

CPS Executive Reports Dashboard™

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Table of Contents

Copyright © 2008 - 2017 - ALL RIGHTS RESERVED: 1

Introduction 3

Sales Class and Member Type Templates: 6

Course Templates: 7

Store Templates: 8

The Filter: 9

The Control Bar: 10

Customer Distribution: 11

Customer Distribution – Drill Down: 13

Customer Demographics: 15

Customer Retention: 17

Customer Spending by Class: 20

Customer Spending By Individual: 22

Postal Code Analysis: 24

GL Drill-Down: 26

Merchandise Sales By Vendor: 31

Reservations By Booking Method:..... 34

Reservations By Day Of Week:..... 35

Revenue Benchmarks:..... 38

Revenue Per Available Tee Time:..... 40

Revenue Per Department: 43

Revenue Per Hour: 45

Round Per Revenue Margin: 48

Rounds By Day Of Week: 50

Tee Sheet Total Round For 7 Day:..... 53

Utilization:..... 54

Membership:..... 58

Membership Tracking Statistic: 60

Introduction

CPS Executive Report dashboard is designed to dig thru the gigabytes of details and give you a high level analysis of your business in quick easy to read presentations. This software is installed on you server and is securely accessible via the Internet. Once installed, a Club Prophet Systems technician will provide you with the URL and your login credentials.

CPS Executive Report

Executive Reports Module for the Golf Industry

Login to Site

User Name
proshop

Password

+ login

Welcome to CPS Executive Report

Software Requirement Specification for Executive Report Module Integrated with Club Prophet Systems POSExpress and StarterHut.

Copyright © 2008 CPS Executive Report Company. v1.0 Build 3324

Once you login you will be connected to the CPS Executive Reports menu. Reports are listed on the left side and are grouped by Customer Analysis, Facility Analysis, and Membership Analysis. Note that Membership Analysis is for clubs following the health club model of initiating subscriptions monthly vs. yearly. Many of the reports rely on properly assigning each Sale Category in POS Express to one of the following groups: Merchandise, Food & Beverage, Membership, Green Fees, and Carts. See 'Grouping Type' in the Options – Reference Tables – Sale Category in the POS Express program.

The Executive Report Dashboard Menu:

Customer Analysis

[Customer Distribution](#)

[Customer Demographics](#)

[Customer Retention](#)

[Customer Spending By Class](#)

[Customer Spending By Individual](#)

[Postal Code Analysis](#)

Facility Analysis

[Merchandise Sales By Vendor](#)

[Reservations By Booking Method](#)

[Reservations By Day Of Week](#)

[Revenue Benchmarks](#)

[Revenue Per Available Tee Time](#)

[Revenue Per Department](#)

[Revenue Per Hour](#)

[Round Per Revenue Margins](#)

[Utilization](#)

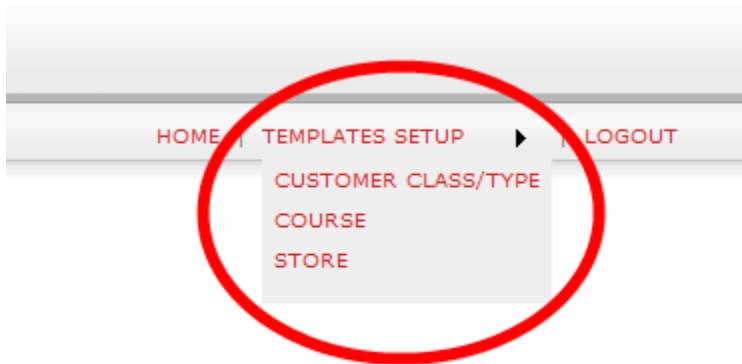
Membership Analysis

[Membership Sales Tracking](#)

[Member Statistic Tracking](#)

Templates:

Depending on the report you select you will be presented with various options to filter the data. Typically this will include a To and From date and filters for Store, Course, Sales Class, and Member Type. So that you don't have to reselect these options each time, we provide a Template area where you can build and name filter templates.



From the top right of the Executive Reports Menu, click on "Templates Setup" and you will have the options of selecting one of the three Template areas where you can Add, Change, and Delete as many Templates as you like.

Sales Class and Member Type Templates:

The screenshot displays the 'Customer Class/Type Templates' window. At the top, the title is 'Customer Class/Type Templates' and the subtitle is 'Customer Criteria Template Setting'. Below this, there is a 'New template:' field containing the text 'Employee', which is circled in red. To its right is a 'template:' dropdown menu and a 'Delete' button. The window is divided into two main sections: 'Cash Account' and 'Member Type'. The 'Cash Account' section has 'Include' selected. The 'Member Type' section also has 'Include' selected. Below these are two lists: 'Available' and 'Selected'. The 'Available' list for Member Type includes: Class I Member, Class II Member, House Account, Outside Event, Pre-Registered, Reciprocal Club, Registered, Retail, and Tee Time/Cash Only. The 'Selected' list is currently empty. The 'Member Class' section has 'Include' selected. Its 'Available' list includes: 10% Discount Customers, Corporate Charter, Faculty, Family Weekday, Guest of, Individual Charter, Individual Regular, Member - Honorary, and Non Res Family. The 'Selected' list for Member Class contains the text 'Employee', which is circled in red. The 'Faculty' button between the lists is also circled in red. At the bottom of the window, there are 'Save' and 'Cancel' buttons, both of which are circled in red.

Type and Class codes are setup in POS Express. The available codes will be displayed for you here and you can mix and match as needed using the standard windows controls. Give your Template a meaningful name and click Save.

Course Templates:

Industry

Course Templates

Course Criteria Template Setting

New template: Template:

Available		Selected
18 Hole Extra	>>	Sim #1
Blue		Sim #2
Cantigny Monday	>	Sim #3
Ditto		Sim #4
Facility Booking	<	Sim #5
Lake Arlington		
Lesson Book	<<	
Mountain		
Pine Ridge		

Store Templates:

Store Templates
Store Criteria Template Setting

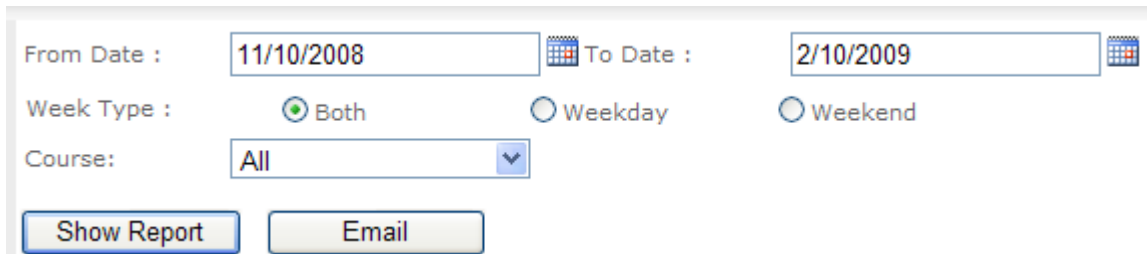
New template: Template:

Available		Selected
Esmeralda	>>	Creek at Qualchan
Event Catering	>	Downriver
Indian Canyon	<	
	<<	

General Features:

The Filter:

You use Filters to define the scope of the data you want to see. They will vary slightly based on the report you select.



The screenshot shows a filter interface with the following elements:

- From Date :** A text input field containing "11/10/2008" with a calendar icon to its right.
- To Date :** A text input field containing "2/10/2009" with a calendar icon to its right.
- Week Type :** Three radio button options: "Both" (selected), "Weekday", and "Weekend".
- Course:** A dropdown menu with "All" selected.
- Show Report** and **Email** buttons at the bottom.

This Filter has FROM and TO Dates.

Week Type allows you to select only Weekday, Only Weekend, or Both.

Course allows you to select All, All By Store, A Single Course.

You may also see Template dropdown boxes to select Named Templates as described in the prior chapter.

The Show Report button will request the data from the Server based on your Filter and display the report.

The Email button, when pressed, cues an email to the group of email accounts that comprise the report you are looking at. See the Customer Retention report for an example of this powerful feature.

The Control Bar:

	Jump back to the first page.
	Move back one page.
	Move to a specific page of n pages.
	Move forward one page.
	Move to the last page.
	Fit the report to the width of the screen Fit the report to see the whole page on the screen. View the report at various higher or lower percent
	Find specific Text in the report and Next to continue searching.
	Use this control to Export to Excel.
	Refresh the report with live data from the server.
	Print the report.
	Sorting a column. Clicking once on the arrow controls will sort Ascending. Clicking again will sort Descending for the given column.

Customer Analysis

Customer Distribution:

Customer Distribution

From Date	To Date	Course Name
02/01/2008	02/15/2008	All

Distribution	# of Player	% of Players	Total Rounds	Rounds /Player	% of Total Rounds	Revenue /Player	Total Rev/Round
1	7	0.14 %	166	23.71	3.68 %	\$1,900.61	\$80.15
2	60	1.20 %	222	3.70	4.92 %	\$214.56	\$57.99
3	131	2.62 %	276	2.11	6.12 %	\$98.18	\$46.60
4	191	3.81 %	289	1.51	6.41 %	\$67.38	\$44.53
5	247	4.93 %	405	1.64	8.98 %	\$52.11	\$31.78
6	332	6.63 %	426	1.28	9.44 %	\$38.71	\$30.17
7	374	7.47 %	400	1.07	8.87 %	\$34.39	\$32.15
8	499	9.96 %	598	1.20	13.25 %	\$25.77	\$21.51
9	706	14.10 %	862	1.22	19.10 %	\$18.21	\$14.91
10	2,461	49.14 %	868	0.35	19.24 %	\$5.00	\$14.18
Total	5,008	100.00 %	4,512	0.90	100.00 %	\$25.66	\$28.48

Page: 1 of 1

Date: Tuesday, February 10, 2009

The Purpose of the Report: Customer relationship management is focused on identifying a facility's best customers to ensure that they are accorded service commensurate with their loyalty to that facility. At a golf course 12% of the customers typically generate about 60% of the revenue. Here are some additional statistics regarding customer distribution:

A golf course has on average 8,000 golfers visit it per year. 50% of those golfers will play the facility just once, 13% will play 6 or more times, while the average customer will play 4 times, which represents 20% of his "wallet share" allocated to golf.

This report is designed to provide an index by which you can compare customer usage at your facility compared to those industry standards.

Example of what the given example is telling me.

The Customer Distribution report will break out your customers into 10% intervals. In this example, for a 2 week period in February, you can see that the top 10% (Distribution #1) consists of 7 Players. These 7 players make up .14% of the total players. They played 166 Rounds which is an average of 23.71 rounds per player. That makes up for 3.68% of the Total Rounds and generated an average Revenue of \$1,900.61 per player. The Total Rev generated per round for this group is \$80.15.

Now at first glance some of this makes no sense. After all how could 7 Players play 166 Rounds in 2 weeks? To find the answers you need to dig deeper. You can drill down into the details by clicking on the Distribution Number link (the circled 1 above).

