VISTA

powered by **Club Benchmarking**

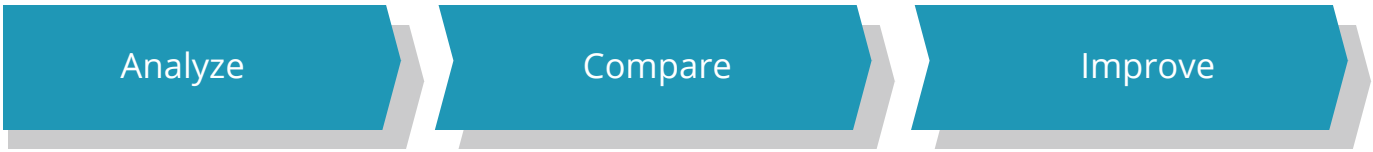


Your journey to data-driven leadership begins here...

Why Do Clubs **Depend on VISTA?**

As with any journey, navigating the path to data-driven leadership and sustainable, long-term success requires clear vision and fact-based perspective. VISTA is a subscription-based online business-intelligence tool that delivers a 360-degree view of your club. From monthly and annual financial and operational metrics to robust compensation benchmarking and capital planning, the VISTA platform allows you to evaluate and benchmark your club's performance against the industry's largest and most accurate standardized database.

- Credible, accurate industry data keeps you focused on the facts and feeling confident about your decisions
- Align your entire team around a common set of facts and keep meetings on track
- Elevate fact over opinion to empower managers and help boards focus on strategic issues
- Backup your experience and validate strong management performance with reliable third party data



How Does **It Work?**

- VISTA leverages the unmatched power of the Club Benchmarking engine. Intuitive navigation brings all your Club Benchmarking software tools together under one roof.
- Powerful dashboards allow you to filter, analyze and organize the KPIs and critical benchmark metrics most important to the health of your club. Dashboard themes include an Executive Overview, Finance, Staffing & Compensation, Membership, Food & Beverage, Golf, Sports & Recreation and Governance.
- The Navigator Finance & Operations section puts industry specific business intelligence at your fingertips and delivers meeting-ready PPT or PDF reports with just a few clicks.
- VISTA includes the club industry's only source for compensation and benefits benchmarking. Get detailed reporting for your top executives in the Essentials plan, or advanced reporting on 150+ club positions, by individual role and by department .

What's **Inside VISTA?**

DASHBOARDS

- **Club Dashboards**
  - Filter, analyze and organize the KPIs and benchmark metrics most important to the health of your club.

- **Strategic Monthly Dashboards**
  - Get clear insights on the constantly changing club market to answer key questions about monthly trends, locally and nationally, in membership, cost of belonging, operating and capital finance.

NAVIGATOR

- **Finance & Operations**
  - Establish an annual performance baseline, identify strengths and opportunities and gain perspective on the relative health of your own club's financial and operational business model.

- **Compensation & Benefits**
  - Leverage the industry's most reliable data for the insight you need to proactively manage staffing challenges and balance the club's financial results with member service expectations.

BOARD PORTAL (Included in the VISTA Summit subscription)

- Empower your board, align committees, and manage club initiatives all from a single source of truth in the VISTA platform's Board Portal. See details on pages 5- 6.

VIEWPOINTS SURVEYS (Included in the VISTA Summit subscription)

- Viewpoints is a next-generation survey intelligence solution, purpose-built to give club leaders fast, clear insight into the experiences and expectations of the people who matter most. See details on page 7.

