

# Customer Journey Mapping 101.

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PART 1

# What is Customer Journey Mapping and Why do I need it?

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# The key to creating business value...

...is to develop a compelling customer value proposition that delivers real value. Truly understanding the needs and preferences of customers, as well as their behaviour along the customer journey, is essential to you achieving a successful business strategy.

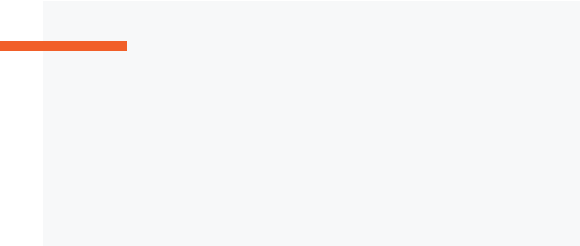
The term 'customer experience' is commonly associated with how customers interact with a business and its services on a transactional level, at each interaction or touch point. In response, many organisations structure each department's responsibilities towards specific interactions with customers, and accountability falls to them for any issues that arise. It seems a sensible approach, and a growing number of companies are working hard to keep customers happy in this way, with each department striving to provide a quality product alongside excellent sales and post sale customer service.

The challenge with this method is that it's disjointed. The customer's experience, when divided up across departments and individual touch-points, misses the bigger, overall picture: the customer's end-to-end journey and experience as a whole with your organisation.

By **taking the customer's viewpoint** and walking with them through their journey, businesses can begin to understand and empathise with what their customers truly value and learn how to best unlock this value (and improve their service) in future.



# What is a Customer Journey Map?



Have you ever tried to list the range of services your organisation offers? Do you ever struggle to articulate exactly what it offers? Does your organisation talk a lot about 'putting customers first', or 'keeping them at the heart of your service delivery' but you're not sure what this means? What do these 'throw away' phrases mean to a real customer interacting with your organisation across multiple touch-points?

*Say hello to your new pal, Customer Journey Maps! Or CJM's for short...*

Simply put, a **Customer Journey Map tells the story of your customer's experience** from their first interaction with the organisation through to the end.

Kerry Bodine, author of 'Outside-In' says that "Journey maps are diagrams that visualise the actions, thoughts, and feelings of a person or group over time." The secret ingredient to creating outstanding experiences for your customers is to understand their perspective. Only then do you have the information to design an improved experience they will truly value.

A customer journey map helps identify areas of friction, creates empathy, and really does keep customers at the heart of every interaction during their journey with you.

What makes a customer journey map highly valuable is its process. Creating one requires you to perform detailed customer research that **leads to compelling customer-centric stories that can be visualised along the journey.**



An example of a medium-fidelity customer journey map for Sydney Metro

# What is the value of a Customer Journey Map and why should I have one?

These days the voice of the customer should be the loudest one in any business. The impression you make on each and every customer is of enormous importance.

The true value of customer journey maps lies in their ability to invoke empathy. They bring real human experiences to light, those that organisations often overlook, whether the experiences of internal staff or external customers. They are also a great tool to provide a clear view of the organisation's overarching customer strategy.

Customer journeys can be long, stretching across multiple channels and touch-points, and span over days, weeks, even months. Interactions could include your customer on-boarding process, problem resolution in the contact centre, how customer enquiries are handled and how quickly calls are answered.

“ Proto’s in-depth customer research helped us to **uncover underlying customer needs that wouldn’t have been possible without an ‘outside-in’ approach**. The team identified the core customer problems and provided actionable insights that enabled us to remove key areas of customer friction and frustration and redesign a credit card experience like no other. ”

— Christian Johansson  
Head of Marketing, Customer Finance, Westpac

In our nine years of experience, we have found the main pitfall for organisations is their failure to understand the full context of their customers’ experience. **The flow-on effects of a disjointed end-to-end experience can be dramatic:** the reality could be hundreds of calls to the contact centre, increased customer churn, loss of sales, falling staff morale and employee Net Promotor Score (NPS).

