

LINNA GOLF
Esa Honkalehto
14.2.2024



Linna Golf



Destination

ESA HONKALEHTO

- Pro athlete (Finnish Baseball League) 1983-1995, 370 games
- University of Jyväskylä 1985-90, sports administration and coaching
- Track & Field
 - 1997-2004 (Finnish T&F Association, Infront), sponsorships
 - 2010-2012 European Championships Helsinki 2012, Gen.Secr.
- Ice Hockey
 - 2004-2010, 2013-17 Ilves Tampere, CEO
- Golf
 - 2017- Linna Golf, CEO



Destination

LINNA GOLF BRIEFLY

- Opened 2005
- Originally Vanajanlinna Golf & Country Club (Resort)
- Designed by European Tour Golf Design / Tim Lobb, hole 15 by David Sampson (also Marco Simone in Rome)
- 300 shareholders of the company (A/B shares)
- 350 members in the golf club
- 100 annual playing rights rented
- Turnover 1,6 M€
- Season 5 months (May–September)
- 23.000 rounds
- 12.000 different players / year
- 100 corporate events in 16 weeks



Destination



CHANGE OF THE STRATEGY 2018

- Quality and image of Linna Golf had been very good since opening 2005
- Challenges had been in the economical side almost since opening and something had to be done to make cashflow better
- 2017-2018 the turnover was 1,2 M€/year and 2017 cashflow -118 t€, 2018 cashflow -81 t€
- We decided to focus on customers instead of production
 - Shareholders
 - Corporate customers
 - Private seasonal players
 - Private greenfee players
- We started to
 - ➔ collect information (name, email, phone)
 - ➔ ask feedback (Players 1st, surveys etc.)
 - ➔ Create new products according to the feedback



Destination

THE BEST GOLF EXPERIENCE IN FINLAND



SUSTAINABILITY AS A NATURAL PART OF LINNA GOLF

RESULTS 2019-23

- Rankings
 - 2019 and 2021 The Golf Course in Finland
 - 2023 Top 100 Courses 60th in Continental Europe
 - 2023 Golf World 94th in Continental Europe
- 2019 the cashflow +35 t€ (first time +), years 2020-23 +450 t€
- 2023 the turnover 1,6 M€ (2018 1,2 M€)
- The change 2018 -> 2023
 - Shareholders payment/year 1300->1200 €
 - Corporate customers sales 380-> 570 t€
 - Private seasonal players sales 0-> 100 t€
 - Private greenfee players sales 150-> 300 t€

