

Tee Time: A Case Study on Sustainability Practices

Implemented at Pebble Beach Golf Links

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ABSTRACT

TEE TIME: A CASE STUDY ON SUSTAINABILITY PRACTICES

IMPLEMENTED AT PEBBLE BEACH GOLF LINKS

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In the 1990's, the golf industry was under fire from environmentalists for the use of natural resources and the creation of pollution. Therefore, golf courses began to implement and establish sustainability practices to generate ecofriendly courses. The purpose of this study was to examine the sustainability practices at Pebble Beach Golf Links. The researcher designed and utilized a best practices instrument to analyze the three pillars of sustainability, environmental, economic, and social, at Pebble Beach Golf Links. The study found that Pebble Beach effectively implemented sustainable practices within all three pillars of sustainability. Pebble Beach should continue to minimize environmental impacts the course may cause and stay connected socially and economically within the community through charity and local schools.

Keywords: sustainability, golf industry, Pebble Beach Golf Links, social, environmental, economical

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Chapter 1

INTRODUCTION AND REVIEW OF LITERATURE

Background of Study

News channels and social media outlets frequently discuss the prominent issues of climate change and warn society about the irreversible damage that pollution will cause. Many individuals are taking strides to minimize waste and lessen their impact on the environment in efforts to slow the damage. Large businesses and corporations need to implement sustainability efforts into their companies' values to generate a substantial impact on the environment.

To please consumers, businesses often follow sustainability trends in order to lessen the negative effects and waste they produce. The sports industry is beginning to adapt and follow trends of sustainability which plays an important role in the industry (Trendafilova et al., 2013). Sustainability is broken into three different pillars: environmental, economic, and social. Recently golf courses have moved toward the creation and implementation of more sustainable practices that use fewer resources and reduce large amounts of waste. Golf facilities use many different resources to run the course such as water and land, which causes controversy amongst the golf courses and environmentalists. The practice of sustainability in the golf industry is essential to please society and lessen the adverse effect it has on the environment. The purpose of this study was to analyze the sustainability measures employed by Pebble Beach Golf Links.

Review of Literature

Research for this review of literature was conducted virtually via Robert E. Kennedy Library on the campus of California Polytechnic State University, San Luis Obispo. In addition to online articles and other resources, the following online databases were utilized: Academic Search Premier, Business Source Premier, Google Scholar, and SPORTDiscus. This review of literature includes the following subsections: sustainability, sustainability in the sports industry, sustainability in the golf industry.

There are hundreds of different definitions for the complex concept of sustainability. Created in 1987, the most commonly used definition of sustainability was defined by the Brundtland Commission as “meeting the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987, p. 8). When people think of sustainability, most would think of the common saying “reduce, reuse, recycle,” but sustainability is more complex than that. Sustainability includes three different pillars: environmental, economic, and social.

The most known pillar of sustainability is environmental. Most people are familiar with simple changes, like recycling, cutting out single use plastics, or changing to a vegetarian diet to reduce their carbon footprint. All of these changes are part of the environmental dimension of sustainability. According to Baumgartner and Ebner (2010) environmental impacts are caused by resource use, emissions distributed into the air, pollution in water sources, and production of waste. These issues are the main focus for the adverse environmental impacts on the planet. Goodland and Daly (1996) suggested long ago that environmental sustainability will be easier to adjust to if approached sooner

than later. But that advice was not heeded, and the condition of the environment worsened, making it dire for corporations to act on lessening their environmental impact. The environment is impacted by almost everything humans do, which is why environmental sustainability is the most talked about pillar of sustainability, but each dimension is equally important.

