



FY2018/2019 Sales & Marketing Plan

This document contains confidential and proprietary information belonging exclusively to Wild Wings Golf Club and Kemper Sports Management, Inc.

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Executive Summary

Wild Wings Golf Club is a favorite course for all golfers of all skill levels for locals, the Sacramento Valley & Bay Area. The local marketing analysis reflects that within the immediate area (10 mile radius) there are 16,627 golfing households that represents only approximately 7,155 golfers with an 11-12% golf participation rate. When expanding the market to a 40-mile radius, the course stands to gain exposure to over 150,000 golfers. However in context, the course stands to compete with 52 golf courses in that same mile radius (private, premium, standard, value, executive courses) To say the least, the oversupply of golf courses is greatly outweighs the demand as players are leaving the game or simply playing less golf.

The average household income ranges between \$58,000 to \$71,000 between a 10 and 40 miles radius. The largest portions of the local market are comprised of 30-40 year olds. This young age demographic is partially attributed to the courses proximity to UC Davis as well as the rise of the Gen X and Millennials compared to Boomers. Although younger generations are not playing as much golf as their parents/grandparents, there does exist a sizeable latent demand from 14,000-50,000 non-golfers within a 10-20 miles who are interested in the sport. This strongly indicates a demand for player development and junior programs as the 9-hole course layout is more favorable for beginners and junior golfers compared to the 18-hole, championship length Par 70+ courses in our competitive set.

Data from the National Golf Foundation further reveals that Wild Wings Golf Club, while an executive course, is generally favorably compared to immediate 18-Hole competition in the Public Value category. Although we would assume that we are deriving outside play primarily from Davis and Sacramento markets, our competitive cross play analysis from GolfNow reveals an increase of players from Vallejo, Vacaville and Fairfield (which is just at or outside a 40 mile radius) One reason for this switch in market could be the higher green fees for golfers in those area closer to the bay compared to those courses in the Sacramento market. Competitors in these Bay Area markets include Fairfield Courses, Hiddenbrooke and Blue Rock Springs. In our local set, WildHorse, TealBend and Davis Municipal remain strong competitors. Haggin Oaks is now lower on the competitive set than previous years. The significantly higher cost of living the Bay Area is starting to push residents into surrounding areas including Fairfield, Vacaville, Dixon and Woodland. However, most of these new "Sacramento Valley" residents experience a longer commute to work outside the area, which inhibits free time for golf. Wild Wings Golf Club should position itself for these new residents with a "Time for Nine" campaign to market the short course benefits and ability to enjoy a round of golf in less time.

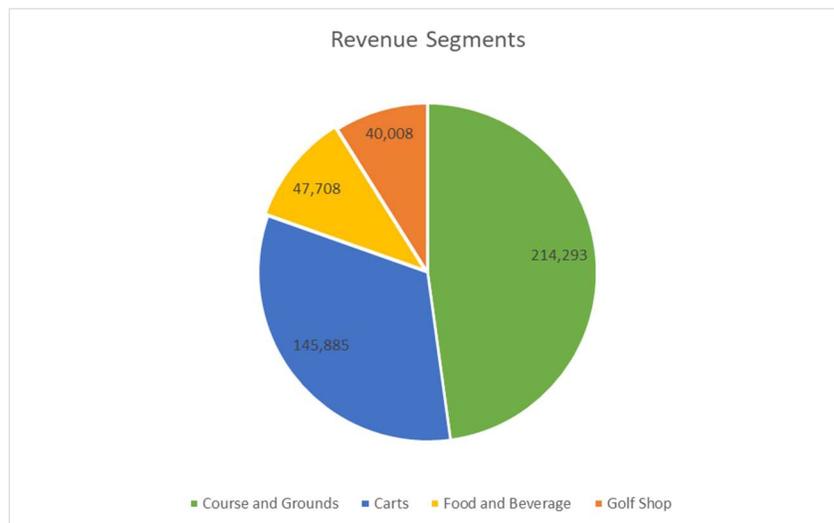
While the course has maintained a loyal following within the immediate area, the lack of marketing dollars to keep Wild Wings top of mind outside of its local market could hinder the ability to continue to grow rounds and attract new golfers. Furthermore, delayed maintenance, wear and tear on the facilities over time, a small food and beverage operation, lack of adequate golf carts, low staffing levels and other operational factors do make it more difficult to retain golfers from outside the area. In addition, the weather clearly impacts the overall potential for golf rounds in the market. Extreme heat and winds are a factor in the Summer months with rain contributing to unplayable days in the Winter and Spring. Based on utilization, Fall tends to be the most favorable time of year producing the most rounds. Despite all of this, the course continues to garner high marks for its Net Promoter Score (NPS) which speaks to the loyal following of golfers at the club. The 2018/2019 Marketing Plan presented hence forth is a custom plan, a collaboration between our team at the property, our regional support directors and our home office staff of professionals. We have analyzed the data, reviewed customer trends, sourced our collection of best practices and have prepared custom strategies and tactics to drive success in the year ahead.

Sincerely, Nadia Chapman, MBA
KemperSports
Regional Sales & Marketing Director – West #golfisgreat

Revenue Snapshot

Below is a summary of the 2018/2019 Budget in the major revenue categories including Course & Grounds (Green Fees – daily fee and outings), Carts, Food & Beverage, Golf Shop (Merchandise) and Administrative. The course makes its majority of revenue from daily fee green fees and cart fees. Food and beverage and merchandise represent a small amount of revenue comparatively. Revenue has increased from 2015/2016. This is surprising despite Mother’s Nature’s wrath that has plagued the market recently affecting the number of playable days in the past 2 years. (El Nino, Wild Fires) A more aggressive third-party strategy for driving rounds and revenue across all segments is further outlined in this marketing plan to continue to grow market share and revenue at the club.

Description	Total	% Revenue	Proj 2018	% Change	2018 Budget	Actual 2017	Actual 2016
Revenues							
Course and Grounds	214,293	48%	197,455	9%	212,412	172,167	172,221
Carts	145,885	33%	136,132	7%	124,150	119,313	132,194
Food and Beverage	47,708	11%	46,934	2%	57,019	44,681	43,436
Golf Shop	40,008	9%	38,347	4%	37,038	37,499	35,686
General and Administrative	-	0%	13,291	-100%	-	-	3,000
Marketing	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
-	-	0%	-	0%	-	-	-
Total Revenues	447,893	100%	432,157	4%	430,619	373,660	386,537



Primary Revenue Initiatives

This section identifies and outlines the primary revenue segments at Wild Wings Golf Club.

Daily Fee Golf

Continue to maximize green fee revenue via growth in overall rounds derived from the local and regional market, and grow revenues from both current and new customers, with a larger focus on continuing to grow new daily fee business from third-party partners. Club will also continue to implement dynamic pricing to better fill off-peak times and continue to grow rounds, revenue and wallet share using Golf Now Central Marketing.

2018/2019 Rounds Mix

The following chart depicts the anticipated rounds mix for 2018/19 compared to prior year 2017/2018. These rounds are from the golfers who are checked into the golf shop POS to play. (Excludes no shows, cancellations.)

