

Customer Experience

Strategy & Journey Mapping workshop



AKAM Technical:
Customer Experience Mapping Workshop
Milan, 26 June 2019



Today's agenda

13:00	Introductions
13.05	Customer Experience in B2B
13.30	Your stories
14.00	Customer Strategy
14:45	Break
15:00	Customer Journey Mapping
16:30	Q&A
16.45	Wrap
17.00	Close

Introductions and welcome



Customer Experience in B2B



Better Experiences = Better Business

What does Customer Experience mean...

...for your customers?



Their memories of what they've experienced and heard

How they perceive you contribute to their success

What they'll say to their boss, each other and do next time the contract is due to be renewed

...for your business?

ANNUAL REPORT

AND ACCOUNTS

2018/19

Higher retention / lower churn

They're more likely to renew, upgrade, spend more, engage more, share their stories and tell others to do the same

They'll help you improve

Employees are prouder

Costs are less

Being clear about our terminology

Customer Service



is the assistance and advice provided by a company to those people who buy or use its products and services.

Customer Centricity



is the mindset of putting the customer at the heart of everything you do. It will lead to increased customer satisfaction and loyalty, which ultimately leads to an increase in profitability.

Customer Experience



is the sum of all experiences a customer has with a supplier of goods and/or services. This can include awareness, discovery, attraction, onboarding, interaction, cultivation, support and advocacy.

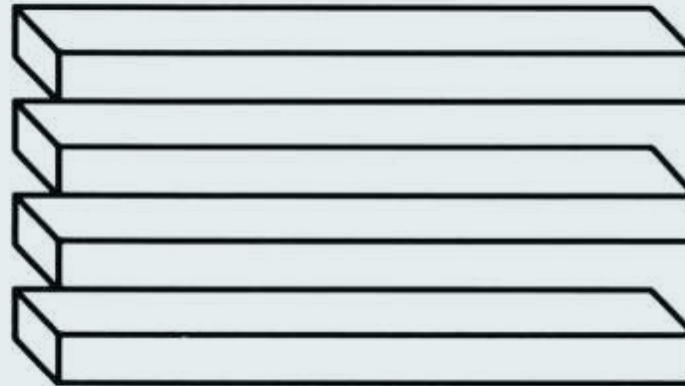
We need to see it from their perspective

