



Make journey
mapping your secret
to outstanding
customer service

Introduction to customer journey maps

Delivering an exceptional customer experience is priority number one for companies hoping to succeed and grow in today's competitive environment. More than two-thirds of companies say they are currently competing mostly on the basis of customer experience.¹ And to make that customer experience really shine, it's critical to look at the customer journey from a customer's point of view.

So, how can you best assess the quality of your customer experience and identify areas for improvement? Start by understanding their journey.

¹ Gartner, "Key Findings From the Gartner Customer Experience Survey", 2018.



The power of customer journey maps

On the surface, a journey map is a visual representation of a customer's interactions with your company's product or service. But it goes beyond a basic diagram. It helps to shift your perspective on the customer experience by considering each touchpoint from your customer's point of view.

The goal of a journey map is to help you clearly understand what a customer goes through when using your product or interacting with customer service. By examining each step of the journey, you'll discover how well you are serving the customer, along with any roadblocks, pain points, or opportunities for improvement.

Customer journey mapping drives more efficient business processes, boosts customer loyalty and satisfaction, and delivers bottom-line benefits. Companies who have journey mapping programs show a 23% reduction in customer service costs, 14% higher employee engagement, a 10% increase in revenue from customer referrals, and many other tangible financial benefits.²

² Aberdeen Group, "Customer Journey Mapping: Lead the Way to Advocacy", 2016.

Lay the foundation for your successful journey map

Your journey map should represent the chronological phases, actions, thoughts, and emotions from your customer's point of view. And it should lead to new ways to make a specific action better or insights for overall experience improvement.

Start by targeting a specific business problem or opportunity. Ask yourself if there is an existing process that isn't working correctly, leading to customer complaints. From there, select a target customer persona that aligns with this issue. Narrowing your focus to a specific type of customer is critical to ensure the map is specific enough to be useful.

After you have identified the business problem and target persona, perform a discovery exercise to determine how much is known about this specific journey. Gather up the knowledge and determine whether additional research is needed. Once you have enough detail about the customer journey—specifically, the steps your persona might take to resolve the problem and the problems they might be experiencing—you are ready to create the journey map.



Build your journey map in five simple steps

Keeping your business problem in mind, it's time to build a basic journey map.

Ideally, this will take place as a workshop involving stakeholders from across the organization to foster shared ownership and quick resolution of any issues that arise. A workshop also encourages conversation and creative ideas for opportunities and solutions.

Using large format paper, stickies, and markers, the workshop team will capture insights and ideas around these five "swim lanes" that form the basis of a successful journey map. By the time you're done, you should have a baseline map of the journey, not a polished visualization—that comes later.

