

For: Customer
Experience
Professionals

Start Innovating With Future-State Journey Mapping

by Tony Costa, February 11, 2015

KEY TAKEAWAYS

Customer Experience Pros Struggle To Innovate

CX pros and the firms they work for aspire to be CX leaders and are adept at getting the mechanics of CX programs up and running. However, CX pros struggle to innovate due to a lack of discipline, process, and focus.

Future-State Journey Maps Reinvent Customers' Existing Journeys

Unlike current-state journey mapping, which focuses on identifying and repairing problems in customers' existing journeys, future-state journey mapping focuses on creating new experiences, unlocking new areas of customer value, and envisioning the future.

Ideation Drives Future-State Journey Mapping Efforts

CX pros may be tempted to think future-state and current-state journey mapping share the same process, but they don't. Future-state journey mapping involves an eight-step process with iterative ideation at its core.



Start Innovating With Future-State Journey Mapping

Strategic Plan: The Customer Experience Ecosystem Playbook

by [Tony Costa](#)

with [John Dalton](#) and Corey Stearns

WHY READ THIS REPORT

Rising customer experience (CX) scores have been a boon for customers who are now less likely to struggle through poor experiences, but for companies, it means that they must take more aggressive measures to transition their experiences from good to great. In this report, we examine how CX pros are using future-state journey mapping to create new offerings, unlock new areas of value, and envision the future. In addition, we detail the process, tips, and tricks that CX pros use to lead future-state journey mapping efforts.

Table Of Contents

- 2 **Customer Experience Pros Clamor For Innovation**
- 4 **The Right Tool For The Job: Future-State Journey Mapping**
- 5 **How To Map A Future-State Customer Journey**
- WHAT IT MEANS
- 15 **Experience Design Paves The Way From Good To Great**
- 16 **Supplemental Material**

Notes & Resources

Forrester interviewed 22 vendor and user companies, including Ciena, Citrix, Continuum, EffectiveUI, Fidelity, IBM Design, Oracle, Prophet, Razorfish, Royal Bank of Scotland, SapientNitro, Schneider Electric, and Scottrade.

Related Research Documents

[Reinvent Customer Experience](#)

January 16, 2015

[The Seven Steps Of Highly Effective Journey Mapping](#)

October 1, 2014

[Journey Mapping Best Practices](#)

May 21, 2014

[Brief: Design In The Age Of The Customer](#)

March 14, 2014



CUSTOMER EXPERIENCE PROS CLAMOR FOR INNOVATION

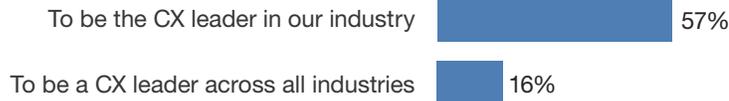
According to Forrester's latest Customer Experience Index (CX Index), the overall quality of experiences that large companies deliver has improved. In fact, CX Index scores for all nine industries that Forrester has tracked since 2007 show significant gains.¹ This is a boon for customers who are now less likely to struggle through poor experiences, but it means more competition for companies that seek differentiation through experience design. Undaunted, CX pros (see Figure 1):

- **Aspire to be leaders in their industry.** In a recent Forrester survey of CX pros, 57% describe their executive team's goal for their customer experience program to make their company a CX leader in their industry, an increase of 10% over the past two years.² In addition, an ambitious 16% said that their executives want to be a CX leader across all industries.
- **Understand what's holding them back.** Sixty-four percent of CX pros have customer journey maps showing the customer experience as it is today, and 60% have a documented list of top customer pain points. Also, 81% said that they have a formal program for gathering and responding to customers' feedback. And 52% said that their company uses a CX dashboard to monitor the health of their experiences.
- **Have a North Star . . .** High-level strategies, principles, and visions — documents that guide and give direction to CX efforts — are becoming common practice. Fifty-five percent of CX pros said that their company has a set of guiding CX principles, and 57% said that their company documents its customer experience vision.
- **. . . and a list of projects.** Sixty-one percent of CX pros said that their company has a list of customer experience projects that are currently underway. In addition, 48% said that their company documents future customer experience improvements.

Figure 1 Despite Aspirations, CX Pros Struggle To Innovate

Companies aspire to be CX leaders . . .

“How would you describe your executive team’s goals for the customer experience program?”



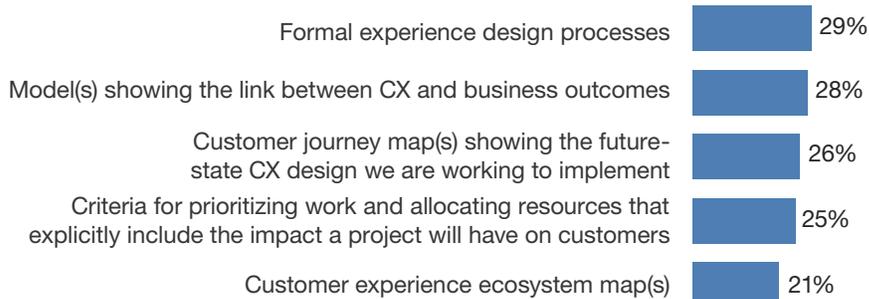
. . . and know what’s holding them back . . .

“Which of the following does your company currently have?”



. . . but lack the means to succeed.

“Which of the following does your company currently have?”



Base: 126 customer experience professionals

Source: Forrester’s Q4 2014 Global Customer Experience Peer Research Panel Online Survey

118064

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

But They Lack The Means To Succeed

Sounds good, right? There's only one problem: Efforts to innovate languish because today's CX pros:

- **Lack discipline.** Documenting CX principles and a vision is one thing; being able to turn them into an actionable plan is another. Only 26% of CX pros said that they have customer journey maps showing the future-state CX design that they are working to implement, and a paltry 21% bother to map their customer experience ecosystem.
- **Lack process.** Fewer than a third (29%) of CX pros surveyed said that their company has a formal experience design process. Even if they do, it might not matter. Only 40% of CX pros said that their company follows a defined CX design process for experience design projects some of the time, and a disturbing 40% don't follow one at all.
- **Lack focus.** When it comes to implementing their CX agenda, CX pros are coming up short. A whopping 75% of the CX pros surveyed said that their company lacks criteria for prioritizing work and allocating resources that explicitly include the impact that a project will have on customers. Worse, only 28% of CX pros are able to model the link between CX and business outcomes. Given this situation, it's no wonder that 60% of them said that resource requests for CX projects losing out to other types of projects is a significant obstacle to improving their company's customer experience.

