Golfer Experience Management

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Players 1st

USGA®

Agenda

➢ About us

➢ Why focus on player experience management

➢ How Players 1st works

➢ Some insights from our data

Players 1st

➢ Danish company founded in 2012

➢ Offices in Aarhus (Denmark), Phoenix and London

➢ 12 employees

➢ Focus on player experience management within golf

Insight Sources

- ➢ **Four** basic surveys

- ➢ **11** countries

- ➢ **1,500** clubs

- ➢ **1,500,000** players have given feedback so far

Grow the Game

1. **Retention**
   - ➢ Participation is (in general) declining
   - ➢ 12 % of our members leaves us every year. *Why?*
   - ➢ 75% of all leaving golfers have a handicap higher than 26
   - ➢ Loyalty = Retention = Profit

2. **Recruiting**
   - ➢ Promoters are the key to success
   - ➢ Majority of golfers are recruited directly through existing golfers
   - ➢ Golfers act on recommendations

3. **Facts before feelings:** *Strategy-based knowledge*

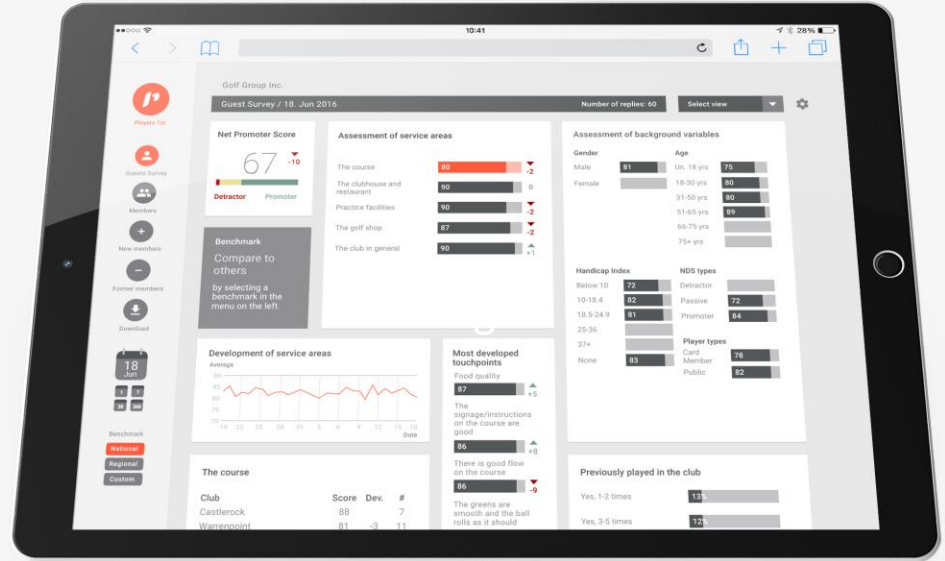4. **Focus on the most important:** *The battle of prioritizing*

5. **Change of behavior:** *How to create action within the club*

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Players 1st

Players 1st is an online-based solution for improving golf clubs' economy through insight in players' experiences at the club
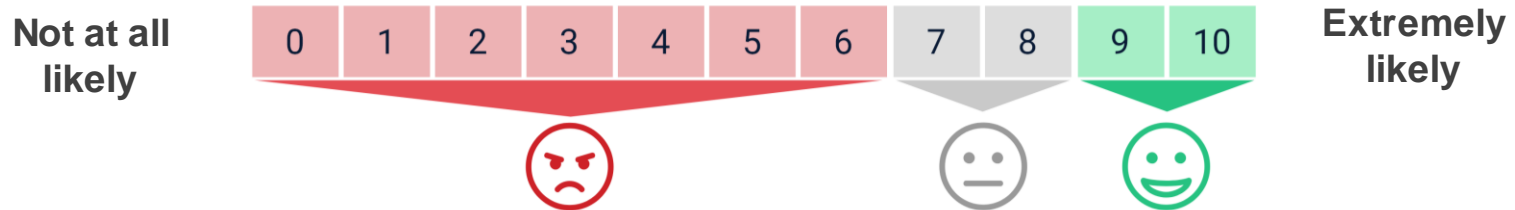
Why focus on player experience management

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Net Promoter Score (NPS)

