

# CB Solutions™

powered by Club Benchmarking  
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Club Benchmarking is on a mission to deliver fact-based insight to clubs. Every CB Solution™ we offer is powered by our core benchmarking platform, VISTA, and built on a foundation of data and research to deliver game-changing, actionable insight. We collect and analyze data from thousands of clubs every year – small and large, with and without golf. That intentional diversity of information is part of our commitment to serve the full spectrum of club industry stakeholders (staff, managers, boards, committees, members and industry constituents including associations).



## SOLUTIONS MENU

### ➤ The VISTA Platform

The VISTA platform is a subscription-based online management tool that allows you to benchmark your club's financial & operational performance against the industry's largest and most accurate standardized database. Since 2009, Club Benchmarking has been gathering annual financial and operational data from more than 1,000 clubs across North America. Our proven Financial Insight Model™ and Key Performance Indicators are the cornerstones of a common and strategic industry framework which allows clubs to accurately assess and benchmark their financial and operational health.

### ➤ COMPASS Capital Planning Solutions

- **Asset Evaluation Studies** powered by Club Benchmarking utilize a proprietary process and procedures developed by industry experts and informed by firsthand experience. Detailed capital asset inventories from hundreds of clubs across North America and extensive experience provide clear insight into a club's future capital needs. Our data shows a club's success hinges on its ability to generate the capital necessary to continuously invest in its physical assets. The first step in assuring your club does that effectively is detailing future capital needs via a COMPASS Asset Evaluation Study.
- **Capital Strategies Modeling (CSM)** is a natural complement to the Asset Evaluation and a logical next step in a club's long-term planning process. Our proprietary processes and platform are designed to help club leaders proactively plan for ongoing capital requirements and identify a strategy for achieving aspirational goals that ensure the club's robust financial health and vitality well into the future. The Capital Strategies Modeling (CSM) software provides powerful visualization of gaps between capital needs and resources and allows club leaders to analyze and select from various strategies to close the gaps.

### ➤ **Compensation & Benefits and Workforce Analysis Benchmarking**

Club Benchmarking Compensation and Workforce Analysis leverages the industry's most reliable data and delivers the insight you need to proactively manage staffing challenges and balance the club's financial results with member service expectations. Our compensation and benefits database houses comprehensive information on more than 200,000 club employees.

### ➤ **Employee Engagement Surveys**

Club Benchmarking has developed the industry's first Employee Engagement Survey to provide critical insight and perspective on your employment practices and culture through the eyes of your staff and relative to club industry employee engagement benchmarks. Recruitment and retention of staff who are reliable, passionate and motivated to serve is essential to your club's success. With tight labor markets and uncertainty surrounding wage and labor laws, it is important to have a clear understanding of the relative morale and satisfaction of your workforce. Employee Engagement Surveys powered by Club Benchmarking are straightforward, multi-lingual (English/Spanish) and easy to administer via email or inhouse computer.

### ➤ **Membership Survey Solutions**

Assessing a member's perspective on club life has traditionally centered on satisfaction. Club Benchmarking research shows while satisfaction is an important consideration, there are more critical issues in play. Our Membership Survey Solutions are based on PhD research conducted by CEO Jim Butler. This innovative approach addresses **Member Satisfaction** and goes well beyond, providing insight into **Motivation** (why members join your club); **Attachment** (what factors make and deepen their connection to the club); **Value** (which programs and amenities matter most) and **Loyalty** (how likely members are to stay).

### ➤ **Education and Advisory Services**

Education and Advisory Services powered by Club Benchmarking profoundly impact the dialogue in the club to focus stakeholders on the key issues. Constant churn in the club boardroom means the people who come and go must quickly understand what matters and why in order to succeed. Our seminal research on club Finance and Operations produces game-changing insight which helps educate and align Board, Management and Members.

### ➤ **Financial Consulting Services**

Club Benchmarking Financial Consulting Services help clubs gain control of their financial future by leveraging fact-based data and proven insight. Historically, clubs have operated with a narrow focus, struggling from one year to the next and monitoring progress through last month's income statement against budgets. Sustainable success requires a more strategic, forward-looking view of finances centered on stewardship of assets. Clubs must re-orient their financial perspective from a one month/one year at a time view of the income statement to a future-looking view of the balance sheet and physical assets.

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