Journey Mapping 3.0: Moving at the Speed of Your Customers

An McorpCX Thought-Leadership Webinar: How business leaders are leveraging customer journeys to widen the gap between themselves, and their competition

November 16th, 2021

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Your McorpCX Hosts:

Daniel Roundy
Practice Leader, Experience Design and Innovation

- Experience design and innovation consultant and executive coach
- Former Microsoft employee, where he led B2C and B2B experience improvement initiatives and launched internal employee CX training and certification
- Industry certifications in Balance Scorecard, IT Service Management (ITIL Expert), and customer experience management (CCXP)

Michael Hinshaw
Founder and President

- A global CX speaker and best-selling author on digital innovation and customer experience
- On multiple "Global CX Thought Leaders to Watch" lists such as Top 20 CX Leaders to Follow, Top Customer Experience Influencers, and more
- A *Forbes* columnist, he's also been published and quoted in dozens of publications including *Harvard Business Review, Fast Company* and many others
- Mentor and Richard H. Holton Teaching Fellow at U.C. Berkeley's Haas Business School

A recognized experience design and activation leader with over 18 years of 'experience industry' leadership…

Media recognition for our thought leadership

Bloomberg Businessweek

CNBC

FAST COMPANY

TIME

THE HUFFINGTON POST

Harvard Business Review

Forbes

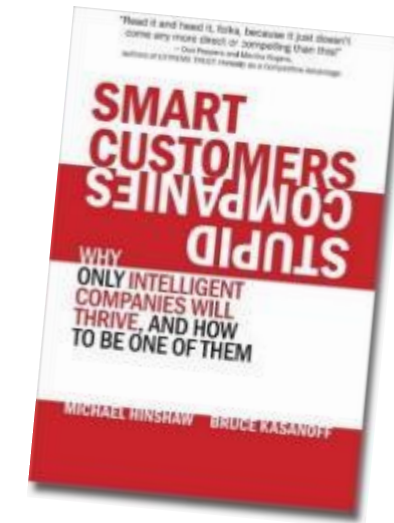## Analyst Recognition as a Top 25 global Customer and Employee Experience expert

Kennedy: Digital Customer Strategy and Experience Consulting

Forrester: Customer Experience Strategy Consulting

Forrester: Employee Experience Consulting

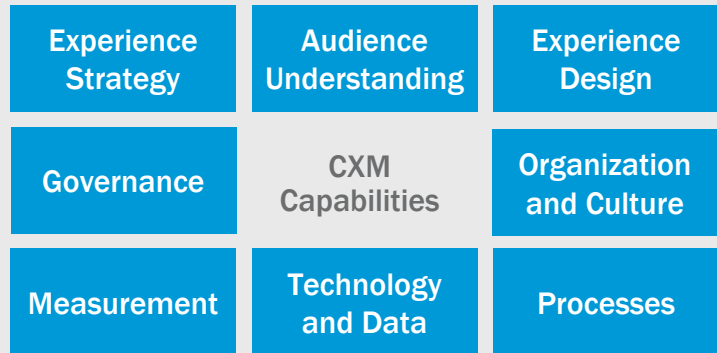## Best-selling book on Digital Customer Experience innovation

SMART CUSTOMERS STUPID COMPANIES

WHY ONLY INTELLIGENT COMPANIES WILL THRIVE, AND HOW TO BE ONE OF THEM

MICHAEL HINSHAW   BRUCE KASANOFF

"One of the most exciting business books I've ever read."

- Don Peppers
Founder, Peppers & Rogers

McorpCX helps activate customer-centric experience transformation–and drive results–in three core areas:

Build CXM Capabilities

Assessing maturity, defining improvements and helping activate organizational expertise across the 8 best-practice CXM Capabilities

Experience Strategy	Audience Understanding	Experience Design
Governance	CXM Capabilities	Organization and Culture
Measurement	Technology and Data	Processes

Helping organizations adopt CXM best practices to systematize, scale and consistently deliver better experiences, and become more customer-centric

Transform Experiences

Applying our proven customer, employee and experience management techniques, playbooks, and frameworks

Example Experience Blueprint (Page 4)

Persona For priority audience segments or personas

Journey Maps Across prioritized audience journeys

Blueprints Linked to the actions, systems and capabilities to Improve

Activating CXM

Optimizing, designing, delivering and managing Qualtrics, Medallia, and Cisco WXM driven VoC systems and industry-specific digital solutions

Understanding Systematically listen to your audiences

Insights Analyze to gain audience insights, and act on them

Journey Management Optimize and orchestrate journeys

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Helping leading brands plan for, design, and deliver better customer experiences and business performance

Today, we're going to discuss: What Journey Mapping 3.0 means; Why this should matter to you; Avoiding the activation gap; New mindsets and methods; New tools and techniques; Key things to do now; Your questions!

"You've got to start with the customer experience and work backwards to the technology — not the other way around..."
- Steve Jobs, 1997

This is where Journey Mapping comes in. Understanding what the customer experience is, and what it should be

Customer journey maps help cross-functional teams rally around customers:

- Their expectations, across the journey
- The experiences they have
- Their wants and needs
- Specific pain points and challenges
- What they say they think and do… and what they actually do

They also help you more effectively measure, and better manage, your customer experiences.

