

Manage The Cross-Touchpoint Customer Journey

by Martin Gill, March 26, 2014

KEY TAKEAWAYS

Customers Are, Fundamentally, Cross-Touchpoint

In the “age of the customer,” you can’t design touchpoints in isolation. Today’s consumer uses a wide range of touchpoints in order to discover, explore, buy, and engage with brands, and these touchpoints overlap and influence each other in ecosystems that are difficult to perceive.

Design Experiences, Not Touchpoints

eBusiness executives must shift their approach from optimizing individual touchpoints to identifying high-value cross-touchpoint tasks -- and then designing touchpoints that support those tasks, rather than acting in isolation.

Follow The Three Rules

Forrester’s three rules for implementing cross-touchpoint experiences help eBusiness executives identify, design, implement, and optimize end-to-end customer journeys: 1) Don’t try to please everyone; 2) optimize the journey, not the touchpoint; and 3) manage the transitions.



Manage The Cross-Touchpoint Customer Journey

Processes: The Digital Business Transformation Playbook

by [Martin Gill](#)

with [Patti Freeman Evans](#), [Zia Daniell Wigder](#), [Aurelie L'Hostis](#), and Alexander Causey

WHY READ THIS REPORT

Today's consumer engages through a variety of touchpoints, yet many brands struggle to deliver cross-touchpoint experiences. Too many firms focus on each touchpoint in isolation and fail to enable their customers to transition easily between them, even when the experience suggests to the consumer that this should be possible. In order to deliver the kind of experiences that these cross-touchpoint consumers expect, brands must focus on optimizing the journey, not each individual touchpoint. This report is the processes section of the digital business transformation playbook and replaces "Managing The Cross-Touchpoint Customer Journey," originally issued to clients on December 3, 2012. It examines some of the strategies that leading brands have adopted to cut through the myriad options and enable compelling cross-touchpoint customer journeys that add value to both the consumer and the brand.

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This report uses Consumer Technographics® data.

Related Research Documents

[Leading The Digital Business Transformation](#)
November 7, 2013

[Using Tmall To Sell Online In China](#)
July 25, 2012

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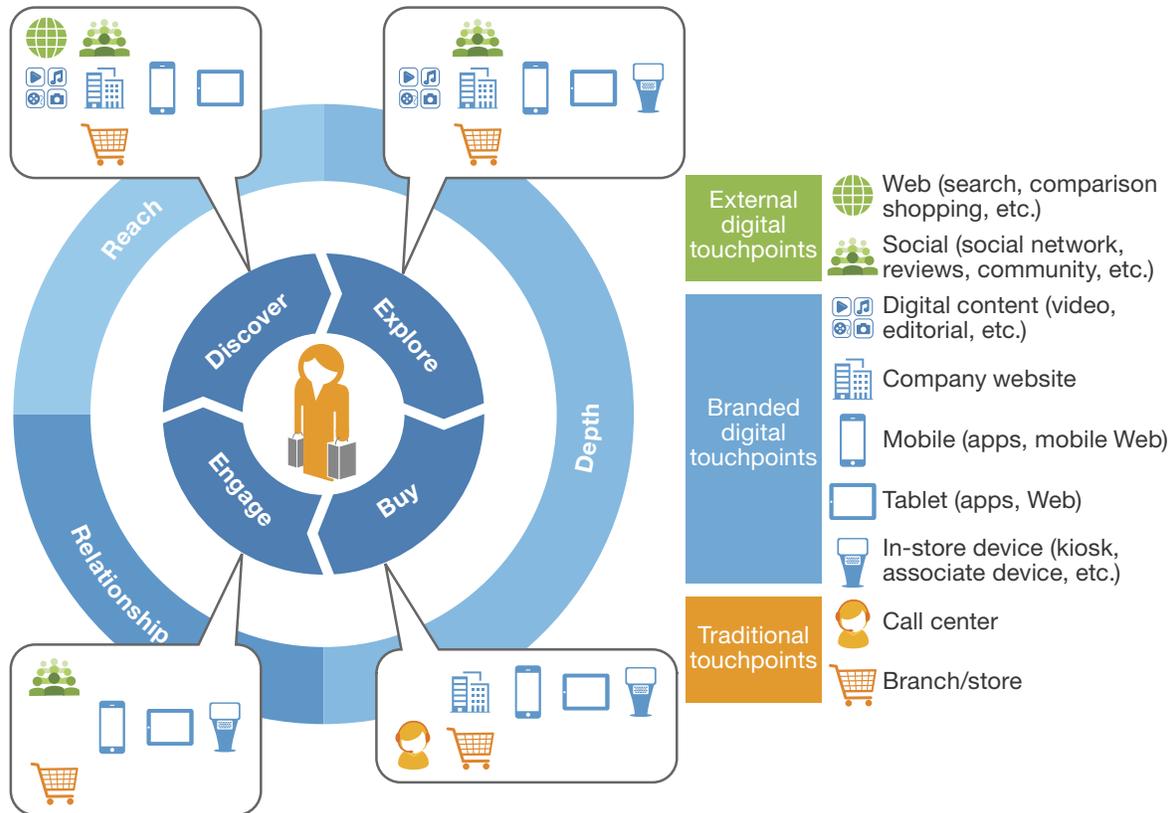
[Customer Journey Mapping: What Is It For?](#)
April 24, 2012

DIGITALLY SAVVY CONSUMERS USE MANY TOUCHPOINTS

Today's perpetually connected consumer uses an ever-increasing range of touchpoints in order to discover, explore, buy, and engage with brands. Stores, kiosks, tablets, call centers, mobile devices, social media, and more all influence and interact in complex patterns. The Internet is a core part of these increasingly complex purchase journeys, but other digital touchpoints are fast gaining in influence (see Figure 1).¹ Globally, consumers are using multiple touchpoints to inform their shopping journeys as they:

- **Discover products on the go.** Smartphone users in particular are embracing their mobile handsets as tools to assist them in shopping offline. In Europe, 23% of online smartphone users have used their smartphones to physically locate a store or check store hours, compared with 3% of online mobile phone users.² UK department store John Lewis is embracing this trend by offering free in-store Wi-Fi to encourage cross-touchpoint engagement, while French hypermarket chain Auchan is experimenting with a range of app-driven store experiences, including a mobile shopping list app that includes speech recognition technology to allow shoppers to dictate their shopping lists. Walgreen's mobile app has a "store mode" to enhance shoppers' digital experience of the store.
- **Explore products in digitally enabled stores.** Tablet technology is driving a new wave of digital engagement in the physical environment. Thirty-five percent of US online adults (ages 18-plus) expect store assistants to be able to place Internet orders for them.³ US retailers like Macy's and Nordstrom are responding by deploying kiosks, digital displays, associate tablets, and more to integrate their digital capabilities into the store environment.⁴ The popularity of these in-store technologies is increasing: Forty-four percent of US online adults are interested in using self-checkout kiosks when shopping in a store, and 14% have done so.⁵
- **Buy via multiple touchpoints.** UK shoppers have embraced a multichannel approach to shopping and have higher expectations of the speed with which multichannel retailers turn around their click-and-collect orders than do US buyers.⁶ Of the 54% of UK online shoppers (18-plus) who have ordered online for in-store pickup, two-thirds expect to be able to pick their goods up within 24 hours and almost one-third expect immediate pickup.⁷ A tight integration between the online and in-store experience is vital to satisfy these shoppers.
- **Engage to seek peer opinion via social channels.** Chinese shoppers are highly social and turn to the Web not only to inform their shopping. Sixty-eight percent of metropolitan Chinese online shoppers (18-plus) read ratings and reviews on a brand's own website on a regular basis; in contrast, only 42% of US online adults read ratings and reviews on a brand's own website on a regular basis.⁸ Chinese eCommerce sites like Tmall allow users to create extensive reviews, with many shoppers uploading images and videos of themselves using the products they have bought.⁹

Figure 1 Engaging The Perpetually Connected Consumer Across Touchpoints



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Source: Forrester Research, Inc.

MANY OF TODAY'S CROSS-TOUCHPOINT EXPERIENCES ARE BROKEN

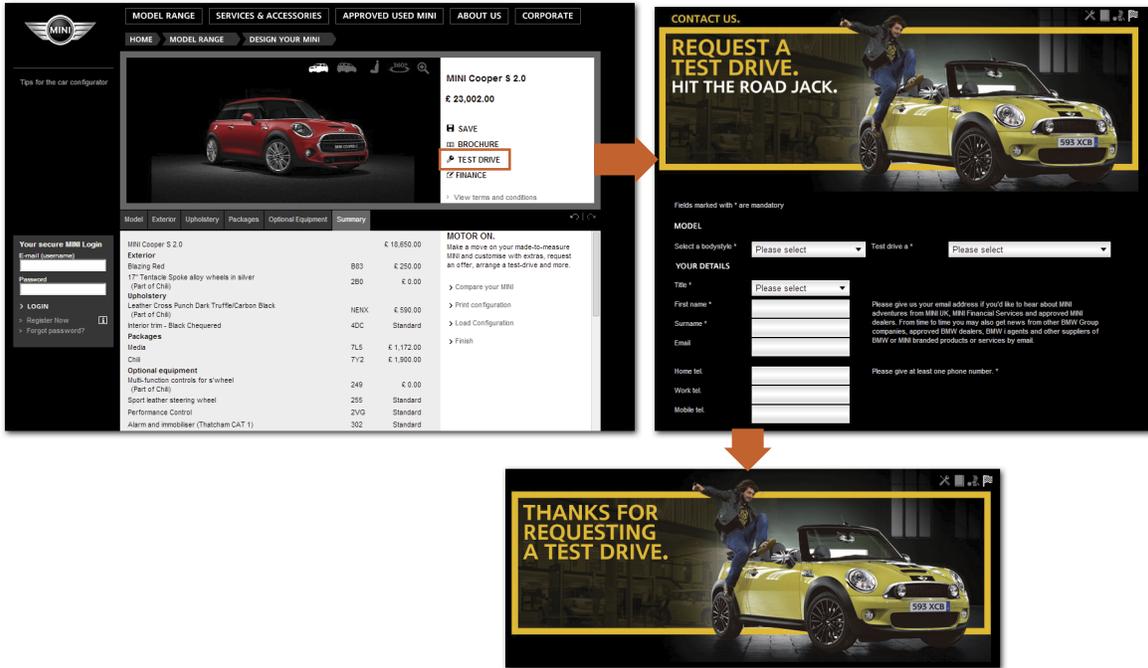
Consumers may be using multiple touchpoints together, but it's not easy to create a compelling experience that extends across these touchpoints. Many firms still operate in organizational siloes and are burdened with legacy technology that hinders their ability to deliver compelling cross-touchpoint experiences. A channel-by-channel approach has led many brands to optimize individual touchpoints to deliver a fantastic experience in isolation — but one that fails to allow the consumer to continue his journey on to the next touchpoint. It is in the transition between touchpoints that things break down. For example, the following brands still struggle to complete the cross-touchpoint experience:

- **Mini forgets who you are at every step.** BMW's Mini brand offers potential buyers a slick and enjoyable way of exploring the millions of potential combinations of color, body style, and optional extras through its car configurator. Yet when it comes to booking a test drive,

this configuration can't be sent to the dealership. Users must enter all of their details again on a separate form, and communication from the dealership fails to take into account any preselected preferences for model, engine size, etc. Mini fails to transition the potential shopper from the Web to the dealership (see Figure 2).

- **Gap sets expectations through fulfillment that it can't satisfy for returns.** Gap provides shoppers with a flexible click-and-collect service, offering pickup of online orders through any of its group stores — Gap, Old Navy, Banana Republic, etc. However, shoppers can only return products through a store of the brand of products they bought.¹⁰ Reverse logistics is a significant challenge for many retailers, especially ones where web and store stock are managed separately, leaving customers struggling to engage in a cross-touchpoint transaction that could potentially offer the brand an opportunity to cross-sell.
- **Braun offers to show you where to buy its products but loses you along the way.** Many journeys fall down when passing shoppers from one purely digital touchpoint to another. Braun sells online via links to retail partners, in which session data identifying the shoppers, their interests, and what products they are searching for is vital to a smooth transition. However, all too often this context is lost in the handoff. In the worst instances, shoppers are taken from the product detail page for an electric shaver to a retail partner's search page displaying kettles and toothbrushes, breaking the experience and forcing the shopper to start searching for the product from scratch (see Figure 3).
- **Air Canada treats mobile and web bookings inconsistently.** In the rush to mobile enablement, many eBusiness executives have created standalone mobile capabilities that don't offer an integrated experience. Air Canada customers can book flights via mobile devices but can't amend them on any digital touchpoints; they are instead required to resort to the phone, forcing a cross-touchpoint experience in an inappropriate way. eBusiness executives must think of new touchpoints within the context of their wider touchpoint ecosystem rather than rushing to enable functionality in a standalone fashion that may damage the overall experience.

