

#### Background & Objectives

- Continue to Evaluate Golfer and Facility Operator Attitudes on Tee Box Selection
- Gauge Adoption and Satisfaction with the Beta Test of the Best Tees Evaluation System
  - Specifically:
    - O Which program elements, collateral and processes work well? Which are most effective?
    - O What improvement opportunities exist?
    - Which program components and underlying rationale resonate most with golfers and facility staff charged with evangelizing the program?
    - What is most confusing to golfers and to staff?
    - How effective is the program documentation
    - How impactful and well utilized are the supplemental collateral elements designed to identify proper tee selection for each facility and course difficulty from multiple sets of tees, in a customized way?
    - What impact has the program had in improving pace of play, course utilization/rounds and golfer satisfaction?
    - o How receptive has the golf staff been to implementing the program and what can be done to enhance their buy in and advocacy?
      - What situational variations exist across different facility types and golfer segments?





### Methodological Overview

- > Zoom Enabled Depth Interviews conducted mid August to September, 2023
  - 30 Minute Interviews
  - Mix of Head Golf Professionals, Assistants and Starters
  - Total of 30 interviews across the mix of participating beta sites
- Survey of Golfers at Participating Beta Test Sites
  - Online 15 minute survey
  - N=912 total qualified respondents



# USGA

### Best Tees Beta Testing Evaluation

#### Key Take-Aways

- Despite Conceptual Endorsement by Facility Operators, Implementation is Spotty, limiting golfer awareness and adoption of the program
  - Best intentions do not always yield results
  - Golfer Awareness, and in turn their utilization, is low
  - Similarly operators objectively estimate about 10% trial
- "Typical" Inhibitors for Golf Staff, observed in earlier research, resurface
  - Reluctance to push too hard
  - Multi-tasking staff with limited incentive and limited focus
  - Pre-disposition that most golfers are entrenched in their bad choices
- Women and older golfers seen by facility staff as most apt to consider or implement
  - Younger men seen as a lost cause—ego, group think and 'seeing the whole course'
  - Some embrace it as justification for something they wanted 'permission' to do.

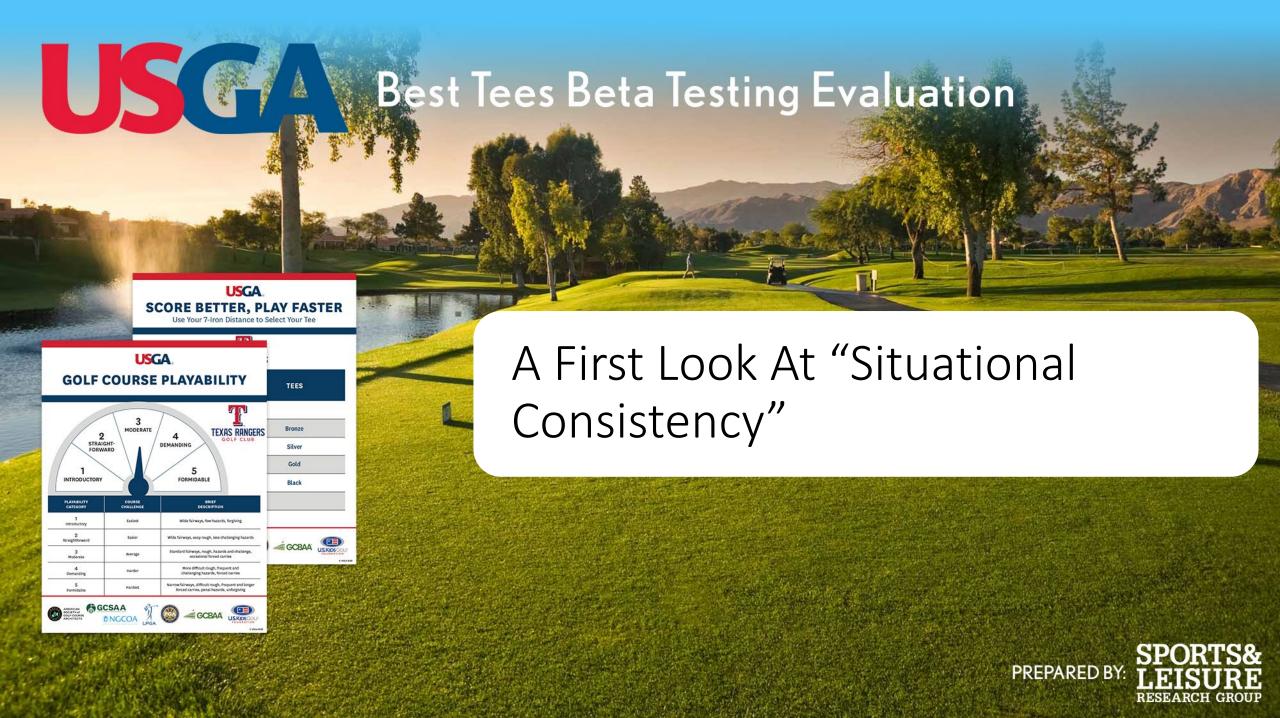


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#### Key Take-Aways (continued)

- The Tee Selector (7-Iron based recommendation) is a home run
  - Simple
  - Easy to understand
  - Relatable
  - Makes "mathematical sense"
  - Great potential with wider custom application
- > Despite underwhelming initial results, there are positive signs that a more aggressive, broader and active long term push could see greater impact
  - More time
  - More Marketing
  - More "handholding"

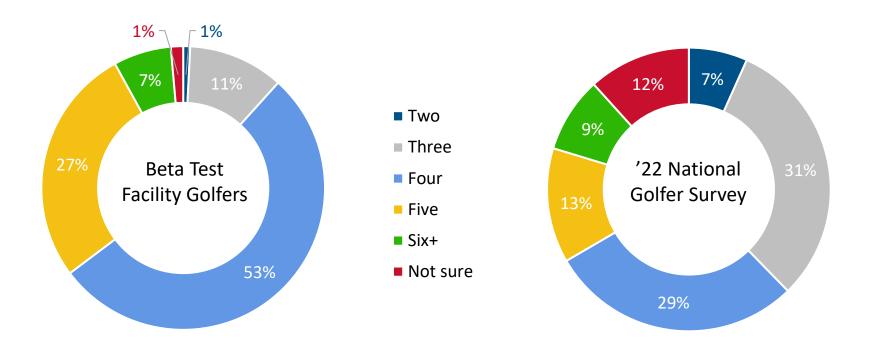






Beta Facility Golfers are More Apt To Play at Facilities with Four or More Tee Boxes

