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# Mapping The Customer Journey

by Bruce D. Temkin  
for Customer Experience Professionals



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## Mapping The Customer Journey

Best Practices For Using An Important Customer Experience Tool

by **Bruce D. Temkin**

with Andrew McInnes and Rachel Zinser

### EXECUTIVE SUMMARY

Left to their own devices, companies often neglect customers. But they don't need to. We recommend that organizations use customer journey maps to examine interactions from their customers' points of view. Mapping the customer journey requires five steps: 1) Collect internal insights; 2) develop initial hypotheses; 3) research customer processes, needs, and perceptions; 4) analyze customer research; and 5) map the customer journey. To get the most value from these journey maps, companies need to widely share findings, take action on insights, and sustain the learnings over time.

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### NOTES & RESOURCES

Forrester interviewed 10 vendor and five user companies, including: Carlson Marketing, Cognizant, Deloitte Consulting, IBM, Mulberry Consulting, Quaero, Razorfish, RightNow Technologies, Sage North America, Sapient, and Strativity Group.

#### **Related Research Documents**

["The Customer Experience Index, 2010"](#)  
January 11, 2010

["The Customer Experience Journey"](#)  
September 17, 2008

["Experience-Based Differentiation"](#)  
January 2, 2007

## COMPANIES ARE NEGLECTING CUSTOMERS

For the past three years, approximately 90% of executives have told us that customer experience is very important or critical to their business.<sup>1</sup> That's no surprise; most organizations will fail if they don't treat their customers well. While the importance of customer experience is well understood, it doesn't often translate into great experiences. Instead, we find that:

- **Customer needs are missing in action.** When we asked executives at large North American firms how customers factor into their efforts, only 21% agreed with the statement, “Employees across the company share a vivid image of target customers.”<sup>2</sup> That leaves nearly eight out of 10 companies making decisions based on something other than customer needs.
- **Employees are self-centered.** Lacking a deep understanding of customers, project team members assume that the users' needs and preferences are just like their own. Unfortunately, the firm's IVR programmers, Web designers, IT staff, and marketing groups aren't typically representative of the company's target customers. As a result, interactions get designed to please the wrong audience.
- **Internal politics go unchecked.** Large organizations regularly tell us that the lack of cooperation across internal organizations is a key obstacle to improving customer experience.<sup>3</sup> Rather than focusing on the needs of customers, decisions get made to satisfy the egos of executives or to meet the parochial needs of a few organizations.
- **Most companies deliver poor experiences.** Lacking a strong customer-centric approach, companies regularly underwhelm their customers. In Forrester's 2010 Customer Experience Index, for instance, only 13 of the 133 firms we ranked wound up with excellent ratings.<sup>4</sup> At the other extreme, 45 firms received “poor” or “very poor” ratings.

## MAP YOUR CUSTOMERS' JOURNEY TO SEE FROM THE OUTSIDE IN

Left to their own devices, companies will continue to operate with an internal focus. That's why we recommend that organizations use customer journey maps — also known as touchpoint or “moment of truth” maps — to examine interactions from their customers' points of view. Forrester defines customer journey maps as:

*Documents that visually illustrate customers' processes, needs, and perceptions throughout their relationships with a company.*

To understand how companies can put this tool to use, we spoke with 10 vendors that help companies with journey mapping and five customer experience executives who use it in their firms. The customer journey mapping process requires five steps (see Figure 1):

- **Step 1: Collect internal insights.** Firms should start the process by taking inventory of the customer knowledge they already have. One European telecom we talked to tapped into its voice of the customer (VoC) data, limiting demand for additional research. For firms that don't have a central resource, mining databases and gathering reports is still an important process, but the most significant insights will likely come from stakeholders themselves. That's why the vendors we talked to generally start by bringing cross-functional groups together to offer different perspectives on customers. The value of this approach is threefold: It surfaces observations and ideas about customers and their experiences, helps project leaders identify sources of customer data, and gets stakeholders involved in the project early on.
- **Step 2: Develop initial hypotheses.** Different groups often have very different ideas about who customers are, what they care about, and how they perceive interactions with the company. While some differences can be reconciled with internal discussions, journey-mapping leaders need to do more rigorous analysis to synthesize the data and observations they collect. At this stage, many of the vendors we interviewed recommend developing "assumption" journey maps to document internal insights, share findings with stakeholders, and provide a framework or prototype to build out research-based maps. This approach tends to work well because, as one company told us, "There is a very high correlation between the priorities set in company workshops and the things identified by customers." A second firm actually uses prototype maps to facilitate focus group discussions and directly validate findings with customers.
- **Step 3: Research customer processes, needs, and perceptions.** While companies know a lot about their customers, traditional customer insights are framed from the company's perspective. For example, firms that use demographic data to target marketing resources will know who their customers are but won't understand what customers care about most or how customers in a single demographic may think and act differently. To really grasp customer processes, needs, and perceptions, firms need to broaden their research to include methods that capture customer insights from customers' perspectives. Deloitte Consulting uses mystery shopping to identify moments of truth that internal stakeholders have overlooked and that can later be explored with customers. Several of the firms we spoke with tap social media outlets to gauge customer sentiment and spot common issues. Several companies also conduct ethnographic studies with techniques like contextual observation and interviews.
- **Step 4: Analyze customer research.** With internal and external research in hand, journey-mapping leaders need to distill their findings about how customers interact with the company, what they want from each interaction, and how they feel about each interaction today — the three key elements of a journey map (see Figure 2). But many of the companies we interviewed also do additional analysis. For example, Sapient determines which items stand out as key moments of truth, and Razorfish determines how interactions impact brand perception. Since customers are not created equal in terms of their needs or their value to a company, firms should also create or revisit customer segments during the analysis process. A large consumer

product manufacturer created four personas based on different levels of customer knowledge of and motivation to use the company's product.<sup>5</sup> Unlike existing demographic segments, personas helped the company successfully design experiences that support the needs of behaviorally distinct customers (see Figure 3).<sup>6</sup>

