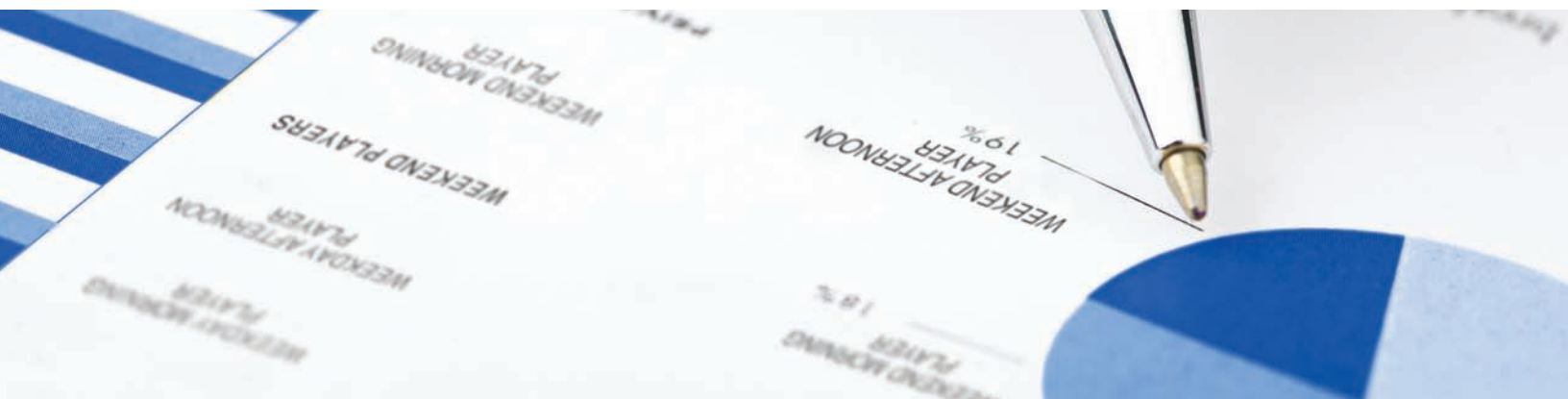




"It's Personal"

KNOW YOUR
CUSTOMER
PLAYBOOK

GOLF 2.0



Foreword

“THE TIME IS NOW TO GIVE OUR CORE PLAYERS MORE REASONS TO PARTICIPATE IN THE GAME. WE HAVE PLENTY OF NEW PLAYERS COMING THROUGH THE FRONT DOOR, BUT WE NEED TO STOP THE LEAK OF GOLFERS LEAVING THROUGH THE BACKDOOR.”

ALLEN WRONOWSKI, PRESIDENT, THE PGA OF AMERICA

Welcome to the Golf 2.0 “It’s Personal” Know Your Customer Playbook!

This Playbook has been developed with input from experts throughout our industry to benefit PGA and LPGA Professionals and the overall golf industry in the quest to make the game more fun and welcoming to millions of new golfers. Inside you'll discover real-life examples of innovative ways that these leading professionals, owners and operators are growing their business and delivering to the bottom line at their facilities.

This Playbook is a guide to what we believe is a great opportunity for you. We know that there are some 61 million golfers in America who have tried our game before but aren't currently playing. We also know that your business is very personal. We encourage you to keep “It's Personal” in mind as you read through this Playbook and travel down your path to stronger customer relationships and greater personal growth.

Golf 2.0 Research

For more information about Golf 2.0 research, strategies and success stories please visit Golf20.net.

Input from PGA Professional Subject-Matter Experts

PGA Professionals and executives within the industry who are top-performing business managers and marketers were interviewed to identify the strategies that they employed which separated their customer relationship strategies from others. The strategies they employed were categorized into one of the five processes and referenced either directly in an example or indirectly through more general guidance. You will learn why each process is important, as well as techniques you need to perform to execute the process at a high level.

KNOW YOUR CUSTOMER 101	5
<i>Please use this chapter as an overview of the full Know Your Customer Playbook</i>	
Preface	5
Introduction: Know Your Customer – “It’s Personal”	6
Special Section: Making Golf More Fun	10
The Pathway to Customer Relationship Management	11
Assessment	12
Process 1: Relationship Building	12
Process 2: Customer Database Development	13
Process 3: Communicating with Your Customer Database	13
Process 4: Customer Database Segmentation	14
Process 5: CRM Marketing Plan Execution	15
Next Action Steps	16
Assessment	17
Identify Your Current Level of Managing Customer Relationships	17
Assessment Answer Key	27
Identifying Your Facility’s Current Position on the Path to CRM	27
Process 1: Relationship Building	33
Why build relationships with customers when they’re on-site – It’s Easy!	33
Purpose of building relationships through on-site communications	35
How to best build relationships with customers while they’re on-site	40
Process 2: Customer Database Development	45
Why build a customer database	45
What information to collect	46
How to build and maintain the best customer database	49
Process 3: Communicating with Your Customer Database	51
Why communicate with customers in your database – To get them back!	51
What to communicate	54
Email	55
Text	59
Website	61
Social Media	63
Customer Survey	65
Process 4: Customer Database Segmentation	75
Why segment your customer database	75
What segmentation methods to use	78
PGA Golfer Portrait Segmentation	84
Process 5: Where the Rubber Meets the Road - CRM Marketing Plan Execution	89
Why you need a CRM marketing plan	89
Components of your CRM marketing plan	90
How to execute your CRM marketing plan	95
Case studies	101
Appendix	107
Sample private club survey	107
Sample daily fee/municipal facility survey	111
Closing	113

Know Your Customer 101

Preface

Golf 2.0 is an industry-wide strategic plan to grow the game. Within the strategic plan, recognition is given for the time constraints facing Professionals and operators. **Know Your Customer 101** can serve as an introductory high level primer to help you get started with recommendations for “strengthening the core.” While reviewing this primer, we encourage you to review the processes listed in the **Know Your Customer** Playbook to gain further detail. Reviewing the **Playbook** is important; it will make you more knowledgeable and will best prepare you to improve your performance on the processes that you and your employer view to be priorities at your facility.

Retaining and strengthening the core golfer business will likely be of great importance to facility owners. If you’re not an owner, this strategy represents an opportunity for you. This is your opportunity to engage and meet with your employer about all of the new tactics and strategies you’ll be executing to grow the business by increasing customer retention and rounds played from each customer.

Your involvement in executing a strategy to Know Your Customer at your facility will solidify your position as a key revenue generator. If you’re successful at improving customer retention and customer spending, you’ll be more valuable.

This added value may benefit you with increased compensation. By taking an active role, you’ll positively contribute to growth of the business. If you’re an owner, this growth will lead to more profit. If you’re not an owner, you’ll be in a better position to share performance improvements from revenue growth due to your role in successfully executing a Know Your Customer strategy at your facility.

Visit Golf20.net to access the **Know Your Customer Facility Plan** for more information. The **Know Your Customer Facility Plan** will provide you a template for you to complete, which will identify processes that are priorities for improvement. We encourage you to engage your employer and other facility staff for your facility plan. By successfully executing your facility plan, you’ll improve customer retention and you’ll strengthen the core golfer segment at your facility.

Introduction

BECOMING AN EXPERT MARKETER IS A MARATHON, NOT A SPRINT. THE KNOW YOUR CUSTOMER PLAYBOOK IS A DETAILED ROADMAP TO HELP YOU BECOME A BETTER MARKETER, BUT YOU DON'T NEED TO MASTER ALL OF THE SUGGESTED TACTICS AND STRATEGIES LISTED IN THIS PLAYBOOK TODAY.

Why should the Golf 2.0 “Know Your Customer” Playbook be important to you? Golf 2.0 is about dramatically growing the number of golfers, rounds and revenues over the next decade. Does this sound like something in which you and your employer might be interested in?

What is CRM

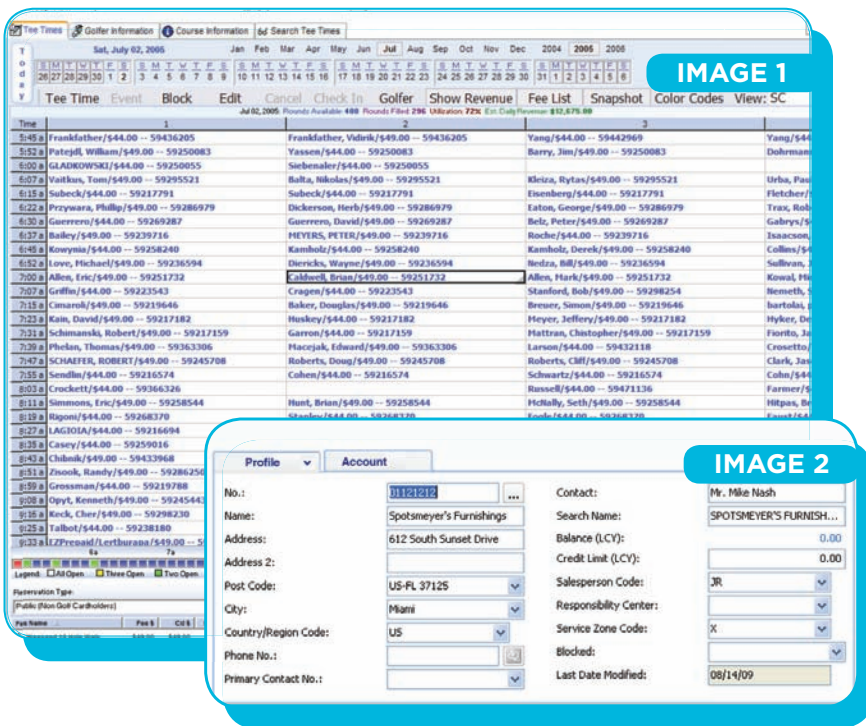
Customer Relationship Management (CRM) is a significant tool in the Golf 2.0 strategy of Retaining and Strengthening the Core. “What exactly is CRM?”

CRM is a widely implemented strategy for managing business interactions with customers, clients and sales prospects. It involves using technology -- particularly customer database software -- to organize and automate processes for customer tracking. In the golf industry at the facility or management company group level, that means information about customers, their golf shop purchases, rounds played, golf revenue, instruction and any other trackable information.

CRM enhances your marketing efficiency through more effective processes of communicating with current and potential customers. Through CRM, you can also segment your customers to target specific groups, such as avid golfers vs. moderate golfers or customers who use your facility in a certain manner.

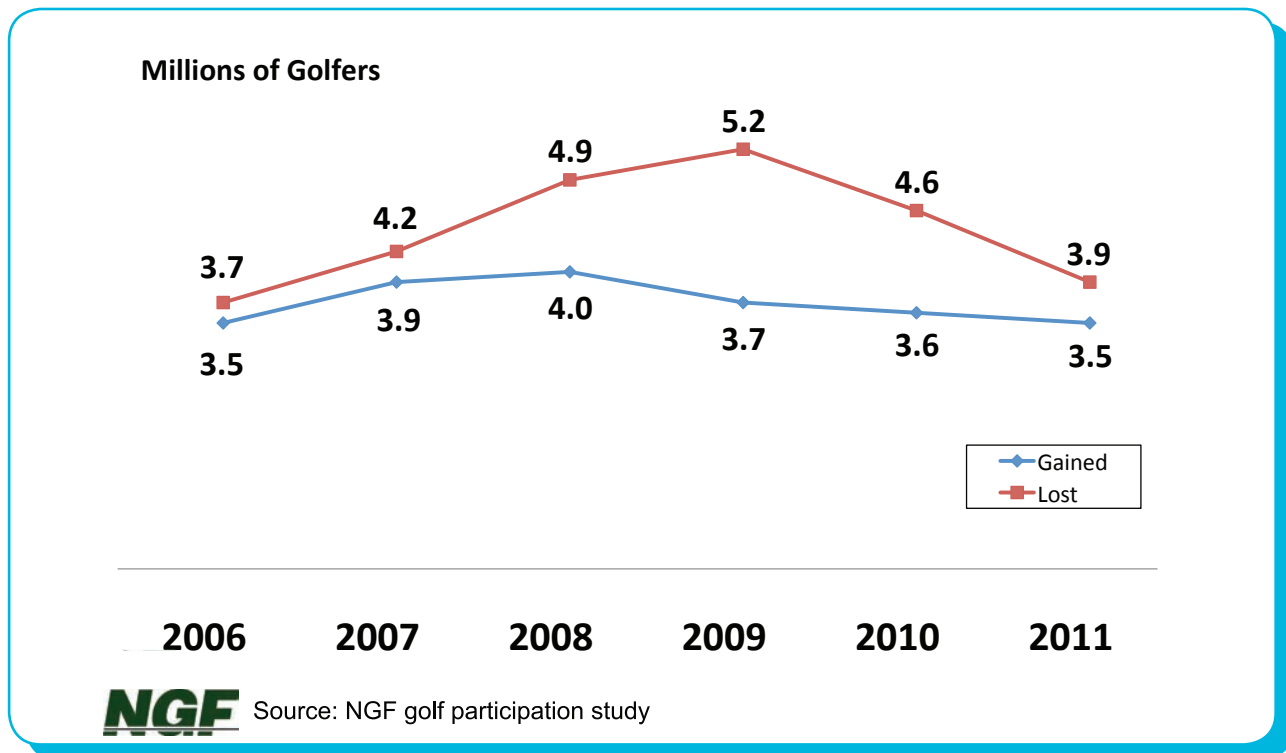
By using CRM to support customer interaction, you create a culture of turning unknown or average customers into loyal and engaged customers. This enhanced relationship with customers will result in:

- improved rates of customer acquisition through positive word of mouth and social referrals
- higher customer satisfaction
- a stronger relationship between you and your customers
- higher customer retention rates
- increased share of the customer's wallet (spending at your facility compared to other facilities)
- higher profit per customer
- a sustainable competitive advantage



Golfer “churn” is a concern related to growth of the game. Since 2006, on average, 4.42 million golfers per year leave the game. To reduce this churn, key facility personnel need to employ strategies to better understand and communicate with customers so that they continue to return to YOUR facility and not spend their discretionary recreation budget at a competing course or with another sport or activity.

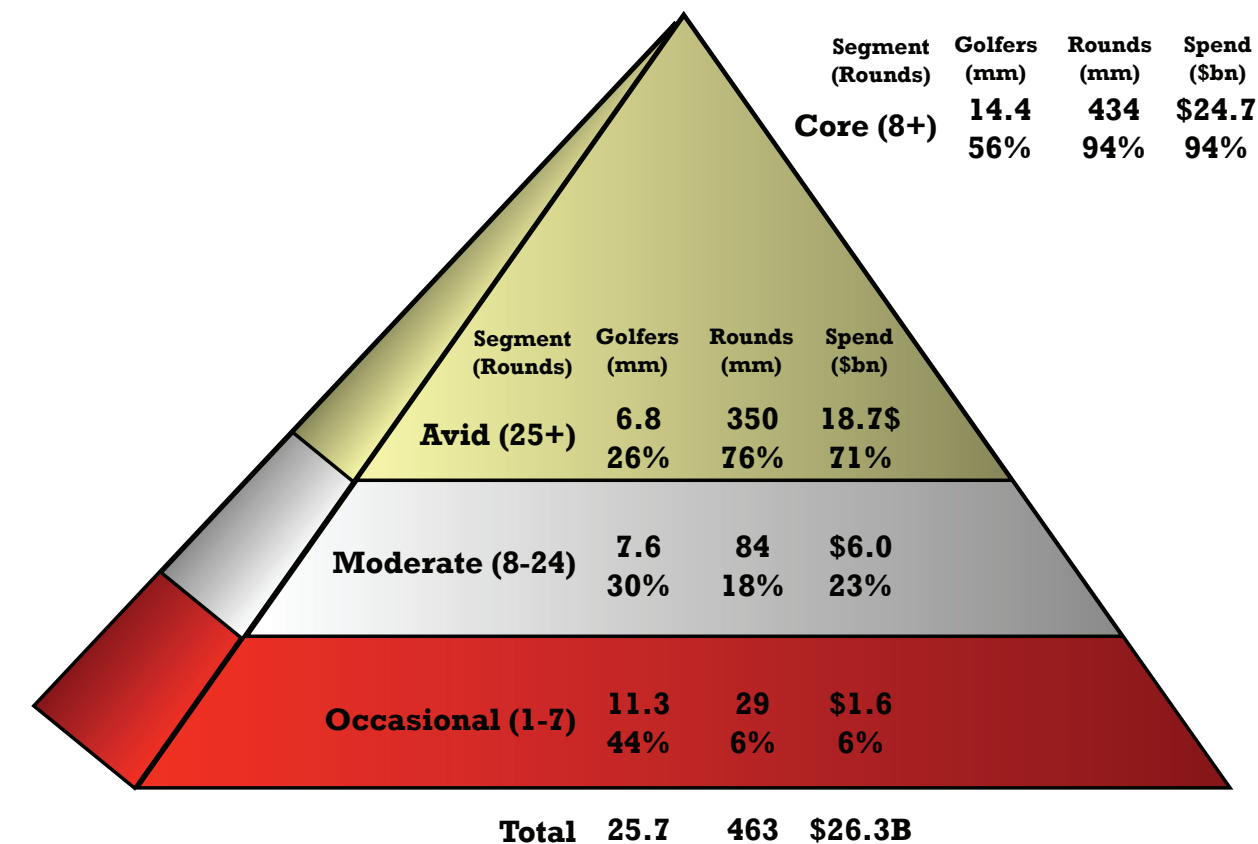
Participant Gains vs. Losses



The chart above shows the problem of how the amounts of golfer losses have outpaced gains since 2006.

The vast majority of golf spending is accounted for by the core golfer segment. A core golfer is someone who plays eight or more rounds annually. The Pyramid of Influence Chart from the National Golf Foundation (NGF) highlights the buying power of the core golfer. This below chart illustrates the crucial segment that these customers represent to the success and vitality of the industry.

Golf's Pyramid of Influence 2012

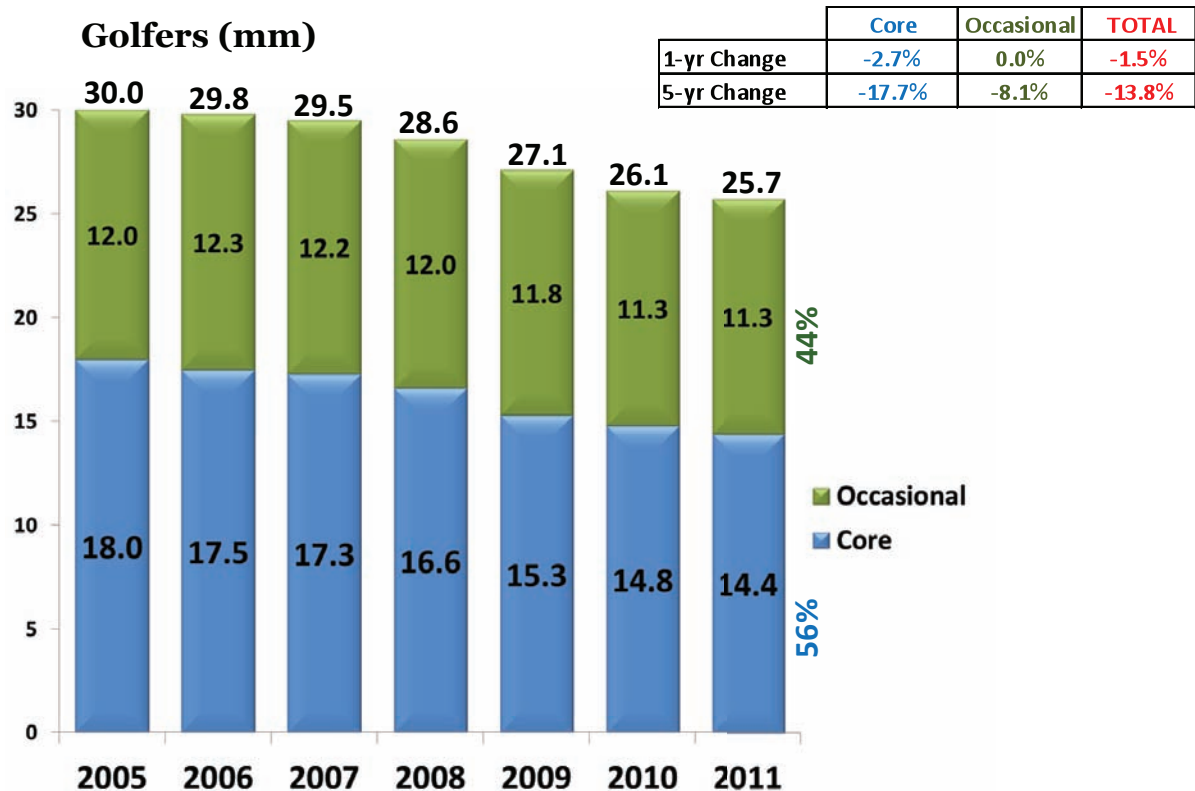


NOTES: Percentages reflect % of total golfers. Avid is a sub-set of Core – Note: Spending Data from 2010 reporting

The studies conducted by the Boston Consulting Group that have helped identify golfer habits and trends tell us that if you lose a power customer, it may take 20 new customers to replace that single loss from a rounds played and revenue perspective.

Trends in golfer participation show the most notable decline over the past six years has been in core golfers, while the amount of occasional golfers is almost flat.

Overall Golfer Trends



Source: NGF golf participation study

This Know Your Customer Playbook is designed to help provide you with tools and strategies for you to execute which help you better manage customer relationships. It's critically important that we improve our relationships with customers through CRM, customer service, affinity marketing and communications programs that fit their needs and encourage them to become power customers. Your skill in managing relationships with your customers could result in more power customers who will play more rounds, take more lessons and spend more at your facility. This showcases expertise of any staff involved in this as revenue generators and demonstrates measurable value delivered for your employer. Golf 2.0 can enhance your position as the expert revenue generator of golf at your facility.

Each facility scenario is unique and playbook users are ultimately responsible for taking personal control of using the information, programs and direction. By accessing this Know Your Customer - "It's Personal" Playbook, you've made the initial commitment to retain and strengthen business from your core customers. To grow the game, it's crucial that the annual churn rate is reduced.

Special Section: Making Golf More Fun

A key message within the Golf 2.0 Strategic Plan is the importance of Friends, Family & Fun in golf. This special section is applicable to all of the further steps listed in this playbook. To engage customers it's crucial to keep the fun in golf and to market the fun aspects of the game to your customers.

Consumers will spend their discretionary income on activities that they perceive to be most gratifying to them. Facilities that are successful in making the game fun for their consumers will have an advantage as consumers will seek to spend their discretionary budget at these facilities.

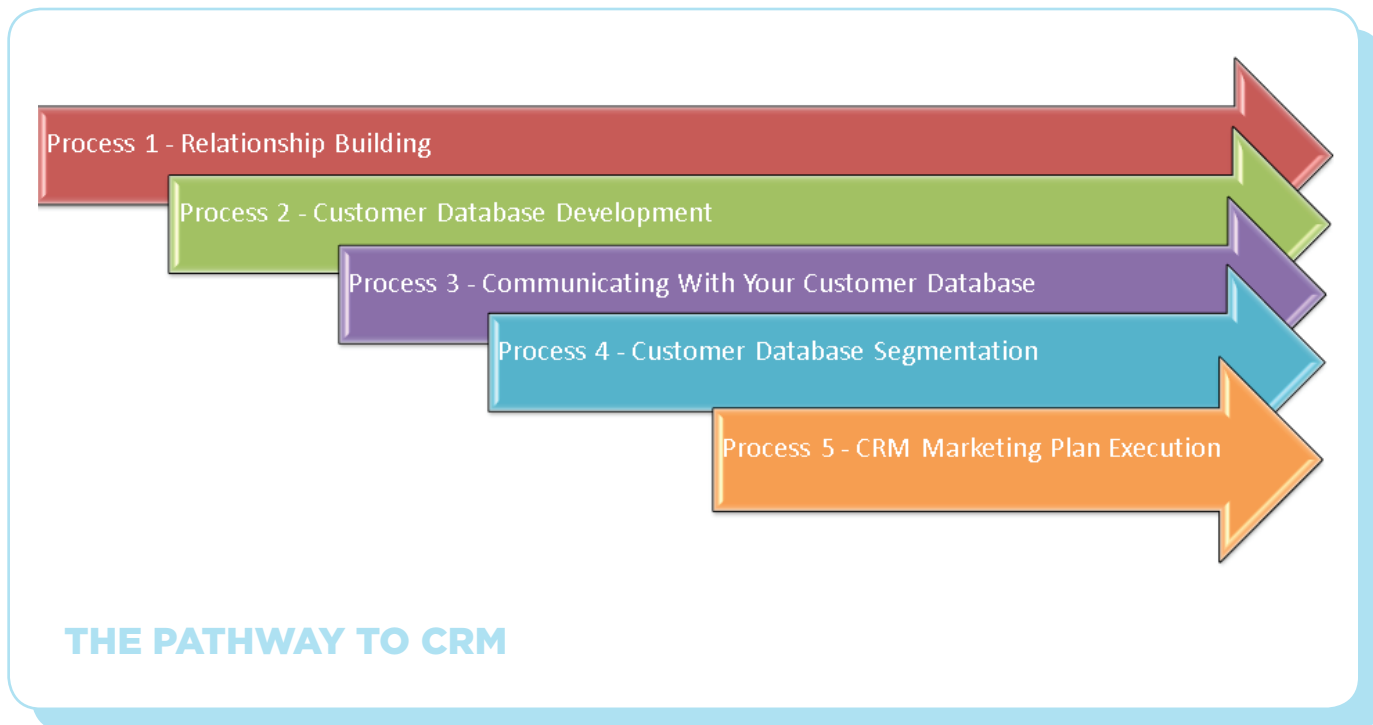
Below are statements YOUR customers should be able to make about the fun experience that they have when visiting YOUR facility:

1. It appeals to the things I need for relaxation and to get outdoors and enjoy the fresh air.
2. It's really easy to make a tee time.
3. Staff are friendly to me and my family.
4. Everyone knows my name.
5. Staff takes the time to learn about me and what I'm seeking out of the game to further my enjoyment and they have ways to help me have even more fun at the course.
6. Staff members are welcoming and not distant. They genuinely care about me and I'd consider the staff members friends of mine.
7. When I come to the course I feel welcome and they want me to come back.
8. It's easy to park.
9. It's easy to check in.
10. The course is more fun and more welcoming than the health club, restaurant or movie theater.
11. Golf is fun, not a chore.
12. The golf experience meets my expectations.
13. The golf experience is time-efficient and predictable for me and the time I've decided to invest in golf.