NPS is based on ONE question

Today, NPS is the foremost customer metric across industries

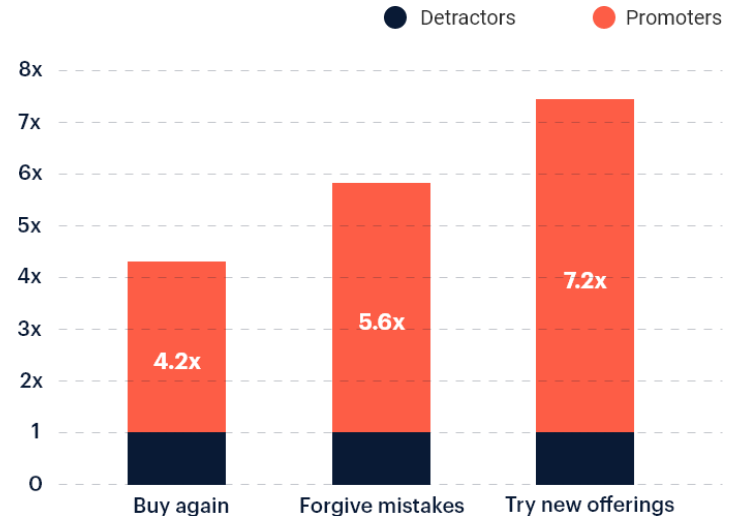"How likely is it that you would recommend [company/brand] to a friend or colleague?"

Promoters Recommend

Compared with Detractors, Promoters are:

➢ **4.2x** more likely to buy again

➢ **5.6x** more likely to forgive a company after a mistake

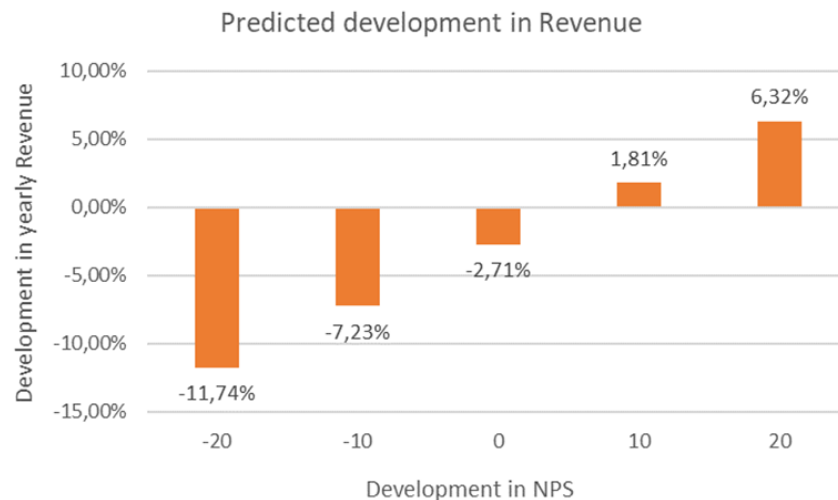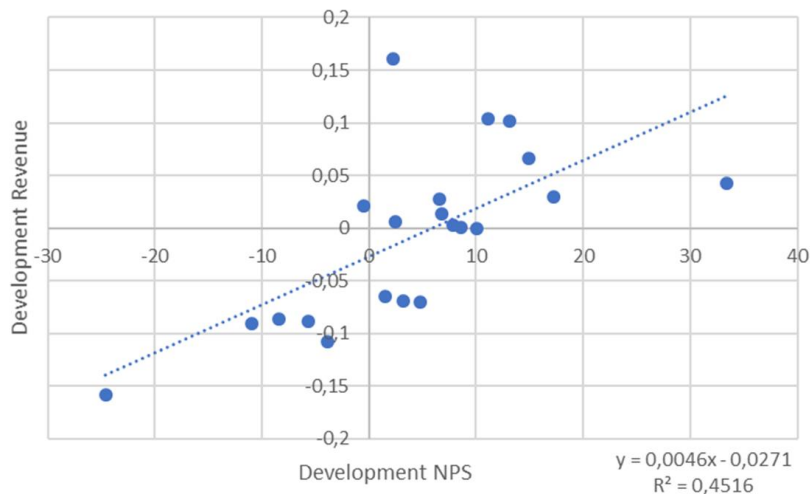➢ **7.2x** more likely to try a new offering

● Detractors ● Promoters

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Promoters as a Target

On average, an industry's
Net Promoter leader
outgrew its competitors
by a factor
greater than two times

Growth (indexed) ● Loyality leader ● Average

5x
4x
3x
2x
Start

0   5y   10y   15y   20y   Time

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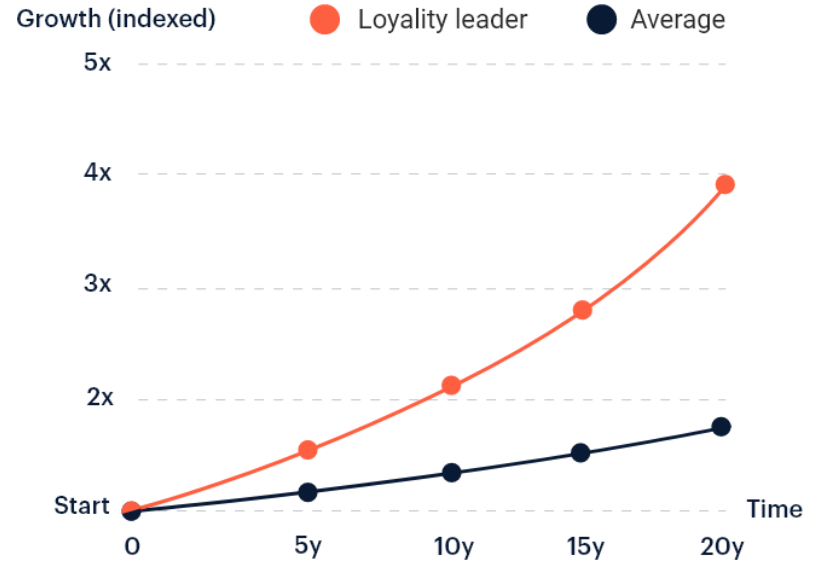
Revenue and NPS: Finnish Case Study

