

PVKO ronde tafel

# Journey management @ KPN netwerk

→ 6 april 2022



essense



# PLATFORM KLANTGERICHT ONDERNEMEN

VOOR

CRM ASSOCIATION NL

*20 jaar*

WELKOM BIJ PVKO

BIJ DÉ COMMUNITY VAN VOOR DOOR  
KLANTGERICHTHEIDSPROFESSIONALS

Samen naar een top klantgericht Nederland!

INSPIRATIE | KENNIS | MOTIVATIE | TIPS | IDEEEN | NETWERK | PLEZIER ....





## Taal die verbindt!

12 april 15:30 | Online Ronde Tafel



## Bedrijfsmodellen die op data drijven

11 mei 17:30 | Inspiratiesessie Live



## De kracht van persoonlijk contact .. en ook de kunst ervan

9 juni 17:30 | Inspiratiesessie Live

Tot zien bij  
PVKO!

PVKO ronde tafel

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→ 6 april 2022



essense



# Welkom!



**Harald Lamberts**  
Founder & CEO  
Essense

**essense**



**Minyou Rek**  
Sr CX consultant  
KPN Netwerk



**Jochem van der Veer**  
Co-founder & CEO  
TheyDo



journeys



...organiseren

...innoveren

...operationaliseren

# ...making customer excellence practical and operational

at essence we help on three levels to...

organise a customer-centric way of working

- manage your customer journeys
- design your customer experiences



verticaal verbinden  
van strategie tot pixel

horizontaal verbinden  
van afdelingen & kanalen

van agile  
naar klantgericht

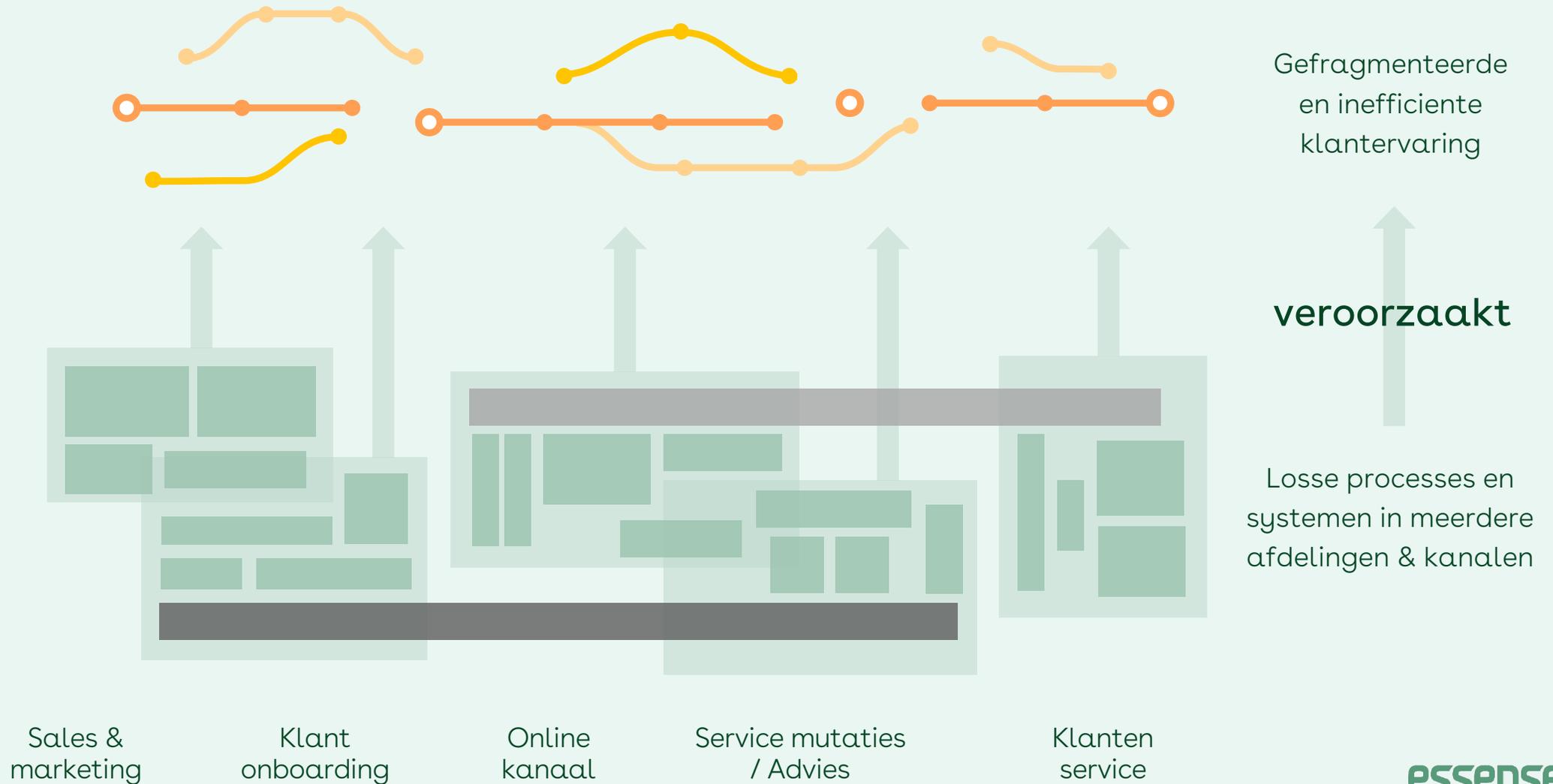
# van operatie-gericht (inside-out)



customer



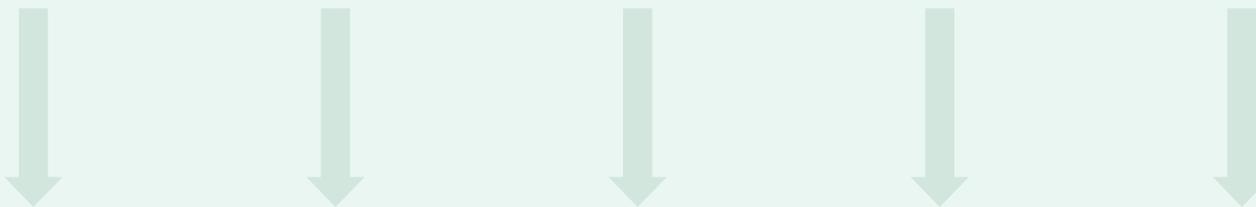
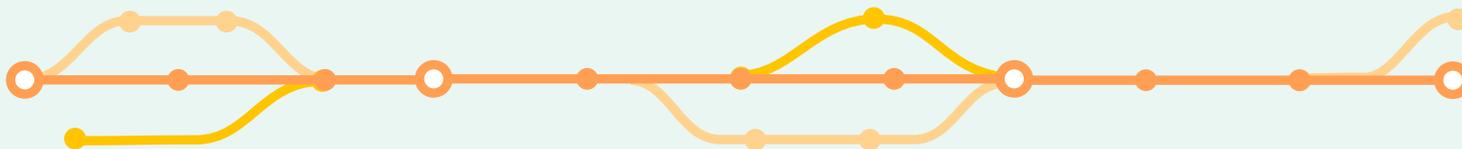
organisation



