

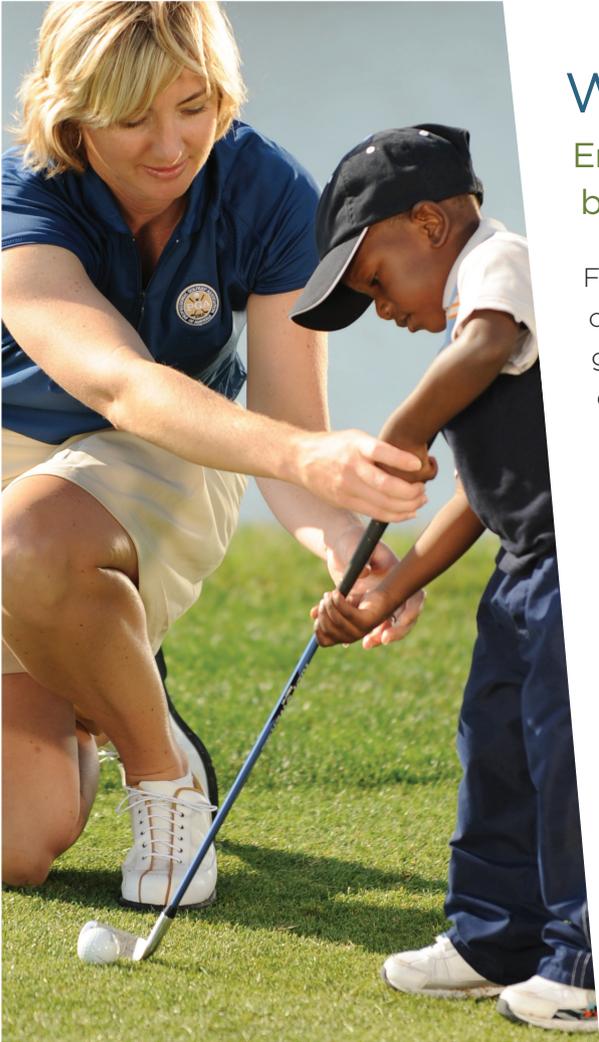
# YOUR PARTNER IN SUCCESS

DISCOVER THE VALUE  
OF A PGA PROFESSIONAL



# PGA™

*"The Experts in the Game and Business of Golf."*



## WHY HIRE A PGA PROFESSIONAL?

Energize your organization with the power of The PGA brand. We're the Experts in the Game and Business of Golf.

For nearly 100 years, PGA Professionals have successfully managed golf operations. They serve as the recognized teachers and leaders of the game. They play it well. They promote it passionately. And they care deeply about its future. The PGA of America's mission has been twofold; to establish and elevate the standards of the profession and grow interest and participation in the game of golf.

As the gold standard in the game and industry, PGA Professionals distinguish themselves as the experts in teaching, growing and serving the great game of golf. To earn the coveted title of PGA Professional and membership into the world's largest working sports organization, he or she must undergo more than 600 hours of training; pass three comprehensive checkpoints; and one of golf's most difficult playing tests.

Facilities that staff PGA members consistently deliver higher golf fee revenue than their counterparts, according to a recent PGA PerformanceTrak™ survey.

Through popular growth of the game initiatives steered by The PGA such as Play Golf America, PGA Professionals drive increased traffic and innovative revenue-generating programs at facilities nationwide.

By continuously acquiring and integrating key skills through lifelong learning and training, PGA Professionals further position themselves as the leaders in a growing and dynamic marketplace. Today's PGA Professionals are building upon their traditional skills of playing and teaching, by becoming frontline managers who generate revenue, while attracting and retaining customers.

By creating and delivering dramatic world-class Championships and exciting and enjoyable golf promotions that are viewed as the best of their class in the the golf industry, The PGA of America elevates

the public's interest in the game, the desire to play more golf and ensures accessibility to the game for everyone, everywhere.