The Pathway to Customer Relationship Management (CRM)

Begins with the Assessment: Identify your current level of managing customer relationships



By completing the CRM steps at your facility, you will:

- Create a culture of building a clientele
 - | Turn customers into clients and clients into partners
- Encourage your customers to play more
- Demonstrate to customers that you understand them and their golfing preferences
- Strengthen the relationship between you and the golf facility staff, and your customers
- Help build a solid base of customers from which to grow in future years

Assessment

The best way to advance your progression in knowing and engaging customers is with an assessment to determine your current level of effectiveness in managing your customer relationships. The assessment will identify your current proficiency level, and will identify the section of the Playbook that you should initially focus on to better know your customers. After you've executed suggested strategies at your facility based on your first assessment, we recommend that you retake the assessment to identify the improvement you've made at knowing and engaging your customers.

Process 1: Relationship Building

*THE CUSTOMER DOESN'T CARE WHAT YOU KNOW UNTIL
THEY KNOW THAT YOU CARE.*

The customer/member/guest won't continue the relationship-building process until they know in their heart that you care about them as a person. The least-expensive strategy, yet the one that can provide you with the greatest return on your investment, is a strategy of creating relationships, strengthening relationships and educating relationships about the added value the customer receives from doing business with you. Technology, products, services and the business at large continue to change, but the one constant is that people want to know that we want them and care about them. If the customer doesn't feel this when they visit you, they'll leave and they'll visit someone else who they believe does care about them. Once the customer knows that you care, you'll be able to grow your revenues for each customer by engaging in intelligent conversations with them. By understanding and conversing with the consumer about what they want and need from the game you'll be in a position to discuss the products or services that you provide to meet their wants and needs. As you meet these wants and needs, not only will you improve your revenue from each customer but you'll also grow your number of customers through better customer retention.

REVENUE PER CUSTOMER X TOTAL # OF CUSTOMERS = TOTAL REVENUE

*THE RELATIONSHIP BUILDING PROCESS GROWS BOTH REVENUE
PER CUSTOMER AND YOUR TOTAL NUMBER OF CUSTOMERS*

Process 2:

Customer Database Development

Your customer database serves as the crucial foundation for all of the following processes in the Know Your Customer Playbook. Building the best customer database is one of the most valuable assets you can maintain as a Professional, owner or operator. The techniques required to build and maintain an outstanding database are dependent on you and your team at your facility, and not through some tool on the internet. Building an outstanding database will provide you with a:

- Leading indicator of revenues
- Vehicle to market your facility
- Profiling tool to use when prospecting for new customers
- Guide about customer preferences for marketing and operational decisions
- Sourcing system to quantify and track effectiveness of different marketing campaigns

As detailed in this process, you'll learn what information to collect in your database and how to build and maintain the best database depending on your facility type.

Process 3:

Communicating With Your Customer Database

Communicating with customers through your customer database is one of the least-expensive and most-effective forms of marketing you can do. For advertising, your costs are for viewers of your ad, but you have no way to be certain that these viewers are interested in your facility. Conversely, when communicating with your customers, you know they all have some interest in your facility since they're customers. Your communications to your database can increase customer retention and facility utilization by providing a reason for them to return while also solidifying consumer familiarity and comfort with your facility. You should communicate all benefits of your facility, current news and events, future facility plans, player development programs, special offers and request customers to provide feedback and involve them in discussions about your operations. Your communications should use a layered approach which may include:

- Email
- Website
- Customer survey
- Text
- Social media

Process 4:

Customer Database Segmentation

Customer segmentation is important for this simple reason. All customers are not created equal. Facilities that are successful in attracting and retaining highly profitable customers will gain an exceptional competitive advantage. Although proper customer segmentation can be a challenge, this challenge is precisely the reason why the reward is so compelling. You'll get a sustainable competitive advantage since many of your competitors won't put in the required effort.

Once you've segmented your database you'll be able to execute your CRM marketing plan which will result in increased customer engagement, tracking of marketing campaigns, tracking of player development programming, higher customer retention, increased share of wallet from each customer and greater gross margin per customer. Consider segmenting your customer database by:

- Demographic groups and skill groups
- Customer preferences
- Recency, Frequency, Monetary (RFM)
- Share of wallet (what % of golf is played at my facility)
- Hot/cold customers (what customers are playing more or less than their historical usage patterns of the facility)
- Customer satisfaction
- Customer lifespan
- Commitment to the game (PGA Golfer Portraits)
- Profitability level (from customer profit analysis)

Process 5:

CRM Marketing Plan Execution

Executing your CRM marketing plan will provide you with a personal communication system to each and every individual customer. Your communications will be relevant to each customer's preferences and buying behaviors. This will lead to increased customer response to your messages and increased customer loyalty. Your customers will recognize through your messaging that you understand them and speak their language.

Your CRM Marketing plan should include a:

- SWOT (strengths, weaknesses, opportunities and threats) market analysis
- Customer relationship audit
- Goals and objectives from CRM marketing execution
- Communication schedule and strategy of the messages and promotions for each targeted customer segment group

Executing your CRM marketing plan may include targeted messages to these customer segments:

- Marketing specific zip codes
- Marketing to advanced, intermediate and beginning golfers
- Marketing messages to men and women
- Marketing to different age segments (juniors, 18-35, 35-50, 50-65, 65+)
- Marketing to customers who book tee times
- Marketing to customers who prefer certain apparel and equipment vendors
- Marketing to customers based on their preferred time of day/day of week to play
- Marketing to customers who are your highest spenders
- Marketing to customers who've played a recent round but who have been historically low spenders and low rounds-playing customers
- Marketing to customers who haven't played a round recently, historically don't play many rounds with you and don't spend much money with you
- Marketing to customers who spend most of their golfing budget at competing facilities
- Not marketing to customers at the times of day/day of week when they can't play
- Not sending emails to email addresses which have a "hard bounce" (rejected) or who haven't opened your emails in a long time (for a year or more)

Next Action Steps:

1. Meet with staff at your facility. Discuss the importance of customer relationship building. Assess your current services and communication. Agree on action steps needed to improve.
2. Organize your customer records and establish a solution for building and maintaining customer information.
3. Use digital and social media to stay in touch with your customers. Create compelling content and messages. Conduct regular customer satisfaction surveys including open-ended feedback.
4. Analyze and segment your customer information to identify various customer segments and profiles at your facility.
5. Create tailored offers for customers in the customer segments at your facility and based on recent customer behavior.

Assessment:

Identify Your Current Level of Managing Customer Relationships

Baseline & Benchmarking Customer Relationship Management Assessment

My Facility Profile (Used for PGA Purposes for Classification Only)

My Name: _____

Facility Name: _____

Phone: _____

City: _____

State: _____

Zip: _____

Facility Type:

- ☐ Private Equity ☐ Private Non-Equity
- ☐ Resort (if resort with a membership component, select both Resort & Private Non-Equity)
- ☐ Daily Fee ☐ Municipal

- If Resort, Daily Fee or Municipal please enter your peak time 18-hole green fee (including golf car rental): _____
- If Private Equity or Private Non-Equity enter your peak guest green fee: _____
- If Private Equity or Private Non-Equity enter your current peak family initiation fee: _____
- If Private Equity or Private Non-Equity enter your current annual dues cost: _____
- If your facility has a membership component, please enter your total number of members (including social and non-golf memberships): _____
- Please enter your number of annual rounds played: _____

Please answer the below questions assessing the number of occurrences your facility has taken action on or number of records in your database based on each of the corresponding metrics. This assessment will serve as a baseline and benchmarking tool for you to determine your current proficiency level of knowing your customers and as a reference point to track future improvement.

PROCESS 1: RELATIONSHIP BUILDING

Action Over Past 12 Months	Enter The Number of Relationship Building Events Here For Each Action
1. Onsite communication collateral pieces designed to cross-sell, upsell or encourage repeat visits. Examples include using flyers, table stands, golf car placards, GPS messages to promote: • F&B • Leagues • Tournaments • Events • Parties • Real Estate • Memberships	
2. Customers who you're verbally asked their feedback about facility/club operations	
3. Customers who you've tracked feedback through written notes	
4. Tee times you've booked from customers for a future round while they're on property (daily fee, municipal and resort only)	
5. Times per customer, a customer is communicated with from staff about their golf experience. This includes setting of customer expectations before the round and then servicing the customers and gathering feedback from them during the round	
6. Members who you've <i>requested</i> a scheduled appointment to get their feedback on facility /club operations (if your facility doesn't have members enter NA)	
7. Members who you've <i>conducted</i> a meeting in the form of a scheduled appointment to get their feedback on facility/club operations (if your facility doesn't have members enter NA)	
8. Percent of customers who are greeted by a SERVICE staff member	

PROCESS 2: CUSTOMER DATABASE DEVELOPMENT

For this process only include accessible records in your customer database. For instance, if your database is through your Point of Sale (P.O.S) system, but your P.O.S. doesn't allow you to identify the records for any of the following questions because the data is inaccessible through your P.O.S., then enter zero.

PERSONALLY IDENTIFIABLE INFORMATION

Breakdown of Customer Database	Enter the Total Number of Customer Records in Your Database by the Number of
1. Total number of customer in your customer database (defined as number of customer records)	
2. New customer entered into customer database last 12 months (defined as number of customer records)	
3. Valid, opted-in email addresses	
4. Valid, opted-in email addresses entered last 12 months	
5. Full names in customer database	
6. Cell phone numbers in customer database	

CUSTOMER DEMOGRAPHIC DATA

Breakdown of Customer Database	Enter the Total Number of Customer Records in Your Database with an Indicator on their Record of
7. Gender	
8. Approximate age	
9. Zip code	
10. Player development program source code (which player development program generated the customer)	
11. Customer segment category code (i.e. local player, outing golfer, league player, discount card holder)	
12. Average score or handicap	

PROCESS 2: CUSTOMER DATABASE DEVELOPMENT

CUSTOMER TRANSACTION DATA

Breakdown of Customer Database	Enter the Total Number of Customers in Your Database with Transaction Information of
13. Their purchase history for each sales department	
14. Purchases by sales categories within departments (i.e. within the department of golf fees, example categories are: tee time used, cart fees, greens fees, range balls)	
15. Purchases by product model/specific type of item for each category within departments (i.e. within the department of golf fees and the category of cart fees the item types may be: 9-hole cart fee, 18-hole cart fee, twilight cart fee)	
16. Customers who have a staff member's initials from original player development program instructor and ongoing sales transactions to support incentives	
17. Customers who had a source code for the purpose of tracking a response to a specific marketing campaign which resulted in their decision to make a purchase/play a round or rounds	

CUSTOMER SURVEY DATA

Customer Satisfaction Survey Question	Enter the Number of Customers Who've Provided Feedback Through a Customer Survey About Their
18. Satisfaction	
19. Total number of rounds played at all courses in last 12 months	
20. Level of satisfaction with your facility on specific golf experience factors (i.e.; condition of greens, service of staff)	
21. First visit to your facility. How many customers first visited based on a referral from a friend, family member or colleague	
22. Referral behavior (those that made a positive or negative referral to someone else about your facility and the number of referrals they made)	

PROCESS 2: CUSTOMER DATABASE DEVELOPMENT

AGGREGATE PURCHASE HISTORY DATA

Breakdown of Customer Database	Enter the Total Number of Customer Records in Your Database with Information of
23. First date of purchase	
24. Most recent date of purchase	
25. Total purchases made by day of week	
26. Total purchases made by hour of day	
27. Total count of items purchased for each sales department (i.e. Golf Fees, Food & Beverage, Golf Shop Merchandise)	
28. Total count of the number of purchases made within each sales category (i.e. for the department of golf fees, sales categories may be: tee time used, cart fees, greens fees, range balls)	
29. Total count of items purchased by product model/specific type of item (i.e. for the category of cart fees the types of items may be: 9-hole cart fee, 18-hole cart fee, twilight cart fee)	
30. Total spend in each department	
31. Total spend in each sales category	
32. Total spend by product model/specific type of item	
33. Total spend at the facility	
34. Total count of rounds played at the facility	
35. Total count of times the customer was the tee time booker (or player number 1 on the tee sheet)	
36. Total number of other rounds played by players within their group(s)	

PROCESS 3: COMMUNICATING WITH YOUR CUSTOMER DATABASE

Action	Enter The Number of Communications You've Made to Customers Through
1. Email campaigns in the last month	
2. Email campaigns sent in last 12 months	
3. Text message campaigns sent in last 12 months	
4. Updated content on your website in last 12 months	
5. E-newsletters sent in last 12 months	
6. Posted content on Facebook/Twitter in last 12 months	
7. Administered customer surveys in last three years (enter number of surveys administered, not number of responses from customers)	

Action	Enter The Success Rate of Your Communications with Customers By
8. Average open rate per email campaign	
9. Average click-through rate per email campaign	
10. Responses from customers to your customer survey(s) in the last three years	

PROCESS 4:

CUSTOMER DATABASE SEGMENTATION

If you answer Yes to the first question in this section please answer any of the following questions that you can provide an answer for, based on the manner in which your customer database is currently segmented and the accessibility to your database from your technology company:

Breakdown of Customer Database	Yes/No
1. Do you segment your customer database into different groups?	

Breakdown of Customer Database	Enter the Total Count of Customer Records in Your Database with the Number of
2. Customers that have played a round within the last 12 months	
3. Customers that have played a round within the last week	
4. Customers that have played a round within the last month	
5. Customers that have played a round within the last three months	
6. Customers that have an indicator of their number of total rounds played at your facility	
7. Customers who played less than the average number of rounds played per customer at your facility	
8. Customers who played more than the average number of rounds played per customer at your facility	
9. Customers who have the total amount of dollars that customer has spent at your facility	
10. Customer records who have a total spend amount at your facility that is below the average of all of your customers	
11. Customer records who have a total spend amount at your facility that is above the average of all of your customers	
12. Customer records by skill level of golfers	
13. Customer records of male customers	
14. Customer records of female customers	
15. Customer records of junior customers	
16. Customer records of senior customers	

PROCESS 4: CUSTOMER DATABASE SEGMENTATION

Customer Counts by Player Type: (Please answer these questions based on the number of customer records for each segment in your database)

17. If Your Facility is Private Please enter the Number of Members You Have by the Following Member Classification Levels	Number of Members/ Customers
Individual	
Family	
Social Individual (any membership that provides access to some/all club facilities excludes golf)	
Social Family	
Junior (discount for being under a certain age)	
Corporate	
Senior (discount for being over a certain age)	

18. If Your Facility is a Resort Please enter the Number of Customers You Have Had in the Last 12 Months by the Following Categories	Number of Members/ Customers
Resort Transient – a customer staying at the hotel who is not on a golf package or part of a convention/business group	
Golf Package	
Members	
Local Players	
Convention/Business Group	

19. If Your Facility is a Daily Fee or Municipal Please enter the Number of Customers You Have Had in the Last 12 Months by the Following Categories	Number of Members/ Customers
Resident	
Non-resident	
League Player	
Discount/Frequency Card Holder	
Business/Corporate Outing Golfer	
Vacationer	

PROCESS 4: CUSTOMER DATABASE SEGMENTATION

Breakdown of Customer Database	Number of Members/ Customers
20. Residing in your top zip code	
21. Residing within your top five zip codes	
22. Residing within your top ten zip codes	
23. Who have been a tee time booker within the last 12 months (player number 1 on tee sheet)	
24. Number of customers who've played but never have booked a time within the last 12 months (always player number 2, number 3, or number 4)	
25. Number of customers who only book a tee time using a discount or special offer	

PROCESS 5: CRM MARKETING PLAN EXECUTION

Action Over Past 12 Months	Enter The Total Number of Communications You've Made to Customers Through
1. Any type of campaign(email, direct mail, private website group, e-newsletter, text messages, telemarketing calls) sent to a specific segment of customers but not to all customers	
2. Email campaigns sent to a specific segment of customers	
3. Direct mail campaigns sent to a specific segment of customers	
4. Times you've updated content on your private website(s). If you don't have any private website(s), please enter zero. A private website is defined as requiring the visitor to enter a username and password to enter the website (if your facility is a private club and your club has one members-only website, please answer with one)	
5. The total number of webpage views from users to a private website	
6. E-newsletter campaigns sent to a specific segment of customers	
7. Text message campaigns sent to a specific segment of customers	
8. Telemarketing calls made to cross-sell, up-sell or encourage a return visit to a specific segment of customers	

Assessment Answer Key:

Identifying Your Facility's Current Position on the Path to CRM

Process 1: Relationship Building

All facilities will be doing some form of relationship building with customers through their current on-site communication efforts. Your level of effectiveness on this process depends in a large part on the frequency of item numbers one through eight.

The best facilities will:

- Design on-site collateral for all programs, events and services your facility offers.
 - | Collateral and photography should have a professional, finished look.
- Interpersonally converse with customers seeking their feedback and will collect and record the notes from these conversations. Daily fee, municipal and resort courses should have notes from at least 10% of all customers. Private clubs should have these notes for all members, and these notes should be updated on an annual basis (Questions 2 & 3).
 - | The average daily fee/municipal facility will have between 3,000-5,000 customers who've played at least one round in the last 12 months.
 - Resorts will have between 5,000-20,000 customers, as typical resorts will have a much lower average rounds per customer than will daily fee/municipal facilities (and therefore more unique customers).
 - | **A good way to determine how many customers you have is by asking customers how many rounds they've played at your facility in the past 12 months.** Calculate what your average rounds per customer are and then divide by total facility rounds.

- Request meetings from every single member on an annual basis to hear their feedback, and meet with those members who accept the meeting request (Question 6 & 7).
- The more conversations between staff and customers the better. Every customer should have a minimum of four conversations with staff during their round. Potential touch points for these conversations are: (Question 5)
 - | Initial set of expectations for their round (conditions of course, expected pace of play, directions to the course/arrival experience in the parking lot) at the time of scheduling their round
 - | Reconfirmation of expectations at the time of check in at the golf shop
 - | Course orientation from the starter
 - | On-course interaction with beverage cart or turn food and beverage service attendant (may occur more than once a round)
 - | On-course interaction with pace of play marshal (may occur more than once a round)
 - | Post-round interaction with outside operations staff
 - | Interaction with food and beverage staff

Process 2: Customer Database Development

Your facility likely has some type of customer database. The best facilities will not only have large amounts of data, but they'll have recent data in their database that's continually being updated. The best databases will have information on each customer record containing customer information for the following categories:

- Personally Identifiable Information (PII) (Questions 1-6)
- Customer Demographic Data (Questions 7-12)
- Customer Transaction Data (Questions 13-17)
- Customer Survey Data (Questions 18-22)
- Aggregate Purchase History Data (Questions 23-36)

If your customer database spans all five of the above categories, you should be congratulated as you have clear identification of who your customer is and how they use your facility. You should have measurable performance metrics to track your progression of building and maintaining your customer database. Below are some good rules of thumb to follow in evaluating the quality of your database:

- **You need to be able to access the data in your database.** If you have a database, but you're unable to access it due to restrictions/limitations on the design of the database from your technology company, you may need to consider building a new database with a provider that will give you access to the data.
- If you generate new customers through a variety of marketing tactics including third-party networks, you need to collect customer contact information immediately upon the customer's first visit to you.
- Customer database collection rates will vary. To be a top-performing facility, your data capture rate of Personally Identifiable Information and Customer Demographic Data should be at 90% of your total count of customers.
- Your data capture rate per customer within the other categories of your customer database (Customer Transaction Data, Aggregate Purchase History Data, and Customer Survey Data) will be lower than the Personally Identifiable Information and Customer Demographic Data categories. Not all customers will identify themselves when making a purchase or responding to a customer survey.

Process 3: Communicating with Your Customer Database

Top-performing facilities will communicate to their customer database frequently and their communications will be applicable to all customer groups. Below are guidelines that will define top performers:

- On a weekly basis during the golfing season through email marketing/text messaging (Questions 1-3)
- On a one-three day basis for social media posts (Facebook/Twitter) (Question 6)
- On a four-week timeframe you need to have communicated at least one offer/program that is viewed to be of value from all customers for daily fee/municipal facilities and private clubs. Your facility has diverse customer groups based on customer demographics, and customer preferences (time/day of play, playing partners, price sensitivity). As a result, communications need to be rotated so that your offers/programs are viewed to be of value to your entire database of customers (Questions 1-7).
- Text messaging should be used for communications of time-sensitive promotions (Question 3).
- Email marketing should be used for communications of facility news, and events (Questions 1-2).

Process 4: Customer Database Segmentation

Top-performing facilities in Process 4 will segment their customer database. This will lay the groundwork for Process 5 – CRM Marketing Plan Execution. Below are guidelines that will define top-performing facilities on customer database segmentation:

- Your database is segmented into a minimum of 27 different consumer groups (categorizing customers into high, medium and low segments for recency, frequency and monetary. For more information on this see Process 5 – CRM Marketing Plan Execution) based on:
 - | Recency
 - | Frequency
 - | Monetary
- Your database is segmented based on the player categories you have (Questions 12-16)
 - | Average score or handicap (Question 12)
 - | Gender (Questions 13 & 14)
 - | Age (Questions 15 & 16)
 - | Private (Question 17)
 - | Resort (Question 18)
 - | Daily fee/municipal (Question 19)
- Your database is segmented based on primary residence of the customer (Questions 20-22)
- Your database is segmented based on if they're the tee time booker or accompanier (Questions 23 & 24)
- Your database is segmented by those who are price driven (Question 25)

Process 5: CRM Marketing Plan Execution

Top-performing facilities in Process 5 will target their marketing to specific customer segments within their customer database. Below are guidelines that will define top-performing facilities on the execution of a CRM marketing plan:

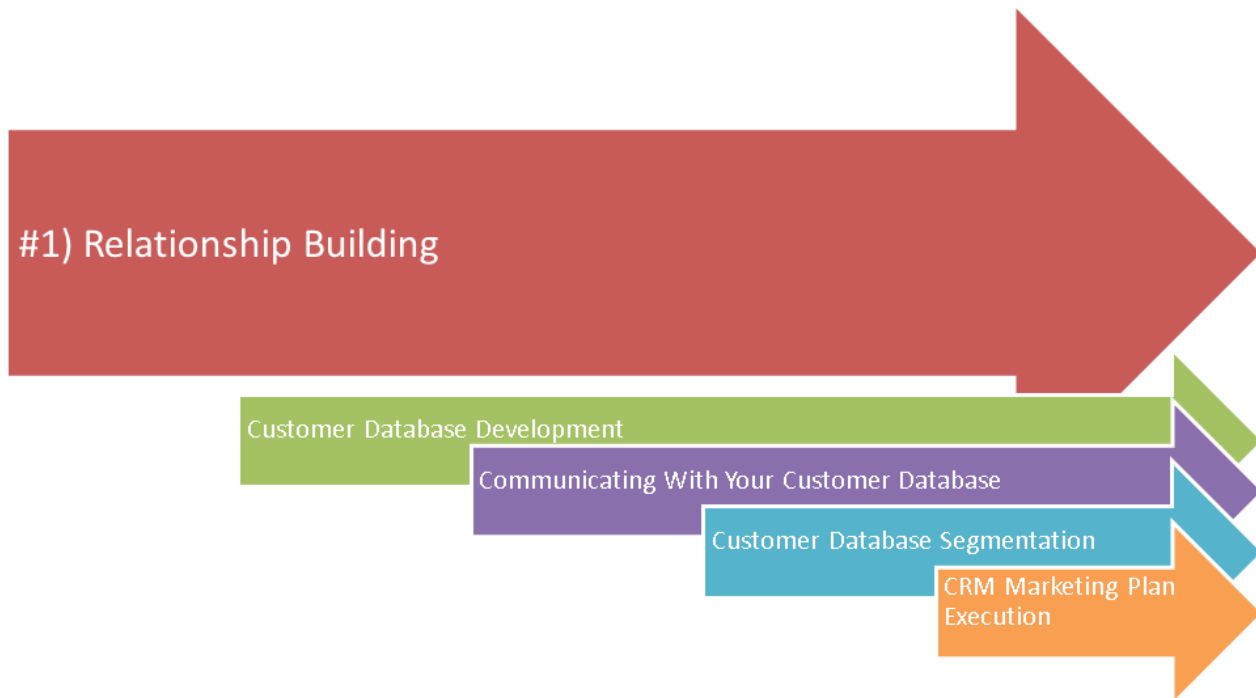
- You send targeted communications to your customer segments once a week (Question 1)
- You have 5-10% of all customers engaged with your targeted communications (Questions 2, 3, 5, 6, 7, 8)
 - | Logging into a private website
 - | Clicking a link in an email
 - | Responding to a text message
 - | Redeeming a direct mail offer
 - | Responding to a telemarketing campaign

What's Next?

