Put your employees 1st!

Golf Club Employee Experience development in 2020

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GOLF BUSINESS MONITOR

What is customer experience?

Customer experience

vs

Expectations

EXPECTATION...

REALITY...
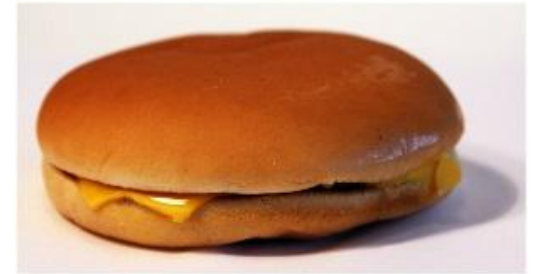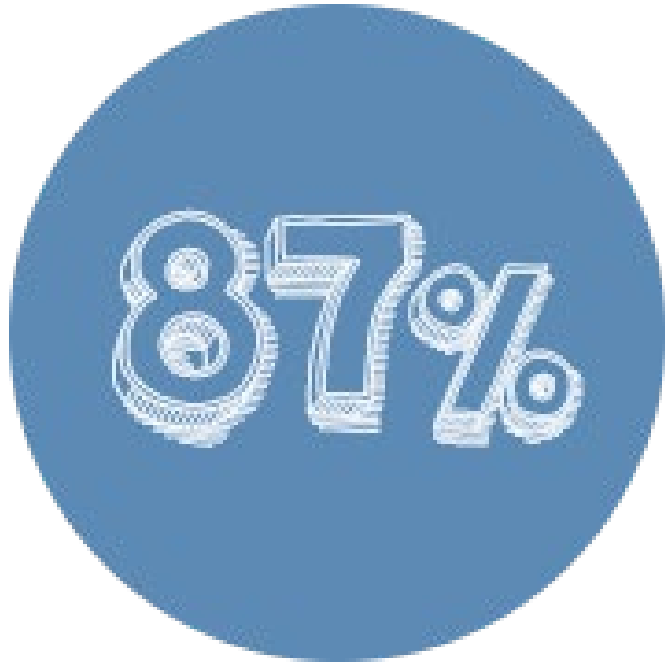
What is…

One size fits none!

- **Forget „average golf club customer"!**
- Defining the most important target customer segments to be served.
- Understanding customer journeys.

Designing the Experience - Example WOW

The idea of customer journey mapping
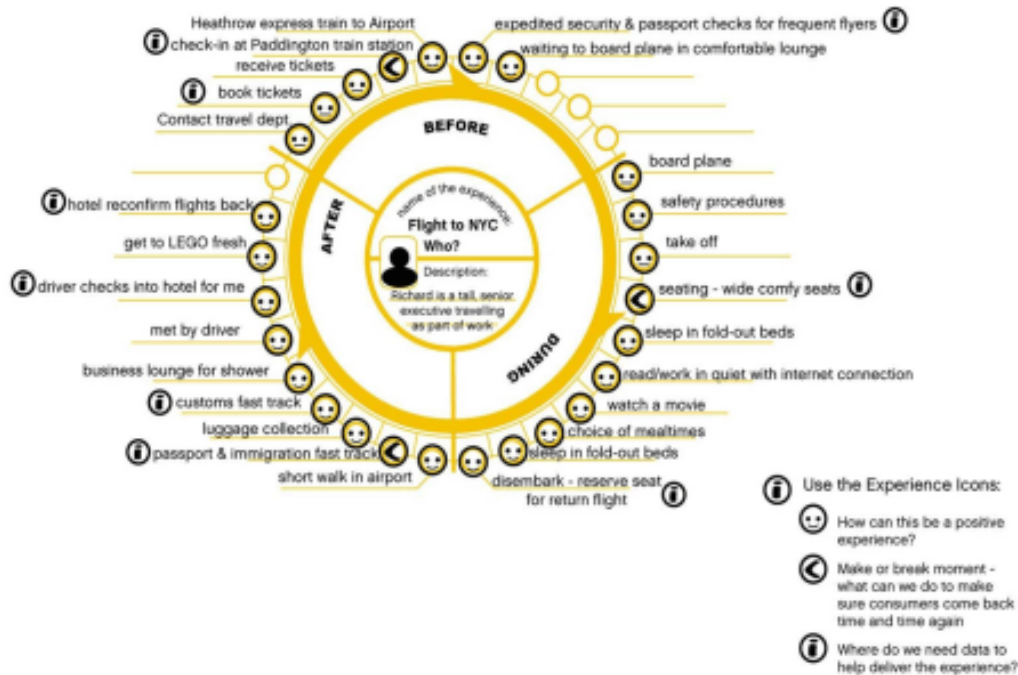
- Customer journey maps chart your customer's experience and help you target IMPROVEMENTs with the greatest return.

