



How to Fix Broken Customer Journeys and Improve Your Bottom Line

An eBook presented by OvationCXM

Summary

Customers will naturally have varied experiences across different teams when interacting with an organization. Across all their journeys, customers expect clear, consistent and responsive experiences.

To successfully deliver these kinds of customer experiences, businesses across industry must answer the following questions for themselves:

- What does it mean to effectively manage a customer's experience?
- What tools are needed for customer experience management?
- What is the best way to measure the efficacy of these tools?
- What is the difference between managing experiences and measuring them?

Organizations, including financial institutions, that rely on third-parties to deliver parts of the customer journey to hard-won clients risk their brand reputation, service quality and ultimately, the customer relationship if those interactions are disappointing or subpar.

This eBook will provide best practices for companies who want to own the customer journey to guarantee a more consistent and responsive customer experience, even if hiccups come up along the way.





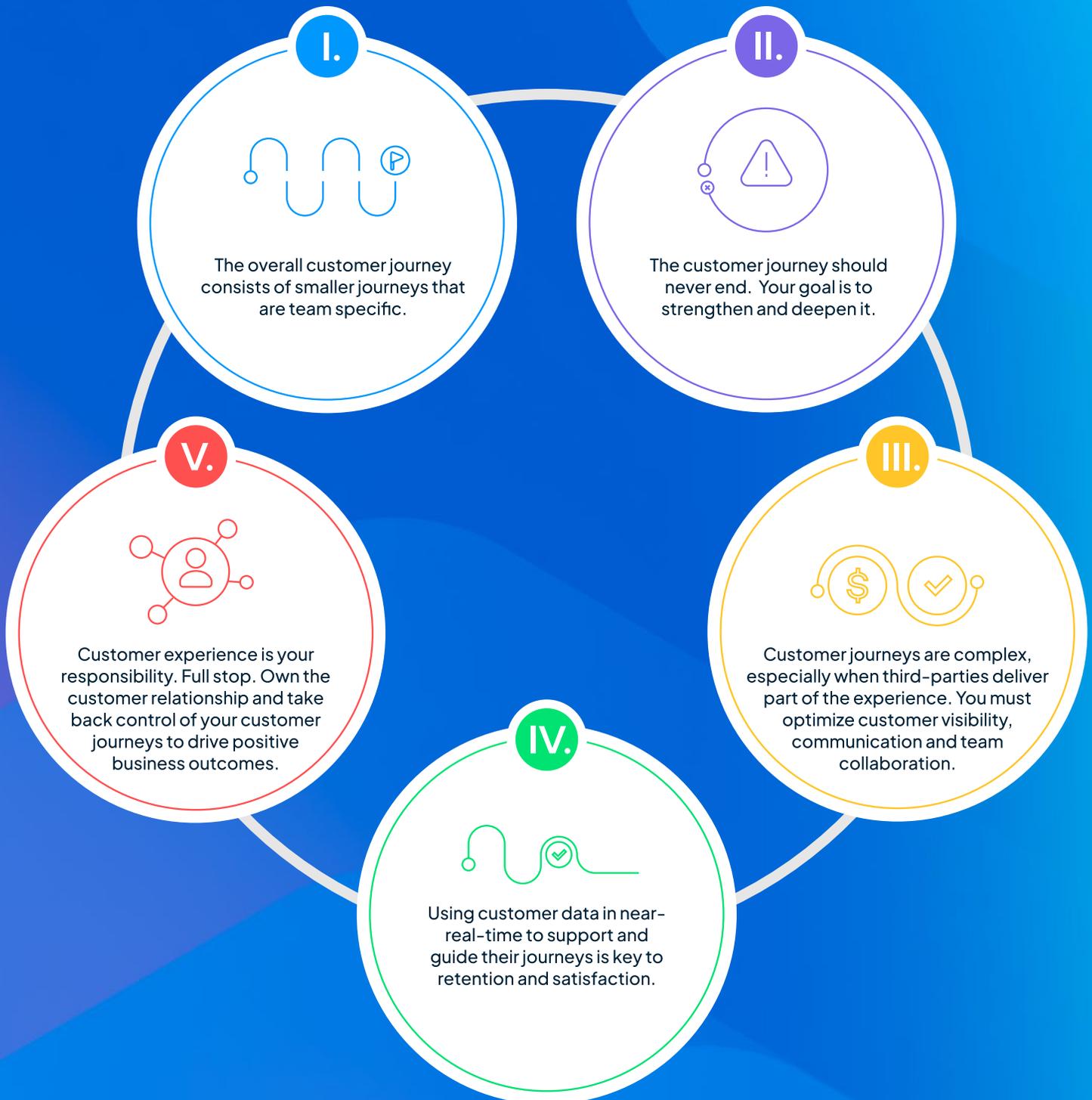
Introduction

What is a Customer Journey?

A “Customer Journey” spans the entire length of time from a customer’s initial engagement with an organization to becoming an active, paying user of that organization’s products and services. In an ideal world, it is a journey without an end.

The overarching Customer Journey is made up of smaller journeys that are overseen and orchestrated by different organizational departments: Sales, Success (AKA Onboarding), and Support. Getting even more granular, each one of these journeys is further made up of multiple experiences. Taken together, this is precisely why delivering consistent, exceptional customer experiences is so difficult - it requires synchronization between departments, teams, milestones, and even providers outside of the organization. Customer experience is hard.

