Demystify The Customer Journey
Keep It Simple, Get It Right For CEM Success
Overview

You’re committed to monitoring and improving the customer experience—in other words, to customer experience management (CEM). You know it boosts loyalty and customer lifetime value. You might not know that the benefits of CEM are strongest when you take a comprehensive approach that’s built around the customer journey.

But, the customer journey can seem confusing and complex. To compensate, many companies take a very simplistic approach to CEM, thinking that periodic surveys constitute a customer experience program. On the other hand, some companies make CEM much more complex than it needs to be. There is a middle ground—where your company can create a robust, customer-focused CEM program that isn’t overly complicated.

The key is to think like your customers! When you take the time to map your customers’ journey, you can build a blueprint for a successful CEM program. This ebook will show you how.
The Big Picture Of CEM

Five Key Elements

Customer Journey View

- **Gather Data**
  - Survey data
  - Social media feedback
  - Demographic/firmographic data
  - Operational/financial metrics
  - Industry Benchmarks

- **Analyze Data**
  With a robust software program, like Satmetrix NPX, you can aggregate data from various sources into meaningful CEM insight.

- **Close the Loop**
  When you get customer feedback, follow up promptly to solve customer problems. Closed-loop follow-up can be multi-tiered and involve various parts of the organization.

- **Act on Data**
  CEM encompasses every business function. Collaboration is key to engage your entire organization to improve operations and processes.

- **Drive Change**
  At its core, CEM is about action. Successful CEM combines executive commitment and accountability at every level of the organization with a foundation of structure, governance, and technology.

All-Employee Engagement
Net Promoter Score®
The Key Metric Behind CEM

Since Satmetrix co-developed the Net Promoter Score® (NPS®), it has become the most widely accepted measure of customer loyalty and retention. It is also the only customer experience metric proven to be a leading indicator of a company’s potential growth and financial health. Since CEM is focused on improving customer loyalty, NPS is a key indicator of customer perception of your brand.

NPS asks the question “How likely would you be to recommend [company] to a friend or colleague?” and measures responses on a 0-10 point scale.

Responses to this question fall into three categories:

- **Promoters**—These are your loyal, invested customers. Research shows they will stay longer, buy more, and recommend your products or services to other buyers.
- **Passives**—These buyers may be satisfied, but are not fully invested in your company. According to research, this group could easily be attracted to a competitor with a better offer.
- **Detractors**—This group is dissatisfied with your company. Research shows that these customers are more likely to take their business elsewhere and recommend AGAINST your company.

% Promoters - % Detractors = NPS (Net Promoter Score)
The Role Of The Customer Journey In CEM

Why It’s Important

The customer journey is more than just a series of discrete touchpoints, such as the point of sale, a support interaction, a bill payment, or a contract renewal. Instead, you should reframe your thinking away from traditional touchpoints, and think about the lifecycle of your customers’ experience across every facet of your organization. That mindset helps you to keep your focus on collaborative, cross-functional approaches whenever appropriate.

To create Promoters who will help your company thrive, you need to manage the customer experience across the entire customer journey. For those companies that master a seamless, thoughtful customer journey, the rewards include higher customer and employee satisfaction, revenue and cost improvements, and an enduring competitive advantage.

“Customer journeys are significantly better correlated with business outcomes, such as churn, than are touchpoints.”

Improved Customer Experiences Deliver Rewards

Brands that improve the experience along the customer journey:

- See revenues increase as much as **10-15%**
- Find that cost-to-serve customers decreases by **15-20%**

—Harald Fanderl (Principal, European Marketing & Sales, McKinsey) and Jesko Perrey (Director, Global Brand & Marketing Spend Effectiveness group, McKinsey)
Why Map Your Customers’ Journey?
Gain Actionable Feedback

The customer journey is the foundation of a strong, well thought-out CEM program. Therefore, it’s imperative that you take the time to understand your customers’ specific journey with your company. It will help you:

- **Inform your listening strategy**—To uncover your “listening posts;” in other words, to figure out the best places to conduct a survey or ask for feedback.

