The Definitive Guide to Customer Journey Analytics for Financial Services

Pointillist

Contents

Introduction

Today's customer journeys are increasingly complex. A journey can span days, weeks or months, and may occur in one channel or across multiple touchpoints. Moreover, customers typically participate in more than one journey at a time, like a customer that encounters a billing issue in the midst of their onboarding journey. Yet no matter what, customers expect your organization to provide personalized, seamless experiences.

Unfortunately, most financial services institutions struggle to deliver those experiences. As customer data continues to flood the enterprise, it's challenging to manage, measure and optimize customer journeys.

Optimizing interactions at a single touchpoint no longer suffices for today's customer. This is driving the adoption of a new class of analytics solutions that help CX, analytics and marketing teams connect customer data, so they can understand how customer journeys impact customer experience and business objectives.

Customer journey analytics solutions help organizations efficiently manage customer journeys and reveal actionable insights that allow enterprise teams to improve experiences and quantify the ROI of CX initiatives.

What is Customer Journey Analytics?

What is Customer Journey Analytics?

Customer journey analytics connects customer behavior across channels and time to business objectives. Sophisticated platforms integrate and analyze millions of data points, allowing you to visualize journeys from the point of view of your customers. Customer journey analytics supports a customer journey management approach, providing data-driven insights you can leverage to effectively manage, measure and improve customer experiences.

> "Customer journey analytics is the process of tracking and analyzing the way customers use combinations of channels to interact with an organization and covers all channels present and future which interface directly with customers."
>
> — Gartner

Journey analytics streamlines the process of aggregating and analyzing data, providing teams across your organization with actionable insights. Leveraging these solutions enables you to better understand customer behavior and orchestrate more personalized journeys at scale.

Ultimately, customer journey analytics supports your journey management efforts and enables you to meet desired business objectives, such as:

- Reducing cost to serve

- Measuring and improving CX

- Increasing customer retention

- Growing share of wallet

Why are Financial Firms Adopting Journey Analytics?

As customer demands evolve, business leaders are increasing their investment in customer experience. Neglecting CX puts your company at serious risk for increasing dissatisfied customers and churn, in addition to losing your edge over the competition.

And that competition is heating up. Innovative fintech firms have changed the landscape forever, threatening to leave traditional institutions behind. Banks, wealth management firms and credit unions are prioritizing initiatives and increasing investments in technologies that will improve customer experiences.

Traditionally, enterprises often focus on optimizing specific interactions within a single touchpoint. But that approach is myopic. Delivering exceptional experiences requires an understanding of the entire customer experience.
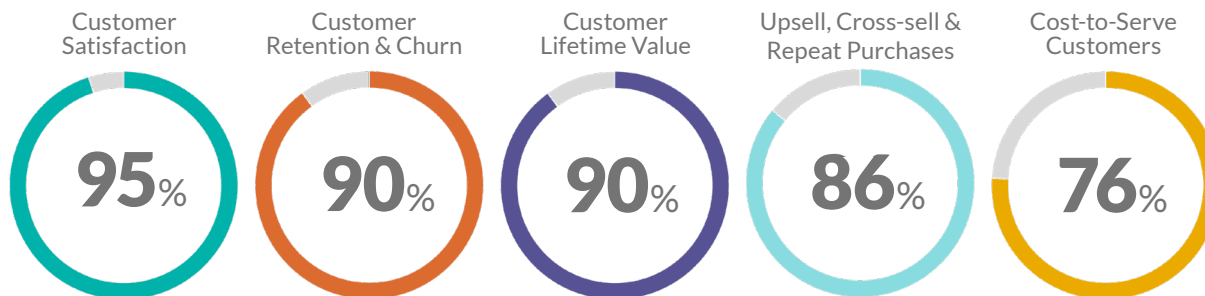
Uncovering the journeys that are most important to your customer and your business is crucial to your success. Journey analytics allows CX leaders to identify those journeys, define the appropriate KPIs to measure each journey and prioritize opportunities for optimization. In fact, Forrester says that using customer journey analytics helps businesses:

- Improve important or problematic customer journeys

- Evaluate opportunities for innovation or optimization

- Boost retention and loyalty

In a recent Pointillist survey of over 700 CX, marketing and analytics professionals, more than 90% of respondents stated that the adoption of a journey-based approach is important to their overall success. Ultimately, leveraging a customer journey analytics platform allows you to effectively manage customer journeys, deliver the best experiences to customers and meet your company's goals.

Percentage of CX Leaders That Agree or Strongly Agree That a Journey-Based Approach Has a Positive Impact on the Following:

Customer Satisfaction	Customer Retention & Churn	Customer Lifetime Value	Upsell, Cross-sell & Repeat Purchases	Cost-to-Serve Customers
95%	90%	90%	86%	76%

"To design and deliver a great customer experience, you need to understand not only your customers' expectations, the problems they're trying to solve and the goals they're trying to accomplish, but most importantly the steps they've taken to get there. Centering customer experience around the customer and their journey is the only way to retain customers, which is obviously good business."

— **Annette Franz**, Founder and CEO, CX Journey Inc

Why Now?

Customer experience is universally recognized as a top priority, regardless of industry. In Pointillist's survey, over 87% of respondents say providing exceptional customer experience is very or extremely important to their business. They also report that CX is the number one priority for their teams in the next twelve months.

It's the frontier that every business must conquer to become successful.

Customer journey analytics enables you to positively impact every aspect of CX by:

1. Measuring and Improving Customer Experience

Journey analytics makes it easy to analyze end-to-end journeys, revealing the root cause of customer behavior. CX leaders use this insight to pinpoint friction and quantify the impact these journeys have on both customer satisfaction and business outcomes.

2. Increasing Operational Efficiency and Cost Savings

Using customer journey analytics enables teams across your organization to identify journeys that hinder customer experience and drive operational costs. Effective teams use journey analytics to find opportunities to streamline inefficient journeys in order to lower customer effort, while decreasing cost to serve.

3. Managing Retention and Churn

CX teams leverage journey analytics to uncover not only the journeys that result in the highest volume or frequency of churn, but the behavioral indicators that signal churn. These solutions provide insights that help you determine which areas of CX need immediate optimization to reduce churn and increase retention.

4. Growing Share of Wallet

Customer journey analytics enables organizations to orchestrate experiences based on a customer's context. These platforms fuel CX and marketing teams' ability to deliver upsell and cross-sell offers to the customers who are most likely to convert, maximizing lifetime value and share of wallet.

2% **11**%

87%

say exceptional customer experience is very or extremely important to their organization

■ Not so important or not at all important   ■ Somewhat important   ■ Very or extremely important

Critical Capabilities of Customer Journey Analytics

Customer journey analytics supports a journey-based approach to CX, enabling you to go beyond traditional mapping or analysis activities.

Sophisticated solutions allow you to not only manage, but measure and improve customer journeys and experiences.

The best customer journey analytics solutions advance your efforts to:

- Aggregate all of your customer data

- Evaluate journey-based metrics and KPIs

- Use AI to identify the root causes of journey success or failure

- Manage, prioritize & quantify the ROI of your CX initiatives

- Orchestrate personalized cross-channel experiences

Aggregate   *Analyze*   *Act*
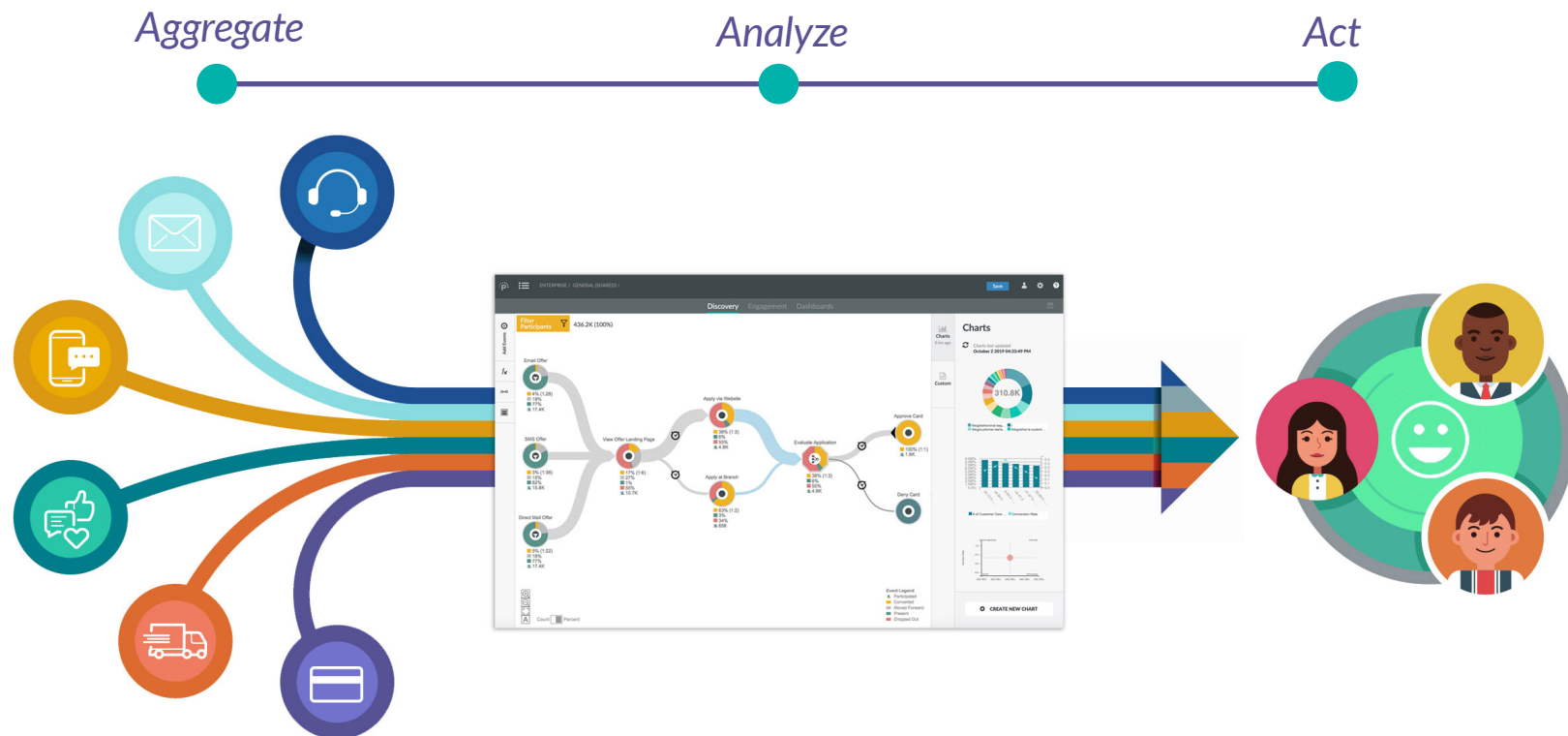
Who Uses Customer Journey Analytics?

Journey analytics helps enterprises solve complex CX issues that other solutions cannot. Customer experience, analytics and marketing teams can use these platforms to become more data-and-insight-driven.

Together, teams across your organization can collaborate and become more customer centric.

Let's take a look at the teams that benefit most from journey analytics.

CX

BI and Analytics

Marketing

Leadership

Customer Care, Service, Support

"To get value out of journey analytics, CI and CX pros should collaborate to overcome organizational silos by forming cross-functional teams that orchestrate customer value across channels."

