

Grading Scale: If your response was in **RED** response – yikes! University; **yellow** – free pass, **green** - help me teach the class: – you are awesome!



The Business of Golf

A Strategic Planning Survey: The Preliminary Results

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The Purpose of the Survey

This survey was prepared as an integral component for a dissertation leading to a Ed.D. in Professional Golf Management. The survey was organized into four sections:

- Type of facility respondent operates and the key associated benchmarks
- Strategic
- Tactical
- Operational

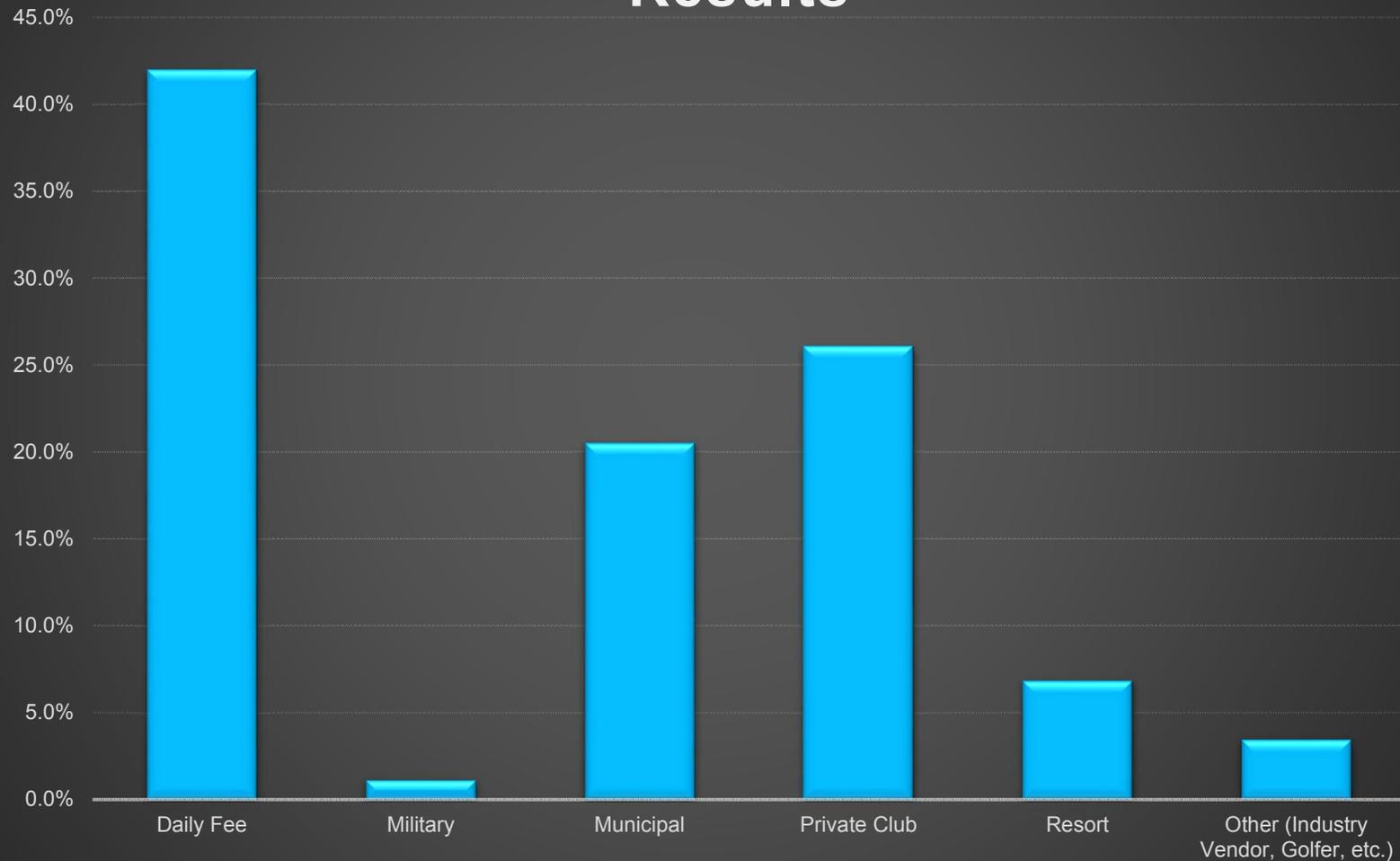
We believe the questions provide insights as to how to best manage a golf course to ensure value is created for the golfer on a foundation that optimizes the financial performance of a golf course.

For the strategic, tactical and operational questions (slide 9 and beyond), we have identified what we believe is the best answer to achieve that goal using the following “grading scheme” – **red**: poor choice, **yellow**: adequate, **green**: optimum.

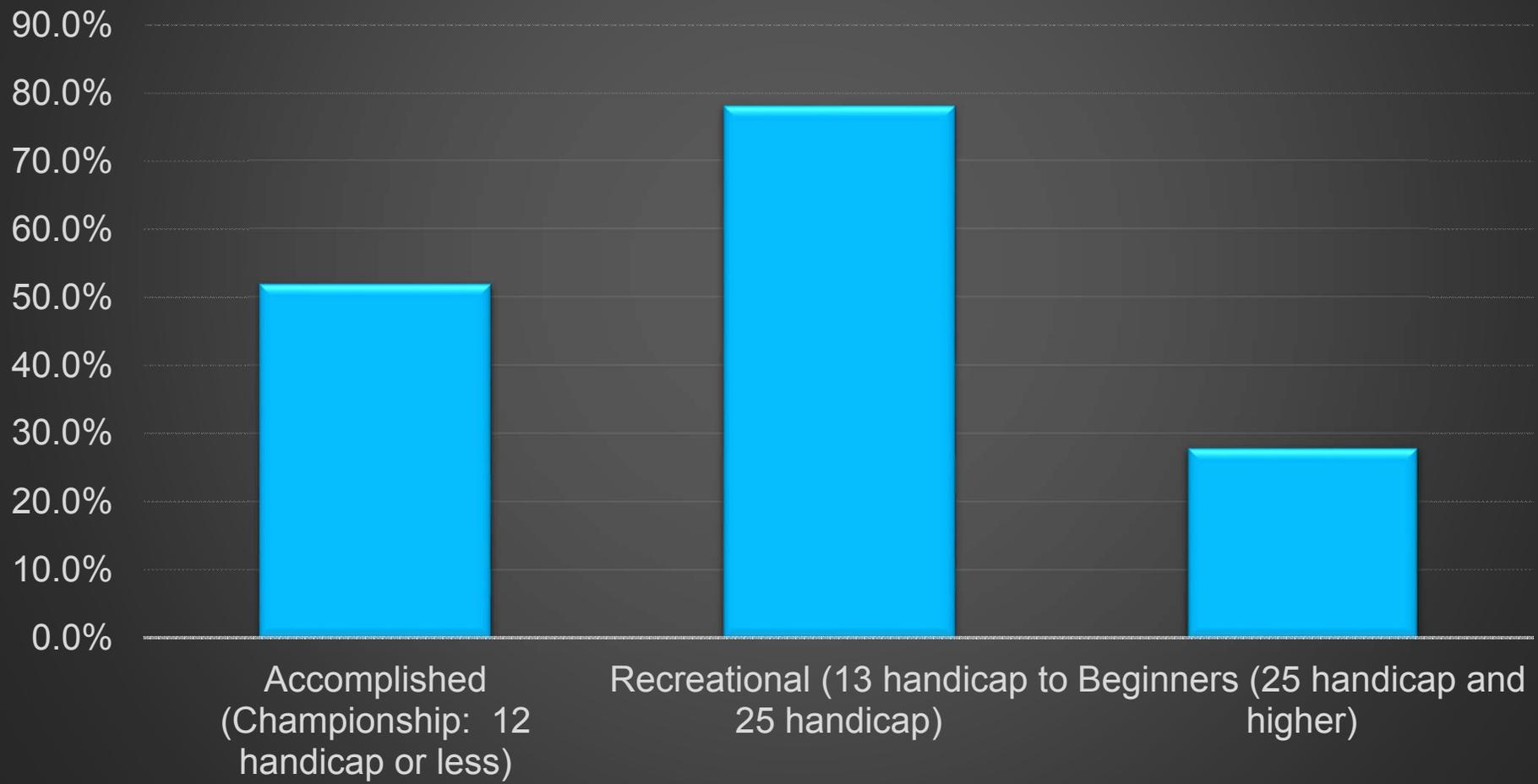
If you find that you have selected a lot of questions marked in **red**, we recommend enrolling in the Fall webinar series on the “Business of Golf.” We assure that if you attend the classes, complete the exercises and implement the suggested business practices, your net income will increase in 2015.

J. J. Keegan, Managing Principal
Golf Convergence

What type of golf course do you operate? Responses from **Other** Eliminated from Results

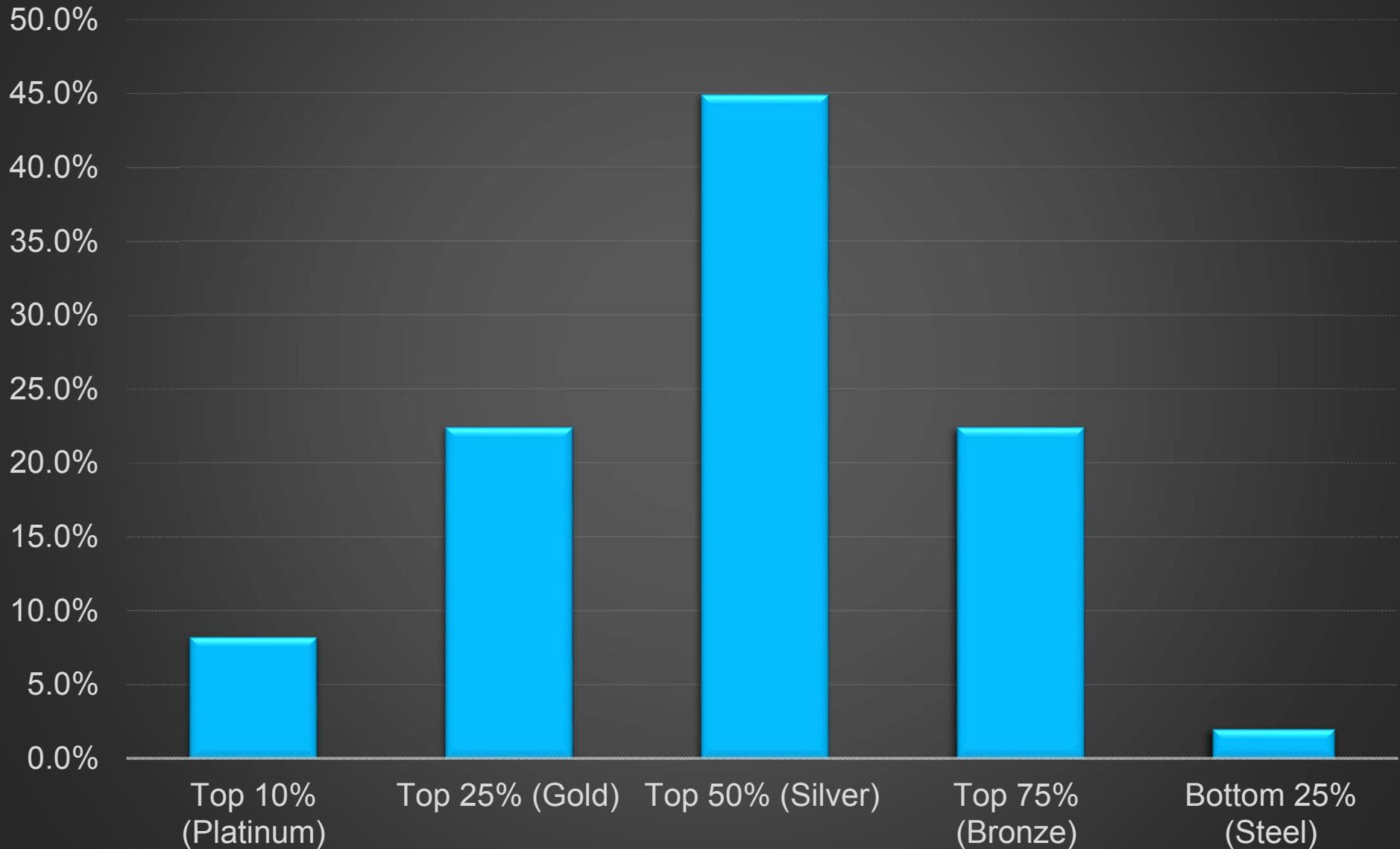


What Level of Playing Ability Does Is Your Course Designed for?



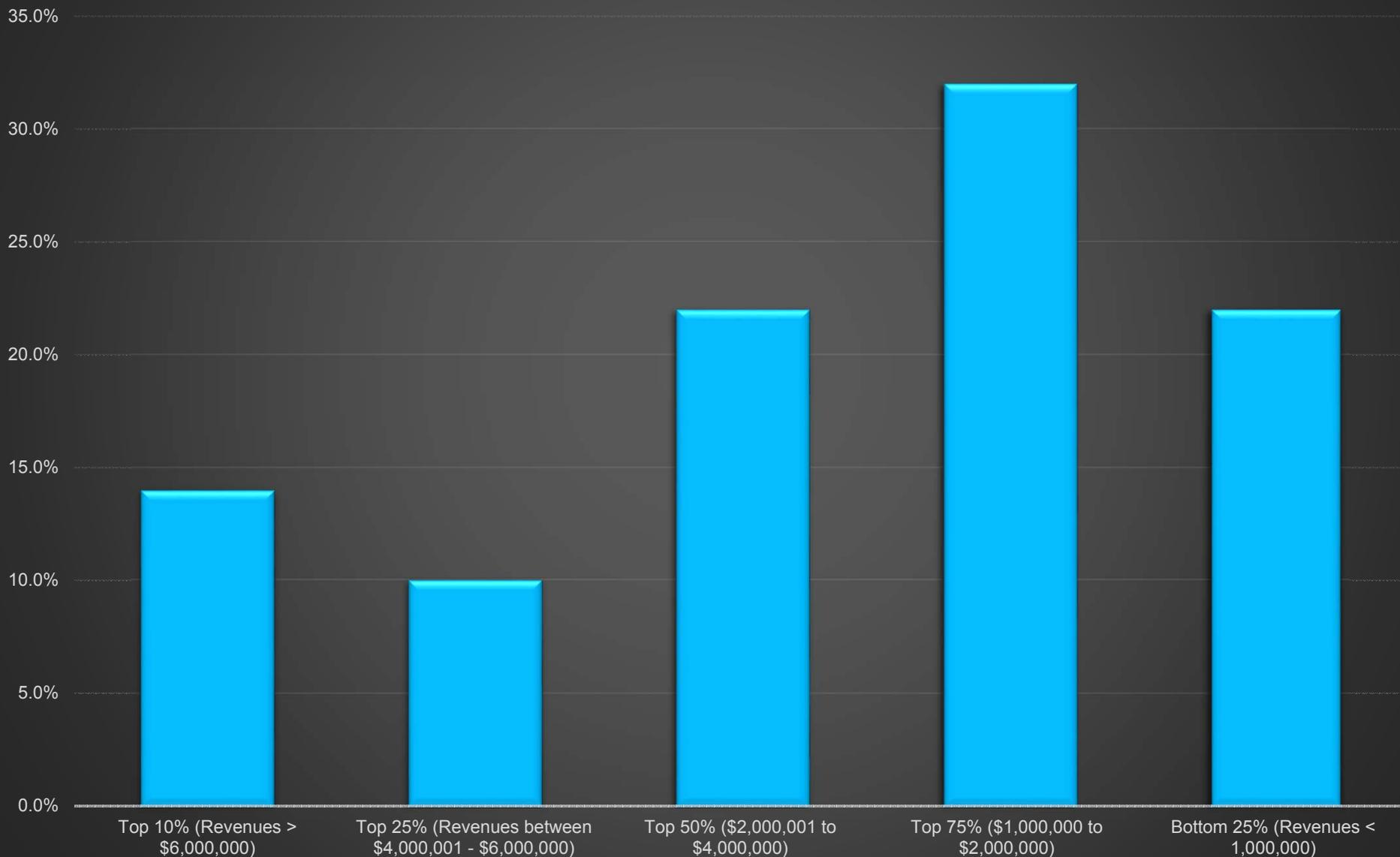
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What market segment does your facility target?



