

CMASA 2026 Operations Survey

The first five sections are standard **COMPULSORY** questions for all clubs.

- General
- Membership
- Finance
- Golf
- Turf
- Golf Shop
- Padel
- Driving Range

PLEASE ENTER EX-VAT PRICES AS PER YOUR INCOME STATEMENT.

ENTER FIGURES IN RAND AND AVOID USING SPACES, DECIMALS AND SYMBOLS.

** Indicates required question*

1. Email *

OPERATIONS SURVEY



2. **CLUB NAME ***

3. **CLUB TYPE ***

Check all that apply.

- Golf Club
- Country Club
- Sports Club
- Club with a Residential Estate

4. **IS YOUR CLUB CASHLESS ***

Mark only one oval.

- Yes
- No

5. **Please indicate the year end date of your most recently completed financial year. ***

This date will be a reference throughout the report.

Example: January 7, 2019

MEMBERSHIP



NOTE:

PLEASE ENTER EX-VAT PRICES AS PER YOUR INCOME STATEMENT.

ENTER FIGURES IN RAND AND AVOID USING SPACES, DECIMALS AND SYMBOLS.

Q1 MEMBERSHIP SUBSCRIPTIONS

6. Annual amount for **Full Male** member with full rights *
[Excluding HNA and Affiliation Fees]

7. Annual amount for **Full Female** member with full rights *
[Excluding HNA and Affiliation Fees]

8. **Q2 BY WHAT % DID THESE INCREASE OVER THE PRIOR 12 MONTH PERIOD?** *

(Please enter as a whole number eg: 10% =10)

Q3 MEMBER COUNTS FOR THE MOST RECENT FINANCIAL YEAR?

9. Male Count *

10. Female Count *

Q4 MEMBER COUNTS FOR THE PRIOR FINANCIAL YEAR?

11. Male Count *

12. Female Count *

13. **Q5 HOW MANY MEMBERS JOINED DURING THE MOST RECENTLY COMPLETED FINANCIAL YEAR?** *

14. **Q6 HOW MANY MEMBERS RESIGNED DURING THE MOST RECENTLY COMPLETED FINANCIAL YEAR?** *

FINANCE



***PLEASE ENTER EX-VAT PRICES AS PER YOUR INCOME STATEMENT.
ENTER FIGURES IN RANDS AND AVOID USING SPACES, DECIMALS AND SYMBOLS.***

Q1: OPERATING REVENUE - FOR THE MOST RECENT FINANCIAL YEAR

Enter figures in Rands - avoid spaces and decimals

15. Beverage Sales *

16. Food Sales *

17. Golf Related Revenue *
[Green fees, Golf Carts, Trolley Hire, Range Balls, etc]

18. Membership Subscriptions *
[Excluding HNA and Affiliation Fees]

19. **ALL** Other Operating Revenue *

20. **Total Operating Revenue** *

Q2: OPERATING REVENUE - PRIOR FINANCIAL YEAR

Enter figures in Rands - avoid spaces and decimals

21. Beverage Sales *

22. Food Sales *

23. Golf Related Revenue *

24. Membership Subscriptions *

25. **ALL** Other Operating Revenue *

26. **Total Operating Revenue** *

Q3: F&B COST OF SALES - MOST RECENT FINANCIAL YEAR

27. Beverage Cost of Sales *

28. Food Cost of Sales *

29. **Total F&B Cost of Sales** *

Q4: F&B COST OF SALES - PRIOR FINANCIAL YEAR

30. Beverage Cost of Sales *

31. Food Cost of Sales *

32. **Total F&B Cost of Sales** *

Q5: OPERATION EXPENSES - MOST RECENT FINANCIAL YEAR

Exclude depreciation and capital expenditure

33. Clubhouse *

34. Golf Course Maintenance *

35. Golf Related *

36. Other *

37. **Total Operating Expenditure** *

Q6: OPERATING EXPENSES - PRIOR FINANCIAL YEAR

Exclude depreciation and capital expenditure

38. Clubhouse *

39. Golf Course Maintenance *

40. Golf Related *

41. Other

42. **Total Operating Expenditure** *

Q7: OPERATING PROFIT

*Total revenue less cost of sales, less operating expenses
(excluding depreciation)*

