

Overcoming Customer Engagement Challenges

Using Customer Journey Maps to Improve Interaction-Handling

Richard Snow

VP and Research Director – Customer Experience

Farid Shenassa

Chief Technology Officer
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Ventana Research – Making Connections

Ventana Research connects users and providers of technology through its research and advisory services, focusing on improving business performance.

Our unique approach is evaluating the people, processes, information and technology components of organizations using applications and tools across business and IT areas.



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Richard Snow

VP & Research Director



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Richard leads Ventana Research's Customer and Contact Center Management research practice, which is dedicated to helping organizations improve the efficiency and effectiveness of managing their customers, throughout their lifetime and across all touch points, including the contact center. He conducts research exploring the people, process, information and technology issues behind customer operations management, contact center management, and customer experience management. He also works with senior business operations and IT managers to ensure that companies get the best performance from today's highly complex application products. Richard has worked in management and consulting leadership positions in the technology industry including with Price Waterhouse, Sema Group and Valoris. In his work, he has been involved with all aspects of delivering highly complex IT solutions to a variety of clients in the telecommunications, financial services and public sectors. Richard has specialized in delivering customer care and billing solutions for telecommunications operators, and several multi-channel contact centers for organizations in both the public and private sectors.

Farid Shenassa

Chief Technology Officer



Farid Shenassa developed many of the company's key intellectual property assets, including a unique call-flow scripting language and environment, distributed switch and VRU independent platforms and an SS7 protocol and middle layer. Significantly, his device-independent architecture and framework has ensured USAN offers one of the most robust contact center cloud offerings available today.

Farid joined USAN in 1990 as a software developer. Now as CTO, he is responsible for the overall technological direction of the company and contributes to product roadmap development and implementation. Even in his executive position, Farid continues to take a hands-on approach in all aspects of platform architecture, software design, and vendor product integration.

Prior to joining USAN, Farid held key roles in the computer science and software development field. At CARD*Tel, he developed a real-time calling card and credit card authorization hub. Before that Farid developed a manufacturing control and inventory tracking system for Johnson WireWorks.

Mr. Shenassa is a graduate of Georgia Institute of Technology where he earned both Bachelor of Science and Master of Science degrees in Information and Computer Science.

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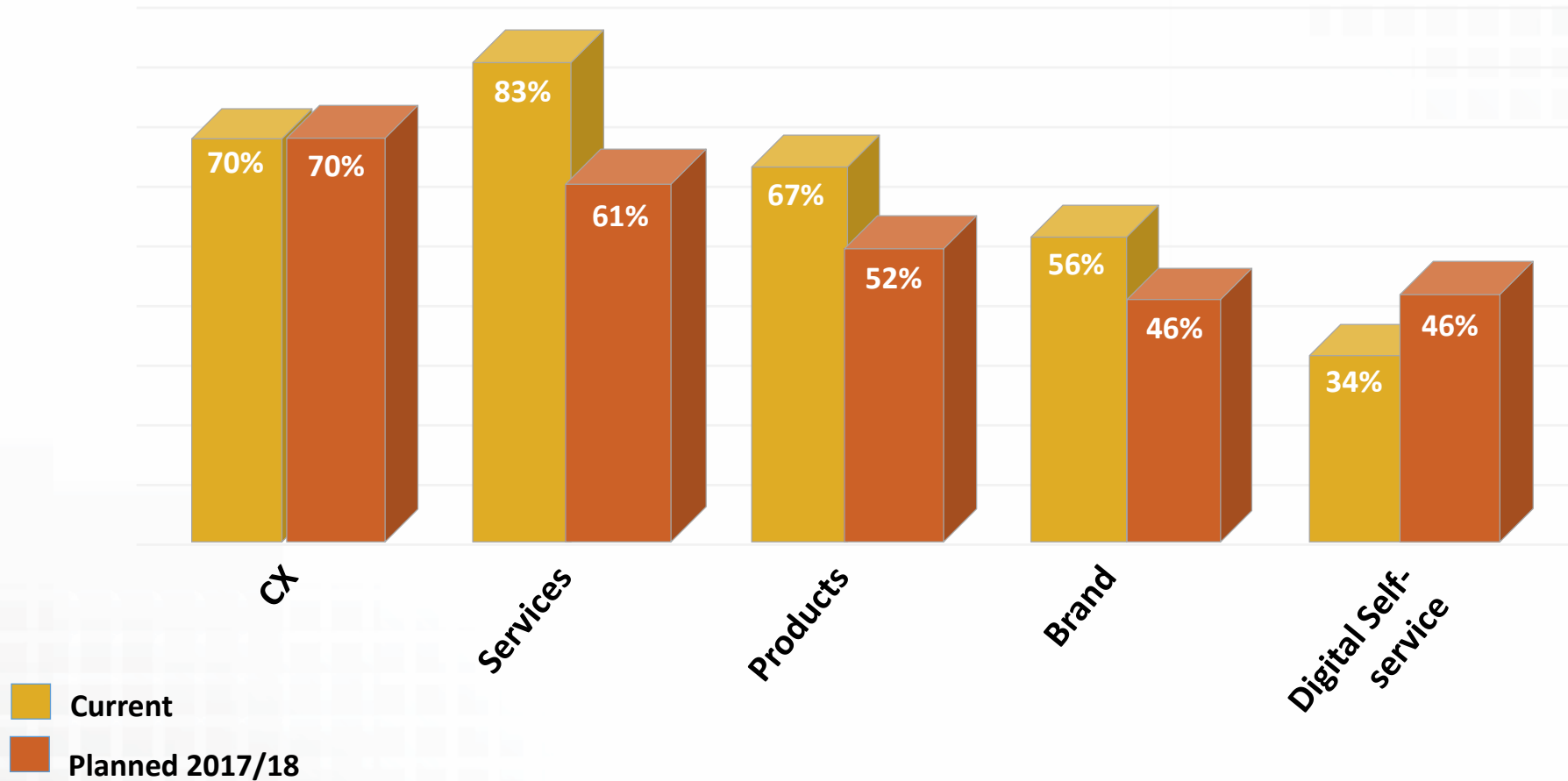


