

# Course of Digital Management Consulting

## *An overview on Customer Journey*

These slides are a synthesis of a presentation  
by Prof. Costanza Nosi  
for her «Web Marketing and Digital Advertising» course

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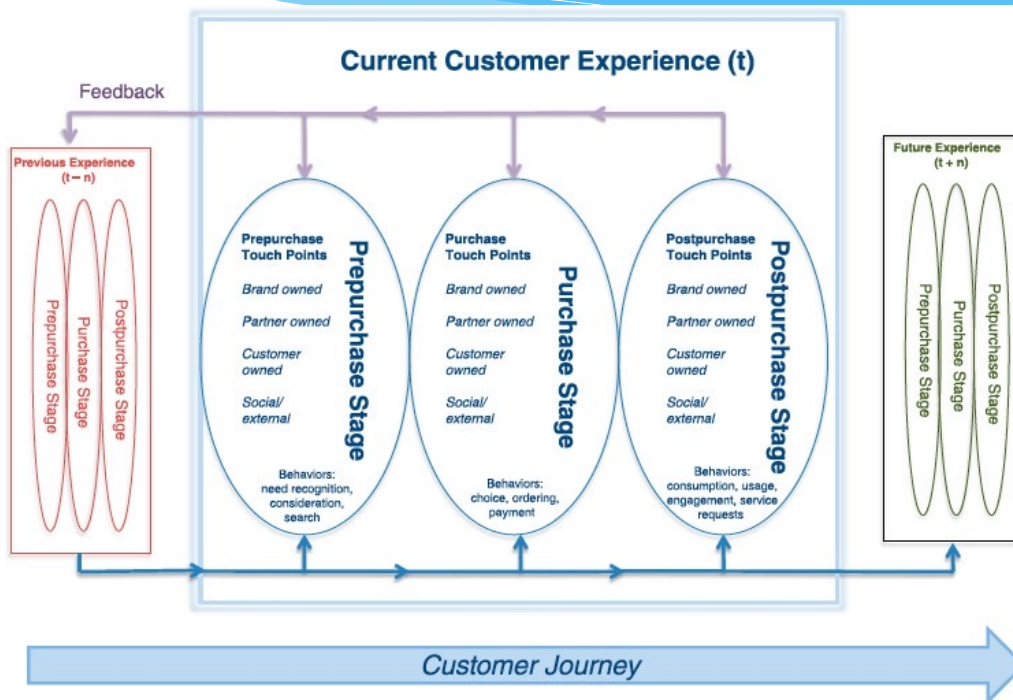
### Agenda

- Customer experience
- Customer centricity and personas
- Customer journey mapping

#### Useful references:

- Nine sample customer journey maps – and what we can learn from them  
<https://www.mycustomer.com/customer-experience/engagement/nine-sample-customer-journey-maps-and-what-we-can-learn-from-them>
- Using Customer Journey Maps to Improve Customer Experience  
<https://hbr.org/2010/11/using-customer-journey-maps-to>

# The model of the customer journey



## The Customer Journey

- ❑ Customer journey sits at the intersection of **user experience design, customer experience management and design thinking**.
- ❑ Customer journey maps are useful because they help **visualize the interconnectedness of modern cross-channel customer experiences**.

# Customer Experience phases

Customer Experience is a **multidimensional construct** focusing on a customer's **cognitive, emotional, behavioral, sensorial, and social** responses to a firm's offerings during the customer's entire purchase journey

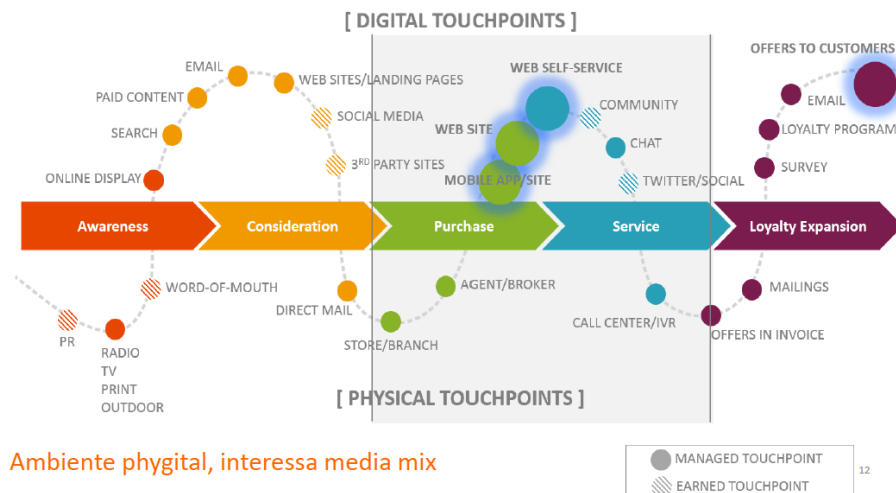
- **Pre-purchase:** encompasses all aspects of the customer's interaction with the brand, category, and environment before a purchase transaction
- **Purchase:** covers all customer interactions with the brand and its environment during the purchase event itself
- **Post-purchase:** encompasses customer interactions with the brand and its environment following the actual purchase. This stage includes behaviors such as usage and consumption, post-purchase engagement, and service requests.

