



BAY VIEW
Golf Course



Out of Bounds Marketers
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I. Executive Summary

Bay View Golf Course “Bay View” is an 18 hole executive golf course located on the windward side of Oahu in Kaneohe. Bay View Golf Course is part of the “Bay View Golf Park” which features the following: mini putt, zip-line, driving range, and restaurant. However, Out of Bounds Marketers will only be focusing on the golf course. The course is primarily par 3 holes; however, it is an ideal place to work on golf technique and play a quick round of golf. What sets this course aside from its competitors is its surroundings and reasonable fees for a round of golf. Built around federally protected wetlands, Bay View features a beautiful front nine and backs nine.

Throughout the years Bay View Golf Course has had a numerous amount of owners. Currently, the course is owned by the Windward Church of the Nazarene and is managed by Billy Casper Golf. Previously, Bay View has had a reputation for having terrible green conditions and poor maintenance. As a result, the new owner and management company have upgraded and renovated the course and are maintaining the course in an appealing fashion.

The basic marketing problem for Bay View Golf Course is: “How can we increase the number of rounds played per day at Bay View Golf Course?” Consequently, Bay View’s marketing objectives are to: 1) Increase daily rounds of golf by 27%, 55 rounds to 70 rounds per day (primarily from target market of beginner golfers), 2) Increase awareness amongst the local community of Bay View’s significantly improved course and green conditions and reposition Bay View as a challenging and scenic Executive golf course, and 3) Promote Bay View Golf Course as an ideal place for beginners, seniors, and women to work on their golfing techniques. Out of Bounds

Marketers has decided to focus on increasing revenue from local residents. Our target market is beginner golfers as well as senior and women golfers.

Working with management, Out of Bounds Marketers has developed the following marketing strategies: 1) create a youth program where beginning golfers can take lessons from a professional, 2) extend its current hours (twilight hours) 3) offer a monthly pass for senior golfers, 4) host an event in celebration to Bay View's 50th anniversary, and 5) use promotional techniques such as radio ad, newspaper ad, and direct mail out.

II. Marketing Research

A. Marketing Environment

1. Demographics

Based on the data collected from the 100 surveys conducted with the public, it was noted that 30% surveyed actually have played golf at Bay View Golf Course. Of the people that golf at Bay View, 80% are males and 20% are females. There is a wide range of ages that golf at Bay View Golf Course: ages 1 to 18 years – 3%; ages 19 to 29 years – 13%; ages 30 to 45 years – 30%; ages 46 to 60 years – 34%; and 61+ years or older – 20%. Based on conversations with Billy Caspar Golf, the year-to-date rounds played through November 2012 indicated about 50% of the Bay View golfers were juniors and senior golfers, 39% were Kama`aina (local) golfers, 9% were league or group golfers and 2% were visitors. 47% of the golfers reside in Windward Oahu, 17% in East Oahu, 17% in Central Oahu, 6% in Leeward Oahu and 3% in Downtown Honolulu.

2. Economic Environment

For the upcoming 2013 year, economic experts are looking at a gradual improvement for the economy. It is expected for GDP increase from anywhere between 1.4% to 2% (Kiplinger and CBO). Unfortunately, the unemployment rate is predicted to remain constant at about 8% (CBO). There is concern that the \$85 billion cut from government spending due to the fiscal cliff may potentially throw, “the economy into recession” (Kipling).

For the upcoming 2013 year, Hawaii’s GDP is expected to increase by 2.6% (Star Advertiser). With this, the amount of incoming visitors is at 5.4%, an increase from the previous 2012 year. Not only has the level of incoming visitors increased, but the amount of visitor spending has as well by 7.1%. This is important because when people have an increased amount of money, they are willing to spend more. This affects Bay View Golf Course because if people have more money at hand, they will not mind spending money on luxury activities such as golf.

3. Natural Environment

Bay View is situated on 115 acres and has 18, par 3 and par 4, holes of golf. (*Refer to Appendix D*). Because the wetlands and rivers in the area are federally protected, Bay View is actually built around them. The original front 9 holes, built in 1963, are flat and near to the building. The back 9 holes are very hilly and were later added in 1988.

After a string of bad owners, the golf course then opened with its new Robin Nelson design in 1997. The Windward Church of the Nazarene purchased the golf course in 2010 from the bank and contracted with Billy Casper Golf to operate and maintain the course. After the church took over, the course’s appearance has drastically

improved; the course is now very green and beautiful. There is a great view of the bay from the tee off places located at the back 9 holes—especially at the 14th hole. Golfers are able to enjoy the beautiful scenery and play a great game of golf with friends.

Bay View Golf Course (45-285 Kaneohe Bay Drive, Kaneohe, HI 96744) is located right off of the Kaneohe Bay Drive in a residential area surrounded by many houses and private properties. As soon as you turn off of Kaneohe Bay Drive, you enter a driveway and on the side is a parking lot with 100 parking spaces; there, golfers can park their car while at the course. The only minor setback about Bay View Golf Course's location is that it is hard to see because the main building and course are blocked by trees from the road.



4. Technological Environment

Bay View Golf Course uses technology to keep the golf course up and running. The golf course uses computers to keep track of what golf carts are out on the course, payments from the golfers, and to be organized and efficient. Bay View Golf Course allows golfers to rent golf carts to ride through the golf course. These electric golf carts have a motor, wheel, gas pedal, and brake pedal

Another technology that Bay View Golf Course has is a good maintenance system. The golf course has a water pumping system to pump the water into the Bay and off the golf course. The water pumping system is also used to help the water flow in the ponds on the course (that serve as obstacles for golfers to avoid).



5. Political Environment

Along with the regular rules that all golf courses need to follow, Bay View Golf Course has to follow special rules to protect the surrounding wetlands. All play is prohibited from the environmentally sensitive area, which is the wetland. Even if the ball is hit into the wetlands, you are not allowed to retrieve it. Bay View Golf Course also needs to follow the zoning laws set by the state.

There are certain rules that Bay View Golf Course has to follow and enforce at the Golf Course. All play at Bay View Golf Course is governed by USGA (the United

States Golf Association) and local rules. There are various rules on etiquette, how to play the game of golf, stroke number, etc. These rules are the same throughout golf courses in the U.S.

Bay View Golf Course has its own set of rules that golfers there have to follow as well. Some of the most important rules include: Use of driving range balls on the course is prohibited, a Driver's license is necessary to operate electrical cart, and all players and guest must comply with proper dress code.

B. Consumer Market Analysis

1. Cultural Factors

Bay View is owned by Windward Church of the Nazarene. As a result, because of the variety of religions, this may influence a golfer's decision whether or not they would choose to golf at Bay View. Because of the religion of the Windward Church of the Nazarene, alcohol is not served at the golf course or anywhere on its premises. This affects some golfers because some golfers like to gather and drink alcohol after their round of golf. Otherwise, there does not seem to be any other cultural factors relating to golf play. Based on our observations and discussions with the management, all ethnicities now play golf at Bay View.

2. Social Factors

According to the survey, 64% of the respondents' golf; however, only 30% of these golfers have golfed at Bay View Golf course before. Bay View Golf course is one of many private golf courses on this island. Survey results show that 9% of golfers who golf in general play at private golf courses. On the other hand, 16% golf at municipal golf courses, 2% golf at a resort golf course, 11% golf at military golf courses, 19% golf

at all these types of golf courses, 3% preferred not to answer, and the remaining 56% golfed at one or more combinations of the four types of golf courses.

3. Personal Factors

Depending on their skill level and amount of free time available, golfers have a choice between which course lengths they would like to golf. The survey results show that out of those who have played golf before, 53% golf at championship golf courses, 6% golf at executive golf courses—primarily shorter par 3 hole courses, 30% golf at both championship and executive golf courses, and 11% chose not to answer. Besides length, feedback from the survey concludes that 63% of the golfers prefer to golf 18 holes while 28% golf 9 holes, 8% chose other, and 2% preferred not to answer. This information helps us come to the conclusion that more experienced golfers prefer to golf at a longer, challenging course and beginning golfers may enjoy the comforts of a course like Bay View.

4. Psychological Factors

Some people golf during their free time for leisure, socialization time, or simply just to stay active. Golf is a sport that is open to both males and females of all ages. According to survey results, 23% of those who golf are females; the remaining 77% are males. From this information we can come to the conclusion that golf is a male dominated sport. For seniors—regardless of gender—golf is beneficial to both the mind and body.

C. Customer Profile

In the golfing industry, the customer is almost always the consumer of the product or service. Buying habits do vary between gender, age group, and geographical factors.

Based on our survey, there are more male golfers than female golfers. We also noticed there are more golfers between the ages of 46 years old to 60 years old. When deciding where to go to golf we noticed more people golfed at courses close to where they live and is convenient for them.

When golfers decide where they want to golf it is a process of determining where the golfers want to golf because there are a variety of golf courses in Hawaii to choose from. First the golfer decides if he/she wants to go through a 9-hole course or an 18-hole course. Then the golfer decides if he/she wants to play a championship course or executive course. Next the type of course—public, municipal, private, resort, or military—is chosen. After determining the number of holes, the length, and type of course, the golfer then decides where on the island they would like to golf. Other factors that the golfer needs to decide are: budget, the reputation of golf courses, the condition of the course, availability of course, ability to walk or ride on course, and restaurant/club house offerings.