Customer Service

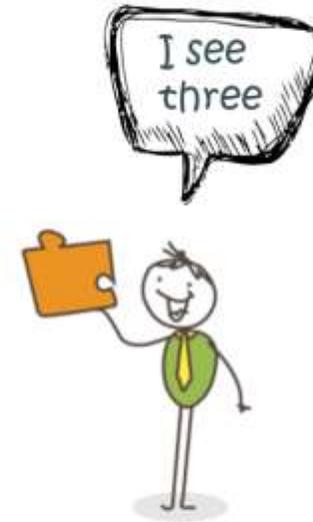


What we do for, to or with our customers

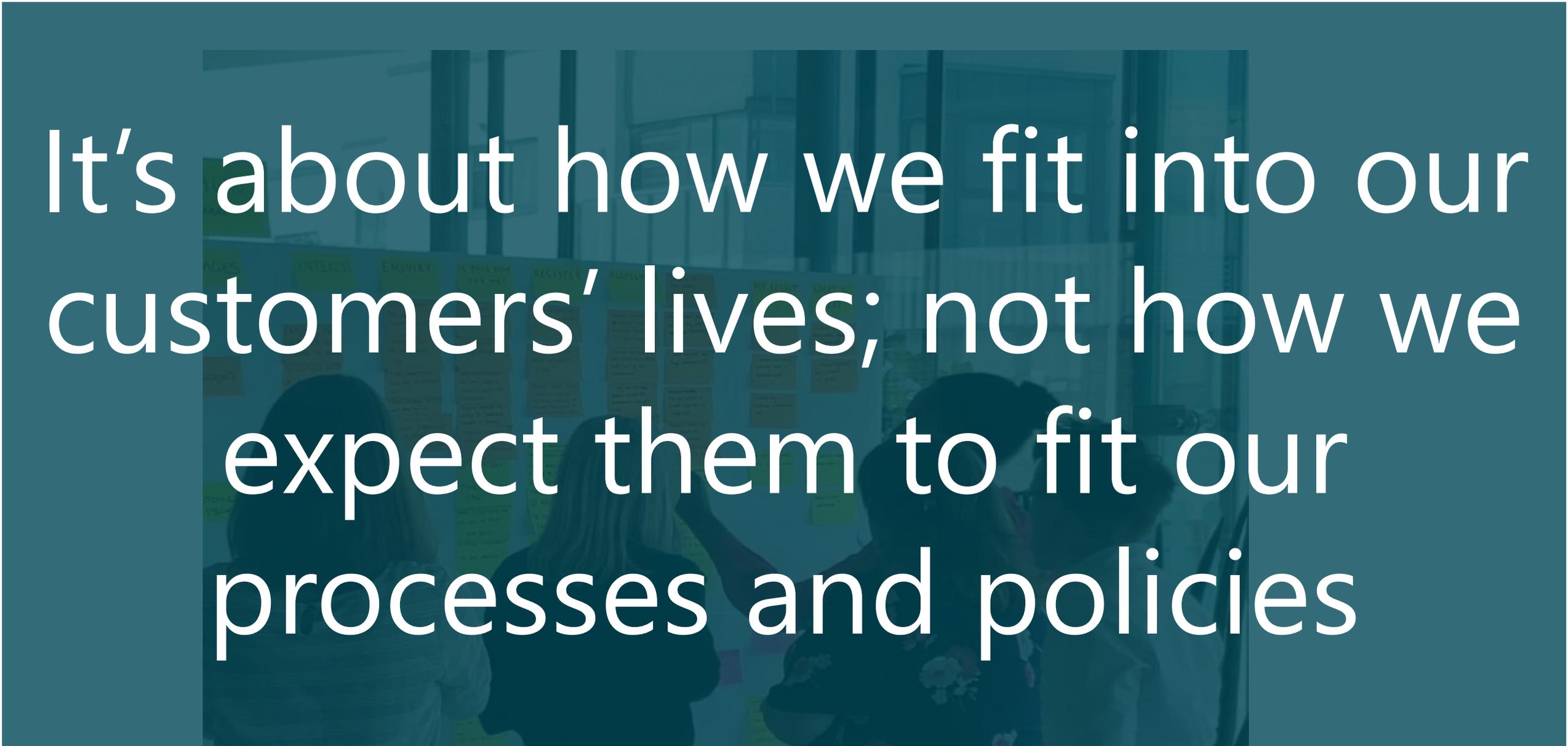
Customer Centricity



Customer Experience

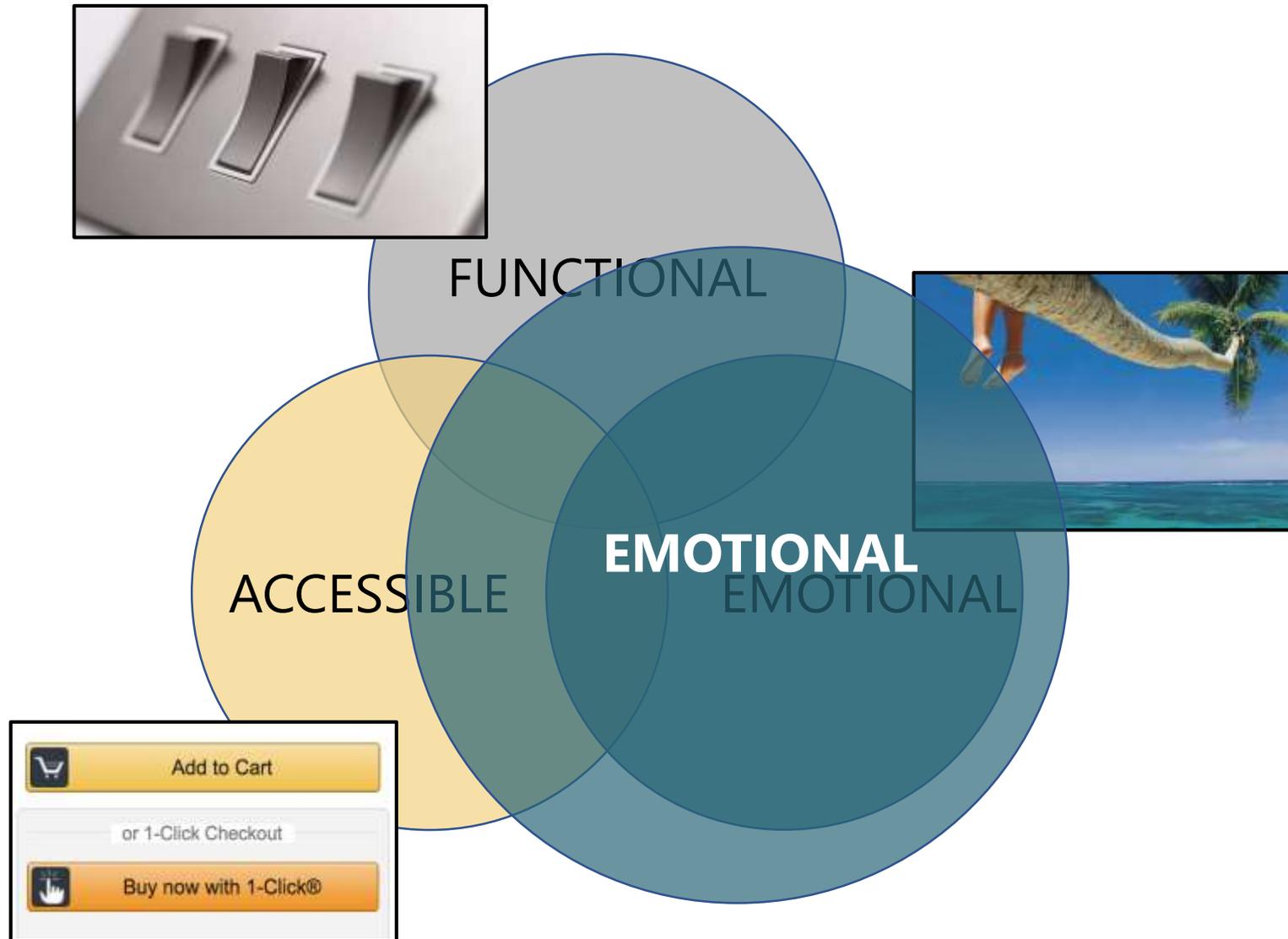


What it's like to be on the receiving end of what we do



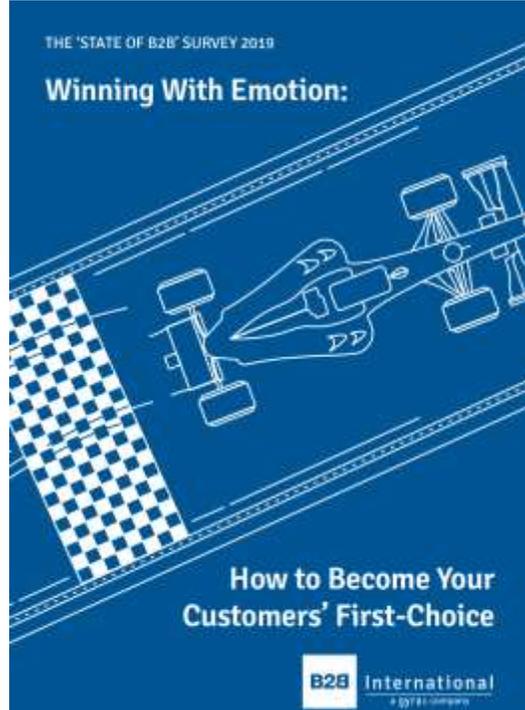
It's about how we fit into our customers' lives; not how we expect them to fit our processes and policies

The three dimensions of your Customer Experience



Emotions in the buying process?

Beyond “What can you do for me and how?”...



56%

Having a strong emotional connection with the supplier accounts for 56% of the final decision

The four key emotions...

- Trust
- Confidence
- Optimism
- Pride

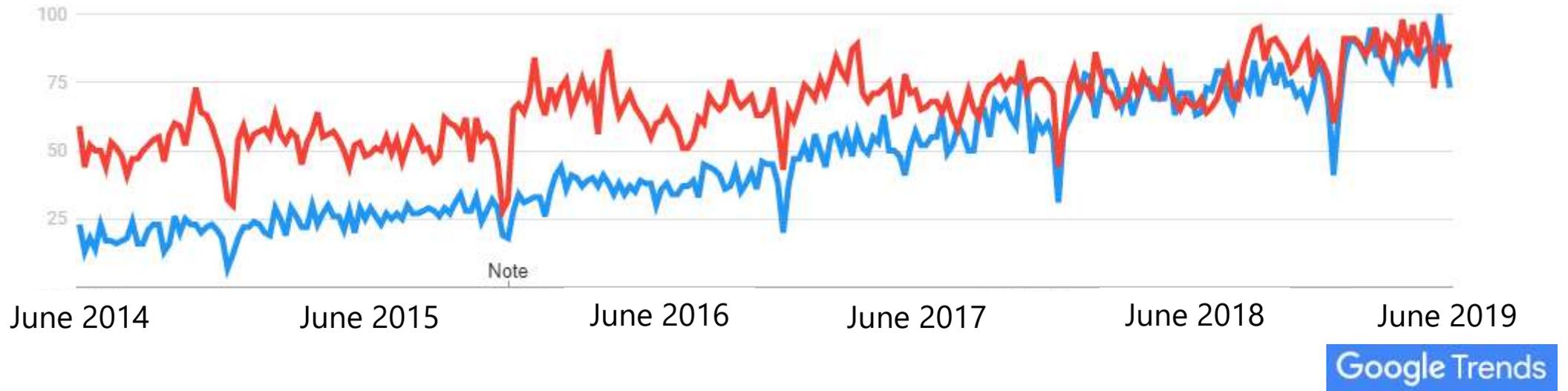
... will be created by

- Building relationships and empathy
- Demonstrating capability
- Keeping promises
- Obvious customer-led focus
- Clear value proposition

Source: B2B International

Search terms indicate worldwide interest in focusing on customers has been growing consistently

 "B2B Marketing"
 "Customer Success"



Customer Experience is a mindset



Often companies want to calculate the ROI on CEM initiatives before they get started although the impact on the P&L is impossible to establish at such an early stage. Frankly speaking, if management insists on a business case that shows short-term financial benefits then the company is not ready for CEM,”

Case studies – they've all been there





Your stories

Your stories of the good, the bad and the ugly



Your stories of the good, the bad and the ugly



In groups of two or three

Discuss recent awesome or awful experiences

Briefly, what happened?

How did it make you feel?

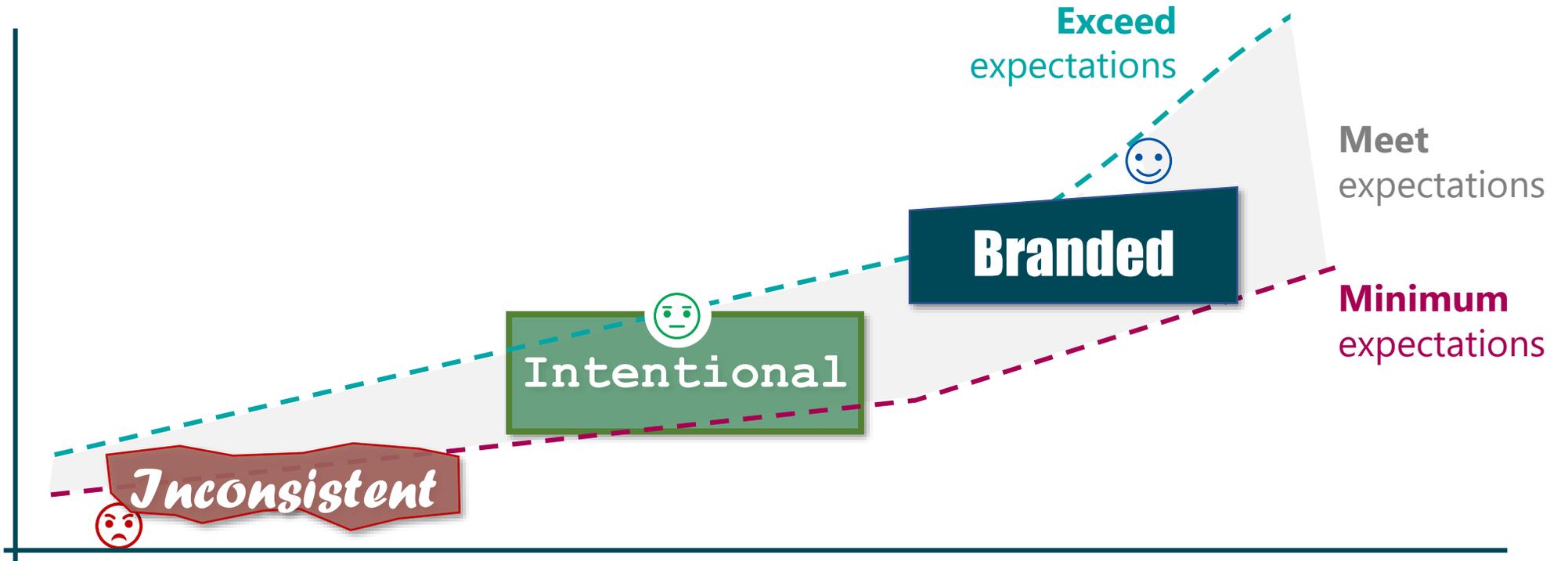
What did you (not) do as a consequence?

