



SAP Signavio Customer Journey Modeler | PUBLIC

Introduction to **Customer Journey Mapping**

Visualizing Customer Touch Points from Start to Finish

Table of Contents

3	What Is a Customer Journey Map and Why Do You Need One?
<hr/>	
5	How Do You Create a Customer Journey Map?
<hr/>	
8	What Should a Customer Journey Map Look Like?
<hr/>	
9	In-Depth Look at a Customer Journey Map
<hr/>	
11	Benefits of Customer Journey Maps

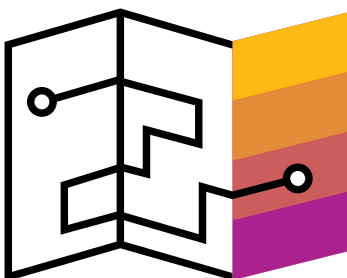
What Is a **Customer Journey Map** and Why Do You Need One?

What do disruptive companies – think Airbnb, Uber, and Amazon – all have in common? The answer is **a great customer experience**. It's what allowed them to enter an established market and completely dismantle the status quo. It's what made them successful, and it's what is keeping them at the forefront of their industries. Their focus was on providing customers with a new way of doing something they were already doing, but in a more efficient way and with a better overall experience.

If you're wondering how companies can disrupt entire industries – or even just stay competitive in an ever-growing marketplace – by offering products or services similar to those that are already available, you're not alone. Many businesspeople ask themselves the same question every day, but often, they fail to look at it from the customer's perspective. If a customer can get the same product at the same price at store A and store B, but store A has unfriendly staff, disorganized shelves, and an unhelpful Web site, the customer is more likely to choose store B just because it's a more pleasant experience. But if you're store A, how do you know the reasons why you lost the customer?

Customer journey maps are the best way to try to answer that question.

And they are not just for startups or e-commerce giants. Any business in any industry can (and should) use customer journey mapping to better understand their customers and improve their operations. It's one of the best ways to track each interaction a customer has with your company, from the initial contact all the way to when they make a purchase and receive their product or service. It captures each moment and touch point along the way and allows businesses to better understand a customer's motivations or frustrations at each of those points.



A customer journey map is one of the best ways to **track each interaction** a customer has with your company, from the initial contact all the way to when they make a purchase and receive their product or service.

GET A FRESH PERSPECTIVE

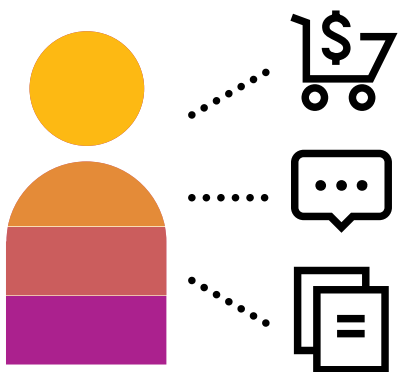
Essentially, a customer journey map provides you with a new perspective. It allows you to see your company from the outside in. Instead of focusing on internal operations, you're looking at the results of those operations from the customer's viewpoint.

A customer journey map can come in many forms, but most often it is a graphical representation of the steps a customer takes in a process when interacting with your company. It can contain a wide variety of information, including critical decisions, touch points, departments involved, IT systems, and any other points that are specific to your company.

Some customer journey maps focus on a single process. Others involve multiple processes and departments across the entire organization. But they all have one thing in common: they highlight how, in the eyes of the customer, what we thought was a simple end-to-end process does

not, in effect, deliver that experience. Instead, it involves multiple processes and departments from across the organization. It's only when all parts of your organization operate seamlessly together that you can deliver the experience your customers expect and demand.

The end product should aid businesses in streamlining processes and eliminating customer pain points, resulting in a better customer experience overall. It forces businesses to consider each step from the customer's perspective, and the results are often surprising. For example, some organizations might find that they aren't even aware of all the ways customers are interacting with them. Today, consumers' buying decisions are often heavily influenced by online reviews that express "the wisdom of the crowd." Reviews are undeniably an important part of your business's reputation, but do you currently consider a review a customer interaction? Your customer journey map helps answer questions like this.



Instead of focusing on internal operations, you're **looking at the results** of those operations from the customer's viewpoint.

How Do You Create a Customer Journey Map?

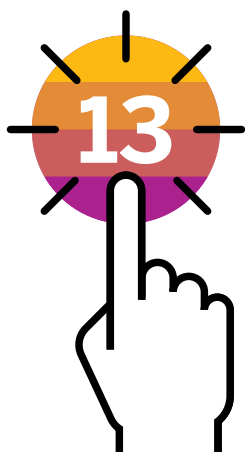
Customer touch points, customer decision journey, engagement strategy, customer experience design, or just plain old customer service – no matter the name you give it, it's likely that your organization is involved with customer experience already. But you're probably not approaching it at an organization-wide level, and you're probably not viewing it from the customer's perspective. The outdated approach to customer journey mapping considered only the business needs along the way: trying to save time, money, and resources. But what's the point of an extremely efficient process if it turns off your customers and costs you potential business?

