

“

*Via the workshops, we developed good insight into the emotions of our customers. This helped us understand how we could better help them.*

”



## Insight in customer emotions

*Customer Journey Mapping makes customer emotions tangible for the organisation*

### Ambition

Freo is an online lender and has the ambition as an organisation to become more customer centric. Freo is a Rabobank company and is focused on the consumer lending market. Thinking and doing from the customer perspective is new for the organisation. Freo wants to take the lead in helping the organisation to reach the next level in their service delivery. The first step has already been taken by mapping customer-facing processes. The next step was to look through the eyes of their customers to understand the emotion involved in the customer contact and to share the total findings throughout the organisation.

### Approach

Together with EarlyBridge, Freo mapped a series of micro customer journeys such as 'I want to borrow', 'I want to make an extra payment' and 'Help, I can't make my loan payment'. The project consisted of the following three steps:

#### 1. Qualitative interviews with Freo customers

A group of customers were selected who had recently had contact with Freo for each of the customer questions in scope. These customers were interviewed face-to-face and via telephone. The goal was to understand the motivations behind the needs and to understand the emotions that the customers experienced throughout the service process.

#### 2. Workshop Customer Journey Mapping

The insights were transformed into customer stories and personas for customer journey mapping workshops. During the workshops, diverse teams analysed the customer journeys to understand the customer emotion and how this affected how they could redesign the customer journey to be more effective from the customer perspective.

#### 3. Improvement initiatives and priorities

Participants identified the improvement opportunities and categorized and prioritize them for next steps.

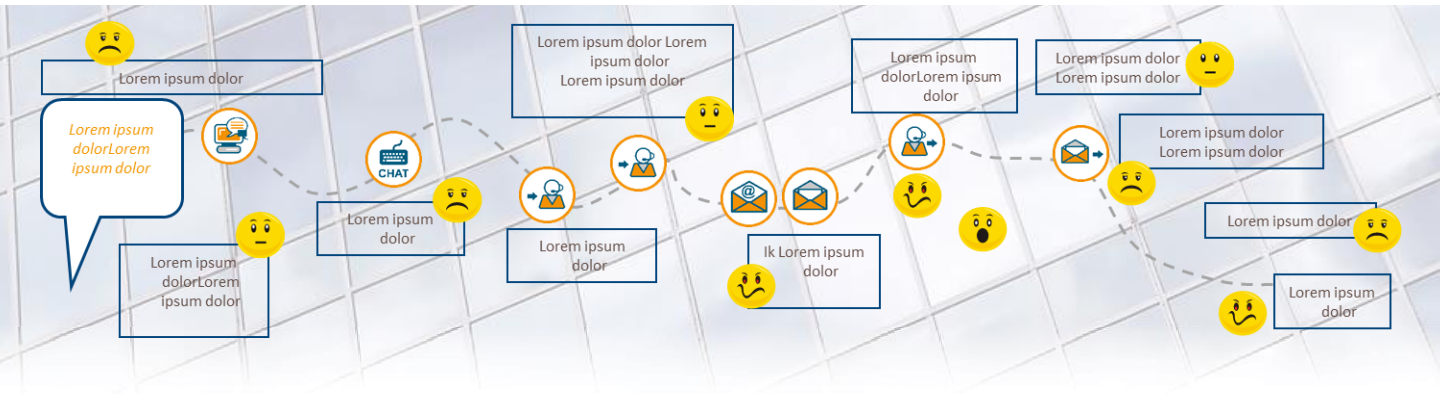
## Results

*Employees are more conscious of the customer and their emotions*

*Improved customer experience and processes*

*Awareness in the organisation leads to better customer service*

# Applied methodology



illustrative

## Critical success factors

### Bring the customer emotion to the employees

By 'acting' as the customer in the workshop, we can engage employees on their level to make the customer emotion visible and tangible for participants. Being confronted with real customer emotions creates heightened awareness of what customers experience and how it affects them when dealing with the company.

### Involve a multi-disciplinary team

Bring employees and stakeholders from different disciplines and departments together in the workshops. This creates a team approach and an end-to-end view internally of what the customer goes through and makes people aware of how they can work together better to deliver a better result for the customer and the company.

### Expose the organisational dynamics at play

Alongside improvements in communication, IT and processes, confront the organisation with their own excuses and self-created barriers. For example, the cultural aspects that lead to negative impact such as no one and everyone being responsible and not taking responsibility. Exposing these issues helps the organisation to reflect on their ambition and to look beyond simple process improvements as the silver bullet.

# earlybridge.

DRIVING CUSTOMER PERFORMANCE

EarlyBridge specializes in designing and improving customer experience and customer interaction.

We help organisations be more customer centric to improve business results.

See also our case:

*'GGN Co-creating the Customer Journey'*

[www.earlybridge.com](http://www.earlybridge.com)