



NCRCC: Teeing Up a New Strategic Direction

>Abstract

NCR Country Club started out as a benefit for thousands of National Cash Register employees. By the late 1990s, those employees were aging rapidly and the core membership needed to be increased. NCRCC offers two golf courses. One is an award winning, championship-hosting course on the PGA tour. But it wasn't attracting new members, especially younger families. This case is about a membership study done as part of a larger management initiative to evaluate several strategic directions the club might take to expand its membership. www.ncrcountryclub.com

>The Scenario

NCR Country Club (NCRCC) started in 1954 as an employee benefit of the National Cash Register Co. but is now an open-membership club. This country club located in Kettering, Ohio (near Dayton), hosts two 18-hole golf courses. The NCR South course, a par 71 championship course of 6,824 yards of heavily wooded rolling countryside, the site of the 1996 PGA Championship, the 1986 U.S. Open, and the 1998 U.S. Mid-Amateur, is consistently ranked by Golf Digest as one of the top 100 courses in the United States. The prairie-links style of the North course, a 6,358-yard par 70 course, is considered challenging. In southwestern Ohio, the active golf season usually lasts from May through October. Within a 30-minute radius of NCRCC, the avid golfer will find eight other private golf and country clubs as well as 29 public golf clubs and courses.

In 1997, after the purchase of NCR Corporation by AT&T, AT&T provided a \$4.0 million interest-free loan to raze the original clapboard-sided clubhouse and replace it with an all-brick colonial-style facility. Boasting both formal and informal, inside and outside eating facilities as well as banquet and party rooms, the members voted that the new clubhouse would be totally smoke-free. The rich cherrywood paneling and the hunter green and burgundy décor mellow the high-ceiling, interior spaces. Golf memberships are \$20,000 with social (nongolf) memberships at \$1,000 each. NCR employees did not and do not pay membership fees to join. Additionally, each member must spend \$150 per quarter in dining receipts and pay \$225 (golf) or \$160 (social) in annual dues.

Needing to attract new members to support the renovated facility after AT&T divested itself of NCR and given the growing age of its members, NCRCC implemented an aggressive membership campaign in 1998. The goal was to bring golf memberships to 680 and attract as many social memberships as possible. After only moderate success, NCRCC commissioned McMahon Group to assist with strategic planning.

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> The Research

McMahon Group specializes in providing research and strategic consulting to golf clubs and full-service golfing facilities. “Golf club membership within the United States is perceived as a discretionary luxury of life. NCR faces a similar situation found elsewhere in clubs around the country—an older satisfied membership which sees no reason to change what they perceive to be a good thing,” shared Frank Vain, president of McMahon Group. “With NCR, we faced another wrinkle. Because NCR was once corporately owned, NCR retirees and current employees saw membership as an entitlement, a right.”

After McMahon’s First Impressions visit (a free on-site assessment where a club specialist tours facilities, collects information on membership and operations, and discusses industry trends with strategic planning committees), NCRCC’s board hired McMahon to provide direction and assistance to NCRCC’s strategic planning committee. “Historically, NCRCC has a 7 percent penetration rate among NCR employees. NCR’s employee pool was trending smaller, providing continuing downward pressure on NCRCC membership,” explained Vain. “With membership segments of NCR retirees (1/3 of members) and current NCR employees (another 1/3 of members) getting less numerous each year, only the segment comprised of non-NCR affiliates provides an opportunity for growth. NCRCC needs to become a stand-alone club to survive.”

McMahon Group conducted six focus groups at NCRCC on December 3–4, 1998, involving 43 members, seven nonmembers, and 12 employees. Especially among younger members (under 46) and nonmembers, a golf-only club was less attractive than the full service array that some other area country clubs offered. A consistent theme was that members did not feel they received the overall level of service at NCRCC that they expected from a fine private country club, whether it be in the dining operation or on the golf course. Staff members were frustrated that meeting the board’s profit directive was often counterproductive to a high level of service. The NCRCC board directed McMahon Group to conduct a membership study to explore the feasibility of adding additional facilities, including swimming and fitness facilities to attract younger adults and families with children.

