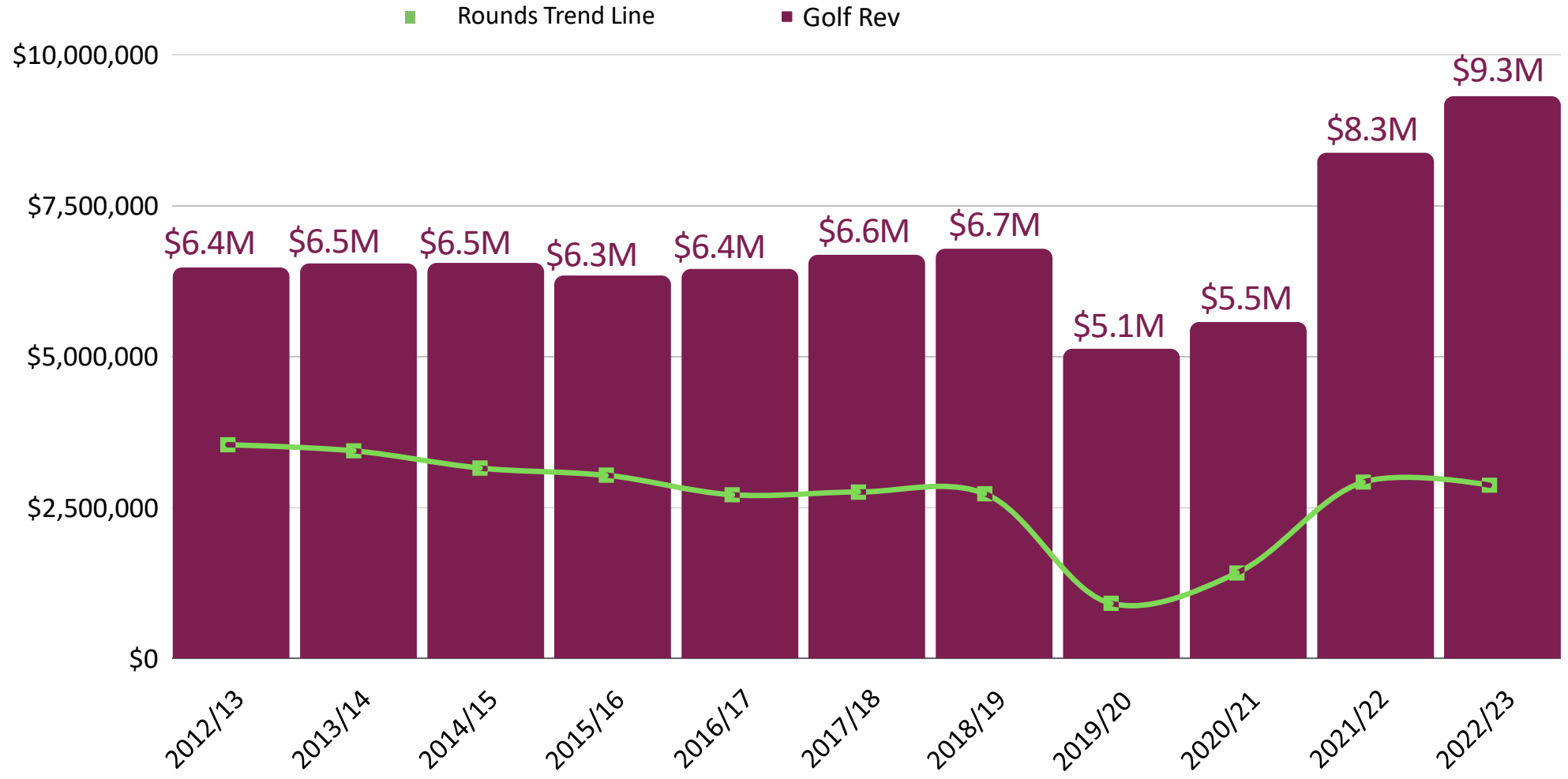


# GOLF OPERATIONS

JOE WILLIAMS, DIRECTOR OF GOLF

# GOLF REVENUES 10 YEAR HISTORY



# Troon Revenue Management Services

Troon’s team of revenue managers support the Indian Wells Golf Resort team related to data analysis, forecasting, pricing review and recommendations. The methodology includes leveraging industry-leading tools, customized recommendations from a dedicated Troon revenue manager, collaboration with the IWGR team in 2x per-month revenue management meetings, and onsite approval of recommendations. The net result has been industry-leading rate growth/revenue capture for Indian Wells Golf Resort.