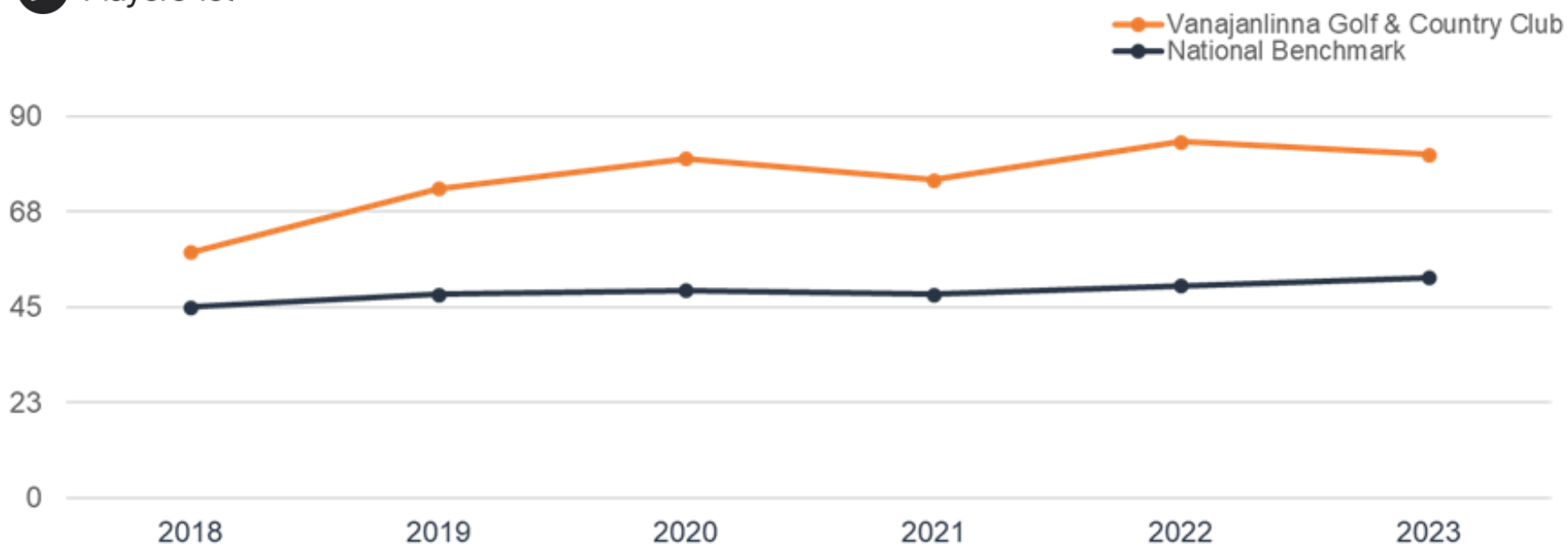


Destination

MEMBERS NPS

Development of the NPS over time

 Players 1st



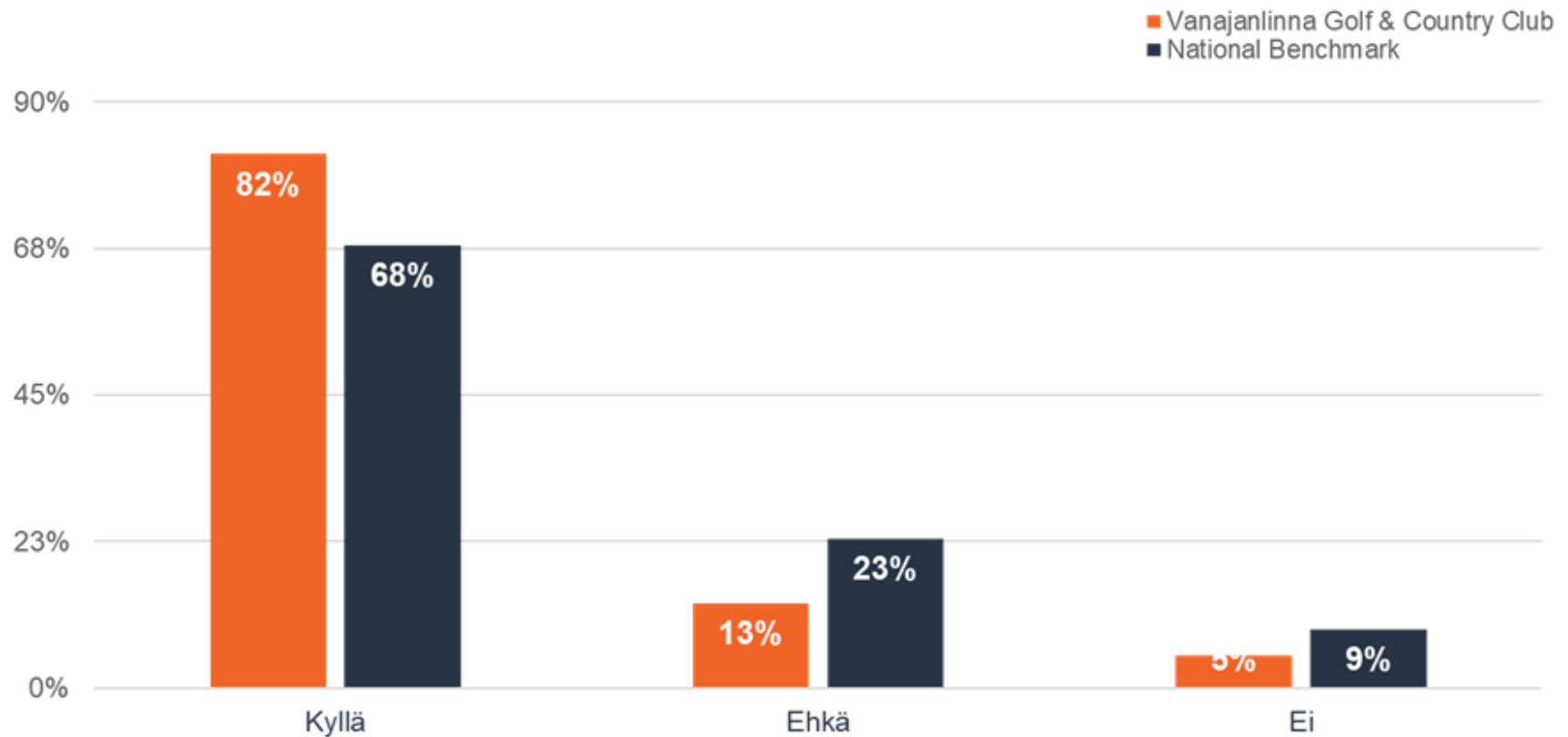
Year	NPS	National Benchmark	Promoters	Passive	Detractors
2023	81	52	83%	14%	3%
2022	84	50	87%	11%	3%
2021	75	48	78%	19%	3%
2020	80	49	83%	14%	3%
2019	73	48	79%	16%	6%
2018	58	45	63%	31%	6%

