

For: Customer
Experience
Professionals

Getting Help With Customer Journey Maps

by Joana van den Brink-Quintanilha, December 12, 2014

KEY TAKEAWAYS

Lack Of Insights, Skills, And Tools Hamstring Journey Mapping Efforts

Companies use journey mapping tactically and strategically. In both cases, many companies struggle to get value out of their maps because they don't have the right insights, skills, or tools.

Journey Mapping Help Comes In Many Flavors

Help comes in many shapes and forms. It can focus on user research, customer journey mapping workshop facilitation, culture change, or do-it-yourself tools.

Customer Experience Leaders Need To Find The Right Fit

To find the right fit, customer experience leaders need to consider a number of key factors that shape the selection of a journey mapping service or tool such as type of map, function of the map, and end goal.



Getting Help With Customer Journey Maps

Processes: The Customer Experience Ecosystem Playbook

by [Joana van den Brink-Quintanilha](#)

with [John Dalton](#) and Corey Stearns

WHY READ THIS REPORT

Companies use journey maps for both tactical and strategic purposes. But they struggle to get the best results when they don't have the right insights, skills, and tools. Consultancies, agencies, user experience specialists, and software providers rush onto the scene with services and tools that help companies get the most out of their journey mapping efforts. But there is no one-size-fits-all. This report explores the key factors that customer experience professionals must consider when looking to take journey mapping to the next level.

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Forrester interviewed 15 vendor and user companies, including Andrew Reise Consulting, Confirmit, Kynsale, Mulberry Consulting, Nice Systems, Strativity, suitecx, Universal Mind, and Walker Information.

Related Research Documents

[The Seven Steps Of Highly Effective Journey Mapping](#)

October 1, 2014

[Brief: How Journey Maps Unify Customer Experience And Business Technology Efforts](#)

September 9, 2014

[Journey Mapping Best Practices](#)

May 21, 2014

JOURNEY MAPPING COMES IN TWO FLAVORS

CX pros should know that journey mapping exercises typically fall into two categories:

- **The tactical approach.** Companies that take a tactical approach map journeys to attack known time-sensitive customer problems. A decline in revenue due to known causes such as a drop in sales, poor retention, or competitive pressure may prompt this. In some cases, the tactical approach is part of making the case for customer experience, with the main deliverable being a journey map that acts as a wake-up call for the organization.
- **The strategic approach.** Strategic mappers tend to fall into two camps — companies that have taken a tactical or fragmented approach to journey mapping and want to consolidate personas and journeys and align on approach as well as companies that are serious about differentiating their CX. Companies that take a strategic approach use journey mapping to tackle an enterprisewide problem or opportunity and/or launch a wider CX program.

Compelling Results Remain Elusive

In theory, creating and using customer journey maps — of either the tactical or the strategic variety — does not require great technical skill; it's an activity that only requires the involvement of teams from around the business, a persona or other stand-in for actual customers, and time. In reality, though, many companies struggle to get value out of their maps because they:

- **Lack insights.** Too many firms begin their projects without conducting a gap analysis and touchpoint evaluation. They don't take the time to synthesize solicited feedback from customers, unsolicited feedback from customers, and input from employees to zero in on what customers care about the most. And they fail to take stock of the role and value of each touchpoint to influence customers' behavior. Mature practitioners know better. They start with a baseline understanding of customers' behavior — using survey metrics, customer data, queries, complaints, and stakeholder interviews — and plug knowledge gaps with new research. Without upfront insights, companies struggle to articulate how journey maps connect to outcomes that benefit the business and risk drowning in a myriad of initiatives that don't target CX drivers.
- **Have a shortage of skills.** A successful journey mapping session requires preparation and planning to set the scope and scale and verify that you have all of the essentials — personas, materials, the right people, and tools.¹ Equally important is setting expectations beforehand, building empathy, and setting goals that integrate journey maps into decision-making processes. Many companies lack the resources and skills to do this. They also find that they lack user experience and design skills required to conduct customer interviews and contextual inquiry and both design and validate maps. Carefully designed maps — combined with storytelling techniques — can help stakeholders feel empathy for what customers go through, but without the right skills in-house, companies are stuck with dull maps that don't drive action.

