

# Chapter 12: Strengthening customer relationships through Customer Journey Analysis

**Ragnhild Halvorsrud**, SINTEF Digital, Norway

**Knut Kvale**, Telenor Research, Norway

*Corresponding author: Ragnhild Halvorsrud can be contacted at [ragnhild.halvorsrud@sintef.no](mailto:ragnhild.halvorsrud@sintef.no)*

## ABSTRACT

Service providers need a structured overview of their service processes to be able to offer satisfying experiences for their customers. The chapter introduces a framework for intuitive modeling of service processes in terms of customer journeys. The authors provide guidelines for Customer Journey Analysis, enabling empirical investigation of service experiences on an individual level. The methods result from research activities in a global telecommunication company. Through an industry case, the authors demonstrate how the proposed framework may serve as a unifying language to approach service quality in a systematic way. They discuss how the Customer Journey Framework can contribute to securing customer trust and confidence in three transformational stages.

**Keywords:** customer journey, customer experience, guidelines, case study, business impact

## 12.1 INTRODUCTION

Service innovation has gained considerable attention over the last decades, and services dominate the global economy. Service processes have become an important part of our lives as customers, citizens or consumers. The prevalence of Internet-based consumer devices in recent years has changed the way services are consumed and how they are managed, operated and supported in service companies adopting digital distribution channels. The introduction of self-service technologies offers opportunities for customers, for example, to manage their financial transactions in a flexible and efficient way while also reducing costs for the service provider.

Trust is a critical factor in service provisioning (Gefen et al., 2003) and a key concern for any company in establishing and retaining successful relations with customers. In Mayer's model of trust, a service company's ability, integrity and benevolence are essential prerequisites for the formation of trust in customer relations (Mayer et al., 1995). Customers expect cohesive and satisfying services, and their individual experiences are essential in securing trust and confidence towards service providers (Jarvenpaa et al., 1999). Furthermore, the sharing economy and the increasing growth of consumer-to-consumer exchange of goods and services foster new perspectives and approaches to trust. A recent literature review on consumer behavior research reveals that the influence of trust is widely examined not only during the consumer's purchase stage but also in the post-purchase stage (Zhang and Benyoucef, 2016).

The clear financial impact of satisfied customers and quality experiences is also widely acknowledged in the service industry (Fornell et al., 2006). However, customer dissatisfaction seems to be widespread (Meyer and Schwager, 2007). This is reflected in a recent study of service research priorities, where customer experience management in a multi-channel landscape was ranked as number three in importance among a list of 80 research topics (Ostrom et al., 2015).

In the multi-channel service landscape, the need for new approaches to designing, coordinating and managing service channels has become evident. However, research on service quality tends to take a single-channel perspective (Sousa and Voss, 2006). Recent publications raise awareness about the need to focus on journeys instead of single touchpoints (Rawson et al., 2013; Stone and Devine, 2013).

## 12.2 THE JOURNEY PERSPECTIVE

The term customer journey is generally used as a metaphor for taking a customer's perspective. In addition, it is a well-known method in service design (Stickdorn and Schneider, 2011). A literature review of scientific publications involving customer journeys reveals a divergent practice and the lack of a common structure and formalization of the method (Følstad et al., 2013). However, customer journeys seem to appeal to a broad audience in communicating a customer's experience with a service.

The framework and methods presented here result from research activities and operative experience in Telenor, a global telecommunication company. Service provisioning in a multi-channel landscape is challenging, as it transcends organizational silos and requires coordination between heterogeneous groups of employees (Gulati, 2007). Like many technology- and product-led companies, Telenor experienced challenges in delivering coherent service experiences, manifested as a high number of inquiries to the call center and costly service recovery processes. The introduction of a framework for customer journeys was intended to provide a tool for easy modeling and visual portrayal of service processes and ultimately for strengthening customer experience and trust through coherent and satisfying service experiences.

## 12.3 THE CUSTOMER JOURNEY FRAMEWORK

The Customer Journey Framework (CJF) aims to promote unambiguity in characterization of services and to bring formalism to the widely adopted concept of customer journeys. CJF emphasizes the gap between the expected 'common denominators' of the service process and the unique service experience that unfolds when a customer uses the service. The development of CJF represents a design-science approach (Hevner et al., 2004) and the less formal design thinking culture (see Chapter 11, this volume). A description of CJF's design principles and modeling approach can be found in Halvorsrud et al. (2016). CJF is primarily designed for services that are governed by well-defined tasks, as is often the case with technology-driven services (Sandström et al., 2008).