It's time to rethink things. Studies have shown that the average number of touch points before a sale is made by a business is around 13. That's 13 chances to either lose a prospective sale or gain a customer. This raises the following questions:

- How do you make sure that each of those 13 interactions goes according to plan?

- How do you ensure seamless transitions from one step to the next?
- How can you keep the customer moving forward?
- How do you communicate to your employees which touch points and interactions are the most critical, and how do they know when it's time to redesign a process or improve certain touch points?

The best way to answer these questions is to truly understand the motivations of your customers and outcomes at each stage of interaction with your company. To effectively track all of this and incorporate it into a usable tool, you need a systematic approach to building your customer journey map. Here are some steps you should take along the way – but it's wise to customize these based on your own business needs.



The average **number of touch points** before a sale is made by a business is around 13. That's 13 chances to either lose a prospective sale or gain a customer.

DEFINE YOUR OBJECTIVES AND SET THE SCOPE OF THE PROJECT

Before you get started, you need to consider your end goal and set the objective. While your end goal will always be to understand things from the customer's perspective, focusing the customer journey map on a narrower goal within that larger goal keeps things manageable. Do you want to revise one process to fix current problems? Or scrap it and start from scratch? Do you want to start small with a process involving one department? Or do you want to focus on a broader customer experience that touches on departments across the company? Knowing what you want to get out of building a customer journey map from the beginning keeps the project focused and helps define the way forward.

Another consideration is whose journey you're mapping. Not every customer is the same or has the same concerns. Different business segments have different customers. Developing different personas (fake customer profiles that represent a broader customer population's concerns and habits and are typically used as a target audience) helps you define the scope of your customer journey map.

DO YOUR RESEARCH

A good customer journey map is the result of varying types of research. It can include insights gained from internal research and customer research. Internal research might include customer insights and feedback already gathered through surveys or feedback forms as well as the internal view of the customer-business relationship. This internal perspective should be built out by a cross-departmental team that interacts with customers. You want to get their ideas on what the customer journey is like, including touch points, opportunities, and issues. It's likely that they already have a good understanding of where issues exist.

DRAFT YOUR CUSTOMER JOURNEY MAP

The first iteration of your customer journey map should be at a high level, outlining key stages and interactions in the journey. At this point, it is based on feedback gathered from customers for other purposes that is already on hand and from your employees' internal perspective. While this is acceptable for this stage in designing your journey map, it's important to realize that a full-fledged customer journey map can't exist (or shouldn't) without direct customer research, although sometimes your customer might be your employees. For more details about the type of information to include in your map, see the section "[What Should a Customer Journey Map Look Like?](#)"

TEST YOUR CUSTOMER JOURNEY MAP WITH REAL CUSTOMERS

For a truly representative customer journey map, you need to hear the facts directly from the source. This requires input from your customers in the form of customer research. Speak with customers who closely reflect the different personas you developed (this shouldn't be difficult since the personas should have been based on actual customer profiles) and get their feedback on your draft of the map. This might not necessarily mean showing them your draft and asking for their opinion. Instead, it can involve soliciting feedback on the overall customer journey or on specific elements.

You can do this quickly and easily by analyzing social media and online reviews, or you can use more sophisticated methods such as customer interviews or workshops. Surveys are another option for collecting data and are especially useful if you intend to rely on specialized metrics such as Net Promoter Score, which measures the loyalty of your customers.

It's important that during this step, you're not only gathering information that was missed in your initial draft of the customer journey map but also hearing directly from the customers in terms of their thought process on their journey. This results in the most useful feedback for the design of your customer journey map.

FINALIZE YOUR CUSTOMER JOURNEY MAP

Now that you have your first draft of the customer journey map and feedback from customers, it's time to revise and finalize. Update the map to incorporate the points you missed along the journey with the valuable insights gained from customer research.

By this point, you should have a much better understanding of the processes behind the customer journey. The next step is to put your customer journey map to use by analyzing it and making improvements. This should not be a one-time exercise, as customer excellence is achieved when the customer journey map is viewed as an ever-evolving document.

What Should a Customer Journey Map Look Like?

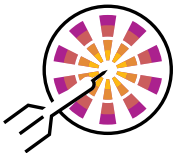
There are hundreds of variations on customer journey maps. If you get caught up on how pretty the picture will be, then you'll waste a lot of time. Instead, focus on what elements you should include in the map and how to best represent them.

The SAP® Signavio® Journey Modeler solution allows you to refocus on the customer by viewing your processes from the outside in. To make it easier for you to incorporate all the right information, the solution includes the following elements.



