



# CUSTOMER JOURNEY MAPPING WITH ARIS

ARIS Product Marketing  
February 2016



# 3 QUESTIONS THAT CHANGE YOUR BUSINESS

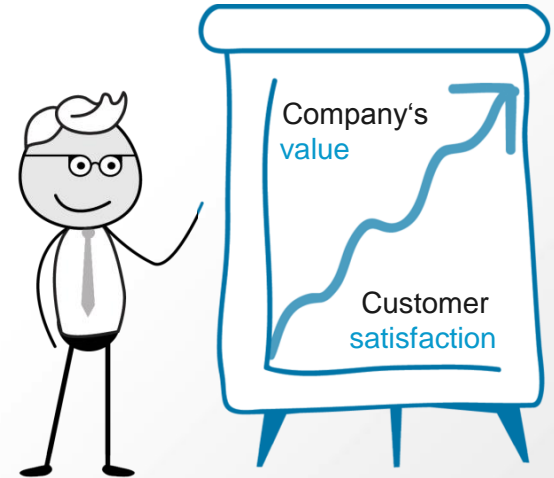
## IMPROVING CUSTOMER EXPERIENCE WITH ARIS

**Why**  
customer experience  
matters?

**What is**  
customer journey  
mapping?

**How** do I use  
customer journey  
mapping?

# ARIS



# THE WORLD HAS CHANGED - AGAIN

## RECOGNIZE THE NEW ENTITY OF THE MARKETS

### Competitive challenges



- New competition
- Increasing price pressure
- Copy of business models

### Technology challenges



- Personalization
- Cloud, mobile & social
- Internet of Things

### Customer challenges

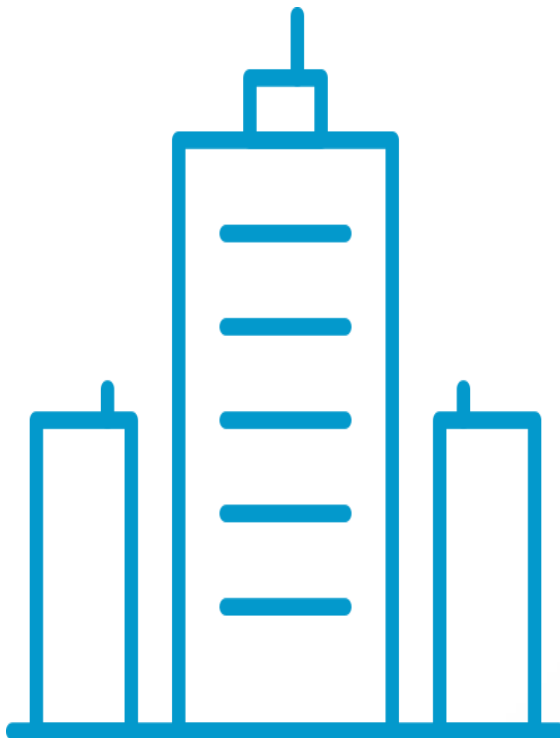


- Omni-channel distribution
- Cross-industry benchmarks
- Best-in-class service

### Product challenges

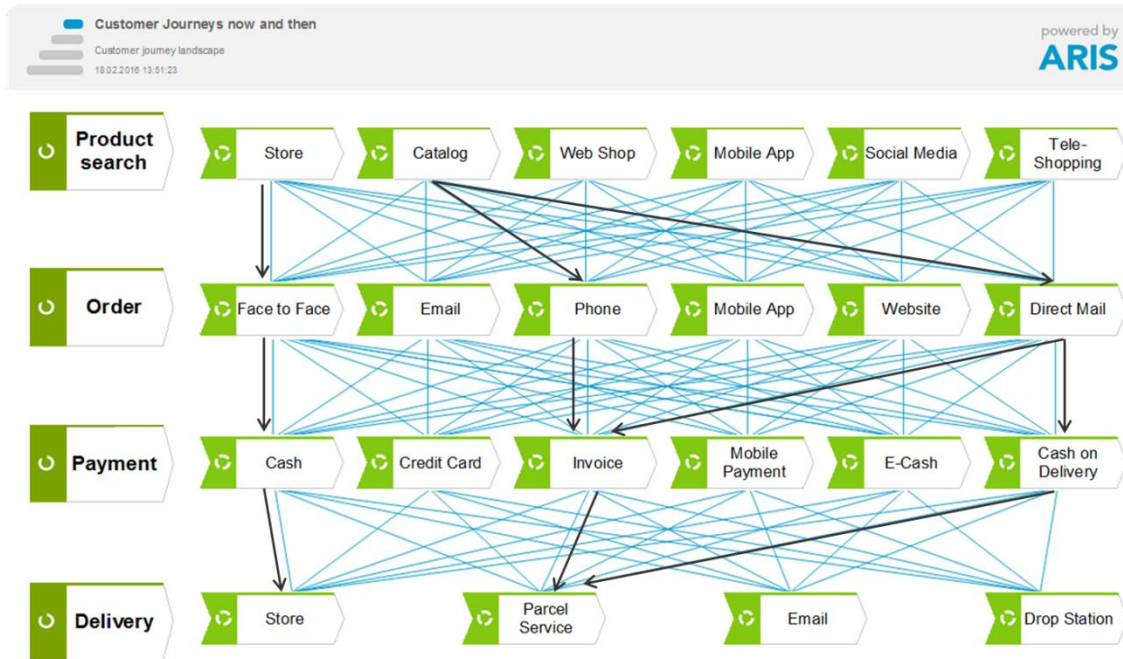


- Faster innovation cycles
- Personalized service
- Faster & better support



# NOW AND THEN

## CUSTOMER JOURNEY VARIATIONS



### Buying a blouse

- 25 years ago, a customer could buy a product 3 or maybe 4 ways (black arrows)
- Today there are more than 1,000 opportunities to buy the same good (blue lines)
- The best organizations provide as much variations as possible to offer their customers that one way to buy the product they desire

# IT'S TIME FOR NEW STRATEGIES

## THE END OF STABILITY

### Blurred structures



- In the digital world, market structures get blurred by innovative companies
- New business models provoke entire industries and industries compete with each other
- New disruptive startups are identifying pain points and offering alternatives to satisfy customer needs

### New logic



- Sustainable competitive advantages lose importance in an accelerating world
- Companies have to learn how to exploit short-lived opportunities and capture new arenas
- Recognition of opportunities based on a deep understanding of customer needs will become one of the core digital skills

### Agile Processes



- In the digital world that requires agility, stability is the most dangerous situation
- Success means developing the ability to continually reorganize and reallocate resources
