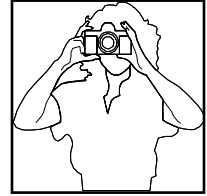

MWR MANAGERS' OPERATIONS GUIDE

Assess Competition



DO THIS TASK WHEN

- You are assigned to do an assessment.
 - You simply want to know what your competition is doing.
 - You need to assess similarities and differences between your Program and that of your competition.
 - You need to assess how many of your customers/patrons are using your competitors, how often, and why.
 - You need to improve your bottom line.
 - You are considering changes to your facility, budget, fees, prices, charges, equipment, staff, activities, events, products, and/or services and want assurance that you will receive positive return on the change/investment.
-

**SUPPLIES/
RESOURCES**

- Assess Competition Worksheet.
 - Compare Competition Tally Sheet.
 - Typical office supplies & equipment.
 - Computer and needs analysis software.
-

**THIS TASK
IS DONE
CORRECTLY
WHEN**

- You have examined your Program regarding the following:
 - Facility description & condition.
 - Activities & events offered.
 - Products & services offered.
 - Equipment availability and condition.
 - Service quality.
 - Value of business to customers.
 - You have listed all your local area competitors.
 - You have data from which you can make objective comparisons between your Program and that of the competition.
 - You have compared your Program to your competition regarding these and other applicable business areas:
 - Facility description/condition.
 - Activities & events offered.
 - Products & services offered.
 - Equipment available and condition.
 - Service quality.
 - Value of Program to customers.
-

NOTES

Before you start planning changes to your facility, budget, fees, prices, charges, equipment, staff, products, services, activities and events, you must know what your competition is doing--**on and off the installation.**

As a good manager, you are always observing and assessing your competition, but you need to make a more detailed assessment of your competition before starting any major change/improvement effort. This will ensure you receive positive return on this change/investment.

Marketing professionals and gurus traditionally hold that a business should be able to answer, at all times, the following five questions about their competition:

- Who are our competitors?
- What are their strategies?
- What are their objectives?
- What are their strengths and weaknesses?
- How do they react to fads, trends, and competition?

This task will assist you in performing an effective comparison of your Program to your competition's. It will **NOT** answer your questions about your customers'/patrons' habits, their free will, or their participation/spending habits. It will **NOT** explain why on one day you're packed and the next the place looks like a ghost town. *If you want to discover why your customers/patrons go to your competitors--ASK THEM!*

It is important to examine all available business intelligence to support significant new Program initiatives/alternatives. Refer to Analyze AIMS Financial Statements to gather financial and customer usage data.

**NOTES
(cont.)**

Keep the following in mind whenever examining your Program:

- Yours and the system's current and future fiscal environment/condition.
- Continued downsizing/re-engineering strategies.
- Regionalization opportunities.
- Competitive sourcing opportunities.
- No tenant should do what a host can do more cost effectively.
- No host should do what a complex can do more cost effectively.
- No complex should do what a community can do more cost effectively.

SIZE & SCOPE OF A COMPETITIVE ANALYSIS

This procedure details a "full" analysis process. You are reminded to examine in your competitors, **ONLY** that which you are considering changing in your Program. For example:

- If you think your competitor's decor, ambiance, and environment is better, while you believe you have a pricing and service edge, then check out those elements *only*.
- If you suspect you could improve in customer/patron service, products, services provided, and Program activities and events, then compare *only* these.

To do otherwise can be excessively time consuming and result in more information than you need or can manage, or worse, in data that doesn't apply or doesn't answer your questions.

PROCEDURE

Step 1 Describe your Program, who it serves, what it does, its qualities, and its values, using the following guidelines. See examples in this task.

This step is important because you will use this description to compare your Program to your competition.

- ☐ Make working copies of the form, Assess Competition Worksheet.
- ☐ Record the following about your Program:

Program Name	Be specific..., like Slammin' Sammy's, Intramural Sports, etc.
Facility Description and Condition	Size, location, condition, decor, number and purpose of spaces, accessibility.
Activities & Events Offered	What do you sell/offer, how many sales/services do you accomplish per unit of time, and at what prices or participation numbers.
Products & Services Offered	
Equipment Availability and Condition	Type, models, numbers, age, condition, whether modern or dated, relevance and usefulness to your Program, and the dollar value.
Service Quality & Value to Customers/Patrons	What do you offer your customers/patrons and how do they perceive your delivery? (E.g., customer service, price-value, etc.)

NOTE:

- List **all** your major Program activities, events, products, services, and equipment.
- See the three examples of Assess Competition write-ups for typical category "A", "B", and "C" MWR Programs on the following three pages.
- **Use** extra paper, a laptop, or redesign the worksheets to provide additional recording space and/or additional assessment items on the forms as dictated by the focus of your competition assessment.

ASSESS COMPETITION WORKSHEET CATEGORY "A" EXAMPLE	
PROGRAM NAME:	Intramural softball.
FACILITY DESCRIPTION & CONDITION:	Regulation softball fields. Clay/sand mix infields. Lighted fields. 280' left and right field foul lines; 300' to center field. Bermuda grass turf, cut at 2" to conserve water.
ACTIVITIES & EVENTS OFFERED:	15-game regular season schedule. 2 pre-season games (do not count for standings). Post-season, double elimination tournament between top 4 teams from each of 2 divisions. 1-hr and 15-min time limit each game. 10-run rule after 5 innings.
PRODUCTS & SERVICES OFFERED:	1 new softball and 1 used ball to start each game. 1 umpire used for regular season games, two for each post-season tournament. Infield dragged and lined prior to each game. Infield watered between games when game schedule permits.
EQUIPMENT AVAILABILITY & CONDITION:	4 bats and a bag of 12-15 used softballs are provided to each team at the beginning of the season. Limited gloves are available at the gym for daily check-out.
SERVICE QUALITY AND VALUE TO CUSTOMERS/PATRONS:	Free to active duty personnel. DoD civilians pay \$20 fee. Roster changes are permitted until the post-season tournament. Schedule changes are permitted with 48 hours notice. Forfeiture fee of \$20 assessed any team who changes the roster within 48 hours. Officiating quality is good to excellent. Contract is with local officials association (ASA). Feedback from players and coaches indicate positive reactions about the IM softball program. Civilians like the opportunity to play on base. There is a perpetual Captain's Cup trophy while team and individual awards go to all 1st and 2nd place team members.

