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Driving your CX performance: From journey mapping to journey management

A CX manager's guide to implementing a journey-led continuous practice of diagnosing, designing, developing and delivering great customer experience at scale.

2024

INTRODUCTION

Any organization that has worked to improve their customer experience (CX) in the past decade will be familiar with the concept of customer journeys. Now an important cornerstone of CX practice, customer journeys are used to describe “as-is experiences” and to envision “to-be experiences” for customers, clients, patients and citizens alike.

This article discusses why traditional journey mapping is not enough to improve customer experience at scale, and why journey management is the next frontier. Furthermore, it explains how to implement journey management successfully.

This article is designed to be a comprehensive guide to implementing journey management. It is intended to inspire and inform CX-minded ambassadors and decision makers who are on the verge of implementing journey management. It will help you align your CX efforts with customer journeys, scale customer centricity and CX impact across the organization and drive customer satisfaction.

WHY JOURNEY MAPPING NO LONGER SUFFICES

To establish CX as a widespread business focus, a broad range of professionals, including marketing, service, digital and operations, need to apply a customer-centric lens to their work. Customer journey maps are widely used for this purpose, but when applied at scale, journey maps can be very complex to create, use, implement and manage.

Taking a traditional customer journey mapping approach imposes three key limitations:

1. Journey fragmentation
With different departments (e.g. marketing, service, digital, operations) making use of journey maps, the organization creates hundreds of isolated and disjointed journey maps. It ends up with a fragmented view of the end-to-end journey and its improvement opportunities. This leads to misaligned, disjointed and duplicated efforts to improve the customer experience.

2. Static journeys
Journey maps often end up as static posters on office walls. Although these journey maps can be well designed and visually appealing, it is hard to keep track of changes within those journeys. This makes them outdated or obsolete once improvements have been realized or customer expectations have changed – which is just a matter of time.

3. Discontinued journey improvement
Journeys are often mapped and improved in a project-based fashion. In the absence of any ongoing ownership, it is hard to accumulate customer insights over time and almost impossible to measure and learn from the effects of improvements made to the journey. Moreover, journey maps are being underutilized and unnecessarily remapped.

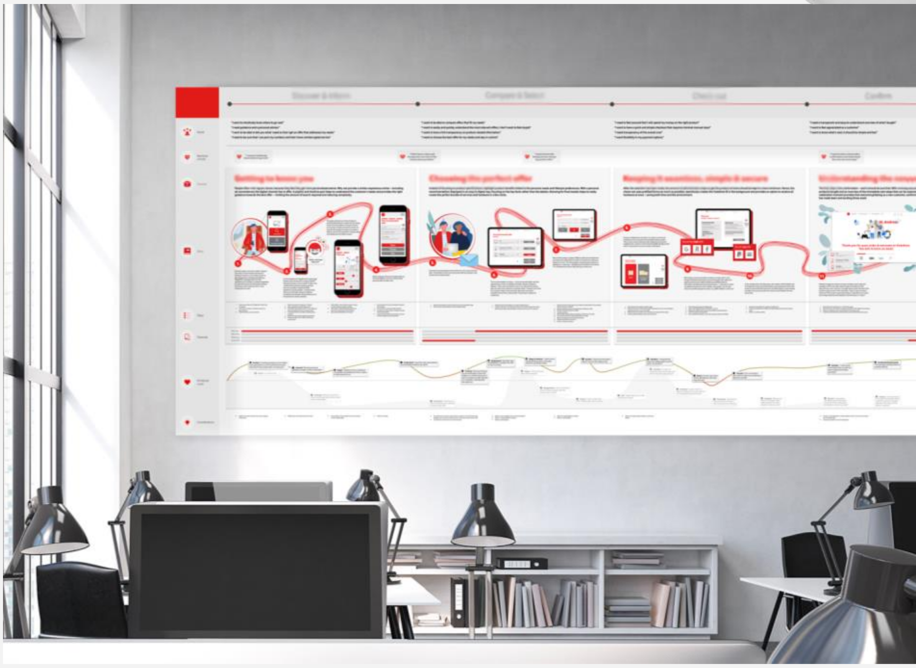


Image 1: an impression of a journey map as a static poster on office wall

Journey mapping has enabled customer-centric organizations to better understand and design the experiences they offer. But the above limitations show that, over time, this practice can end up doing the opposite and may lead to mediocre experiences for customers and limited impact and skepticism within the organization.

Traditional journey mapping simply doesn't suffice for organizations that take customer centricity seriously. These organizations need a more robust approach towards journey mapping and design to underpin the scaled and dynamic CX practice that both customers and businesses demand.

In other words, journey mapping has had its day: it's time for an upgrade. Implementing journey management enables any ambitious customer-centric organization to overcome these issues and fully leverage journey thinking on a large scale.

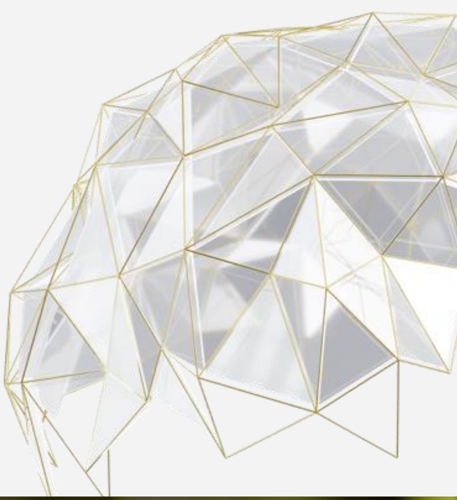
INTRODUCING JOURNEY MANAGEMENT

We define journey management as the ongoing practice of diagnosing, designing, developing and delivering customer experience at scale, through a journey-based lens. Organizations need to go through three profound transformations to implement journey management:

Establishing an ongoing practice
Journey management means a transition from incidental projects for the mapping and improvement of CX towards an ongoing way of working, where journeys are continuously researched, designed, improved and monitored.

Democratizing CX at scale
Journey management enables the design and improvement of customer journeys at scale. Where many organizations have centralized their CX capabilities and efforts into one team (e.g. center of excellence), journey management demands a scaled and shared responsibility for CX performance and improvement across the organization.

