



# Utilizing Higher Education Stakeholders' Feedback for National Policy and Planning

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# Important Stakeholders



National leaders



Higher Education Institutions



International Partners



Students



Parents



Alumni



Faculty and Staff



Employers

# New SEM Model



Ensure that SEM is linked with planning



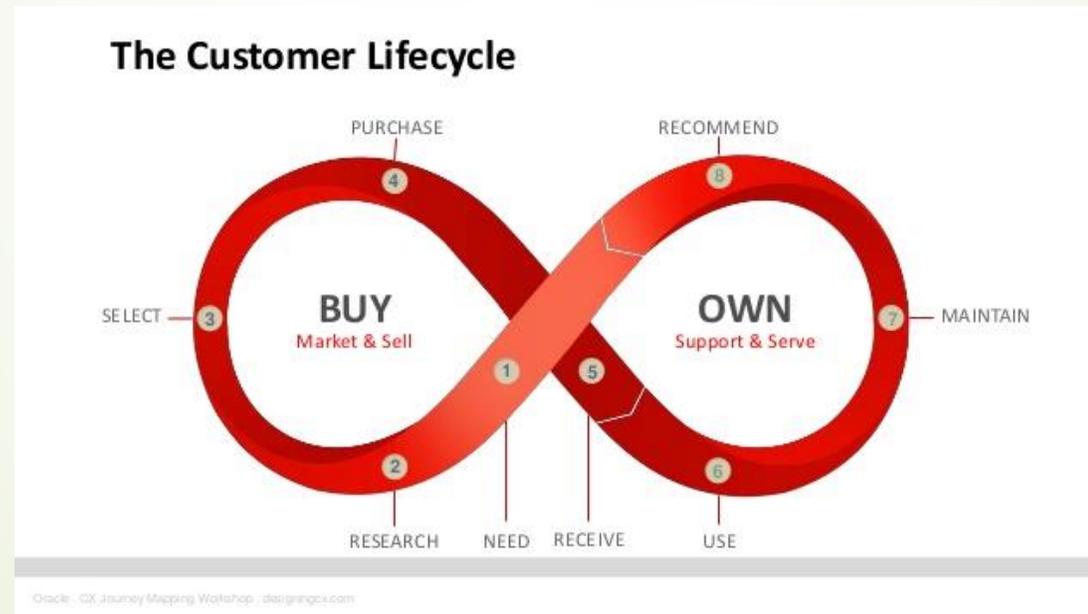
Implement most time-cost effective SEM



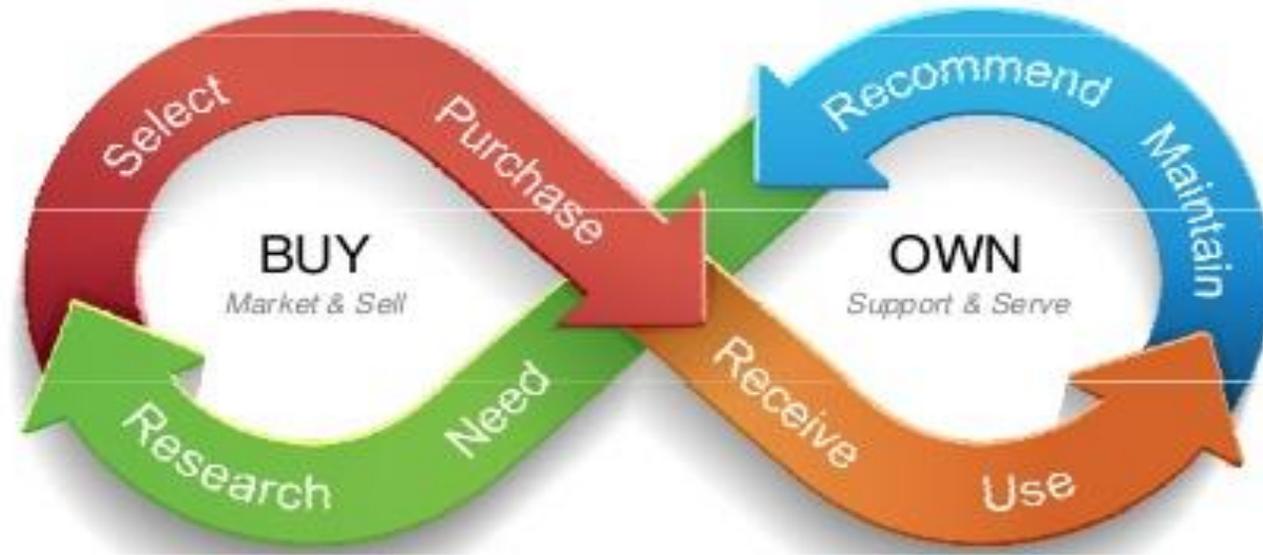
Use most effective tools to gather stakeholder feedback (avoid survey fatigue, unnecessary questions , use focus groups, etc.)

