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**23 ways to use customer journey mapping to
impact your organisation and drive results**

Start a movement by putting your customer at the center of your business



Customer Journey Mapping is a powerful tool to help businesses achieve a diverse spectrum of objectives. Depending on your objective, Customer Journey Mapping can take different forms in how the methodology is applied – and the output that it delivers.

Customer journey mapping helps you put your customer at the center of your business. It helps you look through the eyes of your customer to understand the emotional and rational experiences that customers have with your organisation – and take action on what you learn.

Based on our years of experience, we've put together 23 ways you can use customer journey mapping to inspire, develop, mobilize and improve your business. Sometimes it's about having a shared experience with your team by focussing on your customer and what you can learn from him. Other times it's about getting down to the nitty gritty details of how your business works.

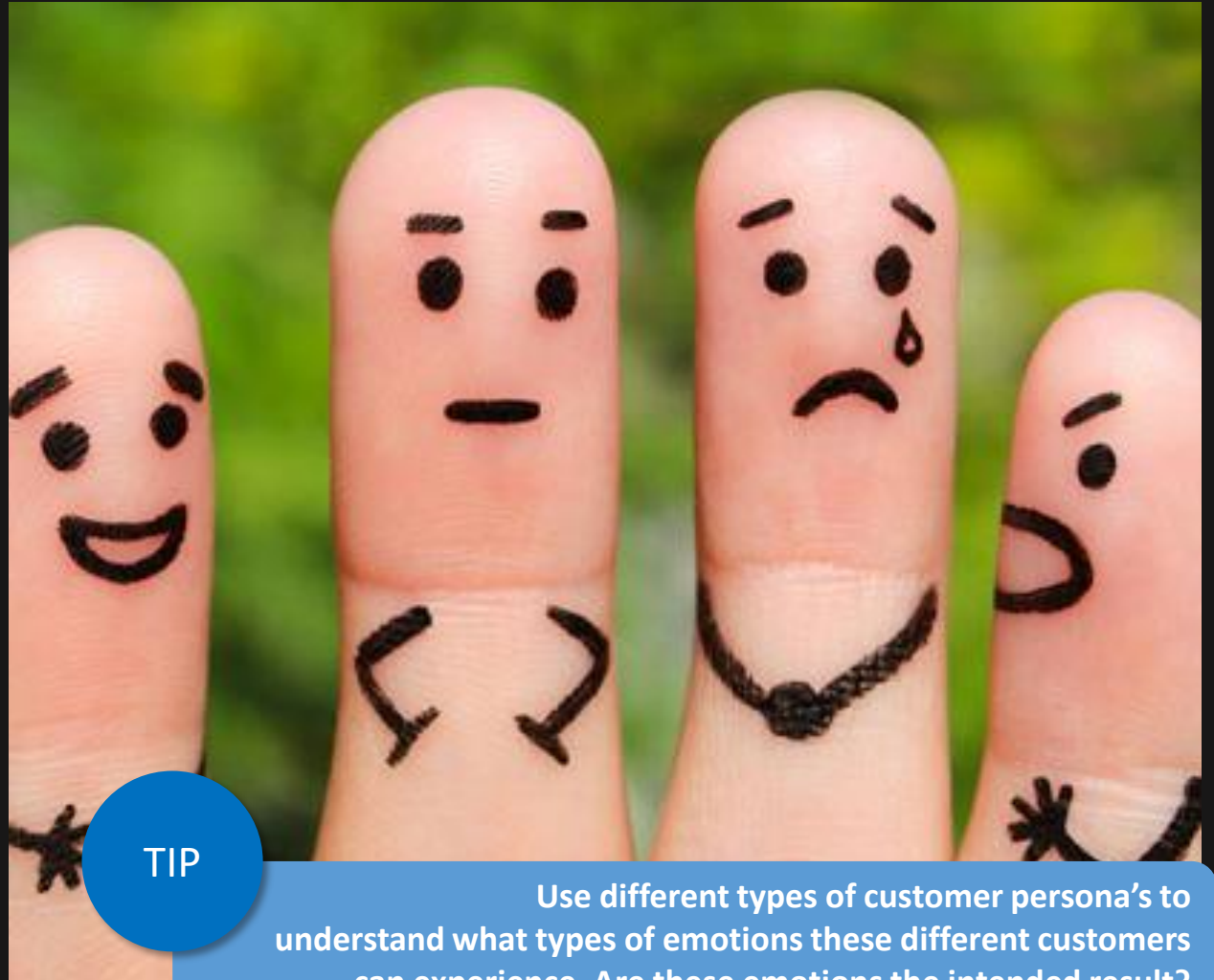
Any way you look at it, the ultimate success is when the results are tangible for customers in their interactions with your business, and visible to the organization through better customer understanding and better business performance.

1

Identify the emotions your customer experiences in their interactions with you

Walking in the shoes of your customer gives you a clear picture of your customer experience, but also what types of emotions can pop up. The right experience reinforces your brand values and knowing how you are making your customers feel in their journey is crucial to building a loyal base.

Emotions can be positive and negative. It's important to recognize what types of emotions you are trying to create with your customer interactions and touchpoints. Knowing your intention is the best way to design purpose-built customer journey's that highlight your strengths and minimize your weaknesses in the eyes of your customer.



TIP

Use different types of customer persona's to understand what types of emotions these different customers can experience. Are these emotions the intended result?

2

Translate customer feedback into management insights

When you want to help management 'get it', customer journey mapping can help you showcase how customers experience their relationship with you and how it impacts your business.

An effective way to do this is to drill down to a specific customer need. Formulate the need in the customer's own words: an 'I question', for example, 'I want to buy!', and look at what happens through the eyes of the customer. We call this micro journey mapping.

A purpose-built customer journey map can highlight the major take-aways that you want your management team to experience, from the customer's perspective and in their own words. It presents them with the opportunity to discuss what it means and how to take ownership of the next steps.



TIP

Give a balanced view of the customer experience. It can't be all bad or you'd already be out of business! Customers vote with their feet so remember to highlight why customers stay. It's just as important to recognize your strengths and highlight these for management.

3

Generate a sense of urgency by stakeholders

Alongside the insights that customer journey mapping can deliver, it can bring exponential value to stakeholder management activities. Your stakeholders hold the key to decision making in your business or for your project.

By allowing them to see the business through the eyes of the customer, you can create a new sense of urgency for action and for taking decisions. When you hold a stakeholder customer journey mapping session, you want to design ahead of time the AHA-moments you want to create. In the case of stakeholders, your customer journey workshop is a stakeholder journey. You want to lead them to the key conclusions and put them to work for you.