- By identifying those touchpoints in your CX with the greatest IMPACT, your journey map becomes a centerpiece of your CX planning process.

Meeting changing expectations

1. **Personalization**: there is no average customer.

2. **Ease:** little patience for complexity vs competitive options

3. **Speed**: customers can't afford to wait.

4. **Empowered employees**

Right time. Right service. Right People.

- The customers intensely *care about their **needs**, **goals**, and **desires***.

- They want ***1-on-1 communication*** *& customer relationship management.*

- IBM and the [Pebble Beach Company](#) have partnered to add Watson's **artificial intelligence** (AI) to a virtual concierge.
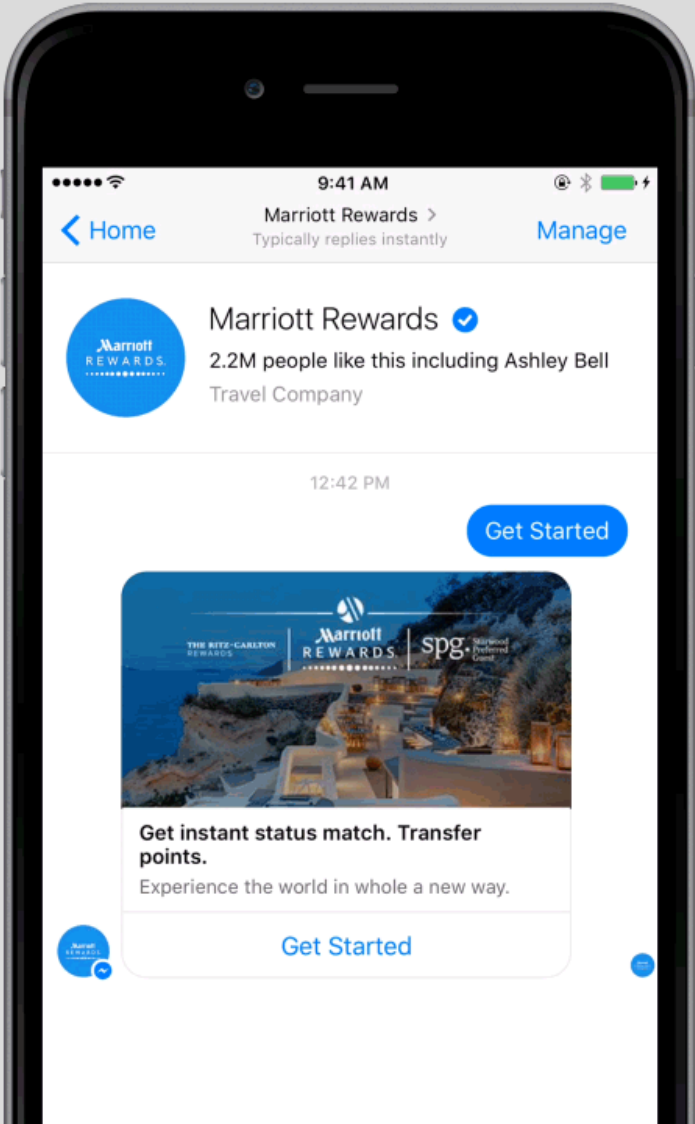
Payez au trou !

