

THE CLIENT EXPERIENCE TREASURE MAP

*USING CLIENT JOURNEY MAPPING
TO DELIVER A BETTER CLIENT EXPERIENCE*

***LEGAL MARKETING ASSOCIATION
CMO SUMMIT – MARCH 2017***

BERNERO & PRESS
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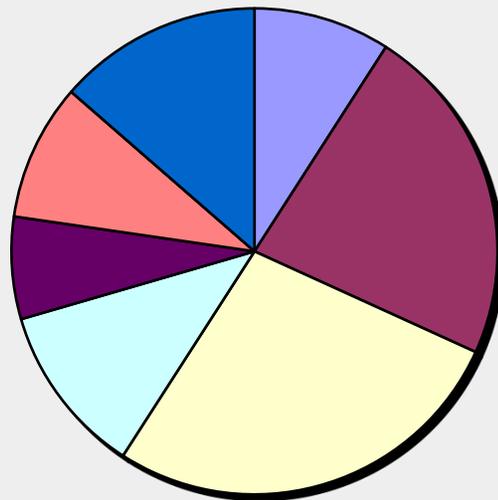
Our Agenda Today

We have a jam packed agenda today. The timing of some of our segments has been revised to add the in-house panel towards the end of the program.



First...a bit about us

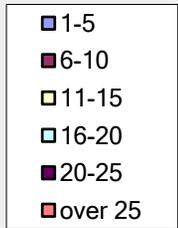
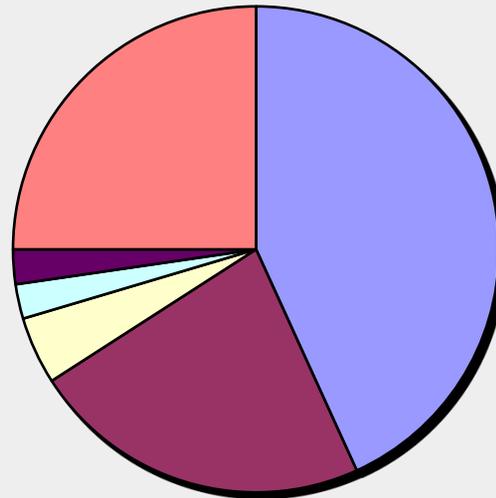
What is the size of your law firm (by number of lawyers)?



- 1-50
- 51-100
- 101-250
- 251-500
- 501-750
- 751-1000
- over 1000

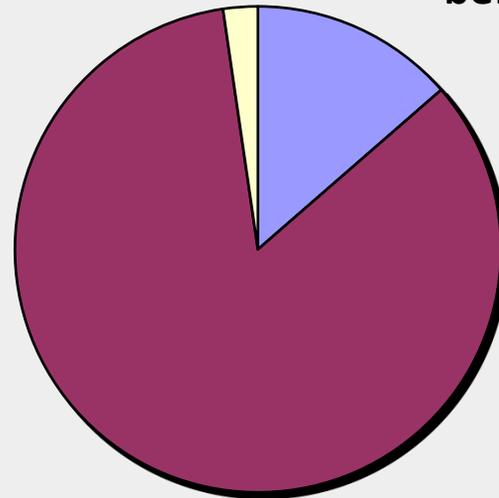
More About Us

What is the size of your marketing department?



More About Us

Have you ever engaged in a client journey mapping exercise before?



■ Yes ■ No □ Other (please specify)

What the Client Values – A Framework by Robert Woodruff

“ Driven by more demanding clients, global competition, and slow-growth economies and industries, many organizations search for new ways to achieve and retain a competitive advantage. ”

Past attempts have largely looked internally within the organization for improvement:

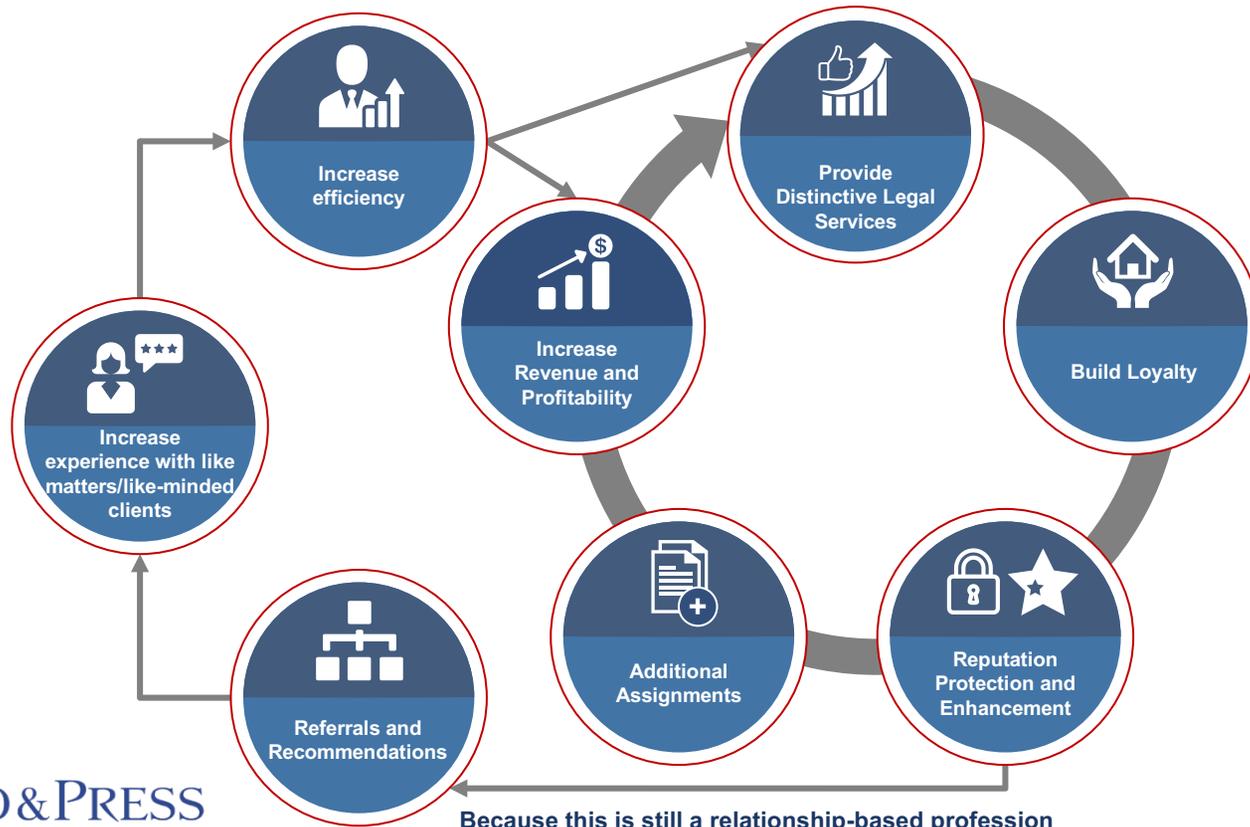


What the Client Values – A Framework by Robert Woodruff

“ The next major source for competitive advantage likely will come from **more outward orientation toward clients**, as indicated by the many calls for organizations to compete on superior client value delivery

”
Customer Value: The Next Source for Competitive Advantage
Journal of the Academy of Marketing Science, 1997

Improving the Client Experience – Why Do It?



The Dirty Little Secret, Part 1

The Intensifying Competition



- Many law firms have increased their emphasis on developing business by reaching out more regularly to contacts to try to pitch for business or cross-sell other services of the firm.

“I get so many offers for CLE or dinners or tickets to games, I hardly have time to say no before another one hits my desk. And I know why they’re inviting me...”

The Dirty Little Secret, Part 2

The Dwindling Demand



- Citigroup's most recent report indicates there was a 0.1 rate of demand growth in 2016.
- Many in-house counsel are under extreme budget pressure and are being asked to explore other ways to get their work done.

"...but truth be told, I can't give them more work. In fact, I have to call one of my longtime firms and tell them that I need to reduce my legal spend. Either they figure out how to help me do that, or they get cut."

The Dirty Little Secret, Part 3

Distinguishing is Difficult



- While in-house counsel will freely admit that they categorize firms into broad buckets for types of work, they also acknowledge that there's plenty of competition within each bucket

“Price is sometimes the determining factor because we’ve concluded all the firms we’ve met with can do the work.”

...yes, of course...and that's why we brand!

Brand

A **BRAND** is an idea
created in the minds and hearts
of clients



derived from
the **experience** of all
the **touch-points**

that he or she
has with a business.

Tell the Story in Channels that Influence Awareness

Brand



BUSINESS DEVELOPMENT:

- Bids/proposals/pitches
- Practice/industry group profiles
- Client memos/newsletters
- Client seminars
- Client service programs

INTERNAL COMMUNICATIONS:

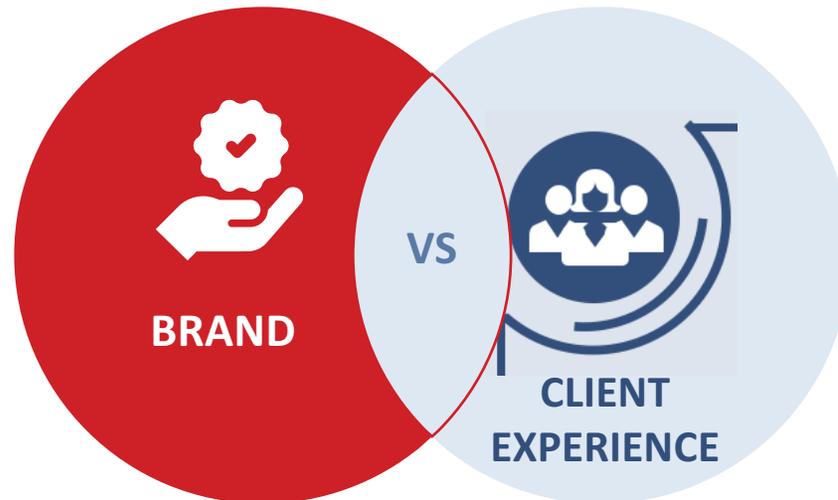
- Newsletters, bulletins and intranet
- Employee events
- Presentations and town hall meetings

MARKETING, EXTERNAL COMMUNICATIONS:

- Brochures
- External website, blogs and social media
- Press releases and media interaction
- Reports, white papers and publications
- Announcements
- Awards, rankings, league table submissions

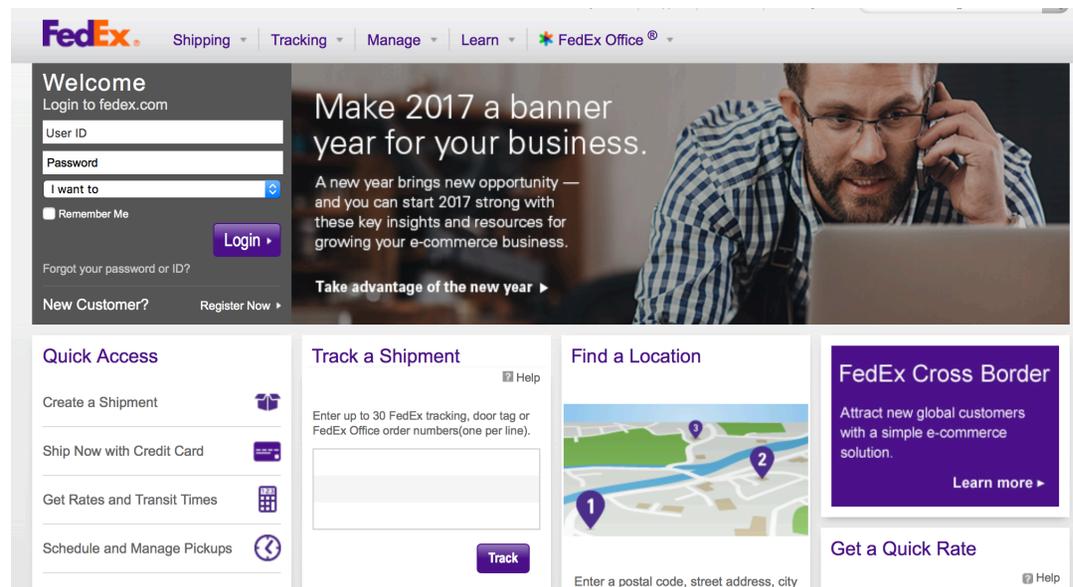
NOW LET'S DISTINGUISH

Are These The Same?



