



# 3 Ways to Level-up Your Journey Mapping Strategy

Financial services institutions have long invested in some level of journey mapping to better understand the customer experience across multiple touchpoints and stages of the customer lifecycle. Despite this effort, the transformational results often fall short.

Where's the disconnect? Banks today can be channel and product-siloed organizations — a result of legacy strategies to meet the demands of traditional services like loans and deposits. Now, as more customers expect banks to be centered around helping them achieve their financial goals, these customers are often left to navigate fragmented journeys on their own — online, mobile, in-branch — and these unfulfilled expectations are outpacing efforts banks are making to consolidate across departmental operating models.

“We haven’t yet seen many banks evolve their approach to customer journeys from a static, product — and channel-centric mapping exercise to a discipline that produces a dynamic and actionable vision representing what customers — and employees — now expect,” said Steve Norman, Director — Financial Services Customer Strategy for PwC.<sup>1</sup>

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Steve Norman  
Director  
Financial Services  
Customer  
Strategy for PwC

And yet, the pressure to deliver frictionless omnichannel experiences is increasing as economies grow and technologies evolve. Recent Medallia research — [The CX Tipping Point Banking Brief](#) — finds that 64% of banking customers expect consistent service across channels. It’s imperative for banks to shed internal biases and embrace a customer-centric view of the journey, or they risk losing business.<sup>2</sup>

To realize full value from their journey mapping efforts, organizations should consider the following *3 ways to level-up a journey mapping strategy*.

### **#1: View Journeys Through A Customer Lens**

In order to deliver a measurable impact, banks should shift their journey mapping approach to be centered around the customer and align with today’s omnichannel environment. However, overcoming decades of technological and operational silos that force an inward view of customer journeys is understandably challenging, so here are a few quick tips for getting started:

#### **Reevaluate Customer Segmentation:**

Banks often segment customers based on demographics (i.e., age and net worth). This approach, however, often fails to provide a comprehensive picture of customers and their financial needs. Instead, segment by behavioral characteristics that align with specific outcomes customers want to achieve. This method can allow you to experience the challenges your customers face when trying to complete a given task.

“We like to start by understanding customer needs, preferences and behaviors at a much deeper level by using rich datasets and dialogue with customers and representatives across business lines, channels and functional teams. The research data, combined with customer (current and prospective) and employee feedback often reveals the nuance that helps serve customers in a more holistic way, bringing the capabilities of the bank together and making it easier for employees to deliver great customer experiences,” Norman said.<sup>3</sup>

#### **Establish Journey Ownership:**

“Loans in one department, deposits in another and mortgages somewhere else. In some banks, every department is left to fend for themselves, and turf wars erupt as confusion reigns about who really ‘owns’ the relationship,” wrote Chris Nichols, chief strategy officer at CenterState Bank, in his blog post titled “How To Stop Treating Bank Departments Like Silos.”<sup>4</sup>

In the same vein, the Gartner “3 Key Findings From the 2019 Gartner Customer Experience Management Survey” provides, “efforts such as VoC, personas and journey mapping shouldn’t be the responsibility of any single department,” says Augie Ray, VP Analyst, Gartner. “Collaborating on CX efforts improves the quality of CX outcomes by encouraging better cross-functional CX execution.”<sup>5</sup>

<sup>1</sup>Norman, Steve, phone interview, Sept. 26, 2019

<sup>2</sup>“The CX Tipping Point - Banking Brief.” Medallia, <https://www.medallia.com/resource/the-cx-tipping-point-banking-brief>

<sup>3</sup>Norman, Steve, phone interview, Sept. 26, 2019

<sup>4</sup>Nichols, Chris. “How To Stop Treating Bank Departments Like Silos.” CenterState Bank, 4 June 2018, <https://csbcorrespondent.com/blog/how-stop-treating-bank-departments-silos>

<sup>5</sup>Gartner “3 Key Findings From the 2019 Gartner Customer Experience Management Survey,” 11 January 2020. <https://www.gartner.com/en/marketing/insights/articles/3-key-findings-from-the-2019-gartner-cx-management-survey>

**“Nearly 70 percent of banks believe that their operations hold trapped value (i.e., data and/or capabilities) that is not currently being accessed.”**

Clearly, the distributed accountability approach can cause friction and impede change. Try appointing a team or individual to work on improving a particular journey. Not only will this support sustained forward-motion, but it can increase that stakeholder’s understanding of each touchpoint, ultimately allowing them to see beyond their department as a customer would.

