

Master Professional Thesis

Beyond the Pro Shop – Moving from Professional to Diversified Business Operator

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Association

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Business Operator

<u>Table of Contents</u>	<u>Page</u>
1. Thesis Introduction	1
2. The Changing Business	4
1. The Growth of the Game	4
2. Growth of PGA Membership	5
3. A Troubled Picture	6
4. Challenges Facing the Head Professional	9
5. Positioning the PGA Member for New Roles	23
6. Skills to Build	30
7. Role of the PGA	39
3. Conclusion	41

Appendix

1. Works Cited
2. Executive Directors/Canadian PGA Board of Directors
Survey
3. About the Author

Beyond the Pro shop – Moving from Golf

Professional to Diversified Business Operator

Every industry and business changes. To be successful people have to adapt to those changes. While the golf industry is one that is growing, **without a new set of skills, today's golf professional cannot meet the increasing challenges of the job nor take advantage of the new and diversified opportunities that are currently available and emerging.**

Canadian PGA members have recognized that the industry is changing and for the past ten years the issues of training and education have been key concerns as members seek to prepare themselves to meet the future successfully. In the Tanka Membership Survey (1993)

they identified Education and Training to be the number one priority for their Association. A total of eleven hundred and ninety (1,190) members responded to the survey. That included 539 out of the 805, or 67% of all Head Professionals –and majorities from each of the nine zones. There is still strong evidence that this remains valid today.

My message as President of the Association in the May 1993 edition of The Bulletin may have been prophetic in stating,

“The Canadian PGA is entering a period of change; opportunity exists, and we have to be prepared to take advantage. The membership now totals in excess of 2,300 and continues to grow. While this trend is very encouraging, we must address the issue of employment opportunities that are available. An

Employment and Club Relations Committee has been formed to ensure that Zones have the necessary resources to assist with the placement of our members and to ensure that existing jobs do not diminish in value...as our profession changes and becomes more demanding we must ensure that we are as qualified as possible. It is hoped that our new Education Programs will provide courses in food and beverage services, turf grass maintenance, human resources, and other areas that will prepare our members for the added responsibilities which will exist in running golf facilities in the future.”

Members who do not develop this new broad skill set will constantly be challenged for their positions and find increasing pressure to maintain their compensation levels as clubs seek to improve their bottom lines. Members who expand their education and experience and develop

enhanced skill sets will be able to capitalize on new and diverse opportunities that will exist in the changing market and will be successful in meeting the challenges posed by other competing member associations and entrepreneurs for these positions.

The Changing Business

Growth of the Game

Statistics supplied by the PGA of America show that in 1990 there were 12,660 golf courses in the United States. Rounds played by 19 million golfers totaled 500 million and golf's economic impact was \$20 billion. By the year 2000 the number of courses had reached 17,000. The number of golfers had increased to 26 million and rounds

played now totaled 550 million. Golf's economic impact was estimated at \$60 billion.

Typically, the Canadian market mirrors that of the United States for most industries, so it is appropriate to look at the industry in a North American context.

Growth of PGA Membership

Membership in the Canadian PGA has grown from 2841 in 1998 to 3358 in 2002. The number of Head Professionals has increased from 1010 to 1058 with an additional 67 members achieving Executive Professional status.

The PGA of America has seen its membership grow from 18,321 to 19,750 during the same period of time.

David Wright, Association Secretary, for the PGA reports that membership in the British association has also grown steadily from 5077 in 1988 to 6619 currently, in what is likely one of the most stable markets worldwide.

This rapid pace of membership growth has created intense competition for jobs in the industry despite growth of the industry.