D. Situational Analysis

The golf industry's success depends on the economy and the resources available. One country with the largest golf industry is the US, however, Japan and some European countries also contribute to worldwide golf and sport supply. It is estimated that there will be a positive growth in golf demand and supply while growth rate is relatively low. Because golf course revenues were up 0.86% in 2010 and 1.10% in 2011, the figures impacted the idea that golf demand will increase. "From 2008-2009 public golf courses only suffered from a 0.3% decrease while private courses expected a 1.8% decrease. In the past five years, the number of golfers in the U.S has fallen by 13%. Also, the number

of rounds nation wide has decreased by 3.5% for previous years.” According to Greg Nathan, “The number of golfers dropped to 26.1 million in 2011 from about 30 million in the middle of the last decade.” While golf remains popular, there is major competition among courses because of the economy and the possible overbuilding of golf courses.

Currently in Hawaii, Bay View Golf Course is in a rough patch. The golf course does not have the desired sales to uphold the course, cannot compete with its competitors due to their lack of customer and consumer awareness, and does not have the experienced owners. The golf course competes in a very competitive market. It is ranked below many of its primary competitors, which are Hawaii Kai Golf Course, Pali Golf Course, and Olomana Golf Course. Bay View Golf Course is unable to compete with these golf courses due to their lack of offerings as well as their weaknesses. The offerings, strengths, weaknesses, and rankings of Bay View and its primary competitors are listed below (*Refer to Appendix E*). Bay View does not have the resources and money to offer what their competitors offer. For example, Hawaii Kai has both an executive and championship golf course and has transportation for guests from Waikiki to the golf course. Also Pali Golf Course and Olomana Golf Course are municipal golf courses, which offer many benefits for senior citizens.

E. SWOT

1. External Opportunities

Bay View is an ideal place for beginning golfers to learn the game of golf. Beginning golfers however does not only apply to children, but adults as well. To expand their skills, the course also offers lessons. Golf lessons provide beginning golfers the opportunity to improve their golf technique and learn how to properly golf, thus

increasing their interest in golf. With a high level of interest of golf, both youth and beginning golfers will want to continue returning to Bay View. Also, with the healthy fitness campaign encouraging everyone to get out and be active for at least an hour a day, youth and beginning golfers feel encouraged and motivated to exercise. Golf is a sport that is easily accessible to those who are interested.

Because of the current situation of Bay View Golf Course, tourists are not apart of its main focus. However, if the opportunity arises with the right timing and resources available, its target market may expand to appeal to the tourism industry.

2. External Threats

Competitors are one of the main threats to Bay View Golf Course. The primary competitor is Hawaii Kai Golf Course; the course is the only other non-military, executive course on the island. Because of Bay View's tarnished reputation for having bad green conditions, people prefer to golf at Hawaii Kai Golf Course instead. There are also different types of golf courses that pose as a threat for Bay View. Municipal golf courses are an example because senior golfers can pay one rate and golf multiple times a month, thus making it cheaper than Bay View. Also those who are able to golf at military golf courses can receive special benefits that others cannot.

The weather is another obstacle that challenges Bay View. During the rainy season, the golf course is flooded and has to close for the day. Because the golf course has to close, no sales are made.

3. Internal Strengths

Although Bay View is not as big or long as other golf courses, this executive course is a great way to improve a golfer's short game. Of the two executive golf

courses, Bay View Golf Course is more of a challenge. Along with being one of the two non-military, executive courses on Oahu, Bay View Golf Course has amazing views of Kaneohe Bay. Throughout your game of golf you see beautiful views of the Bay from the back nine holes.

Billy Casper Golf professionally manages Bay View Golf Course. Billy Casper Golf's maintenance crew has done an excellent job maintaining the course being that the golf course is surrounded by the wetlands. Along with the improved green conditions and excellent maintenance, Bay View Golf Course holds golf tournaments regularly.

The last strength that Bay View contains is the inexpensive rates for a round of golf. The rate for a round of golf for Hawaii residents is \$9 for 9 holes and \$13 for 18 holes. Compared to their competitors it is very inexpensive and affordable for a round of golf. Bay View's many strengths are what make it a very unique golf course.

4. Internal Weaknesses

Bay View Golf Course has developed a bad reputation over the years. Before changes were made, the golf course was in terrible condition. Upon seeing the terrible conditions, people began to develop a negative view of the course. However, once the Windward Church of the Nazarene and Billy Casper golf took over, the course's conditions improved drastically. Unfortunately, many people are not aware about how much improvements have been made and are continuing to judge the golf course based on its past. As a result, the amounts of incoming customers are still very low. Having a church as the head owner can be a weakness as we. This is a set back because they do not have much experience with managing a golf course and because of their beliefs, they are limited to what they can and cannot do. For example, the church is not able to serve

alcohol in the restaurant and snack bar. Being limited to non-alcoholic drinks can be a set back because many golfers like to drink some kind of alcoholic beverage after their round of golf. The last of the golf course's internal weakness is the capitalization of the church. Because the amount of funding that the church has, they are limited to the amount of money that they can spend, they are on a tight budget for what they can do regarding promotions.

F. Target Market

Based on the market research and situational analysis that Out of Bounds Marketers have conducted, we have concluded that the appropriate target market of Bay View should be primarily beginning golfers and to some extent seniors and women. The length and generally forgiving nature of Bay View Golf Course makes it an ideal venue for these groups. We do not believe that Bay View will be able to compete for the highly skilled golfers or much of the club/league business. Likewise, we believe that most of the golfers will probably come from the Windward side and rarely from the Leeward areas. The survey also revealed that out of those who chose to answer, 29% of the respondents had children.

III. Marketing Problem

We have decided with the Windward Church of Nazarene and Billy Casper that the main focus of the marketing plan is to improve the public view of the golf course and increase the number of rounds played per day. The plan is to convince potential customers to golf at Bay View Golf Course instead of other courses on the island.

Overall the marketing problem is to be summarized as follows: **“How can we increase the number of rounds played per day at Bay View Golf Course?”**

IV. Marketing Objectives

Our Specific Marketing Objectives are to:

1. Increase daily rounds of golf by 27%, 55 rounds to 70 rounds per day.
2. Increase awareness amongst the local community of Bay View's significantly improved course and green conditions and reposition Bay View as a challenging and scenic Executive golf course.
3. Promote Bay View Golf Course as an ideal place for seniors, women, and beginners to work on their golfing techniques.

V. Marketing Strategies Proposals

A. Product or Service

1. Research of Current Status of Product or Service

Bay View Golf Course is one of two executive golf courses located on Oahu. Golfers can choose to golf 18 holes or 9 holes (front or back 9). Its course length is shorter compared to most golf courses, yet, it is still challenging. Through the November 2012, we found at Bay View Golf Course 64% of the golfers come on the weekday and 36% of the golfer's golf on the weekend. However on the weekday there are 47 rounds per day and on the weekend there are 72 rounds per day.

In addition to rounds of golf, Bay View's other product lines include golf cart rentals, golf club rentals, golf lessons, and the snack bar. Other activities of the "Bay View Golf Park" including the driving range, mini golf, zip line, and full restaurant are not included in this focused plan.



Golf courses can be classified as consumer and shopping. There are many different golf courses around the island that promotes different styles of golfing. As a result, golfers would most likely try different ones to find which suits their golfing style and preference the best. Golf courses have been around for a while, therefore it is in the maturity stage of the product life cycle since the golf industry and golf courses are slowly declining. The market research reveals that 35% of respondents listed availability as the most important factor while golfing.

Bay View Golf Course has an attractive logo (*Refer to Appendix H*). The logo is simple but attractive and represents course. It has a golf ball in a triangle and a navy blue wave under the triangle. Then beside the triangle, “Bay View” is in big, bolded, navy blue letters, and beneath is “Golf Course” in green cursive. The logo is located on all of the golf course’s property and equipment.

2. Product or Service Proposals

In order to carefully target the beginners’ market, Out of Bounds Marketers primary product proposal is for Bay View Golf Course create a youth program. This has been determined based upon results from our market research. According to our market

research, 49% of golfers would be interested in taking golf lessons for themselves; for those who have children, 31% would be interested in signing their children up for golf. Bay View will contract with a professional golfer (could be with Billy Caspar Golf) to use the facilities to teach children how to golf. The professional golfer will be in charge of the lesson plans and clothing for the students. Also, the professional golfer will charge a reasonable rate for the lessons and a monthly pass for the children to play on the golf course. The professional golfer would gain profit from the lessons while Bay View Golf Course gains profit from the monthly passes. There will be needed coordination between the golf course and driving range. The youth program will attract youth and beginner golfers to Bay View Golf Course. The lessons, the students are able to use the pass to golf on the course by themselves as practice, making them want to come back to Bay View Golf Course instead of the other golf courses on the island. With extended hours and a youth program, the rounds at Bay View Golf Course will increase.

Out of Bounds Marketers also proposes that Bay View Golf Course expands on the current service of the golf course. The golf course currently closes at 6:00 pm. We propose that Bay View Golf Course has twilight hours, where they are open from 4:00 pm to 7:00 pm for the summer from July to September.

B. Price

1. Research of Current Status of Price

Bay View Golf Course's rates for a round of golf are relatively reasonable and inexpensive. The price for a round of golf averages at about \$16 for a round of golf. It ranges from \$7 to \$34 for a round of golf. Bay View Golf Course rates are determined by whether the customer is golfing 9 holes or 18 holes, golfing on the weekend or

weekday, and if the customer is a Hawaii resident, junior or senior resident in Hawaii, or an out of state resident. The prices are listed below on the tables (*Refer to the Appendix G*). Bay View Golf Course has competitive pricing. The course bases the price for a round by their competitor's rates such as Hawaii Kai Golf Course. The golf course tries to keep the price of a round of golf as inexpensive for golfers as possible while still making a profit.

Bay View Golf Course's prices are elastic. If there is a change in price, there will be an increase or decrease of customers. Right now the prices are inexpensive, and based upon market research, 44% of respondents listed price as the most important factor while golfing; if Bay View increases the price, the sales and customers would go down. On the other hand, if Bay View decreases the prices even more the business would be losing even more money than they already are.

