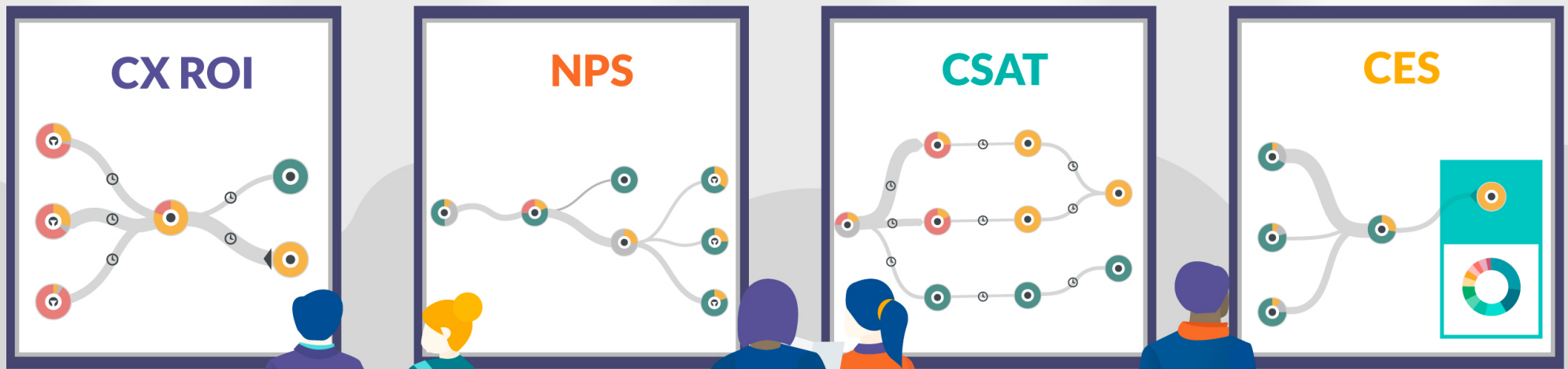


The Ultimate Guide to

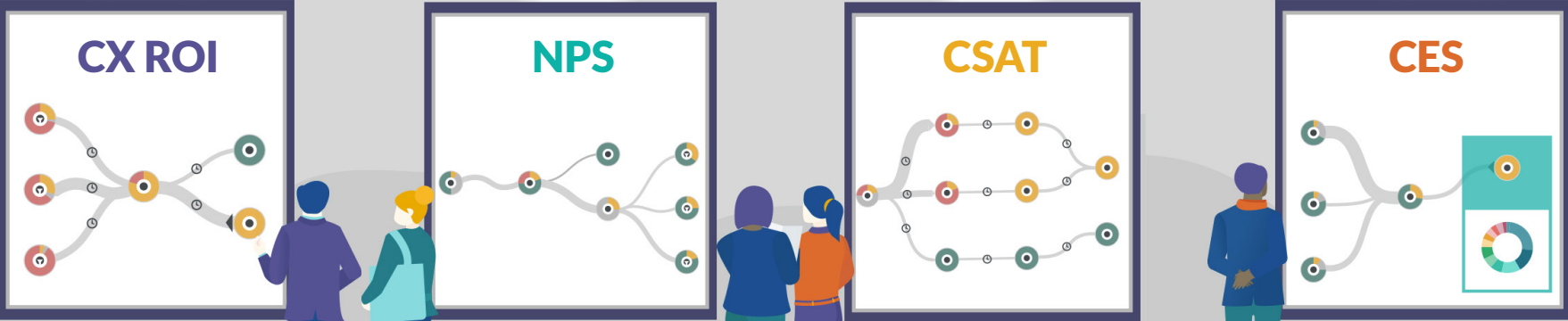
Measuring Customer Experience with Journey Analytics

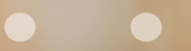
Real-Life Use Cases & Success Stories



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Introduction

Improving customer experience is the top priority for enterprises today. A disciplined and effective measurement program is essential for teams to understand which parts of the customer experience are working and which areas need to be improved.


Yet CX leaders struggle to identify opportunities for optimization and quantify ROI. Customer data is often locked in silos, inaccessible to the teams that need to analyze customer journeys and act on insights they discover.

Today, customer-centric organizations are adopting solutions like customer journey analytics to remove these barriers. By providing a journey-driven perspective, customer journey analytics enables CX teams to understand customer behavior and assess its impact on KPIs.

What is Customer Journey Analytics?

Customer journey analytics software connects millions of data points across systems, touchpoints and time which enables you to uncover and prioritize opportunities to improve CX. Unlike static journey maps, customer journey analytics platforms reveal the actual paths your customers take as they engage with your company across touchpoints and over time.

CX professionals at the world's leading enterprises use journey analytics to identify points of friction within their customers' experiences and prioritize opportunities to improve them. Leveraging an end-to-end, journey-based approach provides the insights necessary to reduce costs, while increasing customer satisfaction and lifetime value. And when CX is directly tied to your KPIs, demonstrating the ROI of your CX investments to key stakeholders is no longer a daunting task.



“Customer journey analytics is a high-business-value technology you should invest in now.”

—Forrester

Why Leading Organizations are Adopting Customer Journey Analytics

Today's consumers expect their experiences with your brand to mimic that of Amazon and Google. These behemoths have impacted how your customers evaluate products, purchase services and interact with brands, requiring organizations across industries to rise to their level. The rapid pace of innovation driven by these companies threatens to leave digital transformation laggards behind.

Accenture notes that "the gap between the best and the rest is beginning to widen in a manner that should be worrying for those still struggling with digital transformation." To close that gap and meet consumer expectations, industry leaders are increasing their investment in technology.

Customer journey analytics software supports both your customer experience and digital transformation efforts without leaning on already scarce data science resources.

A journey analytics platform helps you:

- Eliminate data silos and connect customer data across touchpoints, systems and time
- Uncover customer journeys and understand experiences from your customer's perspective
- Identify points of friction and measure the effectiveness of potential solutions
- Orchestrate personalized experiences at the right time and through the optimal channel

And in an age where everything must happen in real time, customer journey analytics delivers instant clarity on every customer's journey across their entire life cycle.



Primary Customer Journey Analytics Use Cases

Competitive organizations are capitalizing on the value provided by customer journey analytics to impact their customers—and their business in a variety of ways, from reducing costs to improving customer satisfaction.

In this eBook, we'll explore how enterprises across industries leverage customer journey analytics to measure and improve customer experience.



Increase Operational Efficiency & Cost Savings

- Decrease cost to serve
- Optimize self-help channels

Measure & Improve Customer Experience

- Understand drivers of your CX KPIs
- Prioritize initiatives to improve CX
- Quantify the ROI of CX initiatives

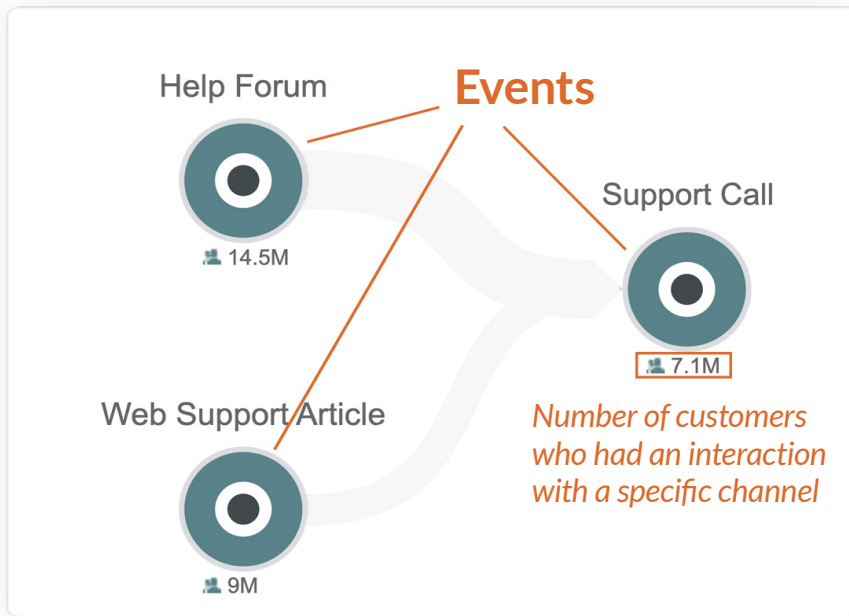
Grow Revenue

- Improve acquisition
- Identify upsell and cross-sell opportunities
- Increase conversions

