





Optimizing Golfers' Satisfaction Through Data Driven Insights

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From SLRG Golfer Research: Going Beyond the Crutches

	They Say	They Mean	Issues
Crutch #1 	"Golf is too expensive"	"I'm not getting value out of my experience" <hr/> "I spend on lessons & equipment but I don't get better"	Customer service; Pace of play; Conditions
Crutch #2 	"I don't have enough time to play golf"	"My on-course experience doesn't justify the time investment"	Too crowded; bad service; lack of improvement



Evolution of the Golfer Experience towards the 'facility of tomorrow'

Challenges and Pitfalls are Looming

MACRO TRENDS

- Extension of individuals' retirement dates
- Higher costs of medical and long term care
- Stagnation of real wages
- Changing nature of work accelerated by artificial intelligence and technology
- Placing a greater premium on experiences rather than purchases

Golf needs to be looked upon as an experience; it's not just competitive with other sports, but a variety of other ways to spend time and money.

- Time constraints remains as important as money in driving the value proposition of the golf experience.
- However, when target consumers raise the objection of time constraints it is often a veiled surrogate for the fact that other experiences deliver a better return on that time investment



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A Happy Customer is a Repeat Customer

SLRG *Golfer Longitudinal Research* identified eight golf facility best practices that when deployed, yielded a **+16%** increase in play, relative to control facilities that did not.



When Will We Truly Create a Customer-Centric Experience?

SLRG Women's Golf Research Reveals Three Over Arching Conclusions

- For the golf experience to be perceived as worth both the time and money, it must satisfy women's needs on three key dimensions:

It must be an enjoyable social occasion

It should leave them with a sense of accomplishment

It should not be fraught with unnecessary physical and emotional stress



The Private Club of the Future: Adapting To New Realities

A Closer Look at Critical Success Factors for Clubs Looking to Enhance Member Services



The Private Club of the Future: Adapting To New Realities

More New Paradigms for the Golf Club/Facility of the Future



- Personal Concierges
- Portability
- Social Spaces
- The Health Club Model
- Family Programming
- Create the ultimate Community—Literally and Figuratively

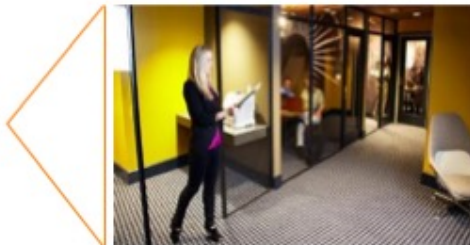
The Club's Juxtaposition Between Home And Office

A REFUGE ...and an EXTENSION



Omnibus data shows correlation of greater private club focus on family, women and juniors with stability of **member retention**

Club Corp
Touchdown Rooms



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Other Sports Venue Models Inform the Golf Facility of the Future



The Future of the Golf Professional and the Facility

The Facility Itself:

- Needs to train the golf staff to become the face of the facility; they are the key point of interaction between the facility and the customer
 - *"I should have learned more about hospitality in meeting the needs for business golf than just teaching the game"* – SLRG PGA Professional Research on Business Golf

PGA Education and Training

- *"The PGA's Employment Consultants serve as the employment resource for PGA Professionals in their respective regions. Their mission is to positively impact PGA Professionals' careers, assist employers, foster win-win employment relationships, and promote the hiring of PGA members."* (The PGA Website)



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Drive New Golfer/Customer Participation for Topline Growth



What is the customer looking for? The golf facility should be more reflective of needs beyond the golf course.

- Golf as an oasis
- Golf as an escape

Broader definition of the customer base leads to reconfiguration of facility common spaces and amenities for users and their friends/families.

HOW TO CAPTURE THIS INFORMATION?

Recording transactional data; can either be through automated tee sheets, or maintaining a simple database.

- Especially when they play and what they spend



The golf professional now has an opportunity to harness all of this information to better direct these relationships and identify and speak to best customers.



