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>> Good afternoon, everyone. Thanks for joining us. We will be starting in a couple of minutes. I wanted to let you know that if you need any technical assistance, please call Darryl Diamond. Or, you could e-mail us at digital gov view at digital@GSA.gov.
>> We will begin shortly.
>> Good afternoon -- thank you for joining us today. Before we get started, I wanted to let everyone know a couple of options for asking questions. We have 2 presenters today Sandra will introduce them. You can ask for questions in two ways -- you can enter your question in the chat off, or if you use the raised your hand option -- we will unmute you and you can ask your question. We ask that you be connected to the telephone line and that rape audio will come in better. Sandra is our chaining -- training manager. She will kick it off.
>> Thank you so much. Good afternoon and welcome to the webinar. I am Sandy [last name indiscernible] the training manager. I want to welcome all of you to be a central of customer experience -- Going Beyond Customer Service. We all have our thoughts about customer service -- a few days ago -- I googled this and there were over 1 billion results ranging from the 10 Commandments of customer service to a seven steps to remarkable customer service.
>> Then I googled customer experience. There were about 92 million results that range from customer experience for a to strategies. If the top was the Forrester blog. After reading this, there is a distinct difference between customer experience and customer service. For this webinar we have Megan Burns -- she will lead our webinar today. The federal agency guest is from the Department of Education -- Brenda Wensil. She is the chief officer at the department of education and she is also at the office of Federal student aid -- the single largest provider for funding for post secondary education in the US. I want to welcome you again and I will now turn it over to Megan.
>> Thank you. They have asked me to comment talk today about customer experience -- not only the difference between the customer experience in customer service, but also why it is important to care about customer experience which is a subtly different thing -- I will talk about general background information, starting with -- what is customer experience? How do we define customer experience and how is it different from customer service? I will give you our take on that and then I will talk about why customer experience matters for the government and show you some of the research we have done specifically for government as well as some of the research we've done for other types of organizations that I think apply. Then, I want to help by giving you some tools to make about how with your customer experience comes to be. If you want to make this mind shift from just thinking about customer service to thinking about the broader experience of customer experience -- it requires a shift in the way you think about your job and your role in a larger organization. There is a concept that we call the customer experience ecosystem. I will explain what this is and how it can help you begin to brace the customer experience way of thinking and help answer the final question of the role you play in enhancing customer experience based on where you sit in the ecosystem. I will talk briefly about a technique that we have developed for helping you to that at Forrester. It will not be in detail, but hopefully it will be enough to give you ways to start thinking about this in your organization.
>> Before this, I need to address the point that Sandra raised -- the fact that customer experiences something fundamentally different from those related to customer service. The first question I start with -- what is customer experience? We spent a fair amount of time on this definition. We defined it as how customers perceive their interactions with an organization. There are not many words in this definition, but there are two in particular that we spent amount of time on -- we want to spend time on them with you today. The first is the word proceed. How customers perceive their interactions within an organization. This is important because when a lot of organizations think about the interactions that they have with their customers, they think about them from a very inside out view. We see this

especially on the web when we look at how people go about "measuring customer experience" it tends to be very Web analytic oriented. What analytics does is track the events that happened during a website visit or, if you are on mobile, you can track certain things that happened during a mobile application session. But, that is really not the experience. That is a fairly objective description of the events. But, the customer experience can be different. So, imagine, if you will, that in stead of being together virtually today we had traveled to be with each other or that I had traveled to you. I would have had to have taken a plane flight. I fly quite often on business. If you think about what an airline would pick up on in this objective analytics way about what that interaction was, it is actually a series of interactions. Perhaps I started at the website to book my ticket and perhaps they send me an e-mail saying -- would you like to check in now for your flight ex-so, I did, but I got my mobile boarding pass on my smart phone and I used that to check-in at the airport. So far, we have already got four steps in this interaction. I get to the airport and go through security check -- depending on the airport, I may have had to go to a special line because only one scanner has the mobile boarding pass check. Then, I hang out at the gate for a while and they get on my plane it may take my flight. That kills and looks and sounds like a pretty standard airline experience. But, some things that you don't know about me because you can see me is that I am only 5 foot four. I am an average sized person and I travel two or three times a month. These events could have been spaced out in a lot of different ways -- there could have been a delay or a long service line. -- A long security line. My perception of the string of events could have been extremely different from the passenger who was sitting next to me. Imagine, if you will, that in stead of it being me at 5 foot four and a frequent business traveler, it was someone like to kill O'Neill -- she k Neal. He outweighs me by 200 pounds. Or, imagine that the person going through this experience was Monk -- the TV character. I spend enough time in airports that I have seen people -- especially going through security and have shoes touch your things -- there are people with these issues for whom the process of going through the security line -- the perception is very different from mine. Even though objectively on paper it would look like we were having virtually the same interaction. So, it is important when you think about a customer's experience that you recognize that their perception is the reality. The other thing -- the thing that is key to the distinction between customer experience in customer service is the word interaction. When we think about customer service, right, wrong, or indifferent, we tended to think about post sale and end of sale and getting help with a problem or some sort of a question. In reality, customers have interactions with an organization that go far beyond just talking to someone in a call center. >> They have across the entire customer lifecycle -- a government agency or a traditional company -- they discover something about the organization. They may a value with those services. They may buy them if it is a martial entity or some government entities. Then, they can access and get support and I would argue that that one green law that says get support is where most of us have our minds when we think of customer service. They may reengage at a later date into something else and eventually leave the organization. One of the biggest mind shift that we have to make when we move from aching about customer service to thinking about customer experience is broadening our view of the interactions that we have. The customers experience of the organization is an aggregate. An aggregate of each of the individual interactions that they may have with the company across all of these phases. By the way, they can happen in multiple channels. The discover days would have been on the website -- that is what many of you are involved in. But, accessing the services could happen is to face with a person or the paper forms that they get in the mail before or after or at the end of a series of interactions with individual people. This is a part of the experience, too. So, what we think about the customer's experience of getting customer service in the traditional mindset, very often the reason that they have to do that in the first place -- let alone the perception of the experience -- is informed by and guided by things that have happened interactions that have happened well before getting support. And perhaps well after they get the support it will reflect on their perception of the customer service capabilities. Even if our primary mandate in our job function is customer service, we are part of this larger chain of customer experience. So, organizations are starting to realize that in addition to beginning to have to think will be channel -- multichannel just for customer service interaction, they also have to

think about multiple interactions -- the customer's entire experience. In fact, Sandra mentioned the Forrester survey -- you told me that you interact with a company -- Amazon or Wal-Mart -- how to do in Iraq with them? For most companies, it turns out that only about 25% of the people who answered this got traditional customer service. Most of the rest of the people were in this phase. Some were evaluating and purchasing, but some were using their TV service or their cell phone service. They did not have the need for customer support. But, the perception of the interaction with the company's is also based on the product usage, not just based on customer service.

>> So, it is important to expand our viewpoint to really think about this and the end customers..

>> There is another thing to ask ourselves -- why does the broader customer experience matter? In particular, why does it matter for government? Many arguments that we've noted make any traditional business on the context -- on the surface it seems like it might not apply in the public sector. I actually think that the two. I will give you my perspective on why I think a lot of this matters for you.

>> Quickly, -- frankly, it is something that you have and told to pay attention to. The executive order for improving customer service -- interestingly, one of the things that you will notice here -- I'm sure you read this -- while the title says it proved customer experience, the actual text refers to customer experience. This is one thing that we probably need to firm up -- understanding what we are trying to improve. I believe that the spirit is improving the experience that people have with government, not just in the customer service phase. But, like we see in some companies, part of the reason the need to care about this is because it is been mandated from the top down and this is happening in a number of companies across the industry.

