



Sports and Entertainment Marketing Operations Research Event

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I. EXECUTIVE SUMMARY

Overview

Purchased in 2000 by Barb and Gary Thompson, Geneva Golf Club (GGC) is a championship golf course located in Alexandria, Minnesota. The Thompson family has built a distinguished brand, recognized for their golf course's exceptional quality and unwavering commitment to outstanding customer service. Through hard work and perseverance, GGC has grown into one of the top golf destinations in central Minnesota. Offering a unique experience for all golfers, GGC features 27 championship holes, along with an on-site restaurant and lodging facilities marketed as "Stay and Play Packages." With a team of 35 employees, ranging from servers to golf professionals, GGC's main goal is to deliver the best experience for all customers throughout the golf course by fostering genuine relationships.



Gary and Barb Thompson

Mission Statement: "Provide the best experience possible, in every aspect of the golf course."

Purpose



Bowen

Eggebraaten

Schabel

-BES Consulting-

The consulting firm, BES Consulting, led by **Rachel Bowen (Director of Sales)**, **Brenna Eggebraaten (Director of Marketing)**, and **Westley Schabel (Director of Communications)**, was tasked with developing a business operations plan regarding an artificial intelligence (AI) approach for GGC. Currently, GGC only uses AI in marketing, with the goal of expanding across other areas of the business. Research was focused on ethical AI implementation, ensuring customer service remains a priority, while also identifying ways to gain a competitive edge in a new industry of technology.

Research Methods

Phase 1: Primary Research



Surveys



Interviews



Focus Group

Phase 2: Secondary Research



AI Certification



Online Articles



TED Talk



Zoom Webinar

Findings and Conclusions

Finding: To effectively use AI, employees need training and confidence with AI tools.



Conclusion 1: In order to properly utilize AI, it needs to be trained effectively.

Finding: AI can be useful as long as you do not allow it to replace customer interactions.



Conclusion 2: Maintaining customer interactions is a top priority.

Finding: Finding effective ways to utilize AI while also considering the cost is important.



Conclusion 3: Implement cost-effective AI strategies.

Finding: Generative AI is an effective tool to utilize in online marketing of all industries.



Conclusion 4: Optimize online marketing with AI methods.

Finding: AI can enhance customer experience in all aspects of the golf course.



Conclusion 5: Utilize AI within daily operations to improve efficiency.

Proposed Strategic Plan

The **HOLE in One** campaign was initiated to provide golfers with a personalized experience. The campaign features the acronym **HOLE**, which represents the four objectives and eight activities associated with the plan to implement AI into Geneva Golf Club **in One** year.



Heighten Online Marketing



Optimize Golf Course Functions



Leverage Relationships



Evaluate Player Performance

Heighten Online Marketing

- **Social Media Presence:** Enhance the current social media for GGC
- **CRM System:** Implement a new CRM System to track customer data

Optimize Golf Course Functions

- **Course Maintenance:** Improve the operations of current course maintenance
- **Track Customer Traffic:** Amplify the scheduling system based on customer traffic

Leverage Relationships

- **Employee Training:** Inform employees on AI fundamentals to create central roles
- **Customer Appreciation App:** Create a customer loyalty app for benefits

Evaluate Player Performance

- **Virtual Caddie:** Assess golfers performance to provide assistance on the golf course
- **Lesson Summaries:** Provide a detailed summary of lessons for customers

Proposed Budget



Outcomes

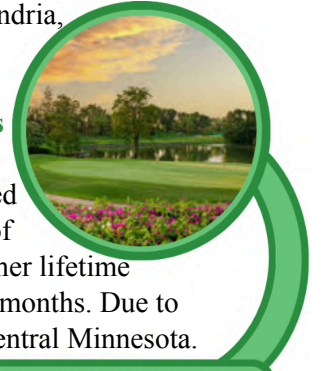
The **HOLE in One** campaign will assist in implementing an AI approach into Geneva Golf Club. By improving productivity, the strategic plan will generate **\$39,864** for new members and **\$141,000** for new customers in its first year. In the plan's first year, GGC will have an ROI of **145%**, and in subsequent years, the ROI will increase to **239%** and **266%** as the activities impact more customers. For Geneva Golf Club to get ahead of competitors within the golf industry, the **HOLE in One** campaign would be beneficial to implement.

II. INTRODUCTION

A. Description of the Business or Organization

Company Overview

Built-in 2000, Geneva Golf Club (GGC) started as an 18-hole golf course located in Alexandria, Minnesota. In 2006, it expanded to 27 championship holes and featured three nine-hole courses. Each course offers five sets of tees, a unique personality, and a stern challenge for even the most talented golfer. **GGC employs 35 individuals specializing in various areas of the course, including maintenance, pro-shop, restaurant serving, and golf professionals.** The club values its employees and is committed to its mission, as highlighted in the graphic (Figure 2.1). During the summer, GGC hosts approximately 30,000 rounds of golf from members to guests. Currently, the club has 230 members, with an average customer lifetime value of five years. GGC primarily attracts tourists visiting Alexandria during the summer months. Due to the hard work of its employees, GGC has become one of the premier golf destinations in central Minnesota.



Mission Statement: "Provide the best experience possible, in every aspect of the golf course."

Figure 2.1: GGC Mission Statement

Thompson Family Legacy



Figure 2.2: Thompson Family

The Thompson family grew up in the dairy farm industry. Geneva Golf Club founders Gary and Barb Thompson felt trapped in farming and did not have a passion for agriculture. **As avid golfers, the Thompsons decided to transition their careers to follow their passion revolving around golf course management.** GGC is named after its proximity to Lake Geneva, enhancing its connection to the geographical location. Between 2000 and 2024, the family purchased five additional golf courses in Arizona and Texas. The family owns six successful golf courses that stand out from competitors.

Competitors of Geneva Golf Club

Alexandria is home to over 340 lakes, making it a popular tourist destination during Minnesota summers. In addition to weekly tourists, the population increases when residents from the Twin Cities in Minnesota travel to their cabins for a summer getaway. According to the Douglas County Factbook, this leads the population to triple from 16,000 to over 40,000 in the summer months, allowing the six golf courses in Alexandria to thrive. **Geneva Golf Club is known to be one of the top golf courses in the Alexandria area as it stands out from its competitors with its customer service, high-quality greens, and welcoming atmosphere.** However, GGC's biggest competitors are outside of the Alexandria area. Brainerd, Minnesota, is a town located two hours north of Alexandria that also offers an exceptional number of golf courses for tourists to enjoy. Alexandria and Brainerd are roughly two hours from the Twin Cities in Minnesota. Despite the distance, the two golf towns still compete to bring golf enthusiasts from the Twin Cities to their business. The lakes of Alexandria and the welcoming community assist GGC in this challenge.

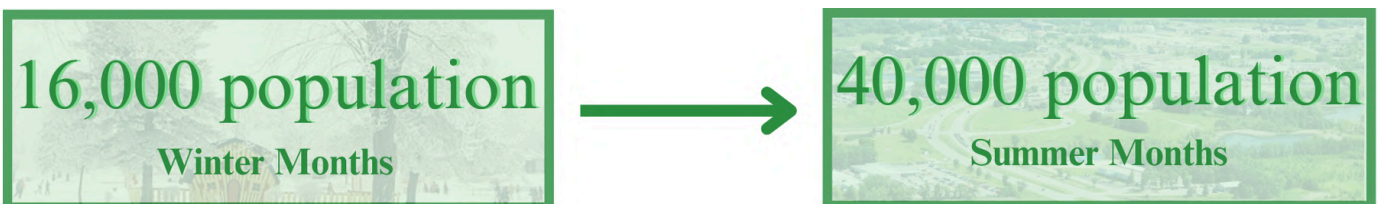


Figure 2.3: Alexandria Population Increase

B. Description of the Target Market (Demographics and Psychographics)



Economic: Alexandria, Minnesota, is a thriving small town located in Douglas County that has continued to develop its economic productivity. According to Data USA, **Minnesota's average salary is estimated at around \$92,300.** This applies to Alexandria, Minnesota as they fall under the social group of middle-upper class under that range of salary. Thus, the economic privilege of the population allows businesses to offer high prices while marketing its businesses as a luxury.

