Understanding Your Customer's Experience: Journey Mapping and Data Collection
Introductions

➢ Karalee Woody
  ○ Assistant Vice President, Customer Service & Support

➢ Cara Giacomini, PhD
  ○ Senior Research Scientist

➢ Jeff Blancato
  ○ Business Systems Analyst

➢ Shea Jacobson
  ○ Program Operations Analyst

See your resource manual for presenter bios
Our Journey

➢ Leveraging our deep and diverse experience at UW
  ○ As staff (distributed & central), faculty, and students
  ○ Careers have been customer-focused

➢ Last 2 years -- forming new team/area of work
  ○ Integrating research and business analysis into customer support
  ○ Synthesizing areas of knowledge
  ○ Agents for organizational change

➢ This workshop presents our evolving ideas
  ○ A way to think about and represent customer experiences
  ○ A practical approach for starting to apply popular concepts
  ○ Iterative; work in progress
Goals

➢ Understand the difference between Customer Service and the Customer Experience
➢ Understand what a customer journey is, how to map it, and why this benefits you
➢ Understand multiple data collection models
Outcomes

By the end of today’s session you will:

➢ Write your own Customer Experience story
➢ Create a Customer Journey map
➢ Know how and when to collect customer data
➢ Know how to act on the information you have
Customer Experience
Defining the Customer Experience

Customer Service

➢ The assistance and advice provided by a company to those people who buy or use its products or services.¹

Customer Experience

➢ The product of an interaction between an organization and a customer over the duration of their relationship. This interaction includes a customer's attraction, awareness, discovery, cultivation, advocacy, purchase and use of a service.²

See your resource manual for reference list
The Experience

➢ The birth of the Customer Experience movement
➢ User Experience design
“...improving the customer experience must be treated as a ‘team sport,’ involving the coordinated participation of cross-functional stakeholders across business lines and functional leaders, including those of marketing, customer service, sales, operations, HR, supply chain, finance, manufacturing and IT departments.”³
Customer experience is the customer's perceptions and related feelings caused by the one-off and cumulative effort of interactions with UW-IT employees, our communication channels, services and support. It refers to everything a customer has experienced with UW-IT over time: namely, people, places, services, support for our services, and communication about our services.
Customer Experience Example
Customer Experience Example
Activity 1 - Your Experience

Time: 3 Minutes

Format: Personal Reflection

Instructions:
➢ Think about a business with which you recently engaged
➢ Note your thoughts and feelings about the following aspects of your engagement
  ○ People
  ○ Places
  ○ Services
  ○ Support for those services
  ○ Communications (Web sites, email, etc)
Learning About The Customer Experience
Who is Your Customer?

For the purpose of this workshop, we are defining the customer as *the person who uses your services and support.*

Examples of IT Customers:
- University administration/business partners
- Faculty
- Students
- Staff
- Researchers
- Community
- Alumni, clinicians, etc...
Why Learn about the Customer Experience?

➢ Connect service delivery and support to overall business needs and strategy

➢ Avoid the all-powerful anecdote
  ○ The plural of “anecdote” is not “data”

➢ Identify pain points for customers

➢ Know where you are most successful

➢ Understand trends and anticipate needs

➢ Add context
Importance of Adding Context

- Data
- Information
- Knowledge
- Wisdom
# How does Higher Ed IT Learn about the Customer Experience?

<table>
<thead>
<tr>
<th>Academic Approach</th>
<th>Business Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop research questions to test hypotheses</td>
<td>Adopt industry-proven practices</td>
</tr>
<tr>
<td>➢ Educational Technology Research</td>
<td>➢ User Experience (UX)</td>
</tr>
<tr>
<td>➢ Learning Analytics</td>
<td>➢ Customer Satisfaction</td>
</tr>
<tr>
<td></td>
<td>➢ Critical Success Factors</td>
</tr>
<tr>
<td></td>
<td>➢ Key Performance Indicators</td>
</tr>
</tbody>
</table>
**CSFs & KPIs**

**Critical Success Factors (CSFs):**
The outcomes you must achieve in order for your business strategy to be successful

➢ Why do customers choose your organization?
➢ What sets you apart from competitors?

