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Vicsport Talks Customer Experience Masterclass Livestream

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TOM DIXON: Good morning, everyone. Welcome to today's Vicsport Talks Customer Experience Master Class. My name is Tom, I'm from Vicsports, and I would like to start by acknowledging the traditional owners of the land upon which we meet today and pay my respects to Elders past and present.

For those of you that perhaps don't know, Vicsport is the peak body for sport in Victoria. We work with a whole range of professional membership organisations, state sport bodies, regional sports assemblies, local governments and others and we help the sector with governance, with policy implementation and advocacy to government - Sport and Recreation Victoria and VicHealth - and my role at Vicsport is the Participation Strategy Manager. So when I'm not running fun events like this and spreading the word about good things like customer experience, I'm helping a lot of our members with innovation, customer experience projects to make sport more inclusive and try to ultimately just get more people enjoying the benefits of sport and recreation.

Also I would like to thank VicHealth for their support of Vicsports. They're big partners of ours and for the past year we've been working on promotion of the Doing Sport Differently insights that were developed by VicHealth and La Trobe University's Centre For Sport and Social Impact and a big part of those insights and a key principle is customer experience and I guess that challenge of getting people who are not already involved in sport involved in some kind of sport and recreation, one of the key things that comes down to is building a positive customer experience for everyone. So a big thank you to VicHealth for their support of our Vicsport Talks series that over the past year have focused on different elements of the Doing Sport Differently insights.

What we're doing today is presenting a bit of a master class, so going beyond I guess some of the sort of more simple notions of customer experience and looking at some case studies from some very high-level, very well-worked examples in the sport and recreation context. So we've got two guests with us today. I'll introduce them now. The first guest is Karen Clydesdale, Head of Customer Experience at Tennis Australia. Karen heads up that team that implements human-centred design and innovation processes right across all elements of tennis's business, from the Australian Open down to grassroots participation. Welcome to you, Karen.

KAREN CLYDESDALE: Great to be here.

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TOM DIXON: And Karen, just a starting question. Obviously we're starting to come out of the COVID-19 lockdown slowly. What's something that you're looking forward to experiencing that does rely on sort of being out and about there in the world?

KAREN CLYDESDALE: Yes, well, certainly I think we'd probably all like a holiday, which we're all dreaming of what that will look like, but particularly I think we're certainly missing that social interaction. We've had two special birthdays in our family, an 18th and a 21st, in iso, so I'm certainly looking forward to celebrations with friends and family in a broader context.

TOM DIXON: Andrew O'Loughlin - Andrew is event adviser and facilitator who works with experienced design processes to assist clients and has over 25 years' experience working across the events and physical activity sectors. Welcome to you, Andrew.

ANDREW O'LOUGHLIN: Thank you, Tom. I really appreciate the chance to share some thoughts. Thanks to everyone for investing some time into this this morning, so hopefully we can give you a few things to take away and use in your work.

TOM DIXON: Thanks, Andrew. What's something you're looking forward to doing as you have the chance to get out there in the world a little bit more following the COVID-19 restrictions?

ANDREW O'LOUGHLIN: Yeah, look, I think, like most people, I'm looking forward to just coming together and enjoying some of the things that we enjoy in life and sport in particular. It plays a big role in obviously my work, but in life as well. So I coach my son's under 7 round ball football team and we're in the process of getting back up and running at the moment, so really looking forward to sharing that sporting experience with him and his friends again. So I can certainly empathise with a lot of sports in terms of what it's taken to get things back up and running and the steps to put in place, but, yeah, I'm looking forward to getting out there and embracing all that sport has to offer.

TOM DIXON: Excellent. Thanks, Andrew. Good to have you both on board. The agenda for this morning is going - I'm going to plug the guests with a couple of questions just about the basics of customer experience and then both Karen and Andrew are going to present some case studies, so sharing some quite high-level detail about how customer experience is implemented by both of these experts. But towards the end of the master class we will make some suggestions around what people could do to build the experience for their

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customers. I know it's something that's only going to be given more importance as we try to rebuild sport from the COVID-19 lockdown, so we've just got some people on scooters, lots of people active outside my house, which is great to see. So first question, Karen, just bringing it right back to basics, what is the customer and in sport and recreation, how would we define our customers?

KAREN CLYDESDALE: Thanks, Tom. A customer is a person or organisation who interacts with our organisation or sport and that could be either physically or digitally. From a sports customers, we've got our fans and our patrons who watch and attend our events. We've got our participants who are our grassroots, obviously Andrew's son playing under 7 round ball, to elite athletes, volunteers, club officials and administrators and our deliverers, being coaches, teachers and partners, of course not to forget our corporates and governance.

