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How Many Strokes System Simplifies World Handicap System



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"THERE HAS, ARGUABLY, NEVER BEEN A GREATER PEACETIME NEED FOR THE GOLF INDUSTRY TO WORK TOGETHER"

FAIR COMMENT

There can't be many among us who won't be glad to see the end of 2020.

It's been an 'annus horribilis' for the golf industry worldwide: thousands made redundant or furloughed; clubs closing temporarily and some even permanently; and the tragic loss of friends and colleagues. Is it safe to assume that 2021 will be better for all concerned? We all hope so, obviously. But we should all learn from the events of 2020 and adapt accordingly.

I write this as golf clubs in England are about to reopen their courses following lockdown 2.0, although many clubhouses will remain closed. And other countries have experienced a similar second wave of coronavirus which has proved equally devastating for them. There has, arguably, never been a greater peacetime need for the golf industry to work together to put back the pieces and make the sector as successful and profitable as it has been previously.

Let there be no battling for 'turf' by organisations purporting to serve the interests of particular groups, and let's try to find a way for all competing companies to work together for the benefit and fiscal gain of all. It's a big world and, once we're back on our proverbial feet, there should be room for all if only we work together for the greater good.

Golf has often been cited as good for health – both physical and mental – and for societal benefit, so let's use that community ethos to our advantage and begin to look after the health of our industry. Who's with me? **END**



Words

Michael Lenihan
Publisher

CONTINUE THE DISCUSSION ONLINE
at golfmanagement.eu.com

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publishing and communications

FEATURING

WINTER 2020



ANTÓNIO CASTELO

VERDURA RESORT

"In 12 months I see the golf industry largely where it is now. We thought everything was going to improve from the fall (autumn) but it didn't. And I don't see it improving over the next year."

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DAVID GRIFFIN

CELTIC MANOR

"I've never taken a role where I've gone in there and everything's been perfect, so there's opportunity at Celtic to really sort of look at things in a way which is certainly going to help from a commercial standpoint."

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SEAN MORIARTY

QUINTA DO LAGO

"Before the borders were closed, we had families return to Quinta do Lago to quarantine, as this is where they felt safest. This really brought home our responsibility and the whole team here pulled together."

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RENATE ROELEVELD

GOLFBAAN SLUISPOLDER

"I was like: 'Really? Women's golf to you is a toilet on the course?' They completely missed the whole point. The thing is, if you want to have more female golfers, we need to have more women in leading roles."

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ED SANDISON

OCEANTEE

"Golfers treasure the environments that they play in so if we can show them that switching to bamboo tees, or purchasing clothing that has no plastic in it can have a positive impact then I am sure that they will embrace OCEANTEE."

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"HOW MANY STROKES IS THE IDEAL WAY TO PRESENT A GOLF CLUB'S HANDICAP CONVERSION TABLE IN THE WORLD HANDICAP SYSTEM"



COVER STORY

HOWMANYSTROKES.COM



"How Many Strokes is the ideal way to present a golf club's handicap conversion table in the World Handicap System," states Tonny Gottlieb, CEO and founder of How Many Strokes, a Danish-based technology company.

The How Many Strokes system was developed in 2018/19 by Gottlieb – an avid golfer with a professional background in business technology solutions – who wanted to create a global, digital system that would allow golf clubs to hand out conversion rates to members and guests in a smart way, particularly once the new World Handicap System came into effect.

Powered by a highly sophisticated digital display, guests and members are able to quickly obtain their player handicap for the course and available tee boxes in less than ten seconds, eradicating the need for framed conversion tables mounted on the wall or laying around the reception area.

"The system saves time, space and eventually resources by eliminating paper and time-consuming ways of calculating changes to the club's course handicaps," said Gottlieb.

"How Many Strokes is a digital conversion table that comes with different types of displays: a 10-inch desk display; a 15 and a 21-inch wall-mounted touch screen, and a 21.5-inch touch screen display stand.

"That way, each club can choose which solution best suits the club's interior and when the slope, course rating and course

length are changed, the club can simply update this in the system and the conversion tables are automatically adjusted."

And furthermore, when players are not using the system, clubs can display adverts or pictures on the screen in order to promote marketing campaigns.

"Once you acquire the system, all club managers have to do is verify the slope rating and length of your golf course, then choose and mount your preferred display," added Gottlieb.

"Your guests and members can then enjoy the benefit of the system, which is easy-to-use, attractive and a precise way of obtaining their playing handicap at your club. Any future changes to the conversion tables are done electronically, easily eliminating the potential for errors."

The Scandinavian near Copenhagen was one of the first clubs to switch to the new system, with CEO, David Shepherd saying: "With 36 holes and ten different tee boxes, we used to have ten framed tables on the wall, and although the numbers were nicely presented, How Many Strokes is a cooler and more modern way to give users of the club the information they need."

Hans Lavrids Knudsen, golf manager of Lübker Golf & Spa Resort added: "When people enter the club, they always ask for the conversion tables. When shown the screen, their reaction is, 'that's very ingenious,' and they easily manage the system," he said. **END**

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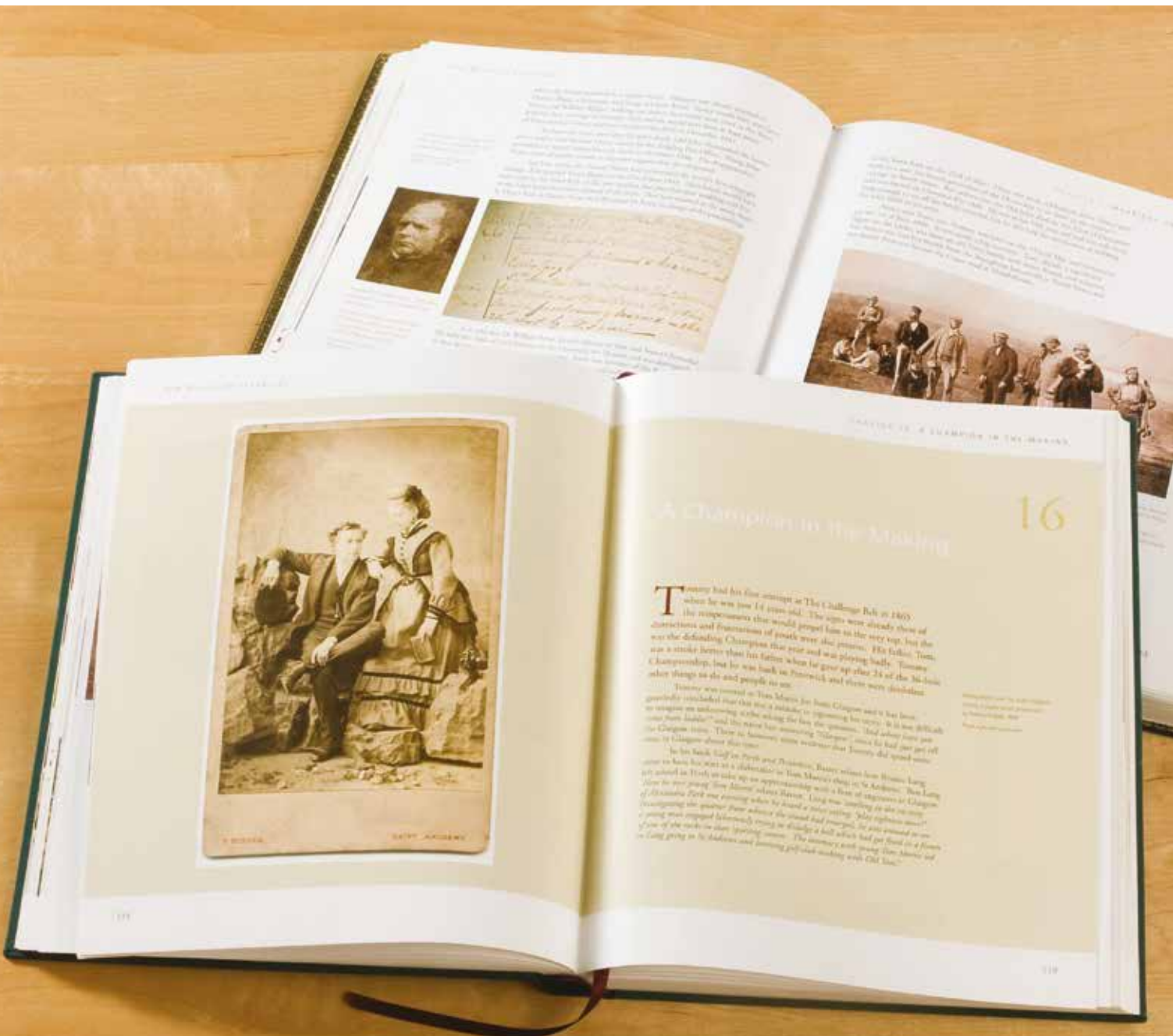