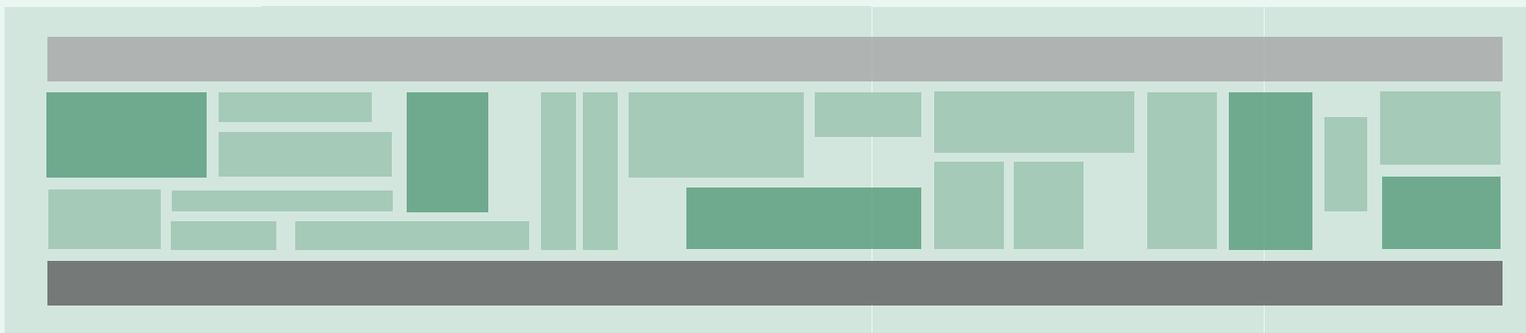
# naar klant-gericht (outside-in)



customer



organisation



Klantreis  
ambitie obv  
klantbehoefte

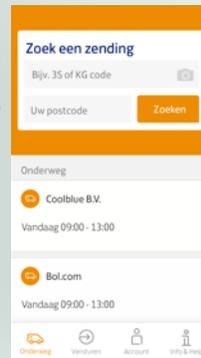
**informeert**

Gecoördineerd en  
efficiënte operatie over  
alle kanalen heen

# PostNL

Holistic design covers multiple channels.

