PGA

The PGA of America
100 Avenue of the Champions
Palm Beach Gardens, FL 33418

Phone: +1 (561) 624-8400
Web: www.pga.com

CEO
Joe Steranka

IT Director
J. Sean Walker

Employees
Faculty & Staff: ~300

ROI Study Highlights

- **234% ROI in one year**
- **18% IRR in one year**
- **$252K Initial Investment**
- **Payback within 3 months**
- **$366K Net Savings in first year**

Business Benefits

- **Increased ticket sales, elimination of "artificial" ceilings**
- **Reduced shipping costs by reducing pre-printing and mailing of tickets and credentials**
- **Accurate data reduced catering guarantees**

Study Scope

- **Championship Management Systems (CMS)**
  - **Adobe ColdFusion 8**
  - **Adobe Flash Platform**
  - **Adobe AIR**

The PGA of America generates business value through increased productivity and automation with Adobe ColdFusion 8 and Adobe Flash Platform—*realizes a 234% ROI*

Executive Summary

The PGA of America (PGA) is the world's largest working sports organization, comprised of 28,000 golf professionals and experts. The PGA serves millions of people throughout 41 PGA sections nationwide and, since its founding in 1916, has enhanced its leadership position by growing the game of golf through its premier spectator events, world-class education and training programs, significant philanthropic outreach initiatives, and award-winning golf promotions. Furthermore, the Association's career services, marketing and research programs enable PGA professionals to maximize their performance in their respective career paths, showcasing them as experts in the game and in the $76 billion golf industry.

The championships and golf promotions created and delivered by the PGA are considered the best of their class—but they are also logistically challenging undertakings. The complicated task of coordinating and controlling access for all the authorized attendees (volunteers, spectators, journalists, business partners) and optimizing services (security, catering, logistics, bussing, etc) across a venue the size of a golf course is fraught with the potential for problems. In particular, knowing at any given time during an event the actual, current attendance is of extreme importance to smooth operations and facilitate logistics—and it was also previously impossible.

In 2007, the PGA sought a way to overcome this and other data-related obstacles and determined to develop a comprehensive event management system. The PGA resolved that a rich internet application with data-enabling capabilities was required to tie together disparate data sets in an intuitive, easy-to-use and easy-to-deploy solution given the mobility of events, rented equipment and extensive volunteer staff.

After careful thought and consideration, the PGA decided to use Adobe ColdFusion to build an end-to-end "Championship Management System". The PGA selected Adobe ColdFusion as it would allow it to leverage existing licenses with minimal incremental investment, an extensive and knowledgeable in-house talent-base skilled in the proven Adobe technologies and produce a rich internet application in short-order—in PGA's case within three months. Using Adobe ColdFusion 8, the PGA IT team was able to create a comprehensive event management solution that is easy for untrained volunteers to use and leveraged ColdFusion 8's integration with Adobe AIR, a cornerstone of the Adobe Flash Platform, to provide mobile and even off-line tracking of (and accessibility to) accurate event data such as real-time attendance statistics. This has greatly improved the PGA's wealth of customer and event data. Now, with the Adobe ColdFusion 8 and Adobe AIR powered Championship Management System, PGA is able to streamline and accelerate event processes which have helped the organization to increase ticket sales and reduce waste, increasing the profitability and visibility of its events while enhancing the spectator experience and reducing staff stress.

Using Adobe ColdFusion 8 and Adobe AIR, the PGA has transformed the planning and execution of its signature golf events and increased productivity and profitability, resulting in an impressive 234% ROI in just one year.

Financial Impact
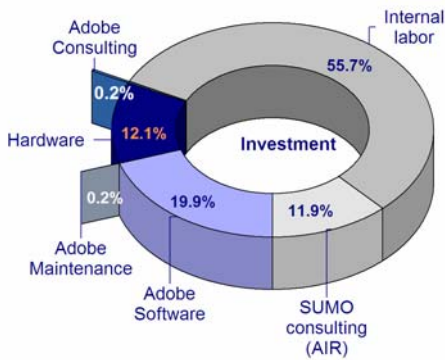
Quantifying the Adobe Investment

