



NETWORK for CHANGE & CONTINUOUS INNOVATION

# Transforming the Student Experience: Tools and Techniques That Matter

January 31, 2017



People. Process. Progress.®

**TSI – Transforming Solutions, Inc.**

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# Objectives

You will leave this work session:

**1. Thinking** differently about your customers/students/constituents;

**2. Understanding** what your customers go through;

**3. Knowing** how to use a tool to define the current customer experience.

# Warning



# Caution



**Is a student a customer?**

**How about a parent?**

**Grandparent?**

**A corporation?**

**NOTE: Will refer to these key constituents as "Customers"**

*"We see our customers as invited guests to a party, and we are the hosts. It's our job every day to make every important aspect of the customer experience a little bit better."*

*In highly competitive environments, brands are judged not for product price or quality, but for the experience they build around it. (Jeff Bezos, Amazon)*

# Agenda

- **Start**
- **Learn about Customer Experience: Definition and Analysis**
- **Finish**

# Recent Higher Education Clients



THE UNIVERSITY OF  
**MEMPHIS**

**CAL POLY**  
SAN LUIS OBISPO

ILLINOIS STATE  
UNIVERSITY



UNIVERSITY OF ILLINOIS  
CHICAGO • SPRINGFIELD • URBANA-CHAMPAIGN



Northern Illinois  
University

**SIUe**

UNITED ARAB  
EMIRATES **UNIVERSITY**



American University of the Middle East

**Follett**

**IES**  
ABROAD.

**UNT HEALTH**  
SCIENCE CENTER

### Representative Clients

 Abbott A Promise for Life	 SAGENT	 avexis	 astellas Leading Light For Life	 PHONAK
 PEPSICO	 the marketing store	 ContextMedia	 cap	 PEAK CONSUMER INSIGHTS
 REFINERY29	 HYATT	 LifeFitness	 GROUPON	 AboveNet
 TravelClick	 AEROSOLESS	 BuzzFeed	 IES ABROAD	 hp HEWLETT-PACKARD





## What We Do: TSI's Core Service Offerings

### Customer Experience (CX) + Process Improvement (PI)

Designing an experience that leads to a competitive advantage, while building a culture of **continuous improvement** that streamlines operations, enables growth, and creates **value**.

### Program / Project Management

Assessing and improving all aspects of Portfolio, Program, and Project Management (P3M) to **improve** project delivery, and to **execute** the strategy of the organization.

### CX, PI and Change Management Training

Training employees to assess and improve organizations; creating **self-sufficiency** in an organization and **remove barriers** to change.

### IT Strategy

Creating a technology roadmap; Aligning technology to ensure **technology enables** the strategy of the business.

### Software Evaluation / Technology Assessments

**Objectively** assessing critical technology; ensuring strategic alignment and evaluating ERP Platforms.

### Organizational Design and Change Management

Aligning "the people" dimension and ensuring Delivered Results "Stick" by maximizing **adoption** - Change Management is critical to **project success**.



# #Trending

- **Customer Experience**
- **Student Experience**
- **Alumni Experience**
- **Faculty Experience**
- ...

- Why do you think this AWARENESS of Customer Experience has been receiving the attention it has?