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"WHEN I STARTED WORKING IN GOLF I BEGAN COLLECTING BOOKS
WHICH WOULD HELP ME WITH RESEARCH – IT WAS IN THE DAYS
BEFORE T'INTERNET"



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ON THE FRINGE

It may not come as something of a surprise to learn that I am something of a voracious reader, as many journalists enjoy reading. But, rather than simply read books, down the years I have hoarded them – my wife's words, not mine.

"It's like the British Library in that back bedroom," she would tell anybody willing to listen – which, after the third time of being told wasn't many. I admit, I love to be surrounded by books, of all kinds; they just give me comfort. Don't ask me why. I claim to be a bibliophile, while Mrs B prefers the term 'pain in the ****'.

When I started working in golf I began collecting books which would help me with research – it was in the days before t'internet. Having started that I then gathered around me the style of publication known as coffee-table books: generally, beautifully produced, labours of love by the author – and golf was a popular topic. So I have books of golf reference; stunning coffee-table books; and, obviously, the how-to-play volumes. And I already had the same for football, or soccer, if you prefer. You're probably starting to sympathise with my wife...

However, we're now downsizing so we won't have room for my myriad tomes in the new home – although, apparently, we can now accommodate a dog and three chickens. "Be ruthless when you start turning them out," ordered my beloved. And I took her words to heart. Box after box headed to the charity shop and anything I felt would be appreciated by a like-mind was put up for sale online. It was an interesting – if time-consuming – process but I was determined to raise enough money to pay a smidgeon of our moving costs.

And that's where collecting – or "hoarding" – my coffee-table books may have paid off. Online research to establish the value of some of them raised a few eyebrows – mine, specifically, so just two for the avoidance of doubt. None more so than one particular volume, which, unbelievably, I could not find available online for anything under £400. I can only assume that a short first print run was its last. That price was, naturally, available from traders, so I put mine – in excellent condition – up for sale at half that price.

As I write it's been up for sale for more than a week and, while it has garnered plenty of interest, there's not been a firm bid – and moving costs continue to mount. But as more of my golf books are valued at between £10 and £25 I'm confident I'll at least be able to afford to tip the removals team. And, to be fair to Mrs B, there have also been boxes of 'antique' pottery, toy soldiers, 1960s' model cars, more than 1,000 football programmes, a 10-year collection of history magazines, and five decades' worth of Scalextric and Subbuteo.

But, for anybody out there who has a similar golf collection in their library, please use these words as justification to your spouse for your 'hoarding'. **END**

NEWS IN BRIEF

GOLFMANAGEMENT.EU.COM/NEWS



HOWARD STOREY RETIRES FROM JOHN DEERE AFTER 35 YEARS OF SERVICE

John Deere has announced the retirement of Howard Storey manager, market development for John Deere Golf after 35 years of service with John Deere and 45 years in the industry. Manny Gan director, Global Golf and Sports Turf said: "I Would like to take this opportunity to thank Howard for his loyalty and dedication to the company and for the contributions he has made over his many years of service. We wish him and his family all the best in the future."

SEARCH 'HOWARD STOREY' ONLINE
at golfmanagement.eu.com for the full story



JOHN CLARK TO STEP DOWN AS PING EUROPE MANAGING DIRECTOR

Long-serving Ping Europe managing director, John Clark, will step down from his role at the end of this year, with current general manager, Lisa Lovatt, taking up the position. Lovatt, 51, will begin her new role on January 1, with full responsibility for all of Ping Europe's operations in Gainsborough, Cheadle and the four PING offices in Europe. She will report directly to PING chairman and CEO, John Solheim.

SEARCH 'JOHN CLARK GOLF' ONLINE
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JAMES BEESLEY LEADS 59CLUB'S EUROPEAN EXPANSION

59club, the industry's leading Customer Service & Sales Analysts and Training Provider, has today announced additional growth across the south of Europe with the formation of a dedicated regional team supporting golf and leisure clubs, hotels, restaurants and spa destinations to drive customer service & sales performance across their respective properties.

SEARCH 'JAMES BEESLEY' ONLINE

at golfmanagement.eu.com for the full story



BERNHARD COMPANY APPOINTS NEW DISTRIBUTOR IN MEXICO

Bernhard and Company has appointed Prove Golf Activa S.A. de C.V. as their new distributor in Mexico. Commenting on the appointment, Steven Nixon of Bernhard and Company said: "This is a great opportunity for us to work alongside such a solid, established and expanding business in Mexico. Prove Golf Activa know their market well, and despite the challenging climate, it means that together we will be able to provide sharpening/grinding equipment for golf, sports fields and other municipalities across the country."

SEARCH 'BERNHARD COMPANY' ONLINE

at golfmanagement.eu.com for the full story



GOLF INDUSTRY CALLS FOR FAIR AND TRANSPARENT BUSINESS RATES

Industry bodies involved in the All-Party Parliamentary Group for Golf have submitted responses to HM Treasury's Fundamental Review of Business Rates, saying it is important that the derivation of business rates is fair, transparent and accurately reflects the nature of the golf industry, and recommending that the Government should work with golf industry representative bodies rather than at individual club level.

SEARCH 'PARLIAMENTARY' ONLINE

at golfmanagement.eu.com for the full story



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BIGGA TEAMS UP WITH RSPB AND THE R&A TO SUPPORT BIODIVERSITY

The British & International Golf Greenkeepers Association has established a formal relationship with the RSPB and The R&A's partnership that will see the association explore collaborative opportunities to increase awareness and support for biodiversity conservation on golf courses. The greenkeeper association's relationship with the RSPB and The R&A will help facilitate mainstream wildlife conservation on golf courses, by promoting best practice and providing inspiration for greenkeeping teams who would like to promote biodiversity at their golf facilities.

SEARCH 'RSPB' ONLINE

golfmanagement.eu.com for the full story



GREENCLUB PROVIDES VITAL LIGHTBULB MOMENT FOR GOLF

The driving force behind GreenClub's initiative to deliver free solar energy installation believes it could be the difference between prosperity or closure for some golf clubs. As a PGA principal partner, GreenClub aims to invest in partnerships with golf venues to generate electrical energy through solar installations. As well as reducing energy costs and delivering new revenue streams, the vision is for golf to eventually become a carbon neutral sport.

SEARCH 'GREENCLUB' ONLINE

at golfmanagement.eu.com for the full story



GOLF INDUSTRY RECEIVES A NEW SPECIALIST JOB SEARCH SITE

A new service is set to provide golf clubs, retailers, manufacturers, resorts and governing bodies worldwide with their own specialist job search platform, making the recruitment process more effective and modernised. Golf Jobs provides a dedicated space for employers to list and promote jobs within golf clubs, resorts, product manufacturing, hotel groups and more.

