



## **FY2019/2020 Sales & Marketing Plan**

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## Market Overview

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 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. This would however require more expense to hire a PGA teaching professional and not having a driving range is also limiting.

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) make up more than the players we get from the Davis/Sacramento Markets combined. Our primary market is Woodland at 41%.

The course was unfortunately plagued with several unplayable days due to severe weather this past year. This includes more rain and the nearby wild fires greatly affected the ability of golfers to enjoy a golfing experience. The lack of available carts and without having cart paths continues to play a role in unplayable conditions. The course will look to acquire new carts and add to the existing fleet to better serve the golfers.

The course has benefitted from nearby course closures (Green Tree in Vacaville in late 2017) and more recently in 2019, Woodland Meadows – a nearby 9-hole facility. The course has inherited several groups from these course colures including regular Senior Men's Club. Growth of the Ladies' Twilight League will help to increase revenue in the next fiscal year for our outings segment.

The course continues to maintain a loyal following within the immediate area with a strong NPS Score of above 80% (KemperSports benchmark is 70%). 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, low staffing levels and other operational factors make it more difficult to retain golfers from outside the immediate area.

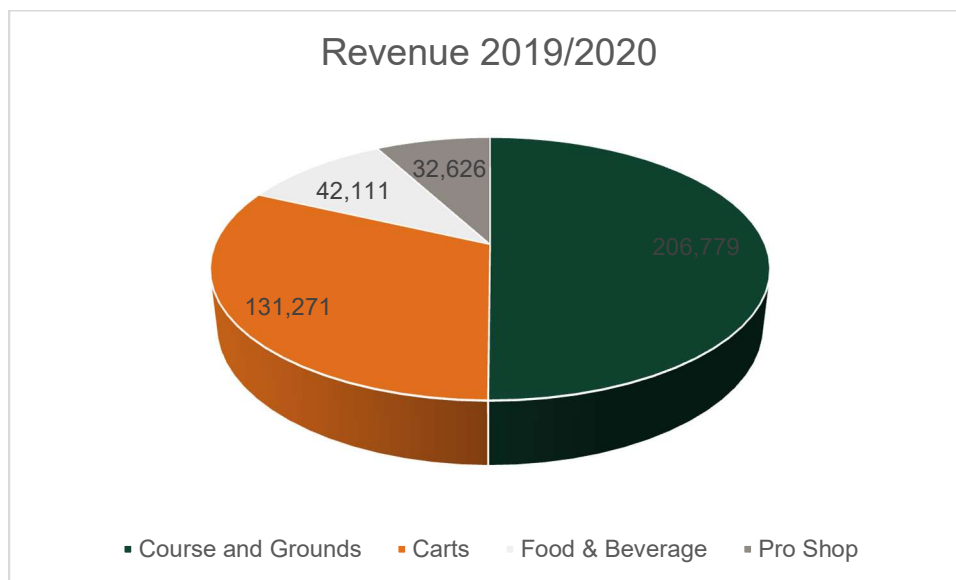
The 2019/2020 Marketing Plan presented hence forth is a custom plan, a collaboration between our team at the property, our regional support directors and our home office staff of professionals. We have analyzed the data, reviewed customer trends, sourced our collection of best practices and have prepared 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 2019/2020 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 the majority of revenue from daily fee green fees and cart fees. Food and beverage and merchandise represent a small amount of revenue comparatively. 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. An increase in league play with nearby course closures will also help drive revenues back exceed 2017/2018 levels where we had more playable days due to cooperating weather.

Department	2019/2020 Budget	% of Budget	Forecast 2018/2019	Actual 2017/2018	Actual 2016/2017
Course and Grounds	206,779	50%	189,498	194,616	172,167
Carts	131,271	32%	117,076	137,078	119,313
Food & Beverage	42,111	10%	39,204	43,982	44,681
Pro Shop	32,626	8%	31,710	39,524	37,499
Totals	<b>412,787</b>	100%	377,488	415,200	373,660



## 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.

### 2019/2020 Rounds Mix

The following chart depicts the anticipated rounds mix for 2019/20 compared to prior year 2018/2019 and 2017/2018.

Measure	2017/2018 Actual	2018/2019 Forecast	2019/2020 Goals
<b>18- Holes Daily Fee</b>	4,050	4,119	4,531
<b>9- Holes Daily Fee</b>	4,411	3,537	3,891
<b>Junior</b>	261	247	272
<b>Twilight</b>	6,215	4,283	4,874
<b>GolfNow</b>	340	500	540
<b>Tournament /Outings</b>	589	650	750
<b>Replay Rounds</b>	266	270	270
<b>EZLinks Rounds Trade</b>	1,465	1,421	1,497
<b>Annual Pass Rounds</b>	2,236	2,356	2,403
<b>TradeComp/Employee</b>	1,070	948	914
<b>Total Rounds*</b>	20,903	18,331	19,942

Implications: Comp rounds are comprised of birthday rounds, high school rounds, employee rounds and Trade Times from Teeoff.com (Ezlinks) and Golf Now. 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. The operations will continue to monitor and look for ways to better manage these trade relationships including moving the trade time to less desirable day parts. 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 is 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 sku. With weather cooperation, the course is positioned to again increase rounds over prior year.

**2019/2020 Pricing Strategy**

The pricing template below reflects our current and proposed price position in the marketplace. The course implemented an increase in August 2018. This increase was due to the increases in minimum wage, water, fuel and other uncontrollable costs, otherwise core 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 was implemented.

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 Residents for private cart at \$3. Annual Pass plans and cart plans continue to be the best value for resident and loyal golfers. The rates will remain the same for 2019/2020 based on our position in the marketplace. Below are those current posted rates.



**New Rates Beginning 8/9/18**

**Wild Wings Golf Course**  
 18540 Wild Wings Dr.  
 Woodland, Ca 95695  
 (530) 661-4720  
[www.wildwingsgolf.com](http://www.wildwingsgolf.com)

**Weekday (Mon-Thu) Before 1pm**  
 9 Holes Walking \$16.00  
 9 Holes Riding \$19.00 per rider  
 18 Holes Walking \$27.00  
 18 Holes Riding \$30.00 per rider

**Weekday (Mon-Thu) After 1pm**  
 9 Holes Walking \$14.00  
 9 Holes Riding \$17.00 per rider  
 18 Holes Walking \$18.00  
 18 Holes Riding \$21.00 per rider

**Weekend (Fri-Sun & Holidays) Before 1pm**  
 9 Holes Walking \$18.00  
 9 Holes Riding \$21.00 per rider  
 18 Holes Walking \$34.00  
 18 Holes Riding \$37.00 per rider

**Weekend (Fri-Sun & Holidays) After 1pm**  
 9 Holes Walking \$15.00  
 9 Holes Riding \$18.00 per rider  
 18 Holes Walking \$24.00  
 18 Holes Riding \$27.00 per rider

<b>Junior Rates</b>	<b>Outing Rates</b>
9 Holes \$7.00	Weekdays \$30.00
18 Holes \$12.00	Weekends \$37.00

**Wild Wings Residents**  
 Save 20% off going rate

**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. Revenue from this popular third-party provider has doubled since 2016.