The Missing Data Piece: Measuring Golfer Satisfaction-- Lessons from Casino Marketing

A Customized Approach to Real Time Guest Satisfaction Tracking and Management

- Real time assessment of guest experience—All players receive a brief online survey within 72 hours of property visit
 - Synthesizes guest behaviors with perceptions of the overall experience
 - Seven minute survey customized to the amenities and services used by the guest
- Proprietary online “Management Dashboard,” summarizes overall satisfaction and facility operating performance



The Missing Data Piece: Measuring Golfer Satisfaction-- Lessons from Casino Marketing

A Customized Approach to Real Time Guest Satisfaction Tracking and Management

- Dashboard functionality includes the ability to drill down further to view results against guest segments that matter:
 - Daypart of visitation to measure gaps across work shifts
 - Performance relative to expectation
 - Length of guest visit/Pace of Play
 - Frequent Player/Loyalty Program Tier
 - Demographics and behavioral variables



A Customized Approach to Real Time Guest Satisfaction Tracking and Management

- Easy departmental overview of relevant open ended comments enables management to track and monitor staff resolution of customer service issues



The Missing Data Piece: Measuring Golfer Satisfaction-- Lessons from Casino Marketing

A Customized Approach to Real Time Guest Satisfaction Tracking and Management

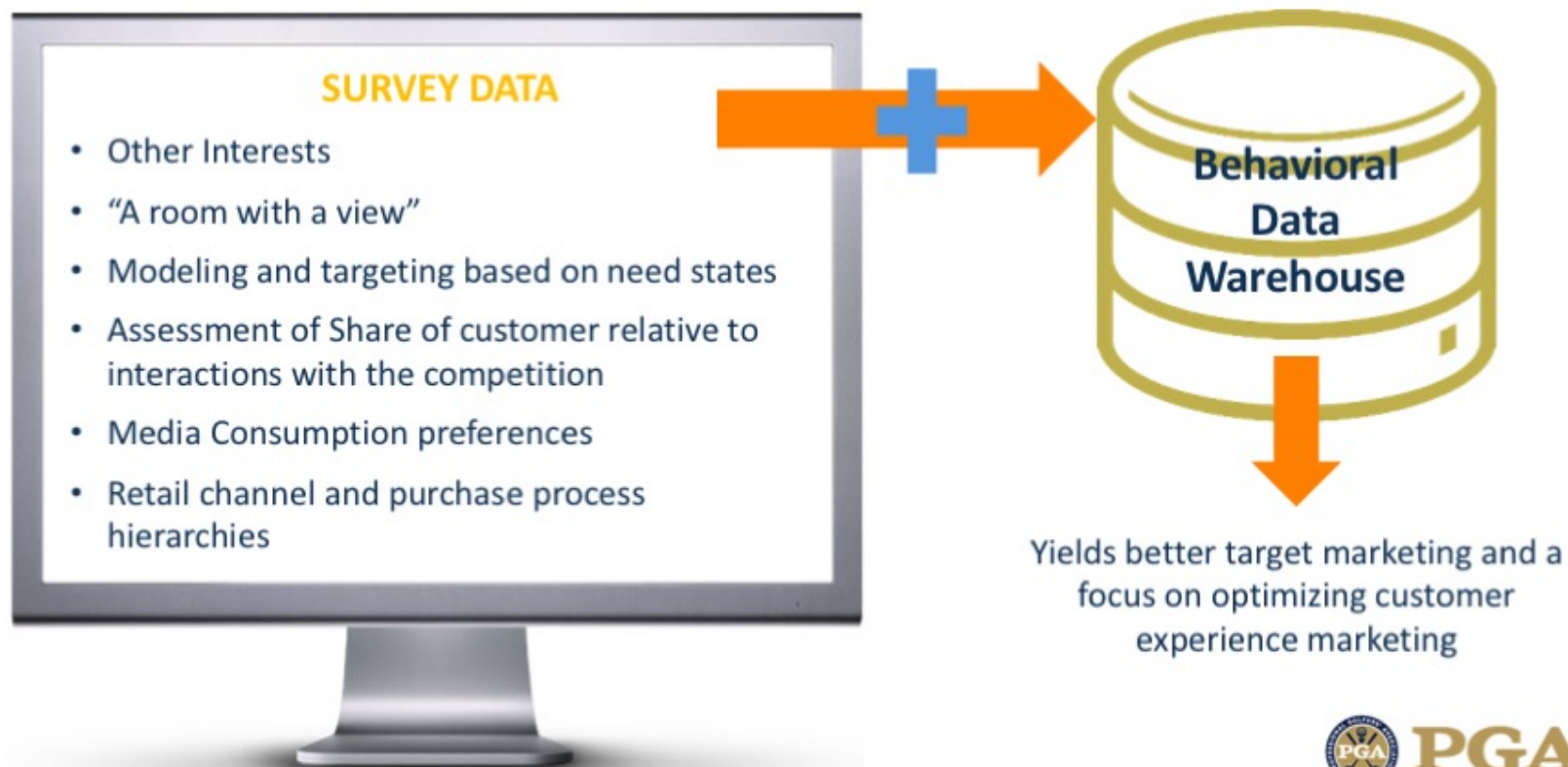
- Action comments provide the ability to review and react to guest comments
 - Quickly obtain a relevant guest profile to create customized interactions
 - Easily view a history of prior guest comments
 - Ability to immediately respond to guest comments with a single click