Insight-led  
UX Design / sAFe  
Journey research  
CX strategy  
Maturity



Delivery interface



Retail



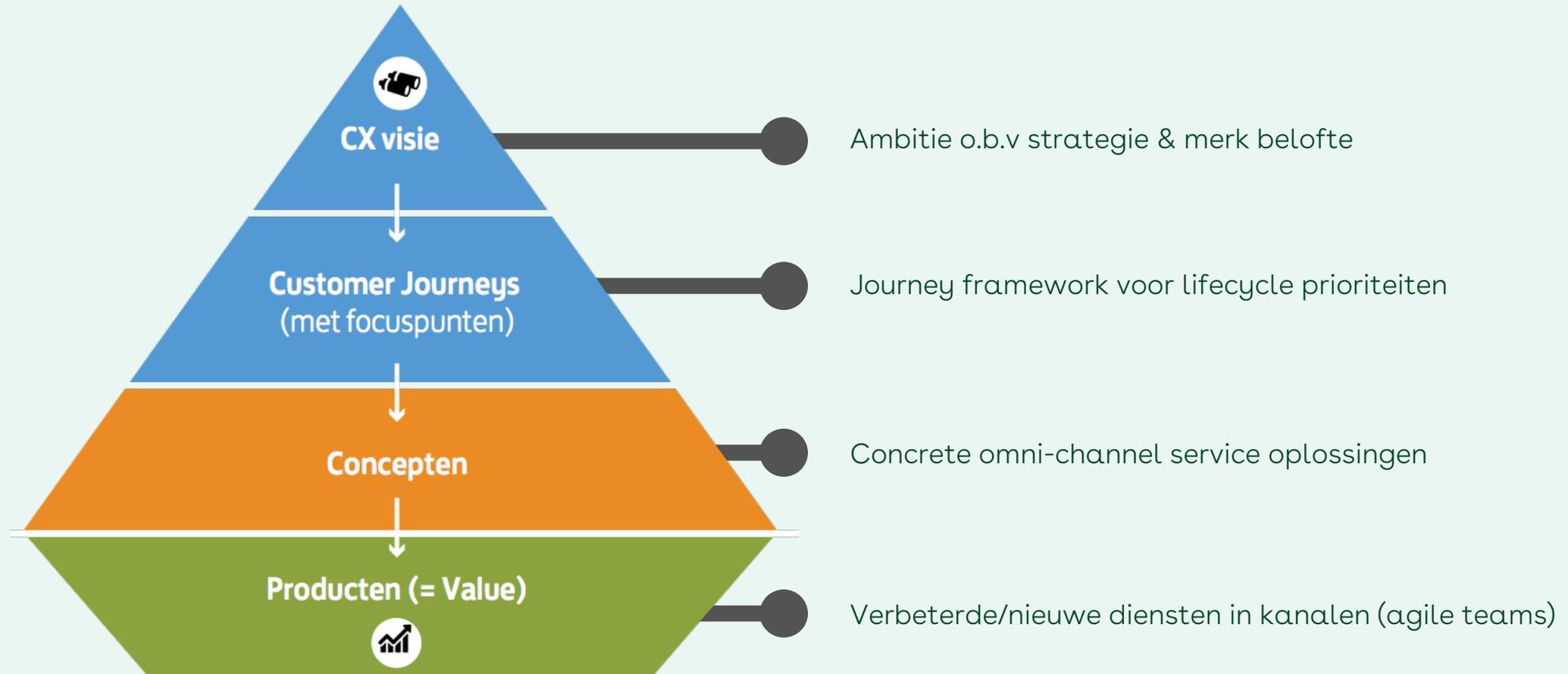
Parcel machine

Website & App



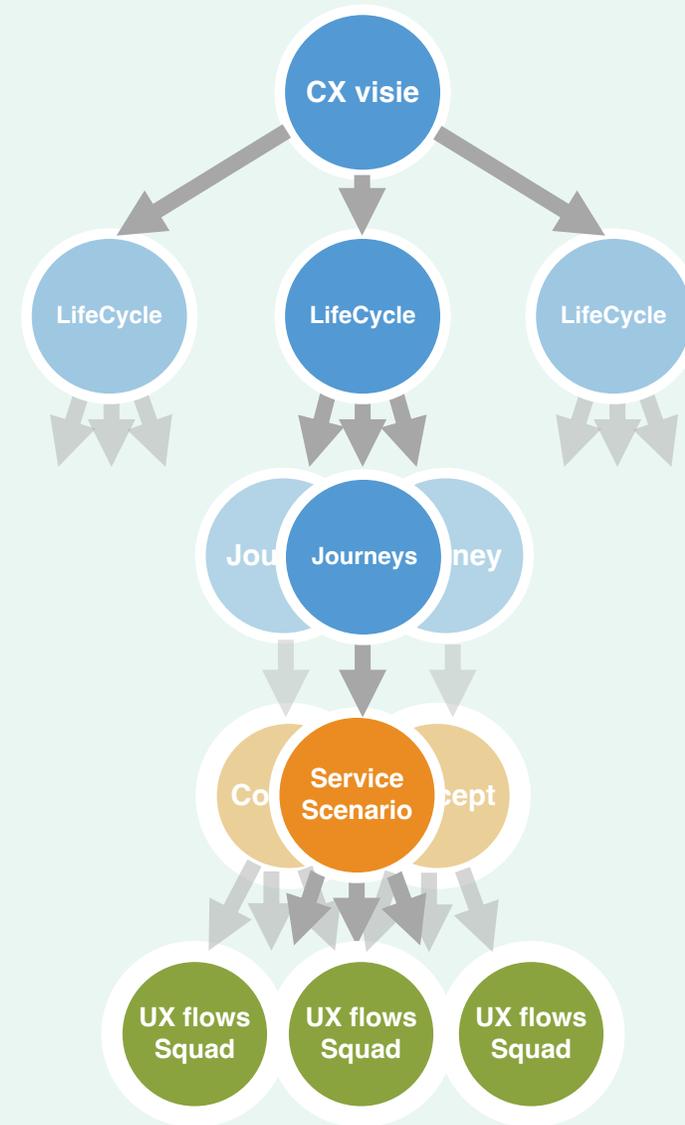
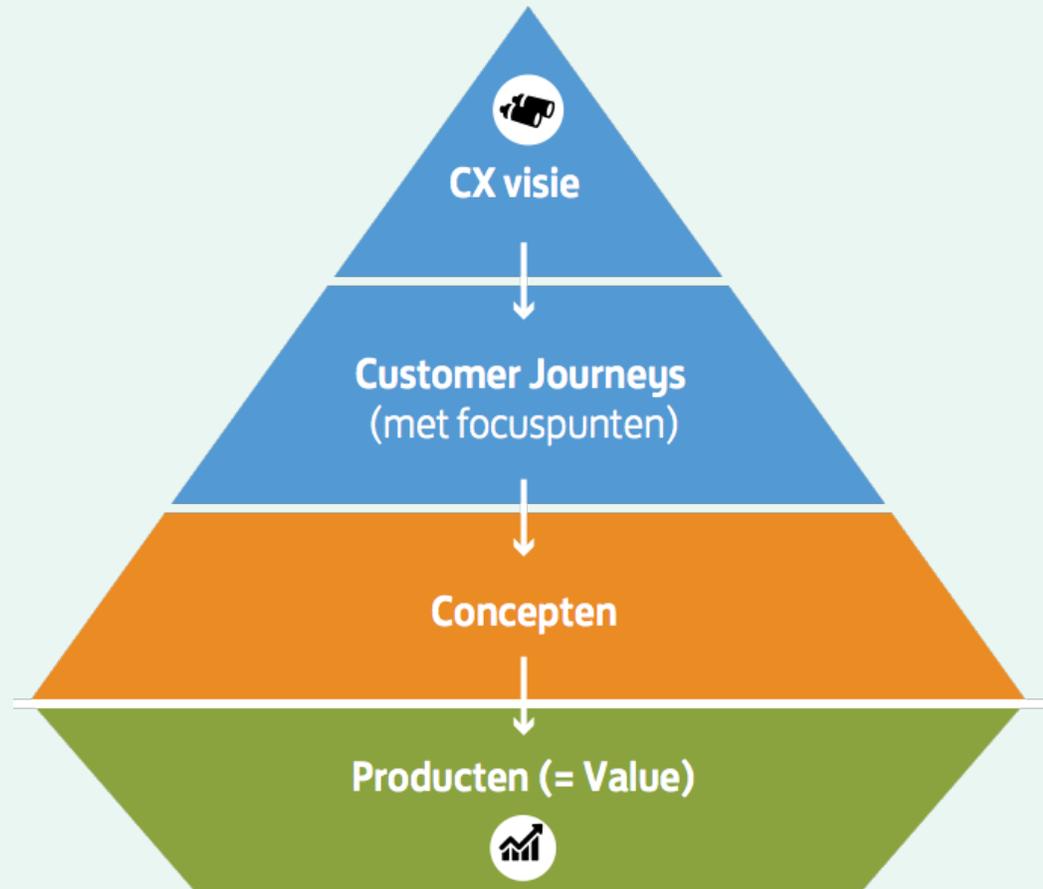
# Aanpak op hoofdlijnen (2017)

Vier niveau's van klantgerichte ontwikkeling



# Aanpak op hoofdlijnen (2017)

Elke fase levert concrete resultaten op als overdracht.



# UX Design journey factory



**Rob Paauw**  
Customer Experience Manager



**essense**

“ Together with Essense we made the step from UX to CX. Now we have journey teams across departments, improving our customer experience”