- **Miss tools.** CX leaders complain about maps that are static, spread throughout the organization, don't speak with authority, logic, and emotion to the right audience, and don't drive collaboration. They struggle to capture increasingly complex, connected, and evolving customer journeys in Excel, PowerPoint, Visio, and Illustrator. They feel hamstrung by impenetrable data spreadsheets. They are overwhelmed by the variety of formats available. Even when they have access to graphic designers who can create different versions of maps, for different audiences, they can't iterate fast enough. They long for editable templates that make communicating to different audiences and overlaying real-time data easier.

WANT HELP? FIRST DO YOUR HOMEWORK

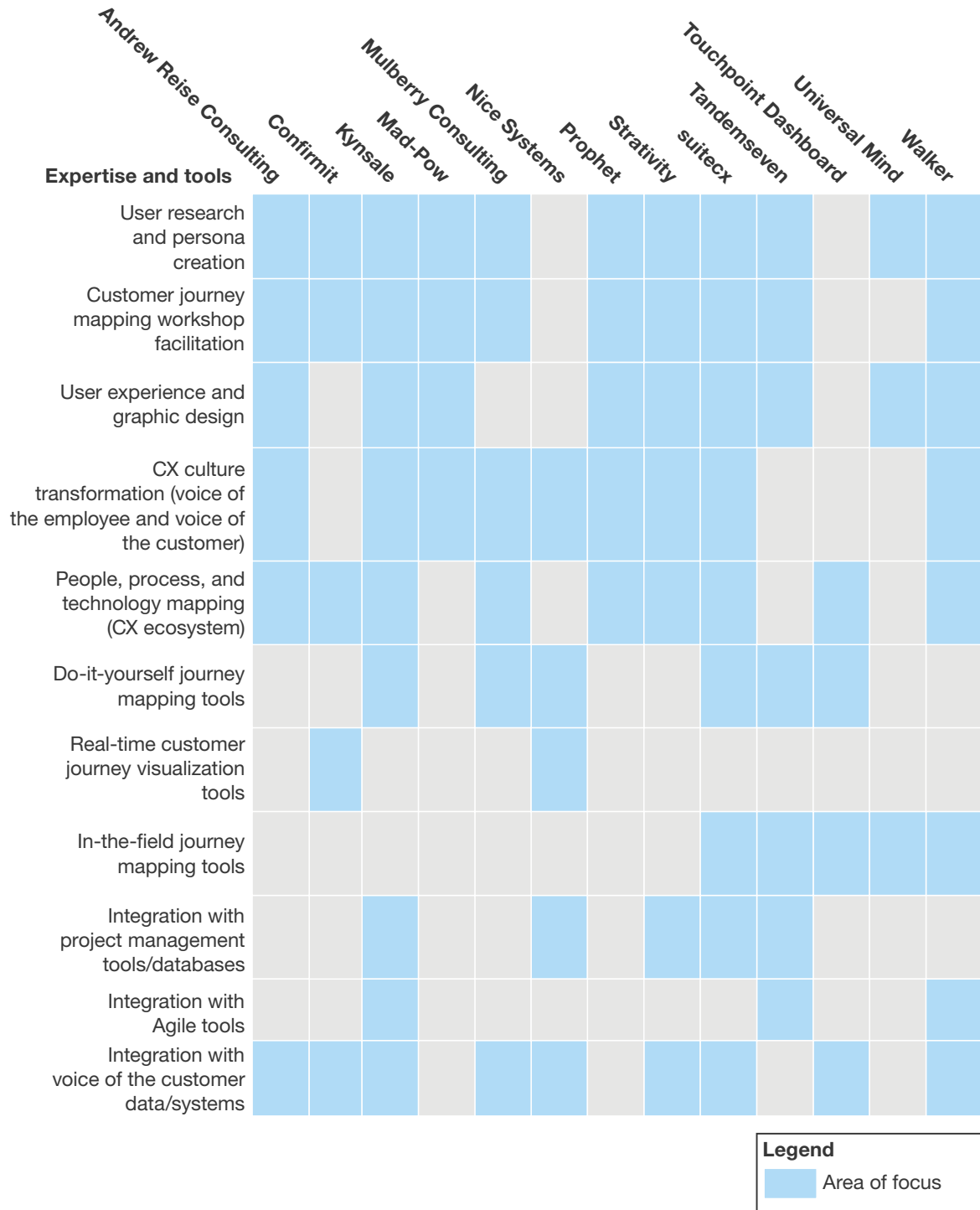
Journey mapping is hot, and many consulting firms and agencies help clients use journey mapping as a tool to solve tactical problems like Net Promoter Score declines or launching of ambitious CX transformation programs.² At the same time, a new breed of do-it-yourself tools — many initially developed for consultants by consultants — transfer power to CX leaders who want to make their maps editable, dynamic, customizable, and integrated. Help comes in many shapes and forms (see Figure 1):

