

What if a golf course...

... would be run like an airline?

An analysis on
golf course
commercial
exploitation

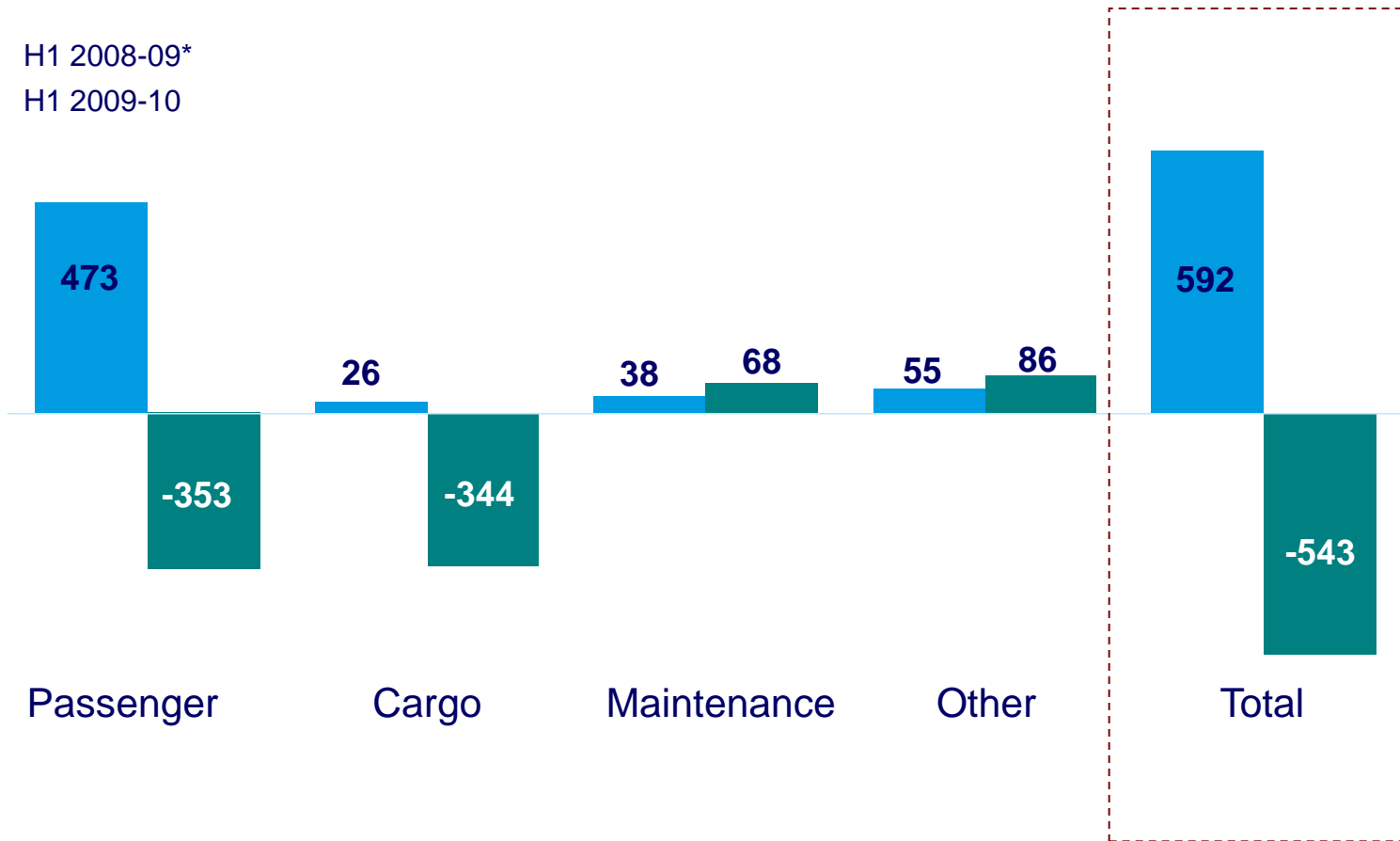
Roy Scheerder
VP Marketing
KLM

Amsterdam,
3 December 09



KLM First Half Year Results

■ H1 2008-09*
■ H1 2009-10



KLM and Golf



What if...