Measure	2017/2018 Actual	2018/2019 Goals	% Change	2018/19 Forecasted Rounds Mix
18- Holes Daily Fee	4,050	4100	1.23%	20%
9- Holes Daily Fee	4,411	4440	.65%	21%
Junior	261	265	1.53%	4%
Twilight	6215	6220	1%	30%
GolfNow	340	450	32.35%	2%
Tournament /Outings	589	650	10.35%	3%
Replay Rounds	266	270	1.53%	1%
EZLinks Rounds	1,465	1400	-4.53%	7%
Annual Pass Rounds	2,238	2390	6.79%	11%
Comp/Employee	1,072	804	-25%	4%
Total Rounds*	20,907	20,989	.39%	100%

Implications: Comp rounds are comprised of birthday rounds, high school rounds, employee rounds and GN Trade Times. Comp rounds have continued to increase over the past few years. Course will need to closely monitor number of comp rounds by changing rules for donations, birthday club incentive and trade times. EZ Links Rounds have increase over prior year however that is our trade times that pay for the EZLinks booking engine, tee sheet and POS system. GN Trade Times have increased but have produced an increase in paid rounds and revenue overall. Continue to monitor and look for ways to better manage these trade relationships including moving the trade time to less desirable day part. Outing/Tournament rounds are derived from the annual PACE Report. Look to increase outing rounds back to previous years (prior to El Nino and Wild Fires) Replay Rates are now being tracked individually in POS. Historically tracking for replay rates did not exist prior to 2017. Participation in the NCGA Youth on Course contributing to higher junior Rounds than years previous. Goal to reduce comp rounds, increase outings and increase daily fee play (direct and third-party) Moving forward, course will need to do a better job of categorizing rounds in POS and clean up old rates that no longer exist when new rates are implemented to avoid golf shop staff from mistakenly ringing in rounds to the wrong skew. With weather cooperation, the course is positioned to again increase rounds over prior year.

2018/2019 Pricing Strategy

The pricing template below reflects our current and proposed price position in the marketplace. The club should look to slightly increase revenue by differentiating between walking versus riding rates.

Rate Segment	Rates 2017/2018	Rates 2018/2019
Weekday 9 Holes Walking	\$16	No Change
Weekday 9 Holes Riding	\$16	\$19
Weekend/ Holidays - 9 Walking	\$18	No Change
Weekend/Holiday 9 Holes Riding	\$18	\$21
Weekday 18 Holes Walking	\$27	No Change
Weekday -18 Holes Riding	\$27	\$30
Weekend- 18 Holes Walking	\$34	No Change
Weekend – 18 Holes Riding	\$34	\$37
Weekday 9 Hole Twilight Walking	\$14	No Change
Weekday 9 Hole Twilight Riding	\$14	\$17
Weekend 9 hole Twilight Walking	\$15	No Change
Weekend 9 Hole Twilight – Riding	\$15	\$18
Weekday 18 Hole Twilight Walking	\$18	No Change
Weekday 18 Holes Twilight Riding	\$18	\$21
Weekend 18 Holes Twilight Walking	\$24	No Change
Weekend 18 Holes Twilight Riding	\$24	\$27
Pull Carts	\$0	\$3
Junior Rates	\$7 – 9 hole \$12 - 18 holes \$5 – YOC	No Change
Outings Fri- Sat-Sun/Holidays	\$34	\$37
Outing Weekday	\$27	\$30

Implications: Due to the increases in minimum wage, water, fuel and other uncontrollable costs, the club will be looking to increase rates to lift ADR and revenue for the facility. Rates have remained the same for the past several years with no difference in rate for walkers or riders. Due to the low supply of carts coupled with golfers' high demand, a \$3 increase to riding fees is proposed. For walkers, the price will remain the same with optional pull cart rental (Previously included in rate. offered at \$3 each. Dynamic pricing to fill off peak will still be utilized and e-blasts with specials will continue to be sent to loyal customers based on utilization. In addition Wild Wings Residents can also take advantage of 20% off posted rates and a trail fee for private cart at \$3. Annual Pass plans and cart plans continue to be the best value for resident and loyal golfers.

Blended ADR (all rounds including comp rounds) will slightly increase over prior year with plans to implement a slight rate increase as proposed above. Based on competitive rate analysis, Wild Wings is still positioned below 18-hole competitors in the market place.

Daily Fee – Key Strategies & Tactics

- 1) Increase revenues generated from daily fee play
 - a) Launch internal cybersales using GolfRev (Last used in 2013)
 - b) Look to execute a GolfMoose or another third party campaign to drive volume and play outside 40 mil radius.

- 2) Increase Revenue and rounds using GolfNow

Continue with an aggressive customer acquisitions strategy using GolfNow's platform to attract local golfers and visitors who are on the GN platform. Grow market share from competitor courses and continue to gain new loyal golfers.

 - a) Monthly calls/visits with in-market GN Rep.
 - b) Continue use of the Auto Pricing/Matrix for dynamic pricing with routine adjustments based on utilization
 - c) Use of the Golf Now Central Marketing Tool
 - d) Customer Data capture at check-in (name, email, zip) to add to our internal database
 - e) Offer a bounce back pass to every GN customers to encourage to book direct next time
 - f) Integrate use of Promo Codes to off peak season and slow days



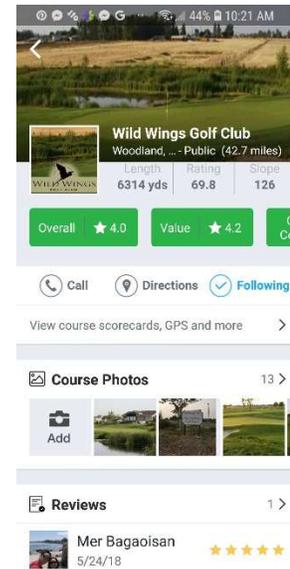
Measure	2015 Actual	2016 Actual	2017 Actual	2018 Goals
GolfNow Rounds	250	313	340	450
Golf Now Revenue	\$6,116	\$7,299	\$9,485	\$11,000
Course ADR	\$24.46	\$23.32	\$27.90	\$25.00

*GolfNow rounds/revenue is reported on a Calendar Year Jan – Dec

3) NEW! 18Birdies App

Attract new players using 18Birdies App

- a) Claim the course of 18Birdies
- b) Register for 18 Birdies CourseEssentials
- c) Update course listing and profile imagery on app
- d) Interact with followers and golfers who are posting scores and reviews
- e) Update services page with accurate content
- f) Add more professional course photos as they become available



Loyalty Program/Annual Passes*

Increase customer loyalty and daily fee player frequency through our in-house annual/monthly membership plans for both residents and nonresident pass sales.

We'll continue to offer annual passes to both residents and non-residents. Annual Pass prices will remain the same price and a monthly financing program will be available with a surcharge. Annual trail fees for those residents owning their own golf carts will be in place, as well as an annual cart pass available to those who do not own their own cart, both Residents and Non-Residents.

Pass Type	Annual Fee	Monthly Fee
Resident Passes (individual or family)	\$1,100	\$120
Resident Cart Owner Passes	\$275	\$25
Non-Resident Passes (individual passes)	\$1,200	\$120
Non- Resident Cart Annual Cart pass	\$450	\$40

Measure	2016/2017 Actuals	2017/2018 Actuals	2018/2019 Goals
Total Passes Sold	15	22	25
Total Rounds from Passes	1,517	2,238	2,500
ADR Per Annual Pass Round	\$17.03	\$13.22	\$13.25
Total Pass Revenue	\$25,900	\$29,600	\$33,000

Strategies & Tactics

1. Continue to grow loyalty/ annual pass sales to increase return play from golfers
 - a. Signage on course with a tee-signs
 - b. Include collateral (flyer and banner) in the pro shop
 - c. Golf Cart Signage
 - d. Incentive staff who refer a new member
 - e. Offer a free round for that day if they upgrade to a membership (standard or premier)
 - f. E-blasts to database (internal and GN Central Marketing)
 - g. Black Friday – Offer an aggressive offer to golfers at end of the year to lock in 2019 membership.

Golf Outings

Implement a sales and marketing strategy to increase revenues from golf outings at Wild Wings Golf Club, with a large focus on growth recapturing lost outing groups.

