

Information Development World, San Jose

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Good morning everybody. Good morning. Hi. Welcome to Information Development World 2015. Yay
[APPLAUSE]

All right. I'm so happy to see you guys this morning I hope you had no traffic. [laughter] No traffic.

Absolutely. Thank you, thank you, thank you, I have so many people to thank I feel like it might be an academy award. Thank you for coming. How many of you were here last year? We have newbies this year, excellent. We have over 400 people here, wow. Yeah. They are not all here yet I think some are sleeping. 13 countries. Pretty good, huh. Right some as far as away as India so there's lots of new people to meet and we have to start by thanking our Diamond sponsor, those who know me know I have a special place in my heart for Acrolinx. They are our diamond. Find out about their amazing software. We also want to thank you, they are located across the hallway make sure you go to their booth and say hi to everybody. Then we have lots of gold sponsors you can see all of them. We even have lots of silver sponsors we have lots and lots of sponsors we want to make sure everyone sees and gets to know and thanking we have tools, individuals, agencies and a will the partners who have helped us spread the word. Some are here, some are not. We want to thank you everybody. Thank you everybody. We have an amazing team of volunteers, they are here to help you, make sure everything goes well, everything has plan, going according to plan. If you need help look for someone who has that logo.

Notice I don't have the shirt on with the logo. [laughter] by design. If you see me and need anything please just holler. Hopefully. I have a few tips on how to get the most out of the conference. The first thing I really want to stress is to meet new people. If you are just here and you say with your colleagues, the people you came with and don't venture out or shake a hand or or say hello to someone new you are missing out on a great opportunity. If you are standing in a group and someone comes over open up a space. If you are by yourself and you get another person by themselves, go over, say Val sent me. It is a good opening line Val sent me, anyone will talk to you. So make sure you do that. Take this opportunity. Step out of your comfort zone. We have eight tracks, which brought together technical communications, marketing, training support, content engineering all different people from all different facets of content here. Step out, go in a session in a track you are not accustomed to, why not. You may learn something completely new that could change your trajectory. Most of all please have fun. Because that's why we are here. We are here to have a great time, learn a lot, meet a lot of new people. Speaking of fun, where is Mr. Abel, he is the man in charge of fun. Thank God. [laughter]

[APPLAUSE]

>>Scott: Thank you, good morning ladies and gentlemen hope you are all well today and free as I am. Anyone see me on this podium a few years ago I started off by saying I'm dripping with sweat. Yeah that's exactly it. I'm not dripping with sweat nor am I contagious as hell, hope neither of you are all either give a big applause for germ free Information World Conference. I want to take a little look at the agenda ahead today to give you an idea of where we are going. Most of this information is available on the Web. We have keynote presentations the first thing this morning, an hour long break for networking, get some snacks, some nutrition. Then we will go into breakout sessions. Our first part of the program occurs at 11:30. At lunch today, in this room, we will also have CERA awards, customer experience recognition awards, they are meant to give kudos to people trying to do great work, not a contest necessarily, just looking how do we reward people for doing great work and encourage them to do more. Please give attention at lunch today. Breakouts throughout lunch today and a great closing session who will tell you a heartfelt story that relates to a lot of what we do in helping other people using content around the world in emergency and humanitarian situation. Tonight we will also have a networking reception brought to you by Mind Touch you will be in the hallways, you will be able to meet the vendors, mingle, have wine and beer and snacks before you go to dinner. Also a woman in localization reception tonight if you are interested in, in localization, let them know at the registration desk. We have a few seats left in the event tonight. Without further ado, you know all about the reception. You might not know about dinner though, unlike San Francisco or other major city San Jose is more spread out. Where we are at isn't as walking friendly as other cities might be. You may have to venture out on your own for dinner, we recommend you get together with people as Val suggested, Uber a taxi over to a restaurant. Also a steak house here, it is limited in size, if all of us try to get in there many of us won't eat. There's that. We are using new technology today trying to do a blend of three technologies, this is because we are not afraid of technology, which might be a bad thing. We are trying to introduce three things you see captioning across the bottom of the screen. Live in the room but also remotely. Also using a technology called iBlink which allows people to make slide decks social. If you dial in url ldw.iBlink.com you will be able to comment on slides during and after the conference. So will people at home. What's interesting is we may present a little summary tomorrow of the activity that occurred amongst the people here, the people who shared, the people who consume the content start to learn what's the most interesting slides or statistics that people thought was interesting to capture. Kinds of comments. This is a new technology, experimental go to ldw@iBlink.com we will have prizes for presenter with most popular slide and most active iBlink user, thank you. But before we get started I want you to do something for me. I need everyone to stand up very quickly, stand up. Thank you for doing this. Now I need you to do two more things, everyone turn around and face the other way. I want you to talk to the thousands of people at home watching you right now on the live broadcast by saying hello -- all right. Thank you very much. For the people at home, thank you very much everyone. So we're broadcasting live, that's brought to you by Acrolinx. Each of the sessions that are in this room will be broadcast so that you can watch them later and we will make those videos available to you as well. All right. So we have technology switch-aroo from one laptop to another, we are

going to give a big round of applause to opening keynote presenter and then switch laptop, this is anticlimactic for about 30 seconds, is Brandon Schauer, head of Adaptive Path at Capital 1 has a great story about the importance of customer experience, which is why we are all here today. We will hold our applause for just a second, if we can switch them around. Brandon.

[APPLAUSE]

>>Brandon: Hello and welcome. I'm super excited to be here, thank you so much Scott and Val for having me, I love to talk about customer experience, it is where I spend all my time thinking, observing, passionately trying to improve. Let's see, to get started what in the world is Adapted Path, it was an independent design consultancy almost a year ago required by Capital 1 up to that we had been design firm for about 14 years independent they did the things like coin the term blog, define the context of highly interactive things we take for granted now on the Web that makes things like Google maps highly interactive without having to press refresh and wait and wait and download. We have done a lot to push mutual experience, customer experience and share that in the world. One of the great pleasures of being here today, hear what works and doesn't work and feedback from you. So let's get started a little bit with me trying to create a little bit of an experience and I'm going to ask you to do the same thing again, standing up, we are not going to wave. Stand up just for a second and you are going to listen now to the rest of my instructions, listen to all, let's see three parts of it I think. One, you are going to find a partner then you are going to introduce yourself to this person, you are going to either give them, oh I don't know fist pump, high five or come up with your own secret handshake, whatever the kids are doing these days. This is the very important third instruction, you are going to give your attention back to me. It is going to be very hard, just meet someone but give your attention back to me. I'm going to give you 30 seconds to do this real quick, find your buddy, introduce, handshake, get back to me. All right. And now you can sit down. I told you it is going to be hard. You just met someone, you are very fascinated. All right. Look at that I totally lost your attention. Back to me, back to me, back to me. It is all about me. All right. Thank you everyone. One of the great things about conferences, for those in the room, is to be able to meet other people, boom you just did. Got over that first uncomfortable hump of meeting your first new friend hopefully. Now you have a secret handshake, whenever you see them around the conference you have a way to break the ice again and get back into the conversation. A great thing with conferences is it is not a zero sum game. When I share knowledge you get it all, I don't lose it. Same thing, people you just met are so excited about what you do, want to share ideas, want to learn what works for you. I'm here to share what has worked for me. We are going to start off with another experience, talk about creating experiences, this one is coming out in a Star Wars movie. Look at what's really happening here. Two kids are interacting with a new form of technology, essentially a robot made into a toy. This robot is making own decisions essentially. The kid is trying to touch it, the surfaces around it. Perhaps screams, this is all based on universal content Star Wars is creating, continuously new characters, new types of stories, fan content as well. Somewhere between, is it somewhere between delighting them and really freaking them out? I find sometimes we test out new technologies on prisoners, elderly and children. I think it makes us

more comfortable to do it that way. My point here is -- okay. My point here is like the famous William Gibson quote "future is here just not evenly distributed. " there are points you just look around and go oh that's how the future is going to be. We are going to have to learn how to interact with robots and give them kind of human qualities, going to assume their human life in terms of how they are interacting, making choices, run away from us in that case.

And we're going to use all of our human wet wear, brain and emotions to figure out how to deal with them. I want to show you another moment I had a couple years ago when I visited south Korea, this is in a train station in Seoul, what you are going to see are people assembling a new type of retail experience, instead of going to a grocery store they are putting shelves, virtual shelves into a train station. South Koreans are second longest working, longest hours of any nation in the United States, or excuse me any nation in the world. So the idea of spending an hour or two hours on your weekend, on your personal time to go to the grocery store and do that for your family isn't maybe as appealing as doing something like this. So it is interesting how it has been diagnosed to fit in their life. Here is how it works is you go up to this very flat screen or flat display, you use your phone, QR codes to scan the items you want. You use e-commerce system on the phone and take a picture like that, virtual shopping cart, the very real product is boxed in a very real box to a very real truck and very real person then delivers it. Because you want very real food at the end of the day to eat. So this was actually developed by um a subgroup of large retailer I think based in the US, systems called Home Plus, I think it is really surprising. I think it is different. I think it is one of those moments oh okay experiences are going to be kind of different in the world, in the mobile world when I saw it.