**Key Performance Indicators (KPIs):**
➢ Things you can measure + achievement level

**Example**
➢ **CSF:** Timely response to customer inquiries
➢ **KPI:** Initial response within 1 business day achieved for 90% of inquiries
## Limitations

<table>
<thead>
<tr>
<th>Academic Approach</th>
<th>Business Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Prescriptive processes (“waterfall” - all design done up front)</td>
<td>➢ Academia often resists business language and concepts</td>
</tr>
<tr>
<td>➢ Can become “shelfware”</td>
<td>➢ KPIs may not be aligned across units/processes</td>
</tr>
<tr>
<td>➢ Conducted in isolation; little synthesis</td>
<td>➢ Approaches perceived as at odds with each other</td>
</tr>
</tbody>
</table>
Activity 2 - Learning about Customers

Time: 5 Minutes

Format: Personal Reflection & Share with a Partner

Instructions:
➢ Jot down an example of how your institution has sought to learn about the customer experience.

➢ Share with a partner
  ○ Discuss a strength or weakness of this approach.
How *should* Higher Ed IT Learn about the Customer Experience?

**OUR PROPOSAL**

➢ Start with the **Customer**

➢ Use **Customer Journey Mapping** to . . .

  ○ Describe the customer experience *(Tell their story!)*

  ○ Bring together data from multiple sources/approaches

  ○ Add context

  ○ Identify and take actions
Intro to Customer Journey Maps
Key Definitions

Customer journey:

➢ “...all touchpoints between the customer and the organization, from initial contact, through purchasing, after sales support, and hopefully onto renewal / repurchase.” (Customer Champions)⁵

Customer journey map:

➢ “The illustrated experiences of an individual as a customer of an organization.” (Mapping Experiences, Kalbach)⁶
Why Create a Map?

“Only if you understand the end-to-end journey your customers take for accomplishing a goal are you likely to have the right metrics in place to judge [customer experience] performance. If you don't understand the journeys, you'll rush to judgment with ill-timed surveys, miss important moments of truth and fail to align operational data with customer perceptions.”
Key Elements of a Journey Map

➢ Scenario
➢ Persona
➢ Start and end points
➢ Interactions
Simple Journey Map: Getting Coffee

**Starting Point** = Desire to Drink Coffee

Find a Coffee Shop → Order & Pay → Receive Coffee → End Point = Drink Coffee
**Touchpoints**

**Channel**: the setting in/through which an interaction takes place.

**Interaction**: an event in which a customer and an organization are in active contact; a time when you and your customer “meet”

**Channel + Interaction = Touchpoint**
# Journey Map: UW Email Services

**Persona:** *Retiring Faculty Member*

<table>
<thead>
<tr>
<th>Channels</th>
<th>Interactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Catalog</td>
<td>Finds Contact Info</td>
</tr>
<tr>
<td></td>
<td>Can’t Find Any Info About Planned Service Changes</td>
</tr>
<tr>
<td>Service Desk</td>
<td>Original Inquiry Resolved &amp; Given Additional Info</td>
</tr>
<tr>
<td>Faculty Email List</td>
<td></td>
</tr>
</tbody>
</table>

- **+**: Good Experience
- **-**: Bad Experience
Activity 3 - Basic Journey Map

**Time:** 10 Minutes

**Format:** Small groups

**Instructions:**
- Work with colleagues at your table
- Create a basic journey map using the template in your resource manual
Analyzing a Customer Journey Map
# Health Insurance Purchase Journey Map

## Young Families Segment

The Young Families Segment is primarily made up of 25-35-year-olds with 1 or 2 children. With their busy lives, they rely heavily on the Internet to do their research, whether through their computer, tablets, or smartphones. They primarily talk to friends and family (especially other young parents) to make decisions.

Access to their children's pediatrician is the make-or-break criterion for a health plan. Once that is known, premium and wellness options are also important, as are an easy-to-use website.

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### Touch Point Map

- **Employer Site**: Commercial consumers begin the process by looking through their employers' site. Most Young Families members do not attend employer-sponsored meetings. Individual consumers skip this step, but follow mostly the same process.
- **Health Insurer Site**: The shopping process begins at the health insurance company's site—learning more about the plans and its benefits. If there are plans from multiple companies, each site is reviewed.
- **Google, Third-Party Sites**: Consumers use Google to research non-employer-based options. eHealthInsurance.com is a common destination. This becomes a Moment of Truth, as this step determines whether the research stage ends quickly or continues onto reviewing options outside of those offered by the employer.
- **Social Media**: Facebook is used by about 1/3 of members to ask what providers are best and to get feedback.
- **Friends and Family**: Young Families members search for reviews on the plans. While premium cost is the top criterion, many are frustrated by the lack of useful comparisons outside of cost. Those not using eHealthInsurance.com typically make their own spreadsheet to provide cost comparisons. At this moment of truth, the list is reduced to 2-3 providers.
- **Print Media (The Young Families segment does not use Print Media extensively)**: The process ends when the Young Family member credits through either the employer's site or through the plan website.