- **Step 5: Map the customer journey.** Firms need to translate their analysis into a simple visual representation of customer processes, needs, and perceptions — creating their journey maps. Customer processes provide the primary visual framework. The LEGO Group's "experience wheel" is built around the three basic stages of an executive's visit to LEGO offices and the individual experiences that make up each stage (see Figure 4). With each interaction, the map should also define customer needs and identify how well the company currently meets those needs. Strativity visually charts how interactions compare in terms of customer perceptions (see Figure 5). Customer journey maps may include other details as well. For example, a sample map from Quaero shows areas where the company could better share customer data and interactions that stand out as customer pain points (see Figure 6). If insights about different personas don't fit on a single map, keep maps simple by creating one for each persona.

**Figure 1** Five Steps To Map The Customer Journey

<p><b>Step 1: Collect internal insights</b></p> <p>↓</p>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>• A central repository of internal insights about customers</li> <li>• An inventory of customer touchpoints</li> </ul> <p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>• Collecting siloed views of customers and their experiences</li> <li>• Compiling existing customer research and data sources</li> </ul> <p><b>Obstacles to avoid</b></p> <ul style="list-style-type: none"> <li>• Failing to include stakeholders across all functions and channels</li> <li>• Failing to include frontline employees</li> </ul>
<p><b>Step 2: Develop initial hypotheses</b></p> <p>↓</p>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>• An “assumption” customer journey map based on internal insights</li> </ul> <p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>• Synthesizing internal views of: customer processes, needs, and perceptions; customer experience strengths and opportunities; customer segments</li> <li>• Identifying gaps in existing customer research</li> </ul> <p><b>Obstacles to avoid</b></p> <ul style="list-style-type: none"> <li>• Assuming stakeholders share unified views of customers and customer experience</li> </ul>
<p><b>Step 3: Research customer processes, needs, and perceptions</b></p> <p>↓</p>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>• A central repository of customer research</li> </ul> <p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>• Filling gaps in existing research</li> <li>• Using multiple research methods to gain new insights</li> </ul> <p><b>Obstacles to avoid</b></p> <ul style="list-style-type: none"> <li>• Focusing on demographic and transactional data rather than ethnographic and voice of the customer data</li> </ul>
<p><b>Step 4: Analyze customer research</b></p> <p>↓</p>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>• Clear insights about customer processes, needs, and perceptions</li> <li>• Research-based personas</li> </ul> <p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>• Synthesizing multiple sources of customer insight</li> <li>• Validating initial hypotheses</li> <li>• Distilling customer segments into personas</li> </ul> <p><b>Obstacles to avoid</b></p> <ul style="list-style-type: none"> <li>• Getting lost in the academic exercise of segmentation</li> <li>• Dismissing contextual data that doesn’t achieve statistical significance</li> </ul>
<p><b>Step 5: Map the customer journey</b></p>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>• A document or series of documents illustrating customers’ processes, needs, and perceptions throughout their relationships with a company</li> </ul> <p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>• Visually charting customer processes and touchpoints</li> <li>• Defining customer needs at each touchpoint</li> <li>• Identifying whether current experiences meet customer needs at each touchpoint</li> <li>• Organizing insights by persona</li> </ul> <p><b>Obstacles to avoid</b></p> <ul style="list-style-type: none"> <li>• Adding too much detail</li> <li>• Ignoring graphic design best practices</li> </ul>

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Source: Forrester Research, Inc.

**Figure 2** Required Elements Of A Customer Journey Map

Required elements	Definitions
Customer processes	How customers interact with the company across the life cycle of the relationship. What are the stages of the relationship? What are the specific interactions or touchpoints within each stage?
Customer needs	What customers want from the company during each interaction. What do they want to accomplish? How do they want to feel and be treated? Do they have unrecognized needs that could be addressed?
Customer perceptions	What customers think and feel about current interactions with the company. Do they feel their needs are being met? Are they satisfied? Do they view interactions as adequate or particularly valuable?
Optional elements	Definitions
Key moments of truth	Areas that have particular importance for customers or for the company
"Critical to customer" metrics	Specific elements of interactions that cause customers to react or perceive experiences in certain ways
Brand impact	How experiences reinforce or contradict the brand promise
Gaps or disconnects between interactions	Areas where customer data or processes are not maintained across touchpoints
Specific improvement opportunities	Recommended ways companies can change to better meet customer needs
Key people and company processes	Identification of internal owners of experiences that support customers

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Source: Forrester Research, Inc.

