

INTRODUCTION

The 21st century resulted to be a tsunami that has caused big transformations in all activities and golf has not been the exception. Although golf industry and organizations related to this sport have tried to keep pace with those changes, they still have to introduce new management tools and move forward with new modernity.

Based on this understanding, each chapter of this book deals with different topics I believe would help to reinterpret what is happening in the world of golf and I hope they inspire decision makers to generate new ideas in order to enhance the growth of the world of golf.

In Chapter One named **“Golf, clubs and new management tools”** I considered it was important to highlight different management tools that belong to the corporate world and are not usually applied by those running golf clubs. That is why I have summarized some tools that can be helpful in the complex management of an organization in this VUCA world (volatile, uncertain, complex, ambiguous) marked by many disruptions. The DELPHI method can be used with the COOLHUNTING method in relation to future trends, so important to define short and medium term policies in a successful way. BENCHMARKING also allows us to improve management through the adoption of successful cases and good management practices from other clubs or sport organizations related to the world of golf. The idea of STRATEGIC SCRUM is also very important when rethinking the management of a golf club. The HACKATHONES, borrowed from the software industry, can also be considered a useful tool which allows adding capacity to the analysis of issues occurring within clubs. The classic book written by Edward de Bono, “Six Thinking Hats” is considered a successful tool when analyzing problems and proposing solutions for a better decision making. In the same spirit, the traditional method named Out of the Box that adds creativity to the management, can also produce better results. In this sense, there are plenty of techniques designed to introduce creativity in the management of organizations. The Agile Methodologies, Design Thinking are tools which can be of high impact when solving daily management issues. The Business Model Canvas is perfect to rethink the business model of the clubs in this 21st century, because it is probably that what we have been doing for years maybe will not guarantee the economic sustainability of the organization nowadays and also of resorts with golf courses. The idea of Blue Ocean, extraordinary tool created by W.Chan Kim and Reneé Mauborgne to rethink business in organizations, can have a great impact in the management of an organization related to golf in the 21st century. Traditional SURVEYS and FOCUS GROUP are always good tools to sound out the atmosphere of our organization and the technology we have today facilitates this task a lot. In golf clubs there are members that can offer valuable feedbacks for the management of the institution. In this case CROWD formats can strongly boost the results of the organization. There are some tools that used together can produce a high quality diagnosis of the current state of a club or other kind of organization. The usage of the FODA analysis together with CAME and PESTEL analysis can be of great help to design a strategic plan with solid foundation. To sum up, in this first chapter I go over

a number of tools that can add value to the management of clubs and all organizations that are related to the world of golf, with the intention of achieving better results.

In CHAPTER TWO, named “**GOLF AND PAIRINGS**” I address a very interesting topic for management in the world of golf like different crossings that can boost the activity. There is nothing new about the relationship that exists between GOLF and REAL ESTATE with the typical example of residential neighborhoods with golf courses or resorts with golf fields designed by the best architects of the world. But there are also new opportunities that can enhance the extraordinary marriage that for a long time has related golf to the real estate and hotel sector with all the power of the GOLF TOURISM. GOLF and BUSINESS is other pairing that has always drawn attention, but we think there is a huge potential to redefine it with new strategic alliances and new programs “Golf & Business” within the golf clubs. Education with its great delocalization has created a huge e-learning business, activity that can be captured by clubs combining it with the new home office system of work. Work, education and business are a trilogy that produces a great potential for clubs and its members. The effect of the Covid 19 pandemic allowed the reconfiguration of the relation between GOLF and HEALTH, and with good vision, strategy and marketing it can be a great tool to expand golf exponentially. Traditional pairing between GOLF and GASTRONOMY always allows the finding of different ways to enhance new offers in golf clubs. The world of gastronomy has many followers, has resources, TV programs, academies, among others, which could work within clubs as a new activity for its members. There is no doubt that CULTURE with all its possibilities can be a great pairing to benefit from. And the traditional pairing between GOLF and SPORTS COMPETITION also has a lot to give in sports organization of golf clubs. These are some of the most important pairings, but surely there are more or others will be created, as powerful as those herein mentioned or more.

