

# Touchpoint Mapping®: An essential foundation for improving customer experience and value

*Transforming the customer contact center  
into a primary driver of enterprise value*

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## Introduction

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“Ours is a relationship business,” is a mantra heard throughout organizations today. Yet few organizations have a thorough understanding of the many ways in which they interact with or “touch” their customers—much less how such touches drive value over time. This lack of understanding often extends to how these “Touchpoints” impact the perceptions and decisions of both prospects and customers, and their resulting relationships with your organization.

### ***The Contact Center: Locus of Customer Value***

Several factors have conspired to make the customer contact center the primary custodian of the company’s customer relationships. For one, customers’ loyalty is increasingly determined by their experience with the company contact center. This is partly due to the impact of technology that can deliver collaborative, personalized, just-in-time service. Another factor: companies are beginning to see the value of taking a portfolio approach to customer relationship management, seeking to serve their customers consistently by segment, value and context. Contact centers are ideally suited to deliver on a unified CRM program.

#### Companies seek to:

1. Enhance customer relationships
  - Improving conversions
  - Motivating loyalty and advocacy
  - Increasing brand equity
2. Improve efficacy
  - Deploying tactical or Touchpoint initiatives consistent with strategic objectives
  - Targeting Touchpoint resources to the highest value customers
3. Measure results
  - Strategic, tactical, Touchpoint
  - Cause and effect
  - “Return on Service”
  - Marketing ROI

This paper examines Touchpoint Mapping as a foundation for achieving a better understanding of specific customer needs in each stage of their relationship with your organization and – based on this understanding – optimizing customer Touchpoints to improve customer experiences and relationships. By applying these principles to contact center strategies and operations, you can increase the contact center's ability to drive enterprise value.

### ***Gaining a Comprehensive View of Your Organization through the Lens of Customer Touchpoints***

Your business lost customers last year. What percentage did you lose? Do you know why they left? How many customers considered additional purchases from your company but chose not to do so? Do you know why they didn’t choose you? Do you know how much their decision(s) cost your company / shareholders? These decisions were probably not made because of classical concerns such as small differences in the price, quality or speed of your offerings.

Your lost customers and prospects probably made these decisions based on their relationship with you. Your organization failed to build and sustain a relationship with them that earned your

selection or their loyalty.

This, however, is not for a lack of trying. Every day, efforts are made to improve customer relationships. If a customer's relationship is built on a succession of positive experiences across myriad Touchpoints, it stands to reason that a comprehensive understanding of your customer Touchpoints is critical. Smart companies consider transactions in light of a customer lifetime relationship and thus treat lifecycle stages as a continuum concerning all customer facing functions.

Touchpoint Mapping is an innovative new method of research and analysis that can help you better view and understand your organization's relationship with customers. Providing a comprehensive view of your brand through the lens of your customer Touchpoints, Touchpoint Mapping is a foundation for helping you get the highest return possible from your customer relationships.

### **Key Questions**

Businesses today are often engaged in intense discussions about how to improve the customer experience through optimizing contact center operations and customer relationships. For many, this discussion of customers focuses on the specific goals of increasing sales to current prospects and of identifying new prospects. Deeper discussions consider motivating loyalty and advocacy among current customers.

*Smart companies consider transactions in light of a customer lifetime relation-ship and thus treat lifecycle stages as a continuum concerning all customer facing functions.*

The focus of these customer relationship discussions invariably turns to the quality of information the organization has about customers

(including prospects) and the organization's relationship with them. Questions arise such as:

1. How do we "get our hands around" the myriad ways in which we touch our customers?
2. Which Touchpoints do our customers view as key Touchpoints, and how effective and valuable do they consider these Touchpoints to be?
3. What prompts selection of our products or services, repurchases and advocacy? How do individual Touchpoints impact these conversions, and what is the ROI for a given Touchpoint?
4. How do we evaluate individual Touchpoint efforts against our overall marketing strategies?

*Until now, there haven't been tools available to provide high quality information to answer these important questions. Touchpoint Mapping provides us with the tools.*

## Connecting Tactics to Strategies

Each Touchpoint creates an impression – good or bad – that forms the foundation for customers’ opinions of your brand and organization. Without the ability to view key Touchpoints, manage their deployment, and measure their effectiveness in meeting customer needs, many companies are traveling without direction in their efforts to improve their customers’ experiences, and the resulting relationships.