Customer Distribution – Drill Down:

Customer Distribution Drilldown - Windows Internet Explorer

CPS Executive Report

Executive Reports Module for the Golf Industry

Customer Distribution - Drill down

1 of 1 100% Find | Next Select a format Export

Distribution: 1

Acct	Names	Class	Email	Total Rounds	Total Revenue	Total Revenue/Rounds
C15	C15-golfq Sun Coupon	Coupon		74	\$3,828.05	\$51.73
C25	C25-golfq Saturday Special	Coupon		51	\$2,786.70	\$54.64
A Cash Account SaleNum##14428 4				1	\$2,500.00	\$2,500.00
C16	C16- Golf Q Tues Cap Special	Coupon		35	\$1,405.26	\$40.15
A Cash Account SaleNum##14381 3				2	\$1,269.75	\$634.88
A Cash Account SaleNum##14261 4				2	\$764.50	\$382.25
A Cash Account SaleNum##17285 9				1	\$750.00	\$750.00
Total				166	\$13,304.26	\$80.15

Page: 1 of 1
Date: Tuesday, February 10, 2009

Done Local intranet 100%

Further investigation makes some sense of the numbers. This club is using some house accounts to track Coupons they are issuing for Sunday, Saturday, and Tuesday specials. Actually not a good practice because what you really want to do is track individual golfers and collect email addresses so that you can do targeted email marketing to your customers. I would recommend this club change their practice to make the Coupon a SKU and track the coupons that way vs. using a house account. Better yet there is a built in Coupon feature in POS Express. Also I would do everything possible to collect email addresses when the tee time is booked or at the POS when the transaction is processed. The Cash Account sales from a quick look appear to be Outings. Again collecting individual emails is vital to ongoing success. Good news is that the Coupons are working and generating above average Revenue per Round for the facility.

Customer Demographics:

Customer Demographics

Class Description	# Registered	Address	Phone Number	Zip Code	Email Address	% Email
Retail	1,242	1,071	1,065	1,077	130	10.47 %
Player Development 1 Program	386	310	322	308	230	59.59 %
Employee	299	12	36	33	7	2.34 %
Player Development 3 Program	184	157	174	158	118	64.13 %
Coupon	129	0	0	0	0	0.00 %
Full Senior	85	81	77	81	38	44.71 %
Arlington Golf Assoc.	74	71	65	68	21	28.38 %
Player Development 2 Program	64	59	57	59	43	67.19 %
Handicap	53	14	19	21	9	16.98 %
Regular	42	39	38	40	18	42.86 %
TV Annual Pass	32	32	32	32	15	46.88 %
Volunteers	20	0	7	7	0	0.00 %
Lake loyal customer renovation	19	0	9	2	3	15.79 %
Family	15	15	14	15	6	40.00 %
MGC Senior	14	14	14	13	2	14.29 %
1	10	10	9	10	4	40.00 %

The Purpose of the Report: Who is your customer? The ability to effectively a market your facility is highly dependent on knowing the detailed demographics of your customer, their name, zip code, email address, etc.

This summary provides you an analysis of how effectively your staff is gathering information from your customers via providing the golfer the ability to register themselves from the on line web based reservation system, via a loyalty monitor within the pro shop or even manually through offering an incentive, i.e., free bucket of range balls, upon completing a coupon in the pro shop.

This report determines if a field has been completed. It doesn't measure if the field was completed accurately by the clerk. For example, if a clerk enters no@no.com into the email field, this report will reflect that as an accurate email address. It is essential that the underlying quality of data that this report produces is analyzed to measure the efficacy of the administrative work performed by the staff.

This report will give you a quick look at statistics vital for marketing.

Grouped by Sales Class the report shows you the number of players in each class, the number you have mailing address for, the number you have telephone numbers for, the number you have zip codes for, and number you have email address for, and the percent of email address for each class. From direct mail to targeted emails, to zip code analysis for print or other media ad, it is critical for your club to collect this data. This report will grade your staff on how well they are doing in gathering this data.

Customer Retention:

Self Industry HOME > CUSTOMER ANALYSIS > CUSTOMER RETENTION | TEMPLATES SETUP | LOGOUT

This Period From Date: 3/1/2008 This Period To Date: 3/31/2008
 Last Period From Date: 2/1/2008 Last Period To Date: 2/28/2008

Retention: Defector
 Top: All
 Course: Core
 Defector

Show Report Email

1 of 2 Page Width Find | Next Select a format Export

Customer Retention - Defector

	This Period		Last Period		Retention	Top	Course Name
	From Date	To Date	From Date	To Date			
	03/01/2008	03/31/2008	02/01/2008	02/28/2008	Defector	All	All

Names	This Period				Last Period			
	Revenue	Visits	Yield Per Visits	Rounds	Revenue	Visits	Yield Per Visits	Rounds
Q4-ooFq Friday Special	\$0.00	0	\$0.00	0	\$267.01	1	\$267.01	6
Nixon Dennis	\$0.00	0	\$0.00	0	\$218.94	3	\$72.98	3
Tues & Thurs Burger Special Coupon	\$0.00	0	\$0.00	0	\$173.68	5	\$34.74	8
Barber James	\$0.00	0	\$0.00	0	\$163.43	4	\$40.86	7
David David	\$0.00	0	\$0.00	0	\$150.00	7	\$21.43	7
Snyder Angie	\$0.00	0	\$0.00	0	\$104.00	1	\$104.00	2
GROVEY AARON	\$0.00	0	\$0.00	0	\$78.48	3	\$26.16	3
Cornelius Dave	\$0.00	0	\$0.00	0	\$71.01	1	\$71.01	2

The Purpose of the Report: Fifty percent of the customers that play a golf course in a specific year will not return in the following year. Those “defectors” are often offset by newly acquired customers. This turnover velocity within a customer database is often not realized because of the time

horizon, twelve months, in which the changes occur. If a golfer has not played a golf course within 90 days, there is a high probability of risk that customer has been lost.

The purpose of this report is to identify the core customers, those customers who played the course for the first time during the defined interval and those defectors who previously played your golf course but have frequented recently. When unique marketing messages are created for each of these targeted segments, the response rate becomes material in positively impacting revenue.

This report provides you, via the email button, the ability to quickly cue a targeted message to each group.

The Customer Retention report is designed to compare two time periods. Compare days, weeks, months, years, etc. The report will show you the Names of the players and compare “This Period” vs. “Last Period” for Revenue, Visits, Yield and Rounds.

There are several options. The This Period TO and FROM dates should be the more recent timeframe. The Last Period TO and FROM dates should be the older time period that you want to compare.

Retention Options are as followed:

All: - Show all players who had activity in either period.

Acquired: Show players who had activity in the “This Period” but did not in the “Last Period”. These are your new or returning customers.

Core: Show players who had activity in both “This Period” AND “Last Period”. These are customers who have stayed with you.

Defectors: Show players who had activity in the “Last Period” and did NOT have activity in the “This Period”. These are customers you lost.

Note the email button. The email button does not email this report! It will generate an email to all the folks you have an email address for that makes up the report. So, if I were to run the above example for Defectors, I could click the email button and an email window with Templates from POS Express will open up for you to email all of your Defectors and offer them an incentive to return.

The Email screen looks like this:

Executive Reports Module for Golf Industrial - Windows Internet Explorer

CPS Executive Report

Executive Reports Module for the Golf Industry

Email Tools

Send Clear

To: Sales@YourClub.com

CC:

BCC: pete.azcona.jr@abc.com;jejmarl@123.net;ben3518r-mail@aaa.com;dhall@golf.com;john@zzz.com;jericus@

Subject: TeeTimes Remider

Attached:

Email Template: **Reminder Template**

Dear [PLAYERNAME]

We have missed you! We would like to invite you for a buy one get one free round of golf.

Course [COURSENAME]

This uses the email manager on your server so you can do this remotely if you like via the internet.

Customer Spending by Class:

Customer Spending By Class

From Date	To Date	Week Type	Course Name
02/01/2008	02/28/2008	AllWeek	All

Customer Class	Total Rounds	Green Fees	Cart Fees	Merchandise	F&B	Others	Total Revenue	% of Total Revenue	Total Rev/Rounds
Coupon	405	\$12,678.26	\$3,909.78	\$565.91	\$8.99	\$334.51	\$17,497.45	49.32 %	\$43.20
Retail	246	\$1,386.50	\$1,052.22	\$37.19	\$20.92	\$104.01	\$2,600.84	7.33 %	\$10.57
Full Senior	411	\$673.00	\$1,515.72	\$45.14	\$2.87	\$3.00	\$2,259.73	6.37 %	\$5.50
TV Annual Pass	116	\$417.60	\$993.21	\$781.17	\$0.00	\$7.00	\$2,198.97	6.20 %	\$18.96
Employee	68	\$43.50	\$18.00	\$1,278.44	\$472.75	\$15.00	\$1,827.69	5.15 %	\$26.88
Player Development 1 Program	106	\$1,008.20	\$341.77	\$177.28	\$3.01	\$276.00	\$1,806.26	5.09 %	\$17.04
Beverage Cart	0	\$0.00	\$0.00	\$0.00	\$1,701.15	\$0.00	\$1,701.15	4.79 %	\$0.00
Tournaments	33	\$1,101.00	\$382.06	\$0.00	\$0.00	\$35.00	\$1,518.06	4.28 %	\$46.00
Regular	243	\$455.80	\$761.22	\$109.92	\$43.53	\$15.00	\$1,385.47	3.90 %	\$5.70
Family	71	\$203.50	\$405.57	\$24.70	\$6.45	\$6.00	\$646.22	1.82 %	\$9.10
Handicap	17	\$445.80	\$94.34	\$0.00	\$0.00	\$6.50	\$546.64	1.54 %	\$32.16
City Employee	10	\$298.80	\$99.19	\$22.22	\$2.80	\$0.00	\$423.01	1.19 %	\$42.30
Volunteers	15	\$39.00	\$18.00	\$193.94	\$2.81	\$0.00	\$253.75	0.72 %	\$16.92
MGC Senior	59	\$184.00	\$11.50	\$0.00	\$0.00	\$0.00	\$195.50	0.55 %	\$3.31
Arlington Golf Assoc.	10	\$103.50	\$57.00	\$0.00	\$0.00	\$0.00	\$160.50	0.45 %	\$16.05
1	25	\$36.50	\$117.50	\$0.00	\$2.51	\$0.00	\$156.51	0.44 %	\$6.26
Player Development 3 Program	5	\$92.00	\$33.33	\$13.00	\$0.00	\$17.50	\$155.83	0.44 %	\$31.17

The Purpose of the Report: By customer class, which group generates the most gross revenue and the most revenue per round. Customers often maintain that they are the most valuable group and need that their special interests need to be catered to as they are the financial background of the facility. This report allows you to identify which group is actually producing the most revenue and also recognize the importance of that group through creating a targeted email message to that segment you identify.

This report will list the Total Rounds and spending broken down by the Group Type for the Sale Categories setup in POS Express.