COMPASS (add-on for any subscription plan - details on page 8)

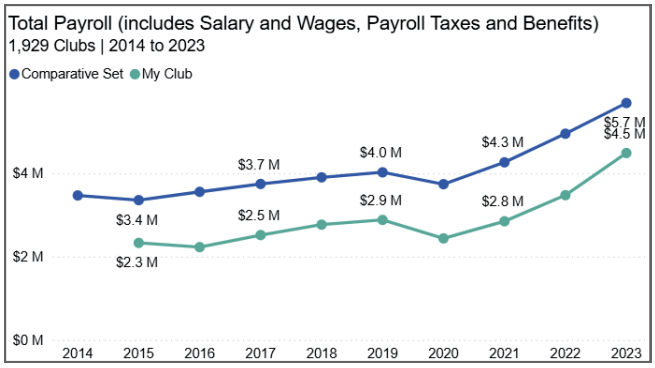
- **Capital Strategies Modeling**
  - Accurate, continuous perspective on capital resources and requirements helps club leaders proactively plan for ongoing capital requirements and identify strategies for achieving aspirational goals to ensure the club's financial health and vitality well into the future.

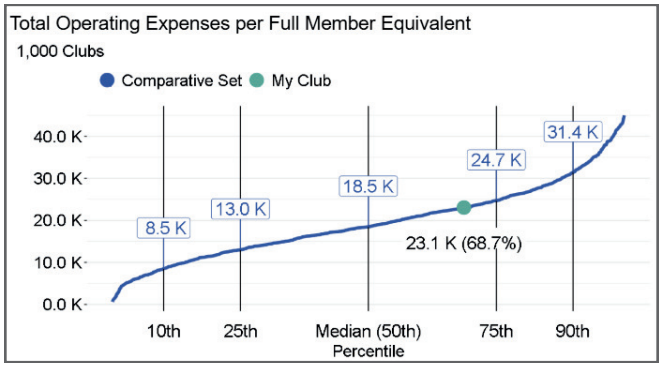
- **Asset Evaluation**
  - Club Benchmarking Asset Evaluation Specialists conduct a thorough onsite inventory of every capitalized asset to document projected end-of-useful-life as well as current and future replacement costs.

VISTA Dashboards

CLUB DASHBOARDS

- Powerful dashboards allow you to filter, analyze and organize the KPIs and critical benchmark metrics most important to the health of your club.
- Dashboard themes and Power BI reporting include Executive Overview, Net Worth, Finance, Staffing & Compensation, Membership, Food & Beverage, Golf, Sports & Rec and Governance.

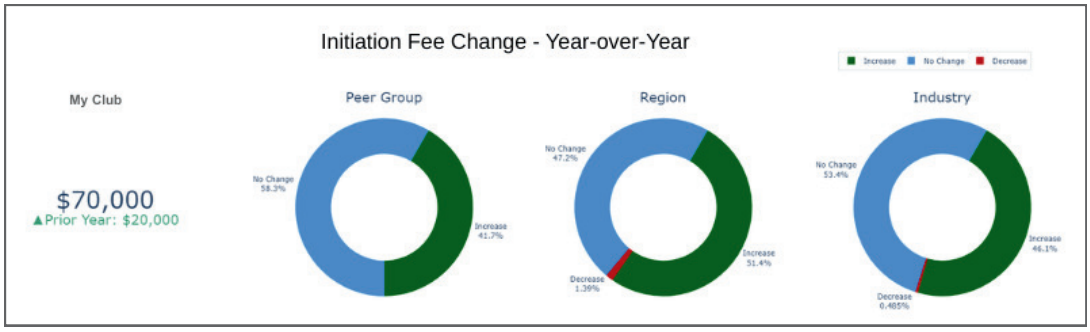




STRATEGIC MONTHLY DASHBOARDS

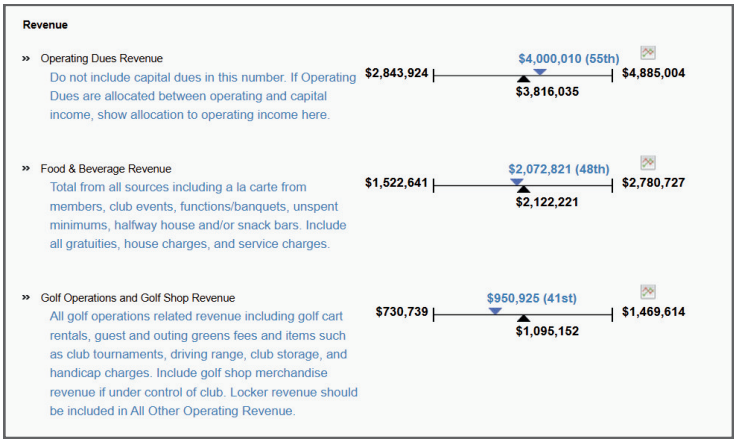
Get clear market insights to answer key questions about monthly trends, locally and nationally, in membership, cost of belonging, initiation fees/joining costs, and finance.

