

Executive Summary



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Insights that reaffirm the 2022 Strategic Plan

Member survey results continue to show that the DAC is doing an excellent job of meeting and/or exceeding member expectations in creating a high-quality membership experience. Overall satisfaction and retention metrics continue to be positioned at the high-end or above the benchmark range for comparable clubs.

The Food and Beverage offering remains an area of high importance for members in their experience at the Club. Of the top 10 aspects of the member experience that drive the most positive value for members, 5 of them were dining outlets. When assessing the reasons for members joining and remaining at the Club, Food and Beverage shows a significant increase in terms of its importance for members today relative to when they joined the Club, indicating that it becomes increasingly important to the membership experience as they are integrated into the social fabric of the Club. Dining continues to be an area of focus for DAC to maintain and enhance its current standard of excellence.

In terms of the future of the Club, members continue to show strong majority agreement for the Club value statements. In terms of technology, the member website and mobile app continue to be important priorities to bring DAC 'ahead of the curve' for the member experience.

Capital investment priorities for existing facilities have also remained comparable since the 2022 survey, with the locker rooms, fitness center and pavilion retaining their positions as the top-three most support amenities for desired capital investment within the existing clubhouse footprint.

New Insights that may impact the 2025 Strategic Plan

Since 2022, there has been a positive improvement trend for amenity satisfaction levels. It appears the Club has elevated the quality and consistency of amenities/programs/services, but with that has come an increase in costs to belong. As a result, the overall metrics such as overall satisfaction and net promoter score have decreased slightly. Another factor likely contributing to the net promoter score decrease is the trend in attitudes of members feeling that the Club is 'full'.

In 2022, 26% of members indicated a desire for lower membership levels, which increased to 36% in this year's results. This aligns with members' preference for a more rigorous admissions process, a decrease in satisfaction with the ability to make a reservations, and a desire for stronger rules enforcement. While access to amenities remains strong, these indicators suggest that the Strategic Plan should include a focus on optimizing the correct level of members, usage and dues revenue in the future.

The Club appears to be striking the right balance of 'family-friendly' vs. 'adult-focused'. However, members showed a strong preference for the Club to be more 'member-centric' in the coming years, reducing the commercial focus of the Club and decreasing the amount of non-member (including guest) revenue generated. With the Club recently taking on additional debt financing to fund a renovation, members this year showed greater interest in making debt repayment a strategic priority and focusing on investing in the exiting clubhouse facility as opposed to new and growth capital projects.



Strong Overall Satisfaction With Current Experience

Agree



Members at DAC continue to exhibit strong satisfaction with the Club experience, with all overall satisfaction metrics sitting at the high end or above the benchmark range for comparable clubs. These satisfaction scores generally remained comparable with the results of the 2022 survey, indicating that the Club has continued to meet or exceed most member expectations over the last three years. It is worth noting that the Net Promoter Score, despite remaining at an excellent level (61.5), did decline by 7.6 points compared to 2022. The NPS score for younger members of the Club was lower on average, which is a trend the Club will want to reverse in the future given the necessity of having strong referral capabilities to attract the next generation and support a strong membership pipeline.

Agreement with Overall Satisfaction Statement: (2,008)

"Overall, I am satisfied with the Club"

Strongly Disagree Agree Strongly

94% Agreement
(-2% vs. 2024)

51%

43%

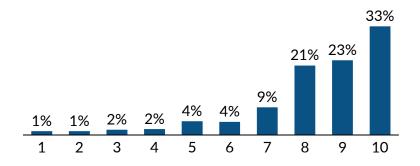
Agreement with Amenity Access Statement: (1,969)

"The Club makes it easy for me to use the amenities and services available at the Club"

Benchmark Range: 7.6 – 8.4

Average: 8.3/10.0 (+0.3 vs. 2022)

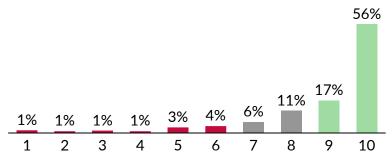
Rating Scale: 1 = Strongly Disagree, 10 = Strongly Agree



Likelihood of Recommending (Net Promoter Score): (1,949)

Benchmark Range: 24 – 55 **Average: 61.5** (-7.6 vs. 2022)

Rating Scale: 1 = Not Likely, 10 = Very Likely



Net promoter score is a globally used metric for measuring willingness to recommend a company (or in this case a club membership), measured by adding the Club's 'promoters' (9/10 or 10/10) and subtracting the 'detractors' (6 out of 10 or below).