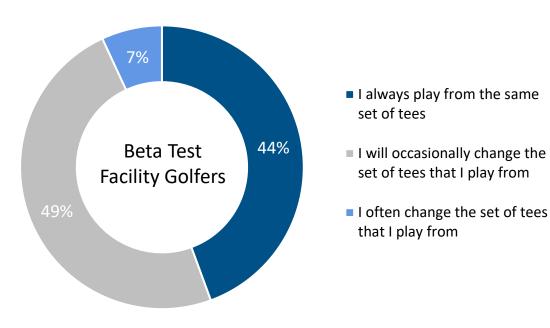
Q. How many different sets of tees are there at the golf course where you play most often?

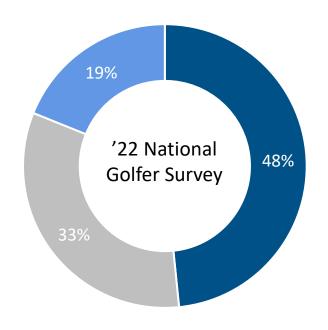




More than Half of Golfers are Willing to Alter the Tees That They Play From

Q. Thinking about the golf course where you play most often, which best describes the tees that you play from?

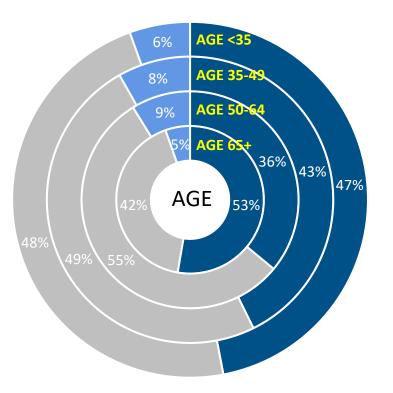






### Younger Golfers Are Least Likely to Alter the Tees That they Play From

#### Q. Thinking about the golf course where you play most often, which best describes the tees that you play from?



- I always play from the same set of tees
- I will occasionally change the set of tees that I play from
- I often change the set of tees that I play from

#### Consistent with Facility Depth Interview Observations:

Most play from where they know where they should play, except for young men. They want to play the tips to 'get all their money's worth.' It's definitely an ego thing with the young men.

You try to show them the chart and they've already made up their mind.

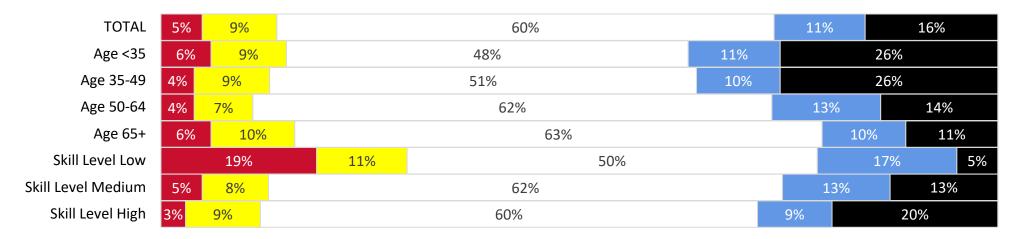
It's hard for golfers to change if they've been doing it all along. If they are happy they aren't going to change, even if we know that they should. I knew it would be difficult

The flaw in this if there is a flaw, players net score doesn't go down but gross score does. But I know I'm going to shoot a better score moving up, but net score won't and I can't make more \$\$.

#### Younger and Better Players are Most Apt to Play from the Tips

#### Q. For each of the following tee options, please indicate the %age of time that you play from each.

- Play from the most forward set of tees
- Play at least one set of tees in front of the tees that I'm most apt to associate with, but not at the most forward set
- ☐ Play from the tees that I'm most apt to associate with, excluding the farthest back or forward most set of tees
- Play at least one set of tees further back from the tees that I'm most apt to associate with, but not at the tips
- Play from the farthest back set of tees



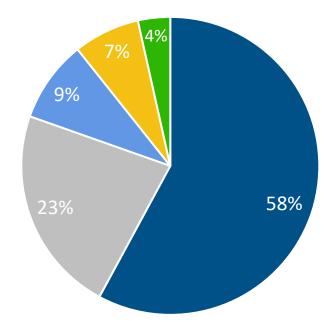


#### At New Facilities, Course Yardage Typically Dictates Tee Selection

Q. When playing a golf course for the first time, which best describes the way in which you decide which tees to play from?



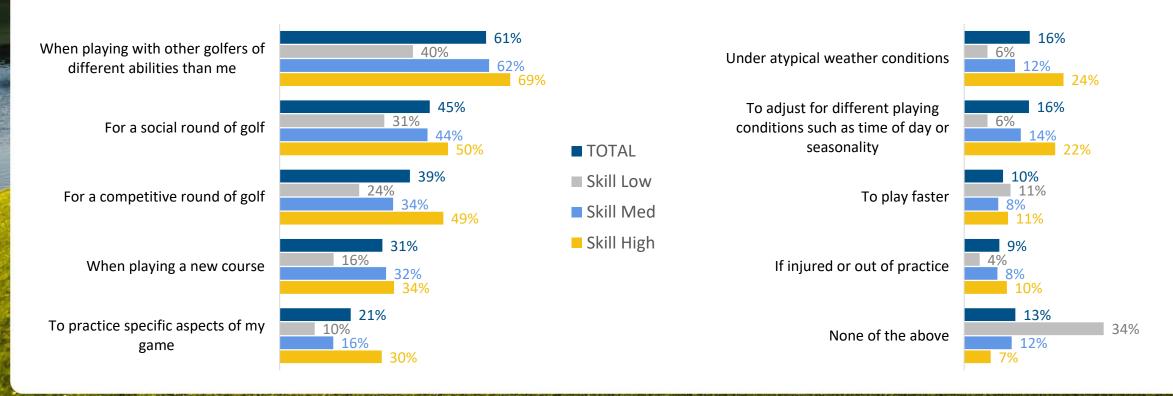
- I'll look at the total course yardage on the scorecard and play from the tees that are similar in total distance to my home course
- I'll play from the set of tees that are named or designated similarly to those that I usually play from at my home course
- I'll just go along with what the rest of the group suggests
- I'll look at the length of the par fives or par threes on the scorecard and find the yardage that I am most comfortable with
- I will ask someone on the golf staff at the course, for a recommendation





#### Circumstances Where Beta Test Facility Golfers Switch Tees

Q. For which, if any, of the following situations have you played from a different set of tees than those that you would be most apt to associate with?