The screenshot displays a web application interface for managing guest profiles. The top section shows a guest's basic information: Name (Dave Smith), Date of Birth (2/28/1977), Email (dave@smithsolutions.com), Age (40), County (Parkland), and Tier (Green). To the right, it lists the Player ID (000000000), Time of Visit (10:40), Room, Casino Slot Type, Floor (00001), and Gender (M). Below this is a 'Current Action Comment' field containing a detailed guest complaint about a lost item. A red circle highlights the email address in the guest profile section. A red arrow points from a text box to a 'Compose Email' button at the bottom of the interface. The text box contains the text: 'One click and departmental staff can immediately respond to the guest'.



Table Stakes From The Hospitality Industry:

PRIMARY ATTITUDINAL RESEARCH to Measure Key
Target Consumer Preferences



Develop Loyalty and Repeat Business in a Crowded Marketplace

Identify who the best customers are for short term and long term growth

- RFM Variables (see next slide)
- Lifetime customer value
- Incremental revenue streams through different approaches opportunity segments

Use these best customers to leverage new golfers – how does your facility differentiate itself?

- How can you engage best customers to help you market the facility?
- Viral communities

Research and feedback loops

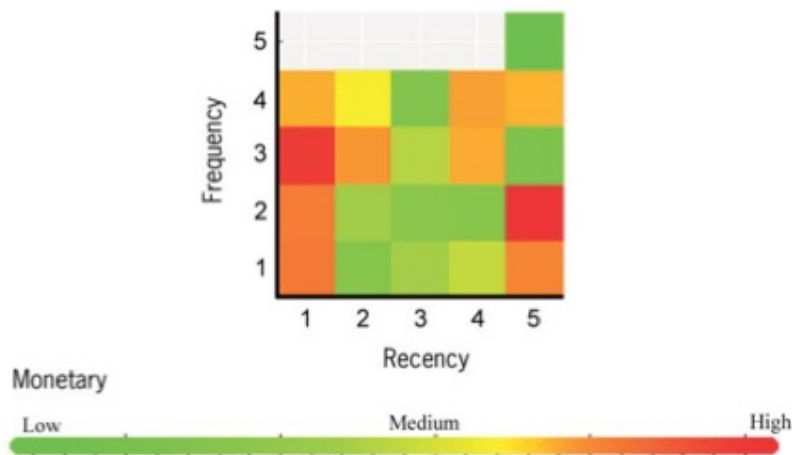
- Talk to current customers
- Talk to lapsed customers and find out why they left
- Analyze the gaps across each segment



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Database Mining for Customer Insights



RFM Analysis Mends with Cutting Edge Concept Testing Research

- RFM Model to identify cells of “best customers”
- Integrate with Attitudinal Segmentation and Marketing Effectiveness Research to Optimize “One-to-One” Marketing Communication
- Versioned messaging for more impact

Importance of Measuring Success

Constructing surveys/questionnaires in a sound way

- You can't meet customer needs if you don't make the effort to *properly* elicit them
- The art of question design—garbage in=garbage out
 - Poorly designed surveys yield useless data and aren't worth the effort expended
 - Direct and leading questions create false positives
 - Unwieldy, lengthy surveys yield thoughtless responses
 - The “Vocal Minority” isn't necessarily a proper reflection of reality. **Sampling matters!**

