

# How To Use Journey Maps To Kick-Start A Customer Experience Transformation

## **Journey maps are powerful artifacts that can catalyze your organization's customer experience (CX) transformation.**

This guide will show you how to leverage existing journey maps to spur enthusiasm for and investment in CX. You'll discover how journey maps can serve as a springboard to:

- Prioritize CX projects that will have the greatest business impact.
- Improve the efficacy of CX measurement.
- Design experiences that drive loyalty.

# Why You Can Get More Mileage From Existing Journey Maps

Many organizations map journeys, upload their maps to a content repository, and never touch them again. No wonder CX professionals get frustrated: They've put a ton of time and effort into journey mapping but have difficulty employing it in a way that earns a positive ROI.

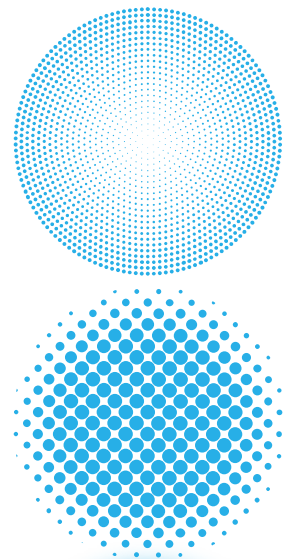
The first step toward improving this scenario is to stop thinking of journey mapping — or any other tool in your CX arsenal — as the endgame. The focus shouldn't be on the tool but on the outcomes that the tool can produce.

Journey maps are flexible tools that can be combined with adjacent methodologies (such as design thinking and agile development) as well as with complementary artifacts, like empathy maps. Within the context of this larger ecosystem, journey maps can pinpoint opportunities to retain more customers, improve the employee experience (EX), lower costs, and increase customer satisfaction.

## MAKE SURE YOUR MAPS SET YOU UP FOR SUCCESS

Before diving into transformational work, double-check your journey maps. Make sure you can answer “Yes” to the following questions before proceeding:

- Do your journey maps have a clear purpose?
- Do they map the full breadth and depth of your CX ecosystem?
- Are they focused on customers' goals?
- Have they been validated by customers?
- Have they been shared internally, and are they readily understood?
- Do they have the commitment of key stakeholders, including executives?



# Use Journey Maps To Prioritize CX Projects

## [Seventy-seven percent of CX organizations lack a framework](#)

for prioritizing projects across the company. If your team falls into this category, you're open to risks, including wasted resources, negative ROI, diminishing buy-in from stakeholders, and stagnant (or sinking) customer satisfaction. For many, these problems are already acute: 48% of CX leaders say that buy-in is their biggest obstacle.

Establishing a journey-based prioritization framework for CX projects can ensure that resources are used wisely and that attention is given to projects that combine high feasibility with great business benefits. As journeys are mapped from the customer's point of view, they provide clarity on where pain points live. This enables CX teams to focus on what customers see as the most pressing issues — rather than what internal stakeholders guess the problems are.

Starting with quick wins can show momentum and earn investment for larger projects. [When KPMG mapped seven journeys](#), 30 potential projects emerged. The organization created a framework for evaluating the projects based on customer desirability, feasibility, and project viability. This helped bring clarity to the selection process, and the organization was able to zero in on the best two projects to start with.

# Improve The Efficacy Of CX Measurement

Most CX professionals are drowning in data but still parched for insights. For all the effort CX teams put into measurement, it often fails to spur meaningful action. CX pros spend time measuring the wrong things and/or stitching together data in unhelpful ways, leading to a measurement variation on advertising pioneer John Wanamaker's classic quip, "Half the money I spend on advertising is wasted; the trouble is I don't know which half."

Overreliance on surveys contributes to this problem. [Seventy percent of companies don't go beyond surveys to measure CX](#), leading to a limited understanding of how customers' sentiments change over the course of a journey. In addition, leaning too much on surveys [leaves rich data sources untapped](#) — only 25% of companies mine call transcripts, and a mere 18% incorporate product usage data.

That's where journey maps can shine. Maps show you what an experience looks like from the customer's perspective. That outside-in point of view can break your team out of a typical measurement trap: organizing your measurement according to how your company organizes itself (i.e., by touchpoint). For example, imagine the following scenario at a shoe retailer:

- The purchasing department acquires a new model of shoes. The department sends the model's specifications (size chart, materials, etc.) to the e-commerce team.
- The e-commerce team lists the model on the retailer's mobile shopping app, where customers purchase the shoes.
- When customers need to return the shoes, they go into a brick-and-mortar store.

If the shoe retailer notices a tanking customer satisfaction (CSAT) score around returns, the CX team may logically conclude that there's an issue with the in-store return experience and try to fix that, because that's the touchpoint incurring negative customer feedback.

By taking a journey-centric view, however, the CX team would be able to find the original source of the problem: The purchasing department recorded the size chart incorrectly, leading customers to buy shoes that don't fit. That, in turn, requires customers to make an in-person visit to return the shoes. A customer doesn't know (or care) that the error happened in the purchasing department. They'll express their dismay at the first opportunity after the frustrating experience (in this case, receiving shoes that don't fit).