>> We also see that governments actual longer-term goals and stated goals are tied with customer experience. I went looking in the data source and I found some interesting data from a survey of government professionals. This happened to be local, but I think this mirrors a lot of what I hear when I talked to federal government agencies. The three most important priorities are improving citizen access to government information and services, cutting costs to help that balance the budget, and increasing positive efficiency and employee productivity.

>> It turns out the customer experience plays a critical role in doing all of these things. How a customer perceives their interactions with the government -- part of the perception is whether it is easy to access government information and services. The other reality is that bad customer experiences actually cost a lot of money. Typically, money that organizations don't need to be spending. If they were delivering a better customer experience -- sometimes people have a misperception that doing what is right for the customer and doing what the customer wants is its in yearly more expensive. In reality, this is untrue. The vast majority of the time -- if you look at the complete picture of the cost.

>> For example, for people in your roles who managed digital presences, we asked consumers -- the last time you went to a website and try to get customer support and couldn't, which is really an indication that the experience they had was bad, what did you do next? 75% of the respondents to the survey actually said that they escalated to a more expensive channel. In fact, 37% called a customer service Representative and 2010 3% e-mailed and 11% shot at and 4% went to some sort of physical location. But, 75% ended up costing more money to get their questions answered than was necessary. These were not people that we had to try to sell to go to the website. They went there first. I will show you the other 2 responses -- doing business with another company -- this may be less of an issue within the context of the government, but digging up altogether -- a letter presented this. This hinders the other goal of improving and giving citizens good and easy access to information and services of the government. They may believe, for example, that if they went to a website and try to find something that it doesn't exist when in reality it does. When not serving the populations we could be serving.

>> There are some government organizations that have more of a traditional revenue oriented model. It is not just about providing products -- providing services. For those of you that do have that, the reality is that prospects for Kuwait when in experiences that, too. We see a similar pattern. If people try to make a purchase online and they could not, many of them escalate to a more expensive channel so the cost of sales is higher. 17% give up altogether and another 17% did business with

another company.
>> So, if you are with the U.S. Postal Service and you are competing with that? or UPS or if you are an organization that has competitive revenue-based services, the reality is that when you make it difficult for people to purchase from you, they will go on to purchase for somebody else or they may give up on the purchase altogether.
>> We did a model of this in the retail sector. I recognize that this is different from government, but given the scale and scope of most federal government operations, your numbers would actually for this. -- Toward this.
>> We look at what happens when organizations lose the revenue that they didn't need to spend because the digital experience did meet the customer's needs. In retail, these dollars add up fast. I believe they would in government as well. For example, for a modest sized retailer -- looking at the impact of not having a good experience on their website, about $30 million in lost sales, 9.6 million in avoidable sales costs -- it cost us more to sell a customer that product that if they had completed the purchase online. And about $13 million in avoidable service costs in one year's which adds up to $52.6 billion. This is not a small amount of money funny or for any organization -- government or private sector. It is a decent amount of money regardless. Just be unavoidable service costs -- if you take the sales concept away, I would not mind going to my boss and saying I've found a way to save the company $13 million. That would be a pretty good day.
>> So, there is a financially oriented reason for government organizations to be focused on customer experience. I have a feeling I'm preaching to the choir, but hopefully I have argue with the data that you can use to help make that real for others you are trying to communicate this to.
>> But, there is a whole the other dimension of the reason the government needs to be paying attention to customer experience in this has to do with the perceptions, not just individual experiences, but of people's perception of the government overall. There is a larger trend we have been seeing at Forrester -- a progression toward the age of the customer. Over the last 100 years or so, we have gone from the early part of the 20th century where we were really in an age of manufacturing. The stores had a competent if -- competitive advantage. Companies like Ford and GM to Procter & Gamble. Between 1960 and 1990, it was really about distribution. Global connections and transportation systems. This is where we started to see Wal-Mart and Toyota dominate in their marketplace because they were able to capitalize on differentiation in distribution channels.
>> All of a sudden, the cycle started to accelerate. Think 1990 and 2010 it was about the age of information. Connecting PCs and supply chains and people who control the information flow dominated. But, what has been consistent about all three of these spaces has been that the source of dominance was something inherent in the structure of the organization. Something inherent in the structure of the company and institution. This has shifted. A roundabout 2010 and tell who knows -- we have entered the age of the customer. Empowered buyers and citizens really demand a new level of customer obsession. The source of dominance is no longer just something that we do inside the company. The real dominance lies with the customers and citizens. And their ability to have access to many more choices and they have become quite demanding. They demand that the organizations understand and they access about them in terms of what we are going to do. As we enter the age of the customer, there is some real implications -- part of this is that when we are thinking about our customers, I mentioned before the perceptions, right? their perception is the reality that matters in the customer experience, but those perceptions are getting more and more demanding. For example, when I look at the 160 companies in the customer experience Index, you will see that only 3% of companies earned an excellent score. 34% were good, but about two thirds still fall into the okay or very poor category.
>> This probably shows that there are companies difficult to do business with and they do not deliver a great experience. But, those organizations are having a harder time getting away with it. When somebody has a really bad experience with an organization, we would tell our friends and now we treat it. We put it on Facebook. Organizations with that experiences -- that experiences are getting crucified and social media. This affects peoples perception of the organization and the brand and in fact I was just discussing with a colleague today -- we were talking about the emotional side -- and the rolled -- the role of -- if you talk to people in show

people research on aging, they will walk slower. If you show them research on younger generations -- they will walk faster. Finding and what we hear in our environment about other people's experience can affect the perception of our own experience. In part, through the expectations, and in part because of the mood that it puts us in.

>> A matching getting someone else -- getting someplace after discussing thought with traffic -- you might be less tolerant of what happened in experience than if you would have a straightforward ride there.

>> But, it is not just social media where companies are getting crucified. It is also in the mainstream media. We have not heard customer experience -- customer service has been all over the mainstream media for my entire lifetime. But, the specific phrase of customer experience is suddenly starting to pop up in commercials. And other forms of communication. Many of you may have heard on the news about an outage with Blackberry. Things happened -- outages happen. But, people's perception of that problem with the experience was not just affected by the interaction itself, it is also affected by the company handles it. As these technologies and our ability to have experiences with other people at other companies to their products get higher, we have really high standards. One of the quotes in this article was not just about the outage, but it was about the sluggish communication with customers. It wasn't just the problem -- it was how they talked about the problem in the experience of managing the problem.

>> Bank of America -- they declined 7 point in the Sears index. I have no doubt that the index -- we figured out that Bank of America announced it five dollar fee on September 28. As you can see from the ad in the New York Times -- the story -- on November 1, 21 -- they announced the repeal of this. It turns out the actual interaction that the customers had with the bank was that they were able to get this waived and it did not apply in the vast majority of scenarios, but the experience of hearing about it in the experience of having to bother to call and find out what a negative one.