Federal Express is:

- A. Reliable
- B. Creative



Apple is:

A. Creative

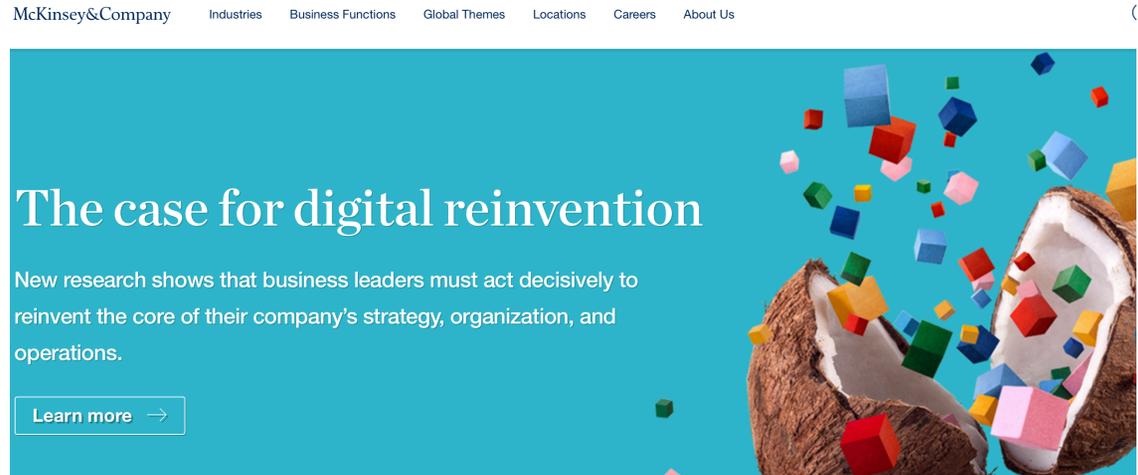
B. Process-Oriented

MacBook Pro
A touch of genius.

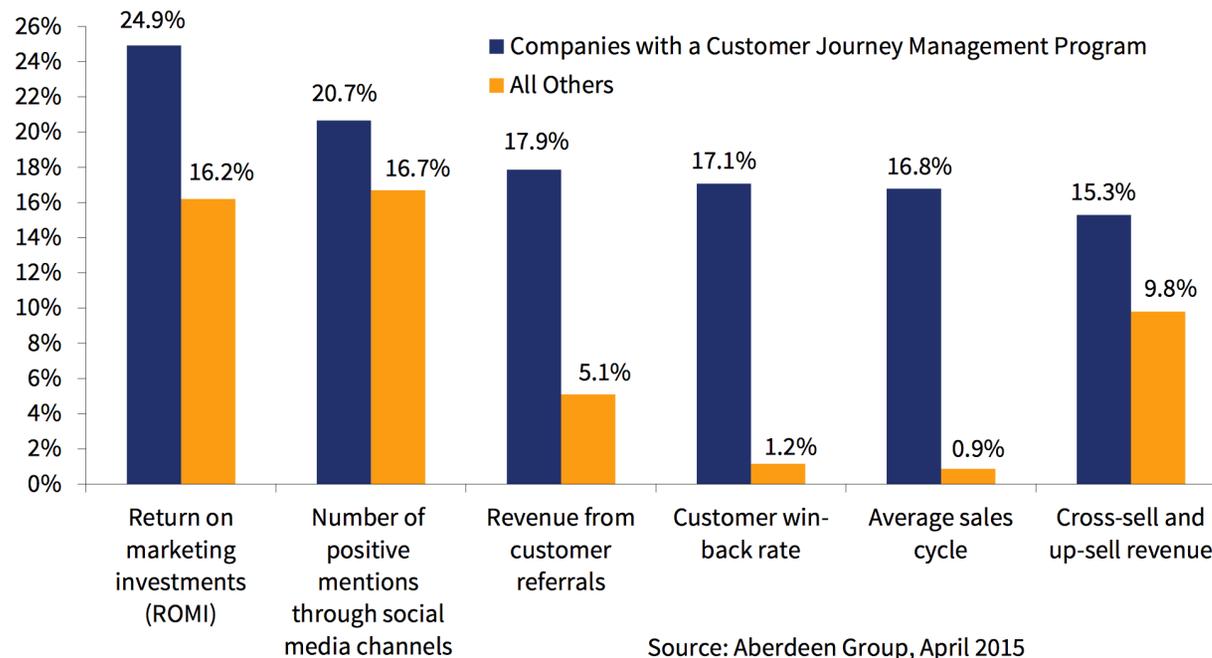


McKinsey is:

- A. Reliable
- B. Creative
- C. Process-Oriented
- D. Thoughtful



The Financial Case for A Client-Focused Firm



“It’s important to note that the performance results depicted provide an illustration of the benefits of adopting a formal journey management program.”
Aberdeen Group

And Yet...

“...we also asked in-house counsel whether their company had dismissed a law firm in the past two years and, if they had, what the reasons were for ending the relationship.

Forty- five percent said they had dismissed firms [in the last two years].

”

*“Momentum – The Annual Survey of In The House Members”
In The House, February 2017*

They're Just Not That Into You

“ The top five reasons for firing law firms were:

1. Too expensive
2. Unresponsive
3. Bad work
4. Didn't understand our business
5. Worked inefficiently

”

*“Momentum – The Annual Survey of In The House Members”
In The House, February 2017*

And Yet...

“

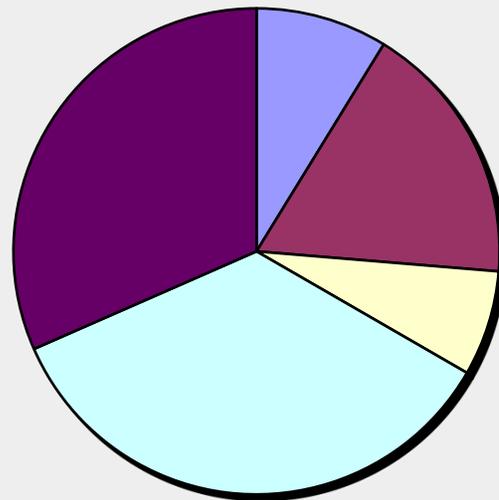
A counsel at a mega-billion dollar company in California summed up his prescription rather simply: “I sometimes wish every outside lawyer had to spend a year working in-house before becoming a partner at his or her firm.”

”

*“Momentum – The Annual Survey of In The House Members”
In The House, February 2017*

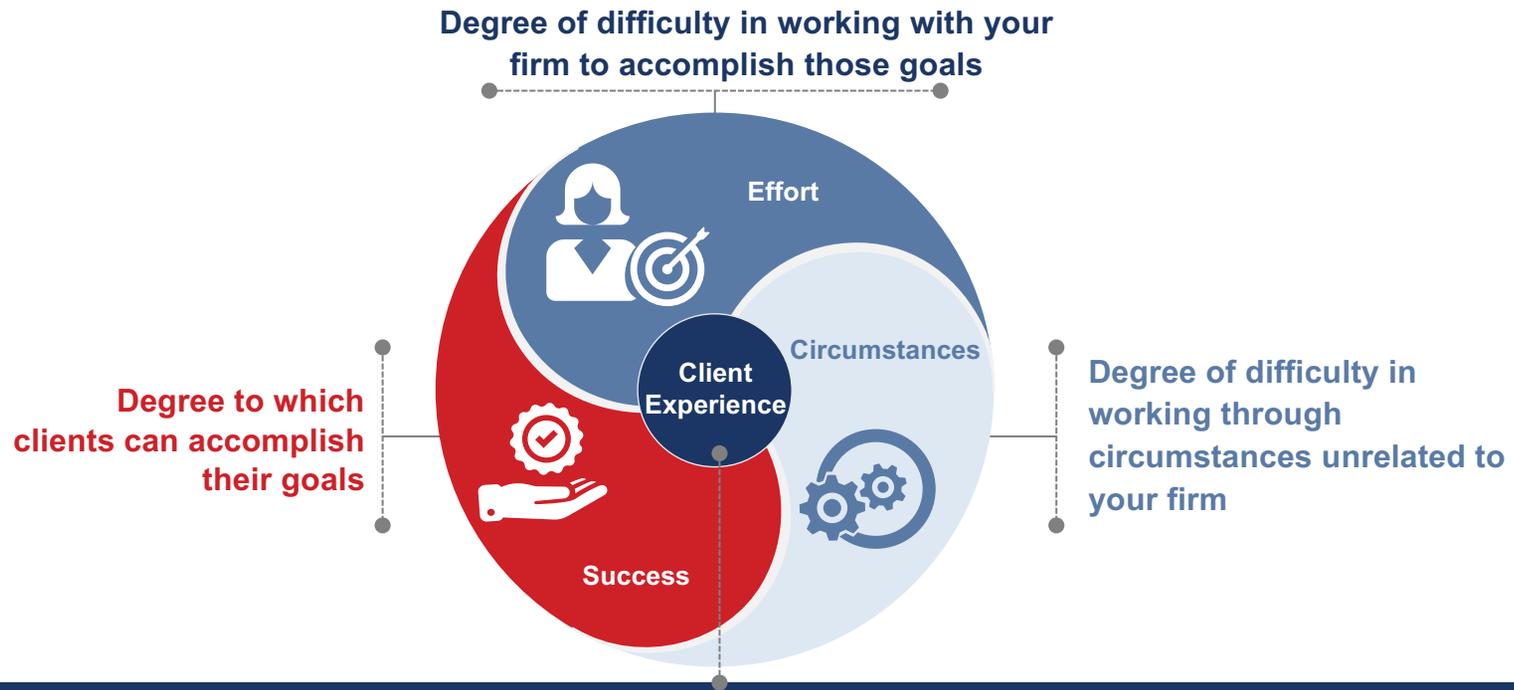
This May Be a Contributing Factor

Does your firm conduct client interviews or client surveys?



- After matters conclude
- Annually
- Every few years
- Rarely
- Never

Definition of the Client Experience



 *The perception that clients have of their interactions with an organization*

The Client Experience – The Issue

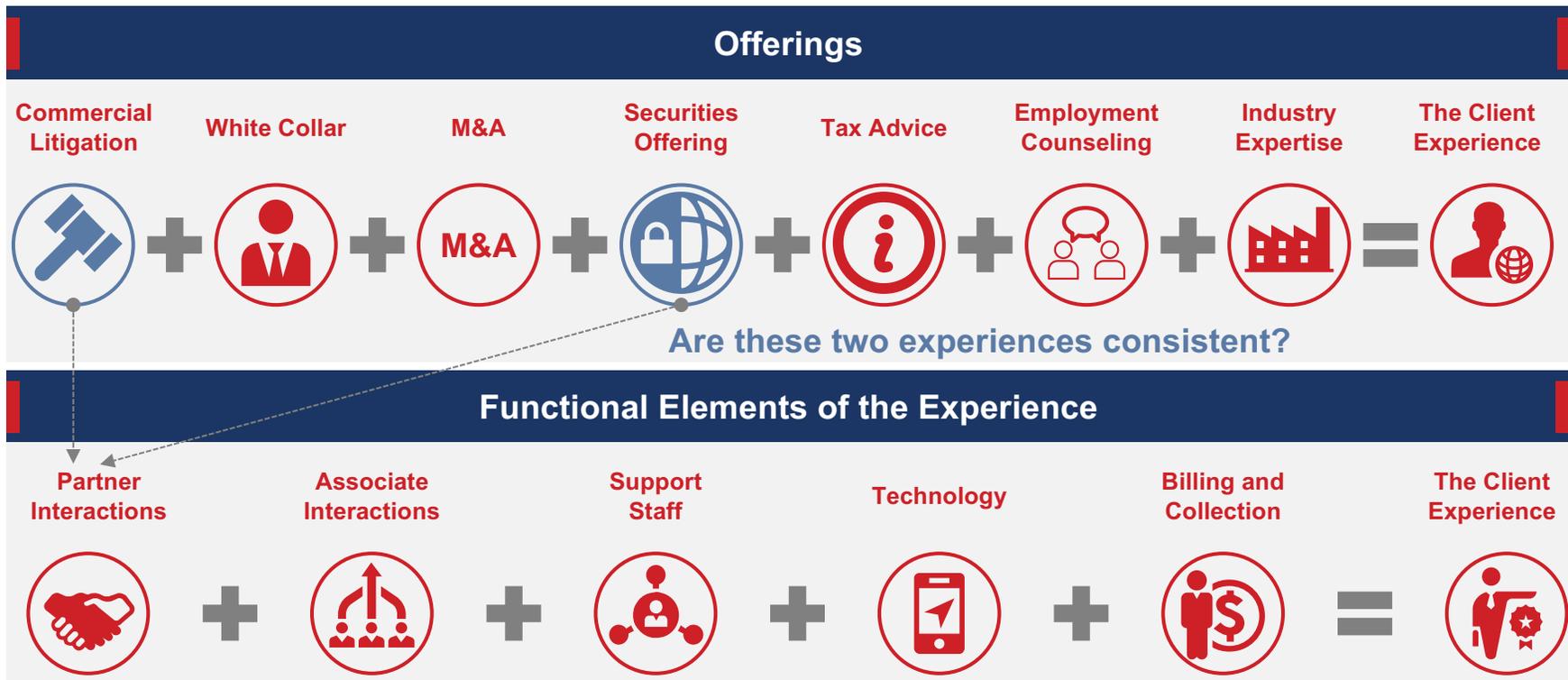
“The siloed nature of service delivery and the insular cultures that flourish inside the functional groups that design and deliver service” can affect, impede and even undermine the client experience and the long-term relationship with the client.

