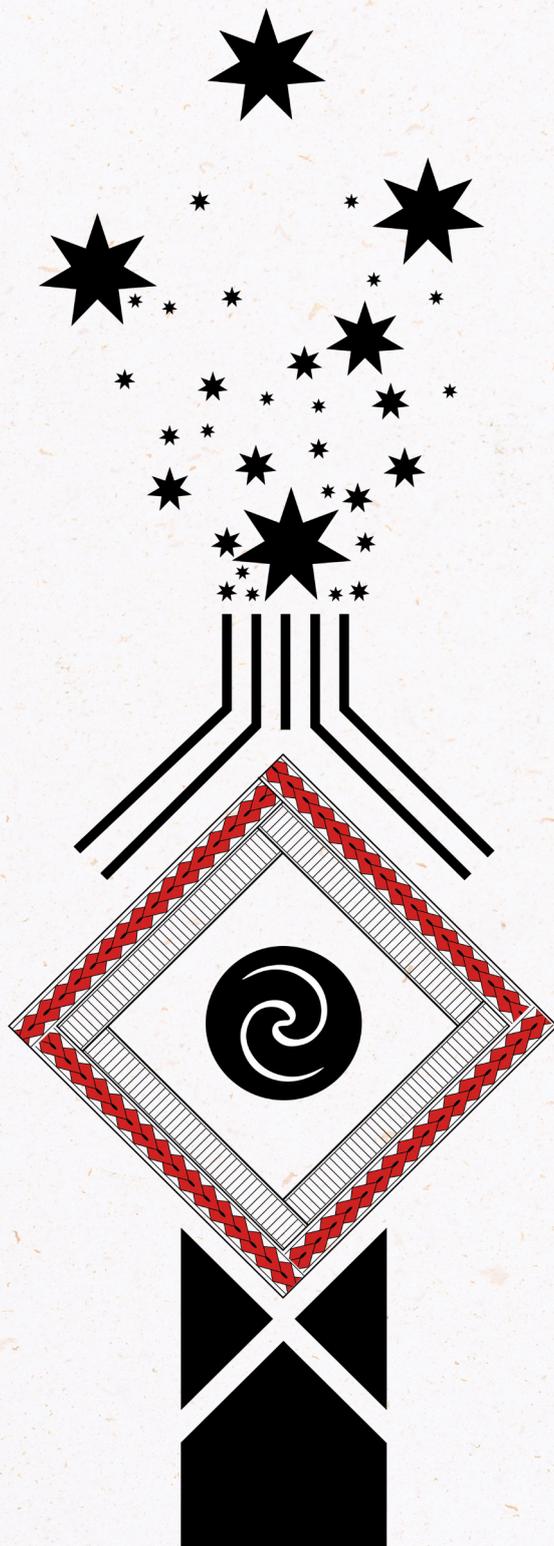




NETBALL
NEW ZEALAND
POITARAWHITI AOTEAROA

Customer Experience Strategy



Executive Summary

Whenever we talk to anyone involved in netball, we hear how people are so important in making netball a special place that people want to return to year after year. Netball is a strong whānau. Netball is a place where people feel they belong and can thrive.

This great history of strong relationships and emotional bonds provides a great foundation that we can leverage as we embark on a customer experience programme of work. We've decided that customer experience methodologies will support us to achieve our Poipoia vision - connecting and inspiring communities through netball.

Although our relationships with participants, fans, partners, funders and our netball workforce often don't fit the traditional view of customer relationships, customer experience methodologies will provide a new view. Helping us unlock opportunities to take our game to new heights.

