

APSI CUSTOMER SERVICE MODEL

We can provide first-rate experiences, memorable moments and create lifelong snowsport enthusiasts by giving individualised customer service, going above and beyond our guests' expectations by personally tailoring needs to their requirements and goals.

Customer service is our pathway to enhancing the guest experience from good to great, while creating moments they won't soon forget. The beating heart of producing this guest experience originates from **YOU** and in everyone that truly **CARE**s about the people they are working with and the company and purpose they are working for.



C.A.R.E

The APSI CARE model for customer service provides a framework of four core principles which can be used in how we interact with customers to optimise their experience. The foundation of the four principles is that you must CARE! The best delivery of service comes from a person and organisation that genuinely cares about their guest and the experience they are having. They will go above and beyond guest needs, goals, and expectations to deliver memorable moments that the guest will treasure, and the employee/company can be intrinsically proud of.

The CARE model fosters a culture of showing guests that you and your company truly care about them. Building connections and relationships around a common purpose or goal, personalises the guests experience and includes them as a part of the mountain family. Combining these principles gives us a winning formula to provide exceptional experiences, where guests feel like they belong and are valued.

C. CULTURE

*We need to live, breathe, and collectively nurture a **culture of caring** about others and their experience. This needs to be organisation wide and for both internal and external guests, bringing the guests into the culture of feeling included, accepted and part of the mountain lifestyle.*

Develop a culture of caring (Internal)

A simple model alone will not change the culture of an organisation. These traits are learned and passed on through actions. The business itself and their leadership teams must lead from the front and demonstrate a culture of caring, which will inspire others to do the same.

CARE about the Company's Purpose/Values

- Believing in the purpose and agreed upon values of an organisation creates a positive environment for a culture to grow. It is every employee's responsibility to CARE about the organisation, its purpose, and the part they play to achieving success. This is how the culture grows.

- ♡ For employees to buy into this purpose they need to feel like they are a part of the fabric of the organisation and are making a difference. Developing values together with the team enhances this 'buy in' and increases the likelihood that employees will align with an organisation's purpose.
- ♡ Asking team members feedback and better yet, acting on this, ensures employees are a part of the decision making and direction of an organisation.

CARE about the Team and Each Other

- An employer must CARE about their staff and continue to show this for it to be passed on. If team members feel valued by the organisation and their leadership team, a true sense of purpose and belonging can be created. This is how the culture of caring spreads.
- ♡ Engage with each other and recognise the work and efforts that are being put forward. Awards and recognition programs are good, but a personal check in and acknowledgement of effort and value from a manager or peer has far more impact. It is paramount to respect, appreciate and CARE for the team first. You will find a culture of caring for the guests will soon follow.

CARE about the Job You Do

- Employees **inspire** other employees. There is nothing more powerful than witnessing an instructor teaching next to you, truly going above and beyond to CARE for their guests and provide them with an outstanding experience. These internal leadership moments are much more effective than any training session or model in an employee handbook.
- ♡ Be **positive**, friendly, interested, professional and have an enthusiastic approach to all aspects of your work and interactions with other colleagues. Be approachable, smile, make eye contact, believe in what you do to make a positive impact to our industry. Respect others by using polite language and being considerate in your actions towards others.
- ♡ **Invest** in yourself. Be committed to self-improvement, increasing knowledge, training and open to feedback. Go the extra mile, exceed the expectations of your job and your guests wherever possible. Above all, CARE about your professionalism, your purpose, and the impact you have.

Bring guests into your culture (External)

The customer should feel like they are welcome and ultimately belong. The mountain environment can be a very foreign and strange place for guests that are visiting. It is our responsibility to make them feel like they are now a part of this environment and culture. Giving a part of yourself, your knowledge and your experiences can help forge this connection.

Share Yourself

- By giving a part of you, your time and your story, guests feel like they know someone in the mountains. A friendly inside connection that makes them a part of this place and culture.
- ♡ Always have time for your guests. Even if they are not a direct guest to you, but a visitor to the resort. Smile. Say Hi. Ask if you can help. Welcome them into your world by going the extra mile. Continue this connection by saying hi and using their names when you see them outside of the lesson. If they are remembered, they will feel like they belong.
- ♡ Deliver a personal approach by sharing your experiences in the mountains. Sharing a part of you will make your guests feel like they now know you and are now part of your culture.

Share Your Passion

- Being a positive, passionate steward of the mountain environment amplifies how a guest feels about this place. They are more willing to want to join a culture of positivity and continue to return to this culture.
- ♡ Think about why you decided to instruct and continue to instruct. Share the positive aspects and convey your passion to your guests. Love what you do and let the customer see this.