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Customer Experience IS the Business Differentiator



Source: Ventana Research Next Generation Contact Center in the Cloud Benchmark Research

Omnichannel Expectations are EPIC

Easy – channel of choice, time of choice

Personalized

Incontext

Consistent – all touch points

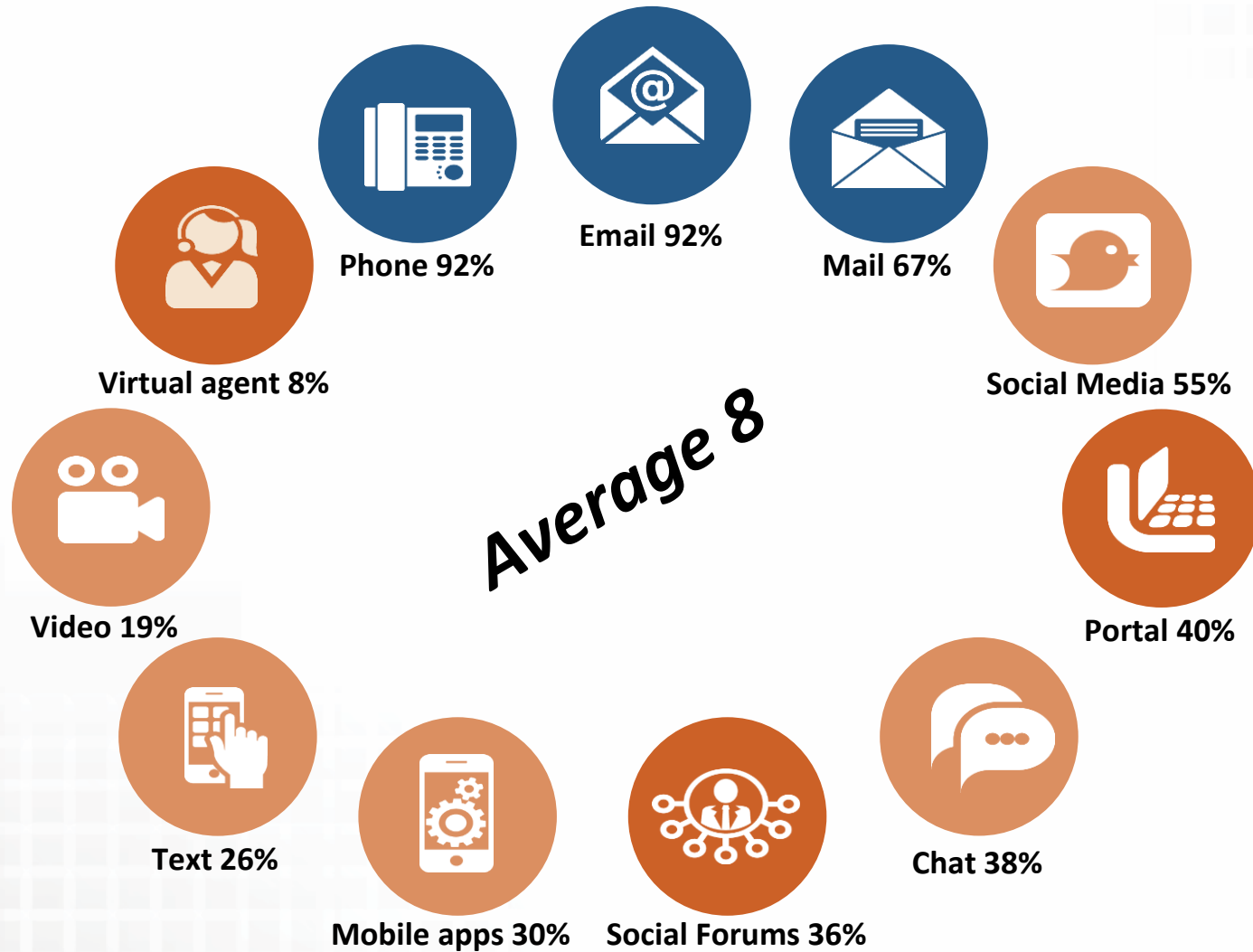
Negative CX Influencers for Customers

- **50% have to repeat information**
- **48% responses are too slow**
- **43% can't use preferred channel**
- **41% responses not consistent**
- **37% self-service hard to use**



Source: Ventana Research Next Generation Contact Center in the Cloud Benchmark Research