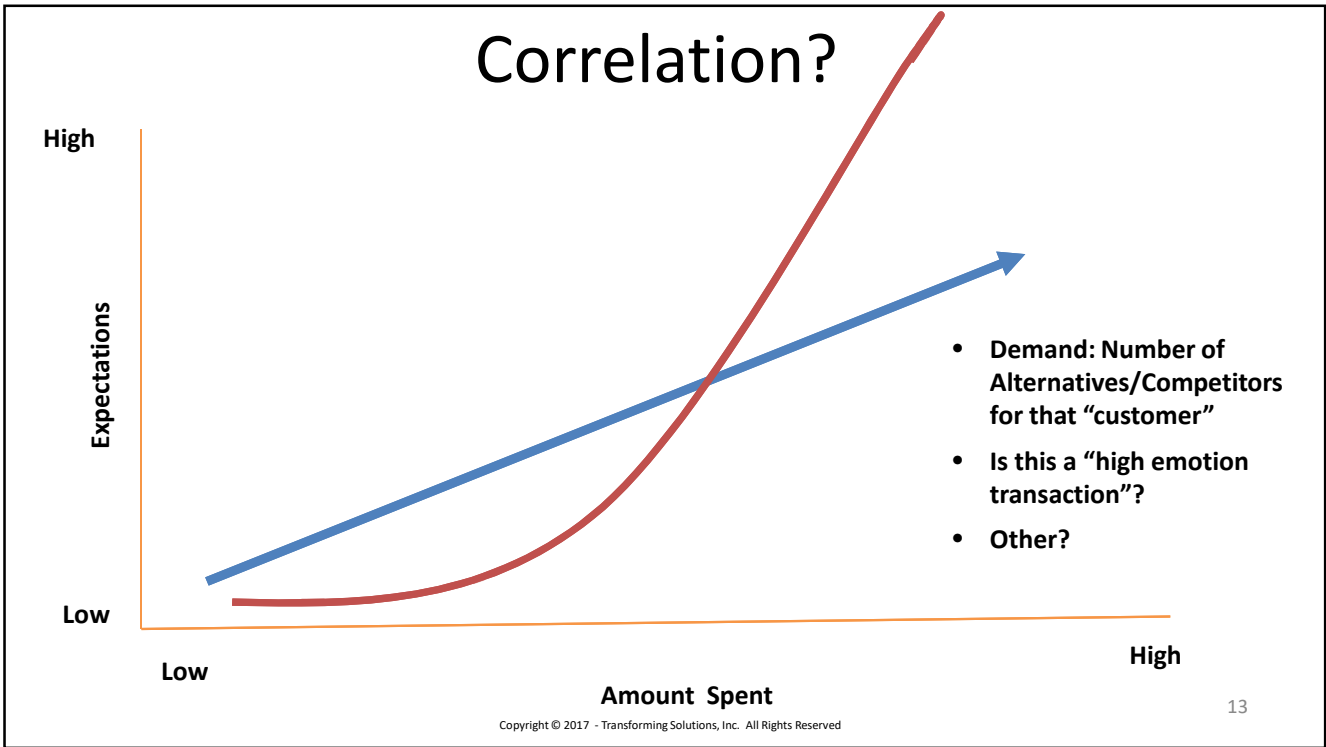
# Hypothesis

The “better” you can define and consistently deliver your customer experience, the:

- **More LOYAL your customers will be**
- **More likely to tell others about it**
- **More likely to “buy” again**
- **Less likely to leave you**
- **More likely to pay more**

**AND**

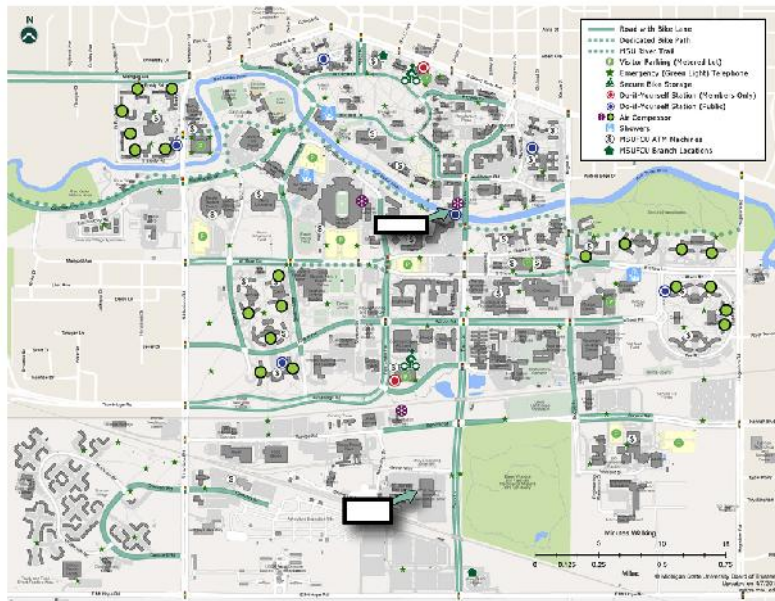
- **Revenues will grow**
- **Costs will decrease**
- **Profits/Budget surplus will grow.**