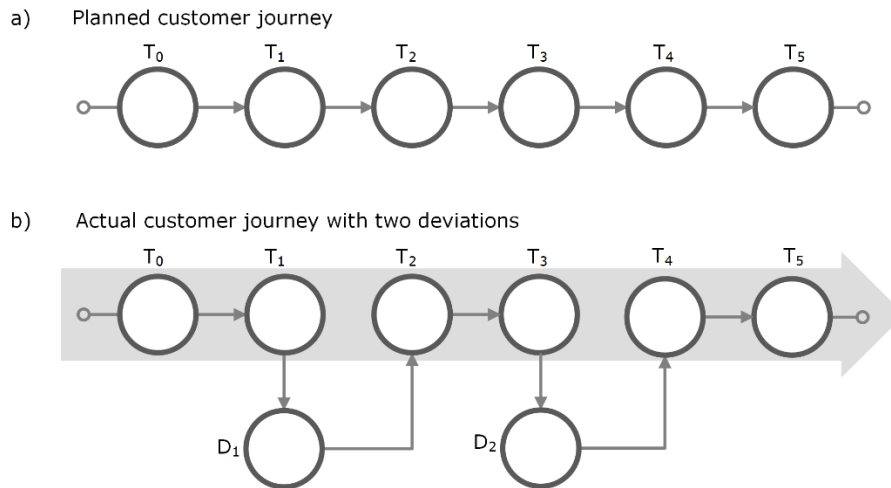
In CJF all kinds of contact between a customer and the service provider take place through customer channels. A channel is defined as a medium used to convey information and to foster communication between a customer and the service provider. CJF distinguishes the channel from the device that mediates the communication.

The central elements of CJF are the touchpoints, which represent communicative events between a customer and a service provider. A touchpoint is associated with several attributes: The initiator of a touchpoint is either the customer or the service provider. A touchpoint is a discrete event that takes place at a certain time, mediated by a customer channel. If the channel is asynchronous, the time for sending the message differs from the time the message is received.

A customer journey, which is defined as a customer's interactions with a service provider to achieve a specific goal, consists of a constellation of touchpoints. In terms of duration, a customer journey can be short (hours) or long (weeks). The start and end of a customer journey must be identified according to the purpose and scope of the analysis.

CJF distinguishes between planned and actual customer journeys. The planned journey is the expected sequence of touchpoints resulting from the service delivery process, including procedural human interventions. In a multi-channel environment, a hierarchy of related, planned journeys may coexist, each reflecting unique channel choices or other context-dependent options. The planned journey forms the reference for comparison and analysis in CJF. However, the planned customer journey is not necessarily an optimal journey for the customer. For many technology-driven services, the planned journey may be shaped by properties of the underlying delivery systems that require considerable investments to modify. Adding to this challenge, parts of the journey may be governed by a subcontractor's delivery systems, posing extra challenges for a coherent service delivery. The actual customer journey, conversely, is the journey that is instantiated when a customer uses the service. Actual journeys are always described on an individual level and are associated with a unique experience.

The principle sketch in Figure 12.1 shows the visual notation for planned and actual journeys. Touchpoints are visualized as circular elements, and color or contrast is used to emphasize the initiator of the touchpoint. A symbol is used to represent the communication channel or device that is used. For actual journeys, the grey background arrow emphasizes the executional state of the service process. Figures 12.3 and 12.5 present examples of planned and actual journeys in a real context.








**Figure 12.1 Visualization of customer journeys: (a) planned journey consisting of six touchpoints, (b) actual journey that contains two deviation ( $D_1$  and  $D_2$ ) in the form of unexpected touchpoints**

In CJF, customer experience, as an individual and context-dependent property, is interpreted in line with theories from human-computer interaction (Law et al., 2009). Thus, measures of customer experience are relevant only for actual customer journeys, that is, on an individual level, reflecting self-reported customer data. The visual notation represents the instrumental, observable dimension of customer journeys. However, actual journeys may be annotated with customer data or satisfaction measures, as in Figure 12.5.

## 12.4 GUIDELINES: CUSTOMER JOURNEY ANALYSIS

Customer Journey Analysis (CJA) is a method for empirical investigation of service quality. CJA adopts CJF's concepts and modeling approach in five consecutive phases (Figure 12.2). Phases 1 and 2 serve to establish a thorough understanding of the target service and identify the corresponding planned journey(s). Phases 3 and 4 concern reconstruction of actual customer journeys based on empirical investigation of individual customers' experiences. Finally, in phase 5, the results are systemized to ensure an efficient handover to the organization. Here, potential patterns of deviations across the study are identified and follow-up procedures are established.

Phase 1 Overview, scope and delimitation	Phase 2 Identification of planned journeys	Phase 3 Customer recruitment and data collection	Phase 4 Analysis of actual journeys	Phase 5 Reporting and handover
 Identification of problem area and affected services Scoping of the service to be investigated	 Investigation and verification of planned journeys Process mapping, mystery shopping, interviews, material	 Empirical study of actual journeys Recruitment interview, diary study, tracking from back-end systems, and debriefing interview	 Data analysis, touchpoint mapping, concurrent and retrospect customer experience Reconstruction of actual customer journeys	 Systematization of results, recommendations, and handover to the organization Follow-up procedures
← Planned customer journey →		← Actual customer journeys →		

**Figure 12.2 The five phases of Customer Journey Analysis**

Each phase in CJA consists of a number of steps that may be approached in a non-chronological order. However, the phases must be completed in chronological order. Table 12.1 provides an overview of the steps involved in each phase.