- High-level, strategic view of your club's competitive position in the local, regional and national market.
- Timely, relevant, meeting-ready reports downloadable in PPT or PDF
- Executive Summary with streamlined navigation and enhanced analysis



Navigator - Financial & Operational Benchmarking

- Annual benchmark compares and reports
- 24/7 online access from any location
- Dynamic filtering
- Meeting-ready reports
- Complete data management and support
- Accurate apples-to-apples benchmarking
- Download reports in PPT, PDF or MSWord



Navigator - Compensation & Benefits

Benchmark more than 150 positions for hourly and salaried employees and report by position or by department with the Prime subscription plan, or get detailed reporting for your top executives with the Essentials plan. Fully transparent reporting includes the number of clubs and total respondents in the comparison set, and detailed breakouts on key compensation & benefits metrics.

Head of Club	Demographics	
Number of Employees	901	
Number From My Club	0	
Number of Clubs	877	
FLSA Status	100%	Exempt
Payrate	100%	Salaried
Hire Status	0% 100%	Seasonal Year-Round Full Time

		My Club	Comparison Benchmarks					Percent Reporting
	Metric		**10th Percentile**	**25th Percentile**	**Median**	**75th Percentile**	**90th Percentile**	
Base Pay	Base Wage Commission/Lesson Income Gratuities Effective Rate		$135,985 $707 $139,000	$175,000 $2,875 $175,000	$235,000 $9,500 $235,000	$300,000 $22,267 $300,000	$410,000 $40,300 $410,022	100% 5% 100%
Bonuses	Performance Bonus Performance Bonus % Holiday Bonus Paid		$12,000 10% $500	$20,000 10% $1,100	$35,000 15% $2,940	$60,000 20% $7,700	$97,950 25% $35,000	85% 40% 20%
Allowances	Auto Allowance Clothing Allowance Dining Allowance Education Allowance Housing Allowance Other Allowance		$1,200 $500 $969 $2,000 $7,632 $600	$4,800 $1,000 $1,200 $3,500 $12,000 $900	$7,200 $2,000 $2,500 $5,000 $20,000 $1,200	$9,600 $3,000 $4,800 $8,000 $36,000 $2,000	$12,000 $5,000 $6,000 $10,000 $60,000 $7,650	26% 37% 17% 48% 4% 49%

24/7 ONLINE ACCESS TO ACCURATE, CLUB-SPECIFIC COMPENSATION & BENEFITS BENCHMARKS

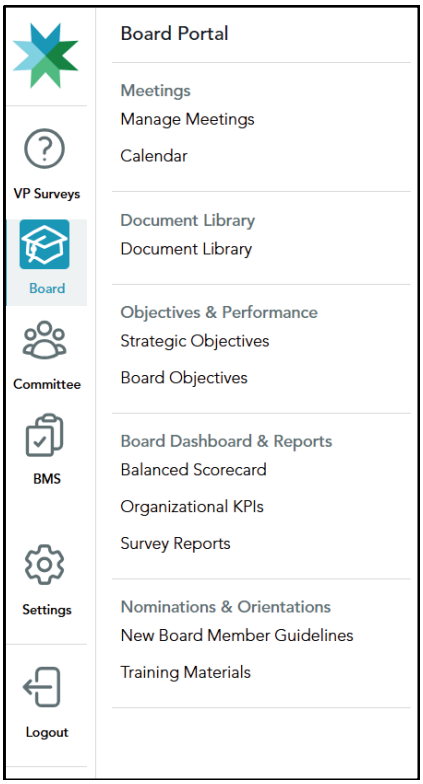
- Game-changing insight for hiring, salary reviews and payroll budgets
- Benchmark staffing strategies, employee churn, employment packages and departmental allocations
- Convenient meeting-ready reports with just a few clicks