— Forrester

Pointillist®

9

Customer Experience Teams

Sticky notes and journey mapping tools fail to capture the actual journeys your customer takes. Customer journey analytics helps CX teams go beyond traditional analysis and rapidly pinpoint high impact opportunities to improve customer experience.

CX teams use journey analytics to:

- Analyze and monitor the performance of customer journeys

- Understand root causes of behavior

- Prioritize and optimize journeys

- Quantify the ROI of CX initiatives

Pointillist

Business Intelligence and Analytics Teams

Customer journey analytics accelerates analysts' efforts, allowing you to spend less time on data preparation and more time on meaningful analysis and insight discovery.

Analytics teams use journey analytics to:

- Reduce time spent on data preparation and integration

- Test new hypotheses as fast as you can generate them

- Predict future outcomes

- Rapidly answer questions that require complex, time-based analyses
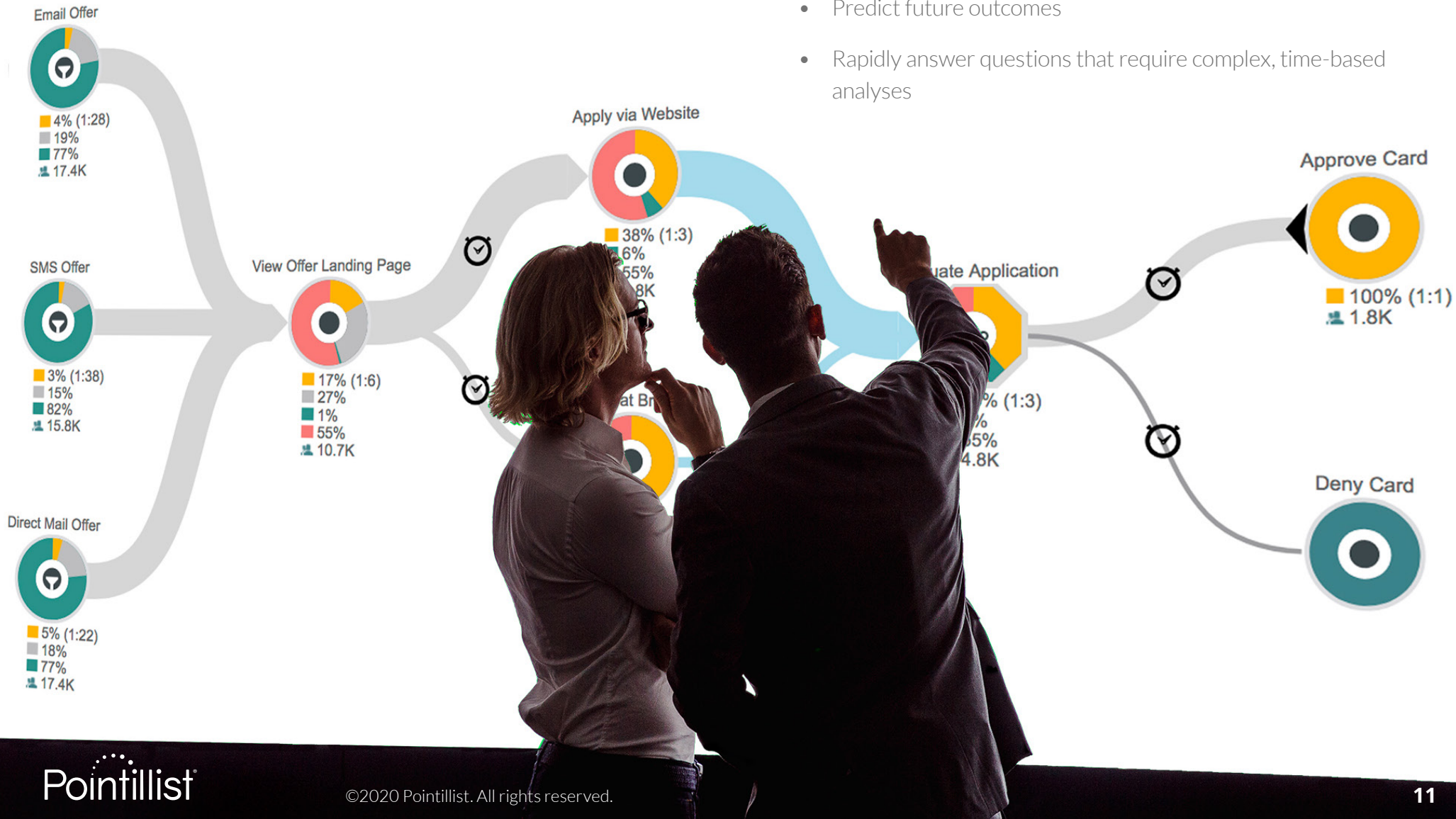
Marketing Teams

Journey analytics is used by marketers to directly quantify the return on marketing investments by linking customer behavior to hard metrics like churn and lifetime value, and accelerating revenue growth by boosting customer acquisition and uncovering upsell and cross-sell opportunities.

Marketing teams use journey analytics to:

- Orchestrate personalized experiences

- Drive revenue growth through acquisition, cross-sell and upsell

- Increase loyalty and reduce churn

- Demonstrate return on marketing investment (ROMI)

Pointillist

Customer Care, Service and Support Teams

These teams use customer journey analytics to improve customer service and reduce cost to serve, as well as measure the ROI of program changes and technology investments. In addition, journey analytics enables these teams to maintain a complete, unified view of every customer's profile and historical behavior to deliver enhanced personalized experiences to the right customers at the right times.

Customer care teams use journey analytics to:

- Uncover actionable, timely insights to understand drivers of customer care metrics, cost to serve, and customer satisfaction

- Understand the journey before and after customer care interactions

- Improve self-help mechanisms

- Quantify the ROI of customer care programs and their impact on NPS, CSAT and more


Pointillist

Leadership

Journey analytics platforms help teams across the organization build business cases for future initiatives that align with corporate strategic and financial goals, and break down silos between cross-functional teams to enable tighter collaboration and efficiency.

By leveraging customer journey analytics, you can provide leadership with the information they require to:

- Directly connect CX initiatives to organizational KPIs

- Align CX programs with enterprise-level strategic initiatives

- Make CX investment decisions based on ROI and strategic impact

- Assess the success of CX programs based on hard metrics, like revenue, profitability and customer lifetime value

How Does Journey Analytics Compare with...

Traditional Analytics

Journey Mapping

Customer Data Analytics

?

Customer Journey Analytics
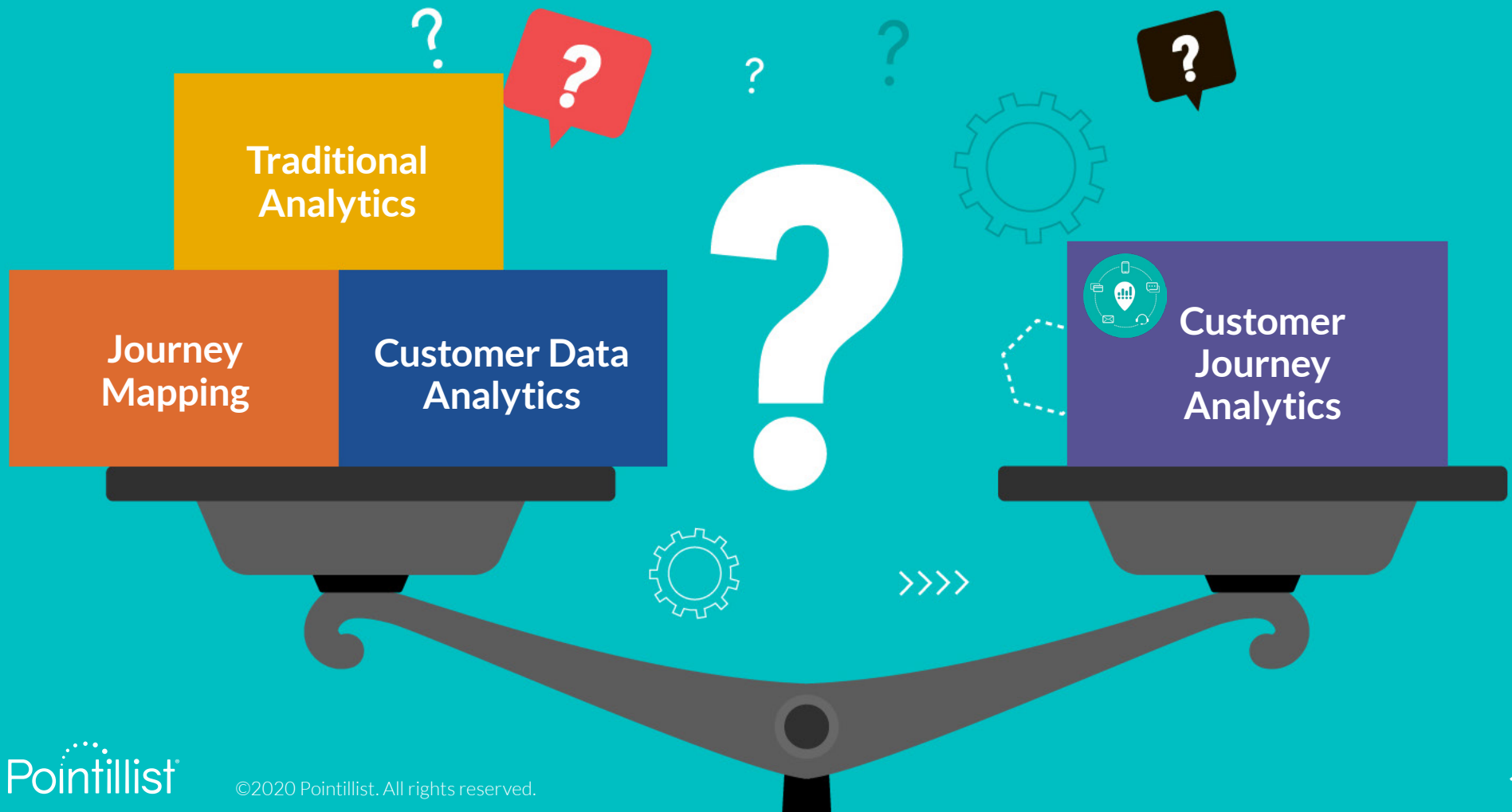
Traditional Analytics Tools

The goal of traditional analytical tools is to bring together all customer data in a contextual manner, so you can understand the context of every unique customer journey.

To do that, you must answer complex questions such as:

- How many customers are on each journey?

- What is the likelihood of success for each customer on each journey?

- What other journeys are these customers on?

- Which kinds of customers take each journey?

- What is the optimal time and channel in which to interact with each customer?

Traditional Analytics Tools (*cont'd*)

But banks and other financial institutions are struggling to answer these questions using traditional analytical tools due to six main limitations:

1. Volume and velocity of data

The number of touchpoints and the volume of data produced by each has increased exponentially in the last few years. There are now multiple channels that customers interact with over their journey, including websites, social media, emails, mobile applications, surveys and more.

2. Inflexible data systems

When business processes or customer behavior changes, static data models really slow down decision making. Not surprisingly, this type of static model creates a lot of lag in the analytics process, forcing teams to remain a step behind in acquiring and acting on the latest customer data. There is a real need for applications that enable decision making in real time, instead of waiting weeks or months with traditional analytics tools.