## Stakeholders' Experience Management (SEM)

Well researched business concepts can be applied to enhance Higher Education Stakeholders' Experiences



## Experiences Drive Business Value



**CX**

Customer Experience

=

**A**

Increase Sales

+

**R**

Monetize Relationships

+

**E**

Leverage Investments

## CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

CAMPAIGN MANAGEMENT TOOLS, CUSTOMER ACQUISITION, ACTIVATION & RETENTION, MARKETING AUTOMATION

## INTERACTION MANAGEMENT

CLOUD OR ON-PREMISE CONTACT CENTER SOFTWARE, WORKFORCE OPTIMIZATION SOLUTIONS AND BACK-OFFICE, IVR/ITR

## THE STAKEHOLDERS' EXPERIENCE

## WEB & MOBILE

STRATEGY SERVICES, UI/UX & DEVELOPMENT, NATIVE APPS, RESPONSIVE DESIGN, HOSTING, SEO & MARKETING, ANALYTICS

## SOCIAL

SOCIAL STRATEGY, MARKETING & CUSTOMER EXPERIENCE, NPS & SENTIMENT ANALYSIS



# SEM Implementation Framework

## CE Assessment:

Revisit Business Strategies and Performance

Stakeholders Analysis

Process Audit

Experience Audit

## CE Mapping:

Develop Customer Experience, Manage Touchpoints, Transform Culture

Brand Value Alignment

Service deployment

Standards/systems development

Mindset/competence development

Reward and recognition

## CE Optimization:

Drive continuous Customer Experience Management

Service Performance tracking

Service culture reinforcement

Service Innovation

Process improvement

Continuous Learning

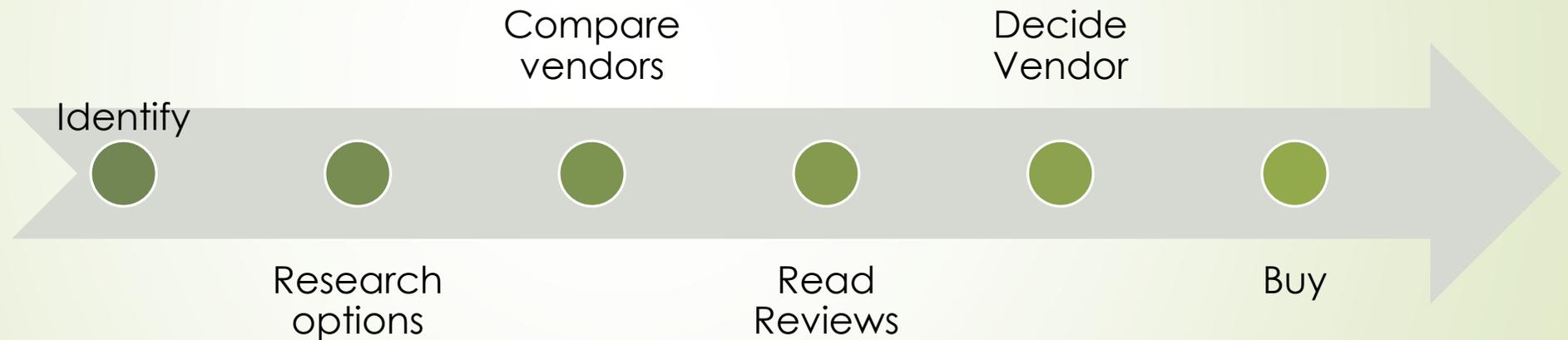


Customer Satisfaction → Customer  
Relationships → Customer Experience  
→ Customer journeys



## Mapping Customer Experience Journeys

- Involves process audit and experience audit
- Should be done in close corporation with service departments (including academic programs)





# Touchpoints

A point of interaction between a person and any agent or artifact of an organization. These interactions take place at a certain point in time, in a certain context, and with the intention of meeting a specific customer need.

