



International Distribution Institute

# **The customer journey**

## **From discovery to purchase and advocacy**

Luca Pellegrini

Professor of Marketing, Iulm University, Milan

**IDI Conference 2017**

Paris, 9-10 June 2017

## It used to be simple ...

... and we used to call it the **consumer buying process**



- Sometimes it was just **procurement** of simple products
- Sometimes it was a **search** of complex and/or expensive products
- **It always implied finding a store**

**Not any more**

## Bricks or clicks versus bricks&clicks

If the buying behaviour is a simple **procurement** process, clicks are very serious competitors of bricks: **their main drawback is the delivery cost**  
**This is the world of FMCGs**, of supermarkets and big-box stores which fight on price **under the impending menace of Amazon and the likes of it**

If buying means **searching the market**, the process is more complex and **involves both bricks and clicks**

We now call it **customer journey**, leading, we hope, to a romance of greater value for both consumers and their suppliers

Let's look at it

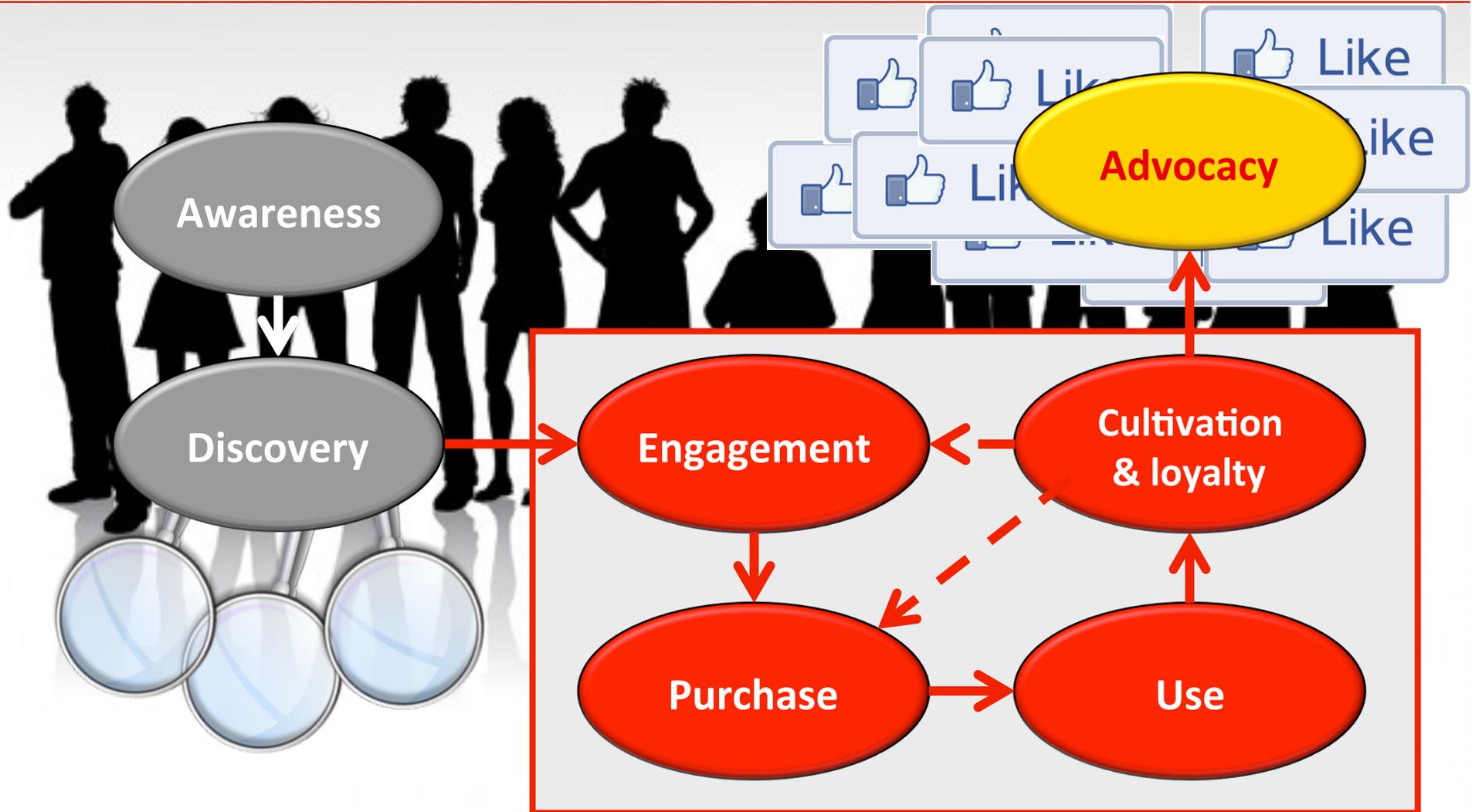
## Customer journey

Consumers **search (surf)** the market on line and off line and to **catch (encounter)** them and propose a **deal (discourse)** brands have to be present in all the possible **media (touch points)**

- Brands have to be **omnichannel**, always ready to satisfy their desires in the different **moments of their journey**
- **The encounter** with the brand has to be **planned and content provided**



# Customer journey and brand experience



## Brand experience: a question of touch points

In a market overcrowded with competing offers, the encounter with a brand is just part of the many others the consumer will make in his/her journey through the web and the physical world