>> So, the mainstream media -- 50 years ago -- you would not have seen an apology e-mail from the CEO of a company to a customer as you see in this mass e-mail from Netflix. It starts with -- I messed up. I hope you an explanation. It is clear from the feedback over the past two months that many members though we lacked respect and humility in the way we announced the separation of our businesses. They did not end up changing the decision they made, but the experience of how they communicated that to people became a real problem for their business. I think this reality of customer perceptions and expectations -- we talked with the private sector clients over time about the fact that people's perceptions of their their interactions with you are now affected by interactions with other companies. Call it the Google effect for the iPhone effect -- whatever you want. People expect rings with other companies to be as easy as Google and Amazon. They expect their devices to work like their iPhone or iPad. As much of these things transfer between industries, they also transfer, I think, from the private sector to the public sector. What is interesting -- I didn't wind update on this in our archives to but I did some googling and found a study from the this richer's center -- talking about frustration with government. I don't think it is anything new. That is the headline of this graphic. If you look at what peoples 11 about the federal government, -- content, frustrated, or angry -- frustration levels stay the same but anger has been going up. Unfortunately, with government, a lot of that anger could have nothing to do with individual personal experiences. It has a lot to do with politics than what is happening in the media. So, we don't just want to think about people's perceptions of the government, but we do want to think about how their interactions with the government affect the larger perceptions in addition to all of the factors.

>> I know for a fact that people across the government are the ticket about this and working on this. For example, if you look at the website for IRS, you can see an attention to the needs of taxpayers and customers. There are three basic things -- I need to know my payment options -- I am waiting for my refund, or I need to file my tax return. There are probably many customers of the IRS to have much more sophisticated needs, but there is a certain amount of cost savings as well as a sense of listening to us and understanding our needs that come from taking those big three actions that customers need to do and making it easy to get at those.

>> I have not done research on this, but I believe the advent of the 311 system is also an attempt to make people's interactions with the government a better

experience -- trying to navigate the different agencies that exist and giving people a single interface. I know there are 311 systems in more than New York City and they exist in other places, but this is really about the experience of interacting with government, not so much about the services that you get routed to. It is about make in the access easier.
>> This kind of customer experience effort is helpful to understand one of the components of how people perceive their government which is another piece of data that I found in this study -- when asking people about the priorities of the government, do they have the right priorities? I will not argue with that. It is a political question that everyone would have a different answer to, but the perception that the government runs programs individually is in part guided by people's interactions with those row grants and lack of efficiency in those -- in the experience of how their programs are run.
>> So, I think that in the government for improving people's perception overall as well as all the cost savings and potential revenue things, there is a real opportunity here to use better customer experiences a way to change how people feel about their government.
>> We see this in the private sector -- it is really taking off. Forster has had a customer experience practice for 14 years. I have in a part of it for over six years. For a long time, the customer experience practice was largely notional customer experience. I have a software engineering background. I spent the first 10 years working on the web very at we have seen some interesting shifts. Customer experiences not just about user experience anymore. When we talk about multichannel earlier, a lot of companies in the private sector are thing that customer experiences a strategic rarity for them is not the top -- for 93% is on the top list. Financially there is a huge impact for them but also from a brand perspective. And, people's goals -- executives goals -- choosing this is a strategic priority -- differentiate on the customer experience. Now, if the concept of differentiation may not apply as much -- it may depend on the agency or you're with, but one of the things that I think these private sector companies are running up against is a little bit of a disconnect -- whether they think about being customer experience oriented -- different from customer service-oriented -- what this means for the organization. When we see an organization take on a customer experience improvement program, they are typically focused on is improving today's experience. They set up what we call a find and fix cycle. You of often heard about the voice of the customer and things like that. This is designed to figure out what is wrong with today's experience and fixing it.
>> Unfortunately, this approach to improving customer experience though not wrong is not the right long-term way to think about this. It becomes a never-ending cycle. For those of you who come from a technical background in software we often talk about the concept of defect injection. If there is a dog in the software, where was first introduced? Is it a requirement by the meaning that we specify the wrong thing for the system to do? Is a design bug meaning that the design didn't work the way we thought it would? Is it an implementation bug? Or, was it something else? We had the same issue with customer experience. What we improve today's experiences, we are working the bugs out of the system, but we are not changing the way we design and the our customer experiences to make sure that the same bug were similar but doesn't come back someday in the future.
>> If you have a code or with a tendency to make the same state -- the same mistake over and over and can -- unless we identified that it is an issue and get them to stop making a mistake, chances are that the bubble, began.
>> So, we talk to organizations about shifting from a customer service or a find and fix oriented line set of the customer experience, you have to move up the improvement cycle because you have bug there now. You have experience defects that are there now to be fixed. But, at some point you want to get off the hamster wheel and you want to shift your taking from improving what is wrong today to transforming the organization such that the way that we design and build and test and deploy experiences doesn't let problems happen in the first place.
>> This shift our thinking from usability taking and AB testing and it digital tools to process changes -- process reengineering and governance changes. Think about the acceptance testing criteria for a website. Do they just include technical acceptance testing, or is there some concept of -- hey, if the customer experience is not good enough, even if the whole thing functions, we are not going to put it out there.

>> There are companies in the private sector that are starting to do this. They will pull the plug on a new product designed or a website redesign. If it does not meet the minimum threshold of customer experience. Really understanding and going back and debugging the problem that led to the particular fly with the customer experience -- we far is another shift in the way that we think. Instead of thinking just about the steamer service, we are now thinking about customer experience and we also need to think about the process by which the customer experience comes into being. That can be obligated. That is where the customer experience ecosystem concept comes in.

>> If you will permit me for a moment, I will tell you a story that sounds like it has nothing to do with this, but I promise you I will bring it back around in fairly short order. I want to talk about a natural ecosystem. This is really the metaphor that my colleague developed -- a metaphor that sparks the off for her.

>> Whenever we hear about ecosystem's -- in this case, we literally have butterflies, but we don't have them. In Zion national Park, there is been a strange phenomenon that butterflies have virtually disappeared. Scientists have been trying to figure out why. They were there in this beautiful environment, but about 100 years ago this environment became a national park. When it became a national park, we started to see people -- tourists -- coming to enjoy the natural beauty. There is nothing wrong with that, per se, except that what happened was that when we showed up to enjoy the incredible natural wonder, we scared away the cougars. Cougars had always been a part of the natural ecosystem. Many of us may think that not having cougars around is a good thing. We would not be alone in that. The other people that thought not having so many cougars a row was a good thing for the deer. Cougars eat deer. It is a circle of life. It happens. When the people scare the cougars away, the deer population exploded. Dear are not only cute, but they are hungry. In particular, they eat cottonwood bushes. The cottonwood bushes typically all along the banks of the water. When we have this explosion of the deer population, suddenly the Cottonwood trees were getting eaten at a higher rate and this had an effect on the streams and it caused the stream banks to the road. The cottonwood trees for prevention for erosion. When they went away, the streams eroded even further and as a result of that many of the wildflowers that typically grew on either side of the stream makes began to disappear.

>> This is where we come back to the butterfly. These wildflowers are what the butterfly seat and what they feed off of. So, we had this incredibly complex chain that in reality took decades to unravel. It was the advent of humans visiting the park that scared away the cougars that allow the deer population to run rampant and allowed them to munch on the Cottonwood trees and erode the stream banks so wildflowers went away and were butterflies.

>> This ecosystem is made up of a complex and interdependent set of relationships between entities. This is the world that we live in from a customer experience perspective. And organizations customer experience -- unlike a piece of software -- is not something that can be easily designed and built by one group off in a stove pipe. The customer experience is actually the product of hundreds if not thousands of decisions and actions taken by people across the organization every single day. So, if we used this metaphor of a natural ecosystem -- the customer experience ecosystem is the complex set of relationships among your company's employees, partners, and customers that determines the quality of all of your customer service interactions.

