HR®
HANOVER RESEARCH

REPORT

THE STATE OF MAPPING THE CUSTOMER JOURNEY

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Customer journey maps demystify the customer experience by providing a visual roadmap of how a customer interacts with your brand—from initial research and discovery, to purchase, and retention. Journey maps harness valuable insights to illustrate the complete buying experience at an individual level: what matters most to customers, what they want to achieve, and what the organization can do to meet their needs.

Whether it be a B2B organization that needs to understand how decision makers make purchasing decisions, or a B2C organization that needs to identify important consumer touchpoints, journey maps inform critical product development and customer initiatives. However, mapping the customer journey is a large undertaking, requiring significant investment and organization-wide buy-in.

To help organizations understand how to best leverage customer journey maps, Hanover Research gathered data on organizational behaviors and preferences for customer journey maps, including how they use their maps, what makes them an effective tool for decision making, and the impact they have within organizations.

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KEY TAKEAWAYS & RECOMMENDATIONS

KEY TAKEAWAYS

1. **Most organizations view customer journey maps as a wise investment.** 81% say its development was worth the time spent and 75% say it was worth the funds invested. Organizations most often use journey maps to guide leadership or strategy meetings and aid in decision making.

81% of respondents say the development of a customer journey map was worth the time spent

2. **Journey map development is gaining traction.** Of the 60% of organizations that do not currently have a customer journey map, two in five plan to develop one in the future. Organizations that do not have maps struggle to overcome the data and organizational obstacles that journey maps can help solve.

3. **Organizations with consumer end-users, particularly B2C (45%) and B2B2C (51%), are more likely to have a customer journey map compared to B2B organizations (36%).** Journey maps help provide these organizations with an in-depth understanding of the drivers of customer behaviors. Though B2B organizations have been slower adopters in comparison to B2C and B2B2C organizations, customer journey mapping usage for B2B organizations is likely to increase to meet the demands of the increasingly sophisticated B2B buyer.

4. **A majority of respondents report journey maps help them increase customer satisfaction (95%), develop new products or services (92%), and identify gaps in communication touchpoints (91%).** In addition, three opportunities for journey map use have emerged that, while less frequently used, can have extremely high impacts on organizations: determining the ROI of marketing/ad spend, prioritizing customer-centric initiatives, and allocating marketing/ad spend.

95% say journey maps help them increase customer satisfaction

5. **Organizations feel they understand customer pathways the least, and report the largest data gap in this area.** Only 52% of organizations with maps understand purchase pathways for different customer segments/personas compared to their understanding of other customer insights, such as customer loyalty/retention (68%) and research (57%). However, organizations with maps are 21% more likely to report a better understanding of customer pathways than those that do not use maps.

6. **Organizations that have journey maps are able to focus their research efforts on more advanced insights that directly inflect revenue.** These organizations are 19% more likely to focus on prospect scoring and 20% more likely to focus on customer lifetime value. Those without customer journey maps are 11% more likely to spend additional time on baseline customer research efforts, such as understanding customer needs.

7. **The majority of organizations enlist at least some external resources when creating journey maps.** 57% use an outside vendor, either in the form of a consultant or a research firm, or a combination of internal and external resources. Using a combination of resources is recommended as it allows organizations to enlist external expertise while also benefiting from internal buy-in.

8. **Organizations that have successfully implemented journey maps tend to develop them in less than a year.** Customer journey maps are living documents that must be regularly refreshed to keep up with the evolving needs of customers; their lifecycle is generally between two to four years. 66% of organizations with maps have already refreshed theirs, and 78% plan to refresh their map within the next two years. Customer journey maps are most effective when they are integrated across the organization. Top challenges to integration include a lack of top-down value placed on integration, issues with awareness of the journey map among internal stakeholders, and a lack of commitment to consistent utilization. Departments that have successfully integrated the map into decision making include marketing (96%), sales (94%), and customer service (94%).

9. **Most C-suite executives are invested in customer journey mapping and find journey maps to be a good value.** 63% report that their maps are very or extremely well-integrated into their decision making process. These executives attribute success to both the top-down value they place on integration and their accountability and ownership of the process.
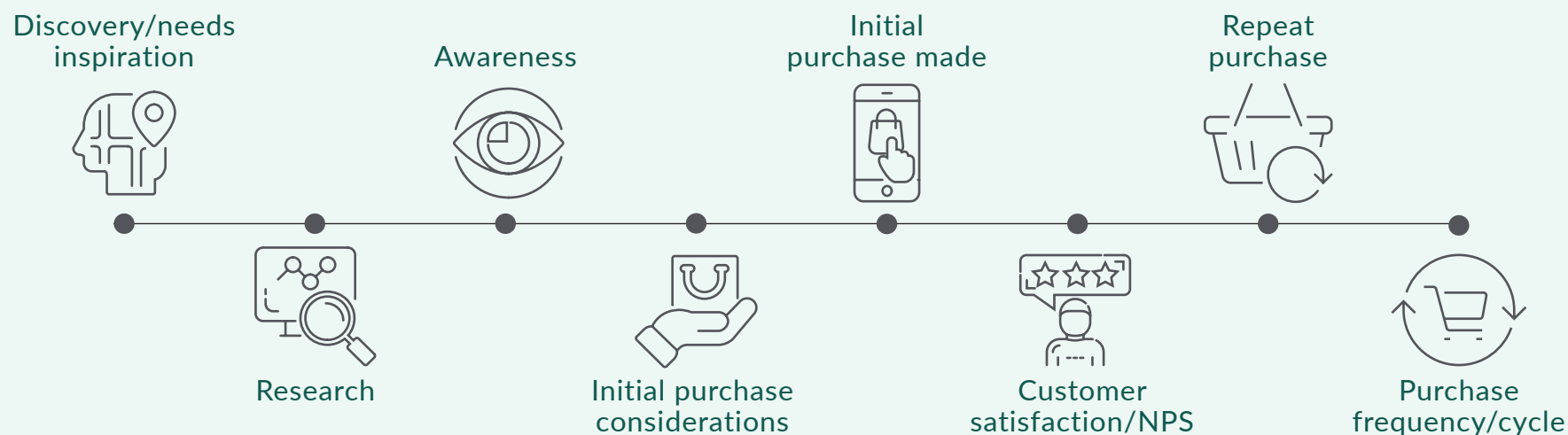
63% of C-suite executives report that their maps are very or extremely well-integrated into their decision making process

RECOMMENDATIONS

1. **Inform critical strategy decisions with your map across your organization.** Customer journey maps are useful to many departments in addition to marketing, including C-suite, strategy, sales, and product development.