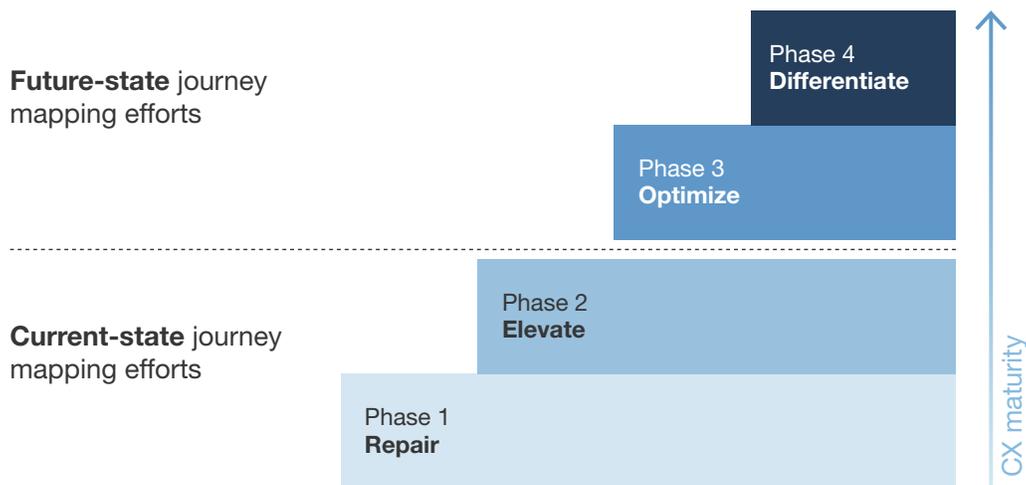
THE RIGHT TOOL FOR THE JOB: FUTURE-STATE JOURNEY MAPPING

Unlike current-state journey mapping, which focuses on identifying and repairing problems in customers' existing journeys, future-state journey mapping focuses on reinventing and conceiving new customer experiences that meaningfully differentiate firms from their competitors. Future-state journey mapping helps CX teams (see Figure 2):³

- **Unlock new areas of value.** Like its competitors, electrical equipment manufacturer Schneider Electric sells the majority of its products through wholesalers and distributors. As a result, Schneider Electric didn't have a strong relationship with the contractors and installers who purchase and install its products. Realizing that it could provide significant downstream value to these end customers, Schneider Electric engaged in a series of future-state journey mapping efforts to identify and develop a new set of services to support the purchase and use of its products by these end customers.
- **Create new offerings.** When a top-10 US bank sought to expand its portfolio by launching a new international treasury management service, it turned to future-state journey mapping. Through a future-state journey mapping effort with partner Andrew Reise Consulting, it determined what the optimal client experience should be and how best to engage its target customers and then defined the tools and technologies required to launch the service.

- **Envision the future.** Package travel firm TUI sought to standardize and consolidate its technology platforms across multiple regions but wanted to make sure that the solution that it implemented was future-proof. To do so, it worked with SapientNitro to create a future-state journey map that explored how emerging technologies were likely to transform the future of its travel experience. The resulting vision helped TUI develop its technology platforms and secure buy-in from the regional stakeholders who were responsible for implementing the changes.

