



Comprehensive Marketing Plan

| 2022–2024

Presented by **Campfire Concepts**
July 2022

Square Links Golf Course & Practice Center is a facility of the Frankfort Square Park District

SQUARE LINKS

GOLF COURSE & PRACTICE CENTER

COMPREHENSIVE MARKETING PLAN

**Completed For
Frankfort Square Park District**

By

**Campfire Concepts
Champaign, IL**

July 2022

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One-Year Action Plan





Area/Item	Action	Responsibility
Square Links Mission, Vision, Values	<ol style="list-style-type: none"> 1. Align agency and golf course culture 2. Share with external stakeholders (community, residents, vendors, park district partners) 3. Measure and analyze progress frequently 	Executive Director/ Superintendent of Recreation
Marketing Plan/ Graphic Design Services Objectives	<ol style="list-style-type: none"> 1. Communicate action plan with board and staff 2. Develop benchmarks to address and advance alignment 3. Maintain consistent graphics and branding 	Executive Director/ Superintendent of Recreation
SWOC Analysis	<ol style="list-style-type: none"> 1. Share SWOC with internal stakeholders and allow for feedback 2. Develop tasks to increase opportunities and mitigate challenges 3. Allow for frequent changes in the golf environment 	Executive Director and Athletic Manager
Brand & Position	<ol style="list-style-type: none"> 1. Integrate all aspects of branding into the marketing plan 2. Strive for consistent and effective use of branding for the Square Links facility 	Executive Director/ Superintendent of Recreation
Marketing Goals/ Objectives	<ol style="list-style-type: none"> 1. Prioritize marketing initiatives and dedicate resources (labor, financial) to achieving goals and objectives 2. Discuss key focus and utilize Campfire Concept's design time (20 hours) to complete marketing-related tasks 3. Establish metrics to track and measure the results of marketing efforts 4. Allow conditions to flex while maintaining forward momentum 	Executive Director/ Superintendent of Recreation and Part-Time Marketing Assistant
2022-23 Promotional Plan of Action	<ol style="list-style-type: none"> 1. Prioritize marketing initiatives and dedicate resources (labor, financial) to achieving goals and objectives 2. Establish metrics to track and measure the results of marketing efforts 3. Allow conditions to flex while maintaining forward momentum 	Executive Director/ Superintendent of Recreation and Part-Time Marketing Assistant
Marketing Staff and Dedicated Golf Course Staff	<ol style="list-style-type: none"> 1. Assess district-wide financial resources and budget 2. Review financial projections for Square Links 3. Update the organizational chart and create the job description with an essential task list 	Executive Director and Finance Staff

Executive Summary

The Square Links Golf Course is a 1,749 yard, par 32 golf course owned and operated by the Frankfort Square Park District since 2002 (formerly Hickory Creek Golf Course).

Located in unincorporated Frankfort Township, IL, the Executive Golf Course features a unique ten-hole layout for the beginning or avid golfer. The course is open daily, weather-dependent, beginning in spring through the fall. Approximately 12,000 rounds of golf are played at the course annually. The driving range is 400,000 square feet and includes grass tees and synthetic stations. In addition, Square Links has a practice area that features an 18-hole natural-grass putting course, a practice sand bunker, and green/chipping area.

Located off W. Saint Francis Road, amid a residentially dense area, the golf course is square by design and aptly named given the aerial view. The course features two lakes and several picturesque bridges, flanked with native Illinois plantings and foliage. The current landscape inventory notes that Nodding Onion, Little Bluestem, Prairie Dropseed, Pale Purple Coneflower, Wild Quinine, and Prairie Phlox are the most common native meadow plantings on the golf course. The driving range and practice area are central on the property, and the course plays linearly around the four sides of the “square.”

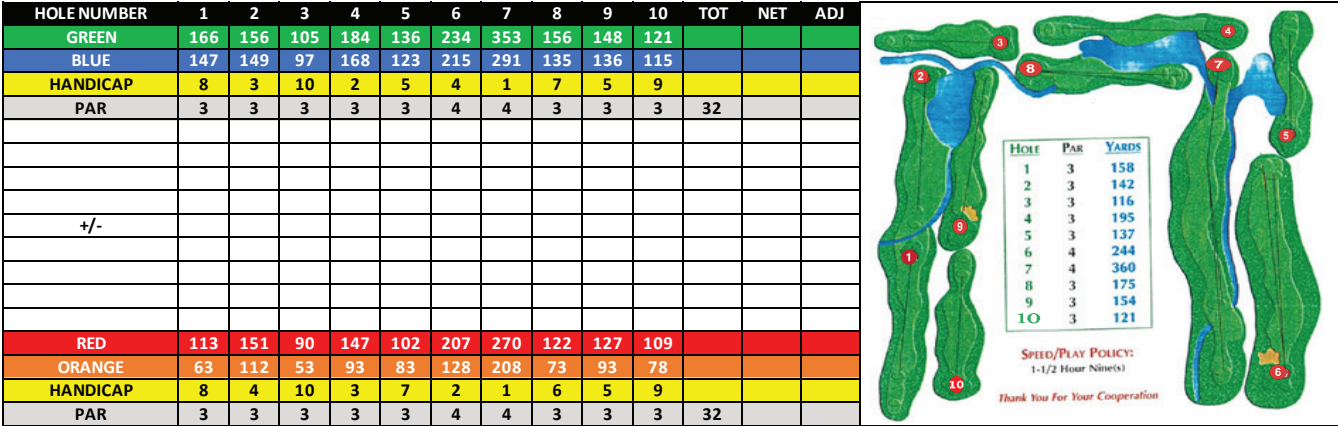


Figure 1. Square Links Golf Course Scorecard



Figure 2. Square Links Golf Course, [google.com/maps](https://www.google.com/maps)

In the 2019 Wellness Study Report from the Frankfort Square Park District, 36.1% of respondents (1/3 of the FPSD households) visited or used the Square Links Golf Course over the last year (2018). The Square Links Golf Course offers different opportunities for players of all ages and abilities. The smaller course style allows for corporate or local business people to play a quick round during the work day, and allows for beginners and junior golfers to enjoy golf at a relaxed pace. The onsite practice and training features allow avid golfers to further improve their swings, and also gives novice golfers and new players a place to learn the basics of the game. The course features Toptracer Range technology, and is one of only a few courses in the area with this feature. This allows golfers to track their distance and swing speed, and enjoy friendly competition via a mobile app (Frankfort Square Park District, 2018).

In an effort to ensure the Square Links Golf Course remains a sustainable amenity and facility of the Frankfort Square Park District, the Board of Commissioners, Executive Director, and Staff contracted outside consulting company, Campfire Concepts, to develop a Marketing Plan for the Square

Links Golf Course, along with the necessary graphic design services. The goal of this plan is to provide a course of action that on-site staff can use to promote the facility, both as a home course for residents of Frankfort Square and surrounding towns and as a regional destination for golfers from outside the area. This plan includes a series of documentation information for the business and operational use of the park district golf course, as well as recommendations for the next two to three years for feasible marketing strategies and opportunities.

The Comprehensive Marketing Plan seeks to focus efforts on growth and continuous improvement of the Square Links Golf Course. The contents of the plan are a culmination of input from the Frankfort Square Park District Leadership Team, onsite review of golf operations, scholarly research, and input from golf-industry professionals. The Marketing Plan contained therein outlines the goals established by the Frankfort Square Park District and Campfire Concepts in advance of this project and assigned actionable objectives to each goal as well as a plan of action to support and create change for the golf operation.



History of Frankfort Square Park District & Square Links Golf Course

The Frankfort Square Park District was incorporated in 1974 by a small group of determined and dedicated residents for the specific purposes of meeting the recreational needs of friends and family, along with establishing parks by accepting open space available from home developers. In FSPD's early years of existence, commissioners served this bedroom community of 2,000 homes in unincorporated Frankfort Township in the County of Will by acting as programmers, referees, park maintenance workers, and stewards of the limited tax dollars provided by a supportive community. The referendum to incorporate provided the seed money to establish basic services that included the first athletic fields, playgrounds, tennis courts, and various landscape improvements.

In 1995, FSPD commissioned the services of Dr. Anthony Zito, a professor at the University of St. Francis, who, with the support of his students, conducted the first needs assessment and master plan. This led to an ongoing process of evaluation and planning, further detailed in this report. According to a Chicago Tribune article from February 21, 2002, this master plan, as well as another one completed in 2002, recommended the district acquire the Hickory Creek Golf Course property for public use if and when it became available.

In 2002, the Frankfort Square Park District purchased the former Hickory Creek Golf Course, originally opened in 1988 and designed by Henry Olivieri, Sr. The purchase of the golf course and driving range was made possible thanks to CorLands, a non-profit group affiliated with the Chicago-based Openlands Project, that works with local government to preserve open space for public use. After taking ownership, the park district worked with the Frankfort Township Road Commissioner to expand the adjacent St. Francis Road, improving public safety, and installing an extensive planted retaining wall that enhanced the property and community. FSPD held a contest, requesting residents to name the new golf course, and the winner was Square Links Golf Course and Driving Range. The park district improved all areas of the golf course and facility. It became an attractive public course and learning facility where thousands of residents and non-residents alike have benefited from this affordable opportunity on an annual basis.

Two decades later, Square Links (7861 W. St. Francis Rd., in Frankfort), is a 1,749-yard, par-32 course still owned and operated by the Frankfort Square Park District. It is open daily spring through fall. Golf is available on a first-come, first-served basis. Tee times are available and managed online via Teesnap.

The driving range covers over 400,000 square feet and includes both manicured grass tees and synthetic stations. Also featured are an 18-hole natural grass putting course, a practice sand bunker, and a practice green/chipping area.

Recently, the district added a 4th tee configuration, known as “Family Tees” that opens the spot to all skill levels and ages, benefits the player’s game, and enhances playing pleasure. The Square Links Golf Course driving range is equipped with Toptracer Range technology that includes local, national, and international competition, along with exceptional training aids that send shot data directly to the player’s cell phone, as seen on televised professional golf tournaments. In 2021, the

Frankfort Square Park district met with an architectural group to evaluate and develop plans for the improvement or replacement of the aging clubhouse facility.

The Frankfort Square Park District mission applies to all areas of operation along with the motto “the friendly park district,” which serves as a model for customer service the district provides to the community and visitors. The park district became recognized nationally and was named a finalist for the prestigious National Recreation and Park Association Gold Medal Award in 2003. This award was the first of seven finalist recognitions, with the Frankfort Square Park District selected as the National Gold Medal Recipient in 2007 and 2016.



Strategic Focus & Plan

Mission, Vision, Values

MISSION STATEMENT OF THE FRANKFORT SQUARE PARK DISTRICT

It is the mission of the Frankfort Square Park District to provide accessible, non-discriminatory recreational services, facilities, and open space in an environmentally conscious, fiscally responsible manner.

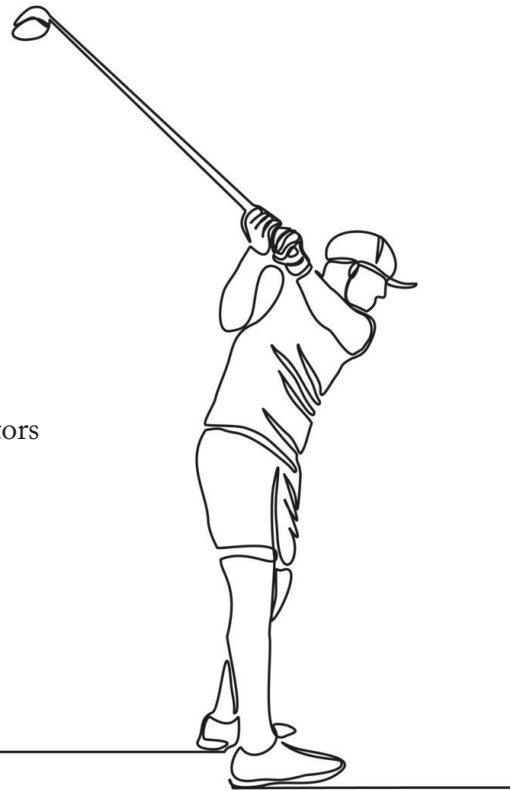
VISION FOR THE SQUARE LINKS GOLF COURSE

The Square Links Golf Course operation, owned by the Frankfort Square Park District, will:

- Establish a recognizable brand for the community and local golfers as a premiere 10-hole Executive Course and Training Center.
- Deliver exceptional customer service.
- Provide competitively priced golf to residents and visitors while remaining fiscally responsible and sustainable.
- Maintain and operate the golf course with excellent playability.
- Use best practices and innovative technology to enhance the golfer experience.

VALUES

- Financial Responsibility
- Community Cooperation
- Conservation
- Equity



Goals & Objectives

Rooted in the park district value of community cooperation, the Frankfort Square Park District consistently engaged in strategic planning and soliciting feedback from residents and users of park district programs and facilities. In 2021, the district participated in a Community-Wide Survey Study. The data collected was utilized to develop the agency's Strategic Plan 2021. The Frankfort Square 2014 Master Plan with 2022 Addendum

Executive Summary, as well as other community surveys and plans, are available in the Transparency section of the district's website, fpsd.org.

As part of the agency's strategic and master planning efforts, staff established the following goals to guide and align the district with its community feedback.

GOALS DERIVED FROM THE FRANKFORT SQUARE 2014 MASTER PLAN WITH 2022 ADDENDUM EXECUTIVE SUMMARY

- Goal to continue promoting and strengthening intergovernmental collaborations
- Goal to continue taking care of existing parks and facilities
- Goal to maintain the pulse on agency financials
- Goal to maintain focus on community trends and changing demographics
- Goal to invest in human resources
- Goal to prepare for growth in senior programming
- Goal to maintain success with Square Links Golf Course
- Goal to maintain ADA compliance
- Goal to consider possible trail expansion and interconnectivity
- Goal to continue maintenance and assessment of natural areas

GOALS DERIVED FROM THE STRATEGIC PLAN 2021 EXECUTIVE SUMMARY

- Goal of seeing things from the residents' perspective
- Goal of informing residents of FSPD offerings
- Goal of providing diverse recreation programming



In 2022, the Frankfort Square Park District enlisted Campfire Concepts to assist in the development of a Marketing Plan for the Square Links Golf Course, along with the necessary graphic design services to fulfill the 2022 Master Plan Goal, **to maintain success with Square Links Golf Course.**

The following objectives were developed collaboratively between staff and the consultants of Campfire Concepts:

OBJECTIVES OF THE MARKETING PLAN & GRAPHIC DESIGN SERVICES

- Build community awareness of the Square Links Golf Course and Driving Range.
- Generate a strategy to increase use by self-identified golfers living in a 20-mile radius from the golf course and driving range.
- Intentionally invite golfers to learn the game or come back to play.
- Provide promotional ideas to be implemented in the 2023 season.
- Establish principles and tools that share a clear and consistent message from the parent brand, the Frankfort Square Park District.
- Build the identity, ownership, and awareness of the Square Links Golf Course and Driving Range.

When developing a marketing plan for a facility operated by a larger agency, as in the case of Square Links Golf Course and Frankfort Square Park District, it is essential that all of the agency's goals are considered. A fully aligned agency will allow for the highest level of operational effectiveness and efficiency. This Comprehensive Marketing Plan document serves as a guide for the Board of Commissioners and staff as they continue to strategically plan for the future of the Square Links Golf Course, and allow for continuous improvement and growth to best align the facility with the community needs.

Key Stakeholders

CUSTOMERS

Golfers are the key customers and stakeholders for the Square Links Golf Course. The breakdown of participation in golf is as follows: 1% professional, 63% men, 32% females, 4% youth, and 81% recreational golfers. The largest percentage of golfers is composed of men between the ages of 18 and 59, and senior players tend to outweigh junior golfers. The average age of a golfer in the United States is 54 years of age (Grand View Research, 2020). The global golf industry was valued at \$3.66 billion in 2019. Growth skyrocketed past the expected annual compound rate of 2.5%, due largely to the COVID-19 pandemic and the outdoor, socially distanced nature of the game of golf, an activity that was not limited by federal or state mitigations during 2020 and 2021 (National Golf Foundation, 2021). Despite shutdowns, a result of the pandemic, the golf industry saw a 14% year-over-year increase in rounds from March/April 2019 to March/April 2020. Total golf participation (on and off course) was up 8% year over year, or 36.9 million participants. Golf gained an additional 500,000 golfers, the largest participation increase the sport has seen in the last 17 years. Additionally, there was a significant decrease in the number of course closures as the financial status of facilities nationwide improved thanks to golf industry growth and increased play.

EMPLOYEES

The employees play a pivotal role in building an atmosphere of trust, confidence, and loyalty among customers. Every member of the team has an opportunity to contribute to a positive customer service experience or one that fails to deliver on the brand promise. One piece of the marketing matrix that is hard to control is the customer experience; being aware of your employees' role in that required component of marketing and operational success is essential. Additionally, employees are important stakeholders as they serve, both directly and indirectly, as facility and program champions. Those living within 5 miles of the facility assist in promotion and positive referrals through word-of-mouth recommendations, in-person communication, and social media. Research indicates that, in this day and age, people are more likely to crowdsource information via social media before doing their own Internet search or asking an individual. These champions/advocates of the park district and its programming can assist in promoting the brand and facility, and should always be considered important stakeholders in the marketing mix.

