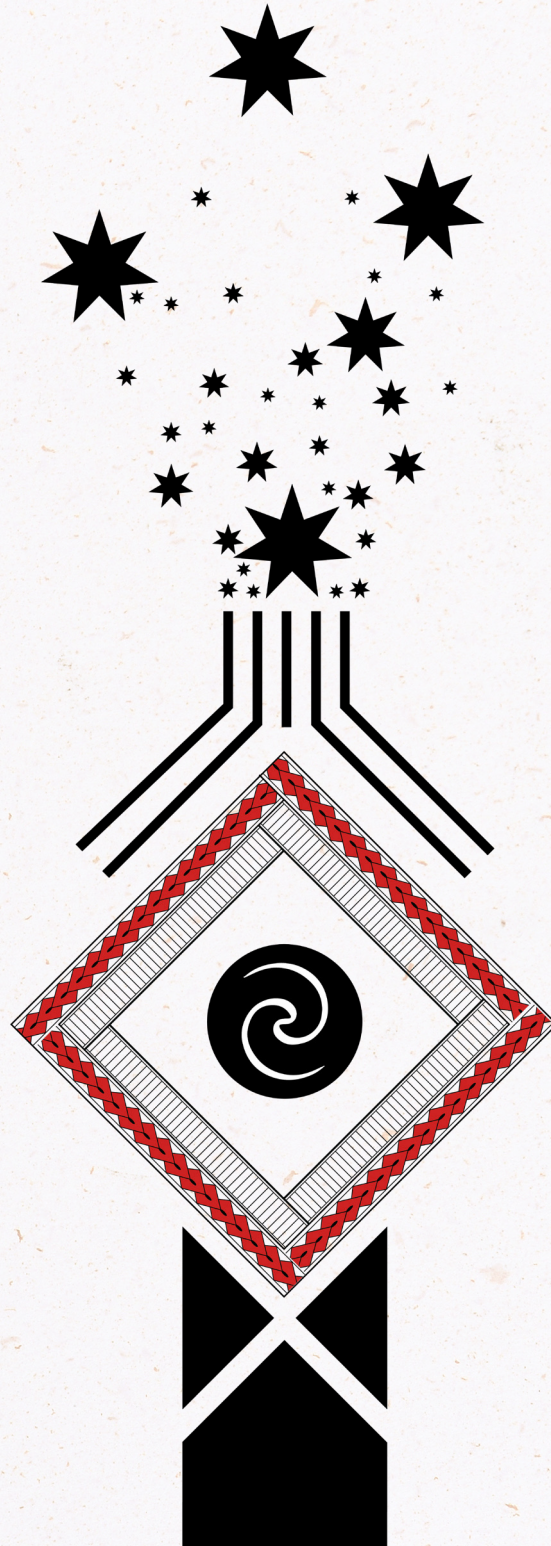




NETBALL
NEW ZEALAND
POITARAWHITI AOTEAROA

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.



Contents

Executive Summary	2
Introduction.....	5
Our Vision	6
Why Focus on Customer Experience	7
Our Scope.....	8
Our Southern Cross.....	9
Guiding Principles.....	10
Alignment to our Poipoia Priorities.....	11
Our Customer Experience Journey	12
Three Stages of our Journey.....	13
Our Experience Sentiments.....	14
Building on our Strengths.....	15
Design Check-list	19
Journey Map	21
Goals and Strategies	23
Participants and Supporters.....	25
Funders and Partners.....	27
Customer Understanding	28
Journey Design	29
Culture	30
Measures of Success.....	31
Scorecard.....	32
Next Steps.....	33

Introduction |

He aha te mea nui o te ao?
He tangata he tangata he tangata!

At the heart of our Poipoia strategy are people – inspiring and connecting communities through netball. Customer Experience is also people-centric. Enabling organisations to deliver only what customers want, in a way that leaves nothing to chance so the customers' impression of an organisation is exactly as intended.

Customer experience methodologies support people to build true empathy with customers' motivations and desires. They then apply this understanding to design services and experiences that are feasible and viable for an organisation to consistently deliver.

These methodologies also bring people together. It allows them to leverage their individual skills and experience in a way that enables them to deliver more collectively.

We've decided that customer experience methodologies will support us to achieve our Poipoia vision. Whilst many of our relationships with participants and supporters do not fit the traditional view of 'customer', the methodologies to apply. They will provide us with exciting new ways of working across the netball system, to achieve more together.

The methodologies will also help us to leverage what is working well. Allowing us to scale these great experiences so that everyone benefits and enjoys richer relationships with netball.

Our Vision

We recognised as we defined our Poipoia strategy, that we need to look inside ourselves to find what makes our sport so special. Then as we move forward, we keep close the things that are important to us while remaining adaptable and evolving to meet the future.

What we take for granted today, we cannot count on for tomorrow. Our future strategy will enable us to shift and adapt to meet the needs of all future netball participants. As stated in Poipoia, no longer can we plan out precisely what is needed across our sport. We live in an era of rapid change. Unpredictability is all we can count on. Rigid planning will leave us behind. Rather, with the understanding of what really matters in our sport, we will find our future paths. It is important that we listen to the many voices who make up the guardians of our sport. Inclusivity, excellence, fun, inspiration, friendship, care for one another.

Our Poipoia vision - connecting and inspiring communities through netball - is realised through enabling uniquely netball experiences.

Therefore, customer experience is woven into everything we do.

Why Focus on Customer Experience?

For our participants, administrators, and fans it means...

We focus on both 'what' we do, and 'how' it feels. Focusing on how it feels is critical. It's through emotion that we create memories. When our memories are positive and align with our expectations of 'netball', customer experience research shows that we'll actively continue our relationship with netball, and speak positively of netball to others.

For our netball organisations it means...

We have new ways of working to connect us to our vision and purpose; translating our strategic commitments to ensure we keep netballers and supporters at the heart of all that we do. We'll enrich our understanding of people's needs and motivations to design rich experiences that deliver 'whole of person' benefits.

Critically, customer experience methodologies empower us to make the best investment choices. To deliver only what is important to our netball community in the most efficient way, that best meets their functional and emotional needs.



Our Scope

The focus of our customer experience strategy includes current and potential:



Participants

People who play netball or who have a role in supporting netball on the court, either paid or voluntary. They include players, technical officials, coaches, team managers.



Administrators

People who keep netball going by taking a volunteer or paid role on committees, boards, or a role in a netball organisation.



