



## CASE STUDY North America Major Retailer

CLEARLY CX.

# Major Retailer Elevates Customer Experience by Employing COPC Inc.'s Customer Journey Mapping Process

### Challenge

An industry-leading \$3B retailer selling products and in-store services wanted to ensure its customers were receiving an exceptional online and in-store experience. Specifically, leaders wanted to confirm the customers' experiences lived up to the company's strategically designed customer service philosophy, which differentiates this retailer within its market segment. The retailer engaged COPC Inc. to conduct an extensive review of the customers' journeys as they engaged with their brand throughout the buying process.

### About COPC Inc.'s Customer Journey Mapping Process

COPC Inc. deployed a comprehensive, research-based approach to trace and observe the customer's online and in-store journey. The team provided a detailed list of suggested improvements for these key customer interactions with the retailer—pre-sales research, purchase process, ongoing service and complaints.

### Project Overview:

- Conducted more than 50 interviews with the retailer's team
- Observed 300 customer interactions
- Reviewed all operational functions that impact the customer journey, including:
  - In-store experience
  - Online purchases
  - Return process and policies
  - Distribution center
  - Contact center
- Identified 27 specific customer improvement opportunities in these core areas:
  - Rewards program
  - Email as a contact channel
  - Online purchases
  - Returns
  - In-store experience
  - Appointment booking

## Customer Journey Mapping Approach:

COPC Inc. took a holistic approach while examining the customer journey. The team identified areas of improvement to better align with the retailer's core values of providing superior service.

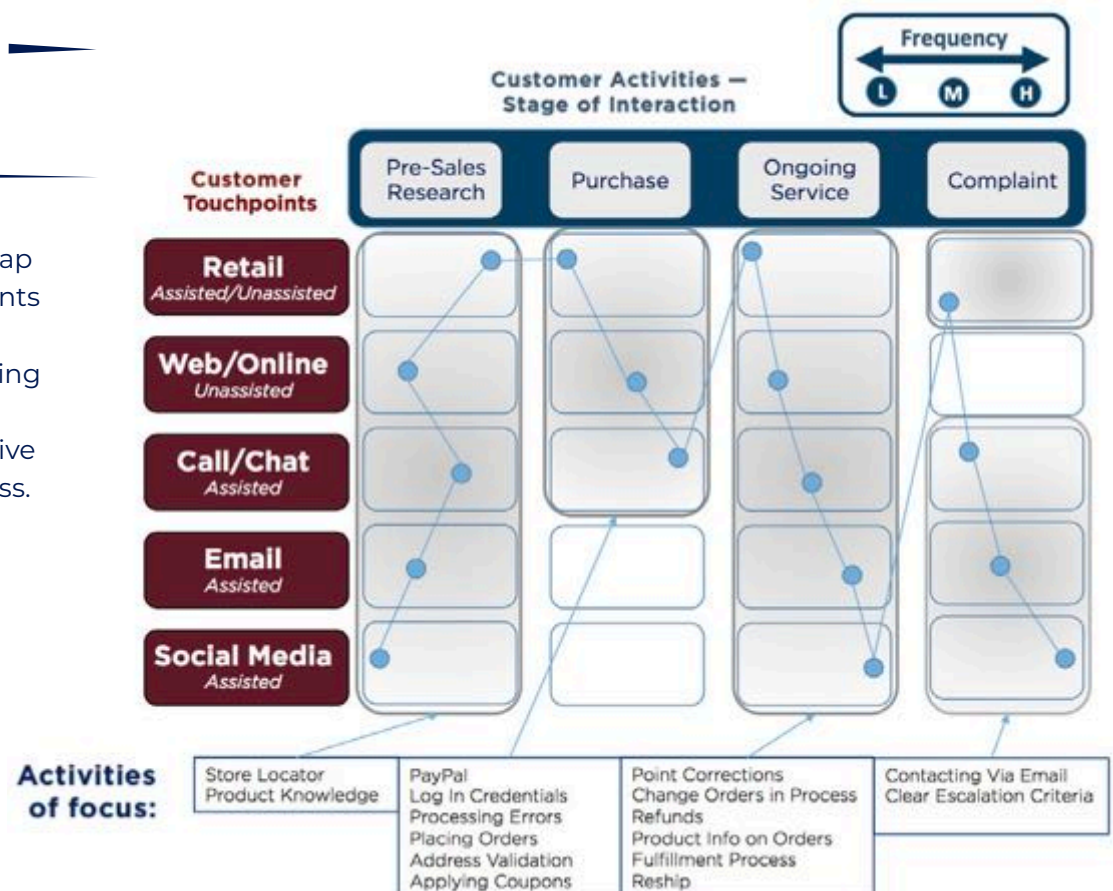
- **Mapped elements of the customer journey** against all customer touchpoints as illustrated in Figure 1
- **Conducted in-person interviews** with in-store staff and managers, distribution center personnel, contact center staff, e-commerce specialists and customers
- **Observed activities** related to online purchases, the in-store experience and distribution center order processing

