



Marketing, CX and Loyalty

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GMDC

August 2022

About

Career

- **Hospitality** – for the past 10 years
- **Clubs** – Wests Group Macarthur
 - 4 Clubs, 320 Staff, Leagues, Country, Golf & Tennis Clubs
- **Hotels** – MA Hotel Management inclusive of Redcape Hotel Group
 - 41 Hotels, 26 Retail, Brewery, 1,500 Staff, Private Funds
- **Surge & Co.** – Marketing Consulting
 - For the Hospitality industry, primarily Clubs and Hotels

Development

- Bachelor of Commerce (Marketing & PR) with Honours from UOW
- Gaming Managers Development Course – First Place Bursary
- Hospitality & Gaming Professional Education Program from UNLV
- Certified Digital Marketing Professional with the Digital Marketing Institute
- Certified Practicing Marketer with the Australian Marketing Institute
- Certified PRINCE2 (Project Management) Practitioner with PM Partners

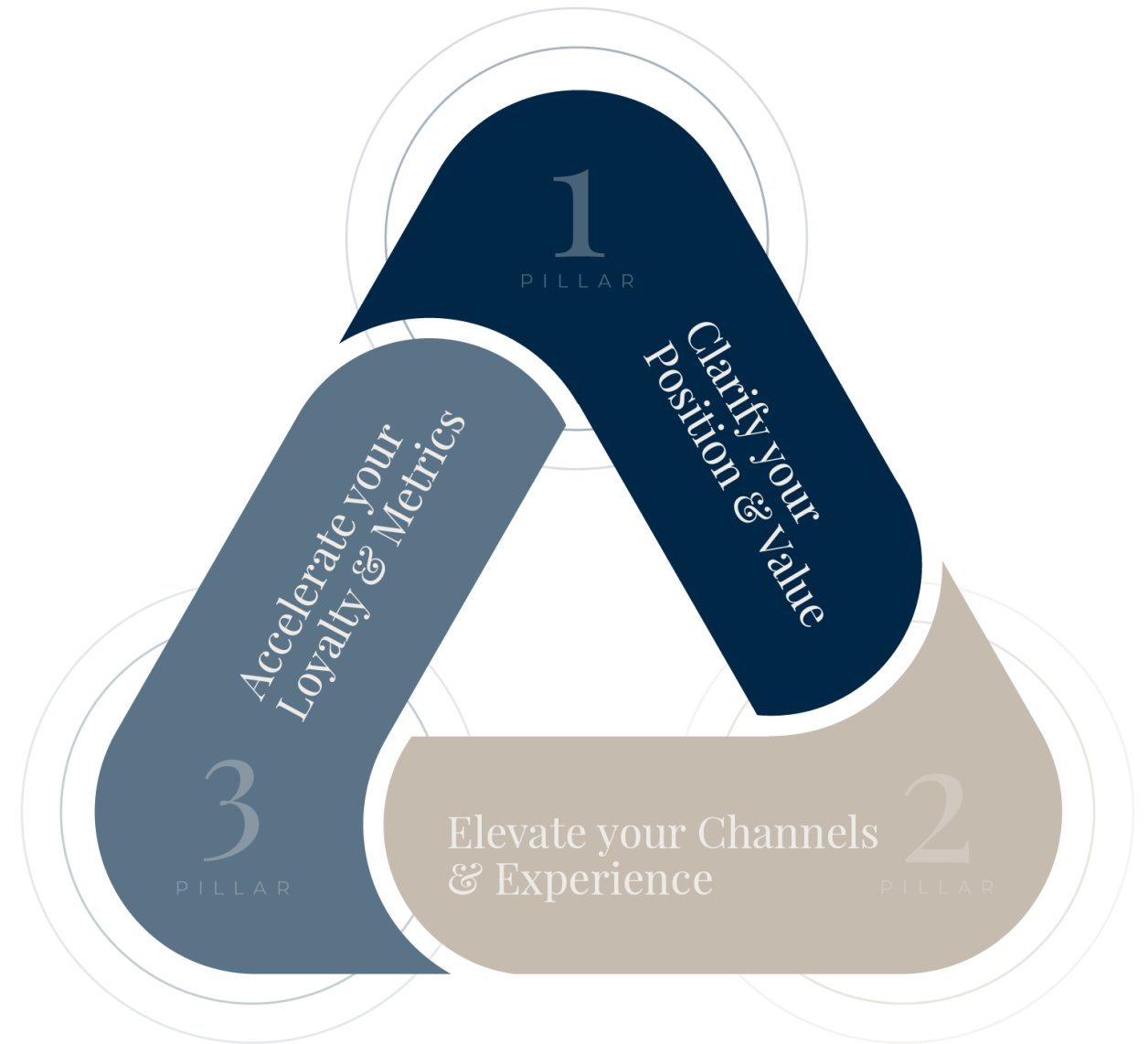


surge&co.

Dedicated to helping your Club stand out from the crowd with results-driven, marketing to surge traffic through your doors and loyalty with your customers.

Built on values of curiosity, passion and integrity to help drive change in how we connect with our customers and elevate our leaders.

Tailored solutions to help take your Club to the next level and implement data-driven marketing, communications and responsible rewards initiatives.





What does
marketing
mean to you?

Marketing is...

Connection

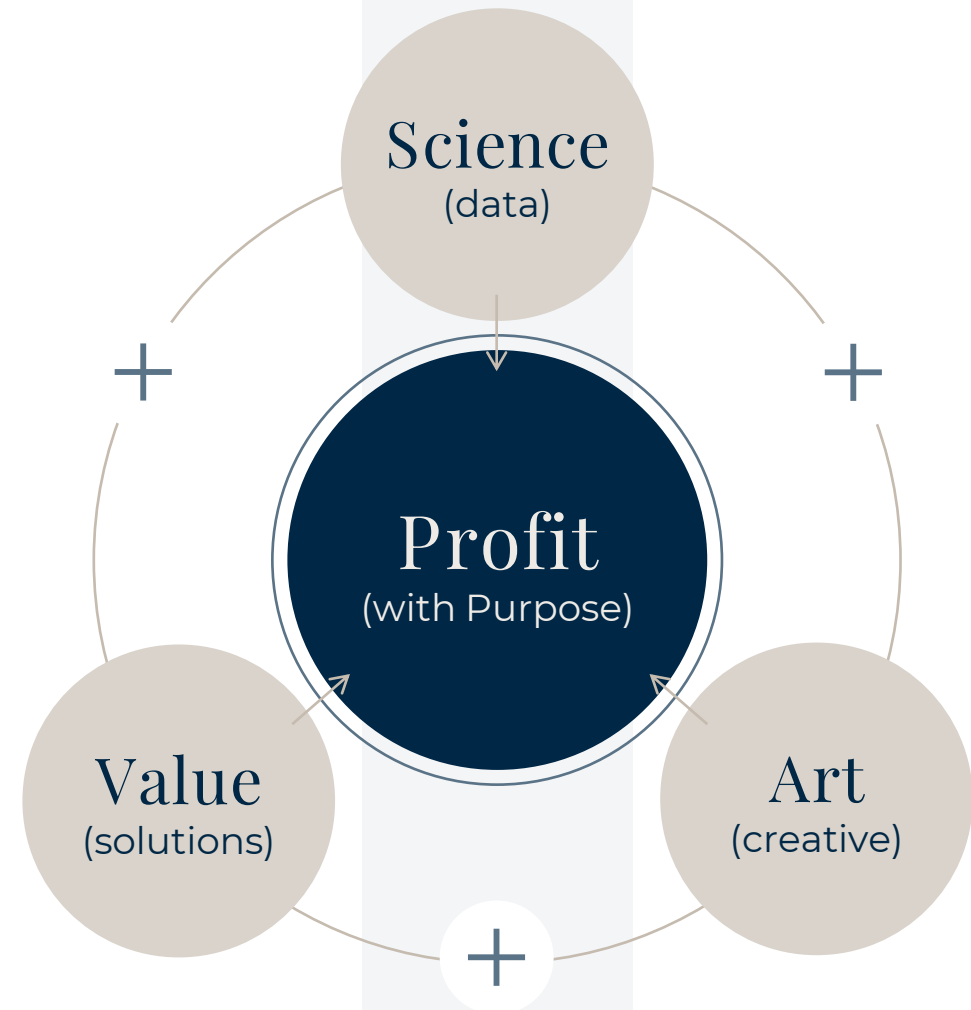
identifying, communicating and engaging with your customers to convey value