Business Decisions

Importance

← NEXT EXIT

Urgency

NEXT EXIT →

TIP

When planning a stakeholder customer journey workshop, invite stakeholders from different departments. This is added value not only for you but for them because it lets them see how they can work together to create more value for the business.

4

Create promoters for a new way of working

When you want to gain traction for creating a new way of working, it can be very effective to ensure the informal leaders and influencers in your organisation are on board to help you move things forward.

The customer journey can help you to share your vision of how you want to give form to the new way of working and what the benefits are for customers, employees and the business. By activating the informal leaders in your organisation, you can stimulate ownership and create catalysts for a new way of working.



TIP

Create a core set of customer journey's that you can re-use in workshops to let people look at the business from your customers' perspective. At the end of each session, ask each participant what their biggest take-away is and what they plan to do differently tomorrow.

5

Let people in your organisation walk in the shoes of your customers and experience what customers experience every day

Putting yourself in the customer's shoes isn't only insightful for you and your management, it's a powerful way to generate awareness throughout your organisation. Sharing the customer journey allows the people in your organisation to think about what their role is and the impact they have in creating satisfied and loyal customers.

When employees understand the importance of their role for your business and for your customers, they can act more intelligently to create a positive effect in their day to day work. Use the customer journey to make the people in your organisation proud of what they mean to customers.

Your goal is to let each person experience the journey from their own point of view and to have their own AHA-moments. It's not about the black and white of what the journey is so much as that each person has an opportunity to find their own take-aways and make their own commitments to do more for the customer. The journey *is* the journey for each of the participants in your customer journey mapping session.



TIP

At the end of the day, a great customer experience happens one contact at a time. Front-line employees in your organisation are the key to delivering the right customer experience, so don't just tell them what you want to deliver. Empower them to do it in their own way by giving them insights into the customer journey.

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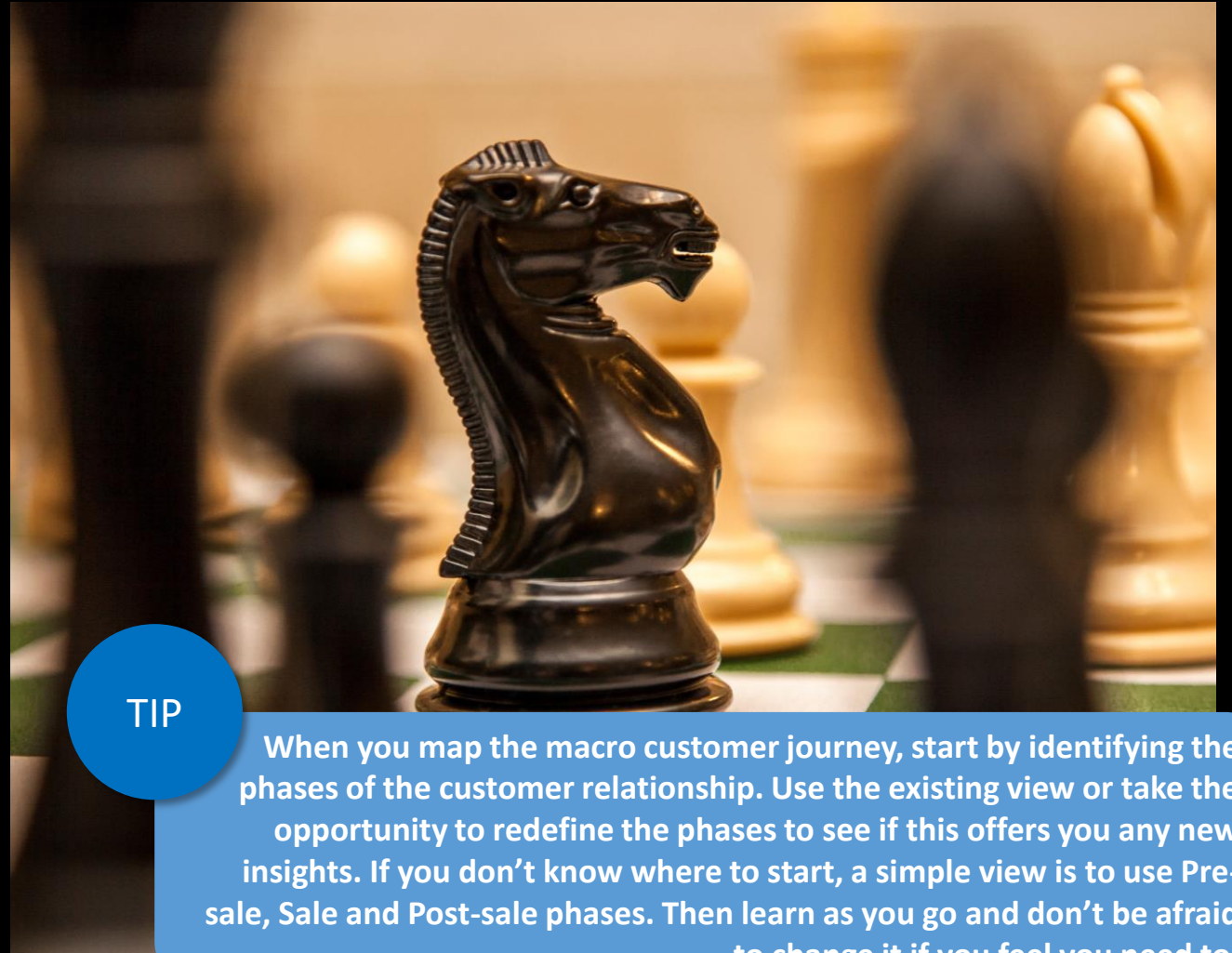
Develop new business strategies

Customer journey mapping can give you new insight into business opportunities. By looking at specific customer needs and identifying how customers interact with your business, you can identify new strategies for marketing sales and service.

We call this mapping the macro journey. When you map a macro customer journey, you look at all the potential customer needs across the different phases of the customer relationship. This can help you develop new business strategies to strengthen your market position as well as streamlining and strengthening your overall approach to your customer.

TIP

When you map the macro customer journey, start by identifying the phases of the customer relationship. Use the existing view or take the opportunity to redefine the phases to see if this offers you any new insights. If you don't know where to start, a simple view is to use Pre-sale, Sale and Post-sale phases. Then learn as you go and don't be afraid to change it if you feel you need to.



