

MAKING CUSTOMER JOURNEY MAPPING EASIER

AND WHEN SHOULD WE NOT
CUSTOMER JOURNEY MAP AT ALL....



TOO MANY CUSTOMER JOURNEY MAPS ASSUME ALL CUSTOMERS UNDERGO SIMILAR JOURNEYS & HAVE SIMILAR PREFERENCES & NEEDS..

4 out of 5 brands claim to have a holistic understanding of key customer segments, yet just 22% of customers feel understood by brands.

WHAT IS CUSTOMER JOURNEY MAPPING AND WHY DOES IT MATTER?

Expert opinion says...

- The creation of customer journey maps allows companies to observe how consumers feel about brand touchpoints. This prevents potential difficulties ahead of time, leads to improved customer retention and improved business decisions.
- Who are your customers? Do you know their wants? Motivations and pain points? And can you explain why they choose you over the competition?

WHAT IS CUSTOMER JOURNEY MAPPING AND WHY DOES IT MATTER?

gif-finder.com

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The Customer Journey

Sample Persona

Job Title / Industry:

Age:

Job Role

1 AWARENESS

Researching options

- Conducts online search
- Sees sponsored ads/content
- Asks peers for advice
- Attends Conference
- Downloads Website Content

2 CONSIDERATION

Getting educated on services/benefits

- Requests info/testing
- Needs Assessment
- Sales Presentation
- Shops Competitors
- Requests Agreement

3 CONVERT

Confirming the partnership

- Signs Agreement
- Undergoes Training
- Accesses New Account
- Initiates First Test
- Makes Payment

4 LOYALTY

Continuing to use services & request support

- Schedules an Account Review
- Contacts Customer Support
- Makes an Account Change Request
- Reads blogs and Attends Webinar

5 ADVOCACY

Recommending service to colleagues

- Completes a survey
- Rates Services
- Provides testimonial or referral to a peer

CHANNELS

Search Paid Media Social Conference Website

Website Email Call Face-to-face

ESP Email Call Face-to-face

Sales Email Call Face-to-face Marketing Email

Marketing Emails Referral

KEY METRICS

What KPI's has the customer hit?

- Impressions (organic & paid)
- Clicks
- Sessions
- Follows, likes, etc.

- Leads
- Opportunity Stages
- Website engagement

- Signed agreements
- ESP Logins
- First purchase/enrollment

- Business-specific KPIs
- Annual Revenue from account

- Satisfaction Rating
- NPS

WHAT'S WRONG WITH THIS APPROACH ?

THERE ARE MULTIPLE SCENARIOS WITHIN & BETWEEN THESE 5 STAGES THAT MAKE THIS SIMPLISTIC VIEW SIMPLY IMPRACTICAL IN THE REAL WORLD.

Marketing brochures, sales call, needs

- Sign to engage campaign
- Retention campaign
- Lapsed customer re-activation campaign

- LinkedIn Ads for Webinar Invites & whitepaper downloads
- Dynamic Newsletter Content by Industry, etc
- Milestone Email (annual activity summary)

- Rating Invite Series
- Create process for gathering and showcasing testimonials
- Rewards Program
- Advocacy Forum

WHAT'S WRONG WITH THIS APPROACH ?

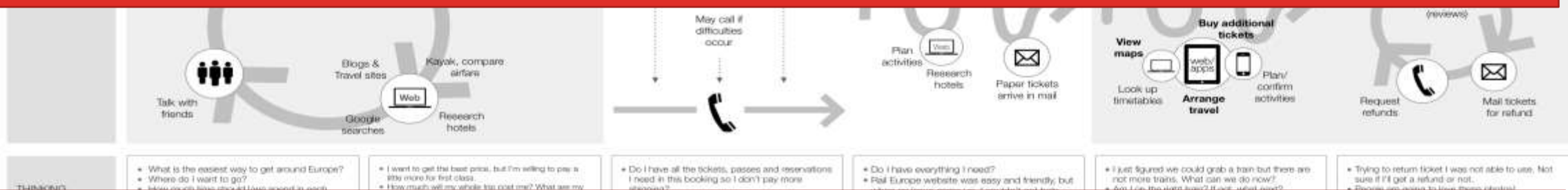
People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

People value service that is respectful, effective and personable.

