

# Introducing...

## The Strategic Monthly Dashboard

powered by Club Benchmarking



### Relevant. Powerful. Monthly. Free.

In a world drowning in data, businesses use dashboards to organize relevant sets of key performance indicators or KPIs, but all dashboards are not created equal. Stakeholder groups need specific information relative to their role in the organization. Think about a plant manager in the automotive industry. As it should, the dashboard used by the plant manager tracks operational KPIs very different from the strategic KPIs that are meaningful and relevant for the company's board of directors. Club Benchmarking advocates a strategic approach that assures the information presented is relevant and appropriate for each stakeholder based on their role in the club.

In private clubs, a dashboard relevant for a department manager should monitor performance related to day-to-day operations. An operational dashboard helps the department manager monitor performance and gauge the impact of their operational decisions. A dashboard relevant to the club's board should, by necessity, be very different from that of a department manager. For board members, the focus should be on high-level, strategic KPIs that reflect the club's overall performance - both in its market and in relation to its own historical trends. As such, we have developed a Strategic Dashboard that is relevant to every club's senior management and board.

In 2015, after five years of study and analysis of financial and operational data from more than 1,000 clubs, Club Benchmarking introduced an Executive Dashboard of annual Key Performance Indicators. These strategic KPIs are now recognized as standard performance measures in the club industry. Now, in response to the urgent need for appropriate, relevant monthly KPIs for senior management and club boards, **we have developed the industry's first Strategic Monthly Dashboard** using an approach similar to what is used in financial markets to depict overall health of the market (Dow Jones Index, S&P Index) and individual sectors (technology, biotech, utilities).

After 12 months of beta testing with select peer groups, the Club Benchmarking **Strategic Monthly Dashboard is available as a free service to the entire club industry!**

### Four Monthly Reports

- Membership
- Cost of Belonging
- Operational Finance
- Capital Finance

### Three Trend Perspectives

- Your Club Current vs History
- Your Trends vs Peer Group
- Your Club vs The Industry

### Strict Criteria for KPI Selection:

- The KPIs are mission critical to every club regardless of location, club type (i.e. golf, yacht, city) size or quality. As such, the KPI must be clearly understood by every club's senior management and board
- The monthly trend of these KPIs is pertinent to every club's monthly meeting process.
- The KPIs provide significant insight into a club's competitive position over time, within its own local market and within the industry at large.
- The KPIs help isolate market influences from the impact of the club's own decisions. Is the club's strategy driving a trend or is the trend a result of an overall market trend? (think Alpha vs Beta)



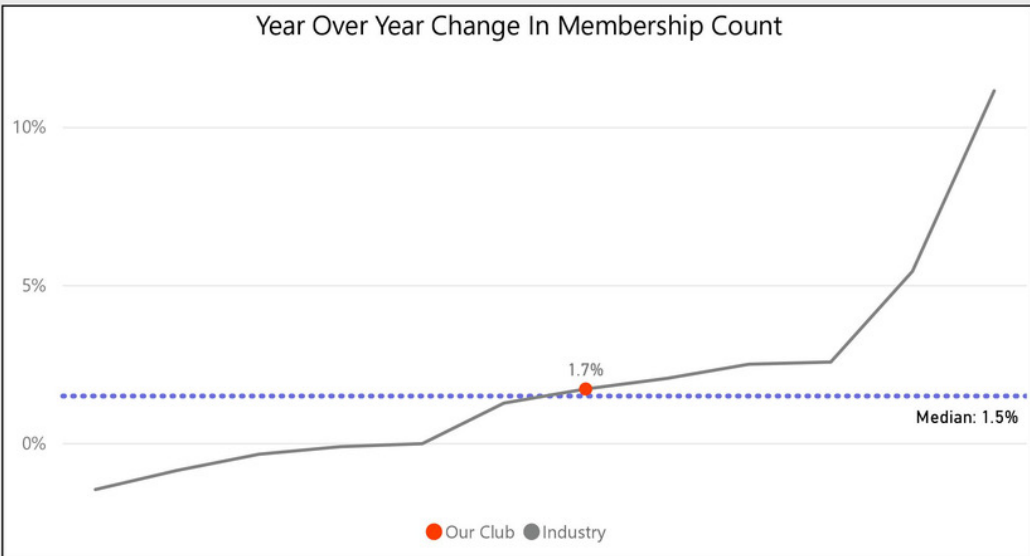
Total Member Count	
2,058	9,391
Our Club	Peer Group

