



# CUSTOMER JOURNEY MAP

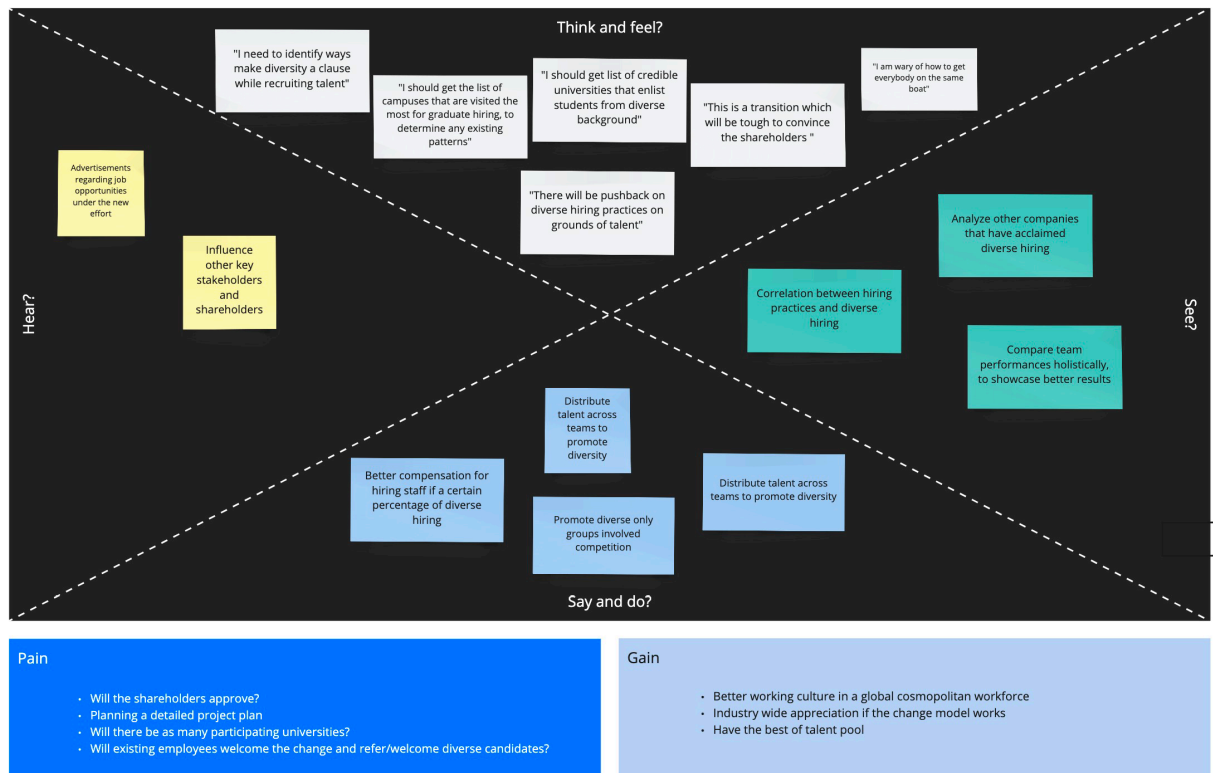
Apple Inc.

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In your company description, you identified multiple stakeholders. Select one major stakeholder type for your proposed plan, and develop an [empathy map \(Links to an external site.\)](#) that describes what this customer type is trying to accomplish and what he/she is thinking, seeing, hearing, saying, feeling and doing. (10 points)

The chosen company of our team is Apple. The identified project would focus on increasing diversity hiring.