- **User research and persona creation specialists.** For companies like Mulberry Consulting and Prophet, developing a current understanding of the organization and its customers is a fundamental requirement, whether the approach is tactical or strategic. In a similar vein, Andrew Reise Consulting frequently starts an engagement by helping clients analyze existing voice of the customer and market research as well as conduct in-depth interviews with customers and employees to understand gaps, needs, and expectations before journey mapping and future-state ideation. SuiteCX performs a current-state maturity assessment and evaluates the company's internal capabilities before mapping. Starting with a detailed maturity model, Strativity has worked with companies like E.ON to understand gaps in employees' capabilities, knowledge, connection to customer, and motivation to deliver.
- **Customer journey mapping workshop facilitators.** From one-day customer journey mapping workshops that offer a taster of the methodology to multiday workshops and train-the-trainer workshops, the number of options abound. Mad-Pow frequently helps companies gain buy-in for a larger CX program using journey mapping workshops that include touchpoint and channel brainstorming and customer empathy exercises. Walker sees an increased appetite among its business-to-business (B2B) clients for train-the-trainer workshops that build journey mapping skills in-house. Tandemseven conducts cross-touchpoint workshops and helps clients digitize output to facilitate validation and socialization. Some will facilitate virtual workshops. Andrew Reise facilitates high-level cross-functional workshops as well as additional drill-downs with technology management to zoom in on particular aspects or systems within a map.

- **User experience and graphic designers.** The need to create more iterative and interactive journey maps that allow employees to drill down based on initiative, audience, and relevance puts pressure on companies to seek or build user experience (UX) and design skills. UX specialists are called in to improve customer understanding, problem-solve, validate hypotheses, and design maps for broad communication. Tandemseven conducts ethnographic research on behalf of clients to identify core data-driven personas and map them to task flows and journeys for web, tablets, and smartphones. Kynsale — which offers CX consulting and software solutions — has helped Pitney Bowes validate its journey maps and align operational design to customer experience delivery both internally and externally with customers. KPN validates its journey maps by using quantitative and qualitative research as well as an online community panel.
- **Customer transformers.** Some companies were founded on customer obsession, while others need to transform their cultures. And to do so, they turn to consultancies like Prophet, Strativity, and Mulberry Consulting. These transformation consultancies conduct extensive research with employees, map customer journeys to uncover root causes of culture issues, model return on investment (ROI) to support the business case, develop transformation road maps, and provide coaching and training resources. For example, when Strativity worked with a leading natural gas provider, it was only after speaking with employees that it found a disconnect. Senior leaders believed that they had clearly articulated a value proposition that justified charging premium prices, but employees didn't know how to justify those prices in the marketplace.³ The result? Employees can better explain product differentiators to customers, and, ultimately, NPS went from -30 to 54 in 12 months.
- **People, process, and technology specialists.** Agencies like Andrew Reise and suitecx evaluate systems, data, and processes that enable or obstruct the customer journey. They gather data, map, ideate, and conduct drill-downs with specific stakeholder groups to create a road map for change. For example, Andrew Reise worked with a cross-functional group of stakeholders — who left their day jobs for four to six months — and used its process, application, integration, and data (PAID) diagramming approach to identify capabilities required to roll out 35 initiatives as part of a multiyear CX strategy to boost loyalty.⁴ Tandemseven helped a medical devices firm use customer journey mapping as connective tissue between development and CX teams by linking personas, journeys maps, and agile user stories. And Syngenta approached suitecx to use journey mapping to align sales, marketing, and customer services.

