DRIVING CHANGE THROUGH JOURNEY MAPS

Discoveries from the initial Journey Mapping Best Practices Survey

Survey Overview

The Customer Experience Professionals Association (CXPA) and Heart of the Customer conducted a survey of customer experience (CX) professionals and other practitioners and consultants in the fall of 2016 to discover the current state of the art in journey mapping. Survey responses were collected from 134 people. The results were surprising and offer clear direction to those planning their own journey mapping initiatives.

Sixty-eight respondents were in-house practitioners (2/3 of whom are in their customer experience department) and 57 were consultants or vendors. The rest of the respondents were thought leaders, bloggers, and other partners. See Appendix 2 for the specific breakdown of respondents.
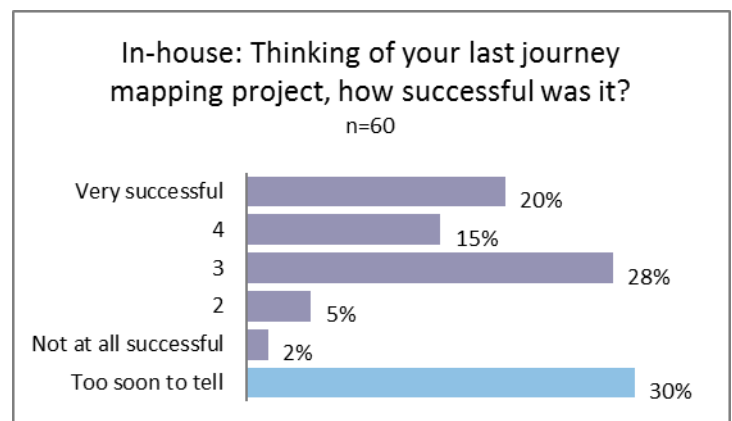
For this report, we use "In-house" to refer to in-house practitioners, and "consultant" to refer to consultants, vendors, thought leaders, and others. Participants were recruited through LinkedIn, Twitter, and the CXPA, and were not Heart of the Customer clients. Answers were not required for every question.

Half of Journey Maps Were Not Successful

To begin, we asked all in-house practitioners about the success of their most recent journey mapping project. Thirty percent withheld judgment on the outcome of their project, selecting "Too soon to tell." Of the rest, **only half rated their project as successful**—that is, at least a 4 on a 5-point scale.

This outcome was unexpected, and likely speaks to the lack of maturity in journey mapping as a methodology, with various different approaches all falling under the umbrella of "journey mapping."

The main propeller of success was whether the project drove change. A very satisfied practitioner that typifies this perspective reported: "It has

In-house: Thinking of your last journey mapping project, how successful was it?
n=60

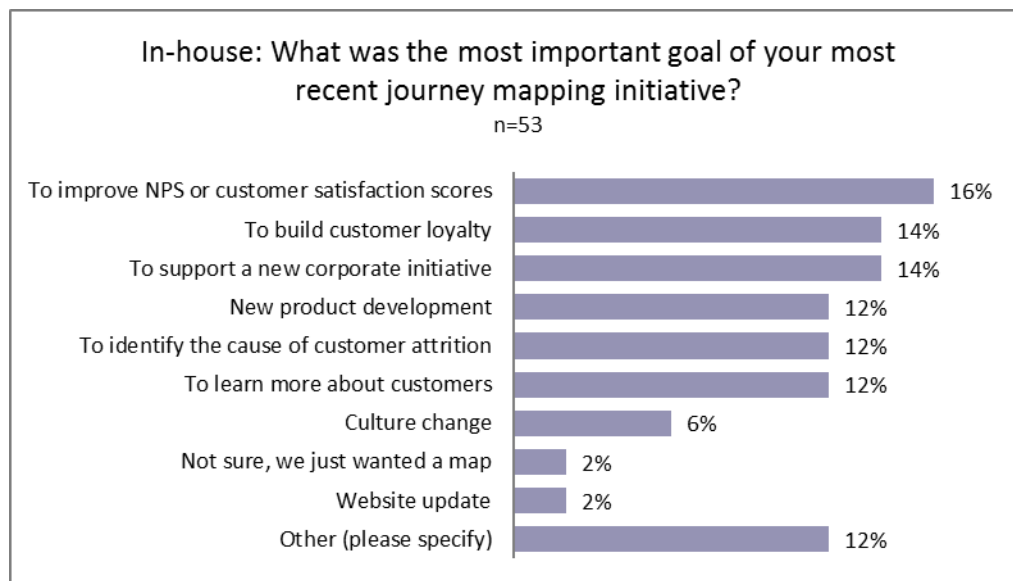|	
Very successful	20%
4	15%
3	28%
2	5%
Not at all successful	2%
Too soon to tell	30%

provided us with a vehicle for aligning the organization from the SLT (senior leadership team) through to the frontline and has been a key part of the ongoing culture change." Conversely, a less satisfied practitioner (success rating: 3) stated, "[The journey mapping project] documented what was happening in the current state, but didn't result in action being taken or being leveraged for other uses."

Other factors cited in journey map success were sound methodology, results that promoted employee knowledge and understanding, and a map that pointed the way for future action. Those with less successful journey maps spoke of lack of buy-in and methodology that lacked rigor, detail, or customer voice.

Only half of all practitioners rated their journey mapping project as successful.

Journey Mapping Goals

Practitioners had very customer-oriented goals in mind for their journey maps, with most focused on CX activities such as improving customer scores or building loyalty. Of those who listed their main goal as "Other," almost all referenced learning about or improving the customer experience — for example, determining what changes would have the largest impact on customers, ensuring excellent client experience, identifying pain points, etc.

In-house: What was the most important goal of your most recent journey mapping initiative?
n=53

Goal	Percentage
To improve NPS or customer satisfaction scores	16%
To build customer loyalty	14%
To support a new corporate initiative	14%
New product development	12%
To identify the cause of customer attrition	12%
To learn more about customers	12%
Culture change	6%
Not sure, we just wanted a map	2%
Website update	2%
Other (please specify)	12%

Choosing the Right Journey

One of the top requirements participants named for success (see Requirements for Success section below) was selecting the right journey to map.

This is a critical question — end-to-end experience maps give an overview of

"Before taking the first step, determine the objective of the map — why are you mapping? Then once it is complete, use it — take action. If you're not going to use the map to improve the people, processes and/or systems at your organisation there's no point starting in the first place."
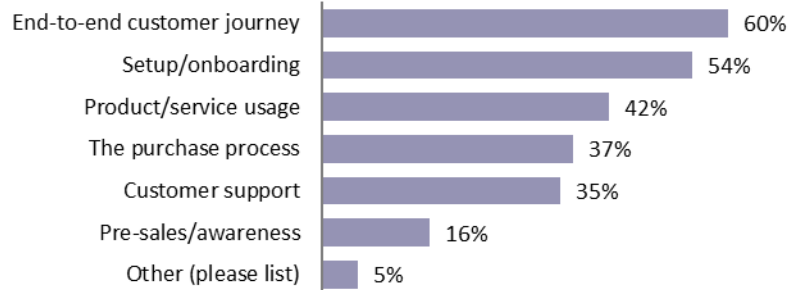
— A journey mapping vendor

the customer experience, which is helpful in driving an overall program. However, they do not always offer feedback that is detailed enough to improve your most critical journeys. Conversely, narrower journeys such as setup/onboarding or the purchase process give very good direction to improve these journeys, but often do not help improve other phases of the customer experience. Most practitioners mapped their end-to-end journey, although set-up/onboarding was also popular.

