



Snapshot – 30 December 2016 to 31 May 2017

Revenue	Expenses	Summary
Average monthly revenue - \$42,591 (Net GST)	Average monthly expenses - \$53,377	<ul style="list-style-type: none"> After deducting rebates & sponsorship from revenue the club is losing \$10,786 per month. Current Operating Cash in bank plus rebate of \$10,000 = \$27100. Note capital works and court rebate are not included in operating cash balance
Retail Pricing - Do our across the board prices need to be higher to cover a high customer touch?	Wages & Super average \$28625pm or \$6606 per week	<ul style="list-style-type: none"> For every \$1 we spend on wages we generate \$1.49. This needs to go to \$2.10 to become profitable. To remain where we are we would need to cut wages by \$2086pw or 70 hours, or have monthly revenues attain \$60,000 per month.
Coaching & Pro-shop total \$78,260	Coaching salaries + super total \$73,084	<ul style="list-style-type: none"> These figures don't include pro-shop income or allocation of court hire. Benchmarking with Tony Tennis show employment costs to sales = 45%. GTC is at 93%. We have to understand each program's profitability.
Retail Income excl. Coaching & Pro-shop totals \$59812	Salaries excluding coaches + super total \$66152	<ul style="list-style-type: none"> Retail sales include café, court hire, membership, and other income excl. sponsorship and rebates
Tournament Income \$61990 YTD	Tournament Expenses \$17641 YTD or 28%	<ul style="list-style-type: none"> Projected tournament income for the same period \$57,500 and expenditure at \$5750. Note allocation of staff wages and court hire costs not included in expenses.
Court-hire \$27594 YTD	Electricity \$0, repairs and maintenance \$4,634 YTD	<ul style="list-style-type: none"> Undervalued as coaching/comps do not take into account court hire cost and should be allocated to court hire income. Projected income \$303,000 / Est. \$66,225. Night hire projected at \$25 per hour
Membership \$1488 YTD	No costs allocated	<ul style="list-style-type: none"> Projected at \$70,200. With est. 275 members who play regularly each week at say \$75 annual membership = \$20,625 in additional income per annum
Competitions \$13052 YTD	Employee cost to administer comps = \$3890 or \$260pw	<ul style="list-style-type: none"> Court hire costs not allocated to Court hire revenue. Average weekly Income is \$870 (based on 15 weeks to 31/5/17)
Return on Income for each program.		<ul style="list-style-type: none"> Should we look to break each product down to understand if it is cost effective and profitable?