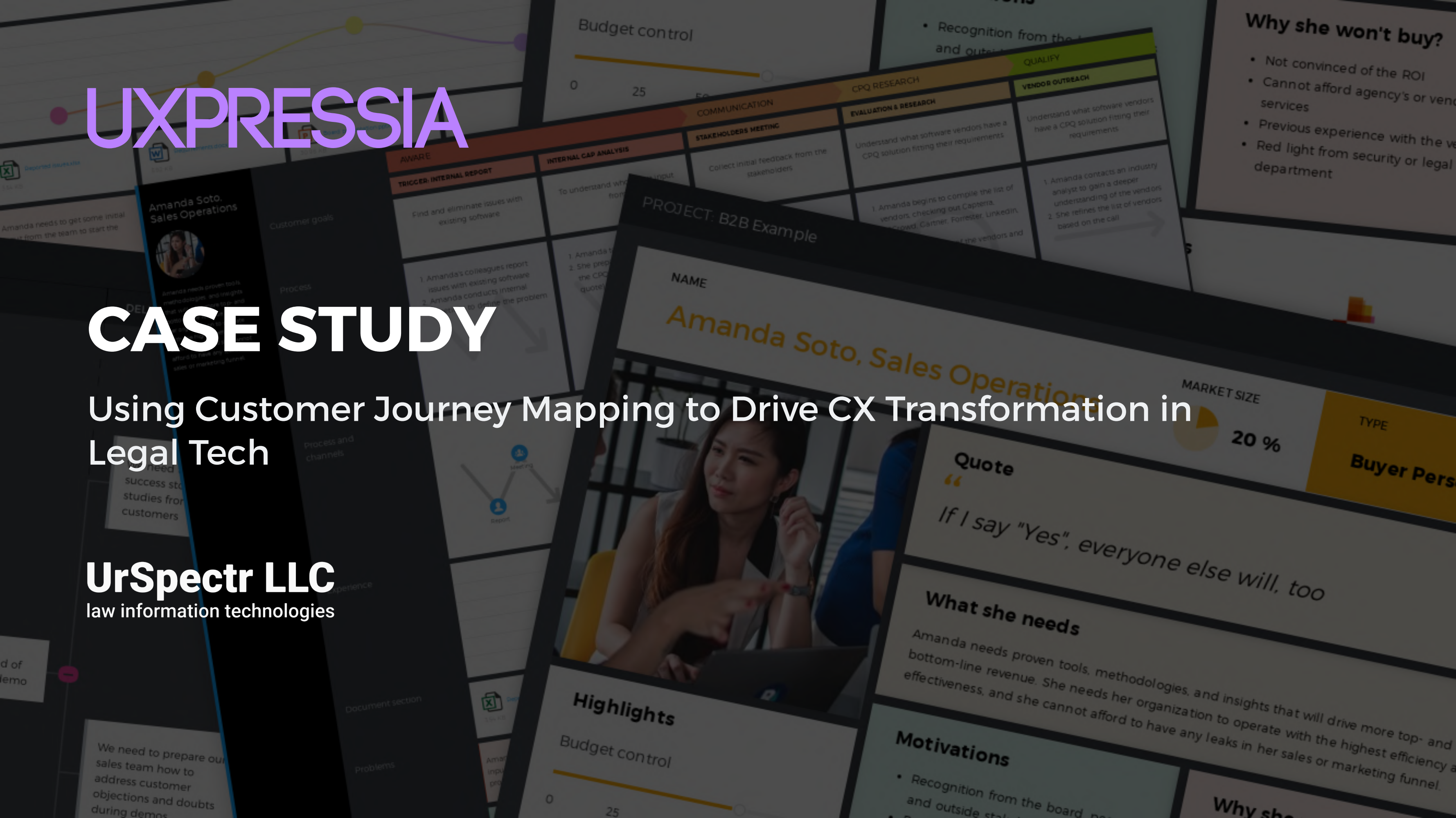


UXPRESSIA

CASE STUDY

Using Customer Journey Mapping to Drive CX Transformation in Legal Tech

UrSpectr LLC
law information technologies



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CASE OVERVIEW

Going through CX transformation is no easy task — and for good reason. It's about effecting a major change in the mindset, culture and processes across an entire organization. Doing so in a highly competitive niche with a finite number of prospective customers requires ever more commitment on the part of a business.