Example of what the given example is telling me.

Something interesting to point out here again. Notice that Coupon play is the top revenue generator for the month of February. I can only assume that the coupons are in a local paper since they are again using a House account vs. individual players with email addresses. If this club will change this to collecting player emails, they can drop the local paper advertisement and do direct email marketing with a coupon in the email. There is also a new built in feature in POS Express to manage coupons.

Customer Spending By Individual:

Customer Spending In Total

From Date	To Date	Course Name
02/01/2008	02/28/2008	All

Name	This Period Revenue	This Period Visits	Yield Per Visits	This Period Rounds
A Cash Account	\$211,662.72	28	\$7,559.38	6,467
C15-golfq Sun Coupon	\$5,328.04	3	\$1,776.01	103
C25-golfq Saturday Special	\$4,656.63	3	\$1,552.21	84
C16- Golf Q Tues Cap Special	\$2,929.75	13	\$225.37	71
Tourn Corp Swing Coa Lp Tournament	\$1,518.06	1	\$1,518.06	33
C250 Golfnow.com Tvgc Tee Time Coupon	\$1,422.69	8	\$177.84	37
Bev Cart Bc200 Bc200	\$939.88	5	\$187.98	0
Bev Cart Bc100 Bc100	\$761.27	3	\$253.76	0
\$200 Sunday Coupon	\$662.50	2	\$331.25	13
Free Cap \$42.00 Coupon	\$435.99	2	\$218.00	9
C610-city Employee Coupon	\$423.01	5	\$84.60	10
C252 Golfnow.com Lagc Tee Time Coupon	\$416.60	4	\$104.15	16
Hicks Billie	\$394.08	6	\$65.68	9
Burgett Randy	\$352.73	12	\$29.39	16

The Purpose of the Report: The Executive Reporting Series produces different views of the same data in order to gain unique insights from each filter applied. Previously, the Rounds Per Revenue Margin measured gross revenue by customer type versus actual play. The Customer Spending by Type measured gross revenue by customer type. This report measures gross revenue by individual customer so that you can identify which customer generates the most revenue for the facility in the aggregate and per visit.

This report usually reveals the importance of tournament and outing playing to gross revenue. Often, 20 tournaments on 20 days will contribute to 20% of the gross revenue of that facility.

It is suggested that the facility's best customers should receive an accolade highlighting their loyalty. Interestingly, in a test conducted, the response of golfers to a 20% discount, 10% discount and a mere letter of recognition was statistically the same.

Postal Code Analysis:

Zip Code Analysis

From Date	To Date	Course Name
02/01/2008	06/30/2009	All

Zip	Frequency	Revenue Per Zip	Revenue Produced
Unknown	0	\$0.00	\$1,419,600.08
76017	995	\$18.49	\$18,400.96
76016	1,401	\$12.46	\$17,457.60
76013	1,003	\$11.97	\$12,002.58
76063	391	\$25.38	\$9,922.99
76012	861	\$11.23	\$9,665.79
Unknown	462	\$14.43	\$6,665.07
76006	383	\$17.06	\$6,534.01
76001	471	\$12.96	\$6,102.47
76011	470	\$9.45	\$4,443.55
76002	200	\$14.31	\$2,862.23
76015	198	\$12.66	\$2,506.43
76060	94	\$19.28	\$1,812.04
76051	24	\$69.06	\$1,657.46
75050	96	\$15.56	\$1,493.76
76010	408	\$3.11	\$1,269.63
76018	181	\$5.92	\$1,070.93
76014	183	\$5.11	\$934.92
76180	54	\$16.15	\$872.04
76248	69	\$12.38	\$854.23
76054	31	\$21.99	\$681.80

The Purpose of the Report: How, when and where should a golf course advertise? Are national, regional or local publications appropriate? This report answers that question by displaying the residential location of your customer.

Data analysis reflects that 90% of a facility's customers come from within 10 miles of a golf course or a 30 minute drive time. For most courses, the vast majority of their revenue is generated within at little as four zip codes. Knowing those zip codes determines which publications best fit for optimum utilization of the advertising expenditures.

This report also reflects whether the POS staff has been effective in identifying customers and gathering relevant information at check-in. When the largest revenue category is not tied to a zip code, it indicates that the staff has not been diligent in the fundamental requirements of identifying who the customer is.

Example of what the given example is telling me.

In this example we have 1.4 million in sales from unknown postal codes. For this club if they are thinking of taking out an ad in a local paper, how do you know which is the best to target? What about a direct mail piece? We had one club find that the majority of their customers actually came from a postal code 10 miles away. Just out of reach of a new program for resident pricing... Ouch!

Facility Analysis:

GL Drill-Down:

Executive Reports Module

HOME > FACILITY ANALYSIS > GL DRILL DOWN | SETTING | LOGOUT

Customer Analysis

- Customer Demographics
- Customer Distribution
- Customer Retention
- Customer Spending By Class
- Customer Spending By Individual
- Postal Code Analysis

Facility Analysis

- GL Drill Down
- Lesson Book Statistic
- Lesson Book Group Status
- Merchandise Sales By Vendor
- Net Income Consolidated

From Date : 1/1/2016 To Date : 12/7/2016

Store: -- All --

GL Code:

<input checked="" type="checkbox"/> Pro Shop Inventory	<input checked="" type="checkbox"/> Cash Payment	<input checked="" type="checkbox"/> Food Sales	<input checked="" type="checkbox"/> Simulator Revenue
<input checked="" type="checkbox"/> Cart Revenue	<input checked="" type="checkbox"/> Credit Card Payment	<input checked="" type="checkbox"/> Beer/Liquor Sales	<input checked="" type="checkbox"/> Green Fee Revenue
<input checked="" type="checkbox"/> Gift Certificates/Gift Cards	<input checked="" type="checkbox"/> Merchandise Sales	<input checked="" type="checkbox"/> Equipment/Facility Rentals	<input checked="" type="checkbox"/> Golf Fees
<input checked="" type="checkbox"/> Accounts Receivable	<input checked="" type="checkbox"/> Cost of Goods	<input checked="" type="checkbox"/> Sales Tax	

Show GL Description Show GL Code Select All GI Clear Selection

Show Report Email

1 of 1 Find | Next

The Purpose of the Report: With a complete integrated Business Management System like Club Prophet Systems, you have the ability to tie individual product to Sale Categories and Sale Categories to General Ledger (GL) Accounts or Codes. As you sell products and services at your facility, you sell various products and tender them to various payment methods. These payment methods are also tied to GL Accounts/Codes. This report allows the user to start with a GL Code and drill down through the Sale Categories and/or Payment Methods all the way to the individual Sale Ticket with simple hyperlink clicks in the browser. This is the ultimate tool for a controller to troubleshoot GL Posting issues. The filter shown above gives you multiple options for GL Code or Description selection and inclusion in addition to the date range and store filter.

Store				
GL Category/GL Acct #		Debit	Credit	Total
All				
Accounts Receivable				
<u>104</u>	Accounts Receivable	1,432.01	1,810.62	378.61
	Accounts Receivable	1,432.01	1,810.62	378.61
Cash				
105	Cash Payment	2,746.91	0.00	(2,746.91)
106	Credit Card Payment	840.27	0.00	(840.27)
	Cash	3,587.18	0.00	(3,587.18)
Income				
<u>102</u>	Cart Revenue	0.00	497.10	497.10
<u>107</u>	Merchandise Sales	0.00	381.64	381.64
<u>110</u>	Food Sales	0.00	21.07	21.07
<u>111</u>	Beer/Liquor Sales	0.00	38.86	38.86
<u>112</u>	Equipment/Facility Rentals	0.00	150.00	150.00
<u>99</u>	Green Fee Revenue	0.00	1,849.12	1,849.12
	Income	0.00	2,937.79	2,937.79
Other Current Liabilities				
<u>103</u>	Gift Certificates/Gift Cards	0.00	10.00	10.00
	Other Current Liabilities	0.00	10.00	10.00
	Store All:	5,019.19	4,758.41	(260.78)
	Grand Total:	5,019.19	4,758.41	(260.78)

From the filter above, the result is a standard General Ledger report for the given filter. Note the circled GL Account Number above. The GL Accounts are underlined indicating a hyperlink. When I click on 107, a new report is displayed that will show you all of the Merchandise (GL Account 107) sold for the given filter.

Sales Category Drill down Report

From Date	To Date
01/01/2016	12/07/2016

107 Merchandise Sales

Store									
Category	Description	# of Sales	% of Sales	# of Items	% of Items	Amount	% of Amount	Sales Tax	Total
All									
1	Accessories	2.00	0.00%	2.00	9.09%	17.00	4.45%	1.19	18.19
8	Golf Balls	8.00	0.00%	8.00	36.36%	98.14	25.69%	6.86	105.00
17	Shirts-Mens	1.00	0.00%	1.00	4.55%	37.50	9.82%	0.00	37.50
18	Golf Gloves	11.00	0.00%	11.00	50.00%	229.00	59.95%	16.03	245.03
	Total:	22.00	0.00%	22.00	100.00%	381.64	99.91%	24.08	405.72
								GrandTotal:	405.72
								PayOuts:	0.00
								Payment On Acct:	0.00
								Pre Paid Issued:	0.00
								Gift Card Issued:	0.00
								Reconcile Total:	405.72

Now I can see that during the year, I sold products from various Sale Categories that are all assigned to GL Account 107. Notice each Sale Category Number has a hyperlink. For Golf Gloves you can see I circled Category number [18](#) above. If I want to see the details of Golf Gloves sold, I can click on [18](#).

Sales Item Detail Drill down Report

From Date	To Date
01/01/2016	12/07/2016

Sale Date	Sale Num	Item Code	Description	Acct	User Name	QTY	Extended Price	Tax	Gross Total
02/12/2016	2421602120005	AshGH1	Big Canyon Glove	1236475617525	Davenport, Chicky	1	22.00	1.54	23.54
02/15/2016	2421602150001	AshGH1	Big Canyon Glove	1236475617522	Robshaw, Rick	1	22.00	1.54	23.54
02/16/2016	2421602160001	AshGH1	Big Canyon Glove	1236475617529	Cable, Larry	1	22.00	1.54	23.54
02/16/2016	2421602160004	AshGH1	Big Canyon Glove	8756987454	Allan, Rick	1	22.00	1.54	23.54
06/08/2016	2421606080001	AshGH1	Big Canyon Glove	0	A Cash Account,	1	22.00	1.54	23.54
06/09/2016	2421606090001	AshGH1	Big Canyon Glove	0	A Cash Account,	1	22.00	1.54	23.54
08/25/2016	2421608250001	AshGH1	Big Canyon Glove	0	A Cash Account,	1	22.00	1.54	23.54
08/25/2016	2421608250002	AshGH1	Big Canyon Glove	0	A Cash Account,	1	22.00	1.54	23.54
08/25/2016	2421608250003	AshGH1	Big Canyon Glove	0	A Cash Account,	1	22.00	1.54	23.54
08/30/2016	2421608300001	AshGH1	Big Canyon Glove	0	A Cash Account,	1	22.00	1.54	23.54
12/07/2016	2421612070001	WII0001	Wilson Gloves	9183481	ROBSHAW, RICHARD	1	9.00	0.63	9.63
Grand Total:									245.03

Now I have all Golf Gloves (sale category in CPS) that were sold during the year. Each line item lists the Sale Number in which the Glove was sold. If I want to know more about the glove sold in the circled sale number, I can click on sale number [2421612070001](#) and see the actual Sales Transaction.