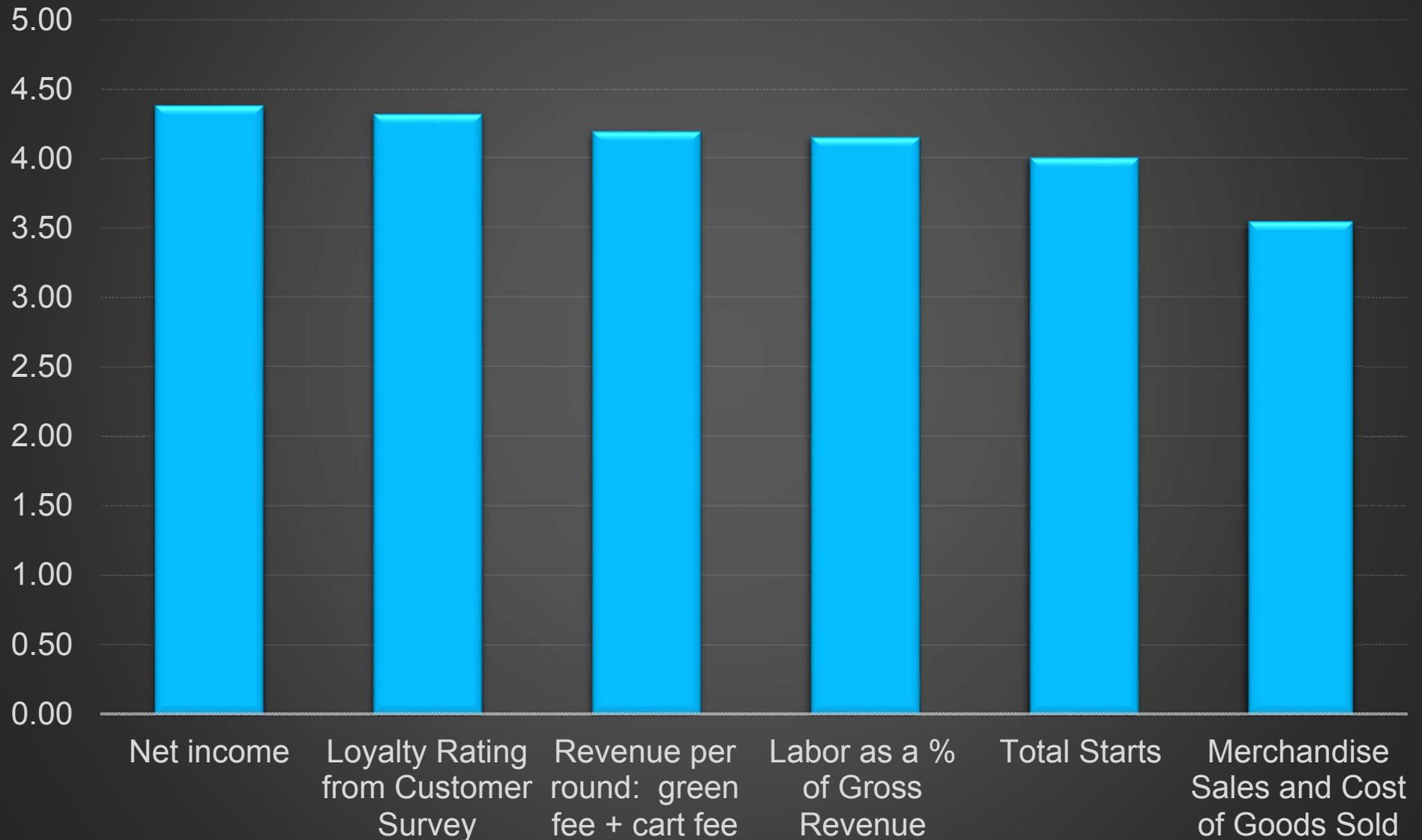
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What market segment does your facility achieve?

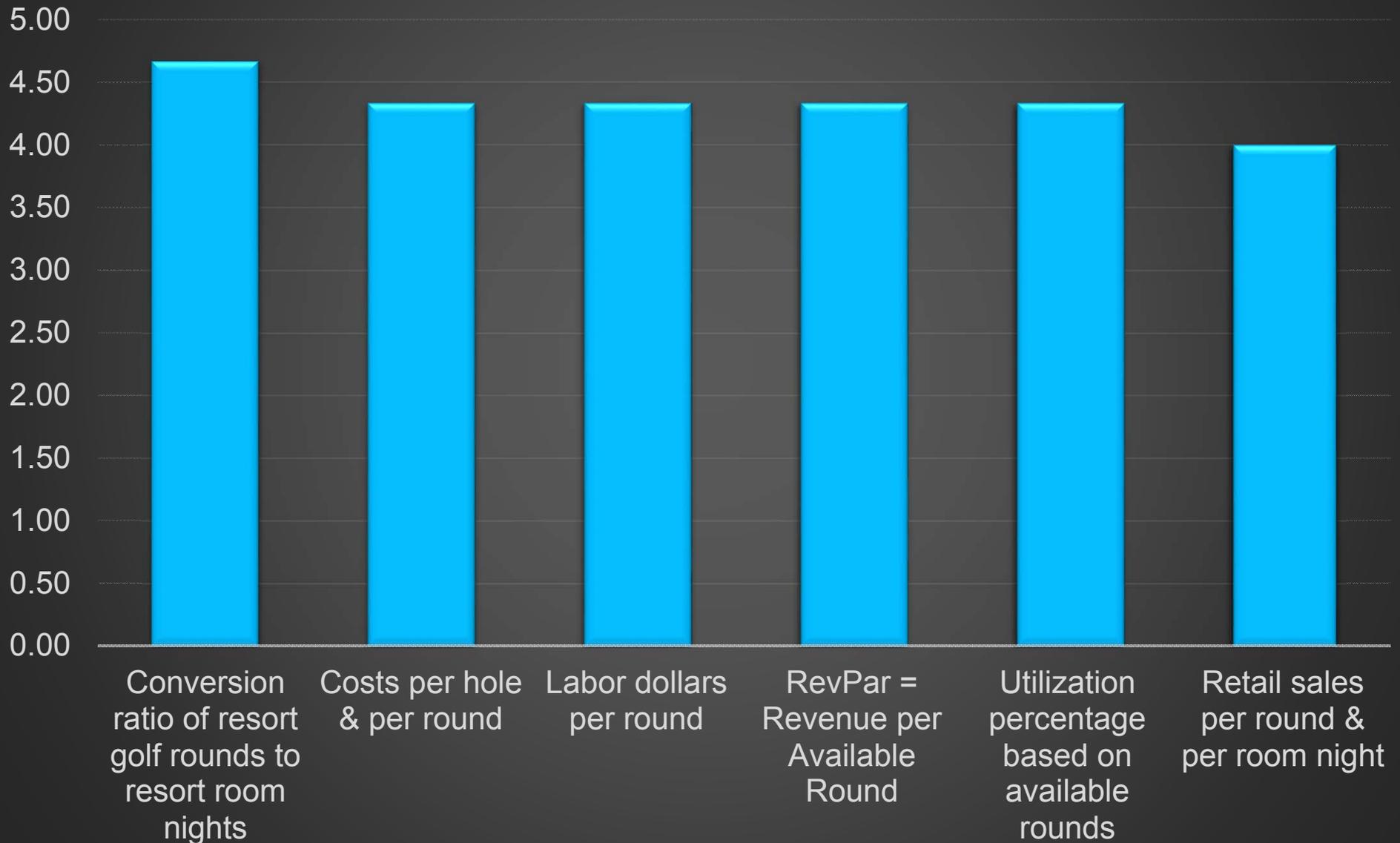


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Important Benchmarks for Municipal Golf Courses

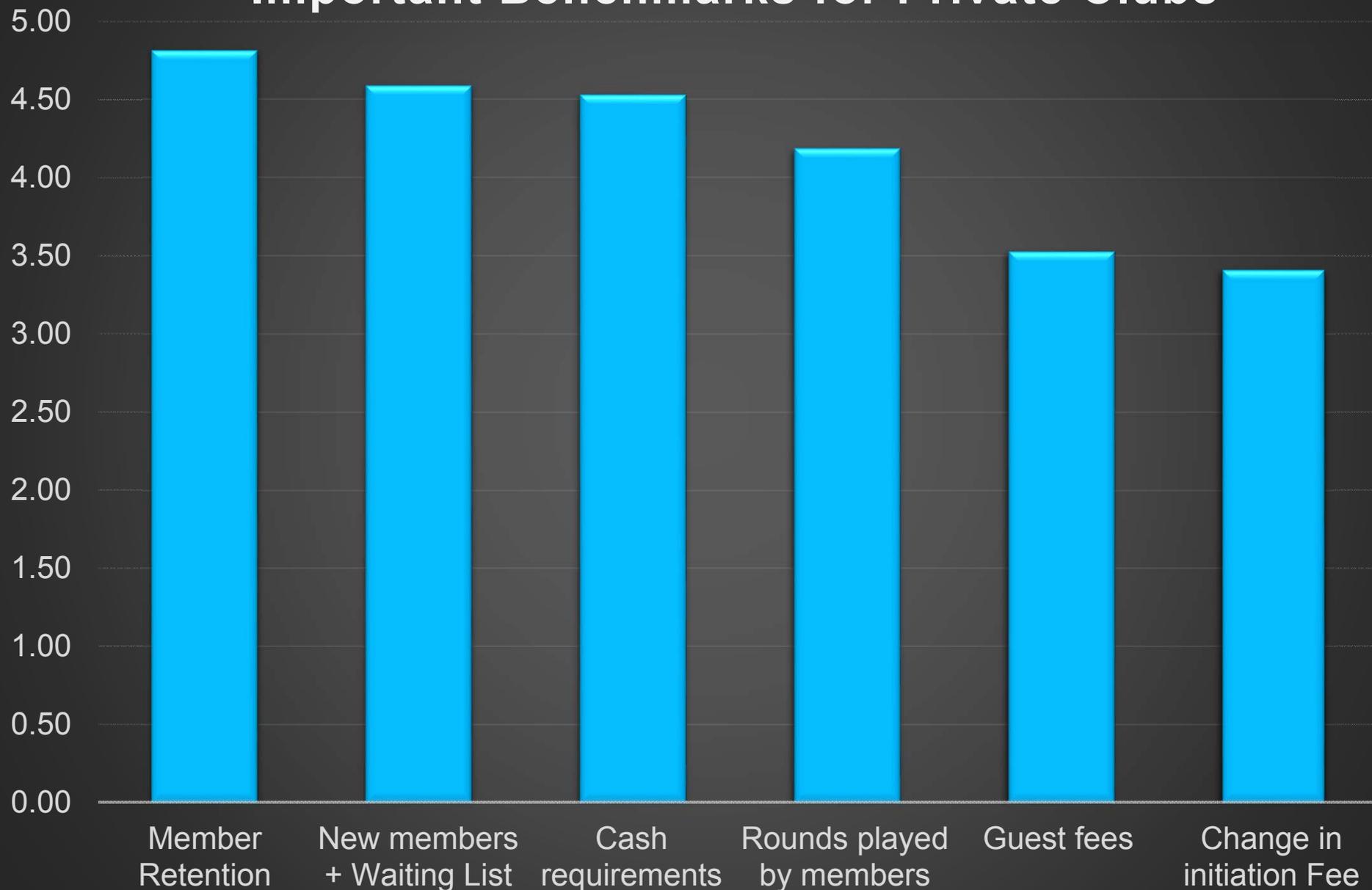


Important Benchmarks for Resort Golf Courses

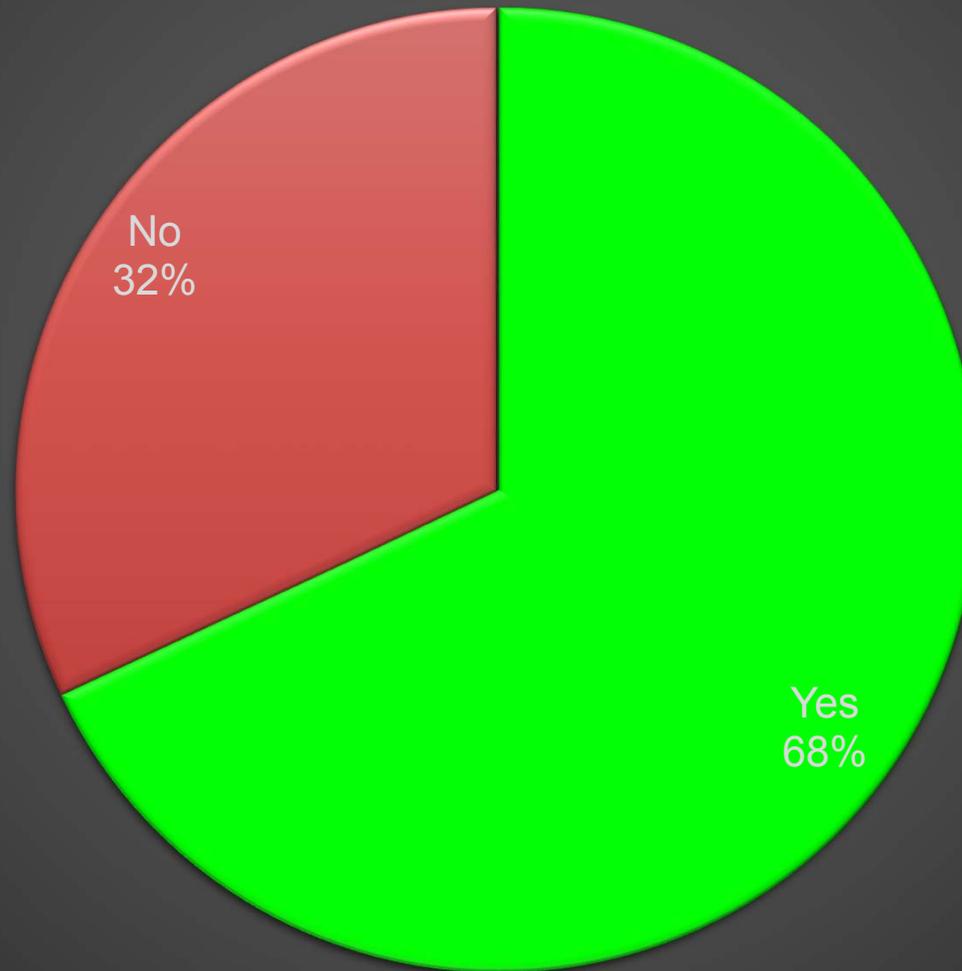


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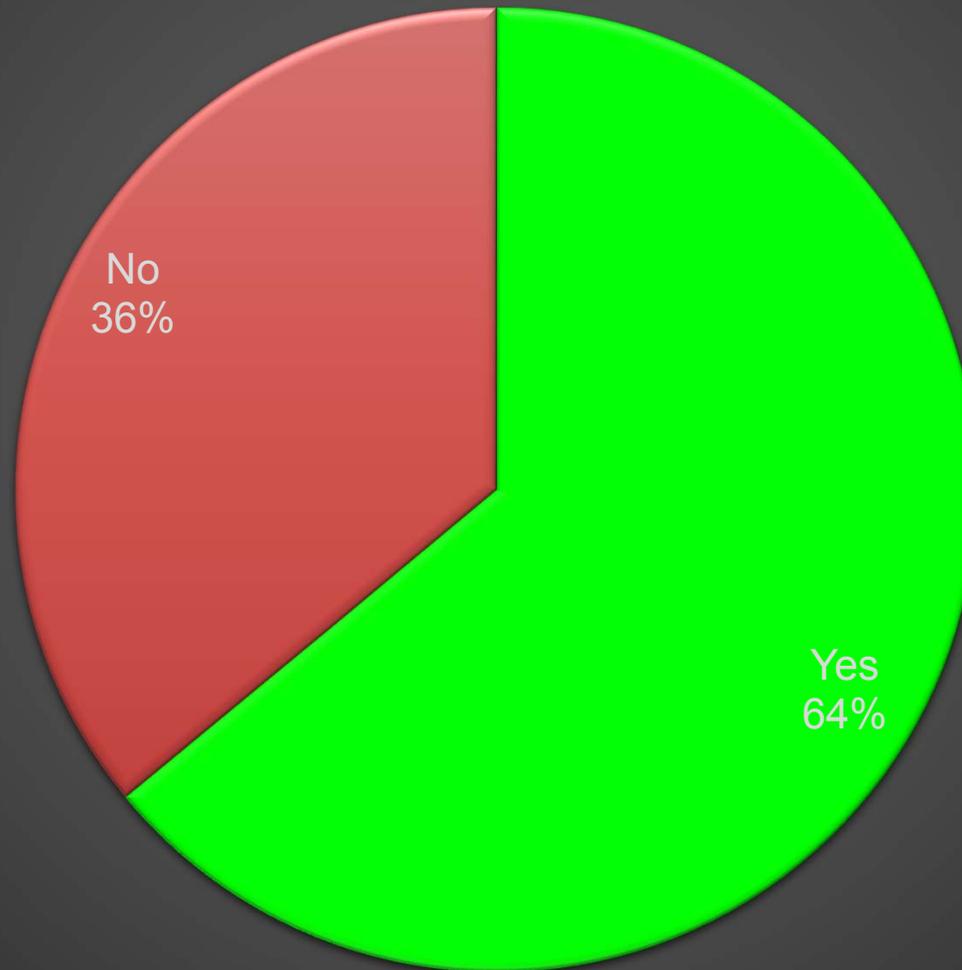
Important Benchmarks for Private Clubs



Do you have a written vision statement that guides the strategic direction of your facility?

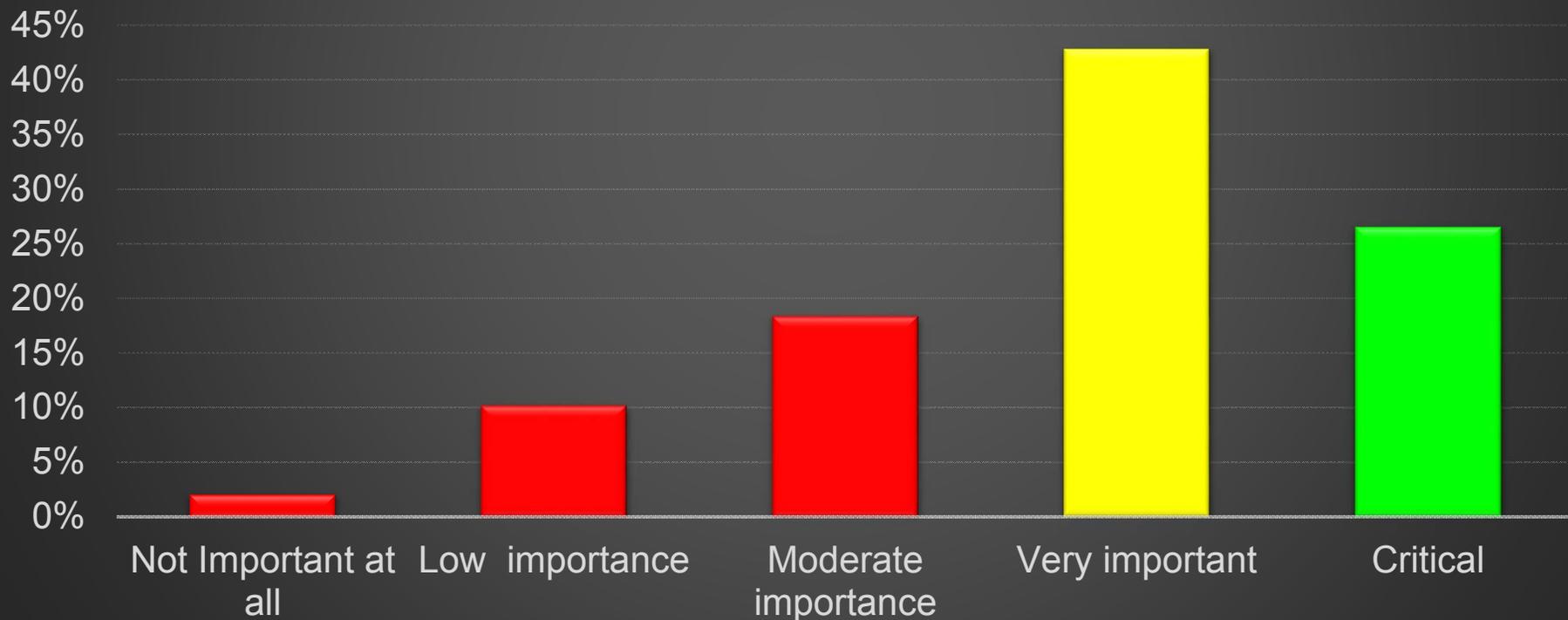


Have you developed a written strategic plan within the last three years?