Psychographics: Alexandria can be described as family-friendly, social, and active. Many individuals in Douglas County enjoy spending time outside, especially in the warmer months with their families. Families like to utilize the many lakes by boating, swimming, and fishing. **They also enjoy the many other outdoor activities** available in the area. According to point2homes.com, **"64.27% of households in the community have kids."** This is why people say Alexandria is a very family-friendly area.



Demographic: Alexandria, Minnesota, is a growing residential area. According to the Douglas County Factbook, the population of Douglas County was 39,081 in 2022. The emerging male demographic in Alexandria has grown rapidly, with the median age of men being 35.2. Alexandria is the second best place to retire in Minnesota, as **22.1% of residents are seniors.** This helped determine Geneva Golf Club's primary and secondary target market of middle-aged men and retired seniors.

Geographic: Alexandria is located in Douglas County, about two hours northwest of Minneapolis, Minnesota, and east of Fargo, North Dakota. There are roughly three hundred forty lakes and a four-season climate that has established Alexandria as a **prime tourist destination.** Individuals from the Twin Cities areas flee to Alexandria to experience the small-town Minnesota feeling by enjoying the lakes and many other outdoor activities. This allows Geneva Golf Club to thrive in the summer with many tourists in the area.



Figure 2.4: Market Segmentation

Primary Target Market



Primary Target Market

- Men
- Aged 30-40
- Passion for golf
- Active lifestyle

The primary target market for the Geneva Golf Club consists of men aged 30-40 who live near the Alexandria area. These individuals are passionate golfers and enjoy an active lifestyle. They typically have stable, middle-to-upper-income jobs, allowing them to take full advantage of the club's amenities. These amenities include Geneva Golf Club's well-maintained courses, club events, and social activities. They value leisure time and seek opportunities to network or relax with peers who have similar interests. This makes GGC a hub for both recreation and social engagement.

Figure 2.5: Primary Target Market

Secondary Target Market

The secondary target market for Geneva Golf Club consists of both men and women who are recent retirees aged 60 and older. The retirees live near the Alexandria area, allowing for easy access to all the course amenities. These individuals typically have a middle-to-upper income. They possess a large amount of leisure time, which enables them to enjoy the amenities that GGC offers. These retirees frequently participate in the various men's and women's leagues offered at GGC because they value building relationships, which aligns perfectly with the community spirit of Geneva Golf Club.

Secondary Target Market

- Men and Women
- Aged 60+
- Passion for golf
- Value community



Figure 2.6: Secondary Target Market



C. Overview of the Business or Organization's Current Artificial Intelligence Strategies and Usage

Customer Relationship Management

Geneva Golf Club uses two Customer Relationship Management (CRM) softwares to track customer data. **CRM systems enable employees to target a specified segment of customers to help build a loyal customer base.** GGC's systems are EZ Links and MailChimp, which allows for customer information to be managed. The data is automatically gathered when a customer calls or books an online tee-time. This customer information is automatically entered into a database, which arranges the customers based on how often they visit the golf course. Employees at Geneva Golf Club have access to this database, but utilizing two different CRM systems makes it more challenging for them to assess customer information.

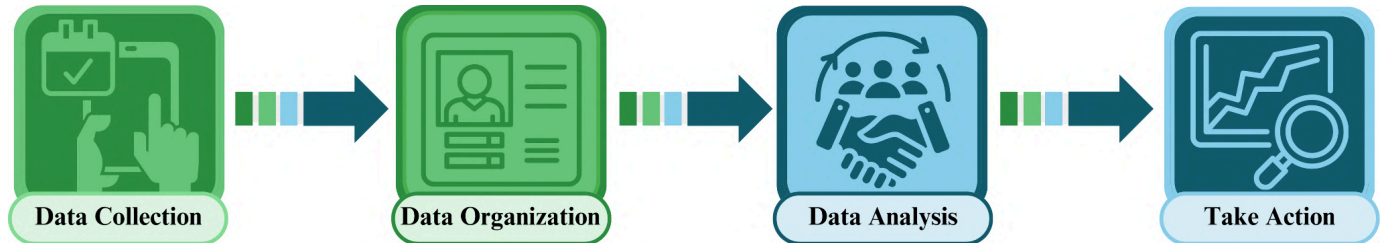


Figure 2.7: CRM Software Process

Current Online Marketing

Geneva Golf Club currently possesses a website and social media for marketing. These platforms allow customers to obtain information and updates. Customers can receive tee-time suggestions, customized course information, and membership and pricing guidance. GGC utilizes Instagram, Facebook, and TikTok to reach its target market. This is done through the analytics features, enabling GGC to measure potential member behaviors to see which posts are valuable for generating an increase in attraction. **These platforms could benefit from AI, allowing GGC to target more time to customer relationships than marketing.**

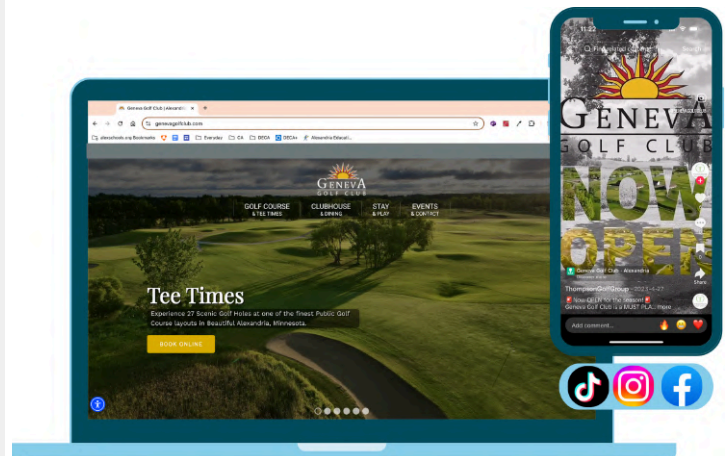


Figure 2.8: GGC Marketing Strategies

Prioritizing Artificial Intelligence

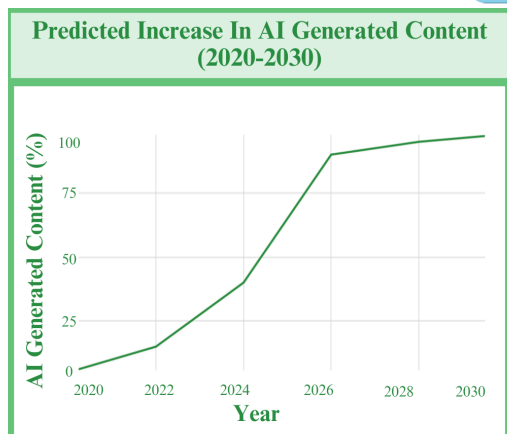


Figure 2.9: AI Content Prediction

Although GGC does not utilize artificial intelligence to the fullest extent, the Thompson family is attempting to find opportunities to implement it. Many golf courses have yet to implement AI because of its extensive cost. The golf industry must adapt to the new era of AI and technology, which presents challenges and makes it a potentially risky investment. Geneva Golf Club employees must learn more about the next generation of operating AI technologies before applying them to the golf course. Implementing new technology strategies in an industry that relies on customer interactions can be challenging. The graphic to the left (Figure 2.9) shows the projection for AI-generated content throughout all industries in the next few years (Golf Digest). **GGC will benefit by getting the edge of its competitors in terms of new technologies.**

III. RESEARCH METHODS USED IN THE STUDY

A. Description and Rationale of Research Methodologies Selected to Conduct the Research Study

BES Consulting was hired to develop an AI approach for Geneva Golf Club. The firm comprises of three members: Rachel Bowen, Brenna Eggebraaten, and Westley Schabel. Each team member has unique strengths that benefit the firm's overall success. These strengths created three leadership positions: the Director of Sales, Director of Marketing, and Director of Communications. These positions will allow the firm to maximize tasks for GGC's business operations plan.