Applying a journey-based lens
Journey management clearly requires a journey lens for diagnosing, designing, developing and delivering your CX. To consistently apply a journey lens, an organization needs to transition from siloed functional teams towards multidisciplinary teams.



Journey management is the ongoing practice of diagnosing, designing, developing and delivering customer experience at scale, through a journey-based lens

For most organizations, journey management is a natural evolution from their journey mapping practice, as organizational CX matures and the use of journey maps is democratized across the entire organization. We see journey management practices being applied across different sectors, including retail, telecoms, banking, insurance, hospitality and the public sector. Customer-centric organizations that have adopted journey management practices include adidas, bol.com, Vodafone, Randstad, Lego, Cisco, Polestar and UWV.

THE BENEFITS OF JOURNEY MANAGEMENT

The benefits of effective journey management can be significant and can improve the bottom line of your organization. In our experience, which is supported by research by journey management platform vendor TheyDo[1], 'best in class' companies in journey management realize three distinct benefits:

Customer satisfaction
Companies that are journey-led see an increase of 37% in customer satisfaction and a rise in NPS, customer retention and revenue, according to TheyDo's research.

Scale and speed
By democratizing the use of journey maps and addressing the bottleneck of a (small) central team doing all the grunt work of improving CX, companies improve the customer experience faster and at scale.

Alignment
More effective and aligned efforts to improve the CX within and across journeys, as teams and departments work from a shared frame of reference for CX. TheyDo's research shows that teams in 'best in class' journey management companies align three times faster than those without an established practice, resulting (on average) in cost savings of €98,000 per team, per year.

TheyDo summarizes its findings by saying "companies that have an established journey management practice accomplish far superior year-over-year growth across key performance metrics".

"Journey management flawlessly shows us where the biggest opportunities across journeys are. It also provides insights into which opportunities are underserved and where to deploy our improvement capacity. As a bonus, it surfaces overlapping initiatives across the organization, allowing us to further streamline improvement efforts."

CX MANAGER AT PUBLIC SERVICE ORGANIZATION

[1] TheyDo – The ROI of Journey Management: How working journey-led impacts the bottom line.

THE JOURNEY MANAGEMENT MODEL: THE BUILDING BLOCKS OF JOURNEY MANAGEMENT IMPLEMENTATION

As implementing journey management can often require an organizational transformation, it may feel like a daunting exercise. In our experience, many CX professionals on the brink of implementing journey management need guidance through this transformation and mental models to structure the process.

By gathering experiences, learnings and best practices from clients and our own perspectives, we've created a framework for the implementation of journey management – and give some concrete tips and tricks along the way.

The result is Deloitte's Journey Management Model – an actionable model that describes the building blocks needed to implement journey management effectively and successfully. The model provides insights into the relationships between these building blocks and where potential sequencing of activities is sensible. It consists of seven building blocks:

- **Establish a journey foundation** as a prerequisite for effective implementation and consistent use of and comparison between journeys.
- **Elevate the way of working**, toolbox and capabilities to enable a continuous and democratized approach to improving journeys.
- **Implement journey management tooling and integrations** with your IT architecture to support and drive the new way of working.
- **Organize teams around journeys** with expertise, ownership and mandate to drive fast and effective improvement of the customer experience.
- **Set and measure journey performance** through metrics and monitoring of improvements and progress on customer experience. Tie them to the right goals and KPIs to drive ownership and decisions.

Image 2: Deloitte's Journey Management Model

- **Create journey-based decision making** to ensure your CX vision and strategy are executed through journeys and that the right opportunities and improvements are addressed first.

- **Build buy-in and support** through a community platform to enable and drive the implementation of journey management.

These seven activities are configured in three different layers; the core, the inner ring of implementation activities and the outer ring of enabling activities. The starting point of the model is its core: establishing a journey management foundation. This building block kickstarts the implementation of journey management and will function as a cohesive element for all other activities.

Subsequently, the inner ring of building blocks describes the five activities to establish a journey management practice. It is important to note that even though these five building blocks are introduced in a sequenced manner in this article, we have found no particular strong sequencing within these activities. In fact, these activities are more effectively run simultaneously and aligned with one another, as they are contingent to one another.

Lastly, the outer ring of the model represents the activities of building stakeholder buy-in and a supporting community. This building block functions as an enabler for the other activities and drives both the speed and effectiveness of implementation: building buy-in and support is ongoing and should receive constant attention during the entire implementation trajectory.

The model highlights that implementing journey management requires a set of diverse capabilities. It reaches far beyond just implementing new tooling or upgrading your CX methodology. Treating the implementation of journey management as a transformation, rather than something that is done on the side, increases the prospects of success.

In the next section, we will deep dive into the different building blocks of the Journey Management Model and will give insights on how to get started and what to pay extra attention to.

ESTABLISH A JOURNEY FOUNDATION

By now, your organization will have mapped dozens of journeys – all part of your journey ecosystem. But without a strong structure, they have likely been mapped in different shapes and sizes and will have disappeared in the organizational quicksand as relationships between journeys are not established. Just as foundations are needed to build a proper house, journey management needs a strong foundation to map and manage journeys effectively. A Journey Foundation constitutes of four coherent parts:

1. Journey framework
A journey framework outlines the different types of customer journeys that live within your journey ecosystem and the relationships between them. Within a journey framework, you typically define different levels of journeys, called hierarchy levels or zoom levels. Think of zoom levels as if you were zooming in and out on Google Maps; the further you zoom in, the greater the detail about the customer experience.

A typical framework makes distinctions between at least three zoom levels: 1) Customer Lifecycle, 2) Customer Journey and 3) Customer Task, where each levels provides more detail to the activities and interactions between customers and the organization. Image 4 shows an example of how a customer lifecycle is deconstructed into different zoom levels. Your organization may need additional zoom levels, specific for different brands, customer segments, channels or stages, to give a more refined representation of the journey ecosystem.

