Key Objectives

1. What is the consumer decision journey?
2. Why is this important for marketers?
3. How do I map the consumer decision journey?
4. How can it transform our approach to marketing?
What is the consumer journey?
What is the consumer journey?

The complete sum of experiences that customers go through when interacting with your company and brand.
86% of senior level marketers say it's absolutely critical or very important to create a cohesive customer journey.

Salesforce
What is consumer decision journey mapping?

Customer journey mapping is the process of recording the customer’s decision points and experiences at each step of their interaction with a service or brand.
What does journey mapping tell us?

- The decision process consumers undertake in evaluating and selecting healthcare services
- The touch points or “moments of truth” that most influence consumer choice
- What the ideal customer activation, engagement and acquisition experience looks like
- What gaps exist between the ideal and the actual
- How to convert customers to brand advocates
### Stages of the consumer decision journey

<table>
<thead>
<tr>
<th>Decision Cycle</th>
<th>Marketing Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>Raise awareness and stimulate demand.</td>
</tr>
<tr>
<td>Consideration</td>
<td>Differentiate brand and service offerings.</td>
</tr>
<tr>
<td>Selection</td>
<td>Convert customer inquiry to appointment or purchase.</td>
</tr>
<tr>
<td>Trial</td>
<td>Deliver positive experience; stimulate repeat purchase.</td>
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<tr>
<td>Advocacy</td>
<td>Gain brand commitment and word of mouth endorsement.</td>
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</tbody>
</table>

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Visualizing the decision journey

Health Insurance Purchase Journey Map

Phase
Awareness
Duration: 1 week
Goal
Your consumers begin by just learning about the health plan options. The key goal at this stage is to understand how the different plans work, and to develop the list of questions to ask.

Research
Duration: 2-3 weeks
At this stage, consumers are conducting research to expand the consideration set. While some choice reduction happens along the way, the primary goal is to broaden the consideration set and determine the final criteria for making a choice.

Choice Reduction
Duration: 1 week
At this point, the consumers have the criteria set and has mostly finished the discovery phase. Now, they focus on narrowing down the list from 2-3 candidates to the final choice.

Purchase
Duration: 1 day
The final decision is made, and the purchase process completed.

Employer Site
Commercial consumers begin the process by looking through their employer’s site; most Young Families members do not attend employer-sponsored meetings. Individual consumers skip this step, but follow mostly the same process.

Touch Point Map

Google, Third-Party Sites
The shopping process begins at the health insurance company site—learning more about the plan and its benefits. If there are plans from multiple companies, each site is reviewed.

Social Media
Consumers use Google to research non-employer based options. eHealthInsurance.com is a common destination. This becomes a Moment of Truth, as this step determines whether the research stage ends quickly or continues onto reviewing options outside of those offered by the employer.

Friends and Family
Facebook is used by about 1/3 of members to ask what providers are best and to get feedback.

Print Media
Young Families members search for reviews on the plans. While premium cost is the top criterion, many are frustrated by the lack of useful comparisons outside of cost. Those not using eHealthInsurance.com typically make their own spreadsheets to provide cost comparisons. At this moment of truth the list is reduced to 1-3 providers.

The process ends when the Young Family member streams through either the employer’s site or through the plan website.

Legend
Touch Point (Area of interaction)

Moment of Truth (Critical Interaction)

Level of Effort
(Customer Effort Score)

About the Effort I Expected
Far More Effort than I Expected
Slightly More Effort than I Expected
Far Less Effort than I Expected

Source: www.heartofthecustomer.com
## Consumer Decision Journey Map

**Phase**

- **Awareness**
  - The journey begins when our consumer seeks information about primary care physicians.
- **Consideration**
  - At this stage, she is learning more about the physicians that were recommended to her; she will both 
    read about and narrow her choices.
- **Selection**
  - Our consumer has narrowed her choices to one or two candidates, and 
    moves to a final decision as she acts 
    to schedule an appointment.
- **Trial**
  - Our consumer shows up for her 
    appointment, checks in, and meets the 
    physician for the first time.

### Description

- **Marketing Objective**
  - **Activation**
    - The consumer is triggered by an event 
      (e.g., moved, doctor death, etc.) or 
      stimulated through marketing activities.
  - **Engagement**
    - The consumer begins an internet search to learn 
      more about the doctors recommended to her. 
      This may begin with Google, followed by 
      asking friends or 
      colleagues for 
      recommendations.
  - **Conversion**
    - She visits the provider’s website to verify 
      location, hours of operation, and 
      services.
  - **Closure**
    - She selects a final choice and meets 
      the physician for the first time.

### Touchpoints

- **Full House**
  - The Full House segment includes older 
    residents, doctors, and young patients. 
  - They are insured, two-thirds have 
    attended college. 80% are 
    married; two-thirds are 
    employed.
  - Their lives are busy and they rely on 
    the Internet for socializing, shopping, 
    and scheduling.
  - They practice family medicine, and are 
    especially passionate about their kids, 
    sometimes taking their own health needs 
    on the back burner. They want a 
    good relationship with the doctor, but 
    also convenience and care of use.

