

PERSONAL PROFILE AND TASKS



ROBERT FIEGL

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AUSTRIAN GOLF-ASSOCIATION / CEO since 2006

- *CEO / Operational Management*
- *Finances, Staff*
- *Legal- & Contracting*
- *direct line - Marketing & Club-Service*
- *direct line – Education & PGA of Austria*
- *Special Projects > National Performance-Center, Government Funding, VAT, Golf-Animateur, ...*

- *Lobbying for Golf > Government, Ministries, R&A, EGA, IGF, ...*
Sport Austria, Olympic Comite, ...

- *Pricing ???*

PERSONAL PROFILE AND TASKS



ROBERT FIEGL

- | | | |
|-----------------------|--------------------|---------------------------------|
| • Les must de CARTIER | Luxury Brand | Sales-Rep Austria |
| • KAPSCH AG | Telecommunication | CEO Hungary & DACH |
| • DEUTSCHE TELEKOM AG | Satellite Business | Director Sales A, CH, CER |
| • IBM / AT&T | Global Network | Director Sales – Large Accounts |
| • GOLFCLUB SCHÖNFELD | Golf | CO-Owner |

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APOLOGY FOR ...

NOBODY has more
experience and knowledge
of your Homemarket and Golf-
Industry,
THAN YOU ...





APOLOGY FOR ...

NOBODY has more
experience and
knowledge
of you

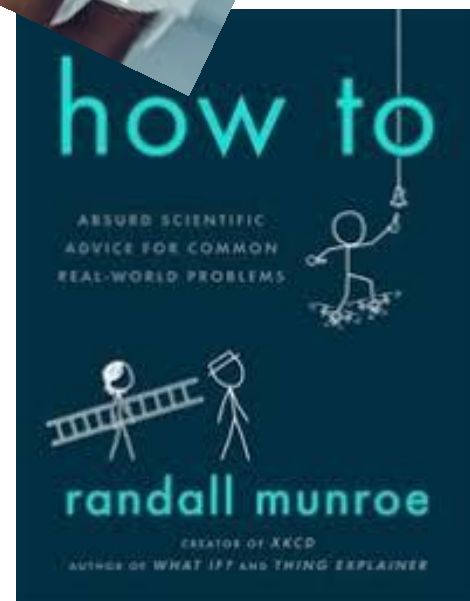
**I'm just a Salesguy,
maybe a "Dreamer" and
hopefully in the end of
my presentation,
we could dream a little
together.**

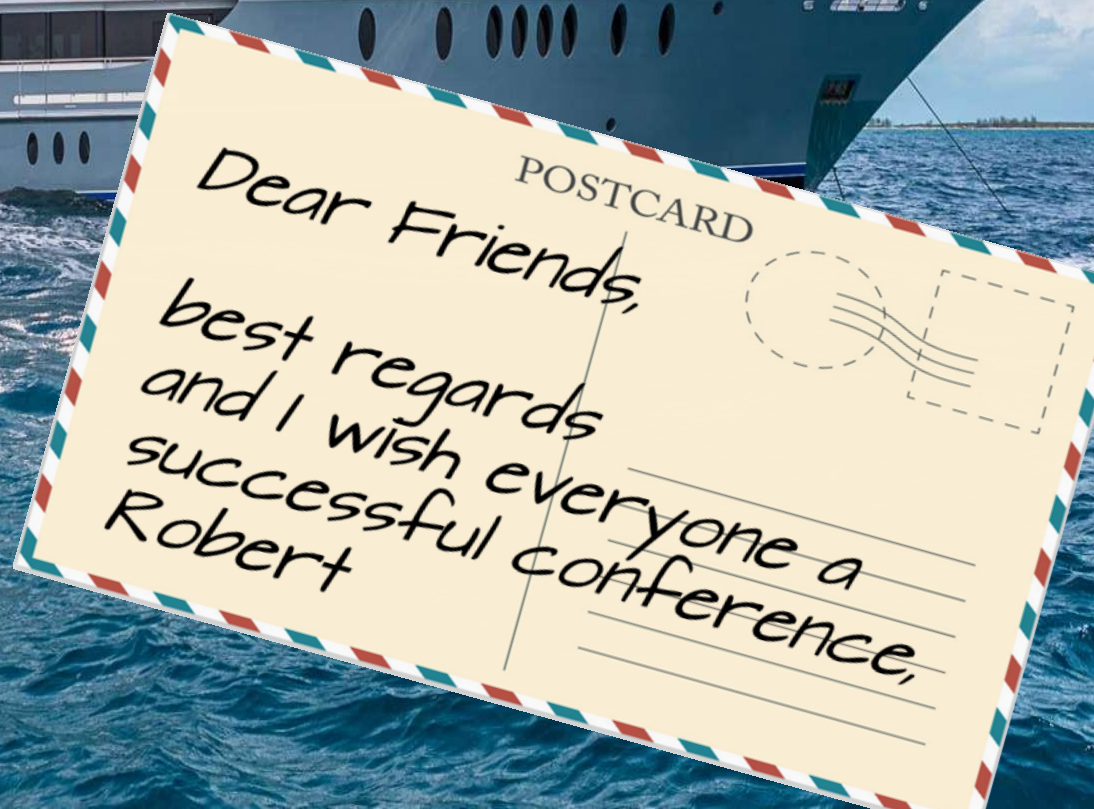
**Cause if I
would have a
secret
formula...**



FORMULA OF PRICING BY (copyright) ROBERT ...







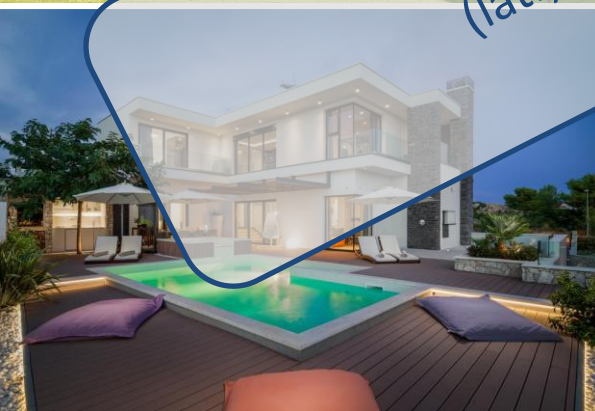


MODELS OF PRICING

- Absorption pricing
- Contribution margin-based pricing
- Creaming or skimming
- Decoy pricing
- Double ticketing
- Freemium
- High-low pricing
- Keystone pricing
- Limit pricing
- Loss leader
- Marginal-cost pricing
- **Cost plus pricing**
- Odd pricing
- **Pay what you want**
- Penetration pricing
- Predatory pricing
- Premium decoy pricing
- Premium pricing
- Price discrimination
- Price leadership
- Psychological pricing
- Sliding scale
- Target pricing business
- Time-based pricing
- Time sensitive pricing
- **Value-based pricing**
- Variable pricing strategies
- Yield management strategies