  - 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.



Month	Rounds			Revenue			APR		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
January	2	8	13	\$46.00	\$200.00	\$374.00	\$23.00	\$25.00	\$28.77
February	22	9	32	\$458.00	\$195.00	\$870.05	\$20.82	\$21.67	\$27.19
March	18	41	37	\$350.00	\$1,051.00	\$845.50	\$19.44	\$25.63	\$22.85
April	23	42	48	\$513.00	\$1,176.00	\$1,031.85	\$22.30	\$28.00	\$21.50
May	29	32	63	\$763.00	\$921.00	\$1,279.20	\$26.31	\$28.78	\$20.30
June	53	39	36	\$1,331.00	\$1,161.00	\$902.50	\$25.11	\$29.77	\$25.07
July	39	35	30	\$881.00	\$1,018.00	\$694.55	\$22.59	\$29.09	\$23.15
August	44	15	41	\$1,120.00	\$415.00	\$947.50	\$25.45	\$27.67	\$23.11
September	33	27	61	\$759.00	\$711.00	\$1,518.05	\$23.00	\$26.33	\$24.89
October	16	29	47	\$356.00	\$808.00	\$1,210.00	\$22.25	\$27.86	\$25.74
November	22	28	30	\$462.00	\$758.00	\$693.00	\$21.00	\$27.07	\$23.10
December	12	35	33	\$260.00	\$1,071.00	\$874.00	\$21.67	\$30.60	\$26.48
<b>Totals</b>	<b>313</b>	<b>340</b>	<b>471</b>	<b>\$7,299.00</b>	<b>\$9,485.00</b>	<b>\$11,240.20</b>	<b>\$23.32</b>	<b>\$27.90</b>	<b>\$23.86</b>

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Measure	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Goals
<b>GolfNow Rounds</b>	250	313	340	471	540
<b>Golf Now Revenue</b>	\$6,116	\$7,299	\$9,485	\$11,240	\$13,000
<b>Course ADR</b>	\$24.46	\$23.32	\$27.90	\$23.86	\$24.00

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

3) Resident Play

a) Look to attract more rounds from local homeowners will enhanced outreach to this market. One such way is by the inclusion of flyers in the utility inserts. Inserts will be advertising local course events such as Resident benefits, Summer Junior League. Below is an example of one such flyer.

Front



EDIT FRONT

Back



PAUSE

3) Non-Resident Play

a) Look to attract non-locals who may be visiting the area for work or travelers in the area. We will target the nearby Comfort Inn and Suites – Sacramento Airport in Woodland, CA by placing a half square advertisement on their key card insert.

- 1/2 Square - \$795.00 (4.00"W x 1.50"H – See Domino's)
- Reach 42,000 guests annually
- Ad will be a “Did you Forget your Clubs Campaign” Offering rental sets for \$1





**HOTEL PRINT ADS**  
KEYCARDS AND KEYCARD HOLDERS

**MAG STRIP KEYCARD**  
1.25" X 3.7"

**RFID KEYCARD**  
2.45" X 3.7"

**FULL SQUARE**  
4" X 3.25"

**1/3 SQUARE**  
4" X 1"

**2/3 SQUARE**  
4" X 2"

**HALF SQUARE**  
4" X 1.5"

**HALF SQUARE**  
4" X 1.5"

### 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.

Look to increase the annual pass price to increase revenue and increase ADR for these Member rounds or restructure the program to Singles versus Family to account for the increase in rounds played over the years.

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 Forecast	2019/2020
<b>Total Passes Sold</b>	15	22	20	20
<b>Total Rounds from Passes</b>	1,517	2,238	2,356	2,403
<b>ADR Per Annual Pass Round</b>	\$17.03	\$13.22	\$10.48	\$10.44
<b>Total Pass Revenue</b>	\$25,900	\$29,600	\$24,702	\$25,092

**Strategies & Tactics**

1. Continue to grow loyalty/ annual pass sales to increase return play from golfers
  - a. Increase price of membership program as play increases, ADR is declining YOY.
  - b. Signage on course with a tee-signs
  - c. Include collateral (flyer and banner) in the pro shop
  - d. Golf Cart Signage
  - e. Incentive staff who refer a new member
  - f. Offer a free round for that day if they upgrade to a membership (standard or premier)
  - g. E-blasts to database (internal and GN Central Marketing)
  - h. Black Friday – Offer an aggressive offer to golfers at end of the year to lock in 2019 membership.
  
2. 12-Play Punch Card
  - a. Create a 10 play punch pass for regular green fee paying players (NOT Third-Party or Annual Members) Similar to Dutch bros Coffee and other loyalty cards.
  - b. Create incentive to increase frequency.
  - c. Play 10, Get one Free.
  - d. Pass will be business card size

## Non Golf Revenue – FootGolf – NEW!

Look for ways to increase revenue from non-traditional revenue streams including Foot Golf.

- Lower Cost to Set-Up (compared to Disc Golf)
- No immediate competition in market (Woodland, Davis, Vacaville, Fairfield, Vallejo)
- Attracting New Customers
- Attracting a Younger Demographic
- Attracting more Female Players
- Faster Play



Plus Additional Revenues from:

- Green Fees
- Soccer Ball Rentals
- Cart Rentals
- Food & Beverage Sales
- Tournament Play
- Corporate/Group Events
- The course can anticipate an average ROI of 30-45 Days!! (According to USFGA)



## 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 Actuals	2017/2018 Actuals	2018/2019 Forecast	2019/2020 Goals
<b>Number of Outings</b>	26	18	20	23	25
<b>Outing Rounds</b>	768	545	589	600	750
<b>Total Outing Revenues</b>	\$23,217	\$16,400	\$16,420	\$20,000	21,000
<b>Outing ADR</b>	\$30.23	\$30.09	\$27.87	\$30.00	\$30.00

\*Data from PACE Report. See Exhibits for 2018/2019 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
- 2) Develop Internal Leagues and In-House Creative Events
  - a) Continue to promote and increase Senior League participation
  - b) Continue to grow Men's and Ladies Twilight League

- c) Post Tournament and Events to calendar online
- 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) 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. We did however, do a good job of capturing group business from nearby course closures in 2018/2019, which resulted in a growth in bookings this year over PY despite no outing play in the wet winter.

