

HOW DO WE DELIVER A GREAT EXPERIENCE?

#QuestConf

Our 9th Quest Conference

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Right Directions
quality and safety

How Do We Deliver a Great Experience?

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How are we currently performing, and how can we use the Quest NBS Insight Data to make a difference in customer experience

How can we get it right and ensure that customer satisfaction improves year on year through:

- Efficiency
- Effectiveness
- Satisfaction
- *Measurement and review tools.*

A more productive,
sustainable and responsible
sport sector

A more demand-led sport sector
that welcomes everyone

Improved governance

Improved financial efficiency

Increased and more diverse
revenue generation

Increased diversity in leadership

A diverse and
productive workforce



€££fficiency is about the efficient use of
expenditure, the maximisation of
income and the generation of usage.

€££fficiency

More people from every background regularly and meaningfully engaging in sport and physical activity

Inactive people becoming active

More resilient habits

More positive attitudes among young people

More diverse volunteers

Improved progression and inclusion in talent development



Effectiveness looks at how well a centre attracts a representative sample of its local community, access and satisfaction.

Effectiveness

Satisfaction

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- Activity and available at convenient times
- Helpfulness of other staff
- Ease of booking
- Standard of coaching / instruction
- The range of activities available
- Value for money of activities
- Quality of equipment
- Value for money of food a drink
- Availability of car parking on site
- Overall satisfaction with visit
- Cleanliness of changing areas
- Overall Swimming Experience
- Cleanliness of activity spaces
- Helpfulness of reception staff
- Net promoter

- [illegible]

Satisfaction
based on
29,500
responses

Types of facilities	Dry	Mixed	Wet
Availability of activities at convenient times	4.51	4.51	4.43
Ease of booking	4.38	4.31	4.26
Range of activities available	4.35	4.39	4.29
Quality of equipment	4.36	4.29	4.25
Availability of car parking on site	4.46	4.25	4.12
Cleanliness of changing areas	4.29	3.98	3.92
Cleanliness of activity spaces	4.37	4.23	4.18
Service provided by reception staff	4.56	4.50	4.49
Service provided by other staff	4.51	4.47	4.48
Standard of coaching/instruction	4.71	4.63	4.59
Value for money of activities	4.43	4.33	4.36
Value for money of food/drink	3.84	3.80	3.77
Overall swimming experience		4.37	4.35
Overall satisfaction of visit	4.47	4.40	4.41
Net promoter score	44.29	31.71	31.18

Context

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When Bain & Company (creators of NPS) asked organisations to rate their quality of customer experience, 80% believe they are delivering a superior experience. This is compared to only 8% of customers who believe they are receiving a great customer experience!

NPS and its relevance to NBS

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- There is a strong positive combination between NPS and Overall Satisfaction
- Generally the more the catchment area includes NS SEC 6 and 7, (the economically disadvantaged groups), the more satisfied customers are with their experience, and the higher the NPS.
- The larger leisure centres have a strong Negative correlation with satisfaction and NPS, ie customers are not as happy as in smaller ones
- Generally customers in those sites managed by external partners are less satisfied and give lower NPS, than those in local authorities and local trusts

Over to you

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Question - What would you score the overall Customer Experience in your sites? 0-10

- Write down three things your site is strong at.
- Write down three things your site needs to improve upon.
- Have a chat in groups – how will you maintain strengths and address areas for improvement?

Some
takeaways!



designed by  vexels

1. Create a clear customer experience vision

- The first step in your customer experience strategy is to have a clear customer-focused vision that you can communicate with your organisation. The easiest way to define this vision is to create a set of statements that act as guiding principles.
- For example, Zappos use their Zappos core family values and these values are embedded into their culture; which includes delivering wow through service, be humble and embracing change.
- Once these principles are in place, they will drive the behavior of your organization. Every member of your team should know these principles by heart and they should be embedded into all areas of training and development.

2. Understand who your customers are

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- The next step in building upon these customer experience principles is to bring to life the different type of customers who deal with your customer support teams. If your organisation is going to really understand customer needs and wants, then they need to be able to connect and empathise with the situations that your customers face.
- One way to do this is to create customer personas and give each persona a name and personality. For example, Anne is 35 years old; she likes new technology and is tech savvy enough to follow a video tutorial on her own, whereas John (42 years old) needs to be able to follow clear instructions on a web page.

3. Create an emotional connection with your customers

- One of the best examples of creating an emotional connection comes from Zappos, when a customer was late on returning a pair of shoes due to her mother passing away. When Zappos found out what happened, they took care of the return shipping and had a courier pick up the shoes without cost. But, Zappos didn't stop there. The next day, the customer arrived home to a bouquet of flowers with a note from the Zappos customer service team who sent their condolences.
- Customers become loyal because they are emotionally attached and they remember how they feel when they use a product or service. A business that optimizes for an emotional connection outperforms competitors by 85% in sales growth.
- And, according to a recent Harvard Business Review study titled "The New Science of Customer Emotions", emotionally engaged customers are:
 - At least three times more likely to recommend your product or service
 - Three times more likely to re-purchase
 - Less likely to shop around (44% said they rarely or never shop around)
 - Much less price sensitive (33% said they would need a discount of over 20% before they would defect).