Grâce à **PAY AS YOU PLAY**
via l'application **eGull Pay**

Download on the
App Store

ANDROID APP ON
Google play

Speed: Mobile is intensifying „micro moments"

Ease is a necessity

- **SIMPLIFIED EXPERIENCES:**
- Online tee-time booking,
- Check-in and outs,
- Find playing partners,
- Find free parking lot,
- Etc.
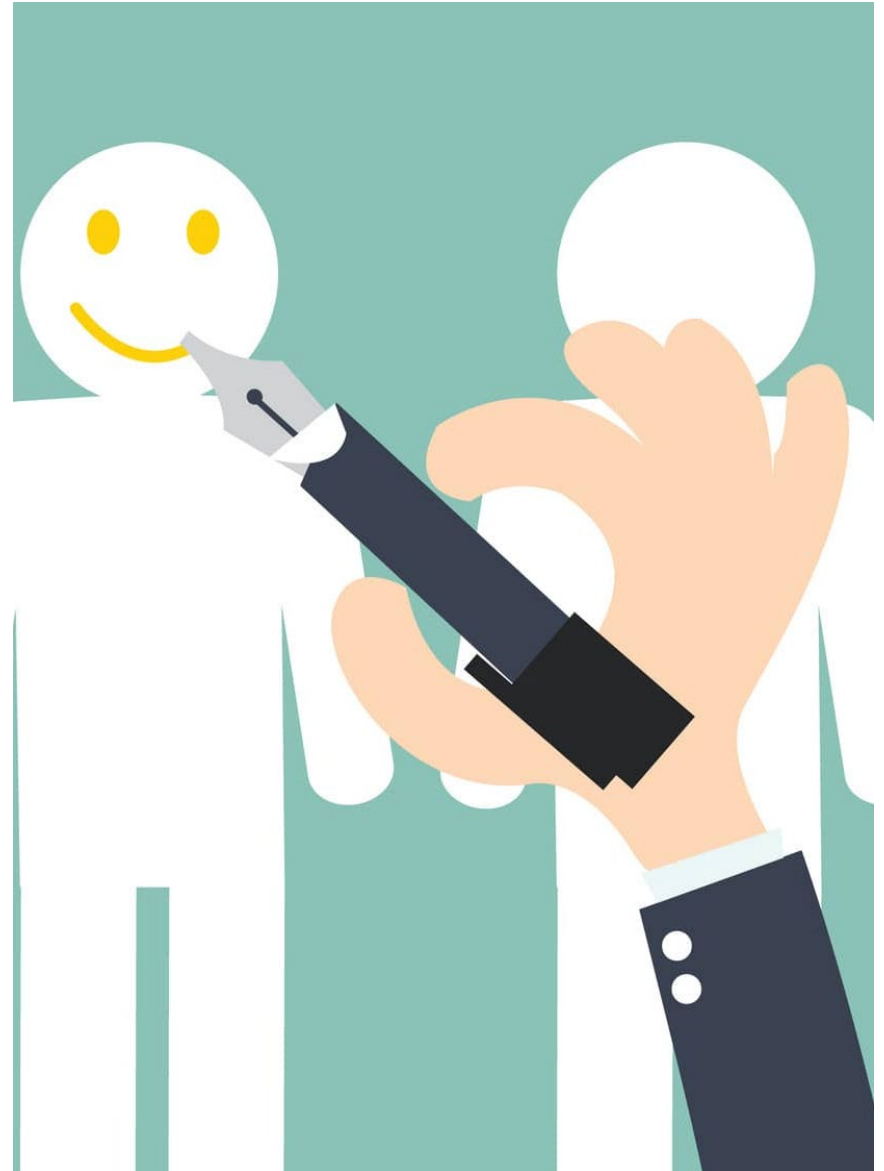
Empowered & engaged employees

- **Engaged employees**: biggest impact on CX;

- Lowering customer acuqisition costs, **providing touchpoint specific innovations**;

- Ask employees for feedback;

- **Support employees**: feedback, coaching, recognition.

