

**Growth  
Molecules™**



# Customer Journeys for Revenue Growth

February 22nd 2023

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Growth Molecules™

# AGENDA

## Today's Goals

*Why & What is Customer Journey Mapping (CJM)?*

*Creating an Actionable CJM*

*Turning a CJM into Expansion Opportunities*

*Putting It All Together*



# About *Me.*



**Emilia D'Anzica, MBA, PMP**

Founder, Managing Partner  
Growth Molecules™



Let's Connect!

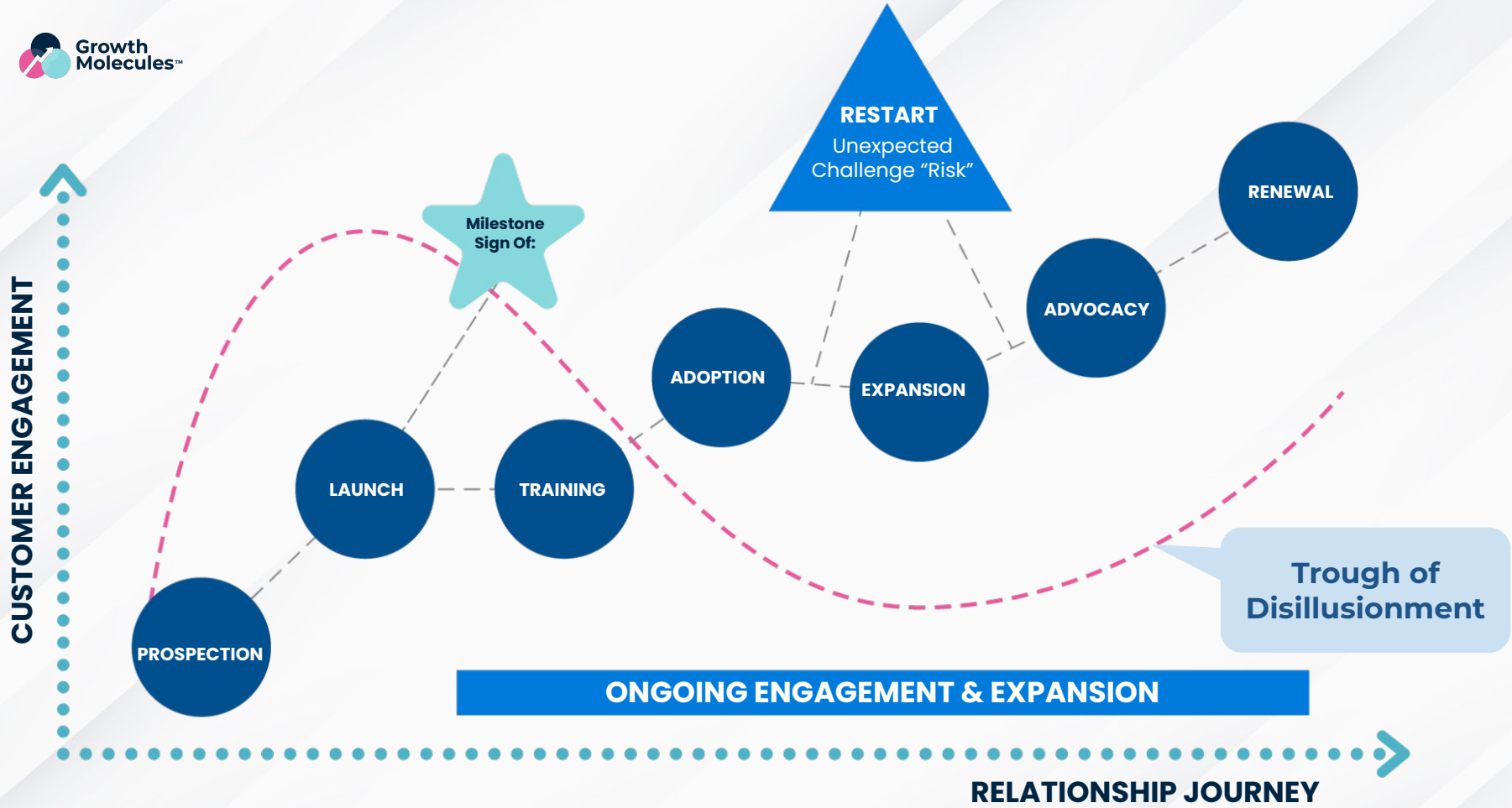
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# What is a Customer Journey Map (CJM)?

