Quick-Start Guide

to Benchmarking your Facility’s Performance
BENCHMARKING YOUR PERFORMANCE COMPARED TO OTHERS IN YOUR MARKET IS EASY WITH THE NEW PERFORMANCETRAK

In this tough economic climate, it’s critical to regularly benchmark your facility’s performance and gain local market intelligence to assist you in making well-informed decisions for your business. So it’s a good time to get reacquainted with—and to begin participating in—PerformanceTrak.

PerformanceTrak is a collaborative service of the NGCOA and PGA of America that provides participants with local market benchmark data on golf fee revenues and monthly rounds-played data. The service is available to NGCOA members, as well as PGA Professionals, free-of-charge.

Working with the PGA of America, the NGCOA has developed online financial benchmarking tools designed to provide key operational data critical to all golf course operations. This service benefits participants by:

- Collecting, aggregating and analyzing data compiled from multiple sources, ensuring more representative sampling;
- Providing tracking of your course’s performance, relative to other like facilities in your immediate area (Competitive Golf Marketplace);
- Supplying a variety of monthly, on-line PerformanceTrak Reports specific to your facility; and
- Maintaining confidentiality of your data through a secure, proprietary database.

ATTENTION: Current PerformanceTrak participants:
As of February 1, 2010, the NGCOA transitioned PerformanceTrak program administration from Golf Datatech to the NGCOA and PGA of America. So you will now enter data and access reports through this new solution jointly-developed by these partners.

To learn more about PerformanceTrak or to register simply visit www.pgaperformancetrak.com/ngcoa or call 1-800-933-4262, ext. 221.

Gary Wilkins, Owner
Eagle Creek Golf Club

“As far as we’re concerned, access to key performance indicators and comparison data within our specific market has never been more important. Eagle Creek has been participating in the PerformanceTrak program for more than five years now and the insights we’ve gained from the reports have been tremendously helpful in understanding the steps we need to take to remain competitive.”
PERFORMANCETRAK OFFERS A VARIETY OF REPORTS AND FORMATS

Participants in PerformanceTrak have access to a personalized set of standard reports and a reporting package, all designed to provide you (and the staff members you select) the insight needed to make informed operational and marketing decisions.

Here’s an example of the types of reports available through PerformanceTrak:

- **Executive Summary Report:**
  Summarizes your facility’s performance in terms of rounds played, revenue, RevPUR and RevPATT relative to your market as a whole, and compared to your competitive rate set.

- **Monthly CGM Recap:**
  Reports your facility’s revenue per utilized (actual) rounds played (RevPUR) and revenue per available tee time (RevPATT) in your market, within your competitive rate set.

- **Year-to-Date Report:**
  Reports your facility’s rounds played, revenue, RevPUR and RevPATT vs. those in your rate set and vs. all reporting facilities in your market, year-to-date. Also available as a 12-month rolling report.

- **Year-over-Year YTD Comparison:**
  Compares your facility’s rounds played, revenue, RevPUR and RevPATT vs. those in your rate set and vs. all reporting facilities in your market, year-to-date over same period last year.

PerformanceTrak also offers reports summarizing rounds played/revenue at national and state level, and other Key Performance Indicator (KPI) Reports, all of which are available to registered PerformanceTrak participants.

**Visit [www.pgaperformancetrak.com/ngcoa](http://www.pgaperformancetrak.com/ngcoa) for more information on available reports or to review samples.**
GETTING SET-UP TO RECEIVE YOUR PERFORMANCEtrak REPORTS IS SIMPLE

Just follow these quick, easy steps:

1. Visit www.pgaperformancetrak.com/ngcoa
2. Click on Register Your Facility

Once approved you will be assigned a secure username and password. Using this information:

3. Click on the Facility Profile Update Page to create a profile
4. Enter as much historical data as possible by clicking on the Historical Data Worksheet
5. Enter your current month’s data within the Monthly Rounds & Revenue Input Form*
6. Begin accessing your reports by clicking Access Reports

That’s it! In subsequent months, you’ll receive an email reminder when it’s time to enter your facility’s previous month’s data. And each month, your confidential reports will be emailed to you.

Learn more at www.ngcoa.org/benchmark or by contacting us at 1-800-933-4262, ext. 221 or performancetrak@ngcoa.org.

*Other Key Performance Indicator (KPI) reports are available within PerformanceTrak. To participate in these reports, simply click on PGA PerformanceTrak Data Input Page and enter your facility data.

Every month, PerformanceTrak participants receive emails reminding them to input their previous month’s data. And final reports are pushed out to participants at the end of each monthly benchmarking period.
BENCHMARKING

How can it benefit you?
By Don Holmstrom

Management expert F. John Reh once wrote: “You know you need to benchmark, but you are just too busy. Well if you don’t benchmark, and then implement improvements based on it, you will find yourself out of business. Then you’ll have plenty of time to benchmark, but it won’t matter.”

That’s a pretty powerful statement, yet it may not mean a lot to some business owners. With so many other things to worry about these days, taking time to compare yourself to others can seem a bit self-important. But, as Reh points out, that’s an error that could ultimately prove fatal.