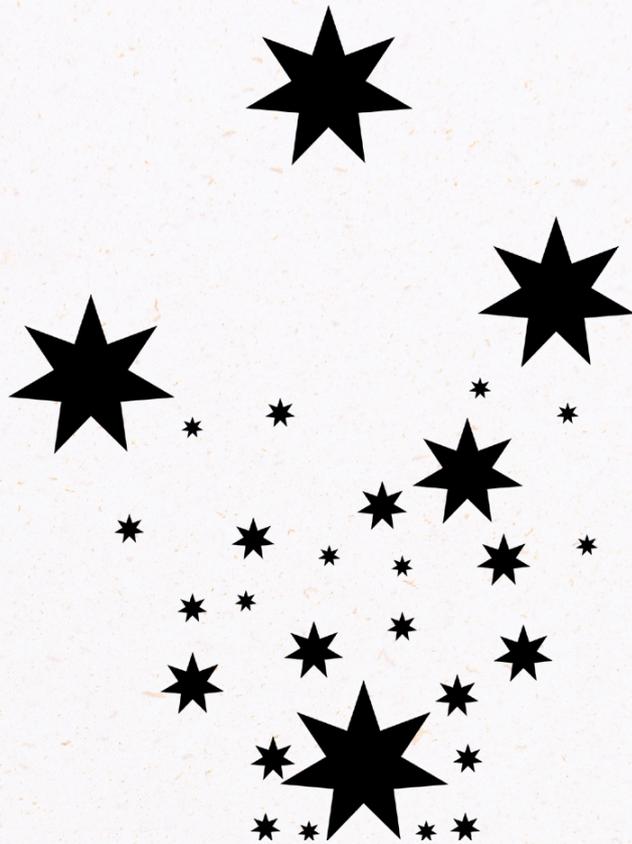
This strategy does not advocate for a change in direction, but rather strengthens the delivery of our Poipoia strategy. It provides a further level of detail about how we'll deliver our vision and priorities.

Customer experience strengthens our focus on emotional needs and helps us manage the impression we leave through every interaction. Emotions are what we remember. Our memories inform our decisions. We want more people to choose to strengthen their relationship with netball and share their positive experiences with others. To this end, we've taken a collaborative approach, working with people across the netball system, to define how we want our future experiences to feel every time participants and supporters are involved with netball. We now need to make this consistently come alive in every netball related interaction, throughout Aotearoa New Zealand and beyond.

We've defined our customer experience goals through to 2025/26 and the strategies we'll use to realise them. We have two goals which cover the positive change we'll create for our netball community and three goals which target building our organisational capability in customer experience practices. We intend to build organisational capability as we go, using projects e.g. improving our player onboarding, to develop our skills in applying customer experience methodologies. We will also develop our customer experience continuous improvement capability, using feedback to inform opportunities to continually make our experiences even better. To be successful, we need to strengthen our participant-centric culture. We also need our leaders across the netball system to embrace this strategic focus, and encourage people to try new ways of working.

We have a comprehensive three-year work programme to deliver our strategies. It focuses on demonstrating value in the near term and then to leverage our reach and further extend the benefits delivered. We will monitor our progress by using a balanced scorecard. We will establish a steering group to optimise our activity plan, and help clear any roadblocks. Ensuring continued focus on our highest priorities.

We're now ready to mobilise. To begin our journey using customer experience methodologies. To realise our Poipoia vision and priorities. With our clearly defined plan, we are aligning other work programmes and identifying areas where we will need further investment to build momentum and maximise our success from this approach.



