

Customer Centricity

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Moral of this story:

**To adopt
Customer Centricity,**

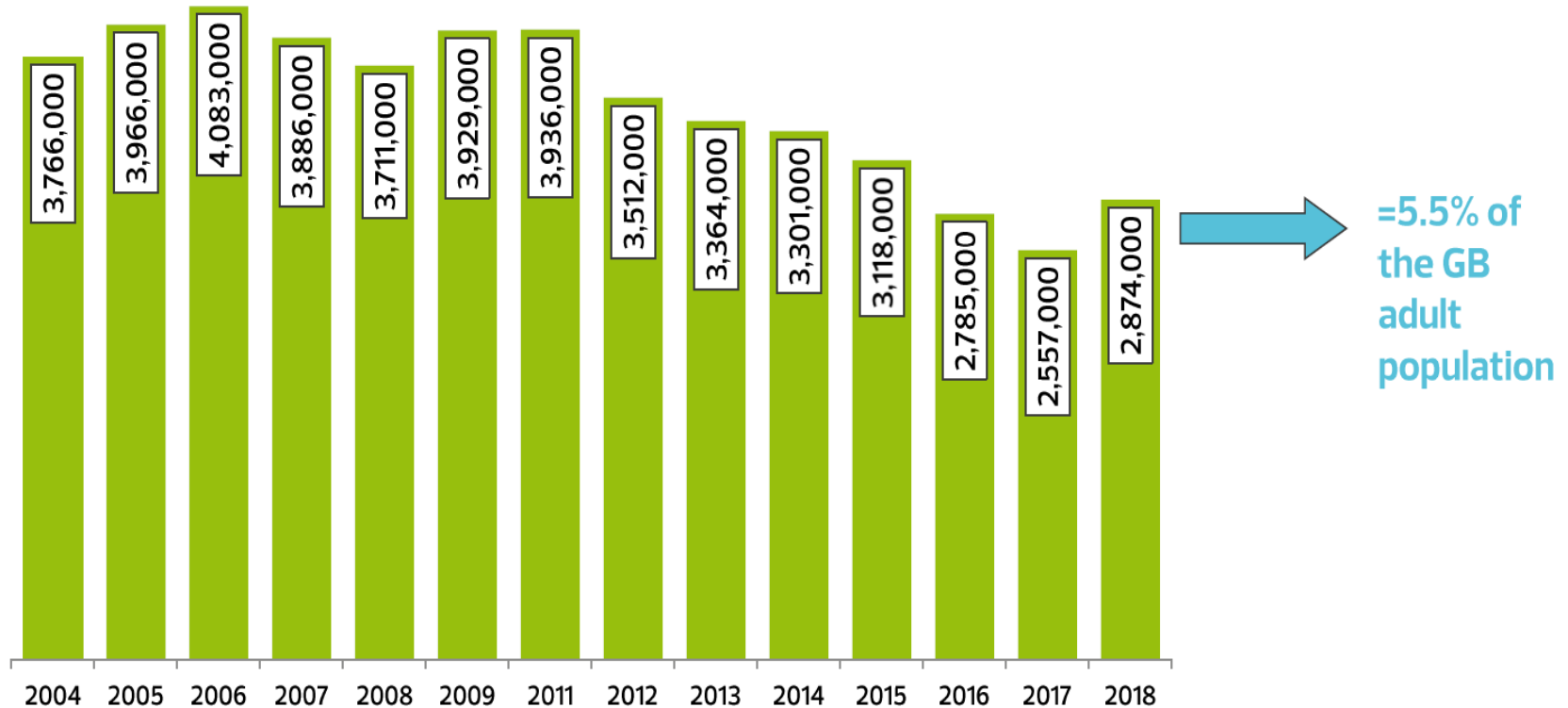
**Your organisation needs determined
followers,
and that's just the start of the journey.**

UK Golf Market

Context

GB full length course users

Adults who have played on a full length golf course (9 or 18 hole) at least once in the last 12 months.



Source – sportsmarketingsurveysinc.com

UK Golf
5.5%

UK Health & Fitness
<10% ➡ >15%*

***source – HCMHandbook.com**



2015

Think different

A central strategy towards Customer Centricity

- 1. Seek the truth about our customer**
- 2. Creating accountability for our
customer loyalty**

