



# 2022 Member Survey

Roehampton Club



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club and leisure  
industries

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# Executive Summary

# Executive Summary

GGA received 1,302 completed surveys, which represents a 36% response rate, slightly down from 2018's response rate of 42%. The gender mix of the responses was 47% male and 53% female; average age was 59.3. The survey results are statistically valid to a 2.2% confidence interval at a 95% confidence level, which means the results to a specific question would not change more than +/- 2.2% if every member had responded.

Overall, the results of the survey showed consistent improvements across most areas of Club operations since 2018. Food and beverage venues also demonstrated increased levels of satisfaction since the targeted F&B survey conducted in 2021. Overall ratings continue to be perform well against industry benchmark range, with few areas identified as below the benchmark range target. Golf practice facilities and sports shop were the two only overall scores identified as below benchmark range of more than 30 evaluation areas, which is a testament to the consistency and well-rounded experience at the Club. Key metric strengths worth highlighting include 94% (identical to 2018) of members indicating that the Club is meeting their expectations overall, and a Net Promoter Score of 42 (increase over 2018's NPS of 39).

Compared to 2018, areas of Club operations that showed the greatest level of improvement included parking & security (up from 4.00 to 4.31), swimming (up from 4.02 to 4.29), the clubhouse changing rooms (up from 3.85 to 4.09), and croquet (up from 4.28 to 4.50). Satisfaction with the Club's food and beverage operation also increased significantly since 2021. Padel tennis usage has climbed to 29% and is expected to continue its growth in popularity over the coming years.

The top supported capital projects as indicated by the members are summarized below. It is rare for multiple capital projects to receive over 50% support from respondents, but two projects exceeded this threshold:

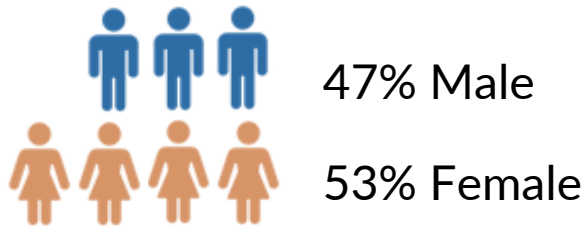
- Bar terrace extension overlooking the gardens (57% member support)
- Extension to the existing Club Café (52% member support)
- Increased member social areas on the ground floor (44% member support)

Overall, Roehampton Club has clearly improved member satisfaction since 2018 and all key metrics are favorably for future retention and a continued experience that meets the expectations of members.

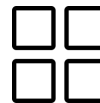
Sincerely,  
GGA Partners

# Respondent Profile

## Exhibit 1: Respondent Profile



**59.3**  
Average Member Age



**33%** were Full Playing Members, followed by 23% Tennis Members, and 20% Restricted Full Members



# Overall Ratings Summary

The table to the right provides a summary of overall satisfaction ratings for each key amenity/service area of the survey as they compare to this year's benchmark range, as well as last year's comparable results. **Green** benchmark flags indicate that this year's results are within (↔) the 2<sup>nd</sup> – 4<sup>th</sup> quartile of the benchmark range or exceeding (↑) benchmark range. A **yellow** flag (↔) indicates the rating is within the 1<sup>st</sup> quartile of benchmark range, thus approaching the low end of benchmark range. **Red** indicates that this year's results are below (↓) benchmark range and should be monitored to improve satisfaction in the future.

Exhibit 2: Benchmark Scorecard

Satisfaction Area	2018 Rating	2021 Rating	Variance	Low Benchmark	High Benchmark	Quartile Position	Benchmark Flag
Overall Effectiveness of the Board	n/a	3.72	n/a	3.6	4.0	2nd	↔
Overall Clubhouse	3.99	4.02	0.03	3.9	4.3	2nd	↔
Overall Clubhouse Changing Rooms	3.85	4.09	0.24	3.9	4.3	2nd	↔
Overall Parking and Security	4.00	4.31	0.31	3.9	4.3	Above	↑
Overall Gym and Studios	4.28	4.33	0.05	3.9	4.3	Above	↑
Overall Swimming	4.02	4.29	0.27	3.9	4.4	4th	↔
Overall Health Club Changing Rooms	4.07	4.17	0.10	3.9	4.4	3rd	↔
Overall Golf Course	4.13	4.21	0.08	4.0	4.5	2nd	↔
Overall Practice Facilities	3.31	3.42	0.11	3.8	4.3	Below	↓
Overall Tennis	4.16	4.26	0.10	3.9	4.4	3rd	↔
Overall Squash / Racket Ball	4.46	4.52	0.06	n/a	n/a	n/a	n/a
Overall Padel Tennis	n/a	4.06	n/a	n/a	n/a	n/a	n/a
Overall Croquet	4.28	4.50	0.22	n/a	n/a	n/a	n/a
Overall Creche	n/a	3.84	n/a	n/a	n/a	n/a	n/a
Overall Sports Shop	3.86	3.83	-0.03	3.9	4.3	Below	↓
Overall Club Café	3.28	3.54	0.26	3.5	4.0	1st	↔
Overall Members Bar	3.42	3.72	0.30	3.6	4.0	2nd	↔
Overall Piazza Coffee Shop	3.66	3.72	0.06	3.6	4.0	2nd	↔
Overall Restaurant	3.31	3.58	0.27	3.5	4.0	1st	↔
Overall Bar Terrace and Gardens	3.51	3.79	0.28	3.6	4.0	2nd	↔
Overall Juice Bar	3.63	3.64	0.01	3.6	4.0	1st	↔
Overall Poolside Barbecue	3.41	3.38	-0.03	n/a	n/a	n/a	n/a
Overall Private Events	4.04	4.07	0.03	3.8	4.2	3rd	↔
Overall Section Events	3.90	3.98	0.08	3.8	4.2	2nd	↔
Overall Tulloch Clinic and Studio	4.11	4.29	0.18	n/a	n/a	n/a	n/a
Overall Junior Activities	3.72	3.65	-0.07	3.6	4.0	1st	↔
Overall Bridge	4.15	4.25	0.10	n/a	n/a	n/a	n/a
Overall Games Experience	4.16	4.22	0.06	n/a	n/a	n/a	n/a
Overall Snooker Experience	n/a	3.98	n/a	n/a	n/a	n/a	n/a
Overall Satisfaction	4.21	4.19	-0.02	3.9	4.3	3rd	↔
Club is Meeting Expectations?	94%	94%	0%	83%	92%	Above	↑
Likelihood of Recommending Club (NPS)	39.00	42.10	3.10	19.0	51.0	3rd	↔

# Individual Satisfaction Rating Strengths and Opportunities

Strengths	Opportunities for Improvement
<b>Clubhouse</b> <ul style="list-style-type: none"> <li>• Presentation of gardens</li> <li>• Cleanliness</li> </ul> <b>Car Park and Security</b> <ul style="list-style-type: none"> <li>• Feeling of security at the Club</li> </ul> <b>Club Staff &amp; Communications</b> <b>Gym and Studios</b> <ul style="list-style-type: none"> <li>• Ambience</li> <li>• Equipment</li> </ul> <b>Swimming</b> <b>Tennis</b> <b>Club Events</b> <b>Emergence of Padel Tennis</b>	<b>Access to the Golf Course</b> <b>Golf Practice Facilities</b> <ul style="list-style-type: none"> <li>• Practice range</li> <li>• Short game practice areas</li> </ul> <b>Sports Shop</b> <ul style="list-style-type: none"> <li>• Building condition and presentation</li> <li>• Hard goods and merchandise selection</li> </ul> <b>Food and Beverage</b> <ul style="list-style-type: none"> <li>• Club Café</li> <li>• Restaurant / Piano Bar</li> <li>• Juice Bar</li> </ul> <b>Junior Activities</b> <ul style="list-style-type: none"> <li>• Variety of activities</li> </ul> <b>Social Atmosphere of the Club</b>

# Question by Question Summary



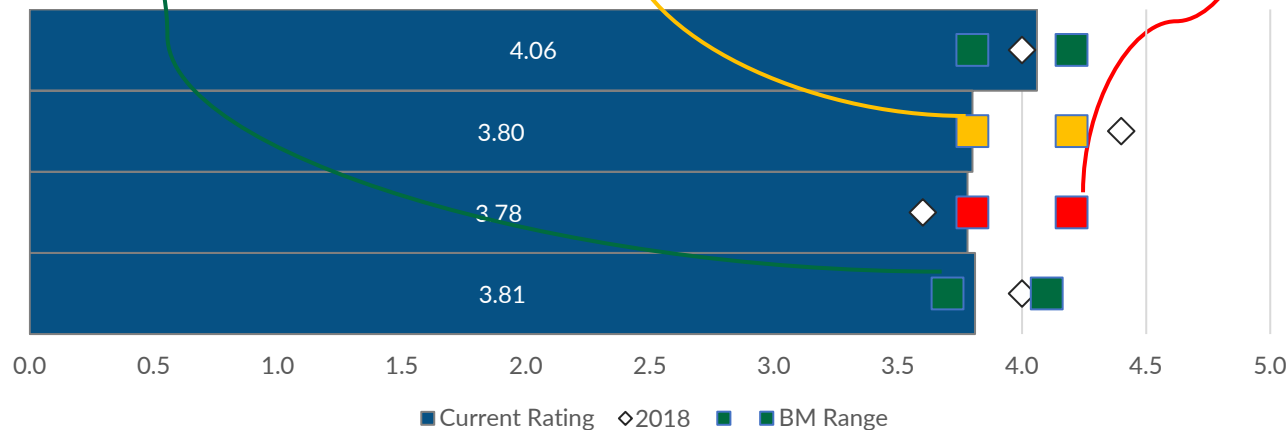
# Explanation of Ratings and Benchmarks

Benchmarks are displayed throughout the charts in the following section. The benchmarks are represented by small rectangles and indicate where the Club performs relative to comparable clubs. The rectangles are color-coded (stop light methodology) to indicate how the Club is performing relative to benchmark norms. Prior year ratings are represented by a white diamond:

**Green** indicates that the Club is performing within or above benchmark norms.

**Yellow** indicates that the Club is performing within the 1<sup>st</sup> quartile of benchmark norms, i.e. the performance is satisfactory but should be monitored.

**Red** indicates that the Club is performing below benchmark range and represents an area for focused improvement.



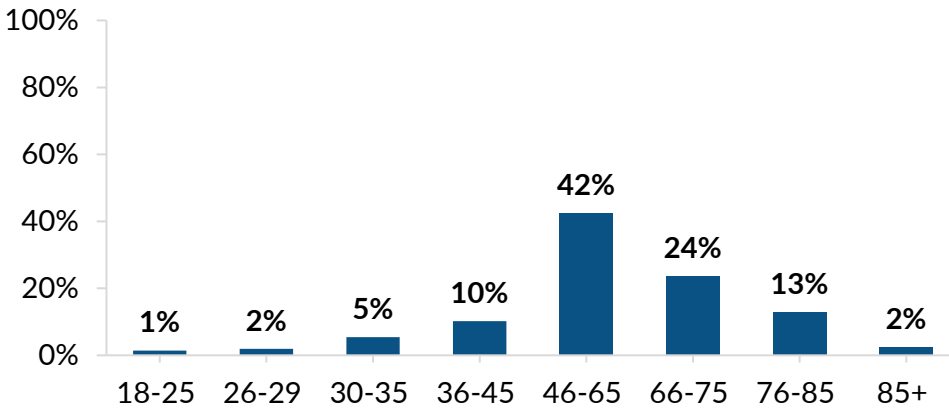
# Explanation of Ratings and Benchmarks

GGA's database aggregates operational and member feedback benchmarking metrics for more than 200 clubs annually to form the basis of the benchmarking exercise. GGA starts with this broad sample of club data and then refines the benchmark target ranges based on club location, quality, amenity profile, etc. with the goal of arriving at a refined benchmark range that is representative of high performing clubs worthy of comparison to Roehampton. Every club is unique, and no club in the world has an identical amenity profile and operational profile to Roehampton. As such, the benchmark set of clubs is not the same for every metric evaluated on the survey and operational benchmarking. The evaluation is independent for each metric and GGA uses professional judgement to remove or include certain clubs from each benchmark set to arrive at a target range that we feel is representative of comparable high-performing private clubs.

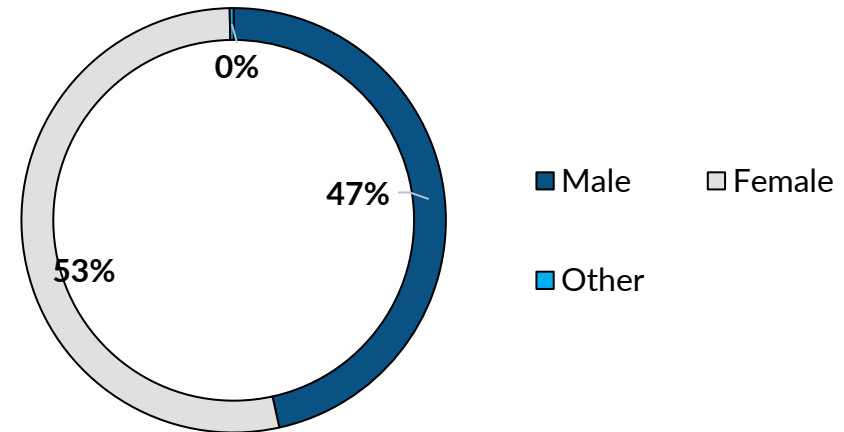
The benchmark range for certain common metrics (i.e. golf course satisfaction) will be a product of dozens of clubs, while for other more unique club areas of evaluation (i.e. indoor pool), GGA must leverage comparable scores from a more global competitive sample to form the range.



