



VIEWPOINTS

Member, Staff & Board Surveys



The Viewpoints Advantage

Private clubs thrive when leadership decisions are guided by clarity, alignment, and a shared vision for the future. An important component of strategic leadership, surveys of members, staff, and the board provide the essential insights that make this possible. They transform assumptions into actionable insight, help leaders anticipate challenges, and ensure the club consistently delivers the experience and culture its entire community expects.

WHY DO SURVEYS MATTER?

- **Understanding What Members Value Most:** Member expectations evolve constantly, across generations, lifestyles, and interests. Surveys reveal what motivates members to join and stay, how well community expectations are met, and what investments will have the greatest impact on satisfaction and loyalty.
- **Strengthening Staff Engagement:** Engaged employees deliver exceptional service. Staff surveys uncover the drivers of morale, retention, and performance, giving leadership a clear path to building a stronger internal culture that directly enhances the member experience.
- **Aligning Board Governance and Strategic Direction:** Boards benefit from clear visibility into member sentiment, organizational dynamics, and internal alignment. Surveying the board itself supports stronger governance, better strategic focus, and a more informed and unified leadership team.
- **Building Data-Driven Culture:** By surveying all three stakeholder groups, clubs establish a reliable foundation of fact-based business intelligence. Tracking feedback over time helps identify trends, anticipate needs, and strengthen long-term planning.

WHY CHOOSE CLUB BENCHMARKING VIEWPOINTS?

- **Comprehensive Survey Solutions:** An integrated suite of surveys for members, employees, and boards including instant polling and transactional tools to capture the full picture of club health.
- **Actionable Insights, Not Just Data:** Their reporting delivers clarity: industry benchmarks, qualitative analysis, and practical recommendations that help leadership teams take meaningful action.
- **Part of a Larger Business Intelligence Ecosystem:** Survey results are integrated with financial, operational, and capital planning analytics for a strategic understanding of performance and opportunities.

THE BOTTOM LINE

Surveying members, staff, and boards is no longer optional for private clubs: it is essential to maintaining relevance, driving satisfaction, and making confident decisions. Club Benchmarking Viewpoints surveys provide expertise, tools, and industry perspective to turn feedback into strategy and strategy into lasting success.

Viewpoints Surveys - Features & Benefits

VIEWPOINTS: 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 actionable insights as members interact with amenities, programs, and services. 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: Measure Staff Engagement

The club's staff 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 Perception

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.

	<h3>Viewpoint Surveys</h3>
	Member Surveys Annual Cumulative Member Survey
	Transactional Survey Interval Survey
	NPS Survey Snapshot Survey
	<h3>Staff Surveys</h3> Annual Cumulative Staff Survey Snapshot Survey
	NPS Survey 360 Feedback Config
	<h3>Board / Volunteer Leadership</h3> Board Self Evaluation Beacon Governance Survey

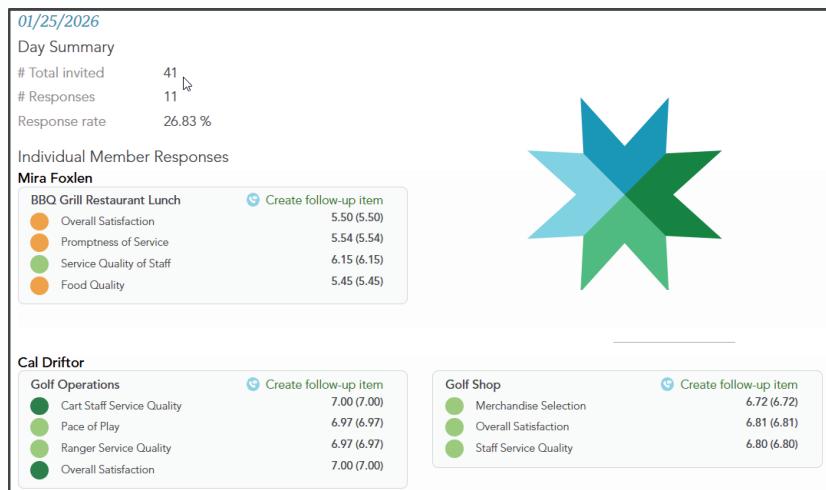
Viewpoints Member Surveys

The relationship between a member and their club is complicated, but it can be effectively measured, analyzed and understood through application of our proprietary, research-based survey models. Soliciting member feedback on a regular basis demonstrates the club's openness to change and empowers your members to participate in crafting an optimal club experience, for their own enjoyment and for future members. Viewpoints Member Surveys deliver actionable insight and help you change outcomes over time.

- **Member Loyalty:** Measure and analyze contributing factors including Motivation, Value, Satisfaction and Attachment to predict and benchmark the loyalty of your members.
- **Member Motivation:** Understanding what motivated your current members to join the club improves your ability to meet their needs and serves as a competitive advantage for attracting future members.
- **Member Satisfaction:** Member satisfaction is a measurement of how well you are meeting expectations at the current time. Member satisfaction is a contributing factor in the evaluation of member attachment and loyalty.
- **Member Perspectives on Capital Planning:** Capture feedback on the current state of the club and evaluate member interest in and prioritization of future capital improvements. Actionable insight provides a framework for long-range planning and helps to inform decisions about obligatory and aspirational capital investments.
- **Value & Quality:** What aspects of the club experience do your members value most? Get candid feedback about what factors are influencing your members' perspective on the value of their membership.
- **Membership Demographics:** What is the demographic makeup of your membership? The questions in this section of the survey are used to identify trends based on the members' demographic profiles.