In-house: Which of these best describe the types of journeys you mapped? (select all that apply)
n=57

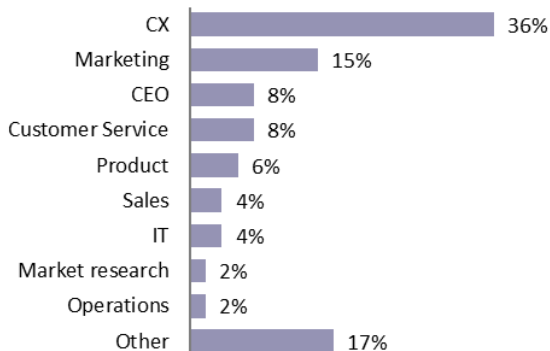| Type	Percentage
End-to-end customer journey	60%
Setup/onboarding	54%
Product/service usage	42%
The purchase process	37%
Customer support	35%
Pre-sales/awareness	16%
Other (please list)	5%

Teams Involved in Journey Mapping

In-house respondents listed a wide range of sponsors of their most recent journey mapping projects, with the CX departments being the most common. Given that 2/3 of in-house participants were members of CX departments, this isn't a surprise. The second-highest category for in-house practitioners was "Other," which included design, development, and commercial units of corporations. After CX departments, marketing was the most common sponsor for both in-house practitioners and consultants.
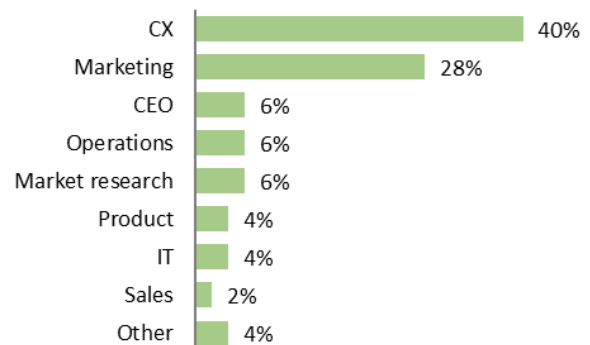
In-house: Who (role and department) sponsored your most recent journey mapping project?
n=53

Department	Percentage
CX	36%
Marketing	15%
CEO	8%
Customer Service	8%
Product	6%
Sales	4%
IT	4%
Market research	2%
Operations	2%
Other	17%

Consultants: Who (role/department) typically sponsors your journey mapping projects?
n=50

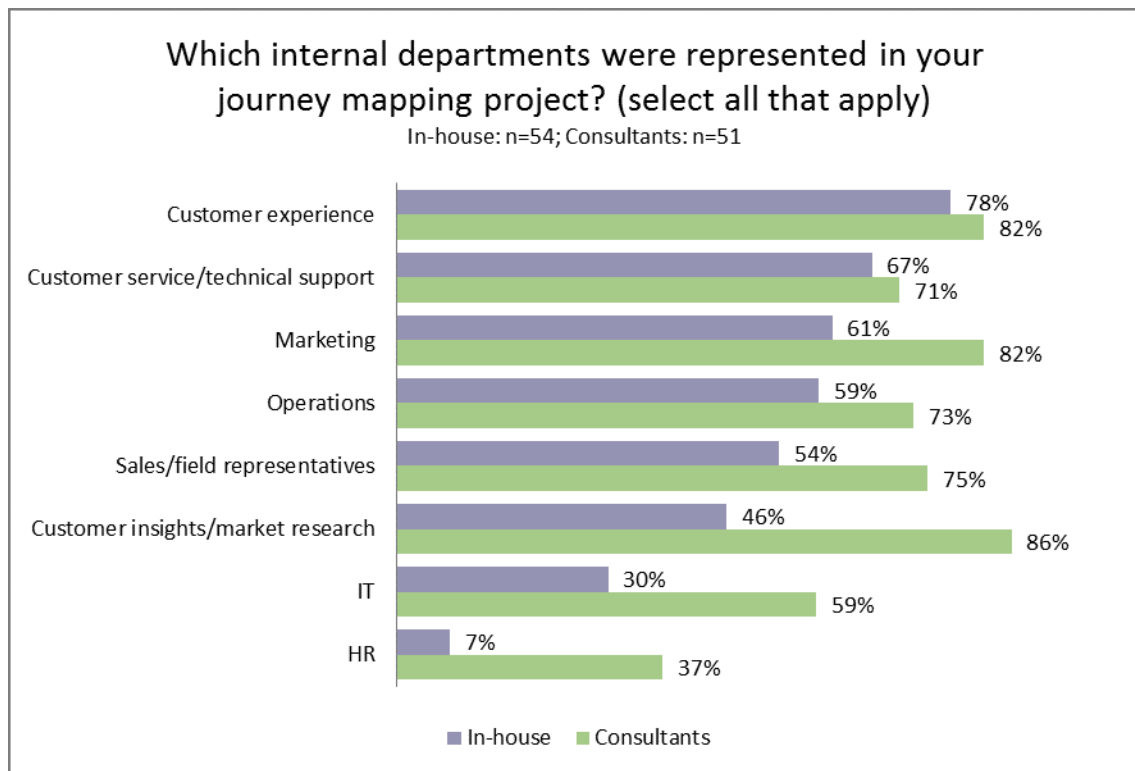| Department	Percentage
CX	40%
Marketing	28%
CEO	6%
Operations	6%
Market research	6%
Product	4%
IT	4%
Sales	2%
Other	4%

Project teams included participants from a wide range of departments — CX, customer insights/market research, marketing, sales, operations, and customer service all were frequently cited. IT (Information Technology) is less frequently involved. We view this as a missed opportunity. In

Heart of the Customer's journey mapping initiatives, nearly all action planning has included some sort of IT effort.

Another missed opportunity, while not a surprise, was the fact that only 7% of participants involved HR in their journey mapping initiatives. This reflects a lack of partnership between CX and HR that we see consistently. Since we view every CX initiative as a culture initiative, this is a significant miss in maximizing the potential impact of journey mapping initiatives.

It was interesting to see the different involvement of customer insights/market research departments by in-house practitioners compared to consultants. Recent articles have pointed out the divide between customer experience and market research inside of companies. This survey appears to bear that out, since only 46% of practitioners involve their market research function, but 86% of the consultants do. It should be noted that one reason why the numbers are lower across the board for in-house practitioners as opposed to consultants is because their question referred to their last project only, whereas vendors were asked about all their projects.

Which internal departments were represented in your journey mapping project? (select all that apply)
In-house: n=54; Consultants: n=51

Department	In-house	Consultants
Customer experience	78%	82%
Customer service/technical support	67%	71%
Marketing	61%	82%
Operations	59%	73%
Sales/field representatives	54%	75%
Customer insights/market research	46%	86%
IT	30%	59%
HR	7%	37%

■ In-house ■ Consultants

Research Methodologies

Customer research — in particular, qualitative research — is a key component of journey mapping. Eighty-eight percent of in-house practitioners reported using some sort of customer research.

The methodologies used for journey maps were substantially the same between in-house practitioners

"Include customer research in the process. Always get an outside in view to understand how it feels to be a customer. The internal view always has blind spots."
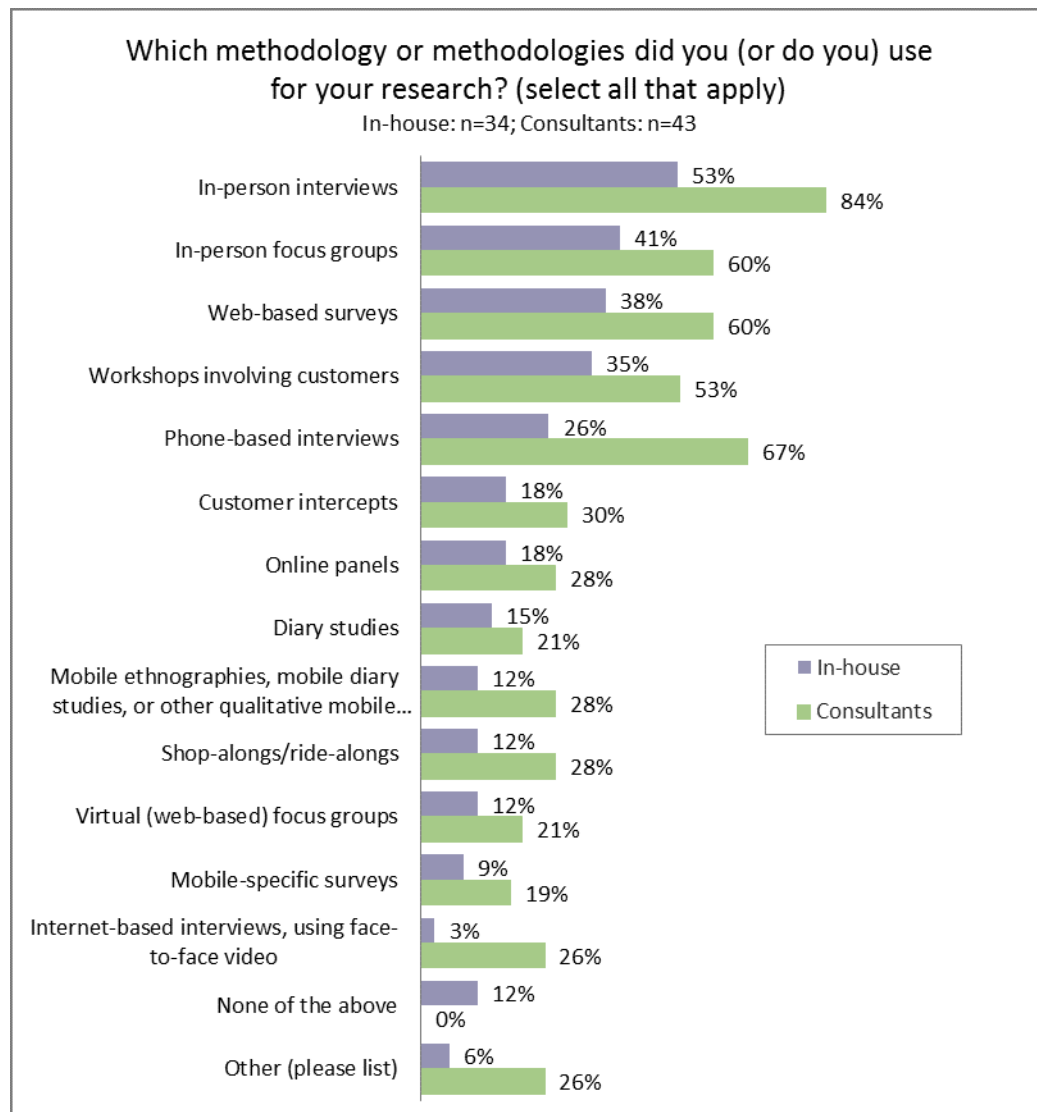
— A practitioner