#### **Leverage the Voice of the Customer:**

Customers are likely already telling you what to do through feedback and other experience signals - let this be your guide for how to view and analyze journeys. And do not underestimate the power of unstructured data such as social media interactions, call transcripts, chatbot conversations, and email messages. These sources provide verbatim comments from customers on challenges, ideas, and preferences without the need for time-consuming focus groups.<sup>6</sup>

“When this is all working well, you see continual communication about customer needs across channels and lines of business. You see an increase in the sense of ownership that employees take in customer experience. You see people begin to view customers in the same way and work together to solve problems. You even see an increase in employee satisfaction.” Norman said.<sup>7</sup>

#### **#2: Streamline Data Management Across Touchpoints**

Financial institutions have access to vast amounts of customer data but IT complexity, legacy systems, and silos - among other barriers - can make translating data into insights, and ultimately actions, challenging.

Nearly 70 percent of banks believe that their operations hold trapped value (i.e., data and/or capabilities) that is not currently being accessed.<sup>8</sup> In prescribing action to combat this shortcoming, it would be unrealistic to suggest that banks completely overhaul all data management processes given the vast undertaking that would present.

Instead, banks should focus on building a clear end-to-end journey taxonomy that bridges the gap between disparate systems. This method enables banks to better understand interrelated data points & outcomes, even if that data is collected in an inconsistent manner. It also helps encourage more people to engage with customer experience data in greater and different ways.

“What that means, in practice, is that when you go out and you’re running your Experience Management program, hopefully the program would be structured in a way that maps very directly to that taxonomy. Then also if there are other kinds of research being done or just operational data that is a result of doing business, there’s an understanding of how all those things map out in that taxonomy,” said Robert Schiff, Partner at McKinsey & Company. “That way when different stakeholders want to engage with customer experience data, whether on a one-time basis or an ongoing basis, they know how the different data elements they’re touching fit into the overall picture.”<sup>9</sup>

Schiff recalled helping one banking client migrate to a journey-based model. In order to empower its journey owners, it needed a way to demonstrate how events that happened across different parts of the business ladder up to the end-to-end journey experience.

<sup>6</sup>Norman, Steve, phone interview, Sept. 26, 2019

<sup>7</sup>Norman, Steve, phone interview, Sept. 26, 2019

<sup>8</sup>2018 North America Banking Operations Survey. Accenture, [www.accenture.com/\\_acnmedia/pdf-72/accenture-2018-north-america-banking-operations-survey.pdf](http://www.accenture.com/_acnmedia/pdf-72/accenture-2018-north-america-banking-operations-survey.pdf)

<sup>9</sup>Schiff, Robert, phone interview, Oct. 1, 2019

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Robert Schiff  
Partner  
McKinsey & Company

The solution: To build a taxonomy that married the journey structure the bank desired with the pre-established touchpoint hierarchy. The taxonomy was then mapped with operational, financial and experience data to create a series of dashboards.

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### **#3: Scale Insights & Spur Action with AI and Machine Learning**

An effective journey mapping exercise — or better yet, program — should help identify what is happening, predict what could happen next, and assert ways to respond to commonly occurring customer journeys. But all too often, manual analysis of data prevents this level of insight from being achieved, leading to an underleveraged trove of customer data.