3. Data integration is difficult and time consuming

Business teams often make their own investment decisions concerning tools, applications and IT infrastructure, resulting in inaccessible and siloed data. When your organization demands a holistic view of each customer, integrating cross-channel data from separate systems is challenging. Business teams need an efficient and time-saving way of integrating their data sources.

Traditional Analytics Tools (*cont'd*)

4. Scarcity of skills and resources

To extract intelligent insights from data, teams of skilled data scientists are needed, but are often difficult to hire, retain and motivate. Unlike traditional tools, customer journey analytics platforms can present complex data through journeys that do not require an army of data scientists to analyze.

5. Lack of real-time customer insights

Traditional analytical approaches often create a historical view, which in today's world of rapidly shifting customer behavior is rendered useless before it can be acted upon. CX teams need to understand what drives customer behavior and how that impacts your strategy and goals.

6. Failure to capture cross-channel journeys

Most analytics tools work independently on data within a single channel and do not capture cross-channel journeys. This traditional approach only helps to understand interactions in isolation, preventing CX professionals from visualizing customer journeys across channels. Without that insight, businesses cannot deliver relevant and consistent experiences to each customer.

Pointillist®

Journey Mapping Solutions

Customer journey mapping is extremely popular for marketing and CX teams. Journey maps provide a visual representation of the customer journey, enabling teams to look at the interactions customers have with their brand over time and through which channels. However, journey mapping is a static approach that assumes all customers behave the same.

Although they share a common goal, customer journey analytics and journey mapping take very different approaches.

More importantly, the results also differ in five very distinct ways, which we will review in this section.

Journey Analytics Vs Journey Mapping: 5 Key Differences

1. Data-driven

The key difference between customer journey mapping and customer journey analytics is that the latter is based on hard data—millions or even billions of individual interactions—rather than the subjective interpretation of interviews or observations of a small number of 'representative' customers.

2. Comprehensive

Journey mapping exercises tend to simplify the endless variety of customer journeys and boil them down to a single representative journey. In contrast, customer journey analytics reveals the wide variety of paths that real customers actually take across channels, and identifies the most significant ones.

3. At Scale

Many organizations employ journey mapping to successfully create a few high-level *macro-journeys*. But it's extremely time-consuming to use journey mapping techniques to flesh out and visualize all the detailed steps that make up specific parts of the overall journey (a *micro-journey*). Customer journey analytics tools helps you view the macro journey and provides opportunities to drill-down and discover the micro-steps that comprise them.

4. Spans Time

Unlike the static snapshots that journey maps represent, journey analytics are time-based, which allows you to monitor the performance of each journey over time and understand the root cause of any changes.

5. Actionable

Pictures are great for internal communication and aligning employees across your organization around a common, customer-focused perspective. But after you determine which parts of the journey are providing the poorest experience, how do you act on them? Customer journey analytics fuels action, allowing organizations to optimize engagement across the entire customer experience.

Other Customer Data Analytics Technologies

In the realm of customer experience, there are many customer data management problems that analytics tools claim to solve. These issues range from data quality, governance and ownership barriers to customer identity resolution and data schema incompatibilities, as well as the duplication of data across sources. Even if businesses overcome these challenges, getting your questions answered often requires waiting for data science specialists that have the proper training and tools—but are typically in short supply.

Generating actionable customer insights quickly requires a solution that:

- Unifies customer data and resolves identities across channels

- Visualizes your customer's experience across touchpoints and over time, as they seek to achieve a specific goal

- Connects qualitative and quantitative data to highlight behaviors and journeys with the greatest impact on goal achievement

The number of available customer data analytics tools is overwhelming. The landscape includes options that promise a great deal but often underdeliver. The following pages include a description of the most common customer data analytics technologies.

Customer Data Platforms

Customer Data Platforms have exploded in popularity in recent years, primarily due to the need to aggregate and combine data from the various siloed data systems that exist throughout organizations today. CDPs promise to solve this challenge by centralizing data collection, unifying customer profiles from disparate sources and creating and managing segments. Some CDPs can also trigger engagement with those segments across a variety of channels.

AGIL ONE
amperity blueconic
BlueVenn ensighten
Lytics mparticle
NG DATA REDPOINT GLOBAL
session M TEALIUM
arm TREASURE DATA

Pros

👍 Unifies first-party, individual-level customer data from multiple sources, to create "Golden Records"

👍 Consolidates profiles at the person level and connects attributes to identities

👍 Users can create and manage segments

👍 Does not require the level of technical skill of a typical data warehouse project

👍 Data can be used by other systems for analysis and to manage customer interactions

Cons

👎 Difficult to incorporate unstructured data

👎 Many have immature analytics capabilities

👎 Most don't support time series analyses (e.g. how many people did Y before Z but after X?)

👎 Many lack advanced identity resolution capabilities such as probabilistic matching

👎 Can't account for anonymous customers

👎 A rapidly changing and consolidating market of more than 80 vendors

Business Intelligence Solutions

Since they were first introduced in the late 1970s, business intelligence (BI) tools have played a critical role in helping businesses turn raw data into insights. BI platforms are used by analysts and business users alike to turn raw data into meaningful insights and actionable information. Over the past 30 years, BI tools have become the standard for enterprise decision making.

Pros

👍 Mature, scalable technology

👍 Supports an IT-enabled workflow, from data to centrally delivered and managed analytic content

👍 Enables interactive dashboard with visual exploration and embedded advanced and geospatial analytics

👍 Large pool of analysts trained in BI analysis and report generation

👍 Applicable to non-customer data and analyses

Cons

👎 Requires technical expertise to set up and maintain data warehouse/lake

👎 Difficult to do time series analyses

👎 No ability to visualize customer journeys

👎 Complex queries may require hours to run

👎 High cost per seat may limit the scope of usage

Customer Analytics Tools

Modern customer analytics platforms support the full analytic workflow from data ingestion and preparation to visual exploration and insight generation. These tools are used by analysts and data scientists to analyze customer data and optimize customer decisions. Unlike traditional BI platforms, they typically don't require significant involvement from IT staff to pre-define the data model or store the data in a traditional data warehouse. Insights obtained from customer analytics tools are used to address a variety of use cases including acquisition, retention and cross-sell or upsell.

Pros

👍 Contain extensive libraries of statistical analysis techniques, e.g. analysis of variance, regression, clustering, etc.

👍 Include prebuilt models for common use cases, e.g. forecasting, propensity, lookalike targeting and churn/attrition

👍 Extendable with your data scientist's custom models built in R, Python or SAS

👍 Most include or integrate with text analytics modules

Cons

👎 Requires advanced data science skills to create, train and run models

👎 Difficult to do time series analyses or visualize customer journeys

👎 Solutions focused on business users lack transparency by only exposing model output to users

👎 To perform automated data ingestion, integration and machine learning, your data must be mapped to the solution's data model

How to Use this Framework to Choose the Right Solution

Below is a framework you can use to help you decide which type of customer data analytics solution is best for your needs.
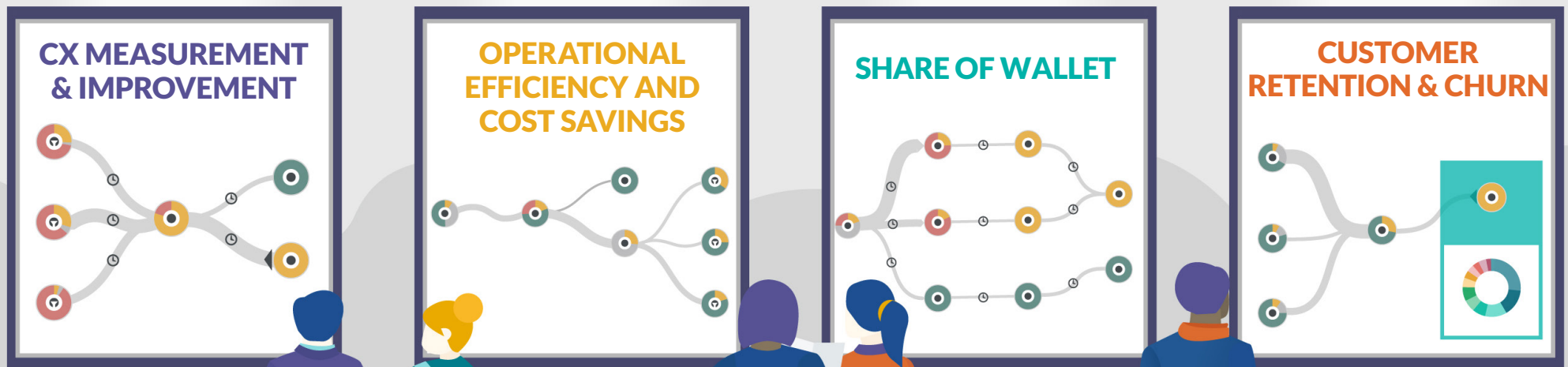
Solution Comparison

LEGEND

Strong	Medium	Weak
●●● (teal)	●● (yellow)	● (red)

	Journey Analytics	Customer Data Platform	Business Intelligence	Customer Analytics	Journey Mapping
Unify customer data & match customer identities across touchpoints	Strong	Strong	Weak	Strong	Weak
Manage and monitor cross-channel customer journeys	Strong	Medium	Medium	Medium	Medium
Define signals that indicate end-of-journey success	Strong	Weak	Medium	Strong	Medium
Connect journeys to business outcomes	Strong	Weak	Medium	Strong	Medium
Orchestrate cross-channel, personalized experiences	Strong	Medium	Weak	Weak	Weak
Advanced data science or coding skills NOT required	Strong	Strong	Medium	Weak	Strong

4 Signs You Need Customer Journey Analytics

Gartner predicts that this year, over 50% of businesses will redirect their investments to customer experience innovations. However, most companies still struggle to improve customer experience and measure it in a meaningful way, with only 24% of Pointillist survey respondents saying that they consider themselves high CX performers. CX leaders find it difficult to make the quantitative link between customer behavior and business outcomes, which hinders their ability to make data-driven decisions.

Customer journey analytics supports your efforts to manage journeys by enabling you to measure and monitor signals that indicate success or failure, directly tying customer experiences to revenue, profitability and other hard metrics by which you are measured.

You'll know you need customer journey analytics if:

1. You're challenged to measure and improve CX

2. You're tasked with finding operational inefficiencies and reducing costs

3. You want to grow the revenue of your business by identifying upsell and cross-sell opportunities

4. You're mandated to reduce churn and increase retention

Customer journey analytics overcomes these obstacles, giving you the insight necessary to identify why, what and how to improve customer experience, discover and reduce organizational inefficiencies, decrease churn and grow revenue.