Now that we've covered the importance of knowing and engaging customers, have completed a profile and reviewed your results compared to success stories, we're now ready to delve more deeply into the "Pathway to CRM."

Process 1:

Relationship Building



Why Build Relationships with Customers When They're On-Site – It's Easy!

There are only three methods to grow rounds for your facility:

1. Entice existing customers to play more rounds at your facility than they historically have
2. Player development programming to create new golfers
3. Marketing your facility to increase awareness with local golfers who have never heard of your facility

It's effective

Of these three methods, relationship building with customers while they're on property can help you accomplish methods one and two.

It’s very low cost compared to advertising

Since your customers are already on property, the cost to deliver messages to these consumers is far lower than the costs of trying to generate new customers through advertising. As a result, relationship building with customers is one of the most crucial ways to grow rounds for your facility.

Customer retention vs. customer acquisition

The importance of building relationships with customers can be better understood by conducting an analysis of your profitability for each customer retained and comparing that to the costs of acquiring a new customer through advertising. Here’s how to calculate your profitability per customer. Use the chart below as an example.

Example

Total Revenues	Total Variable Cost Expenses	Customers	Average Annual Gross Margin Per Customer
2 Million	1.5 Million	5,000	\$100

Advertising Expenses	New Customers Created From Advertising	Advertising Cost Per Customer Acquired
\$10,000	50	\$200

To determine average annual gross margin per customer, subtract your variable cost expenses from your revenues and divide by total number of customers. To determine your acquisition cost through advertising, you need to first track how many customers came to your facility in the year on the basis of an advertising message. A customer survey question may be helpful (see Process 3 - Communicating with Your Customer Database) in tracking the number of customers acquired from advertising. Next, divide your total advertising cost by the number of customers acquired from advertising to determine your advertising cost per customer acquired.

In the example, the facility is making an average annual gross margin per customer of \$100. Each year a customer is retained, that profit continues to be received. Yet, when a customer churns out and stops doing business with the facility, the advertising cost to acquire a new customer to replace the churned customer is substantial. It would require the facility in this example to retain a customer for two years in order to just recover their acquisition costs from advertising expenses. The problem with the process of customer acquisition to replenish customer churn is that had your original customer not churned, you

would have had \$300 in gross margin over the three-year timeframe. Instead, you're left with only \$100 in gross margin, since you had to incur the advertising costs to acquire a new customer to replace the churned one. Furthermore, the likelihood of this newly acquired customer to churn will be at a substantially higher rate than an existing customer, since the new customer will be less conditioned to do business with your facility than a customer who has been a repeat customer.

Purpose of Building Relationships Through On-site Communications

Improve revenue per customer by cross-selling and up-selling

Your facility likely offers multiple revenue centers (f&b, lodging, spa, programs, events, merchandise, membership, player development) that you can promote to customers. By communicating with your customer database, you have the opportunity to gain additional revenue per customer while also solidifying the position of your facility at the top of the consumers mind as the facility to visit.

Improve customer retention by cross-selling and up-selling

Another advantage of cross-selling and up-selling is that it allows the staff to learn more about the customer, their preferences and buying behaviors. This knowledge allows you the opportunity to provide a more satisfying experience than a competitor could, since you own and know that customer. Effective cross-selling is particularly vital for private clubs, where club programming and activities can offer a key opportunity for you and your facility to further interact with the lifestyle of your member. As the customer consumes additional products/services with multiple centers at your facility, the number of points where the customer and the facility connects increases, which leads to more allegiance to your facility and reduces the likelihood of a customer searching for an alternative.

Be aware that cross-selling and up-selling don't involve any slick sales techniques. Moreover, this is an intelligent conversation with the customer based on your knowledge of their buying behaviors and how a product or service that you offer will help them. This conversation will lead to the customer perceiving the benefits of this product/service to outweigh the cost and will result in a sale being made.

Increase facility usage and strengthen customer loyalty by requesting feedback from customers about their experience

As a customer's usage of the facility increases, you'll have the opportunity to expand your knowledge about the customer and how they use the entire facility. With increased knowledge on the usage patterns of the facility from each customer, you'll have the opportunity to engage in a dialogue with the customer about how satisfying they perceive their experience to be. These conversations will identify through the lens of the customer what programs are successful and should be sustained and what deficiencies exist at the facility that needs improvement.



HENRY DELOZIER - PRINCIPAL - GLOBAL GOLF ADVISORS

“Every private club needs to have a senior staff member (General Manager, Golf Professional) request a meeting with every member on an annual basis to get their feedback on club operations. The meeting should be a scheduled appointment asking a standard set of questions. In the meeting you need to convey that the purpose for the meeting is to improve their experience at the club, by learning everything you can about their satisfaction and usage patterns of the club. Some of the questions that you should ask in the interview should be related to:

- Are you happy with the club?
- Are there things at the club that you would like to be improved?
- Is there anything at the club that concerns you?

You may be thinking “How can I possibly meet with all of my members every year?” The answer is you need to approach every member. Most will turn down your request and tell you it’s not necessary. In today’s highly competitive marketplace there is no substitute for personal attention and one-on-one communication with members. The most powerful marketing tool you have is you and your people talking face to face with your members/customers.”

The members who accept your request for the meeting are the ones who you have to talk to, as these will be the members who represent your highest group of at-risk members. These are the people who may be likely to resign or the ones who may voice their discontent to the board or club ownership. By proactively reaching out and sincerely hearing the concerns of your membership, you are taking control of your personal destiny by ensuring that you are doing everything within your power to retain members and keep them highly engaged in club operations. Taking this action will be recognized by your membership as a process that you’re implementing to improve member satisfaction and member retention.

Assist customers with their flow for their visit and ease of access to facilities - anticipate questions they may have and make them comfortable

A golf course can be an intimidating environment for a new golfer or for a first-time customer. Customers may be unsure of where to go and what they should be doing when they arrive at the facility. Have staff proactively greet and welcome customers. Show customers where they should go to:

- Change their shoes and find the locker room
- Get food and beverage
- Check in for their round
- Warm up at the practice facility
- Get to the first tee

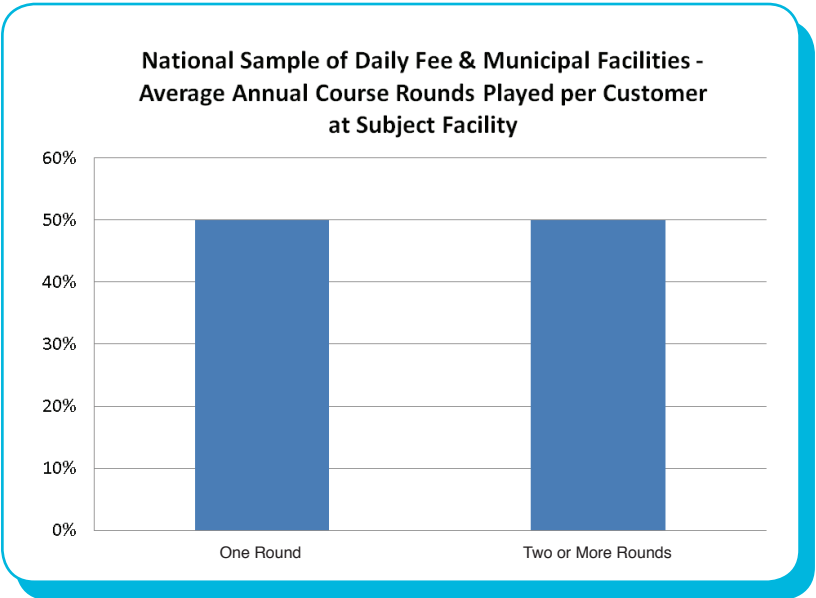
By assisting customers with the flow for their visit to the facility, you’ll make customers feel more comfortable and you’ll be extending a welcoming environment from the facility to the customer.

Encourage customers to return to the facility

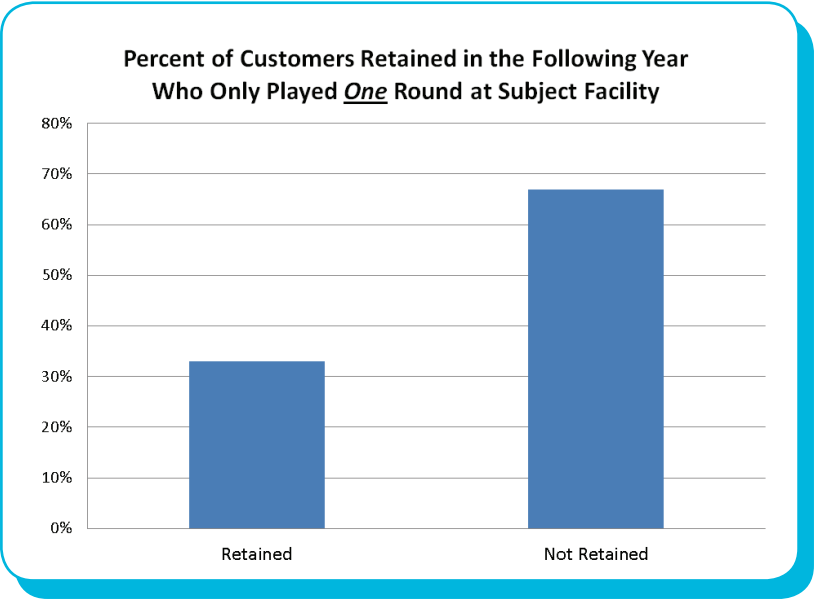
There isn't a better time to get the customer to commit to returning to the facility than when they are already there. They should be having an enjoyable experience and their enjoyment and your facility will be at the top of their mind. As a result, their perceived value of your facility will be high and the barriers of time and money will be less consequential than when the customer's memory of their positive experience fades away.

Example: A national sample of customers playing daily fee and municipal facilities illuminates the importance of getting a customer to return to the facility more than once a year.

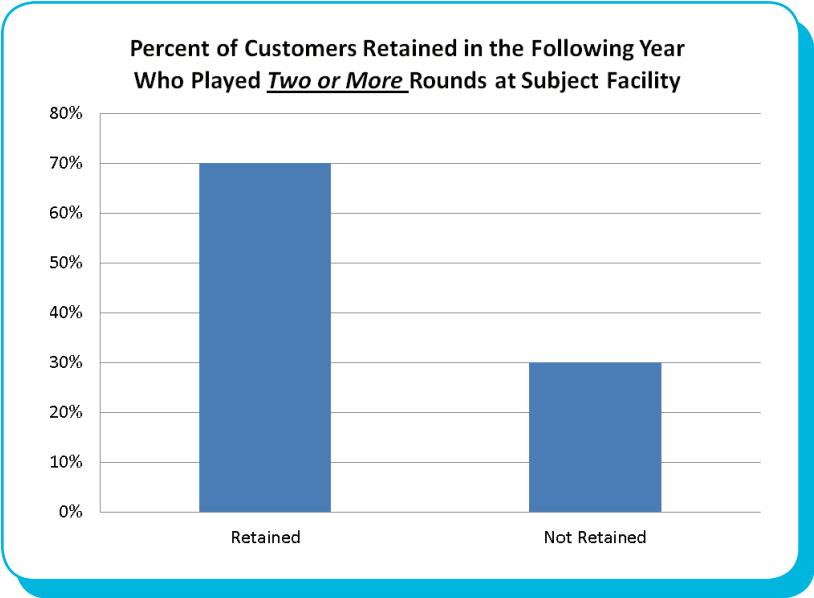
This sample found fully 1/2 of all customers at public-access facilities played just one round at any one facility.



Only 33% of those who played just a single round at a facility visited the following year.

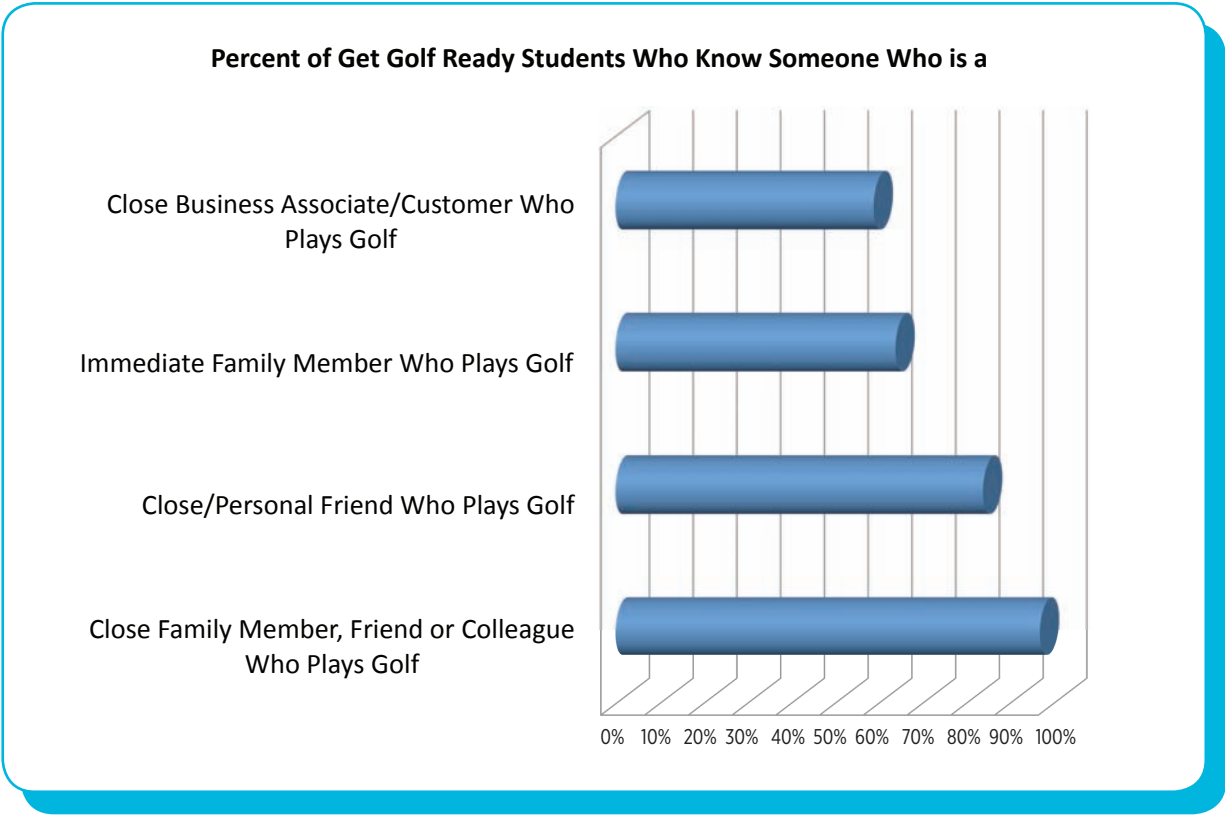


Customers who play two or more rounds have a substantially higher year-over-year rate of retention as compared to a golfer who only plays one round a year.



Encourage your existing customers to spread word-of-mouth referrals to their friends/family/colleagues to participate in your player development programming

One of the best ways to market your player development programming to new golfers is through word of mouth referrals from your customers to their friends/family who aren't currently golfers. Look how many Get Golf Ready students know someone who is a golfer:



To create relationships for the purpose of building future loyalty/goodwill

There are two conditions that must be present for a customer to be loyal. The customer must believe that your facility offers them:

1. **A superior value:** involves factors such as price paid, course conditions, scenery and aesthetics and pace of play.
2. **A superior relationship:** involves the emotional feeling about how the customer feels when visiting the facility.

In order for customers to believe that they have a superior relationship with a facility, they must believe the facility knows and understands them, values them, listens to them and shares their values. The superior-value dimension is about the facility engaging the customer's head. The superior-relationship dimension is about engaging the customer's heart. Only when both sides of this equation are present will a customer be truly loyal. A key component of a customer being loyal is their likelihood to make a positive referral to a friend. In order for a customer to be willing to make a positive referral, the customer must believe that the friend will get good value and that the company will treat the friend right.

To meet or exceed customer service expectations

Customers will begin recording the experience they're receiving within five seconds of arrival at the facility. If these initial impressions involve a staff member welcoming and engaging them, they'll likely perceive their customer service experience to be at or above what their expectation level was. As a result, for all types of facilities, it's important that staff welcome and engage customers early on during their arrival experience and that staff frequently engages with customers throughout their entire experience at the facility. The key elements in the customer service equation are:

- Frequency of service interactions from staff to customers - the more the better
- Quality and reliability of service interactions from staff to customers
 - | Does the staff know and call me by my name?
 - | Does the staff know what I like and dislike and are they able to converse about my preferences (my new driver, a recent golf trip I took, etc.)?
 - | Does the staff proactively anticipate and attend to my needs or do I have to ask for help?
 - | Is the service that I receive at the course consistent from round to round or does it vary every time I'm there?
- How staff handles any service failure
 - | Does the staff proactively recognize the failure and approach the customer or do they wait for the customer to approach them?
 - | Is staff frequently communicating with the customer what their solution is to the problem until the problem is resolved?
 - | Does the staff identify and offer something of value to the customer that is commensurate with the level of the service failure and rectify the service failure through the lens of the consumer?

How to Best Build Relationships With Customers While They're On-site

With a friendly greeting/1st impressions

- Smile
- Eye Contact
- Ready & alert
- Verbal acknowledgement
- Introduce Yourself
- Courteous
- Enthusiastic Attitude

Engage in small talk to learn about the personal side of your customers/members/guests

Small talk is important because it's an opportunity to strengthen your personal relationship with your customer. It enables you to find out about their likes and dislikes. Using your Point-Of-Sale (P.O.S.) system or a simple spreadsheet can be helpful for recording notes on each customer's preferences for your future reference. By recalling these preferences in future dialogues with customers, you'll be demonstrating to the customer that you better understand them and that you're working to create a superior relationship with them (which is one of the key elements in customer loyalty).

Request feedback from customers about their experience

Primary method – Interpersonal conversations

Follow the below guidelines when interviewing customers/members about their satisfaction at your facility:

- The staff member who asks for feedback should be empowered to act upon the feedback they receive.
- Ask questions about each revenue center that your facility offers. Does your customer use the restaurant or the fitness center? If so, when was their last visit and how frequently do they use each center every year? What do they like most and what do they like least? Be sure to get feedback on how the customer uses the entire facility and not just how they use the facility within your own department.

- When you get feedback from a customer, write it down as quickly as possible, including what you heard and when you heard it. By recording the feedback you heard, you can ensure another staff member is not approaching the same customer for similar feedback. You'll also have notes that will prompt you to follow up with that customer if you're able to take action based on the feedback you received. Any staff member who is empowered to seek feedback and act upon it needs to have access to the customer file, so they know which customers they need to approach and then log the feedback they received.
- When following up with the customer, reference your notes from the original conversation you had with them. Customers will appreciate that their feedback was heard and that you've invested resources into improving their experience. Getting the feedback and acting upon it is the hard part, letting the customer know that you heard them and that you care is where you'll reap the rewards of your hard work. You'll strengthen your relationship with the customer, which will result in increased customer loyalty and facility usage.
- Make sure to get feedback from the customers who you don't see frequently. It's easy to get feedback from customers who visit the facility daily. It's harder to get feedback from customers who visit less frequently. These infrequent customers are the ones that may be at the most risk of no longer being retained since the facility is at such a low level of integration into the customer's lifestyle. As a result, the cost of switching to another facility or quitting golf altogether for these customers is very low and these are the customers from whom you most need the feedback.

Cross-sell and up-sell other facility revenue centers

Primary methods: Interpersonal conversations (best method), flyers, table stands, golf car placard/GPS system message

- When cross-selling/up-selling through interpersonal conversations, you'll be most successful when you make recommendations for other facility activities that you know the customer would be interested in.
- Make sure you provide a clear call to action on what the customer needs to do to sign up/participate and make it easy for them to do so.
- After you cross-sell/up-sell a customer, note it on their customer record in the database. If your cross-sell attempt is successful, the customer record should be sourced to the staff member who cross-sold them, which can be used for tracking and quantifying the success rate of staff members cross-selling at the facility.

When cross-selling/up-selling through interpersonal conversations, you'll be most successful by understanding the needs of your customer. Below are some examples of how understanding your customer can help you be better at suggesting cross-sell/up-sell opportunities that the customer would see value in:

- **Their Family:**

- | Is the customer married, or have a significant other, or partner?
- | Does the customer have children?

These answers may lead you to recommending couples/parent-child events and other family programming at the facility that the customer would value.

- **Their Work:**

- | Where does the customer work?
- | How many golfers does he/she know at work?
- | Does the customer have the capability to influence or determine where the company has meetings/events/banquets?

These answers may allow you to recommend a company league, holiday party or corporate membership that the customer would value.

- **Their Facility Usage Patterns:**

- | Does the customer play regularly?
- | Does the customer have immediate family members who also play frequently?

These answers may allow you to recommend that the customer purchase a membership, or loyalty card that you offer which the customer would value based on the amount of golf that they and their family play.

- **Their Equipment:**

- | When is the last time the customer was custom fit?
- | When is the last time a Professional supervised the customer trying out new equipment?
- | What specific club was their most recent equipment purchase?
- | What piece of equipment has been in their bag for the longest period of time?

These answers may allow you to recommend a specific piece of equipment, a demo day or a custom club-fitting session.

Retain customers by training staff to see the viewpoint of the customer

Primary methods: Interpersonal conversations

Example: Aerified Greens (intended communication/unintended consequences)

- The operationally focused message would be – “We aerated the greens yesterday to improve the playing surface.”
- The viewpoint of the customer to this message is: “These greens are in the worst shape! When I went into the Golf Shop the person behind the counter told me, “We aerified the greens yesterday to improve the playing surface. That doesn’t help, as the playing surface is terrible today!”

If the operationally focused message is advising the customer why you aerified the greens, than how do you change your message to communicate through the view of the customer?

- In the above example, first convey the message to your customers early. Email blast out a special aerification special and include the date of the aerification. When a customer is reserving a tee time (either online or over the phone) inform them when the greens were aerified and expected conditions they'll face on the day of play. Then when the customer checks into the golf shop, have a staff member remind the customer of the current conditions, and have the starter reiterate today's conditions when providing a course orientation before the group tees off. Every guest who plays during aerified greens should get a special bounce-back coupon for them to return when the greens will be in better condition.

The key rules to follow to ensure you're communicating through the view of the customer are:

1. Properly set the expectation level when the tee time is reserved and set/reconfirm expectations when the customer is on property.
2. If you receive a complaint, resolve it, don't defend why the problem happened. The complaint is your problem, not the customer's. Since the customer stated a problem, it's your job to resolve it. Share your suggested solution with the customer and communicate with them in detail and with regularity as to how you're solving it until the problem is resolved.

Get customers to book their next tee time when they are on property

- **Example:** Offer a 50% discount to a customer when booking a future tee time if they bring three friends paying the standard rate.
 - | The net discount on this type of offer is only a 12.5% discount on the four some. Since the coupon holder must bring three friends, he or she will be incentivized to recruit other players to visit your facility since his or her round is half off. As a result, this type of offer can stimulate a group to play that if not for this offer, may not have decided to play or decided to play at a competing facility.

Train staff to talk with customers about upcoming events, programs and promotions

Staff knowledge on each customer is important so that you can suggest the program/event that would be of most interest to each individual customer. Be sure to tell the customer what they need to do in order to sign up.

- **Example:** Your facility has a special program offering a set of morning tee times that require customers to play within four hours. Be sure to talk about this program to any customers that you know who play fast and perceive a high value to playing quickly.

