Creating a 2015 Strategic Plan

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.

This information will help us ensure that the Fall class series will provide insights and perspectives of great value to your facility.	
We look forward to your participation in class.	
J. J. Keegan, Managing Principal Golf Convergence	
*1. What type of golf course do you operate?	
O Daily Fee	
O Military	
O Municipal	
C Private Club	
C 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	O	0	0	O	O
Loyalty Rating from Customer Survey	O	O	O	O	O
Merchandise Sales and Cost of Goods Sold	O	0	0	O	O
Net income	0	0	0	0	0
Revenue per round: green fee + cart fee	0	0	0	0	0
Total Starts	O	0	0	O	O
Other (please specify)					

Resort Benchmarks

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

Not at all important	Low importance	Moderately important	Very important	Critical
0	O	O	O	©
0	0	O	O	\circ
0	0	O	0	0
O	0	0	0	0
O	0	0	0	0
O	O	O	0	O
	© © ©			

4. Do you have a written vision statement that guides the strategic direction of your facility? O Yes No No If not, why not? S. 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 C C C C 6. Have you developed a written strategic plan within the last three years? O Yes No If not, why not? 7. 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)	TRATEGIC VISIO	ON			
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Not Important at all C C C C C C C C C C C C				your golf facility's	goals and
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C Top 75% (Bronze) C Bottom 25% (Steel)	C Top 25% (Gold)				
© Bottom 25% (Steel)	C Top 50% (Silver)				
	C Top 75% (Bronze)				
Other (please specify)	© Bottom 25% (Steel)				
	Other (please specify)				

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) Her (please specify) What level of playing ability is your course designed for? (Check all that Accomplished (Championship: 12 handicap or less) Recreational (13 handicap to 25 handicap) Beginners (25 handicap and higher) Lat is the slope rate from the back tee?	t apply
Top 50% (\$2,000,001 to \$4,000,000) Top 75% (\$1,000,000 to \$2,000,000) Bottom 25% (Revenues < 1,000,000) her (please specify) What level of playing ability is your course designed for? (Check all that Accomplished (Championship: 12 handicap or less) Recreational (13 handicap to 25 handicap) Beginners (25 handicap and higher)	t apply
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Recreational (13 handicap to 25 handicap) Beginners (25 handicap and higher)	
Beginners (25 handicap and higher)	
nat is the slope rate from the back tee?	

Please rate th hat you utilize to	-		ing tools (fo	recasting r	nethods and r	eports)
jes siiike to	_	ot important at all	Low importance	Moderate importance	Very important	Critical
Competitive market share inalysis	О	O	O	O	О	O
inancial Statements	0	0	0	0	0	0
Golf Datatech reports	0	O	0	0	0	0
Golfer Local Market Analysis (age, income othnicity, population lensity, golfers in your market)	0	О	O	0	0	0
Mosaic Profile demographic report)	0	0	0	0	O	О
National Golf Foundation eports	0	O	0	0	O	0
Operational Budgets	0	0	0	0	0	0
PGA Performance Trak Annual Operating Survey	O	O	O	0	O	0
PGA Performance Trak Local Monthly Competitive Golf Market Analysis	O	O	0	0	0	O
PGA Performance Trak Rounds and Revenue Reporting	0	0	0	0	O	O
Rounds - Base year analysis on the prior year	s O	O	0	0	0	O
Rounds - Linear Trend analysis on the prior three or more years	0	0	О	О	O	O
JS Economic Forecast	O	0	0	0	0	0
other (please specify)						
		A	l			
1. What is your cousehold income rom your facility? Not at all aware	e, ethnicity, po	opulation de	-	_	s) within a 30	
©	Olightiy award	. Come	©	©	LAU	©
2. How would yo	u rate the sur	only of golf c	ourses in vo	ur market?	,	
_	The market is in balance	The market is undersupplied	Don't precisely	know, Don't pe market though t	recisely know, Dor he market may thoug	n't precisely kno gh the market r undersupplied
			is oversupp	nieu be i	ii balalice De	unuersuppile

13. Do you calcu	late the financial	impact of weat	her on your	facility's operat	ing results?
Never	Slightly knowledgeable	e Somewhat knowle	dgeable Modera	ately knowledgeable Ex	tremely knowledgeable
0	O	0		0	O
14. If weather fo	recasting up to 11	months was a	ccurate, to	what extent wou	uld you utilize
	to manage your fa				
irrigation, etc. ?					
Never	Rarely	Sometimes	Often	Frequently	All the time
0	0	0	0	0	O