## What should firms do?

- Seek to understand both the **firm and customer perspectives** of the purchase journey, identifying key aspects in each stage.
- Begin to identify the specific **elements or touch points** that occur throughout the journey.
- Attempt to identify specific **trigger points** that lead customers to continue or discontinue in their purchase journey

# Touch points

- Within the customer journey, existing studies suggest that **different customer touch points** can be identified
- Depending on the nature of the product/service or the customer's own journey, **the strength or importance** of each touch point category may differ in each stage



# Customer centricity

- Approach that centers on understanding and delivering value to **individual customers** rather than mass or target markets
- This is why today we talk about **PERSONAS**

*personas help companies design solutions that solve **customer** problems*

*vs solutions that solve the **businesses** problems*

# BUYER PERSONAS

- A buyer persona is a **fictionalized characterization** of your best customer(s) based on information about them and how they use the product or service.
- These descriptions **mirror various market segments**, with names to match the type of buyer.

## WHY IS IT USEFUL?

- Personas help better understand what customers are:
  - ✧ Thinking
  - ✧ Feeling
  - ✧ Concerned about
  - ✧ Hoping
  - ✧ Expecting
  - ✧ Planning
  - ✧ Believing

Based on that information companies can then **customize different marketing campaigns** to speak directly to the different segments of the market, or personas.

# BUILDING PERSONAS

- ❑ **Demographics** – age, gender, income level, education
- ❑ **Psychographics** – attitudes, beliefs, personality
- ❑ **Why** they bought your product – what primary purpose
- ❑ **Where** they bought your product – in a retail store, online, at a discounter
- ❑ **How** your product is used – what functions are most important to them
- ❑ **What solutions** it provides – how does it enhance their life or challenges does it solve
- ❑ **How often** they buy it
- ❑ **Objections** – why would they consider not buying it
- ❑ **Communication preferences** – is text the only way they communicate or do they prefer email or phone

## Examples of PERSONAS

**PERSONA PROFILE**

**STEVE, 47**

**Who is he?**

- CEO of large financial company worth € 85 million.
- Has been in this role for ten years.
- He is an innovator and isn't afraid to take risks.
- He likes to communicate via email or face-to-face. He is on LinkedIn and Twitter.
- He reads financial and economic publications and attends financial conferences.

**How he finds us**

- He was referred onto by someone he trusts.
- He comes to the website at the beginning of his buying journey.
- He isn't interested in using the information on the site beyond research.

**Pain points**

- The size of the service team is very important to him.
- There are five other people involved in the buying decision.
- He wants a competitive price with strong experience.

**What he wants to know**

- Latest projects
- Expertise
- He is looking for a partner-led approach
- Testimonials
- Awards

**What he doesn't want**

- He doesn't want to pay large fees. Value for money is important.

**Why he buys from us?**

Price and Expertise


**SERVICE TEAMS**

**BRIGHTSPARK Consulting**

# Examples of PERSONAS

## Persona Detail

**Karla Kruger**



**Scenario**  
Karla is a 41 year old woman living in New York City. She is expecting a baby, and has recently consulted with a dermatologist and aesthetician on product dos and don'ts during pregnancy.

**Social Profile**  
Karla enthusiastically shares beauty tips and product knowledge with friends and family. She is heavily influenced by the opinions of other people like her, and the recommendations of beauty experts.

**Product Philosophy**  
Karla believes in purity and simplicity. She wants products that feel natural and leave her skin healthy and acne free. She seeks out advice on how to simplify her regime while staying youthful.

**Beauty Regimen**  
Her everyday morning regimen only takes a few minutes. This time strapped New Yorker likes that her regimen is fast and has few steps. She always washes her face before bed, sometimes using moisturizers before bed as well. When she is feeling creative, she wears special color makeup kept under her bathroom sink. Confusing products that adds steps end up in the boneyard.

