



Business and Service Profile

1.0 INTRODUCTION

Roger Jones Golf Design [RJGD] is part of Roger Jones Golf & Leisure Ltd. Roger Jones has 30 years of golf industry experience, with 20 years in golf course design and golf development.

RJGD is a full service golf course design, golf development advisory and project management company, providing golf services to clients internationally.

RJGD also offers award-winning golf course re-design, upgrade and renovation for clients wishing to extend or improve their existing golf facilities.

RJGD provides a personal hands-on commercially-focused approach that has always been its ethos. This approach benefits design integrity, quality, time, and development cost.

...but RJGD is much more than just golf course design

RJGD provides a wide range of golf business advisory services [from feasibility studies to national golf development strategy and operational management planning and review] that are more important than ever in the golf and leisure business environment.

RJGD undertakes projects around Europe, Middle East, Africa, Asia and America, offering competitive fees for a professional service.

Award-winning projects; Garnant Park GC, Wales - 'Best New Golf Club in Wales 2003' & STRI Environment Winner 2004, and Balcarrick GC, Ireland - International Finalist in 'Renovation of the Year 2008'.



2.0 DESIGN ETHOS

RJGD designs golf courses, and associated golf facilities that are;

- Designed to highest modern day standards.
- Offering an enjoyable challenge to the golfers who will ultimately use it.
- Designed with the demands of the modern game of golf in mind - with some in-built 'future proofing' measures.
- Designed to be built to sensible and realistic development budgets.
- Designed with the development of the local, national and international golf market in mind.
- Designed to be a well-integrated component of a leisure and commercial estate [where relevant].
- Designed and specified in accordance with current international good practice on environmental and safety issues.



Sustainability and Sound Environmental Practice

RJGD is committed to designing, developing and operating golf facilities that are sustainable and in compliance with recognised environmental good practice. Golf courses are subject to ever-increasing environmental scrutiny at all stages of planning, development and operation.

RJGD works in compliance with recognised environmental good practice, and actively encourages developers to adopt and implement environmental guidelines and policies as specified by bodies such as the Golf Environment Organisation and Audubon International.



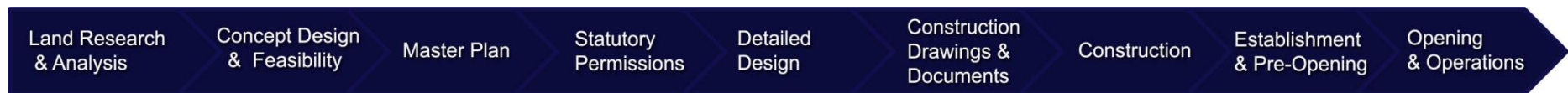
3.0 DESIGN SERVICES

Developing a golf facility is a defined process that requires a multi-disciplinary approach to achieve the aims and objectives of its developer, and the demands of the target market. There are different types of golf facility to consider, and there are also different types of golf developer. Whatever the project, and whoever the developer, the steps required to develop, establish and operate the facility are generally similar.

Straightforward and Understandable

At RGJD we endeavour to make the design process straightforward and understandable for our clients, whilst at the same time ensuring that all matters are identified, assessed and acted upon as required.

In the first instance we will happily discuss a potential project FREE OF CHARGE. If the client has already identified or acquired land, and has a site plan and some photographs, we will review these and offer a preliminary opinion on location, size and suitability based on the information provided - again this is FREE OF CHARGE.



- **Land Research & Analysis** - Carry out research on land boundaries, topography, soils, water, drainage, land use, accessibility, landscape, locally-available raw materials.
- **Concept Design / Design Feasibility** - Preliminary routing plans and site layouts to determine the potential of the site in design terms, and the potential to achieve the vision, aims and objectives of the developer.
- **Master Plan** - Develop the preliminary concepts - integrating with other projects elements, statutory requirements and technical issues to achieve a Master Plan. A Master Plan may also be used for obtaining development funding, as well as preliminary marketing and promotions.
- **Statutory Permissions** - Master Plan is submitted to the relevant authorities, together with all relevant supporting documentation to obtain the permissions and permits necessary. [the amount of information varies by country and by statutory authority].
- **Detailed Design** - Detailed drawings for all site works and golf course features.
- **Construction Drawings & Construction Documents** - Construction drawings, specifications, bills of quantity and documents for tender, negotiated contract or other form of agreement with contractors and sub-contractors.
- **Construction** - The actual construction of the golf course, associated golf facilities and related works.
- **Establishment & Pre-Opening** - Grow-in of the grass to a stage where it is mature enough to be opened for play. Installing signage, fixtures and fittings for opening.
- **Opening & Operations** - Day to day management and operation of the golf business in accordance with the developer's business strategy.