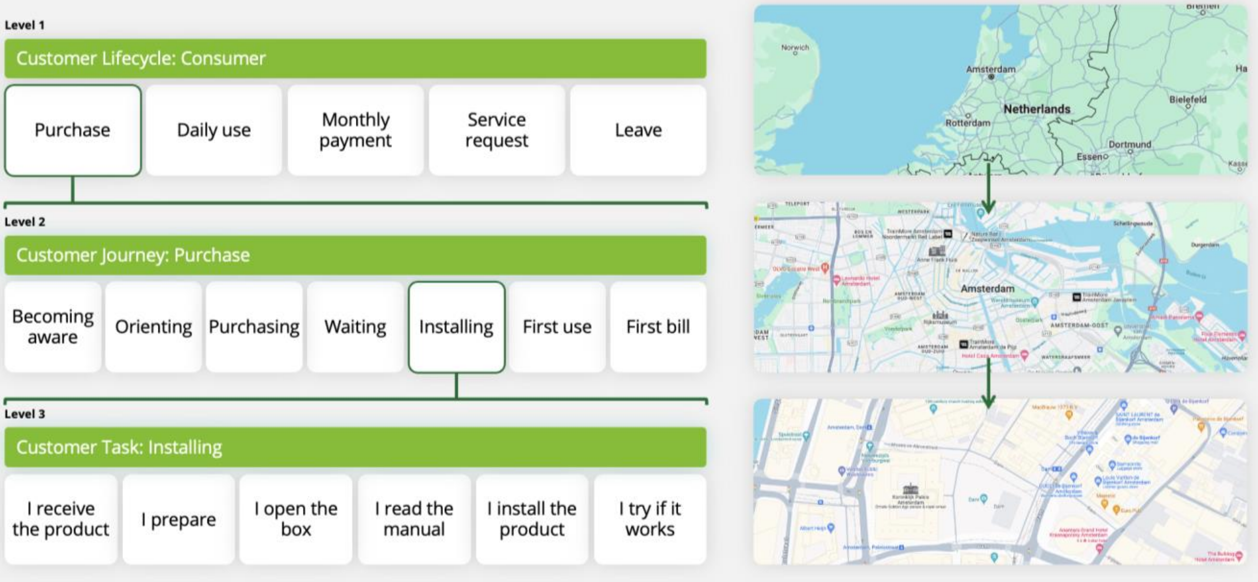
2. Journey standards
Today, journeys exist in many different shapes and sizes. To make journey maps work for everyone consistently, you require a shared frame of reference on what exactly constitutes a customer journey – and how it is mapped.

EXPLAINER

JOURNEY ECOSYSTEM

A journey ecosystem is the total collection of journeys that are relevant to your customers. The journey ecosystem functions as the single source of truth for your customer experience and may contain any amount of journeys - from a handful to hundreds of them. It generally takes a long time to build up such a complete ecosystem, which needs to be updated and supplemented on a continuous basis.

Image 3: Different zoom levels of a Journey Framework



This is captured in journey standards. The goal is to create standardized and shared “swim lanes” for all journey maps, uniform definitions and formats for journey content, such as customer needs, pains, gains and emotions. Such standardization requires a lot of alignment and compromise, but will help you build a shared view and language around customer journeys.

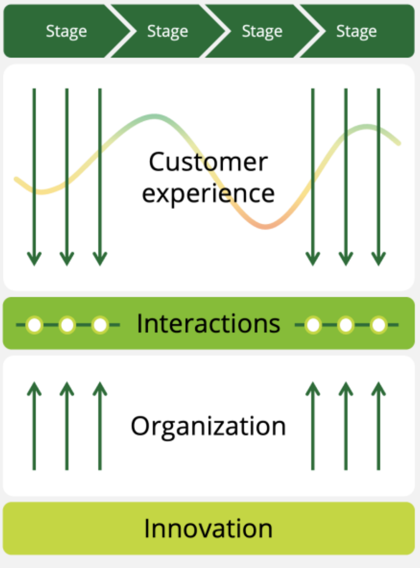
3. Journey taxonomy
Journey taxonomy is a classification structure that describes the different types of journeys, personas, insights, opportunities and solutions. For example, when looking at different types of journeys, it could distinguish between ‘as-is’ and ‘to-be’ journeys or ‘customer’, ‘user’ and ‘employee’ journeys. A taxonomy typically also supports a general tagging structure to better categorize and find certain information within your journey ecosystem and enable easy comparison between journeys.

4. CX vision and strategy
Any scaled CX practice leans heavily on a strong CX vision and strategy, and journey management is no exception. Ensure this is established before starting to implement journey management. To make your vision more practical, translate it into CX principles, which can then guide anyone making improvements to journeys to deliver a consistent experience in line with your vision and strategy.

These four parts constitute a well-defined journey foundation and will function as guardrails for all journeys within the entire organization. This foundation will prevent a sprawl of different journeys and terminology across the business and shape a shared view and language for CX that helps scale the journey management practice.

The journey foundation needs to be in place before you can start to map out your journey ecosystem and continue the implementation of journey management, as the foundation will have a profound impact on all other building blocks of journey management implementation.

Image 4: Shared journey swim lanes and definitions, as part of journey standards



Journey stages	Collection of activities that the customer feels as a coherent part ...
Journey links	Moments where customers transition into another journey
Customer needs	Needs or wishes that a customer wants to fulfil or goals to achieve
Storyboard	Series of images that visualizes the customer activities
Customer activities	Actions or activities that a customer undertakes to fulfil a need or ...
Customer gains	Positive aspects that a customer experiences when using the service
Customer pains	Barriers, problems or negative aspects that a customer experiences ...
Experience curve	A simplified graph of the customer experience based on needs, gains ...
Emotions	The important emotion(s) that customers experience during this stage
Key figures	Numbers that allow interpretation of the journey (e.g. call volumes)
Interactions	Overview of interaction between customer and organisation, divided ...
Employee goals	Goals, tasks and wishes from employees, when delivering the service
Employee Gains	Positive aspects that an employee experiences when delivering the ...
Employee Pains	Negative aspects that an employee experiences when delivering the ...
Processes	Underlying employee activities and processes
Systems	IT Systems used in delivering the service
Innovation opportunities	Opportunity to improve the customer experience or service
Innovation initiatives	Initiatives to improve CX or service that are currently being deployed

ELEVATE THE WAY OF WORKING

An organization preparing to implement journey management will typically have an established CX practice and way of working. In our experience, this methodology needs to be leveraged, not replaced. However, a journey way of working typically needs three updates:

Scale and standardization
Existing journey mapping practices may differ in various teams across the organization, but journey management, demands a shared and universal way of working. This needs alignment, compromise and a willingness to leverage each other's tools and methods: Build a shared approach to journey management, with a corresponding playbook and toolkit for everyone to use.