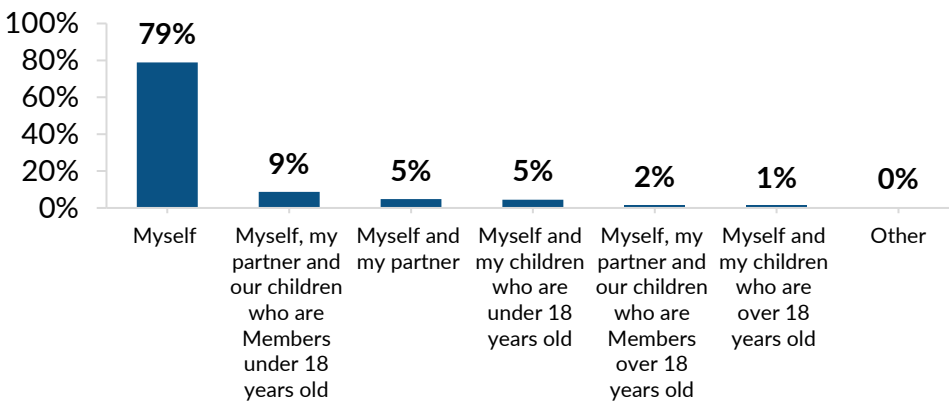
## Age:



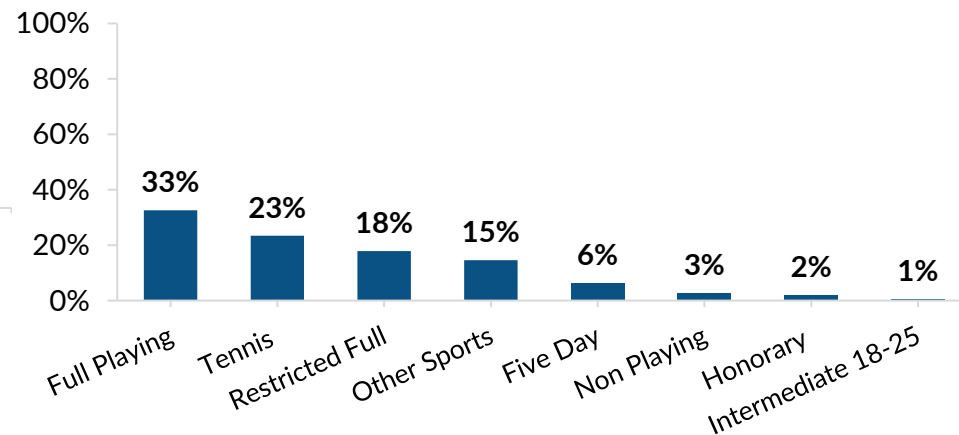
## Gender:



## Completing this survey on behalf of:

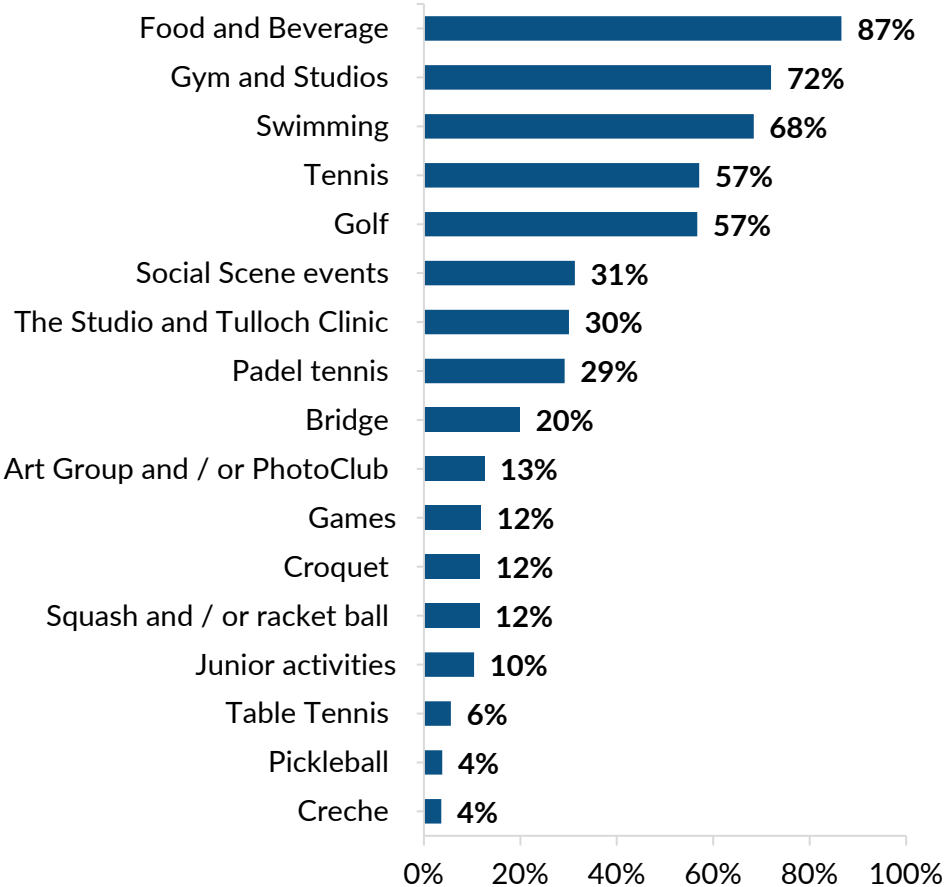


## Membership classification:

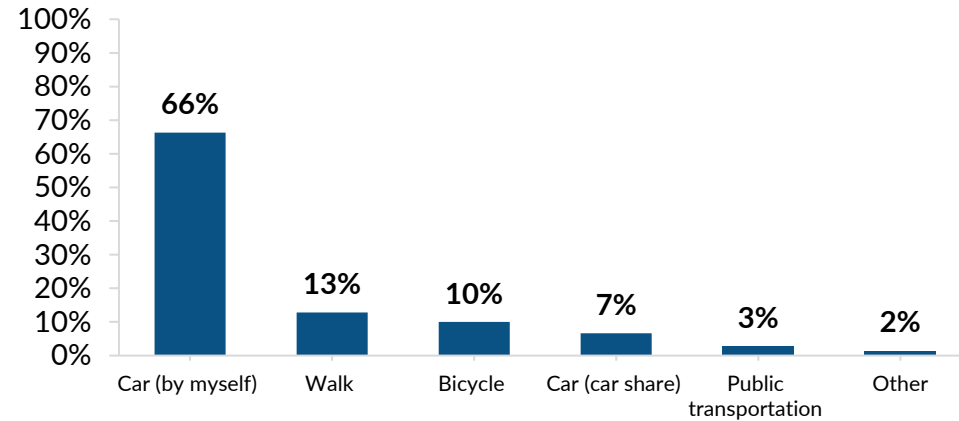




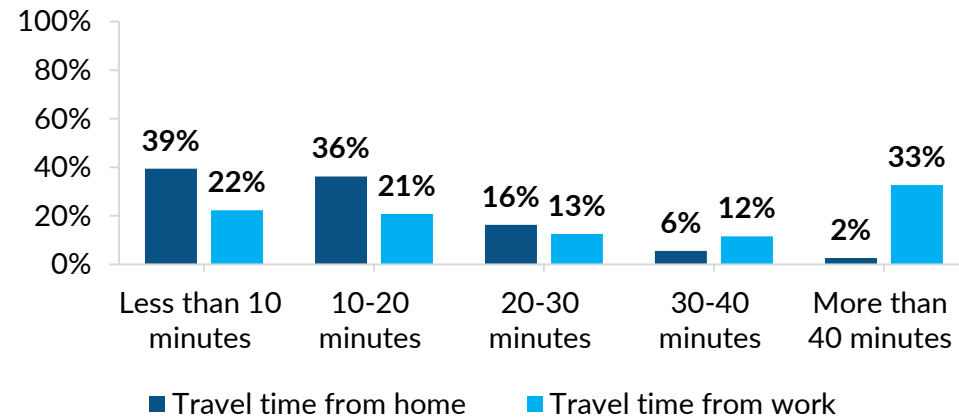
## All amenities used at the Club:



## How do you normally get to the Club?



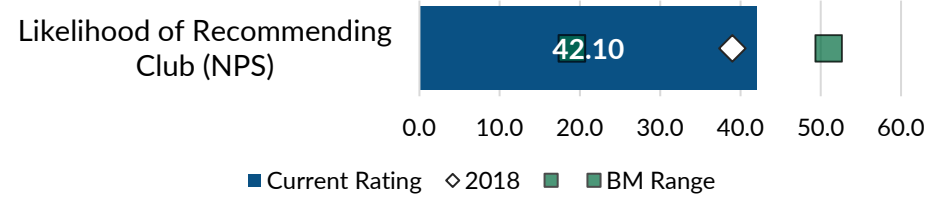
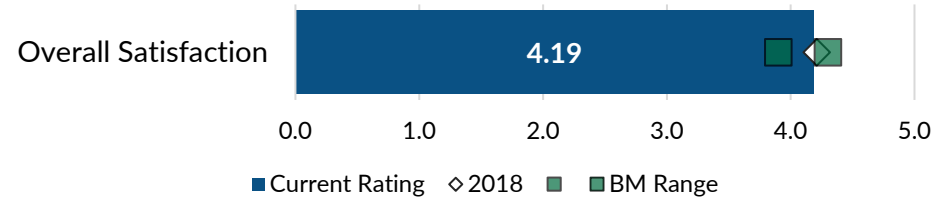
## Travel time to get to Club:





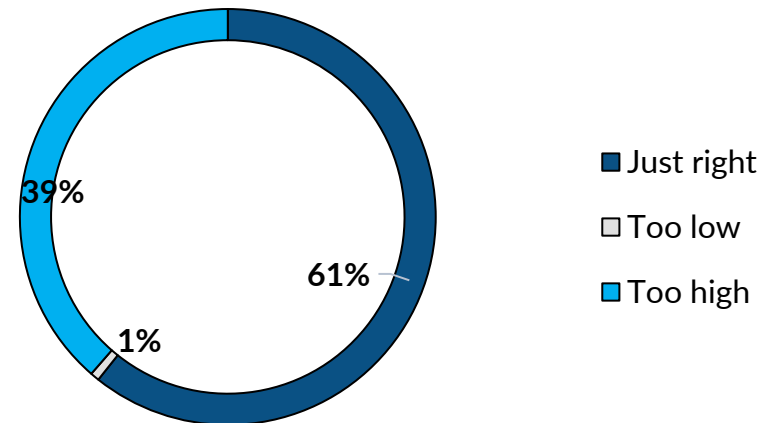
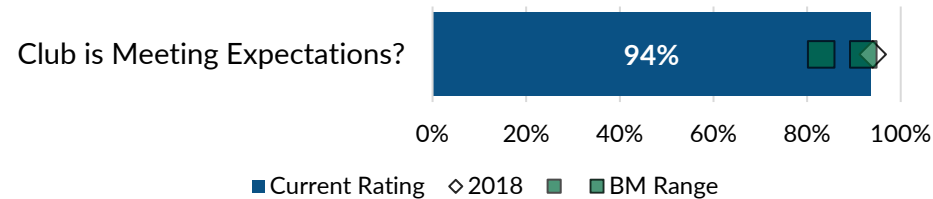
## Overall satisfaction:

## Likelihood of recommending the Club:



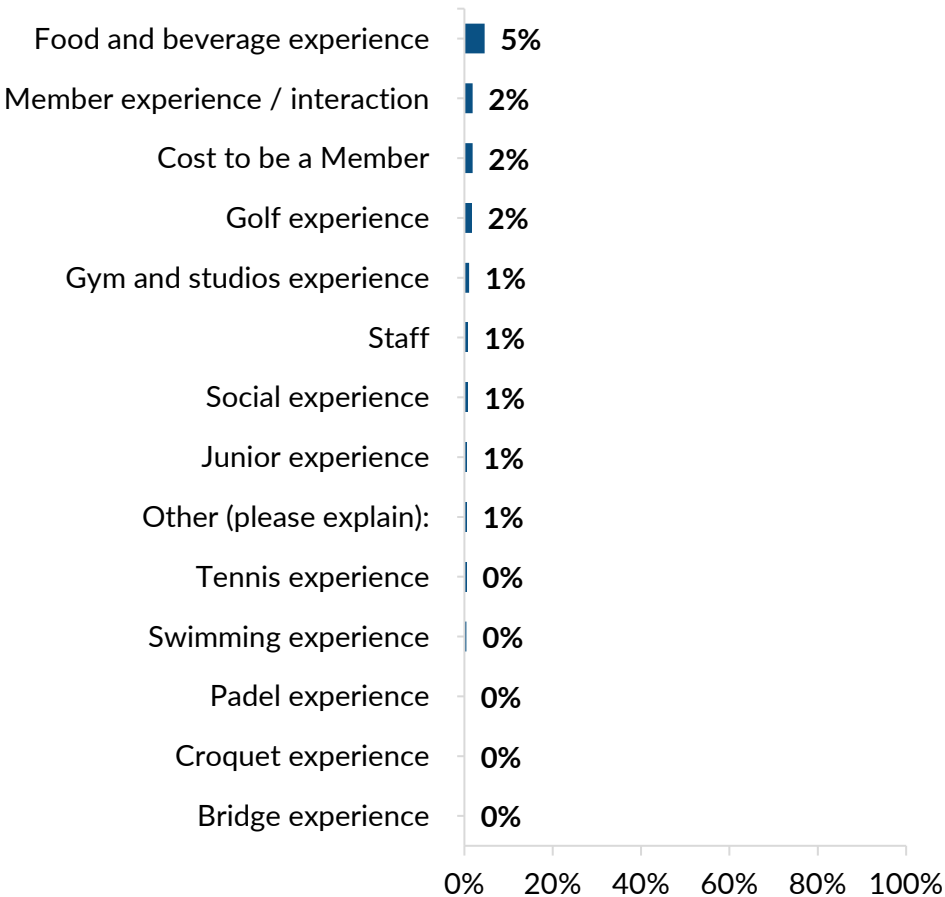
## Is the Club meeting your expectations?

## Do you believe the amount you pay annually is:

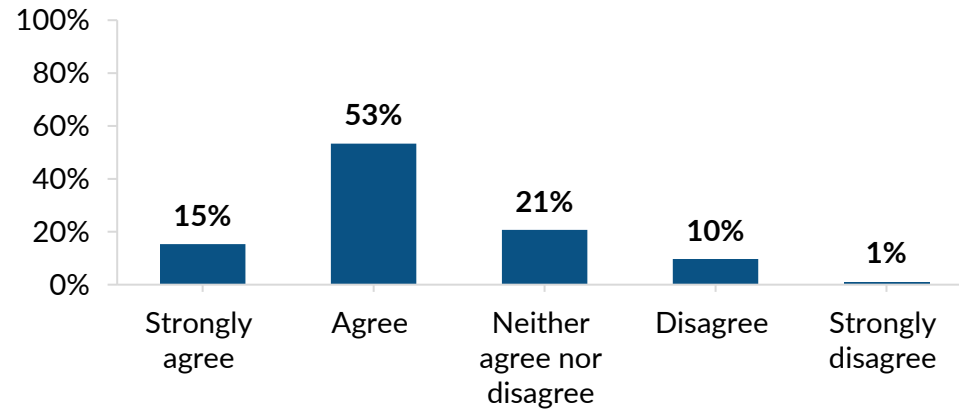




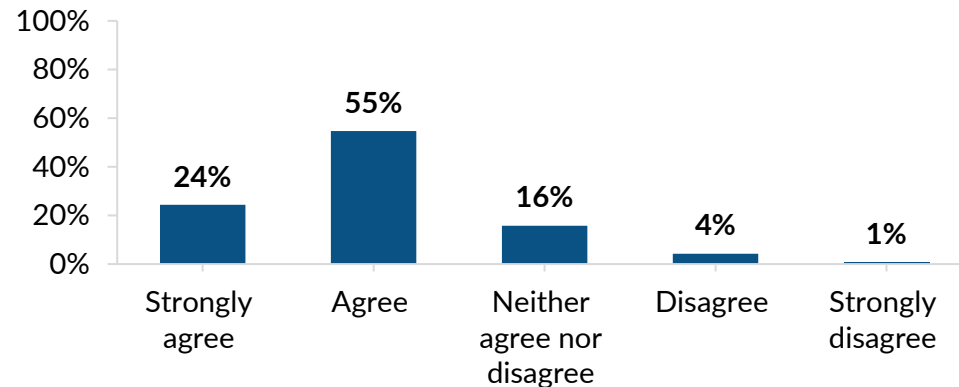
## Why isn't the Club meeting your expectations?



## Does the Club fulfil its vision?



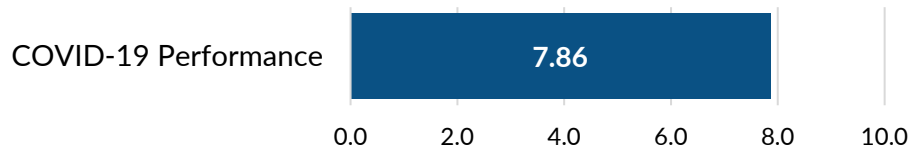
## Is the vision correct for the Club?



