Journey Mapping Best Practices

by Tony Costa, May 21, 2014

KEY TAKEAWAYS

Journey Map Reuse Is A Sign Of CX Maturity
Journey maps are widely used by CX pros, but most journey maps remain underutilized because practitioners view them as point solutions for addressing specific problems. Experienced CX pros reuse journey maps for multiple efforts, often combining them with other tools or activities to extend their use.

Journey Maps Are The Backbone For CX Programs
Journey maps are a foundational artifact that forms the backbone of CX programs: a common thread that runs through nearly every activity CX professionals perform from customer understanding to designing experiences and managing CX programs.
Journey Mapping Best Practices

Reset Your Assumptions On Where And How Journey Mapping Can Support CX Programs

by Tony Costa
with John Dalton, Jonathan Browne, Paul Hagen, and Corey Stearns

WHY READ THIS REPORT

Customer experience (CX) professionals have been quick to adopt journey mapping. Despite this, journey maps remain underutilized because practitioners view them as point solutions for addressing specific problems. To better understand the full potential of journey maps, we conducted a systematic review of Forrester research on journey mapping combined with practitioner interviews. What we discovered is that journey maps are more than just a tool for mapping customer experiences. Rather, they are a foundational document that forms the backbone of CX programs: a common thread that runs through nearly every activity CX professionals perform. This report details 17 journey mapping best practices spanning six core activities.

Table Of Contents

2 Please Recycle Your Journey Maps
2 Journey Maps Are The Backbone Of CX Programs
1. Understand All The Elements That Comprise Customer Experiences
2. Assess The Performance Of Customer Journeys
3. Design Customer-Centric Experiences
4. Align Employees And Cultures To Customer Needs
5. Plan And Manage CX Programs
6. Inform The Broader Business Agenda

WHAT IT MEANS
12 Journey Maps Guide Outside-In Companies
13 Supplemental Material

Notes & Resources

Forrester systematically analyzed 25 Forrester reports on journey mapping going back to 2008 and supplemented this with 10 interviews with Andrew Reise Consulting, Banamex, Citrix Systems, Consumers Energy, Elsevier, Fidelity, Mulberry Consulting, Penske, PNC Bank, and Schneider Electric.

Related Research Documents

Five Creative approaches For Using Personas And Customer Journey Maps Effectively
September 30, 2013

The Customer Experience Ecosystem
February 28, 2013

How To Get Value From Customer Journey Maps
July 27, 2012
PLEASE RECYCLE YOUR JOURNEY MAPS

Customer experience (CX) professionals have been quick to adopt journey mapping. In fact, 73% of CX professionals surveyed in our Q4 2012 Global Customer Experience Peer Research Panel Online Survey said that their company maps customer experiences from the customer’s perspective. Despite this, journey maps remain underutilized because practitioners view them as point solutions for addressing specific problems. While these efforts translate into substantial benefits — UK home improvement retailer B&Q saw a threefold increase in its “conversion to sign-up” metric after improving its website registration process — the failure to recycle journey maps for additional efforts is:

- **Wasteful.** A proper journey mapping effort can cost $80,000 or more and involve hundreds of employee hours spent in stakeholder interviews, data gathering, and journey mapping workshops. Add to this the time and expense spent validating journeys with customers, and the cost rises even further. Treating journey maps as one-off efforts prohibits firms from fully benefiting from the investment.

- **A mark of CX immaturity.** For those new to journey mapping, a single focused journey mapping project is an effective and quick way to introduce the tool to the organization, socialize the need for change, and gain buy-in from stakeholders. But more experienced CX pros don’t stop there. They reuse journey maps for multiple efforts, often combining them with other tools or activities to extend their utility well beyond the initial use.

JOURNEY MAPS ARE THE BACKBONE OF CX PROGRAMS

To get a better perspective on the full power of journey maps, we systematically analyzed more than 25 Forrester reports related to journey mapping practices, with some dating back to 2008 when we first started writing about the tool. We also conducted interviews with practitioners and clients to test assumptions, fill gaps, and validate findings.

What we found is journey maps are more than just a tool for mapping customer experiences. For advanced CX practitioners, what starts as a single-use tool expands to become a reusable asset that informs every aspect of an evolving CX program (see Figure 1).