Journey Mapping 3.0: Moving at the speed of digital

1.0
Increase Customer Understanding
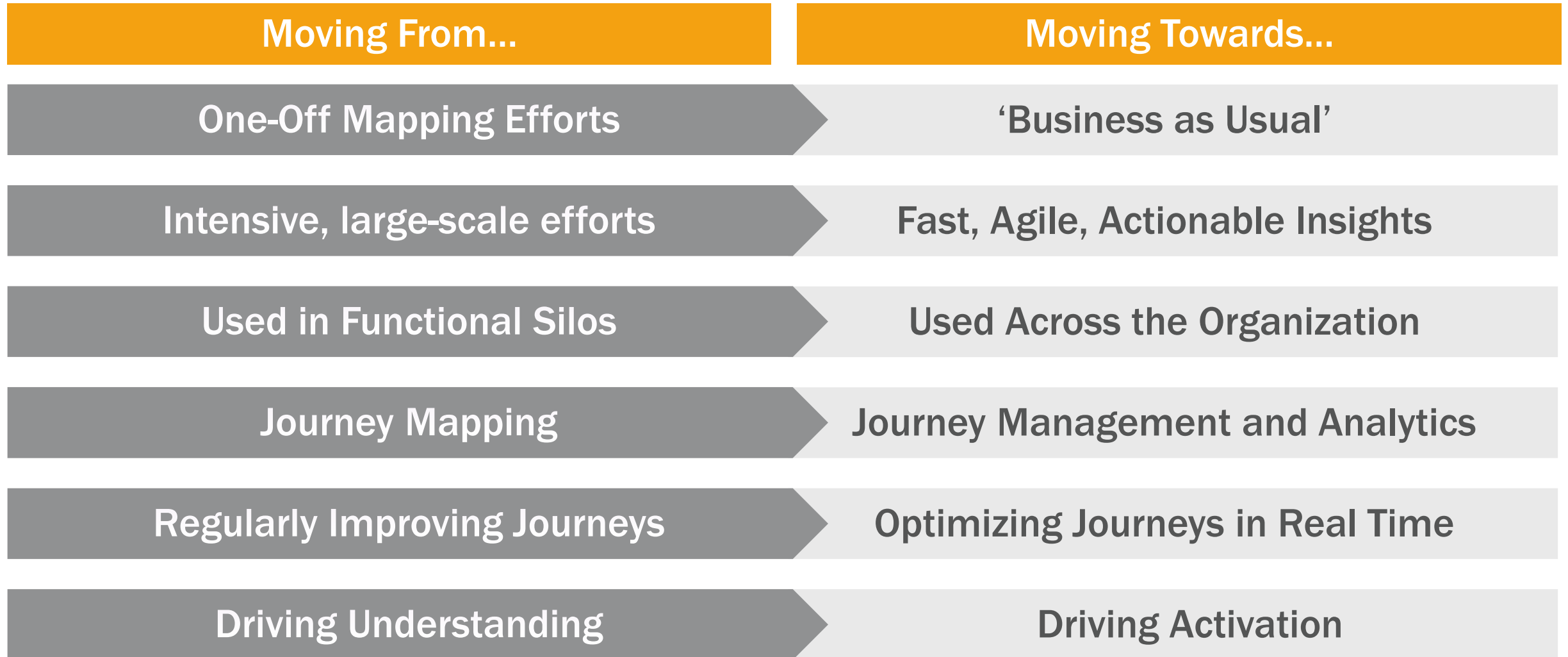
Implications: Listen to Customers

2.0
Become More Customer Centric

Implications: Organizational Change
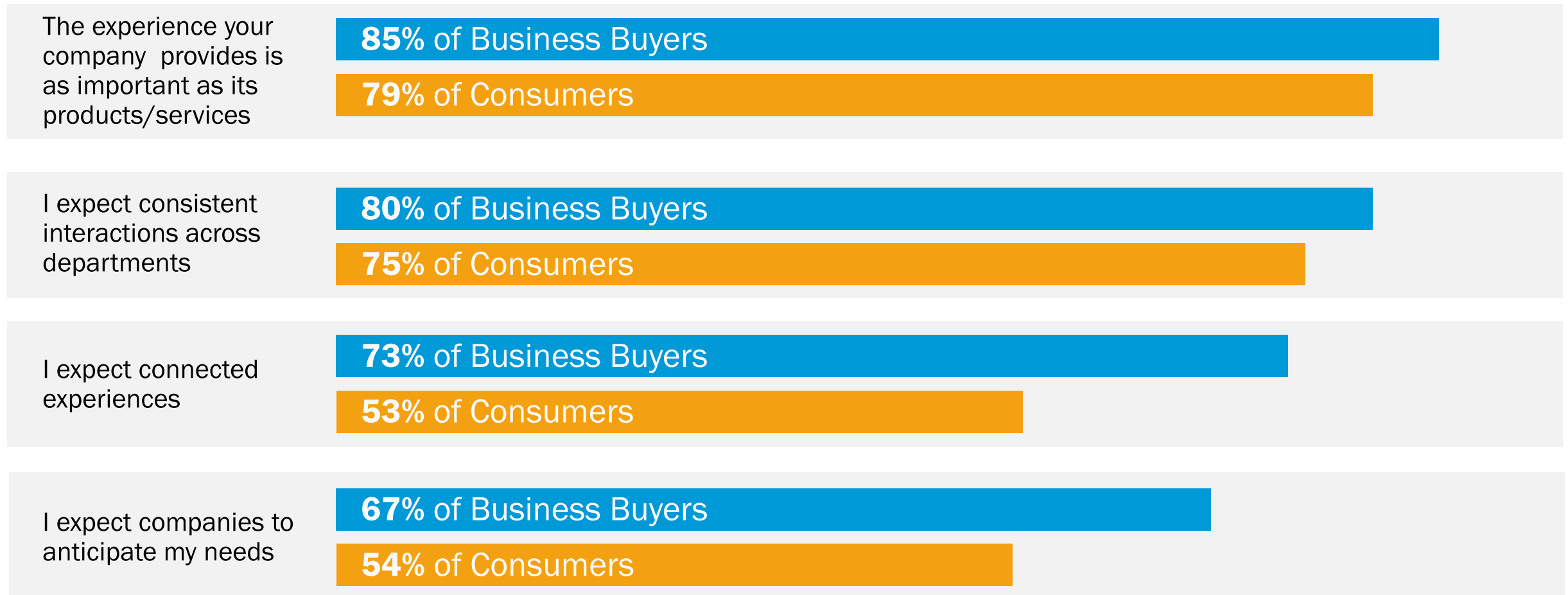
3.0
Real-Time (or very fast) Experience Improvements

Implications: Digital and Agile

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Driving a shift to more integrated maps, delivered faster

| Moving From...	Moving Towards...
One-Off Mapping Efforts	'Business as Usual'
Intensive, large-scale efforts	Fast, Agile, Actionable Insights
Used in Functional Silos	Used Across the Organization
Journey Mapping	Journey Management and Analytics
Regularly Improving Journeys	Optimizing Journeys in Real Time
Driving Understanding	Driving Activation