Our consultants quantified how effectively demand matched labor supply and identified opportunities for minimizing the gap between supply and demand.

## COPC Inc. Customer Journey Map

Figure 1

This COPC Inc. customer journey map illustrates all the potential touchpoints and types of interactions that a customer experiences when engaging with this retailer. This map was developed to ensure a comprehensive overview of the entire buying process.



## **Key Activities Affecting the Customer Experience**

The COPC Inc. team created service blueprints of all key customer touchpoints and activities that affect the customer's buying journey. They included:

### **Presale Customer Information**

- Compared consistency of information across customer touchpoints, including advertising, website, outbound email, phone app and in-store displays

### **Rewards Program**

- Observed promotion of the program at retail locations from both a business and customer perspective
- Monitored online sign-up and welcome communications
- Reviewed process for adding points to rewards account

### **Emailing Customer Service**

- Considered the usability and ease of emailing customer service
- Measured the quality, speed and functionality of the email response

### **Returns**

- Conducted multiple returns for policy consistency
- Returned items both in-person and by postal service

### **Online Purchases**

- Conducted multiple purchases using the retailer's ecommerce platform
- Tracked orders and audited in-system order status for accuracy
- Compared packaging and content of deliveries for consistency across market locations

### **In-Store Experience**

- Conducted extensive interviews with associates, managers and customers
- Observed coupon use during the check-out process
- Diagramed store layout and typical scenarios faced by customers

### **Appointments**

- Conducted extensive staff interviews
- Audited the appointment reservation process (online, in-store and by phone)