- **Do-it-yourself journey mapping software.** Companies like Tandemseven, Mulberry Consulting, suitecx, and Kynsale offer tools to centralize, edit, customize, and link maps to data, processes, systems, and specific CX projects.⁵ Kynsale's CX Core tool — which combines visualization with operational design, analysis, and collaboration capabilities — was a good fit for Pitney Bowes, which was struggling to get buy-in from senior management with dull spreadsheets and overlay data onto maps used at monthly meetings with its Global Client Council. Demand for an easier way to share and validate maps prompted Universal Mind to build an app called "Journeys," allowing real-time validation of maps in the field through customer feedback, data, photos, and video.
- **Journey mapping visualization tools.** Voice of the customer vendors like Confimit and Nice Systems are looking at ways to visualize cross-channel, individual, and aggregate customer journeys in real time. Nice Systems' Customer Engagement Analytics platform allows companies to visualize journeys dynamically to identify customers at risk of attrition and provide targeted coaching to service agents. To share journey maps, Citrix uses Podio, Citrix's collaborative workspace solution, which gives dispersed teams access to raw customer journey interview recordings and highlights, workshop notes, journey sketches, and project status. Other companies partner with interactive agencies to develop custom-built web portals and learning tools for training. In some case, free tools like Google Drawing can serve a more tactical approach.

Figure 1 Sources Of Customer Journey Mapping Help



It's All About Fit

Whether it's a tactical or strategic approach, a number of key factors shape the selection of a journey mapping service or tool (see Figure 2). In looking for help, CX leaders should consider the (see Figure 3):

1. **Type of map.** The type of map dictates the kind of user research, ideation, and user validation required. Current-state maps assess strengths and weaknesses of existing experiences and require companies to take inventory of the customer knowledge they already have, plug gaps, and prioritize efforts. Future-state maps explore ways to better serve customers in the future and require more contextual inquiry that exposes customers' latent needs. Future-state maps benefit from co-creation (the practice of involving people from across the customer experience ecosystem in the experience design process), which requires specific UX skills. When vacation agency TUI Travel wanted to create a future-state journey map to explore how emerging technologies transform the holiday vacation experience, it picked SapientNitro for its background in designing cross-touchpoint experiences.
2. **Function of the map.** The function of the map informs the level of detail, design, and format — small versus large, print versus digital, or high fidelity versus low fidelity. Project planning maps identify specific customer experience opportunities and guide improvements. They are intended for project planners, owners, and key participants and require a high level of detail, likely requiring some explanation and orientation.⁶ Broad communication maps share a common vision of the customer and show how the company is performing. They are intended for employees across the company or executive teams and should be visually engaging and self-explanatory and focus on key drivers.
3. **Governance.** Journey mapping requires assembling a core stakeholder group that will take responsibility based on knowledge of the drivers of the experience. To forge collaboration and shared accountability, distributed journey mapping teams rely on digitized maps, virtual collaboration tools, and, depending on the approach (strategic versus tactical), robust journey mapping tools. For projects that require collecting and validating high volumes of data across a journey, Citrix uses Touchpoint Dashboard, a journey mapping application. Strativity stresses the importance of validation through virtual focus groups, surveys, and contextual inquiry with customers and employees.
4. **Skills.** Possession of customer journey mapping skills — for workshop facilitation and overall consistency of approach — and UX skills — to conduct user research, design, and validate maps — is a key factor in determining the external help you need. Citrix has journey mapping skills in-house and leverages graphic design skills within the organization to create more compelling high-fidelity maps. Companies taking a strategic approach to journey mapping need to build in-house skills. KPN had to build its journey mapping team from scratch and selected a train-the-trainer model for its workshops. In the next phase, it will work together with a consultancy firm

to standardize output and build missing journey mapping and UX capabilities. Tandemseven works with clients that have taken a fragmented approach to journey mapping to standardize output and build missing journey mapping and UX capabilities.