Customer Journey Analytics — EXIT 5

Customer Journey Analytics — EXIT 6

Customer Journey Analytics — EXIT 7

Primary Customer Journey Analytics Use Cases

Customer-centric organizations are capitalizing on the value provided by customer journey analytics to impact their customers—and their business. In the following section, we'll explore how leading financial firms are leveraging customer journey analytics in a variety of ways, from reducing costs to improving customer satisfaction.
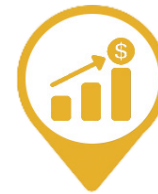
Increase Operational Efficiency & Cost Savings

- Decrease cost to serve
- Optimize self-help channels

Measure & Improve Customer Experience

- Understand drivers of your CX KPIs
- Prioritize initiatives to improve CX
- Quantify the ROI of CX initiatives

Grow Share of Wallet

- Improve acquisition
- Identify upsell and cross-sell opportunities
- Increase conversions

Drive Customer Loyalty

- Identify issues that lead to churn
- Increase retention

Pointillist®

Measure and Improve Customer Experience

An elevated CX measurement program allows you to analyze customer experience initiatives, assess their success and prioritize improvements that will drive your KPIs. CX measurement and improvement is crucial to your ability to satisfy customers and achieve your desired business outcomes. But less than 25% of CX professionals are satisfied with their ability to quantify the impact of their efforts.

A journey-based approach provides you with context for each metric you measure. Journey analytics supports your ability to:

Measure CX metrics across channels and time

Customer journey analytics unifies every customer interaction across end-to-end journeys, allowing you to understand exactly what is working and what isn't. They enable you to uncover previously unknown customer pain points and take actionable steps to improve them.

Quantify the ROI of CX investments

A journey analytics platform allows you to monitor journeys in real time and accurately report on performance.

It allows teams to rapidly analyze CX initiatives, setting benchmarks for how well they are performing, have performed, or will perform. This helps you quantify what is happening now and forecast future impact on organizational KPIs and ROI.

> "An understanding of customer feedback doesn't tell you all you need to know about your customers' experiences. To get the full picture, you also need to understand actual customer behavior. Customer journey analytics is an approach to insights and measurement that examines customers' behavior not just at individual touchpoints, but along the paths they take as they attempt to accomplish their goals and tasks."
>
> —**Kerry Bodine,** CEO, Bodine & Co., Co-author of *Outside In*

Use NPS to Prioritize Initiatives to Improve Customer Experience With Journey Analytics

A retail bank uses the Pointillist Customer Journey Analytics platform to measure NPS for specific customer journeys, so they can identify and prioritize areas for CX improvement.

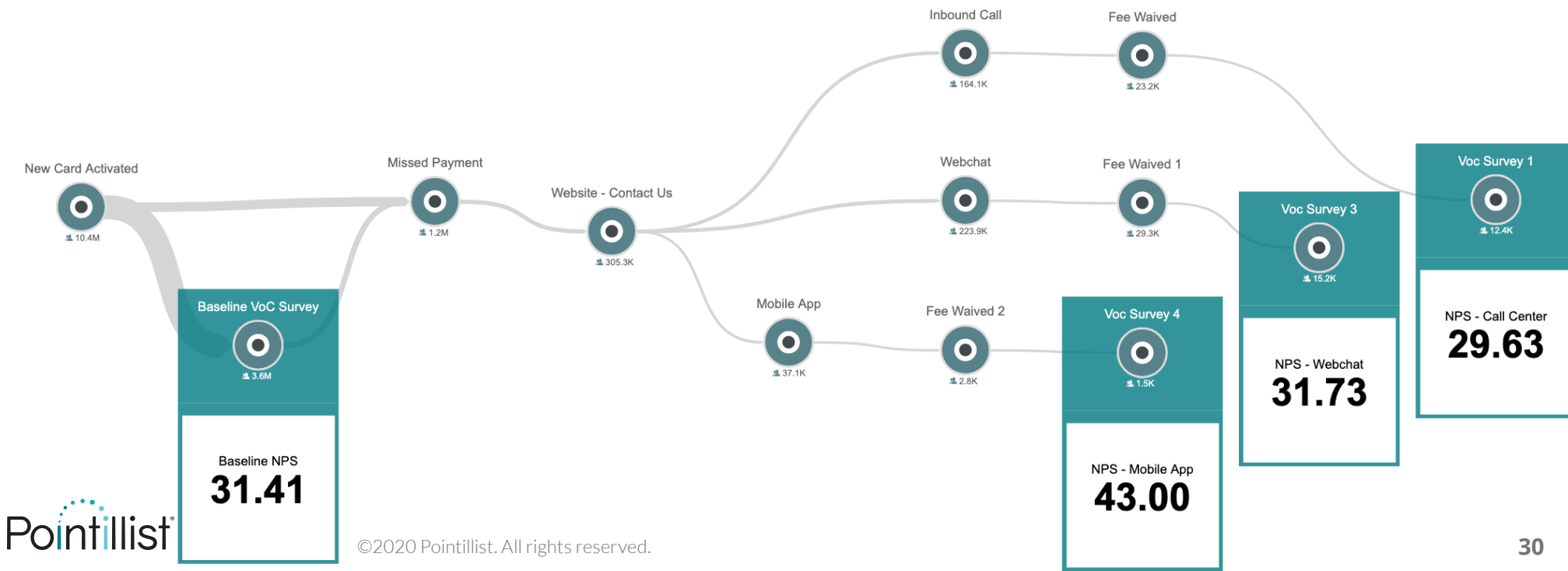The bank's CX team knows that customers who miss a payment often ask for a late payment fee waiver.

So, they want to evaluate and compare the customer experience for three different channels customers can use to resolve a late payment fee: the mobile app, webchat and the call center.

By conducting a simple analysis in Pointillist, they find that not only did the highest volume of customers make an inbound call to request a fee waiver, but those that did had a lower NPS score than those that resolved the payment fee through the mobile app or web chat.

In contrast, the mobile app journey had the highest average NPS score. As a result, the CX team chooses to launch an initiative to guide more customers who missed a payment to the app, so they can increase overall customer satisfaction while simultaneously reducing cost to serve.

New Card Activated — 10.4M

Missed Payment — 1.2M

Website - Contact Us — 305.3K

Inbound Call — 164.1K

Fee Waived — 23.2K

Webchat — 223.9K

Fee Waived 1 — 29.3K

Mobile App — 37.1K

Fee Waived 2 — 2.8K

Baseline VoC Survey — 3.6M

Baseline NPS
31.41

Voc Survey 4 — 1.5K
NPS - Mobile App
43.00

Voc Survey 3 — 15.2K
NPS - Webchat
31.73

Voc Survey 1 — 12.4K
**NPS - Call Center**
29.63

Increase Operational Efficiency and Cost Savings

Many enterprises are tasked with providing stellar customer experiences with fewer and fewer resources. Because most companies lack the ability to understand the entire customer journey, they focus their analysis on the most recent customer interaction. This has severe limitations and misrepresents the customer experience. Insufficient insights regarding the performance of CX programs can lead to uninformed decisions, like reducing investment in successful channels or prioritizing initiatives that don't make a meaningful impact on the bottom line.

Journey analytics is a more accurate way to understand what's really happening during customer journeys and where customers encounter friction. It allows you to identify the root causes of inefficiencies that negatively impact cost to serve.

Based on the insights you glean from your analyses, you can prioritize which customer journeys need to be optimized or streamlined. Customer journey analytics goes further by supporting your efforts to predict the impact of improvements, such as optimizing a particular self-service channel to reduce call volume or save on service costs.
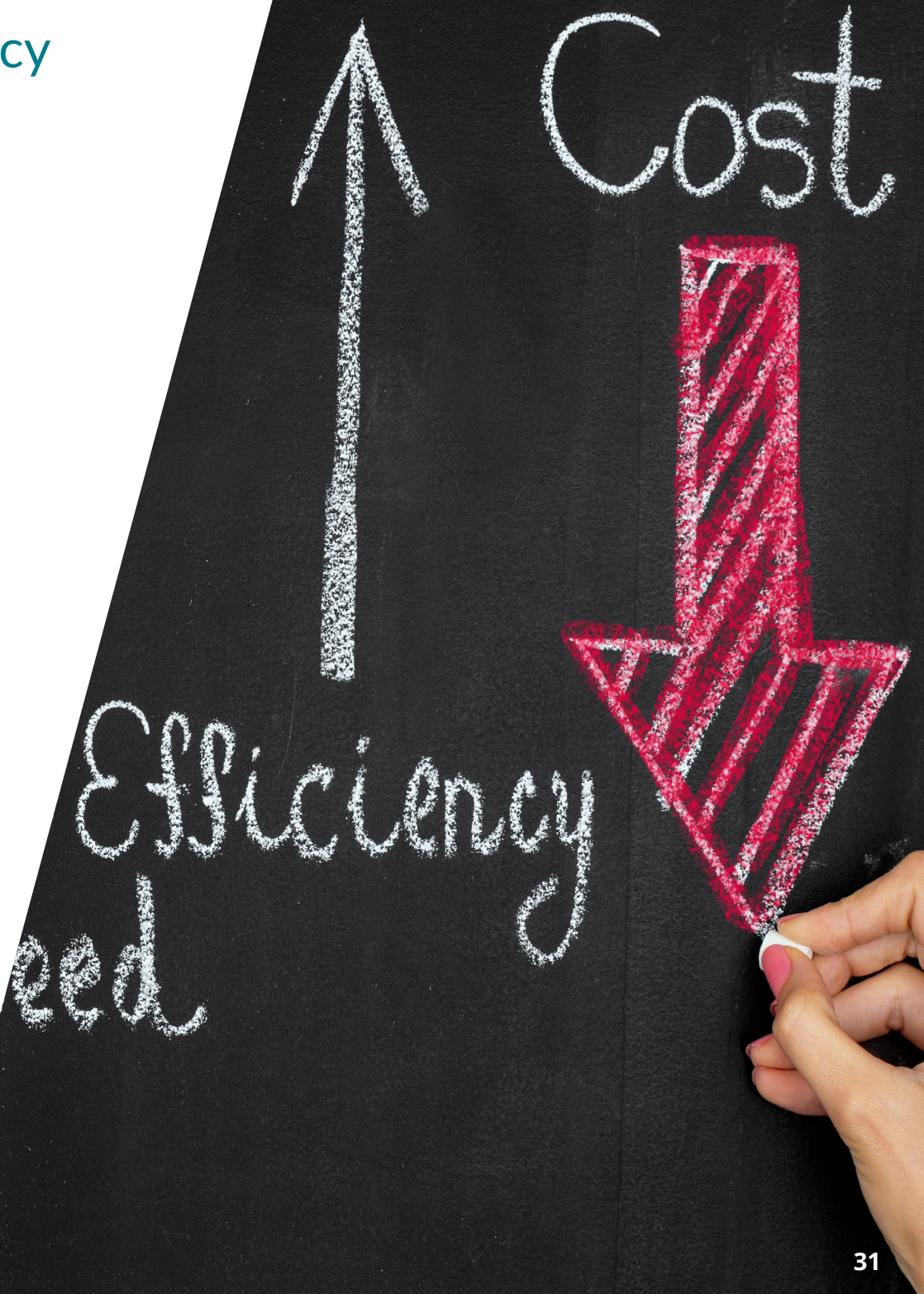
Decrease Support Call Volume and Spend with Customer Journey Analytics

A retail bank uses customer journey analytics to uncover the cause of new client service calls and increase operational efficiency.

A top retail bank wants to decrease support call volume and enhance operational efficiency. Tasked with finding the solution, the bank's CX team uses journey analytics to discover what drives new clients to make a support call.

The team begins by identifying new clients as those who were sent their first invoice in the last month. Of the 12.5 million people who received their first bill, 1.1 million made a support call to complete their payment.

The data reveals that 81% of those calls were initiated because of a problem with one of the bank's self-service channels, interactive voice response (IVR).

