Customer Journey Mapping for Better Customer Experiences

Avoid common traps and generate the insights needed to truly leverage Customer Journey Maps to bring your customers closer Presented by:

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mcorplex





Your Host: Michael Hinshaw



Managing Director, MCorp Consulting

- Teacher (and student) of customer experience and digital innovation
- Mapping customer journeys and improving customer experiences since 1998
- CMO.com columnist and best-selling author: Smart Customers, Stupid Companies: Why Only Intelligent Companies Will Thrive, and How To Be One of Them
- Mentor and Richard H. Holton Teaching Fellow in Entrepreneurship at UC Berkeley's Haas Business School



First: A disclaimer.

Journey mapping is a BIG subject and has LOTS of interest. But it's complex.

✓ July 2014: Northwestern US
 ✓ Journey Map and CX Training
 ✓ 2 Days

✓ Today
✓ Journey Map Webinar
✓ 45 Minutes

✓ September 2014: Spain
✓ Journey Map Training
✓ 1.5 Days

✓ June 2014: UK

✓ 3 Days

✓ Journey Map and CX Training



Today, we're going to discuss: What's happening, How Journey Maps can help and How you should create them.



Macro trends driving the importance of customer experience Why 90 percent of executives say customer experience is "critical" to compete...

1. The Era of Smart Customers ¹	 → Customers are increasingly in control of the relationship → Digital devices change the ways customers transact and buy → Bring expectations of "the best" to all their customer experiences
2. Customers Indifferent and Disloyal ^{2,3}	 → 89% of retail customers will leave after a single bad experience → 1% feel expectations are always met → 79% will share their complaints with others
3. CX Drives Measurable Value	 → 86% of customers likely to purchase more with better experience³ → \$Millions in additional revenue even for smaller companies⁴ → Up to 128% better market return for CX leaders over laggards⁵

1) Smart Customers, Stupid Companies: Hinshaw and Kasanoff, Business Strategy Press, 2012; 2) CapGemini 2013 WRBR; 3) MCorp Consulting Client Research; Oracle and Harris Interactive, 2011 and 2012 Customer Experience Impact Report; 4) MCorp Consulting and Forrester Research, Inc. North American Technographics[®] 2013 (US) 5) Watermark Consulting Customer Experience Stock Analysis

Customer experience occurs every time a customer interacts with a company's products, services or devices...

The challenge: customer experience is whatever your customers think it is.



Customers judge the quality of experiences based on how:





What percentage of executives think the experiences they provide their customers is "excellent"?



Source: Bain & Company Report: "Closing the delivery gap"



What percentage of customers think (overall) the experience they receive is "excellent"?





Why? Because customers have expectations of experience.

If those expectations are not met, there's a gap.

expectation

experience



When expectations aren't met, brands get dumped



Given a choice, most customers will switch brands after a single bad experience.



And over half of all B2B buyers will stay away from a brand for 2+ years



Then they'll tell others exactly how they feel...



customer service review when making a buying decision....

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In short? The world in which we do business has changed Because your customers, and their expectations, have changed, too.

1960s+ 1990s 2010 +Information Desktop Era of Smart Internet Age Customers Everywhere Personal Mobile The Computing Computing Industrial Internet 2014 +Revolution 1980s 2000s



Welcome to the era of smart customers... where there is only one sustainable advantage:



Deliver a better quality customer experience across all interactions





Giving customers the experiences they want requires "seeing" the journey through her eyes, and doing so across...





Today, we're going to discuss: What's happening, How Journey Maps can help and How you should create them.



Journey Mapping is just one aspect – an artifact – in the discipline of Customer Experience Management.





And is a tool to help inform the creation and delivery of better customer experiences.





Journey Mapping helps us think like customers Which means we can serve them better, where and how it matters most.

Understand the reality of peoples lives – and empathize with them

"Thinking like a customer" With an outside-in, customer-centric perspective

Help make better decisions, informed by customer needs

Improve crosssilo communication and understanding See where to (re)design and improve systems and processes

partners

Helping eliminate the 'silos' which impede customer goals To deliver seamlessly across devices, services, channels and journeys

Call Center

Sales

Uata

Customer Service



Literally "mapping" the journeys your customers take...





Journey mapping shows what's happening at each stage, and what "moves" customers from one stage to the next.





As well as how to best move customers through the journey Leveraging interactions and perceptions to improve business performance





There are many different ways to look at journey maps

Dependent on the issues you want to understand and resolve. For example:

Types of journeys	Descriptions
Relationship	A high-level view of an entire relationship with the company, over the "end to end" lifecycle
Transactional	An actual transaction, like an online purchase or the experience of calling customer service to resolve an issue
Physical	An actual physical journey, e.g. walking through a mall to a retail store, then walking through the store itself
Emotional	An entirely "mental" journey, for example the follow-on effects of hiring (or firing) an employee, or how a promotion affects co-workers
Personal	A view of an entire personal relationship, for example a BDO or Financial Advisor working with a business owner or high-net-worth client over time



Understanding what "is" today, and what could be tomorrow

Current State Journey Maps ("As Is")

Identify opportunities for improvement, and boost understanding of the customer journey

Ideal State Journey Maps ("To Be")

Tie strategy to experience for an understanding of optimal, future-state customer experiences





Different kinds of maps drive different kinds of results

"As is" maps tend to support incremental change, identifying gaps to close



Organizational Adoption and Maturity

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Transformative, gamechanging experiences can be driven with the help of future state "to-be" journey maps

Illustrating unmet needs...



