



Multi-Channel Outreach

A Survey Strategy | Alisha Kim, PhD & Margot Moody, PhD

April 22, 2026

Poll Time!

**What is your biggest
challenge with federal
survey channels right
now?**



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Agenda

01

Reaching Every Customer

*meeting the customer where they
are & having a multifaceted view*

02

The Power of More Data

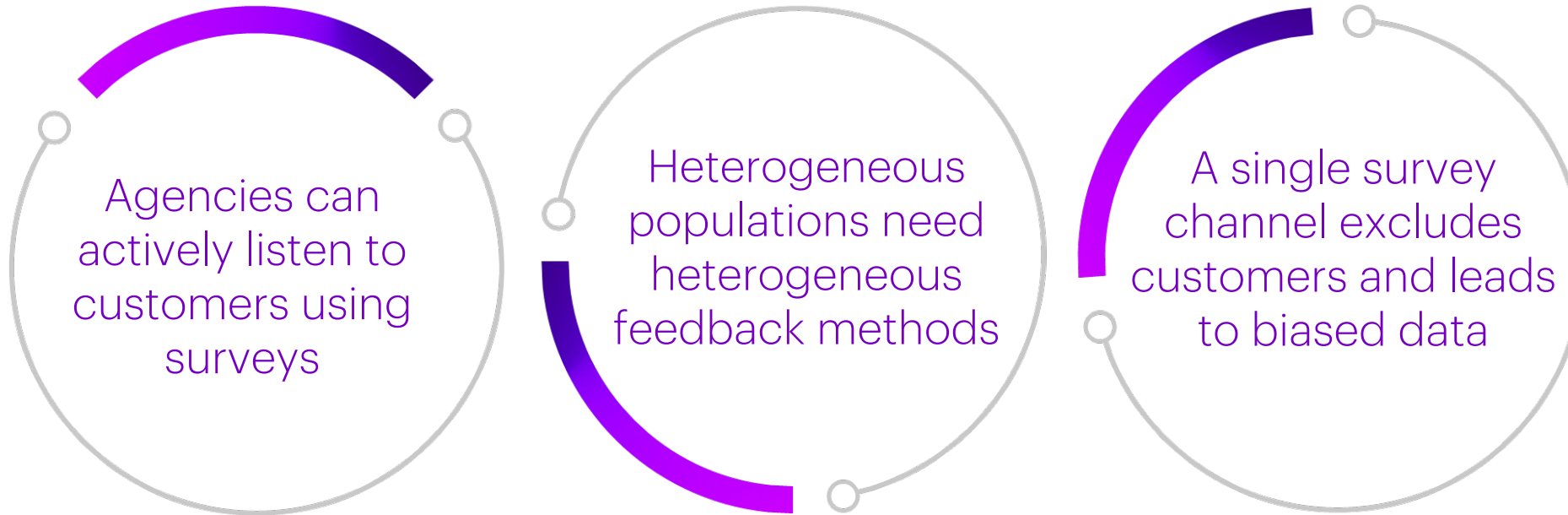
*what more data means and how to
make your data more usable*

03

Synthesis & Takeaways

*5-step framework to use for
your agency*

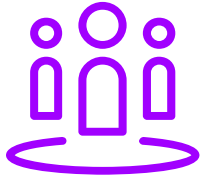
One Channel Can Create a False Picture



Federal agencies scored 61.9 out of 100 on Forrester's Customer Experience Index, lower than all private sector industries studied and nearly 11 points below the private sector average.

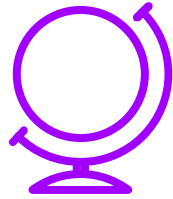
"If your survey only lives online, you may have already excluded a meaningful share of your customers before a single person has had the chance to respond."

About Our Use Case



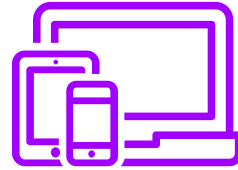
The Population

Diverse customer base of millions



The Range

CONUS and OCONUS



The Approach

Build every reasonable channel



How do we make it possible for any customer to interact with us and give feedback?

According to McKinsey, nearly 80% of customers switched channels at least once during their service journey.

