

# What if a golf course is run like an airline?

## An analysis on golf course commercial exploitation

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**Utrecht,**  
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# KLM and Golf



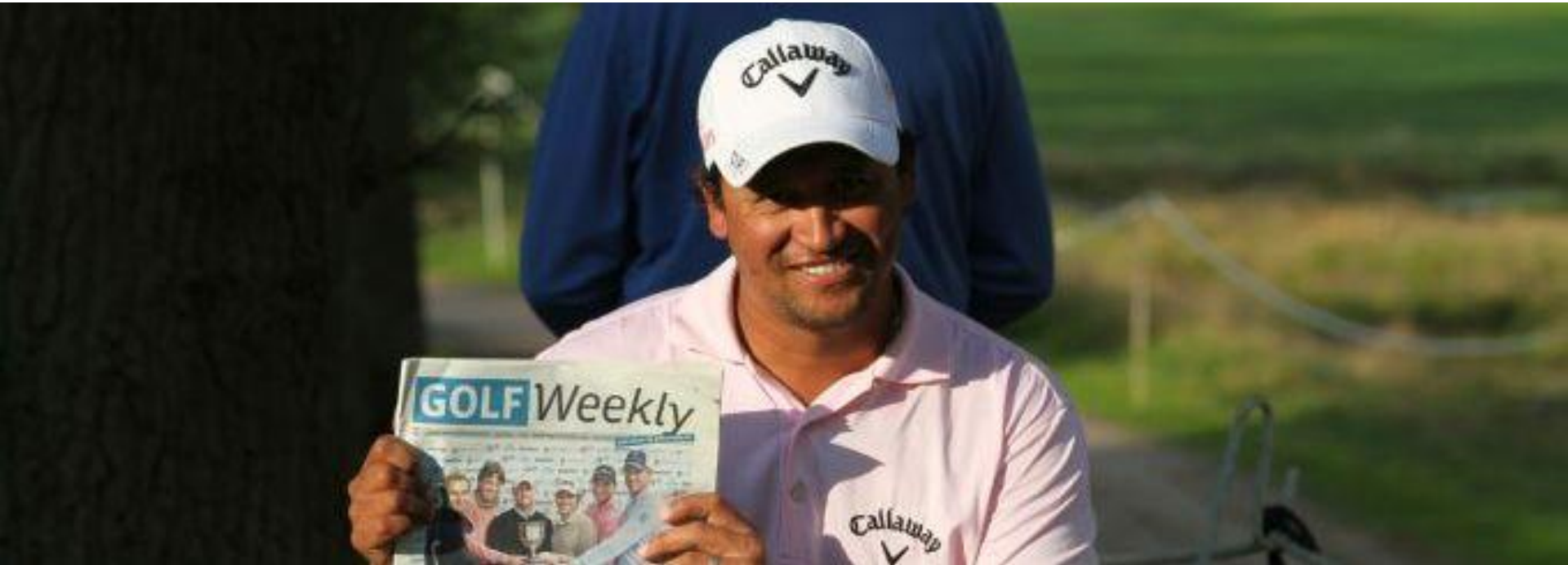
# KLM and Golf



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# KLM and Golf



# What if...

... a golf course would be run as an airline?

- Open from 08:00 AM till 18:00 PM
- 4 Tee Times per 10 minutes = 170.000 TT /year
- Load Factor at 84% = 143.000 TT sold
- Average price per 9 holes = 30 EUR
- Year Revenue = 4,3M

# My Golf Course: KLM Glasgow G&C Club



# Commercial approach

- Targetting
- Offering
- Pricing
- Availability
- Distribution
- Marketing
- Check In
- Business monitoring

# The targetted consumer



“I would like to play golf without hassle in the limited time that I have left”

# Offering

## Economy Tee Time

- Access to Golf Course
- Up to Four in a Flight
- Only Walking
- Own Catering
- Own Golf Balls