Continuous way of working
Where many journey mapping practices are project-based, journey management is an ongoing process. It uses continuous monitoring of journey performance as the backbone, as new insights or effects from improvements are continuously fed back into the journey maps – constantly changing the view and priorities of the journey.

Alignment
As many more people will be involved in the mapping, designing and improvement of journeys, alignment between all these employees will be vital. This means that alignment and prioritization processes need to be baked into the way of working. Prioritization ceremonies are needed to (re)assess the important opportunities and improvements within the journey – similar to the PI Planning in the context of an Agile or SAFe development methodology. During this ceremony, the priorities within and across customer journeys are collectively discussed and decided upon.

These upgrades will need to be accompanied by a training program to build capabilities and ultimately democratize journey-led thinking. Building a journey management training program involves the following steps:

- Define roles in journey management, as it will require staff to assume different roles and levels of involvement, ranging from journey owners, team members, coaches and ambassadors. Define which roles are relevant to you, why they are needed and how many colleagues need to fulfil each role.

- Understand the required capabilities and gaps for each role. This will range from a basic understanding of what a customer journey is and how to read one, to being able to train and coach others.

- Design a training program with suitable training materials that are in line with your way of working. Make use of different formats (e.g. video training self-study, face-to-face training, coaching sessions) to fit the desired training goal.

EXPLAINER

GOODBYE JOURNEY MAPPING WORKSHOPS

Once the journeys in your ecosystem have been mapped, journey mapping workshops are history (goodbye post-its and brown paper). They are replaced by other ceremonies, such as 'journey reviews', where the team reviews the journey, its performance, newly-added customer insights, opportunities, improvement initiatives and realized effects. The goal is to update the view of the customer journey and learn from the changes made, rather than mapping it from scratch.

- Develop a clear roll-out plan. Does it make sense to first train an expert team, or are you striving for a basic literacy on journey management for all? Also consider whether training is compulsory or voluntary and how it may become part of employees' job descriptions and development plans. Dependent on your choices, it may be smart to involve HR or L&D colleagues.
- Further develop and iterate your training programs: This may seem a no-brainer, but we've seen organizations fail to iterate training materials. These iterations are needed to reflect changes in the functionality of your journey management tooling, increased CX capabilities and maturity or roles and responsibilities. Moreover, feedback and learnings from earlier training programs can inspire iterations.

Many organizations have already implemented some form of Agile way of working (e.g. SAFe) and are looking to leverage journey management within it. The values and principles grounded in a Agile approach go well together with a journey management practice. Journey management just provides a different lens to the Agile framework. This means journey management can be effectively implemented within an Agile environment, but with the customer journey as a guiding principle.

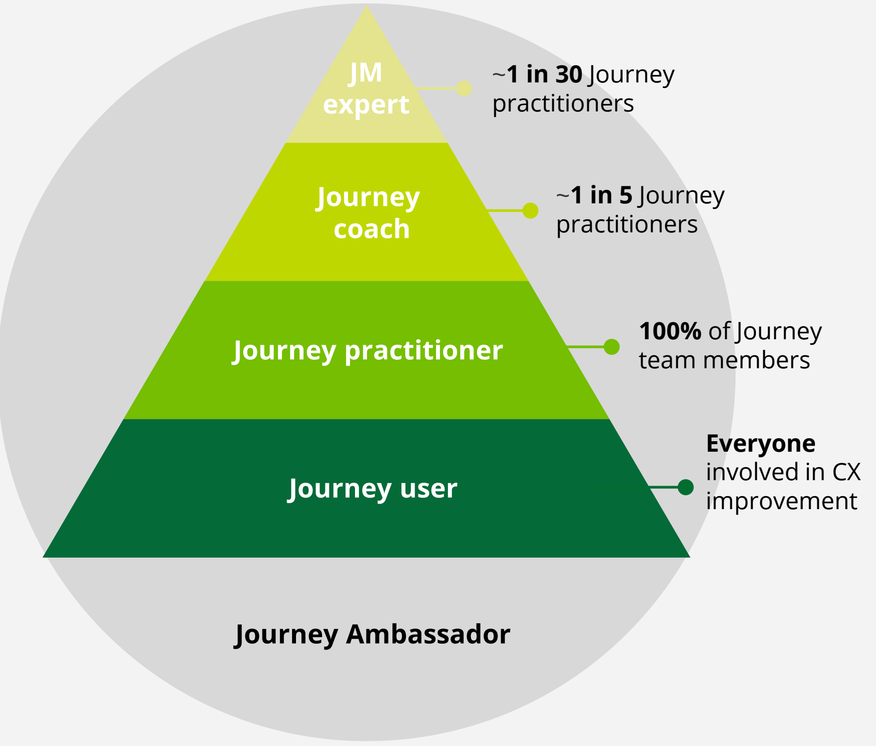


Image 5: Different roles in journey management as a basis for training program

IMPLEMENT TOOLING & INTEGRATIONS

Journey management tooling is a software solution that helps to map, visualize, update and manage all your journeys in one digital space. It transforms your customer journeys from 'visualization of' to 'management tool for' the customer experience. The use of journey management tooling drives the perceived value and adoption of journey management as a whole. The most important benefits are as follows:

- Creating a 'single source of truth' for customer journeys. A repository for all your journeys which all teams can tap into, rather than having different versions of journey maps living at different places in the organization.
- Powering a dynamic and always up-to-date view of the customer experience, instead of static posters that become outdated in no time.
- Enabling value-driven prioritization of improvement opportunities to ensure that the right improvements are being worked on across the organization.
- Executing journey analysis across customer journeys, highlighting improvement opportunities that transcend journeys. Such analysis can drive collaboration and budget allocation and stop reinventing the wheel within each journey.
- Ensuring appropriate user roles for the right employees to view, adjust, improve and standardize customer journeys across the ecosystem.