5. **End goal.** Journey maps inform many activities within a CX program — including performance, design, employee alignment, planning, and branding. The intended impact shapes the data required, the people participating in the process, the creative, the action items, and the success metrics. It also shapes the selection of a journey mapping partner. Companies struggling to define a CX vision engage CX transformation specialists, while companies using journey maps to inform user stories for Agile development partner with UX specialists and invest in tools like Tandemseven's UX360 that sync journey maps with agile sprints and life-cycle management tools (see Figure 3). Companies wanting to use journey maps as dashboards may prefer tools like Nice's Customer Engagement Analytics platform that visualizes journeys in real time to identify customers at risk of attrition and provide targeted coaching to service agents.

Figure 2 CX Pros Should Consider Certain Factors When Looking For Help With Journey Mapping

Important drivers to consider if looking for help with customer journey mapping		Description
Type of map	Current state	Current-state maps assess strengths and weaknesses of existing experiences.
	Future state	Future-state maps explore ways to better serve customers in the future.
Function of the map/audience	Project planning	Project planners, owners, and key participants; maps have high-level detail, requiring some explanation and orientation.
	Broad communication	Senior executives and/or employees across the company; maps have low-level detail, not requiring any explanation or orientation to understand.
Governance	Colocated team	Preference is for face-to-face socialization and validation of maps.
	Distributed team	Socialization and validation require virtual collaboration and digitization of maps.
Skills	Customer journey mapping skills	Knowledge of customer journey mapping methodology and experience with facilitation of customer journey and ecosystem mapping workshops
	UX/design skills	User research, ethnographic research, map validation, map design
End goal	For tactical journey mappers	Fix a problem, capitalize on an opportunity, make a statement, and help build a success story for a larger CX business case.
	For strategic journey mappers	Multiple maps and map formats define a CX vision and road map, align people/process and technology, sync with Agile development, function as a dashboard, and allow management of a portfolio.

Figure 3 Strengths Of Customer Journey Mapping Vendors

Vendor	Journey mapping tool	Strengths	Case studies
Andrew Reise Consulting	N/A	<ul style="list-style-type: none"> • CX transformation approach includes customer needs and capability assessment, PAID diagramming, strategy and business case development, road maps, and implementation. • It diagnoses gaps between current- and future-state experiences. • It identifies values and behaviors to deliver CX strategy and creates training and coaching plans. 	Multiyear projects with a cross-functional team (sales, marketing, information systems, finance, operations, and customer service) develop CX strategy. Andrew Reise Consulting conducted journey and ecosystem mapping, acted as project manager for 35 initiatives, and helped staff a program team of more than 325 people.
Confermit	VoC tool including journey visualization	<ul style="list-style-type: none"> • Journey mapping creates requirements for voice of the customer (VoC) rollouts. • Journey maps act as dashboards for VoC data. • It helps align VoC and voice of the employee (VoE). 	Confermit facilitated a customer journey mapping workshop for a leading global financial services company. The company is adapting its listening approach as a result and redesigning the customer experience for the first of the three interactions that were mapped.
Kynsale	CX Core	<ul style="list-style-type: none"> • CX Core tool includes a variety of visual journey mapping modeling capabilities, linking them to people, process, and technology components. Tool has web and on-premises versions that can integrate into a variety of data sources and other applications. • CX capability assessment tools evaluate current state and operational capabilities. • It validates journey maps through internal and external user/customer research. 	Pitney Bowes uses CX Core to define and create customer journey maps and align people, process, and technology needed for delivery of CX improvements. The tool provides a central repository for Pitney Bowes' maps — which it dynamically overlays with emotions, behaviors, and customer data — to inform decisions about CX design, customer insight, metrics, prioritization of projects, governance, and strategy.

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Figure 3 Strengths Of Customer Journey Mapping Vendors (Cont.)