and consultants, with in-person interviews, phone-based interviews, in-person focus groups, web-based surveys, and workshops involving customers being the most commonly-used methods. This matches our experience, with in-person interviews being popular for both B2B and B2C companies.

However, we were surprised to see the low usage of mobile ethnographies. A mobile ethnography is a research method that involves participants sharing their perspectives as they progress on a journey. It generates tremendous data, including photos, videos, and in-the-moment verbatims. While not every journey lends itself to this practice, we have found it very effective, particularly in B2C and B2B2C experiences.
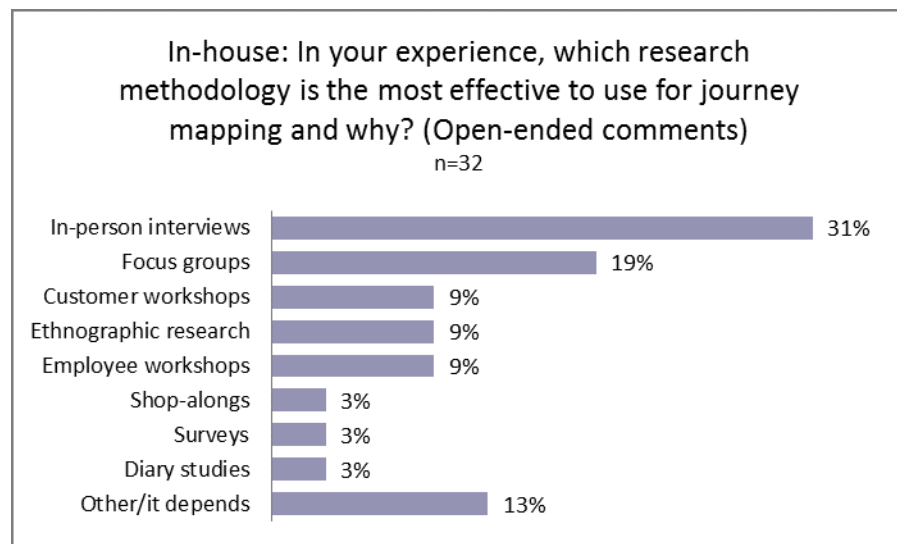
The in-house practitioners used an average of three methodologies in their latest journey mapping project, whereas the consultants had a stable of five methodologies, on average, that they use in journey mapping. Our sample size for this question is a little small due to a survey snafu that was discovered part-way through the survey gathering period, so we have a sample of 34 in-house respondents and 43 consultants.

Which methodology or methodologies did you (or do you) use for your research? (select all that apply)

In-house: n=34; Consultants: n=43

Methodology	In-house	Consultants
In-person interviews	53%	84%
In-person focus groups	41%	60%
Web-based surveys	38%	60%
Workshops involving customers	35%	53%
Phone-based interviews	26%	67%
Customer intercepts	18%	30%
Online panels	18%	28%
Diary studies	15%	21%
Mobile ethnographies, mobile diary studies, or other qualitative mobile…	12%	28%
Shop-alongs/ride-alongs	12%	28%
Virtual (web-based) focus groups	12%	21%
Mobile-specific surveys	9%	19%
Internet-based interviews, using face-to-face video	3%	26%
None of the above	12%	0%
Other (please list)	6%	26%

When asked an open-ended question as to which methodology is most effective, the two most highly-recommended methodologies were in-person interviews and in-person focus groups. As one respondent stated, "In-person interviews, in-person focus groups, and ride-alongs are the most effective research methodologies because there's no substitute for real people. The customer goes from being some data point on a sheet of paper to a living, breathing human being. Being with/in/around the customer forces empathy. A good journey-mapper needs that for his/her alignment document to project its truth."
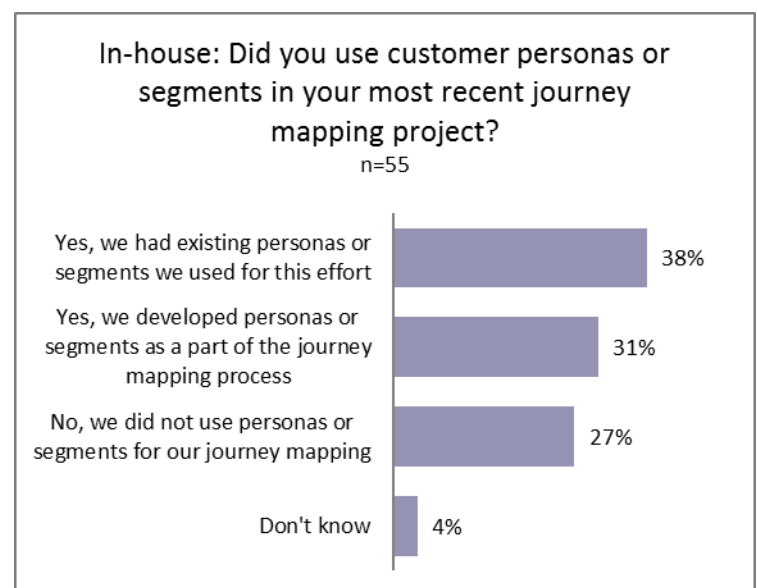
> "The customer goes from being some data point on a sheet of paper to a living, breathing human being."   - In-house Practitioner

In-house: In your experience, which research methodology is the most effective to use for journey mapping and why? (Open-ended comments)
n=32

| Methodology	Percentage
In-person interviews	31%
Focus groups	19%
Customer workshops	9%
Ethnographic research	9%
Employee workshops	9%
Shop-alongs	3%
Surveys	3%
Diary studies	3%
Other/it depends	13%

Persona-Based Maps

At Heart of the Customer, we are strong advocates of using personas for journeys whenever possible. In fact, it is one of our Top 10 Requirements of a Customer Journey Map.

