

Customer Journey Map

(A) Team Wayfair

Your friend Sara has enrolled at your school and you are helping her settle into her new apartment. There are a lot of things to buy, and time is limited—it is a very demanding school with lots of work! You and Sara decide to first go online to find items she might need from Wayfair. Sara prefers to get everything delivered directly to her apartment.

There are many things to manage with the move, and you and Sara have only one evening to purchase things for her new apartment. Sara has picked out a coffee machine, some towels, a pillow, a comforter, some linens for the bed, and laundry detergent. When you visit the website, you and Sara might discover other items that she needs to purchase.

Time is of the essence!! Get ready to exhibit your shopping skills and transition Sara comfortably to her new apartment.

This exercise was prepared by Rajkumar Venkatesan, Ronald Trzcinski Professor of Business Administration, and Tami Kim, Assistant Professor of Business Administration. Copyright © 2021 by the University of Virginia Darden School Foundation, Charlottesville, VA. All rights reserved. To order copies, send an email to sales@dardenbusinesspublishing.com. No part of this publication may be reproduced, stored in a retrieval system, used in a spreadsheet, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording, or otherwise—without the permission of the Darden School Foundation. Our goal is to publish materials of the highest quality, so please submit any errata to editorial@dardenbusinesspublishing.com.

Page 2 UVA-M-1012

(B) Team Banana Republic

Your friend Ting has enrolled at your school, and you are helping him settle into his new life in the city. There are a lot of things to buy, and time is limited—it is a very demanding school with lots of work! Ting just told you that he wants some new clothes for the upcoming school year in order to make a good first impression. His favorite brand is Banana Republic, so you and Ting decide to start by going online to shop for what he needs from Banana Republic. You and Ting decide to get everything delivered directly to his apartment.

There are many things to manage with the move, and you have only one evening to purchase these clothes. Ting has picked out some jeans, T-shirts, shorts, and socks. When you visit the website, you and Ting might discover other items that he should purchase.

Time is of the essence!! Get ready to exhibit your shopping skills and help Ting make an awesome impression at school.

Page 3 UVA-M-1012

(C) Team Herman Miller

Your school has decided to allow staff members to work from home on a part-time basis. Trevor works for the school's facilities department and is responsible for helping university staff get set up to work from home. Several employees have opted to work from home, and Trevor will need to find equipment for all of them.

There are many things to do to revamp the workspaces to be conducive to the productivity of the staff. Trevor decides to visit Herman Miller's website to see if it might give him ideas for workspaces at home that are comfortable and functional. Trevor is particularly interested in ordering new tables, chairs, pen stands, and desk lamps that school employees might need and could be used in the new at-home workspaces.

Time is of the essence!! Can Herman Miller solve Trevor's needs? Can the website provide ideas for Trevor to consider, and email him quotes for different configurations? Can Trevor chat with a design expert from Herman Miller? What evidence can Herman Miller provide to assure Trevor that it follows state procurement guidelines? What guarantees can it offer that this large order of office furniture and equipment will be delivered on time?

Page 4 UVA-M-1012

(D) Team State Farm

Uma is a first-year student who has just moved to your city from San Diego, California. She is 25 years old and loves to explore the outdoors. Uma just bought a Prius, her first car, to drive along the mountains and go on road trips to other natural wonders in the area.

Uma cares about the environment and prefers to purchase socially responsible products. She is also price conscious and would like to live within her means. In addition to saving money, shopping for the best price provides joy for her. She is an independent thinker who wants to be in control of her choices. Uma keeps up with technology and knows about all the price comparison engines for different products. She found out about several insurance price comparison websites and was able to find good deals for her car insurance. Then Uma noticed a State Farm agent's office one day when she was driving through town. The agent's office reminded her of State Farm's "Drive Safe and Save" commercial. She started wondering whether this program could save her money.

How can State Farm find a solution for Uma's insurance needs? What would be a typical journey she would take to find the options available through State Farm? Uma would like State Farm to satisfy her needs online without having to visit its office. But she would also like to talk to the local agent. Can State Farm connect her to a local agent online? Will her experience on the online website and with the local agent be seamless, meaning she wouldn't have to repeat the same information to the local agent that she provided online? Can State Farm persuade Uma that it can offer the best insurance for her in the long term, even though some other insurance providers may provide lower rates on the comparison websites?

Page 5 UVA-M-1012

(E) Team Whole Foods

You are participating, as Team Texas, in the International Food Festival at your school. The theme for your team is, of course, BBQ with a mix of Tex-Mex. The team has made you responsible for getting supplies. There are a lot of things to buy, and you decide to first go online to find items you might need in Whole Foods. You would like to have everything delivered to your apartment.

There are many things to manage before the food festival, and you have only one evening to purchase the necessary food for the event (you must still prep for the assigned cases in your "Digital Marketing" course). You have identified fruits, sausages, chicken legs, ribs, flat iron steak, flank steak, and beer. When you visit the website, you might discover other items that you want to purchase.

Time is of the essence!! Get ready to exhibit your shopping skills and help your team show Texas pride in the festival.

Page 6 UVA-M-1012

(F) Team Instacart

You are organizing a reunion for one of last year's classes. You've just watched Ratatonille and Emily in Paris, and you decide to try making French food. However, it is exam season, so you are quite swamped with coursework, and you don't have a car. You have only one evening to purchase the necessary food for the event, as you have yet to do the readings for class in a couple of days. You would like to have everything delivered to your apartment.

One of the dishes you want to make is Julia Child's Boeuf Bourguignon. This dish calls for lean stewing beef, tomato paste, bay leaf, white pearl onions, carrots, and garlic cloves. You would also like to include wine, fruits, and French cheese. There may be other items you discover are necessary as you start seeing what is available.

You do not have Amazon Prime, but you have heard of Instacart (though you are not quite sure how). You don't feel like downloading the app, so you decide to go on the Instacart website to start shopping.