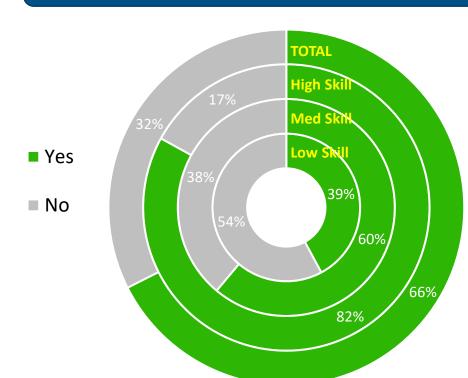




#### A Majority Have Used Launch Monitors

Much more pervasive among better players

Q. Have you ever measured your driving distance with a launch monitor that precisely measured your club head speed, ball speed and spin rate?



In the Depth Interviews, the concept of using launch monitors to assign tee boxes remains intriguing, but cost, staffing and time commitment assumptions are a concern.

It wouldn't be insulting... I think it makes sense to try, but I'm not sure if with a launch monitor how we'd get em in line to do that and get someone to convince them to do it.

I think it is a creative idea if the facility can afford to do it. It may be cost prohibitive now.

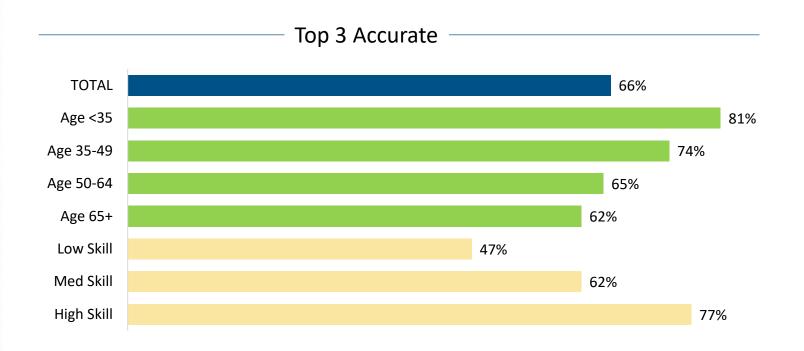
We have them here but people don't feel they have time to use them. It's difficult to get anyone to go and hit off them, though it would be super.





#### Two Thirds of Beta Test Facility Golfers Believe That Launch Monitors Are Accurate

Q. How accurate are launch monitors like Trackman in enabling golfers to learn about the typical distances that they hit a golf ball with different clubs?

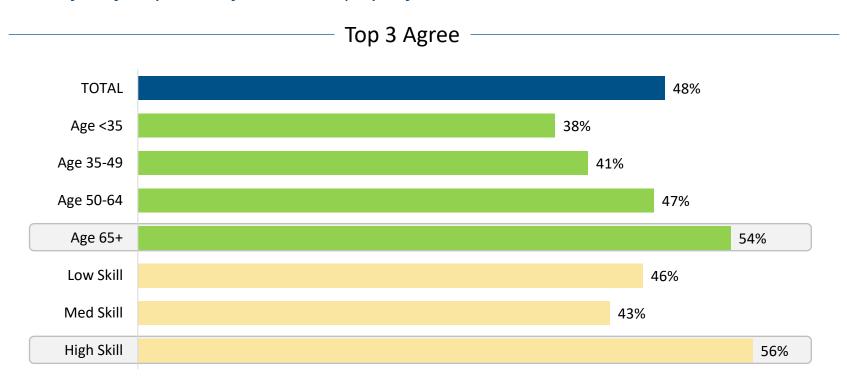






It's Predominantly Older and Better Players that Strongly Believe Moving Forward Brings Greater Enjoyment

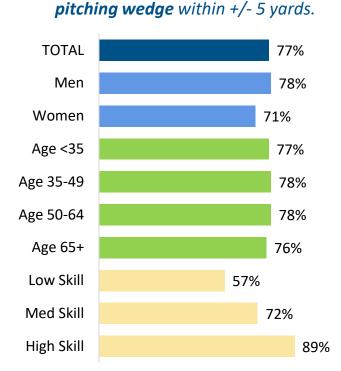
Golfers would have more fun, if they moved forward and played from shorter distances.





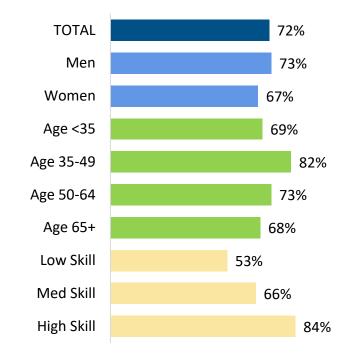
#### Better Players are Significantly More Apt to Know their Hitting Distances



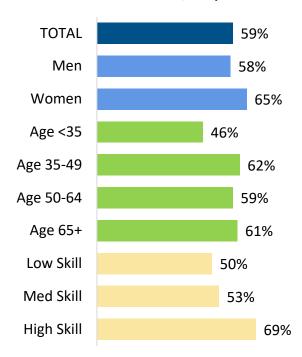


## I know precisely how far I can hit my seven iron within +/- 5 yards.

Top 3 Agree



## I know precisely how far I can hit my driver within +/- 5 yards.





#### A Deep Dive into Beta Test Facility Golfer Attitudes About Distance and Tee Box Selection

TOP 3 BOX AGREE	TOTAL	Men	Women	Age <35	Age 35-49	Age 50-64	Age 65+	Skill Level Low	Skill Level Medium	Skill Level High
If given the opportunity, I'd be interested to see my hitting distances and other statistics as measured by a launch monitor, like Trackman	71%	72%	64%	95%	82%	73%	61%	56%	70%	77%
When selecting which tee to play from, ego often drives people's decision	66%	67%	62%	61%	62%	71%	63%	59%	68%	66%
If the golf course suggested a particular set of tees for me to use, based on my skill level, and it was different than where I typically play, I would follow that advice	46%	46%	47%	41%	42%	44%	49%	54%	51%	37%
The white tees are placed in a way that enables the average man to play the golf course as it was designed to be played	46%	47%	38%	34%	39%	48%	48%	39%	49%	42%