Member Count as a % of Peer Group	
22%	
Our Club	

Average Membership Count - Industry	
623	

Members Entering	
15	56
Our Club	Peer Group

Wait List	
56	188
Our Club	Peer Group



Members Exiting	
6	38
Our Club	Peer Group

Sell List	
0	489
Our Club	Peer Group

Clubs With a Wait List - Industry	
7.2%	

Year Over Year Net Change In Member Count	
35	
Our Club	

Wait List as a % of Member Count	
2.7%	2%
Our Club	Peer Group

Clubs With a Sell List - Industry	
5.4%	

Year Over Year Change In Member Count	
1.7%	2.3%
Our Club	Peer Group

Sell List as a % of Member Count	
0%	5.2%
Our Club	Peer Group

### Monthly Membership Report

Membership is the life of EVERY club. Is there anything more strategic? How precisely do you understand your club's membership trends? Do you have a clear picture of your club's competitive position in the local market? Is your club growing or shrinking? What is the trend? How does the trend compare to the market?

The overall club market is under significant stress, with some clubs feeling the stress more than others. Two main factors drive membership trends in every club: the market and the club's own strategic decisions (or lack thereof). The monthly Membership Report, grounded in accurate data, will help you understand your club's membership trends in relation to your local market and the industry, so you and your board can make better, more strategic decisions.