At the other end of the spectrum, we have found companies who have nailed the art of customer understanding and prioritising the things they value. These organisations reap the benefits of increased customer satisfaction via positive NPS, increasing sales, reductions in attrition and reduced service costs. They also have happier staff, who feel they are having an impact, changing customer’s lives for the better instead of just being a cog in the wheel.

## CJM’s have the power to...

- ▶ **Shift company perspective** - CJM’s help you understand your organisation’s internal happenings and its external impact. You’ll refocus from inside-out to outside-in.
- ▶ **Break down silos** - CJMs make collaboration and communication within internal business units inevitable. This leads to better alignment of customer goals and helps create a united plan of attack to work towards them.
- ▶ **Assign ownership** - A lack of accountability along touch-points creates inconsistencies in service, ultimately diminishing the customer’s experience. CJMs assign tasks to the right staff and keep everyone in the organisation working towards the same target (happier customers!).
- ▶ **Target customers** - A CJM is essentially a heat-map of where customers are receiving good quality attention. Once you understand how and why, you can use this information to discover newer ways to appeal to a wider audience or customer base.
- ▶ **Help understand the numbers** - CJMs help to uncover the why (qualitative) behind the what (quantitative data) for specific metrics. For example: What has caused the drop in mobile app downloads?



PART 2

# The Anatomy of a High-Performing Customer Journey Map

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An example of a high-fidelity customer journey map for Gumtree

# The goals of a Customer Journey Map

In Part 1, we looked at why every business needs Customer Journey Maps and how they can be used to help businesses see through the eyes of their customers, develop empathy and take an outside-in approach.

Now we look at how to build a Customer Journey Map that's designed to inform the business on how to address customer needs.

When creating a Customer Journey Map, it's important to articulate the goals it needs to fulfil.

Many organisations have accumulated a great deal of research, particularly statistics based, (quantitative) research, which identifies customer problems. The task our clients struggle with is prioritising these problems. **Which part of the journey should the organisation concentrate on solving first?**



# Which part of the journey should the organisation concentrate on solving first?

7 ways Customer Journey Mapping helps address this question

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## 1 Makes sense of quantitative data

Quantitative data can only tell part of the story. It might tell you your customers are unhappy with their call centre experience. Digging deeper with qualitative research (surveys, interviews, mystery shoppers) will help you find out why.

## 2 Identifies areas of greatest opportunity for improvement

The areas of most pain for customers and their moments of truth are clearly the areas in need of most improvement and where the greatest opportunities lie.

## 3 Identifies main pain points and moments of truth

The addition of qualitative research will help understand the emotional drivers of customers unhappiness and pinpoint the key moments on the journey which cause the most pain.

## 4 Gives clarity on why customers behave the way they do

Customer behaviour is not always rational. Sometimes it's motivated by deep emotional drivers that even the customers themselves aren't fully aware of. A Customer Journey Map can help identify these.

“ Proto were the only company I came across that **not only looked at the prospect or customer journey, but also looked at the organisation providing that experience. Including the employees, how they feel at the different milestones, as well as the customer. They think about the business holistically and understand that to succeed you need to look within the company as well as at your customers. That’s what set Proto apart for me when we went into this process.** ”

— Matthew Liebmann  
Chief Operating Officer, Movio

## 5 Is well designed for maximum impact and understanding

A Customer Journey Map is a map, and maps can be beautiful. Use this opportunity to illustrate with maximum impact exactly what your customers experience when they deal with you.

## 6 Identifies areas of greatest opportunity for improvement

The areas of most pain for customers and their moments of truth are clearly the areas in need of most improvement and where the greatest opportunities lie.

## 7 Prioritises opportunity areas

The Customer Journey Map matches key pain points/moments of truth along the customer journey with opportunities for improvement. Priorities are clarified and the plan for change becomes far more obvious. This prioritisation helps organisations focus on activities that will have the most positive impact on customers and result in the greatest return on investment.

