

SOLUTIONS

www.amfgolfmgt.com

New AMF Business Template Helps Instructors Illustrate Their Value in Concrete Ways

Budgets are being trimmed, positions are being eliminated and clubs are struggling to keep memberships full. When it comes to retaining members and instilling a passion for the game, there are few tools more effective than formal instruction programs.

But it often happens that tightened budgets cause instruction programs to be trimmed or turned over to less experienced teachers. AMF realizes that a vibrant, well-managed instruction program led by talented professionals is at the core of a successful club. Knowing this, we want to make sure all AMF members are able to document their abilities and accomplishments to your management team. It's a proven way to protect your positions while continuing to grow the game.

AMF is pleased to now offer a suite of templates that will make it easier than ever for our Instructor Division members to accurately evaluate the value they provide to their membership and facility. These templates allow you to clearly show the primary areas in which you bring value to your facility:

- Quantitative golf program benefits.
- Direct and indirect economic benefits from the instructor to the facility.

Start by completing the **AMF Director of Instruction Job Description template**. This will accurately define your position and evaluate your performance in numerous areas including member relations, fiscal responsibility, instructional programming, communications and continuing education.

Next, complete the **AMF Instructor Action Plan template** in which you are able to explain in clear detail the qualitative benefits created by your instructional program. This form shows how to document all of your programs and their participation levels, new programs initiated and member satisfaction.

Finally, we've just added an **AMF Instructor Economic Impact Calculator** that will guide you through documenting all of the direct economic benefits you provide to your facility. This calculator includes everything from percentage of lessons paid to the facility, to equipment sold, to memberships purchased by your students, along with many more categories that reveal all the areas where you drive revenues.

By utilizing all three templates, you will be fully prepared to document your value and build a better working relationship with your management team. Now is the perfect time to complete these forms and present them to your management. Also, look for AMF CEO Bob Mulcahy's discussion on this topic now in the video archives on the website.



Instruction can deliver great facility benefits.

INSIDE THIS ISSUE

PAGE 2

AMF Readies for PGA Show and Provides Orlando Hotel Deals

PAGE 3

What I'm Hearing...Compensation Trends

PAGE 4

Member Groups Added to Website

PAGE 5

2010 Golf Professional Summit Highlights from Chicago

PAGE 7

What I've Learned...Stan Utley

PAGE 9

Merchandising: Lisa Langas on Managing Your Shop's Profitability

PAGE 12

2010 Instructor Summit Highlights from Dallas

PAGE 14

Sponsor Spotlight: Nuun

PAGE 16

Milestones: Top 40 Under 40

PGA SHOW PREVIEW

PGA Show Sneak Preview: The AMF Clubhouse

For AMF to top last year's presence and accomplishments at the PGA Merchandise Show, the obvious challenge was to offer an upgraded meeting area and activity center. In appreciation for the excellent member participation in our 2010 presentations, the company has done just that. At the 2011 show, a smartly designed and well situated AMF Clubhouse will serve as our members' base of operations.

On behalf of all of our AMF members, we want to thank Reed Exhibitions for helping facilitate what promises to be an ideal show facility. As the schematic image at right shows, the AMF Clubhouse is laid out to provide a comfortable and flexible space for meetings, presentations and relaxation between your appointments.

Best of all, the AMF Clubhouse at the Orlando show is located conveniently on the main level of the convention center right off the Apparel Hall, rather than on the first sub-level, as it was last year.

This easy-access Clubhouse is just part of the member-service offerings you'll receive as an AMF attendee at the show. Other benefits include:

- Dedicated AMF bus for Demo Day (pickup at OCCC is at 11:15 a.m.)
- Lunch service all week



The AMF Clubhouse will offer you a convenient place for meeting or relaxing during the show.

- Networking areas
- Support of the facility and services by AMF Partners

When you go to register this year, take advantage of one-stop check-in and reservation services via the PGA Show function on your member-only AMF website. You'll see a drop-down menu that will walk you through the process.

Lodging options offered to you via AMF registration include (with per-night rates):

- La Quinta Inn (\$95)
- Hampton Inn Convention Center (\$125)
- The Peabody Hotel (\$265)

AMF's Platinum Corporate Partners

ANNIKA
GUTTER&BUCK®

flexor
The Revolution
in Swing Performance

GOLF TRIP
GENIUS
COM


GREG NORMAN


IMAVEX

Imperial
SINCE 1916

MIZUNO

nuun


PETER
MILLAR

POLO
GOLF
RALPH LAUREN

Pukka
HEADWEAR

STYX
CAPITAL


sunice
SCIENCE_STYLE

TaylorMade

TRACKMAN


USchedule
click. choose. confirm.

WHAT I'M HEARING...

Emerging Head Professional Compensation Trends

By Bob Mulcahy, AMF Golf Management CEO

During the month of October AMF conducted its annual Head Golf Professional compensation survey. This valuable study represents data from 200-plus members. Upon examination of the initial results some interesting trends emerge. Our information is collected confidentially and to my view it represents some of the most accurate and relevant information for our segment of the marketplace.

Over the past three years our industry has been reinventing itself and we have all learned ways to retool our operations for success.

This was clearly evident from the exchange of ideas and information that occurred at the two AMF Summits conducted in the last month. There is no question that AMF members are striving to be the best and are determined to prevail in these difficult times.

At the forefront of our concern is ensuring that we can maintain the quality level of the better jobs in our industry. As Bob Mauragas eloquently stated at the Head Professional Summit, our industry is facing a tremendous oversupply of Golf Professionals for the positions available. In the business world this generally translates to a substantial decrease in compensation. It is certainly a concern shared by all of us.