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Consumers and business buyers demand* that you better understand them, and deliver better experiences

The experience your company provides is as important as its products/services

- **85%** of Business Buyers
- **79%** of Consumers

I expect consistent interactions across departments

- **80%** of Business Buyers
- **75%** of Consumers

I expect connected experiences

- **73%** of Business Buyers
- **53%** of Consumers

I expect companies to anticipate my needs

- **67%** of Business Buyers
- **54%** of Consumers

*State of the Connected Customer – Salesforce, October 2020 (3,600 business buyers and 12,000 consumers surveyed)

Business leaders adopt more customer experience tools—like journey mapping—than laggards do…

9 in 10 high performers say a journey-based strategy is very or extremely important to their organization's success[2]

66%

LEADERS

Share of respondents that have adopted customer experience tools[1]

51%

LAGGARDS
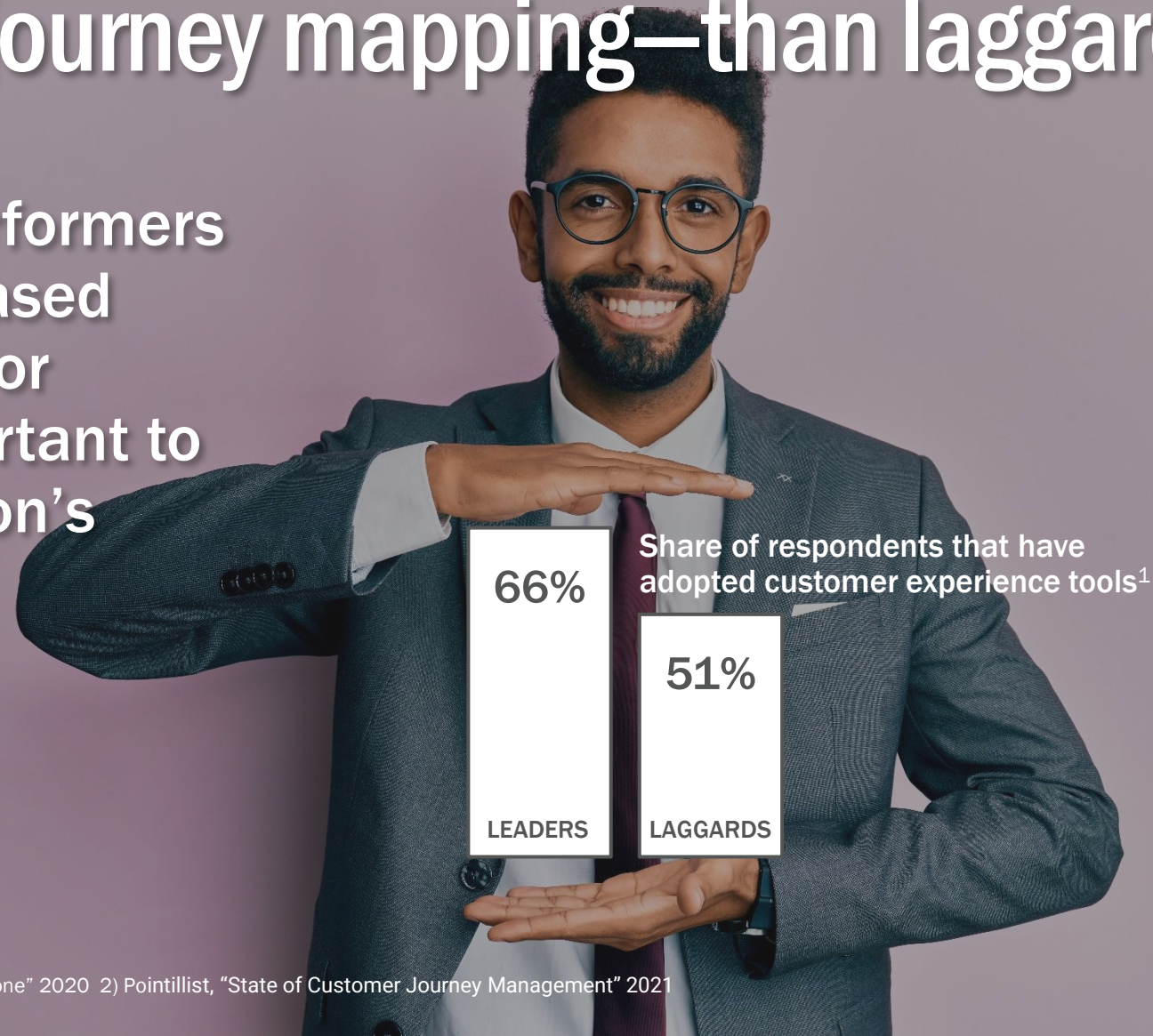
Not only do these leaders deliver better customer experiences, they enjoy massive, measurable benefits

+54%

Marketing return on investment

24.9%: With Customer Journey Management, 16.2%: Without

+24%

Positive social media mentions

17.9%: With Customer Journey Management, 5.1%: Without

+251%

Revenue from customer referrals

17.1%: With Customer Journey Management, 1.2%: Without

+1,767%

Greater customer "win-back" rates

16.8%: With Customer Journey Management, 0.9%: Without

+1,325%

Faster average sales cycle

17.1%: With Customer Journey Management, 1.2%: Without

+56%

More cross- and up-sell revenue

15.3%: With Customer Journey Management, 9.8%: Without

1) Source: Aberdeen Group – The CMO Dilemma: Bridging the Gap Between Love and Money

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It's not just about journey mapping; it's about activation

Organizational Capabilities Gap

Customer Expectations Gap

Leadership Understanding Gap

Employee Knowledge and Skills Gap

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Avoiding the customer expectations gap