2. Price Proposals

Compared to other golf courses on the island, Bay View Golf Course has relatively affordable rates. Out of Bounds Marketers feels that Bay View should keep their rates for a round of golf the same. However, we propose that Bay View Golf Course implement a monthly pass for seniors (*Refer to the Appendix F Figure 4*). Customers will pay an upfront fee for the pass and are able to come to the golf course as often as they desire. The pass will cost less than paying individually every time they golf. This will attract seniors to come and continue to come back every time they golf on the weekend and weekday. This allows the number of rounds during the day to increase.

	Price	Expenditure Details	Out of Pocket Cost
1	Monthly Pass for Senior Citizens	Seniors pay \$35 for monthly pass and are able to come to course as often as they desire. (\$1.39 per card x 200)	\$278.00
		Total Cost of Price Proposals	\$278.00

C. Place

1. Research of Current Status of Place

Bay View Golf Course is situated at 45-285 Kaneohe Bay Drive, Kaneohe, HI. From Kaneohe Bay Drive, the buildings and the golf course are hard to see because they are hidden behind the trees on the side of the road. Because of this, the driveway comes into view as you are passing by. There needs to be signs before the turn to let tourists and first timers know that the driveway is coming up. At the entrance, there is a driveway and parking lot on both sides of the driveway. There are two buildings the building on the left is the mini putt and zip line center and the other building is their office building and restaurant. Next to the office building there is a pathway down a hill, which the only drawback is it is hidden. There are some signs that lead customers to the pathway and to the office. Because of this, more signs directing customers to the different venues at the golf park need to be created since there is a mini putt, zip line, driving range, and restaurant along with the golf course.



Bay View Golf Course has a main website called www.bayviewgolfcourse.com. The website contains information about the golf course, events, lessons, directions, and tee times in a very organized and appealing manner. Bay View Golf Course's website contains pictures of the new and improved course trying to change the perception and reputation of the golf course. In addition to the website, Bay View Golf Course has a Facebook page for customers to connect with the company and get notifications of new and upcoming news. The Facebook page needs to be updated more frequently to get more customers from Hawaii and tourists from Japan and the mainland.

2. Place Proposals

We believe that Bay View Golf Course is situated in an ideal location, safe, convenient, and in a relatively large area. The only drawback of the location is from the parking lot there are no signs to direct golfers to the golf course office. To offset this, the

Out of Bounds Marketers propose that we put up visible and clear signs in the parking lot and along the path to the golf course office (*Refer to Appendix F Figure 3*). The signs will allow potential golfers to know where they are going and not get lost.

Along with the signs, we propose the golf course get a better snack bar or snack stand near the golf courses office. The current snack bar that the course has is a little window by the office and has a little variety of food for golfers to choose from. We want to improve the environment and appearance by placing seats for customers to sit and enjoy. The Out of Bounds Marketers also want to get more of a variety of food for customers to choose from. By getting a better snack bar or eating area, the golf course is also able to gain profit from the bar and not just the golf course itself.



Besides the physical characteristics of the golf course, we propose a weekly update of the website (*Refer to Appendix F Figure 7*). Currently more and more people are becoming dependent on the Internet; it is the main source of information. With Bay View having an out of date website does not help attract new customers. The Out of Bounds Marketers want to make the website more attractive and add sections for current promotions and operational hours. By keeping the website up to date, we are able to give potential customers accurate information and a reason to come.

	Place	Expenditure Details	Out of Pocket Cost
1	Signs to direct golfers from parking lot to the main office.	3 signs (size 1 ½ ft x 4 ft) will be placed around to direct golfers from parking lot to the main office (\$28.00 each x 3)	\$84.00
2	Arranging tables and seating in front of snack bar.	Arrange 4 picnic tables (57 in x 72 in) in front of snack bar for golfers to sit at and enjoy the purchase from the snack bar (\$199.00 each x 4)	\$796.00
3	Update bayviewgolfcourse.com	Updated all aspects of the site, increase user friendliness and accessibility	\$-
		Total Cost of Place Proposals	\$880.00

D. Promotion

1. Research of Current Status of Promotion

Because Billy Casper Golf has not been managing Bay View Golf Course for very long; therefore, not much has been done regarding promotions and marketing. So far, a Japanese group has come to make a documentary about the golf course to take back and share with Japan. Bay View has also been advertised in the magazine *Golf Now* which has caught some tourist attention. Bay View has been in other golfing material periodically. Bay View also has its own Facebook page and website. From our market research, we have learned that 56% of the respondents who have heard of Bay View have heard about it solely from word-of-mouth.

2. Promotion Proposals

a. Publicity/Public Relations

Bay View Golf Course does not get involved with the community and have public relations events. So Out of Bounds Marketers propose that Bay View Golf Course should host a fun filled family golf day in celebration of their 50th year anniversary. This

family golf day will be held at the course. The community will be able to golf either the front nine or the back nine free for the entire day. They will also be given a 20% discount coupon to eat at the Bay View Grill upon completion of the 9 holes. Each coupon is limited to one coupon per family. Everyone in the community is invited and will be announced online and on the radio. The family fair will allow Bay View Golf Course to attract potential customers to the golf course and create good publicity to get rid of the bad reputation of the golf course.

	PR and Publicity	Expenditure Details	Out of Pocket Cost
1	Host a family golf day for Bay View's 50th anniversary.	The free 9 hole round of golf and 20% discount coupon (one per family) to eat at Bay View Grill.	\$-
		Subtotal PR and Publicity	\$0

b. Advertising

Due to little advertisement of Bay View, the Out of Bounds Marketers want to increase the advertising of the golf course. Out of Bounds Marketers propose that the golf course does advertising in the Midweek for the Windward side (*Refer to Appendix F Figure 6*). Many people read the Midweek and by making an ad for the Midweek, we are able to attract more customers to the golf course. We also propose that Bay View Golf Course do radio ads on The Fish (*Refer to Appendix F Figure 8*). The Fish is a relatively popular radio station and the cost of a radio ad is reasonable. Plus The Fish is a Christian radio station, which is perfect since a church owns Bay View Golf Course. By advertising on The Fish, we are able to attract more customers to come and golf at Bay View Golf Course.

	Advertising	Expenditure Details	Out of Pocket Cost
1	Newspaper Advertisement	Advertise a 4" x 6" space in Midweek every other week for three months at \$924 each time (\$924 x 3)	\$5,544.00
2	Radio Advertisement	Advertise on 95.5 the Fish. \$30 each slot for 8 times a month for 3 months (\$30 X 24 times)	\$720.00
		Subtotal Advertising	\$6,264.00

c. Personal Selling

Bay View Golf Course does not have representatives who go around the community persuading people to come to the golf course. Therefore, the Out of Bounds Marketers propose that Bay View Golf Course invite high schools in the area to use Bay View Golf Course as a place to practice for their golf team. Not only can the high schools use the facilities for practice, but to host their home games as well. Aside from the golf team itself, the schools can also host socials for different groups and/or clubs at Bay View Golf course.

	Personal Selling	Expenditure Details	Out of Pocket Cost
1	Speak to high schools.	Present to the students about Bay View Golf Course's benefits and persuade them to learn to golf.	\$-
		Subtotal Personal Selling	\$0

d. Sales Promotion

Currently Bay View Golf Course does not do sales promotions. However, the Out of Bounds Marketers propose we do product bundling. In Bay View Golf Course's case, we want to combine a round of golf with lunch. That way after a tiring round of golf people are able to eat at the restaurant or snack bar at a cheaper rate. This will attract women to come and golf and stay afterwards to have lunch with friends. In addition to

the product bundling, we propose to create a Groupon and Valpak for Bay View Golf Course (Refer to Appendix F Figure 1 and 2). Groupon and Valpak allow potential customers to know about different coupons and sales promotions that your company currently has everyday and online. This will announce to people of the sales promotions that Bay View currently has, thus attracting more people to come to the golf course.

	Sales Promotion	Expenditure Details	Out of Pocket Cost
1	Product Bundle with Resturant	After a round of golf food from Bay View Grill will be at a discounted price.	\$-
2	Valpak	Created by Out of Bounds Marketers. Advertise to two mailing zones (Kailua & Kaneohe) which is about \$20,000 homes at \$1,080 per month for three months (\$1,080 x 3)	\$ 3,240.00
3	Groupon	Created by Out of Bounds Marketers.	\$-
		Subtotal Sales Promotion	\$ 3,240.00

e. Social Media

Right now, Bay View Golf Course does have a Facebook page but it is not always updated. The Out of Bounds Marketers want to update the Facebook page to have posts and notifications of any new promotions and a weekly article about new renovations at the golf course (Refer to Appendix F Figure 5). We would like an employee to update the page weekly so the page can be up to date and current. Since social media is such a big part of people’s lives it will get information out about the golf course and attract customers to the golf course.

	Social Media	Expenditure Details	Out of Pocket Cost
1	Updated Facebook Page	Created by Out of Bounds Marketers	\$-
		Subtotal Social Media	\$0

VI. Budget

Promotional Type	Out of Pocket Cost
Product	\$0.00
Price	\$278.00
Place	\$880.00
Promotion	\$9,504.00
Total Proposal Cost	\$10,662.00

Expected Revenue

We expect an increase in golf rounds played and revenue with all the proposals put into place. There is an average of 7 days in a week and 4 weeks in one month. With this we expect a 15 round increase per day, 105 rounds per week, leading to a 402 total round increase per month. For 9 holes, the cost is \$9 during weekdays and \$13 during weekends. For 18 holes, the cost is \$13 on weekdays and \$17 during weekends. We are planning to run this plan for a course of three months. This plan is expected to make \$6,766 per month therefore a total of \$20,298. The \$20,298 will offset the plan cost of \$10,662. With this plan we will accomplish all market objectives and solve our marketing problem for a course of three months.