	URCES				
15. Do you know th	ne customers (19 or more ro	unds per vear) w	ho plaved v	our facility in
consecutive years	•		. ,	. , ,	•
Not at all knowledgeable	Slightly knowledgeat	ble Somewhat kno	wledgeable Moderately	knowledgeable E	xtremely knowledgeable
0	0	0	,	0	0
40 B I II			e 11	.	00440
16. Do you know th					
Not at all knowledgeable	Slightly knowledgeal	ble Somewhat kno	wledgeable Moderately	knowledgeable E	xtremely knowledgeable
•	e e	5			•
17. Do you know th	ne customers v	who played yo	ur course in 201	3 but not in	2014?
Not at all knowledgeable	Slightly knowledgeal	ble Somewhat kno	wledgeable Moderately	knowledgeable E	xtremely knowledgeable
O	0	0		O	O
18. Do you engage	in customer re	elationship ma	anagement by id	entifying se	aments
(demographics, cu		-	-	,	
messages to each			quelloy, speliuli	.g, <i>c.o.,</i> .o s	ina targetea
Never	Rarely	Sometimes	Often	Frequently	All the time
O	O	O	O	O	O O
19. To what extent	does your sof	tware vendor	meet your mana	gement info	rmation system
requirements?					
Not at all	Barely	Somew	rhat Modei	rately well	Extremely well
O	0	0		\odot	\circ
20. Please rate the	level of influe	nce the follow	ing variables ha	ve in settina	
	level of influe	nce the follow	ing variables ha	ve in setting	
	e level of influe		ing variables ha	ve in setting Veryinfluential	your current
		Slightly influential			your current
fees?	Not at all influential	Slightly influential	Somewhat influential	Veryinfluential	your current Extremely influentia
fees? Ambience	Not at all influential	Slightly influential	Somewhat influential	Veryinfluential	your current Extremely influentia
Ambience Competitor's prices	Not at all influential	Slightly influential	Somewhat influential	Veryinfluential	your current Extremely influentia
Ambience Competitor's prices Conditioning	Not at all influential C C	Slightly influential C C	Somewhat influential C C	Veryinfluential C C	your current Extremely influentia
Ambience Competitor's prices Conditioning Course layout	Not at all influential C C C	Slightly influential C C C	Somewhat influential C C C	Veryinfluential C C C	your current Extremely influentia
Ambience Competitor's prices Conditioning Course layout Customer service amenities Last year's prices	Not at all influential C C C C C	Slightly influential C C C C	Somewhat influential O O O O	Veryinfluential C C C C	your current Extremely influentia
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Ambience Competitor's prices Conditioning Course layout Customer service amenities Last year's prices Slope rating Vision of facility's potential	Not at all influential C C C C C C C C C C C C C	Slightly influential C C C C C C C	Somewhat influential O O O O O O O O	Veryinfluential C C C C C C C C C C	your current Extremely influentia
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3. Do you track total spending by customer? Never Rarely Sometimes Often Frequently All the time 4. Do you engage in yield management by adjusting prices based on forecasted emand? Never Rarely Sometimes Often Frequently All the time 5. Are your prices (prime time, twilight, specials) consistent through all distribution hannels (web site, electronic tee sheet, call center, social media)? Never Rarely Sometimes Often Frequently All the time 6. What is your knowledge regarding your utilization rate by hour, by day, by month a y year? Not at all knowledgeable Slightly knowledgeable Somewhat knowledgeable Moderately knowledgeable Extremely knowledge from the time of the time of the property of the time of the time of the property of the	Never Rarely Sometimes Often Frequently All the time C C C C C C C C C C C C C C C C C C C	Never	Rarely	Sometimes	Often	Frequently	All the time
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you are answered: often, frequently, or all of the time, how do you use that information to improve revenue?	are answered: often, frequently, or all of the time, how do you use that information to improve revenue?	hat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often	© Frequently	All the time
		hat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often	© Frequently	All the time
		hat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often ©	Frequently	All the time
		nat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often ©	Frequently	All the time
		hat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often ©	Frequently	All the time
		nat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often ©	Frequently	All the time
		hat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often ©	Frequently	All the time
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		hat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often ©	Frequently	All the time
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		/hat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often ©	Frequently	All the time
		/hat was your utilization 7. Do you mea	n rate for 2013? Sure revenue Rarely	per zip code? Sometimes	Often ©	Frequently	All the time

28.	What percentage of email addresses have you obtained from your golf customers that
visi	it your facility?
0	Less than 10%
0	11% to 20%
0	21% to 30%
0	31% to 40%
0	41% to 50%
0	51% to 60%
0	61% to 70%
0	71% to 80%
0	81% to 90%
0	Over 90%
How	many customer email addresses do you have in your database?
29.	What percentage of your tee time reservations are made on your web site and via third
paı	rty booking engines?
0	Less than 5%
0	6% to 10%
0	11% to 15%
0	16% to 20%
0	21% to 30%
0	31% to 40%
0	41% to 50%
0	51% to 60%
0	61% to 70%
0	71% to 80%
0	81% to 90%
0	Over 90%