Sale Lookup

Sale No: 2421612070001 **Store:** All Stores **Terminal Name:** RICKLAPTOP-PC
Receipt - 12/7/2016 11:38:01 AM **Transaction:** Sale **Cashier:** proshop
Acct: 9183481
Sold To ROBSHAW
 RICHARD

Code	Description	Qty	Unit Price	Discount	Tax Code	Ext Price
H001	Brass Logo Ball Marker	1	10.00	0.00	ALST	10.00
Wil0001	Wilson Gloves	1	9.00	0.00	ALST	9.00
PA1	Powerade	1	3.00	0.00	N/A	3.00

Sub Total:	22.00
Tax:	1.33
Total:	23.33
Tips:	0.00

Now I can see who this was sold to, who sold it, what other products were sold at the same time, any discounts, etc, all from a browser (I do not have to print massive reports) and all in real-time.

Merchandise Sales By Vendor:

1 of 3
100%

Find | Next
Select a format

Merchandise Sales By Vendor

From Date	To Date
01/01/2008	12/31/2008

1	2	3	4	5	6	7
Vendor	Quantity	Revenue	Cost Of Sales	Cost Of Sales %	Net Income	Net Income %
a TITLEIST	5,735.00	\$83,144.77	\$52,863.64	18.40 %	\$30,281.13	14.28 %
CALLAWAY	2,160.00	\$67,225.29	\$42,835.95	14.91 %	\$24,389.34	11.51 %
NIKE	2,296.00	\$37,696.38	\$20,023.46	6.97 %	\$17,672.92	8.34 %
AHEAD	1,299.00	\$30,279.92	\$13,183.25	4.59 %	\$17,096.67	8.06 %
FOOTJOY	1,509.00	\$29,073.63	\$16,889.04	5.88 %	\$12,184.59	5.75 %
GREG NORMAN	371.00	\$22,757.03	\$12,429.56	4.33 %	\$10,327.47	4.87 %
CUTTER & BUCK	435.00	\$20,535.57	\$10,394.30	3.62 %	\$10,141.27	4.78 %
ASHWORTH	332.00	\$19,028.53	\$10,678.25	3.72 %	\$8,350.28	3.94 %
POLO	233.00	\$15,891.31	\$9,857.86	3.43 %	\$6,033.45	2.85 %
TOP FLITE	2,390.28	\$11,177.16	\$5,315.28	1.85 %	\$5,861.89	2.77 %
GOLF DESIGN	1,465.00	\$10,423.70	\$4,611.88	1.61 %	\$5,811.82	2.74 %
IMPERIAL	370.00	\$9,151.35	\$3,437.90	1.20 %	\$5,713.45	2.70 %
UNDER ARMOUR	239.00	\$10,192.68	\$5,483.75	1.91 %	\$4,708.93	2.22 %
PING	60.00	\$16,093.22	\$11,703.70	4.07 %	\$4,389.52	2.07 %
HILL	157.00	\$4,388.52	\$606.04	0.21 %	\$3,782.48	1.78 %
CHAMPIONSHIP	175.00	\$5,911.06	\$2,602.50	0.91 %	\$3,308.56	1.56 %
SIR CHRISTOPHER	367.00	\$5,926.02	\$2,622.77	0.91 %	\$3,303.25	1.56 %
JAMIE SADOCK	164.00	\$10,083.34	\$6,922.00	2.41 %	\$3,161.34	1.49 %

Vendor	Quantity	Revenue	Cost Of Sales	Cost Of Sales %	Net Income	Net Income %
KEVIN WEEKS	62.00	\$0.00	\$0.00	0.00 %	\$0.00	0.00 %
DEWEY LEWIS	2.00	\$0.00	\$0.00	0.00 %	\$0.00	0.00 %
TIM BANIKE	8.00	\$0.00	\$0.00	0.00 %	\$0.00	0.00 %
LEE MILLER	61.00	(\$7.04)	\$0.00	0.00 %	(\$7.04)	0.00 %
USGA	20.00	\$7.50	\$19.40	0.01 %	(\$11.90)	-0.01 %
VANTAGE	7.00	\$82.22	\$110.25	0.04 %	(\$28.03)	-0.01 %
BUGATCHI UOMO	2.00	(\$1.20)	\$96.00	0.03 %	(\$97.20)	-0.05 %
b Total	29,754.48	\$499,302.91	\$287,315.41	100.00 %	\$211,987.50	100.00 %

Page: 3 of 3

Date: Tuesday, February 17, 2009

The Purpose of the Report: Is to analyze the merchandise inventory rank ordering vendors by revenue and by net income. The report will display which vendors generated the most revenue at the highest gross margin. Conversely, this report will identify vendors that are underperforming and should be deleted from the inventory. The typical golf course should have about 15 to 20 vendors. If this report extends to several pages, there is a great opportunity to reduce the number of lines carried which will simplify purchasing and reduce inventory on hand that has low margin and/or unlikely to sell.

- 1) Vendor – This is the Supplier Name from the Inventory in POS Express. Note that by checking the “Inventoried products only” checkbox at the top of the screen and Click the “Show Report” button, you can limit the results to only items set to Track Inventory. The To and From Date define the period of time to consider for the results set.
- 2) Quantity
 - a. This is the number of units sold from each vendor.
 - b. The Total is the Sum of the Quantity for all displayed Vendors.
- 3) Revenue
 - a. This is the total amount of dollars (Euros, Pounds, etc.) generated by the sales of the given Vendors product.
 - b. The Total is the Sum of the Revenue for all displayed Vendors.
- 4) Cost of Sales

- a. This is the total of the Cost you paid for the merchandise sold for each vendor.
 - b. Total Cost of Sales is the Sum of the Cost of Sales column.
- 5) Cost of Sales %
- a. This is equal to the Cost of Sales for the given Vendor divided by the Total Cost of Sales. Cost is determined by the Average Unit Cost field in Inventory at the time of the sale.
 - b. Total cost of Sales % is always 100% and represents the total percentage of the data displayed.
- 6) Net Income
- a. This is the Revenue minus Cost of Sales for each Vendor.
 - b. Total Net Income is the Sum of the Net Income column.
- 7) Net Income %
- a. This is equal to the Net Income for the given Vendor divided by the Total Net Income.
 - b. Total Net Income % is always 100% and represents the total percentage of the data displayed.

Example of what the given example is telling me.

Note that the report is actually 3 pages long. Mid-way thru the first page yearly contribution to Net Income of the given suppliers falls below 1%. By the third page there are 0% and even negative contributions to Net Income over the year long period. Clearly there is some dead wood that can be trimmed here for more efficient inventory.

Reservations By Booking Method:

Reservations By Booking Method													
From Date	To Date												
01/01/2016	12/13/2016												
Booking Type	Reservations	Rounds	% Rounds	Green Fees	Avg Green Fees	Cart Fees	Merchandise	FB	Driving Range	Others	Membership	Total Sales	% Of Total Sales
Mobile Browser	1,497	3,803	1.51%	\$142,604.59	\$37.50	\$660.76	\$7,881.58	\$1,168.42	\$4,416.32	\$27,426.96	\$0.00	\$182,824.98	1.95%
CPSONlineReservation	7,253	19,034	7.55%	\$656,590.32	\$34.50	\$2,211.07	\$26,224.65	\$7,090.98	\$22,984.86	\$164,204.10	\$2,160.04	\$875,357.13	9.35%
StarterHut	90,469	229,417	90.95%	\$6,415,398.64	\$27.96	\$57,502.50	\$244,311.71	\$237,047.61	\$181,492.99	\$1,199,156.71	\$26,725.22	\$8,308,180.32	88.70%
Total	99,219	252,254	100.00%	\$7,214,593.56	\$28.60	\$60,374.33	\$278,417.94	\$245,307.01	\$208,894.17	\$1,390,787.77	\$28,885.26	\$9,366,362.43	100.00%
Grand Total	99,219	252,254	100.00%	\$7,214,593.56	\$28.60	\$60,374.33	\$278,417.94	\$245,307.01	\$208,894.17	\$1,390,787.77	\$28,885.26	\$9,366,362.43	100.00%

The Purpose of the Report: The first contact a golfer often has with the facility is in booking their tee time reservations. There are many ways to make tee time reservations: by an individual in the golf shop, via touch tone telephone, via a kiosk or via Internet booking.

This report shows you how the golfers are reserving tee times at your facility. It is important that each booking method be quick and easy. As the most cost effective method for booking a tee time for a golf course, this report will measure the effectiveness of the on line reservation system and the efficacy of the marketing efforts by the course to encourage that method of booking.

Example of what the given example is telling me.

In this case 88.7% are being entered into the StarterHut Tee Sheet. This is good news since the staff is not just ringing in green fees at the POS and bypassing the Tee Sheet. Now if we can get this club to request Postal Code and Email Address they will be well on the way to growing their business. Note that they using On-Line Tee Time booking. The "CPSONlineReservation" line are bookings from a computer using online reservations. The "Mobile Browser" line item is the mobile rendition of the online reservation. So there were booked specifically from a mobile device like a smart phone. These booking account for 9.35% for Online and 1.95% from Mobile.

This report takes each booking source and then breaks down the revenue contributed for each of the groupings (Green Fee, Cart Fee, Merchandise, etc.).

Since online tee times automatically capture golfer data for you, I would encourage this club to offer some incentive for online booking. Valid email information feeds the marketing machine. And he with the biggest database wins!

