

## **Golf Club Industry Benchmarking 2019**

You may have seen the recent announcement regarding the GCMA plans for benchmarking in 2019. You have been identified by GCMA as one of the sample member clubs we would like to invite to participate in this ground-breaking industry report.

### **Why are we doing this?**

Imagine two Golf Club Captains meeting each other for lunch, they would inevitably compare performance at their respective clubs, but what exactly would they compare? The price of their open days, fish and chips, free coffee refills, a member's guest rate or perhaps the number of greenkeepers they employ? None of these truly tell them where they are in comparison to others, or more importantly, why they are where they are.

Unlike most other industries, the private golf club industry has been guilty of failing to measure what matters most in this business, and this has occasionally led to wasted time around the board table. There is now however a common set of metrics, financial indicators and critical industry ratios that are specific to golf, that we would like to introduce to you.

### **Who is involved?**

The GCMA has partnered with Kevin Fish, a past winner of the GCMA UK Manager of The Year Award (2004), Director of Contemporary Club Leadership Ltd (CCL), an industry leading firm that provides benchmark data and industry insight to over 60 Scottish Private Members' Golf Clubs. GCMA has invited Kevin's firm to expand their analysis by working with a significant sample of GCMA members clubs across the UK, in order to provide a national report at this year's GCMA Conference.

### **Why get involved?**

**Participation in the analysis is free to you, and your data will remain 100% confidential.**

Participation will provide you with a personalised report with which you can compare your performance against a dashboard of national averages and also against clubs of similar size. The national report will act as a helpful tool to induct new board members to better understand our industry before they take their place at the committee table and may also help your club's leaders to make more informed strategic decisions.

The 2019 generic Benchmarking Report will be launched at the GCMA Conference in November, but the names of participating clubs will not be published within that report. If you are attending Conference this year, you will also be invited to a private gathering of the participating Club Managers, where you can discuss your personalised report and the recommendations included within it with representatives from CCL Ltd and GCMA. We will also be seeking your feedback on the usefulness of this data and how we should take this project forward as an organisation.

The Benchmark Report will include over 20 Key Performance Indicators, including –

- Sources of Revenue & Profit,
- Sources of Expenditure (departmental spend)
- The numbers behind “The Food & Beverage Dilemma”
- Gross Profit & Staff Wages Percentages within F&B operations
- The impact of multiple categories of membership & typical Membership Turnover which also explores the Exclusive to Members Fee
- Payroll Ratio – (across the whole club)
- Typical Debt in clubs, and common Cash Reserves
- Typical Visitor Revenue & the cost of Servicing the Visitor Business Market

### **What happens next ?**

To participate in this Benchmark Report and receive your club’s personalised report, please **email a copy of your latest set of year-end detailed management accounts to [Kevin@ccl.services](mailto:Kevin@ccl.services)** (Please note that we are not seeking the higher level data that is included in the statutory accounts submitted to companies house.)

Please also answer the 9 questions below, which are related specifically to that financial year.

- Standard Midweek (Summer) Green Fee for that period -
- Annual (full) member subscription rate for that period -
- Total number of full (only) adult members in that period -
- Total gross number of full (only) adult members lost in that period -
- Did you outsource your food operation during that period? Y/N
- Did you outsource your beverage operation during that period? Y/N
- Total leasing payments made in that financial year -
- If not clear from the accounts, please also provided
  - o Total cash balance at end of financial year -
  - o Total debt (loans/mortgage/leasing commitments only) carried by the club (this should not include regular trade debtors) -

As previously stated, the data will remain entirely confidential between you and CCL Ltd (who are GDPR compliant), and the names of participating clubs will not be revealed within any part of the national report. In addition to maintain anonymity only summary data will be shared with the GCMA HQ team and board.

If you have any queries about the analysis please do not hesitate to give Kevin a call on the number below.

*Kevin Fish CCM – Director*



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