Communication Channels Supported Today

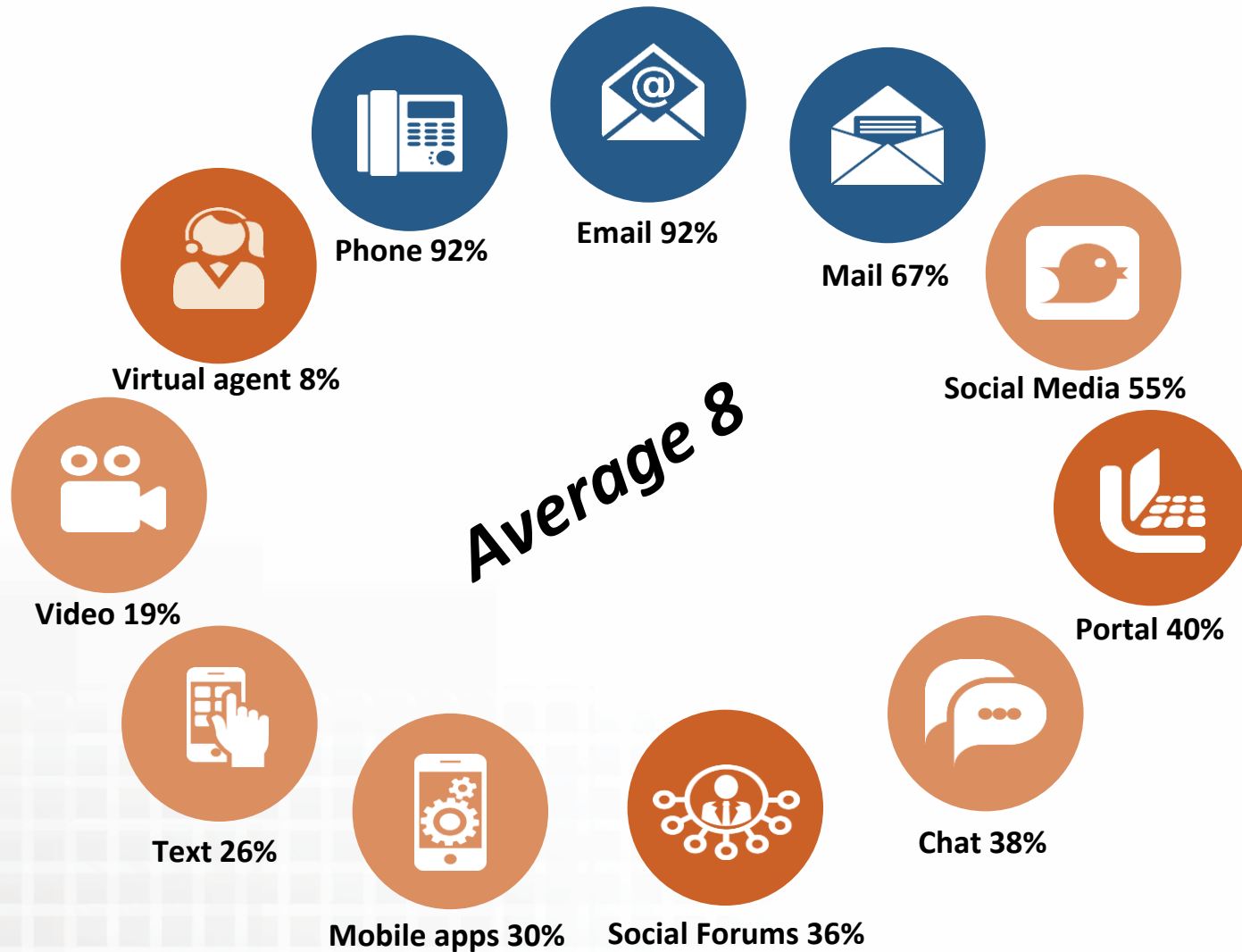


Key

- Assisted Channels
- Digital Channels
- Combined

Source: Ventana Research Next Generation Contact Center in the Cloud Benchmark Research

ALL Channels are Expected to Grow

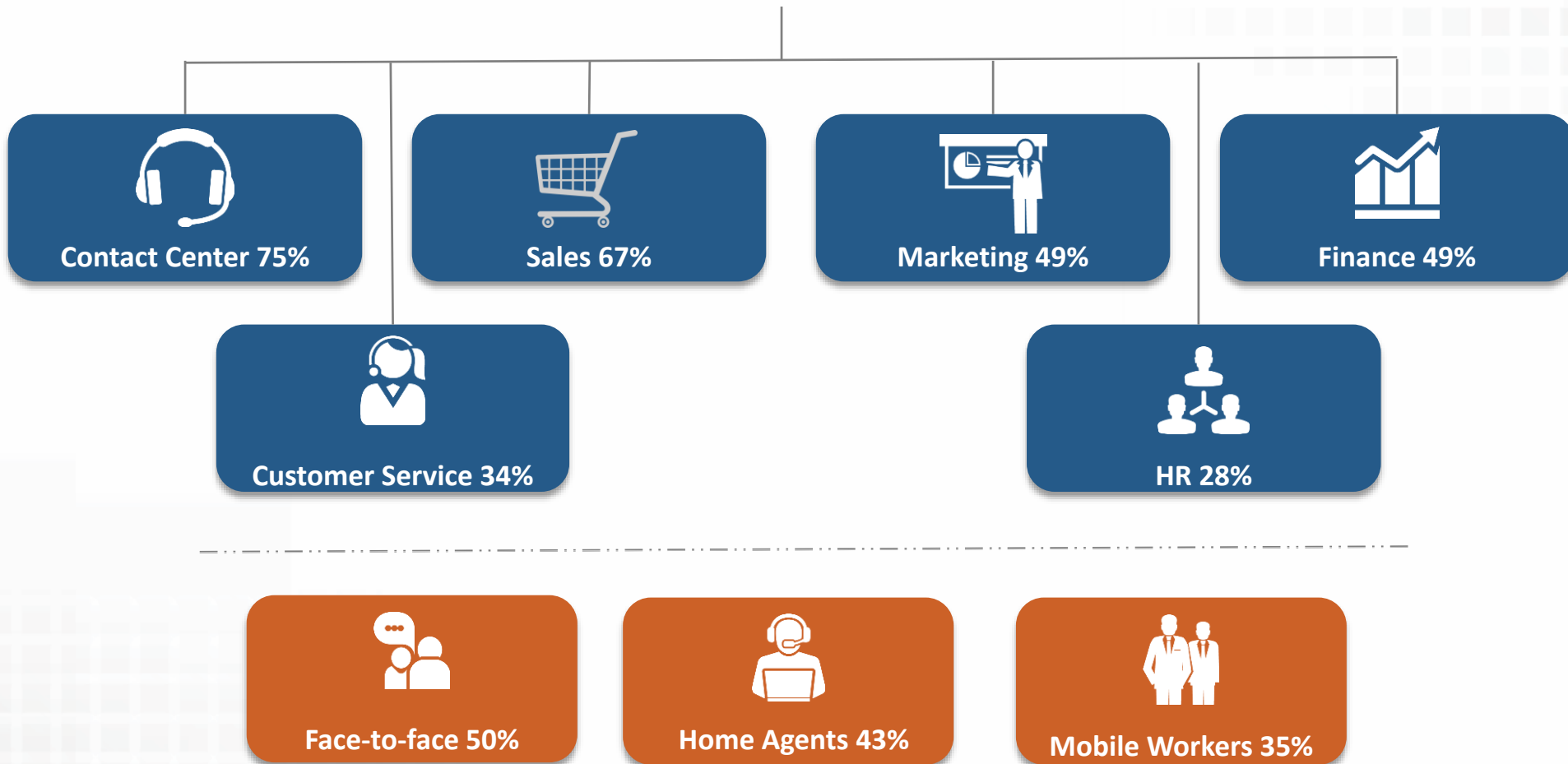


Channels with expected significant growth:

- Customer portal 41%
- Mobile app 26%
- Email 25%
- Social Media 24%
- Messaging 22%
- Inbound calls 22%
- Postal Mail 5%

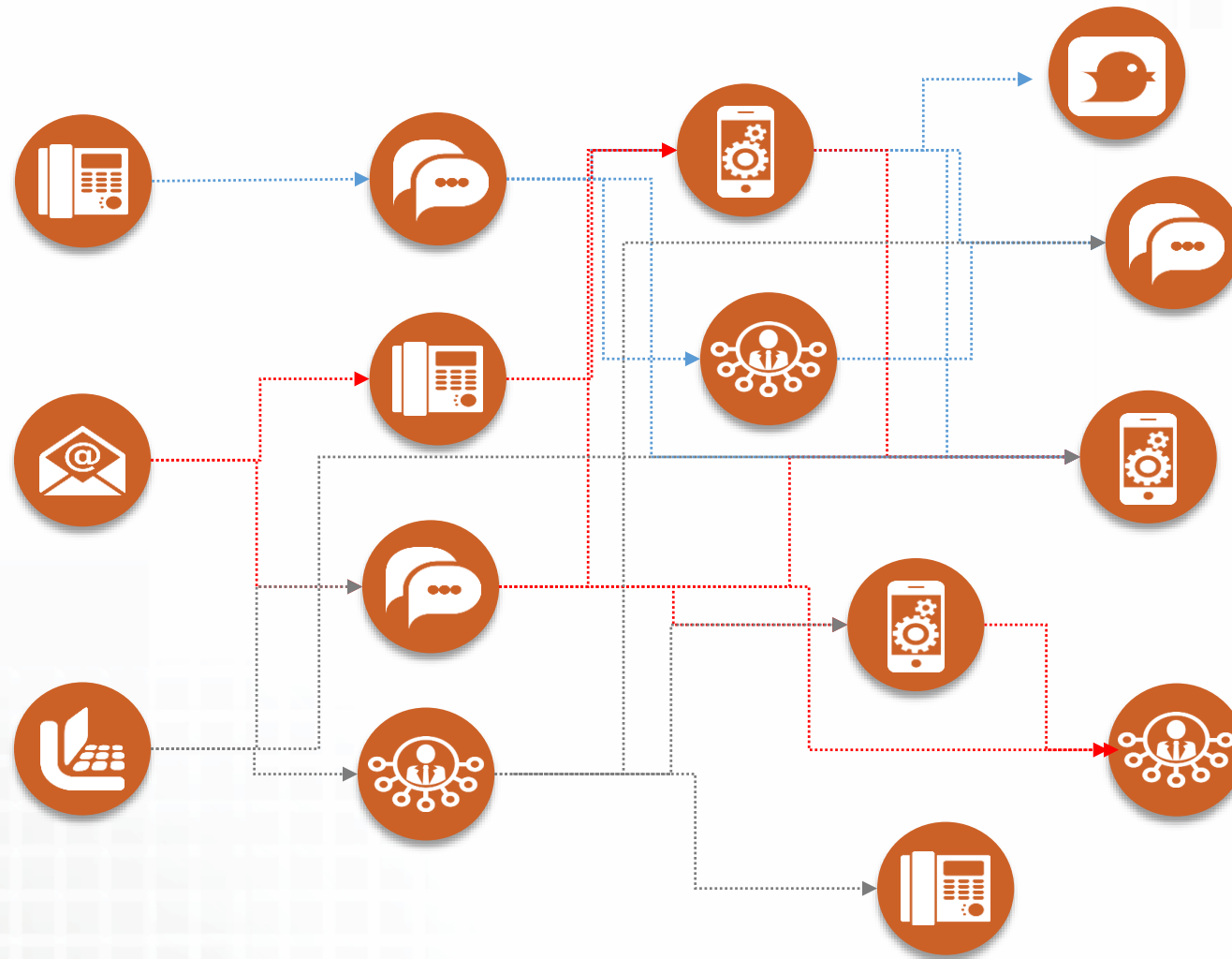
Source: Ventana Research Next Generation Contact Center in the Cloud Benchmark Research

Engagement is Enterprise-Wide







Source: Ventana Research Next Generation Contact Center in the Cloud Benchmark Research