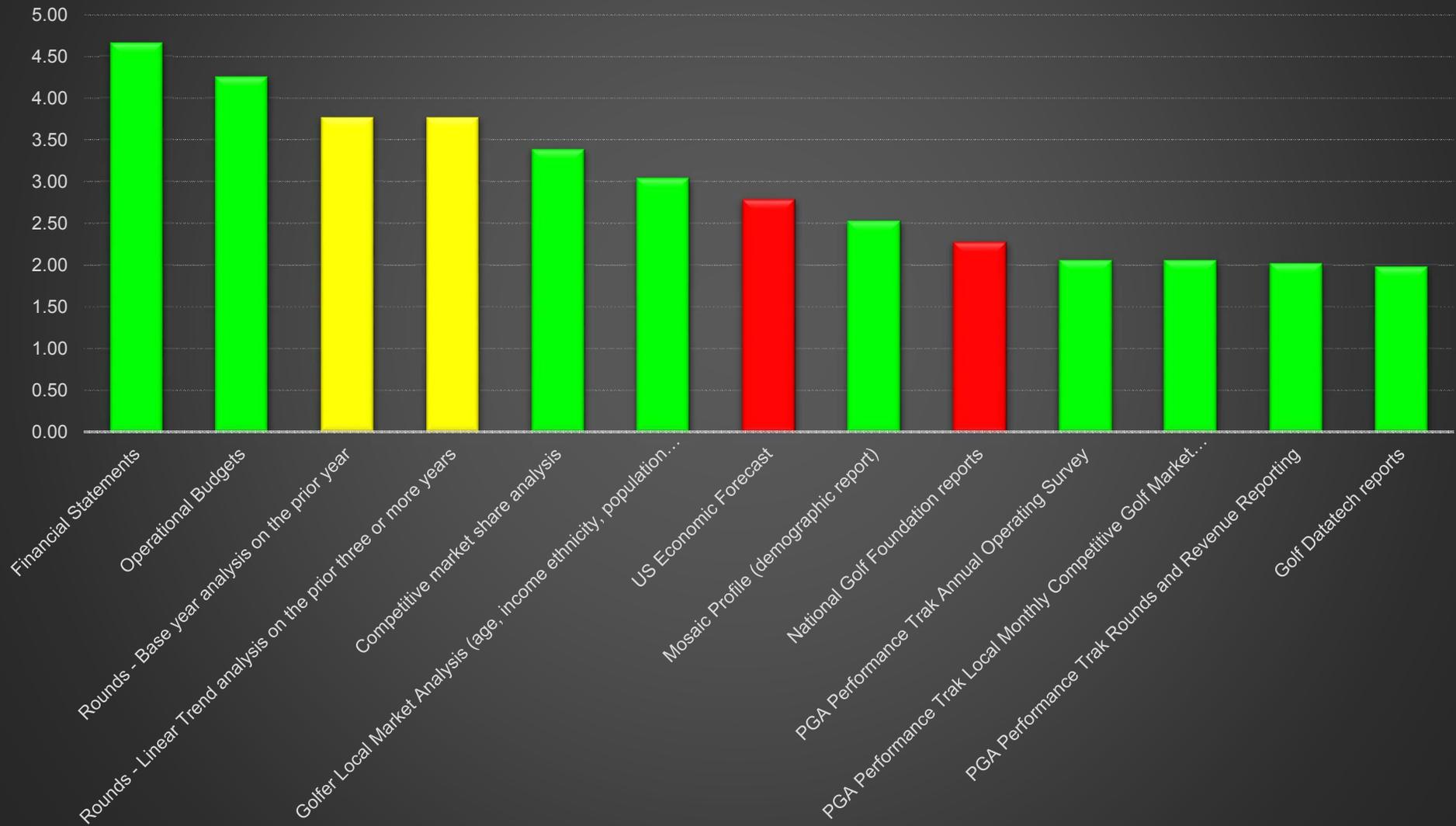
How Important is the Vision Statement in Determining Facility's Goals

5 Point Scale Rating: 3.82

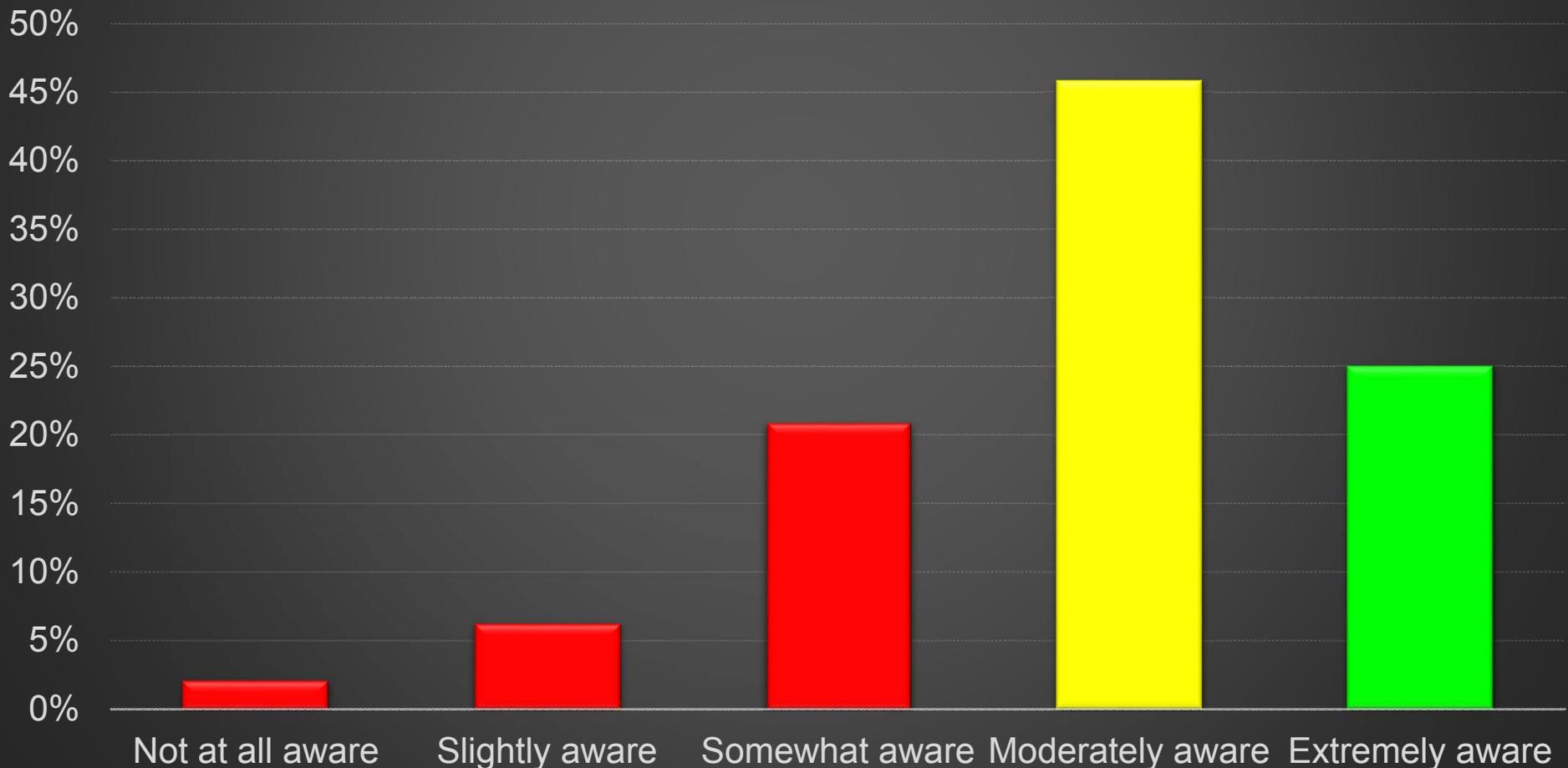


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Please rate the importance of the following tools (forecasting methods and reports) that you utilize to manage the facility.

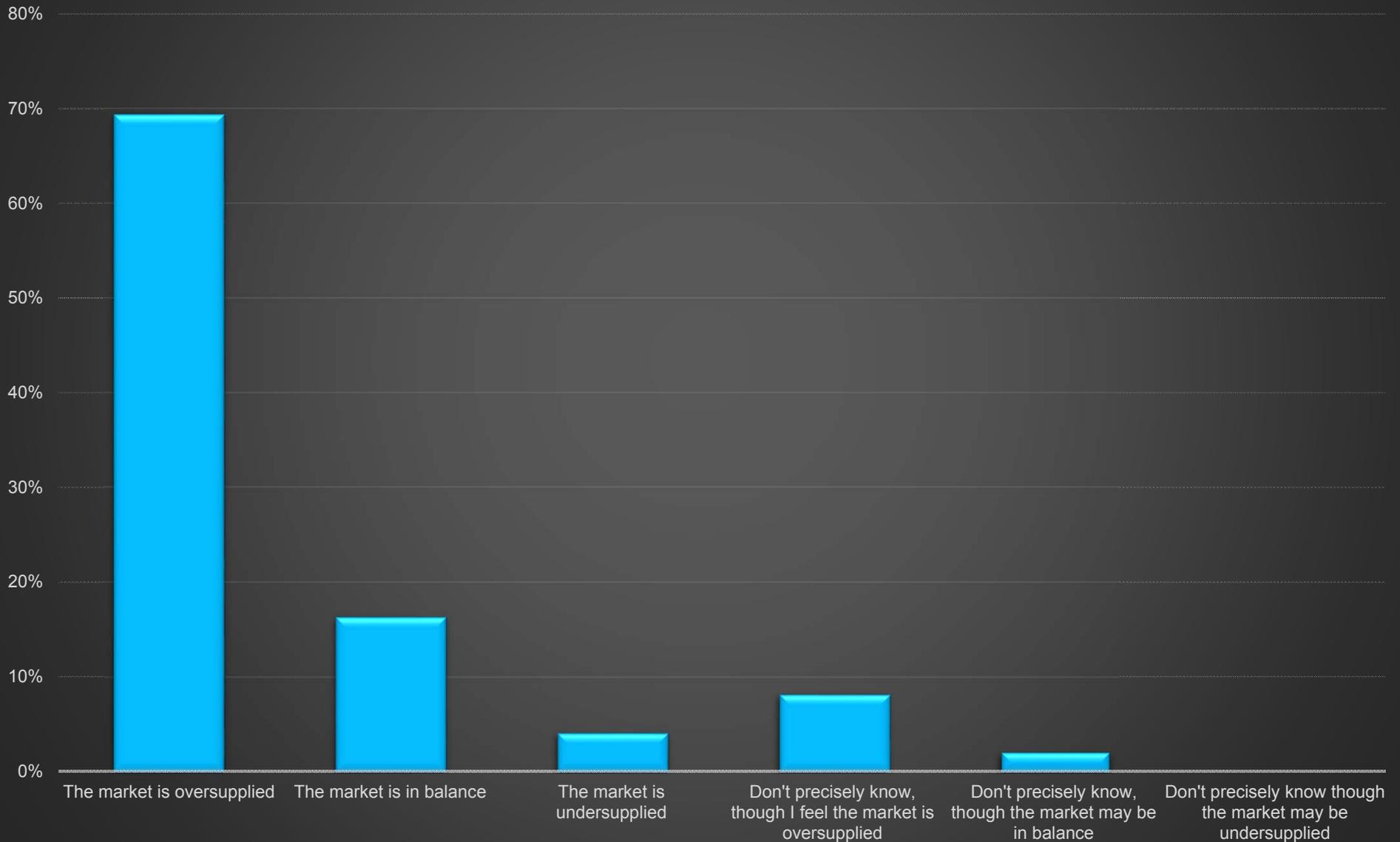


What is your current level of awareness regarding the demographics (age, median household income, ethnicity, population density, number of golfers) within a 30 mile radius from your facility?



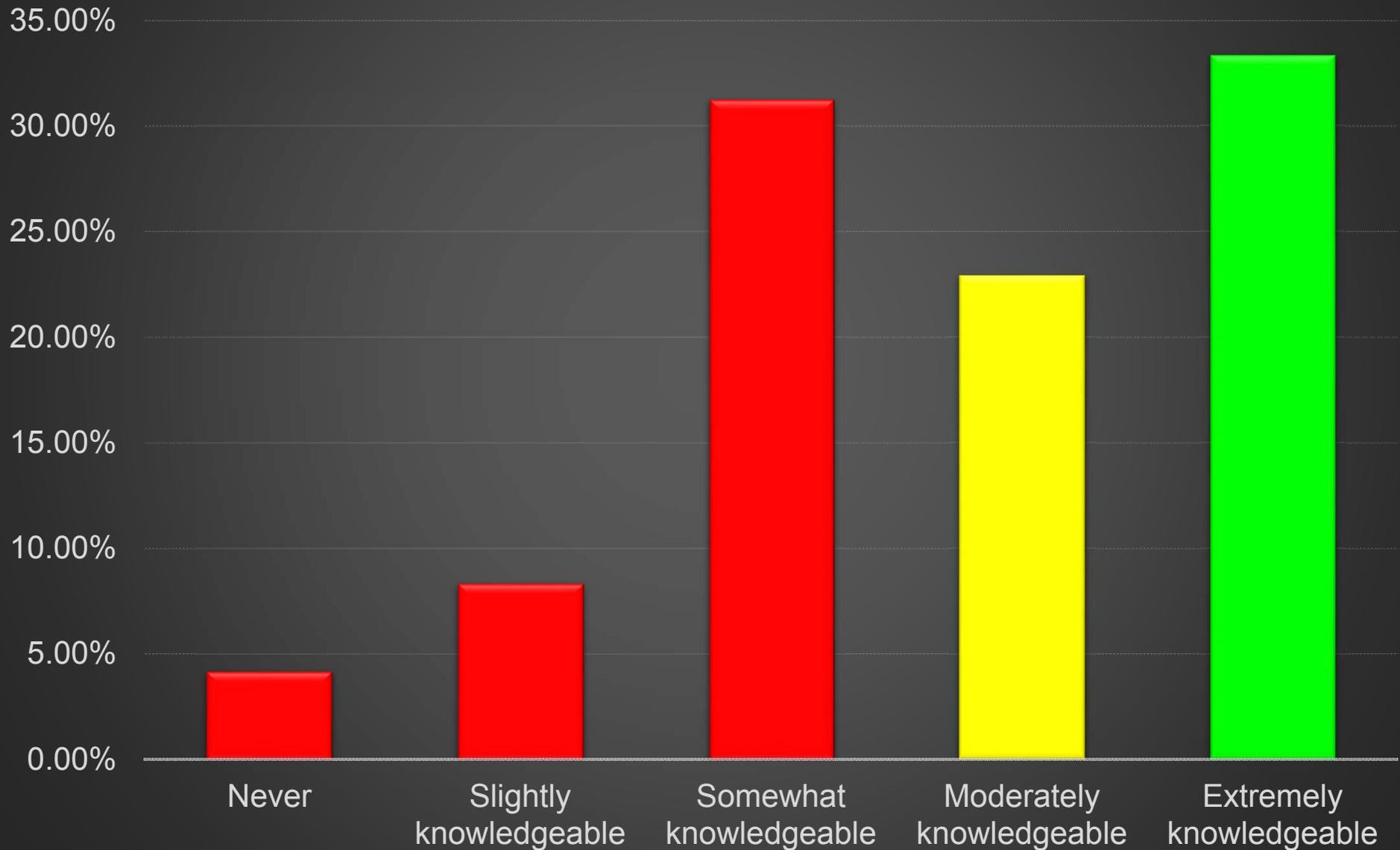
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**How would you rate the supply of golf courses in your market?
Note that if your golf course has more than 2,644 golfers per 18 holes within 5 miles, the competitive market is **UNDERSUPPLIED****

