

## PLAYER DEVELOPMENT SECTION WORKSHOP

Rich Richeson, PGA / PGA of America / October 26, 2015



# WHO ARE YOU?

# WHO AM I?

# WHERE ARE WE?

# WHERE ARE WE *going*?



# RE-THINKING WHY

## WHAT DO YOU WANT TO SAY

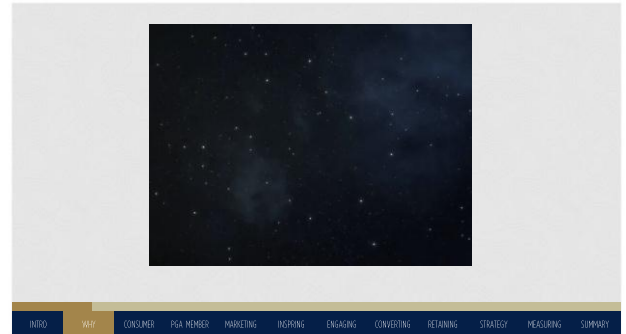
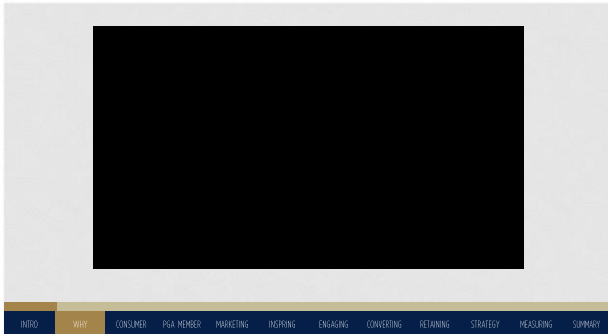
- » Complete the distributed worksheet
- » The most important words you want the customer to know about you
- » 5-minutes

Describe what image you would want to be placed here.

Describe your proposition in less than 25 words.

Your call to action is less than 15 words.

INTRO	WHY	CONSUMER	PGA MEMBER	MARKETING	INSPIRING	ENGAGING	CONVERTING	RETAINING	STRATEGY	MEASURING	SUMMARY
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Hewlett Packard came...  
...they told us about their pixels and processors and weight and thickness...  
... and so they went.

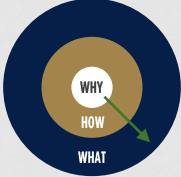
Below the images is a navigation bar with tabs: INTRO, WHY, CONSUMER, PSA MEMBER, MARKETING, INSPIRING, ENGAGING, CONVERTING, RETAINING, STRATEGY, MEASURING, and SUMMARY. The 'WHY' tab is highlighted in gold.

## DON'T START WITH WHAT

- » HP launched a great tablet.
- » They advertised it as the best tablet.
- » They told us how powerful, how light & bright
- » They didn't tell us why, but it was a better tablet than Apple's..

Below the content is a navigation bar with tabs: INTRO, WHY, CONSUMER, PSA MEMBER, MARKETING, INSPIRING, ENGAGING, CONVERTING, RETAINING, STRATEGY, MEASURING, and SUMMARY. The 'WHY' tab is highlighted in gold.

## DO START WITH WHY



- » Apple told us they would teach us to learn a new language or teach our children to spell.
- » Using a beautiful, easy to use, Apple device.
- » It's an iPad.

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

### DAVID CHRISTIE, PGA


Director of Golf  
Eagle Canyon Country Club  
Johannesburg, South Africa




INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

OUT HERE EVERY DAY IS  
*Perfect*  
EVEN WHEN YOU'RE NOT

Get started with a series of affordable group lessons at [GetGolfReady.com](#)



**GOLF READY**

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## TRADITIONAL GOLF PROPOSITION

### 1. WHAT



lessons

### 2. HOW



your 'system' & guidance

### 3. WHY



better golf, more fun

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## A NEW OPPORTUNITY

### 1. WHY



lower your score, win more

### 2. HOW



improve your short game

### 3. WHAT



fitted equipment, lesson plan

INTRO WHY CONSUMER PSA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

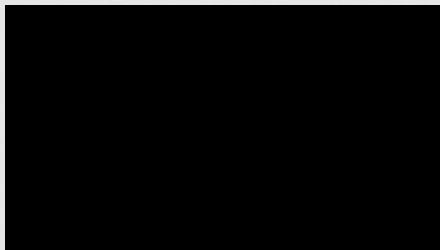
## REDO YOUR MESSAGE

» Consider new learnings, such as:

- Who is your audience?
- What do they care about?
- Why is it important to them?
- What call-to-action resonates?

Describe what image you would want to be placed here.	Describe your proposition in less than 25 words.
Your call to action is less than 15 words.	

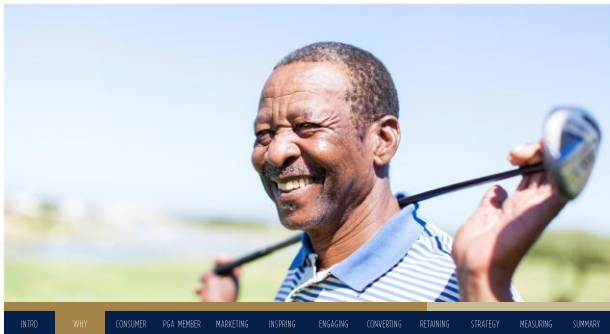
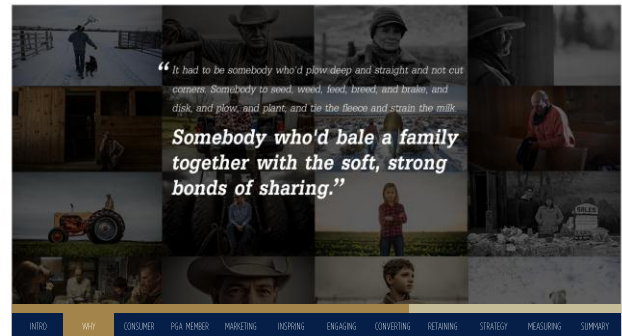
INTRO WHY CONSUMER PSA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

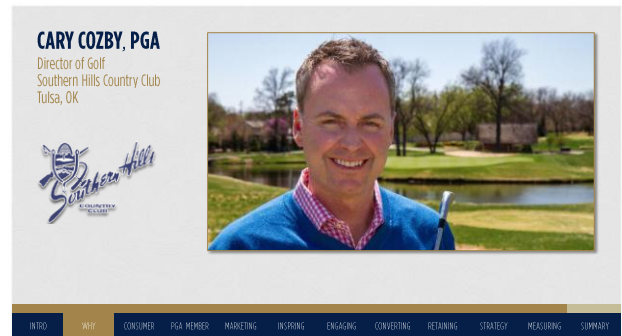


INTRO WHY CONSUMER PSA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY



INTRO WHY CONSUMER PSA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY







## RE-THINKING WHY RECAP

- » People buy the “why” not the “what”; distance, not drivers; improvement, not lessons; experiences, not tee times.
  - **ACTION ITEM:** Define Your 25-word Why with Staff and Management
- » Your audience must recognize themselves in your communications
- » Create emotional connections that lead to loyalty beyond reason
  - **ACTION ITEM:** Become a Lovemark at Your Facility