SEARCH 'GOLF JOBS' ONLINE

at golfmanagement.eu.com for the full story



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CAMPEY TURF CARE SYSTEMS RETAINS AIR2G2 DISTRIBUTORSHIP OUTSIDE USA

Campey Turf Care Systems is to continue as the sole distributor of Air2G2 products outside of the United States of America following Foley Company's acquisition of Air2G2. Campey has been a long-term partner of Air2G2 and worked extensively with the company's founder and creator of the product, Glen Black, to expand its reach across the globe. The range of products has revolutionised aeration in multiple sports with numerous turf professionals experiencing the benefit of non-disruptive light-weight aeration that has transformed golf greens, pitches and many turf areas that suffered from compaction and poor water infiltration.

SEARCH 'AIR2G2' ONLINE

golfmanagement.eu.com for the full story



PGA CATALUNYA RESORT APPOINTS NEW DIRECTOR OF GOLF

PGA Catalunya Resort has appointed Dirk Delfortrie as its new director of golf. With more than 20 years' global golf experience, Delfortrie will oversee PGA Catalunya's two award-winning courses and The Golf Hub – the resort's innovative coaching, club facility and Toptracer range – focusing on creating a first-rate golf experiences for all. "PGA Catalunya is an amazing destination, you can play two of Europe's finest golf courses and improve your skills at our state-of-the-art Golf Hub," said the Dutchman.

SEARCH 'DIRK DELFORTRIE' ONLINE

at golfmanagement.eu.com for the full story



ZEN GREEN STAGE IS FIRST ADJUSTABLE CONNECTED PLAYING SURFACE

The 2021 Zen Green Stage is the world's first fully-adjustable connected playing surface for golf. Offering precise Wi-Fi control from your phone or tablet, the adjustable 2021 Zen Green Stage connects with your swing studio technology for the complete indoor golf experience, giving golfers and their coaches new ways to play, teach and learn. Experience minutely-adjustable sloping lies for both putting and full-swing golf with the all-new Zen Green Stage, completely redesigned for 2021.

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Words David Bowers
Photography Thos Caffrey, Janos Grapow

ANTÓNIO CASTELO

GOLF DIRECTOR, VERDURA RESORT



Coming from the seemingly permanently grey UK, the cynical hack in me often struggles to feel sympathy for those working on a beautiful golf course, on a sun-drenched coast. Yet it's hard not to feel some sympathy for António Castelo, the golf director at Verdura Resort, in Sicily.

Just a short while into a new 'dream' job, he lost almost a whole course to a flood of biblical proportion, and, having weathered that storm, was then confronted by the coronavirus pandemic.

A lesser man might have seen it as a message from above, but the 46-year-old Portuguese is made of strong stuff.

He was a scratch golfer at 13 and a member of the national junior team, having started playing at just five years old, when his father ran the Dom Pedro Hotel, in Vilamoura. And it was his father – having determined that, despite clearly having raw talent, young António needed a profession behind him – who arranged for him to be educated in the USA.

Castelo junior explained: "I played collegiate golf, took a degree in economics and then, within six-to-eight weeks of getting back to Portugal, I was offered the position of golf director at Vilasol, my first job.

"Initially, I thought I'd go into investment banking for a little bit to see how it goes, but I worked at Vila Sol for three-and-a-half years – also in project management because, at the time, we had a Donald-Steel design of nine holes.

"Then I moved to Boavista, in the Western Algarve, where I did the opening of the resort golf course, and some other interesting

projects such as a new clubhouse, which we built a few years after the golf course was opened.

"I was there for about nine years, before moving to Troia – a Robert Trent Jones Senior course – where we needed to get the course back into top shape."

But it was a trip to the annual PGA Show, in Orlando, which, ultimately, led him to land his current position at Rocco Forte's Verdura Resort. "I was in Orlando, talking about the possibility of doing something internationally – because I'd always been working in Portugal – and Verdura came up. And that's how it happened!

"So, the following week, in February, I spoke to the GM and visited Verdura, and started in the first week of April, a couple of weeks before we held the European Tour event."

But, little did he know, nature had a nasty surprise waiting for him.

He recalled: "In November, all hell broke loose and we lost 14 holes! It was quite a storm. The river burst its banks and just went through the golf course.

"I was there that night. It was about 9.30 in the evening; we'd had a pro-am on the two courses and we were doing the prize giving dinner.

"A colleague called me and said I needed to move my cart because the river had burst its bank, so I went out, grabbed my cart and drove to one of the nearby holes. I drove about 50 metres into the fairway and I couldn't see it – it was just like a river."

He managed to evacuate everybody from the clubhouse, as, within 45 minutes the clubhouse was a metre deep in water.



"GOLF REMAINS A PEOPLE BUSINESS. A LOT OF IT HAS TO DO WITH RELATIONSHIPS"

"We were scheduled to close the resort for the season in a couple of weeks, but we ended up closing early. Then it was, basically, working on the clean-up throughout the winter. Everything was devastated.

Castelo and his team were left with 22 holes, from which they created an alternate composite course, which is the one still in use today. Original architect, Kyle Phillips returned to the site in December and began working on the design: whether to reinstate what was there or to change it.

"We decided to go with the lay of the land," said Castelo, "everything the river had carved out on the course, and to build into the project an extra level of safety for the resort.

"The river heads towards Verdura and, as it approaches the golf course, it runs left, parallel to the course. So it was at that dog-leg where it burst its bank."

He'd been in his role only a few months and, yet, his job description had changed dramatically.

"When the insurance company got involved I became the liaison between all the parties. I did not speak Italian when I arrived so I was trying to get through all that with my rudimentary Italian. It was a crash course in the language and Italian legislation."

He laughed: "I thought the Portuguese were very bureaucratic but we have a few things to learn from Italy. For example, I would not have thought that, for a rebuild, we would have had to submit for permitting, as if it was a new project. It was down to 12 entities to approve the golf course!"

And then, once things started to get back on track, coronavirus left the world reeling.

"We opened the hotel in June and it exceeded our forecast. We were pleased with the summer, and October was a good month also.

"Through closure, I was looking at what other countries were doing. The safety guidelines for Covid pretty much started with the USGA and from there, each country adapted to their own federation's needs.

"We were then putting that in place with our maintenance and operations teams so we could start the year."

Like many successful individuals down the years, Castelo saw a problem as an opportunity. He said: "For me, the flood event provided an opportunity for improvement. You basically start with a clean slate.

"Obviously, I came in from a country which is very tourism-orientated as far as golf is concerned. So the standards and the quality of the course is normally ahead of what you see in Italy.

"That was one of things I wanted to put in place: improve the look and feel of the golf course. It's a linksy type of golf course, so we want to improve that, and then the service, and, basically, the whole customer journey.

"With the flood, I had the opportunity to implement 50 per cent almost straight away, which was a good thing. It was a disaster ... but with an opportunity for improvement."

His future following the fulfilment of his ambitions for Verdura may see him packing his bags once more for pastures new. And not 'home' to Portugal either.

"My plans are to close off this project and then, most likely, moving to France, because, even though I work in Italy, my home is in France. So I'm always commuting back and forth. More or less every month I head back to Paris – as my wife is French."

But that may not be for some time yet, as his view of the short-term future of golf is not particularly bright.

He frowned: "In 12 months I see the golf industry largely where it is now. We thought everything was going to improve from the fall (autumn) but it didn't. And I don't see it improving over the next year.

"We have no vaccine, and travel restrictions are changing all the time. Any golfer wants to travel, but the current uncertainty prevents them from doing so.

"Golf remains a people business. A lot of it has to do with relationships, compared to the hotel business, where you can go to a conference and just sit down and talk. Golf is more personal."

