

Profit per Yard

Forrest Richardson
ASGCA

5th Golf Innovation Symposium

USGA®

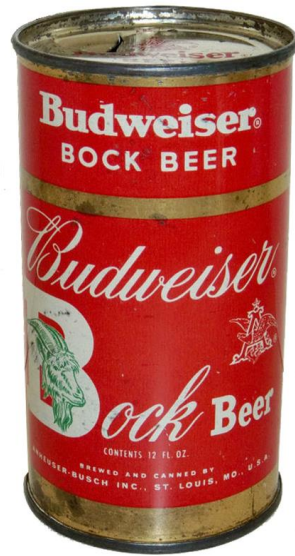
**“If you can’t measure something, you can’t understand it.
If you can’t understand it, you can’t control it.
If you can’t control it, you can’t improve it.”**

— DR. H. JAMES HARRINGTON



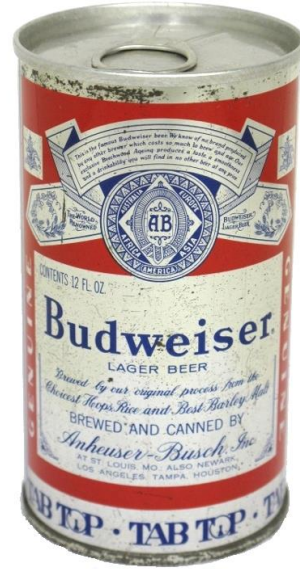
1940

86g



1950

75g



1967

55g



1972

35g



1985

28g



2018

13g

**A beer can today weighs 1/5 as much as it did in 1950...
...but is better in so many ways.**



Today, less material and energy is used to produce more goods and services.

The ratio of mass used to produce 1 unit of GDP has been falling for 150 years.