Revenue, NPS and Players 1st

Use of Players 1st, NPS and performance

How Players 1st works

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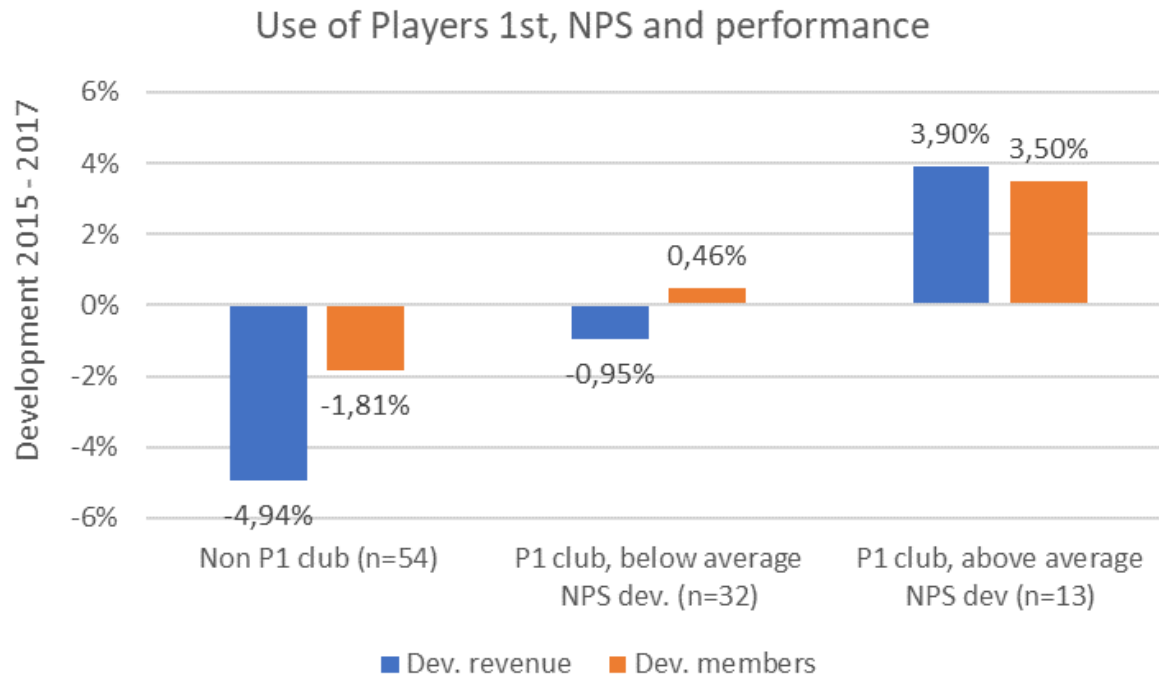
From Experience to Insight