Solutions

exploring, creating and delivering value to satisfy the needs of your market

Relationships

building and maintaining deeper, more meaningful and long-term relations



Strategy v Tactics

Marketing is a revenue driver when created with intention to attract, engage and retain your customers for mutually beneficial outcomes. *It is not changing posters...*



Marketing Strategy

long-term

- Describes a strategic vision
- Sets specific long-term goals and objectives
- Outlines your competitive advantage
- Explains your brand positioning
- Defines your target audience



Marketing Tactics

short-term

- A series of actions aimed at promoting
- Have a define time period
- Are data-driven and measurable
- Work towards overall goals
- Multi-channel

In Action

Strategy

Complete a digital rebrand of your online audience

Goal

Appeal to a modern audience

Tactics

Redesign key brand elements e.g., –
logo, colour scheme, fonts, etc.

Rethink and redesign UX –

Launch refreshed and realigned –
website and social media



Strategy

Introduce new customer-centric membership program

Goal

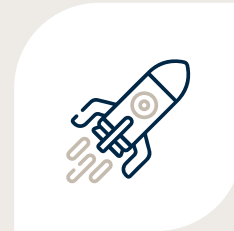
Improve member acquisition

Tactics

- Develop and define member benefits
- Design brand elements e.g., logo, colour scheme, fonts, etc.
- Develop communications and media plan for launch

Foundations

Marketing's foundation is in research
NOT colours, logos or graphic design.



Aid in future product
selection and service offering



Helps to (identify and)
connect with your audience



Guide communication and
engagement techniques



Avoid costly misalignments
and opportunity costs

*Understanding your market first will
determine how best to brand and
market your Club and offers.*

Research

Is what a solid foundation for growth and clear direction for success begins with

Primary Research

Original

- Surveys
- Feedback
- Interviews
- Focus Groups
- Observations
- Online

Secondary Research

Interpreted

- Census
- Liquor and Gaming
- Suburb Profiles
- Local Councils
- Public Forums and Blogs
- Social Media

Pareto Principle

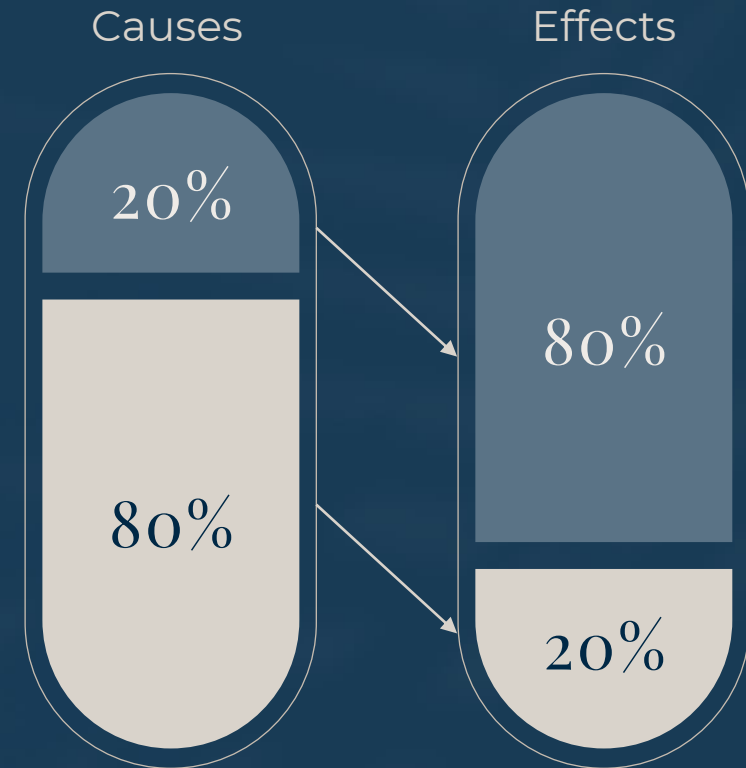
Describes that roughly **80%** of the effects of action come from **20%** of the causes.

