

# The Customer Experience

How to turn passive customers into raving advocates



## Purpose of this presentation.

To highlight how understanding your **customers expectations** can provide you with the **opportunity** to get them to **sell your club** for you.



# What will be covered.

## **The Customer experience**

What is it? Why is it important?

## **Net Promoter Score**

The new system of marketing your club.

The three customer profiles;

- How expectation creates certain customer types
- How to create and plan "wow moments"
- The difference between bribery and recognition

The process for creating raving advocates at your club.

An active example

# What is “The Customer Experience?”

**Customer experience (CX)** is the product of an interaction between an organisation and a customer over the duration of their relationship.

## **What this actually means;**

- How your customers **feel** after interacting with you, your club or the people who represent your club.

# How this works... your personal experience

**When was the last time you were wowed in a service environment?**

- How many people did you tell?
- Would you go back?
- Would you tell others?
- What were your expectations?
- Was it the exceeding of expectations that led to the "Wow"?

# Why is a focus on customer experience important?

The vast majority of our income is derived from our customers. Without them, our Clubs don't exist. Customers make decisions based on the experiences they've had, or the experiences of others.

Some questions for you:

- How much do you spend on maintaining your course?
- How is that investment realised if no one uses the course?
- Therefore: Is the investment not in the course per se , but in the total experience you are trying to create at your club (great on course and off course experience)?
- Would it not make sense then to invest a portion in the customer experience?
- How much do you spend on customer experience? (Training, planning, rewarding.)

**"The customers perception is your reality."**



# The stats on customer experience.

- Price is not the main reason for customer churn it's actually due to **the overall poor quality of customer service** *(Accenture global customer satisfaction report 2008)*
- A customer is 4 times more likely to defect to a competitor if the problem is service related rather than price or product related *(Bain & Company 2012)*
- 70% of buying experiences are based on how the customer feels they are being treated *(McKinsey&Company)*
- A 2% increase in customer retention has the same effect as decreasing costs by 10% *(Leading on the Edge of Chaos, Emmet Murphy & Mark Murphy 2002)*

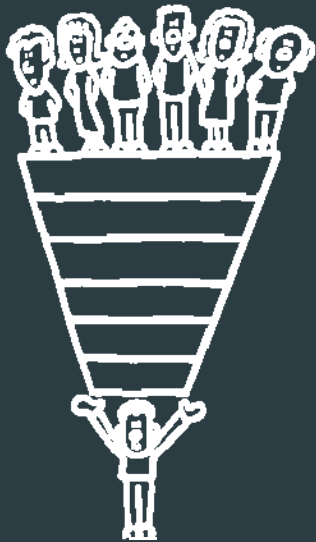
# Net Promoter Score.



Click Play

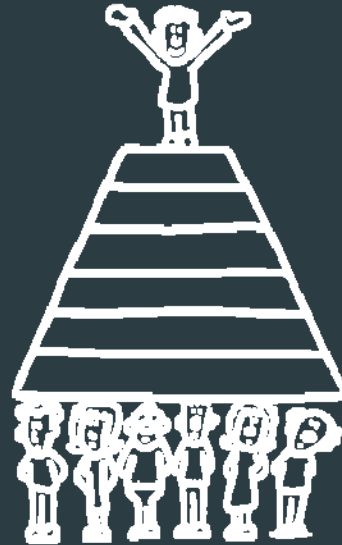


# The concept in a nutshell...



## Old System

- Find a group of customers who may or may not be interested in golf.
- Try and sell your product/service
  - Mail Drops
  - Email Campaigns
  - Newspaper
  - Radio
- End up with a few customers

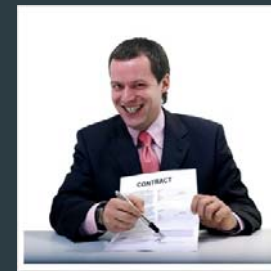


## New System

- Get a current customer
- Put strategies in place to wow them
- Create a raving advocate
- Have them sell your club for you
- To a number of people