A Troubled Picture

Jim Awtrey, CEO of the PGA of America, has outlined some implications for the golf industry that are not apparent from the seemingly positive expansion, stating,

“Despite this significant growth in the industry, around the year 2000 rounds played started to level

off or decrease and the number of new courses being constructed continued to increase. In many cases courses were being built for the wrong reasons, because courses sell homes and real estate, not because of demand. The gap between supply and demand has narrowed. I believe we have too many golf courses. The game started to cannibalize the same players. Competition within courses increased as customers were looking for the best value. Market share becomes part of the issue. Clubs have to market the facility to get their fair share of rounds played. The issue impacts the bottom line of clubs. We see PGA members being asked to do more. Demands on Professionals are increasing for expanded services while profit is decreasing.”

In fact, as reported in the April 2003 PGA Magazine the pace of golf facility growth has outstripped the growth of

overall play. Over the last ten years rounds played have grown at a rate of 17% while total golf facilities have increased at nearly twice that rate over the same time frame. Rounds played have actually dropped 3.1 per cent annually from 2000 to 2002 in the United States.

Symptoms are beginning to appear in the industry that will require innovative and creative solutions to restore the industry to its historical growth patterns. Awtrey's comments reflect what is currently taking place in the market. Competition is increasing, margins are being squeezed and clubs are seeking added value from professional staff. Lines are beginning to be drawn between successful and unsuccessful operations. These challenging dynamics are pushing the role of the golf professional into completely new territory necessitating their contributions to a positive bottom line.

Awtrey says, “if you are not part of the solution, you are part of the cost.” In other words, if today’s golf professional cannot add value in many ways, he or she is like any other fixed cost.

Challenges facing the Head Professional

While there are many challenges facing the Head Professional the two most dominant in impact are the shrinking of the traditional role and the need to add value through expanded skill sets to maintain and enhance compensation.

Golf Clubs are looking to improve their bottom line position and are taking back many of the concessions traditionally owned by the golf professional.

John Simmonds, President of Simmlands Insurance Brokers Ltd., the Canadian PGA's long time insurance broker believes that, " the number of Class A professionals that own all or part of their shop has dramatically declined over the past 15 years". Simmonds supports this claim with a comprehensive survey that he completed for the PGA of America in 1997. The survey involved contacting close to 1000 Class A Professionals selected at random from every US Section as well as personal visits to five section offices and visits with 32 "key" professionals in those sections. Of the 1000 calls made 576 agreed to answer the survey questions. The first part of the script identified those members who owned their shop entirely or in part. The final total of shop owners was only 282 or roughly 50% of the total respondents. Interestingly, although the survey did not quantify the numbers, it was clear that the percentage of shop owners varied significantly by region. In Florida,

California and the Northwest very few professionals owned their shops in part due to the high number of resort facilities in these areas. In the northeast and the heartland the percentage of shop owners was much higher.

Furthermore the survey showed that of the professionals who owned the shops the vast majority (51%) were at private clubs. Since private clubs are among the most challenged in terms of positive bottom lines, this poses additional problems for professionals in private settings.

Simmonds suspects that the trend towards professionals losing all or part of the shop has continued since 1997.

In 1997 one could question the comparison to the Canadian experience due to the preponderance of resort and destination courses in the US. The comparison is probably much closer today than it was then due to the

growth in Canada of resort and destination facilities in key areas such as PEI, BC, Niagara/GTA and the Laurentiens in Quebec.

The Canadian PGA Pro Shop Insurance program, PROPAC has been in existence for over 30 years. The CPGA pro-shop program grew strongly in the 1970's and 1980's. Approximately 50%-60% of all head professionals in Canada were insured under the program during this period.

By the early 1990's a trend started whereby power carts that were previously owned by the professional were deleted from policies and pro shop inventory values on many accounts started to decline (despite the higher retail unit price of newly developed high-tech golf clubs). Simmonds believed that at least 30% of cart owners turned the concession over to their clubs and he also

stated that far fewer new head professionals were coming on the program with power cart insurance needs.

Simmonds estimates that at its peak the number of Class A Professionals in the PROPAC program that owned all or some concessions was approximately 750-800 (out of 1200 Class A Professionals at the time) and it is now down to less than 60% of that number. PROPAC still insures approximately 230 shops but almost all of the PROPAC Insurance policies that are cancelled or lapse are due to clubs taking over, either at contract expiry or when the professional retires.