When selecting a platform vendor, it is important to exactly understand your goals and key capabilities, as each platform has its own strengths and weaknesses. In addition to required journey management functionalities, there are five key subjects to pay special attention to when selecting a vendor:

- **Usability:** As a large group of employees will be working with the tooling, it is paramount for it to be accessible and usable to everyone. A lack of usability can be a barrier for adoption.
- **Tool flexibility:** The level of flexibility of these tools can vary significantly. Some tools dictate the way journeys are mapped or frameworks are arranged, whilst others give more flexibility. There are pros and cons in each case.
- **Integration capabilities**: It is important for your journey management tooling to fit seamlessly into your CX technology stack. Consider how it will be integrate with other platforms, like CRM, analytics, VoC tooling and portfolio management tools.
- **Pricing:** Different vendors offer very different pricing models. Depending on your ambitions and envisioned use of the platform, different pricing models may be beneficial.
- **Advancement:** As the vendor market is still in flux, don't just assess for the best tooling today, but account for developments for tomorrow. Consider the rate of advancement and planned launch of new functionalities and features as a key assessment subject.

"Journey management tooling is essential to create a shared view of our journeys, the improvement efforts and to be able to prioritize them in a value-driven manner. It's vital to our teams to collaborate and manage the journeys cross-department."

JOURNEY MANAGER AT PUBLIC SERVICE ORGANIZATION

When implementing your journey management tooling, you should consistently make use of your established journey foundation. However, we've seen many organizations starting to experiment with journey management tooling without a proper journey foundation in place, while lacking a good understanding of the other building blocks of journey management implementation. As a result, the ends up as an overly expensive journey mapping tool for just a small group, rather than a broadly adopted tool for journey management.

New vendors are entering the journey management platform market, while established vendors of CX tools are offering journey management functionalities as part of their existing platform. Specialist vendors include TheyDo, Milkymap and Smaply. Platform vendors with journey management capabilities include Salesforce, Adobe and Genesys.

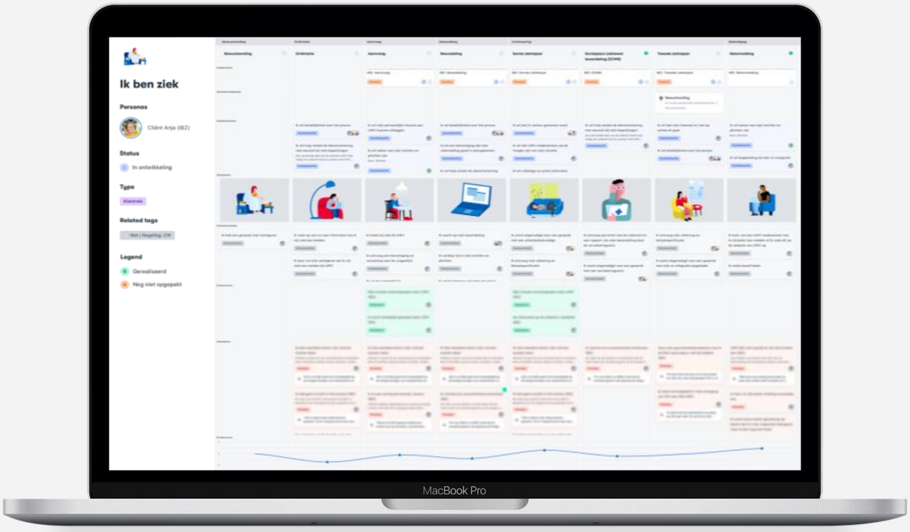


Image 6: Impression of journey map in TheyDo journey management tooling

ORGANIZE TEAMS AROUND JOURNEYS

EXPLAINER

WHAT ABOUT MY CURRENT CX TEAM?

Don't worry. The introduction of journey management won't make current CX roles redundant.
In fact, journey management is best implemented with a centralized CX or journey management 'Center of Excellence': a centralized team that guides, coaches and enables the journey teams and takes a leading role in driving and governing the implementation of journey management.

When starting the implementation of journey management, many organizations already have an established centralized CX team to execute or facilitate journey mapping and CX improvement. However, this team will lack the capacity and mandate to take full ownership of the entire customer experience on a scale that journey management demands. It requires a more distributed approach where ownership of journeys and CX capabilities are dispersed across the company.

Typically, the ownership of a journey is assigned to a newly introduced role, called a journey owner. Other names for this role can be journey manager, journey lead, journey coordinator or journey orchestrator. Journey ownership can be likened to product ownership. Just as a product owner is responsible for the strategic vision, experience and performance of a product, a journey owner is responsible for driving the vision, experience and performance of a customer journey – they own the journey.

Being a journey owner is not easy. Immature organizations may assign journey ownership as an add-on responsibility, undermining the journey owner's prospects of success. In fact – and similar to product teams - journeys are most effectively owned by a dedicated multidisciplinary team, which can monitor, research, design and improve a customer journey with a high degree of autonomy.

Such teams typically need customer researchers, data analysts, service and/or UX designers, marketing specialists, communication specialists, process managers and IT specialists. Depending on the nature of the service, applicable roles for a journey team may differ significantly. In organizations with complex, omnichannel journeys, best practice is to create a flexible layer of experts around the journey team that can design improvements that demand specific expertise.

For example, a communication specialist could join the team once content needs an update or a product team could get involved once digital touchpoints (e.g. website of app) need to be redesigned.

As well as teams that own specific journeys, you may need an entity with a cross-journey perspective that transcends journeys. Think of it as the equivalent of a Tribe lead in the Agile methodology. This person or team tries to align insights and improvement initiatives

Image 7: Different layers of roles within a journey team

across journeys in order to use valuable resources effectively and build consistency across the entire journey ecosystem.

