

Overcoming Customer Engagement Obstacles

Using Customer Journey Maps to Improve Interaction-Handling



VENTANA
RESEARCH



Customer Engagement Has Expanded

In today's highly competitive and increasingly digital markets, customers can switch suppliers at the click of a button. Therefore a determined focus on customer retention is essential, and a key to retention is the quality of the customer experience. Nearly three-quarters of the organizations participating in our benchmark research said they intend to improve their competitiveness by focusing on the customer experience.

Customers today use more interaction channels than ever before. Organizations on average now support eight channels. Nearly half of research participants said they will compete by increasing their use of digital self-service.

Takeaway: Be ready to support the channels of customer choice.

Customers Have High Expectations

Our research shows that companies struggle with customer satisfaction when people have to repeat information, responses are too slow, they can't use their preferred channel, they get different information on different channels, or they find self-service technology hard to use. Not unreasonably, customers expect engagement to be **EPIC**:

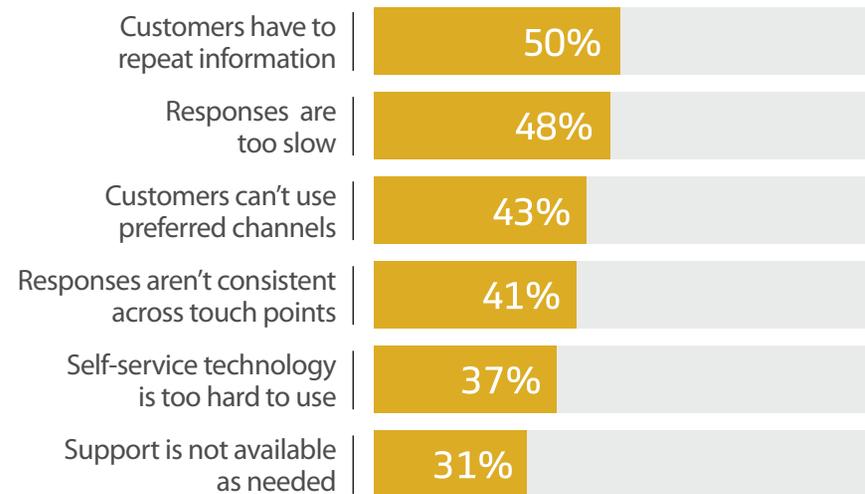
Easy, using the channel of their choice whenever they wish

Personalized, recognizing them as individuals and knowing their history and preferences

In context, based on previous interactions

Consistent, using the same information on every channel.

