



PEBBLE BEACH MEETINGS®

UNLEASH THE HIDDEN POWER BEHIND WORLD-CLASS
GOLF EVENTS: AN INSIDER'S GUIDE TO ENGAGING YOUR
TOP CUSTOMERS AND PROSPECTS

PEBBLE BEACH

Your legendary meeting. Our legendary setting.

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GOLF EVENTS: AN INSIDER'S GUIDE TO ENGAGING YOUR
TOP CUSTOMERS AND PROSPECTS.

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THE WORLD OF SPORTS MARKETING

Sports marketing is a successful sales strategy and an important part of how business is done in America. From product logos on golf hats and NASCAR race cars, to player endorsements, product placement and title sponsorships, the opportunities are numerous and ever-growing. Front-row tickets and luxury boxes at sports events and VIP trips to the Super Bowl are sought-after opportunities for high-level customer entertaining. One thing is certain; the marriage of sports events with product sales, marketing, promotion and branding is permanently intertwined.

Event sponsorship is a highly targeted form of sports marketing. Sponsorship spending in North America has grown from \$16.5 billion in 2009 to \$18.9 billion in 2012, with nearly \$20 billion projected for 2013, according to IEG, a leading sponsorship consulting firm. Although sponsorship spending is typically less than 10% of total advertising expenditures, it is particularly effective. Sponsors leverage the passion and excitement of sports and the defined demographics that specific sports events attract, with corporate hospitality and the proven power of personal, one-on-one customer contacts.

There are so many sports and event marketing options available today that it is difficult to choose the best fit for each company, product and budget. In this crowded market, televised PGA Tour golf tournaments are a key link in the intrinsic relationship between golf and corporate America. Today, many companies use corporate hospitality at top-tier golf tournaments as a key strategy to build relationships with their top customers.

RELATIONSHIP MARKETING

Leading companies know that strong client relationships are the foundation for success. As the critical customer sales process has evolved, corporate hospitality has grown from the traditional customer entertainment model into sophisticated relationship marketing. High-profile golf events provide the relaxed, engaging environment to build these valuable client relationships. They also offer a wide, flexible range of corporate hospitality levels, participation and cost.

HOW DOES IT WORK?

Corporate sponsorship of a golf tournament is a specialized variation of doing business on the golf course, and for many companies, it is a key client acquisition and retention strategy. Golf events present a powerful opportunity to get to know your customer and build a strong personal connection. Event sponsorship and corporate hospitality are most effective when used strategically to achieve clear business objectives:

- Develop close relationships with key clients at high-value accounts.
- Increase market share, generate incremental revenue and bottom line profits.
- Build person-to-person trust and understanding of the customer and their needs.
- Build customer loyalty and develop referrals for additional business.
- Differentiate your company and build its brand.
- Make your top customers and employees feel valued and appreciated.



EVENT SPONSORSHIP TRENDS

Emphasis on Growth

Companies are focused again on increased sales and marketing to drive revenue growth. This is reflected in an increase in corporate hospitality events and attendance.

Perception is Critical

Companies remain sensitive to event optics. They want their marketing programs and customer events to be positive and productive. Programs must be targeted, generate tangible benefits and present a positive perception.

Focus on ROI

There is increased emphasis on event cost, incremental revenue and bottom line growth. All programs deliver good value, measurable results and a strong ROI.

Changing Business Dynamics

Companies have to do more with less today and time is a premium. Customers don't have as much time to attend supplier events. Single-day events in the local market are more attractive in today's business environment.

Increased Local/Regional Focus

The relationship marketing focus for major national golf tournaments has moved closer to the customer. The sales focus has shifted to more local and regional clients.

Changing Mix

The sponsor mix reflects changes in American business. The financial industry remains strong as service industries, including legal, consulting and accounting firms, are growing sponsor segments.

Increase in Small Company Sponsors

More small companies are sponsoring golf tournaments. They like the flexibility of the multiple, single-day sales opportunities that a tournament provides. This allows small companies to target customers in their local and regional markets.