1 - WITHIN EACH STAGE THERE ARE ALMOST UNQUANTIFIABLE ALTERNATIVE PATHS WHICH IT'S IMPOSSIBLE TO CAPTURE IN A JOURNEY MAP...



WHAT'S WRONG WITH THIS APPROACH ?

2 - IN THIS JOURNEY MAP THERE IS NO CONSIDERATION GIVEN FOR CUSTOMER SITUATION, CONTEXT, PREFERENCE, EMOTIONAL STATE ETC...

STAGES: Planning, Booking	STAGES: Planning, Booking	STAGES: Planning, Booking	STAGES: Planning, Booking	STAGES: Planning, Booking	STAGES: Shipping, Booking	STAGES: Rail Booking, Travel, Post-Travel	STAGES: Traveling
Communicate a clear proposition.	Help people get the help they need.	Support people in creating their own solutions.	Enable people to plan over time.	Visualize the trip for planning and booking.	Arm customers with information for making decisions.	Improve the paper ticket experience.	Accommodate planning & booking in Europe too.
Help visit	STAGES: Check	STAGES: Search	STAGES: Planning, Shopping	STAGES: Planning, Shopping	STAGES: Shipping, Booking	STAGES: Rail Booking, Travel, Post-Travel	STAGE: Traveling
your customers into better	Engage in social media with	Connect planning, shopping and	Segment shopping with	Segment shopping with	Segment shopping with	Segment shopping with	Communicate status of

CUSTOMER JOURNEY

Introduction

If you plan to be successful in securing a contract with Gulf Air, we will use customer journeys and/or process maps to identify and

This will enable us to look at the service from a customer perspective.

This will also enable us to identify opportunities for improvement, which we can use to discuss with Gulf Air in order to seek agreement for any material changes to the current processes.

The customer journeys provided in this submission are provided for illustrative purposes only. They demonstrate the

implementing improved technology and new ways of working. However, in some instances we acknowledge some of these journeys may not be completely compliant with the current Gulf

indicative only

A summary of the journeys we have generated are shown in the following pictures.

NEW BOOKING



Maryam

CHANGE EXISTING BOOKING



Ahmed

LOST BAGGAGE



The Wilsons

DISRUPTION



Fahad

CUSTOMER COMPLAINT



Afnan

The above customer types are examples of airline passenger personas, and the 5 following Customer Journey the different types of Customer Persona, and the different situations that may arise.

- 1 - CONSIDER ALL YOUR CUSTOMER PERSONA TYPES
- 2 - CONSIDER ALL POTENTIAL SITUATIONS & CUSTOMER NEEDS
- 3 - CONSIDER THE DIFFERENT CONTEXTS FOR EACH SITUATION & PERSONA
- 4 - CONSIDER THE PERFECT CUSTOMER JOURNEY FOR EACH
- 5 - ASSESS THE GAPS FOR ALL COMBINATIONS OF THE ABOVE



A MOTHER AT AN AIRPORT WITH CHILDREN WITH A MISSING SUITCASE CONTAINING A WEDDING DRESS & BRIDESMAIDS OUTFITS v A SINGLE TRAVELLER'S HOLIDAY OUTFIT....

The Wilsons

The Wilson family has just returned from holiday to London Gatwick. Only 2 of their 3 bags have returned on the flight with them. Mrs Wilson is a Silver Executive Club member and has recently complained to BA after she missed a connection on a business trip due to flight delays. Now one of her bags has not arrived, she is not impressed.

Situation description

On arrival, proactive contact	Pre-populated webforms via outbound SMS link	Proactive outbound SMS for confirmation	Case closure with discretionary points due to Executive Silver status
<p>On landing Mrs Wilson gets a text message saying: "Dear Mrs Wilson, unfortunately one of your bags has not arrived at Gatwick. We are very sorry for this inconvenience. If you click the link and attach a photo of your baggage tag we will arrange prompt delivery of your bag to your chosen destination. Your case reference is #147635676." Mrs Wilson decides not to respond immediately. She and the family collect their</p>	<p>In the taxi Mrs Wilson clicks the text link. This brings up a pre populated form, so she just uploads a photo of the baggage tag that was stuck on her passport, checks the delivery location details as her home address and selects a delivery slot that is convenient for her - next Friday morning.</p>	<p>On Thursday afternoon Mrs Wilson receives a text message saying: "Your bag is scheduled to arrive on Friday between 09:00 and 10:00. If this is no longer convenient please click here to rearrange." She realises that she has now got to go to the office on Friday</p>	<p>On Friday evening the bag is delivered during the allotted timeslot. Mrs Wilson receives another message saying: "Dear Mrs Wilson, we have credited your account with 250 Avios points to recognise the inconvenience caused by the delay of your luggage. Please could we ask you to help us improve our future service by taking a moment to rate, on a scale of 1-10, how you felt about the process of your bag?"</p>