McMahon Group distributed mail surveys to 1,650 members and their spouses in January 1999 (see Exhibit C-NCR 1–2). A return rate of 57 percent and 48 percent, respectively, netted 886 usable surveys. Data were interpreted at $\pm 3\%$ (or ± 0.1) at the 95 percent confidence level. Due to McMahon’s extensive consulting and research experience with golf facilities nationwide, it was able to compare NCRCC’s membership survey results with those of members of 80 other country clubs.





> *Some Results*

Overall, 72 percent of NCRCC members were either satisfied or very satisfied. This is slightly less than the 79 percent satisfaction level for other clubs. Only 12 percent are very satisfied, with other clubs averaging 21 percent. The group with the highest dissatisfaction rate (19 percent dissatisfied or very dissatisfied) was the key 55–64 age group, with the under 46 group generating 11 percent dissatisfaction. While members currently saw the club as an “Adult Golf and Dining Club” (63 percent), many believed its future would need to incorporate facilities for children, if the club were to remain competitive for new members. This was especially true for those members under age 46.

Most current members joined for golf (80 percent either important or very important) or dining (77 percent either important or very important). Most members were satisfied with golf (81 percent either satisfied [29 percent] or very satisfied [69 percent]). However, level of satisfaction was lower with the over 65 group when it came to course layout (58 percent very satisfied) and condition (77 percent very satisfied). Fewer members were satisfied with dining (49 percent either satisfied or very satisfied). However, even given some dissatisfaction, 61 percent felt their membership was a good value.

The 37th Hole, the casual dining facility, generated concerns about speed of service (27 percent either dissatisfied or very dissatisfied), professionalism of wait staff (19 percent either dissatisfied or very dissatisfied), and menu variety (36 percent either dissatisfied or very dissatisfied). The same concerns surfaced in the formal dining area, with menu variety and meal-to-meal consistency generating the highest dissatisfaction scores. It is very important for NCRCC to provide casual adult dining (95 percent either very important or important), but less so for casual family dining (78 percent), outdoor dining (69 percent), formal dining (44 percent), men’s grill (37 percent), and women’s grill (22 percent). Dining prices are seen as the same (65 percent lunch, 48 percent dinner) or higher (32 percent lunch, 47 percent dinner) than other clubs and restaurants frequented by members. Members overwhelmingly continue to endorse the no-smoking rule (97 percent formal dining, 94 percent 37th Hole, 83 percent bar/lounge).

“Members think of NCRCC as first a golf club, but the golf wasn’t meeting expectations. Second, members see NCRCC as a dining club, but the members were dissatisfied with the casual dining product and service,” shared Vain.

Survey results offered good and bad news. Additional facilities would not be attractions to most current members, but many members are interested in improving the current facilities. Fully 59 percent, however, were unwilling to pay higher dues (including 43 percent of under age 46) to obtain the changes they found attractive.



	All Members (%)	Members under 46 (%)
Facility Additions		
Swimming pool	30	60
Tennis courts	22	36
Health and fitness center	30	49
Spa	30	58
Activities		
For adults	26	40
For families	23	53
For children	18	47
Current Facility Alterations		
Expanding bar/lounge (Important or Very Important)	41	
Improving the driving range (Important or Very Important)	36	
Improving short game practice area (Important or Very Important)	40	

“New facilities were an attraction for the non-NCR affiliated segment,” summarized Vain in discussing what McMahon Group shared with the strategic planning committee following the completion of the study. “New facilities, especially swimming, fitness, and outdoor dining, provide the best opportunity to broaden the attraction of the club.”

