

Quest Customer Journey

December 2023

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Agenda

- **Welcome and Introduction**
- **Quick Updates**
- **Current Scores**
- **Best Practice Examples and Discussion**
- **Any Questions**

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Welcome

Today's Panel

Sarah Lobo – Head of External Accreditations, Right Directions

Chris Coleman – Director for Operations, Commercial and Wellness at Your Trust Rochdale

Nick Fearnett – General Manager, Meadowside Leisure Centre, Everyone Active

Supported by:

Kelly Joyce – Quest Account Manager, Right Directions

Debbie Taylor – Quest Customer Service Manager, Right Directions

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Quest Update

Quest is Sport England's recommended **Continuous Improvement Tool** for leisure facilities and has been designed to measure how well a facility is operating and how effective organisations are across a range of modules.

Facilities can choose to go through **Quest**, which is a mystery visit and one-day assessment, or **Quest Plus**, which includes a mystery visit and a two-day assessment.

The Day 1 modules provide the key building blocks for success and the Day 2 modules allow facilities and teams to tailor the assessment to suit their own operations.

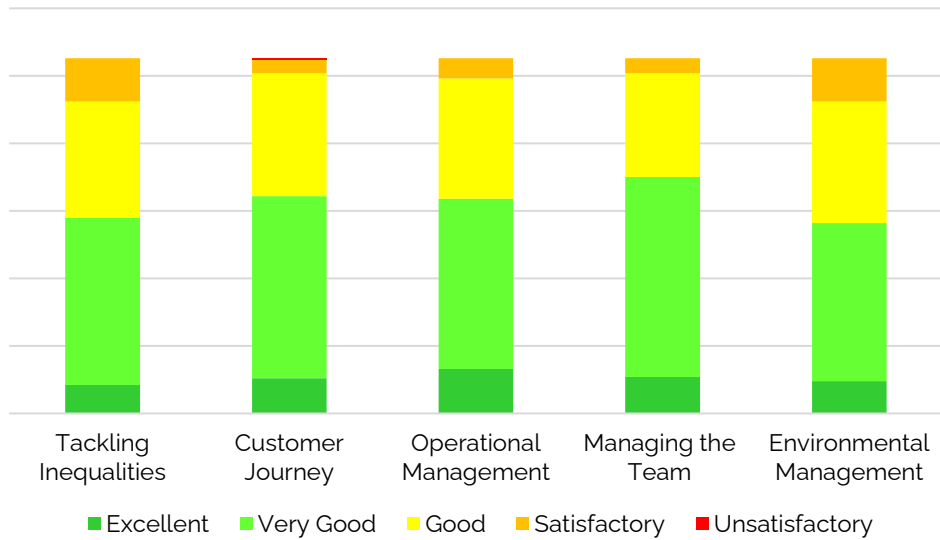
Customer Journey (CJ) is a Core Day 1 module, which was last updated in September 2022. The key purpose of the module is to assess what commitment your organisation has made to delivering a high-quality, bespoke customer journey, that has been developed to create strong customer loyalty by creating a friendly and welcoming environment.

Although there is a high focus on your Fitness Membership, your other products such as coached sports activities, exercise on referral and swimming lessons may be reviewed.

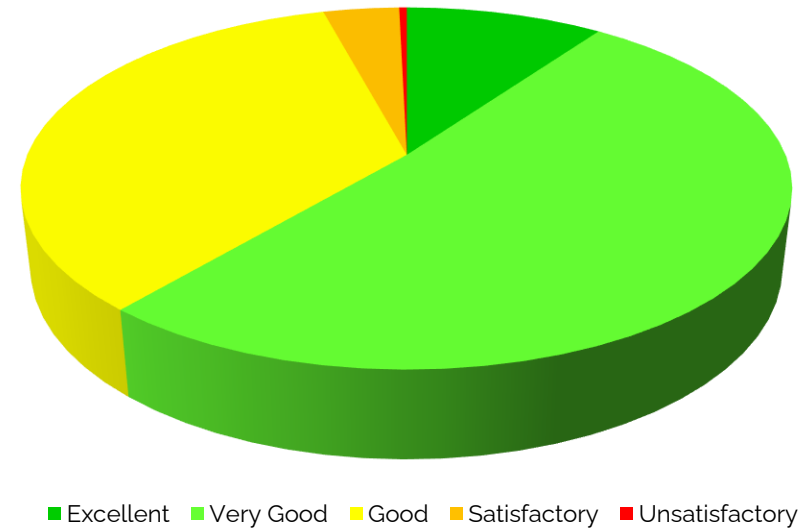
There are 8 questions within the mystery visit, and a further 6 questions are asked on the assessment day.

