

# Swedish Golf Federation Business Intelligence

December 2007

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# Today's agenda

## 1. Background

- *How we got to where we are...*

## 2. Current position

- *So where **are** we (really) ?*

## 3. Trends & preferences

- *Why more of the same will not suffice...*

## 4. Recruitment & growth

- *Where **is** our potential?*

## 5. Conclusive discussion

- *How do we interpret our new knowledge?*
- *What consequences should we draw?*

# A European perspective: courses

	Land	Banor
<b>A</b>	England	1 822
	Tyskland	646
	Skottland	542
	Frankrike	522
	<i>Sverige</i>	<i>472</i>
	Irland	399

<b>B</b>	Spanien	262
	Italien	230
	Wales	161
	Norge	153
	Danmark	140
	Holland	138
	Österrike	128
	Finland	99
	Schweiz	83
	Belgien	64
	Portugal	64
	Island	56
	Tjeckien	44

<b>C</b>	Slovenien	9
	Turkiet	9
	Ungern	7
	Luxemburg	6
	Slovakien	6
	Grekland	6
	Cypern	4
	Ryssland	3
	Lettland	2
	Israel	2
	Estland	1
	Litauen	1
	Serbien/Mont	1
Kroatien	1	
Bulgarien	1	

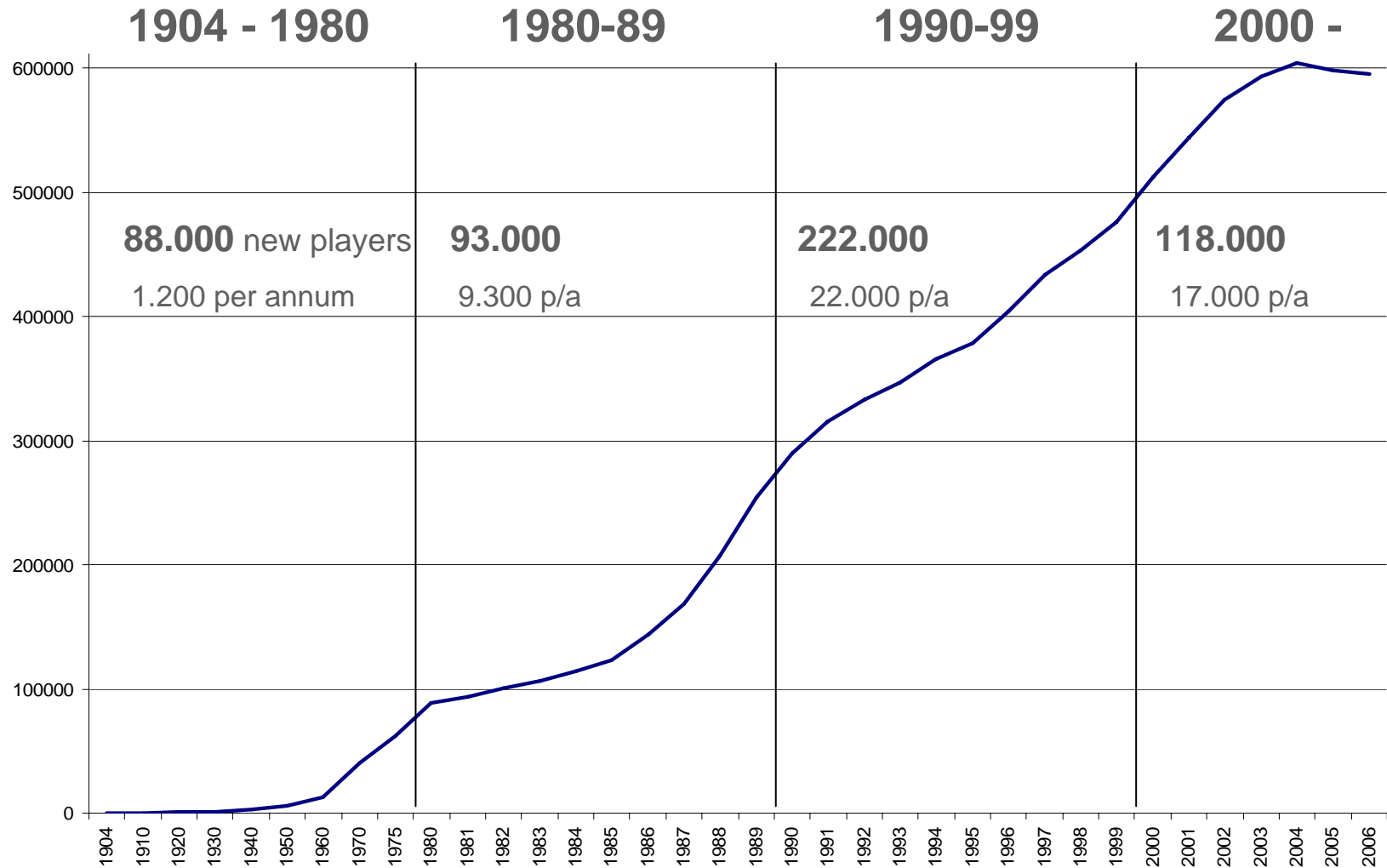
# A European perspective: players

	Land	Medlemmar
<b>A</b>	England	878 821
	<i>Sverige</i>	<i>554 293</i>
	Tyskland	457 237
	Frankrike	340 022
	Skottland	260 043
	Irland	255 200

<b>B</b>	Holland	225 000
	Spanien	217 430
	Norge	125 000
	Danmark	121 352
	Finland	99 354
	Österrike	81 572
	Italien	71 907
	Wales	70 728
	Belgien	46 201
	Schweiz	44 696
	Tjeckien	16 269
	Portugal	15 768
	Island	9 793