> *Who Answered the survey*

- 74% golf (single or family) and 24% social, with 2% corporate memberships.
- 65% are (23%) or had been (42%) employed at NCR.
- 55% male, 45% female.
- In each of four age groups:
 - Under 46 (19%)
 - 46–55 (23%)
 - 56–65 (26%)
 - 66 or older (33%)
- 74% lived within seven miles of NCRCC.
- 42% had been members for 20 or more years.
- 78% did not have children (under age 21) living at home.
- 41% belonged to a swimming/tennis club (15%) or fitness facility (26%).
- 81% reside in the Kettering-Dayton area year round.



>Discussion

- 1 Build the management-research question hierarchy, through the investigative questions stage. Then compare your list with the measurement questions asked.
- 2 Given the research question, how appropriate were the measurement questions?
- 3 Describe the sampling strategy. How appropriate were the various sampling design decisions?
- 4 What, if any, problems did you find with the questionnaire as a whole? Consider structure, directions, question order, question phrasing, appropriateness of response strategy chosen, etc.
- 5 If you were McMahon Group, how would you present the findings of your study to the NCRCC board? Explain the rationale for your chosen method.
- 6 Given the data presented in the case:
- 7 What would you recommend to the board of NCRCC with respect to adding facilities like tennis courts, a swimming pool, a spa, a fitness center, and a year-round driving range?
- 8 What would you recommend to the board of NCRCC with respect to adding or changing programming activities like social activities for adults, families with children, and children?
- 9 What would you recommend with respect to changing current operations?

>Sources

Frank Vain, president, McMahon Group, provided the instrument and data with the permission of Larry Appleby, general manager, NCR Country Club in November 1999.

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EXHIBIT C-NCR 1-2 NCR Country Club Membership Survey*

INSTRUCTIONS:

Please complete the questionnaire, answering all questions that pertain to your interests at the Club. If you do not participate in a particular Club activity and do not feel qualified to respond to the questions regarding that activity, please leave those questions blank or indicate "No Opinion" and move on to the next question. *Note:* Space is provided at the end of the questionnaire for your written comments and suggestions.

Completed questionnaires should be mailed in the enclosed postage-paid envelope by the date printed on the cover letter directly to McMahon Group at 884 Woods Mill Road, Suite 201, St. Louis, MO 63011.

IMPORTANT: Completely fill in the ovals that correspond to your answers for each question with either a pen or a pencil. The surveys will be electronically scanned. Please do not make extra marks on the questionnaire except in the space provided for written responses at the end of the survey.

Fill in your answers like this

Not like ☐ or ☐ or ☐

1. Please indicate your "overall" satisfaction with NCR Country Club:

(5) Very Satisfied	(4) Satisfied	(3) Neutral	(2) Dissatisfied	(1) Very Dissatisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Which of the following best represents what you feel (1) is currently and (2) should be the primary purpose of NCR Country Club? (Please mark only one per column.)

	(1) Currently	(2) Should be
A <i>family</i> oriented, full service country club with activities for children.	<input type="radio"/>	<input type="radio"/>
An <i>adult</i> oriented, full service country club with <i>limited</i> activities for children.	<input type="radio"/>	<input type="radio"/>
A golf <i>and</i> dining club primarily for adults.	<input type="radio"/>	<input type="radio"/>
A golf club primarily for adults.	<input type="radio"/>	<input type="radio"/>

3. Using a scale from "5" (Very Important) to "1" (Very Unimportant), how important were each of the following to you in your decision to join NCR Country Club?

	(5) Very Important	(4) Important	(3) Neutral	(2) Unimportant	(1) Very Unimportant
To meet new friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Club location					
—in relation to home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
—in relation to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Club social functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(continued)

*This survey has been reformatted from its original design to fit the specifications of this text. Neither the questions nor the essence of the design has been modified.