**Rob Paauw**  
PostNL



verticaal verbinden

van strategie tot pixel

horizontaal verbinden

van afdelingen & kanalen

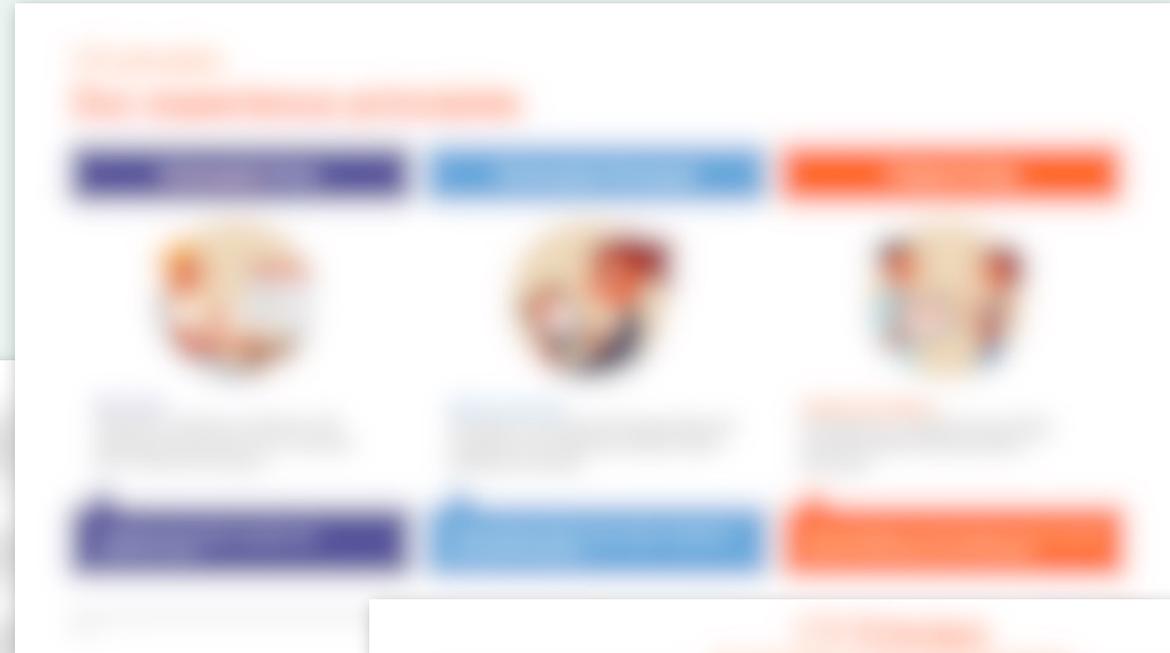
van agile  
naar klantgericht

# ING - CX principes

In samenwerking met brand

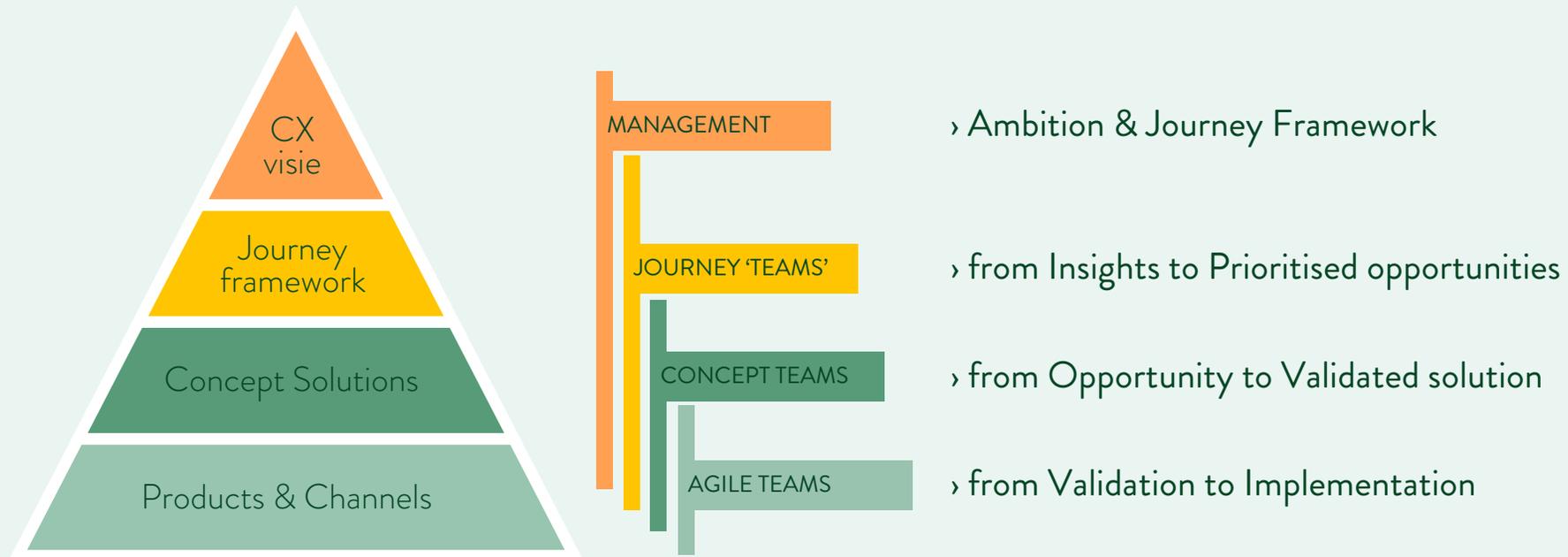
consument

wholesale



In co-creatie met merk en CX het verbinden van purpose en merk belofte via klantreizen naar CX principes voor realisatie in kanalen om zo gecoördineerd dienstverlening te optimaliseren en innoveren.

# samenbrengen ambitie & kanalen om merk belofte waar te maken



...maar executie hiervan vereist strak gecoördineerde samenwerking

# journey framework

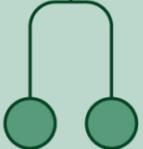
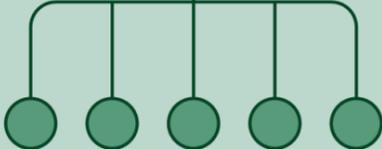
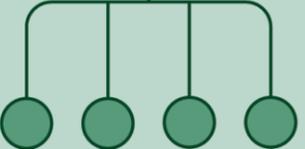
lifecycle stages



customer journey cluster



customer journey



kanaal UX flows



klant-relatie

business owners

phase owners

journey owners

product owners

klant-interactie

# standardised way-of-working to 'deliver' on brand promise

essense

“ We need to differentiate on customer experience inline with our brand promise and Essense helped us define CX principles and a way-of-working to apply them in our daily work”

Sanneke Melker  
T-mobile



**T Mobile**

**Sanneke Melker**  
T-Mobile B2B

# case study T-Mobile

Streamlining the operation for better commercial service delivery, more efficiency and preparing to scale



Journey Framework sessions to organise all CX management in 3 levels:

- >> customer lifecycle phases
- >> omnichannel service journeys
- >> channel-specific design opportunities



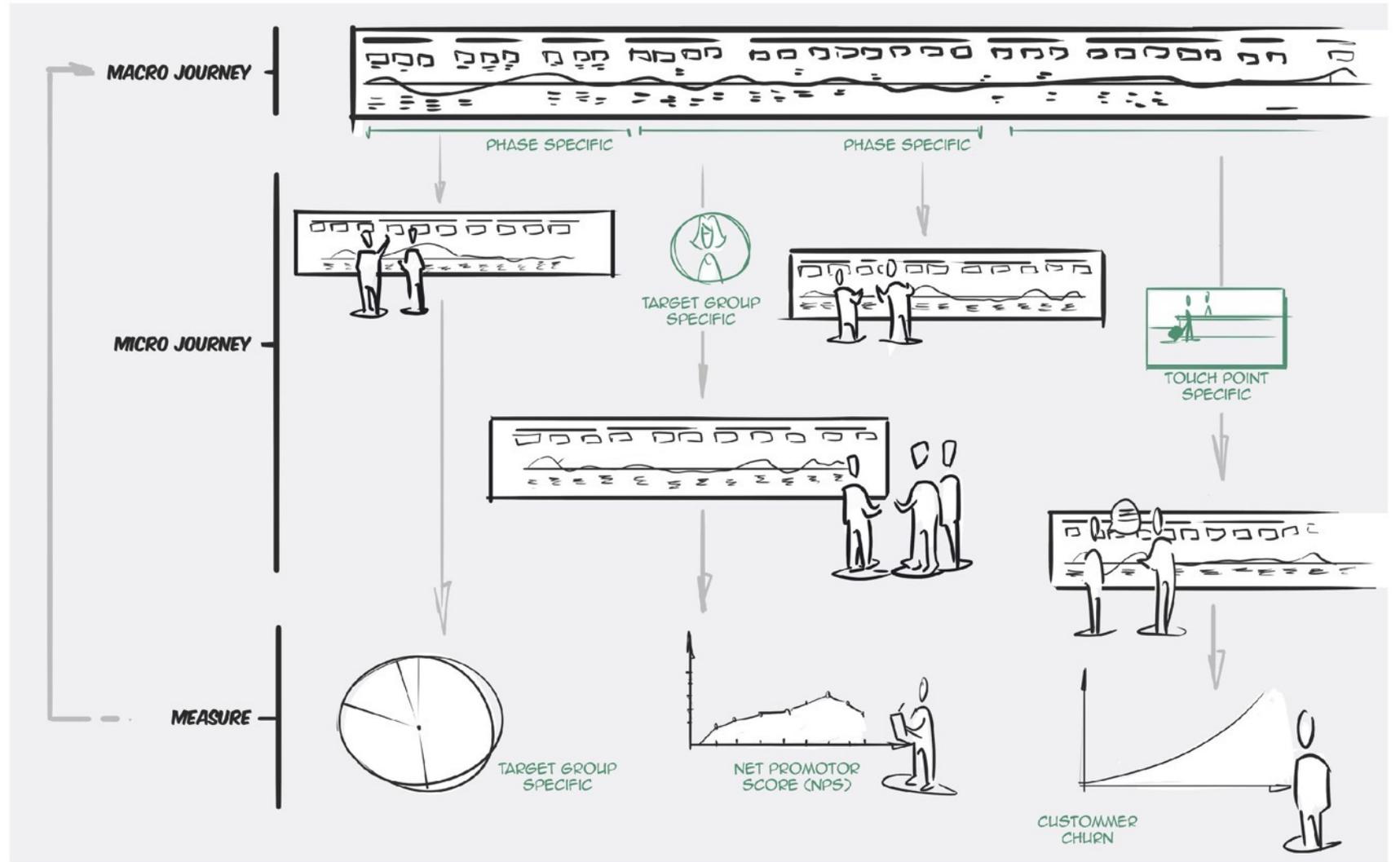
Journey Framework T-Mobile B2B

*Note: deliverables not legible for confidentiality reasons*

# journey framework

Orchestrating customer experience across macro- and micro journeys, using data from continuous measurement to consistently improve the service proposition.