Figure 2 Future-State Journey Maps Drive CX Innovation Efforts



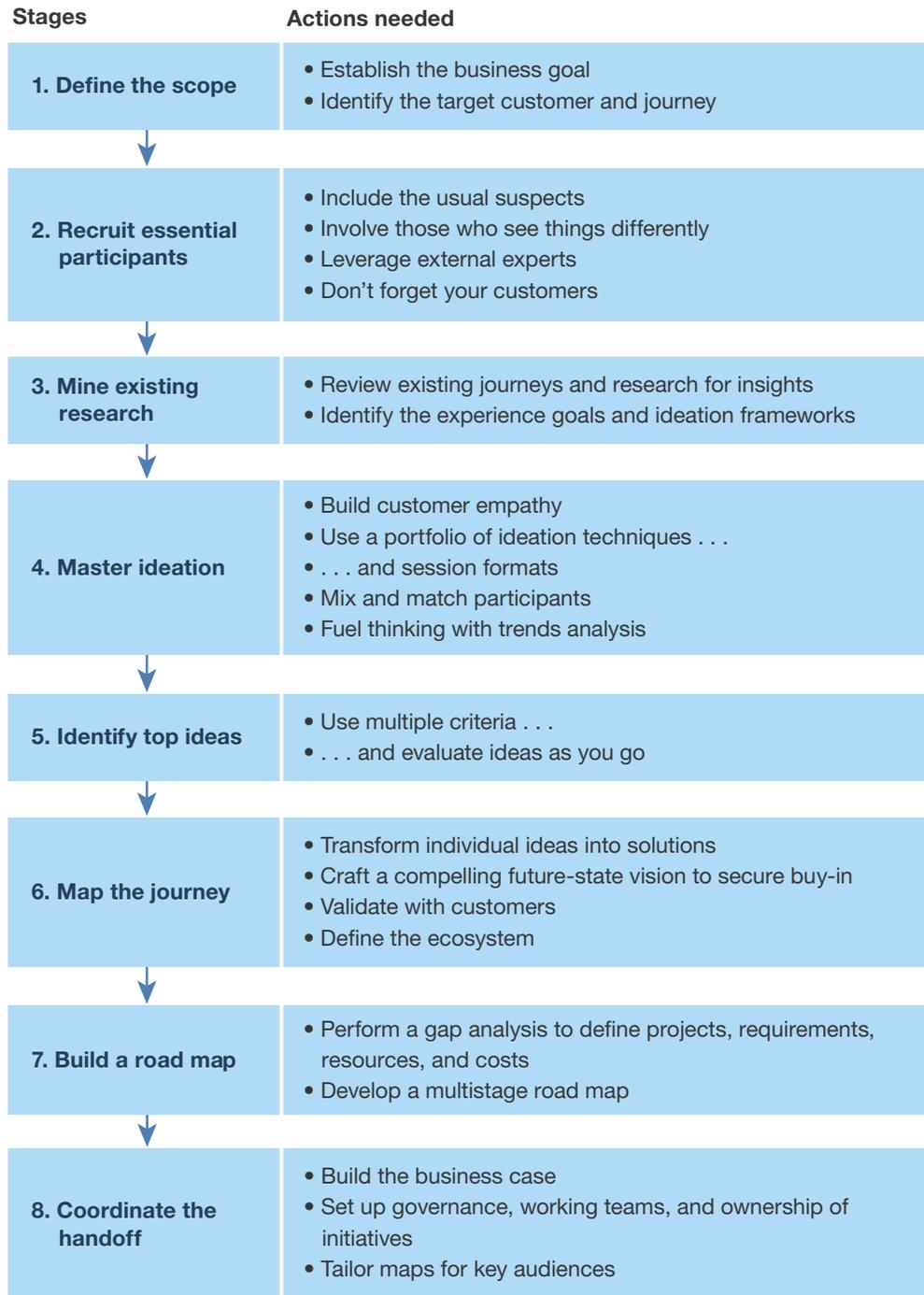
118064

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

HOW TO MAP A FUTURE-STATE CUSTOMER JOURNEY

CX pros may be tempted to think future-state and current-state journey mapping share the same process.⁴ They don't. Current-state journey mapping efforts are documentary efforts. They draw on customers' existing behaviors, interactions, emotions, and data to document what customers do, think, and feel during their interactions with a company. In future-state journey mapping, CX pros use current-state journeys as an input, but the focus is on inventing a new customer experience, not modifying an existing one. To accomplish this, future-state journey mapping efforts place ideation at the center of an eight-step process (see Figure 3).

Figure 3 How To Map A Future-State Customer Journey



1. Define The Scope

Before starting a future-state journey mapping effort, CX pros must agree on the business objectives and the target customer and journey. These items frame up the effort and provide critical guardrails and metrics by which to define success. To ensure that future-state journey mapping efforts align with business needs, CX pros must:

- **Establish the business goal.** From improving Net Promoter Scores to addressing a competitive threat, CX pros must have a clear understanding of the fundamental problem that they are attempting to solve.⁵ A major auto manufacturer, working with Razorfish, realized that its dealership purchase experience was out of touch with the changing behaviors of customers, especially Millennials who are less interested in cars than previous generations, mistrustful of dealerships, and accustomed to online shopping. Having this context enabled Razorfish to clearly scope out the project's overall research plan, participants, and activities.
- **Identify the target customer and journey.** When Schneider Electric started looking at the electric car charging market, it knew that commercial and workplace customers would have vastly different needs and requirements from consumers who install their charger at home. Both were major customer groups, but coming up with compelling solutions for each required separate efforts. Having clarity on the customer target and journey is essential for framing the effort, focusing ideation, and guiding downstream activities such as selecting, validating, and prioritizing ideas.

2. Recruit Essential Participants

Future-state journey mapping's focus on ideation requires CX pros to look broader and deeper into their organization for participants than they do for current-state journey mapping efforts. When creating the invite list for a future-state journey mapping effort, CX pros must remember to:

- **Include the usual suspects.** As is the case with current-state journey mapping efforts, it's important to involve a cross-functional team of stakeholders from the start. "There is no point in doing ideation and an action plan if the team or organization impacted is not in the room. If you don't have the key stakeholders and owners in the room when you get the insights, you will not get the buy-in," notes Anthony Pannozzo, senior vice president of experience and service design at Continuum.
- **Involve those who see things differently.** The prominent role of ideation in future-state journey mapping requires CX pros to seek out and include blue-sky thinkers in the process who are able to see past their day-to-day reality and imagine the experience several years out. And they're not just the people who routinely come to mind — the subject matter experts, the tactical problem solvers, and the hero employees. "When you do ideation, you need to find people who can get outside their current world. They have to be able to suspend disbelief for the moment

and articulate their vision of the ideal world,” advises Sandra Fornasier, global director of CX at Ciena. When interviewing stakeholders and leaders, CX pros should take the time to vet recommended participants and make sure that they are a good fit; sometimes the best people for ideation aren’t the first names to come up in discussions.

- **Leverage external experts.** Future-state journey mapping efforts require extensive workshop planning and facilitation expertise that is not always available on CX teams. Although some companies, like Fidelity, have internal innovation specialists who can pitch in, most firms will have to seek help in the market. Agencies such as Andrew Reise Consulting, Continuum, EffectiveUI, Mad-Pow, Mulberry Consulting, Prophet, Strativity, SapientNitro, Universal Mind, and West Monroe Partners, among others, offer services designed to help clients set up and run their future-state journey mapping efforts.⁶
- **Involve your customers.** Working for a healthcare client, Andrew Reise Consulting handpicked customers based on interviews that it conducted earlier in the process to participate in its future-state ideation sessions alongside employees. Involving customers in this way brings the customer’s voice directly into sessions, making pain points and personal experience an active part of the discussion, and helps overcome internal inertia and biases that can limit the exploration. As Joe Piette, vice president of customer experience at Andrew Reise Consulting, learned at one ideation session, “Certain details didn’t sink in until [senior-level leaders] heard it directly from customers.”⁷

3. Mine Existing Research

Current-state journey maps are essential inputs for future-state efforts. When used in conjunction with other sources of customer understanding — research studies, surveys, voice of the customer data, etc. — they provide key experience drivers, insights, and data that CX pros can use to frame and plan future-state ideation sessions. To do this, CX pros should:

- **Review existing journeys and research for insights.** Almost universally, future-state journey mapping efforts require a deep understanding and analysis of the customer’s existing journey. This understanding helps CX pros identify the touchpoints and channels used, customer pain points and delight factors, customer emotions, and other data that help focus and prioritize ideation efforts. In addition, current-state journey maps help CX pros identify elements such as high-level stages and moments of truth that can give shape to and must be accounted for in future-state experiences.
- **Identify the experience goals and ideation frameworks.** Emerging from the research and current-state journey, CX pros also need to extract core principles, tenets, desired emotional states, or value propositions that the future-state experience must fulfill. For example, IBM Design defines up to five high-level goals called “hills” such as “customers can change their

401(k) settings in [fewer] than 5 minutes” that experience teams must accomplish. These items establish the metrics and outcomes that customers will need for the experience to be successful and that participants will use as a North Star throughout the effort.

4. Master Ideation

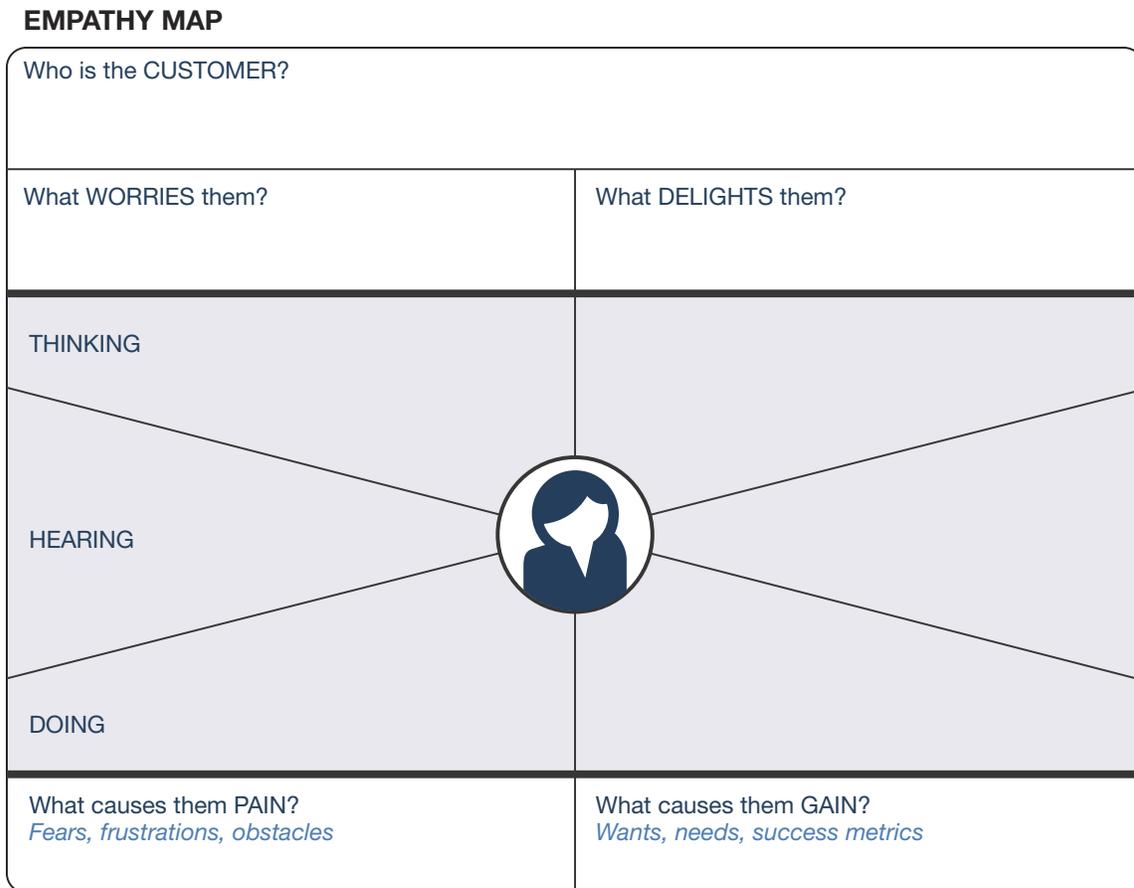
Ideation is the core of any future-state journey mapping, and CX pros need to approach it in a systematic way if it is to be successful. This means employing multiple rounds of ideation that go broad and deep, failing fast through prototyping and evaluation, and adjusting plans based on what they learn and what new sources of customer value they uncover. According to Harry West, senior partner of Prophet’s innovation practice, “A good innovation team does this seamlessly. They go back and forth to narrow the approach — zero in on the solution — and then open up the possibilities via brainstorming.”⁸ To master the ideation process, CX pros need to:

- **Build customer empathy.** To lay the groundwork for successful ideation, CX pros must get participants to think beyond their day-to-day job responsibilities and empathize with the customers and their experience. Innovation design firm Continuum does this by beginning with a series of warm-up exercises where participants share their personal customer service stories (good and bad) and read aloud actual customer quotes, hosting immersion sessions with customers, and bringing participants along on ethnographies. Mad-Pow incorporates the customer’s perspective by having participants fill out a customer empathy map (see Figure 4). Fidelity has participants engage in “double jacking” where they shadow customer service agents as they take customer service calls. And other firms turn participants into customers, having them go through their customers’ experience firsthand or shadow customers during shop-alongs.
- **Use a portfolio of ideation techniques . . .** Well-conceived ideation efforts require conscious planning and a range of techniques to elicit a breadth and depth of ideas (see Figure 5). Participants in Schneider Electric’s effort identified sacred cows and then challenged them. Andrew Reise Consulting uses the CX pyramid to explore ideas focused on making the experience easier, more effective, and emotionally engaging.⁹ Prophet pushes participants’ thinking by having them consider adjacent competitors and analogs in addition to the “worst idea” they could imagine.¹⁰
- **. . . and session formats.** Altering the format of ideation sessions to accommodate individual participants is a powerful tool for giving participants time to reflect and cutting through the group dynamics that can limit full participation. Razorfish had participants create future-state journey maps alone and then come together to share them, assembling a new future-state journey from the best elements of each. Fidelity employed a brainstorming technique called “Brainwriting” where participants generate and share ideas in silence.¹¹
- **Mix and match participants.** Participants in every ideation session don’t need to be the same. In fact, wise CX pros will seek ways to expand or constrict their numbers and vary participants as needed for each activity. Scottrade had an eight-person group envision the solution but then

