Making Leaders Successful Every Day

Journey Mapping - for Government Contact Center Workshop 2012

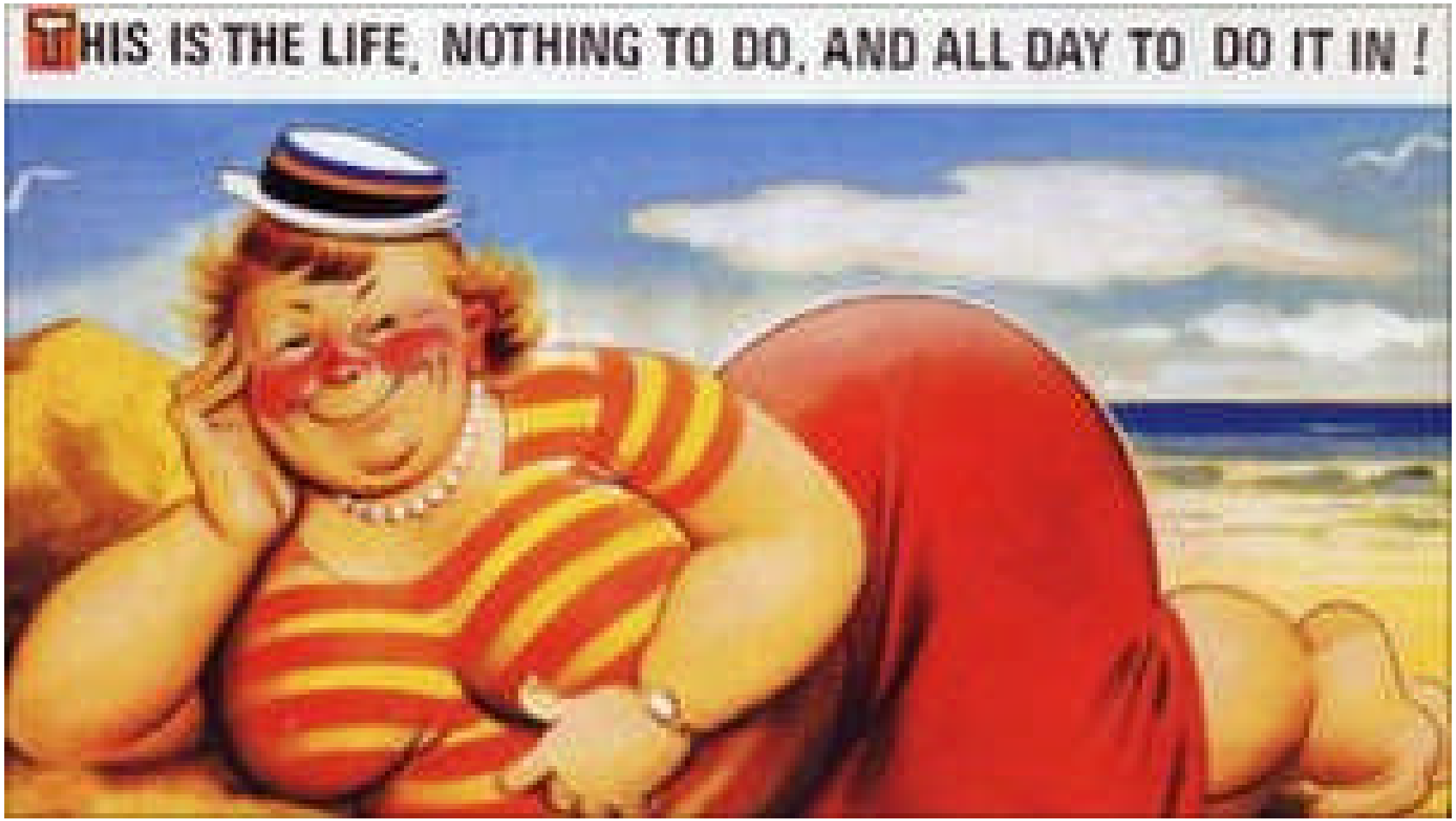
Jonathan Browne, Senior Analyst

September 20, 2012

@CX_JB

Please tweet me your comments

Vacations aren’t what they used to be



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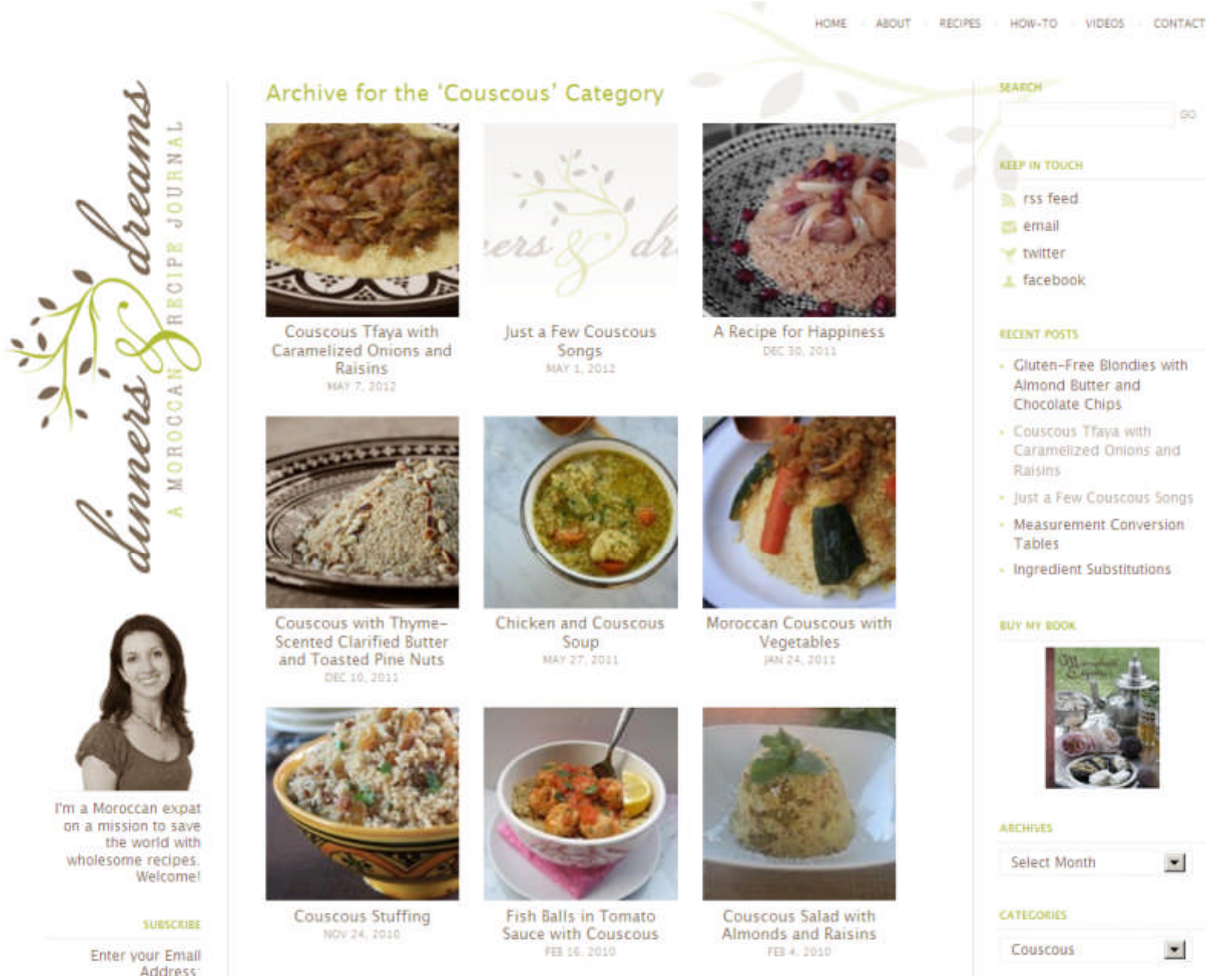

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mouhas

Apr 15, 2012 7:22 AM
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Morocco sahara desert trip report

Hi !

After reading and get more in L,P (http://www.lonelyplanet.com/thorntree/thread.jspa?threadID=2114859) we book the desert tour with Morocco Excursions Company (www.Morocco-Excursions.com) so we met Hassan (our guide) in Merzouga. He took us for 2-day adventure in a dessert of Erg Chebbi. It was fantastic to sleep in a tent and see all the stars, white sunrise and orange/red sunset, to eat breakfast on a dune, and spend evenings eating delicious meals and drinking berber whiskey. Hassan was very open-hearted and helpful with everything. Children loved him a lot! We can highly recommend Hassan and his Morocco Excursions Company: 1. he gave immediate response to our booking request (in contrast to others tour-operators); 2. he answered all our questions before arrival, about the current weather, conditions for children, and many more; 3. he didn't demand any advance payment (whole price after the service) or formal confirmation - only a word!; 4. everything went due to a plan and the offer - all attractions were delivered; 5. tents were clear and warm; 6. meals were delicious and fresh; 7. views and atmosphere

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Your search found 58 results.

1 answer 65 views

Is it safe to hire a car and drive through Morocco?

