THE 8 STAGES OF EFFECTIVE CUSTOMER JOURNEY MAPPING

RETAIL REPLY is the Reply Group Company that supports Retail, Fashion, Consumer Products and Telco customers, capitalise on the in-store and online opportunities offered by digital transformation and customer experience.

With a specific range of skills focused on the design of IT architectures, store implementation, loyalty programme management solutions, the creation of online and mobile customer experiences, omnichannel implementation through microservice architecture and capacity-based planning, Retail Reply supports its customers throughout the entire transformation process, from the definition of the digital strategy, to its planning and all the way to the implementation of the solution.

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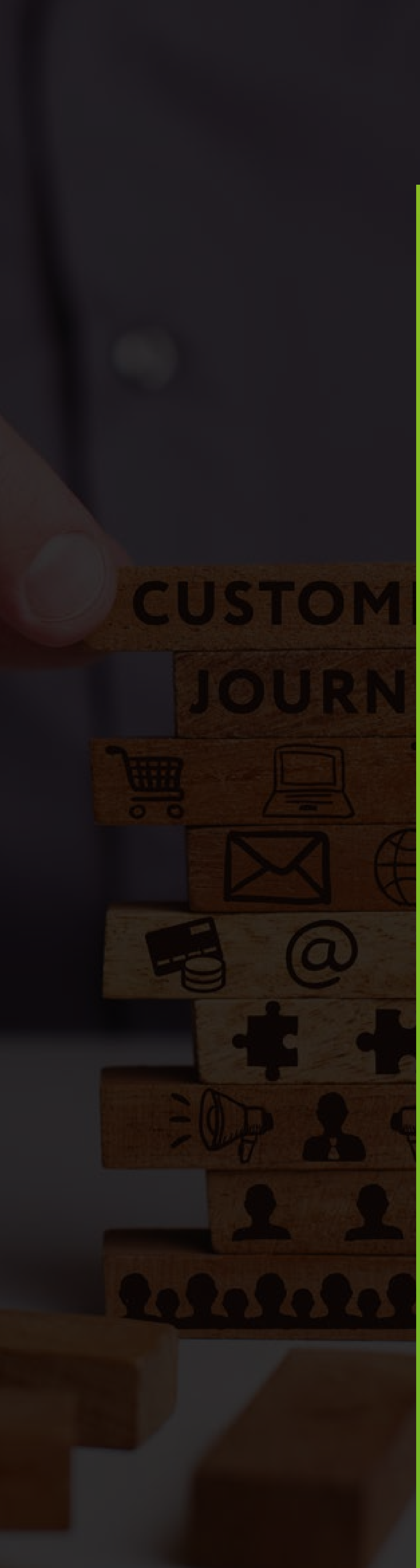


INTRODUCTION

“When you consider that up to a third of any technology build is impacted by customer experience, you simply cannot leave your mapping activities to chance.”

Customer Journey Mapping helps business professionals walk in the customers’ shoes, enabling them to feel what it is like to be a customer at every step of their interaction with a brand.

Hence, it is central to the success of programmes in customer experience management and those in the digital, technology, employee, and design space.

In this document, we outline the **8 Stages of Effective Customer Journey Mapping**. Letting you know what you need to do and how this can become a living, breathing part of your organisation or programme.

We also highlight how **Effective Customer Journey Mapping** tightly aligns your business around the customer and creates a close link between design and build through, for instance, integration with the **Business Capability Model**.

By using these eight stages, you can build a repository of personas and customer journey maps. Such a repository will be an essential asset to any project, keeping the customer front of mind and ensuring personas and journeys are shareable with other departments.

CONTENT

WHAT IS CUSTOMER JOURNEY MAPPING?

"Customer Journey Maps are a change management tool, through which we create 'customer-centric' experiences and encourage a 'customer-centric' culture."

Customer journey mapping is both a process and a management discipline.

As a process, the aim is to map out all the experiences and interactions your customers have with a brand or organisation.
By so doing, your business will gain a better understanding of the customer's current state ('as is' mapping) and potential future target state ('to be' mapping).

TOP TIP

A customer journey map is not a process map. The focus is on **Think-Feel, Do,** not just the physical interactions. In other words, to come up with a valid measure of the 'experience the customer has' we must understand their points of interaction with a brand; whether these are subjective (what customers think and feel) or objective (what customers do). This is covered in more detail in Stage 2.

Maps are further kept alive and refreshed through journey analytics (real-time or otherwise). Showing whether the target 'to be' state is being reached or needs reconsideration.

As a management discipline, customer journey maps become the central pivot point for any programme impacted by customer experience, helping management to:

- **design** better products, services, technology, and end-to-end experiences, by looking outside-in, from the customer's point of view
- **develop** the right collaborative culture since cross-functional stakeholders can now 'see the journey' and the linkages between departments, employees, the Business Capability Model and the technology stack
- **improve** customer experience and operational metrics. Whether these are improvements in Sentiment, Net Promoter Score (NPS), Customer Satisfaction (CSAT), Customer Effort Score (CES), reduced cost to serve, loyalty or related operational metrics (such as delivery time)

WHAT ARE THE RISKS OF GETTING IT WRONG?

"To avoid these and other risks, follow a customer journey management discipline."

With so many customer types and journeys, it is essential to follow a journey management discipline. Otherwise, you risk falling foul of a few 'elephant traps'. Here are 5 of them:

Risk 1: Boiling the Ocean

Some companies make the mistake of trying to boil the ocean: thinking every touchpoint counts. However, this is a mistake since customers don't measure everything when they evaluate you, so why should you? Instead of focusing all your efforts on measurement, focus on what counts and how to implement any change.

Risk 2: Rebranding an existing programme

Some companies make the mistake of rebranding process mapping, Six Sigma or Lean as journey mapping. However, they look at different areas.

TOP TIP

At the start of your journey mapping, go in with an open mind. If you have journey analytics, look at your behavioural data. If you have sentiment analytics, see what the natural voice of the customer is saying. Engage with your qualitative research.

A journey map maps the customer experience (Think-Feel, Do).

It focuses on the customer's point of view and uses that as both a means of competitive differentiation and technology optimisation.

Risk 3: Only focusing on the visual aspects of a map

Some companies make the mistake of thinking journey mapping is about brand marketing. As valuable as this is for employee engagement, a nice picture does not have high utility.