Wherever he ends up, it's almost inevitable that his first 24 months in the job won't be as dramatic as that at Verdura. And you can be sure he will be all the better for the experience. **END**

"IN MANY CASES, GOLF CLUB OWNERS ARE OFTEN FANATICAL GOLFER THEMSELVES AND, QUITE RIGHTLY, HAVE THEIR OWN IDEAS AND DESIRES FOR HOW THEIR CLUB SHOULD BE POSITIONED"



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PRE-OPENING

The pre-opening period is often one of the most challenging and intensive phases for a golf club – but can also be one of the most rewarding. A smooth, well-planned approach can ensure long-term success – equally, mistakes or oversights made during this phase can prove very costly. With experience of multiple successful pre-openings all around the globe, I have learnt that although there is more than one-way to skin a cat, having a clear framework of procedures and controls in place will not only ensure the successful delivery of a new golf club but also allow the process to be a fulfilling, rather than stressful, experience.

With this in mind, we've listed some of the learnings we've picked-up along the way;

It's easy to step into a project with a set idea or picture of how the club should operate and the services or experience it should offer. In many cases, golf club owners are often fanatical golfer themselves and, quite rightly, have their own ideas and desires for how THEIR club should be positioned. What may seem an outlandish idea can often, after consideration, turn out to be a unique selling point – I have lost count of the number of times this has happened! Our role is to interpret the owner's objectives, understand the local or regional market and then use our experience to convert this thinking into a financial model that can then help guide decision making.

Only once the operating concept for both the golf course and club is clearly understood, will we prepare a series of detailed design briefs that will be used by the architectural team to deliver an initial set of plans and layouts for the key facilities – often the clubhouse, golf academy and maintenance facility. These initial layouts are then massaged to ensure operational efficiency and alignment with the club concept. Mundane items such as storage, MEP and office space can often be forgotten in lieu of more exciting front-of-house elements and balancing the practical with the desirable is often a key role!

Once the operating model is clear, developing the pre-opening budget is often the next step in ensuring the owners have a clear picture of the overall investment required – and when funds need to be available. There are multiple elements to this budget, including setting-up and running the pre-opening office, developing the brand and logo, web-site development, golf course grow-in and pre-opening maintenance, recruitment and payroll – and of course an extensive list of FF&E.

Working closely with architects, contractors and the client's project team – we develop and monitor a detailed pre-opening schedule that keeps everyone aligned – and which raises a flag if certain key activities fall behind. Not everything needs to happen in sequence and often doesn't, but experience ensures that those really critical items such as planning approvals, procurement tenders and owner sign-offs happen when they need to. **END**



DAVID GRIFFIN

DIRECTOR OF GOLF SPA & LEISURE, CELTIC MANOR



The announcement in March of the COVID-19 lockdown raised understandable concerns about the possible impact on jobs. For David Griffin, the effect was immediate.

The 41-year-old had been due to move on from his post as general manager at Cotswold Hills Golf Club, in Gloucestershire, and begin work the following week as 2010 Ryder Cup venue Celtic Manor's new director of golf, spa and leisure, but his start date had to be pushed back to July.

Griffin recalls: "I had three months waiting so luckily enough [Cotswold Hills] offered some part time work, to help steer them through a difficult period. I started at Celtic Manor in July, and literally on the second day all the senior team were brought back in and we started to shape and reopen the resort for the wider market.

"It was a good way to look at how the business had operated, look at how things were working, how things weren't working. We obviously had to bring in a number of new systems and put some new processes in place while bringing the team back into the property, so it's been an insightful period.

"A lot of people think, 'Well, what a nightmare' going into that, but I actually think it's a quite positive situation because it gives you the opportunity to look at things, to distinguish whether it is a good way of doing things or whether there's a better way of doing things, and using this as an opportunity rather than as a negative."

Griffin's can-do attitude that surfaced within two days in his new role was to prove vital over the period of two weeks in August that saw Celtic Manor create history by

becoming the first venue to stage back-to-back European Tour events, the Celtic Classic and the Wales Open.

"I wasn't at the business when that [the decision to host consecutive European events] was decided," says Griffin, "but obviously the challenges of Covid and having reduced or depleted green staff across our three golf courses [The Twenty Ten, the Roman Road and the Montgomerie] obviously put extra pressure on Jim McKenzie's team.

"But we all pulled together. We had golf services guys working on the golf course leading up to the event, and Jim managed to pull together a number of volunteers as well. The attitude at Celtic Manor is that if we're set a challenge we'll face that challenge head on and we'll overcome that challenge and we'll deliver the best possible product we can with the resources and tools we've got in front of us."

McKenzie, Celtic Manor's director of golf courses and estates and the man who masterminded the successful operation that ensured the 2010 Ryder Cup overcame the horrendous deluge that hit the venue, "worked tirelessly", says Griffin.

"I think on the Monday, Tuesday and Wednesday he'd done something astronomical in terms of the hours he'd worked, something like 55 hours."

Griffin was not exactly clock watching, spending 14 consecutive days on site where he was on call from roughly 6am to 8pm to ensure both the Celtic Classic and Wales Open ran smoothly and safely. "The Sunday before the first tournament all the staff had to go through the protocol of being tested;





"I'VE NEVER TAKEN A ROLE WHERE I'VE GONE IN THERE AND EVERYTHING'S BEEN PERFECT"

staff were in close proximity to the players, who also all got Covid tested, and the protocols the European Tour put in place were fantastic. Everyone was fine, no positive tests," he reveals.

Celtic Manor had planned a series of events to celebrate the 10th anniversary of Europe's phenomenal battle with, and ultimate triumph over the United States in 2010, but COVID-19 has ravaged much of the schedule, although 2018 European captain Thomas Bjorn's arrival at the resort with the Ryder Cup on the final day of the Celtic Classic after his charity walk from Wentworth did place the spotlight firmly on the Newport venue.

"We're obviously disappointed that we've been in this local lockdown because we've been unable to showcase a lot of the things we had planned this year to celebrate the 10th anniversary," says Griffin.

"I'm not sure if we're planning to reinvigorate that next year with the Ryder Cup being delayed for a year, but I'm sure we'll have something planned and ready to go. There's hope, but celebrating the 11th anniversary instead of the 10th – the 10th obviously sounds a lot better."

A major part of Griffin's work as director of golf, spa and leisure is to assist with the growth and brand recognition of the Celtic Manor Collection of hotels – Coldra Court, Ty Hotels and The Ty Magor, which is under construction.

According to Griffin, all three venues have "been brought on line to help deliver extra bedroom stock for the International Conference Centre, Wales, which was opened a year ago and is a joint venture with the Welsh government".

A consequence of the European Tour being camped at Celtic Manor for a fortnight, under the scrutiny of Sky Sports' cameras, was a mass of extra tee-time bookings that meant none would be available until mid-November. Unfortunately, the area subsequently went into lockdown meaning that only people from the Newport borough can play there at the time of writing.

Griffin has come a long way in his career in golf, his first steps being taken at Wychwood

Golf Club, in Oxfordshire, where he was paid to collect range balls. He only began playing at 16, but by the time he was 20 was playing off one, became an assistant professional and passed his PGA exams.

"I never turned pro thinking I am going to earn money playing," says Griffin. "I used to be quite busy in terms of lessons, but I think that was more down to the commercial structures, the way I used to get people to book in.

"I can remember when I first started I had an empty lesson book, and I had a couple of people phone up for a lesson. Instead of me saying 'I can get you in straight away' I said 'Oh, I can get you in in a week's time because I've got quite a few lessons booked' and, before you know it, it's almost generated that urgency for people to rebook their lessons."

He was eventually appointed head professional at Wychwood and his ambitions turned almost immediately to making his way in golf management.

He was delighted this year to get the opportunity to work at a proprietary venue of Celtic Manor's stature after being disenchanted, at times, with the environment at private members' clubs.

"You're almost dealing with amateurs and amateurs trying to run a board club," he explains.

"You're sitting around a board table with 15 people trying to make a decision, which was, at times, quite frustrating."

No such exasperation confronts him at Celtic Manor where, under Matthew Lewis, vice-president of the Celtic Collection, he aims to take the resort to new levels.