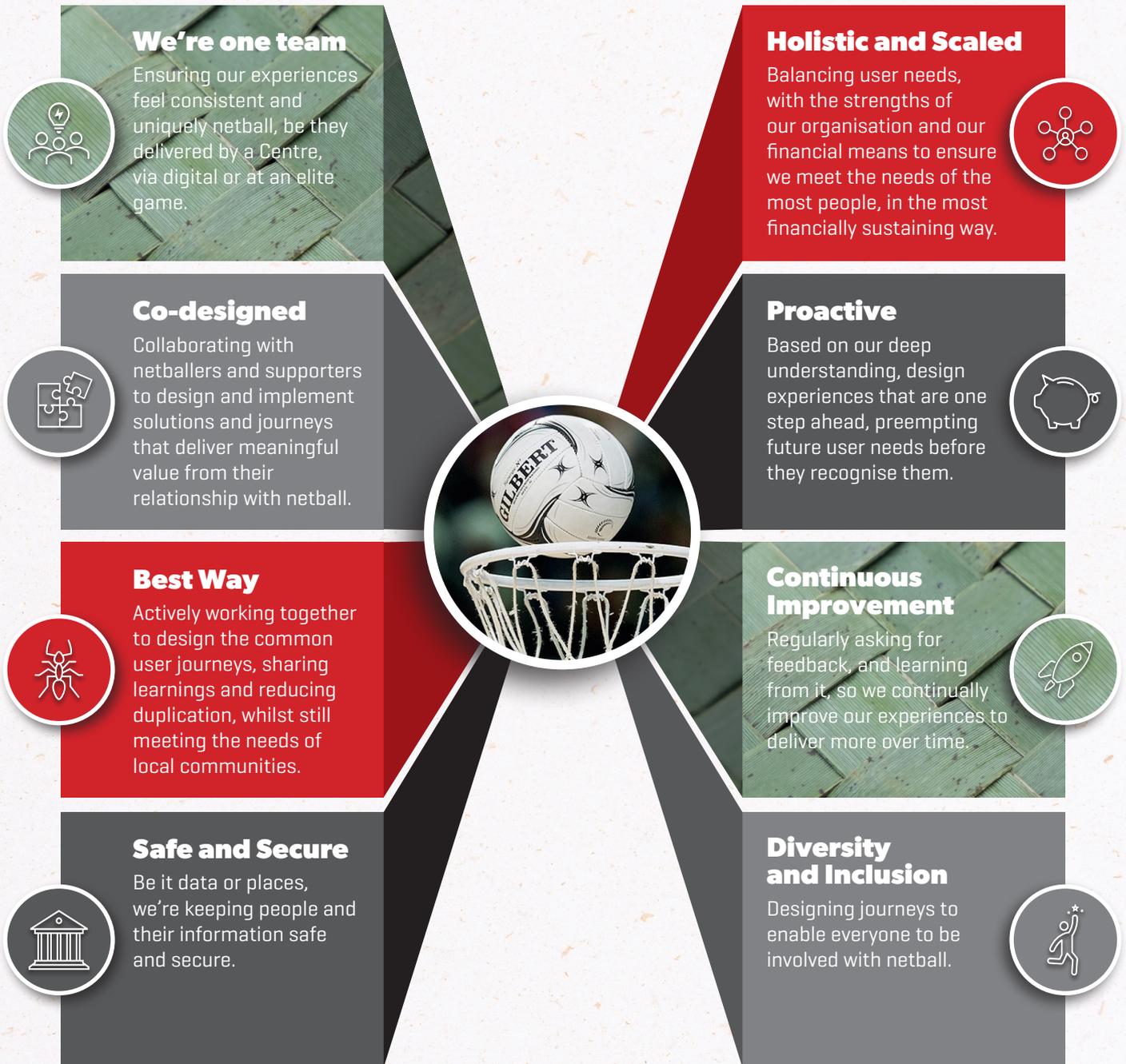
Our Southern Cross

In Poipoia, we defined our Southern Cross. The principles that guide us on our journey to achieve our vision...

- Embodying, the wairua of mana wāhine and their whānau.
- Embracing all of New Zealand's diversity within fun, safe and welcoming environments.
- Being local, affordable and accessible.
- Empowering dynamic leadership, innovation and operational excellence.
- Inspiring NZ with our performances at home and on the world stage.

For our customer experience work, we've defined guiding principles. Which guide us to make the best decisions. On how to work together on our customer experience projects, and how to ensure we deliver the best outcomes for participants and supporters, our netball workforce and the sustainability of our organisation. These principles sit under the stars of our Southern Cross.