Fans

People who engage with and watch our game – they may watch from anywhere; attend games; they may receive netball communications; or they may follow netball on social media.



Funders, Partners and Promoters

People who work for an organisation that has a partnership arrangement with our netball organisations.

People in our netball community have at least one relationship with the sport.



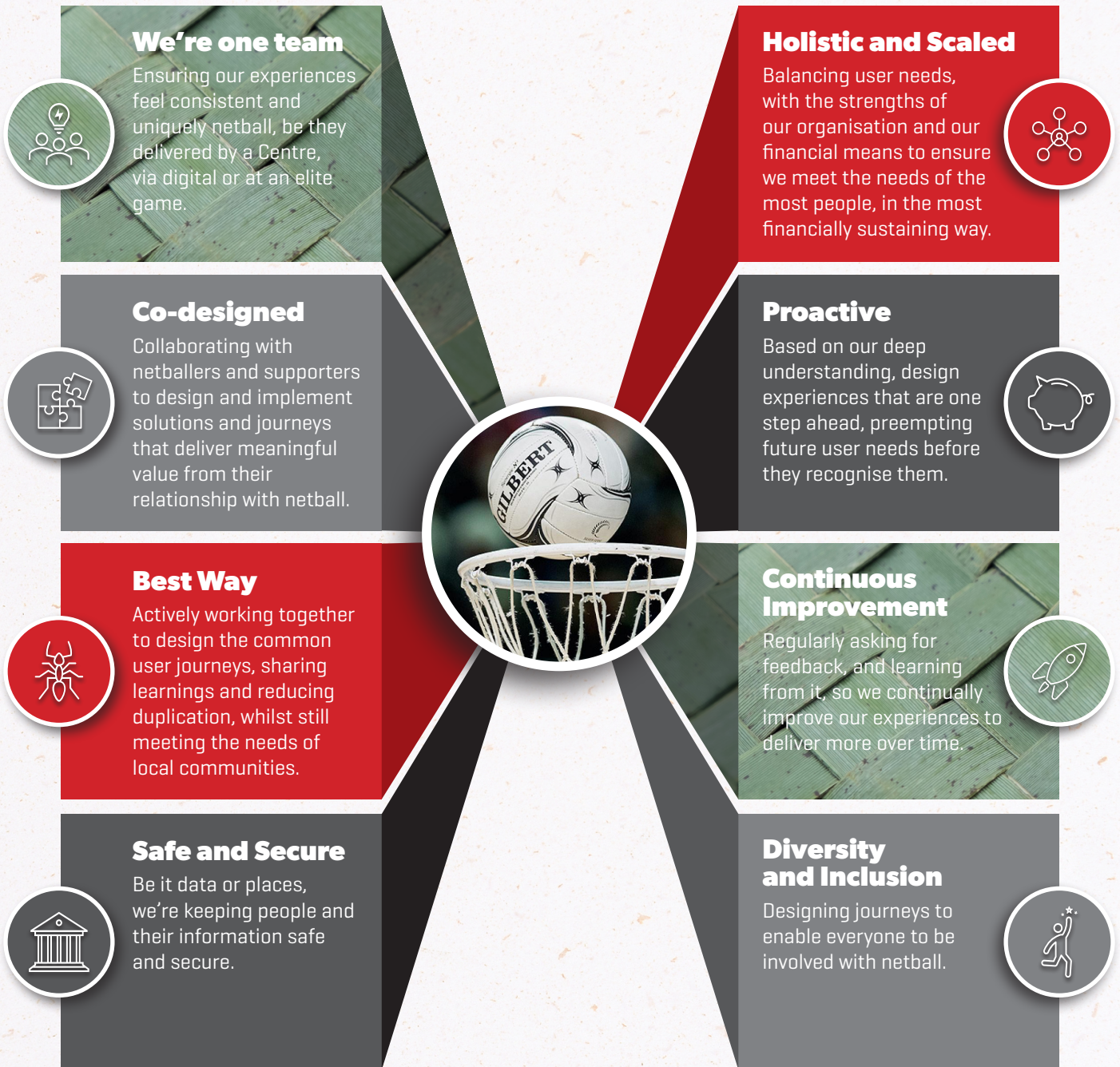
Our Southern Cross

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.

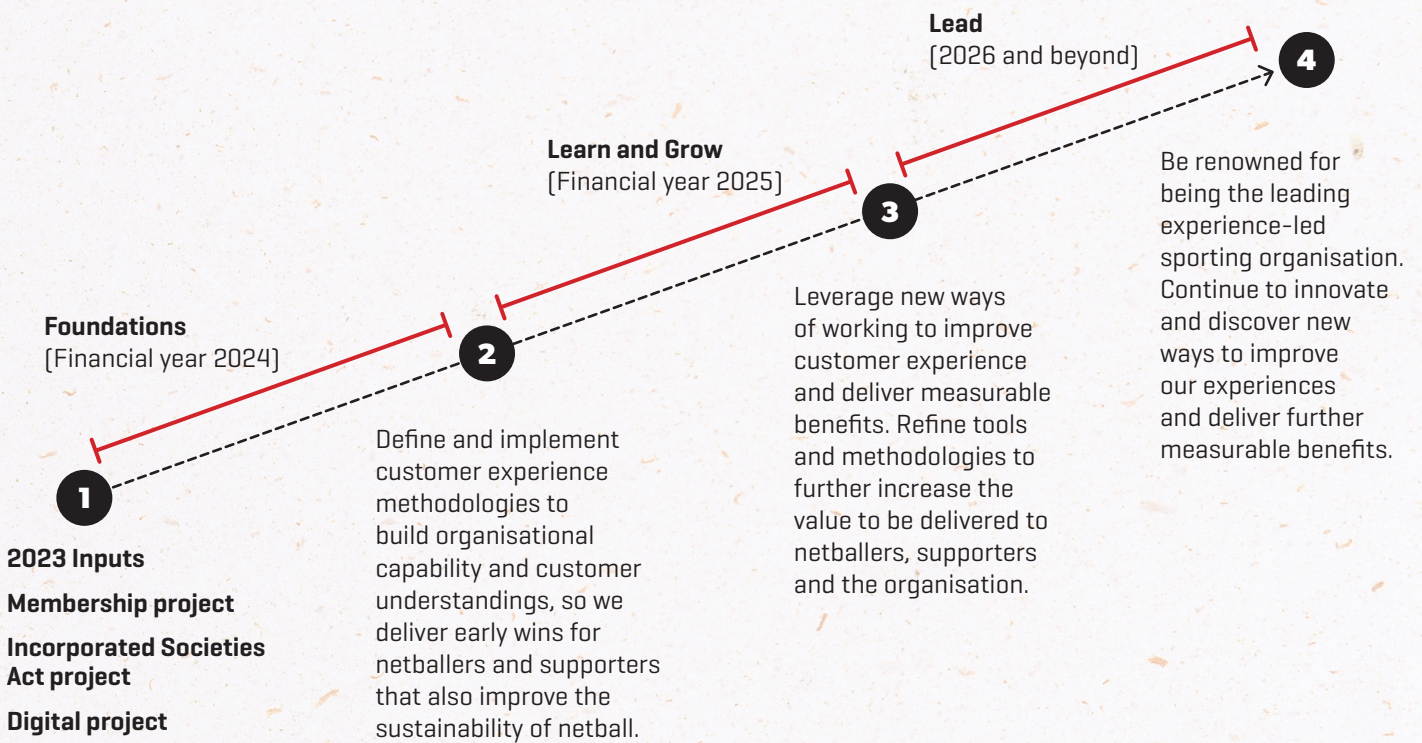
We have an active programme to eliminate rules, policies and ways of working that no longer fit with the desired experience we want to deliver.