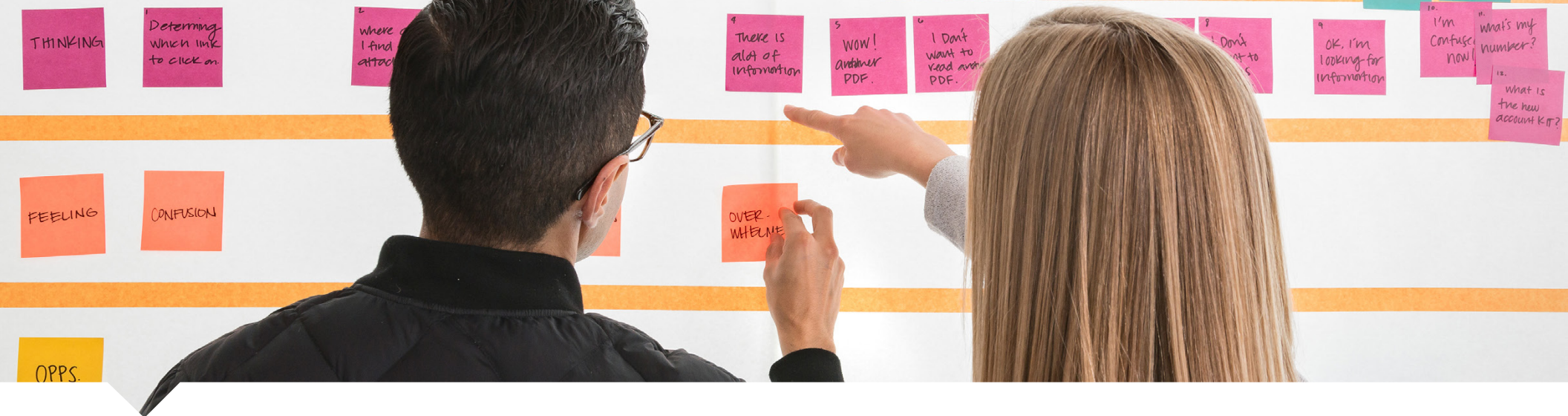
1 What the
customer
is doing

2 What the
customer
is thinking

3 What the
customer
is feeling

4 What are
the customer
touchpoints

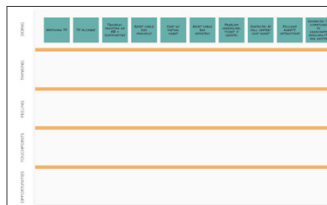
5 What are the
opportunities



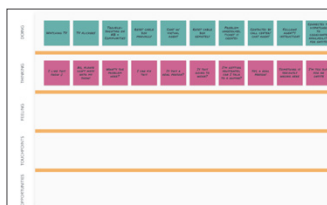
Bring your journey map to life

Let's delve into an example of what the journey mapping process looks like.

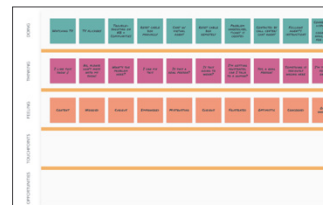
In this scenario, the workshop strives to "improve the existing end-to-end customer service experience when cable subscribers have problems with their cable TV." The persona is Jen, a cable TV customer. Jen interacts with multiple company representatives in this scenario, specifically with virtual chat, an agent, a dispatcher, and a technician.



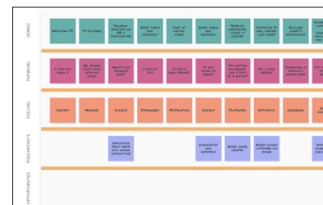
Lane 1: What is Jen doing From our discovery and research, we know the steps Jen takes to get her problem solved. We use this information to fill out the lane that describes what Jen is doing.



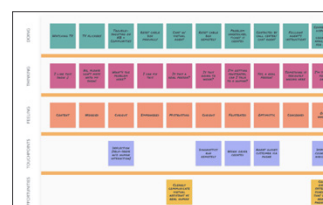
Lane 2: What is Jen thinking As a group, we map out what Jen is thinking when she is doing each of these steps.



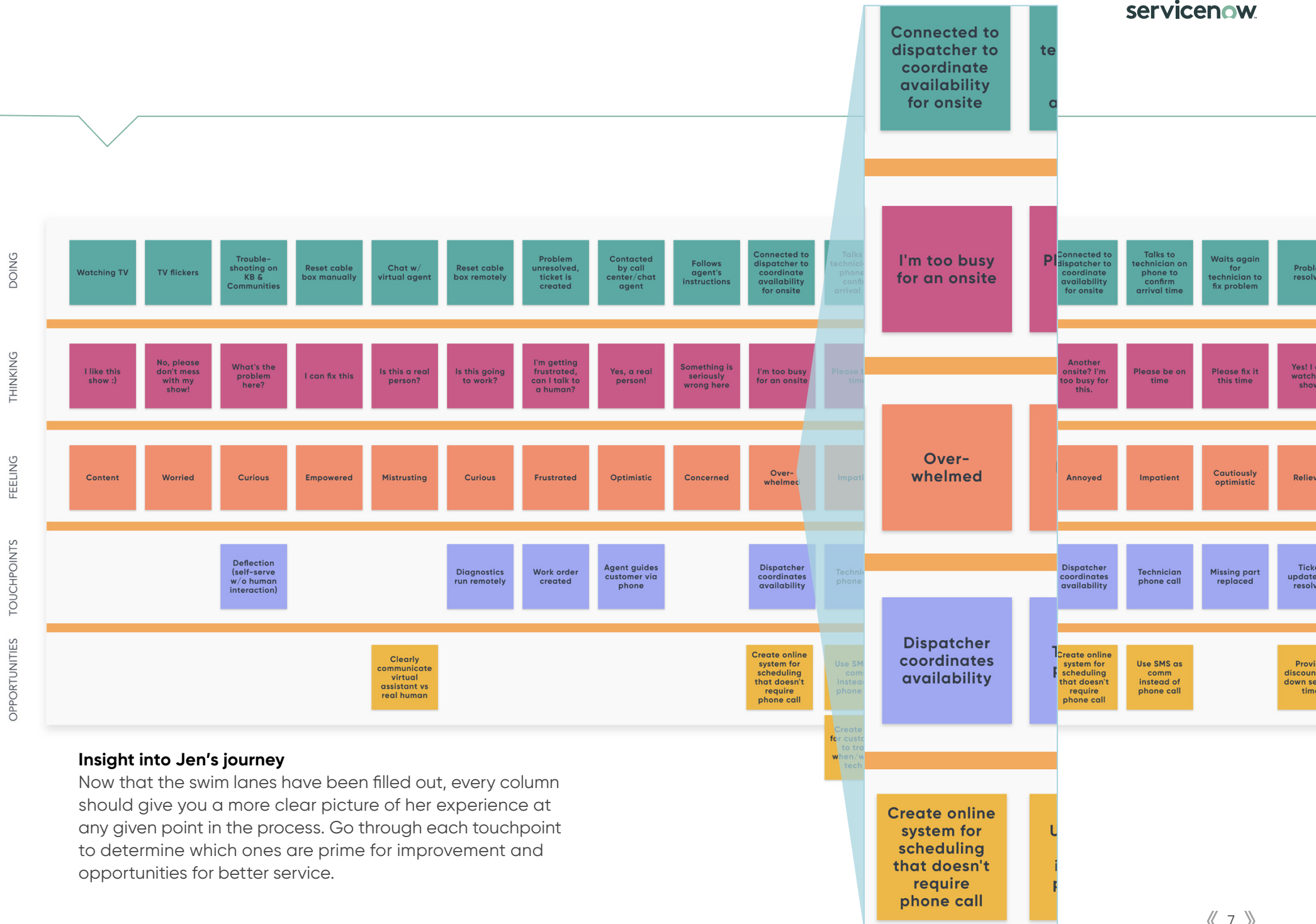
Lane 3: What is Jen feeling Next, we capture what Jen feels—from angry to optimistic to relieved—during each step of the journey.