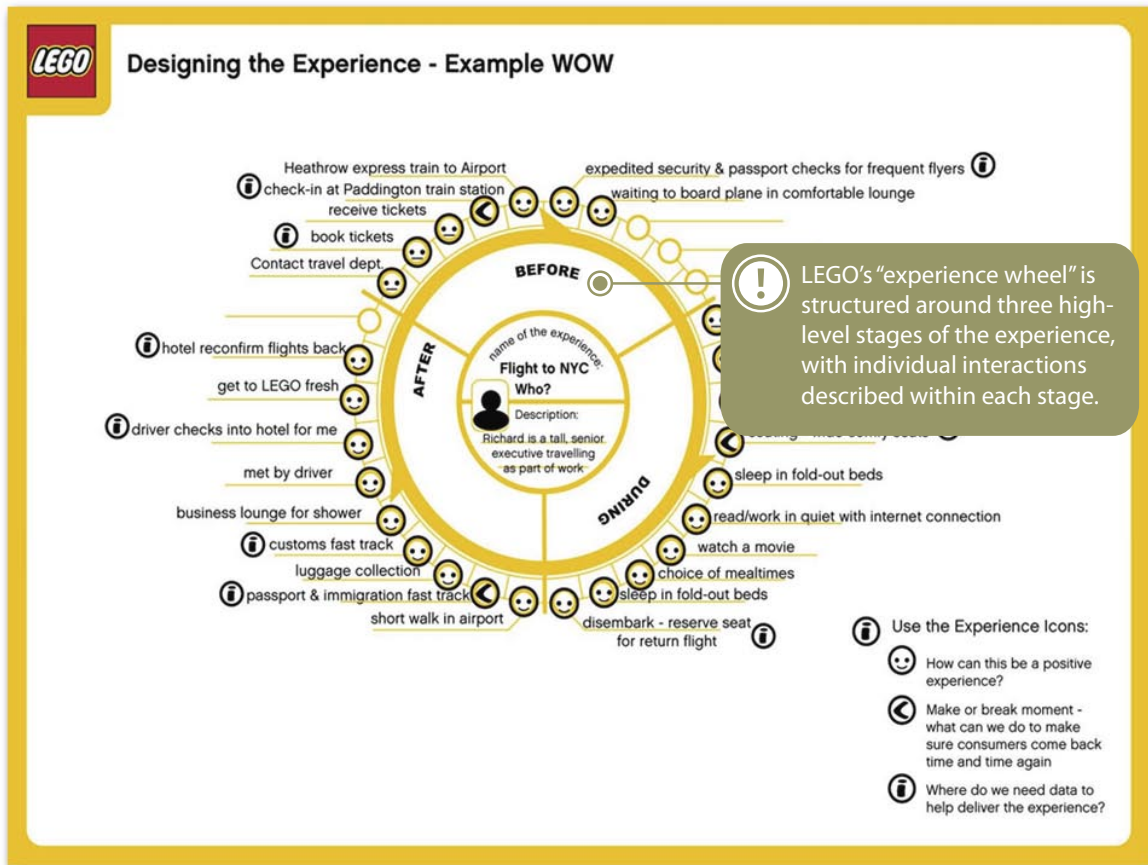
**Figure 3** Design Personas Convey Important Insights For Customer Experience Efforts

	Typical customer models	Design personas
Research basis	<ul style="list-style-type: none"> <li>Quantitative — thousands of data points</li> <li>Demographic and/or psychographic data derived from surveys</li> <li>Buying behavior derived from purchase history records</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative — dozens of in-depth interviews and/or observation sessions</li> <li>Rich narratives describing attitudes, goals, behaviors, preferences, and pet peeves</li> <li>Images, audio, and video of the users' environments and the artifacts they use</li> </ul>
What it reveals	<ul style="list-style-type: none"> <li>Value of a customer to the business</li> <li>How they currently behave</li> <li>Where to reach them with targeted messages (e.g., A&amp;E Television Networks, <i>The New York Times</i> online)</li> </ul>	<ul style="list-style-type: none"> <li>How and why they make decisions</li> <li>The context for their decision-making process, like advice from friends or data from third-party Web sites</li> <li>Unmet needs and aspirations</li> </ul>

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Source: Forrester Research, Inc.

**Figure 4** LEGO's Experience Map Clearly Defines Processes And Interactions



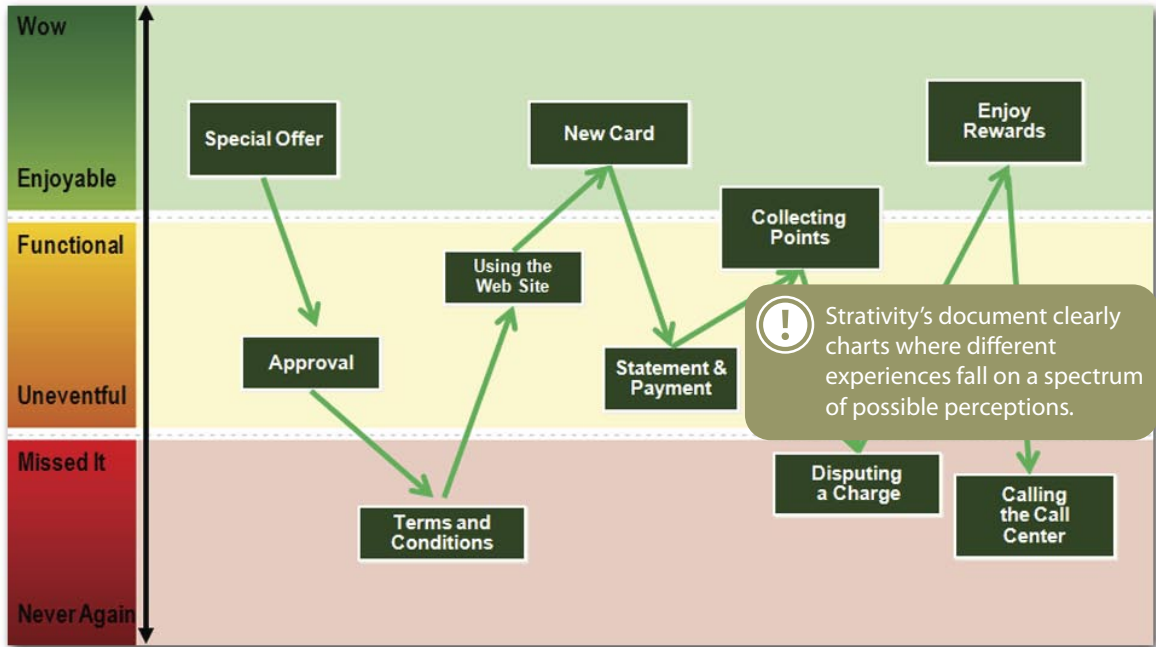
Source: The LEGO Group

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Source: Forrester Research, Inc.