- To stay successful, establish a common disposition to break down silo mentality and habits of mind that delay innovation

# DISCOVER A NEW APPROACH!

## CUSTOMER EXPERIENCE MANAGEMENT

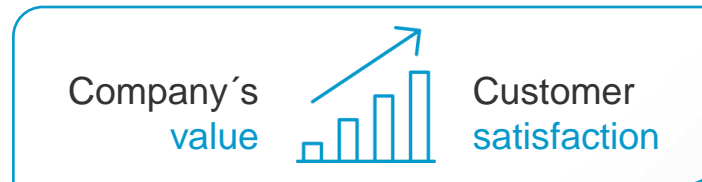
### Inside-out perspective

- Capture business requirements
- Design the business processes
- Identify business scenarios and their risks
- Model process data flows
- Test process scenarios



### Outside-in approach

- Design customer journeys
- Define MoTs, customer touchpoints and pain points
- Define target KPIs
- Emphasize customers' emotions and expectations
- Evaluate actual customer journeys



# WHY CUSTOMER EXPERIENCE MATTERS

## NUMBERS DON'T LIE

To win a **new customer** is **6-7 times** more expensive than to keep a current one



*White House Office of Consumer Affairs*

**Loyal customers** are worth up to **10 times** as much as their first purchase



*White House Office of Consumer Affairs*



It takes **12** positive experiences to make up for one **negative**

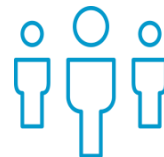


*"Understanding Customers" by Ruby Newell-Legner*



**78%** of customers won't purchase again after a **poor service**

*American Express Survey, 2011*



A **bad service** reaches more than **twice** as many ears as praise for a **good service**

*White House Office of Consumer Affairs*

# BENEFITS AT A GLANCE

Enable better  
**customer interactions**,  
enhance  
**customer satisfaction**



Identify  
**gaps and issues**,  
recognize  
**opportunities**

Enhance  
**customer loyalty**,  
increase  
**revenue and sales**

Enhance  
**measures and KPIs**,  
reduce  
**brand risks**

Take advantage of new  
**technologies**,  
develop  
**innovations**



# ESTABLISH A CUSTOMER-CENTRIC BUSINESS

## CUSTOMER JOURNEY MAPPING

**ARIS**  
Business  
Process Analysis



# LISTEN TO THE RIGHT VOICES

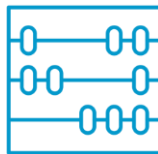
## CUSTOMER-CENTRICITY IS IN PROCESSES



### Customer needs & expectations

The best organizations take an outside-in approach to build processes around customer interactions