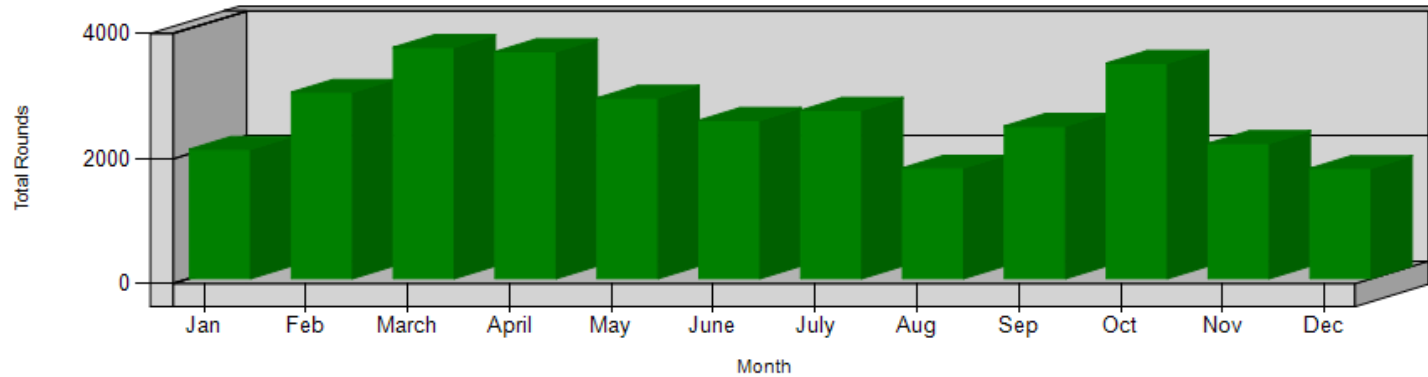
Reservations By Day Of Week:

Reservations By Day Of Week

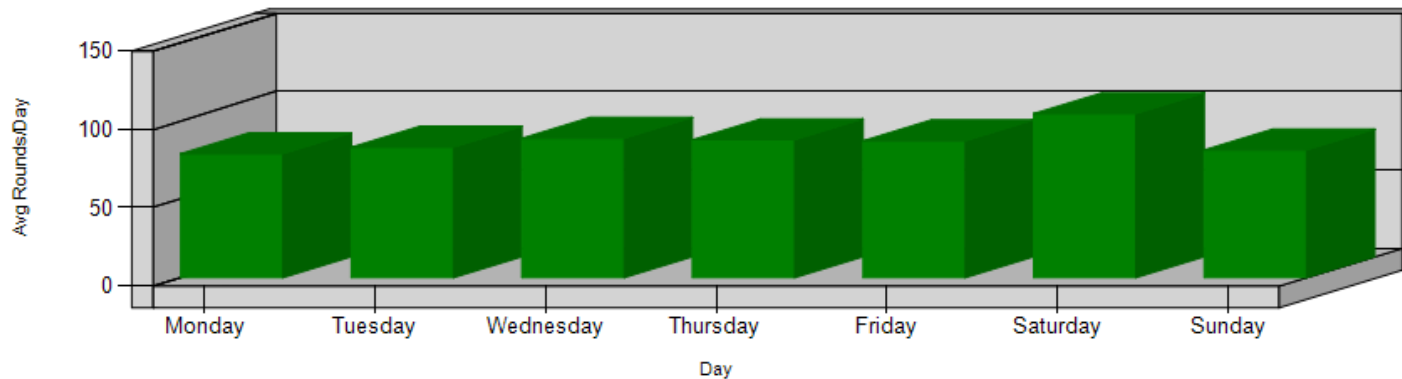
From Date	To Date	Course Name
01/01/2016	12/31/2016	All

Months ↕	Monday ↕ Rounds	Tuesday ↕ Rounds	Wednesday ↕ Rounds	Thursday ↕ Rounds	Friday ↕ Rounds	Saturday ↕ Rounds	Sunday ↕ Rounds	Total Rounds By Month	% of Rounds By Month
Jan	278	217	177	303	374	364	356	2,069	6.45 %
Feb	530	304	386	505	366	520	369	2,980	9.29 %
March	576	562	459	530	541	581	449	3,698	11.53 %
April	373	588	427	442	618	700	482	3,630	11.32 %
May	276	410	595	265	393	491	459	2,889	9.01 %
June	204	300	441	363	288	526	409	2,531	7.89 %
July	426	364	301	310	331	520	441	2,693	8.40 %
Aug	167	181	251	368	258	326	219	1,770	5.52 %
Sep	341	298	330	539	264	362	305	2,439	7.61 %
Oct	458	467	541	492	478	539	471	3,446	10.75 %
Nov	303	357	382	180	390	301	249	2,162	6.74 %
Dec	184	284	337	280	330	318	30	1,763	5.50 %
Total	4,116	4,332	4,627	4,577	4,631	5,548	4,239	32,070	100.00 %
Grand Total	4,116	4,332	4,627	4,577	4,631	5,548	4,239	32,070	100.00 %

Reservations Per Month



Average Reservations Per Day



The Purpose of the Report: The goal of any golf course is to show when the customer makes the Reservation (this is NOT the Tee Time, it is the Reserve day/time). Future reports will compare the Time of the Reservation with the Tee Time by booking source to show you how far out your various marketing channels are booking. This is valuable information when you get into dynamic pricing as you will be able to predict the bookings more accurately.

Example of what the given example is telling me.

This report shows the slow and busy days for taking reservations and how far out tee times are booked.

This report will vary based on the clubs booking rules. For example here you will note Saturday is a busy day for reservations. It could be that this course only allows booking 7 days in advance. So on Saturday many are booking their times for the following Saturday. It also means that given the in-house bookings (ie, not using online reservations), Saturday now becomes your busiest time for answering the phone to take reservations. If the pro-shop staff are the ones answering the phone (which is typical), perhaps you may want to change the booking rules to 5 days or 13 days in advance to move the bulk of the calls to a slower day of the week.

Revenue Benchmarks:

From Date : To Date :

Week Type : Both Weekday Weekend

Course:

1 of 1 100% Find | Next Select a font

Revenue Benchmarks

From Date	To Date	Week Type	Course Name
01/01/2008	03/31/2008	AllWeek	All

Revenue/Rounds	2008	Yield Distribution
Green Fees	\$16.92	56.47 %
Cart Fees	\$6.89	23.01 %
Merchandise	\$2.15	7.17 %
F&B	\$1.71	5.72 %
Others	\$2.06	6.87 %
Total Revenue Per Rounds	\$29.96	100.00 %
Total Rounds	26,776	
Total Revenue	\$802,290.56	

Page: 1 of 1

Date: Monday, February 09, 2009

The Purpose of the Report: Is to provide key benchmarks for the five revenue categories according to generally accepted financial reporting for golf courses: green fees, carts, merchandise, food and beverage and other. These benchmarks can be compared to industry averages created by Golf Datatech and PGA Performance Trak that are developed by PGA Section, State and the United States. This report also shows the interrelationship between the departments. Green fees drive the volume of revenue for each of the segment categories.

Revenue Benchmarks provides a breakdown of your average Revenue per Round of golf.

- 1) Total Revenue Per Round = Total Revenue / Total Rounds. The Total Revenue per round is further broken down into each of the Categories we identified in the Sale Category Setup.
- 2) The Yield Distribution = amount for each category / Total Revenue Per Round. The low numbers for Merchandise and F&B could reflect a lack of marketing and/or sales training at this facility. The Green Fees and Cart Fees seem quite low but this is a Municipal course.

Example of what the given example is telling me.

This report is reflective of the typical municipal golf course. Green fees comprise a slight majority of total revenue. Cart revenue (40% of green fees), merchandise and food and beverage are extremely low per round reflecting that this golf course is “entry door” for the game of golf attracting retirees and new, cost conscious entrants to the game.

Tip: If your filter spans multiple years in this report, you can compare and see trends from year to year!

Revenue Per Available Tee Time:

CPS Executive Report

Executive Reports Module for the Golf Industry HOME > COURSE ANALYSIS > REVENUE PER AVAILABLE TEE TIME | TE

Course Analysis

- Merchandise Sales By Vendor
- Revenue Benchmark
- **Revenue Per Available Tee Time**
- Revenue Per Department
- Revenue Per Hour
- Round Per Revenue Margins
- Utilization

Customer Analysis

- Customer Distribution
- Customer Retention
- Customer Spending By Class
- Customer Spending In Total

Demographics

- Customer Demographics
- Zip Code Analysis

Reservations

- Reservations By Booking Method
- Reservations By Day Of Week

Membership

- Membership
- Member Statistic

Start Time: Hour / Minute / Second

End Time: Hour / Minute / Second

From Date: To Date:

Course:

Customer Type:

\$10 Increments
 \$15 Increments
 \$20 Increments
 \$25 Increments
 Other

Rack Rate:

Weekday vs. Weekend
 Weekday And Weekend combined

of 1 | 100% | Find | Next | Select a format | Export

Tee Time (Weekday)	Jan	Feb	March	April	May	June	July	Aug
7	\$0.00	\$4.13	\$10.92	\$8.25	\$13.80	\$17.24	\$0.00	\$0.00
8	\$0.00	\$5.72	\$11.98	\$12.66	\$15.82	\$19.09	\$0.00	\$0.00
9	\$0.00	\$8.88	\$15.29	\$14.39	\$19.37	\$19.83	\$0.00	\$0.00
10	\$0.00	\$13.79	\$17.68	\$15.31	\$19.57	\$29.78	\$0.00	\$0.00
11	\$0.00	\$13.50	\$20.82	\$16.52	\$21.05	\$32.26	\$0.00	\$0.00
12	\$0.00	\$15.10	\$21.78	\$16.63	\$22.58	\$27.22	\$0.00	\$0.00
13	\$0.00	\$13.06	\$19.31	\$18.61	\$20.13	\$22.90	\$0.00	\$0.00
14	\$0.00	\$13.62	\$15.61	\$17.36	\$20.05	\$23.23	\$0.00	\$0.00
15	\$0.00	\$16.21	\$16.37	\$19.25	\$16.21	\$16.93	\$0.00	\$0.00
16	\$0.00	\$11.11	\$16.92	\$18.29	\$12.81	\$13.16	\$0.00	\$0.00
Average	\$0.00	\$11.51	\$16.67	\$15.73	\$18.14	\$22.16	\$0.00	\$0.00

Tee Time (Weekend)	Jan	Feb	March	April	May	June	July	Aug
7	\$0.00	\$18.91	\$14.57	\$16.59	\$23.98	\$25.81	\$0.00	\$0.00
8	\$0.00	\$25.33	\$24.34	\$29.67	\$26.00	\$28.53	\$0.00	\$0.00
9	\$0.00	\$25.61	\$25.38	\$29.43	\$29.72	\$27.46	\$0.00	\$0.00
10	\$0.00	\$23.45	\$24.89	\$25.65	\$34.41	\$25.90	\$0.00	\$0.00
11	\$0.00	\$42.96	\$26.18	\$31.02	\$32.61	\$27.02	\$0.00	\$0.00
12	\$0.00	\$24.89	\$24.99	\$21.97	\$27.63	\$26.85	\$0.00	\$0.00
13	\$0.00	\$21.49	\$21.24	\$22.62	\$23.61	\$23.74	\$0.00	\$0.00
14	\$0.00	\$14.51	\$17.11	\$27.87	\$26.55	\$22.51	\$0.00	\$0.00
15	\$0.00	\$12.49	\$15.27	\$25.33	\$18.40	\$17.45	\$0.00	\$0.00
16	\$0.00	\$10.07	\$12.97	\$30.71	\$16.27	\$19.13	\$0.00	\$0.00
Average	\$0.00	\$21.97	\$20.69	\$26.09	\$25.92	\$24.44	\$0.00	\$0.00

The Purpose of the Report: Optimizing gross revenue is finding the proper balance between the number of rounds and the price per round. Each golf course depending on the market niche it serves (Platinum, Gold, Silver, Bronze or Steel) has a revenue target. At a minimum, that target represents total expenses divided by projected rounds. That number represents the break-even or the golf course. This report is designed to assist a golf course manager ascertain to what extent they are achieving their revenue per round goal and whether the prices per hour are appropriately balanced. This report reflects in green where the golf course is achieving at least 70% of its revenue goal per hour. Yellow indicates that that golf course is realizing between 40% and 70% of its revenue goals. Those cells marked in red reflect where the revenue being realized is less than 40% of the amount required to achieve the facility's revenue target.