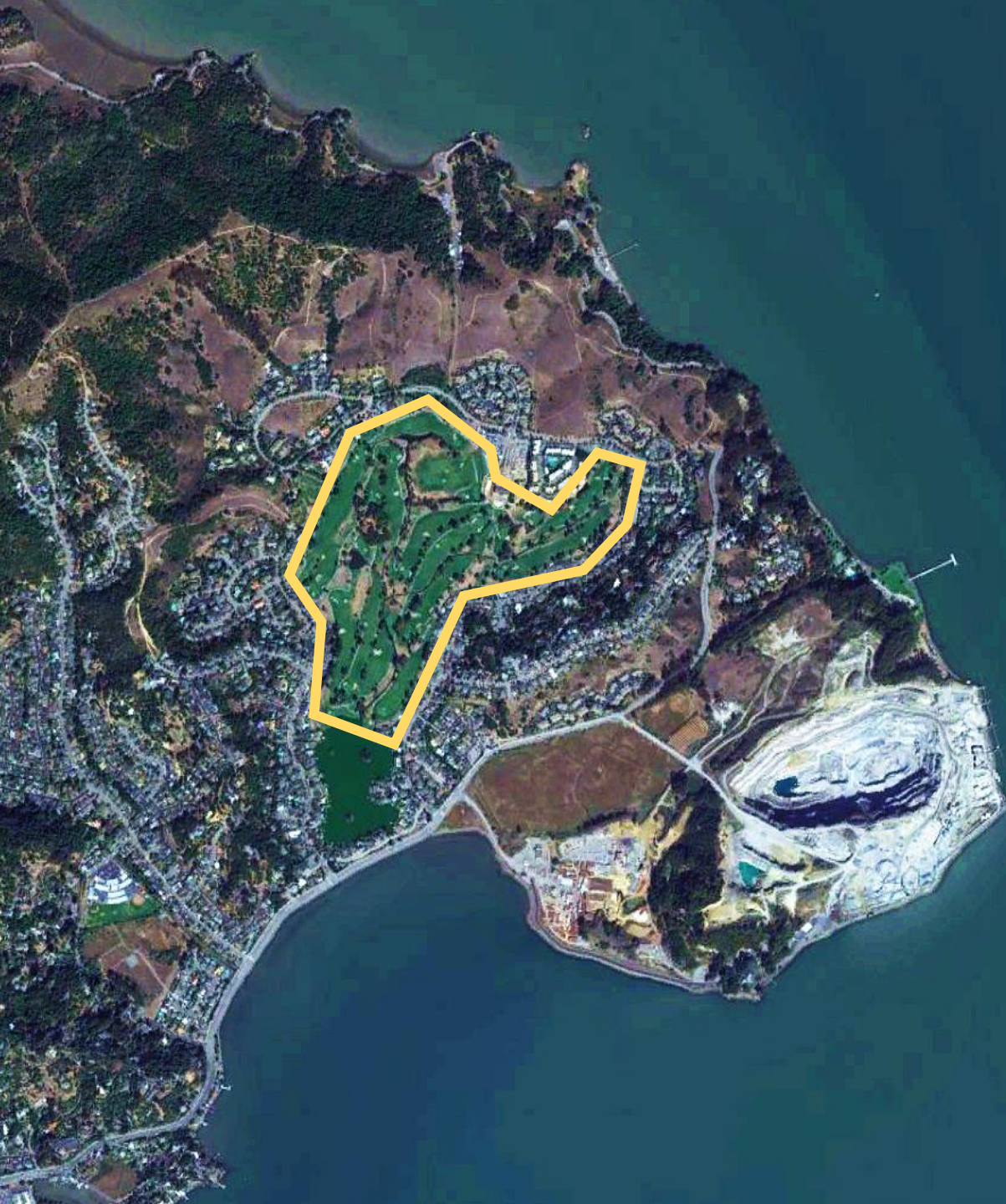
1900



2010

What about golf?





**Is it time to look
beyond the 7,000 yard,
par-72 course of
150 acres (60 hectares)?**

How Golf Courses Are Different

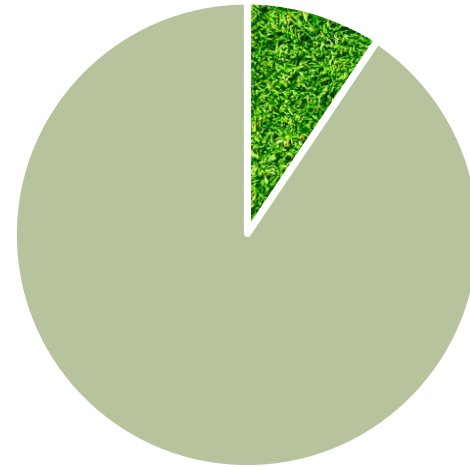
REVENUE



MAINTENANCE COST



MANAGED TURF AREA



TIME



LENGTH



**LENGTH may be the key to how we
measure profit potential in golf**

Length

- Property Cost
- Total Area of Course
- Amount of Turf
- Use of Water
- Maintenance Cost
- Time It Takes to Play
- Mass Used to Build