A framework like this would connect your service offering from a customer lifecycle (relationship level) to specific channel experiences (interaction level), connecting all teams to collaborate effectively.



# aanpak journey framework

1. Begin op **lifecycle** niveau als **kapstok** voor iedereen
2. Betrek disciplines om **alle 'journeys'** te verzamelen
3. Bepaal je **journey taxonomie** om allemaal dezelfde taal te spreken
4. Vorm de **hierarchie structuur** door lifecycle en journeys samen te brengen
5. Bepaal je **werkwijze**, en richt **tooling** en **governance** daar op in

# Minyou @ KPN netwerk



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journeys

...organiseren



...innoveren

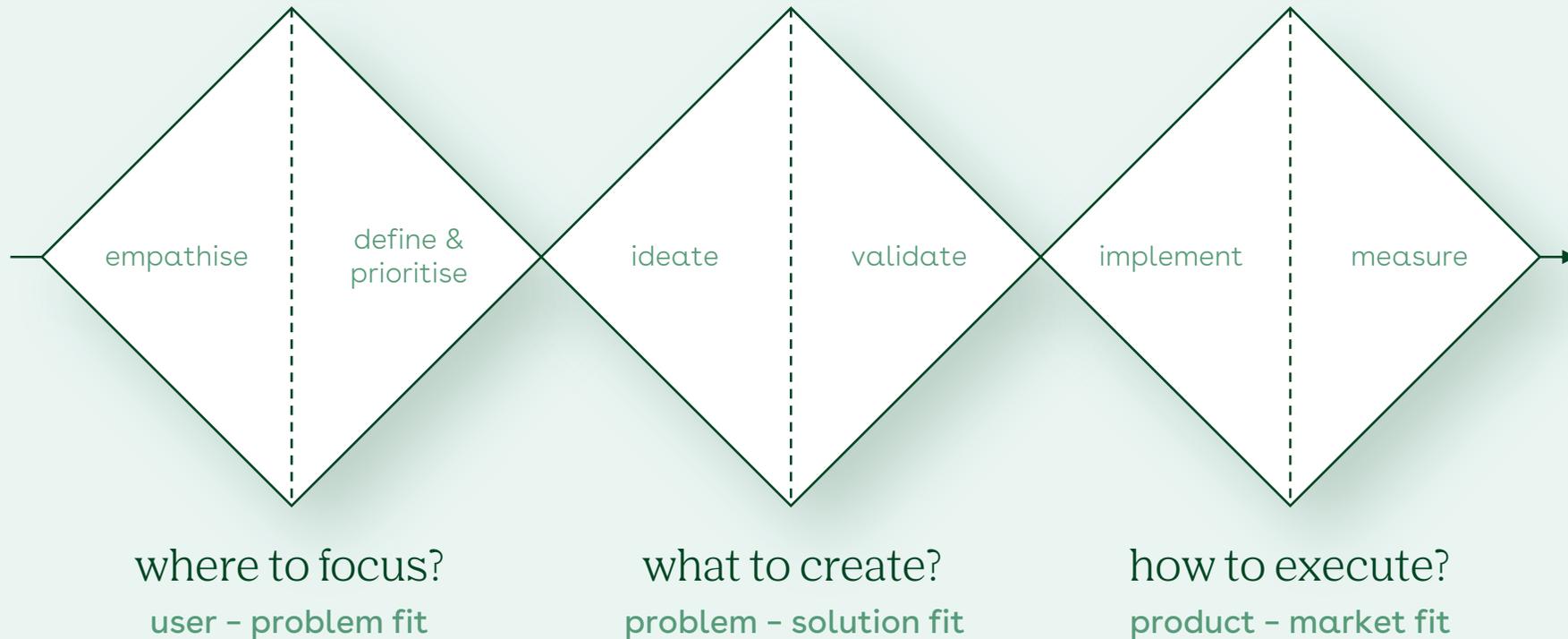
...operationaliseren

The challenge

in larger organisations the way-of-working can be fragmented, delivering on a brand promise starts with a standardised way-of-working.

