

Your customers already told you what is broken. The record is sitting in support.

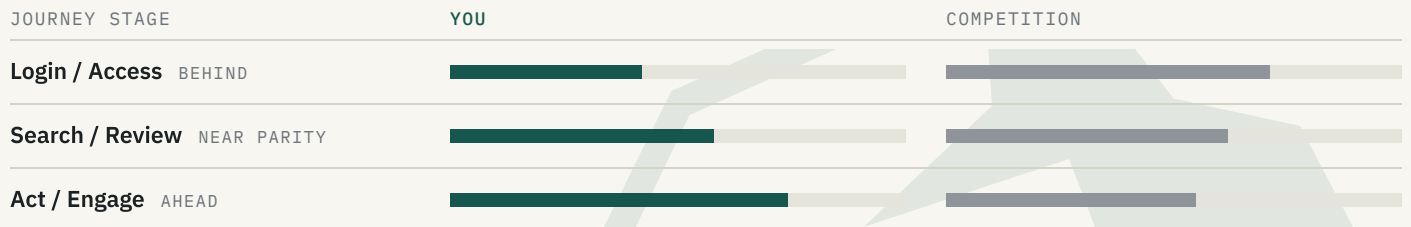
Most customer experience programs measure satisfaction and stop there. A score tells you something is wrong. It does not tell you why, what it costs, or what to build. I treat customer feedback as a primary source, find the failure behind the number, and price it. Then I build the fix.

01 · THE STATUS QUO

Benchmarking

A standing engagement. Tells you where you stand, and what deserves a closer look.

Usability, trust and loyalty scored against named competitors and the category, on a repeating cycle. The first round sets the baseline; every round after it is a direct comparison, so a change in the number means something. The industry instrument is licensed and included. Its purpose is not the report. Its purpose is to nominate the journey worth investigating.



Illustrative. Stages and scoring are set with you at kickoff, and the read repeats every cycle.

BELOW THE WATERLINE

02 · THE NUMBER

The Deep Dive

An ad hoc engagement. Explains one failure completely, and prices it.

One journey, question or subject, investigated over a quarter through six perspectives. It opens with a scoping pass that nominates the target and scopes the work, credited back if you proceed. It closes with a defect somebody can fund.

QUANTITATIVE	QUALITATIVE
Product Analytics usage, funnels, error rates	Voice of the Customer what broke, in their own words
Friction Analytics contact volume, handling time	Voice of the Employee what the failure costs to absorb
Financial Analytics conversion, refunds, revenue at risk	Voice of the Department what blocks a known problem from a fix
<i>All six, every dive. The finding lives where they contradict each other.</i>	

TAKEN FURTHER, WHERE IT NEEDS IT Ad hoc surveys · Journey audits · Competitive analysis · Social listening · Activity audits · User interviews · Churn analysis

WHAT THE DIVE LEAVES YOU HOLDING

- 01 A prioritized friction register. Every category scored and ranked by impact, not by volume.
- 02 A costed defect brief, written for the person who has to fund the fix.
- 03 User stories in your backlog format, with acceptance criteria, ready to be picked up.

AND WHERE A FIX IS WHAT IT TAKES

A reporting site, an internal tool, a support assistant. Prototype or production, scoped per build. Often the blocker is not will, it is effort, and a working thing turns a roadmap argument into an approval.

Engagements are scoped to the business. The cost is set against two things: the team this would otherwise take, and what the defect costs you every year it goes unfixed.

TWO ENGAGEMENTS THAT WORK TOGETHER. NEITHER REQUIRES THE OTHER.

CASE · FANDUEL RACING · 2022 TO 2025

The score everyone thought we had to accept.

A quarterly benchmark handed FanDuel a poor score on Login. Every login runs a location compliance check, and a gated path is supposed to feel heavy, so the number was widely read as the cost of doing business rather than a defect.

Survey detractors were segmented by their own support history: none, unrelated, relevant. Reading the complaints behind the low scores showed the check failing users at state lines, inside states where play was legal. Location issues were two percent of case volume. Ticket volume alone would never have surfaced it.

“The app always thinks I’m on the other side of the river.”

A CUSTOMER, IN A SUPPORT TICKET

REACH

57%	of all uniques received at least one location failure while inside a legal state
42%	of the target population lives within five miles of a state border

SUPPORT

6%	likelihood a user contacts support after the error. The rest leave quietly
4%	churn within 72 hours of a location-related case
-8%	CSAT on those tickets against the global average
8th	highest contact category, and location troubleshooting was the most viewed knowledge base article of any article

IMPACT

-\$42M	estimated annual revenue loss from location failures at legal to legal state boundaries
-13%	loyalty among users close to a border
\$27M / \$7M	recoverable through two product changes

The user story went to product and drove change at the regulatory vendor level.

Regulation barred agents from fixing it in the back end, so nobody could solve it on the call. That is why the contact rate is the most damaging number here and not the least.

WHERE THE METHOD COMES FROM



AARONZEANAH.COM

The method, written out in full.

I was trained as a historian, and the discipline is to read an account against its own interest, then make it count for something. Testimony that is never quantified stays an anecdote nobody funds. A number that is never qualified stays a chart nobody can act on. The Login score had been explained away for quarters because it was only ever a number.

THE SEQUENCE THAT PRODUCED IT

01 Benchmark Score the journey against the category, every cycle.	02 Analyze Find where the detractors' scores actually come from.	03 Contextualize Read the primary sources sitting behind the low scores.	04 Structure Six lenses on one journey, numbers and testimony.	05 Cost it Price what it costs to leave the defect alone.
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FIGURES ARE MY OWN ACCOUNT OF WORK COMPLETED AT FANDUEL. THE UNDERLYING DATA IS FANDUEL'S AND IS NOT REPRODUCED HERE.