And I want to point out the things I think are really interesting. Number 1, it makes money. To have a great experience it has to be economically feasible. I love to create delightful, wonderful human experiences for people, but even if it is a non-profit it has to be economically possible. So that's something that's really important and I can go through that in a couple -- in-depth. Home Plus was asking this question, how do we increase sales volume without adding more stores. They were the second biggest grocery in south Korea and like okay how can we increase sale volumes without adding more and more stores. That's an assumption we kind of want to reverse. What can we do instead? They came up with a very interesting solution of using train stations and other public spaces as their virtual grocery store. I like it because it is integrated and scalable. They use a lot of logistic capabilities they already had just kind of put a new interface on top of it. If you scale very quickly they can add other train stations, other locations to it. If humans in the right places, you have to have humans deliver it, humans for customer solver for any problems, those sorts of things. It made sense from that perspective. There is not a lot of touch points, but it still makes sense, very conscious in choosing the phone, the location, those types of things and I like this very much. It can fail. They could try it out and just reverse it out okay we can still have e-commerce mobile platform, but we're not going to do displays like that anymore. Often times when I've seen other people see this that video is actually available online there is a lot of talk, oh aren't QR codes cool! But even in the past year or so QR codes have started being placed with new technologies, so that you can sway your phone near something to scan, these types of Apple Pay interactions, so it is not really this that's

interesting. I hope we can all agree, it is these kinds of things that make this experience different and interesting.

And that's why I want to talk a little bit about, the title of this talk is The Case for Customer Experience. What is it that makes customer experience a viable perspective, a way we should all think about developing things, the way businesses, organizations, brands, should all be thinking about how are we delivering things for the customer is through the experience. So here's the situation, I largely see, this is one of the obviously this case is far good customer experience, recently a bathing company asked some questions of leading organizations to understand customer experience and their role in it. They asked 362 firms this question um, are you customer focused? And 95% of those firms said yes. Okay first of all I think it is very brave of the 5% to say, not so customer focused but also I think this shows how easy it is to give lip service to it. To say we care about the customer, to say we understand the customer. So then they ask, okay well do you deliver a superior customer experience? Is it better than your competitors, 80% of them said yes, we deliver a superior customer experience. Now whenever 80% say they are above average, it is a little suspicious, right. Yeah. Okay. So that's all well and good but they then, they had the smart idea of saying okay let's go and ask your customers. Isn't that embarrassing now? And so how many customers do we think agree that the companies that said they were delivering superior customer experience, the customers agreed. 115? It is actually 8. Now that's embarrassing, right. But also for all of us in the room, this is great job security. Right. This is how badly organizations perform relative to where customers' expectations are that we don't serve them well, we don't really focus on them, we don't deliver experiences that they think are superior or great. And so this is a nice grassy green field not just advantageous for our careers and the ideas we want to float in this, but also a green field for businesses. Those who serve customer really, really well are going to be rewarded. So I think why I'm very passionate about this is you start to, very high level to break this down. There is two parts to this, what's going to be really good for business and what's going to be really good for people? Serving people well. I remember my very last day, very last class at business school and the professor, the Dean of the school stopped and say, we went through our notes really quick, shouldn't we have learned this? Then we all quieted down again and said this is (whispering) that kind of depressed me.

And so I did a lot of reading of business leaders I respected and I finally came to the perspective that the purpose of a business is to serve people. Is to have a customer. If you do that really, really well the financials are the purposeful byproduct of doing that well. It is the score that says you've done that really, really well. When you get those confused that's when you run into that 92% of other companies that are somehow making it but probably aren't performing at a high level. So when I look at this set of things about the Home Plus solution, when we label them categorically what are they about? About delivering value to the customer and in return the business gets value. About having a systems approach, about understanding people, including people in the experience, about understanding the customers journey and having some flexibility. If we look at these things, yes, just like that diagram before some of it is more on um the business side of how do we run the operations? How do we deliver value? How do we get that value out back from the customer? Then the other side is how are we treating people? How does it work?

So let's start a little bit about with the business side. I think Home Plus is a great example of understanding great experiences has to work, on the left side typical approach. The normal approach to grocery stores is have a retail store, put the product in it, the customer comes in and select it is off the shelf versus virtual stores that we just saw.

And these are estimates that I've generated just to understand it but I'm told from folks in the grocery industry they are not far off. That I know um for every dollar that you as a customer paid to a grocery store about 89% of that is for the product. Right. So the grocery store only has 11 cents work to work with to cover everything else. So let's say two of those pennies or 11 cents are for labor, for people stocking the shelves, clerks, marketing, circulars, those types of things. Penny for overhead so the boss can get his or her take. In retail it is location, location, location you have to have the right store, right space. You are going to pay four pennies for that let's say. That leaves you 3 pennies per dollar. Actually it is even thinner than this normally in grocery sales. So I'm being really, really generous. Let's look at the virtual store she was and understand economics there. I will start with what is reflected from retail store sales, what has changed is location. We don't have a location. The location is really the same as marketing you are paying for. So we get to move all that down to profit. That's kind of cool. They changed the experience, they've actually made it more appropriate for someone with a really busy life and they made it more economical so it is a 3% profit margin, retail store, 7% profit margin for these virtual stores. So you do, but I'm saying it is much lower, the question is you have to pay to pay those things up in the train stations, yes it is marketing dollars that are working the same as if you were putting owl sale circulars, much, much lower cost than actually having a physical retail store. So I can imagine and I think it is true fairly well for Home Plus they were able to grow sales without having to add more stores. It has been something that fit into people's lives and it is continued to show up in things like bus shelters, in other places where people naturally stop, have a moment and can do some shopping. But I think the important thing is this, if the value for the business, this value we were just talking about is only created when we serve people what's working best for them. Otherwise they March themselves, their time and their attention and their money to somewhere else that works better for them. So the math could all work out, but if isn't serving people, if it doesn't fit into their experiences, into their lives, it doesn't. So I want to use this as a new perspective to talk about the importance of experiences for business. You can take something as simple as a greeting card, right. It is made up of the words that show up as ink and paper. But we don't pay for ink and paper. Just like when you go to Starbucks you could have gotten that coffee so much cheaper at home. But you are paying for something different.

And in case of a good greeting card where we pay, I don't know like a card is like what 8, 9 or 10 dollars sometimes for those really nice ones. You are paying for this idea of feeling love. I want to touch someone, I want to help them know that they are special and I'm paying not for the ink or the paper. I am paying for those great words and the feeling that I am creating in a connection with someone else.

And that is worth a lot more than the ink and paper. So when you look at it this feeling loved, it has to fit within a journey that you as a person from if left to right go through a journey of things getting better over time eventually, worst over time, normalizing, back to high points or what we call peaks in the experience,

you have to realize an occasion on the far left is even happening. You maybe compose that card or start to send it and that starts the warm feeling of what someone may feel when you deliver it. There's a long way maybe if you are sending it in the mail. There is a peak point of that person receiving the, the card and that rush of emotion. Any guesses on what that next peak is? They call and say thanks. So that return feeling you get of someone saying oh I love that card you sent me. That's how you, as the person buying and sending the card, get value in return. So we can take a lot of experiences and think of it from this way. Uber for example is a service to get yourself transported from Point A to point B by a taxi sore some type of vehicle. When you look at it just as parts it is um a mobile device plus GPS services so they can find you. The service provider and that person's vehicle and it is this dispatch service in the cloud. One of my favorite things is the change between old way of taxis, you remember calling up the taxi service and them being really mad at you it seems like just for calling? And then they say they are going to send some car to you and then 10 or 15 minutes later and your flight is about to take off and you are wondering if they are ever going to show up, you have to call them back. Uber is a wonderful promise, two people, the driver saying he or she is going to pick you up, you saying you are going to be there and pay for it. And so what's really happening is this sense of confidence. I know I'm going to get there because someone, I don't know this person's name, driver and location, I see they are on their way coming to pick me up, there is map showing me that on the mobile device. That's happening. And the interesting thing about Uber is kind of like thinking about um red flag, first time use and getting used to it. There are some weird things, you step out of the car without paying. It just happens via the mobile device and credit cards, so there is no last minute exchange of moneys. But I find people really great moment for Uber is when they get to show it off to someone else, almost built off advocacy, someone showing it to someone else, look the magic I can do. That's really interesting. We can keep on going and naming them, lots of great examples like this. Air B and B doesn't own a single retail, own a single hotel room but they have this idea we want you to feel like you are at home wherever you are in the world. We want to give you that sense of control of knowing what's going to happen, this is going to be a lovely travel experience even though it is not with a brand name Marriott, sorry Double Tree [laughter] -- -- but they are going to figure out this experience for you and make it lovely. Netflix also another example, give you total control of most pleasurable experience now you don't have to anticipate and say I think I'm going to want to watch a drama two days from now and have it sent to you in the mail. You can wait for the moment and then figure out what to watch and do everything they can to suggest the right thing for you. So more and more it feels like it isn't the ink in the paper that you are buying. It is the experience, it is the product. So someone is not paying for that tank gill item so much anymore as the experience they are having. That's what they want to buy. If we look at this idea many organizations start off with data. What do we own, what do we have, how do we operate? We need systems to keep that data clean, normal, accessible, protected. On top of that then products. These are the things that we use data systems in different ways to present it to customers so that they can buy it. It is an understandable form and format. Those products then get distributed through channel. Web, mobile, physical, retail stores, train stations. And those different points in the channel are touch points between the customer and the product and the

brand. That leaves the customer. Right. The interaction between the customer and this touch point is the experience. The trouble is that most organizations approach it very similarly to the order I just laid them out in.