ASSESS COMPETITION WORKSHEET CATEGORY "B" EXAMPLE	
PROGRAM NAME:	Ten Pin Lanes Bowling Center.
FACILITY DESCRIPTION & CONDITION:	10-lane bowling center with Brunswick pinsetters and synthetic lanes. Tele-scores, but NOT automatic. New furnishings, carpet, freshly painted. Smoke stained ceiling tiles (need replacement or cleaning). Control counter gives good visibility of facility. Storage lockers are new with combination locks and bench seating. Small video arcade area with 6-8 games.
ACTIVITIES & EVENTS OFFERED:	Leagues presently operating on TUE/WED/THU evenings. SAT A.M. YABA league for children 6-17 yrs of age. Red pin bowling offered Friday nights and Sunday afternoon. At least one fun tournament scheduled each month with cash and merchandise prizes.
PRODUCTS & SERVICES OFFERED:	Pro shop offers ball drilling, plug & repair, special/catalog orders, and customized shirt embroidery. The shop offers a full line of traditional bowling supplies, equipment, balls, bags, shoes and clothing items. Snack bar provides grill and fountain menu, plus beer and wine only; no alcoholic beverages.
EQUIPMENT AVAILABILITY & CONDITION:	Brunswick A-2 equipment. Sub surface ball returns. All equipment, which was purchased new, is now approximately 12-years old. Settee areas are 2-years old. Modular furnishings accommodate four bowlers per lane. House balls are available from 8-16 pounds. House balls are drilled in various dimensions in the three-finger, full-grip configuration. One year old, inflatable bumpers are available for parties and open-play. Rental shoes are available in most children's and adult sizes..., various make and models.
SERVICE QUALITY AND VALUE TO CUSTOMERS/PATRONS:	We pride ourselves in giving personalized, attentive service to our customers/patrons. We use the suggestion box and customer/patron comment cards as feedback tools. The staff frequently talks with customers/patrons to gauge their interests, satisfaction, and gain their ideas. Prices are lowest in the area. Regular open play is a \$1.50 per line. Lane specials available such as 1hr/\$6.00, free shoe rentals, 2-for-the-price-of-1, etc. BPA certified!

ASSESS COMPETITION WORKSHEET CATEGORY "C" EXAMPLE	
PROGRAM NAME:	Bay View Links Golf Course, NAVSTA.
FACILITY DESCRIPTION CONDITION:	18-hole championship course. Yardage ranges from 6500 to 7100 yards. Driving range, chipping and putting greens. Medium sized pro shop, well stocked with complete merchandise lines. Snack bar seats 65. Lounge seats 35. Ample parking with room for power carts and vehicles with cart trailers to maneuver. Attractive landscaping with quality, attractive signage. Outside, open patio and decks for group functions (weather permitting). Seats 100.
ACTIVITIES & EVENTS OFFERED:	Men's and women's associations tournaments and social events. Summer youth program with 6-tournaments annually during the Christmas break and summer months. Tournament schedule includes the Club championship and a seniors (50+) championship. Monthly tournaments vary including pick your own team, and partner draw w/hdcps.
PRODUCTS & SERVICES OFFERED:	USGA hdcp serviced through GHIN. Group and individual lessons. Free 1-hour lesson for active duty each WED afternoon. Limited special orders from the pro shop. Consignment sales on clubs (only). Club repairs and custom work performed by contractor.
EQUIPMENT AVAILABILITY & CONDITION:	75 rental pull carts. 25 rental electric and 25 rental gas golf carts. Trail fees for those who own cart. Rental clubs (full set) and VIP rental sets (several models of full sets). Range balls (experienced, "no cuts" provided by commercial supplier). Range balls dispensed by token operated vending machine.
SERVICE QUALITY AND VALUE TO CUSTOMERS/ PATRONS:	Green fees are 20% lower than neighboring municipal courses (10 miles) and 35% below semi-private courses (7-13 miles). Advisory board solicited for new ideas for structure and operational policy at monthly meetings. Men's and Women's Associations have reps on board. Tee times are taken three days in advance for active duty, 2 days for retirees and DoD civilians assigned to NAVSTA. Good price and value. Course is reported by customers/patrons to be in as good or better condition than any in the area.

Step 2 List all competitors, on and off of the base that are within the *immediate* area who offer one or more of your activities, events, products, and/or services.

- The “immediate area” is defined as being within 10-15 miles or 30 minutes driving. Determine how far your customers will travel to use your competitor’s program and how far your customers will travel to use yours. And remember the easy solution..., ask them.)
- For the time being, just jot down your competitor’s names on a blank piece of paper. You will examine your competitors in more detail, using a provided worksheet, as you proceed with this task.
- If you are a specific business like bowling, golf, or a club, identifying your on & off installation competition is fairly straight forward. The “yellow pages” will normally provide your competition list. However, if you are a less obvious business like outdoor sports, intramural sports, etc., locating and listing all of your competition takes a little more thought, imagination, and research.

For example, your list of competition for swimming activities *might* include:

- | | |
|--|--|
| - Other local area military and government installations | - Boy’s and Girl’s Clubs |
| - YMCA & YWCA | - Hotels and Motels |
| - Schools and Universities | - Public and private swimming facilities |
| - Community facilities | - Large businesses/industries |
| - Recreation and Parks (pools, lakes, rivers and seashore) | - Existing environment without a business/agency (lakes, rivers, seashore) |
| - Specific business (pool retailers and diving stores) | |

Would you have considered all of these? Did you think of others?

Step 3 Before making an in-depth study, determine if your competitor's activities, events, products, and services are similar to yours.

- If you are unaware of your competitor's full line of products and services, find out.

You can:

- telephone.
- have an associate telephone.
- visit.
- have an associate visit.

IF YOUR COMPETITOR IS:	THEN:
Mostly similar	Go To Step 4.
Mostly dissimilar	<ol style="list-style-type: none"> 1. Delete from your list of potential competitors. 2. Continue with Step 4.

NOTE: This step is performed to narrow down the list of competitors that you will examine in depth.

If in doubt, check them out! You can always get **"other"** ideas for your Program while looking at your competitors.

Step 4 Make copies of the Assess Competition Worksheet found at the end of this task.

- Usually one per business on your finalized list of competitors is sufficient.
- Examples and blank forms of more detailed information gathering worksheets are provided in this task. You may decide that you would rather create a *detailed* worksheet like these examples rather than using the Assess Competition Worksheet. Either way is fine--just remember to compare apples to apples and DON'T collect unnecessary information.

Step 5 Use blank copies of the Assess Competition Worksheets to investigate each of your potential competitor's:

- Facility description/condition.
- Activities & events offered.
- Products & services offered.
- Equipment available and condition.
- Service quality.
- Value of Program to customers/patrons.
- And any other business element applicable to what you are trying to decide about your Program.

NOTE:

- Examples of completed "competitor" Assess Competition Worksheets in business that are like MWR Category "A", "B", and "C" Programs are found in this task.
- You are encouraged to modify the Assess Competition Worksheet to fit your specific program competition assessment needs/focus.
- Obtain assistance from your staff and colleagues so you can accomplish the competition assessments at the same time(s) and day(s) and under the same conditions for which you are considering change in your Program (or for what other purposes you are conducting the competition assessments). You increase the reliability of your data when you compare like conditions, details, and situations.