43. Most recent financial year *

44. Prior financial year *

Q8: ENTRANCE FEES

Total received

45. Most recent financial year

46. Prior financial year

Q10: OTHER CAPITAL INCOME

Please enter income from any investments or Interest earned

47. Most recent financial year

48. Prior financial year

Q11: OTHER CAPITAL COSTS

Please enter Interest costs on Debt

49. Most recent financial year

50. Prior financial year

51. **Q12: WHAT PERCENTAGE OF THE CLUBS ANNUAL TURNOVER (*most recent financial operating revenues*) ARE YOU CURRENTLY HOLDING IN CLUB CASH RESERVES?** *

Q13: CAPITAL EXPENDITURE - MOST RECENT FINANCIAL YEAR

52. Golf Course Maintenance (i.e. Course improvement, Machinery)

53. Other (i.e. Clubhouse, Golf-related) *

54. Total Capital Expenditure *

Q14: CAPITAL EXPENDITURE - PRIOR FINANCIAL YEAR

55. Golf Course Maintenance (i.e. Course improvement, Machinery) *

56. Other (i.e. Clubhouse, Golf-related) *

57. Total Capital Expenditure *

58. **Q15: THINKING ABOUT YOUR FINANCIAL RESULTS AND YOUR BALANCE SHEET, HOW WOULD YOU ASSESS YOUR CLUBS OVERALL HEALTH AND LONG TERM SUSTAINABILITY?** *

Mark only one oval.

- We are in a really strong position
- We are in a reasonably strong position
- We are in a reasonable position
- We are in a poor position
- We are in a really poor position

GOLF



***PLEASE ENTER EX-VAT PRICES AS PER YOUR INCOME STATEMENT.
ENTER FIGURES IN RAND AND AVOID USING SPACES, DECIMALS AND SYMBOLS.***

59. **Q1: HOW MANY HOLES AT YOUR CLUB?**

Mark only one oval.

- 9
- 18
- 27
- 36

Q2: GREENFEES

Please enter the price of the following items.

Enter figures in Rand and avoid using spaces, decimals and symbols.

60. LOW SEASON - RSA affiliated visitor, **weekday** (18 holes)

61. LOW SEASON - RSA affiliated visitor, **weekend** (18 holes)

62. HIGH SEASON - RSA affiliated visitor, **weekday** (18 holes)

63. HIGH SEASON - RSA affiliated visitor, **weekend** (18 holes)

64. **Q3: WHAT % DO YOU MARKUP THE ABOVE GREEN FEES FOR NON-AFFILIATED GUESTS?**

65. **Q4: BY WHAT % DID THE GREENFEES INCREASE OVER THE PRIOR 12 MONTH PERIOD?**

(Please enter whole numbers 10% = 10)

Q5: HOW MANY 18 HOLE ROUNDS WERE PLAYED AT YOUR FACILITY FOR THE YEAR?

66. Member 18 Holes

67. Visitor 18 Holes

68. Average Number of Rounds per Member

This information is available on your HNA System.

We need the average number of rounds your member is playing at your club.

Q6: BY WHAT % DID 18 HOLE ROUNDS INCREASE OVER THE PRIOR 12 MONTH PERIOD?

(Please enter whole numbers 10% = 10)

69. Member 18 Holes

70. Visitor 18 Holes

Q7: HOW MANY 9 HOLE ROUNDS WERE PLAYED AT YOUR FACILITY FOR THE YEAR?

71. Member 9 Holes

72. Visitor 9 Holes

Q8: BY WHAT % DID 9 HOLE ROUNDS INCREASE OVER THE PRIOR 12 MONTH PERIOD?

(Please enter whole numbers 10% = 10)

73. Member 9 Holes

74. Visitor 9 Holes

Q9: Greenfee Income

75. Total Member Greenfee Income *

This is all member greenfees including playing card income & excludes subscriptions fees

76. Total Visitor Greenfee Income *

This is all non member greenfees including golf day and groups

Q10: CART HIRE

Please enter the price of the following items.

Enter figures in Rand and avoid using spaces, decimals and symbols.