And so the experience got thought as the very last mile of getting a new product, a new service for market. And so I think it is our jobs in this room to help flip that. Because from the customer perspective this is the first model. From a customer's perspective, if it works really well, if you think about it, customers shouldn't see all these things below. From customer's perspective, experience, see touch points they choose to use and the rest is just. It is when you see all those seams, when you start to feel there is the systems and products you have to figure out and you have to figure out organizational structure, I heard someone refer, organizational underpants are showing. That's why it no longer feels like magic, when you are part of that 92% you are not delivering superior customer service. How do these things happen? So there's a lot of time spent on okay what does that screen look like? What does that flow look like? Very important job to help figure out just how to get something simple done, checking a bank balance. Or booking a hotel room. Getting a ticket to an event, right. These have to work, they have to be done well but we also have to realize these fit into the longer journeys that we were just walking through. The moment before has to lead to the next moment, which may be in the same channel or may not be, lead on to the next moment so the customer can actually get done with what they are trying to do, really trying to get from Point A to point B, I don't have to talk to a dispatcher to do that. What is the best way of getting me there? Actually incredibly well-written media post by a guy named [Name?] who runs community and some other efforts in Adobe. And he talks about a new class of company out there. That's often data driven but what they're really doing is being able to add a layer of convenience between the customer and all those underlining services to improve people's lives. So like Uber, like Air B and B how do you just figure out the journey that someone is really trying to go on and get them there? And everything else behind it is suppressed, you don't have to understand all the logistics that went on. This is how the magic is created. Those who don't do this well just become part of what is called the API to that great experience. They are just, the brand theories start to think of it from customer experience stand point and start to connect the dots or the ones that are going to own a lot of the customer relationships. There is no longer fragmented itemize the experiences I think still called app chains where you go on mobile phone oh there is music playing, wonder what song is playing, oh it is that song. Going to jump over to another app to see more about that artist or song, now preview through music service, down load it and use another service to listen to it. Instead some organizations or brands just figuring out how to do that all in one. You don't have to work so hard because we are figuring out what you are ultimately trying to do. So below this experience level, this journey level though is the idea of what we often term service design of how do you get all the players and parts lined up, on the journey you want to create. This is a very different way of doing business. 80's, 90's a lot of focus on business process re-engineering. Introducing technology into business and so there's this re-engineering and huge efficiencies made by moving to supposedly paperless office, we had to rethink what is the best way to run that process. That process is no longer the most important thing. What's now dominating is the customers process, the customers journey. How do we wrap the business around that?

Because that's who the 8% are going to be who are serving people superiorly. The organizations who are able to wrap their business, their processes around the way people want to live their lives. The way people want to engage. So let me give you a couple examples of thinking about this customer journey, we worked with Exploratorium Science Museum in San Francisco, left side is old space they had by palace of fine arts, way out of tourist way. Moving here to Pier15 just a little walk from the Ferry building in San Francisco where a lot of tourists will be and tripled amount of space we have. Oh we are about to move there in three months, what is the experience really going to be like? We worked with them, broth in people from marketing, from technology, from the space design, the exhibitors, they have what they call explainers that explain the science going on. We mapped the experience with them, producing this artifact so they could start thinking about the entire journey and realizing things like oh okay well we are helping people understand the museum exists, but how are we making sure they are getting there? How are we making sure they know they can use mobile ticketing system to cut the line when they get to the building and go right in. Are we connecting all these points to one another so the journey is fluid and we can really, they can really help people become life-long lovers of science? Another example, travel in Europe. We worked with organization called Rail Europe to create one of the first experience maps we were able to share. What is this customer journey like of planning travel to Europe? So from left to right is the stages that you go through of considering it, finding the right ticket for train travel, going on the journey and then reflecting back on it. That's a really long journey just like thinking about going to a museum, back to, you know, returning home and increasing your love and engagement in science. What we found, for example, from doing this is that Rail Europe like a lot of photo imagery on their home page of Europe, of travel, of the romance of Europe by Rail. What we found is no one cared. Already decided they were going to Europe, they already decided they were going by Rail, what they wanted was confidence. I don't usually travel by Rail, I'm from Nebraska um and you need to make me confident that you can carry this all the way through for me and I'm booking the right ticket, that you are going to be there with me for the entire experience. What they also launched after doing this work together was a mobile system so that when you are in Europe you know you have someone there in your pocket to help assist you should you need help. That became the messaging, that became the focus of what they wanted to tell someone first about using Rail Europe. So seeing this journey, seeing what you are trying to do over time with the customer starts to change what you develop for them, what you present them with. This is the last journey example for a little bit, but the idea of going to the emergency room. Who has been to the emergency room in the last year? I'm clumsy, I've been a few times. So what is it like? What does it feel like and how would you think about changing this journey? You worked with Bay Area Hospital group who is really none for listening, for being there, for having empathy for the patient.

And they were about to introduce electronic health records into all the rooms and all the interactions so a lot more often the doctor or nurse or whatever might be like this and then paying attention to you. They want to understand what the experience was like so they didn't mess it up.

And what we found with them, was that largely the experience of going to hospital room and medical experiences in general were one of either anxiety or how you went through the experience changed greatly

how you were feeling for anxiety. Spend a lot of time interviewing people who have recently been to the emergency room, what was it like, having them just tell, having them tell us their stories. Helping us understand what stood out and what kind of made a difference. We started to understand these stages of just realizing you need help, I may need to go. How can you help me what's wrong with me and explain that? We have to fix that problem, we have to send me on my way with a plan and then of course that doesn't end it because you are going to get a bill. And that's part of the journey too, right. So we want people to be better, we want people back to help, we want them to pay their bill, it has to be economically possible experience. We can start seeing the experience over time, understand what we'll -- technology, content, business process, and so you can see over the journey there is a big difference between sometimes when people feel relief and when some people feel anxiety but we can identify key moments, key interactions, things that key people closer to relief. For example, just knowing that you were going to see a doctor, made people feel more relieved. Versus anxiety of not knowing when it would be your turn. Didn't diminish the, the pain necessarily, but did create expectations and people knew they could smell I'm on the pathway. So a lot of information can be added about with a kind of contents do they run into, what are the motions, what are the interactions, what are the questions people have and understanding of journeys like this help understand, help address the economics. Health care, health care they call this population of health care management. What's the most economical way in emergency care we can take care of someone who has, chronic care, how can we get someone who is chronically ill to own and participate in own health so they come less often and on and on in terms of how to interact and engage with people. So we have a guide to help anyone do this, it is down loadable for free and it is mappingexperiences.com, a short little book that gives you the steps of how to map an experience so that you can understand the bigger picture of what someone is trying to get done over a longer relationship with you. So what do you do about this? On the economic side I think we are probably all familiar with conversion funnels, how do we move someone from maybe awareness to consideration of making a purchase, actually making a down load or making a commitment. Try and actually becoming a full time customer. As they go through this, now you get maybe fewer and fewer people decide to take the next step. But when we look at these experience curves what are the high points what, are the low points in the experience? Then we can start to make adjustments and make changes so that the experience can get better and that drives conversion rates. Where we understand the right point to make the changes, we can also change the economic outcome. I often think of this in ROI terms for helping businesses invest in it, but instead of return on investment often times the easy way that content design, development teams can really connect with the idea is talk about it in terms of behavior. Annually reported on high impact design and development teams that do really well, tend to measure themselves on customer behavior. How do we change customer behavior, is it more about customer doing more things more advantageous for them or more advantageous for the company? It is often helpful to think about what behaviors do we want how does that connect to value for the customer, value for the business, focus your energy around those. Finally in terms of what I would call flow-nomics connecting flow to economics is the peak end goal. Over time experiences can get better or worse, two different experiences the line goes up experience gets better

as the line goes down it gets worst. One way you might think of measuring this is the totality of the blue area under these lines. That is now how people work. We are not competitors, we do not have perfect memory. So famous software, Nobel winning scientist for sudden risk theory, he discovered that really what people remember, if you reflect back to the experience of riding in Uber or going to an emergency room. Remember two things, remember the peak or the trough. So if you flew here and they lost your bags, that would be a trough. But that would be what would stick out in your mind or if you flew here and they gave a free drink on the plane, that might be what you remember. That would be a peak. So people remember this thing that stands out in their experience. They remember how it ends, because of recent. The last thing to happen, I remember how we parted ways.