## Target Benefits

- Enrollment
- Retention
- Cost per Student Acquired
- Cost per Student Admitted
- Improvement in Student Satisfaction
- Alumni passion
- Quality of education (as level of bureaucracy diminishes)

# Environmental Challenges



# CX Components

- **Desired “Unfair Advantage”**
- **Current State**
  - **Personas**
  - **Expectations**
  - **Environment**
  - **Process/Flow**
  - **Roles/Org Structure, and**
  - **Technology**
- **Desired Experience**
- **What else?**



- What does a prospective student experience when (s)he has a question about your institution?
- To apply to your institution, obtain information about financial aid and scholarships, seek availability about housing, understand the total cost of earning a degree, learn about potential employers, how many different departments and/or people might this prospective student have to engage with?
  - 1?
  - 2?
  - 3?
  - Possibly even 4 or more?
- When applying, then registering for classes, then housing, and finally financial aid... how many times would one student provide the same information (name, address, SSN, parents' info...) to your institution?
- How disparate or coordinated is the information your institution shares with the student?

# How Do You Rate?

1                      2                      3                      4                      5+

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**ETDBW**

**HTDBW**

# Tool #1: Touchpoint Count

Processes	# of Touchpoints (unique people or roles)	List of Touchpoints
Recruit to Admit		
Admit through Registration and Housing		
Request Counseling and Change Major		

## Your Perspective?

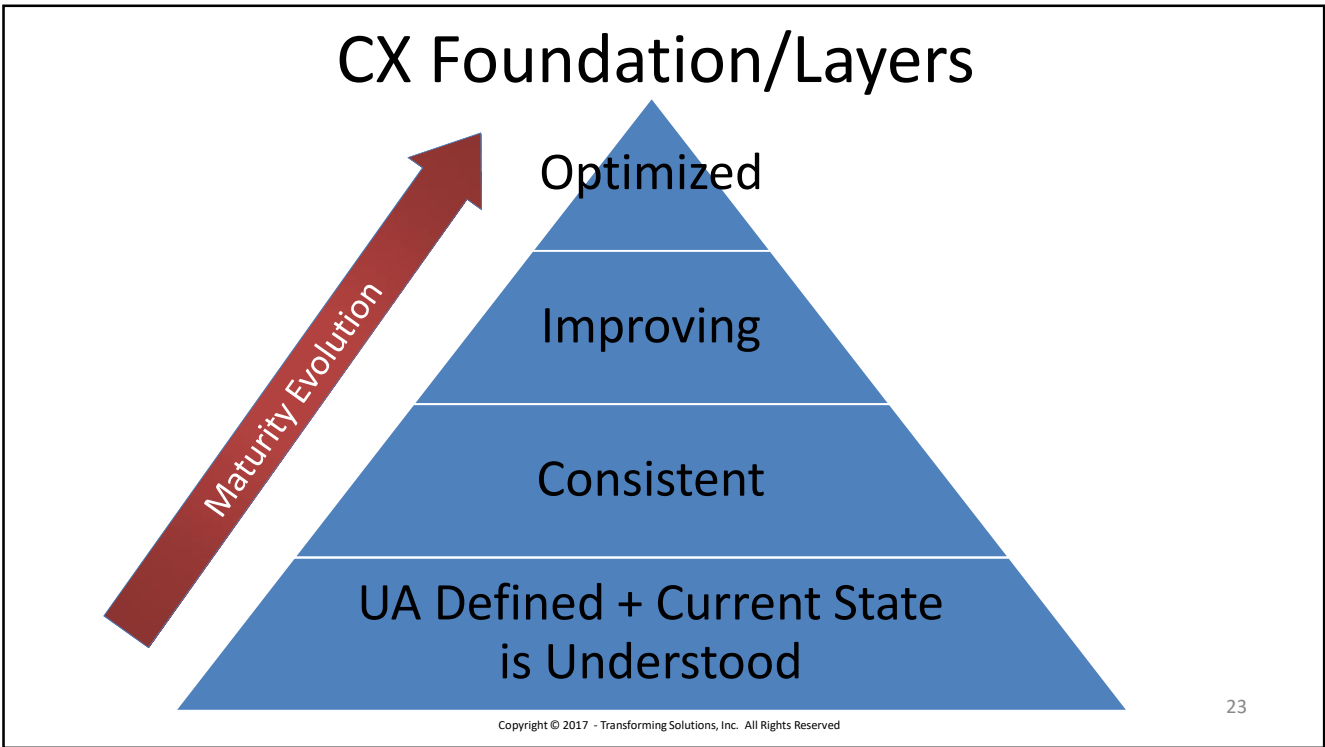
- **Maintain enrollment for this academic year?**
- **Create zealots that are loyal to the institution, want to dress their newborns as your school mascot, post those pictures on FB, contribute \$ to the institution, brainwash their kids to go there....**
- **What are you doing to create loyalty to:**
  - Prospective students
  - Fresh, Soph, Jr. Senior, Masters, PhD
  - New grads
  - Older Alumnus, or
  - Other constituents
- **What are you doing to that diminishes their enthusiasm for the institution?**

