

Master Professional Program

Project Guidelines

Player Development



Overview

The process is like that which might be used in conceiving and managing a project at a golf facility – Planning, Implementation, and Results Reporting.

How to Organize and Present the Player Development Project

The project should accurately portray your ability and expertise in Player Development to increase rounds of golf played, lessons taken, and program revenues generated at your golf facility through Growth of the Game opportunities and the capitalization on the Welcoming Customer Experience. This expertise as a revenue generator will be validated by a 3-year business plan for Player Development at your facility.

- The project must display effective alignment of programming with consumer segmentation and consumer attitudes and interests as identified by both internal and external analysis of your market
 1. Internal factors to include your program planning process for development and execution, staffing, marketing, and atmosphere.
 2. External factors to include demographics of your local population such as average income, unemployment levels, average age range, ethnic and gender breakdowns, principal businesses and employers and recreational departments.
- Delivery of programs and service based on local market demographic and lifestyle factors.
- Your plan will result from stated objectives in your Mission Statement and Vision Statement
- An addendum must be attached to the plan that states your benchmarks for success based on business and programming objectives as determined by your Customer Relationship Management (CRM) strategy
- Outlines your current programming schedule that is best for each of your target groups matched with best possible staff members who are focused on Player Development.
- The project must also include specific information regarding the marketing that delivers appealing messages and incentives to the right audiences.

Step 1:

Decide how you are going to approach and orient your job-related problem or opportunity.

Step 2:

Identify the subject, goals, and objectives of your Project by briefly describing the following:

- What you wanted, want, or would want, given the opportunity, to accomplish
- The context within which this accomplishment would or did have value, e.g., solve a problem, capitalize on an opportunity, improve a situation

Step 3:

Specify the data you will need or did need to support your Project, including where and how you will or did get it and how it was, will, or would be used.

Feedback and Evaluation Guidelines for the Player Development Project

Step 1: Research

- How and where new learning is applied to professional practice is evident.
- Knowledge of the Golf Industry Strategic Plan – Golf 2.0 – is referenced in a relevant context.
- Literature Review – list a minimum of ten (10) publications that have provided knowledge which has been applied to your market research, player development planning and customer service model.

Literature Review Guidelines

1. Before writing your literature review, develop it by specifying a research topic that enhances your project and career. Then search for relevant information available in different sources on your selected topic. Use leading sources and search on the internet to collect data that will give current and relevant information about your topic. Sources can be books, journals, previous Master Professional Projects, newspapers, magazines and websites.
2. Whenever you find relevant information about your topic, keep complete reference of that source. Record the sources from which the data has been gathered, then organize it chronologically, thematically or methodologically.
3. Write the works of other authors in your literature review, but in your own words. Include the application of your new learning and how it has enhanced your chosen career path.

Primary Review

Items used for literature review should support your project and presentation requirements.

Candidate should produce a Literature Review that explains what was read in each document and the impact it has on their overall understanding of their intended area of study. This must include individual write-ups on each document read. Candidate must also write about key takeaways, how it has influenced them both personally and professionally, and the impact the readings have had on job performance. Formatting must be consistent with Candidate's project.

Step 2: Formatting for Project & Literature Review

- The writing is succinct, grammatically correct, and clear.
- The format, including embedded visuals, contributes to good communication.
- Methods of Production
 1. Word Processing
 - a. The Project must be correct in spelling and punctuation and presented in a consistent, structured format.
 - b. A single, legible font must be used throughout the Project, the only exceptions being in tables, figures, graphs, appendices, and supplemental files.
 - c. The font size should be enough for the MPP Review & Evaluation Team to read the document without difficulty (12-pt is recommended).

- d. Accuracy and consistency in presentation and form assure “no distractions” from the value of your Project.
2. Margins
 - a. The Project must have minimum text margins of 1.25 inches.
 - b. These margins must be consistent throughout the Project, including pages in the appendix.
 - c. All page numbers must be placed at least one inch from the bottom center of the page.
 - d. Headers are not required in Projects.
3. Spacing and Page Arrangement
 - a. The Project must be 1.5-spaced; however, single spacing may be used in the Table of Contents, List of Tables, footnotes, endnotes, charts, graphs, figures, tables, captions, glossary, appendices, bibliography, and index.
 - b. Paragraph indentions may be five to ten spaces.
 - c. Prose quotations over four lines long should be in block quote, double or single spaced, and indented on the left. Do not use quotation marks in the block quote except when indicating quotations within the block quote.
 - d. Each new chapter or major section (i.e., Chapter 1, Chapter 2, Appendix, and Bibliography) must begin on a new page.
4. Numbering of Pages
 - a. All pretext and text page numbers in the Project must be centered under the text in the same location on each page and located at least one inch from the bottom of the page.
 - b. Pretext: Beginning with the first page of the preface or acknowledgements, pages preceding the text of the Project must be numbered in lower-case Roman numerals (e.g., v, vi, vii) centered at least one inch from the bottom of the page.
 - c. Pretext page numbers are not printed on the copyright page, certification page, title page, or dedication page, although all these pages are included in the page counting.
 - d. Text: The first page of the Project text is always page-numbered with Arabic numeral “1.” All subsequent pages through the Project are numbered with consecutive Arabic numerals.
5. Tables and Illustrations
 - a. Pages carrying illustrative material must be given page numbers appropriate to their place in the document. Illustrative material may not be inserted after the document has been numbered and given numbers such as “10a.”
 - b. All tables, figures, illustrations, and other types of examples included and referenced in the text of the Project should be numbered for identification. There should be no duplication of these numbers; i.e., no two tables should be assigned the same number.
 - c. Figures may be numbered in one of two ways:
 1. Consecutively throughout the document (i.e. Table 1, Table 2, Table 3, etc.), or
 2. Double-numbered so that illustrations’ numbers reflect their locations in the document (i.e. Figure 9.3 is the third figure in Chapter 9, or Figure A2 is the second figure in Appendix A.)
 - d. Captions and legends must be placed on the same page with the figure, graph, table or illustration they describe.

