fully explain the vendors' product lines, services and new products. There are even direct contacts and links for orders, inquiries and customer service questions. On behalf of our participating Sponsors, we invite you to spend a few minutes familiarizing yourself with these Sponsor Profile Pages and to access them whenever you are researching new lines or new services for your operations.

Best of all, these Profile Pages can be updated at any time by our sponsors. As a shortcut, wherever you see



AMF's advanced Partner Profile Pages bring you up to date with all of the offerings from all of our outstanding sponsor companies.

one of our partner's logos anywhere on the AMF website, you may click on the logo to go directly to that Partner's Profile Page.

AMF Members: Maximize Your Membership on our Website

Many of AMF's member benefits are found exclusively on our members-only website at www.amfgolfgmt.com. The site receives more than 4,000 member visits per month and we are constantly updating and adding new information that can make a difference in your career.

RECENT UPDATES

A new member business template called: **Golf Club and Instructor Websites 101: What Golf Professionals and Instructors Need to Know About Websites and Internet Marketing** is currently available at both the Instructor and

Head Professional Business Templates menus.

We've beefed up our **Assistant Professional blog** with new posts going up on at least a weekly basis. These posts offer up ideas that will help every Assistant Professional improve their career-related skill set. In the coming months we'll also be increasing the posts to our Head Professional and Instructor blogs. To make it easy to receive the blog postings, you can click on the RSS feed button and whenever a new posting is added, you'll get an email announcing the new post.



While not officially part of our members-only website, our **Facebook** and **Twitter** pages are the best way to be instantly alerted to everything going on at AMF.

Whether its announcing a new event, an upcoming webinar or a new educational video, our Facebook and Twitter pages will be updated immediately with the new information. To receive our Facebook and Twitter updates 24/7, just click on the respective icon at the top of the AMF website homepage to be taken to our pages where you can become a friend or follower.



ASSISTANTS CORNER

Getting off to a Great Start in Your New Job

As a young professional joining a golf staff, it may help you to think of the upcoming season as a feature film. The head professional is the lead character, exerting primary influence on how the narrative unfolds. But bear in mind how important the supporting actors are to any memorable story—as a staff assistant, that’s where you fit in.



Your work style and daily approach has to complement the themes and tone your head professional establishes. And yet the audience—your members—is also looking for the special touches that a well-developed secondary character provides. So, don’t just reflect on the excellent work of the head pros you have known, think about the assistant professionals who have brought those little extras to the golf programs you’ve experienced. With that as your inspiration, here are some common-sense guidelines to help you prepare and go forward:

1) Brief yourself on the people you’ll be serving. “Find out as much as you can about the membership,” says Cameron Wiebe, Director of Golf at The Everglades Club in Palm Beach, Florida. In Wiebe’s view, if you understand the personality of the club it will positively affect “your teaching style, your communication style—even the way you dress.”

Every club has a heritage worth understanding, Wiebe points out. “If you take time to learn the history of the club, it can shed a positive light on your presentation,” he says. “A little research goes a long way”.

2) Eliminate possible distractions in your personal life. Have your living arrangements and transportation organized in advance. If you have a family, make sure their

everyday needs are addressed before you begin the new golf season.

3) Ask for a list of the employees you’ll be working with. Pick up some background information on each one. You may not end up as close friends with your co-workers, but you’ll be spending a majority of your time with them and it’s vital to get off on the right foot.

4) Hone your playing skills. “Constantly work on your game, remember that you’re a Golf Professional and

playing like one is an important aspect of your job” says Mike Scully, Head Professional at Medinah Country Club in Medinah, IL. If you arrive at the club as a new assistant with your ball-striking and short game in tune, you’ll have one more valuable way to make a fine first impression with the members.

5) Don’t try to be someone you aren’t. Don Hurter, Head Professional at Castle Pines Golf Club in Castle Rock, CO has found that the best approach is to “be yourself and learn as much as possible.” Hurter’s policy is to hire assistants based on their personality and to some degree what their experience has been.

