
KEMPERSPORTS

Uniquely Dedicated.
Distinctly Different.



KemperSports
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PREPARED FOR
ROCK SPRING GOLF CLUB

90 Rock Spring Rd.
West Orange, NJ 07052

CREATED
11 MAY 2019

VALID UNTIL
31 DECEMBER 2019

2019 BUSINESS PLAN



BUSINESS PLAN SUMMARY

After being exclusively private since 1926, we are excited to introduce Rock Spring Golf Club to the public for the first time. Being 1 of only 2 Seth Raynor public golf courses in the US, our plan is based on leveraging the courses history, masterful design and architecture with our Best in Class service experience to bring golfers from all over the region to West Orange. This plan also encompasses making Rock Spring the premiere place for local residents of the Town to enjoy world class golf right in their back yard, while also enjoying the experiences of being a country club member, without ever having to join a club. The following strategies and tactics cover our plan for the property.



GOLF COURSE MAINTENANCE AND PRESENTATION

The golf course is the star attraction of Rock Spring, therefore a high level of attention and time will be put into its care and maintenance. With the course being closed for several months, and former owners not planning to reopen it, we are still catching up with standard maintenance practices to properly prepare the course for play. The course has been completely mowed out and is now being fine tuned with specific mowing heights and standards for everyday play. Knowing the course wasn't at our normal Best in Class standards by opening, we have been proactively communicating this to golfers since opening and providing them with vouchers to return at a substantially reduced rate after we achieve our standard in early June.

Once we have reached adequate levels for staffing and equipment maintenance, our Superintendent, GM and Regional Operating Executives will establish our standards of course maintenance and presentation to fulfill the brand promise of playing a Seth Raynor masterpiece. This will include establishing mowing heights and frequency for all turf grass areas, mowing lines for different heights of cut and all other presentation aspects of the course. These standards will then allow our Superintendent to write his agronomic plan and budget for the course to align with our standards of operation and presentation. We will also make recommendations to the Town staff on capital investments on the course that will improve playability and overall experience for golfers. As conditions and presentation improve, we will continue elevating the revenue potential of the course through rate adjustments, increased play and word of mouth referral traffic.

Finally, our turf care team will roll out our proprietary environmental stewardship program and practices called Green to a Tee. This multi-level certification program focuses on environmentally-friendly practices in habitat management, water and fuel conservation, energy usage and recycling.

BUSINESS PLAN SUMMARY

Green to a Tee demonstrates our dedication to the environment, saves money, and has a positive impact that reaches beyond the property. Not only do we place specific value on maintaining a clean environment at our facilities, but also recognize that it enhances the customer experience.

TRUESERVICE TRAINING

With a strong core product, the golf course, another major focus will reside on completing the golf experience with the award-winning customer service our company and properties are known for. Our General Manager and Regional Support staff have already launched our TrueService training program which will drive customer loyalty through personalized service experiences at Rock Spring making golfers feel like they have been lifelong members of the course. Designed to enhance each staff member's communication and problem-solving skills. Sessions are administered by a TrueService Champion to build a culture of dialogue on improving customer service performance. TrueService increases motivation and engagement, improves knowledge and boosts employee confidence. In return, guests will feel more connected to the staff and facility leading to increased revenues through repeat visits and referral traffic. Every staff member at Rock Spring Golf Club will complete all four Modules of TrueService as soon as possible, making this another competitive advantage versus other courses in the region.

GOLF OPERATIONS AND REVENUE MANAGEMENT

Similar to many other hospitality industries, revenue management will be key to financial success of Rock Spring. In the public golf sector, we will focus on golf course utilization by day and hour parts to ensure we are maximizing the revenue potential and long-term sustainability of revenues at Rock Spring. Initially we are introducing the course at "Preview Rate" which indicate rates will be adjusted according to conditions, overall value of the experience and competitive market analysis. As with other hospitality businesses, there is an economy of scale and Rock Spring resides at the premium level therefore service, products and pricing will be represented in the business planning. We also leverage competitive market analysis to ensure that we are appropriately positioned to capture the right rate at the right time based on supply and demand assessments made through utilization reports.

Driving rounds will take on a segmented approach based on geographic locations, golfer demographics, player types and time segments. In this approach we will analyze key performance indicators along with our growing customer database to plan promotions, programs and marketing campaigns based on spending habits of customers.



