Questions Clients are Asking Us About Customer Journey Mapping
Introduction

Did you know that 40 per cent of Canadians are using the camera on their smartphone to take pictures of products while shopping, 64 per cent stay up-to-date with a brand via social media, and 39 per cent reviewed and rated a product or service online during the past month? *

For brands today, the importance of knowing who their customers are and how they buy, seamlessly moving in and out of offline and online worlds, has never been more essential. What was once a straightforward path to purchase has become a dynamic, non-linear digital customer journey.

Delvinia’s Customer Experience Mapping program brings you a comprehensive understanding of your customers’ interactions with your company, from awareness to post-purchase evaluation, across channels. Whether your brand is a product or a service, Delvinia will help you uncover the feelings, perceptions and experiences your customers have at each touchpoint.

Move from simply understanding how your customers progress through the path to purchase, to why they make the choices they do and how they feel about the experiences you deliver. Take advantage of Delvinia’s unique digital profiling tools to evolve your insights into your customer. And most importantly, act on Delvinia’s unparalleled experience in the digital space to identify customer pain points and to leverage digital technologies to alleviate them while achieving your business objectives.

Why

To identify and eliminate hurdles in your customer’s path-to-purchase or journey.

What

• Develops new innovative digital customer experiences.
• Finds efficiencies in the path-to-purchase.
• Differentiates your brand.

* Source: AskingCanadians™ 2012 profiling data
How

Our simple four-part process can accelerate your business success in as little as five weeks.

Step 1 | Discovery

Delvinia conducts a stakeholder consultation and reviews your existing research and internal assets to identify critical gaps in the knowledge base. We then select a custom insights solution to address gaps in the data:

- A quantitative survey of your market leveraging Delvinia’s proprietary AskingCanadians™ research community can fill in missing metrics.
- One-on-one interviews with your customers and employees can demystify their behaviour and shed new light through personal experiences.
- Social listening can track sentiment and uncover critical themes at each stage of the purchase process.
- Digital customer segmentation leverages Delvinia’s deep profiling data on Canadians’ attitudes and behaviours about social, mobile, and e-retail technologies and requires nothing more than a list of customer postal codes.

Step 2 | Ideation

Delvinia shares key insights and facilitates a lively half-day stakeholder workshop, drawing out the implications of the collective learning for customers at each stage of the purchase process.

Step 3 | Visualization

Delvinia synthesizes the insights into a succinct graphic representation of the customer journey.

Step 4 | Recommendation

Delvinia provides strategic directives on how to leverage digital technology to optimize and innovate your customer experience.

Clients

We’ve been producing customer experience maps for clients in insurance, health care, banking, retail and media industries. Here are a few selected clients:

- Manulife Financial
- Petro-Canada
- RBC Royal Bank
- St. Michael’s Hospital
- Microsoft
Questions

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What is customer journey mapping?

Simply put, Customer Journey Mapping is the process of creating a visual map of the steps, stages and touchpoints a person goes through while interacting with your brand, product or service – from discovery, evaluation, buying and advocacy.

A well made Customer Journey Map conveys an understanding of what the customer is doing at each stage of the process, why they are doing it, and how they feel about the experience. With this understanding, brands can readily identify opportunities to optimize the experience while achieving business objectives.

Customer Journey Mapping could/should go beyond just purchasing a product/service. Business should consider the customer experience in using the product, and what would encourage a customer to talk about it, share it, or recommend it.

Customer Journey Mapping could also focus on a very discreet part of the overall customer experience. For example, examining only the POS experience within a retail environment.
How does customer journey mapping differ from customer service strategy?

Your customer service strategy may be represented as one part of the overall journey, one touchpoint, and it may also evolve as a result of the insight derived from mapping and understanding the customer journey.

By mapping the customer journey a business can review all the touchpoints where a client may interact with the brand (or a competitor). These will include sources and interactions on platforms outside of those outlined by your customer service strategy. It is essential for all businesses to understand that customers make decisions based on things outside of your traditional marketing channels, and how this can be improved through initiatives including SEO, content marketing and social listening, among others.