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## KNOWING THE CONSUMER

## WHAT WE THINK THEY CARE ABOUT

- |                                   |  |
|-----------------------------------|--|
| » Good weather                    | » Length of round                      |
| » Good course conditions          | » Nothing goes wrong                   |
| » Welcomed and greeted by name    | » Feel respected                       |
| » Lowest Score                    | » Orderly facilities & quality service |
| » More good shots, less bad shots | » Have fun with friends                |

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY



## WHAT THEY SAY THEY CARE ABOUT

- » Good weather
- » Good course conditions
- » Welcomed and greeted by name
- » **Lowest Score** 3
- » More good shots, less bad shots 1
- » Length of round
- » Nothing goes wrong
- » Feel respected
- » Orderly facilities & quality service
- » **Have fun with friends** 2

INTRO WHY **CONSUMER** PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## THAT'S LIKE ASKING...



**Customer Satisfaction Survey**

What is your overall satisfaction with Company Name products and services?

1 Not Satisfied  
2  
3  
4  
5 Very Satisfied

How satisfied are you with Company Name's products and services in the following areas?

Product/Service	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
Quality of the work				
Value				
Customer service				
Ability to meet needs				

How satisfied are you with your business relationship with Company Name in the following areas?

Business Relationship	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
Productivity of service				

INTRO WHY **CONSUMER** PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## WHAT THEY ACTUALLY CARE ABOUT

GOOD ROUND  
=  
BETTER SURVEY



POOR ROUND  
=  
POORER SURVEY

INTRO WHY **CONSUMER** PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## THEY WANT GREAT GOLF EXPERIENCES.

WE OFFER TEE TIMES.



INTRO WHY **CONSUMER** PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

# PERFORMANCE + SOCIAL ENJOYMENT

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## WHY THEY PLAY GOLF


SOCIAL & ENTERTAINMENT SPORT & COMPETITION

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY


## WHY THEY PLAY GOLF (cont'd)

SOCIAL & ENTERTAINMENT SPORT & COMPETITION

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY



**MARK SIERAK, PGA**  
Head Golf Professional  
Barrington Golf Club  
Aurora, OH



INTRO

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CONSUMER VALUE HAS CHANGED



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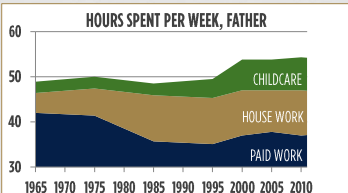
STRATEGY

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FAMILY ROLES HAVE EVOLVED

HOURS SPENT PER WEEK, FATHER



Year	Paid Work	House Work	Childcare
1965	42	7	1
1970	41	8	1
1975	40	9	1
1980	39	10	1
1985	38	11	1
1990	37	12	1
1995	36	13	1
2000	35	14	1
2005	34	15	1
2010	33	16	1

» According to the Pew Research Center, **56% of working mothers** and **50% of working fathers** find it very or somewhat **difficult to balance work and family life**.

» Since 1965, the role of the father in the family has evolved to encompass more household and childcare responsibilities.

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365

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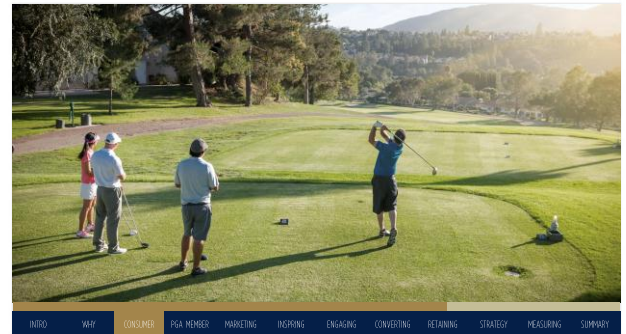
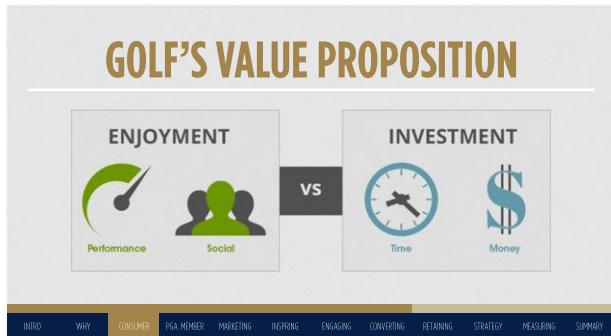
CONVERTING

RETAINING

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## Tee <sup>it</sup> FORWARD

*"All of us deeply involved in the game constantly encourage golfers of all skill levels to play the proper tees, but too often golfers want to bite off as much of the golf course as they can. **What ends up suffering is their scorecard and their overall enjoyment.** This program should help stimulate people to play the proper tees and **maximize the golf experience.**"*

**JACK NICKLAUS**

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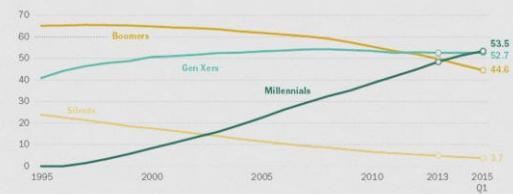
## GENERATIONAL PREFERENCES

GENERATION	VALUES & BELIEFS
G.I. & Traditionalists	Loyalty, Service, Discipline
Baby Boomers & Generation X	Competition, Self & Family, ROI
Millennials & Globals	Social, Community, Options

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

U.S. Labor Force by Generation, 1995-2015

In millions



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## THE “DEMAND MODEL”



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## KNOWING THE CONSUMER RECAP

- » You must know who your customers are & who your target customer is
  - **ACTION ITEM:** Ask your membership/customer base “why they play golf”
- » Golf must exploit rapidly changing generational demographics
- » Consider the demand model in both your programming and messaging, as your customers have different preferences based on a variety of factors

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY


# THE ROLE OF THE PGA PROFESSIONAL



**TONY MARTINEZ, PGA**  
Director of Golf  
Keeton Park Golf Course  
Dallas, TX


**342** **GET GOLF READY!**  
**GRADUATES**

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**TONY MARTINEZ, PGA**  
Director of Golf  
Keeton Park Golf Course  
Dallas, TX

**342** **GGR**  
**Graduates**



but only...