A well-designed Customer Journey Map provides guidance for the creation of a roadmap for change. This roadmap is the key to helping organisations reap the financial benefits of providing customers with amazing customer experiences. This could be seen as increased customer satisfaction via positive Net Promotor Score (NPS) results, increases in sales, reduced churn, reduced costs of servicing customers and happier, more fulfilled staff.

# The Elements of a Customer Journey Map

Customer Journey Maps have three main elements: a perspective, an experience and findings and insights.

## The Perspective

The perspective of the journey map is the person for whom this journey is designed for (persona/actor) and the goal they're trying to achieve. For example, it could be a bank customer being on-boarded for their new credit card. In our experience, we've found taking the journey of a typical customer and mapping this process allows coverage of 70-80% of issues across a number of personas. Alternatively, a Customer Journey Map can be broken down by persona. This will help you understand the similarities and differences across different persona journeys. You can use these findings to prioritise high value personas.

## The Experience

The specific experience being mapped. This is the core of the journey and catalogues every customer action, thought and emotional experience. To make it feel real and increase customer empathy, it should contain verbatims (direct comments from customers), videos and images gathered from the research.

## The Findings and Insights

This is the part of the Customer Journey Map used to transform insight into profits. What key learnings and insights has your research uncovered? Based on these, what are the opportunities to move ahead with? What significant pain points were discovered? Which insights can now be put to practical use so internal teams can begin to meet customer needs?

# The requirements for a Customer Journey Map

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- ▶ **Qualitative research** – Adding deep qualitative research like surveys, interviews and observations to your existing research will fill in the gaps existing (quantitative) research won't cover. It may also validate areas where the results of quantitative research are not clear. Different types of research work together to increase the quality of insights
- ▶ **Storytelling** – The power of customer stories gathered in building the Customer Journey Map cut through organisational noise and clarify which actions are needed. When the voice of the customer is expressed loudly (and actively listened to), the path to change becomes far clearer.
- ▶ **Collaboration** – Collaborating with stakeholders within the organisation will help develop a direction for customer experience. It will also establish engagement across the business for the key task: improving the customer journey.
- ▶ **The right design** – Customer Journey Maps should be designed to communicate with their intended audience. They should be simple and functional, not overly complex or full of tricks.
- ▶ **Prioritisation** – Understanding the key moments of truth and areas of opportunity that appear along the journey makes it simpler to prioritise exactly what customers value. Attention and resources can be focused in the direction of priorities, maximising return on investment.
- ▶ **Assignment of responsibility** – Use the Customer Journey Map to assign ownership of customer experience to everyone within your organisation. Use it to illustrate, illuminate and educate your people so they can work towards creating an amazing experience for your customers.