DECIDING WHERE TO PLAY

On average, golfers consider between **3 and 4 courses.**

1

2

37%
5+

39%
3-4

3.5
AVG. NUMBER OF **COURSES CONSIDERED**

10%
1

14%
2
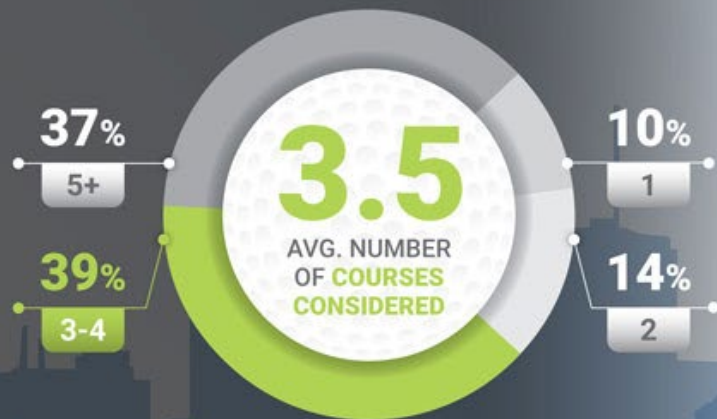
Among the factors they take into account are :

course conditioning

friendliness of the staff

tee time availability

location

value

overall experience

"Your employees are your company's real competitive advantage. They're the ones making the magic happen- so long as their needs are being met."