Could that happen in your business?

A group of people are gathered around a large wall covered in numerous sticky notes of various colors (yellow, orange, pink). They appear to be in a collaborative meeting, possibly a workshop or a brainstorming session. The sticky notes are organized into columns and rows, suggesting a structured process or a customer journey map. The background shows a modern office environment with large windows and a white wall. The overall scene is dimly lit, with a blue tint, giving it a professional and focused atmosphere.

Customer Experience Strategy

The path of Customer Experience maturity



What happens is...

Wasted effort
Disengaged employees
Customers feel treated with contempt
Reputation is openly reviewed

Empathetic experiences
Costs fall
Loyalty increases
Commercial results apparent

Consistent experiences
Quicker benefits and return on effort
Brand promise delivered every time
Customers buy more and tell others to do the same

Costly

Profitable

Sustainable

Because...

Complacent, short-term mind-set
Process, metric and cost focus
No customer measurement or vision
No ownership

Customer understanding
Motivated employees
Governance established
Leadership sponsors

Passion and communication at all levels
Effective cross-functional and partnership working
Relevant and continual innovation done with customers
CX becomes the way things are done

How good do you want to be? And how committed are you?



Customer Experience Strategy on a page

<p>In a nutshell, our Customer Experience strategy is</p>	<p>to do everything we can to help them be a successful business</p>			
<p>When customers do business with us we want them to feel</p>	<p>confident that we're on their side</p>	<p>reassured that we're reliable</p>	<p>they couldn't succeed without us</p>	
<p>To do that, we know we need to</p>	<p>make it easy</p>	<p>sort it out</p>	<p>keep them informed</p>	<p>make it personal</p>
<p>It means we must</p>	<p>be responsive be uncomplicated not have surprises be as expected</p>	<p>resolve things before they know there's an issue fix mistakes – even customers' mistakes own the problem</p>	<p>manage expectations be honest keep our promises communicate only what's important to them</p>	<p>show them we empathise make the senior team accessible always, not just at the pitch do things for them we don't do for others</p>

Processes and decision-making are then built around the customer

1. Define their experience



2. Design the processes



3. Develop the infrastructure

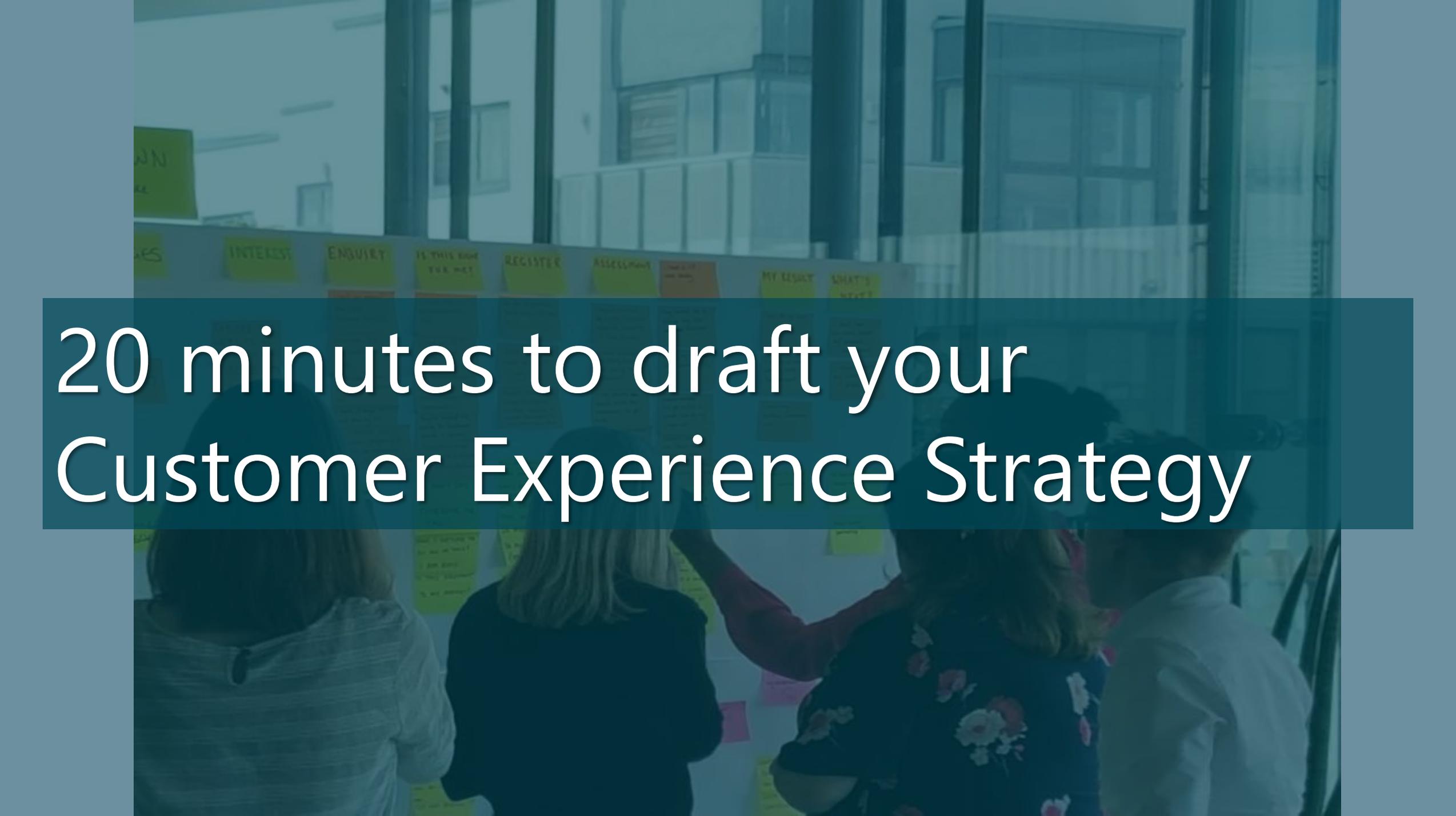


Share the strategy – customer rooms, innovation centres table tents



Steps to build a Customer Experience Strategy

1	2	3	4	5	6
ACKNOWLEDGE THE INTENT	DESIGN THE EXPERIENCES	BUILD THE EXPERIENCES	DEVELOP THE CULTURE AND INFRASTRUCTURE	CREATE THE CX GOVERNANCE	ENGAGE EMPLOYEES
<p>Set the direction: how good do you want to be?</p> <p>How committed to that are you?</p>	<p>Understand and create the intentional experiences that are also aligned to the commercial goals.</p> <p>Ensure they will make customers feel the way you want them to feel and they'll share the stories you want them share.</p>	<p>Build the customer-facing capability to deliver those experiences in your processes, policy decisions, operations and staff training.</p> <p>Making tangible, visible actions, iterations, improvements and communication successes.</p>	<p>Build the infrastructure (IT systems, organisational structures, hiring for attitude and culture) that then underpins everything.</p>	<p>Establish clear responsibilities and accountabilities, how you will prioritise and how you will run each of the component parts of your CX programme (insight, journey mapping, persona development, measurement and innovation).</p>	<p>Plan how you will bring the aims and progress to life, how you will reach every corner of the business sharing successes and helping them understand the role they can play.</p>