We found best practices spanning six core activities. Journey maps help firms (see Figure 2):

1. Understand all the elements that comprise customer experiences.
2. Assess the performance of customer journeys.
3. Design customer-centric experiences.
4. Align employees and cultures to customer needs.

5. Plan and manage CX programs.

6. Inform the broader business agenda.

**Figure 1** CX Pros Can Extend Journey Maps To Support Every Aspect Of CX Programs

**Once a journey map is defined . . .**

Create a *customer journey map* that describes a customer’s interactions with a company.

. . . it can be augmented with additional data to drive different activities and types of analysis.

Add the customers’ *emotional perception* and *moments of truth* to understand their emotional journey and what matters most.

Define the *ecosystem* of people, processes, and tools that enable an experience to take place.

Add *measurement listening posts* to monitor the experience’s performance.

Assess the experience in terms of how well it delivers on the *brand promise*.

Prioritize and align *CX initiatives* to the customer journey.
Figure 2 Journey Mapping Best Practices Span Six Core Activities

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<td>Visually document a customer’s processes, needs, and perceptions over the course of her relationship with a company.</td>
<td>Make specific customer behaviors and values visible.</td>
<td>Assess strengths and weaknesses across the entire life cycle.</td>
<td>Improve existing experiences.</td>
<td>Cultivate customer empathy within the company.</td>
<td>Prioritize CX initiatives.</td>
<td>Nudge corporate funding decisions.</td>
</tr>
<tr>
<td>Core elements</td>
<td>Expose the ecosystem that enables a journey.</td>
<td>Evaluate the alignment of experiences to corporate imperatives.</td>
<td>Design new or future-state experiences.</td>
<td>Align employee hiring, training, and incentives with customer needs.</td>
<td>Plan measurement and customer research efforts.</td>
<td>Improve operational efficiency.</td>
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<tr>
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<td>Define the scope of CX initiatives.</td>
<td>Support adjacent corporate improvement efforts.</td>
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Journey maps provide a solid foundation . . . for understanding, assessing, and designing customer experiences . . . as well as aligning, planning, and informing CX management activities.

Source: Forrester Research, Inc.
Figure 2  Journey Mapping Best Practices Span Six Core Activities (Cont.)

2-2  Journey maps help understand, assess, and design customer experiences

- for understanding, assessing, and designing customer experiences -

1. Understand all the elements behind customer experiences

Make specific customer behaviors and values visible
- Add customer needs and wants.
- Add customer emotions (think/feel) and perception of the experience.
- Identify moments of truth or relationship builders/breakers.
- Quantify customer satisfaction, pain, or effort for journey steps.
- Identify and understand pricing decision points in the journey.
- Overlay existing research insights and customer data (e.g., bring it to life, put it in context).

Expose the ecosystem that enables a journey
- Document the expanded customer journey (beyond the scope of what the company manages or controls).
- Identify ecosystem stakeholders and participants (e.g., RACI).
- Add policies, regulations.
- Map supporting core services, transactions, or queries.
- Identify supporting IT systems, infrastructure, and databases.
- Add external forces and governing or regulatory bodies.

2. Assess the performance of customer journeys

Assess strengths and weaknesses across the entire life cycle
- Define strengths and weaknesses or best practices in the journey.
- Conduct life-cycle analysis to identify service gaps.
- Compare customer perceptions with internal perceptions of the experience.

Evaluate the alignment of experiences to corporate imperatives
- Gauge journey adherence to and impact on brand guidelines.
- Evaluate touchpoint experience alignment with CX strategy.
- Assess alignment with corporate mission, vision, or values statements.

Assess the impact of competitive and market changes
- Map a competitor’s journey to compare and contrast.
- Map the impact of emerging technologies on the journey.

3. Design customer-centric experiences

Improve existing experiences
- Find and fix problems in existing journeys.
- Document known or new pain points or issues that need fixing.
- Identify root causes for pain points or problems in the journey.
- Optimize touchpoint performance.

Design new or future-state experiences
- Create a future-state experience or vision.
- Co-create an experience or solution with customers or stakeholders.
- Highlight ways to reinforce or enhance the brand at each touchpoint.
- Identify differentiation opportunities.