Several things to note here. We are limiting the time span From 2/1/08 to 6/30/08. The comparable goal Rack Rate for the market is set at \$25.00. We are interested in the times from 7:00 AM thru 5:00 PM. We are separating Week-Day vs. Week-End. Each cell will reflect the average revenue generated in the given hour over the span of the given month.

The color code is as follows:

Grey – not included in the scope of the report.

Red – Less than 40% of the goal rack rate.

Yellow – Between 40% and 60% of the goal rack rate.

Green – Greater than 60% of the goal rack rate.

What I like to call “The Good, The Bad, and The Ugly” the purpose is to quickly identify timeslots where you are hemorrhaging money vs. those that are performing well. Use of marketing tools and pricing strategies can help you improve your bottom line. While it will be natural to focus on the Red and Yellow, don’t forget to consider the possibility of raising prices in the Green blocks!

Example of what the given example is telling me.

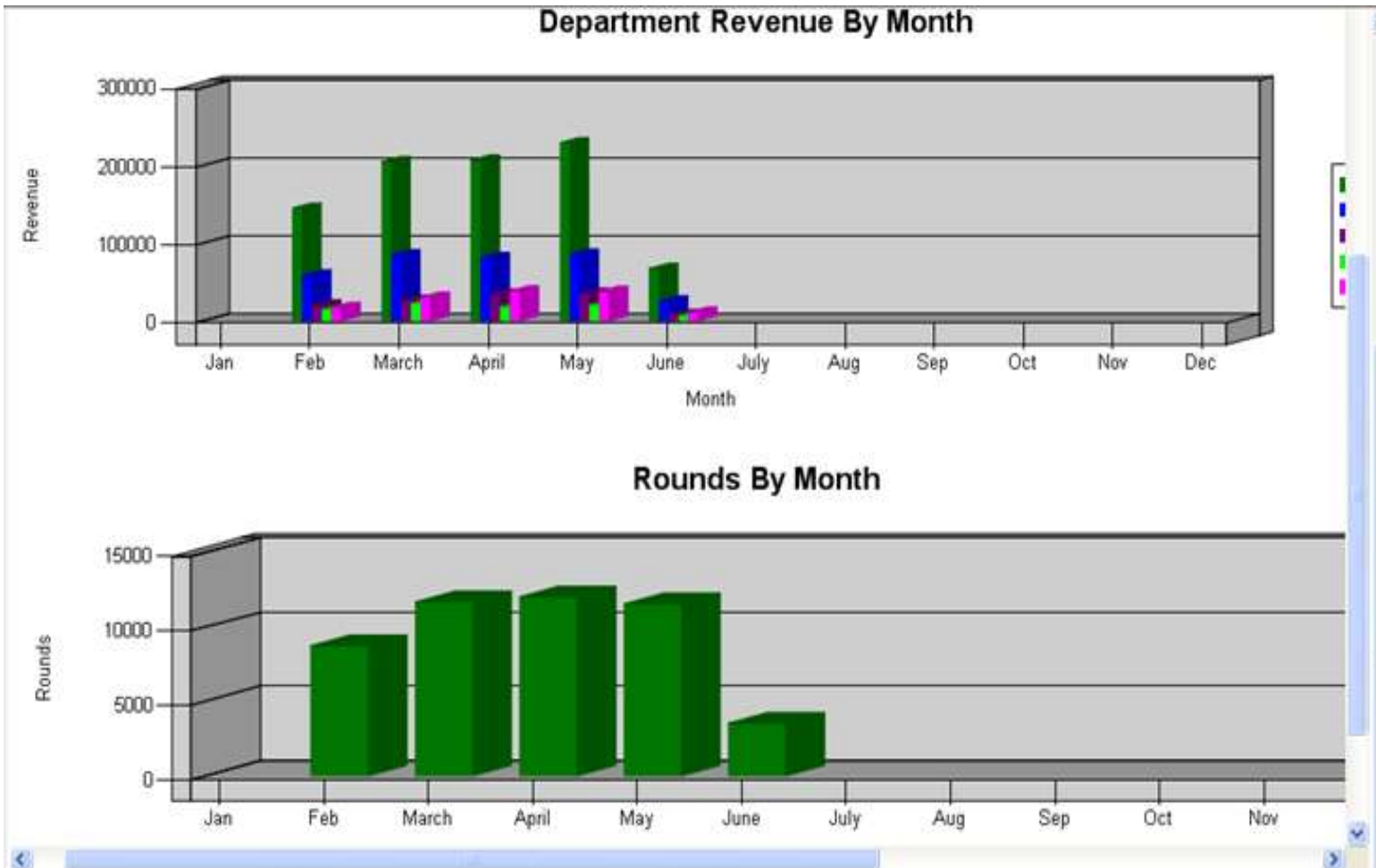
This report indicates that the golf course is open 12 months per year, lies within the transition zone within the United States, and performs very well in achieving its revenue targets during its high season of May – July as it achieves its revenue targets during prime time of 8 a.m. to 2 p.m.

Revenue Per Department:

Revenue Per Department

From Date	To Date	Week Type	Course Name
02/01/2008	06/30/2008	AllWeek	All

Months	Rounds	AVG Rounds/Day	Total Rev	AVG Rev/Day	AVG Rev/Round	Green Fees	Green Fees/Round	Cart Fees	Cart Fees/Round	Men
Jan	0	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Feb	8,717	300.58	\$255,220.64	\$8,800.71	\$29.28	\$144,340.65	\$16.56	\$58,364.11	\$6.70	
March	11,653	375.89	\$369,969.82	\$11,934.51	\$31.75	\$204,096.22	\$17.52	\$84,384.58	\$7.24	
April	12,000	400.00	\$379,644.95	\$12,654.83	\$31.64	\$206,117.84	\$17.18	\$81,077.87	\$6.76	
May	11,527	371.83	\$408,690.53	\$13,183.57	\$35.46	\$228,481.74	\$19.82	\$85,167.92	\$7.39	
June	3,517	117.23	\$116,560.71	\$3,885.36	\$33.14	\$66,704.23	\$18.97	\$25,047.10	\$7.12	
July	0	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	



The Purpose of the Report: Managers view data differently. Some individuals like to review benchmarks in relationship to industry standards to determine if they are achieving their goals. Other managers like to see the raw aggregate to ascertain whether they are on track. This report represents gross revenue in the aggregate by the five key departments at the golf course. This report allows a golf course manager to easily ascertain whether they will meet their budget for the month and if not, which of the revenue centers under performed.

Graphs provide a quick look of the details above. Note you can also export this report to Excel. The drastic drop-off in June could be due to the fact that this is a southern course and it gets quite hot in the month of June.

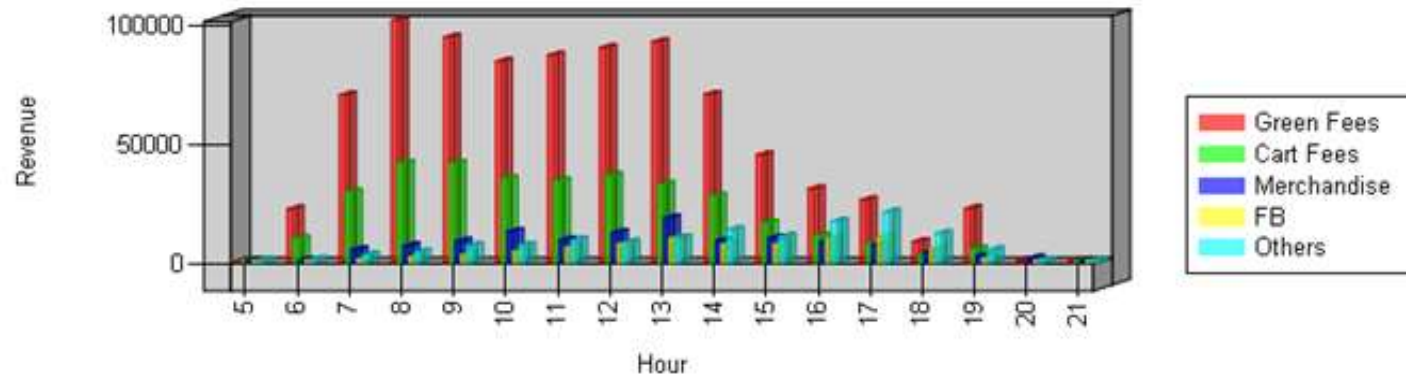
Revenue Per Hour:

Revenue Per Hour

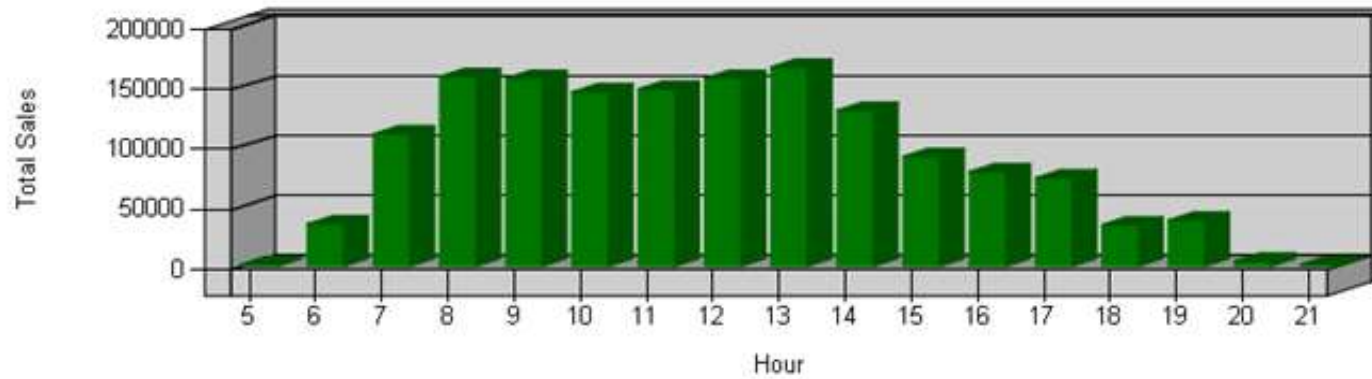
From Date	To Date	Week Type	Course Name
02/01/2008	06/30/2008	AllWeek	All