Risk 4: Supporting a silo mentality

Some companies make the mistake of using journey maps only for one specific area. Thinking the customer journey is about sales or marketing or starts at the point of physical interaction rather than the pre-experience. Effective customer journey mapping starts from a more agnostic point of view. What is the experience the customer has? What do they Think-Feel and Do? Which KPIs are impacted by customer experience?

Risk 5: Journey Maps are only for customer experience executives

Some companies make the mistake of thinking journey maps are only for customer experience executives. However, understanding the customer journey is essential for stakeholders in technology, digital architecture, employee engagement (employee journey mapping) and wherever the customer impacts decision-making.

HOW TO DO CUSTOMER JOURNEY MAPPING?

The following **8 Stages of Effective Customer Journey Mapping** will help you in your programme:

STAGE 1: ALIGN

Make sure the executive is strategically aligned to the programme

Make sure the programme aligns with the objectives of your executive stakeholders. For instance:

- are they onboard?
- do they understand what journey mapping is?
- do they know what KPIs they wish to influence?
- do they know how this process will integrate into any digital / technology architecture plans and Business Capability Models they already hold?
- are they clear about the scope and objectives, for instance, which personas and which journeys should be mapped?

Example: Retail Reply Customer Journey Mapping Reference Model

To align executives, we typically run through our Customer Journey Mapping Reference Model.

*note: User Story is referred to, but this can also mean any other means of capturing an action from across the end to end journey.

CUSTOMER JOURNEY MAPPING REFERENCE MODEL

1. PERSONAS

This defines 'who the customer is'. Customer can mean many things including employee, supplier, user. Personas differ from segments as they also review emotional and behavioural triggers.

2. CUSTOMER LIFECYCLE

This is a top-level map of the customer journey, often used for executives to 'get it'. In some cases, it is used as a top-level categorization of data in journey mapping software.

3. CUSTOMER JOURNEY MAP

Journey maps cover the end-to-end or a part of a journey (such as digital). The mapping structure is based on Think-Feel, Do. Mapping what the customer Thinks-Feels and Does across the many touchpoints (points of interaction). Maps range from simple, to engage staff, to complex linking touchpoints to data and databases. Maps describe the current state and the future state ('as is' and 'to be').

4. SERVICE BLUEPRINT

This style of map includes not only the customer journey map but maps all the related back-office systems that might be affected.

5. USER STORY

The prioritized idea for change that falls out of the mapping process and goes into the innovation funnel. This in turn may link to Jira or Agile studio.

6. JOURNEY ANALYTICS AND ORCHESTRATION

This is an analytics view of the customer journey (end-to-end experiences) that uses predictive and prescriptive modelling to define next best actions against CX metrics. As a quantitative data only view, it also includes real-time date feeds such as operational metrics and sentiment analytics.

We also ensure that executives understand that any journey mapping outputs must be tightly integrated with the Capability based planning process, Reference architecture and OKRs (Objectives and Key Results). For instance, any future state journey maps that define customer I wants must be mapped to business capabilities, the reference architecture and OKRs.

CUSTOMER JOURNEY MAPPING REFERENCE MODEL

'I WANTS' ARCHITECTURE

A set of defined customer 'I wants' based on the to be or future state journey map.

CAPABILITY BASED PLANNING

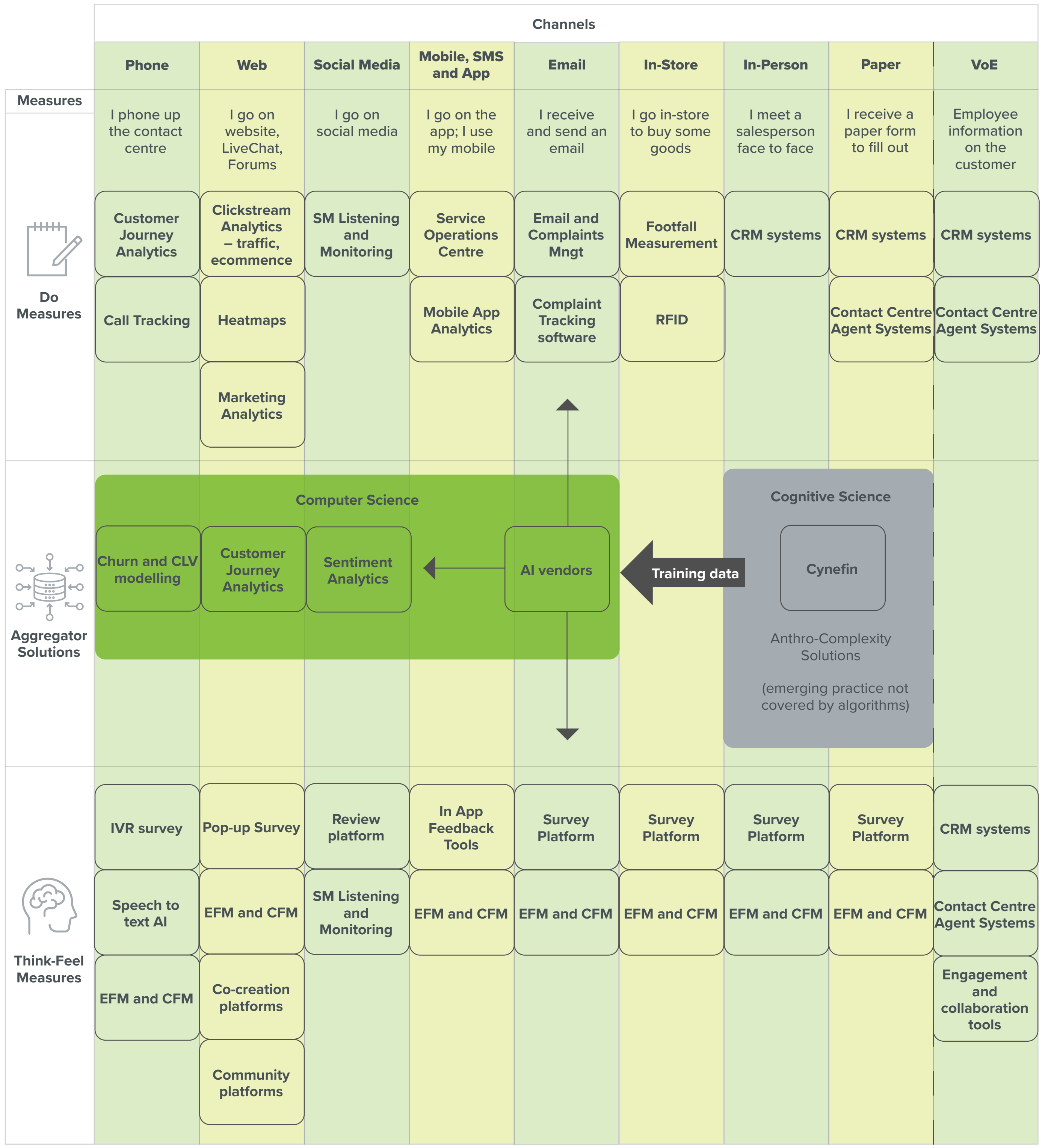
These are mapped to the business capability-based planning model (Business Capability Model)