Expected Revenue Generated by Marketing Plan													
	Increase in Number of Rounds per Month	X	Percent of Customers (Weekdays vs. Weekends)	X	Percent of Customers (18 holes vs. 9 holes)	X	Cost of a Round	X	Marketing Plan Period	=	Expected Revenues Due to Plan	=	Total Expected Revenues Due to Plan
Weekday	420		64%		57%		\$16.00		3 months	=	\$7,344.00	=	\$20,298.00
					43%		\$11.00				\$3,828.00		
Weekend					63%		\$22.00				\$6,270.00		
					37%		\$17.00				\$2,856.00		

VII. Evaluation Plan

There are many ways for Bay View Golf Course to measure and track expected expenditures related to the predicted data, information, and effectiveness of the proposals. One method is that Bay View Golf Course will continue to monitor the amount of rounds played everyday. The rounds monitored will be compared to previous data to assess whether or not the number of rounds has increased since the proposals have been in action. If the data collected shows that the number of rounds increased to 70 rounds a day, the objective of increasing the rounds by 27% has been achieved. An increase of number of rounds played shows a growth of market share and proves the proposals are effective.

Market research will be conducted in the form of surveys and distributed to customers and the public three months from the time the proposals are placed in effect. The survey will show the amount of public awareness of the features that make the course an ideal place for beginners, women, and seniors and the various renovations made at the golf course. The results will be compared to the previous survey taken to see if public awareness has increased over the three months.

Ethics are also a concern while developing this marketing plan. Promotional activities such as newspaper and radio advertisement must be completely truthful and offer no information that may be misinterpreted. All information gathered during the survey process must remain confidential to protect the privacy of the respondents. Also, we pledge to govern fair play and follow all guidelines associated with the USGA. In addition to the USGA rules, we will continue to follow the zoning rules of the surrounding wetlands, to protect and conserve the land.

VIII. References

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IX. Appendix

Appendix A

Bay View Golf Course Survey



1. Have you ever played golf before?
 - a. Yes
 - b. No
 2. Would you be interested in playing golf if you have never played before?
 - a. Yes
 - b. No
 - c. Not applicable
- If you have never golfed before, please skip to question 23.**
3. If you play golf, how often do you play?
 - a. Daily
 - b. Weekly
 - c. Monthly
 - d. Yearly
 - e. Very rarely
 4. How many rounds do you play monthly?
 - a. None
 - b. 1-4 rounds
 - c. 5-8 rounds
 - d. 9+ rounds
 5. Do you normally golf:
 - a. 18 holes
 - b. 9 holes
 - c. Other: _____
 6. What course length do you play? (circle all that apply)
 - a. Championship (Par 3, 4, 5)
 - b. Executive (Par 3)
 - c. Both
 7. What type of golf course do you play? (circle all that apply)
 - a. Municipals
 - b. Private
 - c. Resort
 - d. Military
 - e. Other: _____
 8. Which private courses do you golf at? (circle all that apply)
 - a. Bay View Golf Course
 - b. Hawaii Kai Golf Course
 - c. Olomana Golf Course
 - d. Moanalua Golf Course
 - e. Pearl Country Club
 - f. Waialeale Golf Course
 - g. Millilani Golf Course
 - h. Other: _____
 9. Which side of the island do you normally play?
 - a. Windward
 - b. East
 - c. Central
 - d. Leeward
 - e. Other: _____
 10. Who do you golf with? (circle all that apply)
 - a. Myself
 - b. Friends
 - c. Spouse
 - d. Children
 - e. Significant other
 - f. Other: _____
 11. Do your children play golf?
 - a. Yes
 - b. No
 - c. Not applicable
 12. Would you be interested in golf lessons for: (circle all that apply)
 - a. Yourself
 - b. Spouse
 - c. Children
 - d. Other: _____
 13. How important are the following qualities when golfing? (1 being the least important and 5 being the most)

a. Price	1	2	3	4	5
b. Condition	1	2	3	4	5
c. Scenery	1	2	3	4	5
d. Difficulty	1	2	3	4	5
e. Location	1	2	3	4	5
f. Availability	1	2	3	4	5
 14. How often do you play at Bay View Golf Course?
 - a. Daily
 - b. Weekly
 - c. Monthly
 - d. Yearly
 - e. Never
- If you have never played at Bay View, please skip to question 23.**
15. Do you rent a golf cart when golfing at Bay View Golf Course?
 - a. Yes
 - b. No
 - c. Sometimes
 16. Did you know that Bay View Golf Course provides lessons?
 - a. Yes
 - b. No
 17. Customer service at Bay View Golf Course is good.
 - a. Strongly Agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly Disagree
 18. Bay View Golf Course's price for a round of golf is reasonable.
 - a. Strongly Agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly Disagree
 19. How much do you spend on golf rounds at Bay View Golf Course each time you play?
 - a. \$1-\$15
 - b. \$16-\$30
 - c. \$31-\$45
 - d. \$46-\$60
 - e. \$61+
 20. Bay View Golf Course is easy to find.
 - a. Strongly Agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly Disagree
 21. How have you heard of Bay View Golf Course?
 - a. Word of mouth
 - b. Social media
 - c. News Paper
 - d. Radio
 - e. TV
 - f. Other: _____
 22. I am interested in purchasing logo merchandise from Bay View Golf Course.
 - a. Yes
 - b. No
 - c. Maybe
 23. What newspaper and/or magazines do you read?
 - a. Star Advertiser
 - b. Midweek
 - c. Island Family
 - d. I don't read newspapers and magazines
 - e. Other: _____
 24. Which social media website do you use the most?
 - a. Facebook
 - b. Twitter
 - c. Instagram
 - d. Tumblr
 - e. I don't use social media websites
 - f. Other: _____
 25. What radio station do you listen to the most?
 - a. 92.3 (KSSK)
 - b. 96.3 (Krater)
 - c. 95.5 (the FISH)
 - d. 93.1 (Da Pa'ina)
 - e. 107.9 (Oldies KOOL)
 - f. Other: _____
 26. What type of promotions are you interested in? (circle all that apply)
 - a. Family Discount
 - b. Group Discount
 - c. Play Discount
 - d. Buy one round get one free
 - e. Promotion Card
 - f. Mini Putt Discount
 27. What area of Oahu do you currently live in?
 - a. East Oahu
 - b. Downtown Honolulu
 - c. Central Oahu
 - d. Leeward Oahu
 - e. Windward Oahu
 - f. North Shore
 - g. Other: _____
 - h. I am not from Oahu
 28. Gender
 - a. Female
 - b. Male
 29. Which age group do you belong to?
 - a. 1-18
 - b. 19-29
 - c. 30-45
 - d. 46-60
 - e. 61+
 30. Are you retired?
 - a. Yes
 - b. No

Thank You for Your Time!

Appendix B

Survey Results

Have you ever played golf before?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	63	63.0	63.0	63.0
	No	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Would you be interested in playing golf if you have never played before?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	30.0	30.0	30.0
	No	28	28.0	28.0	58.0
	Not applicable	39	39.0	39.0	97.0
	missing value	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

If you play golf, how often do you play?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	2	2.0	2.0	2.0
	Weekly	11	11.0	11.0	13.0
	Monthly	20	20.0	20.0	33.0
	Yearly	9	9.0	9.0	42.0
	Very Rarely	23	23.0	23.0	65.0
	missing value	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

How many rounds do you play monthly?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	21	21.0	21.0	21.0
	1-4 rounds	32	32.0	32.0	53.0
	5-8 rounds	7	7.0	7.0	60.0
	9+ rounds	4	4.0	4.0	64.0
	missing value	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Appendix B
Survey Results

Do you normally golf:

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 holes	41	41.0	41.0	41.0
9 holes	18	18.0	18.0	59.0
Other	6	6.0	6.0	65.0
missing value	35	35.0	35.0	100.0
Total	100	100.0	100.0	

Do you golf on a Championship golf course?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	38	38.0	38.0	38.0
No	19	19.0	19.0	57.0
missing value	43	43.0	43.0	100.0
Total	100	100.0	100.0	

Do you golf on an Executive golf course?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	8	8.0	8.0	8.0
No	49	49.0	49.0	57.0
missing value	43	43.0	43.0	100.0
Total	100	100.0	100.0	

Do you golf on both Championship and Executive golf course?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	16	16.0	16.0	16.0
No	41	41.0	41.0	57.0
missing value	43	43.0	43.0	100.0
Total	100	100.0	100.0	

Do you play at a Municipal golf course?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	42	42.0	42.0	42.0
No	20	20.0	20.0	62.0
missing value	38	38.0	38.0	100.0
Total	100	100.0	100.0	

Appendix B

Survey Results

Do you play at a Resort golf course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	23.0	23.0	23.0
	No	39	39.0	39.0	62.0
	missing value	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

Do you play at a Private golf course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	35.0	35.0	35.0
	No	27	27.0	27.0	62.0
	missing value	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

Do you play at a Military golf course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	26.0	26.0	26.0
	No	36	36.0	36.0	62.0
	missing value	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

Do you play at Other golf courses?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	3.0	3.0	3.0
	No	59	59.0	59.0	62.0
	missing value	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

Do you play at Bay View Golf Course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	24.0	24.0	24.0
	No	35	35.0	35.0	59.0
	missing value	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

Do you play at Hawaii Kai Golf Course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	24.0	24.0	24.0
	No	35	35.0	35.0	59.0
	missing value	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