Guiding Principles



Alignment to our Poipoia Priorities

We outlined a number of key strategic priorities in our Poipoia strategy. By embedding customer experience ways of working, we'll support the achievement of these priorities, in a sustainable way.

POIPOIA PRIORITY	TARGET SHIFT	HOW CUSTOMER EXPERIENCE WILL ENABLE
Presence	We have a wonderful history and story, one that is worth telling. This shift is about how we increasingly unify and amplify our message and take it to the world.	We'll embed our netball brand and values into every experience we create, amplifying what makes netball unique and fabulous. We'll share stories about our experiences – there's a whole lot more to netball than the score on the court.
Funding	All across our system we deliver measurable change. This shift is about how we even better leverage and promote what we do, building a core capability in being irresistible to funders.	Customer experience methodologies will help us ensure we use every dollar of funding to deliver the most value for participants and supporters. Being the leading customer experience sporting organisation will enable us to retain, attract, and grow funding partnerships.
Partnerships	Successful partnerships inside and outside of netball will strengthen all aspects of our game. Netball is strongest when we work together. This shift is how we ignite our ability to work together, within and across the lines, inside and outside our game.	We'll use co-design approaches to ensure that we're actively working with partners and netballers alike to create experiences that deliver more.
Game	We have developed a diverse, varied and quality offering. This shift is about how we continue to adapt and grow by making "the game" the ultimate experience for everyone who touches it.	Customer experience methodologies ensure that we test and learn, and then continually improve so we're adapting to the changing needs of netballers, supporters, partners and funders.
Digital	The way players, fans and communities engage with sport is changing fast. This shift is how we embrace digital transformation and innovation in everything we do.	Customer experience ensures we make the best digital investment decisions, and helps us deliver digital experiences that people prefer to use because they're simple and complete.

Our Customer Experience Journey

Our customer experience journey will enable and necessitate changes to our ways of working.

From

Experiences are created by people who have the best intent to deliver great outcomes- everyone has their own interpretation of 'great', creating inconsistency.

Experience is not something that is explicitly designed, but rather is the result of the activities that we do to make netball a great game.

Experiences can differ between Centres, Zones and National Office because we don't have agreed standards or target experience in mind.

Continuous improvement is ad hoc, and we may be solving the same customer experience issue in multiple centres, without knowing that others are working on this too.

We're always looking forward to adapt netball to keep it relevant. We don't actively look backwards to review experiences that no longer fit with our vision and desired experience.

Netballers' and supporters' data and information requirements have been developed piecemeal over time. Data is held in multiple repositories, creating duplication and increasing cybersecurity risks.

To

Everyone knows how to bring our defined target state experience to life. People feel confident that they are contributing to strengthening advocacy for our game over time.

We consistently use world-class tools and methodologies to explicitly design our experiences so we know that everyone will receive the experience we intend.

We actively work together to design experiences which will feel consistently netball, through digital and in person, even when we add a local flavour to meet the unique needs of our local communities.

We've embedded a continuous improvement practice so we actively seek feedback and improve our key journeys. We've full visibility of all improvement opportunities so we can collaborate when multiple areas are noticing the same opportunities.

We have an active programme to eliminate rules, policies and ways of working that no longer fit with the desired experience we want to deliver.

We have an agreed customer data model and single source of truth. It's designed around what's important to netballers and we're confident that the right people (and systems) can access only the data necessary to deliver the desired experience.

Goals and Strategies

We've defined our customer experience goals through to 2025/26 and the strategies we'll use to realise them. We have two goals which cover the positive change we'll create for our netball community and three goals which target building our organisation capability in customer experience practices.