„THOUGHTS ON PRICING-STRATEGY „

- | | | |
|----|--------------------|---------------------|
| #1 | PRINCIPLES | Facts and Behaviour |
| #2 | AUSTRIA | Market > Pricing |
| #3 | OUR PRODUCT | new approach |

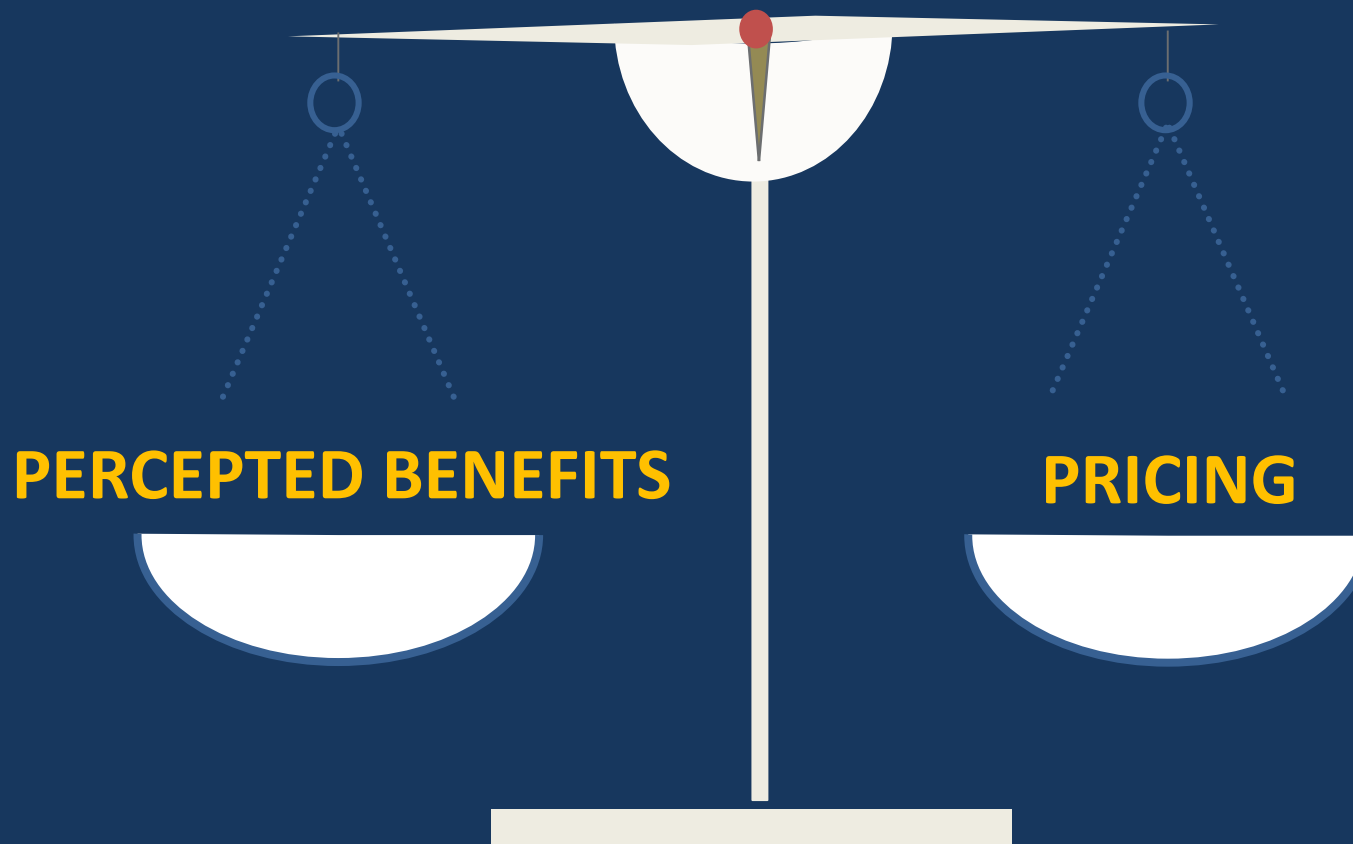


PRICE = VALUE

(lat.) PRECIUM >



CUSTOMERS PRICE & VALUE SCALE



PRINCIPLES



The price is the most
important
and unfortunately also
mostly
visible value and quality
indicator.

PRICE & VALUE SCALE

There are basically two ways to balance the scale:

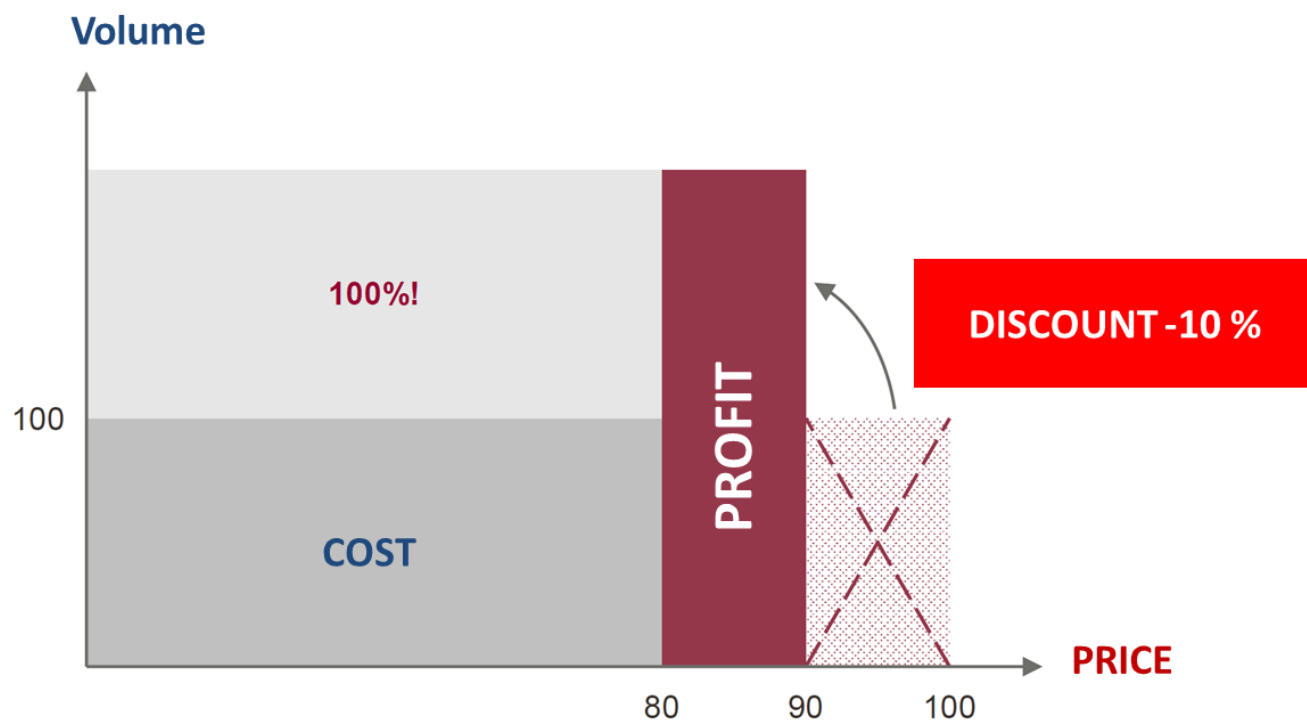
- I. to expand the range of services
- II. convince your customer of the benefit of the offer

The price is the most important and unfortunately also mostly visible value and quality indicator.

Whether the service to be sold
appears expensive or inexpensive
depends solely
on the benefit, the customer sees
in your offer.

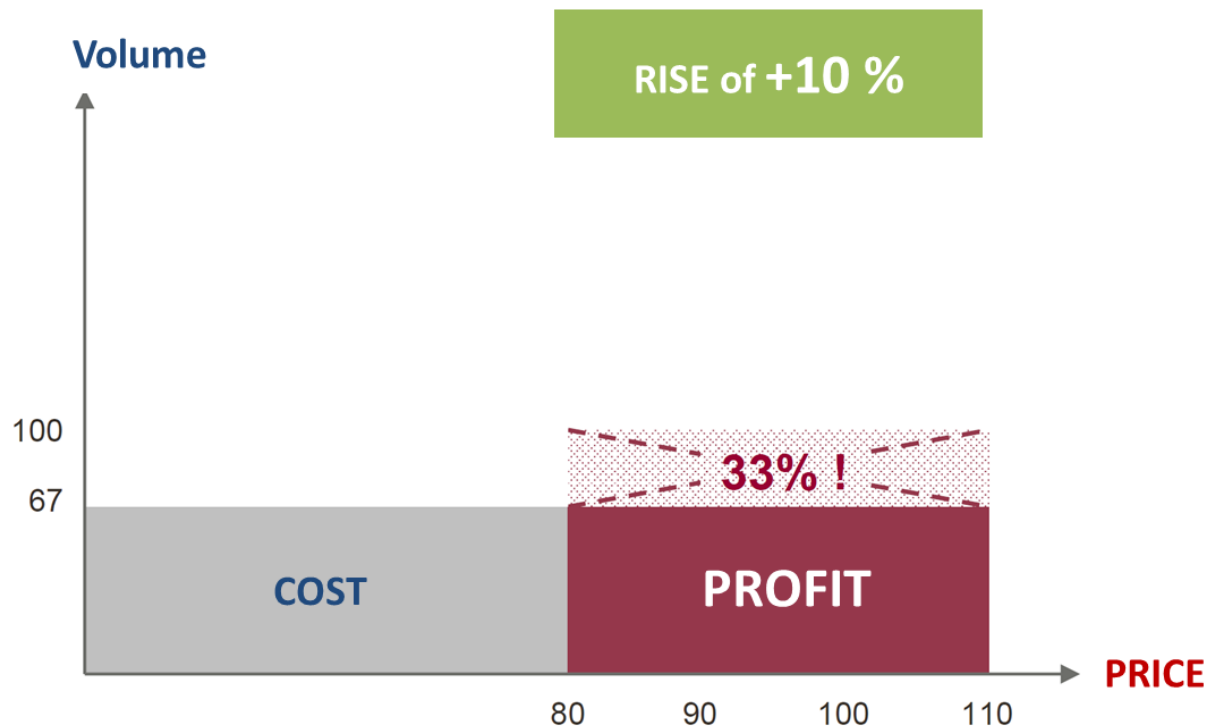
Q: What additional volume has to be sold to keep the profit the same ?

IMPACT OF A PRICE-REDUCTION



Q: How much loss of quantity can be accepted without the profit changing ?

IMPACT OF A PRICE-RISE



PRINCIPLES

Various industries show how “**premium**” can be created through market- and **price-differentiation**.



0,01 €



0,50 €



1,50 €



4,50 €

+ 5.000 %

+ 300 %

+ 300 %

PRINCIPLES

Same product - different sales outlets ...