Articles and seminars presented by various industry insiders reinforce these findings. As well, discussions with all Zone Executive Directors yield the same message. Members are losing concessions to the club. In many cases the actual size and inventory levels of the

club are being reduced as revenues go down because of competition from chains, discount stores and other retailers. Many members also voluntarily give up the shop since they have difficulty generating enough revenue to cover their investment.

Simmonds has found that based on the balance sheets of many clubs that he insures it is evident that proshop sales are not the huge windfall that clubs expect them to be.

Margins are tight and the cost of full time staffing of the shop is more than they anticipated. Regardless of whether it is the club (paying staff) or the professional (working long hours) running the pro shop this source of revenue is shrinking.

The Tanka Survey supports Simmond's findings stating that in 1993 almost 80% of professionals either owned the

facility (12%) or provided contracted services (68%).

Only 19% were salaried employees.

The survey noted,

“ Age is a major factor in terms of the type of employment situation among Head Professionals.

The percentage involved in the facility’s ownership rises steadily from only 2% among the youngest age group to 32% among Head Professionals who are sixty years of age or more. At the same time, the portion that are salaried employees, falls steadily from 32% to only 12% as age increases.”

Awtrey has stated that,

“ If ten years ago 70% of head professionals owned the pro shop concessions and 30 % were on salary that number is now reversed with only 30% now owning the concessions”.

This again is consistent with Simmond's findings in the Canadian market.

This information paints a clear picture of the erosion of the traditional role of the golf professional. Elements that were once sources of additional revenue have decreased dramatically or disappeared entirely in a changing industry.

Golf Professionals have been facing increased pressure to provide more value for the remuneration they earn as the industry changes. This means in many cases taking on increased responsibilities to maintain or enhance their compensation.

In the Tanka Survey of 1993, when Head Professionals were asked to identify any of their other responsibilities

at the facility, apart from the duties of golf professional, more than half (52%) responded that they had no additional responsibilities. Of the remainder 29% reported acting as general manager of their facility. Others noted responsibilities for greens keeping or food and beverage services. Those figures suggest why Facility Management and Director of Golf were the most frequent suggestions for other new certification programs to be developed.

Rich Williams, the Director of Membership Services for the PGA of America, believes that today “ professionals may be able to maintain their level of remuneration but clubs are expecting more services for this compensation”.

PGA of America CEO Awtrey notes that at many clubs,

“ the Head Professional is really the Head Assistant as the Director of Golf replaces the Head

Professional. There is certainly more demand for expanded skills and responsibilities. The PGA is working with clubs to identify the skills required and then to ensure that the required training is provided. It is apparent that business skills are very important as well as maintenance and food and beverage skills. The Director of golf used to be golf specific, this is changing.”

Awtrey recommends that PGA members “ be prepared for whatever it takes to better yourself. If you don’t have the education and courses required go and get them.”

Tom Addis, a Past President of the PGA of America, believes that,

“ Some of the head professional jobs are decreasing in value, if not in compensation then in the number

of hours a manager now spends on the job to do the job...more reporting and supervisory requirements.”

Addis also states that many PGA members are attempting to increase their compensation by adding other responsibilities. Addis believes that a qualified PGA member with broad skill sets is “in high demand for GM positions with excellent compensation opportunity”.

Dennis Callahan, Director of Golf Operations and General Manager of the Desert Island Country Club in Rancho Mirage, California, agrees that “PGA members are in high demand as General Managers. They have the best understanding of the golf business.” Setting an example of the role that today’s golf professional can be, Callahan left a 36-hole operation in Connecticut to become Head Professional at Desert Island and has since expanded his managerial role at the Club to include supervision of the entire operation including golf course maintenance and

food and beverage as well as liaison with the Desert Island real estate development. Callahan feels that many clubs are mainly concerned about the bottom line and that it is important that the PGA member assume the highest managerial role possible at the club. In many cases the general manager and the superintendent are becoming the most powerful since their departments represent the largest income and expense areas of the club's budget and the professional is left out. Callahan is concerned that many younger professionals do not want the added responsibilities that come with assuming an expanded management role, which may limit their future advancement and long term compensation potential.

