# Virtual Customer Journey Mapping: Adapting To The New Reality

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# Customers and employees are engaging with you more digitally

- In the UK, France, and Italy more than 80% of people agree they are spending **more time online than ever before**

- People are **adopting new online behaviours**: purchasing groceries, taking exercise classes, paying bills, and seeking mental health support

- European employees **prefer to work from home** during the crisis, but a similar amount **want to go back to the office** once this is over

- European workers are **adapting quickly to their enforced work-from-home culture**, with many preferring the flexibility it brings

# Great customer experiences rest on great employee experiences

**Positive customer experience**

**Positive employee experience**

Customers get value from the experience.

| Effectiveness |

Employees can get their work done.

| Productivity |

Customers get value without difficulty.

| Ease |

Employees believe their organization helps them focus on their most important work.

| Facilitation |

Customers feel good about the experience.

| Emotion |

Employees feel connected with their work, colleagues, customers, and purpose.

| Connection |

# Help customers and employees adjust during the COVID-19 outbreak

Create self-service journeys for isolated customers.

**Effectiveness**

Make collaborative analysis possible for remote teams.

**Productivity**

Direct customers to services that help in times of crisis.

**Ease**

Help employees thrive in the new remote workplace.

**Facilitation**

Calm customers' fears.

**Emotion**

Ensure employees have a holistic view of crisis journeys.

**Connection**

Journey mapping and real-time journey orchestration are critical to crisis preparedness and recovery.

# Agenda

- How to use journey orchestration tools to provide real-time insights into how customers' behaviour is changing in response to the pandemic

- How virtual journey mapping can help you collaborate remotely to optimise customer journeys

- How companies at the forefront of helping customers right now are using journey mapping and journey orchestration to set themselves up for post-pandemic recovery
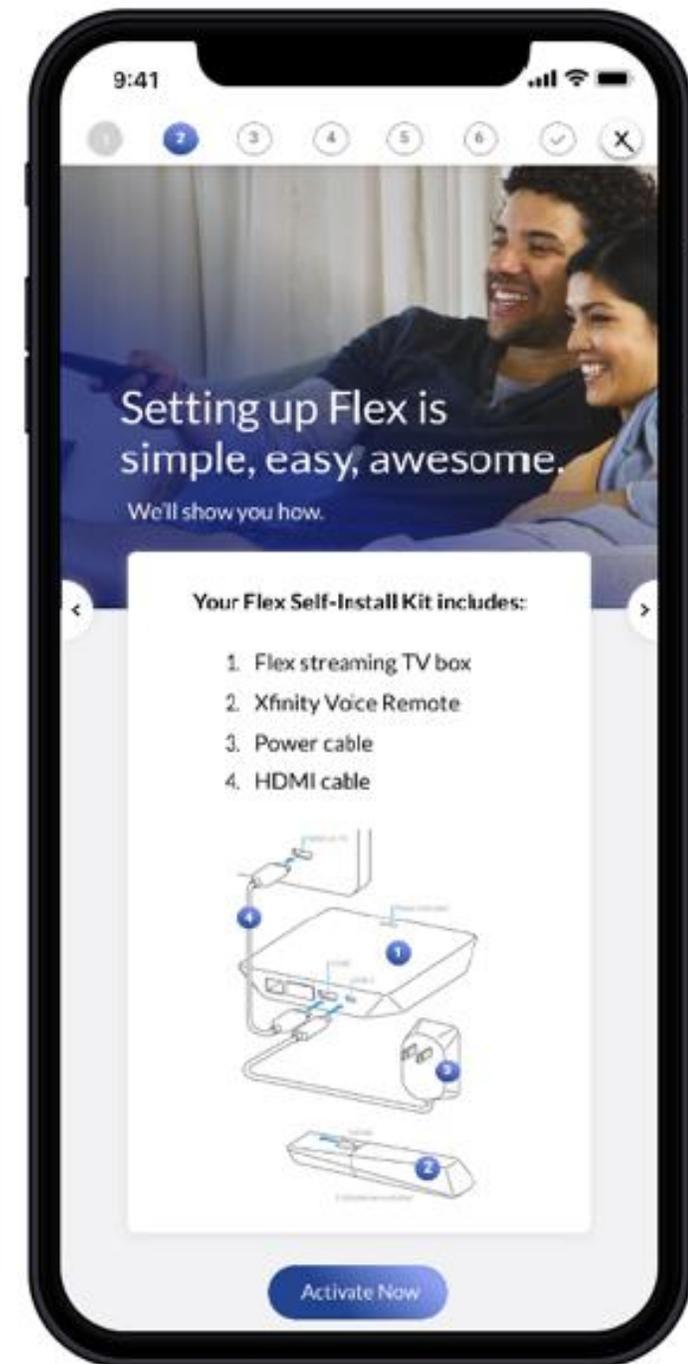
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# Focus on building connections and empathetic engagement with customers

- Rapidly individualising omnichannel Covid-19 content based on what a brand already knows (mortgage payment breaks)

- Calm rather than exacerbate customers' fears

- Journey audits, prioritising the journeys with the most negative results ie. a focus on password reset journey

- Identifying key workers and vulnerable audiences to step in where a customer is an offline only customer or needs additional support

- Suppress up-sell/cross-sell and other marketing messages unless specifically related to customer's intent or action

# Create self-service journeys for isolated customers

Firms like Bouygues Telecom are using journey orchestration tools to optimise self-care journeys (after these doubled in just a few weeks). Journey orchestration has also enabled Bouygues Telecom and Comcast Xfinity to quickly optimise self-install journeys.