<b>C</b>	Slovenien	6 511
	Ryssland	4 800
	Turkiet	3 390
	Luxemburg	3 587
	Slovakien	2 116
	Israel	2 000
	Ungern	1 510
	Grekland	1 306
	Lettland	560
	Cypern	436
	Estland	300
	Litauen	265
	Serbien/Mont	180
Kroatien	168	
Bulgarien	70	

# Development - members



# From there to here...

- Unprecedented **growth**

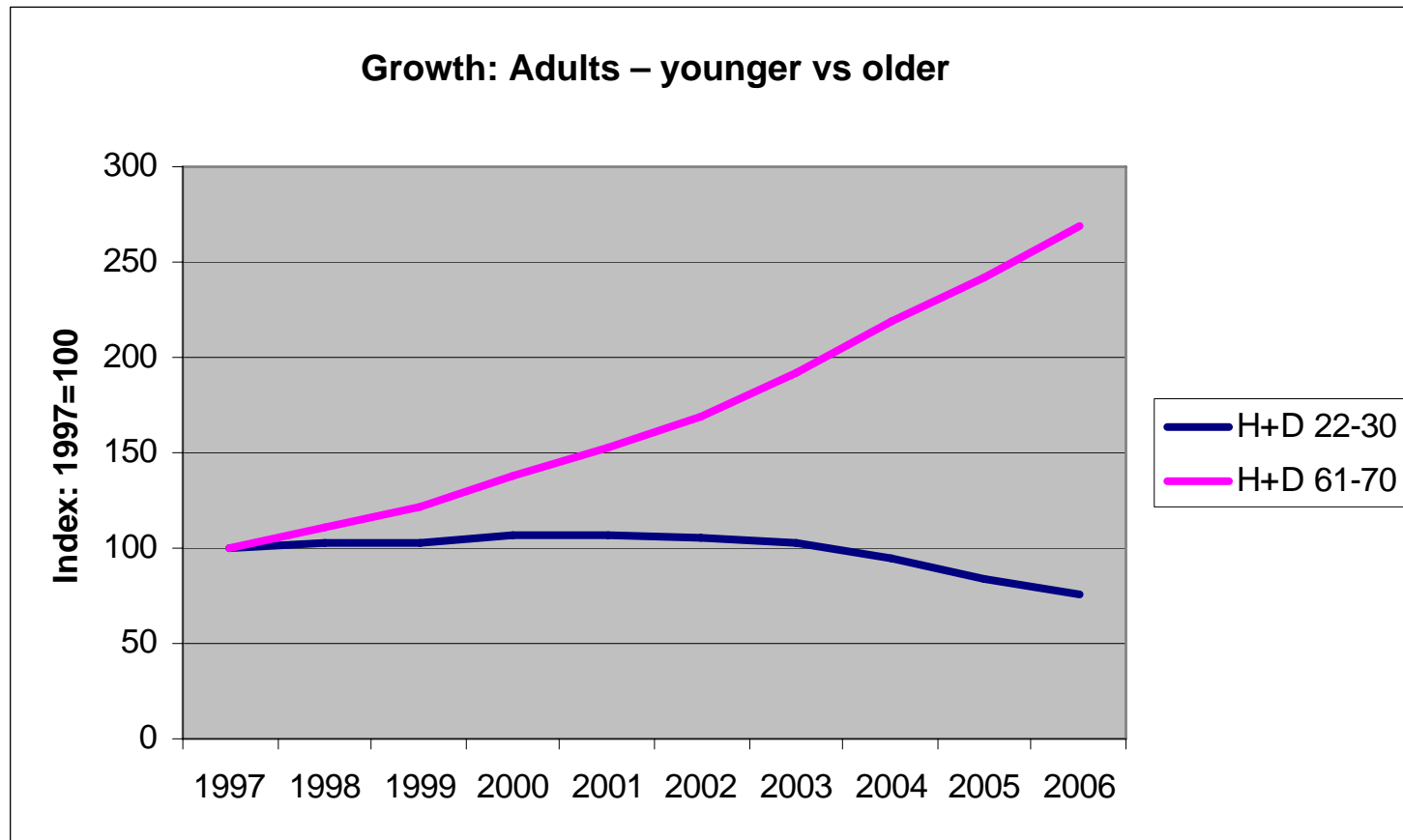
- 500 clubs
- 580.000 members
- Role model

...but **now** declining figures

...and drastic **change**



# An extremely mixed picture...



# Development 1997-2006

	Pojkar 0-12 år	Flickor 0-12 år	Pojkar 13-18 år	Flickor 13-18 år	Pojkar 19-21 år	Flickor 19-21 år	Herrar 22-30 år	Damer 22-30 år	Herrar 31-40 år	Damer 31-40 år	Herrar 41-50 år	Damer 41-50 år	Herrar 51-60 år	Damer 51-60 år	Herrar 61-70 år	Damer 61-70 år	Herrar över 71 år	Damer över 71 år	Summa Aktiva
1997	11130	3935	27526	7783	14472	3977	47169	16318	47439	16282	50068	29617	49359	31436	20057	10897	9419	4447	401 331
1998	12977	4420	28968	7911	13716	3836	48496	16431	52285	17146	49144	28511	53235	34289	22079	12046	9626	4394	419 510
1999	13671	4475	30731	8040	13431	3653	48983	16410	58009	18503	50095	27848	57229	37430	24541	13310	9842	4525	440 726
2000	15856	5147	34312	8651	13650	3787	50882	17287	64031	20594	52967	27960	61540	40386	27353	15163	10978	4901	475 445
2001	17466	5592	37485	9386	13511	3659	50844	17272	69605	22277	55632	28192	65534	42734	30313	16799	12010	5372	503 683
2002	18285	6166	40450	10306	13357	3567	49371	17158	74639	23893	59012	28892	68421	44504	33641	18632	12846	5796	528 936
2003	18240	6343	41675	10948	13237	3470	48349	16690	79118	25350	61891	29115	69506	45145	37976	21275	13595	6172	548 095
2004	16757	6135	41443	11332	12989	3523	44826	15647	80006	25614	64072	29550	69522	44927	43107	24482	13973	6386	554 293
2005	14389	5726	38871	11021	12298	3392	39421	13703	77576	24776	65768	29772	67344	44058	47345	27723	14863	6771	544 817
2006	13085	5308	35803	10482	11651	3198	35620	12221	75259	23607	68286	29840	66163	42493	51990	31092	16219	7320	539 637