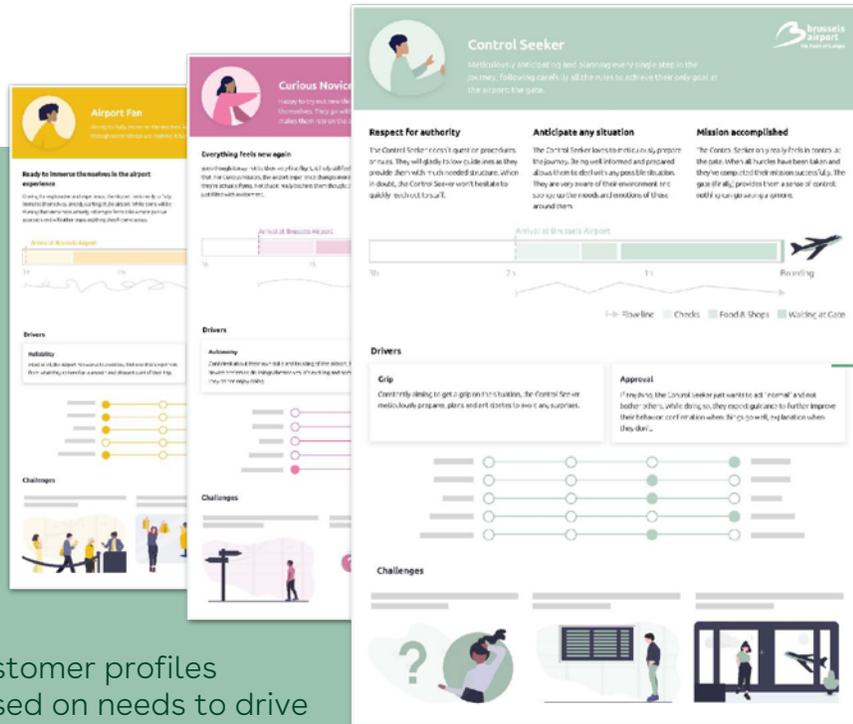
# service design approach

from customer needs to relevant solutions

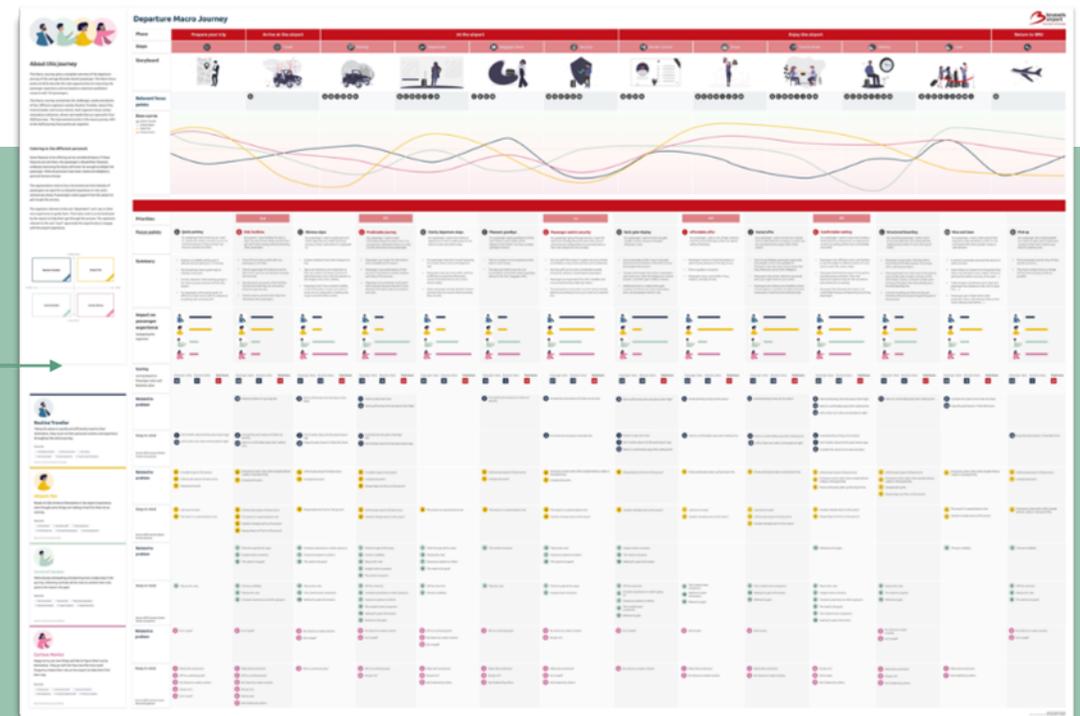


# client case brussels airport

Understanding passenger profiles based on needs and current experience journey map across segments



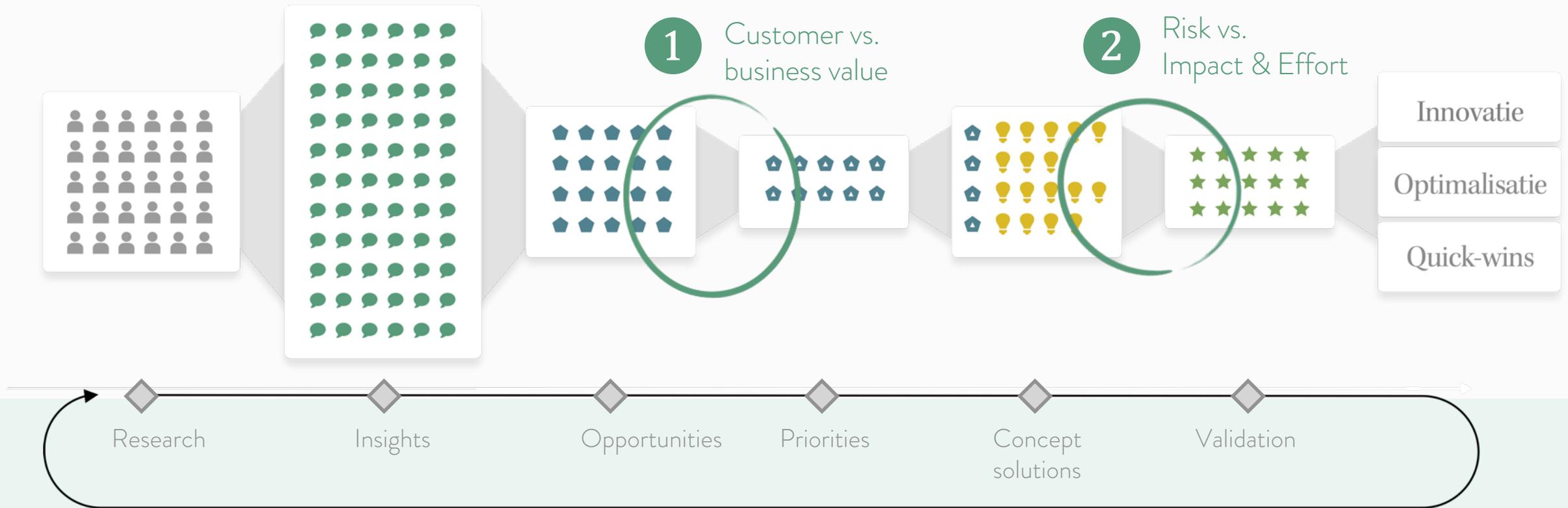
Customer profiles based on needs to drive service innovation



Customer Journey insights across need profiles

# Working from insights > opportunities > solutions

Based on trends, research and data insights you can start working customer-centric horizontally across channels, segments and departments. Prioritising at two moments.



# prioritering scorecard

om kansen te formuleren en scoren

**De Scorekaart** | 

**De Kanstitel** | Geef de kans een herkenbare titel

**De Kans** | Als [klantprofiel] wil ik [behoefte], zodat ik [dit voordeel ervaar]

“

**De Eigenaar** | Geef aan wie verantwoordelijk is voor deze kans

**De Context** | Geef achterliggende informatie

 **Customer Value**

**Criteria:**

In hoeverre draagt deze kans bij aan de volgende **variabelen**:

	Relevant?	Gewicht:
<input type="text"/>	<input type="checkbox"/>	<input type="radio"/>
<input type="text"/>	<input type="checkbox"/>	<input type="radio"/>

 **Business Value**

**Criteria:**

In hoeverre draagt deze kans bij aan de volgende **variabelen**:

	Relevant?	Gewicht:
<input type="text"/>	<input type="checkbox"/>	<input type="radio"/>
<input type="text"/>	<input type="checkbox"/>	<input type="radio"/>

[Download hier op Miroverse!](#)



# prioritizing scorecard

Brussels airport client case



### Cheat sheet

*This is a cheat sheet with the definitions of the scorecard. For any de*

**Passenger Value**

- Segment relevance

**Passenger Perception**

- Ease of Mind
- Move the heart

**Business Value**

- ASQ
- SPP (general revenue per passenger)
- Operational Efficiency
- Brand

**Counting**

The higher the total score of the focus point, the higher the priority. If total score sets the priority for the second level rating. If the Passenger Value scores are a Value score.