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.

Three Stages of our Journey

To deliver the maximum value from our investment in building our customer experience capabilities, we must define, learn and embed new ways of working. This won't happen overnight. We're realistic that this is a three-year journey, but we'll still be delivering significant value along the way.

We are on a journey to maximise our value from investing in customer experience



Our Experience Sentiments

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've learnt that when experiences feel consistent and aligned to our brand, then people will want to actively re-engage and promote netball to others.

Our sentiments are written from the perspective of our participants and supporters – it's how they interpret what we do that matters.

Everyone in the netball system is needed to help bring these sentiments to life. We're all in this together. Every conversation, wider communication, policy and venue set-up is interpreted by our participants and supporters. When everything lines up with our sentiments, we'll increase participation and fans.



Whenever I'm involved with netball, I feel I'm...

At home

Right from the beginning I was made to feel part of the netball whānau. People are welcoming and genuine – they care. I feel I'm more than part of a game, lifelong friends are forged through netball.

Netball is an intergenerational family. We hear stories about how our Mums were involved. Our lives are shaped through netball. Kids are here too sharing the experience to be our future. Everyone of every culture is part of our family.

Netball's whānau is inclusive – a women's game through history, but now a game for everyone. I feel I belong.

Forward-looking

There's a real buzz; a happy noise when you're around netball. Netball is progressive and I want to be part of it. I'm proud that they always keep me in the loop, so I know what's coming up.

My relationship with netball is a constant in my life – although my role evolves and changes over time. They want to know me and what's important to me.

There are so many opportunities for me to be involved, or to be on the edge of my seat taking pride in others' achievements. There's always a valued role for me.

I'm appreciated for my contribution and achievements. I'm always shown the next opportunity for me to participate and grow.

Having 'me' time

In the hectic pace of life, netball is my time. I can put aside life's issues and enjoy the moment. I feel recharged and energised for tomorrow.

Everyone works together in netball to make it easier for each other. They think about the small things that will make my netball time enjoyable.

On the court we compete hard, but competition never gets above the fun of the game. It helps me feel good about being part of netball no matter the score.

Building on our strengths

CHAMPIONS OF CUSTOMER EXPERIENCE – THE NETBALL WAY

We already have many examples of how we bring to life our experience sentiments.

We're building on our strengths.

We're looking to amplify what already works well. We will create more opportunities to extend the great experiences we deliver so more people build strong relationships with netball.

Here are some stories that highlight how we are already delivering great experiences, aligned to our experience sentiments.

SYLVIA SMITH

Instantly recognisable across the Waikato netball fraternity, Sylvia Smith started her involvement as a player when she was nine years old, developing a passion for the game that remains over 50 years on.

Wanting to give back to the game she loved, Sylvia has dedicated much of her life to netball and remains secretary of Morrinsville Netball Centre after first taking up the position in 1985 while still playing.

Sylvia has gone on to epitomise the special qualities that are at the heart of being a volunteer, first coming to the fore when she was still a player. Behind the scenes, Sylvia has demonstrated the true spirit of giving back through her lengthy list of achievements which include coaching, managing and selecting a wide range of club and representative teams in Morrinsville, Thames Valley and North Waikato regions while also being a delegate to the Netball New Zealand Council on many occasions.

Always with a finger on the pulse, no stone is left unturned, from building and maintenance, up the tower [in Morrinsville] to ensure games run on time, ordering and making sure the canteen is well stocked, taking minutes, organising meetings and organising team uniforms, Sylvia has done it all.

In recent years, Sylvia has become everyone's favourite at Magic games, where she is always on-hand to help with game-day preparations, hers often being the first face everyone sees when entering the stadium and the last they see when leaving at the end of the night.

In essence, netball in the Waikato is not netball without Sylvia in the picture and actively helping behind the scenes. Netball is Sylvia's beating heart and with over 50 years of involvement, its people have become her whānau through a lifetime's dedication.

In recognition of Sylvia's contribution to netball over many decades, she was awarded the Queen Service Medal in the King's Birthday Honours in June 2023.



DAVID PALA'AMO

In an extraordinary career spanning over 40 years, Christchurch's David Pala'amo has forged a unique legacy through his ability to slip seamlessly between women's and men's netball while delivering on all fronts as a player, coach, mentor and umpire.

Umpiring became David's ultimate passion but he was also heavily involved behind the scenes, serving time on club committees as president, coach, manager and administrator in acknowledging the huge role volunteers play in netball. He was also a staunch advocate of giving youth opportunities and took a hands-on approach to presiding over the development of talented young players.

Reaching the pinnacle of umpiring and well respected as a whistler, David umpired at pinnacle events, including two Netball World Cups, a Commonwealth Games and in the former trans-Tasman competition before retiring in 2010.

While dedicating himself to umpiring, David was at the forefront of helping develop men's netball as a player, coach and administrator. A driving force behind men's and mixed netball, David's contribution has been instrumental in their rising status.

After a positive changing of the landscape, David stepped down as President of New Zealand Men's and Mixed Netball after nearly 20 years, very satisfied with where the men's game was placed. The highlight being the men's involvement in the Cadbury Netball Series where the exposure and feedback has taken men's netball to the world.