The next pillar, economic sustainability, is defined as “‘maintenance of capital’, or keeping capital intact” (Goodland & Daly, 1996, p. 1003). To be economically sustainable, a company must have long-term capital that continues for generations. Economic sustainability is not always straightforward and is “often seen as a matter of intergenerational equity” (Anand & Sen, 2000, p. 2029). Specifically, it would not be economically sustainable for one generation to exploit all of the resources available to them, leaving the world unusable in the future. For years, decision-makers within businesses focused largely on the economic pillar of sustainability. Until recently, economic sustainability was the only dimension of sustainability that was actively addressed by businesses since it focuses on how much wealth a company has (Hutchins et al., 2019). Companies now realize that they cannot only consider economic sustainability to be successful.

The last pillar is social sustainability, which focuses on humans and the impressions people constitute within society. Social sustainability acknowledges people’s rights and addresses basic human needs. Examples of the social pillar of sustainability include “‘initiatives to promote diversity, protect human rights, reduce poverty, enhance workplace equity, and social justice” (Rusinko, 2010, p. 508). Social sustainability is the most difficult dimension to quantify compared to environmental and economic. Every

human on this planet has different needs to be met so the unique individuality of every human makes it difficult to quantify social sustainability. Consequently, social sustainability is the most overlooked element of the triple bottom line (McKenzie, 2004). The triple bottom line refers to the three pillars of sustainability. Social sustainability is important because it addresses human needs and builds stronger communities.

As a whole, sustainability plays a crucial role in the corporate world. For corporations to be successful, they must acknowledge and enforce all pillars of sustainability. According to Hengst et al., (2020) “Sustainability has become a strategic priority for many companies worldwide as consumers, shareholders, employees, and other stakeholders shape a normative context of increasing sustainability consciousness” (p. 246). Consumers are concerned now more than ever about how ethical companies are in regard to sustainability practices. To fully understand corporate sustainability all three dimensions should be considered, including how the company is impacted by them and the interrelations among them (Baumgartner & Ebner, 2010). For companies to keep loyal and happy customers, corporations must prioritize values of sustainability and prove that the company truly cares. Baumgartner & Ebner mentioned that in the past, the three pillars did not have equal representation, but now they are seen to be equally important. Corporations must recognize all three pillars to successfully reach the goal of sustainability.

The sports industry covers a wide variety of different sustainable needs. Professional sports teams and large sports venues have to consider sustainability on a large scale since the venue must be well maintained, waste must be disposed of properly, and utilities such as lights need to be used. Sports venues that are environmentally

conscious and meet all three aspects of the triple bottom line are more likely to positively impact the environment and how fans' view the team. Sport managers need to pay attention to environmental health because they are "dependent on the natural environment for existence, and long-term well-being of natural resources relies on sustainable consumption across all industries, including by sport" (McCullough et al., 2020, p. 393). Due to its reliance on the environment, the sports industry should be actively aware of the damage that could potentially be caused by the usage of natural resources and adopt less impactful ways of operating. For example, in the Philadelphia Eagles Go Green Initiative, the team installed 10,456 solar panels and 14 wind turbines, which allowed the team to power 100% of their operations with renewable energy from the sun and wind. The team also diverts 99% of waste that is generated from the stadium to the landfills (Philadelphia Eagles, 2020). Establishing a culture centralized around sustainability will dramatically lessen the impact on the environment and could encourage fans to partake in sustainable practices.

Professional sports players are role models to people of all ages. Accordingly, if the team and players care about the environment, the team's fans will too. This influence is an example of the social aspect of sustainability in the sports industry. Inoue and Kent (2012) found the environmental credibility of their favorite professional sports organization significantly had a positive correlation with fans' recycling behaviors in their daily lives. The sports industry can utilize this influence to encourage fans and players to make a beneficial impact on the environment.

The sports industry could economically benefit from implementing sustainable features to sport venues. Teams discovered that the cost savings of implementing

sustainable initiatives acted as “a major catalyst for the boom in sport organizations becoming more sustainable” (Greenhalgh & Drayer, 2020, p.122). These initiatives will make the team more profitable by decreasing expenses from unsustainable venue features such as non-LED lighting. Companies will be motivated to renovate and build more ecofriendly venues because in the long run considerable amounts of money will be saved.