“Be yourself, learn to teach, keep your game to a high standard, don’t be afraid to play with the membership, and learn how to merchandise properly,” says Hurter. “If you start with those principals and stick by them you’ll always be an asset to the club and the staff.”

AND DON’T FORGET...

- Be a sponge and learn how things work. Keep searching for new ways to contribute.
- Spend some of your off time shadowing the teaching professional and watching how they teach.
- When a member comes to you with a question it’s great to provide a correct answer on the spot. Just remember, people are equally as pleased—sometimes more pleased—when you get back to them in a timely manner on a question you could not answer initially. Conscientious follow-up means you didn’t forget them.

AMF Sponsor Spotlight: FLEXOR

A Q&A with Flexor Founder Skip Latella

Over the past 25 years, Skip Latella's passion for helping the physically challenged has evolved into a world-class training program specific to golf.



Skip's patented motor learning program, Flexor, is a superior way of isolating cause and effect in human movements. It is unusually refined and exact because it's original purpose was to create body control (or restore it) in patients with disabilities. When Latella realized his work could benefit able-bodied golfers, he set to work creating a sport-specific application to do just that. For the golfer who follows the Flexor protocols, specific, "in-position" body movement patterns become ingrained. The result is increased balance, flexibility, strength and coordination.

Skip, the golf fitness industry has really taken off in recent years. Can you tell AMF members how Flexor differs from other fitness programs?

Rather than calling it a fitness program, I tell people that Flexor is an in-position, motor-learning program that enhances your ability to create more efficient movement patterns. The term in-position, by the way, means that you actually do the Flexor program while mimicking making a golf swing. Although the program operates like a fitness workout, and your body feels better when you follow it, the neuro-physiological impact of performing the sequence of drills is where the real value is.

Other programs are simply for fitness. They have merit for general body training and for functional improvement; but they aren't able to translate that training into a truly practical application like the golf swing. Using Flexor in the correct way, following the prescribed sequence of drills, triggers a brain/body connection never before attained in a golf training program.

So the drills you developed create a performance "bridge," is that it?

Yes. Using the Flexor drills with a student on the range bridges the gap between fitness and technical instruction.

I also developed a Faults and Fixes module which gives our instructors a practical application to physically improve the student's swing by applying sequenced drills to create proper in-position movement patterns.

You've mentioned practical application a couple of times—can you clarify that?

Let's say one of our instructors is working with a student who is having trouble shifting their weight to the left side. The professional will easily see the student hanging back and will use the specific Flexor drills prescribed for this fault, having the student execute them right on the lesson tee. The student will then be able to immediately feel an improved movement pattern and will finish the swing properly.

This occurs instantly?

Yes, and by incorporating that drill in their Flexor sessions (three 15-minute sessions a week) they will eliminate the flaw in that specific part of their swing.

How does the average amateur golfer, with the aid of his instructor, benefit from the Flexor method?

The drill sequence moves the golfer through a series of positions resulting in proper balance, increased flexibility, more strength and better coordination through all swing phases. This equates to a more solidly and repeatedly struck golf shot, closer to the center of the clubface which will give the golfer greater accuracy and increased distance. Since the body is moving more efficiently, the Flexor method may also reduce the risk of injury.

It sounds like you're a golf pro.

Absolutely not, although I have worked with many touring pros and amateurs over the years and learned a great deal about their swing styles.

With my background in biomechanics and human performance, it became very clear to me what the instructors were trying to achieve with their students. Flexor is a unique and effective tool for golf professionals to get students into the correct positions and create the movement patterns they need.

So, you work with the golf professional?

We are in the process of certifying golf professionals all over the country. Flexor helps the pro improve the progress of a student's game faster. The PGA of America and the LPGA have approved Flexor as a continuing education partner. In addition, we offer a unique revenue share program for the golf professional.

Interesting, how does that work?

Once an instructor is certified, they will receive a portion of every kit they sell. With the AMF member discount, you only need to sell 15 kits to recoup the 2-year certification cost.

Pros will also increase their lesson volume by offering lessons that help reduce physical limitations that are present in the swing. Flexor is the ideal vehicle for conducting group clinics (juniors, women, seniors), as well as off-course conditioning programs. The CFI listing on our website will also drive new students to our certified teachers.