**Voice** of the **customer**



### Business objectives & constraints

The leading organizations reflect and adapt their processes constantly to ensure process efficiency

**Voice** of the **business**



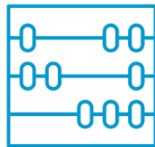
### Current trends & market requirements

The most successful organizations are permanently considering market trends to recognize chances for new advantages and market fields

**Voice** of the **market**

# SPECIFY THE PROCESS

## IT'S ALL ABOUT THE JOURNEY



### Design a process

Draft a flow of activities and interactions that customers undertake to achieve goals (e.g. ordering a product, checking a balance, returning a product).



### Derive business scenarios

Define a process instance that shows the decision points and various paths which the customer journey can take in several scenarios and test them.



### Match requirements

Anticipate customer needs, take the expectations and feelings into account, and build the processes around them.



### Employ user stories

Reflect the customer journey and express it in a form that defines what, why and how customers want to perform. Use the format “I want... so that I can...” to understand what matters.

# SPECIFY THE EXPERIENCE

## CUSTOMER JOURNEY MODELING



### Identify interactions

Put together user stories with business processes and identify interactions between them. Investigate bottlenecks and take advantage how to design the journey more comfortable.



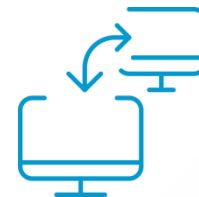
### Respond to the objectives

Detect risks and KPIs, concept initiatives and relate them to an ownership that is responsible for monitoring and improvements.



### Provide flexibility

Look at the end-to-end experience and model flexible processes to enable customers going their own way to achieve their goals (multi- & omni-channel communication).



### Synchronize sub-processes

Ensure that the several sub-processes a customer walks through are dubbed to each other. A smooth performance flow is what really counts for the customer.

# DISCOVER, DEFINE & MAP CUSTOMER TOUCHPOINTS

## CONNECT THE INSIDE-OUT WITH THE OUTSIDE-IN



### Definition

A customer touchpoint describes an interaction or contact point between a customer and an organization, and sets both internal and external perspectives into a methodologic relationship.



### Interest

The touchpoint describes how the interaction takes place and what the customer feels and expects during the interaction. This enables to analyze importance, impact and improvement potential for the journey.



### Methodology

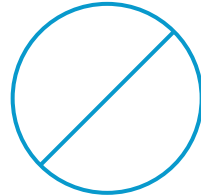
As a touchpoint is related to a customer journey step, it is defined by other objectives such as risks, ownerships, initiatives, channels, KPIs, inputs and outputs as well.

# ANALYZE TOUCHPOINTS RELEVANCE AND IMPACT



## Identify Moment of Truth

An important touchpoint, where the business can make or break its relationship with the customer, is known as a “Moment of Truth” (MoT). Identifying and improving MoTs is getting first priority.