(10mins)



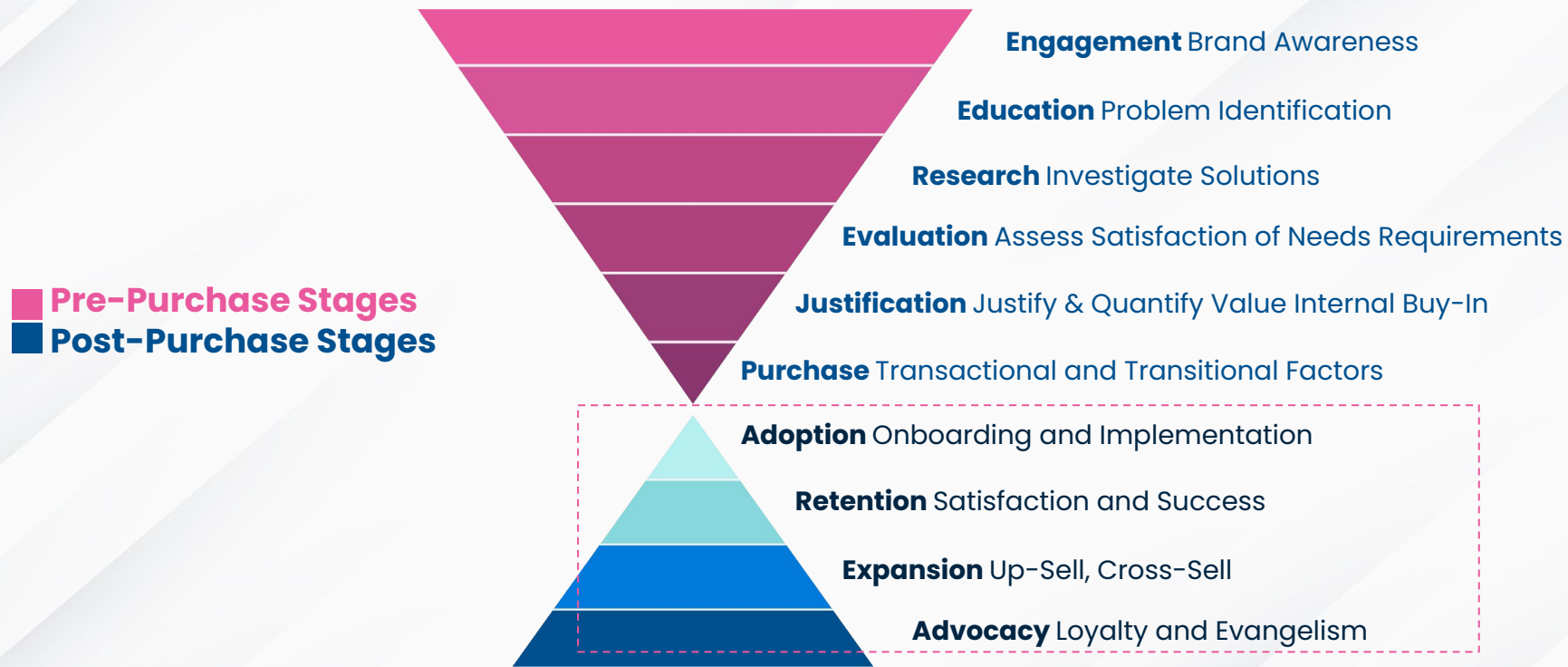




# Why a Customer Journey

1. **Alignment:** Across leadership, teams, and the customer.
2. **Focuses on End Goal:** Guided journey value = less 'Oh no! Now what?' Explains 'what happens next'.
3. **Identifies Risk:** Be prepared to navigate unexpected & expected challenges across journey.
4. **Identifies Opportunity:** Focusing on the journey leads to growth opportunities and viral advocacy.
5. **Change is Inevitable:** Customer Journeys help communicate change to your team and customers.