“The Truth About Customer Experience”

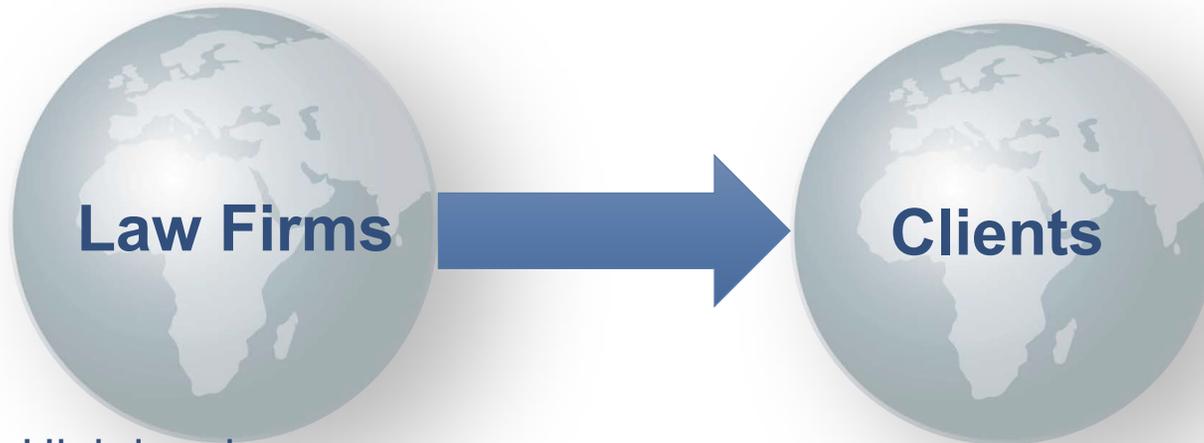
Harvard Business Review, September 2013



Digging Deeper into the Law Firm Client Experience – The Traditional Analysis



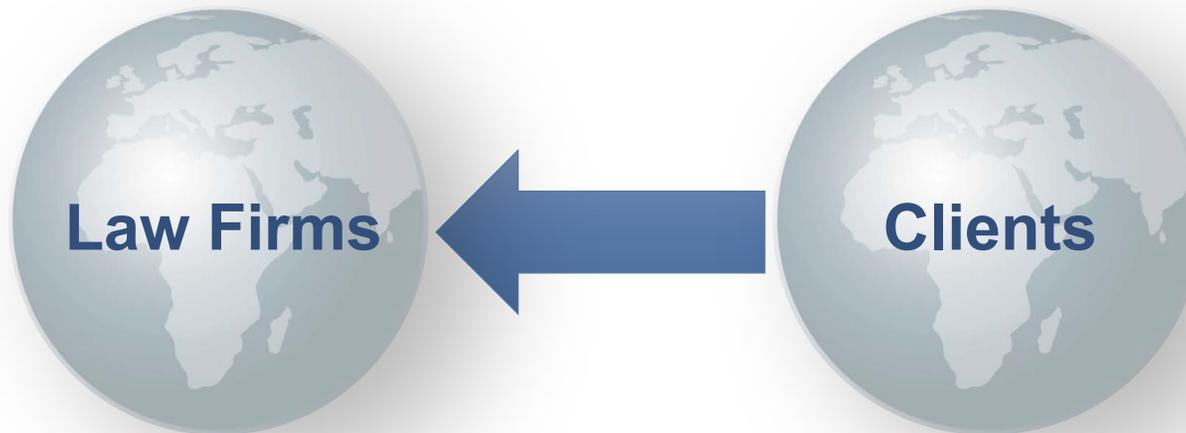
Most Law Firms Operate Like This



- High legal acumen
- Mixed understanding of clients
- Politics & egos
- Boxed-in organizationally

*“Thank you sir,
may I have another”*

Law Firms Need to Act More Like This



- High legal acumen
- Self-aware
- Organizational flexibility for the good of the client

- Needs
- Goals
- Interests
- Knowledge

Client Experience Diagnostic Tools



What is a Client Journey Map



- A visual representation of the steps and perceptions a **specific** client goes through *over a period of time* to accomplish a **specific** goal that *may* include some interactions with your organization
- The map helps identify how the client views an organization by putting interactions in the context of the client's broader goals, objectives, and activities
- Journey mapping is a very effective tool to view the client experience at a granular level
 - Allows for more precise diagnosis
 - Invites more specific re-engineering that may include areas not normally addressed with other diagnostic tools
 - Helps identify the stages at which problems surface as well as the stages of origination
 - Helps identify bright spots

Maps Take Various Forms

Stages	Research	Book Appointment	Arrive and Check In	Wait During Servicing	Check Out	Follow-up
Doing						
Thinking	<ul style="list-style-type: none"> How much will this cost? What's near me? How can I contact them? Why Green George? 	<ul style="list-style-type: none"> Are they flexible? Can I just show up? What's the fastest way to book an appointment? Can I cancel or reschedule? How? 	<ul style="list-style-type: none"> Is it easy to find and get there? Where do I park? Where do I go? Who do I talk to? How long will the wait be? How much will this cost? 	<ul style="list-style-type: none"> What can I do while I wait? Would I rather wait here or come back later? Will it be done on time? How will I know? Can I watch what they are doing to my Car? 	<ul style="list-style-type: none"> Will a mechanic tell me exactly did they did? Will I understand what s/he is telling me? What is cost breakdown? Are there other tips for maintaining my car? 	<ul style="list-style-type: none"> Where is my car? Is it in the same spot? When will I need to bring my car in again? What requires mechanic, and what can I do on my car?
Feeling	<ul style="list-style-type: none"> Apprehensive- Don't want to spend a lot Annoyed- car trouble is inconvenient Clueless- I'm clueless about cars. Skeptical- Will this really help the planet? 	<ul style="list-style-type: none"> Frustrated-don't want to jump through so many hoops just to get an appointment Hopeful- I hope I got the time I want Relieved- Now that the appointment is set 	<ul style="list-style-type: none"> Anxious- If I'm late, will they still take me? Uncertain- Am I in the right place? This looks different than other auto shops Annoyed-Car trouble in inconvenienced, but it has to get done 	<ul style="list-style-type: none"> Surprised- It's spacious and comfortable. Bored- No magazines/TV? But there's Wifi. Skeptical- Is all this green Stuff for real? Impatient- How much longer will this take? 	<ul style="list-style-type: none"> Relieved- Its finally done! Relieved- The cost is as expected. Disappointment- Didn't meet my mechanic? Clueless- Don't understand what they did 	<ul style="list-style-type: none"> Hopeful- Will my car run better? Optimistic- Does my car feel any different? Cautions- Are they going to spam my inbox?
Customer Experience	<p>There's lot of competition so knowing who to trust is important</p> <ul style="list-style-type: none"> Site is overwhelming and hard to navigate Broken links Outdated info 	<p>Appointments can be booked by phone or online but its tedious Either way</p> <ul style="list-style-type: none"> Online form asks for a lot of information Large credit car image at the top is alarming Online booking still requires email and phone Friendly attendant on the phone, but have to go through automated voice first 	<p>Check-in is fast and friendly but it doesn't feel like the car is getting hugged.</p> <ul style="list-style-type: none"> No acknowledgement of first-time customer Phone ringing constantly and loudly Customer not informed that check-up is included with oil change, until he asked. 	<p>Waiting area is more comfy than most but reading product and green facts gets old fast.</p> <ul style="list-style-type: none"> Artifacts are not relevant to my service No indication of my estimated completion No entertainment No acknowledgement from staff 	<p>Checkout is fast and painless but it doesn't inspire a huge desire to return.</p> <ul style="list-style-type: none"> Knowledge and passion only came after prompting. No clear breakdown of what was done, how it saves money, or planet No reason to stay connected between visits 	<p>GG is on social networks but there's no reason to stay connected between visits</p> <ul style="list-style-type: none"> Need better reminder than a sticker Email receipt is a deed end. Nothing to share or connect with my newly green-tuned car
Opportunities	<ul style="list-style-type: none"> De-clutter the website Concise messaging Straight-forward navigation 	<ul style="list-style-type: none"> Streamline appointment form and process Customer profiles so repeat appointments are easier to set Use phone for gathering additional details <ul style="list-style-type: none"> Is ?? Required? What is going on with the car? 	<ul style="list-style-type: none"> Display signage for parking. Identify if customer is now or returning(for support) Acknowledgement green thinking in conversation. Provide a menu of services with prices Acknowledge both local amenities. Maps would be helpful 	<ul style="list-style-type: none"> Provide status updates. Simplify the display of the artifacts More staff information. Its good to hear from staff who are passionate about sustainability. Space is too open- differentiate between public and private spaces 	<ul style="list-style-type: none"> Give highlights and direct them to their profile for more details about what was done Empower customers to visit the site to increase their ?? Show price comparisons for different parts: GG vs. average auto stop 	<ul style="list-style-type: none"> In the car service documentation, include diagrams and user-friendly terms Follow-up and build a relationship: how customer helped the environment with Green Garage, tips for the car, remainders, and invitations to special events. Customer profiles for long-term relationship, and record keeping, easier appointments