Plan cross-touchpoint interactions
- Identify touchpoints that involve cross-channel handoffs.
- Flag cross-channel disconnects.
- Integrate new channels or touchpoints into the journey.
- Prioritize cross-channel or touchpoint handoff development efforts.

Develop implementation plans for CX initiatives
- Conduct a gap analysis for journey changes or improvements.
- Identify data dependencies and ownership issues.
- Identify groups or teams that need additional support to deliver the desired experience.

Source: Forrester Research, Inc.
**Figure 2** Journey Mapping Best Practices Span Six Core Activities (Cont.)

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**2-3 Journey maps support multiple CX program management activities**

**4. Align employees and cultures to customer needs**

*Cultivate customer empathy within your company*
- Develop a common language or shared understanding of the customer experience.
- Create customer empathy.
- Socialize the need for customer centricity (e.g., motivate employees, create a burning platform).

*Align employee hiring, training, and incentives with customer needs*
- Demonstrate changed or desired behaviors (e.g., storytelling).
- Inform and guide hiring and training efforts.
- Adjust or align employee and partner rewards, compensation, and incentives.

**5. Plan and manage customer experience programs**

*Prioritize CX initiatives*
- Establish scoring criteria.
- Evaluate opportunities.
- Create a balanced portfolio of CX initiatives/investments (e.g., quick-wins, long-term investments).
- Build a road map of CX initiatives.
- Build a business case for CX initiatives.
- Communicate CX efforts to senior management.
- Secure executive buy-in/support.

*Plan measurement and customer research efforts*
- Identify gaps in customer understanding and plan future research efforts.
- Define how to measure success in customer terms.
- Identify and plan for where and what data to collect.
- Build real-time data dashboard to monitor progress over time.
- Set up early warning systems for identifying emergent customer issues.

**6. Inform the broader business agenda**

*Nudge corporate funding decisions*
- Assess program/initiative alignment with areas of customer need or importance.
- Show the alignment of programs or initiatives on the customer journey.

*Improve operational efficiency*
- Identify cross-organization redundancies or efficiencies (e.g., overlapping efforts).
- Streamline cross-organization communication.

*Support adjacent corporate improvement efforts*
- Provide input into other improvement efforts or processes such as Lean, Agile, and Six Sigma.

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**Define the scope of CX initiatives**
- Establish accountability and ownership of journey steps and/or CX initiatives.
- Influence independent teams to focus on strategic areas or problems.
- Align external partners’ efforts on CX objectives (e.g., right customers or outcomes).
1. Understand All The Elements That Comprise Customer Experiences

Adding customer thoughts, feelings, and needs to journey maps is a common and effective technique for getting a general sense of the customer’s journey. But CX professionals can gain deeper insights and actionable data by tailoring the content of journeys to discrete purposes. These efforts:

- **Make specific customer behaviors and values visible.** Targeted data on behaviors, values, or motivations can help drive new uses for journey maps. Emirates airlines identified “relationship makers” and “relationship breakers” in its customer journey map, enabling it to collect customer preference data at those points to better serve customers in the future. Citrix identified touchpoints in its customer journey where price plays a significant role such as cancellations. EMC Consulting added key customer questions and the ideal emotions evoked at each step in a travel journey.

- **Expose the ecosystem that enables a journey.** Forrester advocates ecosystem mapping, which identifies the people, processes, and systems that support customer journeys. Depending on the goal, however, different types of information may be required. Andrew Reise Consulting developed a framework called “PAID” (process, application, integration, and data) to isolate specifically the back-end systems and data involved in delivering or supporting a customer journey (see Figure 3). By using the framework, teams have a structured and comprehensive way to think through the systems and data that enable experiences. When applied to future-state journeys, this approach highlights real-world issue and gaps in the current architecture and shows where systems need to change.
2. Assess The Performance Of Customer Journeys

By using journey maps as a way to assess the current state of journeys, companies reveal problems to fix and highpoints that can serve as models for other efforts as well as bring rigor to resource allocation and prioritization efforts. Used in this manner, journey maps help CX pros:

- **Assess strengths and weaknesses across the entire life cycle.** Assessing customer journeys isn’t just about finding problems that need fixing. It’s also about identifying successes. For example, Carlson Marketing identifies best practices on its journey maps with a blue ribbon icon. By highlighting best practices in this manner, Carlson Marketing provides examples that serve as models for future improvement efforts and celebrates its successes.