Research Goals

Comprehensive research was critical in identifying the best practices for implementing AI at Geneva Golf Club. Before researching, the consulting firm created three research goals to guide the process. First, it was essential to discover **ethical** practices for enhancing the customer and employee experience with AI. Second, the consulting firm wanted to **analyze** other courses and entertainment providers. Finally, it was crucial to **identify** practical solutions to benefit the organization. The goals outlined in the graphic to the right (Figure 3.1) will serve as a guide throughout the research process.



Figure 3.1: Research Goals

Primary Research Methods

After developing research goals, the consulting firm compiled a list of research methodologies for the study. Each data collection method fell into the primary or secondary research category. Table 1 illustrates the focus of the primary research: to acquire an advanced understanding of how to implement AI at GGC and industry competitors.

Table 1: Primary Research Methods

Primary Research	Description	Rationale
1- Surveys 1.1- Employee Survey	1.1- Created a survey on Google Forms to distribute to all current employees.	1.1- Obtain honest opinions from employees on areas in which AI would benefit the work experience.
2- Interviews 2.1- Grant Hanson 2.2- Derek Stendahl 2.3- Andrew Frazier 2.4- Tyler Golberg	2.1- Interviewed Grant Hanson, the Golf Director at Geneva Golf Club. 2.2- Interviewed Derek Stendahl, the General Manager at Rush Creek Golf Club. 2.3- Interviewed Andrew Frazier, the Manager at Dobson Ranch Golf Course. 2.4- Interviewed Tyler Golberg, the Owner and Head of Client Relations at <i>CYBERSprout</i> .	2.1- Acquire information on GGC's current operations and strategies. 2.2- Receive information about the financial costs of AI in the golf industry. 2.3- Discover ways golf courses out of Minnesota utilize artificial intelligence within customer service. 2.4- Gain additional knowledge about utilizing AI in marketing for GGC.
3- Focus Groups 3.1- Member Focus Group	3.1- Conducted a focus group with current members at GGC to ask them about the current customer experience and how this could benefit from AI.	3.1- Determine how members feel about specific artificial intelligence systems being implemented into GGC.

1. Surveys

1.1 Employee Survey

A survey was designed using Google Forms and distributed to all current employees at Geneva Golf Club. This was used to gather quantitative data on the employee's perspectives regarding implementing artificial intelligence in the workplace. Grant Hanson, the manager of GGC, distributed the survey and received responses from 15 out of the 21 full-time employees. The survey included a ranking scale, checkboxes, and short answer questions, all aimed at assessing strategies for implementing artificial intelligence into a golf course setting. The consulting firm's goal was to obtain immediate feedback directly from the employees of GGC regarding artificial intelligence usage.

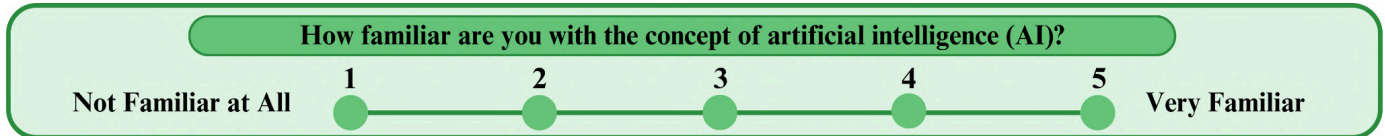


Figure 3.2: Employee Survey Question

2. Interviews

2.1 Grant Hanson

Grant Hanson is the Golf Director at Geneva Golf Club. He has dedicated 16 years to the golf industry, with experience in Minnesota and Arizona. Grant Hanson acquired his finance degree from St. Cloud State University, where he played golf for four years. This degree is useful in ensuring that Geneva Golf Club's finances are running smoothly. Hanson's experience with the golf industry will benefit the consulting firm in determining areas that could improve from artificial intelligence within Geneva Golf Club.

Grant Hanson

Alexandria, MN



2.2 Derek Stendahl

Derek Stendahl is the General Manager of Rush Creek Golf Course. He became part of the golf course staff in 1996, coinciding with the course's opening in Maple Grove, Minnesota. Stendahl started as the head golf professional after he graduated from Mississippi State's Professional Golf Management program in 1995. Rush Creek currently employs 200 staff members to manage the many facets of the golf course, including the greens, golf academy, banquet area, and full-service restaurant. Stendahl's expertise within the golf industry will significantly benefit the consulting firm by generating valuable insights relevant to the golf course.

Derek Stendahl

Maple Grove, MN



2.3 Andrew Frazier

Andrew Frazier is the Manager of Dobson Ranch Golf Course. He joined the golf management team in 2019 after he graduated from San Diego State University with a degree in communications. When he began working at the golf course, he gained experience in its daily operations and marketing. He now helps multiple golf courses with their marketing and sales to increase customer engagement on social media. Throughout this, he utilizes artificial intelligence to use social media to the best of his ability. Frazier's experience with AI in marketing will benefit the consulting firm as it will teach them how to promote Geneva Golf Club.

Andrew Frazier

Mesa, AZ



2.4 Tyler Golberg

Tyler Golberg is the Owner and Head of Client Relations at CYBERSprout, a website design company. He has been developing websites since 2005 and has extensive experience in online marketing. He has had to adapt to technological advances and has gained a deep understanding of artificial intelligence. His perspective on online marketing with AI will help the consulting firm learn how to market with AI at Geneva Golf Club.

Tyler Golberg

Alexandria, MN

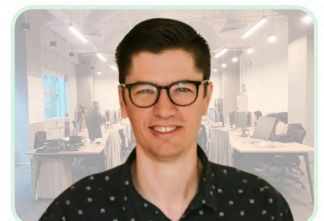


Figure 3.3: Interviewees



3. Focus Groups

3.1 Member Focus Group

A focus group was conducted with members of Geneva Golf Club that fell under the target market. The members were asked questions about the current customer experience at the golf course and how they think it could be improved. These questions focused on implementing AI systems into GGC and how that would affect customer experience. The members could express their honest and valuable feedback on each topic. The focus group was designed to help the consulting firm understand the current members of GGC's perspectives on different artificial intelligence strategies and how they could improve the golf course experience.



Figure 3.4: GGC Members

Secondary Research Methods

Secondary research was conducted to help the consulting firm better understand the golf industry and identify specific benefits for Geneva Golf Club. This research provided valuable insights into artificial intelligence. Table 2 outlines the methodologies used for secondary research.

