

WHITE PAPER

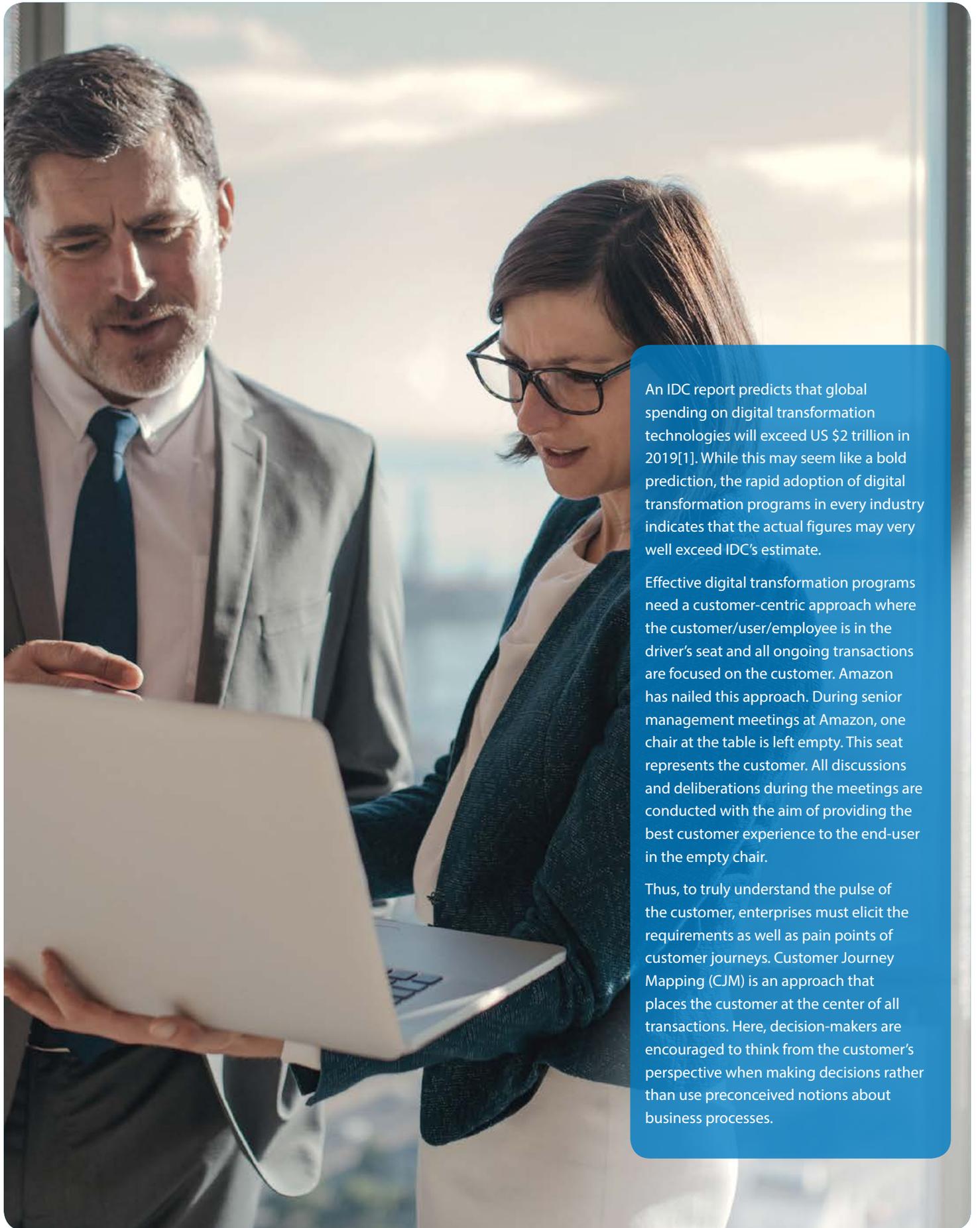


Customer Journey Mapping: Jumpstarting Digital Transformation



Rich Wallace & Rohit Kumar

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An IDC report predicts that global spending on digital transformation technologies will exceed US \$2 trillion in 2019[1]. While this may seem like a bold prediction, the rapid adoption of digital transformation programs in every industry indicates that the actual figures may very well exceed IDC's estimate.

Effective digital transformation programs need a customer-centric approach where the customer/user/employee is in the driver's seat and all ongoing transactions are focused on the customer. Amazon has nailed this approach. During senior management meetings at Amazon, one chair at the table is left empty. This seat represents the customer. All discussions and deliberations during the meetings are conducted with the aim of providing the best customer experience to the end-user in the empty chair.

Thus, to truly understand the pulse of the customer, enterprises must elicit the requirements as well as pain points of customer journeys. Customer Journey Mapping (CJM) is an approach that places the customer at the center of all transactions. Here, decision-makers are encouraged to think from the customer's perspective when making decisions rather than use preconceived notions about business processes.

What is customer journey mapping?

Customer journey mapping illustrates the customer's processes, needs and perceptions throughout their interaction and relationship with an organization.