REFERENCE ARCHITECTURE AND OKRs

This is further mapped back to the reference architecture and OKR (Objectives and Key Results)

And finally, we show executives how customer journey mapping influences a range of cross-channel customer experience and operational metrics. For instance, in the CX Channel Measurement chart, we give an example of the types of customer channel metrics that can be impacted by journey maps. This encompasses **Think-Feel, Do** measures as well as how companies use aggregation engines.

CX CHANNEL MEASUREMENT



Start by defining who the customer is?

Alignment means being clear on the scope. We need to know who the customer is before we can start mapping their journey.

Frequently, companies use segmentation models to define the customer. For instance, a company may define them by spend (High-Medium-Low). However, **this is not enough**. Our interest is in the customer journey, so alongside looking at any market data, customers must be defined by their behavioural and emotional triggers.

This is where personas come in handy.

"Personas are semi-fictious representations of a customer type. They bring together rich qualitative and ethnographic insight with volumetric data."

For instance, you can have two different customer personas within the same segment. By customer lifetime value they look the same, but they may have vastly different outlooks. Likewise, you can have two different segments which host similar customer personas.

Example: a large cement company assumed digital portals would only be of use for small scale buyers of cement and aggregate. In fact, larger firms were also keen on portal use, but had not been using it because the firm had only provisioned services for the SME sector. In other words, the persona of the large-scale buyer included behaviours more consistent with those assumed for SME buyers in low-cost channels.

If the executive does not have personas, these can be built from qualitative and quantitative insight conducted in the next

TOP TIP

You cannot do customer journey mapping without defining who your customer is. This means there will be multiple maps to produce, by persona and by journey. If you have not defined your personas, you need to.

Define which journeys are of interest to you

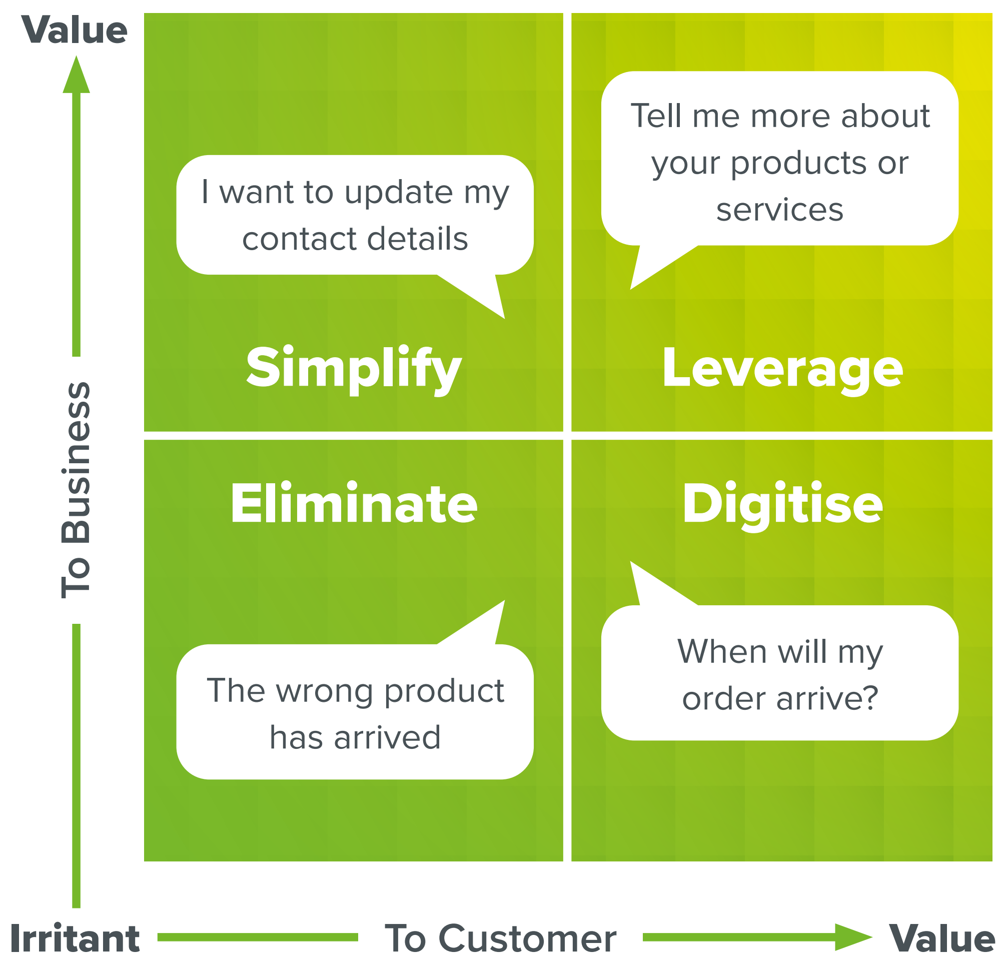
With potentially 100s of journeys, it is important to decide which are the most critical to map. There are several ways to undertake this prioritisation, here are a few examples:

- By the job the customer intends to perform (jobs to be done) such as 'get weekly shopping'
- By a set of key quality indicators such as 'ease of shopping, 'quality of service'
- By problem journeys identified in complaints data, sentiment analytics or churn models
- By what the business has decided. For instance, a Delight the Customer or Keep it Simple programme or more specifically a focus on Hyper personalizing the onboarding journey
- By focusing on what the future 'to be state' might be. In this case, insights will lever expert views - the current state only being lightly investigated
- By those journeys in the technology architecture plan that need customer input. For instance, a new contact centre or claims handling platform will mean re-architecting the customer experience. Any technology change should not be done without an appreciation of the customer journey.