David was recognised for his contribution to the sport in 2017 with a Netball New Zealand (NNZ) Service Award and has continued to whistle games while working as an umpire assessor and coach for NNZ. David will be one of six International Technical Officials sitting on the Umpire Appointment Panel (UAP) at the Netball World Cup in South Africa.



MADI

In a wonderful example of their true values and spirit, the Silver Ferns welcomed young netball fan Madi into their environment in a touching and special time for all.

In collaboration with the Make a Wish Foundation, Netball New Zealand helped with making Madi's wish of meeting the Silver Ferns and going to the Constellation Cup a reality. Madi, 14, who was undergoing treatment for a brain tumour, and her mum Linli, were treated to an exclusive Silver Ferns experience.

Madi enjoyed a court-side seat at Silver Ferns training, the team's dressing room, meeting all the players as well as coaches Dame Noeline Taurua and Yvette McCausland-Durie while also having her photo taken with the team. Madi and her mum then attended the first Constellation Cup test that was held in Auckland which the Silver Ferns won.

A video taken at training with Madi being the centre of attention was also compiled and gifted to Madi and her family.

Mum Linli said:

"Netball NZ were awesome. Kerry was the lady who showed Madi around and stayed with her the whole time. She was just lovely and made Madi feel so welcome, as did the players and management staff. The video is a special keepsake for sure and I don't think there was a moment that her face wasn't beaming."



Design Check-list

We plan to run a series of customer experience projects to design and redesign our key experiences and services. Our customer experience principles and experience sentiments will guide us to ensure that the output of these projects will build towards our vision – connecting and inspiring communities through netball.

In addition, we've developed the following check-list to ensure that the designed experiences completely deliver to best practice¹.

¹Tailored for Netball NZ and is based on Matt Watkinson: The Ten Principles Behind Customer Experience

Experience Attribute	Description	
Strongly reflects the identity of participants and supporters	Our experiences will be personalised to strengthen the positive self-image of participants, and supporters and resonate with their personal values and culture. Our individualised experiences will enhance their mana, identity and wellbeing.	✓
Common experiences with local flavour.	Our design efforts will create the greatest benefit when we look to positively impact all participants and supporters, but we won't ignore the important differences between communities. Our design projects will actively involve representatives of impacted communities, and we'll embed flexibility to tailor to the needs of local communities.	✓
Create measurable value for netball	The way we deliver to the desires and needs of participants and supporters also derives value for netball, either by unlocking new, or retaining current funders, or reducing the costs of running netball. We will take the time to ensure we get the right balance – better for people, better for the sustainability of netball.	✓
Vision focused	We want to go further than enhancing the enjoyment from being part of netball, to connecting and inspiring communities through netball. We will focus on uncovering wants and needs that when met or exceeded will help realise the netball vision.	✓
Builds on our strengths and history	There's so much that participants and supporters love about their relationship and experiences with netball today. We'll take the best of today forward and add more to enrich our experiences over time. We will ensure that we're clear about what's valued and expected today and use this understanding to inform our next priorities.	✓
Considers emotions	Evaluating the emotional aspect of an experience brings often unconsidered issues to the surface and opens up new ways to delight. We will actively involve participants and supporters in our projects to help us understand how they feel, and beyond this what they may be thinking so we can design rich experiences that meet both functional and emotional needs.	✓
Builds our perception of netball	We will purposely look for opportunities to bring our experience sentiments to life in our journey designs, so experiences build a positive lasting impression of netball.	✓
Indulges the senses	Customer experiences that delight the senses, win our hearts and have us coming back for more. We will take a broad view of the elements that create 'delightful' experiences and design with this in mind.	✓
Are effortless	We'll use best practice approaches to design our experiences that minimise participants and supporters' time and effort so interactions feel effortless and seamless – strengthening our relationships over time.	✓
Leaves nothing to chance	We'll create consistent, smooth customer journeys, where every interaction is considered, planned and designed.	✓

Applying new methodologies to unlock new opportunities

Below is an example of a customer journey map which is one of the key tools of customer experience design. Here, we are using the journey map to illustrate a new experience for junior players.

This is Harper's journey for her second season of summer netball....

Hi, my name is Harper. I'm 10. I'm the middle kid, with two brothers. My Mum thought it would be good for me to do some sport with girls, as my brothers pick on me. She loved netball when she was a kid so she got me to sign up at school. I loved netball so much I wanted to play in the summer too. I played in the summer league last year. I didn't know anyone in my team and it was scary on the first day to know I was even in the right place. It turned out alright in the end, so I'm going to give it another go.