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A journey map is the <u>story</u> of a customers' experience It explains what happens along the way, to whom, and how it happens

Wanting

What is she doing, and why is she doing it? What does she want or need to accomplish?

Doing

What is she doing at each stage of the journey? What are the touchpoints she encounters? Thinking

What are her expectations and perceptions across the journey? Are we meeting her needs?

Feeling What is she feeling? Does she feel great? Is she unhappy? Are we causing her "pain" or anger?



To tell the story, you need to know who is taking the journey

Persona represent the customers taking the journey we're mapping...

- Represents an important segment
- Serves as a stand-in for all customers who share these traits
- "Personified" to create understanding and empathy

"I know I should be planning for the future and start thinking about saving, but I want to enjoy life now."

Hillary 'Young Digerati' Sanderson

'Ideally I'd never have to go the branch - it'd be great if I could do all my banking on my time, from wherever - mobile, or online."

My goals are:

school, and getti

so they're not ha

About me: · I'm a 25 year old young professional,

. Now that I'm making money, I know its living in New York. time to start paying h I work at CBRE, where I'm training to be a I'm starting to ma commercial real estate broker commissions smart financial d Because I put myself through college, situation and my understand the true value of money I'm thinking about My financial situation: I have a credit card, a checking account I'd like to start pa and a deposit account with your bank I have several credit cards – including yours - that I can juggle quite well.

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"Make it easy for me to interact with you, on my terms. If you don't or can't? I've got plenty of options."



- wish your bank: My expectations: Had better online tools Would make me feel like my
- existing business was valued as much as new business.
- · Could process all transactions via mobile app
- Had someone readily available anv time I have questions
- · No fees and no errors · Great service · Have my best interests at heart Online and mobile banking are
- simple smart and easy to use
- My favorite apps:
- I'd be a vocal advocate for your bank if you:
- · Made banking more convenient
- · Treat me like a valued customer · Offered higher interest rates
- · Give me incentives or freebies of some kind for my loyalty
- · Prove you're a bank I can trust and are forthright about fees







The map illustrates this "persona" taking the journey

Hillary 'Young I

I'm a (iunior bu

Now that I'm m money, I know i start paving bet

I have a credit of checking accound deposit accound your bank I have several of cards – includir that I juggle qui

Tells her story, in her words, in ways that show what does (and doesn't) work

- Journey mapping starts with data gathering and assessment
- Data assembly and storytelling follow
- Forming a clear picture of her journey