Most respondents do use personas, but in-house practitioners were less likely than consultants. Sixty-nine percent of in-house practitioners reported using personas in their last project, while 98% of consultants report typically using personas. Most practitioners use qualitative research to create their personas. While consultants also use

In-house: Did you use customer personas or segments in your most recent journey mapping project?
n=55

Response	Percentage
Yes, we had existing personas or segments we used for this effort	38%
Yes, we developed personas or segments as a part of the journey mapping process	31%
No, we did not use personas or segments for our journey mapping	27%
Don't know	4%

qualitative research, they add both quantitative research and interviews with customer-facing employees (results not graphed).
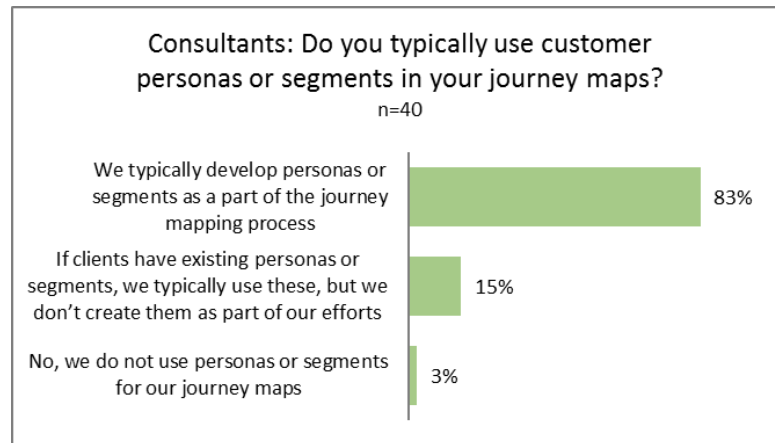
Graphically Designed Maps

At Heart of the Customer, almost all our maps are created by our graphic designer. A compelling map is critical to culture change. A well-designed map helps employees better understand the customer journey and the friction points and moments of truth found therein.

Unfortunately, this does not appear to be the industry standard. Most participants do not use a graphic designer, although it is more common among consultants (38% to 29%) (not graphed).

While we did not ask about mapping layout, in pre-reads of this article there was a request to display different types of journey maps. We reached out to journey mapping partners and vendors to include some of their favorite maps, and include some from our own work. In addition to Inspeier and SuiteCX, Verint also submitted a map, but as their maps are 25' wide, it did not come across well in the white paper format!
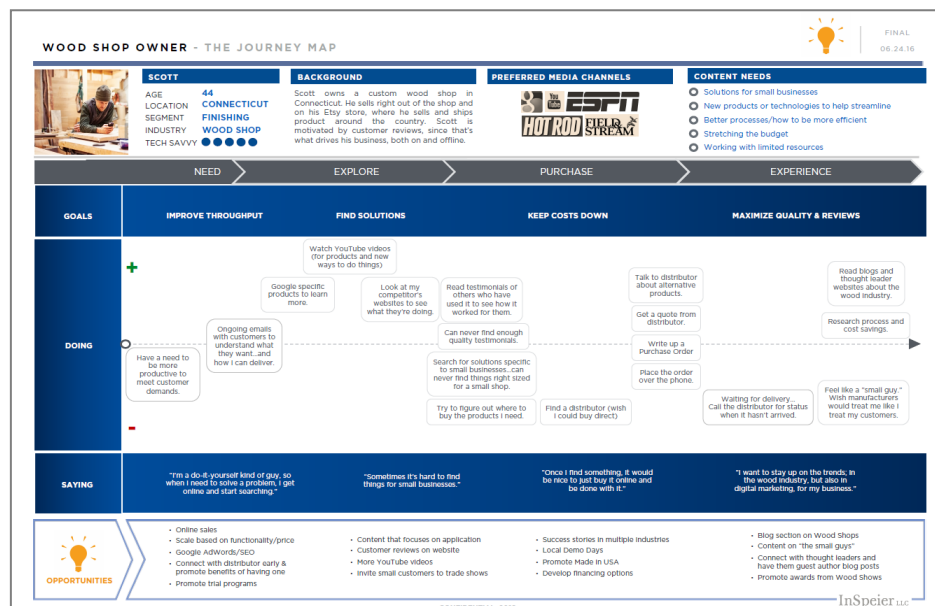

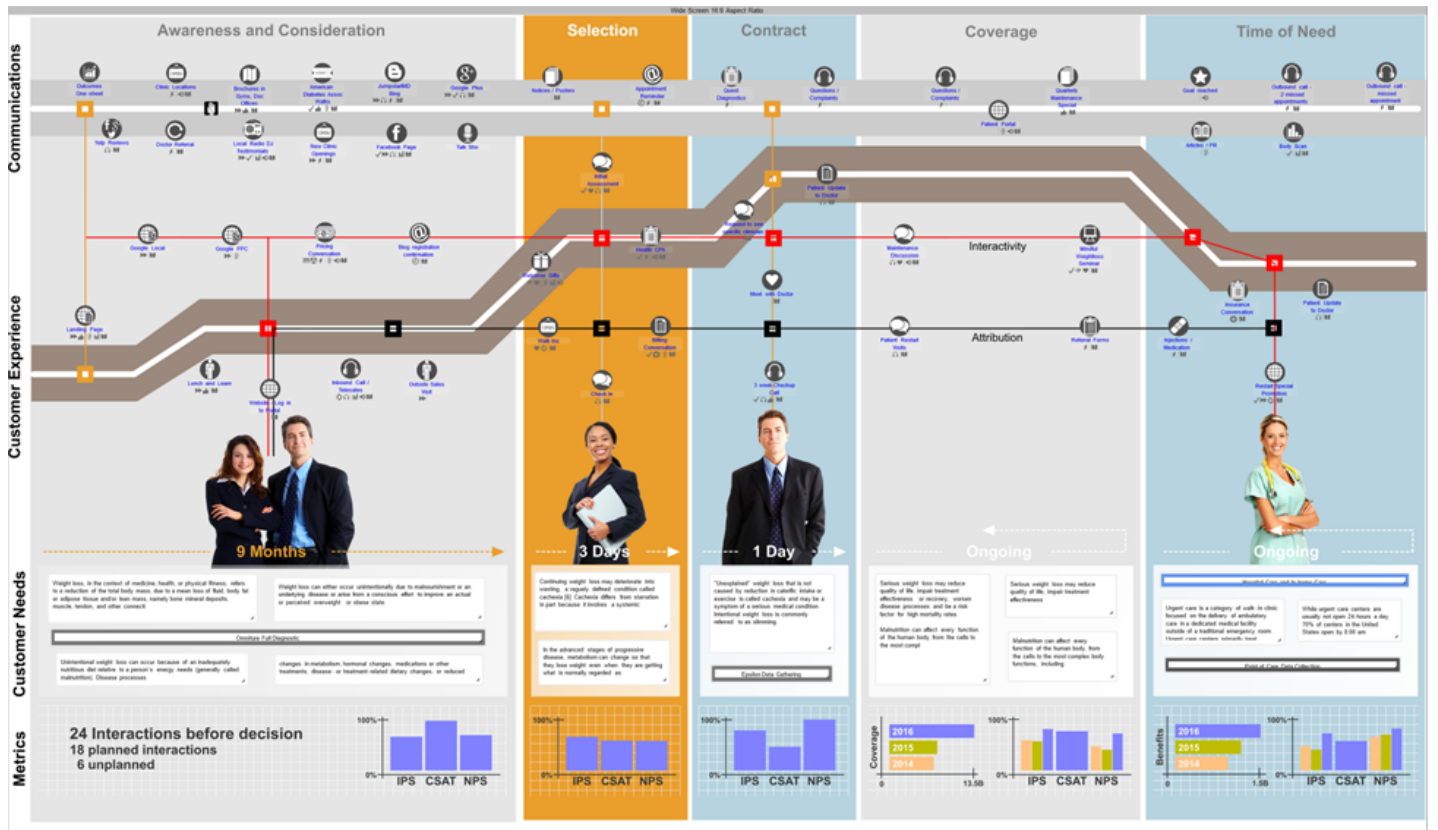*Figure 1 Journey Map to Communicate Content Needs (Inspeier, LLC)*