2. **Leverage your journey maps to inform more in-depth exploration of customer insights.** Organizations with journey maps are able to focus their internal efforts on more sophisticated areas of research, moving beyond baseline efforts on understanding customer needs.

3. **Plan for potential data gaps.** As organizations struggle most in identifying key inflection points in the customer journey, it is crucial to form a strategy early on to address any potential issues.

4. **Harness a combination of internal and external sources in your journey map development.** This enables you to leverage external expertise while achieving internal alignment and buy-in.

5. **Ensure integration of the journey map across the organization.** This is key to journey map effectiveness and includes two key components: securing top-down buy-in for journey map integration and the involvement of multiple departments in the mapping process.

6. **Regularly refresh your journey map.** To keep up with the evolving needs and preferences of buyers, it is advised that organizations update their customer journey maps between two to four years after development.

THE TYPICAL CUSTOMER JOURNEY MAP

Discovery/needs inspiration

Awareness

Initial purchase made

Repeat purchase

Research

Initial purchase considerations

Customer satisfaction/NPS

Purchase frequency/cycle

CUSTOMER JOURNEY MAP USAGE: AT A GLANCE

Customer journey mapping is a significant undertaking for many organizations, yet most view customer journey maps as a wise investment and agree that both the time and monetary investment to develop a journey map is worthwhile. Additionally, most organizations report journey maps are highly effective tools for decision making and often used in leadership strategy meetings.

Yet despite this clear ROI, almost 60% of organizations do not have a customer journey map, though two in five who don't have a map plan to develop one, which may indicate customer journey map development is gaining traction.

42% of organizations
use journey maps today
(n=422)

2 in 5 organizations
without a map plan to develop
one in the future
(n=171)

81%
say time
well spent

75%
say funds
well spent

75%
say it is an
effective tool for
decision making

75%
use it to guide
leadership or
strategy meetings

(n=176)

ORGANIZATIONAL PROFILE: WHO IS USING JOURNEY MAPS

While journey mapping enjoys fairly wide adoption across organization types, those with consumer end-users are most likely to use customer journey maps. B2C organizations and B2B2C organizations, such as consumer goods manufacturers who distribute through big box retailers are more likely to have a customer journey map compared to B2B organizations. Since these organizations rely on brand awareness, quick cycle sales, and fast decision making, it is imperative for them to have an in-depth understanding of the drivers of customer behaviors.

B2B is a slower adopter compared to consumer-focused organizations, as they typically have more lengthy sales cycles, see less variability in buyer demands, and work in niche industries in which they have years of experience and knowledge, rendering maps less necessary. However, given the increasing sophistication of the B2B buyer, changing buying cycles, manufacturing innovations, and

the emergence of ecommerce in B2B, customer journey mapping usage for B2B organizations is likely to increase. Technology-focused industries are also more likely to have a map, including banks or financial service firms, ecommerce or software, as a result of the complicated nature of the customer or consumer interactions in these markets.

MOST LIKELY TO USE JOURNEY MAPS

51%
B2B2C organizations

45%
B2C organizations

36%
B2B organizations

(n=422)
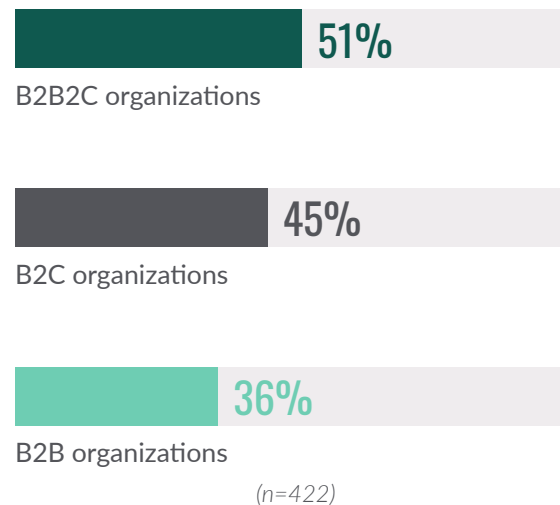
CHARACTERISTICS OF ORGANIZATIONS WHO ARE MORE LIKELY TO DEVELOP A JOURNEY MAP:

❑ Complex sales cycle

❑ Complicated or multi-touch nature of customer interactions

❑ Market competition/saturation

❑ Fast-paced sale
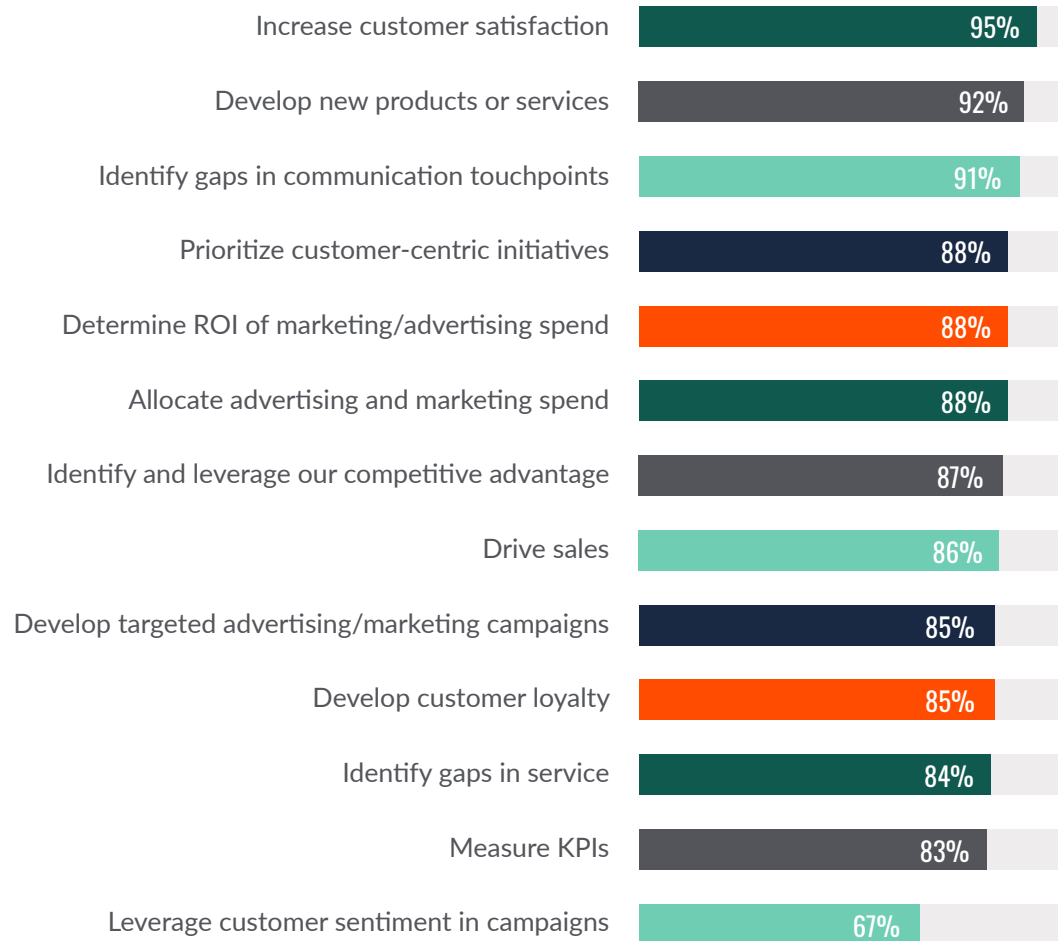
❑ Rapid changes in industry