(continued)



#### A Deep Dive into Beta Test Facility Golfer Attitudes About Distance and Tee Box Selection

TOP 3 BOX AGREE (continued)	TOTAL	Men	Women	Age <35	Age 35-49	Age 50-64	Age 65+	Skill Level Low	Skill Level Medium	Skill Level High
Golfers should be assigned a set of tees based on their average score or Handicap Index	42%	42%	46%	45%	51%	42%	39%	39%	45%	40%
I will play the senior tees when I am the proper age to play them, not before that.	38%	40%	26%	41%	49%	32%	40%	33%	40%	38%
Golfers should be assigned a set of tees based on how far they can hit the ball	31%	31%	32%	30%	30%	33%	30%	33%	32%	30%
The red tees are designed for women to use	30%	30%	33%	27%	25%	28%	34%	30%	35%	25%
It's preferred that all in my group play from the same set of tees, to optimize pace of play	26%	29%	12%	35%	30%	22%	26%	19%	28%	25%
Having people in a foursome play from different tees, is not as enjoyable as when everyone plays from the same tees	25%	27%	11%	28%	28%	23%	24%	15%	27%	25%
If I Played from a forward set of tees, my score would not be a legitimate representation of how I played that day	25%	26%	18%	33%	26%	25%	23%	17%	25%	26%

(continued)



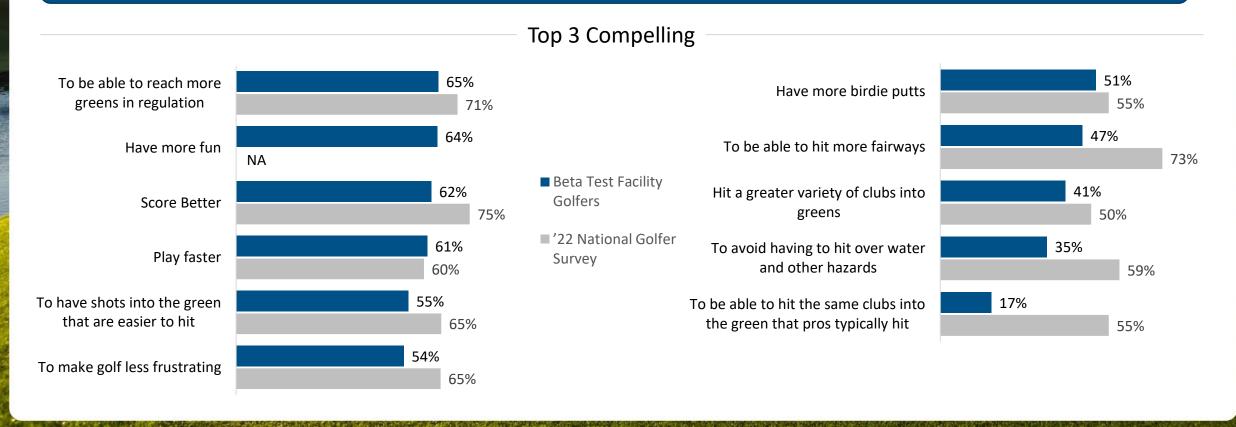
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TOP 3 BOX AGREE (continued)	TOTAL	Men	Women	Age <35	Age 35-49	Age 50-64	Age 65+	Skill Level Low	Skill Level Medium	Skill Level High
I like the challenge of playing from the championship tees appropriate for my gender	23%	24%	17%	42%	43%	24%	11%	6%	15%	37%
In general, people play from the right set of tees for their ability and driving distance	19%	17%	29%	10%	14%	19%	22%	23%	21%	14%
Having people play from different sets of tees in the same group, can be socially awkward	14%	15%	7%	19%	17%	14%	11%	11%	14%	14%
Golf would be more fun, if everyone were playing their approach shots from the same distances	13%	13%	8%	8%	14%	7%	18%	10%	11%	16%



#### Fun, Faster Play and Better Scoring Remain Top Reasons for Selecting Best Tees

Q. How compelling are each of the following reasons to consider playing from a set of tees more suited for your ability than the standard tees that you might have otherwise played from?

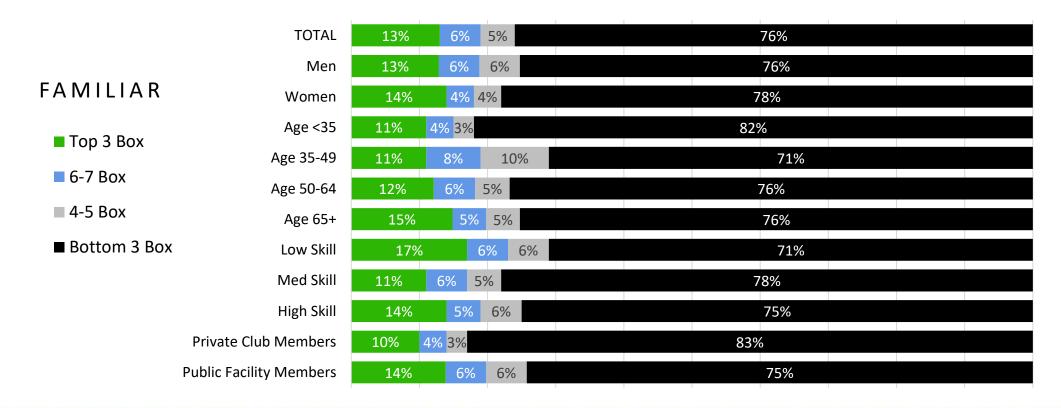






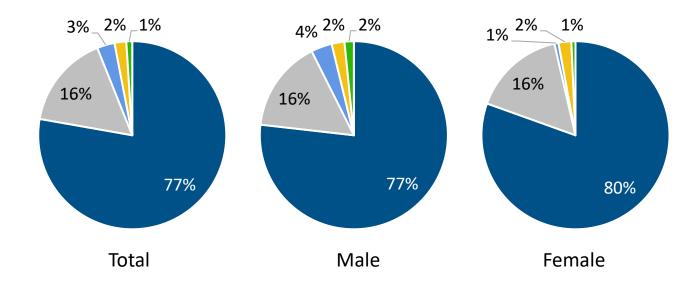
Just Under 1/5 Have Some Program Familiarity after the Beta Test

Q. This season, a program called Best Tees" was introduced at a facility where you regularly play golf. How familiar are you with this program?