### Definition of Quality Care

- **Skill**, **expertise**, **professionalism**
- Clearly explaining things
- Thoroughness in approach to my care
- Treats me like a person, not a patient
- Respect for patient

### Choice Influencers

- They really listen to patients
- They have the skill & expertise I'm looking for
- They treat people with respect
- They have a good reputation
- They give great advice

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Why is journey mapping important?
• Restructuring markets and intensifying competitor activities

• New reimbursement methods and care delivery models that require greater emphasis on customer engagement

• Explosive growth in web, social, search and mobile are changing consumer behaviors
“If marketing has one goal, it’s to reach consumers at the moments that most influence their decisions.”

Today, more often than not, a healthcare consumer’s journey begins online
80% of internet users have looked online for information about health topics such as a specific disease or treatment.
C2B Marketing
Consumers have “reverse engineered” marketing.

Source: LaunchMedia
Pre-Tailing
Consumers search websites, blogs, ratings, & brands before purchasing

Source: LaunchMedia
Hyper Transparency
Quality, pricing, availability, offers, recommendations, ratings are just a click away.

Source: LaunchMedia
Cloud Trust
Consumers trust bloggers, reviewers & social communities.

Source: LaunchMedia
Mapping the Journey
### What do you need to discover?

<table>
<thead>
<tr>
<th><strong>Actions</strong></th>
<th>What is the consumer doing at each stage of the journey? Where are they turning for information?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motivations</strong></td>
<td>What encourages the consumer to move on to the next stage? How can you proactively engage at that point?</td>
</tr>
<tr>
<td><strong>Questions</strong></td>
<td>What information are consumers searching for? Are you there with content to help with decision-making?</td>
</tr>
<tr>
<td><strong>Obstacles</strong></td>
<td>What issues keep consumers from completing the sales process <em>or</em> choose another brand?</td>
</tr>
<tr>
<td><strong>Endorsements</strong></td>
<td>Where do consumers turn for validations or endorsements? What would make them publicly endorse your brand?</td>
</tr>
</tbody>
</table>
Start by listening
**Objective**

**Strategy**

- **Engage:** Engage through web, social and search when are most open to receive messaging.
- **Educate:** Educate your target audience and build brand awareness.
- **Encourage:** Encourage your audience to act through strong calls to action through content that positions you as the preferred choice.

**Action or Purchase:** Provide a clear path for users to act.

**Move to Action**
Personas

Motivations
• Finding it harder to meet the physical demands of his job.
• Has been trying to avoid surgery, but finding medication and other non-surgical methods increasingly ineffective

Goals
• Living pain free
• Active

Behaviors/Values
• Accessibility
• Expertise & Experience
• Reputation
• Outcomes
Awareness: Charlie considers his options

- Asks his primary care physician about additional treatment options; talks to family members, friends and coworkers.

- Turns to online research to gather additional information on different treatment options, surgical programs, and providers.

- Registers for and attends an information seminar.

- Seeks advice from his PCP about different specialists and programs.

- Evaluates the reputation, rankings and ratings of different providers.

Actions:
- Searches for information
- Makes appointment with PCP
- Registers for seminar
- Seeks advice from others
# Understanding the Options

<table>
<thead>
<tr>
<th>Buying Cycle</th>
<th>Marketing Goals</th>
<th>Key Words</th>
<th>Content Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Raise awareness and stimulate interest.</td>
<td>Causes of knee pain, knee pain diagnosis, knee pain treatment options, pain relief options, when to see a doctor</td>
<td>Living with knee pain, living with arthritis, knee exercises, aging athletes, aging fit, sports injuries, home remedies</td>
</tr>
</tbody>
</table>
### Mapping the journey to tactics and content