The PGA of America brand represents the very best in golf.

## BEST PRACTICES

The PGA believes strongly in promoting Best Practices among our membership. To support this initiative, we have developed a Best Practice collection and reporting service for PGA Professionals, so that they can share their Best Practices with fellow PGA members, in order to help improve operations, customer service, marketing and player development.

# CAREERLINKS

Finding the perfect PGA Professional for your job is easy.

You can hire the most-qualified and professionally trained individuals in the industry through the PGA Employment Center. Just think of it as your resource for the best people in golf.

CareerLinks is The PGA of America's award-winning complimentary employment referral service that matches employers with qualified PGA Professionals for positions such as:

- General Manager
- Director of Golf
- Head Golf Professional

The Career Links state-of-the-art database can instantaneously identify qualified PGA candidates based on your unique search specifications. The CareerLinks database contains information on more than 16,000 PGA Professionals.

PGA Employment Consultants make the CareerLinks process fast and efficient.

These experienced industry experts assist employers with:

- Developing position descriptions
- Facility needs analysis
- The interview process
- Compensation information

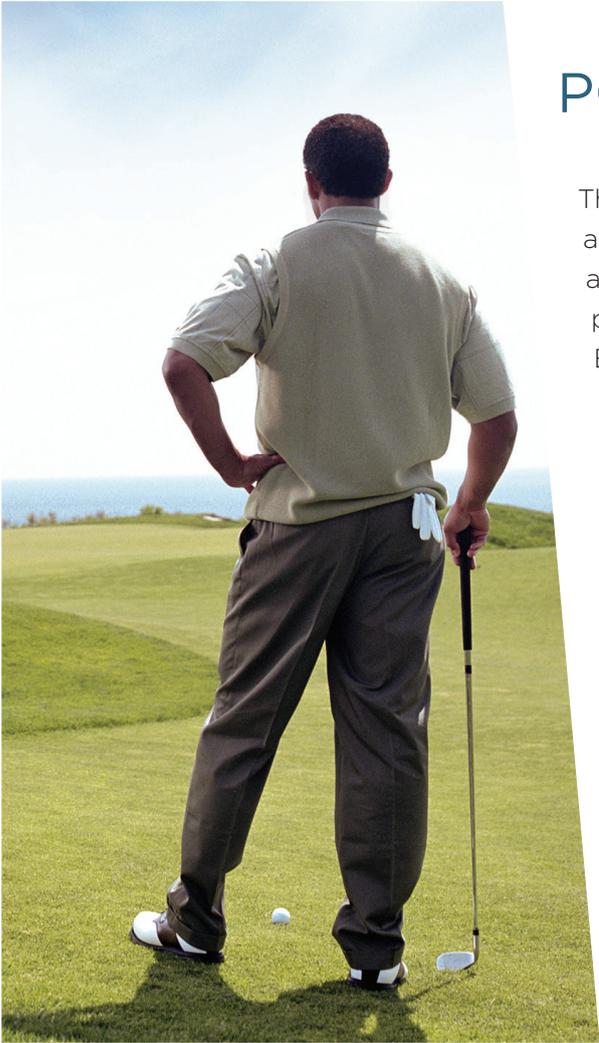
The goal of each Employment Consultant is to simplify the hiring process and help ensure that a mutually successful employment relationship is created.

**To locate the PGA Employment Consultant in your area go to [www.pgalinks.com/consultants](http://www.pgalinks.com/consultants) or call 1-800-314-2713.**

## CareerLinks Step-By-Step Process:

1. Employers contact their regional PGA Employment Consultant for complimentary hiring assistance.
2. The Employment Consultant will contact the current or exiting PGA professional to verify the position vacancy.
3. The Employment Consultant will help you identify the skills and experience that are appropriate for the position.
4. You may adjust the search criteria and geographic search parameters to influence the number of resumes you receive.
5. CareerLinks searches the database and identifies PGA Professionals who meet your search criteria.
6. PGA Professionals meeting the search criteria are then notified electronically about the position, and if interested, they can submit a targeted resume.
7. You notify all applicants regarding the receipt of resumes and the status of the hiring process.
8. You review the resumes, select candidates to interview, and hire the most appropriate applicant.
9. You provide your PGA Employment Consultant with interviewee names, hired candidate name and compensation package.
10. The Employment Consultant follows up with the employer and the CareerLinks hire to review customer satisfaction.