Encourage your existing customers to spread word-of-mouth referrals to their friends/family who don't play golf to participate in your player development programming

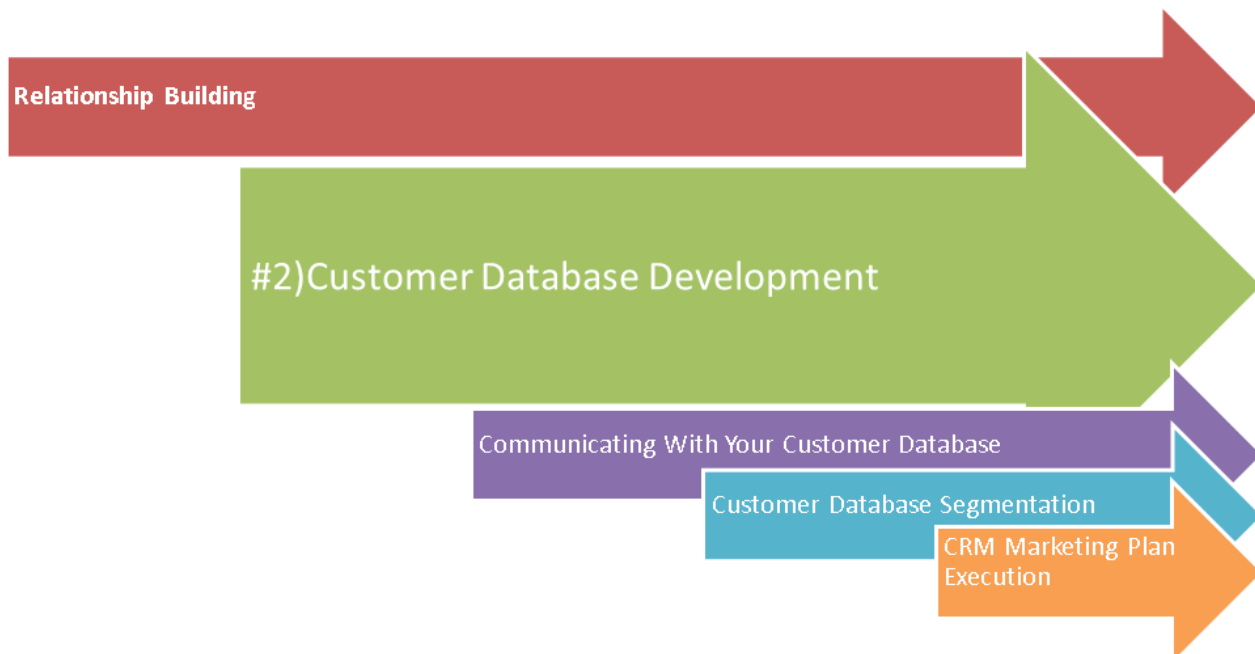
Primary methods: Interpersonal conversations, flyers, table stands, golf car placard/GPS system message

Get nationally available and standardized marketing collateral for you to distribute to your current customers to promote Get Golf Ready by visiting <http://www.playgolfamerica.com/ggr/resources.cfm> and click on the "Marketing and Media Templates" link.

- **Example:** Billy Casper Golf reported an interesting success story. Some of their courses had been promoting Get Golf Ready for Women with posters and signage in the women's locker room. With limited response, they adjusted their approach and repositioned the posters and signage to the men's locker room, still promoting Get Golf Ready for Women. Through word-of-mouth referrals from men, the results were significantly more effective at attracting female golfers to their facilities.
- Offer a special promotion to any current customer who successfully recruits a new golfer to a player development program. Make the offer a compelling one. The average retention rate of Get Golf Ready students is 78% (based on Get Golf Ready Consumer Research) and the average annual spend for a retained Get Golf Ready student is \$984. With this type of revenue per student, you can afford to offer a strong incentive to current customers to recruit new students.

Process 2:

Customer Database Development:



Why Build a Customer Database

Building the best customer database is one of the most valuable assets you can maintain as a Professional, owner or operator. By building and maintaining a large, accurate, up-to-date and detailed database you'll be progressing further down the pathway toward a Customer Relationship Management (CRM) system, which will significantly aid customer retention. Your customer database will be the key resource to allow you to market to all customers when they aren't at your facility. Without a customer database, the only way you can market to current customers is by building relationships with customers when they're on-site.

As you and your staff improve your operational skills in collecting customer data, you'll be taking ownership of your customer. The information from your customer database can serve as a:

1. Leading indicator of revenues. If customer counts and rounds per customer are increasing at a rate greater than historical trends, revenues will likely follow.

2. Vehicle to use to market your facility to customers when they're off-site.
3. Profiling tool to use when prospecting for new customers. Your best prospective customers will likely reside in the same zip codes of your current core customers.
4. Warehouse of descriptive information about a customer which staff can tap into to learn customer preferences.

Examples:

- a. Does the customer like to be paired up with other players or does he or she like to play alone?
 - b. Does the customer like wheat or rye bread on his or her sandwich?
 - c. Does the customer use the fitness or tennis facilities?
5. Sourcing system to quantify and track the effectiveness of different promotions and offers to customers.

What Information to Collect

Your customer database should contain and you should be able to access the following data points:

Personally identifiable information

- Unique customer record number
- First name
- Last name
- Cell phone (best way to uniquely identify customers)
- Email address

Customer demographic data

- Gender
- Approximate age
 - | Month and day of year can be helpful for marketing/communicating with customers to wish them a happy birthday
- Zip code
- Any player development programs the customer has participated in (whether this is a national program like Get Golf Ready or a custom program at your facility, perhaps named "Intro2Golf")
- Customer Segment
 - | Example - Local Player, Outing Golfer, League Player, Discount Card Holder

Customer transaction data

- Unique customer record number
- Transaction date
- Transaction time
- Sales department of item(s) purchased
- Examples:
 - | Golf fees (greens fees, cart fees, range balls) | Food & beverage
 - | Golf shop merchandise (hard/soft goods)
- Sales category within department of item(s) purchased
- Examples for the department of golf fees:
 - | Tee time used (10:44, 9:22, etc.) | Cart fees | Greens fees | Range balls
- Examples for the department of food & beverage:
 - | Food | Beer/Wine/Liquor | Beverage | Other
- Examples for the department of golf shop merchandise:
 - | Balls | Clubs | Bags | Shoes | Apparel
- Product model/specific type of item(s) purchased:
 - | Cart fees | Greens fees | Beverage | Balls
 - | Range balls | Beer/wine/liquor | Food
 - | Clubs | Bags | Shoes | Apparel
- Example - For the category of cart fees your facility may have the following types of cart fees:
 - | 9-Hole cart fee | 18-Hole cart fee | Twilight cart fee
- Cost of item(s) purchased
- Rack/facility retail price for item(s) purchased
- Discount from rack rate for item(s) purchased
 - | Calculated by: (rack/facility retail price – cost of item)
- Did they play a round
- Tee time booker or accompanier (booker would be defined as player Number 1 on tee sheet)
- Number of other players golfing with (for tee time transactions)
- Staff member who served customer
- Names of golfers in their typical group
- Did the customer present a coupon or special offer for their round/purchase, if so track which campaign generated the activity

Aggregate purchase history: The easiest and best way is if your P.O.S. system allows for you to evaluate your database. If database evaluation is available you'll want to be able to set different date ranges for trending analysis. If your P.O.S. system doesn't allow for database evaluation, you'll need some way to access your data. One possible method is by exporting all transaction records (see customer transaction data) into a spreadsheet. By sorting this spreadsheet by customer record number, you'll be able to view all purchases made for each customer, grouped by customer record number.

Your aggregate purchase history report should include all of the following data points:

- Customer record number
- First purchase date
- Most recent purchase date
- Number of times a purchase is made by day of week
- Number of times a purchase is made by hour of day
- Total number of item(s) purchased by sales department
- Total number of item(s) purchased by sales category
- Total number of item(s) purchased by product model/specific type of item
- Total cost of all item(s) purchased by sales department
- Total cost of all item(s) purchased by sales category
- Total cost of all item(s) purchased by product model/specific type of item
- Total cost of all item(s) purchased
- Total facility retail price for all items purchased
- Total discount from facility retail price for all items purchased
- Average discount percentage for all items purchased
 - | Calculated using the formula: $1 - (\text{total cost of all items purchased} / \text{total facility retail price for all items purchased})$
- Total number of rounds played
 - | Calculated by a count of all tee times the player used.
- Total number of times customer was the tee time booker
 - | Calculated by a count of all tee times the player was the tee time booker or player number one on the tee sheet.
- Percent of tee times as booker:
 - | Calculated by dividing the total number of times the customer was the tee time booker by the total number of rounds the customer played.
- Number of other customers brought to facility from tee time bookers
 - | Calculated by multiplying the percent of tee times the player was the tee time booker (or player number 1) by the total number of other golfers the player has played with.
- Number of weekday rounds
- Number of weekend rounds
- Number of morning rounds
- Number of afternoon rounds

Customer survey data: Use contact information (for those that provide it) and manually import the results of survey questions to the customer database

- Total rounds played in last 12 months at all courses (not just yours)
 - | Calculate the percent of your share of the customer's wallet: Divide the number of course rounds played from the database into total rounds played last 12 months at all courses (from customer survey)
- Customer's likelihood to recommend your facility to a friend/colleague
- Customer's satisfaction on key experience factors
- Did the customer first come to your facility on the basis of a referral?
 - | Proven to positively correlate with acquisition rates of new customers, and also negatively correlates with acquisition expenditures

How to Build and Maintain the Best Database

To build the best database you need to have systematic processes established to collect, integrate and maintain customer information in the database.

Customer survey data: The easiest way to incorporate customer survey data into your customer database is to create fields in your database based on your customer survey questions. Export your customer survey results into a spreadsheet and then import your spreadsheet into your customer database. Make sure the column names in the spreadsheet match the field names in the database to which you're importing records. If your P.O.S. system doesn't permit this automatic import of data from a spreadsheet, you may be able to manually input the survey results into each customer's record in the database. You may be able to get assistance on this from your P.O.S. or systems integration vendor. For more information about how to conduct customer surveys see Process 3 – Communicating with Your Customer Database.

Database collection procedures: Regardless of your facility type, capture of each customer's personally identifiable information and customer transaction data are the key factors distinguishing the best databases. All customer transaction records need to refer to a customer record ID or account number. Below are procedures to follow for different types of facilities.

Private: Your club will have the customer records for every member established at the time of a new member being admitted into the club. As a result, the only step required to collect and pair personally identifiable information and customer transaction data is to log each transaction between the member and the facility. Even if your facility doesn't use specific tee times, you should keep detailed records of each member's round.

Daily fee/municipal and resorts (local customers only): The best way to build the best database for daily fee/municipal courses and for local customers at resorts, is to offer an incentive to the customer for their personal information and to continue to offer an incentive to reward them for providing their contact information for each transaction they make. Rewarding the customer with some item of value is important, as it will significantly improve your cooperation rate of customers to provide their personally identifiable information. The easiest and most efficient way is to use a P.O.S. system that provides a frequency tracking card function. Many P.O.S. systems have this functionality. Every customer should be welcomed by a staff member and asked if they have ever played your course before. If the answer is no, the customer should be informed of the benefits that they'll receive by signing up for further communication from the facility with your frequency tracking card (sometimes also referred to as a loyalty card).

The benefits should include ease of check-in for future rounds, ease of scheduling a tee time and additional value-added benefits to induce customers to play more. One technique that's successful at inducing customers to play more is to offer multiple tier levels of benefits for your frequency tracking card. Provide your best benefits for the highest tier level. Communicate with customers regularly on how many more rounds they need to play to reach the next tier level and what added benefits they'll receive when reaching the next higher tier.

Some example benefits to offer customers for using a frequency tracking card include:

- More reliable/consistent pace of play (specific tee times offered)
- Easier way to book a time among a group of people I already know
- Affordable/special rates
- Added value promotions (free range balls or free beverage when playing golf)
- Offers to stimulate food and beverage purchases
- Player development programs such as Get Golf Ready 2
- Points-based accrual program providing a credit balance for facility purchases based on monetary spend
- 30-minute/1-hour head start on afternoon discounted rates for affinity card holders/preferred customers

CASE STUDY

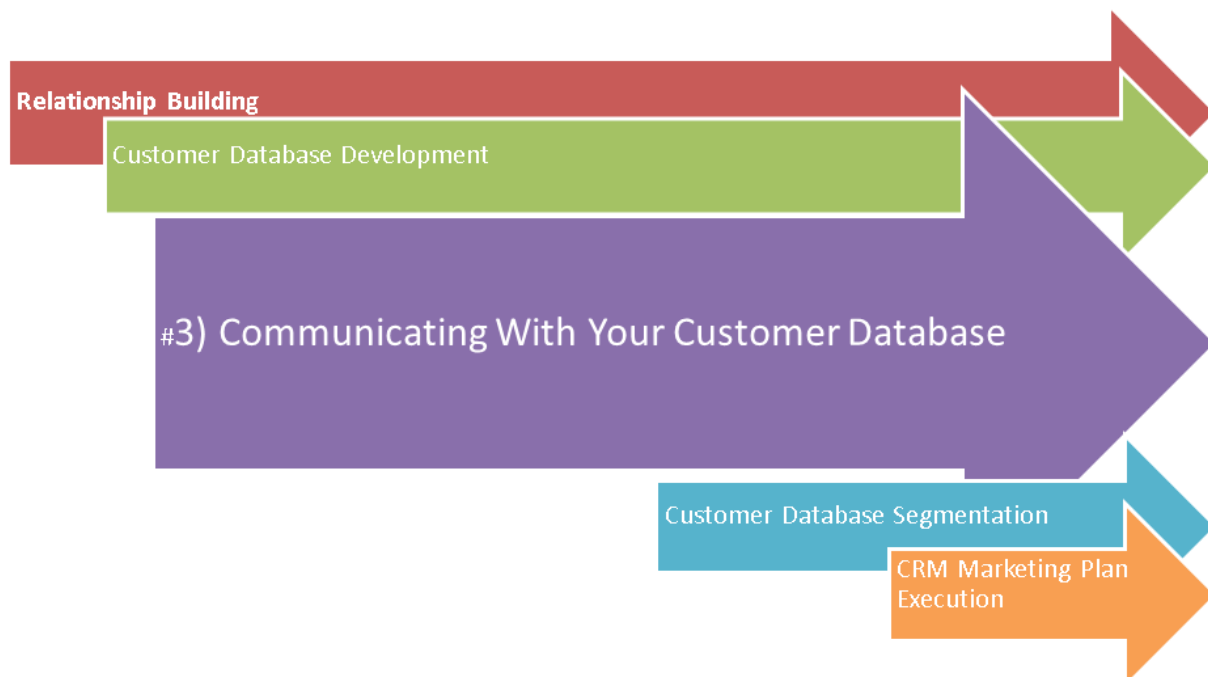
CLAYE ATCHESON, PGA - VICE PRESIDENT - MARRIOTT GOLF

Marriott Golf identified that they had many rounds coming from local customers not staying at their hotel. As a result they wanted to develop an affinity card program to reward their local customers for playing golf at their facilities. The Marriott Golf Links program allows Marriott Rewards customers to earn 10 Marriott Rewards points for every dollar they spend at the resort, without requiring an overnight stay from the customer.

Resort (hotel guests): The best way to track hotel guests at golf resorts is to collect customer and transaction records. Depending on your hotel P.O.S. system, you may be able to automatically collect this information on any charges made to the room. If an automatic report is not available from the hotel P.O.S. system, you should be able to easily track customers at check-in at the golf shop by having the customer provide their room number. An effective incentive to get customers to provide their room number is a small discount to hotel guests on golf fees. When checking in the customer, create a customer record containing the last name of the customer, and their room number. Then on a quarterly, to semi-annual basis, reconcile your facility's customer file (containing customer name, date of sales transaction and room number) with the hotel's guest file to collect additional personally identifiable information about the guest. This reconciliation will then alert you if that customer record was a new customer or a previous customer (as email, address and phone number information can serve as unique identifiers). For all customers who were previous customers, transfer their transaction history from that visit to their historical customer record.

Process 3:

Communicating with Your Customer Database



Why Communicate With Customers in Your Database? – To Get Them Back!

Affordable communication method

Communicating with your customer database is a very affordable method to market your facility in comparison to traditional advertising media to all consumers. The primary costs related to customer database communications are the costs of your message design and delivery. The delivery costs to distribute your message to your customers will be far lower than with traditional advertising. With traditional advertising you're paying for your message to reach many other people, regardless of their interest level in golf or your facility. When comparing the inefficiency of advertising with the return on investment of communicating with your customers, the difference is clear. With advertising, a significant amount of consumers exposed to your ads will be disinterested. However, the return on communications with your customer database is much better, as you already know your recipients are interested, because they're customers.

You've built a customer database, now use it

Your customer database is the key tool you have to communicate with your customers. Golf is a game that is enjoyable and your customers want to hear about your facility and how they can have fun at your course. This is the reason why your customers have provided you with their contact information. Effective communications to your customer database is important to build engagement between the customer and the facility.

This can be particularly important for private clubs, as your retention rate among your membership will be significantly improved if you can raise the emotional value that the member derives from club membership. Many members may be at risk at resigning their membership if their decision is solely based on a value proposition of the value they received for their cost per round. However, your communications with members in your database can be another valuable touch point to interact with members and to remind them of all the exciting benefits they receive as a member. These communications between the club and the member can improve the member's sense of "connectedness" with the club and raise the emotional value that the member attributes to their membership. This can help offset the cost-per-round analysis a member may do if they don't have a strong level of connection with the club. This is particularly important for members who are infrequent to semi-infrequent visitors to the club.

For those customers who don't provide you an email address, you need to communicate with them through a telephone call, personal note or letter. The costs in terms of time and money may appear high, but your reward in increased customer loyalty will be significant as your customers will appreciate the personal touch that you made to communicate with them about what's going on at your facility.



KEITH MILLER, PGA - CHIEF EXECUTIVE OFFICER - MONTGOMERY COUNTY REVENUE AUTHORITY

"It's important to find new ways to get the word out about your facility. Most customers have a sense that they don't know what is going on at their facility and this can be a key source of customer discontent."

Tracking

One of the key benefits of online communication is the capability to track and analyze the results of your messaging. This tracking can allow you to quantify which campaigns engaged customers and which did not.

Increase familiarity with facility and develop comfort for return and retention

Communicating with customers in your customer database is important so that you can remind customers about the services and benefits your facility offers. As time passes since a customer's most recent visit to your facility, their comfort level about doing business with you will diminish. They may forget what your golf course looks like, the food you offer and the services/brands provided in the golf shop. Your off-site communications can help remind customers of all of the benefits that you can provide them.

Provide a reason for customers to return for a future visit to aid retention

Customer retention should be a key business goal for your facility. Earlier in this Playbook, we discussed how customers who played more than one round at daily fee and municipal facilities were retained at more than double the rate of those customers who only played one round. For private clubs, increasing the utilization rate of the club is a key metric differentiating those members who see value in their membership and those members who don't and, as a result, will be most likely to resign. Therefore, you should provide a compelling reason to get customers/members to return to the facility. This may include a special offer or promotion, special event or special player development program.

Immediate delivery for time sensitive events

Your customer database is an effective vehicle for getting time-sensitive messages to customers. Some forms of communications are more effective than others. Email used to be the speediest way to communicate, but text messaging has now become the method of choice for quick communication for many consumers. **However, email is used by more consumers than text messaging so a layered approach of email, text and social media can be effective at communicating messages about upcoming/immediate events/offerings at your facility to technology users.**

Three-way communications

Technology offers a variety of ways for facilities to communicate with their customers. Communication can flow in three ways:

1. The facility can communicate to customers with:

- Email
- E-newsletters
- Websites
- Text messaging

2. The customer can communicate with the facility with:

- Text messaging
- Customer survey
- Social media

3. The customer can communicate with other customers with:

- Social media

With communications flowing in multiple directions, you can promote your facility, your customers can provide you feedback and your customers can communicate with other customers, all of which can be helpful to further ingrain your facility into the lifestyles of customers.

What to Communicate

About your facility

Your communications should promote all of your facility offerings. You should promote your golf course, food & beverage centers, banquet/meeting facilities, fitness, pool and tennis centers. Hours of operations and profiles of key staff members should also be communicated to customers. Current conditions should be communicated, which is important as this is another opportunity to set customer expectations before they arrive at the facility. Staff members should communicate what they're currently working on, which helps build a sense of involvement among customers about what is going on. If course conditions are not ideal, it's even more important for the golf course superintendent to communicate with customers why they aren't ideal, what the customer should expect when he/she comes to the course and what the facility is doing to improve conditions.

Current news and events

Online communications are excellent methods to use for communicating events, functions, tournaments and leagues to customers. Your communications should include a calendar of upcoming events so that customers can view, by day, what's happening at the facility. News and events should be categorized based on the department that they'll take place (have separate areas of content for golf leagues, golf outings, weddings, parties, special dining events, fitness, pool). You should also communicate any new staff hires and a profile about them to introduce the new staff member to customers.

Future facility plans

It's helpful to communicate to customers what future plans you have for the facility. This may include future programming ideas, capital expenditure plans, upcoming course maintenance and days when the course or facility may be unavailable for general use. The communication of your future plans is particularly useful when communicating back to customers about the feedback you've heard through customer feedback interviews/customer surveys and the steps you're taking based on the feedback you received to improve their experience.

Player development programs

You should actively promote the player development programs that you plan to offer. Your messaging should be about the fun aspects of the game and how your programming will help golfers enjoy the game even more. You should market Get Golf Ready (so that your current customers can refer their friends/family/colleagues) and Get Golf Ready 2 so that your current customers can enhance their enjoyment from the game and as a result play more golf. These programs are proven to attract new and lapsed golfers and upon program completion, retain a high percent of students as golfers.

Special offers/promotions

Your customer database is a critical resource to use to market special offers/promotions about your facility. When marketing special offers/promotions, it is vital that you regularly cycle the offer/promotion so that all customer groups are periodically receiving a promotion or offer that they perceive to be of value.

Example: If you're only sending offers for discounted junior and senior rates, you'll likely lose the interest of all customers within your database between the ages of 18-65. It's okay to send offers to juniors and seniors but be sure to rotate your offers, so they reach all other consumer groups; like players who like to play golf during weekday afternoons, weekday mornings, weekend mornings and weekend afternoons.

Request for customer feedback/customer discussion

You should also ask customers for their feedback and their involvement in discussion about topics at your facility. This can be through a poll, a customer survey, a message board post or request for feedback on a topic within a social media site. Involving customers in your operations and requesting their feedback is an important tactic to solidify customer engagement with the facility and their confidence in management to serve them well. This is particularly important for private clubs to engage their membership, as members will generally be very responsive to any requests for feedback since they are invested both financially and emotionally as a member of the club.

Email

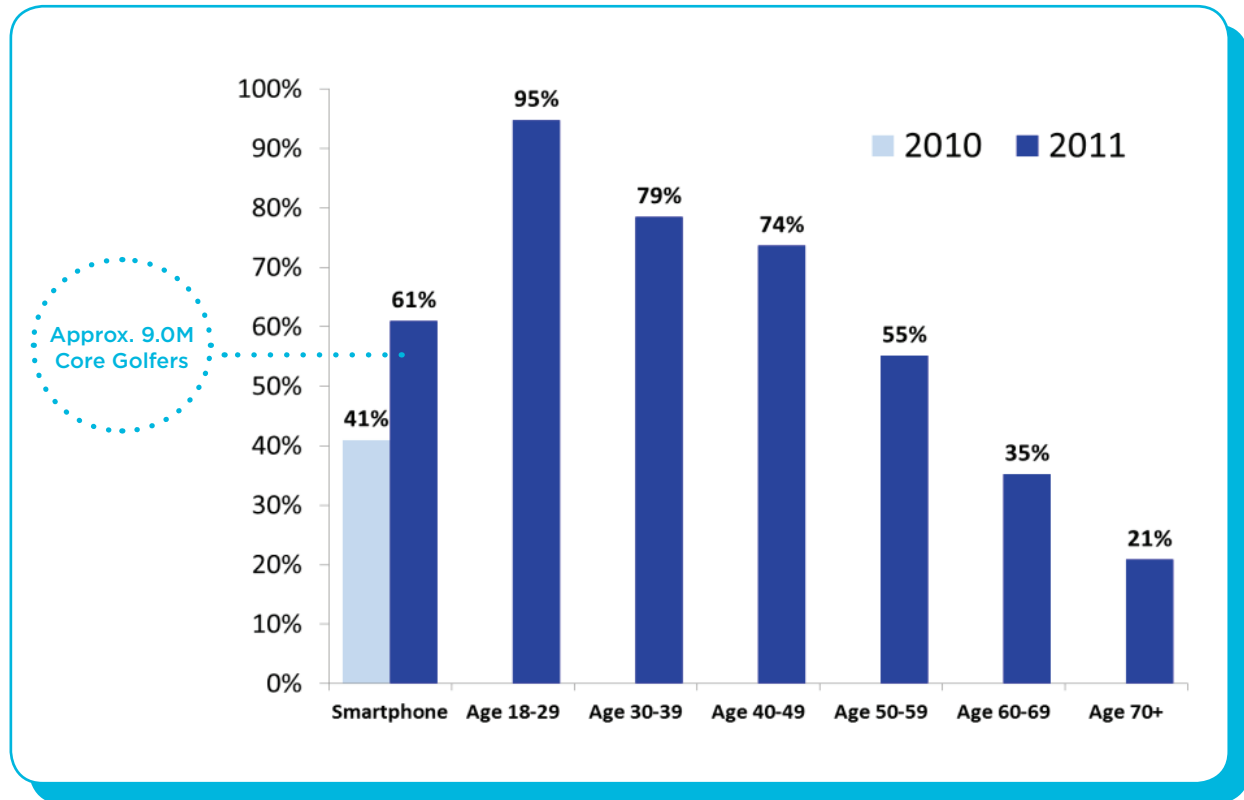
Email - the most preferred method of communication from golfers

Email is the most widely used technological method of communication among consumers. Your message is delivered immediately to the recipient, the cost of delivery is low and you can gain analytical reporting to track open and click-through rates of the email. According to the National Golf Foundation (NGF), when asking core golfers what was their preferred method to stay connected with golf-related businesses, 93% said email and only 7% said social networking service.

As a result, well thought-out campaigns can prompt your customers to return to your facility. The NGF also found 59% of golfers booked an online tee time on a specific course's website in 2011; that's up from 50% in 2010. With the increasing rate of golfers booking online tee times, your facility should allow or at least seriously consider making your tee times accessible online.

