
CUSTOMER JOURNEY MANAGEMENT:

The essential guide for CX professionals



CX IS DRIVING THE NEED FOR JOURNEY MANAGEMENT

Customer experience is everywhere.

From customer service to the boardroom, business leaders recognize that personalized, efficient, and engaging customer experience (CX) helps improve customer acquisition, brand loyalty, and lifetime value. As companies strive for a unified view of how each customer interacts with a brand, pressure is growing to personalize experiences across lifecycle stages and interaction channels.

Getting a complete view isn't easy. That's why traditional analytics approaches need to evolve—from retrospective reporting to real-time, behavior-driven, data fusion and analysis.

Journey management is specifically designed to continuously improve the end-to-end experience in an agile way.

Business moves fast and reaction times are faster. The power of journey management is how rapidly the platform reflects actual customer movements—seeing where they are at any point in time, viewing them individually or collectively, and quantifying movements and resulting impacts. By analyzing millions of data points in real time, journey platforms enable quick discovery of the most important journeys. These insights also help you prioritize ways to impact business goals like increasing revenue, reducing churn, and improving customer experience.



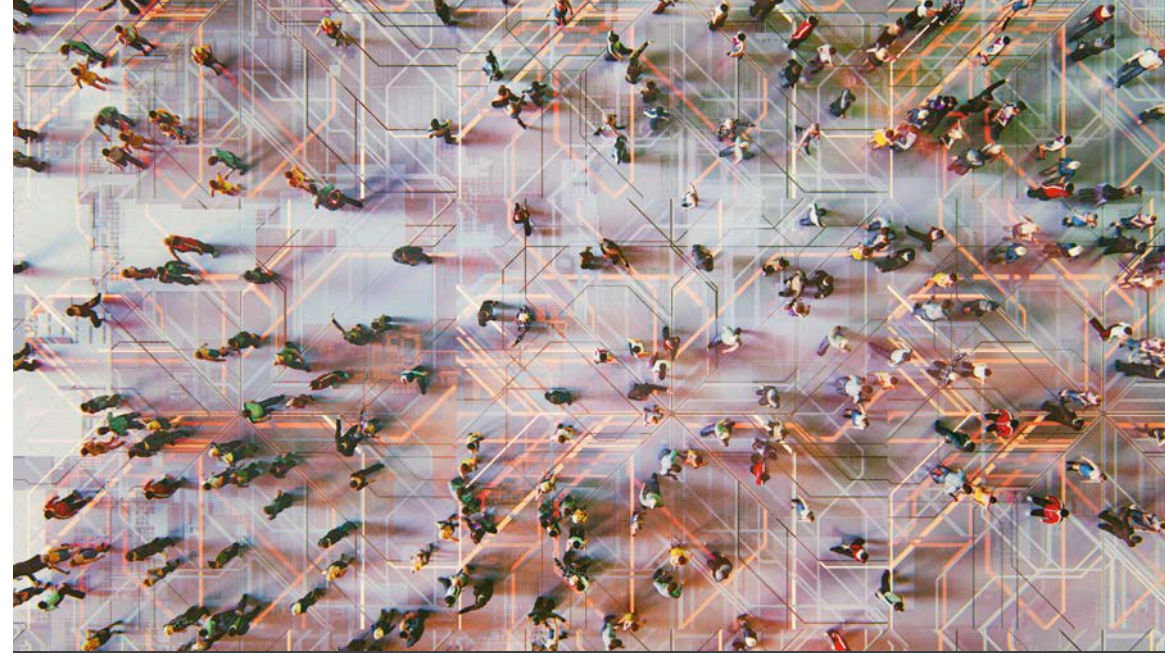
A COMPLETE VIEW

Each customer takes their own unique journey when interacting with a company. Journeys may share certain characteristics, or differ wildly from the norm. Some customers zig and zag through different paths as they reach a goal, while others use a more streamlined approach.

Customer journeys are interconnected. It's common for customers to "jump" multiple times across online and offline channels, and even intertwine with other journeys.

Journey platforms let you connect the dots between interactions and outcomes in seconds, rather than weeks and months.

While CX practitioners are adding technology at a furious pace, many of these technologies remain underutilized. Customer journey platforms can unify and improve the effectiveness of existing technology stacks to maximize the ROI of the technologies.



THE BENEFIT

By using a customer journey platform equipped with sophisticated machine learning algorithms, you can quickly discover the most frequent paths from Point A to Point B.

You have the ability to compare and contrast different paths and correlate them with customer and business outcomes. You also have the ability to predict behavior in real time and decide on the most appropriate method of engagement.