7

Launch new products

Using customer journey mapping can help you define how to launch your product in the most effective way. You have identified your customer segment and analysed where your product matches a customer need. Now how do you reach your customer or prospect using all of the insights you have accumulated?

One way is to identify different 'reasons to own' for your customers using persona's. For example for certain beauty products, some customers may consider it a 'must have' for personal reasons, others may want to be the first to try something new. The motivation can affect the journey and your message. And if your product is designed for blonds, you want blonds on the packaging, not brunettes.

Customer journey mapping can help you to get your product or service in the hands of your target customers by sharpening the overall go-to-market approach.



TIP

Use customer insights and customer journey mapping to identify your Frequently Asked Questions before you launch. This will help your sales and marketing teams to prepare and make sure you set your best foot forward in your launch.

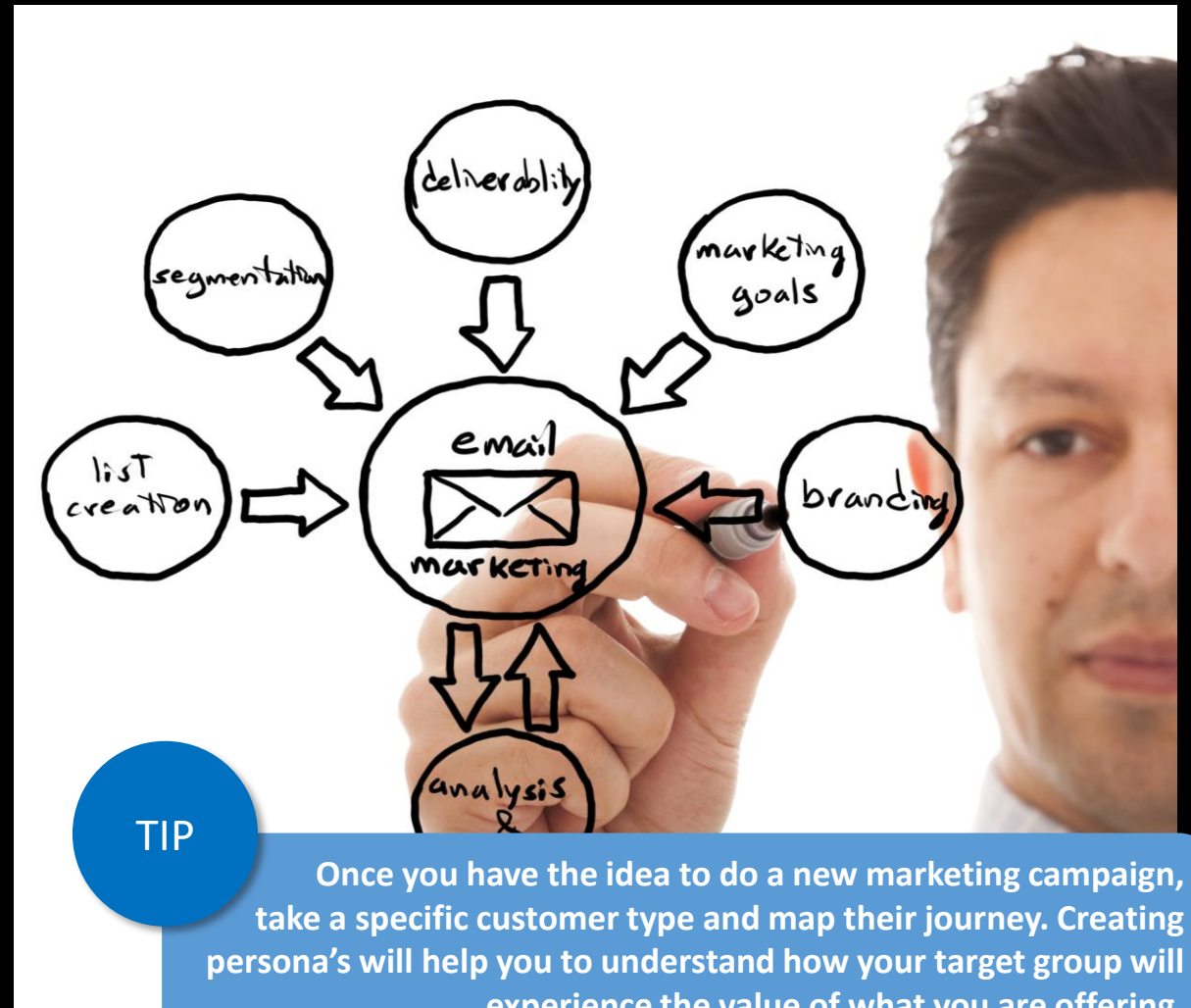
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Deploy new marketing and CRM campaigns

When you want to create a new marketing campaign, customer journey mapping can help you to design how you want to trigger interest, and once you have, where to take your prospects to influence their decision making.

Customer journey mapping is an effective way to understand how you can use your internal strengths and your distribution channels. You want to know how you can move customers within and across channels in a seamless manner to help them achieve their goal – and yours!

Campaigns are often about triggering new or latent needs. Start with the need that you want to create by a customer and then identify where you can find your customers to trigger the customer journey, for example a campaign to existing customers that drives customers to your website for a new product.



9

Create new value propositions

Identifying customer's pain or gain is the key to a great value proposition. Your products and services must meet a customer need.

Customer journey mapping offers a structured approach to understand what the customer needs are from the customer's perspective. Once you have insight into the customer needs on a macro level you can work to determine how to combine products and services into value propositions that meet customer needs.

Your customer journey map can help you to create new value propositions by identifying moments of truth that deliver value to customers.

TIP

Be watchful that you don't fall into the trap of internal thinking. Use real customers or an external party to help you keep your focus on the customer and their point of view. You'll be surprised how easily you fall into an internal view of the world without even realizing it.

Finding YOUR
Value
Proposition

10

Identify new customer segments

Using a diverse group of customers for customer journey mapping can help you get perspective on how well your current approach meets the needs of all your customer types. When you map your journey, you can determine whether specific adjustments will help to create a better match with the specific needs of some customer types.

Sometimes seemingly secondary types, for example an influencer within a family group, can become primary players in different phases of the journey. By identifying these opportunities, you can take informed decisions about what you want to do to design a journey with a better fit.