By discovering the root cause of the support calls and comparing the data across multiple touchpoints and journeys, the CX team can now focus on finding and addressing issues in the IVR system.

Their goal is to decrease the number of support calls and reduce overall call center costs, while simultaneously improving customer experience.

Pointillist®

32
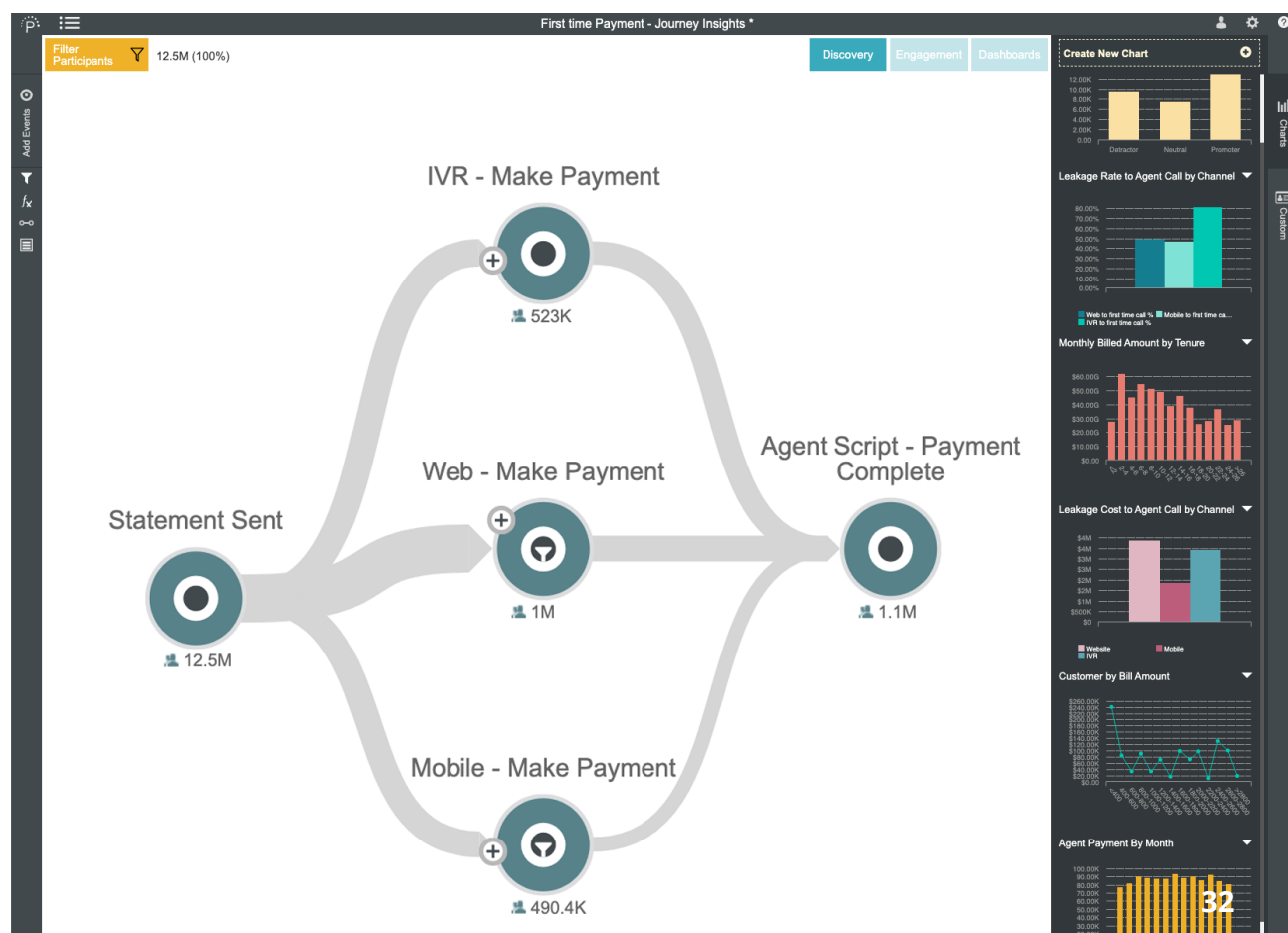
Grow Share of Wallet

Acquiring new customers is more expensive and time intensive than maximizing the value of current customers. However, budgets are continually dedicated to new customer acquisition at the expense of existing customer retention.

But in order to stay competitive, McKinsey urges banks to "focus on increasing their share of wallet among their current customers through enhanced customer experience (CX) and by building a value proposition that extends beyond the traditional set of banking products."

Upsell and cross-sell are effective techniques that drive retention and increase share of wallet. The key to success is to understand what your customers value most and then deliver relevant offers that meet their needs at the right time and through the optimal channel.

Customer journey analytics enables CX and marketing teams to identify customers that are likely to convert on upsell and cross-sell offers and orchestrate experiences to achieve those outcomes.

Extremely satisfied customers are highly valuable to a retail bank ...

Customer banking decisions, by customer's level of satisfaction	Extremely satisfied[1]	Satisfied	Dissatisfied
Likelihood that **customer will open new account** with bank, indexed to 1	5	2	1
Likelihood that **customer will increase deposit balance,** indexed to 1	3.5	1.75	1
Likelihood that **customer will close some or all accounts** with bank, indexed to 1	1	3	10

Source: https://www.mckinsey.com/industries/financial-services/our-insights/customer-mindshare-the-new-battleground-in-us-retail-banking

Customer Journey Analytics Helps a Major Retail Bank Increase Credit Card Conversions

A retail bank leverages customer journey analytics to discover the most effective message and channel to drive conversions.

The credit card team at a major retail bank is tasked with improving credit card open rates among millennials. To understand the role that different channels play in credit card offers and their respective efficiencies, the bank uses the Pointillist Customer Journey Analytics platform.
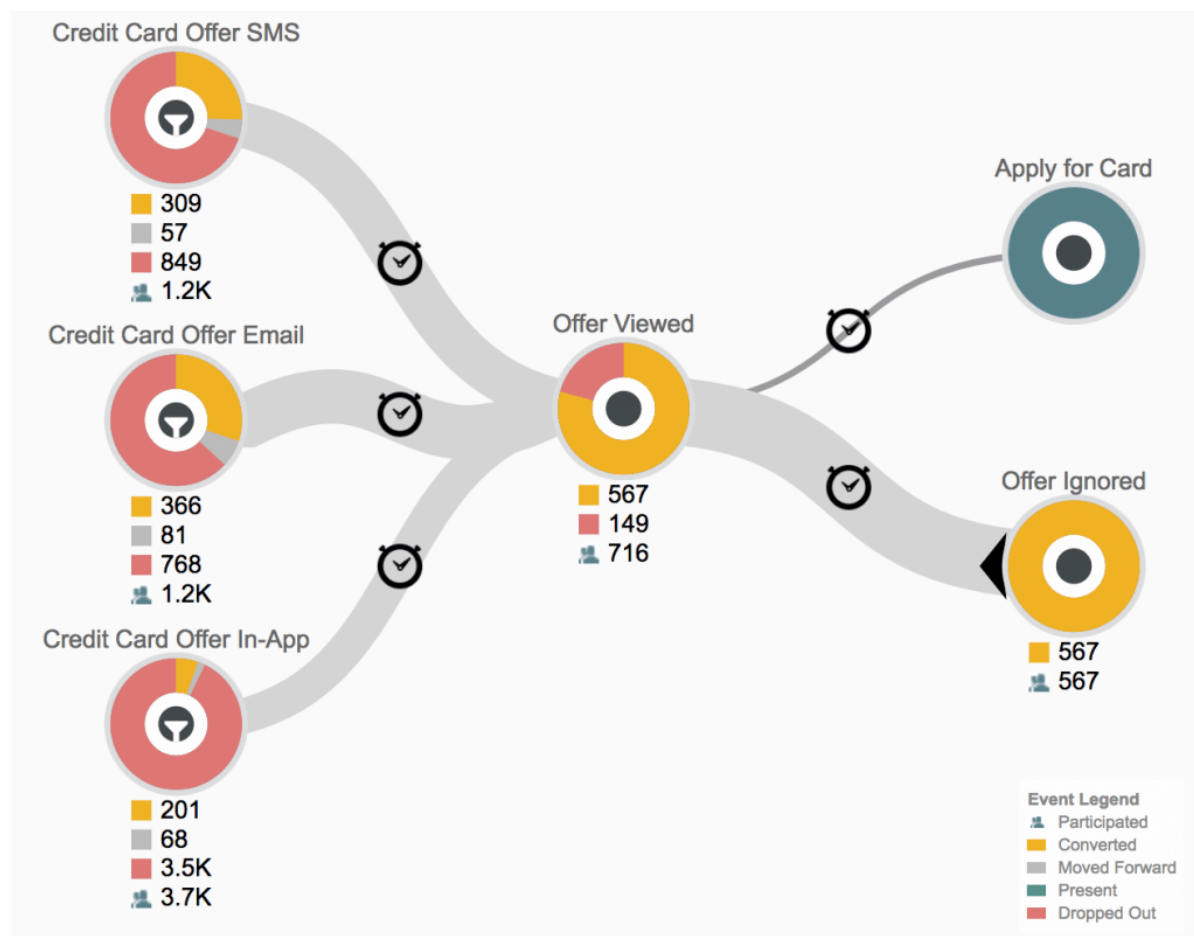
They uncover a variety of customer journeys across online and offline channels—such as branch visits, website browsing, mobile data, email data and in-app interactions—that lead customers to view a credit card offer.

Within minutes, they discover how many customers go on to apply for a card online versus how many reject or ignore the offer. With one click, they are able to see how many customers move forward at each step, how many drop out and how many are still present at that step.