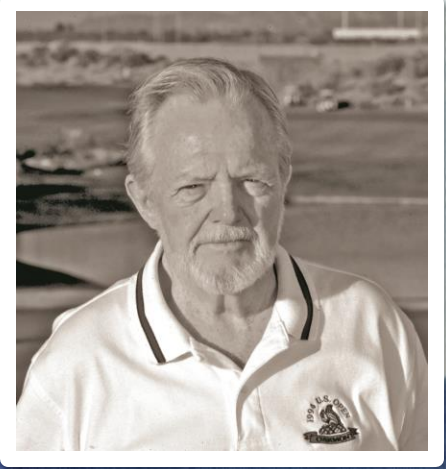


ENTRANCE

*Mountain
Shadows*

HOTEL
DINING • COCKTAILS

Mountain Shadows



SCOTTSDALE (PHOENIX) ARIZONA

SCOTTSDALE (PHOENIX) ARIZONA

Mountain Shadows

Mountain Shadows



Mountain Shadows

**THE WEST'S
NEWEST
AND MOST
LUXURIOUS
ALL YEAR RESORT**

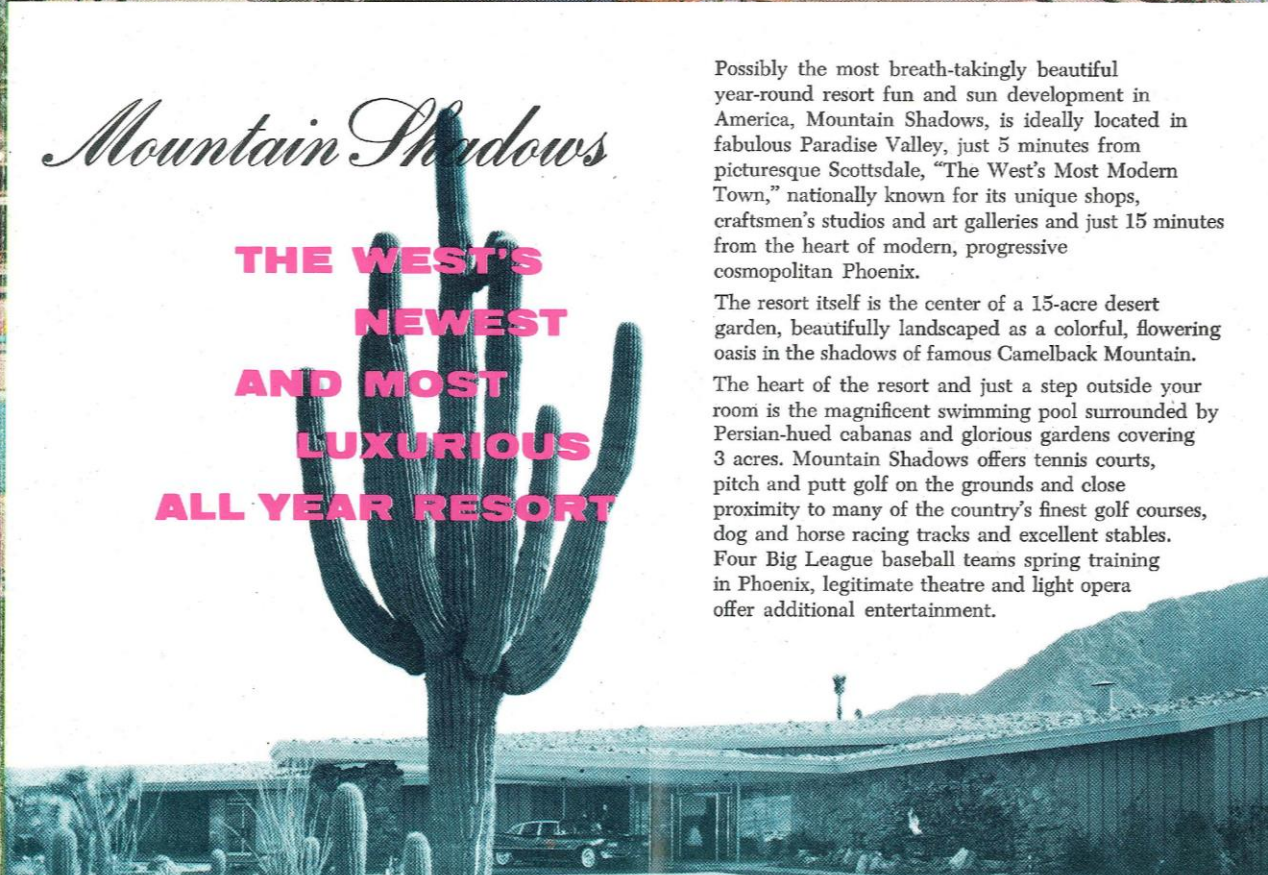
Possibly the most breath-takingly beautiful year-round resort fun and sun development in America, Mountain Shadows, is ideally located in fabulous Paradise Valley, just 5 minutes from picturesque Scottsdale, "The West's Most Modern Town," nationally known for its unique shops, craftsmen's studios and art galleries and just 15 minutes from the heart of modern, progressive cosmopolitan Phoenix.

The resort itself is the center of a 15-acre desert garden, beautifully landscaped as a colorful, flowering oasis in the shadows of famous Camelback Mountain.