8 days ago about Morocco

driving safety

Morocco has a very bad road safety record. Accidents are common and fatalities are too. There's a good network of motorways (expressways) between major cities, but expect to see some driving which is best described as "free form". Even if others aren't, ...

Asked by Safiya via Ask a Nomad iPad app

3 answers 105 views

what should I pack for Morocco. warm or cold?

11 days ago about Morocco

packing

Hi Cynthia, "Morocco is a cold country where the sun is hot." You should expect different temperature from an area to another and all depends on the season. Many people think that Morocco is a warm country while it is not. Morocco has registered the ...

Asked by cynthia lou stafford via WorldNomads.com

2 answers 105 views

Is wifi widely available in Morocco for my iPad?

11 days ago about Morocco

wifi

Any McDonalds has wifi and also many cafes do too. Hotel lobbies and even some shopping areas in The bigger cities. Not too hard to find some places. You can usually find wifi in the larger cities or nicer hotels.

Asked by obrush11 via Ask a Nomad iPad app

1 answer 96 views

How much would it cost from nador to Sahara dessert or nearest town to get to Sahara desert 12 days ago about Nador, Morocco

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345 Reviews

Marrakech, Marrakech-Tensift-El Haouz Region

mrandmrssmith.com

Mr & Mrs Smith

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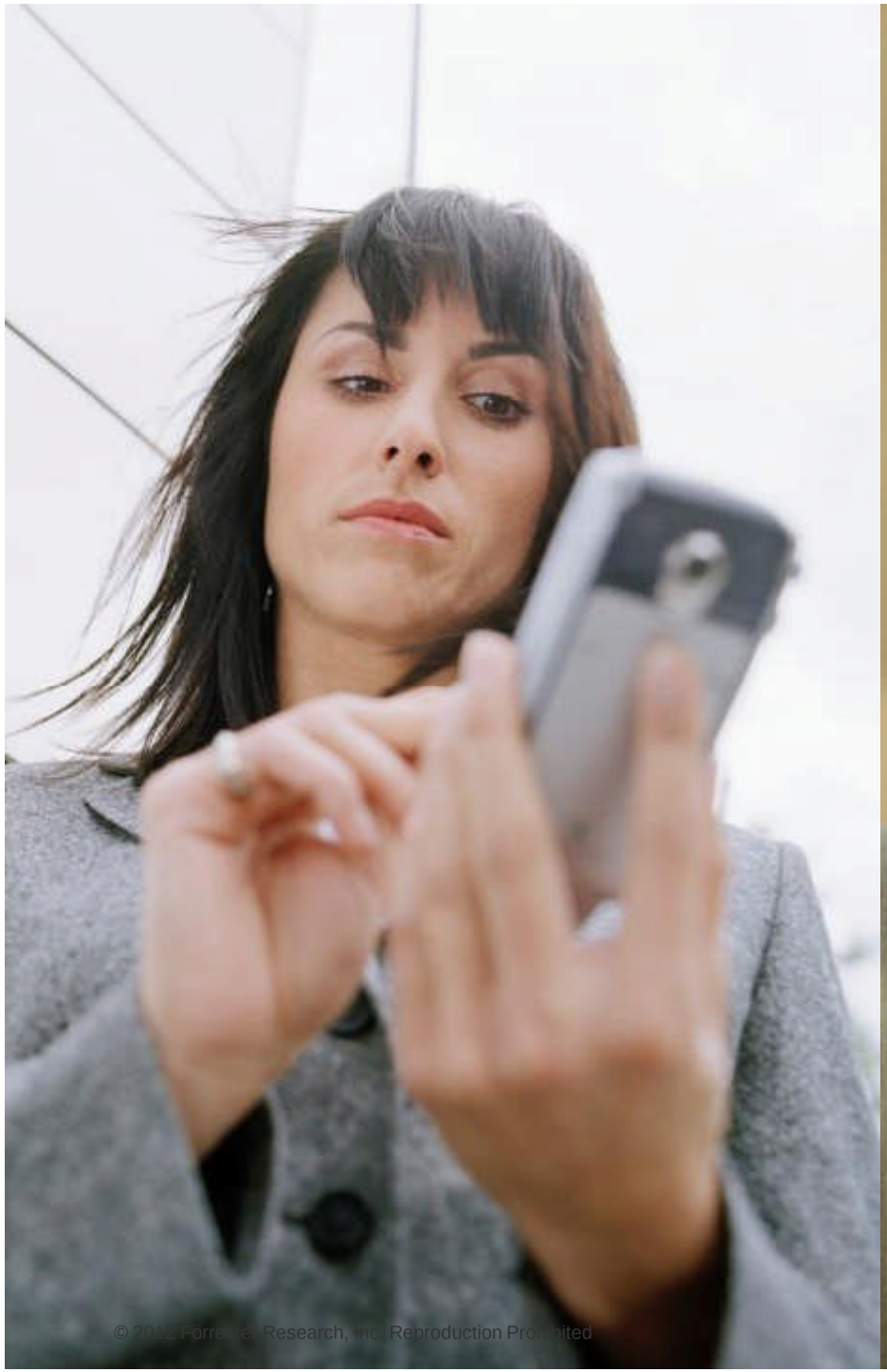

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jonathanbrowne Jonathan Browne
#expedia UK schedule change team doesn't answer the phone number in the "flight cancelled" email... Channel transition fail
1 hour ago

Expedia Expedia
@jonathanbrowne Hi Jonathan-We're sorry to hear about this situation. Pls follow & DM us your itin# & other case info so we can investigate.
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http://t.co/9v1esUN Itinerary Number: [redacted]
Expedia schedule change team is not answering this phone +44(0)2031065260/61
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Expedia Expedia
@jonathanbrowne Thx for the details. We will forward to our svc team for review and they'll reach out to you directly when complete.
21 Oct

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From: travel@support.expedia.co.uk Sent: Mon 24/10/2011 09:59
To: Browne, Jonathan
Cc:
Subject: Schedule change complaint

Dear Mr Browne

I am in receipt of your complaint via our media team and I would like to assure you that I will be investigating your case personally. I have asked that a member of the specialised Schedule Change Department contact you as soon as possible to discuss your options.

As soon as I have an update I will be in contact to advise, or if I can be of any assistance, please let me know.

Kind regards

Priority Customer Care Manager
Expedia.co.uk

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Customers expect seamless journeys across an increasing range of channels

Multi-channel customer experiences cut across the organization

Customers feel frustrated by uncomfortable leaps between stovepipes

Use customer journey maps

to get an Outside-In perspective of how to improve customer experience and achieve your organization's objectives

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Agenda

- *What are customer journey maps?*
- *How do organizations use journey mapping? What are the benefits?*
- *How can you get started?*

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Definition: customer journey maps

- *Customer journey maps are documents that visually illustrate a customer's processes, needs, and perceptions over the course of her relationship with a company.*
- *Companies use customer journey maps in two ways:*
  - *To plan customer experience projects*
  - *To communicate with employees across the organization*