Maps Take Various Forms

Stages	Research	Book Appointment	Arrive and Check In	Wait During Servicing	Check Out	Follow-up
Doing						
Thinking	<ul style="list-style-type: none"> ➤ How much will this cost? ➤ What's near me? ➤ How can I contact them? ➤ Why Green George? 					
Feeling	<ul style="list-style-type: none"> ➤ Apprehensive- Don't want to spend a lot ➤ Annoyed- car trouble is inconvenient ➤ Clueless- I'm clueless about cars. ➤ Skeptical- Will this really help the planet? 					
Customer Experience	<p>There's lot of competition so knowing who to trust is important</p> <ul style="list-style-type: none"> ➤ Site is overwhelming and hard to navigate ➤ Broken links ➤ Outdated info 					
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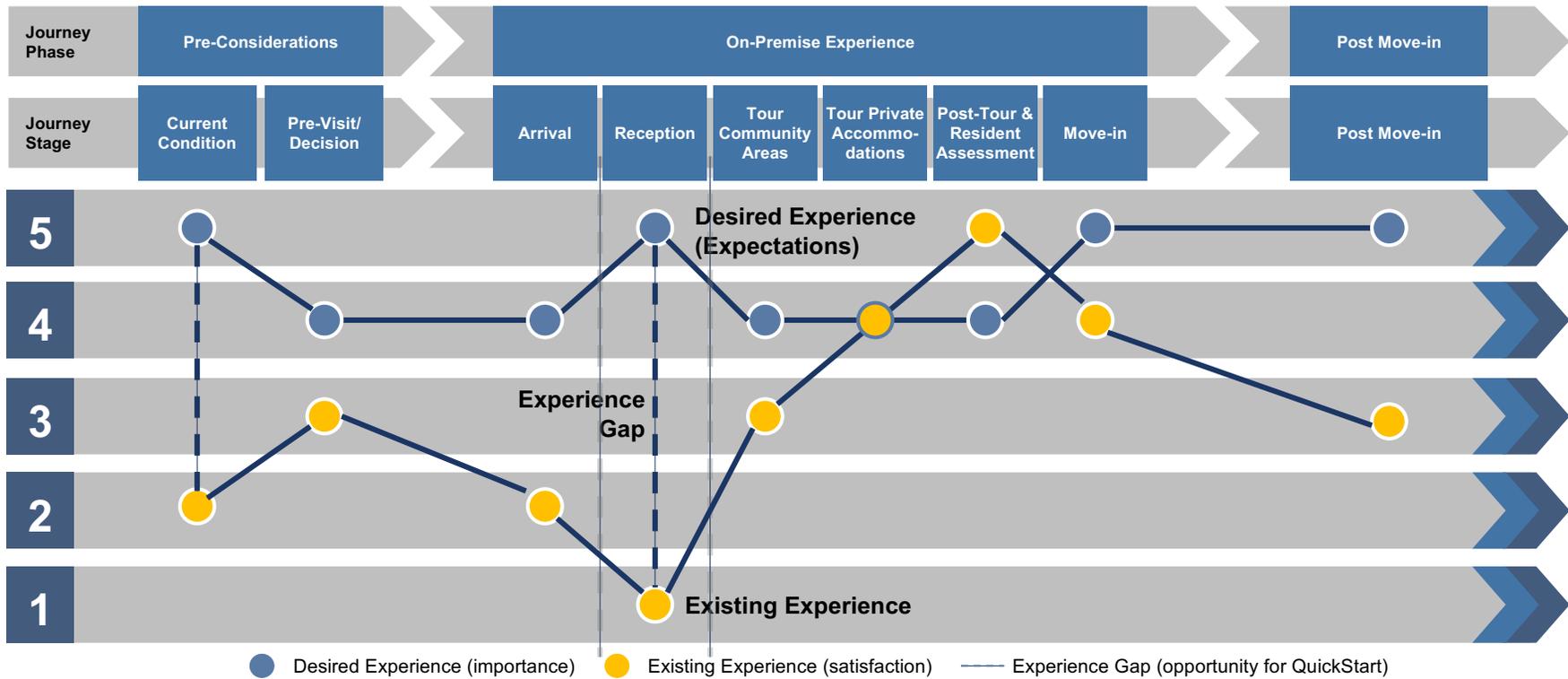
Maps Take Various Forms

Stages of Journey	Target Customer	Journey Description						
	Donna Redding, Suburban Mom	Take the family on a vacation						
Desire for travel	Explore options	Select vacation	Book travel	Schedule meals and events	Travel to location	Experience vacation	Travel home	Remember experience
Goal of persona for stage								
Identify when the family can take a vacation this year	Get a sense of destinations and costs	Pick itinerary the fits timing, budget, and family interests	Book flights, hotel, airport transfers quickly and easily	Pre-plan some meals and activities that the family will enjoy	Have a smooth trip to our destination	All bookings happen as planned. Have fun with my family.	Have a smooth trip back to our home	Capture and share our vacation with family and friends
Steps that do not include your company								
<ul style="list-style-type: none"> Find out about school vacations Find out about family events 	<ul style="list-style-type: none"> Discuss with family and friends Read magazines Review online travel sites 	<ul style="list-style-type: none"> Discuss with husband and kids Review other travel review sites 	<ul style="list-style-type: none"> Confirm high dollar online purchase with credit card company Order travel guide from Amazon 	<ul style="list-style-type: none"> Talk to family about what they want to see and do while on vacation. Review family travel blogs. 	<ul style="list-style-type: none"> Pack for family Print boarding passes Travel to airport Fly to destination 	<ul style="list-style-type: none"> Make additional reservations for dinner and activities Post updates on FB Have FUN 	<ul style="list-style-type: none"> Pack up family Check out of hotel Travel to airport Fly home 	<ul style="list-style-type: none"> Download and share pictures with friends and family in online album Make photo scrapbook
Steps that include your company								
	<ul style="list-style-type: none"> Review website Sign-up for email list Like Facebook page 	<ul style="list-style-type: none"> Review website for details of desired options Review "fine print" policies 	<ul style="list-style-type: none"> Book flight, hotel and airport transfers at prices that matched search 	<ul style="list-style-type: none"> Book dinner reservations and interesting tours/outings near hotel. 	<ul style="list-style-type: none"> Provide assistance when flight is delayed and connection is at risk 	<ul style="list-style-type: none"> Send reminders of bookings Resolve any discrepancies with bookings 	<ul style="list-style-type: none"> Provide assistance when flight is delayed and connection is at risk 	
Persona's expectations for stage								
	Compare prices of different destinations and packages. See reviews from other families like ours.	Compare prices for flight and hotel options at desired locale. Understand terms and conditions.	That prices at time of booking match online quote. Process is quick and easy. Confirmation email received promptly.	Feel confident about the quality of the restaurants and tour operators prior to booking.	Travel agency keeps me up to date on status of flights and handles rebookings when connection is missed	Trip goes smoothly and all reservations booked online happen as scheduled and described.	Travel agency keeps me up to date on status of flights and handles rebookings when connection is missed	Share the great experiences from our trip with family and close friends. Create memento of our trip.
Key obstacles/issues for persona								
	Can only review one destination or package at a time. Can't save options to review later.	Can only review one combination of flights/hotel at a time. T&Cs are legalese."	None to report	Confirmations for bookings came from agency, not local companies. Feeling a little worried.	Agency is out of the loop and airline is limited in rebooking due to online agency origin.	None to report	Agency is out of the loop and airline is limited in rebooking due to online agency origin.	Hard to find the best platform to share vacation pictures-social media or private online album

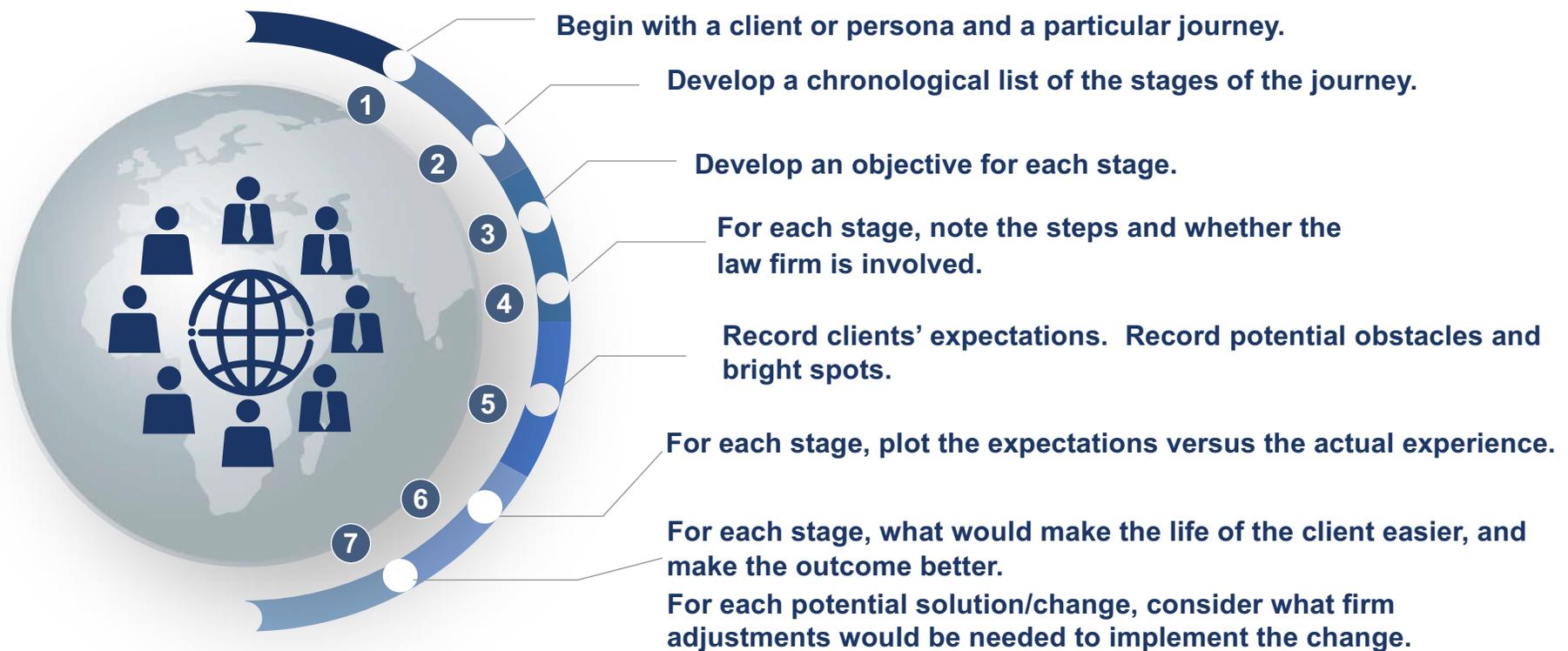
Maps Take Various Forms

Stages of Journey	Target Customer	Journey Description								
 Desire for travel	Donna Redding, Suburban Mom	Take the family on a vacation	 Explore options	 Select vacation	 Book travel	 Schedule meals and events	 Travel to location	 Experience vacation	 Travel home	 Remember experience
Identify when the family can take a vacation this year	Get a sense of destinations and costs	Pick itinerary the fits timing, budget, and family interests	Book flights, hotel, airport transfers quickly and easily	Pre-plan some meals and activities that the family will enjoy	Have a smooth trip to our destination	All bookings happen as planned. Have fun with my family.	Have a smooth trip back to our home	Capture and share our vacation with family and friends		
Goal of persona for stage										
Steps that do not include your company										
Steps that include your company										
Persona's expectations for stage										
Key obstacles/issues for persona										

Maps Take Various Forms



Seven Steps of Client Journey Mapping Exercise



What's a Persona?



▶ A design persona

Is a vivid description of a prototypical customer (or archetype) within a segment

▶ Why create a persona?

Because it helps an entire organization share a common understanding of a client or client segment

Law Firm Client Personas

- There are usually multiple personas who are part of the journey in varying degrees
 - General Counsel
 - Other in-house counsel
 - Business unit leader
 - Procurement
- There are organizational dynamics that influence a person's behavior
 - Company size and location
 - Existing v. new client (company-level and persona-level)
 - Type of client (e.g. practice area)

Law Firm Client Personas

Name	Age	Title	Years with the company	Industry	Size of business	Region
Dana Smith	46	General Counsel	8	Pharma	\$2B	US and Asia



I'm the General Counsel of a large pharmaceutical company with three laboratories in Asia and one in New Jersey. I need to ensure that we are vigilant in our research protocols and that our team and our vendors are in compliance with all FDA and jurisdictional requirements.

Steps for Creating Personas

1. Identify your target segments (industries, geographies, demographics)
2. Define potential areas of interest (types of work, practices)
3. Conduct qualitative research with 8-20 people in each segment
 - *Contextual inquiries*
4. Identify key attributes for the specific areas of interest
5. Map where the subjects fall along key characteristics
6. Identify clusters of respondents
7. Develop personas from clusters

Short-Cuts for Creating Law-Firm Client Personas

1. Start with industry groupings of clients
2. Conduct qualitative research with 8-20 people in each segment
 - *Or use qualitative external surveys as a stand-in*
3. Map where the subjects fall along key characteristics
4. Identify clusters of respondents
5. Develop personas from clusters

What Are Some of the Key Characteristics?

- Demographic information
- Buying behavior
- Level of sophistication about the work your firm does
- Preference for self-help v. high-maintenance service

What might be others for your firm?

Persona Development - Clustering

Name	Age	Company Tenure	Size of business	Region	Buying Behavior	Understanding of legal services
Dana Smith	46	8	\$2B	US and Asia	Moderately Price Sensitive	Highly sophisticated
John Jones	48	10	\$300M	US -Midwest	Extremely Price Sensitive	Not very sophisticated
Veranda Tremont	51	12	\$1B	Worldwide	Moderately Price Sensitive	Highly sophisticated
Ted Bond	49	9	\$750M	West Coast	Average Price Sensitivity	Moderately sophisticated

Persona Development - Exercise

Name	Age	Company Title and Tenure	Size of business	Industry and Region	Buying Behavior	Understanding of legal services

As best you can, develop a persona of one of your client groups. Be sure to include the persona's goals.