#### Most Did Not Review Program Collateral

- I did not review program recommendations
- I reviewed program recommendations regarding what tee box to use, and it validated that I was playing from the proper set of tees for my ability.
- I reviewed program recommendations regarding what tee box to use, but I continued to play from the set of tees that I typically play from, which are different than those suggested.
- I reviewed program recommendations regarding what tee box to use, and moved to a different set of tees from what I had previously played, for one or more rounds, but typically stayed with the tee boxes that I had been using previously.
- I reviewed program recommendations regarding what tee box to use, and moved to a different set of tees from what I had previously played, for the majority of my rounds

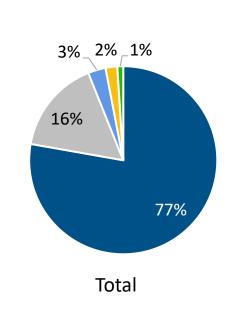


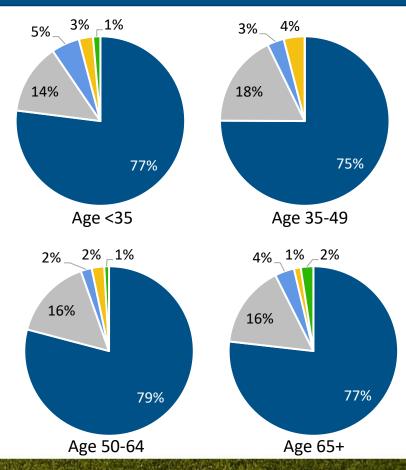
## USGA

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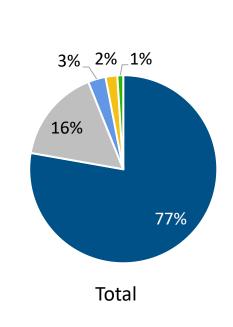


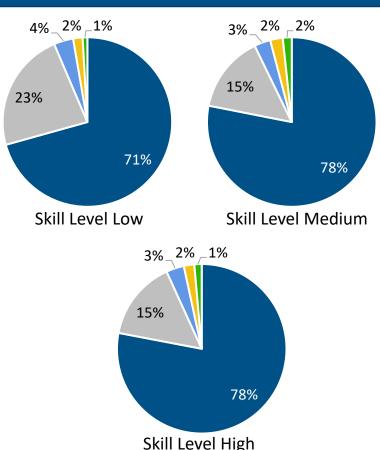
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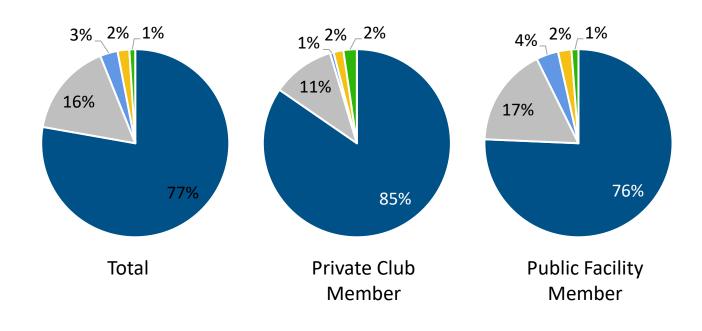


## USGA Best

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#### Which is Not Surprising, Given Very Spotty Implementation By Facilities

> Limited (10%) adoption and continued hesitation to push too hard

Starters got asked about it and said not a requirement but just a suggestion. Most people if weren't sure, referenced that.

We got a little bit of people mentioning it being more fun hitting less club into greens...And we are asking people stuff but not hearing from everybody.

I think they were hesitant in the beginning... They've bought into it but not actively advocating... More passive. It would take firm direction and suggestions from me. The very nature of most of our retiree starters, not a lot are interested in jumping up and down and being an activist. They just want to do the bare minimum... It's an instrument for free golf. I'd have to push it.

Whether they pay attention or not, I don't know. About 10% have asked. The normal golfer I think already knows what tees they want to play because maybe they've researched it on line and have their mind made up. I'm not sure we could change their mind.

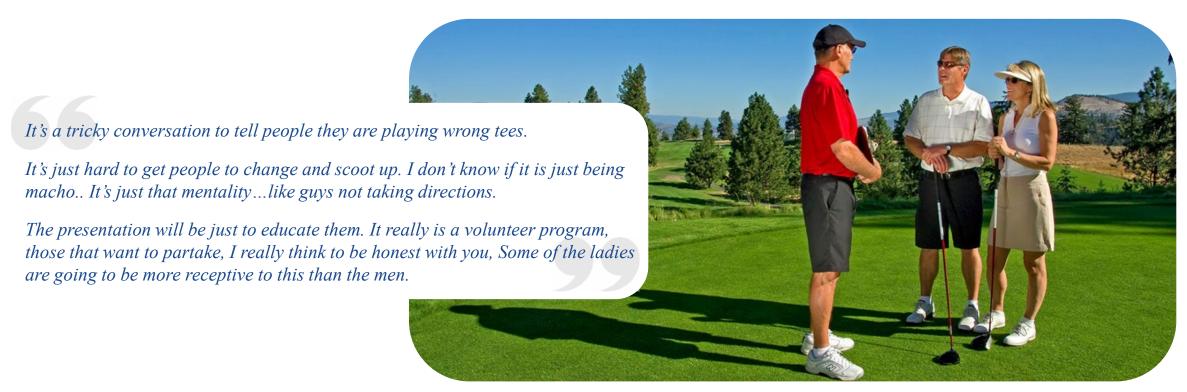
I can see some of the staff that I've worked with, not caring really, to be blunt. They just want to let their members do what they want to do.

Not many have adopted it... people were generally validated and not necessarily any POP impact. I'd say maybe 10% have tried to change. Most were correct.