-22%

-14%

-12%

Summa passiva

55 417

**Totalt antal medlemmar****595 054**

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- *Where is our potential?*

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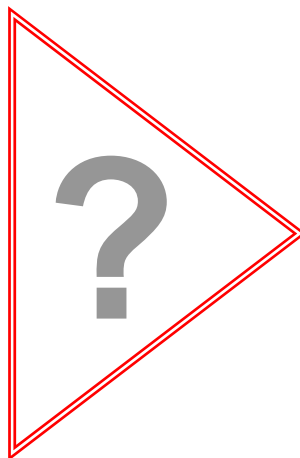
- *How do we interpret our new knowledge?*
- *What consequences should we draw?*

# Dimensions of the paradigm shift

## Club development

From **voluntary** non-profit, with the game in focus...

- to a bit of **everything**



## Course development

From simple, **members-built**, and members-operated

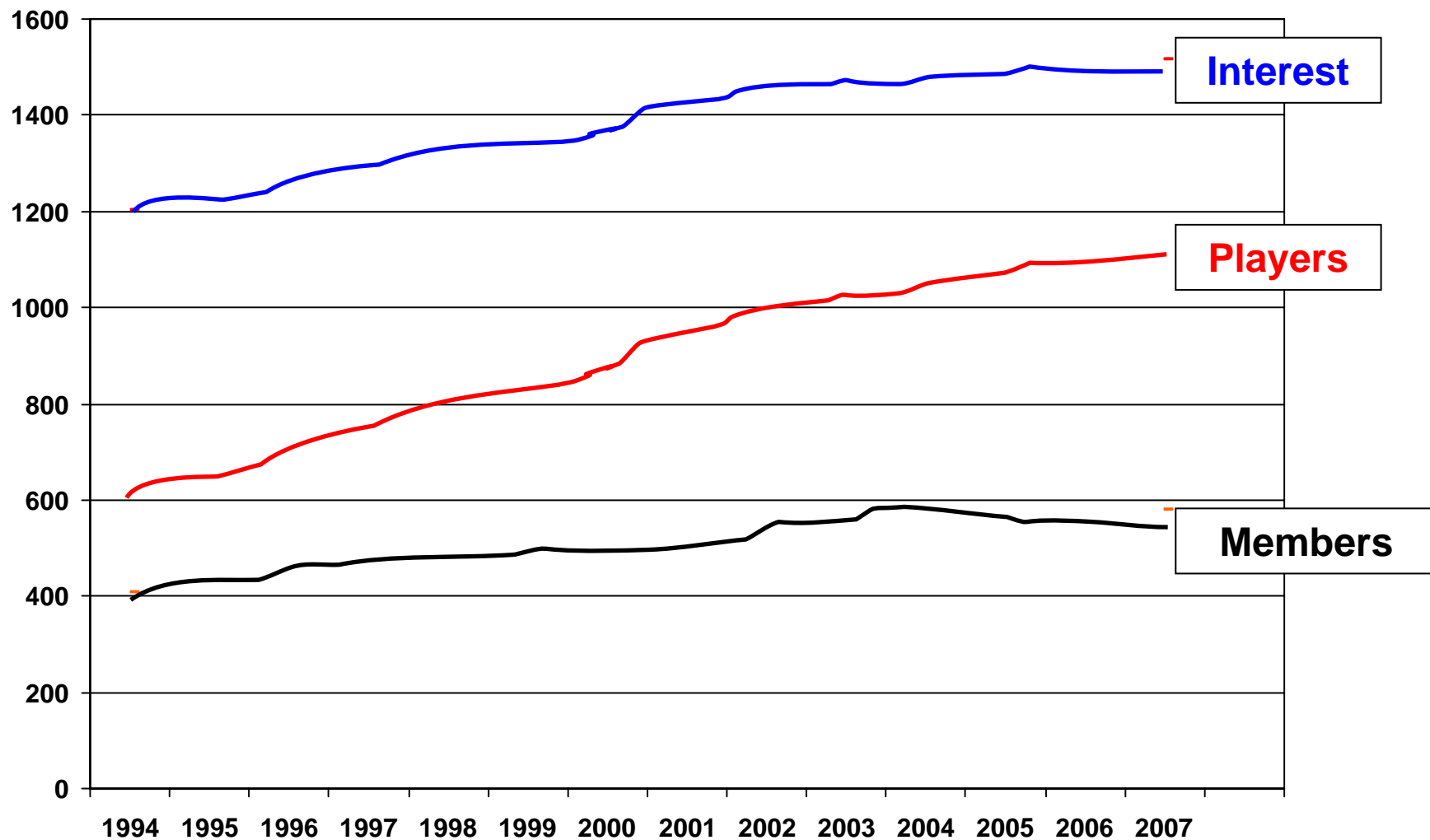
- to a bit of **everything**

## Member development

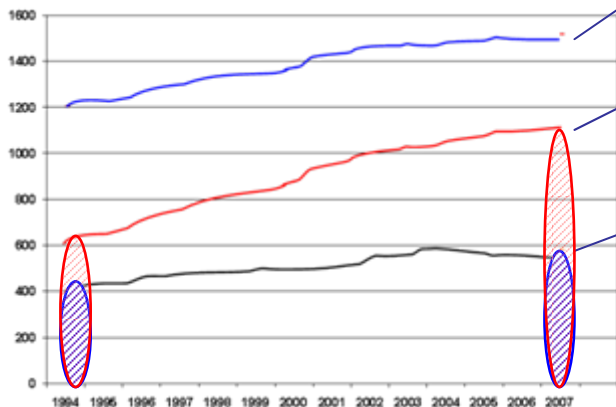
From a **homogenous** member stock, comprised by well-off, middle aged citizens with the game in focus

- to a bit of **everything**