# Late 90s Customer Journey





# Subscription Economy Customer Journey

Customer Success  
Operating Model

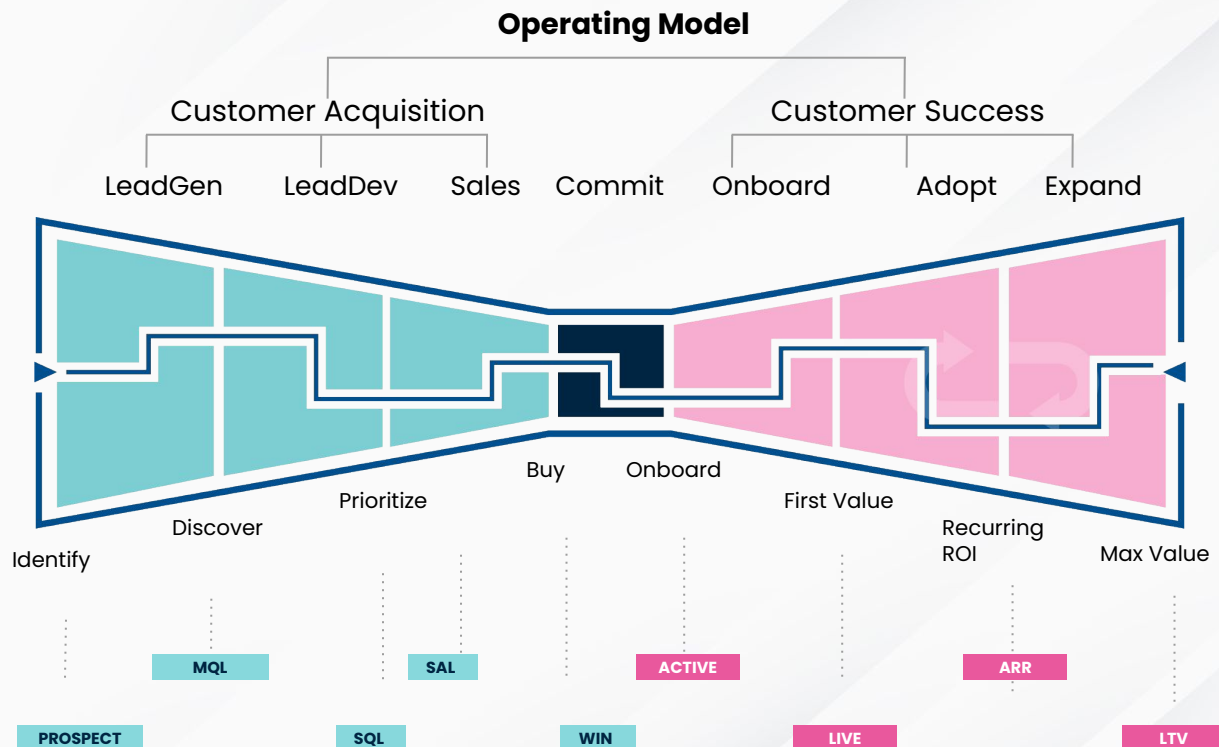
## The Operating Model Overview

Recurring Revenue is the Result of Recurring Impact

The result of an operating model are:

1. Interoperability
2. A Common Language
3. Standardized Data Model

-Source: SaaS Sales Method



# What is a Customer Journey Map

- A **visual representation** of the process a customer goes through to achieve measurable customer outcomes with your product



- Represents a series of **touchpoints with customers & feelings** that they have toward your product or service

# Creating an *Actionable CJ*

(20mins)



# Common Pitfalls

## Why Customer Journeys Fail

### Building Phase

- Wrong people in the room when building
- Lack of alignment
- The ELT gets it, but what about the rest of the company?