Table 2: Secondary Research Methods

Secondary Research	Description	Rationale
<u>4- AI Certification</u> 4.1- Generative AI Fundamentals	4.1- Enrolled in a 1-week online course about generative AI. The course included three videos, a challenge quiz, and a test to become certified.	4.1- Earned an AI certification to gain expertise and make informed decisions to enhance Geneva Golf Club.
<u>5- Online Articles</u> 5.1- Douglas County Factbook 5.2- AI For Sustainability: Supporting Golf	5.1- Observed demographic statistics in the Douglas County Factbook. 5.2- Analyzed an article about how implementing artificial intelligence can benefit the course maintenance of a golf course.	5.1- Understand the region where Geneva Golf Club is located and its target market. 5.2- Obtained specific ideas on how to utilize artificial intelligence within course maintenance to optimize resources.
<u>6- TED Talk</u> 6.1- How To Get Empowered, Not Overpowered, by AI	6.1- Listened to a TED Talk about maintaining customer relationships.	6.1- Discovered how to continue to build customer relationships as the business world is changing.
<u>7- Zoom Webinar</u> 7.1- How Generative AI is Revolutionizing Customer Experience	7.1- Joined a webinar to learn about how generative AI can handle routine tasks within a business.	7.1- Gained knowledge of how generative AI can handle tasks within GGC to allow employees to focus on the customer experience.

B. Process Used to Conduct the Selected Research Methods

The graphic below (Figure 3.5) outlines the step-by-step process the consulting firm followed. Each step includes a brief description and correlating dates showing when the firm executed each component of the research process.

Steps Executed in Research Process and Plan of Action:		Date Executed
1	Step 1: Conduct Background Research Held an initial meeting with Grant Hanson (Golf Director) to obtain information on Geneva Golf Club's current artificial intelligence strategies.	September 2024
2	Step 2: Identify Research Goals Conducted three research goals to guide the six-week research process.	September 2024
3	Step 3: Identify Primary Research Methods Set primary research methods including an employee survey, an employee focus group, and individual interviews.	October 2024
4	Step 4: Identify Secondary Research Methods Found secondary research methods including articles, an online certification class, a TED Talk, and a Zoom Webinar about artificial intelligence.	October 2024
5	Step 5: Create a Primary Research Timeline and Schedule Created a schedule for the project and contacted individuals regarding meetings and focus groups to discuss in-depth previous topics.	October-November 2024
6	Step 6: Conduct Secondary Research Completed secondary research to gain knowledge on artificial intelligence to become an expert in this area.	November 2024
7	Step 7: Conduct Primary Research Utilized knowledge from secondary research to guide primary research to be more beneficial to optimize Geneva Golf Club.	December 2024
8	Step 8: Analyze Collected Data Studied data collected from the primary and secondary research to draw conclusions and make a plan of action for Geneva Golf Club.	January 2025
9	Step 9: Present Findings Presented recommendations to Grant Hanson involving findings of artificial intelligence for Geneva Golf Club.	January 2025

Figure 3.5: Research Steps

Research Timeline

The graphic below (Figure 3.6) is a six-week timeline for the selected research methodologies starting in October and ending in November. It shows how long the consulting firm spent on each research component.

Research	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Surveys						
Interviews						
Focus Groups						
Secondary Research						

Figure 3.6: Research Timeline

IV. FINDINGS AND CONCLUSIONS OF THE STUDY

A. Findings of the Research Study

1. Surveys

1.1 Employee Survey

The primary research began with a survey distributed to GGC employees, which received 15 responses. The survey responses helped the consulting firm understand the current perspectives of Geneva Golf Club employees on artificial intelligence. The graphic below (Figure 4.1) shows three of the most significant responses.



Figure 4.1: Employee Survey Responses

1.1

Key Finding: It is crucial to understand AI before using it to benefit GGC.

2. Interviews

2.1 Grant Hanson (held on 9/12/24)

Grant Hanson, GGC's Golf Director, was interviewed to gather information about the future of AI. He stated, **"Golf courses have started to use AI in scheduling, making it effective."** Hason believes GGC would operate more efficiently if it could predict scheduling, operating hours, and rates.



Figure 4.2: Meeting with Grant Hanson

2.1

Key Finding: AI is an effective tool to utilize in the scheduling aspect of GGC.

2.2 Derek Stendahl (held on 10/22/24)

Derek Stendahl, Golf Director of Rush Creek Golf Course, expressed concerns about whether AI would prove cost-effective. He stated, **"AI can be helpful but you need to look at the cost-effectiveness ratio."** Stendahl's perspective emphasizes the potential impact of AI and the financial considerations that must be addressed for broader implementation across the golf industry.



Figure 4.3: Zoom Call with Derek Stendahl

2.2

Key Finding: Finding effective ways to utilize AI while also considering the cost is important.

2.3 Andrew Frazier (held on 10/24/24)

Andrew Frazier provided information from Dobson Ranch Golf Course. Frazier believes that AI assistance is most effective when still keeping the human touch. He said, **"Artificial intelligence can be a helpful tool if it does not affect customer interactions."** The golf industry thrives off of personal connections, making it essential to maintain customer relationships.



Figure 4.4: Zoom Call with Andrew Frazier

2.3

Key Finding: AI can be useful as long as you do not allow it to replace customer interactions.

2.4 Tyler Golberg (held on 11/8/24)

Tyler Golberg, the Owner of CYBERSprout, shared his expert opinion on the most effective way to implement AI into GGC. Goldberg stated, **"Start by analyzing current popular posts on social media to then generate new ones."** He believes AI can analyze strategies to tailor marketing tactics directly to your business, which is essential for online marketing in all industries.



Figure 4.5: Meeting with Tyler Golberg

2.4

Key Finding: Using AI to analyze current strategies is efficient for marketing.

3. Focus Groups

3.1 Member Focus Group

The focus group allowed members of GGC to provide feedback about the current experience at the golf course. This aimed to gain information about areas that could be improved by adding AI. By the end of the focus group, the members stated they would feel more comfortable with AI if the employees were trained to use it.

“AI would be useful as long as it is controlled and learned by employees.”

Figure 4.6: Anonymous Member Quote

3.1

Key Finding: The training of employees is beneficial to be confident in AI usage.

4. AI Certification

4.1 Generative AI Fundamentals

This online course allowed the consulting firm to get certified in generative AI. The course's primary focus was learning specific ways AI could benefit businesses. Some of the most notable features of AI include the ability to detect fraud and network attacks. These features allow industry leaders to trust the use of AI in businesses. Throughout the course, it was emphasized that generative AI will reach every industry in the near future.



Figure 4.7: Certification Paper

4.1

Key Finding: Generative AI is an effective tool to utilize in online marketing of all industries.

5. Online Articles

5.1 Douglas County Factbook

The Douglas County Factbook states that in 2022, the population of Alexandria was 39,081 citizens. With the average household income at \$80,572, and a 1.66% 1-year growth ratio. Alexandria, Minnesota, families have money available for discretionary spending allowing them to buy things at a luxury cost.



Figure 4.8: Alexandria Statistics

5.1

Key Finding: Families located in Alexandria have enough money for discretionary spending.

5.2 AI For Sustainability: Supporting Golf

The article highlights how AI can enhance golf course operations by creating sustainable solutions. AI optimizes water and energy management by adjusting sprinkler schedules for grass growth and controlling lighting systems to save time and money. These innovations support environmental sustainability and operational efficiency, making AI a valuable tool.

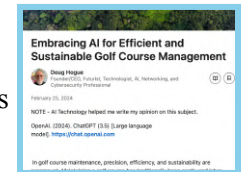


Figure 4.9: Article on AI

5.2

Key Finding: AI can enhance customer experience in all aspects of the golf course.