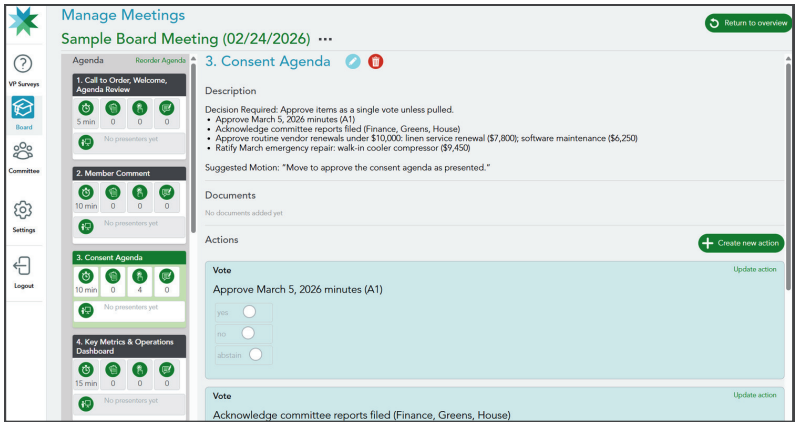
Navigator - Board Portal

Empower your board, align committees, and manage club initiatives all from a single source of truth in the VISTA platform's Board Portal. Using our simple suite of tools, you can ensure transparency, accountability, and value. The Club Benchmarking Board Portal functions as a hub for business planning, board, committee and department goals, special projects, performance review, meeting details, surveys and votes.

MEETING MANAGEMENT

- Create meetings with agendas, documents, actions, and voting items quickly
- Manage and track all aspects of voting and poll any size group
- Export meeting-ready agendas with club branding, presenters, participants and documents
- Customizable meeting calendar
- Generate post-meeting minutes with one click including follow up for individual assignments





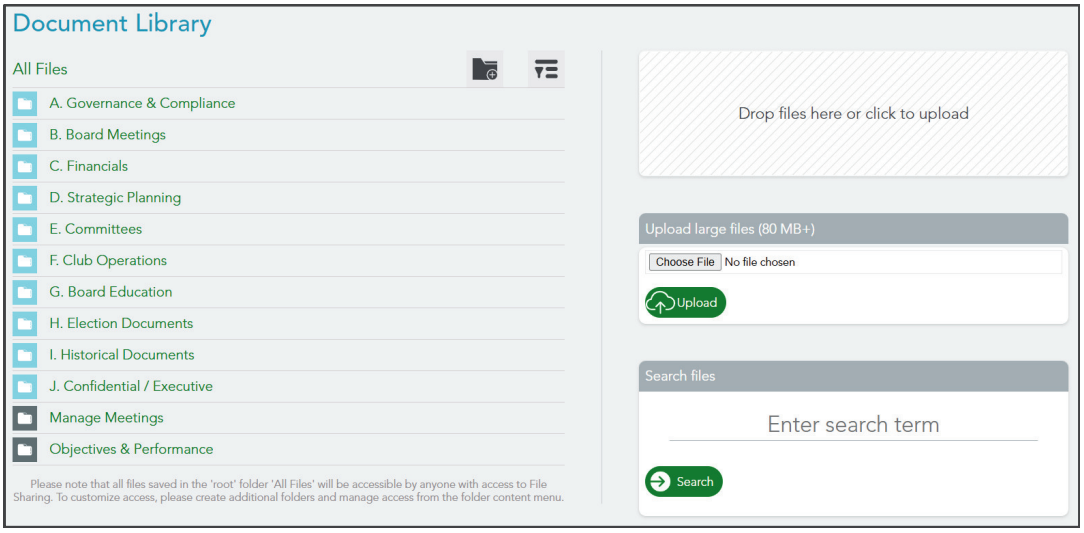
OBJECTIVES & PERFORMANCE

- Organizes strategic, board and committee objectives
- Features include timelines, progress tracking with automatic roll-up to higher-level goals and overview of task assignments
- Monitor workload, progress, and accomplishments
- Balanced Scorecard performance tracking covers member satisfaction, staff development, financial performance and operational goals

