



## CONNECTING WITH HER PLAYBOOK



*"It's Personal"*

# GOLF 2.0

# FOREWORD

We all think of **GOLF** as a game strongly tied to traditions. And in so many ways, it is. Golf is also a game that has over the hundreds of years since its inception shown great resiliency, growth and change. From the implements the game is played with, to the course it is played upon, to the attire and even the economics that underpin the game, we have continuously seen an ongoing transformation.

The world continues to change, with an onslaught of new technologies playing a big role in reshaping our economy. The accompanying social and cultural changes are significant. With the advent of a new economic reality, we are seeing a shift in priorities and a shift in the way people, in particular, women, participate in this changing world order.

With women accounting for **MORE THAN 52 PERCENT OF THE POPULATION AND 50 PERCENT OF THE WORKFORCE**, they fuel an economy that is bigger than many of the countries in the world. What that presents is a huge opportunity to engage an interested and powerful consumer group that can positively and productively continue the theme of change and growth in the golf industry.

*Game-changing insights generated in the Boston Consulting Group's study show that 42 percent of the 90 million people who have expressed interest in golf are women.*

*As a group, women have initiated a strategic response to help address and engage what could be the largest incremental growth potential for the industry - "Connecting With Her."*

Connecting With Her is an industry-wide initiative that is built on four strategic pillars: Education and Training, Marketing and Communications, Programming and Events, and Alliance Relationships.

All of the tactical plans include national, as well as local strategies, which combine to build a platform that will lead the transformational customer service and cultural shift that will engage and grow women as a key new constituency of the golf industry.

**THE GOAL OF THIS PLAYBOOK IS SIMPLE.** It is to present the compelling case as to why women represent such a significant opportunity for the industry and provide the insights and action steps you can utilize to lead the way for a transformational customer-centric model that will yield positive results for all.



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What if your friend told you about a new consumer group? Intrigued, you ask to learn more. You learn that the group is called the Purple People. These Purple People are very compelling—they are educated, influential, and interested in your business.

They have numbers and significant spending power. They also have influence over the way others spend their money, including their friends, their families and their co-workers. The Purple People make more than  $\frac{3}{4}$  of all consumer decisions, yet many of the Purple People say that marketing executives don't understand them.

Would you be interested in engaging this group of consumers?

THE ANSWER SEEMS OBVIOUS:

# YES



There is a slight caveat:  
The Purple People may not look  
like you, nor think like you.

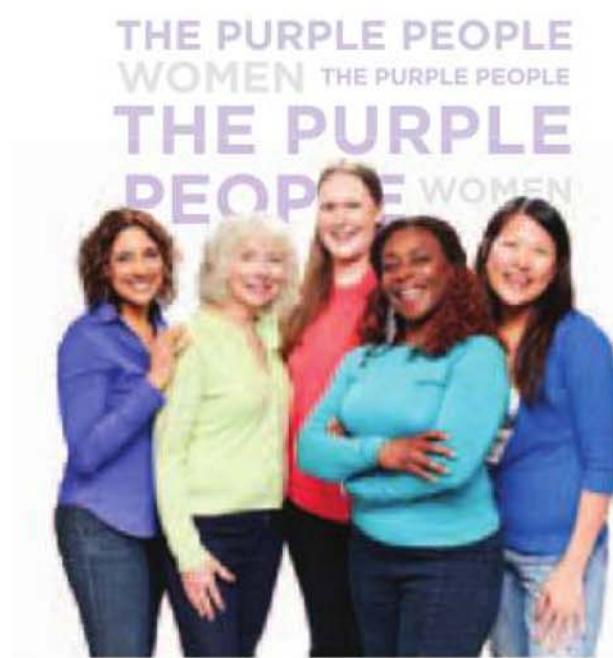
THE PURPLE PEOPLE ARE  
**WOMEN**

Although the Purple People are interested in your business and have a real desire to participate in the game of golf, these women remain on the sidelines in significant numbers, awaiting an invitation. Even for those women who have crossed the threshold as golfers, the minimal attention afforded them has dissuaded their increased participation in the game of golf. A recent study revealed that 38 million women are interested in playing the game of golf. These women represent the potential to boost the golf industry with a new source of revenue, as well as a way to broaden the base of participation. **THE PURPLE PEOPLE** represent a sea change, a **TRANSFORMATIVE OPPORTUNITY** to **GROW THE GAME**, drive change in the service model and broaden the base for the future.

# WOMEN'S INFLUENCE

What will drive the success of the **CONNECTING WITH HER** initiative is the understanding that by transforming the current culture and service model, a significant upside can be realized by all who participate in the game. This **PLAYBOOK** is designed to provide you with the context, the insight, and the tactics to help you drive exponential growth.

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## DISCOVER

The hows and whys of marketing to women. What drives their decisions, the power of their influence and how she acts, thinks, expects, engages and spends.

## LEARN

How to apply the insights and learnings in order to create an experience and an environment that will attract and retain this new business in significant numbers.

## GROW

Golf and your business. By executing a strategic plan targeted at women, it is reasonable to assume a double digit lift in revenue, with increasing net revenue growth from focused implementation.

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## THE POWER OF THE WOMEN'S MARKET

Along with politics and religion, gender is one of the most sensitive and difficult topics to discuss. Men and women have always had difficulties with understanding each other. With more than 52% of the U.S. population female, and an economic paradigm where the family and business structures have dramatically shifted, it is important that the golf industry recognize and adapt to the changing paradigm to ensure survival.



## NIKE INC. | CASE STUDY

### *"Nike Changes Strategy on Women's Apparel."*

*The New York Times*, May 16, 2005 | Fara Warner

For Nike Inc., [female] consumers are at the core of a new organizational, product and marketing strategy aimed at finding ways to capture the women's sports market after years of failures. The company has started mailing catalogs for its female apparel line, called Nikewomen, to some 600,000 residences. It has also begun to overhaul the nikewomen.com website to feature the apparel as well as highlight new workout trends.

Darcy Winslow, a longtime company executive who was recently named general manager for women's fitness sports at Nike, said the new strategy acknowledged that fitness classes have as much appeal as, say, basketball, and that many women want to wear athletic clothing outside the gym, as men have for years.

*"Few people today, especially women, look at fitness and sports as this regimented portion of their life. Women see working out as melding into the rest of their lives."*

*"We used to look at the gym through one lens."*

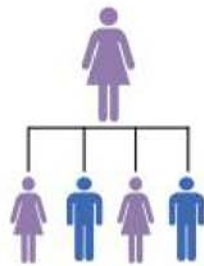
Darcy Winslow | General Manager for women's fitness sports at Nike

Nike had perfected that lens over the last three decades, in which sales of athletic footwear and apparel has been driven by tying sports stars to brands. But while men may want to "Be Like Mike," women consumers say they are less drawn to sales pitches built around hero worship, despite the growth of women's sports and expensive contracts to athletes such as Mia Hamm and Serena Williams.

But in the last five years, Nike has slowly overhauled the way it looks at the women's market. For example, it wasn't until 2000 that the company made women's shoes using molds made from women's feet. Previously, it had simply used a small man's foot mold, which is shaped differently in the heel and the ball of the foot. Then it began adding more fashionable colors and designs to its apparel, tracking fashion trends to determine what colors and styles are going to be popular.

Our world is changing. Women now have more influence than at any other time in our history, and these shifting demographics are having a profound effect on our culture, our society, and the economy. Their increasing power as an emerging market represents an industry-changing opportunity. The golf industry, similar to many male-centric industries, such as the automotive industry, the financial services industry, and the technology industry, has a huge opportunity to capitalize on an interested and influential consumer group. The first step is understanding this cultural shift, which will lead you to capitalizing on these trends and growing your business.

The roles of women are actively being redefined. Since 1965 the number of paid hours women work weekly has increased twenty-fold. Now, **less than one in five married-couple families are supported by the husband alone** (Bureau of Labor Statistics). Women now represent a majority of graduates from college and obtain 50% of law degrees, 46% of medical degrees and 38% of business degrees. Currently 70.6% of mothers with children are managing both a career and their family (Bureau of Labor Statistics). Single women, now highly educated, are delaying marriage and other traditional family decisions in order to pursue a career. These single women are excelling in their careers, have disposable income, and are looking for ways to participate in the economy.