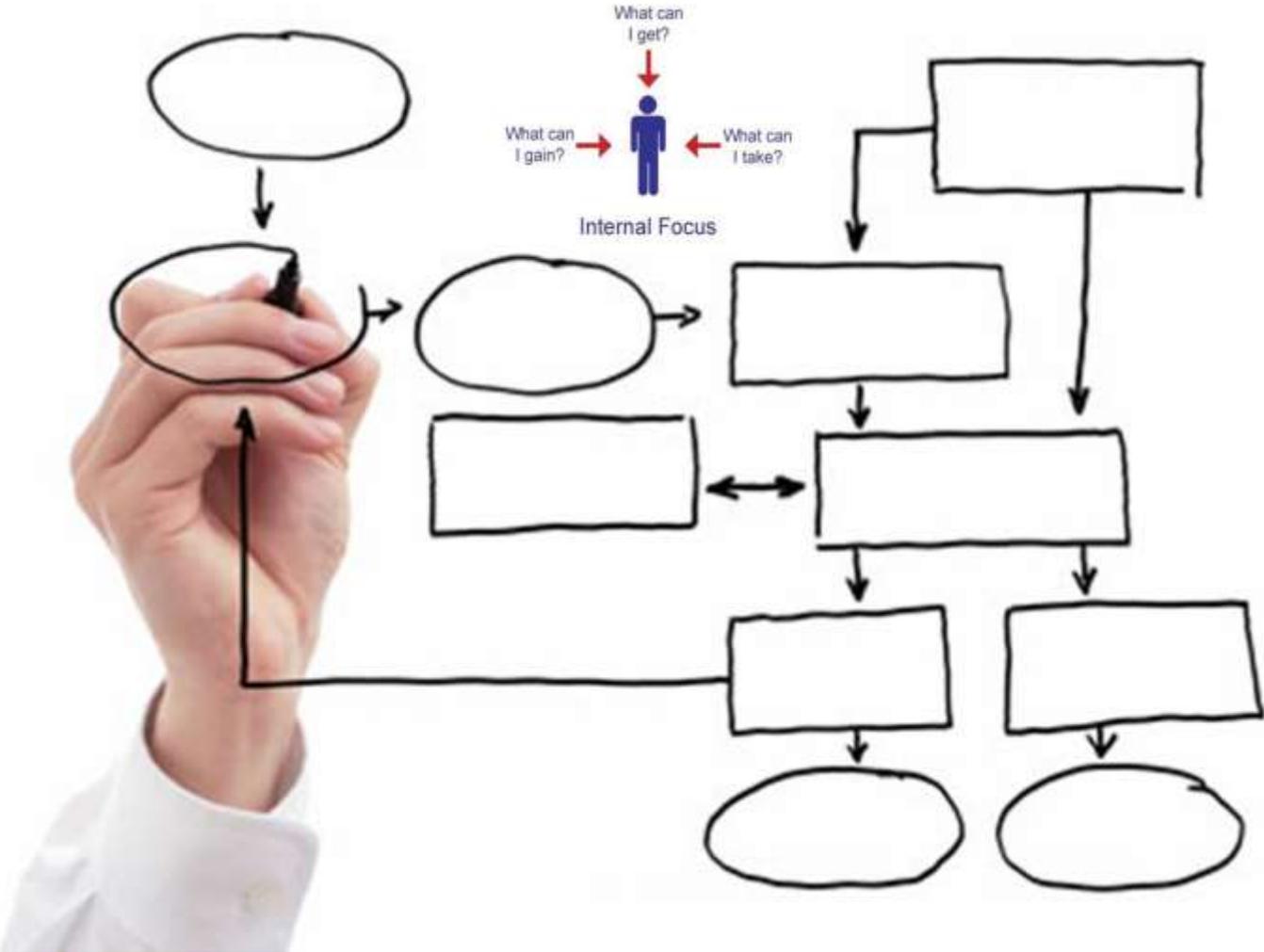


20 minutes to draft your Customer Experience Strategy

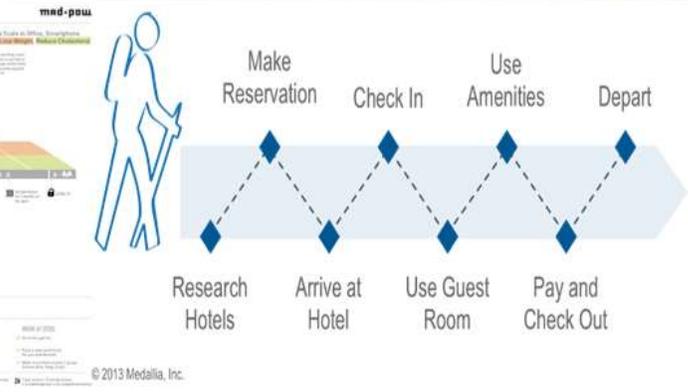
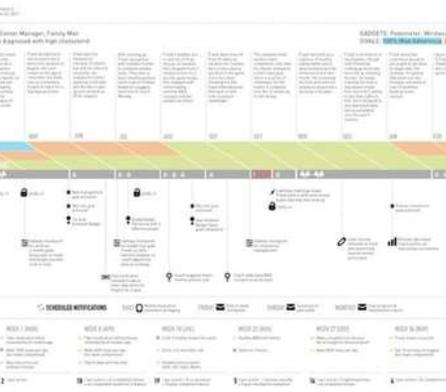
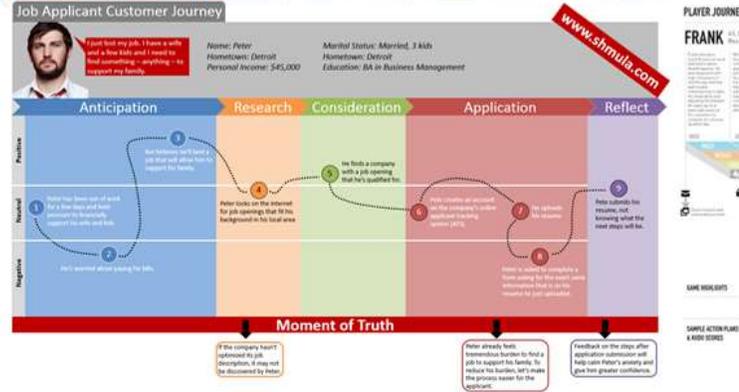
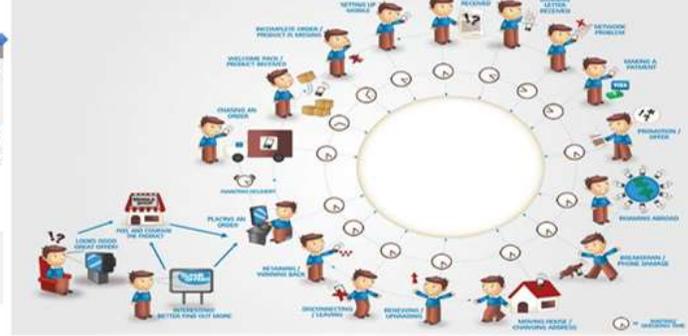
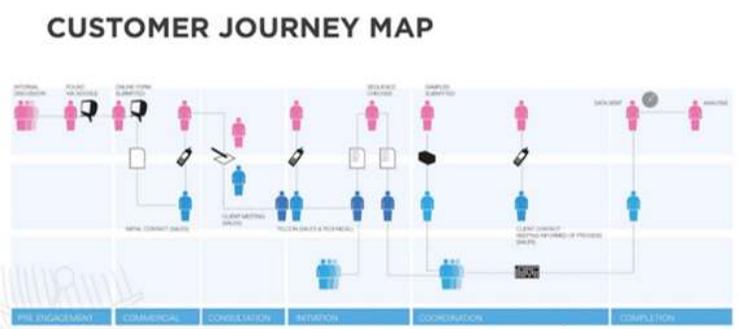
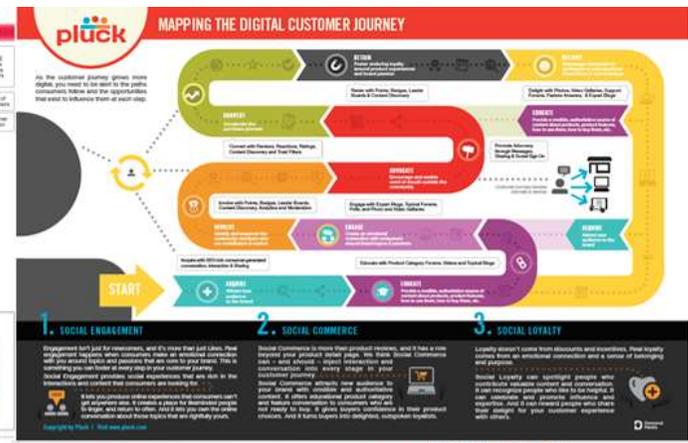
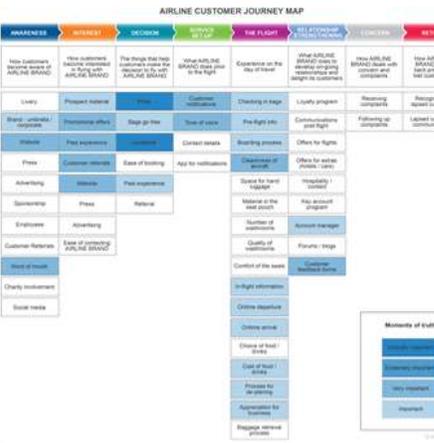
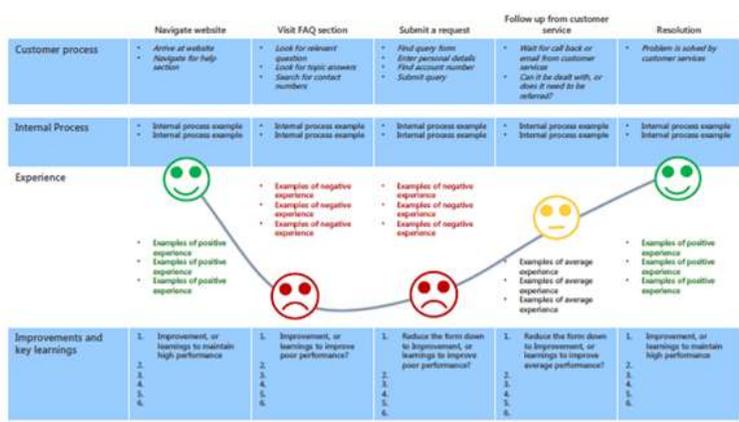
A group of people are gathered around a large wall covered in numerous colorful sticky notes. The sticky notes are arranged in a way that suggests a process flow or a customer journey. Some of the visible sticky notes include the words "INTEREST", "ENQUIRY", "IS THIS RIGHT FOR ME?", "REGISTER", "ASSESSMENT", "MY RESULT", and "WHAT'S NEXT?". The people are seen from behind, looking at the wall. The scene is set in a modern office or meeting room with large windows in the background. The overall atmosphere is collaborative and focused on understanding the customer experience.