Do you play at Olomana Golf Course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	20.0	20.0	20.0
	No	39	39.0	39.0	59.0
	missing value	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

Do you play at Moanalua Golf Course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	10.0	10.0	10.0
	No	49	49.0	49.0	59.0
	missing value	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

Do you play at Pearl Country Club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	24.0	24.0	24.0
	No	35	35.0	35.0	59.0
	missing value	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

Do you play at Waialele Golf Course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	21.0	21.0	21.0
	No	38	38.0	38.0	59.0
	missing value	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

Do you play at Mililani Golf Course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	26.0	26.0	26.0
	No	33	33.0	33.0	59.0
	missing value	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

Do you play at Other golf courses?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	16.0	16.0	16.0
	No	43	43.0	43.0	59.0
	missing value	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

Which side of the island do you normally play?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Windward	30	30.0	30.0	30.0
	East	4	4.0	4.0	34.0
	Central	12	12.0	12.0	46.0
	Leeward	12	12.0	12.0	58.0
	Other	6	6.0	6.0	64.0
	missing value	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Do you golf by yourself?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	11	11.0	11.0	11.0
	No	53	53.0	53.0	64.0
	missing value	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

Do you golf with your friends?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	46	46.0	46.0	46.0
	No	18	18.0	18.0	64.0
	missing value	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Do you golf with your spouse?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	8.0	8.0	8.0
	No	56	56.0	56.0	64.0
	missing value	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Do you golf with your children?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	8.0	8.0	8.0
	No	56	56.0	56.0	64.0
	missing value	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Do you play with your significant other?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	64	64.0	64.0	64.0
	missing value	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Do you play with other people?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	12.0	12.0	12.0
	No	52	52.0	52.0	64.0
	missing value	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

Do your children play golf?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	18.0	18.0	18.0
	No	31	31.0	31.0	49.0
	Not applicable	14	14.0	14.0	63.0
	999.00	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Would you be interested in golf lessons for yourself?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	24.0	24.0	24.0
	No	25	25.0	25.0	49.0
	missing value	51	51.0	51.0	100.0
	Total	100	100.0	100.0	

Would you be interested in golf lessons for your spouse?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	6.0	6.0	6.0
	No	43	43.0	43.0	49.0
	missing value	51	51.0	51.0	100.0
	Total	100	100.0	100.0	

Would you be interested in golf lessons for your children?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	15.0	15.0	15.0
	No	34	34.0	34.0	49.0
	missing value	51	51.0	51.0	100.0
	Total	100	100.0	100.0	

Would you be interested in golf lessons for other people?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	11	11.0	11.0	11.0
	No	38	38.0	38.0	49.0
	missing value	51	51.0	51.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

How important is price when golfing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	8	8.0	8.0	8.0
	Slightly Important	1	1.0	1.0	9.0
	Neutral	14	14.0	14.0	23.0
	Important	12	12.0	12.0	35.0
	Most Important	28	28.0	28.0	63.0
	missing value	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

How important is condition when golfing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	7	7.0	7.0	7.0
	Slightly Important	1	1.0	1.0	8.0
	Neutral	16	16.0	16.0	24.0
	Important	21	21.0	21.0	45.0
	Most Important	18	18.0	18.0	63.0
	missing value	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

How important is scenery when golfing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	6	6.0	6.0	6.0
	Slightly Important	13	13.0	13.0	19.0
	Neutral	25	25.0	25.0	44.0
	Important	7	7.0	7.0	51.0
	Most Important	9	9.0	9.0	60.0
	missing value	40	40.0	40.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

How important is difficulty when golfing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	10	10.0	10.0	10.0
	Slightly Important	5	5.0	5.0	15.0
	Neutral	27	27.0	27.0	42.0
	Important	10	10.0	10.0	52.0
	Most Important	10	10.0	10.0	62.0
	missing value	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

How important is location when golfing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	10	10.0	10.0	10.0
	Slightly Important	6	6.0	6.0	16.0
	Neutral	18	18.0	18.0	34.0
	Important	17	17.0	17.0	51.0
	Most Important	11	11.0	11.0	62.0
	missing value	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

How important is availability when golfing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least Important	5	5.0	5.0	5.0
	Slightly Important	3	3.0	3.0	8.0
	Neutral	14	14.0	14.0	22.0
	Important	18	18.0	18.0	40.0
	Most Important	22	22.0	22.0	62.0
	missing value	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

How often do you play at Bay View Golf Course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	1	1.0	1.0	1.0
	Weekly	1	1.0	1.0	2.0
	Monthly	5	5.0	5.0	7.0
	Yearly	23	23.0	23.0	30.0
	Never	35	35.0	35.0	65.0
	missing value	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

Do you rent a golf cart when golfing at Bay View Golf Course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	20.0	20.0	20.0
	No	12	12.0	12.0	32.0
	Sometimes	1	1.0	1.0	33.0
	missing value	67	67.0	67.0	100.0
	Total	100	100.0	100.0	

Did you know that Bay View Golf Course provides lessons?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	13.0	13.0	13.0
	No	21	21.0	21.0	34.0
	missing value	66	66.0	66.0	100.0
	Total	100	100.0	100.0	

Customer service at Bay View Golf Course is good.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	5.0	5.0	5.0
	Agree	17	17.0	17.0	22.0
	Neutral	11	11.0	11.0	33.0
	missing value	67	67.0	67.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

Bay View Golf Course's price for a round of golf is reasonable.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	9.0	9.0	9.0
Agree	15	15.0	15.0	24.0
Neutral	9	9.0	9.0	33.0
missing value	67	67.0	67.0	100.0
Total	100	100.0	100.0	

How much do you spend on golf rounds at Bay View Golf Course each time you play?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid \$1-\$15	8	8.0	8.0	8.0
\$16-\$30	12	12.0	12.0	20.0
\$31-\$45	10	10.0	10.0	30.0
\$46-\$60	1	1.0	1.0	31.0
\$61+	1	1.0	1.0	32.0
missing value	68	68.0	68.0	100.0
Total	100	100.0	100.0	

Bay View Golf Course is easy to find.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	17	17.0	17.0	17.0
Agree	13	13.0	13.0	30.0
Neutral	4	4.0	4.0	34.0
missing value	66	66.0	66.0	100.0
Total	100	100.0	100.0	

How have you heard of Bay View Golf Course?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Word of mouth	19	19.0	19.0	19.0
Social media	1	1.0	1.0	20.0
Newspaper	1	1.0	1.0	21.0
Other	13	13.0	13.0	34.0
missing value	66	66.0	66.0	100.0
Total	100	100.0	100.0	

Appendix B

Survey Results

I am interested in purchasing logo merchandise from Bay View Golf Course.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	3.0	3.0	3.0
	No	19	19.0	19.0	22.0
	Maybe	12	12.0	12.0	34.0
	missing value	66	66.0	66.0	100.0
	Total	100	100.0	100.0	

Do you read the Star Advertiser?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	79	79.0	79.0	79.0
	No	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

Do you read the Midweek?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	54	54.0	54.0	54.0
	No	46	46.0	46.0	100.0
	Total	100	100.0	100.0	

Do you read Island Family?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	13.0	13.0	13.0
	No	87	87.0	87.0	100.0
	Total	100	100.0	100.0	

Do you not read newspapers and magazines?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	13.0	13.0	13.0
	No	87	87.0	87.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

Do you read Other newspapers and magazines?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	6.0	6.0	6.0
	No	94	94.0	94.0	100.0
	Total	100	100.0	100.0	

Do you use Facebook?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	48.0	48.0	48.0
	No	51	51.0	51.0	99.0
	missing value	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Do you use Twitter?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	5.0	5.0	5.0
	No	94	94.0	94.0	99.0
	missing value	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Do you use Instagram?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	6.0	6.0	6.0
	No	93	93.0	93.0	99.0
	missing value	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Do you use Tumblr?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	1.0	1.0	1.0
	No	98	98.0	98.0	99.0
	missing value	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

Do you not use social media websites?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	44	44.0	44.0	44.0
No	55	55.0	55.0	99.0
missing value	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Do you use Other social media websites?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	4	4.0	4.0	4.0
No	95	95.0	95.0	99.0
missing value	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Do you listen to 92.3 (KSSK)?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	29	29.0	29.0	29.0
No	71	71.0	71.0	100.0
Total	100	100.0	100.0	

Do you listen to 96.3 (Krater)?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	22	22.0	22.0	22.0
No	78	78.0	78.0	100.0
Total	100	100.0	100.0	

Do you listen to 95.5 (the FISH)?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	9	9.0	9.0	9.0
No	91	91.0	91.0	100.0
Total	100	100.0	100.0	

Appendix B

Survey Results

Do you listen to 93.1 (Da Pa`ina)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	11	11.0	11.0	11.0
	No	89	89.0	89.0	100.0
	Total	100	100.0	100.0	

Do you listen to 107.9 (Oldies KOOL)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	18.0	18.0	18.0
	No	82	82.0	82.0	100.0
	Total	100	100.0	100.0	

Do you listen to Other radio stations?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	37.0	37.0	37.0
	No	63	63.0	63.0	100.0
	Total	100	100.0	100.0	

Would you be interested in family discounts?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	42.0	42.0	42.0
	No	50	50.0	50.0	92.0
	missing value	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Would you be interested in group discounts?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	26.0	26.0	26.0
	No	66	66.0	66.0	92.0
	missing value	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Appendix B

Survey Results

Would you be interested in play discounts?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	32	32.0	32.0	32.0
No	60	60.0	60.0	92.0
missing value	8	8.0	8.0	100.0
Total	100	100.0	100.0	