FUTURE PLANS OF THE MEMBERS



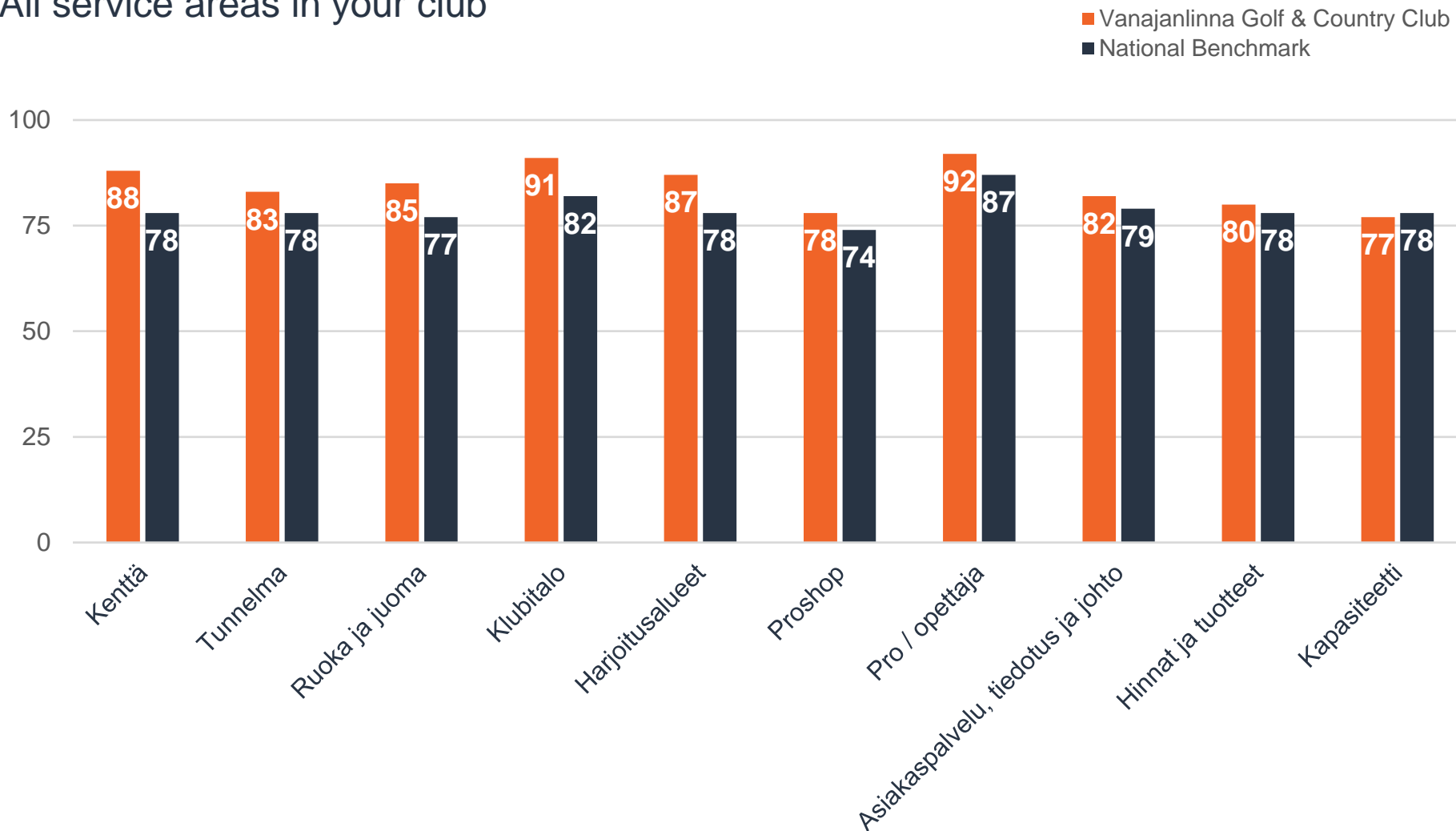
How do think, will you be the member of this golf club after 2 years?