Hour	Green Fees	Cart Fees	Merchandise	F&B	Others	Total Sales	% of Total Sales
5	\$256.50	\$401.75	\$99.12	\$11.02	\$3.00	\$771.39	0.05 %
6	\$22,489.66	\$9,963.73	\$1,025.79	\$391.72	\$1,297.77	\$35,354.22	2.31 %
7	\$70,424.70	\$29,525.84	\$5,408.36	\$1,337.55	\$3,241.64	\$110,458.54	7.22 %
8	\$101,731.23	\$41,762.88	\$7,055.51	\$2,280.60	\$4,405.91	\$158,268.46	10.34 %
9	\$94,668.60	\$41,628.40	\$8,989.04	\$3,305.45	\$7,054.96	\$156,836.20	10.25 %
10	\$84,506.03	\$35,107.18	\$13,033.24	\$4,604.46	\$7,307.74	\$145,344.67	9.50 %
11	\$87,136.15	\$34,191.05	\$9,527.94	\$6,377.83	\$9,627.95	\$147,920.03	9.67 %
12	\$90,329.55	\$36,532.22	\$12,542.67	\$7,717.31	\$8,439.29	\$156,892.40	10.25 %
13	\$92,726.73	\$32,743.57	\$18,716.58	\$10,306.33	\$10,352.41	\$166,252.79	10.87 %
14	\$70,700.85	\$27,840.57	\$9,192.29	\$7,561.17	\$13,764.87	\$130,054.51	8.50 %
15	\$45,226.22	\$16,592.32	\$10,306.24	\$7,599.64	\$10,932.53	\$91,640.41	5.99 %
16	\$31,036.16	\$11,160.74	\$8,861.13	\$9,915.87	\$17,249.29	\$78,968.62	5.16 %
17	\$26,308.15	\$7,771.41	\$7,444.68	\$10,608.48	\$21,095.78	\$73,762.53	4.82 %
18	\$8,859.85	\$3,123.48	\$4,439.51	\$5,824.95	\$12,212.83	\$34,701.78	2.27 %
19	\$22,642.58	\$5,683.43	\$2,883.20	\$1,798.08	\$5,273.70	\$38,430.11	2.51 %
20	\$675.52	\$0.00	\$1,990.78	\$615.76	\$1,054.00	\$4,346.80	0.28 %
21	\$22.20	\$13.00	\$33.50	\$7.50	\$7.00	\$83.20	0.01 %
Total	\$849,740.68	\$334,041.59	\$121,549.58	\$80,263.72	\$133,320.67	\$1,530,086.65	100.00 %
%Total	55.54 %	21.83 %	7.94 %	5.25 %	8.71 %	100.00 %	

Department Revenue By Hour



Total Revenue By Hour



20	\$675.52	\$0.00	\$1,990.78	\$615.76	\$1,054.00	\$4,346.80	0.28 %
21	\$22.20	\$13.00	\$33.50	\$7.50	\$7.00	\$83.20	0.01 %
Total	\$849,740.68	\$334,041.59	\$121,549.58	\$80,263.72	\$133,320.67	\$1,530,086.65	100.00 %
%Total	55.54 %	21.83 %	7.94 %	5.25 %	8.71 %	100.00 %	

The Purpose of the Report: The goal of a golf course is to generate revenue. It is widely felt that “prime time” is from 8 a.m. to 10 a.m. This report reflects in which hour most if the revenue is actually generated. Surprisingly, it is often not during prime time as felt but rather in the early afternoon. That fact is contrary to the popular wisdom that Monday – Thursday Noon to 3 p.m. are the slowest times at the golf course. This report is designed to facilitate identification which hour of the day generates the most revenue. Though it may be early afternoon, that doesn’t necessarily mean that rates should be raised to the highest level during that time interval. Again, it is a question of balancing rounds versus the rate per round to achieve the desired goal: maximizing revenue.

This report shows you the Total Revenue for the given hour of the day for the To and From dates selected. The report then breaks this down again by the Group Types we associate with the Sale Categories in POS Express. Revenue per hour and Total Sales are also graphed for easy comparison.

Example of what the given example is telling me.

This report indicates that 1 p.m. and 8:00 a.m. are the most popular hours. It is interesting to examine the revenue by department in which the 1:00 p.m. hour shows far greater revenue and is the most popular hour.

Round Per Revenue Margin:

Round Per Revenue Margins

From Date	To Date	Week Type	Course Name
03/01/2008	03/31/2008	AllWeek	All

Customer Type	Rounds	Green Fees	Yield	% Rounds	% Revenue	Margin
Retail	9,571	\$178,623.92	18.66	97.25 %	98.94 %	1.69 %
Player Development 3 Program	18	\$358.50	19.92	0.18 %	0.20 %	0.02 %
Player Development 2 Program	4	\$79.05	19.76	0.04 %	0.04 %	0.00 %
City Employee	5	\$95.20	19.04	0.05 %	0.05 %	0.00 %
Player Development 1 Program	137	\$1,297.09	9.47	1.39 %	0.72 %	-0.67 %
Employee	107	\$87.00	0.81	1.09 %	0.05 %	-1.04 %
Total	9,842	\$180,540.76	87.66	100.00 %	100.00 %	0.00 %

Page: 1 of 1

The Purpose of the Report: Each golf course sets rates based on customer type, day of the week and time of the day. This report focuses on the differential between the resources consumed (the number of tee time used by a customer type), versus the revenue generated by that customer type. For example, volunteers and season passes often use the golf course to a far greater extent that they generate comparable revenue. On the reverse, a classification such as non-resident at a municipal golf course often contributes far more to the gross revenue than the rounds that they play. This report provides a manager insight on which groups are generating the greatest “margin” to their facility. The implication is that the manager should then

create greater access to the course from the highest contributors and to reduce access to those customers who are playing more rounds than their financial contribution is measured.

Rounds By Day Of Week:

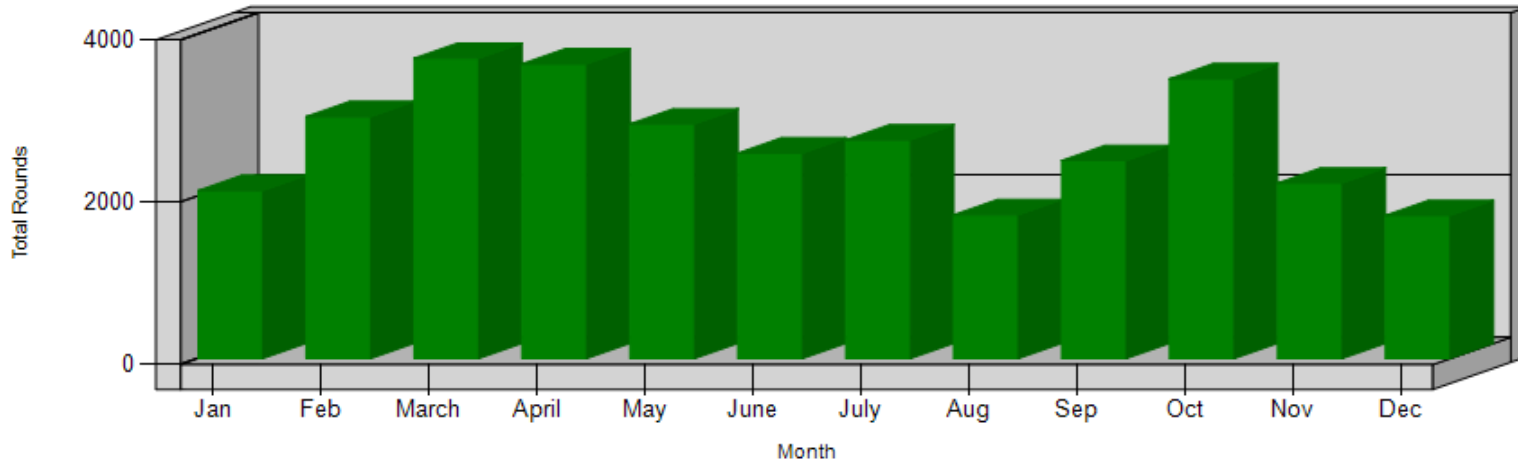
Rounds By Day Of Week

From Date	To Date	Course Name
01/01/2016	12/31/2016	All

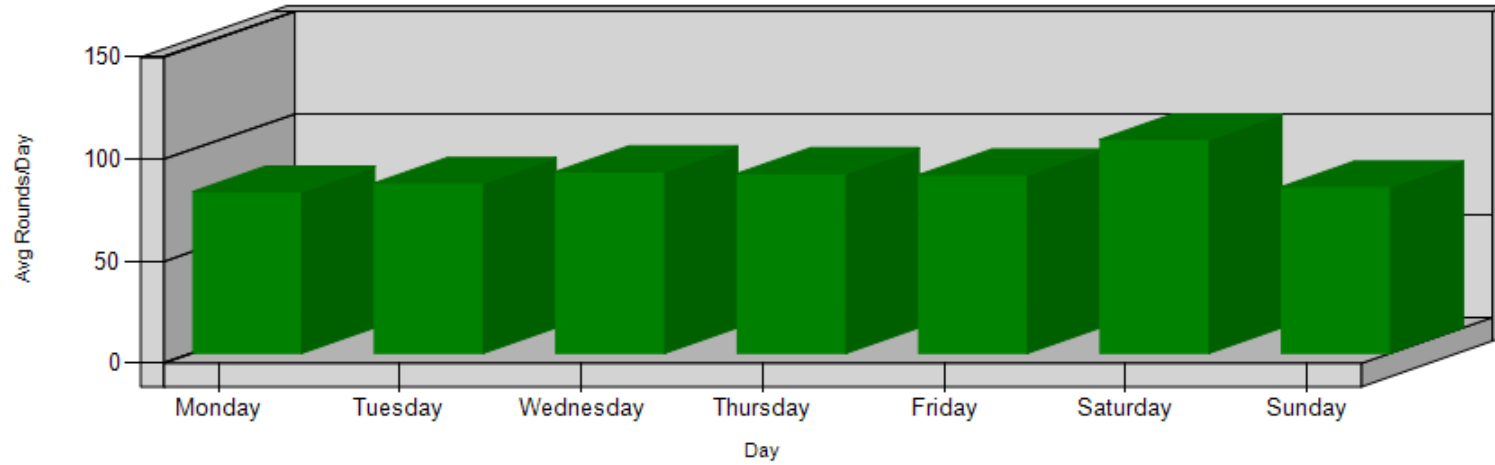
Months	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total Rounds By Month	% of Rounds By Month
Jan	278	217	177	303	374	364	356	2,069	6.45 %
Feb	530	304	386	505	366	520	369	2,980	9.29 %
March	576	562	459	530	541	581	449	3,698	11.53 %
April	373	588	427	442	618	700	482	3,630	11.32 %
May	276	410	595	265	393	491	459	2,889	9.01 %
June	204	300	441	363	288	526	409	2,531	7.89 %
July	426	364	301	310	331	520	441	2,693	8.40 %
Aug	167	181	251	368	258	326	219	1,770	5.52 %
Sep	341	298	330	539	264	362	305	2,439	7.61 %
Oct	458	467	541	492	478	539	471	3,446	10.75 %
Nov	303	357	382	180	390	301	249	2,162	6.74 %
Dec	184	284	337	280	330	318	30	1,763	5.50 %
Total	4,116	4,332	4,627	4,577	4,631	5,548	4,239	32,070	100.00 %

Grand Total	4,116	4,332	4,627	4,577	4,631	5,548	4,239	32,070	100.00 %
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Rounds Per Month



Average Rounds Per Day



The Purpose of the Report: The goal of any golf course is to maximize its revenue. It is assumed that weekends, when most customers are not working, is the busiest day of the week and therefore prices are set higher, often as much as 25% higher, than on week days. This assumption is often incorrect.