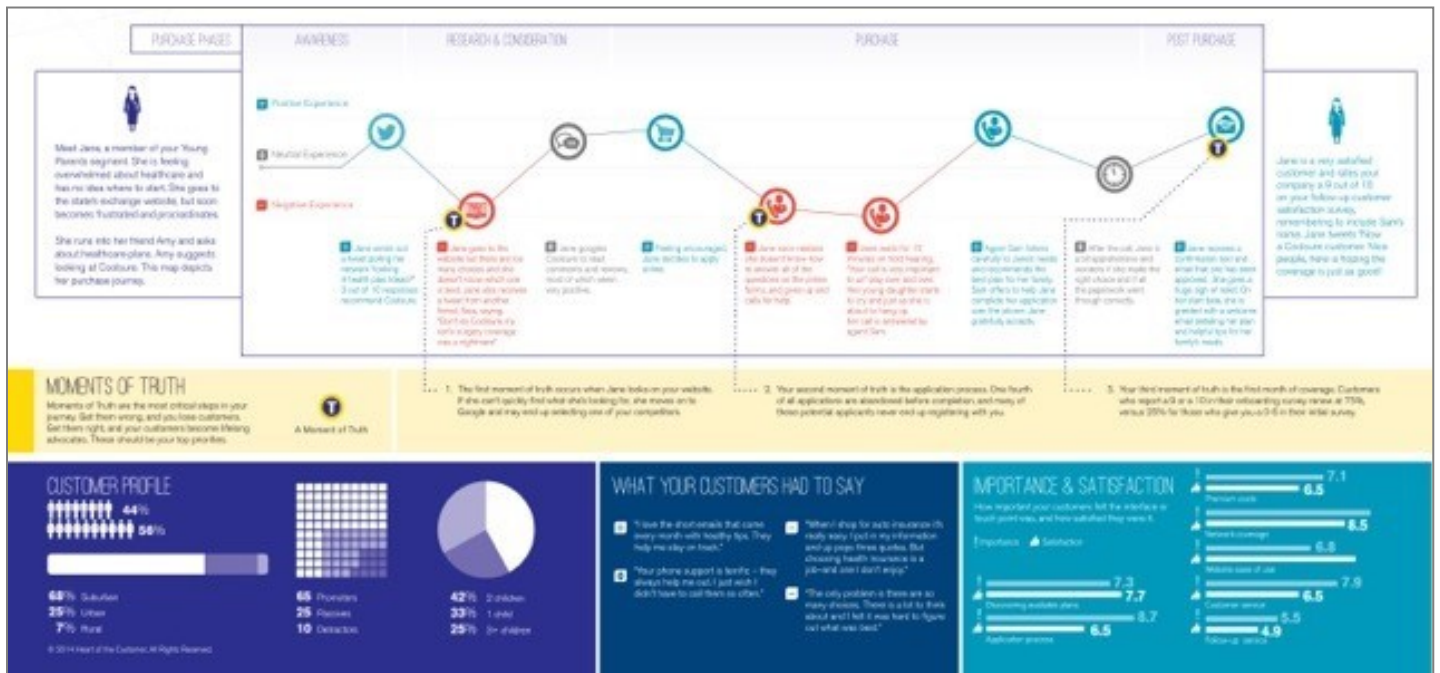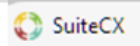*Figure 2 Generalized Lifecycle Journey Map (SuiteCX)*

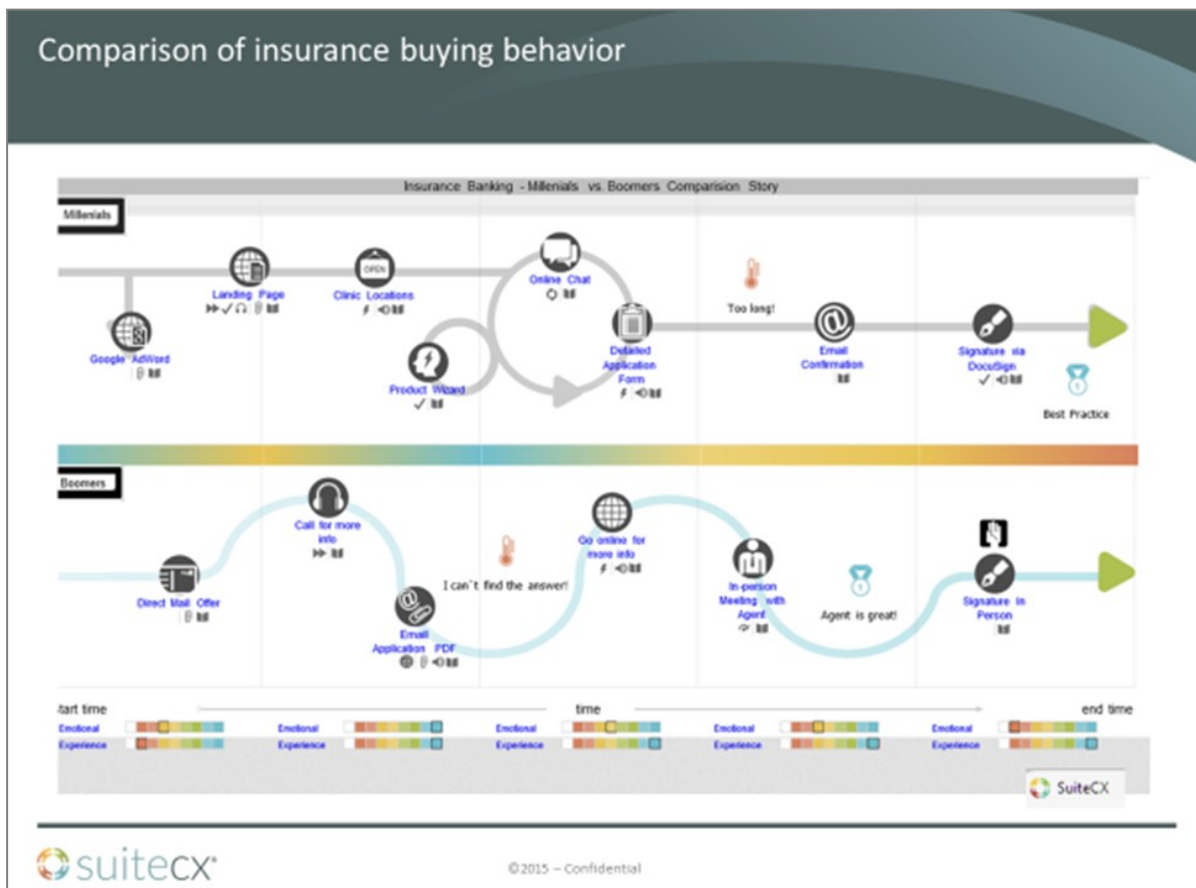*Figure 3 Infographic-Style Journey Map (Heart of the Customer)*

Figure 4 Comparison of Insurance Buying Behavior Journey Map (SuiteCX)
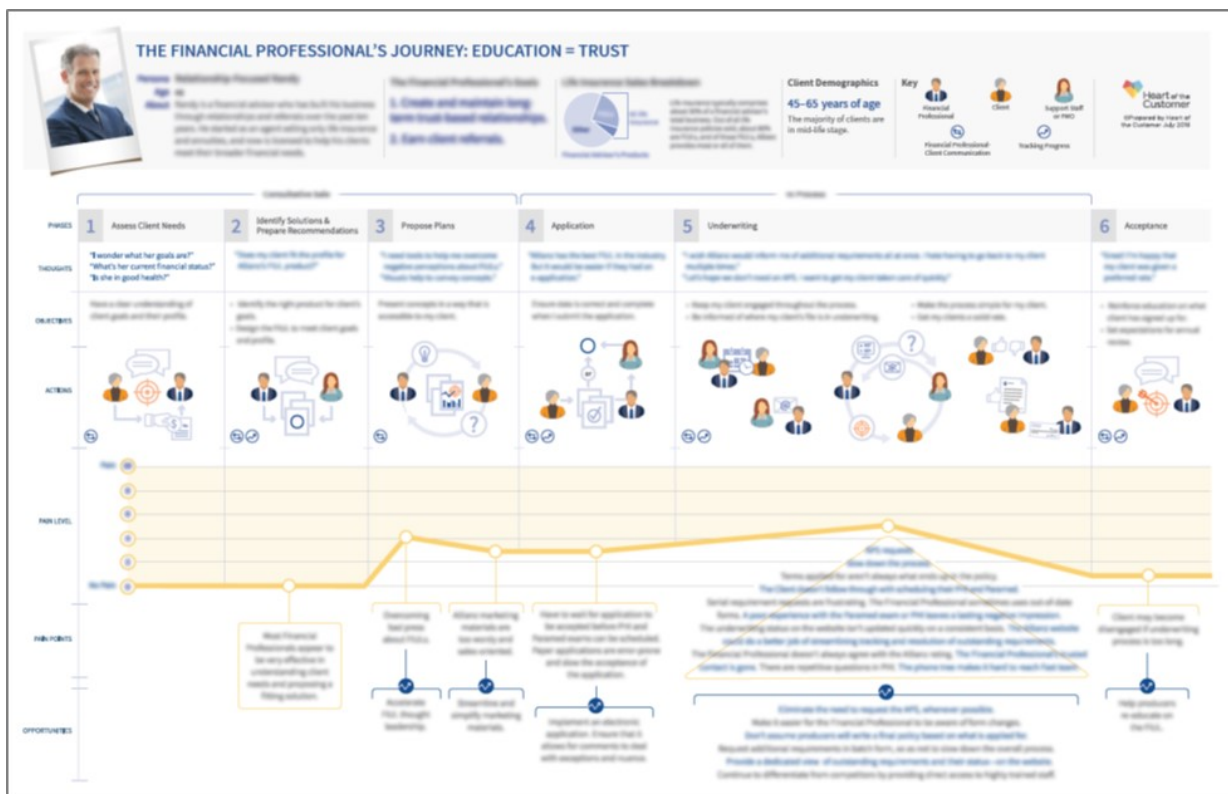