At the time of publication, the Frankfort Square Park District has 76 employees: 11 full-time, 50 part-time, and 15 seasonal. Of this number, only 2 full-time (Director of Recreation John Keenan and Athletic

Supervisor Dan Coghlin) and 11 seasonal employees are directly involved with the Square Links facility operations. This includes Golf Professional, Ken Buss. 59 members of the staff live within 5 miles of the golf course (77%). Of that group located near the course geographically, 45 are Frankfort Square Park District residents themselves. Close to 60% of the staff are customers as well. The employee age breakdown is as follows: 9 aged 26-41, 14 aged 42-57, 17 aged 58-67, and 1 over the age of 68. 19 employees did not report ages or an age range. A majority of the staff who reported their ages are within the target age range for the golf course (age 45-64). 75% of staff with age reported are not only geographically located near to the course, but also fit the ideal demographics of a golf course operation.

RESIDENTS OF FRANKFORT SQUARE, IL

Demographic information for the Frankfort Square area was also collected from the 2020 U.S. Census Bureau data. Due to the unique political and boundary structures of the Frankfort Square area, the U.S. Census Bureau data does not provide a 100% match to the area serviced by the Frankfort Square Park District. Rather, the U.S. Census Bureau data represents the Frankfort Square “Census-Designated Place” (CDP) which is a smaller geographical area compared to the Frankfort Square Park District. Despite this slight variation, the 2020 U.S. Census Bureau data can provide some insight into general demographic trends and shifts impacting the community.

According to the United States Census Bureau, 8,968 residents live in Frankfort Square, Illinois. The population of the community has not grown more than 1% in the past three years. There are approximately 3,056 households in Frankfort Square. The average household income is \$109,910. The median home value is \$223,600. 91.9% of residents in the community own their homes (World Population Review, 2022).

The population is 51.81% female and 48.19% male. The median age of residents is 39.8 years of age. 91.72% of Frankfort Square residents are Caucasian, 2.44% Asian, 2.03% African American, 1.69% other, and 2.12% of two or more races.

- 27.58% high school graduates, 25.5% some college, 9.57% associates degree, 23.63% bachelors degree, 9.85% graduate degree
- \$52,777 average earnings (\$71,995 male, \$42,397 female)
- 93.1% English speaking, 3.3% Indo-European, 2.9% Spanish
- 83.6% of veterans served in Vietnam, followed by 1st Gulf War and 2nd Gulf War
- 84.68% born in Frankfort Square, 94.97% native-born, 5.03% foreign-born

The average household size is 2.98. The average family size is 3.25. 44.93% of these households have children, and 55.07% are households without children. 64.8% of households are married and 16.9% are non-family households (United States Census Bureau, 2022).

AREA COMMUNITIES

Frankfort Square Park District is a recreational district serving residents from unincorporated Frankfort, Frankfort, Tinley Park, and Matteson communities. FSPD maintains approximately 500 acres of parkland in the towns of Frankfort and Tinley Park, Illinois. All 8,968 residents in the Frankfort Square census-designated place (CDP) in Will County, are served by Frankfort Square Park District, whereas in Frankfort, Tinley Park, and Matteson a percentage of the residents are served by FSPD per the park district boundaries. The residents represented on Table 2 are important stakeholders to not only the Square Links Golf Course & Practice Center, but the Frankfort Square Park District as a whole.



Youth Lessons with Golf Professional, Ken Buss

Community	Population	Community Area/Square Miles	Approx. Distance to Square Links	% of Pop. 40-69	Median Age	Median Household Income	Median Home Value
Frankfort Square Park District	18,500	9.6	0-2 mi.	--	--	--	--
Frankfort Square CDP	8,831	2.5	0-2 mi.	47%	40.5	\$113,170	\$233,500
Frankfort	19,166	15.8	4-4.5 mi.	44%	41.9	\$140,731	\$376,100
Tinley Park	56,082	16.1	4-5 mi.	39%	40.5	\$82,163	\$238,200
Matteson	19,374	9.3	6-7.5 mi.	43%	44	\$84,611	\$174,500
	Total	Avg Size	Avg Distance	Avg Pop. 40-69	Avg Age	Avg Income	Avg Home Value
FSPD Residents are Present	103,453	11	3.5-4.75	43%	41.7	\$105,169	\$255,575
Mokena	20,720	8.7	5-7 mi.	44%	42	\$109,935	\$317,000
Orland Hills	7,069	1.1	6-8 mi.	42%	37.3	\$82,337	\$226,400
Country Club Hills	16,564	5	7.5-8 mi.	43%	40.9	\$70,306	\$134,100
Olympia Fields	5,028	2.9	7.5-9 mi.	35%	46.7	\$93,350	\$227,500
	Total	Avg Size	Avg Distance	Avg Pop. 40-69	Avg Age	Avg Income	Avg Home Value
All Area Communities	152,834	7.68	5-6.38	42%	41.7	\$97,075	\$240,913

Table 2. Demographic Data

Sources: FSPD 2014 Master Plan, censusreporter.org, and the fspd.org/interactive-map/

SUPPLIERS AND VENDORS

Suppliers and vendors are another key stakeholder group, especially for golf courses. Being a seasonal operation, good vendor relationships are key when the business is not open 365 days a year. The relationship with these vendors often plays a role in the cost of goods sold and the profitability of a golf club, especially as it relates to the food and beverage and pro shop areas of the business.

In 2022, the Square Links Golf Course & Practice Center determined the following businesses the top suppliers and vendors for the golf facility.

1	Reliable Golf Services	Course Maintenance
2	Harris Golf Cars	Golf Carts
2	Costco	Concession Supplies
3	Sam's Club	Concession Supplies
4	Kozol Brothers	Liquor Distributor
5	Lake Shore Beverage	Liquor Distributor
6	Toptracer Range	Range Technology
7	Callaway Golf	Pro Shop Merchandise
8	One Up Signs	Signage
9	Golf Professional - Ken Buss	Pro Lessons

Table 1. Top Suppliers and Vendors

Other Government Agencies

WILL COUNTY

Located in the northeastern part of Illinois, Will County is the fourth largest county in the state. According to the United State Census Bureau, Will County's current population is 697,252.

FRANKFORT TOWNSHIP

One of 24 townships in Will County, Frankfort Township has a population of close to 60,000. Unincorporated areas such as Frankfort Square rely on townships for their maintenance and community activities. In addition to social services and support for veterans, seniors, and low-income housing, the Frankfort Township Highway Department handles snow removal, maintenance of streets and sidewalks, road construction, stormwater management, and lawn waste pickup.

SCHOOL DISTRICT 210

Working jointly with local government agencies has ensured that mutually served residents are well serviced by their taxing bodies. The Frankfort Square Park District works cooperatively with Lincoln-Way Community High School District 210 through an inter-governmental agreement that provides access to Lincoln-Way North High School's (LWN) indoor/outdoor athletic spaces. Although LWN was closed in 2016, the Park District committed to keeping it open for recreation, ensuring that residents from six surrounding communities have use of this state-of-the-art facility that is supported by their tax dollars.

SCHOOL DISTRICT 161

Similar to District 210, the Park District partners with Summit Hill School District 161 (SHSD) through a longstanding inter-governmental agreement, supporting each other with available facilities, staff, and equipment. The Park District is allowed free access to all SHSD schools' gymnasiums, classrooms, for its programming. In exchange, the FSPD has developed school campuses with playgrounds and athletic fields and has provided maintenance support at their expansive sites. FSPD and SHSD administrators meet monthly to review cooperative efforts of their inclusive IGA to ensure the goal of benefitting residents is met, most notably through reopening the once shuttered Mary Drew facility where the Park District's largest programs, Braemar Dance Center, and the Before and After School programs are housed.

LWSRA

The Frankfort Square Park District provides services for residents with special needs through membership in the Lincolnway Special Recreation Association (LWSRA). The Frankfort Square Park District was a founding member of LWSRA, a therapeutic recreation program that provides adaptive recreation services for individuals with disabilities through a cooperative agreement with its seven-member park districts that include Frankfort, Frankfort Square, Manhattan, Mokena, New Lenox, Peotone,

and Wilmington Island Park Districts. Participants can enjoy active, healthy, and more independent lifestyles through a variety of year-round recreational and social opportunities that are not met by traditional park district programs.

The Frankfort Square Park District's commitment to their residents with disabilities is further exemplified by opening its facilities for LWSRA's use, whether it's the Nature Center for daytime adult programming in the summer, the Lincoln-Way North field house for national wheelchair basketball tournaments, or Square Links Golf Course where participants enjoy honing their golf skills on the range and course.



Market Analysis & Research

Market Summary

The target demographic for a golf facility is typically aged 45-65, as this is the age group that constitutes the largest source of revenue for a typical golf course. This is also the demographic that has the most time to play or invest in learning how to play. This demographic is also connected to the millennial age group (children, grandchildren), so they are exposing the next generation to golf. This exposure catapulted growth due to the COVID-19 pandemic and the surge of the golf industry across all target market age groups. A successful marketing plan of action requires an understanding of the market you need to reach to see a return on the marketing investment. It does not make sense to spend money on a market that does not have the expendable income or time to spend on golf at this point in their lives. Based on the current age range of millennials and overall population trends, by 2050 (the date at which this population will reach the age range of a typical golf participant) millennials will make up 28% of the population. Marketing to the parents and grandparents of this population is not only a return on your investment in the short term, but also provides value for years to come (Hoffman, 2019).

Additionally, the 45-65-year-old demographic reports further target market factors for any golf club: two out of three state that they are

not under financial stress; 61% have more free time than younger generations; they are more willing to invest in high dollar items; and only about half are still employed full-time. The other half are reaching retirement age and working less; hence, more of their time is available for recreational activities, including golf. Other key factors include their use of social media (75%), and the fact that roughly that same percentage is comfortable with using mobile applications.

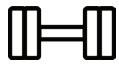
When looking at the target market of the golf industry combined with the demographics of the sounding communities of Frankfort Square Park District we can see that there are a number of favorable factors contributing to the current success of Square Links Golf Course. It also provides insight into how the ideal market/demographic for the club will look in the future. 64,190 residents of the sounding communities of FSPD are between the ages of 40-69. This equates to 42%. The average age is 41.7, which means within the next decade the population will age into the target demographic for golf.

Sports are often culturally linked, as they are pastimes of various generations passed down over time, and interest tends to be country-specific, such as in the example of European countries and soccer. The United States accounts for the largest percentage of the golf market, while Asian Pacific countries

are the fastest growing in terms of golf participation. The latest statistics show that less than 5% of the Asian Pacific population currently participates in golf, though. Of golfers in the United States, 72% reported being of Caucasian descent. According to the PGA, diversity remains golf's biggest challenge. Currently, less than 18% of golfers report being a minority. 91.72% of Frankfort Square CDP residents are Caucasian and the remaining 6.16% of residents are reported as Asian, African American, or of two or more races (Keating, 2018).

While the residential population of the Frankfort Square Park District greater community aligns with the current demographics of golf (age/race), it is important to note the efforts of the PGA and recreation agencies across the United States over the last several years to diversify golf. There has also been a noticeable increase in the last several years of women and younger players taking up the game of golf, as well as a growing number of minority participants. Additionally, professional golfers are more racially diverse in 2022 than in the years prior to 2017. This should be noted as relevant and a future opportunity for the golf course as it continues to grow. One of the largest hurdles for golf is the high cost of playing the sport. While these hurdles remain for many target markets, the reasonable rates offered by the Frankfort Square Park District at Square Links allow for more equitable access to the sport of golf.





SWOC Analysis

SWOC Analysis stands for strengths, weaknesses, opportunities, and challenges analysis. This activity helps identify the external and internal factors that play a part in whether a business venture or project can reach its objectives. Strengths and weaknesses are internal factors, while opportunities and challenges are external. Through analysis of the business operations, strategic opportunities and potential threats present themselves which assists in forecasting and planning for future growth.

Through a team-building activity on May 23, 2022 with Campfire Concepts, the leadership team at the Frankfort Square Park District reviewed these items and categorized them to the best of their abilities, drawing on their extensive knowledge and the history of the Square Links Golf Course.

STRENGTHS

Strengths include the resources and capabilities of the agency and its key stakeholders. Since the agency has the most control over internal factors, it can craft strategies and objectives to take advantage of strengths and foster growth.

- **The course is owned and operated by the park district (tax-funded).**
- **The course is centrally located in the Frankfort Square and Frankfort regional area.**

- **The mission of the golf facility ties to that of the park district, which is to serve the local community of Frankfort Square.**
- **Square Links is a public course, open to both residents and nonresidents.**
- **The FPSD Board is committed to providing golf at an affordable rate to the community.**
- **The facility is uniquely set up as an Executive-Style Course with 10-holes instead of the traditional 9.**
- **The size of the course offers efficient play in a shorter period of time. A round of golf takes approximately two hours.**
- **The facility offers a golf course and a practice facility in one location.**
- **Both the course and the driving range offer Toptracer technology, which allows golfers to track their ball, distance, and speed.**
- **The practice area is expansive compared to traditional courses, and includes an 18-hole putting course, practice greens, practice bunkers, a chipping area, and a driving range with both natural grass and turf bays.**
- **The course is well-maintained by Reliable Property Services.**
- **The Frankfort Park District Staff and the staff assigned to Square Links are dedicated to providing great customer service.**



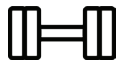
STRENGTHS CONT.

- Provides Ecological and Community Benefits including Green Space in a heavily populated area, wetland preservation areas, sanctuary habitats for wildlife and birds, and turf grasses that create oxygen and filter groundwater.
- The course is a neutral business entity not aligning or involving itself with any regional professional business organizations such as the Frankfort Chamber, Chicago Southland Chamber, and the Chicago Southland Convention & Visitors Bureau. Rather, they support all to the best of their abilities by hosting outings and being a good partner and steward of the community.
- Golf Professional Ken Buss is on staff at the golf course and offers golf lessons.
- The facility holds an IL Liquor License which allows the sale of alcoholic beverages before, during, and after a round of golf.
- Frankfort Square Park District Staff recently presented at the Tinley Park Golf Expo (February 7-9). While there was low attendance, they had great conversations with those they met. Community engagement and experiential marketing such as booth opportunities at events are great ways to engage the public and find potential new golfers.
- The course is only 10-holes with 2 short par 3 holes and not an 18-hole traditional course.
- Shorter courses appeal to our target market.

WEAKNESSES

Weaknesses are internal factors that are within the control of the agency. Instead of helping FSPD, these things hinder its progress. They prevent the agency from working at its optimum level and should be addressed.

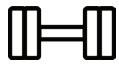
- There are a lot of golf courses within close proximity of Square Links.
- The facility and course amenities are not the best in the area.
- There is a lack of community awareness about the Square Links Golf Course and Practice Center.
- There is no onsite restaurant or banquet facility to allow for additional exposure and food and beverage amenities that many golf courses and facilities offer typically.
- There is no Marketing Department assigned to the course, and limited marketing assistance exists at the district level.
- Limited staff are available to assist and maintain the operation at the highest level at all times.
- The facility is surrounded by developed residential and commercial areas and is landlocked for any expansion.



OPPORTUNITIES

Opportunities are external in nature. FSPD cannot control such factors. However, its team can leverage these opportunities in successful ways.

- Following the COVID pandemic in 2020, socially distanced outdoor activities gained popularity. Golf courses across the United States have seen increased rounds played compared to 2019.
- With the sport of golf continuing to grow, Square Links has the potential to create a market for itself to stand out amongst the other golf courses in the area.
- One of the more noticeable trends in golf is the push to move to shorter events, playing only 9 holes instead of a full round because of work and family requirements. This allows the golfer to get onto the course quicker, creating popularity.
- Through park district marketing channels the golf course already has access to much of its target market.
- Golf is a sport accessible to all populations and can be adapted regardless of ability.
- Create programs and promotions aimed toward female golfers, the largest growing segment in the golfing industry. Data collected from the 2021 season indicates that approximately 20% of golfers are female currently.
- In the last several years, millennials and younger generations have gained interest in golf.
- Foster social responsibility by offering a more engaging Junior program to develop players who will consider Square Links their home course. Currently, juniors (age 6-17) and young adults (18-34) make up about 35% of all golf course play.
- The sport of golf continues to innovate by incorporating technology into training. The popularity of locations such as Topgolf, Putt Shack, and indoor simulator facilities have increased the awareness of the sport itself among a variety of populations who previously did not have exposure to golf.
- As the population ages, there are more retirees with time to dedicate to the sport of golf which is low impact and ideal for the aging adult.
- Golf has always been a business networking activity, but it is gaining popularity as a social networking activity and a way to meet new people/socialize.
- The golf industry has jumped on the fitness and health bandwagon, emphasizing the benefits of walking during a round of golf and working out in the off-season.
- Square Links can promote itself as an affordable option for the avid golfer who wants to practice and perfect their round. A family of four could play for under \$100.
- Increasing the younger generations' attention on the positive environmental impacts of Square Links Golf Course by promoting positive benefits including water management, conservation, and biodiversity. Square Links should also look into pursuing designation as a carbon-neutral golf course, as this is expected to become a sought-after title.



OPPORTUNITIES CONT.