Would you be interested in buy one round get one free?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	37	37.0	37.0	37.0
No	55	55.0	55.0	92.0
missing value	8	8.0	8.0	100.0
Total	100	100.0	100.0	

Would you be interested in a promotion card?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	16	16.0	16.0	16.0
No	76	76.0	76.0	92.0
missing value	8	8.0	8.0	100.0
Total	100	100.0	100.0	

Would you be interested in mini putt discounts?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	25	25.0	25.0	25.0
No	67	67.0	67.0	92.0
missing value	8	8.0	8.0	100.0
Total	100	100.0	100.0	

Appendix B

Survey Results

What area of Oahu do you currently live in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	East Oahu	7	7.0	7.0	7.0
	Downtown Honolulu	8	8.0	8.0	15.0
	Central Oahu	33	33.0	33.0	48.0
	Leeward Oahu	12	12.0	12.0	60.0
	Windward Oahu	34	34.0	34.0	94.0
	North Shore	2	2.0	2.0	96.0
	Other	1	1.0	1.0	97.0
	I am not from Oahu	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

What gender are you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	34	34.0	34.0	34.0
	Male	66	66.0	66.0	100.0
	Total	100	100.0	100.0	

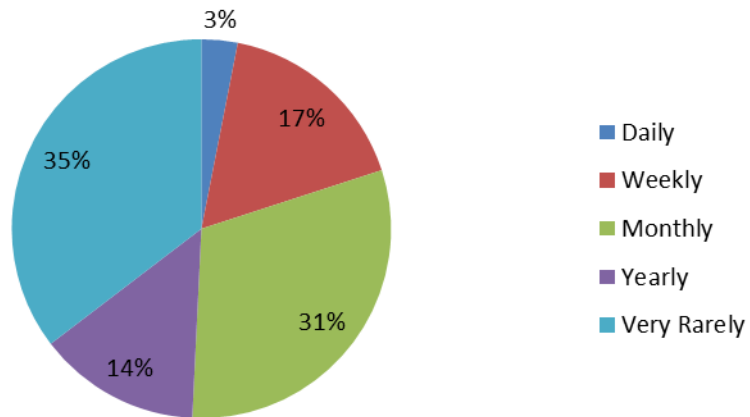
Which age group do you belong to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-18	7	7.0	7.0	7.0
	19-29	11	11.0	11.0	18.0
	30-45	30	30.0	30.0	48.0
	46-60	33	33.0	33.0	81.0
	61+	19	19.0	19.0	100.0
	Total	100	100.0	100.0	

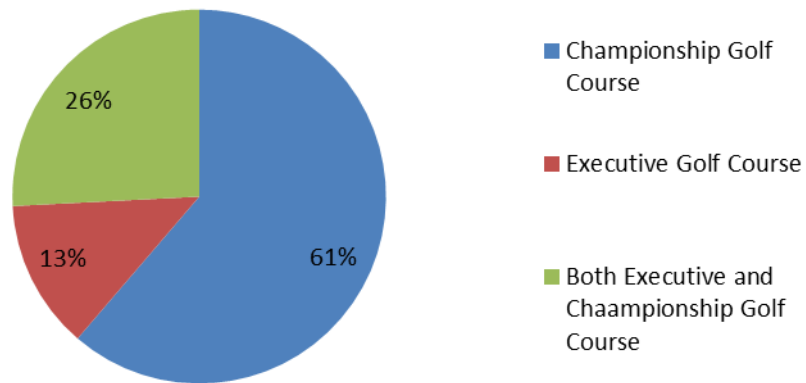
Appendix C

Survey Charts

If you play golf, how often do you play?



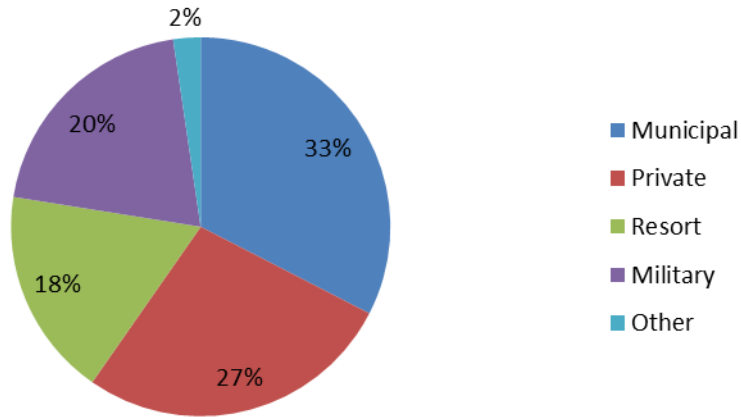
What course length do you play?



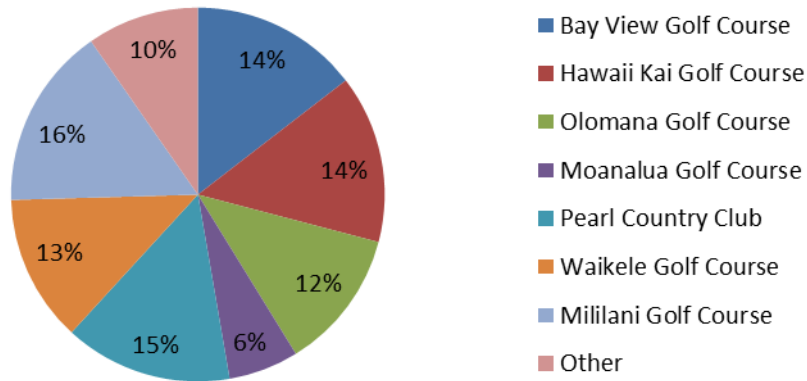
Appendix C

Survey Charts

What type of golf course do you play?



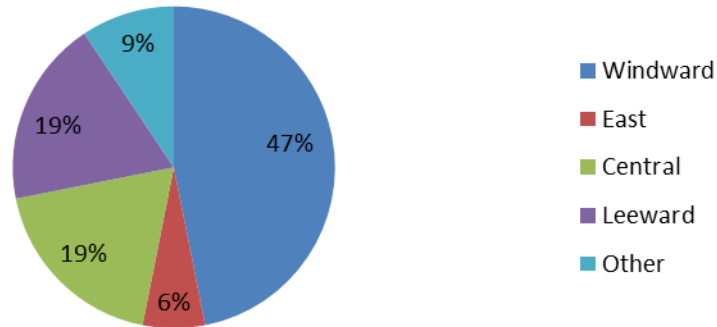
Which private courses do you golf at?



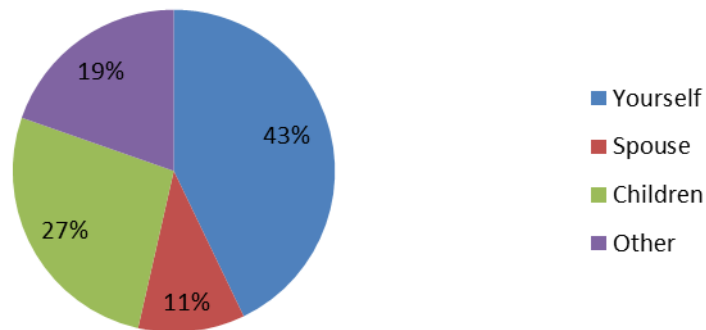
Appendix C

Survey Charts

Which side of the island do you normally play?

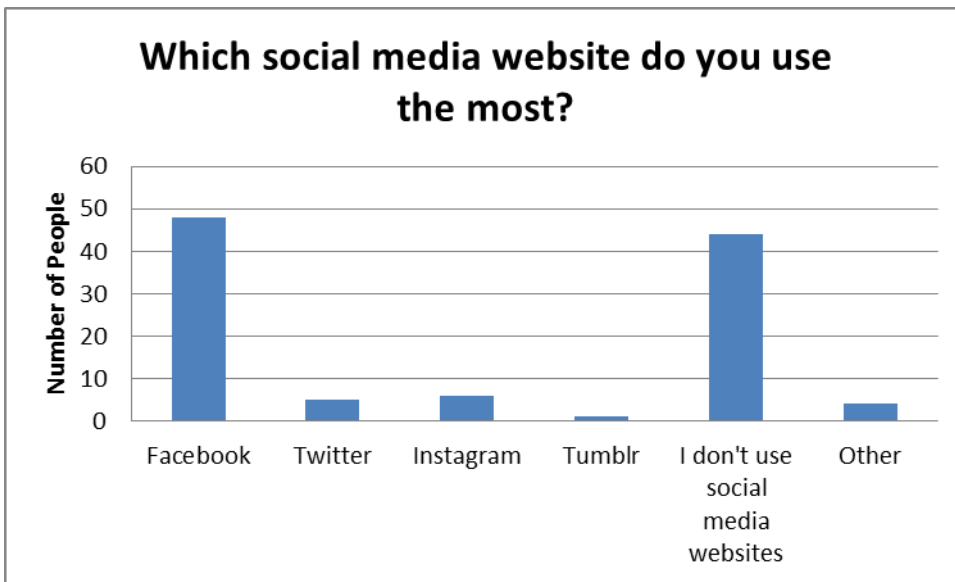
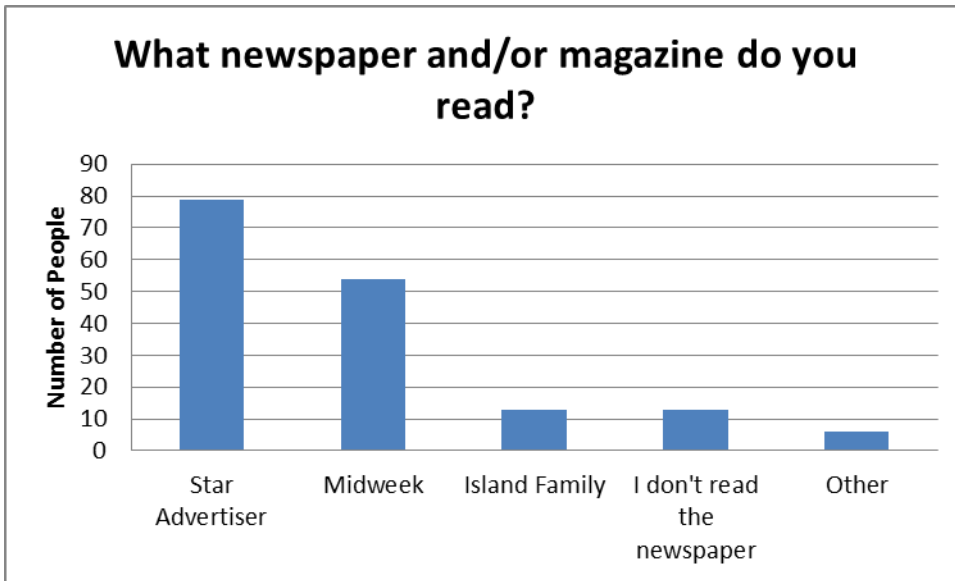


Who would you be interested in golf lessons for?