The heart of the resort and just a step outside your room is the magnificent swimming pool surrounded by Persian-hued cabanas and glorious gardens covering 3 acres. Mountain Shadows offers tennis courts, pitch and putt golf on the grounds and close proximity to many of the country's finest golf courses, dog and horse racing tracks and excellent stables. Four Big League baseball teams spring training in Phoenix, legitimate theatre and light opera offer additional entertainment.

ALL YEAR EUROPEAN PLAN RESORT HOTEL

5641 Lincoln Drive, Paradise Valley, Scottsdale
Telephone: WHITNEY 5-4561





This is Mercury 1965
...in the
Lincoln Continental tradition

Solid	Quiet	Distinguished
-------	-------	---------------

It's a new kind of Mercury... a new class of Mercury... built in the Lincoln Continental tradition. The beautiful proportions are different from any Mercury you have ever seen. The wheelbase is long-

er. The ride, solid and quiet. The comfort, superb. And you also have a choice of four elegant roof styles including

Breezeway Design (shown). We believe this Mercury is everything you want your next car to be. Drive it soon.

Awarded
year's top
honor



Mercury

AWARDED: RIDE WALT DISNEY'S MAGIC SKYWAY AT THE FORD MOTOR COMPANY PAVILION, NEW YORK WORLD'S FAIR

From the ranches of Arizona
to South of the Border...