Journey steps	Finding a sport	Signing up to play	Joining new team	First day	Keeping up with the game schedule	Being player of the day	Finishing up the season	
Harper's journey	Mum tells me that she's got an email about registering for summer netball. She asks me if I want to play again. My friends, Mia and Aroha, are playing cricket but that sounds like it goes all day Saturdays. I'm keen to play netball, but I hope I get to know the other girls more this year.	Mum and I go onto the FutureFerns website to register. It looks a bit different this year. Mum sets it all up. There's even questions about the sort of team I want to join and I can add a little bit about me and a photo. There's an app that I can use on my mobile that I got for my birthday. Mum helps me set it up. There's lots of tips and videos to help me play great netball.	I'm super excited. I got a message in my app from the team manager lady. I log in with Mum and there are photos of all my new team mates. I recognise one of the girls from my last year's team. Mum tells me that she's been to the court. I recognise all the girls from the zoom and it's great to see Ruby again. All the netball people are all dressed up and there are players from the Mystics. We meet our coach, Sarah. There are fun games and then we go home with a goodie bag.	I'm sort of excited but also have a few butterflies in my tummy. It's the first day of summer netball. Mum and I both get a notification to give us the court details. We arrive and it feels a bit like a party. When I get to the court, I recognise all the girls from the zoom and it's great to see Ruby again. All the netball people are all dressed up and there are players from the Mystics. We meet our coach, Sarah. There are fun games and then we go home with a goodie bag.	Each Tuesday before I play netball on Wednesday, I get a notification in my app to let me know the court for the day and who we're versus. I can even reply to the message to say if I can't come. In the apps, I see all our scores and there are photos of games that the parents took. There's a great one of me intercepting the ball. Last week, I got a message from Aroha Jones from the Mystics hoping I'm enjoying netball this year -super exciting.	This week is the best. I got player of the day. They gave it to me for all the intercepts I got. Mum says it helps to have brothers, you just have to grab the ball when you can get it. A couple of days later, I get this message in my app from the Netball Manager lady saying what a good job I'd done. There's now this cool digital badge on my player profile. Mum helped me print it out from her portal so I could show my teacher. I also got a special deal to go to see the Mystics play at one of their pre-season games - amazing.		It's the last day of netball. Wish it wasn't over. At the end of our game, we each get a card with a note from Sarah and our team manager, Mrs Ethridge to say how we made a difference to the team. The parents all bring food and we have a party. The next day, I get this notification from app and there's a little video with all my achievements for the season. I take it to school to show my friends and my teacher.
Experience sentiment	😊	😊	😊	😊	😊	😊	😊	
New elements to the journey	Emails sent from portal encouraging re-boarding.	All registrations handled by the website.	All comms are through the portal. Zoom call to meet up prior to court experience.	Goodie bag with merchandise / gifts from sponsors.	App / portal to communicate game details and confirm player attendance. Parents can upload photos to the portal to share. Push messages from players.	Tailored messages from Centre management. Digital badges to provide tangible rewards. Special offers from ANZP.	Templated cards to make it easy for team managers. Automated video collating season content (similar to Facebook memories).	
Business value	Can track participation from season to season.	Increases viability of investment in portal and app as used nationally.	Increases viability of investment in portal and app as used nationally.	Local events tailored to local needs. Reduces likelihood of player drop out. Increases profile of sponsors to increase their return. Builds fans for ANZP.	Increases viability of investment in portal and app as used nationally.	Increases viability of investment in portal and app as used nationally. Builds fans for ANZP. Promotion of netball to potential promoters (teachers) and players.	Local events tailored to local needs. Increases viability of investment in templates and video memories as used nationally. Promotion of netball to potential players.	
Rationale	Promotes re-boarding. Reduces parent effort re-entering player and parent info from year to year.	Rich information helps with team placement and gives info to establish sense of belonging. Apps helps kids feel 'grown up' and in control.	Makes it easier for volunteers to communicate with the team and parents. Zoom call to build sense of belonging and confidence.	Builds excitement about participation in the season. Strengthens connection between Junior game and the ANZP.	Makes it easier for volunteers to manage admin. Promotes good court-side parent behaviour - capture photos of kids doing something great. Strengthens connection between Junior players and ANZP.	Increases sense of achievement as creates a multiday celebration. Digital / printed badge can be shared building positive profile for netball. Kids experience the excitement of the game to encourage future participation.	Builds pride in being part of netball - increasing likelihood of re-boarding. Provides tangible tool to share their experience with others.	



**Applying new
methodologies
to unlock new
opportunities**

Goals and Strategies

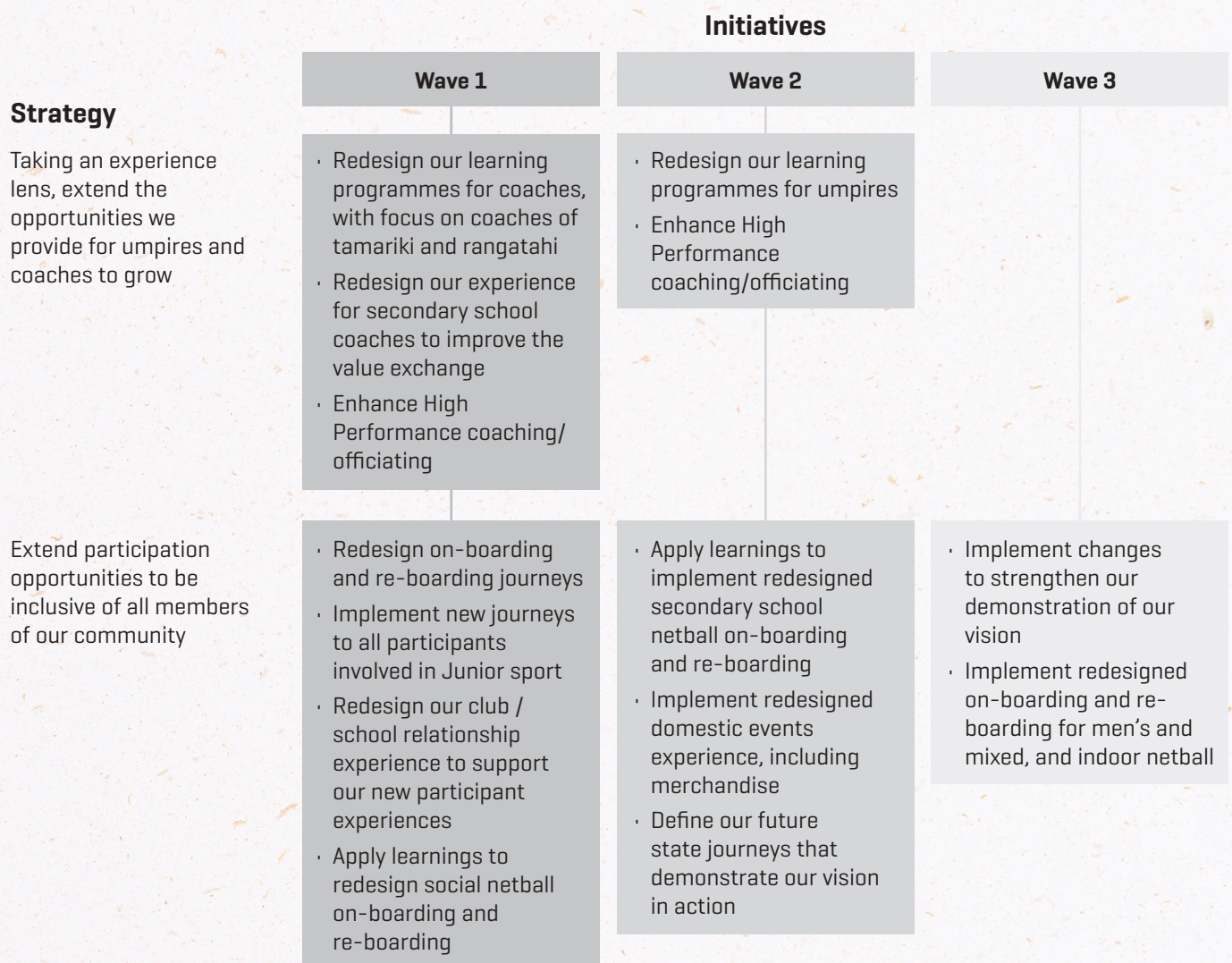
We've defined our customer experience goals through to 2025/26 and the strategies we'll use to realise them. We have two goals which cover the positive change we'll create for our netball community and three goals which target building our organisation capability in customer experience practices.