Sport venues all utilize different resources to properly run its operations. Golf uses large amounts of land and resources to keep the courses running. According to Sooksomwaja et al. (2017) “there are a large number of people that have negative attitudes towards golf, believing golf destroys the environment” (p. 227). Due to use of land, water, and chemicals, environmental sustainability is the pillar that is most often discussed because environmentalists speak upon these issues rather than the other two pillars. Sewell (2019) writes about the environmental impacts that golf courses create:

Environmentalists argue that golf course land is not only a waste of space, but also harbors harmful impacts to the earth and environment, such as pesticide use.

This negative impact occurs by using large quantities of water and destroying habitats for wildlife species (p. 330).

Sustainable golf courses require “robust ecological awareness of golf course managers, but golf players must also have a pro-environmental behavior that is in line with this requirement” (López-Bonilla et al., 2020, p. 2). If players and venue managers are not environmentally aware, the course will not be sustainable. Players need to take care of the course as much as management does. The golf industry faces the threat of leisure players finding alternative activities to participate in because they are seeking a less impactful

sport (Han et al., 2016). Addressing the concerns of players and implementing change to generate an eco-friendly facility will motivate more people to participate in the game.

In the past few decades, golf courses have reduced chemical usage, designed less intrusive courses, and reused reclaimed water on courses. One of the main issue's environmentalists have with golf courses is the use of pesticides. While a chemical ban may not be an option, Millington and Wilson (2013) suggests that every golf course should be required to inform players and the public with a list of "ingredients" being used on the course through both their website and scorecard. The use of chemicals should be reduced and used efficiently. Selective chemical treatment narrows down the amount of chemicals used and eliminates unnecessary ones (Millington & Wilson). Without chemicals, golf courses would not be able to properly grow or function. A limit on the amount of chemicals sprayed can positively impact the environment.

The way a golf course is built can either greatly hinder the course, or help it be eco-friendlier. Sooksomwaja et al. (2017) set a standard for the three stages of management for an eco-friendly golf course: planning, design, and construction. Golf courses should consider these three standards to ensure ecosystems and natural resources are not disrupted. If a course is built with a poor drainage system this will increase the amount of water being used, destroy ecosystems, and attract large amounts of insects (Millington & Wilson, 2013). Proper drainage will help the course function in a sustainable manner. In order to keep golf a sport for generations, courses need to change the amount of impact they have on the environment.

Water consumption on golf courses is an unavoidable issue for golf facilities. There is a copious number of components on a golf course that need to be provided with

water. Though grass is one of the largest consumers of water, courses also need to supply water to ponds and lakes, the clubhouse, and other facilities on property. To avoid excessive water usage, “water resource management on golf courses must be planned and implemented considering at least water resource conservation, reclaimed water use, irrigation efficiency, adapted non-invasive grasses, lake management and wise use of fertilizers and pesticides” (Salgot et al., 2012, p. 397). There are many options to efficiently provide water to the entire course and not deplete the planet’s limited fresh water supply.

Golf courses largely impact the environment, but they also influence communities socially and economically. Golf is widely considered a sport of the privileged. Private golf courses create exclusivity based on economic status, which also affects the community socially. Completo and Gustav (2014) state that “concerning to the cultural community issues and golf there is a widespread interpretation that associates golf with social elite” (p. 145). There should not be hierarchical divisions within the sport based on wealth and social status. The leaders in the golf industry are “concerned with the long-term growth and survival of the game, particularly at the recreational level” (Rosselli & Singer, 2015, p. 44). The exclusivity of the sport limits the opportunities for lower class and underrepresented groups to participate.