**Figure 5** Strativity Maps Customer Perceptions Across A Credit Card Experience

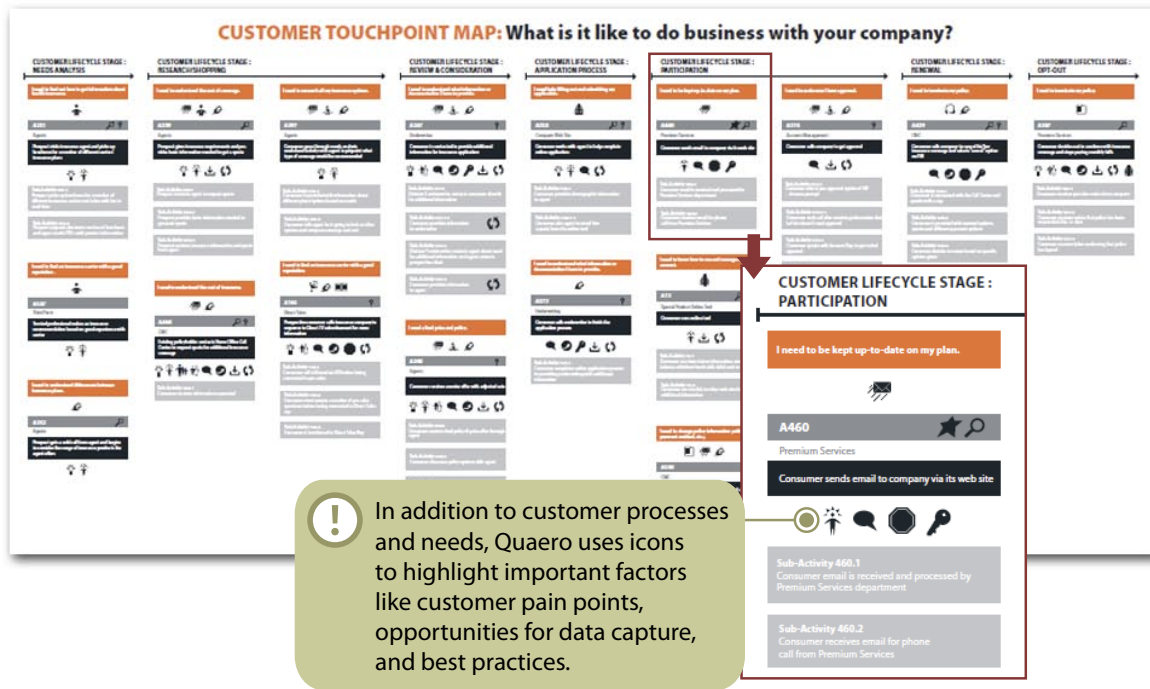


Source: Strativity Group

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Source: Forrester Research, Inc.

**Figure 6** Quaero Highlights Pain Points And Improvement Opportunities



Source: Quaero

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Source: Forrester Research, Inc.

### BEST PRACTICES FOR GETTING VALUE FROM CUSTOMER JOURNEY MAPS

Just creating customer journey maps won't realign an organization or improve customer experiences. In reality, journey maps often lose momentum after development and end up collecting dust along with other research outputs. Fortunately, the companies we interviewed highlighted three categories of practices for effectively using journey maps (see Figure 7):

- **Widely sharing customer journey maps.** To set the stage for companywide improvements, firms need to share insights from customer journey maps with stakeholders across the company.
- **Taking action on the insight.** Customer experience executives need to methodically identify and prioritize opportunities, while drawing on executive support and past successes to move their organizations forward.
- **Sustaining the learnings over time.** To keep journey maps alive, firms need to identify journey map owners and monitor customer feedback and organizational progress over time.

**Figure 7** Best Practices For Getting Value From Customer Journey Maps

Best practice category	Best practice description
Widely sharing customer journey maps	<ul style="list-style-type: none"> <li>• Involve internal stakeholders throughout the process</li> <li>• Highlight key strengths</li> <li>• Use the organization's native language</li> <li>• Bring customer data to life</li> </ul>
Taking action on the insight	<ul style="list-style-type: none"> <li>• Exercise and expand executive support</li> <li>• Identify broken moments of truth</li> <li>• Prioritize opportunities based on customer and company value</li> <li>• Use quick wins and familiar metrics to justify early investments</li> </ul>
Sustaining the learnings over time	<ul style="list-style-type: none"> <li>• Assign long-term owners of customer journey maps</li> <li>• Monitor customer feedback and organizational progress over time</li> </ul>

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Source: Forrester Research, Inc.