Disagree

Core Aspects of the Membership Experience Drive Strong Value for Members

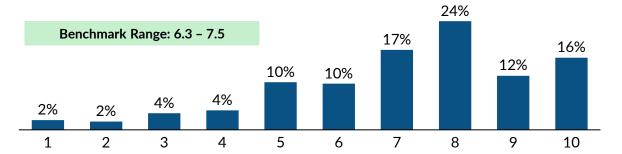


Members remain reasonably satisfied with the value they receive for annual dues relative to benchmark range. In recent years, the Club has implemented significant fee increases that may have contributed to sensitivity around the annual cost of membership. Younger members on average rated their satisfaction with 'value for dues' lower than other cohorts. In terms of member experience, staff service, sense of safety and security, parking/garage services, and the dining offerings have the largest positive contribution to the overall membership experience. It is favorable to observe that many of the 'core touchpoints' of the member experience appear to drive significant positive value for members of the Club.

Evaluation of Value for Dues: (1,939)

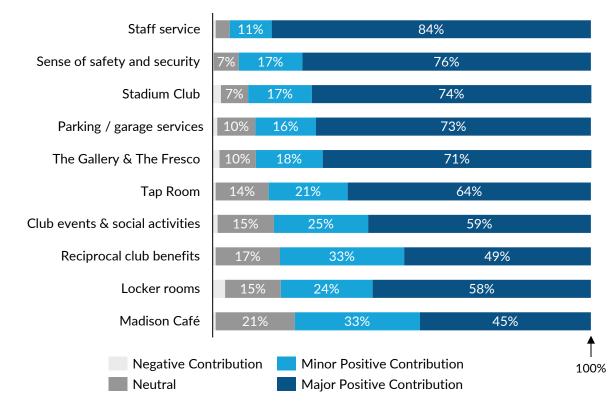
Rating Scale: 1 = Very Dissatisfied, 10 = Very Satisfied

Average: 7.1/10.0



Member Experience Contribution: (1,925)

Respondents were asked how aspects of the Club impact their experience - only top 10 visualized.





Satisfaction With Amenities Has Generally Improved Since 2022



Satisfaction scores across amenities, services, and programs at the DAC have generally increased since 2022, highlighting improvements in the membership experience over the last three years. The most notable increases in satisfaction levels include the Barbershop and Salon (+0.53), Off-site team sports (+0.47), Off-site activities (+0.35) and the Spa (+0.31). The only amenities that exhibited a material decrease in the average satisfaction score includes Meeting rooms (-0.27), Ability to make a reservation for club events (-0.14), and Club communication (-0.09).

Satisfaction with Amenities, Services, and Programs	2022 Rating	2025 Rating	Variance
Sense of safety and security	3.78	3.76	-0.02
Bowling	3.56	3.76	0.20
Overall quality of service at the Club	3.68	3.69	0.01
Parking / garage services (valet, gas, car wash, etc.)	3.64	3.67	0.03
Pool / swimming	3.42	3.65	0.23
Squash	3.53	3.75	0.22
Overnight guest rooms	3.43	3.64	0.22
Clubs-within-the-Club	3.37	3.57	0.20
Barbershop and Salon	3.05	3.63	0.58
Spa	3.17	3.48	0.31
Basketball	3.31	3.47	0.16
Club events & social activities	3.43	3.44	0.01
Fitness	3.39	3.39	0.00
Locker rooms	3.29	3.39	0.10
Off-site activities (trips, etc.)	3.06	3.41	0.35
Racquetball / handball	3.23	3.42	0.19
Off-site team sports (hockey, soccer, etc.)	2.94	3.41	0.47
Ability to make a reservation for Club events	3.40	3.26	-0.14
Club communication	3.38	3.29	-0.09
Pro shop merchandise (the Madison Shop, Locker Room apparel, online store, etc.)	3.08	3.23	0.14
Business center / co-working space	3.15	3.13	-0.03
Golf at reciprocal clubs	2.88	3.13	0.25
Meeting rooms	3.28	3.01	-0.27
DAC website functionality	3.05	3.01	-0.04
DAC mobile app	2.89	3.00	0.12
Pickleball	2.90	2.90	0.00

2022 scores have been adjusted based on utilization in 2022 where possible to more accurately match the scores in 2025, as amenities were only shown to respondents who use them.