held several smaller-team sessions to look at issues such as compliance, coming up with new solutions that these teams then presented back to the larger group. Doing so enables CX pros to include a broad range of stakeholders while including specialists — technologists, blue-sky thinkers, subject matter experts, designers, and others — who bring with them new perspectives, knowledge, and ideas that can turbocharge ideation sessions.

- Fuel thinking with trends analysis.** The customer and existing experience provide solid grounding for ideation, but CX pros should look to bring in outside inspiration — trends, emerging technologies, and innovations within and outside of their industry — to push participants’ thinking in new directions. When helping TUI reimagine the travel experience, SapientNitro had participants consider how various emerging technologies such as beacons, retina scanners, and use of smartphones as keys could transform the travel experience. And Oracle uses the PESTLE framework to introduce market-specific trends into ideation sessions.¹²

Figure 4 Empathy Maps Help Participants Get To Know Customers



Source: David Gray/XPlane and OpenChange (www.openchange.co.uk)

Figure 5 Future-State Journey Mapping Efforts Employ Multiple Ideation Techniques

Technique	Description
Adjacencies and analogs	To stretch participants' thinking, Prophet listed compelling innovations and approaches from outside the client's industry and then asked how the client's firm could take advantage of them.
Brainwriting	Fidelity used a technique called "Brainwriting" where participants silently come up with ideas and pass them to the person on their right. They then read the ideas and use them as inspiration to come up with more.
CX pyramid	Andrew Reise Consulting used the CX pyramid as a way to explore ideas focused on making the experience easier, more effective, and emotionally engaging.
Emerging technologies	When helping TUI reimagine the travel experience, SapientNitro had participants consider how various emerging technologies such as beacons, retina scanners, and use of smartphones as keys could transform the travel experience.
Ideate alone and then combine "best of"	Razorfish had participants create future-state journey maps alone and then come together to share them, assembling a new future-state journey from the best elements of each.
Multiple lenses	Mad-Pow gives participants 2 minutes to ideate on their own using a series of lenses (or topics) such as fun, proactive, modern, social, etc. By considering how the topic applies to the journey, new ideas arise.
Sacred cows	An electrical equipment manufacturer had participants list the sacred cows (e.g., assumptions that participants took as a given) and then challenged them.
Worst idea	Prophet's worst-idea exercise throws feasibility out the door and has participants imagine the worst possible way to deliver the service or offering. They then dig into the root of the idea and use that as inspiration for new ideation.

118064

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

5. Identify Top Ideas

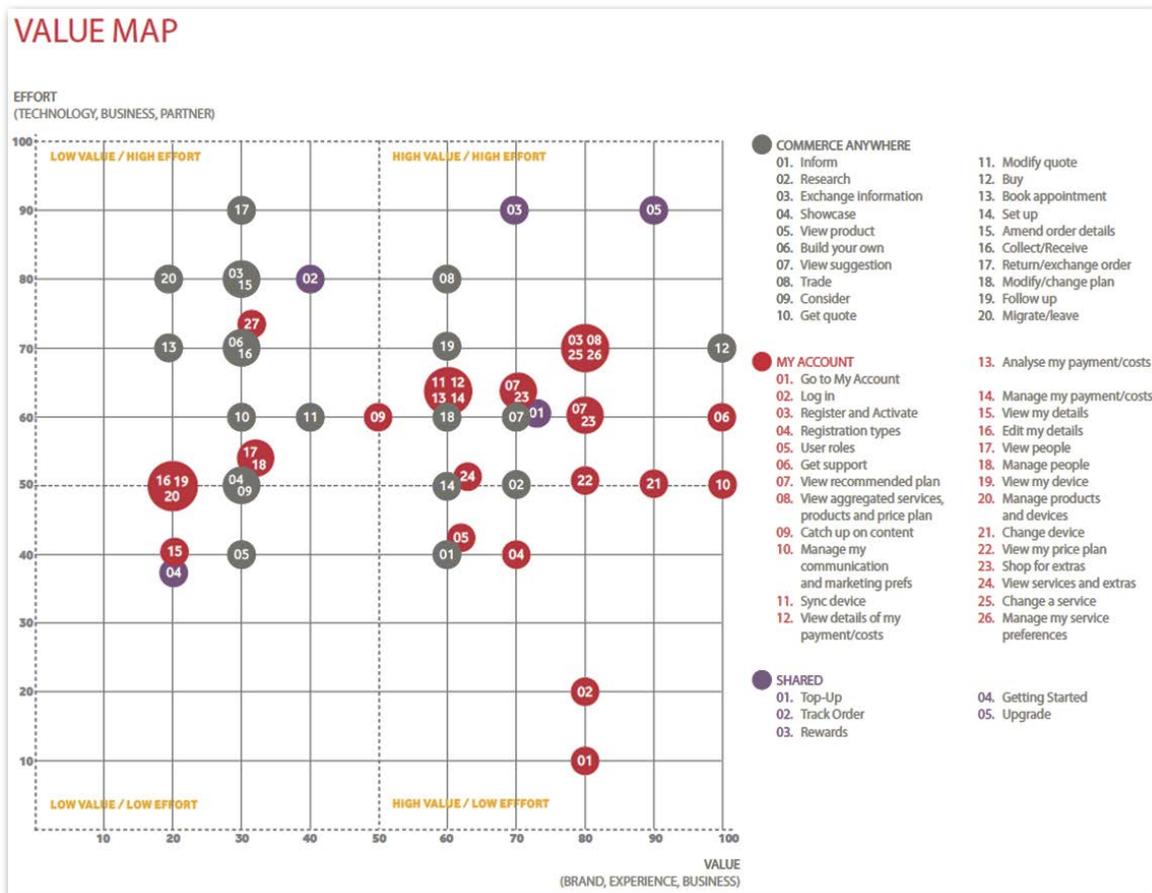
Ideation inevitably results in far more ideas than can be implemented, necessitating the need for evaluation criteria and tools to isolate the most promising ideas. To hone in on the best ideas:

- Use multiple criteria . . .** While simple dot voting may suffice in certain situations, CX pros bring rigor to the process by using multiple criteria such as business impact, implementation difficulty, customer value, ability to drive loyalty, cost, time-to-market, scalability, and impact on the competition, among others. A common practice: Use two of these criteria to form a decision matrix within which ideas are plotted (see Figure 6).¹³ Other firms, such as Prophet, go beyond these criteria and evaluate ideas against the desired experience objectives established at the onset of the effort as a way to isolate the best ideas that align to project goals.

- ... and evaluate ideas as you go.** Travel firm TUI, working with SapientNitro, had business analysts working in parallel to the ideation sessions to understand the cost and effect that ideas would have on its systems and business. As the two streams converged at the end of the ideation process, the analysts were well prepared to evaluate and group ideas based on how they tied to business capabilities and how they rated in terms of feasibility and cost. CX pros can even feed this information back into the ideation sessions in real time, highlighting issues that ideation teams need to explore further or resolve. Such an approach helps ensure that the ideas emerging at the end of the process are robust and well vetted by the business, minimizing the likelihood of critical flaws or issues at the last minute.

Figure 6 SapientNitro Uses A Decision Matrix To Evaluate Ideas

SapientNitro plots ideas on a decision matrix to understand their value along two dimensions: the effort required to implement them and the value they deliver to the brand, customer, and business. These dimensions incorporate multiple factors, including various customer experience dimensions.



Source: SapientNitro

118064

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

6. Map The Journey

Once participants generate and evaluate ideas, CX pros still have to turn them into a proper future-state journey map. To put all of the pieces together:

- **Transform individual ideas into solutions.** Concepts generated during ideation exist at different levels and rarely represent a complete solution. To give shape to these ideas, many CX pros cluster complementary ideas into higher-level themes and comprehensive customer solutions that together form an end-to-end experience. For one project, Schneider Electric generated 120 ideas that it grouped into 20 “active ingredients,” which became the foundation for a set of differentiated value propositions. Mad-Pow took a different approach, using a journey-based timeline to organize the ideas and construct the ideal customer journey.
- **Craft a compelling vision to secure buy-in.** Information-dense future-state journey maps are practical tools, but because future-state journeys are abstract and unrealized, CX pros need to take the extra step to turn them into a concrete storytelling artifact that conveys a compelling vision and generates buy-in and support from stakeholders and employees. Storyboards and road shows are effective tools for doing this, but they’re not the only approach. For one retailer, Continuum built a full-scale mockup of a customer’s home and a store so that company leaders could walk through the experience and see firsthand how all parts of the shopping experience integrated into the customer’s lifestyle.¹⁴ When General Motors wanted to share its new car ownership vision across its vast organization, General Motors commissioned MRM//McCann and others to develop videos showing how the new experience affects each stage of the customer’s journey.¹⁵
- **Validate with customers.** According to Brian Curran, vice president of customer experience strategy and design at Oracle, “Until you have something you can put in front of a consumer, it’s just an assumption.” Prototyping and testing isolated concepts during ideation is important for staying on track, but CX pros need to remember to validate the final experience, with all of its features and capabilities articulated before further investment or development. Validation also comes with the comfort of larger sample sizes. SapientNitro used its retail client’s customer panel, composed of 25,000 customers, to validate the final solutions that it developed for the client.
- **Define the ecosystem.** In current-state journey maps, ecosystem maps help CX pros identify the people, processes, and tools that make existing experiences possible.¹⁶ In future-state journeys, ecosystems are a tool for defining what is required to make the desired experience possible. Continuum does this by starting with the ideal experience at the top and adding the customer’s transactional and social elements — touchpoints, desired emotions, interaction models, etc. — underneath. And underneath that goes everything below the line of visibility — namely, stakeholders, technologies, training, media, data, and other items needed to support each touchpoint or interaction. While Continuum admits that these documents can be a “monster to maintain” due to their size and detail, they are nevertheless essential for thinking through the people, processes, tools, and other requirements that firms must put into place to successfully implement a future-state journey.

7. Build A Road Map

Unlike current-state journeys, future-state journeys require new technologies, resources, and development efforts to get up and running. To take the future-state journey from vision to reality, CX pros must understand what these requirements are and develop a plan. To do that, CX pros must:

- **Perform a gap analysis to define projects, requirements, resources, and costs.** Working with a bank, consultancy West Monroe Partners compared the current experience and ecosystem with the future experience, assessing each area of the future-state journey map based on how different it was from the current experience. Using that assessment, it translated the gaps into a set of projects that would be required to evolve from the current-state to the future-state vision. CX pros can go further by collaborating with internal subject matter experts — business analysts, systems architects, consultants, and process wonks — to define the technical requirements, resources, process, and costs needed to implement each project.
- **Develop a multistage road map.** The scope of future-state journeys demands a development road map that includes both short- and long-term projects based on their complexity, resource availability, and dependencies. Fidelity had so many ideas resulting from one effort that it set up five working teams to define the work streams for each program. These work streams then fed into a broader development road map. Like current-state journey improvement efforts, CX pros should be on the lookout for quick wins that can build early momentum while still keeping the end experience in mind.

