Improving your Customer Experience
James Dumper and Caroline Constantine
February 2020
• **Introductions**
• **Content:**
  o Quest module stats to set the scene
  o Places Leisure approach
  o Some quick wins
  o Ideas from the floor
Customer Experience module bandings:

MV – good
Plan – very good
Do – very good
Measure – very good
Review – good
Impact - good

One of our only modules that does have an excellent in there somewhere!
Customer Experience module results:

Plan - How do you plan to deliver an excellent customer service?

Do - How do you use and communicate your findings in relation to improving the service for both customers and staff?

Do - How are you trained and informed of the service standards you are to deliver?

Do - What resources are allocated to ensure that you can deliver the defined service standards?

Measure - How do you measure?

Review - How do you review what you measure?

Impact - Has what you have done made a difference?

<table>
<thead>
<tr>
<th>Plan</th>
<th>Excellent - 22%</th>
<th>Very Good - 46%</th>
<th>Good - 25%</th>
<th>Satisfactory - 7%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excellent - 13%</td>
<td>Very Good - 48%</td>
<td>Good - 31%</td>
<td>Satisfactory - 8%</td>
</tr>
<tr>
<td></td>
<td>Excellent - 23%</td>
<td>Very Good - 45%</td>
<td>Good - 27%</td>
<td>Satisfactory - 5%</td>
</tr>
<tr>
<td></td>
<td>Excellent - 30%</td>
<td>Very Good - 43%</td>
<td>Good - 22%</td>
<td>Satisfactory - 5%</td>
</tr>
<tr>
<td></td>
<td>Excellent - 17%</td>
<td>Very Good - 54%</td>
<td>Good - 23%</td>
<td>Satisfactory - 6%</td>
</tr>
<tr>
<td></td>
<td>Excellent - 7%</td>
<td>Very Good - 57%</td>
<td>Good - 28%</td>
<td>Satisfactory - 8%</td>
</tr>
<tr>
<td></td>
<td>Excellent - 6%</td>
<td>Very Good - 53%</td>
<td>Good - 32%</td>
<td>Satisfactory - 9%</td>
</tr>
<tr>
<td>Question</td>
<td>Excellent</td>
<td>Very Good</td>
<td>Good</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>------</td>
<td>--------------</td>
</tr>
<tr>
<td>Reception Area - Is the reception team and area welcoming and user friendly?</td>
<td>27%</td>
<td>38%</td>
<td>24%</td>
<td>10%</td>
</tr>
<tr>
<td>Sales and enquiry opportunities - Are sales and enquires responded to positively?</td>
<td>9%</td>
<td>27%</td>
<td>34%</td>
<td>23%</td>
</tr>
<tr>
<td>Is information available to all customers?</td>
<td>24%</td>
<td>41%</td>
<td>29%</td>
<td>6%</td>
</tr>
<tr>
<td>Is feedback proactively sought, actioned and responded to in a timely manner?</td>
<td>9%</td>
<td>19%</td>
<td>33%</td>
<td>32%</td>
</tr>
<tr>
<td>Are all staff observed and spoken to, friendly, helpful and knowledgeable?</td>
<td>58%</td>
<td>22%</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>Are the facilities and programme accessible for all?</td>
<td>33%</td>
<td>33%</td>
<td>26%</td>
<td>7%</td>
</tr>
<tr>
<td>Are facilities baby and child friendly?</td>
<td>40%</td>
<td>36%</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>Are enquires made via the telephone proactively dealt with?</td>
<td>16%</td>
<td>29%</td>
<td>31%</td>
<td>19%</td>
</tr>
<tr>
<td>Are enquires made via online proactively dealt with?</td>
<td>24%</td>
<td>21%</td>
<td>25%</td>
<td>15%</td>
</tr>
</tbody>
</table>
What can we do to raise our customer satisfaction?

Over to James to discuss the Places Leisure approach.
Why worry about customer satisfaction?

.... We want to be the best we can.
Yeah, but why??

- Because we want to be the best, we can
- Because it’s what is expected from the customer
Yeah, but why, still??

- Because we want to be the best, we can
- Because it’s what is expected from the customer
- Because you just can’t stand still in a challenging market-place & you need to stand out from the crowd.
Yeah, but why, still??

- Because we want to be the best, we can
- Because it’s what is expected from the customer
- Because you just can’t stand still in a challenging market-place & you need to stand out from the crowd
Yeah, but why, what is the point??

- Because we want to be the best, we can
- Because it’s what is expected from the customer
- Because you just can’t stand still in a challenging market-place & you need to stand out from the crowd

- So our customers keep returning – and, probably more importantly tell their friends to come along too.
Wanting customers to be satisfied and loyal:

- Loyal behaviour
- Loyal attitudes
A loyal behaviourist with ‘unloyal’ attitudes:

• Customer is a member for a several months 😊
• Repeatedly books in for classes 😊😊
• You learn that you’re just on their doorstep 😊 oh, wait a minute …
• They get a discount for coming to you 😞 okay…
• They aren’t really telling their friends 😞 😞 😞
Loyalty is our goal – what’s the link to customer satisfaction?