### 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 Actual	2017/2018	2018/2019 Forecast	2019/2020 Goal
<b>F&amp;B Revenue</b>	\$44,681	\$43,982	\$39,204	\$42,111

### 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 Actuals	2017/2018 Actuals	2018/2019 Forecast	2019/2020 Goals
<b>Total Merchandise Revenue</b>	\$37,499	\$29,524	\$31,710	\$32,626

### 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) Bogo 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) Sunblock
  - c) Small handheld Fans with misters and club logo
  - d) Wind breakers & Fleece (for winter months)
  - e) Logo T Shirts
  - f) Assortment of Balls & Tees
  - g) 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 redesigned in 2019 as the previous site was last done in 2013 and was very outdated. This enhanced 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 Actual	2019/2020 Goals
<b>Total Unique visits</b>	14,320	17,293	20,000	23,000
<b>Average monthly website visits</b>	1,250	1,500	1,700	1,950
<b>Total ALL Rounds Booked*</b>	20,954	19,504	22066	24,000
<b>Total rounds booked on website</b>	1,053	1,384	1,855	2,300
<b>% of Total rounds booked on website</b>	5.02%	7.09%	8.4%	9.58%

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

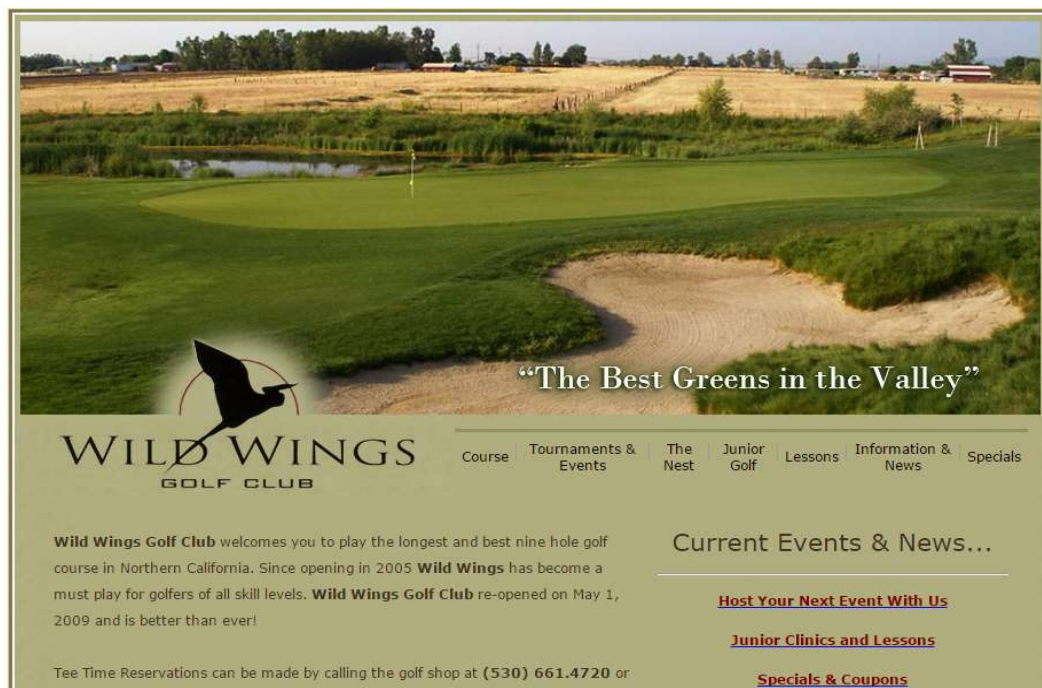
## Key Strategies & Tactics

- 1) Improve the user experience and grow annual web traffic
  - a) Upgraded to fully responsive website to be mobile friendly at no cost per GolfNow
  - b) Continue to update website content including text and imagery, annual calendar of Events.
  - c) Website provider changed mid-year - Need to install Google Analytics to continue to collect visitor/demographic info.
  
- 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! to increase referral 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

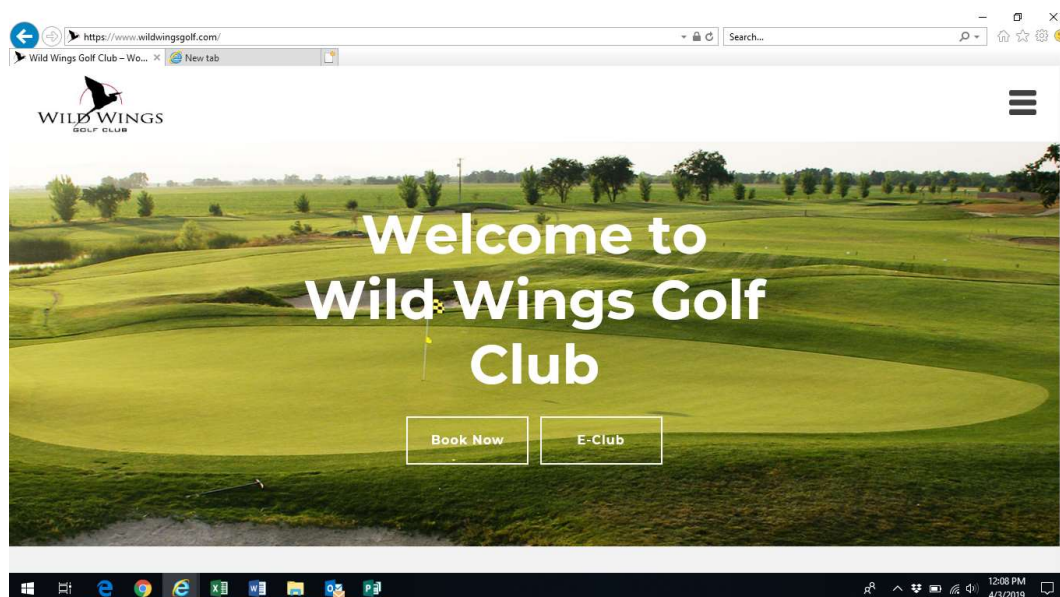
- d) Actively manage Google Places and Yelp! Pages
- e) Implement Google Analytics for improved traffic and demographics