"We bring our best customers to Pebble Beach regularly to say thank you and share an incredible golf experience. It's an event that everyone looks forward to and an important tool to build our customer relationships. But when we heard that the US Open Golf Championship is coming back to Pebble Beach in 2019, we committed right away so we wouldn't miss it."

Owner, Largest Independently Owned Car Wash Chain in California



THE GOLF MARKET

Golf has long been popular with corporate executives and business leaders. National television coverage of major golf tournaments attracts a loyal following of business-oriented viewers across the country. This is an excellent vehicle for advertisers to reach corporate decision makers and access to this important national audience.

Golf's corporate hospitality market, however, is primarily regional. Golf events draw most of their on-course gallery from a 200-mile radius. Typically a single day guest experience, most corporate clients can take a day away from the office to attend a tournament. That makes tournaments an ideal corporate hospitality venue to engage top customers in key regional markets.

"An invitation to attend the AT&T gets you in the door with the top decision makers. The event speaks for itself and you know the customer will accept the invitation."

Executive Vice President Multi-National Corporation; \$30 Billion in Annual Sales

COST-EFFECTIVE STRATEGY

Companies want accountability and positive results for their marketing investments. Corporate hospitality is designed to deliver measurable results and a compelling ROI. Based on the sales adage that 80 percent of the business is generated by 20 percent of the customers, event sponsorships provide a highly-targeted sales environment. The strong regional draw of golf tournaments provides a focused, efficient strategy to build relationships with high-value accounts in key markets.

Corporate hospitality at top golf tournaments is highly cost effective. Its built-in flexibility and measurement structure support a highly-targeted sale process:

- An invitation to a top-tier golf tournament is a great door-opener with clients.
- Sales history and account potential help sponsors prioritize accounts and guests.
- Tiered ticketing controls the events and activities guests can attend. This lets sponsors include different levels of customers in their tournament guest list.
- Sales people for sponsoring companies maximize their account coverage, hosting different customers each day over the course of a tournament.
- Top executives can meet and interact with their best clients at the event.
- Each sales person tracks the business booked from their clients throughout the year and can measure the revenue generated by their tournament guests.
- Proximity to market makes tournament sponsorship an easy and cost effective strategy, and sales tracking gives sponsors a clear, measurable event ROI.
- Sitting with the client in the hospitality chalet is the ideal place to close the deal.



“Our customer events at major golf tournaments are a big part of our marketing plan. As a software solutions provider, we developed our own sales automation program to track the revenue for each account and where each customer is in the buying process. This gives a clear read on the value and ROI for every customer in our sports marketing program.”

Sports Marketing Manager International Software Development Company

THE CUSTOMER EXPERIENCE

The color, excitement and intense competition of a top-tier PGA Tour event create an exceptional experience. Television camera cranes loom high above the course as they follow the leaders from hole to hole. Fans follow their favorite pros and get up-close to the players as they move around the course. The gallery lines the fairways and fills the stadium stands surrounding critical greens to watch the drama as the lead changes hands. The flow of the crowd, relentless pace of play and constantly changing leader board create a dynamic outdoor experience, enjoyable for golfers and non-golfers alike.

Luxury two-story hospitality chalets positioned on key holes along the tournament course are the center of corporate guest experience. Guests can follow play with the gallery, or watch as each foursome passes by from the comfort of their host's chalet. They enjoy an exciting day of championship golf, relaxation and a lunch or refreshment break with their host in the chalet, meeting other guests throughout the day. This is a true definition of quality face time!

The relaxed, informal atmosphere of a golf tournament adapts easily to fit the interests and preferences of any client, golfer or not. Compared to the static, seated environment of an NFL game, NBA game or other spectator sports events, golf tournaments provide an interactive, day-long experience. An active day following tournament play with a client encourages relaxed interaction and easy conversation. This builds the trust, communication and understanding that build strong business relationships.

“The whole atmosphere at the AT&T Pro-Am is casual and personal. It's different than sitting across the table in a conference room in a suit and tie. Sharing the experience blends the business relationship with friendship – and makes the business relationship much stronger.”