Your brand makes promises that your customer experiences don't deliver on

MEASURE UNDERSTAND AND DELIVER ON EXPECTATIONS

Customer expectations are consistently met or exceeded across their journeys

Avoiding the leadership understanding gap

What leaders believe to be true about your customers and their journeys

FACT-DRIVEN EDUCATION AND SOCIALIZATION

What customers actually feel and experience as they engage on their journeys

Avoiding the organizational capabilities gap

Existing silos, systems, and structure make it difficult to deliver integrated, digital-first experiences

ADOPT A CUSTOMER EXPERIENCE OPERATING MODEL

Your people, processes, data, and technology are aligned to activate and improve customer journeys
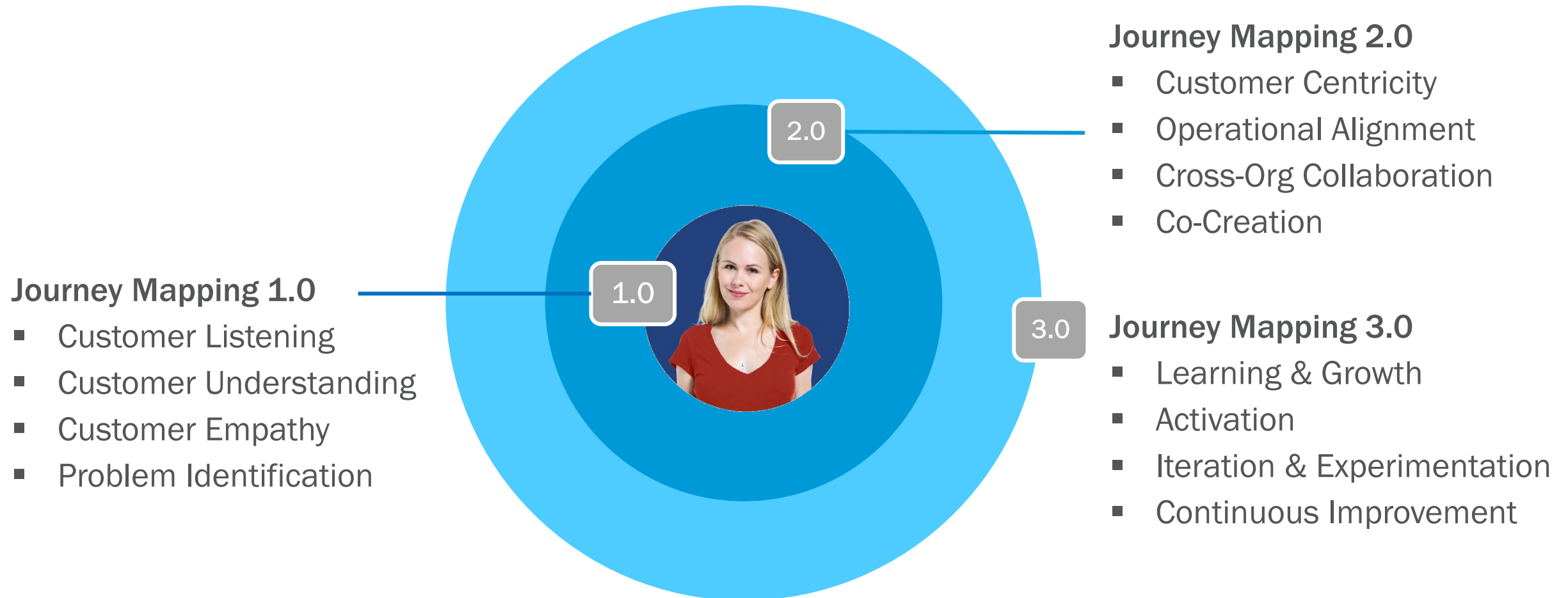
Avoiding the employee knowledge and skills gap

Employees lack the knowledge, skills and tools that allow them to consistently deliver great experiences

EDUCATE ENABLE AND EMPOWER

New mindsets, new methods, new processes, and the tools to understand and deliver on expectations

Today, we're going to discuss: What Journey Mapping 3.0 means; Why this should matter to you; Avoiding the activation gap; New mindsets and methods; New tools and techniques; Key things to do now; Your questions!

Leveraging Journey Mapping 3.0 and avoiding the activation gaps requires new mindsets and methods

Journey Mapping 2.0
- Customer Centricity
- Operational Alignment
- Cross-Org Collaboration
- Co-Creation

Journey Mapping 1.0
- Customer Listening
- Customer Understanding
- Customer Empathy
- Problem Identification

Journey Mapping 3.0
- Learning & Growth
- Activation
- Iteration & Experimentation
- Continuous Improvement

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New mindsets (ways of thinking about, designing and delivering experiences) are required to accomplish this

