

Which Club Benchmarking Filters Should You Use?

Proper filter settings are essential to selecting an appropriate comparison set of clubs. While many clubs believe they are unique, the reality is clubs receive revenue from similar sources and spend cash on similar club and service items. Poor filtering will either compare you against dissimilar clubs, or will unnecessarily remove useful clubs from the comparison set. Guidelines for setting appropriate filters are straightforward and suggestions are made below.

Best Practices Comparing to clubs of similar scale, with similar quality expectations, is key to a good comparison. This is easy to do. The best basic filter set to use for comparisons and reports in the **Finance & Operations** section are "Total Revenue" and the "Golf Yes/No" filter. In the **Compensation & Benefits** section, the best basic filter set would be Total Revenue and then an attribute specific to the volume of that particular department (eg "F&B Revenue" for F&B director compensation, or "Number of Holes" if you are looking at compensation for the superintendent.) You may want to consider those results with and without the Golf Y/N filter.

1. Total Revenue - This correlates to the overall scale and size of your club. Setting the filter range 20% below to 20% above your revenue is a good guideline.
2. Golf Yes/No - This will automatically fine tune results to a broad peer set of clubs with golf and clubs without golf.

Set revenue ranges about 20% above and 20% below your total revenue

Select and Set Filters...

Filter	Value	Apply	Cancel	Filter Guidelines
Total Revenue	18M	<input type="range"/>	24M	<input type="button" value="X"/>
Clubs with Golf	<input type="text" value="Any"/>			
Membership Dues Revenue	<input type="text" value="Any"/>			
Food & Beverage Revenue	<input type="text" value="No"/>			

Common Mistakes

Avoid these common errors, which tend to reduce the comparison club set and remove valuable comparison data.

1. Reliance on Geography - While it may seem obvious that local clubs deliver the best comparison, thorough analysis actually shows that geography is a very poor attribute to use for comparing clubs. Clubs across the country generally run with very similar business models and limiting comparison clubs to your local area removes a huge set of quality comparison data. Even spending on course maintenance in relation to the overall club is remarkably similar across the country. If a geography component is needed it is recommended to use the regional selections (e.g. Northeast) rather than States alone.

2. Reliance on Club Type - It is tempting to select Country Club, City Club, etc. as a basic filter setting. As we all know, there is no standard defining club types and their associated amenities. Some Country Clubs have golf, some do not. Some Golf Clubs have pools and tennis, some do not. Some City Club have sports, some do not. For instance, if you are comparing your Food & Beverage operation you want to compare to clubs with similar size F&B, regardless of whether they call themselves a Golf Club or a City Club.