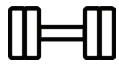
- The course can become Audubon Certified as a wildlife and bird sanctuary.
- Capitalizing on the Toptracer Technology, the course can attract younger golfers and new and avid golfers looking for a fun new experience.
- Exploring birthday and special event packages such as Driving Range Parties (corporate events) and Birthday Parties (social events) for all ages may offer a way for non-golfers to patronize the facility and to expose the facility to new golfers who previously were not aware of Square Links.
- The opportunity to continue to offer promotional pricing and marketing for seniors, the segment of the golf market with the most time to golf during off-peak times such as during the week, and continue to be creative with other potential markets.
- Planned contracted food and beverage operation adds golfer benefits and convenience of a more full-service food and beverage offering and may attract new visitors.
- Expanding Square Links's social media presence into platforms such as Instagram (younger audience) or LinkedIn (corporate audience) may aid in reaching more potential customers and better highlight the imagery of the course and the positive impact of the course on the region.
- Taking a larger and more active engagement on Facebook and social media channels, in general, will help generate organic brand awareness in the community.

- Offering creative specials and discounts such as \$10 rounds (\$1 per hole) help bring in volume and fill space in slow times.
- Creating a promotional and marketing calendar will allow staff to forecast when discounts are offered and plan in advance for easier execution in a busy golf season.
- Square Links is a kid-friendly and family friendly course.
- Chicago District Golf Association is a fee-based membership program that promotes deals and offerings of local clubs. Square Links is currently a member.

CHALLENGES

Challenges are external factors. Just like opportunities, challenges are also beyond the control of FSPD. These factors may prevent the agency from making the best use of its resources.

- Golf is an outdoor activity, and weather determines the operational ability and hours of the course.
- An Illinois golf course is closed during the late fall, winter, and often early spring. Additionally, the course closes during storms that produce thunder and lightning as a safety precaution.
- Currently, social media marketing is limited to Facebook, where Square Links has 365 likes and 397 followers. This is less than 22% of those served by the district.



CHALLENGES CONT.

- There is a lack of community awareness about the Square Links Golf Course and Practice Center.
- There is not a dedicated website for the Square Links Golf Course, and the golf course has a limited presence on the Frankfort Square Park District website, fpsd.org.
- There is not a lot of media or press coverage on the course in recent years that is available in a standard Google Search, indicating a low SEO ranking.
- The sport of golf does require some discretionary income for the necessary equipment (clubs, shoes) and fees (cart, greens).
- Golf is not a standard inclusion in the state's Physical Education curriculum, and as a result golfers must seek education about the game or teach themselves.
- Playing most often requires a reservation/tee time in advance. Only four players can start at one time, so advance planning is required to play a round of golf.
- Younger golfers (15 and under) tend to be dropped off and are not allowed to stay.
- Reviews left on Yelp and other golf-rating sites are not in the control of the course management, and often reviews lack full context and details or may be unwarranted. The current Yelp rating is 3.5/5 stars.
- Some mobile apps have incorrect data about the course. It is difficult to correct the errors and sometimes requires fees for updating and featuring the course accurately.
- The long-lasting effects of the COVID-19 pandemic present evidence of a recession that could prohibit those from traveling farther to golf (high gas prices) or golfing at all (limiting extracurricular activities).
- The labor shortages make hiring and retaining staff in seasonal positions difficult.
- Technology changes at a rapid pace and, while Toptracer is a forward-thinking company, inevitably a newer technology will come along and change the competitive landscape.
- The Frankfort Square Park District Operational Budget for Square Links does not account for potential marketing or membership costs associated with promoting the golf course.
- Currently, Square Links is not a member of any professional golf or business organizations which often assist in brand awareness and exposure to new customers.
- Operationally the course is not set up for golf outings.
- The golf course has a tremendous inventory of trees and native plantings that at times require forestry, stabilization, and other care.





Competitive Analysis

An important part of properly marketing a business is to understand the other competitors in the industry. Understanding who is in direct competition with the golf course and what golf courses (while not alike) may be an alternative choice for potential customers affords the organization a better understanding of how best to innovate, reach its target market, and enhance its services (Fairelie, 2022).

On an annual basis, the Square Links Golf Course & Practice Center staff reviews pricing and compares offerings with courses in close proximity. At the time of this plan, the staff considers Orland Park's White Mountain Golf Park (whitemountaingolf-park.com) the regional marker to consider when reviewing competitive pricing. Similar to Square Links, White Mountain is a short course (9-holes) with a driving range and a mini golf area. The golf course is located approximately four miles from Square Links, the closest comparable course.

The main difference between Square Links and White Mountain is the ownership and operation of the courses. Both courses are open to the public, are shorter in length, and place a large focus on the practice facilities.

White Mountain is privately owned and managed by Troon Golf, a worldwide golf management firm based out of Arizona which operates more than 650 courses. They recently acquired Billy Casper Golf Management, and picked up several park-district courses: Chicago Park District, Forest Preserve District of Cook County, Fox Valley Park District, and Hoffman Estates Park District. Square Links can compete favorably with White Mountain, but it is important to note that a course owned and operated by a park district will be at some disadvantage compared to a privately held, well-funded management operation (Troon, 2022).

Table 3 is a snapshot of greens fees of comparable Executive Courses in the south, southwest, and western suburbs of the Chicagoland area. Many of the courses included utilize dynamic pricing, which allows for pricing changes throughout the day and week based on course capacity and revenue goals. Several courses offer discounted rates for twilight golf, seniors, afternoons, etc. For the purpose of the cart, rates are organized into weekday and weekend pricing. In cases of public courses included in Table 3, resident and non-resident rates are offered, and the chart was consolidated to reflect non-resident pricing for consistency.

GOLF COURSE	MILES	YARDS	PAR	RATES	
	Distance to SLGC	Course Distance	Course Difficulty	Weekday+	Weekend++
Square Links Golf Course & Practice Center Frankfort Square * https://www.fspd.org/	-	1,802	29	\$15	\$15
White Mountain Golf Park Tinley Park https://www.whitemountaingolfpark.com/	4	1,741	29	\$16	\$16
Willow Run Golf Club Mokena https://www.willowrungolf.net/	8	2,458	35	\$15	\$23
Silver Lake Country Club (Rolling Hills) Orland Park https://www.silverlakecc.com/	8	1,587	29	\$17	\$30
Oak Hills Country Club Palos Heights https://www.oakhills.com/	10	2,520	33-34	\$18	\$21
Palos Hills Country Club Orland Park https://www.paloscountryclub.com/	11	3,154	35	\$21	\$22
Palos Hills Golf Club Palos Hills https://www.paloshillsweb.org/index.php/departments/paloshillsgolfclub/index.html	14	2,838	35	\$12	\$14
Flagg Creek Golf Club Countryside https://www.flaggcreekgolfcourse.com/	27	2,281	33	\$23	\$25
Boughton Ridge Golf Club Bolingbrook https://boughtonridgegolf.com	28	2,205	32	\$18	\$20
Zifield Troy Golf Club Woodridge https://zigfieldtroygolf.com/	29	1,604	27	\$12	\$14
River Bend Golf Club Lisle https://riverbendgolfclub.org/	32	3,300	36	\$24	\$24
Downers Grove Golf Club Downers Grove https://www.downersgrovegolfclub.org/	33	3,280	36	\$25	\$27
Green Meadows Golf Club Westmont https://dupagegolf.com/green_meadows/	33	1,888	30	\$19	\$19
Twin Lakes Golf Club Westmont https://www.westmontparks.org/twin-lakes-golf-club/	33	3,404	36	\$20	\$22
Meadowlark Golf Club, Hinsdale https://meadowlark.forestpreservegolf.com/	33	3,404	36	\$20	\$22
Lombard Golf Club Lombard http://www.lombardgolfcourse.com/	36	3,051	35	\$19	\$21
Sugar Creek Golf Club Villa Park https://sugarcreekgolfcourse.org/	37	2,139	32	\$20	\$25

Table 3. Greens Fee Comparison Regional 9-Hole Golf Courses

Course information and greens fees sourced from course websites (2022, June 17).

* 10-hole golf course layout.

+Weekday rates typically represent pricing for Monday-Thursday or Monday- Friday based on the course.

++Weekend rates typically represent pricing for Friday-Sunday or Saturday and Sunday only based on the course.

FACILITY	MILES	Number of Golf Holes	Type of Course	Course Information About Top Tracer Online
	Distance to SLGC			
Square Links Golf Course Frankfort Square	-	10	Park District	https://www.fspd.org/toptracer-range/
Cog Hill Golf Club Lemont	19	72	Public Course, Privately-Owned	https://www.coghillgolf.com/rates-and-hours
Mistwood Golf Course Romeoville	22	18	Public Course, Privately-Owned	https://mistwoodgc.com/golf/toptracer
Mistwood Golf Dome Bolingbrook	27	Indoor Driving Range	Public Facility, Privately-Owned	https://mistwoodgc.com/golf/toptracer
White Eagle Country Club Aurora	36	27	Private Country Club	https://www.whiteeaglegc.com/
Topgolf Naperville	38	Indoor/ Heated Outdoor Driving Range	Public Facility, Owned by Callaway Golf Company	https://topgolf.com/us/
Links and Tees Addison	43	9 + Indoor Golf Dome	Park District	https://addisonparks.org/links-tees-golf-facility/
390 Golf Experience Wood Dale	47	Indoor/ Heated Outdoor Driving Range	Park District	https://390golf.com/
Topgolf Schaumburg	51	Indoor/ Heated Outdoor Driving Range	Public Facility, Owned by Callaway Golf Company	https://topgolf.com/us/
Green Valley Driving Range Hanover Park	52	Driving Range + Mini Golf	Family-Owned	https://www.greenvalleygolfrange.com/
Bridges Poplar Creek Country Club Hoffman Estates	57	18	Park District	https://www.bridgesofpoplar-creek.com/toptracer-range/

Table 4. Regional Golf Facilities Offering Toptracer Technology
Information sourced from course websites and toptracer.com (2022, June 20).

FACILITY	MILES	Number of Golf Holes	Type of Course	Competitive Advantage Unique Selling Point
	Distance to SLGC			
Square Links Golf Course Frankfort Square https://www.fspd.org/toptracer-range/	-	10	Public – Park District	10 holes vs. 9 holes
Prestwick Country Club Frankfort http://www.prestwickcc.com/	3	18	Private – Members Only	Private Club, geared towards families, offers heated pool, dining, children’s play area
Odyssey Golf Foundation Tinley Park https://odysseygolffoundation.org/	4	18	Public Club, 501(c)3 Former private club, Odyssey Country Club	Rounds played go to supporting therapeutic golf for veterans and adults and children with special needs
White Mountain Golf Park Tinley Park https://www.whitemountaingolfpark.com/	6	9	Public - Privately Owned, third party management	FootGolf
Silver Lake Country Club Orland Park https://www.silverlakecc.com/golf	8	45	Public – Privately Owned (Coghill Family)	Unique 45-hole, 3 course facility offering 9 and 18 hole options
George W. Dunne National Golf Course Oak Forest https://georgedunne.forestpreservegolf.com/	8	18	Public - Forest Preserve, third party management	Lighted Driving Range, Golf Board (electric scooter style golf cart)
Coyote Run Golf Course Flossmoor https://coyoterungolf.com/	8	18	Public – Park District	Lighted Driving Range, Full-service Restaurant
Willow Run Golf Course Mokena https://www.willowrungolf.net/	8	9	Public – Family-Owned	Parkland-Style Golf Course
Flossmoor Golf Club Flossmoor https://flossmoorgolfclub.com/	8	18	Private – Members Only	Private Club, One of the first courses built the Midwest in 1899
Sanctuary Golf Course New Lenox https://golfsanctuary.com/	9	18	Public – Park District	Bunker Bar & Grill offers outdoor seating
Idlewild Country Club Flossmoor https://www.idlewildcountryclub.com/	9	18	Private – Members Only	100-year-old Evans Scholar Caddie Program

Table 5. Golf Courses Closest in Proximity (within 10 miles) to Square Links
Information sourced from course websites and Google Maps (2022, May 16).

Competitive Advantage

Square Links Golf Course & Practice Center is located in a rich recreational golf region of the midwest. The competitive analysis in Table 3 demonstrates that 16 comparable courses exist less than 40 miles from the facility. Within ten miles of the golf course there are ten golf courses, three private and seven public. In total, there are more than 20 courses that should be considered competition either based on similar offerings and size (public Executive Course) or proximity (within ten miles) to Square Links Golf Course & Practice Center.

It is important for Square Links to understand its competitive advantage over the other courses. Competitive advantage is the advantage a company has over another market participant in an industry. In other words, it is how Square Links stands out against their competitors who provide the same or similar value offerings (Gordon, 2022). Determining these advantages and acknowledging the advantages in the marketing plan is key for standing out above the other short-form golf courses in the area.

There are several types of competitive advantage. The most obvious is based on cost. Consumers are cost-conscious and will often choose the lowest-priced option if all other factors are the same. Another advantage is offering a product in a different way that consumers may value above the competition, also known as product differentiation (Boyce, 2022). A third type is a time-based advantage. Sometimes the efficiency of the product or the ability to obtain it quickly become just as important as the cost, if not more so. A good example of this is when you need something faster, you would be willing to pay whichever store could get it to you the fastest without much concern for the cost. A fourth advantage is technology-based. There is value to some in technology and innovation. Similar to the next generations of cell phones, motivation for some consumers comes from the desire to have the best technology or access to the technology (Incrementa, n.d.).



UNIQUE SELLING POINTS

There are many unique selling points of Square Links Golf Course that are worth documenting in this report.



Executive Course

The facility offers an executive-style course with a unique 10-hole layout, driving range, and 18-hole putting course.
(Product-Differentiation)



Affordable

Park district-owned, operated, and funded, allowing the golf course to charge very affordable greens fees, which in turn promotes a sense of community ownership and accessibility for residents and non-residents.
(Cost-Based)



Quick Play

Quick play and convenience is offered by the golf course's 10-hole layout.
(Time-Based)



Toptracer Technology

The driving range has Toptracer Technology which allows practicing golfers track the distance and speed of their ball. (Technology-Based).





EXECUTIVE COURSE

The Square Links Golf Course differentiates itself from others in close proximity thanks to its format and layout. While many 9-hole courses are set up as par 3s, Square Links Golf Course fits the general definition of an executive course, offering two or more par-4 or higher holes. This competitive advantage of an executive course is a product differentiation, as Square Links Golf Course offers a unique alternative to the traditional 18-hole golf courses in the area. This type of course offers a higher level of competition (par 4 or higher holes), but in a shorter format, which is ideal for professional networking in place of the lunch hour to avoid interrupting an entire work day (Lomas, 2022).

Further support of the product differentiation which sets Square Links Golf Course apart from the competition was the conversion of Hole #1 into two holes, creating a 10-hole executive course format. This additional hole is a great product differentiation as it offers flexibility in play, and can be utilized as a “warm-up hole” or a challenge hole for optimizing play.



AFFORDABLE

Square Links Golf Course also exhibits cost-based competitive advantage as well. The park-district owned, operated, and funded golf course has a very reasonable and low-cost fee structure in place. These affordable greens fees promote a sense of community ownership and accessibility for residents and non-residents.

Local municipal and park district courses (not private or privately-owned) set fees as an executive decision from the Trustees, Board of Directors or Commissioners. The Frankfort Square Park District Board is committed to maintaining a low fee structure for the residents and regional visitors to the facility. By utilizing a sustainable business approach, focusing on revenue equal to or greater than expenses, the course relies on tax-based funding for capital improvements.

The average greens fee in the region is \$18 per resident and \$21 per non-resident. The median pricing for direct competition in the area is also \$18 per resident and \$21 per non-resident. In the previous section, Competitive Analysis, Square Links Golf Course is the third cheapest short-form golf course out of 17 courses analyzed within a 40-mile northern radius (towards Chicago and western Chicago suburbs) of the golf course. At the current \$15-per-round fee for all players (resident and non-resident), the Square Links Golf Course is \$3 less than the average residential rate in the region, and \$5 less than the average non-residential rate in the region when comparing short-form golf courses.



QUICK PLAY

The third competitive advantage of Square Links is the convenience offered by the course's 10-hole layout. This allows for quick golf play for those looking for a family outing, networking with a client, or a practice round to perfect their game. This flexibility and short format creates a time-based advantage for the facility over some local courses and competition.

One of the more noticeable trends in golf in the last two years is the push to move to shorter events, playing only 9 holes instead of a full round of 18 or more holes of golf. People are being drawn to shorter courses and the opportunity to play fewer holes due to work and family requirements. This allows golfers to get onto the course quicker, which has resulted in the increasing popularity of shorter courses across the United States. Trends suggest that traditional courses will need to adapt to create ways for course play to not take as long. The more accessible the sport is to the everyday golfer, the more potential growth the sport will see over time. Additionally, the short format allows designers to build courses that appeal to broader segments of the population versus the previous traditional male golfer (Team Linchpin SEO, 2022).



TOPTRACER TECHNOLOGY

Square Links Golf Course's Toptracer driving range creates a technology-based competitive advantage for the Frankfort Square Park District facility. This technology is available only at 11 other golf facilities in the area. There are no other golf facilities that offer this technology within 19 miles of the golf course.

Like many other sports, technology is reshaping the sport of golf and offering opportunities for golfers to improve their game. Toptracer driving range delivers the same ball-tracking technology that traces the shots of the game's best players on TV. Driving ranges equipped with Toptracer Range technology offer a fun, engaging, tech-driven experience that appeals to seasoned players, range rivals, friends, family members, and even first-time golfers (Toptracer, 2022).