>> The equivalent of a butterfly flapping its wings is that IT or legal makes a decision to help us mitigate risk and as a result of that decision, somebody has to do something in a slightly less efficient way. That adds 2 to 3 days onto the process that somebody needs in order to process a request from a fellow colleague. The request from the colleague is on behalf of the customer. The decision in IT or legal has a ripple effect just like the advent of humans did in Zion national Park. The people who made the decision may not have been aware of this. They were not consciously trying to rid the customer experience, but because they were not aware of the fact that they were existing in this larger ecosystem, they actually did have an impact that we have to do a little bit more work like scientists to unpack and figure a with the root cause of that experiences.

>> So, if you want to be an organization that excels in the customer experience -- customer service is certainly a part of this. -- You need a healthy customer services ecosystem.

>> You have to know what the ecosystem is and be able to tell if it is healthy or not. That really comes from the application of this ecosystem concept. It is a little bit of a big idea, but it is also a helpful diagnostic tool. Let me show you how we think about it.

>> The first thing we had to do was explain to people how to figure out what the customer experience ecosystem looks like. We tend to think about customers is having these journeys -- they have different steps. As I said earlier, the reality is that the customer of any given organization has a series of interactions, a journey, that falls into some of fairly standard categories.

>> There is more to this. Regardless of the channel that these things happening, we have employees and partners on the other side of the ecosystem all of whom are doing things to potentially contribute to what the customer journey looks like to the customer. For example, I was with a large health insurance firm yesterday -- the government is a part of their ecosystem because regulators to specify certain ways that they need to do things -- often those regulations have unintended side effects that created that experience. So, the government is a part of other peoples customer experience ecosystems and you also have your own ecosystems. If you think about 311 -- it is multiagency. How an agency works in their technology and decisions and policies can affect how the 311 system works.

>> So, we think about this, it is unfortunately more complex than this. Employees and partners have different roles. We have marketing, sales, security guards, a negative interaction -- we need security guards -- but how can we make these eggs experience a good one? We have a tremendous amount of complexity to understand. Unfortunately, when faced with this kind of complexity, a lot of organizations are tempted to go back to the find and fix cycle. We can't quite figure out how these bad experiences got into play, so we are going to do the equivalent of airdropping butterflies into Zion national Park. It is a temporary fix, but it will not solve the long-term problem. It is putting a Band-Aid on the customer interactions.

>> What you really need to do is understand for a particular customer journey and for a particular customer pay point what they ecosystem looks like and if there are places where the ecosystem is unhealthy, if there are ripple effects like the disappearing cougars, what can we do to help make sure that the people don't chase the cougars a way so that the rest of the ecosystem is restored back to health?

>> Let's talk about how we figure out what role you play in enhancing the customer experience in the ecosystem? The mechanism we used for this is ecosystem mapping. If I were to try to answer the question who make the government customer experience ecosystem, it would be overwhelming. It would be too difficult to try to map that for the entire federal government scale. So, we start from the bottom up. We start with a particular customer journey that is a known pain point. Let's say that if we know that if someone goes to an agency website and they are trying to find answers to a question or they are trying to get access to particular services, we know from the customer data that it is a pain point. The find and fix cycle has found that, but we don't just want the fixed to be to move the information to the homepage. The next time we find something similar, we will move that information to the homepage and we lay this thing -- like stacking your hands over each other like you did when you were a kid. We are sliding in stacking the most urgent content and not solving the root cause of the problem. We have not get out a way to get the most in court important content and the most important people prioritize in such a way that it even they can't buy what they need a have a navigation structure or search capability to help them get to this.

>> So, what we end up doing is visualizing the sources of the customer's pain. You document the customer's journey. I will show you a visual example of what this looks like. Then you ask yourself -- who are all the people in the group involved? Federal employees or agencies or other agencies outside yours and contractors -- whoever they are -- who are all of the people that the customer actually touches in this interaction and what are the actions that they take? And, what are the things that they use? Maybe there is a green screen system or maybe a requirement template that the developer is using. The template would not be visible to the customer, but that is the kind of thing. Then, we go back and identify people and actions and things -- not only what happened above the line of disability -- was the customer sees -- but kind of that. Mainly, the root cause of the problem that the developer is getting information that is out dated about what the customer wants or their priorities and so the developers is implementing what they think is correct, but the problem is

really somewhere and whoever decides and manages the distribution of information about customers to the developer -- that cycle is not happening quickly enough. There are 1001 examples of what that could look like. But, if I show you an example -- we do this with clients and it is incredibly low-tech. We do it with Post-it notes and stickers. We could get any less high-tech -- it ends up looking like this. Across the top we use pink sticky notes as people. The Lou notes our actions and the yellow are things. In this case -- this is a commercial example. They get a statement in the mail from the cell phone company. He throws the statement on the desk and ignores it great it is a practical reality. Eventually he gets to it and open to that reads a statement and seize the charge looks wrong. He logs into the website to try to get details about the charge. He doesn't find them. Then he looks for customer service. He called customer service -- talks to the rap -- talk to the customer service represented and wheat in frustration. We talk about the things he touched -- the envelope the statement the website the mobile phone, IVR, and trader. The website elevated the website and display the statement. That took some action if we think of it is in part an actor -- the customer service representative elevated the customer and had to escalate for approval. That is all that happening in the customer's mind. In this scenario, the charges on Steve's bill were correct. The problem was that he was listed as being enrolled in the wrong plan. So, for the billing plan that the system had them for, the billing system rendered the bill correctly, but it was something that it happened with a CSR way before this in provisioning or enrollment that cause the problem. If you think about it, what could have been wrong -- the billing system could have been wrong, the billing department could've coded it wrong, etc. Part of the problem was that Steve could understand from the building nature of the charge, Sophia to go to the website. So, who designed the bill a decides what the statement looks like and the design of the statement should be improved. If the website didn't answer their questions, who was event designed to the website and maybe we need to change the website to answer those questions so Steve didn't have to pick up the phone call. All of these things could be the issue. But, mapping out the landscape of possibilities is a big step in understanding how this experienced came to be. This tool allows you to do a more in-depth cause analysis. If you think about root cause analysis, it is a simple technique, but also very powerful. We call this the five wise -- whys.
>> My car won't start -- the battery is dead the alternator is not functioning the altar -- over database broken -- we could continue this and say that the recommended service schedule is hard to find or follow when I didn't know that there was one. The goal here is not to assign blame. The goal is to understand how to fix it. So, as a customer as the owner of the car could do something to make sure that I do follow the recommendation service schedule -- but maybe the automobile manufacturer could make it easy to do that. Ultimately if I said my battery is dead because the alternator is broken, I could've gone to the mechanic and have the alternator fixed income the battery charged and then on my way. I never would've found the root cause of the problem. Chances are I would've ended up with a dead battery or some other problem later down the line because I was not good about maintaining my car.
>> The customer experience ecosystem contact -- concept -- helps you to look beyond the immediate issue. Even when you think you are done with this ecosystem map, you can always ask yourself -- what other people or departments are involved and what events lead up to this present moment? You end up with this map that you can take a look at this. We used.-- where are things broken and where they not broken? The red dots means that somebody is not getting their needs met or a particular into fads -- interface is not functioning well. Yellow is -- there could be a problem and we need more information and green is that things are generally okay. This is a way to begin to find the source of the problem. For example, in one company -- this is also telecommunications -- sales managers were in scented on selling in the apartment. The sale counted as closed when the paperwork went through. Unfortunately, when installers went to install the new technology in the company's offices, often it did not actually work because of incompatible a quick that or things like that. The orders never ended up going through. It is the equivalent of a return in retail. The salespeople still got their commission. In that case, they were not intended. The ecosystem was broken and they were not getting customers to sign up who really could be serviced and have the right equipment to take care of this technology. -- They could manage of this technology. In addition to making sure that the customer got the right equipment, we needed to change the process of how we count a failure and

how we incentivize the salespeople to make sure that we are thinking about the overall experience of coming on board with the company and not just -- I closed the sale and I'm done.