## PGA CareerLinks PLATINUM

The PGA CareerLinks Platinum service offers greater hands-on guidance and assistance to employers, while keeping the search committee involved and focused on making a more informed hiring decision. This fee-based program includes customized hiring guidance and facilitation from PGA Employment Consultants who have utilized their expertise and diverse professional backgrounds and experience to successfully lead employers through the hiring process.

### PGA CareerLinks Platinum provides:

**On-Site Hiring Assistance** – PGA Employment Consultants provide on-site support and direction in developing a hiring plan and timeline.

**Candidate Communications** – PGA CareerLinks handles the receipt of resumes, applicant acknowledgements and job status communications, and then facilitates the notification of finalists for interviews.

**PGA Professional Status Verification** – The PGA CareerLinks Platinum service verifies active PGA membership status and current employment.

**Resume Review Facilitation** – PGA Employment Consultants will be on-site to help facilitate an easy and objective resume review process, so that the committee can identify the most ideal finalists for the position.

**Interview Facilitation** – PGA Employment Consultants work with the committee to develop interview questions and strategies, including scheduling, tips and techniques, process guidance and evaluations.

**Background/Reference Checks** – The PGA CareerLinks Platinum service utilizes a preferred background screening company to serve as a one-stop resource for all pertinent candidate-screening assistance.

### **Compensation Package Assistance**

PGA Employment Consultants have access to the most extensive and accurate database of customized compensation statistics and benchmarks to help address your facility's unique status.

### **Performance Review Strategy**

The PGA CareerLinks Platinum service assists you in the development of an effective orientation program and performance evaluation strategy that works to ensure a successful employment relationship.

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# Value of The PGA Professional

## **PGA Certified Professional Program**

The PGA of America stresses the importance of continued and advanced education throughout a PGA Professional's career. The PGA offers its members the opportunity to further their education through the PGA Certified Professional Program, which enables PGA Professionals to focus on six career paths as they advance their careers and strengthen the tools they can provide to their employers:

- Executive Management
- General Management
- Golf Operations
- Instruction
- Ownership/Leasing
- Retail

Once the PGA Certified Professional status is earned through this comprehensive education and training program, a PGA member may then pursue the highest designation from The PGA of America – PGA Master Professional. Nearly 800 PGA members have earned the

prestigious designation of either PGA Certified Professional or PGA Master Professional.

## **PGA JobFinder**

You can find qualified workers in your area to fill a variety of golf industry positions from PGA Teaching Professionals to Clubhouse Staff to Manufacturer's Sales Representatives on The PGA's complimentary job-posting site – PGAJobFinder at [PGA.com/](http://PGA.com/) employment, which hosts many of the approximately 500,000 employment opportunities in the golf industry:

- Accounting
- Health and Fitness
- Corporate Management
- Administration
- Marketing and Sales
- Manufacturing
- Food and Beverage
- Agronomy

The PGA of America puts an even greater focus on PGA JobFinder each February during National Jobs in Golf Month, which kicks off the hiring season at many facilities.

