



# Customer Journey Map

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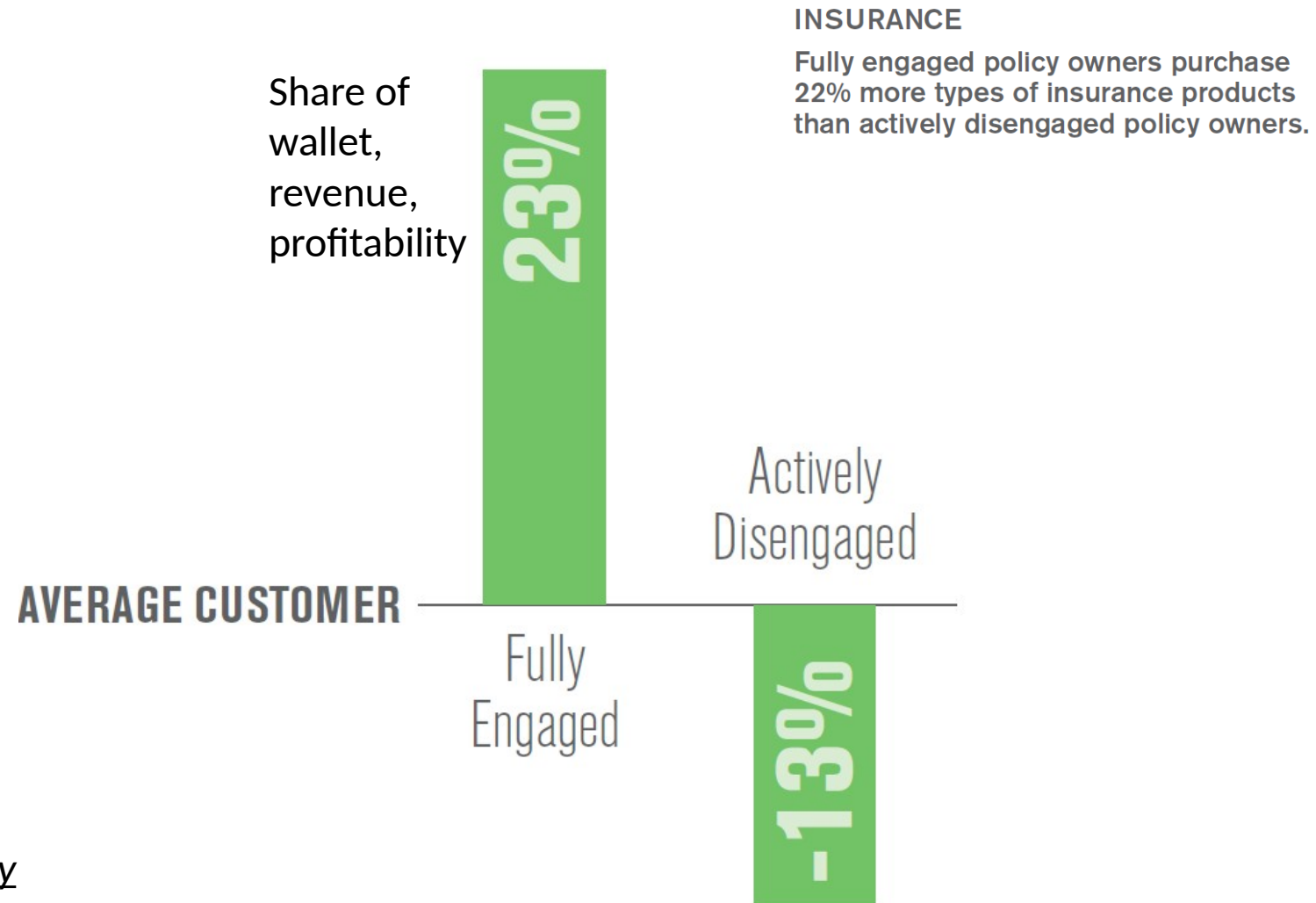
**I'M SORRY I ANNOYED YOU**