# Curious to see our curves..?



# Development 1993-2007



**Addressable** market: +25%

**Actual** market: +80%

Club member **growth**: +40%

Market share **1993**: 68%

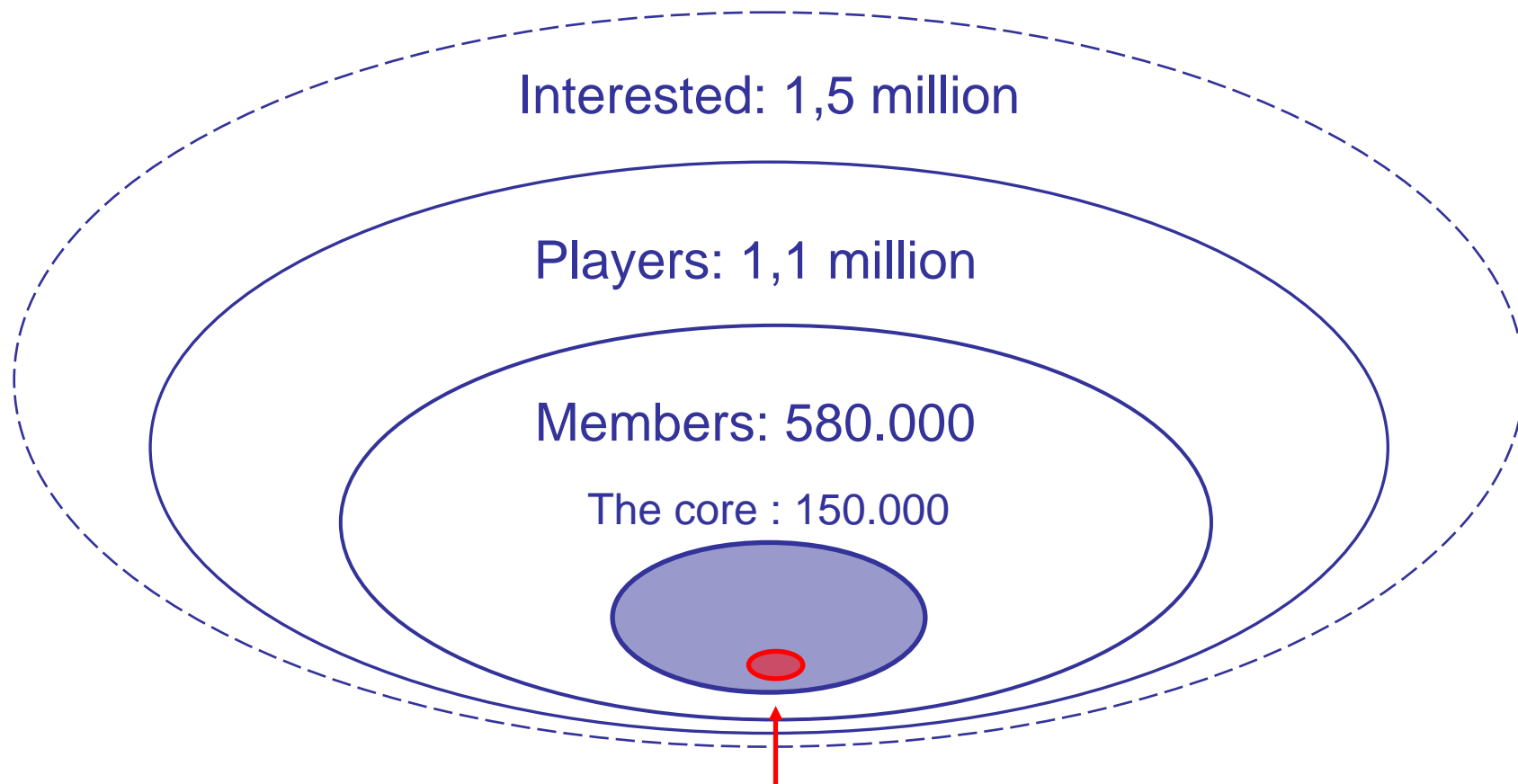
Market share **2007**: 53%

Development: **-15 units**

# A few conclusions before we proceed..

- **The interest** in golf is intact
- But our market shares **drop**
- The "**alternative**" sector experiences bold growth
- To be able to profitize from – this new growth – we need to **understand** our members
- Our ability to identify the right way forward for each golf club, based on **their own unique reality** will determine success or failure

*- and how do we ensure that we get our perspectives right?*



**Decision makers & influencers (us..)**

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**So... do you really know the various needs amongst your members?**