Chuck Dunbar, Head Professional, Pebble Beach Golf Links

LEGENDARY GOLF DESTINATION

San Francisco and Silicon Valley are famous as the home to many of the largest and fastest growing corporations in America. Leading financial, technology, social media, bio tech and other innovative companies call the Bay Area home. This is really a target-rich environment! The dramatic location of Pebble Beach Resorts overlooking the Pacific on the rugged Monterey Peninsula coast is the ideal site to access and attract the lucrative Northern California corporate market.



Entertaining clients at marquee golf events like the AT&T Pebble Beach National Pro-Am and the U.S. Open Championship adds a special, one-of-a-kind dimension to corporate hospitality. An icon in the exclusive world of competitive golf, the authentic allure of Pebble Beach makes it a bucket list destination for golfers everywhere. The matchless setting of Pebble Beach Golf Links and the Resort's other championship courses is fittingly famous, and the great battles for championships that took place on its grounds are simply legendary.

U.S. OPEN CHAMPIONSHIP

Through the years, the winners of the five U.S. Open Championships held at Pebble Beach include an impressive list of the greatest golfers of their respective eras. Jack Nicklaus won in 1972, followed by Tom Watson in 1982 and Tom Kite 1992. In 2000, Tiger Woods won the championship as the tournament returned to Pebble Beach to celebrate its 100th anniversary. Most recently, Gracie McDowell took the title in 2010. And now, Pebble Beach looks forward to the return of the U.S. Open in 2019, in celebration of the 100th anniversary of Pebble Beach Resorts.

Mimi Griffin has parlayed her life-long love for sports into a successful sports marketing career and has helped drive the remarkable growth in the industry. Since 1995, she has managed the corporate hospitality program for the U.S. Open Championship and gained a first-hand perspective on the exceptional benefits that golf tournament hospitality has to offer.

"The key is to create unparalleled experiences and a relaxed environment where event sponsors and their clients can get to know one another on a personal basis and build trust and communication. A high-level golf tournament is an ideal event to achieve just that experience."

Mimi Griffin, President, CEO and Founder of MSG Promotions, Inc.

AT&T PEBBLE BEACH NATIONAL PRO-AM

The AT&T Pebble Beach National Pro-Am is truly unique. Its rich and colorful history began in 1947 when crooner Bing Crosby brought a group of friends to Pebble Beach to start a golf tournament he famously christened the Crosby Clambake. Its colorful field of Hollywood celebrities, sports stars, PGA Tour Professionals and top amateurs made for a competitive field and a fun, often unpredictable show. Its spectacular oceanfront setting on Pebble Beach Golf Links, enthusiastic galleries and wide television audience gave it a special place in golf history.

Continuing today as the AT&T Pebble Beach National Pro-Am, the tournament carries on in Crosby's eclectic spirit. But it has also grown to attract many of the leaders of corporate America. Each year, top executives from the leading companies in the United States, and around the world, come to Pebble Beach Resorts for the annual golf, social and media ritual of the AT&T Pro-Am. When a company president or CEO is invited to play in the AT&T Pebble Beach National Pro-Am, they set the dates aside and pay their own expenses for the chance participate. Their wives and family often join when the destination is Pebble Beach.



“Corporate presidents and CEO’s will find a way to get there when they get the opportunity to play in the AT&T Pebble Beach National Pro-Am.”

Paul Spengler, Executive Vice President, Pebble Beach Company

CORPORATE HOSPITALITY

Corporate hospitality at the AT&T Pebble Beach National Pro-Am is one of the strongest customer relationship building opportunities available. Corporate sponsors return to Pebble Beach each year to entertain and share this unique experience with their best customers. These companies know how to structure their hospitality programs to maximize their benefits throughout the tournament. Here’s an example of how it typically breaks down.

For a sponsor, 25 percent of company’s tournament passes go to top national customers, many of whom are committed regulars and attend the AT&T Pro-Am every year. The other 75 percent go to regional clients and prospects that represent new business opportunities. Spending a day and entertaining a top customer at the AT&T is the perfect sales opportunity!