Email is a proven tactic to drive online sales in the retail industry, when the consumer isn't thinking about making a purchase. In the holiday 2011 shopping season, email accounted for 2.8% of all online sales, but the power of email driving spontaneous purchases can be shown on Christmas Day, as email accounted for 20% of all online sales on Christmas.

Smartphone use is also on the rise. NGF research shows that more than 3/4 of core golfers under the age of 50, own and regularly use a smartphone. In 2010, only 41% of core golfers owned and regularly used a smartphone. That number grew to 61% in 2011. The below chart shows both the usage of smartphones by all core golfers in 2010 and 2011 and also how many core golfers by age ranges used a smartphone in 2011.



With the rising adoption of mobile phones from core golfers, your emails should be easily viewable on a mobile device.

Rules of thumb to follow

- When communicating by email always begin the email campaign with an outcome goal of what you want the customer to do.
- Have a compelling subject line that will spur interest and cause customers to open the email.
- The email should have a professional look to the design, font, borders, graphics and photography.
- Test your campaigns before sending them to the entire list. Items to test include:
 - | Subject lines
 - | Message content
 - | Best times of day and day of week to send
 - | Creative design

- Track your customer engagement level in the campaign by monitoring open and click-through rates.
 - | Be aware that email service providers don't necessarily use a standardized method of calculating open and click-through rates. As a result, you need to carefully understand how your provider defines an email open and a click.
- When in-season, you should be communicating with your customers by email on a weekly basis for daily fee/municipal facilities, every 15-30 days for private clubs and every 30-60 days for resorts.

List management

Your emails need to comply with all CAN-SPAM laws and you need to honor all unsubscribe requests from customers. Take these steps to manage your list:

- Remove any distribution email addresses from your list such as webmaster@company.com.
- Remove any email address with the word spam in it.
- Correct any obvious misspellings in any emails that bounced such as: ben@gmailcom.
- De-dupe your list to ensure that subscribers are only receiving one copy of your email message (note: this may or may not be handled by your email sending program).
- Remove subscribers who generate a hard bounce (undeliverable) immediately.
- Monitor subscribers who generate a soft bounce. A soft bounce would occur when you have a valid email address but your email is returned undeliverable due to the recipient's mailbox being full or temporarily/permanently no longer in use. If the same email is repeatedly soft bouncing remove it, so you don't damage your reputation.
- Remove any subscriber who reports your message as spam.
- If a former complainer attempts to resubscribe to your list, use the double opt-in method to confirm their subscription. If they complain again, ban them permanently from your list.

Email design & facility branding

It's important that the design of your email has a professional design to it. This will improve your deliverability of your messages and your customer's response rates. Follow these guidelines for your email design:

- Keep the message small, under 40k for easy download on slower speed connections (including mobile devices).
- Have all important messaging and main calls to action at the top of the message.
- Review all HTML code and remove any unnecessary part of your code before sending your message.

- Have both text and images in the message instead of sending just one big image.
 - | Many email clients will block pictures, requiring the user to manually download the image. If the email sent is only an image, the email will initially appear completely blank.
- Keep images in .gif or .jpg format and include height and width parameters for all images.
- Use background colors in both the body and tables.
- Keep images on a web server and make sure your image links contain the full URL, not just the local reference.
- Make sure your font color is a different color than your background color so that your text is visible.
- Don't attach files to your message.
 - | Any important files should be downloaded through a link and the file should be stored on your server.
- If your email solution provider allows you to get a Spam Score when administering email campaigns, do it. This will help you reduce the likelihood of your message being blocked.
- Send yourself a test message before you send it out.
- Carefully proofread your test message, checking to make sure all spelling, grammar, links and images are correct.
- Create a library of email templates to use for future campaigns to ensure a consistent look from campaign to campaign.
- Templates should be no more than 650 pixels wide.
- Include a text only version of the message.
- Maintain a consistent look between your email and your website.
- Keep your message simple and easy to read.
- Always have your facility's name in the "from" line of any broadcast email message.
- Keep your logo on the top left corner of the email message.
- Your physical address and an unsubscribe link must be on the email.

Email deliverability

Your email service provider will calculate a reputation score. Your reputation will be the key determining factor on the deliverability of your emails. Be aware of the following factors in determining your reputation:

- Number of user complaints
 - | To keep complaints low, keep messages relevant and always provide an easy way for recipients to unsubscribe and honor requests to unsubscribe immediately.
- Length of time the domain has been operating
- Volume and size of messages

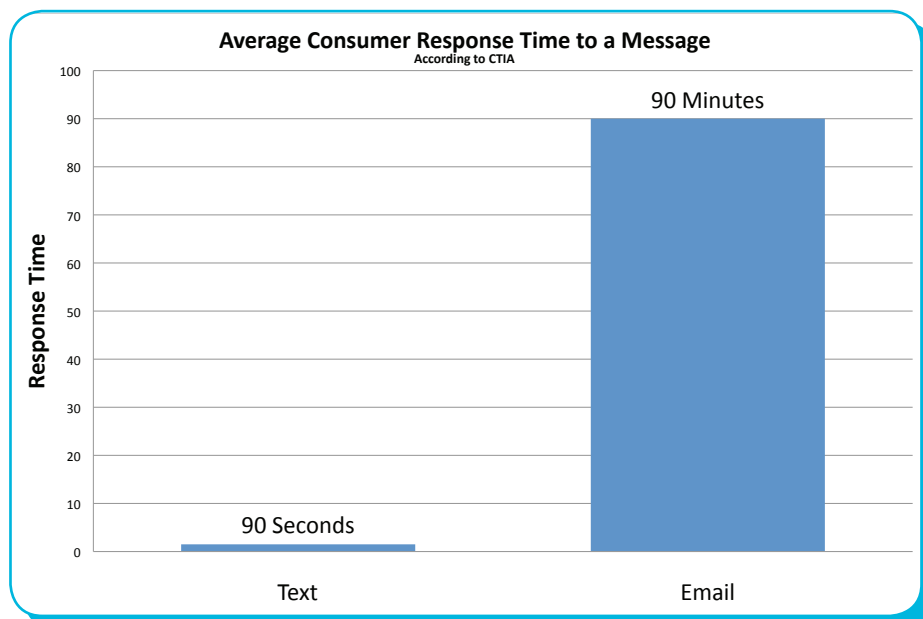
- Number of bounces
- Number of invalid addresses
- Number of emails sent to spam traps
- Settings of your mail server
- Third-party reputation lists including blacklists, block lists and accreditation services
- Configuration of your email including heading, links, images, content and authentication

Text

Text - the fastest way to reach golfers

Text messaging is the fastest way to reach consumers and it brings the message directly to the consumer instead of making the consumer search for it. The reason why text is such an effective way of immediately reaching the consumer is that many consumers have a cell phone within reach of them at all times. The NGF found that text messages were tied for the No. 1 method of communication from core golfers to their friends and family. According to the Mobile Marketing Association, more than 90 percent of customers use their mobile phone for text messages and 95 percent of your text message subscribers will read your text within 15 minutes of sending it. That's five times more than email and nine times more than direct mail.

The chart below shows how much quicker consumers respond to text messages as opposed to email messages. As a result, if you're looking to promote a special offer to customers that requires them to take immediate action, text messaging should be your marketing method of choice. For example, if you have a block of tee times for today that just opened and which you're looking to sell, you should administer a text message to your text message subscribers promoting your special offer on tee times for today.



Text – how to do it

Follow the below guidelines for your text messages to ensure maximum ROI:

- Do not send too many text messages to your subscribers. Text message marketing can get annoying to subscribers very quickly. Your customers may be looking forward to your upcoming events, but they don't need to get text messages about them every day.
- Monitor your opt-out rates closely. If your number of opt-outs starts increasing, that should be your clue that you're sending too many text message campaigns.
- Send concise messages with a clear and obvious call to action.
- Test the timing of your campaigns to find out what is the correct amount of lead time customers need to act upon a promotion or event. Given the immediacy of text messaging, the optimal amount of lead time for a promotion or event may be in hours, not days.
- Using a provider that gives you a shared short code will likely be the best way for you to get started immediately and at lowest cost.
 - | For example a facility may be sending a text message campaign to sell a block of tee times for today. The call to action to a customer may be to text back the word "Today" to 534529 in order to receive a coupon. The 534529 is the short code that you would be sharing with other businesses/facilities and the keyword "Today" would be your exclusive keyword which identifies the customer and links them to your facility's campaign.
- Contract with a text message marketing company. There are many different companies that do this for low cost.
- When selecting a keyword or keywords, keep these factors in mind:
 - | Select a keyword containing the name of your facility.
 - | Select short keywords – try to have your keyword be eight characters or less.
 - | Can your customer memorize your keyword – this is helpful to ensure customers can easily opt-in to your text message program.
- Create a welcome message that the customer will receive when texting your keyword to the short code. Below are guidelines for what your welcome message should contain:
 - | Confirm that the consumer has just subscribed to your text message program.
 - Example – "Welcome to the Grassy Hills Golf Course Mobile Club"
 - | Confirm how many messages consumers will receive from your text message program. It's recommended that your communications are less than six messages per month.
 - Example – "Max 6msgs/month"
 - | Communicate that costs may apply (not all consumers have a texting plan)
 - Example – "Msg&DataRatesMayApply"
 - | Provide a way for consumers to unsubscribe. If you're using a shared short code you'll need to include your keyword.
 - Example – "Reply Stop keyword name 2 end"

- When sending text message offers/announcements have a plan for your messaging.
 - | What's the value for joining your text message club?
 - | What's the value you're offering for each promotion?
 - | Do your campaigns include offers that are relevant to all of your consumer groups?
 - Age
 - Gender
 - Morning/afternoon players
 - Weekday/weekend players

Website

Website – why you need an effective site

An effective website can provide many benefits to you and your facility. Some of the benefits you may receive from your site include the following:

- Entice customers to come to the course through exciting language and photography.
- Help golfers easily find a game with other golfers they know who are looking to play.
- Improve enjoyment for your tournaments through real-time online scoring.
- Make it easier for customers to book tee times, which will improve customer satisfaction and also reduce staff time servicing off-site customers, so they can focus on attending to on-site customers.
- Make it easier for customers to get information about your facility on their mobile phone through a site optimized for mobile phones or through a mobile application.
- Build your customer database by capturing customer data when customers book tee times on your website.
- Build your customer database by receiving feedback to online polls/surveys about customer satisfaction and preference information about your facility.

Website – what you need on your site

Your website is your central source of information about your facility to consumers when they are off-site. You should conduct a website audit. When conducting your audit, review the guidelines below to make sure you have the right design to your website:

- Your website should feature your facility's logo on the top left corner of the site.
- Your phone number and address should be prominently listed on the site.

- Your site should have a clear call to action about what you want the visitor to do. If you're a daily fee, municipal or resort facility, this call to action should be direction on how to book a tee time (either online or a phone number to call). If you're a private club, it would be to click on the member's section of your website. This call to action should be prominently displayed at the top of the site.
- You should have five or six main links containing information about your facility listed horizontally across the top or listed vertically across the left side of your site.
- Your site should load fairly quickly, with the exception to this rule being if you have a photo tour introducing your site. If you have a photo introduction to the site, there should be a button that says "Skip Intro" somewhere at the top of the page so the user can quickly jump to the main page.
- Your content should be personalized about the staff and events at the facility.
- If your site allows online tee time bookings, every customer booking an online tee time should register on your site. This allows you to send an email confirmation of their booking while also serving as a data capture tool to build your database.
- Your site should capture customer preferences. An excellent way to do this is to run promotions offering an incentive to customers to provide feedback on their preferences. Your preference survey can be separate from your satisfaction survey or you can combine the two. Just be sure to keep the survey under five minutes (for daily fee, resort and municipal facilities). You should offer some sort of small incentive (drawing/free bucket of range balls) for their feedback. Customers should be advised that they can only complete the preference survey one time or once a year to prevent the same customer obtaining multiple coupons. The customer should be required to provide their contact information so that you can append their preferences to their customer record in your database. If your site isn't capable of hosting a survey you can use one of the online survey providers listed in the below customer survey section. You should post the link to the survey on your site, allowing customers to access the survey. Some information to capture through your customer preference survey would include:
 - | When they like to play
 - | Who they like to play with
 - | How many people they normally play with
 - | What parts of the facility do they use (food & beverage, practice facility, banquet facility, fitness center, pool, etc.)
 - | What equipment do they own
 - | Do they normally book a tee time (booker) or play in a group with someone else who booked the tee time (accompanier)
 - | What other courses in the area do they play?
 - | How many rounds they've played at other area courses
 - | Do they take lessons?
 - | Do they host or plan to host a golf outing, holiday party, wedding or business meeting?
 - | Are they interested in player development programs, leagues or playing in a tournament?
- Your site should have detailed text written about your facility. This serves two important purposes:
 1. Informs the customer about your facility
 2. Improves the ranking of your site for the purpose of search engine optimization (SEO)

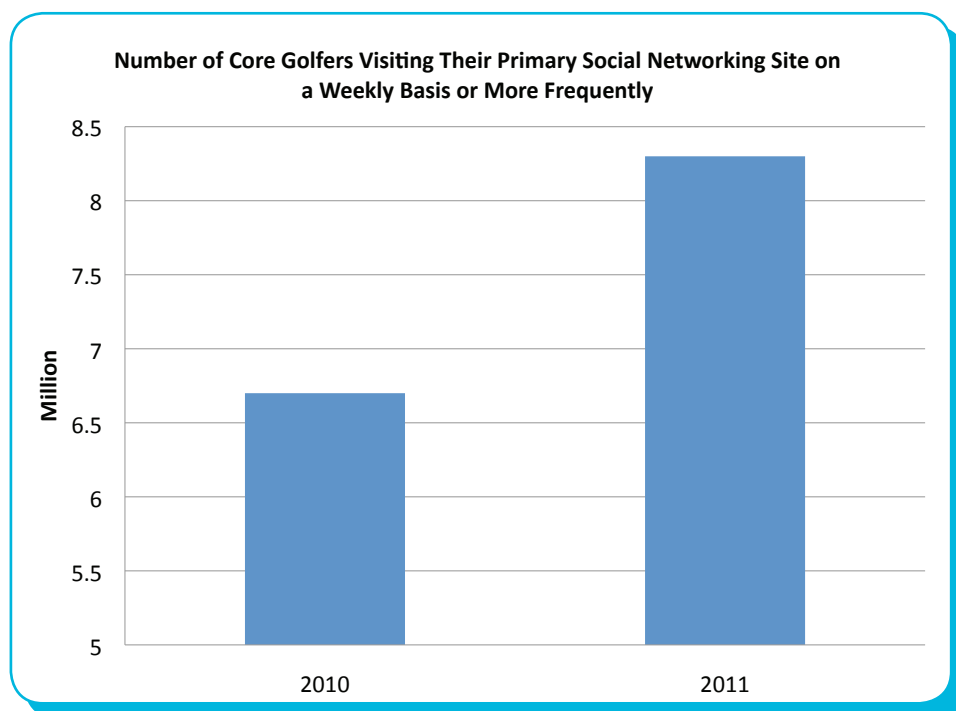
Example: One way you can both inform customers about your facility and improve your SEO is through posting positive verbatim comments that you receive about your facility from a customer survey on a testimonials page on your site. This page can be effective at building trust between your facility and a potential customer, as customers are more likely to trust the comments of other customers than they are to trust the message of marketers. To ensure customer privacy, do not post any Personally Identifiable Information from a customer. This page should be called “Testimonials” and should have the initials and the city of the customer writing the comment. Before posting any customer’s comments, you should send the customer an email thanking them for their feedback to your survey and informing them that you’d like to use their comment as a testimonial for your facility. You should ask the customer for their permission and explicitly state how their testimonial will appear and be attributed.

Social media

Social media - why your facility needs a social media presence

Social media usage has rapidly increased over the last five years. Facebook now tops Google for weekly website traffic. Facebook has 750 million users and Twitter has 119 million users as of March 2012. The consumer groups using social media is now expanding to encompass all types of people. The fastest growing segment of users on Facebook is consumers between the ages of 55-65.

See the following chart from the NGF on the rate of participation of social networking from core golfers.



A key benefit of social media is that it’s where customers of today are going for information. As a result, your marketing should be through the lens of the customer and if this is where your customers are going,

that's where your facility should be. Social media gives you the capability to better communicate with customers. This leads to more informed customers who will utilize your facility more and be more satisfied since customers will have a better understanding of current news and events at the facility.

Golf is a social game, one that golfers enjoy talking about. Golfers are passionate about the game and they want to talk about golf with other golfers. Social media provides you with the vehicle to allow golfers to talk about the game while keeping your facility at top of mind with consumers engaging in the conversation.

Social media - Facebook

Facebook is a great source for exchanging images, videos, special offers and for booking of tee times. A great benefit of Facebook is that it can be a platform for your customers to spread positive referrals to other customers. Consumers inherently distrust marketing messages more than they do word-of-mouth messages from other customers. Facebook allows customers to view your facility, through the lens of other customers based on comments, which adds credibility to your marketing messages since it's coming from other customers and not just from you.

Social media - items to be aware of

When using social media, you need to be cognizant of:

- Who is your audience?
- How much resources do you have to manage your social media?
- Desired content you'd like to discuss with customers
- Frequency schedule of your messaging
 - | Customers will recognize if you start to lose focus on your social media site by the rate at which you're managing and contributing to the site. If your attention starts to slip on your social media, so will the attention of your customers.
- Privacy issues and the terms of use from your social media platform
 - | Facebook has frequently altered their terms of use and their privacy policies. If your social media is using the Facebook platform, you have no control over any future changes in Facebook policies and the potential implications of a shift in policy to the privacy of your facility's information. As a result, even if your posting in an area that appears to be a secure environment, any conversations using technology not owned by your facility should be treated as public and not private.

Social media - tools you can use

Social media offers many tools you can use to facilitate communication from you to your customers, spark conversations from customer to customer and collect feedback through communication from customer to you. Below are some tools available that you can use to spur the conversation about your facility:

- | | | | |
|-----------------------|------------------------|------------------------------------|--------|
| • Polls | • Moderated questions | • Discussion boards | • Chat |
| • Ratings and reviews | • Instructional videos | • Facility news and current events | |

Customer Survey

Through a customer survey you'll be able to learn a great deal about your customers. You'll understand how satisfied they are, how many customers you have, how much they spend on golf fees and how many rounds they play.

Refer to The PGA of America's customer survey sample listed in the appendix of this Playbook for suggested questions to ask your customers/members.

Why conduct customer satisfaction surveys

Top-performing golf facilities and management companies place the highest priority on customer relationships in their goals. The goals may be focused on creating new customers, on customer satisfaction measures, or both. A typical survey process is online and conducted as soon as possible after customer contact. Essential for this is capturing the customer's email ID, which usually can be gained from part of the reservation process, or from a request to include the customer in relevant offers about your facility and services. Most customers will be happy to provide their email address.

Customer satisfaction – why you need to track it

Customer satisfaction is a key leading indicator of business profitability. The following statistics demonstrate the power of satisfied customers:

- Companies with high customer satisfaction have outperformed the S&P 500 as evidence by the CSat hedge fund, achieving a 258% greater return on investment than the S&P 500 over a ten year period.¹
- Satisfied customers will be about four times more likely to be retained as a customer than dissatisfied customers.²
- Satisfied customers will deliver over one additional new customer through their positive word-of-mouth referrals. Dissatisfied customers will chase away about one potential customer who may have played your course, had it not been for the negative word-of-mouth referral from that dissatisfied customer.²
- The cost of acquiring a new customer is five times greater than the cost of servicing an existing customer.³

¹ Barrons Online: http://www.cfigroup.com/resources/articles/Barron%27s_Online_HappyStocks_ACSI.pdf

² National Golf Foundation

³ The Loyalty Effect: The Hidden Force behind Growth, Profits and Lasting Value authored by Frederick Reichheld, Director Emeritus of Bain & Company

Customer counts – why you need to track them

- Customer counts demonstrate how successful you are at developing and attracting new customers while continuing to retain them. To retain customers, the customer needs to perceive that you offer both a superior value relative to your competitors, and they also need to feel good about visiting your facility.

Average spending per customer – why you need to track it

- For daily fee and resort facilities, average spend per customer at your facility can be a key indicator on pricing power that you have in the marketplace. This key performance indicator (KPI) is based on the fees customers will pay and the number of annual rounds they'll play. A key factor driving this KPI is the satisfaction level of your customers, which is based on how the customer perceives your facility as compared to other facilities in the local marketplace.
- For private clubs, monthly dues are going to be paid regardless of club usage. Consequently, the only way to get members to spend more on golf fees is by getting them to play more rounds. With each visit to the club, their golf fee spending will increase through golf car rentals, and guest fees (they'll also spend more money on merchandise and food & beverage).

Average annual rounds played per customer at your course – why you need to track it

- This number can be a crucial metric of the level of engagement from your customer base. Look at average annual rounds played overall, and by specific customer segments.

Survey timing

- If your facility is a premium-priced daily fee or resort, administer a customer survey to get feedback from customers related to a specific round. For example, through an automated "thank you" email message to the previous day's tee sheet.
- If your facility is not a premium-priced daily fee or resort, run a customer survey to your customer database once a year during peak season.

THE "RECOMMEND" QUESTION

Conduct a customer survey with the following "recommend"¹ question, depending on your facility type:

If daily fee, municipal or resort ask: "How likely are you to recommend _____ Golf Course to a friend?"

If private and currently accepting new members ask: "How likely would you be to recommend _____ Golf Club to a friend who was a prospective member?"

If private and not accepting new members ask: "Although the membership is currently full, if _____ Golf Club was accepting new members, how likely would you be to recommend _____ Golf Club to a friend who was a prospective member?"

The question should be asked on the below 0 to 10 scale where 0 is not at all likely to recommend and 10 is extremely likely to recommend.

Not at All Likely
to Recommend

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

Extremely Likely
to Recommend

¹The recommend question has been widely adopted as one of the best measures of customer satisfaction and loyalty. Fred Reichheld, Director Emeritus of Bain & Company has been published by Harvard Business Publishing three times since 2003 in the following publications discussing the recommend question. In December 2003, in the Harvard Business Review, Reichheld was the author of the article the "One Number You Need to Grow." In March 2006, Reichheld wrote "The Ultimate Question." In September 2011, Reichheld wrote the book "The Ultimate Question 2.0." Through Reichheld's research at Bain, he is regarded as one of the leading experts in customer satisfaction and loyalty and his findings all point to the recommend question as being one of the top performing indicators of customer satisfaction and loyalty for all industries he studied.

Additional questions to ask in your survey

- Ask additional satisfaction questions to understand what is driving overall customer satisfaction.

Refer to The PGA of America sample customer survey in the appendix of this Playbook

- For classification purposes ask a “What best describes you” question.
 - | See below section: “How many customers do you have by customer segments?”
- Allow the customer to write verbatim comments about what they like and dislike about your facility in their own words (see preference survey in earlier section: website – what you need on your site).
- Ask customers what they are looking for in their golf experience including their goals.
- Any customer who provides a detailed verbatim comment along with their contact information (email or phone number) should be followed up with as soon as possible to communicate the following:
 - | Thanking them for visiting your facility
 - | Thanking them for their input on the recent survey
 - | Letting them know what is being done to address their comment(s)
 - | An offer to return to the facility or offer to make a new reservation
- Ask the customer for their contact information, but also allow them to leave their contact information blank, if they choose to remain anonymous.

Survey promotion plan

- Distribute the survey by way of an email to your existing database of customers.
- If your survey provider allows the customer to print a coupon for taking the survey, offer an incentive. The incentive doesn’t need to be large. Usually a small bucket of range balls or a beverage will be enough to encourage customers to take the survey. The size of the incentive won’t materially influence the survey results, but it will help get more customers to respond to the survey so that the data is more reliable.
- Supplement the email blast by printing off paper surveys and allowing customers to fill out a survey while at the course. If a private club, mail the survey to the membership for those that don’t respond to the club’s email blast.
- A kiosk located in the clubhouse with a computer terminal and printer where you can direct golfers to take the survey can be helpful.
- Business-style cards can be used as a tool to help promote the customer survey, but also provide the added benefit of collecting customer email addresses to build your customer database. On these cards, customers will write their email address down and hand the card back to a staff member. Staff should then send an email to all cards that had been collected at least once a week. This is a great method to not only promote the survey but to also build your database of email addresses. Furthermore, this method can be the most stress free on the customer, since they don’t have to take a survey while they’re at the golf course.
- The starter is an excellent staff member to capture customer email addresses while golfers are waiting to tee off.

Customer survey providers

The below companies all offer customer survey solutions. Some of these companies bundle the survey with other golf operations tools. Of those companies that don't bundle the customer survey with other tools, most of them have pricing ranging from no cost to less than \$500 per facility.

- Survey Monkey
- National Golf Foundation
- Adobe Forms Central
- IBS
- RetailTribe
- White Tiger
- BelongSurvey
- Zoomerang
- CyberGolf
- ClubTec
- Flexscape
- IntraClub
- MembersFirst
- Abacus21
- Privategolfcourses.com
- J2GolfMarketing

Factors to consider when selecting a customer survey provider:

- Cost
- Industry benchmarking
- Ability to offer the customer an incentive coupon that they can print at the completion of the survey
- Cross tabulation of results by "What best describes you" question and other demographics
- Export to Excel or other spreadsheet
- Multi-course portfolio reporting
- Telephone support
- Privacy policy of the customer survey provider and how customer contact information will be used
- Setup time involved
- Does your existing technology system offer a customer survey component that you aren't yet using, but could?
- The ability to add some of the data by customer back into your customer database

How many customers do you have?