"I've never taken a role where I've gone in there and everything's been perfect, so there's opportunity at Celtic to really sort of look at things in a way which is certainly going to help from a commercial standpoint and continue to improve the guest journey, the guest experience," he says.

"I think the success I've had over a number of years has really enforced, allowed me to engage that full process and from a team's perspective really given them a good sort of figurehead, someone to work with to get us back on track." **END**





Words Pete Simm

Photography Rodrigo Bimering, Daragh McDonagh

SEAN MORIARTY

CHIEF EXECUTIVE, QUINTA DO LAGO



When it comes to a golf resort that has continued to adapt, evolve and reinvent itself to meet the changing needs of the world, you'll struggle to find a better example than Quinta do Lago.

While other venues have resisted change, the Portuguese destination has always understood the need to invest in the latest facilities, on the course and off it, in order to stay as modern and contemporary as possible for its members, guests and residents.

The €9.6m renovation of its North Course in 2014, the opening of the resort's state-of-the-art performance centre The Campus – a sports hub designed for professionals and amateurs alike to train and live well – and the acquisition of the boutique hotel, The Magnolia Hotel, are just three recent illustrations of that which have helped to set Quinta do Lago apart from its rivals.

Faced with a global health pandemic and numerous challenges resulting from it, the iconic Algarve resort – which first opened in 1972 – could have opted to consolidate its position in the golf-travel market this year.

But that is not how Quinta do Lago does things – it's not in the resort's make-up and, in many ways, it is the secret of its success.

Under the leadership of its forward-thinking chief executive Sean Moriarty, the award-winning venue embarked on a fresh wave of investment this summer after unveiling a new €7m golf course improvement programme to raise the golf experience to an even higher level.

"At Quinta do Lago, we are continuously investing to improve the facilities and unrivalled experience we offer to our residents

and guests as Europe's premier luxury golf and lifestyle resort," said Moriarty.

"For example, this year we invested €7 million into upgrading our South Course. We have invested greatly in our restaurants to make Quinta do Lago a destination for food. We invest in our team here, in training and opportunities. We strive for excellence and continually raise the bar in luxury standards."

Moriarty arrived at Quinta do Lago in August 2016 having spent the previous two decades working in senior roles in the retail industry for leading brands including Tesco, Dairy Gold and Topaz Energy/Circle K.

The successful launches of The Campus, The Magnolia Hotel and Dano's Sports Bar & Restaurant and the completion and sale of 26 new luxury residential apartments in the RESERVA development have all been completed under Moriarty's guidance, but little prepared the Irishman for the challenges that he faced this spring following the outbreak of Covid-19 and subsequent lockdown.

He said: "During lockdown, we were focused on adapting to keep our community safe. It was a difficult time for everyone, but the resilience and solidarity here was something very special.

"Before the borders were closed, we had families return to Quinta do Lago to quarantine, as this is where they felt safest. This really brought home our responsibility and the whole team here pulled together to make sure our residents were safe and comfortable.

"Now, the biggest challenge faced by the whole tourism industry is in how different



"WE LOOK FORWARD TO WHEN PEOPLE ARE SAFE TO FREELY TRAVEL, AND WE ARE READY TO WELCOME THEM WHEN THEY DO"

countries are at different stages in dealing with the pandemic. We look forward to when people are safe to freely travel, and we are ready to welcome them when they do. Now, more than ever, things like privacy, safety and low-density are valued, and Quinta do Lago will lead the way in this regard."

Set amongst 2,000 acres of the picturesque Ria Formosa Natural Park and located just 15 minutes from Faro airport, Quinta do Lago is famous for offering residents and guests a variety of lifestyle pursuits in an unparalleled location.

Like many resorts in Europe, the resort continues to evaluate its response to the pandemic on a daily basis, but Moriarty is determined that it won't get in the way of its on-going plans.

The upgrade of Quinta do Lago's iconic South Course, an eight-time host of the Portuguese Open, forms the centrepiece of the multi-million euro golf improvement plan announced by the resort, with the new-look layout set to be unveiled early next year.

In addition, the resort's other two 18-hole championship courses – the North Course and Laranjal – are also undergoing significant maintenance improvements; the resort has invested in a new fleet of state-of-the-art electric golf buggies; while golfers can now tuck into a new dining experience after the reopening of the main golf clubhouse this month following an extensive refurbishment.

Moriarty explained: "Investment to continually improve the experience of our resort is something we are committed to at a foundational level at Quinta do Lago.

"The South Course renovations began during the pandemic because, while the course was closed, we saw an opportunity to make improvements for our members and guests. By taking early action in these works, we can ensure that our golf courses remain open and in pristine condition during the peak seasons.

"Our investments are always made with our community in mind and a value for enhancing quality of life for families. The most important place we want to be ranked is among the esteem of our visitors and members. We believe the South Course is the top course in Europe, and these investments are sure to further enhance this."

Further to the upgrades being made on the course, Quinta do Lago recently underlined its long-term commitment to preserving the environment by unveiling a new eco-strategy to boost its sustainability credentials.

Working closely with the Golf Environment Organisation and following its 'On Course' environmental stewardship programme, the top sports and family venue launched a multi-tiered plan with three key aims: to foster nature, conserve resources and support the community.

The strategy is typical of the lengths that Quinta do Lago is prepared to go to deliver the best possible experience to all its residents, members and guests, and one that Moriarty is confident will see it enhance its position among the world's elite golf and lifestyle resorts.

He added: "At Quinta do Lago, we never keep still. We continue to invest in our people, in our infrastructures and in innovation. With awareness of human impact on the world sharpening, sustainable action and social responsibility has all become more meaningful.

"More than ever, people are seeking outdoor living, family experiences and a relaxed lifestyle, all of which we have been committed to providing in Quinta do Lago for nearly 50 years. From spotting wildlife on the golf courses to enjoying local, seasonal produce in our restaurants, the luxury of living closer to nature is strongly felt in Quinta do Lago.

"This feeling is at the core of our resort and will continue to be our compass as we grow into the future." **END**

RENATE ROELEVELD

GENERAL MANAGER, GOLFBAAN SLUISPOLDER



Renate Roeleveld's route into golf club management was not conventional, but it shaped the way she looks at her role and the industry in general. What's more, she believes her approach can help other women make their way into golf management.

If she's correct in her assertion that golf management is largely a profession populated by grey-haired, middle-aged white men, then some might bristle at her comments. But, even so, that doesn't mean the general manager at Golfbaan Sluispolder, in Amsterdam, is wrong.

A member of the Dutch Golf Course Owners Association, she is at the vanguard of the movement to encourage more women into the sport – not just picking up a club, but learning to run one as well. And the crux of her message is simple: to encourage more women to play, you need more women in management roles.

She explained: "I have seen what women need to start playing golf. What I said in my presentation at the last GCAE Golf Business Conference, in Portugal, was that in most countries it's still a very white, male-dominated management scene.

"I told them we all scream there should be more women playing golf, but to fully understand them, you need a woman who makes a programme, because you cannot let a man decide how a woman feels.

"I think the first thing is for a golf manager, golf course owner, whatever, to understand if they want to have more women golfers in, they really do need more women on boards and management because they know how women feel."

Having studied hotel management at one of the world's leading schools, in The Hague, Roeleveld moved to South Africa where she worked for an office furniture business before a move back to the Netherlands saw her begin a career in IT.

She smiled: "It was booming back then. That was the time that you drove away with a new car as soon as you signed your contract to become an IT person."

But she quickly realised IT was not for her and responded to an advertisement for a sales and event manager at a golf club. And, she recalls, she said to one of her friends from hotel school that "golf is a bit of a Mickey Mouse business because it wasn't really a big thing back in those days."

Fortuitously, that friend advised her that a former contemporary of theirs was already working at the club and would be able to offer advice. What's more, the people who interviewed her were close relatives of a family Roeleveld knew from her time in South Africa. Things were starting to fall into place.