TIP

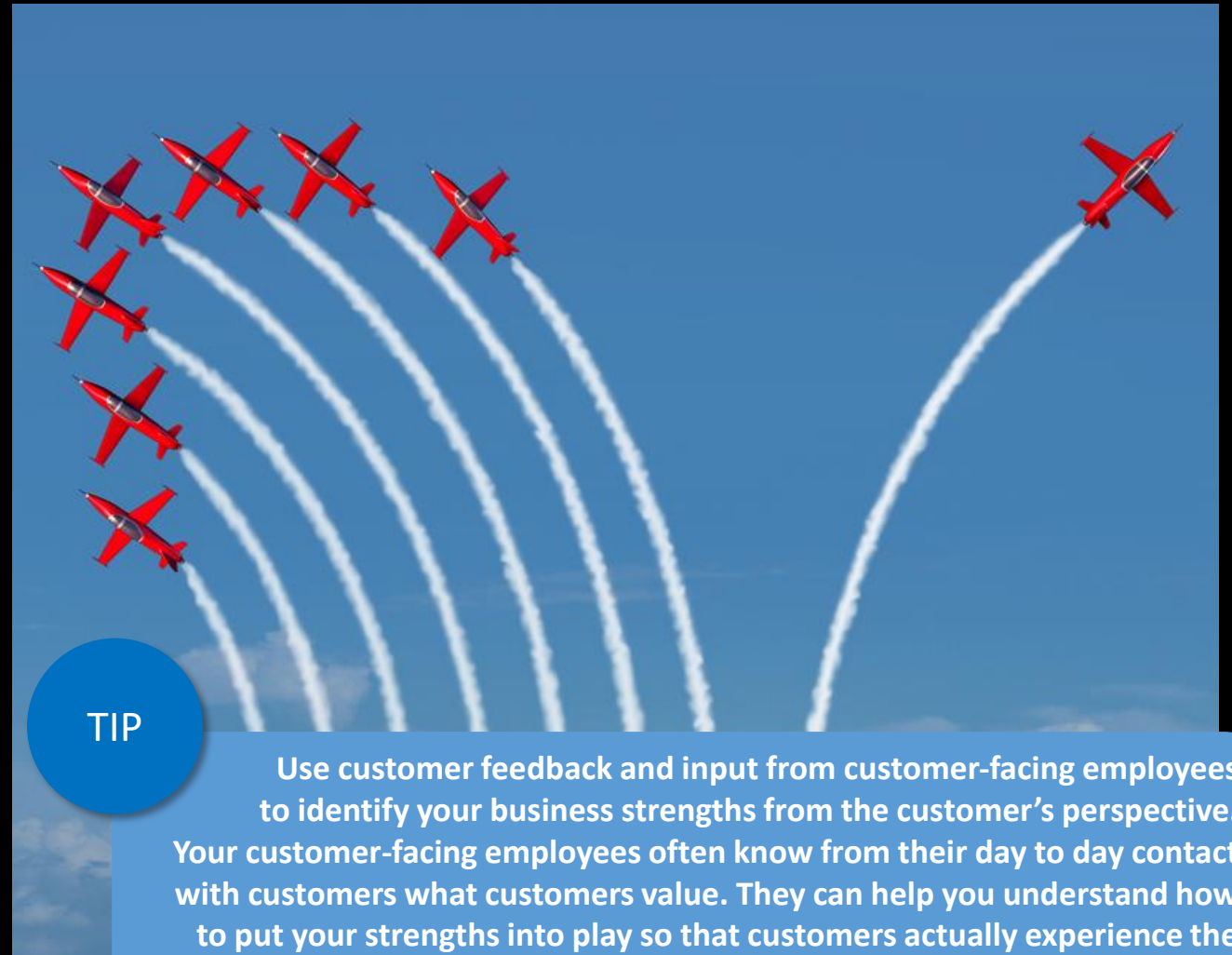
Ask yourself upfront whether you have any secondary influencers who can become primary players in your journey. If you do, be sure to map the journey from their perspective too.

11

Determine where you want to differentiate and excel in your business

When you design your customer journey, you can make informed choices about where you want to differentiate your business. You don't have to be the best at everything. You want to ensure that you make choices that reinforce your brand values and deliver on your customer promises. It's a question of knowing where investing in being best-in-class will give you a higher return on your investment and help you outperform your competition.

Customer journey mapping is a means to help you decide where you want to excel and how you can deliver on it by leveraging your strengths and downplaying your weaknesses. You want to frame the overall customer experience in the most positive light for your customer.



TIP

Use customer feedback and input from customer-facing employees to identify your business strengths from the customer's perspective. Your customer-facing employees often know from their day to day contact with customers what customers value. They can help you understand how to put your strengths into play so that customers actually experience the power of what you are offering.

12

Integrate new channels into your channel mix

Senior management has decided you need to start offering service via a new social channel. You can use customer journey mapping to understand in which parts of your customer journey this new channel is a good match to deliver value to your customers.

By looking at the channel characteristics and aligning these with the type of need the customer has, you can make informed choices about how to introduce the channel in a way that customers will recognize it as a logical choice for their need.

For example, What's App probably isn't the best channel to advise a customer on how to execute a product repair - *unless* you want to share a link to your site where the customer will have everything at their fingertips.



TIP

Be critical about where new channels can offer value for customers. Cheaper cost-to-serve is of course a great thing for you and your business but if your customers don't experience value and become dissatisfied, your brilliant idea may end up costing you customers.

