

## **Everybody else is doing it so why can't we? Drawing on Customer Experience Management Literature and practice to improve Student Experience Management at Nottingham Business School**

### **Workshop Overview**

The HEA (2014) pointed out that student experience management is an under researched area however in contrast within the business literature there is a growing body of literature which conceptualises and offers insight into customer experience management. In business the increasing complexity to create, manage and control the experience and journey of each customer has focussed attention on customer experience now widely regarded as a top managerial priority (Accenture, 2015). Within HE similar interest on Student Experience is evident, the current conference being one of many indicators of this interest.

Temple et al (HEA, 2014) define student experience as '....the totality of a student's interaction with the institution ... how institutional management decisions on operational matters are affecting this experience, rather than on teaching and learning activities.' Similarly with the customer experience literature Lemon and Lemon (2016; 70) define customer experience as a '...multidimensional construct that involves cognitive, emotional, behavioural, sensorial, and social components'. Taking this stance leaves student experience as an all encompassing construct which requires attention beyond the activities within the classroom however much of the student experience literature centres on the classroom experience.

With this in mind, drawing on customer experience literature a framework has been developed to provide a means to provide a more holistic approach to managing and delivering student experience initiatives as part of the work of the Nottingham Business School Student Experience Task Group. An initial application of Nottingham Business School (NBS) is provided which displays a comparison between established areas of attention within customer experience management with a corresponding application to student experience management and the relevant activities to date within NBS. The workshop will explore the areas identified below and provide an opportunity for participants to apply to their own institutions and identify gaps in student experience management activities.

### **A framework for Student Experience Management**

<b>Customer Experience Topic</b>	<b>Customer Experience Application</b>	<b>Source</b>	<b>Student Experience Application</b>	<b>NBS activity</b>
Drivers of customer experience satisfaction	Understand drivers of customer experience	Verhoef et al (2009)	Dean and Aftab (2015) study on the drivers of student 'happiness' identifies the top 10 factors	Initial focus groups, student experience statements identified

Measurement	Net Promotor Score (NPS) Customer Experience Scale	Klaus and Maklan (2012), Kenningham et al (2007)	Application of measurement techniques to student experience	No specific student experience measurement however NSS/PTES Teaching satisfaction scores Course satisfaction scores
Journey Mapping	Mapping touch points and understanding the effects of multiple touch points	Baxendale, Macdonald and Wilson (2015)	Map the student journey and identify priority touch points in delivery	Gap
Brand and Semantic Transformation	How the brand values and translate to and are evident within the customer experience	Clatworthy (2012) Verhoef et al (2009)	Are the school's values evident in the student experience? Is the university brand a moderator of student experience?	Gap
Internal Firm Perspective	A customer experience response orientation (How well IT, marketing, operations, customer service, etc connect to drive the experience)	Lemon and Lemon (2016)	The connection of various university functions and student data to improve the student experience	Dashboard Course Leader/Director role aimed at leading student experience
Partner and Network Management	A network perspective which accounts for the broader ecosystem in which the experience occurs	Lemon and Lemon (2016)	The extent to which institutions beyond the university impact the student experience (SU, Landlords, medical practitioners etc)	Ad hoc influences, no formal network identified nor analysis of the wider ecosystem

The workshop will help those interested in managing and development student experience to expand their understanding of student experience beyond the classroom. Drawing on the customer

experience literature a student experience framework will be provided to apply to HE institutions which in turn help identify current activities and potential gaps in student experience management.

### **How will the workshop be delivered?**

A powerpoint presentation will first provide a definition of student experience for discussion and feedback.

Framework of student experience management will be presented and will be applied to Nottingham Business School and explanation and justification of the topics selected provided.

Participants will then be asked to apply this framework to their institutions will be able to take away this approach for discussion and potential application to their institutions.

### **Take Aways**

- Whilst not always directly applicable, Customer Experience Literature can guide future approaches to Student Experience.
- Student experience goes beyond the class room however the class room and predicted outcomes are still important.
- We can draw on customer experience and practice and literature to create a framework for student experience management activity.
- Customer Experience Management is extremely complex and requires full strategic and operational attention and focus, organisations are increasingly responding to this need. If universities are to do the same a similar approach is needed and the framework developed here can help develop a student experience strategy.

### **References**

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