**28**  
**Played 1**  
**Round or**  
**More**

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**TONY MARTINEZ, PGA**  
Director of Golf  
Keeton Park Golf Course  
Dallas, TX

**342** **GGR**  
**Graduates**



**40 Yards of FUN**



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**TONY MARTINEZ, PGA**  
Director of Golf **LOVEMARK**  
Keeton Park Golf Course  
Dallas, TX

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**‘CHIP & SIP’**

**RICK BAYLISS**  
Past President of the CMAA  
Chief Operating Officer  
The Lost Tree Club  
North Palm Beach, FL



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PGA Professional drives engagement  
Facilities, Manufacturers, Vendors drive revenue

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COMMITTED GOLFER  
ENGAGED GOLFER  
RECREATIONAL GOLFER  
INTRO GOLFER

**CONSUMER PATHWAY**

UNCOMFORTABLE CUSTOMER      SETTLED CUSTOMER      INTEGRATED CUSTOMER

INTRO

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INSPIRING

ENGAGING

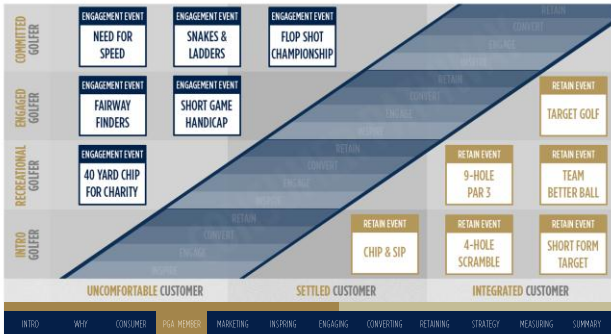
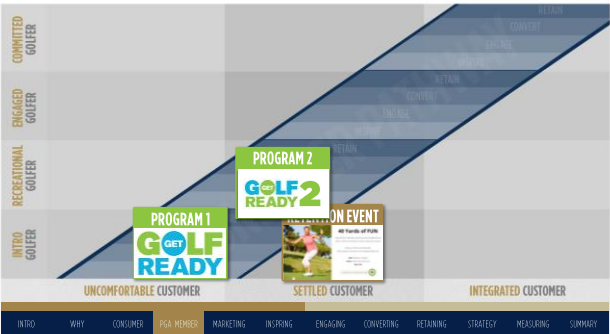
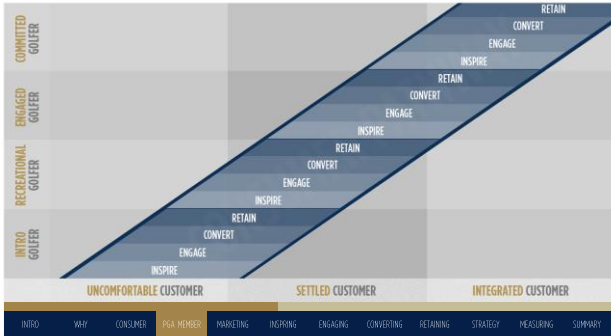
CONVERTING

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# ENGAGEMENT IS A MEANS, TO AN END.

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## A LESSON TAKER WILL...



... SPEND **65%**  
MORE ON **F&B**.

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

**IAN HAYES, PGA**  
Zwartkop Country Club  
Johannesburg, South Africa

**‘PRACTICE &  
BREAKFAST’**



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## A LESSON TAKER WILL...



... PLAY **20%**  
MORE **GOLF**.

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## A LESSON TAKER WILL...

... SPEND **79%**  
MORE IN **RETAIL**.



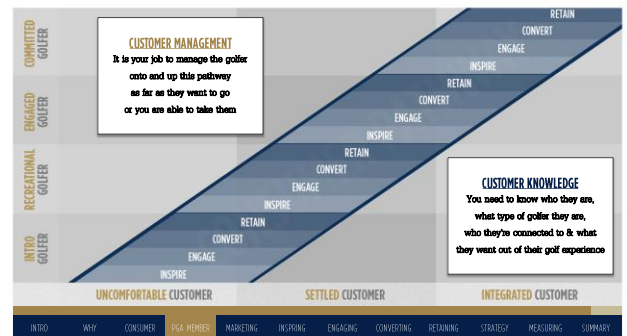
INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## A LESSON TAKER WILL...

... **100% RENEWED**  
THEIR **MEMBERSHIP**.



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

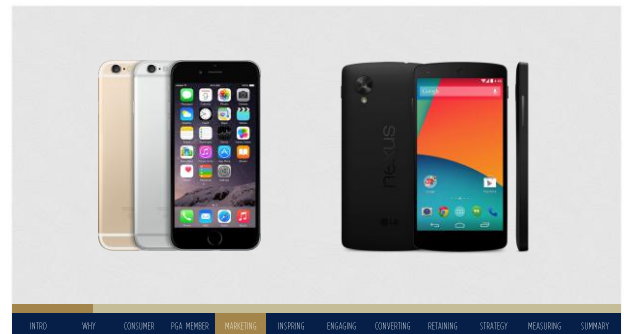
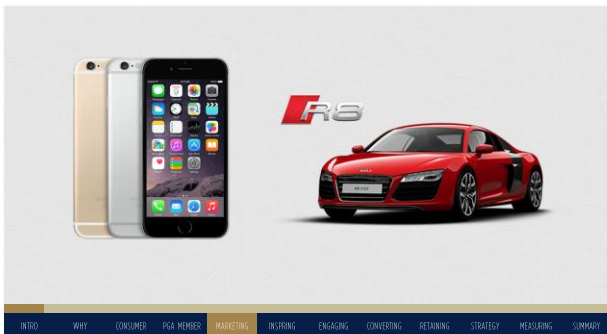