Drive Customer Loyalty

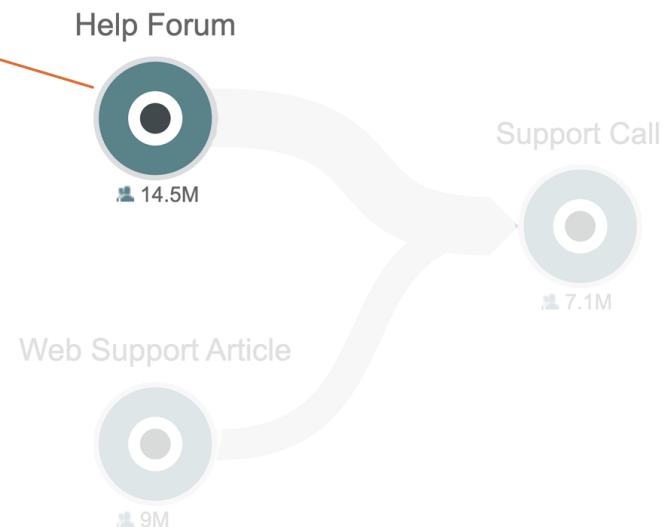
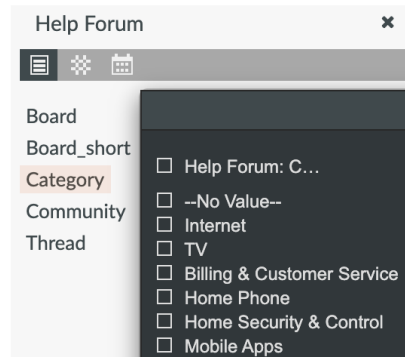
- Identify issues that lead to churn
- Increase retention

How to Interpret the Journey Visualizations in this Book

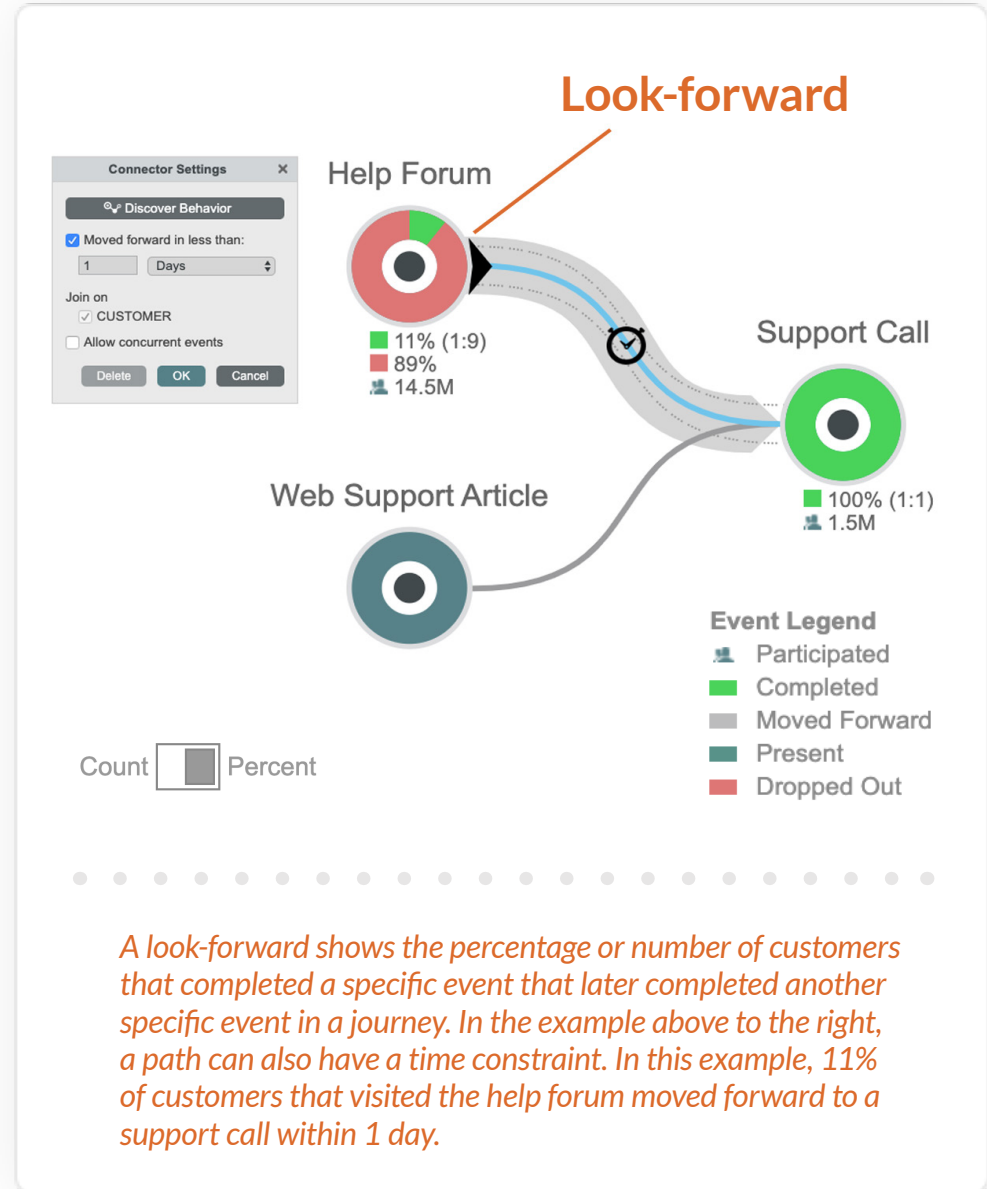
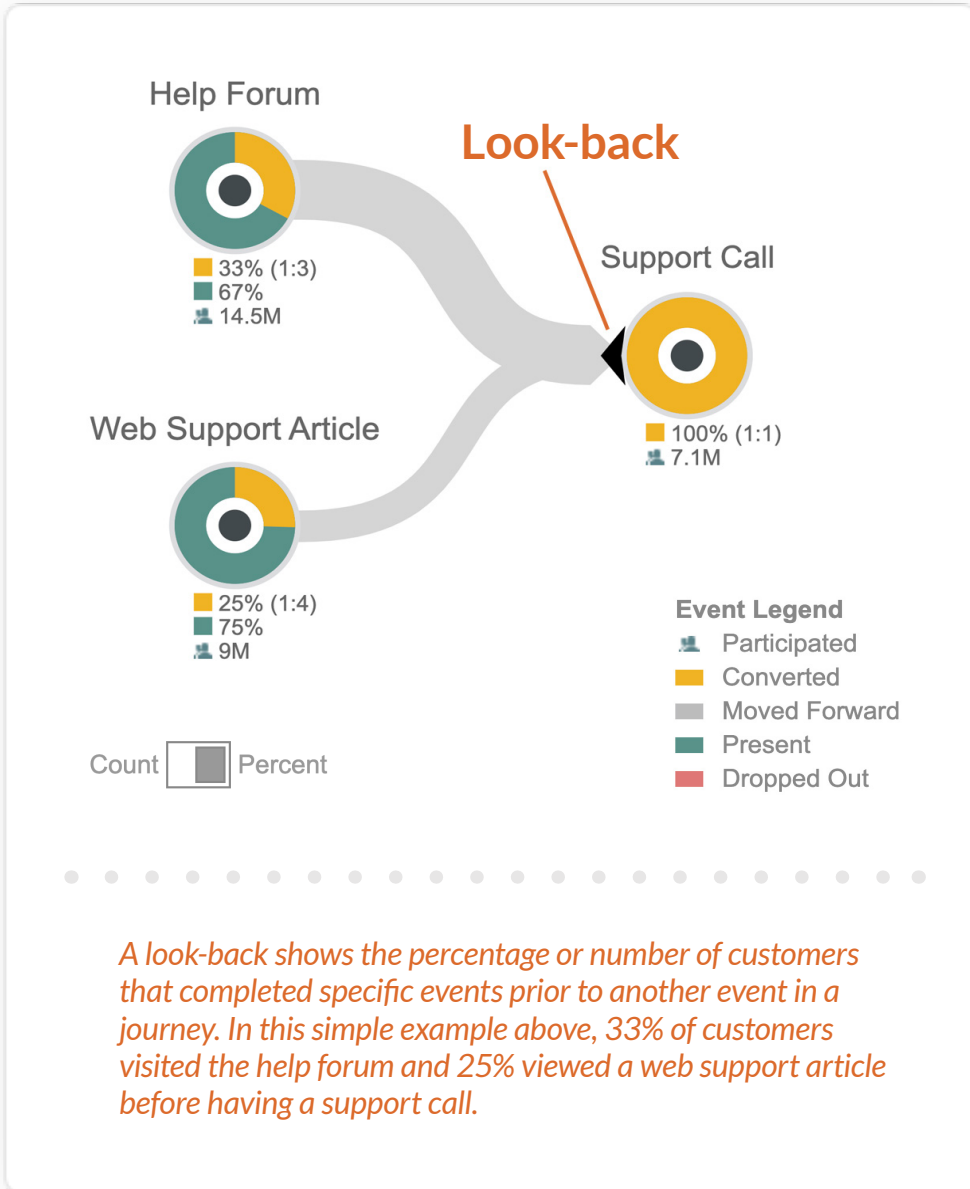