**DESPERATE DANGER
AND A TRAIL
OF TERROR!**



SQUAD CAR

STARRING
VICI PAUL DON
RAAF · BRYAR · MARLOWE

PRODUCED AND DIRECTED BY ED LEFTWICH
STORY AND SCREENPLAY BY E. M. PARSONS AND SCOTT FLOHR

Released by 20th CENTURY FOX



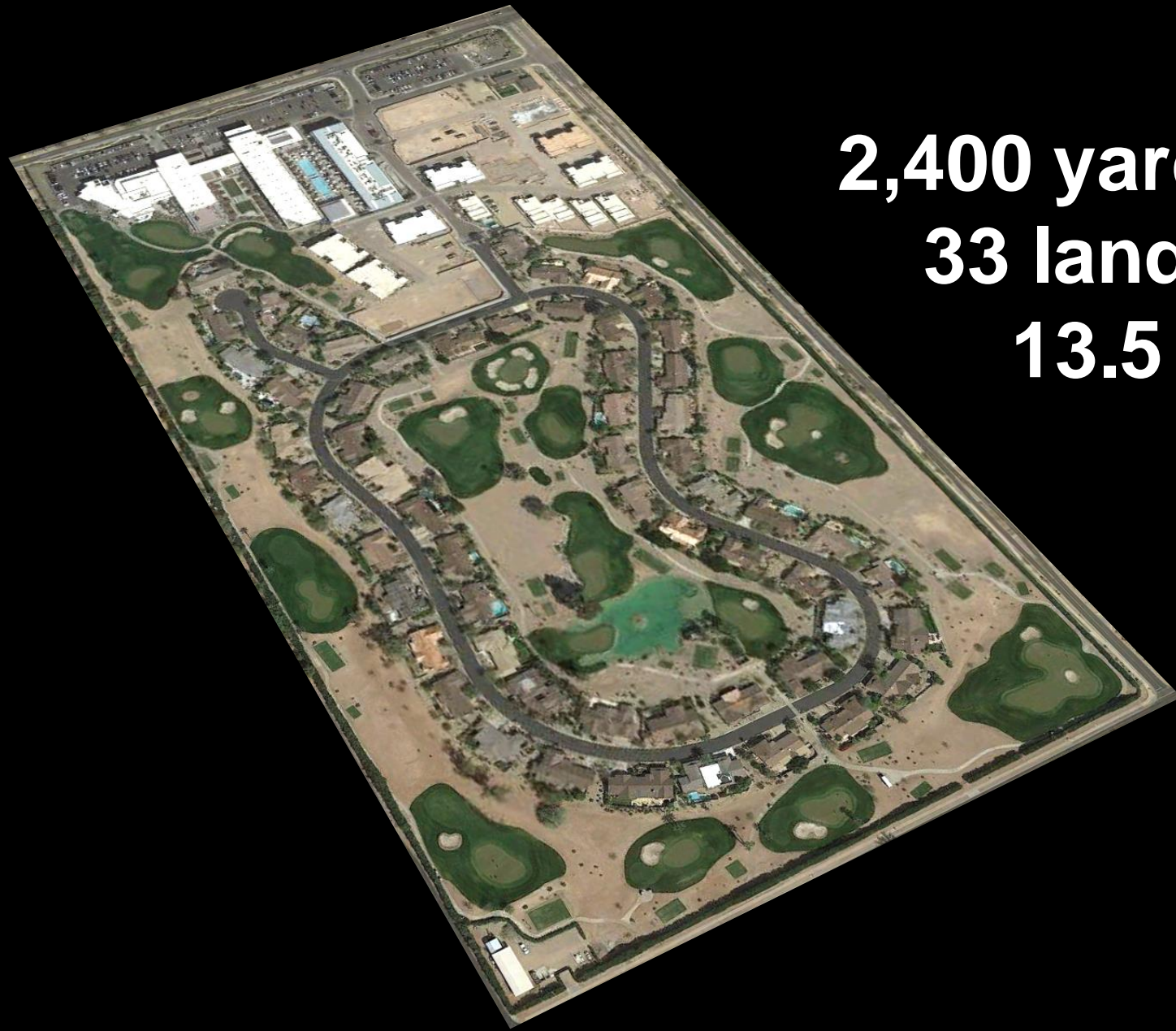












2,400 yards
33 land acres
13.5 turf acres



GOLF COURSE ARCHITECT

Forrest Richardson

Forrest Richardson, ASGCA

ORIGINAL DESIGN

(c. 1961)
Arthur Jack Snyder, ASGCA
(1917–2005)

GOLF COURSE SUPERINTENDENT

Ron Proch, GCSAA

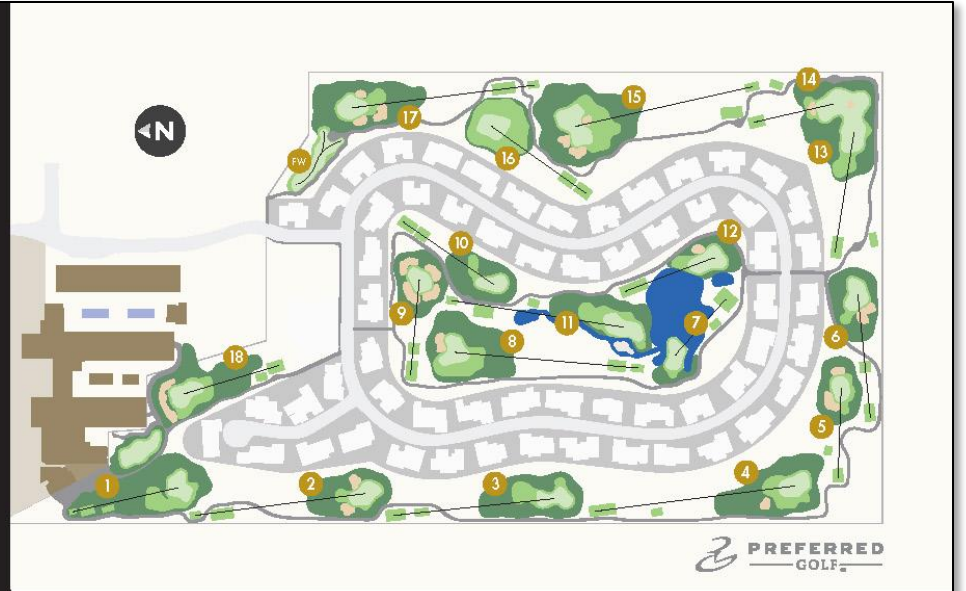
DIRECTOR OF GOLF AND CLUB OPERATIONS

Tom McCahan, PGA

5445 EAST LINCOLN DRIVE
PARADISE VALLEY, AZ 85253

877.725.6029

SHORTCOURSEPV.COM



COURSE RULES

Carts are to remain on paths at all times.
Observe friendly golf etiquette & play with good pace.
Golfers are responsible for their miss-hit shots and any resulting damages.