Customers Use Multiple Channels

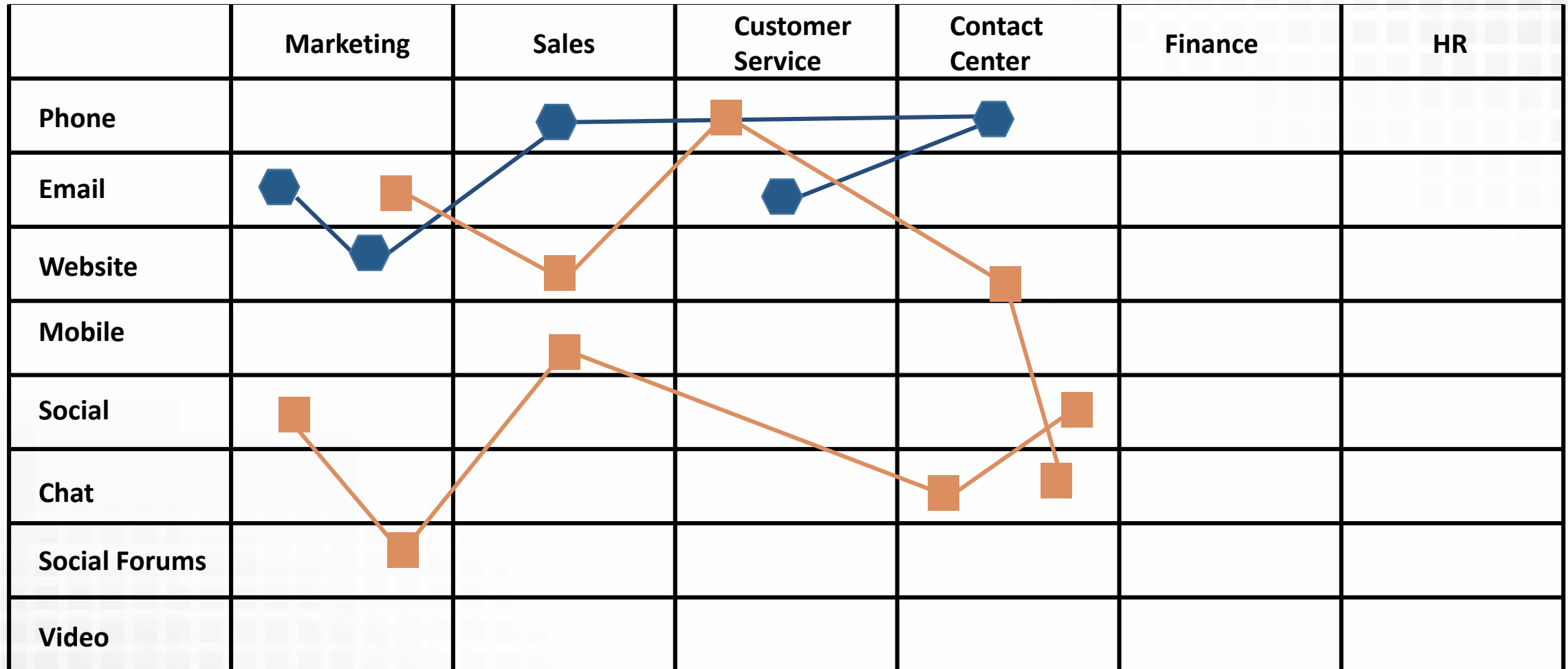


Overall Journeys Traverse Groups and Channels

	Marketing	Sales	Customer Service	Contact Center	Finance	HR
Phone						
Email						
Website						
Mobile						
Social						
Chat						
Social Forums						
Video						