Event Attributes

Additional data or field values associated with journey events. For example, a Help Forum event for a telecom company may have an attribute for the forum "Category" with topics such as; Internet, TV, etc.

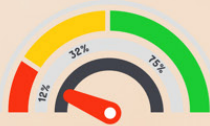
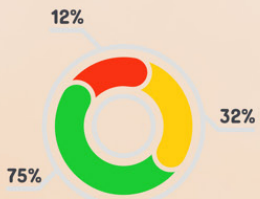
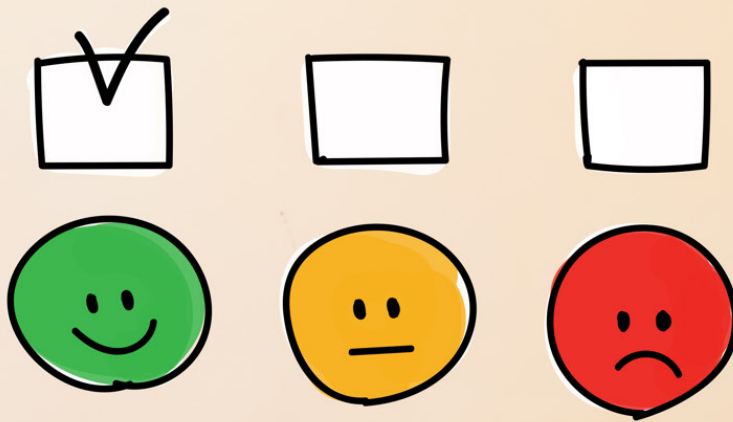


How to Interpret the Journey Visualizations in this Book (cont'd)





CX Measurement and Improvement Use Cases

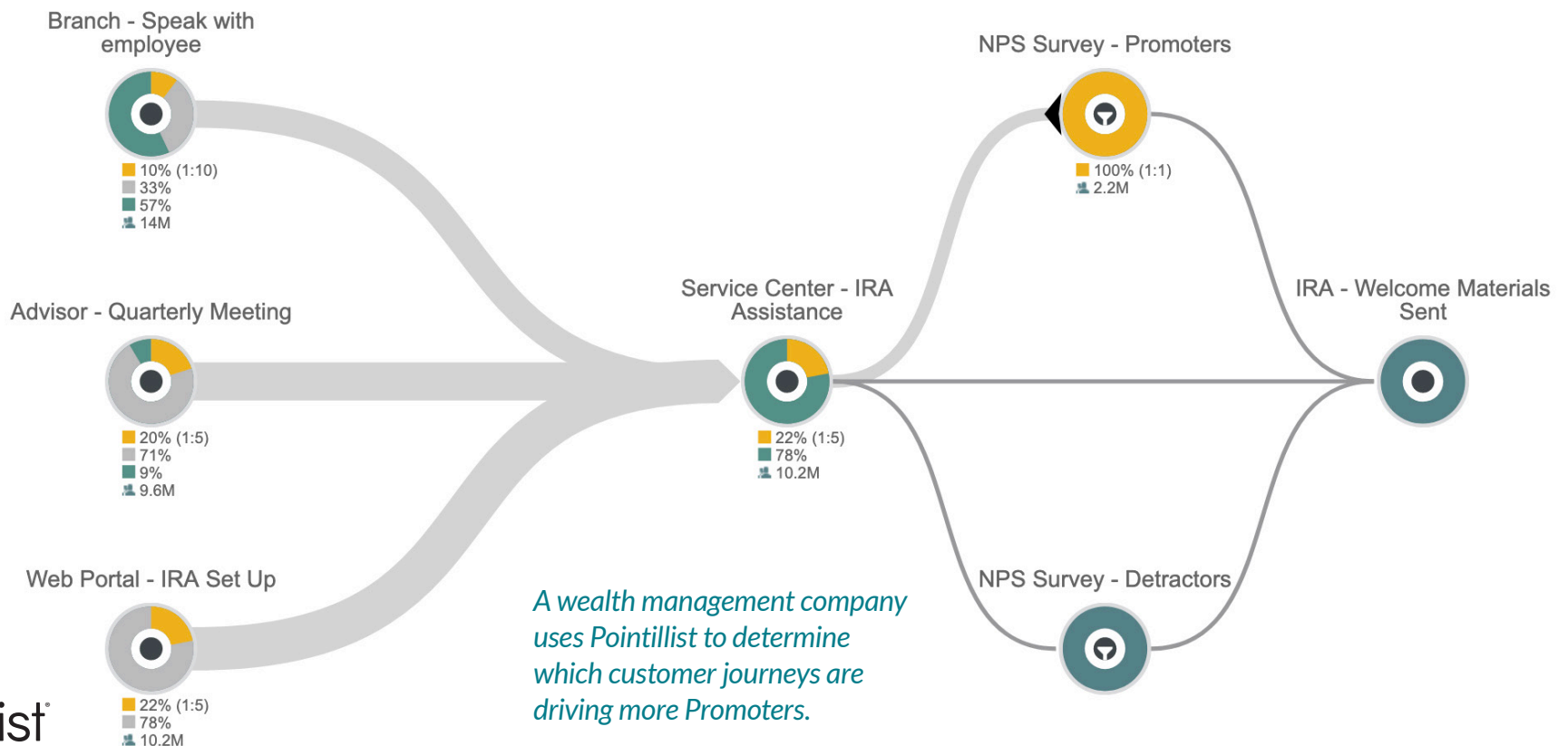


Use Customer Journey Analytics to Pinpoint Drivers Behind NPS Promoters & Detractors

The CX team at a wealth management company uses journey analytics to determine which customer journeys that end up in the Service Center are driving more Promoters and which are driving more Detractors.