Another unsustainable aspect of the golf industry is unequal representation between genders. Gender in the golf industry play a prominent role in leadership positions and players at the course. There is a lack of representation for women in the sports industry as a whole, but in golf especially. MacKinnon (2013) notes that “female attrition results in fewer role models and mentors for young women and a smaller pool of

female candidates for leadership positions, thus perpetuating a vicious cycle of underrepresentation” (p. 9). Young females do not have as many opportunities as males do to participate in golf. A critical best practice for golf courses is to promote the growth of women’s participation as it will increase both social and economic sustainability (MacKinnon). If golf is both socially and economically unsustainable this will deter players from the sport.

Pebble Beach Golf Course is one of the most prestigious and well-known golf courses in the world. As a highly reputable company, the course must follow sustainability practices and focus on the triple bottom line. The purpose of this study was to analyze the sustainability measures employed by Pebble Beach Golf Links.

Purpose of the Study

The purpose of this study was to analyze the sustainability measures employed by Pebble Beach Golf Links.

Research Questions

This study attempted to answer the following research questions:

1. What environmental sustainability practices are currently being utilized by Pebble Beach Golf Links?
2. What social sustainability practices are being employed at Pebble Beach Golf Links?
3. What economic sustainability measures are being implemented by Pebble Beach Golf Links?

4. How effective are the environmental sustainability practices that are currently being utilized by Pebble Beach Golf Links?
5. How effective are the social sustainability practices that are currently being utilized by Pebble Beach Golf Links?
6. How effective are the economic sustainability practices that are currently being utilized by Pebble Beach Golf Links?

Chapter 2

METHODS

The purpose of this study was to analyze the sustainability measures employed by Pebble Beach Golf Links. This chapter includes the following sections: description of organizations, description of instrument, and description of procedures.

Description of Organization

A case study was conducted on Pebble Beach Golf Links in Pebble Beach, California. Pebble Beach Golf Links is under the corporation of Pebble Beach Company. It is located on the Monterey Peninsula and has picturesque beaches, cliffs, and forests. The oceanside location in Northern California brings foggy mornings and an average of 60-71 degrees Fahrenheit year-round. Samuel F.B. Morse created Pebble Beach Golf Course in 1919, when he was challenged with making the area attractive to encourage real estate businesspeople to invest in it (Pebble Beach Golf Links, 2020). There have been six U.S Open Tournaments held at Pebble Beach, which is more than any other golf course has held in the last 50 years. Pebble Beach envisions to hold two more U.S. Opens in the next seven years. The highly awarded course has been named number one public golf course in America by GolfDigest since 2003, Golfweek's Best Resort Courses 2019, Golf Magazine Top 100 Courses You Can Play 2017, and Golf Magazine Number One Luxury Golf Resort in North America. Pebble Beach consists of an 18-hole golf course and is a par 72, with a yardage of 6,828. Starting April 1, 2021, the prices to play will be increased by \$25 per round. Until March 31, 2021 playing at the course averages around

\$550- 645. Pebble Beach Company employs over 1,800 people throughout the entire organization (Pebble Beach Golf Links, 2020).

Description of Instrument

The instrument utilized in this study was a case study guide developed by the researcher (see Appendix A). In the Review of Literature, the best practices for golf courses was described, following the three pillars of sustainability, which was used to create the instrument. The instrument used for research was a table in which the categories focused on the three pillars of sustainability: environmental, economic, and social. Included in the environmental sustainability section was water conservation, chemical use, ecosystems, golf ball pollution, and irrigation. Social sustainability focused on employee wages, opportunities for underrepresented groups, and equality between men and women. Price and charity work were considered under the economic section.

A pilot study was conducted by the researcher on Pasatiempo Golf Course in Santa Cruz, California. This course was chosen because it one of the best public golf courses in California and is similar to Pebble Beach in geographic location and caliber of the course. After conducting the pilot test, the researcher decided to change the pesticides column to chemical use to broaden the data gathered on all types of chemicals. A separate category for equality between men and women was added in addition to opportunities for underrepresented groups.

