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NUMBER 140 | AUTUMN 2022

Golf Car UK Meets Exponential Demand For PACE GPS



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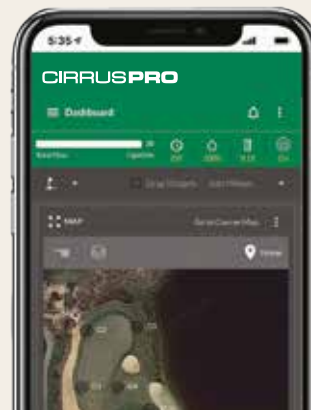
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"WE, AS AN INDUSTRY, NEED TO MORE MINDFUL OF OUR WATER USAGE
AND – JUST AS IMPORTANTLY – ITS PERCEPTION TO THE NON-GOLFING
WORLD"

FAIR COMMENT

Environmental protesters near Toulouse, in France, gave a whole new meaning to the title 'crazy golf' when they filled holes with cement to protest the exemption of greens from water bans during the country's severe drought.

We should not be surprised: the French are never slow to show their displeasure either on a regional or national topic. They'll be barricading fairways with their trucks next...

The action was extreme, but people who are passionate about their cause often upset others by making their point. However, maybe, we can learn from their actions.

Having targeted several courses their statement called golf the "leisure industry of the most privileged" – not the most original barb and one which continues to be aimed at the sport despite many PR campaigns designed to lose the 'rich' and 'elitist' tags. Facts are irrelevant; sometimes, perception is everything.

With droughts, seemingly, likely to be a regular issue in the coming decades it does suggest we, as an industry, need to more mindful of our water usage and – just as importantly – its perception to the non-golfing world.

Increasingly, large golf resorts have their own systems which ensure they do not need to turn to public water supplies during the hottest of spells. And some, like Valderrama, have built reservoirs to harvest winter rain water. But that course of action is not open to the majority of golf clubs, which suggests some radical thinking is required. Or is it?...



Words

Michael Lenihan
Publisher

READ THE FULL COMMENT ONLINE
golfmanagement.eu.com/autumn

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FEATURING

AUTUMN 2022



JUKKA KOIVU

KYTÄJÄ GOLF

"The previous CEO wasn't very capable, and the owners wanted to have a change because the man who built this spent €20 million and they wanted to make sure the course shined again."

20



AYDEN ROBERTS-JONES

THE DUKE'S COURSE

"We're pushing forward with our service delivery and marketing initiatives which include new images of the course. The expansion of the greenkeeping team means the consistency and playability of the course has gone up a notch."

26



JONATHAN MENTEATH

HERITAGE GOLF CLUB

"For me, I first had to learn about the culture, adopt the culture, go through the teething phase of getting used to things, and then seeing how best I could manage within that culture. And that's kind of the philosophy that I've adopted."

30



JOHN KERR

ROYAL NORWICH

"I will sit with members and try to do clinics once every quarter – I did four or five in a very short period when I first came in. It just meant I could explain the thinking behind some of the decisions."

38



PAUL DENSHAM

ESSENDON COUNTRY CLUB

"My role is to encourage the transition into introductory membership once golfers have completed their journey and I'm there every step of the way, through to becoming a full-time member."

42

"TRUE SATISFACTION COMES IN WITNESSING CLUBS GROW THEIR
BUSINESS USING E-Z-GO BUGGIES FITTED WITH PACE"



COVER STORY

GOLFCARUK.COM



All golf clubs need to attract and anchor future memberships by supplying a memorable and repeatable golfer experience which elevates your club above neighbouring competition or when choice is a premium.

A proven and increasingly popular way to add tangible financial value to your course is to equip your buggy fleet with the latest technology in the pixel-perfect form of the impressively packaged PACE GPS and Fleet Management System from E-Z-GO.

PACE (formerly TFM) is rapidly becoming ubiquitous in golfer interaction, offering useful course information, yardages, pin positions and weather warnings all displayed on a bright, hi-resolution colour screen.

PACE offers club the ability to promote events, lessons, memberships and even course or individual hole sponsorship opportunities, direct to the golfer.

Out of the box, PACE with its intuitive golfer interface is impressive, but its party piece is the Fleet Management functionality that PACE delivers to your pro-shop or course manager.

All buggy activity can be overseen in real-time from a web-based app, and golfers can be contacted on the course individually or in groups to aid with the pace of play, weather warnings or even assistance if required.

Golf Car UK sales director, Matt Patton has seen exponential growth in the uptake of PACE throughout the 2022 season.

"Clubs are always looking to extend their offering and PACE is a perfect addition to any club with aspirations of growth and developing a strong and loyal membership," he said.

"We've had more installations this season than ever before and it's not just the larger corporate or member courses that are seeing the advantages of the system.

"Numerous council courses are also experiencing the benefits that PACE brings."

Head of PACE at Golf Car UK is Colin Stratford who is always at the end of a phone or email to guide clubs through any issues or queries that may arise from initial set up, to day-to-day queries.

"We attend site as required with monitoring from our brand-new control centre at Andover in Hampshire, meaning that we can react quickly to changes the club requires," said Stratford confidently.

"True satisfaction comes in witnessing clubs grow their business using E-Z-GO buggies fitted with PACE – they genuinely are a fantastic combination, providing value and ROI to both golfers and golf club managers.

"If clubs are considering upgrading vehicles and are intrigued by the benefits of PACE, please do not hesitate to contact me at Golf Car UK to request an on-site demonstration.

"But for unbiased results, let a customer experience an E-Z-GO Lithium buggy fitted with PACE." **END**



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"GOLF, IT SEEMS, HAS UNLIMITED AMMUNITION WITH WHICH TO
SHOOT ITSELF IN THE FOOT: SQUABBLES, DEFECTION, LAWSUITS...
WHATEVER NEXT?"



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PATRICK REED'S CHARACTER ON TRIAL

There is an awful lot of money floating about at the top end of golf, so, at a time when many members of the public are feeling the pinch, as the cost of living continues to rise – particularly in the UK – maybe I should not be concerned that the professional end of the sport appears hell bent on tearing itself apart.

In recent years some of the top players have been involved in spats – between themselves and with the paying public – and now the ever-popular Patrick Reed has filed a \$750m defamation lawsuit against the Golf Channel and commentator Brandel Chamblee. The civil suit, which was filed in a Texas court, alleges that Chamblee and the cable network conspired with the PGA Tour and commissioner Jay Monahan to defame Reed “since he was 23 years old”. Good luck with that one, fella...

At the time of writing, this story is what rolling news channels describe incessantly as ‘breaking news’, so I’ve yet to see the full public reaction to it. However, my (not unsubstantial) gut reaction is that he won’t garner much support from the grassroots of the sport, where some people are struggling to put food on the table. It is, I believe, what a stand-up comic might refer to as ‘a failure to read the room’.

It is often easy to point the finger at Reed – which is why many of us do it – but were any of the already wealthy higher echelons of golf to take out a similar suit at this time, I imagine they would receive short shrift from the paying public. How out of touch do you need to be?

It simply highlights the overriding desires of those involved in the LIV Golf project – it’s all about money and not the sport. I was, genuinely, hoping to get through this column without mentioning LIV Golf, as it has consumed my recent efforts, but it seems difficult to ignore – although it is worth the extra effort. Some of those who have defected to the Saudi-backed series are now looking to add to the damage done to the sport by taking to the courts to determine whether they should be allowed to play on the PGA Tour – but the stand-off may not, now, be resolved until 2024, after a delay to the proceedings.

Golf, it seems, has unlimited ammunition with which to shoot itself in the foot: squabbles, defection, lawsuits... whatever next? If you had money on French environmentalists putting concrete in golf holes to protest exemptions for golf courses from water restrictions during one of the worst droughts on record, then give yourself a pat on the back.