Navigator - Board Portal

DOCUMENT LIBRARY

- Drag-and-drop, secure, customizable file management system, houses board folders, bylaws, and other materials.
- Powerful search engine locates files by title or content
- Robust administrative controls support flexible sharing permissions



BOARD DASHBOARD AND REPORTS

- Balanced Scorecards
- KPI templates are customizable and available for various roles.
- Organizational KPIs integrate with databases for real-time benchmarking of critical metrics (e.g., Net Promoter Score).
- Dynamic survey reporting
  - Tailored survey reporting based on user.

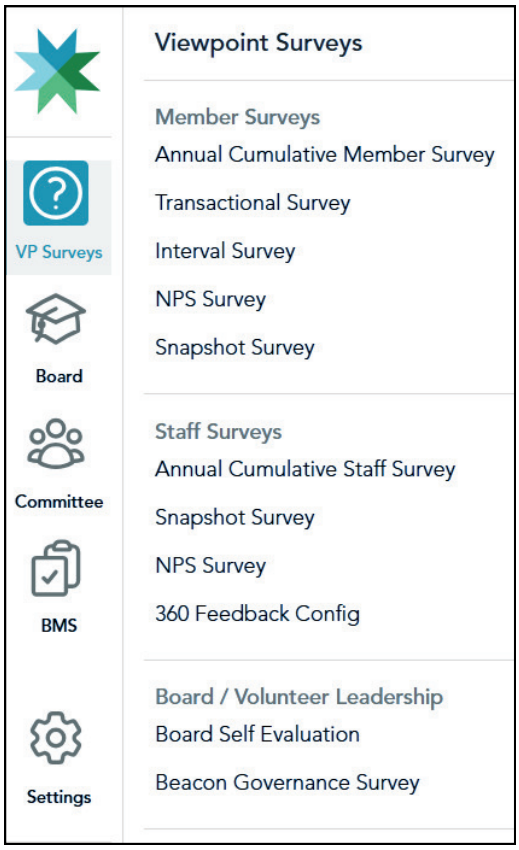
COMMITTEE MANAGEMENT SECTION

- Committee-specific tools and resources
- Manage meetings and access calendars
- Document library access
- Objectives and performance section organizes committee objectives including timelines, progress tracking with automatic roll-up to higher-level goals and overview of task assignments

Navigator - Viewpoints

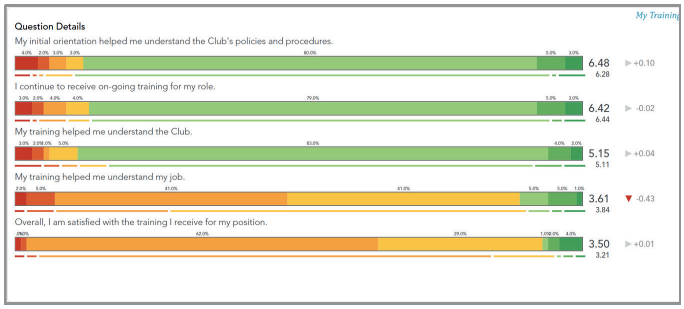
STAKEHOLDER INSIGHTS: YOUR STRATEGIC ADVANTAGE

Viewpoints is a next-generation survey intelligence solution, purpose-built to give club leaders fast, clear insight into the experiences and expectations of the people who matter most. By unifying three essential feedback streams — members, staff, and board — into one intuitive environment, Viewpoints delivers a holistic, connected view of your club's performance and culture. With real-time dashboards, dynamic filters, integrated benchmarks, and secure sentiment analysis, Viewpoints translates raw feedback into strategic, immediately usable intelligence.