I'm the _____

Our In-House Counsel

- **Terry Burston**, Assistant General Counsel and Chief Compliance Officer of USI Insurance Services
- **Angus Haig**, International General Counsel – Asia Pacific, The Coca-Cola Company
- **Shawn Harpen**, General Counsel of Patrón Spirits
- **Olga Mack**, General Counsel of Clearslide
- **Alicia Moore**, General Counsel, Senior Vice President and Secretary to the Board of Echelon
- **Peter Nguyen**, General Counsel and Corporate Secretary, Resolver Inc.

For Today's Exercise

To facilitate the learning experience, we will:



Work in smaller groups



Focus on real people

- We have the benefit of our esteemed in-house counsel, who will act as discussion leaders



Reduce a complete journey to a specific matter



Focus on specific stages of the journey

- Although the acquisition of a client is important, we will start the journey mapping exercise assuming that you're getting hired
- Although the invoicing at the end of the matter is important, we will end the journey prior to any fee discussions that may take place at the end of the matter

An Effective Tool to Help Change Behavior



**Journey mapping
engages people in
your organization**



**It should include
client involvement**



**Impediments
and bright spots
become apparent**

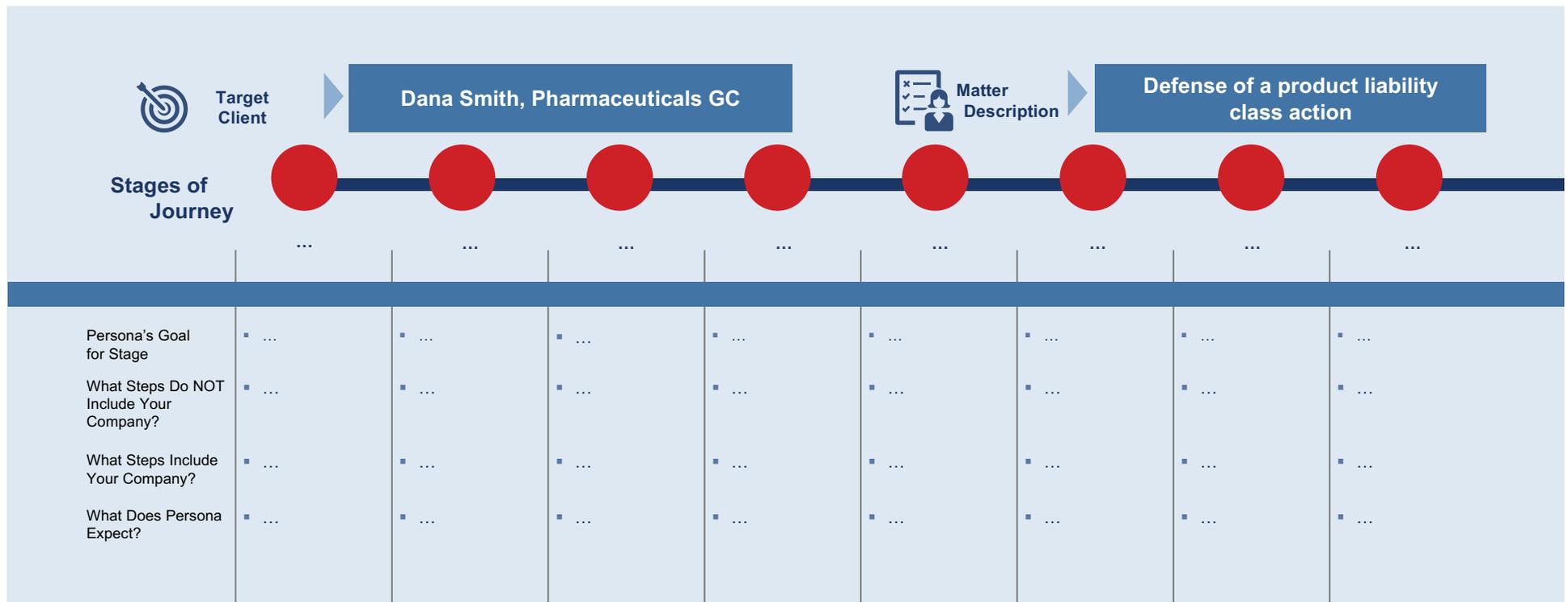


**Solutions begin to
form organically**

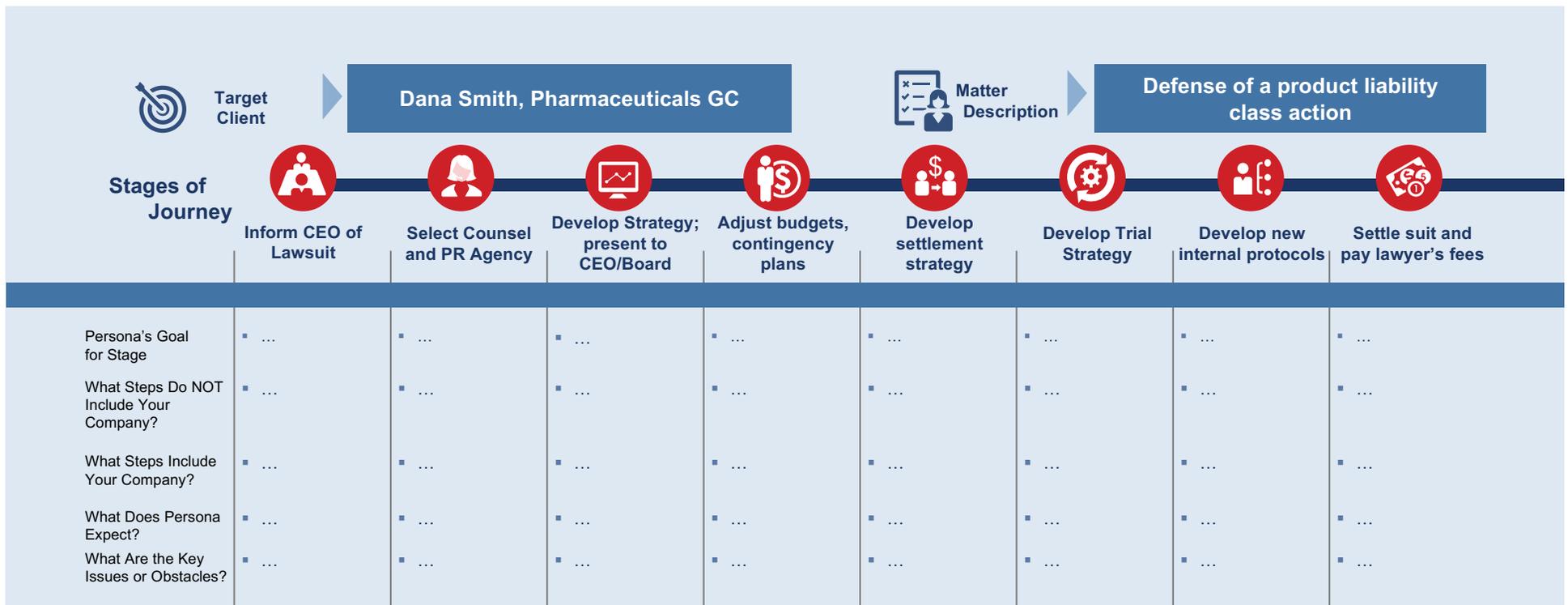
“When you engineer early successes, what you’re really doing is engineering hope. Hope is precious to a change effort.”

Switch: How to Change Things When Change is Hard

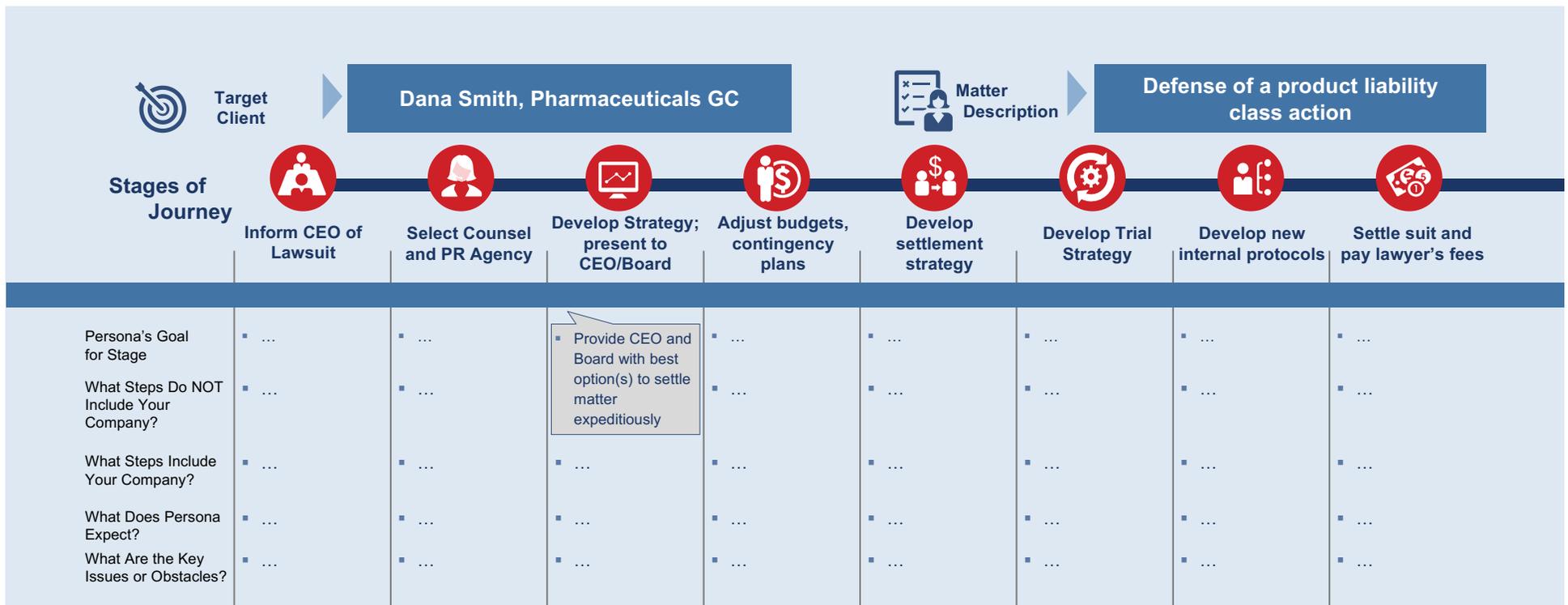
Step One – The Client and The Matter



Step Two – The Chronological Stages of the Journey (aka the danger zone)