And so I think this brings some interesting things to mind. For example, probably don't want to invest in evenly flat experience all the way across. Nothing sticks out. You do want to invest and diminish the things that are troughs. How can we get rid of bad, we don't want that to stick in people's minds? Probably want to invent something, what can we be really great at? How do we get more people to great moment so everyone experiences it, how do we end really, really strong? These are things that people remember, think about our brand, it can drive, promoter score, loyalty, all these kinds of metrics really matter to us. So great we have some ideas about economics, some ideas about importance of experiences, thinking end-to-end, thinking about customer journeys. Maybe you work, download the guide and create an experience now. I often find in organizations go oh, now what? Well we have done enough of these to start understanding what our pattern for improving upon the customer experience and so in anticipation of coming to speak here today to the adapted patho.org blog, what do we find in making changes to end-to-end customer experience. I believe there are 11 here, I'm going to give you a quick example of two of them. One is earlier starts and later ends. The experience begins before you actually thought as a company to start integrating with the customer or you can take them further than you do today. So for example, Twitter came to us and said hey we have a problem, a couple years ago, everyone was excited they were signing up for Twitter and then never coming back. Twitter wasn't doing something successful for those people, we found a set of users who came to Twitter, signed up, didn't do anything and then came back three months later and started using it. Somewhere those people were a special information of what was Twitter valuable for and what did it not tell you in the first place.

And illogically, they decided to lengthen the sign-up flow. Make that experience go longer because it wasn't important that people signed up. People were doing that, what was important was they became active users. So they changed that flow to look like this. So largely the same of here is what Twitter is valuable for, go through and give information so they can have a relationship with you. Then let's end not by showing people the top ten Tweepers you may not want to follow Lady Gaga or whoever it might be, let's show you categories you might be interested in. Let's show you, let's help someone you would want to follow. If you follow someone you are likely to see what Twitter is useful for. Oh they are sharing links, reminding me it exists because it is sending me a Tweet. This started moving more and more people, I think 29% more by the time they implemented this to becoming active Tweeter users. Another quick example uses a couple of these. The idea of getting rid of troughs, also using intelligent experiences.

Intelligent experience um defined by Mike, is the idea of sensing content, adapting, anticipating needs and we're measuring and improving things all the time using a lot of that data integration that we have through mobile knowing what someone is actually doing.

And so the magic band, knowing somewhere is in the park, knowing what might be appropriate based on the intelligence, when near a ride with a short wait time, you don't know that as a guest as Disney, but Disney does, have a more enjoyable experience. Those are the kinds of things. Essentially they are using that intelligence to erase troughs. They found that people ended up walking back to the Castle at the beginning even though they might want to, been shorter routes of getting where we want to just because we are not great, so they are able to fix all these things. Where is my food, where is the best place to eat? Able to diminish a lot of these troughs and make the experience more magical one. Finally, what to do? I want to talk really quickly about --

>> Hello bran Brandon --

>>SPEAKER: Strategy, okay. The strategy at Capital 1 is how we design so they feel like conversation.

>>Brandon: So that's interesting.

And she goes on to outline a couple of rules of what it is, it has to be natural language. To be a bank we have to be brave and say things like money instead of financial. If that's the word people use let's use those words. We have to be use case specific. If we are trying to, we can't assume we are delighting them we have to spend time with them to make damn sure it is, we have been to contextually relevant Venn, we have to know where someone is on the journey. Last thing I want to do, these things help create experiences that feel human based on the contents, based on the strategies we have for it. Last thing I want to do for you is offer up an idea of using content alone to understand what are the experiences that really engage people.

>>SPEAKER: Based on three principles, natural language. Content prototype can be --

>>Brandon: Content prototype --

>>SPEAKER: In empathy research, a script might have a bunch of hypothesis, really what they are, Brandon might call them a value proposition, um what they are everybody who is in the room who thinks they know exactly how to state this thing, what the real guts of this thing is, mechanism is that makes somebody feel empowered to move forward. Let's put them all on paper, sit down and talk with them and figure out which ones actually change the body language of the person who uses them. How they sit up a little taller or maybe jump into a story, oh when you say that it reminds me of this one time that I -- these are indicators each piece of context has a hook in your brain that shows itself in your body language, your energy or in the stories that it gets forward from you. There is something about that.

>>Brandon: So had a content strategy and she is talking about means to use content as a prototype. Skip development, skip coding and just create content that you can put in front of a customer to see if it is natural language, if it fits in their life, to see if it works --

>>SPEAKER: Example of a content prototype.

>>SPEAKER: Yeah here is the simplest content prototype, Brandon you owe me money.

>>SPEAKER: Why do I owe you money?

>>SPEAKER: [laughter] Okay let's say we have a preexisting relationship, Brandon you owe me money?

>>SPEAKER: How much.

>>SPEAKER: The, the first question you ask is how much, that's what everyone asks. In our existing experience right now what I would say it is not the amount of money instead I would say which account do you want to pay from? Then I would ask you, isn't a natural conversation, isn't intuitive. This is how people make payment to us. Okay. So when we actually have the conversation, before there is ever an interface just like this, we pay attention to the natural conversation that happens in real life, there was no interface. I'm your interface. If we pay attention to that, what ends up happening is we uncover the natural language that we have not defined.

>>Brandon: So everyone has an idea of how the content could be, what the solution could be, but when you put it in front of customer think about what a natural experience could be, should be for them. We learn so much. We learn so much about how the business processes don't make sense from the customer stand point and what we can do for them. So lastly, I just want to back this into the idea of this is how we can better think about the content, about how it drives, natural for people and the way they want to live their life. Great thanks about journeys it takes people from somewhere to somewhere, it may not be physical, may be a change from being let's say financially unconfident to financially comfortable. But we have the capabilities to do that, if we design experiences really well we can create the experiences that actually create better customer. Both from own sense of being as well as from their value to the organization. So thank you very much for your attention, I appreciate it.

[APPLAUSE]

Here are some resources for you.

>>Val: Brandon, thank you Brandon, excellent, excellent. Okay. We're doing another one of those technology switch-aros, while we do our next speaker is Dr. Carmen Simon. She is the co-founder of REXI Media. She has not one but two doctorates one in information technology and one in cognitive psychology and she is going to talk to you about making your presentations more memorable. She had me remember that by just saying memorable to me, I was like oh great that's what I need to say, memorable. That's what she is doing. So we're going to get this -- all right. Dr. Simon.

>>Carmen: Thank you. Should I just stand here for convenience of the audio? So we have learned about neuroscience in the past few decades and there is one thing newer scientists are finally dwelling on which is this. The brain is an advanced predictive engine. We have evolved our brains to be constantly on fast forward this is because natural selection favors those that can accurately anticipate the future. Our ancestors, accurately anticipated what would happen next are still our ancestors, those who didn't are no longer our ancestors. So constantly evolving our brains to anticipate the future, mentioning this in a room full of marketers and people who care about content predictive analytics or predictive anything so popular, we are constantly challenging ourselves to consider our customer's next move and meet them there to the purpose for today's presentation is to learn what happens in the brain, literally, physically, neurologically, when we anticipate the future we can offer our customers things they actually want.

And we have time for three such processes and let's start with the first one that's related to mental

schemas, what are these? These are templates or scripts that we create in our brains in order to process information quickly and efficiently. For instance, all of you have some mental schemas right now of how meetings go, how the grocery store you typically shop at looks and feels. When you go to an airport you have mental schema, even for conference today you have mental representation of what that might look like. Mental schemas are adaptive because we can process information very quickly and can respond appropriately. As a result we save a lot of mental energy. It would be exhausting to treat each situation as new each time.