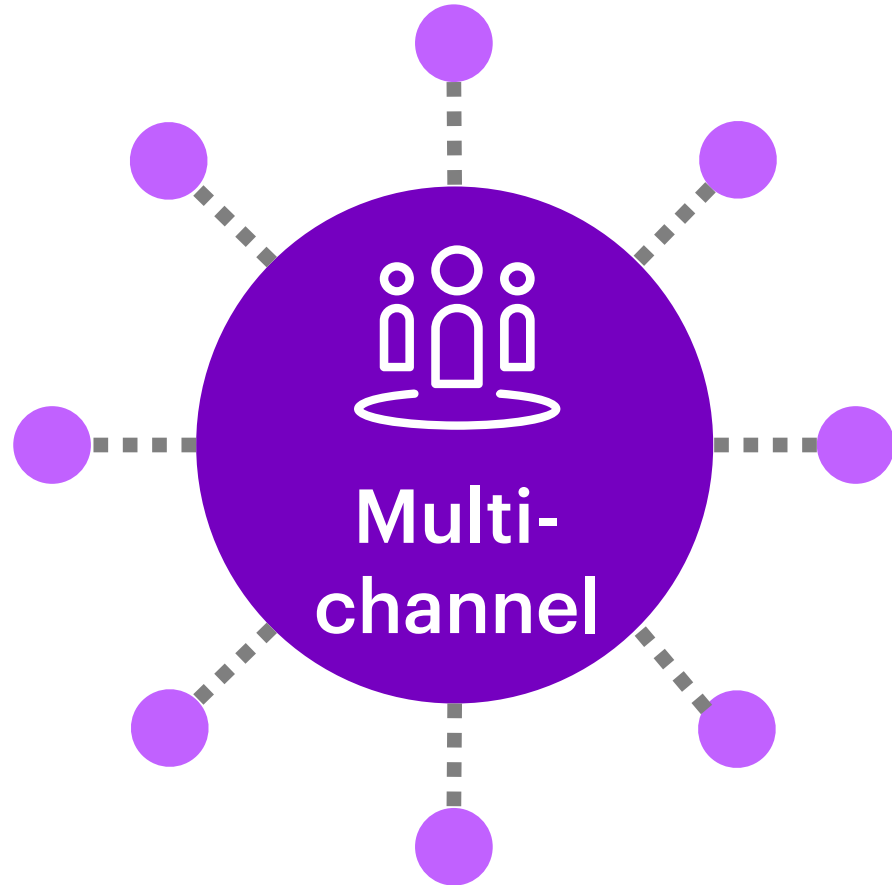


01

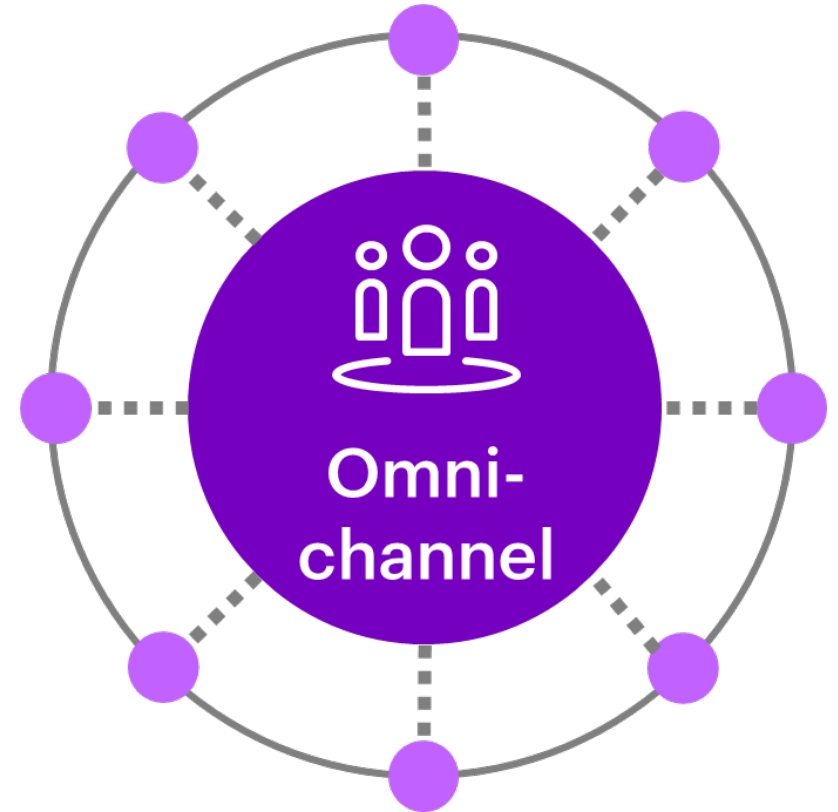
Reaching Every Customer

MEETING THE CUSTOMER WHERE THEY ARE &
HAVING A MULTIFACETED VIEW