Figure 2 Mini Loses Customers In The Gaps Between Touchpoints

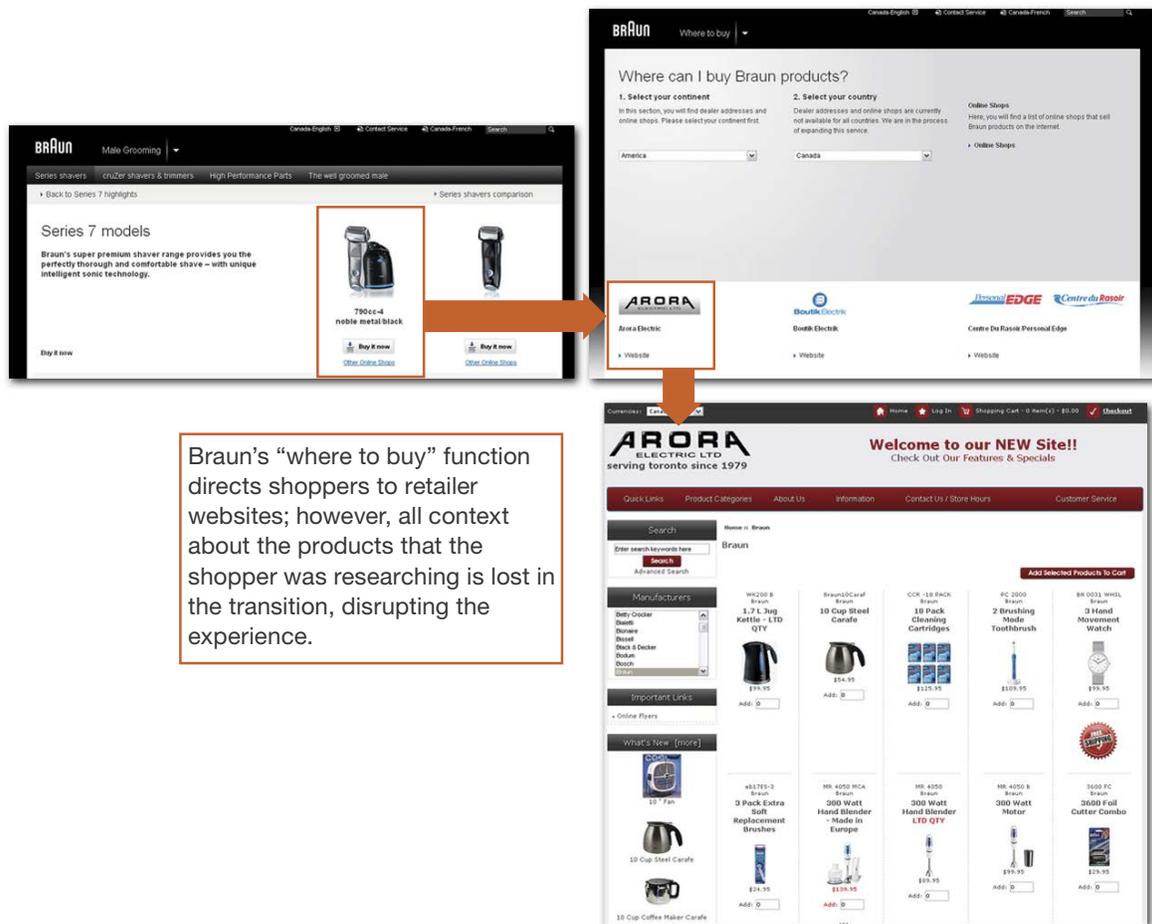


Source: Mini website

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Source: Forrester Research, Inc.

Figure 3 Context Is Often Dropped When Shoppers Move Between Touchpoints



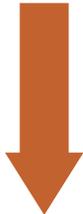
Source: Braun website and Arora Electric website
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Source: Forrester Research, Inc.

THE THREE RULES OF IMPLEMENTING CROSS-TOUCHPOINT EXPERIENCES

Most eBusiness executives will quickly find that there are more potential cross-touchpoint experiences than can realistically be delivered due to time, budget, or technical constraints. In order to narrow down the possible choices and focus attention on delivering brilliant cross-touchpoint experiences, eBusiness executives should follow three common rules (see Figure 4).

Figure 4 The Three Rules Of Delivering Cross-Touchpoint Experiences



Stage	Rule	Action
No. 1: Identify	Don't try and please everyone.	Identify two or three high-value customer journeys.
No. 2: Plan	Optimize the journey, not the touchpoint.	Map the journeys from end to end to identify appropriate touchpoint interactions.
No. 3: Manage	Manage the transitions.	Focus on ways of identifying customers as they cross touchpoint boundaries.

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Source: Forrester Research, Inc.

Rule No. 1: Don't Try To Please Everyone

One of the key challenges of delivering cross-touchpoint experiences is the number of potential customer journeys that now exist. eBusiness leaders who are implementing successful cross-touchpoint customer journeys have learned to limit the complexity and range of possibilities they face in order to concentrate on developing a few high-value experiences well. Forrester's cross-touchpoint impact assessment helps define these experiences in terms of action-oriented tasks and then maps the brand and consumer value associated with each task to focus the action (see Figure 5). Forrester recommends that you:

- **Express cross-touchpoint experiences as tasks.** You should be able to express key cross-touchpoint journeys as tasks that are meaningful to the consumer. Examples include “I want to have a product delivered to my nearest store” or “I’m halfway through an online mortgage application but I’m stuck — I need to speak to someone” (see Figure 6). One leading automotive firm used its customer life cycle to help define cross-touchpoint activities at every stage of car ownership. Defining tasks such as “I need to book a service” or “I need emergency help” allowed it to identify potential touchpoints for service and identify transactional opportunities to engage with consumers.
- **Pinpoint tasks that add tangible value.** Journeys must present tangible value to both the consumer and the brand, though the definition of value can vary (see Figure 7). For consumers, value is most likely expressed in terms of convenience or choice; for brands, value can be as simple as sales lift or could be described in terms of supporting the brand proposition. For example, a multichannel retailer such as Boots can identify that click-and-collect customers typically spend more in-store, while Starbucks recognizes the brand value of offering a sophisticated, mobile-driven, cross-touchpoint experience to position itself as innovative and exciting with its tech-savvy customers.