BUSINESS PLAN SUMMARY

We will quickly understand where the high and low demand periods of time are and launch an appropriate promotion or program to drive rounds to those areas. We will chose marketing media and platforms that align with the demographics we have identified to fill those places. In high demand segments, we will seek to maximize experience, rate and margin through service and up-selling opportunities. These strategies will remain cyclical as we will constantly evaluate performance of each strategy to create future promotions and so on.



FOOD AND BEVERAGE

The Food and Beverage department provides a tremendous opportunity to capture revenue, from golfers to events and banquets. Appropriate staffing and training, along with an efficient costing and ordering strategy, allows our customers to have a complete experience, while creating an additional revenue stream for Rock Spring. We will leverage the buying power and experience in the country and region to maximize our profit margin and providing food and beverage options at proper prices. In addition, we see an opportunity to leverage the unprecedented views from the clubhouse into additional revenue as well as brining all residents from West Orange to the club. Through banquets, special occasions and internal creative dining events, we plan to entertain and host all local residents at Rock Spring Golf Club. We anticipate everyone in the community finding an event or dining option for them in our restaurant or clubhouse.

For golfers, our core business, we will open and operate the Halfway House and Beverage Cart (when available) quick-service outlets with convenient, grab-and-go items that maintain pace of play and can be accessed throughout the round of golf. After the round, A la carte dining, provides additional space to serve a broader range of customers. Thoughtful menu offerings are developed with the collective input of onsite and regional team members to match menu items to West Orange customers in an economically-sustainable manner.

POINT OF DIFFERENCE



WE WILL...

- Establish Rock Spring Golf Club to be the perfect balance of great course conditions, premier experience, engaging programming, community involvement and incredible customer service.
- Meet budgeted revenues, expenses, and EBITDA.
- Differentiate the golf course from competitors as the best golf experience in the New Jersey area.
- Create a “buzz” about the property in the West Orange and surrounding areas with creative and innovative content to generate word-of-mouth marketing, event lead generation and daily fee traffic featuring the extensive renovation..
- Develop a golf outing and event sales strategy to successfully book charitable, social and corporate events
- Advance the digital brand and marketing strategies with KemperSports best practices including targeted marketing campaigns, extensive analytics and reporting, engaging and innovative content, data capture, and lead generation.

REVENUE DRIVERS



DAILY FEE GOLF

Daily Fee Golf | Annual Passes
ProShop & Merchandise



OUTINGS & EVENTS

Charitable & Fundraising Events | Corporate Outings
In-house Created Events | Leagues | Social Events



FOOD & BEVERAGE

Bar & Grill | Beverage Cart | In-house Created Events
Event Catering

DAILY FEE GOLF

Daily fee golf is the heartbeat of Rock Spring Golf Club. Our goal is to maximize daily fee golf revenue via growth in volume of rounds, increased average daily rate, and successful programming.

KEY STRATEGIES

- Leverage our TrueService Training Program to execute an unmatched golf experience that will demand a premium rate
- Focus on growing our golf programming including Annual Passes, Internal Leagues and Events.
- Promote daily fee programming through email campaigns, social media campaigns and clubhouse displays
- Educate staff on programs offered to better inform our customers and take advantage of sales opportunities
- Increase the ADR of Passholders by incentivizing additional purchases
- Continue pricing matrix growth and strategies to grow Average Daily Rate
- Execute dynamic pricing to drive volume and ADR when needed
- Educate and train guests to book with Rock Spring Golf Club website directly, to take advantage of Online Booking to receive the best available rates
- Continue pricing matrix growth and strategies to grow Average Daily Rate

COMMUNICATION STRATEGIES

- Targeted and segmented email campaigns
- Engaging, educational and entertaining social media posts and to guests and followers of Rock Spring Golf Club
- Facility signage in golf shop, restaurant, and event spaces
- Upsell opportunities upon guest check-in for tee times
- Updated and refreshed digital content on Rock Spring website
- Utilize West Orange Township communication vehicles to drive public play
- New Jersey State Golf Association events and advertising
- NGF Email buys and distribution