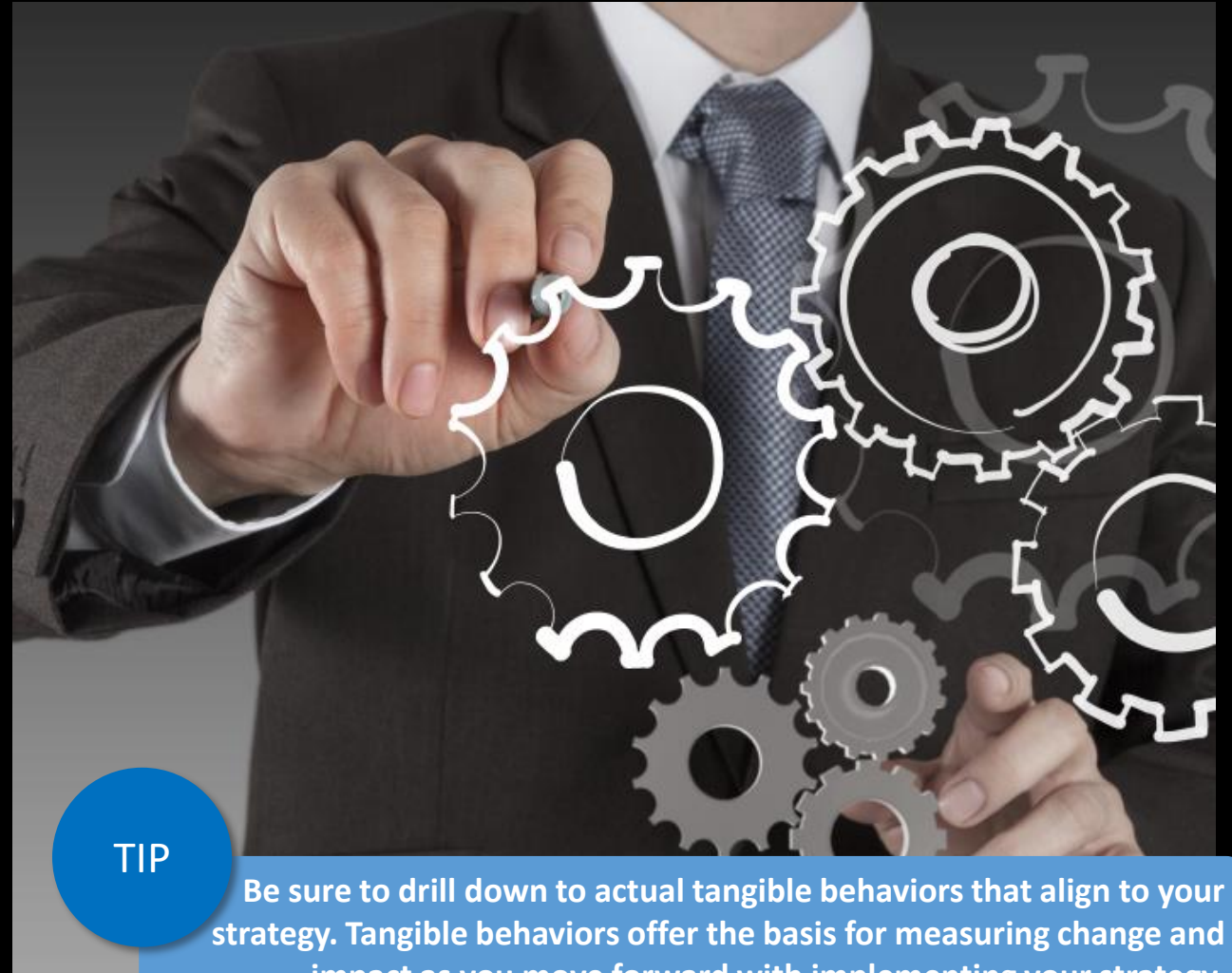
13

Translate business strategy into execution

Use customer journey mapping to translate your business strategy into specific activities and behaviors that support your objectives. Look at the channels you have and determine how your strategy works on- and offline and in your internal processes.

What channels will you make available to customers? How will you deliver your products and services? What skills do you need in your human-to-human channels to realize your strategy in your day to day customer-facing activities? And what do you need to put in place in the background to support your customer operation?

Customer journey mapping can help you design the building blocks in your business to bring your strategy to life for your employees, and by extension, your customers.



TIP

Be sure to drill down to actual tangible behaviors that align to your strategy. Tangible behaviors offer the basis for measuring change and impact as you move forward with implementing your strategy.

14

Stimulate culture change

Customer journey mapping can help you stimulate culture change by painting a picture for your organisation of how you want to treat your customers. By making clear what you expect and what type of business you want to be, you can help your employees understand how to make choices in their day to day work.

Sharing your vision from the customer's perspective gives your employees an opportunity to get on board and identify where they can play a role and contribute. The customer journey in the form of storytelling is the perfect basis to influence the culture of your organisation.



TIP

Use video and multi-media to create a consistent message and vision of your customer experience and how you want to be viewed by your customer.

15

Drive employee engagement

By showing employees how important their role is in delivering the right customer experience you can create higher employee engagement. It's important to communicate to your employees what your desired customer experience is and what you expect from them in delivering that experience.

Take them through the customer journey that you have designed. Be sure they understand their role in the overall process including what customers have experienced beforehand and where the customer will go in the next step of their journey if there is one.



TIP

Create a training using the customer journey to highlight desired employee behaviors and let them practice how they can deliver the right experience. Practicing in a safe environment will help frontline employees build neuro pathways to trigger the right behaviors in their day to day work environment.

16

Embed customer-focussed thinking in the organisation

Allowing all levels of the organisation to experience the customer journey for themselves is an effective way to build customer-focussed thinking.

Customer journey mapping provides the framework for different groups within the organisation to discuss the customer and the customer experience.

In addition to gaining insight, they can identify specific actions they can take in their role to improve the customer experience and build loyalty. It's often about the small things that can make a big impact, such as thanking the customer for their business, instead of assuming that they know that you value their business.