**Table 12.1 Guidelines for Customer Journey Analysis**

Phase	Steps
Phase 1: Overview, scope and delimitation Goal: Transforming complexity into manageable pieces	Step 1.1: Initial discussions and drafting Step 1.2: Identify stakeholders and assign roles Step 1.3: Overview of related customer journeys Step 1.4: Narrowing the customer journey space Step 1.5: Define start point and end point
Phase 2: Identification of planned journeys Goal: Mapping the theory – what is the intended outcome?	Step 2.1: Thinking in terms of touchpoints Step 2.2: Initial investigation of the planned journey Step 2.3: Overview of internal processes Step 2.4: Walk-through of customer material Step 2.5: Identifying the planned customer journey Step 2.6: Verify and visualize the planned journey
Phase 3: Customer recruitment and data collection Goal: Contacting end users and collecting their experience and feedback	Step 3.1: Finding suitable methods Step 3.2: Decide on incentives for informants Step 3.3: Recruiting informants Step 3.4: Prepare a ‘customer diary kit’ Step 3.5: Monitoring the journeys (internal tracking) Step 3.6: Prepare for ad hoc contact with informants Step 3.7: Managing active and passive informants Step 3.8: Debriefing the actual journeys
Phase 4: Analysis of actual journeys Goal: Revealing the gaps by reconstruction of actual journeys	Step 4.1: Touchpoint and experience mapping Step 4.2: Visualize the customer journeys Step 4.3: Getting the big picture Step 4.4: Expert walk-through of customer material
Phase 5: Reporting and handover Goal: Synthesis of results across the study and handover to the organization	Step 5.1: Cross-study analysis and documentation Step 5.2: Handover to the organization Step 5.3: Impact and follow-up

The following subsections provide a walk-through of the CJA procedure. The description of each phase is exemplified with data from a case study involving onboarding new customers on a fixed broadband (FB) subscription.

#### **12.4.1 Phase 1: Overview, Scope and Delimitation**

Step 1.1 starts by outlining a broad definition of the service in terms of a customer’s goal. Diagnostic questions are used to elucidate the circumstances that generated the need for analysis. The questions represent various dimensions, like complexity (known customer pain-points, complex service process, many actors intervening in the customer journey), cost (high churn rate, inefficient or costly service systems) or strategy (revenue decline, new technology, large profit potential, increased complaint rate). Step 1.2 involves the appointment of a customer journey coordinator who is responsible for the execution of all phases. The coordinator’s first task is to identify all the units and departments involved in the management, operation and support of the customer journey. Next, the variability of the service process is explored to obtain an overview of the distinct paths and the corresponding customer volume of the different sub-branches (Step 1.3). The scope of the analysis is gradually delineated as target customer segments or channels, or other selection criteria are established (Step 1.4). Finally, the team defines the start and end points of the target journeys in

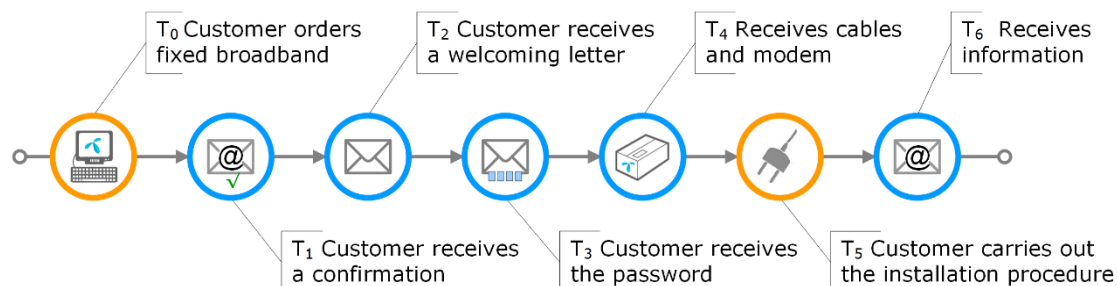
collaboration with the stakeholders (Step 1.5). The coordinator should carefully consider the start point in relation to the recruitment of informants during phase 3. Ideally, the journey start should be traceable through IT systems or by direct observation, to ensure recruitment during an early stage of the journey.

**Case study example:** The background for analysing the FB journey was the known complexity for the customers, as the service process extended over time and involved multiple communication channels. The journey was associated with a high volume of inquiries to the call center. The goal of the study was to establish an as-is picture to be used as a foundation for service improvement and redesign. The scope was delimited to customers who placed their order through the website and chose a self-service alternative for installation of the modem.

