The definitive guide to customer journey analytics

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Contents

Introduction

Today's customer journeys are increasingly complex. They can span days, weeks or months and often extend across channels. And your customers might take more than one journey at the same time.

No matter what, consumers expect frictionless, connected experiences from your brand.

But many organizations struggle to meet these expectations. Customer data floods into your business rapidly, yet it's often siloed within different business functions. This creates blind spots that hinder your ability to measure customer experience (CX).

That lack of visibility makes it nearly impossible to quantify the impact of customer behavior on business outcomes.

These challenges are driving the adoption of a new class of analytics solutions. Customer journey analytics platforms help CX, analytics, customer service and other teams connect the dots, so they can measure success and uncover actionable information. Ultimately, this equips them to improve customer experience and business performance.

Understanding customer journey analytics

Journey analytics defined

Customer journey analytics is the science of analyzing customer behavior across touchpoints and over time to measure its impact on business outcomes. This approach continues to gain momentum as enterprises recognize the value of customer journeys in monitoring CX performance and identifying improvement areas.

Powered by an integrated source of customer journey data, journey analytics accelerates your ability to analyze customer journeys and score journey performance. Monitoring journeys — rather than isolated customer behavior in a limited number of channels — allows you to quickly understand which journeys best enable customers to achieve their goals.

Similarly, journey analytics enables you to pinpoint sources of friction that prevent customers from reaching their goals.

Continuously tracking omnichannel behavior helps you identify issues that negatively affect both CX and business outcomes. By leveraging customer journey analytics, you can:

- Uncover and diagnose the root causes of customer experience problems

- Determine the best way to solve these issues

- Prioritize improvements based on potential impact on CX and business objectives

Analytics powers your journey management program

Customer journey analytics is an essential component of a successful customer journey management program. It analyzes data, generates actionable insights to optimize journeys and continuously measures the performance of CX initiatives.

To manage journeys effectively, you first need to aggregate customer data across channels and time. The result is customer journey data, which captures interactions by a customer over time. It powers the real-time modeling and analysis needed to optimize journeys by orchestrating the right actions.

Unified customer journey data lays the foundation for your entire enterprise. It's the first step toward aligning cross-functional teams around journeys and breaking down traditional data and organizational silos.
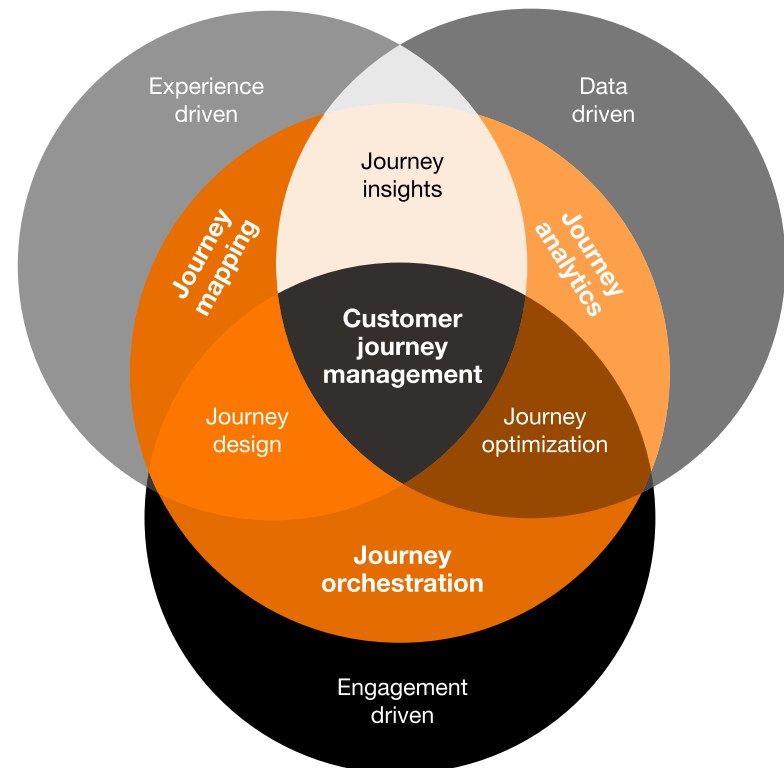
Journey analytics fuels orchestration

Journey orchestration is all about helping your customers reach their goals as quickly and easily as possible. But you can't do that effectively without understanding each customer's prior experience and current intent.

Journey analytics provides that critical input for successful orchestration. Measuring customer journeys that span channels and time allows you to visualize what customers have done in the past, while recognizing what they may want to achieve now.