Measure	2015/2016 Actual	2016/2017	2017/2018 Forecast	2018/2019 Budget
Number of Outings	26	18	20	23
Outing Rounds	768	545	589	650
Total Outing Revenues	\$23,217	\$16,400	\$16,420	\$19,396
Outing ADR	\$30.23	\$30.09	\$27.87	\$30.00

*Data from PACE Report. See Exhibits for 2017/2018 PACE Report

Key Strategies & Tactics

- 1) Increase # of new outings via recruiting groups from competitor properties
 - a) Research online competitor courses and other listings for local tournaments
 - b) Develop relationship by donating rounds to tournament chair
 - c) Personally invite tournament chairs for complimentary round of golf at WildWings
 - d) Research EventBrite to list of tournaments

- 2) Develop Internal Leagues and In-House Creative Events
 - a) Continue to promote and increase Senior League participation
 - b) Consider starting a Twilight League
 - c) Develop & promote special events for slower days to maximize revenue. (St. Nicholas Open, Chili Bowl, The Big Game, 9 & Dine)

- 3) Implement and execute a consistent rebooking strategy (current & previous outings)
 - a) Personal follow-up call from club to tournament organizers following event.
 - b) Rebook groups following outing to lock in existing rate
 - c) Offer a booking incentive if they book 2 or more events

- 4) Lost Group Business – We Miss You/ Welcome Back Campaign
 - a) Go through PACE reports to find groups that haven't rebooked
 - b) Personally call AND email contacts with special offer to come back if they rebook

Implications: Tournament sales declined in 2017/2018 over prior year mostly due to the impact of severe weather related cancellations (El Nino, wild-fires) For these reasons, we had budgeted lower than prior year and despite decline over prior year, the club achieved its budgeted goal for the 2017/2018 fiscal year. Without a dedicated tournament sales coordinator, the current group outings strategy is primarily composed of in-bound sales from returning, local groups including regular leagues. These groups tend to be smaller in size with 12 to 20 players with shorter booking windows. Due to the length of the course and the limitations to host large banquets, tournament play for large groups or charity fundraisers is difficult. Also with the limited number of carts, the club is further prohibited from capturing larger group business. Because of these limiting factors and unforeseen weather, we are budgeted for group outings sales to increase slightly over 2017/2018 with goal of getting back to rounds prior to El Nino and wildfires.

Food & Beverage - A la Carte

Increase food and beverage revenue by developing strategies to deliver growth in a la carte service at the facility.

Measure	2016/2017	2017/2018	2018/2019 Goals
F&B Revenue – A la Carte	\$43,436	\$44,681	\$47,708
Total Rounds	20,533	20,535	20,989
F&B Per Round	\$2.12	\$2.18	\$2.27

Key Strategies & Tactics – Food & Beverage

- 1) Grow A la Carte food & beverage revenues
 - a) Offer Combo items (hotdog, chips & non-alcoholic beverage) to increase average per round
 - b) Presale rounds of golf including food and beverage credit or combo using Cybersales
 - c) Include Food & Beverage min for tournament groups (\$5 per player)
 - d) Look to expand current grab & go items as feasible in golf shop
 - e) Create a Golf Happy Hour with 9 Holes of Golf and alcoholic beverages
 - f) Create Nine & Dine offers with golf and a same day food and beverage credit
 - g) Offer food and beverage/meal credit through GolfNow

Implications: With the elimination of normal operating hours for the Nest saved considerable expenses in FY2016-2017 and improved EBITDA results for the club. Wild Wings will continue to offer very limited a la carte F&B options out of the pro shop in FY2018-2019. Wild Wings limited offerings will consist primarily of the following

- Bottled Water, Soft Drinks and Energy Drinks
- Beer
- Pre Packaged snacks & candy
- Hot Dogs, burgers and other hot quick service items
- Pop Corn

Pro Shop - Merchandise

We will continue to increase Pro Shop revenue by developing new programming and sales outreach plans to deliver growth in revenue at Wild Wings.

Measure	2016/2017	2017/2018	2018/2019 Goals
Total Merchandise Revenue	\$37,499	\$35,686	\$40,008
Total Rounds	20,533	20,535	20,989
Average Spend Per Round	\$1.83	\$1.74	\$1.91

Key Strategies & Tactics

- 1) Increase merchandise sales via daily fee & outing customers
 - a) Purchase merchandise on close-outs to increase margins and offer good value to customer
 - b) FootJoy Annual Shoe Sale with close-out (Oct-Dec – Holiday season)
 - c) Run Annual Sale(s) to move old inventory and bring in new/fresh items for new season
 - d) Move Items & Displays in the pro shop around
 - e) Create Seasonal Merchandise Displays quarterly centered around a theme
 - f) Offer Coupons or Specials on Merchandise through eblasts
 - g) Add Merchandise Credit/ Gift Cards to golf specials using internal cybersales
 - h) Run Online gift card sales for Father's Day & Christmas
 - i) Promote Merchandise on Social Media
 - j) Create Monthly/Quarterly Merchandise Packages with Themes: Beat The Heat, Swing into Spring, Fall into Savings, Give the Gift of Golf
 - k) Bogob Offers for Golf's and Shoes (buy one get one half off) to encourage multiples
 - l) Pro shop staff to ask each person at check-in in if they need balls, tees or a glove. Inform of current merchandise special.
 - m) Offer incentive to proshop staff show upsell merchandise during their shifts
 - n) Promote Merchandise Monthly specials on website, cart signage and pro shop signage

- 2) Course Essentials (Thing you need to play in the heat)
 - a) Wide Brim straw hats, Baseball hats
 - b) Sunblocks
 - c) Small handheld Fans with misters and club logo
 - d) Wind breakers & Fleece (for winter months)
 - e) Logo T Shirts
 - f) Sun Glasses
 - g) Assortment of Balls & Tees
 - h) Gloves, Towels and Shoes, Socks

Communication Overview

The following section reviews the general communication methods utilized to drive overall business at Wild Wings Golf Club.

Website

The Wild Wing Golf Club website was designed in 2013 and minor or major updates to the site have not been made since that time. Both the website design and content is extremely outdated for today’s web standards and user expectations. In addition, the site is non-responsive which limits mobile users on cellphones or tablets which is now the majority of people now searching online. As the clubs primary marketing and communication tool, a website refresh is suggested for this club to continue to appeal to golfers using mobile devices to book rounds of golf. This will enhance the overall aesthetics and will allow easier access for customers, as well as drive an increase in web traffic from mobile-users and better SEO rankings.

Measure	2015/2016 Actual	2016/2017 Actual	2017/2018 Forecast	2019 Goals
Total Unique visits	14,320	17,293	20,000	23,000
Average monthly website visits	1,250	1,500	1,700	1,950
Total ALL Rounds Booked*	20,954	19,504	22066	24,000
Total rounds booked on website	1,053	1,384	1,855	2,300
% of Total rounds booked on website	5.02%	7.09%	8.4%	9.58%

*All rounds booked as reported by EZLinks tee-sheet. Does not include no-shows/cancellations as that number is reported by POS or month end financials. Annual Website Unique Visits reported by CyberGolf, website provider)

