



Advatera:
Digital Leadership Forum
Customer Journey Mapping



The ‘customer experience’ team won’t exist in the future....

It will be so deeply entrenched in a company’s product, process, and culture that it will be synonymous with the brand and represent the only way to do business.”

Ann Lewnes, Chief Marketing Officer of Adobe.
Member of the American Marketing Association’s Hall of Fame


So why should you care about Customer Journey Mapping (CJM) ?

- Many companies understand the strategic importance of Customer Experience (CX). However, they struggle with understanding how to form an effective CX strategy that is integrated with the wider business strategy; and that can be delivered whilst also meeting short-term financial objectives
- To deliver a differentiated, scalable strategy that resonates with customers – it certainly help if you're able to deliver the outcomes and experience that your customers want, as simply as possible

Enter Customer Journey Mapping!

- A customer journey map is a visual representation of all your customers' interactions with your brand - from initial purchase consideration to purchase and through to loyalty and advocacy
- This tool enables you to understand what your customer's objectives is at each stage of them doing business with you – and how well you are performing against them
- These insights can be used to effectively prioritise investments for improving overall customer satisfaction and commercial performance

Example Customer Journey Map for a minicab booking app

Journey ->	Pre-Booking Cab	Board the cab	En-Route	Reach Destination
 Abhinav (27, LA) works for a tech firm. He does not own a car and usually takes cab for travelling to work or for client meetings.	<ul style="list-style-type: none"> Search for a cab service Book a cab via the service 	<ul style="list-style-type: none"> Find the cab on road and board the cab 	<ul style="list-style-type: none"> Reach destination as soon as possible 	<ul style="list-style-type: none"> Pay the fare at destination Review the cab experience
Expectations	<ul style="list-style-type: none"> Find & book cab easily 	<ul style="list-style-type: none"> Easily find the cab 	<ul style="list-style-type: none"> Comfortable journey Cab in good condition Driver knows the way to destination 	<ul style="list-style-type: none"> User gets various options to pay Get detailed breakdown of fare
Process	<ul style="list-style-type: none"> Search for service on web, yellow pages or ask a peer Book through website or via call 	<ul style="list-style-type: none"> Wait for the cab Coordinate with the driver Board the cab, once the cab arrives 	<ul style="list-style-type: none"> In the cab 	<ul style="list-style-type: none"> Pay the fare De-board the cab Provide any feedback to the driver about the experience
Experience	<ul style="list-style-type: none"> Huge time waste in searching for service. Frustrating experience of booking via call. 	<ul style="list-style-type: none"> Difficulty in coordinating & finding the cab on road 	<ul style="list-style-type: none"> Both positive / negative experiences 	<ul style="list-style-type: none"> Both positive / negative experiences
Touch Points	<ul style="list-style-type: none"> Website Friends Calls 	<ul style="list-style-type: none"> Cab Driver 	<ul style="list-style-type: none"> Driver Cab 	<ul style="list-style-type: none"> Driver Paying Mechanisms
Pain Points	<ul style="list-style-type: none"> Time Consuming search Bad Websites Painful call experience Availability an issue Have to try with multiple services 	<ul style="list-style-type: none"> Don't know where the driver is currently Difficulty in coordinating with driver Time wastage 	<ul style="list-style-type: none"> Some cabs are not tidy Driver do not know the route Driver drives rashly Driver might be rude 	<ul style="list-style-type: none"> No option to pay via credit card or e-wallets Driver does not have change No detailed breakdown - driver may charge extra (for toll, etc.) No way to tell about any bad experience to the cab company
Opportunity	<ul style="list-style-type: none"> Central system to find & request cab Better website or call experience 	<ul style="list-style-type: none"> Accurately show driver location 	<ul style="list-style-type: none"> Trained & professional drivers Drive with help of GPS 	<ul style="list-style-type: none"> Multiple ways to pay Detailed invoice Feedback system

He finds the process of pre-booking a cab for a meeting frustrating and overall has a negative experience of hailing a cab and using it to travel.

