

Say Goodbye to the Good Ol' Days

A whole new era in making customers happy and loyal

The days of just running a good golf course are over, according to Tarun Kapoor, CHE, CEO and managing director of California-based Kapoor & Kapoor Hospitality, Inc., a club and hotel management consultancy.

Kapoor will speak at the 2008 NGCOA conference about optimizing productivity and scaling multi-course operations.

"The time has come for multi-course owners to stop focusing on strategy by course and put more focus on strategic issues and company-wide initiatives," says Kapoor, who for almost 20 years has been training club and hotel managers in multi-unit management, strategic planning, and governance. In 1991, he developed a week-long leadership program, *Leadership Edge*, for the "Business Management Institute" of the Club Managers of America.

For several years, Kapoor has been a consultant to the Asian-American Hotel America on how to scale their opera-

in staffing, training, marketing, financing, and operations that golf course owners have today."

Some questions that he hopes to answer at the Orlando conference include, Can I have one management company – my own company – manage six or seven courses even though each course is an LLC? What core business functions can I centralize? Should I do my financing through one bank or multiple banks? Should I standardize my food service operations across all properties?

The answers will go a long way in determining an owner's level of success.

Part one of Kapoor's conference presentation will be a seminar on optimizing the bottom line for course owners. Part two will be an open forum, which

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Tarun Kapoor is a featured speaker on optimizing productivity at the 2008 NGCOA Conference.

Tarun's most memorable golf experience:

I have so many friends at so many gorgeous clubs around the country and I don't play golf. All my golfer buddies are envious because I have access to these great clubs.

Tarun is currently reading:

Ken Follett's *The Pillars of the Earth*.

Owners Association, an organization similar to the NGCOA in that individuals owned 1-20 properties, with the average being more than four.

tions and manage multiple locations in order to optimize their bottom line and find sustained success," he says. "They had some of the same problems

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he'll facilitate only for multi-course owners (two or more properties).

"It's imperative that with so many other distractions for customers, today's course owners have a clear vision what they want their operations to become," he says.

Golf is time-consuming, expensive, and patronized by the affluent. Moreover, the number of golf courses is mushrooming so that many markets are now beyond saturated. "It's become phenomenally competitive for course owners to get their 100 percent market share," he says.

To keep customers loyal, according to Kapoor, owners have to seduce them in more ways than just the game of golf, but they have to know and be confident about what they're attracting golfers to – and how they will attract them. He believes that multiple public course owners can provide the same quality

experience as the swanky private club down the street or the luxury resort in every destination.

"No matter what, without clarity of purpose and consistency of process an owner will just end up bumbling along," he cautions.

That vision starts with strategic planning, business plan development, a unique portfolio of amenities and services, team building through CPR – Compensation, Participation and Recognition, effective cost controls, and creating marketing, among others.

"These are things that will make a club or course shine in all facets of hospitality, including operations, customer service, leadership, education, and player development," says Kapoor. "These will help an owner rise above the competition, above simply running a good golf course." ❖