

WESTERN CAPE ANNUAL AWARDS

PGA MANAGEMENT

CLUB PROFESSIONAL

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De Zalze Golf Club

1. What led you to becoming a PGA Professional?

- From a young age as young as 6 years old I knew that I wanted to become a professional golfer. I was privileged enough to play all my golf out of Hans Merensky in Phalaborwa. My father introduced me to the game and not long after that I played competitive golf through the SA Junior Foundation.
- The highlight of the year growing up as a youngster was being able to watch all the top pro's battling it out to win the Phalaborwa Classic (later it changed to the Mafunyane Classic). The likes of Fulton Allem, John Bland, Mark McNulty and Hugh Baiocchi were all legends and inspired me to become a great player at the time of growing up. It was only later in my life from the age of 20 growing up in front of Roy Yates who at the time was the Club Manager at Hans Merensky and seeing how successful he was in running the golf business – gave me insight to what I could achieve one day.

2. What is your current job title?

- General Manager

3. How long have you been in your current position?

- Since March 2017 (4 years)

4. What have you implemented in your position the past 18 months that has contributed to the success of your facility/golf club/business?

ACHIEVEMENTS:

Management processes	Achievements
Strategy: Accepted 8-year golf course vision	Adopted a vision proposal for the next 8 years – continuing to strive for qualitative improvements to enhance the golfers experience.
Financial performance	Being able to sustain the financial returns despite soft trading conditions through drought conditions and Covid-19
People Management: enabling a process of role clarity, performance, development, career planning and engagement for all staff	Bi-annual reviews with all staff Proactive management of talent Quarterly team effectiveness reviews and development of teams Talent management program for internal promotions for previously disadvantaged people into management positions

<p>Transformation 2 appointments for staff and 80 children for our outreach programs</p>	<p>Staff promotions with community outreach programs to promote the game of golf to previously disadvantaged communities</p>
<p>Member relationships Average score 83% in the last 2 reviews</p>	<p>3-member satisfaction reviews per annum (the service offerings of golf operations, food & beverage, marketing & events, and the overall conditioning of the golf course) used to improve relationships with members, correlate with team effectiveness results to be proactive and make managers accountable for areas requiring improvement</p>
<p>Golf Course Manage the contract with Golf Data (Past year we had a great return on our investment, whereby we have raised the bar by increasing staff efficiency and by being more agile due to constant changes during Covid-19</p> <p>Member and visitor satisfaction was retained from 86 % in 2018 to 84% in 2021 despite the drought & pandemic</p>	<p>Overall conditioning has improved despite the recent droughts & pandemic in the Western Cape.</p> <ul style="list-style-type: none"> • Managing our water resources more effectively (upgrade to our irrigation system) • By planting native grasses in the “out of play” areas to avoid over watering and cutting time from operators • De-thatch our fairways by scarifying them to allow better water penetration • The start of reconstruction and improvements to our bunkers
<p>Capital improvements: Implement a 3-year capital program</p>	<p>Well-managed replacement equipment fleet to capital improvements on the course the club benefits by producing a 5-star golf course to all members and visitors 12 months of the year.</p>

5. Share a minimum of 2 successes that you have achieved in your position the past 18 months.

- One of the most amazing highlights for me during the past 18 months was to assist our staff from the start of this pandemic. We had highs and lows as we moved through all the alert level restrictions – keeping staff motivated and focused was a big task. Not knowing what would happen we communicated and engaged to keep staff morale up. Club members had assisted financially by helping caddies as they were the most effected, we managed to raise over 120K which helped caddies provide for their families financially for 3 months.
- In Feb 2021 we placed all Club staff on short time agreements for 3 months and during this time period we came up with the initiative to host a golf day to raise funds for them. We managed to raise over 400K and all staff were financially assisted.

What was really fascinating was the fact that not 1 staff member had resigned and abandoned ship during these tough times, this proves to say that my team showed character.

6. Do you have any environmental or sustainability goals that you have met and would like to share?

- We achieved by working together closely with the De Zalze Winelands Golf Estate management team to implement the “Ecological Management Plan” which includes planting of indigenous trees and removing invasive species
- We are currently in the process of assisting the Estate with the rehabilitation of Wetlands on the golf course
- We have also started planting endemic plants near wetlands
- Long term plan is to extend the ecological corridors found on the course and estate
- We are in the process of preparing to plant indigenous and endemic plant species on the golf course rough (out of play areas)

7. Please give us a brief outline of the path you took to lead you to your current position?

OCTOBER 2000

- My career started at Silver Lakes Golf Club in October, 2000 whereby I started my PGA apprenticeship learning all the fundamental basics of the golf business under Head Pro Mr. Eugene van Eyk. In 2006 I took on the role as Golf Director and successfully ran the golf department. My key focus areas were building relationships with the 1150-member base, running a profitable pro shop, growing member events & corporate days, which ultimately led to a growth in rounds and turnover.

AUGUST, 2011:

- Appointed as Golf Manager at De Zalze Golf Club.

Accountabilities:

- To drive rounds and create a 5-star golf experience to all members and guests.

Results achieved:

- Increase in rounds: Grew from 35 500 rounds to 40 000 rounds within the first 3 years (With a small membership base of 450+ members we were reliant on driving extra international rounds during season) With De Zalze operating as an NPC all the profit generated has been ploughed back into the golf course and clubhouse facilities making our club one of the best attractions (according to Trip Adviser) in the Western Cape - Winelands region.

Social responsibility and accreditation:

- Enabling ourselves by being the only Fair-Trade Tourism accredited golf course in the world.

Relationship management:

- Through successful relationship building with tour operators over the years we have managed to retain a steady growth.

Awards:

- In 2016 I received the award of “PGA Professional of the Year” in the Western Cape. This was one of the highlights of my career as all my hard work and planning paid off.

MARCH 2017:

- Appointed as the General Manager of De Zalze Golf Club.

The promotion to General Manager changed my role substantially and been extended to:

External Focus:

- Represent the De Zalze brand and ensure sound relationships with external stakeholders; Key Supplier; Sponsors; Golf industry associations; Key Customers (groups, corporates, charities)

Internal to the Estate focus:

- Facilitate and develop mutually beneficial relationships which support and enable the DZ Estate brand; Home Owners Association; Kleine Zalze; De Zalze Lodge

Internal to the Club focus:

- Ensure sound relationships with all stakeholders within the club; Committee; Members; Visitors

Managing a team of 80 staff members:

- Diverse areas of Golf Operations & Pro Shop; Food & Beverage; Marketing & Events; Golf course

In 2017 I received the award of “PGA Club Manager of the Year” in the Western Cape. This was once again a highlight of my career especially stepping into the position that I currently hold. I believe that you can achieve anything in life - passion, hard work and dedication has been one of the key successes over this period for me.

8. Why do you feel that you would be a good candidate to win this award?

Being a past contender in the National voting process made me realize at the time - how is it that you answer such a difficult question without sounding boastful.

For me it all comes down to lively experiences that has made me a winner.

- I've always taken pride in what I do and I'm passionate about **life**
- I've taken pride in **learning** something new every day
- I've surrounded myself with the best and brightest people and foster **win-win relationships** with them
- I enjoy celebrating and reminding myself of the small wins during the **marathon of life, and;**
- I befriend special people who provide encouragement and with whom I can share **success** along the way