Description of Procedures

A case study was conducted on Pebble Beach Golf Links in Pebble Beach, California. The instrument utilized in this study was a case study guide developed by the researcher. During the two-week period of research, the researcher analyzed and evaluated data from the Pebble Beach Golf Links website. The study was conducted during the time period of October 12 to October 26, 2020. The sustainable strategies that Pebble Beach implements at the golf course were found by analyzing information on the company's website. The most prevalent data that was gathered consisted of qualitative data.

Chapter 3

PRESENTATION OF THE RESULTS

The purpose of this study was to analyze the sustainability measures employed by Pebble Beach Golf Links. A case study was utilized to examine Pebble Beach Golf Links. This chapter includes the following sections: environmental sustainability, economic sustainability, and social sustainability.

Environmental Sustainability

Pebble Beach Golf Links has implemented multiple conservation efforts under their Green Initiatives Program that includes water, ball recovery, nature, and energy. Pebble Beach Company is a sponsor of a \$67 Water Reclamation Project. This project converts wastewater into high-quality recycled water that is used to irrigate all the golf courses including Pebble Beach Golf Links. All potable water usage has been eliminated when watering the golf facilities. One hundred percent of the water used for irrigation is reclaimed water from the project. This has saved over 6.4 billion gallons of potable water since the program started in 1994. Golf course conditions are monitored by high tech computer systems and hand-held radio controls that maximize efficiency and water the course only when needed.

The second aspect that Pebble Beach Golf Links focuses on is chemical use. All golf facilities implemented advanced Spill Containment Systems and Chemical Storage Buildings. To ensure safety, Pebble Beach promotes proper chemical storage, handling,

and disposal by using advanced systems and storage areas. These three safety items are in act to avoid contamination of the environment.

Pebble Beach Golf Links has been designated as a Certified Audubon Cooperative Sanctuary by Audubon International. This means that the course advocates for ecologically sound land management and conserves natural resources among the course. In order to reach this certification, one must prove that they provide a high degree of environmental quality in numerous areas such as environmental planning, wildlife and habitat management, outreach and education, chemical use reduction and safety, and water conservation and management.

To reduce golf ball pollution, the course created contracts with research divers in multiple organizations including governmental and nongovernmental. These researchers collect golf balls, identify key locations that collection efforts should focus on, and discover factors that influence golf ball congregation. Outside of those organizations, private divers are hired to collect stray golf balls to eliminate pollution in the ocean. Staff and volunteers help collect golf balls regularly from both the shoreline and beaches around the course. To prevent intentional pollution, there is a policy in place that prohibits players from purposefully hitting golf balls into the ocean. Employees and caddies are informed of and trained on how to properly handle a situation in which they observe guests acting against policy.

In 2008, the energy-saving initiative started. By leveraging utility programs, Pebble Beach was able to reduce energy usage by 17%. In the maintenance facility storage unit, solar motion detector lights were installed that are designed to offset 73% of the building's annual electricity usage. The installation was a part of the Renewable

Energy Solar System Project that provides a 25-year carbon footprint reduction. The project is projected to save over \$900,000 in 25 years and reduces the amount of energy being used that 335 car produces annually.

Economic Sustainability

Pebble Beach charity work and prices of the course are the two factors that contribute to the economic sustainability of the course. As stated above, Pebble Beach has the Pebble Beach Company Foundation that donates money every year. At the annual AT&T Pebble Beach National Pro-Am Tournament, the course has raised over \$110 million for local charities since the tournament started in 1947. In 2013, the tournament generated 10 million dollars for charities in the Monterey area. Another large fundraiser is the Pebble Beach Concours d'Elegance, which consists of auto races and a classic car show. The Concours d'Elegance has raised over \$29 million that has helped over 10,000 children financially. Many other charity golf tournaments take place at Pebble Beach Golf Links including Nature Valley First Tee Open, Clay Walker Charity Classic, and The Marine Corps Scholarship Foundation.

