

## Purpose of Survey

The purpose of this survey is to determine the effectiveness of management companies and is designed to assist a golf course owner to evaluate the performance of their management company.

Does the management company create value for golfers on a foundation that optimizes the financial performance of your golf course? Have they increased your investment return during their contract or whether they merely good at marketing themselves and created no significant benefit to you.

Results of the survey will be published in the January edition of Golf Convergence's "New News."

All answers are completely confidential.

Thank you for contributing to research that will benefit the golf industry.

J. J. Keegan, Managing Principal  
Golf Convergence

## Type of Golf Course Owned

### \* 1. What type of golf course do you own?

- Daily fee (semi-public)
- Military
- Municipal
- Private Club
- Resort
- Other (Industry Vendor)

## Name of Course and Number of Holes

**\*2. What is the name of your golf course(s)?**

**\*3. How many holes are under management?**

- 9 holes
- 18 holes
- 27 holes
- 36 holes
- 45 holes
- More than 45 holes.

## Type of Golf Course

### \*4. Facilities Under Management

- Golf course (including food & beverage and maintenance are managed by SAME entity)
- Golf course (including food and beverage and maintenance are managed by DIFFERENT entities)
- Food and Beverage only
- Maintenance only

## 5. Which management company have you retained?

- American Golf Corporation
- Billy Casper Golf
- Century Golf Partners
- Club Corp
- Eagle Golf Group
- Fore Golf Partners
- Kemper Sports
- Marriott Golf
- OB Sports
- Sequoia Golf Management
- Touchstone
- Troon Golf Management
- Respectively decline to disclose

Other (please specify)

## \*6. How long has the current management company being managing your facility, including initial contract term and extensions?

- 1 year
- 2 -3 years
- 4 - 5 years
- 5 - 7 years
- More than 7 years

## \*7. What type of financial arrangement do you have with the 3rd party company?.

- Lease
- Management contract

## 8. What is your annual management fee?

- Less than \$50,000
- \$50,000 to \$75,000
- \$75,001 to \$100,000
- \$100,001 to \$125,000
- \$125,001 to \$150,000
- \$150,001 to \$175,000
- \$175,000 to \$200,000
- Over \$200,000

## Management Company Policies and Practices

**9. Did your management company, within 60 days of being retained, create a written strategic plan that defined their vision for the golf course, the tactical resources that would be required and the operational policies and procedures to be implemented?**

- Yes
- No

**10. Did the management company's strategic plan include a short and long-range capital requirements forecast for both the golf course and the clubhouse?**

- Yes
- No

**11. How often do you meet with senior management of your management company to discuss your strategic plan, marketing plan, budgets and performance**

- Monthly
- Quarterly
- Semi-Annually
- Annual
- Never

**12. Did the strategic plan address in your market conditions by providing the current demographics (MOSAIC profile index, median household income, ethnicity, population density, slope rating, competitors, number of golfers per 18 holes) within a 30 mile radius of your facility?**

- Yes
- No

**13. Is the management company utilizing weather forecasting tools to both schedule events and provide you, in advance, anticipated revenue adjustments from budget due to weather's impact on rounds played?**

- Yes
- No

**14. Does your website include the name of the management company and their corporate branding including their logo?**

- Yes
- No

**15. Does your web site contain links to the management company's web site in which....**

- Golfers can purchase loyalty cards for favorable green fees rates with advanced tee time access (3 days or less)?
- Tee times can be booked on a competitor's golf course?
- Individuals can apply for employment with the management company on any of the courses they manage?

**16. Does the management company remit to you 100% of all loyalty card purchases made by the golfers?**

- Yes
- No

If no, what percentage do they remit to you?

**17. Does your management sell your customer list and retain the proceeds for themselves?**

- Yes
- No
- Don't know

**18. Is your tee sheet fully integrated to the POS system in which all transactions and customer data are loaded into a customer relationship management system from which periodic can be sent to segmented groups?**

- Yes
- No

**19. Does your management company participate in and submit data for your golf course to PGA PerformanceTrak, PGA Competitive Market Analysis and Golf Datatech and share the data with you?**

- Yes
- No

**20. Does the management provide a 1 page flash report monthly with the following benchmarks listed: rounds, yield per round by green fees, cart fees, merchandise sales, and food & beverage sales.**

- Yes
- No



**21. Some management contracts provide for the payment of additional fees for home office services, such as, for advertising, administration, legal, marketing, payroll processing, etc. How does the total of these fees compare to the base management fees at of your facility?**

- Under 10%
- 10 to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%
- 100% to 150%
- Over 150%
- No

**22. Does the management company create a general ledger account structure where checks written to themselves can be easily tracked as to the amount and the purpose of the expense.**

- Yes
- No

**23. Are revenue programs implemented by the management company identified by a unique general ledger account such that the success of their advertising and marketing efforts can be easily tracked?**

- Yes
- No

**24. Is the golf course in better playing condition since the management company assumed responsibility?**

- Yes
- No

**25. Has the amount of deferred capital expenditures been reduced since the management company assumed responsibility?**

- Yes
- No

**26. Has the management company implemented dynamic revenue pricing of your tee times?**

- Yes
- No
- Unsure

**27. Does the management company have the golf course "secret shopped" on a periodic basis sharing the results of the independent review with you?**

- Yes
- No

**28. Does the management company conduct a periodic survey of your golfers to learn of their habits and preferences?**

- Yes
- No

**29. Is the cash flow of your facility, after management fees, greater than that generated by your previous management or yourself if you were the operator?**

- Yes
- No

**30. Please enter your email address (which will be held in strict confidence) to provide you and advanced copy of the results and to validate your response to this survey.**

## How Effective if Your Management Company? - Find Out Now!

If you answered yes to questions 8, 9, 10, 11, 12, 17, 18, 19, 21, 22, 23, 24, 25, 26, 27, 28 add 2 point for each question answered "YES."

If you answered yes to questions 13, 14a, 14b, 14c, 15, 16, and 20 add 0 points.

Compare your total score to the following tally sheet. Based on our experience in evaluating management company performance and based on your answers to the questions, we would rate the effectiveness of your management as follows:

0 - 7 points: Very ineffective.

8 - 12 Points: Ineffective.

13 - 15 Points: Marginal.

9 - 12 Points: Slightly Effective.

Over 12 Points: Highly Effective

Please note that it is our strong recommendation that 120 days prior to the expiration of your current contract, that you issue a Request for Proposal to examine your options.