80% of your sales volume is generated by **20%** of your customers

80% of your revenues are generated by **20%** of your offerings

80% of your complaints come from **20%** of your customers

80% of your quality control issues involve **20%** of your offerings



Prioritise handling your larger items that will generate the most significant results first

Competition

Customers are time poor, have options, hold high expectations and are quickly vocal.

As do Staff...

- Clubs
- Hotels
- Bars
- Restaurants
- Shopping Centers
- Entertainment hubs
- Netflix
- Social Media
- Online Shopping
- Cinemas
- Holidays
- Homes
- Cars
- Petrol prices
- Interest rates
- Inflation
- Employment
- Government
- Education
- Regulations

Customers

How well do you know your customers?

Continuous improvement occurs through the pursuance and acceptance of feedback

- Speak with your customers and your staff frequently
- Observe, engage, listen and acknowledge
- Contribution and input through feedback loops
- “Buyers and Liars” – review data not just anecdotal
- Democratisation of data with your team

Segmentation



Demographic

Geographic

Behavioural

Psychographic

Social Media

Connecting Data

**How can data help you
to connect with your
customers better?**

*Data and insights should be used to
strengthen the connections with your
customers, not replace them.*



Foundations – guides decision making for how, where and when to engage with your customers



Application – data is not an end to itself, it must serve the business and help decisions



Empower – used to help managers make decisions and positive change, not to overwhelm



Projecting – helps to have historical data to aid in future direction and shifting behaviours

Evolution

How can your marketing embrace change to stay relevant?

Change

embrace new technologies, trends, customer interests and shifting buying patterns

Feedback

spend time where your customers are and ask for their feedback

Audience

get to know them intimately, when you ignore you will wane interest

Competition

know what your competitors are doing, and planning to do

Agility

the more capable of changing quickly and adopting new methods, the better

This is even more important in a post-COVID world

Marketing Channels

Opportunities to connect and engage directly with your audience starts with identifying the right channels and placements for your Club and audience.

Direct Marketing Channels

- EDM
- SMS
- Direct Mail
- Member Kiosk
- Social Media
- App
- Feedback
- Journals

Venue Marketing Channels

- POS
- Brochures
- Signage
- Screens
- Packaging
- Displays
- Reception
- Community Walls

Activity

Promotional activity in your venue will depend on your goals, resourcing and capacity.



Digital – what digital or technology platforms you are active on, and customers are engaging with



Drivers – understanding where your profit drivers are within the Club



Cross-channel – consider how your activities could impact existing and successful offerings



Data – foundation for helping to determine what, where and when and being agile



Less is more – ensure all your activity is meaningful and impactful




Remember, a popular Club isn't always a profitable Club.

Measuring Success

To determine the efficiency of your marketing and communication efforts

- The gain or loss from an investment decision or what you get back from what you put in
- Measures the effectiveness of your investments as a ratio or percentage

You can't manage what you can't measure.

$$\frac{\text{Net Profit}}{\text{Cost of Investment}} \times 100 = \text{ROI}$$


Customer Experience

One of the single most important areas of hospitality.

