

Winning the Budget Battle
GCI Webinar: April 16
Presented by GGA/Henry DeLozier

Your course needs a bigger budget to compete and to meet demands for consistently top conditions. You could ask politely, but here's a better way. Participate in (*webinar info from Pat*) to hear the advice of Henry DeLozier, a principal of Global Golf Advisors. Henry has years of experience working with boards and general managers. He can tell you how to make your case for the budget you need to do your job professionally. Mapping a strategy, developing the presentation and selling the plan. He'll cover it all in this interactive presentation.

Slide No.	Description
1	<ul style="list-style-type: none">• Winning the Budget Battle<ul style="list-style-type: none">○ My belief: superintendents are the smartest folks at many facilities. But preparing and selling your budget to management is sometimes down the list of skills.○ It can hurt your professional pride when management rejects your budget. It can have equally harmful effects on the course ... on its most important asset and on its business.○ Why is getting the budget you need critical to your personal success and to the success of your club/facility? Data-driven research helps to create a reliable budget. You are expected to perform at a highly dependable level. Now is the time to make your case based on facts and information. Golfers will tell you that most bets are won and lost on the first-tee. Set yourself up to win.
2	

	<ul style="list-style-type: none"> • It's a Process <ul style="list-style-type: none"> ○ What is the biggest reason budgets are not approved or that presenters walk away disappointed? People don't respect and follow the process: <ul style="list-style-type: none"> ▪ The pre-sell – The laws of the land are not made on the floor of the Senate or the House...they are made in the hallways before the vote is taken. ▪ Due diligence - Every top superintendent prepares an annual agronomic plan in which he or she describes in detail every aspect of the operation and the standards – all of which support the qualitative goals established by the board, the owners or the manager. ▪ The presentation ▪ Negotiation <p>Those who end up disappointed by the budgeting cycle have misunderstood the process and the roles that each participant plays in the budgeting process.</p>
3	<ul style="list-style-type: none"> • Preparing the Budget <ul style="list-style-type: none"> ○ Budget should align with club & facility goals and the strategic plan <ul style="list-style-type: none"> ▪ Supers should meet with management well in advance of their budget preparation to understand short- and long-range goals and objectives ▪ Organize focus groups of key leaders in the club (women's group leaders, best players, golf professional staff, other respected superintendents in your area) to learn from them what is expected and what standards your course could or should achieve. ○ Quantitative goals: budget should reflect ways you intend to support quantitative goals Demonstrate that you have calculated every line-item. Don't guesstimate! You're supposed to be the expert.

	<ul style="list-style-type: none"> ○ Qualitative goals: budget should reflect ways you intend to support qualitative goals. Emphasize the high standards of the club and the expectations of the members. See that your standards are aligned to the club’s Mission and Vision. ○ Competitive analysis: budget should reflect an understanding of your competitive set and how your plan helps you keep pace and/or gain on competitors, if that is a strategy.
4	<ul style="list-style-type: none"> ● The Presentation ○ The Year in Review: Intro slide with highlights and challenges (in pictures) from the past year. Show what standards you will sustain and what problems your budget will resolve. ○ Reassure management: <ul style="list-style-type: none"> ▪ You understand the club/facility operates with finite resources of people and capital ▪ You’re taking a conservative, prudent approach ▪ You’ve used sound logic ▪ You’ve anticipated change ▪ Budget has flexibility to make adjustments if conditions change dramatically and if unexpected expenses are required ○ Opportunities: <ul style="list-style-type: none"> ▪ The budget plan should identify opportunities you have uncovered to accelerate goals and objectives, even if funding those opportunities stretches the budget ▪ The budget should also present (factually and not in a threatening manner) the consequences of underfunding <p>Take ownership of your aspirations. Describe what you want the course to look like and the types of compliments you want the course to earn and the criticisms of the course you plan to eliminate with your budget and actions. This is no time to be timid. Make your case!</p>
6	<ul style="list-style-type: none"> ● Helpful Tips:

	<ul style="list-style-type: none"> ○ Present your budget proposal creatively. This is an opportunity to educate. Make your background and credentials (such as certifications) a part of your introductory remarks. ○ You're always educating ... not just at budget time ○ Don't think of your budget only in financial terms. ○ Show how you will save money when you can. For example, significantly reduce your fuel levels and purchases during the off-season. ○ Tell how you suggest changes that you are making can ripple through into increased revenue. For example, you can mow fairways during the mid-afternoon gaps to get golfers onto the course earlier in the day. ○ When you are challenged, be appreciative of questions and the chance to clarify and inform. Do not take questions – or even challenges personally – persuade the questioner of the importance of mission-critical actions. ○ Don't hedge with phrases like "I'll do the best I can." Or "We'll see what we can do." Be clear in setting expectations. For example, "if we must make these reductions, I should re-plan things because we cannot achieve the quality standards that I have established with this level of funding." Or, "Reductions in the budget require that downgrade our quality standards as they cannot be sustained with inadequate funding."
7	<ul style="list-style-type: none"> ● Summary <ul style="list-style-type: none"> ○ Budget is an investment in your future and the future of the facility. ○ You have researched the courses or clubs that compete with yours. You have walked their fairways. You have met with their superintendents. You know what the market requires.

	<ul style="list-style-type: none">○ You have met with key opinion leaders at your club and understand what is expected of you. ○ You remain dedicated to the club – it's your club too - and will do all in your power to exceed expectations. ○ You expect this year to be the best one yet!
--	---