3.1 Master Planning



The Master Plan is probably the most significant plan of any golf -related development. It is the plan which determines the final siting and layout of the component parts of a development, and is quite often the plan used to obtain statutory permission for the project having had scaled golf course details and features added to the earlier, simpler, concept design plan.

The completion of the Master Plan enables more detailed cost estimates to be prepared which can enable developers to secure the necessary finance or investment to carry out the proposed development.

Full colour Master Plans are the first easily understood graphical representation of the proposed development. The plan can then be used for informing community or government officials, presenting to investors or financial institutions, and many other applications.

Marketing and PR activities may also begin upon completion of the Master Plan in order to start creating public awareness of the forthcoming development and its component parts, as well as initiating early sales campaigns.

When to get RJGD involved in the Master Plan

In a well organised project the Master Plan is a collaborative work of the golf course designer, master plan architect, buildings architect, engineer, environmental consultant and other specialists.

At other times, as golf courses designers, we are allocated areas of the development site in which to 'fit' the golf course. This approach usually misses the opportunity to properly integrate all of the relevant structural and infrastructural components, and in the case of residential development, misses the opportunity to maximise the number of premium-value golf view properties.

In preference, on projects where Roger Jones Golf Design is the 'lead' consultant, we can provide a concept Master Plan that optimises the development potential of the site both in golf terms and in terms of the location of the non-golf components. The input of other project specialists then validates the preliminary work of RJGD and adds detail to the non-golf components.



3.2 Golf Construction



RJGD recommends that golf courses and associated golf facilities are built to internationally recognised standards wherever possible. These include;

- Putting green surfaces constructed to the USGA recommendation, using the best locally-available raw materials. The availability and cost of suitable raw materials is researched during the preliminary design phases.
- Teeing areas constructed using a rootzone material overlying a drained subgrade.
- Fairways and roughs styled and grassed appropriate to the overall styling of a development.
- Grass for all areas of the golf course that is suitable to local climatic and agronomic conditions.

RJGD generally recommends that golf facility construction be carried out as a Tendered Contract, Negotiated Contract, or Direct Labour. The best approach varies from country to country depending on available resources and expertise.



3.3 Golf Development Cost Considerations

The development cost of a golf facility has many variables. These can include land acquisition and project permits; the extent and complexity of earthworks, drainage and irrigation; the local cost of raw materials and labour; professional fees; the cost of achieving the developer's vision; and the cost of ensuring that the finished product suits its target market.

The primary cost items in the development of a golf facility are as follows;

- Site clearance and preparation [removal of fences, hedges, existing herbage, scrub and debris, and stripping of topsoil]
- Earthworks [bulk earthworks - cut and fill, shaping of fairways, excavation of water lakes and ponds and other features]
- Shaping and forming of greens, teeing areas and bunkers
- Drainage and Irrigation system installations
- Topsoil re-spreading, cultivation and grassing
- Tree & Shrub Planting
- Paths, Bridges & Sundry features
- Establishment Costs [Grow-in of the course from seeding to opening, including personnel]
- Pre-opening costs including course furnishings & signage
- Development of golf maintenance complex [including machinery, tools, other equipment]
- Professional Fees [golf designer, agronomist, environmental advisor, engineering]

Other costs involved with any development include;

- Infrastructure [roads, drains, water, sewage treatment, electricity, telecommunications]
- Design, construction and fitting-out of clubhouse, car parking and other associated buildings
- Sales and marketing
- Pre-opening costs
- Professional and statutory fees [legal, financial, permits, architecture, engineering]

Note:

In recent years development costs have generally reduced. This fact, together with a wider realisation [amongst developers and the golf industry in general] that costs need to be reduced to ensure greater commercial viability and sustainability, and the more pro-active approach that is being taken to bringing more people into golf, means that now is actually a good time to be developing new golf facilities or upgrading existing ones.