## Store Diagram at Peak Hour

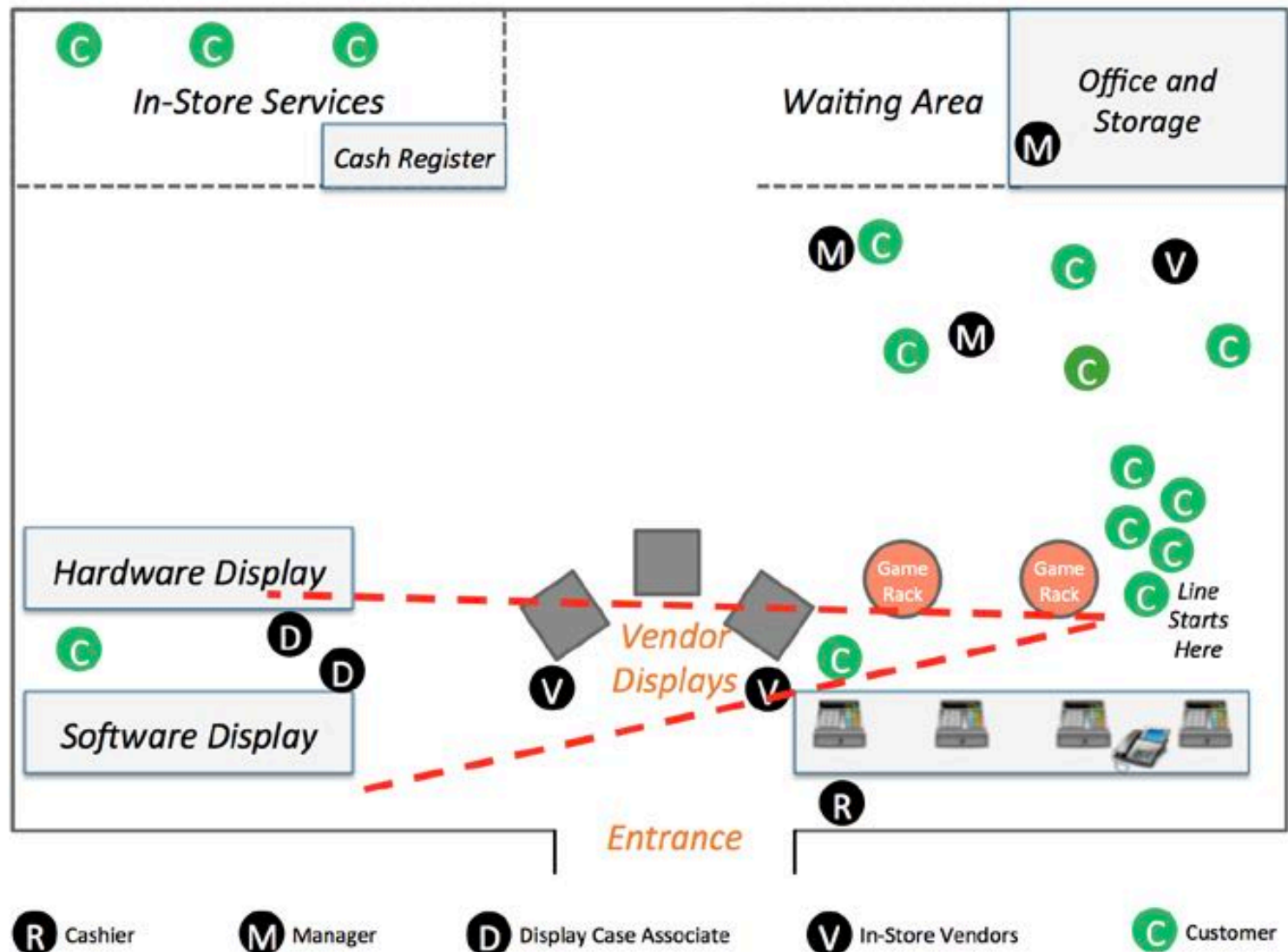


Figure 2

- It appears that four store employees, who are in view of the customers waiting in line to check out, are not assisting at the cash register
- In reality, two of these people are actually vendors, but the customers waiting in line do not know this. The other two employees are display case associates and are not trained on the cash register
- The appearance of four people not helping presents the wrong impression to the customer and does not match the retailer's commitment to provide superior service



## Key Findings

Following the customer journey mapping process, COPC Inc. developed a set of specific recommendations focused on key activities critical to the customer experience. The team presented these recommendations in order of priority by their level of impact on the customer experience and the retailer's ability to implement them. Below is a sample of the types of recommendations provided:

Appointment Booking	Rewards Program	Purchases and Returns
<ul style="list-style-type: none"><li>• Centralize the booking process</li><li>• Make various online support improvements</li></ul>	<ul style="list-style-type: none"><li>• Improve the signup process and track performance</li><li>• Simplify the consumer process for adding reward credits</li></ul>	<ul style="list-style-type: none"><li>• Improve order tracking and notifications</li><li>• Offer packaging recommendations to create consistency</li><li>• Improve return process and policy communication</li></ul>

Based on the findings of this customer journey mapping project, a comprehensive improvement plan was developed and implemented. Initial results showed significant performance improvement in customer satisfaction and customer experience.

## About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement.

Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. [www.copc.com](http://www.copc.com).