Here's how a legal tech company tackled CX transformation with the help of the UXPressia CX team and UXPressia's suite of customer journey mapping tools.



“*There's a limited number of legal professionals on the market where we operate, while the competition for their attention and loyalty is constantly growing,*”

says Tatiana Skorik, Chief of Customer Experience at UrSpectr.

Our team approached the challenge posed by the market by turning usability and customer-centricity into a competitive advantage. To achieve that, we needed to make a fundamental mindset shift across the entire company. Customer journey mapping was instrumental in driving that change.

A person is seen from behind, sitting at a desk and working on a laptop. The laptop screen displays a website with various images and text. A smartphone is lying on the desk next to the laptop. The background is slightly blurred, showing a typical office environment.

UrSpectr LLC

law information technologies

Industry: Legal technology software

Founded: 1998

Headquarters: Minsk, Belarus

Employees: 977

Number of customers: 18,000

ABOUT URSPECTR

UrSpectr is a leading provider of legal directories and legal and financial analytics in Belarus.

The company's mission is to help attorneys, accountants, government officials, executives and business owners to make the right legal decision in the shortest time possible.

WHY CUSTOMER JOURNEY MAPPING?

Since UrSpectr's founding in 1998, our customers have been the centerpiece of our business. We know full well that without them our company wouldn't be around today. Naturally, we strive to not just meet our customers' needs but also to exceed their expectations every step of the way.

In 2016, we launched a new legal technology product. We were learning on the go and rather sporadically when we got started. Oftentimes, major decisions such as what new features we were going to release next would turn into a gamble of sorts. This was the approach that we simply couldn't afford to take. We knew we had to do something about it. And we did.

“We decided to make superior customer experience a foundation of our business strategy”

As part of the new strategy, we wanted every single feature to be designed in line with our customers' needs. I should note that prior to the change in strategy, we were already in the habit of talking to customers in order to understand their needs, but we were lacking the right toolkit and skills, so getting actionable, quality insights wasn't easy.

In 2018, the team of CX experts from UXPressia introduced us to customer journey mapping.



HOW IT HAPPENED

It all started with an "Intro to CJM" employee workshop. Mind you, we were fully cognizant of the fact that it would take much more than a one-day workshop for a mindset change to take root on an individual level. We also internalized the idea that changing the way the entire organization thinks should be a consistent, long-term and company-wide effort. If we wanted to bring about lasting change to our business, we needed to bring everyone to the discussion table, work hard as a team and focus on long-term results.