Step 6 Make copies of the Compare Competition Tally Sheet.


- You can modify the Compare Competition Tally Sheets to fit the focus of your competition assessment.

Step 7 Evaluate what your competition is doing differently from your operation using the Compare Competition Tally Sheet.

- ☐ Use one sheet for each of the competitors assessed by numbering the “competitors” as business #1, the next #2, and so on.
- ☐ Make as many copies of the Compare Competition Tally Sheets as you need.
- ☐ See example on next page.
- ☐ Next to each assessment element, place a check mark under the appropriate column to indicate whether:
 - Your Program is better.
 - There’s little difference.
 - The competition is better.
 - Not Applicable when the comparison is inconsequential to whatever you are trying to decide about your Program.
- ☐ Record comments to support your marks.
- ☐ Change or add comparison elements as appropriate.
- ☐ Record any other remarks/notes you believe applicable to the comparisons.

COMPARE COMPETITION TALLY SHEET

Prepared by: S. LeonardDate: 6/18/XXProgram: Intramural Softball

Preparation Instructions:	BUSINESS # <u>1</u> <i>Lincoln City P&R</i>				BUSINESS # <u>2</u> <i>YMCA</i>				BUSINESS # <u>3</u> <i>New Bern P&R</i>			
<ul style="list-style-type: none"> Use one sheet for each three competitors assessed. Check under the appropriate column to indicate whether your Program is better, the competition is better, there's little difference, or NA if the comparison is inconsequential to whatever you are trying to decide about your Program. Change or add comparison elements as appropriate. 	We're Better!	No Significant Differences	They're Better!	NOT Applicable/Compared	We're Better!	No Significant Differences	They're Better!	NOT Applicable/Compared	We're Better!	No Significant Differences	They're Better!	NOT Applicable/Compared
FACILITY DESCRIPTION: <i>We need brick dust infield, cut grass more often, and add water fountains and shade areas.</i>			✓		✓					✓		
ACTIVITIES & EVENTS: <i>Post-season tournaments.</i>				✓	✓							
PRODUCTS & SERVICES: <i>One umpire seems standard for the area.</i>		✓				✓				✓		
EQUIPMENT: <i>Personal and team equipment provided by MWR.</i>	✓				✓				✓			
SERVICE & VALUE: <i>We've got the best prices!</i>	✓				✓				✓			
			✓		✓					✓		
NOTES:  <div style="border: 1px solid black; border-radius: 50%; padding: 10px; display: inline-block; margin-left: 20px;"> <p>The italics in the example above represents the hand-written notes of the MWR staffer who performed this competitive analysis.</p> </div>												

Step 8

Ask yourself the question, “Are any of the competitor’s differences *preferable* to what we are doing now?”

IF:	AND:	THEN:
YES	You can justify necessary/applicable business changes	Prioritize and incorporate the change(s) into your Program ASAP.
	You CAN'T justify necessary/applicable business changes	<ol style="list-style-type: none"> 1. Make your customers/patrons aware of what is <u>different</u> and <u>better</u> in your operation. (See note below.) 2. Conduct problem solving analyses to determine what you CAN do/change to be alternatively competitive.
NO	→	Continue to monitor your competitors.

NOTE:

Deciding what to tell your customers/patrons about how your Program is *different* and *better* can be facilitated by first examining and listing your strengths, weaknesses, opportunities, and threats:

- Strengths are those things you are doing or can do very well.
- Weaknesses are those things you are NOT doing or can't do very well.
- Opportunities are those areas where you can enjoy a competitive advantage.
- Threats are those situations that might have an unfavorable effect on your Program if action is not taken.

One of your annual business goals should be to **maximize** your strengths and opportunities, and **minimize** or eliminate any weaknesses and threats to your Program.

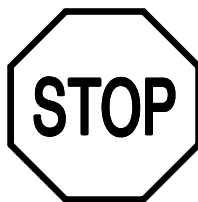
Remember to seek opportunities to advertise and celebrate your strengths..., tell your customers the value of your Program.

Keep your immediate supervisor, your staff, and your customers informed and involved in upcoming improvements, additions and positive changes.

Step 9 Record the decisions of your competitive analyses in your Goals & Objectives, short and long-term planning documents, and Daily Things-To-Do Lists.

These decisions may include:

- What you will ADD to your Program.
- What you will DROP from your Program.
- Addition or modification of activities and events.
- How you will PARTNER with your competition (whether on or off base).
- How you will take advantage of competitive opportunities.
- Advantageous use of competitive sourcing and regionalization.
- How you will further enhance your Program's strengths.
- How you will minimize your weaknesses and threats.
- Changes in fees, prices and charges.
- Improvements/alterations to the facilities, equipment, arrangements, product presentation, accessibility, and the appearance of the environment.
- Staff training and development, coaching, counseling, and mentoring.
- Salary improvements, incentives, rewards, bonuses.
- Staffing ratio/balance change including reassignment of responsibilities and increased delegation (not abdication).
- Changes to your APF and/or NAF budgets.



Congratulations! You've completed this task.

**ASSESS COMPETITION WORKSHEET
EXAMPLE OF A BUSINESS LIKE AN MWR CATEGORY "A"**

PROGRAM NAME:	<i>Lincoln City Parks and Recreation Department -- Adult Softball Program.</i>
FACILITY DESCRIPTION & CONDITION:	<i>Lincoln City Sports Complex. 4 lighted, regulation (ASA) softball diamonds. 300' fence on 2 fields and 2 fields without fence. Clay and decomposed granite and brick dust infields (good surface). Outfield grass is bermuda which is cut low and has automatic irrigation. Backstop and dugout/foul line fencing relatively close to the field. All areas are clean and well maintained.</i>
ACTIVITIES & EVENTS OFFERED:	<i>Recreational and competitive level leagues, men's, women's and co-ed leagues operate from early March through September. Co-sponsored tournaments held weekly (high demand for fields on weekends). Leagues play from 14-18 games each season. No post-season tournaments.</i>
PRODUCTS & SERVICES OFFERED:	<i>Concession stand operated by City Parks and Recreation. No maintenance performed on fields between games. Infield is dragged and watered at the end of the night. Lined, dragged, and raked before evening games. Modified ASA rules (use the home plate mat). 1-hr., 10- min. time limit for games. 15-run rule after 4 innings.</i>
EQUIPMENT AVAILABILITY & CONDITION:	<i>Water fountains at end of dugout. Good spectator seating. Lots of shade areas near concession and seating areas.</i>
SERVICE QUALITY AND VALUE TO CUSTOMERS/ PATRONS:	<i>Beer can be consumed on the premise with permit (available from City Hall). Fans and players like this. Officials from same local association as those on base. 1 umpire per game. Trophies to winning and second place teams. Individual trophies and plaques to 1st place team players only. Team entry fee is \$350-\$400 (depending on the number of games). \$25 forfeiture fee. Rain dates are built into the schedule.</i>