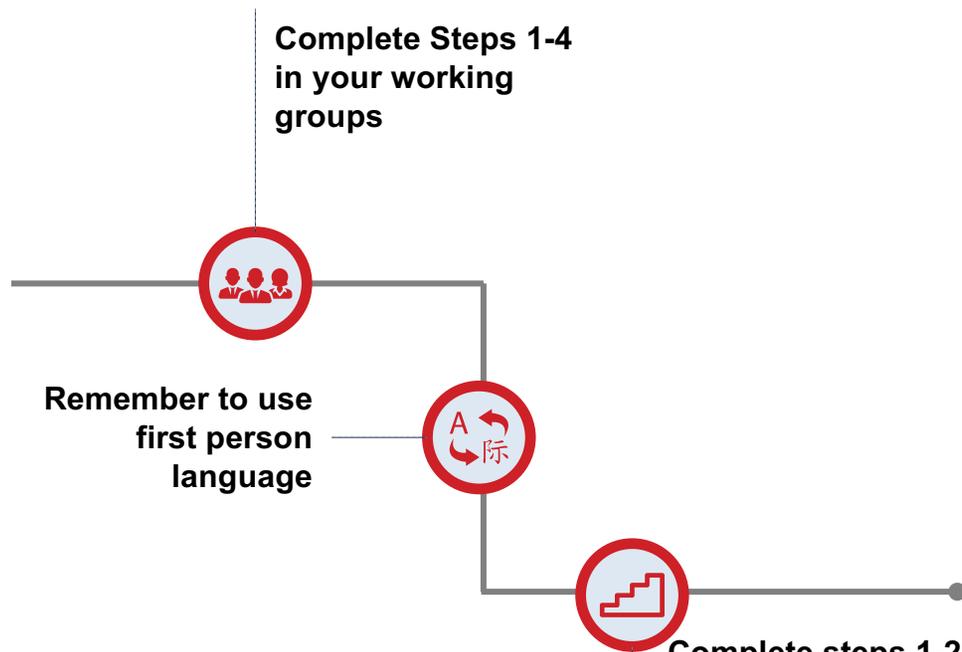
Step Three – The Objectives



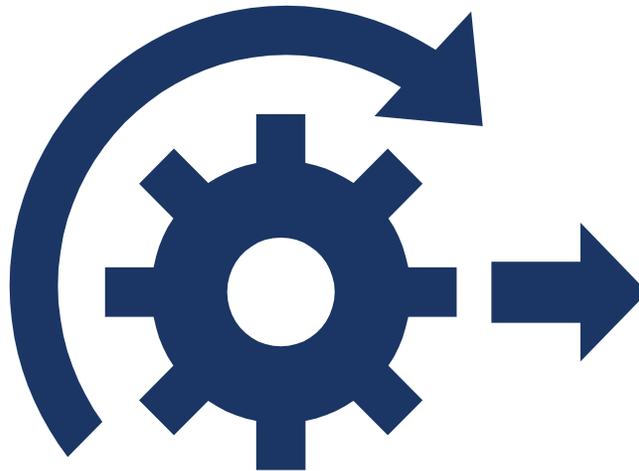
Step Four – Identify the Main Steps in Each Stage

Stages of Journey	Target Client Dana Smith, Pharmaceuticals GC				Matter Description Defense of a product liability class action			
	Inform CEO of Lawsuit	Select Counsel and PR Agency	Develop Strategy; present to CEO/Board	Adjust budgets, contingency plans	Develop settlement strategy	Develop Trial Strategy	Develop new internal protocols	Settle suit and pay lawyer's fees
Persona's Goal for Stage	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...
What Steps Do NOT Include Your Company?	▪ ...	▪ ...	<ul style="list-style-type: none"> Initial meetings with CEO and CFO prior to presentation 	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...
What Steps Include Your Company?	▪ ...	▪ ...	<ul style="list-style-type: none"> Review case analysis; discuss various legal options 	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...
What Does Persona Expect?	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...
What Are the Key Issues or Obstacles?	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...	▪ ...

Working Lunch



Review of Journey Map Progress



Step Five – The Expectations and Obstacles

What might get in the way of meeting expectations?



Target Client

Dana Smith, Pharmaceuticals GC



Matter Description

Defense of a product liability class action

Stages of Journey



Inform CEO of Lawsuit



Select Counsel and PR Agency



Develop Strategy; present to CEO/Board



Adjust budgets, contingency plans



Develop settlement strategy



Develop Trial Strategy



Develop new internal protocols



Settle suit and pay lawyer's fees

Persona's Goal for Stage

▪ ...

What Steps Do NOT Include Your Company?

▪ ...

What Steps Include Your Company?

▪ ...

What Does Persona Expect?

▪ ...

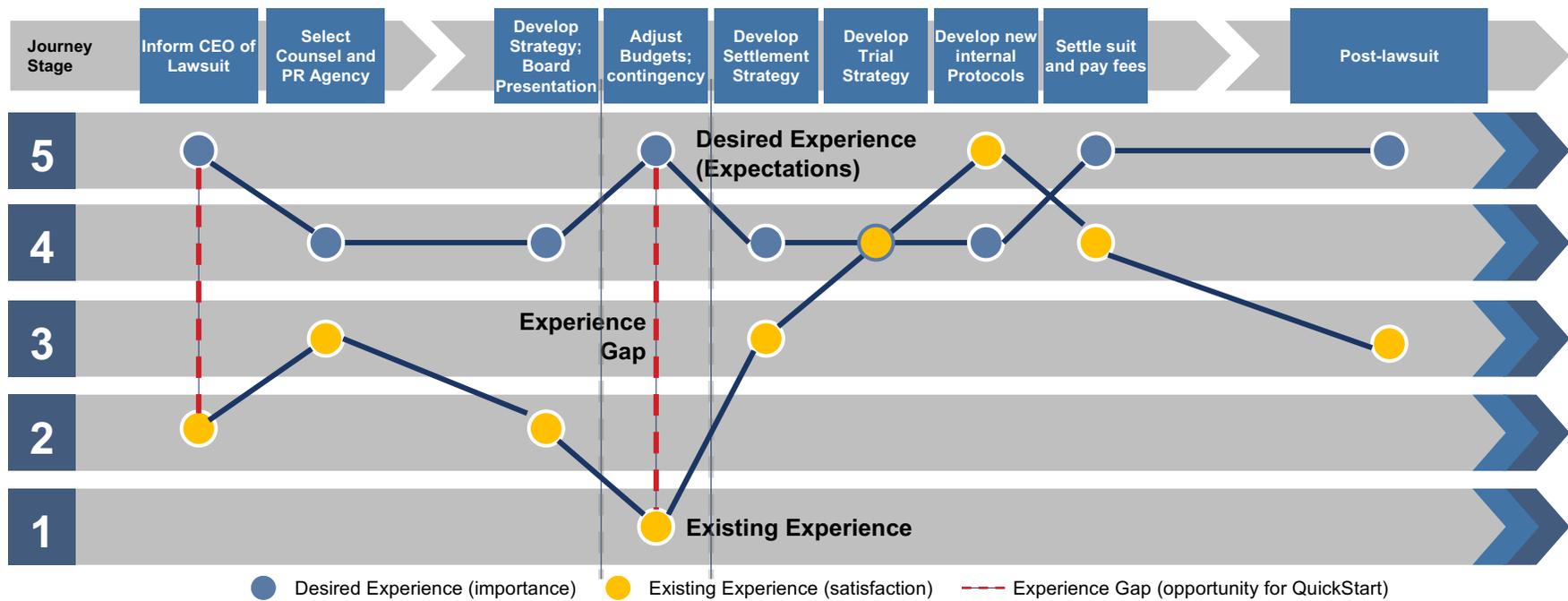
What Are the Key Issues or Obstacles?

▪ ...

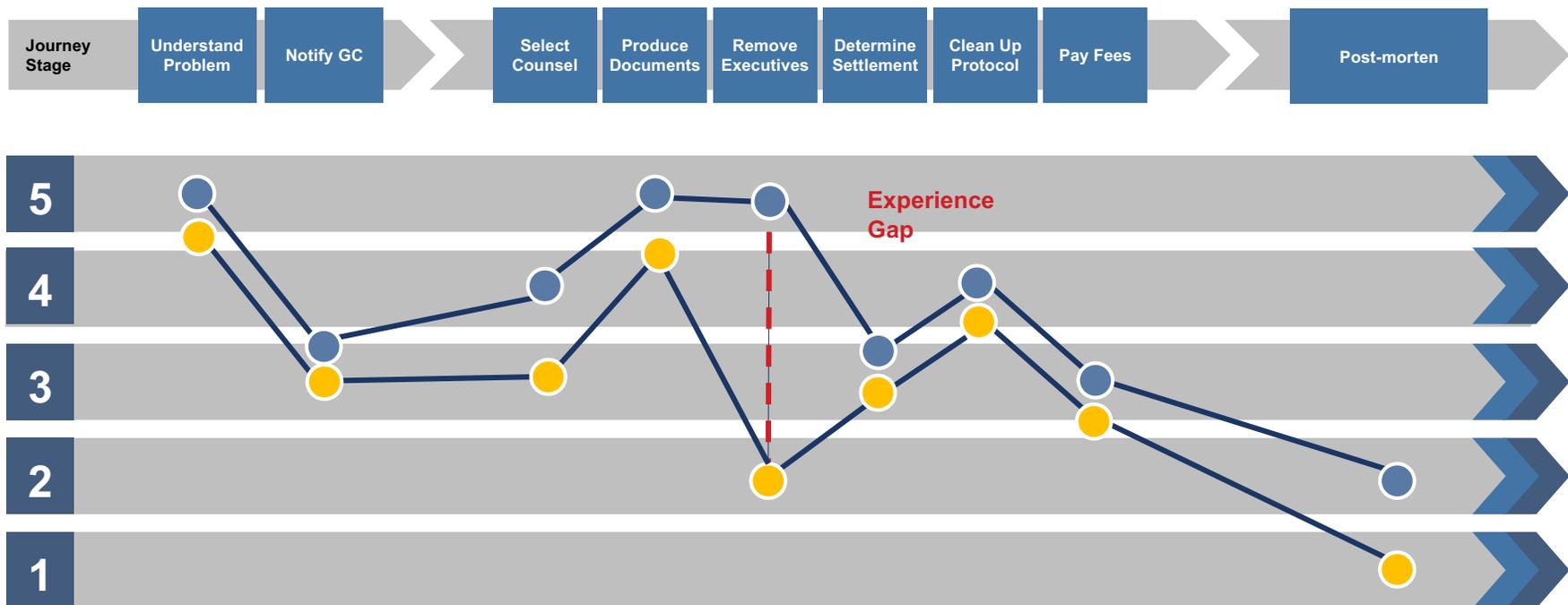
▪ Practical advice that takes into account business objectives

▪ Outside counsel at odds with GC's perspective; no real precedent for success of high-risk approach GC favors