**Media Consumption**  
This beauty conscious mom loves to read about the latest trends and research new products. Magazines and review sites are her go to for discovering new product and learning how to use them.

**Price Sensitivity**  
Budget ————— Luxury

**Social Influence**  
Quiet Consumer ————— Enthusiastic Sharer

**Interest in New Products**  
Only When Needed ————— Always Looking

**Importance of Beauty**  
Uninterested ————— Beauty Expert

**Brand Loyalty**  
Mix & Match ————— One Line

**Key Characteristics**

- Pregnant / New Mom
- Family Oriented
- Health Conscious
- Urban Resident

**Goals**

- Save time in her regime
- Look youthful
- Avoid cosmetic procedures

**Pain Points**

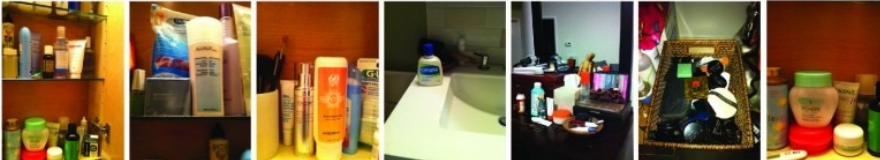
- Suffered from acne
- Dry skin in the winter
- Little free time
- Budget conscious

**Media Consumption**

BirchBox.com      Sephora.com

Allure      Marie Claire      Glamour

CLARINS      Kiehl's      sesderma      Cetaphil      CLINIQUE      ORIGINS      SHISEIDO



## Mapping the customer journey

- ❑ In a **customer journey analysis**,
- ❑ firms focus on how **customers interact with multiple touch points**,
- ❑ moving from **consideration, search, and purchase to post-purchase, consumption, and future engagement or repurchase**.
- ❑ The goals of the analysis are to **describe this journey and understand the customer's options and choices for touch points** in multiple purchase phases

# Mapping the customer journey

- A customer journey map **tells the story** of a customer's experience with your marketing, product or service over time.
- The most common presentation of the journey map is in a **large format diagram** that puts the journey into a **linear timeline**.
- This type of diagram **simplifies the complexity** of a real customer journey so that general insights can be drawn out and improvements made.

## Steps to create a customer journey map:

### SCOPING

- The first step in defining a customer journey is to determine the **customer or audience segment** that you want to focus on and what **stages of their journey** you want to cover.
- Focus on a **narrow audience** and then go wide in terms of covering the experience stages, so you can capture a holistic view of the journey.
- It can be useful to use **customer archetypes, personas or target segments** as a starting point for your journey mapping.



## Steps to create a customer journey map:

# RESEARCH

It's based on robust **qualitative and quantitative research**

- Qualitative, explorative phase
- Quantitative, confirmation of hypotheses

Classification criteria	Types		
Methodology	Qualitative	Quantitative	Both
Investigated subjects	Only customers	Customers and front office	Customers, front office & other personnel
Submission channel	Non web	Web-enabled	Web-centric
Time	Real time	Retrospective	Both
Time interval of the research	Una tantum	Longitudinal	
Objectives	Mapping & design	Mapping, design & innovation	Mapping, design, innovation & performance measurement