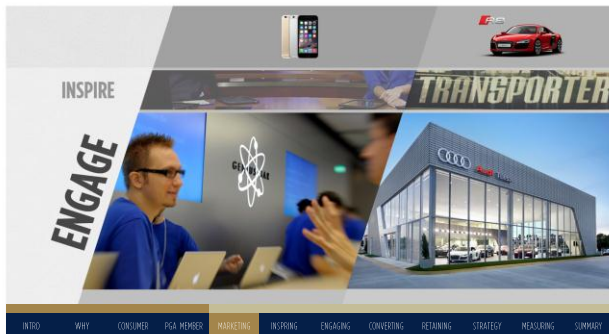
## ROLE OF THE PROFESSIONAL RECAP

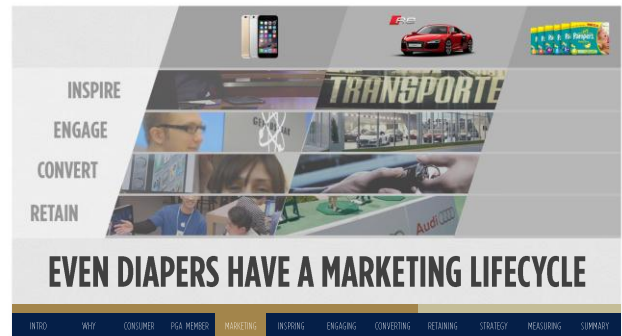
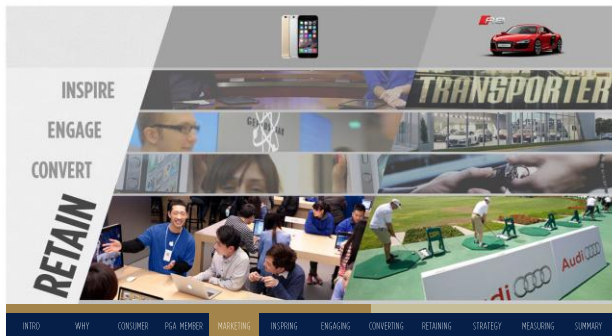
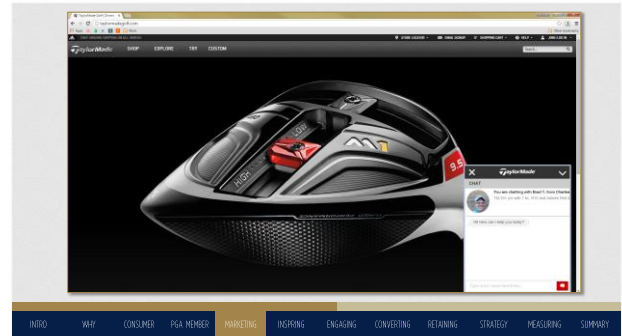
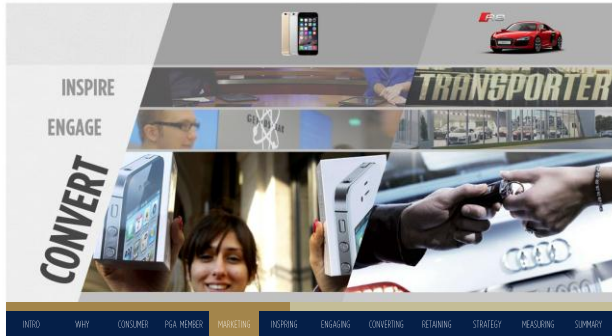
- » There is a pathway that all consumers unconsciously navigate in their golf journey
- » The PGA Professional is uniquely positioned to manage consumers onto & up the consumer pathway.
- » Engagement is a means to an end, it can drive all aspects of your business
  - **ACTION ITEM:** Review the amount of time dedicated to "engagement" at your facility

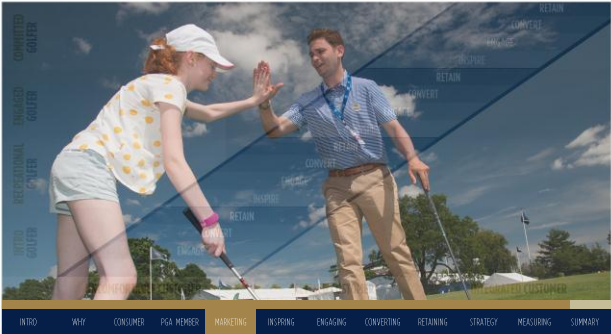
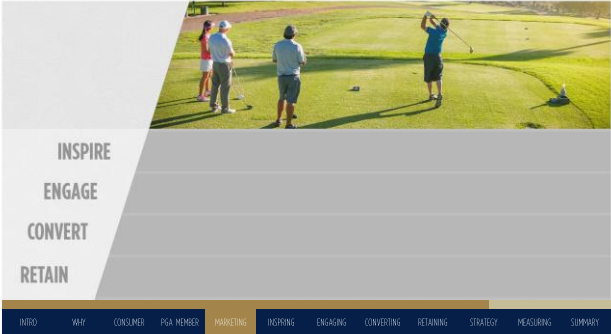
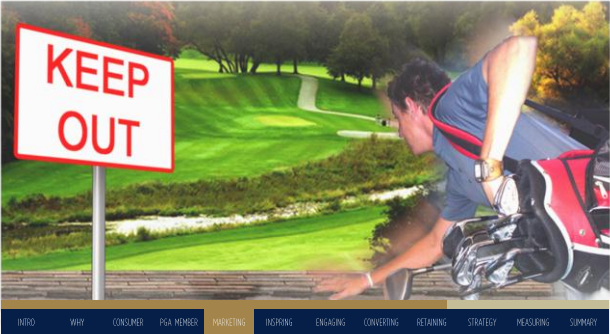
INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## MARKETING LIFECYCLE









# MARKETING LIFECYCLE RECAP

- » There is a standard marketing lifecycle that all products must follow
- » Golf is no different, we must inspire, engage, convert and retain customers if we want to increase golfers, rounds and revenue at our facility.
  - **ACTION ITEM:** Walk from your parking lot, through your shop, past the practice area and to the first tee. What inspiring material did you see? What positive messages did you read?

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# INSPIRING GOLFERS



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LOW SIGNAL

# HIGH NOISE

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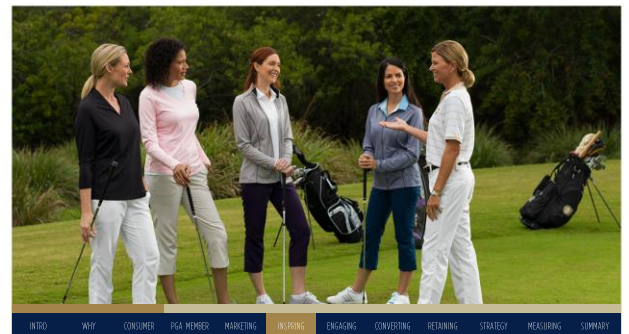
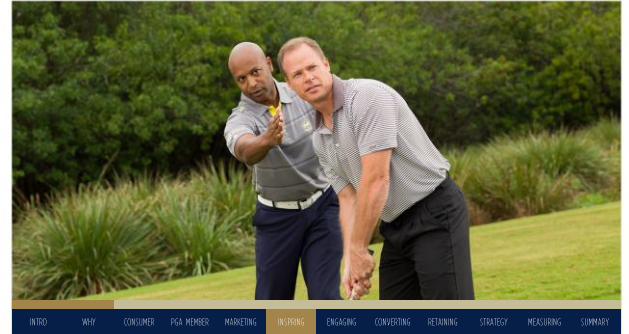
RETAINING