(5) Very Important	(4) Important	(3) Neutral	(2) Unimportant	(1) Very Unimportant
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Friends were/are members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parents were/are members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exclusivity of club's members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affiliation with NCR Corporation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitive initiation fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private parties/banquets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation of club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Golf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of 36 holes of golf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Top 100" ranking of golf course	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please indicate your satisfaction with these characteristics of your Club's Board of Trustees, Committees, and Management:

(5) Very Satisfied	(4) Satisfied	(3) Neutral	(2) Dissatisfied	(1) Very Dissatisfied
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BOARD

Communication with the membership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Degree to which board is representative of membership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMITTEES

Effectiveness of Club committees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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MANAGEMENT/STAFF

Effectiveness of Club management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness to member questions and suggestions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall level of service provided by Club's management & staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please indicate how important each of the following Club activities/services is to you and also how satisfied you are with each:

Rating scale: 5 = Very satisfied, 4 = Satisfied, 3 = Neutral, 2 = Dissatisfied, 1 = Very dissatisfied, N.O. = No opinion
Rating scale: 5 = Very important, 4 = Important, 3 = Neutral, 2 = Unimportant, 1 = Very unimportant, N.O. = No opinion

	SATISFACTION						IMPORTANCE					
	5	4	3	2	1	N.O.	5	4	3	2	1	N.O.
Golf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Club social functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children's activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please respond to the following statement: "I receive good value for the cost of my membership at NCR Country Club."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No opinion
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☐ ☐ ☐ ☐ ☐ ☐

7. Please respond to the following statement: "There are a sufficient number of social activities at the club that appeal to my age and interest group."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No opinion
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☐ ☐ ☐ ☐ ☐ ☐

8. Do you have access to the Internet?

☐ Yes ☐ No

Are you aware the club has an Internet website?

☐ Yes ☐ No

Would you like e-mail notifications from the Club on a regular basis?

☐ Yes ☐ No

9. Please indicate your satisfaction with the following aspects of the Club's newsletter, *The Mulligan*, and also Club communication in general.

	(5) Very Satisfied	(4) Satisfied	(3) Neutral	(2) Dissatisfied	(1) Very Dissatisfied
<i>Newsletter Content</i>					
Notification of upcoming events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Membership activities and stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Club business (reports from board committees)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newsletter appearance/format	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newsletter timeliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Club communication in general	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section II. Golf

IF YOU ARE NOT FAMILIAR WITH THE GOLF FACILITIES AND OPERATIONS, PLEASE SKIP TO THE NEXT SECTION OF THE QUESTIONNAIRE.

10. Please indicate your satisfaction with these aspects of the SOUTH and NORTH golf courses:

Rating Scale: 5 = Very satisfied, 4 = Satisfied, 3 = Neutral, 2 = Dissatisfied, 1 = Very dissatisfied, N.O. = No opinion

	SOUTH COURSE						NORTH COURSE					
	5	4	3	2	1	N.O.	5	4	3	2	1	N.O.
Course layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall course condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Course landscaping (flowers and plantings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tee box condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of fairways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of greens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of bunkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	SOUTH COURSE						NORTH COURSE					
	5	4	3	2	1	N.O.	5	4	3	2	1	N.O.
Irrigation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drainage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of cart paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Course restrooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of drinking water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Beverage cart availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please indicate your satisfaction with these aspects of the golf operations at the Club:

(answer survey for question 11 on the following page)

	(5) Very Satisfied	(4) Satisfied	(3) Neutral	(2) Dissatisfied	(1) Very Dissatisfied	No Opinion
<i>Golf Pro Shop</i>						
Interior appearance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pro Shop cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Merchandise selection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pro Shop service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pro Shop prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pro lessons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bag drop service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bag storage and club cleaning service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cart service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cart cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Practice range</i>						
Condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Size	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Range ball condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speed of play	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Tournaments</i>						
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value for price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Format of tournaments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adult golf programs (i.e., leagues)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior golf programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tee time reservation system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Halfway House</i>						
Hours of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Menu variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. How do you feel about the overall use of the golf course as it now exists at the club?						
	(5) Excessive	(4) Somewhat Excessive	(3) Fine as Is	(2) Not Quite Dissatisfied	(1) Not Enough	
Amount of time available for casual, open member play	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Amount of time permitted for guest use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Amount of time available for junior play	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

(continued)