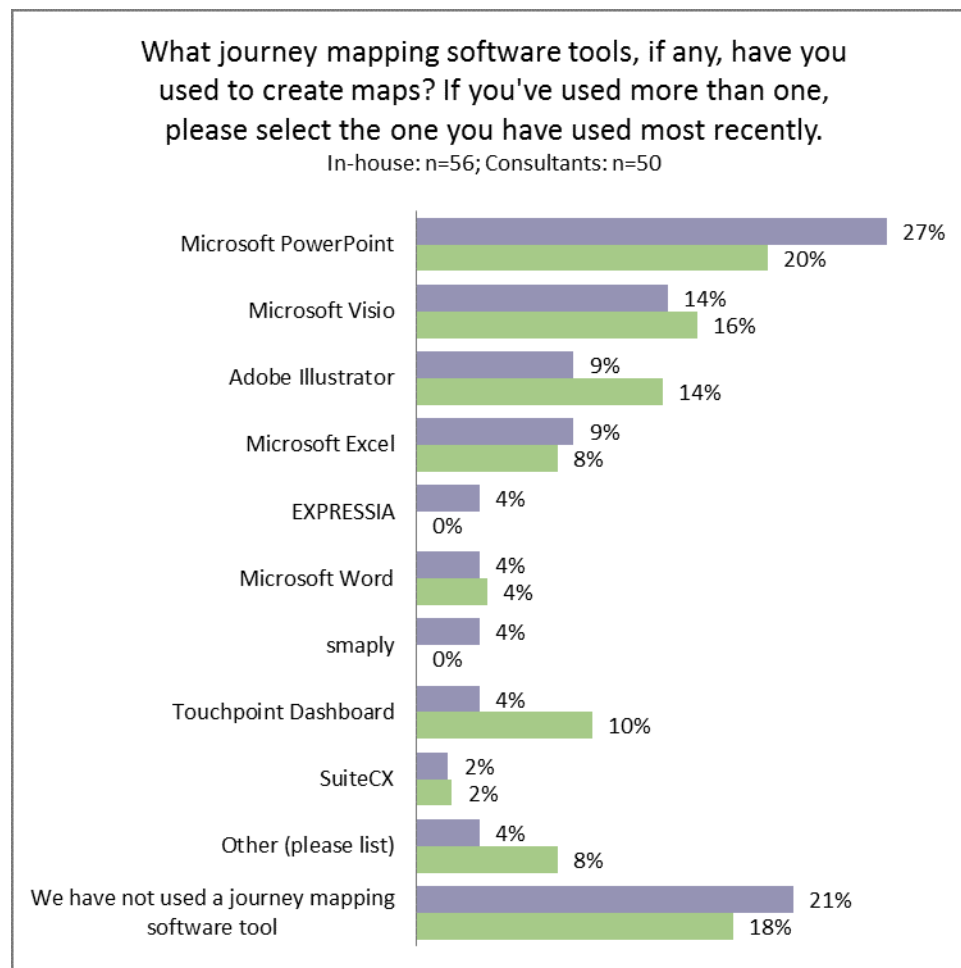*Figure 5 Insurance Agent Journey Map (Heart of the Customer)*

Journey Mapping Software

There are several popular journey mapping software tools on the market, such as Touchpoint Dashboard or SuiteCX. However, the clear majority of our respondents did not use these.

About 80% of respondents use some sort of software for their journey mapping, primarily programs that have no built-in journey mapping-specific functionality. Microsoft PowerPoint, Microsoft Visio, Adobe Illustrator, and Microsoft Excel are the most frequently used tools. Both in-house practitioners and consultants said that software tools are of medium helpfulness in journey mapping — both rating them a 3 on average. Thus, despite the wide use of general-purpose software programs, they didn't garner many high scores.

A distinction should be made between the general-purpose software programs from those dedicated to journey mapping and management, such as SuiteCX and TouchPoint Dashboard . These programs do more than simply document the customer journey, but also help with journey management. Common features include the ability to tie in other modes of research to the journey, or to track initiatives used to drive change around the journey. We expect the use of these tools to increase in future surveys.

What journey mapping software tools, if any, have you used to create maps? If you've used more than one, please select the one you have used most recently.

In-house: n=56; Consultants: n=50

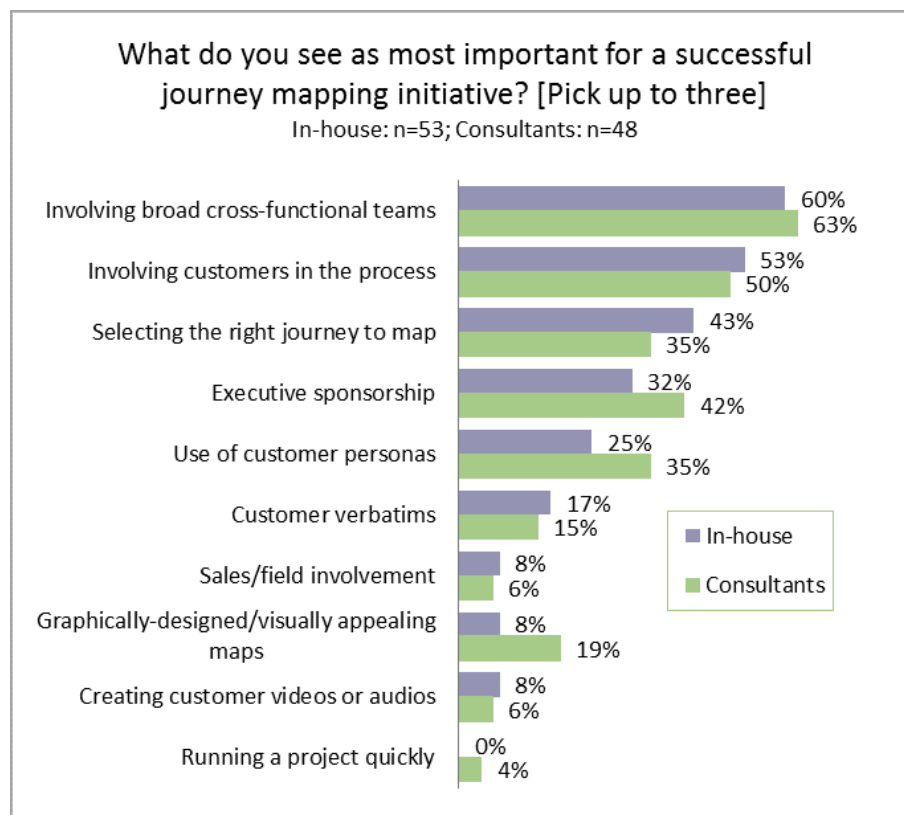| Tool	In-house	Consultants
Microsoft PowerPoint	27%	20%
Microsoft Visio	14%	16%
Adobe Illustrator	9%	14%
Microsoft Excel	9%	8%
EXPRESSIA	4%	0%
Microsoft Word	4%	4%
smaply	4%	0%
Touchpoint Dashboard	4%	10%
SuiteCX	2%	2%
Other (please list)	4%	8%
We have not used a journey mapping software tool	21%	18%

People who were highly satisfied with their software called out attributes like flexibility, time-saving features, ease of use, good design, and high-quality output. A highly-satisfied consultant who uses Journeys (an iPad app used to collect customer feedback) and Keynote said: "Being [able] to move components and sections around is key. Journeys exports business level PDF's at the end of session and is very powerful. Keynote allows for easy creation and time extensions."

Not surprisingly, dissatisfied respondents cited that their programs were not suited to the task, calling them "time-consuming," and pointing out their lack of journey mapping features. A typical quote from someone who rated their software a 2, in this case PowerPoint: "It is not mapping software — we have to adapt it and it's fiddly and time-consuming."