The most effective tool for connecting Touchpoint strategies and tactics is one you rely on all the time to find your way through uncharted territory – a map. The process of Touchpoint Mapping is based on the interrelationship between these three principles:

- The Customer Relationship Lifecycle (CRL)
- Touchpoints
- Customer Needs, Levers and Values

### Customer Relationship Lifecycle (CRL)

The environment a company creates for its customers can be viewed in the collection of individual Touchpoints that customers come in contact with as they proceed through the seven stages of the Customer Relationship Life (CRL) (see *Fig 1*).

At the macro level, customer-business relationships progress through a predictable series of relationship stages. Once aware of your company or its offerings, a prospect can proceed sequentially through the seven CRL stages, skip, or even return to previous stages. At each stage, an organization has the opportunity to either understand which Touchpoints customers Value, and which meet Needs and or provide Levers that motivate a customer to move to subsequent CRL stages and closer to the organization, or ignore Values, leave Needs unfulfilled, and have customers drop out of the Customer Relationship Lifecycle.

The concept of CRL is an essential element in creating a common framework within which all customer facing functions can cooperate to maximize customer value.

The seven stages of the Customer Relationship Lifecycle (CRL) are:

**Fig. 1:**  
*Stages  
of the  
Customer  
Relationship  
Lifecycle*



**Job One:** A prime role of sales, marketing, and customer service is to design and implement programs and initiatives that help motivate customers to enter and move along to subsequent stages of the Customer Relationship Lifecycle (CRL). “Customer” means different things to different organizations. For this white paper, customer is all encompassing, and includes prospects, clients, patients, channels, resellers, agents, strategic partners, etc.

### ***Touchpoints***

Customer Touchpoints are all of the physical, communication, and human interactions that your customers experience during their relationship lifecycle with your company. Examples of customer Touchpoints include an advertisement, Web site, receptionist, office or store, sales staff, point-of-purchase display, even a receipt or invoice - everything and everybody that a customer comes in contact with while dealing with your business is a Touchpoint. Increasingly, customer Touchpoints are “owned” and managed by the contact center. These include telephone, internet, email and other channels for delivering service and support.

### ***Customer Needs, Levers and Values***

Customer Needs vary throughout the stages of the CRL. Understanding specific Needs in each CRL stage positions the organization to deploy and optimize Touchpoints that will advance efforts to move prospects and customers through the CRL. However, understanding Needs is just half of the equation. Another consideration is the Levers that motivate customers to advance to subsequent CRL stages. Levers can be actions, factors, emotions or perceptions, or Touchpoints.

It is also important to understand Value from two perspectives. First, which are the Touchpoints your customers value most highly, recognizing that what is highly valued by one customer or segment, may not be by another. Second, how do your employees (or service reps) perceive the Value of a Touchpoint to your customers? It is insightful to compare your employees' perceptions of how customers Value a Touchpoint with how customers actually Value the Touchpoint. For example, employees may view process related Touchpoints as valuable to the customer. Cable company employees may view installation as valuable to their customers, just as loan officers may view loan requirement Touchpoints as valuable to their customers. However, Touchpoint Mapping will uncover what the customer truly Values, which is most often the end result, not the process related Touchpoints required to achieve the end result.

Understanding Needs, Levers, and Values positions organizations to maximize the benefits of Customer Touchpoint Management (CTM) efforts (see sidebar on page 5).

### ***Customer Lifetime Value***

Another essential concept of this common framework is the notion of Customer Lifetime Value (CLV) fully exploiting the value Touchpoint Mapping to create enterprise value. CLV has three components, each of which must be understood independently:

1. *Actual Direct CLV*. Expected value of actual current and future purchases projected at current levels.
2. *Potential Direct CLV*. Expected value of potential current and future purchases assuming 100% loyalty (or “wallet share”).
3. *Potential Total CLV*. Potential Direct CLV plus the expected value of new and repeat sales to customers referred to your company’s products or services through advocacy by the existing customer. Recognizes the value of enthusiastic, active advocates.

