

**Club Resources**  
INTERNATIONAL

# **Golf Benchmarking**

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### Golf Benchmarking

**Background.** For general information on benchmarking, you are encouraged to read Basics of Benchmarking prior to establishing a system of benchmarks for your operation.

**Purpose.** Golf benchmarking allows the club to monitor key statistics of the golf operation. Such benchmarking will show the distribution and seasonality of rounds and retail sales; the distribution and revenues for outings and club-sponsored golf events; green fees, cart fees, and merchandise sales per round; the cart fee capture rate; and other miscellaneous benchmarks.

#### Sources of Information

Point of Sale. The point of sale device can be programmed to provide:

- Green fees, cart fees, and merchandise sales.
- Outing and club-sponsored event fees and sales.
- Lesson and clinic income.

#### Tee Sheet

- The rounds of golf by category and the number of days of play.
- The outing and club-sponsored event rounds and number of attendees.

#### Data Collected

The data collected and the data source for a golf operation are summarized in the following table along with the proposed time periods to summarize the information.

Data Collected	Collection Frequency	Wk	Summarize by			Data Source
			Mo	YTD	Yr	
Rounds of Golf (#) by Category	Daily	X	X	X	X	Tee Sheet Summary
Male Member						
Lady Member						
Male Sports Member						
Lady Sports Member						
Unaccompanied Guest						
Accompanied Guest						
Junior						
Reciprocal						
Outings						
PGA/Employee/Other						
Green Fees (\$)	Daily	X	X	X	X	POS reports
Merchandise Sales (\$)	Daily	X	X	X	X	POS reports
Cart Fees (\$)	Daily		X	X	X	POS reports

Data Collected	Collection Frequency	Wk	Summarized by			Data Source
			Mo	YTD	Yr	
Lesson Income (\$)	Daily	X	X	X	X	POS reports
Clinic Income (\$)	Daily	X	X	X	X	POS reports
Number of Golf & Sports Members	Weekly & Monthly		X	X	X	Weekly and Monthly Membership Reports
Number of Play Days	Monthly		X	X	X	Tee Sheet Summary
Number of Outings	Monthly		X	X	X	Tee Sheet Summary
Number of Attendees at Outings	Monthly		X	X	X	Tee Sheet Summary
Revenue per Outing Green Fees Cart Fees Merchandise Sales	Monthly		X	X	X	POS Reports
Number of Club Sponsored Golf Events	Monthly		X	X	X	Tee Sheet Summary
Number of Attendees at Club Sponsored Golf Events	Monthly		X	X	X	Tee Sheet Summary
Revenue from Club Sponsored Golf Events	Monthly		X	X	X	POS Reports

### Benchmarks

Benchmark	Underlying Data		Calculation	Purpose
Green Fee (\$) per Round	Total Green Fees	Total Rounds of Golf	Total Green Fees divided by Total Rounds of Golf	To determine average expenditure for green fees.
Merchandise Sale (\$) per Round	Total Merchandise Sales	Total Rounds of Golf	Total Merchandise Sales divided by Total Rounds of Golf	To determine average expenditure for merchandise.
Cart Fee (\$) per Round	Total Cart Fees	Total Rounds of Golf	Total Cart Fees divided by Total Rounds of Golf	To determine average expenditure for carts.
Cart Fee Capture Rate (%)	Cart Fee per Round	18 Hole Cart Fee (\$)	Cart Fee per Round divided by 18 Hole Cart Fee times 100	To determine actual amount of cart fees captured vs. the theoretical.
Lesson Income per Golf Member	Lesson Income	Total Golf Members	Lesson Income divided by Total Golf Members	To determine average amount spent by golf members on lessons.
Clinic Income per Golf Member	Clinic Income	Total Golf Members	Clinic Income divided by Total Golf Members	To determine average amount spent by golf members on clinics.