Toptracer works through an app golfers can download to their mobile device. The Toptracer Range mobile app sends shot traces and detailed data directly to the device. Instantly the golfer can track speed, launch, curve, and carry of their hit. The app stores the data and tracks progress to assist the golfer in measuring improvement. This is the same technology as seen at the regional golf entertainment venue, Topgolf (Frankfort Square Park District, 2022).

Brand & Position

Facility & Park District Brand

The logos for Frankfort Square Park District and Square Links Golf Course when the strategic initiative was developed to produce new branding and a comprehensive marketing plan for the golf course are shown below.

The Frankfort Square Park District logo offered both a vertical and square format in one-color green or black. It featured prairie grasses and cattails indicative of the native Illinois plantings located in the region. The Square Links golf logo featured a combination of green and black with imagery of the square shape and a single golfer replacing the letter “i” in the word links.



Frankfort Square Park District Logo
Last Updated: 2003



Square Links Golf Course Logo
Last Updated: 2002

Branding Process

On June 17, 2021, the Frankfort Square Park District met with Campfire Concepts to discuss contracting services for the creation of a formal Marketing Plan for the park district's golf facility, Square Links Golf Course and Driving Range. The primary need identified in this meeting was increased awareness of the golf course and its amenities among the local golf community (20-miles radius). In addition to the strategic initiative to establish a Marketing Plan for Square Links, the group discussed graphic design services to support the primary goal of having a plan of action around brand awareness and marketing.

The first step in the comprehensive plan of action was to assist in a rebranding of the facility. The proposal sent on June 28, 2021, included an updated golf course logo and branding elements, as well as the creation of digital artwork. The Frankfort Square Park District Board approved an updated proposal, dated December 20, 2021, at the January 20, 2022 meeting. The multifaceted approach reviewed and updated the visual rebranding of Square Links Golf Course and Driving Range simultaneously as the Campfire Concepts team began collaboration on the Comprehensive Marketing.

Several objectives outlined in the proposal related directly to the branding and graphic design services requested as part of the

comprehensive approach to enhance the marketing of the Square Links Golf Course and Driving Range.

Project objectives included:

- Establish principles and tools that share a clear and consistent message for the parent brand, the Frankfort Square Park District.
- Build the identity, ownership, and awareness of the Square Links Golf Course and Driving Range.

The project and collaboration kicked off at a meeting at the Frankfort Square Park District on February 22, 2022. As a way to begin

the creative process for the Frankfort Square Park District staff, Campfire Concepts administered a logo quiz. The Campfire Concepts Logo Quiz included the display of ten uncommon logos and allowed staff the opportunity for initial reaction. For each logo, staff was allowed to respond yes or no based on their initial reaction to the logo, and provided

participants the option to include why they felt the brands and names were successful. Quantifiable data was noted. Additionally, if a participant had strong feedback to share supporting a “maybe” response or other notes to share, all feedback was encouraged. Figure 3.0 on page 35 shows the quiz and results.

“The primary goal established through [the initial] meeting was the need to bring awareness of the golf course and its amenities to the local golfing community.”

Logo Quiz

IS THIS LOGO SUCCESSFUL - YES OR NO?



1



2



3



4



5



6



7



8



9



10

Logo Quiz Results



100% OF VOTES
Nice. Hilly. Golf-like.



33% OF VOTES



33% OF VOTES



33% OF VOTES

Figure 3.0 | Logo Quiz

Data collected guided the logo art creative process and the consideration of a facility name change.

Compiled data and feedback directed the design of the logo and the consideration of the facility name change. The group's responses supported the top five goals for the redevelopment of the Square Links brand.

- Affordable
- Family-Friendly
- Inclusive/Adaptive
- Fits in a Golfer's Everyday Life
- Highlights the Practice Center

The initial design drafts proposed five logo options to the Frankfort Square Park District Leadership Team on April 4, 2022. Through discussion and feedback, three of the five drafts were chosen as viable visual options per the matrix used by Campfire Concepts deemed as the "success test." One of the three choices was revised to enhance the scalability (the readability of the logo at various sizes).

In addition to the change in logo design, the Campfire Concepts team worked to develop a variety of naming options for the facility that would align with the park district mission, facility history, and amenities of the golf course. The facility name at the time this process began, Square Links Golf Course and Driving Range, was determined to best align with the branding goals outlined.

On May 19, 2022, Campfire Concepts presented three logo designs (revised from initial concept) and five new facility naming options to the team. The three logos and names allowed for the group to look at the branding process in three potential frameworks:

- Geometry - keeping with the original concept of the square shaped logo as homage to the name Square Links and its larger organizational tie to the Frankfort Square Park District.
- Course Amenities - focusing on the practice facility and golf course layout to clearly communicate the features of the facility.
- Native Flora & Fauna - the park district mission combined with the course history lent itself to exploration of the Illinois native landscaping and plants located throughout the grounds of the golf course. Additionally, the presence of the native grasses and cattail in the Frankfort Square Park District logo allowed an opportunity to tie the two together through imagery or facility names indicative of native horticulture.

Through discussion with the Frankfort Square Park District Leadership Team surrounding the brand vision and process, the group decided to preserve the existing golf course name Square Links; however, the "and Driving Range" reference in the name no longer seemed to fit their goal of focusing on all of the practice amenities of the golf

course (Product-Differentiation). The new facility name is Square Links Golf Course and Practice Center. The Frankfort Square Park District Leadership Team found the change highlights all facets of their practice amenities (Toptracer, 18-hole putting area, chipping green, and driving range).

Integrating “Practice Center” into the name supports the competitive advantages determined for the golf course and aligns with the branding goals set forth during the branding process meetings with Frankfort Square Park District and Campfire Concepts.

Ultimately, one design stood out as best encompassing the goals of the rebranding process. Additionally, the new logo maintained the green coloring and square shape of the original logo, allowing for some brand consistency when refreshing the look for Square Links. The refreshed logo allows the facility to bring new attention to the golf course. The updated logo refreshed the previous outdated logo by leveraging the brand equity of the course and its former iconic imagery to refresh the brand, meet the goals of the staff, and stay on trend with the golf community.

Brand Statement

Fits in a golfer's everyday life.

One of the phrases obtained through the logo quiz and success test process utilized by Campfire Concepts serves as the brand statement for the facility. Integrating “Practice Center” into the name works towards positive recognition for the Square Links experience. The competitive advantage of the facility, that which sets it apart from

its competition, allows for golfers to enjoy a quick, non-intimidating round of golf with a unique executive-course experience. The layout is conducive to beginners, couples, youth,

or advanced players looking to get out and perfect their stroke. The Practice Center's many features, including Toptracer technology on the range, provides for multi-faceted skill development along with the opportunity to hone on-course skills as well. Golfers have the opportunity to experience both natural and artificial mats at the driving range, or utilize the Toptracer technology to track swing speed, impact, and distance. Additionally, visitors appreciate the quality of the putting green and the availability of golf instruction with the onsite Golf Professional. The amenities at Square Links Golf Course & Practice Center provide an all-around golf experience and fun for golfers of all skill levels.

Fits in a golfer's
everyday life.

Brand Attributes & Benefits

The product or service must align with the brand attributes and benefits to achieve successful marketing and promotional outcomes. The attributes of a product don't change. But which attributes you choose to highlight will vary depending on campaign, customer, or brand. As an example, if the golf course wanted to promote its attributes, it might focus marketing efforts on the fact that it is a park-district operated and community-supported golf facility. If the golf course wishes to promote the brand benefits, the features that may be most important to the golf customer would be shared. As an example, the Toptracer Driving Range technology is a benefit to many who want to enjoy a high-tech golf experience like that which is shown in professional golf tournaments and at entertainment venues such as Topgolf (Wintermeier, 2020).

The attributes of the golf course include:

- Executive Course Format
- Practice Center
- Park District Owned and Operated

The benefits of the golf course include:

- Affordable
- Quick Play
- Toptracer Technology



Brand Promise

A brand promise is a value or experience customers can expect every single time they interact with a given company (Workfront, 2018). The promise Frankfort Square Park District's Square Links Golf Course & Practice Center provides is an **all-around fun golf experience**. This promise, combined with the brand statement focused on fitting into every golfer's life, establishes a strong brand and foundation for a community park district course.

All-around fun golf experience.

Brand Personality

Through successful imagery and word choice, brands develop personality. This personality helps an organization shape the way their customer feels about them (product, service, facility). Often these personality traits are similar to human traits geared at creating connection and eliciting emotion. The Square Links Golf Course & Practice Center is **affordable, inclusive, and adaptable** for all skill levels, it is **community focused**, and it provides a variety of skill-development and play opportunities for its visitors. Additionally, the Frankfort Square Park District's commitment to consistent strategic development and planning allow their mission and facilities operated under this umbrella to be **forward-thinking**, working towards continuous improvement of systems and facilities.



Logo Update

The new logo and brand developed by Campfire Concepts for the Frankfort Square Park District and its Square Links Golf Course and Practice Center is shown above. The Quickstart Brand Style Guide can be found in the Appendix of this Comprehensive Marketing Plan on page 89.

- Affordable
- Inclusive & Adaptable
- Community Focused
- Forward-thinking



Marketing Plan



Marketing Mix

To create an effective marketing strategy, businesses must understand their core areas of service and how those meet the target market’s needs. The most common tool to establish this is to document the business’s Marketing Mix. It forces the organization to develop the areas of value and how best to differentiate itself from the competition. The Marketing Mix is product, price, promotion, and place.

Product

The Square Links Golf Course and Practice Center features a variety of amenities available to the community.

GOLF COURSE & PRACTICE CENTER

A 1,749-yard, par-32, 10-hole golf course intermingled between single-family homes, native areas, and wetlands. In addition to the executive-course layout and format, the property features a driving range with turf and artificial grass, a chipping green, 18-hole putting area, a driving range, a pro shop, and lessons by Golf Professional Ken Buss.

PROGRAMS AND SERVICES

At the time of this report, the Square Links Golf Course & Practice Facility runs a successful women’s league. Attempts have been made to offer additional leagues, golf outings and additional programming; however did not have enough interest to continue.

The facility does offer private and group lessons, a driving range, snacks, pro shop merchandise, and beverages.

Price

Greens, range, and rental fees are on the Frankfort Square Park District website under the Golf section (Frankfort Square Park District - Square Links Pricing Information, 2022).

FEES BY TYPE		RATE / PER PERSON
Greens Fees	10-holes, seven days a week	\$15
Range Fees	Grass Hitting Bays	\$15
	Synthetic Hitting Bays	\$10
Rental Fees	Riding Cart	\$8
	Pull Cart	Free
	Rental Clubs (Adult)	\$10

Table 6. Square Links Pricing Information

Place

The Square Links Golf Course & Practice Center is located at 7861 W. St. Francis Rd. in Frankfort, IL 60423. The course phone number is 815-469-1600. The golf course is ½ mile west of Harlem Avenue.

The facility opens on or about the 2nd week of March annually (weather dependent), and remains open into the fall and early winter based on the seasonal temperature.

	Monday through Friday	Weekends and Holidays
Spring Hours (before Memorial Day)	8:00 am - dusk	7:30 am - dusk
Summer Hours (after Memorial Day)	7:30 am - dusk	7:00 am - dusk
Fall Hours	8:00 am - dusk	7:30 am - dusk

Table 7. Hours of Operation

LOCATION	DESCRIPTION
Immediate Area	
<i>Type of Area</i>	Suburban Community
<i>Adjacent Uses</i>	Residential
<i>Benefits</i>	Central Location in the Community
Proximity	
<i>Customer Type</i>	Resident & Non-Resident of all demographics
<i>Potential Customers</i>	195,596 people live in the zip code 60423 and the following zip codes surrounding the immediate area of Square Links which includes: 60451, 60449, 60443, 60477, 60448, 60487, 60442
<i>Competitors</i> <i>Top five competitors determined based on the five 9-hole golf courses closest to Square Links Golf Course & Practice Facility.</i>	White Mountain Golf Park Tinley Park https://www.whitemountaingolfpark.com/ Willow Run Golf Course Mokena https://www.willowrunggolf.net/ Silver Lake Country Club (Rolling Hills) Orland Park https://www.silverlakecc.com/ Oak Hills Country Club Palos Heights https://www.oakhills.com/ Palos Hills Country Club Orland Park https://www.paloscountryclub.com/
Accessibility	
<i>Close to major streets</i>	I80 to the North, Rt 45 to the West, Rt 30 to the South, and Harlem Ave. to the East
<i>Easy Entrance & Exit</i>	One entrance/exit into the facility off of W. St. Francis Rd.
Visibility	
<i>From Road</i>	Some visibility from the road, although more from the traffic on the south side of the street heading east. Minimal signage, only major streets on one side, of course.
<i>Appeal of Exterior</i>	Simplistic, parking lot and maintenance garage are near road and entrance. The more appealing course views are towards the residential homes to the east, west, and south side of the course.
<i>Landscaping</i>	Course is well maintained, and the entrance could use some additional elements and signage enhancements if future budget years allow for improvements to the visibility and appeal of the building exterior.

Table 8. Course Location Description

Promotion

Currently, the Square Links Golf Course and Practice Center primarily utilize internal marketing strategies promoting directly to the residents they serve within their boundaries. In a community-wide survey in May 2021, 67.7% of respondents reported receiving information from the Frankfort Square Park District through the brochure/program guide distributed to residents of the park district. Through discussion and information gathering, the Frankfort Square Park District Leadership Staff reported that their primary promotion source of the Square Links Golf Course and Practice Center is the brochure sent approximately three times per year to residents they serve.

Surveys completed in 2021, 2019, and 2017 collected data from Frankfort Square Park District users regarding the marketing outlets in which information about where they received information about upcoming programs and facilities.

The results below combine the data collected three times throughout the four years to demonstrate the most used areas of promotion and marketing.

	Community-Wide Survey Study May 2021 (Campfire Concepts, 2021)	Wellness & Capital Improvement Study November 2019 (Campfire Concepts, 2019)	Community-Wide Survey 2017 (University of Illinois, 2017)
Brochure	67.7%	53.6%	93%
Website	32.9%	53.2%	31%
Social Media	24.2%	45.9%	--
Friends & Neighbors	25%	--	--
Emails	--	44.2%	--
Existing Programs	--	38.9%	--

Table 9. Promotional Avenues Utilized and User Reported Engagement

BROCHURE

The Summer 2022 brochure shows the current promotional marketing to Frankfort Square Park District residents. The program guide promotes the following areas of the golf course: general facility information, Toptracer technology, free adult clinics, youth/junior group lessons, ladies league, teen/adult group lessons, on-course lessons, parent/child golf tournament, private lessons, and the errant ball policy.

Square Links Golf Course



Square Links Golf Course & Driving Range
7861 W. Saint Francis Road
Frankfort, IL 60423
(815) 469-1600

Watch for our season opening, approximately, April 1, 2022. Square Links, a 1,749 yard, par 32 course owned by the Frankfort Square Park District, is open daily spring through fall. You are able to book a tee time on line at www.fspd.org. The driving range covers over 400,000 square feet and includes both manicured grass tees and synthetic stations. Also featured is an 18-hole natural grass putting course and a practice sand bunker.

TopTracer Delivers the same ball-tracking technology that traces the shots of the games best players on TV. Driving ranges equipped with Toptracer Range technology offer a fun, engaging, tech-driven experience that appeals to seasoned players, range rivals, friends, family members, and even first-time golfers.

- Practice like the Pros-Toptracer Range Mobile sends shot traces and detailed data directly to your phone. Hit a shot and get instant stats like ball speed, launch angle, carry, curve, and more. The app then stores all that data so you can track progress and measure improvement.
- Get the App-How to download and set up Toptracer Range App on your mobile device.
- Toptracer Range Game Guide-Spice up your practice session with these skilled bases games on the App.
- Go to our website to learn more www.fspd.org



TOPTRACER RANGE

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Free Adult Golf Clinics

Join us for these free golf instructional clinics to shore up your game or learn something new. Clinics will be held throughout the spring, summer, and fall. Each clinic will touch on grip, stance, alignment, and swing techniques. Please make sure to bring your own clubs.

Ages: 14 & Up
Fee: FREE
Time: 5:30-6:30 pm
Day/Date: Thurs, Apr 7
Day/Date: Thurs, May 5
Day/Date: Thurs, Jun 2
Day/Date: Thurs, Jul 7
Day/Date: Thurs, Aug 4
Day/Date: Thurs, Sept 1
Day/Date: Thurs, Oct 6

Youth and Junior Group Lessons (Ages 7-12)

This introductory golf program features driving range instruction as well as supervised play on the course to learn golf rules, safety, and etiquette. The fundamentals of the swing (stance, alignment, grip, and posture) are introduced and practiced each week. Once they are comfortable on the driving range, participants will advance to a few holes of course play. Please bring the following to the first class: a wood, a mid-iron (e.g. 5 iron), and a putter.

The program fee includes range balls for each class.