### Best Practices For Widely Sharing Journey Maps

To set the stage for broad customer experience improvements, journey-mapping leaders need to share insights with stakeholders from the C-suite to the frontlines. To be successful, they should:

- **Involve internal stakeholders throughout the process.** Executives are more likely to buy into projects that they're personally involved with. That's why firms should actively engage decision-makers in the effort. Patricia Seybold advocates incorporating stakeholders by conducting co-design sessions where customers and executives collectively discuss current experiences and map ideal customer journeys.<sup>7</sup> A customer experience executive at a large consumer product manufacturer reported that getting regular updates about research findings made her organization receptive to final conclusions, even the unpleasant ones. But she also expressed fear that product managers who stayed out of the process will ultimately ignore recommendations. Quero also enlists internal stakeholders to present findings and help determine which criteria to use to prioritize recommendations.
- **Highlight key strengths.** While customer journey maps are meant to identify problem areas where companies can make improvements, too many bitter pills can leave stakeholders choking. To keep executives receptive, project leaders should highlight strengths as well as weaknesses on their customer journey maps. An executive at Carlson Marketing uses blue ribbon icons to signify best practices, and another company uses stars to highlight strengths. As companies improve their experiences, they can enjoy watching positive indicators overtake negative ones on their journey maps.
- **Use the organization's native language.** Most companies aren't accustomed to evaluating themselves from their customers' perspectives. To keep firms from resisting this approach, customer experience teams should tie customer journey maps to important elements of the

existing corporate culture. For example, when Sapient worked with a segmentation-focused client, consultants made sure stakeholders understood how new personas complemented rather than replaced existing segments. Similarly, a large business technology firm we interviewed said it had previously invested in Net Promoter as the foundation of its client experience strategy. To make customer journey maps relevant within this context, project leaders positioned findings in terms of Net Promoter Score (NPS) and used maps to demonstrate ways in which NPS could be used alongside other customer data.

- **Bring customer data to life.** Project leaders should find engaging presentation techniques to bring journey maps to life. The companies we interviewed emphasized one critical approach that makes an impact: directly presenting the voice of the customer. That's why some companies spice up their presentations with videos of customers interacting with products or talking about their relationships with the company or audio recordings of customer service calls. Deloitte Consulting brings persona cutouts into review meetings, Sapient builds up physical rooms with customer research, and a large software firm brings in actual customers to participate in company meetings.

### Best Practices For Taking Action On The Insight

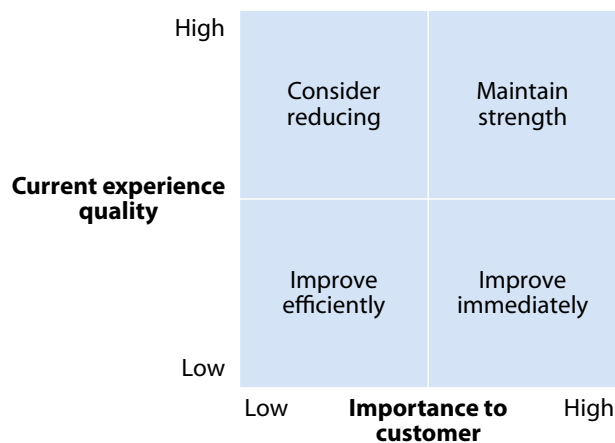
Since customer experience executives generally don't manage all of the organizations affected by the improvements they've identified, these leaders should:

- **Exercise and expand executive support.** A large European telecommunications firm relied on an enthusiastic CEO to mandate that managers spend time interacting with customers and adopt customer-focused metrics to measure performance. Without this level of support, customer experience leaders often face resistance from territorial channel and line-of-business leaders. An executive at a large manufacturing firm encountered this situation with product managers who refused to allocate resources to customer experience projects. Many of our interviewees described how journey maps can be a catalyst for gaining executive buy-in. They recommend beginning by completing pilot projects to quickly demonstrate the value of the process.<sup>8</sup>
- **Identify broken moments of truth.** Customer journey maps inevitably show companies the areas where they fail to meet their customers' needs. But a long list of poor experiences doesn't tell companies what's worth improving. Firms need to focus on the key moments of truth for customers — the interactions that they see as most important. To help the prioritization process, customer experience leaders should plot interactions on a simple matrix showing the importance and quality of interactions for customers (see Figure 8). The inputs for this analysis can come from the full gamut of available customer research or from simple surveys asking customers to rate experiences in terms of importance and quality (see Figure 9).
- **Prioritize opportunities based on customer and company value.** After weeding out low-value opportunities for customers, most companies still face long lists of initiatives. Firms should

prioritize improvements that are valuable to both the customer and the company. Depending on company and customer circumstances, firms should logically weight customer value criteria such as decreased frustration and reduced time to complete a process as well as elements of business value such as increased revenue, reduced service costs, and differentiation from competitors. Potential improvements can then be charted on a simple matrix to highlight improvements with high potential impact (see Figure 10). A large business technology firm also evaluates projects based on their value to the company and the effort and risk of implementation, including time, cost, and complexity, while IBM uses the Kano model to evaluate potential improvements for clients (see Figure 11).<sup>9</sup>

- **Use quick wins and familiar metrics to justify early investments.** According to Patricia Seybold, large companies can often show ROI for the entire customer journey-mapping process just by implementing some simple fixes.<sup>10</sup> A B2B software firm told us that focusing on basic improvements like providing better content for self-installation has paid off with reduced “no starts” — in which customers purchase but fail to implement a product — and reduced calls to tech support. Deloitte Consulting recommends that firms also use “hard” business metrics to justify early efforts, even if “softer” effects will provide the bulk of the project’s value. For example, a company might recommend that customer service agents stop making upsell offers when they haven’t resolved the customer’s primary issue. The company might intend for this change to reduce customer frustration and ultimately increase retention, but it would definitely reduce average call handle time.