## Green Fees

**\$3.2M**

*PY green fees: \$2.8M*

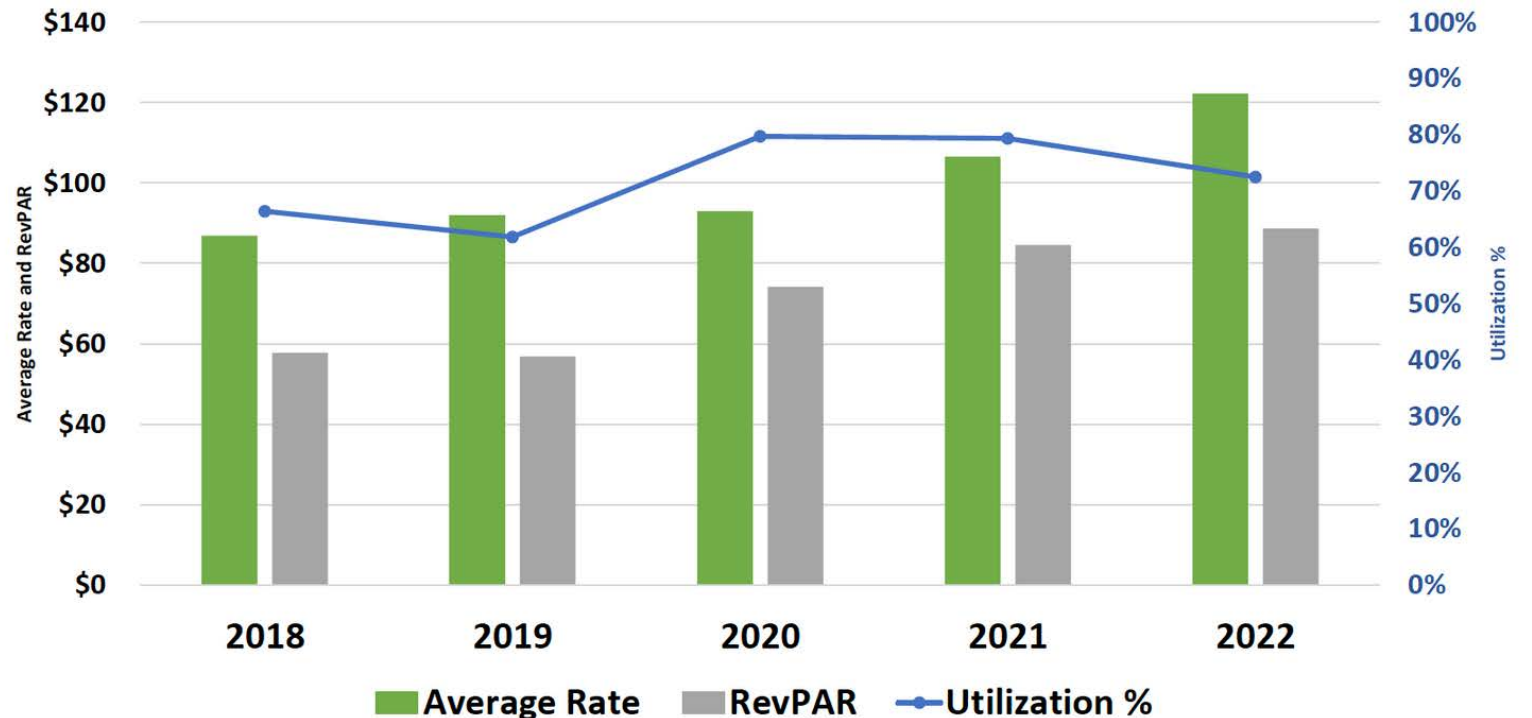
↗ 13.3%

## Average Rate

**\$106.76**

*PY average rate: \$94.77*

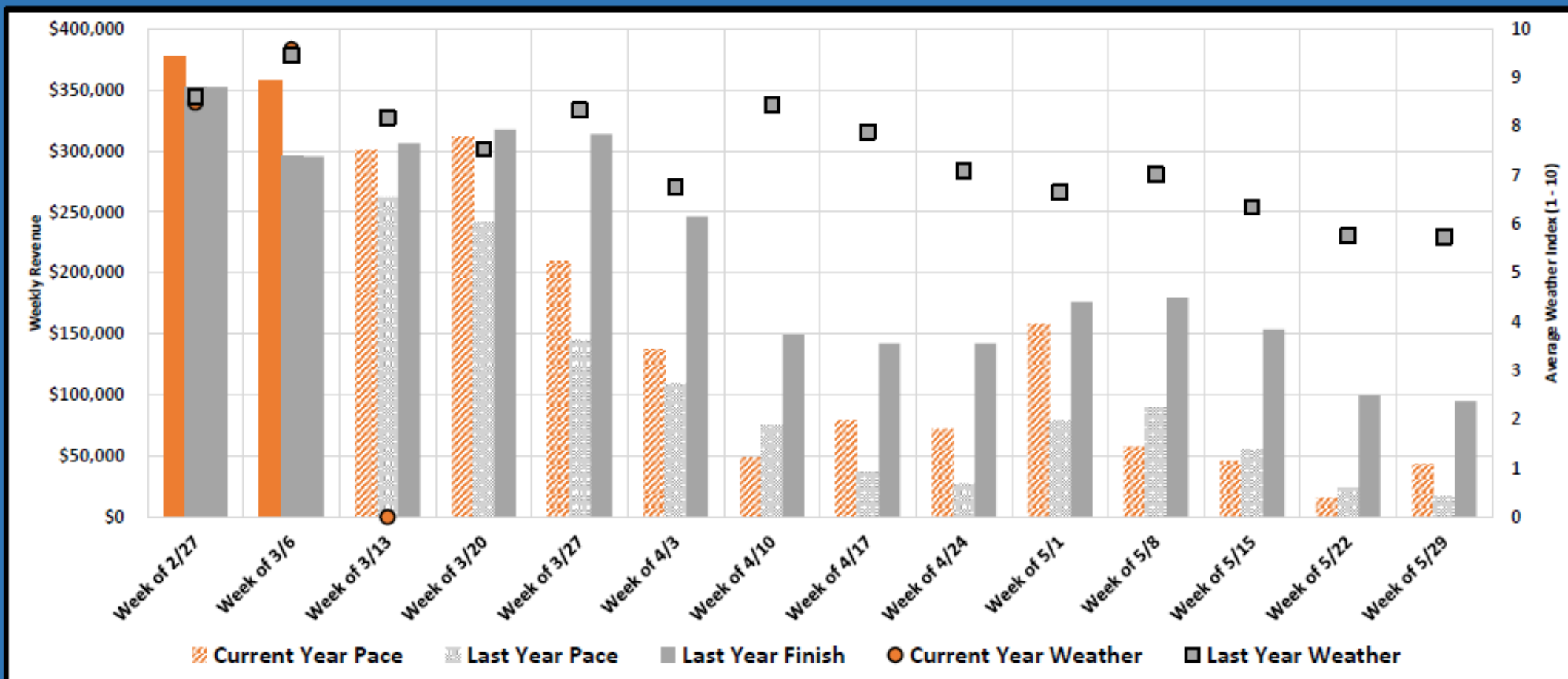
↗ 12.6%



## Indian Wells

## Weekly Revenue Pace As Of

3/13



|                   | Past Two Weeks |        |       |         | Next Two Weeks |        |        |         | 3 to 4 Weeks Out |        |        |         | 5 to 8 Weeks Out |        |       |         | 9 to 12 Weeks Out |        |      |         |
|-------------------|----------------|--------|-------|---------|----------------|--------|--------|---------|------------------|--------|--------|---------|------------------|--------|-------|---------|-------------------|--------|------|---------|
|                   | Revenue        | Rounds | ADR   | Weather | Revenue        | Rounds | ADR    | Weather | Revenue          | Rounds | ADR    | Weather | Revenue          | Rounds | ADR   | Weather | Revenue           | Rounds | ADR  | Weather |
| Last Year (LY)    | \$647,770      | 4,947  | \$131 | 9.0     | \$502,893      | 3,676  | \$137  | 7.9     | \$254,221        | 1,557  | \$163  | 7.5     | \$218,244        | 2,268  | \$96  | 7.5     | \$184,802         | 2,340  | \$79 | 7.5     |
| Current Year (CY) | \$734,483      | 4,829  | \$152 | 9.0     | \$612,866      | 3,980  | \$154  |         | \$346,726        | 1,978  | \$175  |         | \$358,155        | 3,052  | \$117 |         | \$163,835         | 1,797  | \$91 |         |
| CY vs. LY         | \$86,713       | (118)  | \$21  | 0.0     | \$109,973      | 304    | \$17   |         | \$92,505         | 421    | \$12   |         | \$139,911        | 784    | \$21  |         | (\$20,967)        | (543)  | \$12 |         |
| CY vs. LY (%)     | 13%            | -2%    | 16%   | 0%      | 22%            | 8%     | 13%    |         | 36%              | 27%    | 7%     |         | 64%              | 35%    | 22%   |         | -11%              | -23%   | 15%  |         |
| Last Year Finish  | \$647,770      | 4,947  | \$131 |         | \$623,616      | 4,899  | \$127  |         | \$560,189        | 4,690  | \$119  |         | \$610,329        | 6,461  | \$94  |         | \$528,432         | 6,513  | \$81 |         |
| Last Year Pickup  | \$0            | 0      | \$0   |         | \$120,723      | 1,223  | (\$10) |         | \$305,967        | 3,133  | (\$44) |         | \$392,085        | 4,193  | (\$2) |         | \$343,631         | 4,173  | \$2  |         |