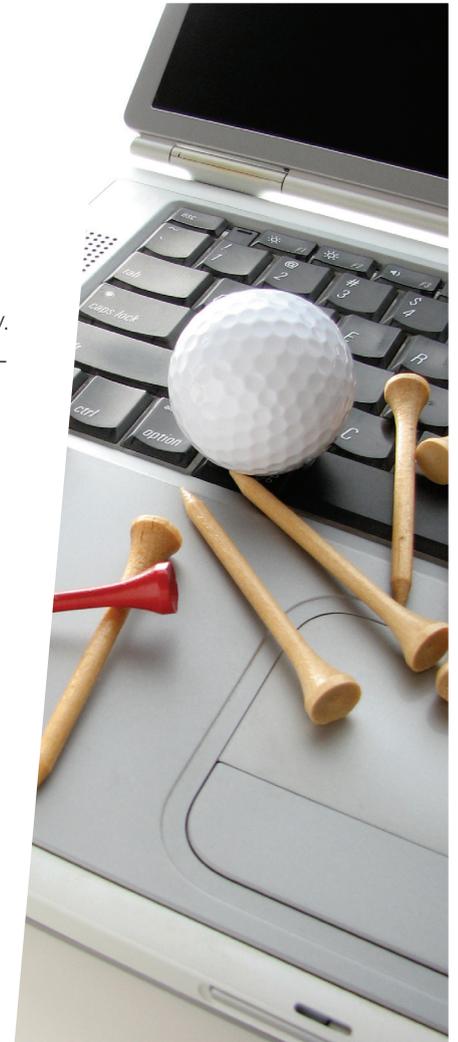
## **PGA ProFinder**

Your Link to Golf's Experts. One of the most critical needs for an employer is to be able to market and sell their facility in a cost-effective manner. Through PGA ProFinder, you can utilize a tool that enables clients to contact PGA Professionals staffed at your facility. This free service, which is available at [pga.com](http://pga.com) — one of golf's most popular Web sites — connects you to potential new revenue growth immediately.

## **The Golf Management Program**

Employers can direct staff interested in becoming PGA Professionals to discover the different paths available for PGA membership at "PGAandYou". This comprehensive resource provides information on the many different colleges and universities that offer The Golf Management Program, along with The Golf Management Program at PGA Village in Port St. Lucie, Fla.

**Visit [pga.com/employment](http://pga.com/employment) for more information on how your staff can reach the next level as proud members of The PGA of America.**



## Growth of the Game Programs

The PGA Professional is armed with national marketing support and growth of the game programs that are designed to increase play and your bottom line. All of these efforts fall under the Play Golf America umbrella, a multi-faceted initiative supported by the entire golf industry.

Some of the most popular programs promoted by Play Golf America:

- PGA Free Lesson Month
- Get Golf Ready
- Play Golf America Days
- Women's Golf Month
- PGA Free Fitting and Trade-Up Month

Each program is designed to address cost and time barriers for the game and to enhance a player's skills and enjoyment, which leads to increased participation and revenues for the industry. **This past year PGA Professionals reported a new customer base of 57% just**

**from Free Lesson Month.** These professionally developed programs are targeted to reach key consumer demographics, focusing on new, former and existing adult golfers, as well as various niches, such as women, families, juniors, couples and seniors, through group instruction and organized play.

Play Golf America Growth of the Game Programs are supported by an industry-led multimillion-dollar national marketing and advertising campaign, delivered through broadcast, print, Web and media outlets. The promotions, news reports, and public relations efforts encourage consumers to connect to PGA facilities and their programs via PlayGolfAmerica.com. This complimentary Resource Center promotes and manages Growth of the Game Programs on behalf of participating facilities.

## PGA Magazine

The PGA of America provides a facility's owner or a key individual at every PGA-member facility with a complimentary subscription to PGA Magazine, the oldest monthly golf publication (dating to 1920)

produced in the United States. As the industry's leading publication, PGA Magazine covers golf business industry trends and issues, with an in-depth focus on the employer as the customer, as well as other important influences on the golf industry, such as player development and marketing the game to women.