**51%**

MANAGERIAL POSITIONS

**WOMEN** now represent half of the work force and are gaining responsibility in senior leadership positions

Source: Bureau of Labor Statistics



**56%**

COLLEGE GRADUATES

**WOMEN** now represent the majority of graduates receiving bachelor's degrees

Source: National Association of Colleges and Employers



In dual-earning couples, **WOMEN** contributed an average of

**44%**

of family income

Source: Time Magazine

The easy assumption is that women control decision making in categories such as health care and home goods. However, marketing research supports that women are the chief influence officers of their family, influencing all purchasing decisions.

American women now represent **\$5 TRILLION** of economic spending and the marketplace has yet to adapt to this new economic juggernaut.

According to the U.S. Census Bureau, single, childless **WOMEN AGES 22 - 30** in most U.S. cities have a **HIGHER MEDIAN INCOME** than their male counterparts, in some cases as high as 118%.



## *“Diversity as Strategy.”*

*Harvard Business Review*. September 2004 | David A. Thomas

Lou Gerstner, former CEO of IBM and widely credited for the turnaround of IBM in the 1990's, made his focus the engagement of new markets—started by creating a team that resembled these markets. His work at IBM was a catalyst for Virginia Rometty's appointment as the first female CEO in IBM's history.

A less-told but integral part of Lou Gerstner's success is a people story—one that has dramatically altered the composition of an already diverse corporation and created millions of dollars in new business. By the time Gerstner took the helm in 1993, IBM already had a long history of progressive management when it came to civil rights and equal employment. But when Gerstner took a look at his senior executive team, he felt it didn't reflect the diversity of the market for talent or IBM's customers and employees.

The IBM of today looks very different from the IBM of 1995. The number of female executives worldwide has increased by 370%. The number of ethnic minority executives born in the United States has increased by 233%. Fifty-two percent of IBM's Worldwide Management Council (WMC), the top 52 executives who determine corporate strategy, is composed of women, ethnic minorities born in the United States, and non-U.S. citizens. When asked what had driven the success, Gerstner said, “We made diversity a market-based issue....It's about understanding our markets, which are diverse and multicultural.”

By deliberately seeking ways to more effectively reach a broader range of customers, IBM has seen significant bottom-line results. For example, the work of the women's task force and other constituencies led IBM to establish its Market Development organization, a group focused on growing the market of multicultural and women-owned businesses in the United States. In 2001, the organization's activities accounted for more than \$300 million in revenue compared with \$10 million in 1998.

*\*Excerpted from “Diversity as Strategy,” which previously appeared in the Harvard Business Review.*

By their own report, a majority of women feel that those companies speaking to them don't understand their needs and their desires. Great opportunities exist for golf facilities that are **willing to listen to the needs of these consumers**, tailor communications to them, and create opportunities specifically for them.





## FINANCIAL INDUSTRY | CASE STUDY

### *“Clients From Venus”*

*The Wall Street Journal*. April 30, 2012 | Ruthie Ackerman

Financial advisers say that women are very different from men when it comes to money. And that requires a unique strategy to win their business.

Women control \$8 trillion in assets in the U.S., and by 2020 are expected to control \$22 trillion, according to TD Ameritrade Institutional. Individual women are increasingly wealthy, too. Some 27% of millionaires worldwide were women in 2010, up from 24% in 2008, according to a report by Capgemini SA and Merrill Lynch Global Wealth Management.

Little wonder, then, that women have the attention of the financial industry. But that leaves a big question for financial advisers: How do they get a piece of that market? A 2010 Boston Consulting Group study found that women globally identified financial services as the industry they are most dissatisfied with on a service and product level. Those surveyed said the industry doesn't understand that women view money and wealth differently from men.

In her own experience, Candace Bahr, managing partner of the Bahr Investment Group in Carlsbad, Calif., has concluded that women clients require a different strategy. “Men are extremely competitive about money management,” she says. “They think, ‘how much money can I make and how much more is it than the benchmark or the guy sitting next to me?’ For women, it is about having enough money for our family and the opportunity to build a better life.”

Her company, with about \$96 million in assets under management, gives clients of both sexes the same surveys to gauge their attitudes about money, success and life. But it's the women who take their time and learn from the process, Ms. Bahr says. Believing that women like to learn in communities, Ms. Bahr's company has set up discussion clubs and the nonprofit Women's Institute for Financial Education, where women can learn about financial issues together. The groups focus not on investments but on issues such as having enough money to retire and choosing a financial adviser.

Dorie Rosenband, managing partner at &Wealth Partners, based in New York City and Baltimore, Md., has focused her business on trying to create a community for widows. One way she has done this is through the Love Story Project, which creates a space for women to share their stories about their husbands and the impact of losing them. At a time when most women feel isolated, Ms. Rosenband is helping bring women together to seek comfort in each other. Men, she says, are far less likely to grieve together. Traditionally, men have also approached their finances in a more transactional way, says Ms. Rosenband, whereas women are looking to talk through their financial decisions.

The motivation to reach women clients needs to start with trying to solve whatever issues they are facing, says Ms. Bahr.

*\*Excerpted from “Clients From Venus” which previously appeared in the online edition of The Wall Street Journal.*

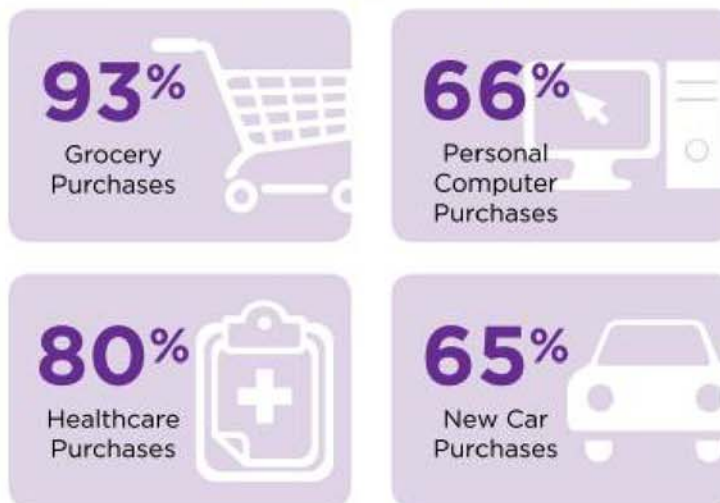
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“The word **INFLUENCE** may sound soft, but make no mistake, it’s important. It means that when a woman and her spouse make a purchase jointly, as with a new car or home, the woman is the primary influencer. If she doesn’t approve of something, her husband (or her kids) probably won’t get it. It works the other way around, too—if a woman wants something, she’ll often find a way to persuade her husband or other family members to get it. This combination of purchasing power and influence is the reason women dominate the consumer economy.”

BRIDGET BRENNAN | Author, “Why She Buys”

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## WOMEN ACCOUNT FOR:



Source: Marketing to Women Conference

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“Despite the remarkable strides in market power and social position that [women] have made in the past century, they still appear to be **UNDervalued** in the marketplace and **UNDERESTIMATED** in the workplace. They have too many demands on their time and constantly juggle conflicting priorities—work, home and family. Few companies have responded to their need for time-saving solutions or for products and services designed specifically for them.”

MICHAEL SILVERSTEIN  
Senior Partner, The Boston Consulting Group  
Author, “Women Want”





# WOMEN AND THE GAME OF GOLF

Golf has a long and vibrant past. While both men and women have illustrious and celebrated histories in the game, the culture of the golf business has been dominated by male participation. For so long the golf industry focused specifically on its best customers, which has resulted in success. However, the golf industry, like many other industries thriving on a narrow consumer base, may have fallen victim to its own success. It is understandable that this successful sales model, the industry language and the industry culture have been built around men. Now, the opportunity to take these skills and the attention to customer service can be a significant contributor to the growth of the golf industry.

**IN THE LAST FIVE YEARS, FOR EVERY MAN WHO QUIT PLAYING GOLF, THREE WOMEN LEFT THE GAME.** Women represent less than a quarter of all golfers and account for an even smaller percentage of rounds played. Less than 20% of golf industry spending is female and a little over 10% of all golf professionals are women. Women aren't involved in this great game in representative numbers, but it is not because of their lack of interest.