What Multi-Channel Means and Why It Matters



vs.



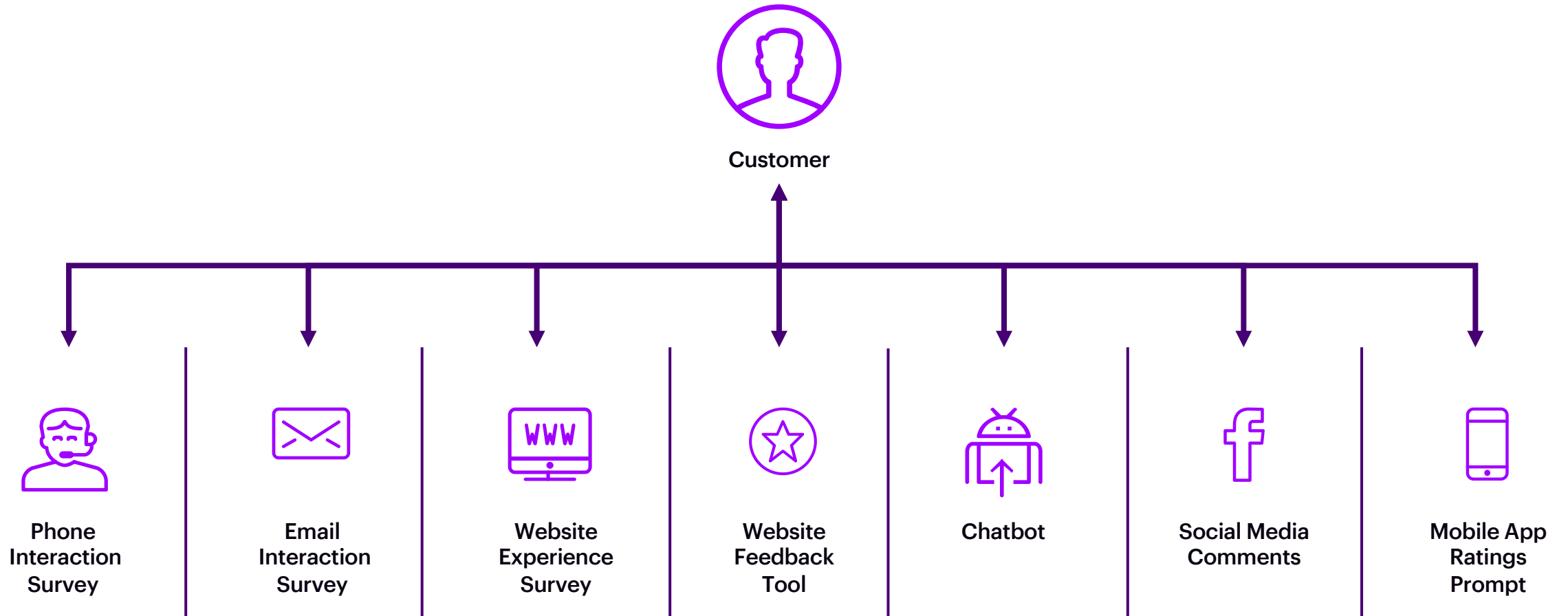
Poll Time!

What channels does your agency currently use for customer surveys and feedback?