### OLD WEBSITE HOMEPAGE



### NEW WEBSITE HOMEPAGE



## 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	2018/2019	2019/2020
<b>Size of Database (Unique E-mails)</b>	3,950	4,565	5,118	5,500
<b>Average E-mail Open Rate</b>	29%	27%	25%	25%
<b>Average Click Thru Rates</b>	5%	3%	2%	3%

\*Last updated database April 2019

## 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
  
- 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 Followers	2016/2017	2017/2018	2018/2019 Forecast	2019/2020 Goals
Facebook @wildwingsgolf	555	594	620	650
Instagram @wildwingsgolf	434	454	470	500
Twitter @wildwingsgolf	245	285	300	320

**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

**Rating Snapshot**

All Time Last 12 Months Last 6 Months

GA Rating Index 4.5 stars (62 Reviews)

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

Off-Course Amenities: 4.5 stars  
 Value: 4.5 stars  
 Pace of Play: 4.5 stars  
 Staff Friendliness: 4.5 stars  
 Course Layout: 4.5 stars  
 Course Conditions: 4.5 stars

Rating Breakdown: 5 stars: 19, 4 stars: 33, 3 stars: 8, 2 stars: 1, 1 star: 1

Wild Wings Golf Club Claimed

10 reviews

18540 Wildwing Dr  
 Woodland, CA 95665

Get Directions  
 (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

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"

Write a post...

Write a post...

Photo/Video Tag Friends Check in

Wild Wings Golf Club July 13 at 8:43 PM

Visitor Posts: Liz Torres June 19, 2017 at 4:49 AM

Instagram

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
<b>Best Golf course in Yolo County Award – Daily Democrat</b>	Last Won 2017, 2014, 2013, 2012, 2011, 2009, 2017	2018 – 3 <sup>rd</sup> Place	Win Award in 2019

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

**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

<b>Lookup Course</b>	1125	Wild Wings Golf Club	395
<b>Competitive Courses</b>	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

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



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

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

## Exhibit D – Customer Insights & Survey Results

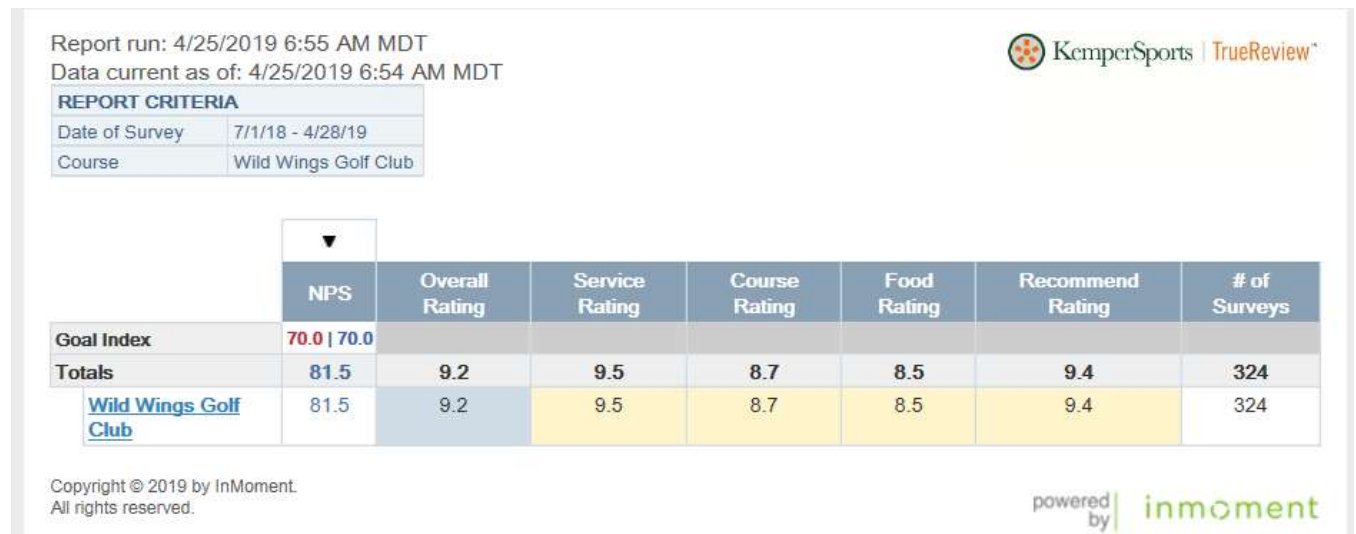
### KemperSports True Review

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 and held a 76.8%

For the current fiscal year July 1, 2018 thru April 24, 2019 the club is trending at an NPS of 81.5% with 324 surveys returned thus far. This is an improvement over prior year by nearly 5 percent.

Implications: Wild Wings NPS (Net Promoter Score) measures above our company benchmark of 70. Wild Wings continues to deliver consistently high rankings.



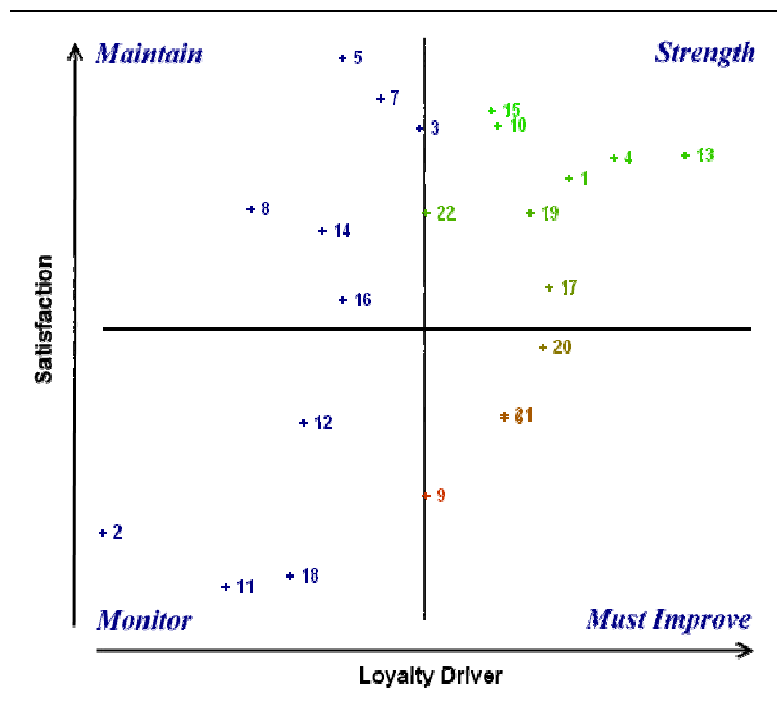
## NGF GolfSAT



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. The last survey was done in 2016, As an incentive to respondents who completed the survey, Wild Wings Golf Club offered a coupon for 20% off non-sale merchandise. As a result, only 111 customers completed the survey. Wild Wings Golf Club implemented the National Golf Foundation’s customer loyalty survey (GolfSAT) from August 10, 2018 until August 29, 2018. The survey consisted of 27 questions distributed to email addresses compiled from Wild Wing’s customer database. As an incentive to respondents who completed the survey, Wild Wings Golf Club offered a coupon for - \$40 which included 18-hole round of golf for TWO players with shared cart. PLUS, 20% off non-sale merchandise in golf shop on your day of play. As a result, 257 customers completed the survey.