Richard Branson
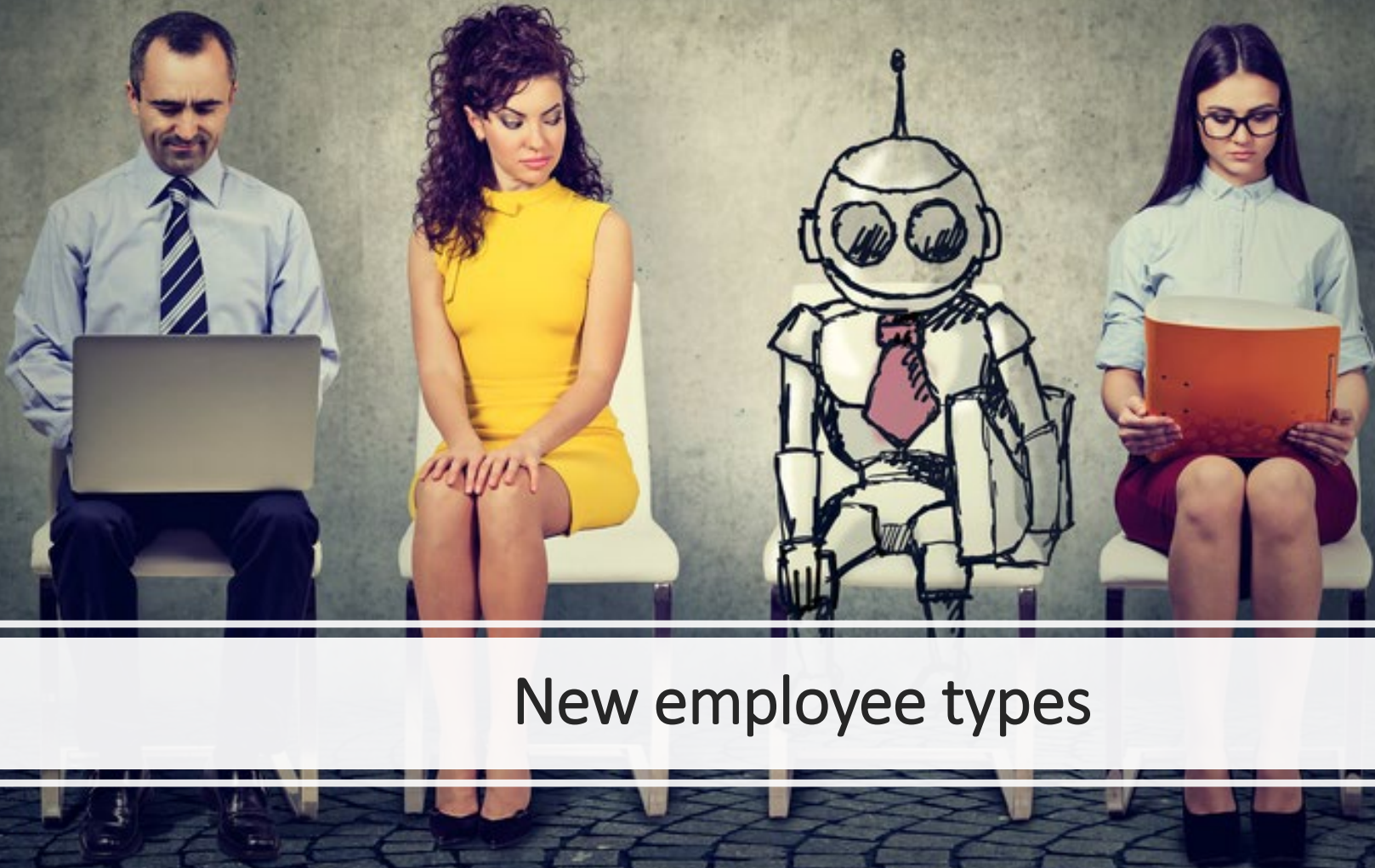
New employee types

The Future of Work

- Mobility
- Millennials & changing demographics
- Technology
- New behaviors
- Globalization

Employee Engagement vs Employee Experience

What is Employee Experience?

3

Main areas:

- Recruitment;
- Workforce retention;
- Overall Customer Experience.

Compelling & sustainable EX
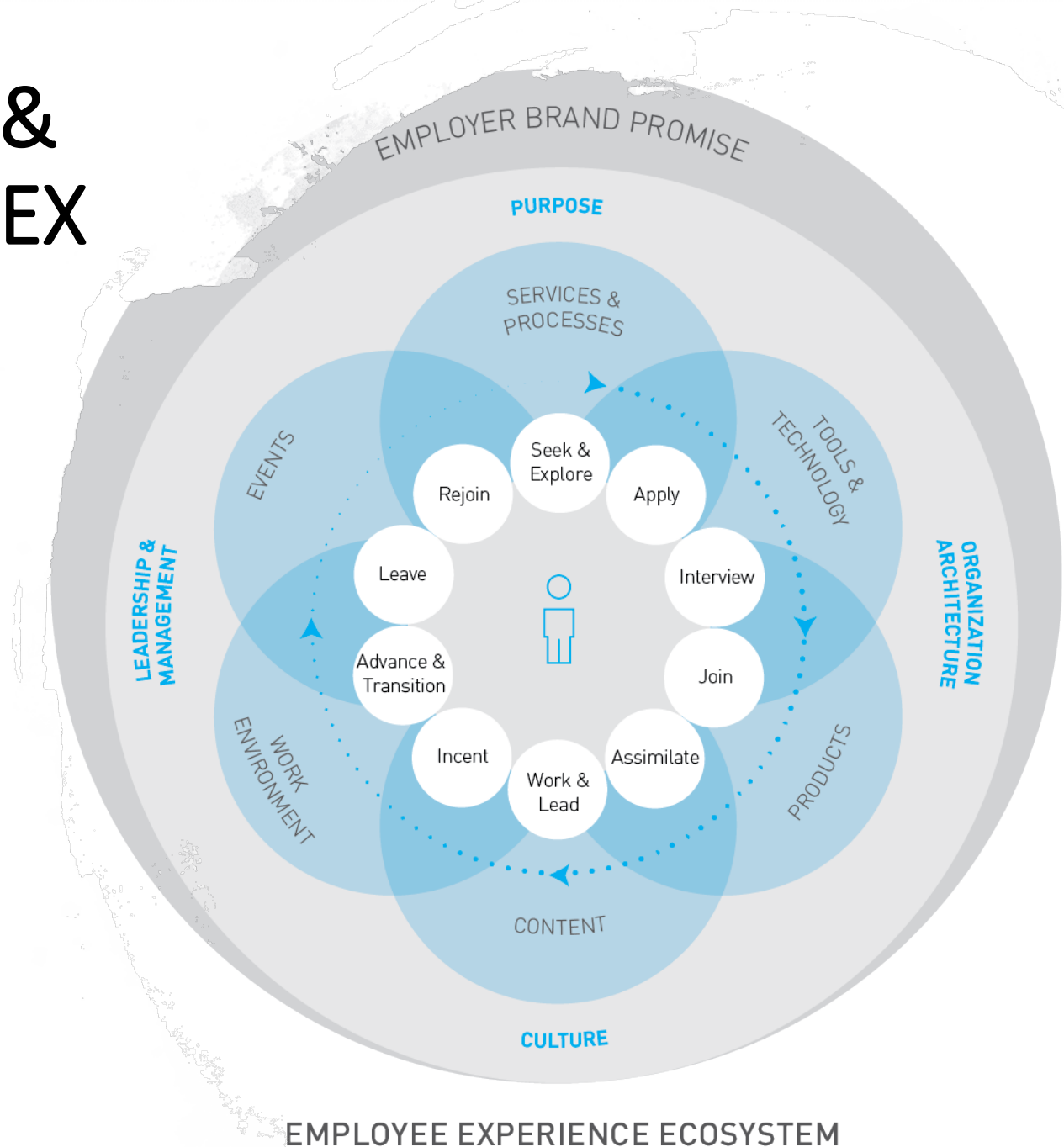
EMPLOYEE EXPERIENCE ECOSYSTEM