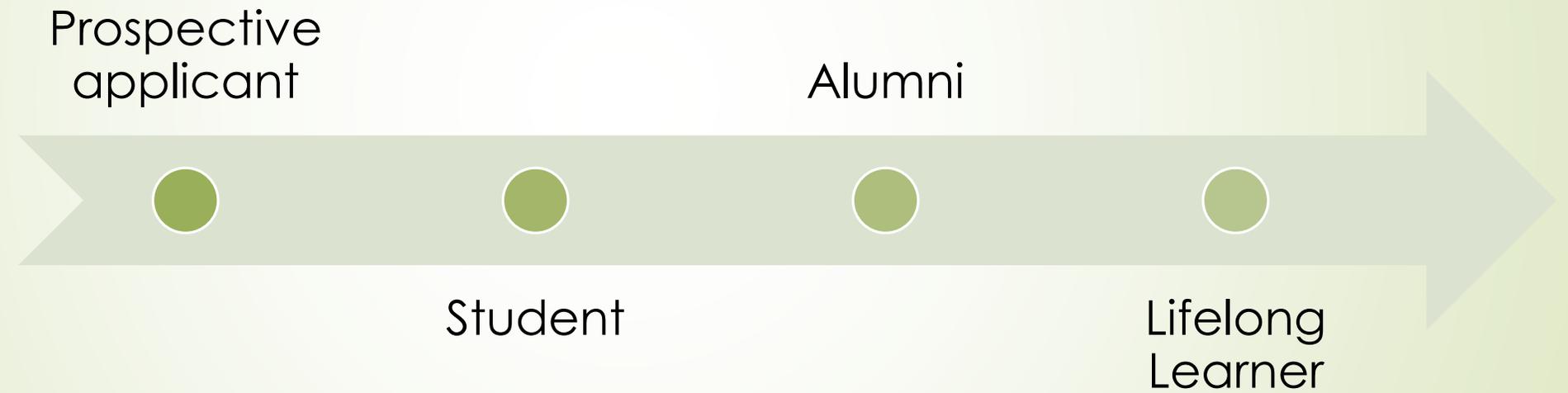
## Channels

A medium of interaction with customers or users. Print, the web, mobile, voice calls, and brick and mortar locations are all common channels for reaching out and interacting with customers.

**Map all these touchpoints on student learning journey and then carefully design the interaction with the students at the main touchpoints**

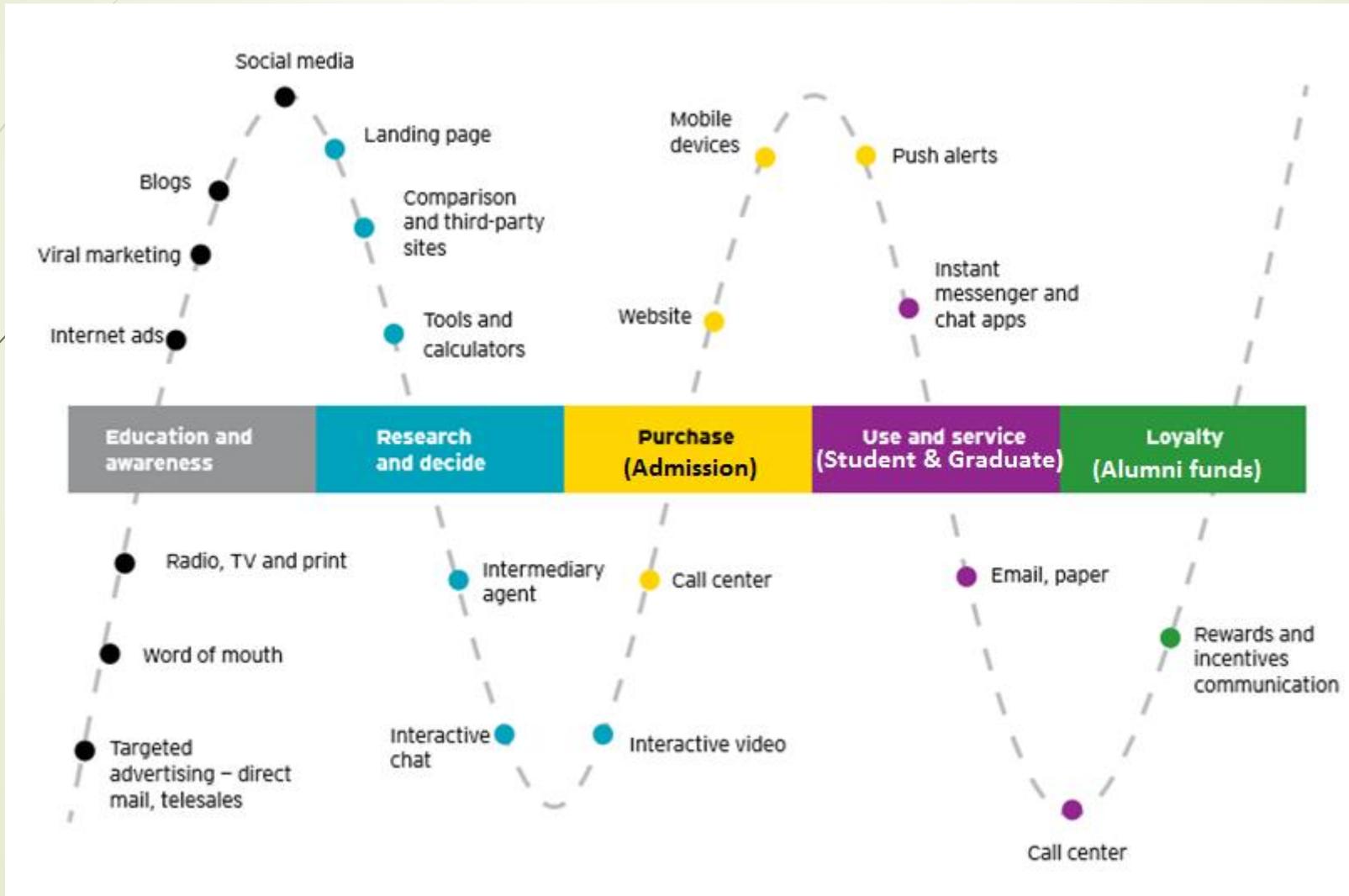
## Students are the most important customers