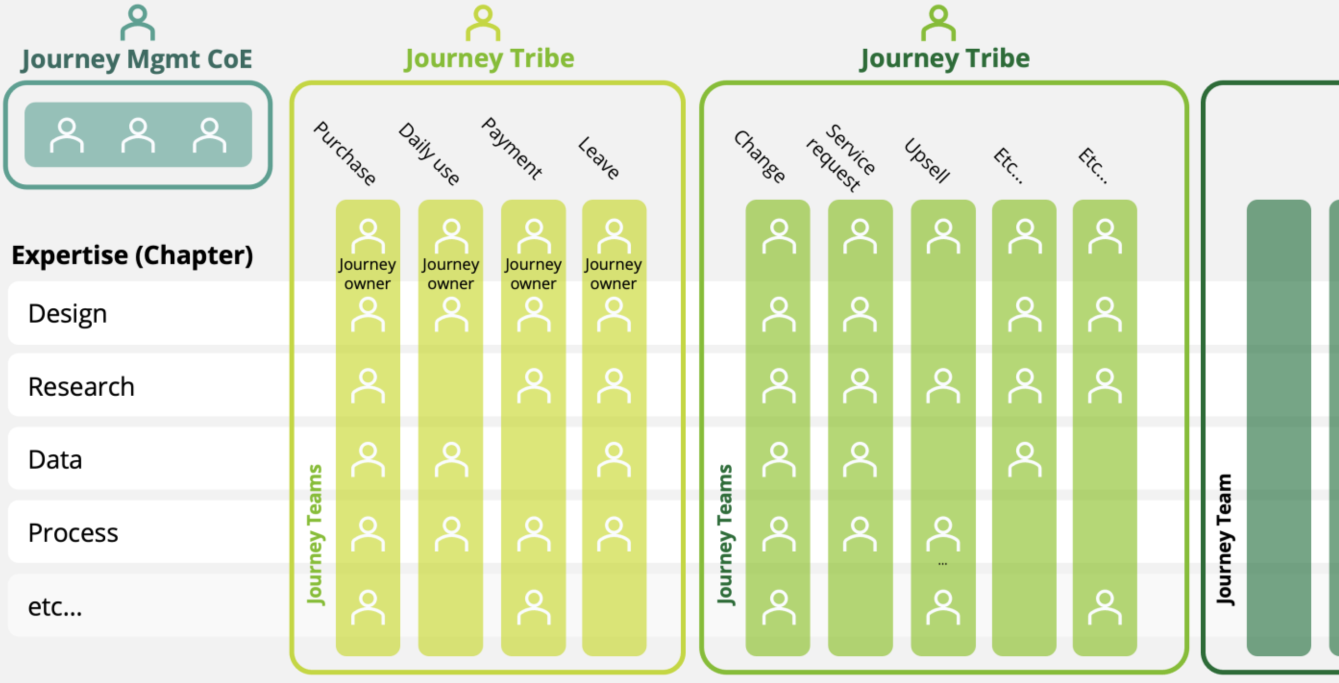
Since a lot of organizations consist of siloed functional teams and departments, it may seem like a big leap to transform into a 'horizontal', multidisciplinary team structure dictated by journeys. Even though experience shows that dedicated journey teams are most effective in improving the CX, perceived barriers mean many organizations avoid an official reorganization to establish journey teams.

Instead of undergoing a drastic reorganization, there are other, more flexible ways to build journey-centric collaboration, such as:

- Free up some time and capacity of employees who are already conducting related work, have the right capabilities and naturally think holistically in journeys. As mentioned in the discussion on updating the way of working, the organization should leverage its existing skills and tools.
- Experiment by creating one or two journey teams to learn about what works and what are the biggest barriers for large-scale adoption. If positive impact is achieved, you have a showcase for upscaling as a collateral benefit.
- Organize events shaped around customer journeys, such as journey hackathons or design sprints. This will give you a good idea about who is interested in this discipline and will facilitate connections across teams.

> "Each journey team consists of five dedicated roles, being a service designer, business analyst, customer insight expert, UX/UI designer and a scrum master. Additionally, we have a flexible layer of expertise that we utilize if needed."
>
> ***JOURNEY LEAD AT POSTAL COMPANY***

Image 8: A possible set-up for journey teams, where existing agile setups can be leveraged



SET AND MEASURE JOURNEY PERFORMANCE

Before your dedicated journey teams can start researching, designing and improving their customer journeys, they should understand what good looks like. Think about what journey performance looks like for both your customers and your organization and define metrics to measure the performance. Then define corresponding goals and KPIs for your organization and respective journeys, appropriately aligned with the overarching goals or vision of the organization.

Your journey metrics need to support implementation in four ways:

- Prove that journey improvements yield positive business impact.
- Align your journey teams around shared goals.
- Learn what works and what doesn't when improving customer experience.
- Streamline the influx of data and measurements (to not drown in numbers).

Think beyond the standard CX metrics, such as customer satisfaction or NPS, as these metrics do not give you actionable insights on the performance of individual journeys. Develop a cohesive measurement framework that encompasses operational, experience and service outcome metrics.

Ensure metrics are in place on all levels of your journey framework, ranging from detailed touchpoint measurements to holistic metrics, such as customer loyalty. This will help you track the performance and progress of each journey, from the little details to the big picture.

Consider that well-performing touchpoints do not necessarily add up to a great overall journey experience. Sharing KPIs across journey teams will incentivize them to collaborate and align with one another. When combined with the right collaborative way of working, shared KPIs will prevent new siloes - this time being journey-based.

Your measurement tools should be set up both to follow progress and measure success, and also enable you to understand the effects of any improvements that have been implemented to the journeys. By doing this, you'll be able to easily spot where tweaks could be made and see how well changes are working. In turn, this will allow the organization to accumulate knowledge on what does and doesn't work when improving the customer experience.