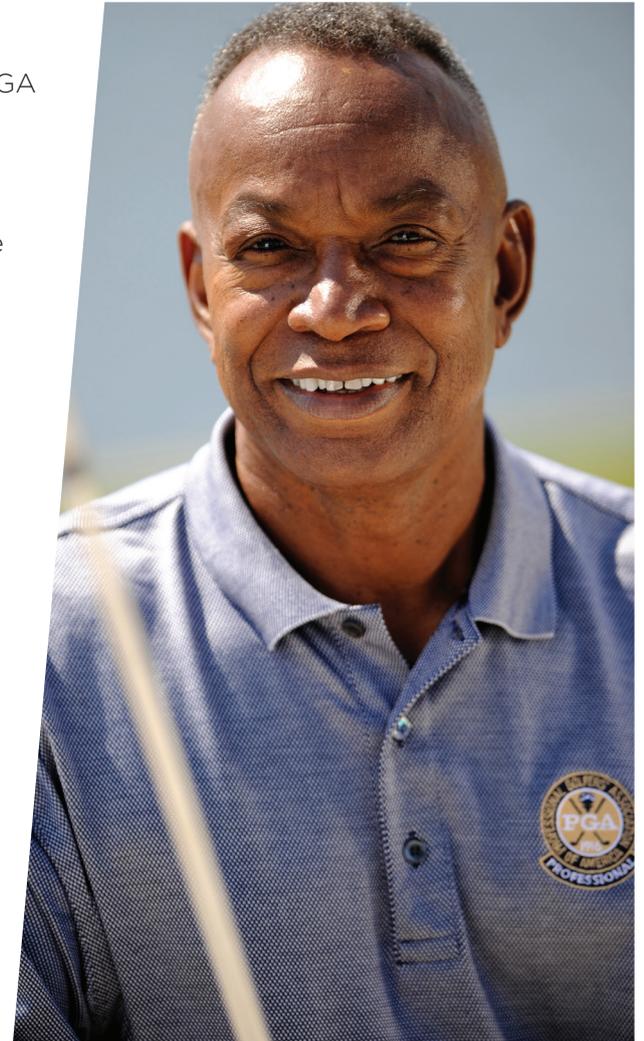
### **PGA Championships and Events**

Through your PGA Professional, employers receive complimentary admission to a variety of PGA of America events and Championships. Employers can attend the PGA Championship, Ryder Cup, Senior PGA Championship and PGA Grand Slam of Golf, when accompanied by their PGA Professional.

In addition, employers receive complimentary admission to the annual PGA Merchandise Show and PGA Fall Expo - the industry's two largest trade events.

### **PGA Research**

The PGA Consumer Marketing Department provides PGA-member facilities with a variety of complimentary research information and business tools to enhance their knowledge and performance.



# PGA PERFORMANCETRAK™ IN COOPERATION WITH THE NGCOA

Created in 2005, PerformanceTrak now serves an industry-leading role in providing PGA Professionals and their employers with business metrics, benchmarking tools and information to enhance member and facility performance. This has been strengthened through an alliance with the National Golf Course Owners Association and through support of golf's allied associations.

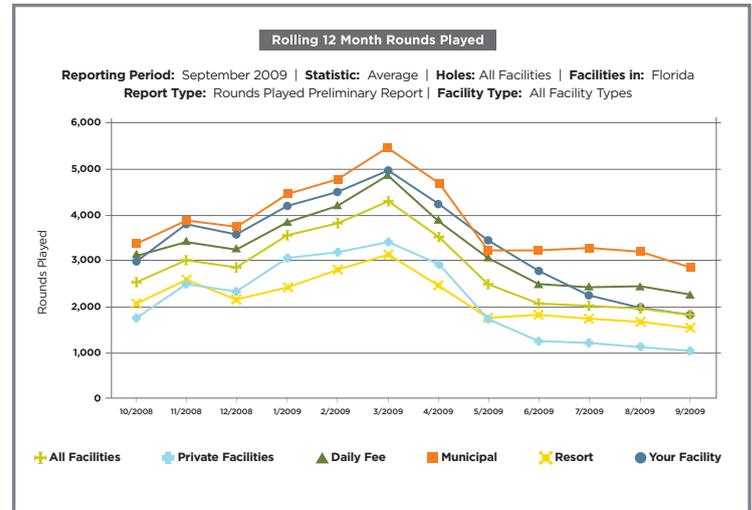
Through the confidential and complimentary service, PGA Professionals and their employers are provided with reporting tools to enable them to quickly enter monthly data, benchmark their performance against their market and act on changing market conditions on a timely basis.