6. TED Talk

6.1 How Humans and AI Can Work Together to Create Better Businesses

In the TED Talk, Sylvain Duranton, the speaker, emphasizes that AI is a competitive advantage, and soon its impact will be felt across all industries. However, face-to-face meetings and many aspects of business will still rely on human interaction, ensuring AI complements, not replaces, human efforts.



Figure 4.10: TED Talk on AI

6.1

Key Finding: Customers value personal relationships with employees.

7. Zoom Webinar

7.1 How Generative AI is Revolutionizing Customer Experience

During the Zoom Webinar, the speaker emphasized how AI can improve company efficiency by taking over repetitive daily operations. It also pointed out that human input is still essential for building connections and making complex decisions. AI can increase productivity within the workplace, giving employees more time to focus on customer relationships and service.



Figure 4.11: Zoom Webinar on AI

7.1

Key Finding: AI can assist with tasks, but human input is needed for customer interactions.

B. Conclusions Based on the Findings

Conclusion #1 In order to properly utilize AI, it needs to be trained effectively.

Based on Findings: 1.1, 3.1

Artificial intelligence offers practical applications for daily business operations, but implementing new technological advances effectively requires training. AI is viewed as beneficial from a business owner's point of view and deemed necessary to implement. To maximize new technology and its up-and-coming potential in the workforce, employees need to learn how to use AI, enabling GGC to integrate it across various aspects of the business.

Conclusion #2 Maintaining customer interactions is a top priority.

Based on Findings: 2.3, 6.1, 7.1

While AI can significantly enhance business operations, it is essential to maintain the personal connections that defines the customer experience at GGC. By using AI to enhance employee tasks, Geneva Golf Club can ensure that staff members stay focused on prioritizing personal interactions with guests. This balance will enable AI to enhance operations without diminishing the personal connections essential to the GGC brand. Without personal interactions within GGC, the company could face possible losses in memberships and participation in the golf course.

Conclusion #3 Implement cost-effective strategies.

Based on Findings: 2.2, 5.1

Implementing AI into small businesses like Geneva Golf Club presents financial challenges but significant competitive advantages. As many Minnesota golf courses operate as small businesses, adopting AI is vital for staying competitive. To make AI implementation feasible, GGC must focus on developing a budget-conscious strategy that enhances cost efficiency and business operations without exceeding financial limits. GGC can leverage AI's benefits by prioritizing a cost-effective approach while maintaining financial stability.

Conclusion #4 Optimize online marketing with AI methods.

Based on Findings: 2.4, 4.1

Integrating AI into Geneva Golf Club's operations enhances its marketing strategies. By analyzing the marketing methods of key competitors on social media, Geneva Golf Club can improve content to increase engagement with current and potential members. AI tools can also be utilized to evaluate the impact of social media posts, maximizing marketing return on investment (ROI). GGC's focus on generative AI showcases its vast potential in content creation and security. As AI continues to evolve, GGC will be better positioned to stay ahead of its competitors and maintain its strong presence within the industry.

Conclusion #5 Utilize AI within daily operations to improve efficiency.

Based on Findings: 2.1, 5.2

By incorporating AI into daily operations, Geneva Golf Club can significantly enhance efficiency and customer experience. AI can optimize scheduling, predict operational needs, and improve resource management, allowing GGC to increase efficiency and focus on the primary goal of customer relationships. Additionally, AI can elevate the player experience through real-time updates and better course management, giving GGC a competitive edge. Integrating artificial intelligence not only streamlines operations but also positions Geneva Golf Club as a leader within the golf industry.

V. PROPOSED STRATEGIC PLAN

A. Objectives and Rationale of the Proposed Strategic Plan

The **HOLE in One** campaign will provide clear objectives for the proposed activities. It is divided into four main objectives: **Heighten, Optimize, Leverage,** and **Evaluate**. The campaign comprises of eight activities to enhance communications and efficiency within operations, refine marketing tactics, and prioritize customer relationships **in One** year. Together, these efforts will elevate Geneva Golf Club and strengthen its reputation as a premier golf course in the region.

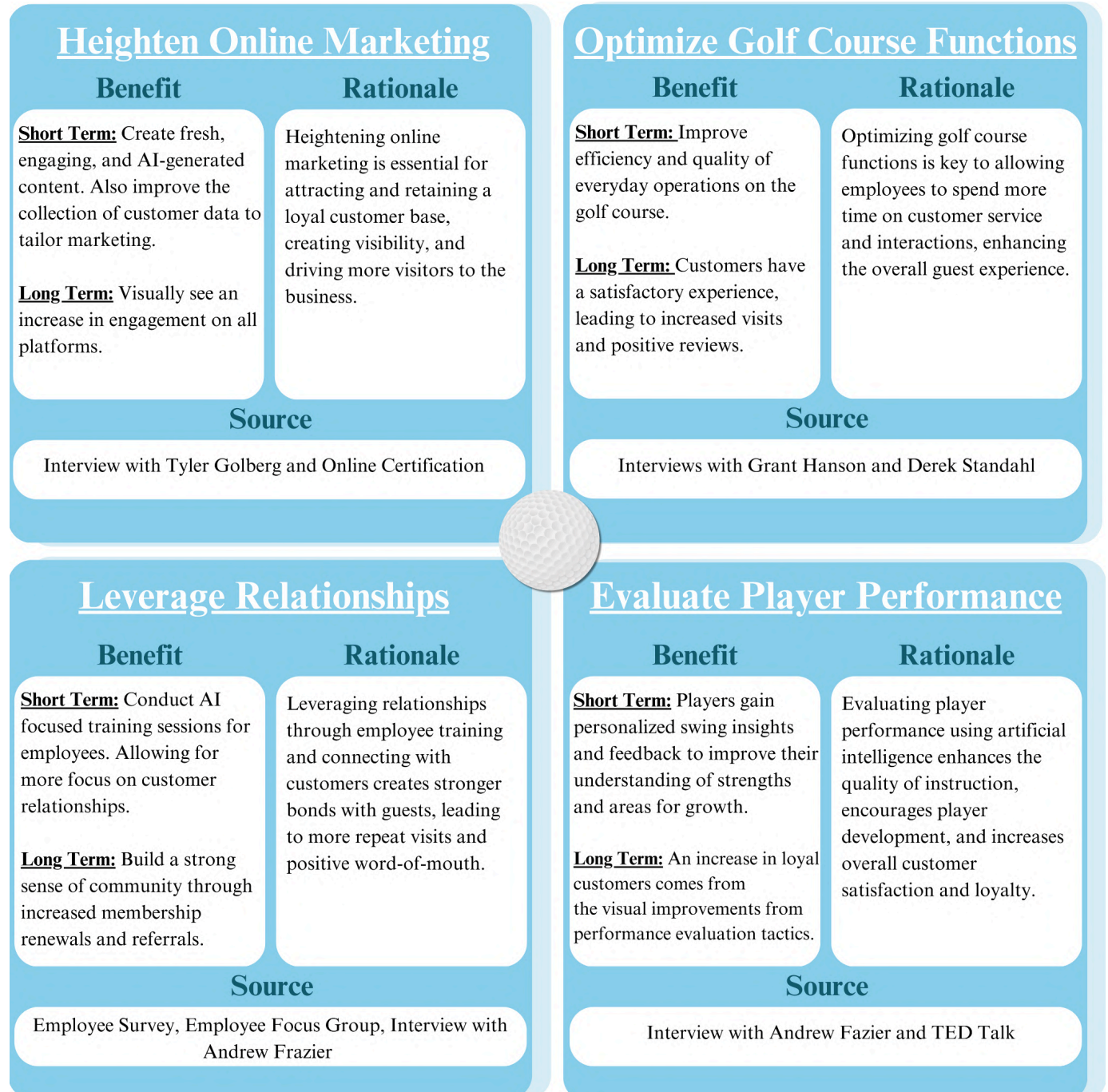


Figure 5.1: HOLE in One Description



B. Proposed Activities and Timeline



Heighten Online Marketing

The first objective of the **HOLE in One** campaign is to heighten marketing tactics within GGC. Geneva Golf Club will implement artificial intelligence in its social media marketing and the CRM system to improve customer engagement. These campaign activities will increase engagement and attraction to GGC by focusing on customer relationships.