I think one group segment particularly not to overlook is our workforce. I really believe it's our employees' experience that is possibly even critical - is critical, but possibly even more important than the customer experience because these are our team members and our colleagues that actually enable the customer experience. So I do pose the question to the virtual group, which it's quite strange not being able to eyeball you all today, but how would we build a customer centric sporting organisation and how do we empower our teams and colleagues to really own that customer experience and to put the customer at the heart of all the decisions that they're making?

TOM DIXON: Thanks, Karen. I think you make a really good point, especially having worked myself in state sports bodies and with the federated model with a national body, state organisation and clubs, that mindset of treating everyone like customers is really important, including each other, our colleagues as well as the volunteers we work with and of course the participants we're trying to engage. So it's a really good insight. Andrew, when we think about sport and physical activity, why is the word "experience" so important?

ANDREW O'LOUGHLIN: Thanks, Tom. I think, without simplifying things too much, to me the experience is really what it's all about, isn't it? I think what we provide for our participants, our volunteers, our coaches, the parents, whoever that customer is as Karen described - I think that experience that we provide them is essentially what sport is all about. I think it's important also for a couple of fundamental reasons that ultimately how satisfied people are with the experience is really going to determine whether they show up again

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and whether they speak well of our sport and our organisations and probably whether they bring others with them and continue that relationship with our sport. So I think the experience is really fundamental to it all.

Of course, satisfaction differs and sometimes it's hard to understand exactly what each participant and each customer is seeking, but that's part of the challenge and expectations are changing all the time, as we know, but I think ultimately if we can provide a good experience, we're in a good place. I also think we're very - generally speaking, working in sport, we're very proud of the work that we do and I think the experience, the programs, the events that we provide to people is very much a showcase of our work and it's the way we interact with our customers and it's how people experience our sport. So I think really the experience is the thing that runs through all of our sport.

TOM DIXON: Thanks, Andrew. Karen, in customer experience we often talk about touch points, so can you tell us what a customer experience touch point is?

KAREN CLYDESDALE: Thanks, Tom. Well, I suppose a customer touch point can be any opportunity where our brand points with our customer touch points, whether that be once again digital or physical along their journey. For example, you might want to find and book, you might go to a website to book and pay, you might go to do your membership or program, you may go online or over the phone or it may be even face to face in the case of many of our sporting opportunities. To play and watch, you may go to a stadium, you may watch just online, or you actually go to that venue, whether that be a club when they have that face-to-face contact with someone welcome you to the venue. Hopefully then you stay engaged, whether that's through social or providing feedback.

So there are various touch points along the way. But I think what's important is that they're not just transactional moments, that they're real critical interactions and it's an opportunity to really build on that experience with the brand and to not provide a negative experience where you may erode that experience.

So I think the challenge I put out to the team, out to our virtual team today, is to think about the moments that matter for our customers and, yes, what matters to the customer, not necessarily what matters to our club or our organisation.

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TOM DIXON: Thanks, Karen. I find it interesting that I guess the idea of a customer experience touch point can sound like something quite transactional and in some cases that's what the customer relationship is, but we often talk about sports clubs being like families and that's almost more of I guess a cultural challenge, but it still comes back to everyone's experience. So we do have these different types of customer relationships in sport that we need to bring this approach to. Andrew, thinking about other industries, how do you think the sort of sport and recreation sector stacks up against industries like finance or technology in the application of customer experience design processes?

ANDREW O'LOUGHLIN: Good question, Tom. In terms of our mindset, I think we're very passionate about the experiences we provide to those customers and I think we all work in sport because we are extremely passionate and proud of our sport and what our organisations can produce as experiences.

I think in terms of process, how sport compares to other worlds, it does depend, as we know, in sport, I think some sports, as you'll see from Karen's examples, are really leading the way - Tennis Australia, the methods that they're using and developing. I've been fortunate enough to work with some of the leading sports organisations and played a role in the T20 Women's World Cup and working with Cricket Australia and these organisations are really investing time and energy into new ways of working and compare very well with other worlds I think. But of course it varies. We've all got different resources and capabilities. So I think the motivation is there. It's just a matter of us all sharing, like we are today, some of the ways of working.