Factors that Undermine Customer Satisfaction

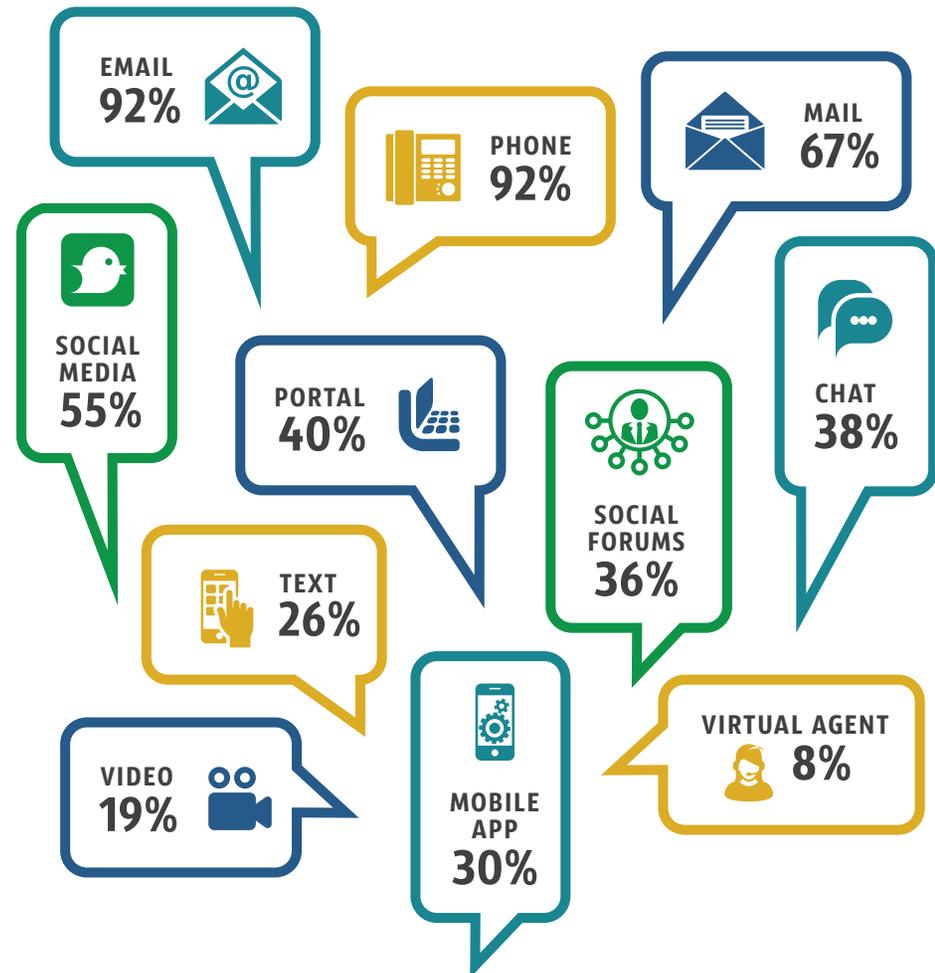


Takeaway: Understand and respond appropriately to customer expectations.

Deliver Omnichannel Experiences

Customers often use different channels depending on their issue or the action they wish to take. Organizations thus must support a variety of engagement channels, including the telephone, email, postal mail and basic websites and newer channels such as social media, chat, mobile apps, video and text messaging. Regardless of channel, however, **customers want to have the same experience.**

Takeaway: Provide the same omnichannel experience on all channels.



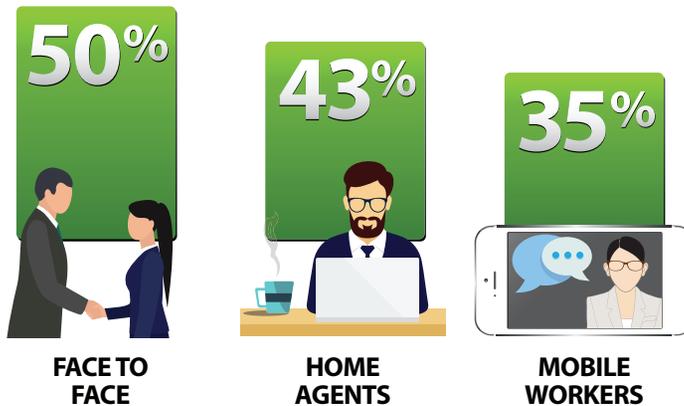
Percent of Organizations Supporting Each Channel

Multiple Departments Engage



Customers engage with different departments at different points in the customer relationship:

- **Marketing** to find product/service information
- **Sales** to make a purchase
- **Service** to report an issue
- The **contact center** and/or **digital self-service** for all of the above and general inquiries.



Percentage of Business Groups and Employees Handling Interactions

Takeaway: Provide consistent omnichannel experiences across all departments.

Understand Customer Journeys

From a business perspective, every customer interaction is part of a journey. Journeys can include single or multiple steps, can be linear or circular, and can involve multiple communication channels.

For each journey, it is important to know:

- The **steps** in the **process**
- The **channels** used
- The **business group or groups** involved
- The **outcomes** from a customer and business perspective.

Takeaway: Organizations should view customer interactions as journeys.



Map the Journeys

To optimize customer journeys, organizations must be able to visualize and analyze them by producing **customer journey maps**.

Such maps should show **high-level journeys** – for example, from marketing to sales to service, and more detailed **microjourney** maps for a specific process – for example, a billing inquiry as part of the overall customer service process.

The tools to produce such maps thus should be capable of producing journey maps at multiple levels and recommending potential improvements – for example, how a billing inquiry could be resolved at the first point of engagement.

Takeaway: Mapping journeys can enable an organization to provide omnichannel customer experiences.