€ 5,00 Minibar-Hotel

€ 3,50 Airport

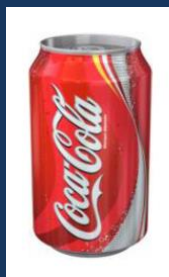
€ 1,20 Tobacco Shop

€ 0,95 Gas Station

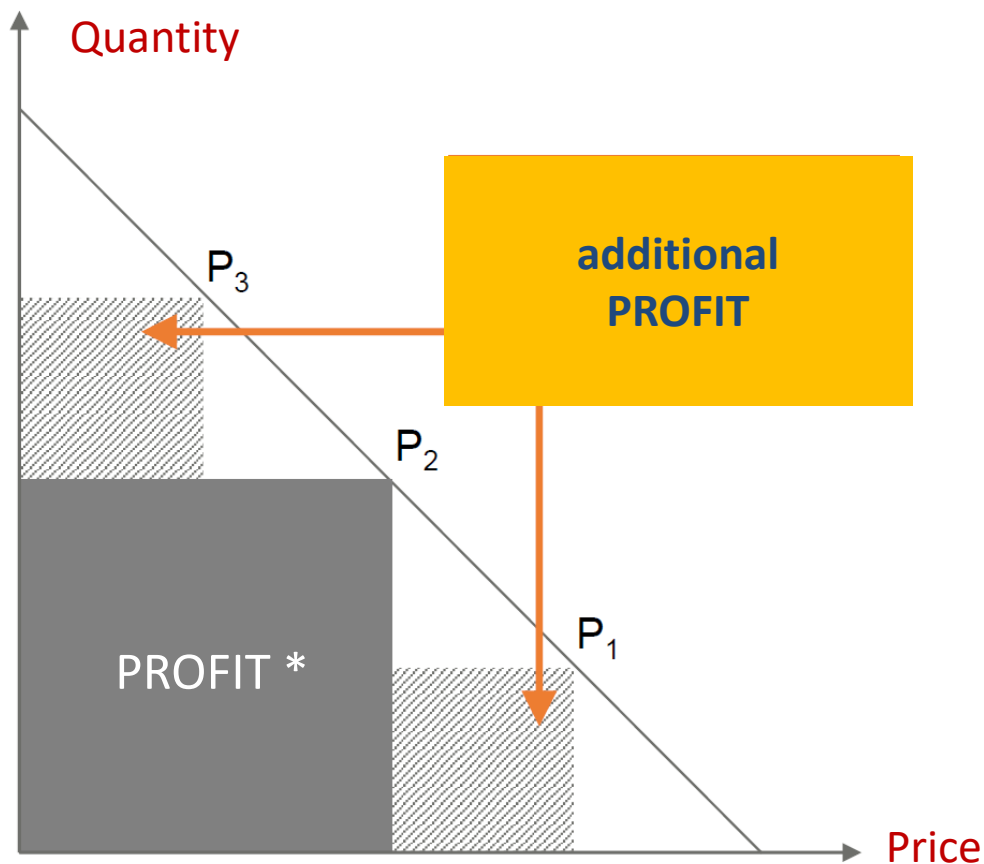
€ 0,80 vending machine - Uni

€ 0,75 Bakery

€ 0,55 Supermarket



Principle of Price-Differentiation



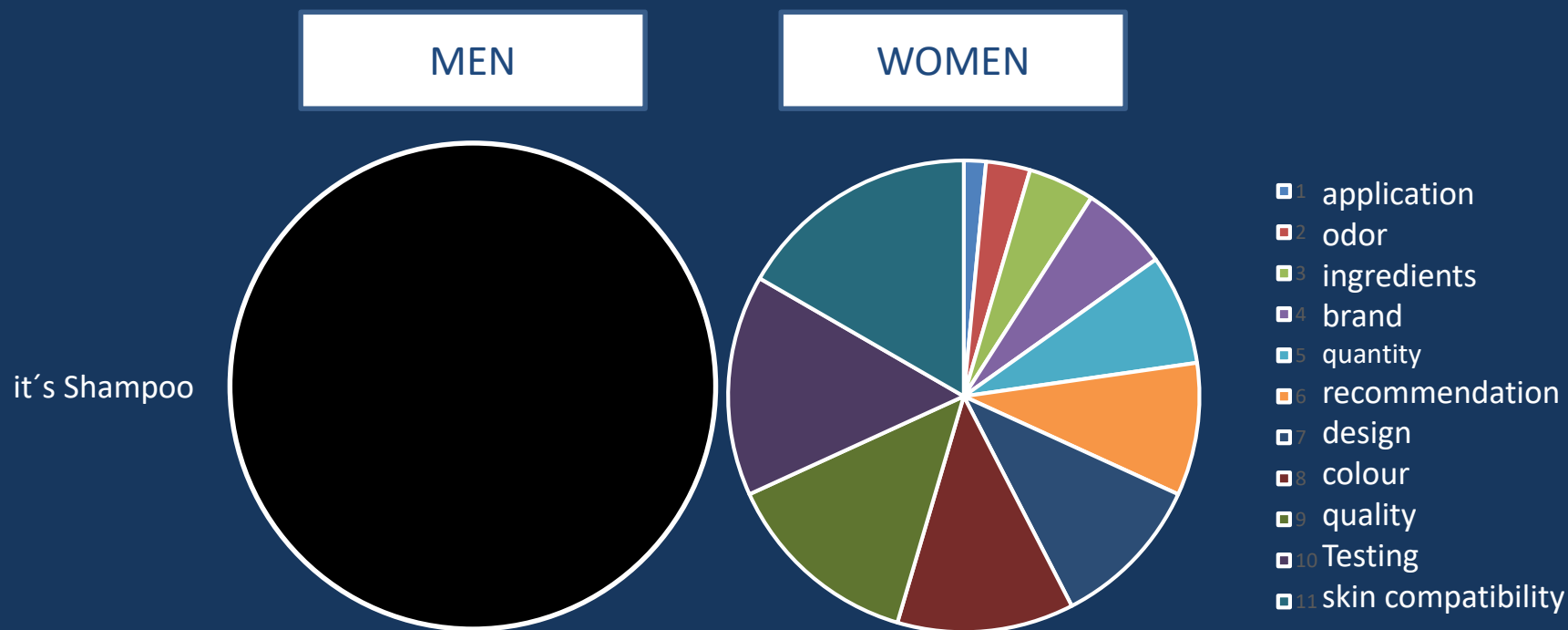
Various industries show how “premium” can be created through market- and price-differentiation.

0,01 €	0,50 €	1,50 €	4,50 €
	+ 5.000 %	+ 300 %	+ 300 %

Same product - different sales outlets ...

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	€ 3,50 Airport
	€ 1,20 Tobacco Shop
	€ 0,95 Gas Station
	€ 0,20 vending machine - Uni
	€ 0,75 Bakery
	€ 0,55 Supermarket

purchasing decisions > HAIR SHAMPOO





THE TIME BEFORE & AFTER 2008 ...