Armed with fresh data, I felt it was time to roll up the sleeves and sift through the numbers in search of any substantive trends. The chart above compares information collected by AMF in 2008 and 2010. It is categorized by each major compensation element and also by years of experience for the Head Golf Professional/Director of Golf.

General Trends Emerging:

Salaries are increasing, which indicates that our members are successfully illustrating their value and have been leaders within their clubs through these trying times.

Educational Allowances have risen across the board and that seems to mean that the clubs realize they need to invest in the education of their leaders. This also speaks to job stability and the fact that the clubs want you there long-term.

Golf Shop income has risen for a majority and is still off considerably for others. During the Summit I heard many attendees talking about the improvement in their golf shop business in 2010. Most attributed this to consolidating vendors and thinking outside the box to generate new ideas.

The Performance Bonus results are very interesting because they seem to cut both ways. It appears that younger Professionals have received less bonus pay which is probably a reflection of the overall health of the club. By contrast, for the veteran Golf Professionals this number is up substantially. After digging deeper and talking to a range of members, it appears they were given

YEARS OF EXPERIENCE	Under 5	5 -10	11 to 20	Over 20
Total Compensation	18%	-6%	-2%	-14%
Salary	12%	2%	7%	22%
Golf Shop Income	20%	25%	-1%	-34%
Instruction	10%	-3%	2%	-25%
Performance Bonus	-50%	-40%	-10%	75%
Education Allowance	20%	80%	75%	50%

new opportunities to earn back the lost revenues from decreased play through increased performance in other areas of the golf operation.

What This Means for Golf Professionals:

We must start looking ahead and learn from the past, the economy is changing but at a much slower pace than expected. So benchmark your operation and strive to improve each year.

Negotiating financial compensation improvements is going to be more difficult, so focus on receiving more long-term benefits. These would include more time off in the shoulder seasons, an increased severance package, or a greater bonus structure.

A Couple of Takeaways:

- Be pro-active and realistic.
- Utilize the resources we can provide for you.

AMF NEW MEMBER BENEFIT

Collaborate, Learn and Network with Website Groups

AMF is constantly developing new ideas that will provide our members with the best opportunities to learn, share information, and network with their peers. Over the years the AMF website has become the ultimate tool to obtain all of those features. Our most innovative addition—just completed and launched—incorporates several different tools into one single program.

Every day we receive phone calls from AMF members with questions about how others are handling certain situations. The topics are widely varied, including course conditions, junior golf, tournament operations, merchandising, etc. We saw a need for members to be able to create a discussion group but at the same time have the ability to share photos, videos, documents, and external links.

The ability to start or join a discussion group and review a variety of multimedia tools provides all AMF members with a valuable resource. A key feature to this program is the option to invite members to join your group. The process is simple and the invited member gets an email notice sent to them directly from the website. This allows you to target certain members that you know would provide valuable insight into your particular issue or topic of interest.

As an example, most of the country suffered dramatic weather conditions during the summer that significantly affected golf courses. Some clubs were affected more than others but ultimately the Golf Professional was responsible for researching ways to improve course conditions. With the new Groups / Discussion Board program you now have the ability to create a group and invite particular AMF members that you know have been affected by this particular issue. From there you can formulate a dialogue and share ideas by uploading photos and documents to obtain solutions that have worked for other clubs. This tool can be important not only to the AMF member but also the professional staff,

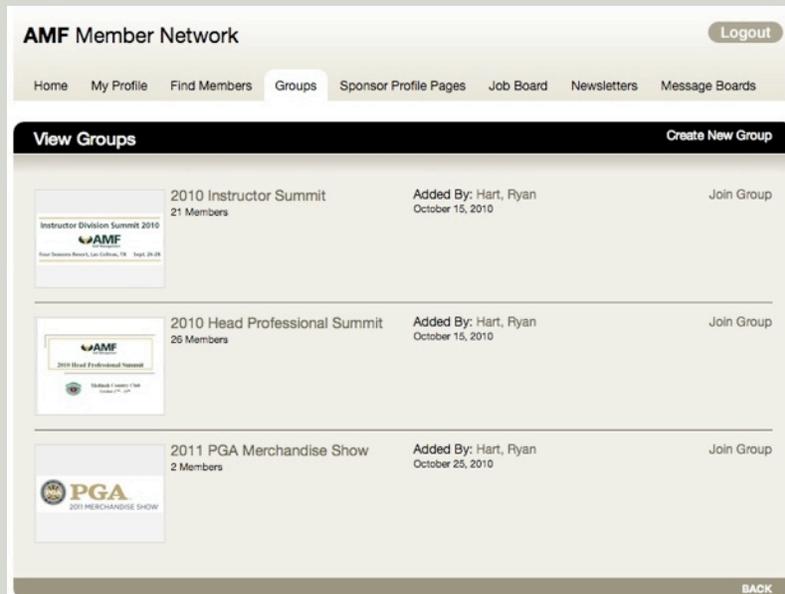


The Head Professional Summit group includes downloadable leave-behinds.

superintendent, and club leaders.

From a networking standpoint there is nothing in the marketplace quite like this program. Your profile page is incorporated into the discussion board, allowing others to review your materials. This will give everyone the opportunity to put a face with the name, and see at a glance the posting member's club name and location.

AMF was built on the promise to develop services that will help Golf Professionals increase their value. The Group program allows you to share information with other successful Golf Professionals with the intent of advancing your career and adding value to your respective club. Interactive programs like this one certainly provide you the platform to surround yourself with other Golf Professionals who are willing to share information and exchange ideas—there's no doubt this will be an important resource to add value for you and your club.