#### 12.4.2 Phase 2: Identification of Planned Journeys

In Step 2.1 the service process is translated into touchpoints. The coordinator introduces the various touchpoint attributes to the team, and a gallery of symbols is provided for modeling of journeys. Steps 2.2–2.4 serve to investigate the underlying service system in an iterative manner. Methods used here are systematic walk-throughs and process mapping with involved teams. The planned journey is gradually refined with insight acquired through mystery shopping and review of customer materials like letters and e-mails. The final task of phase 2 is to integrate all the information and visualize the planned journey.

**Case study example:** Figure 12.3 shows the planned FB journey commencing from purchase through the company's website ( $T_0$ ) with a self-service choice for cabling and modem installation. The customer immediately receives a confirmation e-mail ( $T_1$ ). A few days later, the customer receives a letter ( $T_2$ ) with general information and a username for the modem. The password needed during installation ( $T_3$ ) arrives separately from the package ( $T_4$ ) containing the modem and installation guide. After establishing the broadband connection on a prescribed date ( $T_5$ ), the customer receives an e-mail ( $T_6$ ) with supplementary information.



**Figure 12.3** The CJF model of the planned customer journey for onboarding new customers on a fixed broadband (FB) subscription line. The initiator of a touchpoint is reflected in the color, orange for the customer and blue for the service provider.

#### 12.4.3 Phase 3: Customer Recruitment and Data Collection

Finding a suitable method for the empirical data collection (Step 3.1) is the crucial step during phase 3. Factors like journey complexity and duration influence the choice of method. Behavioral science reveals that customers cannot recall all the steps in a long-term experience (Chase and Dasu, 2001). We recommend a combination of interviews and diary studies for long and/or complex journeys. Short journeys are investigated through customer interviews only. Remuneration for participating in the study (Step 3.2) must be made independently of the outcome of a journey to minimize potential influence on the customer's behavior and decision processes. Participants should be recruited right after the initial touchpoint, and we recommend an interview guide for this purpose (Step 3.3). This interview should make inquiries about the initial experiences and expectations towards the journey ahead. The diaries (Step 3.4) should be dispatched immediately after the recruitment interview. The progress of the individual journeys is monitored through sources like dispatch logs, traffic data and call center logs (Step 3.5). This is useful in preparing for ad hoc contact with the participants or routines for reminders (Steps 3.6–3.7). When the company receives the filled-in diary from the

customer, the content is compiled with internal process data to detect unmentioned touchpoints. Then the customer is contacted for a debriefing interview in the form of a detailed walk-through of the diary. The interview should start as an informal dialogue for venting of possible frustrations. The next step is a structured walk-through in chronological order to capture both objective touchpoint attributes and subjective experience data. The walk-through is supplemented by contextual follow-up questions to cover blank diary entries and elicit additional information.

**Case study example:** Customers were recruited for the study shortly after the first touchpoint in the FB onboarding journey (Figure 12.3). Figure 12.4 shows an example diary with input from one of the participants (Step 3.4). This template invites an event-triggered response (Wheeler and Reis, 1991) formulated in the customer’s own words.

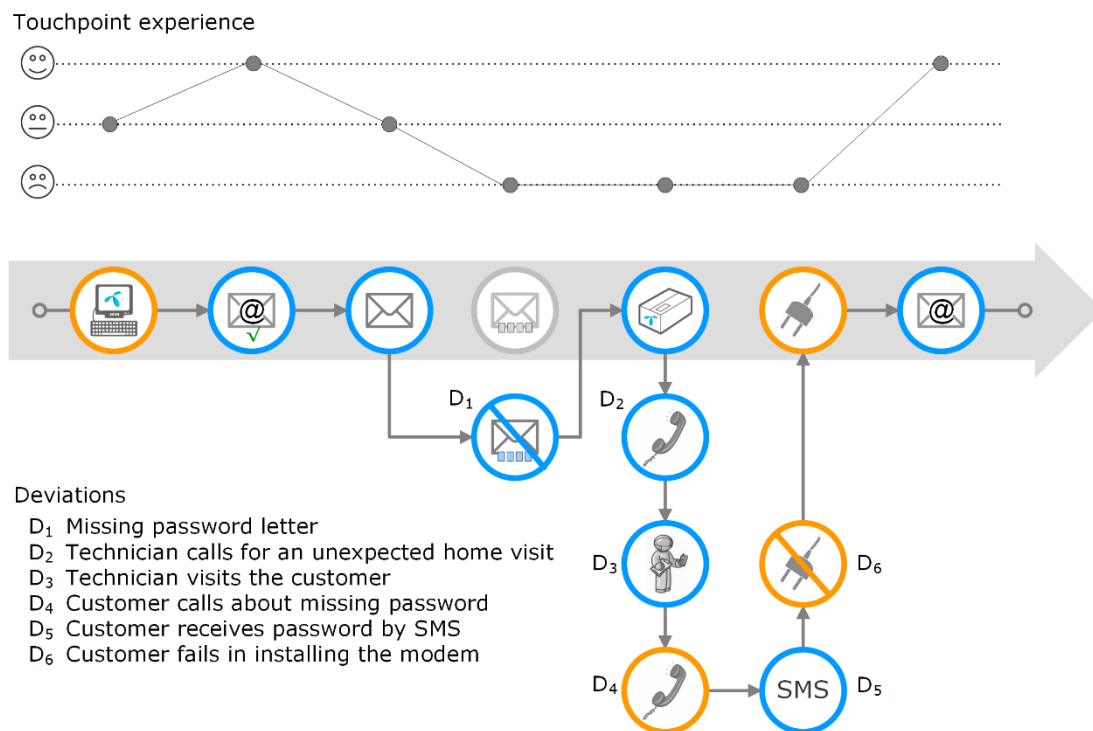
Date & time	Type of contact	Describe what happened	Your experience (put a cross)	Please comment	Suggestions for improvement
Sept 12 4 pm	Letter	I got a letter that confirmed the date of delivery		OK, but perhaps too much text in the letter.	Make the letter shorter and more precise
Sept 15 11 am	Phone call	Had to call the customer centre to change the date.		Talked to a friendly agent, and got all the information I needed.	