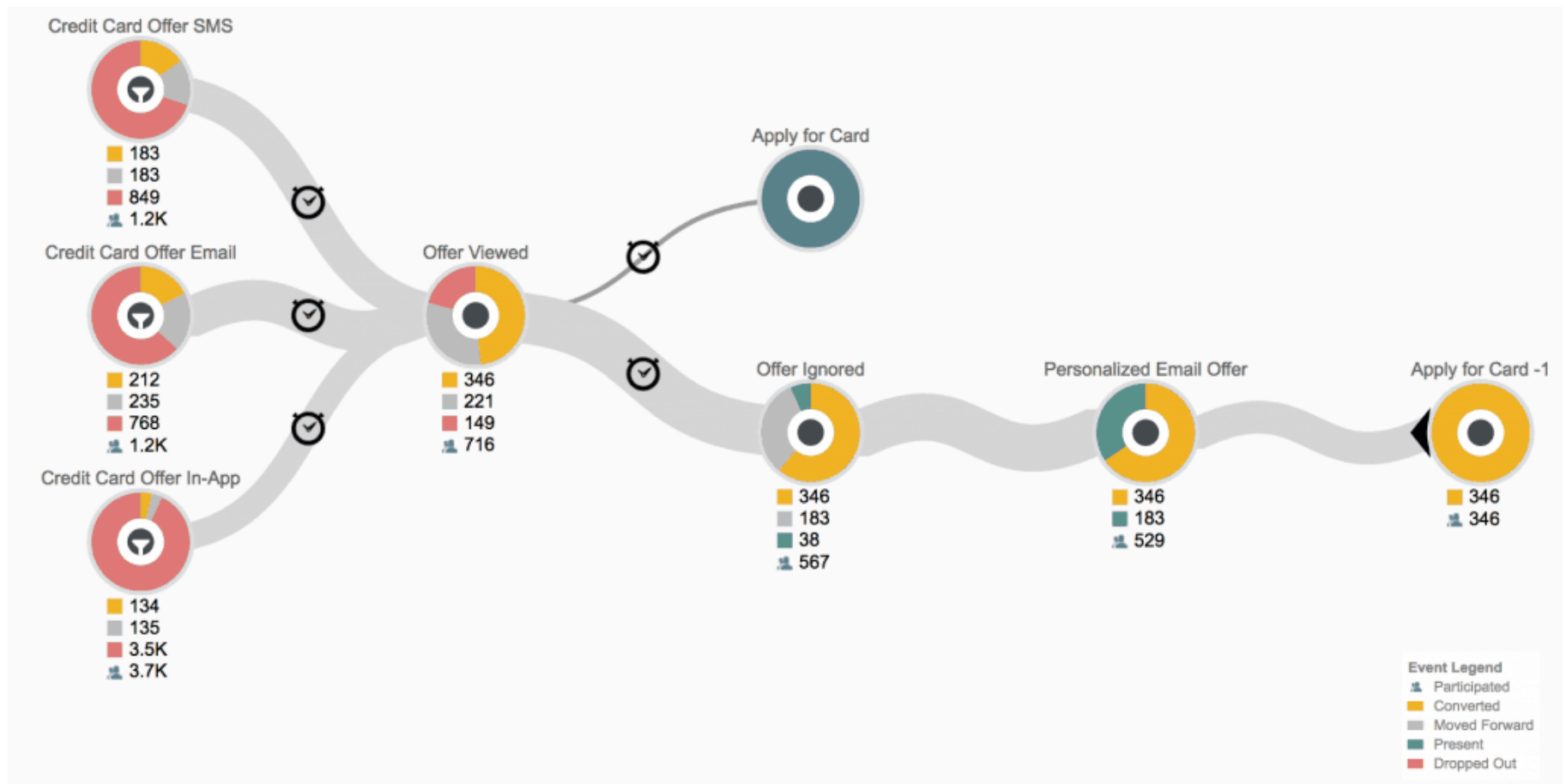Using Pointillist, the bank determines that the offer converts better for people who see it as an email than as a text message or within the bank's mobile app. Based on this information, they decide to send a personalized email offer to those who view the credit card offer and then abandon their journey.

Credit Card Offer SMS
- 309
- 57
- 849
- 1.2K

Credit Card Offer Email
- 366
- 81
- 768
- 1.2K

Credit Card Offer In-App
- 201
- 68
- 3.5K
- 3.7K

Offer Viewed
- 567
- 149
- 716

Apply for Card

Offer Ignored
- 567
- 567

Event Legend
- Participated
- Converted
- Moved Forward
- Present
- Dropped Out

Customer Journey Analytics Helps a Major Retail Bank Increase Credit Card Conversions (*cont.*)

A few days later, the credit card team reviews the results and are delighted to see a large number of the email offers have been converted into new credit card applications. Since Pointillist is already integrated with their email platform, they decide to set up an automated trigger to add anyone abandoning this journey in the future to the new email campaign.

This multichannel analysis would have taken days and consumed high-level data science resources to accomplish using traditional analytics approaches. Using Pointillist, the credit card team is able to quickly find, deploy and analyze a solution themselves with minimal outside support.

Credit Card Offer SMS
- 183
- 183
- 849
- 1.2K

Credit Card Offer Email
- 212
- 235
- 768
- 1.2K

Credit Card Offer In-App
- 134
- 135
- 3.5K
- 3.7K

Offer Viewed
- 346
- 221
- 149
- 716

Apply for Card

Offer Ignored
- 346
- 183
- 38
- 567

Personalized Email Offer
- 346
- 183
- 529

Apply for Card -1
- 346
- 346

Event Legend
- Participated
- Converted
- Moved Forward
- Present
- Dropped Out

Pointillist

Manage Customer Retention and Churn

Customer churn rarely occurs without warning. Your customers exhibit behaviors that indicate their propensity to churn. You need the right tools to recognize those patterns and mitigate risk before it's too late.

Churn can be caused by any number of frustrating interactions, like unresolved or high-effort customer care calls or too many emails and push notifications. Usually, business leaders correlate customer churn with the last point of contact rather than the accumulation of these negative experiences.

However, churn is typically the result of many negative experiences over time. Analyzing the most recent interaction alone is misleading and often results in ineffective retention campaigns that target the wrong customer with the wrong offer at the wrong time.

By understanding which journeys are indicative of churn, your team can proactively triage risk and optimize those experiences that increase retention.

Use Customer Journey Analytics to Identify Friction Points that Lead to Soft Churn

A leading retail bank uses the Pointillist Customer Journey Analytics platform to learn that usability issues with their mobile app are indicators of soft churn.
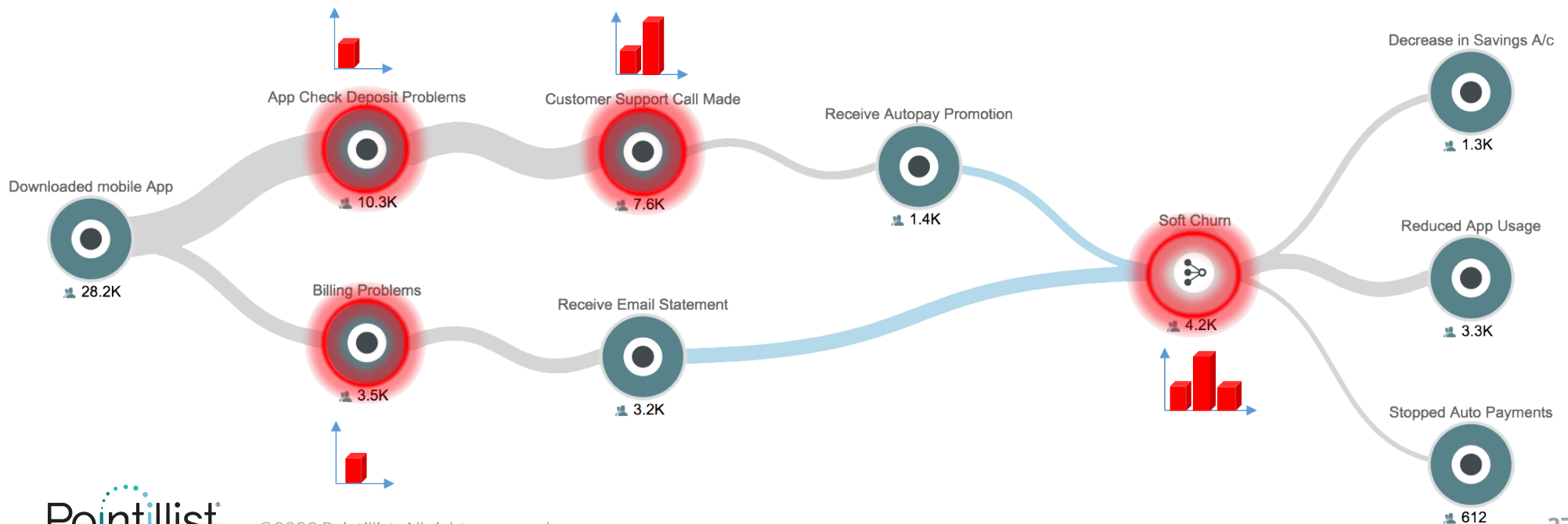
The CX team at a retail bank wants to understand the root causes of soft churn, i.e. when an account remains open, but activity severely drops.

Using Pointillist's predictive analytics and machine learning algorithms, the team is able to visualize high-impact journeys that lead to decreases in savings account deposits, reduction in app activity and stoppages in auto payments.

By analyzing mobile app usage, the CX team discovers that in-app check

deposits and bill payment problems are the main contributors to soft churn.

The bank uses the data to justify a redesign of their app experience to improve usability, increase account engagement and ultimately reduce churn risk.

App Check Deposit Problems

Customer Support Call Made

Receive Autopay Promotion

Decrease in Savings A/c
1.3K

Downloaded mobile App
28.2K

10.3K

7.6K

1.4K

Soft Churn
4.2K

Reduced App Usage
3.3K

Billing Problems
3.5K

Receive Email Statement
3.2K

Stopped Auto Payments
612

More Complimentary Journey Analytics Use Cases Resources

To learn more about how leading banks and wealth management firms are using customer journey analytics software to overcome a range of important business challenges, be sure to check out these two complimenary resources below.

eBook

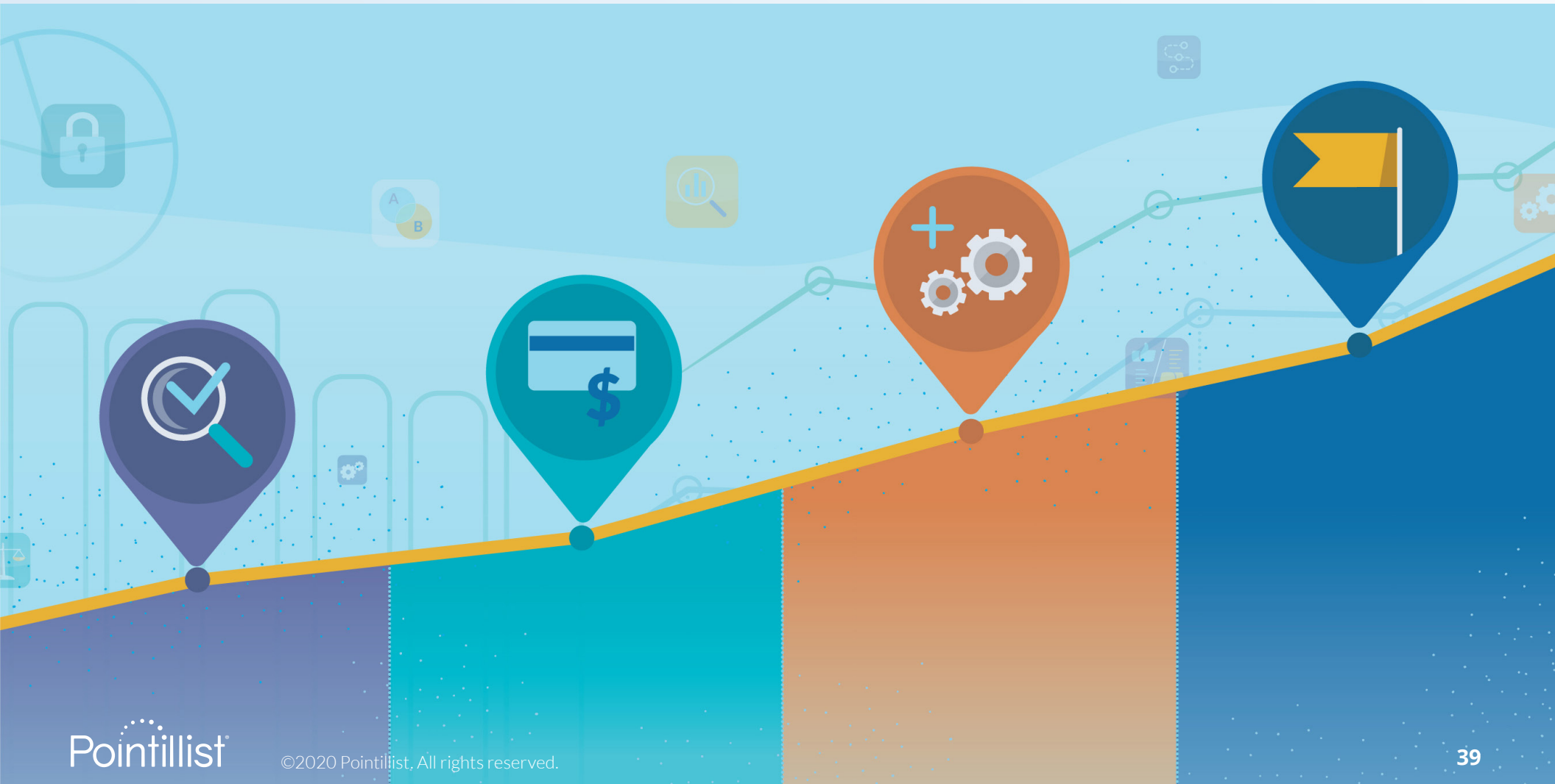### The Ultimate Guide to Journey Analytics Use Cases in Financial Services
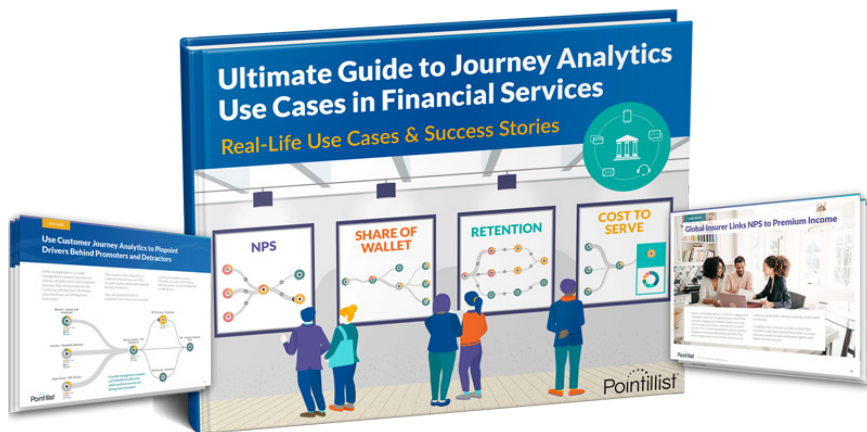
DOWNLOAD NOW