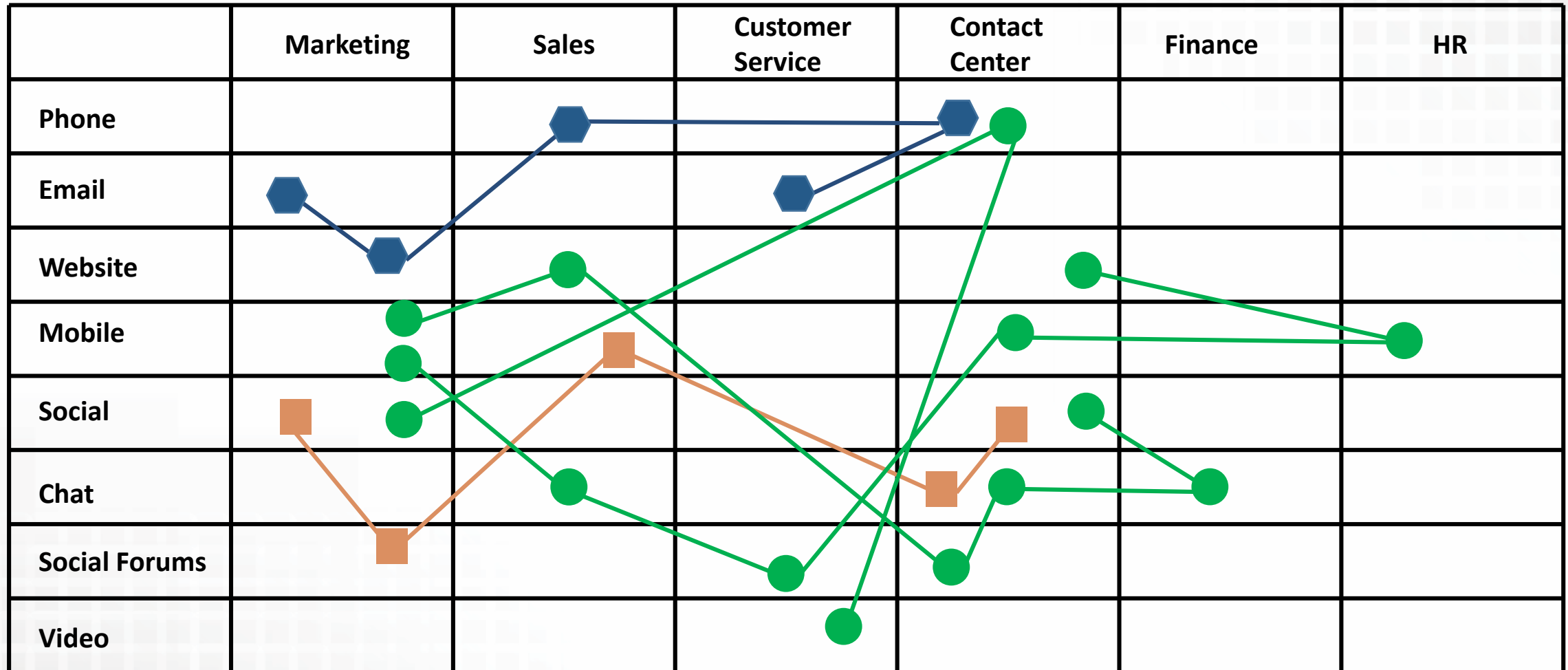
 Overall

Different Customer Segments Take Different Journeys



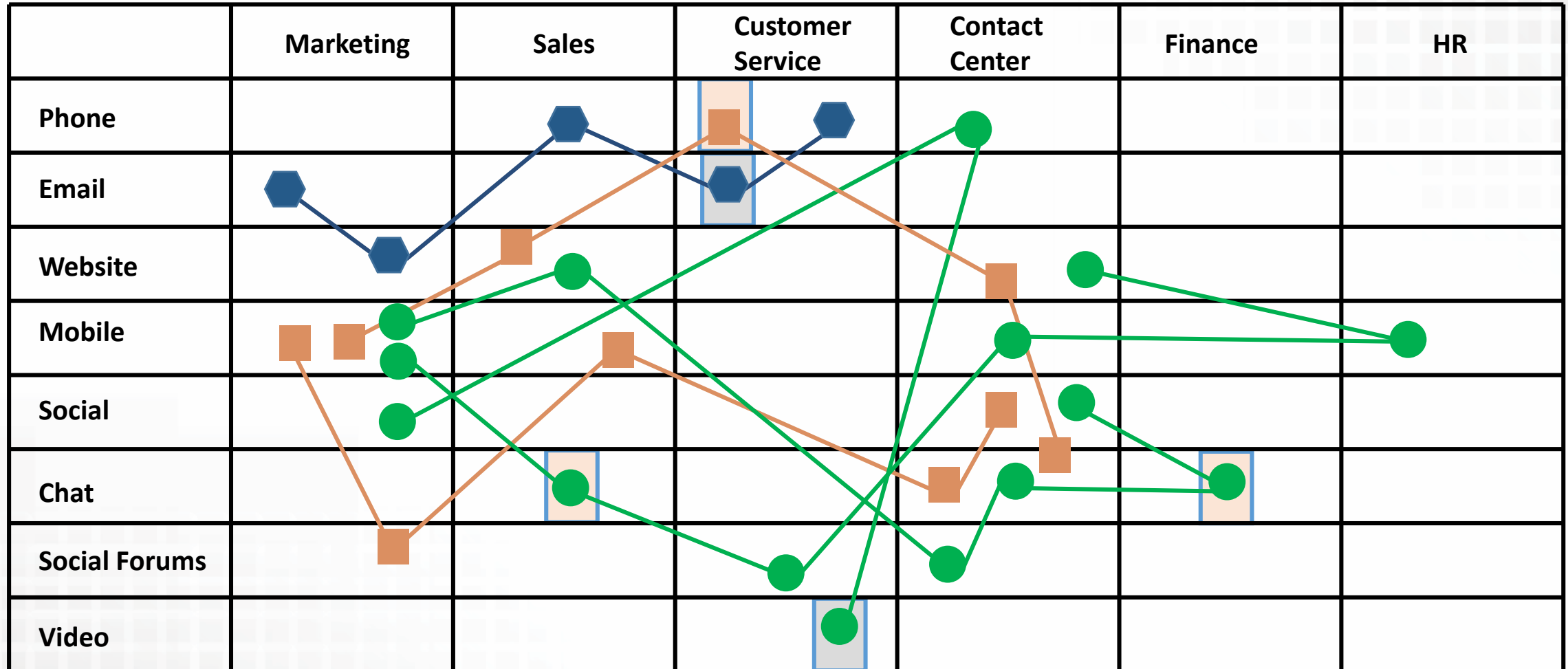
 Overall
  Customer segment

Personal Journeys Traverse Groups and Channels



■ Overall
 ■ Customer segment