#### Facility Operators Still Express Discomfort with Pushing Golfers to Move Up

- Still a difficult topic:
  - Similar obstacles of ego, wanting to see the whole course, peer pressure





#### But Some Progress is Seen as a Great First Step



I think it has gone pretty well. We've gotten a lot of people who were on the fence and we've used that tool. I keep track on the first tee and the starter says we are averaging about 5-10% which is what I thought. Anything helps.

I think it was good. We put it on the 1<sup>st</sup> tee podium and it was a conversation starter. Regulars are already in an operational mode. I think it at least gave them something to consider, but true regulars didn't do it.



And The Program Itself is Seen as Easy to Implement and Well Thought Out



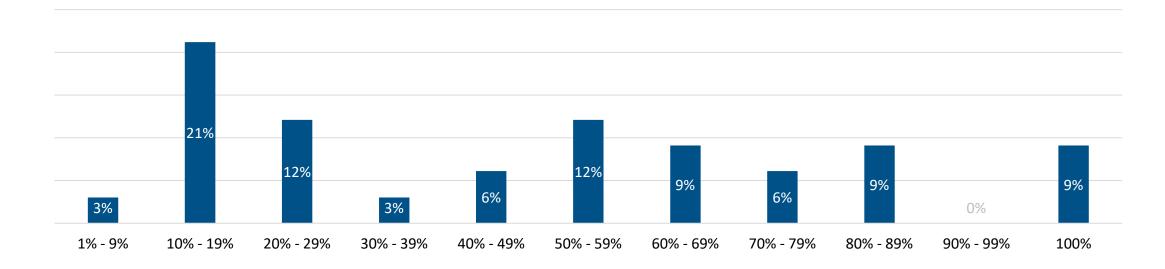
I like the program cause it gives me something manageable.

This is something we were looking forward to. Was very excited in Orlando and all the tools were easy to implement with just a couple of meetings with caddies and starters.



### Good News from a Small Beta Sample:

- > Early adopters followed program recommendations an average of 41% of the time
- Q. After reviewing the program, approximately what percentage of the time did you play from a different set of tees than where you had typically played from?



Note: Small base. Use directionally



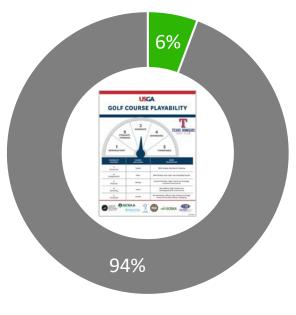
#### The Tee Selector Was Most Prevalent

Q. We're now going to show you signage applicable to a golf facility that you may or may not be familiar with. Please indicate whether you saw similar signage, customized for the course where you typically play, this season?



Yes I saw signage like this, displayed at my facility

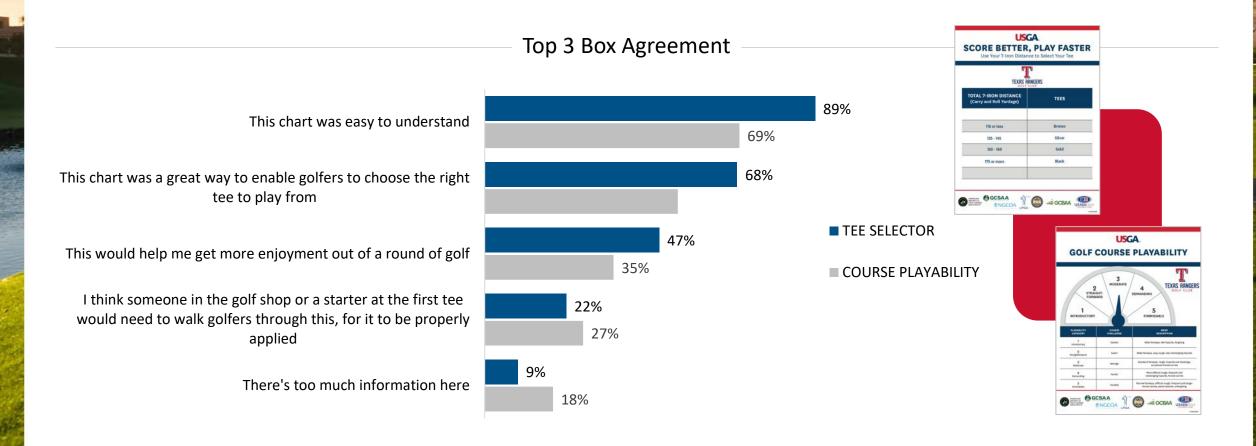
■ No, I did not see signage like this, displayed at my facility



**COURSE PLAYABILITY** 



#### ...And the Tee Selector Was Much More Well Received





### A Closer Look at Key Segment Evaluation of the Tee Selector

TOP 3 BOX AGREE	TOTAL	Men	Women	Age <35	Age 35-49	Age 50-64	Age 65+	Skill Level Low	Skill Level Medium	Skill Level High
This chart was easy to understand	89%	88%	95%	91%	91%	91%	86%	81%	93%	90%
This chart was a great way to enable golfers to choose the right tee to play from	68%	65%	95%	76%	63%	67%	69%	65%	71%	65%
I would be willing to accept these recommendations when choosing where to play from.	57%	58%	53%	48%	53%	56%	63%	54%	63%	53%
This would help me get more enjoyment out of a round of golf	47%	47%	47%	33%	38%	46%	58%	46%	50%	47%
I think someone in the golf shop or a starter at the first tee would need to walk golfers through this, for it to be properly applied	22%	23%	21%	19%	25%	20%	25%	15%	19%	28%
There's too much information here	9%	8%	16%	5%	6%	4%	16%	15%	9%	5%

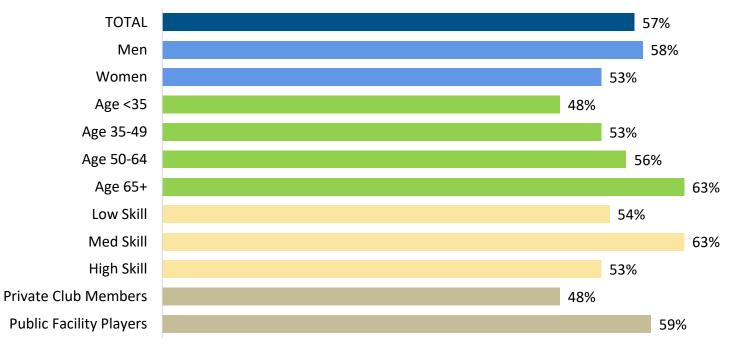


#### More than Half of Beta Test Facility Golfers Would Use the Tee Selector

I would be willing to accept these recommendations when choosing where to play from.