I was fortunate to work with a number of different organisations within sport and local government and leading brands in the past and working with the likes of Nikes and ESPNs and you get a really good understanding of how some of those organisations are working and what we've been doing is I suppose translating what they do in their worlds back into our world of sport. So lots of opportunities I think to work a bit differently and hopefully this customer experience process we go through gives people really practical tools that they can use now really in a very productive manner and working with their teams and their wider teams as well.

Going back to your question, I suppose, we have seen large organisations, banks and retail, really change their ways, some better than others, but I think we can see some of those large organisations can change the way they're working, hopefully we can within sport and each of our

organisations as well. So lots of opportunities. I think we stack up pretty well, but, yeah, we've got to keep evolving, don't we?

TOM DIXON: Yes, always opportunities to improve. Thanks, Andrew, that's great. Let's get into some case studies now. In a moment I'll load up some slides for Karen, just keeping in mind that you can post some questions in the chat function on YouTube and after we go through the case studies, we'll have a look and do a bit of a Q and A. If you have any questions that pop up during Karen and Andrew's presentations, put them in the chat and we'll have a look through those later on. So bear with me while I load up Karen's presentation. And Karen, over to you.

KAREN CLYDESDALE: All right. Thanks very much, Tom. So what I've done here today is we've got two whistle-top tours of two case studies both on the events side and the tennis side and just at the start, just to go through our customer experience strategy and how we align that to the business. I'll quickly just talk to you in terms of who are our customers.

We've done some work recently just to identify that we've got our customers in our events side and of course on the tennis side, the participation. Our events side, we've got our fan and our patron, our partner, our player, and then on the participation/tennis side, we've got our participant, our deliverer and our volunteer.

We call this our customer wheel and particularly you can see those six segments are our six key customer segments of sort of like trivial pursuit pie, but on the outer ring of the wheel it's probably what we call our archetypes. For example, as a participant, you might be a parent, you might be an athlete, you might be a social player or a competitive player, which all have very different characteristics.

Also within this wheel we refer to that it's more like a kaleidoscope that we're very aware that you may be an athlete who's then performing and becoming at that elite end and play in our events under the segment of a player. We're also very aware that we have volunteers and coaches that wear multiple hats also playing competitively. The only callout for this is this was developed collaboratively and it's a really great way to work with your colleagues and stakeholders to really determine who are your customers and get those definitions.

So Tom, if we can go to the next slide. The other important part with customer experience is to align it to your strategy and Tennis Australia's vision

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is to create a playful world through tennis for everyone. Also it's aligned to our marketing goal, welcome everyone to Australian tennis. That particularly means we welcome every one of our customers to provide them with relevant and personalised messaging and when we refer to everyone, we are obsessed with everybody that connects with tennis, but we really want to understand who they are and understand that through insights and listening to them so that we can provide them a more personalised experience. Of course, we want to embrace the Australian iconic experience.

Tom has moved me to the next slide, so in terms of the framework that we really like to use - and I think this is relevant for any club or organisation - it's to really get the basics right and to provide consistent experiences, then to work up to manage what the moments to master which are more exceptional and personalised experience and really then building on that to provide more purposeful and iconic experiences and in the future that will be really providing a really blended physical and digital experience at all our events and grassroots.

Now I'm going to scroll on to our next slide, thanks, Tom, which is basically the case study of our events side which I've chosen the premium experience. We've been quite fortunate over the last 18 month to build a human-centred design team that sits within our CX team. 18 months ago we weren't doing this type of work, but I thought I'd share and case study this with you today. We use HCD as a creative approach to really understand our customers' needs and that we're really designing for the people at heart and as you go through this process, we really tailor for their needs.

So I start with discover, which is really all the insights and discovery of what we know about that problem, and then over time we then look at defining, which is more then converging in and the synthesis and focus on the problem, and then once again going back out for that process is the design, where you can look at potential solutions, which is once again a diverging process, keeping the customer along the way and seeking their feedback, and of course then the deliver phase, which is really an opportunity of the solutions that have and can work in the scenario. This process can go over two weeks, two months or over two years, depending on what project you may be working in.

If we can go to the next slide, and we can see how we use this methodology throughout the process. So we had a couple of experienced designers that worked at the three phases of the customer journey for our premium experience. So that's a corporate people coming to the Australian

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Open, but it also may be working with the events person who's running that or the EA of the executive.

So if we look at what happens before, during and after and you can see all the touch points that we're referring to earlier at each of those stages, whether that's actually understanding what I'd like to purchase, the actual purchase process, or when you actually get to the event, the during stage, which you might be actually how you commute to the event, how you're welcomed at the entrance and how you actually find your entertainment suite. Then of course after, what does that experience look like in terms of giving feedback and then rebooking that experience?