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"You have to **genuinely connect with people**. They have to **know and feel you really care about them**. Those aren't tactics or anything, those are just basic truisms.

People have **to know you're committed, personally**. It's not a lot of magic to it, it's just real stuff. **You can't fake it**."

Arnold Donald, CEO of Carnival Cruise Lines

5 principles of EX

1. Employees are **not just workers**!

2. Employees are expecting **mutually beneficial relationships** with their employers.

3. Synchronize and evolve **experience, brand and culture**.

4. Provide ongoing reinforcement of the **employer brand promise**.

5. Put **employees 1st**!

Employee experience development

Different personal & career goals, desires, and needs.

Understand employees' individual needs

Experiences designed to appeal to different employee segments.

Employee journey mapping

1. **Attraction** – process of builiding awareness

2. **Recruitment** – application & interview processes

3. **Onboarding**

4. **Enablement** – processes/tactics designed to engage, educate & develop + nurture an employee.

5. **Separation**

5 requirements of understanding employee journeys

1. Look outwards.

2. Get transformational, not transactional.

3. Your EX strategy must impact employees daily.

4. Engage managers.

5. Get „employee-specific"

14 things employees care about

- Technology availability
- Technology focusing on employee needs
- Values reflected in the physical space
- Being proud to bring in friends/visitors
- A sense of purpose
- Fair treatment
- Feeling valued & appreciated
- Managers acting like **coaches & mentors**

14 things employees care about

- Feeling like you're part of a team
- Ability to learn something new, advance, and get the resources to do both
- Referring others to work at your organization
- Diversity & inclusion
- Health & wellness
- Brand perception

89%

What is…

Company culture & EX

Creation of employee personas

Lisa Robinson

A contact centre officer for 4 months. She is on the frontline, taking calls from the public on a wide range of topics.

Lisa is relatively new to the NSPCC, coming to us with a background in customer service. Her role is to engage directly with the general public, something she both enjoys and prides herself on doing well. Answering a large number of calls a day, she needs to be able to find the right information quickly. She has to know she can share it with the public and that it is accurate and up to date.

Lisa might take a call from someone needing local service centre contact details, or someone asking what our policy on smacking is. She works closely with a small team and knows her colleagues well. She spends a lot of time flicking between different sources/systems, which she feels is a waste of time.

Lisa takes every opportunity open to her to get involved in NSPCC activities – from attending espresso sessions and strategy workshops, to taking part in the Big Bike Ride.

Job title: **Contact centre officer**
Lives in: **Salford**
Works in: **Quay's Reach, Salford**

> I never really know if the information is for internal or external use

Challenges & barriers
- Knowing information is correct/accurate.
- Knowing when things change.
- Not sure whether information she finds on the intranet is Ok to give to an external caller.
- Her ability to influence others is low, so she sometimes feels frustrated by the out of date information she has to work from.
- The network is slow at times, making it difficult when she is on the phone to the general public.

Work-arounds
- Builds own systems and creates her own lists of information – maybe because she's identified information gaps
- Creates bookmarks to key intranet content but is frustrated when it moves or is deleted.

Technology usage & environment at work
- Desk-based and relies entirely on the information she has in front of her.
- Owns the latest gadgets and uses them regularly in her private life.
- Thinks the intranet is old fashioned.

