

# Building your Experience Business

***A practical how-to guide***



## Chapter 2/7

*Design & configure customer journeys*

How to design and configure truly wished-for experiences? And how to bring these to customers?

**Customer journey mapping is nothing new. Almost all companies that we work with have at least once mapped out a customer journey. But how to design an effective customer journey and – even more important – how to configure one?**

Customer journey maps. Why we all need them.

If you design and configure journeys well, your customers and your company will greatly benefit. A spot-on customer journey leads to

customers being more satisfied, staying longer and recommending your product or service to that extra friend or neighbor. In other words, loyalty, NPS (net promoter score), conversion and cross & upsell numbers will go up, just to name a few advantages.

Thinking from a customer journey perspective will help moving from a transactional approach to one that focuses on long term relationships with customers. It's a strategy. How would you like to serve your customers and address customer needs? Designing and configuring journeys can help you realize your ambitions.

## How to map a customer journey that pays off?

At first glance, customer journey mapping may seem simple. But designing, configuring and managing multiple journeys across an organization is becoming more and more complex. Mapping the customer journey can help cut through the complexity.

What is a customer journey map? It's a visualization of your customers' end-to-end experience, taking into account each stage, the customer goals in each stage, touch points, feelings, needs and pain points, amongst other factors.

Based on the customer journey map, companies can personalize and tailor marketing efforts to reach customers with relevant messages at the right time. Here are the steps you need to take to create an effective customer journey map:

### **1. Research moments that matter.**

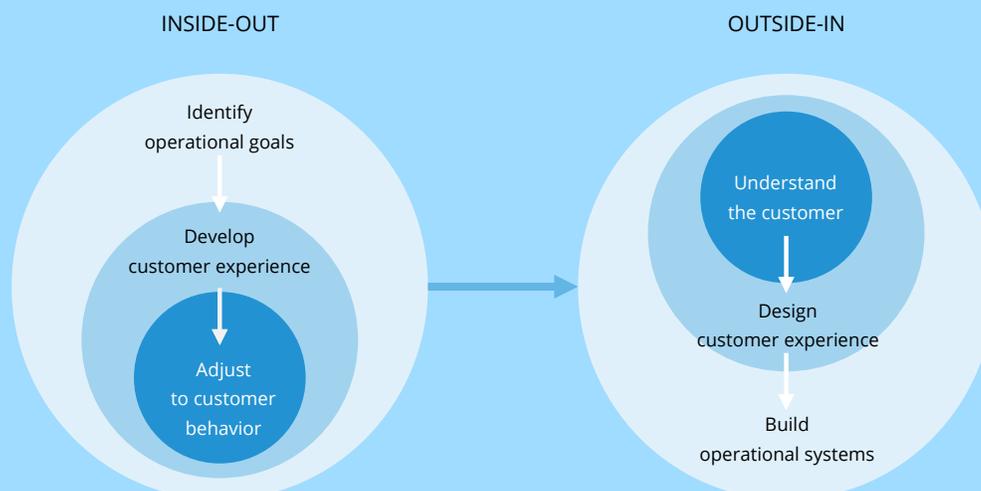
Start with research. Always. The goal is to truly understand your customers, their emotions, what drives them and how they relate to your brand. Identify highs and lows in the journey.

Real-time analytics tools can help you to determine patterns in behavior. How many times does a customer engage with your brand before buying? How long do they spend on various pages? When do customers visit or leave your website? Which page leads to conversion?

Employ "voice of customer" feedback mechanisms, such as surveys, interviews, co-creation workshops and focus groups, to derive a deeper layer of insights. The voice of the customer and feedback loop should be an integrated part of your business.

### **2. Make sure your customer journey is from a customer point of view.**

Yes, this sounds obvious. But countless customer journeys are in fact 'company journeys' with a touch of the customer. For example, take a journey that stops after the product is sold. The end goal of a customer is never to buy a product; they want to use the product in their life for a specific purpose. Therefore, the customer journey should include all the steps required to solve the customer's issues; not just to solve the company's issues.