The price to play Pebble Beach Golf Links is the highest in California, and one of the highest in the world. The prices vary based on if the player is a resort guest, hires a caddy, and cart rental fees. Resort guests are able to play the course for \$575 while non-resort guests must pay an extra cart fee of \$45 per person. The fee for a caddie is \$95 per bag, a single caddie fee is \$145, and \$45 per person for a forecaddie with a three-player minimum. These costs do not include gratuity rates. The recommended range for gratuity

rates is \$25-40 per bag for a forecaddie, \$55-80 per bag for a single caddie, and \$35-60 per bag for a double caddie.

Social Sustainability

Two ways that Pebble Beach Golf Links embodies social sustainability are employee treatment and opportunities for underrepresented groups. The company strives to treat employees well and create a work environment that exceeds expectations. Training is given to every employee when they begin their career with Pebble Beach. Employees are recognized for special efforts with honors such as employee of the month, are being paid competitive wages, and being given good benefits. To help not only employee's personally, but their family too, extensive health and life insurance are provided. These insurance policies provide access to the Health and Wellness Center and to physicians and the medical team. The work environment is both safe and enjoyable for employees through respect and fairness. However, the company is male dominated when it comes to top executives. Women do not have as much representation in the company with senior leadership positions.

Pebble Beach contributes to the community and helps underrepresented groups through the Pebble Beach Company Foundation. This foundation concentrates on providing Monterey County youth with educational opportunities and programs. Since 1975, this foundation has partnered with youth-focused nonprofit organizations to create equal education opportunities throughout the area. Equal opportunities in education provide brighter futures for members of the organization. The foundation has provided grants to nonprofit organizations that focus and exceed in arts, education, culture,

environment, literacy, science, sports, and community programs. More than nine million dollars of financial support have been given to tens of thousands of children since its start 45 years ago.

Chapter 4

DISCUSSION AND CONCLUSIONS

There are numerous sustainable practices that companies have implemented over the years as sustainability efforts have gained popularity and awareness. Pebble Beach Golf Links has implemented and executed many sustainability practices throughout the golf course venue. This concluding chapter includes the following: a discussion of the findings, limitations of the research, conclusions based on research questions, and recommendations for the future.

Discussion

When focusing on the environmental side of sustainability, there are efforts continuously made to reduce Pebble Beach's carbon footprint. Pebble Beach Golf Links has put in place practices that diminish the adverse impacts golf courses could have on the environment. Hengst et al. (2010) stated that companies prioritize sustainability since consumers, shareholders, and employees are more conscious of sustainable practices. Employees at Pebble Beach engage in beach clean-ups, and actively participate to keep the beaches free of golf balls, and other trash the course may cause. The employees' consciousness and efforts demonstrate that they too care for the environment as well as the company. This shows the local community that Pebble Beach takes responsibility for its actions that could be a detriment to the environment and tries to mitigate potential damages.

The multifaceted Green Initiatives Program of environmental sustainability covers all possible impacts the golf course could have on the environment. The Green Initiatives Program is the overarching program that encompasses all aspects of course sustainability including water, chemicals, energy, pollution, and ecosystems. Due to the success of the Green Initiatives program, Pebble Beach has received many sustainability awards and displays these recognitions on the website to keep consumers aware of how the company practices environmental sustainability. Out of the three pillars of sustainability (environmental, economic, and social), companies tend to focus predominantly on the environmental pillar (Goodland & Daly, 1996). Pebble Beach promotes environmental programs on the company website while the other pillars are overlooked.

Golf can significantly impact the environment if courses do not follow certain practices. Pebble Beach has implemented water and nature programs to lessen environmental repercussions. Sewell (2019) wrote concerns about how some golf courses benefit from using large quantities of water and destroying wildlife habitats. Pebble Beach ensures the course has minimal water usage and waters the course with 100% reclaimed wastewater. The elimination of potable water use on the course has saved over six billion gallons of drinking water in the community.