Five Essential Customer Journey Truths



Section 3

Why Do Customer Journeys Matter?

You can either let your customer's journey be left to chance and hope that things will go well (they won't), or you can take control by empowering every team that oversees each stage of the path. Ideally, every department should be able to guide customers along their path. No customer should be left to fend for themselves along the way.

The irony is that customers often feel abandoned at the most critical stages of their journey paths. And it's usually when they need both practical guidance and the confidence they are being looked after by someone who knows where they've been, where they are, and where they need to go. For instance, look at a complex process like merchant onboarding. This process can often take days in the best of scenarios, when all relevant parties (credit bureaus, processing orgs, risk auditors, etc.) are looped in and responsive – which hardly ever happens.

Every Team Owns a Part of the Customer Journey

However, customers expect and trust their bank, of all businesses, to keep their promises and guide them through the process with minimal interruptions or frustrations. Different departments and individual team members can contribute to streamlining the customer journey or inadvertently add friction, which can lead to distress and customer attrition. Here are the unique roles they can play:



Sales Creates the First Impression, and it Must be Positive

A sales team member is usually the first point of contact for a customer. Their job is to ensure a product or service is functionally aligned with the customer's goals, set expectations, and prime the customer for success. Ensuring excellent customer experiences at this initial phase lays the groundwork for the rest of the customer experience, and it needs to be positive from the outset.