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# Journey mapping tools enable remote collaboration for homeworkers

These tools offer capabilities in journey visualisation, design and planning including co-creation and ideation, and testing and optimisation making them essential for cross-functional collaboration and for remote collaboration.
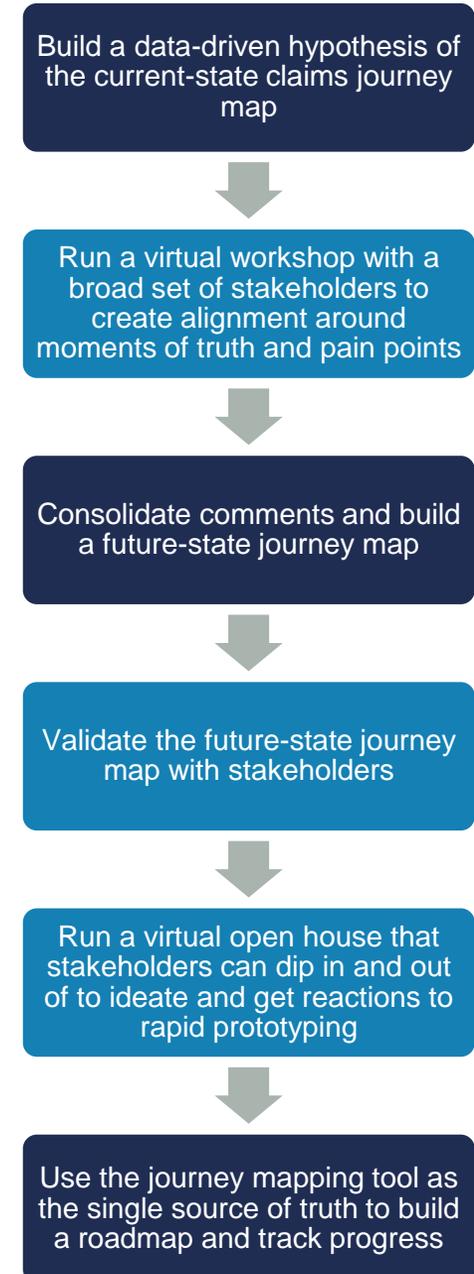
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# Lessons learnt from virtual journey mapping

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☑ Break down content & exercises into pre, during & post-workshop

☑ Keep pre-workshop exercises short & use them to break the ice and get people talking early on

☑ Max 4 hours together in real-time

☑ Set up your digital whiteboard beforehand and when in doubt choose simple templates

☑ Use images and icons to bring the digital whiteboard to life

☑ Help people navigate to where they need to be on the board

☑ In the real-time portion of the workshop focus on interactive exercises

☑ Be flexible, speed up, if possible, have two facilitators that can step-in and work together to keep the energy high

☑ Keep building on your digital whiteboard after the workshop

# Lessons learnt from Delta Dental

Facilitate virtual sessions and keep the momentum going in-between virtual sessions

**DELTA DENTAL**

Build a data-driven hypothesis of the current-state claims journey map

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Run a virtual workshop with a broad set of stakeholders to create alignment around moments of truth and pain points

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Consolidate comments and build a future-state journey map

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Validate the future-state journey map with stakeholders

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Run a virtual open house that stakeholders can dip in and out of to ideate and get reactions to rapid prototyping

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Use the journey mapping tool as the single source of truth to build a roadmap and track progress

# Virtual Future State Workshop

Our methodology / templates using Divergent & Convergent thinking in a virtual, collaborative workspace.