Customer Journey Mapping is a tool to help your organization develop your customer service strategy. Customer Journey Mapping will uncover the feelings, perceptions and pain points your customers have at each stage and identify ways you can leverage digital technologies to address them.

Amy Sullivan  
Vice President of Customer Insight

Randy Matheson  
Director, Emerging Media + Trends

Steve Mast  
President
Do I need to take our business processes into account when mapping a customer journey?

Understanding your internal operations and business processes is a key to identify issues in the customer journey. Often the pain point a customer is experiencing in the journey is due to an operational process that needs to be improved.

A comprehensive Customer Journey Map takes business processes and operations into account where they impact on customer experience. For example, a brand may have a logistics challenge around product delivery that results in significant delays for the customer and thereby diminishes their overall satisfaction with their purchase experience. Identifying this as a pain point for the customer may lead to an exploration of options such as a change in shipping partners or practices, or perhaps the implementation of new communications protocols with customers, such as leveraging digital technologies to keep them apprised of the progress of their order in real time.
What are the benefits of mapping my customers’ journey?

Often during the process of mapping the customer journey, new audiences and products are identified that will improve the customers’ overall experience.

Today’s customers are in control and they have an unprecedented ability to influence their peers. Organizations that can break out of the product paradigm and tailor to the needs of the customer will improve conversion, earn customers’ loyalty and advocacy.

Mapping the customer journey will help companies identify what they need to wrap their processes and channels around, in order to improve conversion, earn loyalty and advocacy.

Through mapping the customer journey, you can also identify areas you are overservicing and right size your effort, resulting in savings.

Understand your brand experience through the eyes of your customers, as opposed to looking through a myopic corporate lens. Act on this learning to develop more customer-centric products and experiences, thereby growing loyalty, reach, and/or revenues.

Once you understand underlying drivers or needs to purchase and pain points in the journey, you can more easily identify new markets that have those same needs.

Pain points for your customer can be a reflection of inefficiencies in your operations. By identifying and addressing them, you can save time/money/resources for all involved.
Could mapping the customer journey be helpful to a B2B company?

Yes. Every business is a two-way relationship between the brand and the customer. The key is to embrace a more generous or informal definition of “customer,” that is, “a person with whom one has dealings,” as Webster’s would put it. In this way, even employees can be customers of, for example, an HR journey, from candidate to retiree.

All organizations have customers. Customers can be defined in many ways. End consumers are just one. Businesses selling to other businesses can have very complex customer experiences. Think FedEx or large insurance firms that work with third party advisors.

Customer journey mapping can be helpful for B2B companies, particularly those selling high involvement products and services. Let’s use an enterprise software provider as an example. By mapping the customer journey, the provider may find that the key steps in the decision making journey include the creation of a business case and demonstrating available solutions to company stakeholders.

As a result, the provider makes sample business cases and online demos available, minimizing the barrier for prospects to move through the decision making journey, compressing the decision making timeframe, and building trust with the brand along the way. Moreover, this approach ensures that the software provider is investing its money wisely by creating tools that would truly meet the needs of their prospects.
Does my business need a customer journey map for each product and customer?

It really depends on your business and the customers you serve. In some cases you will need to look at the macro picture and develop an overall journey. Think of the guest experience at a hotel, hospital, retail bank or gas station. However, many of the interactions your customers have with your brand are down at the individual product or service level. The best approach is to develop a journey map for each product or service with the overall customer experience in mind.

This may depend on a number of factors, including the depth and breadth of your products and services, the context in which you provide these products, and the needs and considerations of your customer. For example, in a bank the client experience of someone looking to open a simple savings account would be considerably different from someone buying a high-touch offering like a mortgage or life insurance.
Where do I start? What information or data is required to create a customer journey map?

The best place to start is with your existing customer related data, including web analytics, frequently asked questions (e.g. via call centre, email), and tapping into the knowledge base of your stakeholders. Then, complement that with primary research to fill in the gaps.

An overview of all touchpoints

- Any behavioural tracking data – could be POS data or web analytics, for example
- Any attitudinal data – could be social listening, verbatim analysis captured through c-sats, customer service logs
- Any observations from employees involved in the touchpoints
- Stakeholder needs, objectives, perspectives

These are all helpful, but gaps can be filled effectively with customer research, if needed.
Who in my organization can benefit from the insights generated from mapping the customer journey?