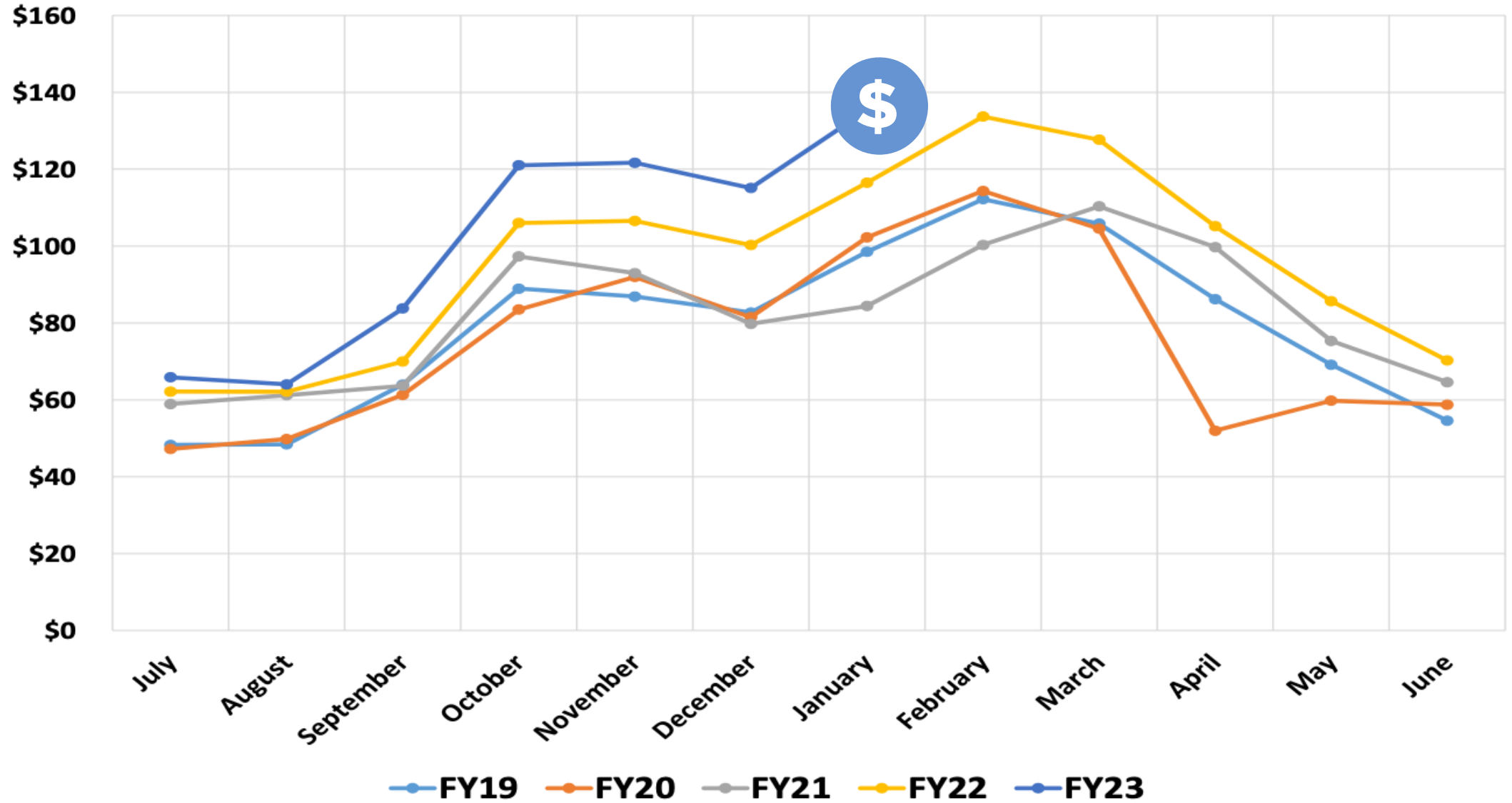
# FEBRUARY DAILY FEE AVERAGE RATE

74% Utilization %

| Time  | Su      | M       | Tu      | W       | Th      | F       | Sa      |
|-------|---------|---------|---------|---------|---------|---------|---------|
| 6 AM  | 92.9%   | 100.0%  | 81.3%   | 82.4%   | 91.2%   | 72.5%   | 82.1%   |
| 7 AM  | 96.7%   | 85.0%   | 83.2%   | 73.1%   | 86.1%   | 85.3%   | 100.0%  |
| 8 AM  | 98.0%   | 99.2%   | 96.5%   | 76.5%   | 91.9%   | 98.4%   | 99.3%   |
| 9 AM  | 99.3%   | 98.3%   | 99.3%   | 96.8%   | 98.4%   | 100.0%  | 99.3%   |
| 10 AM | 98.6%   | 100.0%  | 95.9%   | 95.2%   | 98.9%   | 97.3%   | 100.0%  |
| 11 AM | 99.2%   | 96.5%   | 95.0%   | 87.0%   | 94.6%   | 96.7%   | 99.2%   |
| 12 PM | 95.6%   | 100.0%  | 85.1%   | 93.5%   | 98.8%   | 99.5%   | 99.3%   |
| 1 PM  | 67.4%   | 81.9%   | 65.2%   | 58.8%   | 92.3%   | 97.4%   | 90.3%   |
| 2 PM  | 51.7%   | 72.7%   | 38.6%   | 55.6%   | 72.1%   | 68.0%   | 57.9%   |
| 3 PM  | 17.2%   | 27.3%   | 2.8%    | 7.5%    | 19.3%   | 29.8%   | 25.0%   |
| 4 PM  | 0.0%    | 0.8%    | 2.8%    | 1.0%    | 1.6%    | 12.5%   | 0.0%    |
| 5 PM  | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    |
| 6 PM  | No Data | No Data | No Data | No Data | No Data | No Data | No Data |