#### Consumer Decision Journey – Joint Replacement

<table>
<thead>
<tr>
<th>Consumer Journey</th>
<th>Awareness</th>
<th>Consideration</th>
<th>Selection</th>
<th>Trial</th>
<th>Advocacy</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage</strong></td>
<td>Charlie is 65. He works full-time as a high school coach. Charlie learned he had arthritis in his joints. The pain, especially in his knees has grown increasingly worse. He is worried about keeping up with his players.</td>
<td>Charlie has taken pain relievers but can no longer manage the pain on his own. Several bouts of physical therapy haven’t helped. His doctor tells him that this condition will require joint replacement surgery. Charlie searches for information about the surgery and learns about a seminar at a local hospital. His wife encourages him to go.</td>
<td>As the seminar, Charlie learns about surgery options, devices, risks and recovery. He decides to learn more about the doctors and hospitals in the area. He asks his PCP for advice. His daughter helped him search for information comparing doctors and hospitals. Charlie and his wife decide on a doctor and makes an appointment.</td>
<td>The orthopedic surgeon tells Charlie he is a good candidate for knee replacement surgery. After some additional tests and pre-op work, he attends the hospital’s joint replacement camp where he learned what to expect, how to prepare for and how to recover after surgery. His surgery is successful.</td>
<td>After rehab, Charlie is living pain free and often tells his friends he should have done this much earlier. He’s back to work and feels great about being active again. Charlie shares his story with others and doesn’t hesitate to recommend the surgeon and the hospital. His wife praised the joint camp instructor on the hospital’s Facebook page.</td>
<td></td>
</tr>
<tr>
<td><strong>Actions</strong></td>
<td>Searches for information</td>
<td>Makes appointment with PCP</td>
<td>Reads about surgery options</td>
<td>Calls to register for seminar</td>
<td>Attends the information session</td>
<td>Sees orthopedic surgeon</td>
</tr>
<tr>
<td><strong>Marketing Goal</strong></td>
<td><strong>Activation</strong></td>
<td><strong>Engagement</strong></td>
<td><strong>Conversion</strong></td>
<td><strong>Closure</strong></td>
<td><strong>Delight</strong></td>
<td><strong>Meet Charlie</strong></td>
</tr>
<tr>
<td><strong>Content</strong></td>
<td>Orthopedic capabilities</td>
<td>Orthopedic surgeons</td>
<td>Orthopedic surgeons</td>
<td>Orthopedic capabilities</td>
<td>POS promotions/information</td>
<td>Take home collateral</td>
</tr>
<tr>
<td><strong>Channels</strong></td>
<td>Advertising</td>
<td>CRM/direct mail</td>
<td>SEO/SEM</td>
<td>Physician office/staff</td>
<td>Physician office/staff</td>
<td>Physician office/staff</td>
</tr>
<tr>
<td><strong>Touchpoints</strong></td>
<td>Stimulate demand</td>
<td>Showcase expertise</td>
<td>Be the ‘go to’ source for info</td>
<td>Capture for information session</td>
<td>Showcase expertise &amp; outcomes</td>
<td>Proactive digital engagement</td>
</tr>
<tr>
<td><strong>Closing the Experience Gap</strong></td>
<td>Activate awareness and interest in surgery as a treatment option</td>
<td>Provide searchable content and tools about joint surgery and orthopedic expertise.</td>
<td>Create a robust base of searchable content about orthopedic surgery and treatment options. Offer online or in-clinic seminars to attract candidates for surgery.</td>
<td>Optimize online profiles for orthopedic surgeons and orthopedic programs. Initiate proactive digital engagement and convert prospects to appointments.</td>
<td>Coordinate care across the pre-op, surgery and recovery continuum, and provide the services, information and support needed for optimal recovery.</td>
<td>Maintain engagement after the patient returns home. Begin with a follow-up call and thank you letter. Prompt to enroll and deliver the prior.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>Increased awareness and interest in system’s orthopedic services.</td>
<td>Increased awareness and interest in system’s orthopedic services.</td>
<td>Increased awareness and interest in system’s orthopedic surgeons.</td>
<td>Selection of health system’s surgeon and hospital.</td>
<td>Positive experience with providers and programs.</td>
<td>Praises and recommends provider to others, chooses provider again.</td>
</tr>
</tbody>
</table>

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What does journey mapping tell us?

**Research** – Gain critical insight

**Engage** – Marketing, operations, physicians

**Personas** – Understand their wants and needs

**Tell the story** – Its about actions and feelings

**Moments of truth** – Focus on points of influence
How can journey mapping transform the approach to marketing?
Journey mapping improves marketing ROI

**Voice of the Customer**
Developing a deep understanding of consumer needs, pain points and decision processes better informs strategy, actions and marketing investments.

**Customer Engagement**
Engaging with consumers early in the decision journey and continuously throughout the journey drives conversion and builds brand loyalty.

**Hardwire Acquisition**
Capturing and converting consumers at the point of decision-making is critical to success; requires collaboration between marketing and operations.

**Focus on Retention**
Creating repeat customers and brand advocates drives share of market, share of spend and brand equity.
Journey mapping focuses marketers and providers on what matters most to customers.

1. Delivers a clear, compelling value proposition at every influential touch point.
2. Articulates what matters, when it matters and why it matters to customers.
3. Reveals opportunities for service experience innovations.
4. Creates a seamless acquisition, care delivery and retention experience.
5. Brings marketing and operations into alignment to ensure consistent delivery.
6. Identifies the most relevant marketing and customer service metrics.
CUSTOMER MAP

AWARENESS
INTEREST
CONSIDERATION
INTENT
EVALUATION
PURCHASE
LOYALTY

YOU ARE HERE

ACTUALLY, I'M JUST LOOKING FOR THE BATHROOM.

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THANK YOU

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