PART 3

# What problems does Customer Journey Mapping Solve?

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# SYDNEY COUNCIL - TREES

## CUSTOMER JOURNEY MAP

PHASE	Awareness and Education	Application/Enquiry	Review/Decision	Outcome and Follow Up
KEY INSIGHTS	<p>1. The layout of information on the website can feel overwhelming and may prevent residents from easily navigating to the correct forms. This can sometimes lead to guesswork on which application they should complete.</p> <p>2. Sydney Council staff are not always aligned on what qualifies for the Fast Track process, which can result in residents completing the wrong application or being charged the wrong fee. This misinformation and inconsistency may cause residents to lose confidence in Sydney Council's systems and processes.</p>	<p>3. Residents are looking for easily accessible educational information on the website. If they are unable to find this, residents may struggle to complete the application form accurately.</p> <p>4. Despite being able to submit the application via email, residents still need to print, complete and scan forms to do so. In addition, they don't receive a receipt of payment using the credit card authorization form and therefore, are still likely to go to the council in person to make payment if they need a receipt.</p>	<p>5. Residents are unsure whether action has been taken by Sydney Council after there is no response or delayed follow-up in communication. This can leave residents feeling annoyed that it is left in their hands to follow up with the council again.</p>	<p>6. Receiving a rejection is naturally disappointing for customers, however this is exacerbated by a lack of communication on the timeline and requirements of the removal after in the process. This leads to decreased expectations and increased excitement when their application is rejected. Customers may only learn about relevant aspects of Sydney Council's requirements after they receive a rejection.</p>
ACTIVITY TOUCHPOINT PROBLEM & EMOTION	<p><b>5. I go to Sydney Council website to look for information on how to grow or remove a tree.</b></p> <p> Frustrated</p> <p>“I would like that user looking for other watering through the website categories is easier than...”</p> <p>“The user can see how to find water. It would be easy to complete in order to find things that are a match through the website and then direct through of the search results.”</p> <p>“No matter how much you click on the information on the website, they still don't want to open like a menu of links so it is also not the process of say that they have read the website.” (S1)</p>	<p><b>5. I complete the application form and include supporting material about the tree, such as maps, photos and diagrams.</b></p> <p> Confused</p> <p>“There are components to the application forms that residents may find confusing to complete with limited knowledge of arboriculture.”</p> <p>“I found the form difficult to understand when I fill it out. It was complicated as there were many required fields and I wasn't sure of all the information about the tree. I got out an official on that on site. I don't want from the same of the tree.”</p> <p>“The most important parts of the form were the location of the tree which required a picture on the application. I was hoping that Sydney Council wanted to check anything they could get in order with me.”</p> <p>“I had to print my application form so I could go and sign out the information by going and providing the tree report. I then had to take it to an official about major in a copy of the location of the tree.”</p>	<p><b>5. I seek communication on the outcome of my application.</b></p> <p> Removal</p> <p>“Some residents enquire about removal but instead through the general enquiry page on the website contact or form, which is handled by the waste management team that usually is required to be sent and subject to the departmental guidelines for urban clearance. The process can tend to be delayed as a standard response.”</p> <p>“I happen to follow up on the outcome to clear the tree. It is not clear if we dropped it and reporting in fact or follow up again with a follow up and go and see someone to get some advice on it.”</p> <p>“The big hole is that there never seemed any communication except an email address that was the end of the Sydney Council saying that someone will be back in touch with you.”</p> <p>“This was the reason that I didn't want to do it because it was a little unclear that there is a connection being made to get a receipt or that they can provide the receipt.”</p> <p>“This is unclear in the fact that I had heard about it since my enquiry. It was unclear if I would be followed up with the council on the outcome.”</p> <p>“We are not sure we are what we wanted to be the most obvious form of communication.”</p> <p>“I would expect a follow up email after the customer decision and to do the job in that that something was done with it. I was happy with the job.”</p> <p>“Whether the process was too much. I wanted to manage and a whole lot to tell me how my application was accepted but I had to wait and get the date in the end.”</p>	<p><b>6. I need to contact an arborist to receive a report and ascertain the decision of my tree being removed or pruned.</b></p> <p> Frustrated</p> <p>“Residents can feel frustrated when they discover late in the process that they will need to pay an independent arborist if they need a second opinion to appeal their decision.”</p> <p>“I wasn't happy about the amount time application being reported but when you pay the fee you want to get the tree removed as would need to go and get an independent arborist report.”</p> <p>“I wasn't aware by the end. I don't have high expectations when it comes to the council.”</p> <p>“Yes, there is something of a process if the resident can provide an arborist report which highlights the justification and recommended a strategy to move forward. It can be the end to do the investigation. That is the independent arborist job to do a full investigation.” (S12)</p> <p>“The arborist complete around the time of trees for the tree preservation order to be dealt with. Residents need that application and we have an official up to that they don't have the arborist fee get a lot of money. It may take time a few weeks to make the determination and what I had in the council.” (S12)</p>