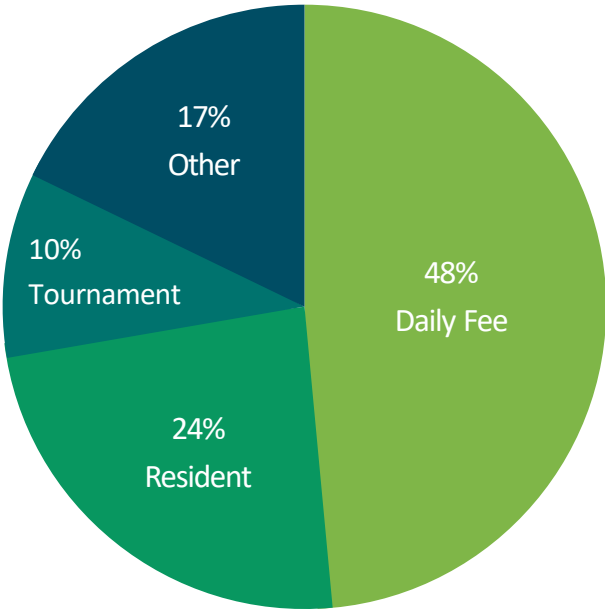


# ADR BY MONTH (2019 - 2023)

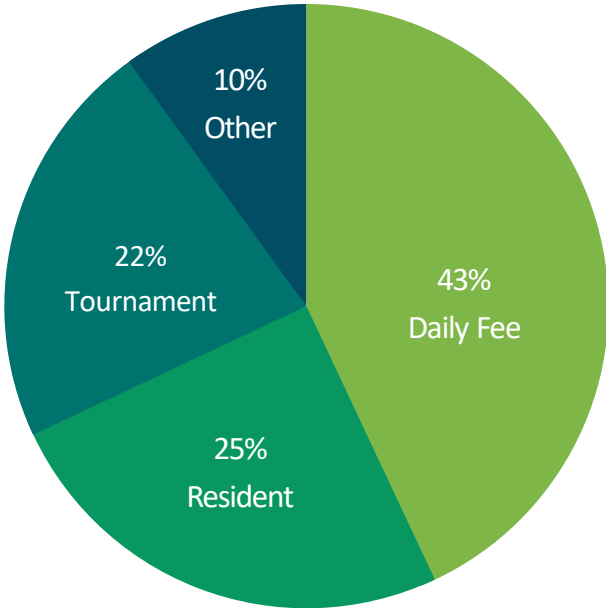


# ROUNDS DISTRIBUTION

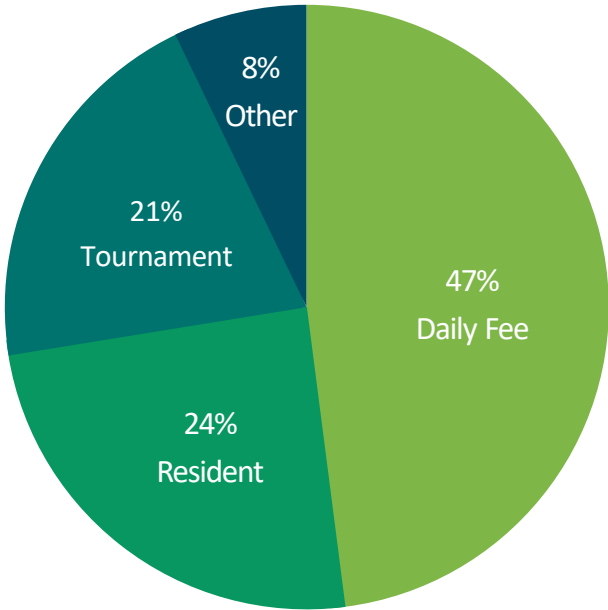
## FYE 2019



## FYE 2022

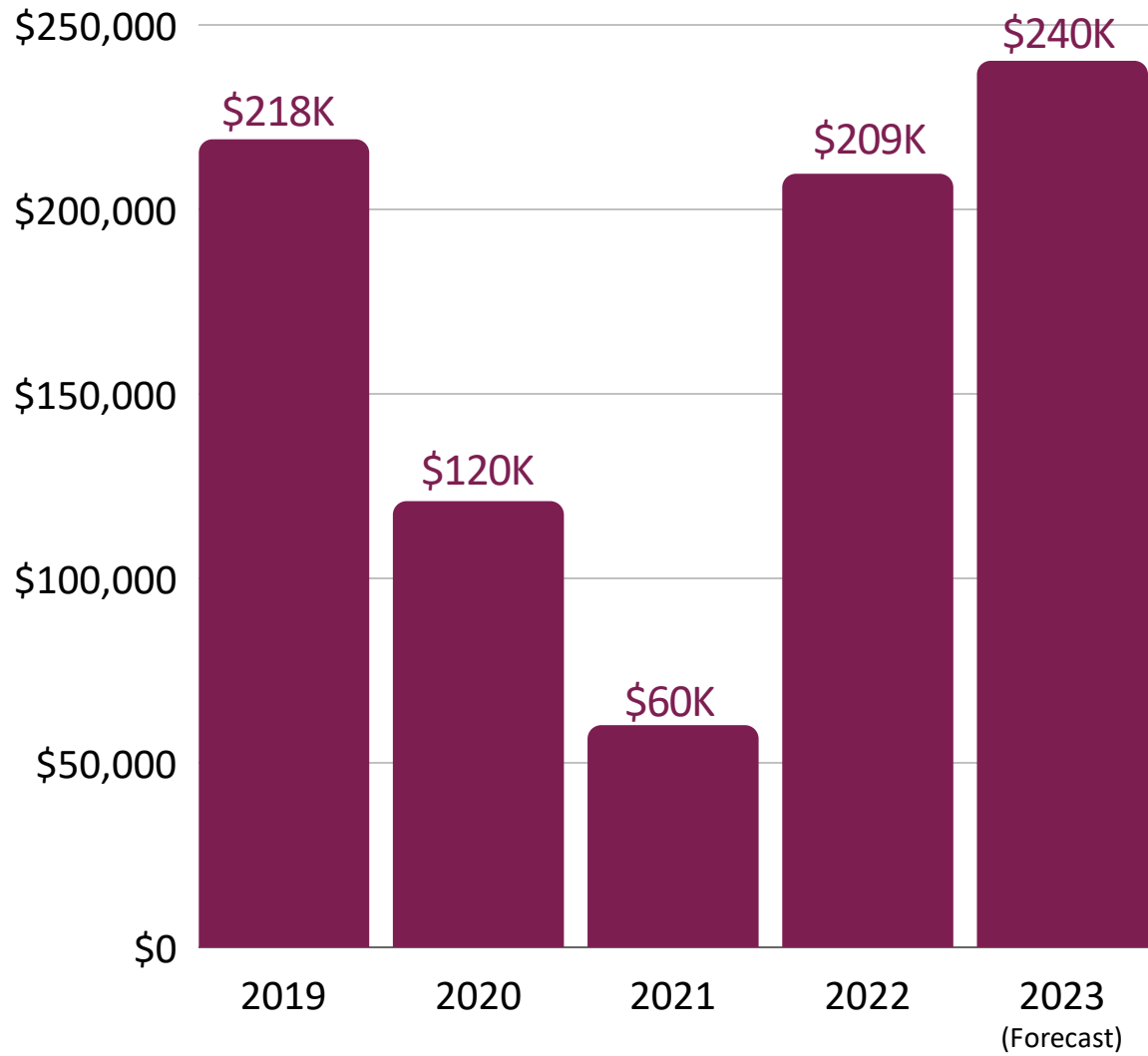


## FYFCST 2023



\*OTHER PACKAGE, WHOLESAL, PRIVATE CLUB RECIPROCAL, PROMOTIONAL ETC.

# CLUB RENTAL REVENUES





# THE ACADEMY AT INDIAN WELLS

## JUNIORS:

In two years we have brought in 120 families, this year with camps and Operation 36 we have brought in 23 new families. Eric was named Top 50 Coach with Juniors; he has national PGA speaking engagements in the near future.

## ADULTS:

Over 30 new families and couples participate this year, translating to new facility-wide spending.

Mental Golf Workshop

Op 36

Golf Schools

Junior Camps

(2) Top Tracer Nights

PGA Junior League

Fittings

Corporate Clinics

Trackman Bay Rentals

Other Clinics

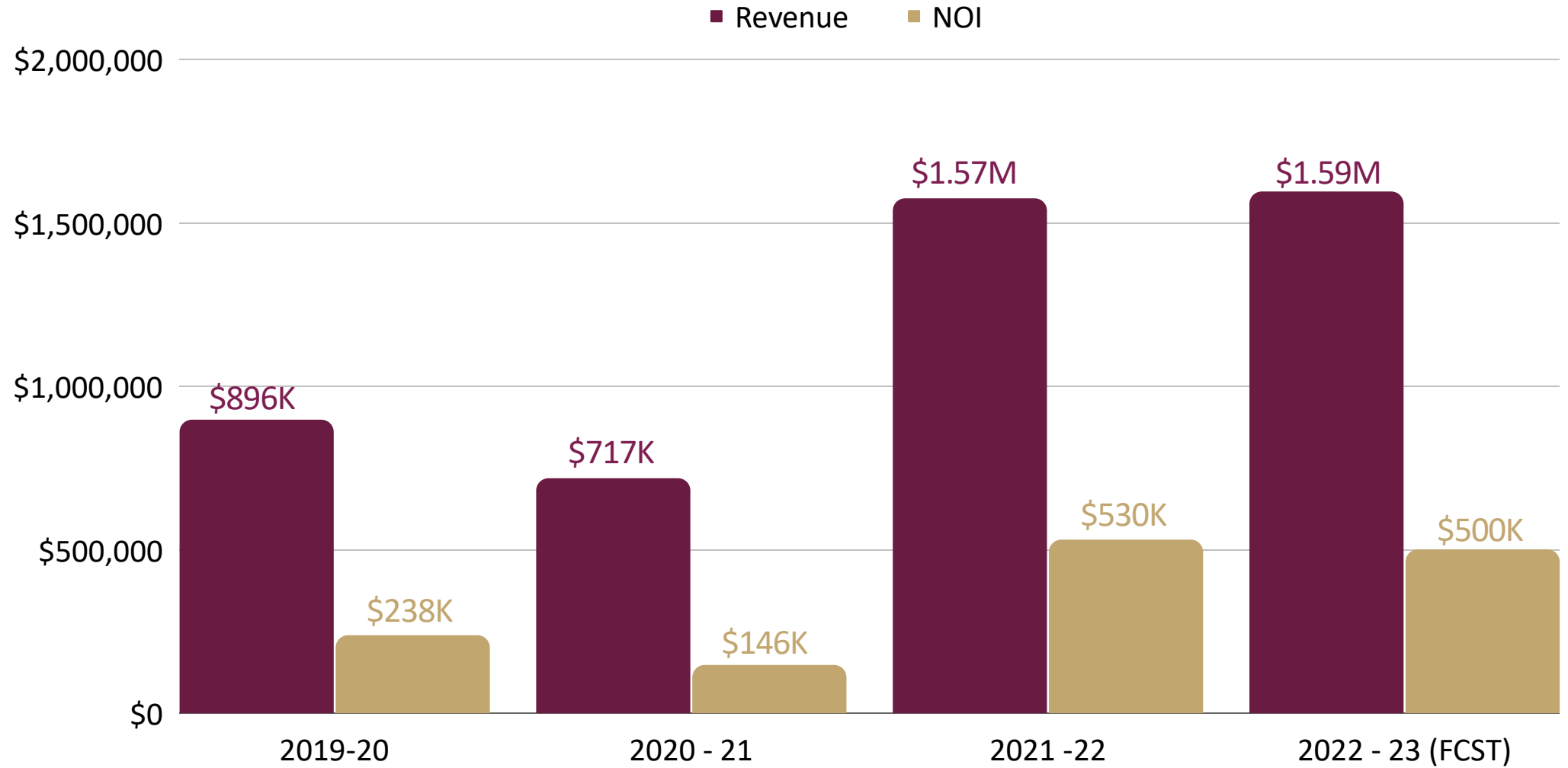


ACADEMY  
PARTICIPANTS  
266+

# RETAIL | TOP 100 GOLF SHOP



# RETAIL PERFORMANCE



An aerial night view of a city, likely New York City, with a purple overlay. A Christmas tree is visible on the left side of the image. The text "SALES AND MARKETING" is centered in the middle of the image.

# SALES AND MARKETING

BEN RODNY, DIRECTOR OF SALES & MARKETING

# MARKETING

## DIGITAL CONCIERGE

Based on increased communications and relationship building with the campus hotel partners, we instituted our digital concierge program in the lobbies of the Hyatt and Renaissance resorts to ensure ease of booking tee times and contacting the Golf Resort. Without the Resorts' partnership this would not have been possible.



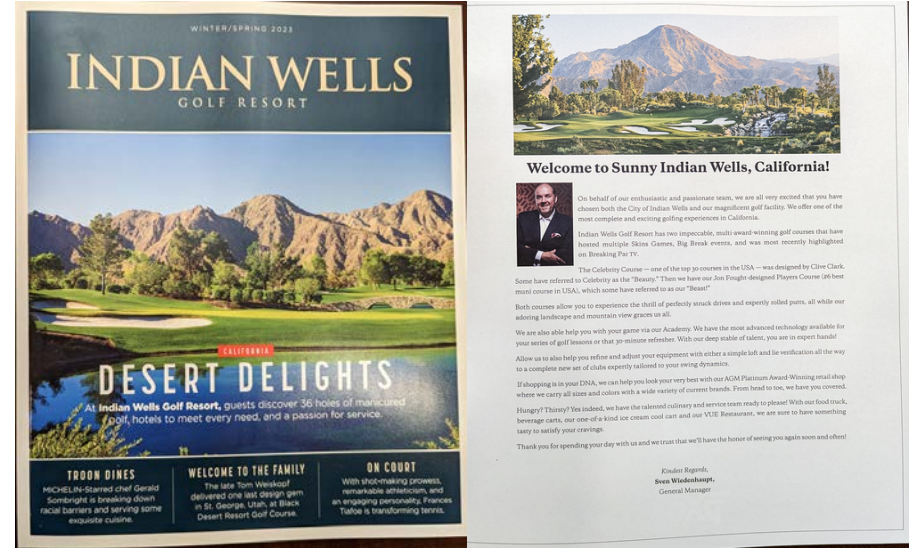
HYATT DISPLAY



RENAISSANCE DISPLAY

## THE IWGR MAGAZINE (TROON MAGAZINE)

Through a collaborative effort with Troon we were able to customize and produce The Indian Wells Golf Resort Magazine with custom welcome letters for The Campus General Managers. The publication can be found at IWGR along with The Hyatt and Miramonte Resort's.