## Business Tee Time

- Access to Golf Course
- Up to Two in a Flight
- Catering Package
- Golf Package
- Car Pickup and Return

# Pricing

- Per offering different fares
  - 8 Fares for Economy Tee Time
  - 3 Fares for Business Tee Time
- Fare Conditions
  - Advanced Purchase
  - Flexibility to change, cancel and refund
  - Discounting per consumer type
- Corporate Policy
  - Volume discount
  - Market share discount
  - Only higher fares discounted

# Fare Grid

- Business Tee Time

- **J** SH250 LH 490
- **C** SH 200 LH 390
- **Z** SH 100 LH 190

- Last Sellable Tee Time
- Full Flexible, AP 0
- Flex at a Fee, Promotion only

- Economy Tee Time

- **X** SH 125 LH 240
- **S** SH 110 LH 210
- **B** SH 100 LH 190
- **K** SH 90 LH 170
- **M** SH 80 LH 150
- **L** SH 70 LH 130
- **N** SH 35 LH 60
- **V** SH 20 LH 35

- Last Sellable Tee Time
- Full Flexible, AP 0
- Full Flexible, AP 1
- Flexible at a Fee, AP 1
- Flexible at a Fee, AP 2
- Flexible at a Fee, AP 7
- Non Flexible, AP 7
- Non Flexible, Promotion only

# Availability

“Sell on any day maximum of 20 lowest class tee times”

“Reserve on any day always 10 tee times for [last tee time sold]”

“Close lowest classes on peak days”

“Open Promotion classes for low load periods”

**Price \* Availability = Quote To Consumer**

# Availability Grid

- Business Tee Time

- **J** JUN1 2
- **C** JUN1 2
- **Z** JUN1 6

- Economy Tee Time

- **X** JUN1 10
- **S** JUN1 10
- **B** JUN1 6
- **K** JUN1 8
- **M** JUN1 20
- **L** JUN1 20
- **N** JUN1 16
- **V** JUN1 0

16 tee times  
available on June  
1st at a rate of 35  
EUR for SH and 60  
for LH


# Distribution

 Select flights

## Glasgow

Departure Sun 6 Dec 09  
[+ Modify your search](#)

3 Dec 09 From 516   4 Dec 09 From 516   5 Dec 09 From 516   **6 Dec 09 From 516**   7 Dec 09 From 516   8 Dec 09 From 516   9 Dec 09 From 516

 **6 Dec 09** Show flights


Price	Departure	Arrival	Travel time	Operated by	Flight number
<input type="radio"/> EUR 516		10:45 Glasgow	1h40	KLM	KL1473 <a href="#">Details</a>
<input checked="" type="radio"/> EUR 516		15:40 Glasgow	1h35	KLM	KL1477 <a href="#">Details</a>
<input type="radio"/> EUR 516		21:45 Glasgow	1h35	KLM	KL1481 <a href="#">Details</a>

Taxes and surcharges included, booking fee excluded

Next day    Lowest price on this page

**Total price for all passengers**      **EUR 525,46**  
Passenger(s): 1 adult  
[Taxes, surcharges and booking fee included](#)

[← Back to homepage](#)      [Select conditions →](#)

 [Contact KLM Service Centre](#) →

### Your selection

**Searched**

From Amsterdam (Schiphol)  
To Glasgow (International Airport)

1 adult  
Economy

**Selected dates**

Departure: Sun 6 Dec 09



[Opnieuw zoeken](#)

Je zoekactie wijzigen

Luchthaven van vertrek:

AMS (Amsterdam) ▼

Luchthaven van bestemming:

GLA (Glasgow) ▼

Heen: (dd-mm-jj)

6-12-2009

Maakt niet uit ▼

Luchtvaartmaatschappij:

[i](#) Meer informatie

Geen voorkeur ▼

## Glasgow, Schotland (GLA)

	 Alle resultaten	 British Airways	 bmi	 KLM	
<b>Rechtstreekse / non stop</b>	€ 525 zie hieronder	---	---	€ 525	---
<b>1 tussenstop</b>	€ 183 zie hieronder	€ 183	€ 271	---	---
<b>2 tussenstops of meer</b>	---	---	---	---	---

**Opmerking:** de onderstaande prijzen gelden alleen voor de vlucht; deze e-ticketprijzen zijn inclusief vluchtbelastingen en -toeslagen. Als je voor je reisroute papieren tickets nodig hebt, zijn er [extra kosten](#). Resultaten dekken een metrogebied met [diverse luchthavens](#). Controleer je keuzes zorgvuldig.



[Modify or start search over](#)

[Get a fare alert](#)

[Share results - LIVE](#)

**Amsterdam, Netherlands to Glasgow, United Kingdom** Sun Dec 6 2009

[KLM Retourtickets Glasgow](#)

ads

Retourtickets voor een laag tarief? Nu op KLM.nl al vanaf €222 all-in!  
[www.klm.com/nl/Glasgow](http://www.klm.com/nl/Glasgow)

FILTER RESULTS  
BELOW INSTANTLY

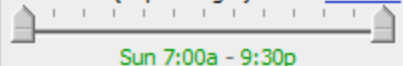
**Stops**

- nonstop Best Fare \$862
- 1 stop \$263
- 2+ stops \$735

**Flight Times**

- Take-off
- Landing

Take-off (Depart Flight) [show all](#)



**Airlines**

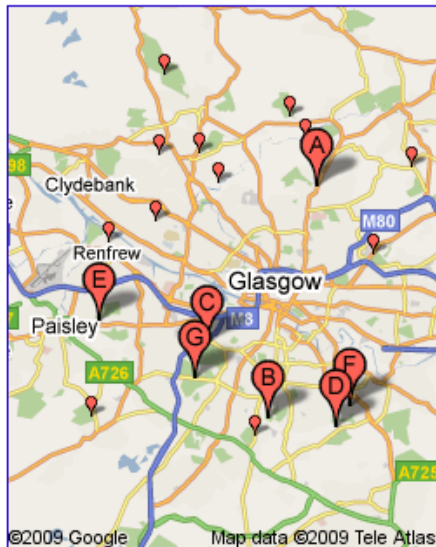
- [select all](#) | [clear](#)
- Aer Lingus [only](#) Best Fare \$370
  - bmi [only](#) \$349
  - British Airways [only](#) \$263
  - Flybe [only](#) \$387
  - KLM Royal Dutch [only](#) \$862
  - Lufthansa [only](#) \$404
  - Multiple Airlines [only](#) \$432
- Star Alliance SkvTeam oneworld

3 of 138 one-ways shown [show all](#) | [show matrix](#)

Filters Applied: Airlines Airports

Price*	Airline	Takeoff	Landing	Stops (Duration)
<b>\$862</b> USD <a href="#">Select</a>	KLM Royal Dutch	AMS 9:10p	GLA 9:45p	0 (1h 35m)
Orbitz.com <a href="#">details</a> <a href="#">save</a>				
<b>\$862</b> USD <a href="#">Select</a>	KLM Royal Dutch	AMS 3:05p	GLA 3:40p	0 (1h 35m)
Orbitz.com <a href="#">details</a> <a href="#">save</a>				
<b>\$862</b> USD <a href="#">Select</a>	KLM Royal Dutch	AMS 10:05a	GLA 10:45a	0 (1h 40m)
Orbitz.com <a href="#">details</a> <a href="#">save</a>				