### Adoption Phase

- Action Plan for moments that matter: Risk & Opportunity
- Lack of jobs to be done across journey
- Change management

# CJM Considerations

**M** **measurements: Size & potential**

**A** **ccessibility: Ability to reach & serve.**

**S** **ustainability: Sufficiently large & profitable**

**D** **ifferentiator: distinguished needs/responses to customer mix**

**A** **ctionable: ability to effectively serve segment with a differentiated customer program**



Inputs from  
YOUR Leadership  
Team, Marketplace,  
User Insights & Data.

Based on Columbia Case Works, Kotler & Keller (2009, p. 2008)

# CUSTOMER JOURNEY MAP EXERCISE



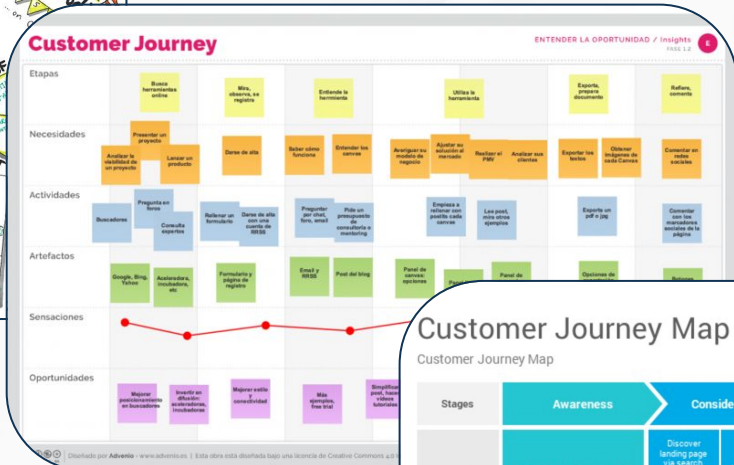
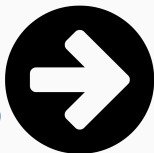
Moments	Discovery	Consideration (Eval/Pilot)	Onboarding (Implementation)	Tuning / Adoption	Optimize	Advocacy	Renewal
Actions and Activities: <i>What does the customer do? What information do they look for? What is their context?</i>							
Touchpoints <i>What part of the service do they interact with?</i>							
Personas <i>Who are the people involved?</i>							
Customer Sentiment <i>What is the customer feeling? (by persona)</i>							
Results <i>What is the customer's desired outcome? (could be by persona)</i>							
Company Desired Outcome							
What are the jobs to be done? <i>What roles required?</i>							
Risks and Consequences							

# Successful Journey Building

Interactive and Collaborative Approach.



**Warning:** Expect 'Crunchy' conversations across leadership during the experience to achieve optimal outcomes.



## Customer Journey Map

Customer Journey Map


Stages	Awareness	Consideration	Acquisition	Service	Loyalty	
Steps	Wants a news curation apps.	Discover landing page via search, compares other apps, comes back later.	Browses features, gets trials, creates accounts.	Registers as paying user, receive activation email, updates accounts, sets filters, browses news.	Does not see the kind of news that interests. Contact support.	Receives offers for relevant events, discount for products.
Touchpoints	Online Ads Blog Content News Releases Social media	Landing Page Apps Discovery E-Shop	Sign-Up Page Product Page	Engagement Interaction User Experience Personalization	Emails Chat Options App Features Optimizations	Emails In-App Purchase SMS Notifications Vendor Partners Social Media Referrals Articles Converting Content Social Media
Department	1	2	3	4	5	
Marketing	●	●	●	●	●	
Design	●	●	●	●	●	
Engineering	●	●	●	●	●	
UX	●	●	●	●	●	
Customer Success	●	●	●	●	●	

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# Customer Journey Mapping

## 80/20 Rule



### Customer Journey Workshop

Corporate Office  
Dec. 12-13, 2022  
9:00 am - 5:00 pm

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**Goals:**

- Define our Customer Journey
- Define our Target Customer Personas
- Learn best practices for serving our customer

Example Onsite

**Onsite Contacts:**  
C  
K

**Facilitators:** [Jennifer Moore](#) and [Evan Williams](#) Growth Molecules  
**Executive Sponsor:** |  
**Onsite Office Support:** |