Components of a customer journey map

- **Personas** represent a set of consumers who use a specific product, brand, site, or service in a similar way
- **Emotion** represents the highs and lows of a customer's sentiment in terms of delight, frustration, etc.
- **Timeframe** is the time duration for evaluating the customer journey
- **Touchpoints** represent the time and place where a customer or a prospect interacts with the brand
- **Channels** are the media of interaction like kiosks, websites, mobile apps, etc.

How customers benefit from CJM

The following example highlights why customer journey mapping is important. A government department in one of the largest cities in the US to revamp the entire user experience for citizens as well as employees. One of the key challenges was change management. Despite being forced to use an archaic system with limited flexibility, the end-users were reluctant to change the way they had worked for the last 20 years.

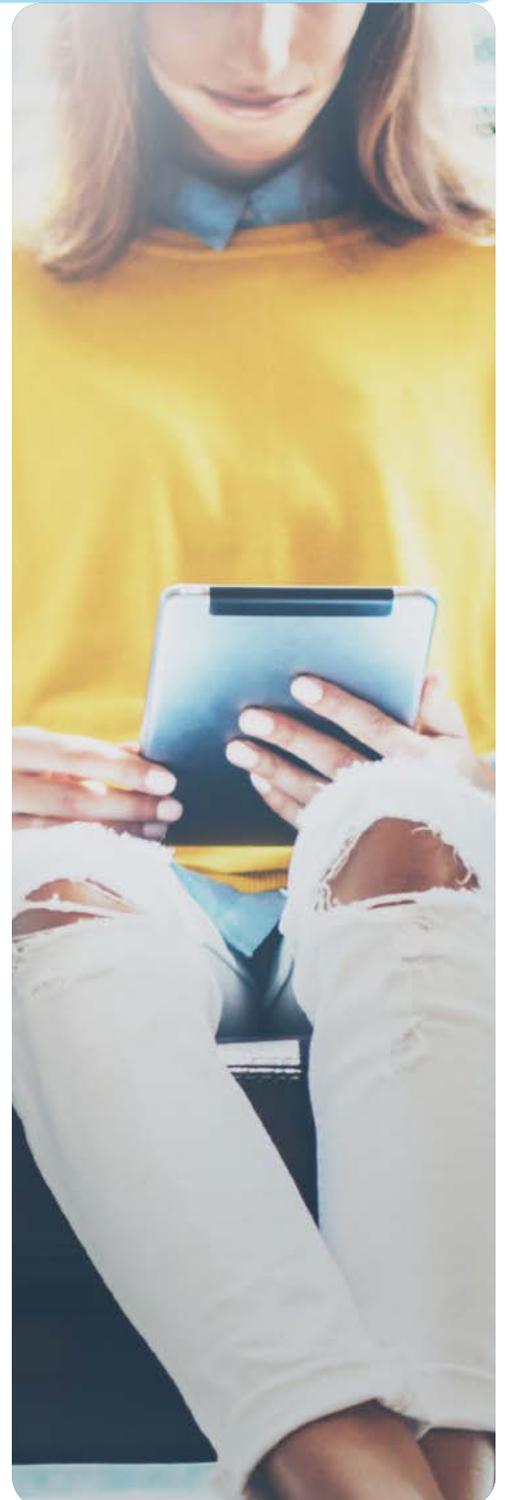
The concept of Customer Journey Mapping (CJM) was introduced to the government department as part of the three-day workshop with all the stakeholders. This was done to help end-users envisage the future state of the customer experience. The stakeholders included citizens, employees and management who were

asked to create their own journeys on whiteboards. While mapping out these journeys, the team was able to determine key problem areas faced by different stakeholders. These findings were then used to revamp various downstream activities, deploy new software and optimize business processes. The implementation helped the client reduce the average time for completing a claim for citizens from 30 days to 2 days.

Even though the organization did not initially feel the need for digital transformation, engaging stakeholders through customer journey mapping revealed inherent problems in their existing systems and processes.

According to CX Network's predictions for 2018[3], here is why organizations must map their customer journeys to achieve strategic business outcomes:

- Customer expectations are constantly evolving
- There is increasing demand for hyper-personalization at every touch point
- Organizations must convert customer data into action
- Omni-channel engagement is the next frontier
- Social media can be used as a powerful CX tool
- The next level of AI will be the hybrid workforce
- The future will see the rise of the intelligent enterprise



How your enterprise can benefit from CJM

Mapping existing (current state) journeys is a great way to understand existing customer experiences. It helps organizations uncover potential opportunities and identify challenges. But, the CJM framework can do a lot more by enabling organizations to:

Transform customer experiences –

Companies can use the framework to create delightful customer experiences by focusing on the future state, thereby designing new and re-designing existing experiences. In this way, companies can

choose whether they want to enhance the existing experience or act like a startup or disrupter by putting customer experience first.