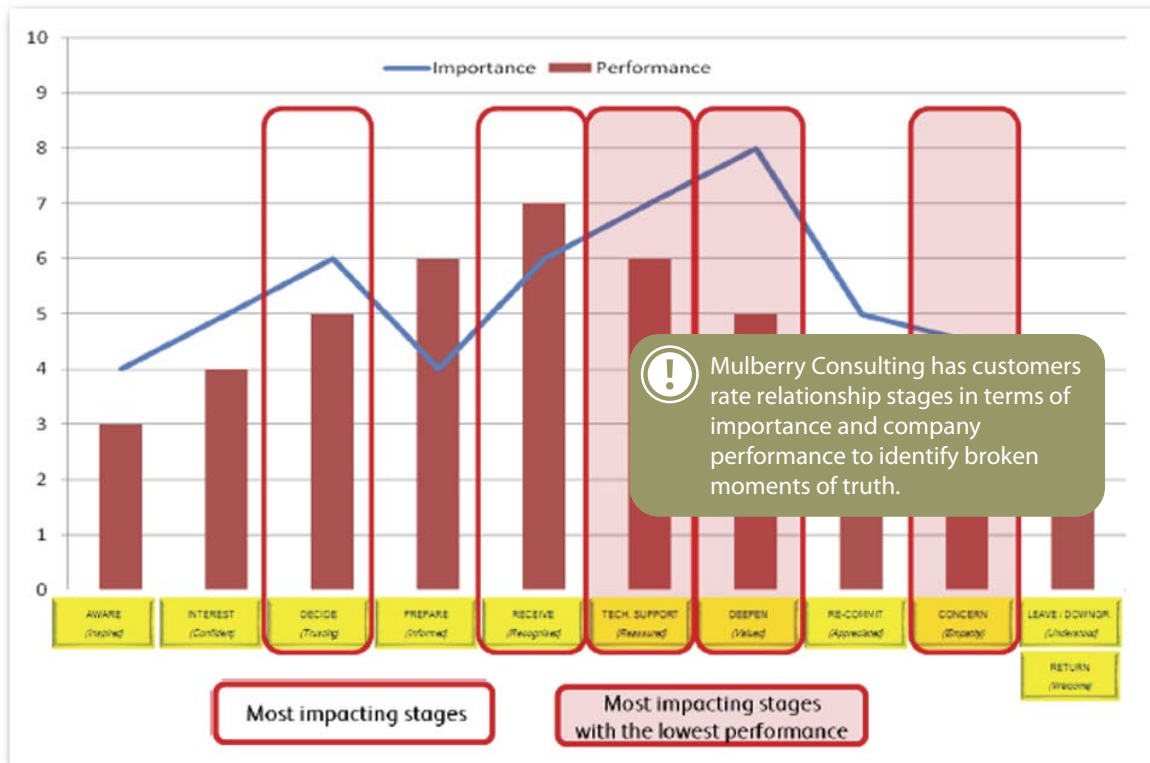
**Figure 8** Framework For Identifying Broken Moments Of Truth



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Source: Forrester Research, Inc.

**Figure 9** Mulberry Consulting Has Customers Rate The Importance And Quality Of Interactions

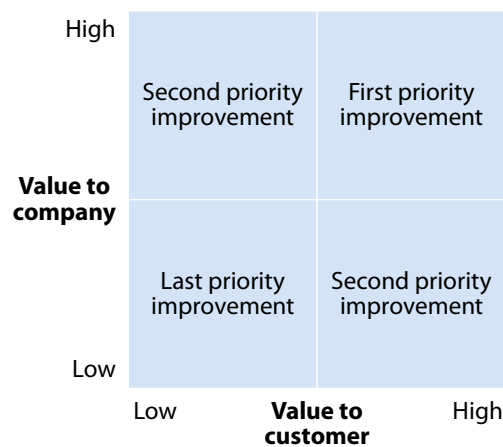


Source: Mulberry Consulting

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Source: Forrester Research, Inc.

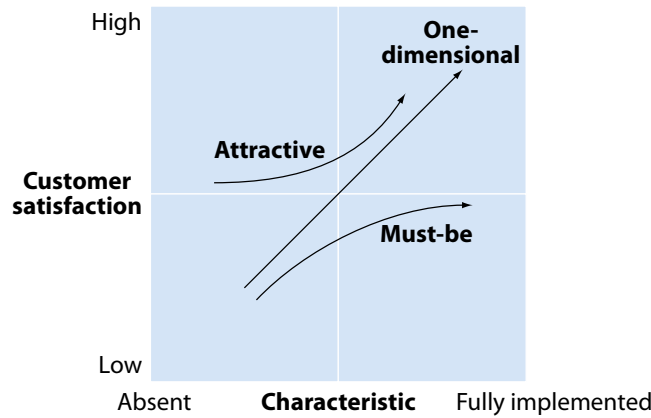
**Figure 10** Matrix For Prioritizing Customer Experience Improvements



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Source: Forrester Research, Inc.

**Figure 11** The Kano Model Identifies Three Types Of Customer Needs



	Description	Empirical test	Example
Must-be attributes	Customers assume that the attributes are fully in place. If they aren't, the customers will be unhappy.	Satisfaction does not increase when the attributes are in place and decreases if they are not.	<ul style="list-style-type: none"> <li>• Brakes stop a car.</li> <li>• Checks get processed.</li> </ul>
One-dimensional attributes	Customers desire the attributes, but they don't expect the attributes to be fully in place.	Satisfaction increases when the attributes are in place and decreases if they are not.	<ul style="list-style-type: none"> <li>• Low prices on cars</li> <li>• High interest rates on certificates of deposit (CDs)</li> </ul>
Attractive attributes	Customers do not expect the attributes but are happy when they are in place.	Satisfaction increases when the attributes are in place and does not decrease when they are not.	<ul style="list-style-type: none"> <li>• A salesman drives a new car to a customer's home.</li> <li>• A bank refunds a service fee before the customer asks.</li> </ul>

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Source: Forrester Research, Inc.