JOURNEY MAPPING VALUE:
WHY ORGANIZATIONS USE JOURNEY MAPS
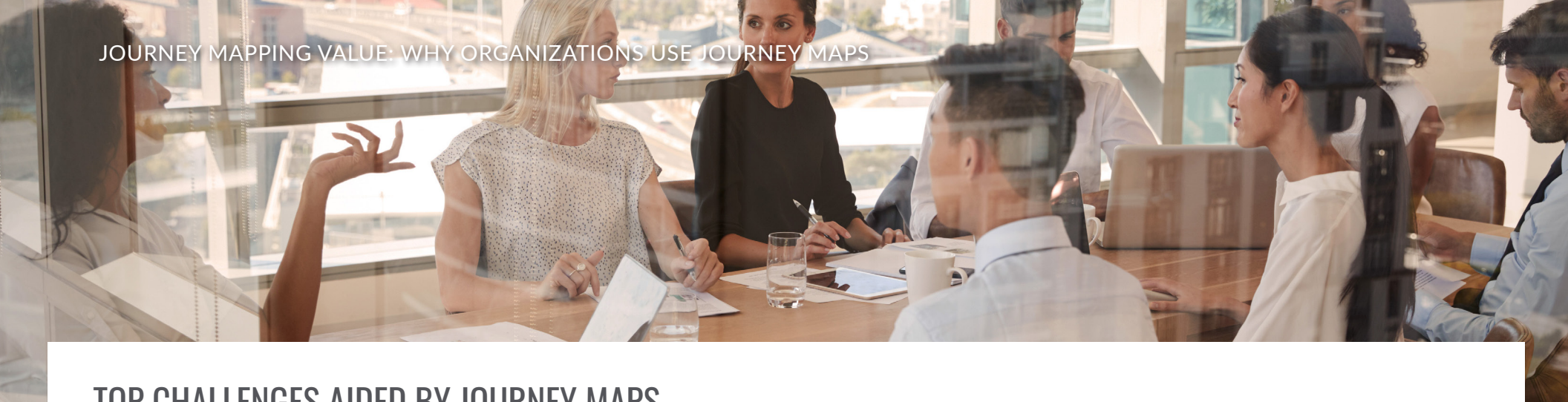
VALUE OF JOURNEY MAPS

Nearly all organizations believe their journey maps are valuable and use them to address key organization goals.

Organizations are not only using journey maps to improve customer service and satisfaction. Our research shows that organizations apply the findings from their journey maps to inform critical decisions across the organization, including driving ideas for product development, setting customer segments and streamlining/improving sales efficiencies, and evaluating the ROI of marketing initiatives.

GOALS IMPACTED BY JOURNEY MAPS

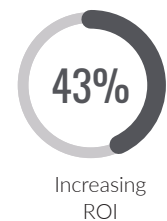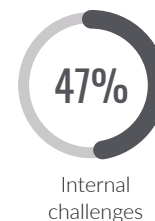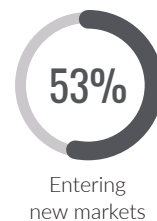| Goal	Percentage
Increase customer satisfaction	95%
Develop new products or services	92%
Identify gaps in communication touchpoints	91%
Prioritize customer-centric initiatives	88%
Determine ROI of marketing/advertising spend	88%
Allocate advertising and marketing spend	88%
Identify and leverage our competitive advantage	87%
Drive sales	86%
Develop targeted advertising/marketing campaigns	85%
Develop customer loyalty	85%
Identify gaps in service	84%
Measure KPIs	83%
Leverage customer sentiment in campaigns	67%

(n=43-81)

TOP CHALLENGES AIDED BY JOURNEY MAPS

In addition to leveraging insights from journey maps to meet organization goals, organizations also use information gleaned from journey maps to address key pain points and challenges. Our study shows journey maps are particularly useful in helping organizations solve some of their most critical challenges—obtaining new customers, retaining them, and developing new products or services.

Because journey maps reveal key preferences of customers and gaps in service or offerings, many organizations use journey maps to help target and convert new customers, increase customer satisfaction and service offerings to retain current customers, and to understand gaps in customer need to develop new products or services.

TOP CHALLENGES JOURNEY MAPS HELP SOLVE

88%
Obtaining new customers

78%
Retaining current customers

67%
Developing new products/services

53%
Entering new markets

47%
Internal challenges

43%
Increasing market share

43%
Increasing ROI

(n=49-67)

EMERGING OPPORTUNITIES FOR JOURNEY MAPS

Organizations are using maps most frequently in the areas they see the most value. In general, organizations are using journey maps most often to address traditional business challenges, like product development, revenue growth, and customer satisfaction. However, our survey identifies three areas of emerging opportunities for journey mapping that, while used less frequently, have extremely high impact when they are used:

1. **Determine the ROI of Marketing/Ad Spend**

2. **Prioritize Customer-Centric Initiatives**

3. **Allocate Marketing/Ad Spend**

These emerging areas represent opportunities for organizations to increase the impact of their customer journey maps even further.