(5) Excessive	(4) Somewhat Excessive	(3) Fine as Is	(2) Not Quite Dissatisfied	(1) Not Enough
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Number of member-scheduled events/tournaments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of nonmember outings on Mondays	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of nonmember outings on days other than Mondays	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please respond to the following statement: "If the Club had a caddy program I would support the program and use caddies on a regular basis when I play golf."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No opinion
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Please indicate your satisfaction regarding these aspects of the dining in the 37th HOLE, the MEMBERS' DINING ROOM, and for PRIVATE PARTIES:

Rating scale: 5 = Very satisfied, 4 = Satisfied, 3 = Neutral, 2 = Dissatisfied, 1 = Very dissatisfied, N.O. = No opinion

37th HOLE							MEMBERS' DINING ROOM							PRIVATE PARTIES						
5	4	3	2	1	N.O.		5	4	3	2	1	N.O.		5	4	3	2	1	N.O.	

Service:

Staff appearance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speed of service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendliness of wait staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionalism/ training of wait staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Food:

Quality—Food well prepared	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food presentation (visually pleasing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal-to-meal consistency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Menu variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(continued)

Other:

Ambiance/décor
of rooms

Wine list/selections

Value for the price

Party planning assistance

Party follow-up by staff

37th HOLE						MEMBERS' DINING ROOM						PRIVATE PARTIES					
5	4	3	2	1	N.O.	5	4	3	2	1	N.O.	5	4	3	2	1	N.O.

15. How important is it for the Club to provide each of the following dining styles?

Casual adult dining

Casual family dining

Formal dining (coat & tie required)

Outdoor dining

Men's grill

Women's grill

(5) Very Important	(4) Important	(3) Neutral	(2) Unimportant	(1) Very Unimportant
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16. How do the Club's prices compare to the prices charged for similar meals at other clubs and restaurants you visit regularly? Please compare similar dining experiences (i.e., dining in the 37th Hole should be compared to dining in a casual, grill-type restaurant and dining in the Members' Dining Room should be compared to a more upscale-type restaurant).

The Club's prices are . . .

Lunch

Dinner

Private parties

Social events

Wine

Cocktails

(5) Much Lower	(4) Lower	(3) About the same	(2) Somewhat Higher	(1) Much Higher
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17. Please respond to the following statement: "The clubhouse should remain a totally nonsmoking facility."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No opinion
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Section IV: The Future

18. Listed below are examples of new facilities or additional services the Club may consider adding in the future. Using a scale from “5” (Very important) to “1” (Very unimportant), please indicate how important you feel each item is to the future of the Club.

	(5) Very Important	(4) Important	(3) Neutral	(2) Unimportant	(1) Very Unimportant
Add a swimming pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add tennis courts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add a health/fitness facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add paddle tennis courts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add a bowling alley	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add spa facilities (sauna, steam room, Jacuzzi, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide more social activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide more family activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide more children’s activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add a year-round driving range	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Listed below are examples of improvements to the existing Club facilities that may be considered in the future. Using a scale from “5” (Very important) to “1” (Very unimportant), please indicate how important you feel each item is to the future of the Club.

	(5) Very Important	(4) Important	(3) Neutral	(2) Unimportant	(1) Very Unimportant
Enlarge the bar/lounge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enlarge the banquet room to better accommodate large functions such as weddings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide better pedestrian access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the golf driving range	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the golf short game practice area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modify the North Course where possible to make it more challenging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modify the South Course where possible to make it more challenging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. a. Please respond to the following statement: "I would be willing to pay somewhat higher annual dues in order to make the Club more private and provide a higher level of service."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- b. How much of an annual dues increase would you be willing to pay to make the Club more private and provide a higher level of service? (Please mark only one.)

- ☐ Nothing ☐ 20%
☐ 5% ☐ 30%
☐ 10% ☐ 40%
☐ 15% ☐ 50% or more

21. At present, the Club allows nonmember outings on the golf course on Mondays as well as other days of the week. These outings generate substantial revenue for the Club, which helps to keep member dues lower than they would be without this revenue. However, these outings also reduce member access to the courses, add wear and tear to the courses, and limit the amount of time available for course maintenance.

