

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?**

- ☐ 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)

Resort Benchmarks

3. 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

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

☐ Yes

☐ No

If not, why not?

5. 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

☐

☐

☐

☐

☐

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

☐ 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)

8. 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)

9. 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?

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

| | Unsure | Not important at all | Low importance | Moderate importance | Very important | Critical |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Competitive market share analysis | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Financial Statements | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Golf Datatech reports | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Golfer Local Market Analysis (age, income ethnicity, population density, golfers in your market) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Mosaic Profile (demographic report) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| National Golf Foundation reports | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Operational Budgets | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| PGA Performance Trak Annual Operating Survey | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| PGA Performance Trak Local Monthly Competitive Golf Market Analysis | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| PGA Performance Trak Rounds and Revenue Reporting | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Rounds - Base year analysis on the prior year | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Rounds - Linear Trend analysis on the prior three or more years | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| US Economic Forecast | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please specify)

| | |
|--|---|
| |  |
| | |

11. 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?

Not at all aware Slightly aware Somewhat aware Moderately aware Extremely aware

12. How would you rate the supply of golf courses in your market?

[illegible]

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

Never

Slightly knowledgeable

Somewhat knowledgeable

Moderately knowledgeable

Extremely knowledgeable

☐☐☐☐☐

14. 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

15. 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

☐ ☐ ☐ ☐ ☐

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

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

☐ ☐ ☐ ☐ ☐

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

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

☐ ☐ ☐ ☐ ☐

18. 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

☐ ☐ ☐ ☐ ☐ ☐

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

Not at all Barely Somewhat Moderately well Extremely well

☐ ☐ ☐ ☐ ☐

20. 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 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Competitor's prices | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Conditioning | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Course layout | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Customer service amenities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Last year's prices | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Slope rating | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Vision of facility's potential | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please specify)

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

Never Rarely Sometimes Often Frequently All the time

☐ ☐ ☐ ☐ ☐ ☐

22. 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"/> |

23. 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"/> |

24. 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"/> |

25. 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"/> |

26. 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 2013?

27. 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?

28. 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?

29. 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

30. 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

☐ ☐ ☐ ☐ ☐

31. 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?

32. 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

33. 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?

34. 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?

35. 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%

36. 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"/> |

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

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

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

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

39. 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

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

