



golf industry show

SAN DIEGO 2019

CONNECT. **DISCOVER.** ELEVATE.



GCSAA EDUCATION CONFERENCE | TRADE SHOW | GCSAA GOLF CHAMPIONSHIPS

February 2-7 | San Diego Convention Center

PRESENTING PARTNERS



PARTICIPATING PARTNERS



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When given a lemon?



LE GOLF NATIONAL
FRANCE **2018**

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Make a film with lemons and lemonade!



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FRANCE **2018**

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LE GOLF NATIONAL
FRANCE **2018**

« A journey to Ryder Cup Status and Success »

**3 steps forward – 1 back
is the key to the management of change**

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Le Golf National – who are we and where do we come from?

Before 1987



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Decision to build was made in **1986**



Work Began in **1987**



300 lorries per day for 3 years

Architects : **Hubert Chesneau** and Robert Van Hagge for the Albatros

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18

Albatros







18

Albatros





2008 to 2011 - The bidding Process



Price



Promotion



Place



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Amazing events and the world is looking!
No room for amateurism...



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So, where are all the lemons?



The wake up to the world – adapting and changing

1990

2018

Individualisation



Network / Community



High Tech



Tactile



Growth



Sustainability



Fast & easy



Health and wellness



Services



Experience



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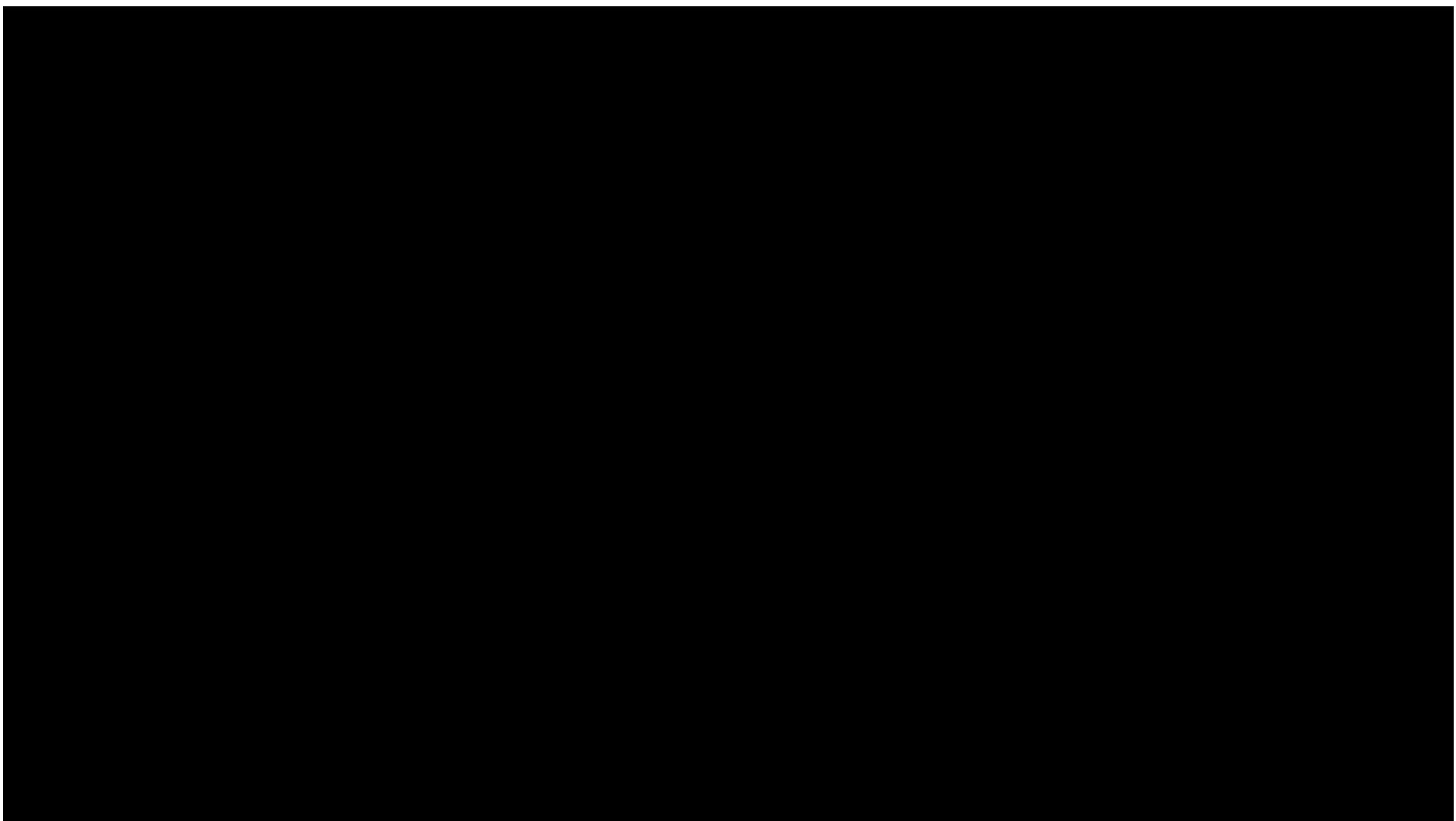
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Great courses in excellent condition.....but let's take a closer look