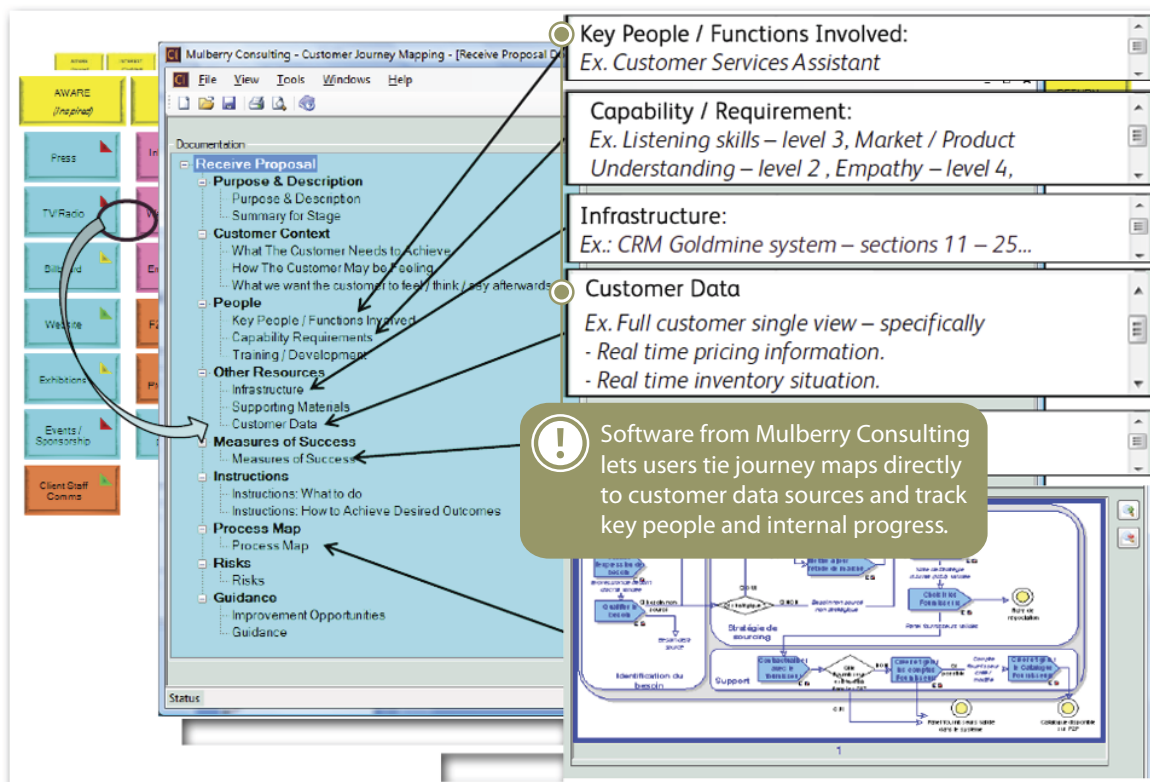
### Best Practices For Sustaining The Learnings Over Time

Companies get the most value out of efforts when they treat customer journey mapping as an ongoing strategic initiative rather than a finite project. While it's easy to let journey maps fade, the following practices can provide discipline to keep journey maps alive over time.

- Assign long-term owners of customer journey maps.** While the consultancies we interviewed routinely teach clients to repeat the mapping process, they also warned that they often return years later to find that the road ended when they left. Not surprisingly, several of the client-side customer experience leaders worried about similar dead ends. On the other hand, marketing executives at a major farm equipment manufacturer and a large consumer services firm took charge of their customer journey maps and ensured that the company returned to them periodically as part of their overall strategic planning process. Likewise, a customer intelligence executive at a European telecom manages journey maps as part of the company's ongoing VoC program.

- Monitor customer feedback and organizational progress over time.** Like other customer insights, journey maps need to be refreshed periodically to remain valid. Since journey maps already represent insights from across organizational silos, some firms make maps the foundation of their customer experience data efforts. Rather than updating findings periodically, they continually feed fresh customer feedback and performance metrics into their journey maps. Software from Mulberry Consulting enables clients to link journey maps directly to VoC platforms, a capability used by some of the firms' most sophisticated clients (see Figure 12). The tool also allows users to assign internal owners to different touchpoints or initiatives and track progress over time.

**Figure 12** Mulberry Consulting Ties Journey Maps To Customer Feedback And Internal Operations



Source: Mulberry Consulting

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Source: Forrester Research, Inc.



## RECOMMENDATIONS

### USE CUSTOMER JOURNEY MAPS TO DEVELOP AN OUTSIDE-IN PERSPECTIVE

Companies tend to be too internally focused. As a result, they often lose sight of what's important for their customers. Journey maps are a great tool for reframing discussions from internal operations to customer experiences. That's why most companies would be well served by undertaking a customer journey-mapping effort.