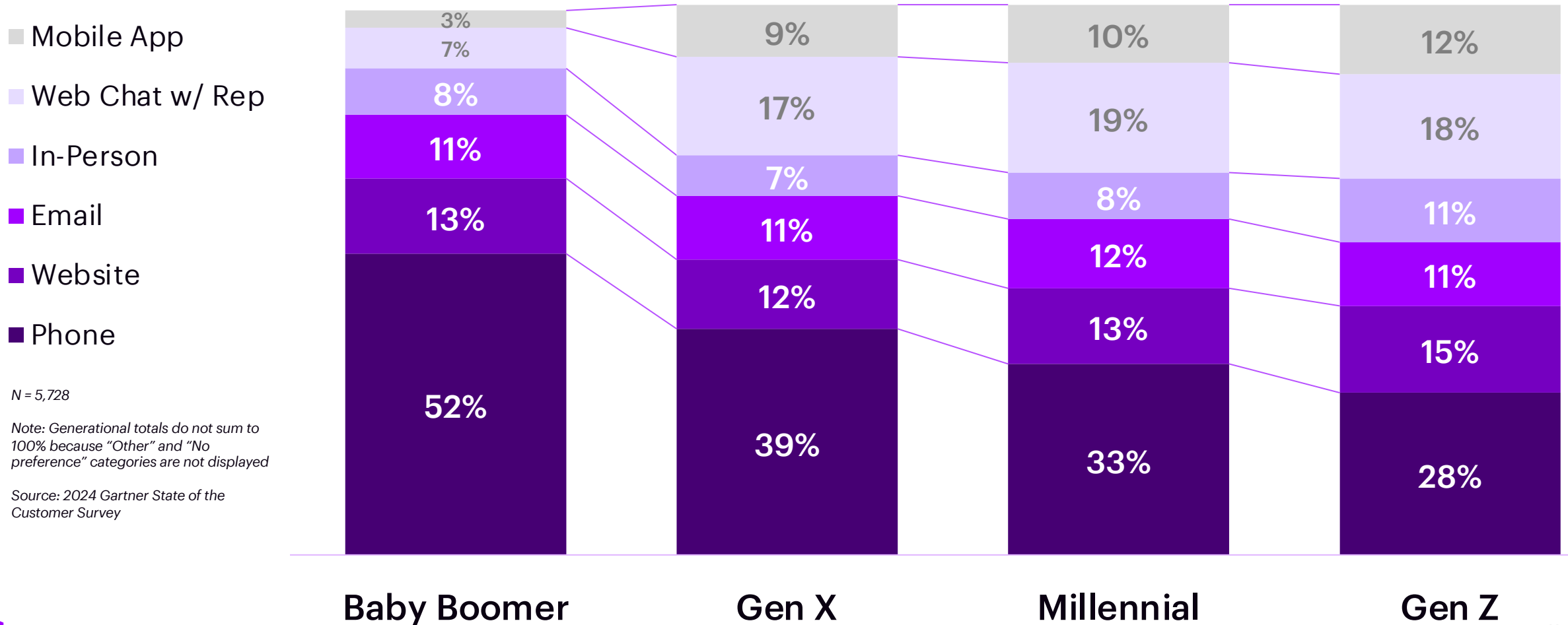
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Reaching Every Customer : Channel Strategy



What the Research Says About Channel Preferences...