# The Nickel Question

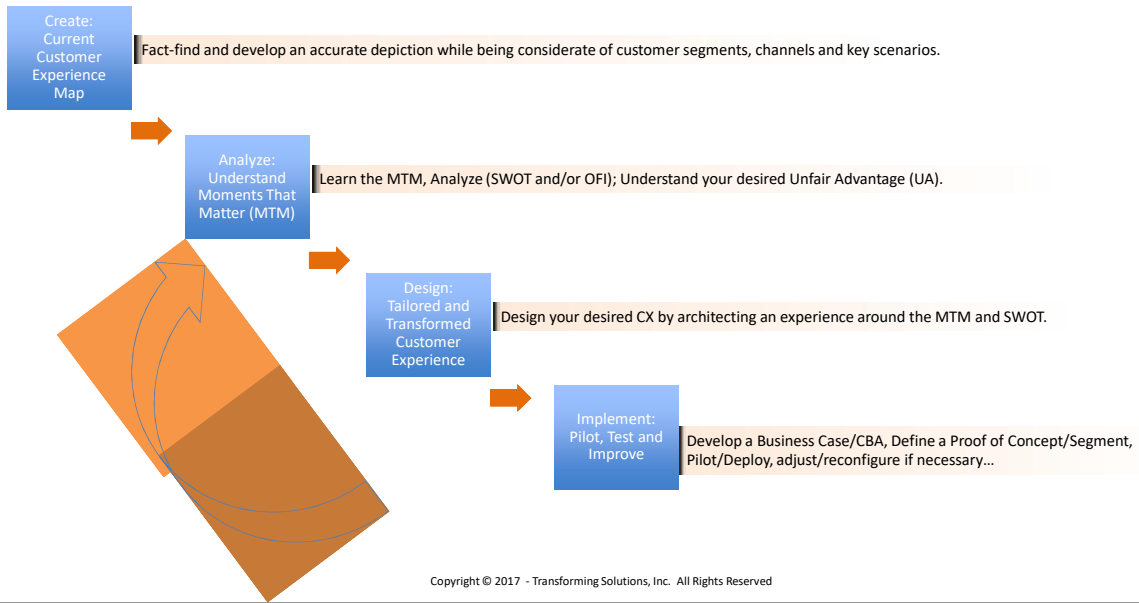
- Who are your constituents and what makes them unique?
- What are the moments that matter to them?
- How can you consistently, cost effectively deliver?