A compensation study of 18 hole golf courses in the United States compiled by the National Golf Foundation in 2002 showed that the average salary for a General Manager at a Daily Fee course was \$54,600 while a

Director of Golf earned \$52,000 and a Head Professional earned \$46,400. At Private Clubs the average General Manager's salary was \$82,400, a Director of Golf's salary was \$69,300 and a Head Professional's was \$49,800.

The 2002 Alberta PGA Employment Survey shows the average compensation for Executive Professionals to be \$98,000 versus \$66,502 for Head Professionals in the Zone.

A Compensation Survey conducted by the PGA of America in 2001 of PGA Members showed the following median compensation job title:

- 1) General Managers/COO \$81,643
- 2) Multiple facility/Regional Manager \$81,000
- 3) Director of Golf \$80,000
- 4) Head Professional (with concessions) \$77,249
- 5) Head Professional (without concessions) \$52,200

The survey compared compensation levels for these positions to 1991 numbers and found that only the Director of Golf compensation rose (2.6%) above the Consumer Price Index (CPI) of 2.5% for that period.

These studies confirm the theory that higher responsibility leads to higher compensation levels and greater job security and control for the professional. To attain roles with expanded responsibilities golf professionals must develop the broad skill set that will allow them to compete successfully for these coveted positions. Adding value in ways that go beyond the traditional role of golf professional is a sure path for ensuring enduring and long-term career success.

Positioning the PGA member for New Roles

As more and more clubs look to reduce expenses, professionals must ensure that they possess the skills required to provide expanded management services.

Awtrey feels that,

“Professionals must prove their worth to their employer. If you can show that you can influence 200 golfers a year to play four more rounds per year at an average rate of \$40 including food and beverage, you will have generated an additional \$32,000 in revenue for the employer.”

The PGA professional must be able to provide direct contributions to the financial success of their club. The example used by Awtrey reflects one of many

entrepreneurial and business skills needed by PGA professionals to meet the challenges and opportunities that come with the emerging changes in the industry.

In 1989 a key component of the PGA Strategic Direction was to maintain/upgrade members skills to access a broad range of career paths. Awtrey says,

“ It could not succeed long term without long term member buy in. There were many career opportunities coming and management was one of the key areas. The members hated it, they didn’t want to be managers.”

As history has proven, golf professionals have not had the choice to avoid management. The demands of the industry are making a broad skill set mandatory.

Awtrey says, “if there is going to be a consolidation in employment we want PGA members to be the leaders.”

Awtrey also notes that all other organizations should want the same for their members.

Tom Addis states,

“ In my experience more of our PGA members are being asked, as well as given the opportunity, to take on added responsibilities. Some are being offered the responsibility with no choice – do it or we’ll get someone else.”

Addis feels that it is the general manager positions that are being added in most cases and that members have to “expand their skills and experience”.

Increased competition exists today for the management positions available to the PGA member. Members of the

National Golf Course Owners' Association, Club Managers Association, the Superintendents' Association and various teaching organizations and entrepreneurs are all competing for these positions.

The PGA of America has a goal to increase PGA Directors of Golf from 1,000 to 10,000. The purpose of this goal is to ensure that the most influential and highly compensated green grass jobs are filled by PGA members. The PGA states that currently the General Manger category ranks second in most requested positions by employers. Competitive organizations of non-professional golf managers are targeting these positions. If successful, non-members in these positions have less allegiance to the PGA, which may result in loss of PGA jobs or reduced compensation for PGA members at the club. The PGA notes that compensation for lower level golf operations

jobs is not growing as fast as for those with a management component.