It was the American showman PT Barnum who coined the phrase “There’s no such thing as bad publicity”; but then again, he worked with a three-ring circus, not a financially bloated 18-hole version. Those working in the golf PR industry over the next few years will certainly earn their corn trying to convince the public that golf doesn’t have an image problem. **END**

NEWS IN BRIEF

GOLFMANAGEMENT.EU.COM/NEWS



GERRARDS CROSS UPGRADES TO INVALUABLE ISEKI

Pete Allen, deputy course manager at Gerrards Cross Golf Club, claims that his new ISEKI TG6675 compact tractor has been invaluable since the day he purchased it. Built in 1922, Gerrards Cross Golf Club is considered one of the most attractive courses in Buckinghamshire. With the River Misbourne meandering past the clubhouse, and set in the grounds of an ancient estate, the woodland course measures 6,243 yards and is a testing par 69.

SEARCH 'GERRARDS CROSS' ONLINE
at golfmanagement.eu.com for the full story



LEADING PODIATRIST ADVISES GOLFERS TO WEAR SUPPORTIVE SHOES

Research conducted by leading podiatrist Paul McMullan during the recent surge in playing the game has highlighted the need for golfers to avoid long-term injuries by purchasing comfortable golf shoes that provide the foot with sufficient support during the swing. McMullan, a highly experienced practitioner whose clinic in Belfast has helped around 25,000 patients overcome painful foot injuries since it opened just over a decade ago, has concluded that the handcrafted shoes from Italian golf fashion brand Duca del Cosma meet the criteria for playing multiple rounds, rather than styles that are too soft or flexible..

SEARCH 'DUCA DEL COSMA' ONLINE
at golfmanagement.eu.com for the full story

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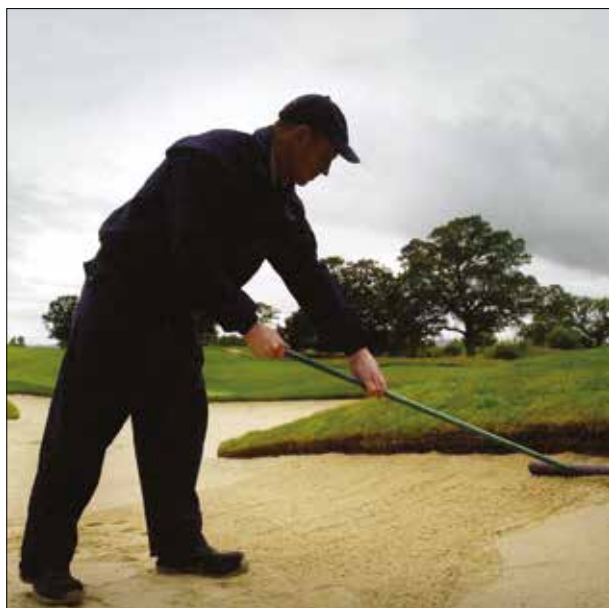
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INTERNATIONAL THANK A GREENKEEPER DAY ON TUESDAY SEPTEMBER 13

The British and International Golf Greenkeepers Association (BIGGA), in conjunction with other global greenkeeper and course superintendent groups, is recognising those who help keep golf courses enjoyable and sustainable with an international 'Thank a Greenkeeper Day'. BIGGA, the Golf Course Superintendents Association of America (GCSAA) and other partner associations are encouraging those who love golf to take a moment to thank their course's greenkeeping team.

SEARCH 'BIGGA' ONLINE

at golfmanagement.eu.com for the full story



CLOUD SOFTWARE PROVIDES THE DRIVE FOR CHANGE AT THE HOME OF GOLF

The Home of Golf has engaged Eureka Solutions to implement software that will help keep St Andrews Links at the forefront of the global game. St Andrews Links Trust says that the introduction of vital business software has already proved transformative and will continue to improve its operations. The move is part of a digital transformation across the Trust, which has also included a recently relaunched website to modernise its digital operations and provide customers, suppliers and staff with a world-class service both on the ground and online.

SEARCH 'EUREKA SOLUTIONS' ONLINE

at golfmanagement.eu.com for the full story



WOMEN AND GIRLS GOLF WEEK BLAZES A TRAIL

Women and Girls Golf Week – now in its fifth year – has been praised for once again shining a light on the amazing opportunities available to females of all ages and backgrounds looking to play or forge a career in the sport. Over the course of seven days from Monday August 1, England Golf's digital campaign used the positive power of social media to champion the women's game and offer new ideas to the next generation of players. Across England Golf's social channels, 210 different people shared their #WhyIGolf story, resulting in 10 million impressions and 786 unique mentions of the campaign hashtag.

SEARCH '#WHYIGOLF' ONLINE

at golfmanagement.eu.com for the full story

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TROON'S SIMON DOYLE PROMOTED TO VICE-PRESIDENT OF AGRONOMY

Troon is pleased to announce the appointment of Simon Doyle as the organisation's new vice-president of agronomy for the international division, effective immediately, following his promotion from director of agronomy, Troon International Europe Region. Doyle's longstanding career of 20 years with Troon and his ongoing and strong client relationships were a key reason for his promotion along with his demonstrable impact in helping Troon International develop and improve its assets in Europe, particularly in Germany and Switzerland.

SEARCH 'SIMON DOYLE' ONLINE

golfmanagement.eu.com for the full story



NEW DIRECTOR OF GOLF READY TO MAKE WAVES AT TERRAS DA COMPORTA

Keen paddle surfer Rodrigo Ulrich is on the crest of a wave after being named as the director of golf at Terras da Comporta and handed the task of delivering Europe's most exciting new golf course project. Ulrich took up his new role in Portugal this spring and is relishing the responsibility of putting the finishing touches to the David McLay-Kidd designed Dunas Golf Course at Terras da Comporta ahead of its eagerly anticipated opening next summer.

SEARCH 'RODRIGO ULRICH' ONLINE

at golfmanagement.eu.com for the full story



CARNOUSTIE GOLF LINKS AND ABERTAY UNIVERSITY LAUNCH GOLF RESEARCH HUB

Carnoustie Golf Links and Abertay University today launched a new research partnership that will aim to make golf more accessible to all. The partnership, which builds on previous collaborative research work between the two organisations, will be based at a new Carnoustie Golf Links Research Hub at the historic course, and will focus on increasing participation in under-represented groups, health and wellbeing, developing new methods to enhance golf performance and assessing the impact of major events.

SEARCH 'CARNOUSTIE GOLF LINKS' ONLINE

at golfmanagement.eu.com for the full story



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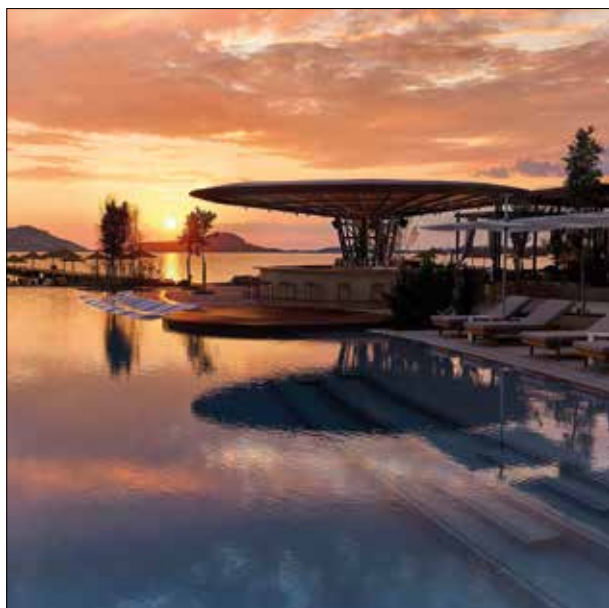
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W HOTELS USHERS IN A NEW ERA OF LUXURY LIFESTYLE AT COSTA NAVARINO

W Hotels, part of Marriott Bonvoy's portfolio of 30 extraordinary hotel brands, has announced the opening of W Costa Navarino. The highly anticipated Greek debut brings a vibrant and creative energy to Navarino Waterfront, the newest integrated resort area of Costa Navarino in the Mediterranean. The new W Escape is set within a scenic 13-hectare site, along a 450-metre-long sandy beach, overlooking the protected and historic Bay of Navarino. Exclusively welcoming adults and young adults over 12 years old, W Costa Navarino introduces a place that fosters creativity, individuality, and freedom of expression.