RATE MATRIX

Weekday (Mon-Thur)	Green Fee	Cart Fee	Total Rate
Adult	\$42	\$17	\$59
Senior, Military, 1st Responder	\$32	\$17	\$49
Passholder		\$17	\$17
Passholder Guest	\$32	\$17	\$49
Junior (12 and under must be accompanied by an adult)	\$20	\$17	\$37
Weekday Twilight (Mon-Thur after 2:00pm)			
Adult	\$32	\$17	\$49
Senior, Military, 1st Responder	\$22	\$17	\$39
Passholder		\$17	\$17
Passholder Guest	\$32	\$17	\$49
Junior (12 and under must be accompanied by an adult)	\$20	\$17	\$37
Weekday All You Can Play (Mon-Thur after 5:00pm)			
Adult	\$22	\$17	\$39
Passholder		\$17	\$17
Passholder Guest	\$22	\$17	\$39
Junior (12 and under must be accompanied by an adult)	\$20	\$17	\$37
West Orange Senior Day - Tuesdays			
West Orange Residents 60+ yrs	\$18	\$17	\$35
West Orange Resident Day - Thursdays			
Valid DL with West Orange Address Required	\$28	\$17	\$45
Friday <i>*carts required</i>			
Adult	\$52	\$17	\$69
Senior, Military, 1st Responder	\$42	\$17	\$59
Passholder		\$17	\$17
Passholder Guest	\$42	\$17	\$59
Junior (12 and under must be accompanied by an adult)	\$20	\$17	\$37
Friday Twilight (after 2:00 PM)			
Adult	\$42	\$17	\$59
Senior, Military, 1st Responder	\$32	\$17	\$49
Passholder		\$17	\$17
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Adult	\$32	\$17	\$49
Passholder		\$17	\$17
Passholder Guest	\$32	\$17	\$49
Junior (12 and under must be accompanied by an adult)	\$20	\$17	\$37

RATE MATRIX

Weekend (Sat, Sun & Holidays) *carts required

	Green Fee	Cart Fee	Total Rate
Adult	\$72	\$17	\$89
Senior, Military, 1st Responder	\$62	\$17	\$79
Passholder		\$17	\$17
Passholder Guest	\$60	\$17	\$77
Junior (12 and under must be accompanied by an adult)	n/a	n/a	n/a

Weekend Twilight (Sat, Sun & Holidays after 2:00pm)

Adult	\$62	\$17	\$79
Senior, Military, 1st Responder	\$52	\$17	\$69
Passholder		\$17	\$17
Passholder Guest	\$52	\$17	\$69
Junior (12 and under must be accompanied by an adult)	\$25	\$17	\$42

Weekend All You Can Play (Sat, Sun & Holidays after 5:00pm)

Adult	\$32	\$17	\$49
Passholder		\$17	\$17
Passholder Guest	\$32	\$17	\$49
Junior (12 and under must be accompanied by an adult)	\$25	\$17	\$42

Annual Pass for 2019

	Rate	Cart Fee
2019 Season Preview Pass (May 2019 - Dec 31, 2019)		
Single Adult	\$3,900	\$17
Family (Adult + Household Dependents)	\$5,400	\$17
Annual Cart Fee Plan	\$750	
Annual Cart Fee Family Add-on (per person)	\$750	

*Limited Quantity Available



OUTINGS & EVENTS

We have strong growth potential in the area of golf outings and events. From charitable and corporate outings, to internally created tournaments and leagues, as well as coordinated events with the Town of West Orange.

KEY STRATEGIES

- Creating and executing lead generation plan for tournaments and outings
- Identify groups that are hosting their events with our competitors and pitch proposals for them to host their outing at Rock Spring
- Utilize vendors to drive inbound and outbound tournament leads
- Incent lead generation for Union County KemperSports properties when they lack availability to host events
- Encourage and solicit fundraising golf events with the Town of West Orange, school districts and non-profit organizations
- Use donation requests as lead generation for outings, with a goal to convert them to outing contracts at Rock Spring Golf Club
- Leverage relationship and partnership with the Town of West Orange
- Plan and execute creative, in-house golf events (i.e. Skins Summer League, Couples Fall League)
- Incorporate KemperSports Vidanta Partnership as incentives to all outings and daily fee golf
- Host series of “preview events & open houses” throughout the year, introducing potential new clients to the benefit of hosting their events at Rock Spring
- Host Tournament Seminar in the Fall



KEMPERSPORTS VIDANTA PARTNERSHIP

Through its partnership with Vidanta Golf and SQN Escapes, KemperSports now has the opportunity to integrate two great programs. First being “UNO”, a hole-in-one program that gives an amazing vacation to each guest at Rock Spring that scores a hole-in-one during play. Second being a closest to the pin proximity prize to each of its outings or events as a way to upsell groups and grow bottom line revenue and increase participation in events with this unique selling proposition.