**WITH MY EXCELLENT CUSTOMER  
SERVICE**

**We believed very early on that people's  
interaction with the Starbucks experience was  
going to determine the success of the brand**

**– *Howard Schultz***

# CUSTOMER ENGAGEMENT DRIVE FINANCIAL PERFORMANCE

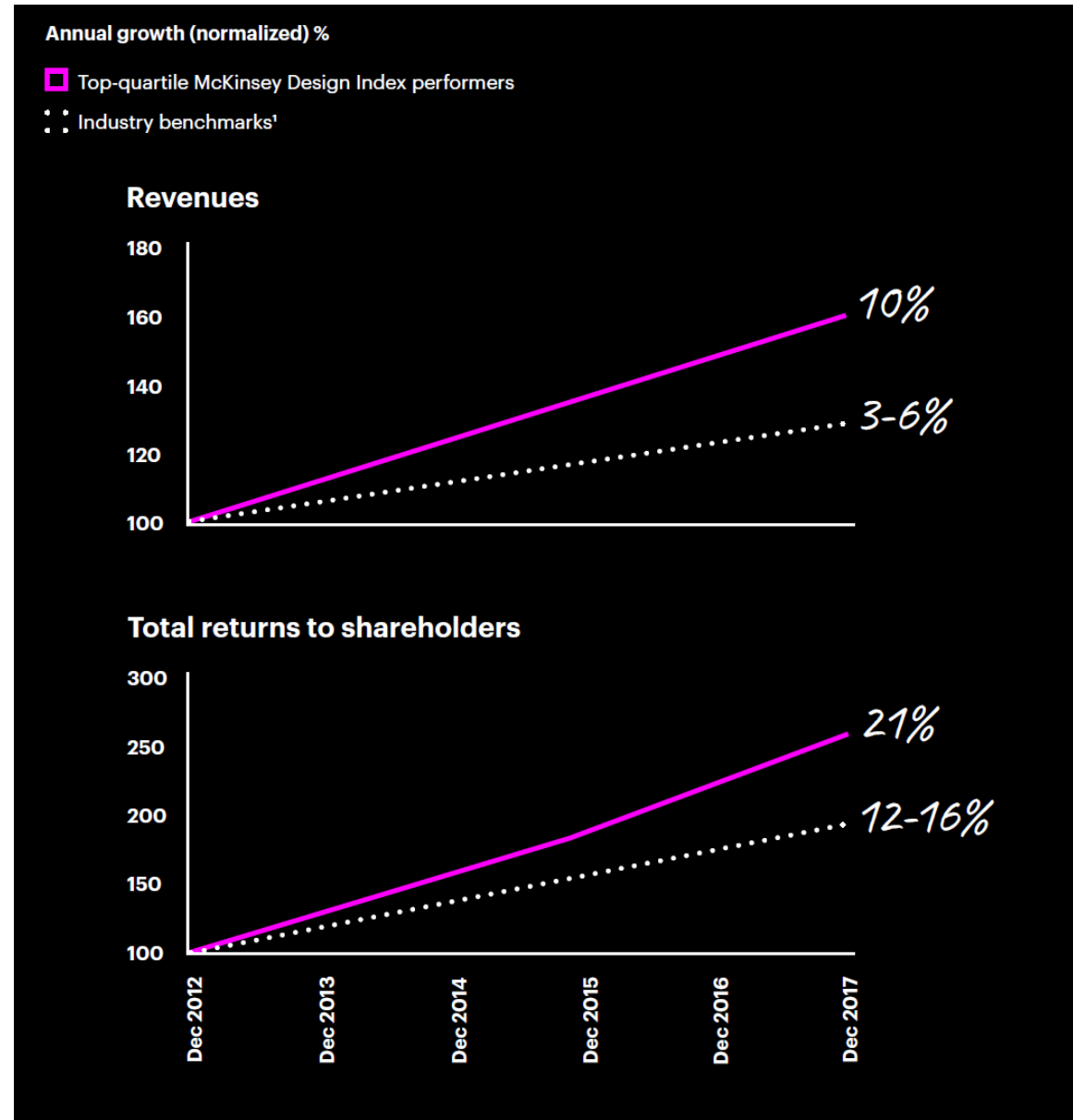


Gallup Study

# DESIGN EXCELLENCE DELIVERS FINANCIAL RETURNS

- Measuring and driving design performance with same rigor as revenues and costs
- Breakdown walls between physical, digital and service design
- Make user-centric design everyone's responsibility
- De-risk development by continuous testing and prototyping

McKinsey Study



What brands do you think deliver superior customer service and why?