Assumption:

If your survey shows that your average rounds per customer are 10 and your facility played 30,000 rounds, simple division would indicate that you have 3,000 customers at your facility.¹

How to track it:

Ask your customers how many rounds they've played in the last 12 months at your course in a customer survey. Export the results to a spreadsheet. Divide your total course rounds for the last 12 months by average rounds per customer, from the customer survey to calculate an approximate count of customers.¹

¹Your actual count of customers will likely be about 15% more than this calculated count, as your survey respondents will likely have a slightly higher percentage of core golfers than your actual customer base. Core customers will be the ones most likely to be exposed to the survey through a visit to your facility, seeing the survey on your website or receiving the survey by email as a subscriber to your email database.

How many customers do you have by customer segments?

Assumption:

You previously calculated that you had 3,000 customers. In your customer survey, the following were the percentage of customers responding to each of the answer choices in the “What best describes you” question:

- 80% of your customers were golfers who had been customers for more than one year
- 10% of your customers had played golf for more than one year but had been a customer at your facility for less than a year
- 10% of your customers were beginning golfers

This would equal to 2,400 customers who had been a customer for more than one year, 300 customers who had played golf for more than one year but had been a customer at your facility for less than one year, and 300 customers who were beginning golfers.

How to track it:

Ask a “What best describes you” question in a customer survey. The above example assumption would have the following answer choices to the “What best describes you” question in their survey:

- I've played _____ golf course for more than one year.
- I've played golf for more than one year, but my first round at _____ golf course was within the last 12 months.
- I'm a new golfer who has been playing the game for less than 12 months.

To determine how many customers you have by customer segments, first calculate how many total customers you have at your facility. Next, take the results from your customer survey and multiply the percent of respondents for each answer choice from your “What best describes you” question by the total number of customers at your facility. This calculation will tell you how many customers you have for each customer segment.

What does the average customer spend on golf fees?

Assumption:

After you know how many customers you have, you can calculate what your average customer spends. If you have 3,000 customers and your total golf fee revenue (defined as total fees related to playing or practicing the game, excluding food & beverage sales and merchandise sales) is \$1 million then your average customer spends \$333.33 on golf fees.

How to track it:

Divide your total golf fee revenue by your calculated number of customers.

What are your average annual rounds played per customer at your course?

How to track it:

Run a customer survey and ask:

“How many rounds have you played in the past 12 months at _____ golf course?”

Calculate the average of all responses to the above question.¹

What are your average annual rounds played per customer by segments at your course?

How to track it:

Run a customer survey. Ask the question – “How many rounds have you played in the past 12 months at _____ golf course?”

Classify all respondents into each category of the “What best describes you” question. Then calculate an average of all responses within each classified category.

Reporting - Customer satisfaction

- To keep track of customer satisfaction you can create a score that will let you know if customer satisfaction is improving or declining. Add the percent of “9s” and “10s” together and subtract from it the combined percentage of all respondents who answered with a “6” or less to your “recommend” question.
- This simple formula has been relied upon by many leading businesses and is based on a model that Fred Reichheld used called “Net Promoter.” The concept is that customers responding with a 9 or 10 are “Promoters” and customers responding with a 6 or less are “Detractors.” By taking the net of your “Promoters” less “Detractors,” businesses can have

a simple yet effective way to measure customer satisfaction. Then, if a customer satisfaction survey is conducted regularly with the same “recommend” question, you can determine the satisfaction trend along with score distribution.

- Share your Net Promoter Score with your Golf 2.0 Regional Player Development Manager to get context on what the Net Promoter scores are for other facilities similar to yours.
- For a more detailed understanding of what drives customer satisfaction, categorize and tally the verbatim comments you receive from the questions:
 - | “Please tell us what you like most about _____ Golf Course?”
 - | “Please tell us what you would improve about _____ Golf Course?”

Tallying the count of comments to what customers like and dislike can allow you to keep a score on the number of positive and negative comments you’re receiving on specific factors of your operation. For example, some categories may be: Friendliness of Staff, Food & Beverage Service, and Condition of the Greens. Divide the total number of positive comments for each category by the total number of positive comments for all category to create a percentage score of positive comments for that category. Follow the same procedure for tallying negative comments. Compare this score to any historical survey results to track trends in the performance level at key components of the operation.

Average customer counts, average spending and average rounds played

- Track your customer counts, average spend and rounds played per customer (both overall and by segments) on an annual basis and log it so that you can use it as a reference point to perform historical comparisons.
- Share that number with your Golf 2.0 Regional Player Development Manager to get context on how other facilities are performing in the marketplace similar to yours.
- If you are surveying your entire customer base, your survey response goal should be at least 10% of customers for a daily fee, municipal or resort course. For a private club, your response goal should be at least 25% of all members.

Assumption: You calculated that your daily fee facility has 3,000 customers, as your facility plays 30,000 rounds and your average rounds per customer in the customer survey was 10 (30,000 total rounds/10 rounds played per customer).

In this scenario you should strive for at least 300 completed survey responses. You should also consider offering an incentive for survey completion.

- When calculating customer counts, average spending and average rounds played by customer segments, make sure you have a minimum of 25 survey responses from each segment (classified through the “What best describes you” question). Any segments that had less than 25 respondents would have a margin of error too great for this data point to be accurately relied upon for these calculations.

Evaluating customer satisfaction results and making modifications

- When a customer responds with a “6” or less, follow up with them, preferably within 48 hours of their survey, to learn why they responded the way they did. You can resolve their concerns and ask the customer for the opportunity to serve them better in the future.
- Track the percentage of customers rating you a “9” or “10” and the percentage of respondents rating you a “6” or less. Make improvements to your operations and track the effect of these improvements on these percentages. If your improvements were successful, you’ll have a greater percentage of “9s” and “10s” and a lower percentage of customers rating you a “6” or less.
- Involve key staff with your customer survey results. Give staff a couple of key points that they need to focus on in their job that will result in customers being more satisfied. If customer satisfaction improves your future survey results will reflect a higher percentage of customers responding with a “9” or “10” on the “recommend” question.
- Make improvements to the facility based on your tallying and grouping of the verbatim text comments by categories. Focus your efforts on areas that are consistently being mentioned by customers.
- Be wary of making changes to your facility’s pricing based simply off of verbatim comments in the survey. Price is traditionally the No. 1 complained-about topic from golfers, in customer surveys. Yet, affordability has been shown to be a low driver of overall customer satisfaction.
- What is a strong driver of overall customer satisfaction is the customer’s perception on the overall value of the facility. As a result, it’s generally a better strategy to find ways to improve the customer’s perception of your value proposition than just reducing pricing.
- When considering pricing changes, it’s advised that you conduct a market analysis and consider how would you objectively rate the overall value of your facility (experience received – price paid) and how it compares to local competitors (see Process 5 - CRM Marketing Plan Execution - SWOT(Strengths, Weaknesses, Opportunities and Threats) market analysis).

CASE STUDY

CLAYE ATCHESON, PGA - VICE PRESIDENT - MARRIOTT GOLF

Marriott Golf manages all of their properties based on customer satisfaction. They’ve found five satisfaction measures to provide a leading indicator to overall customer satisfaction and loyalty. The verbatim comments in the customer surveys are very helpful for management to identify strengths and deficiencies in their operations and also provide a tool to recover any guests who had a less-than-satisfying experience. Senior management always reviews customer survey results before making any facility visit so that they have the pulse of the customer in mind while on property at the facility.

Customer counts

- For daily fee facilities, customer counts can be a key indicator on how effective your facility is performing on: overall customer satisfaction, marketing efficiency and the perceived value of the facility relative to the local marketplace.
- Track your count of customers and compare counts to historical results to see if the trend is upwards or downwards. Also compare counts not only overall, but by customer segment levels, as well.

- If your counts are changing, look at how your customer satisfaction scores have changed by reviewing your Net Promoter score based on the recommend question. Also review any changes to the marketing plan at the facility, pricing changes of your facility and changes to your positioning of your overall value and service compared to competing facilities (see Process 5 - CRM Marketing Plan Execution - SWOT market analysis).
- For private clubs, obviously the number of members is a key indicator of the vitality of the club. But look further than just the total number of members. Look at the percentage of members who have been members for less than four years and more than four years.
- A club with a large membership base of new members will be evidence that they successfully sold new memberships, but these new members will also be the ones most likely to resign if they have difficulty justifying the cost of their membership. Those members who use the club infrequently may have a very high cost per round. These less-engaged members are the ones most likely to do the math and make the decision that they aren't receiving good value for their membership costs. This is where it's important to increase the overall level of engagement with members, so that members see a greater value in their club membership.

What does the average customer spend on golf fees?

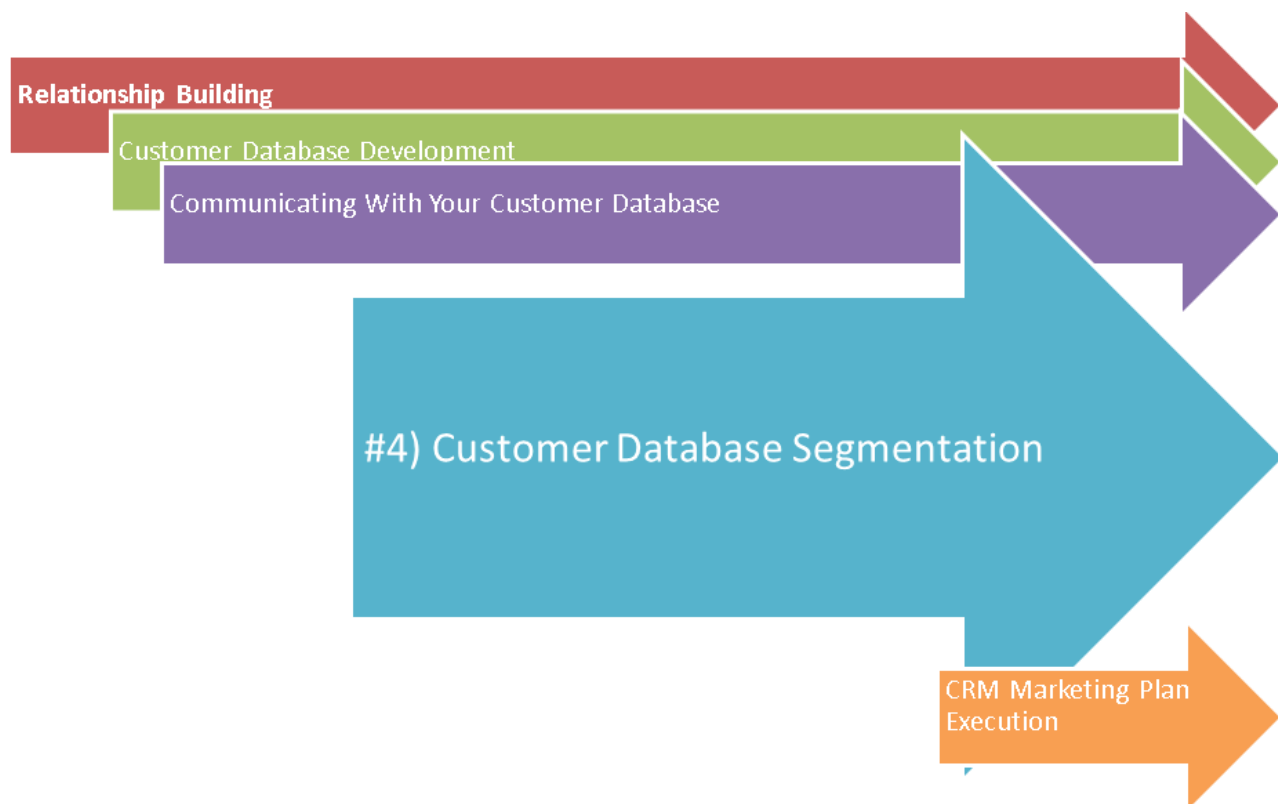
- As this number changes look at any changes in customer satisfaction, your marketing/advertising plan, pricing changes at your facility, and the positioning of your facility to local competitors. You can compare your rates and value proposition that your facility offers and how it compares to your competition using the SWOT market analysis detailed in Process 5.

What are your average annual rounds played per customer at your course and by segments?

- Your segments may include – families, singles/individuals and age groups. Define your segments through the answer choices to your “What best describes you” question.
- With private clubs, consider asking your “What best describes you” question based on the duration of years that a member has been a member of the club. Pay careful attention to try and increase the number of average rounds played from members who had held their membership for less than four years, as this segment will be a higher-risk segment to leave the club. By getting these members to increase their annual rounds played and club utilization, you will stand a greater chance of retaining these members.
- With daily fee facilities, the average annual rounds played number is a key component to each customer's total golf spending at your facility (the other part of the equation is the rate they paid for each round). By growing the average annual rounds played, you'll be more likely to get increased spending at other revenue centers from the facility as well, such as merchandise or food and beverage, since the customer will be on property more often.
- Resort courses will have the lowest amount of average annual rounds played from all facility types, due to the transient nature of vacationers. But, resort courses also will have the highest amount of customers since the customer base will be drawn regionally or nationally and not locally. Resorts will typically average just two or three rounds played annually per customer. As a result, getting just one extra round per customer could make an enormous impact on total annual rounds played at resort courses due to the large amount of customers a typical resort will have.

Process 4:

Customer Database Segmentation



Why Segment Your Customer Database

Customer segmentation is important for this simple reason. All customers are not created equal. Facilities that are successful in attracting and retaining highly profitable customers will gain an exceptional competitive advantage. Proper segmentation of your customer database can be challenging to execute. This challenge is exactly why the reward is so compelling, because it provides a sustainable competitive advantage since many of your competitors won't put in the required effort.

Customer segmentation is a crucial step that savvy marketers employ to better communicate with customers. By segmenting your database and communicating messages and offers that are of interest to that specific consumer, you'll increase the level of engagement between the consumer and your facility. You'll be demonstrating to the consumer that you understand them and you're catering to their specific needs and wants.

Customer segmentation sets the stage for the fifth and final process in this Playbook "CRM Marketing Plan Execution." Creating the correct customer groups will be the foundation for your marketing engine. The groups you establish will guide your marketing so that you're communicating the correct messages, programs and promotions to the correct groups. Simply put, by categorizing your database into many groups, you are able to personally communicate relevant messages to each and every consumer.

Predicting consumer response to marketing to enhance gross margin per customer

One simple method that has been proven to be an effective tactic to predict the response of consumers to marketing promotions is categorizing customers based on three segments: Recency, Frequency, and Monetary (RFM). You'll assign a 1-3 score for consumers for each of these three segments, which will provide you a clear view of the engagement level and value that each group represents to your facility.

This method of segmentation is just one of multiple tactics that will soon be discussed. With RFM, you'll be able to offer the right promotions to the right group of consumers. You'll know which consumer groups you'll need to provide a greater incentive to return to your facility and which consumer groups will return with a much lesser incentive. As a result you'll be successful at improving customer retention and increasing spend per customer. This approach will also help you not waste resources of providing deep discounts to those consumers who won't demand them. The end result of this marketing approach is greater gross margin per customer.

Example: One golf course management company segments their database into 10-12 different groups for each facility. Some of the groups this company segments their database by include:

- New customers
- Annual member
- Card holder
- High frequency players
- Weekends only
- Price driven players (those that book most/all golf on discount)

This segmentation approach allows this company to then target the right message to the right segment. Here are some ways how they use their segmented database to their advantage when marketing:

- **New customers** – In this category they'll communicate welcoming marketing messages to these customers, asking them for their feedback and providing them offers to entice them to return for a second round.
- **Price-driven players** – These customers will be targeted with the lowest rates offered for the facility. Since the golf course management company knows these players won't book a round without being offered a discount, they'll provide best pricing to these customers, since this is the group looking for just the basics and demands the steepest discount.
- **The all-in customers** - Customers who want everything your facility offers: instruction, events, food and beverage, merchandise will be marketed to by promoting all events, functions and programs that the facility offers.
- **Social** – Those seeking a social experience are targeted by promoting social golf outings and special food and beverage events.

Quantify effectiveness of marketing campaigns

Segmenting your customer database is vital in order to track the rate of success your marketing is having on business. If you're marketing a program to existing customers to entice them to use the facility more, you would want to target the segmented consumer group that is the intended audience for the campaign.

Example: A facility is starting a new marketing campaign focused on targeting current female customers and providing them a special promotion to entice them to play more and refer other women. One piece of the campaign is developing a tactic to track its effectiveness. The tactic devised was to segment the database so that only female records are viewed. These records are analyzed to trend out the profitability of female customers before and after the marketing campaign to gauge the amount of "lift" in gross margin per customer as a result of the campaign.

Quantify effectiveness of player development programming

Applying a player development source code for any new customers who came through your player development programming will allow you to track the future spending at the facility through your player development efforts. Have multiple source codes so that you can track the success of each player development program you offer.

What Segmentation Methods to Use

Below are a list of different segmentation methods that you should consider for your facility. You don't need to segment your database using all of the following methods, but you should find the combination of methods that work best for you and your facility.

Customer demographic groups and skill groups

Segment your database so that you can group customers based on the following demographics:

- Gender
- Age
- Zip code
- Average score or handicap

This can be important for targeted marketing in trying to retain customers and gain share of wallet from specific customer segments.

Customer preferences

Segment your database based on how your customers use your facility. Some of the preference styles you should consider segmenting your database by include:

- Tee time makers
 - | Tee time makers (those booking the times) are delivering you more than just their total rounds/spending. They are also delivering you the total rounds/spending for the group they bring.
- Tee time companions
- Equipment vendors in the bag
- Apparel vendors in the closet
- Weekday morning players
- Weekday afternoon players
- Weekend morning players
- Weekend afternoon players

The above information can be gained from P.O.S. or through a customer survey. This information can be helpful for targeting specific segments for specific retail sales and golf course promotions based on the preferred time customers like to play.

Example: If you are emailing promotions to customers for weekday morning tee times, your weekend morning players will become frustrated at always seeing promotions for times that they don't like to play. As a result, you'll have a higher unsubscribe rate from your weekend morning players due to their frustration of being exposed to promotions that are not applicable to them.

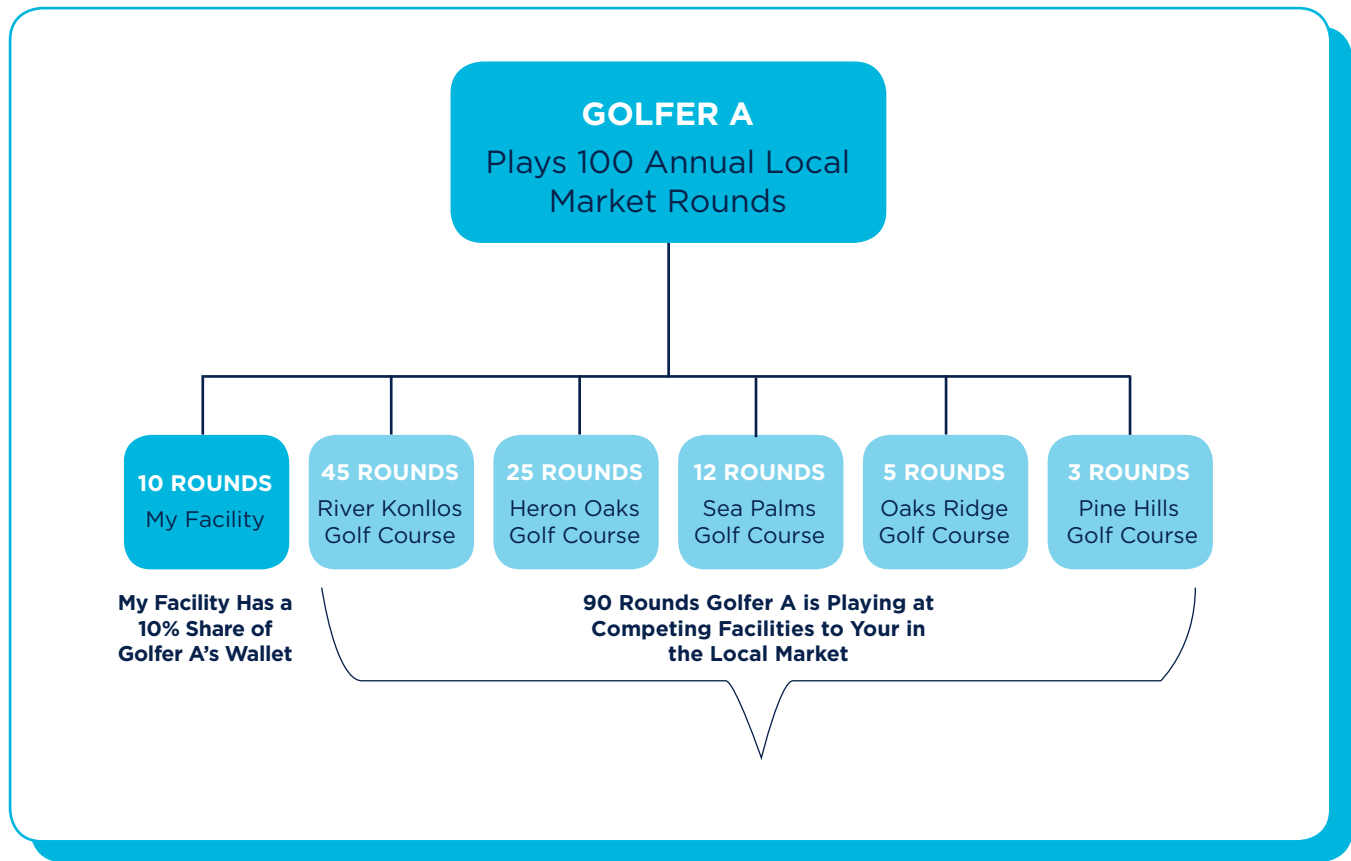
Recency, Frequency, Monetary (RFM)

RFM segmentation is a proven, predictive method of future customer behavior based on their historical actions. One of the best attributes of the RFM method is the simplicity of the method. The key with RFM is having detailed transaction records for each customer record (See Process 2 - Customer Database Development) through your P.O.S. system. If you don't have this capability through your P.O.S. system, you still have the opportunity to segment with RFM by maintaining a detailed log of each customer's round with an electronic tee sheet. If you use an electronic tee sheet, you'll have the recency and frequency data points within the tee sheet. The monetary component will be less exact than through P.O.S. but can be approximated based on average pricing per round, based on the time of day, day of week and season that the customer played. Alternatively, you may segment based only on recency and frequency, which will still provide a solid predictive method of future customer behavior.

Share of wallet

Share of wallet can be another method you can utilize for customer segmentation. This method does not involve analysis of P.O.S. transactions, as share of wallet is defined as the percentage of rounds that your facility is capturing from total rounds the customer plays in your market. Since your P.O.S. won't capture the number of rounds a customer plays at all courses in the market, you'll need to gather this method through either personal interviews of customers or through a customer survey/poll (See Process 3 - Communicating With Your Customer Database - Customer Surveys). One caveat with using survey or poll data for the basis of customer segmentation and targeted marketing is that it's not as precise as performing an analysis of P.O.S. data. Customer survey/poll data involves recollection from consumers on their past behaviors, whereas P.O.S. data doesn't require this recollection since you're analyzing actual data and not estimates from consumers.

Example distribution of local market rounds from a customer



Targeting customers who are giving you a low share of their wallet is a very effective tactic to grow rounds for your facility, since these customers already play many rounds, the challenge is providing a superior value proposition to the customer than what your competitors are offering. Successful marketing to these customers can result in them transferring some of their rounds from your competition to your facility.

Hot/cold customers

A customer who is hot or cold would be a customer who has shifted their rate at which they're using your facility from their historical usage patterns. Just because a customer has used the facility at a certain rate over the past 12 months, doesn't mean that their next 12 months will be at the same usage rate. Consequently, when doing a frequency analysis of customers' utilization, it's important to not only monitor the average number of rounds a customer plays annually, but also track this on a shorter time period, such as monthly and quarterly.

Example: If a customer normally plays 10 rounds a year in your golfing season and your golfing season is a nine-month season, that averages out to 3 and 1/3 rounds a quarter. If this customer's usage of the facility shifts substantially, say by two rounds (upwards or downwards) this customer should be segmented into a special group of customers who are trending hot or cold in frequency of facility utilization.

This method is similar to monitoring the recency of customer's visits, but is a better method. The below example will illustrate why.

Example - Using the above example, the customer historically played three and 1/3 rounds a quarter at the subject facility. A recency analysis may have shown that this customer visited the subject facility within the last week, but that was the customer's only round in the quarter. As a result, the recency analysis would indicate that this customer has been one of this facility's most recent customers, but the hot/cold analysis would show this customer is actually a cold customer because even though they had been there once in the last week, this customer is still deficient 2 and 1/3 rounds from their historical rate of facility utilization.