**And do you charge your members in relation to what they get, and what they need?**

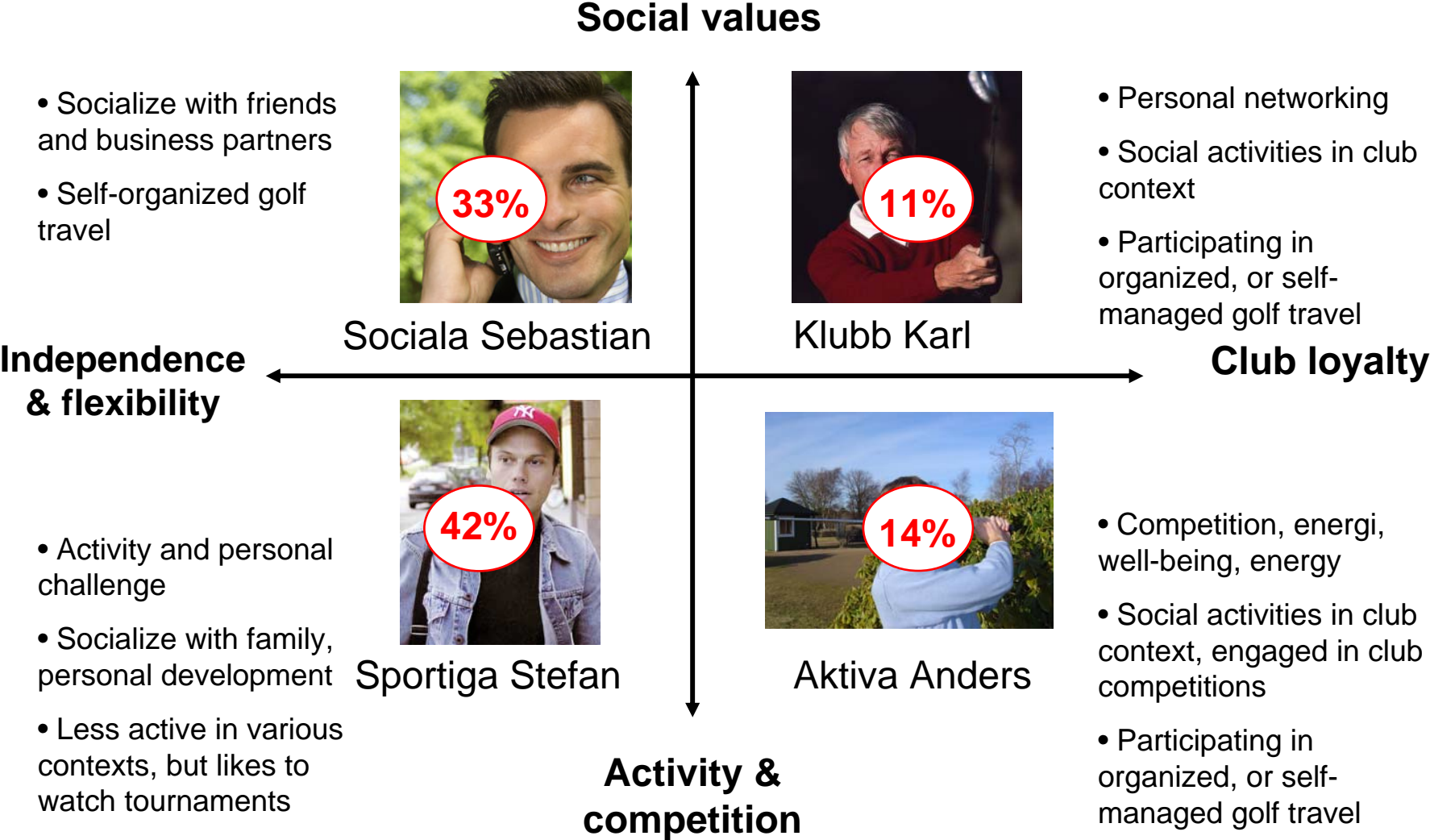
**And have you yet decided what offerings your club should offer?**

# Swedish golfers

- From hypothesis-based, in-depth studies of **preferences** and key drivers of today's golfers we identified **four distinct profiles**
  - Sociable Sebastian
  - Sporty Stefan
  - Action Anders
  - Club Carl
- The profiles all have different sets of preferences. They simply have different **reasons** for playing and consuming golf.
- We have derived what **distincts** one profile from the other. Hence, it is the different behavioural factors that are described, and the analysis does not show that the majority of a profile behaves in a certain way.



# The profile's relation to golf





## Club Carl

*Golf is a natural part of my life and I invest a fair share of my time and money on golf. My friends and social network have always played golf and we socialize in a club context. The club life is an important part of golf and I often participate in my golf club's social activities, such as dinners and competitions.*

# Club Carl

Very active  
Very loyal



## *Engagement in golf and club life:*

- Club Carl has a strong connection and engagement with golf and club life. He often participates in social club activities as well as in club tournaments.