Their analysis shows that 22% of customers that set up a new IRA Account via the web portal eventually become Promoters.

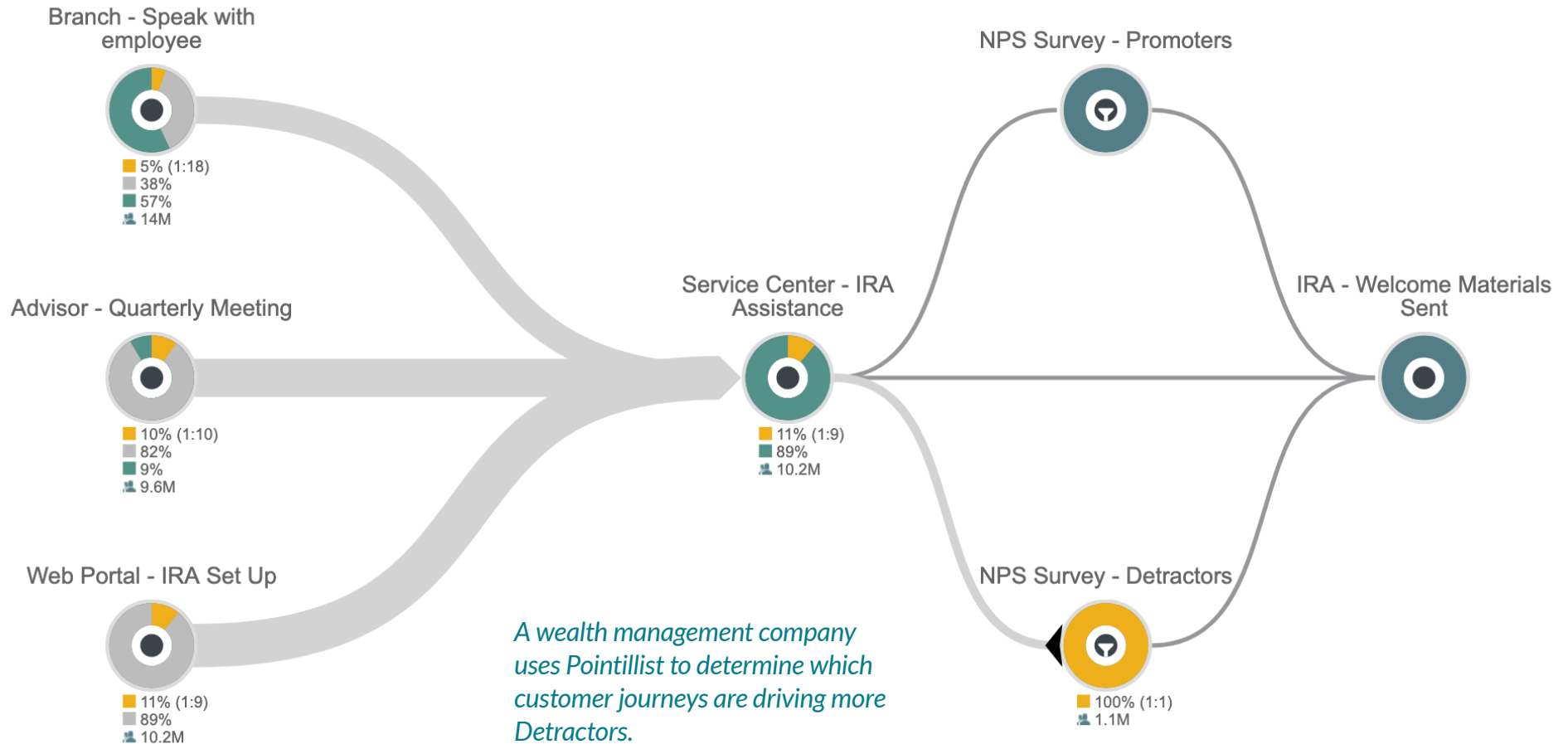
They also find that 10% of customers who set up a new account via a branch employee became Promoters, as well as 20% of those that set up their account through their wealth advisor.



Use Customer Journey Analytics to Pinpoint the Drivers Behind NPS Promoters and Detractors (cont.)

When they look at Detractors, they find that 11% of customers that set up a new IRA Account via the web portal eventually became Detractors. Similarly, 5% of customers who set up a new account via a branch employee and 10% of those that set up their account through their wealth advisor became Detractors.

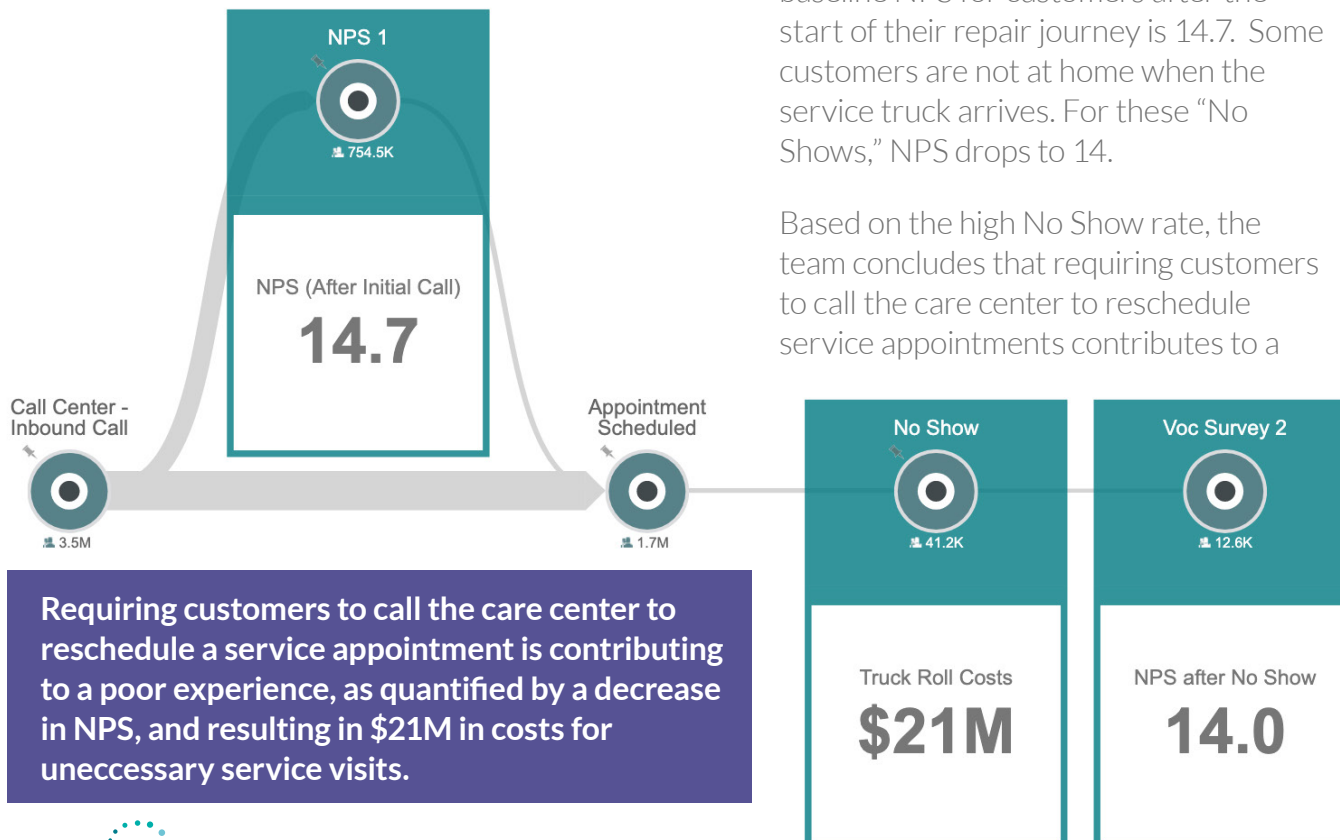
Their analysis quickly shows that the happiest customers are those that set up their IRA using the self-service web portal (NPS = 11), while the least happy are those working with a branch employee (NPS = 5). The team uses this information to design an initiative to encourage more customers to use the web portal, while they take a deeper look into the branch experience.