**Figure 12.4 Excerpt from a customer diary**

#### 12.4.4 Phase 4: Analysis of Actual Journeys

Reconstructing the individual customer journeys (Step 4.1) is the most challenging step of the CJA procedure. The data fragments must be sorted chronologically according to touchpoint occurrence and collated with touchpoint attributes, the customer’s comments and ratings from interviews and the diary, all of which combine to form a coherent overview of each individual journey. The journeys are visualized in a manner that emphasizes deviations and potential challenges like ad hoc touchpoints, failing or missing touchpoints and timing errors (Step 4.2). At this stage, potential patterns of deviation may be revealed (Step 4.3). A usability evaluation of printed and digital customer material (Step 4.4) concludes phase 4.

**Case study example:** Figure 12.5 shows an actual FB customer journey. The journey proceeded as expected through the first touchpoints. Next, a deviation occurred as the letter containing the password did not reach the customer (D<sub>1</sub>). After receiving the modem package, the customer got an unexpected telephone call from a technician who informed her that an on-site inspection was needed (D<sub>2</sub>). The technician arrived the next day (D<sub>3</sub>) to activate the broadband line in the customer’s home. He advised the customer to call the support center about the missing password before proceeding. The customer called the support center (D<sub>4</sub>) and received the password by SMS (D<sub>5</sub>). She failed when trying to install the modem (D<sub>6</sub>). About two weeks after the onset of her journey, she finalized the installation with the help of a friend. During debriefing, she rated the overall experience as ‘good’ although she characterized several touchpoints as ‘poor’ or ‘medium.’ Note: The touchpoint experience is a simplified representation of the rich, qualitative material obtained through the diary and interviews.



**Figure 12.5** The actual journey of a 34-year-old female customer and the corresponding touchpoint experience (upper part) based on self-reported data.

#### 12.4.5 Phase 5: Reporting and Handover

This phase is devoted to systematization of all the results to ensure an efficient handover to the organization. The aim is to identify customer pain-points and potential patterns of deviations across the study as well as provide recommendations for improvements. The following measures constitute the CJA key performance indicators (Step 5.1):

1. Overall completion: the ratio of completed journeys versus total number of journeys in the study.
2. Conformance: number of journeys that were consistent with the planned journey.
3. Timing and duration: variability in timing of expected touchpoints and journey durations.
4. Variability and deviation: (a) appearance of ad hoc touchpoints; (b) irregularity in the sequence of touchpoints (timing errors); (c) number of failing touchpoints; and (d) number of missing touchpoints.

The individual customer journeys, their visualizations, and analysis of both instrumental properties and subjective experiences form the core of the documentation. The customer's subjective description and rating of experience should be collated with the journey diagram, providing immediate access to the 'customer's voice.'

For an efficient handover to the organization (Step 5.2), it is a good idea to prioritize findings and recommendations according to frequency of occurrence, expected impact on customer experience, estimated cost for the service provider and estimated mitigation effort. Investments needed for improvement should be balanced against estimates in cost savings, churn reduction and increased customer satisfaction. Finally, it is important to agree on follow-up procedures (Step 5.3) to monitor changes and track the impact of the analysis.

**Case study example:** The FB case revealed numerous deviations between the planned and the actual customer journeys in terms of ad hoc touchpoints and timing errors. In all, 21 customer journeys were analyzed in detail, and 16 customers completed their journeys. While the planned journey consisted of seven touchpoints, the actual journeys ranged from 7 to 15 touchpoints with an average

of 2.5 ad hoc touchpoints per customer. Only one single journey was consistent with the planned journey.