>> The other thing about a healthy ecosystem -- in the ecosystem, everyone is getting their needs met. People still want to go enjoy and Zion national Park and cougars have the right to be there. Dear is need to eat cottonwood bushes. The deer can eat the cottonwood bushes so much that they erode datastream bags and heard things for the butterfly. In order for this to happen, everything has to be healthy. This is a way to figure out if things are not working for the billing department are the front-line manager or the CSR -- maybe because as our somewhere back and the CSR needs to have a good ploy experience to be up to make sure that the customer is also having a good experience.

>> This is a powerful concept for picking about and broadening your thinking about -- what we have a good or bad customer service., Why? What is really going on? It is the kind of thing that will allow these changes that we are trying to make to serve the customers better to go from February Band-Aids -- the equivalent of airdropping the butterflies -- to real permanent fixes. I would incurred you think about the role you play in the customer service ecosystem for your agency's and for the federal government as a whole? If you want to do this on a broader scale, you can use this technique. I went through it and a high level -- I understand. It takes some time to learn, but I would encourage you to think about matching -- mapping the test is -- customer service experience. This will help you to understand the root cause of pain for your customers. And begin efforts to sure to ask -- fish the short-term efforts. Eventually, as you understand the things that are behind the acute public today, bring others into the fold to start to change the ecosystem so that those problems don't happen in the first place. Thinking about, for example -- unifying customer experience governance. What I mean by that is -- are there places in the ecosystem where people are not thinking about -- a, how does what I do affect the customer experience? We need to have staged case that say -- should we go through with this? What is the effect on the customer experience going to be in addition to the effect on our employees and the agency and technology costs and all of those things. Integrate your customer understanding activities for a broader picture. One of the common changes in the ecosystem -- once he will understand the six 6 degrees of separation, if you will, that they have in their roles for the customer -- very often, they are tempted attempting to make good decisions, but they are doing so in the absence of information because people thought -- the people don't need us to know this about our customers. Everybody needs to know your customers. One of the changes can be to make sure that everybody in the ecosystem gets access to accurate information about your customers.

>> Then, creating a consistent customer experience strategy within the agency and perhaps across agencies. This is so that if you have organizations working toward delivering a good federal government experience, there is a certain amount of consistency about the kind of experience it means and what it is that we are shooting for as a government. There will be some things about the experience that are unique to your customers and the way in which they like to erect with your agency. But, there are a lot of things about customer experience that are just sort of people one-on-one and ways that people like to interact. They like for things to be easy and efficient. How easy and efficient? this depends on who they are and the goal and expectations in the contact. But, there can be some basic threshold -- this is what a good experience with the federal government looks like. By the way, this makes the experience interacting with the government easier because there is consistency. Not uniformity and not not identical -- there are reasons for things to be different, but consistency across agencies. When you start to understand that the experience ecosystem behind the customer's journey begins to cross agencies, this really becomes critical. You are now partners in delivering the ecosystem with this other agency and you have to be working toward the same goal.

>> Hopefully -- I have finished my prepared content. We are going to hear some examples in a moment. Hopefully, I have stretched are thinking a little bit. I have given you ways to think about things. I think we have a few minutes for questions before we turn it over to the next speaker. I will end my room are care. Thank you for your time.

>> Thank you, Megan. That was helpful. As a reminder, we are going to take a few questions now. If you have a question, type it in the chat box or you can also raise

your hand and we will unmute your phone.
>> We got a question and the chat box -- this person asks, what is the difference, if any, we customer experience and user experience?
>> That is a great question. Sometimes there is none. Sometimes there is. User experience is a tune that is typically applied to a form of customer experience that is specifically involved in interaction with some sort of technology interface. I am a user of something. Chances are that the user is the customer. Again, this is where language is imprecise. We want prospects was customer experience -- it is hard to say -- customer and potential customer. Ultimately there is a person having an experience with an organization through some sort of a -- your user experience is just an instance of a customer experience. They are still a customer having an experience, but we tend to have this technology oriented phrase -- of the user. I prefer to use customer experience because I think user is a little desensitizing and separates us from the concept of this as people -- real people on the other end. I think that user can feel a little antiseptic. The other place where this can come into play is in a business to business or organization to organization environment. In some cases, if you think, for example, of a software company, the users of the software are stakeholders and players in the ecosystem. A company may not consider them the "customer" if they are not the decision-maker or the buyer. Whoever decides which software your agency is going to use for procurement might be considered the customer by the software company. Think about your health insurance benefits. You don't necessarily pick which company your organization is going to offer you for health insurance benefits, but you are a member and a user of their services.
>> I prefer to put the lines a little bit and say that anybody who interact with your company -- it is about their experience. Whether they are spending your money -- spending money or using your products or services. Ultimately, the user experience rolls up to decision-maker experience. For me it is slightly artificial and in my mind I usually think of user experience as a customer experience.
>> That was a long answer.
>> That is helpful. We have gotten a couple of comments -- this is terrific material and very helpful. We appreciate it.
>> We don't have anymore questions at this time. But, Megan, while we pass this over to Brenda I wanted to mention that we are recording this and we will post the recording and the transcript and the slide on the course page. As a reminder, if there is anyone that you would think would benefit -- please pass the link to them. This should be up by tomorrow.
>> Macon, can you join us through printers presentation?
>> Absolutely. I will be on mute, but I am happy to stay until three o'clock.
>> Thank you so much.
>> Brenda, whenever you are ready, go ahead.
>> Thank you so much. Megan, thank you for that. It is always good to be refreshed on all that you went through. At that are will student aid we feel like we've lived this process every day. It is awful to go back to the basics and see where we are.
>> A bit about us -- for those listening -- federal student aid -- if you are not familiar with us, we are the portion of the Department of Education that lens student aid for post secondary education -- if you are trying to go to college or some variation of education beyond high school, and you need support for that, we are the group that lens that from the Department of Education to students or parents or others. It can be in the form of loans or grants or work study programs. We are the institute that distributed. In the order of magnitude, we have about 22 million applicants 48 across the country today. We do support foreign schools. We include this in the total number. This year we expect to probably be on the order of 23 million, maybe more. We tend to land around 150 land around 150 billion per year. Then, if you looked at the customer portfolio, we serve about 34 million far worse, give or take. They are in some stage of repayment of their loan.
>> We have been for the last year or year and a half been putting in a disciplined focused around the customer experience and where we are with that. And what it means inside an area of government like education. Often, this notion of serving customers -- not just within a governmental context -- can be a hit scratcher. But, when you translated into a discipline like education, it becomes even more of a twist to understand how it works and where it fits in what we are trying to achieve. But, when you are accountable for landing 150 150 billion a year to me and said students who are trying to go on and pursue higher education, there is a huge accountability

in the government to understand the fiscal accountability for that. Who is going to, how we are serving them. From the time they receive the aid until the time they pay it back. What I will share with you today in the next few minutes is the journey around that. It is a daily map of progress and we are making progress and every now and then we look behind us and we see the progress we made on behalf of the students and borrowers. But, we have a long way to go. If you are following me on the slides -- simply, we have a purpose. The defined a purpose in the station is to be the area responsible for identifying, measuring, and reporting out customer expectations of satisfaction. Prior to our coalescing a group around this, this was -- this work was not necessarily not being done within the Department of Education and within federal student aid, but it was not necessarily organized under a single purpose and focus and mission and team of experts. That is one of our first calls to action.

