

*Experts in
Business to
Business
Customer
Engagement*

Customer Journey Mapping

What if you could know exactly what your customers experience when they interact with your company? Now you can.

Signorelli Consulting Group, Inc.

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Consulting Group

Do You Know What Your Customers Experience?

What if you could know exactly what your customers experience when they interact with your company? And, what if you could map into that experience the marketing, sales, and service activities that precisely meet customer needs and expectations?

You can. Customer journey mapping is the foundation of that kind of effort.

Customer journey mapping is a tool used to provide insight into what your customers or clients experience from the beginning of their engagement with your organization to the very end, and it shows it to you from *their* perspective.

Frequently used as the foundation for building an improved customer engagement process, customer journey mapping helps ensure you have the best practices in place to attract new clients, better satisfy existing ones, and increase the likelihood of them buying from your organization again.

What You Will Learn From This White Paper



You'll learn what you need to know in order to design a successful customer journey mapping process for your organization, including:

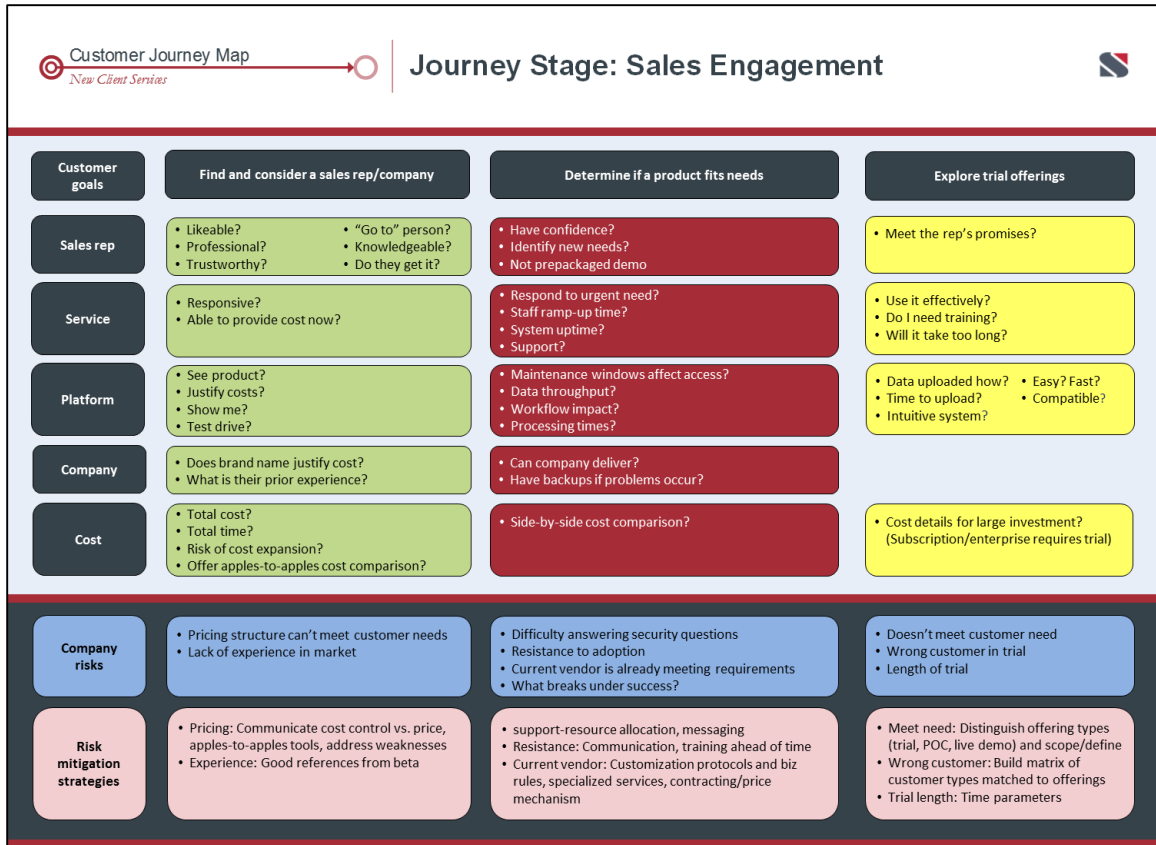
- ✓ The Benefits of Customer Journey Mapping
- ✓ Three Research Approaches for Preparing Customer Journey Maps
- ✓ What You Should Expect to Learn From Customer Journey Mapping

What Does a Customer Journey Map Look Like?