A club member or guest attends the golf club

The system automatically sends a survey

The player answers the online survey

The results are available for analysis in the dashboard

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Improving the Experience

➤ Setting the experience of your customers in the center of your operations

➤ Important to recognize that all touchpoints are connected

GOLF CLUB

PROMOTERS

9 | 10

PGA PROFESSIONAL

RESTAURANT

GOLF COURSE

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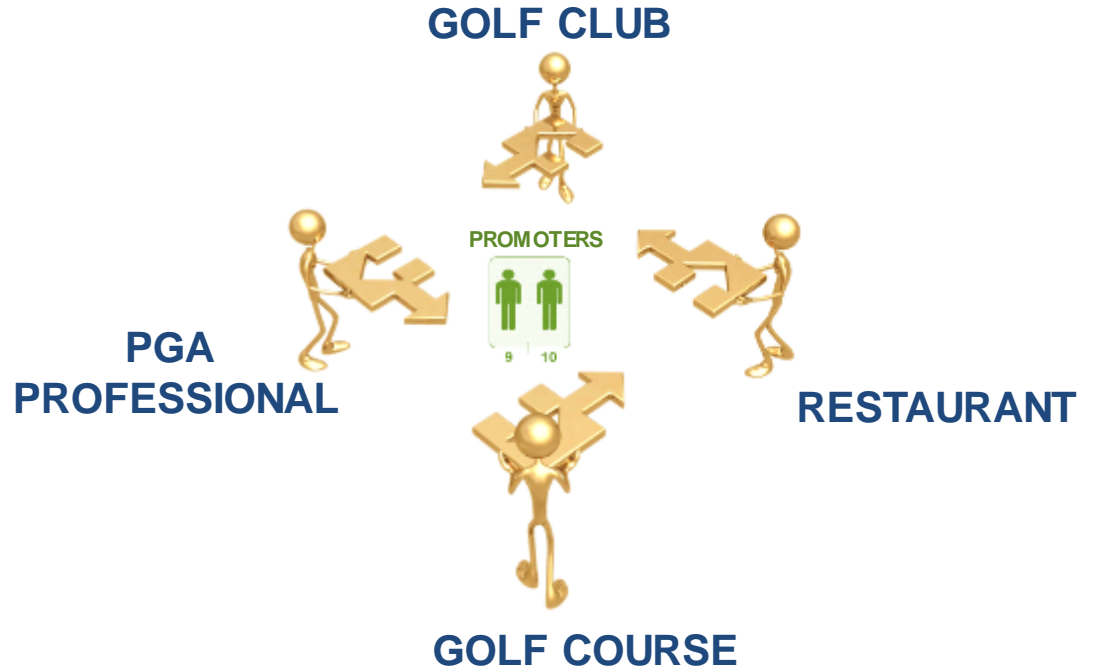
How Players 1st Works — The Player Journey

The Closed Loop Process
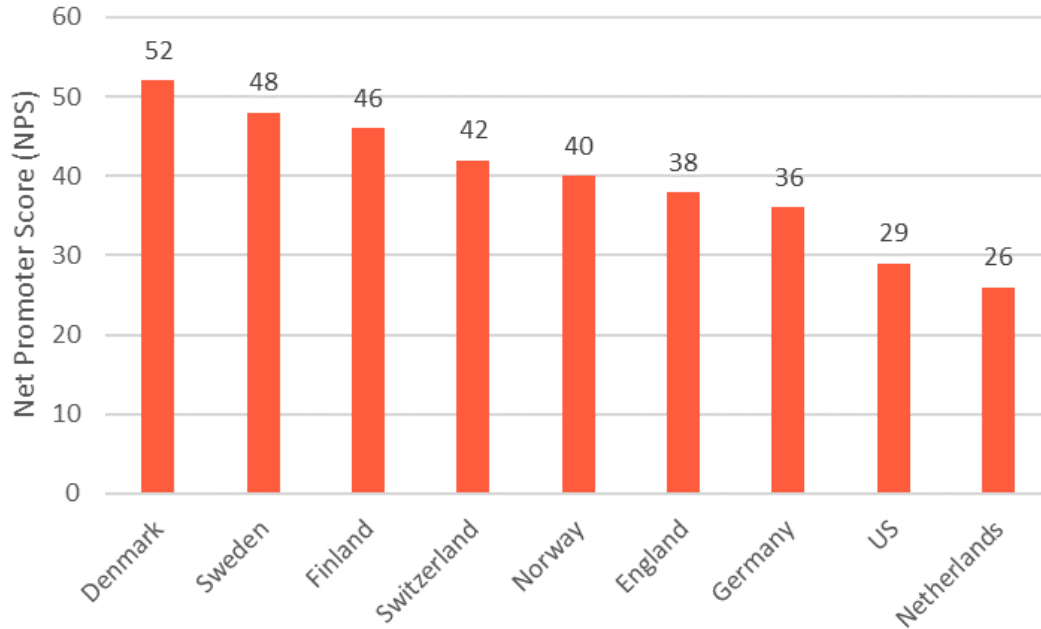
A well-refined Closed Loop Process will:

➢ Improve service recovery and reduce churn

➢ Provide an efficient way to listen to customers and staff

➢ Provide a better understanding of root causes of customer loyalty or lack of loyalty

➢ Drive tactical and strategic decisions

➢ Enable you to continuously reassess, rethink and react

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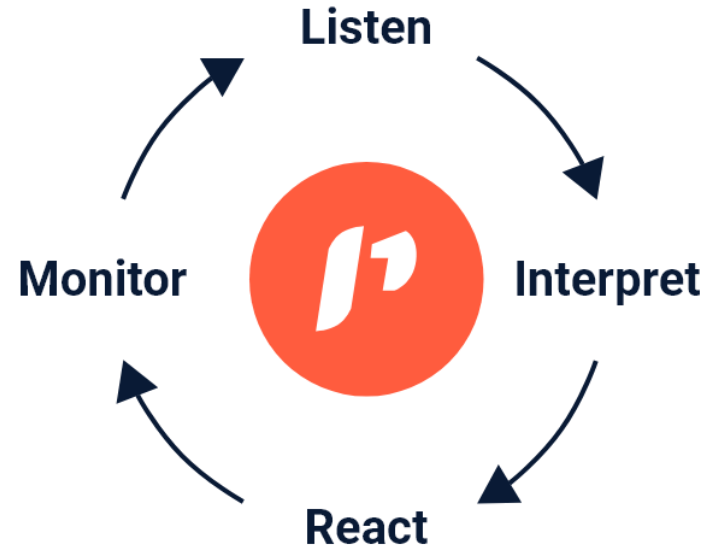
Insights from our data