Member Surveys: Understand Your Members

Viewpoints makes it simple to run ongoing, seasonal, or event-based surveys that capture point-in-time insights as members interact with your amenities, programs, and services. Leaders gain immediate visibility into what's working, what's changing, and where targeted improvements can drive satisfaction, loyalty, and long-term engagement. A secure, built-in sentiment analysis engine identifies recurring themes, measures tone, and connects open-ended comments to quantitative data—all without exposing sensitive information to public AI platforms.



Staff Surveys: Tune into the Staff Experience

Employees shape the member experience every day. Viewpoints tracks staff sentiment, strengths, and actionable opportunities, helping you retain top talent, reduce friction, and build a well-aligned service culture. Clear, practical data becomes a roadmap for operational improvements that benefit both staff and members.

Board Surveys: Track Leadership Perceptions

Board-focused surveys illuminate leadership performance with clarity. Viewpoints benchmarks perception, alignment, and progress over time—strengthening governance, improving communication, and supporting more confident, informed strategic decision-making.

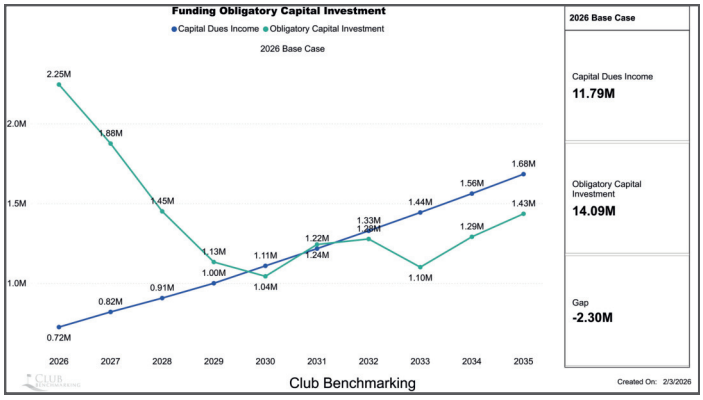
COMPASS - Comprehensive Asset Management

The add-on COMPASS module is a unique approach to comprehensive asset management that combines state-of-the-art capital planning software with our proven capital planning process and the support and expertise of the Club Benchmarking COMPASS team. COMPASS is dynamic capital planning that drives sustainable financial outcomes so your leadership team is prepared to meet the club's capital needs, now and in the future.

- Obligatory Capital Needs
- Aspirational Capital Needs
- Debt Service Needs
- Assessment Module
- Membership Modeling Function
- Initiation Fee Function
- Operating Ledger Function
- Reporting and Analysis

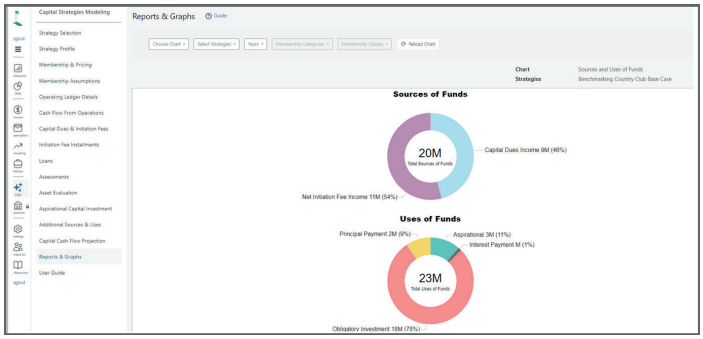
CAPITAL ASSET EVALUATION

Our Asset Evaluation Team delivers a year-by-year projection of obligatory capital needs based on a thorough onsite inventory of capitalized assets, interviews with your management team and analysis of relevant documentation. Reporting includes projected end-of-useful-life, current replacement cost, and projected inflation of the replacement cost over time.



CAPITAL STRATEGIES MODELING

Ground-breaking software accounts for all aspects of the club's obligatory and aspirational capital requirements including projected debt service payments (interest and principle) and detailed membership modeling to quantify intake, attrition and year-by-year member counts.