In CHAPTER THREE named “**GOLF, CLUBS AND TECHNOLOGICAL IMPACTS**” I will try to illustrate about the importance that technological impact has over the world of golf and the potential which is in full apogee. E-sports related to golf will be a market to be considered because golf cyberspace is very attractive not only to traditional golfers but also to millennial golfers, who are our generational future. Social networks are great tools that have transversal impact in all activities and golf clubs cannot underestimate the true dimension they have over the management of golf clubs. The annual booking tournament is a tool that enhances the organization of the calendar of tournaments through new technological means and converting clubs into influencers could be an interesting option to enhance the economy of golf institutions. Drones are also new technological devices that can be used in golf fields for different purposes. A tour with drones guarantee the golf course superintendent an extraordinary perspective to improve his professional activity. Everything related to golf learning also has suffered a great transformation and teachers have broken down geographical barriers and teach all around the world thanks to new technologies. I cannot fail to mention new enterprises that are up to date with technology that have called the attention of a new market of golfers with the development of huge driving ranges related to the concept of “Golf & Fun”. And finally, everything related to digitalization in the administration of golf clubs is producing a great impact which will force clubs to apply new human resource polices. Staff would have to be reconverted and new talents who govern organizational changes must be found.

CHAPTER FOUR named “**TRADITIONAL GOLF AND DISRUPTIVE GOLF**” is not meant to cause a controversy but to focus on the survival of traditional golf as we have always known it and the appearance of disruptive golf which includes new modalities that combine a more playful and recreational activity in less time with new forms, beyond the competitive activity made of 18 holes, 14 golf clubs in more than 4 hours. In this sense, it is important to highlight other forms of anchoring golf such as “Pitch & Putt” tournaments, or putting green tournaments, 100 yards’ tournaments, gamification of innovative driving range, among others. Time factor has challenged traditional golf and new modalities that focus on reducing the playing time have been successful. We reinstall the old golf controversy of 12 or 18 holes without clubs organizing sport events in that sense. Another disruption related to golf is footgolf, a combination between golf and football which has generated many followers around the world and can be played in the same court of traditional golf. We are undergoing a period of changes and transformations. In some places like South Korea, online golf rounds have surpassed traditional rounds. This is a chapter written to widen the vision about many things that are going on outside traditional golf and in many cases have had a great development, like many new companies that have enhanced new ventures outside the traditional golf clubs. The question is if traditional golf can lose centrality in the 21st century in front of other disruptive modalities which are anchored to it.

In CHAPTER FIVE named “**The unconquered market of golf**” I refer to an extraordinary topic which remains crouched and is the huge unconquered market of people that could be attracted to golf, because from the industry and the management of golf we have been incapable of assessing more aggressive and effective policies in order to attract a bigger part of the market share. The new worldwide handicap was a policy applied in that sense, but it is still too early to know if results are as expected. In some countries it is amazing the penetration index of golf. Like in Canada with a rate of 15% golfers per inhabitants or Sweden with a rate of 5% golfers per inhabitants in spite of the tough winter weather that prevents the outdoor practice of the sport in both countries. Or the incredible growth of golf in South Korea with more than 3 million golfers. Many other countries with better weather conditions to develop golf, couldn’t create more powerful growing programs. I truly believe that if every golf club around the world proposes itself to enhance golf with a more aggressive policy, we will surely have an exponential growth in the years to come. For that purpose, golf industry with a wider vision must be included and also golf federations must assess a good diagnosis and apply good treatments to make golf grow in each of the countries under their scope. I also develop in this chapter some examples of how can we boost market and I highlight children as a powerful factor to attract family to the world of golf. Also the impact that celebrities can have in each club as means of attracting more golfers. It is important to segment niche markets to boost specific programs that recruit certain kind of members, like business women. Another example to target are seniors, as the new demographic factor which extends people longevity can be a good segment to conquer. There are surely many ideas to increase our mass of customers. Perceptive ideas is a great issue that deserves to be analyzed by leaders to break away from some visions that non golf players still have. My intention is to present some of those ideas that could be helpful to think about better ones so golf market could grow in an exponential way.

In CHAPTER SIX named “**GOLF, CLUBS and INNOVATIVE SOURCES OF INCOME**” I try to show some ideas that allow us to rethink new sources of income for golf clubs. Naming of