Lane 4: Jen's touchpoints Now we parallel Jen's journey touchpoints by articulating every interaction she may have with our company.



Lane 5: What are our opportunities Finally, we look for opportunities to improve the customer experience or address issues..



Insight into Jen's journey

Now that the swim lanes have been filled out, every column should give you a more clear picture of her experience at any given point in the process. Go through each touchpoint to determine which ones are prime for improvement and opportunities for better service.



Develop and share your journey map

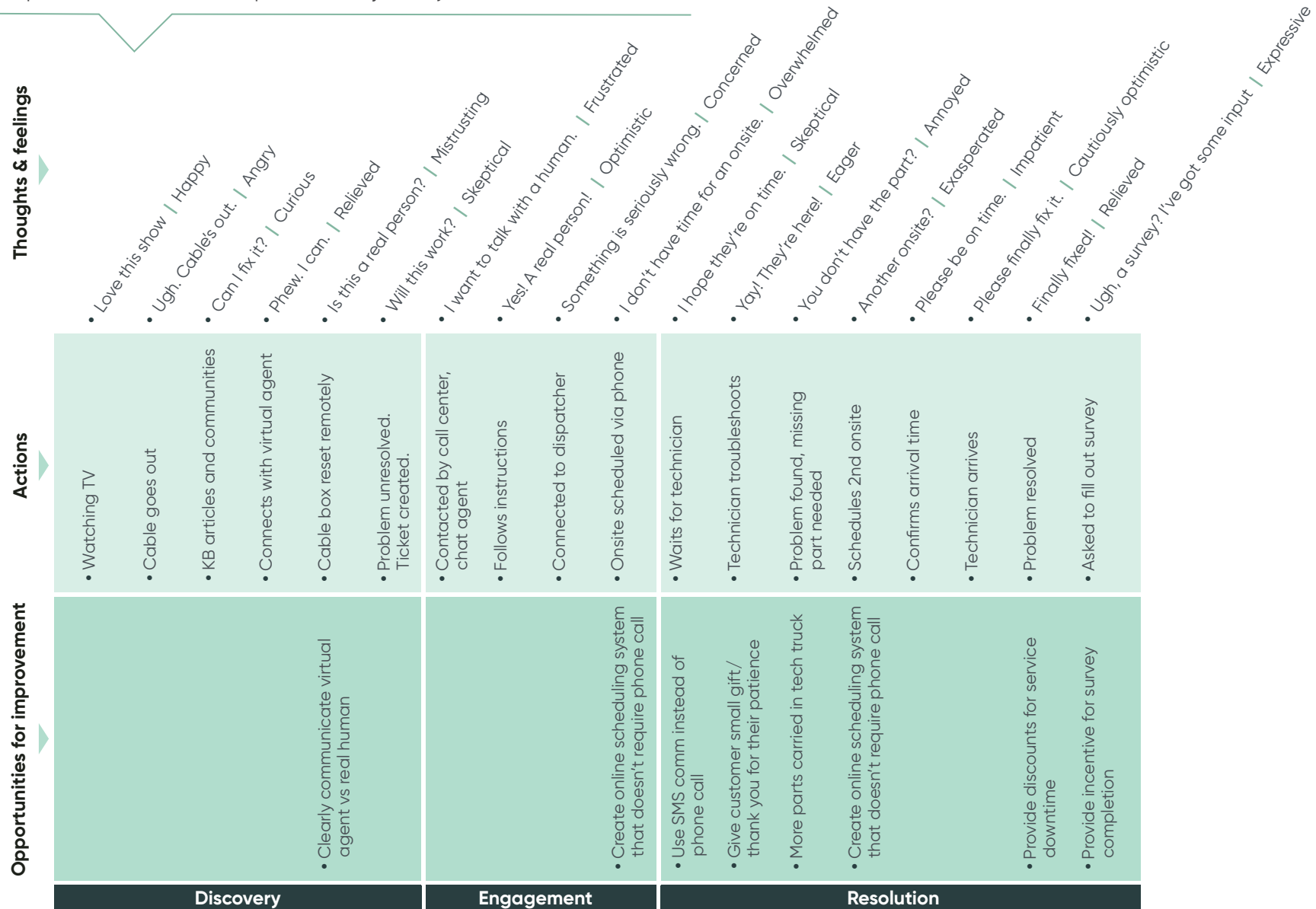
Once your basic journey map is in place, a best practice is to share it with a few customers who match the target persona. Their customer insight will confirm whether the journey was the same or different than the one captured in your map. By listening to their experience and challenges, you'll know that your map matches the customer reality and add credibility to the overall exercise.