**Attendees:** (see also [Attendees](#) spreadsheet)

Pa	C	F
Sp	El	T
La	C	R
Rz	Ju	Jk
Je	Ju	S

Buyer	User (Admin)
<b>Titles:</b> Product Mgr Exec VP of Fraud/Credit AVP of Global Fraud Mgt	<b>Titles:</b> Fraud Mgr Product Mgr Analyst Solution Architect Compliance
<b>Personality:</b> Structured Focused on Risk Mgt Busy Data-Driven Mtg Politics	<b>Personality:</b> Detail oriented Data-Driven Sensitive to Change Conscientious In the weeds End user focused (Admin) Career Motivated
Big picture Professional Financially stable Wish His Mom to buy sample	Problem Solver Education Moms Time





# Example of a Complete Customer Journey

## Customer Journey Map in Miro



### STAGES OF CUSTOMER SUCCESS

**Stage 1**  
Handoff to Train. & CSM

**Stage 2**  
Orchestrate

**Stage 3**  
Nurture & Grow

**Stage 4**  
Biz Review w/ ROI

**Stage 5**  
Partnership Recognition

**Stage 6**  
Renewal

# Navigating the Customer Journey With P.A.T.H.

## Prepare:

Do your research, connect with internal teams for issue resolution. Who should be involved from both sides?

## Action Plan:

1-page plan to show the steps necessary in next 5, 10, 20, 30 days to reach agreed upon goals.

## Timeline:

What needs to happen and by when and identify owners of each step for accountability.

## How:

How will you lead the client on a successful journey with alignment and goals that can be achieved through the relationship and platform engagement?  
\*Must be Measurable and action-oriented.