## Your Perspective?

- **What would the experience “look” like if it was designed by:**
  - Incoming Freshman
  - College Transfer
  - Military Student
  - Grad Student, or
  - Professor?



# Customer Experience Approach





## UA: Summary of Key points:

**Function of: Quality x Originality/Uniqueness x Service  
x Convenience/comfort/location x Price**

**Operating in the context of your target customer  
segment(s) and your service offering**

**Now you have to incorporate this into key areas of your  
institution**

## Tool #2 – Your Unfair Advantage

**Netting it out – Describe your NEW Unfair Advantage. Consider the following format:**

We (do this/address this/provide this product and/or service)

HOW:

(add clarifying descriptors including how it is better, faster, cheaper than other options)

So that you benefit

(add clarifying descriptors)

Augment by a memorable story and example (potentially this is where you tailor it by industry, company size, region, etc.)

# Three Strategies of Market Leaders

from "The Discipline of Market Leaders" by Treacy and Wiersema



# CX Map – 3 Parts

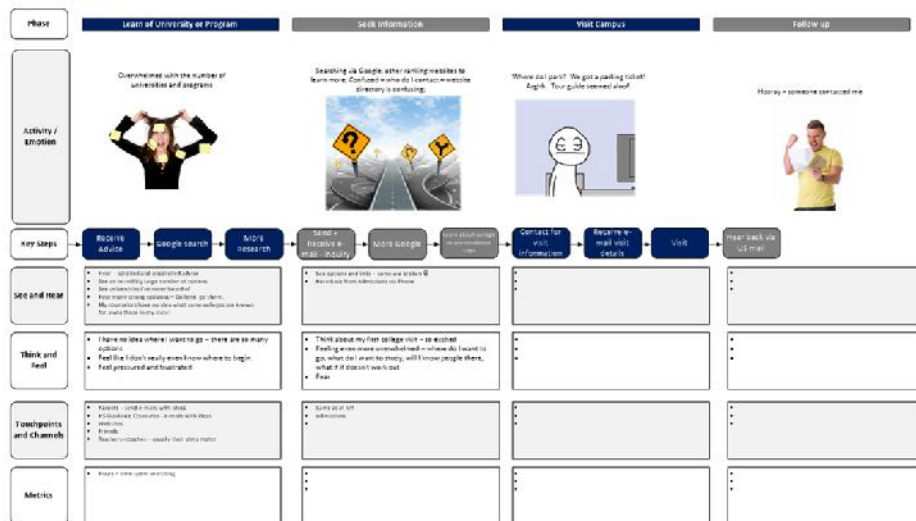
- A. Voice of the Student**
- B. University Analysis**
- C. Future State Design**

# Tool #3 – Customer Experience Map



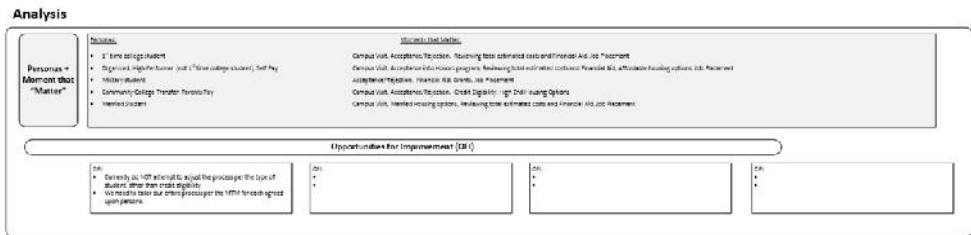
## Customer Experience Map: Inquire about admissions; Campus visit Current State