ORGANIZATIONS USE CUSTOMER JOURNEY MAPS TO ACCOMPLISH HIGH-IMPACT ACTIVITIES

As customer journey map usage increases, so does its impact on organizational outcomes.
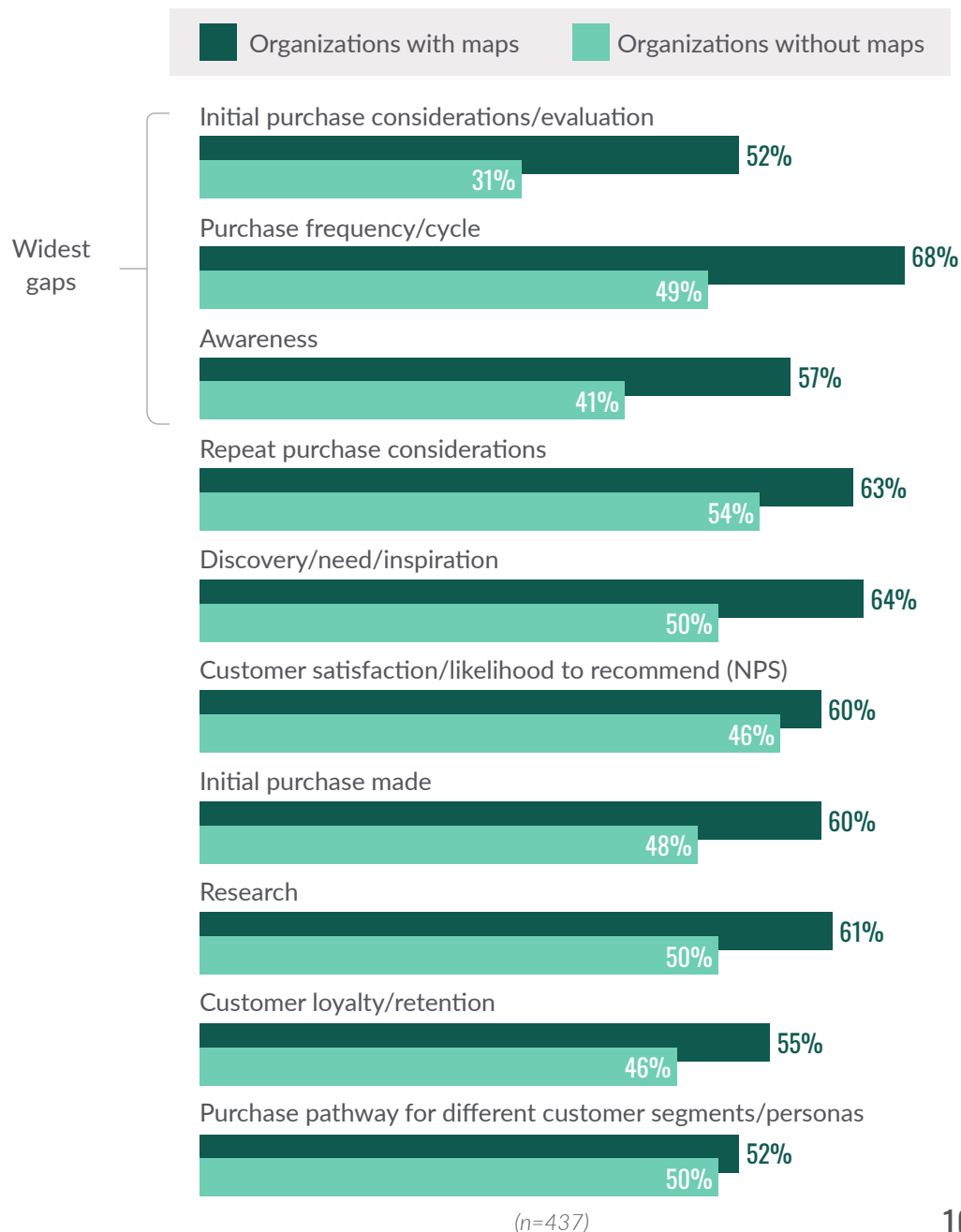

Emerging Opportunities | Established Opportunities

- Increase customer satisfaction
- Develop customer loyalty
- Develop products/services to meet customer needs
- Identify gaps in communication touchpoints
- Determine ROI of marketing/ad spend
- Prioritize customer-centric initiatives
- Allocate marketing/ad spend
- Drive sales
- Identify/leverage competitive advantage
- Develop targeted marketing/ad campaigns
- Identify gaps in service
- Measure KPIs

IMPACT

100% — 90% — 80%

USAGE: 20% — 35% — 50%

(n=176)

ADVANTAGES FOR ORGANIZATIONS WITH MAPS

Organizations gain significantly when using journey maps and are able to meet goals and address challenges. Overall, organizations that use journey maps report higher understanding of each phase of the buyer journey. However, gaps are widest at key inflection points in a customer's journey: purchase pathways, retention, and initial research.

ORGANIZATIONS' REPORTED UNDERSTANDING OF CUSTOMER INSIGHTS

■ Organizations with maps ■ Organizations without maps

Widest gaps

Initial purchase considerations/evaluation
- 52%
- 31%

Purchase frequency/cycle
- 68%
- 49%

Awareness
- 57%
- 41%

Repeat purchase considerations
- 63%
- 54%

Discovery/need/inspiration
- 64%
- 50%

Customer satisfaction/likelihood to recommend (NPS)
- 60%
- 46%

Initial purchase made
- 60%
- 48%

Research
- 61%
- 50%

Customer loyalty/retention
- 55%
- 46%

Purchase pathway for different customer segments/personas
- 52%
- 50%

(n=437)

ADVANTAGES FOR ORGANIZATIONS WITH MAPS

Organizations that have developed journey maps have a clear strategic advantage over those that do not, and can focus their research efforts on more advanced insights that directly inflect revenue—like prospect scoring and customer lifetime value. Organizations that do not have maps must spend more time focusing on understanding customer needs.

1 in 3 organizations

not using maps still see them as valuable
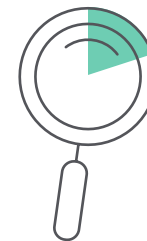
Organizations **with** journey maps are

19% **more likely to focus on Prospect Scoring** and

20% **more likely to focus on Customer Lifetime Value**

than those without journey maps.