- **Evaluate the alignment of experiences to corporate imperatives.** To ensure that it was staying true to its brand promise, PNC Bank held a workshop with internal stakeholders to assess how well two of its customer journeys aligned with its brand strategy. The assessment revealed how well the overall journey reinforced its brand strategy, along with areas where it was especially good at reinforcing the brand and those that offered the greatest opportunity for improvement.
- **Assess the impact of competitive and market changes.** Workspace mobility firm Citrix uses journey mapping as a way to benchmark its product experience against the competition. By mapping out customer journeys such as the trial sign-up and launch process for its products and its competitors', it compared each journey side by side, identifying where it was doing well and where it fell short regarding its competitors' offerings.

3. **Design Customer-Centric Experiences**

Fewer than one-third of CX pros said that they consistently conduct observational research on customers, document customer insights to make them easily sharable (e.g., create personas), or map interactions from a customer perspective. Without this understanding baked into the design process, CX efforts can easily go off track. Journey maps provide an effective way for teams to stay customer-focused, as they:

- **Improve existing experiences.** Existing customer journeys are ripe with opportunities to find and fix problems — that's why it's one of the most popular uses for journey maps and the starting point for many CX pros. UK home improvement retailer B&Q used journey maps to improve its process for registering on its site and signing up for emails and increased its “conversion to sign-up” metric threefold. UK energy utility E.On used journey maps to improve its new-employee onboarding process by focusing on key moments leading up to and during employees' first 10 weeks when new employees needed to feel engaged and reassured. The result: These changes and others helped increase the Net Promoter Score for E.On's shared services organization by 99 points in the span of three years.

- **Design new or future-state experiences.** Vacation agency TUI Travel worked with SapientNitro to create a future-state journey map that explores how emerging technologies can transform the holiday vacation experience. Throughout the journey, they identified scenarios for how technology could improve online, offline, and on-site touchpoints as well as the experience across multiple steps in the journey. For example, the team explored how digital wallet capabilities could help customers plan their vacation budget and pay for items at the resort.

- **Plan cross-touchpoint interactions.** B&Q used personas to identify where cross-touchpoint experiences were most likely rather than trying to accommodate every possible transition that occurs during the customer journey. For example, by understanding the behaviors of its persona for do-it-yourself enthusiasts seeking inspiration, B&Q knew that it needed to support cross-channel transitions from its YouTube video tips to its website project pages and its in-store lesson reservation site.

- **Develop implementation plans for CX initiatives.** United Parcel Service (UPS) used a journey map augmented with information on the touchpoint ecosystem to create assets the organization needed to implement a new customer experience vision. This included process maps that
documented actions and responsibilities for various departments, consumer objectives at each touchpoint, experience owners, metrics for measuring the experience, and requirements in terms of employees, data, processes, and infrastructure.

4. Align Employees And Cultures To Customer Needs

When it comes to hiring and training customer-centric employees, most companies come up short. Only 17% of CX pros we surveyed said that their companies consistently screen candidates for customer-centric values as part of the hiring process, and 17% said that their companies don’t consistently screen for customer-centric skills needed to deliver the CX strategy in the hiring process. And when it comes to training, only 21% of companies consistently provide employee training to ensure delivery of the company’s CX strategy. Journey maps are an effective and proven tool that CX pros can use to:

- **Cultivate customer empathy within the company.** Blue Cross Blue Shield of Michigan exposed thousands of employees to its customers’ experiences by incorporating journey maps into persona rooms. Consumers Energy trained more than 150 new interns on customer journey mapping techniques during its onboarding process and challenged them to put what they learned into action. Capital One puts its journey maps up in conference rooms dedicated to CX improvement initiatives, keeping the customer top of mind as teams work to resolve issues. United Healthcare gives poster-sized journey maps to all managers along with cards describing customer goals and issues and instructions on how to use the journey map for improvement projects.