JOURNEY MANAGEMENT DEFINED

**Customer journey management is more than a software solution.
It's a new approach to customer management.**

This type of approach embraces a journey-based mindset and enables customer-obsessed business models. It gives CX professionals a powerful tool to understand customer behaviors and preferences at a personal level or at scale.

Concentrix defines **journey analytics** as documenting, visualizing, and analyzing the cross-channel paths customers take to engage with a business.

It's the means to correlate customer behaviors with preferred business outcomes. Companies that excel in differentiating their customer experiences are now adopting customer journey management to prioritize change, actualize results, and continuously improve CX to maintain their market position.

Concentrix defines **customer journey management** as the act of proactively and continuously improving customer and business outcomes while leveraging CX know-how and real-time monitoring of journeys and ever-changing customer behaviors.



MONITORING TOUCHPOINTS ISN'T ENOUGH

The focus of experience management has shifted from touchpoint-specific monitoring to creation of a unified view as the customer interacts with your brand. The goal is to improve and personalize experiences across channels, locations, and time.

Recent research shows that companies with a journey mindset that provide a positive experience along the entire journey can expect to have significantly higher revenues and better CX than those that don't.

Journey management is the means to enable customer experience transformation. It reveals pathways that lead to a satisfying experience, and which prevent high-quality results.



THE CHALLENGE

To provide a truly unified view, traditional analytics must evolve from retrospective and disparate reporting to real-time, continuous, behavior-driven management.



ARE JOURNEY ANALYTICS AND JOURNEY MAPPING THE SAME?

A journey map is a visual illustration of a customer's experience with a business. Journey analytics is so much more.

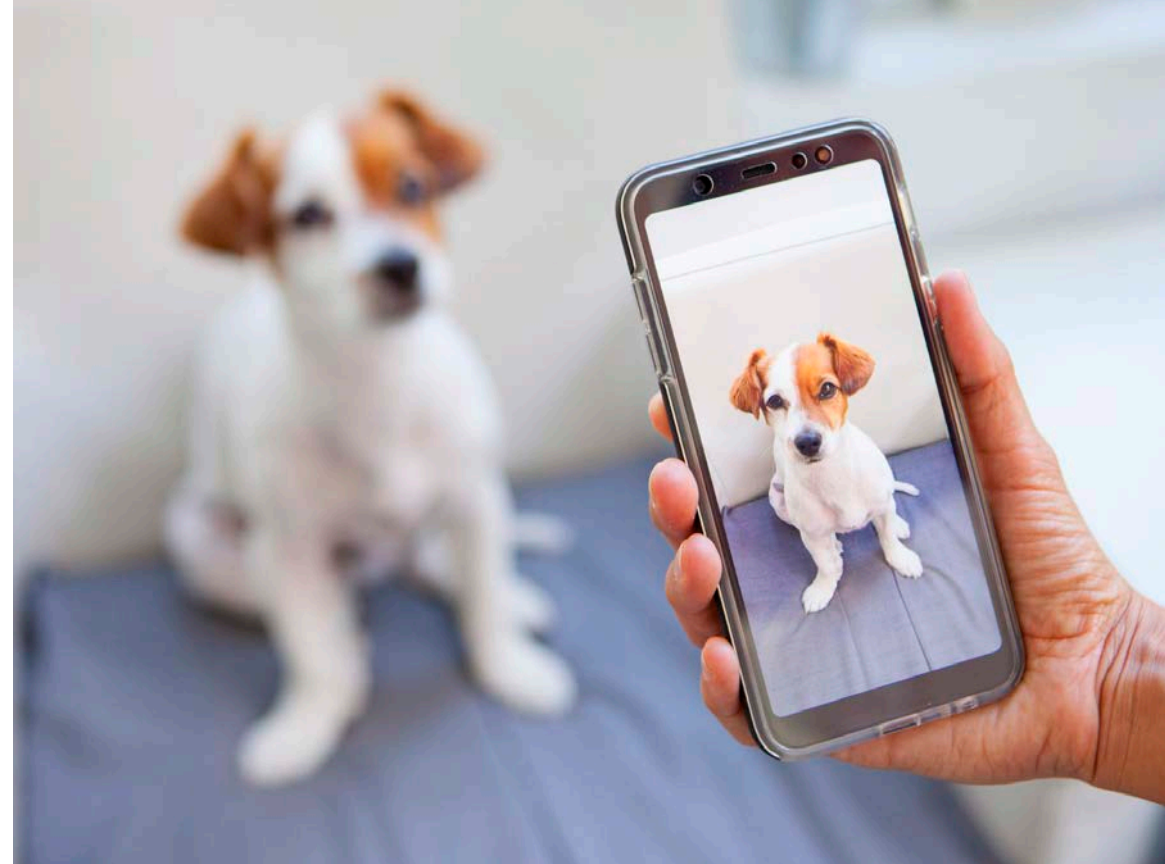
Customer journey mapping has been growing in popularity over the past decade. But, the unfortunate reality is that many companies sink a lot of time into creating beautiful maps—often released with great fanfare—only to see them gather dust as employees go back to work. Oftentimes, when customer-facing employees put themselves in their customer's shoes, it results in an imaginary journey that fails to reflect the variety of real-world paths customers actually take.