Two Key Ingredients

in creating a

Customer Centric Culture

1. Measurable sales acquisition

An accountable sales force

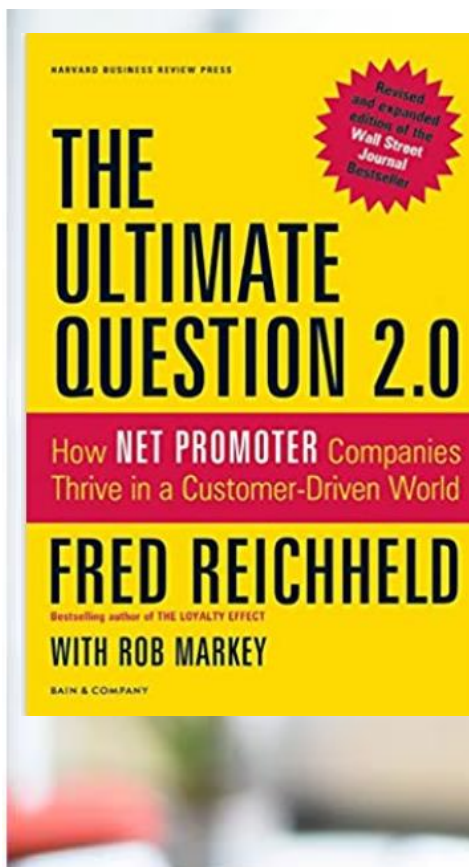
2. Measurable customer loyalty

Net Promoter Score®

Adopting NPS[®]



TRP run NPS[®] for over 100 operators over 1,000 sites across the UK, USA, Canada, and Australia.



Fred Reichheld

Net Promoter, Net Promoter System, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

Summary of The Ultimate Question 2.0:

Good profits over bad.

The science in creating the ultimate question.

Where a P&L looks back, NPS looks forward.

It's a way of placing accountability for customer loyalty within an organisation.

It's a constant measure as opposed to a tsunami of data.

Business leader applications and testimony.

How does NPS[®] work?

ON A SCALE OF 0 – 10

How likely is it that you would recommend (Company Name) to a Friend or Colleague?