77. Cart Hire for a Member [18 holes]

78. Cart Hire for a Visitor (18 holes)

79. **Q11: HOW MANY CARTS IN YOUR FLEET?**

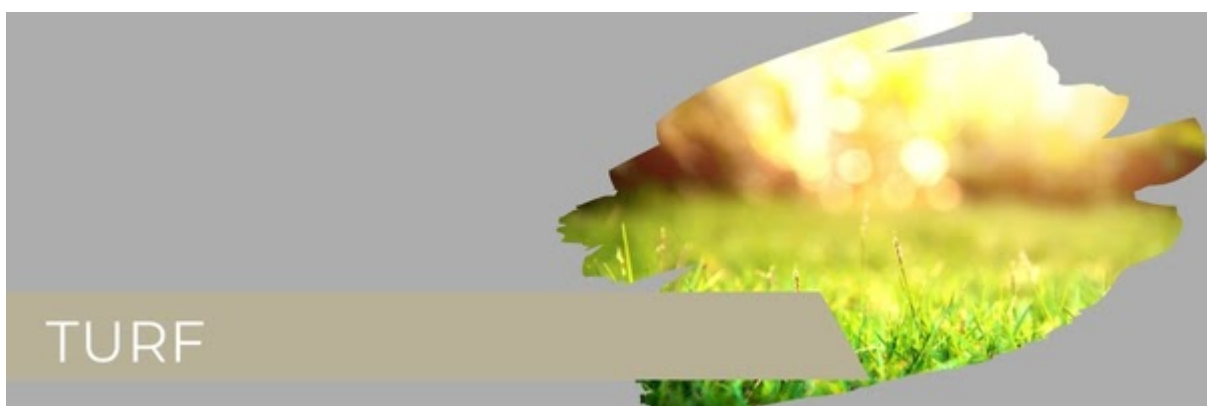
80. **Q12: WHAT % OF ROUNDS WERE PLAYED IN A GOLF CART?**

81. **Q13: HOW MANY CADDIE ROUNDS WERE PLAYED AT YOUR CLUB IN THE PRIOR FINANCIAL YEAR?**

82. **Q14: HOW MANY CADDIE ROUNDS WERE PLAYED AT YOUR CLUB IN THE CURRENT FINANCIAL YEAR?**

83. **Q15: HOW MANY CADDIES ARE REGISTERED/ACTIVE AT YOUR CLUB.**

TURF



***PLEASE ENTER EX-VAT PRICES AS PER YOUR INCOME STATEMENT.
ENTER FIGURES IN RAND AND AVOID USING SPACES, DECIMALS AND SYMBOLS.***

84. **Q1 WHICH PROVINCE IS YOUR COURSE LOCATED?**

85. **Q2 IS YOUR TURF MAINTENANCE IN-HOUSE OR OUTSOURCED?**

Mark only one oval.

In-house

Outsourced

86. **Q3 WHAT IS YOUR ANNUAL EQUIPMENT/MACHINERY SPEND/LEASING?**

87. **Q4 WHAT IS YOUR ANNUAL EQUIPMENT MAINTENANCE SPEND?**

88. **Q5 WHAT IS YOUR ANNUAL IRRIGATION MAINTENANCE SPEND?**

89. **Q6 WHAT IS YOUR ANNUAL SPEND ON STAFF?**

90. **Q7 WHAT IS YOUR ANNUAL SPEND ON FERTILISER?**

91. **Q8 WHAT IS YOUR ANNUAL SPEND ON CHEMICALS?**

92. **Q9 WHAT IS YOUR ANNUAL SPEND ON DIESEL/FUEL FOR COURSE EQUIPMENT/MACHINERY?** *

[Excluding generator]

93. **Q10 WHAT WATER SOURCES ARE AVAILABLE TO YOUR CLUB? ***

Check all that apply.

- Borehole
- Rainwater Harvesting
- Municiple
- Dams & Rivers
- Desalination

94. **Q11 WHAT WATER SOURCE ARE YOU USING TO WATER YOUR GOLF COURSE.** *

PADEL



**PLEASE ENTER EX-VAT PRICES AS PER YOUR INCOME STATEMENT.
ENTER FIGURES IN RAND AND AVOID USING SPACES, DECIMALS AND SYMBOLS.**

95. Name of Installation/Construction Company

96. Cost per a court to build:

97. Additional costs to consider - over and above the court costs

98. Funding of courts

Mark only one oval.