Personas: Create a living, breathing example of your ideal customer. What's their age? What devices do they use? What are their values?

These are some great questions to ask as you start developing personas for the different customers who interact with your company. The benefit of doing this is that you can then tailor the customer journey specifically for certain customers, providing a personalized service.



Desired outcomes: Define what your different customer personas are trying to get out of their experience. If you understand what they want in the end, you'll better understand their frustrations when they arise.



Steps: Show the sequence of events at a high level. This helps you see the entire process from start to finish and acts as ground-work for the rest of the information.



Touch points: These represent steps where your customer comes into direct contact with your brand. Are there any interactions you could be overlooking? Have any touch points changed due to recent digitalization or business expansion? These are important steps along the way because each one offers you the opportunity to create a good impression on the customer.



Moments of truth: These are a special kind of touch point. They are the moments that can make or break your business's chance for success. Poor performance during a moment of truth could derail an otherwise positive customer journey.

Each of these elements adds to the overall thoroughness of your customer journey map. Combined, they give you a fuller understanding of what your customer goes through each time they interact with your business. Broken down, they can provide a more focused way to analyze certain stops along the journey.

Using SAP Signavio Journey Modeler, you can incorporate pertinent information directly into your map and link it with your business processes. This offers a powerful combination of process management and a data-based approach to delivering the best customer experiences.

In-Depth Look at a Customer Journey Map

Designing a customer journey map can be a daunting process; seeing one play out can help. Let's look at the example shown in Figure 1 in more detail so you can get a clearer idea of each step.

Imagine that you're a bank that offers home loans and mortgages. In this scenario, you're mapping out how one of your customer personas that you've already developed moves through a loan application process.

The potential customer, let's call him Home Loan Harry, walks past your company's billboard advertisement every day. He and his wife have been talking about updating their kitchen but have been putting it off because of the cost. But the pipes in the kitchen sink sprung a leak last night. So this morning, when

he passes the ad for the hundredth time, he finally takes notice. He realizes that they can afford to upgrade their kitchen if they take out a small loan.

When Home Loan Harry sits down at his computer and pulls up your company Web site, he comes to the first moment of truth. After reading about your company and looking at the different types of loans you offer, will he submit an inquiry about home loans?

Lucky for you, your Web site has an easy way for potential customers to request a quote. With a few clicks and after filling in his information, Home Loan Harry has initiated his first touch point with your company. Because you've automated your customer quote inquiry process, Home Loan Harry gets a response within a few minutes.

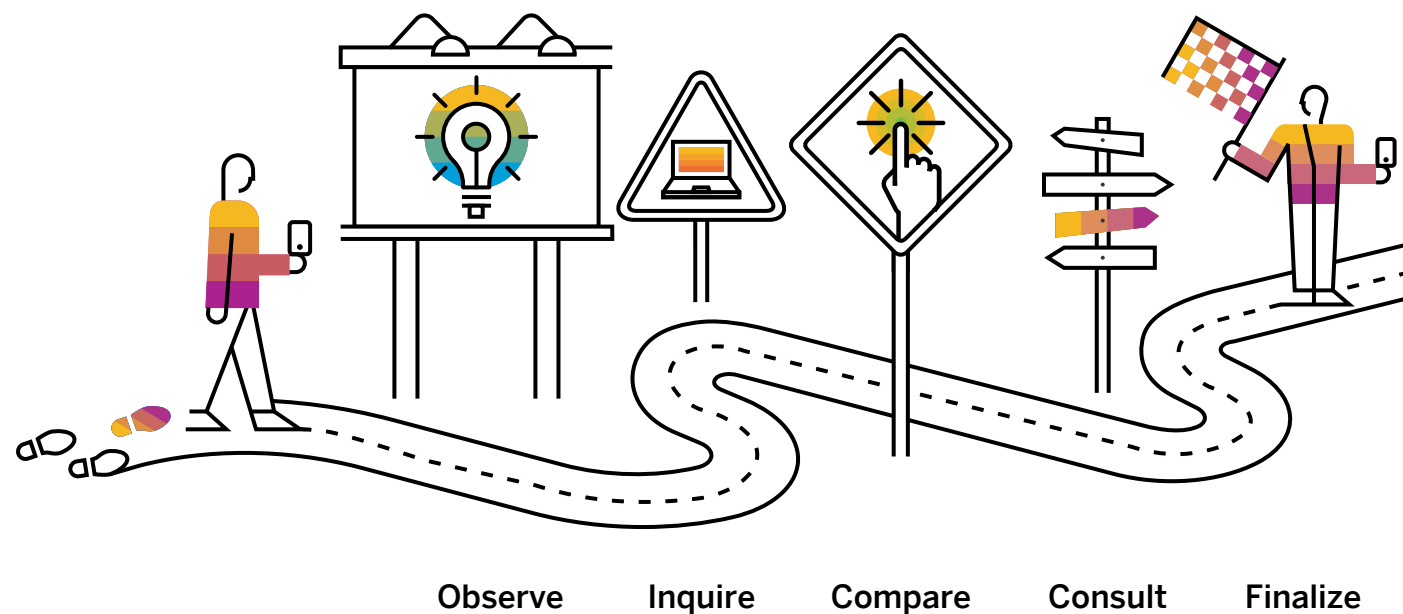
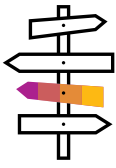
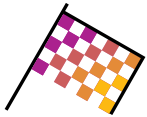