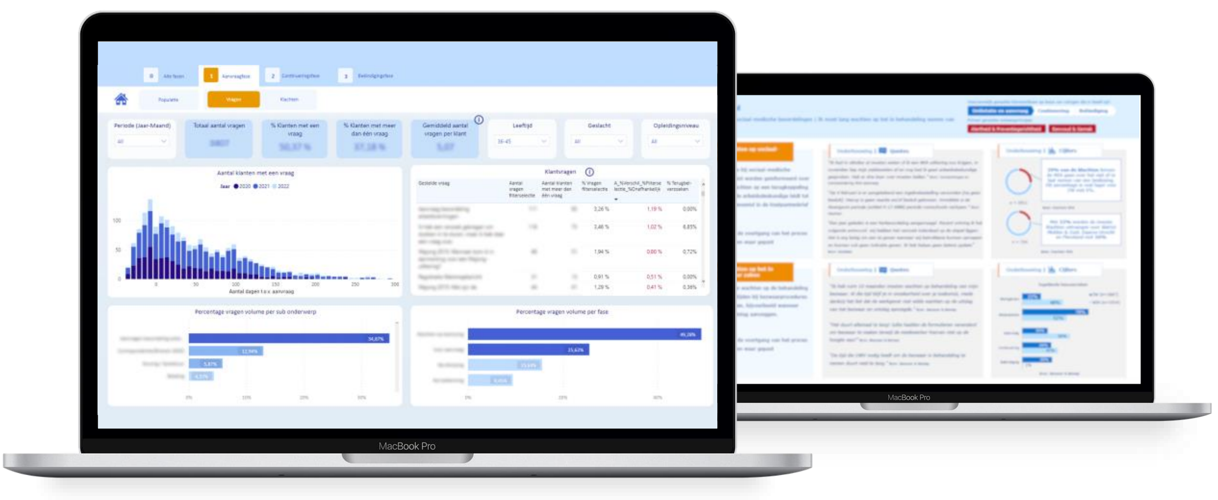


Image 9: Example journey dashboard and reporting to executive board.

CREATE JOURNEY-BASED DECISION MAKING

Once journey-centric goals and performance measurements are in place, journey teams need to implement decision making processes that take the journey as the primary lens. This is critical to a successful implementation of journey management. Without it, business decisions won't be impacted and the result won't be much different to what could be achieved with a traditional journey mapping practice.

However, in organizations with functional siloes, it can be hard to create a value case. That's because the journey touches upon multiple departments and teams that are generally not organized to manage journeys together. In such cases, it can be difficult to prioritize initiatives on different backlogs and get the right capabilities to build improvements, while fragmented budgets will pose issues.

In order to drive journey performance, a shared prioritization framework and decision-making process based on journeys is needed. This should be evidence-based, value-driven and well aligned to be successful.

- **Evidence-based:** Insights from data and customer research should form the basis of decision making. Although evidence-based decision making is not a new concept, it is really important as journeys slice right through departments and egos. It helps avoid the loudest voice prevailing.
- **Value-driven:** Prioritization of opportunities and improvement efforts should be based on both customer value and business value, with a shared value framework and scoring mechanism in place. With such a framework, journey teams can determine where to spend their time and resources, based on consistent determinants.
- **Aligned:** All improvement efforts from journey teams should be aligned with one another. Improvement

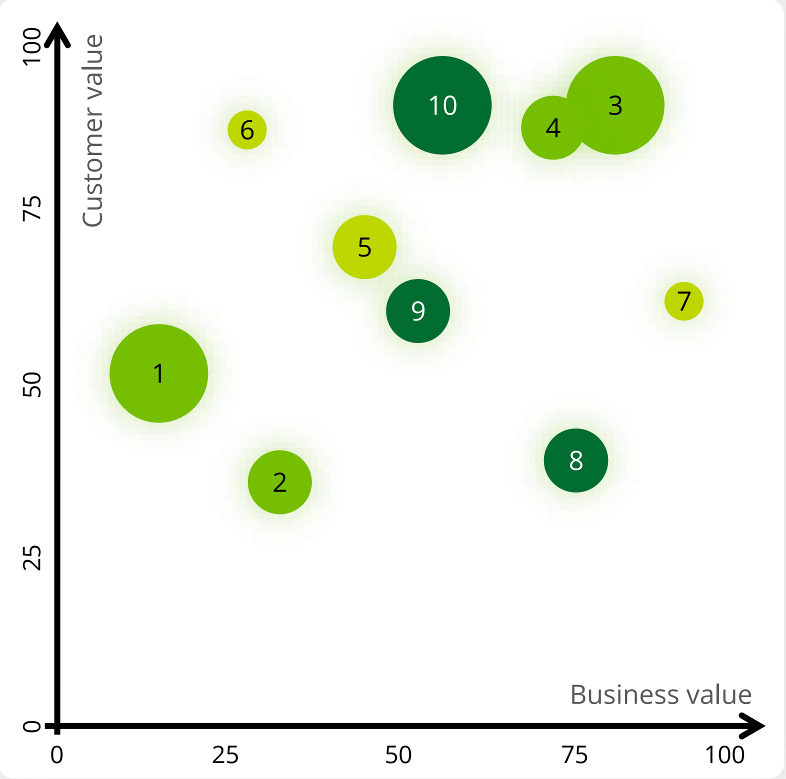


Image 10: Prioritization matrix comparing different opportunities across journeys

> "It's a continuous challenge to keep everyone in the loop regarding the added value for both customer and business. Luckily, managing journeys helps everyone to align."
>
> ***CX SPECIALIST AT FINANCIAL INSTITUTION***

opportunities may be apparent in more than one journey, and thus be 'journey transcendent'. These opportunities require a collaborative approach to implementation among journey teams.

Setting up a shared prioritization framework and decision making process goes hand-in-hand with setting your journey goals and performance measurements. One cannot go without the other. Once everything is in place, each journey team must determine what efforts will help them fulfil the journey goals most effectively, based on the available insights. The journey team needs to decide what improvement efforts to start, stop, continue, accelerate or slow down.

Additionally, each journey team needs to cater for the transcendent journey perspective. Journey alignment can be achieved through making it a shared responsibility for journey teams, setting up the right governance processes and making sure there is a team to drive this particular perspective. It will help you maximize value across your entire journey ecosystem.

Once you have dedicated multidisciplinary teams set up, you can start organizing recurring ceremonies that bring these different teams together as a prerequisite for the decision-making moments.

Enabling teams to share their insights and priorities with one another will help further align their efforts and drive the biggest impact for your customers and business.