Example: segmenting by intents (jobs to be done) is a great way to prioritise which journeys to focus on. In the picture below, we can see how we mapped customer intents by their impact on customer, business value and channel strategy.

Note: sentiment analytics was used to capture and categorise text-based customer requests, to give us a list of reasons why (intents) they contacted the firm.

If the executive is unable to complete this journey prioritisation, it is possible to undertake a more high-level exploration in the qualitative and quantitative phases of the programme.



TOP TIP

Know when to start a journey mapping programme. For instance, usually when there is a change in technology, there will be a change in customer experience. At this point a programme should be engaged to ensure tech is delivered with the customer in mind.

STAGE 2: COLLECT INSIGHTS

Define what information you already hold on the customer personas and journeys of interest

Any journey map needs to be derived from customer data. Otherwise, there is the risk of creating an inside-out map, that just confirms existing biases. Therefore, before you get into mapping, conduct an audit (gap analysis) on what insights you already hold within the business and what is required.

"Engage multiple teams from across the business to consolidate a record of existing voice of the customer data."

For instance, someone in the business may have already completed a journey map. But beware, it is critical to assess whether the customer has had input into its design. Likewise, you should review any complaints, survey, and usability test data as well as any focus group work. But again, beware much of this may now be out of date.

Example: a major supplier built their journey maps and prioritisation of ideas from an internal workshop with stakeholders. From this exercise they determined that the number one priority was 'speed of invoicing'. Clearly, the company had decided the target customer experience based on internal priorities rather than customer experience ones. This was remedied by putting in place an extensive customer experience insights programme which led to a different set of priorities - improvements in customer service. This had a major impact on ongoing technology architecture plans.

Define what customer experience data you need to collect about the customer personas and journeys of interest

Now you know what information you currently hold; you can start to plan out what information you need to obtain. To do this, run through the following Think-Feel, Do framework:

Do

This relates to any behavioural data.

- **Do you hold any volumetric data?** Such as average basket size, customer lifetime value, average spend, rate of churn and so forth.
- **Do you hold any journey analytics data?** Such as website heat-maps, click through and drop off rates. Or by channel, such as channel stickiness.

Think-Feel

This relates to any attitudinal data.

- **Do you hold any quantitative data?** Such as complaints data, survey data, sentiment analytics (which aggregates unstructured data), other propensity and churn modelling data, A/B testing and other test data
- **Do you hold any quali-quant data?** Such as usability testing
- **Do you hold any qualitative data?** Such as focus group, in-depth interview, ethnographic or UX insights

Define what customer experience data you should collect from employees

Do not forget the voice of the employee. You may consider this a proxy for the customer experience, but none the less your employees are at the coalface, they know what is going on, and what the pain points and opportunities might be.

- **do you hold any employee quantitative data?** Such as wrap notes from contact centre operatives. This can be very useful to analyse. For instance, SALT (the Swiss Telecoms Operator), used contact centre wrap notes to identify key issues that impacted churn, highlighting the criticality of the onboarding journey. Likewise, field engineer notes have been used to identify base station issues. When combined with volumetric data, this enabled operators to predict recurring problems. The obvious win here, is that the more efficient the base station network, the bigger the win for the customer. In another example, the NHS used social worker ongoing narratives, delivered as they left a visit to alert the business on an emerging issue.
- **Do you hold any employee qualitative data?** Such as the output from innovation workshops or huddles. Capturing ideas from what employees 'see' is a crucial part of generating your 'to be' map.

Define when customer experience data is being collected

Alongside collecting insights and defining any gaps in knowledge, you should also think about 'when' this data is being collected and any gaps in process.

For instance, companies will often engage in a piece of customer insights work up front and then forget about engaging with it during design. In a digital build, insights should be part and parcel of the prototype and content design process.

Likewise, if you are building new digital channels, consider how this is being assessed against benchmark datasets and what plans are in place to assess the success of the new channel once it goes live.

Since channel data, sentiment, and employee feedback changes through time, if you do not have access to real time insight then the actions you decide to take today may soon be out of date. If real-time data is lacking, then this is also a gap in your mapping portfolio.

TOP TIP

Look to collate as much information as you can on your target personas and journeys. This doesn't just mean aggregating quant data but also engaging with qual data and the voice of employees.

STAGE 3: CONDUCT INSIGHTS

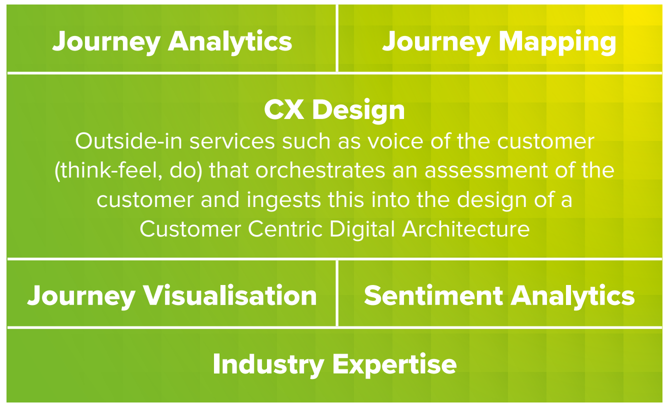
Go out and collect your customer experience data

Now you have completed your audit, you can start to fill in the data gaps. Undoubtably, the extent of this insights work will vary by time and budget, but it would be a mistake to not engage in this phase. Since, the more informed you are, the better you will be able to map the 'as is' and 'to be' state. It's also at this point that you can start to think about putting in place the feedback tools you will use to keep your journey maps alive at the end of the process e.g., Customer Journey Analytics and Sentiment Analytics.

In addition, this is the stage where you start involving your cross-functional stakeholders. This includes, external suppliers, especially those in technology and digital architecture. The reason for this is that the earlier you can feed back insights the easier it will be to take any final 'to be' journey map and build a Customer Centric Architecture plan.

"Technology Architects provide critical advice on CX innovations. So, as part of your qualitative work, their advice must be included. Not least because this gives a 'heads-up' for the design of a Customer Centric Architecture."

Example: Retail Reply offers a set of CX services. This includes Journey Analytics that collects behavioural data; Journey Mapping; Journey Visualisation; Sentiment analytics and qualitative and quantitative insights services built around design thinking and industry expertise.



TOP TIP

Engage senior stakeholders in the insights process. Get them to listen to a focus group or attend a usability test. Seeing and hearing customers for real can make a world of difference when it comes to accepting the findings.