A wealth management company uses Pointillist to determine which customer journeys are driving more Detractors.

Measure the Impact of New CX Initiatives With Customer Journey Analytics

A leading telecom provider uses Pointillist to gauge the success of a new self-service appointment system intended to improve customer experience while reducing cost to serve.



The Challenge

The team begins by analyzing the current repair micro-journey, which starts when a customer makes a call into the call center and schedules an appointment for a repair visit. They find that the baseline NPS for customers after the start of their repair journey is 14.7. Some customers are not at home when the service truck arrives. For these “No Shows,” NPS drops to 14.

Based on the high No Show rate, the team concludes that requiring customers to call the care center to reschedule service appointments contributes to a

poorer experience, as quantified by a decrease in NPS.

In addition to a poor experience, they also calculate that service visits (called truck rolls) to customers that are not at home are costing the company \$21M.

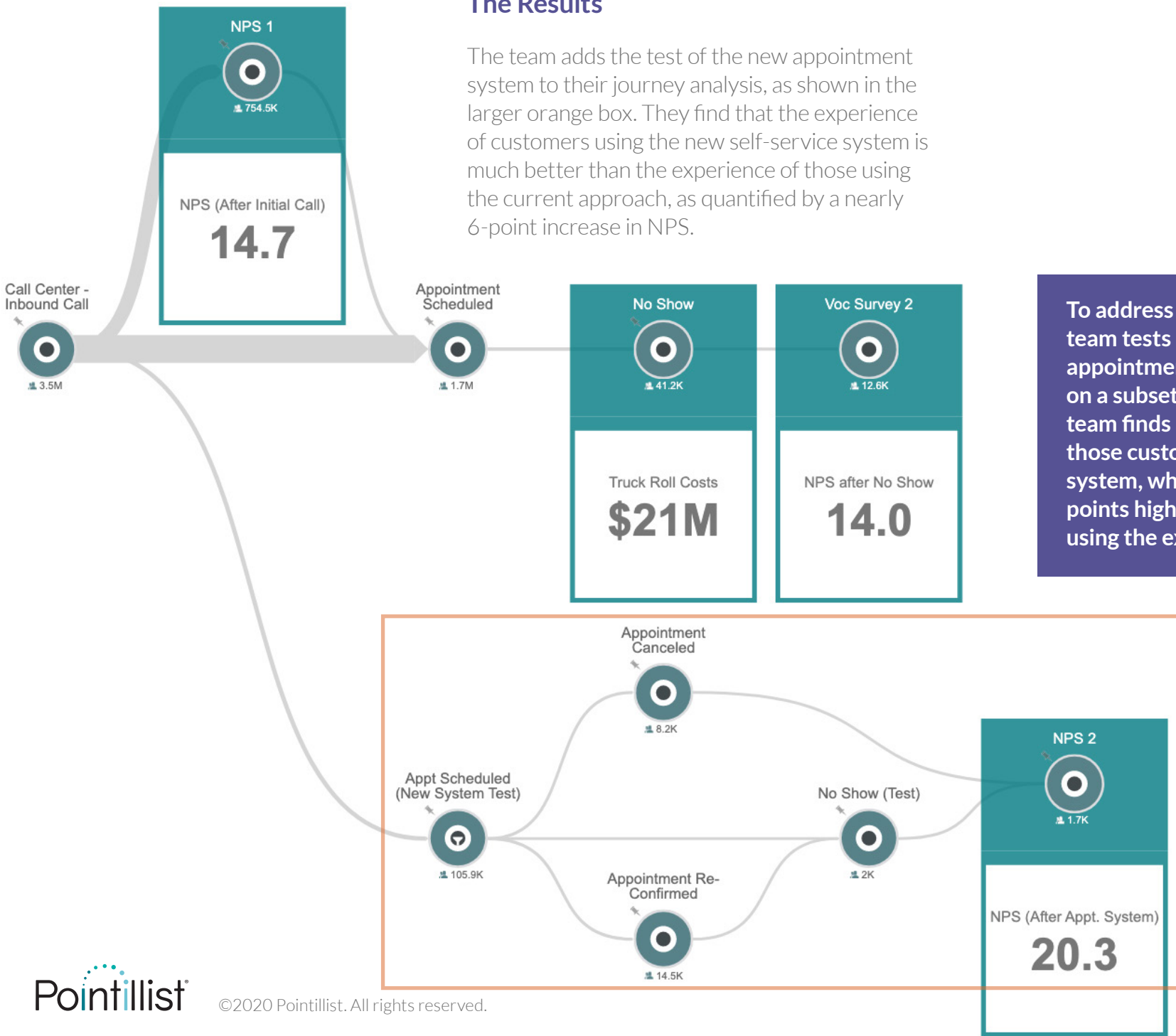
The Solution

To improve this process, the company implements a self-service appointment system that is accessible via web, mobile and set-top box. The new system enables customers to; reschedule existing appointments, add themselves on a waitlist with automated messaging when a slot opens up, and receive automated messages that narrow down your time window as you get closer to the appointment.