KEY STRATEGIES

- Leverage exclusive vacation package pricing to drive customer acquisition through enter to win contests and special golf promotions.
- Upsell Vidanta Vacation to both internal and external tournaments, fundraisers and outings
- Promote Vidanta partnership with strategic social media and email content as value adds for event organizers
- Promote KemperSports staff pricing and promotion for Vidanta Vacation bookings with Rock Spring Golf Club employees

FOOD & BEVERAGE

The Rock Spring Golf Club Bar & Grille is a fantastic neighborhood restaurant, deserving and capable of entertaining more than just golfers. Our goal is to bring more events & programming alongside the already delicious menu.

KEY STRATEGIES

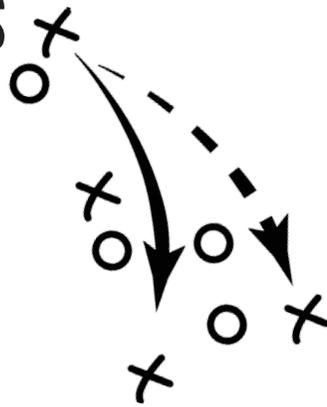
- Launch conversion strategies to bring golfers into the restaurant after golf with “Score Beer” and other exclusive golfer specials
- Implement a refreshed daily dining and banquet menu
- Drive daily/weekly specials for a la carte dining
- Creation and implementation of monthly, premium food/beverage events as a marketing campaign to expose new & returning guests to all dining options offered at Rock Spring:
 - Craft Beer & Wine Dinners
 - Oktoberfest
 - Back to School
 - Breakfast with Santa
 - Happy Hour
 - Monthly Themed Dinners (Italian, Western, Mexican, Wine Tasting .etc.).
- Utilize beverage carts and halfway house as an experience and service point to all golfers
- Host “Open Houses & Holiday Showcases” events as a way to expose the surrounding community to our ability to host a variety of non-golf events
- Utilize sales reps from Union County to assist in the booking of catering events
- Utilize Union County Concessions as primary caterer for non-golf events as Rock Spring continues towards building our own teams and staffing capacity for events
- Implement and execute TrueService as a standard experience for all guests



SALES & MARKETING

Our revenue goals hinge on proactive efforts to promote golf, outings, merchandise, and food & beverage. We will continue to evaluate and execute our customized sales and marketing plan to retain and attract golfers. With the support of our local and regional team, we will conduct internal and external analyses utilizing our local golf market intelligence. Findings will identify how to uniquely position the club in the West Orange community, based on a clear vision that defines the facility's unique value, and gives us the opportunity to meet and exceed our revenue budget.

KEY STRATEGIES



SOCIAL MEDIA

- Generate Content
- Engage Audience
- Analyze Results



E-MAIL MARKETING

- Announcements
- Calendar of Events
- Special Promotions
- Lead Generation



WEBSITE

- Online Brand
- Online Bookings
- Contact Information
- SEO
- Announcements

SOCIAL MEDIA

Connecting with various groups of golfers and food and beverage patrons requires a thoughtful approach to social media. At Rock Spring, KemperSports executes social media strategies that rate highly in quality, cadence, engagement, responsiveness and the ability to grow followers. Below is a summary of our social media approach and initiatives moving into this year.