Customer journey maps come in many shapes and sizes. Some are detailed and point to executional steps. Others are very high level, and used to stimulate creative thought and problem solving.

One the next page you'll see an actual customer journey map from the sales engagement stage of the customer journey. This map is laid out for inclusion in a formal presentation, but whether formal or informal, it's vitally important that all journey maps be easy to read and decipher by stakeholders throughout your organization.





Benefit of Customer Journey Mapping

Customer journey mapping provides a means to harness the collective energy of an organization and direct it towards better serving and enhancing the customer experience. Benefits include:

Benefit 1: Getting Everyone on the Same Page

First, the customer journey mapping process enables you to get everyone in your organization on the same page, anchored and focused on what matters – the customer experience – in order to better meet your customers’ needs.

One advantage of the mapping process is that it requires bringing together individuals from key departments and functions from throughout your organization, frequently including: marketing, sales, service, product development, and other core operational areas. By bringing everyone together to focus on the customer experience process, it helps build alignment and ensures your entire organization’s key departments clearly understand how interconnected they are, and how they need to work together in order to actually provide and improve upon that experience.

Customer journey mapping gets you focused on what matters—the customer experience.



Benefit 2: Putting an Objective Focus on the Customer


Second, a good customer journey map provides you with a detailed and objective assessment of what your customers are going through.

Rather than focusing on differences of opinion within your organization about the best way to serve your customers, customer journey maps enable you to focus on your customers in an objective way. These maps are based on research, with direct input from customers, in order to enable organizations to better understand their experiences, as well as opinions on what works and what doesn't, so that it can better meet their needs. Often times the objective nature of the mapping process can help organizations to come up with understandable answers to previously unresolved questions.

Benefit 3: Making Business Priorities Clear

Third, customer journey mapping enables organizations to see what the priority items really need to be in terms of enhancing customer engagement and customer experience.

Too often everything looks important, and it's hard to delineate between the top priorities of service managers versus those involved on the marketing side. When you put together a good customer journey map, universal priorities tend to fall into place. Investments can then be allocated appropriately to where the biggest bang for the buck is going to be. Energy can be focused in the places where it needs to be instead of wasted; and timelines for product development can be altered or addressed should that become a necessary priority for the organization.



You can't
manage the
customer
experience if
you don't know
what it is.

The Customer Journey Mapping Process

Once you've taken a closer look at customer journey mapping and decided it's probably a good idea for your organization, the questions become: how is it done, and what does the process actually look like? Here are three ways to approach the process:

Approach 1: End-Customer Research

First, you can use end-customer research obtained through qualitative one-on-one interviews or even through a group debrief session.

The point here is to get actual customers into one-on-one interviews for an in-depth discussion of exactly what they experience when working with your company. This will provide insight into their workflow, questions, and concerns as they consider making a buying decision. These sessions provide deep insight into how the customer thinks and just what they are experiencing during the buying process. Direct end-customer research is typically the best way to get the deepest insights into what customers are experiencing. Most organizations that are launching new products into markets that they're unfamiliar with will undertake this research at some point.



Approach 2: Employee Debriefs – Product Experience

Second, you can debrief former customers who are now part of your organization. For example, if you're selling software to the pharmaceutical industry, chances are pretty good that somewhere in your organization are people who used to work in the pharmaceutical industry, and who would have past experience using the very class of products you're selling.

Having worked with similar products, and perhaps having even participated in the selection and buying process, these employees are an excellent – and often untapped – source for information into helping you understand exactly what customers in the industry were feeling, sensing, suffering, or thinking, as they considered purchasing a product similar to the one you're set on offering or are already offering to the market.

Starting with your own employees who have industry experience can be a very economical way to get started with good customer journey maps.

Approach 3: Employee Debriefs – Service, Sales, and Marketing

Third, you can debrief those within your organization who are closest to the customer you're targeting with your product.