Poll Question

What is the most important area for the overall experience in the club? Which area, if improved, would positively affect the overall experience the most?
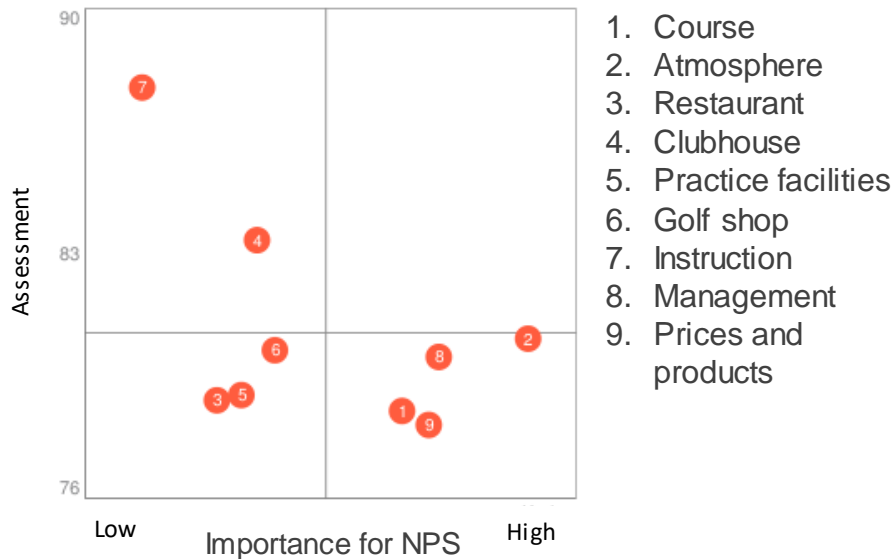
1/ Course

2/ Atmosphere

3/ Restaurant & Clubhouse

4/ Practice Facilities

5/ Management

6/ Prices & Products

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Prioritizing Maps: Private Clubs (Members)

1. Course
2. Atmosphere
3. Restaurant
4. Clubhouse
5. Practice facilities
6. Golf shop
7. Instruction
8. Management
9. Prices and products

Finland 2018
n = 17,798

1. Course
2. Atmosphere
3. Restaurant
4. Clubhouse
5. Practice facilities
6. Golf shop
7. Instruction
8. Management
9. Prices and products
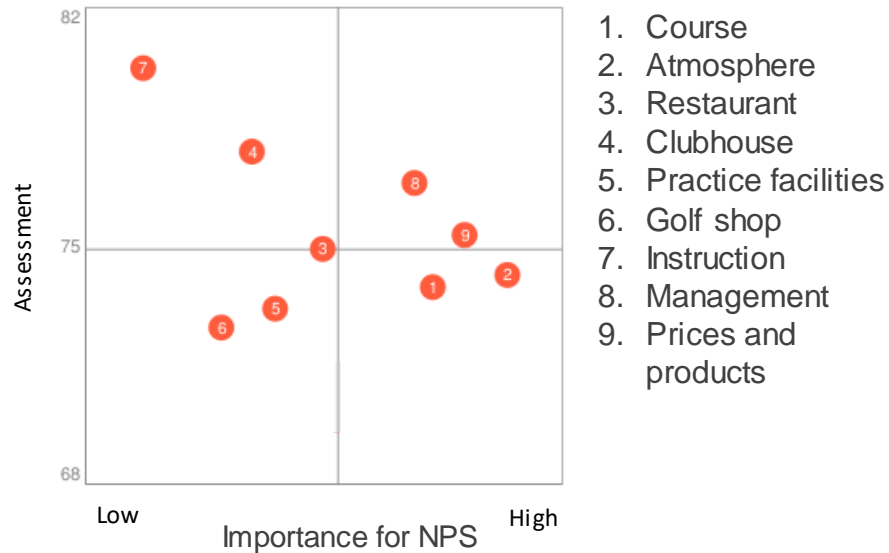
The Netherlands 2018
n = 19,558

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Members' Most Important Touchpoints

1. Nice atmosphere at the club
2. Management listens when members make suggestions and present new ideas
3. There is a good social environment at the club
4. The board is doing a good job
5. Compared to other clubs, the prices are reasonable
6. Daily management is doing a good job
7. The course is, as a whole, well-maintained
8. Great social events at the club

Denmark,
n = 35,569

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Members' Most Important Touchpoints

2 different segments in the club = 2 different strategies for the club

SEGMENT 1

1. The course is, as a whole, well maintained
2. The board is doing a good job
3. Management listens when members make suggestions and new ideas
4. The course is varied and exciting to play
5. Daily management is doing a good job
6. Compared to other clubs the prices are reasonable
7. Fairways are excellent
8. The greens are smooth and the ball rolls as it should

Denmark,
n = 35,569

POLL QUESTION

Which segment/player group are the one to the left?