No amount of good marketing can save a poor experience, so what if we focused on the transformation of this interaction, not the transaction?

- Gain a competitive advantage over your competition

- Every interaction should be considered and consistent

- Digital automations complimenting personal interactions

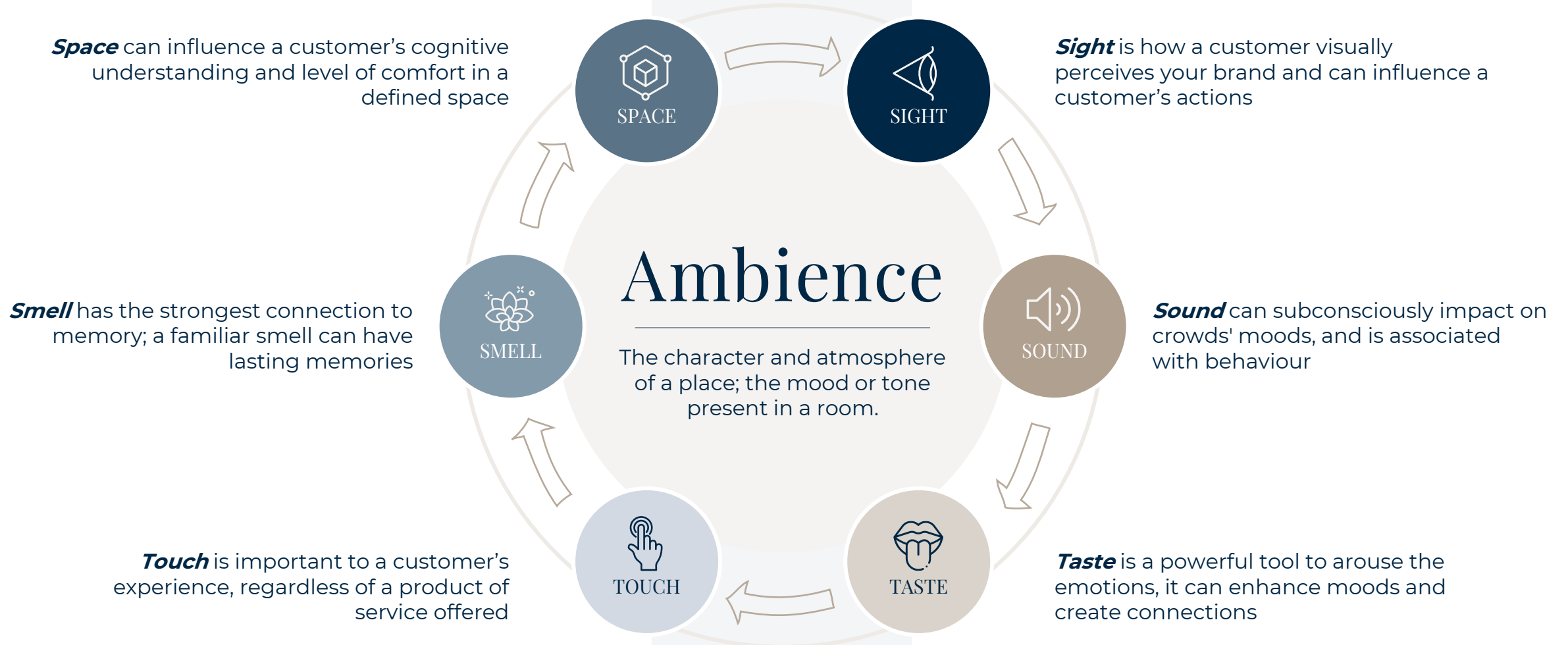
- Building journeys to help control and enhance experiences

- Look for ways to measure effectiveness in building advocacy

Experience Mapping

- Assesses the needs of your customers at each stage in their experience
- Used to identify the desired outcome for experience enhancement and optimisation





Membership Programs

Membership programs should be responsible and driven by a purpose to...