STAGE 4: DERIVE INTERIM MAPS

Produce interim customer journey maps

The purpose of this stage is to produce a set of Interim customer journey maps that consolidate insights into strawman 'as is' and 'to be' findings. These maps are then used to fire off debate (Stage 5) among a group of cross-functional stakeholders including technology and industry experts.

To do this, the maps must be graphically appealing and infused with relevant insights to ensure any workshop will act to validate the findings and innovate solutions.

It is at this stage that early links can also be made between these journey maps and any capability planning process amongst the technology team. It is a good idea to therefore add in a high-level review of how these early insights match to any existing technology plans.

"Strawman 'as is' maps are set up for the process of co-creating solutions with the cross-functional team."

Examples:

An insurance provider produced an Excel based journey map that consolidated all existing customer data across journey steps, described as Acts and Scenes. The assets were designed to be workshopped by the facilitator (Stage 5).

A loyalty points company, set up a Customer Lab workshop engaging multiple cross-functional stakeholders from insights, marketing, operations, IT, and the C-suite. The facilitators set-out a set of journey mapping assets and ideas to walk through. The role of the stakeholders over the course of the day was to validate the findings, add to the mapping exercise and ideate.

TOP TIP

Make sure the assets support the facilitation. That they are detailed enough to give an idea of the journey but appealing enough for stakeholders to 'get it' and ideate.

STAGE 5: CO-CREATION WORKSHOP

Co-create solutions with a cross-functional group of stakeholders who validate the 'as is' and 'to be' maps

This is the point at which cross-functional teams come together to discuss the findings and validate/ amend the customer journey maps.

Cross-functional teams include those from a diverse set of departments that work across the journey (such as IT, comms, marketing) as well as senior executives and those from shared services (such as business intelligence and insights). Any workshop must also include technology architects since technology plans typically sit across or impact all parts of the customer journey.

The benefits of a well-run workshop

"By constructing journeys outside-in prior to engaging the voice of the business, firms avoid the problem of confirmation bias."

Culturally, this is also the first-time stakeholders will be able to 'see' the customer journey from the customer's perspective and how a lack of joined up thinking between departments can impact it.

For instance, in one loyalty points company, email offers were sent out that failed to advertise the location. Likewise, the flight map was 3 clicks away from the home page even though most customers were only coming to the site to book a flight. The reason was a disconnect between marketing and IT.

This is also the point at which any changes are discussed in terms of their implications for the employee experience and the back-office. In more advanced organisations, this can lead to **a parallel employee journey mapping workstream** (the reason for engaging this here is that employee changes should always refer to customer journey maps).

Likewise, with the technology architecture team on board, key customer journey insights will start to surface that the team can track through the technology stack, including at the employee level. Technology architects can also raise issues early or offer alternative tech-based solutions.

Example: a UK broadband provider set up a co-creation working group with cross-functional teams and some customers to review the customer materials and maps. 60% of ideas for development came from these sessions.

TOP TIP

Always engage your technology architecture team in these sessions. They can turn customer insights into tech solutions, offer ideas and use the input to formulate a Customer Centric Architecture plan.

STAGE 6: FINAL MAPS

Produce your final customer journey maps

Final ‘as is’ and ‘to be’ customer journey maps are designed. There are 3 types:

Macro-level

This is a high-level journey map that is often produced by HR and marketing. It is used for:

- training purposes
- internal brand communication
- external brand communication

While maps alone will not lead to better employee engagement with customer insights or a CX programme, they can when combined with other training and communication materials. For instance, roadshows, events, training, and the production of supporting videos and merchandising. This can even extend to more formal documentation. For instance, DHL’s Customer4Life initiative used their visual design in Joint Business Planning documentation.

These assets can also be used externally. To deliver the customer centricity message to customers and train them in the new experience.

Remember: if the purpose is to deliver a Customer-Centric Architecture, technology teams also need to engage with the findings.

Mid-level

This style of customer journey map is the most common. Its purpose is to:

- show executives the end-to-end journey, highlighting how changes in one area influence another and how departments are dependent on each other.
- demonstrate the business case for change, showing the before and after effect of any change in experience; information that is also used in the final prioritisation workshop (Stage 7).
- integrate with the Capability planning process, Reference architecture and OKRs (objectives and key results) undertaken by the technology architecture team – although this tends to be less detailed than in Micro-level maps.

Micro-level

This style of customer journey map is rich in detail. Its purpose is to:

- catalogue all journey touchpoints
- integrate with the Capability planning process, Reference architecture and OKRs (objectives and key results)
- integrate with software to maintain a repository of journey maps and personas that can be shared across the organisation
- integrate to relevant insights data, databases
- link to any action plans (Agile Studio, Jira, etc.)
- support the design of a CX Training Guide
- integrate with Customer Journey Analytics and orchestrate a next best action using predictive and prescriptive analytics

TOP TIP

Remember: maps and personas must integrate into the Capability planning process, Reference architecture and OKRs (Objectives and Key Results). Turning a system of engagement into a 360-degree system of record. If this is achieved, any customer experience change can be mapped through the technology stack and its impact assessed. **Retail Reply are experts at reformulating your customer journey maps to achieve this.**

Focus on visualisation

From the above, one of the key challenges with journey maps is journey visualisation.

For the Macro-level maps this is a case of internal brand communication.

However, when companies start to use data for operational purposes there needs to be a tighter integration between the maps produced and their ease of visualisation. For instance:

- as journey maps start to include real-time data from sentiment and journey analytics platforms, data visualisation and distribution within a company's broader operations team as well as other stakeholders becomes important.
- when maps start to show more granular detail, there needs to be a way to visually express the link between the mapped experiences and supporting information from surveys, usability tests, architecture, and operational plans.

This is where visualisation software can help, although the business must be prepared for the demands of on-going maintenance and responsiveness.

Maintaining responsiveness

An example of this is how companies must respond swiftly to any real-time change in customer need using journey orchestration (e.g., AI and automation).

For example, in Ericsson advanced analytics identifies website download speeds across the mobile estate. Where there is a lag in video download speed, a next best action is automatically sent out to the customer.

Typically, firms find that to orchestrate a swift response, greater responsibility needs to be given to departmental level decision makers over slower central functions. This in turn means maps must be distributed out to the business via a mature technology stack where **Journey maps are integrated into Business Capability plans and the Reference architecture.**

"I would like is to get feedback from customer's directly at certain points. If that were integrated into a dashboard and you could see that in your journey's that would be a game changer."