Step 1: Set the objectives and agree journey scope upfront

- Getting cross-functional buy-in from relevant stakeholders is key to delivering a successful project, and getting commitment to deliver the outcomes/recommendations that arise
- Governance needs to be agreed upfront, along with objectives, timings, budget. Set up a RACI matrix & a working group. Agree project plan and key milestones. Regular updates will ensure that all stakeholders feel engaged and informed throughout the process
- **Some key topics that need to be agreed upfront**
 - What is the objective of Customer Journey Mapping?
 - Which personas to map?
 - The journey(s) to map?
 - What should the research process involve?
 - Which departments should be represented on the journey mapping team? (e.g. Customer Experience, Marketing, Analytics)
- Doing the above sets you up well to run the CJM (Customer Journey Mapping) project, get support throughout the process & for your Executive Team to action the insights gained

Step 2: Define personas

- A persona is a collective image of a particular group of your customers that represents their behavioral patterns, goals, expectations and frustrations
- Use existing research in the company - customer surveys & focus groups, first party data from Google Analytics, Facebook Insights, contact centre emails/calls
- Personas can be developed against the following factors
 - **Needs and goals.** What is your persona trying to do, why, how and when?
 - **Expectations and frustrations.** What are the specific challenges faced by them?
 - **Socio-Demographics** e.g. age, gender, income, location
 - **Behaviour** e.g. sales channels used, maturity of customer, frequency & Average Order Value