Subscription Plans

STARTER Free Access to Powerful Dashboards	ESSENTIALS $2,495/year ($215 Per Month)	PRIME $4,995/year ($440 Per Month)
Entry level benchmarking as a first step toward data-driven leadership	*Robust finance & operations benchmarks plus comp & benefits for your top executives*	*Essentials finance & ops plus advanced comp & benefits for 150+ positions*
Top Features	**Top Features**	**Top Features**
Dynamic Dashboards: • Executive Overview • Net Worth and Balance Sheet • Strategic Monthly Dashboard	Full Suite of Reports Detailed Department Assessments Advanced Filtering Financial Forecasting/Budgets	Essentials Level Finance & Operations Benchmarking Advanced Compensation & Benefits Benchmarking Full Suite of Filters & Reports
Finance and Operations	**Finance and Operations**	**Finance and Operations**
Upgrade Required	Executive Dashboard F&B Report Labor Report Detailed Department Reports Trend Reports Financial Forecasting/Budgets	Executive Dashboard F&B Report Labor Report Detailed Department Reports Trend Reports Financial Forecasting/Budgets
Compensation & Benefits	**Compensation & Benefits**	**Compensation & Benefits**
Upgrade Required	Compensation Benchmarks for Top Six Executives Health Insurance & Retirement Plans	Compensation Benchmarks for 150+ Positions All Salaried & Hourly Employees Health Insurance & Retirement Plans Report by Position or Department
Filtering Capability	**Filtering Capability**	**Filtering Capability**
Upgrade Required	Club Type & Attributes Club Size (Operating Revenue) Region/State Peer Cluster Filtering	Club Type & Attributes Club Size (Operating Revenue) Region/State Peer Cluster Filtering
Support Service	**Support Service**	**Support Service**
Unlimited Phone Support Unlimited Users	Annual Online Analysis Session Unlimited Phone Support Unlimited Users Administrative Access Controls Free Data Management Services	Annual Online Analysis Session Unlimited Phone Support Unlimited Users Administrative Access Controls Free Data Management Services

Subscription Plans

INTRODUCING THE SUMMIT CLUB OPERATING SYSTEM

The essential club operating system to support data-driven leadership across every aspect of your club

Summit is a comprehensive club operating system for private clubs that unifies data, voices, and vision to drive consistent outcomes and long-term alignment of all club stakeholders.

DYNAMIC DASHBOARDS

- Executive Overview
- Net Worth & Balance Sheet
- Finance
- Staffing & Compensation
- Membership
- Food & Beverage
- Golf
- Sports & Rec
- Governance
- Strategic Monthly Dashboards

FINANCE & OPERATIONS

- Executive Dashboard
- F&B Report
- Labor Report
- Detailed Department Reports
- Trend Reports
- Financial Forecasting/Budgets

COMPENSATION & BENEFITS (PRIME LEVEL)

- Compensation Benchmarks for 150+ Positions
- All Salaried & Hourly Staff
- Health Insurance & Retirement Plan Benchmarks
- Report by Position or Department
- Advanced Workforce Analysis Reporting

NEW FEATURES

BOARD PORTAL

- Meeting Management
- Objectives & Performance
- Document Library
- Board Dashboard & Reports
- Committee Management Tools
- Secure Data Storage

VIEWPOINT SURVEYS

Members

- Cumulative Annual Member Survey
- Transactional Survey
- NPS Survey
- Snap Surveys

Staff

- Cumulative Annual Staff Survey
- Staff NPS
- Snap Survey
- Staff 360

Board & Volunteer Leaders

- Board Self-Evaluation
- Beacon Governance Survey

FILTERING CAPABILITY

- Club Type, Attributes & Location
- Club Size (Operating Revenue)
- Peer Cluster Filtering

**Support for all VISTA subscriptions includes annual online analysis session, unlimited phone support, unlimited users, administrative access control and free data managment services.*


CLUB
BENCHMARKING
To learn more, visit us online at
www.clubbenchmarking.com/solutions