Only when dynamics are understood and quantified for each customer segment can you piece together a strategy. These variables need to be understood at a corporate as well as a departmental level to create a “golden thread” that aligns Touchpoints to those dynamics that combine to generate value. These dynamics need to be understood for every customer segment and every transaction at each customer Touchpoint. For starters, it’s hard to understand what your

customers *really* value (hint: regular customer satisfaction surveys alone won't get you there). It's harder still to consistently and effectively deliver on that understanding, at every Touchpoint, across every channel, in each interaction in such a way that customer lifetime value is enhanced.

## Putting it Together

A thorough Touchpoint Mapping project applies a five-step process to understanding the interrelationship of three principals, Customer Relationship Lifecycle, Touchpoints and customer Needs, Levers and Values. The five-step process:

1. Research
2. Mapping
3. Analysis
4. Implementation
5. Measurement

Primary **research** includes conducting in-depth interviews internally and with customers in order to inventory Touchpoints and uncover customer Needs and Levers in each CRL stage. Additionally, internal and customer ratings of the efficacy and Value of Touchpoints are recorded. This data is then **mapped** along the stages of the CRL.

Hypothetical examples of the Needs and Levers of trust service customers of a financial services firm.

	Awareness	Knowledge	Consideration	Selection	Satisfaction	Loyalty	Advocacy
Needs	<ul style="list-style-type: none"> <li>- Referral (62%)</li> <li>- Firm offers trust services (31%)</li> </ul>	<ul style="list-style-type: none"> <li>- Benefits of trusts, how they can help (22%)</li> <li>- Advisor to talk to (19%)</li> <li>- How trust would minimize estate taxes (14%)</li> <li>- Know expected return (14%)</li> <li>- Confidence in advisor/firm (11%)</li> <li>- Costs (8%)</li> <li>- Understand the process (7%)</li> </ul>	<ul style="list-style-type: none"> <li>- Trust in Advisor (49%)</li> <li>- Trust in company (38%)</li> <li>- Accomplish my goals (10%)</li> </ul>	<ul style="list-style-type: none"> <li>- Agreement (74%)</li> <li>- Understand the legalese (23%)</li> </ul>	<ul style="list-style-type: none"> <li>- Deliver as promised (31%)</li> <li>- Smooth process (24%)</li> <li>- Responsiveness (24%)</li> <li>- Understandable statements (18%)</li> </ul>	<ul style="list-style-type: none"> <li>- Feel valued / appreciated (28%)</li> <li>- Personal service (25%)</li> <li>- Proactivity (21%)</li> <li>- Good returns (24%)</li> </ul>	<ul style="list-style-type: none"> <li>- Feel valued / appreciated (39%)</li> <li>- Deliver as promised (30%)</li> <li>- Recognition (11%)</li> </ul>
Levers	<ul style="list-style-type: none"> <li>- Referral (27%)</li> <li>- Net Worth (17%)</li> <li>- Age (16%)</li> <li>- Reduce inheritance taxes (14%)</li> <li>- Desire to educate grandchildren (12%)</li> <li>- Article (8%)</li> </ul>	<ul style="list-style-type: none"> <li>- Relationship with advisor (41%)</li> <li>- They understand my goals (36%)</li> <li>- Advisor's record (11%)</li> <li>- Cost / benefit (9%)</li> </ul>	<ul style="list-style-type: none"> <li>- Trust / confidence (37%)</li> <li>- Relationship (31%)</li> <li>- Return (12%)</li> <li>- Fees (9%)</li> </ul>	<ul style="list-style-type: none"> <li>- Relationship with advisor (41%)</li> <li>- Deliver as promised (21%)</li> <li>- Service (19%)</li> <li>- Additional / flexible services (9%)</li> <li>- Return (7%)</li> </ul>	<ul style="list-style-type: none"> <li>- Action(c) that reinforce selection decision (62%)</li> <li>- Immediate follow-up (27%)</li> <li>- Responsiveness (9%)</li> </ul>	<ul style="list-style-type: none"> <li>- Relationship with advisor (71%)</li> <li>- Great returns (24%)</li> </ul>	

Fig. 2: Needs and Levers

Needs and Levers form a foundation for evaluating and optimizing Touchpoint performance. Part of the Touchpoint Mapping dataset, Needs and Levers are mapped by CRL stage in the Touchpoint Map software application. The hypothetical example above maps the Needs (top row) and Levers (bottom row) of the trust customers of a financial services firm. Included is the percentage of customers who mentioned the Need or Lever. Low percentage Needs and Levers are not listed, and therefore the percentages may not add to 100.