STRATEGY

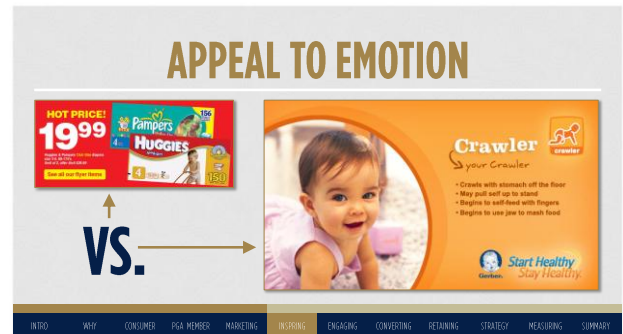
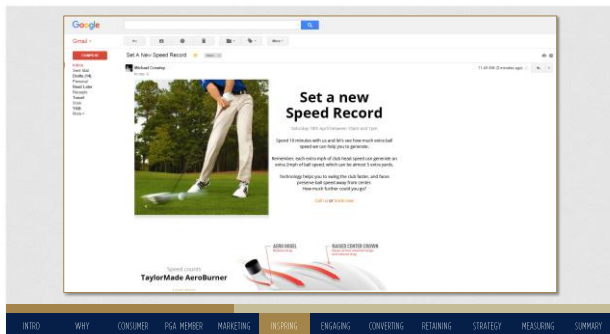
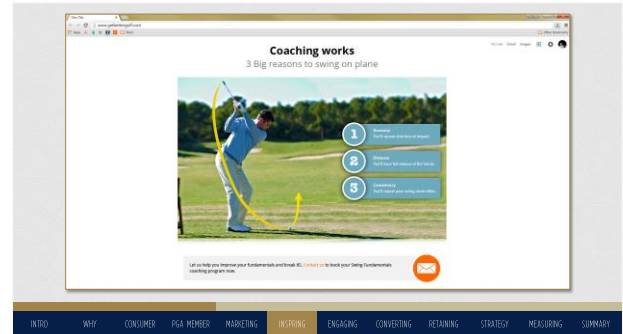
MEASURING

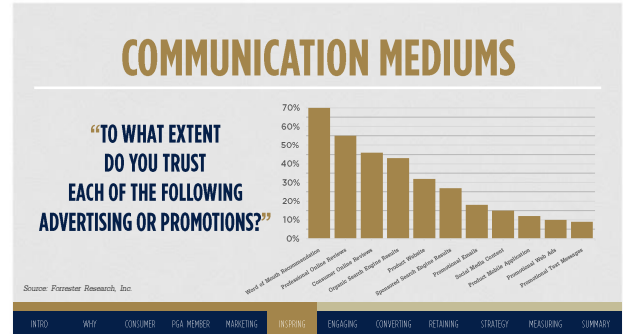
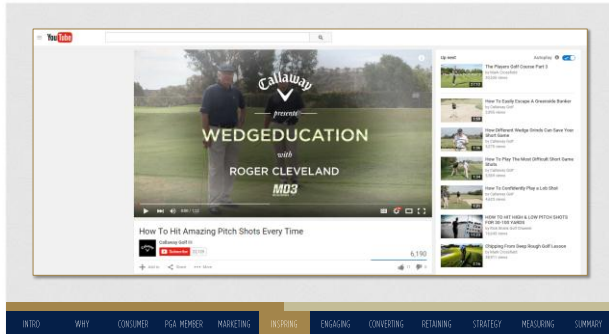
SUMMARY





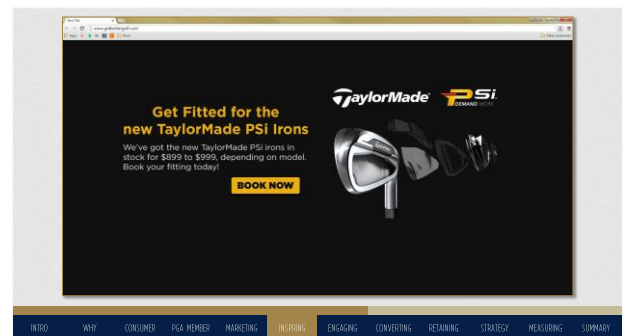






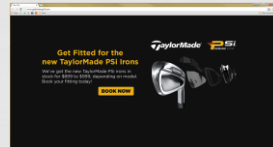
## COMMUNICATION PREFERENCES

GENERATION	MEDIUM
Traditionalists	Face-to-Face
Baby Boomers	Face-to-Face, Phone, Email, Web & Facebook
Generation X	Email, LinkedIn, Twitter & Web
Millennials	Instagram, Youtube, Facebook, Twitter, Web

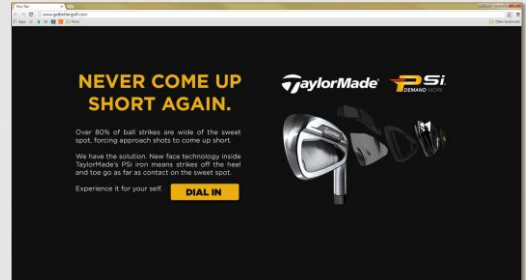


## RECONSTRUCT THE ADVERT

- » Reconstruct the previous ad to communicate to your audience around “why” and not “what”
- » What imagery, title, caption and call-to-action would inspire your target market to engage?
- » 3 minutes



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## THE BEAUTY OF A QUESTION

**“HOW MANY  
FITTING VARIATIONS  
ARE THERE REALLY?”**



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## DISCOVER FOR THEMSELVES



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

180500 - Adult Golf Programs

Activity	Description	Dates	Times	Days	Fees	Age
180500-10	5:00P-7:00P Nov	10/19/15 - 10/19/15	7:00A - 8:00A	Sa	\$10	5 years and up
180500-10	Golf Ready! Oct	10/01/15 - 10/01/15	8:30A - 10:00A	Sa	\$39	18 years and up
180500-11	Golf Ready! 2 Oct	10/01/15 - 10/01/15	Varies	Varies	\$120	18 years and up
180500-11	Golf Ready! Nov	11/14/15 - 12/12/15	8:30A - 10:00A	Sa	\$39	18 years and up
180500-12	Golf Ready! Nov	11/14/15 - 12/12/15	12:00P - 2:00P	Sa	\$120	18 years and up

180700 - Parent/Jr. Tournaments

Activity	Description	Dates	Times	Days	Fees	Age
180700-A2	Adult Reg Fee	09/06/15 - 10/25/15	4:00P - 6:00P	Su	\$75	4 years and up
180700-A7	1218 B-Event	10/19/15 - 10/19/15	4:00P - 6:00P	Su	\$27.75	4 years and up
180700-A8	1020 B-Event	10/25/15 - 10/25/15	4:00P - 6:00P	Su	\$27.75	4 years and up
180700-A9	1110 B-Event	11/01/15 - 11/01/15	4:00P - 6:00P	Su	\$27.75	4 years and up

Result Page: Per Page: 10 20 30 40 50 Go to page: Go

1 The title must tell your story for those who don't read. Usually this will include a result.

2 A photograph will help readers to identify themselves. They may recognize the golfer and that strengthens community and validity.