Applying research that exists on Customer Experience to Student Experience Management.



## Identify- Each unit maps customer experience journeys and engagement points

The Overall Customer Experience is influenced by Customers direct, indirect with the organization both digital and physical touchpoints. Both must be managed effectively in order to maximize the experience



# Sample Form- Service Unit

Touchpoint						
Channel						
Experience						
Improvement						



Each touchpoint can provide us a point of improvement.

Feedback can be through surveys

or

Other methods:

- Learning Analytics
- Feedback Snaps – e.g. using Blue Pulse
- Complaint/Suggestion systems
- Chat logs



# MOE SEM Plan

- ▶ We plan to collect feedback at all important touchpoints through various methods
  - ▶ Surveys,
  - ▶ Complaint system,
  - ▶ Text analysis of chat logs/surveys
  - ▶ Sentiment analysis of big data
  - ▶ Call centre logs



# Immediate plans

- ▶ Student Engagement Survey (e.g. Australian SES, NSSE)
- ▶ Faculty and staff survey
- ▶ Graduate Destination Survey
- ▶ Employer Survey
- ▶ Complaint Management System

# Happiness Maturity Model



<p><b>1-200</b></p> <p><b>Customer is Ignored</b></p> <p>Businesses is capable of receiving and processing customer complaints, but they do not act on the root cause.</p> <p>Only understand customer interactions in terms of their own organizations</p> <p>Critical experience failures are addressed reactively, but not in a systematic way</p>	<p><b>200-400</b></p> <p><b>Customer is Heard</b></p> <p>Market research to segment customers</p> <p>Acquire customer data through various channels (research including benchmarking, mystery shopping and satisfaction surveys etc.)</p> <p>The customer experience is formed through systematic, on-going improvements</p>	<p><b>400-600</b></p> <p><b>Customer is Understood</b></p> <p>Understand the meet and unmet needs of their customers</p> <p><b>Customer experience have been identified and linked to unit KPIs. Business performance is measured on customer satisfaction and behavior.</b></p> <p><b>The key drivers of positive experiences are actively managed.</b></p>	<p><b>600-800</b></p> <p><b>Customer is Engaged</b></p> <p>Quantify and measure CX</p> <p>KPI alignment with CX</p> <p><b>Customer intelligence to all decision makers</b></p> <p><b>Employees training and empowerment</b></p> <p><b>Consistent, positive experiences Shared</b></p>	<p><b>800-1000</b></p> <p><b>Customer is Passionate</b></p> <p>Predictive Analysis</p> <p>Real-Time feedback</p> <p>Personalization (moving on from segmentation)</p> <p>Involve passionate customers in strategy</p>
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## Assessment Criteria (Each criteria has a score of ----)

### Customer service standards and procedures

- Is the information related to service easily accessible to the customers (policies, procedures)?
- Do the employees have easy access to the information which will help them serve the customer better ?
- Is it easy for customers to contact the service unit?
- Is there a system to monitor the effectiveness of customer service training?
- Have the employees been trained adequately in customer service ?
- Were the services objectives formulated with active involvement of employees of the unit?