TIP

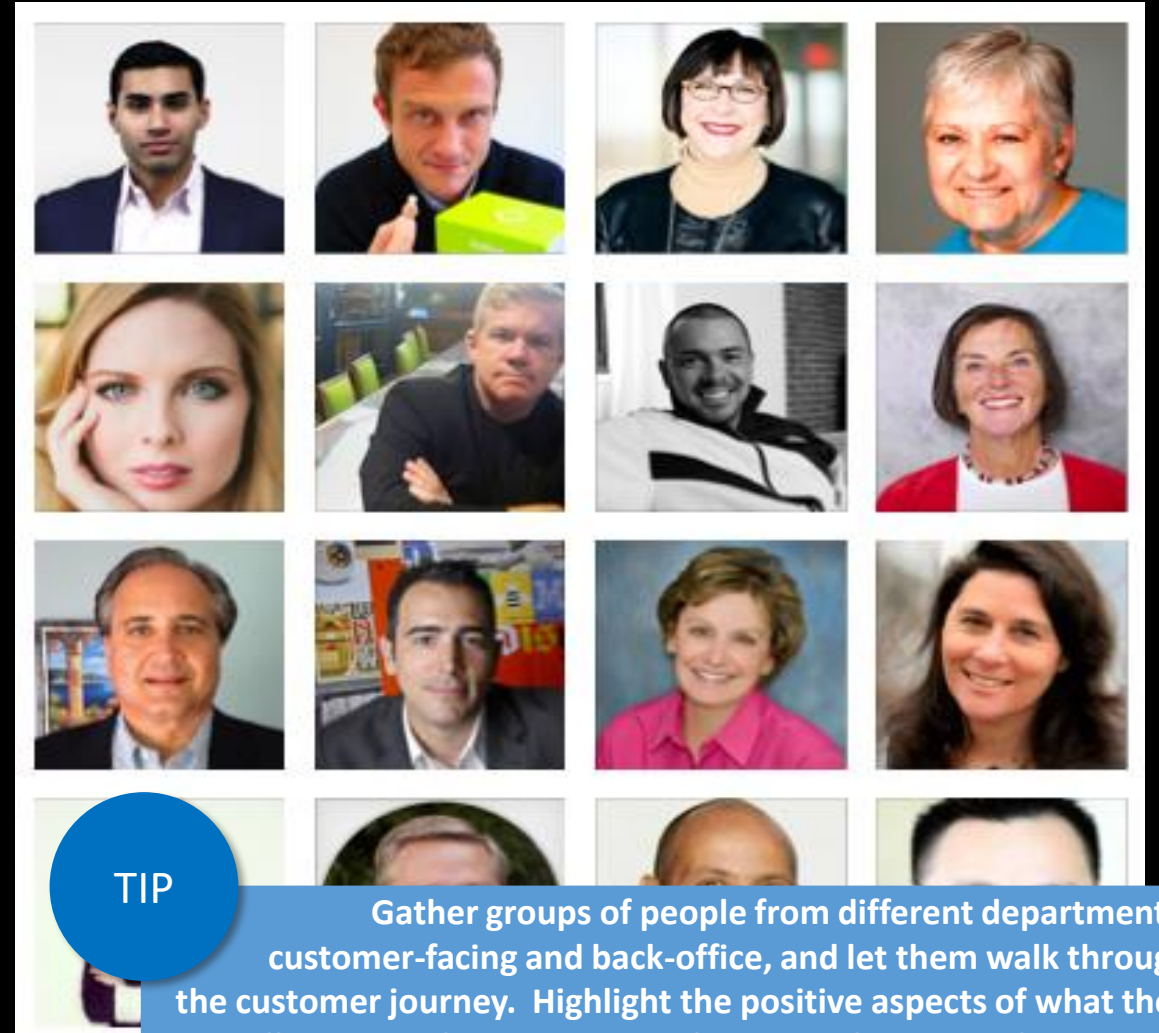
Build habits within your organisation around sharing customer insights. For example, embed customer insights into your meeting structure by creating an agenda item where customer insights are shared throughout the organisation. Take the opportunity to discuss what the insight means to your organisation and what if any actions you can take based upon it.

17

Connect and align departments and employees around the customer

The customer is something that everyone who works in an organisation has in common with one another. It's the common ground. Sometimes it's easy to forget this in the throes of your day to day work. As a result, employees can become internally focussed and instead of finding ways to work together, they find fault with each other and each other's departments.

Customer journey mapping allows cross-functional and cross-departmental groups to understand how they all add value to the process. It's a great way to recognize and understand what each person's function and role is in the big picture with the customer at the center of the discussion. Looking through the eyes of the customer can give employees new respect for their own role and the role of those that they work with to create a better work environment for all involved.



TIP

Gather groups of people from different departments, customer-facing and back-office, and let them walk through the customer journey. Highlight the positive aspects of what they all mean to the customer in their contribution to the journey.

18

Strengthen your brand and eliminate brand pitfalls in delivery

Customer journey mapping can help you to evaluate how well you are reinforcing your brand values. Take a look at what values your company promotes to customers. These can be corporate values, marketing claims, and advertising.

When you walk through the journey from your customers' perspective, can you identify exactly what you are doing to fulfil these promises? If you can't see it for yourself, how do you expect your customers to experience it?

Branding your customer experience is business critical. If you haven't already, invest the time to design your brand into your customer interactions so that customers experience your brand in their interactions with your business.



TIP Think 'purpose-built' and 'by design' and challenge yourself and your colleagues to make your customer experience a strong reinforcement of your brand by translating values into desired behaviors for customers.