Taking a holistic view can help you pinpoint real problems and measure whether your efforts are successful at remediating them. This can save you the frustration of spending time on initiatives that aren't likely to produce significant ROI.

# Embed Customer Insights Into Your Organization

Mapping journeys is the first step toward journey-centricity (i.e., using customer journeys as the organizing principle for operations and measurement).

[Journey-centricity is good for business](#): A customer-journey-at-scale approach can lead organizations to see revenue increases of 10% to 20%, cost reductions of between 15% and 25%, and 20- to 40-percentage-point improvements in customer advocacy. Lloyds Banking Group's journey-centric digital transformation delivered estimated savings and revenue increases [to the tune of £500 million](#) — roughly equivalent to \$589 million — over three years.

Journey-centricity is an ongoing process that will evolve with your business. Here is a brief overview of activities that can bring your firm closer to journey-centricity:

Information	Definition	Best practice for journey-centricity
Culture	The shared values and beliefs that drive behavior	Build shared knowledge of which journeys matter most, and foster the required shared values and beliefs — like openness to change, transparency, and collaboration —to drive the right behavior.
Structure	The structure of the organization	Ensure top-down and bottom-up cross-functional collaboration.
People	Talent management and employee experience practices	Instill a journey mindset throughout the organization, and invest in journey mapping accreditation and support networks. Consider creating, hiring, and training for new roles like journey owners, stage owners, and journey managers.
Processes	The ways people work and make decisions	Fuse journey data, tools, and methods across the ecosystem to extend journey influence.
Technology	The systems and tools that enable processes	Upgrade your journey tools to unify journey advocates, scale, and increase speed. Blend journey-centricity with agility to quickly shift and innovate.
Metrics	The strategic measurements that drive business decisions	Use a system of end-of-journey metrics and in-journey signals that balance customer and company goals to help measure and predict journey performance.

# Design Experiences That Drive Loyalty

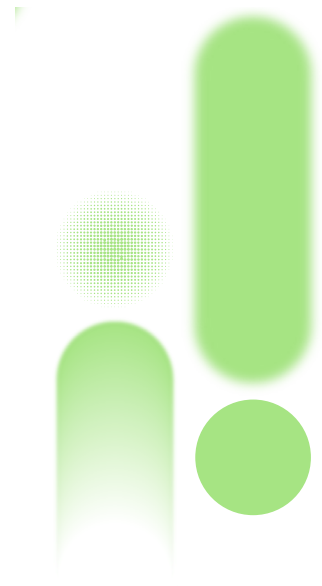
Journeys are customers' lived realities. Focusing on journeys is essential to an organization's maturation from inside-out to outside-in thinking.

The benefits of this maturation are clear. By taking this approach, within two years, [Lloyds Banking Group \(LBG\)](#) achieved:

- **Improved digital offerings.** Mobile customers gained access both to basic functionality and more advanced features, like booking a branch appointment.
- **Happier customers.** LBG saw a rise in customer satisfaction, including a 78% increase in positive customer feedback for one previously onerous part of the corporate pension journey.
- **More productive employees.** Employee capacity for value-add activities increased by 40%.
- **A boost in sales.** Better tools and processes for online personal loan applications have seen the overall credit acceptance and path to purchase increase by 40%, with average loan amounts up by £700 (\$826) at subsidiaries Halifax and Lloyds Bank.
- **Accelerated speed to market.** It takes LBG only four to five months to bring something from idea to a live product or service — down from 12 to 18 months in the past.

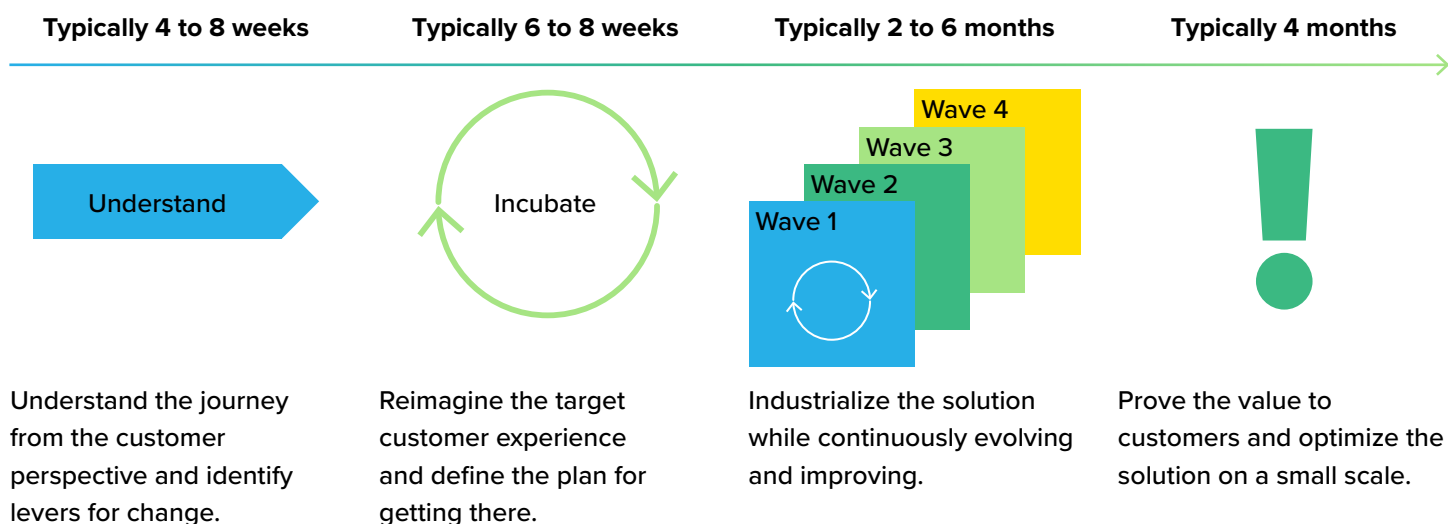
How did LBG achieve this? It brought journey-centric thinking into its digital and wider organizations. In the words of Jon Webster, former CIO of digital and transformation, "We were solving the classical online problem rather than focusing on customer experience across touchpoints, policies, and procedures. We needed to stop thinking about digital channels and approach customer problems holistically."