	Goal	Strategies
Participants and supporters	Grow involvement in all areas of the game - participants, fans and our netball workforce - by delivering experiences that build our love of the game and strengthen our sense of community.	<ul style="list-style-type: none"> · Taking an experience lens, extend the opportunities we provide for umpires and coaches to grow · Extend participation opportunities to be inclusive of all members of our community · Strive for operational excellence to enhance our experience · Retain and grow our network of highly engaged fans · Actively support our netball workforce to be inspired to deliver work they are proud of
Funders and partners	Funders and partners are advocates and share in our experience journey. They actively help us to unlock new opportunities, and they are committed to achieving our vision.	<ul style="list-style-type: none"> · Implement an aligned communications strategy to win the hearts of our funders and partners so they shout our story · Work with partners to develop a series of experience-led initiatives · Work with funders to develop new funding opportunities of mutual benefit · Partner with SNZ to leverage CX to drive opportunities of mutual interest
Customer understanding	Our deep understanding of the current and future needs and aspirations of everyone involved in netball enables us to strengthen diversity, consistently design valued experiences and fuel continuous improvement.	<ul style="list-style-type: none"> · Maintain a range of tools to collect rich customer feedback · Enable the right Netball workforce to access the right customer information when they need it · Collaborate with other organisations to enrich our customer understanding · Embed a continuous improvement practice across netball

<p>Journey design</p>	<p>We're constantly innovating by systematically redesigning our journeys and experiences, building on our strengths and reimagining how we can deliver more - better for people, better for the sustainability of netball.</p>	<ul style="list-style-type: none"> · Embed the use of a customer design tool kit across Netball · Manage the strategic roadmap of projects to bring forward benefits · Implement digital tools to enable redesigned journeys · Embed a measurement framework to quantify the value of redesign projects
<p>Our ways of working together</p>	<p>We're all united in delivering our uniquely netball experience - we're clear about how we can contribute, we're keen to learn and adapt, and we show that we can achieve more together.</p>	<ul style="list-style-type: none"> · Define and mature our customer-centric culture - how we'll work together, what we'll tolerate, and what we'll celebrate · Equip all our leaders to be active leaders on our culture journey · Measure and monitor progress on our culture journey

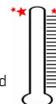
Customer Experience Balanced Scorecard

Outcomes for Participants and Fans		
	Participants	Fans
Overall Net Promoter Score		
Perception of "At home"		
Perception of "Forward thinking"		
Perception of "having 'me' time"		
Perception of 'inspired and connected communities'		
Overall registered		
New people signed up - rolling 12 month average		
People who've left - rolling 12 month average		
Revenue generated		
Cost to Acquire		
Feedback: Number of Compliments / Complaints		
Top themes		

Outcomes for Netball Workforce		
	Paid	Voluntary
Overall Net Promoter Score		
Perception of "At home"		
Perception of "Forward thinking"		
Perception of "having 'me' time"		
Perception of 'inspired and connected communities'		
Usefulness of support tools & systems		
New starters		
Existing people who have taken a new role		
People who've left		
Customer Experience Recognition		
Top themes from feedback		

Outcomes for Partners and Funders		
	Participants	Fans
Overall Net Promoter Score		
Perception of "At home"		
Perception of "Forward thinking"		
Perception of "having 'me' time"		
Rating for 'inspired and connected communities'		
YoY rolling %age increase in funding		
Distribution new funding ratio - Centres : Zones : National		
New Partners / Funders on board		
Existing Partners / Funders who have extended their support		
Agreements ceased		
Recognition from Partners / Funders		
Top themes from feedback		

Key Journey Performance					
	Add	Add	Add	Add	Add
Customer impression					
Volume delivered					
% Milestones delivered on time					
% Right First Time					

Customer Experience Continuous Improvement Initiatives						
	Count of Initiatives			Average elapsed days to reach milestone		
	Centres	Zones	National	Centres	Zones	National
Newly identified						
% Prioritised for action						
Root cause identification						
Solution design						
Ready for implementation						
YTD benefit of all implemented initiatives						
NPS Improvement	<input type="checkbox"/>					
				Hours saved		
					\$\$ saved	