- **Focus on the most frequently occurring tasks.** Not every customer journey is worth optimizing. Many cross-touchpoint tasks occur so infrequently that the cost to enable and optimize them far outweighs the opportunity they bring. By applying insights from web analytics data, customer satisfaction surveys, complaints, and workshops, Debenhams is building an ever more detailed view of how consumers want to engage. This insight prompted Debenhams to integrate its mobile app with its eCommerce site to enable a seamless mobile-to-store-to-web customer journey as it saw the in-store use of its iPhone app reach critical mass.
- **Identify quick wins to create a plan.** Identifying the cultural, organizational, technical, and metric impacts of each customer journey can help spell out how complex and costly the experience will be to deliver. By overlaying this viewpoint onto the cross-touchpoint impact assessment, eBusiness executives can begin to separate quick wins from longer-term deliverables. SapientNitro helps clients build Value Maps, applying a structured framework to plot value against effort; Telenor maps customer journey maps to its enterprise architecture to assess the systems impact of delivering such experiences (see Figure 8).

Figure 5 Forrester’s Cross-Touchpoint Impact Assessment Helps Identify “Win/Win” Experiences

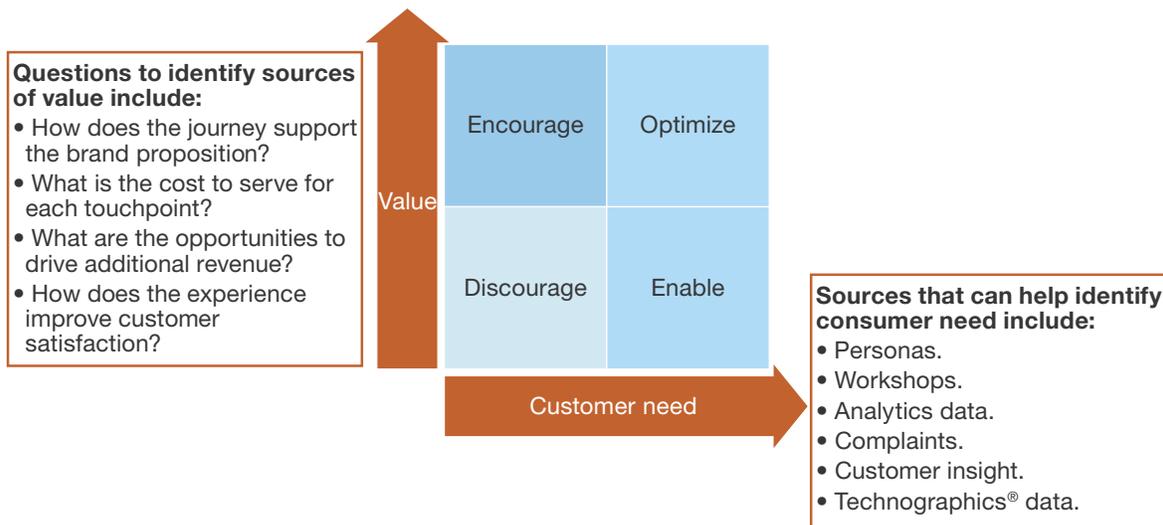


Figure 6 Express Customer Journeys In Terms Of Action-Oriented Tasks

Sector	Example task
Financial services	I'm halfway through an online mortgage application, but I've gotten stuck — I need to speak to someone.
Automotive	I've just designed my ideal car; now I want to test-drive it.
Retail	I'm getting married, and I want to create an online wedding list while I browse in-store.
Travel	I'm late for my flight, and I need to check in as quickly as possible.
Telecoms	I want to upgrade my handset.

Examples of tasks vary in different industries, but the principle remains the same: express tasks in customer-oriented, action-focused language that defines a clear intent.

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Source: Forrester Research, Inc.

Figure 7 Decide How You Will Measure Consumer And Brand Value

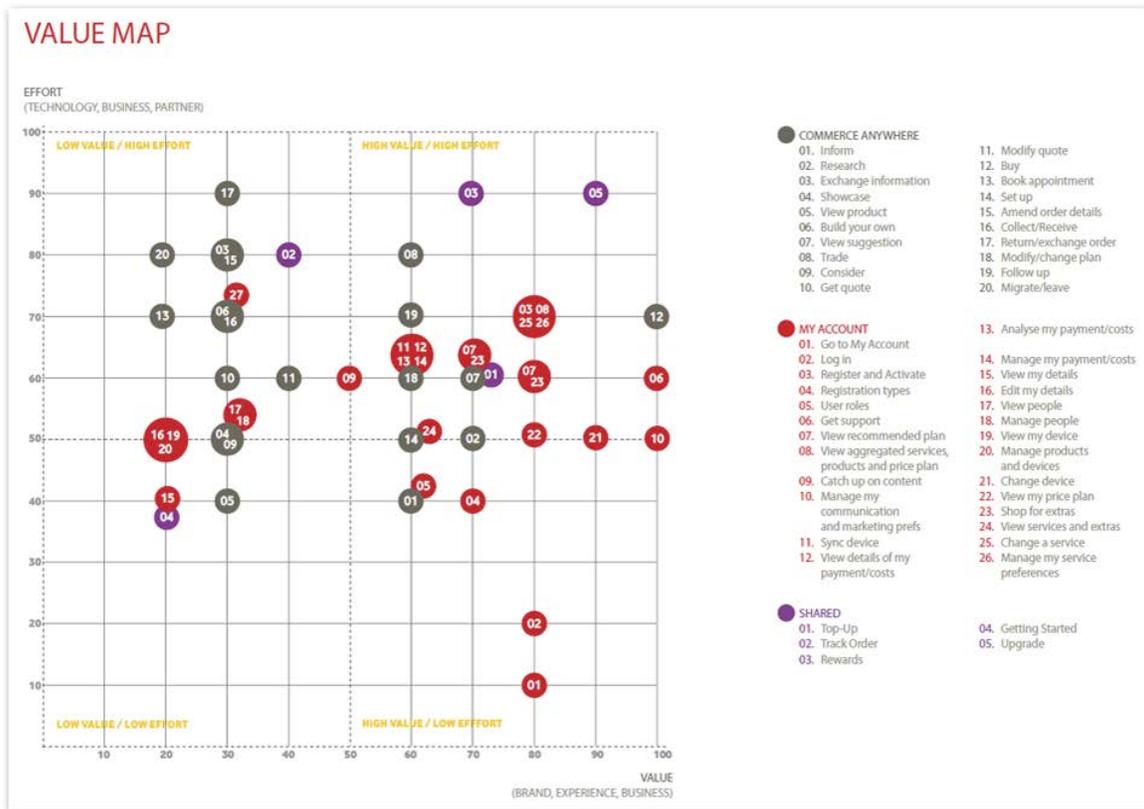
Customer	Brand	
✓		Does the experience save the customer money?
✓		Is the experience more convenient for the customer?
✓		Does the experience make the customer feel in charge?
	✓	Does the experience support the brand proposition?
	✓	Can the experience offer a cost saving for the brand?
	✓	What are the opportunities to cross-sell/upsell and drive more revenue?
✓	✓	How does it affect customer satisfaction?
	✓	Is the experience solving a known issue?
	✓	Does the experience help the brand differentiate?