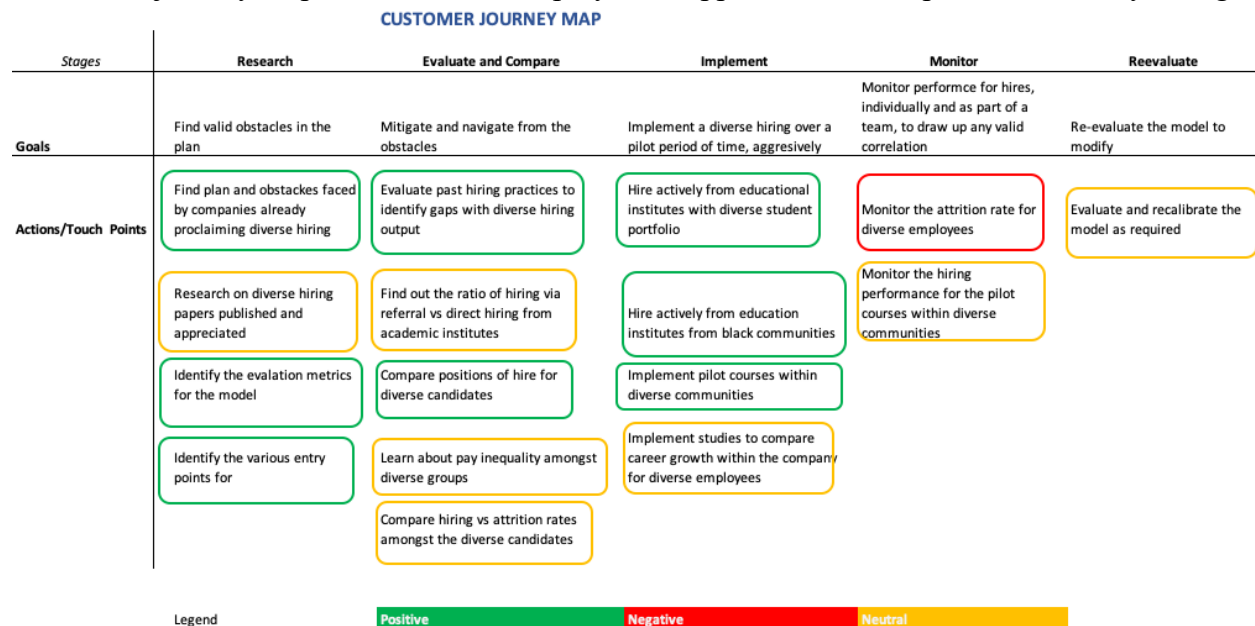
Amongst the identified stakeholders, I have decided to focus on hiring team for diversity inclusion, as my stakeholder.



The above empathy map describes what the stakeholder thinks, feels. Says or does in terms of the change in hiring practice.

Develop a [customer journey map \(Links to an external site.\)](#) that describes what the stakeholder is currently experiencing at each step of the process. Identify the major pain points in the current journey

The below journey map shows how an employee at Apple would attempt at the diversity hiring



Develop a specific hypothesis to address the major pain point(s) and create a revised journey map that reflects the improvement

Major pain point for hiring team with the responsibility to increase diverse hiring would be to specifically focus on training diverse communities with the objective of hiring from them. This would demand time and money investments to bridge the gap between employees from various communities.

To address these pain points, Apple should develop a training curriculum for various career tracks. The system should be personalized for well performing students within the program to generate and provide information from all company verticals involved.

H<sub>0</sub>= Design training curriculum and schedule to provide skills knowledge for the various career streams within Apple.