How the technology supports this

- The lost baggage issue is alerted via the "BA baggage system which sends an SMS (her preferred channel) to Mrs Wilson on arrival
 - On BA wifi connected planes it would be possible to notify Mrs Wilson prior to landing, if preferred.
- For this example we have assumed that BA would prefer the customer is not told about the issue whilst in the air as this can cause extra anxiety and create a potential issue for the cabin staff to deal with.*

see the status of her lost bag on their desktop.

- The baggage issue is sent from the BA baggage system to OSC which pre-populates the online form with Mrs Wilson's details
- Using *Mobile app integration Mrs Wilson is able to send a baggage photo which is automatically attached to the baggage claim
- OSC drives the SMS message to Mrs Wilson providing delivery options which are obtained using APIs into the baggage system.

Using OSC workflow an automated baggage delivery reminder SMS message is sent to Mrs Wilson with an option to change the delivery if required

- The SMS link that enables Mrs Wilson to change her delivery requirement is linked into OSC. This acts as the broker between Mrs Wilson and the baggage management system via APIs.

luggage returns, all without the need for advisor intervention.

- OSC identifies that Mrs Wilson had a previous flight delay issue via API calls linked into Know Me
- Using agreed business rules to identify potential complaints and to reduce the likelihood of future complaints OSC allocates Avios points to Mrs Wilson's account and advises her via SMS
- "Rant & Rave" is used for customer satisfaction through customer's choice of channel.

Key benefits

System generated messages to proactively provide information increasing customer satisfaction levels and reducing effort. There is a future potential to integrate baggage tags into the BA app for some airports, which would provide further automation.

Pre-populating the online baggage reclaim form with as much data as is available reduces Mrs Wilson's effort.

Proactive customer management is used to reduce customer effort and improve delivery efficiency which reduces operational costs and increases customer satisfaction.



Proactive targeting of medium / high value customers based on previous customer experience / issues will reduce dissatisfaction and complaints and enhance the BA brand.



DISRUPTION

Chris 38

Chris is a high-value Gold Guest List customer. He is flying to Oakland (OAK) from London Heathrow (LHR) via New York (JFK). There has been a bad accident on the M25 close to Heathrow which is causing disruption to flights as passengers and crew cannot get to the airport. This means that Chris is likely to miss his connecting flight at JFK. Chris can be redirected via Gatwick (LGW) and still make his connection out of JFK to OAK.