I'm going to show you this next slide and it may be a little overwhelming - not the next one, sorry, it's the one after that. What the team did - we'll go back to the post-it note version - what the team then did with all the feedback, they spoke to over about 40 subject matter experts. They immersed themselves in the experience themselves. They observed, shadowed and had many conversations. They also met with 20 customers and the team actually videoed all those and I think we've got over 900 minutes of video and feedback, of which then they synthesised that using obviously post-it notes you can see in that photograph and then from that they started to map that feedback and those insights across the journey.

Now I will take you to the next stage - thanks, Tom - it's the actual customer journey, which is probably quite overwhelming. We certainly weren't developing anything of this nature 18 months ago, but the key is that they've actually looked at the red line across there, the various different stages, whether that's the awareness stage, the ticketing, the lead-up, the arrival, the attending, the exit, and then of course the post experience. From that, there are various swim lanes, which are the horizontals going across, being the service delivery, which is really where all our architecture and dependencies and connections that actually underpin and support that experience. Other swim lanes under the journey there, which I think are key are what are the key findings and what are the quick wins and opportunities.

If I just go to the next slide - thanks, Tom - this is a zoomed up version of one of those little interactions and you can see the team have identified the pain points in that little wobbly journey there and through the insights that the team have gathered, this is the feedback that we've got and certainly our customers were challenged with where can I book, the website perhaps was a bit confusing about what products and the price and certainly then they didn't know sometimes who to contact and there might have been a bumpy road,

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whether it was customer support or hospitality. But what does that mean for your organisations, just an opportunity to map those and understand where the pain points are so then you can mitigate those moving forward.

Then if you could go to the next slide - thanks, Tom - this is a very simple template that you can pull off the internet, but I have actually just customised that for a sporting lens, with the different stages and then what I call the different swim lanes, being the journey, the pain points or touch points and insights and of course opportunities. But you can design this yourself and you can do this rudimentary on a wall with post-it notes and you can do it collaboratively with your team members and build it out. Thank you, Tom.

What the team did then - obviously this was in February, after the Australian Open, they'd started to map the journey, socialise that with all our stakeholders and then they ran a co-design workshop, which I really loved because they actually used video footage of the customers and that was an opportunity to really have the customer voice in that workshop. They developed wire frames, as you can see there, and started to draw what that would look like on the website. That was becoming more to that design phase of the double diamond that I referred to at the start.

If you then scroll down to the next one, Tom - I think this is our last slide, which this is actually a prototype that the team have developed over the last couple of months or weeks and now they have put that design in front of our customers, once again also getting feedback along the way. So that's a little whistle-top tour of the premium experience and now I'm just going to go to the next slide I think. It may have just gone off my screen. Thank you very much, Tom. It's what we call the tennis front door case study. The premise of this research was to really understand how might we promote and facilitate adult social play powered by an exceptional digital experience for our customers and consumers. This came off the back of insight that we knew we had around 4 to 5 million lapsed tennis players and of those on the call today, I suspect many of you may have played tennis as a young child at school, but then you possibly haven't picked up a racquet since. That's what this project was about. Thanks, Tom.

So what we did - similarly, we adopted the double diamond approach and in the discover phase, it was a real opportunity to understand what existing research we had, which we did have a fair bit over the years, and to immerse ourselves in the customers' world, so through that we went to six different states and locations around Australia and really understood what those needs were.

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When you see this diagram, it was actually the opportunity to map everyone we had in existence along a very simple journey and then you can see wherever we could see a building - this is obviously on our fourth floor at tennis Australia at tennis headquarters - wherever we could see something where there was a gap, that was a gap of some knowledge we didn't have, which then informed that research that we went out to those various states.

Then if you go to the next stage, which is the define stage, and through this stage we really wanted to identify and converge a little bit more to identify the right areas that we should focus on for our customers and challenge ourselves on our statements and our mindsets and really define those initial concepts.

So of the 1,162 ideas that the team had gathered through the research and all the co-design workshop, it was a mammoth task to put that down into some synthesis and they took a couple of weeks to do this and it was very privileged to be able to have the time to do this. You can see in that photograph however one of those little insights is then clustered in groups and then synthesised again and the team came up with 16 concepts. From those 16 concepts, we then ran a prioritisation workshop with the, of which we got them down to 4.