Ages: 7-10
Time: 9:00-10:00 am
Fee: \$44 / 4 sessions
840000-09 Day/Dates: Tues, Jun 7-28
840000-10 Day/Dates: Thurs, Jun 9-30
840000-11 Day/Dates: Tues, Jul 5-26
840000-12 Day/Dates: Thurs, Jul 7-28
Ages: 11-12
Time: 10:00-11:00 am
840000-13 Day/Dates: Tues, Jun 7-28
840000-14 Day/Dates: Thurs, Jun 9-30
840000-15 Day/Dates: Tues, Jul 5-26
840000-16 Day/Dates: Thurs, Jul 7-28



Ladies League

840005-02
Ages: 18 & Up
Day/Dates: Wed, June 1-July 20 / 8 sessions
Time: Tee times will begin at 4:00 pm
Fee: \$95 R / \$95 NR
*A \$48 cart pass may be purchased for league members who will be riding each week.

Teen /Adult Group Lessons (Ages 14 and Older)

This program will emphasize the fundamentals of grip, stance, alignment, and swing techniques. Please bring your golf clubs to each class. Sign up with a friend or family member and enjoy these evenings of fun and learning together!

The program fee includes range balls.
Ages: 14 & Up
Time: 6:00-7:00 pm
Fee: \$60 / 4 sessions
840014-03 Day/Dates: Thurs, Jun 2-23
840014-04 Day/Dates: Thurs, Jul 7-28

Square Links On Course Lessons - NEW

Need to overcome the intimidation of the course, play better, and make your practice time more productive? Apply what you learn to "real time" on the golf course instruction with PGA Professional Ken Bass for great tips to lower your score. Have a great time and learn more about your golf game each week.

1st Class Fundamentals: grip, posture, ball position, and basic swing
2nd Class Putting - Rules & etiquette
3rd Class Full swing irons
4th Class Sand play & short game
5th Class Woods - Fairway & driver

The program fee includes

Weekly 1 hour golf lesson
Range balls with lesson
Weekly 10 holes of golf - scramble format (on course instruction during round)
Weekly prizes for closest to the pin, longest drive, and straightest drive
Weekly putting contest
Ages: 14 & Up
Fee: \$250 per person
Location: Square Links Golf Course
840003-05 Day/Dates: Sat, May 7-Jun 4
Time: 10:00 am-1:00 pm
840003-06 Day/Dates: Fri, June 10-Jul 15 (no class Jul 1)
Time: 5:30-8:30 pm

Parent/Child Scramble Golf Tournament

Join us for an evening of fun at this family scramble event. The entry fee includes green fees, riding cart, prizes, bucket of range balls, and refreshments provided at the conclusion of play.

840004-00
Ages: 7 & Up / Adult with child
Day/Date: Fri, Jun 17
Rain Date: Fri, Jun 24
Time: 6:00 pm Shotgun Start (Earlier flights will be added at 2 hour intervals as flights fill.)
Fee: \$50 per two-person team

Private Lessons

Private lessons can be scheduled at Square Links by directly contacting PGA Golf Professional Ken Bass. Ken has been a PGA Member for 50 years, and was awarded the Midwest Teacher of the Year in 1993. Contact Ken directly at (708) 567-3667 to schedule private lessons.

Participant MUST be 18 years or older to rent a golf cart. Participants 15 years or younger MUST be accompanied by an adult 18 years or older.
ONLY TWO golfers are allowed per cart. NO EXCEPTIONS

Errant Golf Ball Policy

Kindly understand that Square Links Golf Course and the Frankfort Square Park District are not responsible or liable for property damage or personal injuries arising from errant golf balls. The park district is committed to safety, good sportsmanship, and cooperation with our golfers and residents, and has developed the following guidelines to minimize errant shots and to assist injured parties in identifying the golfer responsible for hitting the errant shot.

Golfers are expected to exercise the highest degree of sportsmanship, etiquette, caution, and consideration of others - refraining from horseplay, carelessness, and reckless or offensive behavior. Golfers are responsible for their own conduct and play, including errant shots that may result in property damage or personal injuries.

In the event of property damage or personal injury, Square Links employees will assist the damaged property owner or injured party in trying to identify the golfer who struck the shot. However, the property owner or injured party cannot be disruptive or discourteous to facility patrons or staff.

Square Links Golf Course and Frankfort Square Park District staff are not responsible for identifying the golfer who hit the errant ball, or for ensuring that the parties will exchange contact and/or insurance information when the responsible golfer is identified. When the responsible golfer is known, Square Links staff will attempt to facilitate polite interaction and cooperation between the responsible golfer and injured party.

Square Links Golf Course

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FSPD 2022 Summer Brochure, Square Links Golf Course

The full digital version is available online at fspd.org/wp-content/uploads/2022/04/Summer-2022-04-07-22.pdf.

MISCELLANEOUS

Samples of previous marketing collateral shown below demonstrates facility promotional advertisements, social media posts, and flyers.



2021 College Scholarship Classic

\$5 GOLF With Cart (if available)

Saturday, September 25th
9:00 am - 5:12 pm

Must Book Tee Time Online with Teesnap @www.fspd.org

Join your family, friends, and neighbors for a fun way to support of our area youth. All proceeds are donated to the Frankfort Square Park District College Scholarship Program.
* Golfers under 15 years of age must be accompanied by an adult 18 years of age or older.

SQUARE LINKS GOLF COURSE
7861 W Saint Francis Road, Frankfort, IL 60423



Free DAY OF GOLF

SATURDAY, SEPT. 26, 2020
9:00AM TIL DUSK

Event Includes:
*Free Rounds
*Free Driving Range
*Raffles & More!

Register Online with Teesnap at www.fspd.org

Free-will donations will be accepted, and all funds raised will benefit the Frankfort Square Park District's College Scholarship Program.

SQUARE LINKS GOLF COURSE
7861 W. St. Francis Road, Frankfort, IL 60423



Reduced Fall Rates
Begins October 1st

Walking \$10.00
W/ Riding Cart \$18.00

POWERED BY
TOPTRACER RANGE

SQUARE LINKS GOLF COURSE
7861 W Saint Francis Road, Frankfort IL, 60423
815-469-1600 - www.fspd.org

Our lowest rates are always found online. Walk up & phone reservations are subject to higher prices than what is listed here.



TOPTRACER RANGE

MID DAY GOLF SPECIAL

AT SQUARE LINKS GOLF COURSE

10 HOLES \$18 **10 HOLES \$10**
(NO CART)

MONDAY-THURSDAY
12 PM - 3 PM

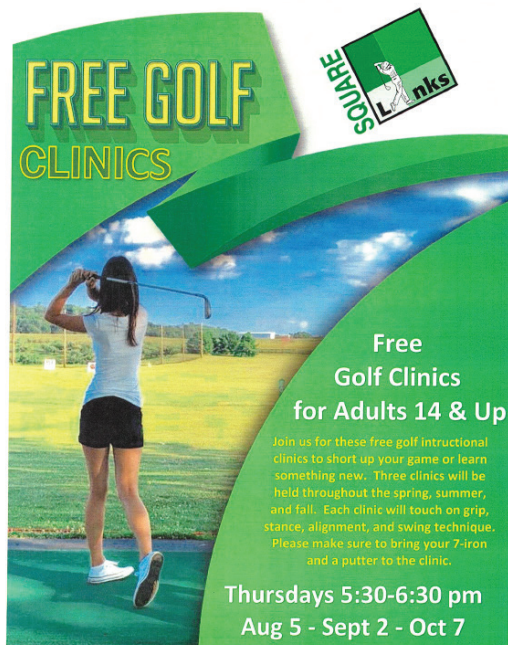
RESERVE A TEE TIME AT
WWW.FSPD.ORG OR CALL 815-469-1600

* Special cannot be used or combined with other coupons

Community Event Promotions



Facility Amenity Promotions



Program Promotion

Target Market

GEOGRAPHIC

The fee structure of Square Links Golf Course and Practice Center does not differentiate between residents and nonresidents of the Frankfort Square Park District. Therefore it does not prevent any potential customer from visiting the course.

Being a community golf course, the **primary geographic location of the target market is Frankfort, Illinois (60423) and Tinley Park, Illinois (60448, 60477, and 60487)**, as well as adjacent zip codes, as these individuals will most readily identify with Square Links Golf Course as their home course or practice location. According to the National Golf Foundation, nearly twenty-five million people play golf annually, approximately 8% of the population. The population of Frankfort, IL and its adjacent zip codes is 195,596. This includes 60451, 60449, 60443, 60477, 60448, 60487, and 60442. Utilizing the 8% estimate of those who play golf in the direct vicinity of Square Links, 15,647 people are considered a geographically relevant target market.

DEMOGRAPHIC

The ideal age range and gender for a golf facility is middle-class men and women ages 45-65. However, most golfers are male; trends indicate a strong area of growth in female golfers (Hoffman, 2019). This market segment has the most time to play or invest in learning how to play. Based on the current age of millennials (26-41), by 2050, they will

make up 28% of the population. Focusing efforts on local older adults and senior players is a great investment for the success of the course. Additionally, this segment's children and grandchildren most likely fit into the millennial age group, which is an important long-term investment for the golf course.

The average household income of a golfer is approximately \$100,000. Those with household incomes of \$50,000 or less often do not play golf (Bench Craft, 2022).

BEHAVIORAL

Key attributes of the identified target market include limited financial stress and willingness to invest in high-dollar items (golf equipment, fees for course play, and practice). **The target market may be retired or work full-time but should have ample free time for the sport of golf**, as a 10-hole round will take approximately two hours. Retirees or those working less are ideal customers as they have the available time and resources to play golf more.

With the presence of social media and Toptracer technology, the target market must be comfortable with social media and mobile device applications. According to Hoffman (2019), 75% of the 45-65 demographic use social media, and a similar percentage report being comfortable with mobile applications.

PSYCHOGRAPHIC

The ideal golf market generally has disposable income, so a lifestyle indicative of a full-time

job or career or a former career (retiree).

One in four golfers owns their own business, and one in three golfers are in top-level management (Bench Craft, 2022). **Not only is income a primary consideration, but time seems to be a continuous theme in identifying the ideal golf course customer.**

Consideration of empty nesters or those with older independent children (16+) is important as golf requires ample free time.

Additionally, the ideal customer would have a general appreciation for the outdoors since golf is a sport played in various climates and seasons. While golf doesn't require the same amount of physical exertion as a marathon, walking 9-holes of golf is equal to approximately 3.0 miles (Adams, 2022) and requires key muscles of the gluteus maximus, pectoralis major, latissimus dorsi, core, and forearm muscles (Phillips, 2014) to create the swing and force needed to loft and drive the ball. The ideal customer would welcome moderate activity outdoors.

Marketing Goals & Objectives

The marketing goals and objectives are the outcomes that Square Links Golf Course and Practice Center seeks to achieve through the development of the marketing mix and establishment of the target market. The initial proposal for consulting services developed and submitted for review by Campfire Concepts outlined the following four initiatives (goals) for this Comprehensive Marketing Plan.

- **Build community awareness of the Square Links Golf Course & Driving Range.**
- **Generate a strategy to increase use by self-identified golfers living within a 20-mile radius from the golf course and driving range.**
- **Intentionally invite golfers learning the game or coming back to play.**
- **Provide promotion ideas to be implemented in the 2022-23 season.**

GOAL: *Build Community Awareness*

Through strategic, intentional interaction between Square Links Golf Course and Practice Center and the community, brand awareness, knowledge, public perception, and customer engagement will increase. Building community awareness happens most efficiently and effectively when it is a full 360-degree approach to this dynamic process and exchange of information. Enhancing your external brand increases visibility and creates more opportunities for the community to develop their brand impression. Through expansion of community outreach efforts you show the community how much you care and support the place they call home. Announcing your new brand both internally and externally aligns your staff and your residents and celebrates the introduction of your new branding. Be sure content is created in a way that is easily understood by the community for optimum transparency and engagement. Setting up branding and collateral to be easily consumed and accessed by your audience allows for the highest level of engagement. Finally, it is important to expand your community reach to include stakeholder groups such as nonprofits, business network organizations, tourism groups, etc. These organizations expand your reach not only to their membership or volunteers, but to those individual's networks and circles as well, often exponentially growing your impact.

OBJECTIVE 1: ENHANCE EXTERNAL BRANDING

ACTION ITEMS

Upgrade Entrance Signage to Showcase Updated Branding to Visitors and Local Traffic

- Update Signage with New Logo.
Be mindful of readability and scalability when selecting a design and size.
- Add Curb Appeal or Elements to Draw Attention to Signage
Utilize native and natural flora from the Frankfort Square Park District Logo or plantings native to the course for optimal brand consistency.

**Replace Old Logo with New Logo Across All Mediums
(social media, website, digital, print, etc.)**

- Update Facebook Profile Picture
- Replace Logo on Website
- Replace Logo in Brochure
- Replace Signage within Pro Shop
- Replace Banners, Flyers, and Print Marketing
with Updated Copy Included New Logo and Branding

Create Consistent Advertisement and Marketing Templates

- Facebook Social Media Templates
- Operational and Directional Signage Templates
- Update Email Signatures
- Update Internal Documents, Memos, and Templates

Be Your Own Brand Gatekeeper and Ensure Consistent Logo Use Across All Media

- Encourage Staff to Participate and Charge Them with Updating their Own Internal
Templates and Documents
- Update Any Business Cards or Email Signatures that May Contain
the Previous Logo Elements

BUILD COMMUNITY AWARENESS

OBJECTIVE 2: EXPAND COMMUNITY OUTREACH

ACTION ITEMS

Continue to Offer Community Outreach Events and Programs

- Update Golf for Scholarship Event Materials with the New Logo and Branding
- Update Information About the Beverage Upcharge and Donation Program with the New Logo
- Create a Larger Presence for Community Outreach Events and Programs on the Website Clearly Promoting the Large Impact the Golf Course has on the Community

Consider Adding Additional Low Impact Community Outreach Initiatives to Create Awareness and Promote Social Responsibility

- Select a Special Month or Holiday and Update the Flags on the Course (Breast Cancer Awareness Month - Flags Change to Pink) and donate a \$1 from each Round to a Local Charity that Supports the Same Cause.
- Consider Selecting an Additional Month if Successful to Support or Promote an Initiative that Would Align with the Entire Park District Mission (i.e. Autism, Parks & Rec Month, support the local SRA, or other Rec Program).

OBJECTIVE 3: ALIGN BRAND INTERNALLY & CELEBRATE

ACTION ITEMS

Ensure All Staff are Aware of and Have Access to the Updated Square Links Branding

- Send Branding Guidelines to All Staff, Save to Shared Computer Drives, and Post Printed Copies When Applicable
- Be Sure Staff Responsible for Facility Branding and Enforcement Have All Design Files to Use as Needed
- At Future Staff Meetings or Leadership Meetings, Discuss the Brand Guidelines and Use of Fonts and Colors across All Square Links Golf Course Marketing
- Welcome Staff to Assist in Advocating for the New Logo and Branding

Invest in Photography

- Hire a Professional or Semi-Professional Photographer to Shoot High-End Images of the Course in at Least Two Seasons (Summer and Fall) for Use in Marketing and Promotional Efforts
- Create a Shared Photo Storage Location (Flickr, SmugMug, Google Drive, etc.) so Staff Can Organize and Access the Approved Media Images to Avoid Overuse of Stock Photos or Low Grade Imaging in Marketing

CONT. – OBJECTIVE 3: ALIGN BRAND INTERNALLY & CELEBRATE

Introduce and Celebrate the Brand Internally

- Update Staff Uniforms to Include the New Brand or at Minimum Update Nametags or Supply a Button for All Staff to Wear as Apparel is Updated Based on Budget Cycle
- Staff at Customer Service Touch Points at the Golf Course and Throughout the Park District Should Consider Promoting the New Brand with Buttons, T-Shirts, or Other Giveaway Item to Celebrate with the Community. Staff Will Enjoy a Reason to Engage the Public and Give Away Free Items Even for a Short Time Period (i.e. first 100 to arrive at a location)
- Engage the Entire Park District in the Golf Operation
 - Challenge Fitness or Athletic Staff to Incorporate a Golf-Type Program that is Fitness Related in the Off-Season
 - Create an All District Challenge and the Winner Gets a Gift Certificate or Something Square Links Golf Course Related
 - Offer a Shadow Program and Give All Willing Staff an Opportunity to Work One Day Over at the Golf Course. This Type of Onsite Training Creates Advocates of the Golf Club within the Community and Cross Promotes Facilities and Staff.

Introduce and Celebrate the Brand Externally

- Have a Square Links Logo Launch Day, Buy A Cake, Cupcakes or Cookies with the New Logo and Celebrate with Staff or Visitors
- Reinroduce the Facility and Showcase the New Brand at the Start of the 2023 Golf Season
 - Include a Full-Page “Teaser” Ad in the Brochure (Winter/Spring)
 - Full-Page Ad in the Brochure (Summer 2023)
- Submit a Press Release to the Media Announcing the New Logo and Talking about the Community Giveaways or Other “Celebration” Type Events or Promotions.
- Consider a “Re-Opening Day or Week” to Celebrate the New Logo.
 - Host a Ribbon Cutting with the Board in Front of the New Entry Sign or Another Large Scale Version of the New Logo
 - Giveaway a Small Item (golf ball or tees) with the New Logo to the First 100 Golfers the Week of the Launch
 - Have Golf Staff in Uniforms with the New Logo
 - Unveil New Pro Shop Items featuring the New Logo
 - Move Older Logo Items to the “Sale Rack”

BUILD COMMUNITY AWARENESS

OBJECTIVE 4: CREATE CONCISE AND CLEAR CONTENT

ACTION ITEMS

Review Digital Listings and Website Information

Streamline Messaging to Create Consistency and Clarity for Better Community Engagement and Brand Awareness. Review Information Across All Platforms for Consistency and Brevity.