Voice of the Student



# Tool #3 – Customer Experience Map

University  
Analysis



# Tool #3 – Customer Experience Map



## Gaps – How to Capture?

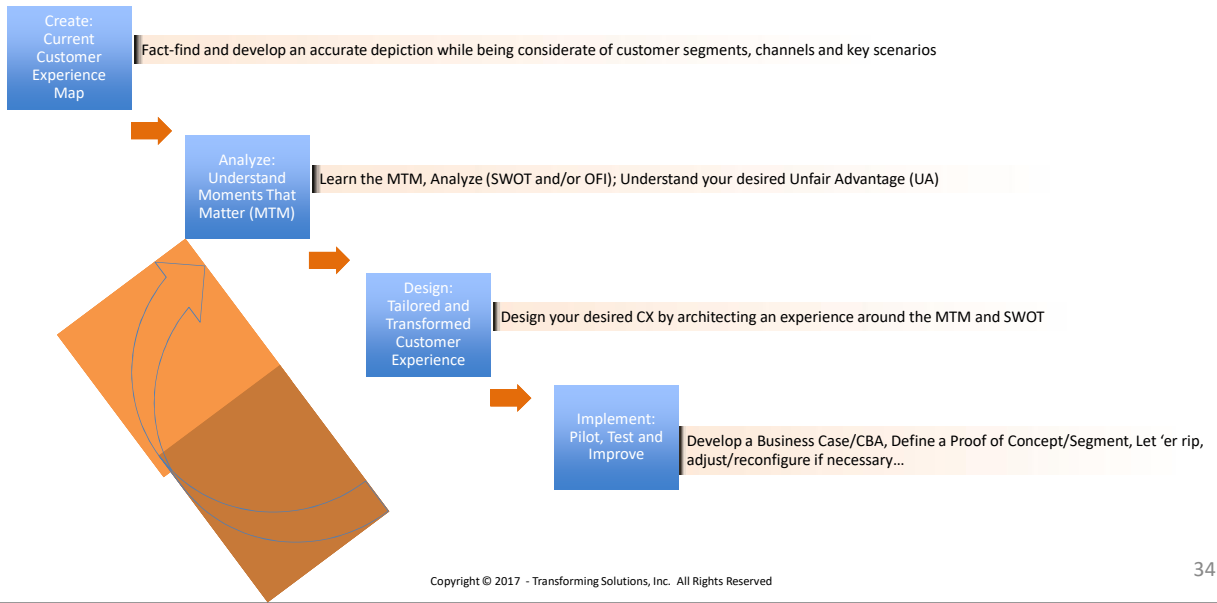
- **Look and Feel**
- **Smell**
- **Sound**
- **Logistics, or**
- **Other dimensions?**



## Misconceptions + Mistakes

- CX = UX
- Customer Loyalty = Customer Experience
- Focusing only one part of the process
- Not expecting tangible value
- Doing this without outside expertise
  - Staying in your industry
  - Using people who are too close

# Customer Experience Approach

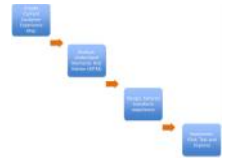


# Top Takeaways



1. **Know what your UA is (or should be)**
2. **Know Current State**
3. **Research competition and other sources of influence**
4. **Think in “lifecycles;” holistically understanding the entire end-to-end set of related processes**
5. **Define key Personas**
6. **KNOW what moments matter (MTM)**
7. **Design amazingness**
8. **Plan the execution with MTM in the forefront.**

# Next Steps



## Next Steps



- **Do you know the MTM (and related processes) where you are falling down the most consistently?**
- **If yes, start there and follow the process on slide \_24\_**
- **If no, what fact-finding can you do?**
  - Online survey?
  - Focus groups?
- **Would an outside group that simply runs several focus groups, leads an online survey, performs some objective fact-finding and creates the CX map (30 day project)?**

# Questions?



## Contact TSI



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