Benchmark	Underlying Data		Calculation	Purpose
Average Rounds per Day	Total Monthly Rounds	Number of Play Days	Total Monthly Rounds divided by Number of Play Days	To determine average number of rounds played per day course is open.
Distribution of Play	Total Rounds by Category per Month	Total Rounds per Month	Total Rounds by Category per Month divided by Total Rounds per Month	To determine the distribution of rounds among member play categories.
Attendance per Outing	Number of Attendees	Number of Outings	Number of Attendees divided by Number of Outings	To determine average attendance at outings.
Average Revenue at Outings	Revenue for Outings	Number of Outings	Revenue for Outing divided by Number of Outings	To determine average revenues from Outings.
Attendance per Club Sponsored Golf Event	Number of Attendees	Number of Club Sponsored Golf Events	Number of Attendees divided by Number of Club Sponsored Golf Events	To determine average attendance at club sponsored events.
Average Revenue at Club Sponsored Golf Events	Revenue for Club Sponsored Golf Events	Number of Club Sponsored Golf Events	Revenue for Event divided by Number of Club Sponsored Golf Events	To determine average revenue from club sponsored events.

**Benchmarks Computed from Collected Data.** The following benchmarks are automatically computed by the benchmark spreadsheet (shaded cells).

1. Total rounds per month and year.
2. The distribution of golf rounds by category.
3. The average rounds per day.
4. The merchandise sales distribution by month.
5. The green fees, cart fees, and merchandise sales per round.
6. The cart fee capture rate (Total cart fees (\$) / cart fee X total rounds, expressed as a percentage).
7. Total outing revenues.
8. Miscellaneous benchmarks.

### Spreadsheets

Club Resources International has designed MS Excel® spreadsheets to track golf benchmarks.

Each spreadsheet is designed with two tabs at the bottom of the window. Each tab allows you to enter data only in the data entry cells; all other cells are protected to avoid inadvertent erasure or modification of the formulas.

1. The Year-to-Date tab provides a location to enter your monthly totals month by month throughout the year.
2. The Year-to-Year tab provides a location to enter your annual totals at the end of the year. Once the Year-to-Date information has been transferred to this tab at the end of the year, the Year-to-Date file should be “Saved” for that year. Then the file should be “Saved As” for the next year and the Year-to-Date tab cleared of the previous year’s data. It’s now ready for you to start entering the data for the new year.

### Saving and Printing Copies

It is recommended that Department Heads save each year’s spreadsheet as a separate Excel® file allowing you to keep an electronic copy of each year’s month to month detail. This permits you to go back and electronically copy data from previous years for any sort of comparative analysis that you might wish to do in the future.

Department Heads may also want to keep a handy paper copy reference. Each tab has been formatted to print on one or more numbered pages. Simply double-check the PRINT PREVIEW option under the FILE menu to ensure the material fits onto the page(s) properly. Adjust as necessary and then print.

### Spreadsheet Instructions

Individual spreadsheets have been designed for fifteen areas of club operations. Each area has a designated Manager or Department Head with the assigned responsibility to ensure that the necessary data is collected and recorded consistently and accurately. [Benchmarking Responsibilities], A-5502, spells out benchmarking responsibilities.

See the sample spreadsheets, both Year-to-Date and Year-to-Year on the following pages.