## GOLF EXPERIENCES

| July 1, 2022 - January 31, 2023 | Hotel              | Revenue            | Nights     | ADR      |
|---------------------------------|--------------------|--------------------|------------|----------|
|                                 | Indian Wells Hotel | \$4,228.62         | 48         | \$88.10  |
| <b>2021/2022 PRODUCTION:</b>    | Miramonte          | \$13,221.05        | 100        | \$132.21 |
| <b>REVENUE - \$100,066.07</b>   | Renaissance        | \$21,290.30        | 86         | \$247.56 |
| <b>ROOM NIGHTS: 409</b>         | Hyatt              | \$11,018.95        | 28         | \$393.53 |
|                                 | <b>TOTAL</b>       | <b>\$49,758.92</b> | <b>262</b> |          |

# GROUP GOLF & CATERING SALES

- Recognized opportunity to transform our group business based on market trends and underutilization of certain resort venues.
- Course buy-outs predominantly moved to beginning of the week.
- ADR (Average Daily Rate) is maximized on weekends.
- Instituted F&B Minimum for Groups of 40 golfers and up.
- Pavilion wedding inquiries have settled to pre c. levels.
- Instituted new pricing strategy for events.
- Focus on executive day meeting program with elements of the Academy, Culinary, Golf, teambuilding.



# GROUP GOLF SALES

Indian Wells has done an excellent job capatilizing on increased demand for group golf events. Group Golf revenues are projected to be the highest they have been in the past decade exceeding \$2 million. An 18% increase in average group round rate has allowed IWGR to host less group rounds and still increase revenues by 5% over prior year.

2022 / 23 Avg. Rate

**\$122**

(per group round)

PY Avg. Rate: \$103.56

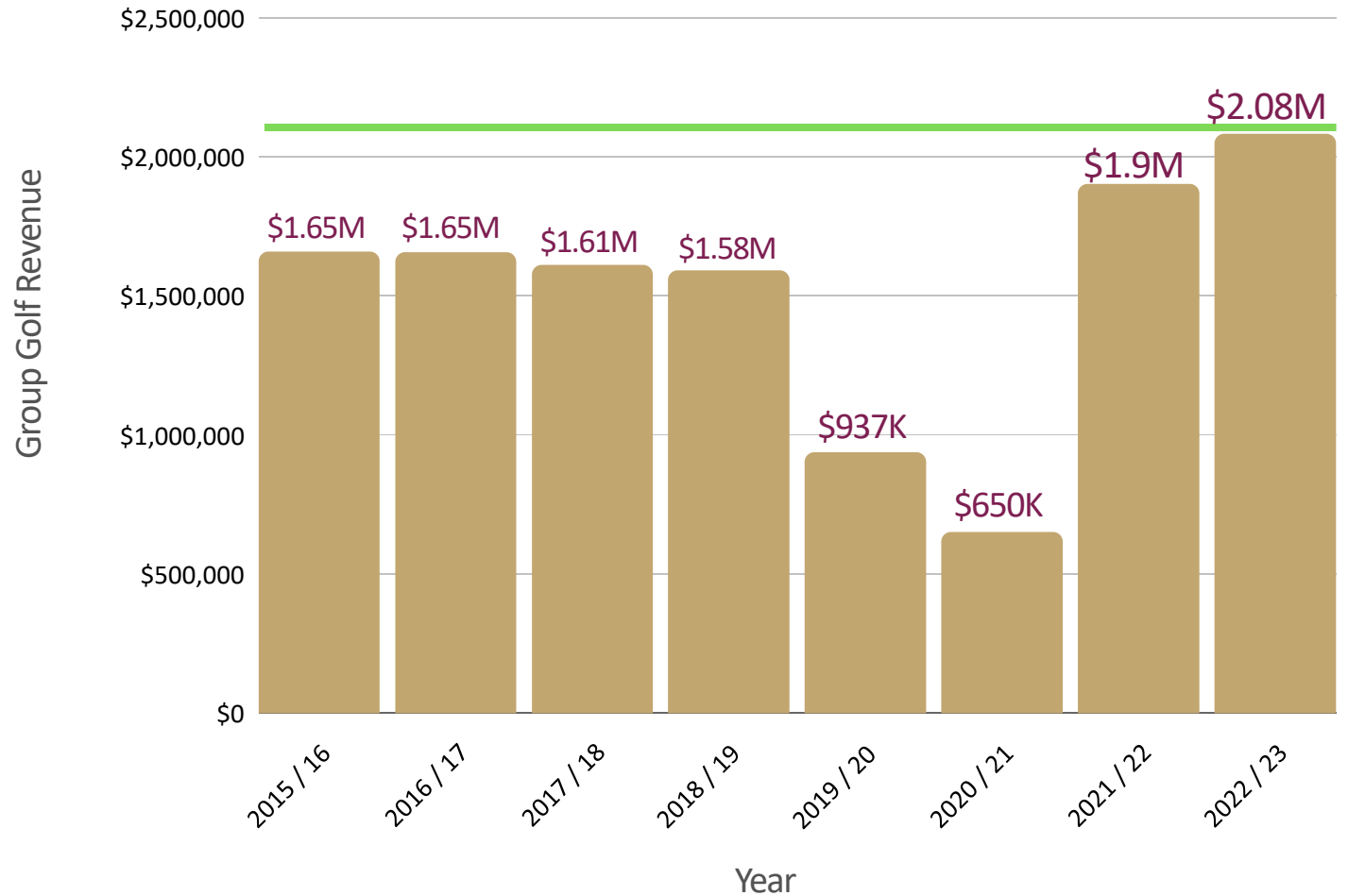
↑ 18.4%

2022 / 23 Revenue

**\$2.08 Mil**

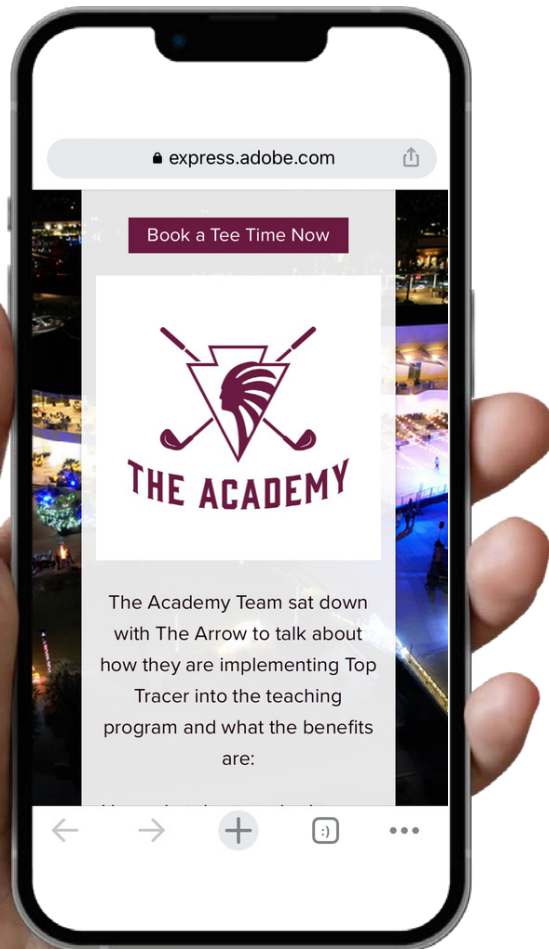
PY Revenue: \$1.9 Mil

↑ 5.14%



# ENHANCED COMMUNICATIONS

INTRODUCED 'THE ARROW'  
RESIDENT NEWSLETTER.



