Golfer Experience Management

Jacob Buksted
Players 1st

5th Golf Innovation Symposium
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*
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
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?”

NPS = % — %
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

Source: https://experiencematters.blog/2018/01/18/15-factoids-cx-efforts-roi-infographic/
Promoters as a Target

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

Source: http://www.netpromotersystem.com/about/how-is-nps-related-to-growth.aspx
Revenue and NPS: Finnish Case Study

Player Experience Management

Predicted development in Revenue

Development in yearly Revenue

-11.74%  -7.23%  -2.71%  1.81%  6.32%

Development in NPS

-20  -10  0  10  20

Revenue and NPS relationship graph

y = 0.0046x - 0.0271

R² = 0.4516
Revenue, NPS and Players 1st

Use of Players 1st, NPS and performance

- Non P1 club (n=54): -1.81%
- P1 club, below average NPS dev. (n=32): -0.95%
- P1 club, above average NPS dev. (n=13): 3.90% (blue), 3.50% (orange)

Development 2015-2017

Dev. revenue
Dev. members
How Players 1st works
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
Improving the Experience

- Setting the experience of your customers in the center of your operations
- Important to recognize that all touchpoints are connected
The Player Journey

How Players 1st Works

Touchpoints

Before arrival
1. Marketing
2. Booking
3. Office

At arrival
4. Driving range
5. Locker room

Playing
6. The course
7. Course facilities
8. On course staff

After playing
9. Cleaning equipment
10. Locker room
11. Restaurant
12. “Thank you”
13. Invitation

Follow up

The green fee guest
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
Insights from our data
Member NPS in Different Countries

- Denmark: 52
- Sweden: 48
- Finland: 46
- Switzerland: 42
- Norway: 40
- England: 38
- Germany: 36
- US: 29
- Netherlands: 26
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
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

IN S I G H T S  F R O M  O U R  D A T A

Finland 2018
n = 17,798

The Netherlands 2018
n = 19,558
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,
\[ n = 35,569 \]
INSIGHTS FROM OUR DATA

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

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

Denmark,
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Members’ Most Important Touchpoints

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POLL QUESTION

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

3 / Males with handicap below 10

Denmark,

n = 35,569
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

POLL QUESTION

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

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

4/ Females with high handicap (above 24)

Denmark,
n = 35,569
INSIGHTS FROM OUR DATA

Touchpoints and Relation to NPS

Weekday and NPS

<table>
<thead>
<tr>
<th>Day</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>42</td>
</tr>
<tr>
<td>Tuesday</td>
<td>48</td>
</tr>
<tr>
<td>Wednesday</td>
<td>44</td>
</tr>
<tr>
<td>Thursday</td>
<td>47</td>
</tr>
<tr>
<td>Friday</td>
<td>47</td>
</tr>
<tr>
<td>Saturday</td>
<td>44</td>
</tr>
<tr>
<td>Sunday</td>
<td>38</td>
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Emotions and NPS

<table>
<thead>
<tr>
<th>Emotion</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feeling welcome</td>
<td>59</td>
</tr>
<tr>
<td>Not feeling welcome</td>
<td>4</td>
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n = 73,061
INSIGHTS FROM OUR DATA

Touchpoints and Relation to NPS

Flow and NPS

On-Course Staff and NPS

Flow and NPS

<table>
<thead>
<tr>
<th>Medium to Good flow</th>
<th>Bad flow</th>
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</thead>
<tbody>
<tr>
<td>49</td>
<td>5</td>
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</table>

On-Course Staff and NPS

<table>
<thead>
<tr>
<th>On course staff - Yes</th>
<th>On course staff - No</th>
</tr>
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<tbody>
<tr>
<td>53</td>
<td>42</td>
</tr>
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</table>
Effect on Desire to Visit the Restaurant

**INSIGHTS FROM OUR DATA**

**Weekday and Restaurant Visits**

- Monday: 66%
- Tuesday: 74%
- Wednesday: 73%
- Thursday: 71%
- Friday: 70%
- Saturday: 69%
- Sunday: 64%

**Feelings and Restaurant Visits**

- Feeling welcome: 71%
- Not feeling welcome: 65%
Effect on Desire to Visit the Restaurant

Flow and Restaurant Visits

On-course Staff and Restaurant Visits

- Medium to Good flow: 70%
- Bad flow: 64%

- On course staff - Yes: 76%
- On course staff - No: 68%
Player Journey: Chain of Touchpoints

The course
Driving range
Locker room
Office
Booking
Marketing

At arrival

Playing

Course facilities
On course staff

Cleaning equipment
Locker room
Restaurant

After playing

Follow up

The green fee guest

Thank you
Invitation
# Player Journey

<table>
<thead>
<tr>
<th>Weekday</th>
<th>Feeling</th>
<th>Flow</th>
<th>Met on-course staff</th>
<th>Visited restaurant</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday</td>
<td>😊😊😊</td>
<td>😊😊😊</td>
<td>😊😊😊</td>
<td>82 %</td>
<td>70</td>
</tr>
<tr>
<td>Wednesday</td>
<td>😞😞😞</td>
<td>😞😞😞</td>
<td>😞😞😞</td>
<td>64 %</td>
<td>-33</td>
</tr>
<tr>
<td>Sunday</td>
<td>😊😊😊</td>
<td>😊😊😊</td>
<td>😊😊😊</td>
<td>74 %</td>
<td>66</td>
</tr>
<tr>
<td>Sunday</td>
<td>😞😞😞</td>
<td>😞😞😞</td>
<td>😞😞😞</td>
<td>57 %</td>
<td>-26</td>
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A case where suboptimizing has negative effects on other touchpoints

**Speed of Greens and Flow**

<table>
<thead>
<tr>
<th>Speed of greens</th>
<th>Experenced flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too slow</td>
<td>79</td>
</tr>
<tr>
<td>Appropriate</td>
<td>85</td>
</tr>
<tr>
<td>Too fast</td>
<td>76</td>
</tr>
</tbody>
</table>

**Speed of Greens and Restaurant Visits**

<table>
<thead>
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<th>Visited the restaurant</th>
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<td>70%</td>
</tr>
<tr>
<td>Too fast</td>
<td>67%</td>
</tr>
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</table>
The pilot starts within the next few weeks

4-5 clubs will participate

Surveys made in Japanese and will be adapted to Japanese conditions
For more information

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