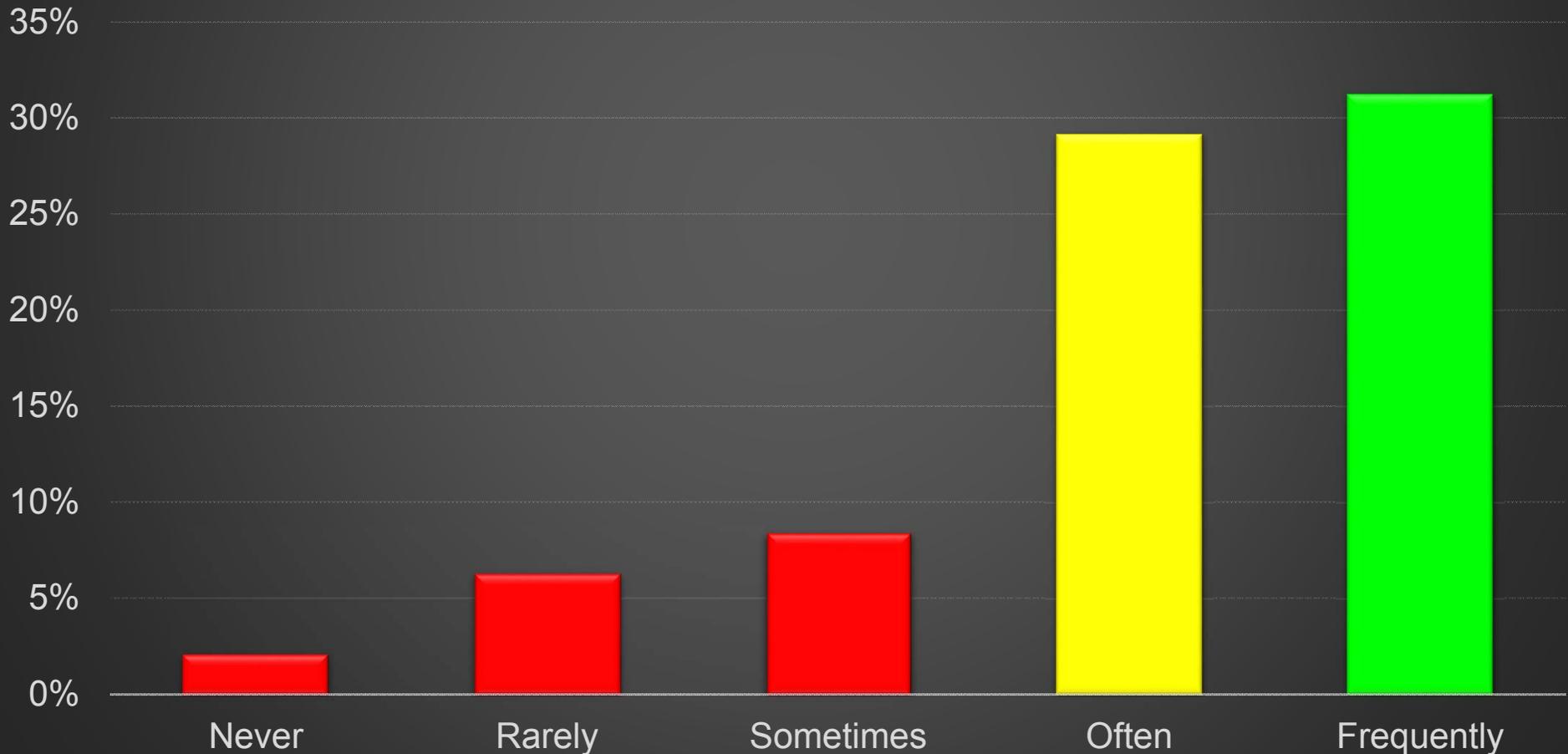


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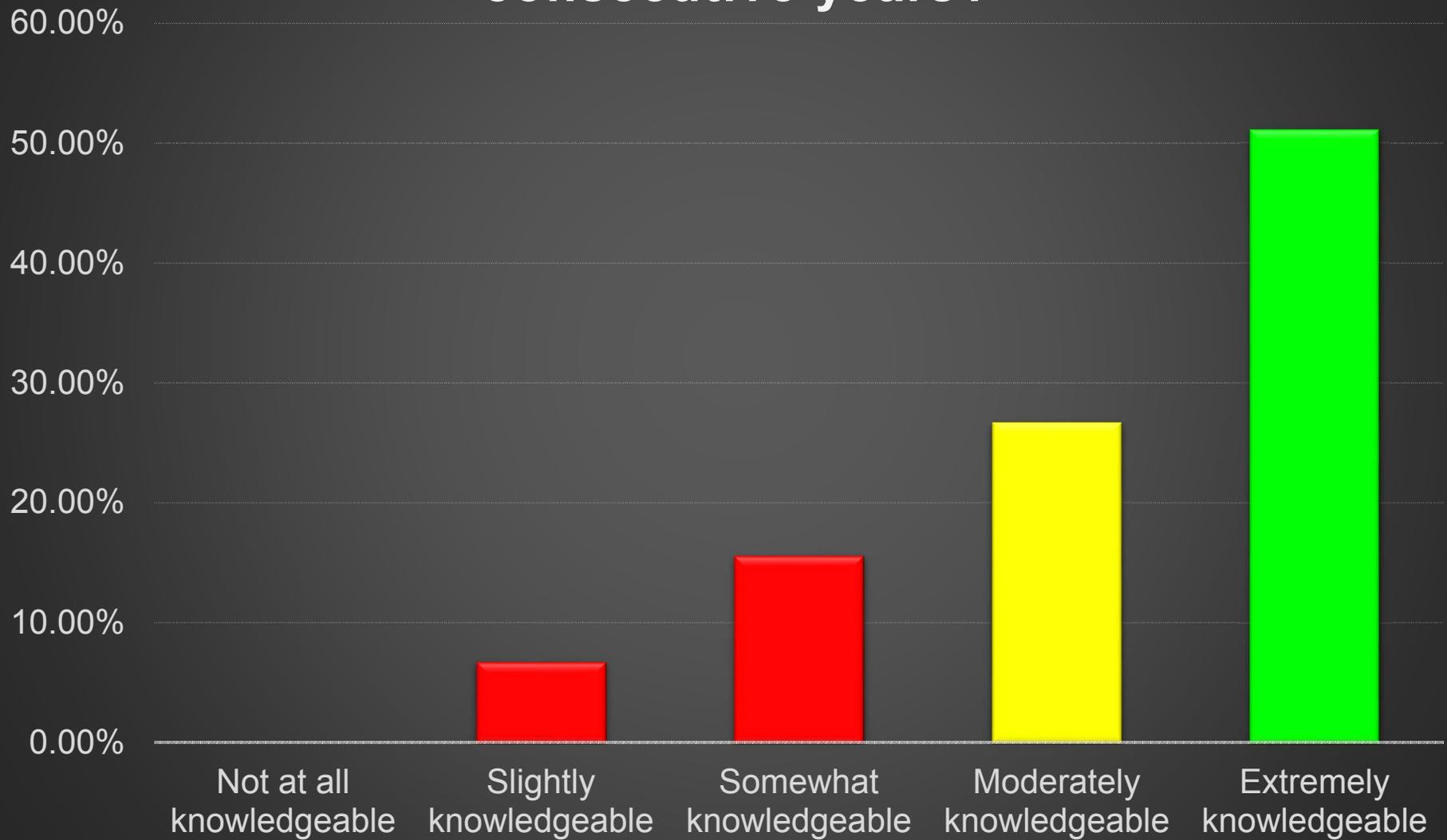
Do you calculate the financial impact of weather on your facility's operating results?



If weather forecasting up to 11 months was accurate, to what extent would you utilize that information to manage your facility, i.e., employee scheduling, rates, tournaments, irrigation, etc. ?

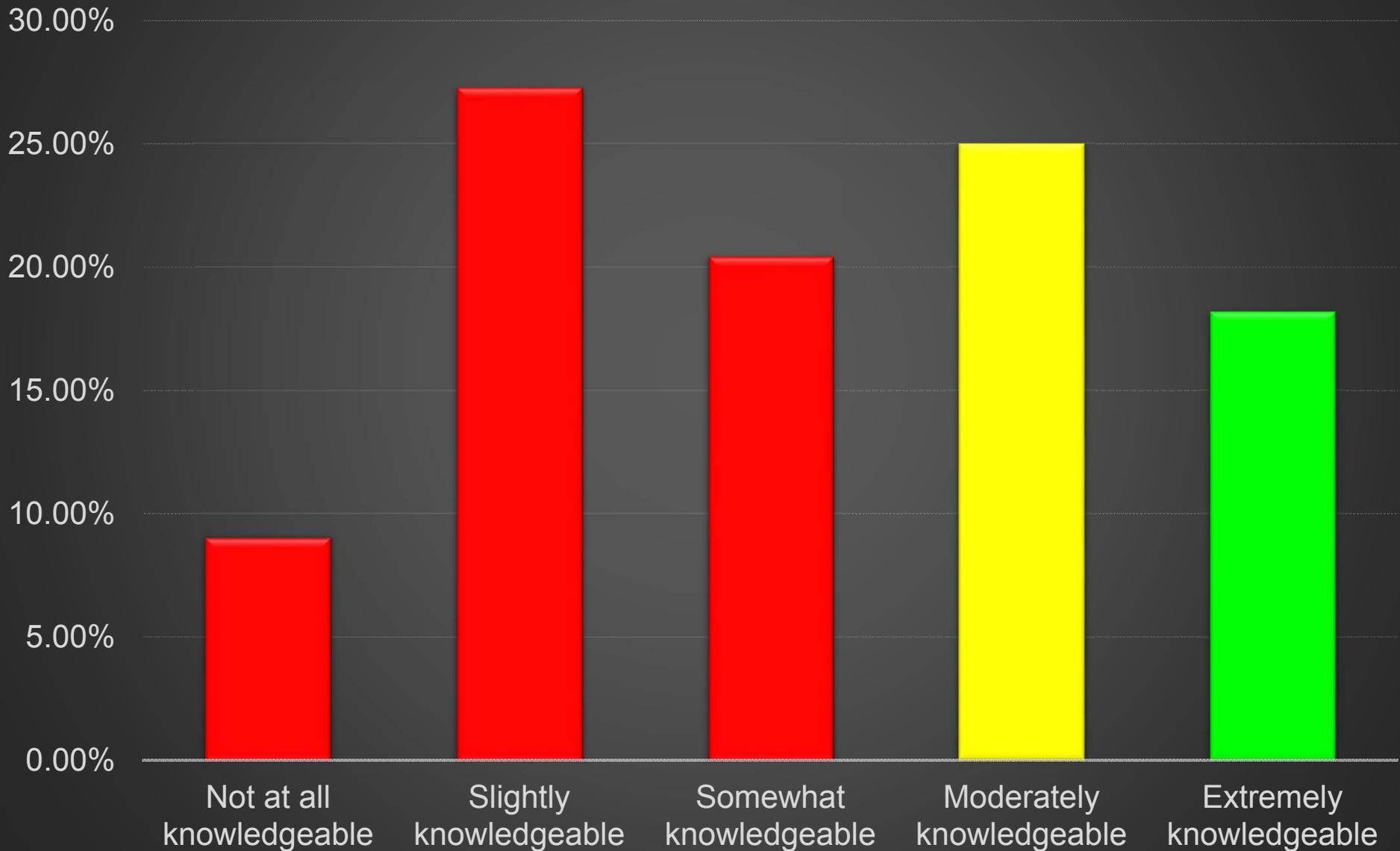


Do you know the customers (19 or more rounds per year) who played your facility in consecutive years?

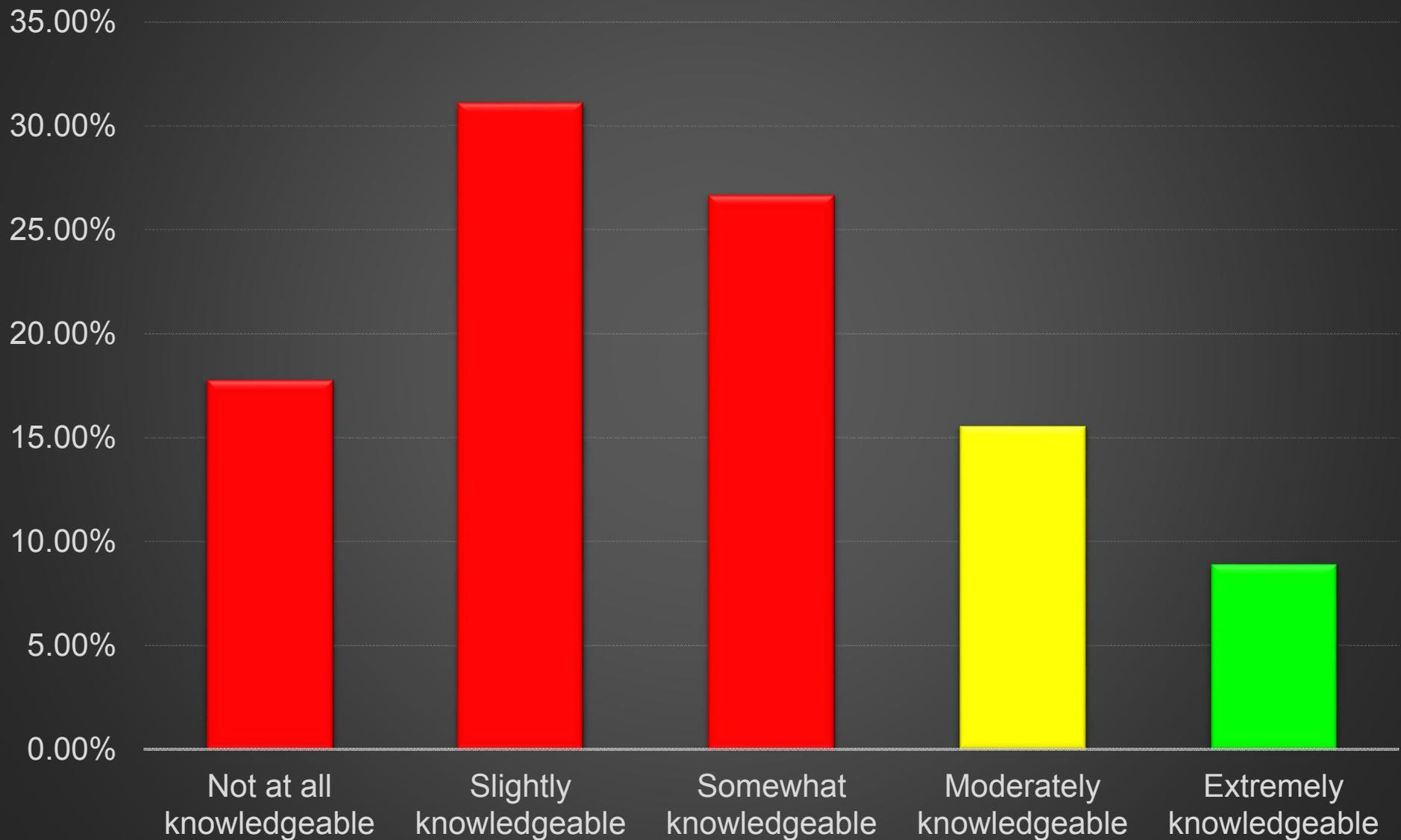


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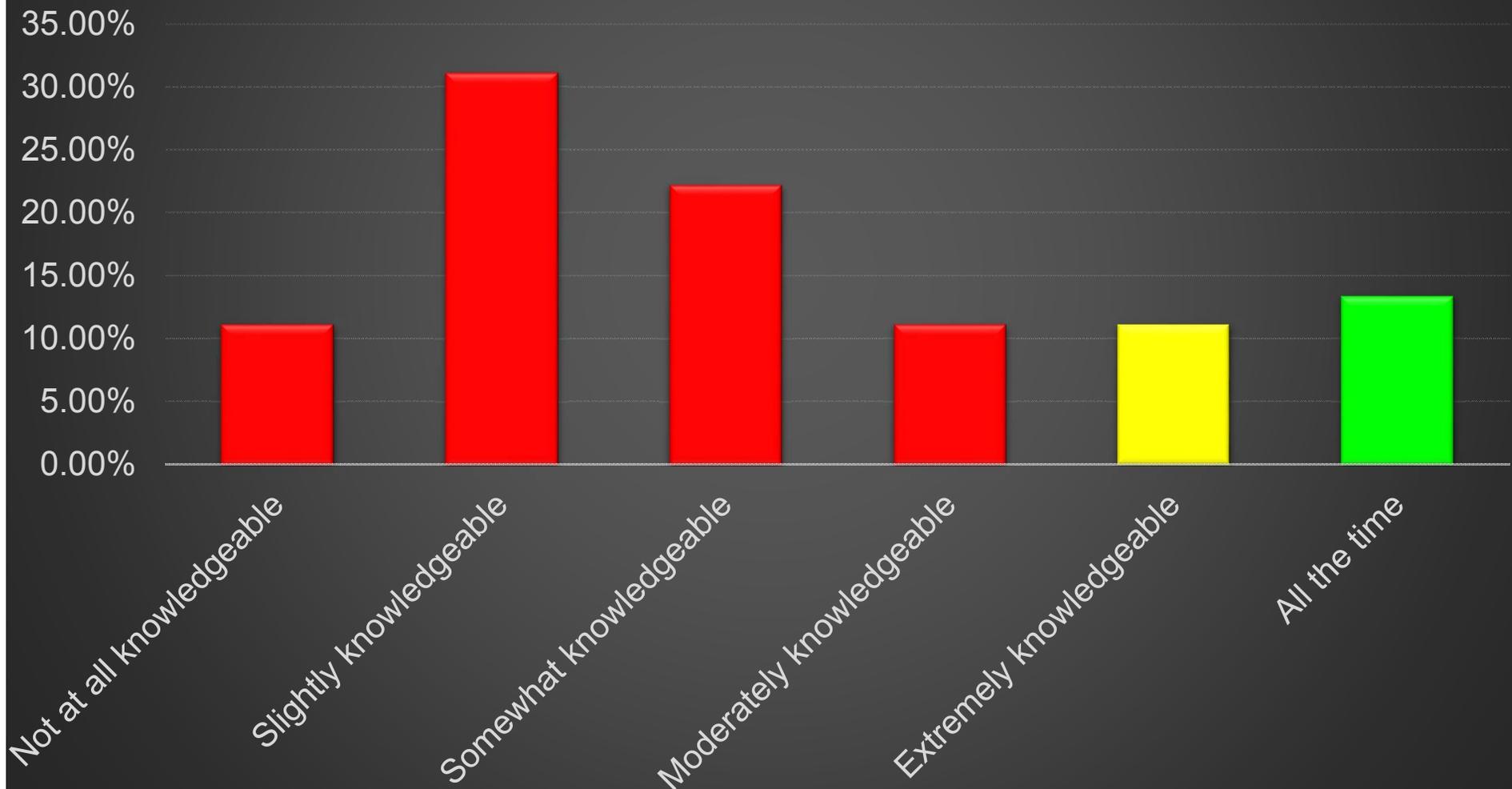
Do you know the customers who played your course for the first time in 2014?



Do you know the customers who played your course in 2013 but not in 2014?