MADE THE IW INSIDER  
A QUARTERLY MAGAZINE



UTILIZING OUR EMAIL DATABASE  
WE ARE ACHIEVING  
UNPRECEDENTED OPEN RATES

-THE ARROW SENT OUT ON  
3/14/23  
TO 2,411 EMAIL ADDRESSES



-TROON SO CAL EMAIL BLAST  
WENT OUT TO 62,402 EMAIL  
ADDRESSES

OPEN RATE: 40.01%



# SOCIAL PRESENCE AND ACCOLADES

|   |   |
|---|---|
| <b>Audience Lifetime</b><br>Facebook Page followers<br><b>6.5K</b>    | <b>Instagram followers</b><br><b>4.4K</b>   |
| <b>Trends Last 28 days</b><br>Facebook Page reach<br><b>25K ↑ 61%</b> | <b>Instagram reach</b><br><b>2.2K ↑ 50%</b> |

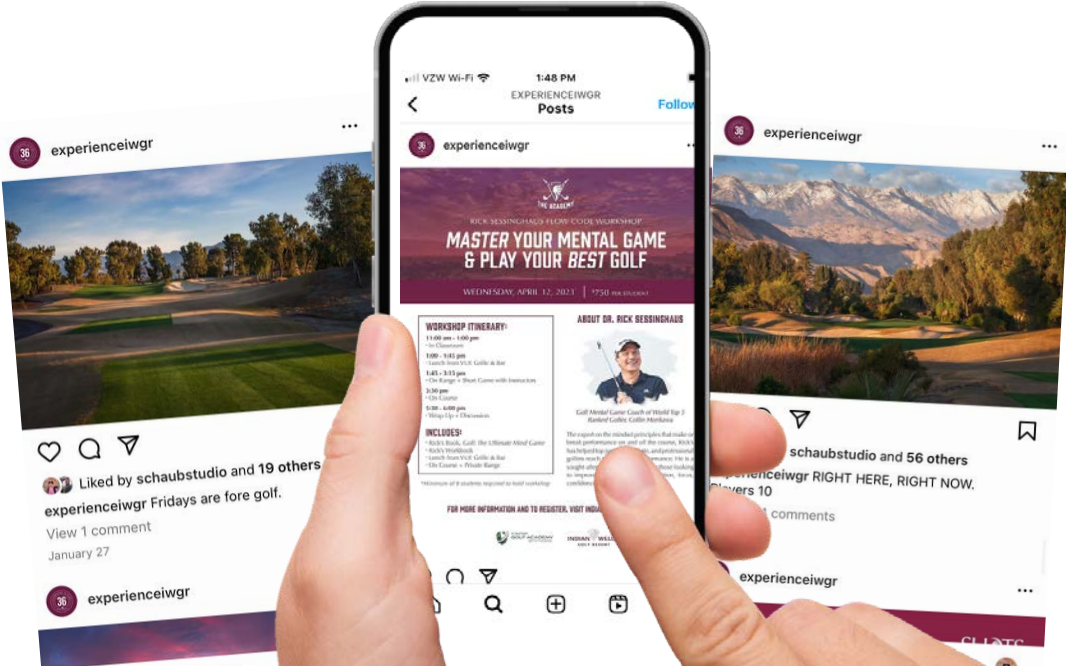
**11K**  
TOTAL FOLLOWERS

2023

GOLF PASS - GOLFERS CHOICE -TOP U.S. GOLF COURSES - CELEBRITY COURSE - N. 28

2022

Links Magazine - Players Course N. 6 - Top 10 Municipal Courses in the USA  
 Golf Advisor - Top Courses in California - Celebrity Course N. 6  
 Golf Advisor - Golfers Choice Top 50 Golf Courses in US - Players Course N. 28





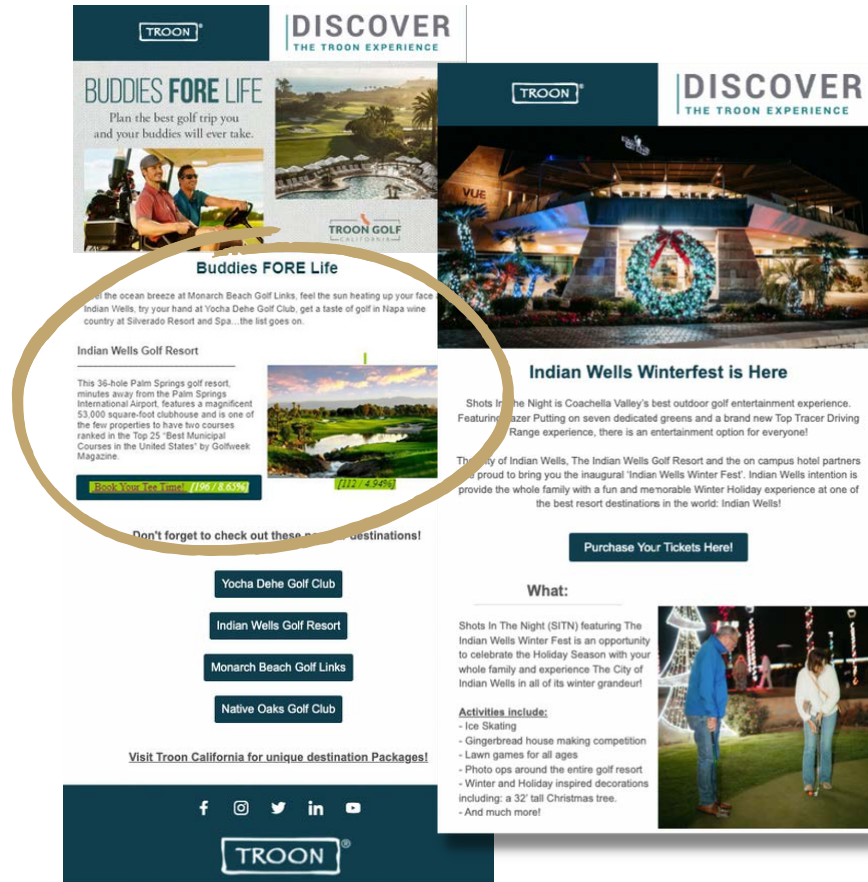
# GLOBALLY PRESENT

## INDIAN WELLS VIA TROON CHANNELS

KRIS STRAUSS, EXECUTIVE VP GLOBAL SALES & MARKETING

# INDIAN WELLS EMAILS TARGETING TROON DATABASE

Indian Wells Golf Resort is afforded dedicated sponsored email campaigns targeting 1.3 M opt in emails within the Troon Database. Recent example of such is a targeted email campaign promoting WinterFest that went to 293,256 emails. Related to value of these marketing efforts, for context the Southern California Golf Association typically charges \$8500 for one dedicated email blast targeting just over 100,000 emails.



## November 21st 2022 | Winterfest

Sends: 293,256 contacts

Unique Opens: 101,545 contacts (34.63%)

Unique Clicks: 1,282 clicks

## August Troon Card Enews Troon Challenge Host Feature

Sends: 10,251 contacts

Unique Opens: 5,189 contacts (50%)

Unique Clicks: 400 clicks

## July Rewards E-statement Feature

Sends: 280,307 contacts

Unique Opens: 101,701 (36.28%)

Unique Clicks: 128 clicks

## September Troon Golf California Feature

Sends: 138,904 contacts

Unique Opens: 48,790 (35.12%)

Unique Clicks: 690 clicks

722K  
Emails Sent

# TROON MAGAZINES

1 MIL  
Total Reach

## TROON MAGAZINE

Troon Rewards Ad Feature: Sept/Oct Issue. Cir: 1,035,000

## TROON PRIVE MAGAZINE

Troon Rewards Ad Feature: Oct/Nov Issue: Cir 47k



## Troon Rewards Ad Feature in Troon Mags

**TROON REWARDS®**

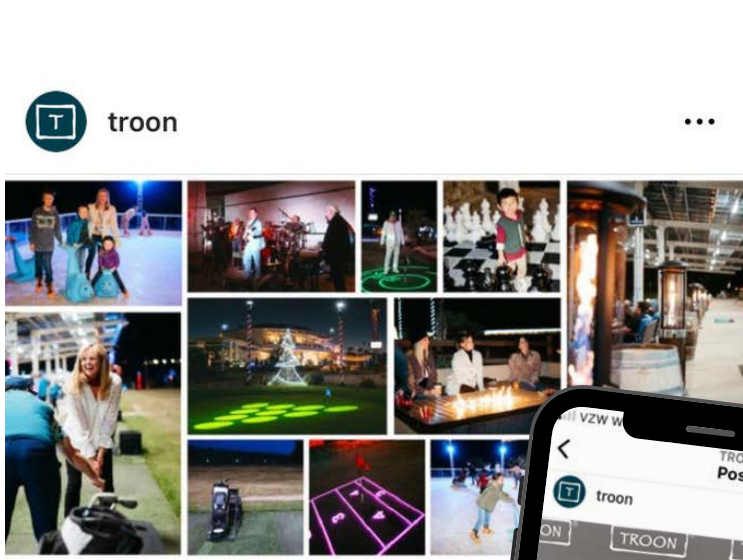
Indian Wells Golf Resort  
Indian Wells, California