At Heart of the Customer, our graphic designer uses Adobe Illustrator to create our designed maps, although we have also worked with Touchpoint Dashboard. Our experience has been that both are useful for their intended purposes — using Illustrator to create a graphical map for communicating with employees, and using Touchpoint Dashboard for journey management.

Requirements for Success

We asked both practitioners and consultants "What do you see as most important for a successful journey mapping initiative?" and allowed them to pick up to three answers. The answers surprised us. We expected executive sponsorship to be most critical, since this is a frequent topic of discussion at industry events.

What do you see as most important for a successful journey mapping initiative? [Pick up to three]
In-house: n=53; Consultants: n=48

	In-house	Consultants
Involving broad cross-functional teams	60%	63%
Involving customers in the process	53%	50%
Selecting the right journey to map	43%	35%
Executive sponsorship	32%	42%
Use of customer personas	25%	35%
Customer verbatims	17%	15%
Sales/field involvement	8%	6%
Graphically-designed/visually appealing maps	8%	19%
Creating customer videos or audios	8%	6%
Running a project quickly	0%	4%

However, since the top criteria participants listed for evaluating journey mapping success was driving action, it's not all that surprising that the top requirement cited was involving cross-functional teams. Even with executive sponsorship it is difficult to create alignment without active involvement from teams representing different phases of the customer experience. The second most-cited item was involving customers, which is obviously crucial to any journey mapping initiative. These were the top two for both in-house practitioners and consultants.

The third item varied between our two audiences. In-house practitioners chose "Selecting the right journey to map." As referenced earlier, most mapped the end-to-end journey, although many included other journeys as well. Selecting the right journey is not a simple process, and it requires involvement of a broad team before kicking off an initiative.

Their fourth option was executive sponsorship, which was third for consultants. "Other" comments varied, with no consistent theme.

Participants' advice

Finally, we asked the open-ended question, "What advice do you have for those who are considering their first journey mapping initiative?" Many good recommendations were shared, with the full list in Appendix 1.

Advice ranged from getting buy-in from stakeholders and leadership, to making sure to involve customers, to choosing a journey to map that is manageable yet can effect change, to making sure there is commitment for change at the end.

The following is a piece of advice that reflects very well the overall themes that emerged from the survey, as it emphasizes the importance of cross-functional teams, voice of the customer, and driving change:

> "While it is tempting to choose a journey that is easy to get your feet wet, the changes might not be substantial enough to draw ongoing buy-in. On the other end, don't attempt the hardest or ugliest journey which will require significant investment in people, process, policy or technology changes for your first one, as we have seen good Journey mapping efforts stall because the changes are overwhelming and the company doesn't know where to begin. With good due diligence, you should be able to find a couple of journeys which will provide great value — relatively easy to map with potentially large amounts of 'low-hanging' fruit. In the end, this is not all touchy-feely stuff; you need vocal, visible executive sponsorship and a solid leader or team that are accomplished at getting things done...including the hardest part: Change Management."

Applying Best Practices to Your Next Journey Map

Participants shared clear best practices that can easily be put into place for your next journey mapping initiative.

Include a broad cross-functional team. Success begins even before you kick it off, by ensuring that your teams reflect the broad customer journey, including both customer-facing and back-end teams. Bringing them in at the very beginning will help you to drive change at the end. We discuss the importance of involving HR in the post Every customer experience project is a culture project.

Select the right journey to map. This is often harder than it seems. Without a clear goal as to what needs improving, it is difficult to design the right project. An end-to-end experience allows you to better understand overall customer goals and identify critical moments, but may not give enough detail to fix specific phases of the journey. Conversely, selecting a narrower journey will help ensure action, but may not result in the culture change you hope to achieve. We covered this in more detail at So you want to make a journey map.

Think about whom to map. Selecting the right customers and the right methodology is also critical. Eighty percent of our in-house practitioners involved customers in the process, and they identified this as critical to success. In-house practitioners also used an average of three methodologies. Likewise, consultants average five methodologies that they can select from depending on the project. Lastly, 69% of practitioners and 97% of consultants use personas in their mapping. We discussed how to select the right customers to map and the importance of personas in So you want to make a journey map, part 2.

Just get started. Lastly, what is most important is that you get started today. As one practitioner recommended: "Keep it simple, start with executive buy in, and have fun!"

We couldn't say it any better. We wish you the best of luck as you start this critical initiative! Journey mapping is my favorite topic. If you want to talk it over, feel free to give me a shout-out at 612-444-8692, or Jim@HeartoftheCustomer.com. Or follow our blog to learn more journey mapping best practices at www.HeartoftheCustomer.com/cx-blog.

About Heart of the Customer

Heart of the Customer is a dedicated journey mapping firm. Ninety-three percent of our business comes from mapping customer journeys. Our team involves industry experts with decades of history developing customer experience and driving action.

We take a rigorous approach to journey mapping. We begin by uncovering your hypothesis of the journey. This forms the basis for the customer-focused change required. Next, we utilize a variety of methodologies to uncover what it's like to be your customer, developing personas and showing how each has its own moments of truth in your journey. Finally, we create immersive reporting and journey maps to start the customer-focused change inside of your organization.

About the Author

Jim Tincher is Heart of the Customer's Mapper-in-Chief. Jim sees the world in a special way: through the eyes of customers.

With a lifelong passion for customer experience, Jim founded Heart of the Customer to help companies of all sizes increase customer engagement. Before launching the company, Jim led customer engagement initiatives at Best Buy and UnitedHealth Group. In the process, he became an expert in using Voice of the Customer research to identify unmet needs, develop new products and improve customer service. His Heart of the Customer Journey Maps™ are a powerful tool designed with one simple goal: customer loyalty. Customers ranging from start-ups to Fortune 500 companies use his processes to improve customer-focused results.

His fascination with customer experience led him to test himself by becoming a Certified Customer Experience Professional, only the second in the world to earn such a designation. He is also an active member of the Customer Experience Professionals Association (CXPA), serving as one of their CX Experts, providing advice to members worldwide.

Appendix 1: What advice do you have for those who are considering their first journey mapping initiative?

From in-house practitioners:

- 1. Take a hands-on one-day course; 2. Observe an experienced mapper and note how he or she asks questions and draws participants out to share their views.

- Adopt an outside-in approach. A Customer Journey Map is only as good as the insights on which it is built.

- Be meticulous. Step-by-step design. Be honest and identify pain points. Use a variety of inputs (verbatims, interviews, employees, customers) and departments to obtain the most holistic view.

- Before beginning the map, understand very clearly what you want to do with its results. Otherwise, you'll be wasting your time (and money) and you'll lose critical CX momentum.

- Build a cross-functional team.

- CEO buy-in is mandatory.

- Choose a journey that has quick-win opportunities and involves the right stakeholders (those who participate in that journey and can change the CX for the better).

- Choose the journey carefully to start — it is too easy to try to boil the ocean.

- Consider strategic purpose of Journey Mapping and ensure this is aligned to corporate objectives. Define and articulate the phases of Journey Mapping within your organisation.

- Develop a charter at the beginning of a project to align the team and leadership around goals, roles, resources, timeline, etc.

- Do lots of homework ahead of time to identify good journeys, channels, and personas.

- Do your research and consider the variations that exist. Choose the model that best fits your organization and if possible, utilize a good JM software.

- Find a very small specific journey to map if you don't have the backing and resources for a big change. Always include external primary research for inputs.

- Focus more on having the right people involved and having access to the right data, rather than worrying about your mapping tool or what the final visual design will look like.

- Forget trying to get it pretty or perfect. Get it done. Get it in front of each SME (subject matter expert). Listen! Then iterate and beautify.

- Get buy-in from the team that will be using the map.

- Get stakeholder buy-in early enough and carry all of the stakeholders along early enough.

- Get the right people involved and get buy-in on the approach, and be clear on the outputs and learnings — the 'so what' of the output.

- Have a go. Don't worry about it being beautiful or detailed. Then iterate & rework it continuously by sharing it with others via wall walks.

- Involve customers. Don't underestimate senior management buy-in. Ensure cross-functional team involvement.

- Just do it! 1) Start with a target/persona; 2) Do a specific activity or event; 3) Think outside of the box.

- Just get started, don't worry much about the format, put something on paper and use it.

- Keep it to a clean & simple design.

- Keep the project small.

- Leave yourself plenty of time...initial maps can be time-consuming.