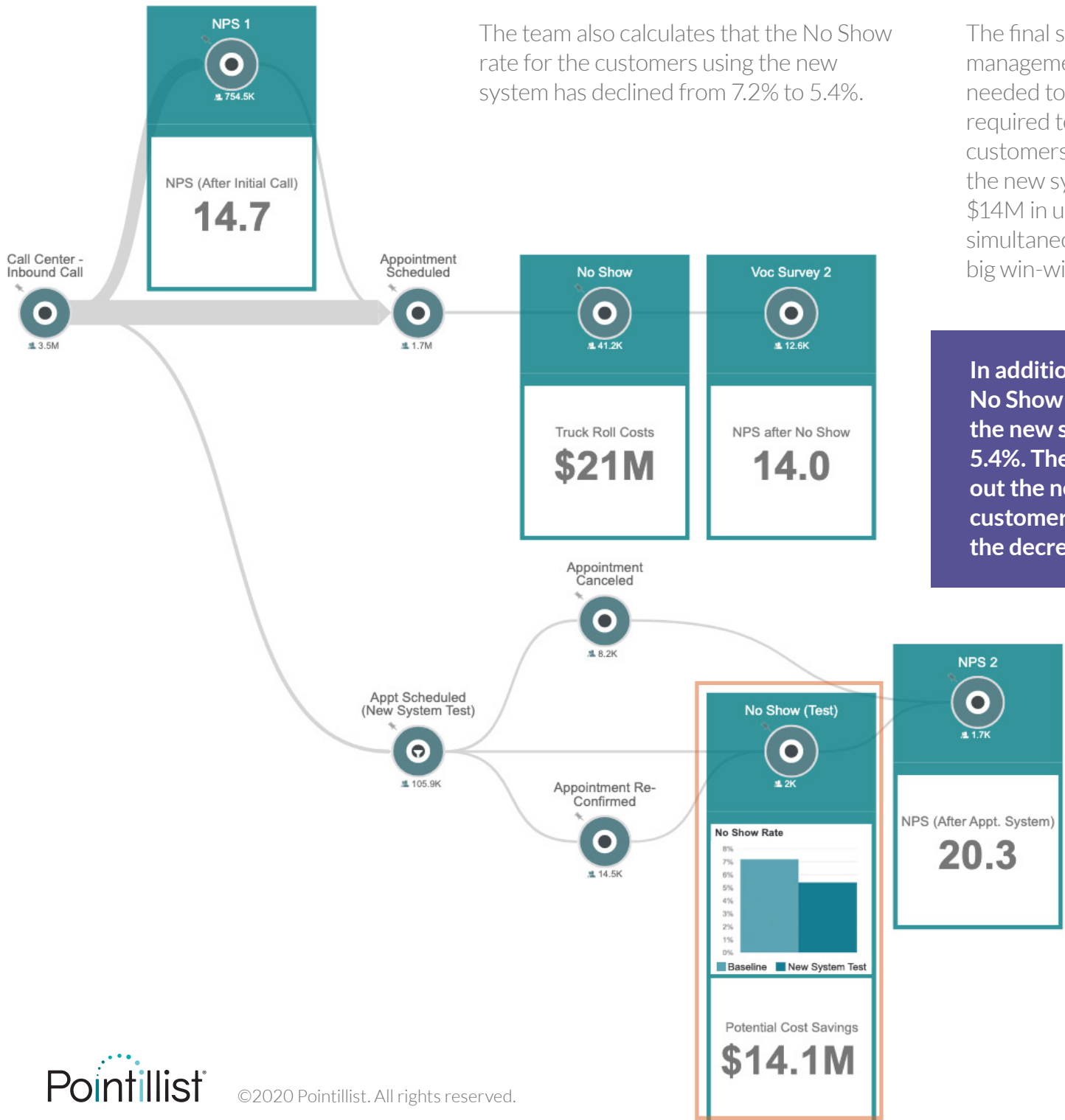
The team needs to assess the impact of the test on customer experience and quantify the ROI of the investment so the company can decide whether to roll it out to all customers.

The Results

The team adds the test of the new appointment system to their journey analysis, as shown in the larger orange box. They find that the experience of customers using the new self-service system is much better than the experience of those using the current approach, as quantified by a nearly 6-point increase in NPS.



To address this issue, the team tests a new self-service appointment scheduling system on a subset of customers. The team finds a positive impact on those customers using the new system, whose NPS is nearly 6 points higher than customers using the existing approach.



The team also calculates that the No Show rate for the customers using the new system has declined from 7.2% to 5.4%.

The final step is to provide their management team with all the information needed to justify the investment required to roll out the new system to all customers. To do this they calculate that the new system would save more than \$14M in unnecessary truck rolls, while simultaneously improving NPS scores, a big win-win for the CX team.

In addition to an increase in NPS, the No Show rate for customers using the new system drops from 7.2% to 5.4%. The team estimates that rolling out the new automated system to all customers could save \$14.1M due to the decrease in the No Show rate.

Use NPS to Prioritize Initiatives to Improve Customer Experience With Journey Analytics

A retail bank uses the Pointillist Customer Journey Analytics platform to measure NPS for specific customer journeys, so they can identify and prioritize areas for CX improvement.

The bank's CX team knows that customers who miss a payment often ask for a late payment fee waiver.

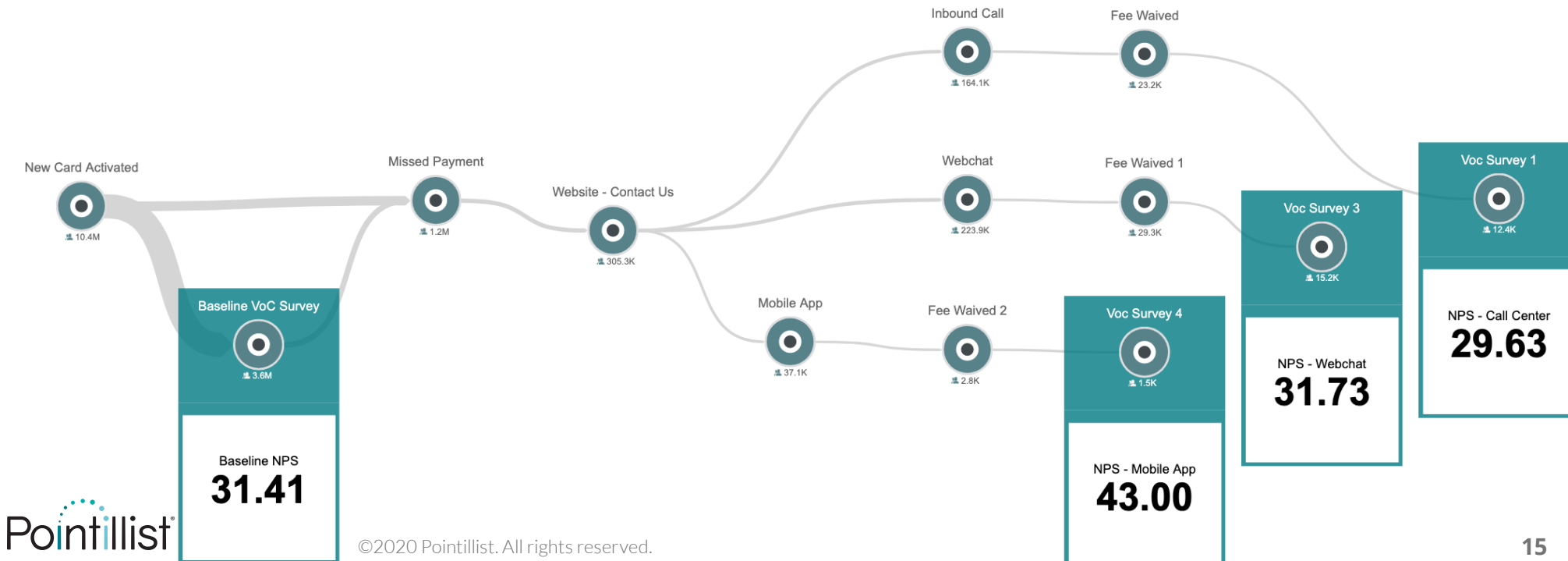
So, they want to evaluate and compare

the customer experience for three different channels customers can use to resolve a late payment fee: the mobile app, webchat and the call center.

By conducting a simple analysis in Pointillist, they find that not only did the highest volume of customers make an inbound call to request a fee waiver, but those that did had a lower NPS score than those that resolved the payment

fee through the mobile app or web chat.

In contrast, the mobile app journey had the highest average NPS score. As a result, the CX team chooses to launch an initiative to guide more customers who missed a payment to the app, so they can increase overall customer satisfaction while simultaneously reducing cost to serve.



Global Insurer Links NPS to Premium Income

Insurers are traditionally low-touch, low-engagement companies. However, one global insurer found that customer engagement is linked to policy renewals, which is a key performance indicator for revenue growth. The CX team found that frequent customer engagement boosted satisfaction and NPS. This led to a higher policy renewal rate and increased

customer profitability without requiring a substantial investment.

In addition, the CX team was able to show that Promoters purchased almost three times as many insurance products and contributed significantly higher premium income.

Leverage Journey Analytics to Understand What's Driving Customer Effort Scores

A health insurance provider uses Pointillist to identify and optimize journeys that lead to high CES.