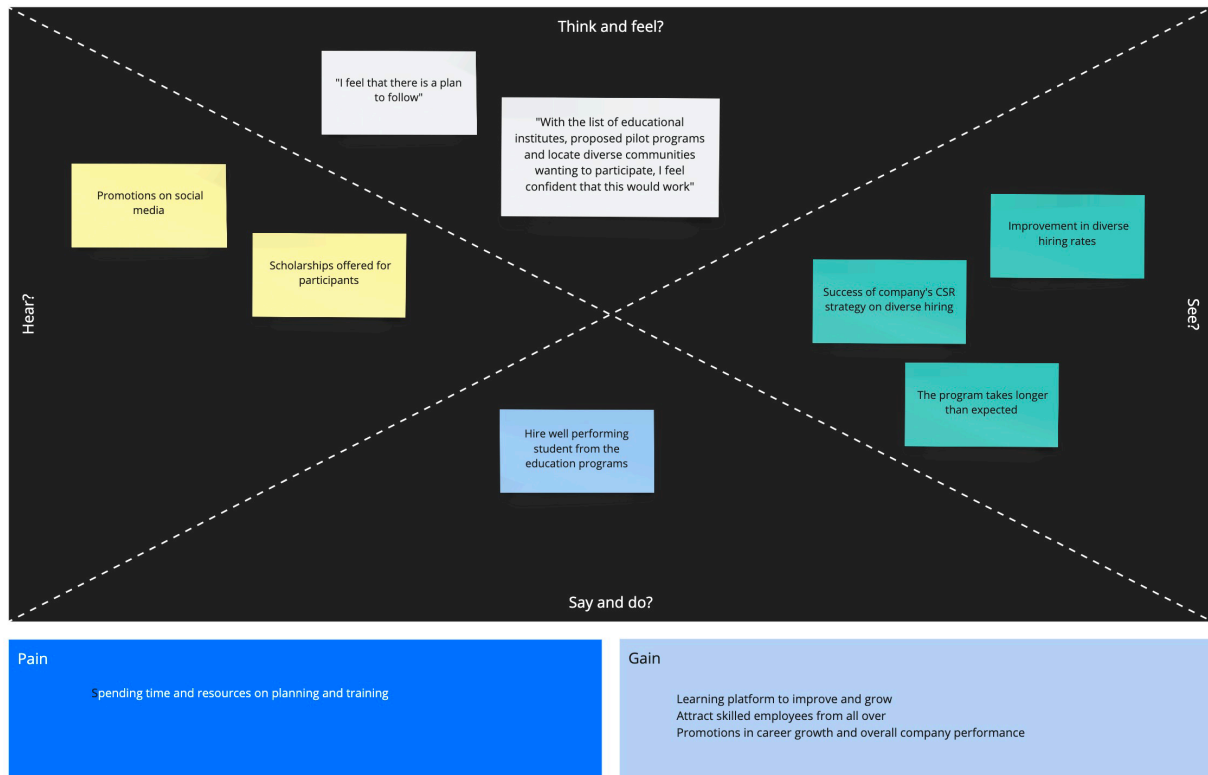
### REVISED CUSTOMER JOURNEY MAP

Stages	Research	Evaluate and Compare	Implement	Monitor	Reevaluate
<b>Goals</b>	Find valid obstacles in the plan	Mitigate and navigate from the obstacles	Implement a diverse hiring over a pilot period of time, aggressively	Monitor performance for hires, individually and as part of a team, to draw up any valid correlation	Re-evaluate the model to modify
<b>Actions/Touch Points</b>	<div>Find plan and obstacles faced by companies already proclaiming diverse hiring</div> <div>Research on diverse hiring papers published and appreciated. Ask for advice</div> <div>Identify the evaluation metrics for the model.</div> <div>Identify the various entry points for recruitment</div>	<div>Evaluate past hiring practices to identify gaps with diverse hiring output</div> <div>Find out the ratio of hiring via referral vs direct hiring from academic institutes</div> <div>Compare positions of hire for diverse candidates</div> <div>Design various training tracks following the skills required in the career tracks</div> <div>Compare hiring vs attrition rates amongst the diverse candidates</div>	<div>Hire actively from educational institutes with diverse student portfolio</div> <div>Set and achieve a pre-determined enrollment for the training courses</div> <div>Implement pilot courses within diverse communities</div> <div>Implement studies to compare career growth within the company for diverse employees</div>	<div>Monitor the attrition rate for diverse employees</div> <div>Monitor the hiring performance for the pilot courses within diverse communities</div>	<div>Evaluate and recalibrate the model as required</div> <div>Talk to various well performing trainees to ascertain their career aspirations</div>

Legend

Positive Negative Neutral

### Develop a revised empathy map associated with the revised journey map



**Describe the kinds of data (e.g. cycle time data, purchase data, clickstream, etc.) that is currently used in your chosen company for its CSR strategy, and additional structured and unstructured data types you believe that you will need to support your innovative solution to improve the stakeholder experience.**

GOAL	KINDS OF DATA
Apple Supporting Local Communities	Nnumber of hours of volunteer work
Apple Educating and Empowering Workers	Amount of money donated for the program
Labour and Human Rights at Apple	Natural disasters and response of the Company in terms of money
Waste Reduction and Recycling	Extension of employee benefits programs in terms of duration and money
Carbon Emissions	Metrics of students enrolled, their performance and overall success
Apple and sustainable Sourcing	Completed work till date