8. Coordinate The Handoff

Even with the best-laid plans, the implementation of future-state visions can be stymied or stall out because CX pros fail to manage the transition from a CX-directed effort to a broader organizational program. To ensure that future-state journeys actually get built, CX pros must:

- **Build a business case.** In a recent Forrester survey of CX pros, 60% said that a significant obstacle to improving their company's customer experience was due to resource requests for CX projects losing out to other types of projects.¹⁷ To build a business case, CX pros should first figure out the type of business case needed — sometimes a simple cost justification will suffice in lieu of a more complicated model.¹⁸ A bank working with West Monroe Partners justified its effort with a simple calculation: If it raised its loan closure rate to be on par with its competitors', millions in additional revenue could be realized.
- **Set up governance, working teams, and ownership of initiatives.** Putting management into place to keep implementation projects alive and on track is a critical success factor for future-state efforts.¹⁹ To make this happen, CX pros at Fidelity worked with project managers to institute a set of governance practices for implementing near-term solutions and planning longer-term

solutions. Selecting owners for future-state projects isn't just about ensuring accountability and regular progress reporting — it's also about staying true to the original vision. CX pros can do this by selecting owners who participated in the future-state journey mapping effort.

- **Tailor maps for key audiences.** For one agile-oriented financial client, EffectiveUI learned that its initial journey map, which included prototypes, personas, and primary research transcripts, wasn't detailed enough for the client to drive content development. In response, it developed an 18-page journey map that met the content team's specific needs. At the other extreme, Scottrade initially created a four-page journey map that contained data and business requirements, but when it came time to present it to the leadership board, it realized that it would be overwhelming.²⁰ To communicate the future-state vision to the leadership board and broader organization, it instead created a one-page summary journey map suited to the purpose.

WHAT IT MEANS

EXPERIENCE DESIGN PAVES THE WAY FROM GOOD TO GREAT

The competitive stakes for companies are rising. With good experiences now being the norm, companies must take more aggressive measures if they want to break free from the pack and elevate their experiences from good to great. Future-state journey mapping is one tool that CX pros are adopting to do this, but it should be viewed for what it is: part of a broader movement toward experience design and innovation processes that are transforming entrenched and outdated business practices. As this movement continues to gain steam, CX pros face a future where:

- **Experience design becomes a core competency.** No matter what industry you are in — insurance, travel, healthcare, retail, finance, or telecommunications— your customer experience is fundamental to your business' success. Unfortunately, many firms treat the design of experiences as a side activity or afterthought. CX pros are waking up to the reality that the design of experiences is their business.²¹ For evidence of this, look no further than Capital One, which recently purchased the design firm Adaptive Path.²² The acquisition not only gives Capital One serious design chops but also elevates experience design to a top-tier competency within the firm. The CX pros who move their experiences from good to great will be the ones who internalize experience design as a process and competency in their firm as Capital One is attempting to do.
- **Velocity is the new competitive differentiator.** Elevating experience design within an organization isn't just about capabilities — it's also about the speed of execution. As we've written before, the speed with which companies can convert data into insights and insight into action is now a critical differentiator.²³ Experience design is critical to making this happen and a precondition for innovating experiences at speed. To keep pace with today's connected customers and their rapidly changing expectations, firms need to increase the

velocity of their experience design processes. The half-life of any innovation is only as long as it takes your competitors to replicate or best it.²⁴ The CX pros who get ahead and stay ahead will be the ones who find ways to accelerate the velocity with which they innovate through design.

SUPPLEMENTAL MATERIAL

Methodology

Forrester fielded its Q4 2014 Global Customer Experience Peer Research Panel Online Survey to 126 CX professionals from our ongoing Marketing & Strategy Research Panel. The panel consists of volunteers who join on the basis of interest and familiarity with specific marketing and strategy topics. For quality assurance, panelists are required to provide contact information and answer basic questions about their firms' size and principal business.

Forrester fielded the survey from September 2014 to October 2014. Respondent incentives included a copy of a report resulting from this data.

Exact sample sizes are provided in this report on a question-by-question basis. Panels are not guaranteed to be representative of the population. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

Companies Interviewed For This Report

Andrew Reise Consulting	Mulberry Consulting
Ciena	Oracle
Citrix	Prophet
Continuum	Razorfish
Duke Energy	Royal Bank of Scotland
EffectiveUI	SapientNitro
Fidelity	Schneider Electric
General Motors	Scottrade
IBM Design	Strativity
Mad-Pow	Unibail
MRM//McCann	West Monroe Partners

ENDNOTES

- ¹ Forty percent of the brands in Forrester's 2014 CX Index earned scores in the good category. But for many, those scores are actually anything but good because those brands compete in industries where good is the norm. To really stand out, they need to be great. See the October 6, 2014, "[Brief: Why Good Customer Experience Isn't Good Enough](#)" report.
- ² In a 2012 survey of CX pros, 47% said that their executive team's strategy for CX was to distinguish the company from other leaders in their industry. Source: Forrester's Q4 2012 Global Customer Experience Peer Research Panel Online Survey.
- ³ Success in the age of the customer requires the ability to design, implement, and manage customer experience in a disciplined way — a capability few firms have today. They can build this capability by following a four-phase path: repair, elevate, optimize, and differentiate. Each phase requires employees to adopt new, increasingly sophisticated CX management practices. See the January 21, 2014, "[Customer Experience Maturity Defined](#)" report.
- ⁴ Journey maps are wildly popular. But the production of a map won't change anything unless it is part of a well-defined process that takes into consideration a purpose, goals, and CX maturity. See the October 1, 2014, "[The Seven Steps Of Highly Effective Journey Mapping](#)" report.
- ⁵ Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.
- ⁶ Companies use journey maps for both tactical and strategic purposes. But they struggle to get the best results when they don't have the right insights, skills, and tools. Consultancies, agencies, user experience specialists, and software providers rush onto the scene with services and tools that help companies get the most out of their journey mapping efforts. But there is no one-size-fits-all. See the December 12, 2014, "[Getting Help With Customer Journey Maps](#)" report.
- ⁷ Source: interview with Joe Piette, vice president of customer experience at Andrew Reise Consulting, and Dan Arthur, senior director of operations and professional services at Andrew Reise Consulting, on September 24, 2014.
- ⁸ Source: interview with Harry West, senior partner at Prophet, on October 3, 2014.
- ⁹ When it comes to customer experience, the customers' perception is their reality. True measures of customer experience therefore capture customers' perceptions of an interaction, regardless of what actually occurred. What's more, to fully understand an experience, companies need to measure how customers perceived it at all three levels of the CX pyramid. See the January 24, 2011, "[Perception Is Reality When Measuring Customer Experience](#)" report.
- ¹⁰ Prophet's "worst idea" exercise throws feasibility out the door and has participants imagine the worst possible way to deliver the service or offering. It then digs into the root of the idea and uses that as inspiration for new ideation. For example, a worst idea of giving customers proprietary information raises the issue of confidentiality, which could be turned on its head, giving rise to a solution where the company discloses more information to customers in a constructive legitimate way.