Let's consider one bank that uses journey analytics to measure its Bill Pay journeys. It's alerted to changes when costs and call volume rise.

Using journey analytics, the bank can identify that clients who enter a payee manually don't complete their transactions. Customers end up contacting the service center or using the website instead.

With this knowledge, the CX team can collaborate with the mobile team to fix the app.

They can also orchestrate a temporary solution for clients who've encountered the issue and customers using the app to pay a bill before it's fixed.

For instance, a chatbot message that acknowledges the issue and contains a workaround can appear when clients begin adding a payee manually. If the client can't complete the transaction, the bot routes them to an agent. Because journey analytics provides agents with a single source of truth, agents have information about each client's prior experience and current intent.

This way, the client doesn't have to repeat the problem. The agent can help them complete their transaction quickly.

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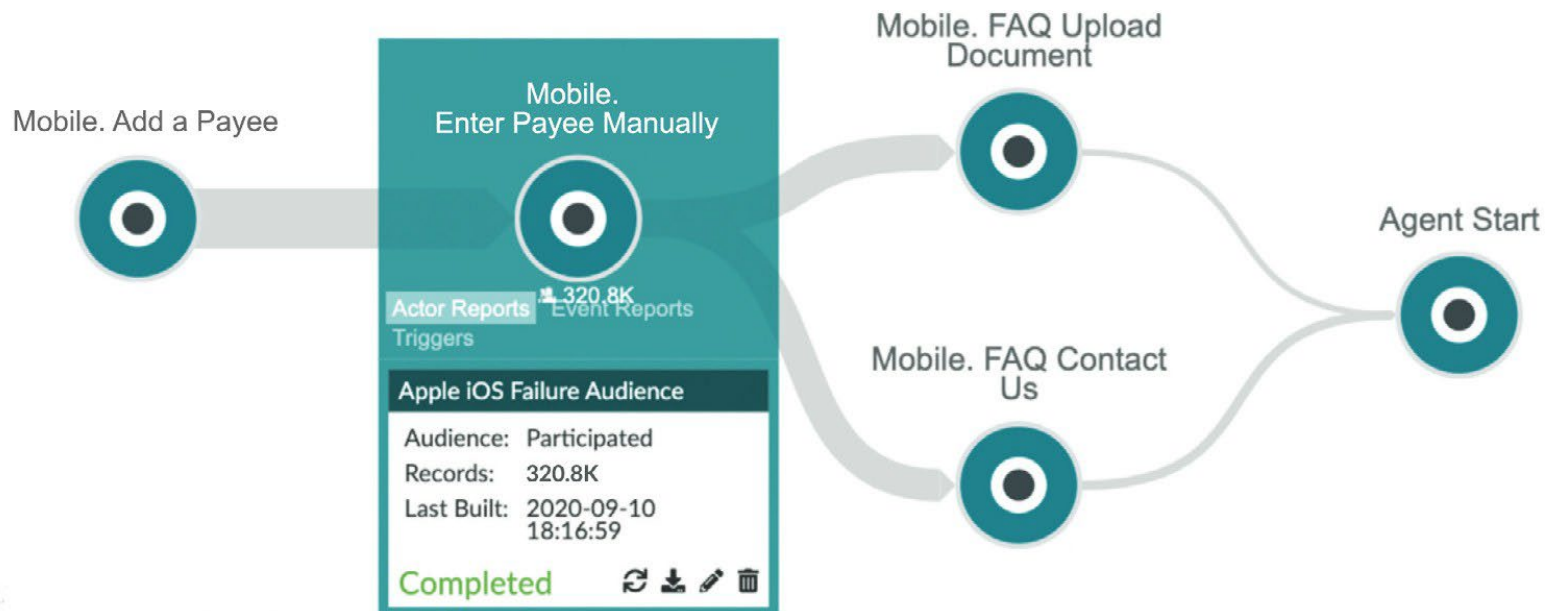
How business teams benefit from journey analytics

All teams can derive value from journey analytics

Customer journey analytics enables teams across your organization to improve analysis and measurement.

Ultimately, that helps each function improve customer experience and business performance.

Together, in-journey signals and end-of-journey success metrics enable you to score all your journeys and improve them. This approach helps you uncover the specific journeys that are driving changes in revenue or cost, which enhances your ability to make a powerful business case for change and future investment.