ASSESS COMPETITION WORKSHEET EXAMPLE OF A BUSINESS LIKE AN MWR CATEGORY "B"	
PROGRAM NAME:	Kingman - Brunswick Family Fun Center.
FACILITY DESCRIPTION & CONDITION:	36 synthetic lanes with Brunswick pin-setters, automatic scorers, and retractable bumpers on selected lanes. Full-service snack bar. Bar/lounge. Storage lockers (combination locks). Pro-shop with ball drilling/plugging and repair services.
ACTIVITIES & EVENTS OFFERED:	Packed every night with a waiting list of 1-hr or more. Double shift leagues MON-THU. SAT YABA league is in A.M. Sunday is open play. Cosmic Bowling on FRI & SAT nights.., and their Cosmic Bowling is HOT! Tournaments scheduled 2-3 times each month. 10 lanes are left available for open play.
PRODUCTS & SERVICES OFFERED:	Child care on site for league play. Pro-shop has a wide selection of balls, bags, shoes, clothing, and accessories. Hours are 1000 a.m., to 1100 p.m., MON-THU, 1000 a.m., to 0100 a.m., FRI & SAT, and 1200 a.m., to 1100 p.m., SUN. Wait staff works from snack bar and bar to the settee area.
EQUIPMENT AVAILABILITY & CONDITION:	Bright colored house balls in full selection of weights and finger sizes. Some two and finger-tip drillings are available in the house ball racks and some of the house balls are plugged and redrilled. Super clean facility. Everything looks new! Lighting is good; not dark and dreary.
SERVICE QUALITY AND VALUE TO CUSTOMERS/ PATRONS:	\$2.25 / line. \$1.00 shoe rental. Lockers are cheap..., \$20/yr! Location near the mall is good for traffic, but Kingman is about 20-minutes from downtown and 30-minutes from the base. Talked with a few customers--all were really happy with the business. They like the fact that they can get open lanes and child care on league nights. Child care is "pay as you go" at \$2/hr..., (no children under 2 yrs old).

ASSESS COMPETITION WORKSHEET EXAMPLE OF A BUSINESS LIKE AN MWR CATEGORY "C"	
PROGRAM NAME:	Shady Oaks Golf Club -- Bay City, FL.
FACILITY DESCRIPTION & CONDITION:	<p>Outstanding 18-hole championship golf course with driving range, practice putting green, and chipping green. Clubhouse has a restaurant and lounge with bar, men's and ladies' locker rooms, and a fully stocked pro shop. Drinking water stations at #3, #6, and #12 with half-way rest rooms on the front and back nines. Fast, undulating greens are in terrific condition; tightly cut bent grass with very few scars, spike scrapes or pitch marks. Four, level, bermuda grass tee boxes per hole. Medium width, open bermuda fairways, with three levels of rough cut. Fairway divots are top-dressed. No major ground under repair on the course. Fair yet challenging hazards. Outstanding signage throughout facility. Great ambiance and decor in the clubhouse and pro shop. Handicap access throughout. Immaculate and spacious parking with bag drop drive-up. Irrigation is Toro, double-row automatic. Spacious cart paths with curbing around all tees and greens. Yardage's are well-marked in a variety of methods.</p>
ACTIVITIES & EVENTS OFFERED:	<p>Daily tee times are taken and are generally full. League play during the summer months of May through July (2 days per week in the P.M.). Fall leagues, during the months of September through November. Tournaments include the Men's/Ladies' Assoc Golf Tournaments, Club Championship, Club Invitational, and Weekend Blitzes. SOFT SPIKES REQUIRED!</p>
PRODUCTS & SERVICES OFFERED:	<p>1300 sq. ft. pro shop has a wide variety of resale items including balls, bags, clubs, clothing and miscellaneous items. Summer hours are 0700-1900; winter are 0700-1700. The restaurant/snack and lounge includes wait and walk-up service. Catering available. Party/meeting room available. Individual, group and playing lessons are available. Golf cart and club storage available.</p>
EQUIPMENT AVAILABILITY & CONDITION:	<p>Rental equipment is top of the line full and partial club sets. Golf carts are electric Club Carts--all are equipped with sand buckets and windshields.</p>
SERVICE QUALITY AND VALUE TO CUSTOMERS/PATRONS:	<p>18-holes green fees are \$20.00 weekend and \$18.00 weekdays. No 1/2 round fees. Carts are \$12 for single rider and \$16 for a double. Tee times are required 7-days a week. Facility quality is very good! 60,000, 18-hole rounds annually. (6,000 9-hole rounds annually, although not in fee structure.) Equipment rental and lessons are great bargains for the area. Fully staffed operation. Customer/patron service is outstanding..., friendly, courteous, polite, quite, & knowledgeable!</p>

**DETAILED ASSESS COMPETITION WORKSHEET
EXAMPLE OF A CATEGORY "A" BUSINESS -- SPORTS**

Business Visited:	<u>LINCOLN CITY P & R</u>	Date:	<u>6/15/XX</u>
Theme of Operation:	<u>ADULT SOFTBALL</u>	Time of Visit:	<u>1800-2200</u>
Page <u>1</u> of <u>2</u>		Number of customers at time of visit:	<u>FANS & 60+ PLAYERS</u>

1. Business/Program name: ADULT SOFTBALL
2. Location: LINCOLN CITY SPORTS COMPLEX
3. Number of Courts/Fields: 4
4. Atmosphere analysis:
- First impression overall: LOOKS GREAT!
- Outside appearance: CLEAN
- Signage: AMPLE & ATTRACTIVE
- Parking: AMPLE. CLEAR OF FOUL BALL & WARM-UP AREAS.
- Interior appearance: NA
- Court/field quality: GOOD, "PROFESSIONAL" LOOKING, SMOOTH, NO DUST.
5. Participation data:
- Number and type of leagues offered: MEN'S & WOMEN'S SLOW-PITCH & CO.ED. SLOW-PITCH.
- Number and type of tournaments offered: TOURNAMENTS PLAYED EVERY WEEKEND AT COMPLEX.
- Evidence of estimated usage by active duty, dependents, retirees and DoD civilians: APPROXIMATELY 60 PLAYERS. TWO TEAMS FROM HOME PORTED SHIPS. ABOUT 30 OTHERS PLAY ACROSS SEVERAL OTHER TEAMS.
(derive from league rosters, personal observations, DoD stickers on cars, supervisor/manager's statistics, etc.)
- Levels of competition offered: RECREATIONAL & COMPETITIVE LEAGUES (C) LEVEL.
- Rules governing play: ASA (MODIFIED USE OF HOMEPLATE MAT.)
(e.g., ASA, USSSA, AAU, etc.):