**Analysis** results in intelligence that forms the basis for your organization's Customer Touchpoint Management (CTM) plan. Your CTM plan details how to optimize Touchpoints, improving their overall performance. Once Customer Touchpoint Management plans are **implemented**, it is important to **measure** success in order to monitor and refine Touchpoint optimization over time.

### ***A Simple Idea with Powerful Implications***

The biggest challenge customer facing executives face today is not a lack of strategic and tactical options, but rather the lack of a vantage point from which to view these options and predict their effect. When you see your efforts in the way you view a map, the effects become clear. Improving your organization's relationship with prospects and customers is powerful, and leads to:

- Eliminating/combining redundant Touchpoints - saving valuable resources
- Enhanced conversion rates - quicker selections, more customers
- Greater customer loyalty and advocacy - improving financial metrics
- Greater employee loyalty and advocacy - improving customer service continuity
- Improved brand equity - enhancing value and improving customer awareness

### ***Four Powerful Effects of Touchpoint Mapping***

#### **1. Align tactics with strategies to meet goals and objectives**

You will be able to see clearly where customer relationship tactics and assets are positioned and, when mapped along CRL stages correctly, how their position reflects – or fails to reflect – your customer relationship strategies and objectives. Additionally, you will see how your Touchpoints meet – or fail to meet – the Needs of your customers in each CRL stage. A rigid focus on call handling time, for example, may not be consistent with an organizational strategy of increasing customer loyalty and lifetime value.

#### **2. Re-engineer policies and processes to ensure a customer focus that benefits employees.**

You will also better understand how current processes and policies may actually inhibit Touchpoint optimization. While processes and policies that are not customer-centric can obviously negatively impact customer related goals and objectives, they may also deflate the motivation and initiative of good employees, thereby impacting employee turnover and productivity. Touchpoint Mapping can have a powerful impact on loyalty and advocacy, both externally and internally.

#### **3. Enhance Touchpoints outside of sales, marketing and customer service to improve customer perceptions**

Third, you begin to realize the ways in which customers come in contact with your organization as a whole. You will better understand the tactical importance of Touchpoints that are not typically considered within the customer service domains. Marketing and sales experiences and invoices are both examples of non-service Touchpoints that affect customer perception of your company – and need to be integrated if your company is to realize the full synergies of total

customer relationship management.

Touchpoint Mapping not only offers employee and customer insights into marketing efforts, it provides customer perceptions of many aspects of your organization. You will gain insights and direction that can positively impact operations, accounting and human resources. Furnished with an understanding of how their departments impact customers, non customer-facing employees will often improve their customer-centricity.

#### 4. Apply Touchpoint Mapping to improve “Return on Service” – by individual Touchpoints

The fourth, and perhaps most relevant effect given today’s efforts to measure impact of marketing initiatives, is that you can use Touchpoint Mapping in the application of marketing return on investment (MROI) procedures. Once your customer Touchpoints are mapped, you can track the impact of strategic, tactical, and Touchpoint metrics programs. This includes the ability to establish and measure cause and effect at a single *Touchpoint level*.

Coupled with a true understanding of customer profitability (e.g. both transactional and lifetime value), Touchpoint Mapping can also provide your organization with insights into appropriate allocation of marketing, sales and Touchpoint resources delivered through the contact center and across the organization.

These four effects and resulting insights of Touchpoint Mapping can be applied to two key areas critical to business success; getting people to select (purchase) your products or services, and motivating those who purchase to the relationship stages of Loyalty and Advocacy.

#### ***Touchpoint Mapping to Selection - Understand Your Prospects’ Primary Touchpoint Paths™***

There are two critical pieces of information to understand in order to maximize selection conversions. First is an understanding of the sequence of Touchpoints your prospects typically encounter as they proceed through Customer Relationship Lifecycle stages from Awareness to Selection for a single product or service. The most common Touchpoint sequences are called Primary Touchpoint Paths.

Primary Touchpoint Paths also exist as your customers’ relationships evolve with your organization and they repeat their original purchase or select additional products or services. What Touchpoint contact do those customers who repurchase from your organization have? If your customer’s first selection is product or service x, which product or service is their next selection most likely to be?

Identified through Touchpoint Mapping, these Primary Touchpoint Paths provide critical information that will aid efforts to improve initial selections, repurchases and cross and up-selling.