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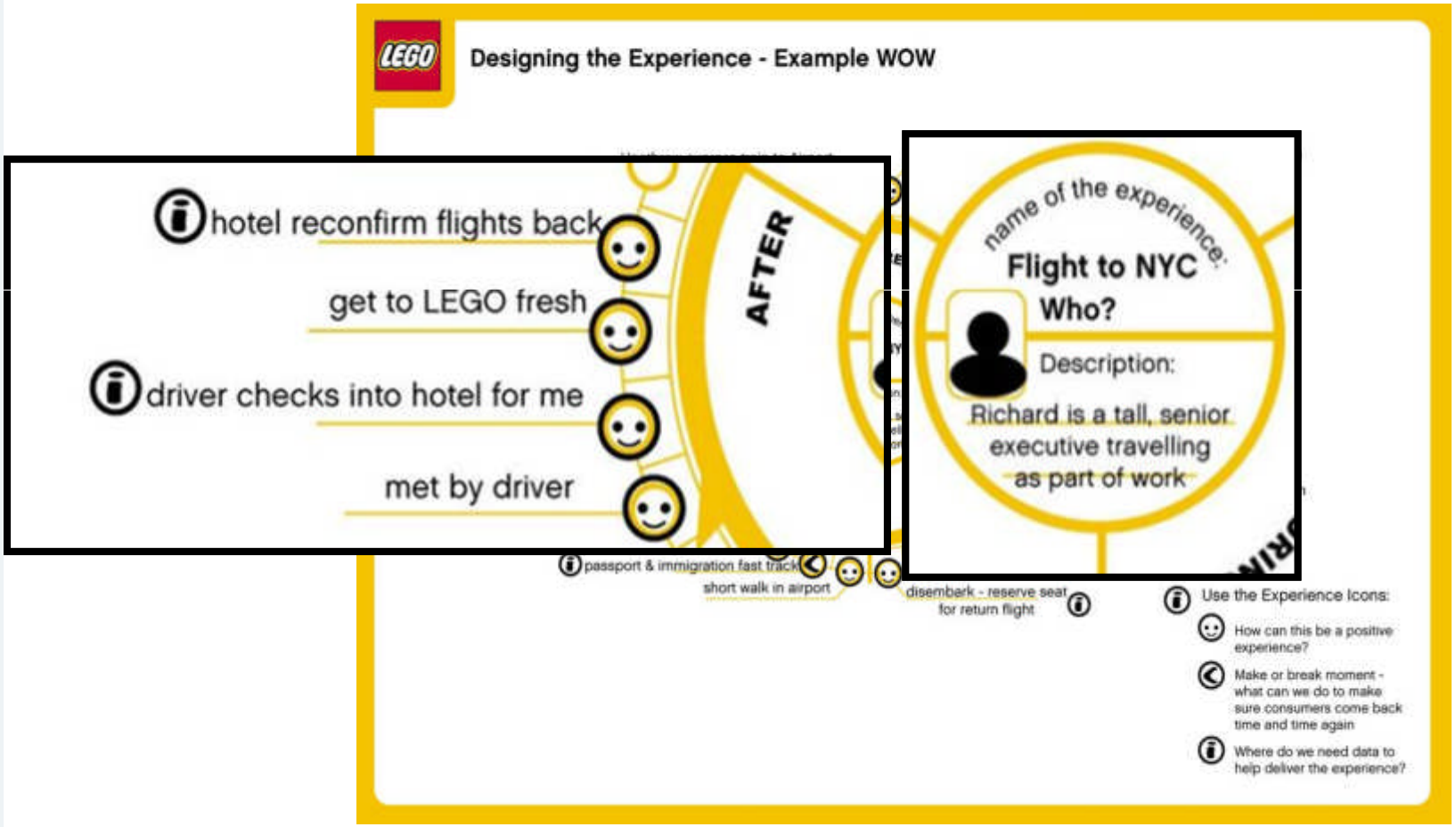
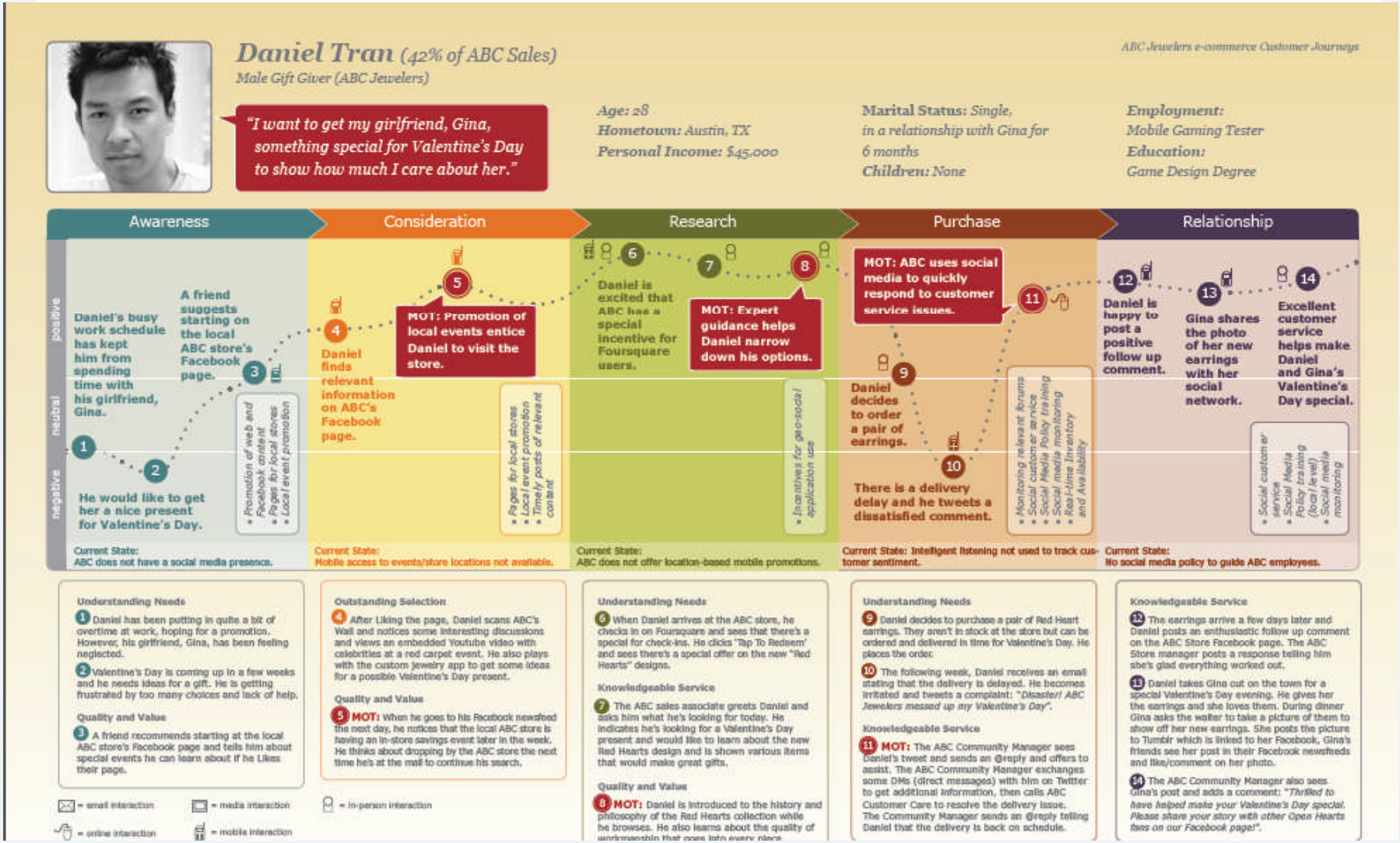
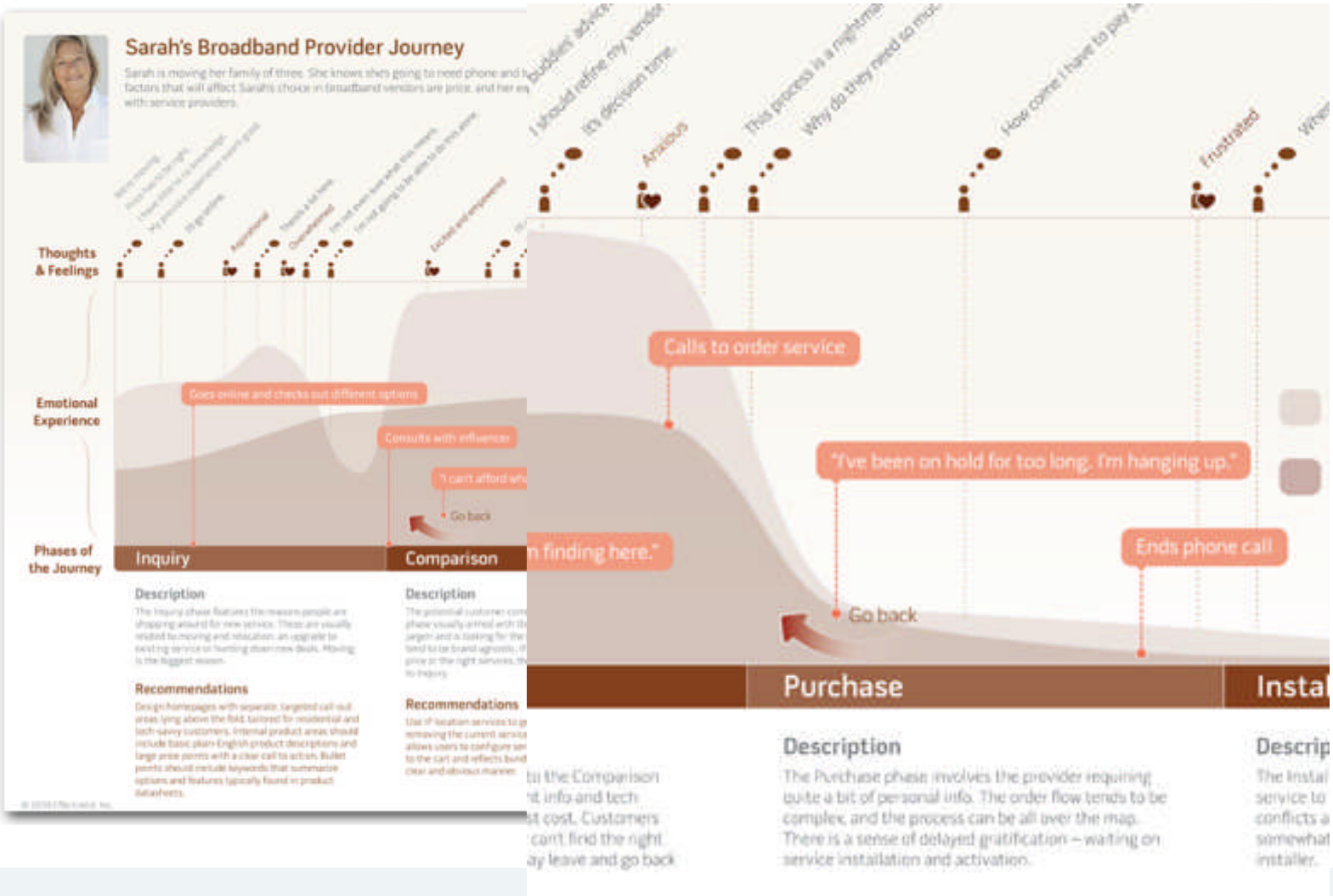
Lego's standard format clearly shows the phases, steps and moments of truth