Customer experience touches all aspects of any business, therefore, a customer journey map would benefit many people within an organization. For example, marketing and branding will use the map to identify and create tipping points in the journey to move a customer to the next stage in the path to purchase. Product development, customer service, front line staff, distribution and executives all benefit from the power of understanding the customer journey.

Everyone. A good understanding of the customer journey should involve some reflexive thinking within an organization about “what does this mean for me?”
What impact do mobile and social technologies have on customer journey mapping?

Mobile changes the path to purchase and shifts the power dynamic within the store environment. Traditionally, the path to purchase was linear and brick-and-mortar businesses focused on driving customers to their physical location. Once the customer arrived at the store, customers relied on the store staff for information and recommendations.

Today, customers have access to peer ratings and reviews and competitor information while they are on your premises. As a result, the power dynamic has shifted and the store staff no longer have the same unwavering authority as before.

Mobile also enables immediate action (e.g. donate at a charity event on the spot through mobile) and offers new opportunities to bring your brand to the forefront (e.g. utilities such as Manulife’s CoverMe Packing App, designed to keep their travel insurance product top of mind).

Not understanding the impact that social media can have on your business is a dangerous gap in business intelligence. The news of a bad experience with a customer-facing employee can spread through a social network within minutes, with the potential to impact everything from your brand reputation to your stock price. By mapping the customer journey with mobile and social in mind, you’ll be able to see where your mobile and social media strategies can have the most impact.
The Team

Steve Mast
President

Steve’s keen eye for creativity, design and understanding of technology stem from a uniquely diverse background. Often referred to as the “Digital Architect”, Steve was educated as an architect however he began his career as a Video Game Designer and Producer in the early ’90s.

In 2000, Steve joined Delvinia to build its interactive design and digital marketing practice. His focus on creating an environment where his team and clients can play, learn and grow together has been pivotal in creating Delvinia’s list of distinguished clientele, RBC Royal Bank, Manulife, Microsoft and Rogers to name a few.

Amy Sullivan
Vice President of Customer Insight

With nearly 15 years of experience in media and market research, Amy has a particular expertise in print publishing, interactive media and communications, online panel-based research and on- and offline campaign effectiveness.

As Vice President of Customer Insights at Delvinia, Amy currently directs research and provides thought leadership, leveraging both qualitative and quantitative methodologies, facilitating, and consulting on digital strategy and customer experience design. She ensures consumer needs and interests are met by contributing insights toward innovative digital design strategies that enhance the user experience in online, mobile, and other digital platforms.

Rosalina Lin-Allen
Director, Client Strategy

Rosalina is a well-rounded interactive veteran with an MBA in Strategic Management and Marketing. Catching the digital bug early, Rosalina joined the field in 1995. Over the years, Rosalina has passionately helped numerous clients leverage the digital and Internet channels to improve customer satisfaction, create operational efficiency and increase awareness. In addition to leading the digital practice at the Ontario Lottery and Gaming Corporation for 8 years, clients Rosalina serviced include Ivey School of Business, RBC Royal Bank, Bell, Sympatico.ca, City of Mississauga, and Sony Canada.
For more than 15 years, Charles Sue-Wah-Sing has been defining and designing a wide variety of digital products from e-commerce platforms, publishing systems, financial tools and mobile applications, to designing marketing campaigns and user interfaces for smartphones. Charles has held roles as a graphic designer, information architect, creative director and strategist. For five years, Charles ran his own user experience company working with clients like RBC Royal Bank, The Globe and Mail, and Canwest. He hopes to bring a fresh new approach to designing customer experiences for Delvinia.

As Director of Emerging Media + Trends, Randy Matheson provides leading edge digital solutions and creative social engagement strategies for internet and mobile platforms. Randy brings together more than 20 years of experience as a designer, developer and content specialist. He leads knowledge-sharing initiatives at Delvinia; organizing learning and discussion sessions on the latest topics and best practices for social media, mobile and other technology platforms. Randy is an early-adopter of new technologies and a highly active user of social networking sites and applies those learning to internal initiatives as well as client projects.
Insights for your business

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