"Within a day, I had a new job in the golf business. I started working in golf, yet I didn't play. But this was purely the organisational and hospitality side that I was interested in, and they were interested in me.

"That was BurgGolf, and, after two years, the general manager left, and I took over. That was a nice and challenging time because the then owner of BurgGolf was a pioneer in golf in the Netherlands. He was one of the first to see it as a business.

"He had multiple courses, and he took all the managers to the NGCOA conference in the United States.





"THESE MEN STARTED TALKING ABOUT WOMEN'S GOLF, AND SOME SWEDISH GUY SAID, 'BUT WE WOULD NEED TOILETS ON THE COURSE'"

"It was a very interesting and fascinating phase, because golf was booming. It was getting more and more professional. We, as managers, were getting more and more professional. After six years, I left BurgGolf and I ended up at Sluispolder. That's already almost 15 years ago in 2006."

Sluispolder has 27 holes with all the requisite practice facilities, and Roeleveld utilises a large clubhouse to ensure around one-third of the club's F&B revenue is not golf related.

She added: "The golf course is owned by a person who has multiple hospitality companies. Everything on the course is run by us, so we're really a commercial course. We do have a club at my course, but they rent a certain amount of tee times on my course."

"The clubhouse is divided into different parts, and I can close up one part for meetings. Of course, it is a little bit noisier, but, on the other hand, you have a golf course, so they're all very happy."

Understandably, Roeleveld is a huge advocate of programmes to get more women into golf – not just picking up a club, but learning to run one as well. And the drive to encourage more women came from her own experience.

"About five years ago, I didn't see people who represented me – younger women who also enjoy a round of golf, or who are from the sport side of the game. So, I started to set aside an hour on Friday morning for 'fabulous Friday'."

"A female professional and I took female golfers out on the course, whether they were going to get 54, 76 or 100, we didn't care. Guide them through the course, give them tips, tricks along the way; not really about the swing, but course management wise."

"We're now five years down the line and have had hundreds of women pass through the Fab Friday group. And, through this programme, I started realising what was required to make women feel at ease on the golf course, because it's very different from men."

"I always say when a man has had three golf clinics, he walks on to the golf course and says, 'Yeah, I can play golf because I've already had three golf clinics'."

"A woman can have a handicap of 36 or 30, and in all those years of Fab Friday, I have only had one woman say 'I'm now good at golf'."

It's fair to say Roeleveld's experience of her male counterparts' attitudes to women in golf is mixed, at best. Yet she has come up with ways to cope and emerge the better for it.

"I'm on the board of the Dutch Golf Course Owners Association; I was at the conference of Players First, and we were with contemporaries from right across Europe, and I was, literally, the only woman there. They hired this guy from I don't know where, some university, to talk about women's golf," stated Roeleveld.

"These men started talking about women's golf, and some Swedish guy said, 'but we would need toilets on the course'."

"I was like: 'Really? Women's golf to you is a toilet on the course?' They completely missed the whole point. The thing is, if you want to have more female golfers, we need to have more women in leading roles. Otherwise, they will never show up, because they need an example."

"Secondly, we need someone who catches the drift of women playing golf, because a man does not know how a woman feels on the course. That's just a fact – but a woman does."

She added: "It might sound feminist, but my advice is to embrace the female touch that we have, and an eye for your surroundings; then, you can make a difference."

"And my advice for women who want to enter the golf business is that they recognise they have this quality – a special quality that grey-haired, white men really don't have."

"I'm 46 now, so it's getting better, but when I was 28 and manager at BurgGolf, you don't want to know how often I was asked 'can I please speak to the man here – the people who make the decisions?'"

Spend some time in the company of Renate Roeleveld and naïve is not a word that would spring immediately to mind. But if that air of insouciance helps more women into positions that enhance golf, then even this grey-haired, middle-aged white man would say 'more power to her elbow'. **END**







Words Nicole Wheatley
Photography xxx

ED SANDISON

MANAGING DIRECTOR, OCEANTEE



OCEANTEE has been making waves in the golf industry ever since the brand launched just a couple of years ago.

The professional Tours, tournaments, players, businesses and golf clubs are all making sustainable switches as a result of founder, Ed Sandison's, determination to show the industry that quality and environmentally friendly products and processes can go hand in hand.

Sandison's big idea started with the smallest problem; plastic tees. They may be small in size, but as well as being classed as single use plastic, the damage they cause is almost immeasurable. If left on the course they are often picked up by birds, they break greenkeeping machinery and even enter our waterways ending up in oceans or discarded on beaches.

Sandison's plan was to develop an alternative that would ensure that a little less plastic makes it into our oceans as he explains: "Golfers have been brought up with plastic being the norm, but there really is no need to keep on relying on them when there are better materials available.

"When I start speaking to people about why our bamboo tees are a better solution than plastic or even wooden tees there is a light-bulb moment, then people are quite open to switching."

From Sandison's eureka moment he's been on a voyage of discovery investigating revolutionary sustainable materials, facilities and processes around the world. Tees were the starting point, but during lockdown, not only did Sandison manage to launch the brand's first item of clothing – a polo shirt

named after an endangered shark and featuring the world's first biodegradable, plastic free, elastane – he also managed to secure a series of agreements that will see the brand's profile increase dramatically through 2020 into 2021.

Early adopters of the OCEANTEE brand came from far and wide, but one of the first golf clubs to retail OCEANTEE tees was Prince's Golf Club in Sandwich, Kent.

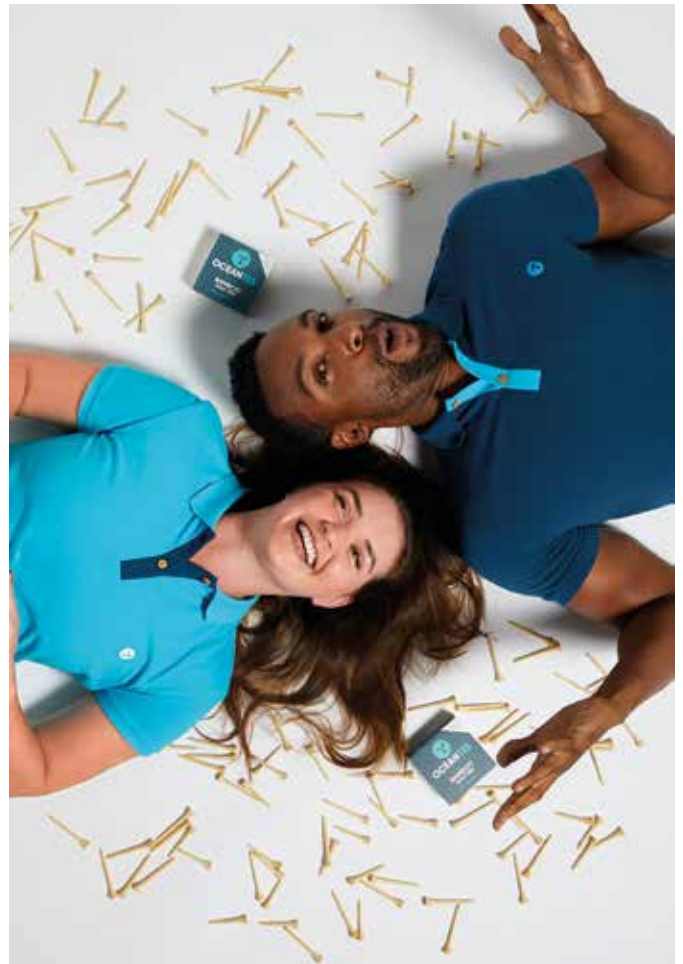
They have been actively embracing sustainability across their business as Rob McGuirk, general manager at Prince's Golf Club, explains: "We are challenging ourselves to be aware of the impact we have on this beautiful landscape so OCEANTEE was a great fit for us.

"What we are particularly proud of is how quickly the members have embraced the brand and its products. It shows that golfers are increasingly aware of the effect that they have on the environment and the connection that they feel to the places where they play."