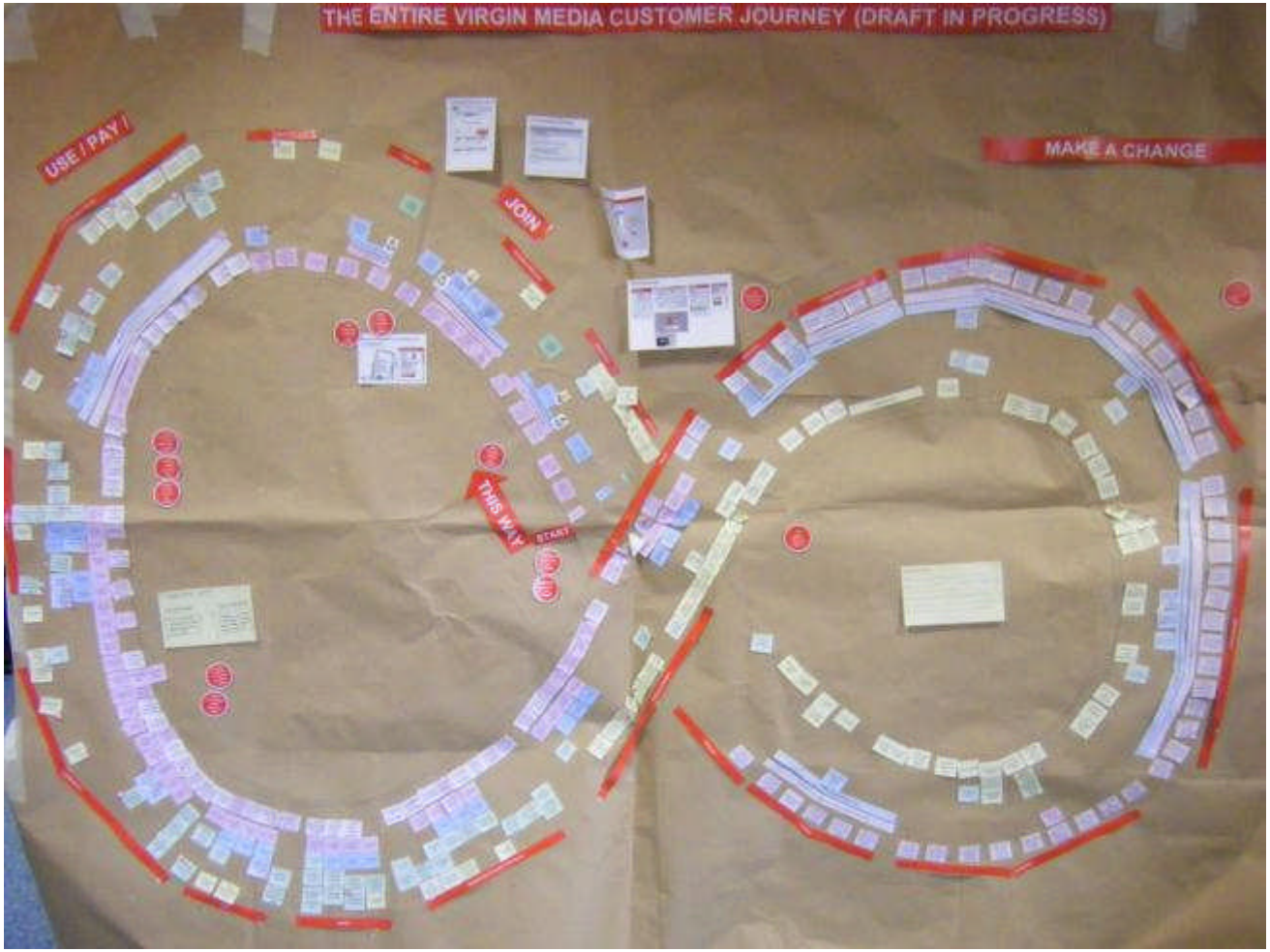
Some maps describe customer needs and current quality of interactions



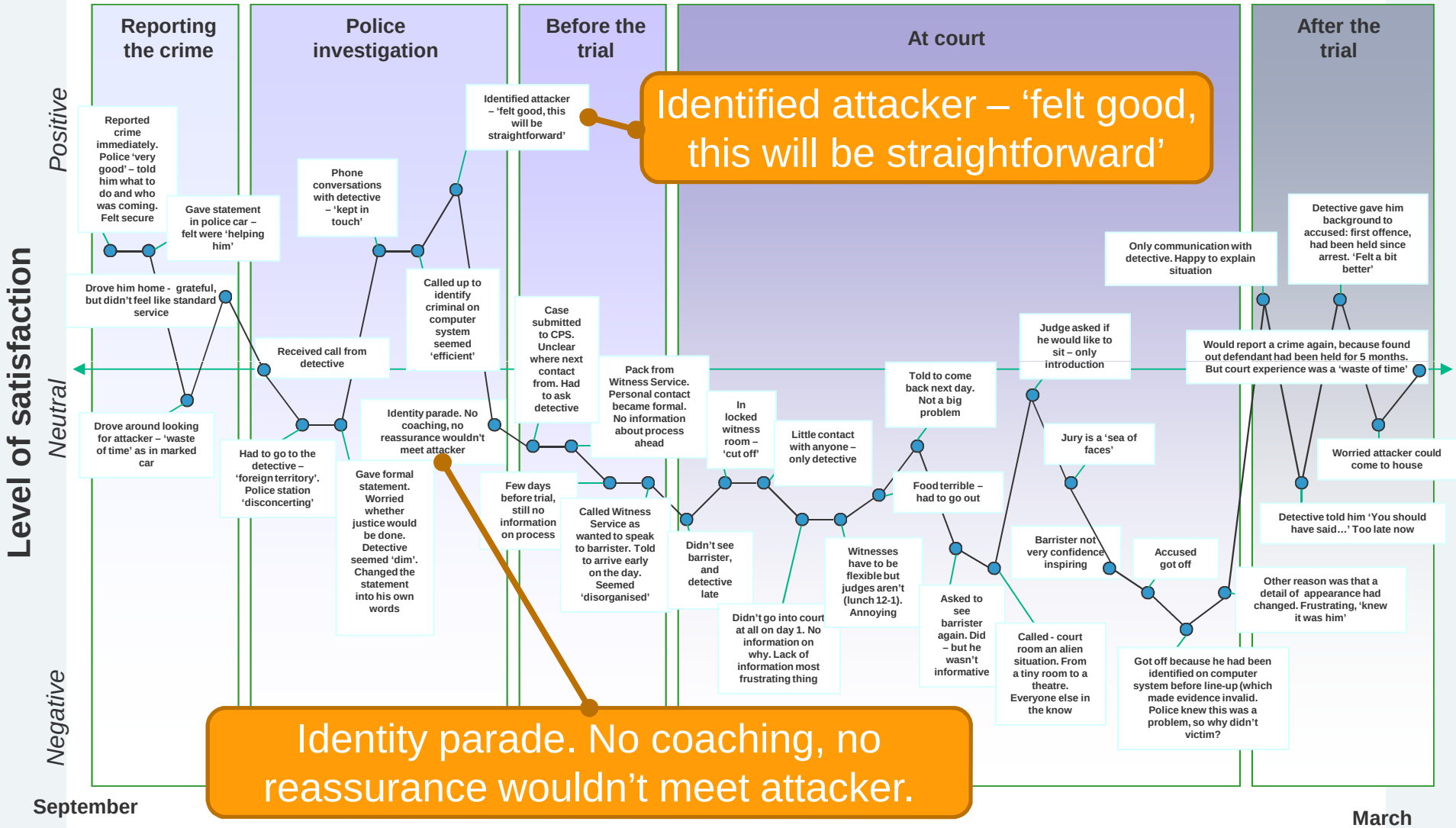
EffectiveUI's journey map for an ISP conveys her emotions as a "wave"