Activity H.1: Social Media Presence

Activity Description

Geneva Golf Club is currently active on TikTok, Instagram, and Facebook. These platforms need improvement, as demonstrated by their low engagement.

Implementing AI into Geneva Golf Club's social media strategies will allow for a more personalized and efficient approach to posting. Using AI-powered analytics through *Laetro*, a generative software, GGC can identify which posts generate the highest engagement and use that data to create similar, high-performing content. AI can also analyze the database to find the most effective captions and hashtags, incorporating them into future posts to maximize reach. Additionally, AI can identify current industry trends, ensuring GGC remains relevant and its social media strategies align with current market demands.



Figure 5.2: Social Media Posts Before/After AI

Rationale

Enhancing Geneva Golf Club's social media presence would benefit the club by increasing engagement and attraction from potential guests. GGC's following will grow, **ultimately attracting more guests to the business and increasing membership.** Social media has been the leading marketing tool in recent years, and Geneva Golf Club can leverage AI to become a top competitor in the golf industry.

H.1 Goal: Enhance the social media presence to increase engagement with potential guests.



Activity H.2: Customer Relationship Management (CRM) System

Activity Description

Analyzing GGC, they currently possess EZ Links and MailChimp for emailing and database organization tools. These systems hold all of GGC's current member and customer information, including names, phone numbers, and emails. Utilizing multiple systems makes it challenging for GGC to access information. GGC must adopt a new CRM system to converge EZ Links and Mailchimp into one system. CRMs also allow businesses to track interactions with customers, making data easier to access. A popular CRM is called *Salesforce*, as it has vast benefits. **Salesforce allows for all of GGC's current member information to be in one platform**, which is easily accessible. This organized system allows GGC employees to spend more time on other critical needs within the company.

Rationale

Utilizing Salesforce as a platform will ensure maximum organization and retain the most accurate data for a personalized customer experience. The CRM will automate many of the club's day-to-day activities, reducing the time spent on administrative tasks such as booking confirmations, follow-up emails, and data entry. This will free up staff to focus on exceptional customer service and higher-priority business matters, such as improving the golf experience and community outreach. The new CRM system will enable GGC to focus on creating more targeted and frequent approaches to customer interactions.

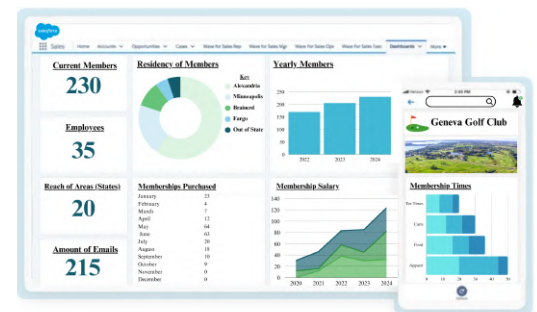


Figure 5.3: Salesforce CRM System

H.2 Goal: Improve data collection for GGC to enhance personalized customer connections.



Optimize Golf Course Functions

The second objective of the *HOLE in One* campaign is to optimize efficiency in golf course maintenance and scheduling. By integrating AI, GGC can enhance everyday tasks, making them more efficient while maintaining quality work. AI will also optimize scheduling for customers and employees, creating a better experience for golfers while ensuring staff time is used effectively.

Activity O.1: Course Maintenance

Activity Description

Geneva Golf Club currently uses a GPS system on each golf cart to help golfers navigate the course. To upgrade this system, each cart will be equipped with an AI tracking system. GGC hires a maintenance team to care for the golf course. Currently, employees must estimate the correct daily maintenance depending on the weather. Utilizing a system called *FAIRWAYiQ*, this can track where golfers are and have been on the course to predict the necessary maintenance based on customer usage patterns. This system will enable GGC to reduce maintenance costs and allocate resources more efficiently to high-traffic areas. **Utilizing artificial intelligence would allow GGC to observe specific areas of the golf course that need attention based on customer usage.**

Rationale

Implementing artificial intelligence into GGC's course maintenance will allow the employees to maintain the high quality of the golf course productively. **AI can monitor overused areas, enabling employees to address specific needs effectively.** Distinguishing the exact areas overused by customers will allow the maintenance employees to address them before they affect more customers. This, in turn, will carry on the distinguished image of Geneva Golf Club's high-quality course maintenance.

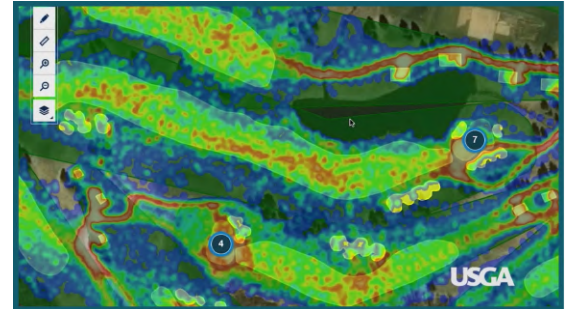


Figure 5.4: Customer Usage Patterns

O.1 Goal: Saving time on course maintenance and keeping the greens in top condition.



Activity O.2: Track Customer Traffic

Activity Description

Throughout the golf season, customer traffic varies. Geneva Golf Club needs to recognize the busiest days of the year and the busiest times throughout the day to improve employee management.

Lightspeed software system will allow GGC to analyze historical data and trends, enabling accurate predictions of high-traffic periods and more efficient preparation. When customers check-in for their assigned tee time, they go through the pro shop. GGC employees then check the customers online, which will link to a centralized database that records each visit's date, time, and details. *Lightspeed* will then be able to analyze the database, preparing GGC based on the time of day and year. Incorporating AI into the booking process will allow customer traffic to be tracked based on the time of the year and day. Data such as weather patterns, seasonal trends, and past attendance will be analyzed to identify patterns in customer traffic.

Rationale

Tracking customer traffic will allow GGC to effectively schedule the correct number of employees depending on the date and time. Currently, GGC schedules two to three employees for the pro shop, but by utilizing *Lightspeed*, the number of employees is intended to be reduced. This AI approach will ensure that staff efforts are maximized and scheduling is as efficient as possible. **Additionally, it will improve the management of tee times, enhance the overall customer experience, and reduce wait times during peak hours.**

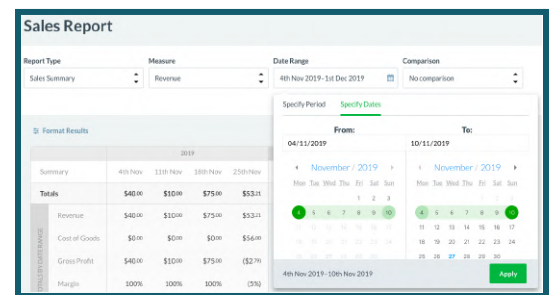


Figure 5.5: Predicting Tee-Times

O.2 Goal: Reduce staffing requirements in the pro shop to optimize scheduling efficiency.





Leverage Relationships

The third objective for the *HOLE in One* campaign is to leverage strong relationships with customers and employees. Employees will receive training to become knowledgeable in AI, ensuring that GGC can effectively use the technology to improve operations. Additionally, customer relationships will be prioritized throughout an app making customers feel appreciated throughout the AI process.