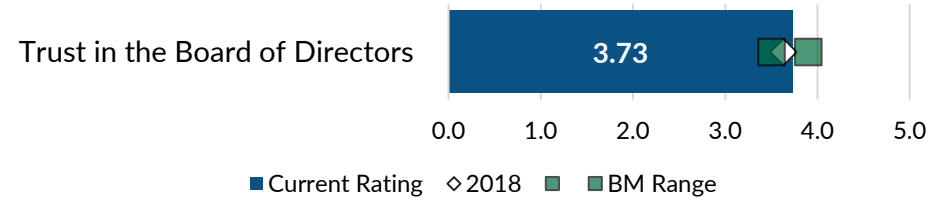




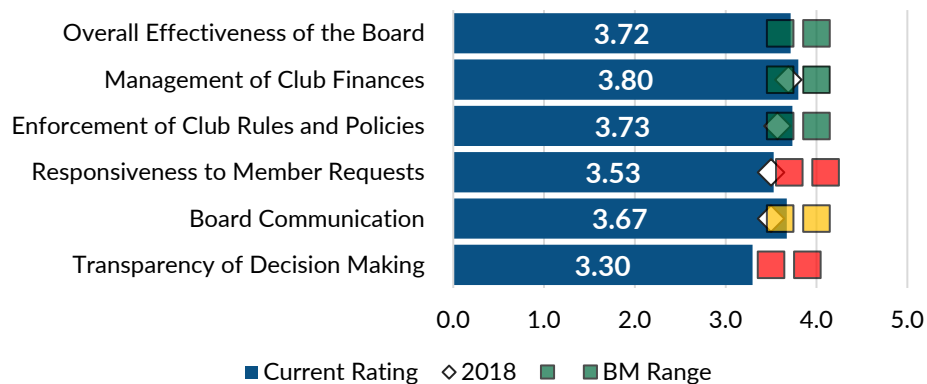
## How has the Club performed through COVID-19?



## Level of trust in Board of Directors:

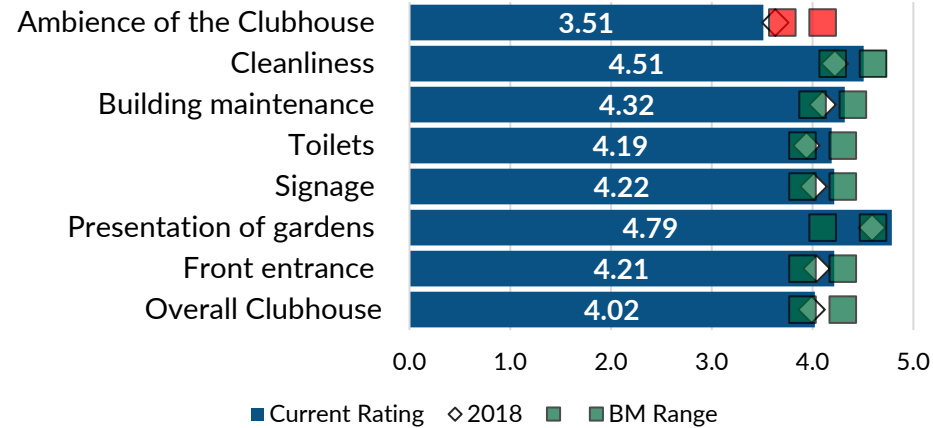


## Satisfaction with Board performance:

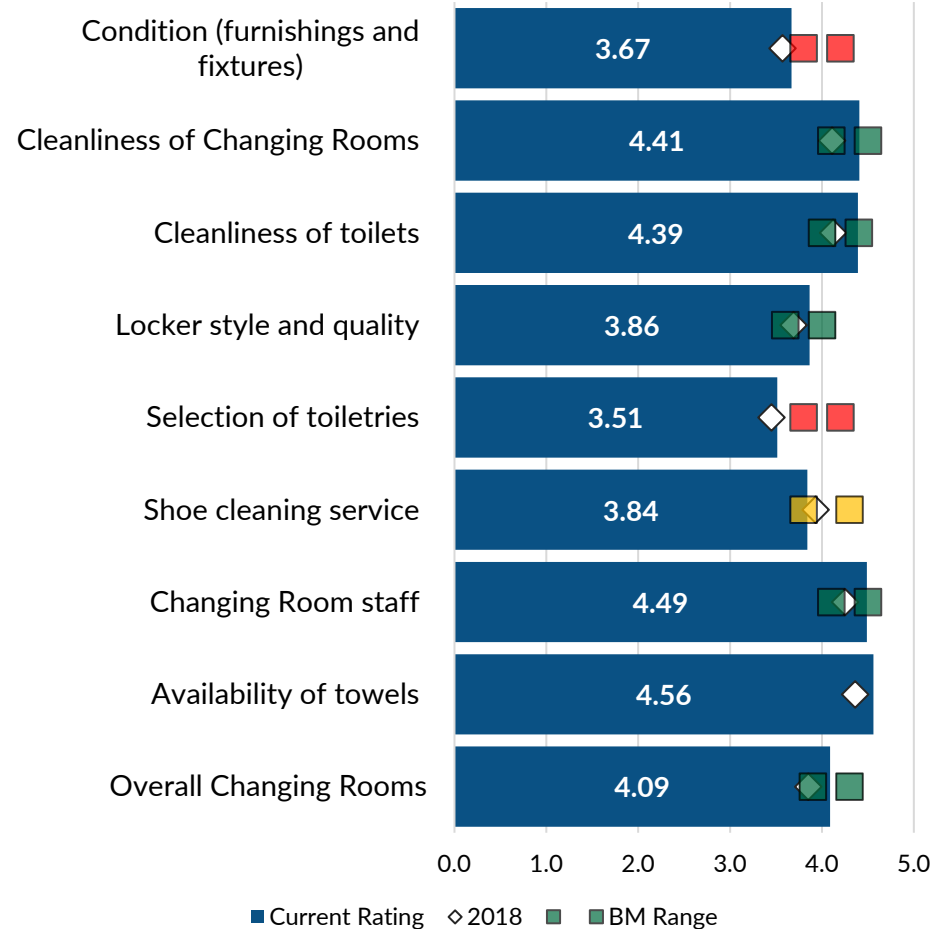




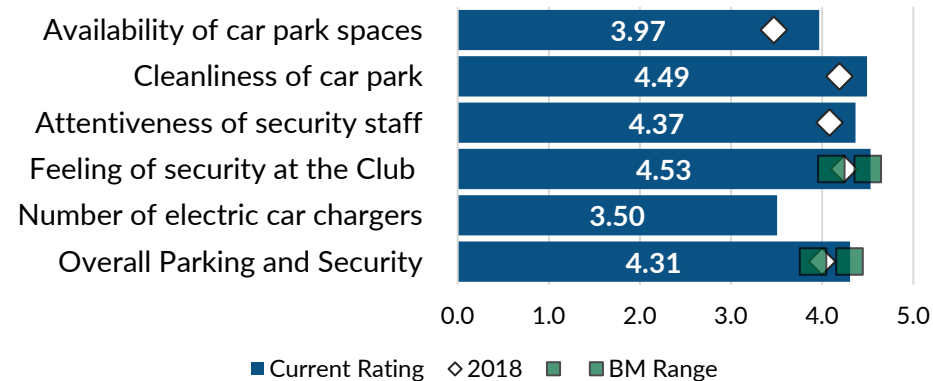
## Evaluate the clubhouse:



## Evaluate the clubhouse changing rooms:



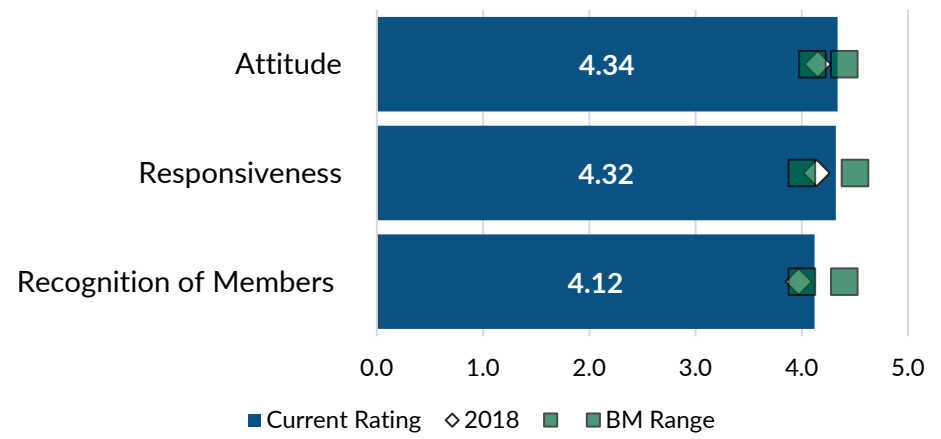
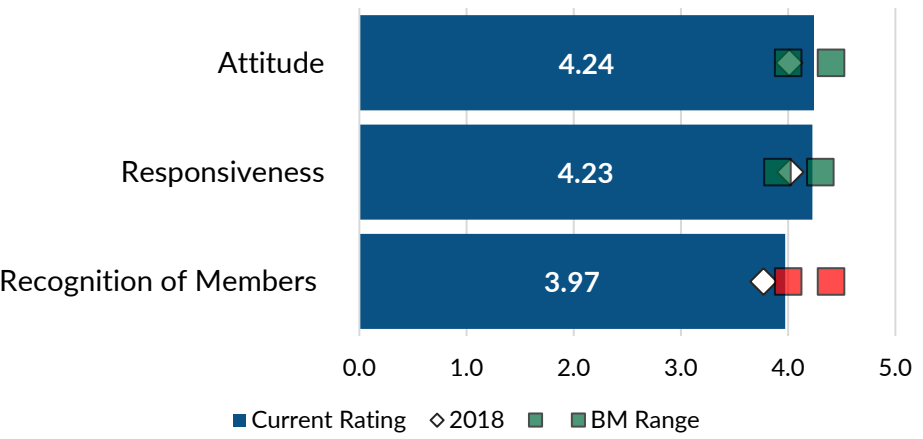
## Evaluate car parking and security:





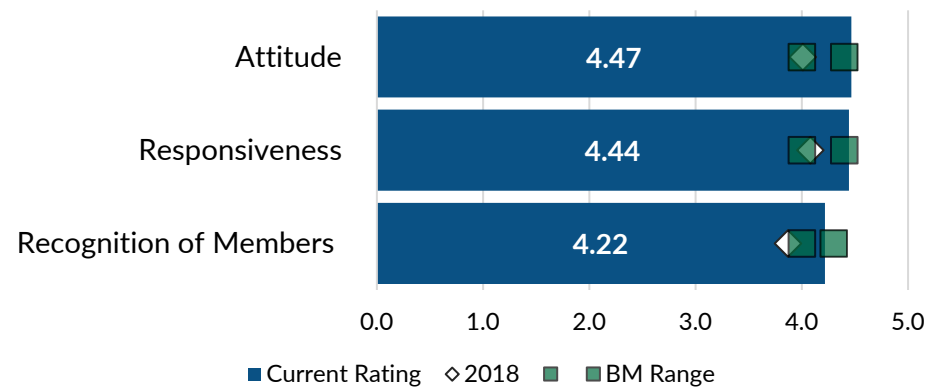
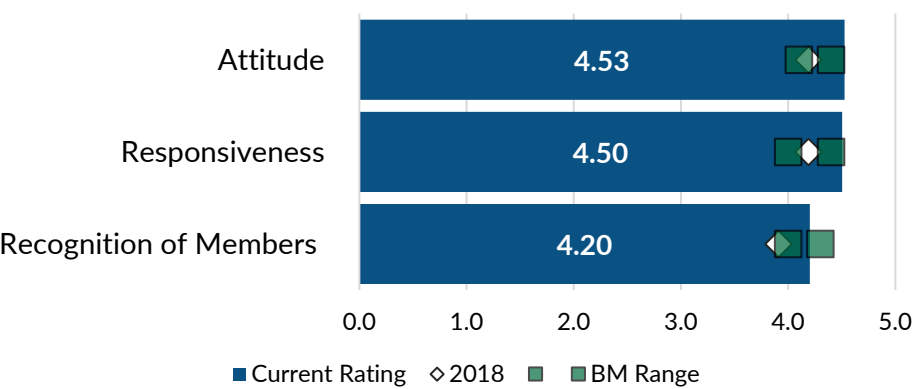
## Administrative staff: evaluate management staff:

## Administrative staff: evaluate the membership team:



## Administrative staff: evaluate the clubhouse receptionists:

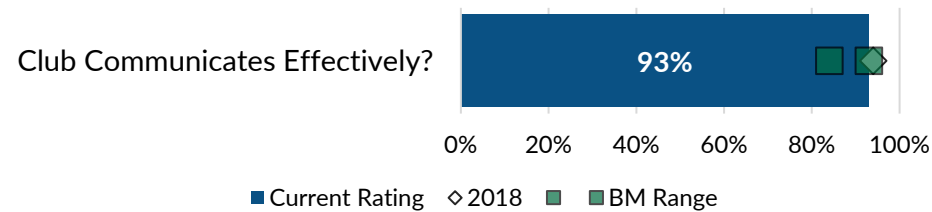
## Administrative staff: evaluate the health club receptionists:



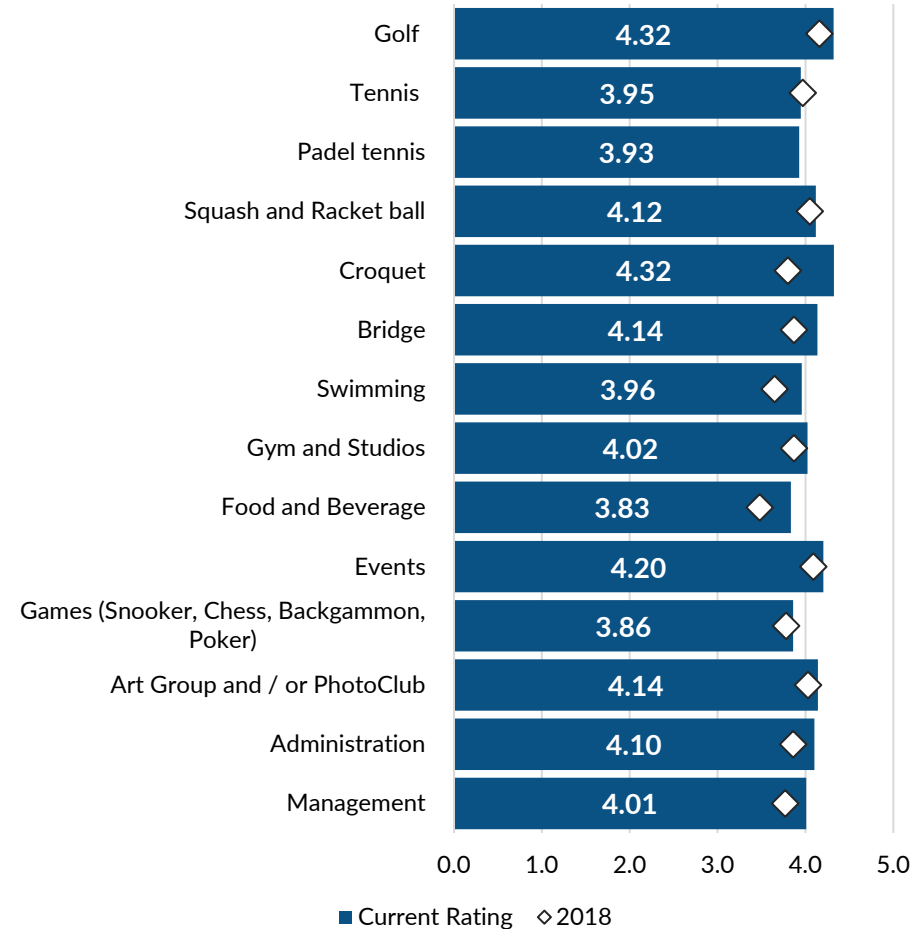
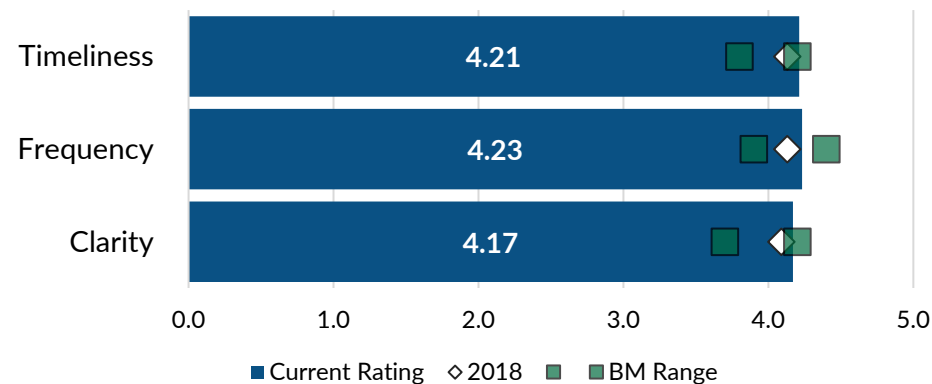