3 Start at the end and the result, even if it's just an expansion of the title. Less than 25 words.

4 Avoid being technical in the 'how'. The 'how' is not what we're trying to change you made. It's the process. That is what you want others to decide to follow. Less than 50 words.

5 Understatement is very, very valuable. What appears to most is the enjoyment on the way to the result. Collect four lessons are fun and learning.

6 Your communication should have your contact details so that the reader can contact you.


**Martha Aldrich breaks 100**

"Congratulations to Martha, who broke 100 last week and quickly repeated that performance in her next round. Martha completed a Golf Ready class as her introduction to golf a couple of months ago. She then graduated to a group coaching program and here she is 8 weeks later."

"I have had some learning golf fun. I've met so many people and now I feel like I'm a golfer."

You are, Martha. Congratulations.

[Click here](#) to see our Golf Ready schedule. If you know someone who wants to see if they could become a golfer, then get them to call us on (772) 743-2619.



Making practice fun

## Play Par 18 around the practice green

This is a fun short game challenge to play by yourself or in a competition with friends. It's 20 - 30 minutes of practice you'll enjoy. And while practice might not actually make perfect, it will make your short game better.

**Challenge layout**



1 easy shot   2 medium challenge shots   3 difficult shots

**PGA Golf Club** added a new photo

Robert's is the Singapore taking advantage of our 'steep path' (6:30am - 8:00am) too much. What looks is great exercise before breakfast!



Like Comment Share

Karen Hendrix, Stephen, Michael Plesley, Heidi Bogdan and 3 others like this

4 photos



## INSPIRING GOLFERS RECAP

- » Inspiring someone to action is difficult, there are a lot of distractions
- » Different generations are inspired through different communication mediums
  - **ACTION ITEM:** Identify who your target market is and where you can reach them
- » There are any different ways to inspire: appeal to emotion, question, or tell stories
  - **ACTION ITEM:** Inventory and review the messaging in your facility's on and off-site communications, including your staff's face-to-face interactions with your customers

INTRO WHY CONSUMER PGA MEMBER MARKETING **INSPIRING** ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## ENGAGING GOLFERS





### BILL ABRAMS, PGA

Head Professional  
Balmoral Woods Country Club  
Crete, IL

**Pitch and win**  
Pitch and win is a short game coaching program that allows golfers to learn the proper technique for pitching and winning. It is a short game coaching program that allows golfers to learn the proper technique for pitching and winning. It is a short game coaching program that allows golfers to learn the proper technique for pitching and winning.

- Set up to do more than test their ability to hit 40 yard chip shots close in the skills challenge.
- Let the golfer see the impact on their ability to create spin and / or work with a lower trajectory to create an equipment sale.
- Is there a golf ball upgrade opportunity or at least the chance to make sure they play one of his golf balls?
- Book as many as possible into a short-game assessment or an equipment assessment.
- Get golfers into the short-game coaching program that fits their level.

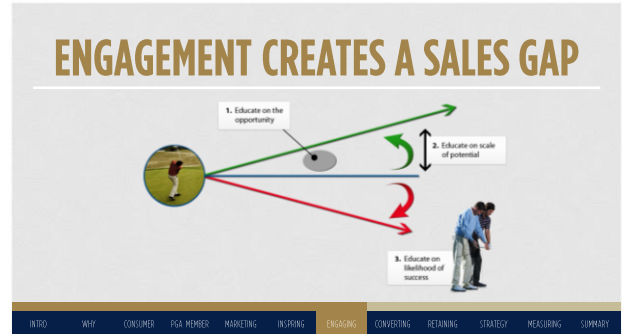
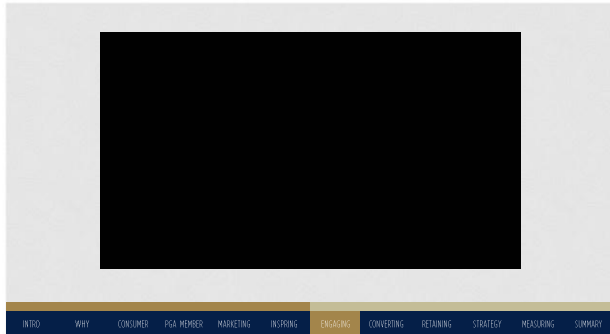
Navigation bar: INTRO, WHY, CONSUMER, PGA MEMBER, MARKETING, INSPIRING, **ENGAGING**, CONVERTING, RETAINING, STRATEGY, MEASURING, SUMMARY

### Callaway Demo Day

Join us for the Call benefits now as Book your demo today!

What if I told you I had a tool that allowed me to set you up with the perfect Wedge configuration?

Navigation bar: INTRO, WHY, CONSUMER, PGA MEMBER, MARKETING, INSPIRING, **ENGAGING**, CONVERTING, RETAINING, STRATEGY, MEASURING, SUMMARY



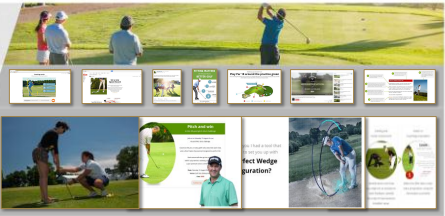
## ENHANCED INCOME, JOB SECURITY



**Balmoral Woods Country Club**

**"I was a Coach,  
then Director of Instruction,  
and now Director of Golf!"**

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING **ENGAGING** CONVERTING RETAINING STRATEGY MEASURING SUMMARY



INSPIRE  
ENGAGE  
CONVERT  
RETAIN

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING **ENGAGING** CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## ENGAGING GOLFERS RECAP

- » Engaging with customers has a standard industry model, applicable to golf.
  - **ACTION ITEM:** Define your engagement model, including how you will inspire the consumer
- » Engagement is a means to an end: you are unlikely to convert a consumer into a golfer during your first engagement, use the opportunity to build trust, credibility.
- » There are an unimaginable number or types of "engagement events"
  - **ACTION ITEM:** Brainstorm a list engagement events; Implement one at your facility
- » You can create a "sales gap" by highlighting the golf opportunity or threat
- » Engagement that is not converting or retaining a golfer is wasted opportunity

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING **ENGAGING** CONVERTING RETAINING STRATEGY MEASURING SUMMARY

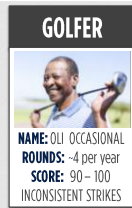
# CONVERTING GOLFERS





## CONVERT AN OCCASIONAL GOLFER

- » Create an event for "Oli Occasional"
- » **Objective:** Encourage occasional golfers to play golf more frequently and to become more engaged with you and the facility
- » Consider on course experiences, resources, facilities, etc.