Pebble Beach Golf Links has proven habitats on site are protected and kept safe through the nature programs and a certification through Audubon Cooperative Sanctuary. The course established a program to educate community members on how to take care of ecosystems in the local area. Education programs overlap into the social pillar of sustainability as it engages the community and promotes the importance of taking care of where people live.

Pebble Beach not only keeps themselves accountable, but also players, by establishing policies that golfers are required to follow to not harm the environment. According to López-Bonilla et al. (2020), players must be consciously aware of the impact they may have on the environment for a course to achieve environmental sustainability. Players must be cognizant of the potential damages they can cause to the environment while playing golf otherwise there will be a larger amount of pollution which is detrimental to the course. If players are not aware of the effects golf balls can have in the ocean, for example, they will be more likely to hit balls into the ocean for fun. Pebble Beach takes responsibility and informs golfers of ways they can lessen their impact on the course. All golf courses should have programs that protect the environment through water conservation, protection of ecosystems, and education. Pebble Beach should continue to utilize the Green Initiative program and adapt to trends as they continue to change.

Because it is one of the most expensive golf courses in the world, playing at Pebble Beach is not economically feasible for many. Golf is considered an elite sport due to its prestige and the perception of the wealth surrounding the sport (Completo & Gustav, 2014). If Pebble Beach lowered the price to play, it would change players' perspective of one of the most prestigious courses in the world. At Pebble Beach, a player receives what they pay for, which is a luxury experience.

Due to a decrease in participation, many people believe that golf is a dying sport. It is not economically feasible for a large number of people as the cost of living continues to increase, and parents have to worry about the finances of taking care of their children. Courses need to attract a younger crowd to create long-term economic stability. Rosselli

and Singer (2015) are concerned with the long-term growth and survival of the sport. Underrepresented groups and less economically comfortable citizens are not able to participate in the sport due to financial stress, and the younger generation is not as interested in the game. Without the younger generation and minorities involvement with the game, the number of people playing will continue to decrease. During the off-season, if there is a lull in scheduled tee times, the course could incorporate a discount day. On these days, children could play for free or have a discounted rate with a paying adult. This would encourage family connections and drive business on days that would not have as many customers. Pebble Beach could incorporate a program for community members who are in the lower income bracket to encourage that demographic to participate in golf.

Economically, the course contributes a large amount of money to charities and provides a space to hold tournaments to raise money for different organizations. Charitable donations connect to the community and create relationships that will build intergenerational economic capital in the future. To be economically stable, the company capital must be intergenerational and long-term (Anand & Sen, 2000). Pebble Beach can use connections made through charity events to help build long-term stability by gaining loyal customers and players.

The Green Initiative Programs provides mostly environmental sustainability, but slightly contributes to economic factors at the course. Environmental sustainability practices lead to the company saving money in the long run. Upfront financial costs may deter companies from instituting changes, but it will financially help the company in the

future with both cost savings and resource allocations. The energy and water programs installed at Pebble Beach have saved both money and natural resources in the long run.

Socially, Pebble Beach effectively connects with the community in Monterey County and around the Pebble Beach Area. The company is not solely focused on making donations to those who need it, but they provide educational opportunities that help students succeed through grants, scholarships, and support at local schools. By supporting local students and schools, Pebble Beach provides educational opportunities for students that would otherwise not be available. Education helps children grow and learn, and without it people do not have as many opportunities open to them. By providing education to children, the company helps prepare them for their future and set them up to be successful in life. In a company, social sustainability should promote equity and reduce poverty in the area (Rusinko, 2010). Through charity and educational opportunities, Pebble Beach aims to combat poverty in the Monterey County area.