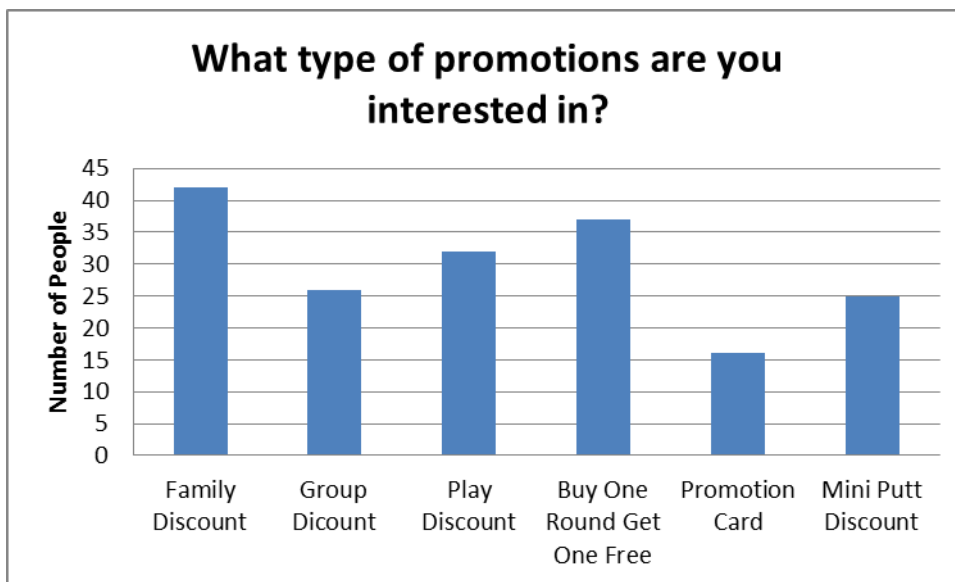
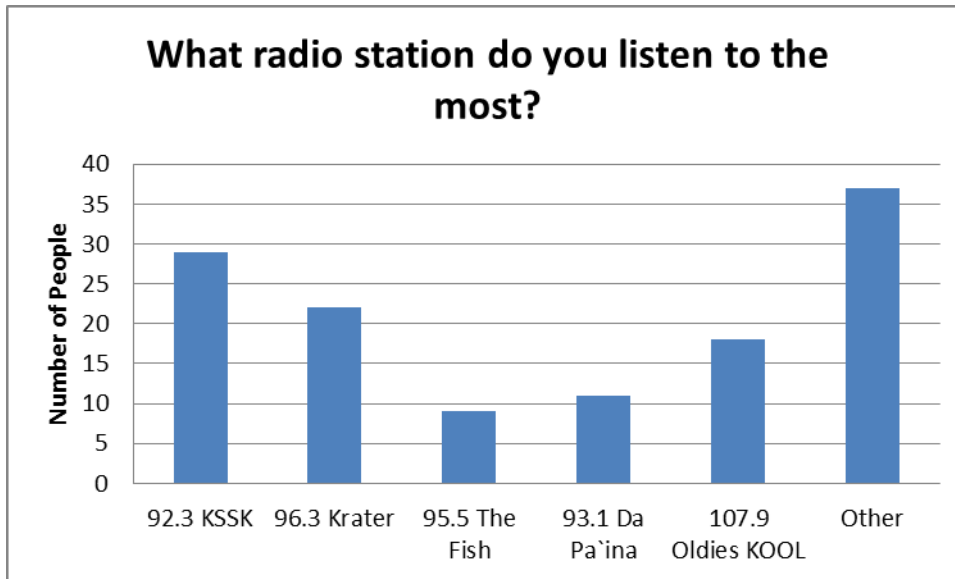
Appendix C

Survey Charts



Appendix C

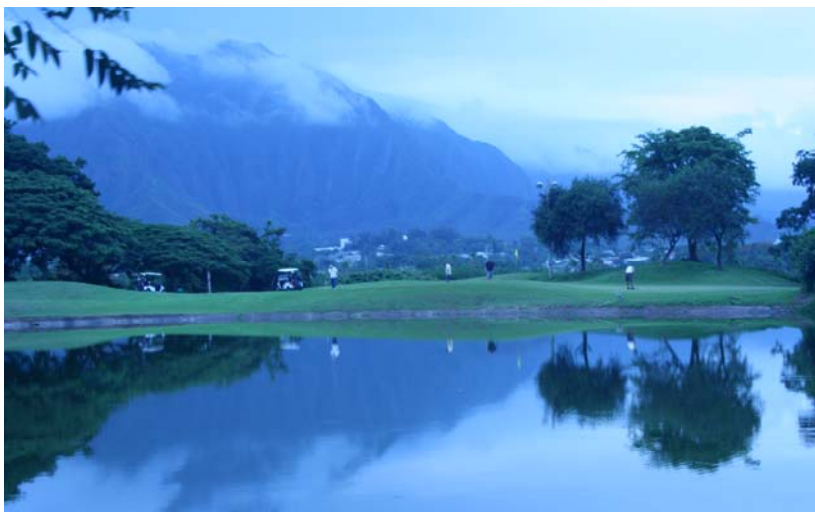
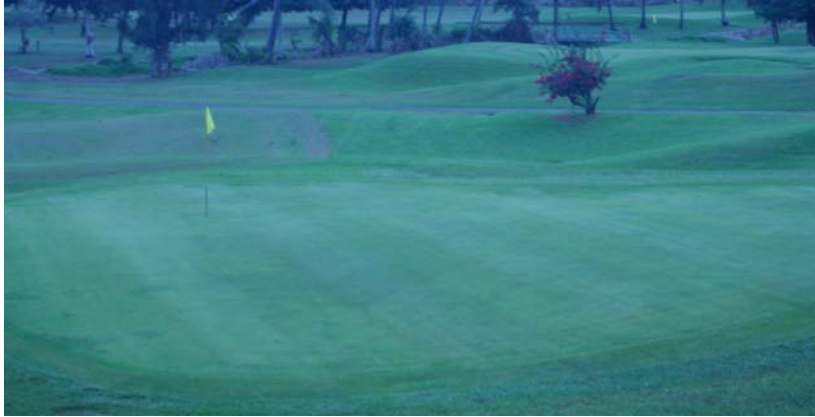
Survey Charts



Appendix D

Pictures

Golf Course



Appendix D

Pictures

View of Kaneohe Bay from Course



Driving Range



Appendix E

Competitive Grid

	Offerings		Weaknesses	Ranking
Bay View Golf Course	<ul style="list-style-type: none"> -Executive Golf Course (9 and 18 hole course) -Golf Club Rentals -Golf Cart Rentals -Golf Tournaments -Driving Range -Mini Golf Course -Zip Line -Restaurant 	<ul style="list-style-type: none"> -Challenging Course to improve short game -Nice scenery and amazing views -Managed by Billy Casper Golf -Holds golf tournaments -Inexpensive rates for a round of golf -Has an organized website and Facebook page 	<ul style="list-style-type: none"> -Bad reputation of bad golf course condition -Owned by a church which is inexperienced in managing a golf course 	-4/4
Hawaii Kai Golf Course	<ul style="list-style-type: none"> -Executive and Championship Golf Course (9 and 18 hole course) -Golf Club Rentals -Golf Cart Rentals -Golf Tournaments -Driving Range -Golf Shop -Transportation to the golf course -Golf Club -Restaurant 	<ul style="list-style-type: none"> -Has both a executive and championship course -Nice green course -Holds golf tournaments -Has special promotions and tournament packages -Has transportation for tourists to golf at the golf course -Has a website -Has a good reputation 	<ul style="list-style-type: none"> -Not as challenging as other courses -Expensive rates for a round of golf 	-1/4
Pali Golf Course	<ul style="list-style-type: none"> -Municipal Championship Golf Course (18 hole course) -Golf Cart Rentals -Driving Range 	<ul style="list-style-type: none"> -Has a municipal championship golf course -Nice green course -Nice scenery and views near the Pali look out -The course is challenging 	<ul style="list-style-type: none"> -No website for information about the course 	-3/4

		-Has a good reputation		
Olomana Golf Course	<ul style="list-style-type: none"> -Municipal Championship Golf Course (18 hole course) -Golf Club Rentals -Golf Cart Rentals -Golf Shop/Pro Shop -Driving Range -Restaurant 	<ul style="list-style-type: none"> -Has a municipal championship golf course -Nice green course -Nice scenery and views -The course is challenging -Cheaper price for Hawaii residents -Has a good reputation 	-Confusing website	-2/4

Appendix F

Collateral & Promotional Material

Figure 1: Valpak Advertisement

Welcome! [Sign In](#)

Valpak

Search for company, product, or service Kaneohe, HI 96744

[Home](#)

- Print Local Coupons**
from merchants in your area
- Purchase Local Deals**
to save even more
- Clip Grocery Coupons**
from valued brands
- Browse Other Offers**
from featured partners
- Search Coupon Codes**
for online shopping

Featured Coupon Codes

[See More](#)

BAY VIEW Golf Course

Bay View Golf Course Coupons

[Back to Merchants](#)

Top Offers

Monthly Passes for Juniors and Seniors for \$35 [ACTIVATE](#)

Seniors who are 60 years old or older are able to purchase an annual pass for \$35. The \$35 is a discounted price for a junior and senior golfer that golfs at least four times a month (on weekdays). Once purchased you are able to golf at the course as many times as possible. Click through the following link to take advantage of this offer.