The major metrics used for the evaluation are as mentioned above. The diversity and Labor Rights category covers policies and practices covering fair and non-discriminatory treatment of employees, and its diverse policies. It covers a company's labor-management relations and participation by employees, National Labor Relations Board (NLRB) violations or patterns of anti-union practice, conformance to internationally recognized worker rights, as defined in the basic conventions of the International Labor Organization (ILO).<sup>1</sup>

To improve diversity and inclusion in the workplace, we would need to track the diversity by identity groups. Effective diversity management required adaptation in metrics to reflect different contexts. At a minimum, adaptation should occur nationally, but regional changes should be considered, where appropriate. This can be achieved through dialogue with local leaders and employees.<sup>2</sup>

An organization's diversity and inclusion metrics should serve three purposes: diagnose risk areas and opportunities, track the progress of initiatives, calculate return of investment. The following metrics can help identify gaps in progress:

1. Representation

Percentage of employees from monitored groups compared with company, labor market or industry benchmarks. True diversity is only achieved by segmenting the workforce to ensure it is representative at all levels and all functions. Where possible, an analysis should be performed at a team level. When rank is not indicative of management responsibility, organizations may measure the number of people reporting to members of monitored groups because it offers a more accurate measure of leadership representation than representation by rank.

2. Retention

Comparing average tenure of employees from monitored groups to average tenure across the workforce of average tenure of members of the dominant group. Segmenting attrition data into voluntary and involuntary is useful for identifying whether monitored groups are more likely to self-select or be pushed out. Reasons for voluntary attrition should be recorded through exit interviews and supplemented with information gathered from

<sup>1</sup> [https://www.csrhub.com/CSR\\_and\\_sustainability\\_information/Apple-Inc](https://www.csrhub.com/CSR_and_sustainability_information/Apple-Inc)

<sup>2</sup> <https://cultureplusconsulting.com/2018/10/16/meaning-metrics-for-diversity-and-inclusion/#:~:text=Other%20metrics%20used%20to%20track,%2C%20diversity%20awards%2C%20positive%20pr,ess.>

engagement surveys and focus groups. Involuntary attrition that is overrepresented in a monitored group is indicative of conscious or unconscious bias.

3. Recruitment

Comparing open position applicants from monitored groups against the potential pool of applicants from monitored groups. Reasons for weakness in applicant diversity should be gathered from employee focus groups, review of job advertisements (bias detection software may be useful), surveys that assess quality of employer brand, and analysis of recruitment strategies for bias e.g. employee referral programs, internships offered, etc.

4. Promotion

Tracking promotions awarded to individuals from monitored groups compared with the individuals who are not members. Tracking the time it takes for members of monitored groups to progress/ A difference may be indicative of performance vs potential bias that favors members of monitored groups and compare with development opportunities offered to individuals who are not members of a monitored group.

5. Pay and Benefits

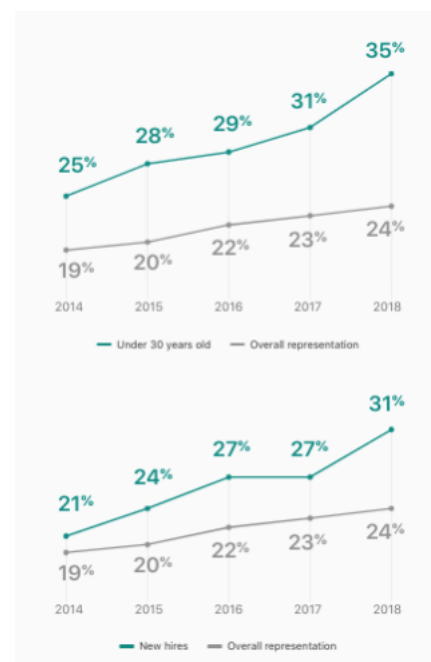
Compare financial and non-financial rewards earned by individuals from monitored group against who are not members. Analysis of pay and rewards across rank and function.

**Write a brief description (350 words) of how your idea will innovate and improve the customer journey by making the overall process simpler and more efficient for the stakeholder, and how the improved experience addresses the major challenge that you have identified for your organization.**

There are insights that can only be gathered from working with people who bring different perspectives.