1 / Players 30 years old or younger

2 / Females with medium handicap (18-24)

3 / Males with low handicap (below 10)

4 / Females with high handicap (above 24)

5 / Players 50 years old or older

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POLL QUESTION

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3 / **Males with handicap below 10**

Denmark,
n = 35,569

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Members' Most Important Touchpoints

2 different segments in the club = 2 different strategies for the club

SEGMENT 2

1. Nice atmosphere at the club
2. There is a good social environment at the club
3. Management listens when members make suggestions and new ideas
4. Compared to other clubs the prices are reasonable
5. Great social events at the club
6. The board is doing a good job
7. Daily management is doing a good job
8. I feel well informed about important issues and developments at the club

Denmark,
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Denmark,
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4 / Females with high handicap (above 24)
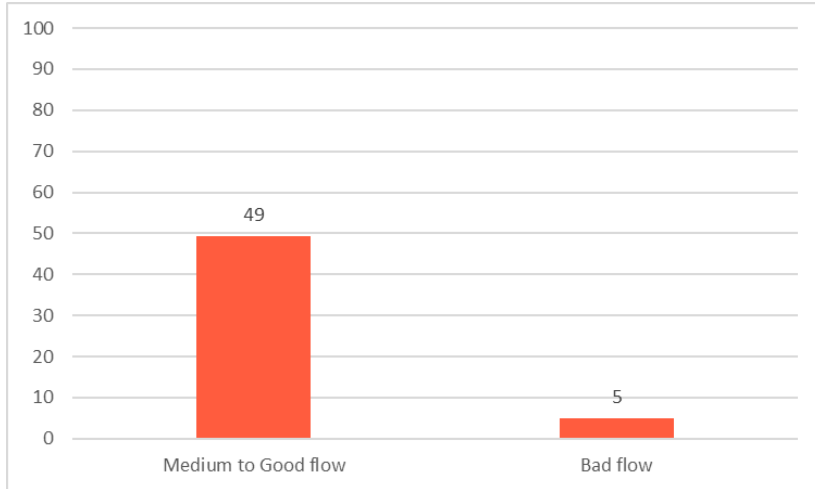
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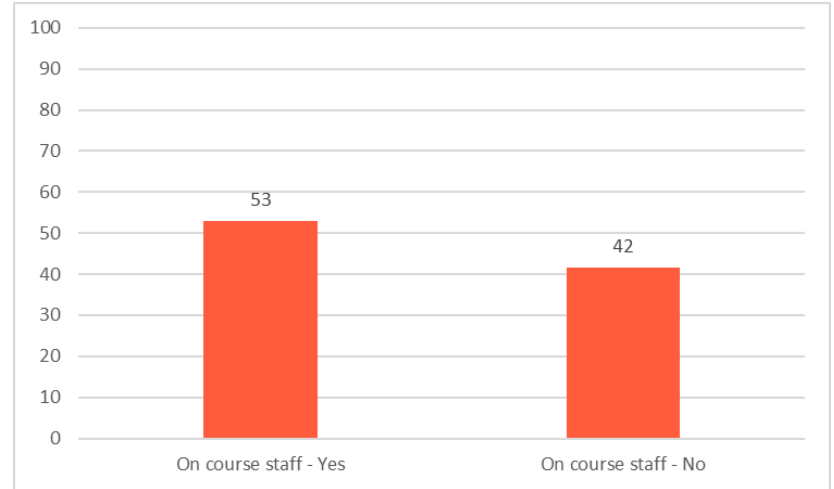# Touchpoints and Relation to NPS