Key resources
- Contact details for police and local authorities so she can refer callers directly to local services.
- Statistics on how many children have called ChildLine in the last year.
- FirstStop directory.
- Knowledge tree and knowledge store.
- Organisational charts.
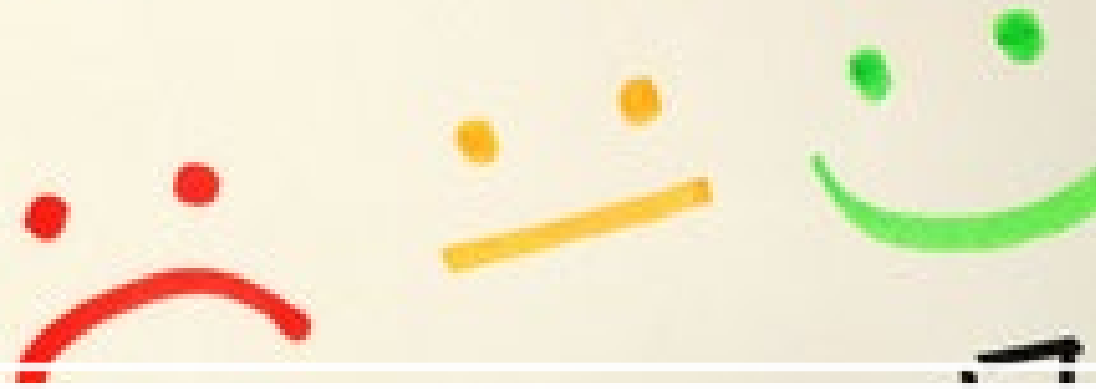- Service centre contact details.

Wish list
- Accuraete info to share externally.
- Would like to be able to book rooms in other NSPCC buildings.
- Wants to improve the findability of information for everyone.

> I need to be able to rely in that answer being up to date so that I don't feel I have to check for accuracy before making a decision or recommendation based on intranet content

User journeys
- Enquiry to speak to someone who is working on Baby Steps in Hull. Look up the service centre in the service centre directory, find out the service manager and pass on the contact detail.
- Recommended by her manager, Lisa goes to the Expresso Session homepage then added the event to her calendar and joins the webinar via GotoMeeting.
- Goto IT service desk homepage, call Capita and log a call online.
- Looking on knowledge tree for latest news on media.

Off NSPCC network — On NSPCC network
Internal facing — External facing
Team focus — Work across
Fewer time pressures — Need info now

knowledge tree   shared drives
service centre directory   bookmarks
book a room   events   news

Monitor employee emotion & collect feedback!

How to hire successfully?

Recommendations

- Focusing on the reasons **why employees want to work vs need to work.**

- Strengthen the **emotional conncections** people have to their work.

- **Track** the trend of **employee experiences** in your golf club;

- Develop strategies **to enhance perceptions of the meaningful work***;

Recommendations II.

- Listening regularly to the **voice of your employees** (e.g. pulse surveys, social listening, etc.) to understand the nature of their experiences at work and uncover opportunities for greater empowerment.

- Creating opportunities for **social connections** within and across teams.

- Ensuring **transparency and clarity** of the organization's mission and core values.

Cost of EX Variables

1. Referring others - **FREE**

2. Being part of the team – **FREE**

3. Diversity & inclusion - **FREE**

4. Feeling valued – **FREE**

5. Sense of purpose – **FREE**

6. Flexible work & autonomy – **FREE** or minmal cost

7. Physical space reflects values – **FREE** or some cost

8. Technology focused on employee needs – **FREE**

Reasons for Being

At The Links at Brunello, we dedicate ourselves and our facilities **to providing our community members and customers** with the finest experience in golf; concentrating on tradition, accessibility, entertainment and hospitality.

Our focus is on **exceeding the expectations of all guests** with quality products and customer service that is second to none.

Build a people analytics function!

- Start with looking at existing employee data;

- „the WHAT & WHY questions"

- Identify the required skills (analytics mastery, HR domain knowledge, data management expertise etc.)

- Have executive support.

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