 ● Individual

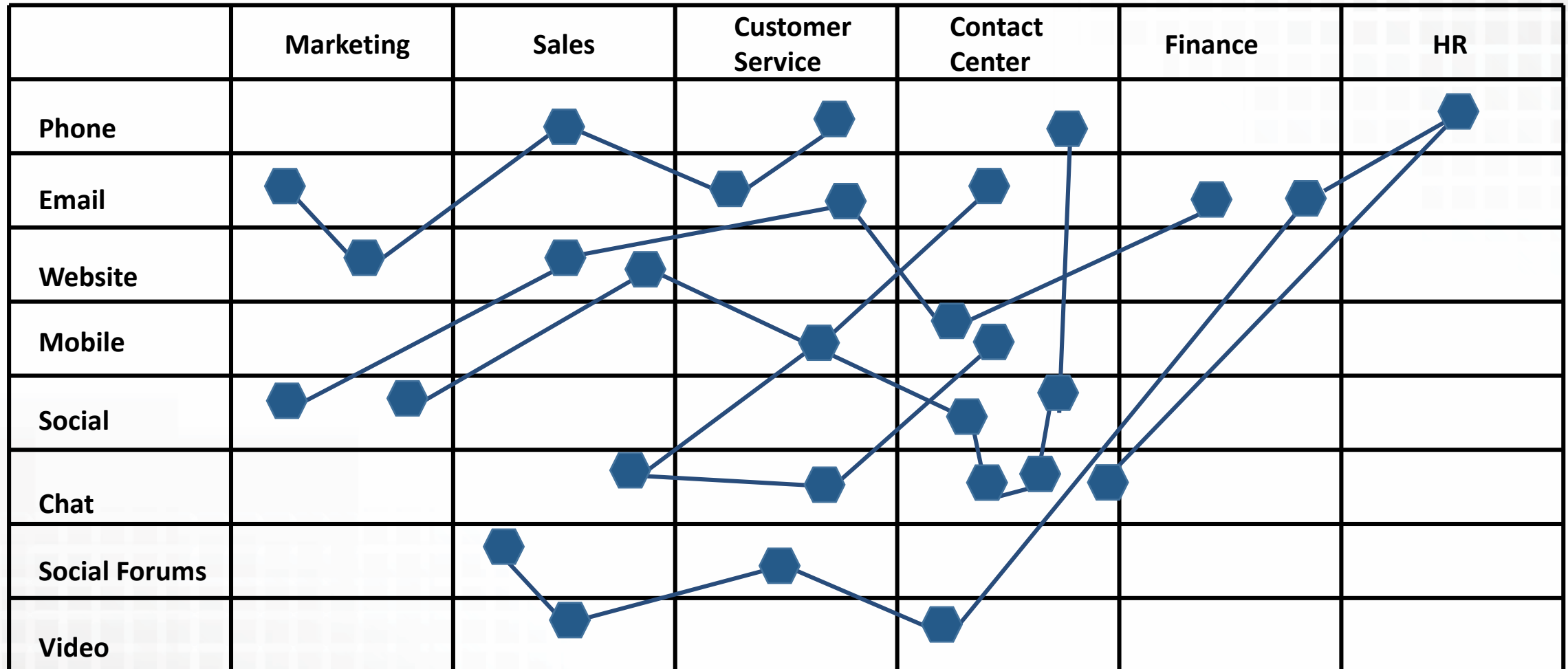
Outcomes are Key



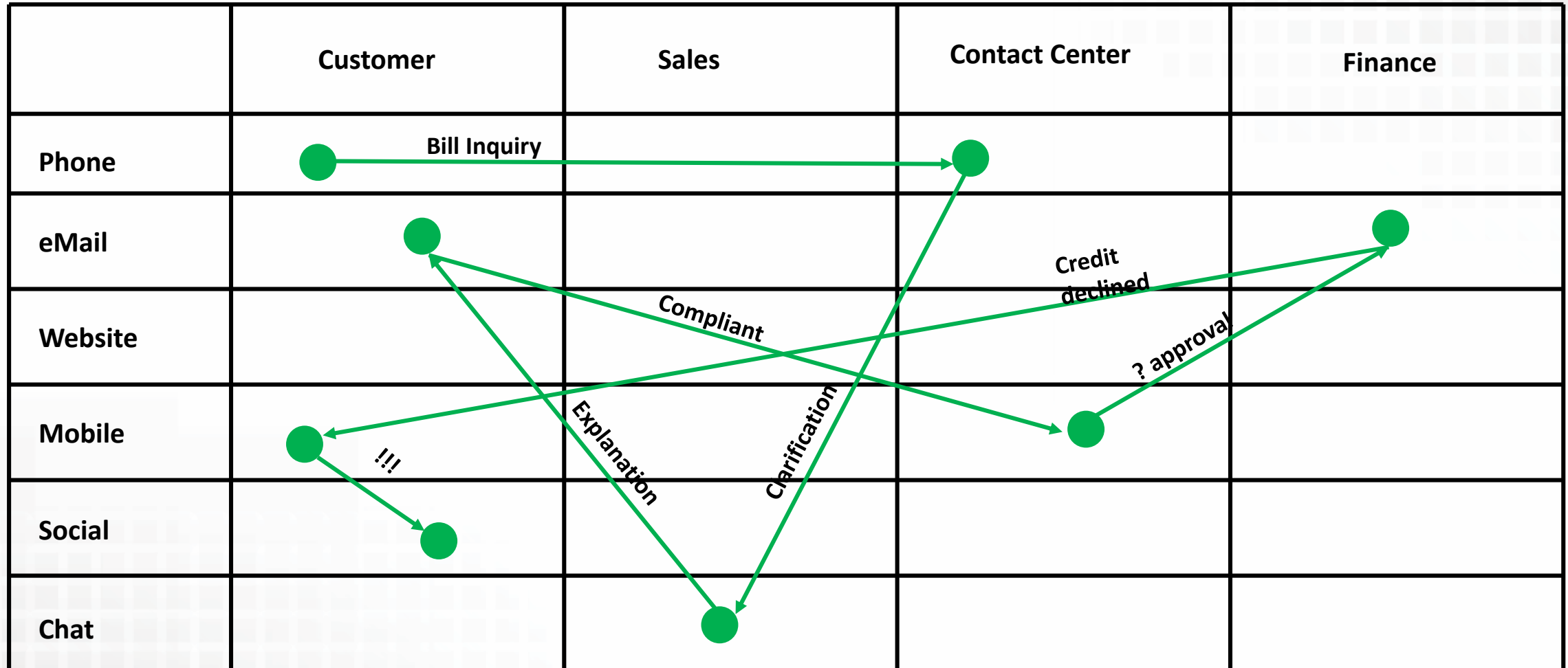
Positive outcome

Negative outcome

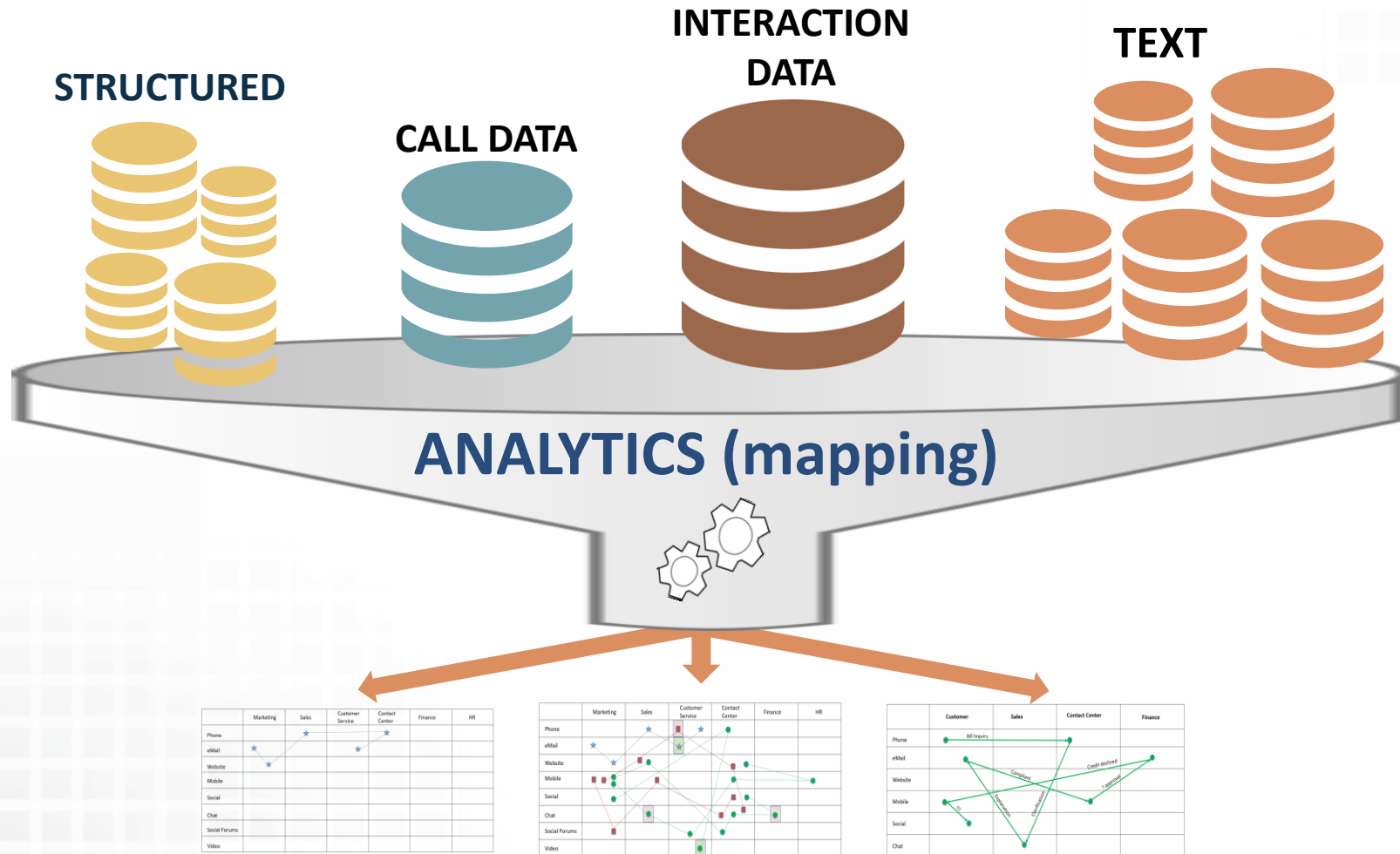
Different Interactions Take Different Paths