#### ***Make the Paths Customers Take Customer-Friendly***

The second critical piece of information consists of your customers’ Needs, Levers and Values. Evaluating the Touchpoints prospects encounter along their Primary Touchpoint Paths against their Needs, Levers and Values, enables organizations to optimize these key Touchpoints.

Touchpoint optimization can take the form of modifying current Touchpoints, eliminating or combining redundant Touchpoints or developing and deploying new Touchpoints to address identified Touchpoint Gaps. Once optimized, the Touchpoints along Primary Touchpoint Paths are more customer-friendly and offer a smoother path for customers to travel to the important CRL stage of Selection, increasing sales.

### ***Satisfaction is Mediocrity - Loyalty and Advocacy are the Goals***

Many companies rigorously measure “customer satisfaction.” Yet satisfied customers change companies all the time. In the December 2003 Harvard Business Review article, “The One Number You Need to Grow,” the author, Frederick F. Reicheld, offers, “Our research indicates that satisfaction lacks a consistently demonstrable connection to actual customer behavior and (company) growth. It is difficult to discern a strong correlation between high customer satisfaction scores and outstanding sales growth.” As an illustration of this, Mr. Reicheld cites an example where a significant increase in Kmart’s American Consumer Satisfaction Index was accompanied by a sharp decrease in sales at a time when the company was filing bankruptcy.

Jeffrey Gitomer, in his book, “Customer Satisfaction Is Worthless, Customer Loyalty Is Priceless,” describes a satisfied customer as, “One that felt OK about dealing with you. Their needs were met. The product was OK. The service was OK. The experience was OK. They are satisfied (happy) with their purchase. They may or may not talk about the experience. They may or may not refer someone to you. Their overall feeling about you is between neutral and positive, and their experiences with you have not been negative. Not bad - but not great.” Gitomer describes a loyal customer as, “One who feels GREAT about dealing with you. Their needs were met and/or exceeded. Your delivery was GREAT. The service was GREAT. The experience was GREAT. They are ecstatic with their purchase. They will proactively talk about the experience. They will proactively refer someone to you. Their overall feeling about you is wonderful and their experiences with you have been memorable. WOW!”

Improving loyalty can positively impact important financial metrics. In his book, “The Loyalty Effect,” Frederick Reicheld offers on the first page, “On average, U.S. corporations now lose half their customers in five years, half their employees in four, and half their investors in less than one.”

Often the loyalty leader is also the profitability leader. Lexus is an example of the impact loyalty can have on profitability. The brand leads all car brands by a wide margin in customer loyalty. While accounting for only 2% of parent company Toyota’s total unit sales, it delivers fully one third of Toyota’s total operating profits.<sup>1</sup>

It can be concluded that it is not satisfaction organizations need to strive for and track, but loyalty and advocacy. Touchpoint Mapping can identify:

- The Needs customers have in the Loyalty and Advocacy CRL stages
- The Levers that will motivate customers to advance to these impacting lifecycle stages
- The Primary Touchpoint Paths to Loyalty and/or Advocacy

As a result of Touchpoint Mapping, you will have specific action items that will improve your ability to motivate customers to Loyalty and Advocacy.

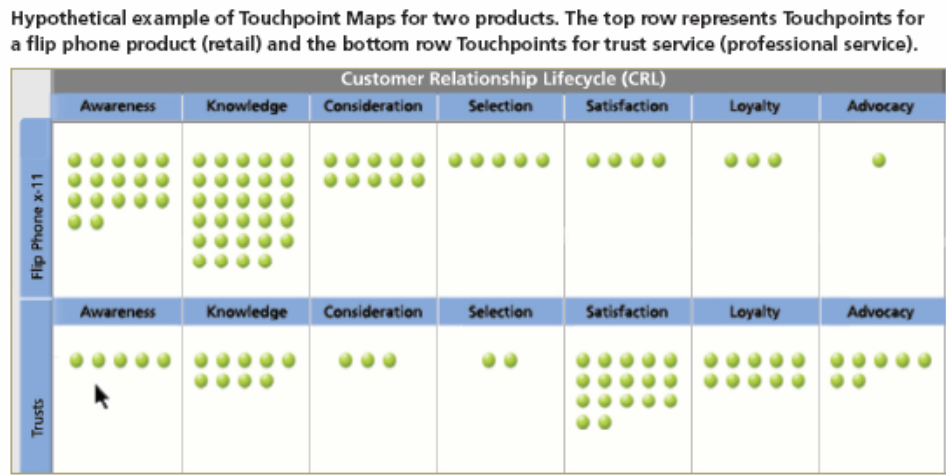
### Different Touchpoint Maps for Different Companies

Just like geographical maps, the Touchpoint Map is adept at illustrating many types of environments. Different kinds of businesses have different kinds of relationships with customers. This is apparent in the CRL alignment of Touchpoints a business uses to maintain these relationships.