DETAILED ASSESS COMPETITION WORKSHEET EXAMPLE OF A CATEGORY "A" BUSINESS -- SPORTS

Business Visited: LINCOLN CITY P & RDate: 6/15/XXPage 2 of 2

6. Fees and charges: **FEES PAID TO CITY FOR USAGE & LIGHTING.**
 Entry fee/# of games scheduled: **\$ 350-400/TEAM** { **DEPENDS ON # OF GAMES IN THE LEAGUE SEASON.**
- Other fees/charges levied: **\$25 FORFEITURE FEE**
 (e.g. provide game ball, official, scorer, etc.):
- Services included in entry fee: **OFFICIAL, SCORER, LIGHTS, AWARDS, & BALLS**
 (e.g. officials, scorer, uniforms/equipment, insurance, lights, awards, etc.):
7. Food and Beverage facility offered: **SUNFLOWER SEEDS, POPCORN, CONCESSION STAND: HOT DOGS, SODA, CANDY & PEANUTS.**
- Policy regarding alcohol on site: **OKAY IN STANDS; NOT ON FIELDS. (REQUIRES PERMIT FROM CITY. FOR TOURNAMENT PLAY ONLY.)**
8. Facility/program supervision:
- Recreation staff on site: **SCORER IS CITY REC. AIDE.**
(PHONE IN CONCESSION STAND.)
- Security on site/available: **CITY POLICE DRIVE BY AND STOP IN PERIODICALLY.**
9. Comments/observations: **WELL RUN PROGRAM. GOOD VISIBILITY ALL AROUND AREA. GOOD LIGHTING. VERY CLEAN!**
 (e.g. spectator involvement, Recreation Dept or other administering organization philosophy, etc.)
10. Staff Observations:
- Adequate numbers: **2 PEOPLE IN CONCESSION STAND. 1 SCORER & 1 OFFICIAL AT EACH FIELD.**
- Skills/Professionalism: **GOOD.**
- Job Knowledge: **GOOD.**
- Customer Service: **GOOD.**
- Appearance: **NEAT..., IN UNIFORM.**
- Behavior: **GOOD.**

**DETAILED ASSESS COMPETITION WORKSHEET
EXAMPLE OF A CATEGORY "B" BUSINESS -- BOWLING**

Business Visited: KINGMAN-BRUNSWICK F/F CNTR Date: 3/10 & 3/11XX
 Theme of Operation: BOWLING & BILLIARDS Time of Visit: WED 1900 SAT 1400
140 / 160
VIDEO ARCADE Number of customers at time of visit: _____
 Page 1 of 4

1. Business/Program name: KINGMAN-BRUNSWICK FAMILY FUN CENTER
2. Location: 3RD. AVE., KINGMAN
3. Number of Courts/Fields: 36
4. Atmosphere analysis:

First impression overall: WOW! BIG OPERATION..., & SUPER CLEAN

Outside appearance: Good, Very Little Landscaping, But Huge Foyer.

Signage: MODERN, BACK-LIT, ALSO ELECTRONIC MESSAGE CNTRS.

Parking: 100+ SPACES. PLUS ADJACENT MALL & RESTAURANT PKNG.

Interior appearance: TOP QUALITY, CLEAN, SPACIOUS, NEW.

Court/field quality: -NA-
5. Participation data:

total # lines Bowled: ?

Open play 20XX UNK League play 20XX UNK

Number and type of leagues offered: (WILL CALL MANAGER NEXT WEEK)
MEN'S WOMEN'S, MIXED, & YOUTH.

day: X evening: X weekend: X

Number of tournaments/ special events per: month: 2-3 year: _____

Types of tournaments: SCOTTISH DOUBLES

Active youth program? YABA X Local Non-YABA _____ # of participants? 50-80

Evidence of estimated usage by active duty, dependents, retirees, and DoD civilians: 100+
 (derive from league rosters, personal observation, DoD stickers on cars, supervisor/manager's statistics, etc.)


Levels of competition offered: RECREATIONAL BEGINNER THROUGH PROFESSIONAL

Rules governing play: ABC
 (e.g., ASA, USSSA, AAU, etc.): _____

**DETAILED ASSESS COMPETITION WORKSHEET
EXAMPLE OF A CATEGORY "B" BUSINESS -- BOWLING**

Business Visited: KINGMAN-BRUNSWICKDate: 3/10 & 3/13XXPage 2 of 4

6. Fees and charges:

Open bowling per game: \$ 2.25 League bowling per game: \$ 2.25
 Monthly locker rental: \$ 3.00 Annual locker rental: \$ 20.00
 Shoe rental: \$ 1.00  **BUT NONE AVAILABLE**

7. Facility Information:

Pin-setting equipment: BRUNSWICK Est. age: 5 YRS
(obtain mfgs. name where applicable)Scoring devices: BRUNSWICK Est. age: 5 YRSManual: _____ Automatic: ✓Lane surfaces: Wood: _____ Synthetic: ✓Amusement game room: Yes/No? YES If, yes, number of games 7 **PINBALL & 5 VIDEO**
\$1.00/Billiards room: Yes/No? YES If, yes, number of tables 8 **COIN-OP @ GAME**
LOCKERS IN PLAINMen's locker room: RESTROOM W/SMALL CHANGING AREA VIEW OF CONTROL
COUNTER.Women's locker room: " " " " (W/BENCHES)Meeting room: YES, SEATS 20 W/TABLES; 40 WITHOUTPro shop: YES. VERY ATTRACTIVE & FULLY EQUIPPED.Additional rooms/areas: CHILD CARE CENTER/PLAY AREA. DROP-IN FOR LEAGUE
PLAY 25 CAPACITY 2.00/HR. NO CHILDREN UNDER2 YEARS OF AGE.

8. Merchandise Resale Program:

Estimate sq. footage of resale area: 600 **PLUS 3 DISPLAY CABINETS IN CNTR.**Estimate \$ value of floor inventory: INCLUD ING STOREROOM..., \$6-7K.