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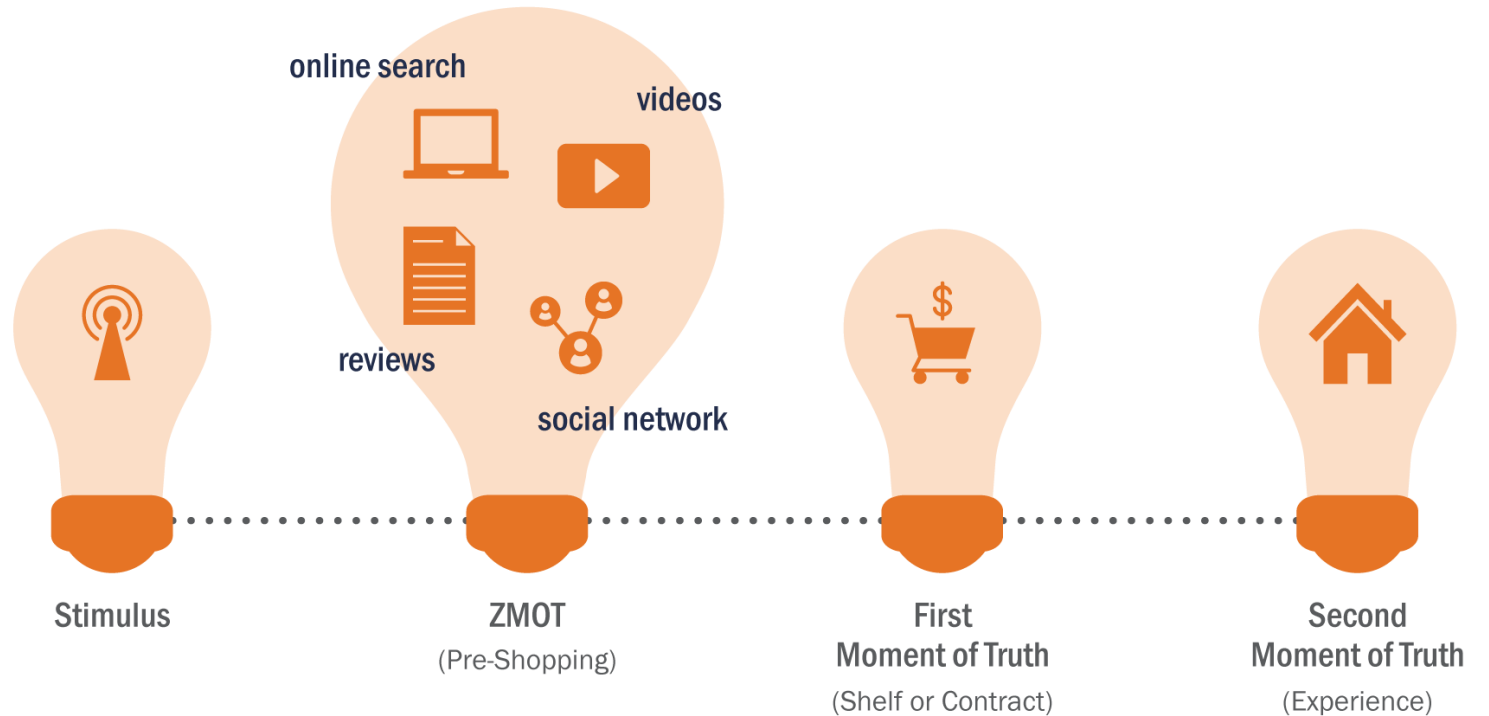
What brands do you think deliver superior customer service and why?