Loyal Behaviour + High Satisfaction

= Loyal Attitudes
4 great ways to improve your customer satisfaction:

1. Treat every customer as if they were a VIP
2. Keep measuring customer satisfaction
3. Know how you should survey your customers – the right way
4. Keep an eye on what customers say about you on social media...
Measuring Customer Experience
A little about our insight team...

Places Pulse
Our mystery customer programme
Includes;
Joining – Sales enquiry
Pay as you move swim
Café visit
Retail Enquiry

Customer Surveys
Leisure Centres
Membership type
Swimming lessons
Places Gyms
Member surveys

Recognition . Coaching . Improvement
We know...

78% of people trust recommendations

14% of people trust advertisements
So we measure our customers likelihood to recommend

Net promoter Score

Create some noise.
Would our customers recommend us? The best marketing of all...

![Diagram showing Promoters, Passives, and Detractors]

NPS = % of Promoters - % of Detractors

Want the simple version?
NPS measures what’s being said about us in offices, pubs, in front of the TV and even in our own centres.
The higher the number, the better & the louder that noise!
Getting to know someone is THE most important thing for our new members.
### Your 1 minute Coaching Session

<table>
<thead>
<tr>
<th>Number of PNA questions being asked</th>
<th>What’s their likelihood of purchasing?</th>
<th>Would they recommend you? (out of 10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>9%</td>
<td>3.4</td>
</tr>
<tr>
<td>1 to 4</td>
<td>53%</td>
<td>6.5</td>
</tr>
<tr>
<td>5 to 9</td>
<td>89%</td>
<td>8.2</td>
</tr>
<tr>
<td>10+</td>
<td>94%</td>
<td>9.1</td>
</tr>
</tbody>
</table>

When a needs analysis becomes an outstanding conversation, great things happen.

When customers feel you are genuinely interested, they trust you enough to recommend you to friends and family.

Source: Places Pulse visits
SWIMTAG
Usage and awareness of free benefits drive recommendation

NPS Point swing between using SWIMTAG and not being able to use it due to availability

National NPS

Yes – I’ve used SWIMTAG

+8

No – I didn’t want one

+1

No – I don’t know what it is

-9

No – None were available

-30

38

NPS +/-
Products drive recommendation
Customers who use ‘all’ of their membership are more likely to recommend…
Class customers

In 2020 wasting ‘time’ is as bad as wasting customers' money.
Fortunately this doesn’t happen often, and we’re working hard to ensure it doesn’t happen at all.....

Customers experiencing a class cancellation feeling they didn’t have enough notice

NPS -15.0

Customer feeling it was handled unfairly

NPS -27.9

Customers who said cancellations happen frequently

NPS -36.5
Data is nothing without delivery.

Our surveys show the most important drivers of satisfaction by product….

And what’s at the top of their list, has to be at the top of ours…

What’s most important to the parents of kids on swim lessons?

1. My child/children is progressing well
2. The swim lessons offer good value for money
3. The swim lessons are good quality
4. My child/children is really enjoying their swim lessons
5. The course portal is updated regularly
6. The quality of our changing rooms
Gosport Leisure Centre

“I would say everyone I come into contact at the Leisure are up beat and cheerful, always helpful and polite. And offer great advice. A very friendly and knowledgeable group of individuals. Well Done All”

Membership Survey – November 2019
What’s next for our insight team?

Customer Panels

Let’s get lots of our customers and ‘non-customers’ in the same place, and ask them what we can do to help get and keep them active…

#ideas #community #testandlearn #getinvolved #improvement #delivery
OK... Some more suggestions from the field..

Plan:

- Staff / clients / partners involved in customer promises for the year
- Are they SMART
- Staff aware of the promises
- Promises visual to all
- Are you achieving – if no, why not – tell everyone what you are doing
- As managers - live them
Do... the basic ops

- Clean entrance
- Enough receptionists at busy times
- Toilet roll / clean toilets
- Hairy drains / slimy showers
- Gritty studio floor
- Start on time / finish on time
- Info on facebook, twitter, website etc
Do... the VIP

- Check the phones are answered / emails answered
- Are names repeated back at reception
- Instructors have a cuppa with participants
- Swim lesson co-ordinator chats on the balcony
- Management in when it is busy – walk the building / use the building?
- Say something ‘nice’
- Customers names... all helps with loyalty
Measure

- Get feedback – it doesn’t matter how
- Document it
- Relying on comments cards is a thing of the past
Review

- Look at the results – not just the NPS score, if people have taken the time to comment, you must take the time to read it
- Tell people what you are doing about it
- Praise the staff when you get good feedback – tell everyone – if staff feel like royalty, they will make their customers feel like royalty too
Impact

• Get the basics right and the bottom line will speak for itself
• Retention and loyalty is far more beneficial than sale after sale
• It doesn’t have to cost..
Over to you, if we have time:

One quick win from everyone, quirky is good!

In groups, write down ideas....
Thank you everyone for listening and joining in

Good luck with your next assessment, ring us if you need any advice