### Top 3 Agreement





#### Facility Operators Have Similar Conclusions About the Tee Selector

- The Tee Selector, 7-iron graphic chart was a home run
  - Simple
  - Easy to understand
  - Relatable
  - Makes "mathematical sense"
  - It might be beneficial to put greater emphasis on this being customized for each course as not all realized this initially—stress personalization and science behind it



We took the USGA graphic for the program with how far you hit 7 iron and we added some stuff to it on expected POP and that has generated conversation. The graphic is fantastic. It has helped.

NOT the driver. That's what we wanted to get away from it. And that's why this works because it takes the driver out of the equation, cause people exaggerate. 7 iron seems so neutral.

There's not a lot to read other than the yardage part which for me has worked out great. It's a nice conversation piece and I ask them how far they hit their 7 iron and its helped. This is the only thing being displayed.



#### Facility Operators Find Other Materials Less Compelling

- Course Playability brings pushback on both ends (course too difficult or too easy) and doesn't necessarily directly relate to modifying tee box selection. It is more of a stimulus for debate rather than something actionable
- Quick Start Guide and Manual largely ignored—combination of minimal diffusion to customer facing staff and perception of being overkill

TEXAS PRINCERS

STRUCTURE

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TORNASO

The score better play faster how far you hit 7 iron and that's all that we put out there.

Didn't go with course playability that it's a moderate. That may not have resonated so much. It's great that we came in on a three. If we were more difficult that would be a better rationale. Only avid golfers are making connection with slope rating. Half or more of our golfers don't pay much attention to that.

We haven't used [playability infographic]. Pretty hard for golfers to understand who aren't USGA members. It's pretty complicated. The simplest guide is the 7 iron one and they've done a great job with that. They don't need any calculations.

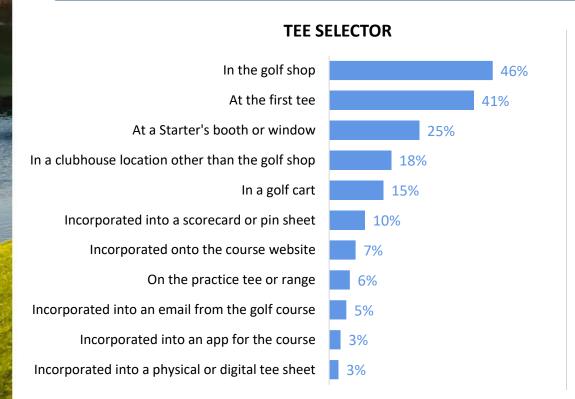
I thought our ranking as easy wasn't accurate. I didn't really consider slope in comparison to how this one was done. I think that traditionally has been a little more true. It was a little soft.

It just gives me an overview of the course and very generic description. It's four out of five difficulty. Yeah. I mean how you're gonna use that knowledge? Why do you think that's there? I Like the seven-iron chart. It is pretty self-explanatory.



#### The Golf Shop and First Tee Were Most Prominent Areas Where Signage was Observed

#### Q. Where did you see this signage displayed?



#### **COURSE PLAYABILITY SIGNAGE**



Base: Those with awareness of each respective sign. Course Playability data is directional (N=51)

#### A Deep Dive into Golfer Attitudes About the Beta Test

Top 3 Agreement

I have a good understanding about why it is important to choose the proper set of tees based on my ability

I had more fun playing from the tees recommended to me by the Best Tees system

The program is a great way to enable golfers to choose the right tee to play from

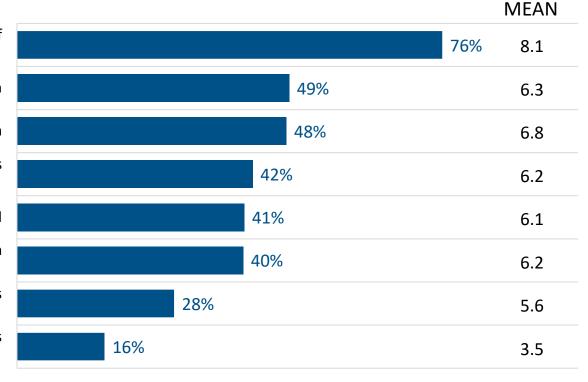
I think someone in the golf shop or a starter at the first tee needs to walk golfers through this, for it to be properly applied

The program was easy to understand

I like the way the system classifies and recognizes the relative difficulty of a particular golf course

Most golfers are familiar enough with how far they hit the ball to be able to use this system

I played a greater number of rounds at the golf facility implementing the Best Tees system, this season, than I did last year



(continued)

# USGA Bes

### Best Tees Beta Testing Evaluation

#### A Deep Dive into Golfer Attitudes About the Beta Test (continued)

#### Top 3 Agreement

I was encouraged to select an appropriate tee box compatible with how far I hit my seven iron

I believe that all golfers across the country will embrace this system

The golfers that I play with were advocates for the program

Pace of play was improved this season at the facility that implemented the Best Tees system

I believe that the golf staff was totally bought in to encouraging usage of the Best Tees program

This program was widely endorsed at my facility

The golf staff went out of their way to inform me about the Best Tees program

I saw a significant amount of promotional materials about this

Best Tees program at the golf course





### A Deep Dive into Golfer Attitudes About the Beta Test

TOP 3 BOX AGREEMENT	TOTAL	Men	Women	Age <35	Age 35-49	Age 50-64	Age 65+	Skill Level Low	Skill Level Medium	Skill Level High
I have a good understanding about why it is important to choose the proper set of tees based on my ability	76%	76%	74%	70%	79%	79%	74%	66%	77%	78%
I had more fun playing from the tees recommended to me by the Best Tees system	49%	48%	50%	33%	40%	27%	71%	67%	59%	33%
The program is a great way to enable golfers to choose the right tee to play from	48%	48%	50%	46%	47%	52%	45%	43%	47%	50%
I think someone in the golf shop or a starter at the first tee needs to walk golfers through this, for it to be properly applied	42%	41%	49%	26%	37%	43%	47%	43%	43%	40%
The program was easy to understand	41%	41%	36%	47%	49%	41%	36%	32%	42%	41%
I like the way the system classifies and recognizes the relative difficulty of a particular golf course	40%	41%	36%	30%	39%	44%	39%	38%	40%	41%