Example calculation based on 100 responses

60 Promoters (60%)

30 Passives (30%)

10 Detractors (10%)

NPS[®] score of +50

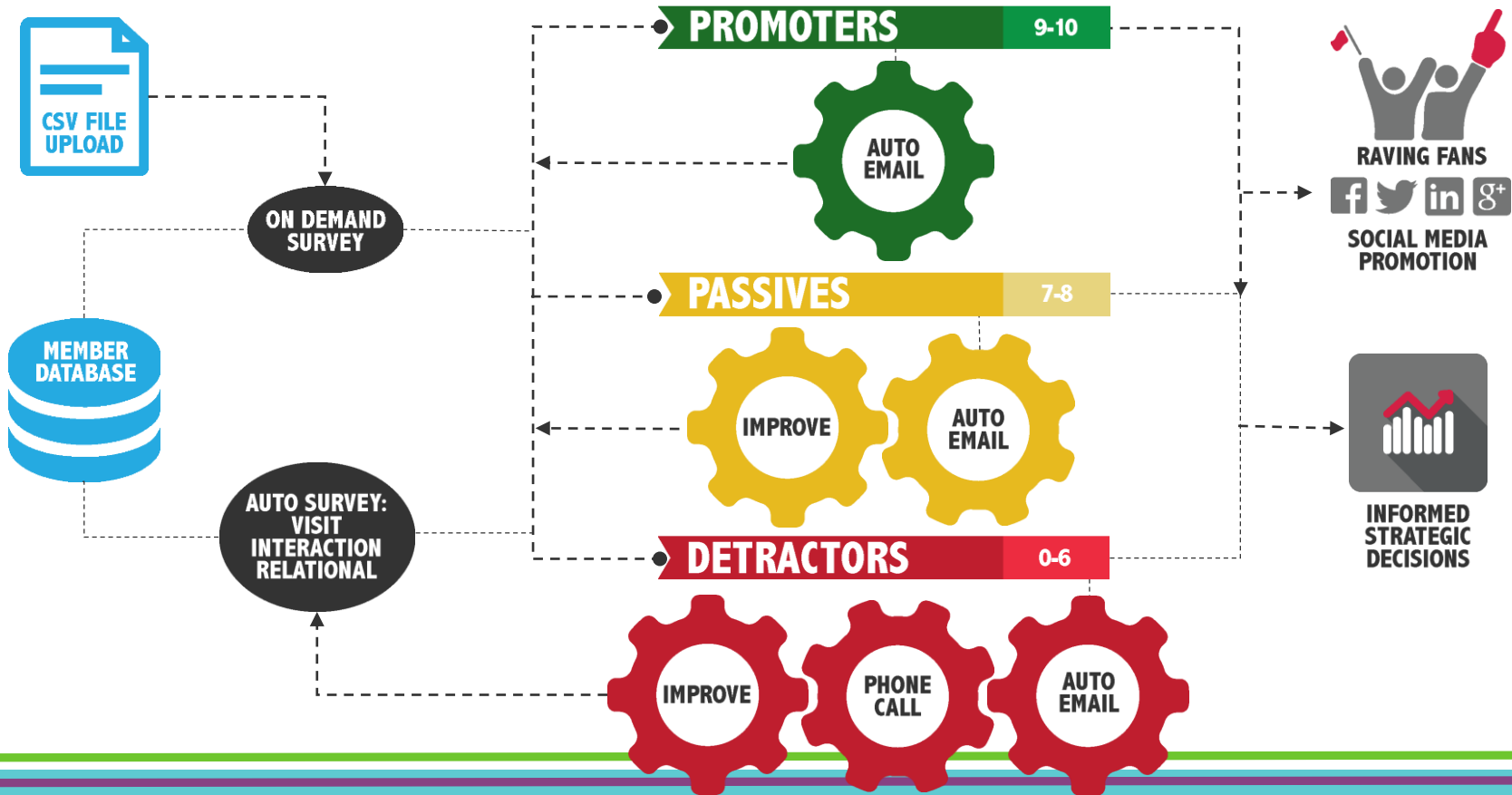
16,000 e-mails

*How likely is it that you would recommend (Company Name)
to a Friend or Colleague?*

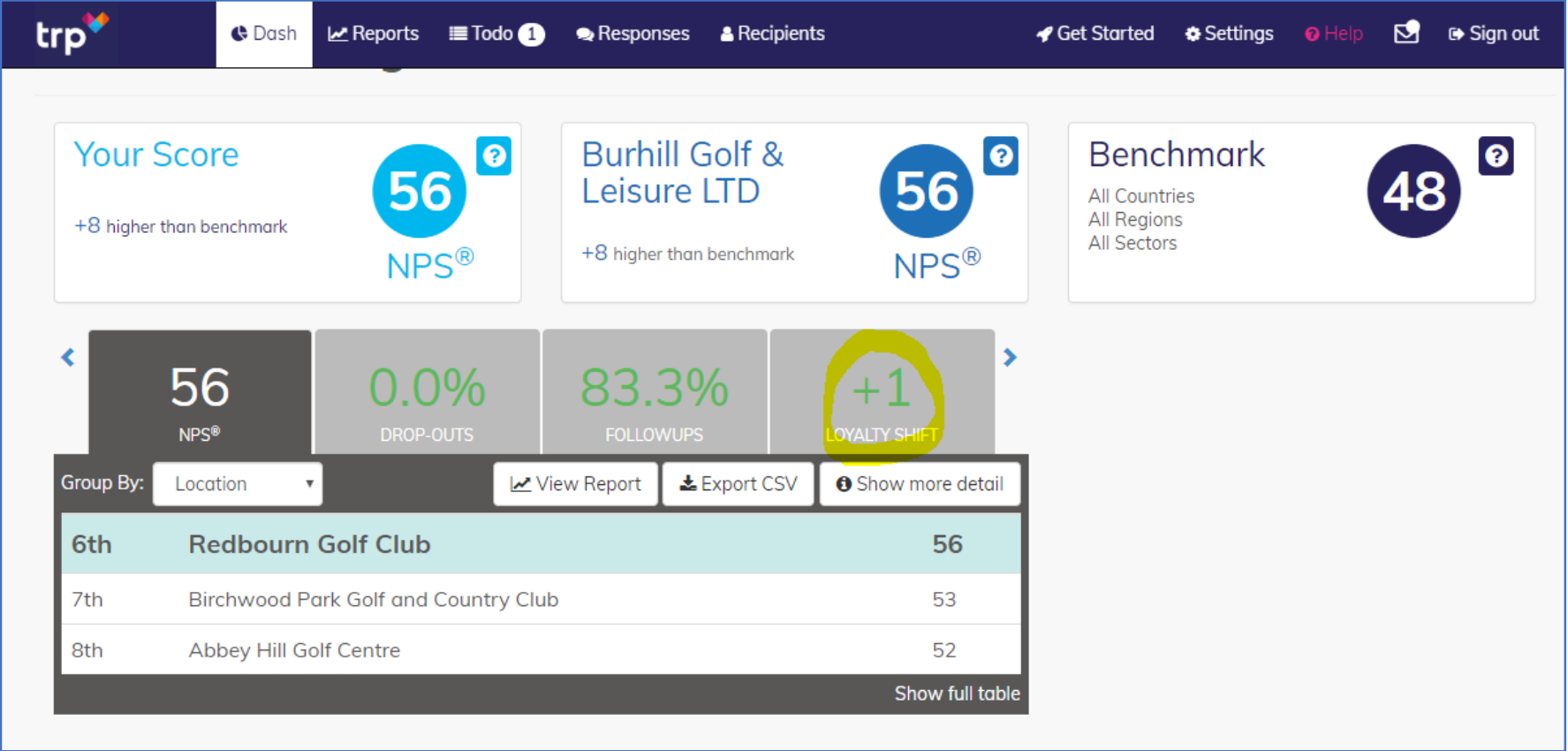


5,000 responses

The Mechanics of a Net Promoter System[®]



Loyalty Shift



Quick Win



Golf Course

 347 negative mentions

 683 neutral mentions

 1736 positive mentions

[view responses](#)

Largest Changes

The change shows the tag groups where member opinion has **changed** the most during the selected period.