Weekday and NPS
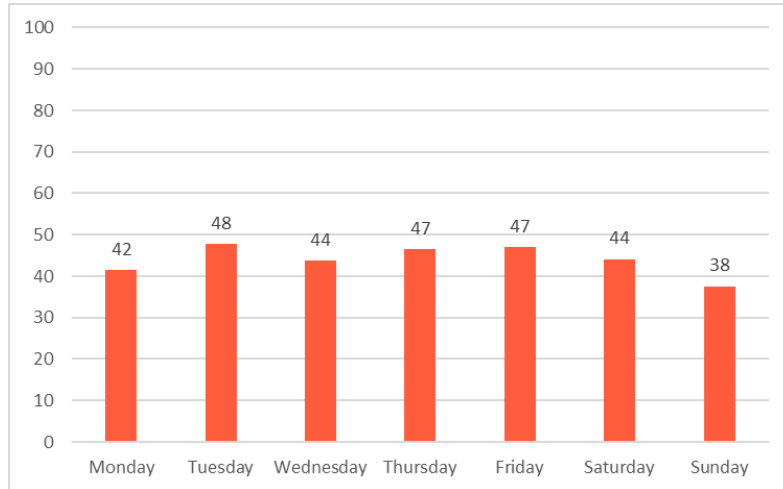
Emotions and NPS

n = 73.061

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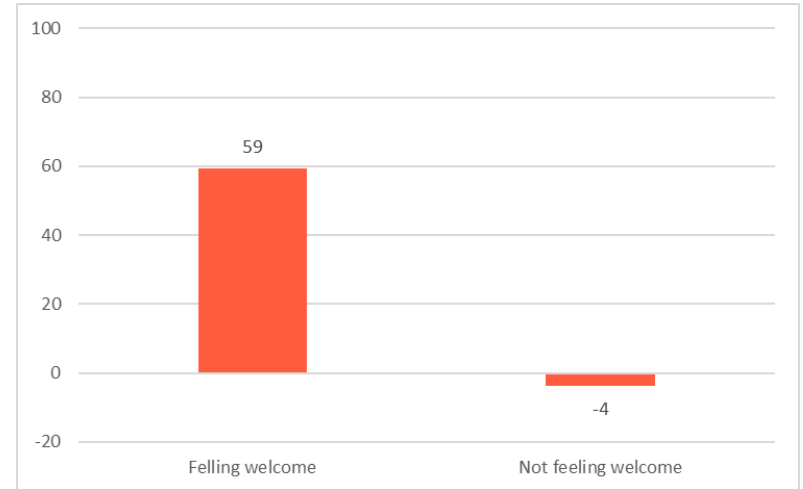
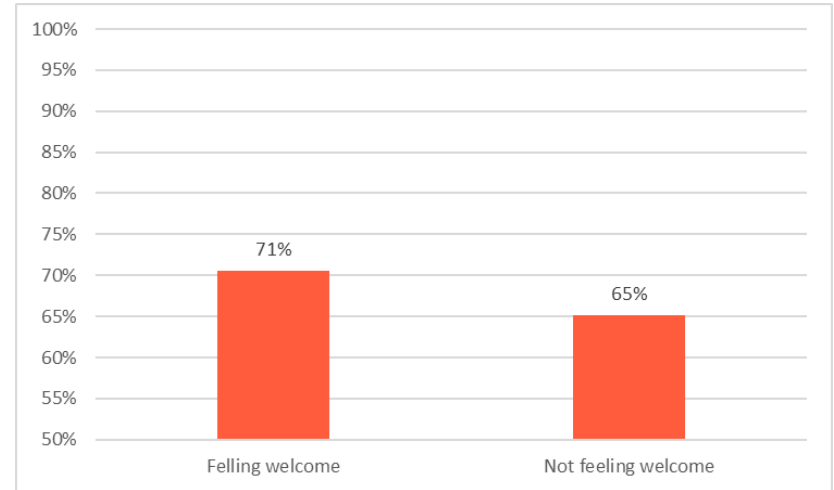# Touchpoints and Relation to NPS

Flow and NPS

On-Course Staff and NPS

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Effect on Desire to Visit the Restaurant
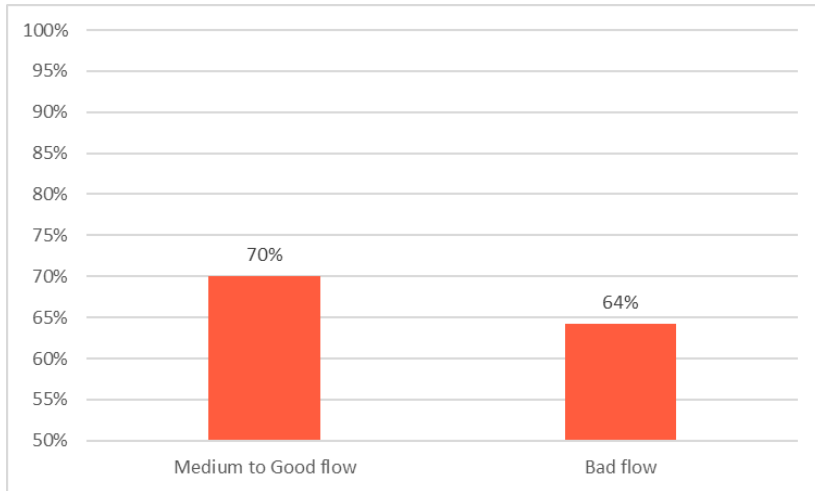
Flow and Restaurant Visits