Then take your customer journey map to the next level by developing a compelling visual representation for sharing within your organization. This visualization should effectively convey every step of the customer journey, leading to organization-wide acceptance, stronger engagement, and better decision-making based on the information contained within it.

Share this enhanced journey map with cross-company stakeholders. This is best done in team meetings or using collaboration platforms where the document can be posted, viewed, and discussed. Having these conversations and answering questions about the journey map will foster buy in and encourage creative thinking, moving the overall discussion toward improving each and every step in the journey.

Jen's cable troubleshooting journey map

There are many ways to construct a journey map and each can be tailored to the experience it is trying to capture. This one is a straightforward visualization of Jen's experience as she attempts to solve an issue she's having with her cable service. It reveals her emotional state in correlation with the actions she takes along the way and pinpoints opportunities for improvement that will help make the journey better for all.





Put your journey map into action

At last—it's time to take action on your insights! Identify the appropriate owners of issues and opportunities and publicly track the progress of resolution. At this point, customer experience leaders create actionable tasks and track progress on them in a cross-department management system. They drive accountability and ownership of all tasks and manage them to final resolution.

And don't stop there. Now that you've successfully created your first customer journey map, you can replicate the process with other important service scenarios or personas. Have fun and enjoy solving your toughest customer service issues with additional journey maps.



Best practices for successful journey mapping

Journey mapping is a newer customer experience methodology, yet it is already yielding outstanding results in customer service departments in a wide array of industries. These best practices will help ensure your organization gets the most out of your journey mapping commitment:

- Secure executive sponsorship and buy in
- Involve stakeholders from departments across the organization
- Determine the most important customer service scenario, and do that one first
- Focus on only one persona at a time
- Involve customers to validate and provide additional information
- Don't treat it as a one-off activity—have a plan for mapping multiple users and processes
- Consider opportunities to be proactive in guiding the customer on their journey



servicenow[™]

A MILESTONE COMPANY

In conclusion

Customer journey maps can help your customer service organization improve its customer experience. By taking an outside-in view of the customer's experience for a specific customer service scenario, journey maps identify areas where things can and do go wrong, as well as opportunities for improvement.

All of this information gives your service organization a leg up in transforming the customer experience and increasing customer satisfaction. The journey map should serve as a blueprint for aligning your processes with customer expectations and closing gaps in both customer engagement and backend service operations.

Click below to discover how ServiceNow can help you in this next step of delivering a seamless customer service experience from start to finish.

LEARN MORE

© 2019 ServiceNow, Inc. ServiceNow, the ServiceNow logo, Now, Now Platform, and other ServiceNow marks are trademarks and/or registered trademarks of ServiceNow, Inc. in the United States and/or other countries. Other company and product names may be trademarks of the respective companies with which they are associated.

« **BACK**

SN-EB-customer-journey-map-022019

ABOUT COVESTIC

Practical IT services and solutions that optimize the value technology brings to business.

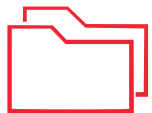
Covestic has been delivering world-class IT services and solutions with a proven track record of success for 17 years. We are passionate about providing you with the highest level and quality of IT consulting services to meet your business objectives.



**SERVICENOW
CONSULTING**



**IT OPERATIONS
MANAGED SERVICES**



**STAFFING & PROJECT
DELIVERY**

OUR CLIENTS



STARBUCKS™



CONTACT COVESTIC

5555 Lakeview Drive Suite 100

Kirkland, WA 98003

E: info@covestic.com

T: 425.803.9889

W: www.covestic.com