## Prevent Pain Points

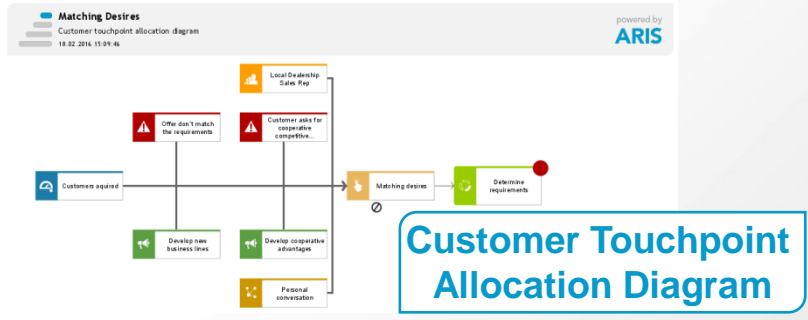
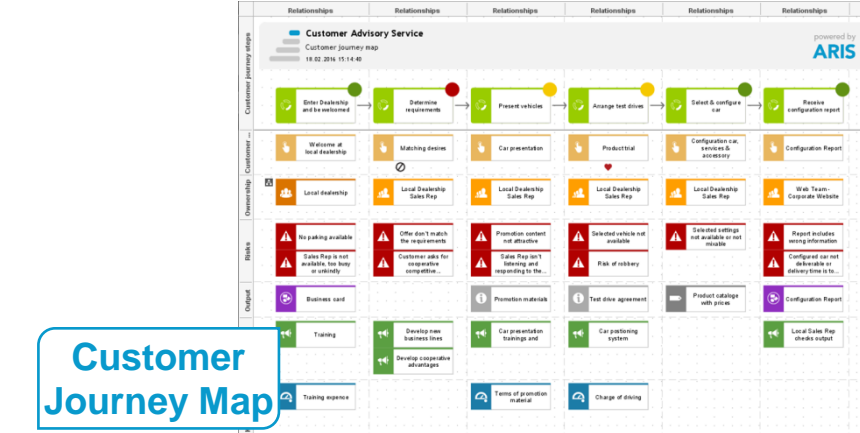
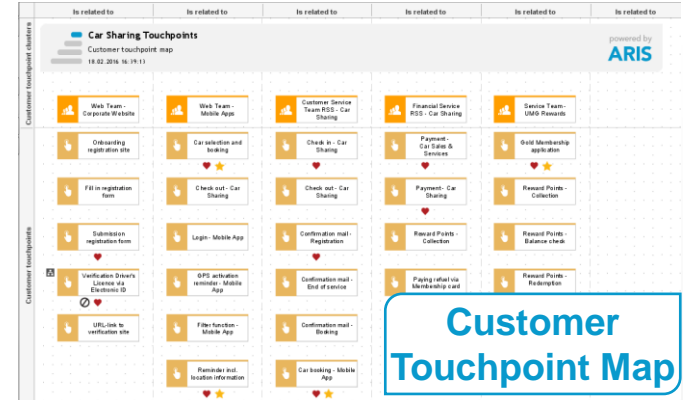
Getting the customer experience wrong has a bad effect on the perception of the business (and its brand). Identifying pain points and transforming them into a good experience is a basic principle of successful CXM.



## Achieve Best Practice

Identifying and improving customer touchpoints and MoTs must always have the goal of becoming best practice to satisfy customer at its best.

# ARIS 9.8 SR2 INTRODUCES FOUR NEW MODEL TYPES

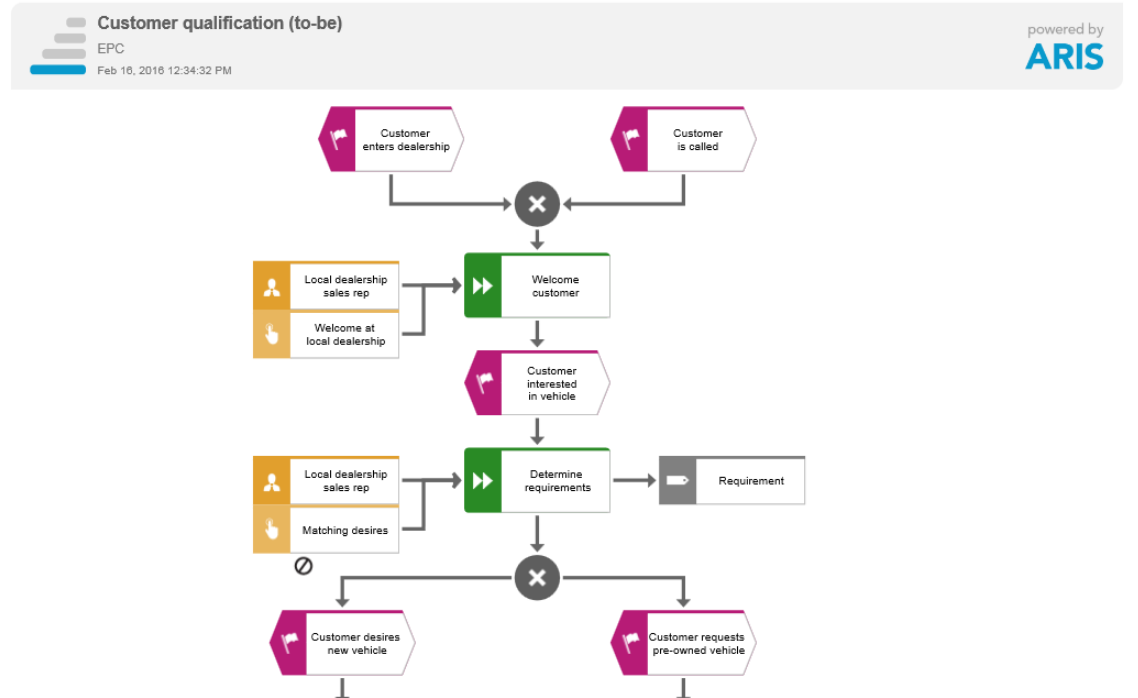


# REFLECT INTERACTIONS

## LOOK AT YOUR CUSTOMERS

### Interactions within business processes

- Identify business processes which are depending on customer interactions
- Relate customer touchpoints to functions that are interactions
- Reflect the process regarding what could be improved and how the process could be more comfortable for customers
- Change the perspective to identify new enhancements