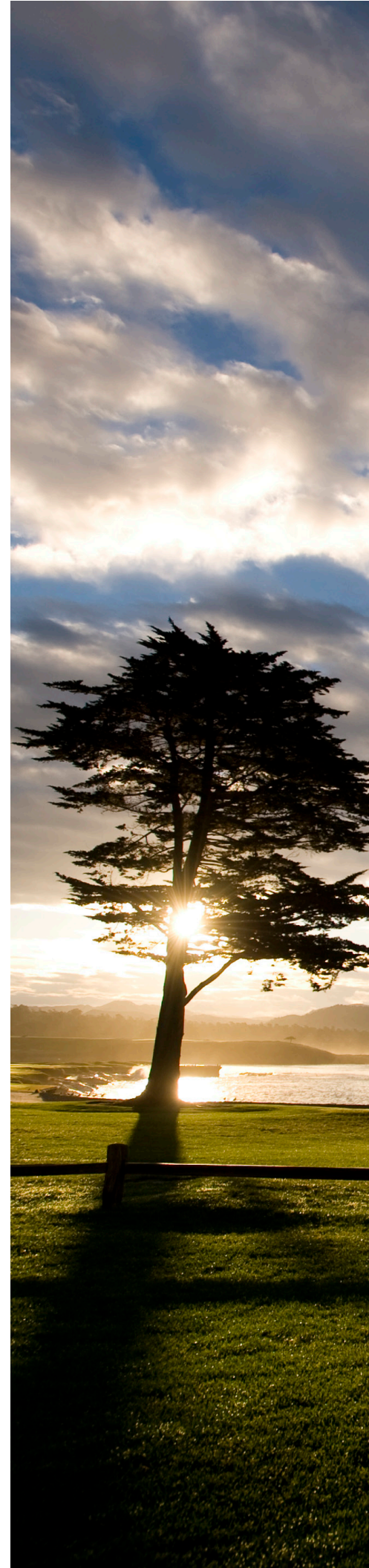
“Our hospitality chalet on the 18th fairway on Pebble Beach Golf Links for the AT&T Pebble Beach National Pro-Am drives a consistent ROI every year. You can bank on it.”

Industry Marketing Manager, Major International Technology Company

SPONSOR STRATEGIES

Based on years of experience with customer relationship marketing, here are some best practices and tricks-of-the-trade from experienced corporate sponsors of the AT&T Pebble Beach National Pro-Am and the U.S. Open Championship:

- Tailor corporate hospitality to targeted markets, accounts and customers.
- Work closely with your sales team to align sports marketing programs with their needs in the field and ensure a successful on-site experience for their customers.
- Set a selective customer invitation strategy for client events to ensure the best exposure and results.
- Use the selection criteria to target decision makers, at director level and above, particularly for the highest-demand days of the tournament.
- Have the sales team send personal invitations to the key clients they invite.
- Include top performers from your company in your tournament program to recognize and reward their efforts.
- Plan opportunities for executives at different levels in the company, from CEO to sales representatives, to interact with your best customers and top producers.
- Track account revenues against client ticket allocations to measure event ROI.



BRAND EXTENSION STRATEGIES

Major corporations also use golf tournament sponsorships as a strategic marketing platform to build their brands and promote their products. The AT&T Pebble Beach National Pro-Am leverages the power and appeal of Pebble Beach to create one-of-a-kind marketing opportunities. Sponsors access a wide range of exceptional B2B and B2C marketing options to tell their story, build their brand, interact with their clients and top performers and promote their community service and charitable programs.

The AT&T Pebble Beach National Pro-Am is the Resort's premier annual event and a high-visibility stage for the many companies that support it. They return each year because it's an important part of their marketing program and they know it works. A partial list of the tournament's corporate sponsors includes many of the best-known names in American business: AT&T, 3M, Charles Schwab, Chase, Chevron, Coca-Cola, Dell, Franklin Templeton, Hertz, IBM, Intel, Lexus, MDF, Met Life, PIMCO, Pricewaterhouse Coopers, SAS, and United Airlines.

Here are some examples of the imaginative and creative ways that several of these companies use the AT&T Pebble Beach National Pro-Am to promote their brands.