Activity L.1: Employee Training

Activity Description

Currently, the golf industry does not utilize AI to its full potential. GGC employees do not know the basics of AI as it is currently only used in marketing. In line with GGC's strategic initiative to modernize its operations and stay competitive, the Employee AI Training Program has been designed to train employees on the basics of AI and its applications in the golf and hospitality industries. An AI expert will be hired to visit GGC twice a year to train employees on proper AI usage. **This training includes hands-on practice, workshops, and online modules, all taught to allow employees to feel confident utilizing AI. This ensures employees can apply practical AI skills to enhance work efficiency, customer service, and job performance.**

The central roles that will need to be covered by employees are shown in the graphic (Figure 5.6). Covering topics such as AI's relevance to customer engagement, data-driven decision-making, and scheduling and inventory management tools will allow for the best practices for maintaining a personalized, high-quality customer experience.

Rationale

Training GGC staff members will allow them to feel confident in a new industry of technology. AI has become increasingly prevalent in the hospitality industry, but its adoption in golf courses is still in its early stages. GGC risks falling behind competitors who use AI. **With the investment in training for AI, GGC can enhance operational efficiency and begin automating tasks such as scheduling and inventory management.** Utilizing AI to handle trifling tasks will allow employees to focus their time on customer interactions. AI training will help GGC stay ahead in an evolving industry by improving employee performance and enhancing customer satisfaction.



Figure 5.6: AI Roles Needed in GGC

L.1 Goal: Train employees in AI tools, which will allow GGC to work efficiently.



Activity L.2: Customer Loyalty App

Activity Description

Strong customer interactions are critical to GGC's operations. The golf industry is about making personal connections, and this factor can be challenging through the implementation of AI. **To ensure members still feel valued, a Customer Loyalty App will be implemented.** These methods include rewards and special discounts through the Geneva Golf Club app. AI will leverage the *Intercom Service App* to target specific areas for incentives, such as a free round of golf or a clubhouse discount. AI will also predict what timeframe discounts and rewards should happen. Customers can retain these benefits by downloading the free app.

Rationale

Through the implementation of rewards and discounts, there will be an increase in customer satisfaction and loyal customers. GGC members will have positive reviews regarding the club, creating a word-of-mouth marketing method evident within the community. **Customers will feel appreciated and motivated to stay involved with GGC, building a stronger connection to the business.** By offering tailored rewards and exclusive discounts, GGC can cater to the unique preferences of its members, further enhancing the value of membership and strengthening community ties.

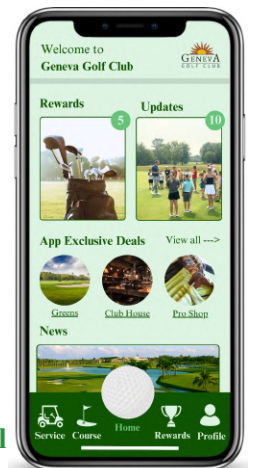


Figure 5.7: GGC App

L.2 Goal: Enhance the value of membership at GGC and strengthen community ties.





Evaluate Player Performance

The fourth objective for the *HOLE in One* campaign is to evaluate player performance. Members and guests can improve their skills on the course through swing analysis features within virtual caddies. AI will also make areas for improvement easier to understand through private lesson summaries. These activities will benefit golfers, allowing for an increase in loyal customers.

Activity E.1: Virtual Caddie

Activity Description

Golfers currently track their past performance in an app called *GHIN*. Customers must input their statistics after each round for the software to be efficient. This app allows customers to input past scores, statistics of their rounds, and accuracy rates for situational club shots. GGC has access to this information from customers but currently does not act on it. GGC can implement a *Trackman* system on its golf carts, which will allow for the information from the *GHIN* app to be used on the course. Golfers will have to log in to their previously made accounts on the golf carts to utilize the virtual caddie on the course. After the customer inputs three rounds of scores and statistics, the system will have enough information to evaluate a player. **A virtual caddie gives customers a unique experience on the golf course by helping with course management, predicting clubs, and instantly imputing scores and statistics** onto the *GHIN* app. The virtual caddie will become more accurate when customers use the system habitually.



Figure 5.8: Virtual Caddie on Golf Carts

Rationale

Implementing *Trackman* into the golf carts at GGC will give customers a better experience during their golf rounds. Often, golfers struggle to decide how to hit a golf shot or what club to hit with, but with a virtual caddie system, these problems will not occur. **This will create a more positive atmosphere on the golf course because customers will be more relaxed, increasing the number of returning customers for GGC.**

E.1

Goal: Create a positive course atmosphere to boost customer retention rates.



Activity E.2: Lesson Summaries

Activity Description

Many Geneva Golf Club members take private lessons to improve their golf skills, but the challenge is retaining all the information shared during these hour-long sessions. Golf experts analyze customers' performance within these lessons and give improvement tips. While the information is helpful for their performance on the golf course, it is hard for the golfers to remember the key points of their lesson. To address this, **lessons will be recorded within the Intercom Service App, and a summary will be displayed so customers can quickly identify areas for improvement.** Detailed performance reports will allow the instructor to tailor future lessons to the specific needs of each golfer, ensuring continuous development. Instructors and customers can reflect on these summaries and see a visual representation of skill improvement.

Rationale

By utilizing AI to give easy-to-access lesson summaries, **members can quickly review key points and track their progress, which helps them improve faster and feel more confident about their golf skills.** Instructors can use AI to be more time-efficient when tailoring future lessons. This innovation would help put GGC at the forefront of technology, attracting new members. Additionally, an overall better experience will lead to positive word-of-mouth feedback. This would strengthen the club's reputation and awareness in the community.