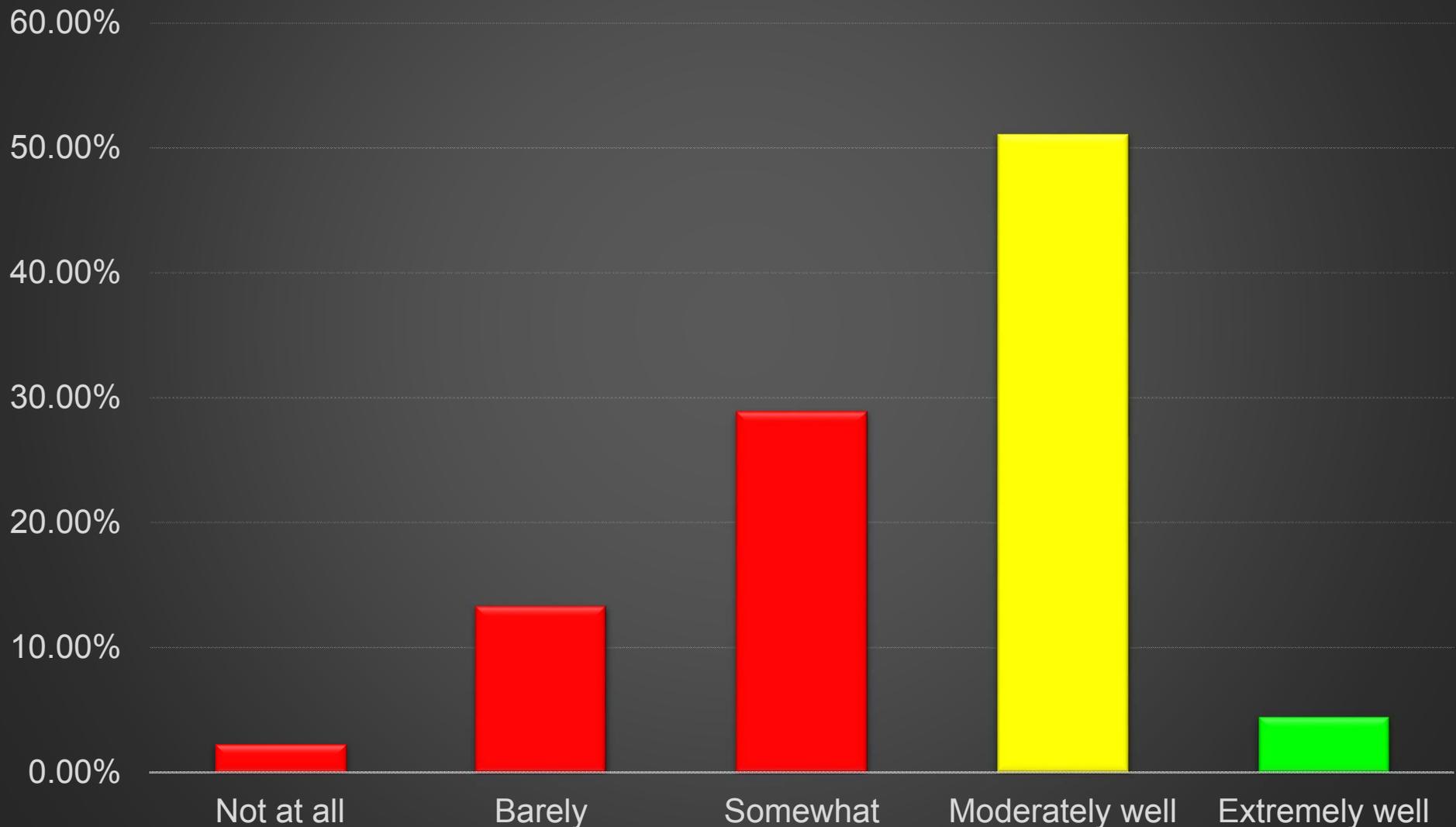


Do you engage in customer relationship management by identifying segments to send targeted messages to each segment via email?



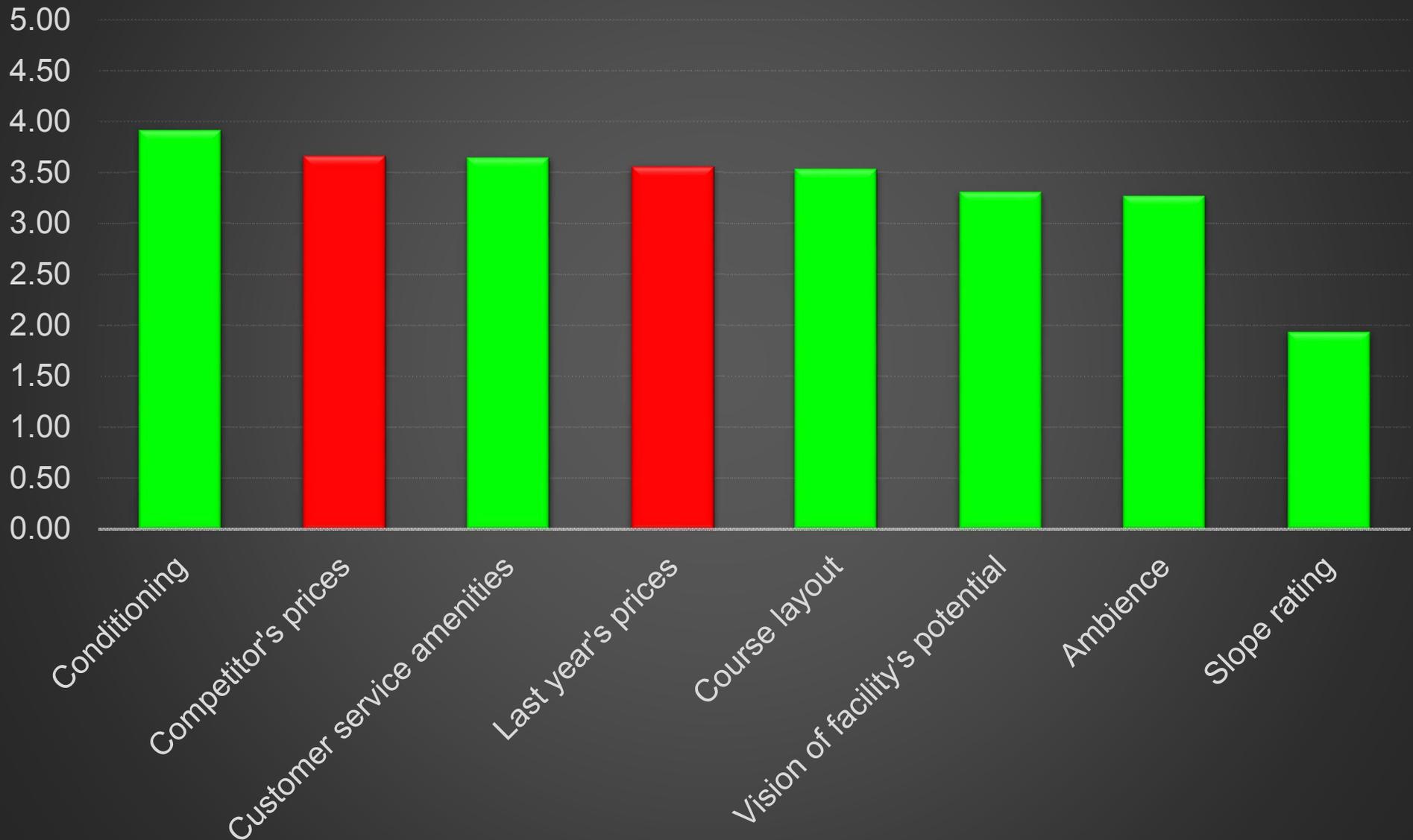
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To what extent does your software vendor meet your management information system requirements?



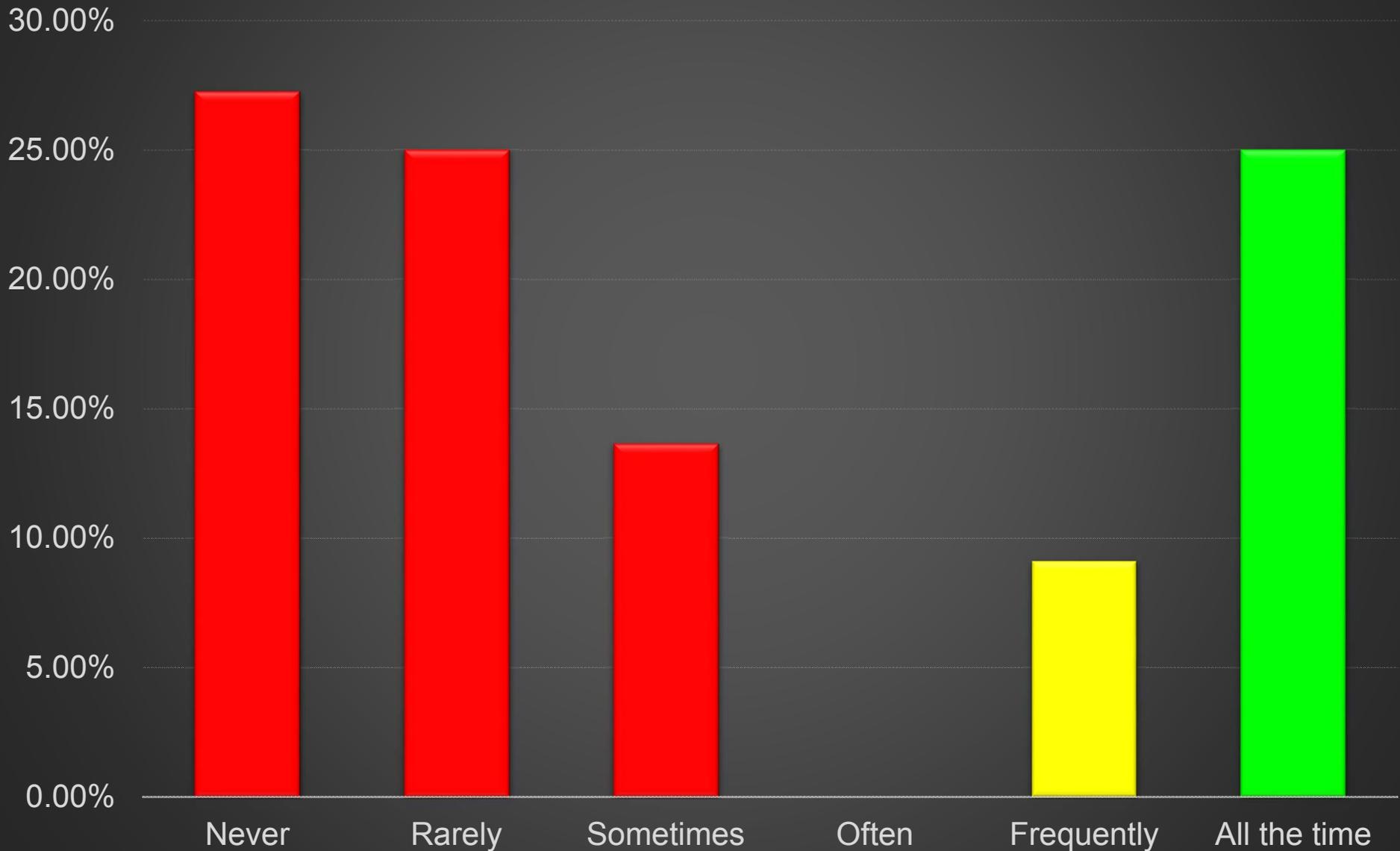
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Please rate the level of influence the following variables have in setting your current fees?

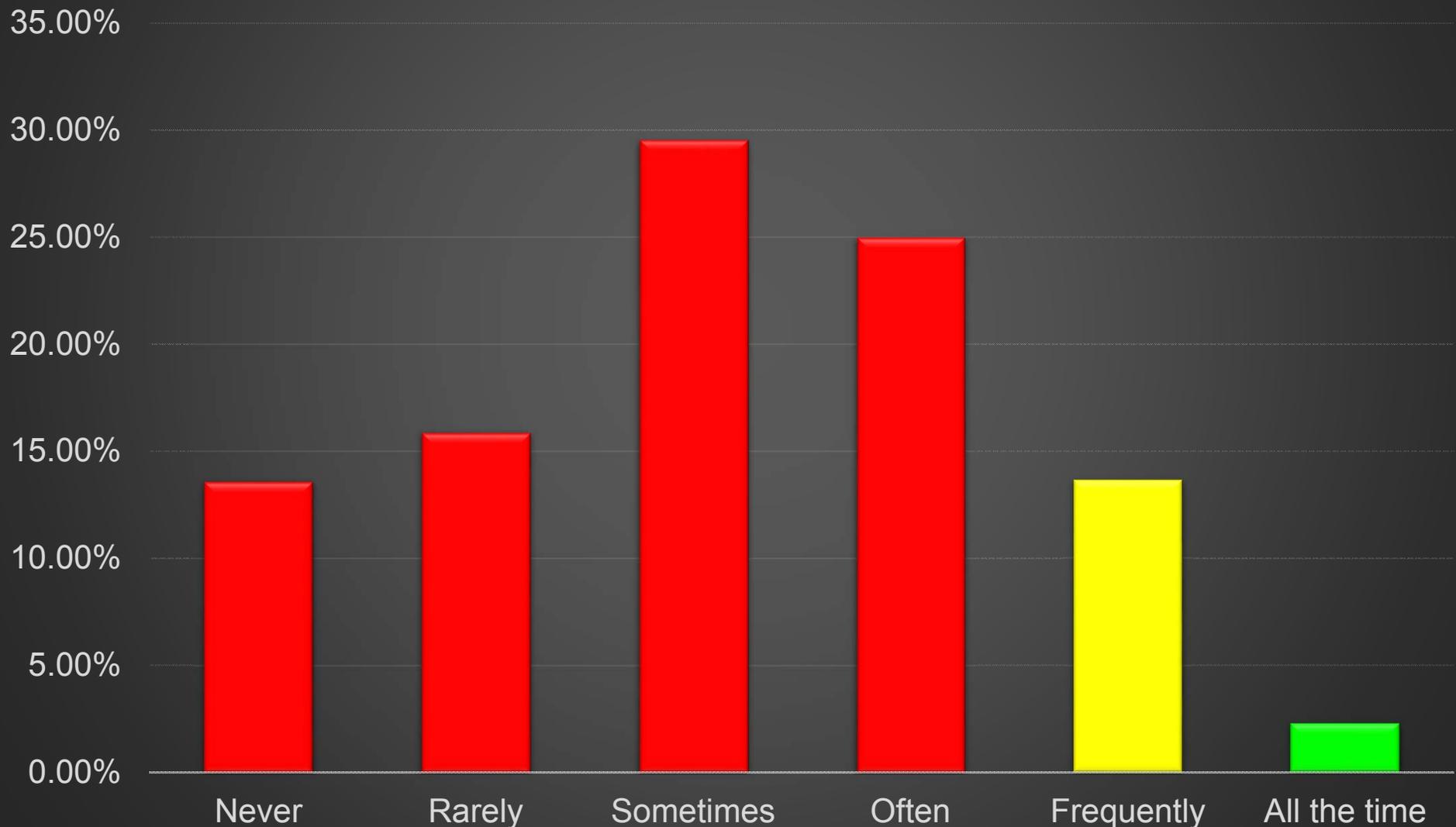


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Do you track revenue per round by each customer?

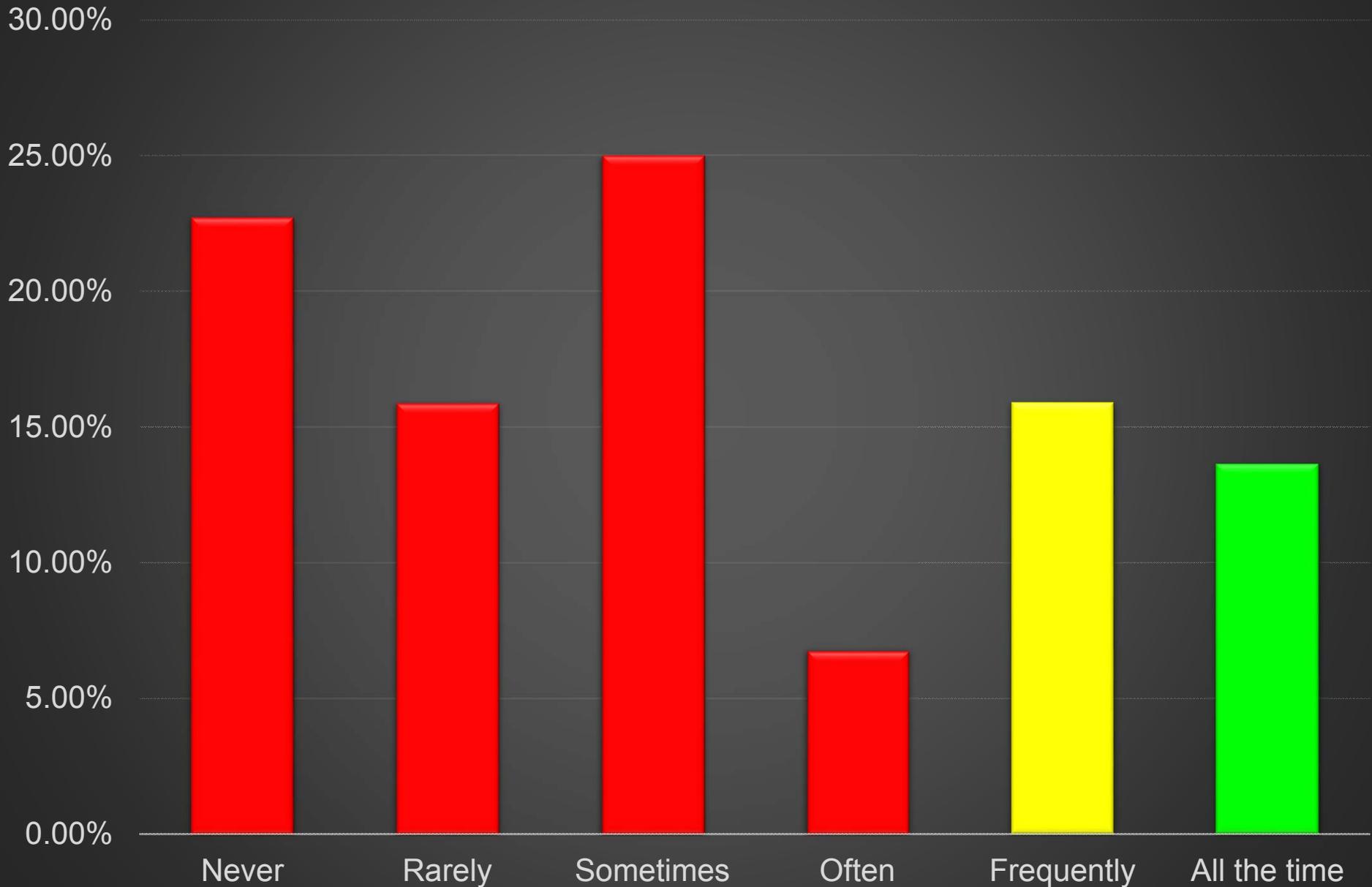


Do you provide customers who generate the highest revenue per round a greater level of service?