## Steps to create a customer journey map:

# ANALYSIS

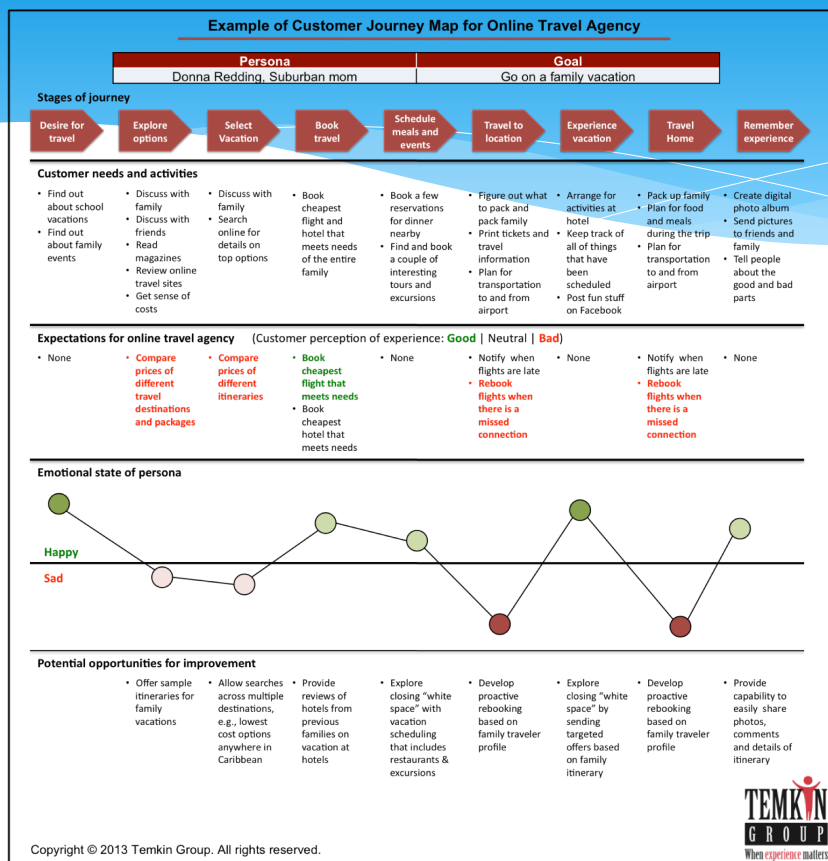
- Consolidate a high number of touchpoints into a more focused thread containing the **key customer journeys**.
- Selecting the most representative journeys and building them into a **coherent narrative** that moves realistically from step to step.
- The goal is to build a **connected series of triggers, reactions and emotional states** that credibly flow from one into another in a linear sequence.

# Steps to create a customer journey map:

## INSIGHTS

- Once you have the core narrative down, it's worth taking the time to explicitly dive into the **wants, needs and fears** that are present for your audience at each stage.
- Adding a cognitive layer to the journey is a way of forcing the company to **empathize with their audience**.
- A useful way to break down the cognitive layer is by looking at what the audience is **doing, thinking and feeling at each stage**.
- A key tool for increasing empathy is to map out any **pain points and friction** that occurs for customers during their journey.
- Collect the various touchpoints into **logical stages** that group nicely together.

## Example travel agency



# Layers in a customer journey map 1

- **Phases:** What broad stages does the journey fit into? These are usually clusters of similar tasks that relate to the same goal.
- **Tasks:** What are the physical actions that the user takes to move from one stage to the next?
- **Touchpoints:** What are the ways that the user interacts with your brand?
- **Channels:** How are the communications or content delivered to the audience? What are the key messages to deliver through the communications channels?
- **Expectations:** What is the user expecting from this step in the journey?
- **Emotions:** How is the user feeling during this stage? What are they thinking? What are their wants, needs or fears during this part of the journey?
- **Motivations:** What job is the user trying to get done?

# Layers in a customer journey map 2

- **Questions:** A great way to create empathy for points of uncertainty is to focus on what questions a user has at each stage in the process. What are they unsure about and what do they want to know?
- **Obstacles:** What pain points and blockers could prevent the user from progressing? What is adding friction or not working in the way it is expected to?
- **External influences:** What is outside our control that could influence how the user experiences this step and whether they move forward?
- **Data:** What data are we collecting at this stage? What data could support or improve the movement to the next step?
- **Technology:** What systems and processes are needed to deliver or improve this step?
- **Recommendations:** What are the problems and opportunities that we have identified to improve this step?
- **Objectives:** What goals, metrics and KPIs do we want to set for ourselves to measure the success of this step in the journey?

# COVID impact on retail companies

- Due to the pandemic, challenged by the costs of recovering from the virus closures, innumerable companies are shutting down their stores, **claiming that they will mainly rely on e-commerce in the future.**
  - Pier 1 Imports 936 stores,
  - GameStop 320 stores,
  - J.C. Penney 204 stores,
  - Gap 230 stores only in the United States
  - Zara nearly 1,200 stores worldwide
- Consumers require additional and more accurate **in-store services**. **Store hygiene** will become a must, forcing companies to reconceive atmospherics (interior cleaning, light, and scents) and provide materials (masks, gloves, and hand sanitizers) to reassure customers
- **In-store traffic** will represent a major issue and internal layouts have to be adjusted to avoid **overcrowding**

## Digital Transformation of the customer journey

Digital technologies are being used to radically redesign the customer journey

Digital technologies should be used **to reduce time spent in stores and speed up buying processes:**

- click-and-collect methods,
- GPS-based apps to help consumers with in-store navigation and smartphone-enabled
- self-payment checkouts to reduce contact with sales personnel.
- Artificial Intelligence help consumers to choose merchandise and provide innovative solutions based on Augmented Reality

As a result a highly digitized shopping experience