Step Six - Plotting the Gaps

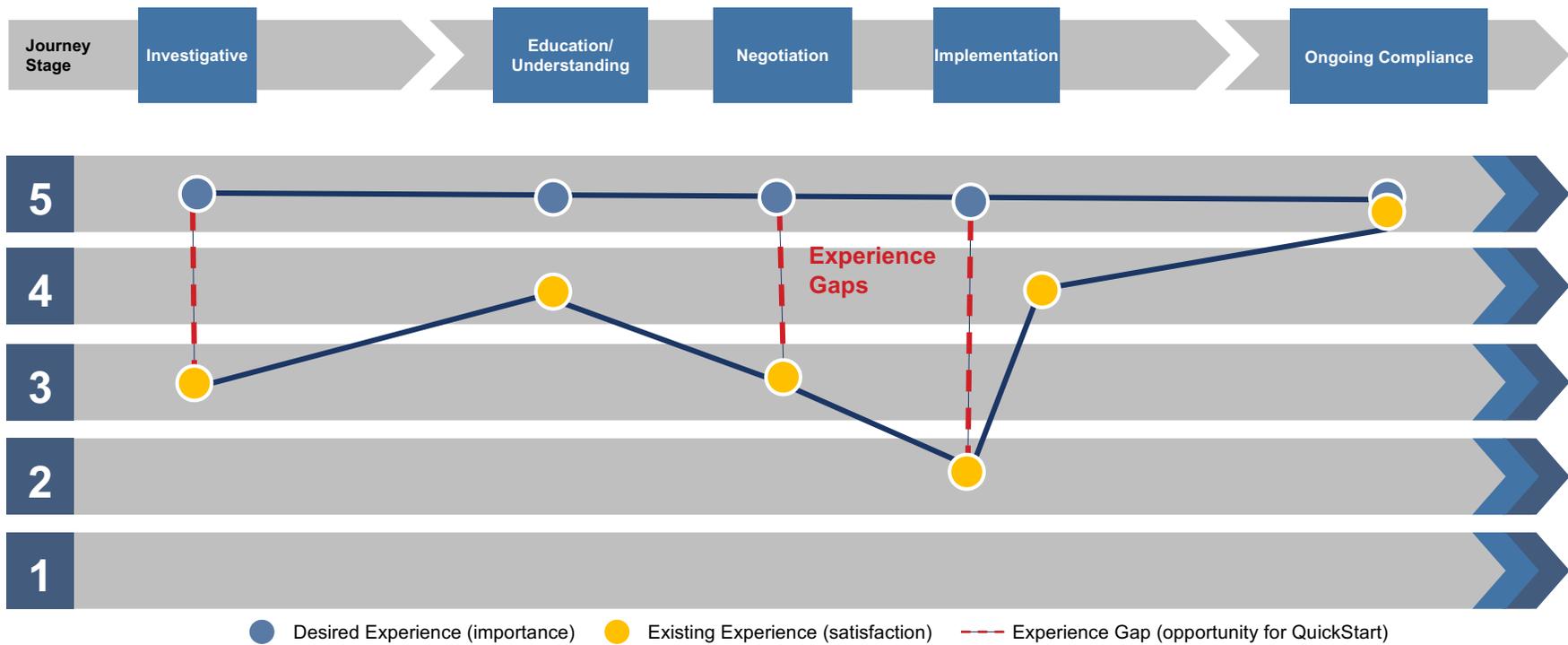


Step Six – Team Terry

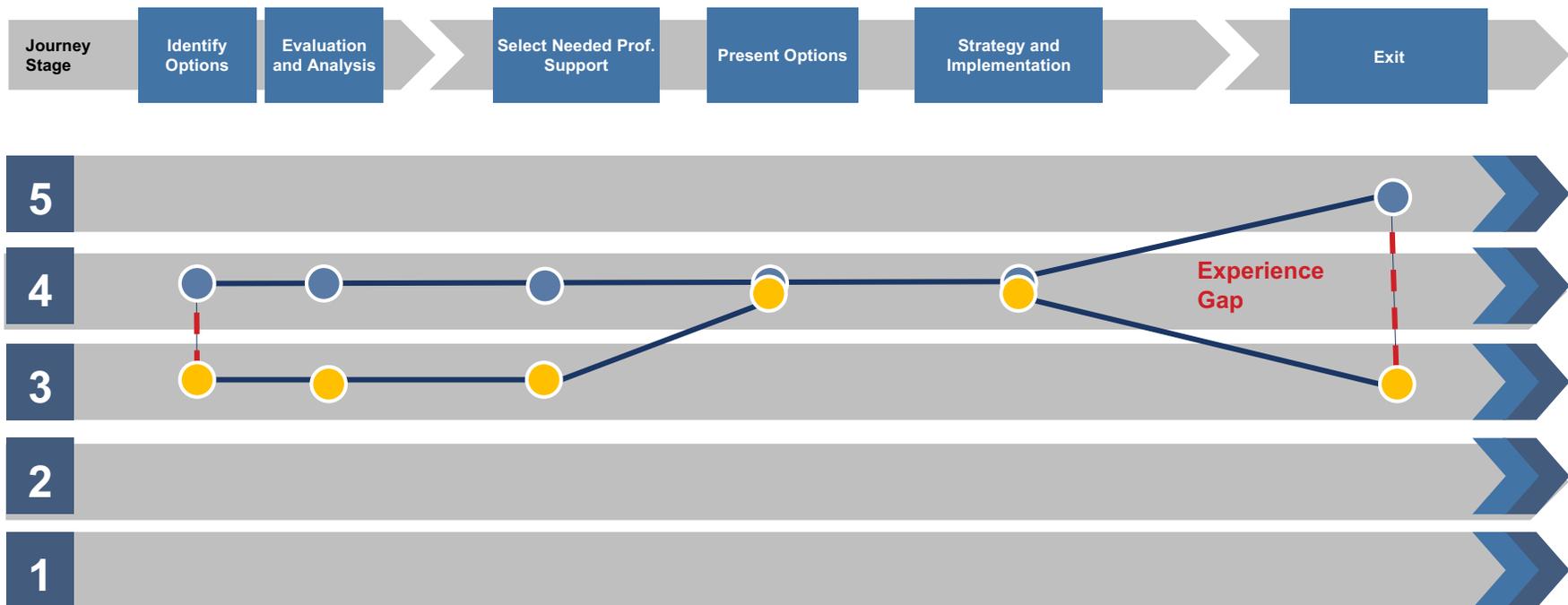


● Desired Experience (importance) ● Existing Experience (satisfaction) - - - Experience Gap (opportunity for QuickStart)

Step Six – Team Shawn

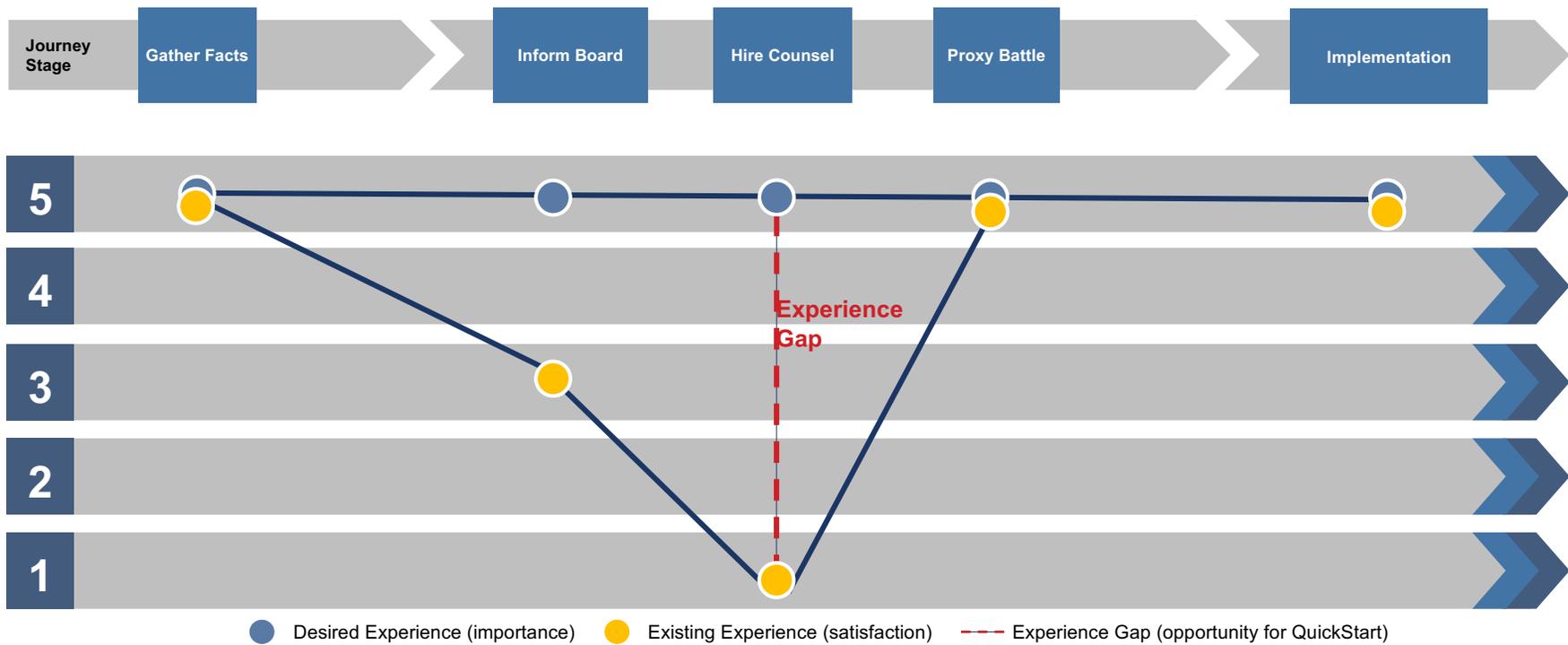


Step Six – Team Olga

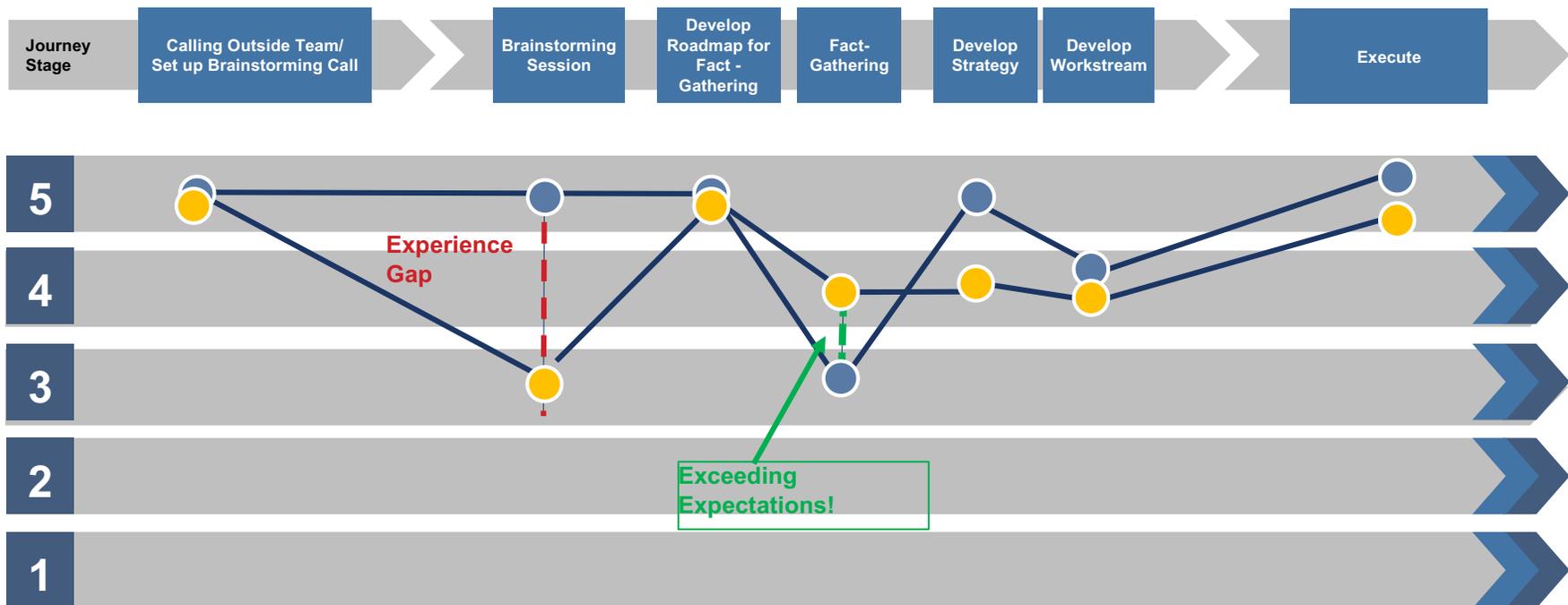


● Desired Experience (importance) ● Existing Experience (satisfaction) - - - Experience Gap (opportunity for QuickStart)

Step Six – Team Peter

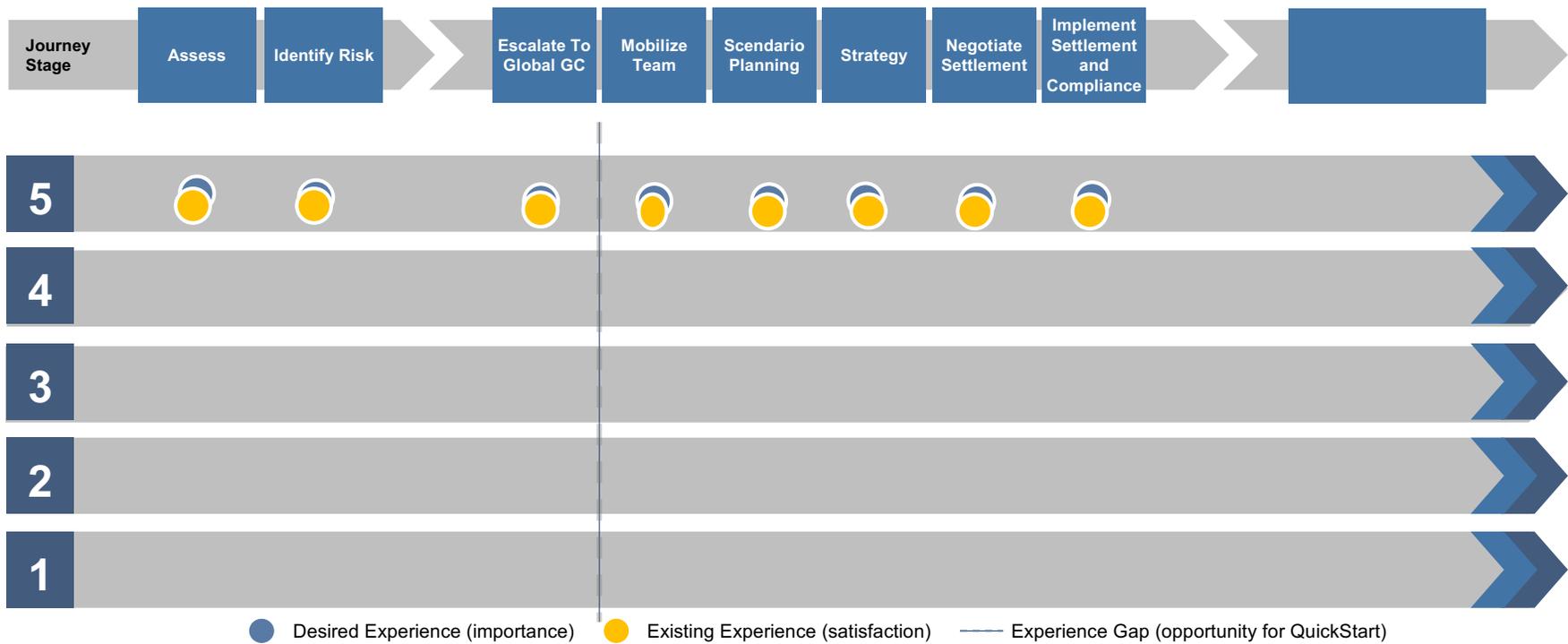


Step Six – Team Alicia



● Desired Experience (importance) ● Existing Experience (satisfaction) --- Experience Gap (opportunity for QuickStart)

Step Six – Team Angus



Step Seven – Brainstorm Solutions



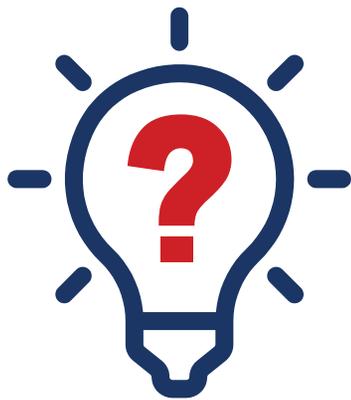
▶ **What** would improve the client experience?