Tailored score card >

**Summary**

**Impact on PX**

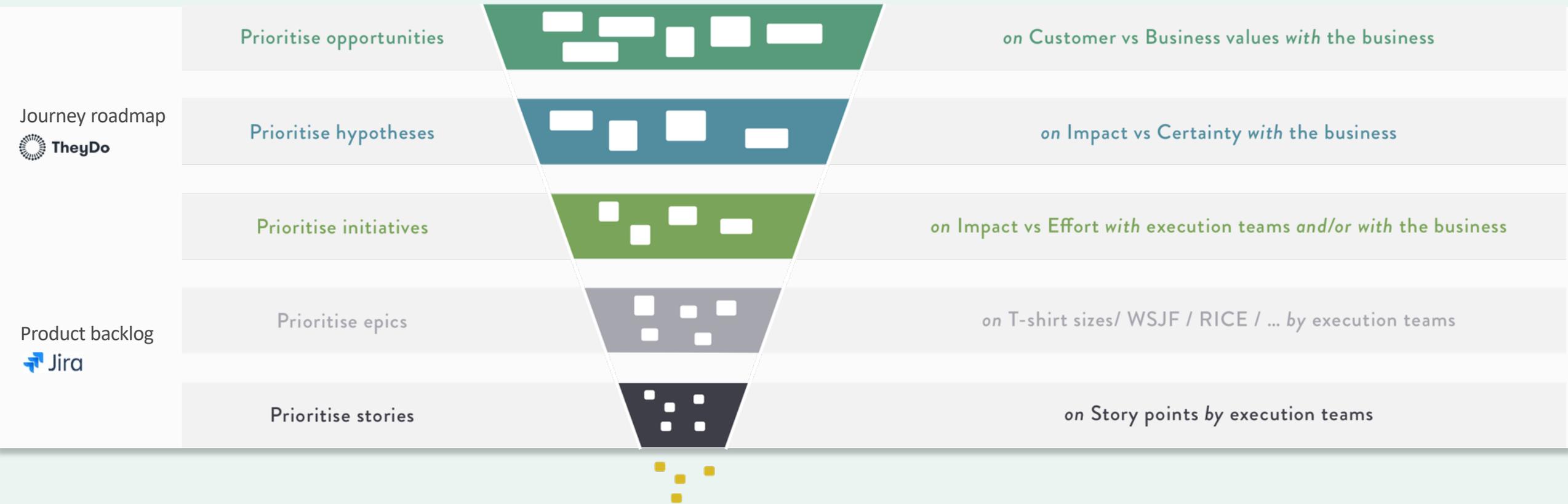
**Focus point steps**

### Score card

Passenger value		Business value																																	
<b>Segment Relevance</b>	<table border="0"> <tr> <td><input type="checkbox"/></td> <td>4</td> <td><input type="checkbox"/></td> <td>High Full points</td> </tr> <tr> <td><input type="checkbox"/></td> <td>4</td> <td><input type="checkbox"/></td> <td>Medium Half points</td> </tr> <tr> <td><input type="checkbox"/></td> <td>2</td> <td><input type="checkbox"/></td> <td>Low No points</td> </tr> <tr> <td><input type="checkbox"/></td> <td>2</td> <td><input type="checkbox"/></td> <td></td> </tr> </table>	<input type="checkbox"/>	4	<input type="checkbox"/>	High Full points	<input type="checkbox"/>	4	<input type="checkbox"/>	Medium Half points	<input type="checkbox"/>	2	<input type="checkbox"/>	Low No points	<input type="checkbox"/>	2	<input type="checkbox"/>		<b>ASQ</b>	<table border="0"> <tr> <td><input type="checkbox"/></td> <td>-3</td> <td><input type="checkbox"/></td> <td>+6</td> </tr> <tr> <td><input type="checkbox"/></td> <td>0</td> <td><input type="checkbox"/></td> <td>+9</td> </tr> <tr> <td><input type="checkbox"/></td> <td>+3</td> <td></td> <td></td> </tr> </table>	<input type="checkbox"/>	-3	<input type="checkbox"/>	+6	<input type="checkbox"/>	0	<input type="checkbox"/>	+9	<input type="checkbox"/>	+3						
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<b>Move the heart</b>	<table border="0"> <tr> <td><input type="checkbox"/></td> <td>+4</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td>+4</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td>+4</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td>0</td> <td></td> <td></td> </tr> </table>	<input type="checkbox"/>	+4			<input type="checkbox"/>	+4			<input type="checkbox"/>	+4			<input type="checkbox"/>	0			<b>Brand</b>	<table border="0"> <tr> <td><input type="checkbox"/></td> <td>+2</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td>+2</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td>+2</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td>0</td> <td></td> <td></td> </tr> </table>	<input type="checkbox"/>	+2			<input type="checkbox"/>	+2			<input type="checkbox"/>	+2			<input type="checkbox"/>	0		
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Total Score .....		..... Owner																																	

# prioritering funnel

bij een klantgerichte manier van samenwerken.



# opportunity prioritisation

We use our scorecard methodology as criteria and then use the prioritisation matrix in TheyDo to prioritise journey-driven opportunities with the agile backlogs, you create a bridge between the customer insight development process and the delivery of new products and services.

A framework like this lays a customer-centric foundation for decision-making.

The image displays a composite of three key components of the opportunity prioritization framework:

- De Scorekaart (Scorecard):** A methodology form with sections for 'De Kanstitel', 'De Context', 'De Kans', and 'De Eigenaar'. It includes criteria for 'Customer Value' and 'Business Value', each with a 'Criteria' field and a table for 'In hoeverre draagt deze kans bij aan de volgende variabelen:' (How much does this opportunity contribute to the following variables?). The 'Customer value score' is shown as 4/5.
- TheyDo Workspace:** A digital interface showing a list of 'Opportunities' with filters like 'All', 'Uncategorised', 'Solved', and 'Archived'. A pop-up window shows 'Impact' (4/5) and 'WSJF' (2.1).
- OKR Matrix:** A bubble chart with 'Effort' on the y-axis and 'Value score' on the x-axis. Bubbles represent opportunities, with one highlighted as 'Information overload' with a 'Solutions validated' count of 32.

journey management  
tooling to operationalise  
a customer & journey  
centric way of working

*Ronde tafel deep dive*  
*Do. 12 mei 2022*



A screenshot of the TheyDo Journey Management tool interface. The top section shows a "Workspace" dropdown, a search bar, and a "New Journey" button. Below this is a "Journeys" sidebar with categories like "All Journeys" (14), "Boards", "Management maps" (3), "Lifecycle" (5), and "In Research" (3). The main area displays a "Lifecycle" view with a line graph showing mood fluctuations. A tooltip indicates "Premie berekenen / Avg. mood +0.5". Below the graph are three cards representing customer states: "Ik ben nog geen klant" (30%), "Ik word klant" (30%), and "Ik ben klant" (30%). The bottom section shows a detailed "Eneco Zakelijk - GZ/SPM huidige Journey" with phases like "Aanbod verkrijgen, kiezen en afsluiten" and "Inregelen". It includes a "Steps" section with five steps: "1. Oriëntatie", "2. Offertes opvragen", "3. Offertes evalueren", "4. Uitonderhandelen en tekenen", and "5. Afstemmen (SP)". A "Mood" section shows a line graph across these steps. A "Personas" section lists "GZ: De Innovator", "GK: De Kostenbeheerser", and "SS: De Samenwerker", with associated text boxes for each persona's perspective on the journey.

# journeys innoveren

1. behoefte interpreteren
2. kansen prioriteren
3. concepten experimenteren
4. oplossingen valideren

in-house  
training  
program



KPN network



**Minyou Rek**  
Senior Customer  
Experience Manager



"The intervision sessions & trainings with essence helped us standardise and scale customer centric working across teams and roles at KPN."



# TRAINING & COACHING JOURNEY WAY-OF-WORKING

## *Journey mgmt*

In a customer journey  
and project team  
collaboration

## *Prioriteren*

Turning insights into  
opportunities and  
validated solutions

## *Experimenteren & Valideren*

Validate opportunities  
and concepts before  
implementation

## *Design impact*

Measure impact of  
design improvements in  
the market

# Minyou @ KPN netwerk

*Zie slides van Minyou*



**Harald Lamberts**  
Founder & CEO  
Essense

**essense**



**Minyou Rek**  
Sr CX consultant  
KPN Netwerk



**Jochem van der Veer**  
Co-founder & CEO  
TheyDo



journeys

...organiseren

...innoveren



...operationaliseren

# Jochem @ TheyDo

*Zie slides van Jochem*



**Harald Lamberts**  
Founder & CEO  
Essense

**essense**



**Minyou Rek**  
Sr CX consultant  
KPN Netwerk



**Jochem van der Veer**  
Co-founder & CEO  
TheyDo





Hopelijk inspiratie voor klantgericht werken!