Vendor	Journey mapping tool	Strengths	Case studies
Mad-Pow	VoC tool including journey visualization	<ul style="list-style-type: none"> • Journey mapping workshops focus on visual storytelling to get buy-in and build CX business case. • It has services in: interactive and visual design content strategy, research and validation, brand development, usability testing, front-end development, and design training. 	Pearson worked with Mad-Pow to create an online learning platform with writing, grading, and grammar guidance. Mad-Pow facilitated discussions about teacher and student needs, designed functionality, and ensured accessibility across multiple devices.
Mulberry Consulting	CiMap and CiClarity	<ul style="list-style-type: none"> • It has robust CX transformation process and journey mapping expertise. • It conducts weekly coaching calls with most of its primary clients on an ongoing basis. • CiMap is a web front-end tool that provides an icon-based presentation of journeys and moments. 	Moen worked with Mulberry Consulting to develop a CX statement of intent, delivery plan, expected change in customer behavior, and definition of success. Mulberry used journey mapping tools to digitize maps and capture moments of truth and pain points. It zoomed in on product registration and installation instruction subsections of the map to ideate and align to CX principles.
Nice Systems	Nice's Customer Engagement Analytics, including journey visualization	<ul style="list-style-type: none"> • Cloud-based solution visualizes interactions a customer has with an organization in real time as a cross-channel individual journey map. Individual maps can be aggregated to identify trends and behaviors. • It provides insights into drivers and leverages multiple data sources. • It uses predictive analytics algorithms to make customer journey analytics actionable. 	A large data security application provider was losing revenue from auto renewal refunds and retail channel churn. Working with Nice, the provider used predictive analytics for digital subscriptions to reduce churn. It also used real-time targeting for website landing pages.
Prophet	Exam	<ul style="list-style-type: none"> • The CX and branding specialist has an approach that includes extensive research and journey mapping to understand current experience and organizational culture. • It provides extensive customer journey and business ecosystem mapping (analog and digital tools). • It helps execute transformation by empowering cross-functional teams, creating touchpoint blueprints, and driving cultural change. 	United Airlines worked with Prophet to identify customer needs and key touchpoints for two segments of premium fliers including check-in, gate, boarding, and process. It helped pilot an improved onboard experience, premium check-in area, and boarding process in major airports, which led to higher CX ratings for United.

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Figure 3 Strengths Of Customer Journey Mapping Vendors (Cont.)

Vendor	Journey mapping tool	Strengths	Case studies
Strativity	Experience 360 methodology (includes experience gap analysis mapping and moment-of-truth touchpoint and driver analysis)	<ul style="list-style-type: none"> • Journey mapping workshops focus on visual storytelling to get buy-in and build CX business case. • It has services in: interactive and visual design, content strategy, research and validation, brand development, usability testing, persona development, maturity model assessment, process design, front-end development, and design training. • Key driver impact analysis organizes touchpoints into a hierarchy map to show the touchpoints that have the greatest impact on customers. 	E.On UK Business worked with Strativity on its CX transformation, which included leadership alignment, diagnostics of the gap between current employee performance and customer expectations through journey mapping, customer strategy assessment, and CX design. The transformation included developing a CX team and a “You Said, We Did” close-the-loop campaign.
suitecx	Diagnosticcx/visualizecx	<ul style="list-style-type: none"> • CX transformation includes robust journey mapping process covering scoping, data gathering and analysis, mapping, outputs (drill-downs and validation), and road map. • Suite of tools organizes findings and prioritizes CX initiatives into a road map (diagnosticcx) and provides editable journey map templates (visualizecx) that capture what customers do, think, and feel as well as VoC data, statistics, and metrics. The maps can be cloned, updated to reflect changes, and annotated for collaboration. 	Syngenta worked with suitecx to align sales and marketing and launch a unified customer relationship management (CRM) program. Suitecx conducted a current-state maturity assessment, created a touchpoint map to understand the grower through distributor journey, and developed initiatives to close CX gaps, build requirements, and manage bid processes for CRM solutions. To embed suitecx, it developed sales and marketing training.
Tandem-seven	UX360	<ul style="list-style-type: none"> • It offers services in: UX strategy and design, Agile development, mobile CX, and business application and website development. • UX360 tool creates a rich media, central UX repository for personas, task scenarios, journey maps, and user stories. It encourages collaborative workflows and allows multiple views and formats of baseline or research-driven personas for different teams. It creates single-page and multipage journey maps that can be overlaid with data and graphics. • It integrates journeys with Agile life-cycle management tools. 	Large consumer packaged goods company worked with Tandemseven to conduct ethnographic research across its global base of 30,000 employees to identify core personas for technology usage. Tandemseven mapped personas to task flows and journeys in UX360 for web, tablet, landline, and smartphone access and used the results of persona and journey work to plan and execute a worldwide technology upgrade.