## ARE WE PAYING ATTENTION TO HER YET?

**19.3%**  
of All Golfers  
are Female

Women Play  
**16.6%**  
of All Golf Rounds

Source: National Golf Foundation, 2011

The statistic that speaks volumes in the landmark study by The Boston Consulting Group reveals that there is huge market potential on both sides of the gender aisle—approximately **90 MILLION** people in America are interested in playing golf. Of those 90 million interested individuals, 42% are female, which means there are potentially **38 MILLION** new women golfers. Are we listening to her yet?

**Women represent 42% of the 90 million people desiring to play more golf. They are represented in four target consumer groups:**

- Occasional female golfers with no kids
- Regular female golfers, earning more than \$150,000
- Lapsed female golfers with no kids
- Lapsed female golfers with kids

Source: The Boston Consulting Group

In the golf industry, more than \$26 billion is spent annually on equipment and fees. If we were to extrapolate the female influence over all consumer spending to the golf industry, women would **INFLUENCE** approximately \$21 billion of all industry equipment and fees spending. These women are powerful, and as we can see, what they don't directly control in the industry, they influence.

**ARE WE PAYING ATTENTION TO HER YET?**

2011 Decline in Female Participation	<b>7.2%</b>
2011 Average Female Spending (Equipment and Fees)	<b>\$953.47</b>

With the recent, steady decline in female participation, the golf industry and your business is losing revenue. If we would solely focus on retaining the current female customers at our facility, there is a great opportunity to experience year-over-year gains(5%).

Year	Potential Growth from Retention*	New Growth	Net Growth
<b>2012</b>	<b>5%</b>	<b>35%</b>	<b>40%</b>

\*Accounts for unavoidable loss of customers, due to external circumstances.

Adding both the attention to current customers and the focus on attracting new customers, you have the opportunity to yield a 40% net growth in customers. Assuming you currently have 100 female customers at your facility, the opportunity exists to see a revenue gain of \$38,138.80. See the below example:

Current Participation	Participation Growth of 40%	Average Spending	Net Revenue Gained
<b>100 Women</b>	<b>40 Women</b>	<b>\$953.47</b>	<b>\$38,138.80</b>

Source: National Golf Foundation



## THE VALUE OF THE FEMALE GOLFER

The female interest in golf, coupled with their great spending power, represents a large revenue-generating opportunity for the golf industry. This opportunity will be realized when the golf industry learns to meet the needs of this group, on their terms.

The benefits of golf are many, and the ultimate enjoyment lies in the eyes of the beholder. The camaraderie, the competition, the time spent outdoors and the health benefits are all reasons why people play. It is dangerous to generalize the reasons why men and women play because each value different aspects of the golf experience.

The life of a woman is busy. Faced with a myriad of responsibilities that cross business, family, social and personal boundaries, the challenge for her to find "Me" time is difficult.

Although, once establishing a connection to an activity, she **BECOMES A COMMITTED PARTICIPANT**. By reducing the barriers of entry, you can potentially attract the most loyal customers and brand ambassadors.



### NEW FEMALE GOLFER\*

Plays 8-25 Rounds Annually  
Spends \$2,509/Year  
in Golf Industry

Source: EWGA

\*Denotes new EWGA Member



### CURRENT FEMALE GOLFER\*\*

Plays 25+ Rounds Annually  
Spends \$4,798/Year  
in Golf Industry

Source: EWGA

\*\*Denotes Current EWGA Member



CINDY DAVIS  
President,  
Nike Golf

We increasingly see women golfers as key influencers on how family time is allocated, vacation decisions are made, and how money is spent within our industry. They are critical toward driving more interest, energy and play within our sport. As well, more and more women are entering the workplace with strong golf credentials, either from college programs or from growing up in the game. Specifically at **NIKE GOLF**, we are seeing an increasing number of young women graduates making their entrance to the workplace after playing on their college golf team. These women undoubtedly view their golf experience as an advantage as they embark on their new corporate careers. These women are the future leaders of our sport. They are the key drivers and consumers of golf products longer term. Our industry's ability to harness the power and interest of women in golf could be the defining element to the relevance and growth of our sport over time.

When women find an activity that they enjoy and one that allows them to escape and relax, they become committed to this activity.

Take, for instance, the golf industry: when mothers enter the game of golf, they spend on average \$325. However, when these mothers played more than 25 rounds a year, that number grew almost 10-fold, to spending \$2,225 a year in the golf industry

Source: The Boston Consulting Group



#### **FOR TOO LONG, WOMEN'S GOLF EQUIPMENT**

represented the combination of a men's club and some pink paint presented to recreational women golfers in the same manner it was presented to all other golfers (if presented at all). Callaway Golf has a rich history of making the game more enjoyable through technologically advanced equipment. We arrived at this position through a commitment towards developing equipment designed specifically for women along with a more inclusive and fun attitude, which fits well with how many women approach (and thus enjoy) the game.

**CALLAWAY** spends extensive time and energy to design advanced clubs and balls that allow golfers of all abilities—from Annika Sorenstam to an eager beginner—to play their best. The right equipment and the right attitude really make playing golf more fun and opens up the many social, physical and professional benefits this great game has to offer. The result is good business, which makes it a win-win approach for us all.

**CHIP BREWER**  
CEO, Callaway Golf Company





## THE VALUE WOMEN BRING: DOLLARS AND SENSE

As we have reviewed, the golf industry and its success has been focused on men. Similar to other industries, this male-driven success allowed the business to grow and be structured around the primary clientele, their preferences, needs and behaviors. This approach left half of the population and a very valuable consumer group on the sidelines. As for those who did choose to participate, far too many did not find the experience welcoming and worthy of the time spent. We have seen their response—the significant drop-out rate and decline in participation.

**IN ORDER TO BROADEN THE SUCCESS OF THE GOLF INDUSTRY**, we must broaden the way we engage consumers. We must fundamentally change how we think about women and adjust every consumer touch point so that it "speaks female," from the physical environment, the programming and the marketing, as starters.

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### WOMEN ARE THE KEY

- They are key influencers in the \$26.3 billion golf industry (equipment and fees)
  - They can help grow a flat industry
    - | Women, by virtue of their interest in the game, represent 38 million+ potential customers.
  - They are multipliers of goods and services
    - | Through women's networks, both formal and informal, their powerful word of mouth is built on trust and personal contact. One woman can influence a circle of many.
  - They build diversity in the decision-making process
    - | Women's collaborative nature is attuned to bringing in a variety of opinions and people to shape the process.
- 



## KEY TAKEAWAYS

- 1 There is a significant cultural shift taking place, one that is impacting the roles, influence and economic impact of women. This shift is affecting every industry, including the golf industry.



- 2 There is an enormous consumer interest in the game of golf: 90 million people in America are interested in playing golf or playing more golf. Women represent 42%, or 38 million of this interested audience.



- 3 In order to realize the incremental gain in revenue and rounds played that women will bring, you must first understand this valuable consumer.



“Women are chafing at corporate constraints, growing their businesses, reinventing family roles, gaining voice through social media, and flexing their financial muscles.”

**ROSABETH MOSS KANTER**  
Harvard Business School Professor  
Director of the Harvard Advanced Leadership Initiative  
Author of “Confidence and SuperCorp”

“Arising opportunities are a reflection of the growing and vital importance of women to the American economy, and the importance of finance and business to women.”

**GERALDINE LAYBOURNE**  
Founder of Oxygen Media

Catalyst reports that  
“Fortune 500 companies with three or more women on the board had significant performance advantage—73% return on sales and 112% return on invested capital—over those with fewer women.”

**MONEY WISE WOMEN**  
“How Money-Savvy Women Can Save the Economy.”  
Forbes, July 2011, Web. 8 June 2012

WOMEN'S INFLUENCE



Before moving ahead, now would be a good time for you to take a walk around your facility. The purpose is to make notes on some of the key areas that impact your customer's experience. This is intended to shed light on both the facility and your perceptions of the facility. An honest and objective assessment will help you get the most of this exercise.

1. **Directional signage:** Take note of the style, messaging and placement of your signage. Is it effectively communicating to all of your customers in a way they can understand?
2. **Customer Greeting:** Describe the way your staff greets customers. Note their body language and demeanor. Note reactions of other customers.
3. **Golf Shop:** What do you think about the overall look of merchandise in the shop? Any specific thoughts on placement of goods and the staff's interaction with customers?
4. **Food Service:** Are you serving a healthy mix of foods that appeal to a wide variety of interests?