### ***3. Integrate your brand personality into your customer interactions.***

A customer journey needs to be easy and intuitive. That's key. But if we go a step further, how would you like your brand to come across in everyday interactions? Innovative, brave and playful or formal, progressive and grand? And then ask yourself: what does 'brave' look like, feel like, taste like? What are typical characteristics of a 'grand' experience? Any company that can successfully integrate their brand personality in the customer interactions will find themselves uniquely positioned. This will support a consistent engagement strategy and authentic marketing and communication.

### ***4. Identify personas and build segments for personalized experiences.***

Personas have been around for some time, but are growing in popularity since customers expect more and more personalized – or at least – relevant content. A proxy for a target audience, a persona is a fictional character that represents a group with similar patterns of behavior, desires, values and so on. While personas mainly originate from user interface and design disciplines, they can also be used to personalize digital marketing. Generic personas can also be enriched and customized with transactional data and historical insights, including first- and third-party purchase histories, for example, or with other behavioral data about engagement.

### ***5. Take into account the psychology of human Interaction.***

Think about a product that you bought recently. What drew you to that product? It was probably a combination of facts and feelings, and of conscious and unconscious choices. Customers' experiences and feelings are not always rational, so take into account the emotions triggered by specific actions in your customer journey.

### ***6. Determine what you want to track.***

To manage a customer journey well, there need to be KPIs in place. For each stage of the customer journey map, consider what KPIs are applicable, what targets need to be set and what data needs to be captured to enable the measurement. Think of net promoter score (NPS), customer effort score (CES), click open rate, return on investment and so on. These KPIs will ensure the customer journey map is relevant and steerable to improve experiences.

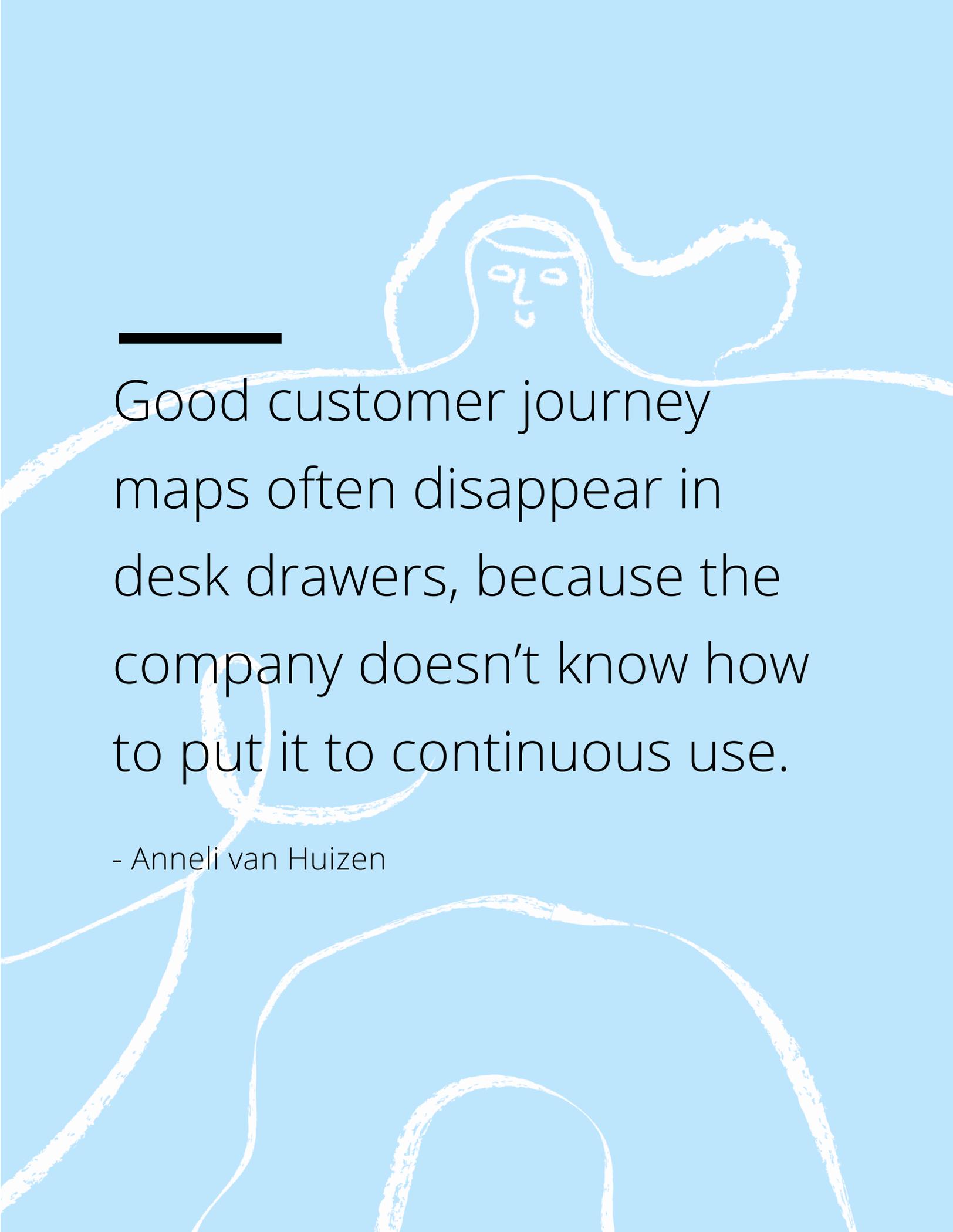
### ***7. Align the many customer journeys within your company.***