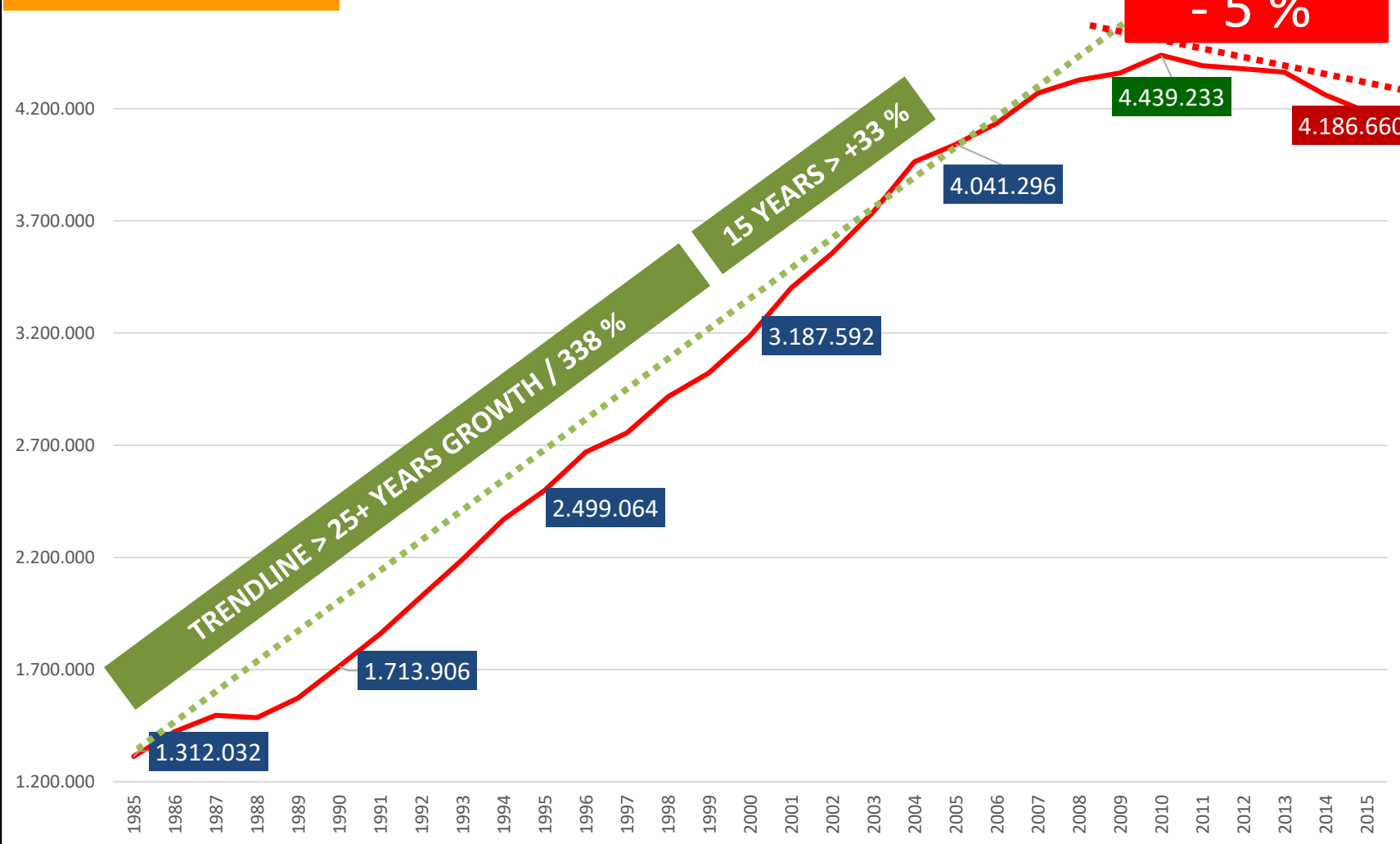


UNCERTAINTY, FUTURE FEARS,
great influence on the development of Golf ...



