

CUSTOMER JOURNEY MAPPING

GETTING STARTED

- **Customer Strategy Goals** – First, the customer strategy goals are understood, and the intent, situation, and measures of success are clear.
- **Internal Hypothesis** – Walker will conduct a few in-depth discussions with key stakeholders to identify some initial hypotheses, including the broad stages of customer interaction and critical moments of truth
- **Customer-Facing Workshops** – Walker will facilitate workshops with a cross-functional team. During these workshops, participants are walked through each customer stage exploring what the customer is wanting, thinking, and how the company is organized to support the customer.
- **Customer Interviews** – In parallel would be customer interviews in the field and/or by phone; more exploring and probing than survey ratings.
- **Maps and Recommendations** – From all that the map is built, analyzed with implied recommendations and a plan to communicate and fulfill your objectives is put into place.



WHAT IS JOURNEY MAPPING?

Journey mapping is a tool companies use to help them see what their customers truly want – the real moments of truth and the ways in which customers go about achieving their needs.

WALKER'S APPROACH

Walker believes it is critical to understand customers' experiences throughout the full cycle of interactions. Customer journey mapping provides the intelligence that will form the foundation of a company's customer strategy.

By investing time in understanding the path a customer takes, the people and functions they interact with along the way, and other enablers and obstacles to doing business with, a journey map will provide a complete picture of the customer experience.

While the customer journey map needs to be developed from the point of view of the customer, it is equally important to understand how that experience aligns with internal organizational structures, service delivery models, and metrics. To that end, Walker strongly recommends that every journey mapping exercise also include qualitative reviews of the internal perspective.

THE APPLICATIONS OF JOURNEY MAPPING

- IDENTIFY NEW AND FINE TUNE CURRENT INITIATIVES
- ENGAGE AUDIENCES IN THE CUSTOMER STRATEGY
- ADVISE THE DESIGN OR REDESIGN OF A CUSTOMER LISTENING STRATEGY

HOW IS WALKER'S APPROACH DIFFERENT?

Walker's customer journey mapping is done with a B-to-B focus. This means we collaborate with clients to carefully map all the complex interactions that commonly include more people, more layers, and more steps in a business-to-business environment. What's more, Walker's approach goes deeper into the interaction stages to include not only the customer view, but internal views that affect the customer:

- **CUSTOMER VIEW** – Business customers go through more and different stages than just buying and using. Walker takes into consideration the different complexities and nuances of B-to-B including the stages of the buying process, implementation, payment, and usage. The journey map will illustrate what the customer is thinking, wanting, and doing.
- **COMPANY VIEW** – Another layer to add is the company side – for every given customer stage, how is the company organized and resourced to give them what they want? And while most mapping highlights pain points or weaker interactions with customers, we think that noting the company's unique strengths are a critical way to inform selling and marketing.
- **CHANNEL PARTNER VIEW** – Most B-to-B companies work through indirect relationships – with channel partners, distributors, and others that own the day-to-day relationship with the customer. Given the critical role these intermediaries have in managing the customer experience, it is important to map their view as well.



BENEFITS

Customer journeys are visual depictions of what customers really want. It provides an end-to-end customer experience that identifies its weakest and strongest points. But like all maps, they are the tool for direction; the ultimate goal is getting where you want to be. Journey Mapping achieves the following:

1. CREATES THE OPTIMAL LISTENING PROGRAM

By identifying what customers care about most, the map will guide customer metrics in place and also identify gaps where customer surveys or other channels can focus.

2. AFFIRMS ACTION PLANS, REVEALS OBSTACLES

Maps do this by revealing where the risks and value are from the customer viewpoint. We should always focus on areas where the material impacts are expected to occur.

3. GETS THE RIGHT PEOPLE ENGAGED

Journey mapping create opportunities for a large team to work together, and creates new champions for your programs. With cross functional teams involved, silo conflicts emerge, but those conversations are the beginning of resolution of conflicts for the ultimate sake of the customer and your business.

Good maps are powerful tools that can be used to support tactical and strategic design decisions. But the journey map is only the tool that helps visualize the customer experience. What remains is to build the optimal customer experience.



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