Learning & Growth	Activation	Iteration and Experimentation	Continuous Improvement
A genuine curiosity about what customers need and a can-do approach to solving customer problems	Not just a bias for action: A systematic approach for incorporating customer feedback into new solutions and improvements	A pattern of incremental design, release, testing and refining using customer insights and operational data	A commitment to prioritize continuous improvements through the lens of the customer journey and customer pain points
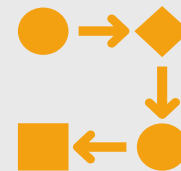
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Journey Mapping 3.0 moves closer to implementation with more execution-oriented frameworks and methods
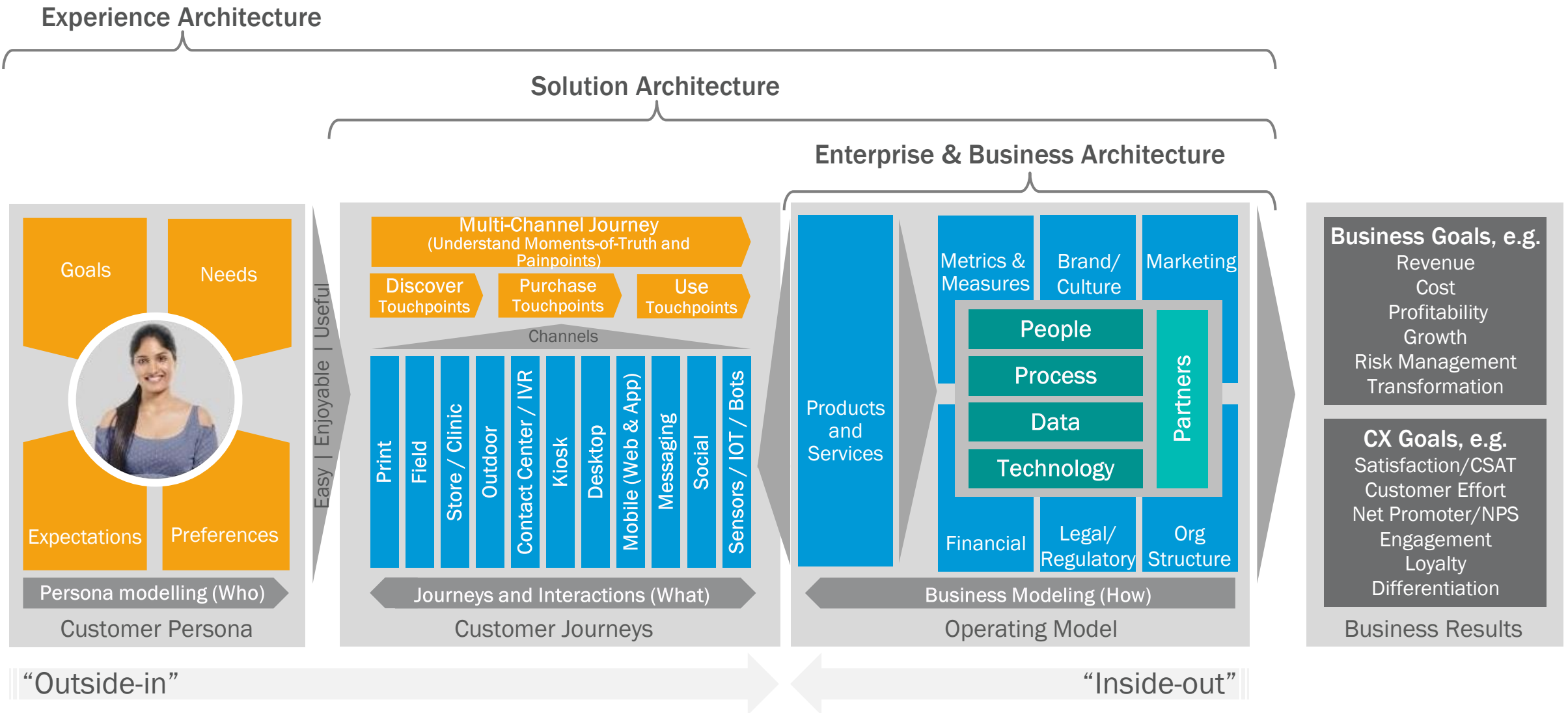
1.0

2.0

3.0

- Personas
- Journey Maps
- VoC Research
- Design Thinking

- Experience Strategy
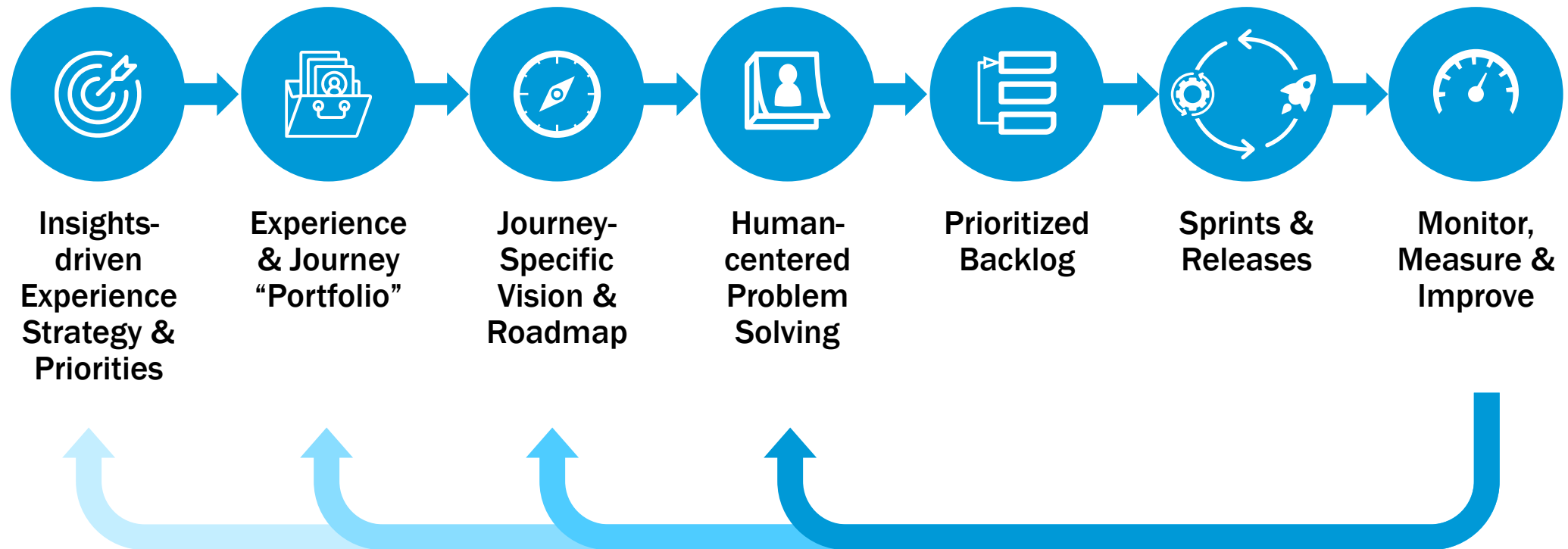- Capability Maturity
- Operating Model
- Experience/Service Design