Figure 1: Customer Journey Map



After seeing the interest rate your company is offering him, he's curious if he could get a better deal with one of your competitors. He starts searching for information online. He reads reports about trends in loan rates and finds review sites where people have provided feedback on your company. He even requests information from a few of your competitors. But their Web sites aren't as user-friendly, and when he calls, he can't seem to get through to a real person to ask questions.



But because your company understands Home Loan Harry and others like him, you've been following up with him through targeted e-mails and a phone call or two this entire time. These touch points helped nudge him through to the

final moment of truth – submitting an application. He's able to book an appointment with a loan specialist, and filling out the application is a breeze. He hears back within a few days – he's been approved for the loan.

We realize this is a simplified example of an ideal scenario. In the real world, your current customer journey probably isn't this streamlined, and there are likely some bumps along the way. But that's why you're reading this paper – because you know your company needs to smooth out those bumps to win customers and keep clients happy. With SAP Signavio Customer Journey Modeler, you don't just get the benefit of a new perspective; you also see the direct connection to the processes that are driving your customer journey. This allows you to focus on solutions from the get-go.



Customer journey mapping helps your organization align behind a **shared perspective** with the same goal – making the customer happy.

Benefits of Customer Journey Maps

Customer journey mapping is becoming a necessary part of doing business. To thrive in the current economic climate, organizations need to provide superb customer service along with their products and services. Taking an outside-in approach to your business operations enables you to fully understand your customer. Figure 2 describes just a few of the benefits.

Customer journey mapping helps your organization align behind a shared perspective with the same goal – making the customer happy. It also allows you to more closely consider the supporting processes that go on behind the scenes with complex operational detail. Seeing the entirety of the journey from both internal and external perspectives alongside processes allows you to provide a better customer experience. And these

benefits contribute to an even bigger one: more free time for you and your employees to innovate on solutions or the next big idea.

SAP Signavio Customer Journey Modeler helps you connect the dots between your customer journey and the people, processes, decisions, and IT systems that drive it. It's an in-depth look at the processes and operations that are driving your customer experience from a new perspective. Use it to transform your operations by putting customers at the center of your business.

FIND OUT MORE

To learn more about how SAP Signavio Customer Journey Modeler can help you design effective customer journey maps to transform your operations, visit us [online](#).



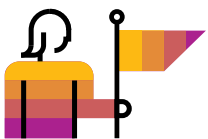
Visibility

See how your customer experience is impacted by behind-the-scenes operations.



Understanding

Develop a shared understanding that helps get your entire organization on the same page.



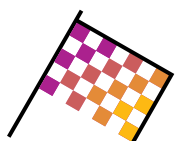
Empowerment

Empower employees to think of the next big, disruptive idea.



Agility

Respond quickly to changes in customer demand or expectations.



Excellence

Create moments of delight for your customers that keep them coming back for more.

Figure 2: Benefits of Effective Customer Journey Mapping

Follow us



www.sap.com/contactsap

Studio SAP | 81852enUS (22/03)

© 2022 SAP SE or an SAP affiliate company. All rights reserved.

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of SAP SE or an SAP affiliate company.

The information contained herein may be changed without prior notice. Some software products marketed by SAP SE and its distributors contain proprietary software components of other software vendors. National product specifications may vary.

These materials are provided by SAP SE or an SAP affiliate company for informational purposes only, without representation or warranty of any kind, and SAP or its affiliated companies shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP or SAP affiliate company products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

In particular, SAP SE or its affiliated companies have no obligation to pursue any course of business outlined in this document or any related presentation, or to develop or release any functionality mentioned therein. This document, or any related presentation, and SAP SE's or its affiliated companies' strategy and possible future developments, products, and/or platforms, directions, and functionality are all subject to change and may be changed by SAP SE or its affiliated companies at any time for any reason without notice. The information in this document is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, and they should not be relied upon in making purchasing decisions.

SAP and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP SE (or an SAP affiliate company) in Germany and other countries. All other product and service names mentioned are the trademarks of their respective companies.

See www.sap.com/trademark for additional trademark information and notices.

THE BEST RUN