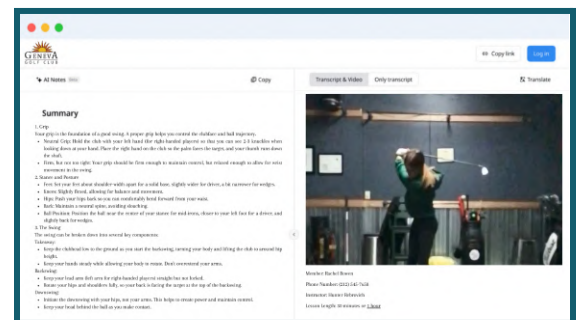


Figure 5.9: Golf Lesson Summary Script

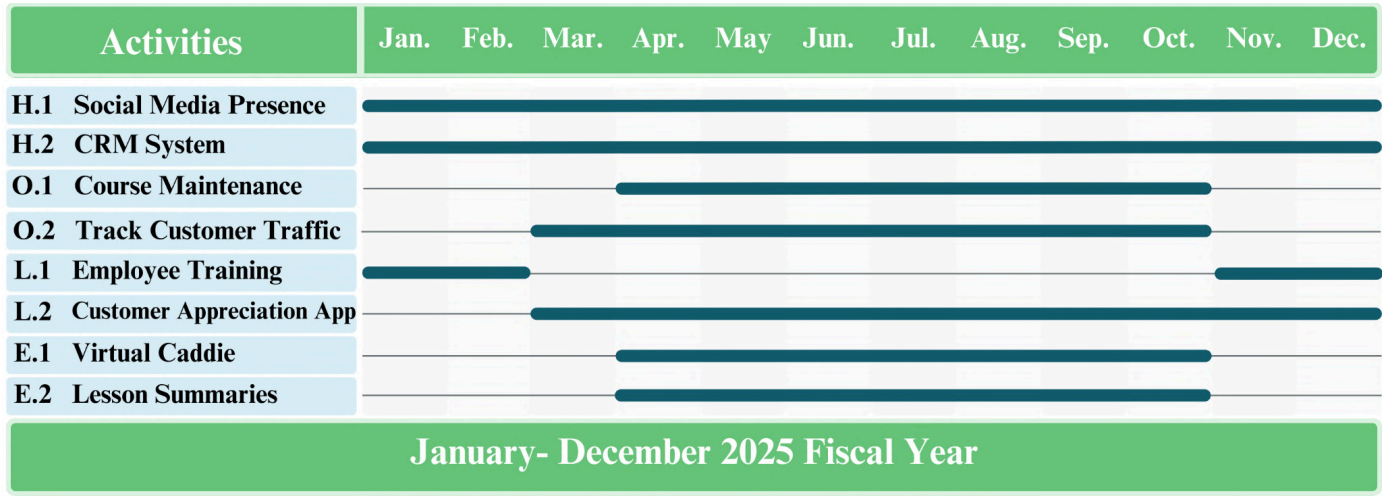
E.2

Goal: Provide accessible lesson summaries to enhance member confidence.



Activities Timeline

The timeline below represents implementing the **HOLE in One** campaign activities throughout the 2025 fiscal year. The eight activities associated with the acronym **HOLE** will be implemented **in One** year.



C. Proposed Metrics or Key Performance Indicators to Measure Plan Effectiveness

Key Performance Indicators

Each activity must be evaluated using a specific metric to measure the success of the **HOLE in One** campaign. Table 3 shows how each activity will be tracked using a key performance indicator system. After completing the activities, they will be measured using a poor-to-excellent analysis based on the metrics.

Table 3: Key Performance Indicators

Activity	Metric Indicator	Poor	Good	Excellent	Description
H.1 Social Media Presence	Additional social media followers	< 300	300 - 400	400+	Number of followers on social media sites (currently 1,430).
H.2 CRM System	Customers in the CRM	< 250	250 - 300	300+	Number of customers in the CRM system (currently 230).
O.1 Course Maintenance	Saving on maintenance costs	< \$10,000	\$10,000 - \$14,000	\$14,000+	Amount of money spent on course maintenance (currently \$200,000 a season).
O.2 Track Customer Traffic	Traffic accuracy (percent)	< 70	70 - 85	85+	Customer traffic prediction accuracy percentage.
L.1 Employee Training	Survey results (percent)	< 85	85 - 95	95+	Employee feelings on AI usage.
L.2 Customer Appreciation App	App users	< 200	200 - 250	250+	Number of customers that download the app.
E.1 Virtual Caddie	Carts rented with virtual caddie (weekly)	< 50	50-70	70+	Number of customers that rent a virtual caddy cart in a week.
E.2 Lesson Summaries	Returning Customers	< 200	200 - 300	300+	Number of customers who come back for additional lessons.

New Member Sales Funnel

Another way to measure the success of the **HOLE in One** campaign is by creating a sales funnel. The graphic below shows GGC's sales funnel for new members. It starts with 10,000 golfers in Alexandria, Minnesota, who play at least once a year. They become aware of GGC and book a tee time through social media, becoming first-time guests. Golfers appreciate the course's high maintenance and customer service during their visit. Many return for more personalized experiences, eventually joining GGC as members.



Figure 5.10: New Members Sales Funnel

New Guests Sales Funnel

The second sales funnel for GGC shows potential guests originating from the tourist population. The funnel shows that 20,500 potential golf customers visit Alexandria, Minnesota, throughout the summer months of June through August. Those golfers become aware of GGC through its social media presence. 235 golfers would consider coming back and experiencing the virtual caddy and lesson summaries, identifying them as becoming returning customers.



Figure 5.11: New Guests Sales Funnel

VI. PROPOSED BUDGET

Costs Associated with Proposed Strategies

Projected New Customers

Table 4 displays the additional revenue generated for GGC from the **HOLE in One** campaign was determined by the number of transactions from new customers and members over the next three years.

Table 4: GGC Customer Value							
New Members				New Guests			
	Year One	Year Two	Year Three		Year One	Year Two	Year Three
Members	12	12(+3)= 15	15(+3)=18	Golfers	235	235(+30)=265	265(+30)=295
Frequency	-----	-----	-----	Frequency	5	5	5
Average Sale	\$3,322	\$3,322	\$3,322	Average Sale	\$120	\$120	\$120
Revenue	\$39,864	\$49,830	\$59,796	Revenue	\$141,000	\$159,000	\$177,000
Total Revenue:		Year 1: \$180,864		Year 2: \$208,830		Year 3: \$236,796	

Costs Associated with Proposed Strategies

Identifying the expenditures for the **HOLE in One** campaign will allow GGC to increase profits by using resources efficiently. Table 5 summarizes the specific software and costs of each activity calculated over three years. These costs are universal as they can be used at all six of the golf courses owned by the Thompsons.

Table 5: HOLE in One Initiative Expenditures

Activity	Software Used	Expenses	Year One	Year Two *	Year Three *
H.1 Social Media Presence	<i>Laetro</i>	\$50 (monthly)	\$600	\$630	\$662
H.2 CRM	<i>Salesforce</i>	\$990 (monthly)	\$11,880	\$12,474	\$13,098
O.1 Course Maintenance	<i>FAIRWAYiQ</i>	\$10,000 (initial setup) \$500 (monthly)	\$16,000	\$6,300	\$6,615
O.2 Track Customer Traffic	<i>Lightspeed</i>	\$325 (monthly)	\$3,900	\$4,095	\$4,300
L.1 Employee Training	An AI expert	\$400 (Training sessions)	\$400	\$420	\$441
L.2 Customer Appreciation App	<i>Intercom Service App</i>	\$5,000 (app creation fee) \$75 (monthly)	\$5,900	\$945	\$992
E.1 Virtual Caddie	<i>Trackman</i>	\$15,000 (10 carts yearly x \$1,500 setup) \$20,000 (annually)	\$35,000	\$36,750	\$38,588
E.2 Lesson Summaries	<i>Intercom Service App</i>	Features included within Customer App (L.2)	-----	-----	-----
Total Annual Expense:			\$73,680	\$61,614	\$64,696

*5% yearly increase due to inflation, operating cost increases, and demand for AI-driven tools.

Return on Investment

The return on investment (ROI) is the ratio between net income and investment. Table 6 shows the breakdown of the income, expenses, ROI, and ROI percentage for GGC's one through three-year period.

Table 6: Proposed Return on Investment (ROI)

	Year One	Year Two	Year Three
Total Revenue	\$180,864	\$208,830	\$236,796
Total Expenses	\$73,680	\$61,614	\$64,696
ROI	\$107,184	\$147,216	\$172,100
ROI Percentage	145%	239%	266%

VII. BIBLIOGRAPHY

Table 7: Bibliography

Consultants	Personal Interviews	Internet Sites
Hartmann, Eric, Alexandria Area High School, Business and Marketing Teacher Hample, Lindsay, Boston Scientific, VB of Global Marketing	2.1 Hanson, Grant Geneva Golf Club, Golf Director 2.2 Stendahl, Derek Rush Creek Golf Course, General Manager 2.3 Frazier, Andrew Dobson Ranch Golf Course, Manager 2.4 Goldberg, Tyler CYBERSprout, Owner	4.1- Generative AI Fundamentals 5.1- Douglas County Factbook 5.2- AI For Sustainability: Supporting Golf 6.1- How To Get Empowered, Not Overpowered, by AI 7.1- How Generative AI is Revolutionizing Experiences