(continued)



### A Deep Dive into Golfer Attitudes About the Beta Test

TOP 3 BOX AGREEMENT (continued)	TOTAL	Men	Women	Age <35	Age 35-49	Age 50-64	Age 65+	Skill Level Low	Skill Level Medium	Skill Level High
Most golfers are familiar enough with how far they hit the ball to be able to use this system	28%	27%	35%	19%	24%	28%	31%	27%	32%	24%
I played a greater number of rounds at the golf facility implementing the Best Tees system, this season, than I did last year	16%	14%	33%	-	-	10%	29%	33%	12%	17%
I was encouraged to select an appropriate tee box compatible with how far I hit my seven iron	12%	13%	6%	15%	16%	11%	12%	11%	11%	14%
I believe that all golfers across the country will embrace this system	11%	11%	11%	11%	11%	8%	13%	11%	11%	10%
The golfers that I play with were advocates for the program	9%	9%	8%	14%	9%	7%	8%	8%	8%	9%
Pace of play was improved this season at the facility that implemented the Best Tees system	8%	8%	8%	10%	10%	6%	8%	5%	9%	7%

(continued)



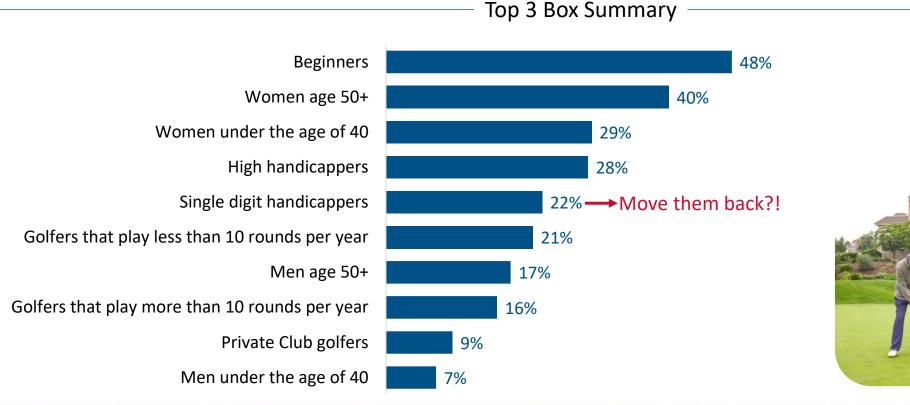
### A Deep Dive into Golfer Attitudes About the Beta Test

TOP 3 BOX AGREEMENT (continued)	TOTAL	Men	Women	Age <35	Age 35-49	Age 50-64	Age 65+	Skill Level Low	Skill Level Medium	Skill Level High
I believe that the golf staff was totally bought in to encouraging usage of the Best Tees program	6%	6%	4%	6%	7%	5%	7%	6%	5%	6%
This program was widely endorsed at my facility	4%	4%	5%	1%	4%	3%	5%	2%	4%	4%
The golf staff went out of their way to inform me about the Best Tees program	3%	3%	2%	4%	3%	2%	3%	1%	3%	4%
I saw a significant amount of promotional materials about this Best Tees program at the golf course	2%	2%	2%	3%	3%	1%	2%	-	1%	3%



Most Golfers See the Program Best Targeted to Beginners, Women and High Handicappers

Q. For each of the following golfer archetypes, please indicate how likely you feel each, would embrace the Best Tees system.







### We've Only Just Begun:

Facility Advocates support pushing for wider adoption and recognize that it will take time.



Most are playing one back from where they should. I'm thinking about putting it on the website and on booking confirmations before they even look at the scorecard. To prepare them before they arrive. Maybe if we can get it earlier to them.

I think people kind of understand it, but maybe in educating the staff, a quick video—5 minutes or three minutes that we could send to all of our staff to explain it a little better than me.

Got to keep at it...I wonder about private clubs with people so set in their ways. In terms of resort or public, here's where the main growth is going to be. I don't understand why a course wouldn't adopt it. Easy to adopt and easy to explain. It's another tool in your arsenal. I would tell any operator to adopt this. Just stay with it. Just get after it.

Talking to some of the starters that have been out front doing this daily, they have had some good feedback and people say if they saw it at other courses, they might think more about it.

It's almost to the point where we have to incentivize our employees that everyone who gets a player to switch, would get a commission. What could be beneficial is if we commissioned them.

(continued)



#### We've Only Just Begun: (continued)

Facility Advocates support pushing for wider adoption and recognize that it will take time.



It could definitely be rolled out and well adopted. It's simple and easy...Moreso than the rule of 36. Truly my 7 iron carries 130 yds so I should play 6000 yards. The simplicity of it can work. I think across the board it can work. Again, it can be well received but with it being received, there has to be implementation rather than hoping people will just read it. The golf shop has to buy in and push it.

If USGA pushed out some more marketing themselves to assist, that would be great. You can't overcome just that unwillingness of the foursome on Saturday morning...Bro we're going to go back and play the black tees. The marketing department needs to pummel the courses with materials like the old lightning poster in every locker room. The more POP type items or graphics that we've moved into the digital age that I can put on my app...Are you playing the right tees to reinforce it. And if association can make it easier, it would be easier to implement with more tools.

The piece that I didn't go after was pace of play. IF there was more on that, it might be better for wide adoption...if this improves your pace by 10 minutes, it might be more widely utilized.

"We started this in our off season and we just kind of put some things in place and we wanted to start the conversation and I put an article in in our local newspaper to discuss it just to get the conversation going."



#### Taking Further Action: Thought Starters for Continued Emphasis



Fast track Integration of the tee selector into the GHIN app (and others) with automated algorithm that can apply recommendations for all rated courses



Revisit a push towards integration of Launch monitors as an objective and respected AI driven arbiter



Heightened facility and golfer education and programmatic efforts

- Best Tee events through AGAs
- Enlist viral champions



Marketing communications campaign development and message testing:

- Possible facility incentivization plan or national sweepstakes promotion
  - B to B: Create greater grass roots prioritization
  - B to C: Stimulate more trial and people will become believers