Customer Journey Mapping

It's not about a process map



It's not just about the picture



1

PREPARATION

2

FACILITATION

3

MOMENTUM

Preparation:

make the best use of time and show immediate value

- Objectives and context – why do any mapping?
- Which journey(s)?
- Which persona(s)?
- What do you know already?

- Who will you invite?
- Where?
- When?

- Validation?
- Report and action plan?
- Feed into Governance?

Facilitation:

keep things on track on the day



Who is your customer?

The persona: who is doing what?

Simple empathy maps are a useful tool



Example customer persona template

Name: Lore Andorder

Journey: Considering appointing a new law firm



"I've been around the block, I'm not going to suffer fools gladly. Don't start your pitch by saying you've been established 100 years. I know that already"

Motivations:

- I'm under pressure to link what I do to the bottom line; we can create drive efficiencies by refreshing the panel
- I want to bring new thinking to the business
- I'm new here and can use this process to prove myself

Goals:

- To have a law firm that acts as part of the team
- To have them contribute as a strategic partner at least cost
- Make me look good

Pain Points:

- I don't want any surprises in the billing
- You need to demonstrate what extra value you bring
- The stakes are high: keep your promises, every time

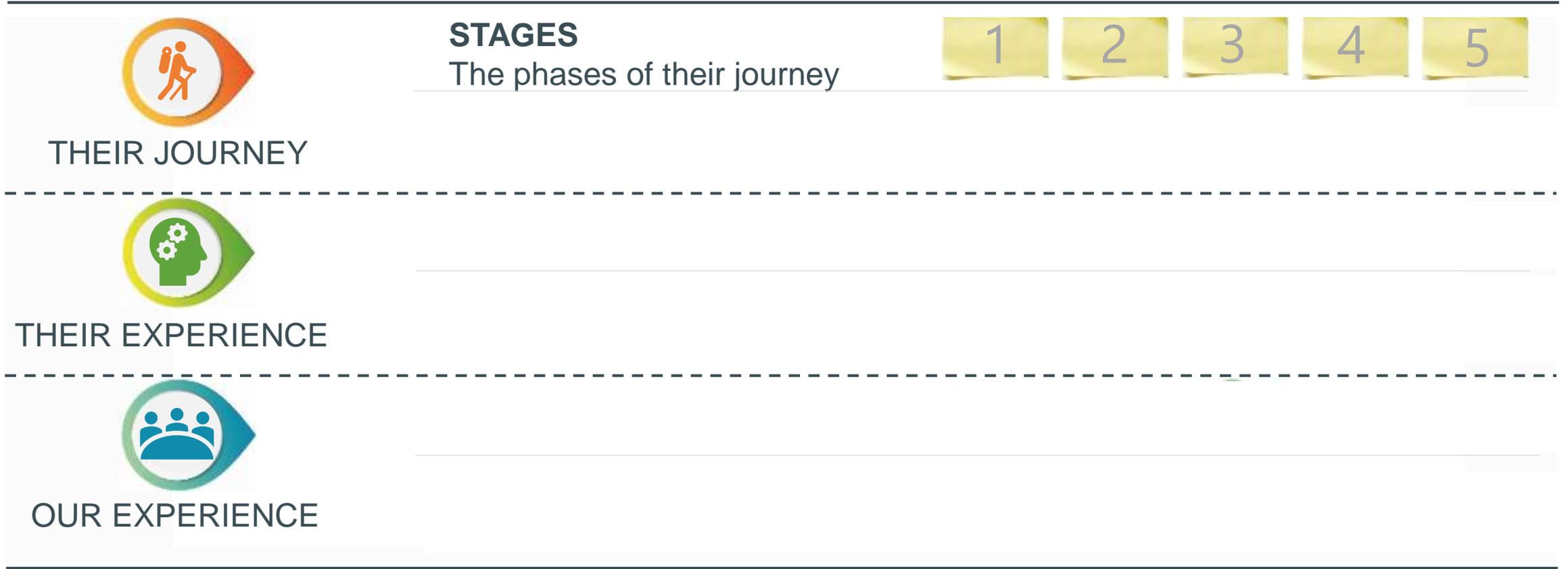
Strongest emotions

- Hope
- Anxiety
- Overwhelmed

Mapping the journey



The journey map will be built layer-by-layer



What if...?



