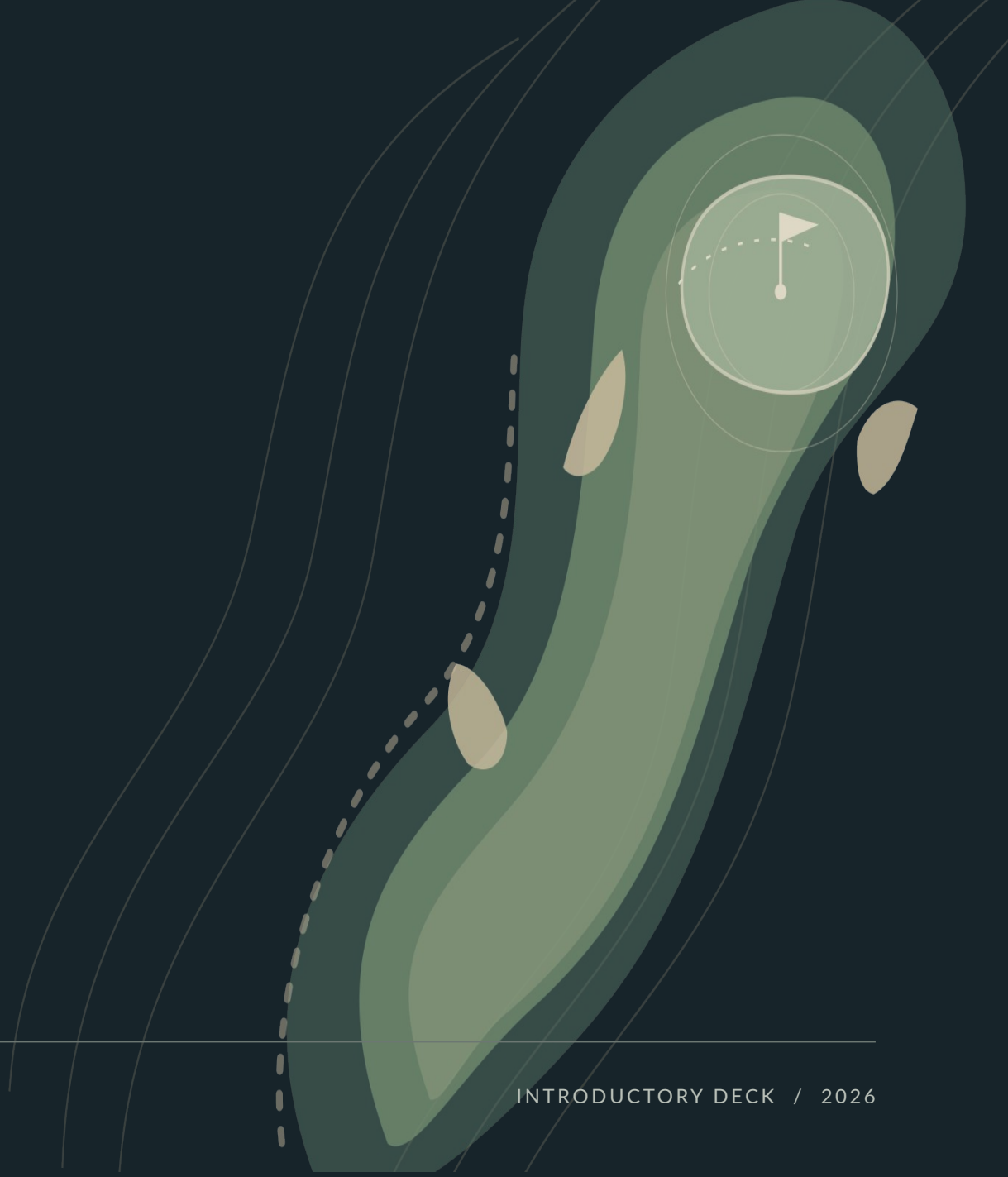
HB VALCENNE

BUSINESS ADVISORY & TRANSFORMATION

THE BUSINESS BEHIND THE GAME.

Revenue clarity. Better operations. Stronger guest loyalty.



ADVISORY FOR GOLF COURSE OWNERS & OPERATORS

INTRODUCTORY DECK / 2026

THE COMMERCIAL REALITY

A great course should also be a great business.

Demand and a beautiful product are only part of the equation. Profitability depends on what happens around the round.

01

Growing participation

112.2 million people played golf worldwide in 2025, across course and off-course formats.

R&A • 2025 GLOBAL PARTICIPATION

02

Perishable capacity

An unfilled tee time cannot be recovered tomorrow. Every missed booking can mean lost ancillary spend.

NATIONAL GOLF FOUNDATION • 2025

03

Higher complexity

Operators face decisions about payroll, customer expectations and where technology genuinely adds value.