SOCIAL MEDIA INITIATIVES

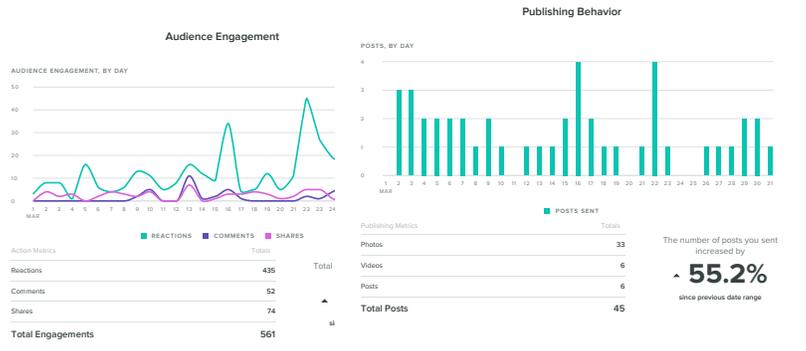
- Continue to Utilize Hootsuite Social Media Software
 - Schedule posts according to social media calendar.
 - Analyze, evaluate and respond with content generation and reporting.
- Social Media Champion
 - Posting responsibilities and scheduling to General Manager, Regional Sales & Marketing Director, utilizing department heads (or other designated champion) for photography and content.
- Hashtag Strategy using consistent branded hashtags when posting about specific things related to Rock Spring Golf Club
 - #rockspring (always use in every post)
 - #rockspringgolfclub (use on posts of general imagery and posts that connect to the club's history)
 - #tiptuesday (use when posting pro tips)
 - #golfisgreat (use when posting golf, nationwide KemperSports campaign)
 - #westorange (use when posting about positive things in West Orange, internal tournaments, internal dining events, general landscape imagery, ect. Town wide campaign to promote positivity and safety in the community)
- Additional hashtags utilized for specific programs when being offered



GENERATE
CONTENT

ENGAGE
AUDIENCE

ANALYZE
RESULTS



SOCIAL MEDIA

CONTENT PUBLISHING PLAN

1. Rock Spring Experience

- a. True Service enlivened
- b. Unique features of the course
- c. Guests enjoying the course and clubhouse, tag if appropriate (with permission)
- d. Post flyers and information about internal events, include contact information
- e. Post and reply to comments and messages, spark conversations

2. Golf Course & Players

- a. Pictures of various features course landscapes, signature holes, practice facility, wildlife
- b. Pictures of players (with permission)
- c. Pictures of and information about internal tournament events, include links if applicable
- d. Weekly tips or instructional videos from pros
- e. Videos and pictures from Superintendent regarding maintenance and course conditions
- f. Post hole-in-ones and tag person (with permission)
- g. Information or comments about the golf world (not political or opinions, engagement)
- h. Like and follow golf related pages: apparel, athletes, news, golf events, golf courses, local tournaments
- i. Invite tournament clients and local guests to like and follow pages, provide them with outlet names

3. Banquets/Special Events

- a. Pictures of event setups without guests
- b. Pictures of unique features or details (favors, centerpieces, decor)
- c. Pictures of sunsets and landscapes during events
- d. Pictures of food and beverage set-ups, creative displays, unique selections, local favorites
- g. Congratulations post for weddings, graduations, baby showers (with permission, include names if permitted)
- h. Invite clients and local guests to like and follow pages, provide them with outlet names

SOCIAL MEDIA

CONTENT PUBLISHING PLAN

4. Dining

- a. Pictures of menus or new items
- b. Pictures of specialty beverages and cocktails
- c. Pictures of and information about internal events, include links if applicable
- d. Pictures of unique features or offerings in the restaurant and bar

5. Clubhouse

- a. Holiday/seasonal decoration
- b. Merchandise in Golf Shop
- c. Post awards and nominations
- d. Special promotions
- e. Special or unique features of the clubhouse

6. Repost/share, comment and like client information about tournaments, events, or other relevant posts when they tag us

7. Comment on client posts when checking in or playing on the course

8. Post questions, polls, contests to engage audience

OTHER ACTIVITY

1. General

- a. Like all teams, universities, alumni local chapters in West Orange area
- b. Like all local high school pages, booster and alumni pages
- c. Like all local military associations and benefactor pages
- d. Like local non-profit organizations and local potential tournament clientele
- e. Follow local businesses
- f. Follow local golf courses and other KemperSports courses

2. Monitoring

- a. Keep out spam or other advertisers that post on our wall. Delete posts and block content
- b. Block followers that post inappropriate messages or content on our page or theirs

3. Paid Strategy - Purchasing ads or reach

- a. Annual Pass Programs
- b. Tournament Seminar
- c. Specialty Holiday/Internal Events
- d. Jr. Programs Ads
- e. Player Development Ads

WEBSITE MARKETING

Our team at Rock Spring will continue to audit and adapt the brand new course website to include high-quality, responsive content that is optimized for search and mobile formats. Traffic growth helps increase online bookings directly on the website versus third party distribution platforms.