SEARCH 'COSTA NAVARINO' ONLINE

golfmanagement.eu.com for the full story



BA NA HILLS APPOINTS GARY DIXON AS GENERAL MANAGER

Ba Na Hills Golf Club, Vietnam and IMG have announced the appointment of Gary Dixon as the club's new general manager. Born in Australia, Dixon recently moved to Da Nang and joins Ba Na Hills Golf Club from The Bluffs Ho Tram, another of Vietnam's leading golf courses. Dixon previously worked with IMG as general manager at Sky Lake in Hanoi, and is also a member of the PGA of Australia.

SEARCH 'GARY DIXON' ONLINE

[at golfmanagement.eu.com](http://golfmanagement.eu.com) for the full story



TORO IRRIGATION POWERED BY THE SUN AND CLOUD

Toro's latest irrigation technology unites with sustainability in the new Tempus Air, a solar-powered, cloud-based, battery-operated, remote-controlled, wireless control system offering flexible programming to take water automation to the next level. Technology and sustainability form a symbiotic partnership as we see a solar panel power a nine-volt battery in a product where all its data and information are stored in the cloud. It is a perfect example of how, when the two work together, a cost-effective green solution emerges.

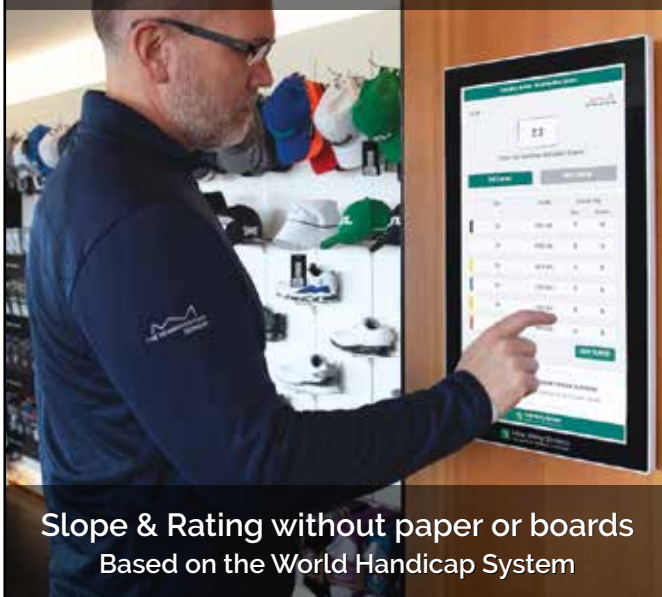
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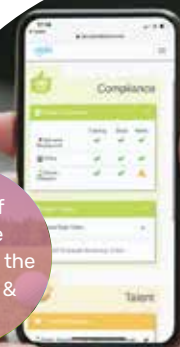
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FOLEY COMBINATION WORKS FOR THE 150TH OPEN AT ST ANDREWS

One hundred and sixty-two years after the first Open at Prestwick, St Andrews hosted the historic 150th edition of golf's most famous championship. In early July 2022, the anticipated record-breaking crowds lined the Old Course to witness golf's best players compete for the Claret Jug. Every blade of grass from the pristine greens, immaculate fairways and challenging roughs which have been cut with blades sharpened by a Foley grinder, and that is how director of greenkeeping Sandy Reid wanted it.

SEARCH 'FOLEY' ONLINE

golfmanagement.eu.com for the full story



UK & IRELAND GOLF PARTICIPATION REMAINS STRONG REPORTS BRS GOLF

BRS Golf has published its quarterly Golf Participation Report for April 1 – June 30, 2022, with participation among club members in the UK and Ireland remaining strong with 7.05 million rounds facilitated through BRS Golf. Although Q2 member rounds decreased 19 per cent year-on-year compared with 2021, they have increased 73 per cent from pre-covid levels in 2019.

SEARCH 'BRS GOLF' ONLINE

[at golfmanagement.eu.com](https://golfmanagement.eu.com) for the full story



NEW FALDO-DESIGNED PAR-3 COURSE TO BE BUILT AT CHART HILLS

Chart Hills Golf Club has announced plans for the construction of an all-new Sir Nick Faldo-designed par-3 course, and a new putting green, as phase two of the club's extensive redevelopment plan begins. The six-hole par-3 course will be the first of its kind designed by Faldo, and will feature holes ranging from 50 to 100 yards.

SEARCH 'CHART HILLS' ONLINE

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JUKKA KOIVU

CEO, KYTÄJÄ GOLF



KYTÄJÄ GOLF

At some point over the past ten years, many of us have either played, or in the very least heard of *Angry Birds*, the video game inspired by a sketch of stylized wingless birds designed for smartphones.

The game revolves around players using a slingshot to launch the flightless birds at green pigs stationed in or around various structures with the aim to destroy all the pigs and move to the next level. It is highly addictive, and great fun.

The game, which has sold over 12 million copies worldwide, was developed by Rovio Entertainment in 2009, and has proved so successful that licensed amusement parks have sprung up around the world.

And part of Rovio's success story is thanks to Jukka Koivu, the now CEO of Kytäjä Golf in Finland who spent four years helping to build the Finnish brand around the world.

With a 25-year background working in the financial sector, Koivu was approached by Rovio, and the move from finance to leisure has had a bigger impact on Koivu than first anticipated.

"It all started about roughly ten years ago, because I was asked to join Rovio Entertainment, which is the home of *Angry Birds*. After spending 25 years in the finance business, I moved to Rovio – which was a start-up business – and it became the hottest brand in the world," said Koivu.

Koivu had worked with the owner of Rovio previously on some projects and had helped with the financing of the project before accepting the invitation to jump on-board.

"It was the biggest change you can make, from the very old-fashioned banking busi-

ness to a start-up doing mobile games. And that kind of opened my eyes, that the world can be really something different.

"I learned a lot. I didn't know anything about the entertainment business, and I travelled a lot. I calculated that I travelled, during the four years I was with Rovio to something like 40 different countries, all continents, and I learned a lot. And that was really a fascinating journey."

Heading up the location-based entertainment division for Rovio, Koivu helped license and create *Angry Birds World* in Doha before concluding that the travel was becoming too much. He was then head-hunted to work for a family-run business named Hanatukku, which sells food to restaurants.

"I was hired because they understood... the owners, they understood that they needed to make a change as they were doing [business] in a very old-fashioned way.

"I tried to change the whole company, and I was there about four years, before the owners decided that they wanted to sell the company to one of the biggest multi-retailers in Finland.

"I had no plans to join them, and then the head-hunter that recruited me to Hanatukku called me and asked: 'Hey, how about running a golf course?'

"I replied: 'Why the hell are you calling me? I play golf, but I have absolutely no interest to work at a golf club,' and yet a month later I signed the deal to become CEO at Kytäjä Golf," he laughs.

"I actually used to play golf here when I started playing and played here for about ten years, so I know the place.





"WHY THE HELL ARE YOU CALLING ME? I PLAY GOLF, BUT I HAVE ABSOLUTELY NO INTEREST TO WORK AT A GOLF CLUB"

"The previous CEO wasn't very capable, and the owners wanted to have a change because the man who built this spent €20 million and they wanted to make sure the course shined again."

Prior to being recruited, Koivu didn't know his new employers and at his interview, he was asked what needed to improve for the destination to achieve its goals and ambitions. Still a member at the time, Koivu was objective and looked at the club from the perspective of a manager, rather than that of a member.