ACTIVITY TOUCHPOINT PROBLEM & EMOTION	<p><b>6. I educate myself on the requirements of the application process.</b></p> <p> Concerned</p> <p>“There is not enough clearly around what qualifies for a fast track application. The process and timeline for the website does not seem clear.”</p> <p>“When I was looking on the Fast Track forms, they asked for a payment method and I wasn't sure. They had thought about it and said, oh, right they can use that but I wasn't sure the process they would be what payment from me. So from that perspective, I was a bit lost.”</p> <p>“The fast track system does not seem to have an online chat if it is a tree problem for the user to see the application again.”</p> <p>“The requirement which could be made in the application process to more clearly around the fast track system so that you know what you are doing. It is a bit hard to decipher the information. If there was more guidance it might make it more simple.”</p>	<p><b>6. I gather my application form and submit it in person at Sydney Council to receive receipt of payment.</b></p> <p> Satisfied</p> <p>“Residents want to be able to complete forms on applications and receive payments via online methods.”</p> <p>“I would like to be able to make an online application but that would still have to make the payment in person and get a receipt to take forward into the council.” (S14) (S14) (S14)</p> <p>“The idea is something that you have to print out. The user will be online. There is no option to submit it online you can still print the form out. So when you the council and handed in the form is person.”</p> <p>“I spent in person on the council as a standard matter. It wasn't clear what the other options were to complete the application.”</p>	<p><b>5. I seek communication on the outcome of my application.</b></p> <p>“Residents are surprised by how proactive Sydney Council are in responding to their enquiries.”</p> <p>“When a resident makes a general enquiry about trees, they are provided with a streamlined process where their request is forwarded to the relevant council department and then responded to by a staff member. To mention concerning the resident is contacted using the same channel in which they submitted their request and Sydney Council uses KPIs to enforce follow-up as an important part of serving the community. Residents also have the opportunity to provide feedback via an ongoing NPS program that the council uses to refine their service.”</p>	<p><b>6. I need to contact an arborist to receive a report and ascertain the decision of my tree being removed or pruned.</b></p> <p>“Residents value the efficient and professional Sydney Council application process and are supported if they wish to receive a second opinion.”</p> <p>“Where regardless of the outcome, the process allows residents before the council's decision to be fair and well-grounded and the option to hire an independent arborist for a more thorough investigation is outlined from the beginning as an additional step. Where if the application is rejected, the council helps residents to understand how an independent arborist report might provide an alternative outcome so that residents can come to a decision about whether this option is worth pursuing.”</p>
IMAGINE A WORLD WHERE...	<p>Residents understand the council's criteria for granting or removing a tree and have a realistic expectation of the outcome based on the clear cut expectations right from the start.</p> <p>“Where Sydney Council is experienced with dealing with tree enquiries and therefore can anticipate the most common issues residents may have. The website uses visual categories to make it easy for residents to navigate to and understand which application they need to complete.”</p>	<p>Residents feel thoroughly supported throughout the application process.</p> <p>“Where Sydney Council understands that their residents are not tree experts, and provide guidance throughout the application process, including a breakdown of how long it may take for an official to make a determination. Costs and supporting documents are all outlined right from the start and where the council needs information that residents are unsure of how to respond, assistance in the form of videos and examples is provided. And where the application is a seamless online experience where residents can pay online.”</p>	<p>Residents are surprised by how proactive Sydney Council are in responding to their enquiries.</p> <p>“Where a resident makes a general enquiry about trees, they are provided with a streamlined process where their request is forwarded to the relevant council department and then responded to by a staff member. To mention concerning the resident is contacted using the same channel in which they submitted their request and Sydney Council uses KPIs to enforce follow-up as an important part of serving the community. Residents also have the opportunity to provide feedback via an ongoing NPS program that the council uses to refine their service.”</p>	<p>Residents value the efficient and professional Sydney Council application process and are supported if they wish to receive a second opinion.</p> <p>“Where regardless of the outcome, the process allows residents before the council's decision to be fair and well-grounded and the option to hire an independent arborist for a more thorough investigation is outlined from the beginning as an additional step. Where if the application is rejected, the council helps residents to understand how an independent arborist report might provide an alternative outcome so that residents can come to a decision about whether this option is worth pursuing.”</p>
OPPORTUNITIES	<ul style="list-style-type: none"> <li>Short Term: Improve website navigation and user experience on the Fast Track application process.</li> <li>Medium Term: Develop a clear and consistent messaging and branding for the website.</li> <li>Long Term: Implement a user feedback mechanism to gather insights on user experience and website usability.</li> </ul>	<ul style="list-style-type: none"> <li>Short Term: Develop a clear and consistent messaging and branding for the website.</li> <li>Medium Term: Develop a clear and consistent messaging and branding for the website.</li> <li>Long Term: Implement a user feedback mechanism to gather insights on user experience and website usability.</li> </ul>	<ul style="list-style-type: none"> <li>Short Term: Develop a clear and consistent messaging and branding for the website.</li> <li>Medium Term: Develop a clear and consistent messaging and branding for the website.</li> <li>Long Term: Implement a user feedback mechanism to gather insights on user experience and website usability.</li> </ul>	<ul style="list-style-type: none"> <li>Short Term: Develop a clear and consistent messaging and branding for the website.</li> <li>Medium Term: Develop a clear and consistent messaging and branding for the website.</li> <li>Long Term: Implement a user feedback mechanism to gather insights on user experience and website usability.</li> </ul>