Malaysian Club Desaru Coast - Ocean Course  
Desaru Coast, Malaysia

The Lodge of Four Seasons  
Lake Ozark, Missouri

**The more you play, the more you save! Join Troon Rewards® and experience the best Troon® has to offer with golf's premier loyalty program.**

- Earn Troon Rewards points on individual golf fees, merchandise and golf instruction
- Combine Troon Rewards points and cash to play Troon courses at preferred Troon Rewards Rates
- Accrue Troon Rewards points that don't expire
- Reach elite status levels that provide additional discounts on golf & merchandise
- Receive special offers and invitations to events & Callaway® promotions
- Enjoy 175+ participating golf courses in the Troon Rewards program



Liked by schaubstudio and 26

**troon** @experienceiwgr Winterfest is a fun and memorable experience at one of the best resorts in the world.

Shots In The Night is Coachella Valley's premier golf entertainment experience. Featuring putting on seven dedicated greens, Top Tracer Driving Range experience, and more entertainment options for everyone.

Book Now: Troon Offers link in bio



Congratulations to all of the winners of the Troon Challenge National Finals presented by Callaway Golf. Thank you to all of our event partners and the @experienceiwgr and the @CityofIndianWells for a great finals.

The 2022 Troon Challenge was sponsored by Callaway Golf, along with supporting partners, @AHEADusa, @cbdMD.usa, @Golfinviteinc, @Toptracer, and @Pepsi, with scoring powered by @golfgenius\_emea. For more information, visit www.TroonChallenge.com.

# TROON SOCIAL

Utilizing Troon best practices, we are dedicated to building Indian Wells social footprint leveraging social trends, club features on Troon accounts and sharing the Troon content calendar for inspiring club posts.

-  25.9k Followers
-  57.8k Followers
-  22.8k Followers
-  36k Followers

- Winterfest / Troon Challenge Posts: 2
- Facebook Posts Reach 114k
- 2 Instagram Post: Reach 50k
- 2 LinkedIn Post: Reach 70k
- 1 Twitter Post: Reach 22k
- 1 LinkedIn Post: Reach 36k



# BreakingPar

Filmed on-site at IWGR January 2023 | Episode to air February 2023 - March 2023

Episode to feature the entirety of the facility. TopTracer Experience, amazing culinary experience at Vue, Shots in the Night putting experience AND two of the best courses you can play in CA (Celebrity and Players).

**#1** MONTHLY BALLY SPORTS GOLF SHOW

**80** MILLION HOUSEHOLDS\*  
\*average

**250+** TV AIRINGS PER MONTH

## NEXT GENERATION GOLF FANS

**AVG. VIEWERSHIP GROWTH**

| SEASON | VIEWERSHIP (MIL) |
|--------|------------------|
| 1      | 1                |
| 2      | 2                |
| 3      | 3                |
| 4      | 4                |
| 5      | 5                |
| 6      | 6                |

**GENDER**

| Gender | Percentage |
|--------|------------|
| MALE   | 58%        |
| FEMALE | 42%        |

**AGE**

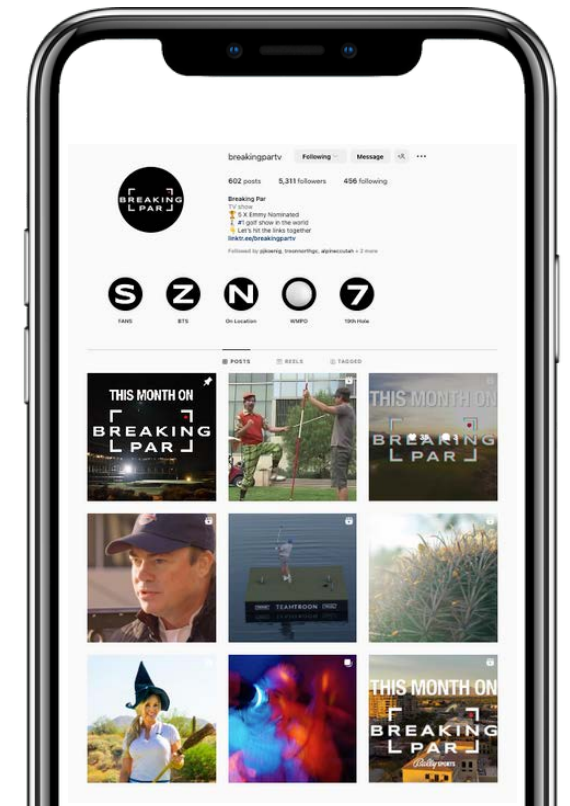
| Age Group | Percentage |
|-----------|------------|
| 18-34     | 52%        |
| 35-54     | 28%        |
| 55-65+    | 20%        |

**HH INCOME**

| Income Range | Percentage |
|--------------|------------|
| \$100-250K   | 23%        |
| \$50-99K     | 40%        |
| \$0-49K      | 37%        |

**WATCH THE 50th MILESTONE EPISODE HERE:**

**BREAKING PAR**  
EPISODE 50



# 2022 TROON CHALLENGE FINALS HOST

\$150k  
Revenues

Indian Wells Golf Resort played host to the 2022 Troon Challenge finals in spectacular fashion exposing 140 of Troon's most loyal customers to the IWGR experience.

## RESORT / HOTEL DELIVERY

Renaissance Room Nights Booked: 178

Renaissance Revenue Generated: \$36,141.27

## IWGR DELIVERY

Golf Spend: \$58,000

- Shots in the Night fee: \$1,500
- Golf Shop GC: \$14,000

F&B Spend: \$40,445.




# YEAR TO DATE DELIVERY

Troon delivered **2,037** rounds and **\$388,749** in revenue to Indian Wells Golf Resort.


Troon Rewards Members spent **\$619,665** at Indian Wells Golf Resort.

| Program                | Revenue          | Rounds                  |
|------------------------|------------------|-------------------------|
| Troon Challenge        | \$150,263        | 280 rounds / 178 nights |
| Troon Card             | \$125,787        | 1038                    |
| Troon Advantage        | \$70,544         | 505                     |
| Troon Golf Vacations   | \$3,790          | 24                      |
| EZ Links Cross-Selling | \$2,006          | 21                      |
| Troon CA Co-Op         | \$36,359         | 169                     |
| <b>Revenues</b>        | <b>\$388,749</b> | <b>2,037</b>            |
| <b>Expense Savings</b> | <b>\$262,817</b> |                         |

**\$651K**  
Received



**2,037**  
Rounds  
Delivered



**\$388,749**  
Revenue  
Generated  
(\$535K delivered in PY)



**\$619,665**  
Spent by  
Troon  
Rewards  
Members



**\$262 K**  
Troon Procurement Direct Savings



A scenic view of a golf course with a large mountain in the background and various plants in the foreground. The image is overlaid with a semi-transparent purple filter. The text "CAPITAL PROJECTS" is centered in the middle of the image in a large, white, sans-serif font. Below it, the name "SVEN WIEDENHAUPT, GM" is written in a smaller, yellow, sans-serif font.