- ▶▶ Talent
- ▶▶ Expertise
- ▶▶ Communication
- ▶▶ Process
- ▶▶ Technology

▶ **What** is being done very well and should be replicated elsewhere?

Why is something working? A mindset of an individual, a particularly good process?

Step Seven – Brainstorm Solutions



▶ **What** firm changes would need to be addressed?

If you could completely disregard the current structure and build anew, what would you do to address the issues uncovered?

Consider people, processes and technology.

Working Group Breakout



Focus on 1 Specific Stage of your journey map

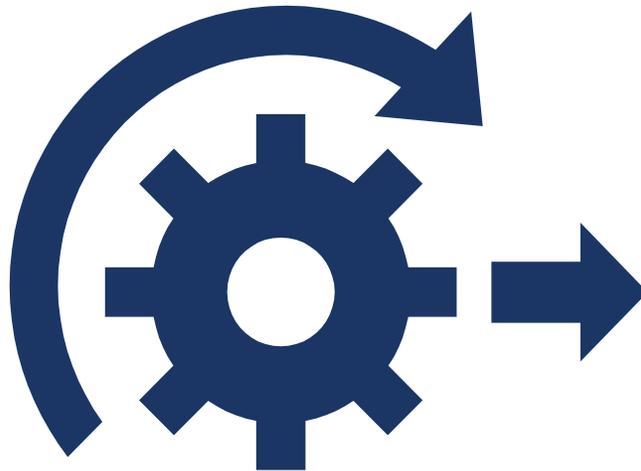
- Do not focus on pre-engagement marketing or post-matter financial discussions



Complete Steps 5-7 for that Stage

- If you have time, choose another Stage and repeat the exercise

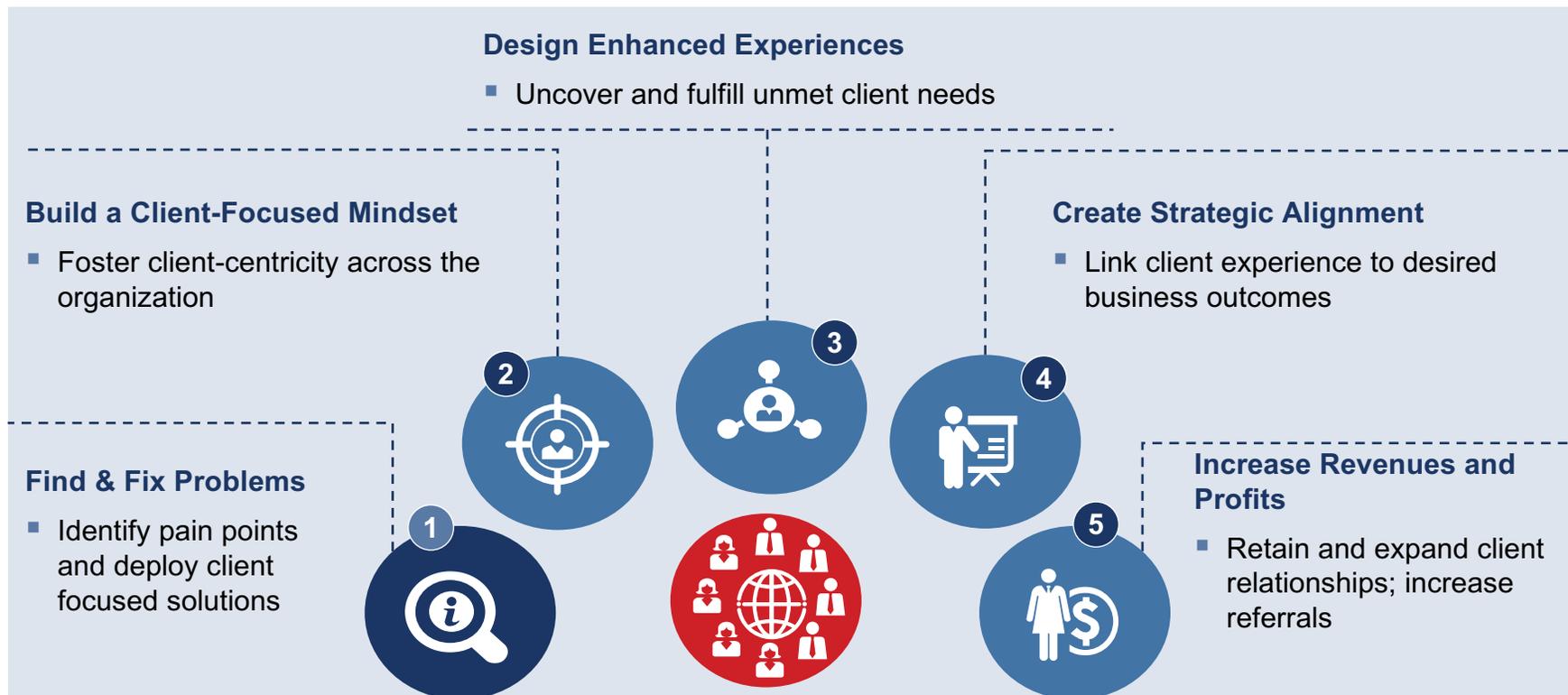
Review of Journey Map Progress



Questions for Our In-House Counsel



Driving Actions from Client Journey Mapping



Successful Client Journey Mapping Exercises

Don't do



Do

Rely on internal analysis



Assume clients view their journey differently than you do

Use CJMs only to develop initial recommendations



Use as lasting framework for ongoing design and training

Just use CJMs to identify problems



Use for innovations, find bright spots and define strategies

Create the map in isolation



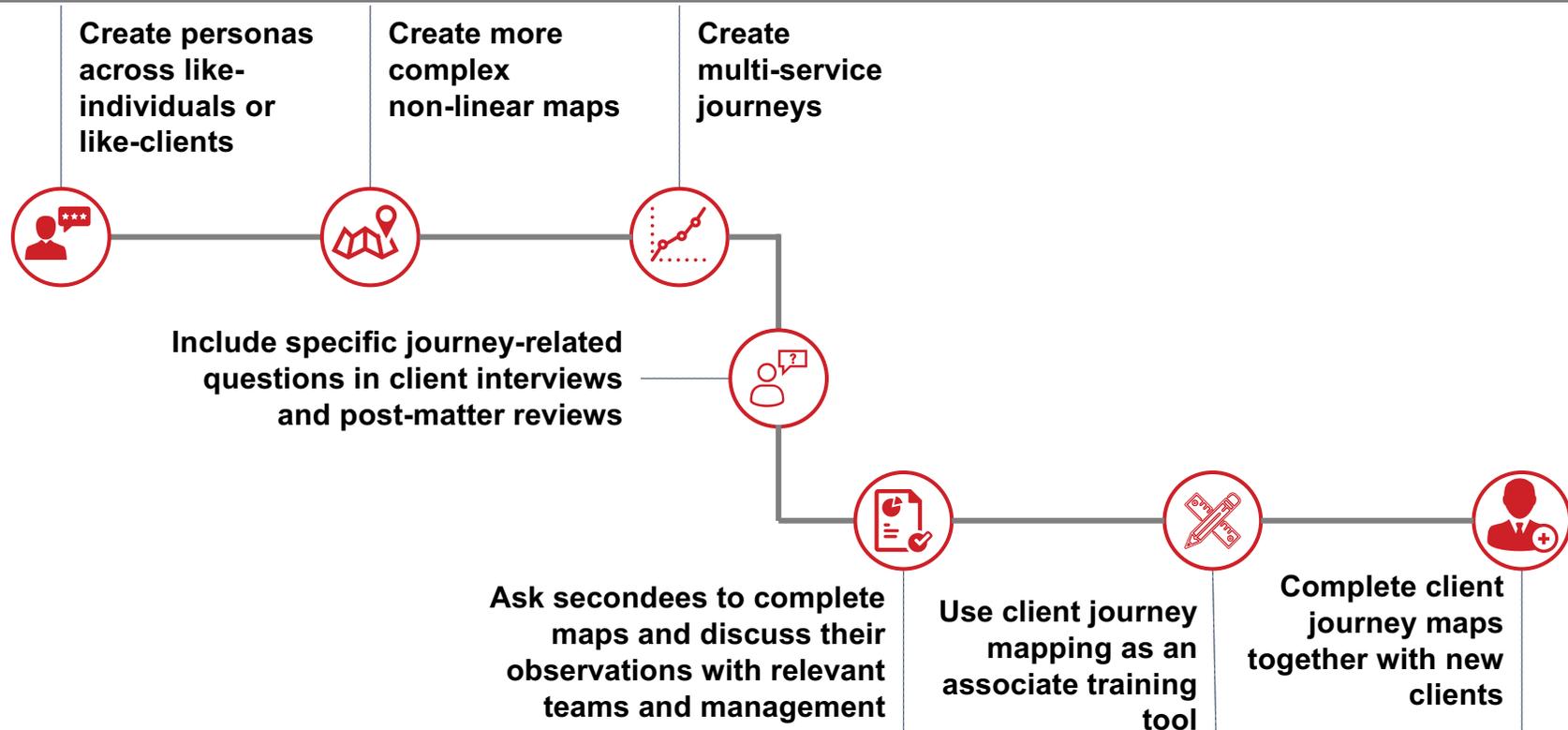
Involve stakeholders early and often

Focus on individual clients

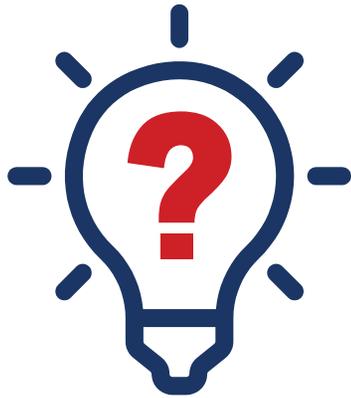


Use personas and aggregates to enhance the benefits

To Benefit Even Further



Journey Maps – Additional Applications



▶ Internal Process Review

- » Administrative Processes
- » Vendor Interactions

▶ External Analysis

- » Alumni Programs
- » Recruiting
- » Reception

Why is something working? A mindset of an individual, a particularly good process?

Closing Thought

“ Optimizing a single customer journey is tactical; shifting organizational processes, culture, and mindsets to a journey orientation is strategic and transformational...engages the organization across functions and from top to bottom, generating excitement, innovation, and a focus on continuous improvement. It creates a culture that’s hard to build otherwise, and a true competitive advantage goes to companies that get it right.

”
*“The Truth About Customer Experience”
Harvard Business Review, September 2013*