DATA – Golf Europe

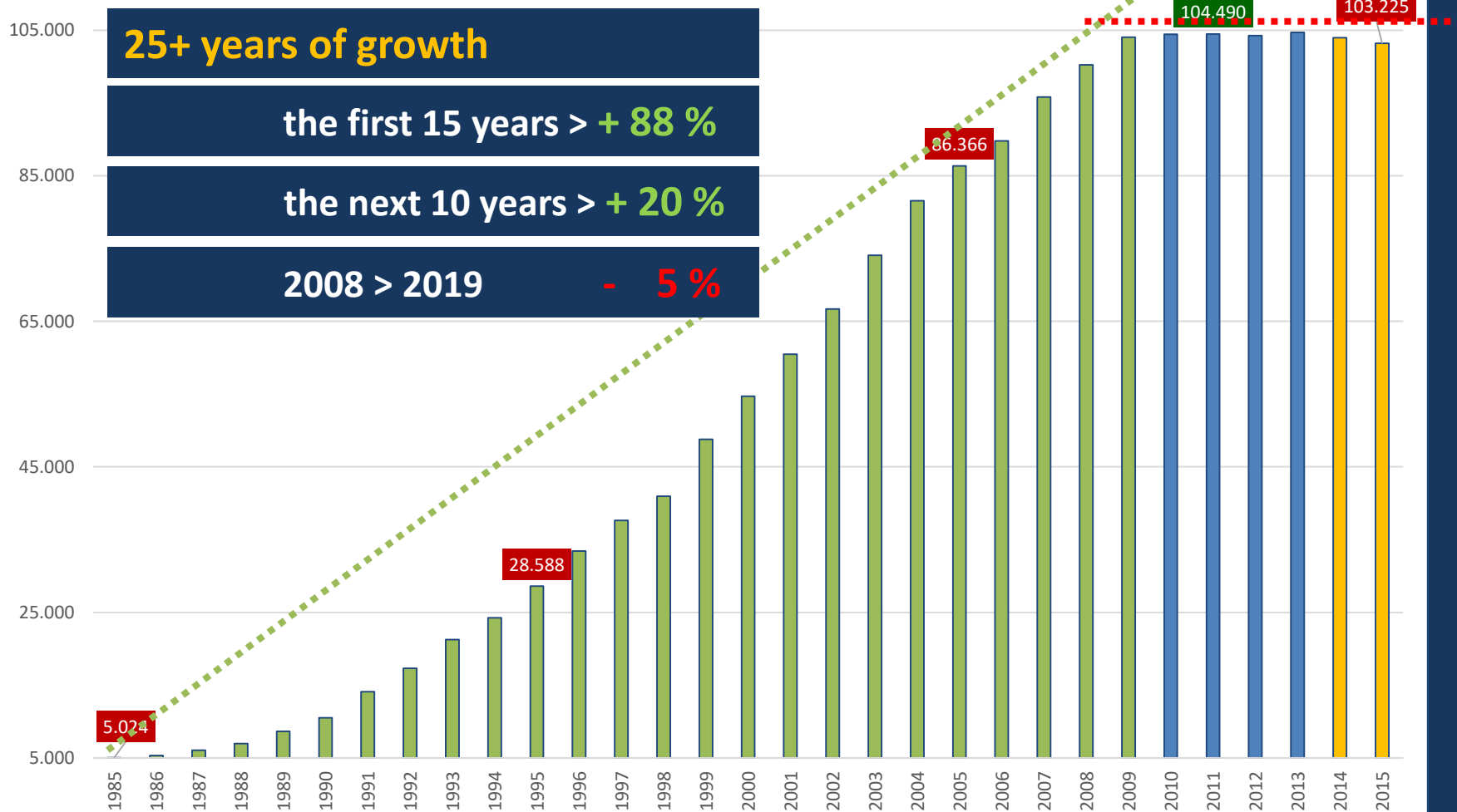
GOLFER - EUROPE



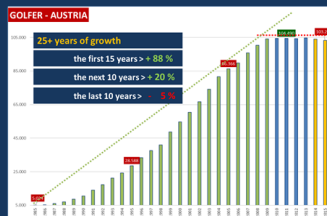
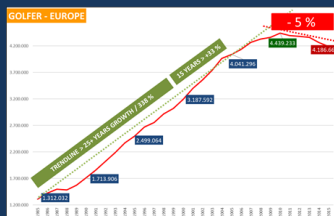


DATA – Golf Europe

GOLFER - AUSTRIA



DATA – Golf Europe



What is especially important to consider:

- We only **COUNT** the **NUMBERS OF GOLFERS** ...
- But **REVENUE** per **GOLFER** have certainly **declined even more** !



OUR QUICK AND SIMPLE APPROACH WAS:



- PRODUCE NEW GOLFERS / MEMBERS
- TARGETGROUP IS „ EVERYBODY “
- GOLF IS THE RIGHT PRODUCT FOR „ ALL “
- MEMBERS SHOULD PLAY MORE GREENFEE
- KIDNAP MEMBERS FROM YOUR NEIGHBOR





OUR MEDICINE WAS PRICE-REDUCTION !

THE AUSTRIAN GOLF-MARKET

PROFIT

=

QUANTITY x PRICE - COSTS



INCREASE QUANTITY through **PRICE-REDUCTION**



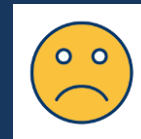
➤ **MORE PLAYERS**

>>>



➤ **MORE ROUNDS**

>>>



➤ **MORE PRODUCTS**

>>>



THE AUSTRIAN GOLF-MARKET

PROFIT

=

QUANTITY x PRICE - COSTS



? Have we „produced“ more Players – **NO**

? have our golfers played more rounds of Golf - **NO**



GREAT IDEA

NEXT STEP: SEEK HELP AND NEW „PARTNERS“

3rd-PARTIES

- Marketing Agency
- Teetime Reseller
- Booking Platforms
- Shopping Community





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3rd-PARTIES

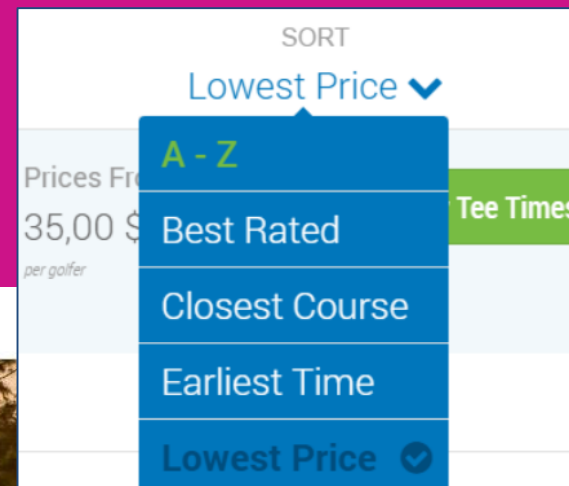


GREAT IDEA

NEXT STEP:
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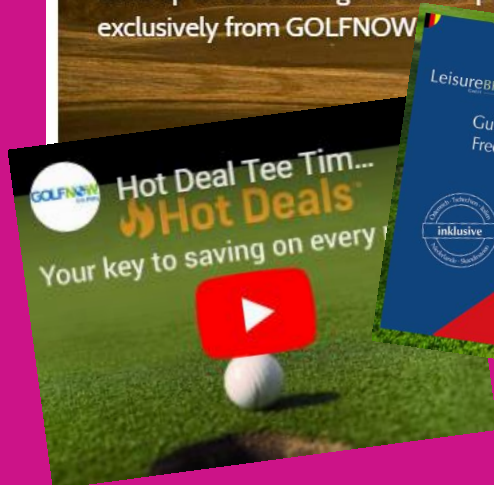
3rd-PARTIES

- Marketing Agency
- Teetime Reseller
- Booking Platforms
- Shopping Community



GOLFNOW

Hot Deals Courses Near Me Destinations Best Courses Rewards Join GOLFPASS



Half Price Golf
up to 80%
Hot Deals
play 2for1

3rd-PARTIES

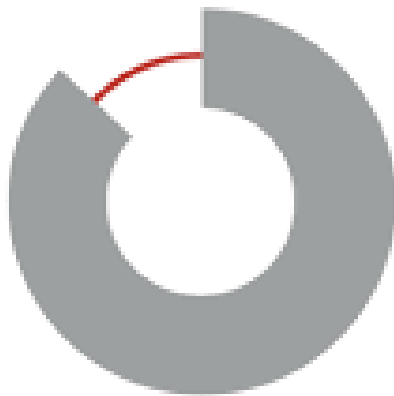
It's not our customers, it's our own fault



3rd-PARTIES

87%

of organizations
have experienced
a disruptive
incident with
third parties in
the last 2-3 years



Source: Deloitte's 2016 Third Party Governance and Risk Management Survey

Not all 3rd-Parties are bad.
We met the good ones yesterday 😊

We should only ask which of them
bring us additional benefits and
which ones run our business

Question: DO WE ROW IN THE SAME BOAT ?
TO THE SAME GOAL ?
FRIENDS OR PARASITES ?