Flexor is the first patented, sport specific motor learning program in the world. Scientifically proven at the University of Pittsburgh Medical Center Neuromuscular Research Laboratory, The Flexor methodology delivers a brain/body connection never before attained in the sports training industry. For more information go to the Flexor website www.flexor.com, call 888-MY-FLEXO or email Gus@flexor.com.



Flexor's founder Skip Latella

MEMBERSHIP RECRUITMENT PROGRAMS

Clubs Adjust to New-Member Acquisition Realities

Club dues and initiation fees used to be straightforward and quite stable. They were also very uniform throughout the membership roster. Recent economic woes have changed the club market, however, unleashing new price tiers and special offers. Like an airline passenger looking at his ticket receipt and wondering what the guy in the next seat paid, club members hear the terms of new-member offers and sense unfairness.

More and more, the golf professional is in a position of having to defend the terms of these deals. Being a key contributor to member-recruitment efforts, the head pro is likely to be on the receiving end of member's objections or resentments about who pays what amount.

We recently surveyed the AMF Head Professional Division membership about this particular topic and asked them to describe their experiences. The following areas were addressed:

- Membership programs and/or policies that have been implemented with success in recruiting new members
- Reaction from the membership to those programs and/or policies
- Modifying initiation fees and dues structure

Survey results indicated that club members tend to acknowledge the need for promotional pricing. They were generally in favor of recruitment programs due to the importance of having a full membership and the financial stability it brings with it.

Casey Brozek, Head Professional at Crystal Lake Country Club in Crystal Lake, Illinois, explained his club's recruitment program. "At Crystal Lake we allowed members of another club to join for half of the initiation fee. This has been helpful with another course in the area closing. We have hosted several cocktail receptions and dinners for the member prospects. It provided any opportunity for potential members who were on the fence about joining the club to discuss their reasons for considering Crystal Lake. Although we were able to be in front of this captive audience, they almost sold each other. We also incentivized our members by offering them a credit of one month's dues for every member they helped bring in. It looks like this program has really made



Where have all the members gone? Is your club leaning on promotional programs to fill the tee sheet?

an impact. There were a few comments from the current membership about lower prices than when they joined, but most of them realized the importance of a full membership for the overall health of the club."

Victor Tortorici at Sailfish Point Golf Club in Stuart, Florida has incorporated several areas of the golf operation into his club's recruitment strategy. "We have a trial membership for six months. Prospective members can play Sailfish Point any time an unaccompanied guest can play. They pay \$5,000 for the six month trial. If they join within 30 days of the expiration of their trial, the full \$5,000 gets credited to their overall initiation fee. During the trial they are provided a set of clubs to use and 10 hours of golf instruction."

Without question the most important aspect that has been revealed by these survey results is the need for constant and clear communication from the club leaders to the membership base. The golf professional staff must be prepared and knowledgeable when questioned by members on these matters. As always—but even more so now—the quality and attractiveness of the golf programs, including the personal skills and leadership of the professional, play a role in member recruitment. It is important for the Head Professional to provide the best possible service in this area and have a way to point out his or her contribution in affecting the prospective member's decision to join up.

AMF Sponsor Spotlight: IMPERIAL HEADWEAR

95 Years of Quality and Integrity: Imperial Headwear

Located in the heart of the Rocky Mountains, Imperial Headwear has been providing top quality headwear for more than 90 years.



In the 1950s, Imperial became the first headwear manufacturer to cater to the growing golf industry. The decoration of headwear with club logos became popular in the 1950s with simple logo patches sewn onto caps. Imperial was the first company in the golf industry to develop direct embroidery decoration.

Later, Imperial transitioned from embroidering the front panels of the caps prior to assembly to a “finished cap” model – embroidering directly on a finished blank cap. This change led to expedited turnaround time.