Figure 3 Strengths Of Customer Journey Mapping Vendors (Cont.)

Vendor	Journey mapping tool	Strengths	Case studies
Touchpoint Dashboard	CX Core	It offers a web-based tool that autogenerates journey maps based on data about customers and touchpoints. Map automatically updates to reflect new data. It includes features that allow stakeholders to review, contribute, and comment on the content of maps. It allows scoring of touchpoints to determine impact and ROI and identify CX drivers and pain points. It has a presentation mode that permits creation and sharing of customized views of data and maps.	Media firm worked with Touchpoint Dashboard to integrate customer feedback and operational data into journey maps. Tool allowed it to identify pain points and opportunities and prioritize by time-to-fix, resources needed, and impact. It also allowed the company to create a map view that included information about project status, owner, and priority.
Universal Mind	Journeys	<ul style="list-style-type: none"> • It focuses on web-based applications, mobile and tablet, digital transformation, user experience, brand strategy, and customer research. • It recently launched an app for mapping experiences in the field, called Journeys. Journeys creates and saves multiple journey maps that can be customized and enriched with images, audio, video, and locations. Maps can be grouped with tags, duplicated, exported as PDF, and shared between devices and users. 	Amway worked with Universal Mind to develop its mobile strategy through workshops that focused on idea generation, sketching, and prioritizing. Universal Mind helped Amway set up governance standards and design a digital platform for distributors that would work across devices.
Walker	N/A	<ul style="list-style-type: none"> • CX transformation includes review of customer intelligence, journey mapping, and VoC and VoE assessments. It offers additional services focused on sales enablement, mergers and acquisitions, and supply chain. • It specializes in B2B transformations. • Its approach to journey mapping focuses on involving partners, creating optimal listening programs, and revealing obstacles to change. 	Distribution company used Walker's journey mapping approach to enhance its customer listening program and serve as a catalyst for action plans focusing on moments of truth. A new onboarding process was developed for new customers and training sessions were implemented following the mapping process.

RECOMMENDATIONS

TO INTRODUCE NEW SERVICES AND TOOLS, YOU NEED A PLAN

Introducing new journey mapping services and tools presents opportunities for CX leaders to take journey mapping to the next level. Doing so, however, requires the involvement of the right people and careful planning:

- **Engage the right stakeholders in the selection process.** The first step in a well-defined journey mapping process is to assemble a core stakeholder group that will take responsibility based on knowledge of the drivers of the experience. Upfront research about your current state will provide you with the criteria needed for choosing the right stakeholders. These stakeholders need to know why they are taking time from their busy schedules to map customer journeys and be involved in any service or tool selection to secure full buy-in and avoid the not-invented-here syndrome.
 - **Get out of tools what you put into them.** Like any new tool, do-it-yourself journey mapping tools require initial training and configuration. They need to be populated with the right personas, data, and touchpoint information, and they may require integration with systems and data sources. Kynsale's CX Core is ready to use from day one but can be enriched with additional information over time. As an example, it took Pitney Bowes six to eight months to complete a fairly complex deployment of CX Core, which involved gathering fragmented data and integrating with other systems. Depending on the scope and level of fragmentation of existing customer journey mapping efforts and data, this process could take longer. Tandemseven regularly works with clients to consolidate and centralize personas, qualitative research, journeys, and data created by different agencies and silos over time.
 - **Have a clear long-term strategy.** The production of a map won't change anything unless it is part of a well-defined process that takes purpose and goals into consideration and tracks progress. Depending on the journey mapping approach and the kind of help sought, companies will need ongoing support, training, or knowledge and tools transfer. Strativity hands over its Experience 360 diagnostic tool to the client and helps embed change through education programs, CX certification, action planning, innovation, and process redesign. Journey mapping applications such as Mulberry Consulting's Ci Clarity, Tandemseven's UX360, and Touchpoint Dashboard are expanding executive dashboard capabilities to help clients assess performance over time. But a tool can only do so much; it is the CX leader's role to secure executive backing and the right organizational structure to make change stick.
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SUPPLEMENTAL MATERIAL