# Benefits of the new system

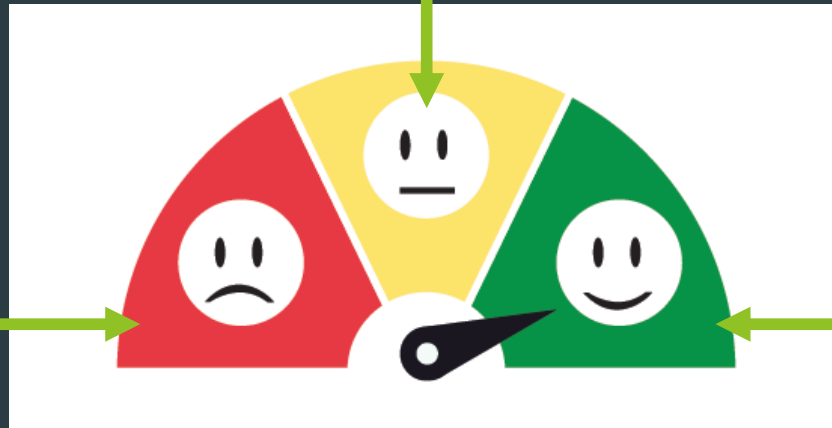
- It's a more believable sell
- Who would you trust to tell you about a great offer?  
Your golfing mate?
- Or someone trying to sell you something?
- Your current customers move in circles of like minded people meaning they are likely to be in contact with lots of other golfers.
- The new advocates help the culture of your club.
- The people delivering the wow feel great!
- It can cost very little to implement



# The three customer profiles

## Passive

The quiet masses.



## Unhappy Detractor

The loud minority.

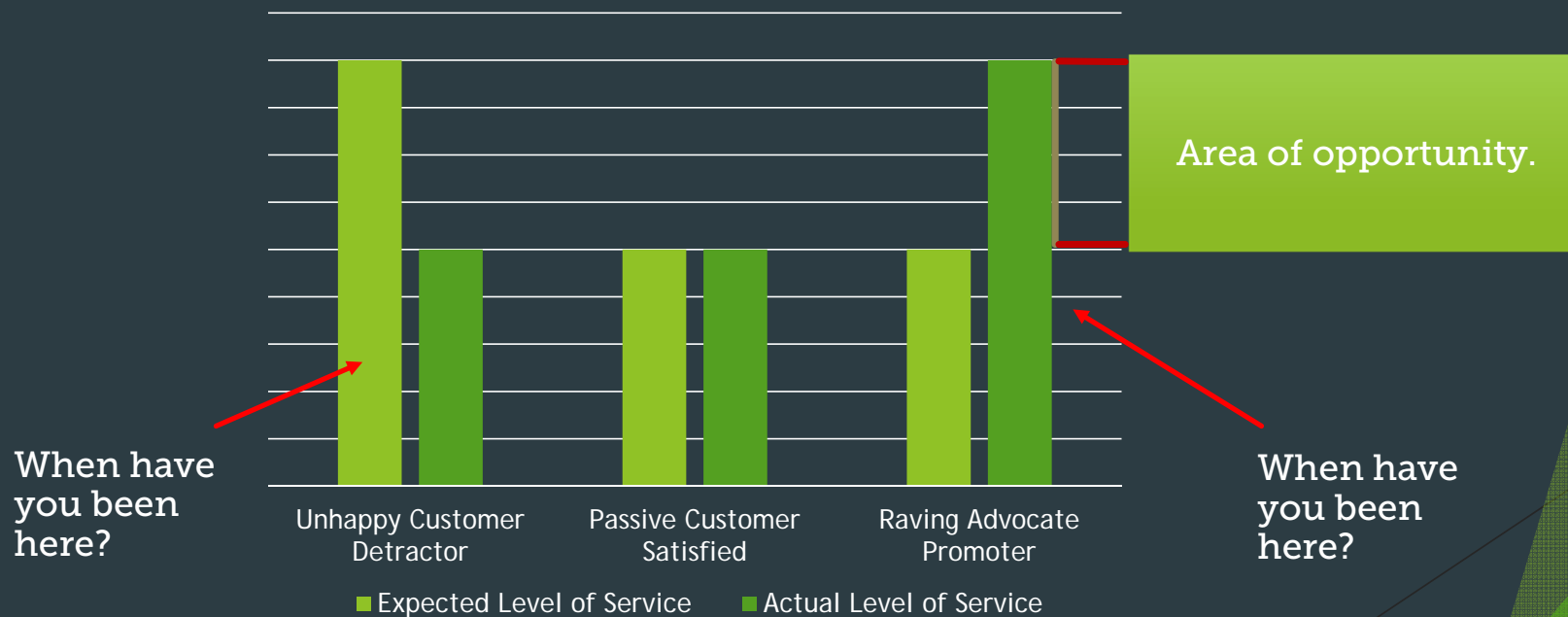
## Raving Advocate Promoter

The valuable few.