And if given the choice for the brain to think or not to think, if given the choice for the brain to conserve energy or not to, definitely want to conserve energy, which is why people fall asleep during presentations. Constantly on the lookout for saving energy and mental schemas help us do just that. Often if we are exposed frequently to the same situations, those tend to be very automatic for us so we process things very fast and automatically. Think about language habits, for instance if I was to display a sentence like this notice how it takes you a little extra time to process it accurately, at first perhaps surprised the more you stay with the sentence then you make sense of it. Then the reason it took you a little longer is because I disrupted a linguistic schema, which quite often is automatic for all of us. Mental schemas help the brain process information very accurately and more exposed to stimuli the more we get familiar with them. Familiarity feels so good to the brain just because it gives us a satisfaction of the future. Familiarity is very juicy to the brain it feeds us with that feeling oh I know what is going to happen next. So as a logical conclusion we could delight our customers by simply giving them something that feels and looks familiar. However, there's a caution of that familiarity if we are exposed to stimuli way too frequently we start to habituate, how many participated to the speech I gave at the beginning of the year, all three people in the room may remember from that session we were talking about this idea that whenever the brain is exposed to stimulation it pays attention to it at first but then gradually starts paying less and less attention to that until it becomes that a bad round. If you are at work and having music in the background first you pay attention, then you no longer do. Habituation has evolutionary value, to the sound of your own breathing or buzzing lights. Humans have done this very, very quickly. Imagine this when it came to communication at first we were just satisfied to speak in face-to-face that was perfect then evolved from that established new means of communication, those became rewarding, then evolved more, communicate in various ways, it kept on going and pushing evolution and these days if you are flying at 30 thousand feet in the air and your Internet connection is down life is over as you know it. Because here's the thing that will help us all understand about the brain, Habituates very fast, once it receives a reward it is ready for the next regard and sometimes that reward gets to be increased in some way, that becomes benchmark, that becomes something that we are then familiar with and that feels satisfying. So we have to be conscious when it comes to familiarity because yes it feeds our predictive accuracy, but we can habituate to that very fast and we expect the next reward. You'll enjoy this experiment that took place at UC Berkeley in the 20's a researcher by name of Otto Tinkerpaaw, how would you like to have that last name? Did this study with monkeys, experiment went something like this, have a monkey sit on a chair, this monkey observed the researcher tie the piece of lettuce into one of two cups. Monkey would look, kind of pay attention to where

the lettuce is, the researcher would take the monkey out of the room and then bring the monkey back in the room and observe what the monkey does. It would take the monkey three or four seconds to rush directly to the cup underneath which the lettuce was hidden. Repeat this experiment week after week until so the monkey each time less and less time to find the lettuce. The researcher changed the stimulus, instead of hiding piece of lettuce under the two cups he started hiding a banana, monkey would do the same, sit on the Chair, observe the researcher hiding banana now, go out of the room, come back into the room. The researcher observed increased satisfaction from the monkey because obviously bananas are more preferable than lettuce. He repeated on that experiment until that became a habit. Then he did something mean. Instead of hiding banana he went back to hiding the lettuce under one of the two cups and observed the monkey and what it would do then. The monkey come back into the room, would rush for the cup, take it away and then see the lettuce, look under the other cup and then look around and look under the Chair and everywhere in the room and get so mad that he would even start throwing the cups and he would not touch the lettuce. It is important for us to understand these kinds of experiments because once you have gotten the brain accustomed to some sort of reward it is impossible to go down a level because now there's familiarity and expectation around that. So the practical guideline for all of us is to consider your content and things that you are giving to your own audiences and ask, are you giving your audiences lettuce when they are expecting banana. As we investigate what happens in the brain in terms of predicting what happens next, we know that from these works. We also know adaptation of the next reward. I enjoy this phrase, freedom within a framework, because in order to give somebody something that feels familiar you have to know their framework, you have to know their mental schema and twist it just a little bit so that you are not habituated too much, exposure to same stimulus after a while, yes it does feel familiar and yes it does feel predictable but it will become boring and therefore not attention getting. I'm enjoying the pictures you see online that are variations of Mona Lisa, reason we enjoy these variations, I will give you some examples, is because we already know the framework, we already know the mental schema, we have a mental presentation of what the Mona Lisa looks like whether seen in person or accurate replicas of her, the reason we enjoy some of these variations is because we are now used to what she should look like, familiarity with some mental presentation but then there is a twist. When you get a chance, type into Google, you will see her in different outfits, different poses from Miss Piggy to Snow White, also has all sorts of accessories, cigarettes and gas masks, she has, you will see her holding a fat cat, she has um a tiara, she has um rollers in her hair, sometimes no hair and inevitably she will have some of the bigger breasts. The reason that they get our attention is because people have played within a framework. So when you are reflecting on own content thinking what really happens in the brain when we try to predict what happens next, we have something familiar but also something taking us off the beaten path. Make sure you match the level of rewards that your audiences are expecting, if not exceeding it slightly, also finer frameworks and just twist them so that you avoid habituation. Talking a lot about familiarity in the fact that once we are exposed to stimulation, we become very used to it and in a sense we expect it which is a second process that happens in the brain when we try to predict what happens next. So much over to a stimulus, we learn to expect that moment. An expects crustaceans are very interesting

to us to study as scientists and as marketers, just because you cannot turn them off in the brain. The brain is constantly mapping out what it will do next. Anything from walking, completing projects, to making love. All of these take place in the mind first. Expectations feel very good to the brain because expectations are how we predict the future. To the psychology neuroscience that's intriguing, because the brain is constantly on that fast-forward motion and learns how to expect how to know how to expect what happens next based on familiarity and obviously being exposed to things. So even this morning have some expectations of the traffic, have some expectations of reaction to food we have here, have some expectations of this session. You cannot turn off the brains constant tendency to form expectations. When our expectations are met it is great because that means we have predictive accuracy, when they are not met that means there is a prediction error. That is a teaching moment, prediction errors are teaching moments for the brain. This is how we learn to adapt. For instance, as you look at that piece of wood you can expect maybe halves, maybe somebody told you it is part of a ship. You see how there is that gap between what you expect and what happens in real life for the brain learns how to adapt. This is huge because now we are putting neuroscience behind the common phrase often which is are you meeting people's expectations. Why is it that we want to meet people's expectations from brain's perspective we are enabling them to actively predict the future. However if we are just simply meeting people's expectation is not enough habituation at some point will take place. Prediction error, even though we have the word error in there, may sound negative, not entirely bad because prediction error is how the brain learns how to adjust. Expectations are so strong in the brain that quite often turn them into self-fulfilling prophecies. Science activities are constantly showing how across many situations expectations turn into something that actually happens in real life. For instance, as scientists we study students and notice students who expect to do well in school actually do. We study adults, we expect to do well at work and actually do. We study people well and believe they will do well in relationships and they actually do. This is why as we look at across the spectrum around expectations, what they have in common is they activate area to the brain that generates beliefs, expectations and brains reward center. This is why expectations work so well and we'll speak about placebo pills in a moment which are also so potent. Intriguing to us not only beliefs that feed expectations, it is also tools. For instance if you look at things such as Lucky Charms or Lucky Numbers or even lucky under wear, any of you wearing lucky socks today, maybe some of the speakers or if you are here to network. Those are not magic, science is showing us there is a hook some of these tools are creating in our brains and improving our self-efficacy, when it comes, they remove anxiety which has a negative impact on performance. In fact if you are wearing lucky socks during an interview can definitely help out. Expectations are so strong in the brain that they have a self-fulfilling prophecy. One field study, almost overly studied this related to placebo pills, placebo pills are very intriguing to scientists because we are constantly asking how is it possible for something that does not have medication can be useful to us? We are noticing across many, many studies that placebo pills have an improved effect on those report levels of pain, obviously won't cure cancer, but if you are suffering from anxiety, from depression, sexual dysfunction, insomnia, digestive disorders and even tremors in Parkinson disease, placebo pills can be helpful what do all of these conditions have in common? They have in common the fact that these are

triggering the areas of the brain that generate beliefs, expectations and the anticipation of rewards. So potent, some people call lies, because they are, but they are lies that heal so ethical dilemma as doctors would have, when we look at a patient doctors these days have a script they have to say when they prescribe the pills, they give you this jar of pills and say you realize there is no medicine in these pills? However, these pills have helped patients in your condition and I believe that they will help you too. Would you be more enticed to take them? I know I would if I suffered from any of those conditions, this is so potent because technology for instance such as MRI or EEG are now helping us pinpoint the neurological foundation of the placebo pills, what is it that whenever the brain is faced with pain or fear or stress, does that describe many of your customers and many audiences that you are dealing with? Pain, fear and stress, whenever the brain is faced with those it already has the ability to generate own analgesic compounds called opioid, already having a natural healing system. This inert pills have the ability to trigger those natural Opioids. Ma'am when you hear an alarm and see some fire you are already on the lookout for an escape. Already almost propelled into action. These pills do the same thing, it triggers the body's natural language to propyl itself into action. The brain already know, knows of course to take, if you know how to tap into that. So how does that apply to any of the content that we create? The brain cannot turn off expectation system. Often that expectation system is based on beliefs, so whenever you have the chance to hook into someone's belief of hope and optimism for the future, don't stop there, also provide a tool that can fortify that belief. A while back if we were, if we are to look at the case study here, a while back, do you remember the campaign created by Kleenex, went on Facebook, an agency from Israel, went on Facebook and realized that time of the year a lot of people are getting colds. They found out through all sorts of friends physical addresses of these people and sent, little creepy, they sent to these people a box of Kleenex saying we believe this will get you better. Imagine looking into the belief, providing a tool almost like a placebo tool, obviously a blocks of Kleenex is not going to suddenly cure your cold, it taps into the brain's natural healing system reflect on content, are you tapping into that same resource? The brain already knows how to reach the finish line it has resources to get to the finish line if you know how to hook into those resources. Often times, often times our content is in fact a placebo pill. So as we look at resource number 2, constantly wonder how can I hook into existing beliefs where hope and optimism and also provide a tool that is strong enough to activate the brain natural system forgetting to the finish line. And here is the final element talking about this balance between something that feels familiar to the brain that, feels expected, also something that offers a slight twist because otherwise, we call that element simply an element of surprise. So as we look at this we realize we are faced with a biologic puzzle. On one hand refer something that is familiar to us but on the other hand we prefer something that feels quite real. How many of you would like to be surprised? Quite often I run a survey where I ask people if I were to tell you the exact date and time where most per ribbed goals would be fulfilled would you choose no know? And often I get the answer no, I wouldn't choose to know it. I enjoy being surprised. Then even as we run MRI studies, for instance, if I want to put your brains in an MRI machine and I will show you some pictures of let's just say landscapes, I will show you them to you so fast the conscious brain could not possibly recognize them. Outside of the MRI machine if I showed you two pictures now, one of the pictures that