Virgin Media's map facilitates collaboration and communication



UK Ministry of Justice mapped crime victims' journeys and jurors' journeys

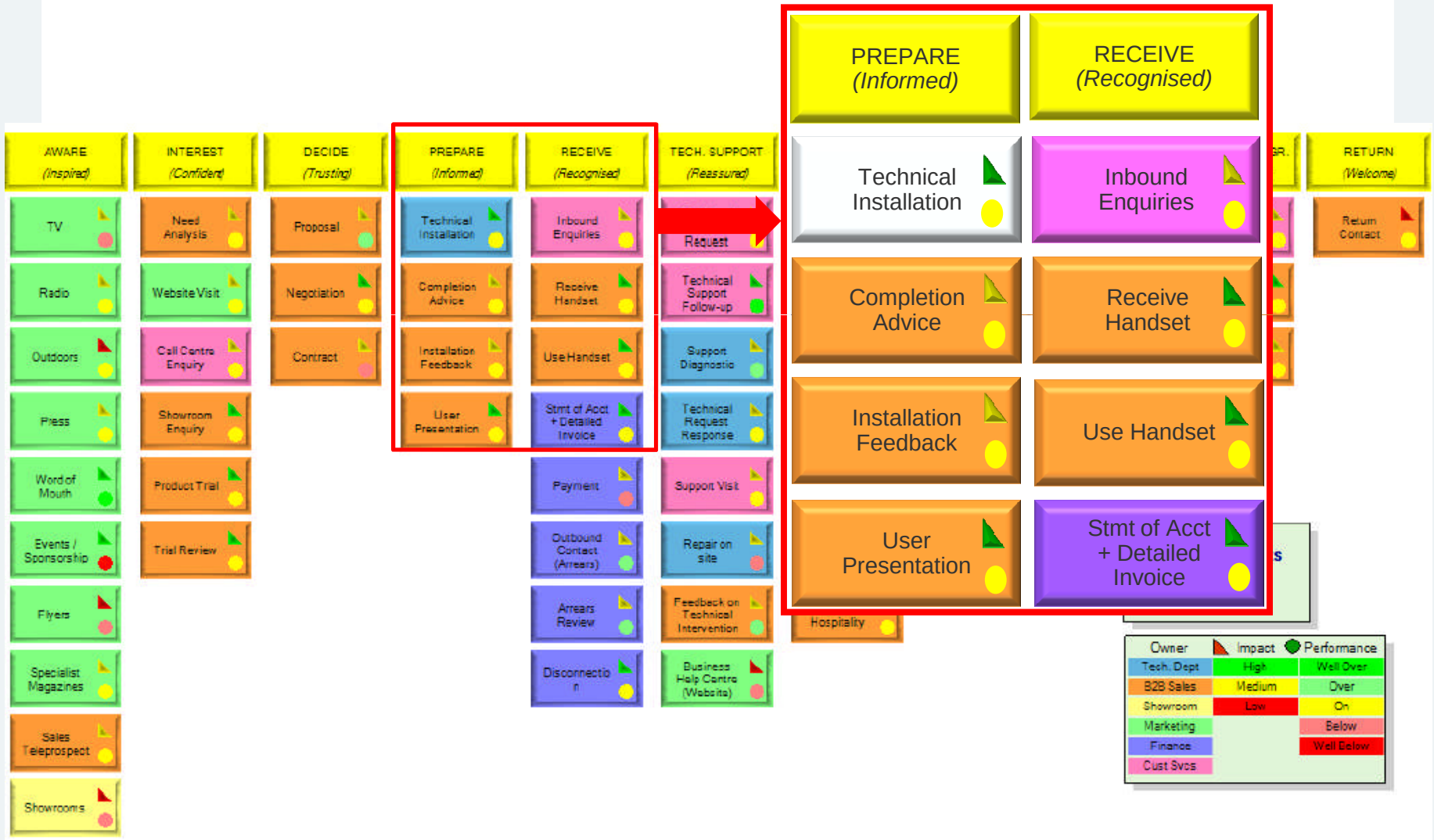


Source: DCA

UK Immigration maps show “out of country” and “in country” phases

Sub-maps detail the steps within each phase

Software applications let users assign color codes and icons to touchpoints



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Follow a five-step process to create journey maps

Step 1: Collect internal insights	**Output** • A central repository of internal insights about customers • An inventory of customer touchpoints **Key activities** • Collecting siloed views of customers and their experiences • Compiling existing customer research and data sources **Obstacles to avoid** • Failing to include stakeholders across all functions and channels • Failing to include frontline employees

Source: February 5, 2010, “Mapping The Customer Journey” Forrester report

Insights can be found in personas, call center logs, previous research … etc.

Key needs and attributes are called out. A quotation helps engage readers.

The first-person narrative comes across as realistic by conveying Lucy's lifestyle and attitudes. Details of her favorite sites hint at the kinds of experiences she enjoys.

The document informs design decisions without being prescriptive.

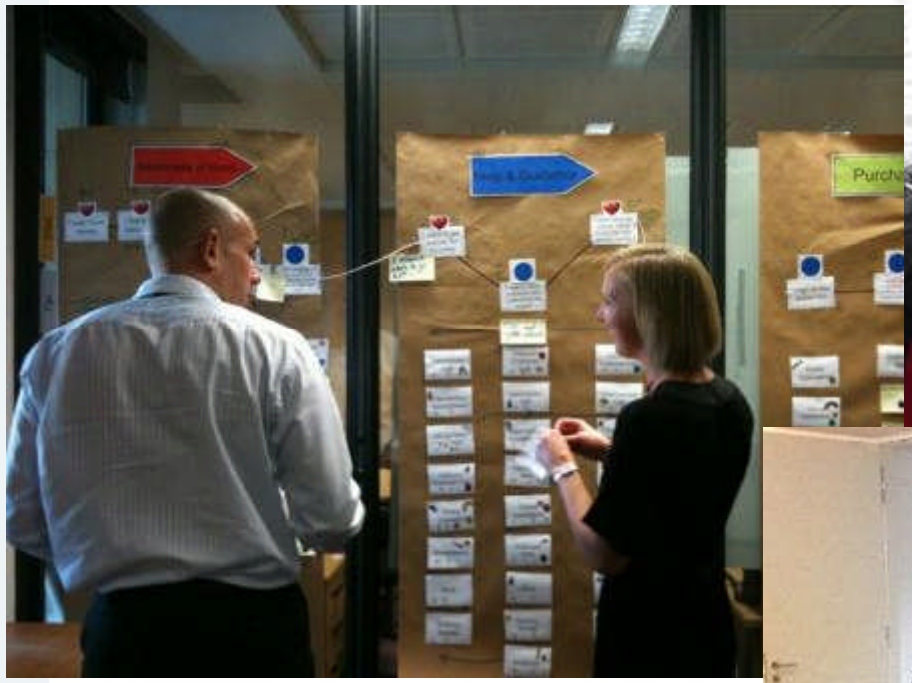
Source: AKQA

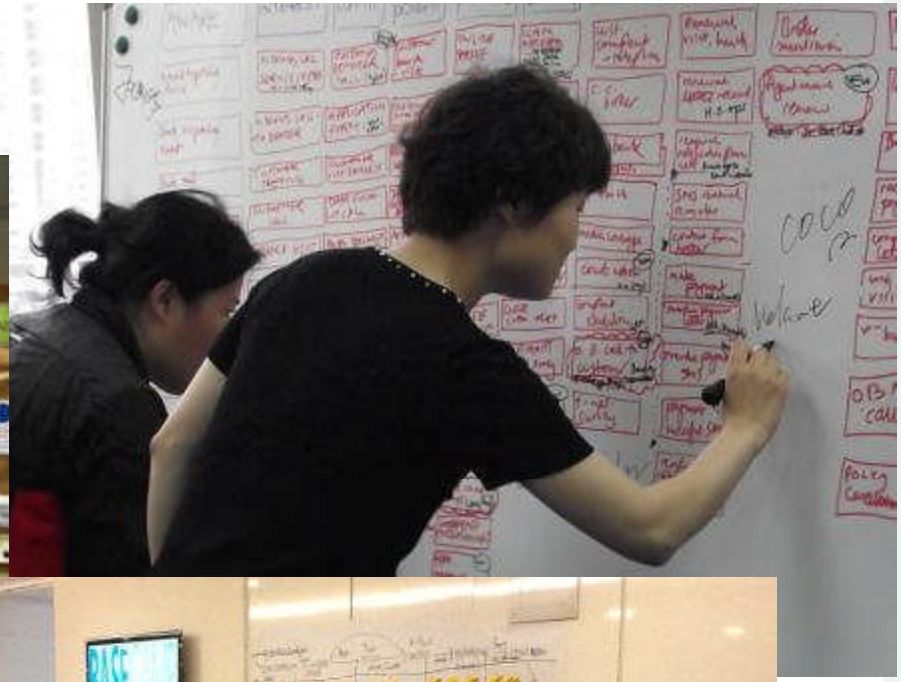
Follow a five-step process to create journey maps

Step 2: Develop initial hypotheses	**Output** • An "assumption" customer journey map based on internal insights **Key activities** • Synthesizing internal views of: customer processes, needs, and perceptions; customer experience strengths and opportunities; customer segments • Identifying gaps in existing customer research **Obstacles to avoid** • Assuming stakeholders share unified views of customers and customer experience

Source: February 5, 2010, "Mapping The Customer Journey" Forrester report

Engage cross-functional teams to build hypotheses





Follow a five-step process to create journey maps

Step 3: Research customer processes, needs, and perceptions	**Output** • A central repository of customer research **Key activities** • Filling gaps in existing research • Using multiple research methods to gain new insights **Obstacles to avoid** • Focusing on demographic and transactional data rather than ethnographic and voice of the customer data

Source: February 5, 2010, “Mapping The Customer Journey” Forrester report

Combine Qual. and Quant. insights

Qualitative	Diary/journal studies User interviews Participatory design Card sorting	Video ethnography Field studies Usability testing
Quantitative	Customer support data analysis User surveys	Eye tracking Automated usability testing Site traffic analysis A/B Testing
	Goals and attitudes (What people say)	**Behaviors (What people do)**

Adapted from: Steve Mulder and Ziv Yaar, *The User Is Always Right*, New Riders Publishing, 2006

Follow a five-step process to create journey maps

Step 4: Analyze customer research	**Output** • Clear insights about customer processes, needs, and perceptions • Research-based personas **Key activities** • Synthesizing multiple sources of customer insight • Validating initial hypotheses • Distilling customer segments into personas **Obstacles to avoid** • Getting lost in the academic exercise of segmentation • Dismissing contextual data that doesn't achieve statistical significance

Source: February 5, 2010, "Mapping The Customer Journey" Forrester report

Follow a five-step process to create journey maps

Step 5: Map the customer journey	**Output** • A document or series of documents illustrating customers' processes, needs, and perceptions throughout their relationships with a company **Key activities** • Visually charting customer processes and touchpoints • Defining customer needs at each touchpoint • Identifying whether current experiences meet customer needs at each touchpoint • Organizing insights by persona **Obstacles to avoid** • Adding too much detail • Ignoring graphic design best practices

Source: February 5, 2010, "Mapping The Customer Journey" Forrester report

Challenge: Dramatically improve satisfaction with the range of services offered by the utility firm's shared services group.