AT&T

As the tournament title sponsor, AT&T has developed a significant presence throughout the event and uses it as a powerful marketing platform to define and grow their brand.

- AT&T extends the visibility of its brand around the resort and onto the courses throughout the tournament.
- AT&T also promotes its "It Can Wait" effort to help end the deadly habit of texting while driving.
- AT&T showcases many of its innovative products and services at locations throughout the resort, including the AT&T Digital Clubhouse located on the triangle at Pebble Beach.

CBS

As the primary television network providing national coverage for the AT&T Pebble Beach National Pro-Am, CBS positions the event as a high-visibility platform to promote the network and its programming. Promotions for CBS shows air throughout the tournament coverage. Many of the network stars visit the telecast booth for on-air interviews during the event and some play in the tournament.

Chevron

Chevron uses their AT&T Pro-Am sponsorship to promote their STEM ZONE (Science, Technology, Engineering and Mathematics) program in support of youth education.

- Chevron uses sports to interest kids in these critical disciplines for the new economy. It employs interactive sports games and exhibits to demonstrate how the STEM skills apply to everyday life. It also shows their critical value for success in the information economy.
- The STEM ZONE program started with golf and has now been extended to a wide array of sports and major sports events.



Lexus

Lexus is the official automobile of Pebble Beach Resorts and it extends this partnership as a sponsor for the U.S. Open Championship to showcase their newest vehicles to their corporate guests and the gallery throughout the tournament.

- Lexus provides new cars for the players and emergency vehicles for tournament.
- Customers meet Lexus sponsored PGA Tour professionals: Peter Jacobsen, Ray Floyd and Johnny Miller
- Guest photo opportunities are provided with a Lexus professional golfer, the tournament trophy in front of Lexus vehicles.
- The Lexus hospitality pavilion is the ideal showcase for its new models.

SAS

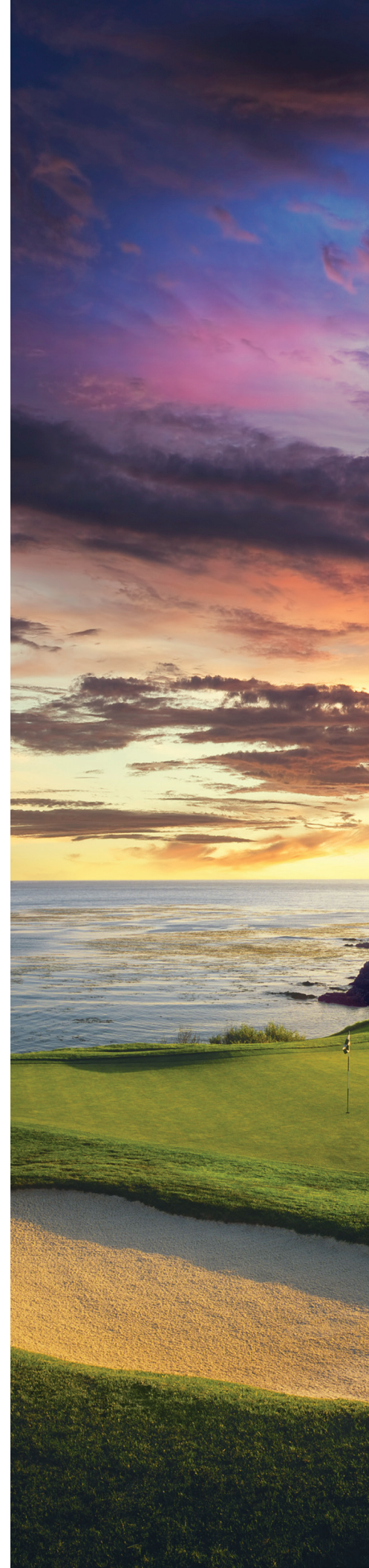
As a major business software solutions provider, SAS uses sports marketing extensively. Several years ago, they learned that PGA Tour events were particularly popular and effective with their customers. Based on this, SAS decided to create a major presence at three top-tier national tournaments, each in a key region of the country. Now, they kick off their annual series each February at the AT&T Pebble Beach National Pro-Am. In 2013, more than 650 SAS sales executives and their invited guests visited the SAS hospitality

STRATEGIC PARTNER

Competitive companies know that Pebble Beach Resorts is a committed and valuable marketing partner. It offers a wide variety of on-site opportunities and hospitality options to entertain customers and recognize and reward you top performers. The Resort's event planning team works closely with corporate sponsors to help them maximize their customer entertainment budgets and produce successful events. Pebble Beach Resorts is dedicated to helping event sponsors create exceptional experiences for their clients and achieve their business objectives.