Current Scores

**Quest Module Scores
September 2022 - August 2023**

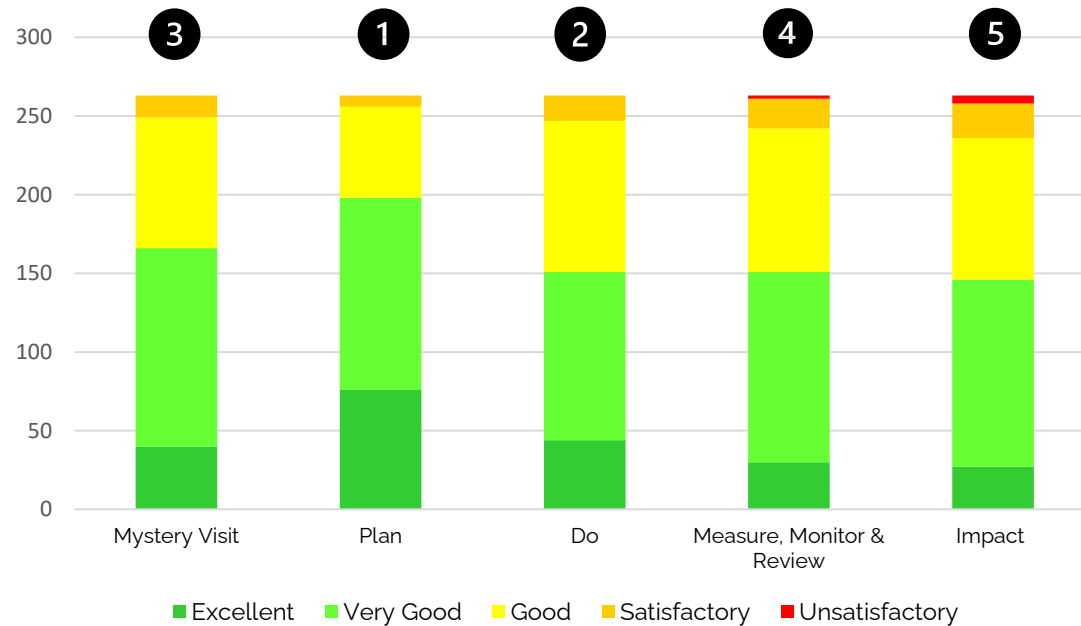


**Quest Customer Journey Module Scores
September 2022 - August 2023**



Customer Journey – Section breakdown

Customer Journey September 2022 - August 2023
Section Breakdown



- ✓ Plan remains the highest-scoring section
- ✓ Impact remains the lowest-scoring section
- ✓ Mystery Visit has seen a 10% drop in facilities scoring Excellent

Mystery Visit

Insight 1, the highest scoring question;

- ✓ 80% of facilities scored Excellent for the question "Was the interaction with the team positive and enthusiastic?" Well done, this is fantastic 😊

Insight 2, the lowest scoring questions;

- ✓ When you visit the facility for the first time, do they capture your personal information?
 - Ask for the visitor's name, email and address if a person identifies themselves as a first-time visitor.
- ✓ Are enquiries and feedback made via the website and social media positively dealt with?
 - A high percentage of enquiries are not replied to
 - Make certain automatic response messages have the correct timescales in them, don't say you will respond in 48 hours if it will be longer due to current technical or staffing issues
 - Ensure responses are not generic, and answer the question asked.

Try to do your own MV prior to your assessment!

Best Practice Examples

The following slides list **SOME** of the best practice examples for the questions asked within the Customer Journey Module.

The examples provided are not exhaustive and may not be 100% relevant to your local community, facility or service.

Hopefully, they will provide you with some useful insight and clarity around the questions.

If you have any specific questions, please put them in the Q&A box, if we do not answer them today, please email Quest@rightdirections.co.uk

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How do you plan to ensure that all customer's expectations are met?

Key elements to consider include:

- ✓ Written Customer Service Plan linked to an overarching Business Plan
- ✓ Plans are developed by consulting staff, stakeholders, customers, industry colleagues and national best practices
- ✓ A detailed and thorough recruitment and induction process for all job roles
- ✓ Ongoing resource dedicated to upskilling staff
- ✓ Technologies are used to onboard, communicate and retain all customers.
- ✓ Resource/tools to ask for customer feedback via multiple different methods regularly
- ✓ Resource/tools to act on the feedback received from customers
- ✓ Budget allocated to marketing products and programming, including brand standards for all marketing and social media
- ✓ Social Calander of staff, stakeholder and customer events
- ✓ Detailed operational and maintenance plans to keep the facility standards high
- ✓ Capital Investment Plan for facility improvements and kit replacement
- ✓ Staff and Customer Champions in place
- ✓ Annual value for money review, including a Competitor Analysis is in place
- ✓ Customer usage is monitored and matched to programme reviews and industry new product trends.

How do you ensure that team members are trained to exceed customer expectations?

