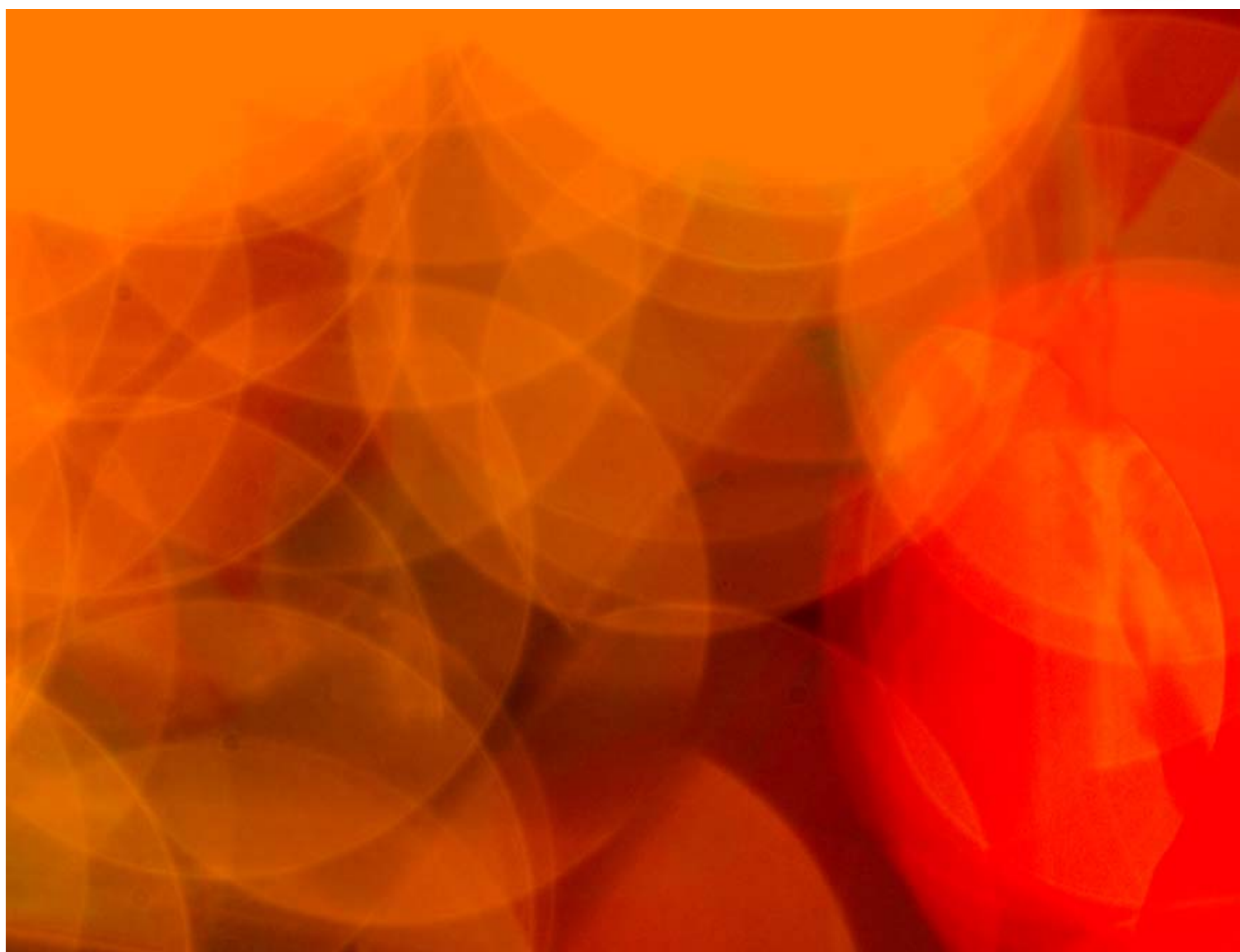


# WCS

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Developing Responsive Provision

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# Customer journey mapping

Customer journey mapping is a process designed to encourage the supplying organisation to think as its customers do about what it is like to interact and do business with them.

Customer journey mapping can help the supplier to identify how it 'treats' its customers during each contact that takes place. It should be viewed from the standpoint of how does the customer 'feel' towards the organisation during a particular end-to-end experience? The information gained will help leaders and managers of the organisation to decide what improvements, if any, are required.

Each different type of customer interaction will need to be mapped separately as they will differ slightly depending upon, for example, whether the initial interaction is prompted by the customer or the supplying organisation, or if it is an existing or potential new customer and so on.

## How to approach customer journey mapping

There are a few different ways of approaching the mapping of a customer journey, but typically the process is started by consideration of when your customers or potential customers interact with the organisation. They are typically grouped as follows:

- any 'marketing' communication, for example:
  - a) an advertisement
  - b) website visit
  - c) company literature.
  