The results from the FB onboarding study were presented to units involved in operations, support and management at various levels in the company. The study revealed a lack of knowledge about the end-to-end service delivery process, in particular touchpoints elicited by subcontractors. As a result, process ownership was assigned, and a cross-departmental task force was appointed to improve the FB journey. The webpages were updated with clarified information, and customer support and problem solutions were provided. The information in letters, e-mails and printed material was simplified and aligned with content from preceding touchpoints. The letter with the password was first substituted by an SMS and later eliminated, as the password was preinstalled in the modem.

## 12.5 CUSTOMER EXPERIENCE AND TRUST

The CJF allows us to discretize a service process in a systematic way and assess how individual customers' experiences are shaped over time. In a case study involving mobile broadband, the impact of previous experience on trust becomes evident. A total of 41 customers were interviewed and asked to elaborate on the reason for choosing Telenor. In response, one customer said, 'I have tested several [alternative providers] but I return to you.' In all, 75 percent of the customers based their decision on previous experiences from actual customer journeys. This illustrates the importance of service quality as a driver for securing customer trust and confidence towards a service provider.

Models of trust often rely on a dyadic customer–company relation. Recent technological advances have changed the way services are delivered, and parts of a service process may be outsourced to partners. Therefore, customers often engage with a network of complementary service providers (Tax et al., 2013). When customers are asked to comment on the most challenging part of their onboarding journeys, they often point to episodes involving a handover from one service provider to another. We have frequently observed cases where customers hold the primary service provider responsible for failures that obviously stem from subcontractors. Consequently, weak links in the service delivery network may cause unfortunate spillover effects and impact trust towards other partners. Internal coordination within the service delivery network is thus of high importance.

A study with CJA found that ad hoc touchpoints are generally associated with lower satisfaction compared to expected touchpoints, and that a large gap between planned and actual journeys often correlates with customer dissatisfaction (Halvorsrud et al., 2016). However, ad hoc touchpoints may, in certain situations, represent a positive experience. Even a service failure may result in a satisfying outcome if handled the right way (Bitner et al., 1990). In CJA case studies, an especially valuable source of insight stems from interviews with customers who abort their onboarding journeys. In addition to the direct financial impact, investigation of churn may provide essential insight into factors counteracting trust. Most often, 'churn journeys' involve failures or too much complexity, or the perceived service quality is below expectation. CJA represents an opportunity to investigate potential patterns in journeys that correlate with churn and thus require intervention.

## 12.6 IMPACT AND TRANSFORMATION

From an organizational perspective, CJA has been a powerful tool for an internal call-to-action towards decision-makers and management teams. Telenor has implemented CJF in all its international markets as a practical, validated approach to strengthen customer focus and examine service experiences. The main reasons for this change were the following, revealed through the pilot CJA case study:

1. The organization lacked a detailed overview of the planned journey, and none of the employees was accountable for the end-to-end service delivery process. The discovery of unknown touchpoints in the planned journey was a symptom that created considerable concern in the organization.
2. Analysis of actual customer journeys offered entirely new insights into customers' experiences over time, not only in individual touchpoints. CJA was found very effective in



revealing the delivery gap, as well as structuring self-reported data from actual customers in an easily accessible way.

3. The visual notation of CJF allowed efficient dissemination of the results within the organization across departments and management levels. In particular, visualizations of actual customer journeys clearly illustrated the lack of coordination between the different departments responsible for various touchpoints in the journeys.
4. It was easy to derive loss of revenue and cost-driving factors originating from the deviations between planned and actual customer journeys.

A number of follow-up studies revealed a concerning tendency: about 95 percent of the actual journeys contained deviations. About 80 percent of the deviations led to extra expenses or loss of income. These economic facts, accompanied by the visualizations of actual customer journeys, were compelling arguments for redesigning service delivery systems and even for making organizational changes. In Telenor Norway, product managers were assigned the responsibility for the end-to-end service delivery processes encompassing products. As a result, more than 130 planned journeys were identified and visualized, and several analyses were performed. The notion of touchpoints and customer journeys and the visual language of CJF became integrated in the daily business language. As one middle manager reflected, "There are customer journeys all over the place now – everybody is going to visualize their journeys before Christmas."

In particular, CJA results were explicitly used in the top management's strategic discussions in the spring of 2011 as an argument for establishing a group-wide program with the mandate to transform Telenor into a customer-centric company. The group-wide program accelerated the dissemination of CJF across international business units. As one of the executive managers reflected:

*The CJA case increased the understanding in Telenor that we had to improve our processes and focus on what our customers really encountered when buying our products and services. The visualizations of actual customer journeys resulted in an increased buy-in from top management and a common understanding for the need for change.*

This responsiveness reflects an adaptable organization culture (see Chapter 19, this volume). To further develop a shared and common understanding of service design, an executive program entitled Service Design Academy (SDA) was developed in collaboration with the Oslo School of Architecture and Design (Fjuk et al., 2015). CJF was incorporated in SDA to create a common way of working for the entire Telenor Group. As mandatory preparation for SDA, the business units applied CJF to their key journeys and used CJA on two of their key journeys. In combination with other methods, participants were introduced to design thinking through a learning-by-doing approach. As of September 2016, Telenor has completed ten SDAs in eight of its thirteen international markets. Telenor has also actively shared their experiences with CJF broadly through participation in the Center for Service Innovation, inspiring other Norwegian service providers to change to a customer journey mindset.