Rich Williams of the PGA of America states that,

“ Some members are getting these expanded jobs and others are going to members of the Club Managers Association. The PGA of America is providing educational programs to develop this expanded skill set required through University programs to encourage new members to come into the business with the new skills required to meet these challenges. It is harder to convince current members of the need to expand their skill set.”

Williams also states that there is little employer/employee loyalty in the business anymore and many decisions are made based on a financial basis. Again this puts emphasis on the need for added value being provided by the golf

professional. The golf professional's role should be seen as one that provides a return on investment.

The PGA of America has a goal to increase PGA representation from 10,000 to 15,000 green grass facilities by attaining 100% employment at new facilities and new jobs at 1,500 current non-PGA facilities. The purpose is to maintain PGA leadership in management and operation of green grass facilities opening up thousands of new jobs. The PGA feels that if PGA representation does not grow, it lessens the PGA's influence and opens doors to non-PGA managers and operators, weakening and undermining the professionalism and expertise in the industry.

Another goal of the PGA of America is to establish an employer supported proficiency standard and to achieve 80% passing rate for members. The PGA wants to ensure

that PGA Education is meeting the needs of employers and is relevant to the job performance of members.

Involvement of employers in designing this advanced training will result in employer-supported education and higher compensation upon completion of certification. By involving employers in training the PGA gains their commitment to hire PGA members as top personnel and into employment channels to fill future top jobs.

The PGA of America wants to position the PGA as the industry's leading provider of personnel through recruiting and training of the best-qualified people. Their goal is to establish links between recruiting, education and employment to attract the best people to the golf industry by ensuring job placement. Without this partnership the PGA feels that employers are developing their own recruiting and training programs to groom future top personnel. The PGA intends to expand PGA

programs to 40 schools and add a two-year degree program. This will lead to a more highly qualified individual entering the PGA and allow the PGA to focus education resources on the needs of members and their employers.

Positioning golf professionals for the best jobs in their industry is important to all PGA Associations. Programs such as that proposed by the PGA of America go a long way to ensuring this goal.

Skills to Build

A survey of CPGA Zone Executive Directors (Appendix 2) concurred that the traditional role of the Head Professional is evolving into a multi dimensional management role. The Executive Directors listed business administration, and customer relations as specific skills

that should be developed. Daily administration, financial management and people management were identified as the most important elements in the professional's role in the future. The Executive Directors selected golf course lease/management contracts and consulting as emerging opportunities that may become part of the professional's role.

The Executive Directors strongly agreed with the statement that without a new set of skills, today's golf professional cannot take advantage of the new and diversified opportunities that exist. The Executive Directors also agreed that the CPGA should both act as a facilitator in providing access to relevant educational programs required to build this skill set and conduct its own programs to achieve this goal.

In response to the question "what do you feel is the biggest challenge facing today's golf professional?" one

Executive Director responded, “to adjust to the changes that the industry, employing owners and the market place are requiring.” Another replied “ employment – maintaining good jobs, competition with other Associations for the same jobs.” In discussing the emerging opportunities listed one executive Director said,

“ These and more are all great and reflect the growing ability for the golf professional to diversify his or her skill set or to specialize in a sub discipline of the golf profession.”

When asked what one piece of advice you would give to someone entering the profession today one Executive Director replied, “Never stop learning more about all facets of the operation.”

The same survey was distributed to the Board of Directors of the Canadian PGA who also agreed strongly with the statement that the traditional role of the Head Professional is evolving into a multi dimensional role.

The Directors also agreed that without a new set of skills, today's golf professional cannot take advantage of the new and diversified opportunities that exist. The majority felt skills should be developed in business administration and human resources. The most important elements in the professional's role in the future were identified as financial management, daily administration, people management and marketing. Golf Course

Lease/management contracts were clearly identified as a key emerging opportunity that may become part of the professional's role in the future.