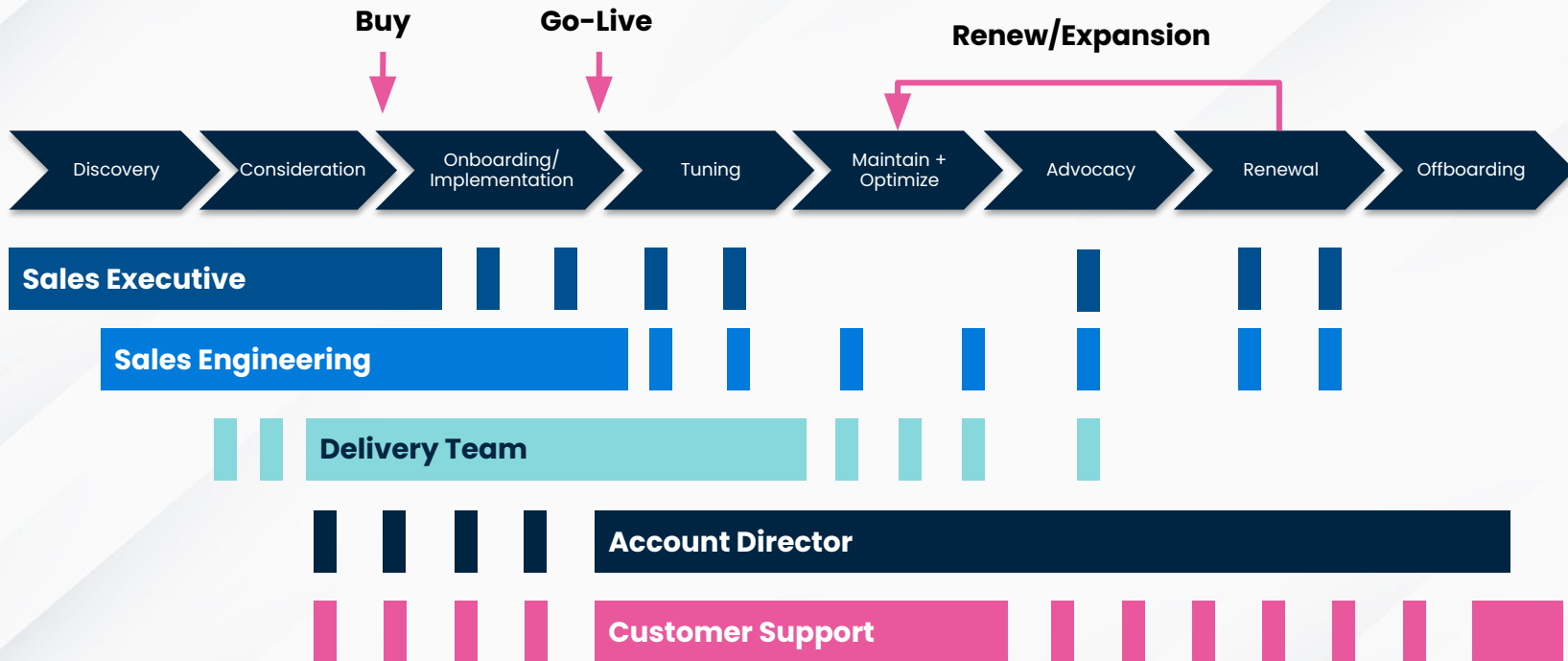


# Turning A CJ into *Expansion*

(10mins)








# Customer Journey



# Customer Success Dept Objectives (H2 2023) (p. 1/2)



Who		Objective	Key Results	Status	
All	OKR 1	<b>Foundation:</b> Align CS organization to the customer journey	<ul style="list-style-type: none"> <li>Build and present value journey narrative</li> <li>Deliver an internal roadmap of initiatives/deliverables (this document)</li> <li>Establish criteria and deliverables for each stage exit gate</li> </ul>		<ul style="list-style-type: none"> <li>At so...</li> </ul>
Sales Engineers	OKR 2	<b>Grow Value:</b> Streamline Consideration Phase	<ul style="list-style-type: none"> <li>Establish Scoping Workshop template, and execute a workshop with at least 1 customer</li> <li>Create deliverables for Discovery and Consideration stages exit gates</li> </ul>		In progress
Account Directors	OKR 3	<b>Deliver and Grow Value:</b> Account Management Program	<ul style="list-style-type: none"> <li>Renewal plan in place for 2023 renewals (Acme...)</li> <li>Mutual action plans created and in place for every Tier 1 customer</li> <li>Customer QBR meetings delivered</li> </ul>		In progress
All	OKR 7	<b>Foundation:</b> Enable our People for Growth	<ul style="list-style-type: none"> <li>Create training plan / identify content / make available to CS broadly</li> <li>Clean up internal knowledge base documentation (milestone 1)</li> <li>Deliver 2 internal training sessions in March</li> </ul>	  	<p>May get pushed to the back burner for Q1 due to other priorities.</p> <p>At risk because of lack of clear owner</p>



# Expected Outcomes

## Actionable Playbooks

Standard operating procedures

Easily digestible by new hires and for recurring enablement

Framework for ongoing transformational change

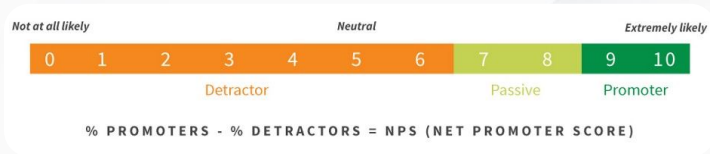


# Measuring Success

## Common Metrics that Matter

Seamless CJ

1. **NRR & GRR**
2. **NPS** – How loyal are your customers?
3. **CSAT** – “In-the-moment” sentiment.
4. **CES** – Customers that report a higher effort needed to achieve their goals are less loyal and less likely to renew.



How satisfied were you with your chat with us today?



Very Unsatisfied



Neutral



Very Satisfied

How much effort did it take to solve your issue today?



[Source](#)

# Putting it All *Together*

(10mins)





“Put the **right resources** at the point in the customer journey that delivers the best customer experience in the **most cost effective manner.**”

— TSIA



**What's one Key Action you will take this week to  
improve your customer journey?  
(10 Mins)**

# Thank You

## Ready to *Grow?*



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