- Website is Text Heavy and Key Information is Not Clearly Conveyed, Limiting the Accessibility to Key Information for Potential Golfers
 - Course Information | <https://www.fspd.org/course-information>
 - Update Name of Facility and Logo on Individual Pages
 - Add Headers to Best Organize Information
 - » About the Course
 - » Hours of Operation
 - » Booking
 - » Course Guidelines
 - Toptracer Range | <https://www.fspd.org/toptracer-range/>
 - Link Video “To Learn More” Closer to the Top Near the Image. It is Currently Lost at the Bottom.
 - Link Back to Driving Range Pricing or List Here for Those Interested in Coming Out to Try It
 - Link to App Store Platforms (iPhone and Android) for Easy Download Access and Availability
 - Square Links Pricing & Information | <https://www.fspd.org/square-links-pricing-information/>
 - Lessons and Leagues | <https://www.fspd.org/lessons-leagues/>
 - Add Registration Links Under Individual Programs for User Ease and Enhanced Experience
 - If the Classes are Taught by Golf Professional Ken Buss, List this Information as a Key Selling Feature
- Teesnap Registration Information Should be Reorganized from Most Important Information to Least.
 - Teesnap | <https://squarelinks.teesnap.net/>

CONT. –OBJECTIVE 4: CREATE CONCISE AND CLEAR CONTENT

Clearly Explain Toptracer Technology

Avoid Introducing Toptracer Technology without Clearly Explaining How it Works or without Linking to Information on the Benefits of the Mobile Integration. Streamline in Online Locations for Consistency. Add to Locations it is Currently Not Listed (i.e. Facebook About Section).

- Franksfort Square Park District | <https://www.fspd.org/toptracer-range/>
- Teesnap | <https://squarelinks.teesnap.net/>
- Facebook | <https://www.facebook.com/SquareLinksGolfCourse/about>

OBJECTIVE 5: ACCESS = COMMUNITY ENGAGEMENT

ACTION ITEMS

Consider Square Links Golf Course Direct Domain or Standalone Website

Locating Golf Information on fspd.org Makes It Harder for the Community to Access. Staff Should Consider a Direct Domain or Standalone Website.

- Based on Budget Consider A Simple Stand-Alone Website for Square Links Golf Course and Practice Facility. At the Time of Publication, squarelinksgolf.com is Available.
- If Budget and Staff Time Does Not Allow for a Stand-Alone Website, Consider Purchasing Domain and Having it Redirect to the Course Information Page from fspd.org.

Consider Expanding Social Media Presence of Golf Course

Currently Square Links Golf Course is Only on the Social Media Platform Facebook. Staff Should Expand Social Media Presence and Include the Following:

- Instagram
Appeals to a Younger/Millennial Audience
- NextDoor
Becoming More Popular with Local Neighborhoods
- YouTube
Great Place to Upload Videos About Toptracer or Information About the Course
- LinkedIn
Great Access to Corporate and Local Business Pages and the Business Networking Organizations in the Region

BUILD COMMUNITY AWARENESS

OBJECTIVE 6: EXPAND PARTNERSHIPS & STAKEHOLDER GROUPS

ACTION ITEMS

Actively Expand Partnerships

Network and Consider Formal Partnerships with Various Business-Focused Organizations, Local Government Agencies, and NonProfits. Be Sure they are Aware of Your Brand and Logo Change and Reconnect to Reinvigorate Awareness.



GOAL: Increase Use of Golf Course & Driving Range

In 2020 the Square Links Golf Course saw an increase in visitorship and play due to the ongoing pandemic mitigations and social distancing recommendations from the CDC and other health organizations at the state and federal level. The heightened participation and outreach aligned with the mission of the park district. As a way to continue to grow the golf operation and provide the best recreational service through the golf course amenity, the Frankfort Square Park District should continue to grow operations and expand marketing initiatives to focus on increased facility use and play. This can be done through a variety of objectives including community contests and giveaways, promoting unique rates and weekly golf specials, and by focusing on golf trends and course features.

OBJECTIVE 1: COMMUNITY CONTESTS AND GIVEAWAYS

Work with Partners and Identified Organizations (see listed on the previous page) to Offer Contests and Promotions to their Members.

ACTION ITEMS

Offer Contests and Promotions

- Offer rounds of golf for four with riding carts as silent auction items or raffles for local community nonprofits or appropriate organization fundraisers (PTA, school groups, SRA, etc.).
- Create a “Buy One Get One” Promotional Card for both golf and driving range that can be used to reward various partner groups membership.
 - B1G1 Golf
 - Ask to host a Lunch and Learn with local chamber or nonprofit groups and give a B1G1 Coupon as a thank you to each person attending.
 - Offer coupon to anyone who comes to a free golf lesson or paid program in the off-season to encourage them to come over the summer and bring a friend.
 - B1G1 Driving Range
 - Work with the local library or school reading programs and offer the coupon as a prize to participants (adult or children).
 - Connect with local companies, restaurants, or event venues and place coupons in their event packages and tours for those looking to host events in the area.

INCREASE USE OF GOLF COURSE & DRIVING RANGE

CONT. – OBJECTIVE 1: COMMUNITY CONTESTS AND GIVEAWAYS

Create Branded Giveaways to Utilize When Opportunities to Connect with Large Audiences Arise

- Either B1G1 cards or logo promotional items are a great way to get your brand in front of new golfers and avid players. Rather than offer giveaways to all inquiries, take time to carefully review the market they will target. If the demographic and audience is appropriate (age 40-65, primarily male, and within 5-10 miles of the course) it is a great use of money to connect with this audience without having to seek them out on your own.

Offer Lessons, Etiquette Programs & Clinics Internally and Externally

- During the off-season, offer golf fitness, golf etiquette, or lessons for free to the public.
- Connect with local groups who may find these types of programs a good fit for their own programming (senior centers, other park districts, SRA, Kiwanis, Lions, Rotary, etc.). Offer the program for free, but provide them the opportunity to charge or ask for a donation to help them raise money while connecting with a new audience and organization.

Consider Adding Non-Golf Events on Location at the Golf Course to Increase Exposure throughout the Year

- Adult Glow in the Dark Easter Egg Hunt
 - Night, Adults-Only Glow-in-the-Dark Egg Hunt on the Driving Range with Drinks, Food, and Prizes
- Christmas on the Course
 - Add Light Displays around for the Community to Walk Through
 - Have Santa Visit on Specific Nights to Increase Traffic
- Offer Nature Program on the Course When Closed for the Season or Before/After Play
 - Forest Bathing
 - Bird Watching
 - Illinois Native Plants & Flora Educational Walk
 - Leisure Walking
 - Yoga
 - Golf Fitness

CONT. – OBJECTIVE 1: COMMUNITY CONTESTS AND GIVEAWAYS

Promote and Encourage Repeat Play Throughout the Season

- Everyone who golfs throughout the season is offered a chance to win a prize of the golf courses choice. Examples may be gift cards, TV, free lessons, pro shop merchandise, Callaway giveaway obtained from merchandise rep at low to no cost.
- Incentivize players and visitors to share their email address, check in on social media, or to follow on of the social media pages. Those who share this information and show the proshop receive a raffle ticket or entry to win a prize. One winner chosen at the end of the season. Prize might be free cart with play all season in 2024 or a free Frequent Player Card (valued at \$50).

OBJECTIVE 2: PROMOTE UNIQUE RATES AND WEEKLY SPECIALS

ACTION ITEMS

Off-Peak Rates and Times to Encourage Play

- Consider special pricing for seniors or other target market during a small window of time during the week where play is often the slowest.

Example: Additional discounted senior rate on the slowest day of the week during the hours of 10A-noon.

- Promote twilight rates for the last two hours of play during the week to encourage play even when the entire course may not be able to be played.

Example: ½ price golf for the last hour (play the holes you can before dusk).

Offer Weekly or Day-of-Week Specials

- Create a Calendar of Specials Monday-Thursday to encourage play
Goal is to connect target market with times of the week or days where slower play is observed
 - Monday = Grandparents Day (free round of golf for 12 & under with paying 55+ adult)
 - Tuesday = Toptracer Tuesday - Show the App on your phone or Download While Onsite and Save \$2 a round
 - Wednesday = Womens Day - Ladies get \$2 off per round
 - Thursday= Play Thru Thursday - play course twice for the price of one round
*Some limitations apply, offered only after 4P.
 - Sunday = Junior Day - Kids Play Free (or for a small fee) after 4P on Sunday with a Paying Adult.

INCREASE USE OF GOLF COURSE & DRIVING RANGE

CONT. – OBJECTIVE 2: PROMOTE UNIQUE RATES AND WEEKLY SPECIALS

Connect with Neighborhoods Directly Adjacent to the Course

Partner with an HOA and Allow Neighborhood Golf Leagues, Once-a-Month Play.

- Allow neighborhood a set day and tee time monthly with special league pricing. This will create loyalty and connection with residents closet to the golf course and connect local golfers together for play outside league nights.

Promote Special Codes on Social Media at Random Times and Dates to Fill the Course

- This promotion can be last minute and customized to what part of the facility is slow. Staff at the course can control the special.

Example: Stop by Square Links this afternoon between 4P and close and use code word BLUESTEM to get a round of golf for only \$10.

Create a Frequent Player Card to Incentivize Repeat Play

- \$50 Frequent Player Card - Punch Card for up to 5 Rounds of Golf. Can set limited of play and times of day on the card.

Allows for the opportunity to upsell at check in. Paid \$23 online to secure time, for \$27 you can get this card and play for 4 additional times in the next month. Often people will purchase knowing that they will only play twice even though the promotion allows up to 4 times (once per week for the following four weeks).

OBJECTIVE 3: FOCUS ON TRENDS AND COURSE AMENITIES

ACTION ITEMS

Focus Marketing Efforts on Specific Player Groups

Golf Trend Reports Focus on a variety of Player Groups that are Growing Exponentially and/or are Projected to Grow in the Future

— Kids/Juniors | Ages 8 & Up

With the rise of the PGA coverage on TV and the younger celebrity golfers creating a name for themselves, schools and courses have seen a rise in younger players.

- Conduct Junior Camps
- Create a Juniors Day Promotion Offering Free or Discounted Golf with a Full-Price Adult Round of Golf
- B1G1 Driving Range Coupons to Local Schools & Libraries to Engage Younger Players
- Open 18-hole Practice Area for Kids at a Low Cost Price to Promote Skills and Training (Example: \$5 on Weekdays between 10A-noon)
- Partner with School Golf Teams to Encourage Play on Square Links Golf Course Throughout the Season
 - Offer a Players Card for Special Priced Driving Range Use to All Local High School Golfers (\$5 instead of \$10 as an example)
- Partner with Junior Golf Associations and Local Schools to Provide Friendly Competitions
 - Kids Ages 8-14 Drop off Scorecards after full-priced rounds of golf. Best scores are announced on social media and at the pro shop.

INCREASE USE OF GOLF COURSE & DRIVING RANGE

CONT. – OBJECTIVE 3: FOCUS ON TRENDS AND COURSE AMENITIES

Focus Marketing Efforts on Specific Player Groups

— Millennials | Ages 26-41

The COVID pandemic forced many families to seek outdoor activities and entertainment. With the majority of golfers aged 45-65, their children and grandchildren are Millennials. It is forecasted that in the near future this age group will make up 28% of the golf market (Hoffman, 2019).

- Promote Special Event or Pricing for Couples Date Night Golf
- Tie Special Pricing or Events focused and themed around PGA Tournaments (Rookie Road, 2022)
 - MASTERS
 - » Offer Pimento Cheese and Crackers in the Pro Shop for a Limited Time
 - » Have a Replica Green Jacket in the Shop for People to Take Pictures With
 - US OPEN GOLF TOURNAMENT
 - » Have a 72-hole challenge offering a special rate for those looking to challenge themselves to play 72 holes in a week or other set period of time
 - OPEN CHAMPIONSHIP
 - » Previously referred to as the British Championship it is now called the Open as it is open to both professional and amateur golfers. Offer a practice circuit for all golfers to enhance their game. Have golf pro on site to help with free tips and on the spot lessons.

Example: 2 buckets of balls, 18-holes on putting green, a dozen balls on chipping green.
 - THE PGA CHAMPIONSHIP
 - » Assign a Golf Pro Playing in the Championship to Each Hole. Provide a small yard sign with information and facts about each player as a fun way to commemorate the tournament.
 - THE PLAYERS CHAMPIONSHIP
 - » This tournament offers the highest purse (prize) to the winner. Host a tournament style event open to the community with a cash prize.

CONT. – OBJECTIVE 3: FOCUS ON TRENDS AND COURSE AMENITIES
Focus Marketing Efforts on Specific Player Groups
— Millennials | Ages 26-41 *Continued*

- Tie Special Pricing or Events focused and themed around PGA Tournaments (Rookie Road, 2022) *Continued*
 - THE TOUR CHAMPIONSHIP
 - » Tends to be the last tournament of the season, tie it in at the end of the season when play slows and offer a tournament or event style scramble with advance registration and food included.
 - MEMORIAL TOURNAMENT
 - » An official PGA Tournament that benefits children’s health and hospital initiatives. Partner with a local kids medical sponsor to offer free golf to kids for the week or take donations on site for a local children’s health foundation.
 - RYDER CUP
 - » In the Ryder Cup golfers represent their countries, change out golf flags to those of different countries represented in the tournament for the week.
 - ARNOLD PALMER INVITATIONAL
 - » Offer Free Arnold Palmers for All Guests
- Promote Quick Play and Short Events which often appeal to the Millennial Age Group Who are Balancing Full-Time Careers and Family
 - Include key words in advertising such as “Executive Course”, “Quick to Play”, “We have Golf that Fits Every Lifestyle”, etc.
 - Target Facebook Ad to this specific demographic and age group
- Host a NO-PRO Adult Golf Event
 - Allow shotgun start, no time limit, allow club sharing. This will allow golfers to bring novice friends and families out to casually learn the game of golf. Consider partnering with brewery or local restaurant to include a coupon for everyone who participates or to bring food/beverage offerings onsite during the special event.

INCREASE USE OF GOLF COURSE & DRIVING RANGE

CONT. – OBJECTIVE 3: FOCUS ON TRENDS AND COURSE AMENITIES

Focus Marketing Efforts on Specific Player Groups

— Seniors

Notorious for having the most time to play golf, this market continues to be a majority of those who play golf frequently.

- Consider a Senior League to Promote Frequent Play with Avid Golfers
- Create a Senior Putting League or Driving Range Club to Promote Play and Socialization with Seniors. Charge regular rates, but advertise through the program guide, local senior centers, and in targeted marketing to ages 55 and older

— Female Golfers

Square Links Golf Course reports currently female golfers make up 24% of players. Trends indicate this is the fastest growing segment of the golf market.

- Consider a Womens'/Female League or a Couple League to Expose Women to the Game of Golf and Encourage Repeat Play
- Offer Womens-only Clinics and Lessons to Make Sure Females are Comfortable Learning the Game of Golf
 - Some courses have had success with Golf & Wine Clinics, partnering with local women's organizations or womens clubs for fundraising golf events.
- Offer Ladies Night Once a Week or Month
 - Encourage women to join for a short lesson and then head to driving range or course to play with friends, spouse, or on their own.
- Mother's Day Promotion
 - Previously Square Links Moms Golf Free for Mother's Day, but offer a similar promotion in 2023, but execute a larger press and media presence around the the offering
 - » Press Release Announcing the Offer
 - » Social Media Advertisements
 - » Inclusion in the Park District Brochure (Summer/Fall)
 - » Posters and Signage Onsite at the Golf Course Leading up to Mothers Day

GOAL: *Intentional & Direct Communication*

The best way to ensure effective marketing is to make sure it is intentional and directed toward the target market. Marketing must be strategic and deliberate to reach the intended audience for the best results and growth. Promotions and campaigns should be adapted and targeted to avoid wasting money and time connecting with unintended audiences or individuals that do not have interest in golf or learning how to play golf. Intentional and direct communication can be done in a variety of ways, but the most effective for the Square Link Golf Course and Practice Center to consider are a direct-mail campaign, to maintain a database of customers, create clean and consistent communication, develop personal connection between golfers and staff, and focus marketing efforts to the local business and corporate community.

OBJECTIVE 1: DIRECT MAIL CAMPAIGN

ACTION ITEMS

Utilize Every Door Direct Mail (EDDM) Program to Promote Square Links Golf Course

Through the United States Postal Service's Every Door Direct Mail (EDDM) Program, Square Links Golf Course Can Reach Target Market Directly to Promote the Course and Specials

- Information on the program can be found here at: tinyurl.com/5bmtb35v
- Directing a mailing to neighborhoods closest to the course and/or directing the mailing to the specific target market filters such as: Households over \$100,000 income, within 5-10 miles, and Males ages 40-65.
- Mailer has size specifications and will mail for approximately \$0.20 per piece which is less than half of a regular mailing.
- It is important to include some type of offer on the card to track the success of the promotion.

Example: Bring this card in and get your choice with a round of golf (free cart rental, free club rental, or free driving range time).