>> The second one is that we should be the area -- our accountability -- that understands the customer's perception and their needs and experience and the service levels of how they interact with us across the entire lifecycle. From the time they are thinking about going to college, if you will, until the time they apply on our main public facing application which we referred to as FAFSA -- right onto the time that they receive the loan and go on to study and about the other side with gainful employment and pay back the loan, it is our accountability to understand who they are and where they are and to make sure that every interface that we have is appropriate.

>> The last part of it is -- serve as the voice of the customer and work as an advocate. In our experience with this, part of the hard work is what we are doing around the customer piece. Understanding the touch points and how to improve it.

>> The other part of the work -- they can touch on this well -- she called it the ecosystem -- it is how well you are able to organize in your own organization and line up at the kids and lineup touch points and clarity around the mission with the other aspects of government or aspects of the division to make sure that you are working toward the customer to get this done and that everybody understands the salient points we need to react to on behalf of the customers.

>> That is our organizational purpose. We also believe that we are connected tightly to this administration's stated goal around college completion. I will do this quickly. It is intertwined with a lot of work we are doing around customers and prospective customers. These are potential students -- potential recipients of aid. In the context of this fairly aggressive goal of making sure that the United States over the next 8 to 10 years achieved a very high ranking -- in this case, the goal is to be number one -- with the highest proportion of college graduates in the world, we have to make sure that we are eating the pipeline of students. This can be in any form -- private aid or encouraging college a Roman. This coal have everything to do with increasing the percentage of Americans attending college and it means some specific things that you will see around how many college graduates that it translates into over the next 5 to 10 years, and then, of course, you have a mix of customers, if you will or prospective customers. Our dull learners than high school graduates. We have many segments within the population. They should be targets for being able to benefit from financial aid and which ones [indiscernible]. We are connected closely to this completion goal . This is a huge effort worth your the Department of Education.

>> We translate much of the mission into five categories -- these are fairly foundational to our efforts around customer experience and customer strategy. Number one is that you have to understand the customer base. Take a data-driven approach. We have had challenges around that in terms of collecting data and our data sources tend to have been historically fragmented and where do we get information and how the information historically is been used. But, it is significant in terms of LA me foundation and strategy around customers to understand where the markets are that we need to serve and if we are getting our fair share of that market and when we get a fair share of the market and they become to customers, how they are processing through the system through the lifecycle and, by the way, is that a vast factory experience? At what point might it not be?

>> We have also been conducting a great deal about reach -- our marketing efforts -- part of the focus is to make sure the message is getting to the right audience with the right message and to make sure that we are leveraging every possible aspect around reaching customers with the message about federal aid. Like most organizations right now, we are flat in terms of the budget. We have to make a

dollar go along way. Most of the outreach efforts rely on leveraging other organizations and public service announcements and things like that to get this done.

>> Educating the customers it is huge piece of what we do. Both internally to their organization as well as much of the outreach efforts to make customers aware what we are doing.

>> I mentioned earlier customer segments -- these need to become important in what we do because when you are thinking about the customer experience, at least in our area of expertise as it relates to landing -- lending aid to students -- we should not treat everyone the same everyday. We have to take upon ourselves to understand the customer base and to divide the customer base into segments, if you will, of populations that have very clear specific and even maybe homogeneous kind of these. For example, segments that we are interested in might be inclusive of -- any student or borrower inside our 34 million total population who might be in trouble economically and headed for a default situation. We want to understand those customers I know who they are and get out in front of that so that we can reach out to them and perhaps potentially avoid a default situation. If they need a new repayment plan, perhaps we can intervene to do this. The treatment of customers in our books here -- we believe this should be segment focused. We are only in this part of our journey, but our long-term plan is to make sure that we are treating different populations of customers appropriately for what they need.

>> Then, enhancing processes -- roughly whole process -- this is a big part of the goal.

>> Some things we've been able to do -- driving awareness and increasing the FAFSA volume -- this is our face to the public. This is the entry place. This is where the students and parents tend to see us first or at least every your they want to apply for a -- it is been our job to drive awareness and get to the high school students and adult learners across the country in 40 markets get the message out.

>> One of the enhancement efforts has involved a significant simplification effort over the last several years. Many of you listening in on this they have been through this process personally or maybe you about a child who is been through the process recently. On the order of magnitude, it used to take maybe an hour or more to get the information filed over this application. Now, the timeframe, based on enhancements we have put in and focus groups around customer needs and user interfaces, has been shortened to about 20 minutes on average to fill out the form. It is made it much more simplified to use for a customer. We have an interface now with the IRS so that a customer who is apply for aid can immediately go into their IRS data retrieval and extract their forms and they are off and running. So, it tends to be less laborious than it used to be. We are proud of that we think that it is something that is taking the pain out of the process. At least on the front-end.

>> I mentioned segmentation -- there's a lot of work going on there -- then, the last one that will make on this -- we tend to view all of the institutions of higher learning in the country as partners or distribution channels. In other words, we have about 7000 colleges and universities out there serving the served students that we plan money to. We have begun to form a strategic view of how we leverage our just to be should point and better enable the customer experience. There is a lot of work ahead of us around that.

>> I mentioned the simple petition ever. Next slide takes a closer look at this. The different types of applications that we get. This was a big piece of work that was very customer centric focus and it is in its second year of results. We are pleased that we are hearing every day that this process has done what we wanted to for the customer.

>> On the next page you will see integrated student view -- this is the next frontier for us related to the student. This is the biggest piece of customer work that we are in a state now and I believe it is still scheduled to launch in the middle of July. We are working fast and. To get it going. You will see some of the features and elements and impacts of the work. If you have in any way tried to apply for aid in the last number of years, you will might notice that the landscape has been fairly cluttered. Any of the customers or prospective customers that have tried to go out and search for information about higher education have been met with a fairly cluttered environment with websites and phone numbers to call and different areas. The integrated student view is the first step in looking at the environment through the eyes of the customer and cleaning it up.

>> Simplifying it and driving down multiple sites into one. Driving massive amount -- massive amounts of content and simple flying it into one new site that will be called student aid.gov. It will be translatable into any mobile device or tablet so that as most of our customers are using these devices they can access our site in the application to a large agree on this. We are fully integrated with all of these social media pieces at this point. We are launched on Twitter as a January 20. By the end of July or the middle of July, when we lost this -- when we launch this -- we will also have Facebook and YouTube applications and our work with Twitter to reach the audience that we serve. You may this is our our customers are communicating in looking for information in this is how they expect to be interacted with. So, we knew we had to get there we had to get there on no incremental cost to the taxpayer. We wanted to get there in a way to save the government money. We have avoided 1 millions dollars it cost to make this work, and we were actually saving the government $1.5 million in the next couple of years we are pleased that the first step forward is a big win for our customers and it is also the organization. Sometimes, when you try to convince an organization in the event on what customer impact is important, having a win-win like this is Debbi out into the marketplace with a win-win for legal the long way. When you try to load -- launch the next initiative -- we expect there to be phase 2 -- stays one -- we are thrilled about this regarding mostly what it will mean for customers but also helps us be some job objectives around budget and plain language act as. The White House campaign to cut waste and so on.