And it didn't take Koivu long to start making his mark and start the process of restoring the club to its former glory. Located only 45 minutes from Helsinki Airport, Kytäjä features two courses – South East and North West – both designed by Canadian golf course architect Thomas McBroom.

Opened in 2003 and 2004 respectively, by the time Koivu began his tenure as CEO in July 2019, the club had fallen on tough times.

"In a way I knew what was wrong here," he recalls. "For example, the course manager. I fired him when I was here. I had been here for three months, and I needed to fire him and find a new one because the course was really in bad condition, and everyone was saying that the greens were crappy."

"For the first ten years, this was the place, the number one in Finland. Everybody said that. And the greens were really good and really fast. And then they went downhill."

Koivu set about recruiting a new course manager and a consultant to rectify the problems with the greens on the South East course and ended-up investing €350,000 importing new turf from Spain which has vastly improved the course condition and playability.

The new greens are part of a masterplan conceived by Koivu for the restoration of the South East course as the number one course in Finland, and includes replacing over time, all the bunkers.

"The plan is to remove about 30 per cent of the bunkers as we have hundreds of bunkers on each course which is quite a lot. There are several bunkers that no one has ever been in with a ball."

The work will be undertaken in association with Mikko Ilonen – the Finnish golfer who

won five times on the European Tour – and who now has his own design practice.

"Ilonen Design will be helping our course manager with the changes, but it is our course manager who is the key person here, and who will be making the final call on the changes."

With a limited playing season in Finland – although in the summer months it is possible to play until midnight – Koivu is aware that he needs to add value to the offering at Kytäjä, as he vows to attract more overseas golfers.

"Based on the experience I have, I would say that mainly Germany [is our core market], but also Austria, Switzerland, and then some parts of Scandinavia."

"Scandinavia is a bit difficult, because people in Scandinavia, when they go somewhere, they travel to Portugal and Spain in the winter, and then in the summer, because this is nice place to be, they don't travel."

And part of the grand masterplan for the destination is the opening of a hotel next to the clubhouse which will further enhance the nine villas that are dotted along the 18th fairway on the South East course.

But as Koivu explains, the profile of not only Kytäjä but golf in Finland in general needs to be improved, in order to attract more golfers from outside Scandinavia.

"The challenge is that nobody knows Finland. Nobody knows that you can play golf in Finland. When people hear about Finland and they have some friends that have been here, they say it has been great experience."

"But to start with, we really need, I think, the tour operators to help."

Reflecting on his short tenure, the 61-year-old admits that a lot more needs to happen in order to elevate Kytäjä to where it needs to be in Koivu's opinion.

"A lot needs to be changed. A lot. And I set the goal that by 2025, we should be one of the best golf resorts in Northern Europe and on the same level as The Scandinavian in Denmark," he said.

"We will probably not get there because I know how good they are, but anyway, I want to challenge myself, and the organisation."

"I think our personnel is starting to believe that we can really get there, but we have a long way to go." **END**





NEW DESTINATION

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Heritage Golf Club Mauritius has become the latest destination to join worldclass.golf, a portfolio of the world's premier golf courses, destinations and resorts.

Part of Heritage Resorts and nestled alongside a UNESCO Biosphere Reserve on the southern shores of Mauritius, Heritage Golf Club is a DP World Tour hosting venue, carefully curated in the lush, landscaped grounds of an elegant 19th century château, and naturally blessed with lakes, streams and grand centenary trees.

Designed by Peter Matkovich, the destination currently features an 18 hole championship course – Le Château – and a nine-hole pitch & putt course. Après golf, enjoy the luxury comforts and hospitality of the clubhouse, or indulge in the refined tastes of Le Château's haute cuisine and a candlelit dinner overlooking the French gardens.

The Leadbetter Golf Academy at Heritage Golf Club is the first and only coaching centre of its kind in the Indian Ocean, and combined with a new three-tier range at La Réserve Golf Links... the spectacular new 18-hole addition to Heritage Golf Club opening for play in 2023.

La Réserve Golf Links, the first and only contemporary links in the Indian Ocean, will be an experience of pure drama, offering far-reaching views over tropical bays, sandy beaches and the ocean.

Designed by Peter Matkovich, in association with Louis Oosthuizen, La Réserve Golf Links is inspired by the wild open spaces of the great seaside links, and plays hand-in-hand with nature.

When opened, La Réserve Golf Links will be exclusively reserved for club members and Heritage Resorts residents. **END**



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Words Yvonne Alexander
Photography Mark Alexander

AYDEN ROBERTS-JONES

GENERAL MANAGER, THE DUKE'S COURSE



When Ayden Roberts-Jones started work at the only heathland course in St Andrews, he had little idea that 20 years later he would be steering The Duke's through an exciting period of change and a momentous 150th Open. He was after all, newly qualified and just happy to be there.

Originally from Shrewsbury, he had just completed four years at Northop Country Park Golf Club and a move to the Home of Golf was about as good as it could get.

As The Old Course Hotel's senior PGA assistant, Roberts-Jones was at the forefront of delivering the five-star service for which the resort was renowned.

Within seven years, he had been appointed head professional at the prestigious course, a role that was later expanded to cover the entire five-star golf resort.

More recently, during the testing days of lockdown, he was promoted to position of manager which has seen him take on even greater responsibilities and a strategic remit that spans various departments and staff.

His meteoric rise is underpinned by one constant – a fervent belief that the bold design of The Duke's and its careful presentation make it a unique experience at the Home of Golf. It certainly made an impression on him during his first visit.

"It all started with a golf trip up to St Andrews, and the Duke's was the first on the list because I had a friend who worked here at the time," he explains.

"I was well aware of the established nature of the course in an area surrounded by links courses. It was my first introduction into what Scottish heathland golf was all about.

"I was amazed and captivated by it. After that first visit, I knew in my heart that I had to make a move up here."

While others may have been drawn to the coveted east-coast links, Roberts-Jones had his eyes set on the refined resort with tree-lined fairways and panoramic views over St Andrews. What perhaps may not have been immediately apparent was the standard of golfers The Duke's would attract.

"In 2003, a year after I started at The Old Course Hotel, we hosted the Scottish Matchplay Amateur at The Duke's," he explains. "For me, it was the first big tournament I had worked at, and to see how it was run first-hand was amazing. I learned so much, so quickly.

"After all, St Andrews is recognised for many things, including thorough-bred amateur golf. So it was a big deal for us to host the Scottish Amateur. That will be something I will always remember."

The edifying experience left a lasting imprint. But while The Duke's may be known for its championship course originally laid out by five-times Open Champion Peter Thomson, and subsequently updated by Tim Liddy in 2006, the club has also developed strong links with the next generation of aspiring golfers.

This connection was confirmed when the Scottish Golf Union opted to base its headquarters adjacent to The Duke's clubhouse and its extensive practice facilities. While the SGU – now Scottish Golf – later relocated, the facilities remain some of the best in the area.



"IT MEANS WE CAN MAINTAIN EACH HOLE MORE FREQUENTLY AND PROVIDE THE ATTENTION TO DETAIL THAT OUR GUESTS EXPECT FROM A FIVE-STAR RESORT"

"First and foremost, The Duke's is a golf club that likes to attract new golfers of any age," said Robert-Jones. "We have great practice facilities and coaching is a big part of what we do.

"And we don't just teach on the range. We go out on the course and have special practice holes where we provide one-to-one advice.

"For the social golfer who prefers bounce games, we can be that kind of club. For those who want to work on their handicap, we have competitions and a golf course with five different teeing areas that can accommodate players of differing abilities. So for me, it ticks all the boxes."

The Old Course Hotel, and consequently The Duke's, was bought by Kohler Co in 2004 for a reputed £35 million, and the resort was set for a period of exciting change culminating in a series of investments across all departments.