USGA rules govern all play except where modified by the following:

A ball coming to rest on any non-turf area (except in a hazard) may be played as it lies or dropped to the nearest turfed area under penalty of one stroke (Desert Rule).
Out-of-bounds are defined by white stakes and by all perimeter walls, fences and concrete paths bordering the course where stakes are not present.
Water hazards are defined by the outer edges of rock or concrete borders.
Drop areas must be used where established.











Traditional 18-hole Course
vs.
Short Course

LENGTH

Traditional 18-hole Course (7,000 yards)

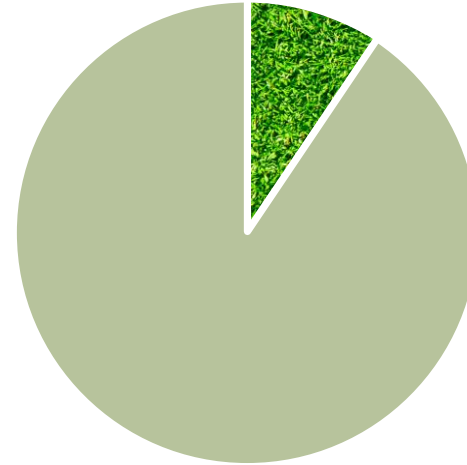


Short Course (2,400 yards)

MANAGED TURF AREA



**Traditional 18-hole Course
(90 acres/36 hectares)**



**Short Course
(13.5 acres/5.5 hectares)**

TIME



Traditional 18-hole Course
(4½ hours)



Short Course
(2½ hours)

Camelback - Padre

7847 Mockingbird Lane Scottsdale, AZ 85253 | [Get Directions](#)

[BOOK NOW](#)



Course Architect: Red Lawrence

Tees	Par
Black	72
Red	72
Orange	72

Course Amenities

- Pro Shop
 - Putting Green
 - Locker Room
- Please confirm with course.

[PHOTOS](#) [MAP](#)

Share: [f](#) [t](#) [g+](#)

Camelback Golf Club is located in Scottsdale, Arizona, a short three miles from the JW Marriott Scottsdale Camelback Inn Resort & Spa at 7847 North Mockingbird Lane. The club is one of Arizona's original gems, featuring 36 holes of championship golf. Artfully designed

[Read More](#)

Search Tee Times

09/28/2017
Time
Number of Players

DEAL TIMES

49% OFF
\$30.00
~~\$59.00~~
2:30 PM
2-4 Players

54% OFF
\$46.00
~~\$99.00~~
6:40 AM
1-4 Players

54% OFF
\$46.00
~~\$99.00~~
6:50 AM
1-4 Players

54% OFF
\$46.00
~~\$99.00~~
7:00 AM
1-4 Players

Mountain Shadows

5445 E. Lincoln Dr. Paradise Valley, AZ 85253 | [Get Directions](#)

[BOOK NOW](#)



Course Architect: Forrest Richardson

Tees	Par	Yardage	Slope	Rating
Back	54	2310		
Middle	54	2065		
Forward	54	1735		

[View Full Scorecard](#)

Course Amenities

- Pro Shop
 - Putting Green
 - Locker Room
- Please confirm with course.

[PHOTOS](#) [MAP](#)

Share: [f](#) [t](#) [g+](#)

Originally designed by Arthur Jack Snyder, The Short Course has been completely re-envisioned by golf course architect Forrest Richardson, who worked with Snyder for more than 25 years. The course is set in the shadow of Camelback Mountain in scenic Paradise

[Read More](#)

Course Amenities

- Pro Shop
 - Putting Green
 - Club Rental
 - Food
 - Beverage
 - Carts Available
- Please confirm with course. [View More](#)