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E.On measures the health of experience companywide with NPS surveys

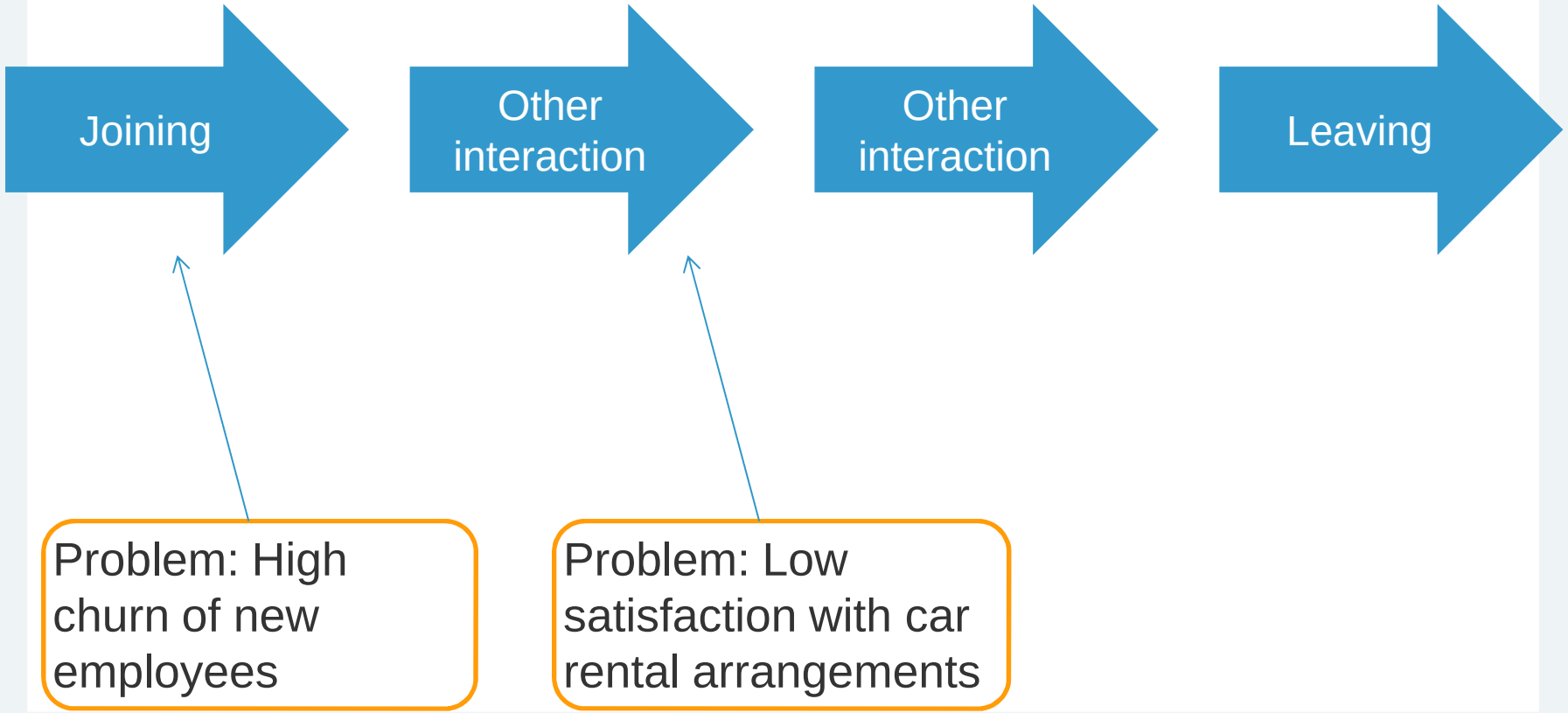
In 2009, The shared services team at E.On faced a crisis: NPS score of -32

Shared services is responsible for services including:

- Human resources
- Facilities management
- Travel (including corporate rental car agreements etc.)
- Company cars
- Procurement

In 2009, the shared services team at E.On faced a crisis: NPS score of -32. The organization perceived that its survival was at risk.

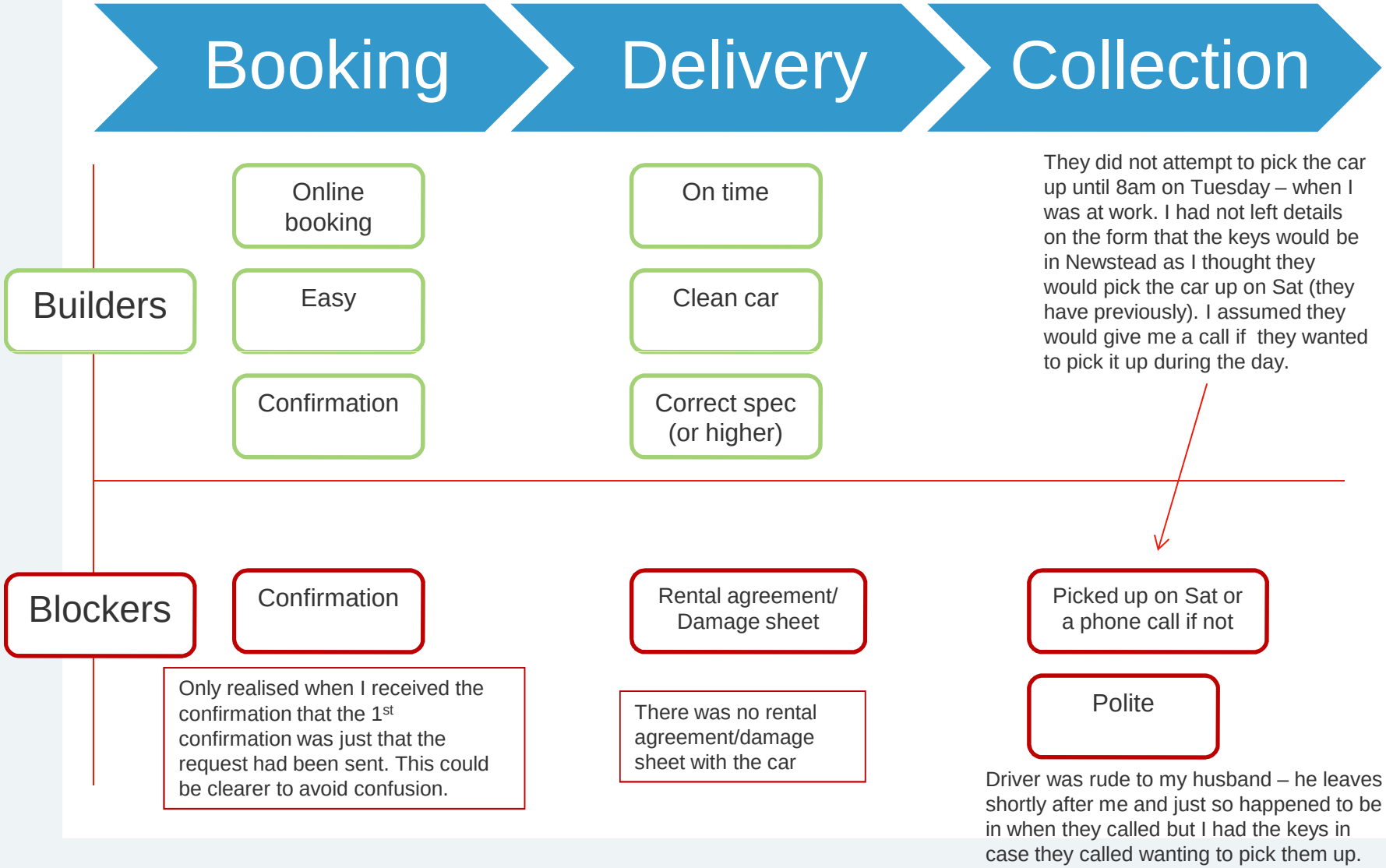
E.On started with a high level overview of the entire employee lifecycle



E.On interviewed users of car rental services to discover expectations:

Booking	Delivery	Collection
Online booking	On time	Picked up on Sat or a phone call if not
Easy	Clean car	
	Correct spec (or higher)	
Confirmation	Rental agreement/ Damage sheet	Polite
	Polite	

Shadowing users showed the reality



High rates of new-employee churn also emerged as a big problem for E.On

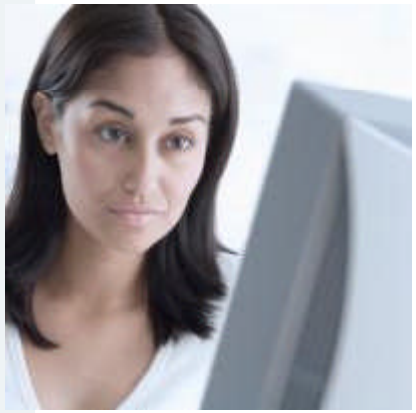
- Candidates changed their minds about accepting job offers
- Poor employee retention rates during the first 10 weeks
- Incoming employees felt unsupported: "I got the job but I didn't feel that you cared."
- E.On identified specific moments of truth where new hires needed to feel engaged and reassured.