# Expectation vs Reality

The difference between a good and bad customer experience is;

## Expectation



# Bribery vs Recognition

- What is the difference between recognition and bribery?
- Where it occurs in the sales process.....
- Before sale = Bribery
- After sale = Recognition
- Bribery makes people loyal to the bribe
- Recognition makes people loyal to you

# How can you plan to create wow moments.

- Hospitality- Hotel room upgrades
- Retail – Stock to be moved is given as free with a large purchase of a complimentary good (shoes and socks.)
- What inventory do you have at your club that you could plan to “upgrade” people to?
- Carts, balls for practise area, pro shop stock.

# To recap our progress.

## **Customer experience**

What is it? Why is it important?

## **Net Promoter Score**

The new system of marketing your club.

The three customer profiles;

- Expectation
- Creating and Planning Wow moments
- Bribery vs Recognition

Outline the process for creating raving advocates at your club.

Active example



## 6 steps for creating raving advocates

1. Outline all areas of operation where customer service interactions occur.
2. Pick an area of operation.
3. Set a baseline - Outline your customers expectations.
4. Compare baseline to reality - Identify what actually happens.
5. Deal with the disparity.
6. Empower and facilitate those with the ability to operate in the "area of opportunity" to create wow moments.



## Making this real...

1. Pick an area of customer service in your club;
  - ProShop, Bar, Café, Office/Admin, Phone.
2. Set the expectations you have for a general interaction in that area as either;
  - A member
  - A guest
3. Identify what opportunities we have in this space to move beyond these expectations to “wow” these customers.

# Making this real.

## 2. Pro-Shop/Shop

Expectation	What happens - Detract / Passive / Promoter.
Greeted in a friendly way	Passive
Greeted by name	Passive
The person to be stood up and attentive	Detract
Expect to casually converse and have a bit of a laugh	Passive
Asked if I need anything for the course	Detract
To leave happy	Passive

## 5. Dealing with the disparity.

- Getting the right people is key.
- How many of you have outlined clear customer expectations of the people in service areas?
- Have you had to deal with the disparity?
- How many clubs have outlined Customer Service KPI's?
- How are they measured?
- Do you reward staff for exceeding these KPI's? Is this structured?
- Is this an area that you'd like more support from us?

## 6. Empowering those who facilitate the change.

- Explain the concept of what you are trying to achieve and why.
- Make them part of the process.
- Do they understand what great service looks like?
- Budget it in.
- Planned vs Spontaneous
- Celebrate it.
- Lead by example.

**= Makes it part of the culture.**

# Who has an impact on the customer experience at your club?

- Management
- Administrator/Reception
- Pro
- Volunteer
- Bar Staff
- Café Staff
- Green Staff
- Committee
- Board

With this many people involved, how do we get it right?

# Customer Centric Planning





- Customer Centric Planning
  - Communicating that the plan is customer centric.
  - Empowering people with the most influence to make a call.
  - Engaging your stakeholders to engage with the plan
- Make it part of the culture

## "Culture eats strategy for breakfast"

- Lead by example

# Tools and initiatives to help.

- Net Promoter Score
- Membership Surveys
- LOVE Golf/Casual Golf
- GMANZ – BMI I/BMI II



### CASUAL PLAYER FEEDBACK FORM

Date: \_\_\_\_\_

How would you rate your golfing experience today?

1 2 3 4 5 6 7 8 9 10  
Not great Fantastic

How likely are you to recommend our club to friend, family member or work colleague?

1 2 3 4 5 6 7 8 9 10  
Not likely Definitely

How could we improve your golfing experience at our club in the future?

\_\_\_\_\_

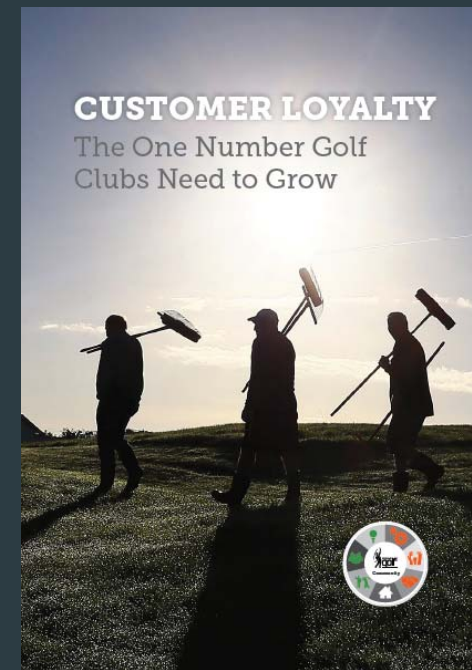
### CASUAL GOLFER REGISTRATION

Register as a casual golfer for FREE with New Zealand Golf to receive the following benefits:

- **MyGolf profile on [golf.co.nz](http://golf.co.nz)**  
View your scoring record, check out your hole by hole scores and comment on your friends scores.
- **Average Score Indicator**  
Keep track of your progress with an average score indicator (this will contribute towards your handicap should you wish to join a club).
- **Access to Get on the Green**  
Buy special green fee and membership offers exclusive to New Zealand Golf members at [getonthegreen.co.nz](http://getonthegreen.co.nz)

Full Name: \_\_\_\_\_ Email: \_\_\_\_\_

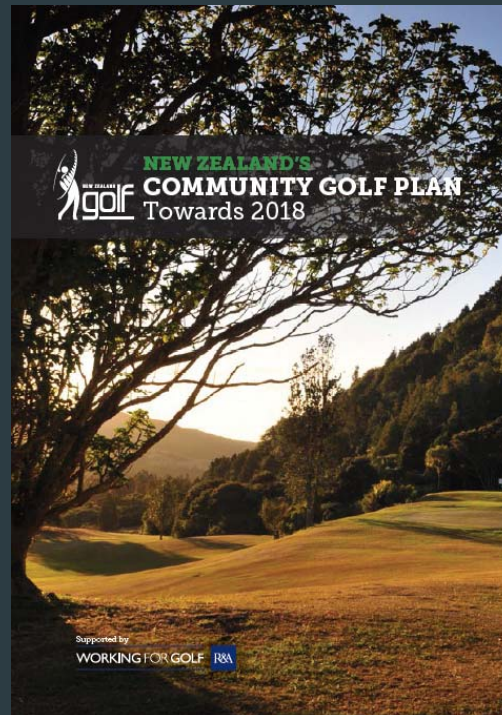
Region: \_\_\_\_\_ Past Membership No (if applicable): \_\_\_\_\_



# Community Golf Plan.







- New focus for NZG
- Grow and Support the game
- Servant leadership approach
- What does it actually mean for me?
- How can I engage?

Contact NZ Golf for more info.