The Directors shared the same view as the Executive directors that the Association should act as a facilitator in providing access to relevant educational programs

required to build this skill set. The Directors were not as sure that the Association should conduct these programs itself.

When asked “what do you feel is the biggest challenge facing today’s golf professional?” the Directors responded “time to upgrade skill sets”, “ competition and lack of pertinent education available”, “acquiring the skill sets that will be necessary for the future, and for the present”, “proving their value to their employer”, and “keep up with the changing face of our industry.” One Director made a strong statement that “Our professionals are not trained to be business oriented, we need to run big business, that’s what our owners want.”

When asked for the one piece of advice that you would give someone entering the profession today one Director

replied “ prepare yourself fully in all skill areas needed to become a highly successful professional.”

Tom Addis along with Gary Schaal, another former President of the PGA of America, runs an acquisitions and operations seminar for the PGA of America. Addis states, “ you have to know a business to acquire a business and for that reason our members must be trained in these types of opportunities and business practices”.

Addis feels that,

“We must be more specific in our training and educational offerings...including marketing and growing business and best business practices. We are adding financial programs to our training. If we don't offer these subjects and train to practice these skills we/PGA members will lose our positions and

our compensation levels. The PGA professional must be versed, trained in and practice every phase of doing business: know the game's history, know what is going on in the business and the game, be proficient in financial matters.”

Addis stressed the importance of being familiar with and proficient in preparing and interpreting financial statements, having skills in areas such as bookkeeping, budgeting, marketing, instruction, leases and contracts, rules and tournament administration, being proficient with computers and software programs, booking systems, knowledgeable about food costs, staff planning, strategic planning, business planning and written and oral communication, safety, hazardous materials and first aid. Addis also feels that,

“Today’s professional should be versed in golf course design, both new construction and with dollars being tight for redesign purposes so that we can be involved with that process”.

The new skill set required for success in the golf industry will not be static. It will grow and evolve with the industry. The golf professional of the future will wear many hats: trained instructor, publicist, business manager, inspirationalist, accomplished player, personnel manager, role model, motivator, community leader, tournament director, financial consultant, event planner, innovator, golf shop operator, rules authority, skilled club fitter, inventory manager, outing director, handicapper, facility director, food and beverage manager, game analyst, tireless promoter ... and more.

There is a clear consensus that the most prominent and important skills to build are those that center on business management and leadership. Over and over respondents to surveys and industry experts have identified business administration, customer service, human resources management, marketing and financial management as necessary foundational skills of the future. These are the very skills that people outside the industry are using to compete successfully for emerging desirable positions.

Along with these new “basics”, skills in the effective use of technology, strategic and business planning and communication will be vital in creating a competitive edge and building markets and profitability.

The golf professional of the future must combine traditional industry skills with a level of competency in sound business practices to be truly successful.

Role of the PGA

The best interests of any PGA will be served when PGA members are successful in securing the vast majority of quality positions within the golf industry. To ensure this objective is met Associations need to play an active role. Some of the more logical involvements lie in the areas of education and training, and others may borrow from established business techniques such as the development of forums for the sharing of best practices.

When Executive Directors of the Canadian PGA were asked how professionals could best equip themselves for the future the consensus was through practical experience, formal post secondary education, continuing education and by building effective networks for specialized

information. Canadian PGA Directors identified the very same methods for building skills.

Given these findings and the steps being taken by the PGA of America in its' educational programs Professional Golf Associations have many areas in which they can contribute to the professional growth of their members.

Reviews of formal post secondary education programs and partnerships can lead to the development of programs more broad in scope that prepare students to better meet the challenges of the industry. Continuing education programs can evolve in step with change in the industry to ensure that members keep pace with new demands.

Seminars and conferences can be built to share best practices and networks can be established to create effective communication and access to specialized information. Employment referral services such as the PGA of America's CareerLinks can be established to

match PGA professionals to employment opportunities,
facilitating progressive career experiences.

Professional Golf Associations need to be at the forefront
of understanding change in the golf industry and building
and adapting programs and practices that leverage
opportunity for their members.