mapped by proto

An example of a low-fidelity customer journey map for a Sydney Council

# The positive impact of an integrated Customer Journey Mapping program

Never underestimate the power of good Customer Experience (CX) design. It's been transformational for many of our clients. These clients were precisely where you are now: looking up at the mountain of challenges and goals, and wondering how on earth they would overcome them.

With our help, they committed themselves to the outcome they wanted, and now they're reaping the benefits.

In the following pages are some examples of Customer Experience problems we helped to solve by implementing the principles of Customer Journey Mapping.

**If you can relate to these situations within your own business, get in touch to get started before you lose more time.**



## EXAMPLE 1

# Eliminating Frustrating Call Centre Interactions

## ! The Problem

Dealing with over 500,000 interactions per year, the call centres of a large telecommunications company were experiencing high customer churn and universally negative feedback.

The company itself wanted to move beyond a price-based strategy to attract and retain a growing share of customers. As part of this, they wanted to increase customer advocacy by eliminating the frustrating elements of their call centre experience.

## 💡 The Solution

By mapping the Customer Journey, we were able to identify the critical components of a great customer interaction and the characteristics and behaviours of an excellent customer service representative.

Using customer research tools to focus on both staff and operational processes, we were able to identify that the 41 point phone call checklist was too restrictive and was removing the sense of warm human engagement from customer interactions.

We developed a 6-month training program with their call centre in Manila, which included the teaching of ideal call flows, customer experience scorecards, grading standards and explanatory videos.

## ★ The Benefits

By simplifying and personalising the customer experience, we helped the customer achieve their customer churn reduction targets and exceed customer satisfaction targets to +25 NPS. Providing a dynamic and personalised experience throughout the customer journey is key to maintaining a positive customer experience. By implementing Customer Journey Mapping, we were able to remove the factors that were preventing that kind of experience, all while stripping out more than 20% of our service costs in under 12 months.

## EXAMPLE 2

# Improving Customer Engagement

## ! The Problem

A sizeable Australian superannuation company wanted to improve their customer engagement. Companies that lack consistent customer engagement lose the opportunity to generate loyalty, sales and insights from customer feedback.

## 💡 The Solution

Through the Customer Journey Mapping process, we were able to step into the shoes of the customer across a number of touchpoints and channels. This allowed us to empathise with how they experienced the company and what measures we could take to enhance that experience.

Once the interactions were mapped, we were able to identify key factors that prevented the delivery of a 'Wow the Customer' experience. We highlighted insights, emotions and areas of opportunity which would allow the client to improve their customer's journey significantly.

## ★ The Benefits

As a result of integrating our insights into their customer strategy, our client was able to provide, inspiration and guidance to their employees to improve their customer engagement. This ultimately led to them delivering on their customer's idea of a 'Wow' experience.