Businesses that rely on a large customer base typically need to spend a lot of resources attracting and engaging new prospects to keep the pipeline full. Successful businesses in this category, such as retail businesses, invest heavily in support of Awareness, Knowledge and Consideration (Pre-Purchase) Touchpoints for prospective customers.

On the other hand, businesses that have a relationship intensive customer base, such as professional service firms, need to spend more of their resources on the Post-Purchase stages of the CRL. Their goal is to support and protect the customers they have, and sophisticated customer support help desks and service centers play a key role.

**Fig. 3**  
Sample  
Touchpoint  
Map



Touchpoint Maps are unique to each organization, and the Maps of different types of firms can be dramatically different. Above are hypothetical examples of Touchpoint Maps for the products of two firms, one a telecommunications company, the other a financial services firm. Each icon represents a specific Touchpoint. As shown, Touchpoints for retail products are typically focused on the Pre-Purchase stages of the Customer Relationship Lifecycle, while those for professional services firms, such as law, accounting and financial services, are focused on Post-Purchase Touchpoints.

Successful businesses in this category focus resources on deploying Touchpoints to motivate Customers to the Loyalty and Advocacy stages of the CRL. However, these efforts need to be made in conjunction with investments in Touchpoints that create Awareness, enhance Knowledge, promote Consideration, and facilitate Selection.

It is only through strategically balanced deployment of Touchpoints along the stages of the CRL that you can maximize the long-term ROI of your marketing efforts.

### Summary

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The concepts of Touchpoint Mapping make sense:

1. Map Touchpoints along the stages of the Customer Relationship Lifecycle (CRL)
2. Uncover customer Needs, Levers and Values in each CRL stage
3. Optimize Touchpoints based on customer Needs, Levers and Values

The value of Touchpoint Mapping lies in its ability to cut through the clutter and provide a comprehensive view of your current customer touches across departments, products, segments and marketing efforts. The process not only generates valuable strategic insights, but practical action items on a Touchpoint basis - implementation and benefits can be immediate.

In other words, Touchpoint Mapping helps you get your hands around and improve the Touchpoints that impact your organization's relationship with prospects, customers, partners and employees. If yours truly is a “relationship business,” then Touchpoint Mapping is a commitment to improving the quality and profitability of key relationships.

### **About Intervox Group**

Intervox Group is an affiliate-based services firm with more than 600 professionals worldwide, including Touchpoint Metrics, the research consultancy that pioneered Touchpoint Mapping®. We work with executives at some of the best companies in the world to help them realize full value from their customer relationships by transforming the contact center into a key driver of enterprise value.

We offer a full range of solutions, from visioning and strategy development to solution architecture, implementation and support. We provide a single point of control and accountability for services that span the full spectrum of Contact Center operations.

InterVox Group's Total Performance Management™ framework is a vision-to-bits implementation methodology that ensures consistent and reliable results from beginning to end of every engagement. Total Performance Management™ provides a powerful and integrated approach to understanding what customers want and aligning a company's processes, resources and behaviors to provide those services, consistently and efficiently.

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## Touchpoint Mapping...

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### 1. Improves conversions

Understanding your prospects' Primary Touchpoint Paths to selection in conjunction with their Needs, Levers and Values, enables your organization to improve performance among these critical Touchpoints. Improved Primary Touchpoint Paths enhance initial and cross-selling conversion rates.

### 2. Increases loyalty and advocacy

Loyalty and advocacy are lynchpins of strong financial performance. Touchpoint Mapping results in insights, recommendations and action items for improving customer loyalty and advocacy.

### 3. Provides you with your customers' views of your organization

Touchpoint Mapping enables you to understand how your customers view your organization through mapping points of customer interaction. This is a powerful vantage point from which to view your business.