- any human contact, for example:
  - a) by telephone – to your staff, call centres, telesales/telemarketing personnel, administration staff, and so on
  - b) in person – through reception, business development or sales people, delivery and assessment team, and so on.
  
- any physical interaction, for example:
  - a) visiting your premises
  - b) using your facilities
  - c) even parking in your car park.

Each point or interaction with your organisation can be referred to as a

'moment of truth', a concept first introduced by Jan Carlzon, the former president of Scandinavian Airlines, in his 1986 book titled Moments of Truth. Carlzon defines the moment of truth in business as:

"Anytime a customer comes into contact with any aspect of a business, however remote, is an opportunity to form an impression."

Customer journey mapping builds on this concept by providing a strategic tool to start the process of ensuring that every interaction with your organisation is a positive one.

As you will see from the example below a model has been put together to allow you to map the various journeys that your customers may make through your organisation.

### **Hot spots**

These are the primary 'moments of truth' where you can either win over or greatly disappoint customers or prospective customers.

### **Journey steps**

This is where you capture the major journey steps, that is, not every element of the process, just the key points typically associated with customer interaction. Out of these there will be three or four hot spots that are considered real make-or-break points of an existing or potential relationship.

### **Customer experience at each step**

Capture here the actions that matter and the experience you want the customer to have. What delivers a great experience and how do we know?

### **Priority activities**

What, if anything, do we need to check, verify, or even change to ensure that the experience we want the customer to have is being delivered?

The various sections can be completed either by mentally 'walking through' a process, getting front-line staff to do so, or accompanying and observing real people doing it.

## **Having completed the customer journey mapping**

Once you have gathered and completed the customer journey mapping process, you will be in a position to identify and implement solutions to improve your customers' experience when dealing with your organisation. Typically they will fall into the areas of:

- staff training
- communications planning
- improving process or service design.

## **Benefits of customer journey mapping**

However good you think your existing customer-facing staff, communication procedures and processes are, if your customers' perception is that your systems don't deliver, your staff appear not to deliver and don't care – even if only on rare occasions – or your facilities are not up to scratch, such 'moments of truth' will mean that your organisation's relationship with its customers has suffered or will suffer.

Customer journey mapping will enable you to focus on removing the anomalies and will start to allow you to deliver a consistent, predictable experience.

Customer journey mapping helps your organisation to:

- deal with your customers more effectively
- improve customer retention
- increase organisational efficiency
- reduce the number of dissatisfied customers telling up to 10 others about a negative experience
- put you in control of managing and defining your customers' experience across the whole of your organisation.

Sample customer journey

Specific Journey						
Hot Spots	●	●		●		
Journey Steps	Employer calls	Employer engagement meeting	Detailed proposal	Solution delivery	Assessment of outcomes	Follow-up
Customer Experience at each Step	<ul style="list-style-type: none"> <li>Reaches a knowledgeable person quickly.</li> <li>Representative quickly establishes rapport and offers professional guidance.</li> <li>Employer feels 'serviced' and can see the value in meeting a 'Professional Training Adviser'.</li> </ul>	<ul style="list-style-type: none"> <li>Professionally presented adviser.</li> <li>Clearly understands employer's business type and sector.</li> <li>Consultative sales approach helps employer identify real training, skill development and assessment needs.</li> <li>Demonstrates understanding of employer requirement through matching capability to identified needs.</li> </ul>	<ul style="list-style-type: none"> <li>Delivered in person by a knowledgeable person(s).</li> <li>Clear and easy to understand.</li> <li>Reflects the discussion so that it can be easily linked back to the meeting.</li> <li>Supports the notion of developing a longer term relationship with learning and development.</li> </ul>	<ul style="list-style-type: none"> <li>Matches the proposal 'promise' and in fact aims to exceed it.</li> <li>Learner, manager and sponsor feedback solicited at appropriate key stages.</li> <li>Supplier's staff come across as properly briefed and willing to listen.</li> </ul>	<ul style="list-style-type: none"> <li>Genuine intent to understand the impact of agreed delivery.</li> <li>Structured review with agreed action plans if any improvements are required.</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact schedule agreed.</li> <li>Employer feels involved and informed.</li> </ul>
Priority Activities	<ul style="list-style-type: none"> <li>Ensure readily accessible and available points of contact.</li> </ul>	<ul style="list-style-type: none"> <li>Employer engagement staff must have the skills and knowledge required to identify employer requirement.</li> </ul>	<ul style="list-style-type: none"> <li>Review proposal process.</li> </ul>	<ul style="list-style-type: none"> <li>Make sure delivery teams understand our employer engagement strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Revisit outcome assessment process, reporting and action planning.</li> </ul>	<ul style="list-style-type: none"> <li>Check that CRM process effectively supports follow-up and information flow.</li> </ul>

Use the table below to begin the mapping process, using additional paper if required.

Specific journey							
Hot Spots							
Journey Steps							
Customer Experience at each Step							
Priority Activities							