A customer journey is often not as sequential as you would expect. In fact, it can be like travelling on public transport in an unfamiliar city, with twists, turns and doubling back. Employ data to build logic into consumer interactions and automatically move customers down different paths based on their profiles, buying histories, locations, expressed preferences, or other indicators.

Remember, your customers can be on more than one journey at the same time, engaging with various services of your company. It's important to align these journeys and ensure they are underpinned by common principles on the overall customer strategy. If a customer is in multiple journeys at the same time, which interaction or brand gets priority?

### ***7. Configure the customer journeys.***

Now it's time to implement the customer journey you designed for. Here's where highly integrated digital experience platforms become extremely relevant. Implement the journey by determining your selection and target audience, deciding what segmentations you need and applying personalizations in the creatives throughout your customer journey.



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- Anneli van Huizen

## From customer journey mapping to customer journey management

The step from customer journey mapping to customer journey management is a big one. Good customer journey maps often disappear in desk drawers, because the company doesn't know how to put it to continuous use.

What makes a customer journey 'manageable' or 'steerable'? It's the use of real-time data and insights, rather than gut feeling. Manually mapping out all customer journeys and managing them is time consuming and complex. It's time to move on from a piece of paper on the wall!

There are several software solutions on the market that can make this process easier. Beyond employing technology, there are other steps you can take to implement customer journey management successfully:

1. First of all, listen continuously to the voice of the customer and capture signals from web, app and other channels.
2. Second, establish a "customer journey team" that makes sense out of all the experience data.
3. And last but not least, build a culture of action: a culture in which insights will be translated to next-best-actions or be automatically directed to the right people in the organization to take action.

As you can imagine, it's crucial to have a team in place to manage and optimize the customer journey. More in chapter 4 about how to get started with a customer journey team.

**Curious how data and dashboarding can be set-up to help you managing your customer journey? Keep an eye out for the next article!**

### *The practical how-to guide*

#### **1. Experience Strategy & Blueprint**

Embedding convenience, personalization and brand purpose throughout your customer journeys.

#### **2. Design & Configure Customer Journeys**

Bringing customer journeys alive based on your strategy with service design and agility.

#### **3. Track & Trace Customer Journeys**

Managing performance with connected data, dedicated KPI-frameworks and dashboarding.

#### **4. Setup Customer Journey teams**

Establishing customer journey teams, adapting your processes and integrating them in your organization.

#### **5. Supporting your Experience Business with Digital Experience Platforms**

Facilitating and scaling hyper-personalized experiences with the right technology.

#### **6. Scalable & Efficient Customer Journeys**

Managing, scaling and maintaining customer journeys across multiple markets/brands.

#### **7. Challenges, Scenarios, Roadmaps**

Successfully rolling out an experience business in your organization and overcome transformational challenges.

# Thank you.

While sharing best practice through this guide, we recognize that every organization has its own context and specific way of working. Given the diversity of organizations and our desire to make a positive impact, we are keen to talk to everyone who is passionate about this subject.

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