What organizational capabilities are necessary for delivering superior customer service?

# Customer Journey

- **Stimulus:** Advertising & promotions about the product
- **Zero Moment of Truth:** When consumers research a product or are made aware of the product
- **First Moment of Truth:** When consumers stand in front of a store shelf (online or offline) and decide what to buy
- **Second Moment of Truth:** When consumers use a product and then decide whether to buy it again & engage in brand advocacy (e.g., WOM, reviews)




Four-Step Mental Model

# Customer Journey Map

- A diagram that illustrates the steps your customer(s) go through in engaging with your company
- The more touch points, the more complicated and more necessary the map becomes
- Often based on customer interviews

# Example: Customer Journey Map for Zappos

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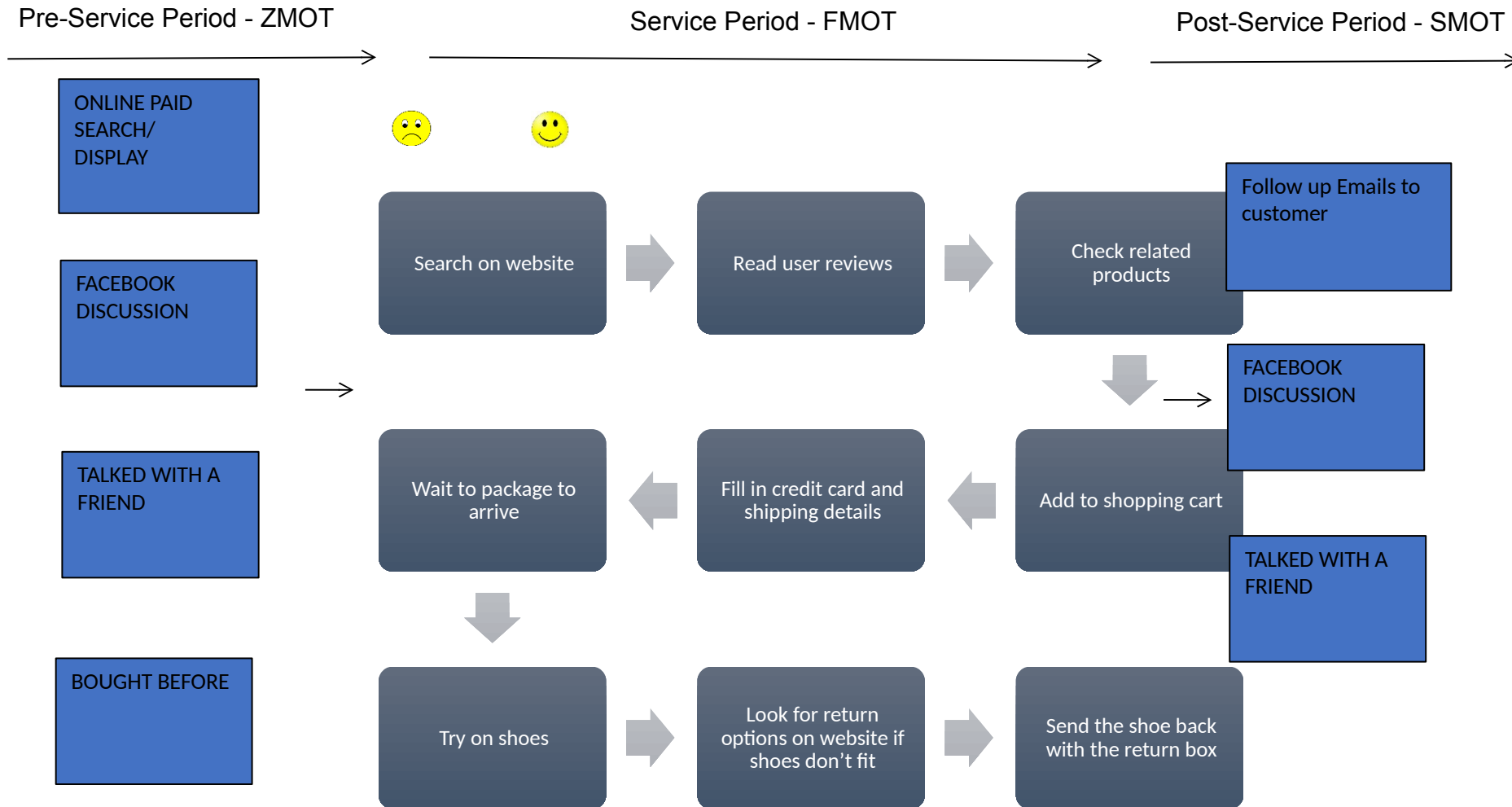
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Source: Created by Julia Grammer, based on Zappos.com.