# OVERVIEW - NEW ZEALAND COMMUNITY GOLF PLAN - TOWARDS 2018

 <p><b>PARTICIPATION</b></p>	 <p><b>MEMBERSHIP</b></p>	 <p><b>COACHING</b></p>	 <p><b>CAPABILITY</b></p>	 <p><b>VOLUNTEERS</b></p>	 <p><b>PARTNERSHIPS</b></p>
<p><b>GOAL</b> The game of golf should be accessible to all New Zealanders. We will develop programmes for all segments of the community and breakdown the barriers to participation.</p> <p><b>STRATEGIC OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• There is a measurable increase in the number of non-member adults engaged in the adult golf participation programmes.</li> <li>• There is a measurable increase in the number of junior participants engaged in the junior golf participation programmes.</li> </ul> <p><b>ENABLERS TOWARDS 2018</b></p> <ul style="list-style-type: none"> <li>• NZG Junior Golf Framework.</li> <li>• SNAG Golf Programme.</li> <li>• The First Tee Programme.</li> <li>• Cheeky 9 Twilight Golf Initiative.</li> <li>• Target Market Participation Programmes.</li> </ul> <p><b>TARGETS TOWARDS 2018</b> Increase overall participants to 79,400 per annum in 2018.</p>	<p><b>GOAL</b> Traditional golf club membership is declining. We will create new membership recruitment and retention campaigns to support our golf clubs.</p> <p><b>STRATEGIC OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• There is a measurable increase in the number of registered golf club members.</li> <li>• There is a measurable increase in the number of golf clubs engaged in the LOVE Golf Campaign.</li> <li>• There is a measurable increase in the number of registered casual golf members.</li> </ul> <p><b>ENABLERS TOWARDS 2018</b></p> <ul style="list-style-type: none"> <li>• LOVE Golf Campaign.</li> <li>• Casual Golf Membership Project.</li> <li>• Target Market Membership Projects.</li> </ul> <p><b>TARGETS TOWARDS 2018</b> Increase to *214,000 affiliated members by 2018.</p>	<p><b>GOAL</b> Player-focused coaching is critical to introducing new people to golf and helping existing golfers to grow a love of the game. We will continue to grow the PGA Coach Programme and build a strong network of coaches throughout New Zealand.</p> <p><b>STRATEGIC OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• There is a measurable increase in the number of coaches certified to PGA Gateway and Development level.</li> <li>• There is a measurable increase in the number of coaches active on the PGA Coach Live learning platform.</li> <li>• There is a measurable increase in the number of coaches active within the community.</li> </ul> <p><b>ENABLERS TOWARDS 2018</b></p> <ul style="list-style-type: none"> <li>• PGA Gateway and Development Programme.</li> <li>• PGA Coach Live Learning Platform.</li> <li>• PGA Coach Connect Project.</li> </ul> <p><b>TARGETS TOWARDS 2018</b> 1,000 people engaged in PGA Coach Live, 400 certified Gateway and Development coaches, and 500 active golf coaches in the community by 2018.</p>	<p><b>GOAL</b> Increasing the golf sector capability requires greater focus on developing the people who administer the game. We will invest time and resources into governance, management, operational planning and marketing to build a more capable sport.</p> <p><b>STRATEGIC OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• There is a measurable increase in the number of golf clubs engaged in the Partner Club programme.</li> <li>• There is a measurable increase in the number of golf administrators and managers participating in professional development opportunities.</li> <li>• Achieve target number of golf clubs engaged in the Quality Mark project.</li> </ul> <p><b>ENABLERS TOWARDS 2018</b></p> <ul style="list-style-type: none"> <li>• Partner Club Programme.</li> <li>• National Capability Seminar Series.</li> <li>• Golf Business Management Programme.</li> <li>• Club Quality Mark Project.</li> </ul> <p><b>TARGETS TOWARDS 2018</b> 150 golf clubs engaged in the two club capability projects and 440 administrators and managers participating in the professional development opportunities provided by 2018.</p>	<p><b>GOAL</b> We know that golf club volunteers, officials and course raters are the lifeblood of community golf. We will develop club based volunteer recruitment, retention and reward programmes to ensure they remain strong.</p> <p><b>STRATEGIC OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• There is a measurable increase in the number of active golf volunteers.</li> <li>• There is a measurable increase in the number of qualified golf course raters.</li> <li>• There is a measurable increase in the number of qualified golf rules officials.</li> </ul> <p><b>ENABLERS TOWARDS 2018</b></p> <ul style="list-style-type: none"> <li>• Golf Officials Programme</li> <li>• Golf Course Raters Programme</li> <li>• R3 Volunteer Project</li> </ul> <p><b>TARGETS TOWARDS 2018</b> Understand the volunteer landscape with a benchmarking project, increase golf officials to 200, 400 golf course raters and 3,000 other registered golf volunteers by 2018.</p>	<p><b>GOAL</b> Building strong partnerships will accelerate the impact within community golf. We will seek and align ourselves with capable partners who will support our mission and help achieve our vision.</p> <p><b>STRATEGIC OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• Achieve target number of service level agreements with external partners.</li> <li>• Build effective relationships with partner organisations that can grow and support golf at community level.</li> <li>• Achieve target number of support plans with Regional Sports Trusts (RSTs).</li> </ul> <p><b>ENABLERS TOWARDS 2018</b></p> <ul style="list-style-type: none"> <li>• Partnership Engagement Project</li> <li>• Effective Partnership Project.</li> <li>• Regional Sports Trust Engagement.</li> </ul> <p><b>TARGETS TOWARDS 2018</b> Increase partnership agreements with external partners, achieve 80% satisfaction rating annually with each partner, and sign off 14 support plans with RSTs by 2018.</p>



## NEW ZEALAND

**GOAL**  
Golf facilities are an integral piece of the overall golfing landscape. We will provide leadership and influence to establish a network of complementary golf facilities throughout New Zealand.

**STRATEGIC OUTCOMES**

- Establish facility partnerships with other golf facility providers.
- Establish facility partnerships with Territorial Local Authorities.
- Establish a target number of golf facility blueprints for our major cities.

**ENABLERS TOWARDS 2018**

- National Golf Facilities Strategy.
- Auckland Golf Facilities Facility Partnership Project

**TARGETS TOWARDS 2018**  
Golf facility blueprints for 5 major cities and a facility partnerships plan is developed and implemented by 2018.