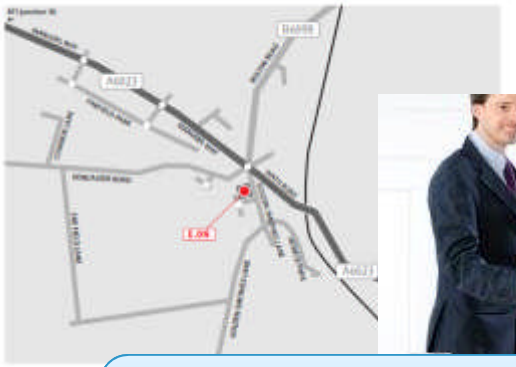
E.On used journey mapping to improve onboarding of new hires

Job offer

First day at work

Follow up





New hire portal

Improved first day communications

Periodic Check ins

E.On Shared Services group achieved improvements at interaction level and delivered business value

Process Area	Key Service	Volume	April	YTD	Target
Business Resilience	Business Resilience				
People Process	HR.One Delivery Centre				
People Process	HR.One Reso				
Engineering Academy	UK L & D				
Engineering Academy	Engineering Academy				
Asset Management	Facilities Mar				
Asset Management	Travel				
Asset Management	Hire Cars				
Asset Management	Facilities Restaurants				
Asset Management	Company Car				
Supply Chain	Central Purch				
Supply Chain	Procurement				
Finance	Accounting Services				
	Total responses				

Overall NPS improved from -32 to +67 within three years

Improvements in multiple areas delivered improvements in key metrics – such as reduced employee churn

The organization is now learning from Shared Services to apply journey mapping to customer-facing services.

Challenge: Get a diverse, multilingual workforce to deliver a consistent customer experience across a complex range of touchpoints.

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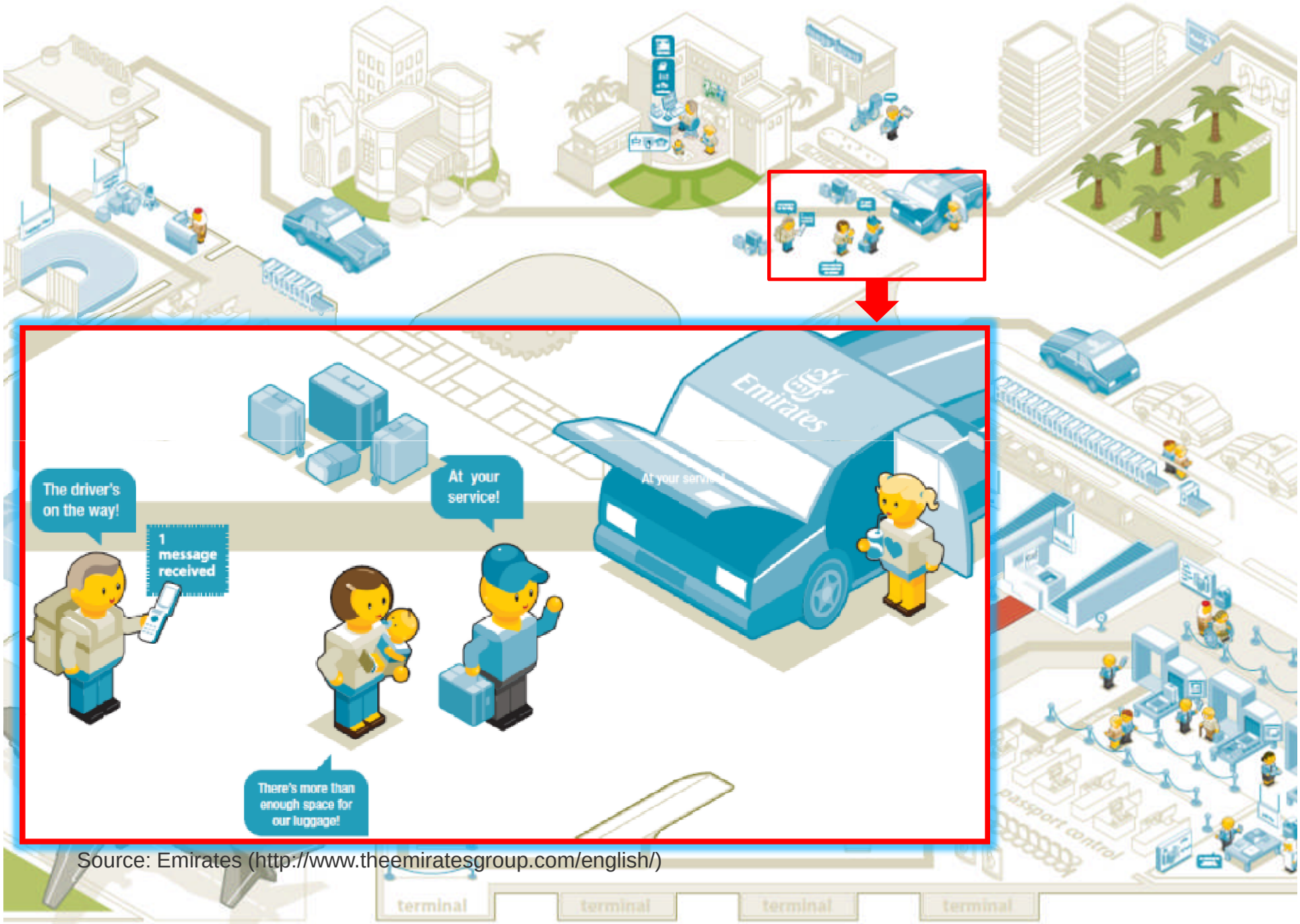
With rapid growth, Emirates needed to renew its focus on customer experience

To turn around a deteriorating experience, Emirates:

- Gathered existing customer insight
- Documented the people, processes, and technology that supported each customer interaction
- Further researched the customer experience
- Built a detailed map to analyze root causes of problems
- Developed a set of highly visual journey maps and flash cards to support staff training



Source: Emirates (http://www.theemiratesgroup.com/english/)

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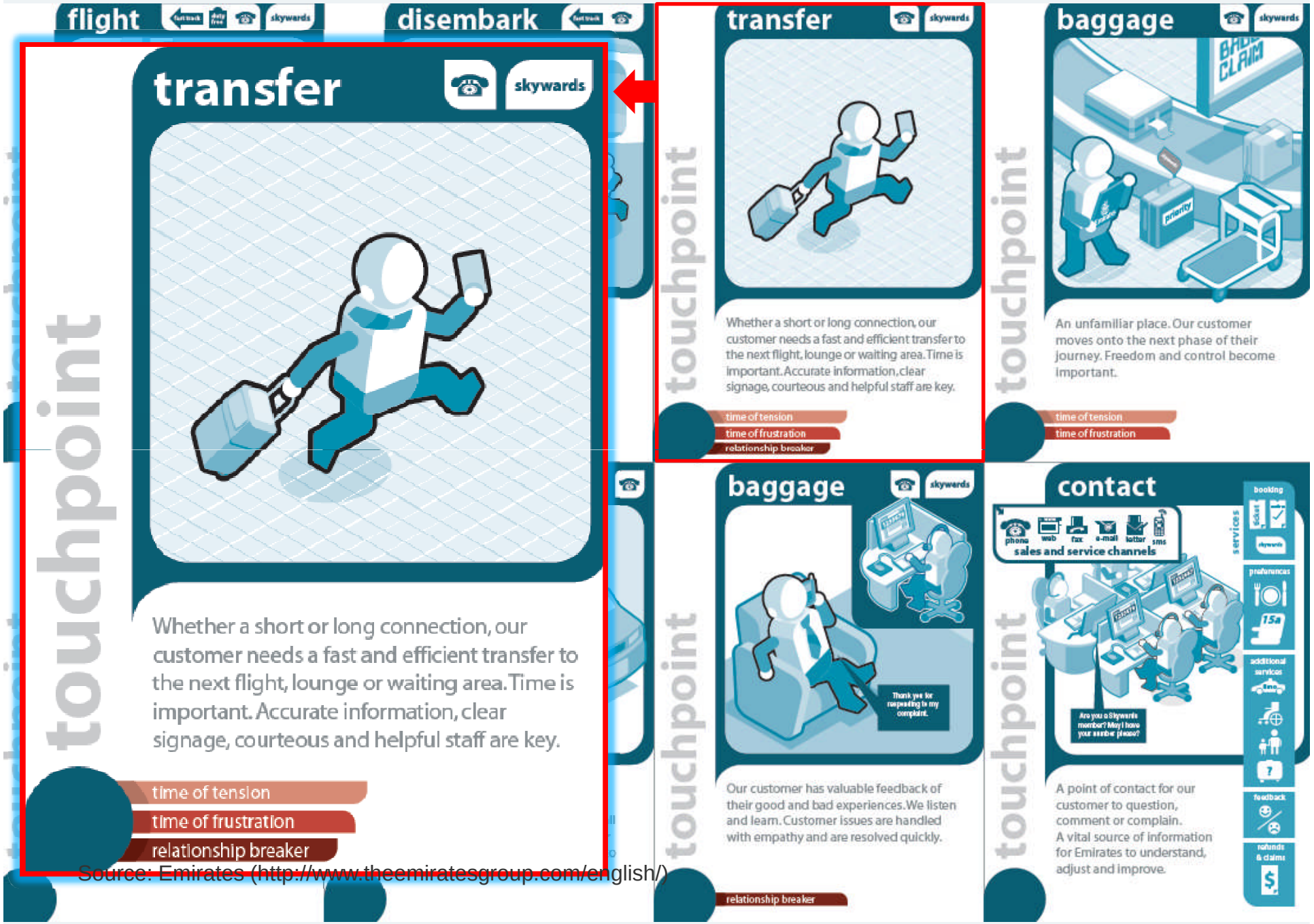