**Legend**

- Touch point (Area of interaction)
- Moment of Truth (Critical Interaction)

### Level of Effort (Customer Effort Score) - About the Effort I Expected

<table>
<thead>
<tr>
<th>Effort Score</th>
<th>Far More Effort than I Expected</th>
<th>Far Less Effort than I Expected</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.9</td>
<td>4.3</td>
<td>3.7</td>
</tr>
<tr>
<td>4.3</td>
<td>3.7</td>
<td>1.6</td>
</tr>
</tbody>
</table>

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### Health Insurance Purchase Journey Map

**Scenario**

**Phase**
- **Awareness**
  - Duration: 1 week
  - Goal: Your consumers begin by just learning about the health plan options. The key goal at this stage is to understand how the different plans work, and to develop the list of questions to ask.

**Touch Point Map**

**Employee Site**
- Commercial consumers begin the process by looking through their employers’ site. Most Young Families members do not attend employer-sponsored meetings. Individual consumers skip this step, but follow mostly the same process.

**Health Insurer Site**
- The shopping process begins at the health insurance company site—learning more about the plan and its benefits. If there are plans from multiple companies, each site is reviewed.

**Google, Third-Party Sites**
- Consumers use Google to research non-employee-based options. mHealthinsurance.com is a common destination. This becomes a moment of truth, as this step determines whether the research stage ends quickly or continues onto reviewing options outside of those offered by the employer.

**Social Media**
- Facebook is used by about 1/3 of members to ask what providers are best and to get feedback.

**Friends and Family**
- Young Families members search for reviews on the plan. While premium cost is the top criterion, many are frustrated by the lack of useful comparisons outside of cost. Those not using mHealthinsurance.com typically make their own judgments to provide convenient care. At this moment of truth, the list is reduced to 2-3 providers.

**Print Media**
- (The Young Families segment does not use Print Media extensively)

**Legend**
- **Touch point (Area of Interaction)**
- **Moment of Truth (Critical Interaction)**

### Happy Families Segment

**Goal**
- The consumers have the plan that has mostly finished the purchase. Now, they focus on narrowing down the list from 2-3 candidates to the final choice.

**Purchase**
- Duration: 1 day
  - The final decision is made, and the purchase process completed.

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**Create your own Customer Experience Journey Map**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Duration</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>1 week</td>
<td>Your consumers begin by just learning about the health plan options.</td>
</tr>
<tr>
<td>Touch Point</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase</td>
<td>1 day</td>
<td></td>
</tr>
</tbody>
</table>

**Legend**

- **Satisfaction with Touch Point**
  - Levels: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10
  - Scores: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

- **Level of Effort**
  - About the Effort I Expected: 2.9
  - Far More Effort than I Expected: 4.3
  - Slightly More Effort than I Expected: 3.7
  - Far Less Effort than I Expected: 1.6

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### Young Families Segment

The Young Families Segment is primarily made up of 25-35-year-olds with 1 or 2 children. With their busy lives, they rely heavily on the Internet to do their research, whether through their computer, tablets, or smartphones. They primarily talk to friends and family (especially other young parents) to make decisions.

Access to their children’s pediatrician is the make-or-break criterion for a health plan. Once that is known, premium and wellness options are also important, as are an easy-to-use website.

- **Short Process**
- **Long Process**
- **Do Not Consider Brand**
- **Brand Shopper**
- **Prefers Simplicity**

“*I would have liked Frequently Asked Questions or would like to talk to an online person. I’m not a paper person so did everything online.*” – Young Families Customer

“The only problem is there are so many choices. I’m not sure if that makes it easy or hard. It was overwhelming - difficult because there is a lot to think about and I felt it was hard to figure out what was best.” – Young Families Non-Customer

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### Health Insurance Purchase Journey Map

#### Phase
- **Awareness
  Duration: 1 week**
  - Goal: Your consumers begin by just learning about the health plan options. The key goal at this stage is to understand how the different plans work, and to develop the list of questions to ask.

- **Research
  Duration: 2-3 weeks**
  - At this stage, consumers are conducting research to expand the consideration set. While some choice reduction happens along the way, the primary goal is to broaden the consideration set and determine the final criteria for making a choice.

- **Choice Reduction
  Duration: 1 week**
  - At this point, the consumers have the criteria set and have mostly finished the discovery phase. Now, they focus on narrowing down the list from 2-3 candidates to the final choice.

- **Purchase
  Duration: 1 day**
  - The final decision is made, and the purchase process completed.

#### Touch Point Map

**Employer Site**
- Site: Learning more about the plan and its benefits. If there are plans from multiple companies, each site is reviewed.