	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

Participants and Supporters

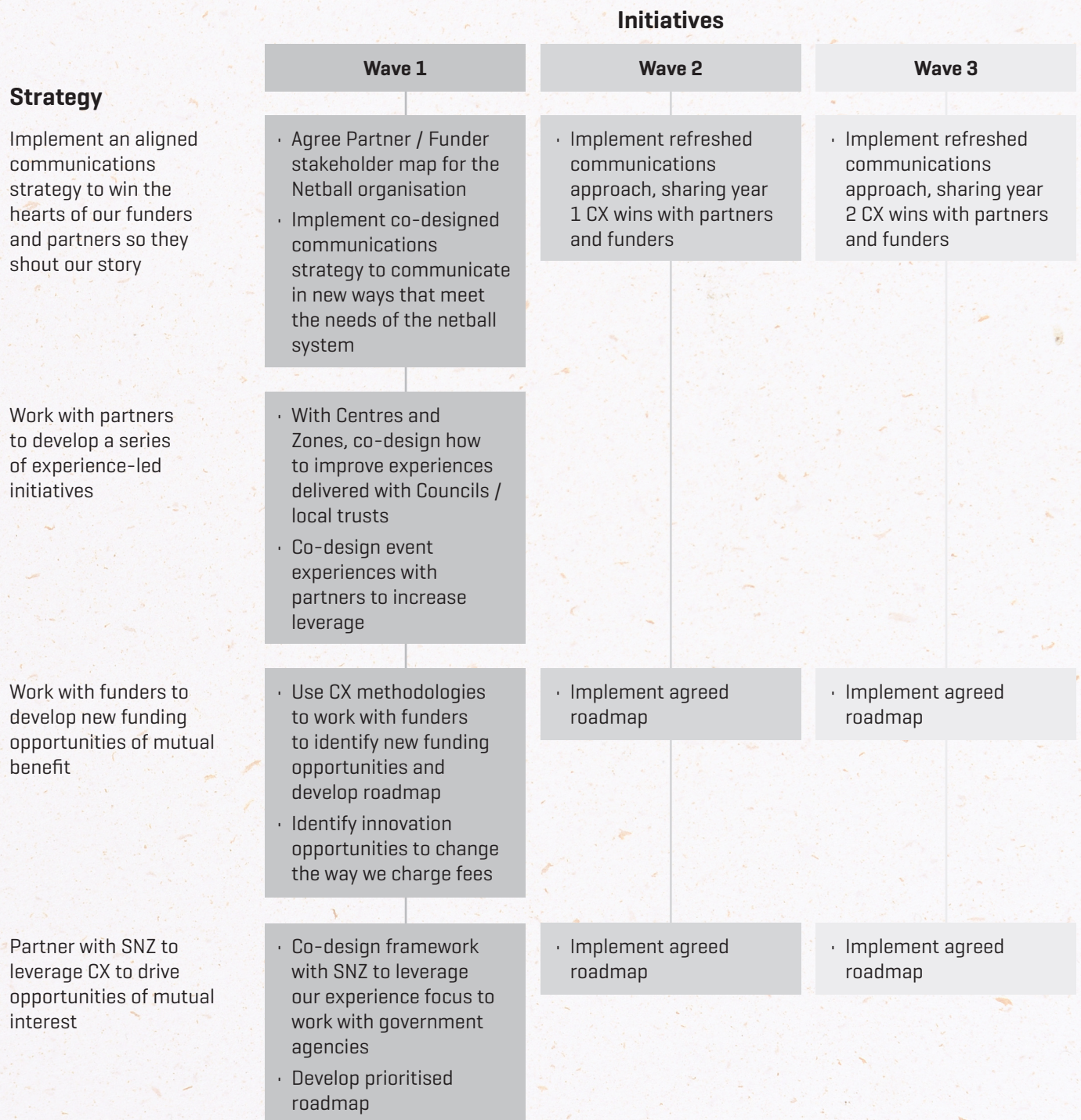
Grow involvement in all areas of the game – players, participants, administrators, and fans - by delivering experiences that build our love of the game and strengthen our sense of community.



	Initiatives		
Strategy	Wave 1	Wave 2	Wave 3
Strive for operational excellence to enhance our experience	<ul style="list-style-type: none"> · Implement campaign to identify and eliminate rules, policies and practices that add no customer value · Implement campaign to identify and stop in-flight non valuing adding activity that does not take us towards our CX goals 	<ul style="list-style-type: none"> · Redesign our Centre management journeys and embed in best practice tool 	
Retain and grow our network of highly engaged fans	<ul style="list-style-type: none"> · Redesign and implement a new fans experience for ANZ Premiership · Test and experiment with new fan journeys at NNZ owned events 	<ul style="list-style-type: none"> · Redesign and implement a new fans experience for Silver Ferns · Refresh SilverFans portal and implement content strategy / plan 	
Actively support our people to be inspired to deliver work they are proud of	<ul style="list-style-type: none"> · Redesign our volunteer on-boarding programme to build stronger engagement and confidence in the role they've signed up to do · Redesign the onboarding journey to ensure people are set up to confidently deliver work they are proud of · Redesign on-boarding, re-boarding and de-boarding journeys for the Elite game [coaching, playing, officiating etc] · Design a female athlete health centric high performance system 	<ul style="list-style-type: none"> · Redesign journeys for our volunteers to extend the duration of their contribution · Use internal survey results, to redefine other priority journeys · Redesign our exit journeys to leave people with the best lasting impression · Implement redesigned onboarding journeys in the Elite game 	<ul style="list-style-type: none"> · Use internal survey results, to redefine other priority journeys