IMAGERY

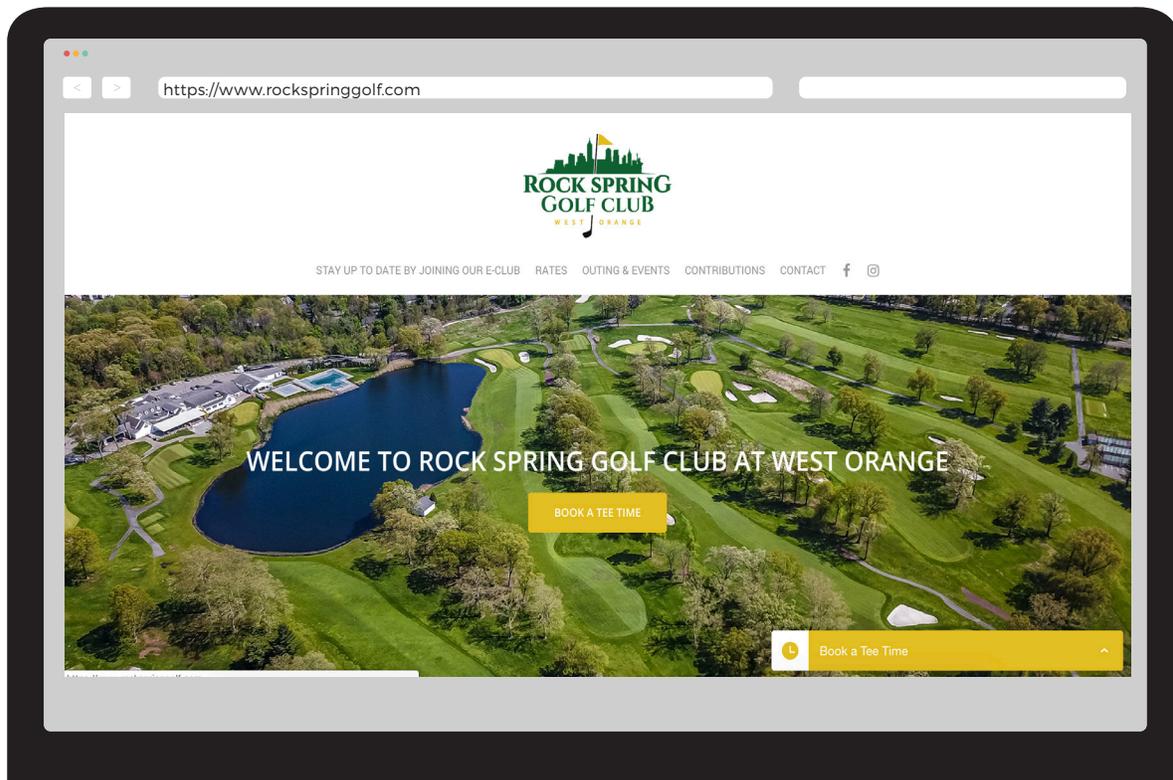
High-quality images of the course, clubhouse, event spaces and other amenities allow potential customers to get a better understanding of the value proposition and establishes a consistent brand message. Images can be repurposed for marketing materials, social media posts and advertising.

ACTIONS

Creating an easy-to-use “call to action” facilitates user engagement and expedites behavior flow. Actionable content includes booking tee times, event inquiries and one-click access to social media outlets. Trackable actions allow for behavioral analysis and real-time adjustments to capitalize on trends.

PROGRAMS

Segmented programming pages provide details on various offerings and allow for targeted audience analytics. Customer reviews, testimonials, FAQs and promotional videos capture attention and provide additional information on upcoming programs, such as Player Development.