Jones had been in post for just two years, but was ready to embrace the transformation going on all around him.

"It was an exciting time when a lot of improvements were made in every sphere of the business," he says. "You could see the changes happening on a daily basis and how the team at Kohler wanted to shape and improve the resort.

"It was very inspiring, and that passion to improve has continued and, if anything, is gathering pace."

In 2006, The Duke's underwent a detailed revamp courtesy of American architect Tim Liddy that included upgrading drainage and revamping bunkers. More significantly, three stunning closing holes were unveiled which included the penultimate offering – a deceptively tranquil par four called Strath.

"This was the first golf hole I saw being built from start to finish," says Robert-Jones. "To actually see the hole come to life makes me enjoy playing it even more today. From construction to greenkeeping and turning it into something that is part of our golf course was mind-blowing. I think it's a great asset and a great 17th hole. It's a great hole in general."

He continues: "We went through a lot of changes during those early days which were dramatic but certainly enhanced the course and its playability. We've now engaged in a programme of improvements that will take The Duke's, once again, to another level."

The very latest additions to the resort include a stunning new restaurant along with a series of wider hotel renovations that include a new penthouse, guest rooms and upgraded events spaces.

The Swilcan Loft features floor-to-ceiling windows as well as an outdoor terrace overlooking the infamous 17th hole of The Old Course – a fine spot to witness the unfolding drama of the 150th Open.

At The Duke's, the introduction of a new fleet of buggies has been accompanied by the completion of a detailed winter maintenance programme delivered by The Duke's greenkeeping team whose numbers have increased by 50 per cent in less than a year.

The programme of works, Robert-Jones explains, also included changes to the testing par 4, 10th including tweaking the right-hand side of the fairway to create a new landing area which in turn would provide different options off the tee.

"It's exciting," he says. "We're pushing forward with our service delivery and marketing initiatives which include new images of the course. The expansion of the greenkeeping team means the consistency and playability of the course has gone up a notch.

"It means we can maintain each hole more frequently and provide the attention to detail that our guests expect from a five-star resort. It highlights the ambition of the team at The Duke's to deliver the most manicured golf experience in St Andrews."

And what of the 150th Open at St Andrews in July? "It was fantastic," he says plainly. "The proshop in the hotel had people queuing out the door from 9am onwards on most days. The Duke's welcomed many travelling fans for golf prior to watching the Open.

"The whole area was electric. That was my fourth Open at St Andrews, and it was arguably the best yet." **END**

JONATHAN MENTEATH

GENERAL MANAGER, HERITAGE GOLF CLUB



Occasionally in life, you meet someone who appears to be driven not by money, but by the desire to be the best person they can be.

Jonathan Menteath, is one such person.

Born in Durban, South Africa, Menteath grew-up playing golf at the Durban Country Club as he recalls: "I was fortunate enough to become a junior member there through my grandfather, who was a member of the club for 50 years."

By the age of 15, he was playing off scratch, and his talent was spotted by his provincial team pitting him against the likes of Charl Schwartzel and Thomas Aiken. In his final year at school, with aspirations to make it on Tour, Menteath moved to a golf academy in Johannesburg to sharpen his game, yet it wasn't to be.

"As happens sometimes in competitive sport, I got a bit of burnout," he admits with honesty. "So, I actually stopped playing golf for two years, but still was able to coach, and that's basically where I got into my work career."

In 2006, Menteath began his PGA apprenticeship at Zebula Country Club just outside Johannesburg, which at the time was better known as a game reserve than a golf course.

"I was quite ambitious at that stage of my career, and I've always taken the stance of not necessarily chasing the money but chasing good places to work, because I knew it would put me in good stead for the rest of my career.

"There were roles that I took early on in my career that were lower-paying roles, but at

the right club. And that is how I progressed," he said.

"I went from Zebula to The River Club.

The River Club is known as the CEO's club in South Africa. So, it was a lower-paying role than some others that I've been offered, but I knew it was the right club.

"For example, the only two members of Augusta in South Africa, are also members of The River Club.

"And from there, I went down to Pinnacle Point in Mossel Bay as the pro shop manager. And then the owner of the business that owned the retail arm at Pinnacle Point asked me to go and, for lack of a better word, stabilise the retail business at Arabella.

"And once that had happened and the director of golf there was retiring, they put me forward as the new director of golf because it was a good succession."

Menteath spent five happy years at Arabella, before his growing reputation as an up-and-coming club manager put him in pole position for a role he didn't even know was available.

Relatively close to South Africa geographically, Mauritius is a four-hour flight from the mainland, and is a popular destination for many golfers.

"I used to bring our members over for tours to Mauritius," explains Menteath. "And I guess it was just a case of being in the right place at the right time."

And that place was The Heritage Golf Club, part of Heritage Resorts, and nestled alongside a UNESCO Biosphere Reserve and arguably, one of the world's most sought-after golf destinations.







"I'VE ALWAYS TAKEN THE STANCE OF NOT NECESSARILY CHASING THE MONEY BUT CHASING GOOD PLACES TO WORK"

"I recall bringing a tour group out, and apparently my name had been thrown around once or twice for the position to replace the manager who had resigned, and they were actively looking. I never knew that I'd been sort of earmarked.

"Whilst I was here, they approached me. And at first, to be honest with you, I didn't consider it. I didn't know much about what a golf manager would do in Mauritius. And I thought being at a top five golf course in South Africa was a fairly decent position, which it was.

"But when they explained the role to me and what it would entail, it was a nice progression and a good opportunity from our family life as well."

Moving a young family onto a small island in the Indian Ocean had its challenges, but his philosophy was to embrace the change which would be for the betterment of his career as well as his family life.

"I think the key was learning to be humble enough to adopt the culture and the ways of the new country," he said.

"I think often, I guess, as leaders or GMs of golf clubs, it might be natural to sort of impose your way or how you've done things in a different country, and they don't necessarily work.

"For me, I first had to learn about the culture, adopt the culture, go through the teething phase of getting used to things, and then seeing how best I could manage within that culture.

"And that's kind of the philosophy that I've adopted for the last seven years of being here.

"You do need to realise that when you go and get your permits or whatever you're going to get, that it might take a little bit longer. But in a way, it's got a calming effect because you realise that not everything in life needs to be fast paced.

"And from that point of view, it's been quite nice just to reflect a bit more on, I guess, what's really important in life."

And Menteath should know a thing or two about obtaining permits, as in 2023, the second course at The Heritage – La Réserve Golf Links – will officially open for play.

The original Le Château course opened in 2005 and is a DP World Tour venue.

Designed by Peter Matkovich, the course features an 18-hole championship course with generous fairways that sweep down to the ocean.

Currently under construction, La Réserve will be the first and only contemporary links in the Indian Ocean, offering far-reaching views over tropical bays, sandy beaches and the ocean.

Once again designed by Peter Matkovich, but this time in association with Louis Oosthuizen as Menteath explains: "Louis came out in 2017 and played the tournament, had a look at the site, gave his thoughts to Peter, and then they've actually formed a company called Matko57.

"Louis's company is Louis57 – the 57 comes from when he shot 57 in the tournament – so they've put those two together. I suspect that Louis will get into more course design as his career progresses.

"We've got a very good close relationship," states Menteath. "And there's certainly been a lot of tweaks from the initial design which has changed quite drastically.

"And that, I think, is one of Peter's strengths in that he has the philosophy of listening to the land. He doesn't use a computer. He doesn't plug the design in and that's the design and it stays. As he's building, he goes along, so he's more of an artist than a technical designer."

Designed as a 'Scottish-style' links course, with walking preferred, the site starts from an elevated level and cascades down towards the ocean and the site of the new clubhouse, due to start construction shortly.

"The best way to describe it is almost a ski slope style course, where you'd have to be lifted to the top.