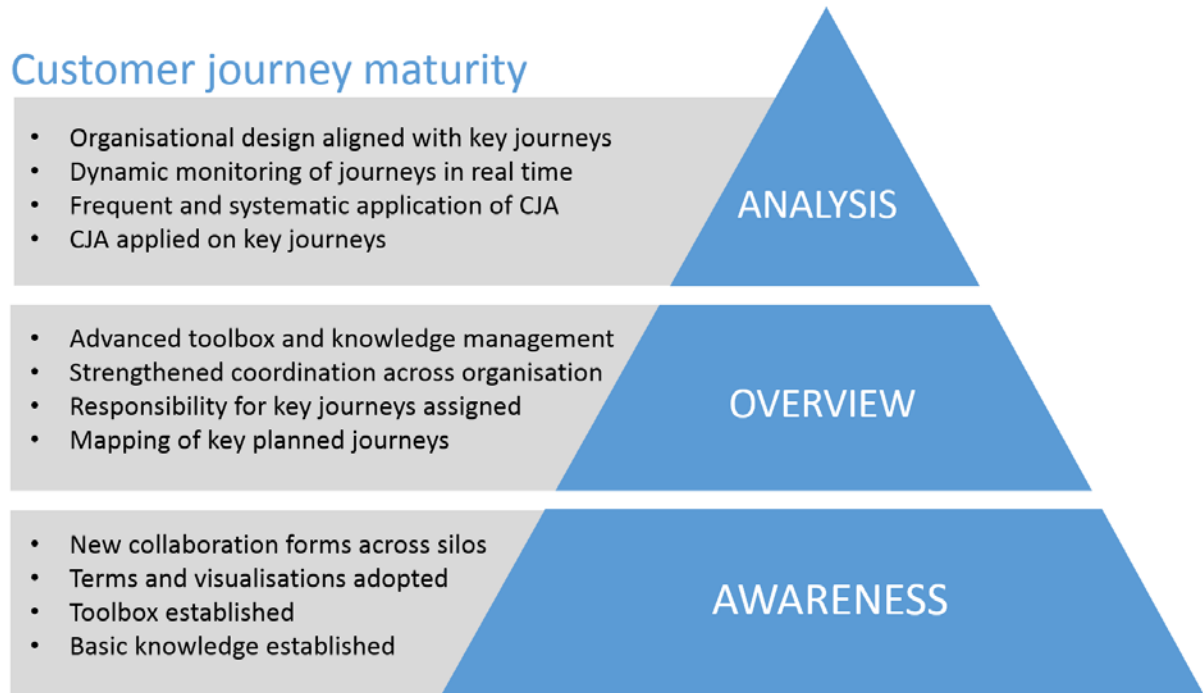
## 12.7 CONCLUDING REMARKS

We conclude this chapter by introducing a customer journey maturity model in Figure 12.6. The pyramid summarizes three key stages in transforming a company towards a customer-centric operation, inspired by CJF and its impact on Telenor.

At the basic awareness level, CJF knowledge is introduced along with fundamental concepts like touchpoints and journeys. A unifying language forms throughout the organization, and a company-wide toolbox is established. Employees in usability or user experience groups are early adopters of CJF, and their visualizations inspire others. Since customer journeys transcend organizational silos, new constellations of collaboration form. The next level is characterized by the mapping of key planned journeys and the assigning of end-to-end responsibility. Deviations and gaps in service performance are revealed, and knowledge is shared more systematically across the organization. At the third level, analysis of actual journeys is increasingly used, and key journeys are monitored in real

time through integration with the delivery systems. The company has tools for a proactive approach in detecting failures at the earliest possible stage. At this level, the service organization is redesigned and aligned with key customer journeys for optimal service delivery.

Reports from academia and industry are consensual about the service industry's challenges in strengthening their customer focus and delivering coherent experiences. Recently, these challenges have been coupled to a new paradigm in urging service providers to focus on journeys, not single touchpoints (Rawson et al., 2013; Stone and Devine, 2013). We have introduced CJF to enhance customer focus and improve service quality for a global service provider. Through the three transformational stages, we suggest how a service organization can work systematically to secure customer trust and confidence by leveraging their service experiences.



**Figure 12.6** The customer journey maturity pyramid, suggesting how an organization can increase its customer focus using customer journeys

## ACKNOWLEDGEMENT

The work in preparing this manuscript was funded by participation in the Center for Service Innovation and the Conserve & Consume project (project no. 235526), supported by the Research Council of Norway.