The new Groups section allows member interaction on any industry topic.

AMF HEAD PROFESSIONAL SUMMIT

Budgeting and Instruction Highlight 2010 Summit

Managing any type of operation involves putting out fires. There are also times you need to light a fire, to get things moving. All the while defining your personal value, so as to not get fired.

Head golf professionals in the top-echelon jobs have become proactive and open to new ideas on all those fronts. To understand that clearly, one only had to witness the lively and in-depth proceedings of the AMF Head Professional Summit last month. Gathering at the prestigious Medinah Country Club outside Chicago, an attendee group numbering approximately 80 brought great energy to the give-and-take process. Their engagement in the three-day agenda was abetted by the diversity of the material being presented and by format changes that gave a fresh feeling to the sessions.

The mood of the summit was one of rolled-up-shirtsleeves, as directors of golf and head professionals



Todd Anderson (left photo) and Randy Meyers explained how they evaluate golfers at Sea Island Learning Center

listened, posed questions and offered comments marked by a willingness to apply the concepts being presented to their day-to-day club operations. It is clear now, both to PGA professionals and to officers of the clubs they serve, that a common challenge of energizing club life and delivering value to dues-payers is the order of the day. An hour-long panel discussion featuring three presidents of Chicago-area clubs spoke to that shared mission and stirred up a thoughtful exchange of viewpoints and creative ideas.

Against a backdrop of our still-sputtering economy, speaker Bob Mauragas walked his audience through the vital and timely topic of maximizing return on every dollar spent in a golf program. In any cost-containment effort, there are always false-economy measures that go along with the effective budget-saving work. Mauragas drew on his rich experience as vice president of golf opera-



Nearly 80 AMF members from across North America convened at Medinah C.C. near Chicago for the 2010 Summit.

AMF HEAD PROFESSIONAL SUMMIT

tions at the landmark resort community, Reynolds Plantation, to point out the differences and suggest techniques that rein in spending without negatively impacting the golf experience. Making the right cuts and defending budget decisions successfully was his theme, and full details of what Mauragas shared are available in his Powerpoint summary, which is posted on the AMF member website.

One difficulty for any golf director teaming with club leadership to fine-tune the operation is the temporary nature of office-holding by presidents and boards at just about every facility. While over the years golf professionals have thrown up their hands in frustration at this pitfall, today's environment has too little margin of error to permit that response.

That was the theme voiced by Medinah host professional Mike Scully in his Monday morning colloquy with AMF chief executive Bob Mulcahy. This pairing took the stage for a conversational recap of Scully's recent operational makeover, which took place on the double and with no advance notice this past spring—after a full operational plan for 2010 had been submitted the prior autumn and seemingly received the OK. Putting out fires, indeed.

Teaching the game of golf, an activity head professionals have either turned from voluntarily or been forced to curtail, is being looked at in a new light thanks to changing market conditions and new technologies. Todd Anderson, the PGA of America 2010 National Teacher of the Year, gave a presentation representing the new upside to teaching. Joined by colleague Randy Myers, the Sea Island Golf Learning Center director explained the necessity of performing almost physician-like assessments of a student's build, muscle strength and flexibility. Without this step, said Anderson, well-known positions and moves that come from the pro-swing textbook should never be automatically prescribed.

Using consultants who come part-time to your club bringing physical therapy expertise is now a recommended element of any top teaching program, a point that many summit attendees confirmed and offered tips about incorporating.



Bob Mauragas detailed the keys to defending a golf operations budget to your board in this economy.



The annual AMF Pro-Pro Championship was held on Medinah #1 during the Golf Professional Summit this past month and **Jimmy Logue** of Springfield CC, Springfield, OH and **Andy Montgomery** of Kinsale Golf & Fitness Club, Powell, OH (top photo) finished runners-up while **Matt Freitag** and **Vince Pulizzano** both of Hamilton Farm GC, Gladstone, NJ were victorious. **Brian Dwyer**, First Assistant at Medinah presented the awards.

Member Q&A: “What I’ve Learned...”

Stan Utley, Grayhawk Golf Club

Interview by AMF member Paul Ramee



AMF Member Stan Utley teaches at Grayhawk Golf Club in Scottsdale, Arizona.

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

For a guy who is so closely associated with the short game, you’ve traveled a long road in the game of golf. Can you give us the highlights?

I was born in Thayer, Missouri, a small town of 3,500 people with no golf course. My primary sport through grade school and high school was basketball. When I was 12 we moved to the town of West Plains, which had a golf course and in retrospect that is where I was put in touch with the people who taught me the raw fundamentals of grip and stance. They seemed to come naturally to me and I loved the game.

I rose to the top as a local player and started to compete outside the area. At age 14, I finished second in the State Junior championship. I was fortunate to continue developing through high school and received a golf scholarship to the University of Missouri.

When I was 13 I got my biggest break. I met a man by the name of Ken Lanning who owned a real estate company and was a great amateur player in Missouri.

He loved helping junior golfers. When he realized I was more serious, he told my parents “I’ll help Stan anytime he wants.” Ken taught me the fundamentals I still use, teach and write about.

Ken sent me to see another one of his friends by the name of Jim Parkins, who was considered one of the best wedge players in Missouri. At around age 20 I was also exposed to Jim Tom from St. Louis, who had a stellar amateur career and played in national amateur tournaments. He taught me the technical elements of the stroke that I teach today.

At the University of Missouri, I ended up in a nice college program, with a good schedule and I was able to make the team immediately. If I had attended one of the very top schools, I never could have made the team as a freshman. I ended up being second-team All-American in my junior and senior years.