Measuring share of wallet

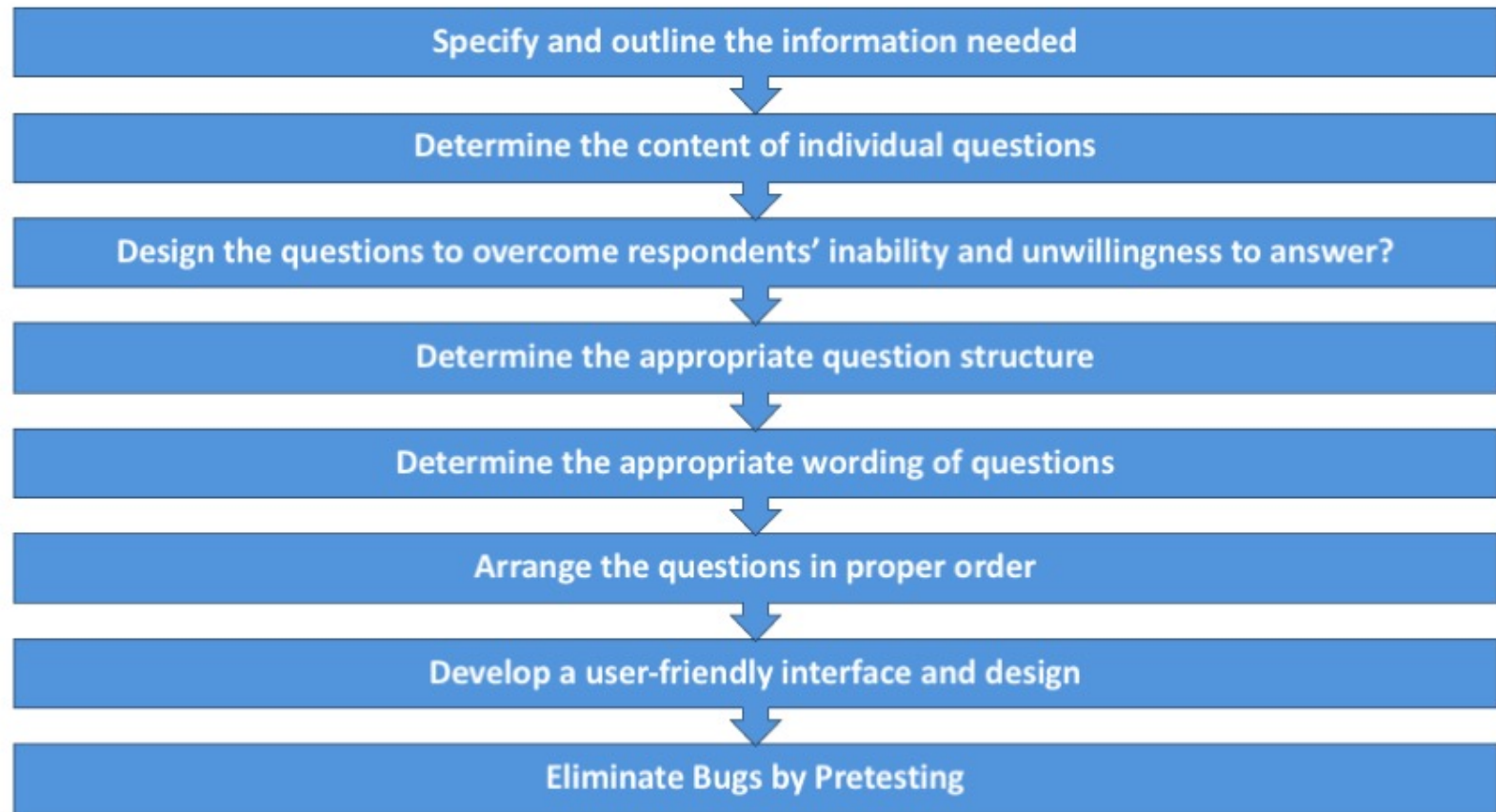
- Who are our best customers?