To that end, LBG focused on transforming a set of 10 customer journeys. Rather than aiming for perfection, the organization prioritized speedy resolution of customer pain points, enabling faster innovation.



## LLOYDS BANKING GROUP DESIGN AND DELIVERY PROCESS

The accelerated speed to market allowed LBG to deliver customer value within four months of identifying an opportunity for improvement within a customer journey.



Source: Lloyds Banking Group

The value of taking a journey-centric approach to design innovation is evident in LBG's results. But that doesn't mean you need a commensurate level of budget and buy-in to be successful. Plans can be tailored to fit the resourcing available at your organization. According to Webster, finding the right balance between risk and reward is crucial. If you "pitch this too small, nobody is interested; if it's too big, then it's too much of a risk," he said. His advice is to aim for about 10% of your company's investment portfolio.

## Next Steps

### How can you start leveraging journey maps and kick off your CX transformation?

For companies new to journey mapping, creating an initial success story that you can scale and socialize is a great way to get started. Use a quick-fire approach to journey mapping — going after a well-known (and preferably time-sensitive) problem that a core group of stakeholders can resolve and measure quickly. By rapidly delivering value, the quick-fire approach establishes journey mapping as a practical and valuable tool for resolving broader CX problems.

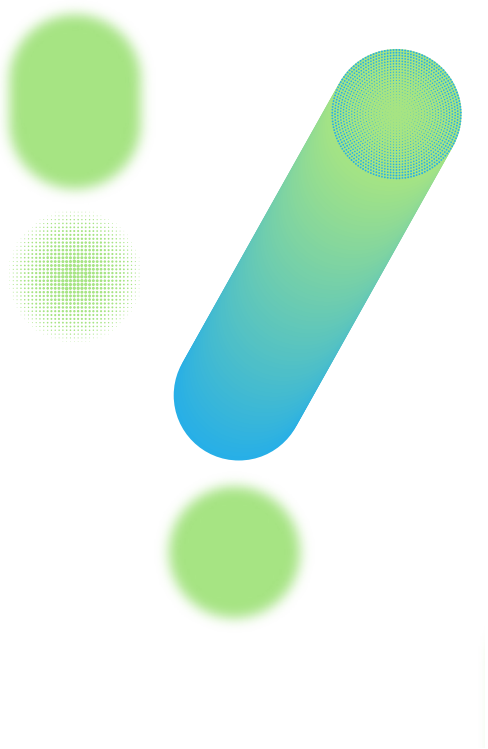
Company culture, skill sets, budget, urgency, and bandwidth are all factors that CX pros need to take into consideration when deciding whether to create their journey maps in house or hire an outside firm to do it for them.

If journey mapping is already an established practice at your firm, begin by assembling an action-oriented, cross-functional team. Together, create a journey atlas — a catalog or taxonomy of your customers' journeys across their relationships with your firm. It's OK if it's simply a straw man at first.

To choose which journeys to map first, consider scale, pain points, and misalignments between brand and customer impact. Also consider stakeholders' willingness to act, as well as technology or regulatory changes that may have an impact on CX and EX.

Have stakeholders review the journey atlas and run through a prioritization exercise as outlined in this guide. After that, go back to your journey atlas and tackle the priority journeys in order. Find the right allies and assign ownership of projects to business units or individuals with authority.

Over time, you can build your CX team's skills and consider adding journey-mapping capabilities and responsibilities to employees' competency models. Formalizing journey mapping as an accreditation that employees can acquire and a responsibility that gets assigned helps promote accountability and sustainability.



## Recommended Resources

### Add Precision To Your CX Measurement

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### Five Successful Collaboration Strategies To Power CX Transformation

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### You Are Missing Out On Customer Feedback, And It's On You

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