Customer profit analysis

Segmenting customers into different groups based on the amount of gross margin you earn per customer may be the best method of segmenting your customer database. Gross margin per customer is actually a fairly simple calculation. Based on the following steps:

- Identify total golf fee revenue per customer (green fees, cart fees, range balls)
- Calculate your total facility costs to produce golf
 - | Total costs of golf course operation (payroll, equipment, supplies, and debt service)
 - | Golf car fleet costs (annual lease/amortized acquisition costs, fleet maintenance costs, gas/electricity costs to power fleet)
 - | Golf range operation costs (range balls, golf range maintenance and golf range equipment)
- Calculate number of customers you have (through P.O.S. or through a customer survey)
- Calculate your cost per customer (total facility costs/number of customers you have)
- Calculate your gross margin per customer prior to overhead allocation (total annual direct revenue per customer - total annual direct costs per customer)

After calculating your gross margin for each customer, determine what your average gross margin is for all customers. Then create four segments of gross margin per customer based on percentiles. The best way to do this is to list all customer records in a spreadsheet and use a percentile formula for all customer records evaluating the column of gross margin per customer. After calculating the percentile level of each customer on gross margin, group customers into the following quartiles:

- Top Quarter
- Second Quarter
- Third Quarter
- Bottom Quarter

EXAMPLE CUSTOMER PROFIT ANALYSIS FOR A CUSTOMER

Customer Revenue Analysis	Annual Revenue from Customer A
Green Fees	\$1,000
Golf Car Rental Fees	\$500
Golf Range Fees	\$100
Total Annual Direct Revenue From Customer A	\$1,600

Facility Costs to Produce Golf	Total Costs
Golf Course Operation Costs (includes all costs to produce a round including golf course maintenance expenses, payroll, debt service)	\$750,000
Golf Car Fleet Costs (Fleet lease costs or amortized fleet acquisition costs, fleet maintenance cost, electricity/gas)	\$100,000
Golf Range Operation Costs (costs for range balls, golf range maintenance and golf range equipment costs)	\$20,000
Number of Customers (defined as someone who played one round or more in last 12 months)	3,000

Cost Per Customer Analysis Calculated by facility costs/number of customers	Costs Per Customer
Golf Course (\$750,000/3,000)	\$250
Golf Car Fleet (\$100,000/3,000)	\$33.33
Golf Range Operation (\$20,000/3,000)	\$6.67
Total Annual Direct Costs Per Customer	\$290
Gross Margin From Customer A Calculated by direct revenue – direct costs (prior to overhead allocation)	\$1,310

In the above example it's important to note a couple of items:

- The more customers your facility has, the less costs per customer you'll have, as the increased number of customers will cause your costs to be spread across more customers, resulting in lower costs per customer.
- The above method uses a flat allocation method of assigning costs to customers. This method is effective; however facilities that play more rounds will have higher costs to service those additional rounds.
- You may have overlap in costs between a couple of categories. For instance, you may have a mechanic who maintains both turf equipment and your golf car fleet. In this event, allocate his or her payroll costs across both departments based on the person's time spent working in each department.
- You may have other costs, which are more financial, such as a lease on equipment. The periodic costs of that lease should be included.

Customer satisfaction

- Conducting a survey can provide you with a wealth of information about the satisfaction levels of consumers. The first question referenced in the appendix of the sample customer surveys relates to the customer's likelihood to recommend your facility to a friend or colleague. See Process 3 – Communicating with Your Customer Database, Customer Survey, Reporting section for more information on segmenting the results of this question to categorize consumers into one of three categories: Promoters, Passives or Detractors. This segmentation can allow you to calculate a Net Promoter Score showing facility performance based on the percent of customers you have within these three categories.

Customer lifespan

Categorize your customer database into segments based on lifespan. Below are five suggested categories for you to use to segment your customers based on the term of their relationship with your facility:

- Three months or less
- Three months – one year
- One – two years
- Two – four years
- More than four years

PGA Golfer Portrait Segmentation

In 2010, The PGA of America conducted a large-scale segmentation study of the golfer market to provide a view of the golfer as a consumer based on their commitment level to the game.

The segments in the study fall along a continuum of commitment. Commitment factors include:

- Frequency of play
- Demographic and social factors
- Accessibility
- Work and family constraints
- Affluence
- Time commitment and willingness to invest in golf
- Attitudes and behaviors
- Golf's place within individual hierarchies of leisure preference
- Spending patterns, intent and commitment to game improvement

Commitment is not always directly correlated to rounds played, but reflects a golfer's desire and passion for the game. Conducting a customer survey (see Process 3 – Communicating With Your Customer Database) is the best way to classify your customers into the different golfer portrait segments using the above commitment factors as the basis for your survey and means of classification into each of the following golfer portrait segments.

EDITOR'S NOTE: WHILE GOLF 2.0 ALSO HAS "CUSTOMER SEGMENTS" DEFINED (E.G., WOMEN 18-64 WITHOUT CHILDREN AT HOME) THE GOLF 2.0 SEGMENTS ARE MORE DEFINED BY "LIFESTAGE" WHILE THE PGA GOLFER PORTRAIT SEGMENTS WERE PRODUCED FROM A CLUSTER ANALYSIS EFFORT INCLUDING ATTITUDES AND BEHAVIORS BEYOND JUST LIFESTAGE.

MEN'S GOLFER PORTRAIT BENCHMARKS

Men's Segments (Segments are listed in descending order from most committed to least)	National Percent of Male Golfers	Total Spend Per Customer Across All Facility Types
Clubhouse – Successful business leaders & golf enthusiasts	21%	\$603
Chargers – Young and busy achievers	26%	\$669
Hooked on Value – Value-conscious golf lovers	26%	\$206
On the Fence – Reluctant golfers	27%	\$155

Public	Green Fee	Clubhouse	Hooked on Value	Chargers	On the Fence
Value	\$0-\$26	14%	29%	25%	33%
Mid Range	\$27-\$40	18%	40%	16%	27%
Premium	\$41-\$74	21%	30%	22%	27%
Super Premium	\$75+	24%	8%	55%	13%

Private	Annual Dues	Clubhouse	Hooked on Value	Chargers	On the Fence
Value	\$0-\$2,000	33%	16%	31%	20%
Mid Range	\$2,001-\$5,000	45%	12%	35%	8%
Premium	\$5,001+	45%	3%	50%	3%

Off Course	Lesson Fees	Clubhouse	Hooked on Value	Chargers	On the Fence
Value Lesson Fees	\$10-\$50	23%	33%	21%	23%
Mid Range Lesson Fees	\$51-\$99	21%	30%	9%	39%
Premium Lesson Fees	\$100+	39%	14%	37%	10%

Below are the characteristics/interests for each golfer portrait segment to be mindful of when marketing so you can enhance the perceived value at your facility.

Male Segments	Characteristics/Interests
 <p>CLUBHOUSE Successful Business Leaders and Golf Enthusiasts</p>	<ul style="list-style-type: none"> • Great service and premium merchandise appeal to this big spending segment. • The social aspects of golf are key – social and business leagues will be appealing to these customers. • The most information hungry segment. These customers engage with a wide variety of golf media. Use frequent communications with your customer database to keep these customers engaged.
 <p>HOOKED ON VALUE Value-Conscious Golf Lovers</p>	<ul style="list-style-type: none"> • Not big spenders, but avid golfers. These customers would play more if they could afford it. • Speak to the love of the game itself, not the external trappings. Value offers and promotions that can maximize his playing time will appeal. • Treat him like a skilled and serious golfer. This customer is not interested in beginning golfer player development programs. • Television is the best way to reach these customers.
 <p>CHARGERS Young and Busy Achievers</p>	<ul style="list-style-type: none"> • Younger and busy golfers. These customers are prime targets for lessons and beginning golfer player development programs. • These customers are usually relatively new to the game, they want more playing partners. • Image conscious and spenders, they look for quality and performance. • Time is a barrier to these customers. Offer 9-hole rates and pay per the hour pricing to break down the time barrier.
 <p>ON THE FENCE Reluctant Golfers</p>	<ul style="list-style-type: none"> • The least committed or enthusiastic segment. These customers are not yet willing to invest in golf and the group most likely to become lapsed golfers. • Value programs, beginner player development programs and 9-hole play options should be offered to retain these customers.

WOMEN'S GOLFER PORTRAIT BENCHMARKS

Women's Segments (Segments are listed in descending order from most committed to least)	National Percent of Female Golfers	Total Spend Per Customer Across All Facility Types
Junior Leaguers - Affluent, working mothers devoted to golf	14%	\$382
Time to Play - Mature and frugal golf enthusiasts	23%	\$281
Stressed but Serious - Successful younger women, skilled but not passionate golfers	35%	\$353
Least Committed - Occasional and unenthusiastic golfers	28%	\$131

Public	Green Fee	Junior Leaguers	Time to Play	Stressed But Serious	Least Committed
Value	\$0-\$26	12%	25%	28%	36%
Mid Range	\$27-\$40	11%	36%	23%	30%
Premium	\$41-\$74	7%	31%	32%	30%
Super Premium	\$75+	16%	10%	59%	16%

Private	Annual Dues	Junior Leaguers	Time to Play	Stressed But Serious	Least Committed
Value	\$0-\$2,000	12%	29%	33%	26%
Mid Range	\$2,001-\$5,000	33%	19%	41%	7%
Premium	\$5,001+	32%	9%	56%	3%

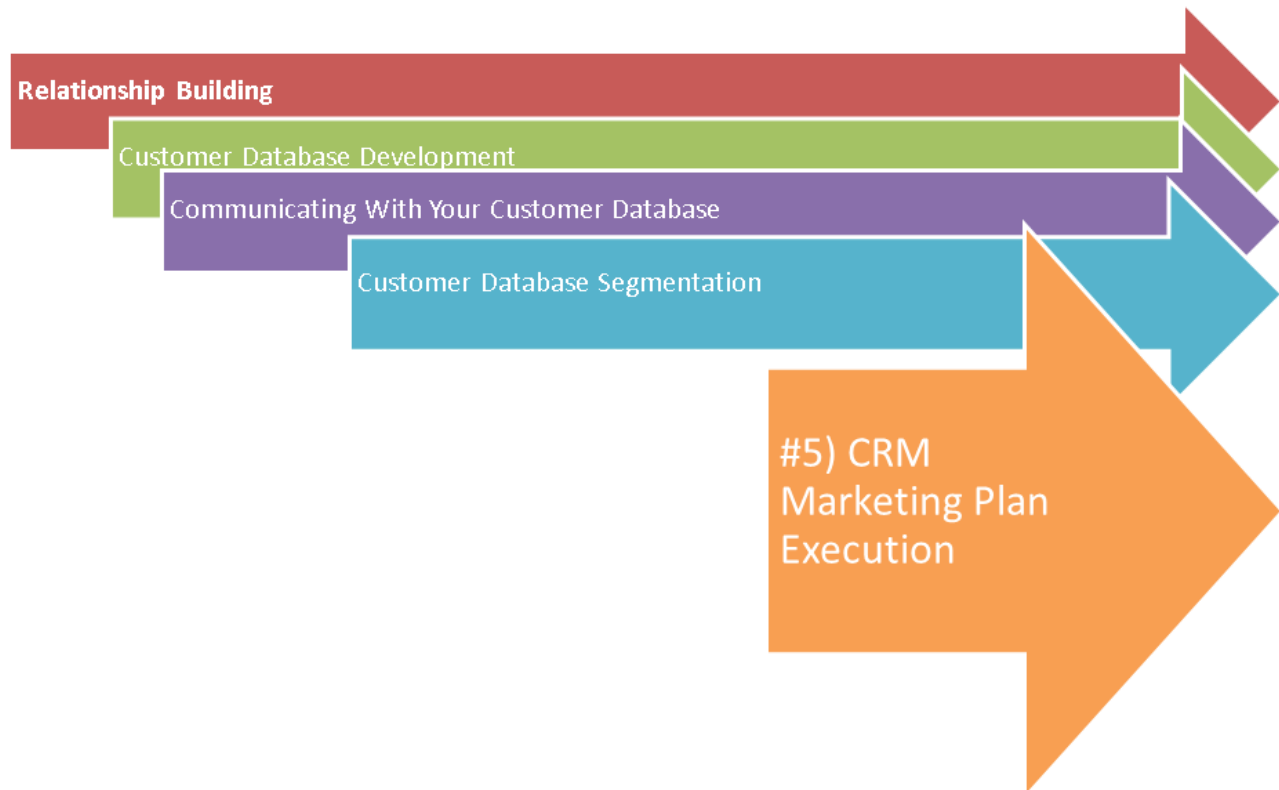
Off Course	Lesson Fees	Junior Leaguers	Time to Play	Stressed But Serious	Least Committed
Value Lesson Fees	\$10-\$50	11%	37%	26%	26%
Mid Range Lesson Fees	\$51-\$99	21%	14%	21%	43%
Premium Lesson Fees	\$100+	11%	22%	37%	30%

Below are the characteristics/interests for each golfer portrait segment to be mindful of when marketing so you can enhance the perceived value at your facility.

Female Segments	Characteristics/Interests
 <p>JUNIOR LEAGUERS Affluent, Working Mothers Devoted to Golf</p>	<ul style="list-style-type: none"> • Like the male Clubhouse segment, these women are affluent, skilled and image-conscious golfers and big spenders. These customers want premium service and a top-quality golf experience. Discount offers at Green Grass Shops are of interest to these customers. • These customers want more regular playing partners. Social leagues and family programs are appealing. • Though these customers usually are skilled, they are interested in lessons and further game improvement player development programming.
 <p>TIME TO PLAY Mature and Frugal Golf Enthusiasts</p>	<ul style="list-style-type: none"> • Committed and skilled, but thrifty, this group wants more time on the course. Value and discount programs are appealing. • Communicate with these customers recognizing their enthusiasm and skill for the game. Messages that promote beginner player development programming to these customers will turn them off.
 <p>STRESSED BUT SERIOUS Young and Busy Achievers</p>	<ul style="list-style-type: none"> • Young, affluent and busy, this group is a prime candidate for lessons and instruction. • Social leagues and family programming is appealing. • Image conscious and a shopper, these customers are key prospects for apparel and equipment marketers.
 <p>LEAST COMMITTED Occasional and Unenthusiastic Golfers</p>	<ul style="list-style-type: none"> • The least-committed or enthusiastic segment. These customers are not yet willing to invest in golf and the group most likely to become lapsed golfers. • Value programs, beginner player development programs and 9-hole play options should be offered to retain these customers.

Process 5:

Where the Rubber Meets the Road – CRM Marketing Plan Execution:



Why You Need a CRM Marketing Plan



HENRY DELOZIER - PRINCIPAL - GLOBAL GOLF ADVISORS

“Less than 17% of private clubs in North America have an annual business plan.”

Rest assured the amount of facilities that have a CRM marketing plan is even less. As a result, a CRM marketing plan will provide your facility with a sustainable competitive advantage in being able to retain customers and induce them to play and spend more at your facility.

After establishing segmented customer lists (see Process 4 - Customer Database Segmentation - What Segmentation Methods to Use) you've now identified sets of consumers that will be most likely to respond to your marketing messages. Soon, we'll discuss how to execute your CRM marketing plan, which will detail how to best market to consumers on each of the segmentation methods described in this Playbook. The how-to-execute section will be where you'll reap the rewards of your efforts in developing a CRM Marketing Plan. You'll communicate personalized messages to consumers based on their attitudes and prior behaviors about your facility and the game. These personalized messages will result in higher gross margin per customer, increased customer satisfaction and increased customer retention.

Components of Your CRM Marketing Plan

SWOT(Strenghts, Weaknesses, Opportunities and Threats) market analysis

When performing a market analysis, you need to measure the positioning of your facility within the market objectively. This can be challenging to do, but it's important that your market analysis is objective, as your level of positioning needs to be through the lens of the consumer and how they evaluate your facility.

You should perform a SWOT analysis of your facility. Through this process you'll analyze four different areas of your facility's position in the marketplace: Strengths, Weaknesses, Opportunities and Threats. This approach will help you develop a realistic assessment of your opportunities for improvement which you'll use when setting Marketing Goals/Objectives. The best way to perform a SWOT Market Analysis is to shop your competition. When shopping, you should use a standardized form which rates the total customer experience. For shopping your facility, you should hire a mystery shopper or recruit a friend or distant relative to shop your facility so that the shopper is not known to your staff. To ensure consistent evaluations, it's best if the shopper of your facility also shops the competition.

CASE STUDY

CLAYE ATCHESON, PGA - VICE PRESIDENT - MARRIOTT GOLF

Requires all Marriott Golf properties to conduct a market analysis using SWOT at a minimum of two times a year. The SWOT analysis identifies the key competitors of the property, the positioning of the Marriott property relative to their competitors and the performance level of the Marriott property in terms of overall value delivered to the customer relative to the value proposition being offered by local competing facilities. Marriott Golf incorporates data from PGA PerformanceTrak in the SWOT analysis to identify how rounds and revenues are trending in each market. This data provides performance benchmarks that provide a point of comparison of their properties relative to that of the marketplace. The SWOT analysis helps Marriott Golf management determine the correct pricing level of each property to ensure that the pricing/value proposition to consumers is commensurate with what is being offered by competitors in the marketplace.

Components to your SWOT evaluation may include:

- Tee-time reservation process
 - | Directions
 - | Expected course conditions
 - | Pricing
- Arrival to property
 - | Cleanliness
 - | Signage
 - | Interaction with staff
- Golf Shop
 - | Cleanliness
 - | Welcome communication from staff
 - | Promotion of facility's loyalty card
 - | Level of data capture for database development
 - | Merchandise presentation
- Locker Room
 - | Amenities
 - | Staff service
 - | Cleanliness
- Restaurant
 - | Food quality
 - | Food pricing
 - | Quality of appointments/furnishings
- Golf Car
 - | Cleanliness (sand bottles full, cubbies clean, floor board and car exterior washed)
 - | Features (GPS, Electric, etc.)
- Practice Facility
 - | Quality of range balls
 - | Turf quality
 - | Short game area
 - | Number of tee stations
- On-Course Services
 - | Signage
 - | Restrooms
 - | Drinking water
 - | Beverage cart
 - | Pace of play coordinators/customer service support
 - | Lightning shelter/detection system
- Outside Services Experience
 - | Staff greeting players
 - | Cleaning clubs
 - | Assisting with transport of clubs to/from car or bag drop
- Customer Database Communications
 - | Email
 - | Text
 - | Social Media
 - | Customer Survey

Where the Rubber Meets the Road: CRM Marketing Plan Execution

If you're unable to determine if your facility is differentiated from your competition during your shop evaluation, then the answer is it's probably not. One of the easiest ways to differentiate your facility is through improved customer service and satisfaction. As you conduct multiple evaluations of your competition, you should maintain a matrix showing the score of each facility in the market (including yours) on every factor within your evaluation. This matrix will allow you to easily identify strengths and deficiencies in your operation and identify niche opportunities that are not being provided through your competition.

Example market analysis matrix

Tee Time Reservation Factors	My Facility	Facility A	Facility B	Facility C
Gave directions	Yes	Yes	No	Yes
Set expectations	No	No	Yes	No
Pricing	1st (lowest)	2nd	3rd	4th (highest)

1-5 Scale: 1= Poor, 5= Excellent

Arrival Experience Factors	My Facility	Facility A	Facility B	Facility C
Cleanliness	5	4	4	5
Signage	4	5	5	5
Interaction with outside services staff	3	4	4	5

Golf Shop Experience Factors	My Facility	Facility A	Facility B	Facility C
Cleanliness	3	5	4	5
Welcome communication from golf shop staff	4	3	5	4
Promotion of facility's loyalty card	1	NA	4	5
Level of data capture for database development	1	NA	4	4
Merchandise presentation	2	1	5	4

Locker Room	My Facility	Facility A	Facility B	Facility C
Amenities	3	4	4	NA
Staff service	2	4	5	NA
Cleanliness	1	4	5	NA

1-5 Scale: 1= Poor, 5= Excellent

Restaurant	My Facility	Facility A	Facility B	Facility C
Food quality	3	4	4	5
Food pricing	1 (lowest)	3	2	5 (highest)
Quality of appointments/furnishings	2	4	4	5
Staff service	1	3	4	5

Golf Car	My Facility	Facility A	Facility B	Facility C
Cleanliness	5	4	4	5
Features	GPS, Electric	Electric	Electric	GPS, Electric

Practice Facility	My Facility	Facility A	Facility B	Facility C
Quality of range balls	3	4	4	5
Turf quality	2	4	4	5
Short game area	4	3	3	5
Number of tee stations	5	4	4	4

On-Course Services	My Facility	Facility A	Facility B	Facility C
Signage	5	4	4	4
Restrooms	2	3	5	5
Drinking water	5	4	4	3
Beverage cart	3	1	1	5
Pace of play coordinators /customer service support	4	3	4	5
Lightning shelter/detection system	4	3	4	5

Outside Services Experience	My Facility	Facility A	Facility B	Facility C
Staff greeting players	4	5	5	5
Club cleaning service	5	5	3	5
Assisting with transport of clubs to/ from car or bag drop	4	4	5	5

Customer Database Communications	My Facility	Facility A	Facility B	Facility C
Email	5	3	3	4
Text	1	2	4	4
Social media	1	3	5	5
Customer survey	5	4	5	5

Customer relationship audit

Your audit will establish a baseline level to use for goal setting. It should include quantifiable performance factors at your facility such as:

- Assessment
- Net Promoter Score
- Rounds per customer
- Share of wallet percentage
- Average number of days per customer since last visit to the facility
- Average annual spend per customer
- Percent of “hot customers”
- Percent of “cold customers”
- Average gross margin per customer
- Commitment level of customers (see PGA Golfer Portrait Segmentation and rank the percent of your customers within each of the eight portrait segments and compare your results to national benchmarks)

Goals and objectives from CRM marketing execution

Your CRM Marketing Plan should have a specific section clearly and succinctly stating your goals and objectives for success. The goals should be measurable and should be in specific units. For each segmentation method you use, establish goals or objectives for each method. When setting goals/objectives you need to review your findings from your SWOT market analysis to identify opportunities. Also review your customer relationship audit to establish a baseline level of performance at your facility. Your goals should build upon this baseline, based on the lift you’re expecting through better marketing to current customers, which will result in improved customer retention, higher facility utilization rates and increased customer spending.

Example: A facility found from its customer relationship audit that 60% of its customers played only one round annually. Of these customers who only played one round, most never returned, but if they could get a customer to return for a second round their likelihood of retaining that customer in future years significantly increased. As a result, the facility implemented a new marketing campaign targeting new customers who played their first round with a special return offer to try and get them to play a second round. The campaign would be sent through email. The goals for this campaign would be to get 20% of new customers to act upon the offer and to reduce the percent of customers who only play one round annually from 60% to 50%.

Marketing communication schedule and strategy

For all customer segments, you should have a clearly defined calendar of when and what you'll market to each segment. The calendar will be helpful in planning a coherent message to consumers so that you're not over or under communicating with customers during any time period over the course of the year. For each communication activity, you'll want to identify the segment that your marketing to, the message or promotion your sending to that segment and the date that your sending that message.



CASE STUDY

RONNY GLANTON, PGA – HEAD PROFESSIONAL - SHERRILL PARK GOLF COURSE

Ronny's been testing a new website system to departmentalize communications to targeted segments of customers. He's been able to find a champion for each customer segment group which manages the content for each group's website. Group members have a unique username and password to access their group's site. This strategy is based on having more frequent and targeted communications to customers. Ronny recommends that communications to customer segments occur on a weekly basis.

How to Execute Your CRM Marketing Plan

Communication schedule and messaging strategy for targeted segments

This section will go to into detail about how to market to consumers within each of the segmentation methods described in Process 4 - Customer Database Segmentation, including which segmentation methods to use. As mentioned earlier in this Playbook, it's not necessary for you to use all of the methods that were listed. To execute your CRM marketing plan, refer only to the segmentation methods you deemed to be a best fit for you and your facility.

Customer demographic groups

Market to different demographic groups with messages intended for specific golfing ability, zip codes, genders and age ranges of your consumers. Using zip codes can allow you to send special offers to either local customers or out of area residents.



CASE STUDY

TOM PIERCE - MARKETING MANAGER - BALTIMORE MUNICIPAL GOLF CORPORATION

Based on Tom's experience he's looking at the customer profile of his database. To find new customers, he prospects in areas that best match the demographic profile of his current database. Segmenting his database by his customers' zip codes enables Tom to match his customer profiles with potential advertising and marketing media and mediums (TV, online, radio, print, etc.). He uses a local public relations company to manage all of their social media. At his facilities they use Meetup to serve as a customer community to link golfers together.

Zip Code Example: A resort course in the south may set up their marketing plan to send special offers to local residents during the hotter off-peak months as a method to increase golf course usage from customers who will be most likely to play in the summer, area residents. By targeting only local residents for communications during the summer, the resort will preserve their ability to communicate with vacationers for visiting in peak time months. If this resort omitted this procedure, their vacationers would be more likely to opt-out of email campaigns if they received too many emails from the resort at a time that was not of interest to them.

Gender Example: A facility is seeking to promote men's leagues to their customers in email communications. By removing females from these specific targeted email campaigns, the facility will maintain a peak ability to communicate with women, as women will be more likely to open and read an email from the facility if every email they receive is pertinent to their interests (sending an email promoting men's leagues would not be helpful).

Customer preferences

Market specific messages to customers based on how they prefer to use your facility.

Tee time makers

Customers who predominantly book the tee time are special customers as they are likely delivering your facility more rounds than just those with whom they play. They're delivering you the total number of rounds played by them and all other players in their group.

Equipment/apparel vendors in the bag and in the closet

Communicate specialized "Customer Loyalty" promotions co-branded between your facility and the vendor. You should be promoting sales to your customers, offering them a special early purchase opportunity or preferred pricing for them to upgrade their equipment or apparel. Let the customer know that this promotion is exclusive to them as a customer of the subject vendor. Your customers will be impressed that not only do you know what equipment/apparel they own, but you're providing them with a special promotion in recognition of their loyalty to the vendor.