The figure shown here is the current statistics of underrepresented minorities in the US<sup>3</sup>. Overall representation of underrepresented minorities has shown to have a steady increase over recent times. The greatest progress is seen within the under-30 and new-hire populations.

A diverse workforce begins with more opportunities. And an inclusive and diverse workforce drives innovation and makes Apple stronger. Apple has always been the believer and promoter of education as the best equalizer. Empowering students and educators at all levels has been a keen initiative. Partnering with community colleges, historically black colleges and Universities (HBCU), minority serving institutions, and programs like AppleCare College and HBCU scholars internship programs, is the most efficient process. Apple should



<sup>3</sup> <https://www.apple.com/diversity/>

be developing partnerships to reach even more diverse talent across all ages and career stages. Some of them are listed below:

- FIRST
- Girls Who Code
- National Center for Women and Information Technology
- Rewriting the Code
- AnitaB.org – Grace Hopper Celebration

CO= D140290	EQUAL EMPLOYMENT OPPORTUNITY
U= D140290	2018 EMPLOYER INFORMATION REPORT
	CONSOLIDATED REPORT - TYPE 2

SECTION B - COMPANY IDENTIFICATION	SECTION C - TEST FOR FILING REQUIREMENT
1. APPLE INC.	1-Y 2-N 3-Y DUNS NO.:060704780 EIN :942404110
ONE APPLE PARK WAY	
CUPERTINO, CA 95014	
2.a. APPLE INC.	SECTION E - ESTABLISHMENT INFORMATION
ONE APPLE PARK WAY	NAICS: 334111 Electronic Computer Manufacturing
CUPERTINO, CA 95014	
SANTA CLARA COUNTY	
c. Y	

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
			***** MALE *****							***** FEMALE *****					
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE/SR OFFICIALS & MGRS	2	0	80	0	0	16	0	0	19	1	0	5	0	0	123
FIRST/MID OFFICIALS & MGRS	478	202	4448	161	9	1992	12	79	1600	123	8	708	5	53	9878
PROFESSIONALS	1134	515	10876	376	64	9908	38	330	3287	177	21	3837	17	165	30745
TECHNICIANS	933	285	3535	522	35	541	20	140	870	172	12	233	7	45	7350
SALES WORKERS	3526	2089	8503	2588	117	1370	68	657	3888	1518	49	750	46	456	25625
ADMINISTRATIVE SUPPORT	1423	1143	4377	1057	47	571	46	234	3048	1415	22	638	32	287	14340
CRAFT WORKERS	24	2	65	3	0	18	0	0	1	0	0	1	1	0	115
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	247	306	85	21	5	94	4	15	41	17	5	41	4	11	896
TOTAL	7767	4542	31969	4728	277	14510	188	1455	12754	3423	117	6213	112	1017	89072
PREVIOUS REPORT TOTAL	7207	3891	31689	4475	267	12589	184	1284	12487	3235	118	5355	114	864	83759

SECTION F - REMARKS

DATES OF PAYROLL PERIOD: 12/16/2018 THRU 12/31/2018  
SECTION G - CERTIFICATION

CERTIFYING OFFICIAL: MARTHA BURRAGE-SIMS  
EEO-1 REPORT CONTACT PERSON: MARTHA BURRAGE-SIMS  
EMAIL: MBURRAGESIMS@APPLE.COM

TITLE: Senior AA/EEO Compliance Manager  
TITLE: SENIOR AA/EEO COMPLIANCE MANAGER  
CERTIFIED DATE[EST]: 05/31/2019 01:21 PM

The above report published by Apple showcases diverse recruitment<sup>4</sup>

Creating diverse workforce is a feel-good on paper, but it can be quite challenging to effectively implement it. Although there are plenty of diversity guides, there is no one-size-fits-all plan that works. That's because diversity means different for different people. Another big challenge that an organization faces is retaining bad talent, by holding onto diverse employees that are currently employed simply to boost diversity figures. Also, communication between members from diverse and non-diverse employees can get strained due to lack of sensitivity training. All these pain points can be addressed by well-designed training and education programs even within the organization.

<sup>4</sup> <https://www.apple.com/diversity/pdf/2018-EEO-1-Consolidated-Report.pdf>