**5. Promotion:** Make a list of your best programs and experiences, ones that drive your business. Chart what yields your best results.

**6. Imagery:** Observe the photos and displays in your facility. If you categorized them, what would the categories be?

**7. Cleanliness:** Is your facility clean?

**8. Staff:** Who makes up your staff? Note its diversity.



# UNDERSTANDING A WOMAN'S PERSPECTIVE

## CULTURE AND LANGUAGE

Now that you understand that the **PURPLE PEOPLE** are powerful and a game-changing presence, it now begs the questions as to how we create a productive and long-term relationship with this very influential group. Understanding how different men and women are, and why they are different, is going to illuminate a pathway to success on which we as an industry look to travel successfully. These differences help to explain the reasons behind a woman's decision-making process. An understanding leads to better-informed strategies that will generate positive and productive results.



Imagine that you were recently hired to lead a project in Japan. In order to be successful, what are the top three things you would do to help ensure success?

### LIST TOP THREE THINGS:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**IF YOU SAID:** learn their language, learn their culture and learn their customs, you would be right. Understanding the uniquely different language, culture and customs of this foreign country would accomplish several things; It would allow you to effectively communicate, it would demonstrate respect and it will build a base for authentic relationships on their terms.

The same is true about interacting with women. While not quite a foreign culture, the concept that men are from Mars and women are from Venus is rooted in different styles and approaches to the world. **WOMEN DO RESPOND TO DIFFERENT SOCIAL CUES, SOLVE PROBLEMS DIFFERENTLY AND HAVE DIFFERENT VALUES.** To truly understand these customers, a review of gender differences is a must. Think of it as dealing with a new frequency or channel on your radio. To communicate effectively with women you must first get on their frequency.

## BRAIN CHEMISTRY

Source: Margrit Bradley and Michael G. Connor, Psy.D



There has been a surge in focus on the brain and how it works. What research has revealed is that **MEN AND WOMEN HAVE VERY DIFFERENT BRAIN CHEMISTRY**. Their brains are different sizes and each gender's brain is uniquely wired to handle different tasks. The differences between men and women that we see every day have a basis in neuro science.

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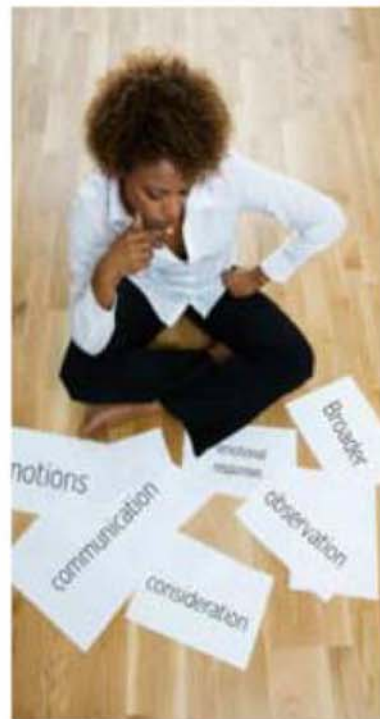
Researchers are increasingly finding that male and female brains are indeed different and that there is **NO SUCH THING AS A UNISEX BRAIN**. Imaging technologies...are demonstrating that brains in human beings have...areas that are different between genders.

Bridget Brennan | Author | "Why She Buys"

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**THE FEMALE BRAIN HAS A LARGER LIMBIC SYSTEM**, which is the area of the brain associated with emotions and emotional responses to situations. Her brain has more neural activity, creating greater connectivity throughout all parts of the brain. Women have the ability to stamp memories with emotions. This has been credited as to why women remember everything; they are wired to do so.

**THE DIFFERENCE IN BRAIN CHEMISTRY ALSO DETERMINES HOW EACH GENDER PROCESSES INFORMATION.** Men break down information from a task-orientated perspective, while women place a greater emphasis on communication and socialization. This causes men and women to relate to everyday experiences differently. It is important to note that the brain is a very adaptable organ, and its ability to interpret culture and adapt to different situations gives us the ability to grow and change.





## THE GENDER LENS

As noted earlier, gender is one of the most emotional topics in addition to politics and religion. So, stepping back and objectively considering the landscape surrounding this issue is vital. Obviously, men and women are different, but as you just read, brain chemistry plays a very strong role in establishing behavior. It is not about being right or wrong; it is about understanding both the **HARD WIRING** and **CULTURAL EXPECTATIONS** that impact behavior. By understanding this impact, much of the pressure that is associated with gender interaction can be mediated.



This difference affects the way that men and women interact with and understand one another. Again, let's go back to Japan. When there, we learn the language and the culture, which will enable us to build success. The same is true for golf. When we learn how to speak the language and the culture of women, we will find success here, as well.

Great benefits have been derived from the study of gender differences. Businesses have positively altered their course by purposefully studying these differences and optimizing the opportunities they create. The purpose of this playbook is to share with you these differences, shine a light on the unique opportunities they present and then help you craft a business strategy that will drive success. The key to this success is the ability to see the world through a different perspective, which we will call the **GENDER LENS**.



The purpose  
is to have you see  
the world through a  
different perspective,  
which we call the

**GENDER  
LENS.**

Looking through this **GENDER LENS** you will be able to see what your female customers see and understand what they feel. Looking through this Gender Lens you will be able to take the necessary steps to engage this consumer. The Gender Lens is an informative and an important tool as you look to build and diversify your base of customers. The lens allows you to better understand behavioral perspectives and utilize that knowledge in a new framework of customer service, resulting in a positive impact for you, your business and the game of golf, by benefiting from the "gender dividend."

## DECISION MAKING

When shopping, men set out to make a purchase that solves a problem, and do so quickly. Women are seeking the perfect answer, the optimal solution. Women will search a myriad of products before purchasing one, often times circling back to other products they like and comparing them to a current favorite product.

Dr. S. Christian Wheeler of Stanford University found in a survey that women were three times more likely to browse while shopping than men. Dr. Wheeler also found that women were more likely to shop when they did not have something they needed.



☒ yes

☐ maybe

☐ maybe

☐ maybe

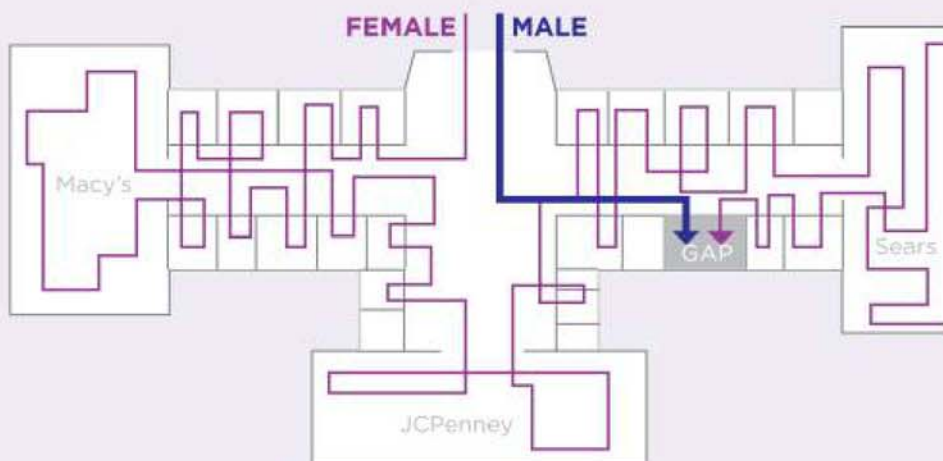
*"It shows that women are engaged in what we call more 'possibility-driven' shopping behavior when they shop for clothing."*

Dr. Wheeler

It is easy to see the gender-specific brains at work—the meandering from side to side of a woman's brain and the straight, directional path of the male brain.

When men set out to make a purchase, they follow a linear path. Men look for a good solution, one that may meet their top two or three criteria and they do it in the quickest way possible. Women, however, follow more of a circuitous path. Women purchase only after they have found the perfect answer or the optimal solution for their problem.

Look at this illustration of how men and women make decisions when they are shopping.





## COMMUNICATION

In a study by Ogilvy-Mather, an international advertising and marketing agency, researchers found that 92% of women passed along information about the best shopping deals to their friends. Word of mouth is one of the most powerful and effective marketing tools a product or business can utilize. Women place a premium on input from their friends, and they will be promoters of your business if you effectively engage them.