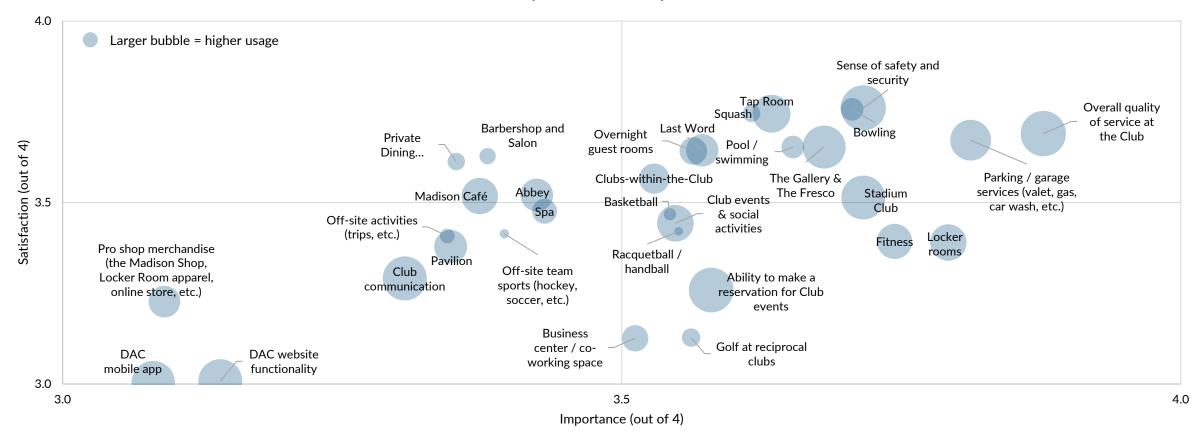


Relationship Between Importance and Satisfaction



When assessing the importance of amenities versus member current satisfaction with those amenities, member sentiment reveals key strengths of the Club (green shading below) where the Club is delivering high satisfaction on areas of high importance for members, and key areas of opportunity (yellow shading below) where the Club can elevate satisfaction levels with amenities, programs and services that have high importance to members. By focusing on the areas of high importance to members, the individual departmental improvements can have a strong impact in elevating overall member satisfaction with the Club.

Amenity Satisfaction vs. Importance



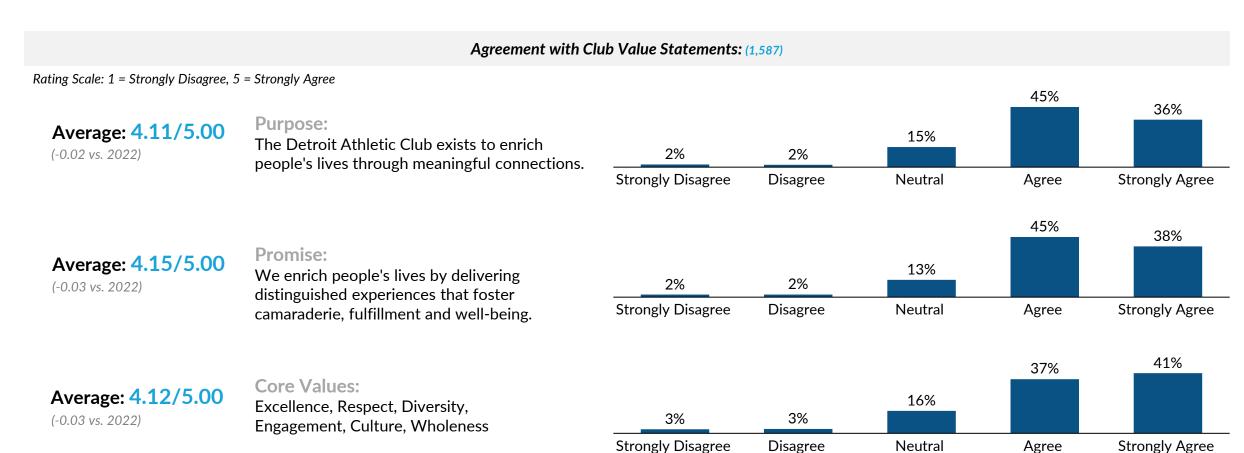


Note: Importance and satisfaction rating asked only to those who indicated they use the amenity. 'Meeting rooms' (2.4, 3.0) has been excluded for visual scaling purposes.

Strong Agreement With Club Vision and Mission



Members continue to demonstrate strong agreement with the Purpose, Promise, and Core Values of the Club, consistent with the survey results in 2022, as very few members disagree with the value statements of the Club. However, there were some vision-related preferences desired by members, including: stricter dress code enforcement, stricter rules enforcement, lower guest usage, and less 'commercial' focus in operations. Overall, there was a sentiment that the Club should prioritize the experience for members and be more 'member-centric' in its offering, rather than operating with higher levels of non-member revenues.