## Golf Benchmarks – Year-to-Date Spreadsheet

Year-to-Date Golf Operations Report												Club: Oak Hill Club		Year: 2006	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	%	
<b>Rounds of Golf</b>															
Male Member	139	231	469	609	748	838	837	749	628	561	569	326	6,704	42.1	
Lady Member	13	31	95	130	143	143	176	176	182	167	85	39	1,380	8.7	
Unaccompanied	6	7	27	45	35	29	85	72	30	64	43	0	443	2.8	
Accompanied Guest	37	67	155	314	360	489	422	385	290	342	287	99	3,247	20.4	
Junior	6	12	53	40	72	121	227	160	50	39	19	20	819	5.1	
Reciprocal	0	2	5	11	2	9	5	12	7	23	5	1	82	0.5	
Outings	0	0	20	208	248	136	29	155	207	100	0	0	1,103	6.9	
PGA/Empl/Other	18	24	38	88	75	419	170	314	457	219	232	75	2,129	13.4	
<b>TOTAL</b>	<b>219</b>	<b>374</b>	<b>862</b>	<b>1,445</b>	<b>1,683</b>	<b>2,529</b>	<b>2,330</b>	<b>2,355</b>	<b>2,088</b>	<b>1,763</b>	<b>1,448</b>	<b>560</b>	<b>15,907</b>	<b>100.0</b>	
Play Days	17	21	26	28	28	26	27	22	24	27	26	25	297		
Avg Rounds/Day	12.9	17.8	33.2	51.6	60.1	97.3	86.3	107.0	87.0	65.3	55.7	22.4	53.6		
<b>Revenues</b>															
Green Fees	3,930	7,060	16,885	27,745	31,230	34,775	42,900	39,750	23,960	36,220	32,825	12,625	309,905		
Cart Fees	2,744	4,800	12,000	18,032	19,352	22,824	25,728	25,388	24,000	21,264	17,736	8,189	202,057		
Merchandise Sales	3,793	8,065	15,082	54,776	31,872	70,749	23,657	25,627	15,662	25,656	20,717	33,290	328,946		
% Sales Distribution	1.2%	2.5%	4.6%	16.7%	9.7%	21.5%	7.2%	7.8%	4.8%	7.8%	6.3%	10.1%	100.0%		
<b>Revenues/Round</b>															
Green Fees/Round	17.95	18.88	19.59	19.20	18.56	13.75	18.41	16.88	11.48	20.54	22.67	22.54	19.48		
Cart Fees/Round	12.53	12.83	13.92	12.48	11.50	9.02	11.04	10.78	11.49	12.06	12.25	14.62	12.70		
Merchandise/Round	17.32	21.56	17.50	37.91	18.94	27.98	10.15	10.88	7.50	14.55	14.31	59.45	20.68		
<b>Cart Fee Statistic</b>															
Cart Fee Capture Rate	78.3	80.2	87.0	78.0	71.9	56.4	69.0	67.4	71.8	75.4	76.6	91.4	79.4		
<b>Outing Revenues</b>															
# of Outings	0	0	2	3	5	2	3	3	2	2	0	0	22		
Green Fees	0	0	1,900	20,520	13,948	12,920	2,755	14,725	26,600	10,785	0	0	104,153		
Cart Fees	0	0	320	3,056	2,112	2,048	464	5,855	3,518	1,648	0	0	19,021		
Merchandise/Gift Cert	0	0	0	26,016	3,412	48,065	99	0	0	0	0	0	77,592		
Total Outing Revenues	0	0	2,220	49,592	19,472	63,033	3,318	20,580	30,118	12,433	0	0	200,766		
<b>Miscellaneous Data</b>															
# Golf & Sports Mbrs	475	477	475	476	476	479	481	488	488	488	488	491	491		
Lesson Income	180	665	920	935	1,385	2,575	1,455	845	870	695	585	1,080	12,190		
Clinic Income	160	0	50	160	1,590	3,560	3,880	880	0	0	0	0	10,280		
# of Club Golf Events	1	3	4	11	16	14	15	14	11	9	8	1	107		
Attdees at Golf Events	2	9	68	215	286	508	197	290	120	269	149	28	2,141		
Rev fm Golf Events	32	144	1,533	4,460	5,681	4,993	3,609	5,415	2,552	7,544	2,288	568	38,819		
<b>Miscellaneous Benchmarks</b>															
Lsn Inc/Member	0.38	1.39	1.94	1.96	2.91	5.38	3.02	1.73	#DIV/0!	#DIV/0!	1.20	2.20	24.83		
Clinic Inc/Member	0.34	0.00	0.11	0.34	3.34	7.43	8.07	1.80	#DIV/0!	#DIV/0!	0.00	0.00	20.94		
Revenue per Outing	#DIV/0!	#DIV/0!	1,110.00	16,530.67	3,894.40	31,516.50	1,105.90	6,860.00	15,059.00	6,216.50	#DIV/0!	#DIV/0!	9,125.71		
Revenue per Outing Rd	#DIV/0!	#DIV/0!	111.00	238.42	78.52	463.48	114.40	132.77	145.50	124.33	#DIV/0!	#DIV/0!	182.02		
Avg Attendance/Event	2.0	3.0	17.0	19.5	17.9	36.3	13.1	20.7	10.9	29.9	18.6	28.0	20.0		
Avg Revenue/Event	32.00	48.00	383.25	405.45	355.06	356.64	240.60	386.79	232.00	838.22	286.00	568.00	362.79		