you've seen sort of in the MRI machine and one that is new, guess which one do you prefer? You tend to prefer the familiar one, familiarity feels good to the brain because it feeds predictability. But conscious brain says I actually want to be surprised I enjoy some things that I haven't seen before. So as communicators we have to constantly wonder what is the balance and right proportion between something people expect and something people do not expect? The question that I am pondering as a scientist looking how the brain processes information, how do we give pleasure to non-homogenous audiences, as people read your commented or come and listen to you or interface with you in some way, some people may know some things you have to say and some people don't. You are addressing constantly people of different levels. Being inspired by some of the studies done on one of the greatest movies of all times, the Simpsons, the reason I'm intrigued by this, because producers of the show have to be very careful about including enough details to keep the attention of various levels of audiences. People from High School to University to college and they ask, even get the attention of Ph.D from the Simpsons, it wasn't that hard for them to do, many of you may know this, producers of the Simpsons and some of the writers went to Harvard and Yale both of the degrees in math and physics and know how to sustain attention in a subtle way even for some of the experts. For instance, imagine this there is an episode in the Simpsons where Homer and Marge are trying to help other couple, baseball player, anybody remember that episode? Trying to offer marriage device, how ironic, to this other couple and they are seen in this episode at the baseball game where wants to now proclaim her love for this baseball player.

And in this setup at the baseball game there is a Jumbo Tron that shows up, right before [Name?] is going to appear on jumbo vision thing you can see for just a few seconds this multiple choice question. Now to the audience this may look like just an innocent multiple choice question. Anybody know what these numbers mean? You are on to something but notice for the first one is a perfect number which means as you look at the number you can divide that number by specific numbers and in case the reason this is, because if you add up it adds up to the number itself. Which is why it is considered a perfect number. 6 is another example of a perfect number can be divided by 1, 2 and 3 and if you add that you get 6 28 is another example of perfect number divide by 1, 4, 7 and 14, next perfect number is 496 and next perfect number after that is this one right here. Imagine for a mathematician, that was an example of a perfect number, that was clever. How about the other one, the other one is considered a when you raise to power of 4 are and now you add them up you get initial number. Because the number can recreate itself from own digits it is considered a number in love with itself therefore, therefore a far cystic number. That third one is considered a marsane number by French mathematician who discovered it 17th century, he noticed there is are some numbers if you raise to power of 13 minus 1 is that marsane number. Any number to the power of P, which can be any prime number minus 1 carries its name. Imagine this scene was on the Simpsons for just a few brief seconds. If they have no knowledge in this field it would have passed you by just like that. You have been an innocent multiple choice question. I'm enjoying this example because it is a perfect one showing how you can have an increased level of sophistication in giving the brain something that feels familiar, obviously innocent multiple choice question feels familiar to all of us. But you can also take by surprise even for mobile device most experienced of audiences. As investigate own content

wonder this, am I giving the brain something it expects and something does not expect? Am I providing the level of satisfaction even to most advanced audiences coming to me. How are we doing on time? I know, do I have a few more minutes, two more minutes. As you are seeing this chart right here, I love to accept one or two questions, depending on, Scott is my boss. I will repeat the question. As you are seeing, as you are seeing this are there any reactions because neuroscience has been such a popular field lately, have made great advancements used to know Regions of the brain, now we know more than 300, the one we can understand some of these guidelines do we know everything about the brain? The more we understand some of the things we do know the more we can be educated about what happens in the brain, especially as we try to predict the next moment. Yes? [speaker off mic] writing in, what's the name of the book? The remark more than the question some of these principles applied to the way we write, the way we look at style, all of you I'm hearing, all of you I'm sure are writers in some way. Thinker is a great book, phenomenon you saw exemplified there is garden path which makes you on one path and derails, disrupt some existing schemas, yeah go for it. I enjoy that question, the question is about specific tools to make sure you have a balance between familiarity and surprise.

And when we look at that we look at that in terms of proportions. I'm glad you are mentioning this, you constantly have to think what is something that people recognize versus something that take them by surprise. If you overdo each side with too much recognition you get boredom and get people to snooze. Too much surprise suddenly you are weird. The way to find that out is to go back to an old adage of knowing your audience, for instance I know I can push it a little more obviously with advanced level, with this you stay more on recognition versus surprised side. Often speaking to experts is different than speaking to beginners, expert already have mental schema we are talking about. Those are well a lot more developed. They know what feels familiar, what feels surprising, instantly. The beginner brain doesn't have the mental schema developed so well. Those proportions quite often depend on letter of expertise you are suggesting. Do we have time for more money?

>> Novelty, a great example of that organic version of that all your forums [speaker off mic] (microphone feedback) hope that -- I think they overthought the [speaker off mic] --

>>Carmen: I'm enjoying that remark, the remark sometimes in current music we are overdoing balance of novelty versus familiarity, what is it the audience is willing to pay for and how much distress are they willing to put up with. We may, what do you think some music feels so good, because you already know it. So musicians have that challenge at their fingertips. With data analytics, probably transition into some additional speeches we can probably get more of that balance.

So here is a tool that perhaps you can develop as you investigate the impact of your own content the be aware of proportions you are playing with. Let's say you are starting with 70/0, 70 familiarity you have in one of your articles and 30% you are providing a surprise. See how many likes do you get. See how many shares, how many Tweets with that proportion. Now start pushing things a little bit more. Take it 50/50 you get a similar number? Push it a little more in the other direction, so data can inform some of those proportions a lot more than we can do yeses. Scott, thank you so much for inviting me, please stay in touch. You have my e-mail address here

[APPLAUSE]

if you are intrigued, thank you, thank you. If you are intrigued by this we have a Webinar coming up so there is information and I guarantee you can predict what people are going to do next you will be able to be where the brain is already in the future. Thank you.

[APPLAUSE]

>>Scott: All right another round of applause for Dr. Carmen Simon. By the way, I have taken her two day course which is amazing and it teaches you a lot about your own presentation style and the kinds of ways that you communicate information. So I encourage as much as you can from Carmen and REXI Media, her company, lots of great knowledge for creators. Please before I announce the, the last keynote speaker this morning, each one of you look at the card on your chair, if not there is some on other chairs next to you. Each one of you can stop by Content Rules booth today and get a copy of Managing Enterprise print version for free, as well as Val Swisher from Press, global Content Strategy, a Primer, if you like electronic version you have to purchase it in online store but we have print ones here. Without further ado let's get back to thinking about the brain and people and how we should map content to the way they behave and expect information with third and final speaker this morning, George Gopen.

[APPLAUSE]

>>George: Good morning. I'm delighted to be here with you, I've got a lot to say so I will just start. I think our educational system has prepared us inadequately for dealing with writing at an adult level. Nobody thought it out very carefully when we invented how to teach writing, which is two and a half centuries ago in Scotland. But to whom do we teach writing? Kids. 5th graders, 9th graders, this is where the focus of how to explain the language to people. Doesn't help you very much right now, how do we teach kids? Well in 18th century Scotland the answer was rules, so we teach writing by rules. Language is too elastic to be happy with rules. 6th graders and 9th graders do not have a completed brain yet. The myelination process which proceeds so rapidly during infancy, it is amazing to watch a baby can do on Tuesday that the baby couldn't do on Monday, because the brain has myelinated overnight in that area that allows them to do that thing. When does the myelination process cease? Not at 6 or 7, not at 12 to 14, not until ages 18 to 22 when we finally get the ability for complex thinking. Nobody is around at that point to reteach writing, how is it supposed to cope with complex thought? We're still, what audience are those kids in school writing for? A man in the sky, someone paid to be an unreasonable reader, but there is something yet worse about their audience, they are writing for an audience that they presume knows 100% of what could be known on the topic in which they are writing. There is therefore no reason for them to write, no purpose other than to complete an assignment. They are not telling the audience anything the audience doesn't know. Now when you and I write something we are presumed to be the experts on that which we write. Our purpose for writing is to get on the page words that allow people who are not within our reach to come to know something that we know and they perhaps don't. We have a technical term for this in my field, my field being rhetoric. Burden you with too many technical terms today, but the technical term for this is