"Organizations need to understand what to focus on to make customer journeys better at delivering the experience we want our customers to have. Customer Journey Management is a cycle of continuous, interconnected activities that start with knowing who the customer is in the first place, so you can measure their journey and identify the small number of priorities that will have the greatest impact on improving customer perception and financial performance."

Ian Golding, CEO and Founder,
Customer Experience Consultancy Ltd.

1. Customer experience teams

Quantifying the ROI of investments has been the top CX challenge for three consecutive years. Without the ability to demonstrate how customer behavior affects business results, it's nearly impossible for CX teams to make a case for future budget increases. Customer journey analytics is gaining momentum as the best solution to this problem.

CX teams also use journey analytics to facilitate customer journey measurement. This inherently journey-based approach helps CX leaders monitor:

- Journey milestones: Key steps customers take on their paths to achieving their goals

- End-of-journey success metrics: Metrics that capture how well the experience enables your customers to reach their goals and for your company to achieve its desired outcome

- In-journey signals: Indicators along the journey that predict whether your customers are likely to achieve their goals

Together, in-journey signals and end-of-journey success metrics enable you to score all your journeys and improve them. This approach helps you uncover the specific journeys that are driving changes in revenue or cost, which enhances your ability to make a powerful business case for change and future investment.

2. Customer support and service

Many contact centers struggle to visualize and understand how customers interact across service channels. Voice, IVR and chat managers track performance within their own channels but can't see how interactions in one affect another. Further, what happens outside of the contact center is often a mystery.

This lack of visibility makes it difficult to effectively measure performance. More importantly, it hinders your ability to provide experiences that satisfy customers.

Journey analytics emphasizes the importance of analyzing interactions across channels and time, which makes it easier to:

- Measure and monitor omnichannel experiences within and beyond the contact center

- Identify the drivers of poor contact center experiences and performance issues

This way, contact center leaders can fix issues or minimize obstacles for customers, while improving contact center performance — and quantifying the impact of the contact center on broader business KPIs. Ultimately, journey analytics helps contact centers bridge the gap between service channels — and deliver frictionless, connected customer experiences.

3. Analytics

For customer insights, analytics and business intelligence teams, journey analytics is the key to answering customer-related questions faster. Sophisticated no-code journey analytics solutions drastically reduce required skills, as well as data preparation and analysis time. As a result, business users can answer more questions and analysts can focus their efforts on more complex queries.

Analytics teams use journey analytics to detect issues as they arise and identify a root cause in minutes. Powered by AI, root cause analysis can rapidly reveal friction points within journeys and enable analysts to determine not just what's happening, but why. This way, analysts can determine exactly which interactions are driving a successful outcome — or preventing your customers from achieving one.

Customer journey analytics can also enhance and leverage outputs from custom data science models. Behavioral attributes can improve existing and future models. And by incorporating model output into journey analytics software, that information becomes available to every business unit across the organization to improve decision making.

Finally, analysts can use journey analytics to increase collaboration within the organization. Democratizing the results of analysis provides CX, marketing and other teams with the insights they need to act and measure success.

4. Marketing

Journey analytics allows marketers to better understand how to engage with each customer in the context of their overall journey. It reveals the steps your customers take toward achieving their goals, rather than how they engage with specific campaigns or channels. This allows you to advance personalization efforts and show your customers you truly understand them; this will improve acquisition, up-sell and cross-sell campaigns — all while increasing retention and loyalty.

Customer journey analytics also facilitates segmentation beyond demographic, geographic and firmographic information. It enables behavioral segmentation, a form of customer segmentation based on the actions each customer takes. This enables marketers to improve campaign performance through improved targeting.

Most importantly, this approach also enables marketers to connect strategy and tactics to customer experience and business results. This empowers marketers to rise above opens and clicks — connecting campaign performance to customer experience goals and business objectives, such as revenue, cost and retention.

> **"The way a brand markets itself has to be consistent with what customers actually experience or those customers are never coming back."**
>
> **Dave Edelman,** Former CMO, Aetna

5. Digital product

Every digital leader is under pressure to increase customer satisfaction while decreasing cost. And while these two goals may seem opposed, journey analytics enables you to achieve both.

To meet these objectives, it's critical to understand more than just drop-off rates or leakage into agent-supported channels. Journey analytics is a reliable approach to uncovering which goals customers are trying to achieve within digital channels. Since journey analytics offers the ability to analyze cross-channel journeys, digital professionals easily identify why customers use digital channels, why they transfer to other channels and which channels address their needs most effectively.