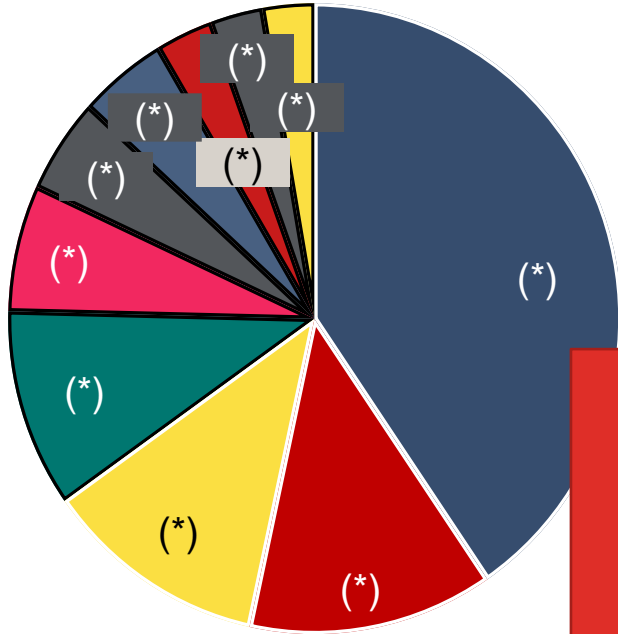
	Proactive workflow item creation for a GGL member 	Outbound call to Chris resulting in amended flight booking 	Updated booking details sent via BA app and email 	Call closed off 
Situation description	Chris's first flight is due to take off from LHR at 12:00. He plans to leave home shortly to travel to the airport via car, as he always does. A workflow item is automatically created and sends Chris an SMS message notifying him of the potential disruption to his journey. It also advises him that he will be contacted by phone in the next 5 minutes to discuss alternative journey options. Chris knows the accident has happened and might make it tight getting through security, but is unaware of the impact on the airport.	Steven, an advisor based in Manchester, calls Chris to discuss the travel delays and his options. Chris chooses to re-route to LGW and Steven updates the flight booking. Chris's PA, Anna, usually handles his travel arrangements and is recorded on his profile as his secondary contact. Steven asks if she should be kept informed of the changes. Chris confirms he would like that, so she can make any further / consequential changes to his travel arrangements.	Steven contacts Anna via phone to advise her of the change to Chris's travel arrangements and confirms he should still make his connection at JFK. The updated details are sent out via push notifications through the BA app to Chris and emailed to both Chris and Anna. These preferred channels of communication are highlighted on Chris's profile.	When Steven closes the call with Anna, the CSAT survey is automatically sent to Chris and Anna via email. At LGW the cabin crew know that Chris has been redirected from LHR through a message on the cabin crew iPad app. When the Flight Attendant serves Chris his first drink she chats about the difficult start he had to his journey and says she is pleased he made it to Gatwick for the flight.
Customer perspective	Chris is currently unaware of any issues and is planning to travel as normal. The first time he realises he may not make his connection is when he receives the SMS message from BA.	Chris - I hope I don't miss my flight. I have an important meeting to attend in Oakland and I cannot be late! I'll get the train to Gatwick to ensure I don't miss my flight.	Anna - That's helpful that they contacted me about Chris's travel and great they found an alternative route for him. This could have caused a real issue for Chris's big meeting.	Chris - I feel like a valued customer and it's good to know that BA will go the extra mile for me. I'm impressed with the pro-active service I've received.
How we're making it happen and advisor perspective	Automation of identification of issues that can be sent to the traveller and are pushed into the relevant advisor work queue.	Advisor picks up the work item and follows the workflow making proactive contact with the GGL member.	Updated journey booking is carried out live via call. Steven feels pleased he can help.	Automated CSAT following close-out call.
How the technology supports this	<ul style="list-style-type: none"> The Capita *Barrachd social analytics platform identifies travel risks before they become issues using advanced analytics based on big data *Barrachd has identified the potential disruption and automatically creates a work item in the OSC advisor desktop, to proactively manage high-value 	<ul style="list-style-type: none"> The customer interaction between Steven and Chris/Anna is driven via OSC The advisor updates the booking using Pegasus based on Chris's preferences from Know Me OSC interaction history is updated via API calls between Pegasus and OSC. 	<ul style="list-style-type: none"> When the booking is updated the BA app updates Chris via a push notification The advisor manages the customer's experience via OSC and the voice interaction history is pushed back into Know Me from the advisor's OSC desktop 	<ul style="list-style-type: none"> OSC drives SMS updates, as required, directly to Chris to keep him updated *'Rant & Rave' used for customer satisfaction through customer's choice of channel - with the option of a follow up contact in line with the BA Service response strategy Positive feedback on Steven's

A DELAYED FLIGHT FOR A SENIOR EXECUTIVE WITH A VITAL BUSINESS PRESENTATION v A CONFERENCE DELEGATE GOING TO A 4 DAY EVENT FOR NETWORKING...

that sends a new iPad app. back - in this customer will make their connection despite the disruptions being outside BA's control.



LEADING GLOBAL AIRLINE GROUP



Facts & Figures

- ✓ 9.5m calls received annually
- ✓ € 430m revenue from 13% of calls
- ✓ 60% in house, remainder outsourced
- ✓ In house locations are in HKG, NCL, MAN, JNB, BRE, BTS, DEL
- ✓ Using 18 languages(ES, EN, DE, FR, IT, PT, CN, SE, GR, NL...)