- **Prioritize key moments of truth that impact loyalty**—The points with the highest correlation to NPS; those “make or break” points in your customer relationship.

- **Align functional area accountability with journey stages**—So you can funnel feedback to the appropriate business leaders and employees.

- **Communicate employee impact on the customer experience**—So employees understand how they directly or indirectly impact both the customer and customer perceptions of your brand.

- **Design desired customer experiences**—Once you understand what’s working and where flaws exist, you can develop strategies to maintain points of strength, improve cumbersome processes, and make enhancements from customer suggestions.
Mapping Your Customers’ Journey

Tip #1:  Think Like Your Customer

A typical journey from the customer’s perspective may look like this.
Mapping Your Customers’ Journey

Tip #2: Keep It Simple

Here is an example of an airline company’s customer journey map. Whoa!

The process to purchase an airline ticket and take a flight isn’t really that complex ... from the customer’s perspective.

Think like your customers, and keep it simple!
Mapping Your Customers’ Journey

Tip #3: Start With A Typical Customer Journey

As you begin to map the customer journey from your customers’ perspective, consider this general outline. However, be sure to modify it to incorporate the specific touchpoints your customers go through as they engage with your company.

CUSTOMER JOURNEY

SELECT ► PURCHASE ► USE ► GET HELP ► CHANGE ► REPURCHASE

Be sure to keep these factors in mind that impact the customer journey:

- Multi-channel service—Customers expect a seamless experience across all channels.
- Employee behavior—Front line employees can make or break a positive customer experience, and those behind the scenes can also have a significant impact.
- Operational metrics—While these metrics can gauge efficiencies within an organization, it’s important to develop processes that are efficient without sacrificing a positive customer experience.
- IT systems—Disparate IT systems can complicate processes and frustrate customers.
- Organizational silos—Cumbersome handoffs between departments can negatively impact customers.
Mapping Your Customers’ Journey

Tip #4: Key Considerations

Use customer language instead of company language. “Buy/purchase” instead of “marketing/sales”

Consider different customer segments with different needs.

Think about what the customer does before and after interactions.

Don’t minimize how emotion plays into customer purchases.

Find your “moments of truth”—points with the highest correlation to NPS.

Figure out your pain points that correlate to your lowest satisfaction scores.
Mapping Your Customers’ Journey

Tip #5: Never Forget Emotion

Many people think that emotion only plays a role in B2C, but it also plays a key role in B2B purchases according to research. Since high visibility purchases in a business setting can solidify or derail a career, it’s understandable that there is a very high correlation of emotion in B2B purchasing.

“Over 50% of the customer experience is emotional.”

Colin Shaw, The DNA of Customer Experience
Mapping Your Customers’ Journey

Tip #6: Visualize And Validate

1. Create customer personas
2. Build “inside-out” view
3. Identify customer goals
4. Detail touch points
5. Validate journey map with key customers
6. Identify gaps
7. Align listening strategy
8. Share journey map with organization
Customer Journey Blueprint
Map The Journey, Identify Key Moments Of Truth

Understanding The Critical Touchpoints Along The Journey

Where would you place current Points of Pain and Moments of Truth?

⚠️ Pain Point = where a customer is experiencing pain – it will receive lowest Satisfaction Scores
💡 Moment of Truth = point with the highest correlation to NPS – the “make” or “break” point in the relationship
Customer Journey Blueprint
Connect Your Listening Strategy To The Journey

NOTE: B2B Manufacturer - One Customer Segment
Customer Journey Blueprint
Align Functional Areas To Journey Stages

NOTE: B2B Manufacturer - One Customer Segment
Consider posting a customer journey visual in your organization so employees can see every day how they impact the customer journey.

The Customer Journey
Satmetrix NPX
Comprehensive CEM Software to Drive Your Customer Journey

You’ll need a robust CEM system to help map your customer journey and support your efforts to improve it. Satmetrix NPX, the CEM software for customer-first companies, offers you the tool you need to manage a world-class customer experience program.

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