Based on this information, digital teams can take prescriptive steps to improve digital service and collaborate with CX, marketing and customer care teams to optimize end-to-end journeys. Together, you can increase usability by identifying friction points — and achieve higher self-service rates.

How journey analytics compares to other approaches

Comparing journey analytics with alternative approaches

Today, the number of available customer analytics tools is overwhelming. The landscape includes options that promise a great deal but often underdeliver. Many platforms on the market address one or two of your most important customer experience needs but fail to address your needs in a comprehensive way.

Let's examine how some popular approaches and solutions for analyzing and engaging customers compare to customer journey analytics.

Pros	Cons
Manages campaign planning, tracking and execution in one platform	Only captures behavior in a limited number of marketing-owned channels
Automates actions based on predefined segments and behaviors	Measures progress towards marketer goals, rather than customer goals
	Challenging to analyze behavior of anonymous and known users

Marketing campaign analysis and reporting

Campaign analysis and reporting tools enable marketers to analyze the performance of hundreds or thousands of cross-channel campaigns in one place. Marketing teams use these tools to assess the performance of marketing activities across web, email and social channels.

The purpose of campaign analysis and reporting is to improve marketing effectiveness. Therefore, these systems are more focused on improving the performance of your marketing programs than measuring and optimizing each customer's experience. Campaign analysis and reporting tools can't make a direct connection between campaign performance and business outcomes such as revenue, cost and churn, for example. To quantify campaign influence they require the use of "black box" models that use statistical correlation to determine causation.

Customer data platforms

Customer data platforms (CDPs) have exploded in popularity in recent years, primarily due to marketing's need to aggregate and combine customer data from a variety of separate data systems. CDPs promise to solve this challenge by centralizing data collection, unifying customer profiles from disparate sources and creating and managing segments.

Some CDPs have analytical capabilities and others can be used to drive engagement across a variety of channels. Most CDPs serve as a place to retrieve unified customer records. But they can neither store time-based events, nor analyze and act on complex customer behaviors.

Pros	Cons
Unifies first-party, individual-level customer data from multiple sources to create 'Golden Records'	Difficult to incorporate unstructured data
Consolidates profiles at the person level and corrects attributes to identities	Many have immature analytics capabilities
Users can create and manage segments	Most don't support time series analyses (e.g. how many people did Y before Z but after X?)
Does not require the level of technical skill of a typical data warehouse project	Many lack advanced identity resolution capabilities such as probabilistic matching
Data can be used by other systems for analysis and to manage customer interactions	Can't account for anonymous customers
	A rapidly changing and consolidating market of more than 80 vendors

Process mining

Chief information, digital and financial officers, as well as operations analysts, use process mining to optimize business workflows. These tools help organizations measure processes from start to finish. And they can identify inefficiencies to improve. As the name suggests, process mining is focused on evaluating and optimizing internal processes rather than customer experiences.

Pros	Cons
Documents and improves the efficiency of business workflows	Does not capture customer behavior across all channels
Analyzes event logs within enterprise transaction systems	Actual customer journeys are not pre-planned business sequences
	Many platforms are not built to be usable or accessible across all business units or functions

Journey orchestration

A journey orchestration platform is ideally powered by connected customer journey data. This enables you to improve journey outcomes by orchestrating actions that are relevant to the context of each customer's goals and overall experiences.

Only when powered by journey data and effective journey measurement is it possible to deliver consistent experiences that reflect each customer's unique context.

As a result, journey orchestration solutions are more effective when combined with powerful customer journey analytics software. Unfortunately, most orchestration-focused solutions count how many customers completed a predefined sequence of steps — and try to pass off that simple capability as customer journey analytics.

"We operate in an omnichannel world. Experience leaders are using journey analytics to capture omnichannel touches in order to map, analyze and improve customer journeys."

Hank Brigman, President and Touchpoint Strategist, Customer Experience Strategies

Evaluating journey analytics solutions

Choosing the right solution

Journey analytics is one critical piece of your CX puzzle. While many vendors sell standalone analytics tools, journey analytics is most effective when it's incorporated in a customer journey management solution.

Here are three essential components that will fuel your success:

1. Journey data management

Your analysis is only as robust as the data that supports it. Sophisticated solutions are supported by a journey data hub that unifies data from any source. Look for platforms that don't require complex schema mappings or data transformations.

Identity resolution is a crucial capability that provides your organization with a single view of every customer. A holistic solution should offer accurate, flexible and rapid identity resolution capabilities — and not require a single identifier to be present in all data sources. This capability is crucial in creating journey data pipelines that fuel analysis, modeling and orchestration.