### Customer measurement

- Are appropriate Feedback collection mechanisms in place ?
- Are employees learning from data collected? Are employees gathering the right data?
- Have Proper sampling techniques been used for Surveys, questionnaires and other mechanisms of feedback (for cases where sampling is required) ?
- Have the service KPIs been accurately linked to what is important to the customer (feedback collected through various means)?
- Has the process resulted in improvement of service where required?
- Could the employees deliver the service according to SLA with the given infrastructure?
- Review of last one year performance of the service to identify areas for performance improvement

### Customer Service Systems

- Have the customer journeys been mapped to appropriate feedback collection?
- Has any risks been identified in the Customer service journey?
- Are there any appropriate risk mitigation strategies in place?
- Has the process been optimized and cost effective?

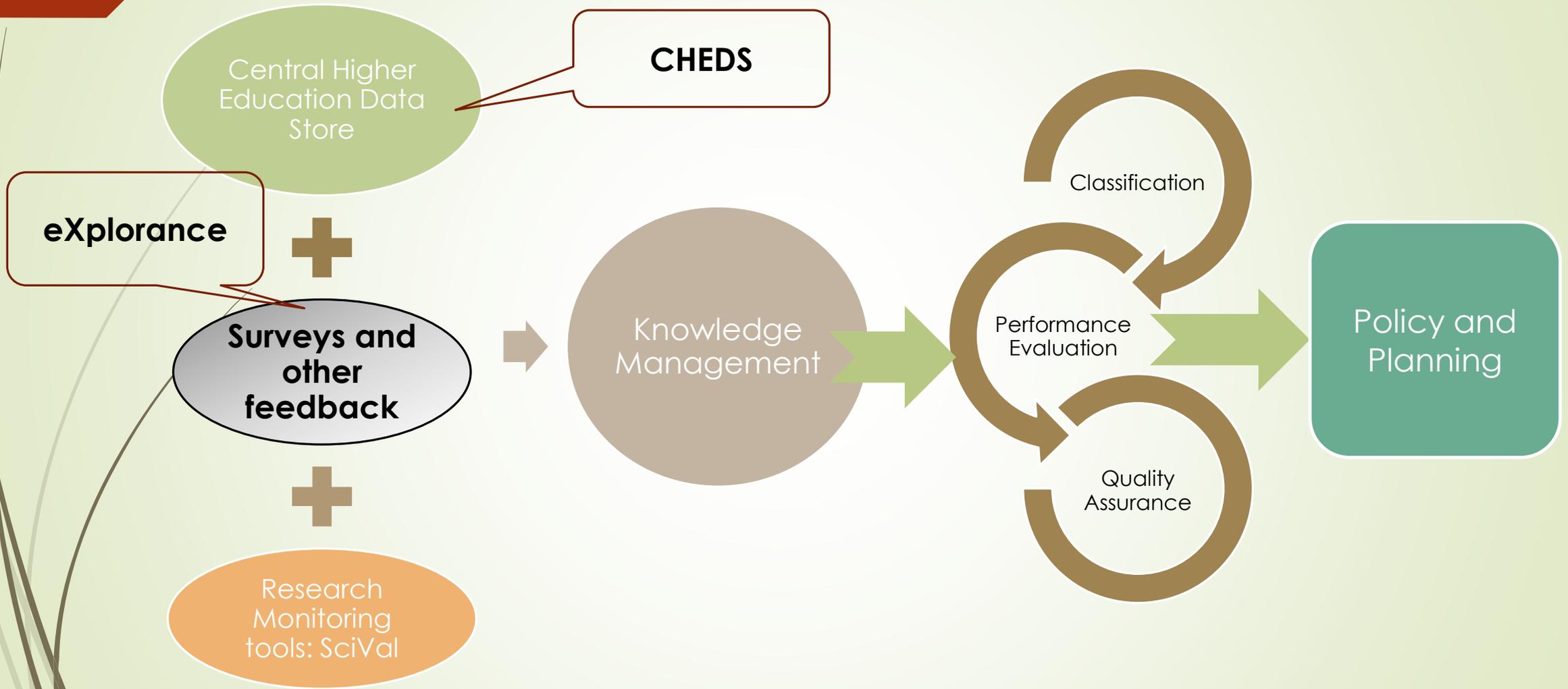
### Customer complaints

- Are there proper mechanisms to capture customer complaints and follow up?
- Does the unit keep a log of complaint and investigates the root cause of the complaints?

### Customer expectations

- Has the customer feedback been used to align product and service design with the customer needs ?
- Do the service level agreements capture customer requirements appropriately?
- Does the unit properly engage with the customer?
- Are there proper segmentation for customers?

# Integrated Model of Classification, QA, performance, planning & policy development



# Example