Analysis can Uncover Micro-journeys



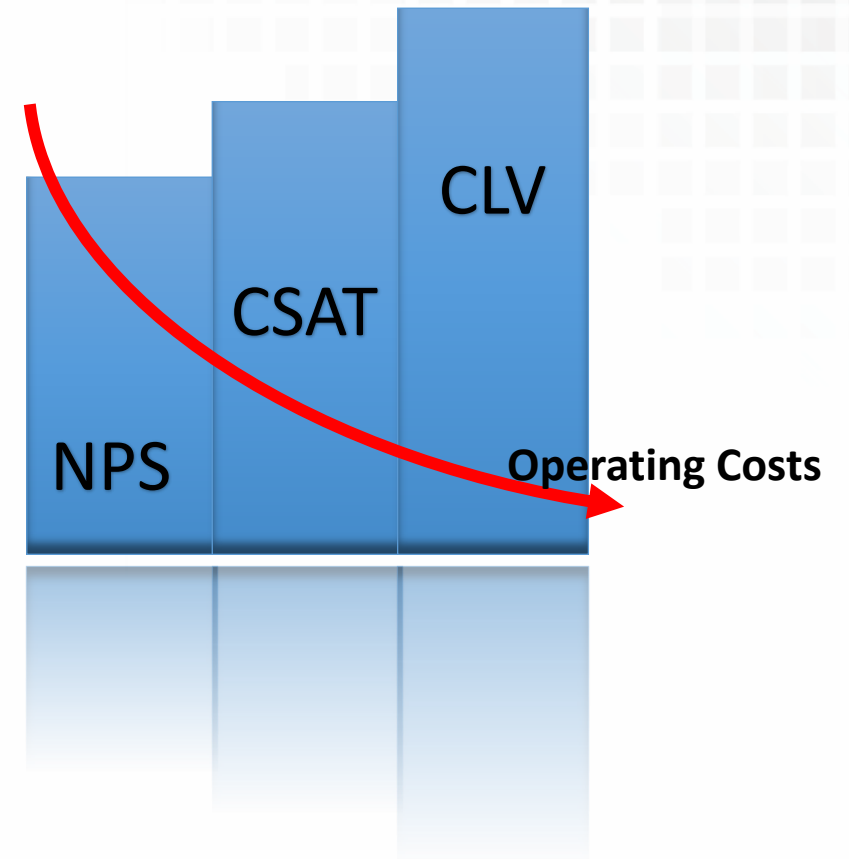
Journey Maps Require Accessing All Data



Journey Maps Deliver Benefits

- Influence channel use
- Change processes
- Optimise outcomes
- Improve employee engagement, training, coaching

- Interaction avoidance
- Drive digital adoption



The Customer Service Journey

MAKING IT REAL



Complex Service Journeys are Hard

Most journey practices are acquisition, not service advocacy (e.g. Starbucks!)

Service journeys often have:

- **Too many entry points and tasks**
- **A large matrix of options**
- **Inconsistent and incorrect data**
- **Obstacles that make it hard for the customer to create a journey**

How To Make it Real – Box the Problem

- **Narrow down the variables**
- **Break it up into Micro-journeys - specific key tasks**
- **Pay attention to key events in the Micro-journey**
- **Goal – quickly answer the question and then guide them to a better place**



Creating the Box

- Focus on Micro-journeys with:
 - Dead ends
 - Excessive friction
 - Poor task success/completion
- Analyze today's interaction data to find trends and predictions where you can "pre-solve" common Micro-journeys
- Map key Micro-journey to Micro-journey transition points from the broader Macro-journey
- Create mapped Micro-journey linkages as relevant for that customer – let customer build their Macro-journey
- Retain the customer's history and context



Evolving to Predictive

- Onboard customer into a persistent interaction
- Gather preferences on how, when, and where to engage them
- Create an “avatar” guiding them on what they need, when and where they need to go next
- Use Macro-journey maps, Micro-journey linkages, trends, analytics, and events to proactively engage the customer through necessary interaction steps
- Turn your reactionary customer service systems into an avatar that is the customer’s advocate



Training and Influencing



- Over time, educate and train customers into using richer experience channels as appropriate
- At their pace, driven by expected results
- Entice and enable customers who regularly engage to utilize the rich self service properties (mobile app) through deep linking and auto authentication

In the End...

- Build a holistic set of Micro-journey linkages that are available by preference, event, and personal context that guide users from one successful task completion to another
- Let the customer and the “avatar” build the Macro-journey
- Enable proactive customer experience by offering relevant Micro-journeys “just in time”





To learn more about proactive customer *Micro-journeys*
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Questions?



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