# CLUSTER CUSTOMER JOURNEYS

## DESIGN A CUSTOMER JOURNEY LANDSCAPE



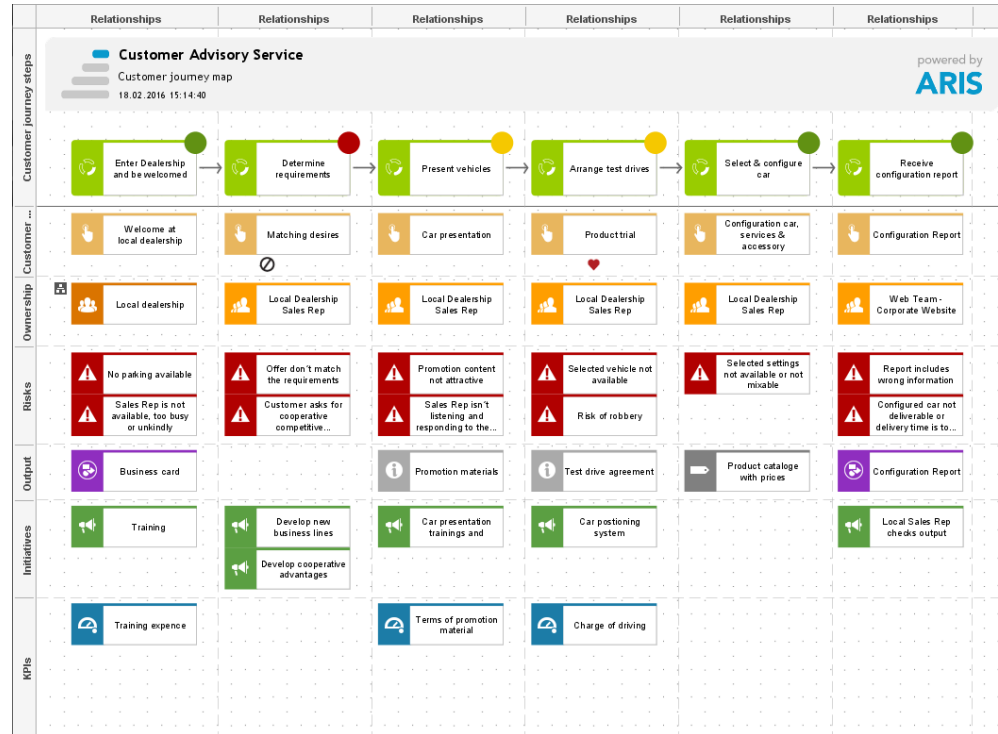
### Customer journeys at a glance

- Give a summary of all important customer journeys
- Relate customer journeys to a life-cycle stage for a better classification
- Define business drivers and their impact on transformation
- Emphasize certain customer journeys necessity for redesign by using traffic light symbols