... a golf course would be run as an airline?

- Open from 08:00 AM till 18:00 PM
- 4 Tee Times per 10 minutes = 170.000 TT /year
- Load Factor at 84% = 143.000 TT sold
- Average price per 9 holes = 30 EUR
- Year Revenue = 4,3M

My Golf Course: KLM Glasgow G&C Club



Commercial approach

- Targetting
- Offering
- Pricing
- Availability
- Distribution
- Marketing
- Check In

The targetted consumer



“I would like to play golf without hassle in the limited time that I have left”



Offering

Economy Tee Time

- Access to Golf Course
- Up to Four in a Flight
- Only Walking
- Own Catering
- Own Golf Balls

Business Tee Time

- Access to Golf Course
- Up to Two in a Flight
- Catering Package
- Golf Package
- Car Pickup and Return

Pricing

- Per offering different fares
 - 8 Fares for Economy Tee Time
 - 3 Fares for Business Tee Time
- Fare Conditions
 - Advanced Purchase
 - Flexibility to change, cancel and refund
 - Discounting per consumer type
- Corporate Policy
 - Volume discount
 - Market share discount
 - Only higher fares discounted

Fare Grid

- Business Tee Time

- **J** SH 250 LH 490
- **C** SH 200 LH 390
- **Z** SH 100 LH 190

- Last Sellable Tee Time
- Full Flexible, AP 0
- Flex at a Fee, Promotion only

- Economy Tee Time

- **X** SH 125 LH 240
- **S** SH 110 LH 210
- **B** SH 100 LH 190
- **K** SH 90 LH 170
- **M** SH 80 LH 150
- **L** SH 70 LH 130
- **N** SH 35 LH 60
- **V** SH 20 LH 35

- Last Sellable Tee Time
- Full Flexible, AP 0
- Full Flexible, AP 1
- Flexible at a Fee, AP 1
- Flexible at a Fee, AP 2
- Flexible at a Fee, AP 7
- Non flexible, AP 7
- Non flexible, Promotion only

Availability

“Sell on any day maximum of 20 lowest class tee times”

“Reserve on any day always 10 tee times for [last tee time sold]”

“Close lowest classes on peak days”

“Open Promotion classes for low load periods”

Price * Availability = Quote To Consumer

Availability Grid

- Business Tee Time
 - **J** JUN1 2
 - **C** JUN1 2
 - **Z** JUN1 6
- Economy Tee Time
 - **X** JUN1 10
 - **S** JUN1 10
 - **B** JUN1 6
 - **K** JUN1 8
 - **M** JUN1 20
 - **L** JUN1 20
 - **N** JUN1 16
 - **V** JUN1 0


Distribution

 Select flights



Glasgow

Departure Sun 6 Dec 09
[+ Modify your search](#)

3 Dec 09 From 516 4 Dec 09 From 516 5 Dec 09 From 516 **6 Dec 09 From 516** 7 Dec 09 From 516 8 Dec 09 From 516 9 Dec 09 From 516


 **6 Dec 09** Show flights **All departure times** ▼

Price	Departure	Arrival	Travel time	Operated by	Flight number
<input type="radio"/> EUR 516		10:45 Glasgow	1h40	KLM	KL1473 Details
<input checked="" type="radio"/> EUR 516		15:40 Glasgow	1h35	KLM	KL1477 Details
<input type="radio"/> EUR 516		21:45 Glasgow	1h35	KLM	KL1481 Details

Taxes and surcharges included, booking fee excluded
 Next day  Lowest price on this page

Total price for all passengers **EUR 525,46**
Passenger(s): 1 adult
[Taxes, surcharges and booking fee included](#)

[← Back to homepage](#) [Select conditions →](#)

 [Contact KLM Service Centre](#) →

Your selection

Searched

From Amsterdam (Schiphol)
To Glasgow (International Airport)

1 adult
Economy

Selected dates

Departure: Sun 6 Dec 09



Expedia.nl

Jouw reis, zoals jij 'm wilt

[Home](#)[Aanbiedingen](#)[Hotels](#)[Vluchten](#)[Vlucht + Hotel](#)[Pakketreizen](#)