Insights

- ✓ 32% of UK callers did not get their call answered *
- ✓ High levels of abandoned calls (customers give up waiting).
- ✓ High levels of low value customer service query & failure calls.
- ✓ Missed opportunities to sell or retain for many sales enquiries.
- ✓ Poor availability of digital and self-service channels.
- ✓ Poor levels of personalisation of customer contact journeys relevant to status and / or situation.
- ✓ Inconsistent responses to ongoing customer complaints.

DEFINE FIRST THE CX VISION

Flights and holidays | Manage My Booking | Information | Executive Club | Company Travel | Help and Support

Online Check-In

Web contact assistance

Please complete this form and we will respond with an answer or solution as soon as possible.

Mr Alex Mead | Membership number: 98508916

Booking Ref#	Departs	Arrives	Flight Number: BA482
YL7DK8	03 Feb 2015 18:15 Heathrow (London)	03 Feb 2015 21:20 Barcelona	Executive Club Number 98508916

I need help with...

Online check in doesn't work

Details:

Check in for this flight is not open until 24 hours before departure. Please try again at 14.35 today.

Submit

General questions and advice

My service issues and cases

NOW CONSIDER EACH OF THESE SITUATIONS AGAINST A PERSONA AND THE SITUATIONAL CONTEXT.

What to do if your baggage is delayed or missing

If we misplace or lose your baggage, we will make every effort to return it to you as soon as possible.

A MOTHER AT AN AIRPORT WITH CHILDREN WITH A MISSING SUITCASE CONTAINING A WEDDING DRESS & BRIDESMAIDS OUTFITS v A SINGLE TRAVELLER'S HOLIDAY OUTFIT....

Latest Flight Details

Booking Reference	Departs	Arrives	Flight number	
YL7DK8	03 Feb 2015 19:30	03 Feb 2015 22:50	BA482	Bags checked = 2 Executive Club

A DELAYED FLIGHT FOR AN EXECUTIVE WITH A VITAL BUSINESS PRESENTATION v A CONFERENCE DELEGATE GOING TO A 4 DAY EVENT

Check status of your bag

Make a claim

Update address

Lost property FAQs

Feedback

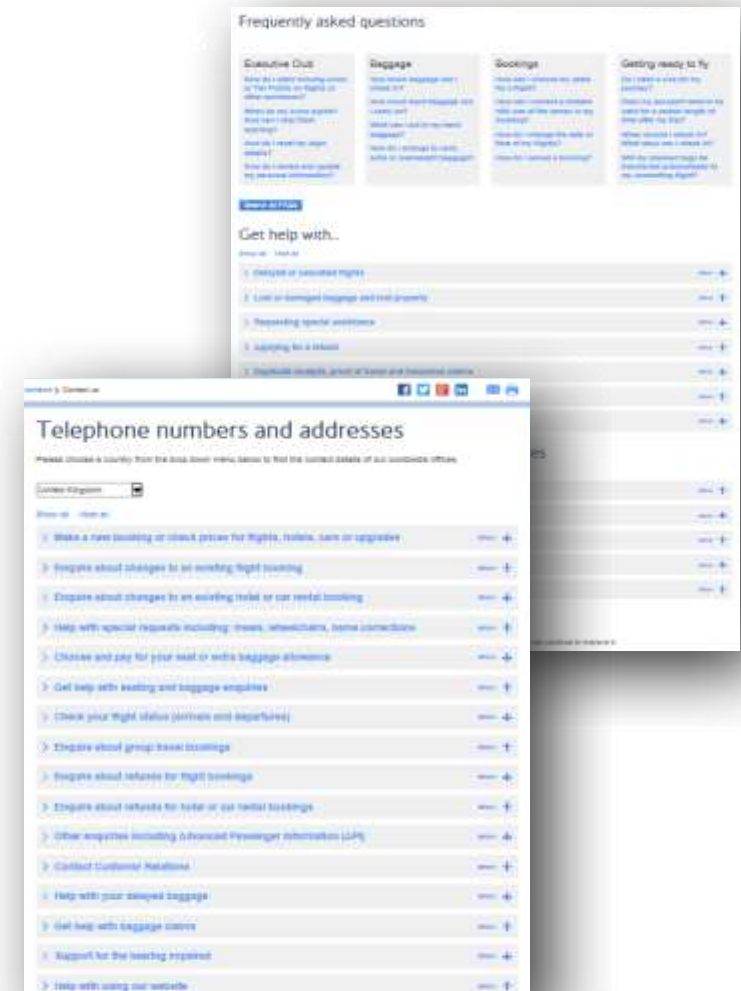
**DEFINE
FIRST
THE
VISION**

CHECK CURRENT STATE AGAINST YOUR CX VISION



“I am planning a trip to America and looking for a good deal”
- Phone call Monday 12 Jan 16.03pm, 2 minutes (0844 493 0787)