## Monthly Cost of Belonging Report

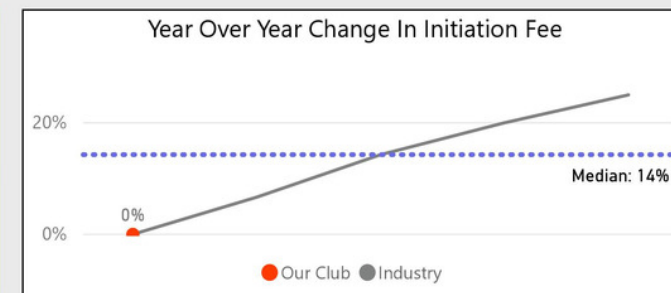
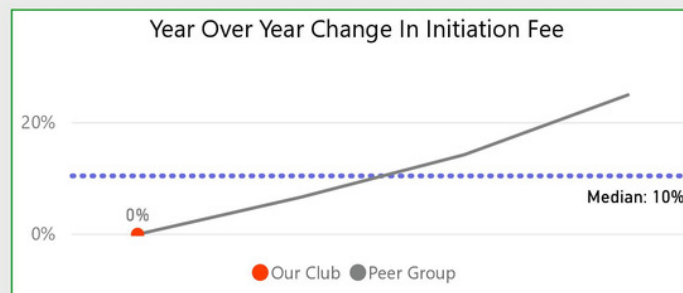
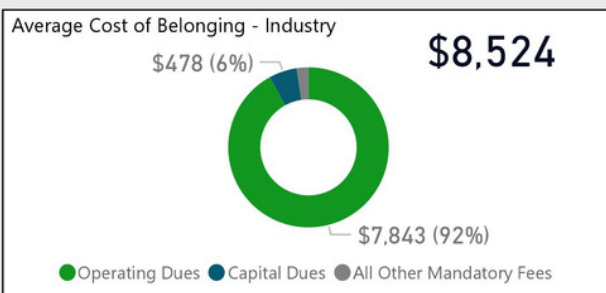
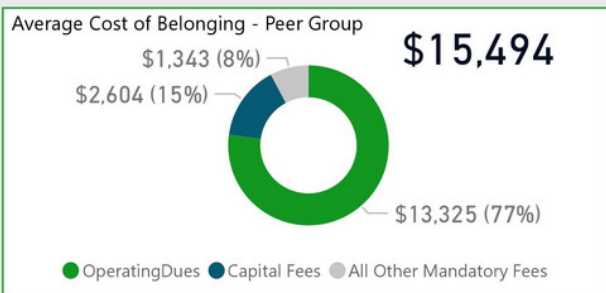
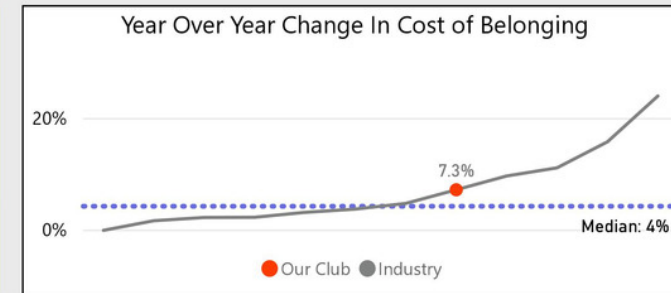
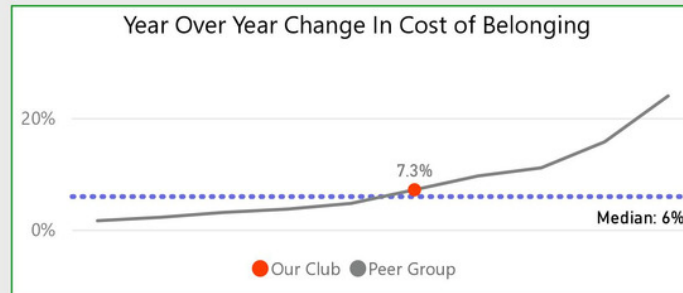
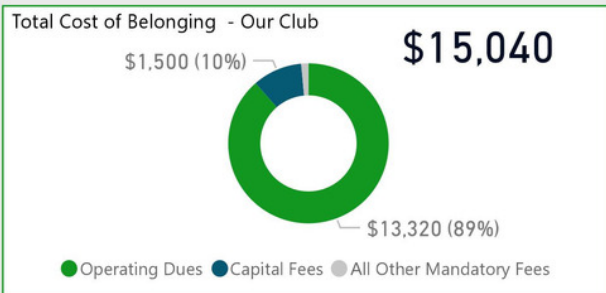
Many boards govern out of fear... specifically the fear of asking their fellow member (owners) to contribute the necessary amount of money to operate the club (operating dues and fees) and to assure the club is generating the necessary capital for maintenance and growth of the asset base. That fear reflects lack of insight as the industry has never had a systematic way to allow a club to understand its pricing model in relation to the local market.

The Club Benchmarking Monthly Cost of Belonging Report allows every club to clearly understand its pricing model in a dynamic and ever-changing market. Fact-based insight increases confidence to make the right decisions.