- The total investment in ColdFusion 8 and AIR, including initial and upgrade (19.9%), maintenance (0.2%), Adobe Consulting (0.2%)and hardware (12.1%) together constitute less than a third of the overall investment
- External consulting costs account for another 11.9% of the total project
- Over half (56%) of the investment can be attributed to internal labor needed to develop, launch and manage the project
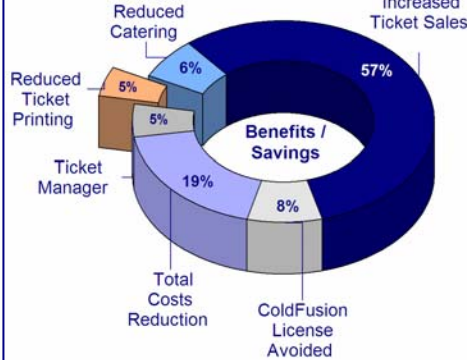
Benefits achieved from Adobe

- **Increased revenue**: Increased sales of tickets to PGA events account for 57% of the economic benefits of the Championship Management System using Adobe
- **Cost reductions**: The CMS also makes it possible for PGA to reduce costs associated with printing and mailing of applications (19%), as well as to virtually eliminate the printing of tickets (5%), accounting for 24% of the total savings realized
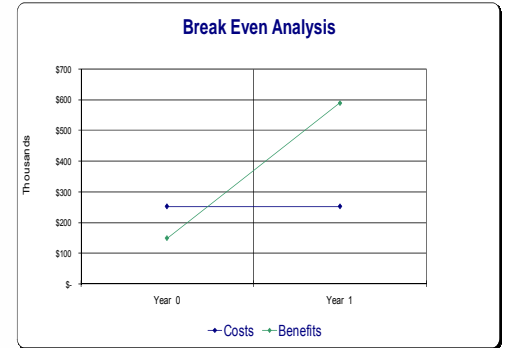
Breakeven Analysis

The Adobe solution has delivered an ROI of 234% in one year and an internal rate of return of 18%, confirming the quality and value of the investment. The benefits of the Adobe solution well exceeded expenditures, reaching breakeven within three months.

With Adobe, the PGA has automated its event management process, transforming it to a technologically advanced, reliable and efficient system.

Operational Impact

Increased Productivity

Now that it can manage its events at a level of accuracy never before possible, the PGA can sell 10,000 additional tickets to each event, not only positively impacting revenues but also supporting one of the PGA's strategic missions
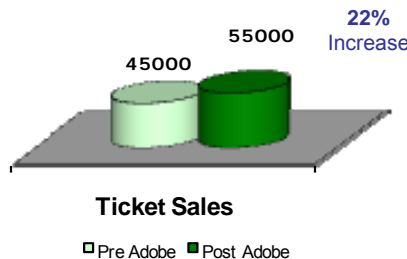
Increased efficiency, increased customer service

Recipients of "will-call" and complimentary tickets used to wait an average of 15 minutes for their paper tickets to be shuttled over to them, if they arrived at a gate different from where they were expected. With Adobe AIR making e-ticket scanning possible, all guests are in the system, regardless of access point, so they don't have to wait to be allowed in – and the PGA doesn't need to divert

Ticket Sales
☐ Pre Adobe ☐ Post Adobe

Waiting Time
☐ Pre Adobe ☐ Post Adobe
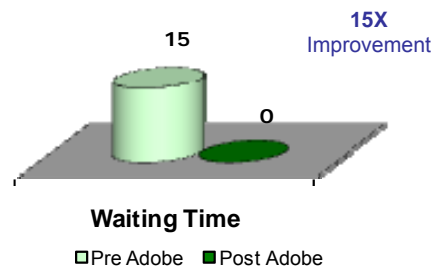
Future Benefits

Harvesting additional value

During the course of the Thoughtware Worldwide study, the PGA team identified a number of additional areas where it could maximize the benefits realized from its investment in ColdFusion 8 and AIR. Leveraging its highly successful Adobe partnership, PGA has the opportunity to:

- Increase automation to feed data into Oracle financials, providing the capability to add straight-through payment processing
- Increase personalization by leveraging data collection to tailor each customer's experience to his/her characteristics, preferences and history
- Leverage business intelligence to improve targeting and ticket sales based on a detailed understanding of the data collected from past events