**Health Insurer Site**
- Consumers use Google to research non-employer based options. Each website is reviewed.

**Google, Third-Party Sites**
- Consumers use Google to research non-employer based options. Each website is reviewed.

**Social Media**
- Facebook is used by about 1/3 of members to ask what providers are best and to get feedback.

**Friends and Family**
- Young Families members search for reviews on the plan. While premium cost is the top criterion, many are frustrated by the lack of useful comparisons outside of cost. Those not using smallbusinessinsurance.com typically make their own judgments to provide cost comparisons. At this moment of truth, the list is reduced to 2-3 providers.

**Print Media**
- (The Young Families segment does not use Print Media extensively)

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#### Legend

- **Satisfaction with Touch Point (Area of Interaction)**
  - Legend: Bright Spot (High Satisfaction area to promote)
  - Legend: Hot Spot (Importance significantly higher than Satisfaction)
  - Legend: Over Invested (Satisfaction significantly higher than Importance)

- **Level of Effort (Customer Effort Score)**
  - Legend: About the Effort I Expected 2.9
  - Legend: Far More Effort than I Expected 4.3
  - Legend: Slightly More Effort than I Expected 3.7
  - Legend: Far Less Effort than I Expected 1.6

---

Create your own Customer Experience Journey Map.

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**Touch Point Map**

**Employer Site**
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**Google, Third-Party Sites**
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**Print Media**
- (The Young Families segment does not use Print Media extensively)

**Legend**
- Touch point (Area of interaction)
- Moment of Truth (Critical Interaction)

**Consumers**
- Return to the sites of this narrowed-down list of providers to review whether their doctor is in network, and to get a feel for the overall website.

**Process**
- The process ends when the Young Family member enrolls through either the employer’s site or through the plan website.

The final Moment of Truth involves seeking friends and family opinions to understand the quality of service provided by the health insurer. If costs are about equal, this word of mouth is used to make the final selection.
Questions?
Additional Journey Map Elements

- Phases
- Moments of Truth
- Thoughts and feelings
Health Insurance Purchase Journey Map

**Phases**

### Awareness
- Duration: 1 week
- Description: Initial phase for the young family to gather information about the health plan options. The key goal at this stage is to understand how the different plans work, and to develop the list of questions to ask.

### Research
- Duration: 2-3 weeks
- Description: A critical set of steps where the young family members begin the search for health insurance. This phase is considered the first step, but it involves the task of narrowing the list from 2-3 options to 1-2 providers.

### Choice Reduction
- Duration: 1 week
- Description: Young families research the health insurance company site and compare plans. They search for plans with the best benefits and narrow their choices to 1-2 providers.

### Purchase
- Duration: 1 day
- Description: The final stage where the family selects the plan after completing the research phase.

---

**Legend**

- **Touch point (Area of Interaction)**
  - Satisfied: 1
  - Neutral: 2
  - Dissatisfied: 3

- **Moment of Truth (Critical Interaction)**
  - Satisfied: 1
  - Neutral: 2
  - Dissatisfied: 3

---

**Satisfaction with Touch Point**
- 13: Satisfied
- 15: Neutral
- 8: Dissatisfied

**Level of Effort**
- About the Effort I Expected: 2.9
- Far More Effort than I Expected: 4.3
- Slightly More Effort than I Expected: 3.7
- Far Less Effort than I Expected: 1.6
Moments of Truth

Consumers use Google to research non-employer based options. eHealthInsurance.com is a common destination. This becomes a Moment of Truth, as this step determines whether the research stage ends quickly or continues onto reviewing options outside of those offered by the employer.

Young Families members search for reviews on the plans. While premium cost is the top criterion, many are frustrated by the lack of useful comparisons outside of cost. Those not using eHealthInsurance.com typically make their own spreadsheets to provide cost comparisons. At this moment of truth the list is reduced to 2-3 providers.
Quantitative data (about thoughts and feelings)
Activity 4 - Adding to Your Journey Map

Time: 10 Minutes

Format: Small groups

Instructions:
➢ Work with colleagues at your table
➢ Add elements to your journey map using the template in your resource manual
Creating a Journey Map
The process of creating a journey map can take many different forms - *this is only one method.*
➢ Talk to your customers
➢ Ask and **listen**
  ○ what are they *doing, thinking, and feeling*?
  ○ be on the lookout for event sequences
➢ Use pre-existing sources of data
➢ Consider *all* channels of customer interaction
- Look for themes
- Assemble the timeline
- Pay attention to the customer’s:
  - expected outcomes (*thinking*)
  - choice of channel(s) (*doing*)
  - state of mind (*feeling*)
- Identify “Moments of Truth”
iterative
revision
Data Collection
Sources of Data