- ¹¹ “Brainwriting” is an ideation technique where participants silently come up with ideas and pass them to the person on their right. They then read the ideas that were passed to them and use them as inspiration to come up with even more ideas. Source: Dave Gray, Sunni Brown, and James Macanufo, *Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers*, O’Reilly Media, 2010.
- ¹² PESTLE is a commonly used framework for generating trends in a range of areas. Each letter in PESTLE represents a different area: political, economic, social, technological, legal, and environmental. Source: PESTLEAnalysis (<http://pestleanalysis.com/what-is-pestle-analysis/>).
- ¹³ SapientNitro plots ideas on a decision matrix to understand their value along two dimensions: the effort required to implement them and the value they deliver to the brand, customer, and business. These dimensions incorporate multiple factors, including various customer experience dimensions.
- Source: interview with Eric Dandurant, director of innovation strategy at SapientNitro, on September 15, 2014.
- ¹⁴ According to Continuum, these mockups are relatively inexpensive and let stakeholders and customers experience the story as it unfolds like a play, resulting in a more engaging form of learning than sitting through a slide presentation.
- ¹⁵ Videos are a potent tool for communicating an experience vision because they scale immediately, make it easy for viewers to sit back and absorb the vision without having to translate features into interactions, and give CX pros complete control over the story told and features highlighted.
- ¹⁶ Customer experience competition is intensifying, and fundamental flaws in ambitious companies’ CX ecosystems are thwarting their efforts to differentiate. To help customer experience professionals understand the scope of the challenges they face, we redefine the customer experience: the web of relations among all aspects of a company — including its customers, employees, partners, and operating environment — that determine the quality of the customer experience. See the June 26, 2014, “[The Customer Experience Ecosystem Redefined](#)” report.
- ¹⁷ Source: Forrester’s Q4 2014 Global Customer Experience Peer Research Panel Online Survey.
- ¹⁸ Forrester has defined four strategies for making the case for customer experience that progress in both complexity and customer centricity: the cost case, the customer understanding case, the customer journey case, and the experience case. See the July 9, 2014, “[How To Make The Case For Customer Experience](#)” report.
- ¹⁹ Many firms want to differentiate on the basis of customer experience. To reach that goal, they must first define an experience that’s truly differentiating and then deliver that experience consistently to every customer. Unfortunately, few firms can deliver a consistent experience today — good or bad. That’s because they don’t consciously direct and control their customer interactions through the business discipline of customer experience governance. See the July 30, 2012, “[Executive Q&A: Customer Experience Governance](#)” report.
- ²⁰ Source: interview with Gina Calcaterra Bhawalkar, assistant vice president of user experience and accessibility at Scottrade, on October 1, 2014.

- ²¹ Once viewed as an afterthought, design is now top of mind for companies ranging from Internet giants Facebook and Google to startups Airbnb and Box. As Agile and Lean methods replace requirements documents and waterfall development processes, companies that wish to thrive must grow or acquire the capabilities of designers and design researchers to bring them in line with other disciplines. See the March 14, 2014, “[Brief: Design In The Age Of The Customer](#)” report.
- ²² Firms that aspire to become CX leaders should pay close attention to the unfolding CX case study at Capital One. Following a busy two years of innovation efforts, Capital One acquired the experience strategy and design agency Adaptive Path in October 2014. See the November 21, 2014, “[Brief: Capital One Gets It Right With Adaptive Path Acquisition](#)” report.
- ²³ We have entered a new age — one in which the attitudes, rules, and behaviors that govern how firms use data are radically transforming. This new approach to data management is driving a fundamental change in experience design. One side effect of this change: organizational velocity is the new competitive differentiator. See the August 5, 2014, “[The Data-Driven Design Revolution](#)” report.
- ²⁴ Even without competitors breathing down your neck, innovations can get stale on their own. Wells Fargo learned that its channel satisfaction and loyalty scores don’t remain flat if it does nothing. Rather, satisfaction declines if it doesn’t do anything new after a year. That’s why it now updates its ATM experience three times per year. Source: interview with Alicia Moore, senior vice president of ATM banking at Wells Fargo, on August 25, 2014.

About Forrester

Global marketing and strategy leaders turn to Forrester to help them make the tough decisions necessary to capitalize on shifts in marketing, technology, and consumer behavior. We ensure your success by providing:

- Data-driven insight to understand the impact of changing consumer behavior.
- Forward-looking research and analysis to guide your decisions.
- Objective advice on tools and technologies to connect you with customers.
- Best practices for marketing and cross-channel strategy.

FOR MORE INFORMATION

To find out how Forrester Research can help you be successful every day, please contact the office nearest you, or visit us at www.forrester.com. For a complete list of worldwide locations, visit www.forrester.com/about.

CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866.367.7378, +1 617.613.5730, or clientsupport@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.

Forrester Focuses On Customer Experience Professionals

To improve the perceived quality of customer interactions with your company, you must leverage emerging digital technologies and lead enterprisewide customer experience transformations. Forrester helps you create forward-thinking strategies to justify decisions and optimize your individual, team, and corporate performance.

« CARL ERICKSON, client persona representing Customer Experience Professionals