- Experience Architecture
- Agile (Iterative Insights & Incremental Design, Development & Delivery)
- Journey Management
- Optimization & Orchestration
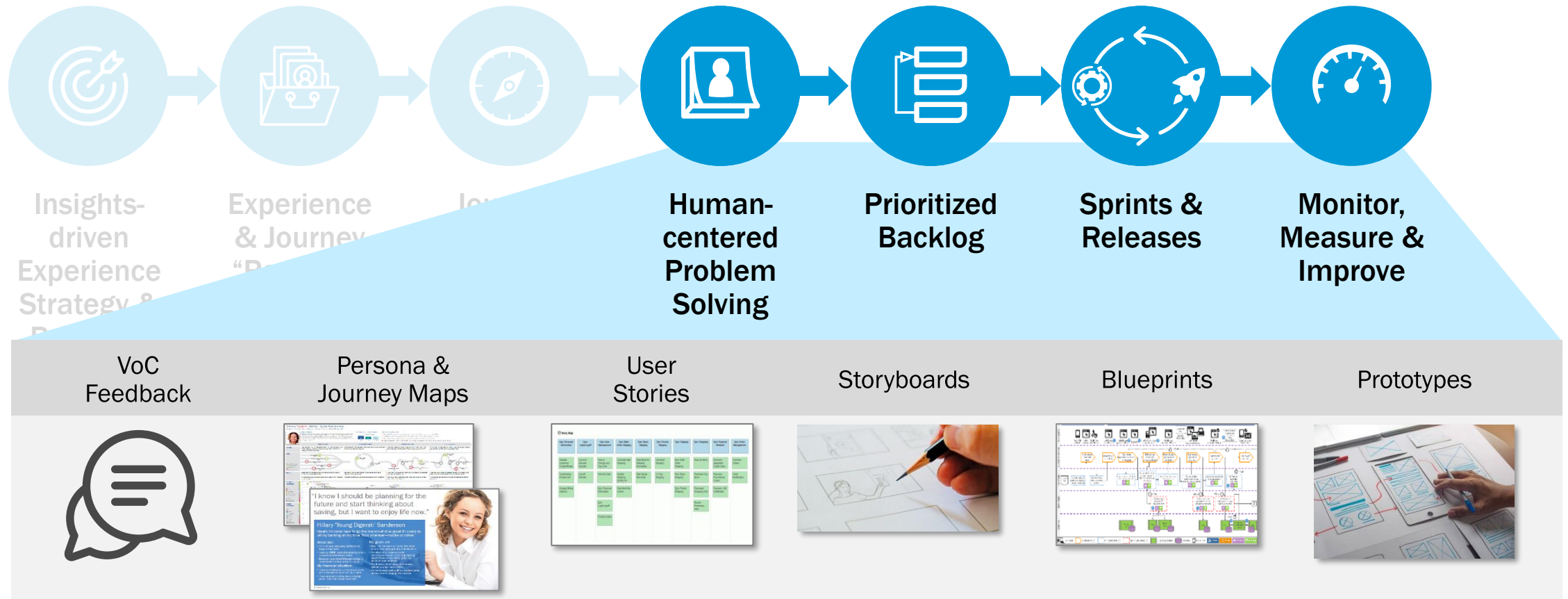- Live Experimentation

Adding to traditional architecture and operating models

Experience Architecture

Solution Architecture

Enterprise & Business Architecture

Business Goals, e.g.
Revenue
Cost
Profitability
Growth
Risk Management
Transformation

Customer Persona

Goals

Needs

Expectations

Preferences

Persona modelling (Who)

Customer Journeys

Easy | Enjoyable | Useful

Multi-Channel Journey
(Understand Moments-of-Truth and Painpoints)

Discover Touchpoints

Purchase Touchpoints

Use Touchpoints

Channels

Print | Field | Store / Clinic | Outdoor | Contact Center / IVR | Kiosk | Desktop | Mobile (Web & App) | Messaging | Social | Sensors / IOT / Bots

Journeys and Interactions (What)

Operating Model

Products and Services

Metrics & Measures | Brand/ Culture | Marketing

People

Process

Data

Technology

Partners

Financial | Legal/ Regulatory | Org Structure

Business Modeling (How)

Business Results

Business Goals, e.g.
Revenue
Cost
Profitability
Growth
Risk Management
Transformation

CX Goals, e.g.
Satisfaction/CSAT
Customer Effort
Net Promoter/NPS
Engagement
Loyalty
Differentiation

"Outside-in"

"Inside-out"

Leveraging agile processes to drive incremental (and occasionally transformational) improvements, and value

Insights-driven Experience Strategy & Priorities

Experience & Journey "Portfolio"

Journey-Specific Vision & Roadmap

Human-centered Problem Solving

Prioritized Backlog

Sprints & Releases

Monitor, Measure & Improve

Making the phrase "human-centered" more than just "lip service", and a new way of working in your business

Insights-driven Experience Strategy &

Experience & Journey "

Jo

Human-centered Problem Solving

Prioritized Backlog

Sprints & Releases

Monitor, Measure & Improve

| VoC Feedback | Persona & Journey Maps | User Stories | Storyboards | Blueprints | Prototypes |

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With leaders combining new mindsets and methods with new tools, techniques, and visualizations

Virtual Collaboration
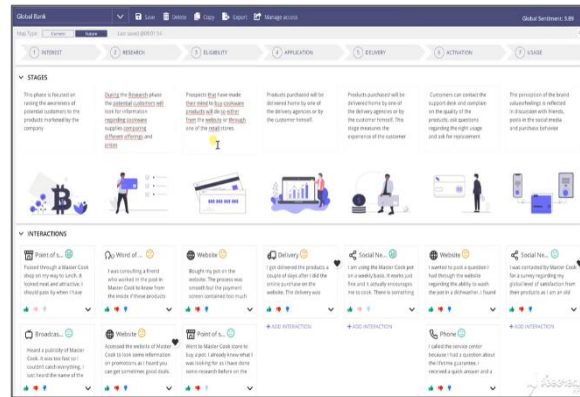
Journey Mapping Tools
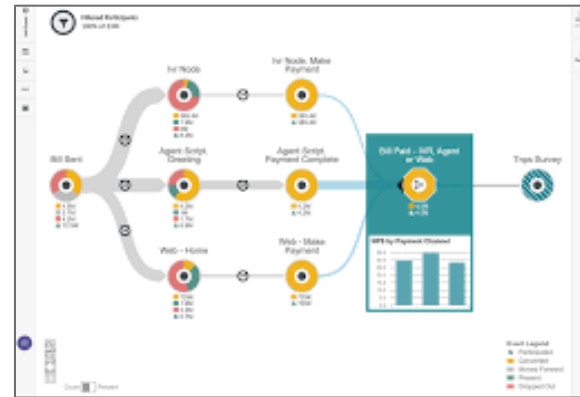
Journey Management