Those that **do not** have customer journey maps are

11% **more likely to spend time researching Customer Needs**

than those with journey maps.

(n=217)

Organizations **without** journey maps still prioritize customer journey-related research.

TOP RESEARCH PRIORITY AREAS

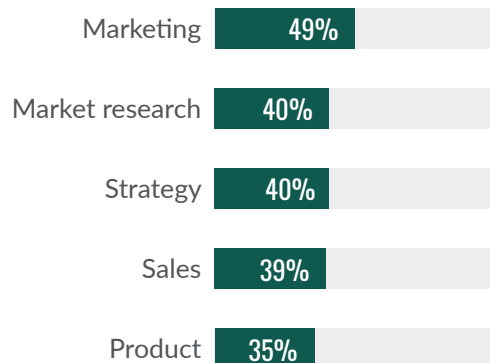| ORGANIZATIONS WITH JOURNEY MAPS	ORGANIZATIONS WITHOUT JOURNEY MAPS
1 Customer satisfaction	1 Customer satisfaction
2 Customer segmentation	2 Customer needs/gaps
3 Customer journey and customer needs/gaps (tie)	3 Customer segmentation
4 Buyer decision journey and customer lifetime value (tie)	4 Drivers of sales
5 Path to purchase	5 Buyer decision journey
6 Drivers of sales	6 Customer persona
7 Prospect scoring and customer persona (tie)	7 Win/loss analysis
8 Win/loss analysis	8 Customer lifetime value
	9 Prospect scoring

MAPPING THE JOURNEY: HOW ORGANIZATIONS CREATE THEIR CUSTOMER JOURNEY MAPS
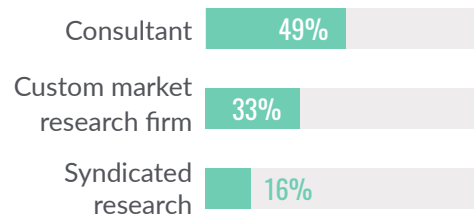
WHO IS CREATING THE MAPS?

Organizations take several approaches to creating their customer journey maps: they can either create the maps themselves; use an external vendor, such as a consultant or a research firm; or some combination of the two. The majority of organizations enlist help from external resources when creating journey maps, either in the form of a consultant or research firm. Inside the organization, marketing is most likely to be involved in the journey mapping process, followed by market research and strategy. Since journey maps are used across the organization, sales and product development are often also involved in creating the maps.

57% of organizations
use an outside vendor or a combination of internal and external resources

43% of organizations
complete the work internally

INTERNAL DEPARTMENTS INVOLVED IN JOURNEY MAPPING

Department	%
Marketing	49%
Market research	40%
Strategy	40%
Sales	39%
Product	35%

EXTERNAL VENDORS USED FOR JOURNEY MAPPING

Vendor	%
Consultant	49%
Custom market research firm	33%
Syndicated research	16%

(n=100-146)

COST OF CUSTOMER JOURNEY MAPPING

$260,000

is what organizations spend on average to create a journey map

~$438,000

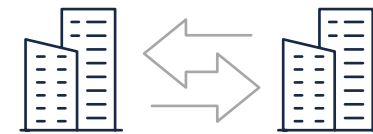is what **B2B organizations** spend on average to create a journey map

B2B organizations are most likely to complete the work internally **(57%)** but spend nearly double than the response average when they do outsource.

(n=111-170)

LENGTH OF MAP DEVELOPMENT

Organizations that have successfully implemented journey maps tend to undergo the initiative quickly—in less than a year. This can place a financial burden on budgets since there is a significant monetary investment to develop a map.
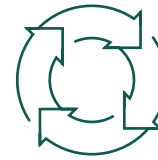
The lifecycle of a customer journey map is between

**2 and 4 years**

JOURNEY MAPPING UPDATES

Journey maps are a living document—organizations need to refresh the data to keep the map relevant to the evolving needs and experiences of their customers. Most organizations identify the need to refresh the data to keep the map relevant to the evolving customer journey.

66%
of organizations who have a journey map have already refreshed it
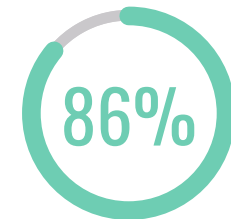
86%
plan to do so again in the future
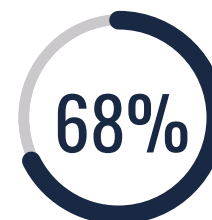
68%
of organizations have maps that are less than 2 years old

78%
of organizations plan to refresh their map in the next 2 years
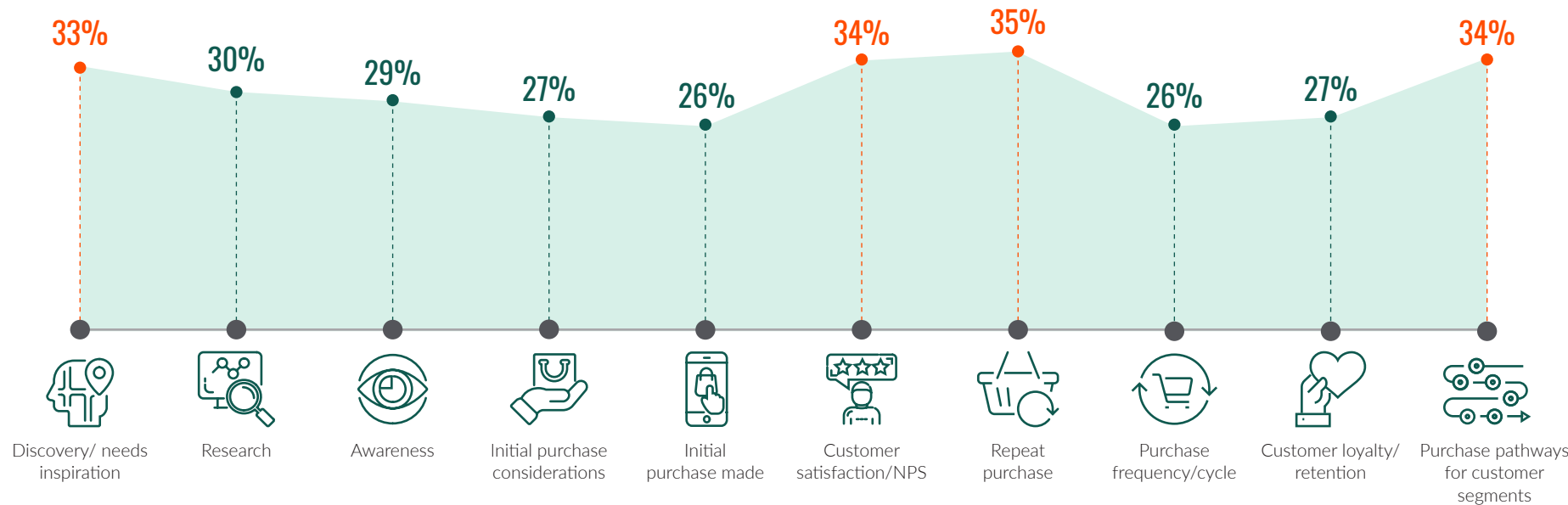
(n=111-170)