Operatio	nal				
30. What	is your le	vel of knowledge	regarding your lab	or budget in relation	onship to similar
golf cour	ses in yoເ	ır market?			
	owledgeable	Slightly knowledgeable		Moderately knowledgeable	Extremely knowledgeable
(0	0	O	0
31. What	is vour le	vel of knowledge	regarding deferred	l capital improvem	ents required at
	_	_	r golf courses in ye		
Not at all kn	-	Slightly knowledgeable		Moderately knowledgeable	Extremely knowledgeable
(О	O	O	0
What is your l	oudgeted capital	I improvements for 2013?			
32. How	many cus	tomer touch poin	ts does your golf o	ourse offer?	
	-	omer touch point is.	,		
	iow what a custo	omer touch point is.			
O 0					
O 1 - 2					
O 3 - 4					
O 5-6					
O 7-8					
O 9 - 10					
O 11 - 12					
Over 12					
33. How	often do v	ou have vour gol	f course secretly s	shopped?	
Neve	-		ometimes Ofte		All the time
0		0	0 0	0	O
f you are ans	wered: often, fre	equently, or all of the time, I	now do you use that information	on to improve revenue?	
34. How	often do v	ou conduct elect	ronic surveys of y	our customers?	
Neve	_		ometimes Ofte		All the time
0		0	0	0	O
If you are ans	wered: often, fre	equently, or all of the time, I	now do you use that information	on to improve revenue?	

		aic with 10 bein	g the highest) when	discussing your	course to menus
am	nily and other go	lfers in the area	?		
0	Less than 5%		-		
0	6% to 10%				
0	11% to 15%				
0	16% to 20%				
0	21% to 30%				
0	31% to 40%				
0	41% to 50%				
0	51% to 60%				
0	61% to 70%				
0	71% to 80%				
0	81% to 90%				
ar	ty distribution, e	tc.)? Slightly satisfied	online presence (we	Very satisfied	Extremely satisified
6. ar	How satisfied a ty distribution, e	tc.)?		·	
6. ar	How satisfied and ty distribution, endead and the Not at all satisfied	tc.)? Slightly satisfied	Moderately satisfied	Very satisfied	Extremely satisified
6. ar	How satisfied and ty distribution, endead and the Not at all satisfied	tc.)? Slightly satisfied C hat third party te	Moderately satisfied	Very satisfied	Extremely satisified
6. ar	How satisfied and ty distribution, end at all satisfied C Do you believe to	Slightly satisfied C hat third party te	Moderately satisfied	Very satisfied	Extremely satisified
66. ear	How satisfied and ty distribution, end at all satisfied C Do you believe to the decrease customer loyalted.	Slightly satisfied hat third party to mer loyalty	Moderately satisfied	Very satisfied	Extremely satisified
6. ar	How satisfied and ty distribution, end at all satisfied Do you believe to the distribution of the distribution, end at all satisfied Do you believe to the distribution of the distribut	slightly satisfied hat third party to y mer loyalty	Moderately satisfied © ee time companies	Very satisfied	Extremely satisified
6. ar	How satisfied and ty distribution, end at all satisfied Do you believe to the distribution of the distribution, end at all satisfied Do you believe to the distribution of the distribut	slightly satisfied hat third party to y mer loyalty	Moderately satisfied	Very satisfied	Extremely satisified
66. 67.	How satisfied and ty distribution, end at all satisfied Do you believe to Decrease customer loyalty. Have no impact on custo Increase customer loyalty. Do you believe to the property of t	slightly satisfied hat third party to mer loyalty hat third party to	Moderately satisfied © ee time companies	Very satisfied	Extremely satisified

39. How much revenue do you think a third party tee time vendor earns selling tee times at
your facility?
O, We don't utilize a third party tee time vendor
C Less than \$2,500
© \$2,501 to \$5,000
© \$5,001 to \$7,500
© \$7,501 to \$10,000
© \$10,001 to \$15,000
C \$15,001 to \$20,000
© \$20,001 to \$30,000
© \$30,001 to \$40,000
© \$40,001 to \$50,000
Over \$50,000
O Don't care how much they earn

40. Thank you for participating in this pre-test survey.
The combined results of all class participants will be shared during the first class session.
Thank you,
JJ Keegan, Managing Principal: Golf Convergence