2. Customer journey analytics

The best journey analytics solutions allow you to monitor journey performance and ask any questions in real time without limitations on customer segment or timeframe.

When evaluating platforms, consider abilities like root cause analysis, which help users quickly identify the drivers of poor experiences or fluctuations in metrics.

Look for collaboration-based capabilities that make it easy to align your efforts with cross-functional teams. The best platforms offer customizable dashboards and journey scores so everyone knows what's working — and can work together to fix what isn't.

Finally, think about your users. Some platforms in the market are low- or no-code. This means business users and data analysts can gain value from the platform quickly and easily.

3. Customer journey orchestration

Journey analytics enables you to identify and prioritize opportunities to improve CX. By analyzing and measuring journeys, your organization can recognize each customer's prior experiences and current intent.

Once you have those rich journey insights, it should be easy to act on them. Because journey analytics fuels decision-making, your platform should easily connect to any orchestration platform. When journey analytics platforms are part of a broader journey management solution, that work is done for you.

When combined with journey data management and orchestration solutions, journey analytics is even more valuable. This is the key to aligning your organization on your customers and achieving your CX and business objectives.

Critical capabilities of journey analytics solutions

Not all customer journey analytics platforms offer the same capabilities, nor do they prioritize these capabilities in the same way.

Ultimately, your decision depends on how your goals and most pressing business needs line up with the capabilities of the journey analytics platform.

Legend: ●●● Strong ●● Medium ● Weak

Your Needs	Journey Analytics	CDPs (w/ Support for Analytics and Event Data)	Business Intelligence	Customer Analytics	Journey Mapping
Aggregate any type of customer data. Resolve identities at multiple levels (e.g. to support householding) without requiring a single ID across all data sources	Strong	Strong	Weak	Strong	Weak
No code analytics to enable analysts and business users to analyze the behavior of any customer or group of customers over any timeframe	Strong	Strong	Medium	Weak	Weak
Uncover frequent (and infrequent) paths customers take. Identify dropouts (dead ends), loopbacks, unnecessary detours and channel switches.	Strong	Medium	Medium	Medium	Medium
Track journey flow, in-journey signals and journey success metrics that capture the value the journey provides to your customers and your business	Strong	Weak	Medium	Medium	Medium
Stay informed when thresholds, anomalies, period-over-period changes and trend reversals are detected in any business KPI	Strong	Medium	Strong	Strong	Weak
Inform analyses with output from out-of-the-box and custom models	Medium	Weak	Strong	Strong	Weak
Identify root causes of journey success or failure. Quantify CX ROI and prioritize experiences by their impact on CX metrics and business KPIs.	Strong	Medium	Medium	Strong	Weak

Summary

Align on journeys to deliver exceptional, empathetic experiences

Today, leading enterprises are reorganizing around the customer and using customer journey analytics to understand behaviors and shape experiences.

Customer journey analytics empowers every team across your organization — from data scientists to analysts to business users — to align on journeys and optimize each customer's experience. Empowering every employee to understand each customer's past behavior and current goals is the key to providing customers with the empathetic, personalized experiences they demand.

By measuring and monitoring the real-world paths your customers take across channels and over time, customer journey analytics enables you to optimize customer experiences and improve business outcomes.

Genesys and Orange Business – a worldwide alliance elevating customer experience

For over two decades, Genesys and Orange have had a powerful global partnership, tackling customer experience challenges together. From on-premises CTI to cutting-edge cloud contact center, big data and AI solutions, we are uniquely positioned to enable our customers to innovate, drive their business strategy and improve customer experience through effective use of data.

Pointillist®
by ꝏ GENESYS

Today's customers expect a personalized experience on any channel they choose and customer experience teams must deliver experiences that anticipate each customer's needs by recognizing their preferences, prior experiences and current goals.

With Pointillist by Genesys we can help you gain visibility, measure, manage and optimize individual customer journeys at scale and improve your overall business performance.

With Pointillist, customer experience teams gain the capability to:

- Transform customer data silos into journey data that fuels real-time analytics, modeling and orchestration
- Measure omnichannel customer experiences and identify opportunities for improvement
- Quantify the impact of customer behavior on business outcomes
- Orchestrate actions that optimize customer experience and maximize business success
- Align cross-functional teams on customer and business goals

Get in touch with your Orange account director to explore how Pointillist could help you optimize customer experiences and improve business outcomes.

Get more information about Orange contact center capabilities and Orange customer experience capabilities.

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