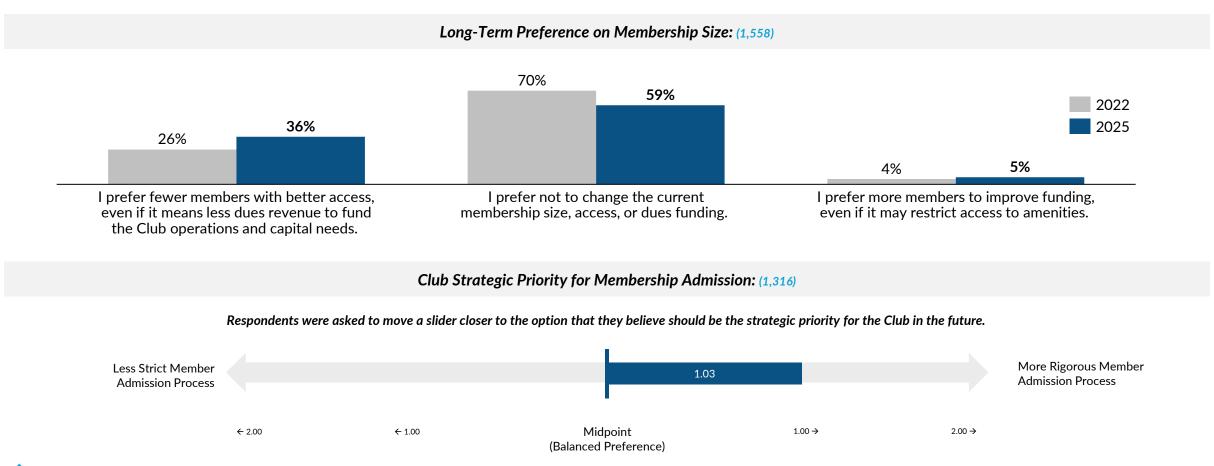




Increasing Preference for a Smaller Membership Size



An increasing number of members desire a decrease in the total number of members to support better access to amenities, even if it requires increased financial contributions on a permember basis. While a majority of members are content with the current membership levels, the minority skews towards preferring fewer members, and this group has increased from 26% in 2022 to 36% in 2025. There was also a strong preference to create a stricter member admission process, which is well aligned to potentially slow down membership growth and focus on admitting the highest quality member candidates in the future.





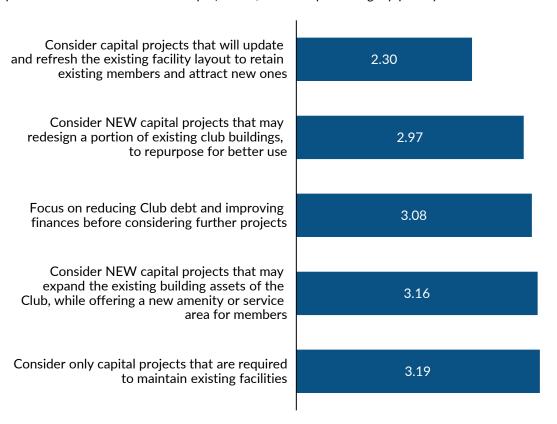
Top Priority Is Updating Existing Club Facilities



Capital priorities suggest a preference towards 'optimizing and enhancing the existing footprint'. There were many areas of the existing clubhouse that received high levels of member interest for capital investment over the next decade to elevate the facility quality, led by locker rooms, fitness center, pavilion, and garage. Interest and support for capital re-investment was higher among the younger and newer audience of club members.

Priorities for Capital Funding Over Next Five Years: (1,573)

Respondents were asked to rank their preference, with '1' representing top priority.



Preference for Level of Investment Over Next Decade: (1,463)

	Moderate + Major Investment	Minimal Investment (Only invest to maintain the asset / facility as needed)	Moderate Investment (Refresh or update the facility so that the quality is noticeably improved)	Major Investment (Renovate this asset / facility so that it is significantly improved)
Locker Rooms	69%	31%	42%	27%
Fitness Center	65%	35%	38%	27%
Pavilion	58%	42%	40%	19%
Garage	55%	45%	40%	15%
Business center / co- working space	48%	52%	31%	17%
Club washrooms	47%	53%	38%	9%
Stadium Club	44%	56%	37%	8%
Valet & Parking	44%	56%	34%	10%
Spa	43%	57%	33%	11%

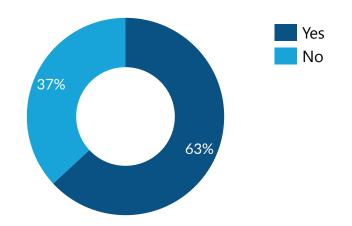


Support For Evaluating New Opportunities



While member support demonstrated a preference for updating the existing clubhouse, 63% of members also support the Club evaluating opportunities to expand the amenity offering beyond the existing building. The top supported new opportunity projects aligned with member preferences within the existing clubhouse; 1) a reconfigured clubhouse to expand the fitness center, and 2) adding a rooftop on the parking garage to service a multi-purpose sports court. The top supported 'off-campus' opportunities were the 'acquisition of an off-site waterfront access facility to provide members with lake access, and an 'Up North' club in a preferred northern Michigan location'.

Support for Evaluating Opportunities Beyond Existing Building: (1,394)



Support for Consideration of Future Amenities, Programs, and Services: (1,400)