Share Your Knowledge

- On your expertise in snowsports, the mountain, the environment, equipment and the activities on offer. Allow guests to benefit from and absorb this knowledge. This will help to make your guests feel accepted in the mountain family by knowing some of this insider knowledge. Help your guests live like a local.

- ♡ What trail should they do first tomorrow, the best accommodation that suits their needs, a restaurant or bar that the locals love and hang out in are all pieces of knowledge to share with guests to bring them in to your culture.
- ♡ Turning up to a surf break with your wetsuit on backwards will not integrate you into the local culture of surfing. We can help our guests with all sorts of knowledge including equipment choices and how to carry their skis, so they now feel as though they belong.



A. AUTHENTIC

When a coffee is made with love it tastes that much sweeter. We need to let ourselves shine through while caring for others. This can't and should not be faked or squeezed into a cookie cutter mould. The individuality is genuine which makes you authentic!

Understand Yourself

- To be authentic you must have a self-awareness and understanding of what drives you.
- ♡ Consider your “why”. What do you like about snowsports? Why did you choose this as your career path? What are your values? Your “why” will help understand what drives you.
- ♡ Reflect on your strengths and weaknesses. What makes you a good instructor? How do you like to learn? How do you communicate best with clients? Understanding your strengths and weaknesses may help you improve your teaching and allow you to relate and empathise with your guests.
- ♡ Let your own values and emotions guide the decision making with your guests. Be open with explaining ‘why’ as you progress through the lesson, to bring them in to your perspective. A partnership can then be formed by being open to their genuine emotions and values, determining a path forward together.
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Be Yourself

- Take responsibility for being genuine in your own unique way. Share your personality and the way you personalise your CARE for your guests. Be yourself, while creating a positive, fun environment for memorable experiences to grow.
- ♡ Authenticity comes from the heart and is truthful. By just ticking boxes and pretending to be someone you're not, guests will quickly sense that you are not being genuine with them.
- ♡ For your authenticity to have impact we must be reliable, trustworthy, and true. The guest experience you create and the decisions you make must be consistent with your values and true self. Be yourself!
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Share yourself and who you are

- Sharing your experiences, stories and passion with your guests. This shows that you CARE about them, their experiences, the mountain and builds trust with your guest.
- ♡ Why did you decided to become a snowsports instructor? Why do you have a passion for skiing/snowboarding? What do you love about being in the mountains and the community? Knowing yourself is important, now share some of YOU with your guests.
- ♡ Show that you genuinely believe in the guest's ability to learn and that you care about their journey by focusing on the positive accomplishments and the progress they make. This doesn't mean ignore the problems guests are having. Acknowledge these and give them positive steps to take away from the lesson to go and work at it themselves.

R. RELATE

Relate to the customer and make a connection with them to help build trust and understand their needs. Listening is a big part of this. Sometimes these aren't voiced, and we need to read the signs and anticipate what these needs and goals are. Body language is just as important to interpret what they want and to continually assess this. Then, we must respond. In words and in actions. Always following up and taking ownership to deliver a great experience for the guest.

Build trust

Be approachable

- Snowsports can be an intimidating environment for some, and getting the lesson started on the right foot is important for building trust between you and the guest.
- ♡ Having open body language and creating a warm environment is critical for being approachable. Make sure to smile, give the guest eye contact and make them feel at ease with you.

Create a fun environment

- Guests' experiences are better when both you and they are having fun!
- ♡ Get to know their interests so you can better relate to what they find fun in their lives. Remember that fun is different for different people, so make sure you connect with the guest on their level to unlock the most fun possible.

Technical and teaching knowledge

- Many guests come to a lesson to improve their skiing/riding.
- ♡ Keeping yourself current and up to date with the most recent teaching and technical methodologies is key for the guest to trust in the product you are offering. Attending training delivered by your snowsports school and seeking further professional development will give you more tools necessary to sharpen your skills.

Create a partnership

Open questions

- Creating discussion with your guests will help foster a partnership with them. These questions allow for a variety of responses and makes the experience more reciprocal.

Positive feedback

- This helps to encourage your guests and further the partnership you're creating. Guests tend to have a more enjoyable experience when the environment is a positive one. Keep your energy high and authentic when delivering feedback.

Personalise the lesson

Include guests in the lesson plan

- Make this more of a conversation vs talking at the guest with what the plan is. If they feel more included in this process they feel more cared for. This can be as simple as asking if they are comfortable with your plan, or going further to ask their suggestions of the terrain they would like to ski/ride, rest break times etc.