Within the company, employees are treated fairly and given good benefits that help support them and their families. Overall, the company culture and environment are inclusive and supports their staff through good pay, benefits, and other aid when needed. One aspect of social sustainability that the company lacks is equal representation. The website shows that most of the senior leadership positions are held by men. Women have little representation in the golf industry as a whole. MacKinnon (2013) discussed the lack of opportunities available for young females in the golf industry, which contributes to male domination in the industry. Females are less likely to participate in golf because most mentors and role models are males, which may lead to fewer women having interest in the pursuit of a career within the golf industry because of the imbalanced gender roles.

Pebble Beach may not have control the golf industry as a whole, but more women should be hired to provide diversity, a different outlook, and perspective on the course.

Several limitations may have impacted the results of this study. First, all information gathered was from online databases. These databases could have been biased with the articles they had available to readers and showed information that would create a favorable public image. Interviewing employees at Pebble Beach Golf Links could have reduced potential bias. Secondly, the researcher has a background in both playing golf and working in the industry. The knowledge the researcher has acquired from previous experiences could have caused bias in the study. As a woman researcher bias may have formed around women's involvement within the industry. A research question that could be further looked into is why women are less likely to be involved with the golf industry. Lastly, the researcher knows employees within the company and has attended multiple events at Pebble Beach Golf Links that could lead to a subconscious bias to portray the company favorably. The researcher has seen some of the sustainability practices in place at Pebble Beach Golf Links through a large event and day-to-day operations. These limitations could have potentially led to biases within the study, but the researcher made sure to examine the data objectively. Further research on this study can limit bias within the study even more.

The study analyzed the sustainability strategies at Pebble Beach Golf Links. As new knowledge and trends change as time goes on, Pebble Beach Golf Links will have to adapt and implement new sustainability practices. Pebble Beach Golf Links has successfully implemented practices for the three pillars of sustainability at its facilities. Environmental sustainability was the most prominent focus of the course. There are

detailed programs put in place to mitigate possible pollution to the planet. The local community is supported in various ways whether it be beach cleanups, charity events, and support for schools and underrepresented youth.

Conclusions

Based on the findings of this study, the following conclusions are drawn:

1. Pebble Beach Golf Links has created an effective Green Initiative Program that serves as the foundation for an environmentally efficient course that has as little of impact on the environment as possible.
2. Pebble Beach Golf Links supports the local community by providing educational opportunities and has created an inclusive company culture to promote wellbeing of employees.
3. Pebble Beach Golf Links is an expensive course but gives back to charities and the local community.
4. Players are encouraged to follow policy when it comes to not damaging the course, people are educated on the local ecosystems and wildlife, and the course has a proficient Green Initiative Program in place.
5. By providing educational opportunities for underrepresented youth, thousands of children's lives are changed for the better, and the inclusive company culture demonstrates the company cares about the wellbeing of employees.

6. Although Pebble Beach Golf Links is an expensive course, it is are a large contributor to local charities and donates millions of dollars through donations, scholarships, and grants.

Recommendations

Based on the conclusions of this study, the following recommendations are made:

1. Golf courses should stay aware of their individual impact they have in each aspect of the sustainability pillars, and act on becoming a well-rounded company by incorporating the pillars.
2. Pebble Beach Golf Links should continue their current environmental programs and continue to grow and improve the golf course facilities to lessen environmental impacts as much as possible.
3. Pebble Beach Golf Links should be more transparent with who works at the company and provide an organizational chart.
4. During the off-season Pebble Beach Golf Links should implement a discount or deal to promote the younger generation to play, and therefore create more customer traffic by encouraging family time.
5. Further research should be gathered on social sustainability and why women are not as prominently involved in the golf industry.

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APPENDIXES

Appendix A
Instrument

Area of Operation	Description of Operation	Comments
Environmental Sustainability		
Water Conservation		
Chemical Use		
Ecosystems (Wildlife Management)		
Irrigation		
Golf Ball Pollution		
Social Sustainability		
Employee Wages		
Opportunities for Underrepresented Groups		
Equality Between Men and Women		
Economic Sustainability		
Charity Work		
Price		