# Example: Customer Journey Map for Zappos



# Website Observations – ZMOT

- For this phase, your goal is to understand how consumers research products and arrive at your website.
- Some questions you may consider:
  - When you search on Google, do you see paid search ads for this website?
  - How is the YouTube page of the website? Does it have firm and user-contributed channels?
  - How about social media websites like Facebook, Instagram, or Pinterest? Do they have users contributing content? Does the firm post content?
  - Does the website have content from users that are then shared on YouTube and social media sites?

# Website Observations – FMOT

- For this phase, your goal is to understand how your customers experience your website.
- Some questions you might consider:
  - Website:
    - How is the load speed of the website?
    - How is the aesthetic appeal of the website? Is it consistent with the image of the brand?
    - Does it feature a lot of promotions?
    - What is the search experience like?
  - Online <-> Offline integration:
    - Are you able to order online and pick up at a physical store? How easy is the process? Do they feature this on the website? How much time do they provide between order online and pickup? Do they provide delivery of products at your home from the physical store when you order online?
  - Payment:
    - Does the website provide good e-commerce capability? Is it one click? Does it integrate with Google Pay, etc.?
  - Cross-platform compatibility:
    - Is the website integrated with a mobile app?
    - If so: Is the app featured on the website? Does the mobile app help coordinate the in-store pickup of online orders?
  - What is the return policy? Is it clearly explained on the website?

# Website Observations – SMOT

- For this phase, your goal is to understand what the post-purchase experience is like for your consumers.
- Some questions you might consider:
  - Does the website provide and promote user-generated content? How robust is the consumer activity here?
  - Are the reviews for products featured on the website useful?
  - Is there a loyalty program that promotes word of mouth and repeat purchase?
  - When applicable, does the website have “how to” videos and FAQs? Are these webpages primarily produced by the firm or do customers contribute to them?



# Your Assignment

- Part 1 (use the template featured on slide 5 for this part):
  - Consider the website you visited for your exercise and develop a customer journey map.
  - List the potential steps at the different moments of truth, pre-service (zero), service (first), and post-service (second).
  - For each step in the journey map, provide your expected customer rating of that step.
- Part 2
  - Based on the journey map your group created, identify customer pain points.
  - Propose interventions or alternative paths to address each of these pain points.
  - How will you prioritize the implementation of these interventions? What metrics will you use to create the priority list?
- Be prepared to present your journey maps and interventions in class on Friday.

# Your Assignment

- Propose interventions or alternative paths that could improve upon the steps in the journey map that you expect to be pain points. Consider the use of AI along the following dimensions;
  - **Automation** –
    - digitization and streamlining steps in the journey that were formerly done manually. E.g., Scan a check to deposit it in a bank from the Cap One app.
  - **Proactive Personalization** –
    - take information from past interactions with a customer to customize the experience, E.g., Amazon.com's recommendation engine
  - **Contextual Interaction** –
    - Use knowledge of customer's location in the journey to draw them to the next step, E.g., Retail site may tell you the status of your recent order the moment you land on the home page like Orderup.com
  - **Journey Innovation** –
    - Identify new sources of value for the company and consumers, E.g., Delta App now provides travel management, and Uber options.
- You may either use powerpoint to list out your proposals.