### 2018

#### Loyalty Drivers



Factor	Average Score (Scale 1-10)	Value Percentile *	Loyalty Driver
1 Overall Value	8.6	76	58
2 Convenience of Course Location	8.0	14	19
3 Tee Time Availability	8.9	85	46
4 Overall Course Conditions	8.2	79	62
5 Condition of Greens	9.0	97	40
6 Scenery and Aesthetics of Course	7.6	34	53
7 Pace of Play	8.1	90	43
8 Condition of Golf Cars	8.3	70	32
9 Amenities (clubhouse, pro shop, locker room)	6.6	21	46
10 Friendliness/Helpfulness of Staff	9.1	85	52
11 Food and Beverage Service	5.7	5	30
12 On-course Services (restrooms, drinking water)	6.8	33	36
13 Overall Experience	8.5	80	68
14 Affordability	8.6	67	38
15 Condition of Tees	8.2	88	52
16 Condition of Bunkers	6.8	55	39
17 Condition of Fairways	7.8	57	57
18 Overall Quality of Practice Facility	5.4	7	35
19 Golf Course Design/Layout	8.3	70	55
20 Overall Quality of Golf Shop	7.6	47	56
21 Overall Quality of Golf Shop Apparel	7.3	35	53
22 Overall Quality of Golf Shop Merchandise	7.5	70	46

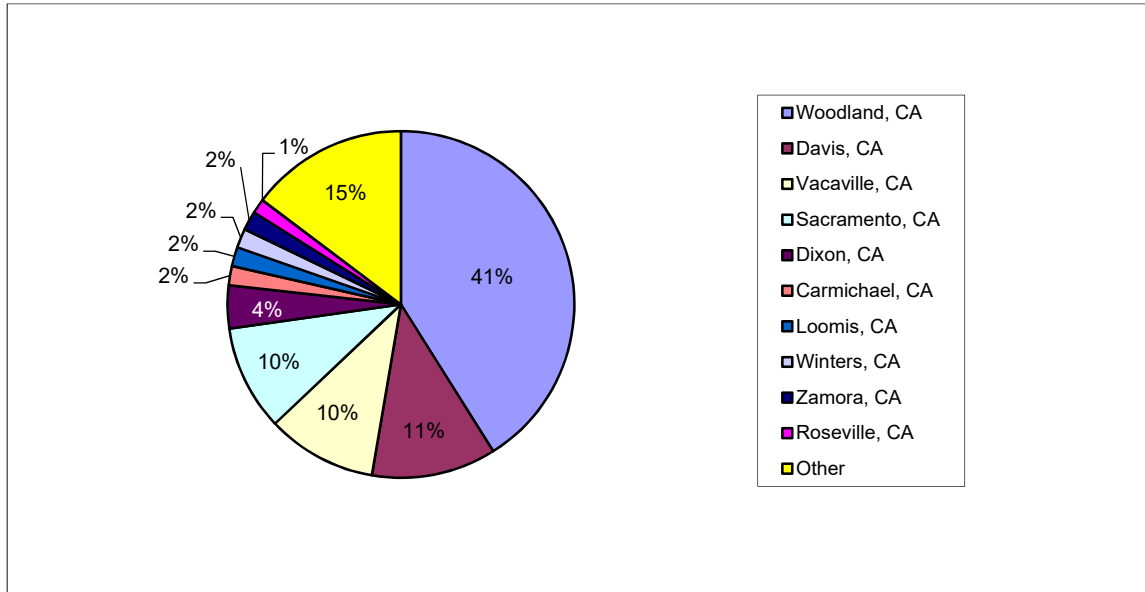
**2018**

**Competition/ Wallet Share**

**Courses  
that  
Customers  
also Play:**

Davis Municipal Golf Course	42%
Wildhorse Golf Club	23%
Teal Bend Golf Course	22%
Paradise Valley Golf Course	14%
Cherry Island Golf Course	14%
Bing Maloney Golf Course	11%
Haggin Oaks Golf Complex	11%
Rancho Solano Golf Course	11%
Yocha Dehe Golf Club	11%
Bartley Cavanaugh Golf Course	10%
Yolo Fliers Club	9%
Blue Rock Springs Golf Club	8%
Cypress Lakes Golf Course	8%
Arbuckle Golf Club	7%
Mare Island Golf Club	7%

### Customer Origins



(Other – Antelope, CA; Citrus Heights, CA; Clearlake Oaks, CA; El Dorado Hills, CA; El Macero, CA; Elk Grove, CA; El Mira, CA; Fair Oaks, CA; Fairfield, CA; Lincoln, CA; Manchester, GA; Martinez, CA; Marysville, CA; Merced, CA; Napa, CA; Oakland, CA; Pollock Pines, CA; Rancho Cordova, CA; Rio Linda, CA; Rio Vista, CA; Rocklin, CA; Suisun City, CA; Vallejo, CA; Weimar, CA; West Sacramento, CA; Woodbridge, CA)