**Lokale bedrijfsresultaten voor [golf](#) in de buurt van [Glasgow, Lanarkshire](#)**



- A** [The Bishopbriggs Golf Club](#)  
www.thebishopbriggsgolfclub.com - 0141 772 8938 - [2 beoordelingen](#)
  - B** [Linn Park Golf Course](#)  
maps.google.co.uk - 0141 633 0377 - [1 beoordeling](#)
  - C** [Haggs Castle Golf Club](#)  
www.haggscastlegolfclub.com - 0141 427 1157 - [2 beoordelingen](#)
  - D** [Cathkin Braes Golf Club](#)  
www.cathkinbraesgolfclub.co.uk - 0141 634 6605 - [2 beoordelingen](#)
  - E** [Barshaw Park Golf Club](#)  
maps.google.co.uk - 0141 889 2908 - [1 beoordeling](#)
  - F** [Blairbeth Golf Club](#)  
www.blairbethgolfclub.co.uk - 0141 634 3325 - [2 beoordelingen](#)
  - G** [Cowglen Golf Club](#)  
www.cowglengolfclub.co.uk - 0141 632 9349 - [1 beoordeling](#)
- [Meer resultaten in de buurt van \[Glasgow, Lanarkshire\]\(#\) »](#)

Gesponsorde links

**[VliegTickets Glasgow](#)**  
Alle Airlines. Alle Aanbiedingen.  
Bekijk nu het **Glasgow** overzicht  
[waarheen-waarvoor.nl/Vliegtickets](#)

[Uw advertentie hier »](#)

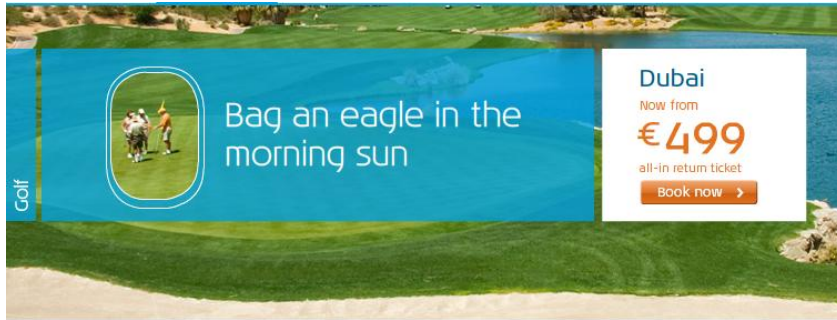
**Home Page : [Glasgow Golf Club : Killermont and Glasgow Gailes](#) - [ [Vertaal deze pagina](#) ]**

Welcome to **Glasgow Golf Club**, founded in 1787, it is the ninth oldest **golf** club in the World.

We are a members club, and we believe we're unique, ...

[www.glasgowgolfclub.com/](#) - [In cache](#) - [Verdelijkbaar](#)

# Marketing



## Golf top 5

### Flight

<b>Edinburgh</b> <sup>1)</sup>	from €202	for €129	<a href="#">Book now &gt;</a>
<b>Dubai</b> <sup>1)</sup>	from €614	for €499	<a href="#">Book now &gt;</a>
<b>Los Angeles</b> <sup>1)</sup>	from €637	for €549	<a href="#">Book now &gt;</a>
<b>Singapore</b> <sup>1)</sup>	from €881	for €599	<a href="#">Book now &gt;</a>
<b>Lisbon</b>	from €212	<a href="#">Book now &gt;</a>	

<sup>1)</sup> Book before 15 Dec. 2009 | Limited availability | [Read the terms and conditions](#)  
<sup>2)</sup> With 1 transfer

### KLM Holiday Deals (flight+)

<b>Edinburgh</b> <sup>1)</sup>	4 days flight + hotel fr
<b>Dubai</b> <sup>1)</sup>	5 days flight + hotel fr
<b>Los Angeles</b> <sup>1)</sup>	8 days flight + hotel fr
<b>Singapore</b> <sup>1)</sup>	8 days flight + hotel fr
<b>Lisbon</b>	4 days flight + hotel fr