After college I tried to make it onto the PGA Tour. A friend of a friend of my fathers offered to sponsor me, which was quite a break. This allowed me to make better decisions because they were not predicated on money.

I missed tour school in 1984-86. In 1986, I lipped out a 30 foot putt on the last hole to fall short of a PGA Tour card by one stroke. I missed at tour school 15 times, but in 1989, playing on a sponsor’s exemption I won the Chattanooga Classic. That gave me tour privileges and I remained exempt through 1992. I also finished third on the Nike Tour money list which gave me PGA Tour privileges in 1994..

What do you miss the most about tour life?

As a player, I loved that pursuit of a better and better game. I built in myself the belief system that I could get it done. From time to time that still stirs in me now and the feeling that I always knew I could improve. Ironically, this is the best my ball-striking has ever been. Right now I have a job that I love and I turn 49 in January. So, I would love to play in a few Champions Tour events each year once I turn 50 to see how my game stacks up. I don’t intend for my play to interrupt my teaching career.

How does having a background on tour make it easier to become a good teacher?

David Cook, a sports psychologist I worked with when I was on tour, helped me develop a strategy for discovering who I am and how am I at my best. We realized that I was at my best when I was encouraging other players. So, I used to teach on purpose and in return it made me a better player. When I helped others I felt better about who I was.

Then I started to charge people. Having a fee involved added pressure. I would teach in the Columbia, Missouri area and also coach players on the Nationwide Tour. When I started to charge a fee more people started to approach me and ask me to work with them. Before I started to charge, people were afraid to ask for help out of respect for the fact I was competing.

What happened to me you could never plan. When I started teaching Jay Haas, it put me into a different level and Jay’s success drew more players to me.

When did you realize you had a talent for teaching?

I was teaching at Perchy Creek driving range which is owned by Rich Poe, my college golf coach. One day I demanded from one of my students that he hold the club correctly and stand correctly. Now he had taken lots of lessons and he told me, “no one has ever asked me to do this.” At that moment I realized if I could get people to hold it and stand correctly it put me into a pretty good league.

What is most satisfying about being a full-time teacher?

(continued on p. 8)

“I was at my best when I was encouraging other players. So, I used to teach on purpose and in return it made me a better player. When I helped others I felt better about who I was.”

– Stan Utley

(continued from p. 7)

Aside from the ridiculous grin on the student's face, the best part is that expectation of good swings and great ball flight. I'll be teaching two or three buddies at a given period. The friend that I just worked with will be getting ready to hit, and it will be obvious how certain he is that the next shot is really going to be good. Even better is when I look at his buddies and see the look in their eyes that says they know he is going to strike a great shot.

Who has helped you become the teacher you are?

Well, Ken Lanning would be the first, his teaching is really at the core of who I am as a teacher. Second, Rob Akins has been a big help, he has incredible passion and is the ultimate coach and motivator. One night, I asked Rob what was the first thing you look at when you give a lesson. He told me it was that particular player's psych-out shot. Rob's question is: "What shot is the player's subconscious mind most afraid of hitting?" When we discussed what it was for me, I said it was my duck-hook. He then told me, "You only hit the duck hook when there is trouble on the right side." We then went to work on fixing the shot to the right and the hook went away.

Finally, I got to know Jim Hardy well, I was working with Peter Jacobsen on his short game and Jim was working with him on his long game. Peter did a little matchmaking. He told me if I would teach Jim how to putt, Jim would help me with my ball-striking. Jim and I met and began to discuss the golf swing. He told me there were two types of players, those that generate speed with their body pivot and those that generate speed with their arm swing. He pointed out that the rules are not the same for both. I also learned that I was in between the two and could do either one and with Jim's help I learned to use a one-plane swing.

How do you typically structure your lesson time?

My typical lesson runs three hours during which we cover the entire short game. We putt, chip, pitch, hit bunker shots, hit full wedges. We then circle back and review what we did earlier. You would be surprised how much sinks in the second time around that did not click the first time. All the parts are connected and by going over it twice all the parts complement each other.

Explain the different facets of your teaching business.

My business is broken up into four different categories, the first is the private instruction I do at Grayhawk Golf Club. The second is the work I do on tour, the third is my one-day school program at private clubs, and the fourth is the corporate work I do through the relationships I have developed. Rounding it all out is the writing I do for Golf Digest and my book writing.

You made a rather quick ascent to the Golf Digest 50 Greatest Teachers list. What do you attribute that rise to?

I understand the politics of the process, I understand how important the tour player recognition is and since I was teaching mainly tour players at the time it is not that surprising to me that I moved up the list as fast as I did. Now, if it was based on overall teaching experience, it may not have happened that way.

When you were on Tour, did you work much with teachers?



Stan Utley discusses how he teaches putting at this year's AMF Instructor Summit.

I've never been without a teacher I could trust. In college, it was Mr. Lanning, after him I worked with a gentleman by the name of Craig Harrison who came to my club in Missouri. I worked with Fred Griffin at Grand Cypress, with great success. I had my best year on Tour in 1993, while working with Fred. Since then, I have worked with Rob Akins and am currently with Jim Hardy.

One of the biggest hiccups in my career was not working with Mike Adams earlier. Mike and I have become friends the past few years and I'm pretty sure that if I had worked with Mike early in my career the outcome could have been a lot different.

Stan, you won in your rookie year on tour. As you look back, did you think things would turn out differently?