Conclusion

Golf has never been more popular as a pastime, however,
the golf industry is experiencing significant change along
with most other businesses. This change is creating new
and different roles for golf professionals; ones, which
require a broad set of skills and reflect a wide range of
responsibilities. Without a new set of skills, today's' golf
professional will not be able to meet the increasing

challenges of the job nor take advantage of these new and diversified opportunities.

More and more members are attaining management positions at their clubs by expanding their skill set and demonstrating their ability to fulfill these roles.

There is no question that the game has grown dramatically over the last ten years. Over that same period of time PGA membership has increased significantly as well. However, there are warning signs within the industry as facility growth has started to outpace the growth of play, a classic case of supply exceeding demand, leading to increased competition, pressure on profit and significant impacts on those employed in the industry. The traditional role of the Head Professional is shrinking as clubs seek new ways to increase their own revenue. At the same time clubs are examining all of their costs to ensure every

dollar is spent effectively requiring Head Professionals to deliver increased value for the compensation that they receive. This means increased responsibilities of many varieties for Head Professionals. Professional Golf Associations feel a responsibility for equipping their members to meet the challenges and some are taking steps to position their members as candidates of choice for the best jobs. The skills, which will be required for roles in the future, are varied and reflect the diversity of opportunities that are emerging in the golf industry as well as general business and leadership skills. In general, the more skills an individual has the better. The optimal skill set of the Head Professional of tomorrow combines the best of golf industry knowledge and skills with strong business management and leadership skills mirroring successful CEOs in any industry. Professional Golf Associations have a part to play in helping their members expand their skill sets and attain desirable employment.

Jim Awtrey stated recently “ if you report to someone who makes less than you do, you will not report to them for very long.” PGA members must position themselves to control their destinies. It is very important that they have the skills to attain the highest level of management possible within an organization. Opportunities exist in a variety of new and exciting areas such as ownership, consulting and golf course lease and management to name but a few. Awtrey notes,

“The PGA now has more PGA Professionals in more influential jobs than ever before.” Awtrey sees a decade of dramatic growth ahead with the recent emergence of golf as a sport for the masses and the “Tiger” effect on the game as opportunities that exist for the PGA member.

Prominent members of golf administration throughout the world agree that those able to demonstrate their ability to

advance with the rapid pace of change will prosper while those that do not develop the skill sets required to assume these management positions will be challenged to remain in the industry.

Appendix

1. Works Cited
2. Executive Directors/Canadian PGA Board of
Directors Survey
3. About the Author

Works Cited

1. PGA Magazine, April 2003 “Wake-UP Call” Roger Graves
2. Tanka, CPGA Membership Survey 1992-1993
3. Canadian PGA Bulletin, 1993 President’s Message
4. Canadian PGA Employment Manual
5. National Golf Foundation 18-hole Golf Facility Compensation Study 2002 Edition
6. Alberta PGA 2002 Employment Survey Results
7. PGA of America 2001 Compensation Survey

Board of Directors/Executive Directors Membership Survey

Membership surveys conducted by the Canadian PGA have indicated that employment ranks near the top of membership priorities.

Concerns have been raised by members that it has become increasingly more difficult to secure traditional high quality jobs.

One of the roles of the Canadian PGA is to assist members to equip themselves for building successful careers.

Your response to the following survey will be used as input on the preparation of a thesis that deals with these challenges.

Please circle your response to each statement, with 1 being strongly agree and 5 being strongly disagree.

1. The traditional Head Professional role is evolving into a multi dimensional management role.

1	2	3	4	5	
6	0	0	0	1	Executive Directors
7	2	1	0	0	Board of Directors

2. Without a new set of skills, today's golf professional cannot take advantage of the new and diversified opportunities that exist.

1	2	3	4	5	
4	2	0	0	1	Executive Directors
3	7	0	0	0	Board of Directors

3. The Canadian PGA should act as a facilitator in providing access to relevant educational and other programs required to build the new skill set.