### Exhibit E – Local Market Situation Analysis

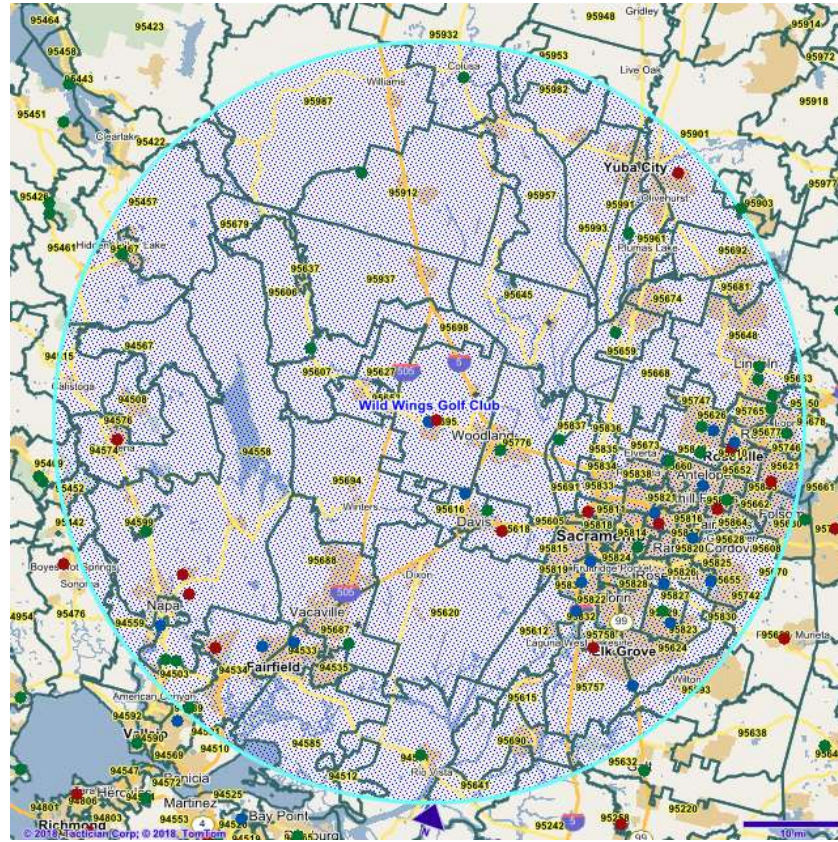
According to the NGF Golf Map data from 2017, there are 16,627 golfing households with a 12.1% participation rate within 20 miles of the golf course. There are also 10 golf courses within 20 miles of Wild Wings, of which 5 are “Private”, 3 are “Public Standard”, and 2 are “Public Value”. This speaks 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, 10 miles	Radial Trade Area, 20 miles	Radial Trade Area, 40 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										
								Data as of Month Ending:		March2019
Year End: June2019										
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
July2018	\$ 360	\$ 2,800	13%	\$ (2,440)	\$ 2,404	15%	\$ (2,044)	\$ 1,194	-70%	\$ 1,194
August2018	\$ -	\$ 1,700	0%	\$ (1,700)	\$ -		\$ -	\$ 2,184	-100%	\$ 2,184
September2018	\$ 1,820	\$ 3,000	61%	\$ (1,180)	\$ 1,760	103%	\$ 60	\$ 353	416%	\$ 353
October2018	\$ 1,800	\$ 2,000	90%	\$ (200)	\$ 1,500	120%	\$ 300	\$ 1,175	53%	\$ 1,175
November2018	\$ -	\$ 1,000	0%	\$ (1,000)	\$ -		\$ -	\$ 896	-100%	\$ 896
December2018	\$ -	\$ -		\$ -	\$ -		\$ -	\$ 896	-100%	\$ 896
January2019	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
February2019	\$ -	\$ -		\$ -	\$ -		\$ -	\$ 272	-100%	\$ 272
March2019	\$ 2,100	\$ 1,000	210%	\$ 1,100	\$ 3,392	62%	\$ (1,292)	\$ 1,122	87%	\$ 1,122
April2019	\$ 3,896	\$ 2,000	195%	\$ 1,896	\$ 3,896	24%	\$ (2,949)	\$ -		\$ 1,678
May2019	\$ 9,088	\$ 1,000	909%	\$ 8,088	\$ 9,088	0%	\$ (9,088)	\$ 4,350	109%	\$ 4,834
June2019	\$ 456	\$ 1,500	30%	\$ (1,044)	\$ 456	0%	\$ (456)	\$ 1,632	-72%	\$ 1,816
<b>Total</b>	<b>\$ 19,520</b>	<b>\$ 16,000</b>	<b>122%</b>	<b>\$ 3,520</b>	<b>\$ 22,496</b>	<b>31%</b>	<b>\$ (15,469)</b>	<b>\$ 14,074</b>	<b>39%</b>	<b>\$ 16,420</b>

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
July2018	\$ 360	3	\$ -	\$ -	\$ 2,520	July2018	\$ 360	July2019	\$ 740	\$ -
August2018	\$ -	-	\$ -	\$ 740	\$ 540	August2018	\$ -	August2019	\$ -	\$ -
September2018	\$ 1,820	1	\$ -	\$ -	\$ 1,792	September2018	\$ 1,760	September2019	\$ 456	\$ -
October2018	\$ 1,800	1	\$ -	\$ 7,240	\$ -	October2018	\$ 1,500	October2019	\$ -	\$ -
November2018	\$ -	-	\$ -	\$ -	\$ 2,482	November2018	\$ -	November2019	\$ -	\$ -
December2018	\$ -	-	\$ -	\$ 850	\$ 680	December2018	\$ -	December2019	\$ -	\$ -
January2019	\$ -	-	\$ -	\$ -	\$ 4,220	January2019	\$ -	January2020	\$ 850	\$ -
February2019	\$ -	-	\$ -	\$ 2,176	\$ 1,232	February2019	\$ -	February2020	\$ -	\$ -
March2019	\$ 2,100	3	\$ -	\$ 3,120	\$ 2,540	March2019	\$ -	March2020	\$ -	\$ -
April2019	\$ 947	3	\$ -	\$ 488	\$ 3,054	April2019	\$ -	April2020	\$ -	\$ -
May2019	\$ -	4	\$ -	\$ -	\$ -	May2019	\$ -	May2020	\$ -	\$ -
June2019	\$ -	1	\$ -	\$ -	\$ 2,044	June2019	\$ -	June2020	\$ -	\$ -
<b>Total</b>	<b>\$ 7,027</b>	<b>16</b>	<b>\$ -</b>	<b>\$ 14,614</b>	<b>\$ 21,104</b>	<b>Total</b>	<b>\$ 3,620</b>	<b>Total</b>	<b>\$ 2,046</b>	<b>\$ -</b>

JWL ANALYSIS      19%      \$ 11,033

## Exhibit G – Utilization Reports

### Rounds Report with Utilization Wild Wings GC

(by Course / DOW / Hour, with Utilization)