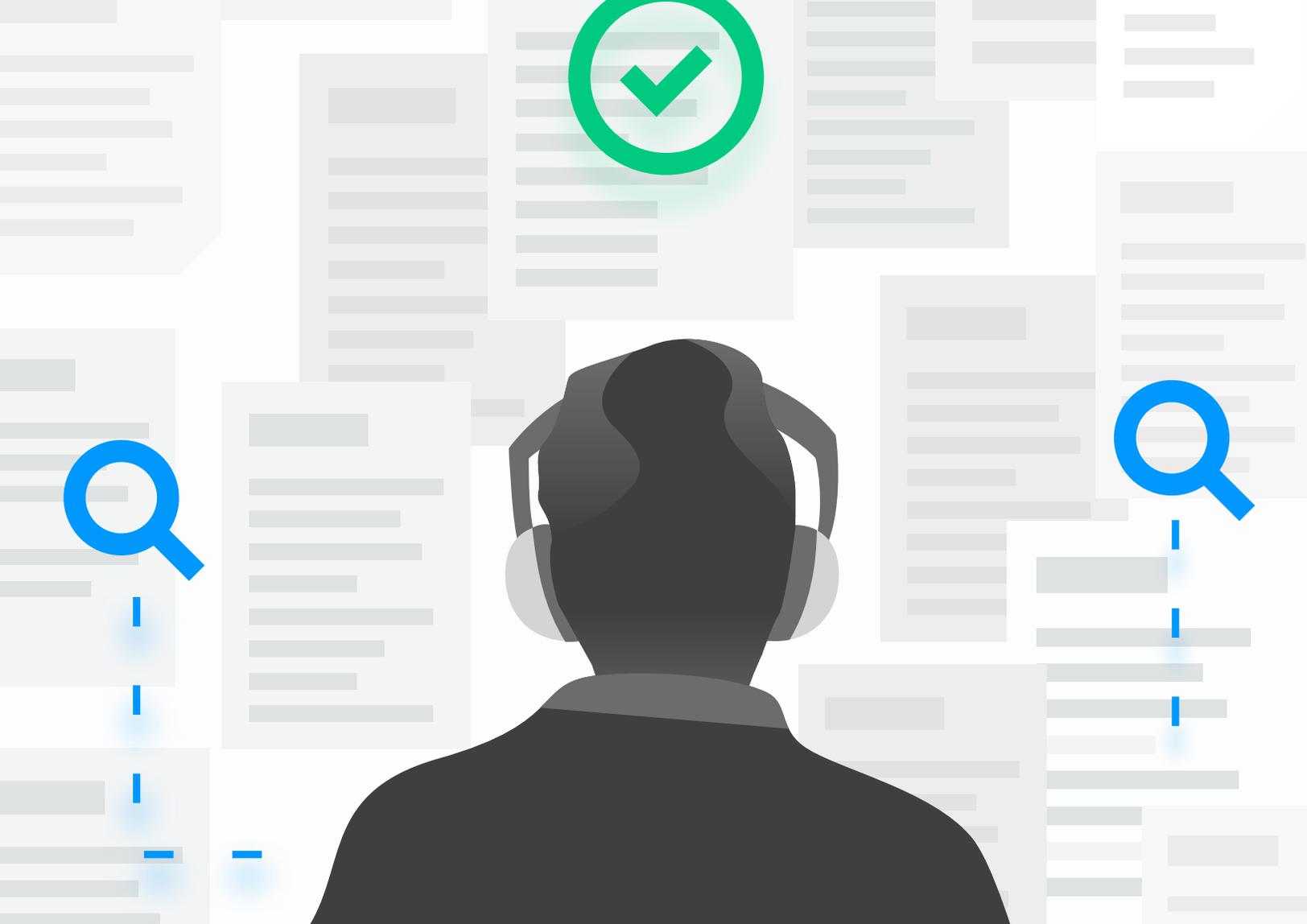
Customer Success Requires CX Tools to Guide the Journey

Organizations that provide capabilities through technology products (especially across distributed environments) typically have dedicated customer success teams. They set timely expectations and ensure customers get up and running as quickly as possible. Every delay, hang-up and detour can lead to a bad case of buyer's remorse, loss of confidence in your expertise and a dilution of goodwill. This is the time unhappy customers choose to leave instead of completing their onboarding or activation, leaving companies with high churn rates. The money invested in winning the customer is basically thrown out the window, and business outcomes tank.

Support Takes Over To Enhance and Expand the Relationship

Support teams take over as the go-to for customers after they are successfully onboarded. It's up to the support team to ensure that the customer journey continues on and even expands over time. To do its job most effectively, support requires robust, real-time information and tools informed by a customer's past history with sales, success and partner organizations. Thirty-three percent of customers will churn after a single negative support experience, making it clear that organizations must prioritize and empower their support teams if they want to hold onto their customers.

Each one of these teams has a distinct role in providing excellent customer service. And they need tools and technologies that empower them to deliver it. That requires having 360-degree visibility into every stop, twist and turn on the customer journey - a feat that's easier said than done.



Complete Customer Visibility is Key

In short, visibility is the ability of all stakeholders - team members, customers, and third-party partners - to know where they are along the journey, whether within the organization or with other stakeholders that fulfill part of the journey.

Taking control of a customer journey starts at knowing what that journey should look like. You wouldn't go for an off-trail hike without a map or a GPS (let alone send someone into the woods without them) – so why would you approach a customer journey any differently? It's your business to know not only where your customer needs to end up, but what pitfalls and diversions lie along the way to getting there.