About Bay View Golf Course

As one of the only two executive golf course, Bay View Golf Course offers the great game of golf at a reasonable price. Located right here in Kaneohe, Hawaii for the local people young and old to enjoy a great game of golf. People are able to choose between 9 holes and 18 holes with many beautiful views throughout the course. Although it is an executive course, the course is long and challenging. Due to the tough economic times, Bay View wants to extend its services to everyone. As of now, Bay View Golf Course is offering coupons and annual passes for an enjoyable round of golf.

Appendix F

Collateral & Promotional Material

Figure 2: Groupon Advertisement

The image shows a Groupon advertisement for a Bay View Golf Course - Kaneohe \$35 Monthly Pass for Juniors and Seniors. The ad is displayed on a green-themed Groupon website interface. At the top, there is a blue banner with a 50% progress indicator and the text "We can give you better deals if we know a bit about you. Finish personalizing". Below this is the Groupon logo and navigation tabs for "Featured Deal", "Local", "Getaways", "Goods", "Pets", and "Gifts". A location dropdown menu is set to "Honolulu, HI".

The main advertisement features a large green "Buy!" button with a "\$35" price tag. To the left of the button, a table shows the deal details:

Value	Discount	You Save
\$40	12%	\$5

Below the table, there are options to "Buy it for a friend!" and a "Limited time remaining!" indicator. The ad also states "Over 940 bought" and "Limited quantity available". A "The deal is on!" badge is present. A central image shows a golfer on a green. Below the image are tags for "Good for Kids", "Adrenaline", and "Rainy Day".

Two text blocks provide additional information:

- In a Nutshell:** Executive golf course located in Kaneohe.
- The Fine Print:** Expires at the end of the month. Golfers are able to come as frequently as they would like.

At the bottom left, there are social media sharing options for "Mail", "Tweet", and "Pin it". A "How far is this from home?" link is also visible.

On the right side of the ad, there is a "GROUPON Goods" section with the text "Products that inspire. Deals that delight." and a "See the Goods" button. Below this is a "More Great Deals" section with a "See All" link. It lists several other deals, including "American and Korean Food" (Honolulu (Ala Moana), Over 1,000 bought, \$14 for \$30 value), "Honolulu (Kaimuki) Seafood Feast with Sides" (Over 1,000 bought, \$14 for \$30 value), "Honolulu Japanese Food" (Over 1,000 bought), "Online Deal Gallery-Wrapped Canvas" (3 bought), and "Honolulu (Waikiki Shopping Plaza) Ramen Meal with Fried Rice" (Over 1,000 bought).

Appendix F

Collateral & Promotional Material

Figure 3: Golf Course Sign



Figure 4: Senior Monthly Pass



Appendix F

Collateral & Promotional Material

Figure 5: Facebook Page

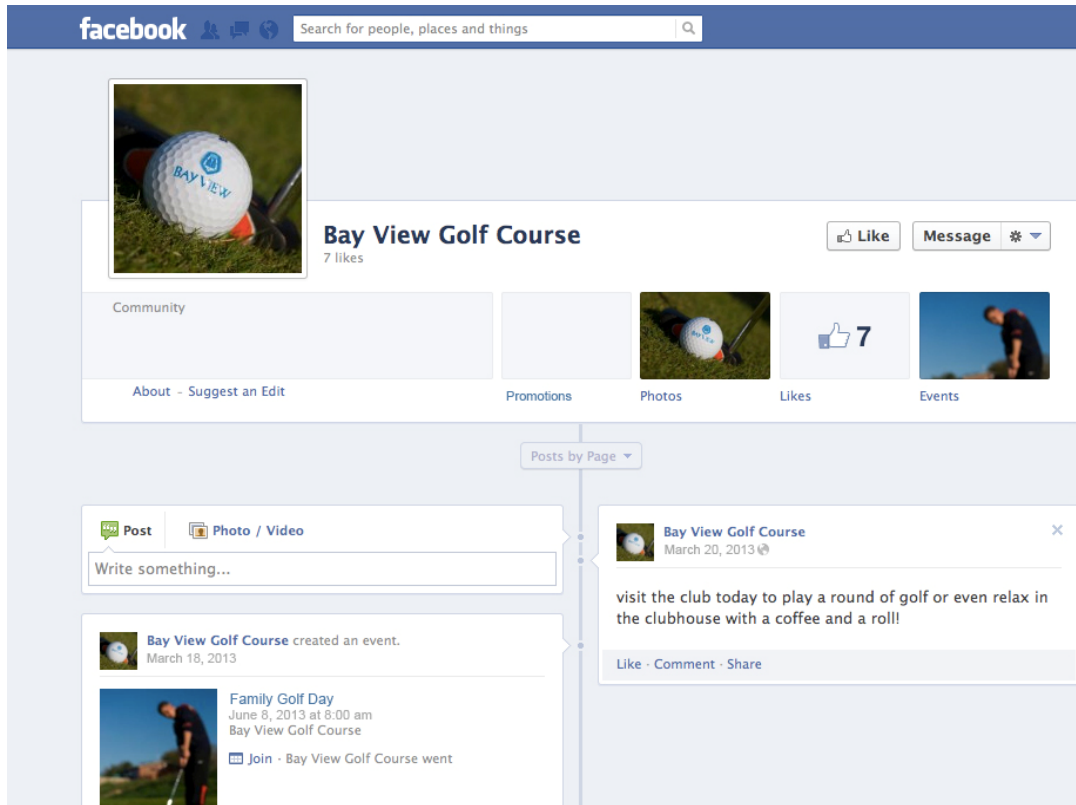


Figure 6: Midweek Advertisement



Appendix F

Collateral & Promotional Material

Figure 7: Website

BAY VIEW
Golf Course

HOME | DIRECTIONS | CONTACT US | 808-247-0451

PLAY GOLF | OUTINGS & TOURNAMENTS | COURSE EVENTS | PRACTICE & LESSONS | PROMOTIONS | **BOOK TEE TIMES**

OUTINGS

Host your next event our tournament at Bay View

EVENTS

View Upcoming Course Events

LESSONS

Improve your game today!

THE GOLF COURSE

Bay View Golf Course - located in beautiful Oahu - Underwent a redesign and rebuilding in the mid-1990s. This Oahu golf course re-opened its new Robin Nelson design in 1997. It is known for being the perfect course for working on your short game, features a single double green, and has a great double decker range facility.

HOURS OF OPERATION

Monday to Friday:
Saturday and Sunday:

THE LATEST NEWS

Family Golf Day

Come join us for our 50th anniversary. Enjoy a free 9-hole round of golf and receive a 20% discount coupon for the Bay View Grill (one coupon per family). [read more](#)

Renovated Snack Bar

Recently added a new seating area for golfers to enjoy their food after a round of golf. [read more](#)

[View All News](#)

MAP & DIRECTIONS

45-285 Kaneohe Bay Drive | Kaneohe, HI 96744
[Click Here for Directions](#)

BOOK TEE TIMES | OUTINGS | EVENTS | LESSONS

ClubWorksite by IMAVEX

45-285 Kaneohe Bay Drive | Kaneohe, HI 96744 | [Privacy Policy](#) | [Terms of Use](#) | [Managed By Billy Casper Golf](#)

Copyright © 2013. Bay View Golf Course.

Figure 8: Radio Advertisement

Speakers	Dialogue
1 st person	Hey, let's go golfing at Bay View Golf Course!
2 nd person	Why <i>there</i> ? It's green conditions are terrible!
1	Not any more! With it's new renovations and Robin Nelson design, Bay View has never looked better!
2	But I don't even know how to golf!
1	Not to worry! Bay View Golf Course is beginner friendly, and if you really want to get into the game of golf, they offer lessons as well! Besides, it's a beautiful course with a <i>fantastic</i> view of the Kaneohe Bay.
2	Sounds Great! Let's go to BAY VIEW GOLF COURSE!

Appendix G

Logo



Appendix H

Pricing

Full Time Hawaii Residents			
	Weekday	Weekend	Cart Fee
9 Holes	\$9.00	\$13.00	\$5.00
18 Holes	\$13.00	\$17.00	\$7.00
Junior/Senior Hawaii Residents			
	Weekday	Weekend	Cart Fee
9 Holes	\$7.00	\$11.00	\$5.00
18 Holes	\$10.00	\$14.00	\$7.00
Out of States Visitors			
	Weekday	Weekend	Cart Fee
9 Holes	\$18.00	\$26.00	\$10.00
18 Holes	\$26.00	\$34.00	\$14.00
Club and Pull Cart Rental			
	Weekday	Weekend	
Club Rental	\$15.00	\$15.00	
Pull Cart Rental	\$3.00	\$3.00	