## EXAMPLE 3

# Upgrading the Onboarding Process

## ! The Problem

One of Australia's four largest banks was looking to create an onboarding process which would encourage new customers to sign on for additional services.

With almost 1200 branches, many different service offerings, wide-ranging distribution channels and multiple communication and feedback channels, the customer journey had become overly complicated. This prevented the bank from offering a personalised and straightforward onboarding process that highlighted its range of additional services.

## 💡 The Solution

We conducted an in-depth customer survey of 1555 responses, listened to 300 customer phone calls and spoke to over 40 internal and external customers. This allowed us to thoroughly map the Customer Journey and identify significant insights that became the basis of a new customer engagement framework.

## ★ The Benefits

As a result of improving the Customer Journey Mapping process, three key focus areas were identified which would vastly improve the likelihood that a new customer would switch to a more expansive and valuable transactional banking relationship. This ultimately led to the creation of a new all-inclusive credit card to better meet both the client's and their customers' needs.

## EXAMPLE 4

# Empowering Staff Engagement

## ! The Problem

A large Australian cinema operator wanted to create customer loyalty by empowering their staff to consistently deliver an outstanding customer experience that was meaningful and relevant.

This plan required a clearer understanding of the current reality for their customers and team, increasing the customer experience capability of the frontline team and gaining alignment across the organisation.

## 💡 The Solution

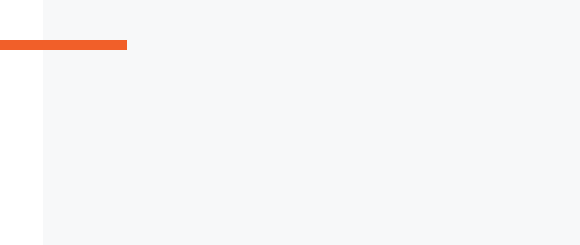
Through the Customer Journey Mapping process we discovered four significant themes which now form the basis of the client's new customer strategy. By studying their customer's needs, they were able to differentiate themselves from their competitors by providing an excellent customer experience.

The key driver in this strategy was to empower their 3,000 staff, which allowed them to deliver the ideal cinema experience to their customers in 75,000 seats across 600 locations.

## ★ The Benefits

By understanding what matters to their customers and communicating it to their staff, our client was able to move from a purely transactional model to an experiential one. Ensuring that an 'outstanding customer experience' is an essential part of any business leads to increased customer loyalty.

# Moving forward



Do you distinguish your customers, their needs and how you can best deliver them? Do you value relevant insights? Are they part of your CX strategy?

That all sounds pretty simple right?

Now think about how many different types of customers you have and how many touch-points they use to connect with you. Perhaps it's not so simple after all.

Companies who excel as customer-centric organisations show 6 distinct characteristics. These characteristics provide a clear framework for you to base your actions on, and their implementation has clear benefits which we will reveal in [our next blog](#).

In the meantime, if you have any questions about Customer Journey Mapping or would like to find out how you can get one for your organisation, email [experience@protopartners.com.au](mailto:experience@protopartners.com.au) to receive more detailed information and pricing.



In 2008, Damian Kernahan and Kara Weaving, founders of Proto, identified the growing gap between the services large organisations promised and what customers received. Thus, Proto was born out of a small serviced office in the northern suburbs of Sydney to close that gap and was the first Service and Experience Design consultancy launched in Australia.

Proto uncover key customer problems and deep and robust insights to help leaders create change, transforming their culture and services into outstanding experiences that both employees and customer love and to provide pragmatic, actionable and robust solutions that they help implement into organisations with minimal disruption.

Over the years, they increased their emphasis on helping their clients increase their customer experience and service design capability across teams to continually meet the growing needs of customers and sustain business growth. They've helped over 200 major brands and organisations clarify, gain confidence and have conviction for commercially viable business solutions that are feasible, measurable and deliver 20X+ ROI.

If you'd like to find out how they've helped businesses like yours, and how they can help you too, [get in touch to find a time to have a chat.](#)



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