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY

- General Manager gives Professional staff a list of 100 names he wants booked in. Primarily the "Occasional" identified as "at risk".
- Course setup makes this the easiest Par 3 they're going to play. 9 hole event but they use both 9 holes.
- Every golfer is greeted off their 18th green by a Professional with marketing objectives.
- Want to book 75% of golfers in for their next 18 holes. Want to book 50% into the next club event.
- Want to book golfers in for their first season-opening assessment.
- Hand over a relevant Coaching Offer to each golfer.

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY

## BOTH RETAINING & RAISING GOLFERS

**RETAIN**  
(reduce losses)

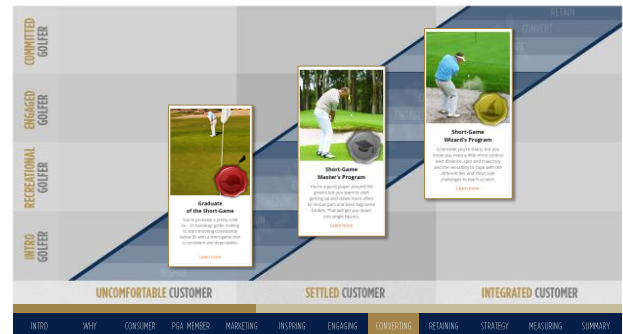
**RAISE**  
(occasional to regular)

**RECRUIT**  
(new blood)

**REWARD**  
(value avid)

**RECOVER**  
(lapsed)

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY



## CREATE A LEVEL-BASED PROGRAM

- » Create a three-level coaching program
- » **Objective:** Move customers up the pathway in either terms of skill or type (intro, recreational, engaged, committed).
- » Consider on where your customers are coming from and where you want them to go.



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

### JOHN PERNA

PGA apprentice  
Assistant Professional  
Oak Brook Golf Club  
Oak Brook, IL

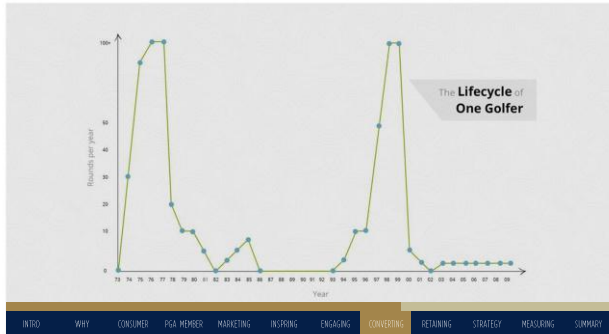


INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## DON'T FORGET FORMER PLAYERS



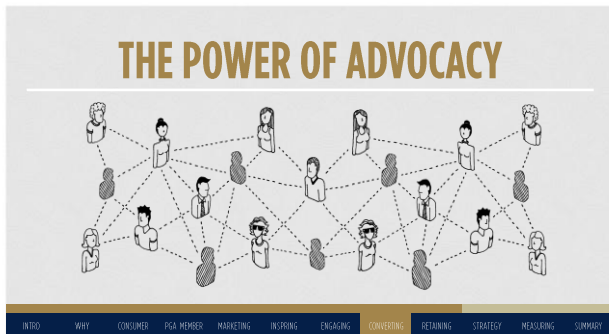
INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY



## RECOVER LAPSED GOLFERS

- » **Objective:** Recruit lapsed customers back to your facility
- » Consider an event to engage golfers who no longer play for whatever reason
- » Be sure to define the results you wish to achieve


INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY



**PETER MYERS, PGA**  
Owner & Golf Professional  
Dunes Golf Centre  
Fraserburgh, United Kingdom

**135 NEW MEMBERS**  
**12 MONTHS**  
**\$2.2MM**

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY


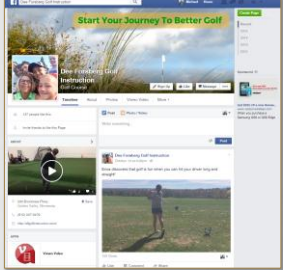


**BILL HARVEY, PGA**  
Teaching Professional  
Arroyo Del Oso Golf Course  
Albuquerque, NM

**FILLED ALL JUNIOR PROGRAMS.  
OPENED MORE  
FILLED THOSE, TOO.**

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY

**DEE FORSBERG, PGA**  
Teaching Professional  
Brookview Golf Course  
Golden Valley, MN

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY

INSPIRE  
ENGAGE  
**CONVERT**  
RETAIN




































































































INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY

## CONVERTING GOLFERS RECAP

- » If engagement was the means to the end, conversion is the end
- » Golfer conversion can be new players, retained players, recovered players or players who play more golf; Golfer conversion happens onto & up the pathway
  - **ACTION ITEM:** Define your facility's golfer conversion strategy
- » Referrals and customer advocates are accelerators of your business
  - **ACTION ITEM:** Empower your best customers to spread the word

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING **CONVERTING** RETAINING STRATEGY MEASURING SUMMARY

# RETAINING GOLFERS



## RETENTION DRIVES REVENUE



## HOW DO YOU RETAIN GOLFERS?

- » **Objective:** Your facility has had large participation in your introductory golf offering, however less than 10% of the customers are continuing on to play golf. Create an event that reduces the number of introductory players lost.
- » Be sure to define the results you wish to achieve

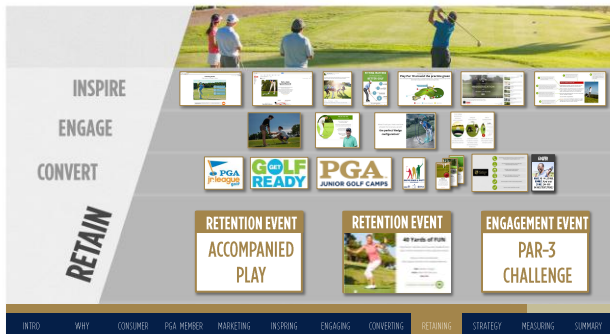


### RICK RUPERT, PGA

Head Professional  
Desert Horizons Country Club  
Indian Wells, CA

- » General Manager provided a monthly "at-risk" list to Rick, with whom he would invite for accompanied play; the end result was:
- 75% booked into their next round of golf
  - 50% booked into the next formal club event
  - 25% booked into a coaching program or an assessment

INTRO   WHY   CONSUMER   PGA MEMBER   MARKETING   INSPIRING   ENGAGING   CONVERTING   **RETAINING**   STRATEGY   MEASURING   SUMMARY