Then if we can go to the next stage and the next slide, thanks, Tom - and through this process we were mapping the journey obviously on the wall through post-it notes, but then it was brought together in an artifact which now can sit across a wall and is about 3.5 metres long. You can see that we have the awareness phase and if you go to the next slide, please, Tom, we've put it across two because it's quite hard to see on two slides and then the find, the book and pay, the play and the stay engaged. So in the eyes of the customer, what are those various stages and once again, similar to the other journey, there are swim lanes that go across the horizontally, which are the insights, the touch points and also the digital and tech initiatives that underpin and support that experience at each of those stages.

So from that, I think we'll go to the next slide and also have done a very simple version which once again these are the type of frameworks that we were using 18 months as before we had this increased capability within tennis. I'm mindful I might be taking up too much time, so I'll go to the next slide. Then what the team did after all those insights and those four designs, they then went back out to the customers again to the 83 different customers in 8 different locations and put those in front of them and they were designed mock

prototypes with fairly low fidelity, but it was an opportunity to take that in front and get the feedback from the customers.

So from that then the team could then go to the next stage, Tom, which is the deliver phase. So it went to the steer co and with all the feedback, it was decided that the best solution was to go with a tennis event management tool to provide for our customers so that they could run social events. Then we moved to the next phase. So what they did there, we then delivered all those insights to our new Head of Digital Strategy, who had only just started, Tania Tandora, with us 12 month now. With her and marketing insights team and also our experienced design team, they put together the first opportunity to Get Your Racquet on campaign, launched during the Australian Open. You can see we've brought in open court sessions, court hire and cardio tennis.

I think it's important to remember in any of these type of experiences that we're creating that we start small and you iterate and then you grow and develop. I think Amazon took 10 years to become who they are today. We're hoping within tennis our tennis front door will look very different in years to come where we'll bring in other segments as well, whether that be youth (loss of Vimeo connection).

TOM DIXON: I'll throw back to Karen just to wrap up your discussion on that process around the tennis front door project.

KAREN CLYDESDALE: Thanks, Tom. I think I was just getting to the stage of just saying it's really important that obviously working collaboratively with as many cross-functional people within your teams, but also to have metrics and be really clear on what you're trying to achieve and of course measuring those. If you can't manage your metrics, you certainly can't continue. So I think that's really important.

Just in wrapping up, I suppose it's not rocket science. Know your customers and really understand who they are. Map the journeys where you can. It can be quite simple. It doesn't have to be detailed. To provide that seamless experience. Listen to your customers along the way and measure your success and also look at commitment to continuous improvement and of course don't forget your employees that are really going to enable that experience. Thank you.

TOM DIXON: Excellent. Thanks so much, Karen. It's really good to hear about the work that your team does and interesting to hear it's not something that tennis have always necessarily had the capabilities to do, it is quite a new

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team that you're leading and great to see that these processes for customer experience apply from all elements of the tennis business from the Australian Open, which is a globally recognised event, right down to grassroots tennis clubs. Thank you. There were a few good questions for Karen which we'll see if we can get to towards the end. Now I'd like to throw to Andrew O'Loughlin, who will present a case study and thoughts on ways to execute customer experience design. Andrew, I'll pull up your slides.

ANDREW O'LOUGHLIN: Excellent. Thank you, Tom. Just go back one, Tom, that would be great. Thank you. That was brilliant case studies that Karen shared with us. I really just wanted to offer up some basic steps that you can take away and use in your work from today. We'll run through a basic tool, a basic document that you can use in your work. I really wanted to just map out some of the steps that Karen summarised nicely at the end there in terms of how we can bring this to life in our work. I think there is a real opportunity at the moment to look at the experiences that we are providing to our customers and I guess layer in the parts of the experience which are really useful and valuable to our customers than to us as organisations and maybe leave behind some of the stuff we were previously doing. I think it's a nice time - as uncertain as it might be in many respects, hopefully we can use this phase to emerge with new ways of thinking and working with our sport experiences.

Just to step through a few things, I really encourage people to break it down simply to who is the experience for, as Karen has nicely demonstrated for us, and look at what it is that they do want. I know we know this and I think we're all very empathetic with our customers and we really want to provide a great experience, but as we step through these today, perhaps have a particular customer, a persona, a person in mind and thinking about what they do want.

I think, again as Karen has called out, there's a lot of knowledge in our organisations that we currently have, there's a lot of data we're trying to make sense of, but there's also a lot of great knowledge inside our minds and inside the minds of your teams, so the more we can use that to design these experiences, the better. Hopefully this process helps with that.