### 4. Encompasses your whole company

Touchpoint Mapping highlights how and where the various components of your company touch your customers, shaping their perceptions of your company, products, and services. Tracking customer Touchpoints through every department with a direct connection to your customers conveys the importance of a whole-business customer-centric mindset.

### 5. Bridges the gap between strategy and tactics

Like a road map, Touchpoint Mapping doesn't tell you where to go or which road to take - but is very useful in helping you figure out where you are and which potential paths will be most effective. Combined with Marketing ROI measures, Touchpoint Mapping will help you track where along the CRL you're reaching customers most effectively, where investments in tactical Touchpoints could reap the greatest rewards, as well as a host of other valuable insights.

### 6. Identifies opportunities to improve the internal processes that develop and deploy key Touchpoints

Processes and policies that are not customer-centric can hinder Touchpoint optimization and deflate the morale of your best employees. Touchpoint Mapping surfaces these process and policy opportunities for examination and remedy.

### 7. Improves the integration of cross-department initiatives

Many companies today have divisions between departments, which dramatically undermine business performance. Touchpoint Mapping can help to unite departments by clarifying efforts and providing a focus on a common goal: motivating customers to move through the stages of the CRL, and closer to your company.

### 8. Encourages brand consistency

Brand consistency is a primary factor in establishing trust and, by extension, customer loyalty. Nothing undermines brand credibility faster than inconsistent Touchpoints. In many respects, Touchpoint Mapping can be seen as an extension of a Corporate Standards Guide, providing insights that ensure a consistent brand experience across all points of contact.

### 9. Provides value regardless of company size

Whether a company's marketing assets comprise a complex architecture of thousands or tens of thousands of Touchpoints or a simple system of 20 to 50 Touchpoints, the concept is the same. A map of the Touchpoints reveals many layers of relationships - between customers and your organization, individual Touchpoints, groups of Touchpoints, and departments within your company. Every business can profit from this analysis.

### 10. Provides immediate benefits

Touchpoint Mapping doesn't just produce theories, but a comprehensive plan with action items on a Touchpoint level. Because action items are on a Touchpoint level, barriers to implementation are reduced, and benefits can be immediate.

### 11. Is dynamic

The Touchpoint Map that results from the Touchpoint Mapping process is dynamic, much like a strategic plan, evolving and improving as internal and external factors impact both Touchpoint strategy and tactics. With your Touchpoint Map you will not lose your way as you work to motivate customers to move along the CRL and closer to your firm, maximizing your MROI.

### 12. Creates a marketing view that is understandable to the uninitiated

Do you have important members of your company who are barriers to your initiatives or proposals due to a lack of marketing knowledge? Or individuals who focus only on Touchpoint cost reduction without considering the impact on the customer relationship and revenue? By framing the concept of marketing initiatives as deploying Touchpoints along the seven stages of the CRL to meet specific customer Needs, marketing becomes less esoteric and more tangible and measurable, and as a result, more understandable to the uninitiated. With understanding and the ability to measure results comes acceptance.

### 13. Is customizable by department, product, market segment, company, industry or competitor

Perhaps you are interested in mapping the Touchpoints of a specific product or market segment, or the company as a whole. You can start with just an internal inventory and mapping of your Touchpoints, or include customer perspectives for enhanced value. A Market Touchpoint Map provides a view of Touchpoints deployed by you and your competitors in your efforts to engage prospects and customers. By the same token, you can map the Touchpoints of a competitor to gain insights into their strategies and tactics, and the resulting competitive opportunities that are available to your company in each stage of the CRL.

### 14. Provides a foundation for important metrics, including marketing return on investment

The ability to measure the movement of customers through lifecycle stages, cause and effect on a Touchpoint level, and impact on lifetime customer value are all aided by Touchpoint Mapping and subsequent metrics programs.

### ***About Touchpoint Metrics***

Touchpoint Metrics is the research consultancy that pioneered Touchpoint Mapping®, the process of mapping and evaluating your customer Touchpoints along customer lifecycle stages. The insights gained deliver relevant and actionable business intelligence for efforts to improve the quality and profitability of prospect, customer and partner relationships. The outcome? Strategic, tactical and Touchpoint initiatives that produce immediate, positive and measurable results, especially in the areas of sales and customer and employee loyalty and advocacy.