Identify the potential sources of value, financial or otherwise, and pick those most relevant to your firm to measure. Two or three measures should be enough.

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Source: Forrester Research, Inc.

Figure 8 SapientNitro Helps Clients Focus Their Efforts With A Value Map



Source: SapientNitro website

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Source: Forrester Research, Inc.

Rule No. 2: Optimize The Journey, Not The Touchpoint

Customer journey mapping is often seen as a customer experience discipline, though eBusiness executives are finding that plotting the desired customer journey from end to end can cut through frustrating channel-centric discussions such as “Should we have an iPhone app?” or “Should we launch our mortgage calculator on tablets?”¹¹ Understanding the role that each touchpoint plays within the customer life cycle for a specific journey or segment of customers helps define the features, functionality, look, and feel that the touchpoint must deliver in order to be successful (see Figure 9). eBusiness executives are applying this technique to help optimize the entire customer journey, rather than focusing on touchpoints in isolation. They are:

- **Mapping the end-to-end journeys.** Thinking about the entire customer life cycle for a given experience helps firms design complete experiences.¹² Rather than leaving customers stranded as they reach the limits of one touchpoint, Italy’s Intesa Sanpaolo helps its customers transition to

the next relevant point of service. To facilitate complex loan or mortgage applications that often require a physical signature, Intesa provides a range of online and mobile tools that help customers explore offers and rates. It then transitions potential customers to an in-branch appointment via an online booking system that captures any information the customer has already entered and presents it to the branch colleague meeting the customer when they arrive in person.

- **Identifying valid touchpoints within the context of the journeys.** Not every touchpoint needs to feature in every journey. A common mistake in designing new touchpoints is to simply replicate what already exists on another without thinking about the context within which this new touchpoint will be used. When designing its social, mobile, and in-store digital experiences, Finnish retailer Prisma mapped out a series of common customer journeys based on customer insight into which touchpoints shoppers wanted to use. These maps, combined with data on how customers used devices such as mobile phones in-store, helped Prisma design tools like its commerce-enabled recipe planner (see Figure 10).¹³
- **Tuning each touchpoint to its role in the ecosystem.** By understanding the role that each touchpoint plays within an end-to-end experience, eBusiness executives can concentrate on optimizing the touchpoints as part of that journey, rather than as a standalone experience. To address the growing number of touchpoints its shoppers were using, UK home improvement retailer B&Q went back to the drawing board. B&Q identified which of its personas were most likely to engage in a cross-touchpoint manner — and how — allowing it to focus on redesigning its touchpoints within the context of a small number of common cross-touchpoint experiences (see Figure 11).

Figure 9 Use Journey Maps To Identify Appropriate Touchpoints And Develop Complete Experiences

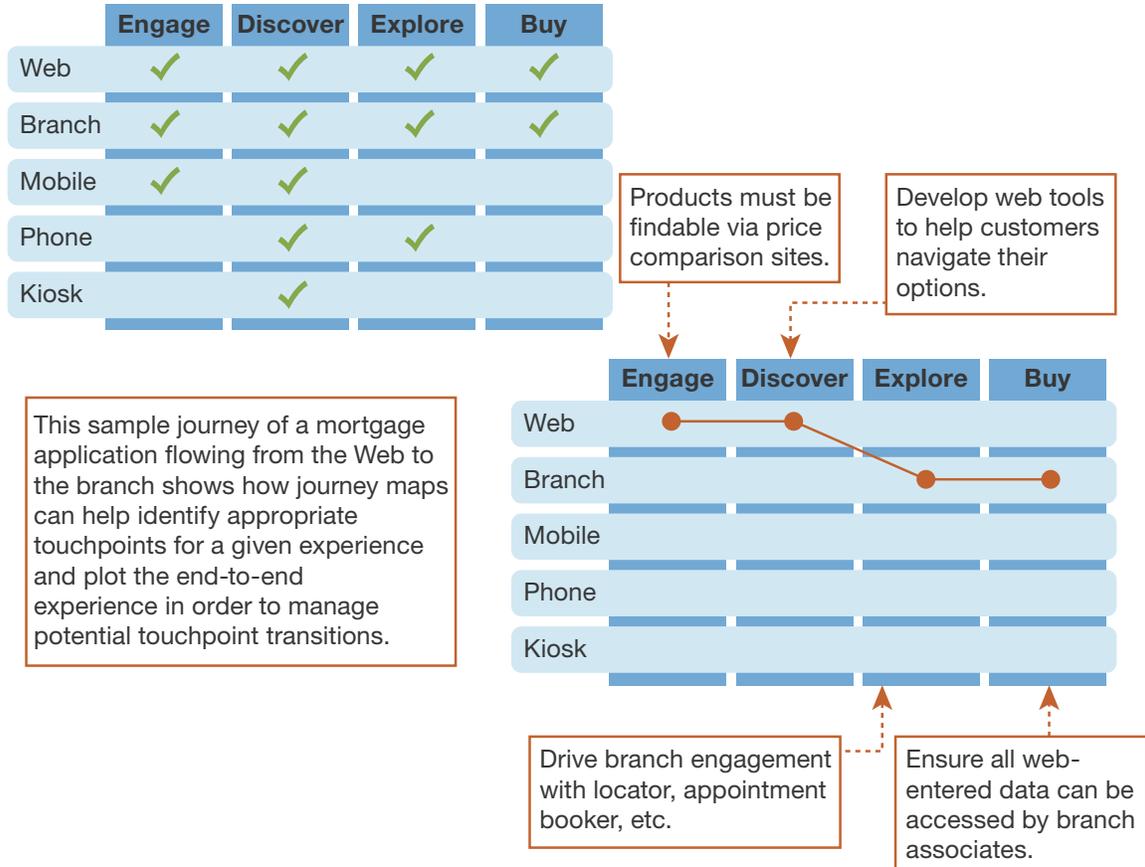


Figure 10 Prisma Designs Its Touchpoints Within The Context Of An Overall Shopper Experience