Let's flick through a couple of slides, Tom. As we look at who the experience is for and map out these journeys, it really is simply looking at what is it that you want them to do, what's the influence that you want your experience to have? There's a lot of talk about experiences and engaging experiences, but not a lot of sort of guidance and practical ways of breaking that down and creating those great experiences. So really thinking about how

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do you want people to feel and what's the attitude that you want them to have with regard to your sport, what is it you want them to do, what do you want them to be saying and sharing about your experience afterwards? To me any sports experience, it's about changing people's attitudes and their beliefs on certain things, whether that's across a season, across a program, at an event or in a particular session, or even in a particular moment, I think thinking about these different layers and the influence that you can have is really important.

Flick to the next slide, Tom, please. Thank you. As we think about this, we can map out those journeys, starting from prior to the experience to during it and after it and again what's that influence that you want to have, is it to sign up, to show up or share the experience, and just mapping things out in this way, then of course looking for them to come back to the experience again and enjoy it again.

If you go to the next slide, thanks, Tom. What's obviously critical as well is whilst we're mapping out the experience, the front of house experience if you like for our customers, what it is they're doing, we need to marry that back to what we need to be doing as an organisation and it's obviously critical that we think about the resources, the time, the energy, the financials that are involved in creating that experience and not just thinking about the experiences that we can create. I think that's obviously critical and what it's all about, but we need to make sure that these experiences are achievable and manageable for the organisations behind them as well, behind the scenes.

So thinking about the resources you need, the stakeholders - we all know we need to engage with many stakeholders. These experiences are the sum of many parts and many people and we need to make sure that we have those resources, systems, processes in place across this journey. Again, you saw a great example from Karen of looking at that sort of front-of-house experience for the customer, but also what's that service map, what's the things you need to be doing behind the scenes to make that achievable?

If you flick to the next slide, thanks, Tom. We can do this by phases and I think that's really valuable to change the way we think in some respects and thinking about what it is we want to achieve prior to an experience, prior to a season, prior to a session, and just go through these different phases and look at things and see where we can be investing our time and energy and money, where is it going to have an influence, where are we going to have a positive impact, should we be focusing on during the experience or are there things

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before and after that we should be focusing on and what can we do more of and what can we potentially do less of, which is obviously critical.

Keep flicking through, thanks, Tom. As we go through this process, it is really about layering in the other customers. There's a slide there just talking a bit about making sure that we are personalising the experiences and I think we know there's expectations - we all have expectations ourselves as customers on whatever field that the experience is personalised for us, it means something to us. We're recognised and it's catering for us.

We also need to make sure that we're layering in the different experiences that we need to provide so people can share them together and enjoy them together. This slide is really just talking about there's obviously many moments across an experience, across a customer journey, and it's really looking at which ones do we need to influence to have a positive impact in that experience, where are the opportunities to really stand out, engage with our customers, where can we make the experience more memorable, more remarkable, something they might talk about, something really aspirational.

I think we all want to make sure we've got those peaks in the experience that we're providing and that sport is something to be enjoyed and stands out from everyday life. So we want to make sure we've got those aspirational engaging experiences, but also not forgetting about the fundamentals, the basics, I guess, and there's a lot of functional things we need to provide and we need to start with those things and to master those basics along with providing those sort of emotional moments as well.

Flick to the next slide, Tom. This is just I suppose a way of thinking about the different types of experiences that we do provide across a session, across a season, across a program or an event, just thinking about the customer you have in mind and there's almost a hierarchy of needs in the experiences and starting at those base-level needs, how we are allowing people to do more and whether it's just giving them the information they need, coordinating them, organising them - that's obviously critical. So we need to cover off those base-level needs, have they got shelter, water, Wi-Fi seems to be the new base-level need, but also making sure that we're looking at those other levels which we can offer in sport, those emotional needs that people have to enjoy something or fear less about the potential experience and of course the opportunity for people to have some social value and connect and belong more in the experience. And of course those more aspirational needs and value that we can provide, whether that's the goals that your sport and

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program offers, whether it's from a competitive sense or more from a personal development sense - whatever that might be, I think it's different for each individual, but I think making sure we're looking at these different needs throughout the experience.