A health insurance company seeks to understand why their customer effort scores (CES) are so high for newly enrolled members trying to set up automated premium payments.

To get to the root of the problem, the CX team uses the Pointillist Customer Journey Analytics platform to analyze the journeys for customers who set up automated payments via the website, mobile app and call center.

Their analysis shows that 21% of members who set up payments in the mobile app encountered an issue that leads to a service call, leading to higher CES. But members who begin payment setup over the phone or through the website are more successful and report a lower CES.

The CX team leverages this insight to prioritize a project to improve the user experience of their mobile app. In the meantime, the team can steer newly enrolled members into lower effort journeys to improve their experiences.



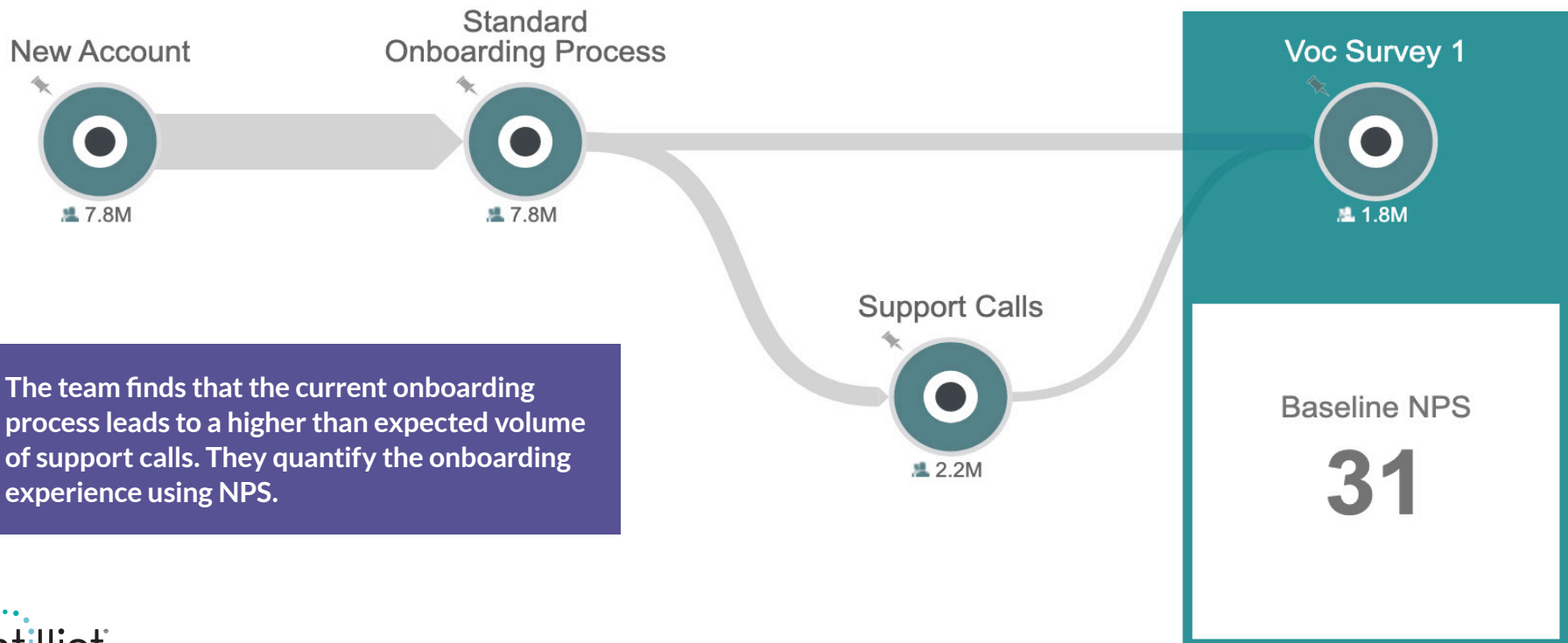
Leverage Journey Analytics to Make NPS Actionable & Quantify the ROI of CX Initiatives

A leading bank uses Pointillist to identify CX issues in their customer onboarding process, launch a test initiative to improve the process, and determine its impact and ROI.

The Challenge

Clients begin the onboarding journey by opening a new account before following the standard onboarding process for new customers. But during the onboarding process, many customers end up calling support.

The NPS rating at the end of the process is lower than expected. It's below both the bank's average and the industry benchmark. Based on this result, the team is determined to further investigate and discover the root cause of the poor experience.



The team finds that the current onboarding process leads to a higher than expected volume of support calls. They quantify the onboarding experience using NPS.

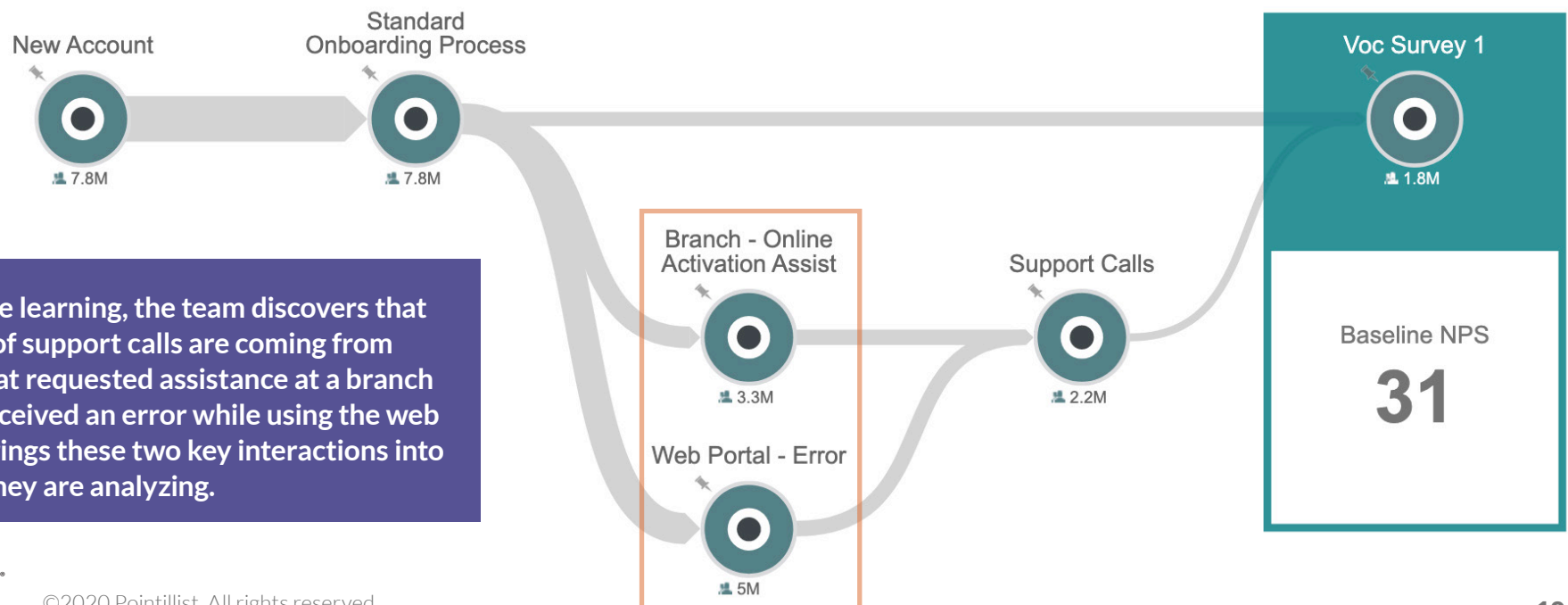


The Solution

The team uses machine learning to discover the most frequent and predictive customer behaviors that occur between the start of the onboarding process and the support call.