Please respond to the following statements.

- a. "The Club should eliminate outings on days of the week other than Mondays, and I would be willing to pay an additional \$100 in annual dues for improved course access and to make up for this lost revenue."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No Opinion
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- b. The Club should eliminate half the outings on Mondays and all outings on days of the week other than Mondays and I would be willing to pay an additional \$300 in annual dues for improved course access and to make up for this lost revenue."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No Opinion
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- c. The Club should eliminate all outings, both on Mondays and other days of the week, and I would be willing to pay an additional \$500 in annual dues for improved course access and to make up for this lost revenue."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No Opinion
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Please respond to the following statement: "One of the golf courses should always be open for member play on Mondays."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No Opinion
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Some clubs include additional fees such as locker rental, bag storage, shoe-shine service, and driving range in the annual or monthly dues. At NCR Country Club, additional charges such as locker rental and shoe-shine service are optional services and fees and are billed as separate items.

Please respond to the following statement: "Over the next few years NCR Country Club should move in the direction of bundling all fees and charges (such as locker rental and shoe-shine service) into one dues amount to be paid annually."

(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	No Opinion
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section V: About You

24. Your membership classification is (spouses of members—please mark the membership classification of your husband or wife):
- ☐ Family, Golf ☐ Corporate ☐ Social
☐ Single, Golf ☐ Nonresident
25. Which of the following best describes your membership status?
- ☐ Current NCR employee ☐ Retired or RIF'd NCR employee ☐ Associate member
26. What is your gender?
- ☐ Male ☐ Female
27. What is your age category?
- ☐ Under 36 ☐ 46–55 ☐ 66–75
☐ 36–45 ☐ 56–65 ☐ Over 75
28. How many miles is your home from the Club?
- ☐ 0 to 3 miles ☐ 8 to 15 miles
☐ 4 to 7 miles ☐ More than 15 miles
29. How many miles is your business from the Club?
- ☐ 0 to 3 miles ☐ 8 to 15 miles
☐ 4 to 7 miles ☐ More than 15 miles
30. When did you first become a member of NCR Country Club?
- ☐ 1970 or before ☐ 1981–1985 ☐ 1991–1994
☐ 1971–1980 ☐ 1986–1990 ☐ 1995–present
31. Do you have any children age 21 or younger living in your home?
- ☐ Yes ☐ No
32. What other types of clubs do you belong to in the Dayton area? (Please mark all that apply.)
- ☐ Another Golf/Country Club ☐ City/Dining Club ☐ Fitness/Health Club
☐ Swim/Tennis Club ☐ Fraternal Club ☐ None
33. How much of the year do you reside in the Dayton area?
- ☐ Year round ☐ 6 to 8 months
☐ 9 to 11 months ☐ Less than 6 months

Written Comments and Suggestions

Please provide any comments and suggestions you may have regarding the FUTURE DIRECTION OF THE CLUB:

If you could improve EXISTING OPERATIONS OR SERVICES at the Club, what would you improve?

What do you feel NCR Country Club needs to do to ATTRACT MORE MEMBERS?

The Board of Trustees thanks you for helping us in the evaluation of your Club. Please send the survey back to the McMahon Group in the enclosed envelope.

Very truly yours,
McMahon Group, Inc.

