



## Case Study: Crystal Springs Resort

# Multi-Property Revenue Management Flows at Crystal Springs Resort

New Jersey's Crystal Springs Resort is a world-class resort that features six award-winning golf courses, a hotel, spa and eight restaurants. The resort's owners and staff had previously struggled with several separate financial and operational systems that weren't integrated and didn't provide the centralized reporting necessary for such a diverse, growing facility...then they decided to get Active.

### Expansion and Growth

Crystal Springs Resort is an ever-expanding success story. From their founding days as a pair of golf courses in 1991, the organization has expanded into six courses, a 53,000 square foot country club and 175 room hotel. While their ongoing growth has been incredibly positive, the resort's various disconnected point-of-sale (POS) systems and lack of centralized financials was an inconvenience to the staff, the accounting department and – most disconcertingly – members and customers. With their restaurants utilizing hospitality management software, their golf course using Active Network, Golf and their property and resort management system on a third software system, billing time resulted in complications for their accounting department and confusion for their customers.

"We have a membership base that enjoys charging privileges at our six golf courses," explains Art Walton, General Manager of Crystal Springs. "Whenever a member wanted to purchase something, there would have to be separate accounts at the various courses. That member could conceivably receive up to five statements from us. In addition to that, just to facilitate one statement per course, we needed to execute an end-of-the-month import feature where the restaurant charges were dumped into the golf charges, so that – for that particular course – a member would receive one consolidated statement. That was in addition to the four other possible statements they could receive from us."

### Integration and Simplification

Those problems became a thing of the past when Active Network – with significant involvement from Crystal Springs' management team – created a technology solution to integrate their food and beverage POS with Active's POS as well as their resort management software. By creating this open architecture, Crystal Springs' hotel and spa, six golf courses, five pro shops and eight restaurants can fluidly transfer data back and forth, allowing for a best-of-breed approach through their entire operations. "With Active Network," explains GM Walton, "we are able to bill each member to a single account number where all the activities throughout the resort are reflected on one single statement."

### Customer at a Glance

**Customer:** Crystal Springs Resort

**Solution:** GEN, ActiveGolf.com

**URL:** [www.CrystalGolfResort.com](http://www.CrystalGolfResort.com)

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One of the additional challenges on the resort side relates to the fact that this multi-property development has multiple owners. Active Network responded to that challenge by centralizing their accounts receivable in a manner that maintains a separate balance at each property. From a customer's perspective, the operations are totally seamless, all managed on one interface. For the resort, that translates into an enormous amount of time and money saved, not to mention a far cleaner accounting process. As a result, if a customer wants to purchase a round of golf, pay off their hotel room service and purchase a gift certificate for dinner at a resort restaurant, they can do that collectively in one transaction at a single POS kiosk.

"Absolutely I would recommend Active!"

– Art Walton, General Manager,  
Crystal Springs Resort



### Benefits of Information Gathering

GM Walton also appreciates the fact that by being able to view customers' activities throughout the resort via Active's solution, Crystal Springs has been able to execute a series of effective marketing plans based on those purchasing patterns; one of those campaigns includes a customer loyalty program. "We use the system to provide incentives to spend more money," explains Walton. "There is a restaurant 'store' set up behind the scenes where all the information is recorded; that information – the accumulation of transactions – reflects specific spending. It tallies what that person's restaurant charges are in Crystal Springs; when that spending gets to a certain level, there is an automatic discount that kicks in. So, if you're a member, you get a discount. If you're a member whose spending level has reached a certain threshold, a higher incremental discount shall apply. It will apply to each transaction so that really, there is no manual labor on the part of the restaurant staff; discounts are automatically generated per check. For those who have spent above the different thresholds, their discount will increase accordingly."

"The loyalty program is pretty modular," continues GM Walton. "You can easily have it resort-wide, per course, per restaurant, per certain member types... whatever you want to track, you can do. You just have to define your rules and your categories according to your specific numbers."

When any first-time golfer books a round at one of Crystal Springs' courses, the resort requires an email address to complete the process, allowing the organization to create targeted campaigns based on an individual golfer's spending habits. "We have over 100,000 email addresses," explains Walton. "Last year, we identified those who had not played here over a certain time frame that had previously played X number of times. That enabled us to identify who the defectors were...those who had played here before that weren't coming back. We sent a targeted email to those people inviting them back and giving them an offer; we had pretty good conversion on that. We also had another campaign that rewarded those who had played ten times last year...a reward for being such loyal customers. Those were two promotions that wouldn't have been produced had it not been for the system's ability to identify player frequency by a specific date range and by the number of times played."

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### Increasing Profits, Decreasing Costs

By implementing Active Network's golf course management system, Crystal Springs has saved thousands of dollars on their round bookings alone. According to Walton, more than \$1,000,000 worth of rounds at Crystal Springs – accounting for 170,000 rounds of golf in one year alone – have been booked either through ActiveGolf.com or via point-of-sale software at the resort.

“If there’s any way that you can tell if your software is providing, it is revenue to golf course operators. The tee times that have been driven to us – from the ActiveGolf.com website as well as through our own website – have been huge. Between the two, a tremendous amount of revenue has been produced. The argument for getting this product is probably best founded in revenue improvement.” Not only does ActiveGolf.com allow for 24/7 tee time booking, but the process can be done in a self-service capacity, allowing Crystal Springs to reduce staffing costs while earning more revenue. “Staffing in our reservations department has diminished. There is definitely a payroll savings; we’re probably looking at a couple thousand dollars a month.”



### The Benefits

Walton acknowledges that many of the day-to-day operations are somehow tied to Active Network, and that his enthusiasm allows him to recommend Active Network's software to any organization, especially multi-property development owners. “Absolutely, I would recommend it! If I were to summarize it, I'd have to begin with revenue generation: the ability to define and implement a marketing program based on utilization of the data and all the capabilities of the system. Then, there's the modular capabilities of the customer inventory systems where – on a multi-course level – you can consolidate locations into a single product. Ease of use needs to be mentioned as well, especially for the stand-alone operators.”

“The fact that it interfaces to a number of related hospitality and accounting software systems, that is powerful as well.” Looking forward, Walton is excited to continue to expand the resort and enhance the way that Crystal Springs uses Active Network software as well. “I'm very optimistic that we're going to be able to see growth in the software and be able to do even more with it.”