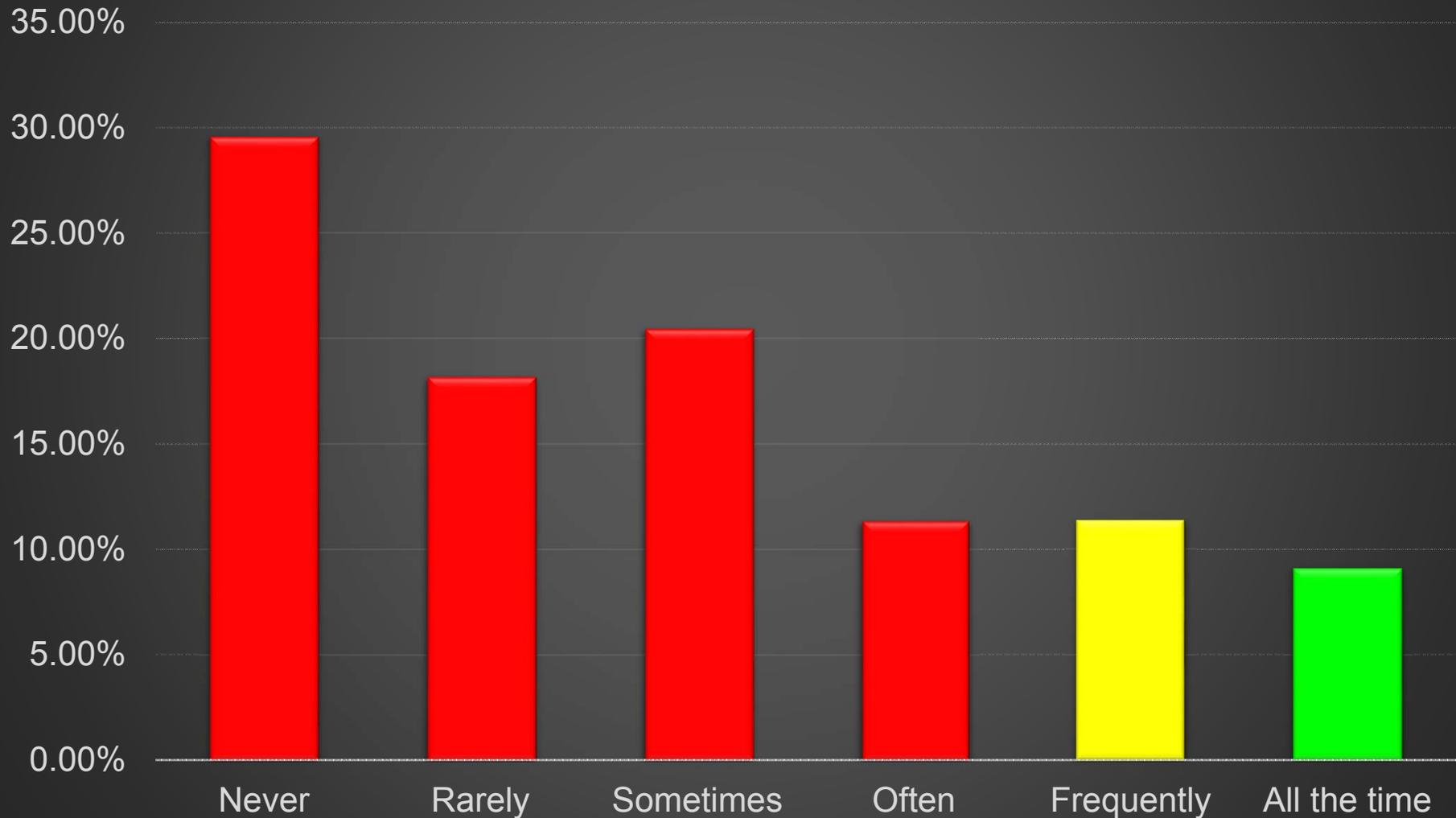


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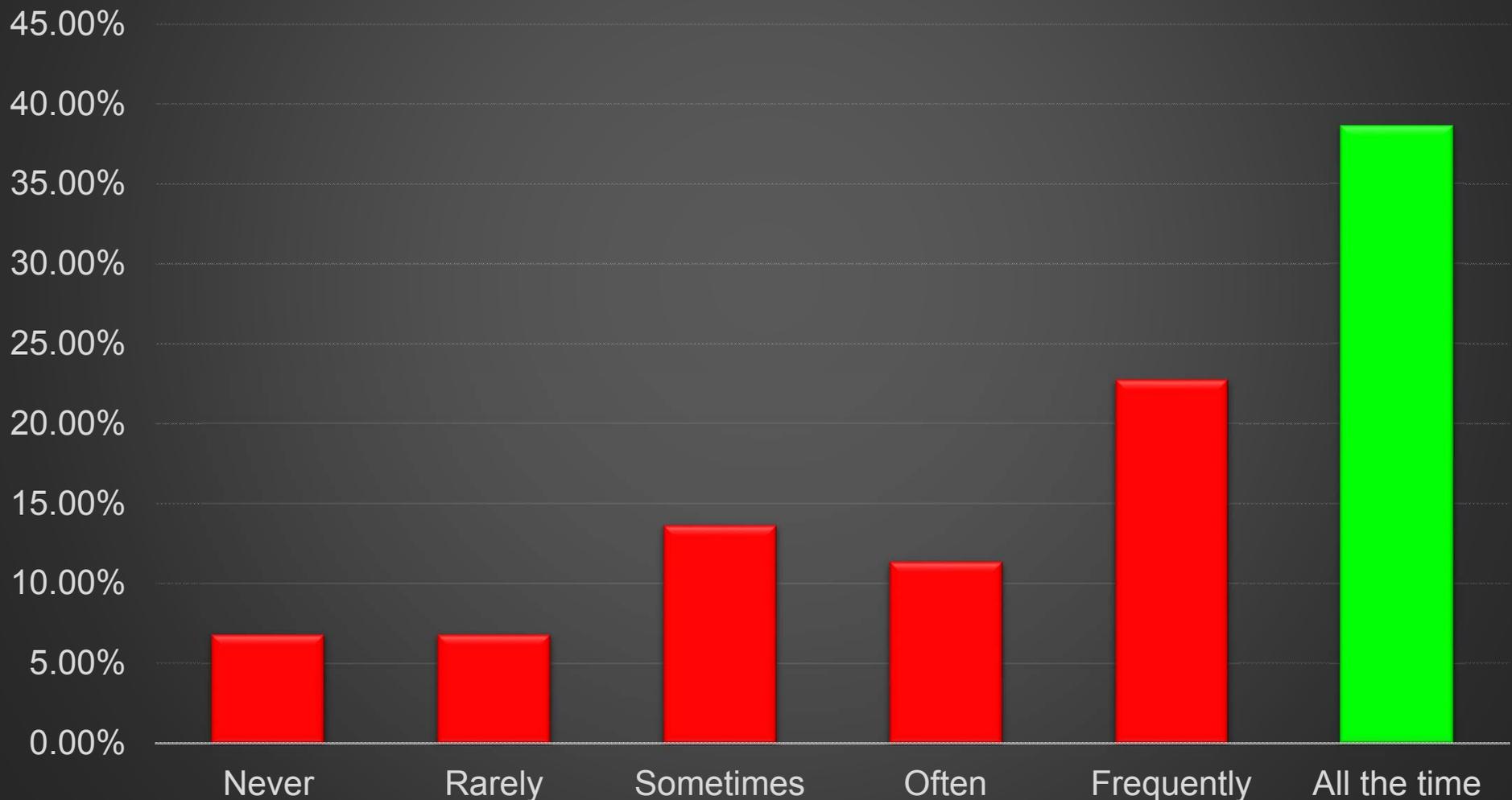
Do You track total spending by customer?



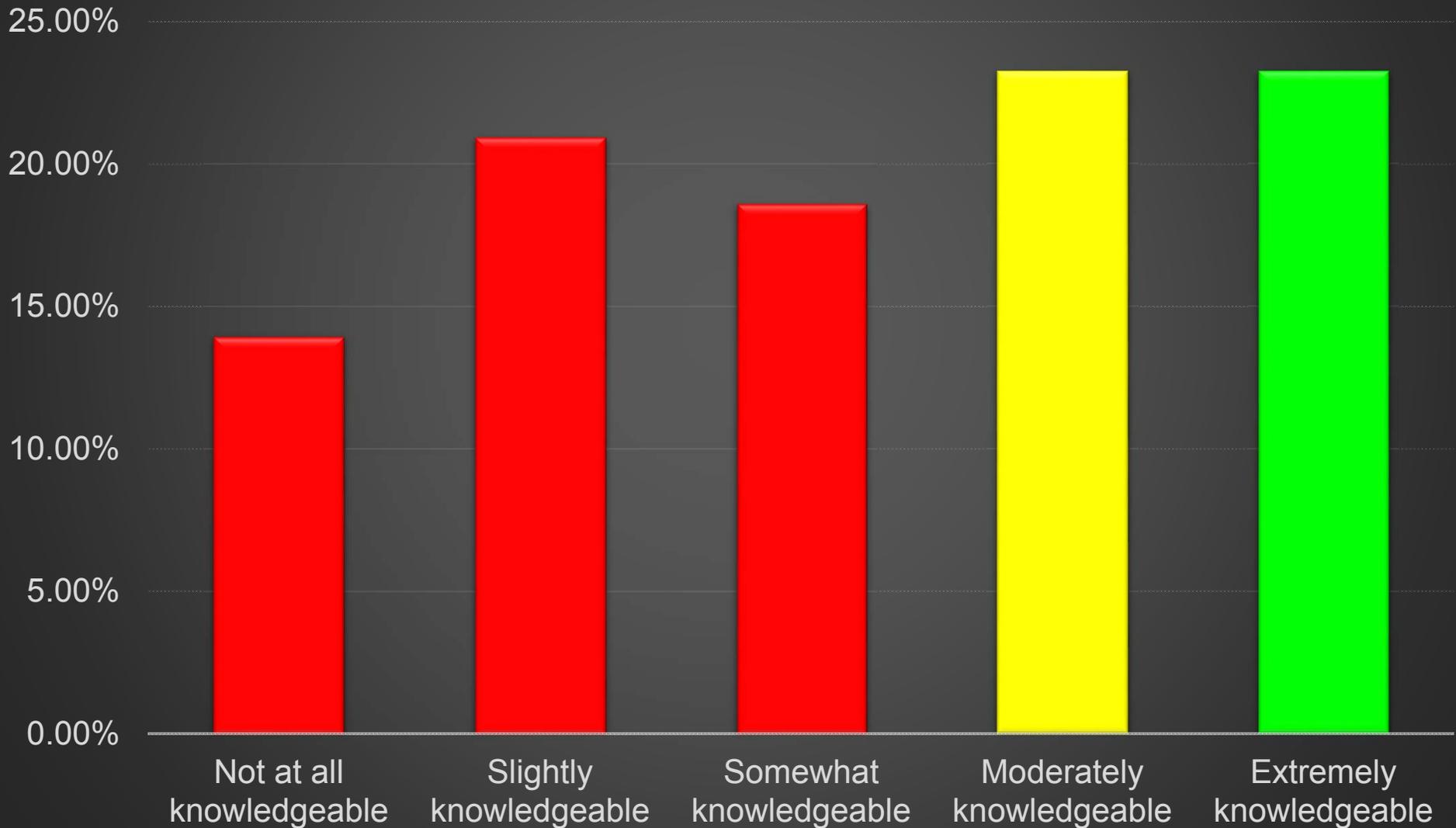
Do you engage in yield management by adjusting prices based on forecasted demand?



Are your prices (prime time, twilight, specials) consistent through all distribution channels (web site, electronic tee sheet, call center, social media)?

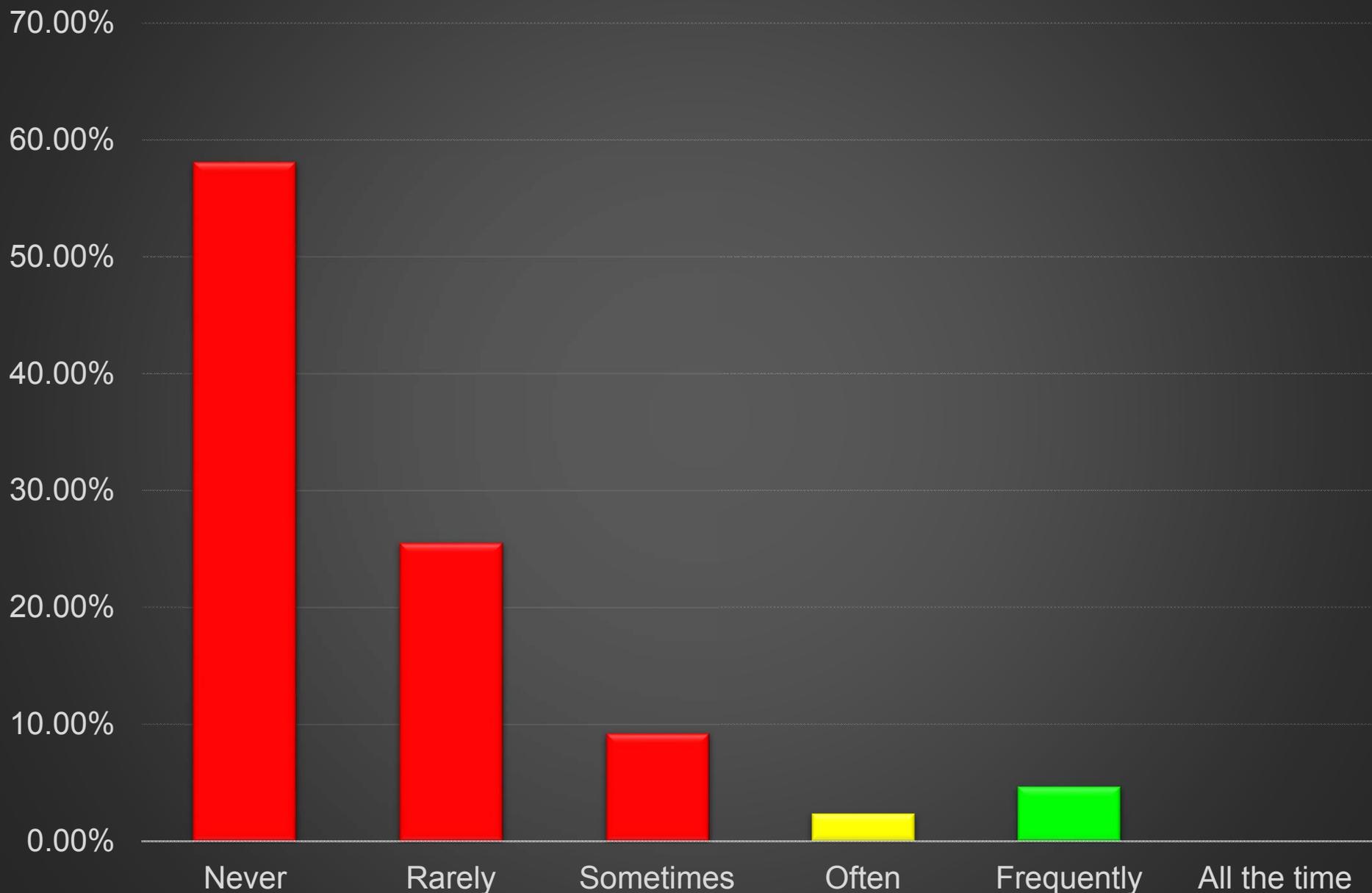


What is your knowledge regarding your utilization rate by hour, by day, by month and by year?



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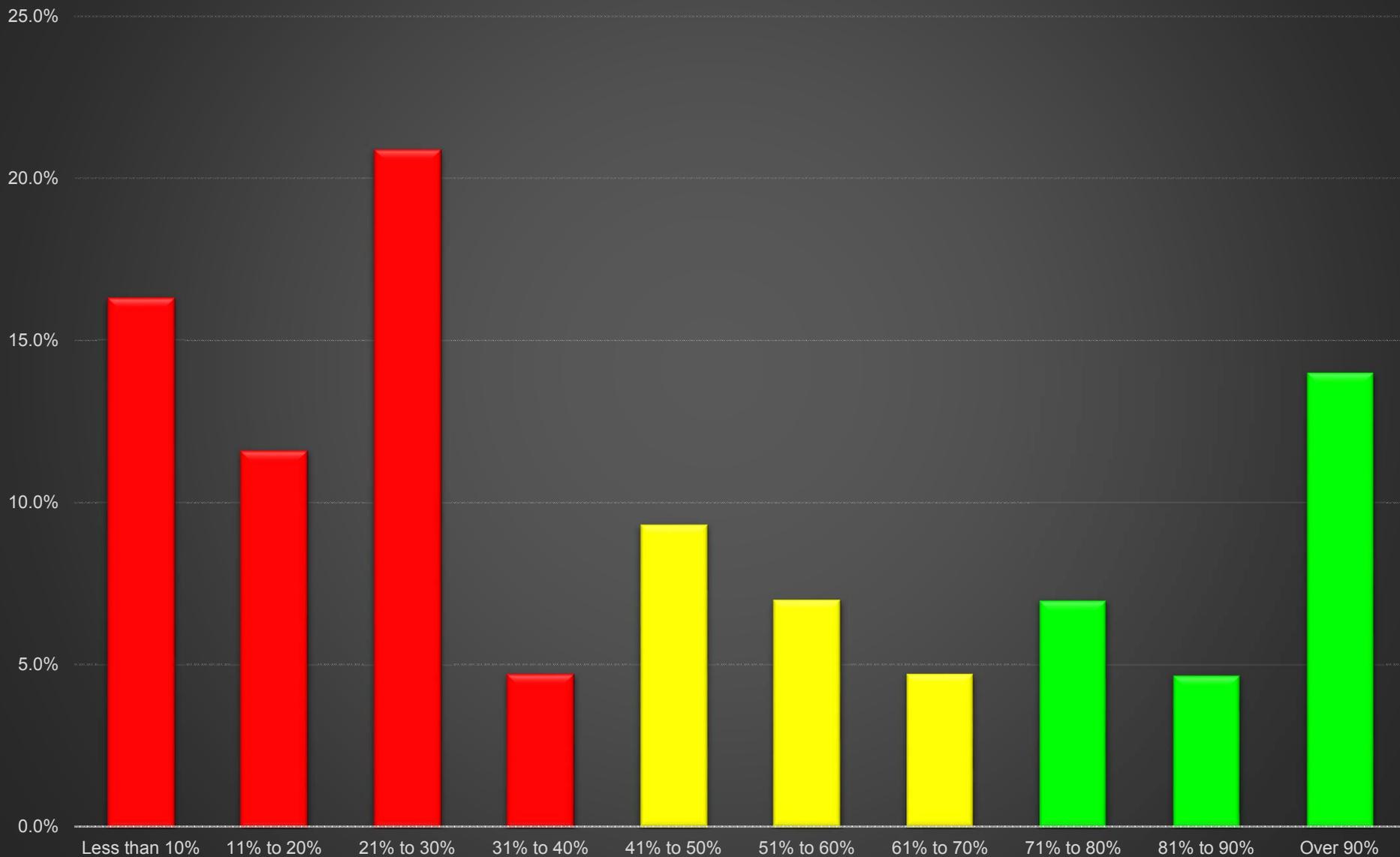
Do you measure revenue per zip code?