Another organisation who were keen to work with OCEANTEE was the Oman Golf Committee who are responsible for putting on the Oman Open, a European Tour event.

Championships and technical director, Jamie Wood, contacted OCEANTEE after seeing the brand and commissioned co-branded matchboxes for the tournament. "We are committed to reducing our impact on the environment so working with OCEANTEE makes complete sense," said Wood.

"The products are fantastic and gives us a relatively low-cost way to showcase the



"WHEN I START SPEAKING TO PEOPLE ABOUT WHY OUR BAMBOO TEES ARE A BETTER SOLUTION THAN PLASTIC OR EVEN WOODEN TEES THERE IS A LIGHT-BULB MOMENT"

Oman Open's commitment to environmental responsibility."

At this event the brand's direction took a really interesting turn when winner of the tournament, Finland's Sami Valimiaki, took some OCEANTEE matchboxes home and asked his management team – ISM – to get in touch. Since then the relationship between the two companies has blossomed.

The ISM team has been wearing branded OCEANTEE clothing at Tour events and its tees were provided to all competitors at the two ISM-managed European Tour events in Cyprus in November.

Most impressively, all of the ISM Tour players at Aphrodite Hills made a 'Plastic Tee Pledge' kickstarting a pan-industry campaign to encourage golf to abandon plastic tees in favour of sustainable alternatives.

"There is a real appetite for change across the industry," Sandison comments.

"Tees were just the beginning for me, but it is the easiest switch for golf to make. We want to use our brand to showcase golf as an innovative, forward thinking sport and at the same time to give our non-golf charity partners, like the Marine Conservation Society, a platform to educate golfers about ways that they can become more environmentally aware."

This message is reinforced in a new brand video that was released at the end of October, showcasing OCEANTEE's commitment to the environment and posing the question: 'What can a single tee do?'

There will also be an official announcement in the pipeline for December about a partnership for 2021 between OCEANTEE and the Ladies European Tour.

As with much of the brand work Sandison undertakes, including his ongoing commitment to donating 25 per cent of corporate profits to marine conservation and golf sustainability charities, this promises to be more than a box ticking relationship for both parties.

Nothing about OCEANTEE is haphazard, and Sandison has built a brand that wants to be different whilst always adding value to the industry.

Even the development of OCEANTEE's Women's line has been unconventional. Rather than simply commission a designer, Sandison decided to recruit a female focus group from across the industry and ask them what was missing from golf.

The responses and interactions were such that Sandison and his team has designed a much wider range that uses a series of new fabrics and manufacturing processes. The entire line is manufactured at the only factory in the world to have achieved Greenpeace's textile procurement standard.

This uniquely combines the use of organically farmed fibres, no harmful substances, fair pay and transparency.

As the brand and product line-up grow, the next steps for OCEANTEE are ones that take the brand and its products away from the United Kingdom and Sandison is excited by this progression.

The American market is one that has been eagerly awaiting the arrival of OCEANTEE ever since *Golf Digest* featured the tees as a highlight product at the PGA Merchandise Show in 2020, even though the company wasn't an exhibitor!

With an agreement in the making for the US for spring 2021, Europe is next on Sandison's list and is a market that is already embracing sustainable consumerism.

He explains: "Even back in 2009 EU reports were showing that people in countries like France, Austria and Slovenia were readily aware of the impact of their consumption on the planet.

"Golfers treasure the environments that they play in so if we can show them that switching to bamboo tees, or purchasing clothing that has no plastic in it can have a positive impact then I am sure that they will embrace OCEANTEE." **END**

LUMINE, SPAIN

LUMINE.COM

Words James Corbishley

Photography Lumine

2020 has been an interesting year so far for Lumine. From the excitement of signing a new three-year contract extension as the host venue of the European Tour's Final Qualifying School Stage, to closing its doors due to the COVID-19 lockdown, the club has experienced the highs and lows over the last nine months.

However, despite some uncertain times throughout the past year, Lumine can still regard itself as one of Europe's and Costa Dorada's premium golfing destinations.

In April, Agustín García Pascual was named the company's new chief business officer, coinciding with a change of approach by the company to focus more on the overall growth and integrated management of the resort.

Having worked in the industry for over 20 years, García Pascual is the perfect figure to take Lumine to the next level, having managed some of Spain's finest golf and leisure facilities; including PGA Catalunya Resort and Real Golf de Pedreña.







"LUMINE IS ONE OF THE REGION'S BEST GOLFING DESTINATIONS AND HAS RIGHTLY BEEN RATED AS 'EUROPE'S BEST GOLF VENUE'"

Speaking after his appointment earlier in the year, García Pascual commented on Lumine's future: "With excellent facilities including two championship golf courses, Lumine is one of the region's best golfing destinations and has rightly been rated as 'Europe's Best Golf Venue'.

"It is an exciting challenge for me to join Lumine, and I am keen to help the company reach new heights. We have big plans for the future, and we are confident that Lumine will become even more of an attractive offering for golfers throughout Europe."

The resort has also recently hired a new marketing & sales director, Rita Jordão, who has been responsible for leading high-profile projects for a variety of hotels, resorts and travel businesses, including Your Golf Travel, Quinta do Lago, and PGA Catalunya Resort.

She will look to use her previous experiences to reposition and re-launch the resort as one of Europe's most exciting and luxurious destinations.

Situated 100km south of Barcelona, along Costa Dorada's 'Golden Coast', Lumine is without a doubt one of the most diverse in Europe, featuring two 18-hole courses and a spectacular nine-hole layout, Hills, Lakes and Ruins; with the latter two both designed by Greg Norman.

All three offer golfers of all abilities the perfect blend of challenge and reward, in addition to showcasing some of the Mediterranean's finest views. It is the quality and condition of the courses, as well as the extensive state of the practice facilities that has seen Lumine host the European Tour's Final Qualifying School since 2017 and will continue to do so until 2022.

The first of its two championship courses; Hills; runs through leafy woods of white pines and extensive plantations of olive and carob trees that climax with incredible sea views.

In a similar fashion, Lakes weaves around the Sèquia Major wetlands area, classified as a space of natural interest, and is the most technically difficult course at Lumine.

The third course, Ruins, a nine-hole layout and also a Greg Norman Signature Design, is located on the highest slope of the Lumine community and is laid out amongst Roman archaeological remains that date back to the second century BC.

It is the quality of the courses and facilities on offer that has seen Lumine recently sign a partnership with the Swiss Golf Association to become the winter training base for the country's national amateur and professional teams for three months in 2021.

Golfers can also look forward to an excellent experience off the course in either of the two state-of-the-art clubhouses, including the Lumine Lakes, that was renovated last year as part of an ongoing €2m investment programme.

The newly installed Toptracer driving range can be used for both the serious golfer and the social player, enabling guests to compete against friends and play virtual courses using the same technology as that used on televised golf tournaments.

A short drive from the golf courses, you will find the Beach Club, open throughout the summer months, offering guests the opportunity to unwind and relax in a first-class setting with unrivalled views. Located within a pine forest and sat above Playa Larga, it features seven swimming pools, a restaurant and a beach bar, showcasing authentic Mediterranean cuisines and cocktails.

Away from the resort, the local area is surrounded by culture and entertainment, with the ancient city of Tarragona and its World Heritage Sites, such as an amphitheatre and a cathedral, only ten minutes away.

Lumine has also launched ambitious and determined plans to pursue an objective of becoming the most sustainable golf venue in Europe, adding new sophisticated measures to better protect the environment and support animal infrastructure across the region.

Already certified by a group of leading environmental agencies, including Golf Environment Organisation, Audubon International Gold Signature Sanctuary, Eco-Management and Audit Scheme and International Organisation for Standardisation, Lumine has implemented an 'eco-first' strategy over the last 12 months.