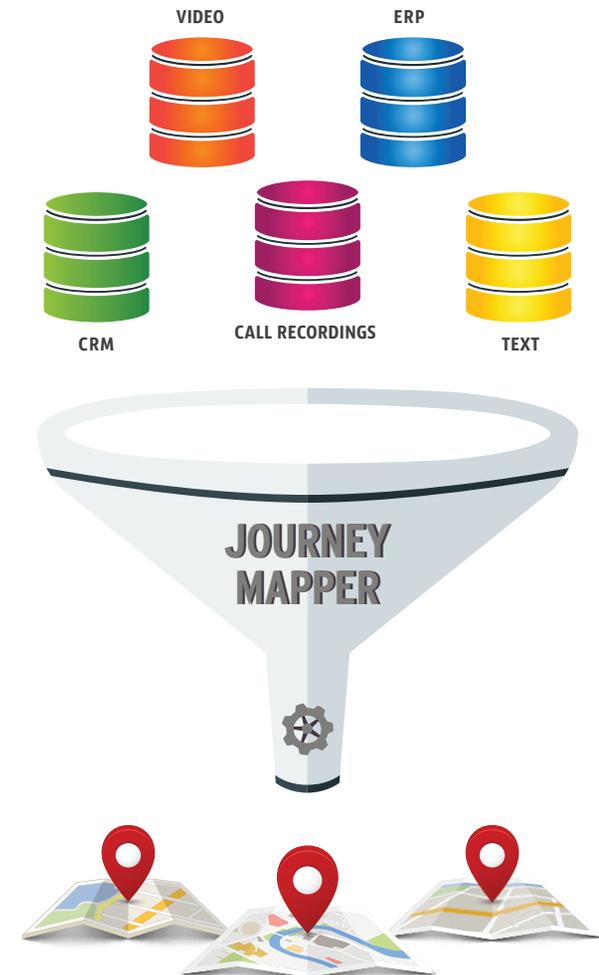
Producing Journey Maps Is a Challenge

Analytics is increasingly popular for understanding customers and producing journey maps. However, accessing the required data is a substantial challenge for **63%** of organizations.

Producing the maps requires systems that can process volumes of data in different forms – from **communication systems, business applications** such as CRM and ERP, **events** such as a customer viewing a video, and potentially **third-party sources** of customer profile data.

The process is further complicated because the system must be able to link all customer data, regardless of source.

Takeaway: Producing detailed journey maps requires a variety of customer data from multiple systems.

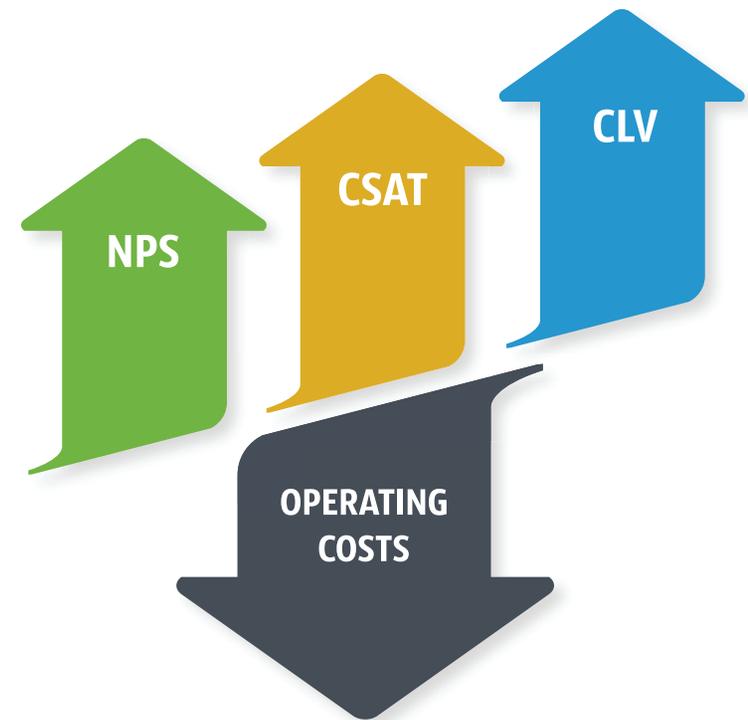


Journey Maps Deliver Benefits

Once produced, journey maps enable organizations to understand:

- Which **channels** are most popular with customers and which produce the best outcomes, so that campaigns can be designed to influence the channels customer use
- Which **interactions** positively or negatively impact the customer and the employee experience, and therefore what steps are needed to offer omnichannel experiences
- What **process** and **training** changes could optimize journeys.

With this information organizations can make changes that will directly impact customer-related metrics and operational costs.



Takeaway: Journey maps enable analyses that can improve customer satisfaction and operational efficiency.

Use Journey Maps to Increase Customer Lifetime Value

Nearly three-fifths of organizations that described themselves as very customer-centric also said they produce customer journey maps.

These maps allow organizations to optimize customer journeys, saving customer support costs, improving business outcomes and thus increasing customer lifetime value.

Stay ahead of your competition by producing customer journey maps and using them to optimize handling of customer interactions.

The Ventana Research benchmark research report *Next-Generation Contact Center in the Cloud* can be found at www.ventanaresearch.com.



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