Price comparisons to your operation:

Balls (various types): RHINO..., WE'RE LESS X \$20. OTHERS 15-25% LESS.
 Bags (various types): COLUMBIA E-2 DOUBLE. \$62.95/50.00 **OTHERS**
15-25% LESS.
 Shoes (various types): DEXTER A256 \$59-95 / 47-50
 Miscellaneous: 10-15% LESS

**DETAILED ASSESS COMPETITION WORKSHEET
EXAMPLE OF A CATEGORY "B" BUSINESS -- BOWLING**

Business Visited: KINGMAN-BRUNSWICKDate: 3/10 & 3/13XXPage 3 of 4

9. Food and Beverage facility offered: FULL SERVICE SNACK BAR
- Policy regarding alcohol on site: OKAY 21 YRS +
- Lounge (bar): BAR SEATS 12; LOUNGE TABLES SEAT 30
- Wait Service/Walk-Up: BOTH
- Glass and Small-wares: GLASS IN LOUNGE ONLY. PLASTIC F/TAKE OUT & SETEES
(glass versus paper/plastic containers)
- Programming: NONE
- Entertainment: OCCASIONALLY D.J., KARAOKE..., ABOUT 3x/MONTH
- Sales Mix: 55 % FOOD, 30 % BEER, 15 % LIQUOR & OTHERS.
(Food, Snacks, Beer, Wine, Liquor, Etc.)
- Food Variety: GRILLE ITEMS.
- Bar Variety: FULL STOCK.
- Cleanliness: CLEAN; BIT OF SMOKE SMELL } SOME ASH TRAYS NEEDED CLEANING.
- Maintenance: WELL MAINTAINED; NEW FURNITURE
- Food Area Decor: GOOD, MODERN.
- Safety: OKAY.
- Food Values: LUNCH & LANE DEAL } SANDWICH, CHIPS, & DRINK AND 2 GAMES F/ \$5.00
- Beverage Values: FAIR MARKET PRICES
- Bar Values: SPECIALTY THEME DRINKS (SEASONAL)
(TIED TO EVENTS)
- Access/Convenience: GOOD.
- Food Area Miscellaneous Observations: BIRTHDAY PARTIES; CAKE, BOWLING, PARTY
FAVORS..., THE WORKS FOR \$3.00 / GUEST

**DETAILED ASSESS COMPETITION WORKSHEET
EXAMPLE OF A CATEGORY "B" BUSINESS -- BOWLING**

Business Visited: KINGMAN-BRUNSWICKDate: 3/10 & 3/13XXPage 4 of 4

10. Comments/observations:

WOW! COSMIC BOWLING IS HOT! BOWLERSON SAT AFTERNOON ALREADY TALKINGABOUT COMING BACK.

11. Staff Observations:

Desk attendant 1Mechanic 1Pin-chaser 1Porter —Pro shop attendant 1Manager ASST. (DUTY MGR.)Wait Staff 2Bar Keep 1Mechanic certified? ☒Type/class certificate: BRUNSWICK SCH.

Adequate numbers:

YES. EVEN THOUGH BUSY, EVERYTHING UNDER CONTROL.

Skills/Professionalism:

GOOD

Job Knowledge:

SURPRISED ASST. MGR. DIDN'T KNOW # OF LINESBOWLED SHE MAY NOT BE AUTHORIZED TO DIVULGE THE #?

Customer Service:

VERY COURTEOUS, NEAT, FRIENDLY & PROFESSIONAL.

Appearance:

ALL IN UNIFORM (POLO SHIRTS W/ NAME TAGS.)


Behavior:

FRIENDLY, HELPFUL, & APPROACHABLE.

DETAILED ASSESS COMPETITION WORKSHEET EXAMPLE OF A CATEGORY "C" BUSINESS -- GOLF

Business Visited: SHADY OAKS G.C. Date: 4/20/XX
 Theme of Operation: GOLF Time of Visit: 0800-1130
 Page 1 of 5 Number of customers at time of visit: 50-60

1. Golf Course Name: SHADY OAKS GOLF CLUB
2. Location: BAY CITY, FL
3. Access: Public ☒ Semi-private ☐ Private ☐ Resort ☐ Military ☐
4. Number of holes: 18 **4 TEE BOXES ALL HOLES BLUE, BLACK, WHITE, & RED CENTROIDS ARE STAMPED, CONCRETE MARKERS FLUSH IN TEE BOXES.**
5. Yardage:

Back, Black, or Blue tees	<u>7032</u>
Fwd, Men's, or White tees	<u>6259</u>
Other (SENIOR)	<u>5780</u>
Red, Ladies', Senior's tees	<u>501</u>
6. Type course: Par 3 ☐ Executive ☐ Regulation ☒ 
7. Atmosphere analysis: **OUTSTANDING! GUESTS ARE GREETED.**

First impression overall: IMMACULATE ENTRY, CLEAN PARKING, FLOWERS @ ENTRY.

Outside appearance: MANICURED GRASS, FULLY LANDSCAPED, ATTRACTIVE CLUB HOUSE.

Signage: **OUTSTANDING & INFORMATIVE:** BAG DROP, PARKING, PRO-SHOP, LOUNGE RESTAURANT, #1, #10, + PRACTICE AREAS.

Parking: ACCESSIBLE TO BAG DROP. CLEAN & AMPLE. LINED FOR FULL-SIZED VEHICLES! CENTRALLY LOCATED.

Interior appearance: GORGEOUS INTERIOR DÉCOR: ANTIQUES, PICTURES, TROPHIES, RICH COLORS, NEW CARPET, GOOD LIGHTING & SIGNAGE.

Tee quality: **V. GOOD!** LEVEL, TIGHTLY CUT BURMUDA W/ BALL WASHERS & MAPS. MINIMAL SPIKE MARKS, CUP SCARS, OR PITCH MARKS.

Greens quality: **TERRIFIC!** MED. FAST, UNDULATING, TIGHTLY CUT BENT GRASS. DIVOTS ARE TOP-DRESSED. NO MAJOR "UNDER REPAIRS"

Fairways quality: **GREAT!** MEDIUM WIDTH, OPEN, FULL BERMUDA COVERAGE.

Rough quality: **GOOD!** MED-TO-LIGHT..., 4 CUT LENGTHS, RELATIVELY WEED FREE. FREE OF TRASH. NOT STAGNANT. WHITE SAND IS IMMACULATE.

Hazards quality: **GOOD!** CLEARLY MARKED W/STAKES, LINES, FENCE & WATER FLAGS. 40 STATIONS. 15 COVERED, VERY WIDE...300-325 YARDS.

Driving Range quality: **GREAT!** MULTIPLE MARKED TARGETS. BORDERED BY DARK GREEN FENCE. MATS & GRASS TEES. COIN DISPENSED NEW BALLS. MIRRORS COURSE. HUGE! 18-HOLE, NO CHIPPING.

Practice Green quality: **V. GOOD!** TOP DRESSED FREQUENTLY. (SEPARATE INSTRUCTION TEE.) MIRRORS COURSE. 175 YARDS. SAND HAZARDS (3) 10,000 S/F GREEN.

Practice Tee quality: PERFECT! NEARLY OUT OF PLAY 8-FT WIDE CONCRETE. YARDAGE MARKED - CURBED AROUND TEES & GREENS. ALMOST ALL ON R/H SIDE OF FAIRWAYS.

**DETAILED ASSESS COMPETITION WORKSHEET
EXAMPLE OF A CATEGORY "C" BUSINESS -- GOLF**

Business Visited: **SHADY OAKS G.C.**Date: **4/20/XX**Page **2** of **5**

8. Participation data:

Number # of 18-hole
rounds of golf played
annually:**60,000**Number # of 9-hole
rounds of golf played
annually:**6,000****(TWILIGHT ROUND)**Evidence of estimated
usage by active duty,
dependents, retirees,
and DoD civilians:**5-10% OF TOTAL ROUNDS. (PRO'S "BEST GUESS.")**(derive from memberships, handicap sheets, personal observation, DoD stickers
on cars, golf pro/manager's statistics, etc.)