# Agenda

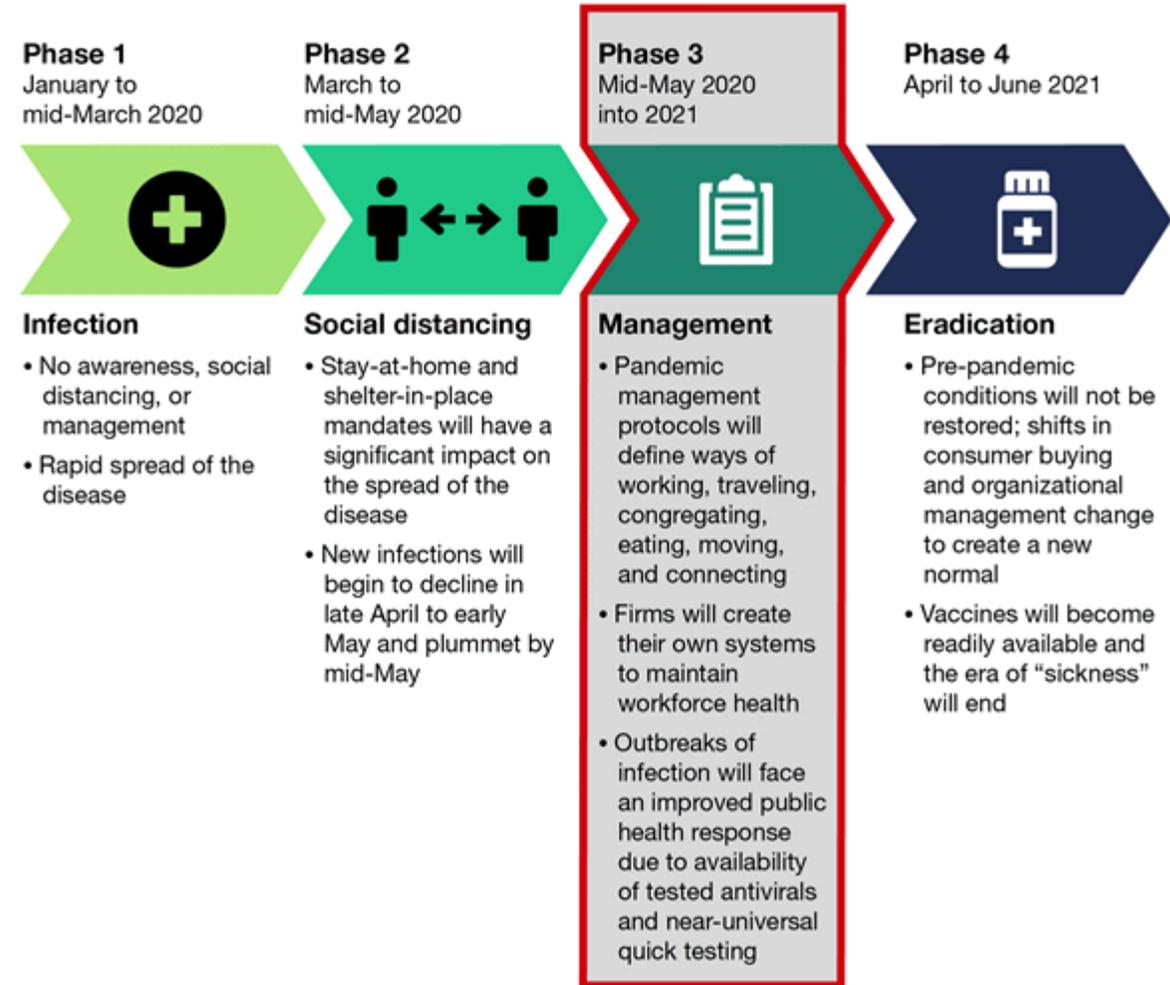- How to use journey orchestration tools to provide real-time insights into how customers' behaviour is changing in response to the pandemic

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# Firms Must Begin To Plan For Phase 3 Of The Pandemic

**COVID-19 timeline: US and Europe**

**Phase 1**
January to mid-March 2020

**Phase 2**
March to mid-May 2020

**Phase 3**
Mid-May 2020 into 2021

**Phase 4**
April to June 2021

**Infection**
- No awareness, social distancing, or management
- Rapid spread of the disease

**Social distancing**
- Stay-at-home and shelter-in-place mandates will have a significant impact on the spread of the disease
- New infections will begin to decline in late April to early May and plummet by mid-May

**Management**
- Pandemic management protocols will define ways of working, traveling, congregating, eating, moving, and connecting
- Firms will create their own systems to maintain workforce health
- Outbreaks of infection will face an improved public health response due to availability of tested antivirals and near-universal quick testing

**Eradication**
- Pre-pandemic conditions will not be restored; shifts in consumer buying and organizational management change to create a new normal
- Vaccines will become readily available and the era of "sickness" will end

# Adopt journey-thinking for post-pandemic recovery

1. **Pause, accelerate, launch journeys.**

# UK Energy Company Pauses, Accelerates, And Launches New Journeys

- **Paused non-critical journeys**: It identified thousands of customers (and sub-contractors) with appointments for a smart meter installation and sent out 2000 personalised communications (in the first week) on changes to installations

- **Accelerated specific digital journeys**: Journey analytics helped identify customers struggling to submit their meter reading online. The company educated them on how to do this online, freeing up time for call centre agents to tackle more complex questions

- **Launched a new affordability journey**

# Adopt journey-thinking for post-pandemic recovery

1. **Pause, accelerate, launch journeys**

2. **Baseline key journeys, look for anomalies, embed desirable behaviours**

3. **Start orchestrating (and measuring) key journeys now (manually or automatically) from website > to call centre, from your IVR > to call centre, from chat > call centre agent**

# Thank You.

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# How can we help?

1. Certification in Customer Journey Mapping

2. Expert review of your digital interfaces

3. Virtual Customer Journey Mapping Workshops

4. CX Transformation Playbook