Welkom - Ben je al lid? [Aanmelden](#)

[Mijn Reisplan](#) | [Mijn Profiel](#)

[Opnieuw zoeken](#)

Je zoekactie wijzigen

Luchthaven van vertrek:

AMS (Amsterdam) ▼

Luchthaven van bestemming:

GLA (Glasgow) ▼

Heen: (dd-mm-jj)

6-12-2009

Maakt niet uit ▼

Luchtvaartmaatschappij:

[i](#) [Meer informatie](#)

Geen voorkeur ▼

Glasgow, Schotland (GLA)

	 Alle resultaten	 British Airways	 bmi	 KLM	
Rechtstreekse / non stop	€ 525 zie hieronder	---	---	€ 525	---
1 tussenstop	€ 183 zie hieronder	€ 183	€ 271	---	---
2 tussenstops of meer	---	---	---	---	---

Opmerking: de onderstaande prijzen gelden alleen voor de vlucht; deze e-ticketprijzen zijn inclusief vluchtbelastingen en -toeslagen. Als je voor je reisroute papieren tickets nodig hebt, zijn er [extra kosten](#). Resultaten dekken een metrogebied met [diverse luchthavens](#). Controleer je keuzes zorgvuldig.



[Modify or start search over](#)

[Get a fare alert](#)

[Share results - LIVE](#)

Amsterdam, Netherlands to Glasgow, United Kingdom Sun Dec 6 2009

[KLM Retourtickets Glasgow](#)

ads

Retourtickets voor een laag tarief? Nu op KLM.nl al vanaf €222 all-in!
www.klm.com/nl/Glasgow

FILTER RESULTS
 BELOW INSTANTLY

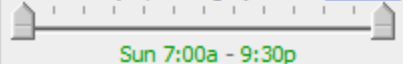
Stops

- nonstop Best Fare \$862
- 1 stop \$263
- 2+ stops \$735

Flight Times

- Take-off
- Landing

Take-off (Depart Flight) [show all](#)



Airlines

- [select all](#) | [clear](#)
- Aer Lingus [only](#) Best Fare \$370
 - bmi [only](#) \$349
 - British Airways [only](#) \$263
 - Flybe [only](#) \$387
 - KLM Royal Dutch [only](#) \$862
 - Lufthansa [only](#) \$404
 - Multiple Airlines [only](#) \$432

Star Alliance SkvTeam oneworld

3 of 138 one-ways shown [show all](#) | [show matrix](#)

Filters Applied: Airlines Airports

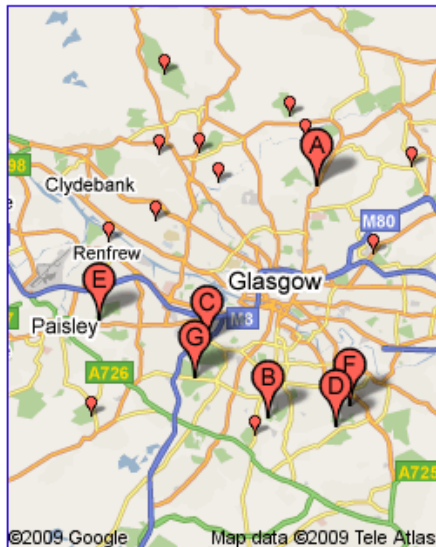
Price*	Airline	Takeoff	Landing	Stops (Duration)
\$862 USD Select	KLM Royal Dutch	AMS 9:10p	GLA 9:45p	0 (1h 35m)
Orbitz.com details save				
\$862 USD Select	KLM Royal Dutch	AMS 3:05p	GLA 3:40p	0 (1h 35m)
Orbitz.com details save				
\$862 USD Select	KLM Royal Dutch	AMS 10:05a	GLA 10:45a	0 (1h 40m)
Orbitz.com details save				

[Geavanceerd zoeken](#)

Web [+ Opties weergeven...](#)