A FEW DETAILS FROM THE AUSTRIAN GOLF-INDUSTRY

- **INDUSTRY-REPORT „GOLF IN AUSTRIA“**
 - OPERATING REVENUE
 - COST / EXPENSES
 - LIST PRICE vs. REALIZATION
 - CASH-FLOW KEYFIGURES





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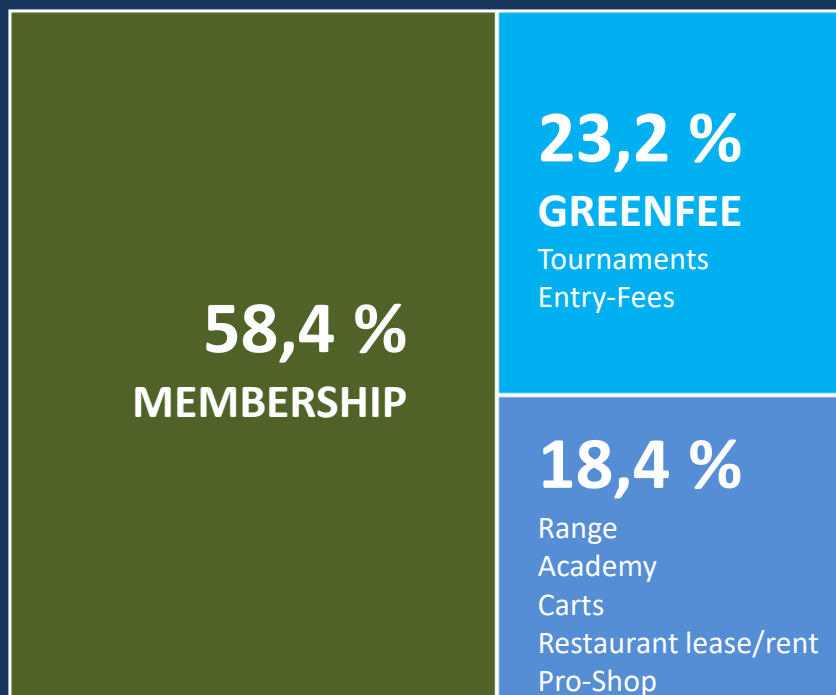
AUSTRIAN GOLF-INDUSTRY

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INDUSTRY REPORT „GOLF“



Operating Revenue

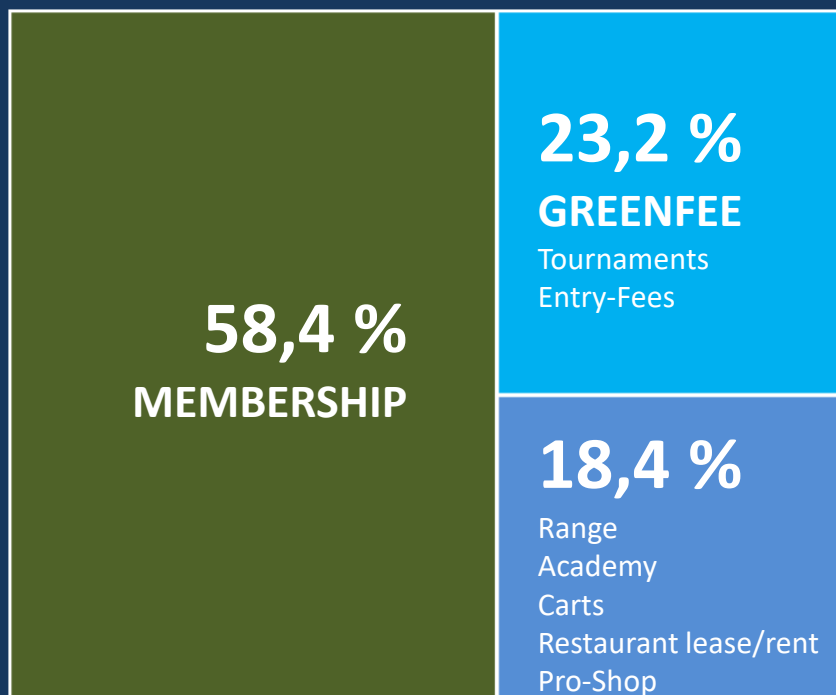




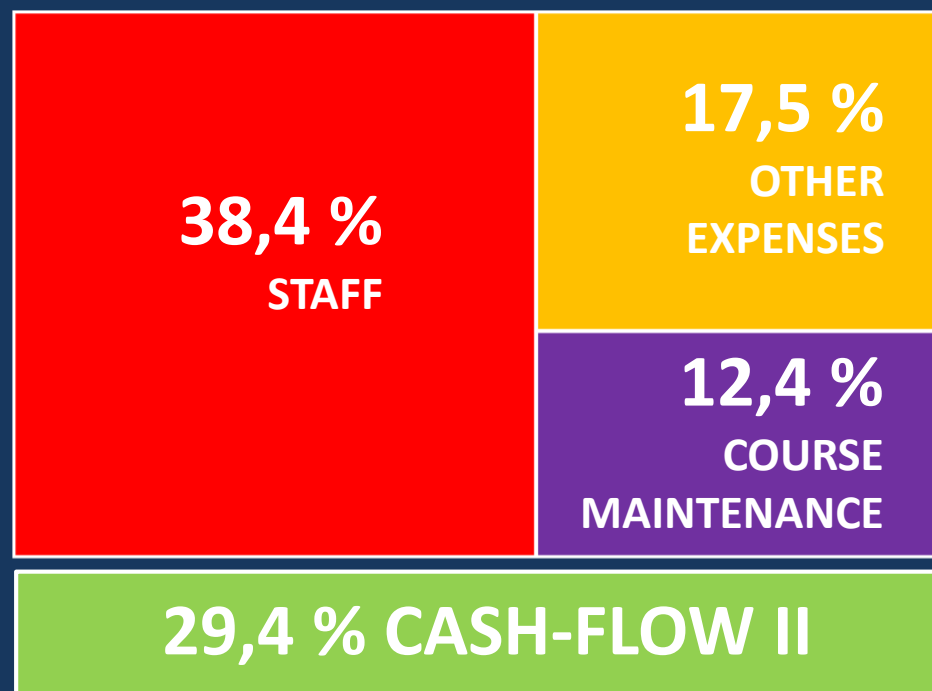
INDUSTRY REPORT „GOLF“



Operating Revenue



Cash-Flow Keyfigures



INDUSTRY REPORT „GOLF“



CASH-FLOW KEYFIGURES

Gross-Operating-Profit 30,4 %

* profitability

Brutto-Cash-Flow II 29,4 %

* liquidity

Land Lease 12,4 %

Lease, Rent, Leasing 4,9 %

Loans / Interest 1,9 %

* without repayment

Brutto-Cash-Flow I 10,2 %



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AUSTRIAN GOLF-INDUSTRY

WKO-REPORT



GREENFEE LIST PRICE

average operating figures

WEEKDAY € 58,30

WEEKEND € 65,50



WKO-REPORT

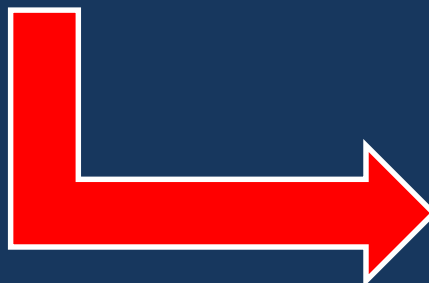


GREENFEE LIST PRICE

average operating figures

WEEKDAY € 58,30

WEEKEND € 65,50



achived price / GF

€ 35,50





Sie haben doch
auch nichts zu
verschenken, oder?