The change is calculated by looking at the number of positive mentions minus the number of negative mentions for each tag group in a given period, e.g. last 30 days. It then compares that figure against the number of mentions in the previous period. So, if you selected the last 30 days it would compare this against the 30 days prior to that (from 60 days ago to 30 days ago).






The top 3 tag groups which have had the most positive/negative change will be displayed.

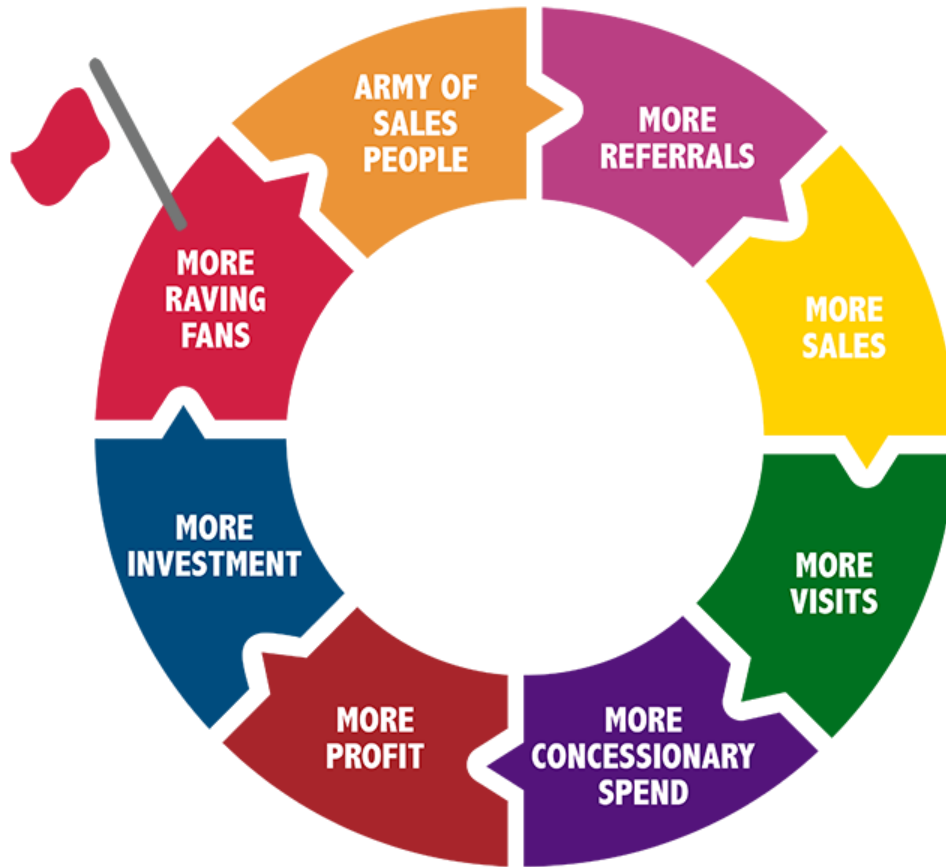
Where are the largest changes?



Tag Group	Change
Staff and Service	+ 451
Golf Course	+ 311
Food & Beverage	+ 70
Senior Staff	+ 11
Lessons	+ 10
Bunkers	-84

Whats the buzz?

Tag Group	Mentions
Golf Course	
Bunkers	
Membership	
Staff and Service	
Food & Beverage	



**What are you
having for
breakfast?**

**NPS with your
porridge.**



Our journey so far:

2016: score of +36



2019: score of +56

Membership subscriptions £s

2015 → 2019

Expectation of growth

6% to 10%

Membership subscriptions £s

2015 ➡ 2019

Our reality was growth of

>25%

Getting the most out of NPS®

- It's like sport, training and application are everything
- More than just a score
- Don't complicate it
- Focus on Passives
- Focus on Loyalty Shift
- Manage Tags
- Understand Trends – Quick wins!
- Bonus your team on the metric
- Hold awards / recognition, make NPS visible
- Maximise the business intelligence
 - Harness Promoters
 - Learn from feedback
 - Share the positive – internally & externally
 - Act quickly to support detractors

**Do you really know and understand
the truth behind what your customers
think of your organisation?**

It's a journey of learning, be brave and face your customer, however difficult some of them may appear to be.