I would not want to change a thing. I am very pleased with where I am now. However, one thing that would have changed the outcome would have been if I had spent more time chipping and putting while I was competing. I should have never tried to change my golf swing when I was on Tour. I got so focused on chasing a better swing and adding driving distance that I got distracted from keeping my short game at its peak. All Tour players are always pursuing changes to get better, but chasing constant improvement in a weak area can backfire by keeping you from maintaining what you already have.

MERCHANDISING: PRECISION RETAILING

Managing Profitability from the Ground Up

By Lisa Langas

Success for a golf retail operation can be defined in multiple ways.

- The dollar volume of your shop sales may be impressively high
- Your ability to pick new vendors and guess right on product trends may be remarkable
- Customers may rave about your personal service and spot-on special-ordering.

These achievements all bode well, but the ultimate measure of success is profitability. The bottom line is, if you didn't have a golf course, would your retail business be viable? Are you and your staff working diligently year to year, month to month and day to day to maximize net return on the investment?

As the manager of the shop or head golf professional, it is your job to provide all personnel with the requisite knowledge and skills to participate successfully in the retail operations.

Cultivating Entrepreneurs

An effective way to accomplish this goal is to assign specific categories to each golf shop staff member, to run as their own business. Your shop can be divided into four main categories consisting of men's apparel, women's apparel, equipment, and miscellaneous hard goods.

Initially, you should partner with each "category manager" to give them their financial and visual plans for the season. In addition, tutor them as needed on the retail terms and calculations you will be using in your monthly review of each product category.

Every month, schedule a review meeting. Require each staffer to provide a summary of their category's financial performance. They should also summarize customer comments and feedback, report on what new products are coming in, then outline their goals for the next month.

The team will begin to notice trends between the categories that they can build upon. Working in their separate silos, they will soon learn to share



ideas about how to improve the shop's overall performance.

Each member of your team can develop a financially successful retail business by following simple procedures for controlling inventory and maximizing profits. It is critical for you, in partnership with them, to analyze financial performance every month. Review the unit sales, dollar volume, inventory levels, cost of sales, and gross margin.

Category and Class

In order to understand the overall business, each category must look at this information by classification and vendor. Start with a detailed sales report showing units sold, retail sales, sales at cost, markdowns, and gross margin by classification.

Set up a simple spreadsheet that will provide several key calculations: Each classification's percentage of total retail sales, average retail and wholesale price, as well as gross margin per classification.

Going to this level of detail will answer many key questions. For example, if you are not meeting total retail sales objectives, what classifications or categories are underperforming? Is your average retail price too high for your customer? Why is the gross margin lower than planned? Is it because you are selling more hard goods that have a lower initial markup than soft goods has?

Equally as important are your monthly inventory levels by category. Each category manager needs to enter their inventory levels by classification each month into a spreadsheet and calculate the percentage of inventory to your total inventory, allowing you and your

category 'business manager' to compare the classification's percentage of sales to the percentage of inventory. To maximize this ratio, there should be no more than five percentage points in variance.

Imagine that your April sales report showed men's shirts retail sales making up 25 per cent of the total shop sales, while men's shirts inventory was 38 per cent of the total store inventory. Retail best-



Create category managers on your staff and hold each accountable for their section's performance.

practices say you've got too much inventory for the sales trend. A decision needs to be made about how to increase sales and reduce inventory.

If this analysis is not done monthly, inventory levels will continue to grow as new merchandise is received, creating the need to take deep markdowns at the end of the season. It is critical that your team recognize missed sales goals and become familiar with the steps needed to take to turn their business around in season.

Your category managers can use this same methodology to track performance by vendor. They should print out a vendor sales report and enter by vendor the same information they have entered into sales and inventory spreadsheets. If a brand or vendor is performing poorly, you can cancel outstanding orders and re-order product from vendors that are performing to your sales and profit expectations. Additionally, this is critical information to have when you are working with vendors to place next year's orders and show them how their products sold in your golf shop.

Each month as you review your financial performance, you should also be evaluating whether your results are due to meeting (or not meeting) your customers' needs and expectations. Are you providing the products they want to purchase, at the price they are willing to pay? In order to do this, you must first know who your customers are and what products they are looking to purchase for their golfing needs.

The best way to understand your customer is to track their purchases in your golf shop. Separate this list into thirds.

You will find your top one-third are customers who generally purchase the majority of their golf products from you. This group can account for up to 80 percent of your business! You have their loyalty and you want to make sure you are stocking your shop with the products that they are purchasing, as well as notifying them of new product coming in that they may be interested in purchasing.

The middle third are customers who purchase their golf products from you about 50 percent of the time. If you have what they want at a price they think is reasonable, they will buy from you. This is your target market group. Set a goal of converting them into loyal customers—that's a reliable way to grow retail sales and improve profits.

You should carefully evaluate what products these middle-third people are purchasing in terms of brand, price, and style so that you can ensure at least 40 percent of your product as



Visual merchandising with proper product category rotations keeps the shop fresh all year long.

sortment is meeting this target group of customers. To capture even more sales from this group, be sure to notice what golf products they are using or wearing if they did not purchase from your shop.

The bottom third are typically your most frequent golfers who rarely purchase even a sleeve of golf balls from you. This is a very difficult group to motivate to purchase, but should not be ignored. Review what products they are purchasing and at what price points. You will want to ensure you have a minimum level of your inventory assortment allocated to meet their needs.

This list needs to be shared with your category managers so that they can identify their top, middle, and bottom third customers. This will allow them and you to be more precise in merchandise selection, pricing, and customer service.