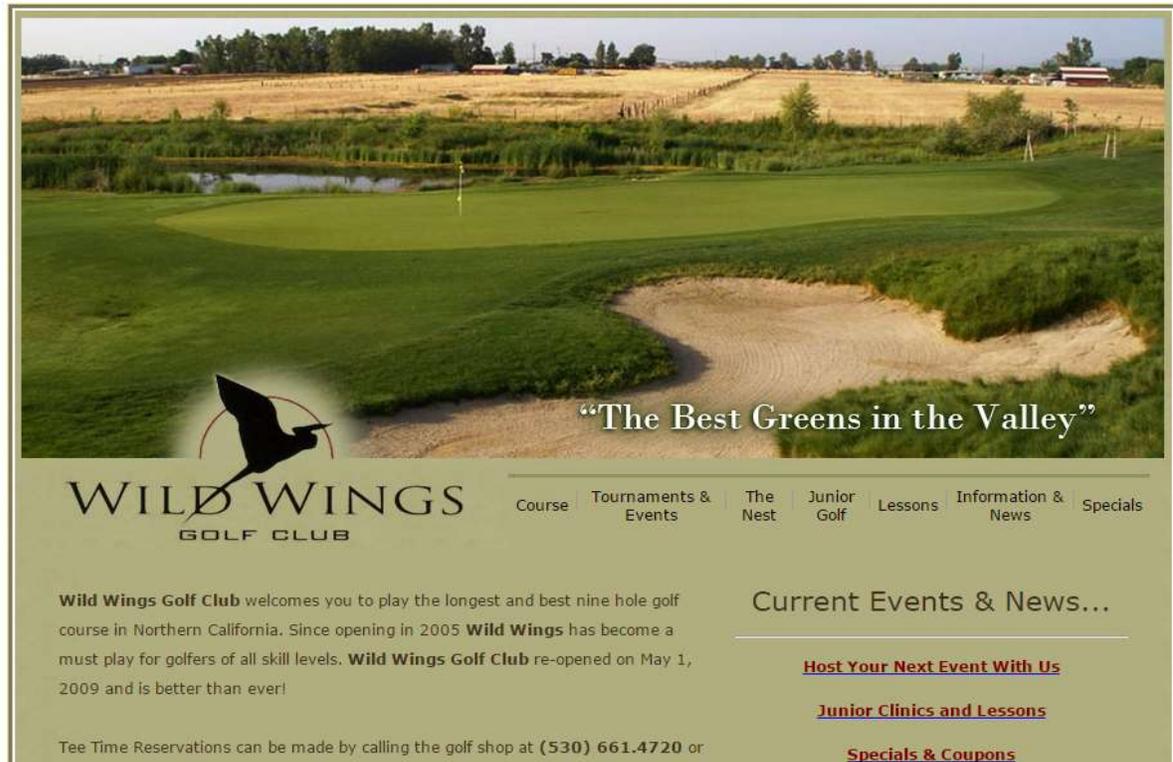
Key Strategies & Tactics

- 1) Improve the user experience and grow annual web traffic
 - a) Upgrade to fully responsive website to be mobile friendly at no cost per GolfNow
 - b) Update website content including text and imagery

- 2) Increase rounds booked direct via website
 - a) More hyperlinks on golf course e-blast to refer traffic back to website tee times page
 - b) Upgrade website to be more transactions (join e-club, book tee times, buy gift cards)
 - c) Add a Book Tee Times button on the navigation bar, more prominent placement
 - d) Embed the booking engine portal into the tee times page

- 3) Drive SEO growth through increased website traffic
 - a) Consider digital advertising with YELP! or GoogleAdwords to increase traffic

- b) Update text on website regularly for search engine crawlers
- c) Update text and meta-tags with keywords including woodland golf, golf bay area, northern California golf association, golf sacramento, davis golf course to increase search rankings and relevance
- d) Manage Google Places and Yelp! Pages
- e) Implement Google Analytics for improved traffic and demographics



Implications: Despite having an outdated website, the course continue to grow unique visitors' year over year and increase rounds booked through the online booking engine. While this is encouraging, it is evidence that a refreshed website with up-to-date information and new course imagery that is fully responsive is a definite need for 2018/2019. An improved website should increase visitors, length of time on website and increase in rounds booked direct online and increase our internal customer email database.

The website refresh project will commence August 1st with selection of template and a tentative go live date in Fall or Winter (Pending imagery and design buildout). KemperSports RSMD will be spearheading this project on behalf of the club due to a lack in onsite sales & marketing personnel.

Email

Email is the most effective tool to connect with our general audience and is our primary communication tool. Wild Wings Golf Club employs targeted email campaigns to specific customer segments or a generalized communication approach the entire database.

Measure	2016/2017	2017/2018	Current *	Goals 2018/2019
Size of Database (Unique E-mails)	3,950	4,565	5,130	6,000
Average E-mail Open Rate	29%	27%	25%	30%
Average Click Thru Rates	5%	3%	2%	3%

*Last updated database June 2018

Key Strategies & Tactics

- 1) Increase overall email database size
 - a) Add a Join our E Club button prominently on the website
 - b) Improve data capture from customers at check-in
 - c) Import emails from EZLinks Tee Sheet & GolfNow Central Marketing into internal databases
 - d) Offer contests and raffles online and in the proshop to collect more customers emails
 - e) Offer a special discount when they join, opt into the database on our website
 - f) Start utilizing GolfNow central marketing database and platform to send emails/special offers

- 2) Maintain average open rates
 - a) Continue to use specific, relevant email titles
 - b) Better segmentation of databases (seniors, zip codes, etc.)
 - c) Start implementing birthday club offers – update database collection on website to include this

- 3) Increase email click-thru rates
 - a) Update banner / eblast header and template to a more contemporary design
 - b) Include more hyperlinks back to website tee times page when monthly specials are posted.
 - c) Include more offers and hyperlinks back to internal cybersales
 - d) Include links to special offers i.e coupons etc.

Digital /Social Media

Wild Wings Golf Club currently utilizes two primary social media channels to connect with our customers and to drive revenue. The main objectives of our social media activities are to inform our audience of current events and to visually highlight our property to encourage fan engagement and attract new future customers. In addition to these outlets, Wild Wings also monitors online review sites such as Golf Advisor, YELP! and Google.

Measure	2016/2017	2017/2018	Goals for 2018/2019
Facebook @wildwingsgolf	555	594	650
Instagram @wildwingsgolf	434	454	550
Twitter @wildwingsgolf	245	285	300

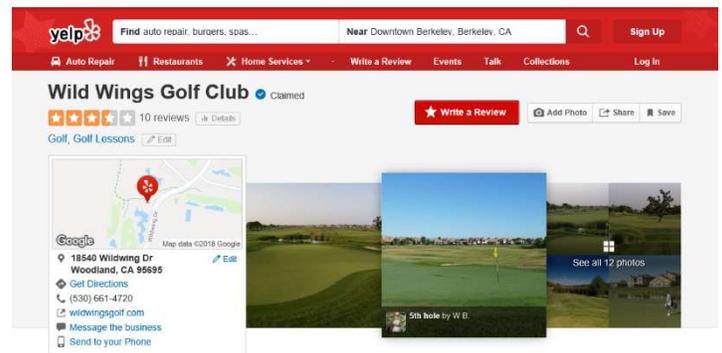


GOLFADVISOR Review Courses Near You Destinations Getaways Stay & Play

Year built: 2005
 Architect(s): Todd Eckenrode (2005)
 Type: Public
 Greens: Bent Grass
 Fairways: Bent Grass

GA Rating Index: ★★★★★ (5 stars)
 5 stars: 19
 4 stars: 33
 3 stars: 8
 2 stars: 1
 1 star: 1

93.2% recommend this course (58 out of 62 reviews)



Wild Wings Golf Club 4.5 stars (10 reviews)

18540 Wildwing Dr
 Woodland, CA 95695

(530) 661-4720
 wildwingsgolf.com

Key Strategies & Tactics

- Grow total number of social media followers for Wild Wings Golf Club
 - Add Follow-Up Button on Eblasts
 - Continue to post regularly with original course content on both Facebook and Instagram
 - Repost content from golfers on the wildwings page using a Repost App
 - Update content and outdated tabs including Events tab for creative in house events
 - Link Facebook & Instagram Accounts to post on both at the same time (due to limited staff)
- Increase engagement levels from social media followers
 - Run contests monthly and announce winner on page
 - Reply to Posts & reviews in timely manner



Wild Wings Golf Club
 @wildwingsgolf

Home About Events Book Tee Times Photos Reviews Videos Posts Community Info and Ads

"The Best Greens in the Valley"



wildwingsgolf Follow

188 posts 453 followers 571 following

Wild Wings Golf Club
 We are located in Yolo County and offer the only championship length 9-hole golf course
 facebook.com/wildwingsgolf
 Twitter @wildwingsgolf
 www.wildwingsgolf.com

- c) Ask questions, caption contests and polls to encourage engagement
 - d) Run a social media photo contest
 - e) Post Tips from the Pro, Lessons on the Links, etc.
 - f) Consider paying for boosted posts for Events to increase awareness and participation
 - g) Consistently use branded # hashtags such as #golfisgreat #wildwingsgolf to track conversation
- 3) Continue to Improve Online Brand Reputation
- a) Continue to monitor review sites such as Google, Yelp!, Golf Advisor and others
 - b) Link TrueReview InMoment survey for net promoters back to YELP! to increase reviews

Public Relations

Wild Wings with the help of KemperSports will work with local and regional media outlets to showcase the property. The primary objectives are to generate more reviews, connect with our audience (brand development) and to attract new business.