9. Greens Fees:

	9 holes	18 holes	
Weekend		20.00	
Weekday		18.00	
Holiday		18.00	
Twilight		10.00	
Seniors		N/A	
Juniors		10.00	(UNDER 18 YRS OF AGE.)
monthly		N/A	
annual		N/A	
multi-play		12 Punch	\$190.00
		24 PUNCH	\$360.00

NO 9-HOLE
FEE STRUCTURE

10. Equipment and Amenities:

Golf Carts: Make: **CLUB** No. of cars: **85**Golf Carts: Est. age: **1 YR** No. gas: **0** No. electric: **85**Golf Carts: Owned: _____ Leased: ☒

	9 holes	18 holes
1 rider		12.00
2 riders		16.00

Pull cart Fees:

(NONE AVAILABLE)

**DETAILED ASSESS COMPETITION WORKSHEET
EXAMPLE OF A CATEGORY "C" BUSINESS -- GOLF**

Business Visited: **SHADY OAKS G.C.**Date: **4/20/XX**Page **3** of **5**

11. Other Fees:

Driving range fees:	Small Bucket/Bag of Balls	\$ 3.00	# of balls	40
	Med/Lg Bucket/Bag of Balls	\$ 4.00	# of balls	50
Rental clubs fees:	Full Executive Set, men's	\$ 6.00	#	1-3-5, 3-SW, & PUTTER
CALLAWAY & TAYLOR	Partial Set, men's	\$ —	#	N/A
DEMOS \$20.00	Full Executive Set, ladies'	\$ 6.00	#	1-3-5, 3-SW, & PUTTER
(REFUNDED IF	Partial Set, ladies'	\$ —	#	N/A
PURCHASED OR	Starter set	\$ —	#	N/A
NEW SET OF CLUBS.)	Junior/Youth set	\$ 3.00	#	1-3, 3-5-7-9 & PUTTER

Condition of Rentals: **ALL RENTALS IN GOOD** → **GREAT CONDITION**

Golf Instruction fees:	Per half hour	\$ 25.00	
	Per hour	\$ 50.00	
	Playing hour	\$ SAME	
	Playing Round	\$ 175.00	
	Per hour	\$ NEGOTIATED WITH STUDENT	
	Specials (3 day)	\$ 135.00	(10% DISCOUNT)
	Specials (5 day)	\$ 200.00	(20% DISCOUNT)
	Group Rate	\$ —	MAX 5 (30% DISCOUNT)
	Student/Youth Rate	\$ 20% DISCOUNT...	ALL LESSONS.

12. Course Equipment/Facilities:

Irrigation system:	TORO-DOUBLE ROW AUTOMATIC.
Ball Washers:	WHITTER..., ALL TEES. ALL W/TOWEL, SHOE BRUSH & TRASH CAN.
Yardage Markers:	100, 150, 200, & 250 (ON CART PATHS). FLAG COLOR INDICATES CUP LOCATION. SPRINKLER HEADS MARKED. YARDAGE BOOKS AVAILABLE. COURSE LAYOUT ACCURATELY DEPICTED ON SCORE CARDS. \$4.00
Signage:	OUTSTANDING! ALSO DIRECTION SIGNS TO #1, #10, & PRACTICE AREAS.
Rest Rooms:	SUPERB! MEN'S & WOMEN'S IN CLUB, LOUNGE AND ½ WAY ON BOTH 9'S.
Men's Locker Room:	SHOWERS & BENCHES, OAK LOCKERS W/ COMBINATION LOCKS. CARD TABLE, TELEVISION, INFO-BOARD, & GOLF MAGS.
DISABILITY ACCOMMODATIONS	SHOWERS & BENCHES, OAK LOCKERS W/ COMBINATION LOCKS. MAKE-UP AREA/TABLE W/LIGHTED MIRROR, GOLF MAGS, & INFO BOARD.
Women's Locker Room:	HANDICAP ENTRY
DISABILITY ACCOMMODATIONS	SELF-SERVE W/CLUB LOCKERS & BENCHES. TERMINAL.
Club Storage:	—
Drinking Fountains:	COOLER STATIONS @ 3, 6, 12, & 15. FOUNTAINS @ ½ WAY HOUSES.
Meeting Rooms:	YES. CAN BE SCHEDULED THROUGH PRO SHOP.
Golf Cart Storage:	GAS & CHARGERS AVAILABLE. PARKS MAX OF 100 ELEC. UNDER CLUB HOUSE.
On Course Rest Rooms:	SEE ABOVE.

DETAILED ASSESS COMPETITION WORKSHEET EXAMPLE OF A CATEGORY "C" BUSINESS -- GOLF

Business Visited: **SHADY OAKS G.C.**Date: **4/20/XX**Page **4** of **5**

13	Food and Beverage facility offered:	CATERING AVAILABLE THROUGH PRO SHOP OFFICE. QUICK SERVICE GRILLE -- BKF, LUNCH, & DINNER.
	Policy regarding alcohol on site:	NO OUTSIDE BEVERAGES PERMITTED. BEER, WINE, & ALCOHOL IN LOUNGE & RESTAURANT.
	Lounge (bar):	OPEN DAILY. SEATS 12 AT BAR, 30 AT TABLES.
	Wait Service/Walk-Up:	BOTH.
	Glass and Small-wares:	SNACK BAR USES DISPOSABLES. (THE GRILLE.) GLASS IN LOUNGE & RESTAURANT (DINING AREA). (glass versus paper/plastic containers)
	Programming:	RULES SEMINARS, CHRISTMAS SALES, CHARITY EVENTS, AWARDS EVENTS, MEETINGS, TOURNAMENTS, CONFERENCES & PARTIES.
	Entertainment:	CANNED MUSIC. LIVE COMBOS F/PARTIES/EVENTS.
	Sales Mix:	ALCOHOL 10% FOOD 35%, SNACKS 05%, SODA 25%, BEER 20%, WINE 05%, (Food, Snacks, Beer, Wine, Liquor, Etc.)
	Food Variety:	COFFEE & TEA (H & C), JUICES BKF: BAGELS, EGGS, HAM, BACON, SAUSAGE, BISCUITS, GRAVY, TOAST. LUNCH: DELI SANDWICHES, HOT DOGS, SAUSAGES, BURGERS, SOUPS.
	Bar Variety:	DIN: SPECIALS, STEAKS, CHICKEN, B-B-Q, & CATERED MENUS. ASSORTED DOMESTIC & FOREIGN BEER & WINE. FULL STOCK BAR.
	Cleanliness:	EXTRAORDINARY!
	Maintenance:	SUPERB!
	Food Area Decor:	HISTORICAL PAINTINGS & PHOTOS (GOLF). DARK OAK, DEEP GREEN & BURGUNDY COLORS. (RICH)! GOLF MOTIF.
	Safety:	TRIP/SKID HAZARDS MARKED. HAND RAILS. HAIR NETS NON-SKID TREADS & CARPET. "WET" PYLONS USED.
	Food Values:	FIRE EXTINGUISHERS, SPRINKLER SYS., GRILLE-AUTO SYSTEM. VERY GOOD! SELF-SERVE COFFEE & TEA (H&C) & SODA.
	Beverage Values:	GOOD.
	Bar Values:	GOOD.
	Access/Convenience:	EASY ACCESS. HANDICAP ACCESS.
	On Course, Mobile Concessionaire:	WEEKDAYS (1) CAR; 10-DUSK, WEEKENDS (2) CARS; 9 TILL DUSK
	Food Area Miscellaneous Observations:	GREAT MENUS & SIGNAGE WAIT STAFF ALL IN NEAT & CLEAN UNIFORMS. COZY, COMFORTABLE, ATTRACTIVE--GREAT AMBIANCE!