## Does the Club communicate with you effectively?

## Evaluate departmental communications:

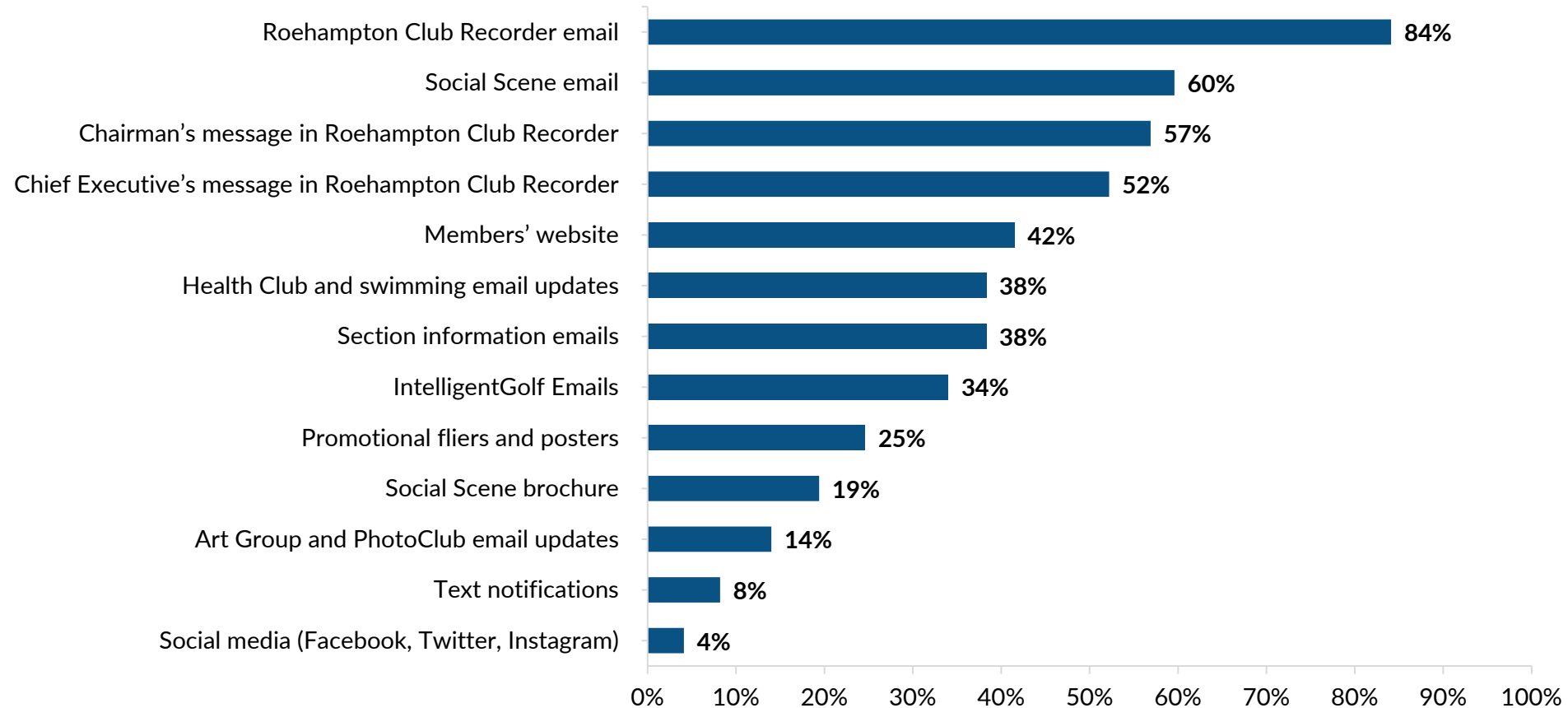


## Evaluate Club communications:





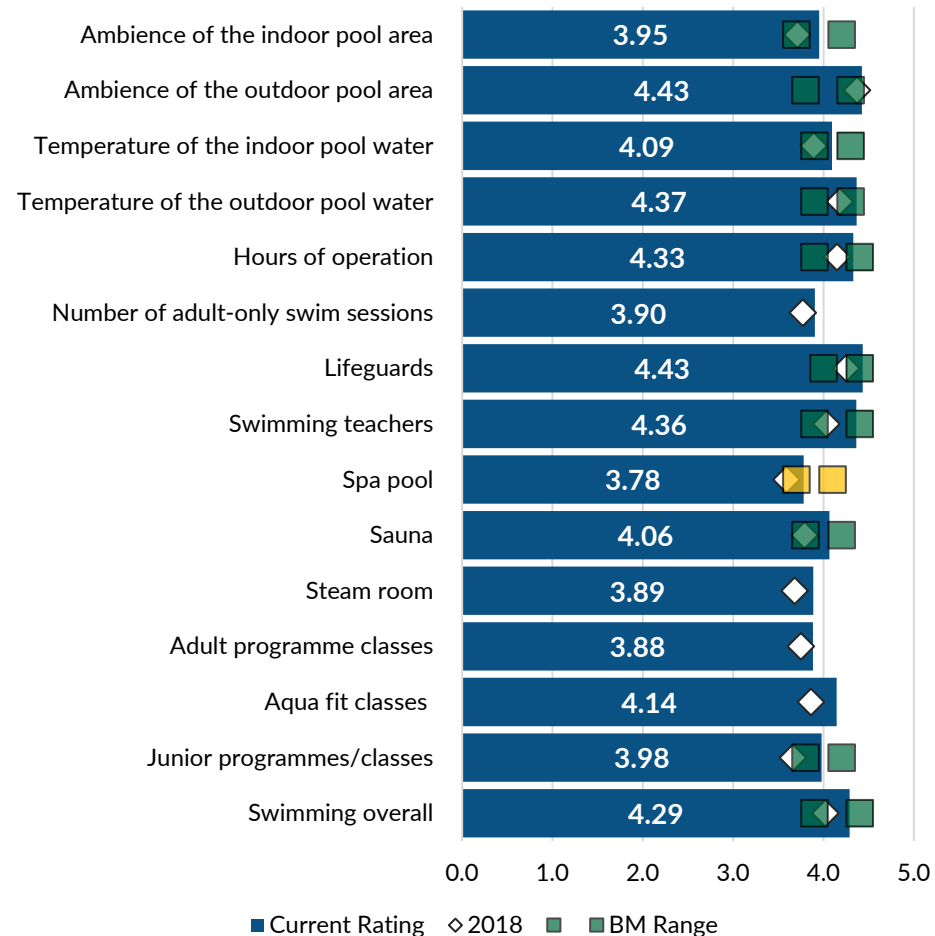
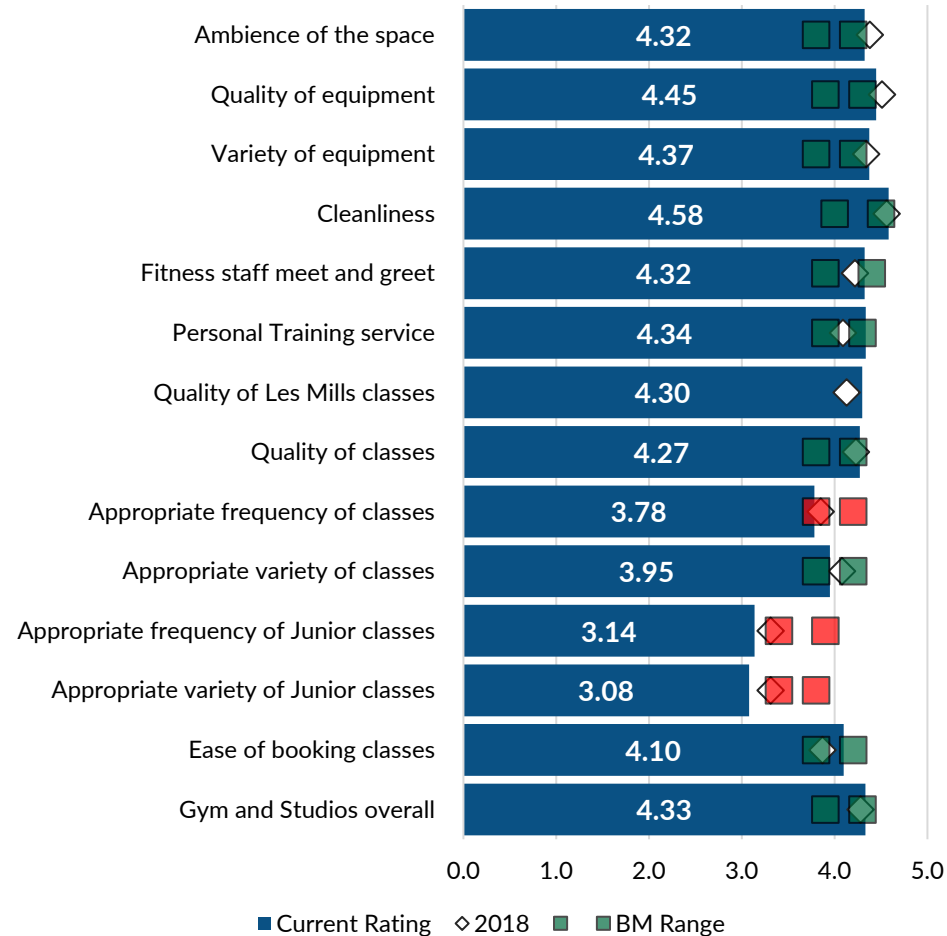
*Current media used by the Club that you enjoy receiving:*





## Evaluate the gym and studios:

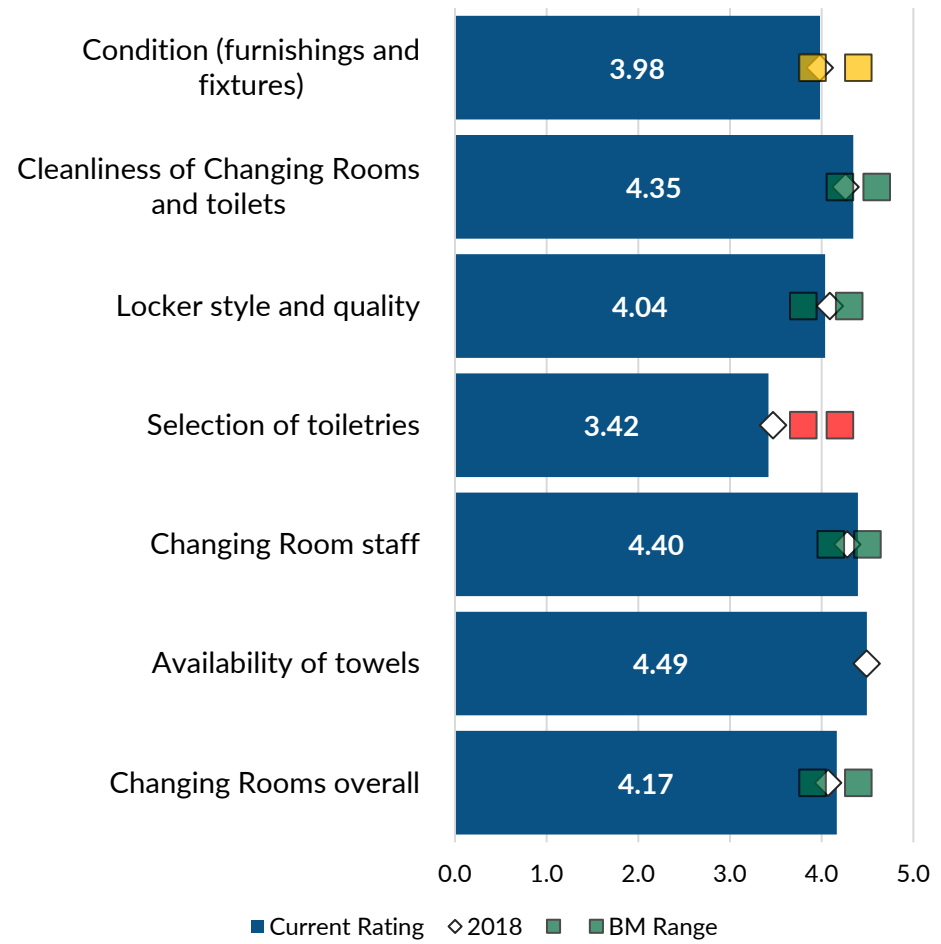
## Evaluate swimming:





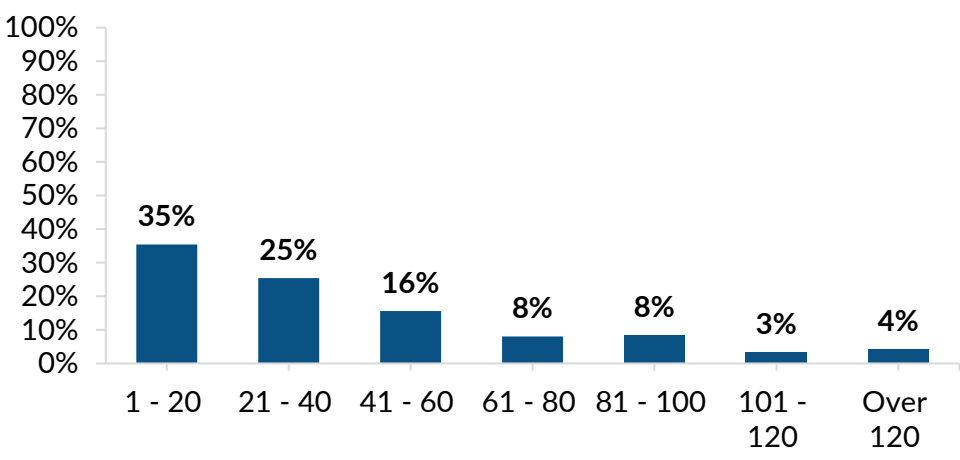


*Evaluate the Health Club changing rooms:*

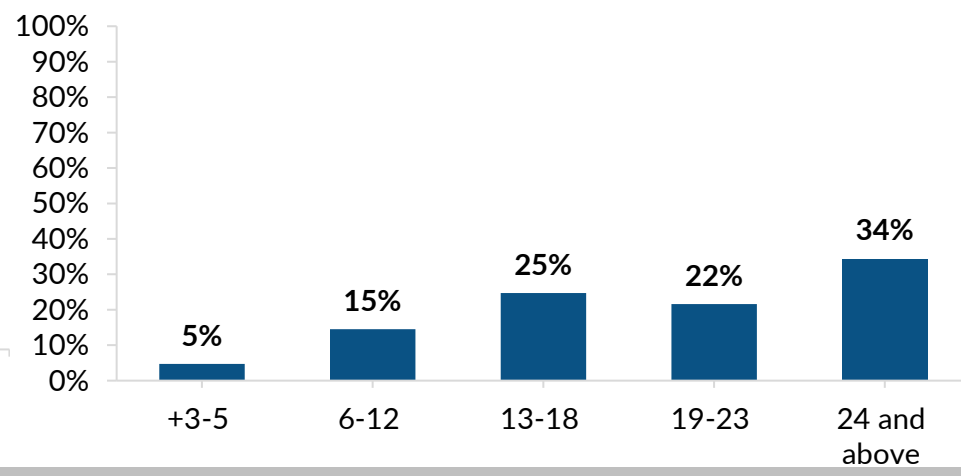




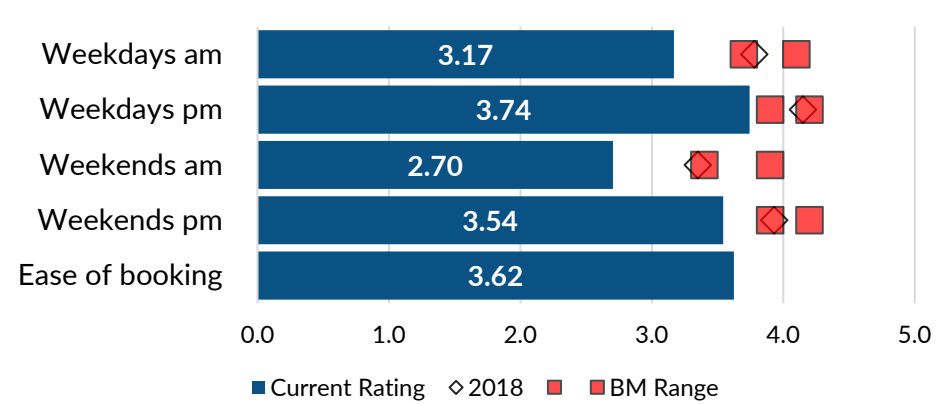
## How many rounds of golf do you play annually?