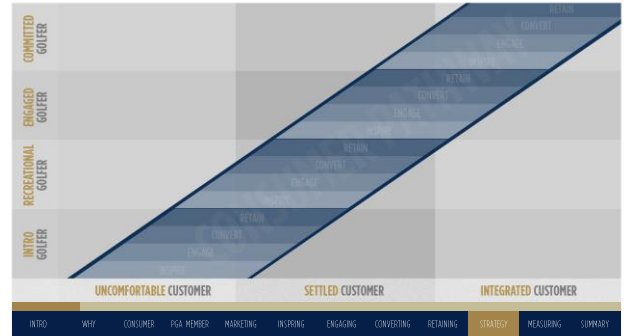


## RETAINING GOLFERS RECAP

- » Retaining golfers is easier than losing them & having to win them back
- » The number one priority is to identify at-risk golfers and engage with them
- » Your job is to understand the barriers and the opportunities with each of these golfers. Do they need more social integration? Better golf improve their golf experience?
- **ACTION ITEM:** Create a list of at-risk golfers and save them

INTRO   WHY   CONSUMER   PGA MEMBER   MARKETING   INSPIRING   ENGAGING   CONVERTING   **RETAINING**   STRATEGY   MEASURING   SUMMARY

# PROGRAMMING STRATEGY







## A MONTHLY CAMPAIGN

JUNE 2016 – BETTER GOLF	
<b>CAMPAIGN &amp; DESCRIPTION</b>	<b>Deadly from 15 Feet</b> The factors that impact your ability to make more 15 foot putts: aim, setup, technique, practice & technology
<b>ACTIVE MARKETING</b>	Pitting Assessments Putting Practice Clinic
<b>ENGAGEMENT EVENTS</b>	10 Foot Challenge Club Putting Championship
<b>PROGRAM OFFER</b>	Graduate of the Greens (Master and Wizard) Putters and Balls

## CREATE A CAMPAIGN

- » Create a campaign with the objective of recruiting back customers at the start of a new season.
- » Consider the following factors:
  - Campaign Name & Description
  - Engagement Events
  - Target Audience & Desired Outcomes
  - Monthly Calendar
  - Active Marketing Events
  - Program Offers

## AN EXAMPLE

APRIL 2016 – PLAY MORE GOLF	
<b>CAMPAIGN &amp; DESCRIPTION</b>	<b>Re-introducing Golf</b> Inspire golfers to get out and enjoy the facility at the beginning of the season
<b>OBJECTIVES</b>	Re-acquire "at-risk" customers early on in the season Reconnect with "recreational" golfers, who we hope to move to "engaged" golf
<b>ACTIVE MARKETING</b>	9-hole Par 3 Championship 40-yr Club & Sip
<b>ENGAGEMENT EVENTS</b>	Target Golf
<b>PROGRAM OFFER</b>	Assessments, Coaching Programs, Book & Pay Now, Multi-Visit Coupon, etc.



## PROGRAMMING STRATEGY RECAP

- » Make sure you have tactics and activities for each strategy (recruit, retain, recover, reward and raise) that's important to you
- » These tactics and activities can be plotted on the consumer pathway
- » You can organize these tactics and activities into campaigns
  - **ACTION ITEM:** Create one campaign per month that focuses on golfer recruitment

INTRO   VIEW   CONSUMER   PGA MEMBER   MARKETING   INSPIRING   ENGAGING   CONVERTING   RETAINING   **STRATEGY**   MEASURING   SUMMARY

## MEASURING SUCCESS

LEAD MEASURES	LAG MEASURES
Communication Metrics (e-mail open rates, social activity etc.)	Golfers
Number of Customers Engaged	Rounds and Revenue
Number of Inspire Events	Coaching Revenues
Number of Engagement Events	Equipment Sales
Number of Retention Events	Retail

INTRO   VIEW   CONSUMER   PGA MEMBER   MARKETING   INSPIRING   ENGAGING   CONVERTING   RETAINING   **STRATEGY**   MEASURING   SUMMARY

## ENGAGEMENT RULES ALL

- » One-on-one Coaching
- » Group Coaching & Clinics
- » Skills Challenges
- » Fun Performance Events
- » Technique Assessments
- » Equipment Fittings
- » Supervised Practice
- » Accompanied Play

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## ENGAGEMENT IS A MEANS, TO AN END.

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

### Professional: JOHN NEWKIRK, PGA

Activity	Golfers Engaged
Accompanied Play	18
Supervised Practice	12
Swing Assessments	16
Fittings	9
Clinics	36
Coaching	8
Skills Challenge	18
Fun Performance events	16

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## PLAYER CREATION MATH (private)

Initiation Fee: \$45,000		Average Annual Spend (excluding initiation & dues): \$5,000	
Annual Dues: \$7,000		Average Membership Length: 12 years	
ITEM	VALUE	OCCURRENCES	TOTAL
Initiation	\$45,000	1	\$45,000
Annual dues	\$7,000	12	\$84,000
Average annual member discretionary spend	\$5,000	12	\$60,000
Value of ONE New Member			\$189,000
Number of New Members			4
<b>Total Value Created by Player Development</b>			<b>\$756,000</b>

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## PLAYER RETENTION MATH (private)

Total Members: <b>500</b>		Total Student Members: <b>100</b>	
Annual Member Loss: <b>40</b>		Annual Student Member Loss: <b>5</b>	
General Membership	500	Student Membership	100
Annual Membership Loss	40	Student-Membership Loss	5
<b>Loss Rate</b>	<b>8.0%</b>	<b>Loss Rate</b>	<b>5.0%</b>

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## REVENUE SCORECARD

- » Quantify the direct and incremental revenue attributed to your player development activities.

[PGA.org/RevenueScorecard](http://PGA.org/RevenueScorecard)



INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## MEASURING SUCCESS RECAP

- » Create success (lag measures) by influencing your lead measures
  - **ACTION ITEM:** Focus daily on activities that influence your lead measures
- » We very rarely communicate what we are achieving to our management
  - **ACTION ITEM:** Create a monthly engagement report
- » Player Development has a tangible financial impact on your business
  - **ACTION ITEM:** Complete a Revenue Scorecard at [PGA.org/RevenueScorecard](http://PGA.org/RevenueScorecard)

INTRO WHY CONSUMER PGA MEMBER MARKETING INSPIRING ENGAGING CONVERTING RETAINING STRATEGY MEASURING SUMMARY

## REVIEW SUMMARY



**ENGAGEMENT**  
IS A MEANS, TO AN END.



**THANK YOU!**

## RESOURCES

[PGA.org/SectionWorkshop](http://PGA.org/SectionWorkshop) [PGA.org/RevenueScorecard](http://PGA.org/RevenueScorecard)

[PGA.org/GetGolfReady](http://PGA.org/GetGolfReady) [PGA.org/PGAJLG](http://PGA.org/PGAJLG)

Player Development Regional Managers