"We will have a dedicated car path, not part of the golf course, just the path to get to the first tee. So, we'll put you on a buggy, drive you up to the first tee, which will take about ten minutes, and then once you're on the first tee, the adventure begins.

"You can walk the course, which we'll promote."

Aged just 38, Menteath has plenty to occupy him in Mauritius over the next couple of years, but as his reputation continues to soar, no doubt a new adventure will again present itself when he least expects it. **END**

PULA GOLF RESORT, MALLORCA

WWW.PULAGOLF.COM

Words Michael Lenihan
Photography Pula Golf Resort

Tucked away on the eastern side of Mallorca lies Pula Golf, a unique golf resort which is rapidly forging a reputation as one of the must-visit destinations on the Balearics Islands.

Built by Romeo Sala and opened for play in 1996, Pula Golf sits on the outskirts on Son Servera and pays homage to S'era de Pula, a restaurant founded by Sala during the tourist boom which swept across the island in the 70s and 80s.

Part of a Finca that was originally built in 1581, S'era de Pula was the centrepiece of the farm with more than 100 cows roaming freely on the pastureland. In 1987, and with tourism booming, Sala decided to create a golf course encouraged by some famous customers, including footballers Johan Cruyff and John Toshack, who were regular diners at his now famous eatery.

Sala and Cruyff became close friends, and during Cruyff's time in charge as manager







"IT IS ALWAYS GREAT TO BE BACK AT PULA AND, AS USUAL, THE COURSE IS IN GREAT CONDITION"

at FC Barcelona, was introduced to a young Pep Guardiola – now manager of Manchester City – who hosts an annual Legends Trophy at the resort. But more of that later.

After years of obtaining the correct permits and finance, Pula Golf opened for play on June 16, 1996, and hosted the Johan Cruyff Foundation Welfare tournament later that year – so entwined was the Dutch master with the project.

The course and the destination grew in stature over the following years hosting numerous European Tour events, before in 2004, José María Olazábal was appointed to redesign the course into the current par-72, 6,246m layout.

Today, Pula is managed by Romeo's son Arnau, and offers a unique mix of Spanish charm and authenticity coupled with a boutique hotel featuring ten rooms built within the original Finca overlooking the practice putting green and clubhouse.

There are also 21 free-standing suites, seven of which were finished in the early stages of 2022 to include brand-new kitchen layouts that help to provide rustic charm and a relaxed atmosphere.

Guests enjoy their time in the Mallorcan sun by the outdoor swimming pool, whilst also taking time to experience the modern gym, sauna and spa facilities all of which are new additions to the Pula experience.

The new spa, which are adjacent to the new changing facilities, includes an indoor swimming pool, jacuzzi, sauna, Turkish bath, Scottish shower and even a range of relaxing massages.

But it is the golf offering, which is the main driver for the resort, and one in which a heavy investment has been made in recent years, despite the obvious restrictions – and limitations – of the pandemic.

Earlier this year, Pula Golf became the first resort in Mallorca to install a TrackMan driving range and the first to work with The Bucket Pros, partnerships which have helped elevate the practice facilities on the two-tier range.

Arnau Sala, general manager at Pula Golf Resort, said: "It is an incredibly exciting period for Pula Golf Resort, both in terms of the golf and the leisure areas. We have seen a lot of change in the 26 years we have been

welcoming golfers, and this may be the biggest single spell of investment we have had.

"The addition of TrackMan has been an exciting development to the driving range, and when paired with the refreshed accommodation and stunning golf course, we believe we have something exceptional to offer golfers travelling to the island."

As one of the few golf courses on the island that features a boutique hotel on-site, when Arnau was approached to form part of an alliance promoting golf on the eastern side of Mallorca, the opportunity to not only increase the number of visiting golfers but also hotel guests was too good an opportunity to pass by.

The coalition between Club de Golf Alcandera, Capdepera Golf, Club de Golf Son Servera and Pula Golf – known as Golf East Mallorca – will see the four destinations working with one another to promote the region.

The Golf East Mallorca brand will also be hosting an annual golf tournament called the International GEM Cup, which is played by the most talented international amateur players at one of the GEM venues and is valid for the World Amateur Golf Ranking.

And on the subject of tournaments, that brings us nicely back to the Legends Trophy which was once again staged at Pula Golf in June.

The event, which came to fruition in 2018 and is fronted by Guardiola, brings together icons of the game to help celebrate their combined passion for golf and football.

The three days, involving a Monday pro-am followed by a two-day Stableford competition for the footballing 'Legends', were fiercely – but respectfully – contested as old rivals rekindled memories of their playing days.

Commenting on the success of the event and the set-up at the Mallorca venue, Guardiola said: "It has been a wonderful three days at Pula Golf Resort enjoying golf, some good friends and all the players who made long trips to be here with us.

"I would like to thank the team here. It is always great to be back at Pula and, as usual, the course is in great condition, and we have all enjoyed getting out and experiencing some great golf." **END**

JOHN KERR

CEO, ROYAL NORWICH



Golf club members can be an opinionated bunch and keeping everyone sweet is no easy task.

There are the belligerent traditionalists who like things just the way they are and see themselves as the reincarnation of the founding members, viewing modern ideas as something to fear and oppose.

At the other end of the spectrum, there are those passionate progressives who want to rip up the history of what made their club, embrace those fleeting trends with open arms – until that particular wind blows in a different direction.

And there are those who frankly couldn't give two hoots about the history or indeed the future of their club.

Perhaps harder to find are those members who put forward a host of opinions on how things should be done and – instead of running a mile when the opportunity arrives – they step up to run the place.

When housing developer Persimmon Homes offered the club nearly £18m for its land in 2014, it looked as though Royal Norwich – given royal approval by the Duke of York back in 1893 – would cease to exist.

But in keeping with their royal vision, the members simply marched to the top of a new hill as a grand old plan was hatched: relocate a few miles down the road and rise to build a new future from the rubble of the bulldozers.

In October 2019, the new Royal Norwich was effectively reincarnated on the site of the Weston Estate but rebuilt from scratch under the direction of Ross McMurray, who also designed Woburn's Marquess Course.

History and the future can often collide uncomfortably, so it can sometimes take some fresh energy to pursue a vision formed by those who came before.

But who better to carry the torch than a loyal member with a hugely successful business background?

John Kerr – a six-handicapper – was invited to become chief executive at Royal Norwich in early 2022 after being voted on to the board by fellow members just six weeks prior. Kerr, 40, said: "We all realistically want the same thing – a great golf club and a great place to come.

"My background is in entrepreneurialism and running businesses – I've owned my own group of companies since I was 18 across multiple sectors: IT, accountancy, insurance, facility management and various others.

"I'd also been involved in private equity for quite a long time. I was voted on to the board by the members and was then asked to step up as chief executive.

"It was a fantastic opportunity, but I think I had a rare advantage in having been a member – absolutely.

"I had a real desire to see the members well-represented and was one of the reasons I was put forward to be on the board. I had a good overview of the feelings and views of the other members.

"I still try to get out and play golf with different members. You find different and interesting points of view, although I must admit, there might have been just the odd occasion where I might avoid a certain tee time if I know I'm going to get my ear chewed off about something," he smiles.





"THE VISION WAS ALL ABOUT DISRUPTING THE GOLF MARKET. THAT WAS TO REMOVE SOME OF THE FACTORS WHICH MAY PUT PEOPLE OFF AND TO ENGAGE WITH YOUNGER PEOPLE"

"There is always a balance between what the members want and what the right thing is for the club. If I sit on my own with a decision to make, that is the question I ask myself: Is it in the interests of the majority of the members?

"You can't always make decisions like that, but it helps. If the answer is "no", then I have to weigh up very strongly why I am doing it.

"There will always be decisions which you know full well will be unpopular with members but will support the club far better in the long run.

"But I also think it helps if you communicate those decisions effectively.