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What percentage of email addresses have you obtained from your golf customers that visit your facility?

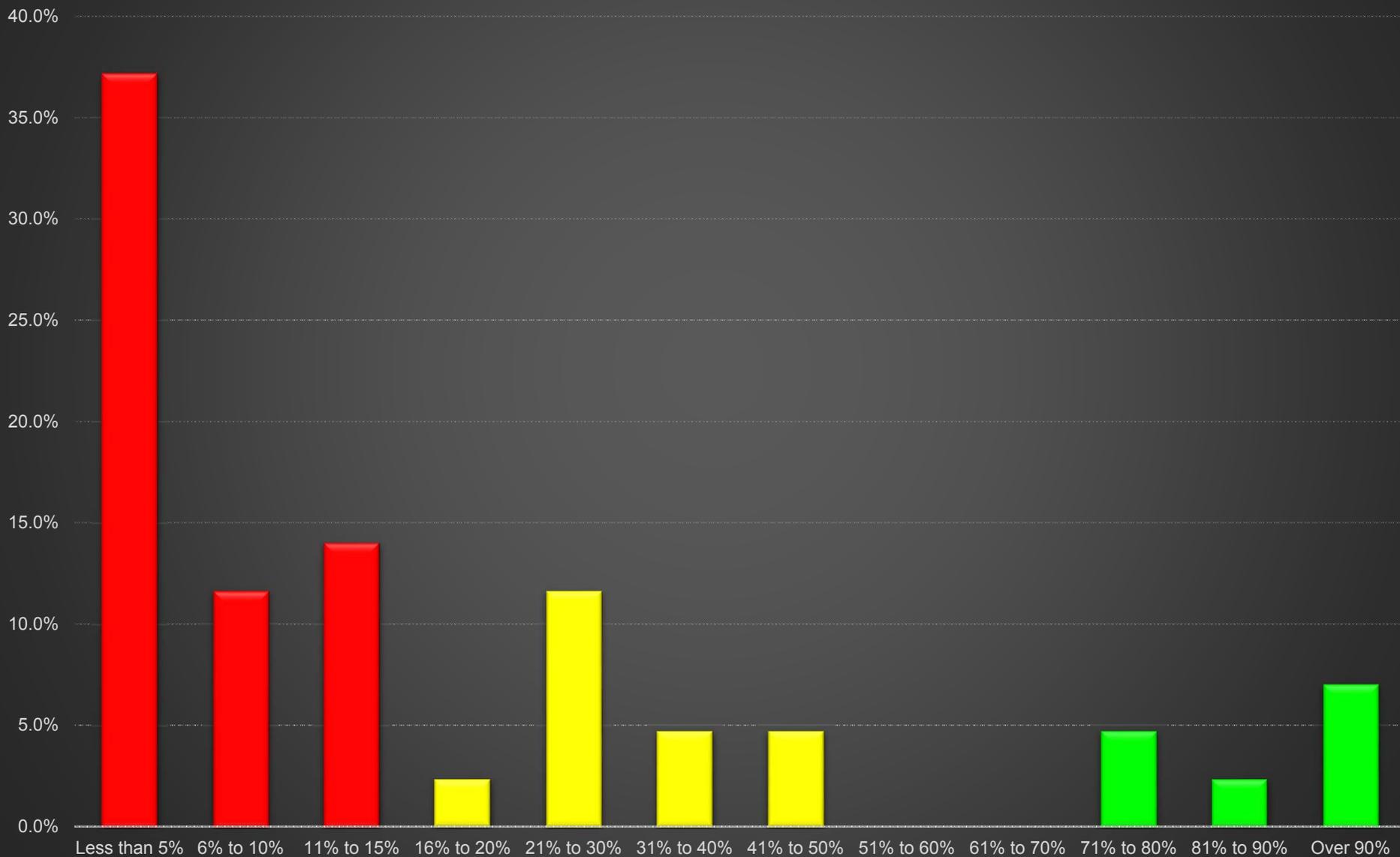
Average = 43.4%



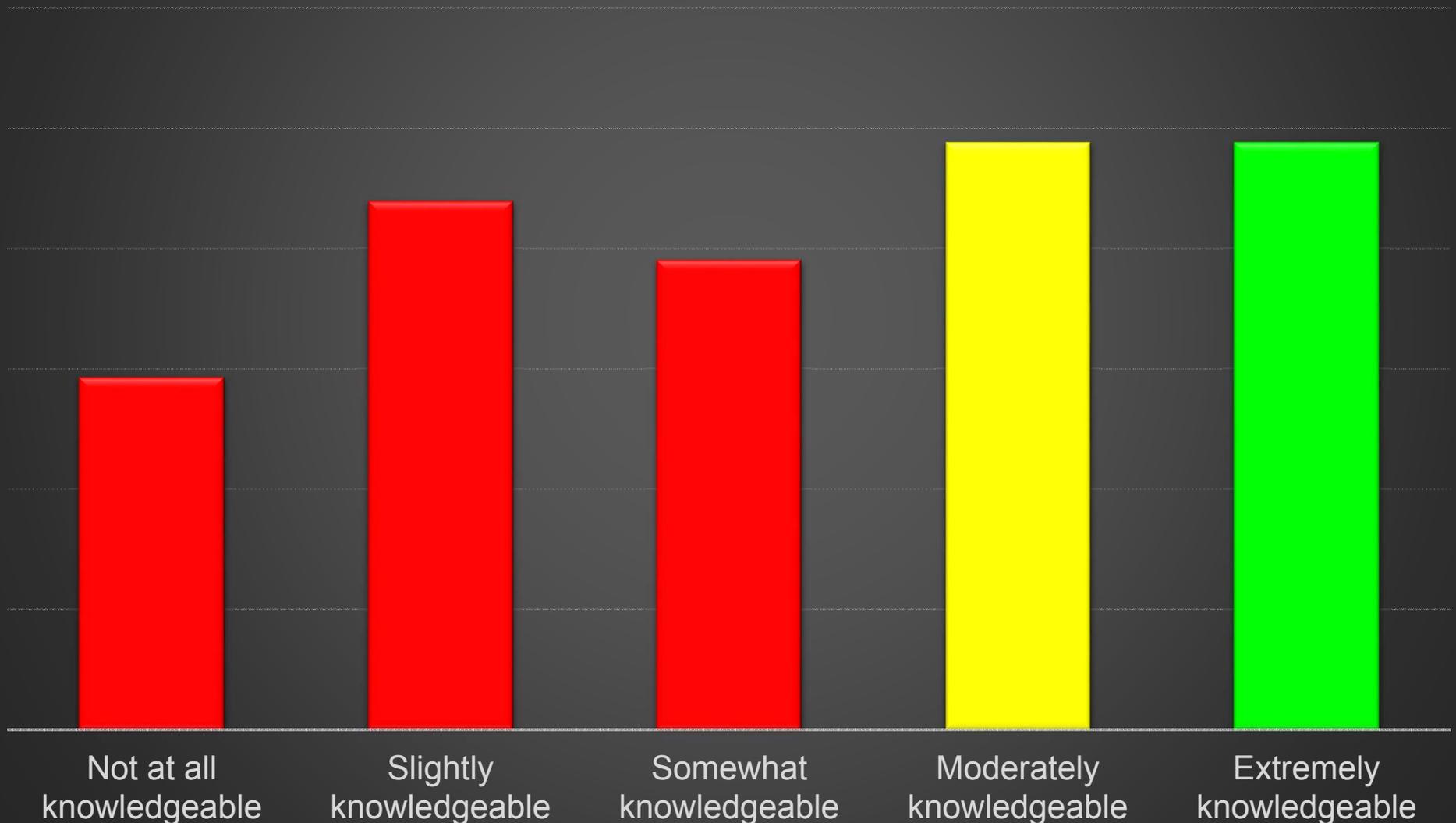
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What percentage of your tee time reservations are made on your web site and via third party booking engines?

Average = 14.3%

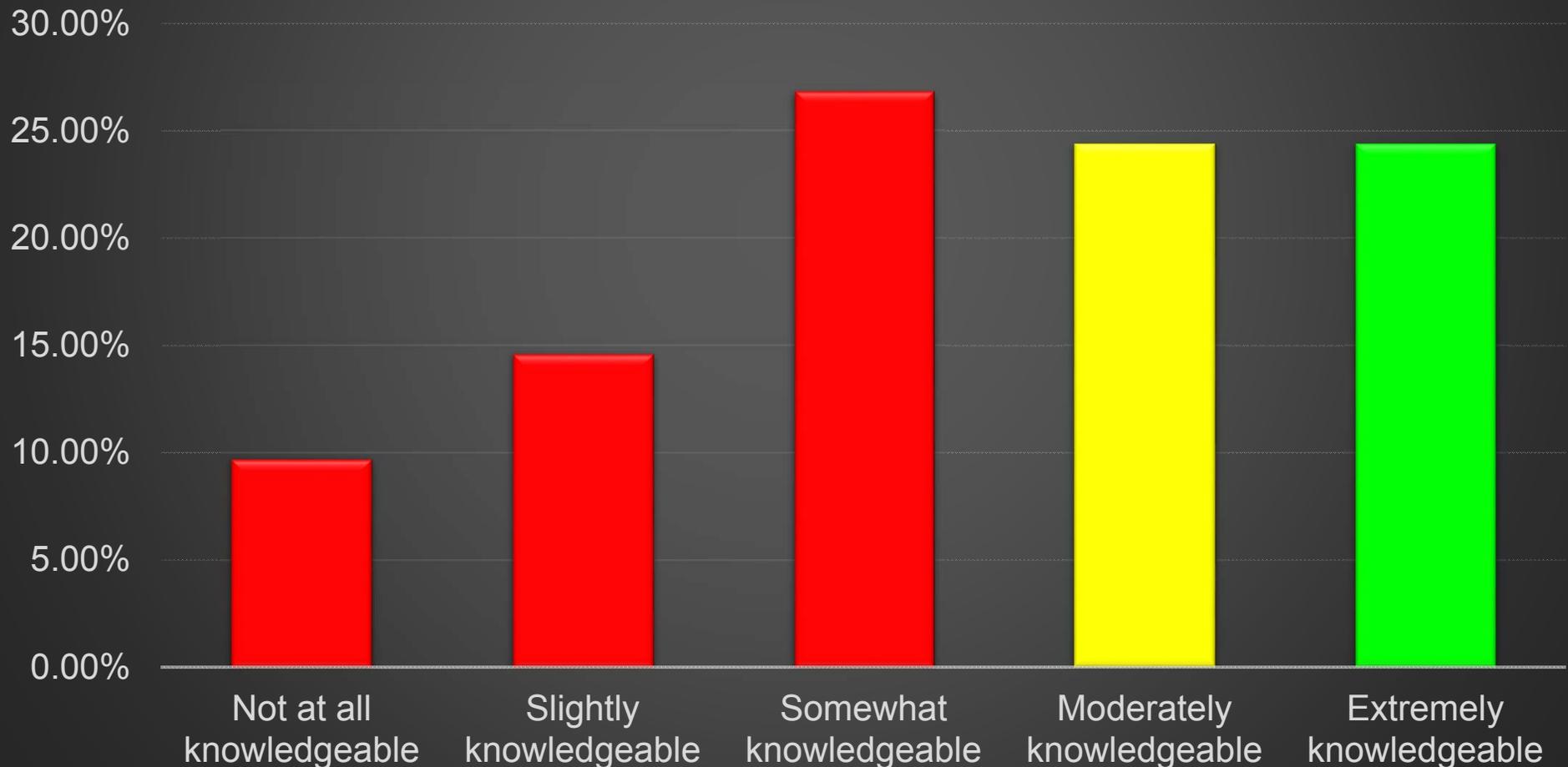


What is your level of knowledge regarding your labor budget in relationship to similar golf courses in your market?



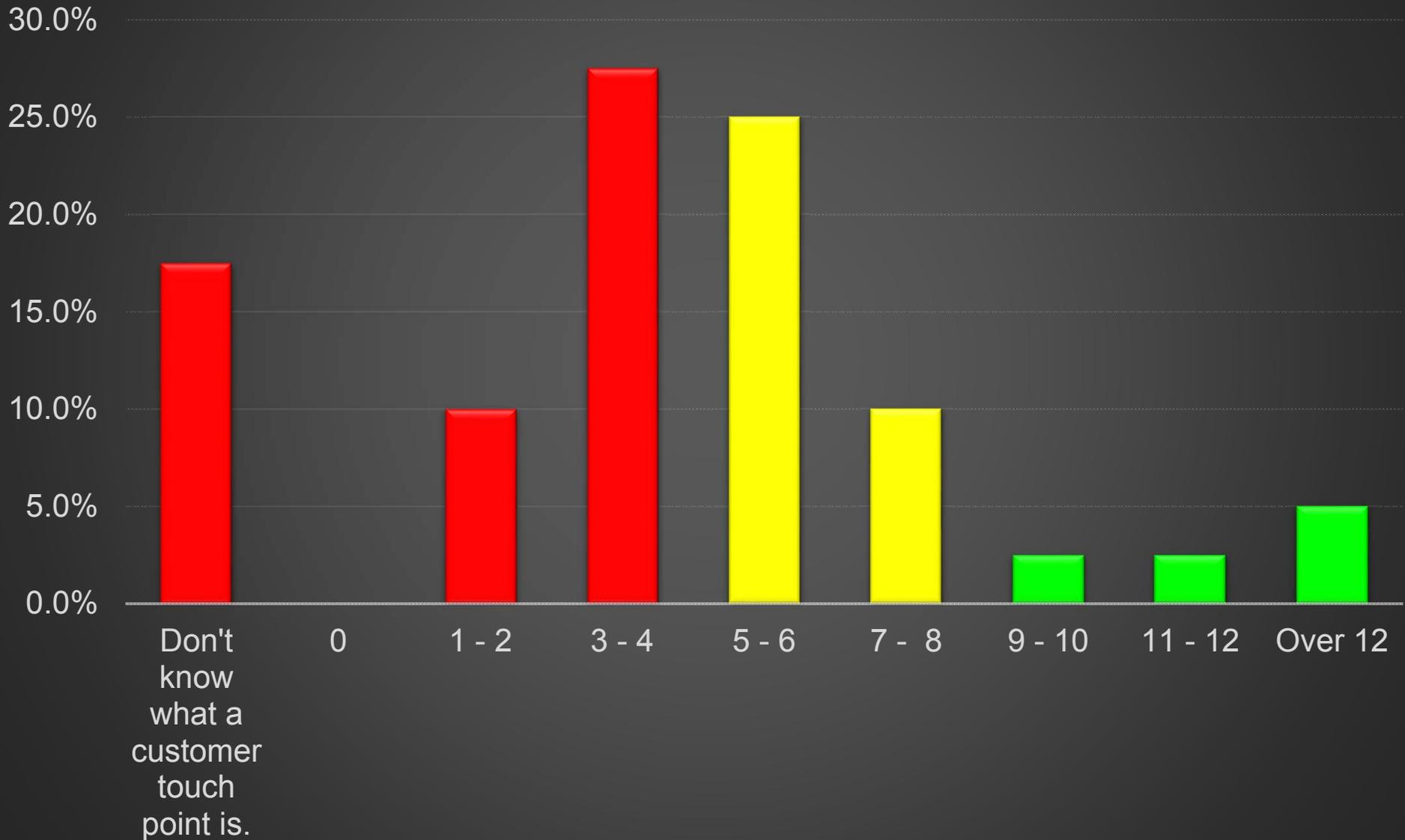
What is your level of knowledge regarding deferred capital improvements required at your facility in relationship to similar golf courses in your market?