## *Profile:*

- 11% of total population
- Older than average
- Higher proportion women (41%)
- Often retired
- Small town resident
- Grown-up children

## *Consumption profile:*

- Average consumer who spends a lot on golf
- Wants the latest and most modern gear
- Travels a lot – abroad and domestic
- Buys equipment, clothes, shoes, training, golf trips

# Action Anders



*I engage in club activities, such as junior coaching, club competitions and other activities. For me, golf revolves around the game itself, and the club is important for the game of golf as well as for my own golf.*

# Action Anders

Aktive &  
loyal



## *Engagement in golf and club life:*

- Golf is foremost a game and the golf club is a central part of the game
- Active Anders often takes part in social club activities, as a player, leader and volunteer

## *Profile:*

- 14% of population
- Middle aged (35-55 years)
- Proportionate male/female distribution (70/30)
- Higher proportion students
- Small town resident
- Children in household (33%)

## *Consumption profile:*

- Lower general consumption. Fewer foreign trips and restaurant consumption
- Anders is a good golf consumer:
  - Golf gear and clothes
  - Instructions and training
  - Travel



# Sociable Sebastian

*Golf to me is foremost a way of networking and socializing with friends and/or business partners. Occasionally I play in a business context and sometimes I arrange golf trips for friends and family, but I seldom play alone.*

# Sociable Sebastian

Sociable but independent



## *Engagement in golf and club life:*

- Sociable Sebastian is life style golfer who has built a dependency on golf as way of socializing and well-being.
- Plays with friends and handles business relations on the golf course
- Average golfer who plays more seldom than Action Anders and Club Carl

## *Profil:*

- 33% of populationen
- Middle aged (35-55 years)
- Higher proportion men
- Many entrepreneurs
- Small town resident
- No children

## *Consumption profile:*

- Big golf spender.
- Spends his money on golf travel, golf equipment and new clothes.
- Big life-style spender (restaurants, travel, pleasure)



# Sporty Stefan

*Golf to me is a sport and playing golf revolves around my own game and how I can develop my playing skills. The golf club is not important to me and I do not take part in the club's various activities. I like a variation in my game and like to play different courses, also as a way to develop my playing skills.*

# Sportige Stefan

Independent and  
less engaged



## *Engagement in golf and club life:*

- Sporty Stefan has a broad interest in sports, often with a solid, active background. Maybe he/she has picked up golf after experienced injuries in other sport activities.
- Sporty Stefan likes the competitive edge of the game and plays with friends or spouse.

## *Profil:*

- 42% of total population
- Younger profile (15-34 years)
- A few more women (34%)
- Employed
- Big town resident
- Children in household (34%)

## *Consumption profile:*

- Sporty Stefan is a careful spender and has an over-all lower consumption.
- Also a lower golf spender.
- If/when Stefan consumes golf, it is often related to developing his/her playing skills.

# Going forward..

A matter of conscience:

Is the club management and it's decisions representative for the member majority and their needs?

Are the various member interests represented in the club board?

# Going forward..

Whats in your focus – To become decent in many things or brilliant in a few?

# Going forward..

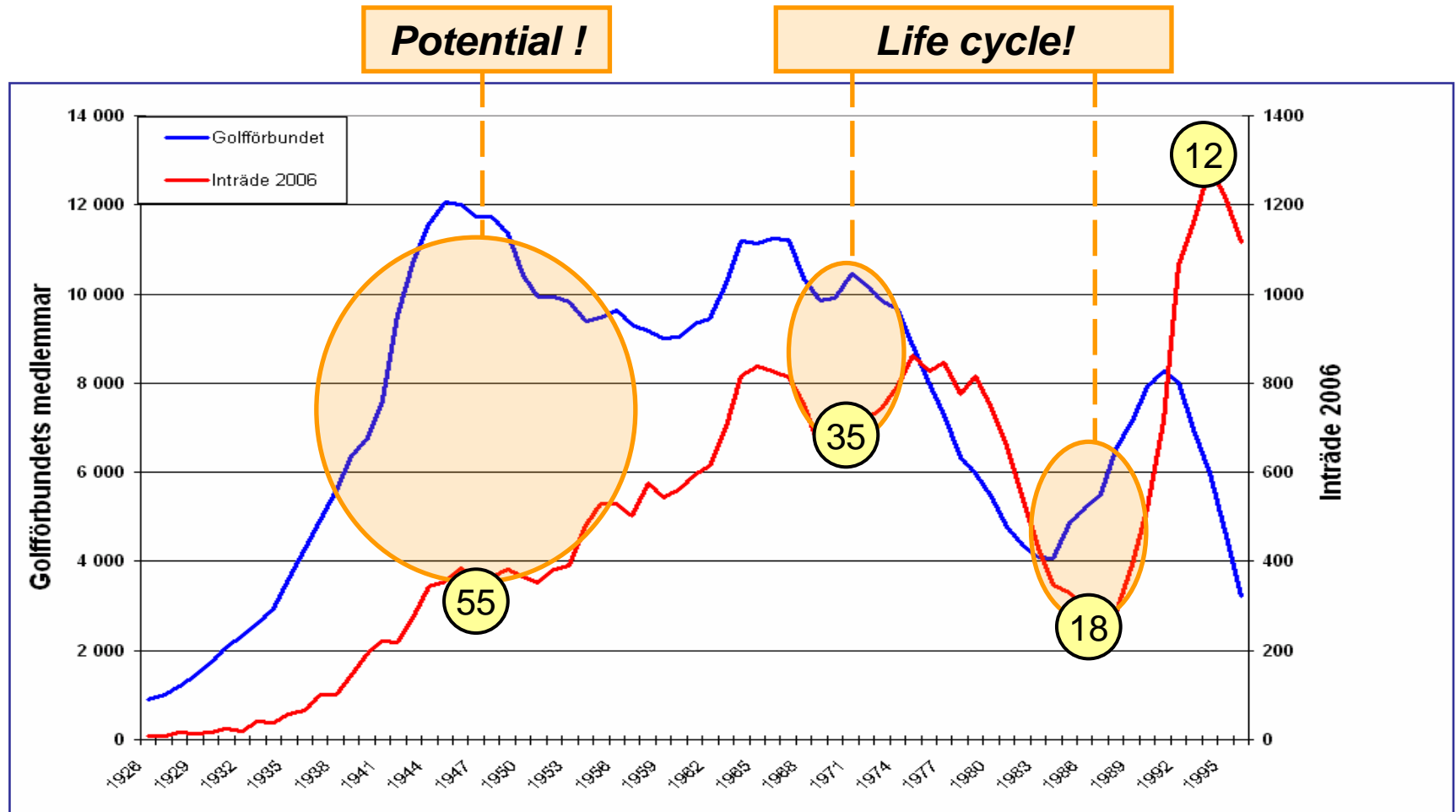
You need to seed... ..to harvest



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# Recruitment – *it's not only a kids issue!*