 Players 1st



Service areas

All service areas in your club



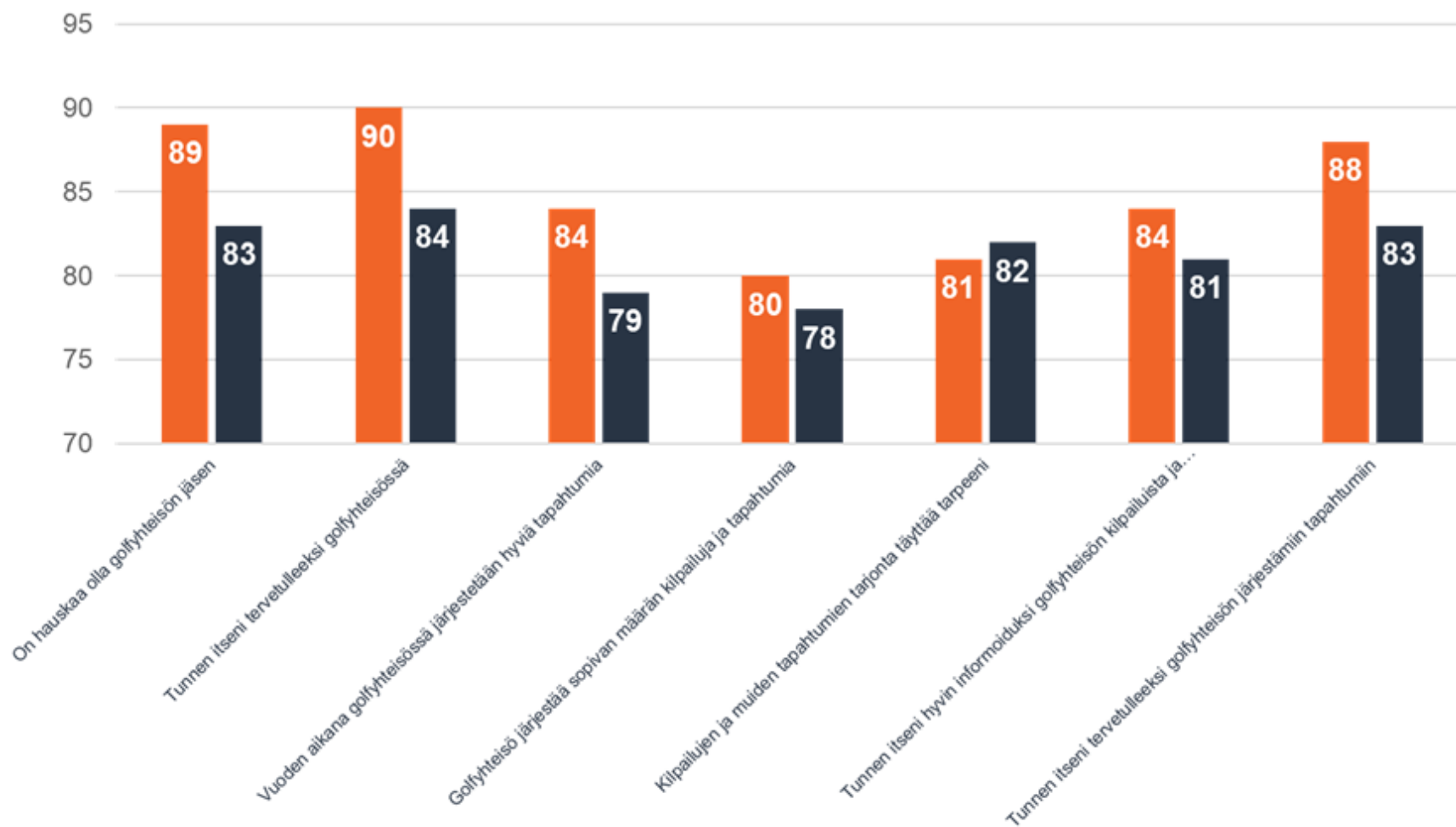
ATMOSPHERE