communication. I'm telling you it is a lie or a fantasy to think the students are primarily involved in the rhetorical act of communication when they are writing papers for teachers. They do not think that having been, well it used to be two hours in the library, now it is 36 minutes on the Internet, that they have become the experts in the subject and their job is to then fill the empty vial of teacher with the milk of knowledge. They do not think that. They think too far in the other directions, teacher knows hundred percent already. So their job is not the rhetorical task of communication, it is the more narrow limited burdensome task of demonstration. That's why students write. To demonstrate the teacher now controls 4.8 or 5.3 of what teacher knows 100%, 4.8B + and 5.3 is A , et cetera. Too easy to exceed in doing that. All you have to do as a student is go out and there and get stuff. If you put the stuff on the paper, teacher will know how to put it together and that is accurate. Teacher knows you get 1492 Ocean Blue and Columbus down on the paper somewhere, teacher will know how to put it together even if you don't. So you don't have to control your readers processes as a student you simply have to furnish the information. If you fill the right number of pages that assignment requires on the right topic within the semblance of energy, cannot fail. And if you improve over last time you are going to do well. These things don't carry on into real life, real life being the life after the last time you graduate. Nobody gives a damn how hard the writer worked or how much better they got from last time. Can you imagine a judge looking at a lawyer's brief saying this is a piece of junk but it is so much better than the one you turned in last month, you win the case. This does not happen. In the real world the important part is not the writer, in a school world all the focus is on the writer, what did the writer do, what should the writer do, let's look at the writer. In the real world nobody gives a damn about the writer. In the real world the important person is the reader. Bottom line definition of quality of writing in the real world is simply this. The reader get delivery of what the rider was trying to send. That's it, the answer to that question is yes, the writing was good enough. If no the writing was not good enough does not much matter along the way how dazzling, sexy the writing did or did not seem to be. In order for us to do anything about helping people figure out how to write better, I say we have to turn around 180 degrees and stop looking over the shoulder of the writer and look over the shoulder instead of the important person, the reader. Now I can go on an awful long time about what problems happen when we look over the shoulder, got that time. I'm going to jump right to the solution. This is the solution started being found by a group of four people back in 1980, three English professors at the University of Chicago, Joe, frank, all passed away now and the 4th person, myself. We had a firm called Clear Lines got a great agent to go to a job with fabulous lawyers, great legal minds in the country. We had our theories, we went out there and they punched holes in the theories and we limped back home and tried to bandage the wounds, over a series of many years. We got to the point where they weren't punching holes anymore, so we had figured out something. But we had not figures out is what it was we had figured out. That was my job years later, I figured it out, I've been working on it for 20 something years since then, 35 years all together and I actually got something which works that's the radical thing, it works. It is the whole new way of looking at, understanding, analyzing and construe the English language when writing it. If you learn how to do this approach, not only control the reader and actually lead back into own thought process and you can deal with it yourself. That's a lot to promise from it, but that's what is there. I want to introduce you to it

in 20 minutes. (sighing) The reader is the important person. What's the big break-thru. I can put it in one sentence for you. Normal lecture on this is 18 hours and all the, I do it in two, nine-hour days. All the 18 hours come out of this one sentence. Having said that you will think this sentence sounds it much more exciting when you hear it than it does sound. It is exciting but takes many hours of lecture to get to the point. We recognize why it is exciting. Here is the break through discovery, of contemporary, professional American English pros, the stuff we read and write here today now, have relatively fixed the word in the last hour a number of times, I got a book called expectations. Relatively fixed expectations of where in the structure of any unit of discourse, sentence, paragraph, whole document, whole book, where in the structure of any unit of discourse to expect the arrival of certain kinds of substance. Say it again without the interruptions, readers of contemporary professional American prose, relatively fixed expectations of where in the structure of discourse, to look for the arrival of certain kinds of substance. Readers of English know where to look for what. Meaning in English is derived by readers only 15%, I made up the number but it feels right. Only 15% from word choice and word meaning, 85% p from structural location. Now there are at least five important questions a reader has to have the correct answer to, at the end of reading every one of your sentences, in order to make of that sentence not something but the thing you want them to get out of it. They get any one of these five questions, they can get a perfectly reasonable interpretation out of that sentence, but it won't be what you intended and remember my definition did the reader get delivery of what the writer was trying to send, that is the yes or no, the good or bad about writing. Here are the five crucial questions. Number 1, what's going on here? What's happening, what's going on? Number 2, whose start story is this, how does the sentence I'm reading now link backwards to the sentence I just finished reading. Number 4, how does this sentence lean forward to where it might go or where we might go from here.

And number 5, by far the most important one, what are the words in this sentence I should be reading with extra emphasis because they are the intended stars of this show. Get any one of those five wrong and you don't get what the author intended. The Newcomers, exciting news is this folks, well five of these questions are answered primarily by reader expectation. I call myself the reader expectation approach. Readers somehow know where in the sentence to look for the answers to those questions. Quick succession, I will answer for you, not now. What I'm going to do is look at two examples which deal with two of those five. Okay. So take a look at your handout, please. 1A, you should have them on every table I hope. I don't know if we have extra copies or a few people who don't have, share if you need to. I'm sorry. 1A, what would be the faculty reception accorded the introduction of such a proposal. You've read thousands of sentences that smell like that one, doesn't it reek of professionalism, try it again, what would be the professional, compare it to 1B. How would the faculty receive such a proposal. How would the faculty receive such a proposal? Now I don't have time to work this example with you like I would work it if we had an 18 hour workshop or even a 9 hour workshop, but I'm going to tell you what people normally respond to it. I ask which is better, everybody votes for B. I tell them they got that one wrong and they shouldn't get it wrong again today. Does that mean A is better? No that is wrong too. Whenever I ask is it better or worse the answer has to be it depends. What does it depend on? Context. Without a context you can't judge a

sentence. You give me any sentence in the world and I can make it a good sentence or a bad sentence by preparing a context for it which will either glory or in the dirt somewhere. You have to have a context to be able to judge better or worse. You can judge easier or harder to read, yes B is easier to read. I asked why B is easier to read and people give me two main responses, it is shorter. Well A is 13 words, B is eight words, you ever heard the advice, to make it better, make it shorter. Uh-huh. Terrible advice, horrible, get it out of your mind. Every single piece of advice I've ever heard about writing, every rule about writing besides grammatical rules which are rules, is wrong at least some of the time. I think it is alterable advice, all of it. It doesn't take the reader into account, it takes society into account. I can show, I can write you a 200 word sentence that reads clearly. I can show you 13 word sentence so opaque not a single person in this room would actually perceive the real meaning of it, even though they didn't realize they were being swoggled by the sentence. A number of words, sorry. The other answer I get oh I got it, miss Grundy, you had her in grammar school sometime, Miss Grundy taught me this B is written in active voice and A is written in passive voice. How many of you have already been told to avoid passive because it is weak and deleterious to the good health, bad, wrong, stupid, get it out of your head single worst thing we teach about writing! you cannot possibly write sophisticated thought in the English language without careful use and control of the passive voice. I can state categorically the passive is not only okay better than the active and information in which the passive does a better job than the active. [laughter] Yep. Thank you. All you have to learn is what those situations are in. What is the passive do? It shifts the furniture around, jack loves Jill, passive, Jill is loved by Jack, they are in different place, what's my advice, put things in the places where readers expect to find them. If the passive is something you can use to get things into the right places thank God for Darwin. Theological, God would not of invented the passive if there wasn't a use. If that doesn't sit wrong I give you Darwinian, passive wouldn't of lasted this long if weren't fit for something. Whichever you like. Those are not the reasons A and B has this difference, do me a favor take ten to twelve, read 1A again underline the word or words in 1A that indicate actions taking place in that sentence. Indicate the word to say what's happening in that sentence. Give you ten seconds. If we were at a workshop and I had the time I asked you to count it up and take a poll I would tell you what I would get in a room this size or in a room with 20 people in it, some of you would have underlined 0 words at this point, some 2, 3, some 4 and some 5. Significance different numbers out of 20, oh no more than 6. If I call on the two people they got different pairs of 2, three people different sets, out of this I got 15 to 18 with this question. Intelligent highly educated people and you as a group I will bet cannot agree at all on what is going on in a 13 word sentence with very little intellectual depth whatsoever. A phenomenon, do it again please for 1B. Same task, underline the word or words taking action in that sentence. Didn't have to give you ten seconds for that, that was much easier. How many of you underlined one word in the forest of hands. If you underlined two words, that word was received, right, not invent. If you underline 2 words one of the two words was received, you all agree, most of you, maybe all agree that received is an action in B and you have no idea what's going on in A. What's on here? This is the first reader expectation. Readers, it is the answer to the first of the five questions. Readers of English today, expect that action of a sentence will be articulated by the verb. We lean forward to the verb to find out what's going on, if it seems to say