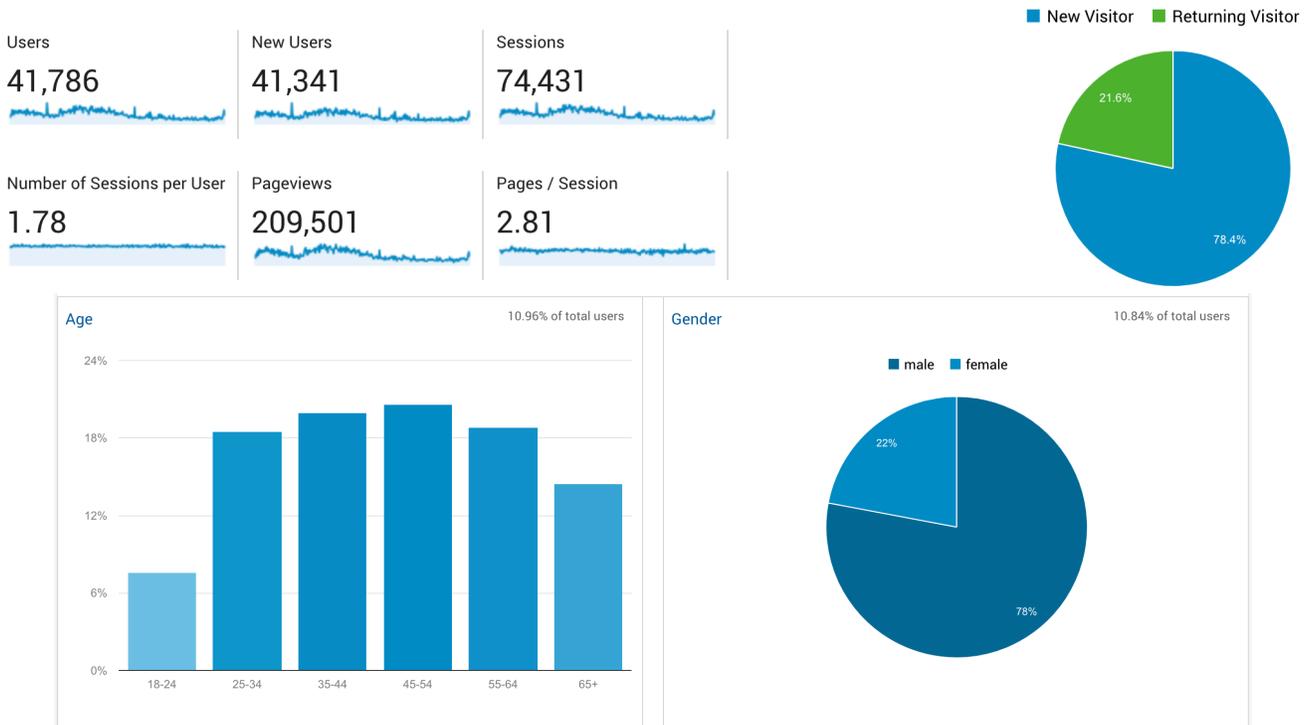
WEBSITE STRATEGIES

The Rock Spring Golf Club Bar & Grille is a fantastic neighborhood restaurant, deserving and capable of entertaining more than just golfers. Our goal is to bring more events & programming alongside the already delicious menu.

KEY STRATEGIES

- Drive on-line booking loyalty through exclusive promo codes only usable our site
- Engage audience with course related updates regularly
- Feature new photography, drone footage, and new graphic collateral
- Feature full calendar of internal events
- Continue prominent call-to-action for booking online tee times
- Integrate online database growth through strategic campaigns and contests
- Engage GoogleAdwords based on marketing budget, to raise SEO
- Continue to update keywords, Google Adwords, and meta tags to improve SEO
- Utilize Google Analytics to measure exposure, interaction, visibility and behaviors

* Analytics below are an example from another KemperSports property; Rock Spring analytics available after 30 days of installation