NGCOA • 2026 BUSINESS PULSE

Industry findings are directional; each facility's economics must be assessed locally.

THE PERFORMANCE CHALLENGE

Where is the club leaving value behind?

Revenue leakage rarely appears as one obvious problem. It accumulates across everyday decisions.

01

TEE-TIME YIELD

Empty or mispriced inventory during important dayparts.

02

DIRECT BOOKINGS

Too much dependence on channels with little customer ownership.

03

REPEAT VISITS

First-time players who are never invited back.

04

ANCILLARY SPEND

Food, retail, events and lessons underused around the golf visit.

05

MANAGEMENT CONTROL

Fragmented reports and limited visibility into the levers that matter.

EXPERIENCE BEHIND THE ADVICE

Business transformation starts with experienced leadership.

More than eight years in international business, from business development to regional operations leadership across European and Asian markets.

Hannes Borgwardt

FOUNDER & PRINCIPAL ADVISER

8+ YEARS IN INTERNATIONAL BUSINESS & OPERATIONS

EUROPE / ASIA

OPERATIONAL LEADERSHIP

Cross-functional management, regional operations and accountability across international teams.

PERFORMANCE & FINANCE

Budgets, forecasting, management reporting and KPI-driven operational decisions.

TRANSFORMATION IN PRACTICE

CRM consolidation initiatives, process redesign and AI-supported workflows.

FIVE COMMERCIAL LEVERS

Manage the levers, not just the activity.

Better outcomes begin with a small set of indicators that managers can act on.

01

CAPACITY

Tee-time fill and no-shows

Utilisation by daypart

02

CONVERSION

Interest to paid booking

Enquiry → reservation

03

RETENTION

Return visits and loyalty

Repeat guest rate

04

SPEND

Value of each visit

Revenue per occupied slot

05

EXECUTION

Team productivity

Workflow cycle time

WHAT WE DO

Business-led transformation. Practical outcomes.

We assess the commercial and operational system before recommending tools or projects.

01

COMMERCIAL PERFORMANCE

Improve booking conversion, pricing visibility, retention journeys and ancillary sales.

More revenue from existing demand.

02

OPERATIONS & EXECUTION

Simplify workflows, clarify responsibilities, strengthen SOPs and management routines.

Less friction. Clearer accountability.

03

DATA & INTELLIGENT TOOLS

Make reports useful and identify targeted automation that reduces repetitive work.

Better decisions with less manual effort.

A CONNECTED COMMERCIAL SYSTEM

From interest to loyalty.

Each handoff can increase or reduce the lifetime value of a customer.

01	02	03	04	05
DISCOVER	**ENQUIRE**	**BOOK**	**EXPERIENCE**	**RETURN**
Can golfers find us?	Do we respond fast?	Is booking effortless?	Do guests spend more?	Why will they come back?

A strong operating model connects marketing, reservations, front-desk teams, service and follow-up.

INSIDE THE BUSINESS

What the Performance Review examines.

A targeted, cross-functional review of one facility, shaped by the data and access available.

01 **TEE SHEET & CHANNELS**

Utilisation, cancellations, source mix and the pricing/booking journey.

02 **GUESTS & MEMBERS**

Enquiries, repeat visits, communications and loyalty touchpoints.

03 **ANCILLARY REVENUE**

Opportunities around F&B, events, coaching, range and retail.

04 **WORKFLOWS & PEOPLE**

Ownership of tasks, repetitive administration and service handoffs.

05 **REPORTING & SYSTEMS**

Current dashboards, data quality, tool duplication and useful automations.

06 **PRIORITIES & ROI**

Potential upside, practicality, owner and time-to-impact for each initiative.

A CLEAR STARTING POINT

Clarity in 10 business days.

A focused, primarily remote diagnostic. No drawn-out strategy exercise or software-first sales pitch.

DAYS 01–03

UNDERSTAND

Review core metrics, existing tools, key challenges and leadership priorities.

DAYS 04–07

DIAGNOSE

Map performance leakage, operating friction and high-value improvements.

DAYS 08–10

PRIORITISE

Test feasibility, set owners, define KPIs and build the 90-day roadmap.

YOU RECEIVE — KPI snapshot · Opportunity map · Prioritised 90-day action plan

SMALL IMPROVEMENTS COMPOUND

One extra foursome per week can matter.

A simple illustration for a pay-per-play facility

€12,800

ILLUSTRATIVE ANNUAL GREEN-FEE REVENUE

4 players × €80

× 40 active weeks

= €12,800 / year

Hypothetical example only. Assumes one incremental paid foursome each active week; excludes discounts, costs, secondary spending, seasonality and displacement. Not a client forecast.