what's going on we tend to accept that as the answer. Here my fudgy language seems to, tends to, no rules here. I have one rule aside from the rules of grammar, I have one rule in writing. I want to memorize. The rule is no rules. Writing is too elastic, language is too elastic, thought it too elastic to be submitted to rules that work 100% of the time. How would the faculty receive such a proposal, can you handle leaning forward to the verb, how would the faculty receive such a proposal, flow, it has motion, it has music, even without the words, nice, there it is what kind of music you get in the A version? Not much, what would be the faculty reception accorded the introduction such a proposal -- I could go on, uh-huh, uh-huh, uh-huh, you would never know when I was going to end, right. No music there, I'm told you can't teach music, oh boy can you teach music in language, music and language function the same way, I wish I had time to back that up, it took me decades but it is true. Only the writer knows what the writer intended. I had a long conversation about that. Can't go through all of them, I'm running out of time and will look at seat number 2, would be, says nope, not an action. Why did some people understand "would be" a lot of people. It is part of the you were leaning forward to it, thought it was going to tell you what was going, can you feel the lean. But no, one of the problems is sentences, the rest of the verb is half a mile down the road. It is hard to lean forward to do things, what recorded? How much attention could you maintain to the things between would be recorded when you were waiting for the second shoe to drop. Faculty reception, 50% of audience underline reception, yes that's an action. It is interesting to be proceeding something. So 50% is now gone from the game of understanding what she is going to say. Accorded, anywhere from half to two-thirds of any group will underline this says not only not an action, but if you took that word out of the sentence all together you learn nothing from her meaning. Why do most people think accorded is an action because it is part of the verb and we have been waiting twice as long as for it as we normally would be, accorded. It is out there, the longest most sophisticated word with largest number of syllables and deepest Latin background. Gees this must be, no, you throw it away totally unimportant. Proposal, another noun made out of a verb, no that's not an action. Introduction, now I wrote the B version and I threw out introduction, that's why it is shorter. How can employees receive proposal if not introduced. Excess bag, who needs it. Looks at 1B you may have thought 1B was better than 1A now we have a context of what she met and we can judge. She looks at 1B and says lovely sentence, it is a terrible translation of 1A you missed my meaning all together. You want to mean what she was meaning 1A does a better job of it than 1B, 1B misses all together. Introduction was one of my actions. Now I'm wondering out of all the people underlined two and only two words how many underlined reception and introduction? I would guess a small handful. I see like four hands, six hands maybe. Wow. Those are the only people in the room that have a chance of understanding what you meant an may not know it either, they are the only ones that have a shot. As a writing consultant, what she was trying to say by this sentence but I can still tell her how to write it better without knowing what she was after. Introduction and action make them verbs bring subjects, agents doing those actions and telling me what is on your mind and there it is 1C came up with, how would the faculty receive such a proposal if the introduced it at this time. Hear the lean to the verbs, how received if introduced. Now the first clause hey I got that, that was 1D. I missed the second clause all together. If the council, huh, where did they come from, to be fear to her I took it out of context, introduce it

at this time. It is the timing of the introduction not the mere fact of introduction that was important. Now that you know that's what you meant how would the people, at this time. Go back to the A version, can you find that meaning in her sentence? Sure. What would, she would read it this way, what would be the faculty reception according to introduction, according to the introduction. There is nothing on the page that tells us to go, introduction, there is something on that page -- we have been waiting for that word. On the words, but didn't have the structure, which sent the instructions. Quickly going to try to give you some sense of example number 2. Then I don't take questions, okay because we are going to take -- take a look at it. As used in the foundry industry the term, turnkey refers to responsibility for the satisfactory performance of a piece of equipment in addition to the design manufacturer and installation of that equipment agreed that this definition of turnkey is commonly understood in the foundry industry. Now in those two sentences the author tells me, there is only one term that he wanted us to emphasize above the others. If I gave you 20 minutes, with a pic ax and a Spade to go through these two sentences I would expect you to come up with what that term was. If I had not told you already, there is won't one term and asked you as I do, when I use example in workshops, please underline anything that you think the writer wanted us to stress. I would bet fairly good money that there would be no one in a room this size that would have figured out there was a one and only one term and guessed the right one. Usually a group of 20 or 70 or 200 have no one figure out what term this guy was after. How could he have told us that term was to be stressed? That's single most significant thing in writing, that's the 5th question I talked about. Wouldn't it be wonderful in this day of cheap color printing if they let us print the really important stuff in red. Then no one, with the exception of a few color blind pals, would ever mistake your intention. They would see the red words coming and crescendo, everything over to other people don't know comes from a lifelong devotion of classical music, that's where I got this from. Crescendo to the red words, hit the red words and stay crescendo thereafter. Everybody would agree on what was meant to be important. But they won't let us do that. They do let us do something which is equally effective. There is in the English sentence, I argue, a structural location, a place that I call the stress position where readers naturally wish to gain extra emphasis when they want to go wam, to simplify it end of the sentence, end of the sentence. More complex than that, end of every sentence is a stress position. Now deep, it takes me about 35 minutes to persuade people that this is accurate. I haven't got 35 more minutes, so I don't do that. Just take might be accurate, okay. Now if that's true, at the end of the sentence is where people want to go wam you have to be a damn fool to put information elsewhere except the end on a number one basis. That's number one problem of writing in this country amongst all professionals. I do one-on-one with people hundreds every year, doctors, lawyers government people the last person I analyzed who did not have a stress position problem was two years ago July. The last person before him, he was by the way Chinese. The last person before him was nine years earlier I will bet every person in this world \$10 thousand dollars you have the problem and I will win either every bet or all by one, there might be the next person here somewhere, that's how ubiquitous this problem is. Hey if you solve that one problem, I'd be wait ahead of the crowd in writing, yes. The important thing that this stress position and people will notice stress it. Too simple to say end of sentence, I will give you eloquent quick definition. Stress position is any moment a full syntax closure,

when full content comes to a full halt, every colon, semicolon or period. It can never happen at a comma. Reason is wonderful I think delicious, comma is only one it does not announce function at moment of its arrival. Too many comma uses you have to go past the comma to find out what kind of comma it is trying to be so as a result no full disclosure. It will probably give you stress position in the middle of a sentence, absolutely essential for complex thinking or complex writing. The person will give you another. Now let me show you this example a delicious example but I got to stop. What is the term that this guy, since only one he wanted stressed. It is satisfactory performance. There is nothing in the second sentence, nothing in the second sentence that this guy wanted stressed. Now I will give you two quick definitions. When is a sentence too long? Not Potchee flech when it goes over 29 words, another stupid, get rid of it. I don't know why wasn't laughed off the stage 60 years ago, Lord 29 words really. I got a reason for why he said it, another time, if you want to know ask me later, I will tell you. Sentences is too long when it has more viable candidates for stress positions than it has stress positions. Won't be able to emphasize two or three things in your sentence and you only got one stress position, the sentence is going to feel long to the reader. When is a sentence to short? Nobody asks that. Don't tell them that. The shorter the better, right. No. When is it too short? This sentence, the second sentence is too short. Why? Because it has no viable candidate for a stress position. A sentence is a unit of discourse where a reader is going to go wham, if there is nothing to wham and that sentence leads, they will use up their energy and stress the wrong thing, because there is nothing to stress, if you allow that to be. That second sentence has to be undone. Only new piece of information in that second sentence is that we all agree, throw that into the first sentence, rearrange it ends on satisfactory performance. Then just about everybody, not rules, predictions about what 90 something percent are going to do some percent of the time, here is a rewrite, see if you think satisfactory performance is the star of the show. As P and L agree, the foundry industry uses the term turnkey to mean responsibility not only for the design manufacturing installation of a piece of equipment, but also for satisfactory performance. Is there any question the satisfactory performance is something special. You get the stress position right, you're ahead of most of the competition. If you turn the page over you will see a short bibliography, if you want to read about this here is where to go. First thing is an article I wrote, many years ago, besides scientific writing, American scientists, very proud of the thing, it is leads American scientists citation index. Three years ago when they turned hundred years old they went back and rewrote everything they published and chose 36 classical articles, if you can find it on their website as the, the instructions tell you. It is a good exposition of the major concepts. I've written two books on there, there is one called Expectations and it is the book for you, for adults. I wrote it for teachers best thing to learn something, the sense of structure is the textbook written on it. But the sense of structure has a chapter that isn't covered by expectations, 85 page chapter on punctuation as perspective. Always from society's perspective, look around from the reader's perspective it was very fun to write. But cheaper and faster, if you go to my website there at the bottom, I didn't write this down. So take notes here if you would to know where you to go there. Click on the publications tab at the top of the page. When you get to publications scroll down to something called litigation articles. Litigation journal is put out by American Bar Association every three months, I have been writing a 1500 word article every three months for four-and-a-

half years, 18 of them there. Each one is a little nugget of this new approach, the reader expectation approach. It will give you a good insight to what readers expect to find where. I thank you for your attention and Scott Abel for the introduction. Thank you.

[APPLAUSE]

>>Val: Wow. Wow. Okay. That was a lot of science this morning, a lot of science. So with that it is now time to go meet the exhibitors, please go upstairs, downstairs, go all the way to the end, go all the way to the other end, meet each other, meet exhibitors, learn something new and have fun at your first session after that. We'll see you at lunch. (music playing)

[ENDS]