Measure	Prior Year	Current Year	Goals for Next Year
Best Golf course in Yolo County Award – Daily Democrat	Last Won 2017, 2014, 2013, 2012, 2011, 2009	TBD - December 2018	Win Award in 2018

Key Strategies & Tactics

- 1) Pay for advertising in local newspapers serving Woodland and Vacaville
 - a) Offer coupon or special to track redemption and ROI
- 2) Local Recognition
 - a) Update newspaper with hole in one announcements
 - b) Promote golfers via email database to vote for Best of Awards in the Daily Democrat
 - c) Look to get voted into the Davis Enterprise – Best of Awards (Previously not recognized in this newspaper)
- 3) Community Awareness
 - a) Better communication between golf course and HOA
 - b) Utilize the HOA newsletter to announce clinics and other special resident only specials
 - c) Keep website up to date with current events
 - d) Create a referring page to the HOA website, ask for hyperlink bank



KemperSports Marketing Channels

KemperSports offers each property internal and external support resources. In addition to the internal Center of Excellence and best practice sharing initiatives, KemperSports offers several business- to-consumer distribution outlets for properties under management. The primary objective of these channels are to generate more revenue, drive customer loyalty and to attract new business while keeping customers in the greater KemperSports family. KemperSports' joint marketing efforts include the following:

KemperClub – A customer community that connects KemperSports' patrons with experiences at other KemperSports properties throughout the country.

- **Email database** - An expansive subscriber network that receives property promotions and updates via email on a weekly basis
- **KemperClub.com** – A dynamic website that showcases property offers, events and contests at participating KemperSports facilities
- **KemperClub events and contests** – This includes the KemperClub Championship held annually at one of the Top 100 locations under KemperSports management

KemperSports – Overarching support channels to help generate property revenue and highlight portfolio offerings.

- **KemperSports.com** – Showcases company and property news, career postings and high-level property details
- **KemperSports social media channels** – An extensive network that garners over 1M impressions per year and thousands of engagements per month via daily postings on four primary platforms (Facebook, Instagram, Twitter and LinkedIn)
- **KemperSports media relations** – In addition to press releases, our team of media experts have developed respected relationships with the premier media outlets throughout the country and are focused on highlighting property success
- **KemperSports strategic partners** – KemperSports maintains relationships with preferred vendors and strategic partners that help reduce costs and increase leverage. In addition to product categories and services, KemperSports has negotiated preferred rates with various media services to ensure properties receive benefits from our collective network.

Exhibits

Exhibit A – Brand

Overall Vision

Wild Wings Golf Club will entice golfers of all skill levels in the local and Sacramento area to experience the best 9-hole golf course in Northern California. Wild Wings' exceptional course conditions rival any private or public course in the area. With premium Bermuda fairways and tees, and carefully manicured bent grass greens, Wild Wings provides an exceptional experience at a reasonable price. Wild Wings Golf Club is committed to providing "Best in Class" customer service and a memorable experience to both local residents as well as visiting guests.

Brand Positioning Statement

The following brand positioning statement will serve as an internal guidepost for the Wild Wings brand. It will be referred to in the development of all sales and marketing communication vehicles including collateral, advertising, PR and e-marketing to drive consistency and distinguish Wild Wings from its competitors. It will also influence the products, services and experiences that Wild Wings provides.

"Local residents, visitors and tourists agree, Wild Wings Golf Club provides the premier 9-hole golf experience in Yolo County. Our award-winning greens, pure Bermuda fairways, and championship design will call you back time and again."

Property Tagline (Brand Promise)

The following tagline crystallizes the above brand positioning into a customer-focused brand promise and will be used on all marketing and sales vehicles, accompanying the course name and logo.

"The Best Greens in the Valley"

Design Elements

Wild Wings will use a consistent look/feel across all its communication materials including property signage, advertising, collateral and digital marketing efforts. The property logo and tagline will be included on all communication. The primary colors for Wild Wings are Taupe, Brown and Burgundy. Following is example that captures the look/feel of the Wild Wings brand.

Logo



Exhibit B – SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Voted “Best Greens in the Valley” • Voted “Best Golf Course in Yolo County” 2009, 2011, 2012, 2013, 2014 and 2017 • Great value • Bermuda fairways year round • Bent grass greens, Scenic water features • Easy to walk, attractive to seniors • Unique bunkering • Variety of holes lengths including 3 par 3s, 3 par 4s, and 3 par 5s • True Service Customer Service Training Program • Todd Eckenrode design • Netted Driving range 	<ul style="list-style-type: none"> • Only a 9-hole facility • Location is rural and a distance from higher populated areas • Low golf participation from local community homeowners • F&B capabilities and space is limited. • Deferred Maintenance • Cleanliness of facility • Limited staffing (no dedicated marketing or tournament sales coordinator) • Lack of marketing budget • Lack of regular driving range
Opportunities	Threats
<ul style="list-style-type: none"> • El Macero CCC, Yolo Fliers Club (private club members looking for cheaper alternative) • Expansion of group and individual lesson program for latent demand • Increase recreational activities to attract a larger variety of people. (i.e.; Bocce Ball Court, Summer concerts, etc) • Community Open House Event for HOA • Closure of Green Tree Golf Course in Vacaville • Expand marketing efforts to draw more golfers from nearby Bay Area • Larger emphasis on Junior Golf in local community including NCGA Youth on Course • Increase market share using third parties • Digital Marketing • Website Refresh • Increase pricing for riders by \$3 per player 	<ul style="list-style-type: none"> • Consumers continue to be price conscious and are still wary of the economy, spending their dollars prudently. • Core golfer growth in the West, is flat to declining according to NGF Statistics • Well established competition in surrounding marketplace • Weather Impacts

Implications: While only a 9-hole golf course, Wild Wings offers 4 different sets of tees and in July of 2011, a two-flag system was initiated whereby 2 pin placements were placed on each green and play is directed to yellow flags for the first nine holes of play, and to the green flags during the second nine holes. (Yellow flags numbered 1-9, Green flags numbered 10-18). With the Driving Range Nets erected the executive course is better able to compete with regulation length courses.. Wild Wings’ Free Golf Clinics are being offered to Wild Wings Residents to increase the number of

local golfers and therefore, increase golf rounds. We have joined the NCGA program “Youth on Course”, which will attract more junior players from Northern California. Continue to monitor competition and customer feedback and adjust strategy as needed.

Exhibit C – Competitive Market Analysis (CMA)

Wild Wings Golf Club has 3 competitors listed in the same public value category within 20 minutes, and one other local competitor within a short distance from the club rated as Public standard category. The chart below represents the competition in the area. Recently the club has competed with courses outside the local comp set including courses that are ranked based on green fees in the premium category. The course is now drawing more players from Fairfield, Vacaville and Vallejo courses.

Competitive Cross Play Report provided by GolfNow.