Resultaten 1 - 10 van circa 4.060.000 voor **glasgow golf** (0,07

Lokale bedrijfsresultaten voor **golf** in de buurt van **Glasgow, Lanarkshire**



- A** [The Bishopbriggs Golf Club](#)
www.thebishopbriggsgolfclub.com - 0141 772 8938 - [2 beoordelingen](#)
 - B** [Linn Park Golf Course](#)
maps.google.co.uk - 0141 633 0377 - [1 beoordeling](#)
 - C** [Haggs Castle Golf Club](#)
www.haggscastlegolfclub.com - 0141 427 1157 - [2 beoordelingen](#)
 - D** [Cathkin Braes Golf Club](#)
www.cathkinbraesgolfclub.co.uk - 0141 634 6605 - [2 beoordelingen](#)
 - E** [Barshaw Park Golf Club](#)
maps.google.co.uk - 0141 889 2908 - [1 beoordeling](#)
 - F** [Blairbeth Golf Club](#)
www.blairbethgolfclub.co.uk - 0141 634 3325 - [2 beoordelingen](#)
 - G** [Cowglen Golf Club](#)
www.cowglengolfclub.co.uk - 0141 632 9349 - [1 beoordeling](#)
- [Meer resultaten in de buurt van Glasgow, Lanarkshire »](#)

Gesponsorde links

[VliegTickets Glasgow](#)

Alle Airlines. Alle Aanbiedingen.
Bekijk nu het **Glasgow** overzicht
waarheen-waarvoor.nl/Vliegtickets

[Uw advertentie hier »](#)

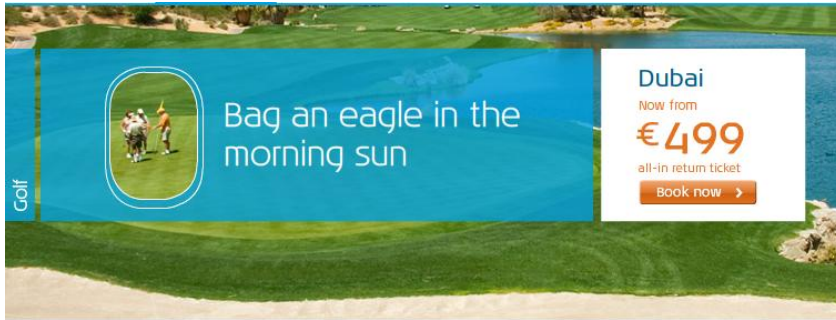
[Home Page : Glasgow Golf Club : Killermont and Glasgow Gailes](#) - [[Vertaal deze pagina](#)]

Welcome to **Glasgow Golf Club**, founded in 1787, it is the ninth oldest **golf** club in the World.

We are a members club, and we believe we're unique, ...

www.glasgowgolfclub.com/ - [In cache](#) - [Verdelijkbaar](#)

Marketing



Golf top 5

Flight

Edinburgh ¹⁾	from €202	for €129	Book now >
Dubai ¹⁾	from €614	for €499	Book now >
Los Angeles ¹⁾	from €637	for €549	Book now >
Singapore ¹⁾	from €881	for €599	Book now >
Lisbon	from €212	Book now >	

¹⁾ Book before 15 Dec. 2009 | Limited availability | [Read the terms and conditions](#)
²⁾ With 1 transfer

KLM Holiday Deals (flight+)

Edinburgh ¹⁾	4 days flight + hotel fr
Dubai ¹⁾	5 days flight + hotel fr
Los Angeles ¹⁾	8 days flight + hotel fr
Singapore ¹⁾	8 days flight + hotel fr
Lisbon	4 days flight + hotel fr

¹⁾ Book before 15 Dec. 2009 | Limited availability |



Check In



Why didn't it work out?

- The consumer is not interested in just my offer
- Loyalty does not work as he is only on my course once or twice per year
- Traffic to my site is too limited as nobody knows my site
- The margin per customer is too low to be profitable
- Costs are too high to develop and maintain the sophisticated processes of an airline on my own ...

Alliances



Conclusion

1. Rethink your value proposition
2. Redesign your business processes
3. Act as an industry not as competitors

Be swift or some one else will do it in the value chain...