	Discover	Consider	Purchase	Onboard	Use			
	She has determined her need, and finds banks.	She is considering more than one bank. Ours is one.	Having decided to use our bank, she opens accounts.		Now a customer, she uses her products and our services.			
Doing	Sees a bank with local branches; searches the web I'm fed up with the big	Calls customer service, and immediately reaches a very helpful banker I wish the website was more	Hillary 'Young Diger	rati' Sanderson's Journ	iey	Retail Banking Custo	omer Journey Map	Page 2 of 2
20	banks, but at least their websites work. Good Lord,	informative. Good news, though; I called – and the	Segment Data:	Discover	Consider	Purchase	Onboard	Use
Thinki	WOM WOM Referral	Rep was great; answered al my questions, with a smile!	 In our Institution: Hillary is a "young digerati" – a tech-savvy single who's a member of an affluent, highly 	Your website needs a serious upgrade, and yo need to raise your profi in the community.	e network in SoCal, where I work and live.	I need you to be faster and be much easier to work with than the bank I have my money with now.	Help me get the most from you - be proactive on my behalf. If you help me, I'll be worth it to you.	Quit sending junk mail tha I don't need. At least targe what you send me to my situation.
chpoints by Phase	67% () 70% Branch Signage 82%	61% 81%	educated and ethnically mixed group Today, this group makes up about 4% of our customer base Our annual profit from	• I need an institution I feel I can actually trus • I want to hear about y from friends and colleagues	 Information is easy to find, and easy to assess 	 I need you to be transparent with me; no surprises or hidden fees Must have fast, efficient apps and transactions 	Get to know me Don't surprise me - just be straight about it Help me understand how to get the most	Always make me feel valued and welcome Fast, efficient, "anytime anywhere" access to my money and my accounts
Top Touc	74%	61% Promo: Direct Mail	customers like Hillary is \$249 a year = She will continue to accumulate wealth, and become an even more	15 Overperforming 0.05 Underperforming 1.05 0.05 1.05 0.05 0.05 Underperforming 0.15 2.05	88% 80% =	© ⊕® ^{® ®>}	76% 72%	m 885
Wow Me!	Place to post and review other customer comments to tell me how you're different from other banks. Make the website more user friendly.	Make it easier to find the needed information on you website. I want to easily see and quickly understand your products and customer benefits.	 In 10 years, she'll generate up to \$1,000 in annual profit In our Market 10% of our market are Young Digerati 	Key Interactions (10 kg)	Hetere Stratering Chille Media	tents to the second	4784 New Act / Galler (Dig Ray)	46016 500 7 500 600 600 600 600 600 600 600 600 600
xpect	 To hear from others about the bank That it's easy to find you on the web 	 Convenient ATMs and branch locations Knowledgeable staff Clear benefit, product 	 Representing 1.9 million total households Market size of this segment is \$428M 	TP Name Imp Eff WOM Referral 5.8 4.9 Promo: Direct			TP Name Imp Eff Gap New Account 5.3 6.9 1.6 Packet (Paper)	TP Name Imp Eff Ga Online Bank Acct Summary 9.3 8.8 -0.3
=	 I'll see you in my community giving back 	and rate information on your website	Channel Usage: By frequency of use	Mail 0.1 4.3		Application	New Account Packet (Digital) 6.1 5.8 -0.3	Online Banking 9.1 8.5 -0.6 Acct History 9.1 8.3 -0.6 Online Banking 9.2 8.3 -0.6
ing.con	n Key: 🕞 Meets Expectations 🤇	Transformations 🚯 Does Not	ő	Signage 3.4 4.2 ATM 4.0 1.9	D.9 Branch Exterior 5.1 6.5 1.4 2.1 Collateral 6.1 5.8 -0.3	(Branch) 6.7 7.4 0.7	FSR Meeting 6.2 7.2 1.0	Drive Thru
				Online Search 4.3 3.5		FSR Letter 6.0 6.6 0.6 FSR Email 6.9 6.9 0.0	Promo: Email 5.1 5.8 0.7 FSR Email 5.4 6.8 1.4	Teller 6.0 7.5 1.5 Teller 7.6 8.2 0.5
			ATM Online 54% Mobile 48% Branch 36% Phone 18%	Channel Imp Eff (Branch 3.5 4.1 ATM 4.0 1.9	ap Channel Imp Eff Gap	Channel Imp Eff Gap Branch 6.4 6.8 0.4	Channel Imp Eff Gap Branch 5.3 6.4 1.1 Call Center 3.4 5.1 1.7	Channel Imp Eff Gay Branch 6.3 7.4 1.1 Online Banking 9.0 8.4 0.6 ATM 7.7 7.0 0.0



There is no one way to create a journey map

They can look different, and be simple or complex depending on their goals





A 6-step process to "as is" Journey Map creation...

view is critical

Know how you hope to – and reasonably can - drive action, before you begin...





Must Haves: While customer journey maps can "look"





Nice to Haves: Deepen the insights and utility of your maps with these six elements and how they re Most important to them?





To better understand what drives experience, you can also connect your processes to the customer view

Outside-in Journey maps are driven by customer perceptions



Inside-out Journey Maps are driven by processes, data and systems

Connecting inside-out and outside-in perspectives at a fairly high level, or as deep as you want (or need) to go



While persona and journey maps must be research driven, you can't always get the data you want (or need). So...

First: VoB/Voice of Business	Second: Qualitative	Third: Quantitative		
Limited resources and/or commitment, and/or lower priority	Driving some decisions around investment and prioritization	High value segments, initiatives; potential significant investment		
Customer-facing, SME-driven workshops provide data	Add customer Interviews, social listening, focus groups: smaller sample size	Add web surveys, data mining, multiple interviews: Large sample size		
Informative	Highly directional	Confidence to drive significant investment		
Little or no ability to monitor results	Limited ability to monitor results	Ability to measure results (Monitor over time)		

- In Closing: Six key journey map success factors
- 1. Be clear on what you want to accomplish
- 2. Know whose journey you are mapping
- 3. Do the research: talk to your people, and your customers
- 4. Design matters: Persona and journey maps must look good, make sense and be easy to understand
- 5. Socialize and widely share across your business, involving key stakeholders early and consulting them often.
- 6. Take action; avoid "analysis paralysis." Attack low-hanging fruit first there are nearly always a few quick fixes



In Closing: And six (of the many) obstacles to avoid...

- 1. Failure to include stakeholders <u>across</u> the business (including those front-line employees who "live" the journey)
- 2. Not getting a true understanding of the customer perspective
- 3. Focusing too much on statistically significant data
- 4. Not focusing enough on statistically significant data
- 5. Failure to track results and monitor customer feedback
- 6. Not updating your maps as markets and customers change



5 -

Any questions? Let's talk...