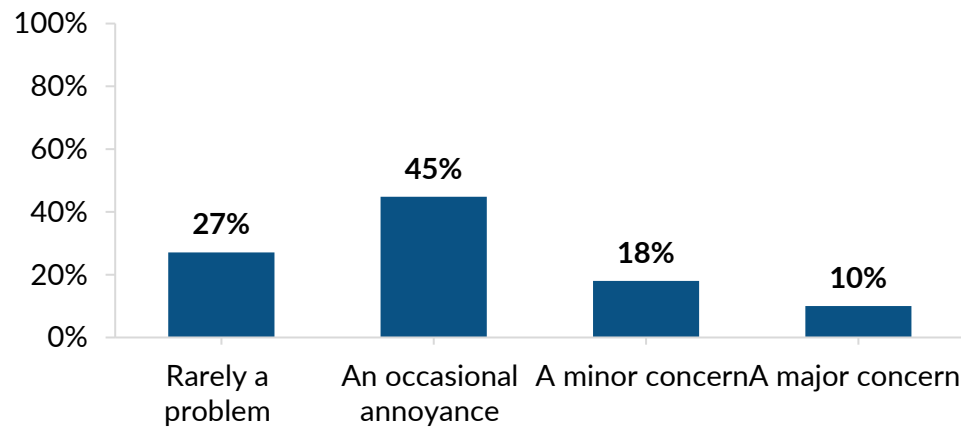
## Please indicate your handicap:



## Evaluate the ease of access to the golf course:

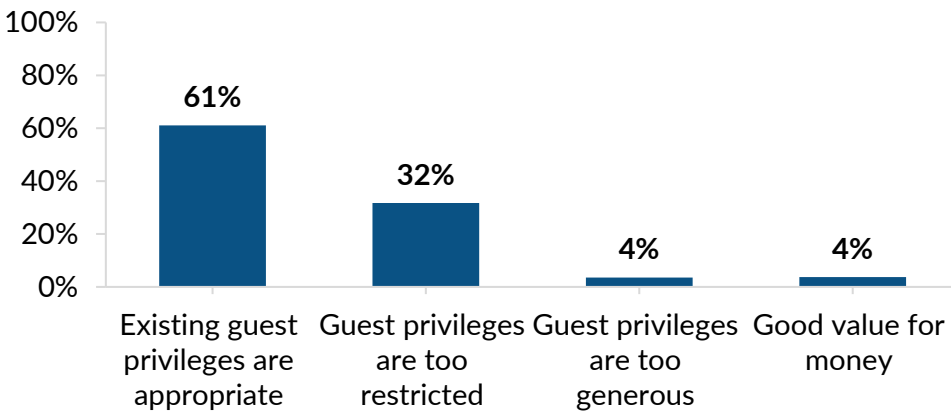


## Evaluate pace of play at the Club:

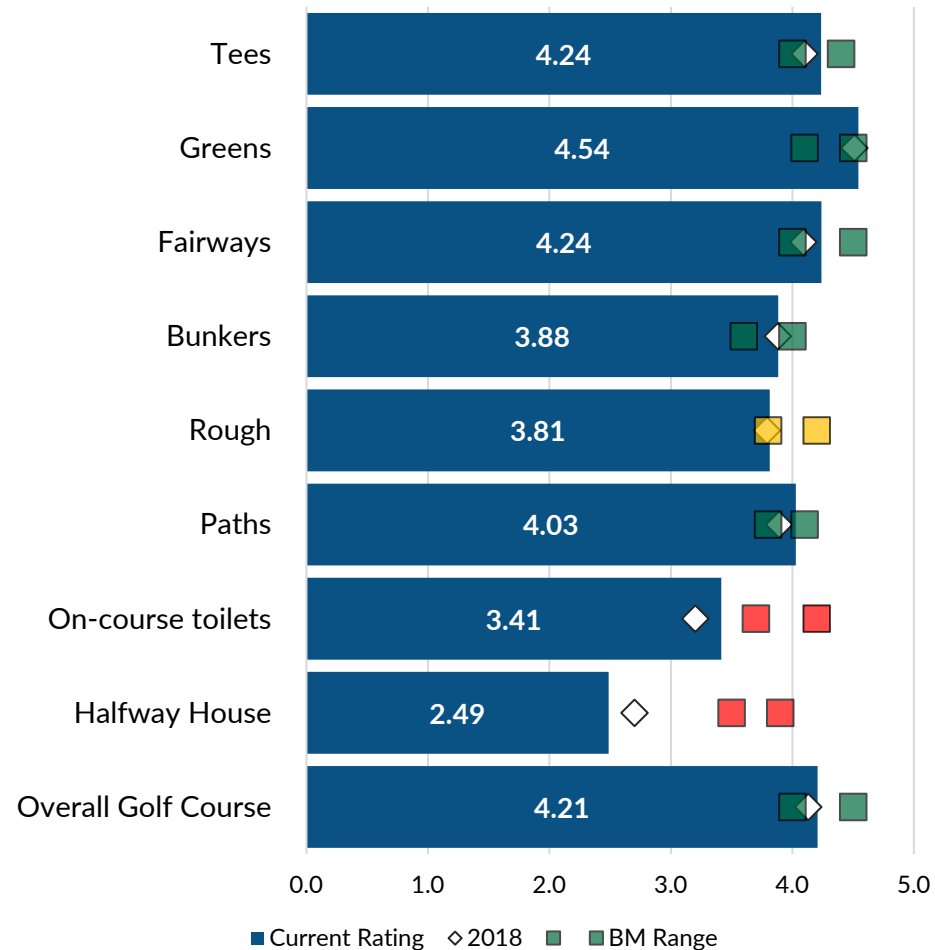




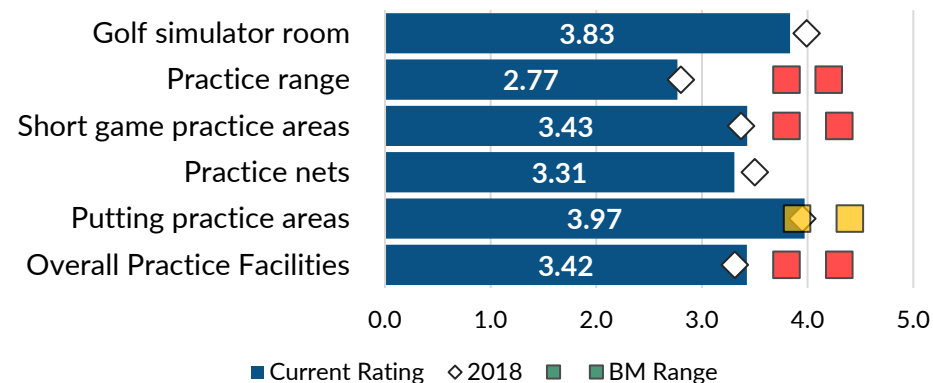
## Evaluate guest privileges at the Club:



## Evaluate the conditioning of the golf course:

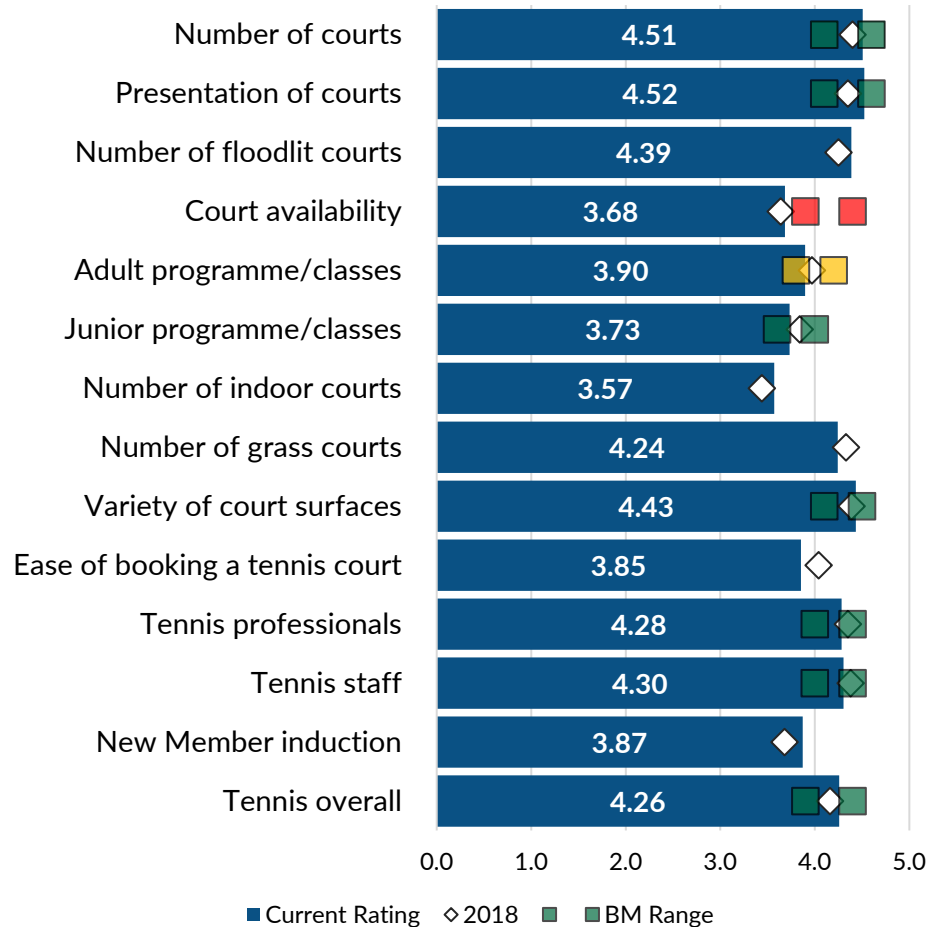


## Evaluate the golf practice facilities:

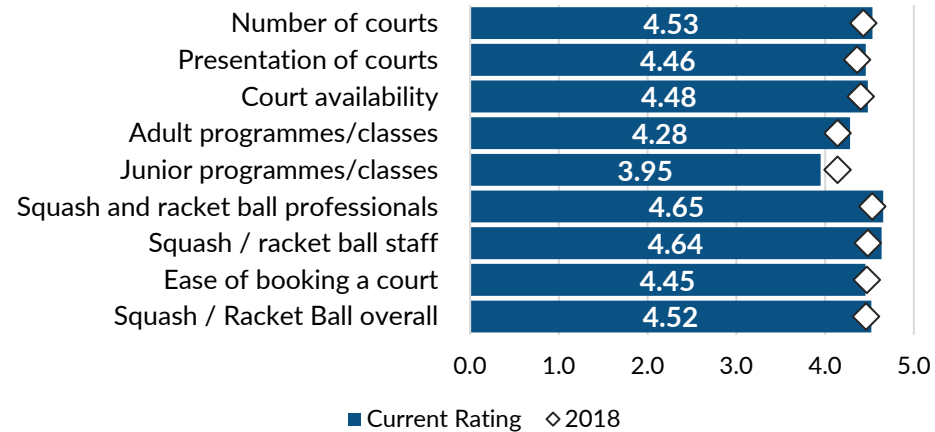




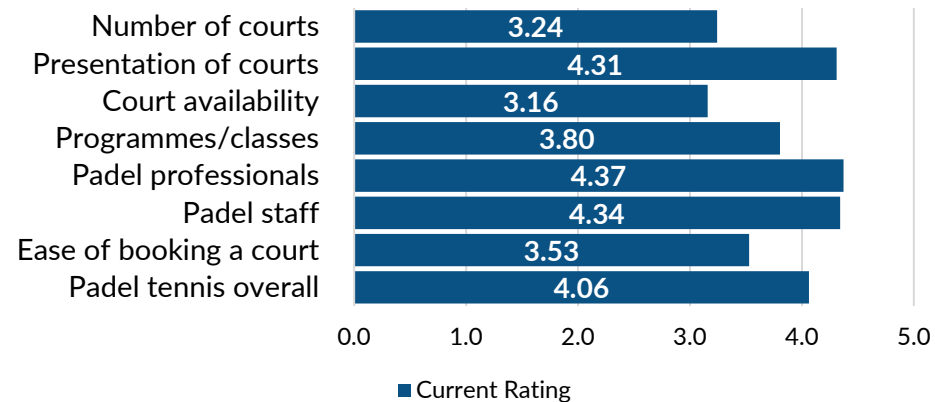
## Evaluate tennis:



## Evaluate the squash and racket ball facilities:

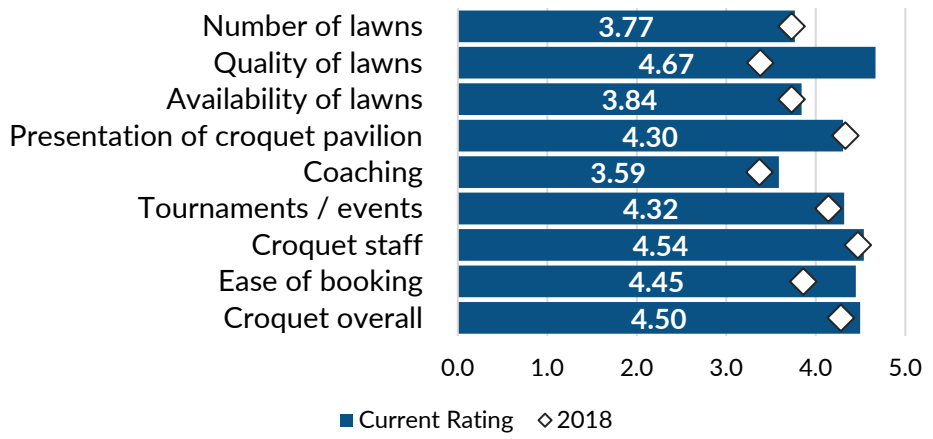


## Evaluate the padel tennis facilities:

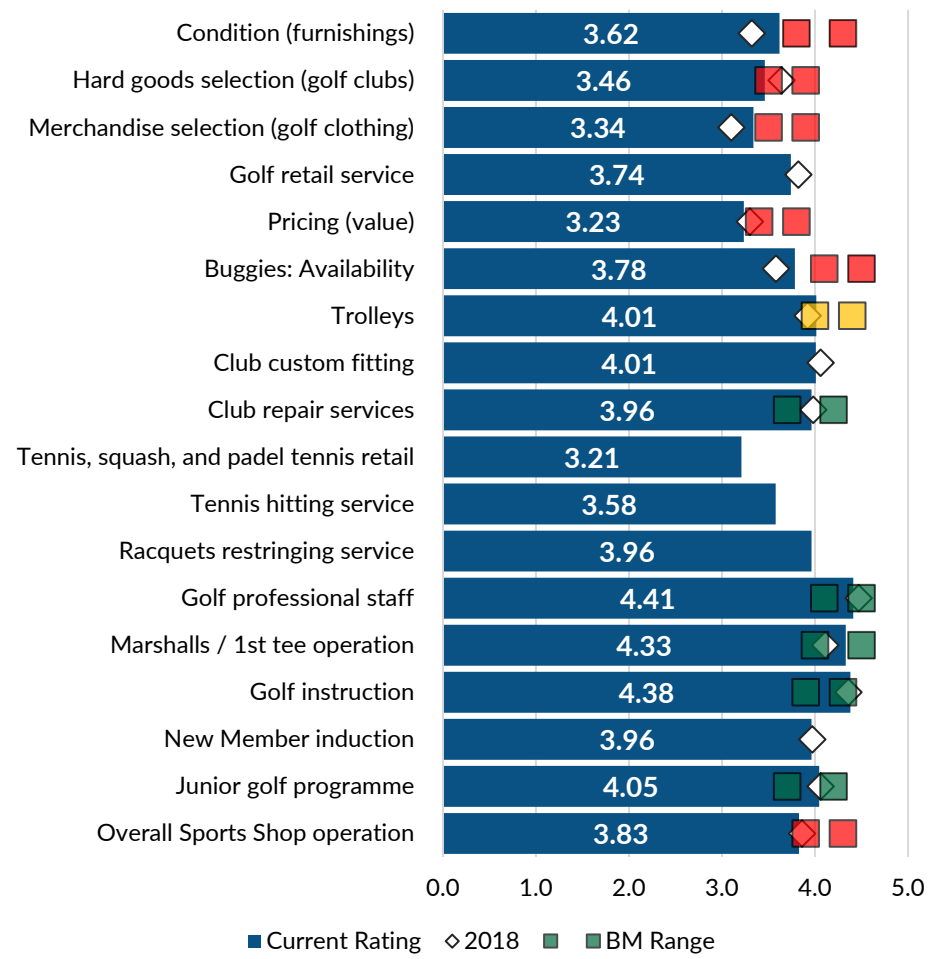




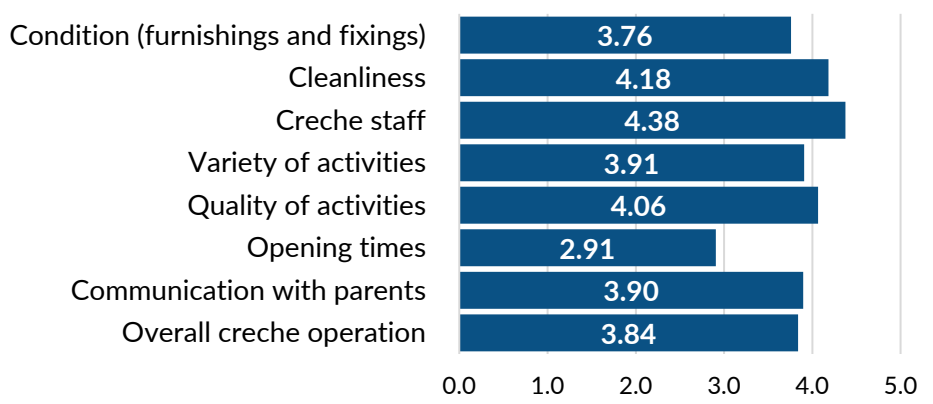
## Evaluate croquet:



## Evaluate the Sports Shop:

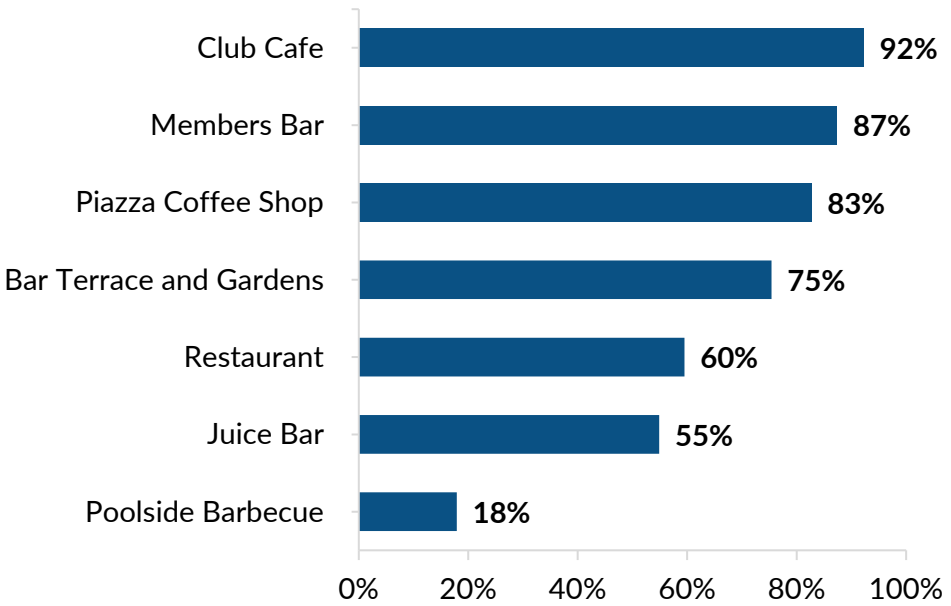


## Evaluate the creche:

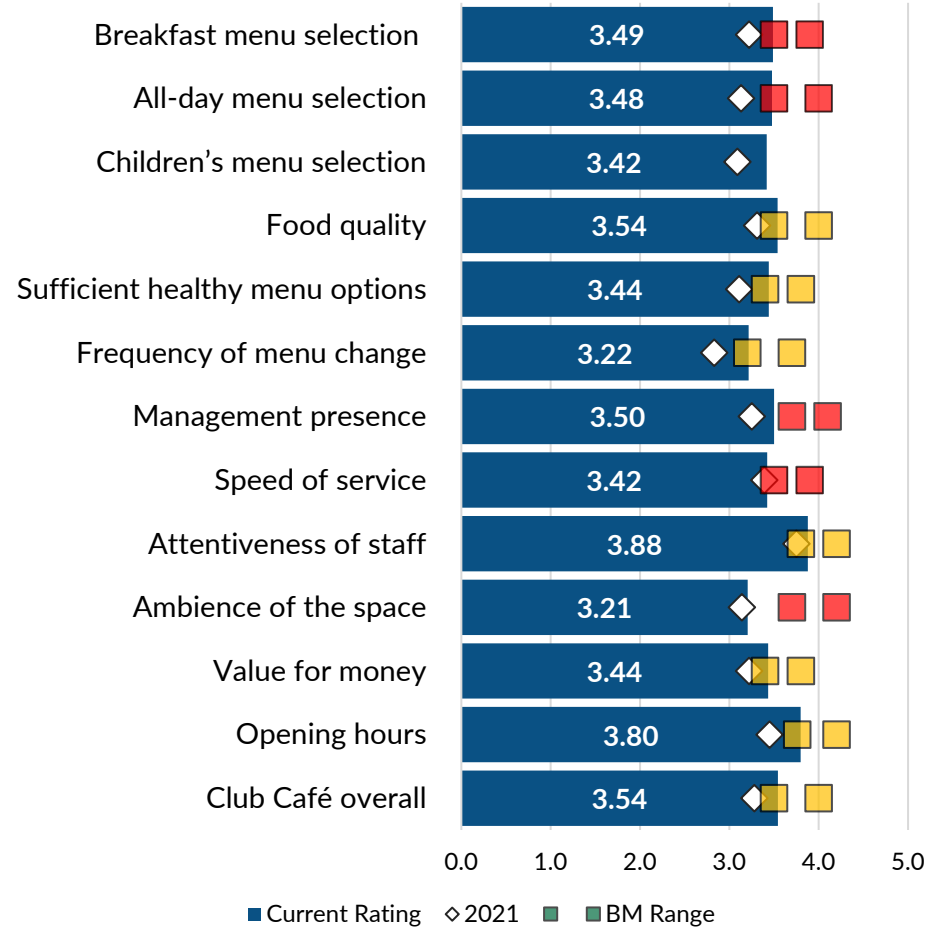




## Select all the food and beverage outlets you use:



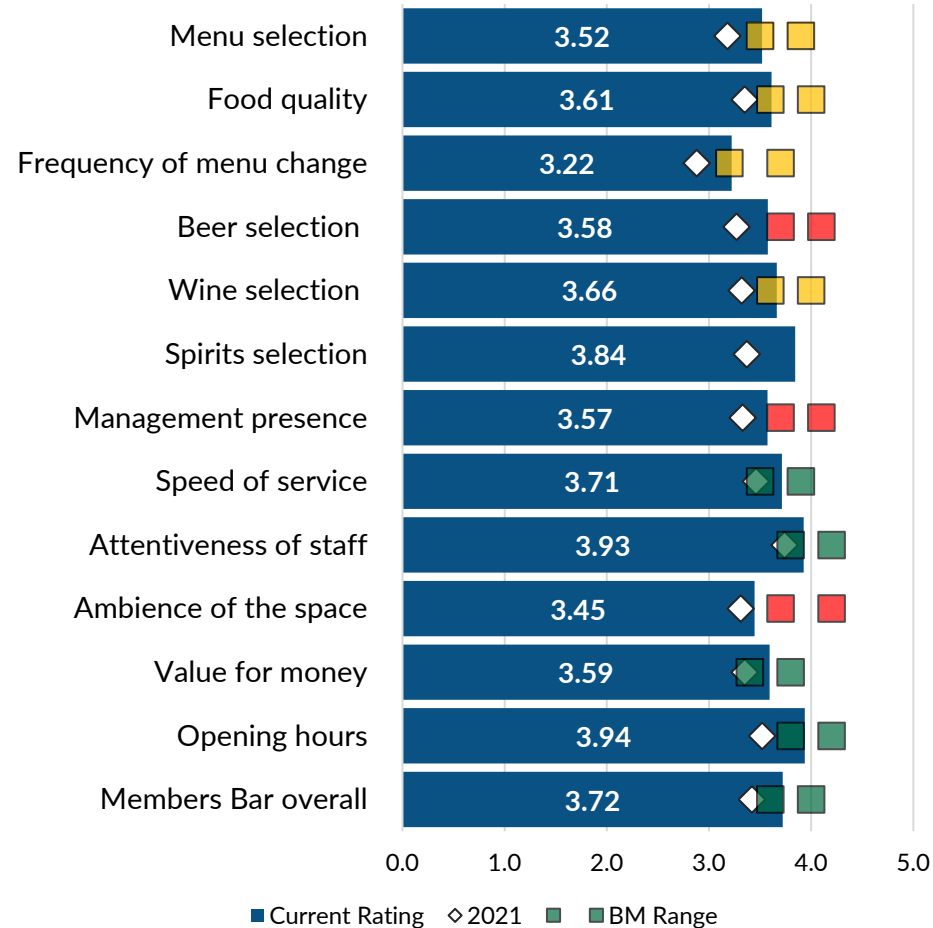
## Evaluate the Club Café:



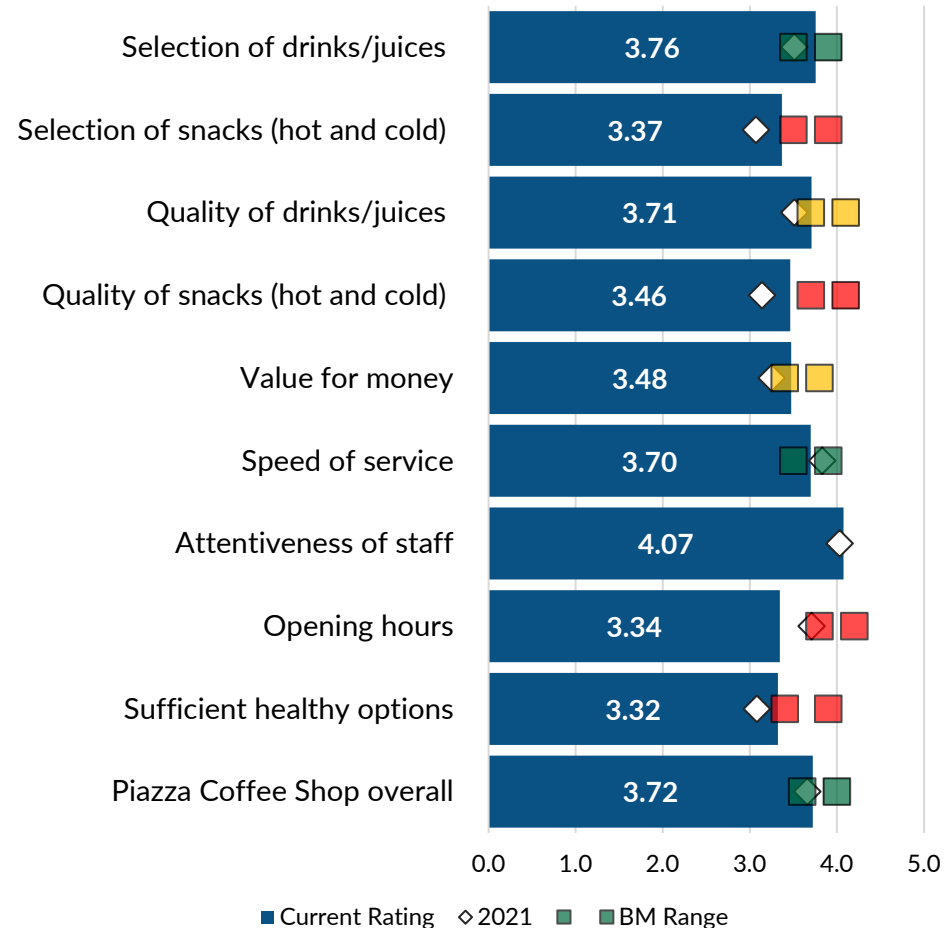




## Evaluate the Members Bar:

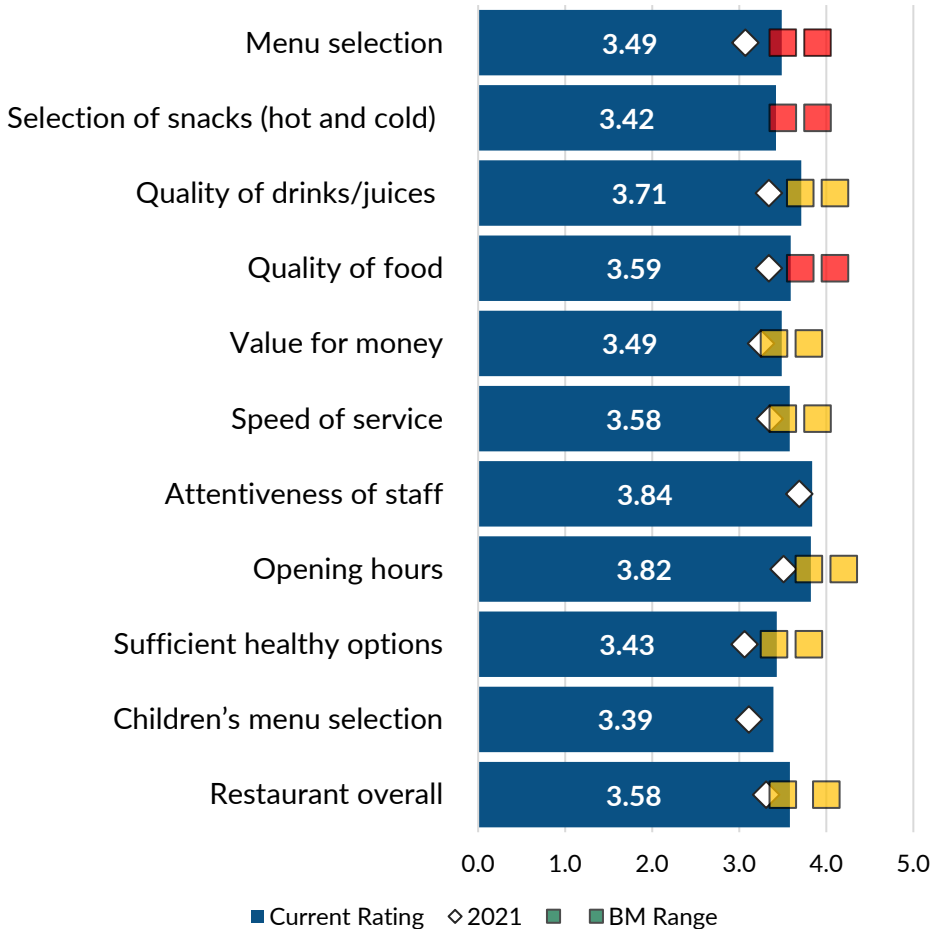


## Evaluate the Piazza Coffee Shop:

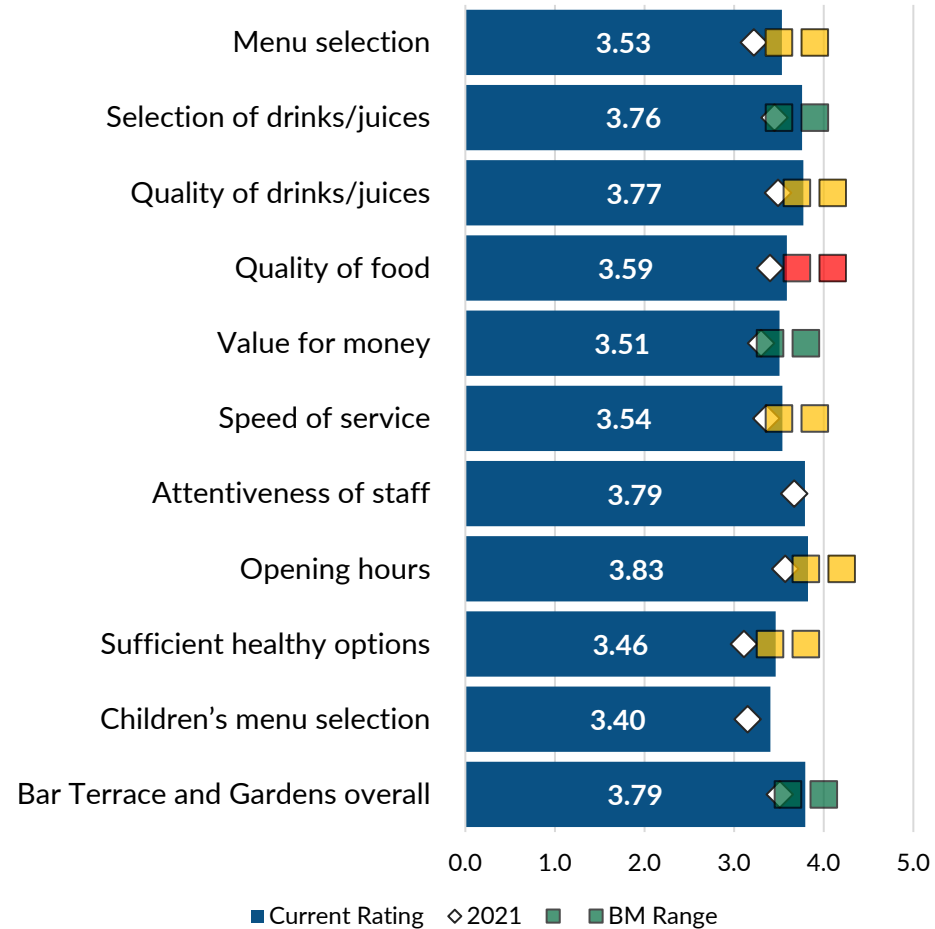




### Evaluate the Restaurant / Piano Bar:

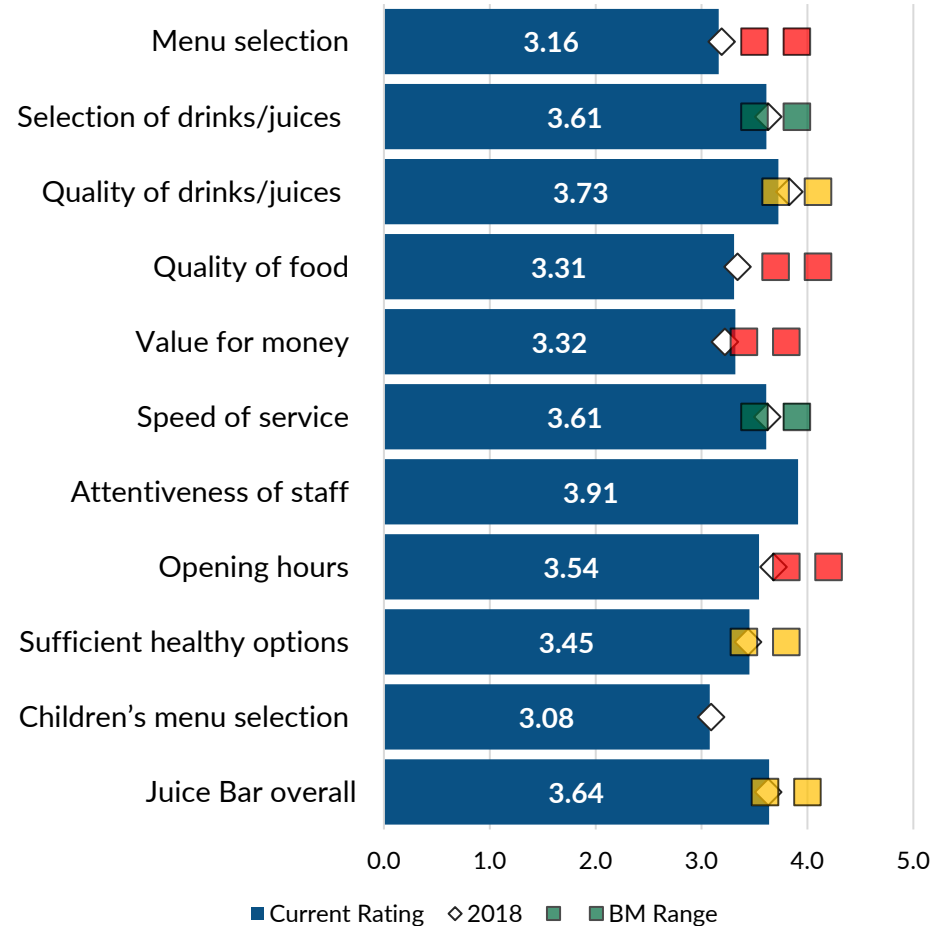


### Evaluate the Bar Terrace and Gardens:

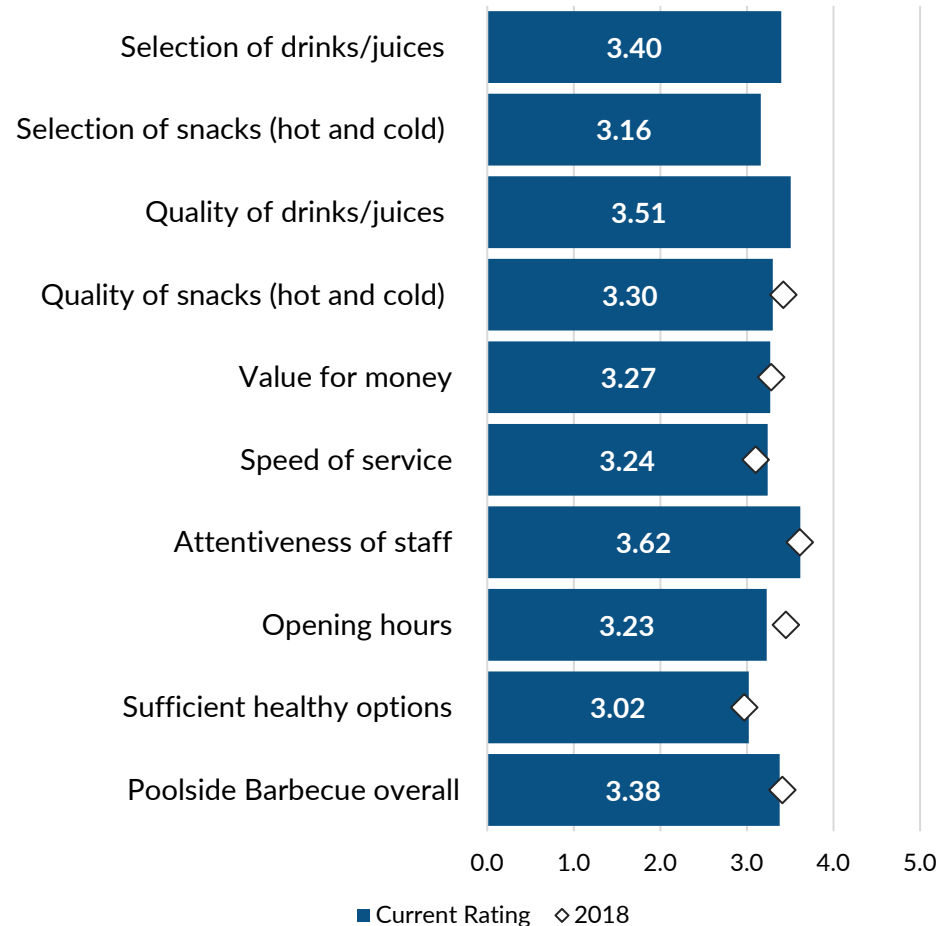




## Evaluate the Juice Bar:

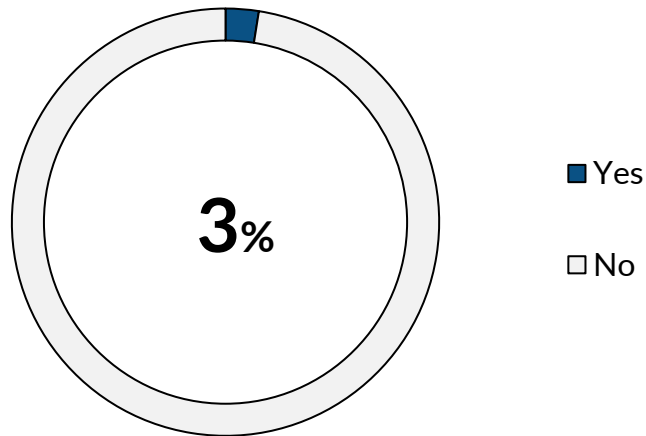


## Evaluate the Poolside Barbecue:

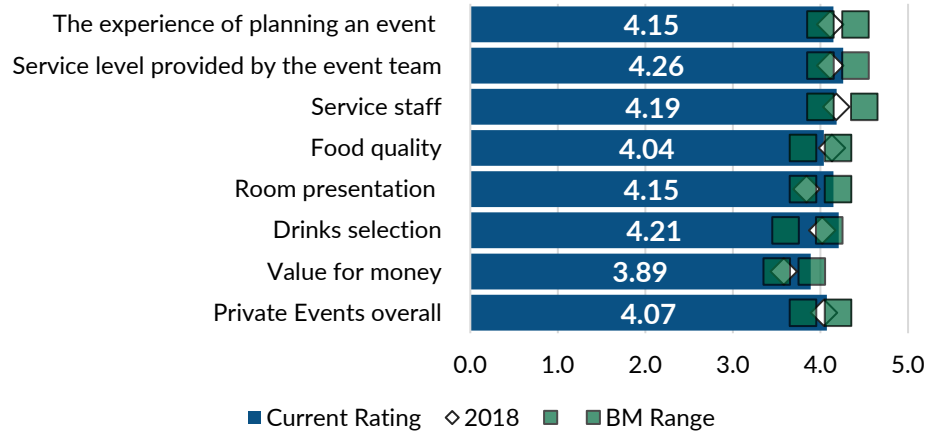




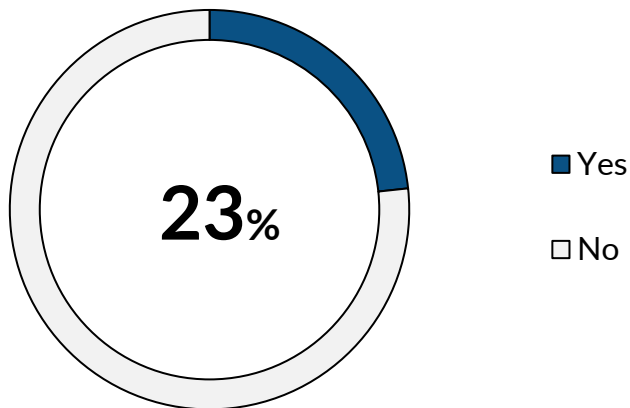
## Have you held a private event at the Club?



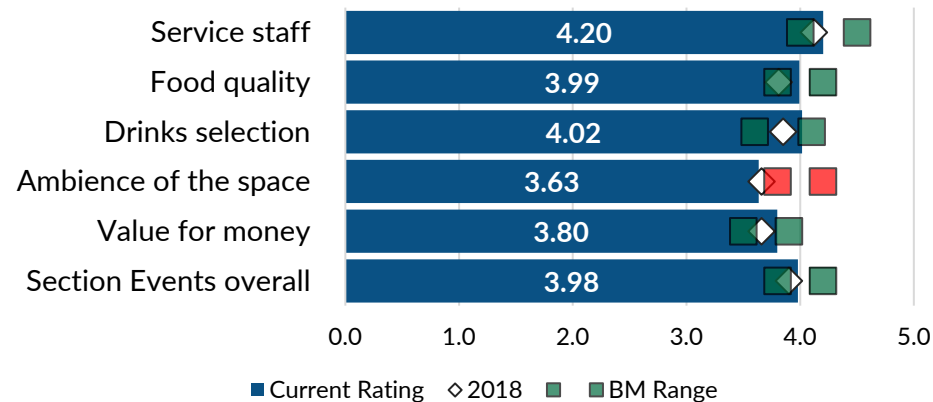
## Evaluate your satisfaction with holding an event:



## Have you attended a Section Event in the past year?

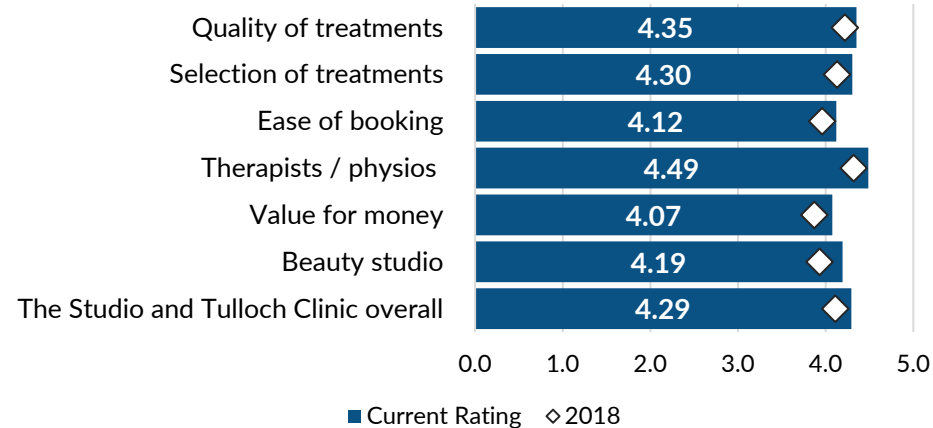


## Evaluate your satisfaction with Section Events:

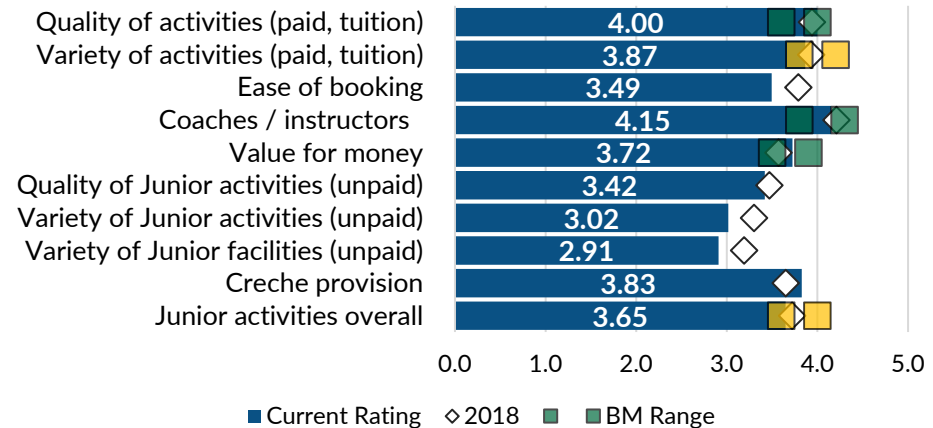




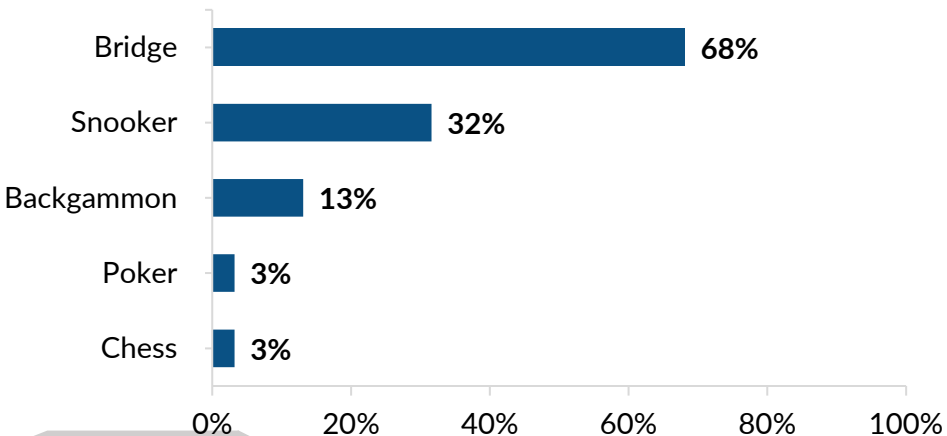
## Evaluate the Tulloch Clinic and Studio:



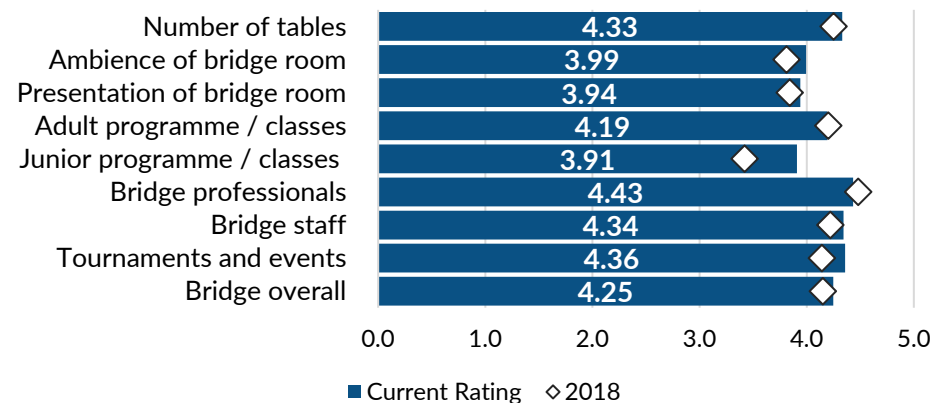
## Evaluate the Junior activities:



## Select all the games you've participated in:

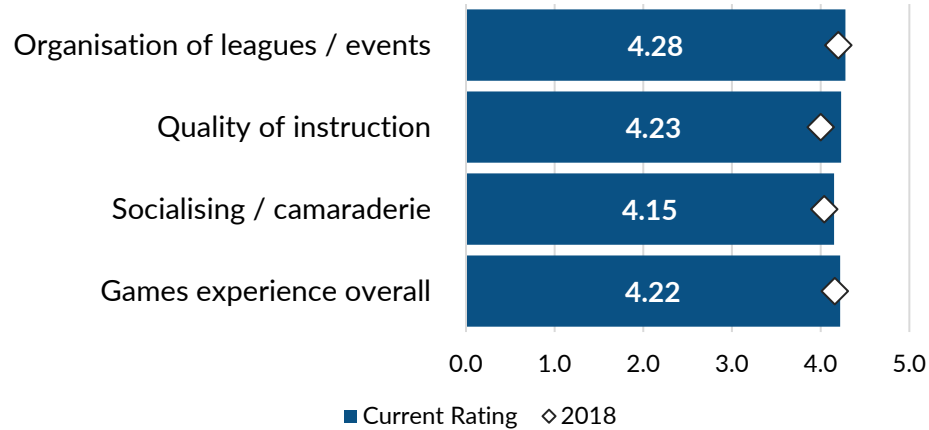


## Evaluate bridge:

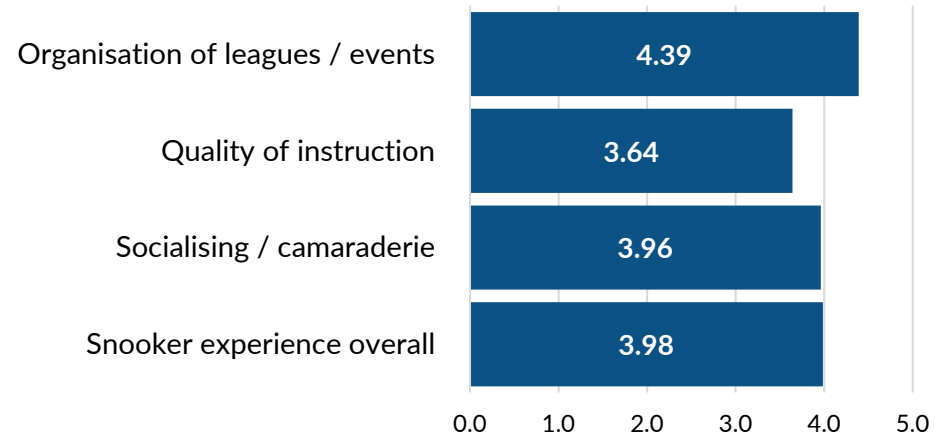




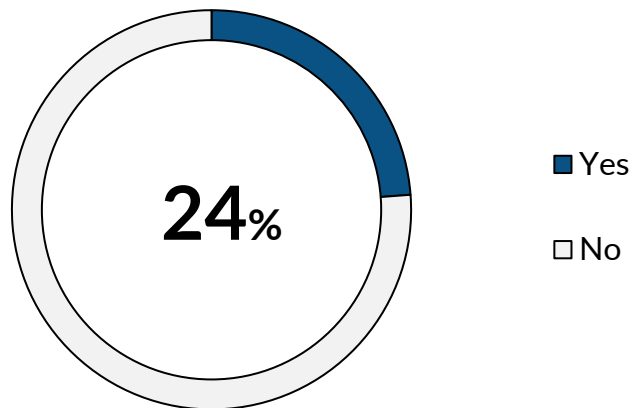
### Evaluate the games you participated in:



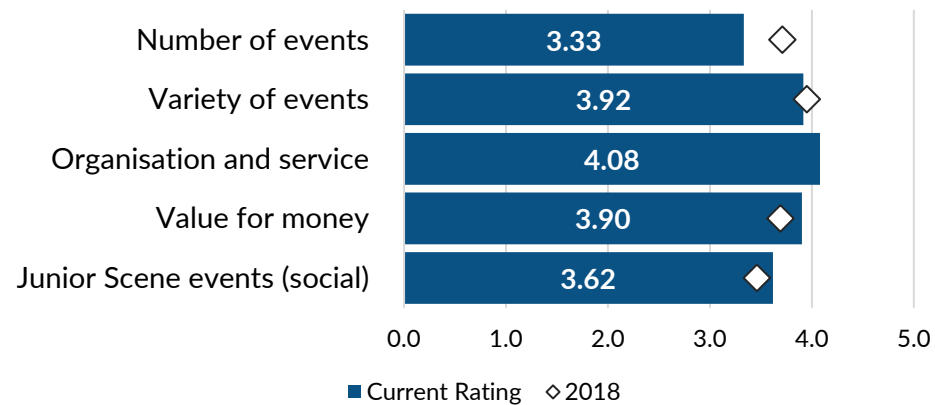
### Evaluate snooker:



### Did you attend any of the Social Scene Events this year?



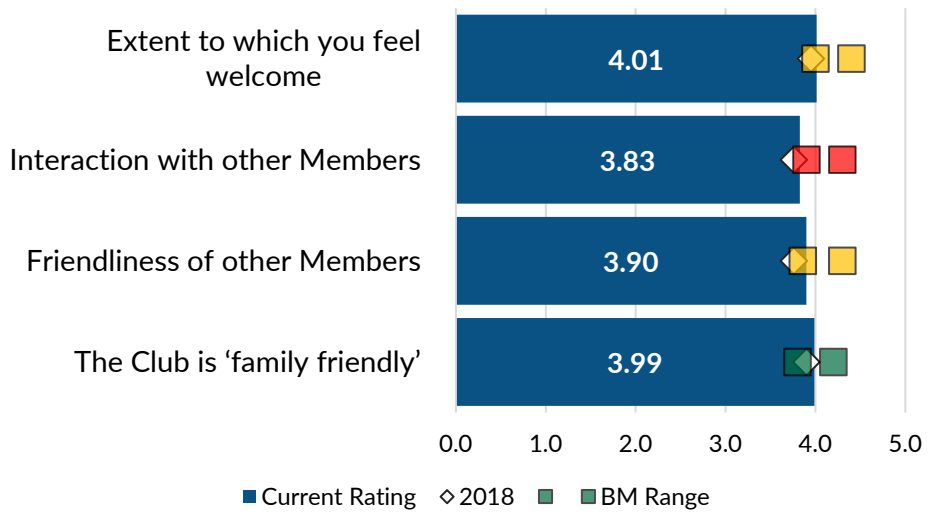
### Evaluate your satisfaction with the Social Scene Events:





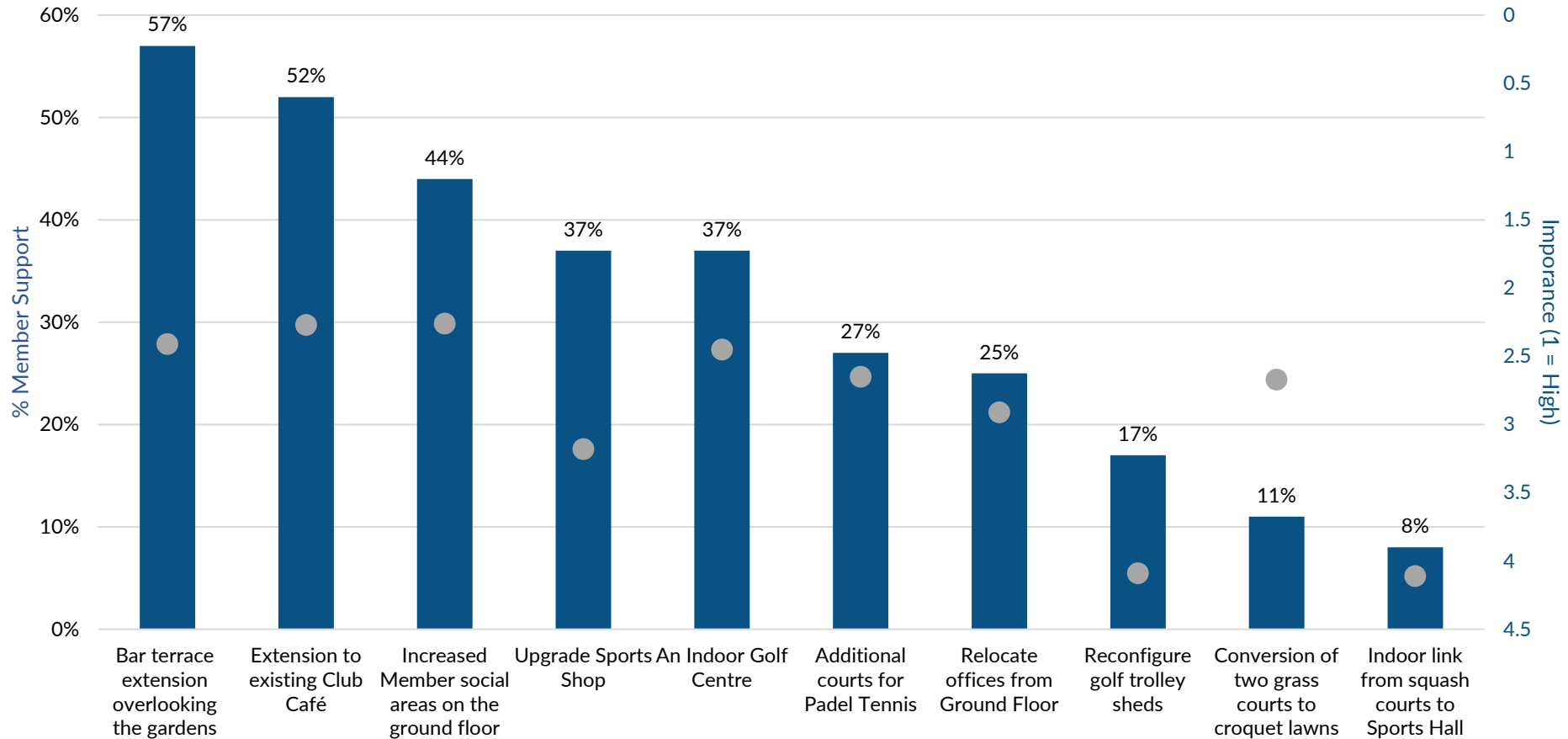


*Evaluate the social atmosphere of the Club:*



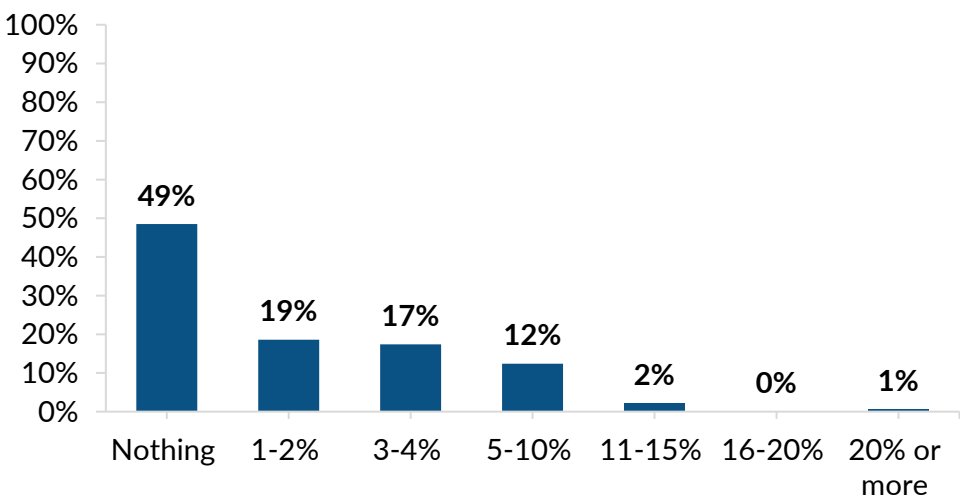


*Please select any capital projects in which you are interested. Rank the projects you selected in order of importance:*





**Willingness to pay more annually:**



## Sources and Restrictions

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GGA instructs that its analysis must be considered as a whole and that selecting portions of the analysis or the factors considered by us, without considering all factors and analyses together, could create a misleading view. Any attempt to do so could lead to undue emphasis on any particular factor or analysis.

*GGA Partners Inc*