Journey Visualizations

Images: © Cemantica and Pointillist

Accelerated by COVID, virtual collaboration has proven efficient and effective, and is now the "new normal"

In-Person: The Pre-Covid Mapping Default

All-Day Workshops

Virtual Collaboration: The New Normal
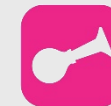
60 to 90 minute working sessions

A focus on CX, EX, UX and XM and growing adoption of journey mapping has driven an explosion of new tools

White-boarding

MURAL

miro

Conceptboard

Journey Mapping

Custellence
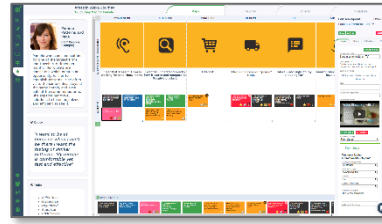
Touchpoint Dashboard
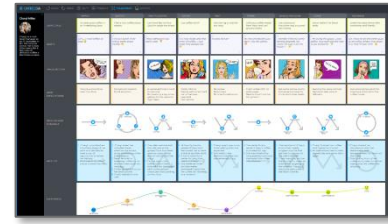
UXPRESSIA

Journey Management
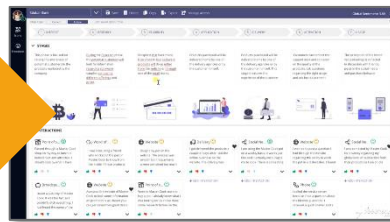

Cemantica
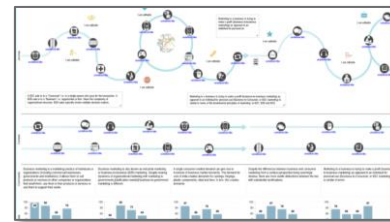
SuiteCX

Pointillist

Common features:

- Personas/user types
- Journey stages
- Front stage/backstage
- Templates/ visualization options
- Customizable attributes
- Linkage to VoC/Ops data
- Collaboration/sharing/ exporting