They find that the majority of support calls are coming from customers that asked for assistance at a branch location or received an error while using the web portal.

After adding these two key interactions to the journey, the onboarding analysis contains behavioral data from 5 separate sources: a physical branch, web portal, call center, VoC and CRM system. The team now has a full picture of the cross-channel journey that is driving high support call volume and low NPS.



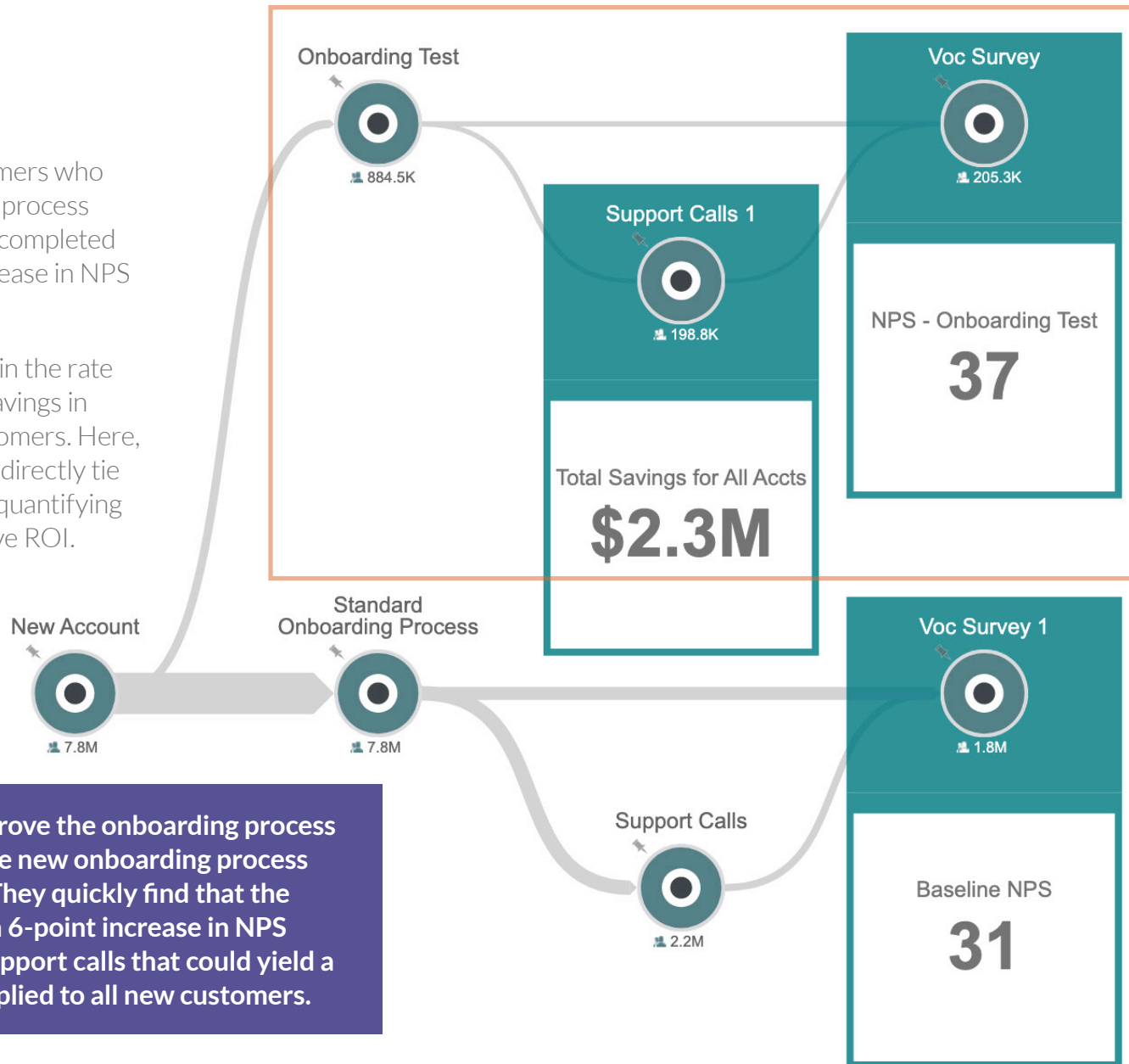
Using machine learning, the team discovers that the majority of support calls are coming from customers that requested assistance at a branch location or received an error while using the web portal, and brings these two key interactions into the journey they are analyzing.

The team launches a new project to improve the onboarding process by addressing these two issues. As the new onboarding process is tested, the team begins to analyze its impact in comparison with the original onboarding process.

The Results

They compare the NPS provided by customers who completed the test of the new onboarding process with the NPS provided by customers who completed the original process and find a 6-point increase in NPS for customers using the new process.

The new process also leads to a reduction in the rate of support calls that could yield a \$2.3M savings in support call costs if applied to all new customers. Here, the CX team has used journey analytics to directly tie the impact of a CX initiative to NPS, while quantifying the financial impact on cost savings to prove ROI.



The team launches a new project to improve the onboarding process by addressing these two issues. After the new onboarding process is tested, the team analyzes its impact. They quickly find that the new onboarding process test results in a 6-point increase in NPS and leads to a reduction in the rate of support calls that could yield a \$2.3M savings in support call costs if applied to all new customers.



Discover and optimize your customers' journeys

Pointillist makes it easy for CX, marketing and analytics teams to rapidly uncover actionable customer insights to dramatically improve customer experience and impact the KPIs that matter most to your business.

- Quickly understand customer behavior across all touchpoints & channels over time
- Uncover and predict high-impact customer journeys
- Drive personalized, multi-channel customer experiences

Unlike other customer analytics solutions, Pointillist lets you connect the dots between customer interactions and business goals in seconds, rather than days or weeks. By using machine learning to reveal high-impact journeys and predict likely behavior, Pointillist is like having a personal data scientist that's always on call.

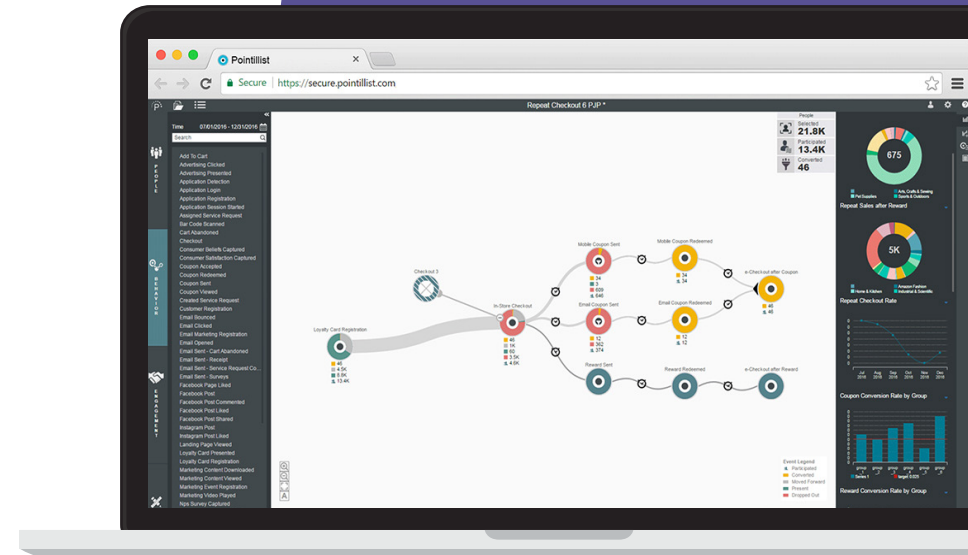
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