Motivate Purchases with Visual Merchandising

Equally important for each of your category managers to understand is the importance of visual merchandising. In order to motivate customers to buy, they must not only provide the products that meet their customers' needs, but also display them to visually attract them into the golf shop to shop—not simply to check in for their round! It is imperative to understand how to maximize the return of your selling space. Start with a simple layout of your floor plan. Note how traffic flows through the shop, and label where your departments are currently set. Identify “hot zones” – areas where inventory always sells quickly, and “cold zones” – areas where you cannot give the merchandise away. Ask your staff for their feedback about merchandise layout in the selling space.

Use this master floor plan to pre-plan where each category manager will display new merchandise each month. Combine each category manager's information to create a master monthly floor layout showing where new product will be merchandised by fixture, where sales and promotions will be displayed, and the signage to be used to communicate information to your customer. On a quarterly basis use this floor plan to

move departments and fixtures. The goal in using a floor plan is to keep rotating merchandise throughout the golf shop, thus creating a fresh look.

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

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

AMF 2010 INSTRUCTOR SUMMIT

World-Class Presenters Offer Fresh Ideas on Teaching

They say everything is bigger in Texas and AMF's Instructor Summit at the spectacular Four Seasons Resort in Dallas did not disappoint. More than 150 people attended the three-day event and had the chance to hear and discuss a lot of big, fresh ideas for teaching and coaching the game and growing their businesses.

The 2010 summit kicked off Sunday with the first-ever Instructor Summit Demo Day featuring 15 vendor companies. Members spent the afternoon testing new training aids, software programs and teaching and clubfitting technologies.

The first day of presentations began with our host professional Rod Cook and Dr. Troy Van Beizen up on stage. They discussed the fact that U.S. doctors receive more than 25 million visits each year due to golf-related injuries. Cook and Van Beizen talked about ways that instructors can work with medical personnel to better address potential injury situations and help speed up the rehab process



More than 150 people attended the third annual AMF Instructor Division Summit in Dallas in September.

when an injury occurs. With the industry needing to keep as many golfers in the game as possible, this is a timely topic. The presentation is already posted to the AMF member website for viewing by all members. The rest of the summit presentations will be added in the coming weeks.

The first morning also included AMF's CEO Bob Mulcahy on the topic of Explaining Your Value and Protecting Your Position. During this segment Bob debuted AMF's new Instructor Economic Impact Calculator. It's a tool that allows members to assess more accurately the ways they add value to their facilities.

Next up was Dr. Gio Valiente, mental coach to seven different winners on the PGA and Nationwide Tours over the past year. Dr. Valiente talked about how he works to help the student separate the ego from the task. He described many tour-pro examples of what creates sharp mental focus and explained some of the ways he helps students raise their tolerance for mistakes so they can learn to play fearless golf.

Chuck Cook, ranked one of the Top 5 Greatest Teachers in America by Golf Digest,



The final day included presentations from (left to right) Chuck Cook, Mark Sweeney and Stan Utley.

AMF 2010 INSTRUCTOR SUMMIT



Rick Jensen discussed differences between teaching and coaching.

carried the afternoon session on Day 1 talking about how he grew as a teacher and as a businessman during his career. Cook explained how he was able to build on local success, to gain regional credibility and how that created the opportunity to teach the game's best players—including four U.S. Open Champions. Known as a teacher who never stopped learning, he talked about how he has always searched out the latest information to guide his career.

The final day featured a trio of the hottest teachers and thinkers in the game today—Dr. Rick Jensen, Mark Sweeney and Stan Utley.

Dr. Jensen kicked off the day by giving everyone a copy of his new book. Titled: "Easier Said Than Done: The Undeniable, Tour-Tested Truths You Must Know (and Apply) to Finally Play to Your Potential on the Golf Course," it's a paradigm-shifter. The book, and Rick's discussion, centered on moving away from the typical series of one-hour driving range lessons. In its place should be a coaching model that is driven by each player's individual needs for lowering their scores and a coaching plan. That plan must incorporate improved fitness, mental focus, on-course decision-making, motor skill training and accurate measurement of performance.

Jensen criticized the decades-old practices that don't address how the body and mind should train a motor skill. He told AMF members in attendance to take the lead in moving the industry to a better training and coaching model that will deliver faster im-

provement.

Mark Sweeney, creator of the AimPoint Technology for greenreading that is used on Golf Channel's PGA Tour telecasts, brought putting into the Summit spotlight. He spoke about his long years of research into the most accurate way to read greens. His research, which has been turned into a certification course, earned a lot of buzz during the summit. Sweeney explained how every green has a

drainage pattern that creates a clock face that allows anyone to accurately gauge break from any ball position to any hole position. Sweeney explained the theory indoors then, after lunch, explained the practical side on the Four Seasons practice green.

Continuing our putting theme, the summit concluded with Stan Utley, ranked among the Top 10 Greatest Teachers in America by Golf Digest. Utley described how he teaches putting to his Tour player students and the amateurs who visit him. For nearly two

hours Utley, famous for having one of the best short games ever seen on the PGA Tour, answered dozens of questions and demonstrated his technique for making more putts.



Rod Cook and Dr. Troy Van Beizen on Day 1.



The Training Aid and Teaching Technology Demo Day included 15 companies on Sunday.

AMF SPONSOR SPOTLIGHT: NUUN ELECTROLYTE REPLACEMENT TABS

Proper Hydration is Key to Lower Scores

Fitness has never been as important to golfers and the golf industry as it is today. A vital, and frequently overlooked, component of fitness is hydration. Proper hydration means your system has an adequate amount of water and is replenishing necessary electrolytes. Without an appropriate balance of water and electrolytes, mild to severe side effects will appear, compromising a golfer's wellness and his ability to score.