- **Align employee hiring, training, and incentives with customer needs.** With the volume and cost of handling complaints on the rise, Barclays Africa knew that it had to do a better job at delivering friendly and effective service across its 1,636 branches in 12 countries. To remedy the situation, the bank used journey maps as a way to identify existing and desired behaviors, facilitate training, and run coaching sessions as part of its onboarding and existing employee training sessions. The success of the program has been significant: Customer complaints have declined 18% year-to-date with a 44% year-on-year increase in compliments.

5. Plan And Manage CX Programs

CX leaders are tasked with a dizzying array of responsibilities — identifying and prioritizing improvement initiatives, building business cases, tracking initiatives as they go from concept to implementation, building measurement programs, and more. While journey maps are not typically associated with managing the operational aspects of CX programs, they can play a crucial role in helping CX leaders perform these tasks. Leading CX professionals use journey maps to:

- **Prioritize CX initiatives.** Citrix brings rigor to the process of selecting customer journeys to map by creating a “journey canvas.” These canvases, created in 60-minute virtual workshops with stakeholders, list every potential journey it can map for a product along with its emotional
importance to customers and whether it’s a “delight” or “pain” today. After validating the data with customers, Citrix maps the journeys that will have the biggest impact for customers. In addition to avoiding misdirected time investments, this approach increases cross-functional alignment and a shared sense of perspective.

- **Plan measurement and customer research efforts.** In a recent Forrester journey mapping workshop for multimedia retailer QVC, participants mapped two customer journeys to design a CX measurement system. For each step in the journey, the team identified the customer’s quality expectations and used them to define perception and operational metrics. As an added bonus, because the team members responsible for customer insights participated in the workshop, they were able to quickly reassess the metrics their surveys were tracking.

- **Define the scope of CX initiatives.** Scientific, medical, and technical publisher Elsevier used journey maps as a primary input into the Lean “Strategy A3” templates it used to scope and track CX initiatives. The journey maps, along with the root-cause analysis it performed on the issues it identified, helped Elsevier define and prioritize goals. It also used the maps to identify follow-up and unresolved issues to explore further. In some cases, Elsevier was able to use the journey maps to identify project team members and the appropriate owner for the initiative.

### 6. Inform The Broader Business Agenda

CX teams are never the only group tasked with deciding on improvement efforts or making project funding decisions in a company. And frequently, these decisions made by other business owners don’t consider the impact on the customer experience. Indeed, only 32% of CX professional said that their company consistently considers the impact to customer experience as a criterion for making business decisions. That’s why CX professionals use journey maps to inject customer centricity into these activities to:

- **Nudge corporate funding decisions.** Transportation services firm Penske evaluates improvement initiatives for CX, human resources, IT, marketing, and other groups based on how well they align to customer journeys. Projects get one point if they align to a moment of truth, two points if they align to a pain point, and three points if both. This approach ensures resources, funding, and priority go to efforts that directly affect the customer experience. As Mark Oliver, Penske’s senior vice president of customer experience and chief customer officer, put it, “There’s a lot of appetite at the senior level to do things like this, so we have an objective mechanism that is focused on customer growth and retention.”

- **Improve operational efficiency.** By overlaying all improvement initiatives on journey maps, companies gain valuable insight into not only where the company as a whole is focusing its energy but also where multiple initiatives overlap or, worse, are redundant. Eliminating these
inefficiencies and building lines of communications between related initiatives results in a more efficient and effective use of scarce resources. Further, the insights gained help CX pros focus their own improvement efforts on neglected areas that are in need of help.

- **Support adjacent corporate improvement efforts.** Office Depot’s and Wells Fargo’s CX teams share customer journey maps with Lean and Six Sigma teams as a way to expand their view of process mapping and bring in some of the emotional attributes that often go overlooked in traditional process mapping efforts. In companies that employ Agile development methods, journey maps provide fertile ground for defining and providing context for user stories.