"I will sit with members and try to do clinics once every quarter – I did four or five in a very short period when I first came in. It just meant I could explain the thinking behind some of the decisions."

After coming through Covid which hit just a few months after opening, it's a thriving venue with plenty of reasons to visit. Stuffy dress codes are a thing of the past and The Stables (which would previously have been referred to as the clubhouse) attracts public diners as much as the members.

The six-hole academy course is an excellent place to either learn the game or enjoy a fun hour or so and the maintenance standards are as high as the fabulous par-73 Championship course, which stretches 7,209 yards.

Kerr said: "The vision was all about disrupting the golf market. That was to remove some of the factors which may put people off and to engage with younger people. It's all about creating a social atmosphere.

"We don't have a dress code – jeans are fine if that's what you want to wear on the course. Although it's funny because it self-regulates itself – not too many choose to wear jeans, even though they wouldn't get kicked off if they did.

"Ladies' golf is a big part of that engagement too. We are investing heavily in that and ensuring that grows – and not just from a senior standpoint, although a lot of people who play golf are retired.

"We have around 1,000 members in total. But every weekend we are seeing around 100 juniors turning up. It is a real mix of people coming along.

"The six-hole academy course is a very different way of golf and works for some people. You won't need a driver but it definitely works for kids or anyone else learning the game, have a bit of fun and to then go and have something to eat or drink afterwards.

"It also really sharpens your short-game skills and is maintained to the same standards as the main course.

"No blade of grass was left untouched when it was rebuilt but it just looks fantastic now. With our own reservoir and the dry summer, we were probably the only green course left in Norfolk in July and August."

As for the future, there are further grand plans in place – but they may yet take some time to come to fruition. Kerr said: "We have some big plans going forward.

"We're in the process of putting together a gym and we're expanding out towards leisure facilities, which was always the vision. It's about choosing which parts of the club you want to engage with. It's not just about the golf.

"We're looking to build some kind of learning establishment, where we can show people some pathways to get into the golf world – not just playing, but greenkeeping, management, hospitality etc.

"We've hosted the Clutch Pro Tour and had fantastic feedback from the pros and we're in discussion about hosting a ladies event in 2024/25, so there is definitely scope to host some big events.

"We also own 350 acres here so the longer-term plan is to put a hotel on the site. Realistically, I think it will take us ten years to get to that point. But the quality of this facility in this location will never be repeated.

"The windfall which came from the sale of the land was once in a lifetime. That's why we are so fortunate to be able to shape our own future. I really do believe this place deserves the dream that was created. I want to help deliver it."

That initial vision was to create something new and fresh with a real vibrancy, respecting tradition but with eyes firmly focused on the bigger picture.

Remarkable strides have already been made. At Royal Norwich, you sense that there are plenty more to come. **END**





Words Ella Ofstedahl
Photography GMS, Essendon

PAUL DENSHAM

GENERAL MANAGER, ESSENDON COUNTRY CLUB



A general manager role is no mean feat, with the job title including a whole host of hidden roles under the official bracket. Paul Densham is no stranger to this – with a long-standing history in the golfing world, helping golf clubs flourish in Hertfordshire and the surrounding areas.

When he started at Bocket Hall Golf Club in May 1992, he wasn't sure as to where his career would take him. He was one of a handful there to open the club in June 1992, doing everything from putting carpets down, hanging paintings – any job to help get the place ready for the grand opening.

"At the time of opening, we only had something like 170 members, and I was involved with every aspect of the business, stopping just short of being a permanent resident of the clubhouse," he recalls.

"Serving behind the bar and organising memberships was a regular day-to-day operation as we only had five members of staff on hand at the time."

For 14 years, Densham saw the club grow into one of the most recognised clubs in Hertfordshire – experiencing a huge spike in membership, new ownership, and the development of the estate into what we see today.

After a lengthy, whirlwind of time at the club, Densham left to move in a slightly different direction and landed on the doorstep of GMS – a PR and marketing agency with strong roots to the Hertfordshire area.

"I met GMS during my time at Bocket, so it was an easy transition. I ran the consulting side of things for the Buckinghamshire Golf Club, working with the entire management

team and restructuring the business (including the membership package, retail and food & beverage offering).

"The initial six-month contract quickly extended to almost two years, and the Buckinghamshire definitely became a fantastic golf offering for all."

A brief time working in consulting for a family-owned building, construction and renovating company, Densham took some time away from the golf management scene – before finding his feet, and perhaps forever home, at Essendon Country Club.

Kieran and Liam Griffin, along with their partners, took ownership of the country club back in 2011 and have since worked tirelessly at creating a golf club that anyone would be proud to be a member of. The brothers live on the estate and were keen to invest in the property to keep the memory of the club alive.

From an initial consultation and discussion of ideas, Densham made a proposal for how he envisioned the club progressing, and well, the rest speaks for itself. He's been there ever since.

"Development at the club has been steady since I have been here, with a lot of work over the years at recruiting the right people, refurbishing the clubhouse, restructuring the events and wedding department and restructuring the entire membership."

The events and wedding department is an impressive part of the business, with the offering at Essendon Country Club being one that many have chosen to explore.

"With weddings, society days and bespoke events, the transformation of the club



"ESSENTIALLY, IN A NUTSHELL, I EMPLOY PEOPLE THAT ARE BETTER THAN ME IN THEIR ROLES"

has certainly been noticeable since the direction of Densham and the Griffin brothers have been in place.

When asked what the best development at the club has been, there was no hesitation in Densham's response: "The academy program is one of the best structured developments that I have seen since being here. It's hugely successful and could feed the membership entirely with the way the pathways have been created.

"From beginner golfers, to the more advanced, the academy program has practically been full since it launched seven years ago by Ian Taylor. My role is to encourage the transition into introductory membership once golfers have completed their journey and I'm there every step of the way, through to becoming a full-time member."

Joining a golf club is a tough decision, and not one that golfers take lightly. There are a multitude of factors to consider, with perhaps one burning question we have all asked ourselves – who will I play with when I'm there?

This is what is so fantastic about the academy offering at Essendon and something Densham has noticed since his time at the club. "We still see it now, members that have been here for years who are still playing in the same groups that they began the academy journey with."

This club development hasn't just happened over night and has been a process of continually trying to improve.

"It's all about recruiting the right people. You know, I was once asked, whilst interviewing a candidate, "what do you do", what a great question, I had to sit back and think for a minute.

"Essentially, in a nutshell, I employ people that are better than me in their roles, and ensure those people have everything they need to do their job brilliantly. Even when the purse strings are tight, we try to find a way of giving them everything they need. That's what it's all about."

Over the past few years, Essendon has undergone some impressive redevelopments as Densham explains. "There is now a big focus on the courses, with a more definitive plan in place for future developments.

"We have more machinery, more resources, and more manpower. It's been a huge move for us and it's exciting to see things progress.

This year has seen one of the biggest projects take place, with 11 miles of drainage put in over 12 holes (across both courses).

"One of our greatest priorities has been making the Old Course more playable in the winter because like so many, we have seen the course take a hit when we get into the colder, wetter months. With this investment, we've been able to facilitate more people getting onto both courses."

This project was a big one. In collaboration with the contracting team, Shelton's, we managed to complete it all in three weeks. As you can imagine, this required a vast number of resources and a lot of hours from the guys working on the course, but we're already seeing a reward for the efforts."

When it comes to the success of a golf club, there is no one glove fits all approach. However, one thing that is prominent, is the sign of hard work and investment.

"The key to success is showing a continual stream of investment, where members can see that we're always working towards a better experience. Ultimately, the membership has played a big part in all this, and we work hard to ensure that we're regularly communicating with them."

During the Covid lockdown, golf clubs were thriving because golf was an incredible outlet for many. However, it was by no means an easy time – with health and safety measures now at the forefront for absolutely every decision made. Clubs were having to develop new means of communication to connect with the membership and visitors, without violating any rules.