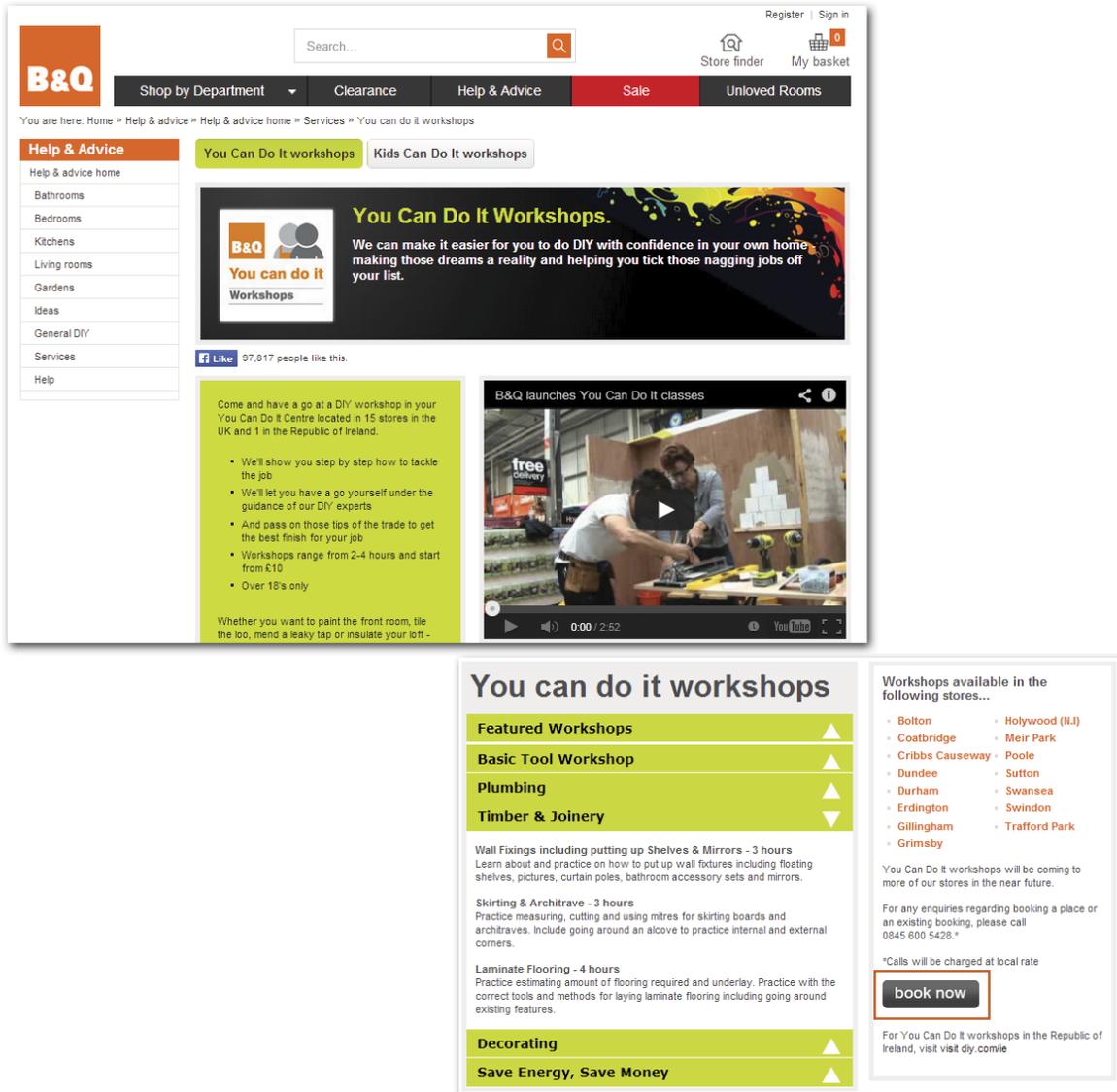
Mapping common end-to-end customer journeys helped Prisma define the specific role of each touchpoint — social, mobile, tablet, and forthcoming in-store technology. Each touchpoint is functionally rich in itself but also aims to drive connections to other touchpoints, such as Prisma’s stores or eCommerce site.

Source: Prisma website

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Source: Forrester Research, Inc.

Figure 11 B&Q Develops Cross-Touchpoint Customer Journeys That Lead To In-Store Engagement



Source: B&Q website

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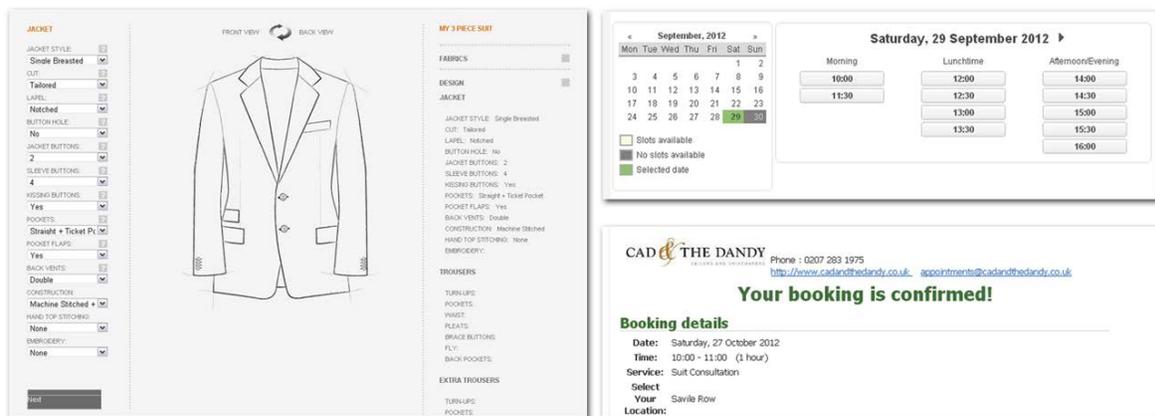
Source: Forrester Research, Inc.