Competitive Cross Report- Course Only

Lookup Course	1125	Wild Wings Golf Club	395
Competitive Courses	544	Rancho Solano Golf Course	418
	185	Paradise Valley Golf Course	345
	773	Wildhorse Golf Club	202
	1906	Blue Rock Springs Golf Club -..	157
	585	Hiddenbrooke Golf Club	151
	423	Teal Bend Golf Club	138
	7665	Antelope Greens Golf Course	136
	181	Cherry Island Golf Course	85
	10706	Eagle Vines Golf Club.	83
	3798	Morgan Creek Golf Club	82
	9954	Blue Rock Springs Golf Club -..	82
	1784	Cypress Lakes Golf Course	66
	4423	Yocha Dehe Golf Club at Cac..	62
	55	Chardonnay Golf Club	58
	1936	Haggin Oaks Golf Complex - ..	54
	1419	Golf Club at Rio Vista	51
690	Mare Island Golf Club	50	
835	WildHawk Golf Club	47	
129	Napa Golf Course	39	
177	Woodcreek Golf Club	39	
6211	Lincoln Hills Golf Club - Hills	39	

2018 Competitive Rates Analysis

Rates are reported for 18-holes riding. Current as of Jan 1, 2018. Rates subject to change.

Competitor Rates monitored throughout the year.

Facility Name	Pellucid Type	Weekday GF/CF	Weekend GF/CF	Total Facility Holes	Dist. In Miles
Wild Wings Golf Club	Value	\$30	\$37	9	0
Davis Municipal Golf Course	Value	\$29	\$35	18	8.61
Wild horse Golf Course	Standard	\$36	\$56	18	11.38
Teal Bend Golf Course	Standard	\$46-\$56	\$65	18	14.13
Haggin Oaks Golf Course	Standard	\$45-58 *dynamic	\$53-\$60 *dynamic	36	36.2
Fairfield – Rancho Solano/ Paradise Valley	Premium	\$50 - \$65	\$64 - \$76	18 holes each	33.9- 38.3
HiddenBrooke Golf Club	Premium	\$20-\$39 *dynamic	\$65-72 *dynamic	18 Holes	47.6
Blue Rock Springs	Standard	\$39-\$42 Dynamic	\$48-\$54	18 Holes Each	50.3

Other Competitor Fees for 2018

Facility Name	Senior Rates/Age	9 – Hole/ Twilight	Junior	Golf Now
Wild Wings Golf Club	N/A	\$21-\$27	\$5, \$7 or \$12	YES
Davis Municipal Golf Course	\$24 / 60yrs	\$21 - \$23	\$5	NO
Wild Horse Golf Course	\$37-\$38 / 55yrs	\$30-\$41	\$12	YES
Teal Bend Golf Course	\$39 / 60yrs	\$36-\$41 (Fri)	\$20	YES
Haggin Oaks Golf Course	*Dynamic Only	\$20-\$30 *dynamic	\$16 (must have \$20 play card)	YES
Fairfield – Rancho Solano/Paradise Valley	\$44-50/ 60 yrs	\$38	\$15	YES
HiddenBrooke Golf Club	Dynamic Only	\$20-\$25	\$15	YES
Blue Rock Springs	Dynamic Only	\$18-28	\$15	YES

Implications: Wild Wings Golf Club with proposed rate increase continues to remain competitive within it market set based on competitor rates. Dynamic Pricing will be utilized on a consistent basis to fill underutilized tee-times.

Key Competition Strengths & Weaknesses

Davis Municipal Davis, CA (9 mi) 18 holes www.davisgolfcourse.com	
Strengths:	Weaknesses:
<ul style="list-style-type: none"> • Informative website • Ability to pull from large college demographic • Great beginner facility; Lessons available. • Affordable GF Rates, Monthly & Annual Play Passes • Driving range with 2 practice putting greens • Well known by Sacramento Valley golfers 	<ul style="list-style-type: none"> • Limited number of shotgun tournament dates available each year & filled on a first-come-first-served basis • Course conditions are average • Layout is uninteresting • Out-of-bounds left on every hole, water in play on 15 of 18 holes. • Not on GolfNow
Wild horse Golf Club Davis, CA (11 mi) 18 holes www.wildhorsegolfclub.com	
Strengths:	Weaknesses:
<ul style="list-style-type: none"> • 15 mins from downtown Sacramento • 5 Tee Boxes play from 4,565 to 6,816 yards • Fairly new facility built in 1999 • Golf course is in good condition with nice layout • Converted portion of Pro Shop to enlarge banquet facilities • Large driving range with grass tees 24-30 stalls, Learning Center • New website with nice imagery as of 2018 • Offers Annual Memberships • Dedicated Tournament Sales Director • Voted Best Golf Course in YOLO County by David Enterprises 	<ul style="list-style-type: none"> • Golf course is difficult to find • Routing does not flow • Under new management with increased golf fees

<p>Teal Bend Golf Club Sacramento, CA (14 mi) 18 holes www.tealbendgolfclub.com</p>	
<p>Strengths:</p> <ul style="list-style-type: none"> • Popular golf course among avid golfers • Excellent two tiered range • Scenic layout with a lot of trees • Nice practice putting green • ClubCorp Network of reciprocal courses • New website as of 2018 • Dedicated Tournament Sales and Events Director • Full Service Restaurant and banquet facilities 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Small dated clubhouse • Course conditions are inconsistent
<p>Ranch Solano & Paradise Valley, Fairfield, CA (31.7 mi) - 36 holes www.fairfieldgolf.com</p>	
<p>Strengths:</p> <ul style="list-style-type: none"> • <u>KemperSports Managed Facility</u> • Convenient location midway between San Francisco and Sacramento • Two completely different styles of golf courses giving golfers variety without having to leave Fairfield • Course conditions rival other courses in the same class • Paradise Valley received “Best Of” award by readers of the Vacaville Reporter. Rancho Solano received the “Reader’s Choice” awards by readers of the Daily Republic • Positive online reviews • Golf Performance Center at Paradise Valley, the only golf course other than Haggin Oaks (Sacramento) to offer club-fitting and repair within a one hour radius • Banquet facilities can accommodate large groups, up to 500 at Rancho Solano. • Loyalty of Fairfield residents • Paradise Valley has above average practice facilities: designated short game practice area with bunker, large putting green and lighted range. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Need new golf carts; carts are dated and breaking down leaving undesired customer experiences • Golf courses are in need of capital improvements/general maintenance, i.e. many tee boxes need leveling, bunkers need sand • Short of adequate staffing to keep course conditions at ideal standards • Due to Rancho Solano’s shorter layout, pace of play is a challenge • Difficult to pull golfers from out of area as Fairfield is not a golf destination area where golfers schedule trips to visit • Putting green at Rancho Solano is too sloping and continuously receives poor remarks on surveys • Some greens at Rancho Solano are considered too difficult • Uphill driving range and sloping practice putting green at Rancho Solano are not popular among golfers • Length of Rancho Solano is short in comparison to today’s standards

<ul style="list-style-type: none"> • Designated covered lesson area with year round turf • Golf carts equipped with GPS • Both courses are women friendly courses and recognized as such by the EWGA (Executive Women’s Golf Association) • Dedicated Sales & Marketing Director 	<ul style="list-style-type: none"> • Some of the large businesses that were in Fairfield have relocated out of state. There are limited corporate businesses to solicit for large corporate tournaments or outings
<p>Hiddenbrooke Golf Club Vallejo, CA (47.6 mi) - 18 holes www.hiddenbookegolf.com</p>	
<p>Strengths:</p>	<p>Weaknesses:</p>
<ul style="list-style-type: none"> • Troon Managed Property • Central location off freeway • Popular golf course among avid golfers • Well known in area • Running digital ads via Google Adwords • Full service restaurant and banquet facilities 	<ul style="list-style-type: none"> • Staff turnover including sales staff and General Manager • Trouble paying vendors • Trouble paying staffers • Condition of course • Clubhouse is outdated and need major capital improvements (example: HVAC system not working) • Course conditions are inconsistent
<p>Blue Rock Springs Vallejo, CA (50.3 mi) 36 holes www.bluerocksprings.com</p>	
<p>Strengths:</p>	<p>Weaknesses:</p>
<ul style="list-style-type: none"> • Recently under new management with considerable capital improvements • Located in Bay Area near high populations • Recent positive press with new managements and upgrades • 28 stall, lighted driving range • West Course, Par 71, East Course, Par 70 • Sweeping views of the Bay including Mt. Tamalpais • Full service restaurant and banquet facilities 	<ul style="list-style-type: none"> • Small dated clubhouse • Course conditions are inconsistent • Improvements to paying conditions are yet to be seen.