Touchpoints in the service area



 Players 1st

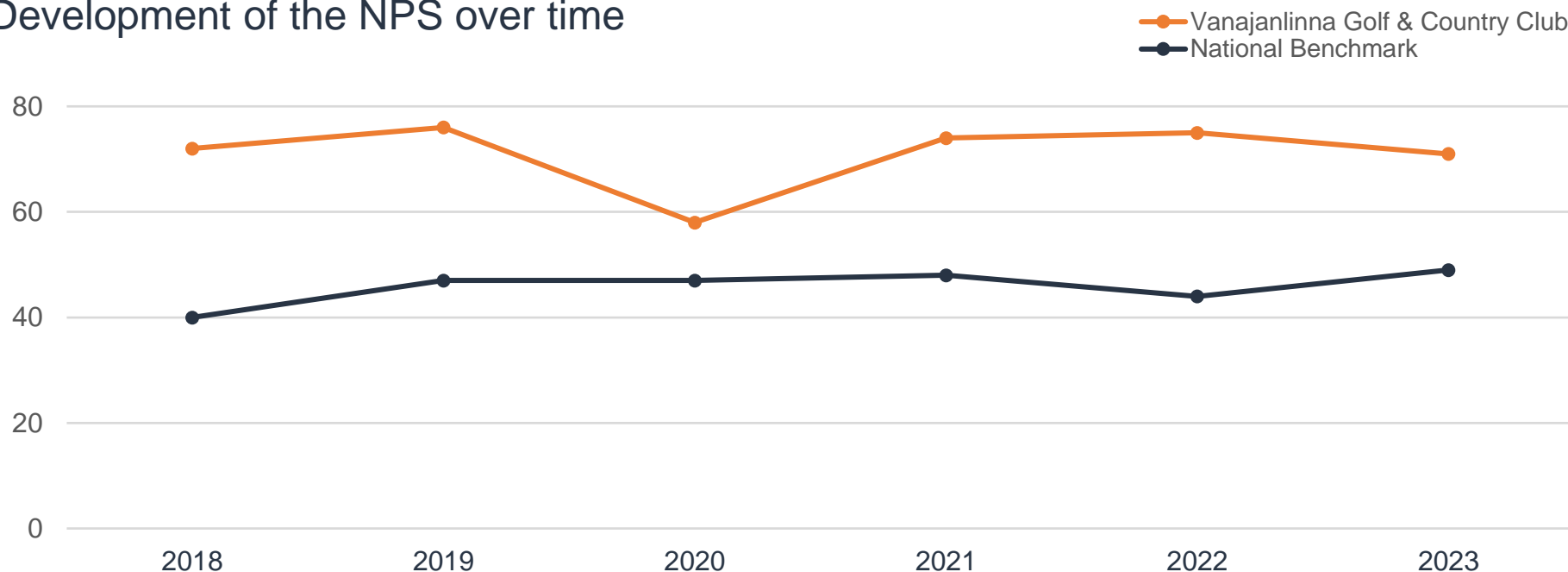
■ Vanajanlinna Golf & Country Club
■ National Benchmark