**COMMUNICATION** is obviously a vital tool for connecting with others, for understanding one's environment, and for building relationships. In the same way of the shopping illustration to decision making, women see communication as a process, not just a task.

**MEN** often listen using the rational, analytical part of the brain. **Men** listen with a purpose for fixing something. They focus on the problem and look for an adequate solution. **Women** listen using the emotional, relational portion of their brain. **Women** listen with the purpose of understanding. They focus on the story, the emotions of the story and the personal connections in the story.

**WOMEN** are focused on the personal connections while communicating. By contrast, men are focused on accomplishing the task that prompted the exchange. **Women** are more interested in the journey in the conversation—the process of getting to the destination. **Men**, however, are more interested in the quickest, most efficient and effective way to get to the destination.



# HOW WELL DO YOU KNOW YOUR CUSTOMER?

Here is an exercise that will provide some insight as to how your facility may appear to women. Utilizing the Gender Lens, answer the questions below.

GENDER LENS	YES	NOT A PRIORITY
1. Women want to play with girlfriends, husbands and with their professional networks		
2. Women care about the CCs in their driver		
3. Women want respect		
4. Women want clean facilities		
5. Women care about the speed of the greens		
6. Women want to know what you know		
7. Women care about who is on the beverage cart		
8. Women want to feel welcome		
9. Women care about a beer special after the round		
10. Women want a place to escape		
11. Women want a variety of food options		
12. Women care about a golf ball sale in the shop		
13. Women want comfort		

ANSWERS  
1 Yes, 2 Not a priority, 3 Yes, 4 Yes, 5 Not a priority, 6 Yes, 7 Not a priority, 8 Yes, 9 Not a priority, 10 Yes, 11 Yes, 12 Not a priority, 13 Yes

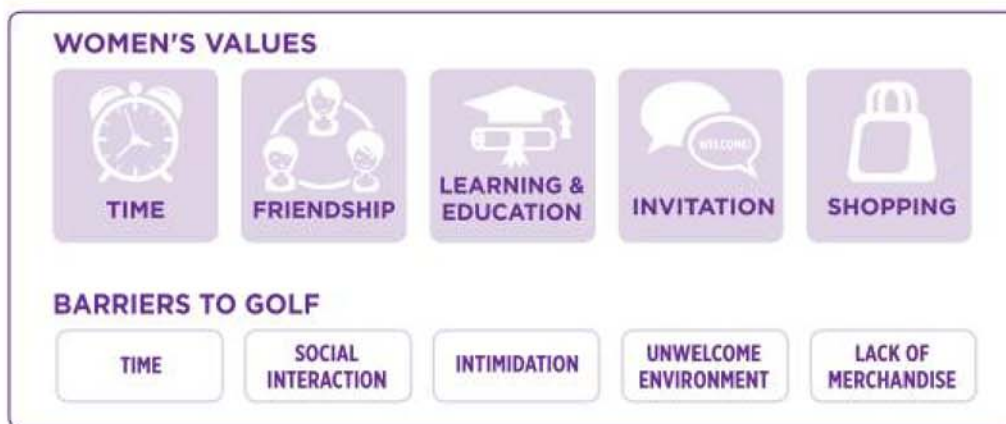
This is a useful tool in determining how to shape your programs and communications moving forward for women. Their priorities should become your priorities and values.



## VALUES AND BARRIERS

It is easy to recognize that consumers purchase what they value, as some say, we speak with our wallets. Selling a product or service rests on the ability to understand the customer's needs and values, while presenting them with the product or service that **BEST ALIGNS WITH THESE VALUES.**

The current landscape of the golf industry has created barriers for women who want to participate in the game. These barriers are created by **misaligning the facility experience and program offering with what women actually value.** While these barriers exist, making the right adjustments can turn those barriers into opportunities. By aligning your facility with what women value, you will have the opportunity to leverage these opportunities for success. These changes will not negatively impact your male customers and in most cases will provide benefits for them as well.



## BARRIERS TO OPPORTUNITIES



With so many women in the workforce, their leisure time has been drastically reduced. "ME" time is very compressed and women are extremely thoughtful when choosing an activity in which to spend their most precious leisure time. It is important to understand that while women have personal interests, these personal interests generally come second to their work and/or family responsibilities.

In light of a woman's time constraints, as is the case for many people, the once-valued leisurely pace of golf has now become a deterrent in our time-starved world. In the spirit of flipping the model to create an opportunity out of a barrier, create a good time by **innovating new and fun, short-format games.**

Women are noted multi-taskers; they are driven to check off multiple boxes on their ever present **"TO-DO"** list. Playing six holes, while a carry-out dinner is warming and the laundry is being handled, as she meets with friends, is a way for her to accomplish all her tasks. Providing a variety of services for her, her family or network of friends will cater to her needs, responsibilities and enjoyment.





Women consider building relationships to be an important element of success. Since women value relationships, they look to create opportunities and experiences that help them do that.

Be sure your facility offers a **SOCIAL EXPERIENCE** that offers opportunities that help develop **PERSONAL RELATIONSHIPS**. Strategically plan invitations, either to already established groups of friends, or use a model where participants can bring a friend at a reduced cost.

## NBA / WNBA | CASE STUDY

### IT'S A WHOLE DIFFERENT BALL GAME

Donna Orender | CEO, Orender Unlimited | Former President, WNBA

The NBA has successfully developed a world-wide customer base, the majority of which are men. When selling tickets to its core audience, it's a very straight forward pitch.

It's all about what's important to a guy and in most cases his business. So, when a male customer buys pricey season tickets he has paid for more than a chair to sit in to watch a basketball game. He has invested in a currency, one that delivers status.

Based on the success and the expertise of the NBA, it was logical to adopt the many processes and tactics on behalf of the WNBA. So selling a ticket for a front-row seat at a WNBA game would follow the same principles, right? What we ultimately discovered was that selling tickets to women was a different process than selling to men. The sales interaction, for starters, was approached in a more personal and socially attuned way, which yielded better results. For example, 'Hey Sally, how are you? How's your family? Not sure what you have been up to lately, but I know you would totally enjoy seeing the New York Liberty play. There are some great women, it's a great environment, and its lots of fun. We have these great seats in a wonderful section of really nice people. I think many of them share your interest in public education. The seats are priced right for you, so can I count you in?' Sally says 'yes'.

The important lesson we learned was that the currency for men, that of status, hierarchy, and achievement, is not the same value set for women. In most cases, the prioritized currency for women is social connection, friendship and value-driven pricing. *The goal of the businesses is the same—sell tickets and create outstanding customer experiences. It was a big 'aha' when everyone realized the path to that success was a different road in building a female audience.* That customized sales processes based on unique customer insights and, in this case, these gender specific insights resulted in success.





A woman's desire to show progress is important and works as a motivator for her. It is important to note however, that women do have a drive to be perfect, and the drive to succeed can also discourage them if they feel they are not making the progress they expect.

Golf can be intimidating on many levels. The lack of familiarity with the terms, etiquette and the game itself can easily put a woman back on her heels from the outset. So introducing women to the game of golf and teaching both the **CULTURE** and the **MECHANICS OF THE GAME** from the start is very worthwhile. It is important to diffuse their fears and put them at ease.



Women value personal connections. **WOMEN WANT TO BE INVITED.**

An invitation is a very personal and direct way of communicating a message of welcome, which is how women often hear it. It is a way of cutting through the clutter of women's lives and it also communicates respect through a personal effort.

As we saw in the Financial Industry example (page 13), They worked hard to create an environment that showed they valued women in every way possible. So be sure that your facility communicates that it is an inviting destination for these women. The personal effort helps cut through the clutter in her life and communicates respect.



In research studies about women's satisfaction with golf, the importance of a quality shopping and merchandise experience is near the top of the list. Remember, women notice all things. **YOUR FACILITY ACTUALLY HAS A VOICE AND SPEAKS VOLUMES.** Where, and how, your women's clothing is placed in your shop actually matters. If the "women's department" is in a back, unlit corner, what does it say to them about how you value their business? How clear is your directional signage? How about photographs and imagery on your walls; do women see themselves?



