MARKET & SELL

CUSTOMER JOURNEY MAP

Design every interaction from first awareness through lasting loyalty.

2026 EDITION • PRACTICAL BUSINESS RESOURCE

01 / MAP DEFINITION

Define the Journey You Are Mapping

A useful map represents one customer, one meaningful goal, and one defined journey. Establish scope before documenting touchpoints or proposing improvements.

Journey name and planning period

_____

Priority customer or segment

_____

_____

Customer goal or job to be done

_____

_____

Journey starting event or trigger

_____

Journey completion point

_____

Scope decision	Definition
Products, services, or offers included	
Markets, regions, or channels included	
Journey stages included	
Known exclusions	
Evidence sources	
Map owner and contributors	
Review date	

Mapping rule: Describe the journey as the customer experiences it, not as the organization is structured internally.

02 / CUSTOMER CONTEXT

Understand the Person and Situation

Document the customer’s context, desired progress, constraints, expectations, and decision environment using direct evidence wherever possible.

Customer dimension	Evidence-based description
Situation and trigger	
Desired outcome	
Current behavior or alternative	
Functional needs	
Emotional needs	
Social considerations	
Constraints and risks	
Decision makers and influencers	
Previous experience	
Success definition	

Evidence quality

Source	What it revealed	Confidence
Customer interviews		High / Med / Low
Sales or support records		High / Med / Low
Analytics or observation		High / Med / Low
Market research		High / Med / Low

03 / JOURNEY OVERVIEW

Map the End-to-End Experience

Use the overview to see the entire journey before analyzing individual stages. Adapt the stage names if the customer's actual experience requires a different sequence.

Stage	Customer objective	Primary touchpoint	Desired outcome	Owner
Awareness				
Consideration				
Decision				
Purchase / commitment				
Onboarding				
Experience / use				
Retention / advocacy				

Journey health snapshot

Stage	Current experience	Evidence	Priority
Awareness	Positive / Neutral / Negative		High / Med / Low
Consideration	Positive / Neutral / Negative		High / Med / Low
Decision	Positive / Neutral / Negative		High / Med / Low
Purchase	Positive / Neutral / Negative		High / Med / Low
Onboarding	Positive / Neutral / Negative		High / Med / Low
Experience	Positive / Neutral / Negative		High / Med / Low
Retention	Positive / Neutral / Negative		High / Med / Low

04 / CUSTOMER EXPERIENCE

Goals, Actions, Questions, and Emotions

For each stage, describe what the customer is trying to accomplish, what they do, what they need to know, and how the experience affects confidence and momentum.

Stage	Goal	Actions	Questions / needs	Emotion	Momentum
Awareness					↑ → ↓
Consideration					↑ → ↓
Decision					↑ → ↓
Purchase					↑ → ↓
Onboarding					↑ → ↓
Experience					↑ → ↓
Retention					↑ → ↓

Highest emotional point and what creates it

_____

_____

Lowest emotional point and what creates it

_____

_____

05 / TOUCHPOINTS

Inventory the Interactions

A touchpoint is any direct or indirect interaction that shapes expectations, decisions, delivery, or trust. Include people, processes, messages, environments, and systems.

Touchpoint	Stage	Customer purpose	Channel / system	Owner	Quality
Search / discovery					1 2 3 4 5
Website / landing page					1 2 3 4 5
Content / social					1 2 3 4 5
Advertisement / referral					1 2 3 4 5
Sales conversation					1 2 3 4 5
Proposal / checkout					1 2 3 4 5
Payment / confirmation					1 2 3 4 5
Onboarding					1 2 3 4 5
Product / service delivery					1 2 3 4 5
Support / service recovery					1 2 3 4 5
Follow-up / retention					1 2 3 4 5
Review / referral					1 2 3 4 5

Touchpoint standards

- ☐ The purpose and expected next action are clear.
- ☐ Information is accurate, consistent, accessible, and timely.
- ☐ Customer context carries across channels where appropriate.
- ☐ Ownership and escalation paths are known.
- ☐ The interaction strengthens trust and supports progress.
- ☐ Performance can be observed or measured.

06 / FRICTION

Identify Barriers and Moments of Truth

Friction consumes customer effort, creates uncertainty, delays progress, or causes abandonment. A moment of truth has disproportionate influence on trust, commitment, or loyalty.