CHALLENGES FOR JOURNEY MAPPING: SOLVING THE DATA GAP

Out of all of the stages of the customer journey, organizations report having the least understanding of purchase pathways for customer segments. In addition, customer pathway data is one of the largest data gaps that exists, representing a unique challenge point for organizations who are creating journey maps.

It's important for organizations to understand where data gaps may exist when mapping the customer journey. Gaps in understanding the customer journey can lead to false conclusions about what potential issues may be and therefore, how to solve them. Data gaps leave organizations vulnerable to wasting valuable resources on solutions that don't address the real issue.

However, organizations with maps report a much better understanding of customer pathways than those that do not use maps—**21% better understanding,** in fact—indicating that gathering the data to inform the map is a worthwhile investment.

DATA GAPS ACROSS THE CUSTOMER JOURNEY

33%	30%	29%	27%	26%	34%	35%	26%	27%	34%
Discovery/ needs inspiration	Research	Awareness	Initial purchase considerations	Initial purchase made	Customer satisfaction/NPS	Repeat purchase	Purchase frequency/cycle	Customer loyalty/ retention	Purchase pathways for customer segments

(n=159-166)

WHAT IS THE BEST WAY TO APPROACH CREATING A CUSTOMER JOURNEY MAP?

Organizations that use a combination of resources to create their journey map are 40% more likely to find it more effective for measuring KPIs

A combination of internal and external resources is the most beneficial approach to journey mapping. Organizations that use a combination of resources to create their journey map use it more and note more impact. Specifically, they are **40% more likely** to find it more effective for measuring KPIs (94%) than the average user. They are also **9% more likely** to use the map in executive/leadership meetings, and are **9% more likely** to believe their journey maps help them become a customer-centric organization.

By using a combination of resources, organizations can experience the advantages of internal and external resources in mapping—they can use a vendor partner to add capacity and expertise where it might not already exist internally. And, because some of the work is also done internally, the mapping process benefits from internal buy-in.

SECRETS FOR SUCCESS: HOW ORGANIZATIONS MAKE JOURNEY MAPS EFFECTIVE

FACTORS FOR SUCCESS: ORGANIZATION INTEGRATION

Customer journey maps can be extremely useful tools in strategic planning and goal setting across the organization. However, a journey map is only as effective as the extent to which it is integrated across the organization.

Professionals attribute top-down value, commitment/accountability, and a data-driven culture to successful integration of journey maps for decision making across departments.

INTEGRATION CHALLENGES

▸ Lack of top-down value placed on integration

▸ Issues with awareness of the customer journey map

▸ Lack of commitment to consistent utilization

▸ Lack of internal bandwidth/capacity

▸ Lack of accountability to drive use/ownership

(n=41-62)

INTEGRATION BEST PRACTICES

▸ Make sure the customer journey map is valued and has buy-in from the top down

▸ Ensure organization-wide commitment to consistent utilization

▸ Foster an overall culture of data-driven decision making

▸ Set up accountability or ownership of the journey map among key stakeholders across relevant departments

(n=106-131)

C-SUITE PERSPECTIVE: TOP-DOWN VALUE OF JOURNEY MAPS

Top-down investment from the executive team and buy-in for journey maps is a key component of map integration. Our study found that most C-suite executives are invested in journey mapping and find them to be a good value, particularly they feel more positively that journey maps are time and money well spent compared to the sample, overall. These executives attribute success to both the top-down value they place on integration and their accountability and ownership of the process.
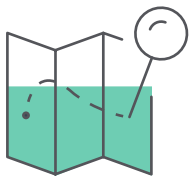
63% of C-suite executives
say that maps are very/extremely well-integrated into their decision making process

(n=168)

TOP-DOWN: BUY-IN FROM C-SUITE
Most C-suite executives are invested in journey maps

90%

say time well spent,

+9% from overall

95%

say funding well spent,
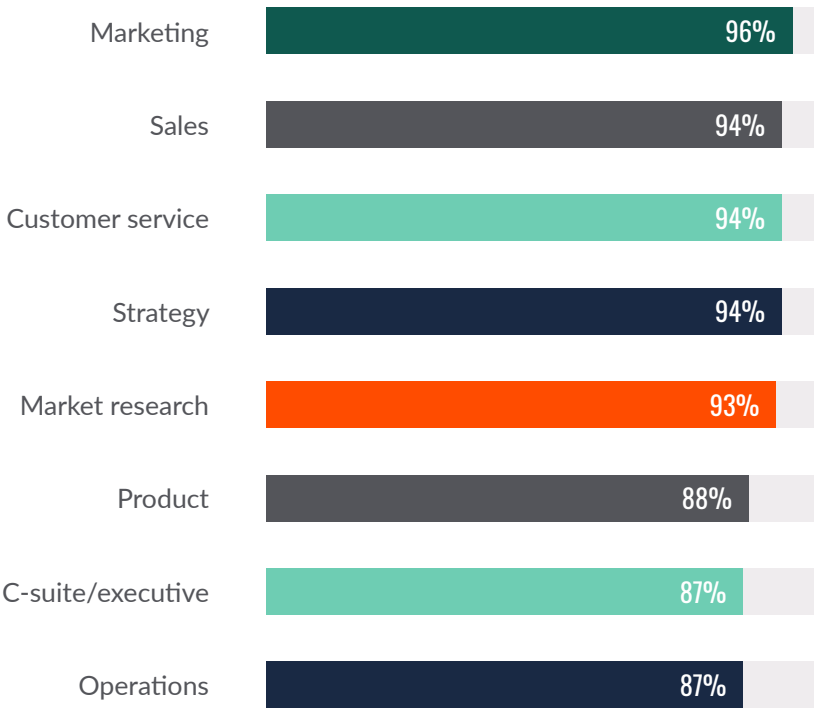
+20% from overall

(n=176)

OVERALL INTEGRATION ACROSS THE ORGANIZATION

The departments most involved in the mapping process feel like their journey maps are most integrated with departmental functions. If organizations want more buy-in, they should involve other departments in the mapping process.