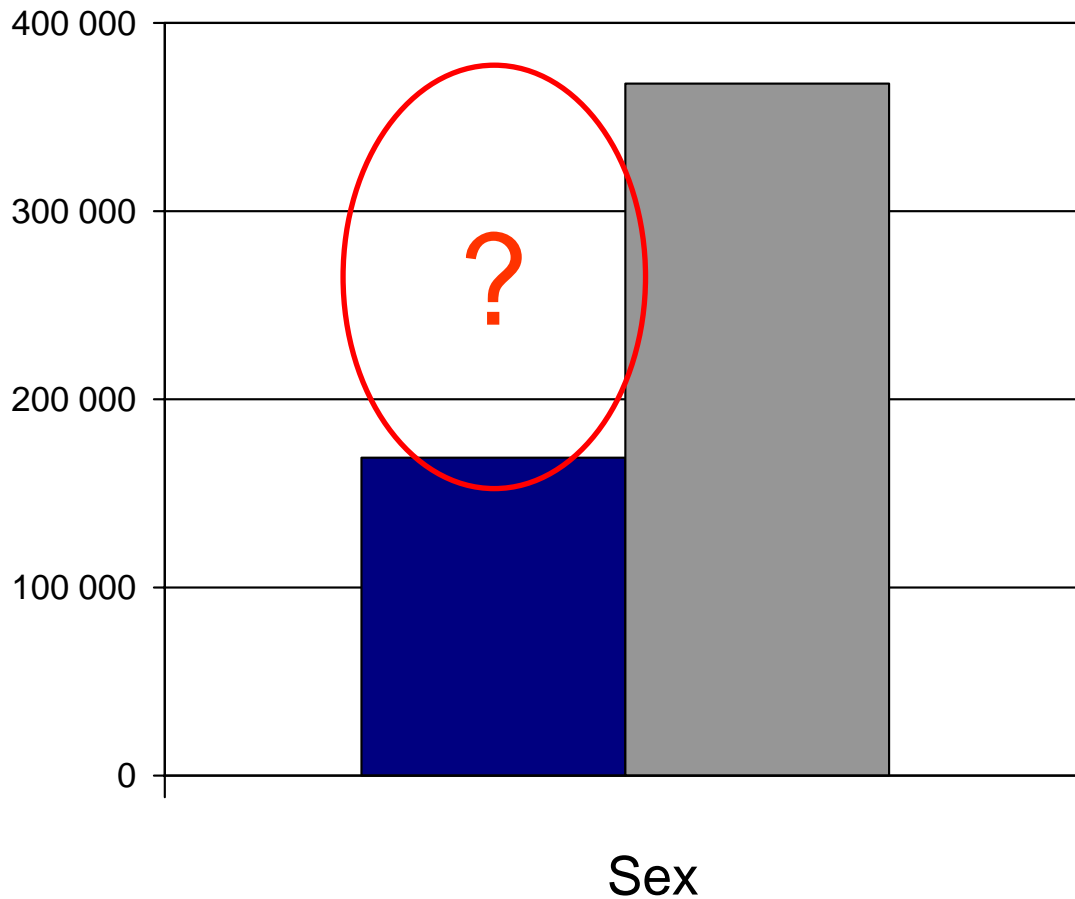


# The future's so bright..

## Girls – a huge potential!



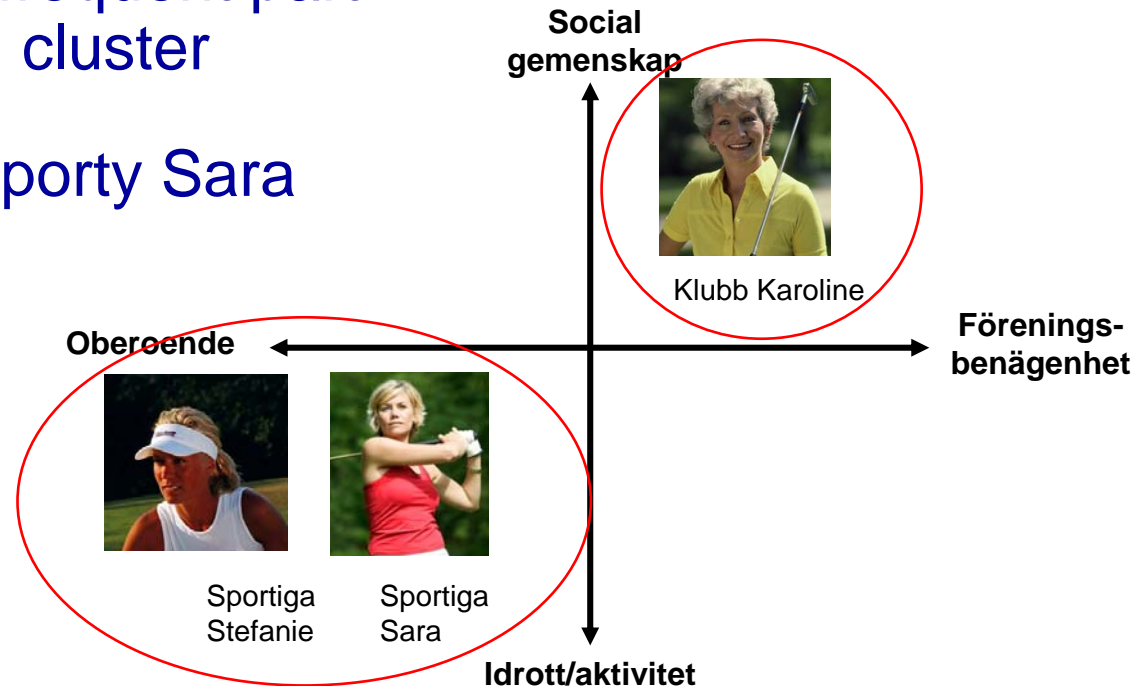
# ~~We are stronger & girls do!~~



- Women 31 %
- Men 69 %

# What are women like..?

- According to or fresh-from-the-oven analysis, women are over-represented in the less frequent part of the the Sporty Stefan cluster
- We named this group Sporty Sara



# Club Caroline

- Club Caroline is in her higher middle-ages, or close to retirement. She has grown up children, no longer part of her household
- She is a very frequent golfer and everything of value in her life revolves around golf, and she loves to play competitive golf (club competitions).
- Club Caroline appreciates the club spirit. It is a comforting feeling to arrive at the club and Caroline has often been actively involved in the golf club's inner circle.

However, Caroline is not loyal only to one club. If possible she is a member of multiple clubs and would appreciate concepts where she could play many courses



*"You are never complete as a golfer – there is always new challenges"*

# Sporty Stefanie

- Sportiga Stefanie is an active woman who recently left the years with small children and she has more time left for golf
- For Stefanie golf is foremost a sport and a physical activity. Stefanie often has a broader sports interest and therefore the competitive edge is important to her
- Golf also meets her need for cultural/emotional and social experiences. For this reason she is keen to spend money on golf travel
- To a large extent golf for is a way for Stefanie to develop herself and her personality



*"I started playing when I was twelve and played until I turned 25, but raising kids made me stop until they grew older and and become interested in golf"*

# Sporty Sara

- Sara typically is a woman, young or somewhat older, who never developed enough joy and positive emotions in the game of golf, partly because she is a very infrequent golfer today. She does enjoy a good competitive game, but avoids it because her skills are too low.
- The main reason for not playing more frequent is the lack of suitable playing company – on the same level as herself. On the rare occasions that you see her on the course, it's a good bet that she plays with her father or spouse.