In more advanced platforms data can be further interrogated by individual persona.

Examples:

Micro - In a large UK utility the output from journey mapping software was used to drive improvements. For instance, the firm was getting terrible feedback from pre-payment customers. The company asked how they could make it better and looked at the journey data. Actions could then be integrated into the tech architecture. In addition, companies are increasingly starting to integrate journey analytics - data that blends operational data with transactional survey and sentiment data – into their mapping programmes.

Mid – a large US credit card company used the output from their final journey maps to showcase the business case for change across the onboarding journey for high-net-worth customers.

Macro – A large US car manufacturer developed a set of CX training assets and guides to engage their employees in the co-creation of a new customer experience. This included capturing their ideas for change.

TOP TIP

Make sure your maps continue to live in the organisation. So, while you must maintain your maps as a system of engagement you must also ensure they are hosted in a mature system of record. This means investing in journey visualisation and better governance and distribution of the maps. Critically, making sure that they embed real-time data analytics and integrate into any technology plans.

STAGE 7: PRIORITISATION WORKSHOP

Produce the final prioritised list of ideas

The final stage before we get to ongoing delivery and governance is the generation of a prioritised list of ideas.

This is completed by a cross-functional workgroup of executive level stakeholders and technology architects. The aim is to prioritise the ideas for change, finalize the 'to be' journey map and develop a Customer Centric Architecture plan ready and capable of delivering a generational roadmap.

"Selling the value of engineering something you think the customer wants is setting you up to fail, while defining the 'to be' customer journey up front is setting you up for success."

Of course, a lot of activities will arise post workshop and will require further work in terms of business case development. But in terms of Stage 7, stakeholders will come away with a clear line of sight of the main priorities.

Example: as part of a new contact centre deployment, a 4-month programme was engaged that fed customer insights from the journey mapping exercise by persona directly into the multi-generational technology roadmap. This defined the future state for the sales and service architecture with business requirements impacting the design of the self-service portal; applications; ePod; CRM; automated insights and the provision of desktop information.

TOP TIP

The worst thing you can do is go through all this effort only to produce a map with prioritised ideas for change that no-one does anything with. You must make sure before you get to this stage that a delivery or test programme is in place.

STAGE 8: ONGOING DELIVERY AND GOVERNANCE

Maintain customer journey maps in software and keep them alive with journey analytics

If your journey map and personas are now just stuck on a wall or rolled up and put in a cupboard then your efforts are wasted. Likewise, if you have produced a long list of prioritised items but these have been 'put on the backlog', then your journey maps have just conformed to a process rather than a management discipline. Finally, if your technology architects are not using any customer insights in their planning, then you are not doing anything more than you would have done before.

To avoid these problems, it is recommended that journey maps are kept alive through software. By so doing, customer journey maps maintain a central role in your programme, taking account of new data as it arises. They also maintain their critical role of bringing diverse stakeholders together across a journey.

The importance of data visualisation and software

This means, investing in data visualisation and software, not to create a process or to replace your system of engagement but to ensure your 'as is' and 'to be' customer journeys are:

Maintained – your ideas and information are not lost, for instance any back-up focus group, technology planning and usability test data can be held in a database and linked to the relevant journey stage and persona repository

Updated – it's easy to update the maps with new information

Shared – journey maps and data can be easily shared with internal and external stakeholders, not least to audit any future technology change for its customer impact and vice versa. This is also important when dealing with real-time analytics; you need to respond quickly or by using automation

Tracked – any prioritised ideas can be tracked through the innovation funnel. For instance, by being linked to a Kanban board or Agile Studio

Integrated – real-time or near real-time dashboards should be integrated into your journey visualisations. For instance, Customer Journey and Sentiment

Analytics software allows you to interrogate real-time data and flag areas of concern in your journeys. Likewise, you should have integrated your Capability based planning, Reference architecture and OKRs (objectives and key results) with you customer journey maps to enable a customer centric planning process.

Example: customer journey mapping is an essential management discipline that must be integrated into any programme requiring customer input.

“I have a discipline for it, so I can do it properly. I therefore ask questions and find that the team are not sure of the answer. My challenge then becomes how can you move to a solution when you don’t know what is going on?”

TOP TIP

Customer Journey Maps are a tool. To ensure success make sure you go from a Customer Journey Mapping to a Customer Journey Management mindset in whatever programme requires customer input. This means that Governance and Compliance of customer journey maps is critical. Retail Reply are experts at reviewing your Customer Experience Management capability and how fit for purpose this is for Journey Management.

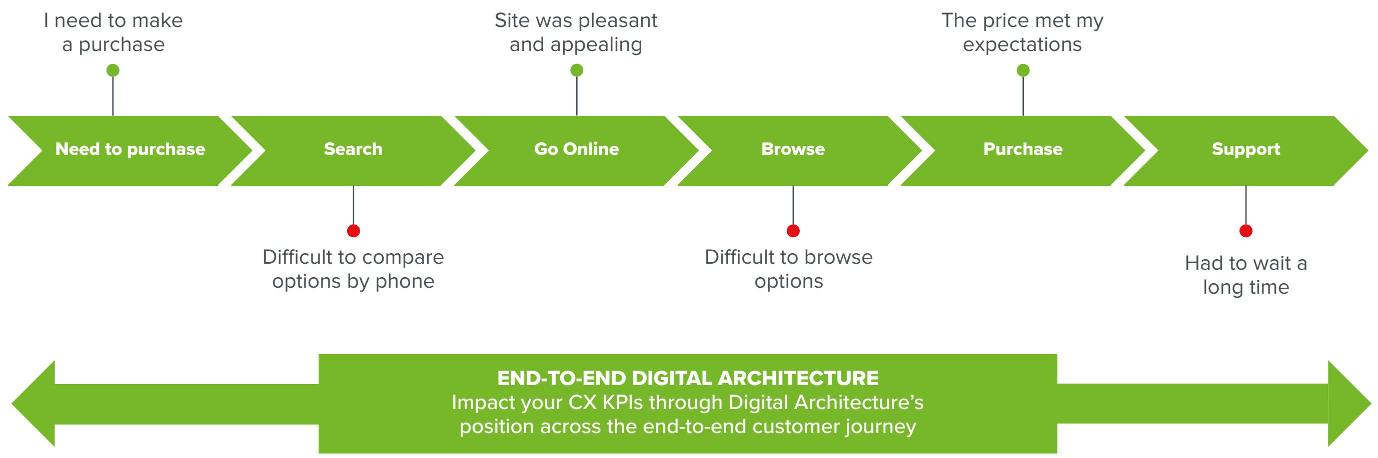
Example: how Retail Reply can help you.