GUEST PLAYERS NPS

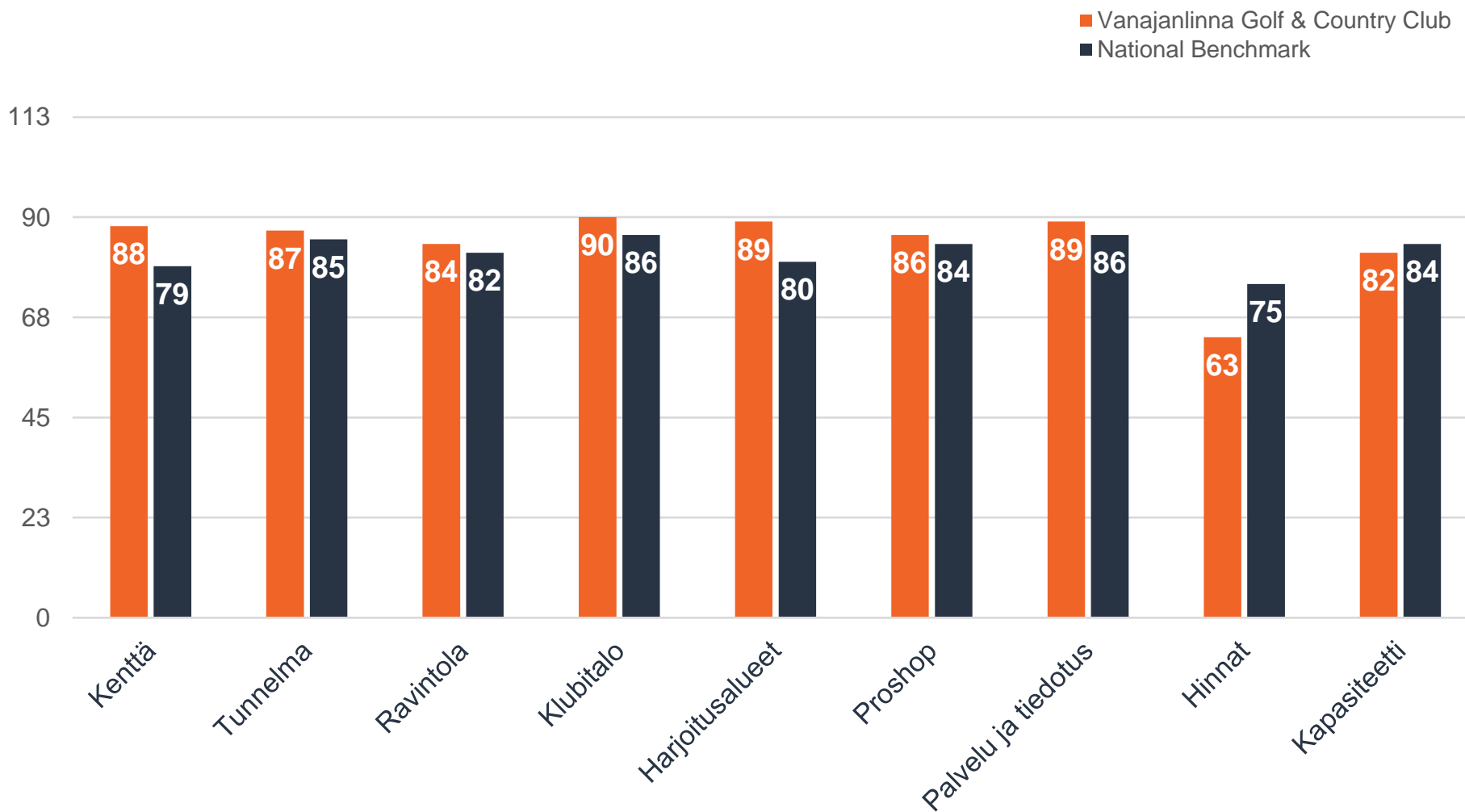
Development of the NPS over time



Year	National Benchmark	NPS	Promoters	Passive	Detractors
2023	49	71	75%	21%	4%
2022	44	75	78%	20%	2%
2021	48	74	77%	20%	3%
2020	47	58	65%	28%	7%
2019	47	76	79%	18%	3%
2018	40	72	75%	22%	3%