Preferred time of day/day of week to play

It's important to know:

1. What times of day and days of week your consumer plays/visits the facility
2. What times of day/days of week they could play/visit the facility but aren't currently
3. What times of day/days of week consumers couldn't possibly play/visit the facility

Using this information, you should first identify the time of the special event or tee time that you want to market. Next, look at your segments of customers based on their preferred time of day/day of week to play/visit the facility and separate out any consumers who couldn't possibly play/visit the facility based on their prior behaviors, as recorded in the P.O.S. system or as noted in a customer survey.

Example: If your facility is sending promotions for weekday specials to consumers who can't play on the weekday due to a time barrier, you'll quickly alienate those consumers because they'll view your marketing offers as not relevant to them and consequently many will opt-out of future marketing messages.

Recency, Frequency, Monetary (RFM)

With the results of your RFM segmentation, you can easily score consumers into one of 27 groups. The easiest way is to sort your lists. First, sort your database by recency of visit in order of most recent to least recent. Then assign a score of 3 to those customers who are in the top third of recency, a 2 to those customers who are in the second third of recency and a 1 to those customers in the bottom third in terms of recency. Follow this same process for frequency and monetary. Combine the scores for your recency, frequency and monetary segments into one number. The first of the three numbers denotes their recency score, the second number denotes their frequency score and the third number denotes their monetary score. A higher number denotes a customer at a higher level for the corresponding category. For instance, a consumer may have a recency score of 3, a frequency score of 1 and a monetary score of 2. This consumer would fall into group 312.

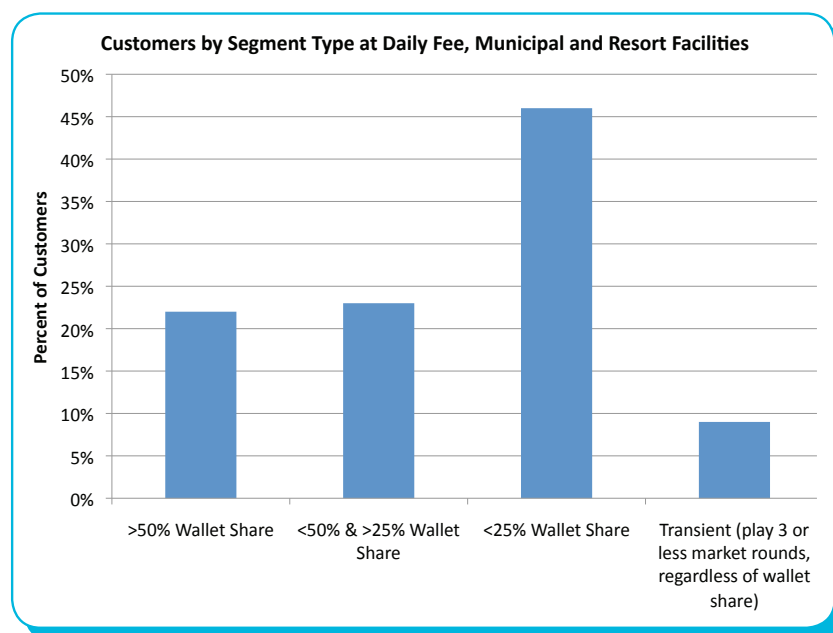
This process will result in your database being sorted into 27 groups. Once you've separated your list into the 27 groups, you should develop strategies to market to each of these groups. Below are strategies to execute when marketing to your consumers through RFM segmentation.

- **High-monetary customers** – These customers would be in codes: 133, 233, 333, 113, 123 and 133. These customers should be closely monitored since they are your highest spenders. You should pay particular attention to any customer in code 133, or 233 as these are customers who have played the most amount of rounds (or had the highest amount of club visits) but are not in the top third of recent visits, which may be a red flag that these customers are turning into “Cold” customers. You should call them or write them a letter/note to find out why they haven’t been to the club/facility recently and provide a special gesture to get them back.
- **High recency, low frequency and low monetary** – These customers would be in code 311. These recent consumers should be given a special offer to get them to return to your facility for a second visit, or if this facility is a private club, may be new or newer members. Since these customers have made a recent visit, but are not frequent visitors extra care should be given to these customers/members to ensure that they are retained and to ladder them up to a more frequent and higher monetary segment.
- **Low recency, low frequency and low monetary** - These customers would be in code 111. These disengaged customers are the customers to whom you should provide maximum discounts. This way, you’ll be getting the maximum “bang for your buck” by re-engaging customers who almost certainly would not return without the special customer re-engagement promotion.

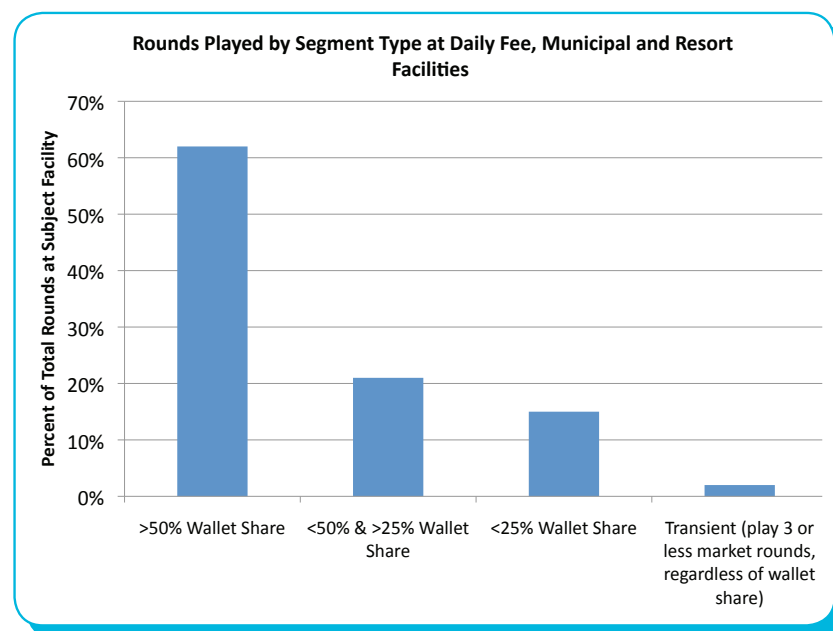
Share of wallet

Share of wallet is a key indicator for daily fee, and municipal facilities as to the opportunity level each customer represents. Customers with a share of wallet of 20% or less represent high opportunity as they’re currently playing eight out of ten of their rounds with your competition. As a result, special marketing promotions should be targeted to these low-wallet-share customers to entice them to defect from the facilities that they are currently playing most of their golf at and attract them to your facility through a special promotion.

The below chart illustrates NGF research from more than 200,000 customer surveys on the distribution of golfers by their share of wallet segment. As you can see, many customers at a subject facility fall into the less than 25% wallet-share level. This means that these customers play 75% or more of their rounds at other local competing facilities.



The power of the customers at the >50% wallet share level is shown on the below chart.



As you can see these consumers account for almost two thirds of all rounds at the subject facility. Consequently, most public facilities have less than a quarter of all customers playing almost two thirds of all rounds.

By targeting your lower wallet-share customers, your goal is to “ladder these customers up” in terms of their share of wallet and get them to transfer rounds that they play elsewhere and bring those rounds to you.

Hot/cold customers

Customers that you categorize as cold are a crucial segment to market. These customers may have had a bad experience, or just reduced/stop playing due to some barrier that they perceive to prevent them from playing as much as they used to. It's your job to personally contact these customers to find out why they've gone cold. A phone call, or personalized one-to-one email message is most effective. If the customer doesn't respond to these personalized forms of communication, you should promote targeted marketing offers to try and get these customers re-engaged with your facility. In your goals section of your customer relationship audit, you should establish a goal for the percent of “cold” customers that you're able to reactivate and re-engage back into your facility.

Customer profit analysis

Understanding which of your customers are most profitable and which ones aren't is a key first step in prioritizing your customer relationships. Those who are most profitable should be given preferential treatment to ensure that they are retained as these customers are the lifeblood of your business. This doesn't necessarily mean special discounts, but it could. It may also include inviting these customers into a preferred customer panel where you send them a letter informing them that you value their loyalty and that you're offering them preferred privileges at your facility (may include early tee-time booking window, free range balls or a free beverage while golfing or other perks). This preferred customer panel should be akin to a priority rewards program for an airline or hotel chain.

Customer satisfaction

Those customers who complete a satisfaction survey should be thanked for their participation. Shortly after you've tabulated your survey results you should communicate with all survey respondents on the steps that you're taking to improve the customer experience, based on the results you found from the survey.

Customer lifespan

Customers that have a short lifespan are more at risk of leaving your customer base since they are less conditioned to visiting your facility/club than more long term customers. For private clubs, the key at risk segment are members who have held their membership for less than a year and less than four years. It's even more important to personally engage with short term customers with special promotions, events and player development programs to keep them returning to your facility. Any customer who falls into the segment of being a new customer (a customer for less than three months) should be approached by the Professional staff to learn about what these customers are seeking from their game. The Professional should spend time with these new customers and offer an affordable or complimentary introductory player development program on the driving range or on the golf course.

Case Studies:

Customer Databases

John Seabreeze – Vice President, Marketing – Billy Casper Golf

At Billy Casper Golf's (BCG) 130+ facilities, customer data capture is not just from the first player (the person originating the tee time), but from all four players in the group. A core strategic framework of BCG's services is their training of counter staff to collect it (and that is what drives their data capture rates, not the systems they use). The solution starts at the counter, not on the internet. When greeting a new customer, they'll first welcome them, then promote the benefits of their frequency card, which includes easier check-in and customized communication messages tailored to their interests. Their goal is 90% data collection from all customers.

24-Hour Telephone Reservations to Drive Revenues

Keith Hanley – Vice President, Operations – KemperSports

Keith sought ways to gain additional revenue from his facilities. As a result, KemperSports has recently completed a test of having a select group of facilities use a call center to receive phone calls when the golf shop is closed. The call center is a function that is offered by one of the larger P.O.S. provider. They've found that allowing tee times to be booked over the phone on a 24 hour basis to provide a significant revenue boost to facilities within the test group, to the tune of \$30,000-\$50,000 per facility.

Frequency Tracking Loyalty Card Program

Christina Khamis, Vice President of Sales and Marketing – Western Golf Properties

A high-end daily fee club located within a very competitive market struggled with capturing market share due to the facility's price point and low customer retention. The challenge was to maintain the club's established brand and green fee structure while developing an attractive offer to garner increased participation. The facility analyzed current golfer habits to determine how many rounds golfers had been playing at the club over a 12 month period of time. They surveyed their golfer database to determine what was important to their customers and benefits they could offer them in the card program.

To help drive low volume times for card holders, the club developed a frequency tracking card program, which also created more opportunity for non-card holders to access the more popular full rate tee times. The card program offered rewards and savings in other non-golf revenue streams and the program helped the facility increase their wallet share from customers. The facility developed a marketing and communication strategy to promote the program and trained and incentivized staff on selling the program. The results amounted to a net revenue gain to the facility of \$1,196,000. The facility built up the program to over 1,200 cardholders who played approximately 15,000 rounds a year and spent 10% more than non-card holders.

Remote Telephone Switchboard to Help Staff Better Focus on On-site Customers

Rob Shults – President, Honours Golf

At Rob's premier facility, The World Golf Village, they have adopted a call center to answer phone calls 24 hours a day. The call center is important as it provides him with performance measures such as the number of inbound calls, number of dropped calls, rounds booked per call, average length of call and number of calls forwarded to the golf shop. As the call center staff has become better trained about services provided at each golf facility, the number of calls forwarded to the golf shop has steadily decreased. Rob noted how frequently customers call the center who are not interested in booking a tee time. They're often just seeking information about the facility or they're looking for a lost/found item. As a result, since the golf shop staff doesn't need to answer many of these calls, they're then more able to focus on the customers who are on property.

Market/Customer Database Comparison & Analysis

Ken Morton, Jr. – Vice President, Retail – Morton Golf

In 2009 and then in 2012 in an effort to entice Morton Golf to spend more with the local newspaper, the Sacramento Bee allowed Morton Golf to send them their database to do a customer analysis comparing their database to the local market through a market research company. First, they give a master glimpse at what the overall golfer market was in the region. The analysis measured the data for all people in the Greater Sacramento region (four counties) who said that they've played golf in the past 12 months. Results of the first study showed they were under-performing with the less than 40-and-under age group. As a result, they hired a social media manager, to help them reach younger consumers. In the most recent study they found the number of people in the region who said that they've played golf in the past twelve months went down 21%. The female number within that study went down 54%. As a comparison, the male decrease was only 10%. Median household income on those golfers went from nearly \$90,000 in 2009 to \$70,000 in 2011 - another 23% decrease. As a result they are placing even more emphasis at their facilities on player development programs to develop new golfers.

Using Customer Surveys to Better Engage Customers

Keith Miller, PGA – Chief Executive Officer – Montgomery County Revenue Authority

Keith had a need to be able to better segment offers to behaviors of consumers based on when they play. With a new P.O.S. system he recently implemented he can do that. The system allows him to administer a customer survey to his database and he can record the results of the survey and append it to the customer record. This allows him to then segment his entire database based on the results of a customer survey. As a result he is able to quickly use the customer feedback to tailor services for individual customers.

Private Clubs Membership Recruitment and Retention Strategies

Steve Graves – President - Creative Golf Marketing

Steve's consulting firm, Creative Golf Marketing, has sold more than \$278 million dollars, in just the past three years, in new initiation fees for his private club clients.

During those private club engagements he has found, on many occasions that the golf professional has not taken an active role in the membership recruitment and retention program. In his opinion, it would be very wise for the professional to take an active and prominent role in the execution of the marketing initiative. In this way he/she would be recognized as being an important part of solidifying and enhancing the financial position of the club.

Graves feels very strongly that the PGA Professional needs to actively communicate with the membership about the specific elements and strategies the Professional is leading in the marketing program. This will make them be viewed as a valuable resource for the members to rely upon. This would greatly enhance their value at their club.

Creative Golf Marketing has often been engaged to conduct an Executive Search to hire a PGA Professional. Whenever an applicant lists on their resume the experience and knowledge associated with membership retention and membership recruitment, they immediately become of greater interest to Graves' private club clients.

Steve also encourages his private club clients to "be known for something." Not simply as the golf course architect, but know for the club's junior golf program or family programming. Steve has discovered that 40% of all private club members play 80% of the golf at their club. But, that also means that 60% of private club members play 20% of the golf at their club. Graves considers this group to be an "at-risk" membership segment and one for which private clubs must concentrate on increasing their usage or risk losing them as members.

Graves also identified three primary reasons for which private club members resign from their club:

1. It was more expensive than they realized to maintain their membership (dues!).
2. It was more time consuming than they realized.
3. A lack of connection with fellow members and/or staff.

Graves also stated that if private clubs were able to improve the connection between members and the club, that the individuals would then find the time and money to remain at the club.

Steve believes that if the PGA Professional knows more about the critical success factors for the club (business model and membership retention/recruitment strategies) they will be more successful at their club and thus, their careers.

Marketing & Operational Program for Morning Tee-Times Mandating Fast Play

Phil Green, PGA – Chief Operating Officer/Principal – OB Sports Management

OB Sports is offering the Express Lane™ Program to ensure fast play to customers. The program varies slightly from course to course, but the basic concept is simple: Players who secure tee times during the first hour of business have to play in less than 3 hours, 45 minutes. The players are informed of that policy when they schedule tee times. The deal is sealed at check-in, where the staff has players sign a form agreeing to the time limit. Players are informed that they might be asked to skip a hole or drop behind the Express Lane™ tee time block if they're not on pace.

Our customers respect the fact that we're serious about it. We're not just throwing another pace-of-play program out there. We're making them sign a form saying that they will play fast. It has sent a message even to people who don't utilize those tee times that we are conscious of slow play. Many facilities expanded the Express Lane™ to the first two hours of play this past fall.

Appendix I

Sample Private Club Survey

1) Private clubs that are currently accepting new members should ask:

How likely would you be to recommend _____ Golf Club to a friend who was a prospective member?

Not at All Likely
to Recommend

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

Extremely Likely
to Recommend

Private clubs that are not currently accepting new members should ask:

Although, the membership is currently full, if _____ Golf Club was accepting new members, how likely would you be to recommend _____ Golf Club to a friend who was a prospective member?

Not at All Likely
to Recommend

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

Extremely Likely
to Recommend

2) Tell us how many rounds you have played only at _____ Golf Club in the past 12 months? _____ # of rounds

3) Golf Operations

Please answer the following questions about Golf Operations on a 0 to 10 scale where 0 is very dissatisfied and 10 is very satisfied. If you don't use the Golf Course at the club please select NA.

GOLF SHOP STAFF	0	1	2	3	4	5	6	7	8	9	10	NA
OUTSIDE GOLF SERVICES STAFF	0	1	2	3	4	5	6	7	8	9	10	NA
PRACTICE FACILITY	0	1	2	3	4	5	6	7	8	9	10	NA
MERCHANDISE	0	1	2	3	4	5	6	7	8	9	10	NA
GREENS	0	1	2	3	4	5	6	7	8	9	10	NA
TEES	0	1	2	3	4	5	6	7	8	9	10	NA

VERY DISSATISFIED

VERY SATISFIED

FAIRWAYS	0	1	2	3	4	5	6	7	8	9	10	NA
BUNKERS	0	1	2	3	4	5	6	7	8	9	10	NA
YARDAGE MARKERS	0	1	2	3	4	5	6	7	8	9	10	NA
ON-COURSE RESTROOMS	0	1	2	3	4	5	6	7	8	9	10	NA
GOLF INSTRUCTION	0	1	2	3	4	5	6	7	8	9	10	NA
TOURNAMENTS	0	1	2	3	4	5	6	7	8	9	10	NA
FOOD & BEVERAGE	0	1	2	3	4	5	6	7	8	9	10	NA
PACE OF PLAY	0	1	2	3	4	5	6	7	8	9	10	NA

VERY DISSATISFIED

VERY SATISFIED

4) Tennis Center

Please answer the following questions about the Tennis Center on a 0 to 10 scale where 0 is very dissatisfied and 10 is very satisfied. If you don't use the Tennis Center at the club please select NA.

STAFF	0	1	2	3	4	5	6	7	8	9	10	NA
COURT CONDITIONS	0	1	2	3	4	5	6	7	8	9	10	NA
COURT AVAILABILITY	0	1	2	3	4	5	6	7	8	9	10	NA
TENNIS MIXERS	0	1	2	3	4	5	6	7	8	9	10	NA
LESSON PROGRAMS	0	1	2	3	4	5	6	7	8	9	10	NA
CLUB TOURNAMENTS	0	1	2	3	4	5	6	7	8	9	10	NA
MERCHANDISE	0	1	2	3	4	5	6	7	8	9	10	NA

VERY DISSATISFIED

VERY SATISFIED

5) Swimming Facilities

Please answer the following questions about the Swimming Facilities on a 0 to 10 scale where 0 is very dissatisfied and 10 is very satisfied. If you don't use the Swimming Facilities at the club please select NA.

SWIMMING POOL CLEANLINESS/ CONDITIONS	0	1	2	3	4	5	6	7	8	9	10	NA
FURNITURE/SHADE STRUCTURES	0	1	2	3	4	5	6	7	8	9	10	NA
HOURS OF OPERATIONS	0	1	2	3	4	5	6	7	8	9	10	NA

VERY DISSATISFIED

VERY SATISFIED

6) Fitness Center

Please answer the following questions about the Fitness Center on a 0 to 10 scale where 0 is very dissatisfied and 10 is very satisfied. If you don't use the Fitness Center at the club please select NA.

STAFF	0	1	2	3	4	5	6	7	8	9	10	NA
EQUIPMENT	0	1	2	3	4	5	6	7	8	9	10	NA
GROUP EXERCISE	0	1	2	3	4	5	6	7	8	9	10	NA
PERSONAL TRAINING	0	1	2	3	4	5	6	7	8	9	10	NA
CLEANLINESS	0	1	2	3	4	5	6	7	8	9	10	NA

VERY DISSATISFIED

VERY SATISFIED

7) Clubhouse and Grounds

Please answer the following questions about the Clubhouse and Grounds on a 0 to 10 scale where 0 is very dissatisfied and 10 is very satisfied. If you don't use the Clubhouse at the club please select NA.

CLEANLINESS	0	1	2	3	4	5	6	7	8	9	10	NA
LANDSCAPING	0	1	2	3	4	5	6	7	8	9	10	NA
PARKING LOT	0	1	2	3	4	5	6	7	8	9	10	NA
CLUB ENTRY DRIVE	0	1	2	3	4	5	6	7	8	9	10	NA
EXTERIOR LIGHTING	0	1	2	3	4	5	6	7	8	9	10	NA

VERY DISSATISFIED

VERY SATISFIED

8) Please tell us what you like most about _____ Golf Club?

9) Please tell us what you would improve about _____ Golf Club?

10) Please select the category that best describes you:

- ☐ I've been a member at _____ Golf Club for less than one year.
- ☐ I've been a member at _____ Golf Club for one to four years.
- ☐ I've been a member at _____ Golf Club for more than four years.

If you would like to remain anonymous, you may leave the below information blank. Otherwise, please fill out your contact information below.

First Name: _____ Last Name: _____

City: _____ State: _____

Zip Code: _____ Cellular Phone #: _____

Email Address: _____

Please check the below box if you would like to be contacted with communications from PGA of America:

- ☐ national golf programs
- ☐ event tickets
- ☐ player development programs
- ☐ PGA.COM

Appendix II

Sample Daily Fee / Municipal Facility Survey

1) How likely would you be to recommend _____ Golf Course to a friend?

Not at All Likely
to Recommend

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

Extremely Likely
to Recommend

2) Tell us how many rounds you have played only at _____ Golf Course in the past 12 months? _____ # of rounds

3) Tell us how many rounds you have played at all golf courses in the past 12 months? _____ # of rounds

4) Besides _____ Golf Course, please list the three other courses that you have played the most in the last 12 months?

Course Name: _____, _____ # of rounds

Course Name: _____, _____ # of rounds

Course Name: _____, _____ # of rounds

Please answer the following questions on a 0 to 10 scale where 0 is very dissatisfied and 10 is very satisfied. If you're unable to rate any of the below factors, please select NA.

5) GOLF STAFF	0	1	2	3	4	5	6	7	8	9	10	NA
6) FOOD & BEVERAGE STAFF	0	1	2	3	4	5	6	7	8	9	10	NA
7) OVERALL EXPERIENCE FOR THE PRICE PAID	0	1	2	3	4	5	6	7	8	9	10	NA
8) COURSE CONDITIONS	0	1	2	3	4	5	6	7	8	9	10	NA

VERY DISSATISFIED

VERY SATISFIED

9) Please tell us what you like most about _____ Golf Course?

10) Please tell us what you would improve about _____ Golf Course?

11) Please select the category that best describes you:

- ☐ I've played _____ Golf Course for more than one year
- ☐ I've played golf for more than one year, but my first round at _____ Golf Course was within the last 12 months
- ☐ I'm a new golfer who has been playing the game for less than 12 months

If you would like to remain anonymous, you may leave the below information blank. Otherwise, please fill out your contact information below.

First Name: _____ Last Name: _____

City: _____ State: _____

Zip Code: _____ Cellular Phone #: _____

Email Address: _____

Please check the below box if you would like to be contacted with communications from PGA of America:

- ☐ national golf programs
- ☐ event tickets
- ☐ player development programs
- ☐ PGA.COM

Closing

Future Version Topics

Golf 2.0 will be updating this Know Your Customer Playbook with further information, tactics and strategies. Some of the topics that will be included in the next version of the Know Your Customer Playbook include:

- **Revenue Management**
 - | Tracking facility usage of tee times by month, day of week, hour of day and by customer segments
 - | Adjusting pricing based on facility usage to maximize Revenue per Available Round (RevPAR)
 - | Benchmarking your performance to comparable facilities with PGA PerformanceTrak
- **Employee Engagement – To have engaged customers, you need engaged employees**
 - | Having engaged employees will result in:
 - Higher customer satisfaction
 - Higher profitability
 - Lower turnover and absenteeism
 - Less shrinkage
 - Lower workers compensation costs
 - | The key conditions you need to develop a top performing team of employees
 - | How to measure and track employee engagement
- **Social Media Update**
 - | Facebook
 - | Other social media platforms such as: Twitter, YouTube, Google+, Pinterest, Meetup
 - | Location check-in with Foursquare and Facebook Places
 - | QR Codes
 - | Blogs

Next Steps

Review the Know Your Customer Facility Plan. Meet with your employer and keep them involved with your strategy to Know Your Customer and engage them on a plan of action assigning a priority level rating for each of the five processes in this Playbook. Your priority assignment should be based on completing your customer relationship audit. A template can be found in the Know Your Customer Facility Plan. After you've assigned a priority level (high, moderate or low) to each process, next create goals for improvement for each of the performance measures listed in the customer relationship audit. Write down your goals in the Know Your Customer Facility Plan based on the priority the process represents to you and your employer to assist in accomplishing key business objectives along with the resources you have to attain increased performance. After you've identified a process or processes that are a priority for improvement, review the next action steps listed in the Know Your Customer 101 section of this Playbook.



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