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Visualizing the journey: Making it easier to "tell the story" while maintaining enough detail to help make decisions
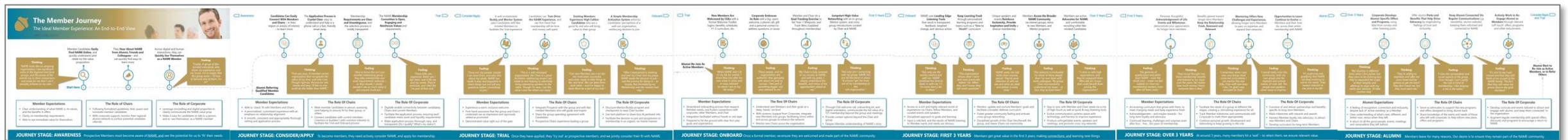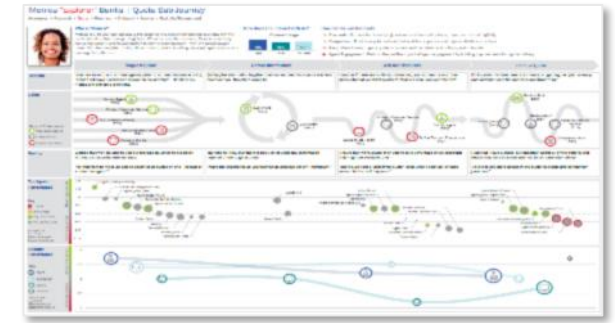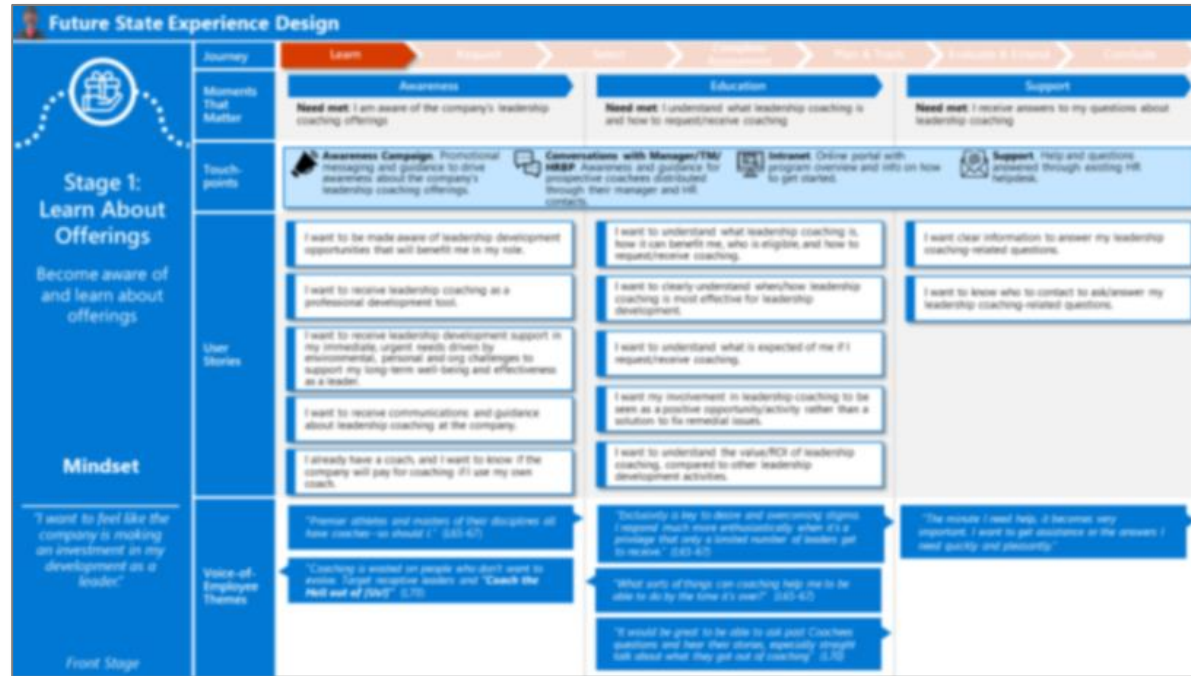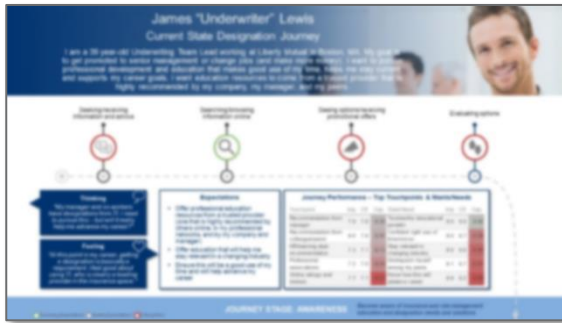
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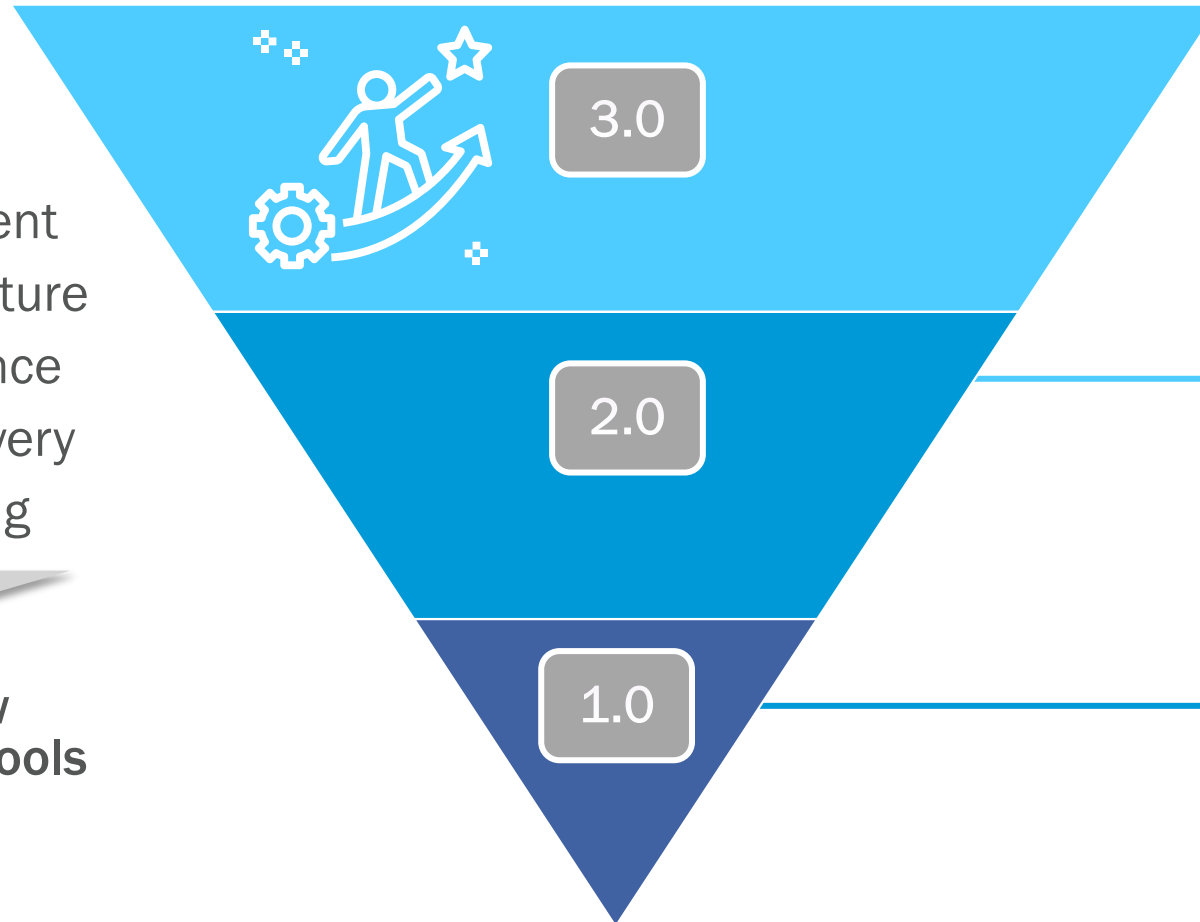
Mastery requires greater breadth and depth across domains and skillsets, moving closer to implementation

Journey Mapping 3.0 New Skills:

- Strategy Execution
- Portfolio Management
- Experience Architecture
- Data Analysis/Science
- Agile Design & Delivery
- Prototyping & Testing

Also adopting new mindsets, methods, tools and techniques

3.0

2.0

1.0

Journey Mapping 2.0

- Strategy Definition
- Facilitation
- Mapping/Modeling
- Org Change Management
- Service/Experience Design

Journey Mapping 1.0

- Customer Empathy
- VoC Research & Analysis
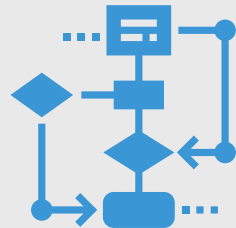- Journey Map Creation
- Problem-Solving

Four things you can do right now...

Where to start? With Journey Mapping 3.0, there is a lot you *can* do.
Start with where you are today to build a strong foundation for future efforts.

Run a Pilot with One Persona and Journey	**Map the "Outside-in" and "Inside-Out" Experience**	**Inventory & Prioritize Your Customer Journey "Portfolio"**	**Evaluate Journey Management & Mapping Tools**
1.0	2.0	3.0	3.0

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What questions do you have? Let's chat...

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Michael Hinshaw
D: 1-415-526-2651
mhinshaw@mcorp.cx

Daniel Roundy
D: 425-223-2456
droundy@mcorp.cx