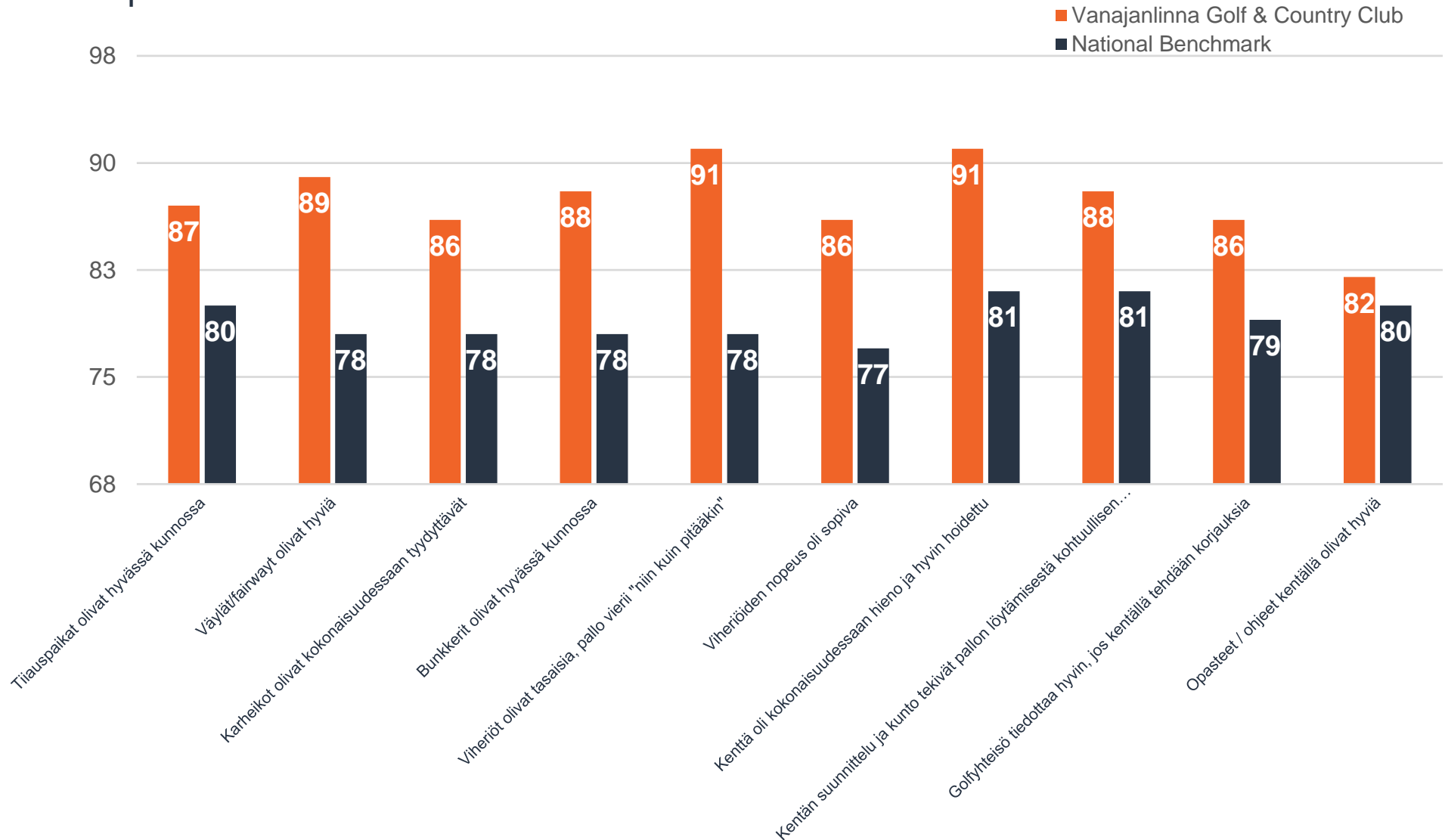
Service areas

All service areas in your club



THE COURSE

Touchpoints in the service area



WHAT IS THERE TO LEARN?

- Strategy is everything
- Increase of sales (€)
 - Collected contact information has been essential
 - The feedback of players has helped making new products and pricing
 - Third party statements have made us more reliable
- Development of service (NPS)
 - The feedback of players has developed our customer service both behind the desk and on the course
 - Players 1st feedback is instant, so we are able make changes today, not next week
- Open and honest communications (NPS)
 - Condition of the course (green dressings, rain damages etc.)
 - Dynamic pricing (time, day, week, condition -> best price)
 - Feedback from own players has been really good



WELCOME TO LINNA GOLF!

ESA HONKALEHTO, CEO

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