Rule No. 3: Manage The Transitions

Even in cases where firms attempt to deliver complete, end-to-end cross-touchpoint journeys, customers still fall through the gaps. One of the key areas that eBusiness executives must focus on as they implement cross-touchpoint experiences is the transition from one touchpoint to another. It is difficult to define a single source of customer identity across all touchpoints, yet even without this element, eBusiness executives are finding innovative ways of ensuring that customers can transition easily from one touchpoint to another. eBusinesses can:

- **Put control in the hands of the consumer with appointment booking.** Ensuring customers feel in control of the transition from one touchpoint to another is vital to maintaining confidence and trust. Bespoke tailor Cad and the Dandy provides shoppers with an online suit design tool that allows them to select the style and fabric of their ideal made-to-measure suit (see Figure 12). To fulfill the order, the tailor requires an in-person meeting to measure the customer. This meeting is handled via an online appointment booking system that offers customers a choice of appointments and emails them clear confirmation once booked.
- **Use mobile to link the digital and physical worlds.** Mobile technology has the potential to link consumers' physical and digital behavior in a personal, immediate, and context-aware way. Starbucks uses its "My Starbucks" mobile app to engage at all stages of the customer life cycle (see Figure 13). Starbucks ensures that every experience is as simple and intuitive as possible for both shoppers and store staff to minimize staff training and maximize customer uptake.
- **Collect customer email addresses to enroll them in a multitouchpoint engagement.** Email marketing is a highly effective way of driving repeat customers.¹⁴ UK camera retailer Jessops sees more than 40% of its sales coming from the Web, with three-quarters of those being in-store collections from online orders. Jessops aims to convert all store shoppers into multitouchpoint customers by collecting email addresses in-store for all purchases. It actively incentivizes store colleagues to enroll customers in its email scheme in order to drive longer-term, multitouchpoint engagement.

Figure 12 Users Can Book An Appointment For A Bespoke Service Via Cad And The Dandy's Website



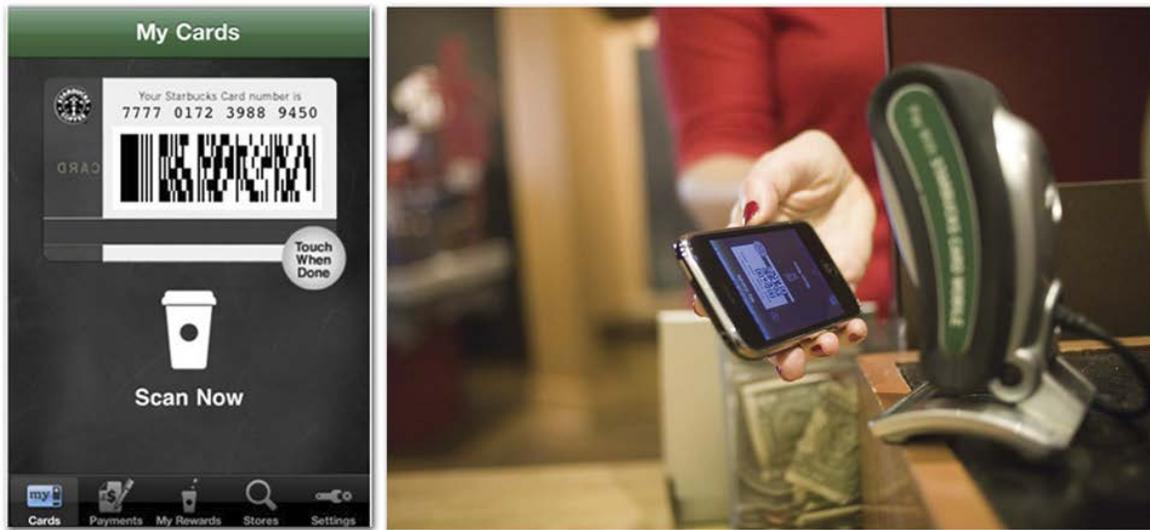
More than 50% of Cad and the Dandy's customers predesign their suits online before they set foot in a store. When customers arrive for a consultation, their design is pulled up on a screen in-store where a consultant talks them through other options and closes the sale.

Source: Cad and the Dandy website

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Source: Forrester Research, Inc.

Figure 13 Starbucks Uses Mobile To Drive A Cross-Touchpoint Customer Life Cycle



Starbucks uses geofencing to push relevant and timely offers to potential shoppers in order to drive restaurant footfall. The “My Starbucks” app acts as a prepay payment device at the physical point of sale, using a QR code on the phone, and stores customer loyalty data to encourage further engagement.

Source: Starbucks website

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Source: Forrester Research, Inc.

RECOMMENDATIONS

KEEP CROSS-TOUCHPOINT JOURNEYS SIMPLE BUT COMPLETE

Consumers have become fundamentally cross-touchpoint in the way they expect to engage. Touchpoint proliferation means that eBusiness executives can't simply throw together any old customer journey and expect consumers to embrace it, warts and all. eBusiness executives must begin to actively design cross-touchpoint journeys in order to deliver seamless experiences to the lion's share of their customers — experiences that don't leave customers falling through the cracks as too many do today.

- **Think of touchpoints as an ecosystem, not a series of unconnected engagements.** Cross-touchpoint attribution models are not sophisticated enough yet to truly model the influence that touchpoints have on each other. But even without deep insight, eBusiness executives must embrace the reality that one touchpoint can influence behavior in every other touchpoint. Aim to encourage cross-touchpoint activity among your shoppers. This can be

as basic as providing Facebook or Pinterest share buttons on product pages or offering a link to your branch locator on your customer care page. Embrace the fact that consumers are cross-touchpoint: Don't throw up artificial barriers based on organizational siloes.