Source: Emirates (http://www.theemiratesgroup.com/english/)

Customer journey maps can have tactical and strategic objectives

- Communicate broadly across a diverse organization.
- Reinforce a customer-centric culture.
- Give guidance on how to deliver the airline's brand promise

- Drive multiple "find and fix" programs to improve services
- Improve satisfaction with services (as measured by NPS)
- Identify moments of truth and what to measure in employee journeys

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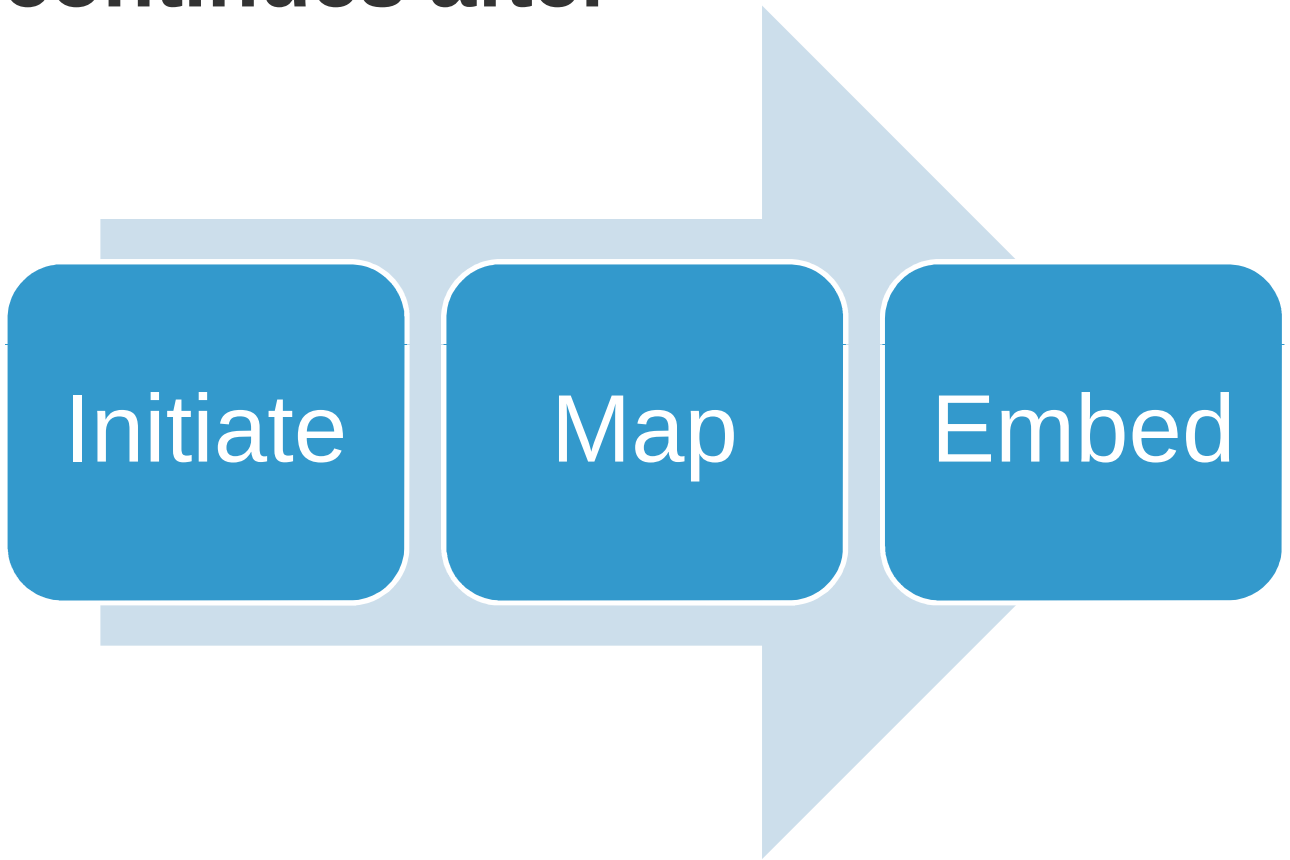
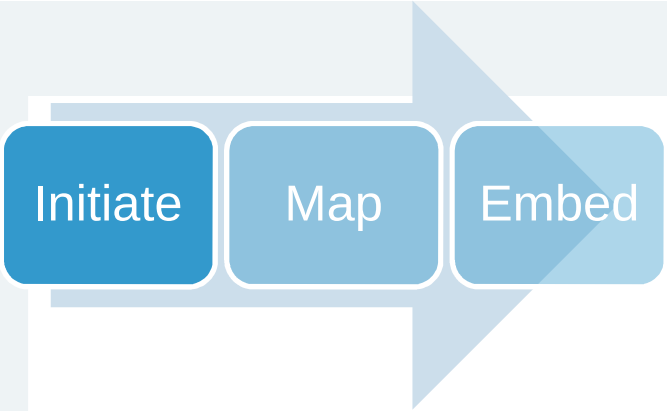
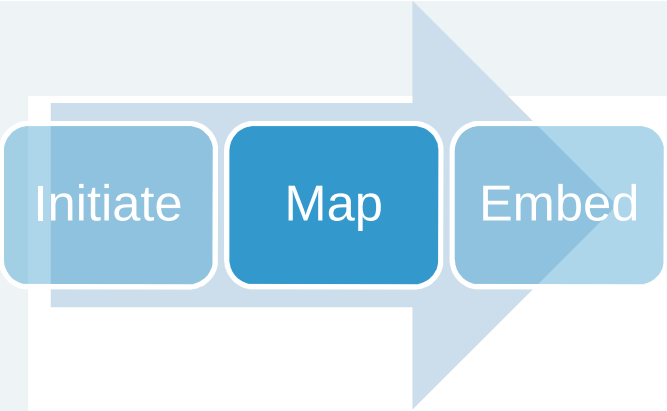
Journey mapping has three phases – work starts before maps are created and continues after

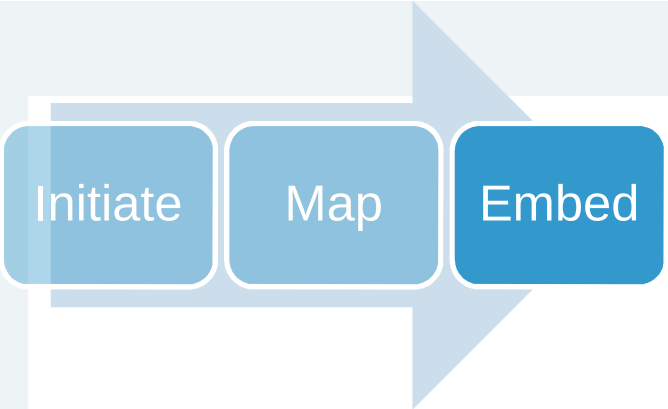




- Secure cross-functional commitment
  - Virgin Atlantic journey mapping for airport experience involved the head of airport development as well as front office and back office roles
  - “You’ve got to take journey mapping out of the marketing ghetto” (Aviva)
- Define objectives and how you will measure success
  - “Don’t start a project until you connect it with a number” (Strativity)



- Put personas at the heart of journey maps
  - “If you base journey maps on the idea that customers are a single entity, [the initiative] is bound to fail” (B&Q)
- Keep your end objectives in mind
  - We tried to do too much for too many people over too many channels. This is about handing over to the guys in the business change team to design a process.” (CX Exec.)



- Prioritize
  - When multiple ideas emerge from a customer journey map, use standard criteria to determine which ones to pursue first
- Establish teams and incentives to ensure lasting impact
  - Aviva's subsidiary in China established a Customer Council to ensure that insights would be acted on, measured and reported back to the organization
  - E.On shared services group changed employee goals – 30 to 40% of targets are now customer-centric goals (not financial)

Thank you

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