# DESIGN CUSTOMER EXPERIENCE MODEL A CUSTOMER JOURNEY MAP

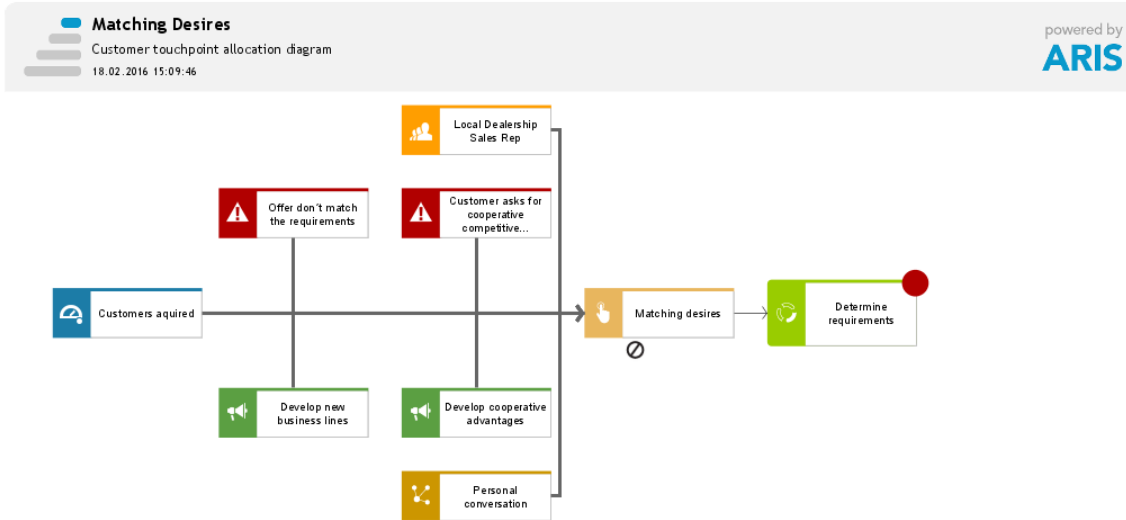
## The journey from end-to-end

- Design the customer journey map with the several journey steps as framework of activities
- Define touchpoints to the corresponding journey steps
- Specify the touchpoints by particular attributes and objects
- Mark journey steps that have to be improved by traffic light symbols
- Emphasize touchpoints as MoTs, pain points and best practices



# DEFINE THE TOUCHPOINT

## GENERATE A TOUCHPOINT ALLOCATION DIAGRAM



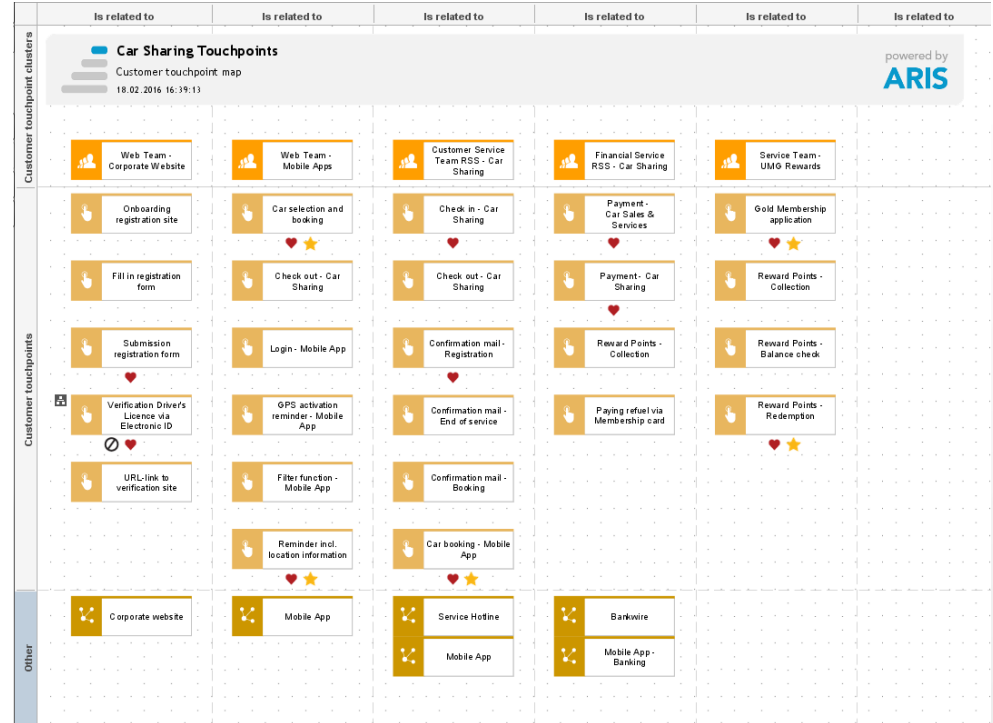
### A touchpoint with its relations

- Generate customer touchpoint allocation diagrams automatically
- Draft all corresponding objects of one touchpoint into one model
- Assign touchpoint allocation diagrams to separately define multiple touchpoints

# GET A PICTURE OF INTERACTIONS CLUSTER ON CUSTOMER TOUCHPOINT MAP

## Touchpoint clustering

- Give a summary of all important touchpoints
- Map existing touchpoints to their corresponding objects such as:
  - Ownership
  - Risk
  - Channel
  - Initiative
  - KPI