Back to basics



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Lemonade takes 4 years to make.....

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Facing the Truth - *if you change nothing, nothing will change*

The 3 truths we have told ourselves since 2014 :

1/ Major Event Status – The Ryder Cup Status

We were not ready

2/ Back to basics

We had lost our game plan

3/ Business Model

Our losses were not sustainable

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Recent History Dates – change in “Direction”

2012

New FFGolf Chairman



« Change »

2013

New Superintendant



2014

New General Manager



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Upgrading our services – massively!



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Improving our standards to be at « standards »



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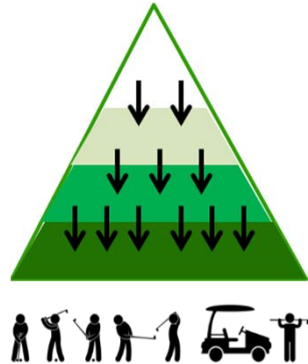
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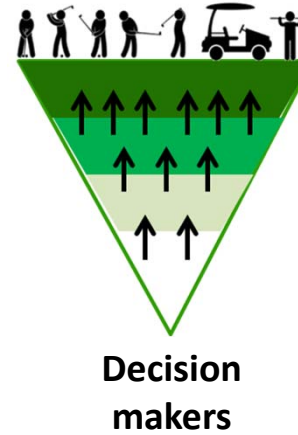
Changing who runs the company !

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Fédération française de golf

Director



Modernize our structure



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Proud of our brand, proud of our people...



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Managing Change - We gave our staff a plan !



**Objectif du changement
2017 – Le Golf National à l'équilibre financier**



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VISION

**2020 – Le Golf National leader sur le marché de Gestion
d'Equipement Golfique**



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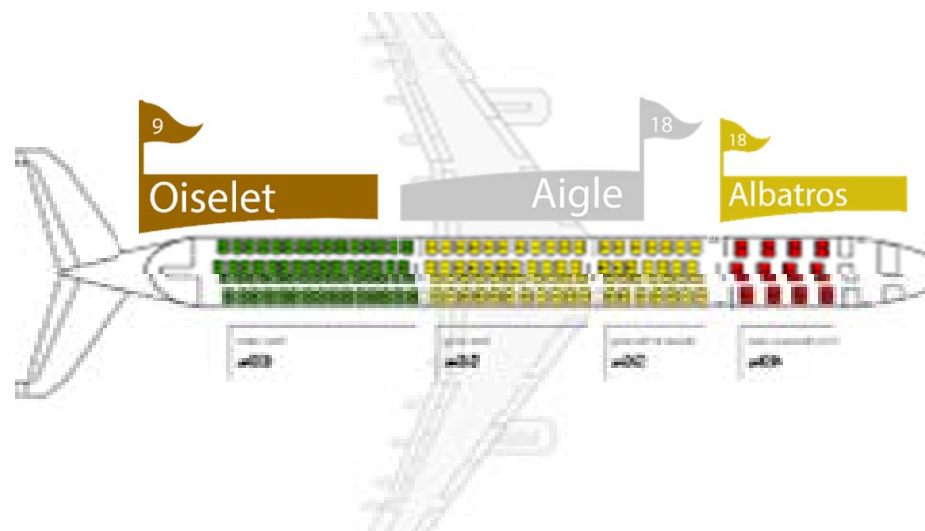
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Since 2015 – new business model!



