

Purpose of Study

Thank you for your purchase of the "Business of Golf: Why? How? What?" 2013 Edition.

This pre-test survey asks several questions about your knowledge of your golf facility and is divided into three sections: STRATEGIC; TACTICAL; and OPERATIONAL. All answers are completely confidential.

If you would like a copy of the survey results, the last question will provide you the opportunity to enter your email address. The survey results will be sent to you within 72 hours as to how you compare to the industry.

We look forward to your feedback in reading the book and applying the lessons incorporated therein that were vetted as an integral part of Ph.D. Study by Rick Lucas, PGA 0 Direction of the Professional Golf Management Program at Clemson University.

J.J. Keegan, Managing Principal and Author
Golf Convergence

***1. What type of golf course do you operate?**

- Daily Fee
- Military
- Municipal
- Private Club
- Resort
- Other (Industry Vendor, Golfer, etc.)

Daily Fee | Military | Municipal Benchmarks

2. How important are the following benchmarks in managing a daily fee | municipal facility?

	Not at all important	Low importance	Moderate Importance	Very important	Critical
Labor as a % of Gross Revenue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loyalty Rating from Customer Survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Merchandise Sales and Cost of Goods Sold	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Net income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revenue per round: green fee + cart fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total Starts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Private Club Benchmarks

3. How important are the following benchmarks in managing a private club?

	Not at all important	Low importance	Moderately important	Very important	Critical
Cash Requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change in Initiation Fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Guest Fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Member Retention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Members + Waiting List	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rounds played by members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Resort Benchmarks

4. How important are the following benchmarks in managing a resort?

	Not at all important	Low importance	Moderately important	Very important	Critical
Conversion ratio of resort golf rounds to resort room nights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costs per hole & per round	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labor dollars per round	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retail sales per round & per room night	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RevPar = Revenue per Available Round	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilization percentage based on available rounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

STRATEGIC VISION

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

- Yes
- No

If not, why not?

6. How important is the vision statement in determining your golf facility's goals and objectives toward improving financial performance?

Not Important at all

Low importance

Moderate importance

Very important

Critical

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

- Yes
- No

If not, why not?

8. As measured by the experience provided to your customer, what market segment does your facility TARGET?

- Top 10% (Platinum)
- Top 25% (Gold)
- Top 50% (Silver)
- Top 75% (Bronze)
- Bottom 25% (Steel)

Other (please specify)

9. As measured by gross revenue, what market segment does your facility ACHIEVE?

- Top 10% (Revenues > \$6,000,000)
- Top 25% (Revenues between \$4,000,001 - \$6,000,000)
- Top 50% (\$2,000,001 to \$4,000,000)
- Top 75% (\$1,000,000 to \$2,000,000)
- Bottom 25% (Revenues < 1,000,000)

Other (please specify)

10. What level of playing ability is your course designed for? (Check all that apply)

- Accomplished (Championship: 12 handicap or less)
- Recreational (13 handicap to 25 handicap)
- Beginners (25 handicap and higher)

What is the slope rate from the back tee?

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

Never Slightly knowledgeable Somewhat knowledgeable Moderately knowledgeable Extremely knowledgeable

15. 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. ?

Never Rarely Sometimes Often Frequently All the time

TACTICAL RESOURCES

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

Not at all knowledgeable Slightly knowledgeable Somewhat knowledgeable Moderately knowledgeable Extremely knowledgeable

17. Do you know the customers who played your course for the first time in 2012?

Not at all knowledgeable Slightly knowledgeable Somewhat knowledgeable Moderately knowledgeable Extremely knowledgeable

18. Do you know the customers who played your course in 2011 but not in 2012?

Not at all knowledgeable Slightly knowledgeable Somewhat knowledgeable Moderately knowledgeable Extremely knowledgeable

19. Do you engage in customer relationship management by identifying segments (demographics, customer transactions, i.e., frequency, spending, etc.) to send targeted messages to each segment via email?

