

# Surpassing Expectations in the Windy City

## CASE STUDY



### FOREST PRESERVE GOLF COOK COUNTY

In Year 1, and every year since, revenues **exceeded \$10 million**, surpassing expectations.

Cook County has seen an annual net improvement of up to **\$3.5 million** — from a \$2 million loss, to a profit ranging from **\$800,000 to \$1.5 million**.

“Since it took over...

BCG’s management team has

**greatly raised golfers’ expectations.”**

— Chicago Tribune



BILLY CASPER  
GOLF

703.761.1444  
billycaspergolf.com

## DIFFICULTIES AT MAJOR METRO GOLF PORTFOLIO

From the late 1990’s to 2002, the **Forest Preserve District of Cook County** golf courses, in the Chicago area, lost money:

- **declining** rounds
- **deteriorating** course conditions
- **decreasing** revenue
- **waning** customer satisfaction

The ten courses and two driving ranges needed serious renovations and revitalization. The FPDCC contacted professional golf management firms for proposals. Billy Casper Golf could see enormous potential, so our operations team set up shop in Chicago to evaluate each facility and to determine how we could help. We recognized the huge opportunity to manage one of the largest municipal golf course portfolios in the country. BCG got the job.

## AGGRESSIVE STRATEGY, FAST ACTION

Billy Casper Golf put its comprehensive action plan into place:

- **Hired and trained** new service-oriented staff
- **Developed** long-term agronomic goals
- **Rebuilt** greens and tees, and re-grassed fairways
- **Revamped and outfitted** golf shops
- **Purchased** kitchen equipment
- **Painted** clubhouses inside and out
- **Invested** in golf cart and equipment fleets

To bring golfers back and to lure new ones, we re-branded each course, began marketing the portfolio, and launched proprietary marketing programs:

- **FPG Card** – reduced rates for frequent customers
- **Kids Play Free** – complimentary green fees for kids with a paying adult
- **PLAY** – Public Links for Area Youth initiative to revitalize junior golf
- **Get-In-the-Game and Golf FORE Women programs** – bringing in new golfers
- **Mystery Shops** – measuring customer satisfaction at every course

## CUSTOMER SATISFACTION AND FINANCIAL SUCCESS

The courses opened under the Billy Casper Golf flag in March 2003.

Golfers discovered:

- **Fully-stocked** golf shops
- **On-course** beverage service
- **Customer-oriented** staff
- **New** snack bars and grills
- **24/7** reservation service
- **Improved** course conditions