The journey map will be built layer-by-layer



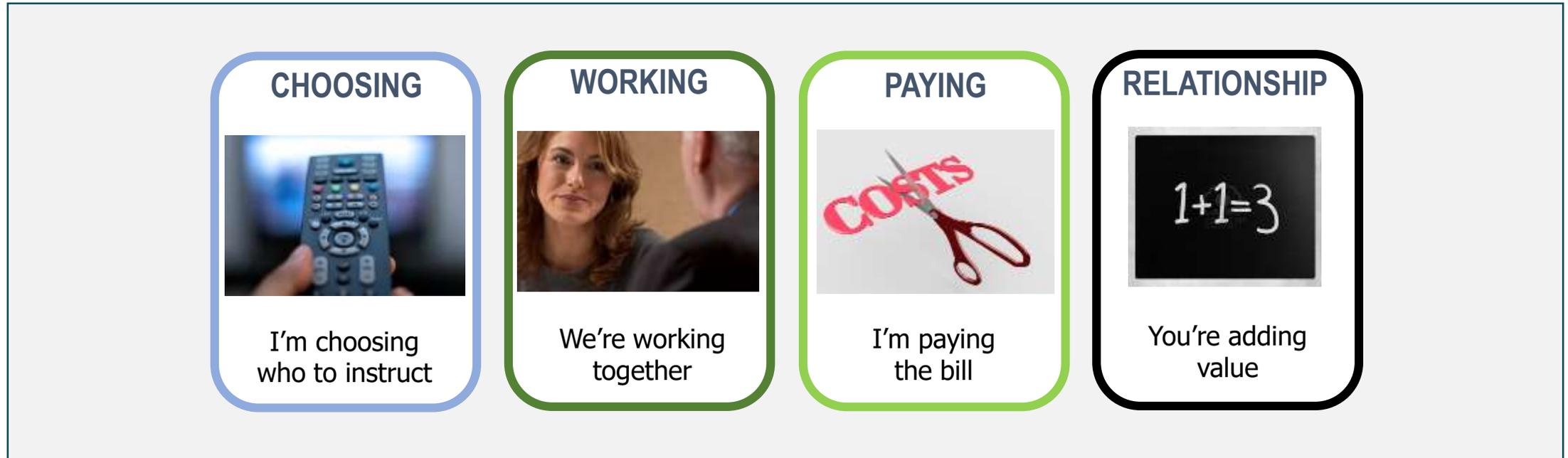
THEIR JOURNEY

STAGES
The phases of their journey



Step 1

Stages - a simple view of their journey: law firm clients

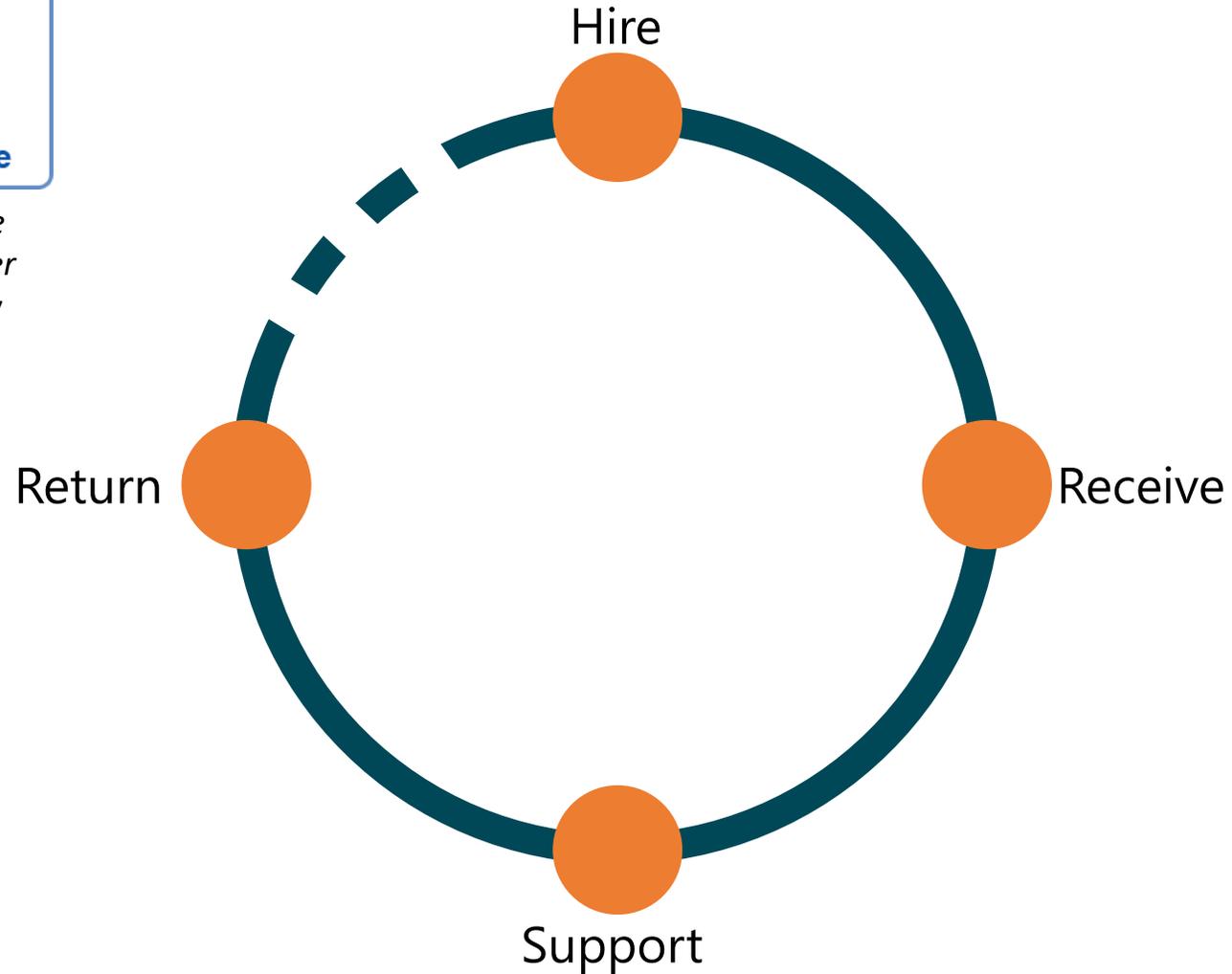


Step 1

Stages - a simple view of their journey: contract vehicle hire



*Car Hire
Customer
Journey*



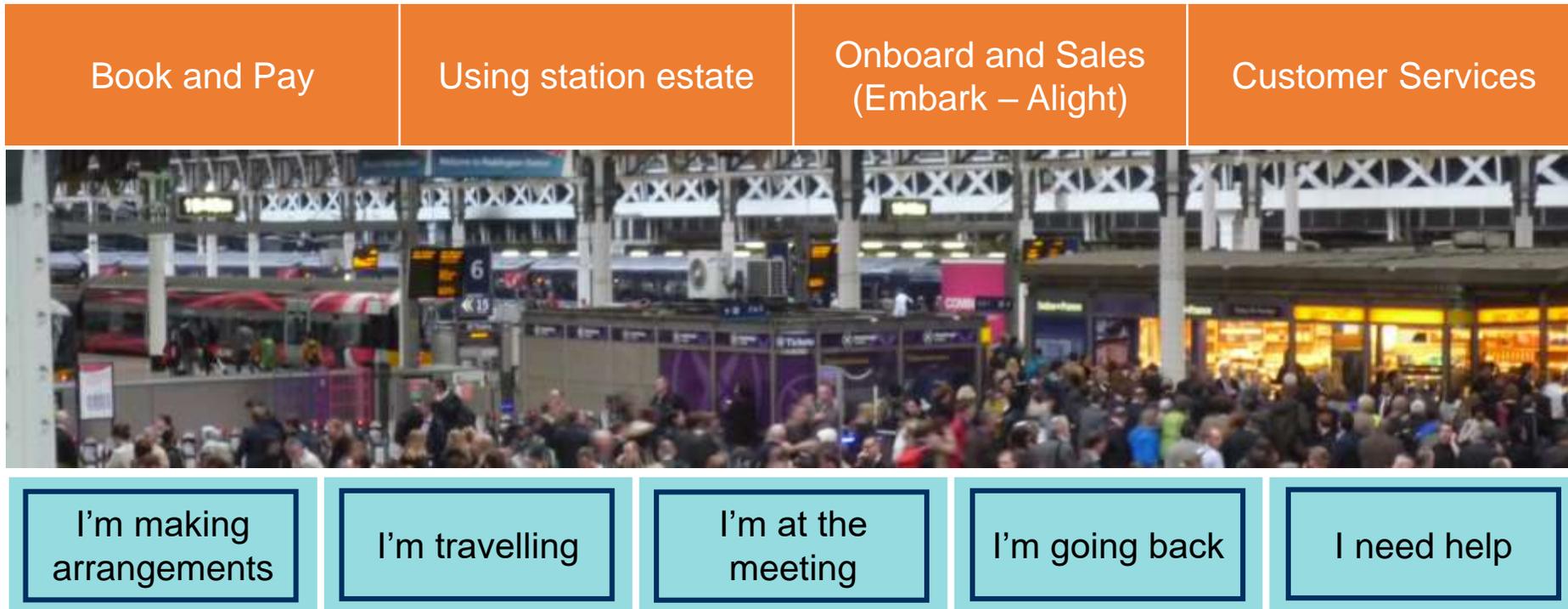
Step 1

Stages – a simple view of their journey: rail operator

The internal view



The business passenger's view



Step 1 – the stages



THEIR JOURNEY

STAGES

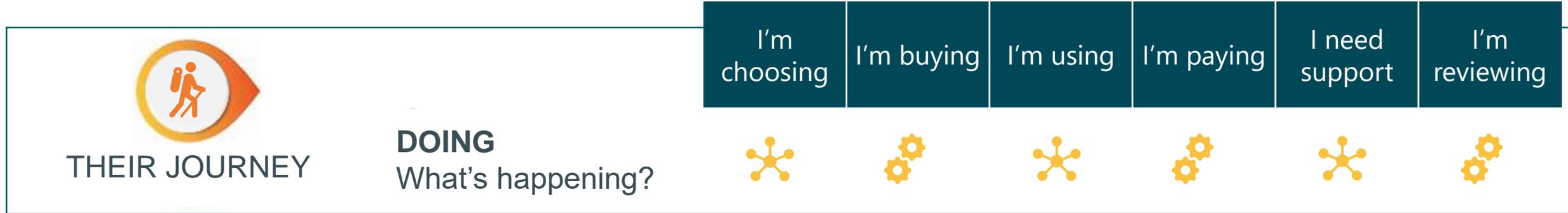
The phases of their journey



Between 3 and 6 stages - divide the journey into manageable sections
The phases your customer goes through; think acts of a play, chapters of a book
Role-play the persona; it's about them not your processes!
Use their language and "I..." statements if appropriate
Too detailed? Save it for the next step "What are they doing?"

Step 2

Doing – what do they physically do in their world and while interacting with you?