DEPARTMENTS REPORTING JOURNEY MAPS ARE INTEGRATED INTO DECISION MAKING

Department	Percentage
Marketing	96%
Sales	94%
Customer service	94%
Strategy	94%
Market research	93%
Product	88%
C-suite/executive	87%
Operations	87%

(n=167-172)

TOP FACTORS FOR JOURNEY MAP INTEGRATION ACROSS DEPARTMENTS

When it comes to successfully integrating customer journey maps into decision making, factors for success vary by department. Some departments are steeped in a culture of data-driven decision making, whereas others place significant value on their level of commitment to using journey maps.

TOP FACTORS FOR CUSTOMER JOURNEY MAP ADOPTION ACROSS DEPARTMENTS

COMMITMENT TO CONSISTENT UTILIZATION

▶ Customer service
▶ Market research
▶ Operations

CULTURE OF DATA-DRIVEN DECISION MAKING

▶ Marketing
▶ Product development

TOP-DOWN VALUE PLACED ON INTEGRATION

▶ Executive leadership
▶ Sales

ACCOUNTABILITY OR OWNERSHIP INCENTIVIZES USE

▶ Strategy

(n=167-172)

WHAT SUCCESSFUL INTEGRATION LOOKS LIKE

When journey maps are integrated into decision making, they contribute value across the organization, including progress toward a customer-centric culture, guiding key decision points, and increasing ROI.

Become a customer-centric organization	76%
Discussed at or used to guide leadership or strategy meetings	75%
Effective tool for decision making	75%
Discussed or used to guide department-level meetings	72%
Facilitates cross-department collaboration and communication	70%
Increases ROI	65%

(n=176)

WHAT'S NEXT? BEST PRACTICES FOR MAPPING THE CUSTOMER JOURNEY

1. **Use journey maps to inform critical strategies across the organization, not just marketing and customer service.** Journey maps are useful for the C-suite, strategy, sales, and product development, too.

2. **Know the advantage you will get from journey mapping.** Organizations that have journey maps have a greater understanding of each phase of the customer journey, and are able to focus their internal efforts on additional, value add research (e.g., prospect scoring, customer lifetime value). Whereas organizations without maps still focus most of their efforts on baseline customer journey-related research (e.g., awareness, purchase patterns), yet do not realize the full benefits from having a completed map.

3. **Before undertaking journey mapping, organizations should be aware of key data gaps that may impact the** ability to create an accurate map and form a plan to address them. Gaps in understanding your customer's journey can leave the organization vulnerable to investing in solutions that will not address the crux of the issue.

4. **For the most effective map, use a combination of internal and external sources.** This enables you to leverage external expertise while achieving internal alignment and buy-in.

5. **Integration across the organization is key to journey map effectiveness.** There are two key components: top-down buy-in for map usage and integration and involvement of multiple departments in the mapping process. When C-suite is bought into the map and process, they can often be its biggest advocates, making it easier for department heads to justify investments on customer-focused initiatives. Cross-department collaboration ensures the alignment of strategy and supporting resources. Grounding decision making in what is ultimately best for the customer will lead to a customer-centric organizational culture.

APPENDIX

STUDY OVERVIEW

KEY OBJECTIVES

▶ What is the prevalence of customer journey mapping in organizations?

▶ Do organizations make customer journey mapping a priority (e.g., top-down buy-in)?

▶ How does journey map usage/ integration differ by role, industry, and organization size?

METHODOLOGY AND APPROACH

▶ Hanover Research tested these questions and assumptions via a quantitative online survey targeted at professionals across relevant industry categories.

▶ A third-party panel vendor, Dynata, was used to recruit qualified participants.

RESPONDENT QUALIFICATIONS

Respondents met the following criteria to be qualified participants:

▶ Reside in the United States

▶ 25 years of age or older

▶ Currently employed full-time

To ensure sample representation, participants were recruited based on the following organizational and role-based criteria:
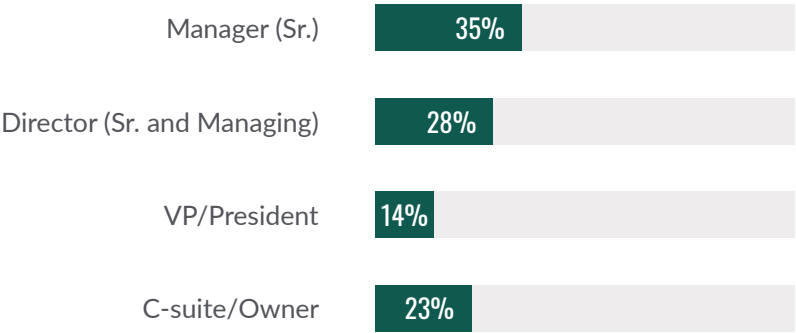
▶ Role level (ranging from manager to C-suite)

▶ Department (Marketing, Market Research, Consumer/Customer Insights, Product Management, Public Relations, Research and Development, Strategy, Operations)

▶ Industry representation across B2B, B2C, and B2B2C organizations

▶ Organization size (revenue)