These exceptional movements have resulted in a reduction of 120,000 water bottles a year. All possible by the installation of new water fountains on-course, as well as selling a range of reusable bottles from the pro-shop. **END**

59CLUB PUTTING THE SUCCESS IN SUCCESSION

Succession

The dictionary definition of 'succession' is 'a number of people or things of a similar kind following one after the other' – but, in business, that's not even half the story.

It may be OK for hereditary peers and the nobility to succeed their kin with no apparent talent or experience, but not when you're looking to fill a general manager role at your golf club, for example.

To ensure that 'success' is available to the industry 59club has introduced its new initiative, Succession, which launches on January 4, 2021, via its new e-learning digital platform: my59mentor.

The concept is simple: 59club wants to help and support a venue manager to engage with their deputy or other rising stars in their business to ensure a smooth transition if – and when – that manager advances within the venues hierarchy or moves on.

Succession fully supports the entire development and career progressions from entry level employee, to manager, and beyond, also catering to those working at the pinnacle of the career ladder providing relevant topic matter and learning vehicles to expand an individual's performance and their ability to make an impact within their existing role and future remit.

What's more, membership is priced at just £59 per year, per individual member, and readers of Golf Management can receive a six-month introductory membership which includes reduced rates for any events.

In addition 59club gold, silver or bronze flag venues will receive free membership both for the general manager and their deputy.

As 59club CEO Simon Wordsworth explained, Succession aims to build upon the talents and qualifications the managers already possess, via organisations such as the PGA, CMAE, and GCMA, by providing a vault of additional information and learning resources to further enhance those prerequisite skills.

He said: "We're looking to expand the horizons of those in managerial positions and give them the opportunity to thrive within their existing role and to succeed throughout their chosen career path.

"Qualifications are vital – and golf is well served by those organisations facilitating them who offer a great infrastructure for a career. Succession will provide additional tools to build on that infrastructure.

"In a way it's like the old fable of the frog at the bottom of the well. They're in a good position and know everything about the bottom of the well; what we want to do is lift them to the top of the well so they can see everything beyond their usual experience."

Succession is designed to act as a hub for managers and aspiring individuals to meet and learn. And that learning will be available through a variety of channels, including online monthly panels, where an industry expert or a leading sportsman will impart valuable knowledge; or via hosted webinars where business leaders from outside of golf, and managers, coaches and players from other sports, talk about their own methods of success.

Succession will start with an extensive library of video, audio and documents, which will evolve allowing the manager and their





"AS PART OF THEIR RETENTION OF THOSE PEOPLE, THEY CAN INVITE THEM TO JOIN SUCCESSION, ALLOWING THEM TO LEARN AND DEVELOP"

team to constantly develop. Delivering bitesize learning, consumed when and where it's needed.

"We're also going to host live 'learn and play' events," added Wordsworth. "For example, subject to our Covid restrictions, we've scheduled a learn-and-play event, in March, at England's National Football Training Centre, St George's Park, conceived around a morning's education and an afternoon's walking football tournament.

"The format of the event will see us meet for breakfast followed by three hours of learning where we'll showcase different experts delivering specific subjects around leaderships, team development, and other vital topics.

"After lunch, we'll get our kit on to enjoy a walking football tournament with Football League Managers leading our teams. Later in the year we'll host similar events with cricket and golf."

Coming back to the functionality of the learning platform; there will also be a "marketplace" where online courses from the wider industry, not necessarily golf and hospitality, or in fact from 59club, will be available to members.

Succession will share content from experts in many different fields, providing a broad range of perspective and analysis.

"Much of this will be on a particular subject and how it affects one's performance. So, for example, how lack of sleep affects performance; how travel plans, and jet lag can be managed to not affect performance on the day after you arrive.

"And we'll release weekly resources on core subjects, such as teams, leadership, self, your health, your career, and so much more. That core base of library information will continue to build as part of succession.

"We're providing relevant content on an ongoing basis to help people get better at what they do, to enable them to improve performance and the impact they can make at their club.

"That might be themselves getting better; it might be them using a segment of our content to help train their staff; or it might actually be identifying members of staff who are future managers in that club.

"And, as part of their retention of those people, they can invite them to join Succession, allowing them to learn and develop themselves."

Indeed, 59club plans to launch additional qualifications as they start delivering multi-week courses to both client venues and succession undergrads in 2021 covering key operational subjects, with the first scheduled topic matter 'how to sell an event'.

"59club has never just given awards away, they have always been earned – and passing these courses will be no different," affirmed Wordsworth. "If one of your staff members, or yourself as a GM for that matter pass 59club's course in 'event sales', you will be credited as a seriously high performing individual.

"We're not going to sit there and teach you how to look at a P&L or do a VAT return. We'll leave that to other people. This is about influencing the member journey, the visitor journey, developing people and process and helping – as we always have under the customer service & sales performance remits.

"We already provide education and benchmark performance, and, from our historic data, it's clear to us where venues, and people, have and haven't developed their skills fully.

"It might be a time constraint that has hindered their ability to improve that area, but nevertheless it continues to influence the performance within their venue.

"And, if something is lacking, either we've got to empower the individual to perform, or we've got to adapt and make the undertaking part of their supervisory or managerial chain in preparation for when they progress.

"We want to make progression affordable and accessible to all, which is why we're only charging £59 per year, per individual member. And we won't stop people joining Succession if they're not a 59club customer – but it's worth mentioning you'll get so much more out of it if you are.

"We're not looking to compete with anybody," stressed Wordsworth. "Our motivation is solely for the long-term benefit of all of us working across the golf and hospitality industry." **END**

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Costa Navarino is steadily raising its profile as a prime, sustainable destination in the Mediterranean by offering a world-class golf experience on the first two signature golf courses in Greece.

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And opening in 2022, Navarino Hills will extend the world-class golf offering of Costa Navarino and further enhance a unique year-round destination blessed with an

ideal climate, lush seaside landscape and direct access. Navarino Hills will also boost Costa Navarino's position as one of the world's most environmentally friendly golf destinations, complementing the signature golf courses The Dunes Course and The Bay Course.

Located only 30 minutes from Helsinki Airport, Kytäjä Golf has two award-winning courses in a natural Finnish lake and forest environment. Designed by the respected Canadian golf course architect Thomas McBroom, the courses are true hidden gems of Northern Europe.

Modern architecture of the clubhouse is a unique experience in the old Kytäjä Estate environment. From the clubhouse restaurant you can enjoy fantastic lake views in a relaxed atmosphere while enjoying food made with local ingredients. **END**



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"WE FOCUSED ON NEW TECHNOLOGY AND INNOVATIVE APPROACHES
WHICH WERE OUT OF OUR COMFORT ZONE"



Words

Elisa Gaudet
Founder
Women's Golf Day

GUEST BOOK

ELISA GAUDET



**WOMEN'S[®]
GOLF DAY**

Many of us report feeling overwhelmed in uncharted waters during the recent global health crisis. We have been forced to adapt and accept change. *Who Moved My Cheese* by Spencer Johnson, is a great business and life book about the inevitability of change and the earlier you learn to adapt and get comfortable with change the easier it is to succeed.

We are able to effect change and influence when we turn leaders' ideas into action. Our job as leaders is to harness that power and inspire that action. We must find ways to outmanoeuvre uncertainty by continually course correcting as circumstances change and strengthen our team's ability to sense and respond. Finding agile ways to problem-solve and react quickly to changing conditions is the new normal.

The team at Women's Golf Day found ourselves having to change and adapt like many others during 2020. We focused on new technology and innovative approaches which were out of our comfort zone, but we emerged stronger as a brand and company. Our annual June date planned for live events in 56 countries moved to September, and pivoted to a Virtual Women's Golf Day experience in June using our pillars of Engage, Empower and Support to unite the industry and share videos from across the world.

The change paid off, as we had over 30 million impressions, the largest to date. Now more than ever, we need to break down barriers and find ways to collaborate. **END**

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