On-Demand Webinar

How Financial Leaders Succeed with Journey Analytics: 3 Real-Life Use Cases

VIEW NOW

How to Evaluate and Implement a Customer Journey Analytics Solution

Are You Ready to Adopt Journey Analytics?

Adoption of customer journey analytics is accelerating rapidly. These solutions affect the entire organization, augmenting the work of analysts and data scientists as well as streamlining and improving your customer experience efforts. Understanding the value journey analytics brings to your business is a step in the right direction. The next step is to evaluate how ready your company is to implement a customer journey analytics solution.

As you consider adopting customer journey analytics, you may be asking:

- Will journey analytics work for my company?

- How do I create a team?

- How can I prove ROI quickly?

- What do I need to do with my data?

- Will my data be protected?

Many firms are grappling with the same questions. To assess your readiness, start with the five critical areas that will help you answer each question.

1. Business Fit

2. People

3. Technology

4. Data

5. Security
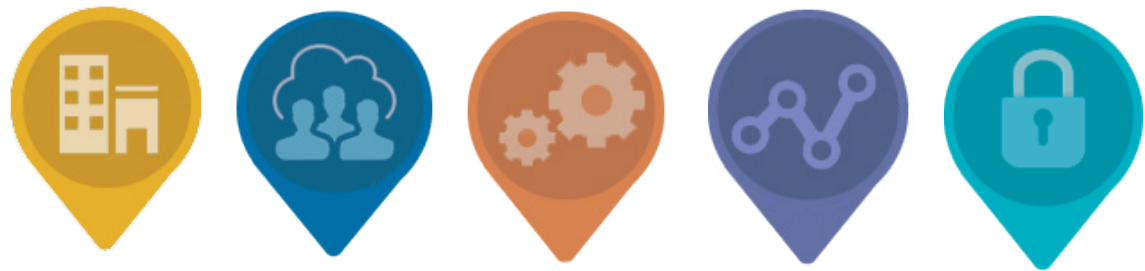
1. Business Fit

Customer journey analytics has been successfully adopted by a wide range of organizations across a variety of industries. These solutions support financial institutions that are:

- Managing siloed and disparate data sources

- Undergoing digital transformation

- Striving to become more customer-centric and data-driven

Businesses facing these challenges and focusing on achieving CX-related goals benefit most from customer journey analytics.

Priming your organization for success starts with one carefully selected use case. Choosing the appropriate use case is crucial for demonstrating the value of journey analytics within your organization.

Identify the best use case by assessing your CX goals. While increasing CLV and decreasing churn are goals that journey analytics can help with, these are going to take time to see the results. Instead, focus your attention on an important journey and the metrics that you can use to gauge success in the short-term, such as NPS or CES.

Consider the initiatives you are currently working on; what aspects could benefit from greater insight and analysis? Identify the channels, interactions or customer segments you wish to focus on. Tie this behavior to the goal you want to achieve. With that in mind, you can effectively overcome cross-channel integration challenges and harness the power of journey analytics to understand and optimize CX.

2. People

Projects at this scale require a team that will guide the implementation and maximize the value of the platform over time. Yet many organizations struggle to determine which internal roles and skill sets will guarantee an effective deployment of customer journey analytics.

There are a wide range of roles, functions and teams that may be involved in your journey analytics project, but not all are required. The roles you need will be driven by your own business and the use case you've chosen, but you can consider involving the following roles:

Champion

An influential member of the organization that makes the case for customer journey analytics. They are necessary to convince others of the value of a journey analytics platform and help recruit the right team members for the project.

Stakeholders

These are the leaders of the business unit or function that benefit from or are impacted by the customer journey analytics project. They lend their support to the team from start to finish and influence the adoption of the platform.

Data Integration Resource

This resource has a deep understanding of the organization's customer data and the various applications and databases in which it is stored. They are responsible for obtaining and/or providing access to the required data.

Executive Sponsor

A high-level member (usually C-suite/VP) that sponsors the project, providing financial support and authority to approve the implementation.

Users

These are usually members of the CX, marketing and analytics teams that will actually use the application to monitor customer journeys and drive customer experience improvement. They do not need a data science background but should understand customer journeys and how to measure them.

3. Technology

Many institutions are challenged to determine which platform will solve their most pressing business problems. For most companies, customer data integration isn't the end goal, but is simply a means to an end.

Sophisticated customer journey analytics solutions integrate with the systems that you already leverage, but minimize the time spent aggregating and preparing data. In most cases, journey analytics generates accurate customer insights faster and cheaper than other solutions.

And as technology advances and competitors operate more efficiently, speed to insight is your greatest competitive weapon.

The most important criterion for evaluating any solution is how well it is aligned with your particular needs. Tying your organizational needs to a potential solution's capabilities will help you understand what technology makes the most sense for your business.

4. Data

Managing and improving customer experiences starts with data. The emergence of Big Data and IoT has revolutionized why, how and what customer data we collect. To get actionable insights from your data, you need to be able to integrate data quickly across channels and sources.

However, many of the tools in the market fall short of this ability.

Data (*cont'd*)

Customer journey analytics advances your customer data initiatives by enabling you to:

Integrate data across all sources, channels and systems

Journey analytics platforms integrate customer data from all your systems and customer data sources, applying data fusion approaches that enable you to start small with just the data sources you need most. Over time, you can incrementally expand your scope and add more data points from various sources as you go.

Minimize data preperation

Aggregating and engineering an entire organization's data can take months of effort. What typically slows down development of a centralized data repository is the need to transform all the data into a rigid, pre-determined schema.

Customer journey analytics platforms embrace evolving technology requirements by dramatically minimizing the work needed to unify customer data. The most effective solutions handle data mappings and minimize the need for your analysts to transform the data. This allows analytics teams to spend more time analyzing and less time preparing data.
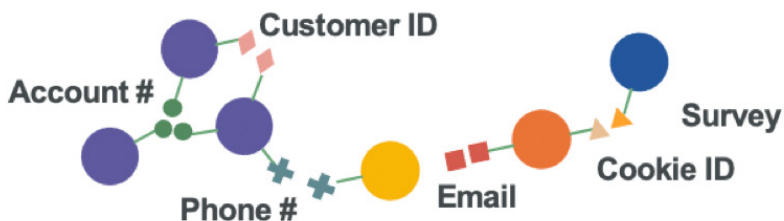
Automatically build unified customer profiles

Building a unified customer profile used to be a labor intensive process that required extensive data engineering and complex processes in order to join and clean disparate data sets. Journey analytics alleviates this burden by automatically connecting events from different channels by using the best available data at all times. These solutions create unified customer profiles without requiring manual schema definition, customer identifier matching or fixed field mapping.

5. Security and Privacy

Today, data security and privacy issues are top concerns for both your firm and your customers.

With breaches getting top-billing in the news, security teams need to continuously strengthen their compliance programs to meet ever evolving regulatory mandates. New standards call for data to be made available to consumers and regulators in a timely manner and failure to meet these standards can result in consequences, such as regulatory fines, financial loss, reputational damage and business interruptions.

Security teams must ensure that third parties have a regulatory compliance program in place to determine if they comply with applicable laws and regulations. They also need to assess whether the cybersecurity posture and protection profile of the vendor aligns with that of your organization.

Customer journey analytics platforms should abide with industry-leading practices to protect data and help your organization adhere to compliance standards, including the GDPR and the California Consumer Privacy Act. While every solution should comply with standard regulations, it's best practice for security teams to ensure a platform matches your specific security requirements.

How to Choose the Right Journey Analytics Solution

Not all customer journey analytics platforms offer the same capabilities, nor do they prioritize these capabilities in the same way. To leverage customer journey analytics effectively and reach your business objectives, adopt a systematic approach to align your organization and select the best solution.

As you evaluate platforms, take note of the examples vendors offer. Use cases and case studies are proof of how this platform will operate in the real world. As you explore, consider your own needs and goals. Do any of the case studies provided solve a similar problem? Does the vendor work with businesses of a similar size or industry? The case studies vendors advertise won't be identical to yours, but they are evidence of a vendor's readiness to meet your needs.

Getting a sense of the platform's performance from a separate source is helpful in your decision making process. Seek out third-party validation sources, such as analyst firms. Neutral parties regularly analyze the landscape, enabling you to compare and contrast solutions.