**Competitors, bloggers, infomediaries, influencers, their friends ...** will affect the customer journey and brands have to be present in as many points as possible

To intercept consumers in their journey brands have to:

1. map the journey
2. build a coherent system of touch points
3. offer visitors what they may want in each of them
4. analyze the data collected during the encounters



## Mapping the journey

They differ depending on:

- who are the travelers
- the product (if any) they are looking for
- the social frame of the journey
- the time they have
- ...

It may **start on line and stay on line**, or **move off line and end there** or be back on line once again ...



**Mapping the journey tells brand where to meet the traveling customers**

# Organize the touch points



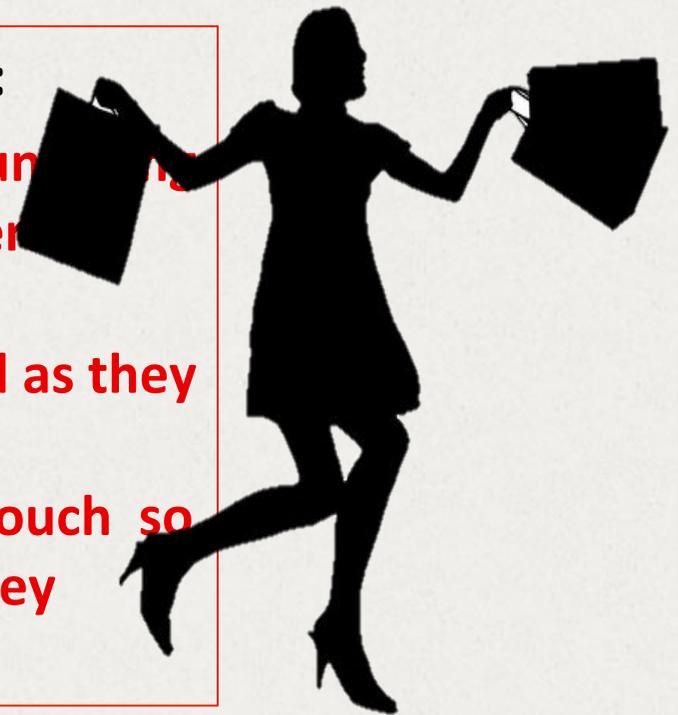
## Provide content: experience

It used to be just goods (or services, or both) on sale in a store:

- a **core assortment** based on some **specialization**
- a **complementary offer to cross sell** once the consumer was in the store

Now it is more than that. Consumers may want:

- **information and knowledge, expertise and counseling**
- **entertainment and places to interact with other consumers**
- **... and, eventually, to make a deal**
- **and, if it happens, they should be accompanied as they use the product**
- **to be certain they are satisfied, and to stay in touch so to be sure they will come back in the next journey**



## Collect information and measure

- Touch points are a **source of information**: it should be collected and used to build up a **continuous improvement process**
- The encounters with customers are occasions to **learn and adapt** the offer in what has been called **co-creation**
- The old **4 Ps of the marketing mix** are now mingled in a diversified set of offers with a high degree of **personalization**



**Product and price, place and promotion are defined together, the sequential process of once upon a time is gone for good**



**A lot of hard work**