Stage / touchpoint	Friction or risk	Customer impact	Business impact	Evidence	Severity
					H / M / L
					H / M / L
					H / M / L
					H / M / L
					H / M / L
					H / M / L
					H / M / L

Moments of truth

No.	Customer expectation	Failure risk	Experience standard	Owner
1				
2				
3				

Most important root cause to investigate

_____

07 / OWNERSHIP

Connect Frontstage and Backstage Operations

Customer experience is created by visible interactions and the internal people, systems, policies, information, and handoffs that support them. Map both sides.

Stage	Visible experience	Team / role	Process	System / data	Critical handoff
Awareness					
Consideration					
Decision					
Purchase					
Onboarding					
Experience					
Retention					

Operational risk check

☐ Ownership is unclear at a critical stage. Where: _____

☐ A customer must repeat information already provided. Where: _____

☐ Teams use conflicting records or definitions. Where: _____

☐ A manual handoff can fail without notification. Where: _____

☐ A policy or metric encourages the wrong customer outcome. Where: _____

☐ A system limits the intended experience or recovery response. Where: _____

08 / SERVICE RECOVERY

Design the Response When Something Goes Wrong

Strong recovery can preserve trust when the organization responds quickly, takes ownership, communicates clearly, and resolves both the customer issue and its root cause.

Failure scenario	Detection / trigger	Immediate response	Escalation owner	Resolution target
Payment or order failure				
Missed expectation or delay				
Incorrect information or delivery				
Complaint or poor experience				
Privacy, security, or safety concern				

Recovery standard

Step	Required behavior
Acknowledge	Recognize the customer’s situation and confirm ownership.
Clarify	Establish facts, impact, desired resolution, and urgency.
Resolve	Provide a proportionate remedy or clear next step within an agreed time.
Communicate	Update proactively until closure; avoid forcing the customer to chase.
Learn	Document root cause, recurrence risk, owner, and preventive action.

09 / MEASUREMENT

Define Journey Success Measures

Combine customer perception, behavior, operational performance, and business outcomes. A metric should help the team recognize friction and decide what to improve.

Stage	Customer measure	Behavior measure	Operational measure	Business measure	Target
Awareness					
Consideration					
Decision					
Purchase					
Onboarding					
Experience					
Retention					

Measurement governance

Metric	Definition / source	Owner	Cadence	Decision threshold

How customer feedback will be collected and closed back to the customer

10 / IMPROVEMENT

Prioritize the Journey Opportunities

Prioritize improvements using customer impact, business impact, evidence, urgency, effort, risk, and dependency. Do not solve every visible symptom independently when one root cause affects several stages.

Opportunity	Customer impact	Business impact	Evidence	Effort	Priority

Improvement brief

Selected journey problem

Root cause hypothesis

Proposed experience and operating change

Owner	Due	Success measure	Dependencies / risks

11 / ACTION PLAN

Build the 90-Day Journey Improvement Plan

Translate the highest-priority opportunities into sequenced actions with accountable owners, customer evidence, and measurable acceptance criteria.

Period	Focus	Priority deliverables	Customer evidence	Success measure
Days 1-30				
Days 31-60				
Days 61-90				

Action register

Action	Owner	Due	Dependency	Status

First customer or operational test to complete

_____

Approved by: _____ Date: _____ Next journey review: _____

12 / REFERENCE NOTES

Use Guidance

Build the map collaboratively with customers and the people responsible for marketing, sales, service, operations, technology, and leadership. Treat it as a working management tool rather than a one-time diagram.

Recommended working sequence

Step	Working decision
01	Define one customer, goal, journey, and scope.
02	Collect customer and operational evidence.
03	Map stages, goals, actions, questions, emotions, and touchpoints.
04	Identify friction, moments of truth, root causes, and ownership.
05	Design recovery standards and journey measures.
06	Prioritize improvements and create the 90-day plan.
07	Test with customers, implement, measure, and update the map.

Quality check

- ☐ The map represents one defined customer and journey.
- ☐ Customer goals and emotions are based on evidence.
- ☐ Touchpoints include people, processes, systems, and communications.
- ☐ Friction is linked to root causes and accountable owners.
- ☐ Recovery standards are clear for foreseeable failures.
- ☐ Measures connect customer, operational, and business outcomes.
- ☐ The improvement plan contains realistic 90-day commitments.

Important: This resource provides general business-planning guidance. Ensure customer research, data collection, communications, accessibility, privacy, and service practices comply with applicable requirements and professional advice.

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