**DETAILED ASSESS COMPETITION WORKSHEET
EXAMPLE OF A CATEGORY "C" BUSINESS -- GOLF**

Business Visited: **SHADY OAKS G.C.**Date: **4/20/XX**Page **5** of **5**

14. Merchandise Resale Program:

Estimate sq. footage of resale area: **1300**Estimate \$ value of floor inventory: **\$40K (PER MGR.)**

**TITLEIST
TOP-FLIGHT
MAXFLI
HOGAN
CLUB SPECIAL**

Price comparison to your operation:

Balls (various makes): **GOOD VALUE; LOW, MED & HIGH END**Bags (various makes): **2 LINES; BENNINGTON & BELDING**Clubs (various makes): **A FEW SETS..., 2-PRICE POINTS, MED/HIGH & LOW****CHAMPS,**Shoes/Clothing: **FOOT JOY, ETONIC, DIVOTS, NIKE, ETC. (OTHERS)**

Miscellaneous: **TEX-ACE CAPS, FOOTJOY SOCKS, TITLEIST GLOVES & SOCKS.
MUNSINGWARE, 1200, NORMAN, DIVOTS, "CHAMPS CLOTHING.
FULL LINE OF ACCESSORIES. COURSE LOGO BALLS.
CLOTHING, TOOLS, MARKERS, 1ST AID ITEMS, ETC.**

15. Comments/observations:

**SHOP IS EXTREMELY CLEAN, ORGANIZED, & CUSTOMER.
FRIENDLY, VERY ADEQUATE SELECTION OF GOODS.
PROVIDES "HELP" AND SPECIAL ORDERS.**

16. Staff Observations:

Golf pro ☒ Assistant pro ☒ Manager ☒ (FB&E/CATERING)
Starter ☒ Desk attendant ☒ Marshall ☒

Does course employ:

**ALL POLITE, KNOWLEDGEABLE, WELL TRAINED,
ENTHUSIASTIC, AND IN UNIFORMS WITH NAME TAGS.**

A PGA/LPGA professional/apprentice professional? **YES**A GCSAA member superintendent? **YES**Adequate numbers: **FULLY STAFFED IN CLUBHOUSE & MAINTENANCE**Skills/Professionalism: **VERY PROFESSIONAL AND KNOWLEDGEABLE**Job Knowledge: **CROSS-TRAINED IN ALL JOB FUNCTIONS**Customer Service: **TOP SERVICE..., VERY HELPFUL & APPROACHABLE**Appearance: **CLEAN, IN UNIFORM (FROM PRO-SHOP) W/NAME TAGS.**Behavior: **POLITE, QUIET, & FRIENDLY.**

This page left blank intentionally.

ASSESS COMPETITION WORKSHEET	
PROGRAM NAME:	
FACILITY DESCRIPTION & CONDITION:	
ACTIVITIES & EVENTS OFFERED:	
PRODUCTS & SERVICES OFFERED:	
EQUIPMENT AVAILABILITY & CONDITION:	
SERVICE QUALITY AND VALUE TO CUSTOMERS/ PATRONS:	

This page left blank intentionally.

COMPARE COMPETITION TALLY SHEET

Prepared by: _____

Date: _____

Program: _____

Preparation Instructions: <ul style="list-style-type: none"> Use one sheet for each three competitors assessed. Check under the appropriate column to indicate whether your Program is better, the competition is better, there's little difference, or NA if the comparison is inconsequential to whatever you are trying to decide about your Program. Change or add comparison elements as appropriate. 	BUSINESS # _____				BUSINESS # _____				BUSINESS # _____			
	We're Better!	No Significant Differences	They're Better!	NOT Applicable/Compared	We're Better!	No Significant Differences	They're Better!	NOT Applicable/Compared	We're Better!	No Significant Differences	They're Better!	NOT Applicable/Compared
FACILITY DESCRIPTION & CONDITION:												
ACTIVITIES & EVENTS OFFERED:												
PRODUCTS & SERVICES OFFERED:												
EQUIPMENT AVAILABILITY & CONDITION:												
SERVICE QUALITY AND VALUE TO CUSTOMERS/PATRONS:												
NOTES:												

This page left blank intentionally.

DETAILED ASSESS COMPETITION WORKSHEET

Business Visited: _____ Date: _____
 Theme of Operation: _____ Time of Visit: _____
 Page ____ of ____ Number of customers
 at time of visit: _____

1. Business/Program name: _____

2. Location: _____

3. Size _____
 (e.g., square footage, #of rooms, # of tables, maximum # of customers/patrons
 etc.)

4. Atmosphere analysis:

First impression: _____

Outside appearance: _____

Signage: _____

Parking: _____

Interior appearance: _____

5. Participation data:

Daily use: _____
 (Tables turned, patron count, rounds played, lines bowled, etc.)

Evidence of estimated usage
 by active duty, dependents,
 retirees, and DoD civilians: _____
 (Derive from league rosters, personal observation, DoD stickers on cars,
 supervisor/manager's statistics, etc.)

6. Comparable Fees, Prices, and Charges: _____

7. Food and Beverage facility
 offered: _____

Policy regarding alcohol on
 site: _____

This page left blank intentionally.

DETAILED ASSESS COMPETITION WORKSHEET

Business Visited: _____

Date: _____

Page ____ of ____

8. Facility Information:

(Equipment condition, availability, amenities, quality, etc.)

9. Facility/program supervision:

Staff on site:

Security on site/available:

10. Comments/observations:

(e.g. spectator involvement, Recreation Dept or other administering organization philosophy, etc.)

11. Staff Observations:

Adequate numbers:

Skills/Professionalism:

Job Knowledge:

Customer Service:

Appearance:

Behavior:

OTHER:

This page left blank intentionally.