Using Customer Journey Maps to Move to a Customer-Centric Digital Architecture.

Digital architecture works across the end-to-end customer journey.

DIGITAL ARCHITECTURE IMPACTS THE E2E JOURNEY

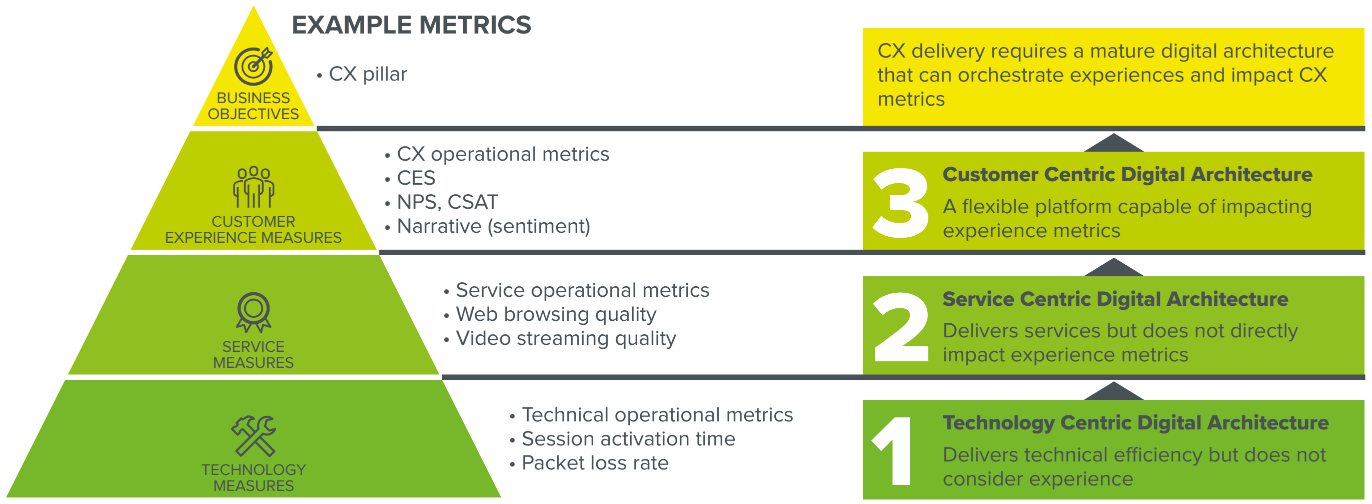
Digital Architecture Has A Unique Positioning



By maturing the digital architecture planning process from technology-centric to customer-centric firms can make an impact on the end-to-end customer experience and related KPIs such as NPS (Net Promoter Score) or CES (Customer Effort Score).

DIGITAL ARCHITECTURE AS AN EXPERIENCE PLATFORM

A customer centric digital architecture impacts your CX KPIs



A customer centric digital architecture therefore becomes:

- a platform for creating new customer experiences
- a means to respond to real-time changes in customer behaviour
- a way to define the right technology and service KPIs. For instance, by accounting for the customer, key technology and service metrics can be identified - such as delivery time – and end-user performance benchmarks better understood.

This is essential when:

- one-third of any technology build is affected by customer experience

Retail Reply Services

By engaging in Retail Reply's customer experience services, the end-to-end impact of digital architecture across the customer journey can be brought to life.

These services include:

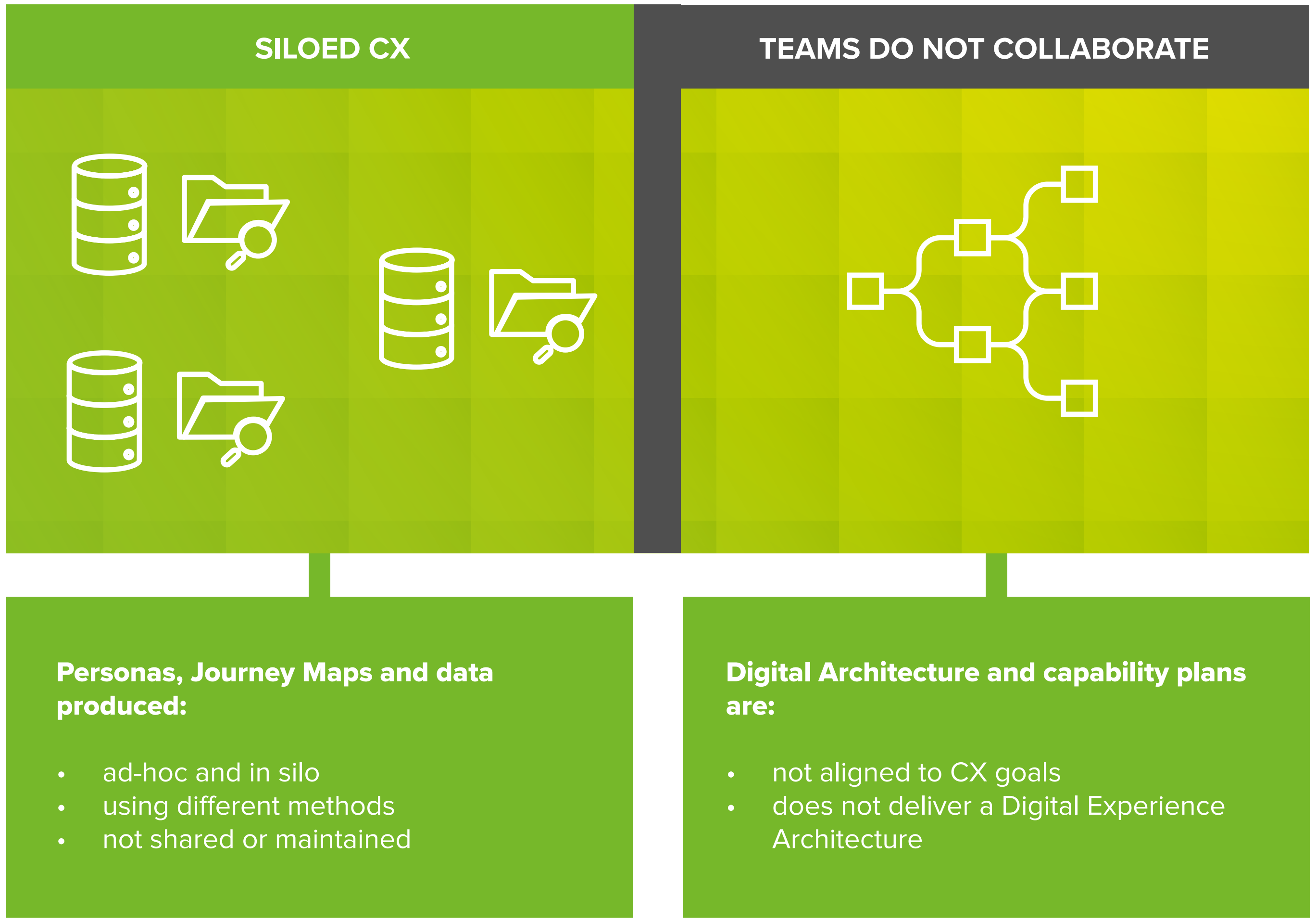
- Journey analytics
- Journey mapping
- CX design
- Journey visualisation
- Sentiment analytics
- Industry expertise