Today, Imperial embroiders more than 10,000 units per day during peak seasons and offers customers a wide variety of products grouped within six collections – **Branded, Core, I-Technology, Eco-Friendly, Watership By Imperial** and **New Era**. Some of the collection highlights include:

Core Collection – Headlined by the X210, the most well know cap in golf, Imperial’s Core Collection provides value and quality in basic caps. The collection includes numerous chino and twill products, featuring structured and unstructured profiles in adjustable and fitted products. In 2010, Imperial introduced the Oxford Prep to the Core Collection. Oxford Prep was inspired by the classic Oxford shirt, featuring a unique button down closure.

I-Technology Collection – Imperial was the first company to introduce performance technology to golf headwear. I-Technology products feature properties such as extreme breathability, light weight, moisture management wicking for warm weather, cool weather insulation,

water proofing, quick dry technology and more.

Eco-Friendly Collection – Imperial introduced the first 98% renewable, reusable and recycled collection in the headwear industry. Each piece is light-weight and made from organic, chemical-free, cotton/bamboo charcoal fiber blends or recycled fabrics. Soy based dyes are used to gently color Imperial headwear fabrics and visor liners are constructed from recycled plastic materials. Recycled metal alloy and plastic fittings ensure personalized adjustable fit.

Watership By Imperial Collection – In 2008, the company added Watership By Imperial, a line of classic outdoor styles that optimize weather and sun protection.

The Watership By Imperial Collection includes products made from certified sun blocking fabric, offering UPF50+ protection. Watership is also known for its Wind Performance Hats™, which maintain shape and function in winds over 30 knots.

To learn more about Imperial Headwear and its current collections, visit www.imperialheadwear.com or call 800-950-1916.



From Top: Samples from New Era, Core and Eco-Friendly Collections.

AMF Would Like to Thank Our Friends at IMAVEX



AMF Golf Management would like to thank Imavex for going above and beyond to build our website’s unique new Private Member Network. It is because of extremely dedicated partners such as Imavex that AMF has been able to grow and thrive in a challenging economy.

Imavex’ entire team has proven to be value driven and very responsive to all of AMF’s needs. We look forward to continuing to work with Imavex for many years to come and we hope you will consider Imavex for all of your website and internet marketing needs.

www.imavex.com

AMF MEMBER MILESTONES

AMF Congratulates our Members Who Recently Took on New Head Golf Professional Positions Including:

Scott Barnaby – Forsgate Country Club, Monroe, NJ

Wade Foreman – Firethorn Golf Club, Lincoln, NE

Trevor Fox – The Club at Black Rock, Coeur d'Alene, ID



Scott Barnaby



Wade Foreman

Jeff Perdew –

Chicago Highlands Club, Westchester, IL

Donnie Stutts – The Neuse Club, Clayton, NC

Bender and Anderson Featured on CBS Sports Special: A Passion for Golf: PGA Professionals and You

On Sunday, May 2, from 1:00 to 2:00 p.m. E.D.T. CBS Sports will air "A Passion for Golf: PGA Professionals and You," a personalized in-depth study of several PGA Professionals and their



Cheryl Anderson and Mike Bender on PGA Special telecast.

mentoring of juniors, adults and tour professionals. AMF Instructor Division members **Mike Bender** and **Cheryl Anderson** will be featured on the telecast. The cameras followed the featured instructors for days in a rare 24/7 look behind the scenes of a top instructor's workplace.

AMF Welcomes Golf Trip Genius

GolfTripGenius.com was founded on the idea that sophisticated yet easy-to-use software could make great golf trips even better.



Company founder Mike Zisman has built a small global team to transform this vision into reality. AMF is pleased to partner with this innovative young company. We believe GolfTripGenius and its web-based tools will deliver high value to AMF professionals, golf trippers, resort coordinators and tour operators.

Whether it's 12 travelers off to Scotland, 16 headed for Scottsdale or two foursomes on a Myrtle Beach getaway, GolfTripGenius promises "a fast and flawless way of organizing your foursomes, designing and tracking your tournaments, managing group expenses, providing messaging among players and destination/tour operator contacts, and viewing all your trip logistics."

AMF members are invited to give the services of Golf-TripGenius a try. The company welcomes your feedback and suggestions.



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