



PGA

Kentucky Section

# KEY PERFORMANCE INDICATORS

2013

Key Performance Indicators (KPIs) are commonly used by an organization to evaluate its success or the success of a particular activity in which it is engaged. Sometimes success is defined in terms of making progress toward strategic goals, but often success is simply the repeated achievement of some level of operational goal. Accordingly, choosing the right KPIs is reliant upon having a good understanding of what is important to the organization. 'What is important' often depends on the department measuring the performance - the KPIs useful to finance will be quite different from the KPIs assigned to sales, for example. Because of the need to develop a good understanding of what is important, performance indicator selection is often closely associated with the use of various techniques to assess the present state of the business, and its key activities. These assessments often lead to the identification of potential improvements; and consequently, performance indicators are routinely associated with performance improvement' initiatives.

## **KPI CATEGORIES**

- Operation Objectives
- Employment and Retention
- Member Engagement and Satisfaction
- Growth of the Game

### **Operation Objectives**

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1. Percentage of successfully completed versus planned business plan objectives  
Measure: Business Plan Scorecard  
Target: 90% of objectives successfully completed plus adequate explanation of variances
2. Annual deviation relative to budgeted net income  
Measure: Statement of Activities  
Target: +/- \$7,500
3. Cost revenue ratio for overall tournament program  
Measure: Statement of Activities  
Target: No less than 95% and no more than 98%
4. Cycle time to report quarterly financial statements to Board of Directors  
Measure: Treasurer's Summary report  
Target: 45 days post quarter close (exception Spring Meeting – required two weeks before)

### **Employment and Retention**

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1. PGA member penetration at facilities with 18 holes or more  
Measure: PGA Business Intelligence – Facility (PGA vs. Non-PGA) report  
Target: 64%
2. KPGA unemployment rate  
Measure: PGA Business Intelligence - Members employed vs. unemployed report  
Target: Less than 2.5%
3. Annual percentage of members completing compensation survey  
Measure: PGA Business Intelligence – Compensation survey participation by section report  
Target: 70%

## Member Engagement and Education

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1. Percentage of members meeting MSR Requirement  
Measure: PGA Business Intelligence – MSR completion status report  
Target: 2013 – 25% 2014 – 95%
2. Annual participation headcount attending members conferences  
Measure: Combined headcount of the two most recent member conferences  
Target: 330 members
3. Percentage of members who participate in at least two KPGA tournaments  
Measure: Tournament participation summary report  
Target: Determined annually by tournament committee
4. Percentage of members who perceive communications are effective  
Measure: Annual membership survey  
Target: 70% of members highly to moderately satisfied with communications
5. Annual member education satisfaction rating  
Measure: Annual spring education survey using Net Promoter Score format  
Target: 60 NPS
6. Annual member tournament satisfaction rating  
Measure: Annual tournament player survey using Net Promoter Score format  
Target: 55 NPS
7. Percentage of member facilities conducting a patriot appreciation fundraiser  
Measure: PGA Business Intelligence – PGD registered facilities by section report  
Target: 40%

## Growth of the Game

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1. Percentage of KPGA member facilities using Performance Trak  
Measure: Performance Trak – Facility participation percentage by rank  
Target: 51%
2. Percentage of facilities promoting Tee it Forward  
Measure: SMS Business Intelligence – TIF registration analysis report  
Target: 51%
3. Percentage of facilities providing Get Golf Ready programs  
Measure: PGA Business Intelligence – Approved facility report  
Target: 41%
4. Number of PGA Facilities having PGA Junior League teams  
Measure: PGA Junior League Registration Report  
Target: 25 facilities

Customer Engagement Ratio is the proportion of fully engaged to actively disengaged customers.

It is a measure developed by the Gallup Organization, and it's based on an 11-item engagement survey that covers four key attributes of engagement: Confidence, Integrity, Pride and Passion.

Confidence is the degree that customers believe the company will fulfill its promises. Integrity is the degree that customers believe the company will do the right thing, like solving problems. Pride is the degree that customers feel good about associating with the company. And Passion is the degree to which the customer feels emotionally connected to the company or brand.

The 11 questions are:

1. Overall, how satisfied are you with [brand]?
2. How likely are you to continue to choose/repurchase [brand]?
3. How likely are you to recommend [brand] to a friend/associate?

CONFIDENCE:

4. [Brand] is a name I can always trust.
5. [Brand] always delivers on what they promise.

INTEGRITY:

6. [Brand] always treats me fairly.
7. If a problem arises, I can always count on [brand] to reach a fair and satisfactory resolution.

PRIDE:

8. I feel proud to be a [brand] customer.
9. [Brand] always treats me with respect.

PASSION:

10. [Brand] is the perfect company for people like me.
11. I can't imagine a world without [brand].

They are measured on a 5 point scale of level of agreement. I'm not sure exactly how this scale is used to determine which are the fully engaged and which are the actively disengaged customers. This might be proprietary knowledge that Gallup doesn't share.

See <http://www.gallup.com/consulting/49/customer-engagement.aspx>