OUR PROPOSAL

Start small.
Decide with evidence.

One scoped diagnostic creates the basis for a sensible next step, rather than a large upfront commitment.

GOLF BUSINESS PERFORMANCE REVIEW

EUR 1,500

Indicative founding-client fee · One facility · 10 business days

Output: management snapshot + prioritised 90-day roadmap

AFTER THE REVIEW

90-day improvement sprint

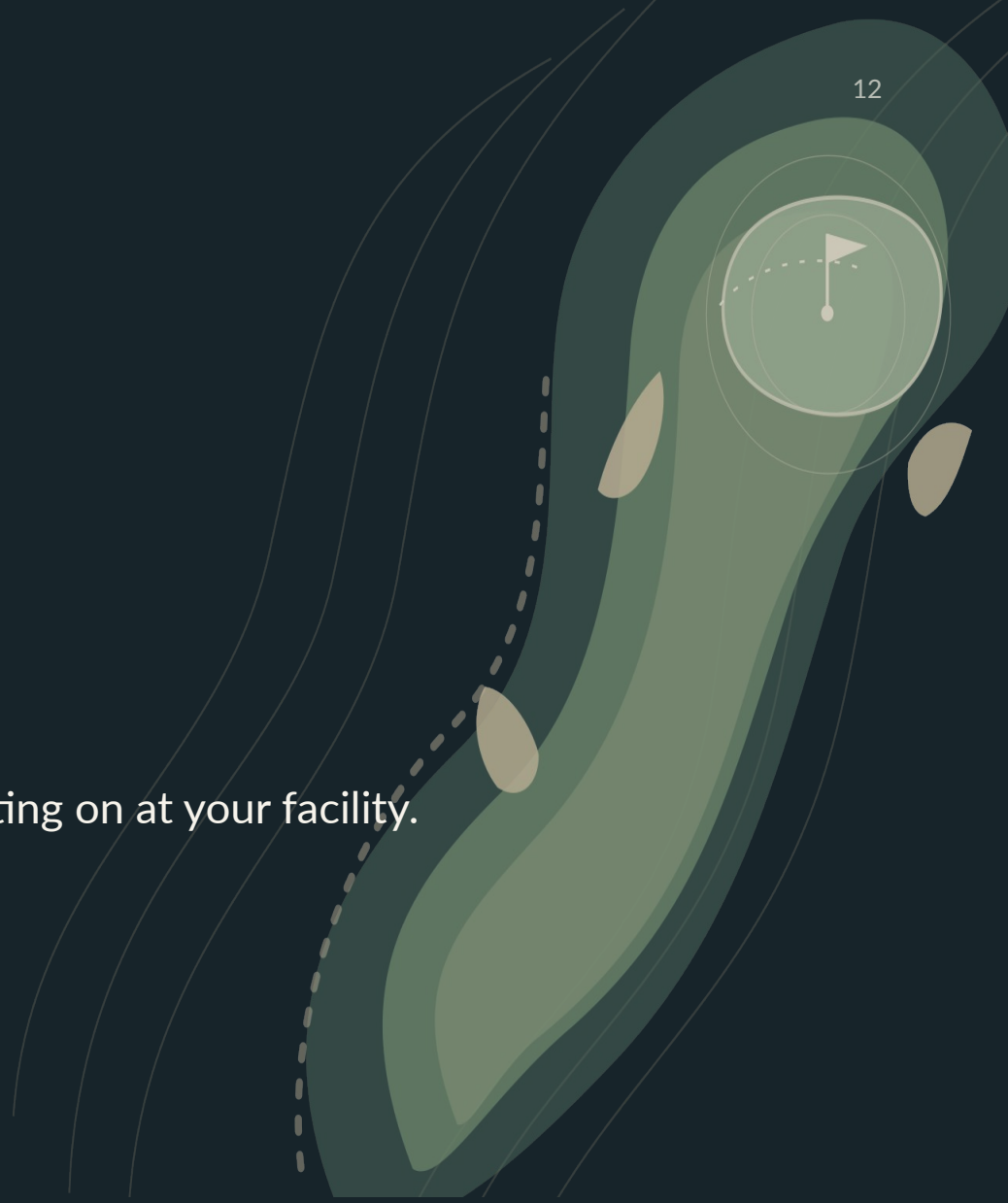
Implementation support and ongoing advisory, scoped separately based on agreed priorities.

Final fee, scope, access and data handling are agreed in writing before work begins.

A BETTER-PERFORMING GOLF BUSINESS

Know what matters.
Know what to do next.

Let’s identify the commercial and operational opportunities worth acting on at your facility.



START WITH A 20-MINUTE INTRODUCTORY CONVERSATION

Hannes Borgwardt | HB VALCENNE | Connect on LinkedIn