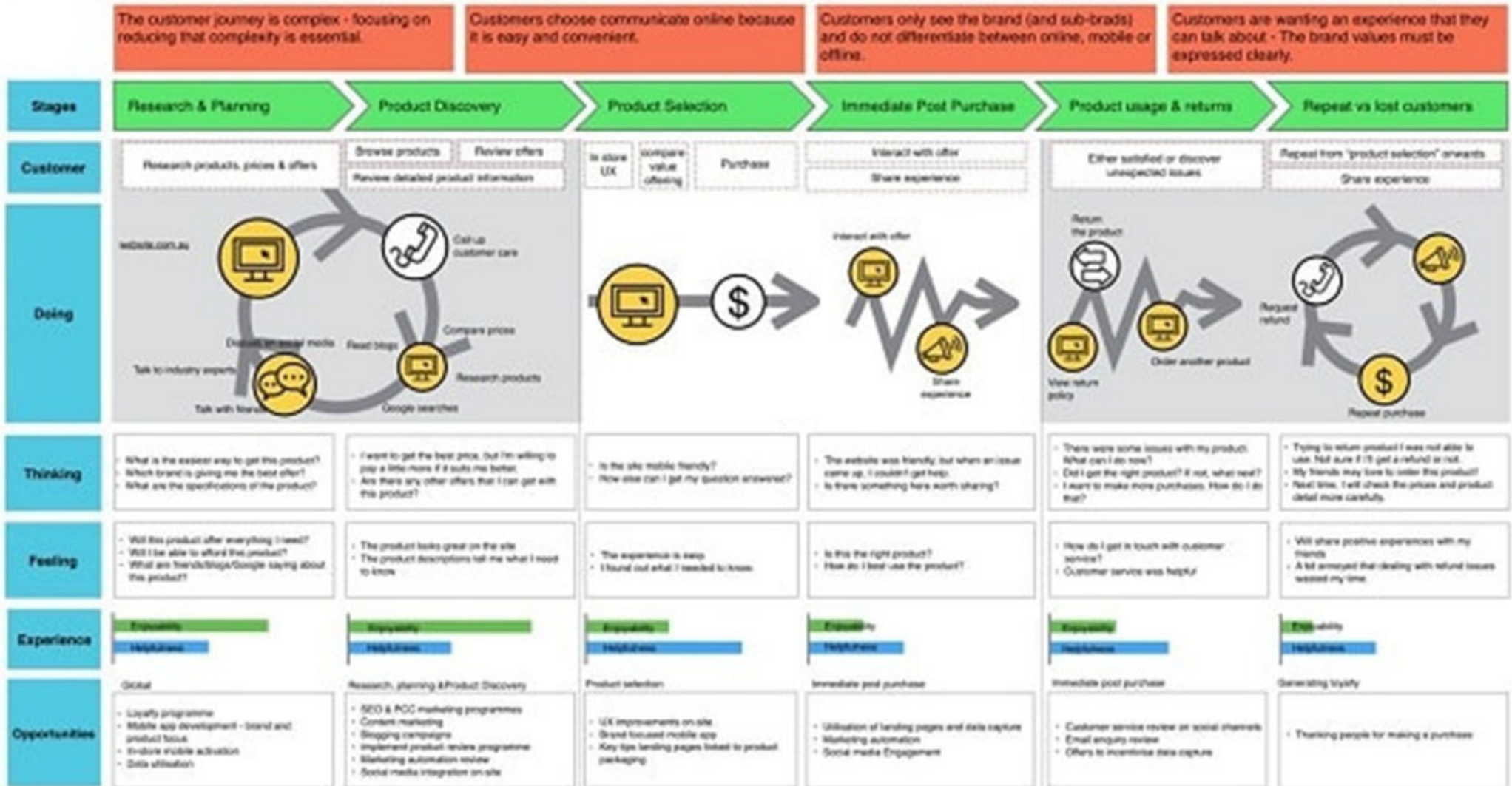
Step 3: Data collection

- Data brings tangibility to your journey maps and helps to prioritise the most important opportunities and painpoints
- Useful data sources include
 - **Google Analytics:** Traffic volumes & source; devices used; sales funnel analysis
 - **Hotjar** uses interactive heatmaps of customer clicks and actions to help you visualize how they engage with particular pages of the online store and where they need help
 - **A/B testing**
 - **Net Promoter Score (NPS)** ranges from 0 to 10 and shows the willingness of your customer to recommend your product to others. This provides insights into your brand's popularity and customer loyalty
 - **Customer** focus groups and surveys
 - **Contact centre** data

Step 4: Build the map

- Define end to end stages for the customer journey
 - Example end to end journey stages (for Netflix)
 - Inclination stage – considering a way to entertain themselves or relieve boredom
 - Log onto Netflix & decide what to watch
 - Watch chosen programme – comments on social media; chatting with friends; eating etc
 - After watching programme – watch another programme; post a review online
 - On-going engagement – attending events, learning more about the show etc
- For each stage understand the following
 - **Customer goals and expectations.** Adding customer goals and expectations will let everyone see what your customers pursue at each stage and how it aligns with the goals of your company.
 - **Touchpoints.** E.g. website, app, customer service agent, delivery driver etc.
 - **Process:** How easy do you make it to transact? E.g. Revolut requires only 24 clicks to open up an account versus 120 for First Direct
 - **Painpoints:** Evaluate how well you perform against the Top 3 painpoints a customer may have at a given journey stage e.g. site navigation, checkout & payment process, real time customer support
 - **Opportunities:** Often, journey mapping uncovers new insights that could support the business case for new/improved propositions e.g.

Indicative Customer Journey Map for an eCommerce retailer



Step 5: Prioritise potential solutions that arise from insights gained

- Customer Journey Mapping will uncover a longlist of opportunities – these should be prioritised against a structured set of criteria e.g.
 - Importance of customer challenge/painpoint being resolved at a given journey stage (e.g. is it a Top 3 painpoint?)
 - Commercial return
 - Strategic considerations
 - Brand impact
 - Operational feasibility
 - Technical feasibility
- Above analysis will help cross-functional team make an informed view on priorities for follow-up investments

Challenges of Customer Journey Mapping

- The customer journey is seldom linear, and rarely neat and tidy. Some customers skip the research stage and head straight to purchase. Other customers may get a last minute recommendation and head elsewhere, or they'll get a recommendation and head straight to you
- You can only make sense of this to some extent, but a well-designed journey map will certainly help
- It can also be a challenge to get everyone's input on the map at the same time. Use this process (and pre-agreed meetings) as an opportunity to get all stakeholders in a room together and get their input and support
- Remember, **the customer journey map is a working document**. As your CX maturity grows, more data and insights will come to light. It's important to be open for changes, because refusing to adapt will not serve you well. Competitors lurk in the background waiting!