Different teams have different levels of visibility into the customer and their progress. This siloed information is a problem in itself.

Journey Types Vary According to How Visible They Are



Sales Journeys – Closed & Clear

Salespeople usually have near-complete visibility over their phase of the customer journey. They work closely with their customer, and all of the information they need to cross the finish line and close a sale is internal and centralized. They can leverage information about prior sales history, current needs, and the end-user case scenario.

Salespeople are very aware and watchful of potential slip-ups because their commissions are directly tied to the successful completion of their part of the journey. We define the sales journey to be a closed journey, for these reasons.



Success Journeys – Open & Opaque

Things get more complicated when a customer moves on to the success journey. This is where “dead ends” occur. When your offering and its smooth delivery depends on partners in outside organizations), communication often breaks down. Information is tribal - locked into disparate siloes, and those asymmetries of information fuel delays, disorganization, and other barriers to success. Due to the decentralized nature of success journeys, we refer to them as open journeys.



Support Journeys – Hybrids

The Support Journey is a hybrid journey that is both closed and open. Support team members should ideally have access to contextual information about their customers, which includes their history, documentation related to their previous onboarding, and what at they were initially sold, plus anything and everything related to third-party partners and products. With this information, support-teams have a clear path to resolve issues and move customers to successful completion of the support journey.

Regardless of the different types of journey each manages, sales, success and support must be equipped to move the customer from point A to point B as quickly and effectively as possible so that customers can successfully engage in the journey they really care about the day-to-day relationship they have with your company and its products.



When You Share the CX, You Own the Good and the Bad

Although you technically own the customer relationship, in today's world of complex ecosystems built to meet customer expectations for faster, intuitive services, you share the customer experience with many different parties. However, if something goes wrong, whether or not it is "your fault," you own that, too so it can negatively affect your brand, leading a customer to leave. It's not fair, but it's today's reality.

The buck stops with you – if third party partners drop the ball, you have to find a way to pick it back up quickly and make things right with your customer if you want them to stay. You must be with your customer all the way, whether their interactions are internal or external with other partners.

Every added partner and process presents an opportunity for complications. That's why, even in the best of circumstances, it can take days to onboard a merchant (more on that later). Companies that adopt new processes that expeditiously move customers along their journeys can differentiate themselves and unleash the benefits. The first step is to take an inventory of how your customer journey processes are working today by working through a simple checklist:



Current State of Our Customer Journey

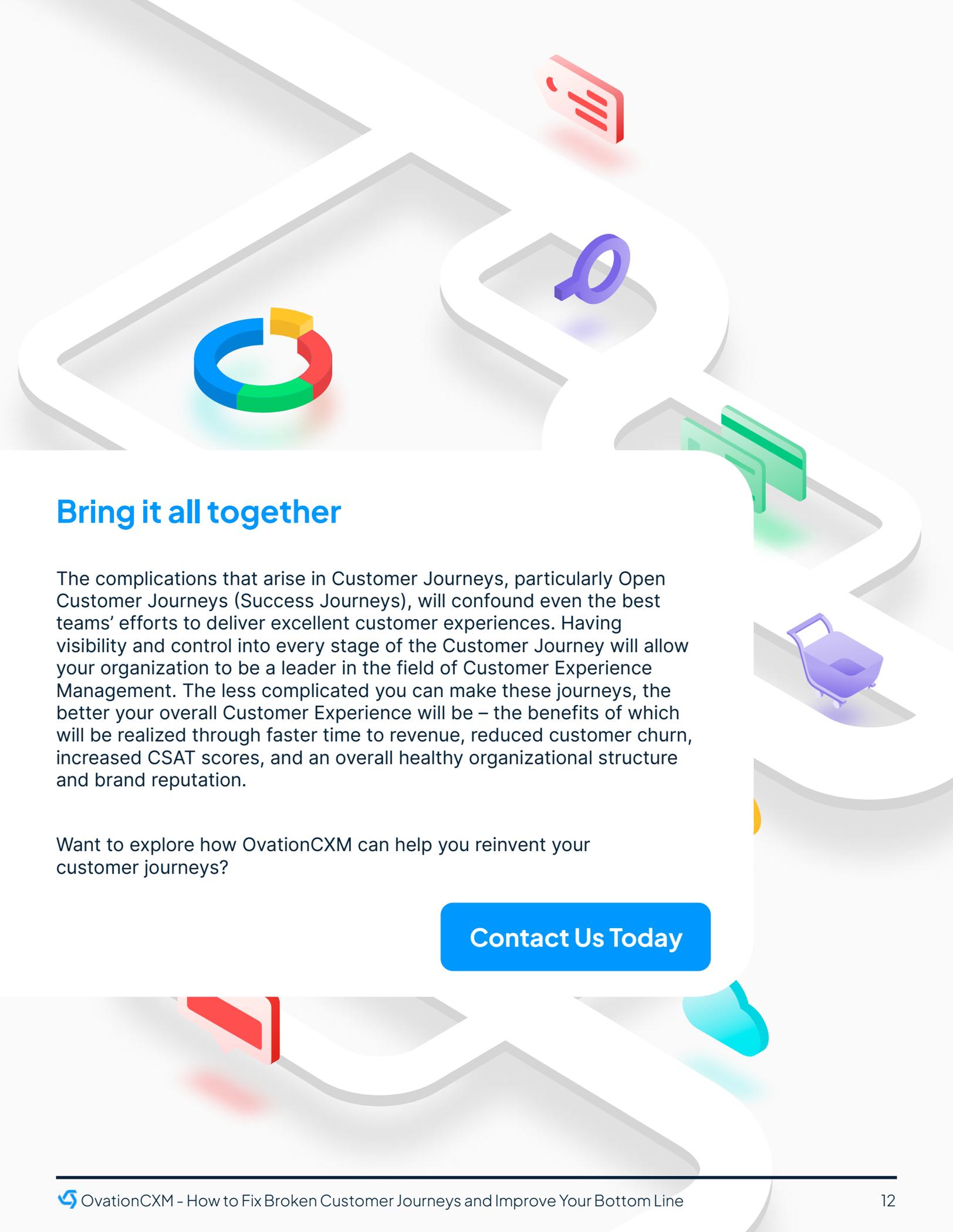
- Which phases of the process run smoothly? Which phases do not?
- Where/when is your customer satisfied and dissatisfied?
- What is your team doing well?
- What obstacles to success are they facing?
- What workflows are in place?
- What are the weak points?
- What technology is being used?
- Is it as useful/valuable as it needs to be?
- What third parties are involved (if any)? What parts of their processes stall your own?



Ideal State Customer Journey

Once clear on where you are, you can figure out where you're going:

- What is the ideal number of days to get a customer up and running
- What does an ideal state for a particular journey look like for this customer?
- Where is the path currently disjointed? What would an ideal solution for the path look like?
- What steps can be automated?
- How can you meet a customer where they are, instead of having them come to you?



Bring it all together

The complications that arise in Customer Journeys, particularly Open Customer Journeys (Success Journeys), will confound even the best teams' efforts to deliver excellent customer experiences. Having visibility and control into every stage of the Customer Journey will allow your organization to be a leader in the field of Customer Experience Management. The less complicated you can make these journeys, the better your overall Customer Experience will be – the benefits of which will be realized through faster time to revenue, reduced customer churn, increased CSAT scores, and an overall healthy organizational structure and brand reputation.

Want to explore how OvationCXM can help you reinvent your customer journeys?

[Contact Us Today](#)

About OvationCXM

OvationCXM is the Customer Experience Management company helping enterprises and their partner ecosystems deliver exceptional customer experiences with complete visibility and precise control so they can own the journey, guide the experience and unleash the benefits.

The OvationCXM Platform ("CXMEngine") includes pre-built CRM connectors, customer journey orchestration and automation tools, ecosystem aggregation, as well as knowledge delivery and integrated communication solutions in one seamless platform. To learn more and to join the enterprises delivering exceptional experiences to over 1.5 million customers, visit www.ovationcxm.com.



Own the Journey. Guide the Experience. Unleash the Benefits.