Many organizations follow a cadence for prioritization and important resource allocation challenges. Establish a journey-based decision-making cadence that is attuned to a logical and fitting cadence of the organization. Many organizations typically do this in a quarterly fashion.

BUILD BUY-IN AND SUPPORT

Journey management is about more than just introducing a new process or tool; it is about fostering a shift towards a more customer-centric mindset at scale. Therefore, creating buy-in and support for journey management within your organization is a critical activity. Sufficient buy-in and support are the enablers and drivers of all other activities of the Journey Management Model, so we advise getting started with it as soon as the journey foundation is in place. This is also an ongoing activity, rather than a one-off task.

Bottom up, grass roots adoption of journey management is possible, but in reality, leadership buy-in is one of the biggest drivers of effective journey management implementation, as it requires some big strategic, as well as operational changes to the business. In practice, finding a C-level sponsor who is passionate about customer centricity can be helpful in driving the initiative. A sponsor can help navigate through potential organizational challenges, provide necessary resources, and exert influence when needed. Their backing can demonstrate to the rest of the organization the importance and potential of the initiative.

EXPLAINER

DRIVING ADOPTION THROUGH DEMOS

In the early stages of building buy-in and support for journey management, demonstrating relevant example journeys within a journey management tooling has shown to be a really effective vehicle for adoption. Colleagues will find such demos tangible and evident, providing a clear understanding of the potential benefits and impact on customer experience and business.

In our experience, demos can be one of the most effective drivers for journey management adoption out there.

However, even an organization with leadership buy-in will fail a scaled implementation of journey management without bottom-up support. Especially in large organizations, adopting, supporting and maintaining a focus on journey management requires dedicated effort. There are three domains in which supporting activities will be needed:

1. Governing a journey-centric way of working
An organization should assign ownership of the journey management methodology, manuals and training materials. It involves owning, reconsidering and iterating the entire governance around journey management, including assigning responsibilities and ownership and establishing governance processes (think quarterly reviews, prioritization sessions or quality assurance sessions). Also pay attention to the development and innovation of the approach, as the domain of journey management is still very much in flux. Tooling vendors can quickly launch new functionalities, which could radically change the way of working and use of the tooling. A great example of this is the recent introduction of 'Journey AI' by TheyDo – an AI-assistant that drastically cuts down the grunt work of mapping journeys based on customer research that has big implications for the way of working.

2. Assuring journey quality
Now that dozens or even hundreds of journeys are being mapped and updated on a continuous basis, journey quality assurance (QA) needs to be in place. QA responsibilities encompass driving and maintaining quality and consistency across different journeys within the journey ecosystem, including consistent formatting, use of taxonomy, tagging structures and monitoring and eliminating duplicate information.

3. Driving journey management adoption
The adoption of journey management is not something that will happen by itself. You need to undertake activities to increase awareness, drive interest, build knowledge and reinforce certain new ceremonies. This may be done by providing demos, journey management training and running occasional Q&A sessions. A large public service organization assigned these activities to a range of 'journey coaches' that can support anyone with journey management. Don't forget practicalities, such as user management for the tooling and managing a centralized repository for documents related to journey management.

Image 11: Training about journey management implementation

A common way to drive bottom-up adoption of journey management, and to assign the aforementioned responsibilities, is to build a supporting community. This community can consist of members from various departments or journey teams, forming a cross-functional team united by the common goal of improving customer experience through journey management. Drawing parallels from Agile's Guilds, community members can serve as ambassadors for journey management, promoting its benefits, sharing best practices, helping each other out and ultimately driving adoption across the organization.

Depending on the maturity and size of an organization, the responsibility of driving, supporting and governing journey management can be fulfilled in a distributed or centralized manner. In a distributed model, the responsibilities are shared between a large number of people, shaped as an additional role to existing team structures (e.g. assigning the role of journey coaches).

However, we've seen a large service organization assign these responsibilities to a dedicated and formalized Center of Excellence for Journey Management. You may ask yourself what is the ideal place to position such a team within the larger organizational structure? The answer is easy; there isn't one. The position of the team is largely dependent on the existing organizational structure, its reporting lines and its general responsibilities for CX.

Regardless of the exact position of the team, it is crucial that such a team has the right mandate to support and govern the different aspects of journey management, otherwise it won't have any long-term impact.

Finally, an often-overlooked aspect of supporting and governing a large transformation, such as journey management, is the role of communication.

In our experience, the implementation of journey management demands strong communication across the entire organization, from strategic to operational levels. Communication should fit the goals and context of different employee target groups and needs to be aligned with the larger business of CX vision and strategy. Therefore, it is important to collaborate with a corporate communication team or department, to leverage their, capabilities, content, channels and credibility.

> "We have assigned roughly 40 journey coaches to help out the teams with practical challenges and thus drive the adoption across the organization."
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> ***CX LEAD AT LARGE SERVICE ORGANIZATION***

IN SUMMARY

To most organizations, journey management is a natural next step for their journey mapping practice, as their CX maturity develops. When looking to scale a focus on customer experience across the organization, traditional journey mapping practices no longer suffice. This is where journey management comes into play. We see journey management practices being applied by organizations across different sectors, including retail, telecoms, banking, insurance, hospitality and the public sector.

Transitioning to journey management is not easy and implementation may feel like a daunting exercise. Therefore, we've introduced the Journey Management Model to structure the process of implementing journey management. The Journey Management Model highlights seven essential activities for successful implementation:

1. Establishing a journey foundation;
2. Upgrading the way of working;
3. Implementing tools and integrations;
4. Organizing teams around journeys;
5. Setting and measuring journey performance;
6. Creating journey-based decision making;
7. Building buy-in and support.

After establishing a journey foundation, we have found no particular strong sequencing for these activities. In fact, these activities are more effectively run simultaneously and aligned with one another, as they are contingent to one another. The model shows that implementing journey management successfully requires a set of diverse capabilities.

As explained in this article, journey management goes much further than just implementing new tooling or creating a playbook. But once journey management has been adopted and working with journeys has been democratized within your organization, both the business and its customers will see significant benefits.

For more information, in-depth understanding, tips and tricks or help in driving your journey management implementation, reach out to the authors of this article.

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