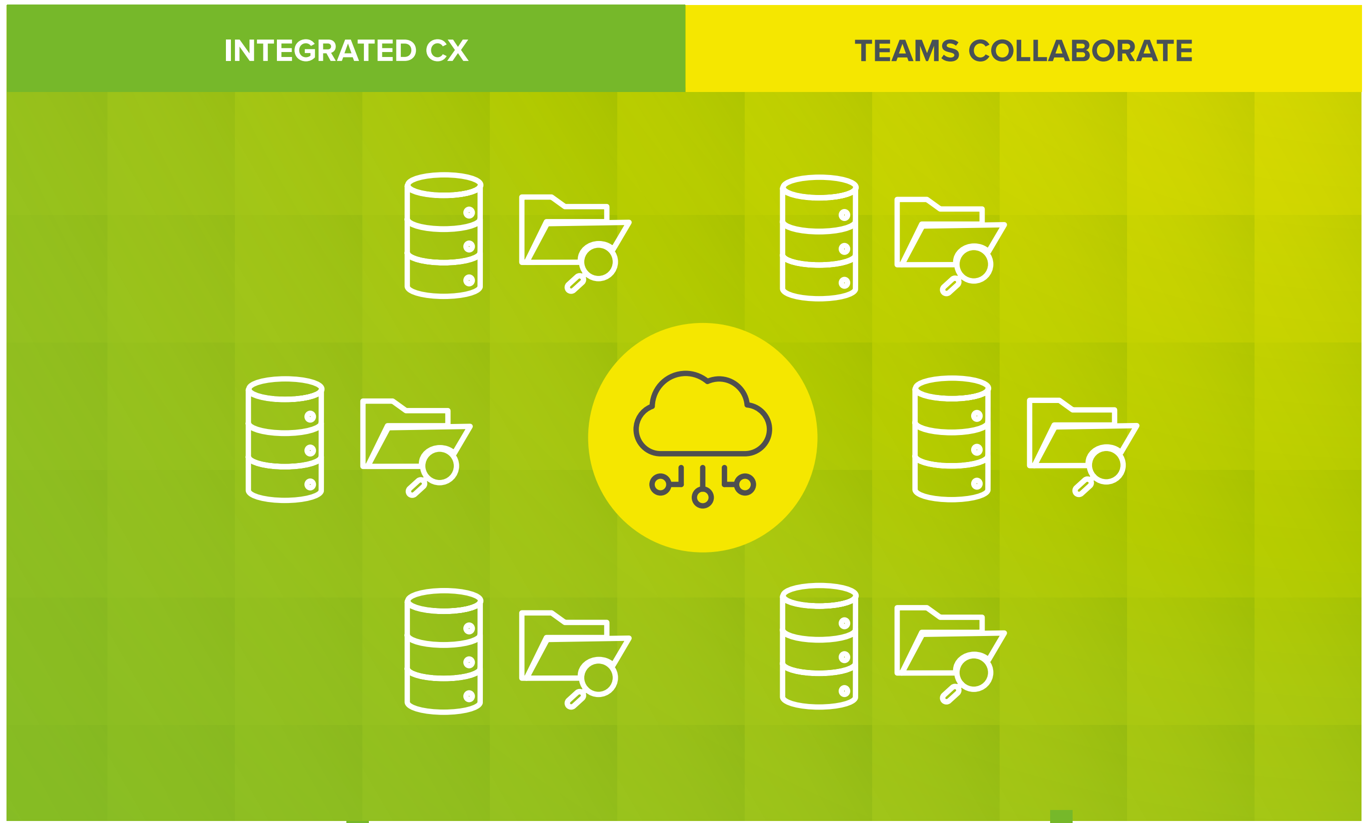
In addition, by using our Capability Modelling we can also review how your Journey Maps are being governed by the Customer Experience Management function.

Finally, by implementing Journey Mapping software, which we can help you with, your organisation moves from being a Siloed CX enterprise to an Integrated one. Where Journey Maps, Personas and Data are hosted in a repository, and shared by multiple cross functional stakeholders.

JOURNEY MAPPING SOFTWARE

Breaking down the silos with journey mapping software





Mapping software integrates and is a repository for:

- Journey Maps and Personas
- Journey Analytics Data
- Technology Architecture

CX Governance and Compliance supported over:

- Cross-functional delivery
- Long-term planning
- Real time data analytics

AN OFFER FOR YOU:

We would be happy to discuss our full range of customer journey mapping services.

We would also be happy to discuss our ‘taster’ package. This would involve us either:

- Conducting a lunch and learn session
- Mocking up how a map might look in a software solution
- Conducting a half day customer journey mapping workshop
- Walking the experience over a defined journey to show our insights
- Reviewing how you can integrate your journey maps with our business capability model

This would all be over an agreed scope.

For more information on Customer Journey Mapping and how we might be able to help your organisation please contact:

AUTHORS

Steven Walden
Senior Consultant
Retail Reply
Email: st.walden@reply.com

Luke Succony
Senior Consultant
Retail Reply
Email: l.succony@reply.com

Adi Manjunath
Consultant
Retail Reply
Email: a.manjunath@reply.com

CONTACT

Retail Reply
Nova South
160 Victoria Street,
Westminster
London
SW1E 5LB - UK

+44 (0)20 7730 6000