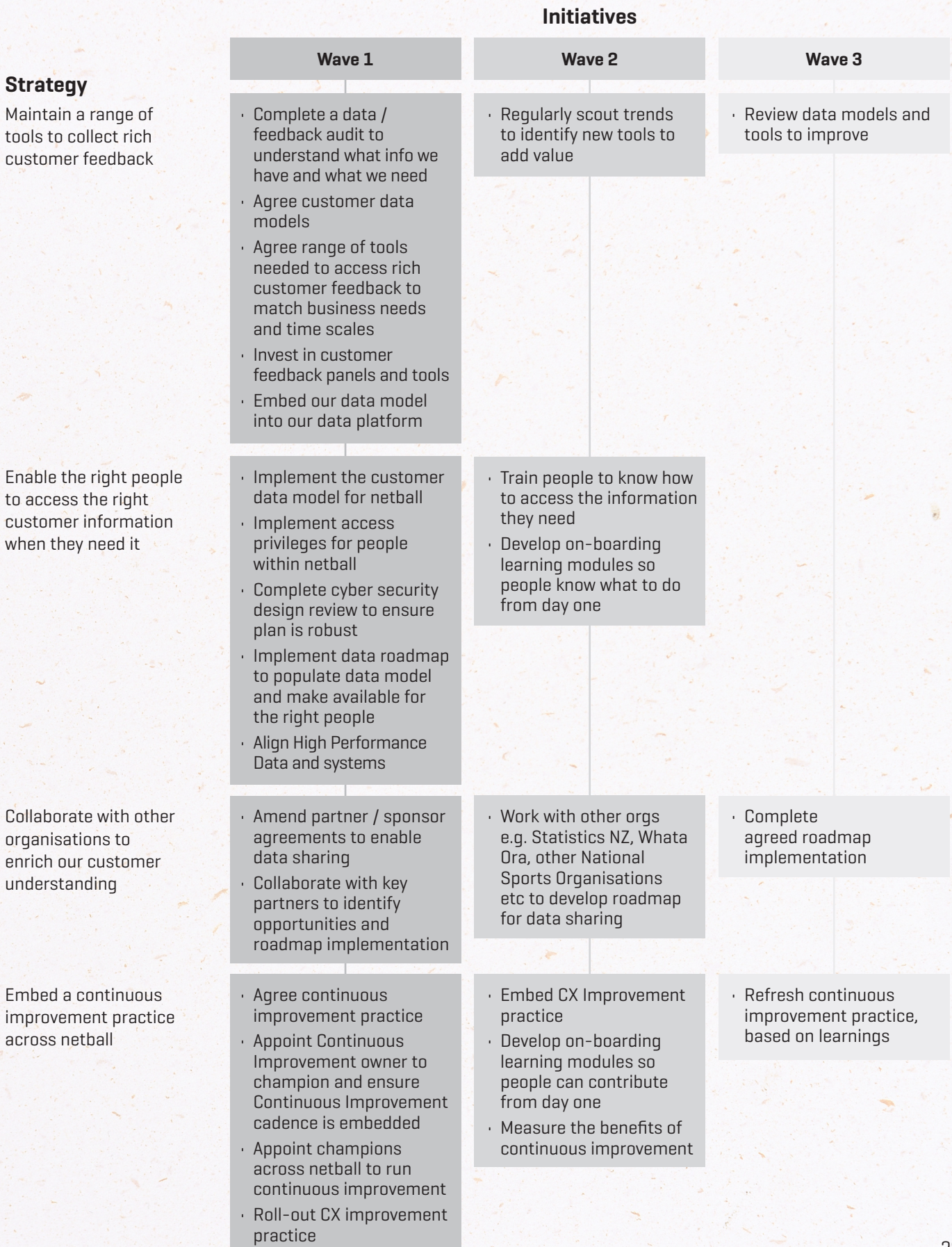
Funders and Partners

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.



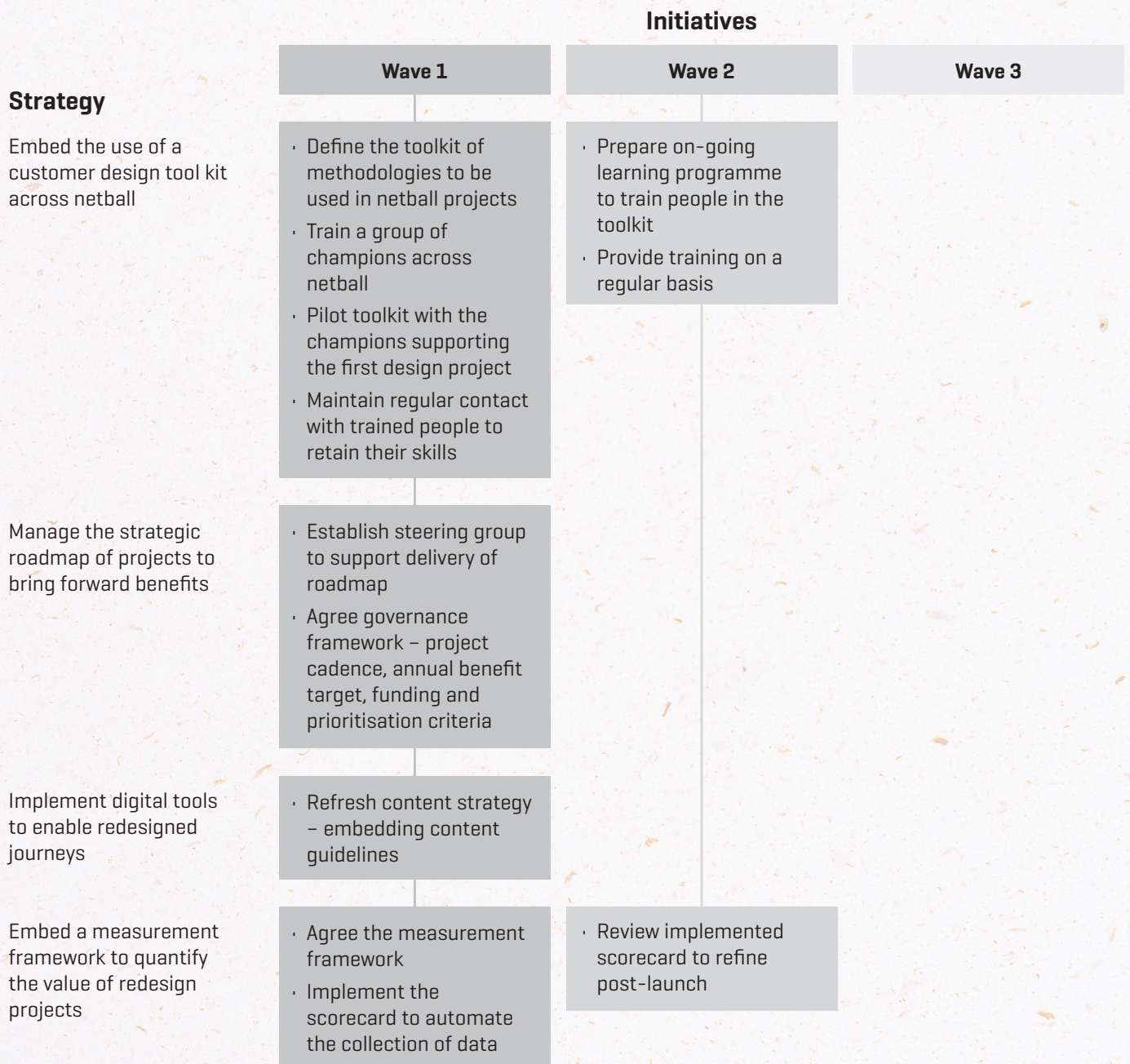
Customer Understanding

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.