### Golf Benchmarks – Year-to-Year Spreadsheet

Club: Oak Hill Club

#### Year-to-Year Golf Operations Report

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	AVG	%
<b>Rounds of Golf</b>															
Male Member	6,435	6,214	6,704											6,451	40.6
Lady Member	1,346	1,108	1,380											1,278	8.0
Unaccompanied	654	486	443											528	3.3
Accompanied Guest	4,761	3,376	3,247											3,795	23.9
Junior	611	710	819											713	4.5
Reciprocal	215	124	82											140	0.9
Outings	1,048	825	1,103											992	6.2
PGA/Empl/Other	2,022	1,810	2,129											1,987	12.5
<b>TOTAL</b>	<b>17,092</b>	<b>14,653</b>	<b>15,907</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,884</b>	<b>100.0</b>
Play Days	317	302	297											305	
Avg Rounds/Day	53.9	48.5	53.6	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	52.0	
<b>Revenues</b>															
Green Fees	480,705	382,837	309,905											391,149	
Cart Fees	227,890	217,737	202,868											216,165	
Merchandise Sales	271,263	269,990	328,946											290,066	
<b>Revenues/Round</b>															
Green Fees/Round	28.12	26.13	19.48	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	24.63	
Cart Fees/Round	13.33	14.86	12.75	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	13.61	
Merchandise/Round	15.87	18.43	20.68	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	18.26	
<b>Cart Fee Statistic</b>															
Cart Fee Capture Rate	88.9	92.9	79.4	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
<b>Outing Revenues</b>															
# of Outings	18	21	22											20.3	
Green Fees	110,568	98,456	104,153											104,392	
Cart Fees	21,027	17,896	19,021											19,315	
Merchandise/Gift Cert	82,185	56,849	77,592											72,209	
Total Outing Revenues	213,780	173,201	200,766	0	0	0	0	0	0	0	0	0	0	195,916	
<b>Miscellaneous Data</b>															
# Golf & Sports Mbrs	434	474	491											28,088	
Lesson Income	7,849	8,049	12,190											17,065	
Clinic Income	1,893	4,892	10,280											199	
# of Club Golf Events	38	54	107											4,050	
Attdees at Golf Events	893	1,016	2,141											77,489	
Rev fin Golf Events	16,891	21,779	38,819												
<b>Miscellaneous Benchmarks</b>															
Lsn Inc/Member	18.09	16.98	24.83	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Clinic Inc/Member	4.36	10.32	20.94	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Revenue per Outing	11,877	8,248	9,126	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Revenue per Outing Rd	203.99	209.94	182.02	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Avg Attendance/Event	23.5	18.8	20.0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Avg Revenue/Event	444.50	403.31	362.79	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Round/Member	39.4	30.9	32.4	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Green Fee/Member	1,107.62	807.67	631.17	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Cart Fee/Member	525.09	459.36	413.17	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Merch Sale/Member	625.03	569.60	669.95	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Revenue/Member	2,258	1,837	1,714	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		