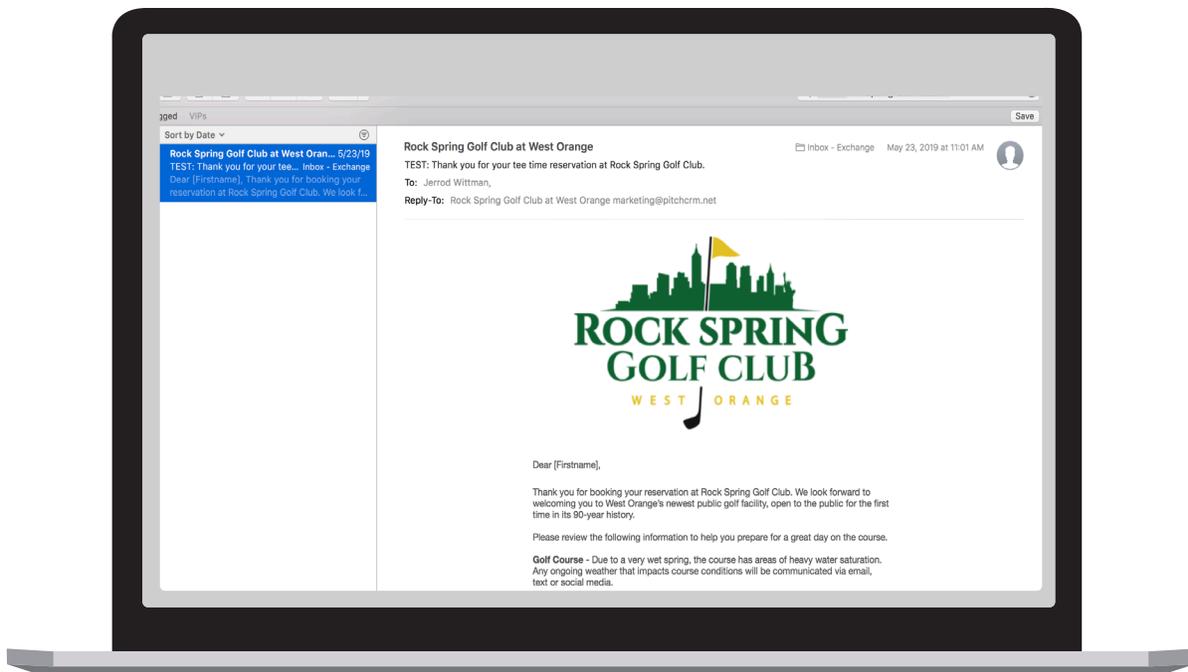


EMAIL MARKETING

Rock Spring Golf Club utilizes ChronoPitch & Chronogolf to craft and distribute high quality email messaging. Our goal is to engage our database of guests, generating both leads and loyalty.

KEY STRATEGIES

- Data collection strategies include:
 - Fish bowl drawings at Pro Shop Counter POS & Restaurant host stand.
 - Tee Time Bookings
 - “Enter to Win” Contests
 - Additional data will be collected at all expos, events, mixers.
- Open and click thru goals will be achieved by creating catchy subject lines for blasts, consistent frequency, engaging & informative content
- A maximum of three weekly emails (segmented for golf and F&B.) An increase in weekly emails is positively correlated with unsubscribes from the database.
- Email messaging will have one of the following purposes: Publish a promotion or event, instruction or educational information, drive revenue, and all will have a call to action for online tee times or event registration
- Metrics within ChronoPitch will be used to track performance and adapt strategies as needed.
- Automated drip campaigns will be utilized to market to golfers that haven’t played Rock Spring Golf Club in more than 30 days



KEMPERSPORTS CHANNELS

KemperSports offers each property internal and external support resources. In addition to the internal Center of Excellence and best practice sharing initiatives, KemperSports offers several business- to-consumer distribution outlets for properties under management. The primary objective of these channels are to generate more revenue, drive customer loyalty and to attract new business while keeping customers in the greater KemperSports family. KemperSports' joint marketing efforts include the following:



KemperClub - A customer community that connects KemperSports' patrons with experiences at other KemperSports properties throughout the country.

* **Email database** - An expansive subscriber network that receives property promotions and updates via email on a weekly basis

* **KemperClub.com** - A dynamic website that showcases property offers, events and contests at participating KemperSports facilities

* **KemperClub events and contests** - This includes the KemperClub Championship held annually at one of the Top 100 locations under KemperSports management

KemperSports - Overarching support channels to help generate property revenue and highlight portfolio offerings.

* **KemperSports.com** - Showcases company and property news, career postings and high-level property details

* **KemperSports social media channels** - An extensive network that garners over 1M impressions per year and thousands of engagements per month via daily postings on four primary platforms (Facebook, Instagram, Twitter and LinkedIn)

* **KemperSports media relations** - In addition to press releases, our team of media experts have developed respected relationships with the premier media outlets throughout the country and are focused on highlighting property success

* **KemperSports strategic partners** - KemperSports maintains relationships with preferred vendors and strategic partners that help reduce costs and increase leverage. In addition to product categories and services, KemperSports has negotiated preferred rates with various media services to ensure properties receive benefits from our collective network.



**UNIQUELY DEDICATED.
DISTINCTLY DIFFERENT.**