### WHAT IT MEANS

**JOURNEY MAPS GUIDE OUTSIDE-IN COMPANIES**

As journey maps become embedded in a company’s culture, employee’s attitudes toward organizational design and management will change. Journey maps function as a lens through which employees view their company from the perspective of the customer, cutting through organizational silos and structures. As a result, they force employees to remake organizations in terms of the experiences delivered and not how they are managed or executed. This shift in worldview will raise fundamental questions on how to manage companies, organize people, and define their roles:

- **Journey maps become the new executive dashboard.** Monitoring the performance of a process or activity without the broader context of how it affects the customer experience risks becoming misguided measurement. The customer-first nature of journey maps make them a natural fit as dashboards for monitoring a company’s performance. Generic dashboards and scorecards will be replaced by instrumented journey maps that update in real time. Journey mapping applications such as Mulberry Consulting’s CI Map, Tandemseven’s UX360, and Touchpoint Dashboard expand their executive dashboard capabilities and market focus to include executives and business managers.

- **Companies reorganize themselves around journeys.** Mapping a journey’s touchpoint ecosystem reveals the people, processes, tools, and relationships involved in delivering experiences. Often, fixing broken journeys means repairing and strengthening the connections between people and systems. Over time as these repairs multiply, they slowly transform organizations from operational silos into a series of matrixed teams, each responsible for specific steps or phases in journeys. As a result, companies come to view the customer journey as a primary tenet in their organizational design. Leading companies begin rethinking their organization’s design from an outside-in perspective leading to entirely new structures.

- **CEOs become the new chief experience officer.** Transforming a company from an inside-out organization into an outside-in organization cannot be accomplished by middle managers alone. Only the CEO and the CEO’s staff are empowered to make the transformational changes.
required to break apart silos, reallocate resources, and alter incentive structures companywide. In the past, these decisions were made based on internal criteria. But today, they need to be considered in light of their impact on the customer experience. In the age of the customer, CEOs need to recognize that the design of their organization is not agnostic to the services and products it delivers to customers. They are intricately tied to one another. As such, the CEO will be the chief experience officer in the age of the customer.

**SUPPLEMENTAL MATERIAL**

Forrester fielded its Q4 2012 Global Customer Experience Peer Research Panel Online Survey to 100 CX professionals from our ongoing Marketing & Strategy Research Panel. The panel consists of volunteers who join on the basis of interest and familiarity with specific marketing and strategy topics. For quality assurance, panelists are required to provide contact information and answer basic questions about their firms’ revenue and budgets.

Forrester fielded the survey from October 2012 to December 2012. Respondent incentives included a copy of a report resulting from this data.

Exact sample sizes are provided in this report on a question-by-question basis. Panels are not guaranteed to be representative of the population. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

**Companies Interviewed For This Report**

Andrew Reise Consulting     Fidelity  
Banamex                       Mulberry Consulting  
Citrix                         Penske  
Consumers Energy               PNC Bank  
Elsevier                       Schneider Electric

**ENDNOTES**


2 Forrester clients tell us that they’re eager to use customer journey maps because they see the documents as ideal tools to analyze and communicate their customers’ perspectives on the interactions they deliver. However, even enthusiastic organizations sometimes struggle to determine the objectives they should pursue with customer journey mapping. See the April 24, 2012, “Customer Journey Mapping: What Is It For?” report.
The costs for journey mapping efforts can vary greatly depending on the scope and complexity. In conversations with CX professionals, we heard estimates that ranged from $20,000 at the low end to $200,000 or more at the high end. Some of the key factors driving the range in cost include the complexity of the journey itself, the availability of existing research, the type of customer research performed (e.g., interviews, ethnographic research), the number of customers involved, the size and scope of the journey validation effort, the level of client participation, and whether or not client training was included.

To ensure journey mapping efforts are successful, companies need to secure commitment early on, follow a customer-centric path, and embed the maps in decision making processes. See the July 27, 2012, “How To Get Value From Customer Journey Maps” report.

As Emirates expanded rapidly, adding thousands of employees yearly to its multicultural workforce, the airline faced a challenge to consistently meet or exceed customer expectations. See the March 25, 2013, “Case Study: Emirates Uses Customer Journey Maps To Keep The Brand On Course” report.

Pricing can make or break customer experiences. However, most voice of the customer (VoC) programs don’t deliver comprehensive data on customers’ perception of pricing. See the February 21, 2013, “How CX Professionals Can Use VoC To Surface Pricing Issues” report.