MEMBER SURVEY FORMATS

- Cumulative Annual Member Survey
- Transactional Survey
- Member Net Promoter Score
- Snap Surveys



Viewpoints Staff Surveys

Recruiting and retaining staff who are reliable, passionate and motivated to serve your members is absolutely essential to your club's success. Viewpoints Staff Surveys deliver actionable insight that helps clubs improve the member experience, re-energize the workplace culture and gain crucial perspective on employment practices and club culture through the eyes of the staff.

Features & Benefits

STAFF SURVEYS

- Cumulative Annual Staff Survey
- Staff Net Promoter Score
- Snap Surveys
- Staff 360



Role-Specific Focus

NON-MANAGEMENT STAFF SURVEY FOCUS

- My Role: Measure satisfaction and motivation
- My Department: Understand morale and cooperation
- My Supervisor: Identify impact of team leadership
- My Club: Assess brand pride and attachment
- My Benefits: Gauge satisfaction and importance
- My Training: Capture initial and ongoing training sentiment to help reduce turnover
- Club Recognition: A key element to drive engagement
- Employee Demographic Profile

MANAGEMENT TEAM SURVEY FOCUS

- My Role: Measure management team satisfaction and motivation
- Management Team: Understand alignment, morale and cooperation
- Club Leadership: Evaluate leadership dynamics
- My Club: Assess brand pride and attachment
- My Benefits: Gauge satisfaction and importance
- My Training: Capture initial and ongoing training sentiment to help reduce turnover
- Club Recognition: A key element to drive engagement
- Employee Demographic Profile

Viewpoints Board Surveys

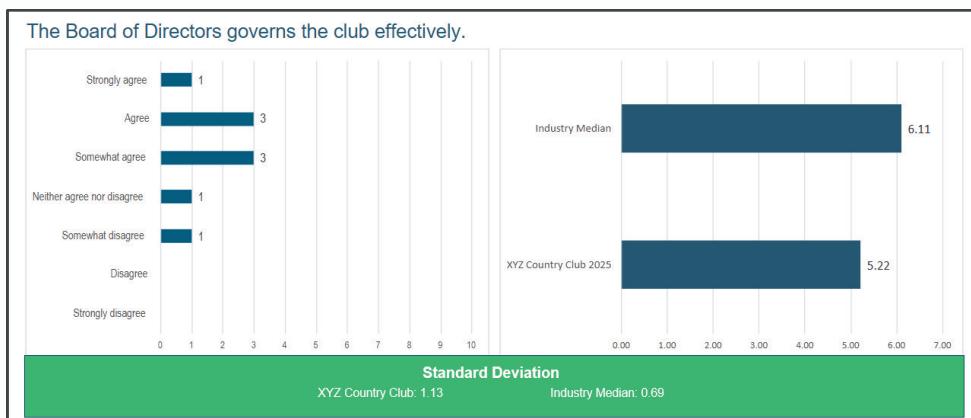
Private club boards operate in a uniquely complex environment that requires continuous balancing of tradition with strategic foresight, member expectations with operational realities, and fiduciary responsibility with club culture. The Viewpoints Board Survey provides a structured, objective evaluation of how well the board is navigating those complexities. Drawing on key dimensions such as strategic orientation, accountability, communication, board culture, and the board-GM partnership, the survey helps illuminate where alignment is strong and where opportunities for improvement exist. The result is a more informed foundation for future boardroom discussions rooted in clarity, shared understanding, and a commitment to strengthening governance for the long-term benefit of the club.

WHAT IT MEASURES

- **Governance Effectiveness:** Does the board fulfill its strategic role, maintain focus, and align around a shared vision for the club?
- **Board Culture & Dynamics:** Do board members understand the importance of respect, confidentiality, unity and accountability?
- **Communication & Transparency:** Are standards for clarity, openness, and consistency in communications clearly understood?
- **Board Development:** Is sufficient training provided through board orientations and ongoing education?
- **Board-GM Partnership:** Are the board and GM in sync on communication, responsiveness and leadership balance?
- **Director Motivation & Priorities:** What motivated them to join the board and what do they hope to accomplish during their tenure?

WHY IT MATTERS

Viewpoints Board Surveys are designed to provoke thought, fuel productive discussion and promote adoption of and commitment to governance best practices.



Your Viewpoints Team



JORDAN BARRETT

Senior Director of Member and Staff Experience

Jordan is a customer experience specialist who has been helping leadership teams understand how to turn survey insights into meaningful business transformation for more than a decade. Prior to joining Club Benchmarking, Jordan was a Senior Managing Consultant for Gallup, a global analytics and advisory firm.



JESSICA SPEAKER

Survey Research Manager

Jessica specializes in administration and support of member and employee engagement benchmarking and related research. She brings a wealth of experience to her role including leadership positions for The Argyle and The Racquet Club in Texas, Montauk Yacht Club in New York, Marriott Hotels and Norwegian Cruise Line America.



RENEE BETTINA VON RUEXLEBEN

Survey Research Manager

As a business psychologist and founder of Brodtmann Consulting Group, Renee has been a trusted advisor and partner for Fortune 100 and small-to-medium businesses in the U.S. and in Europe. Her experiences as CEO of Vivid software are at the heart of Club Benchmarking Viewpoints survey software. As a member of the CB survey team, her focus is on leadership effectiveness, team success, and motivating individuals within the team.



JESS BRANCATO

Survey Research Manager

Jess grew up in Massachusetts and began her career in hospitality before moving into human resources and workforce analytics. She holds a Bachelor's degree in Psychology from UMass Boston. As a Survey Research Manager at Club Benchmarking, Jess supports the design and analysis of member, employee, and board surveys and partners with clients to turn data into clear, actionable insights.



To learn more about Viewpoints surveys, visit
www.clubbenchmarking.com/viewpoints