RJGD provides development cost estimates at the earliest possible stage of a golf development project, and will update these at all stages of the design and construction phases.



3.4 Technical Services

All golf development projects need a range of technical design and construction services at different stages of the development process.

RJGD provides specialised technical services in conjunction with associates, or will advise on the most appropriate specialist for the technical service needed.

- **Agronomy and Turfgrass Services** - include site and soil investigations, laboratory analysis of soils and construction materials, and site-specific advice on soil handling and preparation, seeds and fertilisers.
- **Agronomy and Turfgrass Services** - also provide detailed and monitored programmes for the establishment [grow-in] of the grassed areas of the golf course after seeding.
- **Ecology and Environmental Services** - include Impact Assessments, Site Audits, and compilation of 'Consolidated Species Lists' (CSLs). Planting plans, specifications and management programmes identify ways to manage existing habitats, and create and manage new ones, interest and beauty, and ensure that the golf facilities and the surrounding landscape are wholly complementary to each other.
- **Hydrology and Irrigation Services** - carries out the research and analysis necessary to ensure that water can be made available, is of a useable quality, is stored correctly, and distributed efficiently through the irrigation system.
- **Cost Estimation and Project Management** - ensures that development budgets are set and adhered to at every stage of a project. RJGD provides accurate estimates of development cost through every stage of design and construction.



All projects are different and not every technical service will always be required or applicable. Where a client already has some or all of the technical service providers contracted, RJGD will work with these consultants.





Presentation Drawings & Visuals

The presentation of the design proposals for a golf facility always plays a pivotal role in the marketing and promotion of a development, whether to partners, investors and financiers, or potential members and users.

RJGD can provide high resolution presentational drawings for print and digital reproduction, and or work with other specialists in the production of such material.

Aerial Photographs & Surveys

Aerial photographs and surveys overlaid with golf course routing plans provide an easily understandable way in which the layout, scale and scope of a project can be viewed by stakeholders, investors and potential customers.



This type of presentation is invaluable for golf facility owners making changes to their existing facility and wishing to present the changes to members and other interested parties.

3D Computer-generated Visualisation Graphics

3D computer-generated flyovers prepared from the design drawings created by RJGD offer an effective and interesting medium for presenting the plans for a new golf course, associated golf facilities and other project elements. Flyovers give viewers a perspective on the shapes and features being created, and therefore a much better understanding of the finished product that can be expected.

Flyovers are very beneficial when presenting development plans to statutory bodies, particularly when a development is a new and innovative concept to a region or country, or when the impact of the golf facilities can be better explained and understood in a graphical format. They are also similarly beneficial for presentation to investors and financial institutions, or as part of a development's marketing strategy.



3.4 Advisory Services

Roger Jones Golf & Leisure Ltd is much more than just a golf course design practice. With our expertise, and our extensive golf industry experience, unlike many of our competitors, we offer a comprehensive golf business advisory service.

This includes services at both the development and operational end of the golf industry.

- Market Research
- Investment Opportunities & Analysis
- Feasibility Studies
- Strategic Planning
- Marketing
- Public Relations
- Project Management
- Operational Management
- Management Advice & Assistance
- Business Recovery
- Representation Services

Note:

Further details on the full range of Advisory Services for both golf development and golf operations can be found on our website;

www.rogerjonesgolf.com/advisory.html

or by requesting a copy of our Advisory Service Profile by phone or mail to roger@rogerjonesgolf.com

Golf Advisory Assignments

Our golf advisory assignments have included the preparation of a national golf development master plan for a country with only two existing golf facilities, but realising the long-term potential that golf can offer to its tourism economy.

This national master plan was a very detailed work which examined all areas of the golf industry and its implications on the specific country. The plan also identified land for potential golf and golf-related projects within the country, and determined a specification and process for the development and operation of these facilities that will create a sustainable golf industry that appeals to the domestic population as well as to the international golf tourism market.