➢ Surveys
  ○ Self-reported; Quantitative

➢ Interviews and focus groups
  ○ Self-reported; Qualitative

➢ Tool Dashboards
  ○ Activity tracking; Quantitative

➢ Artifact Analysis
  ○ Activity tracking; Qualitative
Surveys: Transactional

- I was satisfied with the service provided to me.
- I was provided adequate information about when my request would be fulfilled.
- My request was fulfilled within the specified timeframe.
- I was able to monitor status online.
Surveys: Population

Experience with IT Help Desk

- Green bar: Staff are knowledgeable
- Orange bar: I receive prompt assistance
- Blue bar: Staff are professional
- Purple bar: Staff are able to solve my problem

Categories:
- NA
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
Focus Group: Internal Processes

➢ Format
  ○ 2 sessions
  ○ 10-12 participants per session
    ■ Responsible for responding to customer inquiries

➢ Activity
  ○ Reviewed list of issues (technology and process) gathered from customer feedback
  ○ Added to list and highlighted high priority issues
  ○ Answered 5-7 questions to provide context for workflows, behaviors, dependencies
Tool Dashboard

Record Handling (Last 12 Months)

- Rejected
- Redirected
- Merged
- Converted
# Audit Record

<table>
<thead>
<tr>
<th>Label</th>
<th>Old</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active</td>
<td></td>
<td>true</td>
</tr>
<tr>
<td>Approval</td>
<td></td>
<td>Approved</td>
</tr>
<tr>
<td>Approval set</td>
<td>07-19-2016 15:25:23</td>
<td></td>
</tr>
<tr>
<td>Assigned to</td>
<td></td>
<td>Cara Giacomini</td>
</tr>
<tr>
<td>Assignment group</td>
<td></td>
<td>UW Connect Metrics &amp; Reports</td>
</tr>
<tr>
<td>Business service</td>
<td></td>
<td>UW-IT Service Management</td>
</tr>
<tr>
<td>Configuration item</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional comments</td>
<td></td>
<td>&lt;p&gt;Hi Cheryl,&lt;/p&gt; &lt;p&gt;I'm copying ...&lt;/p&gt;</td>
</tr>
<tr>
<td>Contact type</td>
<td></td>
<td>Email</td>
</tr>
<tr>
<td>Description</td>
<td></td>
<td>Subject: dashboard for UWFT</td>
</tr>
</tbody>
</table>

Hello Ca...
Bringing it All Together
Activity 5 - Data Collection

Time: 10 Minutes

Format: Small groups

Instructions:
➢ Work with colleagues at your table
➢ Add data collection options to your journey map, using the template in your resource manual
How to Create a Map

Discover

Analyze & Model

Report

Act

The process of creating a journey map can take many different forms - this is only one method.
➢ Tell the **story**
➢ Persuade
➢ Be prepared to answer questions
➢ Be prepared for defensive reactions
Journey Map: UW Email Services

Persona: Retiring Faculty Member

<table>
<thead>
<tr>
<th>Channels</th>
<th>Actions/Interactions</th>
</tr>
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<tbody>
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<tr>
<td>Faculty Email List</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Shares Frustration</td>
</tr>
</tbody>
</table>

+: Good Experience

-: Bad Experience
## SWOT - UW Email Services

<table>
<thead>
<tr>
<th>Strengths (S)</th>
<th>Weaknesses (W)</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Staff/customer relationship</td>
<td>➢ Service information not available online</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities (O)</th>
<th>Threats (T)</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Published Service roadmaps</td>
<td>➢ Brand reputation</td>
</tr>
</tbody>
</table>
Improvement opportunities revealed in a journey map are raw materials for a strategic roadmap. Embed the journey map and the insights it provides into your organization. Examples include:

- Project scoring
- Governance
- Customer Experience (CX) and User Experience (UX) standards
Wrap Up
What’s Next?

➢ Organizational change
  ○ Leadership
  ○ Brand values
  ○ Employee engagement
  ○ Customer connectedness

➢ Part of a bigger picture
  ○ Align with institutional goals
Activity 6 - Workshop Follow up

Time: 5 minutes

Format: Discussion

Instructions:
➢ Based on what you learned, what is one thing you will do:
  ○ Next Monday
  ○ Next Month
  ○ This Year
Workshop Evaluations

➢ Seminar Evaluations available online and on the mobile app
➢ We appreciate your feedback so please complete