Measuring RFM metrics to identify best customers

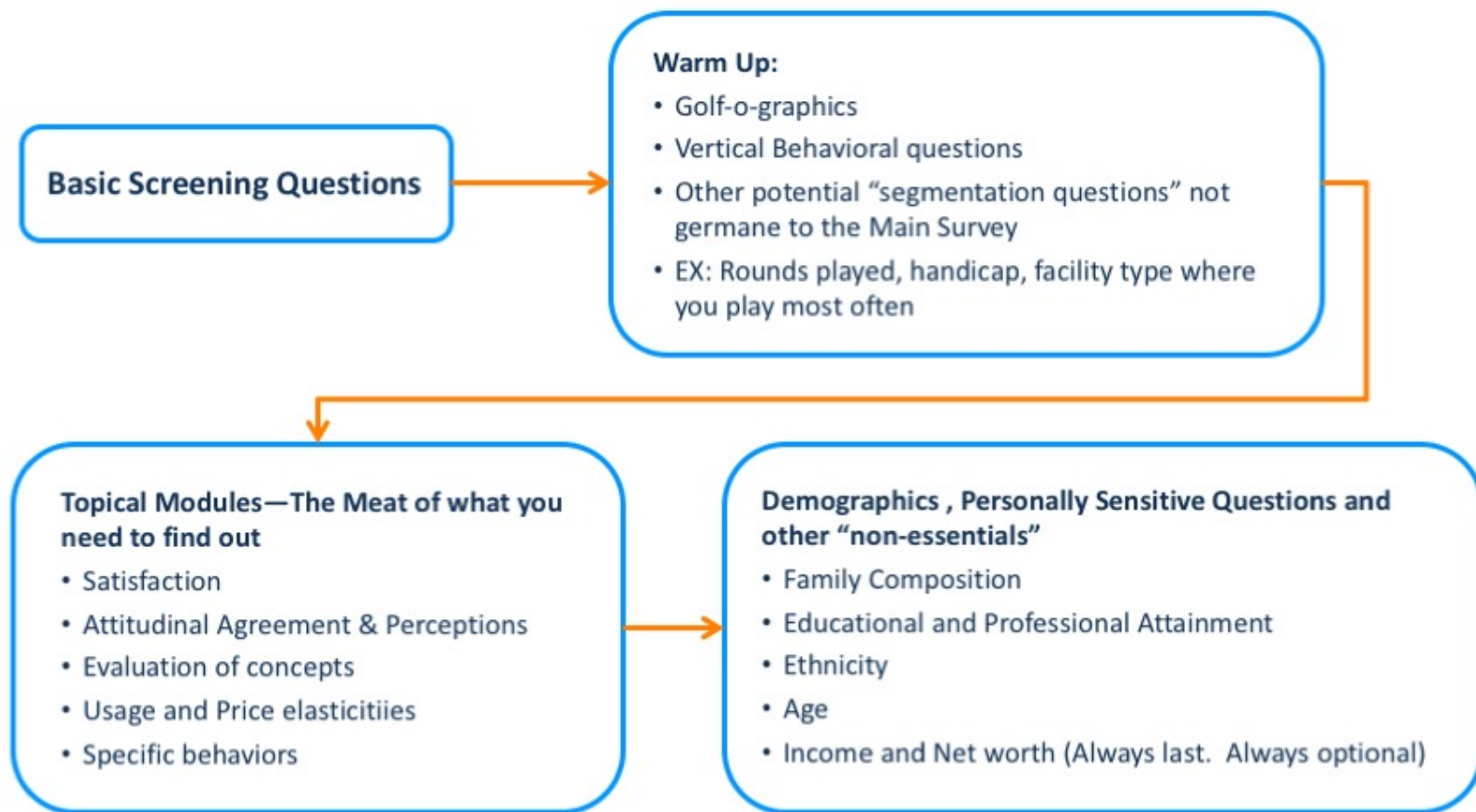
- How recently did the customer purchase?
- How often do they purchase?
- How much do they spend?
- What is their long term potential?