Exhibit D – Customer Insights & Survey Results

KemperSports True Review

The TrueReview quality survey is administered as part of a thank you communication immediately following a customer’s round. This survey helps us make immediate improvements to all aspects of our operations to ensure we are providing the best possible customer experience. Below are key learnings and implications from our TrueReview Survey.

This survey tool was conducted throughout the year with 424 total responses from July 2017 through July 2018.

Course Summary



Report run: 7/26/2018 5:37 AM MDT

Data current as of: 7/26/2018 5:36 AM MDT

Key:	■ Poor	■ Acceptable	■ Excellent
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REPORT CRITERIA	
Date of Survey	6/30/17 - 7/1/18
Course	Wild Wings Golf Club

	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
Goal Index	70.0 70.0						
Totals	76.9	9.1	9.5	8.6	8.1	9.3	424
Wild Wings Golf Club	76.9	9.1	9.5	8.6	8.1	9.3	424

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Implications: Wild Wings NPS (Net Promoter Score) measures above our company benchmark of 70. At 76.9 percent, Wild Wings continues to deliver consistently high ratings

year over year earning top awards and recognition nationally from NGF for customer satisfaction in 2017.



NGF GolfSAT

This customized annual survey is administered on-line and serves as critical input for building annual property business plans. Insights gathered include customer demographics, customer play patterns, loyalty metrics, market share, competitive benchmarking and marketing program impact.

Wild Wings Golf Club last implemented the National Golf Foundation’s customer loyalty survey (GolfSAT) was last conducted from March 31, 2016 until April 21, 2016. A survey will be sent out in August 2018 to gather more current data on customer insights.

Exhibit E – Local Market Situation Analysis

According to the NGF Golf Map data from 2017, there are 16,627 golfing households with a 12.1% participation rate within 20 miles of the golf course. There are also 10 golf courses within 20 miles of Wild Wings, of which 5 are “Private”, 3 are “Public Standard”, and 2 are “Public Value”. This speaks to the price conscious market.

Within the local market (20 miles) there is only 24,344 total golfers from 16,627 golfing households. However, when you expand the market out a 40-mile radius from the course, these numbers increase to 103,454 golfing households and 150,519 golfers, respectively. This indicates that the course should look to increase customers from a 40-mile radius from the course, specifically Sacramento, Fairfield and Vacaville to increase awareness and rounds played. Creating more demand for Wild Wings, from a larger marketing is key, especially since the immediate market has too much supply relative to the low demand.

Demographic Summary			
	Radial Trade Area,	Radial Trade Area, 20 miles	Radial Trade Area, 40 miles

	10 miles		
Total Population	120,044	388,310	2,548,464
Projected Population (2022)	130,846	416,805	2,705,061
Projected Annual Growth Rate	1.7%	1.4%	1.2%
Total Households	41,230	137,240	909,965
Median Household Income	\$58,028	\$71,138	\$66,889
Median Age	30.0	34.2	36.7
Demand Indicators			
	Radial Trade Area, 10 miles	Radial Trade Area, 20 miles	Radial Trade Area, 40 miles
Number of Golfing Households	4,652	16,627	103,454
Projected Golfing Households (2022)	4,799	17,304	108,006
Household Participation Rate	11.3%	12.1%	11.4%
Number of Golfers	7,165	24,344	150,519
Latent Demand/Interested Non-Golfers	14,925	46,998	329,024
Rounds Potential (resident golfers)	102,423	416,145	2,576,718
Est. Course Rounds (in-market supply)	190,200	504,967	2,938,092
Supply Indicators (18-Hole Equivalent)			
	Radial Trade Area, 10 miles	Radial Trade Area, 20 miles	Radial Trade Area, 40 miles
Total Supply	3.0	10.0	52.0
Private	1.0	5.0	12.0
Public: Premium (>\$70)	0.0	0.0	5.0
Public: Standard (\$40-\$70)	0.0	3.0	26.5
Public: Value (<\$40)	2.0	2.0	8.5
Non-Regulation (Executive & Par-3) *	1.5	1.5	6.5
Supply-Demand Ratios			
	Radial Trade Area, 10 miles	Radial Trade Area, 20 miles	Radial Trade Area, 40 miles
Households per 18 Holes		13,743	13,724
Golfing Households per 18 Holes		1,551	1,663
Rounds Potential (resident golfers) per 18 Holes		34,141	41,615
Est. Course Rounds (in-market supply) per 18 Holes	63,400	50,497	56,502