- Look at your business through the eyes of a customer. No need to overthink it or make it too complicated — how do they experience the world, what steps do they take? Word it in their language — this is not a process map! It's largely a practice in listening and customer empathy — organise your customer feedback into themes and this will naturally fall into a map. Then supplement customer verbatims with operational metrics in the key steps that customers tell you are important to them. Good luck!

- Make sure the journey map captures the journey from the perspective of the customer — that means you need to consult with the actual customer.

- Pick a journey and take a stab at it even if you don't feel you have all the pieces to complete. You will learn quickly what you need to change to make the next map activity more successful. It doesn't have to be perfect the first time.

- Plan how to follow through in advance.

- Plan it out and engage customers for validation. They will tell you what works and what doesn't.

- Prioritize the most important journeys to understand first, and then make sure there is an enthusiastic business sponsor who has an immediate need.

- Start small. Don't try to bite off too much. Select a point in the journey that you have the power to change so you can show actual results.

- Start small. It can be overwhelming to try and map out the entire client journey with your organization. Pick a section of the journey that is not too complex but can bring some quick wins. That way the team doesn't get discouraged and you have something to show for the effort. Then add on to that map in increments.

- Start with an internally generated hypothesis map and personas, then validate it with a good sample of actual customers using ethnographic research. Capture video if possible; if not, audio. Use these snippets to augment your maps during your journey deep-dive walk-through.

- Test out the process with a smaller, low-key initiative to learn and improve future mapping initiatives.

- There is a bit of an echo chamber in the CX industry that pushes thought/practice to the extreme. We tried to do "pure" customer journey mapping — 100% sourced from customers. Everything was from the customer's point-of-view. The result was so foreign and alien to our internal stakeholders that the maps simply "didn't land" (like a compliment or insult that doesn't land and isn't believed). The CX community may say that you should align to your

customer's point-of-view and you should align to how your customers see you (not how you see them). However, that seems to generate un-actionable results. Your Voice-of-Customer (including journey maps) should match the internal organization of your company because that is how the company chooses to get work done. If there is a huge gap between customers and how your company organizes, fix that. Don't simply align to the customer and demand the organization follow. You will be very lonely if you do.

- Think about how you will use and socialize the journey map and its associated learnings at the beginning, and then follow up to share along the way.

- Make the customer journey exercise a cross-functional one and develop it based on customer research, focused on personas and segments.

- Try to think of each small detail the customer faces during his experience journey. Sometimes the things that on the first sight seem to be insignificant are at the end the moments of truth.

- Use internal stakeholders to map current state, then bring in customers, and ask about their emotions at each step in the journey.

- Watch out for company bias. Make sure you are always looking from an outside-in viewpoint.

- You need to do it a few times before you really see the impact this tool can have.

From consultants:

- Before taking the first step, determine the objective of the map — why are you mapping? Then once it is complete, use it — take action. If you're not going to use the map to improve the people, processes and/or systems at your organization, there's no point starting in the first place.

- Begin with one influential segment — either the largest in number or the highest revenue segment. If you improve the experience for that segment, it will also improve the experience for others.

- Customer Journey Mapping offers opportunities for improving district channels, internal processes, and long-term relationships with customers. Also, it is a basic tool for organisations to approach an anthropocentric culture and gain internal consensus on how the brand fits into customers' lives.

- Consider all possible touchpoints that may influence the journey including outbound messaging, etc.

- Consider the company goal for the customer journey and how it will be used by the organization.

- Don't even think about starting until you clearly understand why you are doing it and what the next (post-project) steps will be. I.e., what purpose will the maps serve?

- Don't just map to have a graphic representation of the journey, use the mapping process to discover how to improve from the current situation. Focus on specific parts of the journey to pinpoint moments where you can take action.

- Don't rely solely on quantitative surveys; qualitative input is required in order to understand context and customer motivations.

- Don't shortcut the process. Have a clear objective and scope for the project and for the map itself, agreed upon with an engaged executive sponsor. Identify your target customer and use a persona (or personas). Take the time to gather the existing insights in the company to use during the drafting process and get additional customer input to validate the draft map.

- Don't worry too much about what it looks like, get it validated by customers — you will learn a lot and it is very powerful to hear what customers think from them directly. Make sure there is commitment to do something with the maps afterwards — they are, after all, a means to an end, not the end itself.

- Ensure that you have a cross-functional team working on the initiative.

- Gather whatever information you can about the current customer experience — disposition reports, interview call center staff, customer reviews, etc. Map the current journey, then map how and where it can be improved.

- Get buy-in across the organization first with internal workshops.

- Getting buy-in from the cross-functional groups is key. The insights that come out of even a basic attempt will do much to break down silos.

- Have a clear customer definition (scope). Use the internal team to define the touch points — don't do it in isolation. Include customer research in the process — always get an outside-in view to understand how it feels to be a customer. The internal view always has blind spots.

- Have an objective; what are you trying to get from the process? Define your scope; where does the journey start and end for your customer? Don't worry about getting it 'right.' It's a process that you learn from. Sometimes the journey is the journey.

- Have executive buy-in before initiating the project.

- Hire a professional and be prepared to spend actual money.

- It doesn't have to be perfect; there is value in the exercise as well as the end product. When actual customers are included in the process, loyalty will be earned and if you celebrate and promote the initiative with the entire customer base somehow, all customers will see that their voices matter and additional loyal behavior may occur.

- Keep it simple, start with executive buy-in, and have fun!

- Know that it takes time and it is an iterative approach. The journey will change.

- Listen to your customer, identify what their pain points are and why, and what problem are you trying to solve. Engage and bring people in from across the organisation to work through the customer journey experience as if they were the customer and once drafted, bring your customer through the journey. Lastly, don't make assumptions about what your customers think, feel and act.

- Make it engaging and ensure that focus is shifted from the internal view to really bringing the customer view into the process. Clients really struggle to see it from the customers' perspective.

- Make sure your stakeholders are aligned before starting. Nothing is more disruptive than to have conflicting objectives once into the study. Also it's helpful to have your hypotheses identified up front as that provides a solid starting point to build from to either prove or disprove through the journey mapping exercise.

- Pick an approach and try it out — then learn what works. Evaluate multiple models and use what works best for you!

- Pick the right target journey and have a persona defined.

- Remember there are Subject Matter Expertise (SME) journey maps that are from the business point of view. They are not considered validated until you actually walk through the journey from your customers' point of view. Involve real customers!

- Research well, outline work, iterate, and create professional and easy-to-follow maps.

- Research, research, research! Also, extensive involvement by key executives and departments helps in the process.

- Start with the global journey...with a maximum of 6 steps...and then go deeper!

- While it looks like anyone can map, it's difficult to do in a way that reveals breakthrough information. Customers need to be involved directly!

Appendix 2: Demographics of Respondents

All: In what country do you live?
n=134

Country	Percent
United States	58%
United Kingdom	12%
Canada	5%
Spain	3%
Nigeria	3%
Australia	2%
New Zealand	2%
Greece	2%
United Arab Emirates	2%
Philippines	2%
Ireland	2%
Netherlands	1%
Germany	1%
France	1%
Malaysia	1%
Switzerland	1%
India	1%
Cook Islands	1%
Saudi Arabia	1%
South Africa	1%
Poland	1%

In-house: In which department do you work?
n=61

Department	Percent
Customer experience	67%
Marketing	16%
Customer insights/market research	7%
Customer service/contact center/support	3%
Sales/field representatives	2%
Other	5%

In-house: Is your company: (select all that apply)
n=63

Category	Percent
Business-to-consumer (B2C)	49%
Business-to-business-to-consumer (B2B2C)	49%
Business-to-business (B2B)	46%
Other (please specify)	2%

Consultants: Are your clients primarily: (select all that apply)
n=46

Category	Percent
Business-to-consumer (B2C)	74%
Business-to-business-to-consumer (B2B2C)	50%
Business-to-business (B2B)	78%
Other	2%

In-house: How many journey mapping projects has your organization completed in the last two years?
n=63

Number	Percent
More than 10	17%
10	5%
8	2%
6	3%
5	11%
4	6%
3	14%
2	17%
1	24%

In-house: What is your company's annual revenue for the last fiscal year?
n=61

Category	Percent
$1B or greater	28%
$500M to $1B	15%
$100M to $500M	18%
Less than $100M	13%
Don't know	10%
Prefer not to say	16%