



## Callaway Golf Chief Doles Advice to Area Businesses

### Head of One of San Diego's Corporate Success Stories Shares His Philosophy on Transitioning from a 'Big, Small Company' to a 'Small, Big Company' at TiE San Diego's March Event

SAN DIEGO, Mar 31, 2003 (BUSINESS WIRE) -- Callaway Golf's Ron Drapeau drew a large crowd of golf aficionados and business types to this month's TiE San Diego event, eager to listen to the philosophies and business practices he attributes to the company's success in its chosen market. The Carlsbad company is the world's largest manufacturer of premium golf clubs and maker of golf balls and putters, outpacing competitors with the highest shipping volumes and the highest-priced products.

The company prides itself on a strong commitment to quality products and outservicing the competition. "Some of our competitors rely solely on marketing, outsourcing nearly everything they sell," said Drapeau. "We are a product company that focuses on satisfying average golfers around the world by making golf products that are truly superior to those of our competition."

Drapeau shared sound business advice with the audience in the areas of corporate strategy, organizational management and global distribution, applicable across a broad spectrum of businesses striving to grow their companies from the entrepreneurial stage to market leadership positions. A strong proponent of "Dialogue -- Not Monologue" as a business communications maxim, he shared the four basic goals his company has developed and adhered to as it has transitioned from being a 'big, small company' to a 'small, big company':

1. **Product Leadership** -- Develop the best products possible. Lead the market, don't follow it, and vigorously protect intellectual property.
2. **Organizational Effectiveness** -- Be prepared to make tough personnel changes when the company has outgrown its management's skill set and capabilities.
3. **Increased Profitability** -- Take a short and long term view of increasing profitability and be smart about where to spend money.
4. **Brand Integrity and Recognition** -- Never sacrifice brand integrity for market share.

Drapeau advised entrepreneurs to develop a strategic growth plan, communicate it, align management to it, then develop and implement a reward structure for those that meet their objectives. He emphasized the need to align management and corporate culture to the plan, versus trying to develop a plan that would fit the existing management.

"Set your corporate sights high," he concluded, "think about being world-class, not just best of class."

TiE San Diego features distinguished business leaders from around the country at its monthly networking meetings. Marshall Goldsmith, a.k.a. 'The CEO Coach,' a world-renowned executive coach, lecturer and best-selling author, will headline TiE's next event held on Tuesday, April 22, 2003 at 6 p.m. at the La Jolla Women's Club, located at 715 Silverado Street, in La Jolla, CA 92037. The event is open to the public and is \$45 for Non TiE Members, \$35 for TiE Members, and \$20 for Students (ID required). Pre-register at [www.tiesandiego.org](http://www.tiesandiego.org) or by calling 858/603-2656.

ABOUT TIE SAN DIEGO

TiE -- which stands for 'The IndUS Entrepreneurs' and represents 'Talent, Ideas and Enterprise' -- is a global, non-profit, entrepreneur networking organization. With over 8,000 members in 36 chapters worldwide, TiE members have created companies that account for over \$235 billion in market value, according to Fortune Magazine. Its 200 Charter members alone have invested at least \$100 million personally in young companies, paving the way for another \$400 million in venture investment. TiE San Diego's objective is to provide successful role models, inspiration, education and mentorship opportunities for the San Diego business community. [www.tiesandiego.org](http://www.tiesandiego.org)

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