NUUN is an optimally balanced, lightly flavored, sugarless electrolyte tablet. Adding NUUN to a 16-ounce bottle of water helps golfers maintain proper electrolyte/water balance. It's a simple, reliable way to avoid troublesome side effects such as feelings of lethargy, muscle cramps and the concentration lapses that cost strokes. To repeat, NUUN does not contain sugar or sugar additives, which can increase jitters and "yips."

"I recommend NUUN to all the golfers I train. Proper electrolyte balance ensures peak performance and safety," says Randy Myers, Director of Fitness, Sea Island Resorts.

Impacts of Dehydration

It's common for golf to be played under hot and humid conditions. It's also common for golfers to consume diuretics such as alcohol and caffeine before and during their round. Dehydration in golfers occurs primarily in two ways:

1.) Water loss through sweat – water loss, or dehydration, causes your heart to work harder due to decreased blood volume. The result is an increase in core body temperature that compromises endurance. Blood is traveling to your skin to cool you off, leaving less oxygen available for your heart, lungs, muscles and internal organs. Golfers will feel these effects with as little as a 2 % drop in body weight from dehydration due to sweating.

2.) Electrolyte depletion through sweating – in simple terms, electrolytes are the salty taste of your sweat. As you sweat you deplete your electrolytes. The body is unable to keep a reserve supply of electrolytes. The only option when they're depleted is to consume more. Electrolytes are essential for conducting electrical impulses that your nerves and muscles must receive in order to keep your vital functions working. Electrolyte depletion causes an inability to focus, lethargy and muscle cramps.

Isn't Water Enough?

Simply speaking, water is not enough (neither is beer – even light beer). If golfers consume only water they risk a condition called hyponatremia. This

happens when the body loses salts and fluids through sweat and replaces only the fluids (water) without replacing electrolytes. Hyponatremia, or low blood sodium, is a dangerous electrolyte imbalance. The only way to alleviate this condition is to include electrolytes in the water you drink. Using NUUN electrolyte tabs during a round of golf helps replenish sodium levels and maintain optimal performance and safety. NUUN also adds a light flavor to water that has been proven to increase water consumption by up to 90%. Proper hydration is critical for keeping core body temperature regulated and vital bodily functions working.

A simple way to improve scores and performance is to stay properly hydrated and maintain sufficient electrolyte levels. Using NUUN can help golfers perform at their highest level.

Hydration Tips for Your Best Round

- Arrive Properly Hydrated. Statistics indicate that 75 % of our population is dehydrated at any given time. Be sure to consume at least 16 ounces of water before you tee off. Better yet, drop a NUUN tablet in your water bottle and start off with your electrolytes properly balanced.
- Pay attention to your sweat rate. When it's hot and humid, you can sweat up to 16 ounces per hour. Take control of your sweat rate by monitoring your personal hydration needs. By the time you feel thirsty you are already dehydrated.
- Balance alcohol and caffeine with water and electrolytes. Offsetting a beer, cocktails, or a cup of coffee with 16 ounces of water and NUUN will help keep your hydration properly balanced to keep your core body temperature cool.
- Keep a Tube of NUUN in your Golf Bag. Portable and water-resistant, the NUUN tube is perfect for all weather conditions. Using NUUN plus water, rather than popular sports drinks, will give you proper hydration without empty sugar calories. It's

typical for popular sports drinks to have up to 280 calories per 16 ounces.

NUUN is sugar-free and has only 6 calories per 16 ounces.

- Remember that proper hydration is more than water. Consuming water alone while losing electrolytes in sweat will result in nausea, muscle cramps, lack of concentration and fatigue, virtually ensuring higher scores.

- Optimal water consumption is half your weight in ounces per day - If you're playing golf in high heat and humidity you will be losing your hydration at a higher rate. It is recommended that you replace 1.5 pints of fluid per pound of weight loss due to sweat loss.

For more information visit www.nuun.com. For pro shop sales, contact: Jeff Dean, Director of Sales at jeff@nuun.com or 206.953.2380



Davis Love III and Paul Casey both endorse NUUN.

AMF SPONSOR SPOTLIGHT: MENTAL GOLF WORKSHOP

At AMF's 2009 Instructor Summit, the Golf Data Tech survey uncovered a worrisome finding.



Golfers indicated they would stick with instructors longer, recommend more people to them, and take more lessons if they had stronger relationships with their instructors.

I'm Bobby Foster and I've used personality profiles in my consulting practice for over 20 years. It's helped me understand my clients' communication and problem solving styles. This knowledge makes for far more productive working relationships for them and for me. Profiles have been very important my build a successful and sustainable business.

Six years ago, using my background as a former amateur competitor, teaching professional and college golf coach, I developed a personality profile in golf terminology. My good friend, PGA Tour player Jonathan Byrd, tested our beta version and encouraged me to launch this business.

Our reports are easy to work with and thousands of golfers at all levels have used them effectively by themselves. Now this is where you come in – golfers gain even more benefit when they collaborate with their instructors on how to best use the information in their reports.

The profile is the perfect tool for building emotional connectivity and loyalty with your students. Common sense tells us increased loyalty leads to the following benefits for you –

- Clearer communication and less stress for students and instructors
- Increased student retention
- More lessons per student
- More word-of-mouth referrals
- More and faster game improvement

Special Offer for AMF Instructors

We offer a steeply discounted package to AMF Instructors. Purchase 100 profiles for a one-time pre-payment of \$750 and your price per profile drops to \$7.50 per report, which is 78% below our normal wholesale price of \$35. There is no time limit for using your profiles. At \$7.50 a profile, you can use complimentary profiles to build student loyalty and also for recruiting new students. Target groups like high school teams and provide the coach and team members free profiles and short consultations.