NIKI LAUDA

*Austrian hero and well-paid and
popular advertising testimonial ...*

*Very successful businessman
who was extremely frugal privately ...*

His Slogan was:

***You also have
nothing
to give away !***

WHAT WAS THE MISUNDERSTANDING ?

**WE HAVE A PRICE OFFER FOR EVERYTHING,
A SPECIAL DISCOUNT FOR EVERYBODY,
BUT WHAT WE FORGOT AND
THE CUSTOMER IS REALLY LOOKING FOR
AND WHAT TO BUY IS**





NEW APPROACH

NEW PRODUCT



COMING
SOON

QUALITY
PLEASURE

SLOW DOWN

WINE & DINE

MEET FRIENDS
WELL-BEING

EXCITEMENT
TOGETHERNESS

HEALTH

COMMUNITY

NATURE

FAMILY & DOG

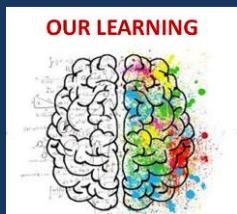
EXCLUSIVITY

OUTDOOR

MOVE HEALTHY

VACATION

NEW APPROACH

OUR NEW APPROACH ...

Of course we - golf clubs and association- will continue to make massive efforts to interest new people in golf and to win them over as members and golfers and as future customers ... BUT WE NEED TO CHANGE ...



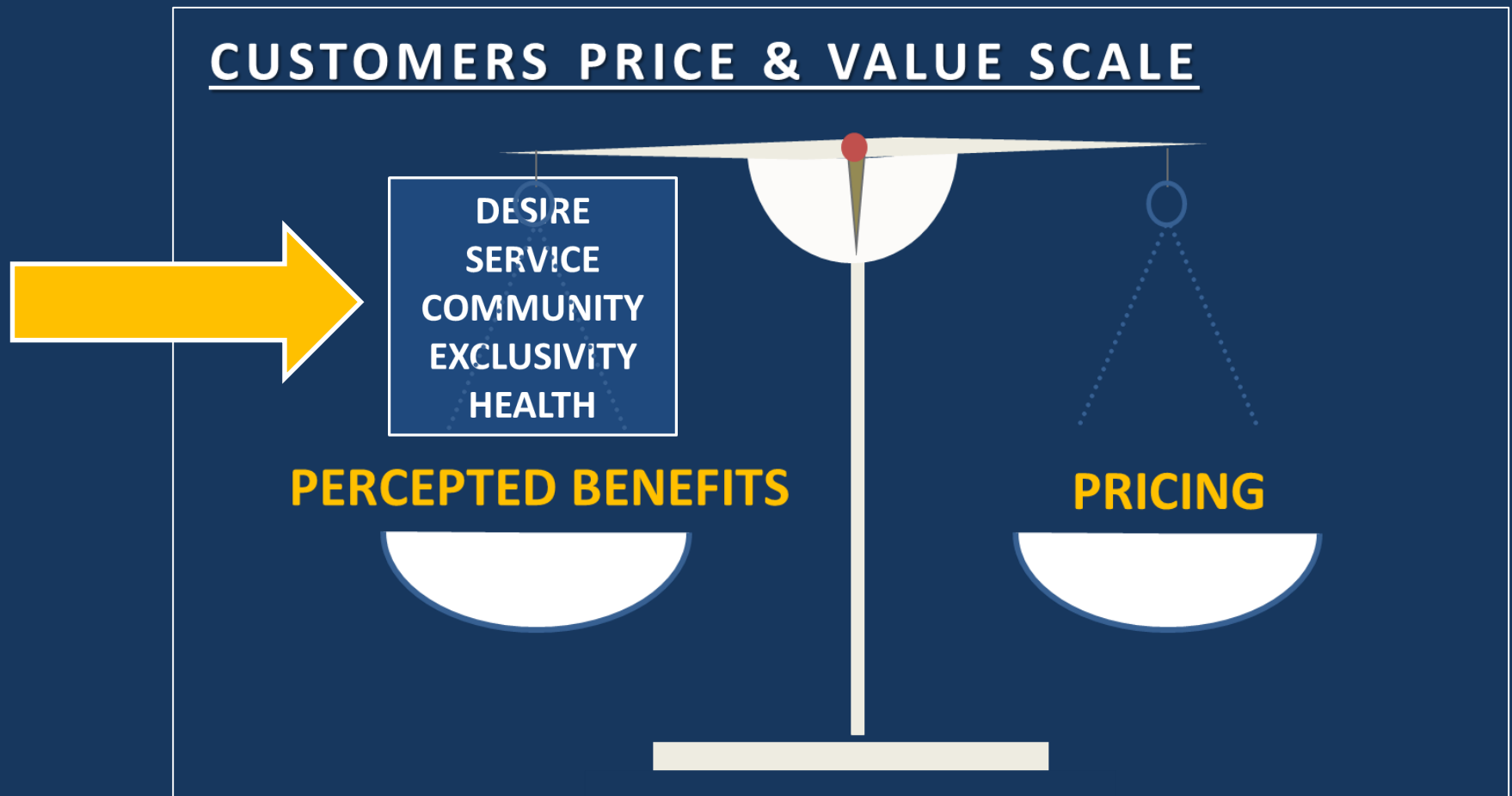


NEW APPROACH



THE AUSTRIAN GOLFMARKET

>>> what price do we attribute to ...



... THIS IS OUR PRODUCT "GOLF" !



... and THIS as well !



Let's find something out together ...

Make
DREAM
Come
true

... THANK YOU !