Here are a few things you need to know about this critical exercise:

What exactly is benchmarking?
Benchmarking is the process of gathering information about other companies in an industry and using it to gauge how well one’s business is performing relative to its competition. By using a standard set of key performance indicators (KPIs), benchmarking allows course operators to measure their business against others in their area. The golf industry’s benchmarking program—PerformanceTrak—includes such KPIs as: rounds played and revenue over the same period last month or year-to-date, revenue per available tee time (RevPATT), and revenue per utilized round (RevPUR).

While benchmarking data sets the bar of measurement, the real value lies in planning your strategy to get to the top of that bar. What’s different about the leading golf course in my area or group that makes them number one? What can I learn from their operation? What can I incorporate into my operation to move my course’s performance in comparison to the market?

Finding answers to these questions will give you insight to plan and set goals for your facility’s future.

How can benchmarking be used to improve your business?
Benchmarking data allows you to track your performance against the market related back to specific goals and objectives you set within your business. For example, you planned a series of marketing initiatives to drive rounds and revenue at specific dates throughout the season. You can see from your own data your rounds are up, but were they up based upon an overall increase in the market, or did you truly grow your market share? Benchmarking data can give you the answer, allowing you to plan smarter and drive more money to your bottom line.

On the other hand, suppose a competing golf course ran a program and you saw a decline in your revenues. By understanding how your business compares, you can make adjustments in the upcoming year to combat that trend and bring business back to your course. Benchmarking data allows you to be more targeted in your analysis and more specific in planning your strategy and goals.

This information can even be used when refinancing or selling your golf operation. Being able to provide a lender or a prospective buyer independently verifiable data on how your operation is performing in the marketplace may make the difference between getting that loan you need or generating a few more dollars for all the hard work and effort you have put into your golf course when you sell.

What should you avoid when benchmarking?
For starters, don’t assume that simply participating in the survey or collection of data is benchmarking. The key to benchmarking does not center around the reports themselves, but the subsequent actions that are taken from their findings. It’s equally important to not confuse benchmarking with research. While it is a worthwhile exercise to see what your competition is doing, this is research not benchmarking. For benchmarking to be successful for you, it is important to establish that baseline and have a history to measure it against.

There’s much to be learned about your golf operation, your marketplace and your competition from benchmarking data. The real value lies in using this data to develop concrete, measurable strategies to change, improve and grow your operating performance driving value to your bottom line. With so much to lose, can you afford not to do it?

Don Holmstrom is principal and lead business advisor at Value Drivers Inc., a golf advisory group focused on driving business value. He is the former President/CEO/COO of Eaglequest Golf. During his time as President, Eaglequest grew its operating cash flows by over 40% by developing and focusing on key performance indicators and using those to drive incremental revenues and cash flow. Don is a CPA by trade and former National and Provincial Board member of NGCOA Canada. www.value-drivers.ca
FREQUENTLY ASKED QUESTIONS
About the enhanced PerformanceTrak financial benchmarking service

What is PerformanceTrak?
PerformanceTrak is the golf industry’s leading financial benchmarking program. It is a collaborative service of the NGCOA and PGA of America to develop a central database that focuses on golf fee revenues and monthly rounds-played data that support detailed reporting at the local level. The service is available free-of-charge to NGCOA members and PGA Professionals.

How does the new PerformanceTrak differ from the previous version?
By blending programs previously administered by the NGCOA and PGA of America, the service has been streamlined to offer enhanced reporting capability, access to new reports and tools, and has the potential to provide significantly larger sample sizes. There will now be one data input page for both PGA and NGCOA members. Otherwise, participants will notice only minor changes to the data entry/reporting processes.

Will there continue to be Competitive Golf Marketplace reports?
Yes. Competitive Golf Marketplace Reports will continue to be available to help participants compare their performance to facilities in their same rate set and within their own geographic market. These reports, which could expand significantly as more participants come into the program, will incorporate similar market breakdowns and rate sets that were previously available.

How much does it cost to participate in PerformanceTrak?
NGCOA members can participate in PerformanceTrak free-of-charge as a member benefit. In the past, the program cost $100 per year, following a complimentary six-month trial period.

Is the information I enter confidential?
The NGCOA’s commitment to keeping your data confidential continues. Data may be entered and accessed only by you, the highest-ranking PGA Professional at your facility (if you employ one and choose to authorize their access) and trusted NGCOA/PGA program administrators. The program also allows owners the option of assigning any staff member as their proxy to enter their monthly figures. Your data is shared with no one and cannot be used by the NGCOA or PGA of America for purposes other than PerformanceTrak.

How do I sign up to become a participant?
If you are new to the program, simply contact the NGCOA at 800-933-4262, ext. 221 or email us at performancetrak@ngcoa.org to get set up. You can also go to www.pgaperformancetrak.com/ngcoa and click on “Register” to start the authorization process for your facility or facilities. The benefits of financial benchmarking will prove invaluable to your business.”

Who do I contact for more information?
For questions or more information email performancetrak@ngcoa.org or call 800-933-4262, ext 221.