Questionnaire Design Basics



General Questionnaire Flow:



Some General Guidelines for Writing Questions:

- Ask yourself, “How will I use this question” before writing it
 - To measure something?
 - To be able to assert a supporting fact
 - To understand preferences
- Don't Let the Cat out of the bag—Respondents will try to guess what you are after:
 - Do layer your inquiries (ex: don't show, expose or ask a direct question about a singular concept or brand until the latest possible moment—ideally after you've hidden that brand among “placebos”—When in doubt, obfuscate!
- Avoid subjective answer choices by clearly clarifying responses
 - too much time for one person can be the right amount of time for some. So ask the exact time and then the opinion question to gain full context



The Four “Do’s” of Question Wording: Evaluate Each Question

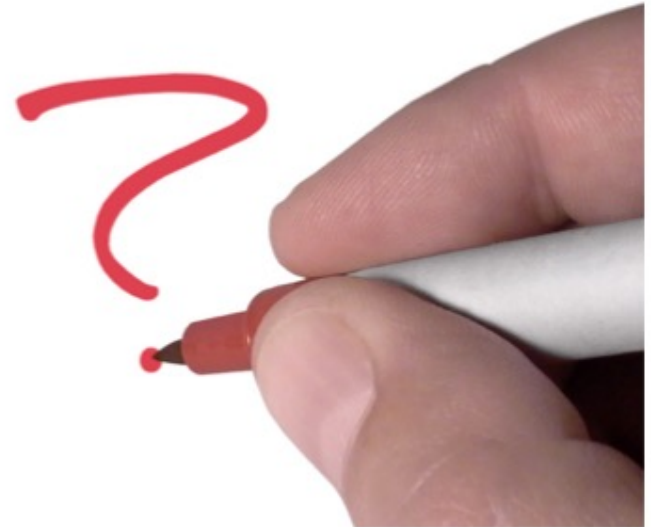
1. The question should be focused on a single issue or topic
2. The question should be brief
3. The question should be a grammatically simple sentence, if possible
4. The question should be crystal clear

The Four “Don’ts” of Question Wording: Evaluate Each Question

1. **Avoid Leading Questions:** (Have you heard about the new equipment everyone is talking about? You’re satisfied with your car, aren’t you?)
2. **Avoid Loaded Wording or Phrasing** (Should you be allowed to defend or protect yourself by using this mace?)
3. **Avoid Double-Barrelled Questions**
 - (A) Multiple conditions--Were you satisfied with the restaurant’s food and service--- Loved the service.. Hated the food. How do I answer?
 - ..B) Non Mutually exclusive choices: Are you: employed full time, employed part time; full time student; Part time student; unemployed; retired...How does the part time student, part-time student answer this question?
4. **Avoid over-stating a condition:** creates dispositional bias: (ex: How much would you pay for a cutting edge new driver that eliminates your slice and reduces your handicap?)

Types of Questions and When To Use Them

- Scale questions
- Perception Evaluation through Agreement Scales
- Forced Choice
- Rankers/Ordinal Choice
- Close ends
- Open Ends
- Numbers vs Ranges
- Projectives and Net promoter



Pre-Testing

- Testing for timing
- Testing for question logic
 - Assume different personas
- Test for programming logic
 - Try to “break” the survey
 - Test for skip patterns (conditional branching)
 - Test for random close-ended choice rotation
- Test for A/B split rotations



In Summary: Writing good surveys isn't Easy. I went to school for this!

- Always think about the respondent and how easily he or she will be able to answer your questions
- Always leave subjective interpretation of questions or answer choices out of your surveys
- Always think about the respondent and how he or she might be led or swayed by the way that you word a question
- Always know what your goals and objectives are for using the results of a survey



The Future of the Golf Professional and the Facility

The golf professional needs to..

- Treat their golf facility as a brand
- Listen to the customer
- Be mindful of competition, especially more broadly than just golf and other sports
- Leverage their best customers in a viral way to spread the word about what differentiates their facility against other competitors
- While still embracing player development, focus needs to be more about broader concept of customer development and hospitality



The Future of the Golf Professional and the Facility

LOYALTY MARKETING FOUNDATIONS

Communications
Community
Recognition
Reward
2C - 2R



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