Key elements to consider include:

- ✓ Customer service training, refresher training and competency training is completed with all staff, coaches and volunteers
- ✓ Staff receive full inductions, appraisals and ongoing mentoring
- ✓ Multiple methods of communication are used with the team, for example, face-to-face staff meetings, WhatsApp groups, Teams/Zoom meetings, newsletters, conferences, shift handovers or monthly training sessions.
- ✓ Customer journeys and coaching pathways are in a written format, staff receive training on what role they play within these, and how to complete their tasks to a high level
- ✓ Staff are paid or actively encouraged to complete Continuous Professional Development (CPD)
- ✓ Staff are encouraged to use the facility, place themselves in the shoes of the customer, and feedback on any ideas on how they could improve the customer experience
- ✓ Feedback, both positive, neutral and negative is discussed with the team, and they are actively involved in any changes to operational procedures
- ✓ Staff are kept up to date, and receive full briefs and training for any changes in policy, procedures and new marketing campaigns

Has the facility got suitable and sufficient staffing, equipment, and space to deliver excellent customer service?

Key elements to consider include:

- ✓ Dedicated sales staffing resource or programme manager; training provided and sufficient time to manage the customer journey when there is no dedicated sales resource.
- ✓ Investment in technology to take the pressure off front-line staff. For example, booking online or via an App, fast-track turnstiles that log attendance, CRM software to manage prospects and new customers and a digital offer to complement the in-person product.
- ✓ Dedicated marketing team, with a sufficient budget to promote all the facilities' products, programming and promotions. Staff kept up to date on all marketing campaigns and changes to products.
- ✓ There are enough staff to cover the current opening hours and programming to a high level. Staff vacancies are low. Staff have time to clean. Staff have time to talk to the customers.
- ✓ Enough "kit" to service your maximum number of studio or sports course attendees
- ✓ A resource has been allocated to complete mystery visits, shadow shifts and mentoring sessions
- ✓ Usage of different areas is monitored, and the programming and prices adjusted to maximise off-peak times.

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

Key elements to consider include:

Remember to answer both sections of the question; Staff and Customers.

- ✓ Findings from formal customer surveys are shared via the website, social media, email, customer Apps, customer meetings/forums, in newsletters, noticeboards and in Board/Stakeholder reports
- ✓ Actions taken because of customer feedback are shared publicly, for example, changes to the programming, equipment or pricing are shared via the methods mentioned above.
- ✓ Findings from staff feedback are shared on the staff intranet, in staff newsletters, team and 1-2-1 meetings, annual reports and Board/Stakeholder reports.
- ✓ Ad-hoc, topic-specific questionnaires are completed with both staff and customers. For example, customers are asked to vote on a single question via Facebook, or staff are asked to complete quarterly online questionnaires just about mental health and wellbeing
- ✓ Feedback is logged and summarised in an accessible, easy-to-read format, and the completion of actions is recorded
- ✓ Facility feedback is grouped with the organisation's overall feedback to identify trends and help shape changes to programming, policies, pricing and products.

Measure, Monitor, Review

Q5

How does the organisation measure, monitor and review the effectiveness of your customer journey?

Key elements to consider include:

- ✓ A wide range of specific KPIs are in place, these could include financial, attendance, percentage capacities for sessions, social return on investment (SROI), customer feedback, attrition, retention, stakeholder feedback,
- ✓ All KPIs are reviewed and benchmarked against current targets, previous years' performance and commissioners' expectations.
- ✓ If KPIs have been missed, an investigation is completed to establish why, corrective action is taken, and future KPIs may be reprofiled
- ✓ Technology is used to monitor, benchmark and create reports about customer satisfaction levels for different activities within the facility.
- ✓ Results of completed internal or external audits, assessments, and mystery visits are recorded and reviewed.
- ✓ There is an action log or Site Improvement Plan (SIMP) in place which includes ideas or issues raised by both staff and customers.

Can the facility demonstrate that their approach to the customer journey has had a positive impact on business?

Key elements to consider include:

- ✓ NPS score has increased
- ✓ Customer surveys show an increase in levels of satisfaction
- ✓ Improved KPIs linked to onboarding new customers, for example, close ratios on membership tours have increased, the number of referrals at the point of sign-up has increased and a higher percentage of new customers complete the full new customer journey
- ✓ The Customer journey has been updated following a review of the touch points, and the actions taken have increased adherence to it.
- ✓ Overall increase in patronage and a decrease in cancellations.
- ✓ Membership attrition has reduced, attrition levels have increased, and the average length of stay has increased.
- ✓ Financial targets have been achieved or exceeded
- ✓ Average length of "stay" has increased.
- ✓ Average yield per customer has increased.
- ✓ Analytics of marketing campaigns, including social media, show a higher level of impact or interaction.

Thank you for your time.
Any Questions...

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