# ANALYZE YOUR CUSTOMER EXPERIENCE

## CXM QUERIES AND SPREADSHEETS

### Analyze and maintain customer experience

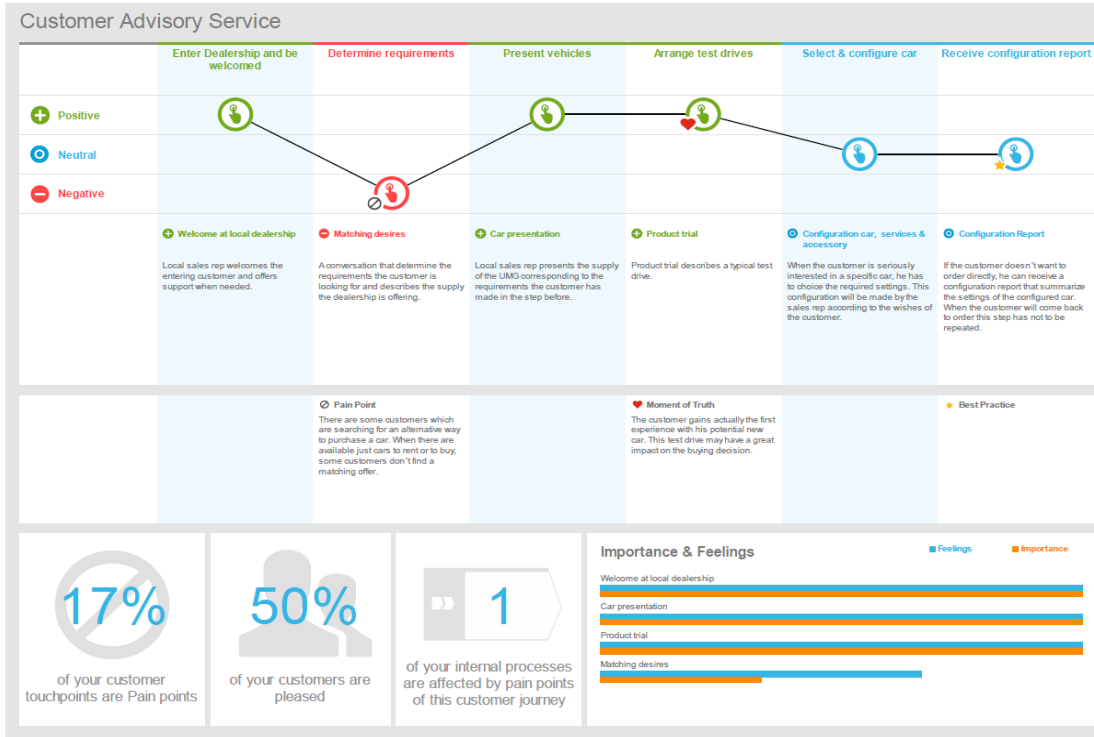
- Create different queries to obtain information and receive a graphical overview of the journey or its related objects
- Identify and cluster touchpoints in several ways
- Find risks and initiatives associated to touchpoints
- Use tables to specify and maintain attributes and objects

The screenshot displays the ARIS Explorer interface for a customer journey overview. The main window shows a complex network diagram of the customer journey, with various touchpoints and steps connected by lines. The interface is divided into several panes:

- Left Pane:** A navigation menu with options like 'Start', 'Contents', 'View', 'Evaluate', 'Spreadsheet', and 'Data'. Below this, there are zoom and layout controls.
- Top Pane:** A title bar and a menu bar with options like 'Original size', 'Fit to window', and 'Layout options'.
- Central Pane:** A large diagram showing the customer journey steps and their associated touchpoints. The steps are color-coded and connected by lines, forming a network.
- Bottom Pane:** A detailed spreadsheet view of the customer journey. The spreadsheet has columns for 'Customer journey step', 'Overall customer experience', 'Business event', 'Business driver', 'Customer touchpoint', 'Pain point', 'Description of pain point', 'Potential risks', and 'Description of risk'. The rows list various steps and touchpoints, such as 'Book & Ride - Car Sharing', 'Check in - Car Sharing', 'Payment - Car Sharing', 'Finish and sign out ride', 'Get to car', 'Select and book car', and 'Car selection and booking'.