- 1) To fit both figure and caption on the same page, captions may be single-spaced, margins may be decreased to one inch, and figures may be reduced in size to fit.
 - 2) If the figures are reduced from their original size, then the page number must be added after the reduction so as not to alter its size.
 - 3) If there is no other way to manage the amount of material to be shown, the caption and figures should be side-by-side in continuous view.
 - 4) This method should only be used in the rare instance where all of the pertinent material will not fit on the same page.
- Sources are referenced.
 - Incorporation of professional best practices and proficiencies are referenced where relevant.

Step 3: **Evaluation**

- Evaluations of Project results correlate with stated objectives.
- Collaborative actions taken were implemented when appropriate.

Per recommended schedule of Phases

Phase 1: Designing Successful Player Development Programs**Part I. Analysis of Player Development Programs and Local Market**

An analysis of your existing Player Development programs and of the local market will help you identify the factors that are working for and against Player Development. Understanding these factors is important as it will help you:

1. Identify strengths and deficiencies in your current Player Development programming
2. Help your employer understand the environment you're working in to develop new customers
3. Establish attainable goals for success in future Player Development programs
4. Develop a plan targeting preferred consumer segments, organizations and current golfers that will be most interested and likely to act upon (or tell their friends and family) about your messages to learn how to play golf or how to play golf better

Part II. Designing a Player Development Program

The body of your plan should detail various programming functions, identify what you want to accomplish, who will be responsible and appropriate timelines. Plans should also serve as your roadmap toward achieving your objectives.

1. Identify programs that you plan to offer throughout the season. Consider what programs are best for each of your target groups.
2. Plan to have staff with strong dedication towards Player Development and enough support staff to help deliver and maximize success of your programs

Submit Phase 1 of the Project on PGA.org for review and approval by the Review & Evaluation Team before submitting Phase 2.

Phase 2: Implementing a Player Development Program

Part III. Building a Teaching Business

1. Describe the need for caring for people
2. Describe the value proposition with Employers
3. Describe the infrastructure required for delivering instruction and building an effective teaching business
4. Describe in detail your financially successful teaching business.

Part IV. Implementing Player Development Programs

1. Commit to the plan for retention as well as introduction of programs
2. Discuss with staff the importance of customer relationship building and agree on action steps needed to improve
3. Organize your customer records and establish customer relationship building
4. Use digital and social media to stay in touch with your customers and conduct satisfaction surveys
5. Analyze and segment your customer information to identify profiles at your facility.
6. Create tailored program offers for the customer segments at your facility.

Submit Phase 2 of the Project on PGA.org for review and approval by the Review & Evaluation Team before submitting Phase 3.

Phase 3: Marketing a Player Development Program and Best Practices

Part V. Leadership & Teambuilding for Effective Player Development

1. Describe your training program around the business plan and program execution
2. How your teaching team is created
3. How the Welcoming Experience atmosphere is reinforced
4. Identify the Customer Relationship Management awareness training and policies integration
5. Describe the implementation and use of Customer Relationship Management (CRM) to support customer interaction that will result in:
 - a. Assessment to identify your current level of managing customer relationships
 - b. Building the customer database to measure, market, and deliver for effective marketing and operational decisions.
 - c. Communicating with customers through your customer database to increase customer retention and facility utilization
 - d. Attracting and retain highly profitable customers through customer database segmentation
 - e. CRM marketing plan execution relevant to each customer's preferences and buying behaviors

Part VI. Marketing for Your Player Development Program

1. Describe the development of your marketing plan where you can focus on:
 - a. Promoting the game and attracting consumers back to your facility
 - b. Your programs
 - c. Your facility
2. Provide examples of marketing strategies to include:
 - a. Community marketing
 - b. Special events
 - c. Direct E-mail/Mail
 - d. Digital through your facility website and social media
 - e. On-Site
 - f. Cross-Promotions
 - g. Public Relations
 - h. Advertisements
3. Provide key metrics captured on your program activities and how they were obtained.
 - a. Number of new golfers developed and retained by segment
 - b. Revenue generated from new golfers
 - 1) Green fees
 - 2) Food & beverage
 - 3) Merchandise/Equipment
 - 4) Instruction
 - c. Number of total rounds new golfers have played

4. Evaluate results and compare your facility to benchmarks
 - a. Utilize industry research tools
 - b. Identify what changes planned to demonstrate management by results.
 - c. Describe evaluation results communication with your employer

Part VII. Best Practices

Identify 3-5 Best Practices in your Player Development business that might be beneficial to other PGA Members.

Submit Phase 3 of the Project on PGA.org for review and approval by the Review & Evaluation Team before registering for a Checkpoint.

Upon approval of your project please contact PGA Professional Development to schedule a checkpoint. You will also need to provide PGA Professional Development three bound copies of your project a month in advance of attending a checkpoint. Checkpoint presentation guidelines are provided below;

Presentation Guidelines

- 1-hour presentation – Must align with project and include program administration and facility performance because of your Player Development programs.
- 45-minute question and answer session
- Debrief with Faculty

PowerPoint best practices:

- 3 – 5 points per slide
- Professional background
- Consistent font
- Clear Images