



Welcome and

INTRODUCTION

Opportunity through *CHANGE*

- Change in Regulatory involvement
- Increase in social pressures for gaming
- Change in Customer Expectations
- Change in Customer Behaviour
- Change in power dynamics with Buyers, Suppliers and Seller/Providers
- Change in Role of Operations, Support Services
- Change in Technology (Digital World)
- Change in Competitors



Customer *EXPERIENCE*

GOAL: Deliver Memorable Experiences

- Focus on a specific audience
- You can't be everything to everyone
- Consider customer journey by segment
- Don't get too crazy with segmentation
- Understand your key customer motivators
- Don't lose site of your purpose



Clubs & **COMPETITION**

Let's leverage our advantages against competitors

OPPORTUNITY

- Mutuality
- Club Grants
- Not-For-Profit
- Membership
- Access to Data
- Structure and process
- Purpose

CHALLENGES

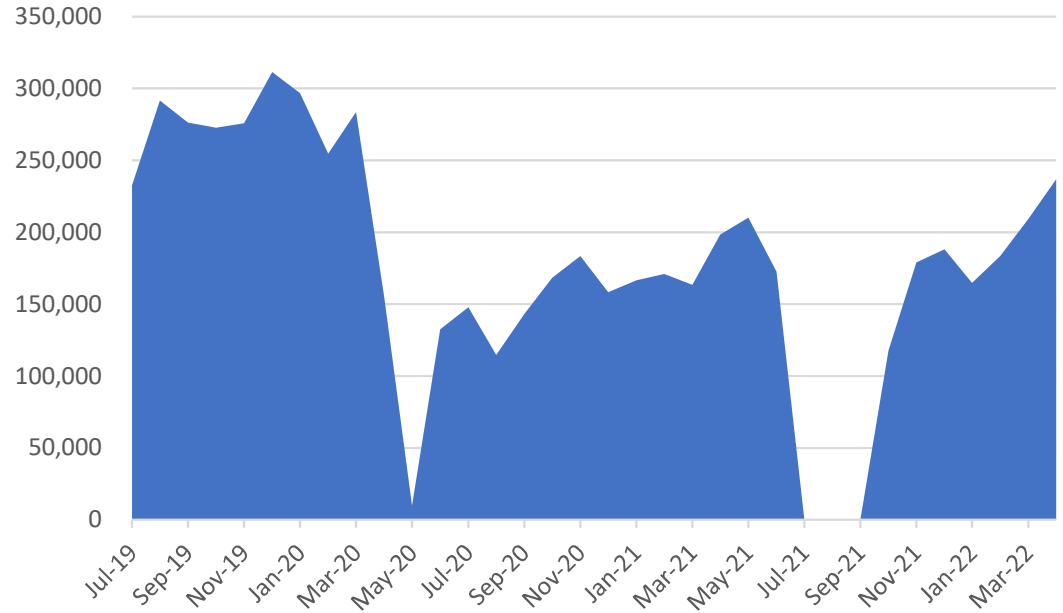
- The Club Brand is perceived to be for the older generation, which at least for Mounties is reflected in the age of members at MOST of our venues.
- 10.1.i as it relates to loyalty programs
- The market/customer doesn't really understand the difference between a Club and a Hotel/Pub
- Costs, agility

Marketing to MEMBERS

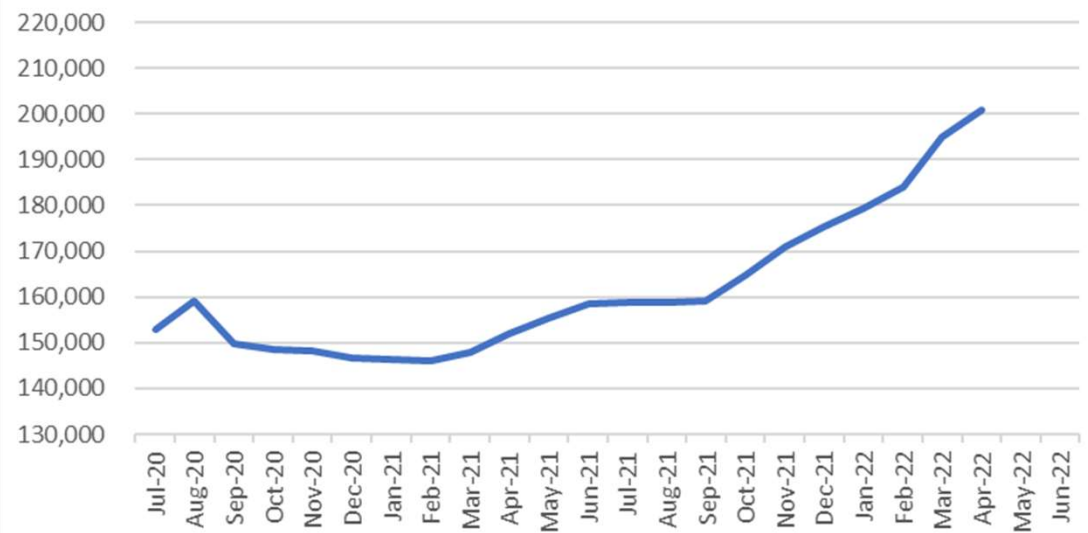
A battle for visitation and membership on the surface, but below the surface a lot goes on

- Customer Contact Strategy
- Importance of Direct Channels
- Key message & Channel Plans
- Automation & Technology
- Reach & Brand
- Measuring success
- Gaming Marketing in Clubs
- COVID impact & agility
- The value of Data
- Balance between planned and responsive activity

Venue Visitation



MOUNTIES GROUP MEMBERSHIP





Measure
Everything...

CUSTOMERS LIE!

- Try new things and measure everything
- Set your KPI based on a clear objective before doing anything
- If you don't fail, you haven't been innovating enough
- Don't rely on qualitative data without quantitative support
- If we did cheap beer and food, raffles, bingo and loss leaders would be critical for financial success.
- Don't change things based on a minority... Remember your key target audience is most important.