This report will display which days of the week are busiest and will facilitate your determining should Friday be set at weekend rates or should the same rate apply to every day of the week. Ultimately, the decision on setting rates is a subjective science but having quantitative information available reduces the error rate significantly when setting rates. The purpose of this report is to guide you in setting the correct green fee.


Example of what the given example is telling me.






This report shows the slow and busy days based on number of rounds.

Many facilities are surprised at the results of this. Notice in this example that Monday is the slowest day and surprisingly that Sunday (with weekend rates) is the second slowest day of the week.

Tee Sheet Total Round For 7 Day:

From Date : 

Course: 



 of 1 

  Export 

Tee Sheet Total Round For 7 Days

From Date	To Date	Course
10/24/2014	10/30/2014	All

Course Name	10/24/2014	10/25/2014	10/26/2014	10/27/2014	10/28/2014	10/29/2014	10/30/2014
Desert Course	169	124	62	412	406	432	380
Mountain Course	65	22	69	42	38	30	24
Ocean Course	136	56	59	42	46	75	11
Valley Course	49	59	65	41	32	59	24
Total	419	261	255	537	522	596	439

Page: 1 of 1

Date: Friday, October 24, 2014

The Purpose of the Report: This report provides a quick look of current bookings on the tee sheet by course for the next 7 days.

Utilization:

From Date	To Date	Start Time	End Time	Course Name										
02/01/2008	05/31/2008	06:00:00	16:59:59	All										
Tee Time (Weekday)	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Avg	
6	0.00 %	6.25 %	8.32 %	15.23 %	34.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	13.95 %	
7	0.00 %	10.04 %	14.00 %	24.00 %	39.86 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	23.19 %	
8	0.00 %	17.76 %	29.56 %	33.84 %	46.97 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	32.03 %	
9	0.00 %	20.00 %	36.29 %	33.12 %	45.53 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	33.73 %	
10	0.00 %	20.92 %	31.24 %	26.11 %	37.82 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	29.02 %	
11	0.00 %	14.86 %	14.48 %	18.63 %	29.41 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	21.85 %	
12	0.00 %	23.26 %	17.46 %	22.06 %	33.89 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	25.62 %	
13	0.00 %	25.29 %	32.53 %	39.06 %	33.30 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	30.04 %	
14	0.00 %	22.54 %	30.62 %	23.00 %	29.70 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	26.47 %	
15	0.00 %	10.73 %	10.27 %	20.00 %	36.39 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	19.35 %	
16	0.00 %	8.16 %	17.48 %	20.56 %	32.76 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	19.99 %	
Average	0.00 %	16.34 %	24.20 %	24.43 %	35.49 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	25.11 %	

Tee Time (Weekend)	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Avg
6	0.00 %	2.88 %	10.42 %	35.71 %	43.66 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	27.37 %
7	0.00 %	47.18 %	43.53 %	49.14 %	53.54 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	50.35 %
8	0.00 %	65.95 %	56.74 %	51.38 %	46.29 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	50.09 %
9	0.00 %	57.79 %	51.16 %	49.29 %	50.62 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	54.72 %
10	0.00 %	73.71 %	50.51 %	47.22 %	54.57 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	56.50 %
11	0.00 %	66.67 %	44.78 %	38.67 %	41.32 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	47.86 %
12	0.00 %	70.42 %	39.90 %	41.46 %	44.39 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	49.04 %
13	0.00 %	71.25 %	49.50 %	41.53 %	51.17 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	53.36 %
14	0.00 %	60.34 %	50.08 %	41.63 %	45.59 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	49.41 %
15	0.00 %	29.54 %	37.12 %	53.54 %	38.38 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	37.13 %
16	0.00 %	18.22 %	20.07 %	25.00 %	34.91 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	23.55 %
Average	0.00 %	49.93 %	41.25 %	43.14 %	51.12 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	46.36 %

The Purpose of the Report: In 2008, the average golf utilization, the number of rounds divided by the capacity was at slightly higher than 50%. This report provides a benchmark against that national average. As importantly, this report reflects which hours within a month are near capacity, suggesting an increase in green fees within those time slots might be appropriate and alternatively, showing the slack periods, in which, if dynamic pricing was implemented, the green fee rates might be lowered. Another purpose of this report is that it will often reflect whether the tee time prices within the day are properly set. For example, if the afternoon rates are discounted too significantly, one might notice a significant drop off in play the hour before the afternoon rates becomes effective. Such a scenario, would suggest that three or four tier pricing might be more appropriate than a dual pricing schedule.

A tee time is a perishable commodity. There exists a theory that if the green fees were accurately priced by day, by hour, by month, the course would operate at 100% of capacity. In comparison to the utilization of a golf course, in early 2009, hotels were operating at 80% utilization while the airline industry was operating near 60% capacity.

Utilization by hour of the day for each month shows you the percentage of Tee Times used for the given block.

“The Good” – Green = 60% or more of the available Tee Times Utilized.

“The Bad” – Yellow = 40% to 60% of the available Tee Times Utilized.

“The Ugly” – Red = Less than 40% of the available Tee Times Utilized.

Grey = periods NOT included in your report filter.

Note that these thresholds can be configured to fit your needs and you can also add more if you like.

Membership Analysis

This is not your father's country club: The traditional membership or subscription term for the club industry runs from January 1 to December 31 for the entire membership of the given club. Why? Because we have always done it that way of course. Most club managers are determined to do things 'the way we have always done them' since as we can tell by the high failure rate in the club industry, that model works so well! The Membership Analysis reports and associated optional features in POS Express bring the paradigm shift to what one of the more volatile and competitive industries have been doing successfully for years. The health club business. While there are several benefits to this model, including more money, here is one of the key benefits. The risk of losing 20% of your membership at the end of the year could put a struggling club out of business. If your memberships renewals are spread out over the 12 months of the year, losing 20% of your membership in any given month may sting, but it won't kill you. If you like you can have me onsite for \$5,000 per day consulting fee to repeat the above sentence. I can even attempt to do the math to prove the model, even though I suck at math. But it won't matter. Most clubs will never make the change. We have always done it the other way. So unless you're willing to walk down this path, you can skip the Membership Analysis section.

Membership:

	Quanty Membership									Green fees quantities		
	to be renewed	renewed	%renewed	New	Sell	total	+/-	% répart	2008	2009	% n/n-1	
2008						9466						
January	603	13	2 %	0	13	8876	-590	2 %	0	15,485	0 %	
February	823	348	42 %	40	388	8441	-435	64 %	0	11,503	0 %	
March	865	175	20 %	22	197	7773	-668	33 %	0	0	0 %	
April	1269	3	0 %	0	3	6507	-1266	0 %	543	0	0 %	
May	921	0	0 %	0	0	5586	-921	0 %	2,686	0	0 %	
June	655	1	0 %	0	1	4932	-654	0 %	5,459	0	0 %	
July	597	0	0 %	0	0	4335	-597	0 %	8,529	0	0 %	
August	588	1	0 %	0	1	3748	-587	0 %	6,848	0	0 %	
September	1103	0	0 %	0	0	2645	-1103	0 %	19,328	0	0 %	
October	760	1	0 %	0	1	1886	-759	0 %	19,647	0	0 %	
November	386	0	0 %	0	0	1500	-386	0 %	20,853	0	0 %	
December	614	0	0 %	0	0	886	-614	0 %	21,271	0	0 %	
Total	9184	542	6 %	62	604	886	-8580	100 %	105,164	26,988	26 %	
Grand Total	9184	542	6 %	62	604	886	-8580	100 %	105,164	26,988	26 %	

The Purpose of the Report: This report tracks memberships to be renewed on a monthly basis and tracks the % above or below the 100% goal. It also shows under Green Fee Quantities the number of Rounds for the given month. By spreading your membership out of 12 months vs. every member having a Jan 1 renewal date, you significantly reduce the Risk associated with resignations at the end of the year. Membership drives need to be a year-long exercise, not a 'let's wait to see who drops out in Jan and scramble to give away memberships to get enough people to pay the bills'.

Field	Description
To Be Renewed	Number of Memberships expiring at the end of the given month.
Renewed	Number of Members who have renewed their membership in the given Month.
%Renewed	Renewed / To Be Renewed
New	New Members that joined the club
Sold	Renewed + New
Total	Total number of members for the given month (Sold + Existing current members)
+/-	Previous month Total Members compared to given month Total Members
Year (n-1)	Prior Year Round Count
Year (n)	Current Year Round Count
%n/n-1	Compare current year rounds to prior year rounds

Membership Tracking Statistic:

Print Date 2/17/2009 10:40:34 PM

	Feb-09	Jan-09	Dec-08	Nov-08	Oct-08	Sep-08	Aug-08	Jul-08	Jun-08	May-08	Apr-08	Mar-08
Start month total	422	444	619	632	658	661	674	678	687	691	692	694
Joiners	51	0	0	0	0	0	0	0	0	0	0	0
Leavers	41	22	175	13	26	3	13	4	9	4	1	2
End month total	432	422	444	619	632	658	661	674	678	687	691	692
Net gain	10	-22	-175	-13	-26	-3	-13	-4	-9	-4	-1	-2
Net loss	41	22	175	13	26	3	13	4	9	4	1	2
Early Leavers	1	0	0	0	0	0	0	0	0	0	0	0
On Freeze	0	0	0	0	0	0	0	0	0	0	0	0
New Freeze	0	0	0	0	0	0	0	0	0	0	0	0
End Freeze	0	0	0	0	0	0	0	0	0	0	0	0

Start Month Total	Number of active members at start of month. This is equal to the End Month of the previous month.
Joiners	Number of new members during the month.
Leavers	Number of members resigned during the month.
End Month Total	Start Month + Joiners - Leavers. This will be the Start Month number for the next month.
Net Gain	(can be computed using either calculation 1 or 2 or 3 below) 1. Closings position end of the month - Openings position 1 st of the month 2. (Joiners - Leavers) + (End Freeze - New Freeze) 3. Joiners - Net Loss
Net Loss	(can be computed using either calculation 1 or 2 below) 1. (Openings position 1 st of the month + Joiners) - Closings position end of the month (= equal to Openings position 1 st of the new month) 2. (New Freeze - End Freeze) + Leavers
Early Leavers	Members who resigned prior to their contract expire date
On Freeze	Membership Frozen (typically due to illness or disability)
New Freeze	Membership status changed to Freeze during the given month
End Freeze	Membership status changed to Freeze-Off during the given month