Step 2

Doing example: business banking customer

Stages	I'm setting up the business	I'm reviewing my banking options	I'm opening an account	I'm using the account	I need help	I review my options to stay or go
Timings	3m from redundancy	2 weeks	1month	Ongoing	Ongoing	Every two years
Activities	I'm tying up loose ends from previous career	I talk to other local businesses	Make an appointment	I'm managing the cash flow	I call after 10pm when I'm managing the account	I review the service and my charges
	I'm looking for an accountant	I look at customer reviews	Gather paperwork	I'm paying and chasing invoices	I've a tax query	I see what's out there
	I'm talking to friends and family	I have to make an appointment 😞	Set up invoicing and accounting links	I get charged for a client bouncing a cheque on me	I've a complaint	I see what else my bank can do for me

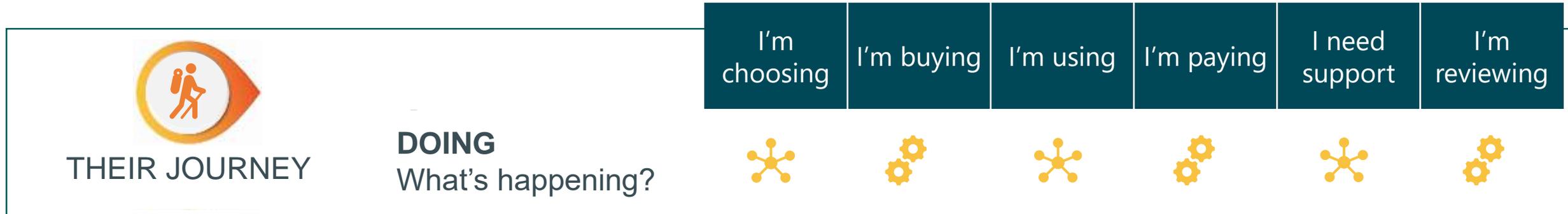
Step 2

Doing example: flying on business

STAGES	 I'M BOOKING	 I'M PREPARING	 I'M FLYING	 I NEED HELP
DOING	I recall what happened last time	I sort the child-care for while I'm away	I'm parking	I'm told to contact my airline
	I ask friends	I check-in online	I'm checking my bags in	I'm told there's a delay
	I choose my options	I do some last-minute prep work	I'm going through security	I need to change plans
	I pay	I pack the night before	I buy a drink	I've a complaint
	I file away the confirmation	I check traffic	I'm at the gate about to board	I need to make a decision now – stay or go?

Step 2

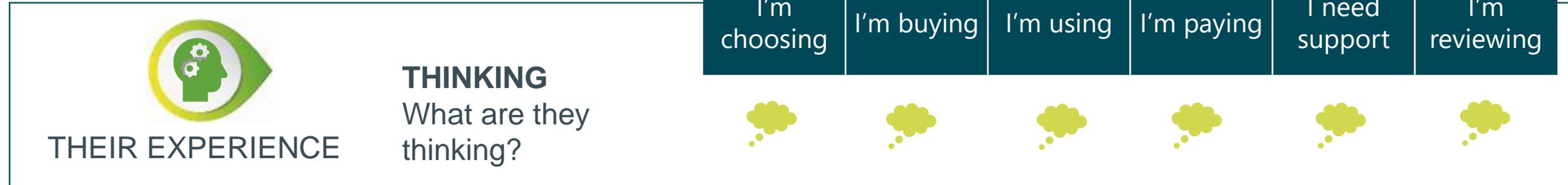
Doing – what do they physically do in their world and while interacting with you?



In each stage what does your persona physically do?
How do they interact with you (touchpoints)?
What are they doing that's not a direct interaction with you?

NB: Some "doing" activities may become journeys to map in their own right

Step 3 Thinking – what's on their mind?



What questions will they have?
What is their 'job to be done'?
What do they hope and expect?
What are their frustrations / 'pain-points'?
What do they worry might happen?
What are they saying to each other?

Step 4

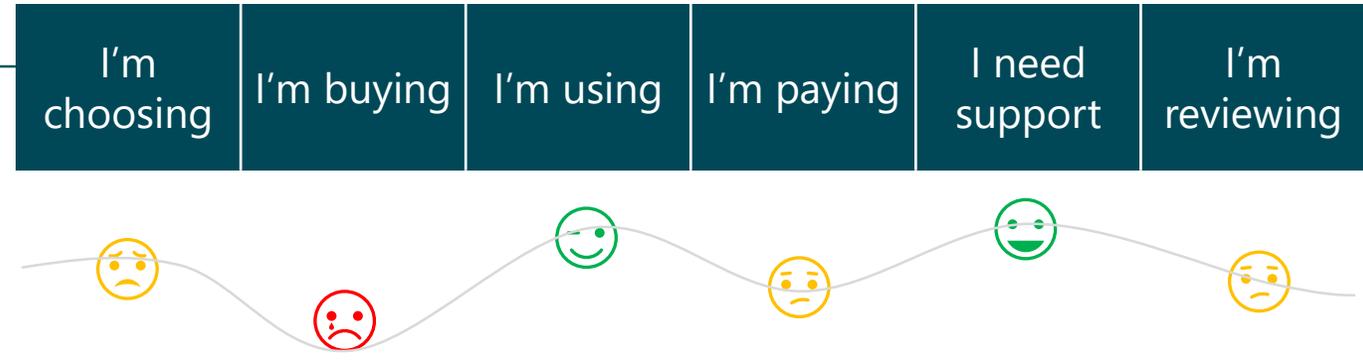
Feeling – what are their emotions?



THEIR EXPERIENCE

FEELING

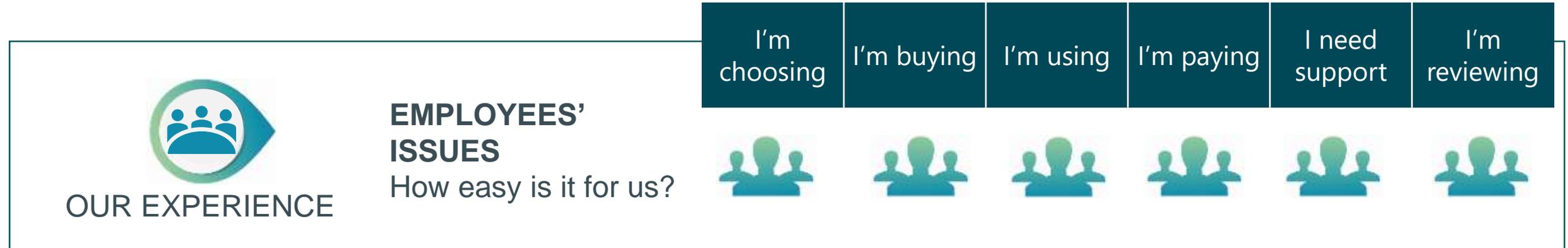
What are their emotions?



What emotions are they feeling?
Explore why; each stage can evoke negative and positive emotions depending on how it goes
Write the emotions or draw them

Step 5

Our issues - what's it like for us, our colleagues and partners?



QUOTE

Zappos: To make customers happy, we have to make sure our employees are happy first

2019 **BEST PLACES TO WORK**
EMPLOYEES' CHOICE

- Is it easy to deliver the intended experience?
- Is it clear how we should treat customers?
- What gets in the way? What do we have to repeat?
- What tools do we need? What process changes would make all the difference?
- Is everyone rewarded for an improvement in the experience?
- What's ambiguous or unclear?
- What successes do you wish were shared?

Step 6

Measurement – tracking our performance



	1	2	3	4	5
THEIR JOURNEY The phases of their journey	1	2	3	4	5
DOING What's happening?	🌟	🌟	🌟	🌟	🌟
THINKING What's on their mind?	🧠	🧠	🧠	🧠	🧠
FEELING What are their emotions?	😊	😊	😊	😊	😊
EMPLOYEES' ISSUES How easy is it for us?	👤	👤	👤	👤	👤
METRICS & FEEDBACK What should we measure?	📊	📊	📊	📊	📊



OUR EXPERIENCE

METRICS & FEEDBACK

What should we measure?

I'm choosing

I'm buying

I'm using

I'm paying

I need support

I'm reviewing








THEIR EXPERIENCE

What's on their mind?
EMOTIONS
How are they feeling?

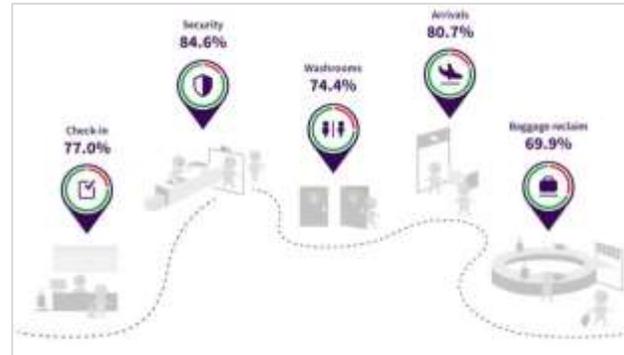


How can we tell how well we are doing?

NET PROMOTER®

Customer Satisfaction Survey

Extremely	<input checked="" type="checkbox"/>
Very	<input type="checkbox"/>
Moderately	<input type="checkbox"/>
Slightly	<input type="checkbox"/>
Not at all	<input type="checkbox"/>



GOAL
COMPLETION RATE

Why do they join?
Why do they leave?
Why do they stay?