You would be hard pressed to find a more effective way to develop personal relationships with prospective students than by reviewing their profiles with them.

Please go to www.mentalgolfworkshop.com and use AMF to complete your complimentary profile. The process only takes 10 minutes and your profile will come on the screen.

We're easy to work with and can have you set up and ready to go in minutes. We look forward to talking with you.

For more information call Bobby Foster at 800-488-0845.

AMF SPONSOR SPOTLIGHT: THE KURE

From 35th to 1st with **THE KURE**

Training with THE KURE, **Brandt Snedeker** went from 35th to 1st on the PGA Tour in Putts Per Round in 2010. Through 89 rounds, he leads the Tour with an average of 27.97 PPR and is also #1 in Putting Average with a 1.710 average.

"Brandt really worked hard on his putting and it obviously paid off for him this season," said **Mike Shannon**, Snedeker's PGA Teaching Pro and Putting Instructor at Sea Island Golf Learning Center. "Since the season started we've been working on his aim and alignment, two key ingredients to great putting. When I'm not with him at Sea Island he practices with THE KURE. It lets him know immediately if he is having any aim or alignment problems."

THE KURE is the only putting device that allows golfers to practice the four key fundamentals of great putting: aim, alignment, returning the putter face to square at impact and a great rhythm. It helps golfers to pick a spot on the green, aim and make straight and consistent strokes just like the pros.

At the recent AMF Instructor Division Summit in Las Colinas, Texas, attendees got a first-hand look at this amazing portable training device.

"THE KURE is the best putting tool I've used with my students," said AMF Member **Chris Foley**, Director of Golf, The Member's Club at Woodcreek and Wildewood in Columbia, S.C. "Aiming the putter at address is the foundation to creating an efficient putting stroke. Using THE KURE my students can practice on their own and know if they are aiming it perfect every time."

Proud New Sponsor of the AMF



We offer AMF members the best sales program in golf!

- Quick set up & easy to use
- Adjustable aperture to help golfers of all ages
- Works with any style putter - right/left handed
- Portable/lightweight - fits in your bag/briefcase
- Use indoors/out - at home/on the road
- Widely used by Tour Professionals
- Precise, instant feedback
- Results in just minutes!

THE KURE is endorsed by 6-time PGA Tour major champion & CBS golf analyst Sir Nick Faldo.

kureputting.com

888-952-PUTT

AMF MEMBER MILESTONES

AMF Congratulates our Members Who Have Been Named to Golf Digest's New List of the "Top 40 Teachers Under 40" in the Magazine's Current November Issue

Steve Atherton, GolfTEC, Centennial, CO
John Bierkan, Caves Valley GC, Owings Mills, MD
Jason Birnbaum, Alpine CC, Demarest, NJ
Mark Blackburn, Blackburn Golf at Gunter's Landing, Guntersville, AL
Nick Bradley, Nick Bradley Golf, Sunset Beach, NC
Jason Carbone, Baltusrol GC, Springfield, NJ
Tim Cooke, Long Cove Club, Hilton Head Island, SC
Andrew Dawes, Hershey Resorts, Hummelstown, PA
Travis Fulton, Tour Academy, Ponte Vedra Beach, FL
Andy Hilts, GolfTEC, Centennial, CO
Kevin Hinton, Piping Rock Club, Locust Valley, NY
Eric Johnson, Oakmont (PA) CC
Darren May, The Bear's Club, Jupiter, FL
Cameron McCormick, Brook Hollow GC, Dallas, TX
Chris O'Connell, Plane Truth Golf, Frisco, TX
Joe Plecker, Baltimore CC, Timonium, MD
Kevin Rhoads, The Country Club, Chestnut Hill, MA
Jeff Ritter, ASU Karsten G. Cse. Tempe, AZ
Kevin Smeltz, David Leadbetter Golf Academy at ChampionsGate, Orlando, FL
Tom Stickney, Bighorn GC, Palm Desert, CA
Trent Wearner, Trent Wearner Golf Academy, Englewood, CO

Nicole Weller, The Landings Club, Savannah, GA
Joey Wuertemberger, Jim McLean Golf Center, Fort Worth, TX
Jared Zak, Sea Island Golf Learning Center, St. Simons Island, GA

LPGA Annual Awards Include AMF Members

The LPGA Teaching & Club Professional membership has selected its annual section award winners and they include AMF Instructor Division members **Suzanne Noblett**, Midwest Section Teacher of the Year of Fort Wayne, IN and **Patti Butcher**, Midwest Section Professional of the Year of Grand Rapids, MI.

Dobak wins Georgia PGA Horton Smith Award

Brian Dobak, Assistant Golf Professional at Sea Island won the Georgia PGA's 2010 Horton Smith Award for contributions to educating fellow golf professionals.

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 has customized the landing pages for each of our divisions. When you log on to the AMF website, you automatically see the 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.



P.O. Box 1005
Bedminster, NJ 07921
908-234-0021
908-781-6210 Fax

Robert Mulcahy, President and CEO
Steve Archer, Founding Member
Bob Ford, Founding Member
Lorin Anderson, Exec. Director, Instructor Div.
Ryan Hart, Director of Membership Services
Grant Way, Director of Communications

Innovative Solutions for the Golf Industry

Head Professionals Instructors Assistant Professionals Consulting

Copyright ©2010 AMF Golf Management Services, LLC. All rights reserved.