1	2	3	4	5	
3	3	0	0	1	Executive Directors
8	2	0	0	0	Board of Directors

4. The Canadian PGA should conduct its own programs required to build the new skill set.

	1	2	3	4	5	
	2	2	2	0	1	Executive Directors
	0	2	6	2	0	Board of Directors

Please rank the following responses with 1 being the most important.

5. The best way for professionals to equip themselves for the future is:

Executive Directors Average

- 1 practical experience
- 3 formal post secondary education
- 1 continuing education (seminars, conferences, etc.)
- 4 building effective networks for specialized information
- 5 sharing ideas with peers
- 6 allied association membership
- other _____

Board of Directors Average

- 4 practical experience
- 2 formal post secondary education
- 1 continuing education (seminars, conferences, etc.)
- 3 building effective networks for specialized information
- 5 sharing ideas with peers
- 6 allied association membership
- other _____

6. Skills should be developed in the following areas:

Executive Directors Average

- 9 agronomy
 - 8 food and beverage
 - 6 accounting
 - 1 business administration
 - 5 computer and technology
 - 4 public speaking and public relations
 - 6 negotiating skills
 - 3 human resources
 - 2 customer relations
 - other
-

Board of Directors Average

- agronomy
 - 8 food and beverage
 - 5 accounting
 - 1 business administration
 - 7 computer and technology
 - 4 public speaking and public relations
 - 5 negotiating skills
 - 2 human resources
 - 3 customer relations
 - other
-

7. The most important elements in the professional's role in the future:

Executive Directors Average

- 5 teaching
 - 8 playing ability
 - 1 daily administration
 - 6 retail operations
 - 2 financial management
 - 4 marketing
 - 3 people management
 - 8 agronomy
 - 7 food and beverage
 - other
-

Board of Directors Average

- 5 teaching
 - playing ability
 - 2 daily administration
 - retail operations
 - 1 financial management
 - 4 marketing
 - 3 people management
 - agronomy
 - food and beverage
 - other
-

8. Emerging Opportunities that may become part of the professional's role:

Executive Directors Average

- 8 real estate management
 - 5 hotel/resort management
 - 1 golf course lease/management contracts
 - 2 consulting
 - 8 design and construction
 - 7 golf course maintenance
 - 8 media and broadcasting
 - 3 ownership
 - 6 product development, manufacturing and distribution
 - 4 education
 - other
-

Board of Directors Average

- 7 real estate management
 - 5 hotel/resort management
 - 1 golf course lease/management contracts
 - 2 consulting
 - design and construction
 - 7 golf course maintenance
 - media and broadcasting
 - 3 ownership
 - 6 product development, manufacturing and distribution
 - 4 education
 - other
-

Please comment on the following.

9. What do you feel is the biggest challenge facing today's golf professional?

Quotes contained in thesis

10. If you had one piece of advice to give someone entering the profession today, what would it be?

Quotes contained in thesis

About the Author

Harry Brotchie is a Past President of the Canadian Professional Golfers' Association.

An Executive Professional member of the Canadian PGA, Brotchie joined the Association in 1975. In addition Brotchie is also a member of the British PGA, has served as Honorary Vice President of the PGA of America for two terms and is a member of the National Golf Course Owners' Association.

Brotchie has been active in Association affairs serving as both President of the Manitoba PGA and Manitoba PGA Assistants Association in addition to serving on the National Board of Directors for over ten years.

As a player, Brotchie has won the Manitoba PGA Championship and twice captured the Manitoba PGA Assistants' Championship.

As President and Owner of Lakeland Golf Management Inc. a federally incorporated company, Brotchie, through Lakeland or its wholly owned companies, Western Golf Management Ltd. and Western Golf Management (Manitoba) Ltd., currently manages nine public or resort courses in Canada. Lakeland also provides a wide range of consulting services to a variety of clients and has ownership interest in several golf courses.