"We started video logs (vlogs) during lockdown, and they haven't slowed down since. I would say about 80 per cent of the membership watch those vlogs and they love it. They love being kept in the loop and are genuinely interested in what's going on. It's a personal touch that goes a long way.

"I pride myself on knowing members names and I make it a priority to chat to members in the bar – making them feel like they are part of the community here. That has contributed to the retention of members, and it's not just me – it's the team here at Essendon who all make that extra effort."

Since working at Essendon, Densham has managed projects, reconstructed teams, and played an incredibly important role in making this a progressive and successful golf club. **END**

CMAE FAMILY HEADS TO TENERIFE

FOR EUROPEAN CONFERENCE ON CLUB MANAGEMENT



Cast your mind back to November 2019.

The setting is the beautiful Clube Naval de Cascais in Portugal, and the Commercial Managers Association of Europe (CMAE) have just finished hosting their annual European Conference on Club Management attended by leading industry dignitaries and members.

The weather is superb – aside from the golf the first day that got curtailed due to a rainstorm – and every delegate leaves to return to their club full of renewed vigour and optimism for the year ahead.

Plans were made to reunite the following November at an alternate destination, albeit somewhere in southern Europe due to the favourable climate at that time of the year.

Portugal once again emerged as the front runner.

A few short months later, the pandemic took hold, the world paused, and we entered the unknown. Plans to host the conference in Portugal in 2020 were cancelled, with the CMAE opting to host an online conference instead.

The virtual event used video conferencing tools and branded online platforms to 'create' a conference feel, yet it was scant consolation when compared to the 'real-world' equivalent.

Face-to-face human interaction will always trump Zoom and Teams meetings.

With Covid still rife in 2021, the CMAE again opted to stay online, but thankfully, after a three-year hiatus, the European Conference on Club Management will be returning to a real-life format hosted this year in the Canary Islands.

Costa Adeje, Tenerife will for the first time host the flagship event of the calendar between November 5-8, with two days of workshops and networking sandwiched between an opening day of sports – golf, padel or biking.

The golf competition will be reserved for delegates and will be staged at Golf Costa Adeje's Los Lagos nine-hole Lake's course on November 5 with the first tee time at 9:46am.

The course, which is located next to the driving range, is a little shorter but more technical, and has beautiful sea views and six lakes to navigate your way around. Just make sure you load-up with plenty of golf balls!

The programme for the conference will again provide a jam-packed schedule featuring workshops, education sessions and inspiring keynote speakers, plus ample time for networking whilst enjoying the numerous sights and activities that Costa Adeje has to offer.

"The 2022 European Conference will be the first to be held in person since the Covid-19 pandemic and the theme of the conference this year is all about family," said Toby Johansson, director of education at the CMAE.

"Over the course of the last two years, people's priorities have changed. Some were forced on us by the impact of Covid and other simply because we chose to re-evaluate what is most important to us," he continued.

"The common theme in this seismic change has been the return to family.





"OUR GOAL IS TO MAKE THIS CONFERENCE ONE TO REMEMBER, A CELEBRATION, ONE WHERE YOU CAN BRING YOUR OWN FAMILY IF POSSIBLE"

"The one constant for us all during these times has been the love, support, care and understanding that our families bring to us.

"So for our European Conference in Tenerife in November we have gathered great speakers on this theme and beyond.

"Our goal is to make this Conference one to remember, a celebration, one where you can bring your own family if possible. We will do all we can in order for us to enjoy the days in Tenerife as much as possible and bring strength back in body and soul," he added.

"I am proud what we have accomplished in the last two years – having two European Conferences in a virtual environment – but I am thrilled that we now can properly celebrate our 20 years of existence and 2,000 delegates on our programmes and much more.

"There is time for everything – now is the time to gather the CMAE Family for Education, Networking and Fun!"

Confirmed speakers to date include Ed Edwards, chief operating officer of Golf Saudi; Julián Romaguera, general manager of Los Naranjos Golf Club and John Glendinning, CEO of The Wisley.

Edwards and Romaguera will deliver 75-minute workshops entitled 'Stretching the limits' and 'Hospitality Trends' respectively, whilst Glendinning will deliver a 90-minute keynote speech – aided by industry partners – on 'Members technology expectations.'

Creator of The Mindswing Program, Nick Lee, will kick-off events on the first day with a workshop on Leadership.

Lee has spent over 20 years researching and creating a robust, repeatable process to enable golfers to achieve their peak performance state, helping hundreds of golfers to do just that along the way. Applying it to his own golf brings a whole new dimension to his teachings.

"We're going to be uncovering the critical mistake that almost all corporate executives are most likely making right now, and I'm going to share six practical steps that

will allow you to shift from a state of stress and fatigue into a zone of calm, composed, effortless performance," Lee said.

"It's going to give you the tools needed to become literally immune to burnout."

Lee spent 20 years in the corporate world, training as an accountant including ten years as CEO/owner of a multi-million company before selling it in 2002.

"I'm a passionate amateur golfer who has been playing the great game for over 50 years. My new career was fuelled by a mind-bending 18 hole experience, where as a 15 handicapper, I shot a 69!

"I didn't know what it was at the time but finding out how to repeat it has been my life's work."

Jason Koenigsfeld, senior vice president of professional development of the CMAA – a US sister organisation – will conclude events on day two with a keynote speech on the 'State and Current Trends in the Club Industry.'

And to culminate events, settled beneath the foothills of the imposing El Teide volcano, Guia de Isora is home to Finca La Calabacera one of Tenerife's most prestigious banana plantations. Stretching out over an impressive 231,000m² the finca provides a green and tranquil oasis within the island's arid southern landscape.

This stunning plantation will host the CMAE European Conference on Club Management gala dinner on day three of the conference where CMAE will be celebrating our members achievements with their CM-Dip and CCM successes.

La Calabacera is the largest organic and sustainable banana plantation in the Canary Islands, switching from standard intensive farming to organic farming back in 2006. This revolutionary change has converted them into eco farming trailblazers and allowed them to share their passion for sustainability with visitors from all across the globe.

For further information, accommodation costs and to book a delegate package, simply visit cmaeurope.org. **END**

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Hi, Michael!

Welcome to the Charity Competition.

Date: Thu, November 19
Course: Royal County Down

You are the marker for
Karen Moss
Your marker is
Fiona Hampton

Marker • My Score • Results

Hole 18 Refresh

Hole	1	2	3	4	5	6
Yardage	100	433	400	299	403	400
Par	5	4	4	3	4	4

Karen Moss (72)

Score: 4 4 4 4 4 4

Note

Certify as Marker

"EVERYDAY, MANAGERS ARE FACED WITH CHALLENGES WHEN TRYING
TO MATCH CANDIDATES TO A PARTICULAR ROLE"



Words

Richard Wood
Director
Colt Mackenzie McNair

GUEST BOOK

RICHARD WOOD



Personality profiling is increasingly popular in recruitment, and it is something we offer clients as part of the search process. Profiling on its own should not make the decision, but it should simply be the back-up for a decision that you are very close to making anyway.

Personality profiling is a communications tool to understand different personality types and their preferences. It provides each person with a unique profile about themselves based on their answers to an on-line evaluator.

This will describe the way they are likely to interact with others, make decisions, communicate with others, manage others, prefer to be managed, their strengths and weaknesses, development areas and preferred learning styles.

If a candidate and potential employer were to use their profile as a means of understanding how that individual may approach the role – or specific tasks within that role – this could be of great benefit to the interview process. Additionally, knowing appropriate questions to ask the candidate regarding their personal style and how they interact with others would also be a benefit.

Everyday, managers are faced with challenges when trying to match candidates to a particular role. Employment law requires them to ensure the selection process is fair and equitable, however human nature often leads them to select in their own image. **END**

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