A big caution here is to be mindful that **WOMEN ARE NOT ONE SIZE FITS ALL**. While this does make getting a merchandise mix challenging, creating a dialogue with your customers about their preferences is important.

Women want to belong, feel valued and accepted. Frankly, women don't want to feel out of place. Many women care less about being the best at the activity, than they do about understanding the activity. Women value education and learning, and their desire to display mastery of an activity is both an asset and a deterrent.

VALUE	BARRIER	OPPORTUNITY
TIME	Golf can be time consuming.	Be creative in offering fun and time-saving formats.
FRIENDSHIP	Lack of women to play with.	Develop multiple ways for women to find suitable playing partners.
LEARNING	Intimidation and unfamiliarity with the game.	A safe and friendly learning environment is key. Use this to dispel myths about the game.
BELONGING	An unwelcoming environment.	Personally invite and welcome women to your facility. Be sure to invite their friends.
SHOPPING	A lack of golf merchandise.	Proactively reach out to customers to help stock the most desirable and relevant merchandise.

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*“For me, barriers present themselves as windows for opportunities. Taking the time to understand the variables that can prevent success is an invitation to achieve that success.”*

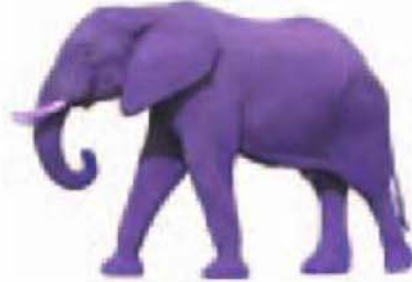
DONNA ORENDER | CEO, Orender Unlimited

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## THE PURPLE ELEPHANT

Taking the time to better understand some of the implicit biases associated with any situation is a positive first step in achieving your goal. When we speak of the purple elephant in the room, what is referenced is the unspoken, but certainly felt, concerns and even prejudices that shape our own thinking and assumptions about life.



When it comes to women's participation in golf, there are certainly spoken and unspoken expectations, biases and even myths about what they bring to the game. Taking the time to personally assess what they represent to you and your staff is a critically important element to helping transform the culture to one that is welcoming and says both with words and actions that we value you and your business. We all have personal filters, discovering what yours are is important.

**Instead of ignoring these biases like a purple elephant in the room, let's call them out:**

*"I have women's apparel, but they never buy it!"*

*"Women play so slow, and it angers my other customers!"*

*"Women take a few lessons, but they never play!"*

*"How can women have any fun, they aren't any good?"*



## KEY TAKEAWAYS

- 1 Differing brain chemistry in men and women results in different perspectives and behaviors.



- 2 Understanding both the hardwired and cultural differences of men and women will lead to creating a better business plan that addresses the values of each gender.



- 3 Meeting the needs of your female customers will build a new and loyal customer group. This group can yield a multiplier effect through the powerful word-of-mouth validation.



- 4 What you don't say is just as important as what you do say. Look through the Gender Lens and ask yourself what you are saying and what you need to say to be effective in engaging women consumers.



UNDERSTANDING A WOMAN'S PERSPECTIVE



Putting on the **GENDER LENS**, take a fresh look at your facility and make some new notes on the questions below. Once complete, take a look at your previous answers to your current answers. Do you see a shift? Understanding women's values and how these values drive purchasing decisions, use the Gender Lens to make a preliminary list of ways that you can improve in the following areas.



1. **Directional signage:** Take note of the style, messaging and placement of your signage. Is it effectively communicating to all of your customers in a way they can understand?
2. **Customer Greeting:** Describe the way your staff greets customers. Note their body language and demeanor. Note reactions of other customers.
3. **Golf Shop:** What do you think about the overall look of merchandise in the shop? Any specific thoughts on placement of goods and the staff's interaction with customers?

## EXERCISE

4. **Food Service:** Are you serving a healthy mix of foods that appeal to a wide variety of interests?
5. **Promotion:** Make a list of your best programs and experiences, ones that drive your business. Chart what yields your best results.
6. **Imagery:** Observe the photos and displays in your facility. If you categorized them, what would the categories be?
7. **Cleanliness:** Is your facility clean?
8. **Staff:** Who makes up your staff? Note its diversity.



# EXECUTION

## WHERE THE RUBBER MEETS THE ROAD

### WHAT TO DO NEXT?

The next section will provide you with insights and tools to ready your staff and adapt your facility, by optimizing the significant interest of these new customers. What will differentiate your success is the ability to **EXECUTE**.

### I. GOALS

### II. ATTITUDE AND CULTURE

### III. COMMUNICATION

### IV. FACILITY AUDIT

### V. PROGRAMMING AND EXPERIENCES

### VI. SUMMARY



**BILL WHALEY, PGA**

General Manager,  
TPC River Highlands

National Director  
of Golf Operations,  
PGA TOUR Golf  
Course Properties

Five years ago we saw the opportunity to focus on the female golfer. The PGA of America's Women's Golf Month provided us with a great starting point. With our entire network focusing on women's programs during the month of June, we accomplished some great results. With such success, we took the opportunity to **EMPHASIZE** these programs **YEAR ROUND**.

During this period, we have seen **HUGE** success in our women's participation network wide. It all starts with the unique offerings we have at many of our clubs, from a Women's Day clinic to hosting Executive Women's Golf Events—and a Kick up Your Heels event hosted in conjunction with the Justin Timberlake Shiner's Hospital PGA TOUR Event in Las Vegas. One of the most important programs we have used to help our growth is *Get Golf Ready*.

**THE FIRST YEAR WE HOSTED GET GOLF READY PROGRAMS**, we had more than **600 students** participate. That figure has grown to more than **1,300** in 2010 and **2,200** in 2011, with the majority of our students being women. The Get Golf Ready programs helped generate more than \$1.5 million in revenue to the TPC Network in 2011.

This revenue was seen throughout our entire operation, from additional lessons, to green and cart fees, as well as food and beverage sales. With continued focus from our head professionals and their teams at all of our TPC Properties, we feel that our success is just starting, in regards to creating women golfers.

**WITH THE LAUNCH OF GOLF 2.0, OUR PROGRAMS** will now focus on growing golfers not just "program takers". We are making an effort to try to provide more offerings to get women out on the course. That is how we feel we can truly grow the game.

# I. GOALS

Setting goals and establishing personal accountability for each staff member and the entire organization is critical to driving success. By creating a tracking system, everyone every day can get a personal report card on their efforts—it's an immediate report card on what is working and what is not.

It is important to actively monitor changes at your facility and to tie them to specific goals. These goals should be aspirational and drive the focus and efforts of your team. The ability to double your current female participation and spending at your facility is a goal that is very much within your immediate reach—as a starting point.

Women are very comfortable with bringing a friend to activities they enjoy. By creating programs that encourage women to do so and tailoring experiences that cater to their interest and wants, you have an opportunity to build your business multi-fold. The exponential value of women customers will be realized as you design a culture and experience that represents their values. So, continue to motivate your staff to do the best possible work on behalf of female customers, for the benefit of all.

- 
- ☐ Establish target number of new female customers
  - ☐ Establish target number of new female rounds
  - ☐ Establish a target number of increased rounds from current female customers
  - ☐ Establish growth targets in dollars spent in total and by category at your facility
  - ☐ Prioritize new hires that look like your customer base
- 

## BENCHMARKING

Benchmarking progress is critical in managing your business. Noting where you begin, the steps you have taken, what is working, and what is not working is an instructive scorecard that allows you to continually adjust and amplify the activities and experiences that generate results. Getting positive feedback while seeing your business grow is the best reinforcement for your staff and customers.

Utilize a tracking mechanism or access your Point of Sale System on a weekly, but preferably daily basis, to track all relevant metrics related to your female customers. It will be important to know how much they spend on greens fees, merchandise, food and beverage as a starting point. Understanding their key influence, which points to family participation and purchasing decisions is key. This information will give you the data to plan your growth strategies. It will also provide you the data to recognize those areas that are underperforming. Here are the recommended metrics that should be benchmarked:



1. **Number of Women Golfers at your facility.** The NGF defines a "woman golfer" as a woman who plays one or more rounds each year.
2. **The total amount spent by women at your facility.** It is important to break this out by greens fees, lessons, food and beverage, merchandise and other.
3. **Special programs offered at your club on certain days.**  
This will allow you to account for spikes in attendance.