Capital

Profit Share

99. **WHAT IS YOUR AVERAGE COURT OCCUPANCY PERCENTAGE?**

Total Available Hours = (Available Hours per Day) × (Number of Available Days in the Month)
Total Occupancy Rate (%) = (Total Hours Booked ÷ Total Available Hours) × 100

100. **Q1: HOW MANY COURTS ARE AT YOUR CLUB?**

Q2: NUMBER OF REGISTERED MEMBERS

101. Number of Female padel members

102. Number of Male padel members

Q3: SUBSCRIPTION FEES

103. Are subscription fees :

Mark only one oval.

Invoiced separately

Included in the full club membership fees

Q4: IF INVOICED SEPERATELY - PLEASE CONFIRM THE ANNUAL SUBSCRIPTION

104. Are subscription fees :

Mark only one oval.

Invoiced separately

Included in the full club membership fees

105. Male Subscription

106. Female Subscription

Q6: COURT HIRE FEES [IF APPLICABLE & NOT INCLUDED IN SUBS]

107. **Member** Court Hire Fee **weekday** - 60 Minutes

For the full court - not per person

108. **Member** Court Hire Fee **weekend** - 60 Minutes

For the full court - not per person

109. **Non-Member** Court Hire Fee **weekday** - 60 Minutes

For the full court - not per person

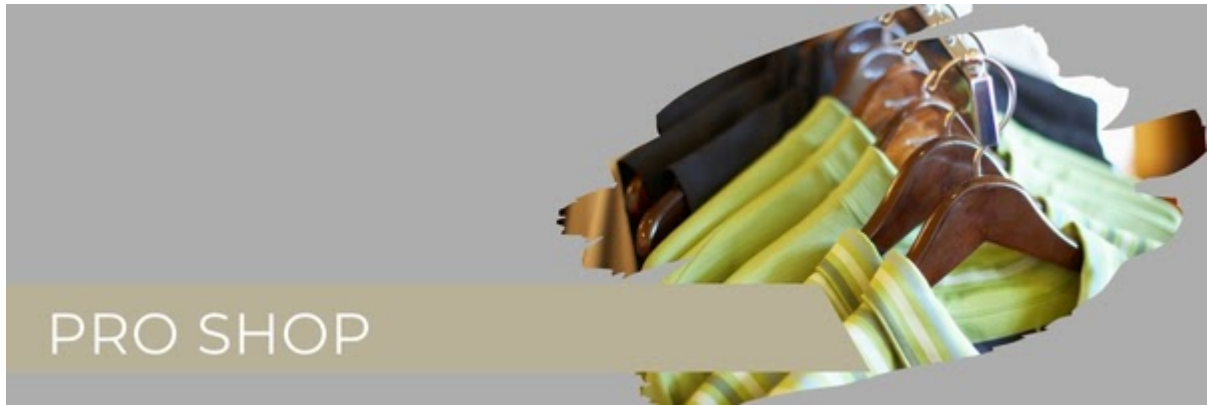
110. **Non-Member** Court Hire Fee **weekend** - 60 Minutes

For the full court - not per person

Q7: EQUIPMENT HIRE FEES

111. Member equipment hire fees

112. Non-member equipment hire fees



113. **Q1: IS YOUR PRO SHOP INHOUSE OR OUTSOURCED ***

Mark only one oval.

- In-house
- Outsourced to a retail provider
- Outsourced to the club PGA Professional

114. **Q2: DO YOU OFFER MEMBERS A DISCOUNT IN THE PRO SHOP ***

If so, what percentage do they receive?

115. **Q3: DO YOU PAY YOUR PRO SHOP STAFF COMMISSION ON SALES ***

If so, what percentage do they receive?

116. **Q4: WHAT IS THE AVERAGE RETAIL SPEND PER ROUND ***

117. **Q5: WHAT IS YOUR AVERAGE STOCK HOLDING IN RANDS ***

Q6: PRO SHOP GP %

118. GP % on Clothing *

119. GP % on Hardware *

120. GP % on Accessories *

121. GP% on Golf Balls and what are your top 3 sellers *

DRIVING RANGE



122. **Q1: HOW MANY BAYS DO YOU HAVE ON YOUR RANGE ***

123. **Q2 WHAT IS THE PRICE FOR A BUCKET OF BALLS. ***

124. **Q3 HOW MANY BALLS ARE IN ROTATION ***

This content is neither created nor endorsed by Google.

Google Forms