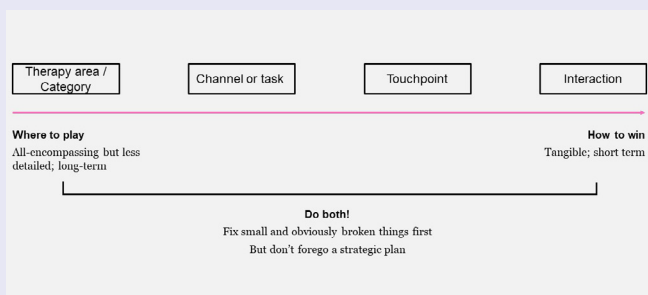


Stakeholder Journeys, Human Experiences

What is a stakeholder journey?

Different agencies interact with different client touchpoints, solve different problems and use different intellectual frameworks and jargon. So, while 'journeys' might superficially seem to be a common language across multiple organisations, the word and associated ephemera may have different meanings for different people. The truth is, there is no single correct model, but the premise of a journey, whether it is patient, customer or another pharma stakeholder, is understanding a sequence of touchpoint interactions, the nature of the experience overall and during specific interactions for an individual.

Importantly, we need a high level, strategic view of how different stakeholders navigate a therapy area/category, but we also need a detailed view of how they navigate the most influential aspects of it. As insights and marketing professionals, we need to understand which touchpoints have most impact on behaviours and which touchpoints we can influence most effectively. This means having both a strategic plan and tactics.



What are the benefits of stakeholder journeys?

Journey mapping underpins great stakeholder experiences. They provide fundamental understanding, helping businesses to identify opportunities for growth and how to address them. They can help inform a multitude of practical business tools.



But stakeholder journeys also deliver other benefits:

1. **They are inherently dynamic**
They take account of how behaviours change over time and how markets mutate.
2. **They are versatile**
They can operate at multiple levels from the micro journey (eg journey to treatment switch) to the macro (eg a patient's disease journey) and help broaden our view of the experiences at every touchpoint and interaction.
3. **They can highlight non-obvious actions**
Highlighting unintuitive solutions can lead to avenues to growth.

Reality check

Despite this, stakeholder journeys don't receive the attention that they deserve. Recent research¹ found that 36% of CMOs admit their brand hasn't invested in customer experience (CX) at all, with 22% saying that the lack of investment in CX came from organisational blockers and team structure and 11% blaming a lack of C-suite support and senior buy-in. 77% of CMOs confessed that their business has spent less than one percent of its annual turnover on enhancing CX.

The reality is that stakeholder experience journeys have some key challenges that make it hard for businesses to justify the business case and investment:

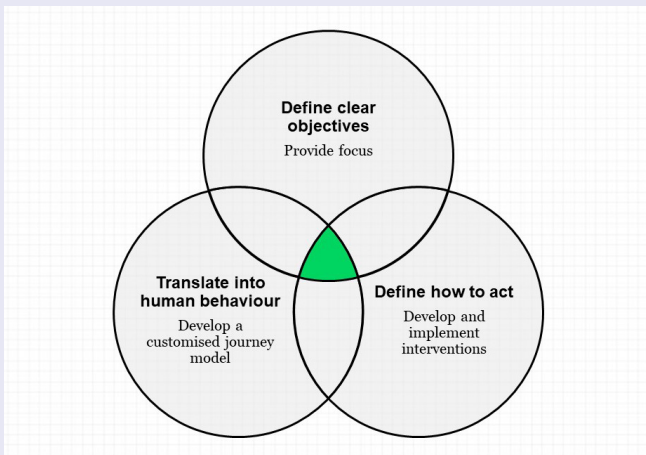
1. **Journeys can be unclear, confused and confusing**
Life and human experience are messy. Real journeys are often non-linear, non-rational, idiosyncratic and situated in a wider context.
2. **Journeys are not always linked to reality**
Sometimes journeys are simply made up. The result is inconsistent or incomplete maps that don't cover the right things.
3. **Journeys are hard to action**
There is lack of clarity about what they are trying to achieve and a (too) narrow set of ambitions.

1 <https://www.amazerealise.com/blog/2019/may/is-your-cx-broken>

Success criteria for stakeholder journeys

Three success criteria are therefore needed to realise the benefits and overcome the challenges of stakeholder journeys:

- 1. Define clear objectives**
Define what the business objective and scope is in commercial and financial terms, and make sure this is as specific as it can possibly be.
- 2. Translate into human behaviour**
The business objective needs to be translated into a human behaviour objective. This is where the journey comes in with the goal of identifying the best and most straightforward route to meeting the business objectives. This translation from the financial to the human is at the heart of making journeys relevant.
- 3. Define how to act**
Lastly, identify specific interventions that you can make in the journey to create the human behaviour outcome that you have defined.



It is important to remember that the aim is not to describe human behaviour perfectly, but to understand it well enough that we can identify ways to influence it that will help us achieve our objectives. Models are critical to help businesses make decisions so it is valuable to start with a journey model that simplifies reality, created in a way that captures the important nuances and subtleties of each situation rather than all of them.

Thus, journeys are about *creating* pathways and describing behaviour. They are partly true, partly just-so story and partly a creative act and without any part of this they are not useful. By having clear objectives that are grounded in human behaviour, businesses can avoid misdirected effort and incorrect outputs and leave with a simple, relevant and actionable stakeholder journey.

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