- More than 2,500 golf facilities participate in PerformanceTrak, via a universal rounds played and key performance indicator reporting database that provides for significant regional and local market reporting capabilities.
- By teaming up with the National Golf Course Owners Association, The PGA was able to incorporate data collected through PGA PerformanceTrak and the NGCOA Financial Benchmark Program. Expanding this collaboration even further in 2010, the combination of these two programs provides an even more robust set of data, to support better decision-making based on more localized reporting and represents a continued program for a standardized financial benchmarking solution for the industry.
- Rounds played and top-line facility revenue reports are created by facility type for 41 PGA Sections, all 50 states and more than 60 local markets. Reports address monthly and annual performance for current and prior years as well as benchmarking of individual facility results against like facilities.
- Utilizing PerformanceTrak allows facility management to monitor rounds played, days open, impact on operations due to weather, and key performance

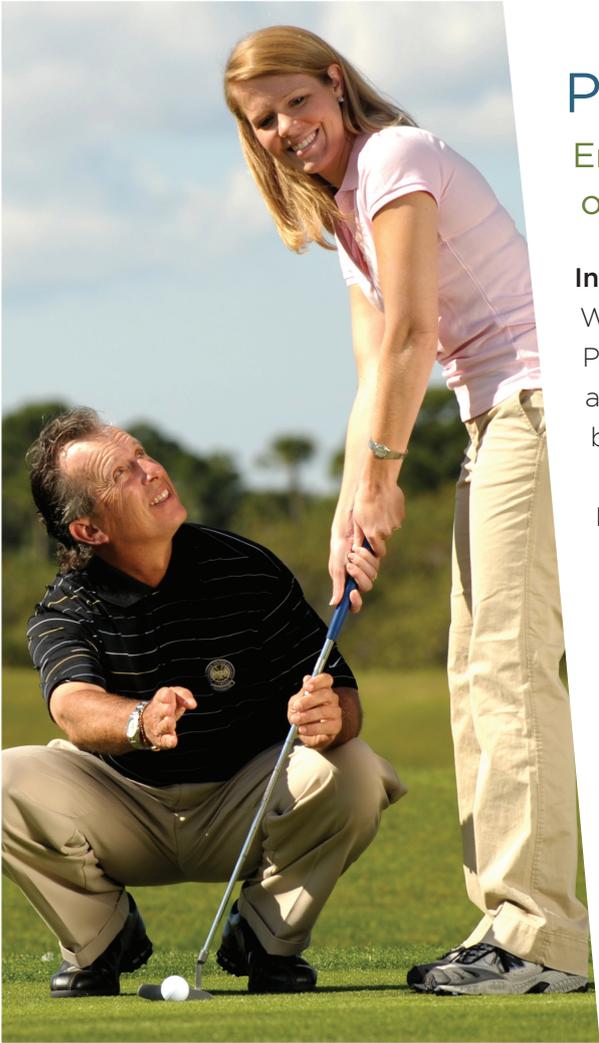
Golf Merchandise Revenue (Including Internet Revenue)								
Data Year: 2008   State: All   PGA Section: All   Major Market: All   Facilities with: All Holes								
	Number of Responses	% of Total # of Facilities	Bottom 25 Percent	2008 Median	Top 25 Percent	Top 10 Percent	2007 Median	% Change
All Facility Types	2318	22.2%	\$75,000	\$151,000	\$280,000	\$480,200	\$150,000	0.7%
Private	950	27.8%	\$150,000	\$240,000	\$350,000	\$500,000	\$232,298	3.3%
Daily Fee/Semi-Private	709	21.3%	\$50,000	\$100,000	\$180,000	\$300,000	\$100,000	0.0%
Municipal/Military/Univ	427	23.9%	\$57,800	\$100,000	\$180,000	\$272,501	\$101,000	-1.0%
Resort	90	16.8%	\$125,750	\$231,086	\$433,913	\$833,424	\$243,610	-5.1%
Golf Range	56	12.3%	\$10,000	\$60,000	\$195,000	\$434,000	\$50,000	20.0%
Golf Academy/School	10	4.4%	\$20,000	\$125,000	\$197,500	\$650,000	\$60,000	108.3%
Indoor Golf Center	24	9.9%	\$28,000	\$50,000	\$142,500	\$375,000	\$34,000	47.1%
Golf Retail Store	52	12.2%	\$800,000	\$1,200,000	\$1,500,000	\$2,000,000	\$1,000,000	20.0%