According to the BAI Banking Outlook, recent market research conducted by BAI, a nonprofit, independent organization serving the financial services industry, two-thirds of financial services organizations “sometimes” or “infrequently” use customer data in a way that allows them to better serve customer needs. And nearly half (46 percent) reported that they could make better use of data about customers to improve product and service recommendations.<sup>10</sup>

Leveraging the power of AI and advanced analytics, banks can mine customer signals at many points in a complex journey to identify patterns, pain points and anomalies on a mass scale, at faster speeds, and often with greater accuracy than is achievable with manual analysis.

Let’s take a look at the core competencies of AI in a journey mapping strategy:

#### **What is happening?**

If all feedback is a gift, verbatim feedback is a gift made of gold. Effectively monitoring unstructured customer feedback (i.e., reviews, blog posts, social media commentary, contact center notes, chat log, and so on) to quickly identify and address problems and opportunities is key to understanding what is happening in your business.

Using statistical, linguistic, machine learning, and visualization techniques, text analytics software automates the collection and interpretation of customer commentary. Without it, extracting meaning from customer comments, social reviews, and other digital dialogue would require banks to manually sift and code thousands and thousands of records, a process that is not only time consuming and costly, but can also be prone to human error. AI investments to understand what is happening better enable banks to uncover insights from big data quickly and with minimal effort, helping CX teams to focus their time on action planning.

#### **What could happen? (based on what *has* happened)**

Banks can better understand key drivers of satisfaction or dissatisfaction by using historical data and data-modeling techniques to determine patterns and predict future outcomes and trends. This process is known as journey analytics and it helps banks connect millions, or even billions, of individual customer interactions across channels through data.

Journey analytics takes journey mapping to the next level by surfacing statistically significant permutations of customer journeys which may otherwise have gone unrecognized.

<sup>10</sup> Hughes, Holly. Customer Journey Mapping: The Long and Winning Road. BAI, Mar. 22, 2019

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Consider this scenario: A customer disputing a credit card transaction might go onto the financial institution’s mobile app, visit the website, call the customer support center, then go back onto the website to submit an online form, and then call the support center back again to follow up.

As you can see, one event can easily comprise five to 10 different customer interactions, many of which were likely not represented in the initial mapping exercise. This is because journey mapping exercises bias toward what *should* happen in a given scenario, whereas journey analytics puts data behind the prediction of future outcomes based on what *has* happened.

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#### **What should you do?**

Traditional wisdom advises that only the human touch can be truly effective in prescribing actions, and though this may be true, there is still a place for AI in facilitating those human-to-human concerted efforts.

AI-powered technology enables banks to more easily discover actionable suggestions within their customer feedback and identify which of their customers are at risk. More specifically, with the right solution, banks can parse their experience data for suggestions, weed out those that are too generic, too specific, or too obviously not actionable, and order the remaining suggestions by how actionable they are. This better enables banks to test and iterate on new ideas at a faster pace and consistently improve their overall experience.

#### **Conclusion**

In today’s competitive environment, banks should rethink their customer journey mapping strategy. For too long, organizational silos, product and channel-centric customer journey mapping approaches, and a failure to fully leverage the gold mine of customer feedback data have hampered transformational results.

The good news: Change is easier than you may think. By adopting a customer-centric journey viewpoint, closing data gaps, and using AI & machine learning to listen and act at scale, banks can reignite their lukewarm journey mapping strategies and start making a real impact on the customer experience.

<sup>11</sup>Schiff, Robert, phone interview, Oct. 1, 2019

## About Medallia

Medallia (NYSE: MDLA) is the pioneer and market leader in Experience Management. Medallia leads the market in the understanding and management of experience for customers, employees and citizens. Medallia captures experience signals created on daily journeys in person, digital and IoT interactions and applies proprietary AI technology to reveal personalized and predictive insights that can drive action with tremendous business results. Using the suite of experience management and innovation solutions offered by Medallia, customers can engage employees, reduce churn, turn detractors into promoters and buyers and create in-the-moment cross-sell and up-sell opportunities providing clear and potent returns on investment. [medallia.com](https://medallia.com)

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