Search Tee Times

09/28/2017
Time
Number of Players

DEAL TIMES

43% OFF
\$20.00
~~\$35.00~~
11:00 AM
2-4 Players

43% OFF
\$20.00
~~\$35.00~~
11:50 AM
2-4 Players

\$35.00
7:00 AM
1-2 Players

29% OFF
\$25.00
~~\$35.00~~
8:00 AM
1-4 Players

\$35.00
8:10 AM
1-4 Players

\$35.00
8:20 AM
1-4 Players



REVENUE PER YARD

GREEN FEE MATRIX COMPARISON

Dollars per Yard

	Competition			66% fewer yards				
	Fee Inc Cart Fee	Yards	\$/Yard	Less		With Cart		W/O Cart
				Cart Fee	Yards	\$/Yard	\$/Yard	
Course A	\$40.00	6,800	\$0.0353	\$25.00	2,310	\$0.0541	\$0.0498	
Course B	\$99.00	6,800	\$0.0293	\$0.00	2,310	\$0.0433	\$0.0390	
Course C	\$50.00	6,800	\$0.0221	\$5.00	2,310	\$0.0368	\$0.0325	
Course D	\$39.00	6,800	\$0.0204	\$0.00	2,310	\$0.0346	\$0.0303	
Course E	\$25.00	6,800	\$0.0184	\$5.00	2,310	\$0.0325	\$0.0281	
Course F	\$0.00	6,800	\$0.0147	\$0.00	2,310	\$0.0260	\$0.0216	
Course G	\$75.00	6,800	\$0.0110	\$0.00	2,310	\$0.0173	\$0.0130	
Course H	\$0.00	6,800	\$0.0074	\$0.00	2,310	\$0.0130	\$0.0087	

Dollars per Minute

	Competition			Takes 44.4% less time.				
	Fee Inc Cart Fee	Minutes	\$/Minute	Less		With Cart		W/O Cart
				Cart Fee	Minutes	\$/Minute	\$/Minute	
Course A	\$40.00	270	\$0.89	\$25.00	150	\$0.83	\$0.77	
Course B	\$99.00	270	\$0.74	\$0.00	150	\$0.67	\$0.60	
Course C	\$50.00	270	\$0.56	\$5.00	150	\$0.57	\$0.50	
Course D	\$39.00	270	\$0.51	\$0.00	150	\$0.53	\$0.47	
Course E	\$25.00	270	\$0.46	\$5.00	150	\$0.50	\$0.43	
Course F	\$0.00	270	\$0.37	\$0.00	150	\$0.40	\$0.33	
Course G	\$75.00	270	\$0.28	\$0.00	150	\$0.27	\$0.20	
Course H	\$5.00	270	\$0.20	\$0.00	150	\$0.20	\$0.13	

Maintenance Cost



**Traditional 18-hole Course
(\$600,000)**



**Short Course
(\$350,000)**

Using LENGTH as a way to
Measure financial opportunity

Revenue per Yard
Cost per Yard
Profit per Yard

Revenue per Yard (Annual)

Traditional 18-hole Course

$$\begin{array}{r} 30,000 \text{ rounds} \\ \times \$80 \\ = \\ \$2,400,000 \\ \div \\ 7,000 \text{ yards} \\ = \\ \underline{\underline{\$343}} \end{array}$$

Short Course

$$\begin{array}{r} 40,000 \text{ rounds} \\ \times \$40 \\ = \\ \$1,600,000 \\ \div \\ 2,400 \text{ yards} \\ = \\ \underline{\underline{\$667}} \end{array}$$

Cost per Yard (Annual)

Traditional 18-hole Course

$$\begin{array}{r} \$1,337,000 \\ \div \\ 7,000 \text{ yards} \\ = \\ \underline{\$191} \end{array}$$

Short Course

$$\begin{array}{r} \$730,000 \\ \div \\ 2,400 \text{ yards} \\ = \\ \underline{\$292} \end{array}$$

Profit per Yard (Annual)



	Traditional 18-Hole Course	Short Course
Revenue per Yard	\$343	\$667
Cost per Yard	\$152	\$292
Profit per Yard¹	<u>\$191</u>	<u>\$375</u>

¹ Adjusted based on estimated maintenance/operation costs

**“If you can’t measure something, you can’t understand it.
If you can’t understand it, you can’t control it.
If you can’t control it, you can’t improve it.”**

— DR. H. JAMES HARRINGTON

forrest@golfgroupltd.com