On-course Staff and Restaurant Visits

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INSIGHTS FROM OUR DATA
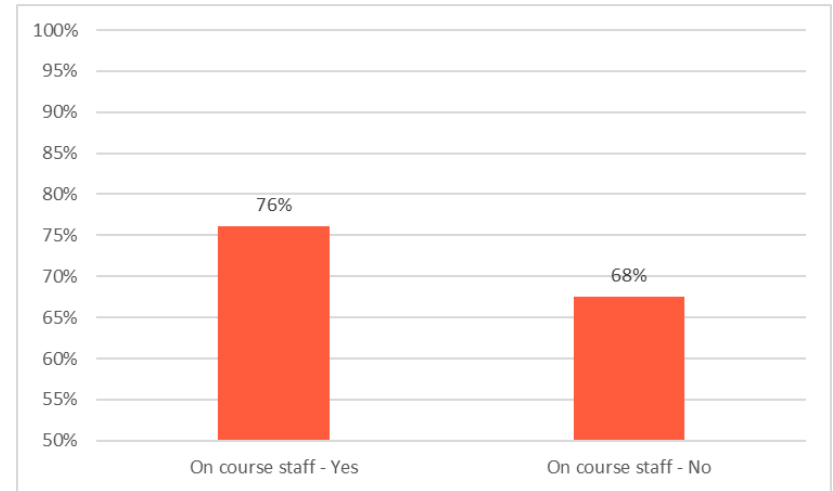
Player Journey: Chain of Touchpoints

Playing

At arrival

Touchpoints

After playing

Course facilities

The course

On course staff

Driving range

Cleaning equipment

Locker room

Locker room

Office

Before arrival

Restaurant

Booking

Follow up

Marketing

"Thank you"

Invitation

The green fee guest

5
6
7
8
9
10
11
12
13
4
3
2
1

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Player Journey

Weekday	→	Feeling welcome	→	Flow	→	Met on-course staff	→	Visited restaurant	→	NPS
Wednesday		🙂		🙂		🙂	→	82 %	→	**70**
Wednesday		☹️		☹️		☹️	→	64 %	→	**-33**
Sunday		🙂		🙂		🙂	→	74 %	→	**66**
Sunday		☹️		☹️		☹️	→	57 %	→	**-26**

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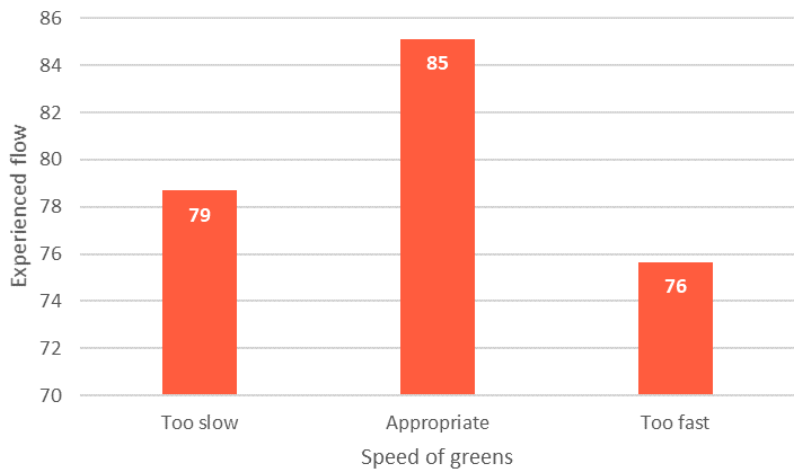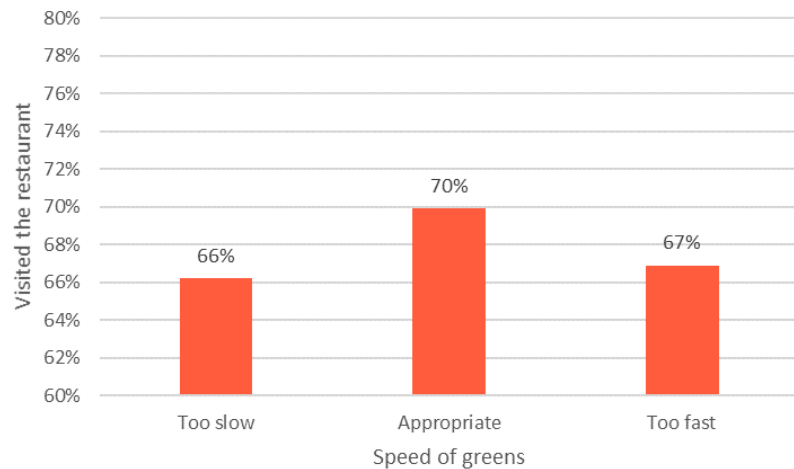
Pilot Program in Japan

- ➢ The pilot starts within the next few weeks

- ➢ 4-5 clubs will participate

- ➢ Surveys made in Japanese and will be adapted to Japanese conditions

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For more information

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