Between 7/1/2018 and 4/24/2019

Day of Week	Hour		# Golfers	Total Green Fees	APR	Sold	Open	Utilization %	# Golfers (\$0)
<b>Wild Wings GC</b>									
<b>Monday</b>									
	6 AM		8	\$195.00	\$24.38	13	436	2.98%	5
	7 AM		49	\$1,119.46	\$22.85	75	936	8.01%	26
	8 AM		114	\$2,855.43	\$25.05	152	983	15.46%	38
	9 AM		110	\$2,596.74	\$23.61	242	947	25.55%	132
	10 AM		148	\$3,337.79	\$22.55	176	865	20.35%	28
	11 AM		71	\$1,490.60	\$20.99	192	783	24.52%	121
	12 PM		47	\$979.35	\$20.84	120	879	13.65%	73
	1 PM		154	\$2,867.00	\$18.62	178	819	21.73%	24
	2 PM		53	\$859.20	\$16.21	91	871	10.45%	38
	3 PM		59	\$976.00	\$16.54	92	874	10.53%	33
	4 PM		44	\$736.60	\$16.74	61	921	6.62%	17
	5 PM		13	\$215.00	\$16.54	14	853	1.64%	1
	6 PM		7	\$107.00	\$15.29	7	867	0.81%	0
	7 PM		0	\$0.00	\$0.00	0	590	0.00%	0
	Total per Day:		<b>877</b>	<b>\$18,335.17</b>	<b>\$20.91</b>	<b>1413</b>	<b>11624</b>	<b>12.16%</b>	<b>536</b>
<b>Tuesday</b>									
	6 AM		8	\$167.00	\$20.88	30	444	6.76%	22
	7 AM		35	\$808.00	\$23.09	62	912	6.80%	27
	8 AM		101	\$2,498.10	\$24.73	134	957	14.00%	33
	9 AM		166	\$3,743.50	\$22.55	280	935	29.95%	114
	10 AM		268	\$5,502.20	\$20.53	296	893	33.15%	28
	11 AM		75	\$1,448.50	\$19.31	175	785	22.29%	100
	12 PM		76	\$1,887.70	\$24.84	139	868	16.01%	63
	1 PM		136	\$2,484.50	\$18.27	167	860	19.42%	31
	2 PM		43	\$749.20	\$17.42	84	864	9.72%	41
	3 PM		83	\$1,416.00	\$17.06	113	888	12.73%	30
	4 PM		74	\$1,226.00	\$16.57	88	924	9.52%	14
	5 PM		42	\$712.00	\$16.95	53	864	6.13%	11
	6 PM		2	\$28.00	\$14.00	3	890	0.34%	1
	7 PM		0	\$0.00	\$0.00	0	593	0.00%	0
	Total per Day:		<b>1109</b>	<b>\$22,670.70</b>	<b>\$20.44</b>	<b>1624</b>	<b>11677</b>	<b>13.91%</b>	<b>515</b>
<b>Wednesday</b>									
	6 AM		13	\$346.00	\$26.62	21	432	4.86%	8
	7 AM		32	\$736.40	\$23.01	54	913	5.91%	22
	8 AM		115	\$2,790.74	\$24.27	159	992	16.03%	44
	9 AM		146	\$3,341.00	\$22.88	291	966	30.12%	145
	10 AM		168	\$3,832.30	\$22.81	201	872	23.05%	33
	11 AM		48	\$1,083.80	\$22.58	130	763	17.04%	82
	12 PM		62	\$1,363.15	\$21.99	138	869	15.88%	76
	1 PM		152	\$2,923.20	\$19.23	171	891	19.19%	19
	2 PM		129	\$2,104.40	\$16.31	159	886	17.95%	30
	3 PM		95	\$1,526.00	\$16.06	109	870	12.53%	14
	4 PM		78	\$1,286.00	\$16.49	89	931	9.56%	11
	5 PM		73	\$1,065.00	\$14.59	73	868	8.41%	0
	6 PM		7	\$87.00	\$12.43	7	854	0.82%	0
	7 PM		0	\$0.00	\$0.00	0	563	0.00%	0
	Total per Day:		<b>1118</b>	<b>\$22,484.99</b>	<b>\$20.11</b>	<b>1602</b>	<b>11670</b>	<b>13.73%</b>	<b>484</b>

2019-2020 Marketing Plan



Thursday

6 AM	6	\$141.00	\$23.50	14	412	3.40%	8
7 AM	58	\$1,501.42	\$25.89	70	852	8.22%	12
8 AM	98	\$2,389.14	\$24.38	119	918	12.96%	21
9 AM	144	\$3,369.85	\$23.40	254	917	27.70%	110
10 AM	121	\$2,930.45	\$24.22	154	816	18.87%	33
11 AM	45	\$1,104.00	\$24.53	137	624	21.96%	92
12 PM	58	\$1,181.75	\$20.38	118	712	16.57%	60
1 PM	150	\$2,785.70	\$18.57	199	782	25.45%	49
2 PM	91	\$1,557.30	\$17.11	113	833	13.57%	22
3 PM	176	\$2,937.20	\$16.69	221	794	27.83%	45
4 PM	119	\$1,893.00	\$15.91	132	849	15.55%	13
5 PM	28	\$455.00	\$16.25	33	776	4.25%	5
6 PM	6	\$87.00	\$14.50	6	794	0.76%	0
7 PM	0	\$0.00	\$0.00	0	555	0.00%	0
Total per Day:	<b>1100</b>	<b>\$22,332.81</b>	<b>\$20.30</b>	<b>1570</b>	<b>10634</b>	<b>14.76%</b>	<b>470</b>

Friday

6 AM	13	\$371.00	\$28.54	32	432	7.41%	19
7 AM	43	\$1,131.10	\$26.30	65	905	7.18%	22
8 AM	102	\$3,167.98	\$31.06	134	982	13.65%	32
9 AM	112	\$2,952.80	\$26.36	229	925	24.76%	117
10 AM	78	\$2,046.95	\$26.24	110	870	12.64%	32
11 AM	62	\$1,606.25	\$25.91	184	768	23.96%	122
12 PM	72	\$1,738.45	\$24.15	133	850	15.65%	61
1 PM	113	\$2,305.70	\$20.40	134	788	17.01%	21
2 PM	81	\$1,596.00	\$19.70	112	871	12.86%	31
3 PM	66	\$1,317.00	\$19.95	93	895	10.39%	27
4 PM	66	\$1,126.00	\$17.06	84	889	9.45%	18
5 PM	28	\$465.00	\$16.61	29	812	3.57%	1
6 PM	6	\$90.00	\$15.00	6	797	0.75%	0
7 PM	0	\$0.00	\$0.00	0	556	0.00%	0
Total per Day:	<b>842</b>	<b>\$19,914.23</b>	<b>\$23.65</b>	<b>1345</b>	<b>11340</b>	<b>11.86%</b>	<b>503</b>