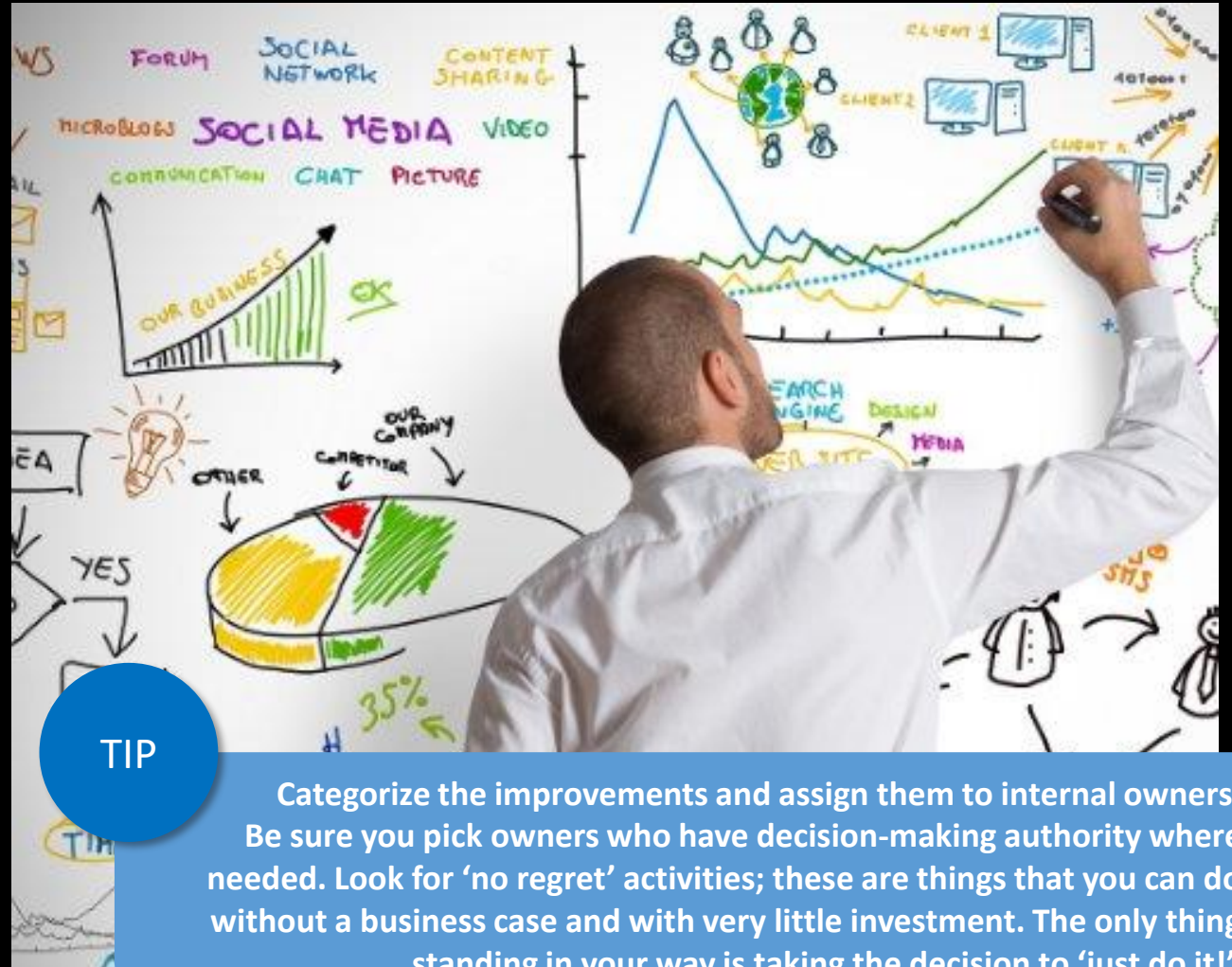
19

Identify strengths and weaknesses in execution and determine how to improve

Customers have an experience whether you've designed it or not. A good way to start and one of the most common uses of customer journey mapping is to walk through your current customer journey and determine how to improve on what you already do.

There is almost always low-hanging fruit to be found and when you find it, you can act on the improvements immediately.

And when you're working with a limited budget, customer journey mapping can help you identify where you can get the most bang for your buck in prioritising next steps based on your customer insights.



TIP

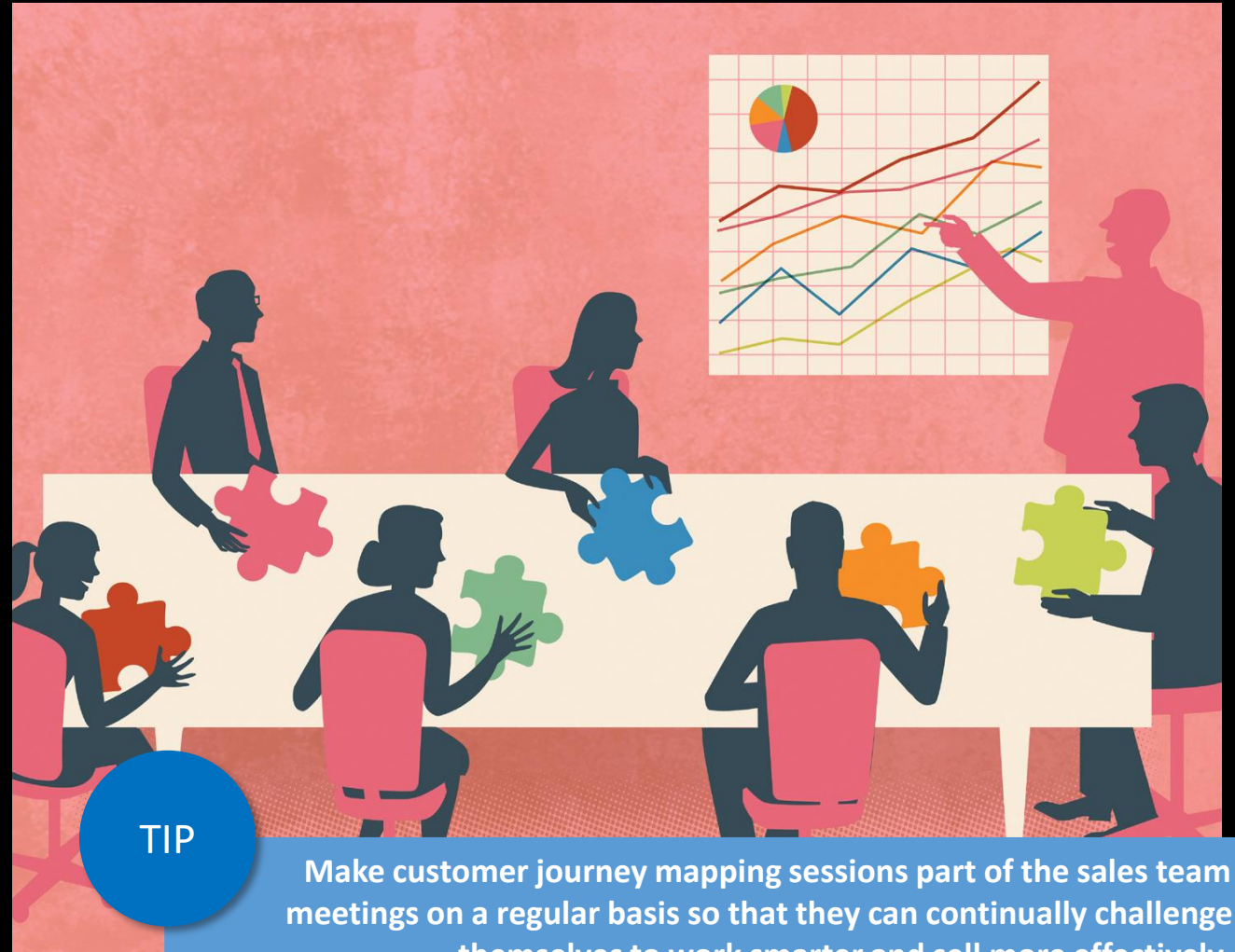
Categorize the improvements and assign them to internal owners. Be sure you pick owners who have decision-making authority where needed. Look for 'no regret' activities; these are things that you can do without a business case and with very little investment. The only thing standing in your way is taking the decision to 'just do it!'.

20

Identify and stimulate sales synergies across channels

Because sales is one of the pillars of every commercial business, it's important to continually evaluate how you can do it smarter. Customer journey mapping helps to identify new opportunities for streamlining, working together, and improving the use of technology (existing or new).

Sales is one of the departments where looking through the eyes of the customer is a 'must have' and customer journey mapping is a method to help the sales team work smarter. Invoke the customer and their needs in every sales meeting and in the sales planning process.



TIP

Make customer journey mapping sessions part of the sales team meetings on a regular basis so that they can continually challenge themselves to work smarter and sell more effectively.

21

Determine how well you compare with your competition

Companies often invest in market research to gain insights into how they compare with the competition. Customer journey mapping is another way to gain insight into how you perform in comparison to your competition on specific customer needs.

By mapping the customer journey for your competition, you can identify opportunities by leveraging your strengths and taking advantage of their weaknesses. It's a great way to identify new marketing claims against specific competitors.