Preferred Channel for Service by Generation



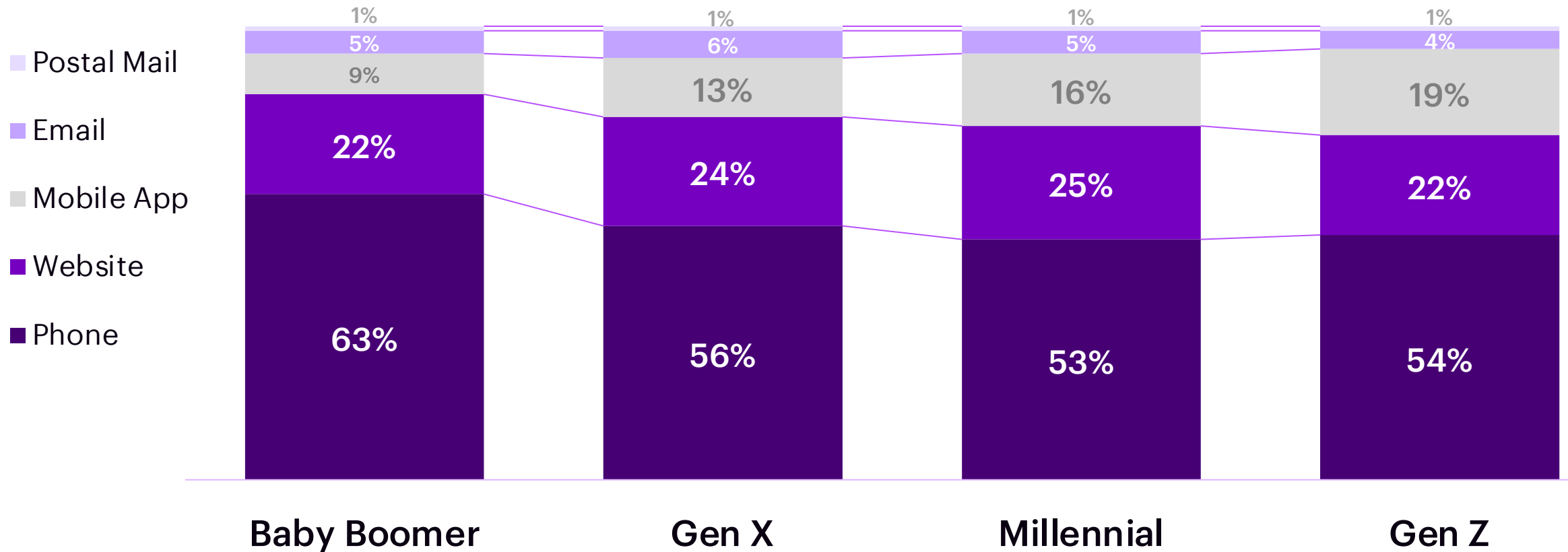
N = 5,728

Note: Generational totals do not sum to 100% because "Other" and "No preference" categories are not displayed

Source: 2024 Gartner State of the Customer Survey



...and What We See (Actual Usage)



Poll Time!

How confident are you that your current channel mix is reaching your hardest-to-reach populations?

Scale:

1

2

3

4

5



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Channel Selection Considerations

THE GOAL

**ensure that no reasonable
channel is left out...**

...that every customer who wants to engage can find a way to do so.



A person in a server room looking at a tablet. The room is filled with server racks, illuminated with blue and purple lights. The person is standing in the aisle, looking at a tablet held in their hands. The background is a bright yellow wall.

02

The Power of More Data

More data is only more powerful
if it's **intentional**.

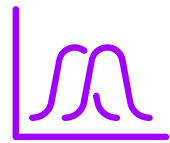
What the Agency Gained from More Data



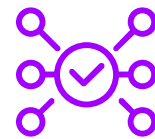
**Improved
Representativeness**



**Faster
Turnaround**



**Cross-validation
Capability**



**Service Delivery
Changes**

Ensuring Consistency & Data Integrity



01

Question
Format
Alignment

02

Cross-
Channel
Quality
Assurance

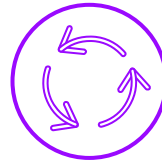
03

Harmonization
Architecture

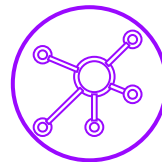
Data Harmonization: Managing Multiple Streams



De-Duplication



Normalization



Anomaly Detection



Ethical Obligations & Public Trust

- ✓ Transparency
- ✓ Informed Consent
- ✓ Data Minimalization
- ✓ Public Trust





Future Channel Enhancements

A multi-channel program is not a one-time build.

It evolves as technology, customer behavior, and agency priorities evolve.



Always ask:

How do we continually ensure that all our customers can reach us?

03

Synthesis & Takeaways

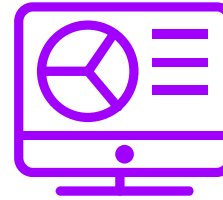


The Two Threads; One Strategy



Reaching Every Customer

The goal is access,
not targeting



The Power of More Data

More data, managed well,
produces better insights

Reflection Pause

Think of one specific customer segment your agency is probably not hearing from in your current feedback program.

Who is it?

5-step framework

Step 1

Map your
population

Step 2

Map your
service
channels

Step 3

Select
channels
deliberately

Step 4

Design for
harmonization
from the start

Step 5

Close
the loop

Thank you!

Q&A

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