I think there's one question I always try to make sure we're asking of ourselves that the participants will be asking, the customer will be asking, is this experience for me? These are the different I suppose layers that they'll be thinking about or answering that question for themselves, am I going to feel like I'm part of this, is this a place I should be? Also I think there's two things we need to be doing within the experience, providing the aspiration, providing something different, something that inspires people to participate in that sport or that program or that activity, but we also need to be providing them with that support as well to make sure they stay on that journey with us as well. It's all fine to provide them with the aspiration, but we need to make sure that they've got those things in place to stay on that journey with us - just something to think about as you map out your experiences.

If you go to the next slide, please, Tom. Thank you. Look, really something else we wanted to talk about was looking at the - in the different ways that you interact with your customers and thinking about who it's for and what they need, I suppose the cues, the posts, the communication, everything that we're putting out there which they're taking in, what's the purpose of that and thinking about is that to get them to sign up or show up to the event or to share something and really looking at the cue and response loop I guess within our experiences and making sure that any of the content we're putting out, that social post, what's the intent of that, what do we want that to achieve, what do we want to achieve in the session, some of the announcements or interactions or things that we're doing face to face, what's the intention of those cues on the run sheet or across a campaign, what's the response we're hoping to get in those moments, something to dive into when you're mapping out these experiences.

Just another slide, thank you, Tom. I guess to sort of summarise in some respects the value of where we're going with all this, there's an opportunity and I think we all recognise this in our customers that people have a different relationship with us and we've got some customers, participants, volunteers, who are attending and engaged and those that become those loyal advocates for our organisation. That's where we want to take people and understand the relationship that each of our customers has with us and there's obviously value in connecting with them all and building that relationship, they're more likely to stay involved and get others involved and become

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advocates for our sport, but also behind the scenes there's a huge amount of value we've all seen, when we provide great experiences, the organisation is excited and feeling good about what we're producing and of course these experiences then become very valuable for us and our organisations as well. So it's good to think about with each of your programs, each of your experiences, each of your events, where you're at with your customers, how your organisation is feeling about delivering them and the value they're providing in simple terms.

I think there's one final slide, Tom. So we just wanted to make sure there's sort of a tangible takeaway from today's session. This is just one of the canvasses that we use, which is really diving into, as Karen talked about zooming into a particular moment and really the idea here is you can use this - I think there's another example slide, Tom - just to look at a particular customer, describing them, walking in their shoes, understanding them and thinking about before the experience what it is that they'll be thinking and feeling, what might they be doing, are they anticipating the experience, some of the questions they're asking, what are they seeing and hearing around them and the world around them? We're not living in isolation - we are at the moment, but in the world of sport, what are they hearing from people around them who are a huge influence in terms of what it is they decide to do and also then behind the scenes at the bottom there, what's the resources that we need to put into place to bring this experience to life and have that influence and that effect after the experience.

The next slide, Tom, answers some of those questions that you might be looking to achieve and this is obviously a very top-line sort of simplistic example, but it doesn't have to be complicated. I think it's thinking about what impact, what change do we want to get in place and we know that people can feel capable, motivated and feel like there's opportunities, that's a really good place, a really great state to get them into, and thinking about what it is we want them to be doing after the experience as well. I think that's really thinking about the outcomes and what's the purpose of that session, of that program, even that moment, what is it we want them to do and then do next as well, and then looking down the bottom there in terms of what's the returns, what's the aim of this moment, what does success look like in different currencies that we have, whether that's the behaviour chains, the change in their perception of our organisation, some of the other KPIs we have, what's this moment going to achieve? Hopefully that gives you a real snapshot example of how you can look at a moment in time and map out these experiences.

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Tom is going to share that with you. There's a bunch of stuff on my website as well if you're looking for other downloads and tools to use, they're all freely available. Please jump on there and obviously make contact, if we can help you some more. Time for a few questions, Tom, before we wrap up.

TOM DIXON: A couple of questions in the chat. One I might put to you, Karen, was around how your team works with other teams in the tennis business and is part of your role to upskill other teams in using these processes or is it sort of more of a case your team does the work and shares the insights and works collaboratively with those teams.

KAREN CLYDESDALE: Thanks, Tom. Yes, over the last 18 months we've really adopted a new way of working and certainly we sit in the marketing and insights team, but we support the entire business. Projects come to us and we can either immerse ourselves in those projects or engage or a bit of a light touch and support. So we do that based on how it aligns to the business and how important it is at the moment with the priority. For example, with help with the AO website, the AO app, we've obviously helped with the digital campaign for the front door project and many other projects we're working on at the moment shaping the AO.