golf fields is an idea which has not been adopted yet, however it is possible that a company would be interested in sponsoring a golf course for a specific time frame as it happens in football or basketball stadiums. Optimizing tournaments calendar is a great source of income and clubs should make an effort to find new ways to attract the attention of their customers. In some clubs, golf courses are unused during the week. Boosting family golf plans for Sundays could be a very attractive idea. VIP tournaments are another great idea to capture extra gains in the registrations of the tournament, organized in a very special way. Quality awards and raffles are always great attractions to golfers. The incorporation of new modalities in the tournaments calendar also can be a pull factor to golfers in the 21st century. And of course, incomes produced by simulators with all the attractions they have to traditional golfers and to new generations are also good choices. Another point to highlight is that clubs should modernize their commercial offer to sponsors. A club with 150 registered golfers in a tournament will not have the same negotiating power with sponsors if it also has 10,000 followers or more on its social networks. Clubs could also find sponsors that don't want to do tournaments but benefit from their followers. Clubs have also to sharpen their creativity to create new events and in this chapter we give some ideas in this respect. The general idea of this part of the book is to stimulate the intelligence of leaders in order to think new alternatives that result in greater incomes. Do not forget to exploit night golf. A good tournament of putting green at night, with good gastronomy and music or a good after office in the golf club could be a true social and sport success.

In CHAPTER SEVEN, called "**NEW PROFILE OF GOLFERS, WOMEN IN THE WORLD OF GOLF AND MILLENNIALS**" I focus on the variety of our main actors which are the different segments of the market of golfers. Evolution through time needs to be taken into account. The profile of the traditional golfer and of the new golfer who is arising in the 21st century need to be carefully analyzed. We think there is a lot of growing potential in women golfers as it was demonstrated in South Korea that has succeeded in making its golfers competitive with about thirty of them among the 100 best golfers in the world. Golf clubs are not attractive to women and they still can't find new services which could be more appealing to women in golf clubs and in the world of golf. Millennials are a very interesting topic to address because, except for those who are really fans, it is very difficult to attract them to the old environment of golf clubs and to a game with no technology at all and without the entertainment gene which is so developed to the eyes of these new generations. There is no doubt that their behaviors must be analyzed in order to adapt the golf proposal as well as the offer of the club. Junior plans also need to be focused, and certain issues like costs should be taken into account when talking about young adults who are still studying or starting their families. Clubs must pay attention to each of the segments of potential customers in order to have them inside the club as members and golfers and not outside the club. And of course in this new profile teachers and golf academies must adapt themselves to the new era in order to attract new generations. Golf organizations also have to rethink issues related to clothing so the fact of playing golf do not have so many protocol constraints when referring to clothing.

In CHAPTER EIGHT called "**GOLF CLUBS IN THE 21ST CENTURY**" I have decided to boost new visions that could help enhancing the services offered by golf clubs in the 21st century, but mainly to show some tendencies which could offer a better management in the future of golf clubs without losing ground against other competitors that may be also anchored in golf.

I have always followed the management of the “Real Madrid”, one of the most important football clubs of the world due to its permanent strategic culture. I also want to present in this chapter many different possibilities that clubs have today as a consequence of the delocalization of activities that technology has allowed and that can be performed in clubs: working, studying and doing businesses. “Golf & Business” programs are great tools to attract new members. Relationships between members of the golf clubs shouldn’t be eventful. We must organize events that articulate the world of golf with the world of business of our members. The concept of “Golf & Fun” is another important idea that traditional golf clubs must start to develop. There could be a good segmentation between traditional golfer members of the club, and the classical social members: the “golf fun member”, to whom a special social and sport offer must be created, different from those aimed to traditional golfers. It could be very attractive to people who just want to socialize, listen to music and savor a tasty meal, to play putting green, pitch & putt or have fun in a driving range in a nice atmosphere. And for the management of clubs, I focus on the collective management where the administration of the issues is horizontal between all its members and are the members, through collaborative management platforms, who can boost in an exponential way the results of the government of the organization. And essential to everything related to the success of the management of a golf organization: human resources. Not only those who are in charge of the daily management but also those leaders that in these vertiginous times are obliged to retrain their management skills and competences.

In CHAPTER NINE, which I have included in a special way and named “**GOLF, CLUBS AND ANECDOTES**”, I have allowed myself to remember some anecdotes to open a space for golfers to tell their stories and entertain us a bit. Anecdotes in golf sometimes result in great life lessons. Accounts, tales and stories help us to spend a good time, but also are part of our educational background. Many of them can be considered great life lessons. Playing golf is a school of life. The court and the game challenge us in every opportunity. Victories and defeats help us to build our everyday life. Values on which golf is inspired are vital for our relationships. Golf teaches us strategy and self-control against adversities. Teaches us to be patient. There are thousands of stories. Others are very funny and make us laugh with our friends. The hole 19, final meeting of the day, when golfers meet round a table to share their golf day, is usually a never-ending source of stories and anecdotes. I seize the opportunity to tell readers some stories so they can be motivated to send me their own.

www.migueldonadio.com

www.migueldonadio.com