Old habits can be hard to break especially for salespeople who have identified what sales tactics work best for them. Let your salesforce map the customer journey for your competitors to gain insight into how they need to bring their sales pitch to your customers and prospects.



TIP

Use an outside facilitator to help your salespeople stay focused on the customer perspective to be sure they keep looking at the business from outside-in.

22

Actively match customer feedback to existing practices and take action

Take a look at your customer feedback and link it to your customer journey. What new insights does this give you? Is the feedback useful or is this one of those aspects of the journey where you have chosen to accept the consequences of specific choices? If it's a consequence of your choices, be careful not to act on it too quickly! Look first at whether this feedback means you need to re-evaluate your choices, or if this is simply a confirmation of what you knew would happen.

An example is the online insurance company who gets low scores for the availability of their customer service center. When your business is a self-service online business model, your goal isn't to have the best phone-based customer service. If you have a lot of dissatisfied customers, you need to evaluate how you can improve your self-service capability. Or perhaps look at how you are recruiting customers who aren't a match for your business proposition.



23

Innovate your business processes

Last but not least, one of the most common uses of customer journey mapping is to redesign your business processes. Customer journey mapping is a well-established means to understand how processes work from a structural point of view. It's a great way to learn if you can streamline the flow, reduce cycle times, and improve results.

Going beyond just redesigning your existing business processes, customer journey mapping can help you to identify where you can truly innovate. Instead of just redesigning an online web form to be more user-friendly, can you eliminate the need for it altogether? Customer journey mapping is a means to look at your business from a completely different perspective. Take the challenge and move beyond just improving to really innovating.



TIP

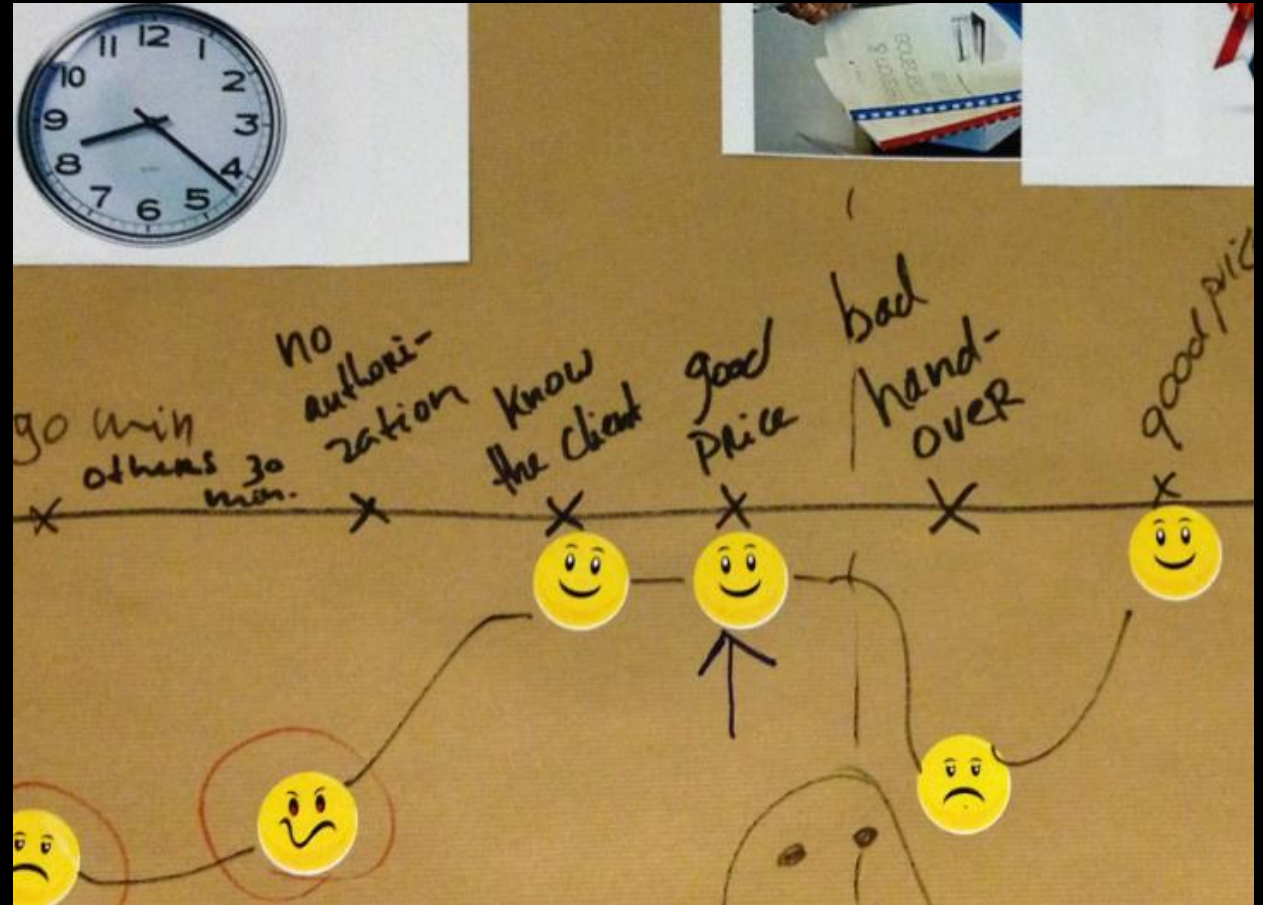
Challenge yourself to be innovative and not just be better at what you do today!

Last words

Customer journey mapping can help you to inspire your organisation, develop new ways to do business, mobilize your organisation and improve business performance.

It is a powerful tool that can be used to enlighten, enable, engage and empower your organisation to be more customer centric, to truly put the customer at the center of your business.

By analysing existing customer journey's and designing new ones, you can make informed decisions about how you want to serve customers and drive business results.



We are...

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EarlyBridge is a boutique consultancy and training bureau specialised in customer experience and one-to-one customer interaction. We believe that delivering the right customer experience is the key to successful business performance.

We know that the only way to bring brand values to life for customers is to deliver a branded customer experience in each and every customer interaction – regardless of channel. We develop and implement the right combination of one-to-one interactions to turn thought into action and drive business results for our clients.

EarlyBridge is the winner of the G-CEM Customer Strategy Award 2008, alongside a runner-up position in the Gartner CRM Excellence Awards 2008, as well as a Gold Partnership Award 2015 and a Gold Award for in-house Contact Centers in 2005 in the Dutch National Contact Center Awards.