How to Choose the Right Journey Analytics Solution (*cont'd*)

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

Capability	Your Needs	Best Solution
Journey Data Management	• Integrate data sources and eliminate silos • Resolve customer identities across channels	Prioritize the most important data sources to integrate into a journey analytics platform. Choose a platform that let's you begin ingestion quickly and add additional sources over time.
Manage Customer Journeys	• Visualize important customer journeys • Drive organizational alignment around customer journeys	Implement a customer journey management approach, which enables organizations to identify journeys that are important to the customer and business. Use journey analytics to support your approach and provide cross-functional teams with actionable journey insights.
Measure Customer Journeys	• Define signals that indicate likelihood of journey success • Select appropriate metrics & KPIs to measure CX	Analyze journeys to determine what contributes to journey success or failure. Choose a platform that enables you to continuously measure and monitor journey performance.
Optimize Customer Journeys	• Identify root causes of poor journey performance • Prioritize CX improvements and quantify ROI • Test journey improvements	Identify sources of friction and quantify the value of optimizing journeys. Rapidly test hypotheses to determine the highest-impact solution. Choose a solution that allows you to focus on optimizing journeys rather than single interactions or touchpoints to improve CX.
Journey Orchestration	• Enhance personalization • Provide consistent & relevant overall experiences	Choose a solution that can integrate with all of your existing touchpoint systems to provide journey context at the point of interaction.

How to Implement and Succeed with Journey Analytics

Once you select a platform, your journey isn't over. Implementing customer journey analytics is its own process, requiring buy-in from cross-functional stakeholders and a clearly defined project scope.

Following these five steps will enhance your implementation process.

1. Set Goals

Set goals to track your success as you move forward with your customer journey analytics platform. Define success metrics for the team leveraging the solution, as well as for the project itself. And although various teams may have different goals, it's imperative to set organizational goals that define success.

2. Identify Use Cases

Your goals and success metrics inform your use cases. Again, it's helpful to categorize each use case by business objective.

To quickly prove ROI, prioritize the use cases that will deliver value in the short term. Quick wins will help you expand the type and amount of use cases you can use journey analytics for in the future.

3. Define the Project Scope

Defining the scope of the customer journey analytics project involves setting boundaries concerning its size, complexity and overall goals. These parameters are key to the success of the project, as they can be used as guidelines throughout the implementation process and help keep teams on track.

It's important to ask questions that will help you define the scope of the project, such as:

- How do we want to utilize customer journey analytics? Which capabilities will help us address our use cases?

- Which data sources are the most crucial? Which should we begin with and are there sources we want to include at a later date?

- How do we build a team to ensure that a new solution will help us reach our goals? Who should be involved?

- How will we expand our use of journey analytics in the future?

4. Build Organizational Readiness

To use journey analytics to its fullest potential, it's crucial to attain organizational alignment. Integrating a new platform requires effective change management, employee training, governance and of course, the right team.

There are a number of key roles to consider when implementing a customer journey analytics platform. As mentioned previously, the roles typically involved are:

- Champion

- Executive Sponsor

- Stakeholders

- Users

- Data Integration Resource

Further, you'll need to define who will actually use the platform. You'll likely have different levels of users. For instance, some teams or team members will be heavily involved in leveraging AI and machine learning to analyze and predict journeys. But others may use the platform more casually, designing journeys and discovering insights by filtering various customer attributes. A successful implementation requires alignment on who will perform which functions within the platform.

Champion   Stakeholder   Data Integration Resource

Executive Sponsor   User
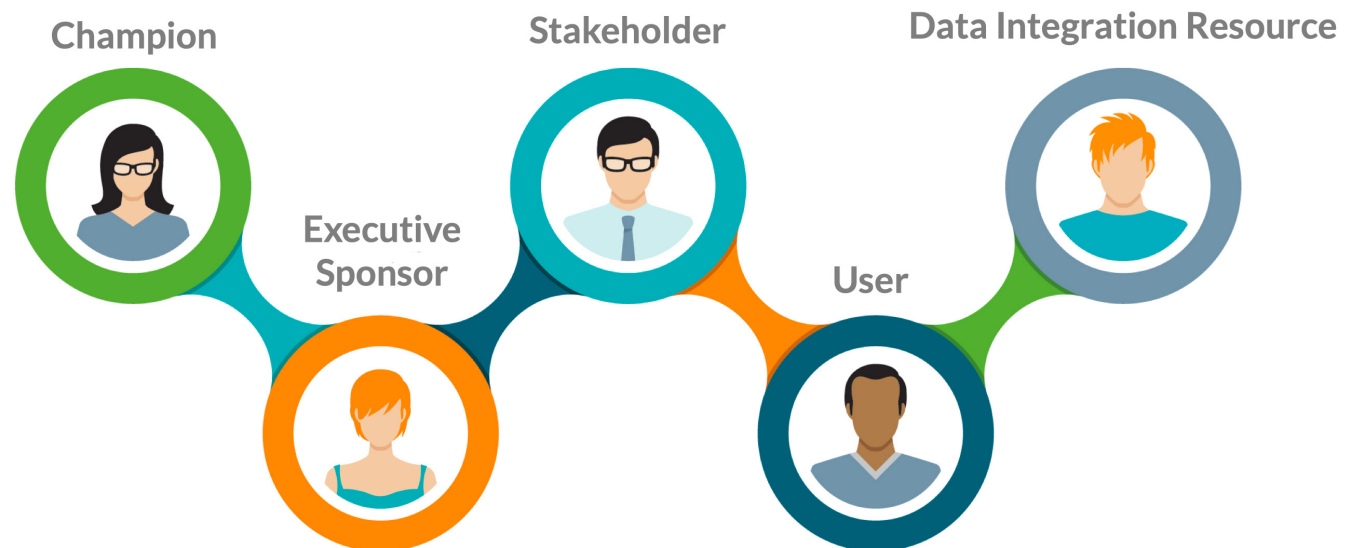
How to Implement and Succeed with Journey Analytics (*cont'd*)

5. Think Long Term

Customer journey analytics supports your efforts to improve customer experience and achieve business objectives.

While the initial implementation should prove ROI in the short-term, it's essential to plan for long-term success.

To continue your momentum, consider how journey analytics will support your efforts to:

Manage journeys

Managing journeys involves visualizing the paths customers take and identifying the most significant journeys for both customers and your business.

Journey analytics help you uncover behavioral drivers, understand why those journeys occur and quantify the impact they have on KPIs.
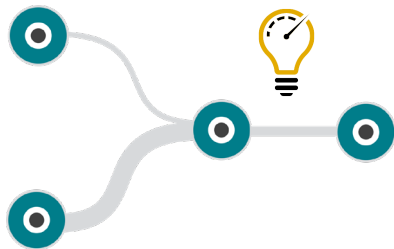
Measure journeys

Customer experience is traditionally measured by isolated interactions within a single touchpoint.

Of course, customer journeys are far more complex than that. Journey analytics enables you to measure cross-channel journeys, as well as the signals that indicate journey success.
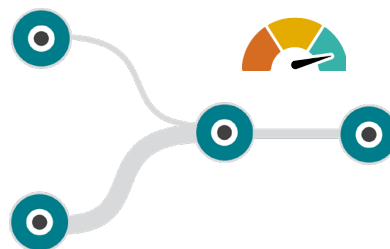
Optimize journeys

Improving CX requires a deep understanding of which journeys are falling short of customer expectations.

As you strive to optimize journeys, use journey analytics to reveal the underperformers, test new journeys and quantify the value that improvements will yield.
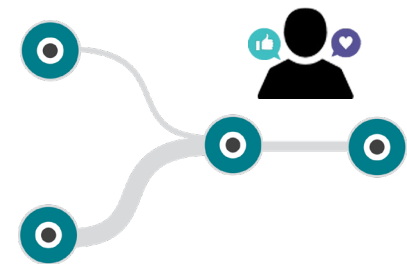
Three Steps Towards Success

Once implemented, it's time to leverage your customer journey analytics solution.

1. Monitor and Measure Important Customer Journeys

Start with the use case you identified in the implementation process. Your business goals provide the framework for analysis. For example, if your goal is to reduce the cost of and improve the initial experience for new customers, begin by analyzing your customer onboarding journey.

Consistently measuring your efforts is critical to every successful CX program. Journey analytics makes it easy to evaluate journeys, monitor performance and quantify ROI.

Best-in-class solutions provide dashboards that provide continuous insight into customer journeys in real time. Additionally, they provide a consistent presentation of meaningful information so you can effectively measure the impact of initiatives on customer satisfaction and business outcomes.

Pointillist®

Three Steps Towards Success (*cont'd*)

2. Quantify ROI and Prioritize Journey Improvements

Next, use customer journey analytics to determine which improvements will deliver the greatest value to your customers and your business. Quickly test new journeys, compare alternative experiences and prioritize journeys by their potential impact.

Quantify ROI and build a business case for change that goes beyond simply doing the right thing for your customer. This will help you to prioritize those customer experience initiatives that move the needle on satisfaction and impact your bottom line.

3. Elevate, Scale and Promote

Once you have proven the value of customer journey analytics to your team, you're ready to elevate your program. This might include incorporating additional data sources, expanding use cases or increasing investment in CX.

Remember, it's vital to share success stories not just within your team but throughout the organization. This will help bring visibility, support and resources to your CX program.

Pointillist®

Discover and optimize your customers' journeys

Pointillist makes it easy for CX, marketing and analytics teams to rapidly uncover actionable customer insights to dramatically improve customer experience and impact the KPIs that matter most to your business.

- Quickly understand customer behavior across all touchpoints & channels over time

- Uncover and predict high-impact customer journeys

- Drive personalized, multi-channel customer experiences

Unlike other customer analytics solutions, Pointillist lets you connect the dots between customer interactions and business goals in seconds, rather than days or weeks. By using machine learning to reveal high-impact journeys and predict likely behavior, Pointillist is like having a personal data scientist that's always on call.
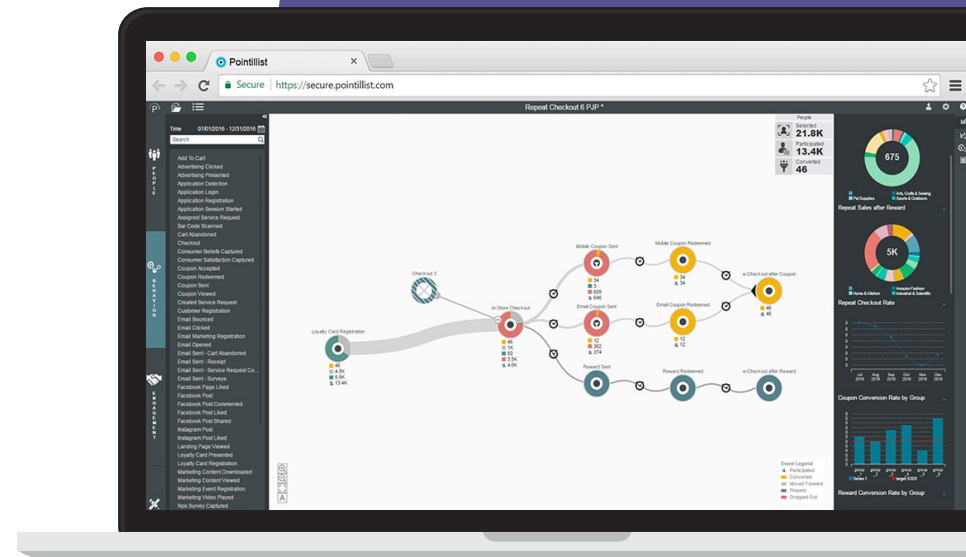
COMCAST   Fannie Mae   celcom   BB&T

NISSAN   xfinity mobile   GameStop   Canadian Red Cross

© 2020 Pointillist. All rights reserved.

Contact Us

321 Summer Street
Boston, MA 02210
1-888-MYJRNYS (1-888-695-7697)
info@pointillist.com

REQUEST A DEMO

Pointillist