You might choose to debrief the sales support team responsible for taking customer calls during the sales process, or you might include a salesperson or perhaps some of the marketing people who are taking calls from customers, or you might even choose to debrief your customer service representatives. Employees closest to the customer can have tremendous insight into what their pains and frustrations are with your service and/or product, particularly related to the implementation phase. Those in marketing and sales can also be excellent sources of insight into the customer decision-making process.

What Can I Expect from Customer Journey Mapping?

When you finish the customer journey mapping process, you'll be left not only with a newfound understanding of your customer, but also with easily documented and sharable information that covers all aspects of the customer's engagement with your organization from beginning to end.

A Better Understanding of Your Customer's Pre-Sale Needs

The actual maps themselves will differ depending upon which portion of the customer journey you're examining. For example, the sales and marketing portion of the journey examines things from a pre-sale customer viewpoint. It entails:

- ❑ Investigating how a customer recognizes that they have a need or problem
- ❑ How they consider various solutions
- ❑ The research they put in to determine which solution is preferable
- ❑ Their engagement with sales representatives and product demonstrations as they begin to decide which provider they want to purchase from

In other words, this portion of the mapping process would zero in on customers' needs, concerns, questions, and opportunities during the decision-making stage of the buying process.



A good map will document the process at the individual and organizational levels. It should include examining such things as resistances and blockages, or the real-world effects of internal systems and processes that need to be followed – information that adds tremendous value and insight when planning an organization’s targeted sales and marketing strategies.

A Better Understanding of Your Customer’s Post-Sale Needs

The single most important outcome is that your marketing and sales meets the customer’s needs exactly—both in content and in timing.

Once you’ve actually made your sale, your organization is going to be providing the buyer with either a product or a service. This may include installation of a new software product. It may include provision of a service, perhaps remotely or on-site. It may involve the shipping of goods and delivery of products into places where the customer has stipulated they should go. The list of possibilities is almost endless. In this post-sale phase, a good customer journey map documents what the thoughts and feelings of these customers are as they engage your product or service. It examines what their expectations are; whether those expectations are being met; if there are indications that the interaction is going well; while also providing examples of

situations where the sales process has gone wrong and perhaps even failed.

The Benefit of Insight

By obtaining fuller insight into the alignment of service and customer expectations, organizations can make objective determinations as to where their service and fulfillment processes need to be revised and optimized in order to exceed customer expectations throughout the entire pre-and post-sale process.

Summary

Customer journey mapping is a tremendous tool to help organizations focus on customer experience and determining how to enhance that experience in order to drive not only first-time sales but also repeat sales; ensure positive word-of-mouth referrals and references; and provide confirmation that the organization is effectively meeting customer expectations during their entire engagement. When the customer journey is well understood, organizations can effectively structure themselves around that understanding.

There are many versions and varieties of these maps. What’s right for you depends on what you are trying to accomplish.

Signorelli Consulting Group is expert in guiding clients through the development and creation of customer journey maps. We have experience in many industries and we’d be glad to help you with your project or answer any questions you may have about the process if you should be going through it at this time.

To contact Signorelli Consulting Group or to learn more about customer journey mapping, please email Tony Signorelli directly at: tony@signorelli.biz.





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Customer Engagement*

For further information on our services, see the white papers listed below, or reach out via phone or email. We look forward to speaking with you soon.

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➤ Supporting Medical Devices and Healthcare

(Click link for instant access)

- ❑ [*What to Do When the Sales Force Underperforms on Your Product*](#)
- ❑ [*From Physicians to IDNs: Building the Medical Device Sales Force of the Future*](#)

➤ Legal and Financial Technology and Information

(Click link for instant access)

- ❑ [*Beyond Thought Leadership: The Cutting Edge in Content Marketing Strategy*](#)

About the Author

Anthony Signorelli is President of Signorelli Consulting Group, Inc., an innovative leader in customer engagement, marketing effectiveness, and sales optimization. Using tools such as customer research, field organization assessment, process mapping, workflow analysis, customer journey mapping, and industry leading sales training methods, Signorelli helps corporate leaders get the most out of their sales force. From executive sales leadership, to product marketers and call center managers, clients rely on Signorelli to bring the insights necessary to keep their sales forces in line with the needs of a rapidly changing market. Find us on the web at: www.signorelli.biz.