## SUPPLEMENTAL MATERIAL

### Companies Interviewed For This Document

Carlson Marketing	Razorfish
Cognizant	RightNow Technologies
Deloitte Consulting	Sage North America
IBM	Sapient
Mulberry Consulting	Strativity Group
Quaero	

## ENDNOTES

- <sup>1</sup> While many companies recognize the importance of customer experience, making it a corporate priority is a relatively new phenomenon. In order to understand how far customer experience has progressed in large North American firms, we decided to look back at responses from our Customer Experience Peer Research Panel over the last three years. When we recently asked respondents how important customer experience would be to their business in 2009, 89% said that it would be either very important or critical. This percentage is very similar to the numbers we found in each of the previous two years. See the February 20, 2009, "[Obstacles To Customer Experience Success, 2009](#)" report.
- <sup>2</sup> We also examined the responses to individual questions in the Experience-Based Differentiation (EBD) self-test and found only one item that respondents increasingly agreed with: "Our company has a clearly defined set of target customer segments." Looking at the other question associated with the first principle of EBD, we also found that very few companies widely share a clear and consistent view of these customers with employees. See the April 24, 2009, "[The State Of Customer Experience, 2009](#)" report.
- <sup>3</sup> When we asked about the major obstacles to customer experience, two items came out on top: lack of budget and lack of cooperation across organizations. While cooperation has been highlighted by more than half of respondents since 2006, lack of budget was only cited by 40% of firms last year. What's going on? Maybe additional customer experience efforts require more budgets. See the February 20, 2009, "[Obstacles To Customer Experience Success, 2009](#)" report.

- <sup>4</sup> Forrester asked more than 4,600 US consumers about their interactions with a variety of companies, gauging the usefulness, ease of use, and enjoyability of those experiences. Based on these consumer responses, we calculated the Customer Experience Index (CxPi) for 133 firms in 14 different industries. Barnes & Noble, Marriott Hotels & Resorts, and Hampton Inn/Suites topped the rankings, while Charter Communications took the bottom spot for the third year in a row. At an industry level, retailers, hotels, and parcel shipping firms ended in the top spots for all categories, while health insurance plans, TV service providers, and Internet service providers ended up at the bottom. See the January 11, 2010, "[The Customer Experience Index, 2010](#)" report.
- <sup>5</sup> Personas help everyone with a stake in customer experience to obsess about customer needs. This healthy obsession is key for companies that want to differentiate the experiences they provide. A mutual fund company and its agency, Organic, used personas to focus their efforts on customers whose behaviors were best aligned with the company's business goals. E\*TRADE FINANCIAL used personas to support customers' unmet needs with its IVR system. Slim•Fast and Avenue A | Razorfish used personas to improve Slim•Fast's email marketing campaigns. KeyBank and Molecular tied market segmentation data to behavioral segments to quantify the value of personas to KeyBank's business. Customer experience professionals should ensure that personas are valid and useful and prepare to integrate them into decision-making processes to gain the most benefit from their efforts. See the September 6, 2007, "[How Personas Drive Experience-Based Differentiation: Four Examples](#)" report.
- <sup>6</sup> Our research uncovered three drivers of persona success: a design process that explicitly incorporates personas, an appropriately developed persona, and organizational buy-in to the use of those personas. But not all companies can immediately master these items. We found that companies advance their persona practice through five levels of maturity: isolated, connected, integrated, absorbed, and immersed. Companies interested in taking their persona efforts to the next level should begin by identifying projects that should use personas, creating a solid research plan, and integrating them into concrete deliverables. See the October 14, 2008, "[How To Get The Most From Design Personas](#)" report.
- <sup>7</sup> In *Outside Innovation*, Patricia Seybold writes, "Typical customer co-design sessions involve up to 24 lead customers who break into four teams and, working together with your employees, map out four ideal scenarios — how they would ideally like to accomplish their goals and all the ways you could support them in doing so. These co-design sessions take a half-day to a day and yield dramatic results." A core element of these Customer Scenario Mapping exercises is involving a diverse set of internal stakeholders. Seybold writes, "Involve multiple stakeholders from your organization to provide subject matter expertise and to build a shared mental model. Include your domain experts and your partners, as well as representatives from sales, support, IT, operations, finance, and marketing and product groups." Source: Patricia Seybold, *Outside Innovation: How Your Customers Will Co-Design Your Company's Future*, Collins, 2006, p. 320.
- <sup>8</sup> To be successful, chief customer experience officers (CC/EOs) need a coalition of top executives who take an active role in transforming the organization. While most executives support the idea of customer centricity, many fail to act because they don't understand the business value or don't know how to help. To move executives from passive bystanders to active supporters, CC/EOs should identify top influencers, rate their current level of support, and craft a customized plan to bring each executive along. Through it all, CC/

EOs should use their passion for customer experience to set the tone for the rest of the leadership team. See the October 23, 2009, “[How Chief Customer Experience Officers Gain Active Executive Support](#)” report.

<sup>9</sup> The Kano model is a theory of product development and customer satisfaction developed in the 1980s by Professor Noriaki Kano. For more information, see [http://en.wikipedia.org/wiki/Kano\\_model](http://en.wikipedia.org/wiki/Kano_model).

<sup>10</sup> In *Outside Innovation*, Patricia Seybold writes, “Every Customer Scenario Mapping session we have led has resulted in immediate, tangible actions that have improved customers’ experience of doing business. Teams always find policies they can quickly change, information they can easily make available, steps they can eliminate, and processes they can quickly fix. There is invariably ‘low-hanging fruit.’ Typically, these immediate results pay for the time, money, and effort you put into running the customer co-design session.” Source: Patricia Seybold, *Outside Innovation: How Your Customers Will Co-Design Your Company’s Future*, Collins, 2006, p. 325.

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