*"I got my green card when we moved back to Sweden. But then we refurbished our house and I never got enough time, which is sad in a way."*

# Women – general observations

- Family – Life context – Time !
- Playing company single most most important factor
- The golf club is an important hub for more skilled women
- Shopping – adjust your supply!
- Variation makes golf more fun
- Smelling the flowers..
- Good food, culture & travel
- Etiquette and safety

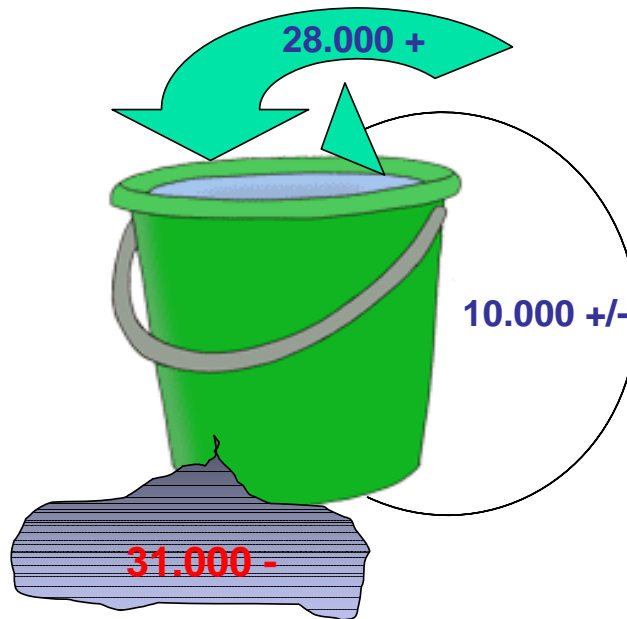


*"It's like meditation,  
only more fun"*

*"A good game of golf is like  
quality art or a music  
experience – it's healing"*

# Future

Keeping an existing member may be more efficient than recruiting a new one..?



- Member stock 595.000
- **In-flow 28.000**
- Membership turnover 10.000 (derived)
- **Out-flow 31.000**
- Net loss 3.000

Kategori	Antal	Handicap
Klubbytare	9 970	Handicap 36 och bättre
Nyttillkomna	27 028	Handicap 37 och sämre
Total	36 998	

\* Informationen avser verksamhetsåret 2006

# A few conclusive observations:

- **Our target group is very heterogenous**
  - *Requires a much more flexible offer*
- **We have a considerable member turnover**
  - *member care is more efficient than recruitment*
- **Women/girls**
  - *Huge potential!*
- **A good harvest requires seeding...**
  - *Youth recruitment is important for the future of golf!*
- **Hence:**
  - *understand your target group, adjust your offer/concept*

# Have you considered..?

Is the culture of golf important to create emotional ties and loyalty?

If the answer is yes – what do we do to build a sound golf culture?

Is the golf club important for the future of golf?

If the answer is yes – what do we do to strengthen the golf club?

Are golf skills important to enjoy the game?

If the answer is yes – what do we do to enhance our member's skills?

Is the golf club's total offering important to build long-term member loyalty?

If the answer is yes – how do we collaborate to build an efficient impact?

**Good luck with your strategic choices,  
in our joint and wonderful world of golf!**

**- Thanks for your attention!**