# CAPITAL PROJECTS

SVEN WIEDENHAUPT, GM

## FAIRWAY GRILLE

- Estimated cost of \$800k
- ROI not to exceed 10 years
- Return of a very popular destination



# VUE 2.0

- Estimated costs starting at \$1 million
- Enhance clarity of concept
- Alternatives currently being explored



# BANQUET KITCHEN / PAVILLION

- Estimated costs of \$2.5 million
- Enhanced operational efficiency and qualitative guest experience
- ROI not to exceed 9 years



## GOLF SUITES

- Estimated costs of \$2 million
- ROI not to exceed 8 years
- Hotel function space
- Activates campus for additional programming





# THE VUE REIMAGINED

ED DOYLE, PRESIDENT REALFOOD HOSPITALITY, SVP TROON F&B

# Domestic Visitor Summary: Indian Wells

From January 01, 2022 to December 31, 2022



**1.2 days**  
Avg Length of Stay



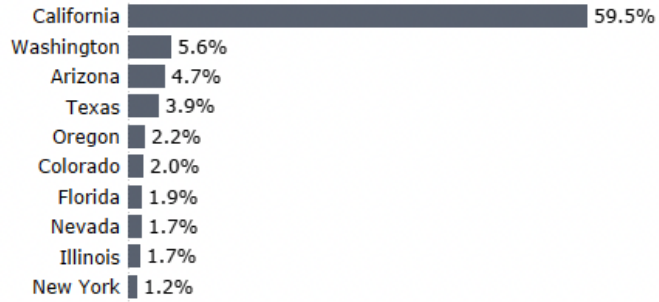
**76.3%**  
Overnight Visitors



**9.8%**  
Repeat Visitors

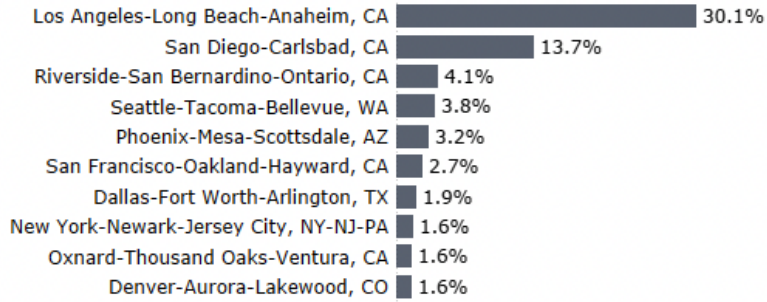
## Top-10 Visitor Origin States

% share of total



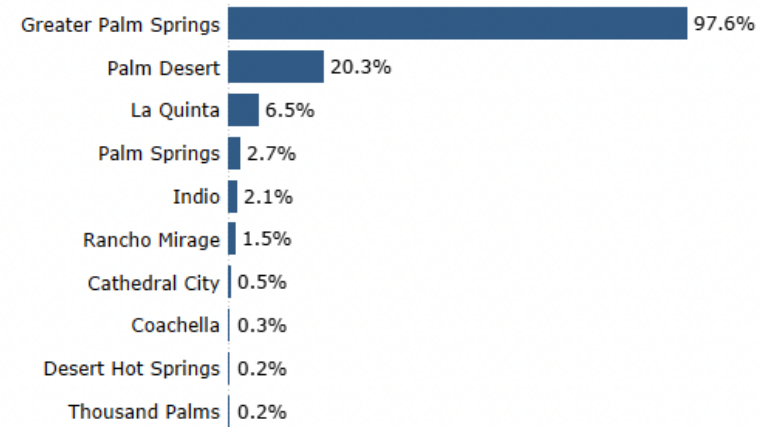
## Top-10 Visitor Origin MSAs

% share of total



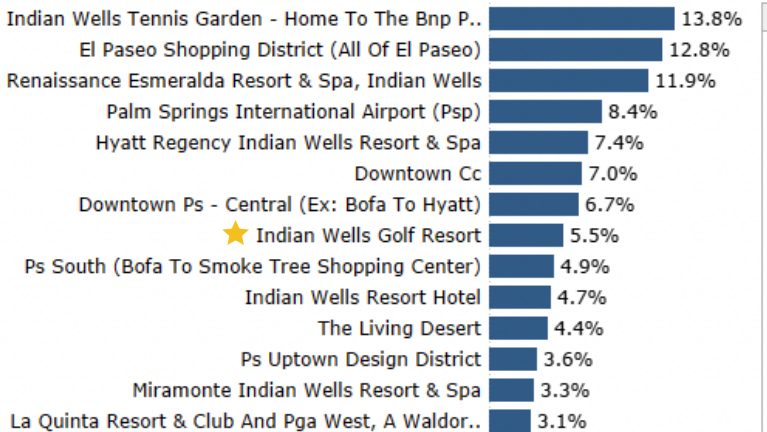
## Cross Visited Geographies

% share of visitors who made a trip to Indian Wells



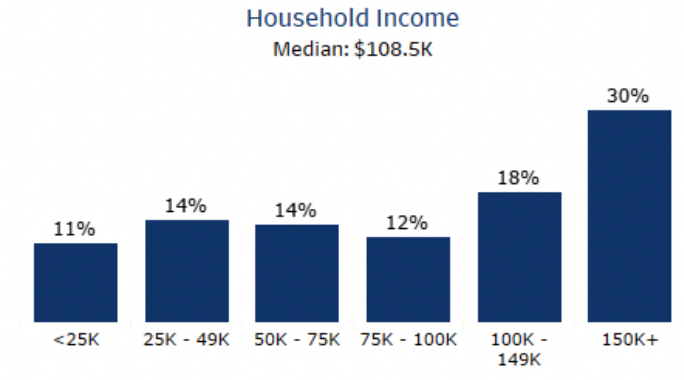
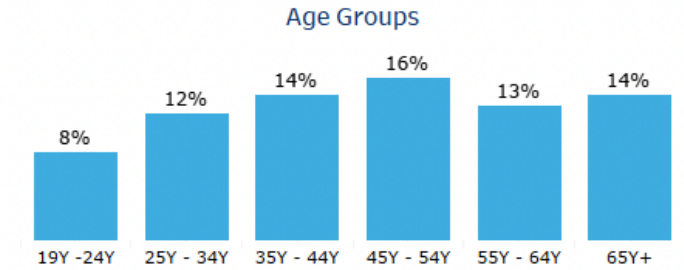
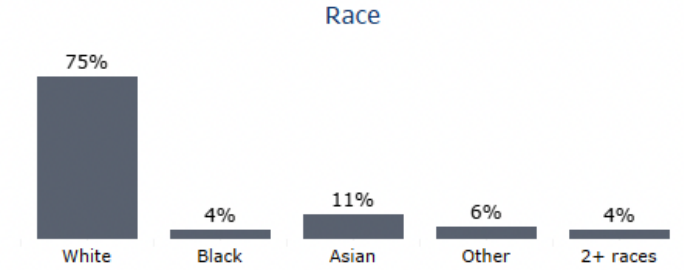
## Top-10 POIs Visited

% share of trips



## Origin Demographics

% share of total



Sample Size: 2,592

Source: Near & United States Census Bureau

# THE VUE COMP SET A

## Eureka!

- Chain restaurant elevated experience American Food craft/local drinks.
- 2.0 miles away
- Lunch avg. price: \$35
- Dinner avg. price: \$35



- Fine dining with sushi and American classics.
- Extensive wine, sake, bourbon lists.
- 2.9 miles away
- Lunch avg. price: \$40
- Dinner avg. price: \$65



- Classic American and Mediterranean flair, big bar, prime location on El Paseo.
- No reservations.
- 3.5 miles away
- Lunch Avg. price: \$35
- Dinner Avg. price: \$45



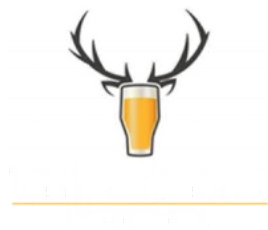
- Elevated to Fine Dining - Seafood Restaurant. 15 years in business. 3 private dining space options.
- 3.4 miles away.
- Lunch avg price: \$45
- Dinner avge price: \$65



# THE VUE COMP SET B



- Elevated Kitchen & Bar
- Dinner only
- Avg. price \$65 per person
- 5.6 miles away



- Classic American Bar/Sports bar with pool tables, large bars and sticky floors
- Avg lunch per person - \$25
- Avg Dinner per person- \$40
- 2.4 miles away.



- Dinner Only. Elevated/Fine dining
- Avg Dinner price \$100
- 3.8 miles away



- Fine dining – Grille/Steak house – American Food – extensive wine list.
- 2.1 miles away
- Dinner only. (4pm)
- Avg price: \$75 per person



- American Dining
- \$40 lunch avg price
- \$65 dinner avg price
- 4 miles away

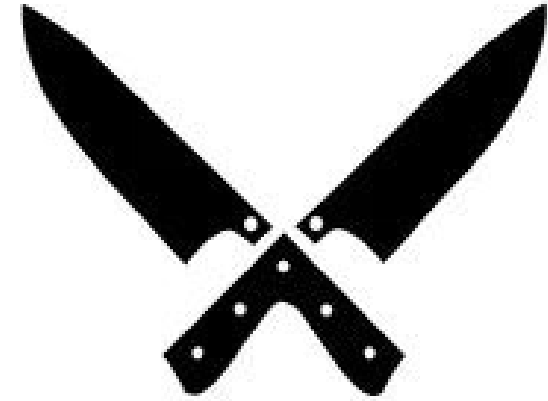
## PROPOSED CONCEPT #1

Rebrand the VUE with new name, concept and all new interiors.



## PROPOSED CONCEPT #2

Reimagine VUE with new name, concept, all new interiors and a Celebrity Chef.



Celebrity Chef