▶ Geography

▶ Tenure

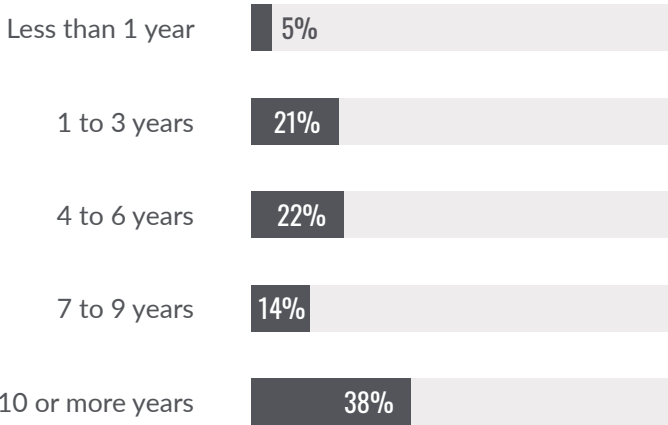After quality control measures, the analysis is based on a final sample size of 422 participants.
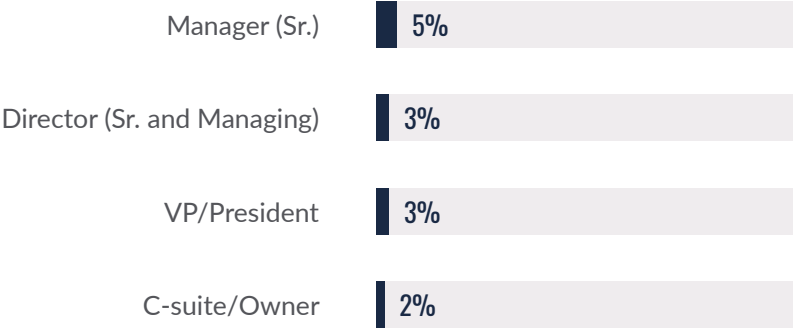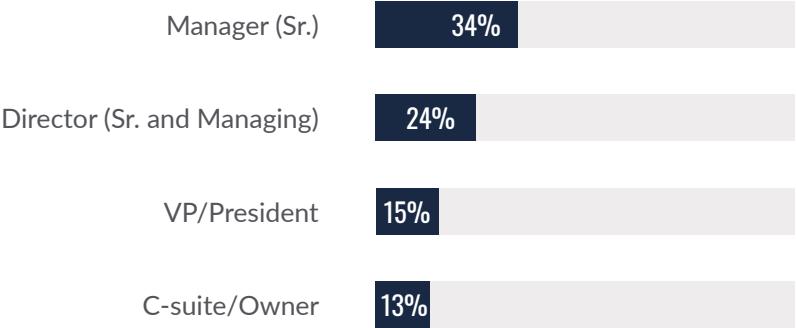
PROFESSIONALS PROFILE (n=422)

TITLE

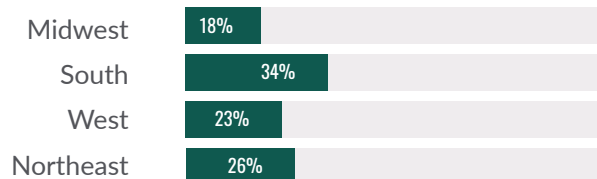|	
Manager (Sr.)	35%
Director (Sr. and Managing)	28%
VP/President	14%
C-suite/Owner	23%

TENURE

Less than 1 year	5%
1 to 3 years	21%
4 to 6 years	22%
7 to 9 years	14%
10 or more years	38%

DEPARTMENT

Manager (Sr.)	34%
Director (Sr. and Managing)	24%
VP/President	15%
C-suite/Owner	13%

Manager (Sr.)	5%
Director (Sr. and Managing)	3%
VP/President	3%
C-suite/Owner	2%

ORGANIZATION PROFILE (n=422)

REGION

Midwest	18%
South	34%
West	23%
Northeast	26%

ORGANIZATION SIZE—EMPLOYEES

Fewer than 250	42%
250–Fewer than 500	13%
500–Fewer than 1,000	8%
1,000–Fewer than 5,000	15%
5,000–Fewer than 20,000	11%
20,000+	11%

ORGANIZATION TYPE

B2B	42%
B2C	39%
B2B2C	19%

ANNUAL REVENUE

Less than $100,000	9%
$100,000–$499,999	10%
$500,000–$999,999	8%
$1,000,000–$4,999,999	12%
$5,000,000–$9,999,999	8%
$10,000,000–$49,999,999	14%
$50,000,000–$99,999,999	14%
$1,000,000,000	26%

INDUSTRY

Manufacturing	15%
Non-Profit	10%
Professional Association	9%
Software	6%
Hospitality/Leisure	5%
Consulting	5%
Wholesale/Trade	5%
Bank/Financial Services	5%
Healthcare	4%
eCommerce	3%
Telecom	3%
Non-Durable Products	3%
Construction	2%

Business Management Services	2%
Pharmaceuticals	2%
Retail	2%
Publishing	2%
Technology	2%
Food and Beverage	2%
For-Profit K-12/Higher Education	2%
Transportation	1%
Staffing	1%
Education Technology	1%
Engineering	1%
Insurer	1%
Other	6%

ABOUT HANOVER RESEARCH

Hanover Research provides high-quality research and analytics delivered through a cost-effective subscription model that helps executives make informed decisions, identify and seize opportunities, and heighten their effectiveness.
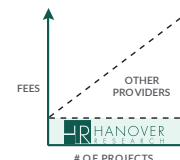
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HANOVER'S CORPORATE SOLUTIONS

MARKETING

Brand Strategy
- Brand Perception Assessment
- Competitive Brand Benchmarking
- Brand Value Proposition Testing
- Campaign Testing
- Content Marketing Support

Buyer Insights
- Buyer Segmentation Analysis
- Voice of the Buyer Analysis
- Win/Loss Analysis

Product Innovation
- Buyer Needs Analysis
- Product Concept Testing
- Product Portfolio Rationalization
- Qualitative Message Testing
- Price Optimization

Pricing Strategy
- Pricing Data Analysis
- Price Sensitivity Survey
- Win/Loss Analysis

Consumer Journey
- Attitude, Awareness & Usage Engagement (AAU)
- Buyer Segmentation
- Path to Purchase Analysis
- Satisfaction & Loyalty Tracking

STRATEGY

Market Entry
- Market Identification and Sizing
- Market Trends
- Value Chain Analysis
- Competitor Profiling

M&A Opportunity Evaluation
- Target Identification
- Target Prioritization
- Target Profiles

SALES

Sales Enablement
- Drivers of Sales Analysis
- Territory Potential Analysis
- Prospect Scoring Model

Channel Partner Effectiveness for Distributor and Dealer Sales
- Buyer Satisfaction Analysis
- Messaging Calibration
- Performance Management Scorecard
- Territory Potential Analysis

Channel Partner Effectiveness for Retail Sales
- Market Trend Analysis
- Consumer Validation Analysis
- Category Gap Assessment
- Sell Story Presentation Support

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