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Price structuring – change....

	  Albatros	 Aigle	 Oiselet
2014	\$\$\$	\$\$	\$\$
NOW	\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$*	\$\$\$	\$

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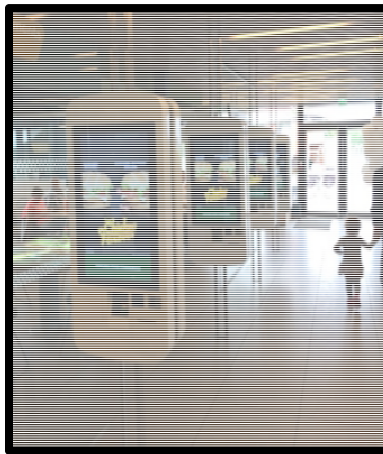
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Changing our sales methods : Innovation On line sales and customer services



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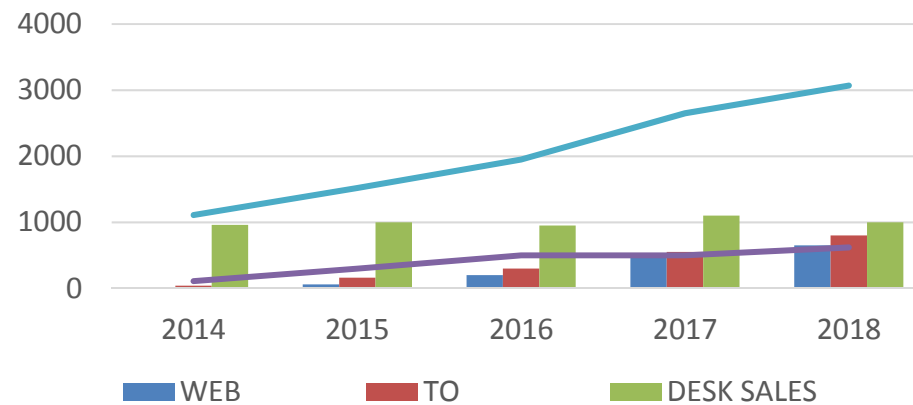


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New revenue streams emerged through our vision

TOTAL GREEN FEE WEB SALES SUBSCRIPTIONS



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**Tasting good that lemonade?
Ryder Cup threw more lemons at us**











Facts and Figures

- ✓ Budget – 7,5 million Euros
- ✓ 8 different companies involved
- ✓ Overs 120 workers on site at any one time
 - ✓ 15 km of new paths
 - ✓ 18km of new drainage
- ✓ 27000 m2 of platform areas for Ryder Cup hospitality
 - ✓ 9 km piping for drinking water
 - ✓ 1 km of new lake edgings
 - ✓ 2 new lakes
 - ✓ 4 new Pro Tees



Work achieved :

Irrigation, Drainage, Buggy paths and amenity roads, hhospitality zones and platforms
Bunker renovations, Green 1 and 16 redesign, Hole 4 and 5 spectator enhancements
Fibre optics and Drinking water distribution...