EXHIBIT C-NCR 1-1 Importance of Future Facility Additions to New Strategic Direction

	Total %	Age				Gender		Member		Children?		Member Tenure			Membership Status			Membership Class			Mean
		Under 46%	46–55 %	56–65 %	Over 65%	Male %	Female %	MBR %	Spouse %	Yes %	No %	1990– prior %	1991– 1994 %	1995– now %	NCR emp %	NCR Ret or RIFd	Assoc. MBR %	Family %	Single %	Other %	
Swimming Pool																					
Very important	14	37	16	7	5	13	16	13	16	35	8	6	20	27	23	6	17	15	9	18	2.40
Important	16	23	16	17	11	14	18	15	18	24	13	11	18	26	15	12	22	15	10	24	
Neutral	13	9	13	12	15	13	1	12	13	10	13	13	7	14	9	14	14	11	12	15	
Unimportant	11	7	11	11	13	12	11	11	10	8	12	11	15	8	10	13	8	10	12	12	
Very unimportant	46	25	43	53	56	48	77	49	43	23	53	58	39	24	42	55	38	49	57	31	
TOTAL Count	797	149	183	209	245	421	326	475	322	175	594	468	94	213	181	309	259	375	207	204	
Tennis Courts																					
Very important	8	20	9	4	3	7	9	8	8	20	4	4	7	17	12	4	10	8	5	11	2.23
Important	14	16	18	12	12	14	14	13	15	17	13	1	17	21	14	12	17	12	6	24	
Neutral	18	22	14	17	19	17	18	18	19	22	16	14	23	23	18	15	20	14	17	26	
Unimportant	13	14	13	14	12	12	15	12	14	12	13	13	12	12	13	12	14	11	15	11	
Very unimportant	47	28	46	53	55	49	45	49	44	29	53	58	41	26	44	54	41	50	61	28	
TOTAL Count	777	146	185	206	230	412	320	459	318	171	581	455	92	207	179	295	258	366	201	198	
Health/Fitness																					
Very important	12	21	15	9	6	10	13	11	13	22	9	7	14	12	13	6	19	11	12	14	2.59
Important	19	28	21	20	10	18	21	19	20	23	18	14	28	26	24	15	21	20	17	21	
Neutral	20	18	23	19	19	20	21	20	21	21	19	20	18	21	16	18	24	17	15	30	
Unimportant	14	11	13	11	21	16	13	16	13	14	15	17	13	11	14	20	9	17	11	15	
Very unimportant	34	22	28	41	43	37	32	35	34	20	39	43	26	20	33	42	28	36	45	21	
TOTAL Count	769	148	179	198	229	410	312	463	306	173	569	454	92	203	176	297	253	368	196	193	
Enlarge Bar/Lounge																					
Very important	14	23	17	14	6	16	10	16	11	15	14	13	19	14	22	7	18	15	17	8	3.11
Important	27	30	32	27	22	28	24	28	26	30	26	25	34	28	34	27	22	30	27	22	
Neutral	27	23	23	27	32	25	30	25	31	24	28	25	25	34	20	30	30	23	20	43	
Unimportant	19	19	20	18	21	19	22	18	20	22	19	21	15	17	17	21	2	20	22	16	
Very unimportant	13	4	8	14	19	11	15	12	13	9	14	16	7	6	7	16	10	13	14	10	
TOTAL Count	847	158	189	219	264	437	344	510	337	182	629	507	97	219	187	334	274	400	221	214	
Improve Driving Range																					
Very important	14	20	18	15	5	18	9	15	11	21	12	11	24	17	17	8	19	15	19	5	3.15
Important	22	33	24	23	13	23	20	24	19	25	21	19	22	28	27	16	25	29	19	10	
Neutral	40	30	34	42	51	36	46	38	45	32	42	42	40	35	34	49	36	34	38	58	
Unimportant	14	13	15	12	16	13	16	13	16	12	15	15	10	13	17	14	11	14	13	13	
Very unimportant	10	4	9	8	15	11	9	11	9	9	11	12	4	6	5	13	9	8	11	13	
TOTAL Count	815	155	191	212	240	432	314	501	314	178	6	490	92	209	186	316	264	395	220	183	
		Very Important		Important		N		Unimportant		Very Unimportant		Mean									
Short game practice area		13/17		27/31		38/35		14/12		8/4		3.21		Percent of sample/percent of under 46							
Year-round driving range		11/22		28/35		29/24		15/12		17/8		3.00									
Add spa		10/25		20/33		22/17		15/11		33/13		2.60									