DATE	NUMBER OF GOLFERS	SPECIAL EVENTS	GREENS FEE REVENUE	LESSON REVENUE	FOOD AND BEVERAGE REVENUE	MERCHANDISE REVENUE	OTHER REVENUE

Additional metrics that can be tracked to provide greater detail are:

- The days and time of day that women visit your facility.
- The specifics of the activity that generates the revenue  
( i.e., rounds played, lessons taken, specific merchandise purchased, etc.)

**SUCCESS BREEDS SUCCESS AND INFORMATION IS A FUEL FOR SUCCESS.** Knowing your numbers is key to execution. Knowing how many women are participating on a regular basis will allow you to set goals for improving participation.

## II. ATTITUDE AND CULTURE

Look at your facility. While we will offer specific tactics to engage women, their success is directly related to the environment you offer. Women are perceptive and astute. Your service team will be rewarded with new loyal customers in direct proportion to the ability for the entire organization, emanating from the top, to embrace a service culture and accompanying positive attitude that women will appreciate. Women see everything, so must you.

When a woman arrives at a facility, she may not know exactly what to do. Having the right people in the right positions, properly trained, will make all the difference between success and failure.

### STAFFING

#### HIRING RIGHT

As Jim Collins, the recognized management expert, said: "Leaders of companies that go from good to great start not with "where" but with "who." They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats." The right combination of skill sets and a staff that is representative of our country makes a strong and vital statement as to the commitment to embracing a broader customer base.

Studies show that people tend to hire those who make them feel comfortable, which is generally people who look and think like them. The golf industry is no different, and this is one reason why there is a lack of diversity in the employment ranks. Customers also want to feel comfortable, and they gain that comfort in having people who look and think like them in positions of customer service. The lack of diversity across the board in the golf industry does not effectively support a broader outreach.



#### **Characteristics of Staff Who Engage Women:**

- ☐ Trained in utilizing a "gender lens" to meet the needs of a female customer
- ☐ Strong interpersonal skills
- ☐ Strong communication skills
- ☐ A good listener
- ☐ A willingness to learn and execute what is necessary to offer first-rate, personalized service

While these characteristics are important to look for in potential employees, understanding personality types and strengths is important. The ability to adapt and be open to learning is also key. Taking the time to train your staff, and utilizing the knowledge and tactics gained in this Playbook will be time well spent.





## TRAINING AND EDUCATION

For this culture to take root at your facility, it is important to provide your entire staff with the proper training. The goal is to have the entire organization buy in, and have each and every person understand their important role in creating a positive experience and ultimately success for the entire company.

### Points to Convey

1. **Shifting Culture:** It is important that your staff understand how our culture is shifting, resulting in changing roles and expectations. With women's increased social and economic influence they are now, more than ever, a prime customer segment.
2. **Differing Values:** Your staff should have an understanding that men and women have differing approaches to problem solving, ideation and priorities. Illustrate that women's differing values drive their purchasing decisions and that the golf industry needs to align their services with these values. Your staff must understand that these values affect how they react to situations and interact with others. Each employee has a responsibility to understand their own "purple elephants" and their impact on customer perceptions and behavior.
3. **Customer Touch Points:** Your staff must understand how they can specifically affect satisfaction for your female customers at every touch point. Since a woman has specific expectations from each touch point, your staff needs to be prepared to meet, and exceed, expectations.

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☐ Teach your staff the information you learned from this playbook

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## ENGAGE IN CONVERSATION

The social nature of women makes them eager participants. A good starting point with establishing or re-establishing a female focused program is asking women what they think. Allowing her to tell you her satisfaction, even dissatisfaction, with her experience will not only show you where you can improve, it will also create an inclusive environment, which is one that she values.

- 
- ☐ Ask your female customers about their experience, and how you can make it better
  - ☐ Frame open-ended questions so the woman can tell you her stories

#### FOR EXAMPLE:

- Tell me how we can improve our restrooms?
- 



## WELCOMING ENVIRONMENT

Greeting a woman as she arrives at your facility is crucial, because it is her first interaction with your facility and staff and it will help set the right tone. Warmly greet her and make her feel comfortable quickly. This will put her at ease and she won't feel patronized or judged. Offer to answer any questions and invite her to move towards the next location such as the golf shop, restaurant or locker rooms. Making eye contact, being reassuring, asking questions and providing direction are all ways to build a service culture that women will value. As with any first impression, you only get to make it once, so present it with absolute care. Be sure to make a point to connect with her personally. The greeting will set the tone for the rest of her time at your facility.

- 
- ☐ Personally greet each customer
  - ☐ Make eye contact and extend a hand, if it feels right
  - ☐ Come out from behind the counter and initiate conversation
- 

## STAFF SETS THE TONE

At many facilities, your frontline staff are those who make the first impression. While many think the first impression is in the golf shop, as you learned, it starts well before the golf shop. Your outside operations staff is critical, because this is a key contact point for your facility in establishing a welcoming and inviting environment.

The next step is not telling the woman where to go, but **SHOWING HER WHERE TO GO**. Showing and not telling is an important tactic that will get the female comfortable with your facility.

Women generally have even higher expectations for a greeting than men. So, it is even more important to a woman for the staff member to stop any other work they're doing and focus their complete attention on her. Your attention is an indication of whether you value her as a customer or not.

### Things your outside operations staff should be prepared to do:

- ☐ Offer a warm greeting
  - ☐ Offer any special assistance, as necessary
    - ☐ Direction to next location
    - ☐ Answer questions about the facility
  - ☐ Provide a snapshot of the facility and the great experience ahead
  - ☐ Politely direct and take the customer towards the next location
  - ☐ Assist beginners or first-time visitors, as they are unfamiliar and probably intimidated
-



While your staff will be central in offering this warm greeting to the women arriving at your facility, your facility itself will play a significant role in creating a welcoming environment. The next section will explain in detail the many ways to create this environment.

- 
- ☐ Show her, don't just tell her, where to go
- 



## CHECKLIST

	YES	NO
1. Do you have women on staff in a variety of positions at your facility?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you dedicate meetings with staff on training them to properly engage women?	<input type="checkbox"/>	<input type="checkbox"/>
3. Does your staff know how to warmly welcome women and make them feel comfortable?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you proactively seek feedback from your female customers on your facility's culture and how you can improve?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you and your staff properly direct the customer towards the next location (i.e., show don't tell)?	<input type="checkbox"/>	<input type="checkbox"/>

## ATTITUDE AND CULTURE

### III. COMMUNICATION

Understanding the fundamental differences between men and women gives us the ability to map a course of action to address the unique ways that women process information, learn, make decisions and assign priorities. We can create opportunities for success at our facilities when we understand how to best respond to and value these behaviors. Throughout this section, consider if your facility and staff communicate that all customers are equally valued.



HELAINE NEIMAN

Member & Women's  
Chairperson at Green  
Brook Country Club,  
North Caldwell, NJ

I noticed a falling participation in the women's programming at my club. So I took it upon myself to revamp the program, and sent out online surveys to 70 of our members, asking them what they wanted from the female golf programming. Upon receiving the feedback, I organized an Opening Day Celebration, where more than 50 attendees signed up. During the day, there was something for everyone: a breakfast buffet, beginner clinic, trunk show, door prizes, and an explanation of the new golf season, with a detailed handout titled *Golf Games within the Game*. Unfortunately, rain prevented them from playing golf, but the weather did not dampen the enthusiasm for the upcoming season. Knowing that no golf would be played, the women still showed up for the Opening Day celebration.

The women came to hear about the new formats and were introduced to the *Golf Games within the Game* schedule. New golfers, nine-hole golfers and our oldest playing member at 85 years old all wanted to be included in the events this summer.

*I listened to what they wanted, and created what they told me to create.* The result is a summer schedule that offers something for everyone, at every level, resulting in an increase in play.

#### A FUNDAMENTAL TRUTH

Communication is as much about what you **DON'T SAY**, as it is about what you **DO SAY**. Women see the world differently than men. When a woman walks into a room, she notices every minute detail, and it immediately affects her perception and experience. Men, on the other hand, are very focused, and notice only things in the path of their focus.