Develop an implementation roadmap –

Going beyond the initial mapping sessions, the framework acts as a roadmap for implementing new customer experiences. For instance, many retail organizations already use journey maps as a reference to the service they provide. This outside-in approach allows companies to tap into customer emotions while they

interact with different brands, helping them significantly enhance the customer experience.

Optimize the employee experience –

The framework is also an excellent tool for orienting and training employees on customer strategy. As Richard Branson says, "If you take care of your employees, they will take care of the clients". Thus, Employee Journey Mapping workshops can help companies understand and improve employee journeys. This is a great tool to drive change management.

Key steps in a customer journey mapping workshop

Stakeholder
Alignment

Research

Hypothesis
Building

Action Plan



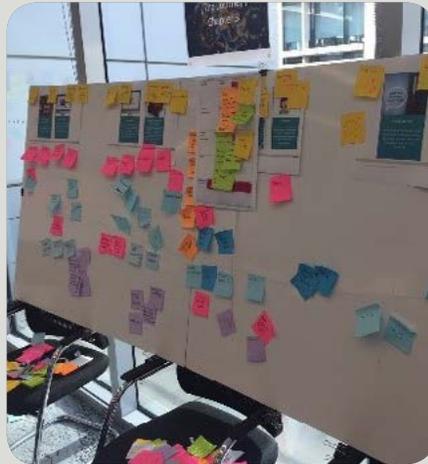
1) Stakeholder alignment: These workshops mandate a high degree of cohesiveness among various departments. Hence, it is important to have a champion who can bring together multiple teams. The champion should be a person whose control spans across the organization. Further, champions should not be limited to a single department. This will ensure that the sponsor can identify and resolve internal disputes in case any arise. Some examples of typical stakeholders who should be included in the workshop are:

- CX champion/sponsor
- Transition managers
- Business function heads (digital, sales, service, and marketing)
- Technology heads

2) Research: Primary research is an integral part of a CJM workshop. The research should be focused and insights-driven rather than open-ended research programs that stretch over several months. Understanding the client before a workshop will help validate the research findings and develop a more accurate organizational picture. Some innovative ways of conducting such research are:

- **Guerrilla or semi-structured observation** in the field with ad hoc interviews
- Review of **analytics** data captured during the digital service experience
- **Cognitive maps** drawn by participants of their world and context
- Discussions about the company on **social media**
- Information from **financial reports**

3) Hypothesis building: This is the most critical stage. Here, all the research across stakeholders is leveraged in a workshop to discuss those customer journeys that are difficult. For example, retailers often find that their interactions with customers during the Christmas season can either make or break their brand. Retailers that are unable to meet the increased demand risk losing their customers to competitors. In this instance, the CJM workshop will provide such retailers with a platform to change the way the brand handles customers during demand surges. Typically, the workshop coaches discuss and finalize the use cases with the customer beforehand to maximize value from the workshop.



4) Action plan: After the workshop, the coaches and the customer discuss the outcomes of the journeys plotted on the whiteboard as well as the identified problem areas. This is done to validate the hypothesis with the customer. Once the customer approves the findings, these gaps are used to develop a business case to create downstream requests for proposals (RFPs).



Next steps

CJM workshops help companies identify action plans and uncover critical gaps that, when addressed, will generate true business benefits. However, these action plans do not deliver value unless they are applied using a focused approach across the organization. Thus, it is important to follow these steps once the workshop is over:

- *The CX journey maps must be shared with all the stakeholders and must clearly identify the responsibilities of the participants*

- *Make the cx champions or sponsors accountable for the outcome of the workshop to drive enthusiasm*
- *CJM workshops are an iterative process. If required, conduct more workshops to maximize adoption*
- *Create a time-bound plan to implement the action items. Get approval from the cx sponsor to identify individual milestones*

Today, machine learning and artificial intelligence are transforming mundane tasks across industries. In fact, Smarter CX/Comblu states, "In preparation, more organizations will 'press pause' to ascertain their readiness across three dimensions: processes, systems, and talent." [2] Customer journey mapping can assist organizations in deriving higher value across all these dimensions.



Conclusion

Organizations across the globe are rushing to adopt programs to improve customer experiences. Here, Customer Journey Mapping can play a vital role in driving the success of such programs. These workshops help organizations understand pain points across user journeys and create action plans based on stakeholder alignment, research and hypotheses. Once developed, these plans must be executed properly across all stakeholders using customer experience champions. With such an approach, organizations can gain higher value from digital transformation initiatives by creating delightful user and customer experiences. In today's service-first economy, this will be the key differentiator for successful enterprises.

About the authors



Rich Wallace

Rich Wallace is a Solutions Consultant and CX Journey Mapping facilitator at Oracle. His experience includes being a service manager and sales leader who supports clients through innovative solutions for their business challenges. As an emerging technologies enthusiast, he uses his behavioural design experience to help his clients create great customer experiences.



Rohit Kumar

Rohit Kumar heads the go-to-market (GTM) strategy for the Infosys Oracle CX Practice. He has experience in software development, consulting, marketing, and business development. He has worked with clients across the globe, focusing on understanding their pain points to provide the best solution.

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