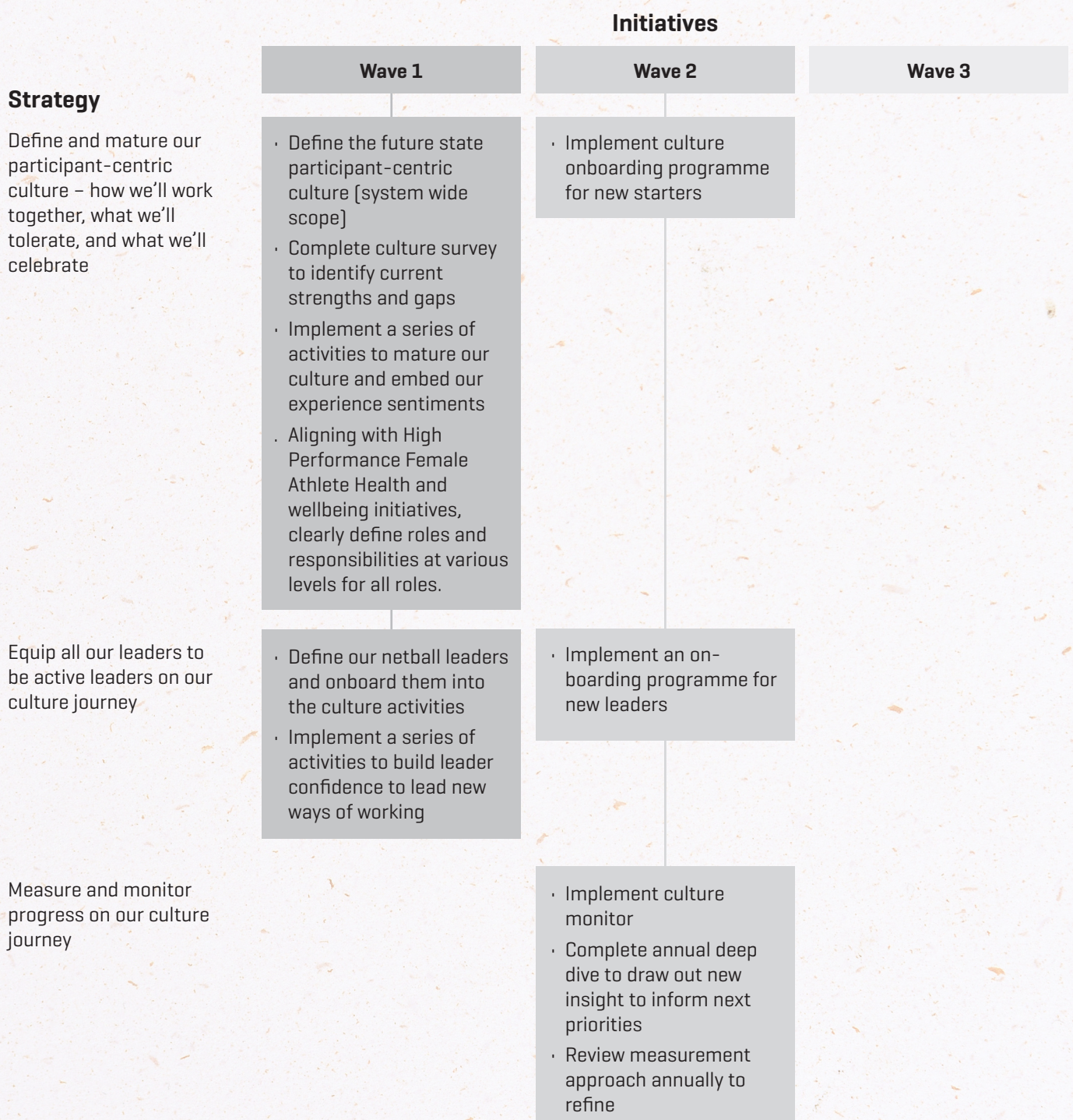
Journey Design

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.



Culture

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.



Measures of Success

We will use a balanced scorecard to track an uplift in key metrics to confirm the value being delivered through the implementation of this customer experience strategy.

We will establish base-line performance in the first three months and will track performance on a quarterly basis. Targets will be set for year 2 and 3, based on the performance in the first nine months.

The Customer Experience Steering Group is accountable for achieving the forecasted uplift and will track delivery of the initiative roadmap and amend priorities if it is identified that this will bring forward benefits.

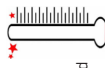
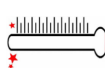
Customer Experience Balanced Scorecard

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
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	
Newly identified				
% Prioritised for action				
Root cause identification				
Solution design				
Ready for implementation				
YTD benefit of all implemented initiatives				
NPS Improvement	<input type="text"/>			
Hours saved				
\$\$ saved				

Next Steps

With our strategy defined, we next need to define how we will resource this programme of work alongside our other priorities. We will first align in-flight activity with our customer experience programme, ensuring that we leverage customer experience methodologies to deliver our existing priorities. External evidence shows that taking this approach will deliver significant additional value - both for people and financially.

We have identified that there is a significant organisational change management work-stream required to get our people on-board across the netball system. This is leader-led change. We will need to support with tools and mentoring. We will define the resources required to achieve this.

As always, our key risk is that we're trying to do too much in parallel, and at our hectic pace, we won't slow down to see how new ways of working can assist. We have identified that customer experience methodologies will give us a new set of rich insights that will help us achieve more, but unless we fully apply these new ways of thinking, we won't extract the maximum value available. We will therefore select a few key projects to use to build internal case studies to demonstrate the power of customer experience to Netball New Zealand.