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Some course design changes too

Green Par 4 - 1st hole



Par 3 – 11th – Water feature
and new bunkers back of
green



Par 4's – 4th and 5th– new
bunkers and large bunker fill
in for spectator experience



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Lemonade took 3 days to sip.....

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OVERVIEW.



MORE THAN **270,000** FANS ATTENDED THE RYDER CUP FROM **90 COUNTRIES**.



BROADCAST LIVE ACROSS **40 NETWORKS** TO A TOTAL HOUSEHOLD **REACH OF 620M**.



OVER 33,000 GUESTS WERE WELCOMED IN TO HOSPITALITY ACROSS THE MATCH WEEK.



258,839 ITEMS WERE SOLD ACROSS THE 4 OFFICIAL MERCHANDISE STORES.



OVER 160M SOCIAL IMPRESSIONS AND **32.1M VIDEO VIEWS** ON FACEBOOK AND TWITTER.



Aberdeen
Standard
Investments



Emirates

ROLEX

Aberdeen
Standard
Investments



Emirates

ON THE COURSE.

THE FIRST TIME THE RYDER CUP HAS
FEATURED ALL **TOP 10 PLAYERS IN THE
WORLD.**

1,200 VOLUNTEERS FROM OVER 50
COUNTRIES.

10 GRANDSTANDS WITH A TOTAL OF **11,063
SEATS & 18 JUMBOTRON SCREENS.**

OVER 550 CLUB CAR BUGGIES PROVIDED
FOR USE DURING THE WEEK.

7,000 STAFF WORKING ACROSS THE SITE
INCLUDING 2,700 CATERING STAFF.



MEDIA.



OVER 2,500 LIVE BROADCAST HOURS
ACROSS **OVER 40** NETWORKS TO A
POTENTIAL HOUSEHOLD REACH OF
620M.



1,200 ACCREDITED BROADCAST
MEDIA AND **936** ACCREDITED MEDIA
REPORTING ON THE ACTION, WITH
123 PHOTOGRAPHERS.



140 LIVE TV CAMERAS AND **5** TV
STUDIOS ON SITE.



FIRST EVER USE OF **SKY SPORTS'**
SPIDERCAM IN GOLF.



DIGITAL.

OVER 160M SOCIAL IMPRESSIONS AND 32.1M VIDEO VIEWS ON FACEBOOK & TWITTER -
3X AS MANY INTERACTIONS AS 2014 OR 2016.

VISITORS TO RYDERCUP.COM INCREASED 23% ON 2014 AND 74% ON 2016.

OVER 500K DOWNLOADS OF THE RYDER CUP APP, PRESENTED BY WORKDAY.

OVER 2.3M VIEWS OF THE “ACCESS ALL AREAS, PRESENTED BY ABERDEEN STANDARD INVESTMENTS” VIDEO SERIES.

3.2M WIFI SESSIONS ACROSS THE COURSE, WITH **59TB OF DATA** SENT ACROSS THE NETWORK (4X BIGGER THAN THE SUPERBOWL).

 [CLICK HERE TO VIEW VIDEO](#)



HOSPITALITY.

OVER 33,000 GUESTS WERE WELCOMED IN TO HOSPITALITY ACROSS 10 BESPOKE STRUCTURES.

OVER 8,000 MEALS SERVED EACH MATCH DAY.

OVER 200 BMW COURTESY CARS USED TO TRANSPORT PLAYERS & VIPS.





FAN VILLAGE.



258,839 ITEMS WERE SOLD FROM A RANGE OF 850 PRODUCTS ACROSS THE 4 OFFICIAL MERCHANDISE STORES.



OVER 3,900 GUESTS TOOK PART IN THE ABERDEEN STANDARD INVESTMENTS FIRST TEE EXPERIENCE.



3,800M² MERCHANDISE TENT IN THE WEST VILLAGE.



7,000 STAFF WORKING ACROSS THE SITE INCLUDING **3,500 CATERING STAFF**.



Conclusions and the future beyond « today »



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When given a lemon?
Change it!
Thank you for listening!