- Charlotte returned to the homepage and located the ‘help and contacts’ link at the bottom of the page
- On selecting ‘customer relations enquiries’ Charlotte was presented with 16 options**
- Selected the top option ‘make a booking, check flight prices...’
- After dialling the number Charlotte reached a recorded message stating calls may be recorded for training purposes before IVR options:
 - Change booking = 1
 - Availability/ Prices/ Make booking = 2
 - Anything else = 3
- Further IVR options after selecting option 2
 - Caribbean = 1
 - Mauritius = 2
 - Dubai = 3
 - Other = 4**
- Charlotte selected option 4 and reached an engaged tone**



CHECK CURRENT STATE AGAINST YOUR CX VISION



“I am planning a trip to America and looking for a good deal”
– Online request form Monday 12 January 16.10pm

- Charlotte returned to the website to complete an online form to request a call back to discuss her enquiry
- **The form requested name, email, address, phone number, issue (selected ‘complaints, comments or claims’ as the most relevant, stage of journey (selected ‘pre booking’),**
- FAQs appear before submission before reaching a final option to submit if the enquiry has not been answered by the FAQs
- **Confirmation received that the email had been received but no timescales given for response**

Your Question - please provide as much information as possible *

Hi - I tried to contact your booking line today but am getting an engaged tone and unable to speak to anyone - please could you arrange a call back? Many thanks

Contact Customer Relations

Please choose your preferred language

Your location	Your language options				
China / Hong Kong	English	Simplified Chinese	Traditional Chinese		
Japan	English	Japanese			
All other locations	English	French	German	Italian	Spanish

Email Customer Relations

- If you are contacting us about an upcoming or current trip, please contact our [Customer Support team](#).
- [Click here if you have any baggage issues](#).
- To claim expenses as a result of a disrupted flight, please use [our disruption expenses claim form](#).

Email Address *

Title/First Name *

Last Name *

Membership number (Executive Club/On Business membership number)

Street/P.O.Box *

City/Town *

State/Province (USA & Canada only)

Postcode/zip code * (if no postcode enter ".")

Country *

Telephone number *

Reply from us? * Yes No Would you like a reply?

Your contact choice * How would you like to hear from us?

Case reference (if you already have this case live with CR)

Your issue *

JOURNEY MAP AGAINST YOUR CX VISION



"I am planning a trip to America and looking for a..."

0844 493 0787

IVR option 3 'anything else' then option 3 for 'other'

THE BASICS WERE SO FAR OFF, THERE WAS NO POINT IN CUSTOMER JOURNEY MAPPING ANY FURTHER...

FAQs



Website



Online form



Email



Social

Monday 21st Jan

- Flights and holiday package search tool used
- Presented with a number of options
- Multi location tool used but unable to amend details once input
- Returned to homepage and located contact details

Improved digital self serve

Recommendation:

- Review online self service tools to simplify completion of the customer journey and remove the need to call
- Consider webchat to enhance digital journey and reduce phone contacts
- Review contact us pages with a view to simplifying

Recommendation:

- Review resourcing and peak handling to reduce abandonment rates

Monday 21st Jan

- Online form completed on the website requesting call back
- Personal details entered
- FAQs presented before submission
- Submitted and received online confirmation of receipt
- No response received (by 15 January 2015)

Assess existing channel effectiveness

Recommendation:

- Review use of this channel to optimise response times or remove email option

Reduce customer effort and capture feedback

Recommendation:

- Review resourcing to reduce call queues
- Offer a feedback tool – adviser was very helpful and would have been good to feedback

Tuesday 22nd Jan

- Response received from adviser with package information for the August trip
- Information for New York flight and holiday packages in December not sent
- Detailed email response
- Phone number and extension number provided

Closing the sale

Recommendation:

- Consider follow up to close the sale

experience of locations

LEADING GOLF TRAVEL GROUP

Don't forget! This online enquiry is live for 2 more days. [REQUEST AN EXTENSION >](#)

Mark's stag do [ADD A COMMENT](#) [DELETE QUOTE](#)

[PREVIOUS PACKAGES](#)

Package 1

CHOOSE EDIT **HELP** REMOVE CHOOSE

Package description: 7 nights, Bed & Breakfast, 5 rounds of golf at Hotel La Finca Golf & Spa Resort

Price: **Golfer**

I'm enquiring about...
Booking - Craigs Stag Golf Trip

I have a question about:

- Golf
- Accommodation
- Travel
- Promotions & Breakpoints
- Group size
- Whole booking

It concerns:

Facilities

Have you tried our "how-to" guide?

Helpful articles about La Finca Golf Course Facilities

[CONTACT AN AGENT](#)

Easy, relevant and contextual support options.

LEADING GOLF TRAVEL GROUP

! Don't forget! This online enquiry is live for 2 more days.

REQUEST AN EXTENSION >

! Don't forget! This online enquiry is live for 2 more days.

REQUEST AN EXTENSION >

Mark's stag do

ADD A COMMENT

DELETE QUOTE

← PREVIOUS PACKAGES

🛒 Packages

Package 1

✓
CHOOSE

✎
EDIT

?
HELP

✖
REMOVE

✓
CHOOSE



I'm enquiring about...

Booking - Craig's Stag Golf Trip

Regarding:

Golf → Facilities

I'd like to:

💬 Live chat

✉ Send a message I can check on later

☎ Request a callback

Alternatively, call us free on

0808 278 6714

Lines are open from 8am - 9pm Mon to Fri,
9am - 6pm Sat, 9am - 3pm Sun.

← BACK

Package description

7 nights, Bed & Breakfast, 5 rounds of golf

8 nights, Self Catering, 6 rounds of golf

LEADING GOLF TRAVEL GROUP

EASY & INTEGRATED FEEDBACK..

LOCATIONS

INSPIRATION

Find golf courses, hotels...

Your feedback matters to us

We would be grateful if you could tell us why you have decided to delete your package:



PRICE



DATES DONT WORK



VENUE NOT SUITABLE



BOOKING WITH SOMEBODY ELSE

Something else I'd rather not say No longer interested

Our Price Promise

We work closely with top venues to secure the very best deals and offer a Price Promise that ensures our customers always get real value.

SEND FEEDBACK

Package description

7 nights, Bed & Breakfast, 5 rounds of golf

8 nights, Self Catering, 6 rounds of golf

LEADING GOLF TRAVEL GROUP

EASY &

LOCATI



Package description

Open questions & requests

Show all questions and requests

Requests you've made

Feedback for: Booking #123456789 complaint CLOSE

Case Type

How happy were you with our service?

Please Select

Feedback follow up
Group name here

How happy were you with the outcome?

Please Select

Room upgrade request
Group name here

Booking Question

| Any additional comments?

Tick here to receive a follow up

SUBMIT FEEDBACK

Last action

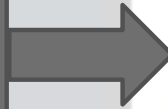
2 mins ago CLOSE

4 hours ago CLOSE

12/12/16 CLOSE

12/12/16 RE-OPEN

Feedback will be responded to if you ask us.



Questions you've asked

Case Type	Status	Method of contact	Case no.	Last action
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MAKING CUSTOMER JOURNEY MAPPING EASIER

- 1. UNDERSTAND YOUR CUSTOMER TYPES (PERSONAS)**
- 2. UNDERSTAND ALL SITUATIONS WHERE CUSTOMERS COULD NEED HELP**
- 3. CONSIDER ALL THE DIFFERENT CONTEXTS OF THESE SITUATIONS BY PERSONA**
- 4. CAPTURE WHAT PERFECT / GOOD / GREAT CX LOOKS LIKE AGAINST EACH**
- 5. JOURNEY MAP THE PROCESS GAPS (IF YOU LIKE...)**
- 6. PUT PROCESSES IN PLACE TO MEASURE ALL STAGES**
- 7. PUT REAL-TIME FEEDBACK SOLUTIONS IN PLACE & WATCH OUT FOR THE CONTEXT**
- 8. THEN COME UP WITH A PLAN TO CLOSE THE GAPS**