Saturday

6 AM	48	\$1,437.50	\$29.95	54	434	12.44%	6
7 AM	167	\$4,303.99	\$25.77	176	921	19.11%	9
8 AM	166	\$4,730.80	\$28.50	198	986	20.08%	32
9 AM	124	\$3,576.18	\$28.84	177	917	19.30%	53
10 AM	142	\$3,974.38	\$27.99	175	821	21.32%	33
11 AM	86	\$2,104.90	\$24.48	260	795	32.70%	174
12 PM	104	\$2,420.16	\$23.27	199	876	22.72%	95
1 PM	148	\$3,049.50	\$20.60	179	835	21.44%	31
2 PM	92	\$1,727.25	\$18.77	122	760	16.05%	30
3 PM	78	\$1,464.00	\$18.77	103	863	11.94%	25
4 PM	21	\$390.00	\$18.57	43	911	4.72%	22
5 PM	10	\$165.00	\$16.50	12	844	1.42%	2
6 PM	2	\$30.00	\$15.00	2	837	0.24%	0
7 PM	1	\$15.00	\$15.00	1	568	0.18%	0
Total per Day:	<b>1189</b>	<b>\$29,388.66</b>	<b>\$24.72</b>	<b>1701</b>	<b>11368</b>	<b>14.96%</b>	<b>512</b>

Sunday

6 AM	44	\$1,418.00	\$32.23	45	432	10.42%	1
7 AM	167	\$5,096.42	\$30.52	179	932	19.21%	12
8 AM	243	\$6,727.68	\$27.69	278	1011	27.50%	35
9 AM	194	\$5,107.88	\$26.33	221	897	24.64%	27
10 AM	101	\$2,784.82	\$27.57	126	796	15.83%	25
11 AM	90	\$2,575.10	\$28.61	286	833	34.33%	196
12 PM	82	\$1,847.41	\$22.53	164	905	18.12%	82
1 PM	113	\$2,375.00	\$21.02	145	824	17.60%	32
2 PM	100	\$1,997.75	\$19.98	134	791	16.94%	34
3 PM	58	\$1,065.00	\$18.36	75	856	8.76%	17
4 PM	67	\$1,104.00	\$16.48	71	909	7.81%	4
5 PM	17	\$267.00	\$15.71	21	875	2.40%	4
6 PM	5	\$75.00	\$15.00	5	871	0.57%	0
7 PM	0	\$0.00	\$0.00	0	586	0.00%	0
Total per Day:	<b>1281</b>	<b>\$32,441.06</b>	<b>\$25.32</b>	<b>1750</b>	<b>11518</b>	<b>15.19%</b>	<b>469</b>

Total per Course:	<b>7516</b>	<b>\$167,567.62</b>	<b>\$22.29</b>	<b>11005</b>	<b>79831</b>	<b>13.79%</b>	<b>3489</b>
<b>Summary</b>	<b>7516</b>	<b>\$167,567.62</b>	<b>\$22.29</b>	<b>11005</b>	<b>79831</b>	<b>13.79%</b>	<b>3489</b>

### Exhibit H – Marketing Budget Breakdown

**Wild Wings Golf Club Marketing Expense Budget**

**FY 2019/2020**

*Note: Modify this to reflect your activities. This chart should be included as the very last page of your marketing plan document.*

	Total	Total	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Total Mar Comm</b>	<b>\$ 10,010</b>	<b>100%</b>	<b>\$ 1,190</b>	<b>\$ 400</b>	<b>\$ 365</b>	<b>\$ 2,400</b>	<b>\$ 240</b>	<b>\$ 525</b>	<b>\$ 740</b>	<b>\$ 400</b>	<b>\$ 365</b>	<b>\$ 1,995</b>	<b>\$ 540</b>	<b>\$ 850</b>
% by Month			12%	4%	4%	24%	2%	5%	7%	4%	4%	20%	5%	8%
<b>TradeShows</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Haggin Oaks Golf Show	\$ -	0.0%												
	\$ -	0.0%												
<b>Direct Mail/Print</b>	<b>\$ 1,755</b>	<b>17.5%</b>	<b>\$ -</b>	<b>\$ 160</b>	<b>\$ -</b>	<b>\$ 160</b>	<b>\$ -</b>	<b>\$ 160</b>	<b>\$ -</b>	<b>\$ 160</b>	<b>\$ -</b>	<b>\$ 955</b>	<b>\$ -</b>	<b>\$ 160</b>
Utility Inserts	\$ 960	9.6%		\$ 160		\$ 160		\$ 160		\$ 160		\$ 160		\$ 160
Local Newspaper Ads														
Woodland Key Card Inserts	\$ 795	7.9%										\$ 795		
<b>Collateral Materials-Printing</b>	<b>\$ 2,675</b>	<b>26.7%</b>	<b>\$ 650</b>	<b>\$ -</b>	<b>\$ 125</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>\$ 125</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>\$ 125</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>\$ 150</b>
Tournament Folders / Sales Kits	\$ -	0.0%												
Signage (Banners)	\$ 2,000	20.0%	\$ 500			\$ 500			\$ 500			\$ 500		
Other Professional Printing Collateral (Flyers, postcards, n	\$ 675	6.7%	\$ 150		\$ 125			\$ 125			\$ 125		\$ 150	
<b>Website</b>	<b>\$ 1,800</b>	<b>18.0%</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>
CyberGolf	\$ 1,800	18.0%	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
	\$ -	0.0%												
<b>Professional Photography</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Brad Knipstein	\$ -	0.0%												
	\$ -	0.0%												
<b>Community Relations</b>	<b>\$ 1,500</b>	<b>15.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Resident Fall Family Fun Day (F&B, Promotional, Rentals)	\$ 1,500	15.0%				\$ 1,500								
	\$ -	0.0%												
<b>Digital Marketing - Internet</b>	<b>\$ 2,280</b>	<b>22.8%</b>	<b>\$ 390</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 390</b>	<b>\$ 390</b>	<b>\$ 390</b>
Google Adwords - Golf	\$ -	0.0%												
GolfNow Brand Plus Specialist	\$ -	0.0%												
Social Media Boosted Posts/Campaigns	\$ -	0.0%												
Yelp! Enhanced Listing - Golf	\$ 2,280	22.8%	\$ 390	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 390	\$ 390	\$ 390
	\$ -	0.0%												
<b>Promotions</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Foot Golf Launch	\$ -	0.0%												
Promotional Giveaway Items	\$ -	0.0%												
	\$ -	0.0%												
<b>Dues and Subscriptions</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Chamber Of Commerce Networking	\$ -	0.0%												
Other Professional Organization	\$ -	0.0%												
Monthly Meeting Expenses	\$ -	0.0%												
<b>Supplies</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Supplies	\$ -	0.0%												
<b>Education/Training</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	\$ -	0.0%												