In the same way, when women walk into your golf shop, they are attuned to the pictures on the wall; they notice the merchandise and cleanliness of the facility; and they notice body language. Because you have a new customer who is attentive to details, you should be attentive to these details, too. You need to be aware of what is being communicated and adjust the message accordingly—**DETAILS MATTER**.

THINGS TO CONSIDER	YES	NO
How is your merchandise featured? Can a woman readily see where her merchandise is being displayed?		
Are there images of female golfers in the clubhouse? Can a woman see herself, or her family, having fun at your facility?		
If you have photos of PGA TOUR Professionals at your facility, do you also have photos of LPGA Professionals?		



## DO NOT ASSUME ANYTHING

When dealing with female customers the biggest mistake is making assumptions. In many situations, we naturally default to predetermined stereotypes that almost invisibly guide our perceptions and decision-making.

### STORY 1

A woman decided that today was the day she would accept her husband's invitation to play golf. They arrive at the course and enter the shop, where her husband is greeted by the professional behind the counter. The professional inquires about her husband's tee time, if he needs range balls, and if he needs anything from the golf shop. At this point the woman has yet to be recognized. After dealing with her husband, the professional finally turns to the woman and inquires if she will be riding along in the cart today. "No," she says. "I'll be playing today."

While on the course she explains to her husband her frustration that the professional immediately dismissed her. The fact he did not see her as a potential customer and assumed she wasn't playing made her wonder if she was even welcome at the golf course.

### STORY 2

A group of women are playing at a resort course while on vacation. They walk into the golf shop, pay for their round, get rental clubs and browse through the merchandise. While in the shop they ask to visit with one of the golf professionals. They are unexpectedly thrilled to be greeted by a female professional. After a great conversation, they prepare to head out to the course. Before doing so, they also want to visit with the head professional and tell him how happy they are to see diversity on the staff. When they ask one of the assistants if they could meet and speak with the head professional, they are informed that they had just met her.

These two stories illustrate the assumptions people make. We are a product of our culture and the usual patterns that we experience every day. These default stereotypes can impact and impede the ability to recognize our filtered views on the world.

**IT IS IMPORTANT TO UNDERSTAND THAT THESE ASSUMPTIONS** impact our ability to communicate effectively and can affect the creation of a respectful and engaging environment that will grow our business.







At a recent Association outing the playing format was two best balls until the sixth hole. On the seventh hole the match then changed to be played as a scramble. Many of the guys who were playing began to complain when they saw the rules. They said “a scramble, really Lyn?” Not only did the format switch to a scramble, but the rules required that you hit the ball from your non-dominant side. So, if you are right-handed, you played left-handed. There were many whiffs and groans and acknowledgments that “wow, this game can be really tough if you are a beginner.” It was amazing how the conversation shifted at the end of our outing. Instead of our usual recap of great shots hit and fun we had, the conversation was about the plight of a new player coming to the game. the conversation was a terrific experience and learning asset to us all. To walk in the shoes of our newest customers really changed our perspective and our focus on the need and the importance of being attuned to our customers and their needs.

LYN NELSON

CEO, Northern California Golf Association



I was playing a facility with another LPGA Professional, and we had chosen to play from the middle tee box that day. As I was teeing up the ball, the marshal quickly approached and informed us that, ‘Those are not the women’s tees, they are up there.’ After I respectfully told him that I knew my game and I was going to play from these tees, I striped the ball down the middle of the fairway and drove off. Because I was a woman, he assumed I wasn’t a good player.

NANCY QUARCELINO, PGA/LPGA

Nancy Quarcelino School of Golf

Golf Magazine, Top 100 Instructor

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BARBARA ANNIS, a leading expert in corporate gender consulting, found through thousands of interviews with men that they are confused on how to appropriately engage women. She found a few questions to be recurring:

*“What are the ground rules? Do I call them women?  
Ladies? Girls? Folks?”\**

*“Do I open the door for women or not?”\**

*“Is it O.K. to talk to women about their families?  
How much should I ask?”\**

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\*Excerpted from “Same Words, Different Language” by Barbra Annis.

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These same concerns are voiced by golf professionals across the country who are interested in engaging female customers. It is difficult because there is not an easy answer or specific guidelines. Women are not “**ONE SIZE FITS ALL.**” It will take an understanding of the person you are dealing with to know how to best interact with her. However, the following section will give you insight on how to communicate in a way that resonates with women.

## PERSONAL CONNECTIONS

Women, by nature, are social. They value connections with people that are personal and authentic. While men infrequently desire conversation about their personal lives and prefer to connect via activities, women, in contrast, connect emotionally and want to engage and talk about their lives. Embrace the opportunity to respectfully connect with your female customers on a personal level, whether through shared experiences, mutual friends or a similar family environment.

### CREATE AUTHENTIC CONNECTIONS

Taking time to learn about your customers will demonstrate that you genuinely care about them as a customer and a person. A good technique to build relationships is to follow up with questions about their interests and experiences.

#### Things to Know About/Ask Your Female Customers:

- ☐ Where appropriate, research something about the person you can appropriately bring up in a conversation
- ☐ Ask about her family
- ☐ Ask about her interests outside of golf
- ☐ Ask about her work
- ☐ Listen, learn and follow up

Be mindful to hit the right conversational tone. Be mindful of her cues as to how much she wants to engage. Show that you have a sincere interest in her, which requires a willingness to listen.



Just a reminder—all things communicate a message to women. Be mindful of every touch point and use the Gender Lens to interpret what the message is.



Learning the differences of how women communicate and what's important to them led to increased participation across our Section in Colorado. For example, our PGA head professional at Pinehurst Country Club, Kevin Vena, sat down with a group of lady tennis members. Utilizing his knowledge of how women communicate and how they value things differently, he invited these women to play golf. Nine women were interested in learning more about golf and signed up for **GET GOLF READY**.

**EDDIE AINSWORTH, PGA**  
Executive Director, Colorado PGA Section



## MARKETING

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large.

Being successful in marketing to women in particular, requires employing many of the insights outlined in this Playbook. **GENDER IS A HUGE INFLUENCER** in the purchasing process and aligning all of your messaging to appeal to the culture and language of women is absolutely essential if you want to break through.

As with the financial industry case study (page 13), they did the research to get a baseline on their customers and their customers' experience. When faced with the reality that many of their customers were female and that they were not happy, their reaction to adjust the key touch points in their business—service, sales and marketing—was the right one.

## COLLATERAL MATERIALS

In order to best assess what you are “really” communicating to your customers, take the time to audit all of your communication that impacts them. This includes email, flyers, brochures, photographs in your shop or anywhere in your facility for that matter. Signage, including style and substance, as well as the “script” your sales people utilize, their dress and demeanor are all impactful.

As you look to create programs and specific materials targeting women there are several key tactics to keep in mind.

### 1. WOMEN VALUE EXPERIENCES OVER PRODUCT DETAILS.

Remember, the amount of CCs in her driver is less important than the message that the right driver will provide greater distance that will help her better enjoy the game. A photo of a smiling woman with a driver in her hand, with friends, is more impactful than a spec sheet on the driver, virtually every time.

### 2. WOMEN WILL FACTOR VALUE THROUGH THE EYES OF THOSE FOR WHOM SHE IS RESPONSIBLE.

Be sure that your flyer for Get Golf Ready or another event targeted for her, includes the kind of images and copy points that are resonant and relevant not only to her, but also to those around her.

### 3. WOMEN APPRECIATE CLEAR, CLEAN AND WELL-DESIGNED MESSAGES.

Lose the clutter. An electronic store learned that six TV's on a page in their Sunday newspaper ads did not work for women. Women prefer fewer images with clear copy points. She is busy, so help edit her choices.

### 4. IT'S ALL ABOUT PEOPLE AND STORY TELLING.

Make people part of the story you are telling. Make it about her and her friends and or family and the proposition will better resonate.

### 5. EMOTIONS MATTER.

The cool rationality of men is not what will connect with women. Women look for the context and the storyline that will create an emotional connection that provides the rationale for both supporting and purchasing from you.

Since women want to see themselves in the activity, your marketing collateral should have pictures of what the experience will be like. Use inclusive language, especially when promoting a beginner program. Be certain that the message is inviting and encouraging. Use messages that promote a group atmosphere and community, with words like “we” and “together.” The message should explain the activity, but be simple and concise. The design of the collateral should be simple and clean, so that the customer may easily understand the communication and not be overwhelmed by the presentation.