When executed well, customer journey maps can help customer experience professionals plan improvement projects and communicate with employees across their organizations. Unfortunately, journey maps often fall short due to missing content, overwhelming detail, and poor visual design. Based on Forrester’s existing research, our analysis of current customer journey maps, and the input of leading practitioners, we developed a simple methodology to assess the effectiveness of journey map deliverables. See the October 15, 2010, “Assess The Effectiveness Of Your Customer Journey Map” report.

Even companies that make customer experience a strategic priority struggle to implement major long-lasting improvements. That’s because they fail to connect behind-the-scenes activities to customer interactions. These firms need a new approach to customer experience management: one that considers the influence of every single employee and external partner on every single customer interaction. Forrester calls this complex set of relationships the customer experience ecosystem. See the February 28, 2013, “The Customer Experience Ecosystem” report.

To ensure journey maps get used, Forrester recommends widely sharing. To do this successfully, CX pros should involve stakeholders in the process, highlight key strengths, and use the organization’s native language. See the February 5, 2010, “Mapping The Customer Journey” report.


Source: Interview with Saul Gurdus, Citrix VP of customer experience, and Justin Zacks, senior lead program manager, on March 17, 2014.


Forrester clients tell us that they’re eager to use customer journey maps because they see the documents as ideal tools to understand and improve customer interactions. See the April 24, 2012, “Customer Journey Mapping: What Is It For?” report.
Journey mapping can be used to understand how satisfied internal customers, namely employees, are with company services. See the April 24, 2012, “Customer Journey Mapping: What Is It For?” report.


Customer journey maps are powerful tools for envisioning new customer experiences. See the April 9, 2013, “Tools For Mastering The Customer Experience Ecosystem” report.

With the growing number of touchpoints customers interact with, supporting every possible cross-touchpoint journey is not practical. That's why companies need to focus on optimizing cross-touchpoint experiences rather than individual touchpoints. See the March 26, 2014, “Manage The Cross-Touchpoint Customer Journey” report.

Journey map data is a valuable asset for informing customer-centric change initiatives. See the April 9, 2013, “Tools For Mastering The Customer Experience Ecosystem” report.


At Forrester’s Forum For Customer Experience Professionals 2013, we announced the winners of our first annual Outside In Awards. The awards recognize organizations that excel at the practices needed for planning, creating, and managing a great customer experience. In the Customer Understanding category, Blue Cross Blue Shield of Michigan (BCBSM) emerged as the winner. See the October 1, 2013, “Lessons In Customer Understanding From Forrester’s 2013 Outside In Award Winners” report.

One way to help employees and partners keep the customer top of mind when discussing experiences is to post journey maps in easily viewable locations. It may seem low-tech, but it can be very effective. See the February 28, 2013, “The Customer Experience Ecosystem” report.


Companies can become more customer-centric by hiring employees who inherently want to serve customers and then getting them off to the right start. See the November 20, 2013, “How To Hire And Onboard Customer-Centric Employees” report.


Source: Interview with Saul Gurdus, Citrix VP of customer experience, and Justin Zacks, senior lead program manager, on March 17, 2014.
27 Source: Forrester customer experience measurement essentials workshop with QVC on March 10, 2014.

28 For more on the Lean A3 Strategy form template, please refer to the Lean Enterprise Institute site. Source: Lean Enterprise Institute (https://www.lean.org/common/display/?o=895).


30 Source: Interview with Mark Oliver, Penske senior VP of customer experience and CCO, on March 3, 2014.

31 Customer experience pros aren't the only people charged with improving the business. Connecting with Lean and Six Sigma teams is a way to ensure that all of a firm's improvement efforts are aligned. See the December 19, 2012, “Reinvent Customer Experience” report.
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Forrester Focuses On Customer Experience Professionals

To improve the perceived quality of customer interactions with your company, you must leverage emerging digital technologies and lead enterprisewide customer experience transformations. Forrester helps you create forward-thinking strategies to justify decisions and optimize your individual, team, and corporate performance.

« CARL ERICKSON, client persona representing Customer Experience Professionals

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