

Outcomes

- To understand the needs, expectations and wants of your current and potential users
- To understand the barriers to participation for the wider community
- To continuously improve the service you provide and therefore the satisfaction and loyalty of your customer/stakeholder base

PLAN

How do you plan your customer and market research?

EXAMPLES OF BEST PRACTICE

- Customer research plan
- Market research plan
- Business plan
- Local and regional corporate plans and strategies including those of partners.
- Marketing techniques
- Research data
- Previous user and non-user research
- Feedback methods
- Local and national demographics
- Target groups
- Procedures and policies

GUIDANCE

- Is there a planned approach to customer and market research which includes users, non-users and competitors
- Do management and staff understand the value and the need to gather market and research data
- Are there clear identifiable links to customer and market research within the business plan; do the links add value to the centre's overall aims and objectives
- Are the aims and objectives detailed within the business plan reflective of previous market and customer research findings and those of the higher organisation's overall objective
- Are plans in place to improve the marketing and research techniques and methods
- Has the organisation set targets
- Does what you are planning to achieve, through gathering marketing and research data, link and add value to the achievement of the higher organisation's overall aims and objectives
- Has a wide variety of existing national, regional and local research data been considered as part of the market and research plan, such as:
 - Sport England Active People Survey
 - Sport England Market Segmentation Tool and Toolkit
 - Taking Part Survey
 - Acorn and Mosaic demographic analysis
 - Census data
 - Local community surveys
 - Partner data/surveys
- Have the results from previous user and non- user research been considered as part of the market and research plan
- Has the centre developed effective methods to enable customers to feedback, such as comment cards, email address, verbal and e-contact forms on websites
- Is the management team aware of local and national demographics and how they impact on the development of the programme
- Does the organisation know who their target market is; are they aligned to the business plan objectives
- Procedures and policies are clearly developed, defined and documented as part of an integrated quality management system, for staff and where appropriate customers

DO**How do you communicate your findings in relation to improving the service for both customers and staff?****EXAMPLES OF BEST PRACTICE**

- Business plan context and marketing strategy
- Staff, customers and stakeholder engagement
- Staff meetings
- Appraisals and personal development planning
- Customer and stakeholders feedback

GUIDANCE

- Can management describe the 'golden thread' and where aims and objectives have been included within the business plan that directly reflect feedback received through customer and market research; for example a reduction in activity prices to bring the costs in line with other local facilities and changes in activities or programming as a result of customer feedback
- Are the management and staff aware of the customer and market research plans and do they understand how these plans can contribute to the future planning of the centre's services
- Is customer service and how staff contribute to the overall customer experience discussed within meetings, one-to-ones, appraisals and included within individual personnel development plans
- Does the centre communicate to staff, customers and other stakeholders its commitment to appropriate research and marketing and the value of the information received to the future of the service
- Are customers and stakeholder made aware of the methods of feedback available and provided with regular feedback on comments made and action taken

What best practice have you considered?**EXAMPLES OF BEST PRACTICE**

- NBS
- Net Promoter Score(NPS) for customers and /or partners
- Satisfaction surveys for customers/partners
- External surveys
- Quest benchmarking
- Social media

GUIDANCE

- Has the centre undertaken a national benchmarking survey (NBS) within the past 3 years
- Has the organisation taken steps to measure its overall effectiveness in terms of inspiring customer/partner loyalty
- Are satisfaction surveys regularly undertaken which cover all areas of the service plus an overall customer/partner satisfaction survey
- Has the organisation undertaken a competitor analysis within the past 12 months
- Does the centre use other methods to survey users and non-users, such as mori polls, citizen panels and external surveys by marketing companies
- Survey Monkey and other on line research methods.

What specific training has been put in place for staff to deliver this commitment?**EXAMPLES OF BEST PRACTICE**

- Customer service training
- Marketing training, support and advice
- Website development
- Customer feedback training
- Market research training
- Procedures and policies



GUIDANCE

- Have all staff received training in customer service and care
- Are the management and staff aware of how their role contributes to the achievement of the organisation's mission and values in relation to customer service; is this included in induction training
- Do management and staff appreciate the value of the feedback that comes from external sources; users, non- users, partners, market research; have they been trained in how to deal with both positive and negative feedback
- Have any staff been specifically trained in market research or market segmentation or has this been considered
- Do management ensure that staff are trained in any relevant procedures and policies; and any changes actioned accordingly

What resources have been committed to achieve these outcomes

EXAMPLES OF BEST PRACTICE

- Resources
- Internal and external expertise
- Partners to support delivery

GUIDANCE

- Have adequate and appropriate resources (time, staff and finance) been allocated to the delivery of marketing and research
 - Is internal and external expertise used to gather market and research data and to support marketing strategy
- Have potential partners been identified that could assist in delivering the aims and objectives detailed within the marketing and research plans

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Customer/Partner satisfaction
- Mystery visits and calls
- Focus groups
- Benchmarking

GUIDANCE

- Does the organisation measure their contribution and achievement against the objectives of the relevant local strategies)
- Is customer/partner satisfaction measured on a regular and pre-planned basis via surveys
- Are mystery visits, including telephone monitoring, used to measure staff delivery of customer/partner service
- Has the organisation developed focus groups to measure satisfaction and value
- Does the organisation conduct any benchmarking for customer satisfaction/value against national standards such as NBS
- Does the organisation conduct any benchmarking against other similar organisations through external organisations, such as Quest, APSE, and SPORTA

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Research plan
- Business plan
- Celebration of success
- Customer/partner feedback
- Regular team reviews



- Independent research
- Procedure and policy systems

GUIDANCE

- Does the service regularly review the marketing and research plans to check progress and achievement
- Is the business plan and marketing strategy regularly monitored and reviewed to check progress and achievement
- Are the documented plans amended if the aims and objectives and outcomes are not achieving what was first intended
- Are staff, customers and other stakeholders regularly kept up to date with the success against actions and targets and informed of what is still required
- Is all feedback received from customers/partners recorded, monitored, reviewed and analysed
- Do the management share outcomes with staff, customers and other stakeholders; for example, the need to amend prices/ programming as a result of research findings and customer feedback
- Do the management have an understanding of national trends which could assist to influence local marketing and activity
- Management have processes in place to regularly review and update relevant procedures and policies

IMPACT

Has what you done made a difference?

EXAMPLES OF BEST PRACTICE

- Higher levels of customer/partner satisfaction
- Service provision- more active people/greater levels of take up or occupancy
- Word of mouth- recommendations/referrals
- Performance measurement- balanced scorecard indicators
- Testimonials

GUIDANCE

- As a result of the customer and market research plans is the organisation delivering a better customer/partner service; for example is usage increasing, retention/progression improving, attrition reducing/loyalty increasing and delivering a service that meets the community needs and wants
- Does the service know what individual customers or groups think about the service that is provided from customer feedback, mystery shops, focus groups
- Is the service able to demonstrate that members of the community are actively promoting the service to others in their community
- Can the service demonstrate that organisational and site/project targets and key performance indicators are being achieved as a result of the outcomes from the market and research plans
- Can the service demonstrate that customers and others are telling you about the service that you provide