Other past and current assignments include feasibility studies and business plans, marketing plans and provision of marketing materials, as well as advising on operational management strategy and issues.



4.0 Roger Jones - 30 years in golf and leisure - Career Profile

Roger Jones was born in Shropshire, UK in February 1963 and has spent his entire working career involved in the golf and leisure industry.

Having begun playing golf aged 10, Roger turned professional in 1981 but after four enjoyable years it was evident that he was not going to reach the level required to be a successful tournament playing professional. So he established RJ Golf Consultancy in the UK, specialising in the marketing and management of corporate golf events. Clients included local companies to blue chip plc's, and events included a national golf championship for The Caravan Club, and an annual programme of golf holidays for Touchstone Holidays. Other contracts included the establishment of a new golf facility near Paris, France, and as a consultant to Petron Golf Equipment, specialists in the manufacture and marketing of tailor-made golf equipment.



In 1989 he first became involved in golf course design and development consultancy with Chirk Golf & Country Club. In 1991 a contract for the design of an executive golf course at Gap of Dunloe, Killarney brought him to Ireland, and in 1992 Ireland became his new base.

Since 1992 Roger Jones has been involved in the design and establishment of golf courses in Ireland, UK, USA and around Europe. The development, pre-opening and post-opening phases of developments have given him with a broad knowledge and experience of not just the golf industry but also the wider leisure and tourism industry. Roger Jones Golf Design, and its associate GreenScape Consulting, is involved in projects internationally, including some projects outside the golf industry. These non-golf contracts have included work for hotels, leisure centres, visitor centres, as well as garden design and landscaping including television appearances.

Roger Jones Golf Design has won awards for its past work, including 'Best New Golf Club in Wales 2003 for Garnant Park Golf Club, and International Finalist in the Renovation of the Year 2008, a global competition promoted by Golf Inc magazine in the US, for the redesign and upgrade of Balcarrick Golf Club in Dublin, Ireland.

Over the years Roger has established sound and lasting relationships with many other specialists in the industry ranging from buildings architects to engineers, agronomists, ecologists, financial advisors, hotel consultants, construction companies, and many more. He has spoken at a number of industry conferences, written numerous articles and publications, and is a regular attendee at major industry events.

Copies of Roger's publication on golf development are available upon request, or can be downloaded from our website at www.rogerjonesgolf.com

In his leisure time Roger enjoys playing some golf, reading biographies and travel books, cookery, wine, gardening and travel.



5.0 PROJECTS

RJGD has been, or is currently, involved in a variety of projects in different countries around the world, with differing site and climatic conditions, for both private and public sector clients. Profiles on a selection of past and current projects is available at the end of this document or on our website - www.rogerjonesgolf.com

RJGD has also undertaken numerous feasibility studies and advisory assignments for clients. Sometimes the best advice to these clients was not to proceed with the proposed development.

6.0 DOING BUSINESS WITH RJGD - PROCESS, FEES, TERMS & CONDITIONS

The Process

As stated previously, in the first instance we will happily discuss a potential project FREE OF CHARGE. If the client has already identified or acquired land, and has a site plan and some photographs, we will review these and offer a preliminary opinion on location, size and suitability based on the information provided - again this is FREE OF CHARGE.

RJGD will then prepare a detailed service and fee proposal. This document will specify all phases and tasks that will be required to fulfil the requirements of the client and the project. Our client reviews this and either agrees or requests variations in the scope of the service. Once fully agreed we will send a copy of our standard service agreement for signature. Once signed, and the contract commencement fee has been received, the tasks specified in the first phase of the service and fee proposal will begin.

Fees

RJGD charges competitive fees, usually lump sum, but sometimes calculated as a percentage of the development cost agreed between the client and RJGD then converted to a lump sum. RJGD does not generally include the fees of other specialists and advisors in the fees charged unless a client specifically requests otherwise. Where a project requires the services of other advisors these can either be charged directly to the client, or added to the overall fees charged by RJGD.

Combining design and advisory services can offer clients a comprehensive and cost-effective solution to golf and leisure development.



8.0 CONTACT RJGD

Contact Roger Jones, or one of our associate offices or local representatives to discuss your project.

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