## One Fine Country Club

## Strategic Monthly Dashboard Cost of Belonging Report January 2019





Total Capital Income

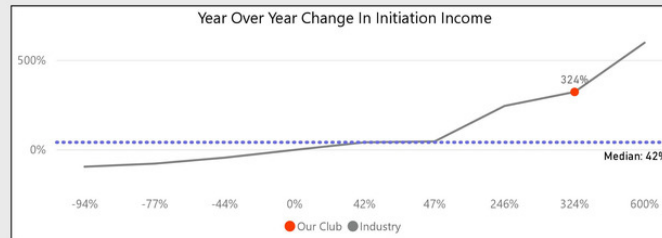
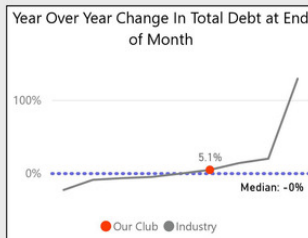
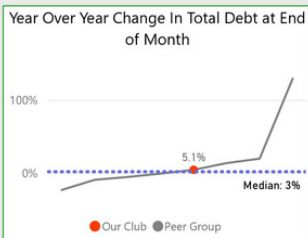
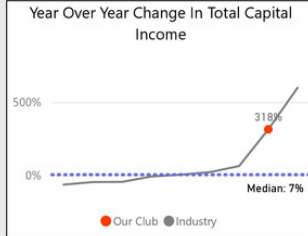
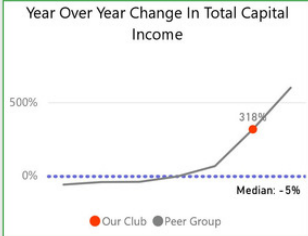
\$1,803,434  
Our Club

Year Over Year Change In Total Capital Income

318%  
Our Club

Year Over Year Change in Initiation Income

324% Our Club      27% Peer Group      25% Industry



Monthly Finance Reports

Over the last several years, Club Benchmarking has analyzed monthly reports and dashboards developed by clubs across North America and the common thread is clear: the data reported is internally focused and tactical, with little or no context. The result is that boards can easily be distracted and drawn into the operational weeds - a breeding ground for micromanagement and short-sighted decisions.

The financial metrics on our Strategic Monthly Dashboard are intended to provide strategic context to help management and boards focus on the club's true financial driver - the capital ledger - and to measure the strength (or weakness) of the club's capital engine in relation to the local market and industry norms.

The Capital Finance Report delivers critical insights suitable for monthly board meetings. In combination, the two Monthly Finance Reports deliver unmatched strategic insight for both the Operating and Capital Ledgers.

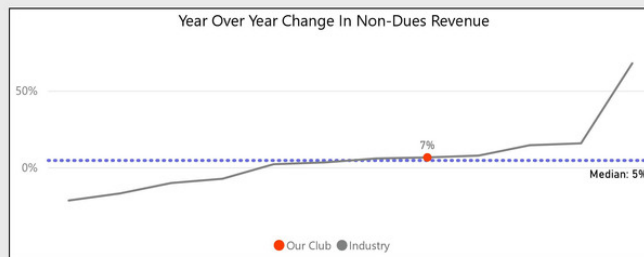
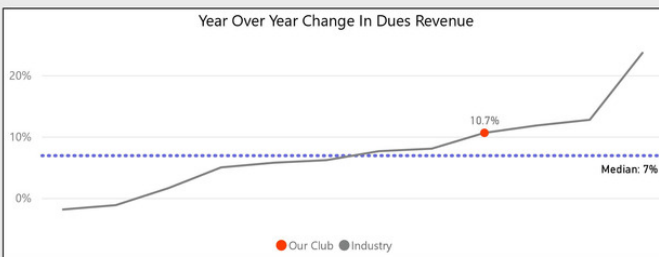
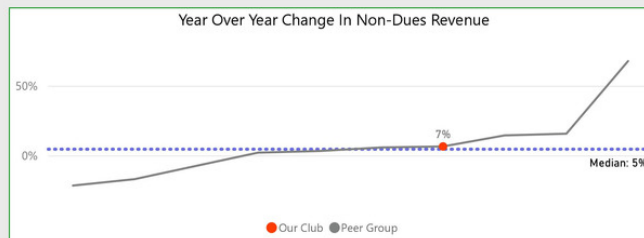


Year Over Year Change in Dues Revenue

11% Our Club      7.1% Peer Group      6.9% Industry

Year Over Year Change in Non-Dues Revenue

6.8% Our Club      7.9% Peer Group      6.9% Industry



Get the Club Benchmarking Strategic Monthly Dashboard

The Strategic Monthly Dashboard is a **completely FREE service** and monthly data submission takes less than 20 minutes.

To participate, contact Chris Davis:  
Phone: 617-830-2570 ext. 103  
Email: cdavis@clubbenchmarking.com