"During dinner at Pebble Beach, our Chairman announced his intention to return with our top B2B customers for the upcoming U.S. Open Championship. In his mind, a handshake and toast with a senior Pebble Beach executive sealed the deal. That sent me into crisis mode. Sixty days later, we pulled off one of the best events of the year. I give a lot of credit to the USGA and Pebble Beach teams who made me look good."

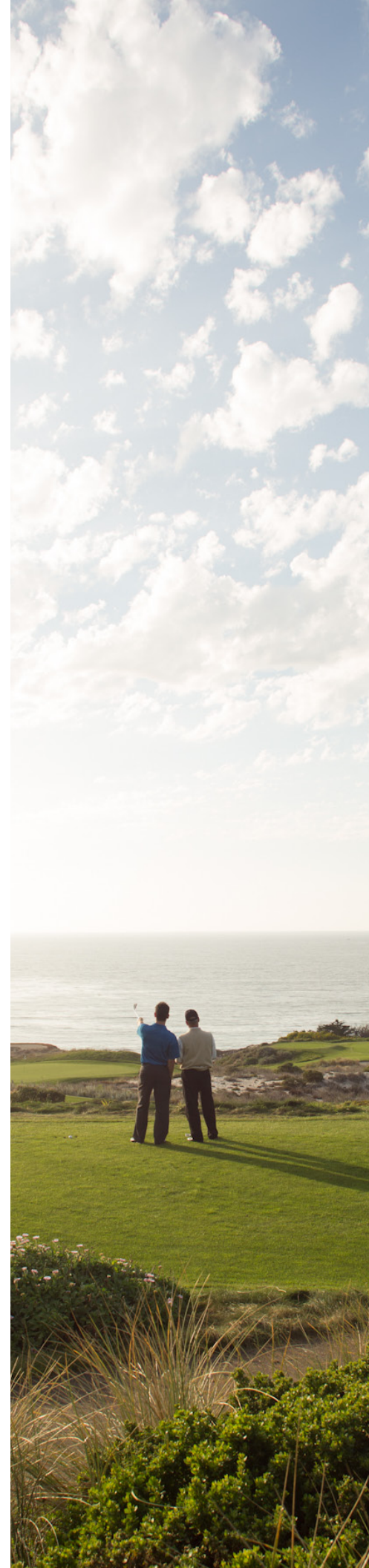
Director of Customer Experiences and Events, International Wireless Communication Corporation



A VALUED BUSINESS RELATIONSHIP

Successful companies stay with a winning strategy. Chevron has been meeting and entertaining its customers at Pebble Beach Resorts for years. 3M has been a sponsor of the Crosby and AT&T Pebble Beach National Pro-Am for four decades. They are just two of the many top companies and organizations that return again and again to Pebble Beach Resorts.

They return for an incomparable golf experience and to cross a life-long to-do off their bucket list. They return to meet with company leaders to plan, strategize and move their business forward. They return to celebrate important events, birthdays, marriages, successes and accomplishments. And they return to share a unique experience with a customer and build valuable relationships. Pebble Beach Resorts is a special place for the experiences of a lifetime.



Thank you for considering Pebble Beach Resorts.

To discuss how we can assist you, contact Tim Ryan, Vice President, Global Business Development at (831) 647-7406 or RyanT@PebbleBeach.com



Pebble Beach Resorts is in Del Monte Forest on the coast of California's Monterey Peninsula.

The Resort is 130 miles (209 km) south of San Francisco, 76 miles (122 km) south of San Jose and 330 miles (530 km) north of Los Angeles.



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