Never

Rarely

Sometimes

Often

Frequently

All the time

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

Not at all

Barely

Somewhat

Moderately well

Extremely well

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

Not at all influential

Slightly influential

Somewhat influential

Very influential

Extremely influential

Ambience

Competitor's prices

Conditioning

Course layout

Customer service amenities

Last year's prices

Slope rating

Vision of facility's potential

Other (please specify)

22. Do you track revenue per round by each customer?

Never

Rarely

Sometimes

Often

Frequently

All the time

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

Never	Rarely	Sometimes	Often	Frequently	All the time
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Do you track total spending by customer?

Never	Rarely	Sometimes	Often	Frequently	All the time
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

Never	Rarely	Sometimes	Often	Frequently	All the time
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

Never	Rarely	Sometimes	Often	Frequently	All the time
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

Not at all knowledgeable	Slightly knowledgeable	Somewhat knowledgeable	Moderately knowledgeable	Extremely knowledgeable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What was your utilization rate for 2012?

28. Do you measure revenue per zip code?

Never	Rarely	Sometimes	Often	Frequently	All the time
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you are answered: often, frequently, or all of the time, how do you use that information to improve revenue?

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

- Less than 10%
- 11% to 20%
- 21% to 30%
- 31% to 40%
- 41% to 50%
- 51% to 60%
- 61% to 70%
- 71% to 80%
- 81% to 90%
- Over 90%

How many customer email addresses do you have in your database?

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

- Less than 5%
- 6% to 10%
- 11% to 15%
- 16% to 20%
- 21% to 30%
- 31% to 40%
- 41% to 50%
- 51% to 60%
- 61% to 70%
- 71% to 80%
- 81% to 90%
- Over 90%

Operational

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

Not at all knowledgeable Slightly knowledgeable Somewhat knowledgeable Moderately knowledgeable Extremely knowledgeable

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

Not at all knowledgeable Slightly knowledgeable Somewhat knowledgeable Moderately knowledgeable Extremely knowledgeable

What is your budgeted capital improvements for 2013?

33. How many customer touch points does your golf course offer?

- Don't know what a customer touch point is.
- 0
- 1 - 2
- 3 - 4
- 5 - 6
- 7 - 8
- 9 - 10
- 11 - 12
- Over 12

34. How often do you have your golf course secretly shopped?

Never Rarely Sometimes Often Frequently All the time

If you are answered: often, frequently, or all of the time, how do you use that information to improve revenue?

35. How often do you conduct electronic surveys of your customers?

Never Rarely Sometimes Often Frequently All the time

If you are answered: often, frequently, or all of the time, how do you use that information to improve revenue?

36. What percentage 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 in the area?

- Less than 5%
- 6% to 10%
- 11% to 15%
- 16% to 20%
- 21% to 30%
- 31% to 40%
- 41% to 50%
- 51% to 60%
- 61% to 70%
- 71% to 80%
- 81% to 90%
- Over 90%

37. How satisfied are you with your online presence (web site, Facebook, Twitter, third party distribution, etc.)?

Not at all satisfied	Slightly satisfied	Moderately satisfied	Very satisfied	Extremely satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

- Decrease customer loyalty
- Have no impact on customer loyalty
- Increase customer loyalty

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

- Decrease profits
- Have no impact on profits
- Increase profits

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

- 0, We don't utilize a third party tee time vendor
- Less than \$2,500
- \$2,501 to \$5,000
- \$5,001 to \$7,500
- \$7,501 to \$10,000
- \$10,001 to \$15,000
- \$15,001 to \$20,000
- \$20,001 to \$30,000
- \$30,001 to \$40,000
- \$40,001 to \$50,000
- Over \$50,000
- Don't care how much they earn

41. If you would like to receive a copy of this survey report, please enter your email address and course name below? We assure you that your e-mail will not be sold, rented, or given to any other party and that your responses are confidential.

Fifty respondents, randomly selected, will be sent on June 1, 2013 a Starbucks gift in appreciation for your taking this survey.

We greatly appreciate your assistance in helping formulate the appropriate research to guide our golf industry.

Thank you,

**JJ Keegan, Managing Principal: Golf Convergence
Rick Lucas, PGA, Clemson University**