Be meaningful
and resonate
with customers
and staff

Nurture and
enhance existing
customer
experiences

Shape and
drive a unique
competitive
advantage

Appeal to and
convert new
customers to
members

Provide
responsible
value to
members

All membership programs are required to abide by responsible gaming regulations with support channels available for all.

Shifting approach

Discounts alone do not create loyalty; it's about providing the opportunity for customers to feel part of a community

PRE

Discount-orientated program

Rewards-me approach

Transaction-model

POST

Value-driven program

Connects-me approach

Transformation-model

According to The Loyalty Report 2017, the average consumer is involved in 14 loyalty programs but has the capacity to engage with only 7 of them.

How many are you part of?

Airlines



Supermarkets



Shopping



Beauty



F&B



Accommodation



Travel



Leisure



Finance



Three R's



Key elements of strong and effective rewards programs

Rewards

- Offer tangible rewards your customers understand
- Provide real, responsible and consistent value
- How, where and when rewards are being delivered

Relevance

- Grounded in customer-centricity
- Allows your customers to deepen their relationship with you over time
- Personalise and backed by data

Recognition

- Welcoming them as part of a special community
- Responsibly tiered rewards for increasing loyalty
- Fosters important emotional connections

Coined by **Marketing Executive, Paulo Claussen**



Ask Questions

Show you value your customers, and staff's opinion

No more reliable source in understanding the quality of your product, than those who experience it

Ability to improve the CX provided

The fastest way to success is to never stop listening to your customers feedback and acting accordingly.

For better answers



Overarching

Active, points earned, benefits redeemed, visitation, digital

Granular

Days, times, redemption, spend, product, channel, cross-over, POS

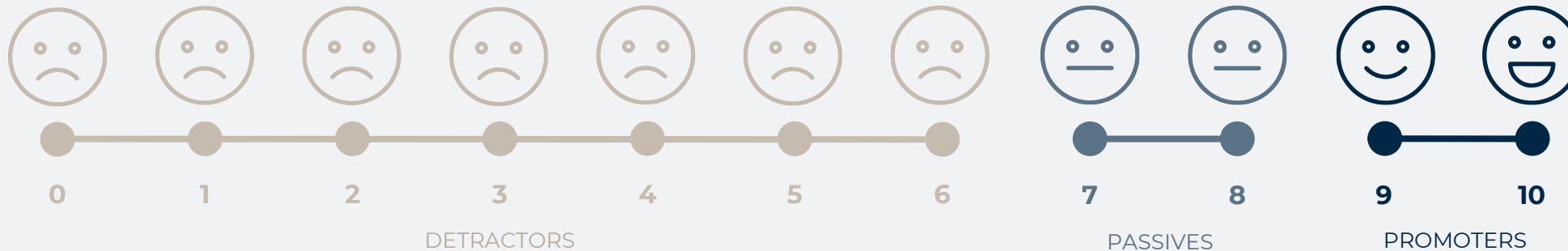
Membership

The more engagement, the more data and thus, more prospects

Measuring Advocacy

$$\text{NET PROMOTER SCORE} = \% \text{ PROMOTORS} - \% \text{ DETRACTORS}$$

To help you understand key elements of strong and effective rewards programs using **NPS**.



Detractors

- Require proactive outreach to mitigate brand damage
- Are not particularly satisfied with your offerings

Passives

- Are susceptible to competitive offerings
- Are left out of the NPS calculation

Promoters

- Are loyal and likely to repurchase from you
- Fuel growth through word of mouth

Test and Learn

1

Accretive application of marketing spend for a return

2

Consistent ROI and time scale success metrics

3

Regular review of position and projections – budget v spend

4

80/20 rule – know where you're playing and winning

5

Instant and scheduled feedback loops



Thank you

If you are curious about learning more or how to get started with your marketing, CX or rewards then I'd love to hear from you.

www.surgeandco.com.au

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