>> That site is expected to have 30 million visitors. On the next site -- you can see the past environment. We had a clutter of 14 or more sites that we are getting ready to condense into this one side. Multiple logins, mixed messages. It is difficult to keep the pace and keep consistent content. We have a lot of duplicity there. We had a lot of completing plans -- competing brands. Part of this is to rebrand ourselves for easy customer interaction.

>> The next page shows how this might look in some of the mobile applications. The first page of the website -- this will carry the message.

>> Of course, back to make his point around experience versus service, the experience -- the way we lead leading every day -- how we view strategy. Not only what is happening to a customer when they enter the environment all the way to the end, but also what we would like to have happen in reconciling what is happening versus what we like would like to have happen. It is the work we do everyday.

>> Then, the services -- how do we execute? How is the execution going? In many cases, the best places for us to measure that is the interactions with our application over the web. It is one of the biggest touch points that we have -- 22 or 23 million customers per year hit it. It is important to us to measure it and put it in the context of how it's going with respect to other government agencies and also outside of government how it stacks up this page shows our measurement against the ACS I -- we have are in the high 80s -- we hit 90 1/4 in terms of the experience that customers have with the website and the application process. We tend to want to keep that in the highest-ranking among government. Then, of course, if you look at the financial services industry -- web-based interactions -- we tend to be holding our own or better against many of the financial service industries -- financial service companies in the industry doing that.

>> On the notion of service, we also monitor closely our call center interactions. These are extremely important to us. We have a fantastic team here that does that work every day. They hold the call center management teams accountable to the standards that we want to have. We have experience to engage in -- this is daily work. This is to make sure that the experience is holding on and that the service measurements that we get our we want them to be.

>> So, the call centers and Web experience tend to be the major touch points that we have. We keep constant daily weekly" Julie metrics around that.

>> I will wrap up here with a point -- we have been able to aggregate and lineup into a fairly disciplined system be voice of the customer. This is our way of listening to all customer touch points that we have across the organization. Social media -- we touched our toe on that in January and it is opened up for us. We are making great strides and we look forward to launching on Facebook and YouTube and other places. This is a way that we monthly and quarterly start to aggregate what we are hearing and how we can really start to discern as an organization what is noise and messages and things that we are going to hear purses one of the things we need

to pick off an address to take on.
>> We have been ombudsman that handles the worst of the worst cases in terms of customer impact. We have a lot of calls coming in on this front. As the economic downturn down fall hits in people have more trouble -- in general, they tend to call us for help and for different payment plans and so on.
>> Of course, the federal student aid information Center -- the call center is huge for us. Billions of calls per month come into this area. We listen carefully to the categories of issues that we hear there. The ones that we are able to address on the fast track, we do. The others that might require longer-term solutions we take these on in the context of all the other work that goes on here.
>> I have I hope I have not overstepped my time. I don't know if there are questions, but I will say that we are very encouraged by the focus here on our customers. We have a very defined set of customers and we have done a lot of work to understand what their needs are and where we think the touch points they support us. We worked hard to drive the organizational understanding around that need -- it is helpful to other we are trying to clarify projects and prioritize budgets. It is ongoing work daily and we are thrilled to be a part of this on behalf of the government. In particular, the Department of Education. The goal around educating America and educating not just high school students and beyond high school and adult learners that want to go back and achieve higher education. It is a wonderful mission and we are fairly proud to represent student population and borrows -- I will stop there and after questions.
>> Thank you, Brenda. That was awful. Especially the federal agencies perspective.
>> We have a couple of questions. Megan, feel free to jump in if you have anything to add or if you have questions were Brenda. This is a question for Brenda.
>> We do have a unique customer problem and the federal government. For example, how do you deliver and unpopular message that in most circumstances the government will only accept a FAFSA completed by the student's parents -- how do you do this when the message is unsavory?
>> That is a good question. It could be the thing we deal with all the time -- messages that are maybe not quite correct get out there. You have to deal with misinformation. Students parents also file of the have of the students during the process. It depends on whether they are a dependent or independent student and which way they go. We have quite a large number of parents who file on behalf of the students.
>> I am not sure -- probably part of the answer is that we constantly battle getting clear information out about not just the application, but about all forms of aid available. The FAFSA application is for students and parents alike.
>> This is making -- I would like to jump in.
>> Go ahead.
>> We see this issue of how to create a customer experience around an answer that isn't what people wanted to be. We see this in healthcare all the time. Health-insurance in particular and other forms of insurance and anyone in the investment space. Not every experience is going to be a Disney experience, but there are ways that you can deliver that information to make the experience better. One thing you can think about is thinking about how to eliminate the surprise -- could I have done the communication differently on the front-end such that there wasn't a negative surprise if I thought it was something else -- but rates go up on insurance policies. They've happen. Things will appropriately not be covered. So, a couple of things -- people always want to know why. Think about this -- if we have a rule or regulation, why do we have a? Share that with people. It is usually not a big secret. Understand -- here is why we are asking you to do this. They mail still think it is stupid, at lease they have some sort of an explanation and it doesn't feel like an arbitrary waste of time.
>> The other thing that a lot of -- go ahead.
>> This is Brandi again. I was going to go back to what you said -- the question that you mentioned -- this could've been a different example. The message that are harder for us to deliver -- that was more misinformation than a thing else -- what we do have information to deliver that is difficult -- like you said, it is not always a grand experience -- it tends to be more for us when we are dealing with customers in crisis around the payment. We can't forget their loans. For us, dealing with customers one-on-one or in large populations in some form of distress -- the message back is not always going to be that we can fix it for you. We can make your

debt go away. We can get you a job. That kind of thing. It is a huge challenge for us. You want to make it right for the customers. At the end of the day, we are bound by statutory policy on these issues. We are bound by treasury and lending policies. It is a daily balance to make the experience of saying what is not wanted to be heard feel like an okay experience. It is a challenge for us as well.

>> For a lot of companies, what comes in is empathy. Hiring people who are trained to deal with these things. The American Cancer society has a hotline for people who are newly diagnosed. Certainly, the learning that your loved one has cancer is an incredibly emotional time. There are people with specific skills and training in empathy that handle these calls. That is not something that you will do on a website. There is some strategy about this. Given the emotional context of some of this -- you may decide not to try to deliver it online. We want somebody to be on the phone. The other piece of this is a concept that we talk about at Forrester imminent financial services sector -- the concept of customer advocacy. This is a matter. It originated as a metric. It is the extent to which a customer agrees with the statement. The company that does what is best for me not just what is best for their bottom line. This doesn't mean forgetting their loan, but it means helping connect them to resources that might be able to help them figure out a plan. It means that if you are raising your rates on your auto insurance policy and thing to that person -- the rate for the coverage you have is X. We work with you to figure out the coverage that makes the most sense to 18 the lowest risk profile that we can but still fit within your budget. Does this mean that the insurance committee gets less money out of the customer? Yes -- it does, but the customer continues to get the perception that it's not wanting to get your money and we don't care what happens to the person. I think there are ways around the experience design when the answer is not necessarily what you want to hear that can help make -- the news is the news that it will be bad no matter what, but what is the experience of getting and dealing with the news? That is where organizations have an opportunity. In the investment space, what happens when someone passes away -- it is getting a huge interest right now. It will never be a great experience, but what can you do to help that experience be as good as it can be under this situation?

>> Thank you both. We are at 2:30. We have a couple of questions. Could you stay for a couple more minutes?

>> Sure -- I thought we were here until three o'clock.

>> Great. What would be a key hurdle that you overcame explaining customer service to traditional management? This could be for either bread or making.