Harald Lamberts  
Founder  
[harald@essense.eu](mailto:harald@essense.eu)  
06-15887608

**essense**



# essenceACADEMY

standardise & scale your way-of-working



multi-disciplinary

in-house tailored programmes

modular setup

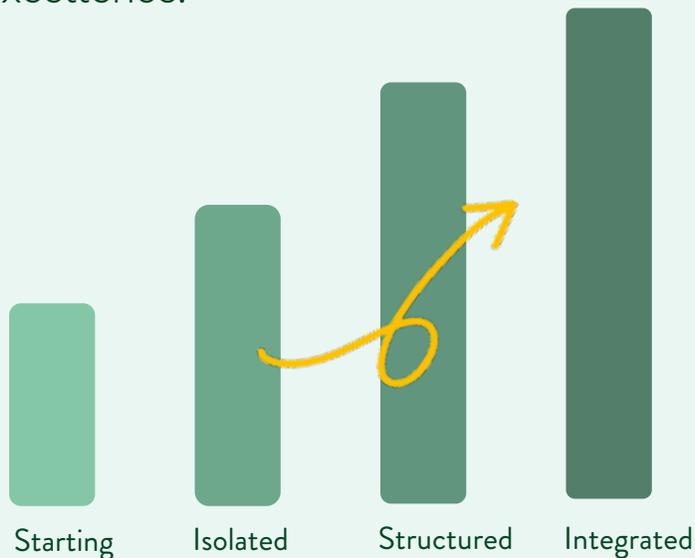
training & coaching

roundtables & webinars

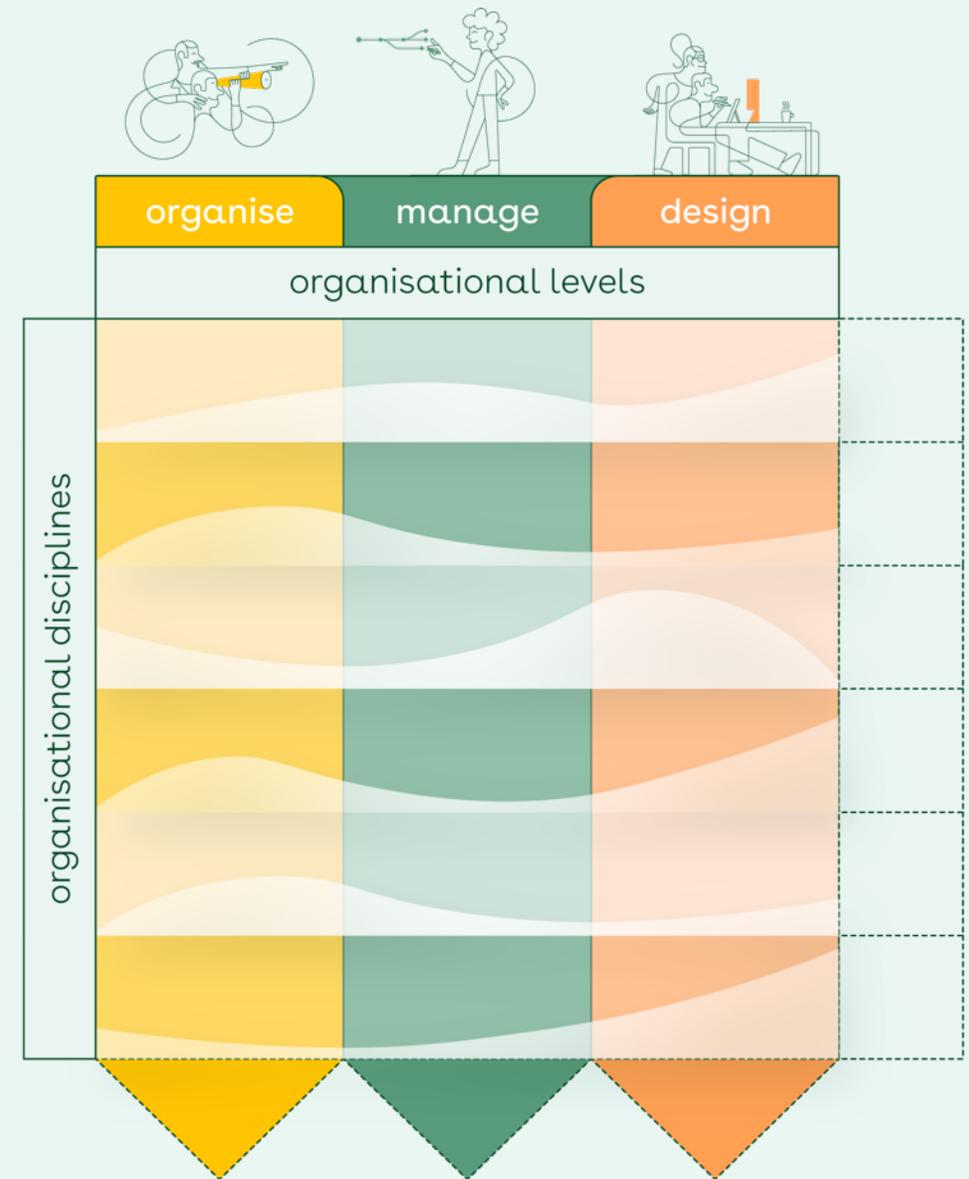
for more information: [academy@essense.eu](mailto:academy@essense.eu)

# cx maturity model & scan

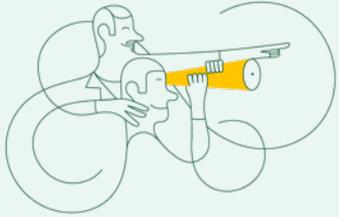
Our maturity assessment can be a great way to identify the best way to start the journey to customer excellence.



CX strategy  
Customer Insights  
Way-Of-Working  
CX Measurement  
Governance  
Customer mindset

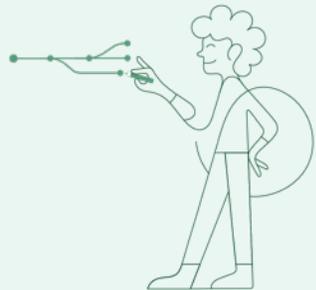


→ our service pillars



## organise customer excellence

Translate your brand promise and strategy into a customer-centric way of working with a tangible ambition, and executive support.



## manage customer journeys

Take control of the customer journey and proposition. Turn customer insights into opportunities and validated solutions.



## design customer experiences

Deliver on your promise in the market. Design a seamless and consistent customer experience across all channels.

# check essense.eu

For more information  
& client cases.

[www.essense.eu](http://www.essense.eu)

essense

services ▾

cases

blog

about us ▾

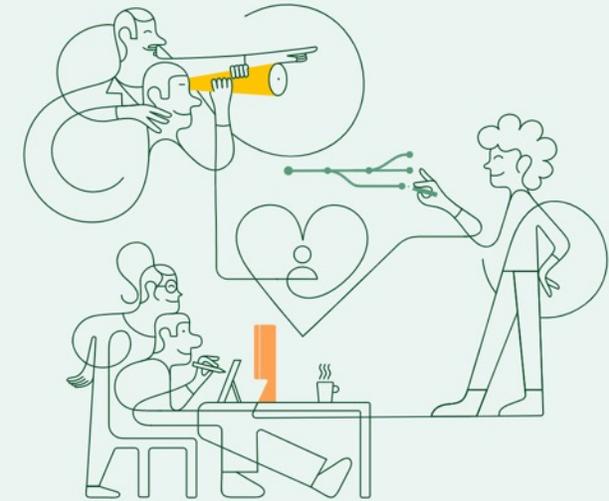
academy

contact

nl

## customer centric innovation

we put customers in the heart  
of your organisation



hire us to collaborate with you on three levels:

### organise customer excellence

Translate your brand promise and strategy into a customer-centric way of working with a tangible ambition and executive support.

learn how >

### manage customer journeys

Take control of the customer journey and proposition. Turn customer insights into opportunities and validated solutions.

learn how >

### design customer experiences

Deliver on your promise in the market. Design a seamless and consistent customer experience across all channels.

learn how >