indicators including golf fee revenues, merchandise sales, food & beverage revenue and total facility revenues in whole or revenues per round played and number of members.

- Similar to PerformanceTrak, The PGA provides the Annual Operations Survey where PGA Professionals and their employers can submit data for and gain comparative reporting on top-line revenues, expenses and key statistics. Providing members and their employers with detailed operating data that is essential to supporting yearly business evaluations and budgeting.



- Additional resources offered include the PGA Golf Course Financial Model, a secure and user-friendly web-based software application that supports those Professionals interested in ownership and leasing. Recognizing the benefit that the PGA Golf Course Financial Model would provide in helping members with the budgeting process, the PGA expanded this resource by developing an online annual budgeting model designed to help PGA Professionals create annual budgets.



# PGA PARTNERS AND BENEFITS

Employers of PGA Professionals reap the rewards of unrivaled marketing and operational benefits.

## Industry-Leading Benefits

With a PGA-logged flag flying high above your facility, employers of PGA Professionals are able to leverage the reputation and brand strength associated with The PGA of America logo - plus a variety of other beneficial marketing and operational benefits.

## PGA Advantage Plus

Employing a PGA Professional means you have the opportunity to take advantage of special national account pricing and discount programs from select PGA Partners that can positively impact your facility's bottom line. Some of the leading partners include:



## **Golf Retirement Plus™**

Golf Retirement Plus provides employers with a unique opportunity to participate in a well established supplemental retirement program that offers benefits and no administrative or regulatory burdens, i.e. ERISA, for CMAA Club Managers, GCSAA Superintendents and PGA Professionals that you employ. More than 7,200 industry professionals at 5,200 facilities are participating in Golf Retirement Plus.

## **PGA Insurance Advantage**

PGA Professionals in good standing are provided coverage under a blanket liability insurance policy. They also have access to a variety of insurance plans designed to help satisfy their changing needs as well as those of their golf facility, including:

- 10-year Term Life
- Accidental Disability
- Auto and Homeowners
- Disability Income
- Golf Course / Property and Casualty
- High Limit Accident
- Long Term Care
- Major Medical
- Term Life

## **PGA.com**

The PGA of America partners with Time Warner, a global leader in media and entertainment, to produce PGA.com and other innovative e-business services that promote the game and connect golfers with PGA Professionals to drive the business of golf. PGA.com and the related event microsites garner over one million unique users on a monthly basis, as well as hundreds of thousands of video starts, making these digital assets an effective way to message avid and casual golfers alike.

By harnessing this significant consumer traffic, PGA.com promotes high-interest products such as the PGA.com Value Guide, game tracking analysis tools, and tee times. In addition, PGA.com links these consumer products with business tools for the PGA Professional such as the PGA Trade-In Network, Yield Management and player development programs to connect golfers with PGA Professionals and courses to transact and enhance their business.



**PGA**<sup>TM</sup>

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