## REFERENCES

- Bitner, M.J., B.H. Booms and M.S. Tetreault (1990), 'The service encounter: diagnosing favorable and unfavorable incidents', *Journal of Marketing*, **54**, 71–84.
- Chase, R.B. and S. Dasu (2001), 'Want to perfect your company's service? Use behavioral science', *Harvard Business Review*, **79** (6), 78–84.
- Fjuk, A., S. Clatworthy, K. Kvale and T. Matthews (2015), 'Change by design – transforming organizational mindsets through service design thinking', Paper presented at the Frontiers in Service Conference, San Jose, California, accessed 26 September 2016 at [http://www.academia.edu/26210001/CHANGE\\_BY\\_DESIGN\\_transforming\\_organizational\\_mindsets\\_through\\_service\\_design\\_thinking](http://www.academia.edu/26210001/CHANGE_BY_DESIGN_transforming_organizational_mindsets_through_service_design_thinking).

- Følstad, A., K. Kvale and R. Halvorsrud (2013), *Customer Journey Measures – State of the Art Research and Best Practices*, SINTEF Report A24488, Norway, ISBN 9788214053258.
- Fornell, C., S. Mithas, F.V. Morgeson III and M.S. Krishnan (2006), 'Customer satisfaction and stock prices: high returns, low risk', *Journal of Marketing*, **70** (1), 3–14.
- Gefen, D., E. Karahanna and D.W. Straub (2003), 'Trust and TAM in online shopping: an integrated model', *MIS Quarterly*, **27** (1), 51–90.
- Gulati, R. (2007), 'Silo busting', *Harvard Business Review*, **85** (5), 98–108.
- Halvorsrud, R., K. Kvale and A. Følstad (2016), 'Improving service quality through Customer Journey Analysis', *Journal of Service Theory and Practice*, **26** (6), 840–67.
- Hevner, A.R., S.T. March, J. Park and S. Ram (2004), 'Design science in information systems research'. *MIS Quarterly*, **28** (1), 75–105.
- Jarvenpaa, S.L., N. Tractinsky and L. Saarinen (1999), 'Consumer trust in an Internet store: a cross-cultural validation', *Journal of Computer-Mediated Communication*, **5** (2), accessed 17 March 2017 at <http://onlinelibrary.wiley.com/doi/10.1111/j.1083-6101.1999.tb00337.x/full>.
- Law, E.L.-C., V. Roto, M. Hassenzahl, A.P.O.S. Vermeeren and J. Kort (2009), 'Understanding, scoping and defining user experience: a survey approach', in *Proceedings of the 27th International SIGCHI Conference on Human Factors in Computing*, New York: ACM, 4–9 April, pp. 719–28.
- Mayer, R.C., J.H. Davis and F.D. Schoorman (1995), 'An integrative model of organizational trust', *Academy of Management Review*, **20** (3), 709–34.
- Meyer, C. and A. Schwager (2007), 'Understanding customer experience', *Harvard Business Review*, **85** (2), 117–26.
- Ostrom, A.L., A. Parasuraman, D.E. Bowen, L. Patrício, C.A. Voss and K. Lemon (2015), 'Service research priorities in a rapidly changing context', *Journal of Service Research*, **18** (2), 127–59.
- Rawson, A., E. Duncan and C. Jones (2013), 'The truth about customer experience', *Harvard Business Review*, **91**, 90–8.
- Sandström, S., B. Edvardsson, P. Kristensson and P. Magnusson (2008), 'Value in use through service experience', *Managing Service Quality: An International Journal*, **18** (2), 112–26.
- Sousa, R. and C.A. Voss (2006), 'Service quality in multichannel services employing virtual channels', *Journal of Service Research*, **8** (4), 356–71.
- Stickdorn, M. and J. Schneider (2011), *This is Service Design Thinking: Basics–Tool–Cases*, Hoboken, NJ: John Wiley & Sons.
- Stone, D. and J. Devine (2013), 'From moments to journeys: a paradigm shift in customer experience excellency', accessed 26 September 2016 at [http://www.mckinseyonmarketingandsales.com/sites/default/files/pdf/Consumer\\_Experience\\_Journey\\_FNL.pdf](http://www.mckinseyonmarketingandsales.com/sites/default/files/pdf/Consumer_Experience_Journey_FNL.pdf).
- Tax, S.S., D. McCutcheon and I.F. Wilkinson (2013), 'The service delivery network (SDN): a customer-centric perspective of the customer journey', *Journal of Service Research*, **16** (4), 454–70.
- Wheeler, L. and H.T. Reis (1991), 'Self-recording of everyday life events: origins, types, and uses', *Journal of Personality*, **59** (3), 339–54.
- Zhang, K.Z. and M. Benyoucef (2016), 'Consumer behavior in social commerce: a literature review', *Decision Support Systems*, **86**, 95–108.