INCREASE USE OF GOLF COURSE & DRIVING RANGE

OBJECTIVE 2: COLLECT AND MAINTAIN GOLFER CONTACT INFORMATION

One of the most important actions a business can do is to collect customer information. This allows for tracking visitorship, providing the best customer service, and increasing repeat visits and traffic. Square Links Golf Course must institute procedures to collect emails and contact information (when applicable) from all visitors and connections.

ACTION ITEMS

Collect Customer Information

- Require email address and cell phone number (with provider information) and verification for online tee time purchases.
- Require email address and cell phone number (with provider information) and verification for golfers who purchase their tee time in person or by phone.
- In the pro shop (near check-in area), offer a business card promotion with an entry to win a free round of golf monthly for dropping a business card or entry form (email and contact information must be included to qualify).
- When visiting tradeshow or participating with local organizations where potential golfers are present, have sign-up sheets or opportunities to collect emails and information of the participants.
 - All emails collected should be saved and compiled into an email software database to be included in Square Links Communication Only
 - Course Openings and Closing
 - Quarterly E-Newsletter
 - Advertising for Large Fundraiser - Golf for Scholarship

OBJECTIVE 3: CREATE CONSISTENT COMMUNICATION

ACTION ITEMS

Implement a Square Links Quarterly Direct E-Communication Newsletter

It is important when creating Brand Awareness to consciously and continuously connect with your customer.

- Newsletters should be digital and shared via email to customers and placed on the website. With proper collection of email addresses over time this ensures a great communication tool for golfers without the cost of printing or mailing.
- Email (newsletter) should include the following each issue:
 - Specials
 - Golf Tips from Golf Professional
 - Upcoming Events
 - Other Course News or Highlights
- If the Frankfort Square Park District does not already invest in an email software program such as Constant Contact, Mail Chimp, etc., they should consider doing so in the 2023 Budget Cycle.
- See Marketing Calender Section of this report on page 70 for a suggested timeline for sending emails and content.

Create Sales and Marketing Collateral with a Focused Sales Pitch Strategically Highlighting the Golf Course Amenities

- TOPTRACER TECHNOLOGY
 - » Take Your Golf Game to the Top
- EXECUTIVE COURSE
 - » Quick-Play Format for to Fit Golf into Everyday Life
- FOR ALL GOLFERS
 - » 10-hole Golf Course, Par 32 Perfect for All Ages and Abilities, Onsite Practice Center Focused for Novice Golfer Learning to Play and the Advanced Golfer Perfecting their Swing

INCREASE USE OF GOLF COURSE & DRIVING RANGE

OBJECTIVE 4: ALLOW FOR PERSONAL & HUMAN CONNECTIONS TO GOLF COURSE STAFF

ACTION ITEMS

Create a Personal Connection with the Golf Course.

Creating a course personality by featuring the course Golf Professional helps golfers and visitors identify with the course. It is more likely they will consider Square Links Golf Course their home course.

- Include PGA Golf Professional Ken Buss on website with a picture and short biography of his accomplishments and previous club experience.
- Have Ken share quarterly tips in the email newsletter.
- Include Ken's tips and information on social media monthly.
- Have Meet the Pro Day or have Ken in the Practice Areas during certain times (advanced promotion required) to meet with the public and help with tips while golfers are practicing their game.
- When offering lessons or programs, be sure to include Ken Buss as the teacher so participants know the level of experience they are learning from. This adds value to the programs and incentivizes participants to join in the free programs.
- Capture organic video of Golf Professional swinging or driving on the course to share on social media. Videos ranging in length from 30-60 seconds perform above static imagery on social media.



Youth Lessons with Golf Professional, Ken Buss

OBJECTIVE 5: FOCUS ON CORPORATE & SMALL BUSINESS GOLFERS

In an Effort to Grow Awareness of the Executive Course Format, Intentionally Reach Out to the Local Business and Corporate Community.

ACTION ITEMS

Intentionally Reach Out to the Local Business and Corporate Community

- Create Information and Offerings that Directly Appeal to Corporate and Small Business Golfers by Focusing on the Following:
 - Quick-Play, Executive-Course Format
 - Driving Range Parties - After Hours or Team Building
 - Reserve several driving range bays and area.
 - Allow catering of food right to driving range.
 - Encourage Toptracer Technology use.
 - Have Golf Professional stop by or staff to greet the group and welcome them to the facility.
 - Every participant gets a B1G1 round of golf coupon to come back and play.
 - Practice Center - Great for Avid Golfers | Take Your Golf Game to the Top with Toptracer Technology on the Driving Range.
 - Business Rates or Mini-Outings (10% off for preferred business groups or those booking more than one four-some during the work week).
- Consider Designing a Business Program or Pamphlet to Showcase These Offerings for Use at Tradeshows or a Local Business Dedicated Mailing
- Send to Local Restaurants, Hotels, or Event Venues that Host Corporate Parties and Meetings
- Review Costs Associated with a Dedicated Email Promoting these Offers through Chambers or Convention and Visitors Bureau to Reach Local Businesses

GOAL: 2022-2023 Season Promotional Plan of Action

While not inclusive of all marketing suggestions and initiatives contained in this report, the below chart is a suggested Marketing Calendar and Plan of Action for Square Links Golf Course and Practice Center to consider for the 2023 Golf Season. This promotional plan includes a variety of ways the park district and facility staff can engage the public externally, internally, and through public relations efforts.

Many of these initiatives will require staff time and budget consideration, but all have the ability to fit within the outlined Financial Considerations included in this Comprehensive Marketing Plan. The Marketing Calendar below is a suggested outline of how the Frankfort Square Park District Leadership Team and Square Links Golf Course Staff can integrate the round and revenue generating ideas to effectively manage their updated brand guidelines and increase play at the facility.

OBJECTIVE: CREATE A MARKETING CALENDAR FOR THE 2023 CALENDAR YEAR THAT FOCUSES ON COMMUNITY ENGAGEMENT

Create and Maintain a Square Links Golf Course Marketing Calendar

Table 10, on page 70, is a suggested Marketing Calendar spanning December 2022 to December 2023. Review and update the Marketing Calendar annually.



2022-2023	External Engagement	Internal Engagement	Public Relations Engagement
Dec 22	--	--	Annual Report
Jan 23	Free Winter Golf Clinics for Ladies Program Guide Full Page Ad Winter/Spring	Update Website, Social Media, and TeeSnap with Updated Logo Order Updated Staff Apparel Internal Engagement Email with New Branding Launch	Newsletter #1 (Winter - Off Season Programs, Introduce Logo)
Feb 23	Connect with Community Partners	Golf Fitness	Media/Press Release: Square Links Will Look A Little Different in 2023
Mar 23	Course Opening	Adult Easter Egg Hunt on Course	Newsletter #2 (March/April - course opening, Spring Specials, Leagues and Lessons)
Apr 23	Program Guide Full Page Ad Summer/Fall	Alternate Programming for Nature, Seniors, or Ladies to Encourage Facility Use before Course Opens in the Morning (tends to have days of early morning frost)	Media/Press Release: Mother's Day Promotion
May 23	Weekly Specials	Direct Mail - new brand and weekly specials	Dedicated Social Media around Weekly Specials and Meet the Pro Social Posts
Jun 23	Weekly Specials	Special Leagues, Clinics, and Events	Dedicated Social Media around Weekly Specials and Meet the Pro Social Posts
Jul 23	Weekly Specials	Special Leagues, Clinics, and Events	Dedicated Social Media around Weekly Specials and Meet the Pro Social Posts
Aug 23	Weekly Specials	Special Leagues, Clinics, and Events	Newsletter #3 (Focus on Junior, Womens and Senior Golf)
Sep 23	Focus on High School Golfers and Player Cards	Business/Corporate-Focused Advertising	Email Marketing Promoting Golf for Scholarship to Email Lists Collected throughout the Year - Goal to Increase Traffic and Giving in 2023
Oct 23	Fall Rates	Breast Cancer Awareness Month or Other All Course Promotional Take Over	Newsletter #4 (Fall Golf Specials)
Nov 23	Program Guide Full Page Ad Spring Guide	Promote Off Season Programs	End of Season Email to All Emails or Can Promote Extended Season if Weather is Nice
Dec 23	Promote Holiday Gifts - Certificates for Play, Frequent Player Card or Annual Pass	Holiday Lights at the Club or Visit from Santa	Annual Report

Table 10. Suggested Marketing Calendar

Marketing Methodology and Strategy

Website

The current website, fspd.org, contains simple navigation highlighting “Golf.” The golf information on the site is fundamental, text-heavy, and not as well organized as other public golf course sites. Staff should review the website’s content and SEO statistics (if available) for the golf section to enhance the information’s effectiveness and clarity. The best and most active websites are updated consistently and contain promotions and news. Therefore it is suggested that the staff responsible for the golf course once a month update the website to the best of their ability. The team should streamline text for enhanced readability and improve mobile accessibility. Important information should be easy to access: maps, email sign-up, scorecard, current rates, operating hours, facilities and amenities, calendar of upcoming events, and promotions.

Website URL

fspd.org/ | Top Navigation “Golf”

Social Media

The Square Links Golf Course is currently on Facebook but not a managed Instagram account. Adding an Instagram account increases social media reach and engages the facility with a younger crowd. If staff time is of concern, the park district should consider a social media software program such as Sprout Social or Hootsuite to simultaneously manage the posts across several platforms. These programs could improve efficiencies for

the golf course and the park district globally. To successfully market and advertise on social media, the golf course must reach the maximum potential number of golf customers via the Internet; this includes using social media, where much of the public receives news about programs and facilities when they follow or like a business. Public golf courses on social media pages have become a prevalent practice. Social media works best when it is updated and allows for interaction with customers and visitors. Posts that receive the most organic reach are events, scenic pictures of the course or nature on the course, hole-in-one winners, tournament winners, specials, or personal tags of golfers.

CURRENT SOCIAL MEDIA MANAGED ACCOUNTS

- Facebook | Square Links Golf Course | facebook.com/SquareLinksGolfCourse
- Facebook | Frankfort Square Park District | facebook.com/FrankfortSquareParkDistrict
- Instagram | Frankfort Square Park District | instagram.com/frankfort_square_park_district/

SOCIAL MEDIA GEO-TAGGED LOCATIONS

- Instagram | www.instagram.com/explore/locations/301280455/square-links-golf-course/

Direct Customer Communication

Email databases and cell phone numbers are essential in the golf marketplace to stay in touch with frequent customers and continuously increase the customer base. Apart from word-of-mouth and other free advertising, email marketing is the most cost-effective advertising possible. Email campaigns are excellent customer service and communication tools.

For email marketing to be effective, the golf staff must train on how best to grow the customer database. This can be done through encouraging email sign-ups via the website, collecting emails during point of sale transactions in the pro shop, and offering a raffle or giveaway for those who enter their email or drop a business card to join the email marketing database for the golf course. This can also be done through the tee time reservation system. Additionally, using flyers on golf carts, birthday clubs, or first-tee promotions is another great way to obtain the vital contact information of your golfers to grow the database.

Community Relations

One of the most important considerations of the branding process is community relations. All positive connections and partnerships are essential. Organizations with large memberships are key to disseminating information about the brand, facility, and boost community engagement. Often this is done through complimentary programming such

as free lessons, donation of silent auction or raffle prizes to local non profits, and positive community outreach events such as the golf scholarship fundraiser or beverage donation program already implemented at Square Links Golf Course.

Making a concerted effort to reconnect to various local organizations is important for full brand awareness and engagement. Frankfort Square Park District Leadership Staff should consciously and purposefully connect with local government partnerships, nonprofits, and business networking based organizations. Even through social media connections, you are establishing a channel of communication and creating the opportunity for partnership. Connection and engagement does not mean you have to work with the organization or join (if member-based), although this should be strongly considered if there is an opportunity for which the budget allows. The new branding allows for a reason and purpose for the renewed communication effort.

Community relations outreach should direct to community organizations, residents, and other various stakeholders. Always be open to connecting Square Link Golf Course with groups and individuals that will advocate for the brand, facility, and park district.

Marketing & Advertising

A practical and comprehensive marketing and advertising plan must consider strategy, market identification, budget, and timeline, and quantify impressions and customer interactions. A well-thought-out plan will by design help expand market reach and increase repeat play for golfers already utilizing the course.

It is important to implement professional marketing and advertising into the mix. Many low or no cost marketing opportunities exist within the realm of social media, press release and media, editorial and educational content, well-executed marketing campaigns focusing on community engagement, and special events and programming.

Paid advertising is important when looking to develop new clients or encourage past participants to visit again. Targeted direct mail postcards to local and regional residents that fit the target market of the golf course should be considered. The United States Postal Service's Every Door Direct Mail (EDDM) Program is flexible and offers a low-cost direct mail option for organizations such as the park district.

Advertising through specific and targeted golf publications may be beneficial once all branding is updated and the course is prepared to grow target reach beyond the immediate community.

Digital, Video, Photography

In the present day and age, imagery is key to effective brand awareness, increased engagement, and growth of a business. With well-composed and sourced imagery, graphics, and marketing campaigns, the organic reach and impressions can be exponentially greater than before. It is important to dedicate resources and explore potential trade agreements to create poignant and artistic graphics and photography.

Offering a local photography class or time at the course in exchange for the images has proven successful for some golf courses and outdoor venues. Connecting with a local resident photographer and negotiating a lower price and including free golf or use of the driving range allows for photography rights and an investment in the community. Once Instagram social media account is in place, follow the people who tag Square Links in their photos. If great images are captured, reach out to the individual and ask to share or use their image in future promotional campaigns.

Photography is often the easiest place to begin when enhancing brand awareness and engagement, but video and other digital forms should be considered as well. Often golf publications and sports blogs offer packages for marketing and promotion that include video or content creation for social media and online digital use. While packages may be hard to budget initially, it is something to consider in the future.

Media and Crisis Communication

Media tends to pick up on both positive and negative information quickly when it comes to municipal and park district-operated golf courses. The Frankfort Square Park District and Square Links Golf Course Staff should establish a media point of contact and spokesperson. This does not always have to be someone directly related to the golf course operation, but an individual who is comfortable speaking to the press and understands the legal implications that guide local government agencies.

If media calls to ask questions about upcoming promotions or golf course happenings, staff should be trained and prepared to take messages and direct to the appropriate media liaison rather than answering the questions to the best of their abilities. All press notifications, direct mails, course listings, etc. should include the contact information of the person or location where more information can be found.



Financial Implications

GOALS & OBJECTIVES

- 1. Create a Strong Sense of Brand Awareness within the Region for Square Links Golf Course**
- 2. Promote the Unique Characteristics of the Course through a Variety of Marketing Efforts**
- 3. Work Strategically to Connect with the Target Markets with the Most Growth Potential**

BUDGET CONSIDERATIONS

To date the Frankfort Square Park District does not have an assigned fund or budget area for marketing the Square Links Golf Course and Practice Center (Fund 9- Golf Course Budget 2021-2022 and 2022-2023).

At the original kick-off of this Comprehensive Marketing Plan Process, the initial goal was to create an actionable marketing plan for staff to utilize at Square Links Golf Course & Practice Center. This high commitment to the course and its brand awareness and marketing is best implemented with a marketing budget for the golf course.

The United States Small Business Administration recommends spending approximately 7.5% of your gross revenue on marketing and advertising, assuming a business is doing less than \$5 million yearly in sales (Schwinum, 2021). The graphics below from the Square Links Golf Course and Practice Center show the number of rounds sold in 2020 and 2021 and revenue reports based on the number of rounds, accounting for coupons and discounts.

On the following two pages are reports ran from FSPD's online reservation system, Teesnap. All fees are not represented in the two reports due to walk-ups who arrive onsite, pay, and then play. The system was new to the Park District in 2020 and has become a helpful asset.