- Churn rate
- First response time
- Problem resolution time
- Customer Health Index
- Customer value
- Complaints
- Systems outages



Customer

Effort

net easy score

TRUSTPILOT

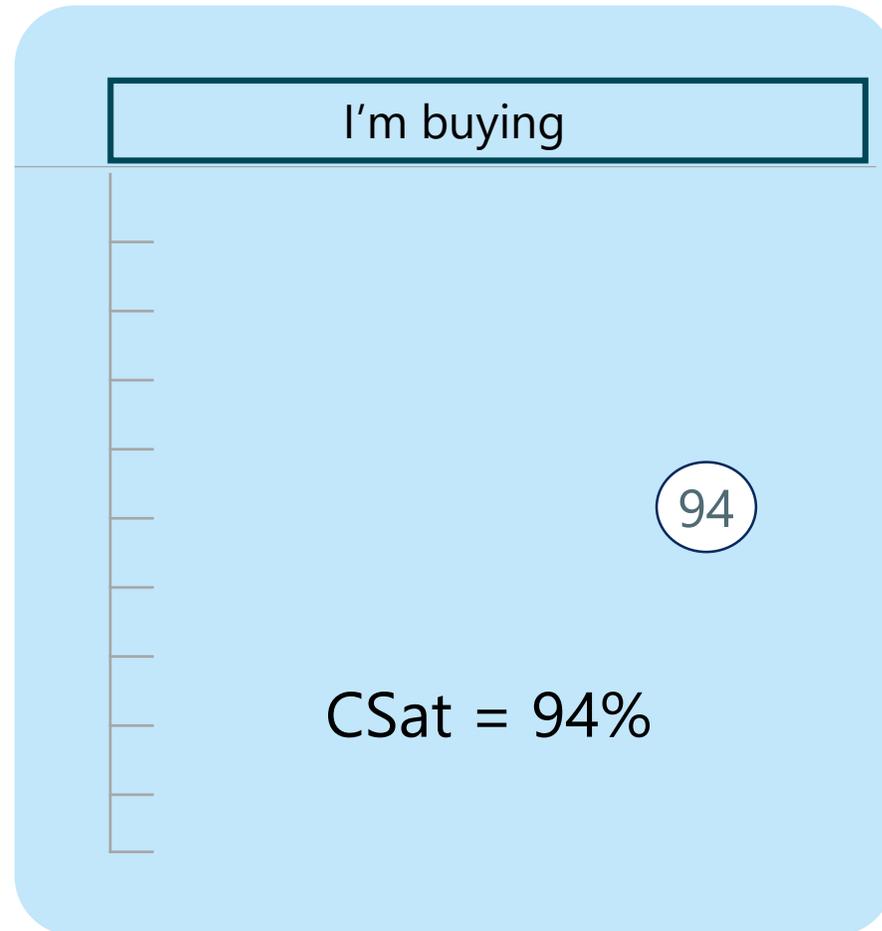


Google
Reviews ★★★★★

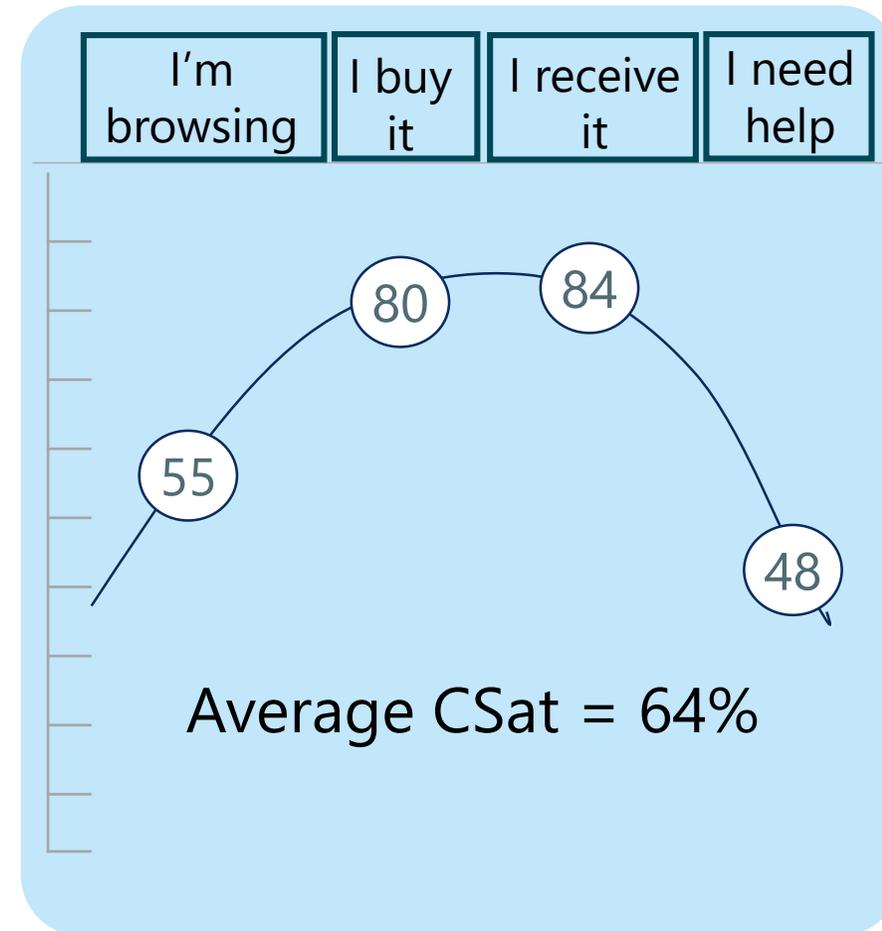
Product
usage

Measure the right thing at the right time

A. Customer Satisfaction only measured at the end



B. When they aggregated the scores for everyone across each stage...



Step 6

Measurement – tracking our performance



What type of customer feedback do we have or need at each stage - advocacy, effort or satisfaction? Something else?

What important issues have we identified that we must have at least some operational performance data on?

...

When and how should we seek feedback?

Which data gets shared and acted on?

The journey map will be built layer-by-layer



What if...?



The journey map was built layer-by-layer

Create the starting point

From your persona's perspective

Generates ideas – "What if.."

Shows the basic expectations and what would exceed them

Brings the team together

Builds momentum and commitment



What next?

1. Overlay what else you know
2. **Create the governance for actions**
3. Prioritise the ideas based on your Strategy
4. Validate the ideas with the persona
5. Share and bring to life what you're doing
6. Measure what you're doing
7. Collaborate with customers; engage colleagues
8. Future-state journey mapping
9. Design Thinking, hackathons and ethnography
10. Momentum; next personas and journeys



Final thoughts

Figure out the “whole product,” which inevitably includes not just product features but also human intervention. Very few products deliver value 100% “out of the box” - help from a person is required.



Allison Pickens
Gainsight

You can have the greatest product in the world and you can have the greatest service in the world, but if you don't provide a great customer experience you're not going to survive.



Mikkel Svane
Zendesk

Users are the number one priority. The team ensures every interaction is a great one. They are the internal advocates for Dropbox's customers and ensure users fully maximise the versatility of their accounts.



Adrienne Gormley
Dropbox

You need to get to the future first, ahead of your customers, and be ready to greet them before they arrive. To do this, you need to understand customers and anticipate their needs.



Marc Benioff
Salesforce

In summary



A few resources to help keep up to date on Customer Experience and Customer Success thinking

CX sites and resources

www.cxpa.org & www.ccxp.org

<https://experiencematters.blog/>

www.b2bmarketing.net/

www.marketingweek.com

www.forbes.com

www.marketingprofs.com

www.ravingcontent.rantandrave.com

www.forrester.com

www.bain.com

www.customergauge.com

www.netpromoter.com

Google alerts

LinkedIn groups

On Twitter:

#customerexperience

#CX

#customersuccess

Blogs

www.hyken.com/blog

www.customerthink.com

www.mycustomer.com

www.customerbliss.com

www.cxnetwork.com

www.loyalty360.org

www.ijgolding.com

www.empathyce.com 😊

Customer Success (B2B)

www.customersuccess.community/

www.gainsight.com/customer-success-management/https://sixteenventures.com/

www.customersuccessmanager.com/

churnzero.net/customer-success-leaders-to-watch-2018/

twitter.com/MattMyszkowski



Customer Experience

Strategy & Journey Mapping workshop

AKAM

The Association for
Key Account Management

AKAM Technical:
Customer Experience Mapping Workshop
Milan, 26 June 2019

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