So we prioritise those and our team, our experienced designers, work with the teams that we are supporting, whether that is the events team, the AO operations or our revenue team or our tennis team. So we're very cross-functional. We work sometimes in sprints and our teams are there to support them. Of course - yeah, that's probably answered your question, I think. In terms of training was the other part of the question - certainly our role of our experienced designers is to upskill every day through just intimate contact, but of course, yes, we do plan to run training, which we haven't done yet across the whole business in terms of a new way of working. We have created what we call a CX portal which everyone within the business can access. It has all our insights and research and we have started to create a play book which has templates quite similar to what Andrew has just shared that can enable them to think more customer every day in their role.

TOM DIXON: Thanks, Karen. There was another one that came through for you which was just asking to what extent has tennis had conversations with other major sports around - we're delivering events and experiences to in some cases the same customers, so has there been large-scale collaboration between different sports to your knowledge?

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KAREN CLYDESDALE: We've obviously got relationships with some of our other sports, such as AFL and cricket and basketball and so forth, but on this level, to be honest, we probably haven't gone down and looked at ways of collaborating in terms of having the shared customer, but certainly it could be stuff we do in the future, particularly coming to mind is what works at a regional area where you can see football and netball working quite closely together and I think there's certainly that opportunity to do that in the future.

TOM DIXON: Definitely. Andrew, a question I might put to you - there was a couple of questions in the chat just around how people can upskill and how the three of us had gained various bits of knowledge. So what do you recommend - is it a case of learning on the job or are there good online courses out there people can engage with to build their customer experience capabilities?

ANDREW O'LOUGHLIN: Yeah, look, Tom, I think there's certainly no shortage of content and courses. I think for me I just explored a lot of those different resources and happy for people to make contact with myself and I can sort of point them in the different directions in terms of what's relevant to them and their worlds, plug our own work as a pod cast we put together which the last couple of episodes on the event shows speaking with leading experienced designers and I think there's some great books and great resources out there people can go to. It's still an emerging field, particularly in terms of applying it to our world of sport and physical activity, so it might be worth asking a few people that you know in this world where they've found the best resources and I'm sure they'll share those freely with anyone who's interested.

TOM DIXON: Excellent. Thanks, Andrew. There's not too many more questions, so we might try to wrap up on time. Thank you both for sharing your excellent insights. This has been really great for people to get a sense of how this is done professionally and at the highest levels but also how customer experience really just needs to be something that can be simplified and then, as Karen was saying before, we jumped on air, just start wherever you can, even if you haven't started before. I think with the challenge we're all facing around trying to re-engage people in sport and recreation after the Coronavirus lockdown, I've seen a lot of sporting organisations being a bit more agile than they had been in the past.

So I think if there's a takeaway from today for everyone, it's if you're not sure about how to get people back to sport, well, just ask them and try to build that understanding of them as customers and think about the things you can put in place. There might be different things around having visible approaches

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to cleanliness or social distancing to make sure people feel comfortable could be a big approach. One thing that hasn't changed during lockdown people are still people and we're still emotional beings and we want to have a good experience when we engage with anything.

Thanks again to our two guests today. Thanks again to VicHealth for their support of this talk. We'll send around some of the slides and Andrew's experience map to everyone and of course a quick survey for feedback on the session. Any final words from yourself, Karen or Andrew.

KAREN CLYDESDALE: No, I suppose, Tom, as I mentioned at the start before we started, yeah, get started and have a crack wherever you think you're going to start. There's no right or wrong way. I suppose going back to the human element, we are all humans, as he just mentioned. I know Apple as part of their training, they use the words feel, felt and found and within tennis we use the words connect, curious and be consistent. And as Steve Jobs said, always start with the customer experience and what it looks like and then work backwards. I think we can certainly learn a lot from that. Good luck and have a crack.

ANDREW O'LOUGHLIN: I think that's a great message which would be mine as well, Tom and Karen. I think the thing I like about this approach, it's very intuitive, it really is quite easy and hopefully we haven't scared you off and we've given you some easy steps to take away and use. I enjoy it because I know a lot of leading organisations are using it, but you can use it yourself. These tools don't require a lot of investment, just a bit of time and a bit of energy. Hopefully people can have really productive gains just by, as you say, having a go and trying it out.

TOM DIXON: Excellent. If anyone out there has any more questions, feel free to send me an email and we'll try to send answers your way or potentially connect you with Andrew and Karen for further discussions. Without further ado, thanks everyone for tuning in to the customer experience master class this morning and have a good day.