# MONITOR YOUR CUSTOMER EXPERIENCE

## CUSTOMER JOURNEY REPORTS



### Offer an overview of the experience

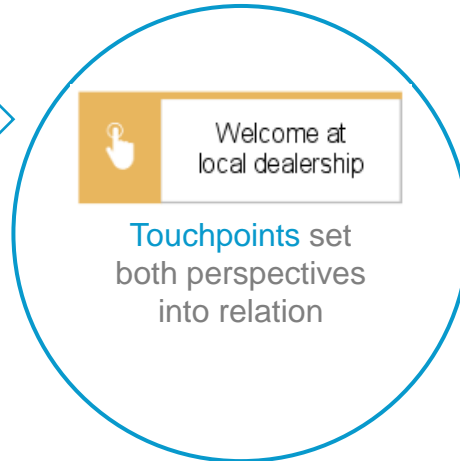
- Customer journey reports sum up all important information at a glance
- Illustrate the as-is and the to-be experience by using reports
- Offering executive stakeholders an easy overview of the customer experience. That helps involve them in defining strategic goals

# DESIGN A GOOD CUSTOMER EXPERIENCE MODEL AND ANALYZE WITH ARIS BPA

## Analyze from inside-out

- Start by identifying customer touchpoints into the business processes
- Derive a customer journey from the EPC or BPMN model
- Take advantage of enhancements by analyzing MoTs and pain points
- Enhance the customer experience
- Update business processes according to the journey and analyze them with ARIS BPA

**Bottom-up** approach



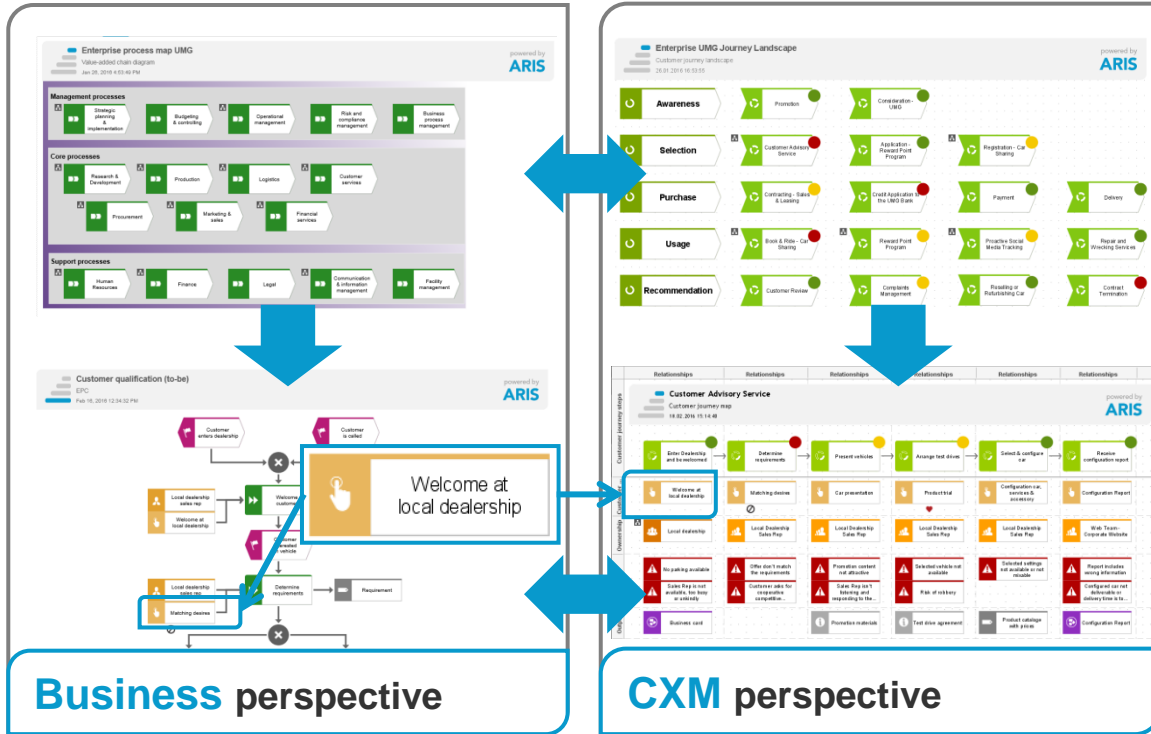
## Design from outside-in

- Break down your customer-centric strategy into achievable business objectives
- Start by clustering customer journeys and touchpoints
- Model customer journeys, identify and specify touchpoints and relate initiatives to the business objectives
- Create and improve the business processes being the backbone of your corresponding journeys

**Top-down** approach

# CUSTOMER JOURNEY MAPPING IN ARIS

## ONE OBJECT MATCHES TWO PERSPECTIVES



## Two approaches, two levels, same topic

- Value-added chain diagram and customer journey landscape similarly represent the higher levels of description
- The customer touchpoint sets both perspectives into relation
- EPC and customer journey map describe the same processes on detail according to their particular point of view



LEARN MORE ON

[ariscloud.com](https://ariscloud.com)