4. Capture customer feedback in real time

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- You need to ask – and ideally you do this by capturing feedback in real time. Post-interaction surveys and similar customer experience tools can be delivered using a variety of automated tools through email and calls.
- It's important to tie customer feedback to a specific customer support team member, which shows every team member the difference they are making to the business.

5. Act upon regular employee feedback

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- Most organisations have an annual survey process where they capture the overall feedback of your team; how engaged they are and the businesses ability to deliver an exceptional service.

6. Measure the ROI from delivering great customer experience

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- And finally, how do you know if all this investment in your teams, process and technology are working and paying off?
- The answer is in the business results.
- Measuring customer experience is one of the biggest challenges faced by organisations, which is why many companies use the “Net Promoter Score” or NPS, which collects valuable information by asking a single straight forward question:

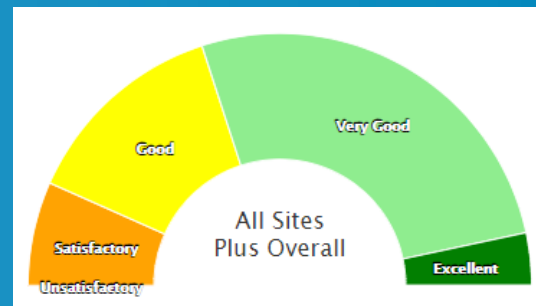
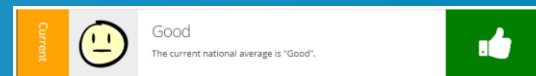


How do we measure and review?

RD-Dash Reporting and Benchmarking Platform

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- As part of the improvements to the Quest scheme in 2019, all Quest Assessment and Directional Review reports are available on the RD-Dash reporting and benchmarking platform.
- The RD-Dash allows organisations and teams to fully analyse and benchmark data, as well as being able to download Quest reports from their own dashboard. Benchmarking data is included within all reports or dashboard and includes:
 - Site and service specific data
 - Corporate data
 - National organisations data



RD-Dash Reporting and Benchmarking Platform

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- Reports give instant visibility of key performance indicators from a wide range of reporting components, including the use of visual aids such as photographs.
- A variety of charts, pivot tables, KPI widgets, and tabular view components build up the dashboards allowing the drilling down into data insight needs.

OVERALL ASSESSMENT SUMMARY		
OVERALL	VERY GOOD	
MV Experience	Good	
DAY 1 - Excl H&S	Very Good	
DAY 1 - Inc H&S	Very Good	
DAY 2	Excellent	

DAY 1 ASSESSMENT PERFORMANCE		
MODULE	ELEMENT	BAND
OPERATIONS	Cleaning and Housekeeping	Very Good
OPERATIONS	Compliance Declaration	Pass
OPERATIONS	Environment	Good
OPERATIONS	Maintenance and Equipment	Good
PEOPLE	Customer Experience	Good
PEOPLE	Team & Skills Development	Very Good
PURPOSE	Community Outcomes	Very Good
PURPOSE	Planning to Improve	Very Good
DAY 1 BAND BEFORE HAS TAKEN INTO ACCOUNT >		VERY GOOD
DAY 1 OVERALL BAND TAKING HEALTH & SAFETY INTO ACCOUNT >		VERY GOOD



What other measurement and review tools do we use?

Over to you

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Question - What would you score the overall Customer Experience in your sites? 0-10

- Have a chat in groups and discuss – how your site:
 - How your site measures your performance
 - How your site reviews your performance
 - What measurement and review tools your site uses to measure your performance

Measure and review

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- Business objectives
- Performance management measuring process (KPIs)
- Measurable outputs (SMART)
- Ability to amend business objectives part way through the financial year
- Customer surveys
- Communication with customers
- Customer feedback
- Procedure and policy systems
- Updated training plan
- Good practice
- Investment - ROI
- Customer feedback
- Focus groups
- Benchmarking
- Improvement plan
- Charter KPIs
- Training evaluation
- Mystery visits and calls
- Internal and external assessments and audits
- Meetings

Contact info

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Right Directions
quality and safety

Right Directions - Something about us



- Quality Management System implementation and audit including safeguarding policies and procedures
- Management of the Quest NBS scheme for Sport England
- Assisting sites in achieving Investors in People, ISO9001, ISO14001, OHSAS18001, CHAS
- Health & Safety support service
- Health & Safety system implementation and auditing
- Primary Authority Partnership Co-ordinator approved by Secretary of State
- Mystery visits
- Management of ukactive, Swim England, Activity Alliance, STA, StreetGames assessments and accreditations
- Environmental Management System implementation and audits
- On-line Accident Report tools, STITCH
- Training (including safeguarding, customer care, Health & Safety and Environmental)



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Thanks for listening

See you next time!