>> -- Brenda or making.

>> This is Brenda -- I will go first. I tend to find that traditional management thinking intellectually agrees and understands the customer import is. When it comes down to actually devising strategies and tactics and plans which translated to projects, sometimes they have a dollar attachment to them. Or an organizational shift that has to happen because of it, then, it is harder to sell the case. At that point, you are dealing with traditional management thinking which might be much more budget focused or much more focused on other priorities that are easily arguable to take precedent over something that is impacting the customer. Sometimes there is not an immediate material value that you can measure or that you can accrue to the bottom line.

>> So, for me personally, in dealing with management whether it is traditional or in another background, it is a gradual process and I ain't that as a leader of an organization where you are trying to do this, a huge part of accountability should be bringing them along and educating and continuing to involve them in the work and letting them see where you would like to go and what that could mean. Always grounding it in what it means to the bottom line and what it means the customer impact. The customer impact I think it is a broad education to overcome those traditional boundaries -- the blocks that come up around what this will mean to the business and what it means to the bottom line -- good bad or indifferent. If you can translate the work you are doing on behalf of the customer experience into a language and metric that traditional management tends to work with on a day in and day out basis, you can make some good progress. You can have some advocates -- you didn't have any idea that they were there.

>> Megan, I will let you answer this.

>> You hit the nail on the head and there are broader implications. Often we see people who want to type customer experience to customer satisfaction or revenue.

That is the holy Grail and the private sector. I want to be able to print a proof that it makes sense that better customer express will drive revenue. But is Brenda said, it is hard to prove. So, being strategic about the projects that you choose to bring to them in the stages -- the reason I said that this cycle is critical is because you don't earn the right to recommend that you need to transform the organization until you of proved by fixing enough of the broken things that you will continue to incur future problems and they would be problematic. Rather than going for the board agrees of indirection impact on customer experience, it is not sexy, but go for the cost-cutting things early on. Go for the direct things.
>> The other big mistake that I see people make is that they are way too general. The thing about executives is that most of them operate and invest like Warren Buffett. If I don't understand it, I will not approve it. They are not going to admit that they don't understand something. Very often, what seems like resistance is really just a lack of clarity. You talk about doing a better customer experience -- better how and for who? What does it look like rocks? Other thing about decision-making -- we tend to make decisions based on emotions and look for logical reasons to justify them. We like to think that we are rational beings, but we are not. One of the other things that I encourage people to think about is the emotions at the root of people's resistance. Is it execution risk? Basically wondering if we can pull this off and if we know how to do this -- it is not a financial business case that gives people that cover. It is examples of other companies that have done it or a project plan or a project sponsor who is a proven reputation for getting things done. There will be some benefit risk and benefit risk is here that the benefit is not going to be as big or what you described. If that is their fear, then this is where fact based justification and examples of why we are thinking doing of doing this -- some of the risks to the benefits off or down and how we can mitigate those risks in advance. The war but and if you are in understanding why they are resisting and how they are resisting and having some of that preempted, then I think the more successful you will be. But, the unfortunate answer is also that the vast majority of this persuasion happened long before any business case meeting. It happens one on one. I happened -- I had a client that spoke to 800 managers on his own in the course of the year. Face-to-face one on one -- their concerns. It is not a sexy job, but that is how they eventually turned the tide.
>> Thank you. Brenda, I sent you a question -- did you get in the chat box?
>> I just saw it.
>> Perfect --
>> The question was related to what we were doing to segment the customers -- are we using existing data or focus groups? I will tell you that right now we are in the first stage of the process. We are trying to use existing data that is housed in our are aware information database. There are not just -- it is not just one, there are a couple. Part of the challenges limited together and making it meaningful. We're taking a look at all of the data that we have currently on existing customers and some of their behavior. The behavioral information. This is so we can put together predictive modeling around what they are likely to do down the road. So, for example, think about the data that we collect from the front end of the process when they apply. Pulled out through at the point at which we received -- they receive the aid -- did they get a hell grant? Did they get a loan? Did they get a grant? On the back -- where they are in terms of repayment. The current data -- it is not perfect and it is not really set up Hartley to let us use it in every way we would like, we are going to start there. We will start there and start small and slow. We are going to find the two or three segments inside the greater population that we believe will drive the most value for the business. We believe that these segments will be along the lines of the students that are most likely to default. In other words, those who we believe based on predictive modeling and everything we know about them and others like them that are very likely to head toward problems in repayment. We are going to work with the services and call centers to see if there are points in the process where we can intervene and change the outcome. That is one segment based on current data. To the question, it is likely -- once we get past the point of the current data pagination and looking at that in helping us establish the audience -- will grab samples of the customers inside the segment and do some surveys and do some interactions where we understand more regularly what the treatments might look like. So, the intent is to use this to build the segments. We are just on step one where we are looking at current data.

>> Thanks, Brenda. This is another question for you. If you are going to launch a new customer service initiative, can you get a new federal government URL or do you have to use one that is in existence?

>> Someone must be trying to get me back on that -- I had a lot of fun with that in the last few days. It is a great question. All of us in government should pay attention to this question. The integrated student view that I mentioned earlier -- this is probably a good example. We are one small pot or government. We had a cluttered environment on the simple project of student loans. We have been going undergoing an effort to clean up that environment. It is very hard. It is hard to put together and start to integrate information so we could retire URLs. If you take that situation a new extrapolate it across the whole of federal government, it is mind boggling how we have over time collected for ourselves a problem with this random dissemination of thousands of URLs. It is mind boggling. We have a group that is in place now inside the federal government looking across it and saying -- we have got to start somewhere. We need to address the proliferation of this environment. We need to set up a process by which we review needs for new URLs and the first step is to stop administering and handing the site and collect water. -- Like candy. That is my sample, not theirs. There is a process in place in the federal government to understand the landscape and start to put some stopgaps in place to clean it up and execute a broader strategy on how it all comes together. Anyone out there working in a large company is dealing with how -- probably a similar environment -- you have a corporate organization it with many departments inside of it. We are the same way. I mention this because we recently went through the same issue with our in integrated view in trying to secure a URL that was much more customer friendly and much more acceptable to customers in terms of its ability to communicate what we have to offer. In doing that, we ran ourselves through this higher process and we did not get a new URL for that work, but we have been able to secure approval for some redirection of existing URLs. So, we got what we need in terms of the customer interface, but organizationally we had to work on this to make sure that we are complying with what we think is the absolute right thing to do and federal government which is to clean it up. And to participate in the way that we can, but not compromising understandability on behalf of the customer. I think that others in government will face a similar challenge, particularly if they decide to clean up their environment. I think we should all be doing this -- not just for the customers of sake, but for the same of sake of putting efficiencies inside a government. There is now a rigid process for this. We were one of the first ones to go through this. I think we came out in a good place. It is an up audible effort and I think all of us in government should pay attention.

>> I'm glad that was a timely and relevant question.

>> Perfectly timed. [laughter] There are no other questions unless you have anything still add -- anything else to add. We appreciate your taking the time to provide valuable information to the community.

>> Thank you, Megan. It is always good to hear what you have to say and we appreciate being included and week look forward to working with you in the future.

>> They with you, Brenda -- it is great to hear the details of how this works in practice. Thanks, everyone, for a great session.

>> Thanks again to you both. As a reminder to the attendees, you will receive a survey -- an evaluation survey from the follow-up e-mail. Please take the time to complete the survey to make our future classes better. Thanks again. Everyone have a great afternoon.

>> Thank you.

>> [Event concluded]