Wild Wings Golf Club - Radial Trade Area, 40 miles

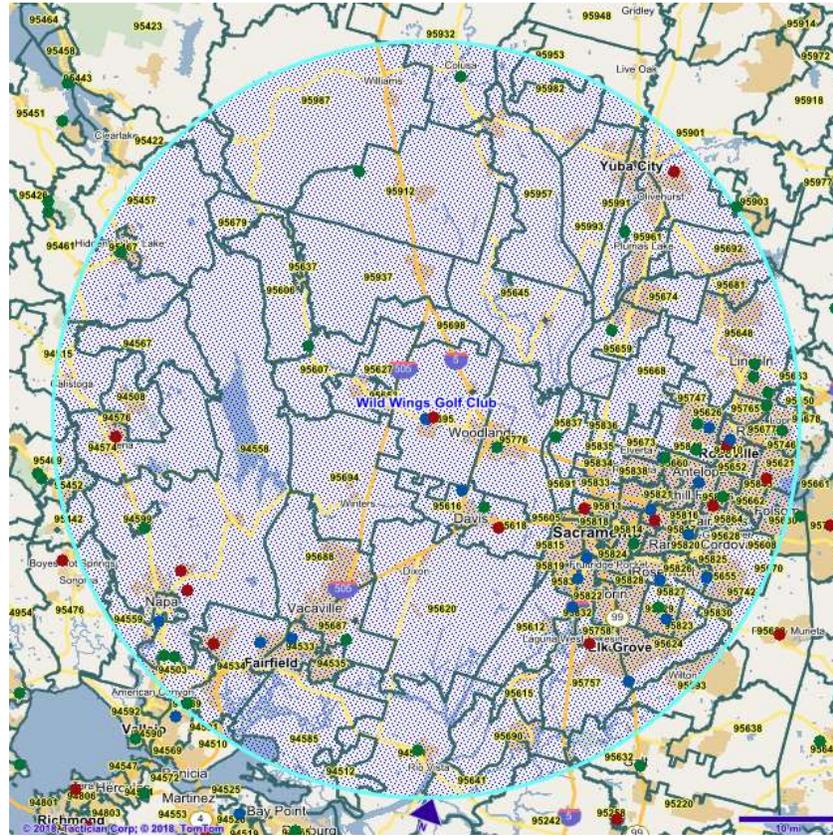


Exhibit F – Outing Pace Report

Month End OUTING Pace Report										
Wild Wings										June2018
Data as of Month Ending:										June2018
Year End: June2018										
Month	Current Actual + Booked	Budget	% of Budget	Variance to Budget	Contracted (Booked)	% of Contract Realized	Variance to Contract	LY Actual + LY Booked	Pace to LY Actual + Booked	LY ACTUAL TOTAL
July2017	\$ 1,194	\$ 2,800	43%	\$ (1,606)	\$ 1,600	75%	\$ (406)	\$ 2,850	-58%	\$ 2,850
August2017	\$ 2,184	\$ 1,700	128%	\$ 484	\$ 1,872	117%	\$ 312	\$ 512	327%	\$ 512
September2017	\$ 353	\$ 3,000	12%	\$ (2,647)	\$ 540	65%	\$ (187)	\$ 4,673	-92%	\$ 4,673
October2017	\$ 1,175	\$ 2,000	59%	\$ (825)	\$ 1,200	98%	\$ (25)	\$ 3,477	-66%	\$ 3,477
November2017	\$ 896	\$ 1,000	90%	\$ (104)	\$ 896	100%	\$ -	\$ -		\$ -
December2017	\$ 896	\$ -		\$ 896	\$ 896	100%	\$ -	\$ -		\$ -
January2018	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
February2018	\$ 272	\$ -		\$ 272	\$ 320	85%	\$ (48)	\$ -		\$ -
March2018	\$ 1,122	\$ 1,000	112%	\$ 122	\$ 1,232	91%	\$ (110)	\$ 2,441	-54%	\$ 2,441
April2018	\$ 1,678	\$ 2,000	84%	\$ (322)	\$ 2,544	66%	\$ (866)	\$ 1,656	1%	\$ 1,656
May2018	\$ 4,834	\$ 1,000	483%	\$ 3,834	\$ 4,860	99%	\$ (26)	\$ 4,903	-1%	\$ 4,903
June2018	\$ 1,816	\$ 1,500	121%	\$ 316	\$ 1,632	111%	\$ 184	\$ 2,705	-33%	\$ 2,705
Total	\$ 16,420	\$ 16,000	103%	\$ 420	\$ 17,592	93%	\$ (1,172)	\$ 23,217	-29%	\$ 23,217

Current Year to Date Analysis				Bookings Pace		LY Future Bookings		Future Bookings		
MONTH	Actual Total Revenue	Number of Events	Pipeline	Current Year Booking/Month	Last Year Booking/Month	MONTH	LY Future Contract Revenue	MONTH	Future Contract Revenue	Next Year Pipeline
July2017	\$ 1,194	3	\$ -	\$ 2,520	\$ 1,024	July2017	\$ 280	July2018	\$ 2,404	\$ -
August2017	\$ 2,184	1	\$ -	\$ 540	\$ 4,520	August2017	\$ 1,872	August2018	\$ -	\$ -
September2017	\$ 353	1	\$ -	\$ 1,792	\$ 2,857	September2017	\$ -	September2018	\$ -	\$ -
October2017	\$ 1,175	1	\$ -	\$ -	\$ 1,000	October2017	\$ -	October2018	\$ -	\$ -
November2017	\$ 896	1	\$ -	\$ 2,482	\$ -	November2017	\$ -	November2018	\$ -	\$ -
December2017	\$ 896	1	\$ -	\$ 680	\$ -	December2017	\$ -	December2018	\$ -	\$ -
January2018	\$ -	-	\$ -	\$ 2,720	\$ 7,124	January2018	\$ -	January2019	\$ -	\$ -
February2018	\$ 272	1	\$ -	\$ 1,232	\$ 3,250	February2018	\$ -	February2019	\$ -	\$ -
March2018	\$ 1,122	1	\$ -	\$ 780	\$ -	March2018	\$ -	March2019	\$ -	\$ -
April2018	\$ 1,678	2	\$ -	\$ 3,054	\$ 1,872	April2018	\$ -	April2019	\$ -	\$ -
May2018	\$ 4,834	5	\$ -	\$ -	\$ 2,060	May2018	\$ -	May2019	\$ -	\$ -
June2018	\$ 1,816	1	\$ -	\$ 2,044	\$ 1,185	June2018	\$ -	June2019	\$ -	\$ -
Total	\$ 16,420	18	\$ -	\$ 17,844	\$ 24,892	Total	\$ 2,152	Total	\$ 2,404	\$ -

JWL ANALYSIS 13% \$ 18,343

Exhibit G – Utilization Analysis

HOURLY UTILIZATION ANALYSIS

Wild Wings Golf Club

Dates: 7/1/2017-6/30/2018

# of Days In Advance Rounds Were Reserved	TEE SHEET TIMES																	% of All Rounds Reserved
	12am 5am	5am 6am	6am 7am	7am 8am	8am 9am	9am 10am	10am 11am	11am Noon	Noon 1pm	1pm 2pm	2pm 3pm	3pm 4pm	4pm 5pm	5pm 6pm	6pm 7pm	7pm 8pm	8pm 12am	
0			4%	4%	6%	9%	11%	13%	18%	23%	23%	16%	11%	6%	1%	0%		46.7%
1			3%	5%	11%	11%	10%	8%	8%	6%	3%	1%	1%	0%	0%			21.7%
2			1%	3%	4%	6%	4%	3%	3%	2%	1%	0%	0%	0%	0%			9.2%
3			1%	2%	2%	4%	2%	2%	2%	1%	0%	0%						5.3%
4			0%	1%	1%	3%	2%	1%	1%	1%	0%	0%						3.4%
5			0%	1%	1%	2%	1%	1%	1%	1%	0%	0%						2.5%
6			0%	0%	1%	1%	1%	0%	0%	1%	0%	0%	0%	0%				1.7%
7			0%	0%	3%	3%	2%	1%	1%	1%				0%				3.4%
8				0%	0%	1%	0%	0%	0%		0%							0.6%
9					0%	0%		0%	0%		0%							0.1%
10						1%	0%	0%	0%									0.2%
11					0%	0%												0.1%
12				0%	0%	0%	0%	0%				0%						0.4%
13						0%			0%	0%	0%							0.2%
14-20				0%	0%		0%					0%	0%					0.1%
21-27												0%						0.1%
28-60					1%	1%	0%					0%	0%					0.6%
60+				0%	0%	1%	1%						5%	3%				3.5%
Total % Utilized	0.0%	0.0%	9.0%	15.8%	31.1%	42.2%	34.4%	27.6%	34.4%	35.2%	26.7%	19.4%	17.7%	9.2%	1.0%	0.0%	0.0%	22.4%
Total Rounds Avail.	3	-	3,888	8,327	8,463	7,916	6,875	6,188	6,960	7,328	6,882	7,005	7,789	7,776	7,703	5,223	-	98,326
Total Rounds Filled	-	-	349	1,317	2,626	3,351	2,372	1,715	2,401	2,575	1,836	1,361	1,369	714	78	2	-	22,066
Total Rounds Unfilled	3	-	3,539	7,010	5,837	4,565	4,503	4,473	4,559	4,753	5,046	5,644	6,420	7,062	7,625	5,221	-	76,260
Revenue	\$ -	\$ -	\$ 7,510	\$ 28,583	\$ 51,383	\$ 55,423	\$ 42,756	\$ 26,592	\$ 26,714	\$ 37,902	\$ 21,393	\$ 15,336	\$ 15,041	\$ 6,610	\$ 1,023	\$ 28	\$ -	\$ 336,292
Rev. / Avail.Round	\$ -	N/A	\$ 2	\$ 3	\$ 6	\$ 7	\$ 6	\$ 4	\$ 4	\$ 5	\$ 3	\$ 2	\$ 2	\$ 1	\$ 0	\$ 0	N/A	\$ 3
Rev. / Filled Round	N/A	N/A	\$ 22	\$ 22	\$ 20	\$ 17	\$ 18	\$ 16	\$ 11	\$ 15	\$ 12	\$ 11	\$ 11	\$ 9	\$ 13	\$ 14	N/A	\$ 15

Report Information:

This report displays tee time utilization for the course(s) and date(s) selected.

Each hour block is analyzed to show how far in advance the active tee times were reserved, as well as the percentage of available rounds that were filled for that hour.

This report only reflects data that is on the EZLinks tee sheet at the time the report was generated.

"Revenue" data is referring to the green fee amount that is applied to each individual golf round on the tee sheet.

Time slots that are filled with Events are considered to be utilized.

Time slots that are filled with Blocks are not calculated into utilization.

Total % Utilized: This shows the percentage of available rounds that were sold.

% of All Rounds Booked: This shows how many days in advance the active tee times were reserved.