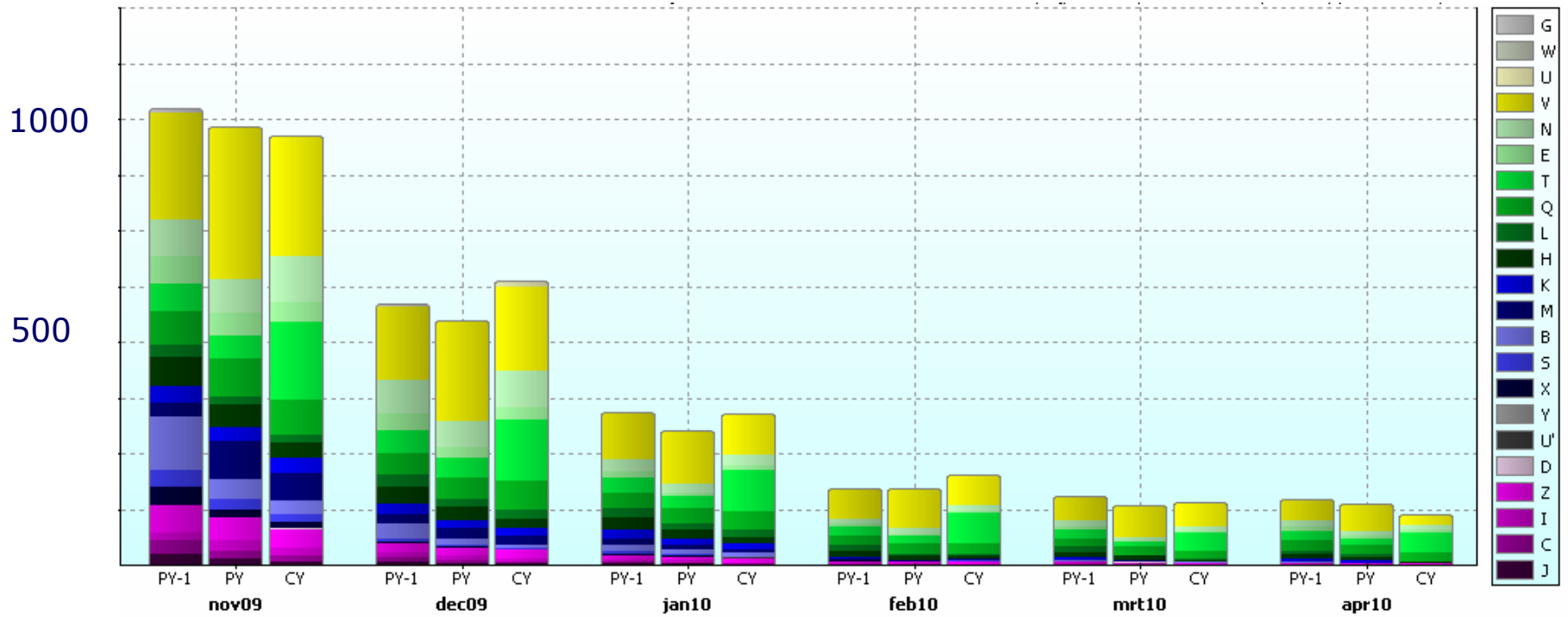
<sup>1)</sup> Book before 15 Dec. 2009 | Limited availability |



# Check In



# Business monitoring



## Intermediate results

- Load factor: 24%
- Total revenue: EUR 800K
- Yield: EUR 20
- Return on Investment: 10
- Commercial costs: 200K

## Why didn't it work out?

- The consumer is not interested in just my offer
- Loyalty does not work as he is only on my course once or twice per year
- Traffic to my site is too limited as nobody knows my site
- The margin per customer is too low to be profitable
- Costs are too high to develop and maintain the sophisticated processes of a golf course on my own ...

# Alliances



# Conclusion

1. Rethink your value proposition
2. Redesign your commercial processes
3. Act as an industry not as competitors

Be swift or some one else will do it in the value chain... (2010)

At least consider it, it could improve your bottom line...