Hover over the flag for instructions

Rounds Summary

6/3/2020 to 12/29/2020

Property Name
All

Date Filter
Custom Date Range

Start Date
1/1/2020 12:00 AM

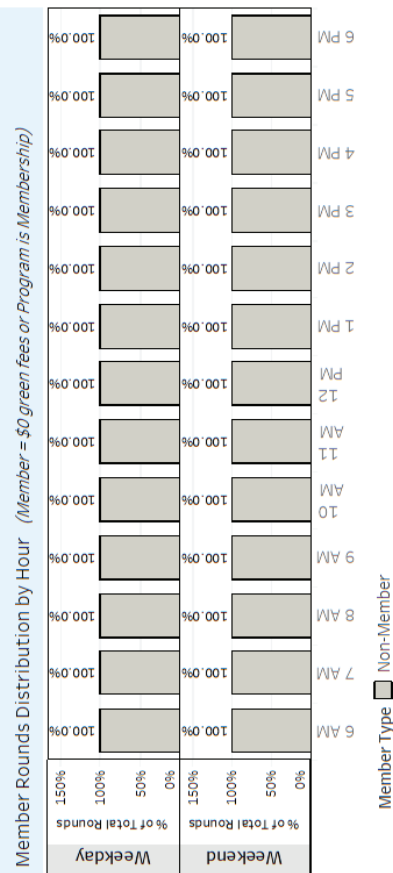
End Date
12/31/2020 11:59 PM

Click on any of the charts to filter all other charts

Rounds	Daily Fee Rounds	Member Rounds	Green Fees	Daily Fee Rev/Rnd	Discounts
17,193	14,824	-	\$197,108	\$13.30	\$26,662

Monthly Summary	Profile Summary	Green Fees	Measure	Rounds																																																																																																																																																														
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Member Rounds Distribution by Hour (Member = \$0 green fees or Program is Membership)



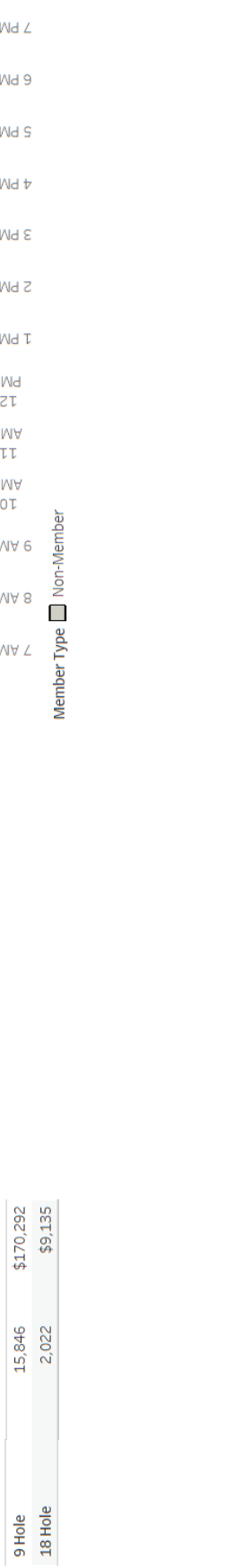
Member Type	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM
Member	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Non-Member	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Hover over the flag for instructions
🚩
Rounds Summary
3/8/2021 to 11/13/2021
Property Name: All
Date Filter: Custom Date Range
Start Date: 1/1/2021 12:00 AM
End Date: 12/31/2021 11:59 PM
Click on any of the charts to filter all other charts

Rounds 17,868 **Daily Fee Rev/Rnd** \$13.80 **Green Fees** \$179,427 **Discounts** \$67,183 **Member Rounds** -

Monthly Summary	Rounds	Green Fees	Profile Summary	Rounds	Green Fees	DOW & Hourly Summary - Rounds	Measure	Rounds
Mar-21	773	\$9,210	Unassigned	9,964	\$94,437	7 AM	66	615
Apr-21	1,809	\$20,255	Guest	7,904	\$84,990	8 AM	225	1,485
May-21	2,410	\$24,970	Course Summary			9 AM	188	1,688
Jun-21	2,363	\$24,035				10 AM	242	1,998
Jul-21	3,393	\$31,863				11 AM	241	1,643
Aug-21	2,970	\$29,449	Square Links Golf Course	15,846	\$170,292	12 PM	301	1,753
Sep-21	2,500	\$26,610	Grass Bays Top Tracer 9-..	562	\$1,860	1 PM	270	1,710
Oct-21	1,338	\$10,225	Grass Bays Top Tracer 1-8	441	\$1,350	2 PM	238	1,639
Nov-21	312	\$2,810	Grass Bays Top Tracer 1-8	321	\$1,510	3 PM	231	1,620
			Synthetic Bays Non Top ..	263	\$850	4 PM	236	1,586
			Synthetic Bays Top Trac..	242	\$2,985	5 PM	233	1,491
			Grass Bays Non Top Trac..	193	\$580	6 PM	89	592
			Synthetic Bays Top Trac..			7 PM	2	48
Rate Type Summary						Total	2,562	17,868
Channel Override	9,844	\$133,748						
Promotion	4,546	-						
Full Rate	3,289	\$45,645						
Manual Discount	189	\$34						

Channel Summary	Rounds	Green Fees	% of Total Rounds	% of Total Green Fees
iPad	8,200	45,899	45.89%	25.55%
Web Booking	9,668	54,111	54.11%	30.25%
Round Type Summary				
9 Hole	15,846	\$170,292	88.78%	95.47%
18 Hole	2,022	\$9,135	11.22%	5.03%



Rounds per Golfer (Lifetime totals)	# of Customers	% of Total Customers
1-5	1,986	87.03%
6-10	168	7.36%
11-20	76	3.33%
21-30	30	1.31%
31-40	16	0.70%
>40	6	0.26%
Grand Total	2,282	100.00%

Based on the budgeted revenue for the Fiscal Year 2022-2023, the Square Links Golf Course should budget approximately \$13,500-\$15,000 per year for promotional marketing and advertising. Below is a sample of how this budget may be spent as it aligns with the information and marketing goals of this report.

Type of Marketing Expense	Details	Cost Associated with Spending	Total	Percentage of Total Marketing Spend
Advertising	Social Media	\$500	\$3,500	26%
	Print Ads	\$2,000		
	Web Ads	\$2,000		
Apparel or Merchandise	Giveaways	\$2,000	\$3,000	22%
	Additional Prizes for Incentives (Community Contests)	\$1,000		
Print	Community Banners	\$1,000	\$4,000	30%
	USPS Direct Mail (EDDM)	\$3,000		
Memberships Subscriptions	CDGA	\$1,000	\$2,000	15%
	Golf Now	\$1,000		
TOTAL			\$13,500	7.5% of the 2021 Net Revenue

Table 11. Sample Annual Budget

Keys to Success

Continue Community Outreach

The Square Links Golf Course and Practice Center is an avenue of community outreach for the Frankfort Square Park District. It gives the district opportunities to give back to the local community and demonstrate goodwill to several groups throughout the area. These fund development activities and donations provide additional branding awareness for the golf course.

COLLEGE SCHOLARSHIP FUND

Free Golf Day in September

Each year, Square Links Golf Course provides a free day of golf as a fundraiser and a way to raise close to \$10,000 in scholarships for local graduating seniors. Rounds of golf are \$5 and funds raised go towards the scholarships. More than \$150,000 has been raised over the last 15 years.

BEVERAGE UPCHARGE FOR YOUTH

Each beverage purchase has an applicable upcharge. Each year the golf course raises approximately \$15,000 for local scouts, baseball clubs, and flag football clubs.

Partnership

In addition to community outreach, the Square Links Golf Course and Practice Center should focus on seeking partnerships to support the building of the new branding and increase engagement. There are a variety of different types of partnerships that the staff should explore.

LOCAL GOLF STORES

Align with businesses whose customers are potential customers of the golf course. Invite their staff out to play, ask to set flyers at registers, or give away driving range time or ½-priced rounds of golf to their best customers. Engaging with these like-minded businesses increases awareness of the Square Links brand and location.

LOCAL CHAMBERS & ORGANIZATIONS

Network-focused organizations and national charitable groups such as Lions Club, Rotary Clubs, or Kiwanis are great places to focus efforts and create dedicated, lifelong supporters of your business. Good stewardship and support of these types of organizations can go a long way to creating brand awareness and loyalty from community groups with memberships that can support the golf course or businesses that may take clients or business meetings at the golf course or driving range.

CAPITAL INVESTMENT

It is important that over time the Frankfort Square Park District Leadership continues to invest capital into the Square Links Golf Facility to continuously improve the grounds and operations. There are some capital improvement options to consider that will directly aid and enhance the marketing and branding initiatives of the facility.

Enhanced Facility Signage

Consideration is given to updated and enhanced signage at the front of the facility, throughout the parking lot, and on the buildings visible from the entrance.

Improved Curb Appeal

In addition to signage, the general curb appeal of the club at the entrance and exit should be planned and coordinated to enhance the visibility of the local and pass-through traffic.

Bridges on Golf Course

As it becomes necessary to replace bridges on the course, seek out a common architectural design.

Brand Management

Effective branding efforts require safe keeping and policing of the new logo and branding to ensure it is efficiently implemented across the park district agency. Over time the various media that carries the current logo will require updating and replacement. Staff should consider all areas and keep an eye out to make sure nothing was missed in the rebranding process.

This includes, but is not limited to:

- Logo files saved for staff to access
- Website pages and information
- Social Media including advertisements and profile pictures
- Brochures
- Posters and flyers
- Advertisements
- Digital and print graphics
- Facility signage
- Course signage and directional markers
- Facility listings with local businesses or chambers
- Merchandise or giveaways
- Staff Apparel and nametags

Macroenvironment

To effectively manage an individual brand (Square Links Golf Course and Practice Center) living under a larger umbrella (Frankfort Square Park District), the internal and external stakeholders must be conscious of the relationship between the two. It is essential that all employees across the agency are aware of the updates and changes to the logo and branding at the golf course. Additionally, when applicable, the Square Links Golf Course and Practice Center should use identifying marks or notes to connect the relationship for the external stakeholder. While it is not necessary to list the relationship on all print and social media graphics, it should be noted in press releases, clearly stated in coverage and articles, articulated on the website, etc.

Regular Evaluation

KNOW YOUR RETURN ON INVESTMENT (ROI)

It is important to understand the cost of the marketing campaign and how much labor it cost to produce successfully, then compare the cost to the profits received due to that campaign. If there is no change in profit or if it cost too much compared to what it brought in, the organization should consider removing those campaigns and replacing them with something that would be more effective (Smith, 2018).

There are various ways to track and record the ROI. Based on the type of marketing campaign or communication medium used, it may be prudent to choose a different model. Weedmark (2019) discusses nine models and metrics to track ROI on marketing campaigns. While they are all good indicators of marketing campaign success, the three examples listed below are the simplest to implement.

Return on Investment

Track the sales profit associated with the marketing campaign. If the marketing campaign cost \$1,000, and it generated \$2,000 in profit from sales, then ROI is \$1,000 or 100%.

Application: This metric works well on specific promotions or special pricing. If you create a special Fall package price, you can easily figure out how much it brought in and you can compare that to the hard costs of the campaign.

Cost Per Sale

Track the number of sales as a result of the marketing campaign. If a campaign cost \$1,000 and resulted in two sales, the cost per sale is \$500 each.

Application: This metric works well on direct mailing or giveaway card (Free Bucket of Balls at the Driving Range). These can often be quantified when someone returns the giveaway or the postcard they received for the discount or prize.

Cost Per Lead

While it is similar to the above Cost Per Sale, the cost per lead measures how many sales prospects or potential new golfers you may see as a result. Leads are great when brand awareness is the main goal of the campaign. It is important, however, to note that a lead doesn't always mean additional revenue; they may be bad or dead leads, for example.

Application: Social media or email advertising is a great way to track cost per lead as you will see how often it was clicked. Some Facebook-type ads also allow you to choose an action with the advertisement so it would allow the interested person to leave their information for you to follow up with (lead).



Evaluation & Controls

A Marketing Plan without continuous evaluation of campaign effectiveness and outcomes, no matter how strong it may be in research or strategic in promotional recommendations, will provide no value to your business operation. Through regular evaluations of your Marketing Plan, you can save money and time by modifying ineffective marketing campaigns and advertising, and pivot to stay on top of industry trends (Smith, 2018). There are several ways this can be done easily without affecting staff time and operations.

Check for Changes in Sales

Monitor sales weekly, monthly, seasonally, and annually. Be sure to benchmark or note the previous sales prior to implementing any new or rejuvenated marketing campaign. Tracking sales, rounds of golf, driving range visits, and beverage sales will allow staff to identify small changes or effects that may be the result of a new initiative. Additionally, long-term tracking is important as sometimes marketing campaigns may have delayed effects (Smith, 2018).

Use Surveys

Talk to your customers and clients while they are on the course or immediately after to gain valuable insight into their customer experience. Surveying every visitor is not

necessary; a random sample will help track marketing efforts. Even simply encouraging staff to ask every visitor who has not played the course before how they heard about Square Links and noting it on a shared file or notebook will help track and evaluate effective promotional campaigns. Following up after a golfer or visitor has left the facility also has benefits. Not only does collecting emails from visitors help build a database for marketing, but it also allows the staff to follow up after the visit to the facility to measure the customer experience and gain insight into why they chose to visit and what marketing effort may have contributed to their choice to play Square Links.

Monitor Progress and Watch the Competition

By tracking goals, objectives, and strategic business goals regularly allow organizations to track the speed of progress and allows for consistent monitoring of not only individual marketing goals but aligns the marketing efforts with strategic goals as well. It is important not only to track your progress but your competition as well (Smith, 2018). Keep an eye out for where they place ads, the content, quality, and response. Watch the number of social media followers they have, what platforms seem to perform best for them, and the types of campaigns or discounts they are offering.



Future Considerations

Golf Course Food & Beverage

In an online article by Schmitt (2021), it talks about how a large percentage of municipal golf courses operate out of a basic building or trailer. The fact is that the profit margin on a round of golf is about 85% on average. On the other hand, a food and beverage operation will likely see a profit margin of 15% on average and no more than 30%, if the menu is very lean with the strict expense and inventory management.

The sustainability of Square Links, the growth of the golf industry over the past two years, and the desire for golfers to enjoy food or beverage on the property are enticing. When considering improvements to the clubhouse, a cost analysis and return on investment should be performed to determine

the value that renovations may contribute to the facility’s sustainability.

The Frankfort Square Park District should very seriously explore the partnership with Jimboos Catering (Thorton, IL) or another entity as it would offer the onsite food and beverage benefit to golfers, yet remove the risk of reduced profit margin (expense increase at a higher rate than revenues) municipal golf courses see with onsite food and beverage operations. A food and beverage agreement, such as allowing Jimboos the ability to serve food onsite and use the facility for outside catering on a 5-year lease term provides the food and beverage establishment the opportunity to expand beyond the traditional golf course food and beverage operation.



Marketing Investment

Throughout the research process for this report, it was obvious that Square Links Golf Course would benefit by investing budget dollars into course marketing in the same way as its competitors do. Most competitors have their own stand-alone websites or at least domain names dedicated to the course. In this day and age, this web presence is key for search engine optimization (SEO) and to create a user-friendly experience for those considering a visit to the facility. Purchasing the domain, squarelinksgolf.com, should be explored. As of the time of this report, this domain is available and can be used either as a way to direct visitors quickly to the Frankfort Square Park District Golf section of the current website or to build a simple, stand-alone website focused on the facility.

Additionally, with the limited staff dedicated to the facility, it does not leave time or manpower to dedicate to marketing and promoting the facility which is essential in a climate of competition. Not only does it require time to manage social media and plan marketing initiatives, but there is time involved in executing the various marketing campaigns and administrating the communication with the customers and staff. While an additional staff person may not be a reasonable budget request at the present time, it should be considered as the facility continues to adapt and grow, especially with potential addition of a contractual food and beverage operation onsite.





Conclusion

The Square Links Golf Course & Practice Center is a huge asset to the Frankfort Square Park District. It fulfills the park district mission of providing the community with “accessible, non-discriminatory recreational services, facilities, and open space in an environmentally conscious, fiscally responsible manner.”

The affordable price point, short course, practice amenities, and Toptracer technology set the facility apart from the competition. Through planned and coordinated marketing efforts, refreshed branding, and commitment to continuously improving systems the Frankfort Square Park District will see an increase in awareness, community engagement, and participation in this facility.



Appendix

📍 Your go to logo: SQUARE_VertLogo_



BRAND COLOR SYSTEMS



PRINT APPLICATIONS: SPOT (PANTONE; PMS) -----

PMS 367 C

PMS 7739 C

PMS 343 C

WHITE

BLACK

PRINT APPLICATIONS: CMYK (CYAN, MAGENTA, YELLOW, BLACK, 4-COLOR PROCESS) -----

C41 M0 Y82 K0

C81 M15 Y100 K2

C89 M41 Y77 K38

C0 M0 Y0 K0

C0 M0 Y0 K100

ONLINE COLOR CODE: HEX (HEXADECIMAL RGB) -----

#A2D45E

#2C9942

#095540

#FFFFFF

#000000


TYPE TREATMENT

SQUARE LINKS

GOLF COURSE & PRACTICE CENTER

The fonts used in your logo are Aaux Next Bold and Source Serif, Regular. The font files are located in the SQUARE Updated Logo folder. Feel free to pair these fonts with an appropriate body font in new golf course marketing materials and signage.

Congratulations on your new brand style guide! Please call Campfire Concepts with any questions you may have, 217-766-4464.

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+ SQUARE_VertLogo_BLACK



* SQUARE_VertLogo_WHITE



+ SQUARE_HorizLogo_



+ SQUARE_HorizLogo_BLACK



+ SQUARE_HorizLogo_WHITE



+ SQUARE_Logomark_



FILE TYPE	COLOR CALLOUT	
<p>.EPS (vector art) Print Shops will love you if you pass along this file. You can safely enlarge this file, it will stay sharp.</p> <p>.PNG (raster art) Looking to use your logo without a white box showing up around it? Use one of your .png files. You cannot safely enlarge this file, it will get gross and blurry.</p> <p>.JPG (raster art) The most common file format used for social media applications. You cannot safely enlarge this file, it will get gross and blurry.</p>	<p>_SPOT For print applications on coated stock. You will be paying for a special ink. Examples include: stationery items, sales and marketing collateral, and promotional items.</p> <p>_CMYK For print applications when you do not want to pay for a spot ink. Examples include: advertising, sales, and marketing collateral.</p>	<p>_RGB For digital applications. Examples include: online banner advertising, web graphics, and email graphics.</p> <p>_BLACK OR _WHITE For applications using 1-color printing. Examples include: print advertising and business forms and documents and 1-color on the web.</p>

Need a specific file format at a specific size? Contact Campfire Concepts, jessie@WeAreCampfireConcepts.com.

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