Active listening

- When having these discussions with the guests we need to make sure we are creating eye contact, processing the information they are giving back and adapt our lesson where needed. Communication is a two-way street, the information the guest provides is critical to personalising the lesson for them.

Adapt and make changes during the lesson

- Circumstances can change during a snowsports lesson. Weather, terrain, traffic, fatigue can all affect the progress of the lesson. We need to ensure we adapt and modify the experience when required.
- ♡ The more sport we do the more fatigued we tend to get. Making smart terrain choices with how we manage fatigue will keep the lesson safe for our guests. If a particular run you've been using has developed lots of ice on it and the guest might struggle, then head to easier terrain.

E. EMPATHY

Do you listen, hear, and then empathise with your guests? Sometimes walking a mile in their shoes will be the catalyst to ideas you may never have thought of to help them have a great time. Understand how they feel before you decide on a plan of action.

Cognitive – Understand how your guest feels

Observing guests body language and emotions

- Our guest's state of mind plays a huge role into their experience and improving our observation into these non-verbal cues will improve our ability to gauge their emotions.
- ♡ We can use non-verbal cues to get a feel of our guests' emotions. Observing such things as; guest's facial expressions, body movement & posture, eye contact. Monitoring these can give us a better insight into how the guest is feeling emotionally.

Consider their needs & current state of mind by going deeper

- We often misinterpret physical movements and facial expressions; a smile can mean joy or exuberance, but it can also signal sadness.
- ♡ Be willing to learn more about your guests before making assumptions and be careful that your prior experience and unconscious bias does not influence your interpretation before getting to know their situation.
- ♡ Take some time and consider their responses and feedback to develop a better understanding of how they perceive situations. By listening and understanding our guests' previous experiences we can then start to establish a deeper connection. Ask about positive and negative experiences they have had both within and outside of the winter environment. From this information we can tailor a more personal experience unique to their previous life experiences.

"Walk in their shoes/boots"

- The moment we meet our guests and start to establish a connection they are in our duty of care. That moment is where we can have a huge impact on their day and experience. They might have kids who did not want to wake up, then missed the bus to the lesson, then got stuck in a lengthy equipment rental process, then forgot to purchase mountain access passes.
- ♡ Imagine what the guest is going through. Taking the time to walk in their shoes is important to empathise with their experiences and as an individual, we can completely turnaround what might have started as a negative day into the most positive, memorable day of their holiday.

Emotional – Try to feel how they do

Try to relate

- You will never be able to imagine exactly how another person feels. But trying to will get you a lot closer than you would otherwise. Trying to share their feelings and experience gives you a better position to be compassionate and act.
- ♡ Try to feel how the guest feels as if it were contagious. Relate to a similar experience in your life to help. It may not be exactly the same situation, but maybe the same feeling. If a guest is fearful of sliding for the 1st time on snow (and this never happened to you), think of a time you felt a similar fear and use this to relate. It is the feeling of fear you want to recall in this situation, not the exact same event.

Compassionate – How can we act to help

Manage your expectations for the guests.

- As snowsport lessons progress, we need to be cognisant of changes in our guests' emotions and adjust our expectations of ourselves and of them. This is important with lesson pacing and the content we choose to cover.

- ♡ Take the time to check in with yourself first to see if you think you're meeting the guest's expectation then ASK them how they are feeling and what you can do to help.
- ♡ Slow down and make sure you go at their pace. Or speed up if you sense they are not getting enough mileage. Offer to take a break if needed or offer to ski another run if you are feeling this would make their lesson. Ultimately take action to work towards what they feel would be a great experience.
- ♡ How might a small child feel? What may they need to feel safe, have fun and learn, do they need praise and encouragement to help them learn?
- ♡ How might a middle aged non-athletic adult feel for their first-time lesson, wearing uncomfortable unfamiliar equipment in an unfamiliar mountain environment. Their goals might be to just master the very basics without injury or embarrassment at an appropriate learning pace and be shown patience and empathy in the process.

Share your situations

- Once you understand and feel what the guest is experiencing you can offer some advice to enhance this.
- ♡ Share a similar experience that you have had before and how you went about improving this situation. Show them you understand, have experienced something similar, but ultimately did something in your situation that worked for you.

Accept differences

- The winter resort environment is a melting pot of people from many different cultures/backgrounds. We must be accepting of everybody's differences and have no prejudices or assumptions of our guests. Everyone is deserving of our time, our knowledge and our CARE. Exploring our differences will help to establish deeper connections with our guests.

