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### **Case Study**

Differentiate a premier public golf course & define ways to utilize the property/facility year-round

### **Background**

The CEO and GM of a premier public golf course asked us help them define ways to differentiate themselves from their competitors through the provision of unique services and service levels. The intent was to attract new members of the public to the site by providing a unique, high value experience.

At the same time we were asked to help identify ways to extend the utilization of the beautiful facility and grounds into the winter months. This would not only provide a revenue stream in the “shoulder seasons” but introduce new people to the site who may become golfers as a result.

### **The Solution**

We hosted our 2 day Innovation Energizer Program for roughly 25 of the club’s 100 full-time employees. On the first day we examined their individual and collective problem-solving styles. We taught them how to appreciate and leverage different styles and how to architect a team for optimum probability of success. In the afternoon of the first day we taught the team 5 new “generating” tools to quickly and efficiently create a myriad of creative solutions. We then taught them 5 “focusing” tools to help them effectively select the best ideas for pursuit.

On the second day we organized the group into teams of 5 and had them apply their learning from the prior day to solving the defined challenges. The teams generated over 400 potential solutions using the generating toolkit. They used the focusing tools to each select one key recommendation for pursuit. By 3 PM of the second day each team was prepared to present their solution (with a preliminary business case and project plan) to the sponsoring executives.

Our primary clients (CEO and GM) were very pleased with our work and we received very high satisfaction feedback from the staff involved. Several of the presented ideas have now been implemented while other are under consideration. This team would all agree they are now more skilled at innovation and collaboration as a result of this investment. The executive team was so impressed that we have continued to collaborate with them in developing a similar program to be offered to their clients as a value-added service which will both differentiate them and attract people to the site year-round..

### **Consultant(s) / Case Author(s)**

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