- **Lead in cross-functional engagement.** Delivering a cross-functional customer journey will require interdepartmental collaboration within your organization. As an eBusiness executive, take the lead in encouraging this discussion. Many eBusiness executives already have responsibility for multiple touchpoints, such as customer service or mobile. Expanding this remit to stores, branches, or social media should be a natural move. If your company employs them, seek out your customer experience professionals. They've probably already started trying to map your brand's customer experience, and that can form an excellent basis for a wider cross-functional discussion.
- **Follow the money.** Not every cross-touchpoint customer journey is created equal. It is impossible to enable every single permutation of every single customer journey, so narrow the scope down to a few core journeys that satisfy the majority of your consumers the majority of the time. Learn from the likes of B&Q and Starbucks in finding ways to identify value. This can mean hard return-on-investment (ROI) figures or a softer brand-fit metric. The answer depends on your business. Make sure cross-touchpoint journeys drive value for both your brand and your customers.
- **Make the customer feel in charge.** Instilling trust and a sense of ownership is vital to creating cross-touchpoint experiences that customers want to use again and again — whether that is the transparency of an appointment booking system that emails your customer to confirm their details or providing the option to seek human help via a callback or chat during a complex insurance application. Making customers feel in charge does not mean providing every possible option at every possible stage — quite the opposite in many cases. It means providing a logical way that makes sense to the customer to drive the journey on to the next touchpoint. Seek your customers' opinions on which touchpoints they want to use and test journeys to make sure they make sense to your target customers, not just to you.

ENDNOTES

- ¹ It's easy for eBusiness executives to assume that shoppers use different touchpoints the same everywhere. But the reality is that there are some significant global differences in consumers' attitudes and behaviors with regard to the touchpoints they use to research and shop. eBusiness executives who plan on expanding internationally must understand these nuances and provide localized shopping experiences that go beyond language and currency to tailor touchpoint-specific customer journeys to local markets. Forrester's global retail segmentation provides a framework for understanding the touchpoints retail shoppers use around the globe. It enables eBusiness executives to identify critical touchpoints and to understand the differences among shoppers in different countries in order to create more tailored, relevant experiences. This document

introduces the framework, which is embedded in Forrester's global Technographics® benchmark surveys, and is available in more detail on a country-by-country basis to Technographics customers. See the January 29, 2014, "[Introducing The Global Retail Segmentation](#)" report.

- ² Twenty-three percent of European online adults (18-plus) who have a smartphone have located a nearby store to purchase a specific product or check store hours. Source: European Technographics Retail Survey, 2013.
- ³ Source: North American Technographics® Customer Life Cycle Survey, Q1 2013.
- ⁴ Consumers are keen to engage with in-store digital experiences and have high expectations of the value that such technology will bring. See the June 5, 2013, "[Powering The Agile Store](#)" report.
- ⁵ Source: North American Technographics Retail Survey, 2013.
- ⁶ Click-and-collect online shoppers (18-plus) in the UK and the US have different expectations as to how quickly their order will be available for pickup: 16% of US online click-and-collect online users expect immediate pickup compared with 30% of UK online click-and-collect online users. Source: North American Technographics® Retail Online Survey, Q1 2011 (US) and European Technographics® Retail, Customer Experience, And Travel Online Survey, Q3 2011.
- ⁷ Some 66% of UK online adults (18-plus) who shopped online in the past three months and are familiar with the concept of "buy online, pick up in store" said "The item will not be available for pickup immediately but will be available for pickup within 24 hours" or "The item will be available for pickup immediately." Source: European Technographics® Retail, Customer Experience, And Travel Online Survey, Q3 2011.
- ⁸ Some 69% of metropolitan Chinese online adults (18+) have read customer ratings/reviews/comments of products or services on a brand's own website at least monthly; this contrasts with 42% of US online adults who have read customer ratings/reviews/comments of products or services on a brand's own website at least monthly. Source: Asia Pacific Technographics Online Benchmark Survey, 2013, and North American Technographics Online Benchmark Survey (Part 1), 2013.
- ⁹ Taking a business online in China is intimidating. Seemingly endless red tape, a diverse online population, and differences in consumer behavior are all issues a company must carefully consider. Tmall, Taobao's marketplace for licensed brands and China's biggest B2C website, removes certain market entry barriers while offering exposure to a group of 400 million registered users. Online consumers in China have steadfast online shopping habits, and registered Tmall stores can take advantage of Taobao's extensive experience in eCommerce. While there are benefits and conveniences, Tmall will not be the best choice for every type of business: Tmall's highly templated offering means brand creativity remains limited, and it can be hard to launch and maintain a successful Tmall business without on-the-ground support. See the July 25, 2012, "[Using Tmall To Sell Online In China](#)" report.
- ¹⁰ Gap's return policy states: "For Gap, Banana Republic, Old Navy, and Athleta items, you can return merchandise purchased online to the appropriate store. For example, if you bought an item on Gap.com, you can return it to a Gap retail store, but not to an Old Navy store." Source: Gap (<http://www.gap.com>).

- ¹¹ Forrester clients tell us that they're eager to use customer journey maps because they see the documents as ideal tools to analyze and communicate their customers' perspectives on the interactions they deliver. However, even enthusiastic organizations sometimes struggle to determine the objectives they should pursue with customer journey mapping. Forrester interviewed five companies that use customer journey maps to understand how the approach has benefited them. This document outlines the business value that these firms derive from customer journey mapping and the variety of objectives that journey mapping can support. See the April 24, 2012, "[Customer Journey Mapping: What Is It For?](#)" report.
- ¹² Even companies that make customer experience a strategic priority struggle to implement major long-lasting improvements. That's because they fail to connect behind-the-scenes activities to customer interactions. These firms need a new approach to customer experience management: one that considers the influence of every single employee and external partner on every single customer interaction. Forrester calls this complex set of relationships the customer experience ecosystem. To fully understand how they deliver customer experiences today and create a vision for meaningful improvements going forward, customer experience professionals must discover how to map their company's customer experience ecosystem and adopt best practices from the emerging field of service design. See the February 28, 2013, "[The Customer Experience Ecosystem](#)" report.
- ¹³ Source: "S Group and Foodie.fm win gold at the Channel Innovation Awards," Digital Foodie, May 23, 2012 (<http://company.foodie.fm/blog/s-group-and-foodie-fm-win-gold-at-the-channel-innovation-awards/>).
- ¹⁴ In 2011, Forrester partnered with GSI Commerce and its digital agency True Action to evaluate how shoppers touched various marketing touchpoints, such as paid search and email, prior to completing a transaction online. To understand if those behaviors have changed in the past year since the introduction of new mobile devices and new social networks, we examined the data for 77,000 consumer orders made between April 1 and April 14, 2012. In spite of changes to the eCommerce landscape, consumers continue to be influenced by the same web marketing tactics in largely the same ways. See the September 24, 2012, "[The Purchase Path Of Online Buyers In 2012](#)" report.

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