Average on 5 Point Scale: 3.39

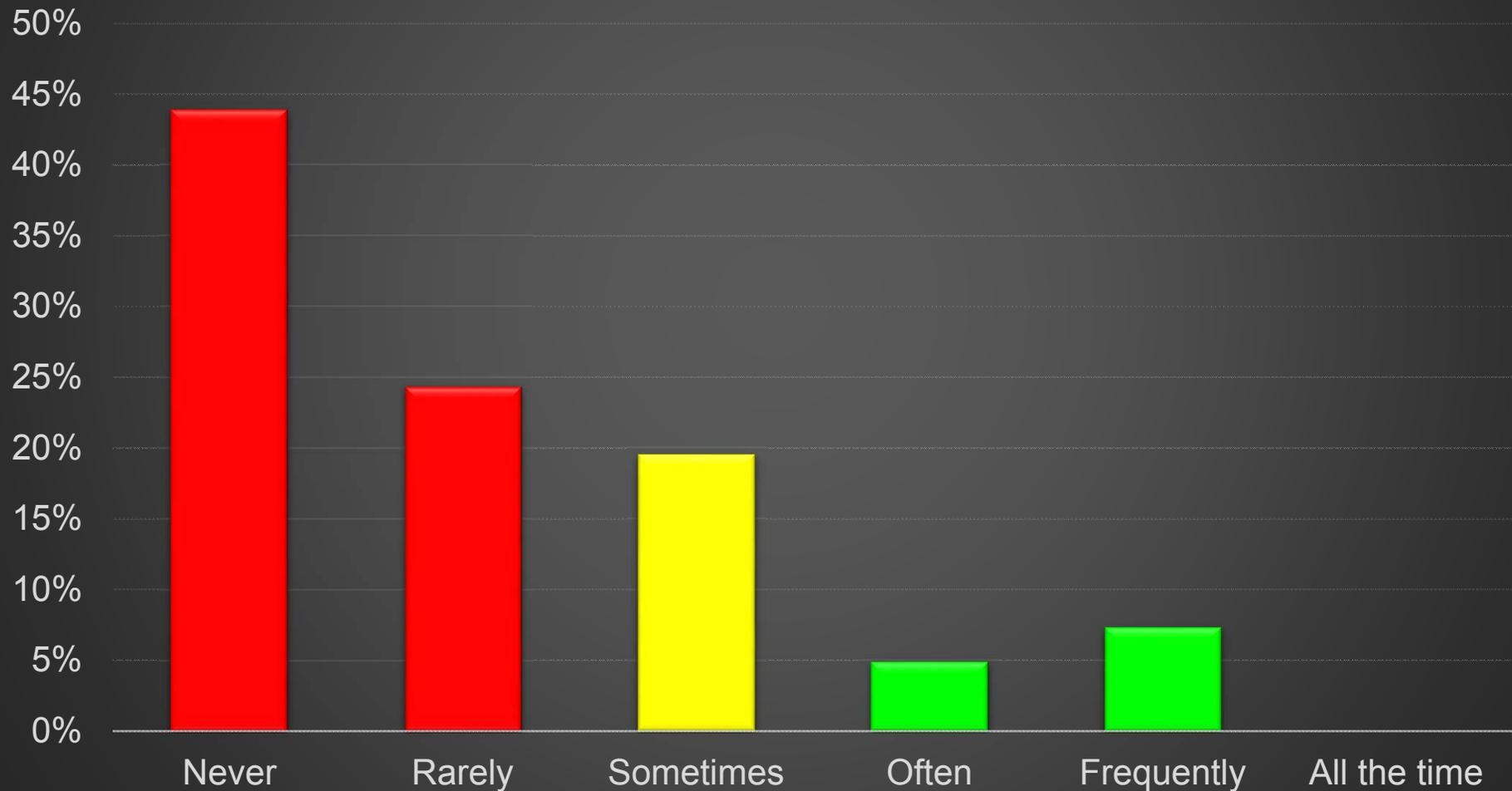


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How many customer touch points does your golf course offer?

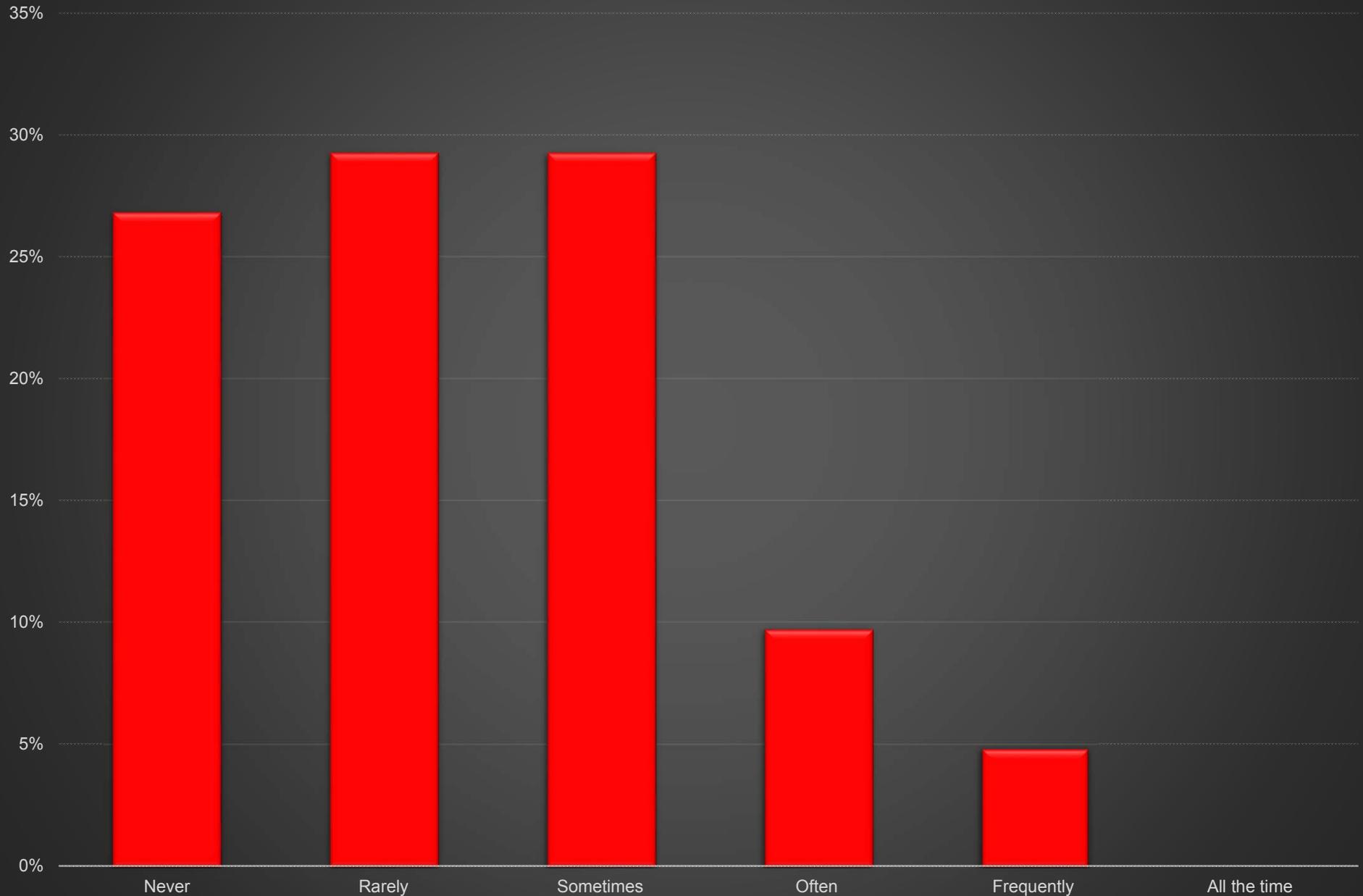


How often do you have your golf course secretly shopped?



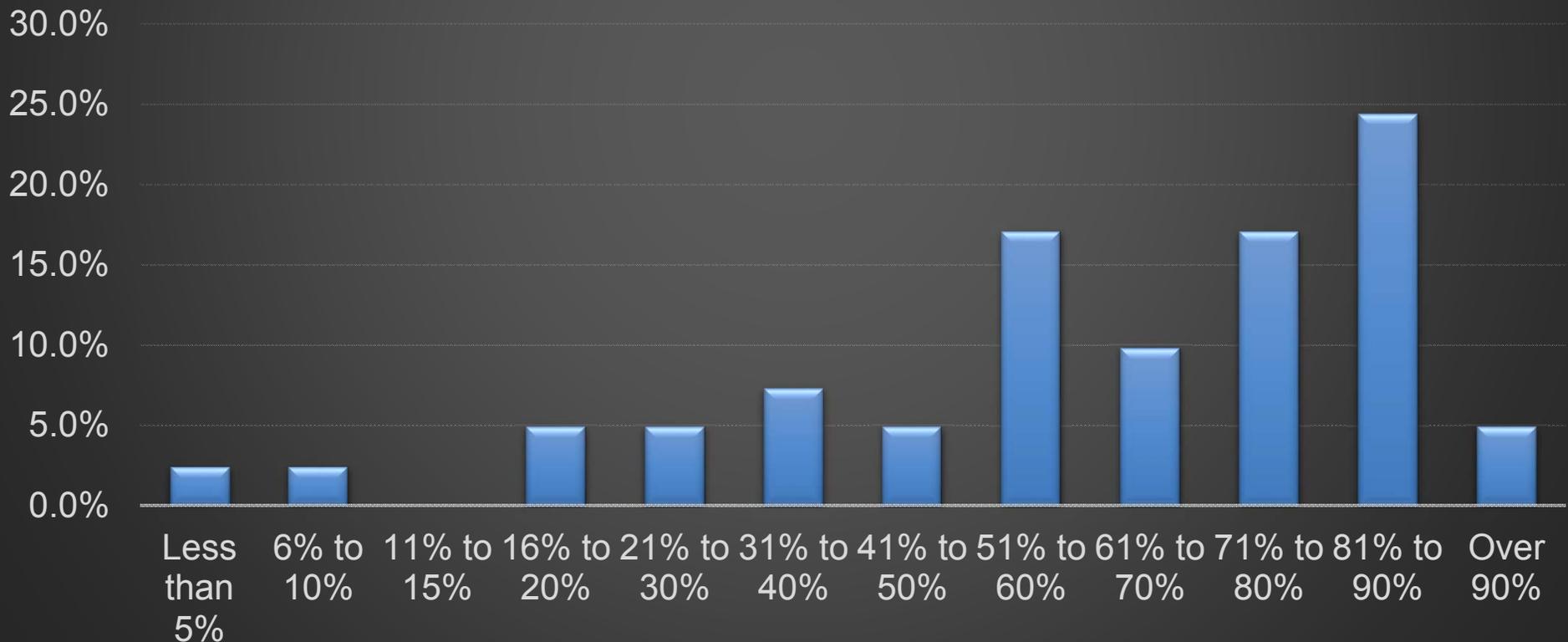
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How often do you conduct electronic surveys of your customers?

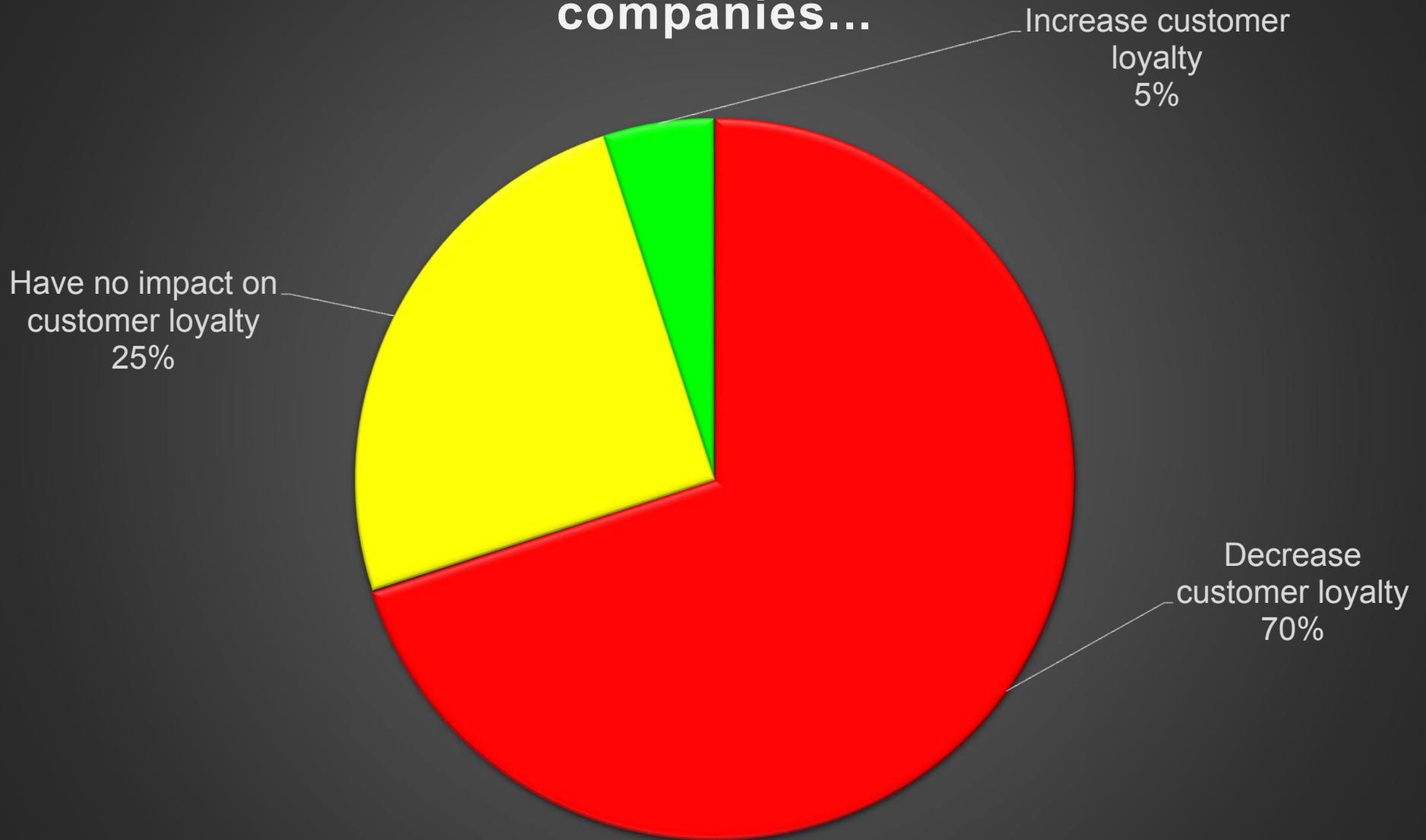


What % of your golfers do you believe will rate your golf course an 8, 9, or 10 (using a 10 point scale with 10 being the highest) when discussing your course to friends, family and other golfers?

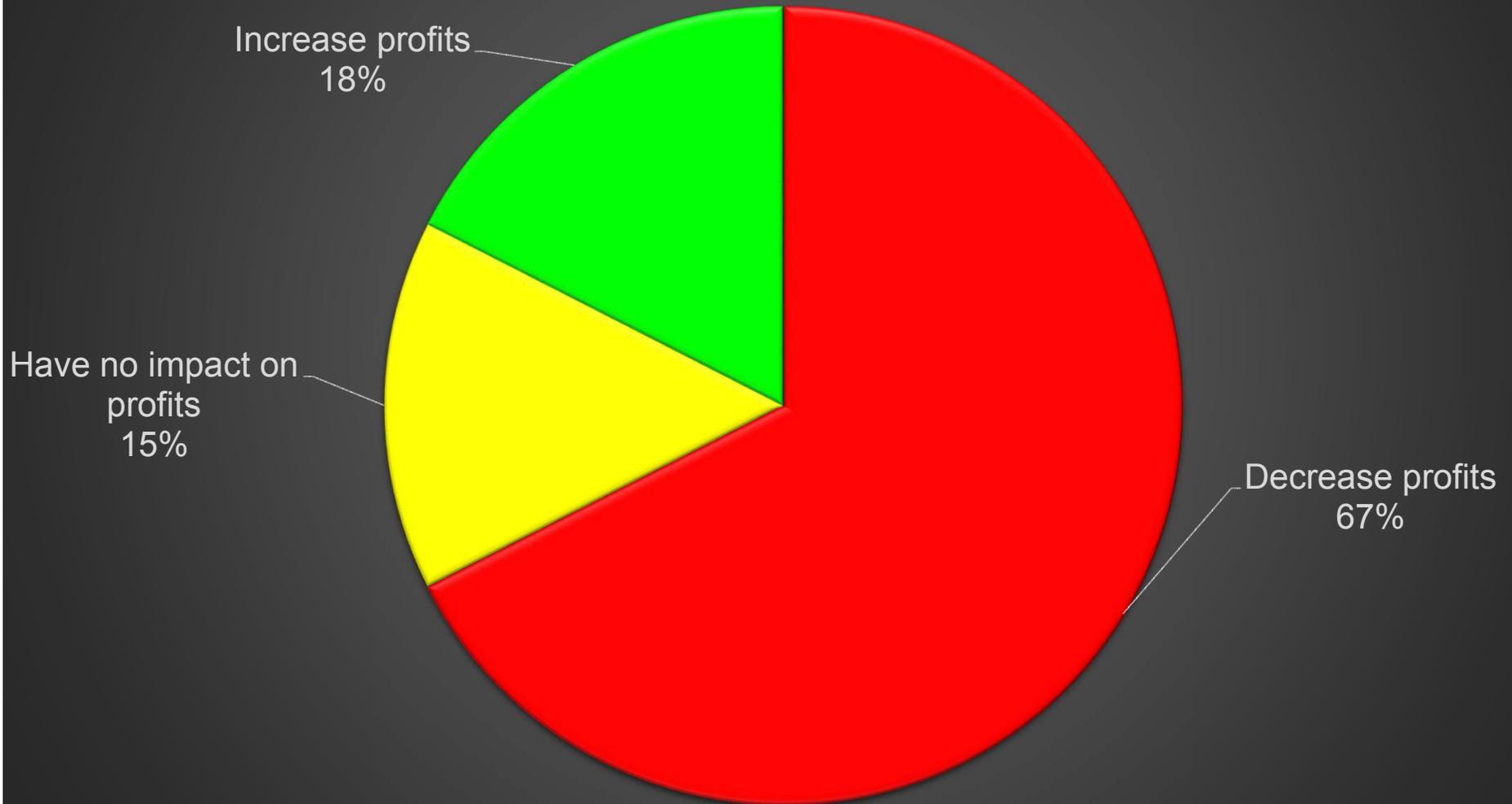
Answers provided by respondents reflect course operators ar



Do you believe that third party tee time companies...



Do you believe that third party tee time companies...



How much revenue do you think a third party tee time vendor earns selling tee times at your facility?

Average: \$8,750

Answers by respondents reflect they are not in touch with reality. The average third party liquidates over \$25,000 per year in tee times



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Got Any



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Call – Enroll – Participate Win in 2015



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