Why? The answer may lie in the journey map itself. Journey maps are highly effective at illustrating a macro-level journey (e.g., from initial awareness to long-term relationship), or zooming in on a micro-level journey (e.g., steps taken to make an online purchase). But, they don't cover both. By their very nature, journey maps are static, point-in-time representations. Journey maps tend to assume the same cadence for all customers. They're unable to capture various permutations by customer type, channel, location, and complexity.

PICTURES WITHOUT DATA AREN'T ACTIONABLE

Data is what brings a picture to life. Without continuous data, a journey map is a subjective observation of a small number of “representative” customers. It’s a hypothesis made by various parts of an organization reliant on hypothetical interpretation of customer behavior.

In order to be actionable, journey maps and customer events must be quantifiable. To do this, you need a data-informed journey map. It represents performance at a specific point in time and illustrates differences among static metrics and KPIs. It’s useful in analyzing a single common customer cadence. Although while powerful, it’s value is really the tip of the iceberg.



THE BENEFIT

Real-time data visualization takes the hard work out of documenting behavioral permutations. It enables nimble exploration of behaviors with zoom-in/zoom-out and forward/backward options.

PERSONALIZATION COMES TO LIFE

Most companies still struggle with how to personalize a positive experience at scale.

Personalization efforts fail because they often are superficially driven by demographic information rather than a customer's unique requirements. Companies are under pressure to connect millions of data points and analyze impacts in real time to provide each customer with personalized engagement based on their own unique preferences.

By triggering real-time engagement, journey management helps nurture customers along each unique journey.

Journey platforms collect data from every touchpoint across multiple channels over time. The unique engagement needs of each individual customer can be met by embedding smart triggers at any event. These tools then can activate personalized engagement at the right time, in the right channel. Journey orchestration requires a real-time foundation to support event triggers and targeted intervention. This foundation is included in the world's leading journey platforms.



JOURNEYS AREN'T CREATED; THEY'RE DISCOVERED

For ongoing analysis of performance success, A/B testing, and journey orchestration, a real-time view of customer events is required.

That's where journey management comes in. Customer journey management overcomes the weaknesses of static journey maps by ingesting, unifying, and reporting data in real time.

It does the hard work of collecting actual customer data from across sources—websites, automation platforms, mobile apps, data warehouses, call logs, e-commerce platforms, and point-of-sale systems—and performs identity matching to uncover interactions performed by the same person.



THE BENEFIT

Millions or even billions of individual interactions can be captured over time and integrated into a single, unified view of the real customer experience.

BEGIN WITH THE END IN MIND

Leading companies are on a journey of transformation.

Most customers expect the same thing from a great journey—quick, easy, hassle-free. With mergers and acquisitions dominating headlines, customers are regularly faced with negative journey impacts. Despite significant investment in digital technologies being commonplace, not all implementations make things easier for customers. The customer journey is the entire end-to-end experience that a customer has with your brand. It is not a single touchpoint or interaction, but the collection of interactions at all touchpoints over a period of time. Delivering positive, memorable customer experiences requires a comprehensive understanding of every interaction, intent, outcome, and emotion.

As a brand strategy, some are orchestrating customer engagements.

Companies transforming to become customer-obsessed are using journey insights to become intelligent, nimble, and connected. Whether it be an easy digital experience planning an unforgettable evening, an impressive messaging conversation to activate a new subscription, or a bot that supports your local charity, everyone's talking about the customer journey and how to adopt next-best action strategies.





REAL-TIME ENGAGEMENT

Today, leading companies are increasingly thinking in terms of end-to-end customer journeys and using customer journey management to understand behaviors and shape experiences. This is leading to differentiation from competitors, higher customer satisfaction scores, better return on investment, increased upsell/cross-sell, and ultimately, higher revenue.

The importance of customer journey management will only continue to grow.

It will be at the heart of customer experience efforts as organizations look to continuously improve their understanding of customers and influence their behavior in an ever-more connected world.

READY TO GET STARTED?

Want to find out how you can make journey management part of your business? Learn more about **Concentrix's Customer Journey Management** or contact us today!

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