Companies Interviewed For This Report

Andrew Reise Consulting	Pitney Bowes
Citrix	Prophet
Confermit	Strativity
KPN	suitecx
Kynsale	Tandemseven
Mad-Pow	Touchpoint Dashboard
Mulberry Consulting	Walker Information
Nice Systems	

ENDNOTES

- ¹ Journey maps are wildly popular. But the production of a map won't change anything unless it is part of a well-defined process that takes into consideration a purpose, goals, and customer experience (CX) maturity. Whether or not journey maps are being used to design customer-centric experiences or align employees and cultures to customer needs, these seven steps outlined in this report can help CX professionals boost journey mapping effectiveness to drive change. See the October 1, 2014, "[The Seven Steps Of Highly Effective Journey Mapping](#)" report.
- ² Net Promoter, Net Promoter Score, and NPS are registered trademarks of Bain, Fred Reichheld, and Satmetrix Systems. Source: Bain (<http://www.bain.com/search.aspx?q=Net+Promoter>); Satmetrix Systems (<http://www.satmetrix.com/>).
- ³ Companies that want their cultures to become customer-obsessed will typically require help in making the change. Fortunately, a wide range of consultancies offer services that enable this transformation. Forrester interviewed 14 of these firms to better understand their capabilities, capacity, location, key clients, and industry expertise. The resulting analysis helps customer experience professionals decide which consultancies are the right ones to partner with on the journey to customer obsession. See the August 11, 2014, "[Market Overview: Where To Get Help With Culture Transformation](#)" report.
- ⁴ Andrew Reise Consulting identifies/addressess gaps between current/future-state experiences. The firm begins by mapping existing customer journeys, reviewing client documentation, and analyzing customer feedback in order to understand the current state. Next, it partners with the client to develop a new strategy that aligns with the brand and to map future-state journeys that visualize delivery of the intended experience. It then works with clients to complete a CX capability self-assessment to diagnose the gaps between the current- and future-state experiences. That gap analysis leads to a road map for the

transformation. As part of the road map, Andrew Reise Consulting identifies specific values and behaviors required for employees to deliver the customer-centric strategy. It then creates a communication, training, and coaching plan to help companies shift employee behaviors to support the intended experience. Andrew Reise Consulting measures the ROI on key improvements and projects to ensure that changes have the desired impact. See the August 11, 2014, [“Market Overview: Where To Get Help With Culture Transformation”](#) report.

- ⁵ Companies taking a more tactical approach to customer journey mapping may opt for tools like Touchpoint Dashboard and Mulberry Consulting’s Ci Map Lite, which are also suitable for individual or smaller team use.
- ⁶ When executed well, customer journey maps can help customer experience professionals plan improvement projects and communicate with employees across their organizations. Unfortunately, journey maps often fall short due to missing content, overwhelming detail, and poor visual design. Based on Forrester’s existing research, our analysis of current customer journey maps, and the input of leading practitioners, we developed a simple methodology to assess the effectiveness of journey map deliverables. To get immediate value from this assessment, customer experience professionals should have key stakeholders take the test, compare their results, and discuss improvements that will make journey maps more effective in driving customer-centricity. See the October 15, 2010, [“Assess The Effectiveness Of Your Customer Journey Maps”](#) report.

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« CARL ERICKSON, client persona representing Customer Experience Professionals