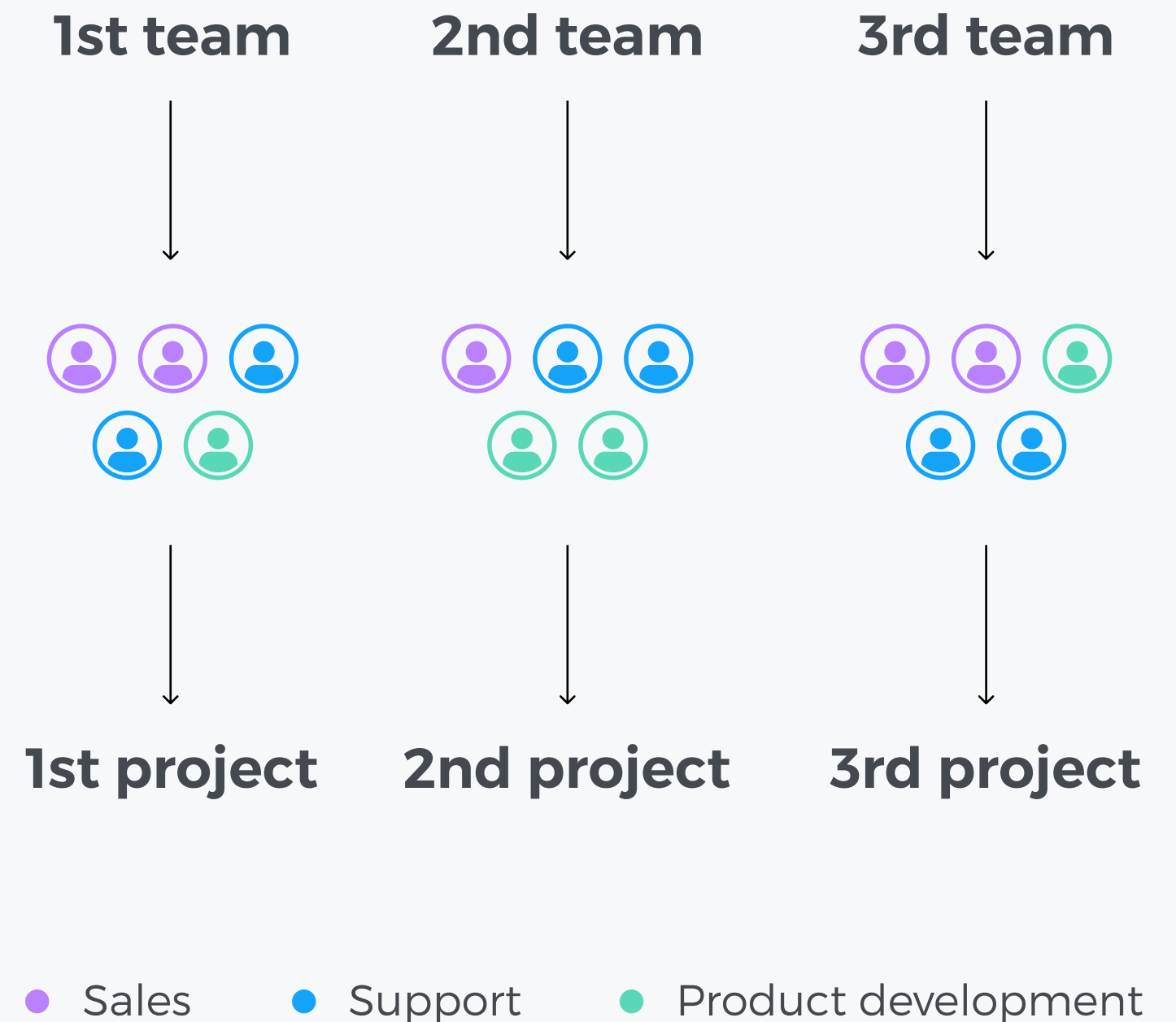
After the workshop, we started adopting UXPressia's CJM tool iteratively.



1st ITERATION

To pilot the first iteration, we created 3 cross-disciplinary teams by bringing together people from sales, support and product development departments. The teams worked on 3 different projects where they learned and applied customer journey mapping concepts along the way.

The first iteration was definitely the most challenging of all since we were new to the process, had never worked with CJM tools before and few of us understood what results we should be aiming for. We had so many questions! What hypotheses should we test? What questions should we ask when interviewing our customers? When do we get to the ideation stage?



Thinking back, creating cross-functional teams ended up being a good decision on our part as they eventually formed a core expert group within the company — 8 individuals passionate about CJM who by then had acquired enough practical knowledge to continue pushing our company culture and business processes towards customer centricity.



2nd ITERATION

Towards the second iteration, we had far more knowledge under our belts and also more confidence in the CX transformation process. Together with the UXPressia team, we organized a number of on-site workshops engaging more and more people each time and spreading knowledge about customer journey mapping and the new customer-centric mindset throughout the company.

Additionally, with the help of the UXPressia team, we were learning to interview customers and were happy to note that toward the end of the 2nd iteration our interviewing skills were starting to improve. We were gathering more quality insights, and we were doing it much faster than before. We also began to understand why our previous approaches weren't working.



3rd ITERATION

The third iteration was geared towards increasing efficiency and learning how to manage our CX transformation activities independently. This time we had to do our own planning and facilitate workshops on our own, which was obviously a challenge.

Thankfully, the UXPressia team supplied us with all the necessary props and materials and supported us along the way. It was an exciting time for us. By the end of this iteration, we achieved one of our main goals — building CX expertise inside the company. We were beyond proud! Now we can continue improving the customer experience knowing that the foundation has been built.

A grayscale photograph of a woman with long dark hair and glasses, wearing a patterned top, standing and presenting in a meeting room. She is gesturing towards a whiteboard that has some diagrams on it. In the foreground, there is a desk with a laptop, papers, and other items. The room has large windows in the background.

“What we wanted to achieve was to empower the entire organization to apply customer journey mapping to any process. And to do it in a way that wouldn’t compromise the quality when scaling,

says the UXPressia’s Lead CX Consultant Yana Sanko.

ACHIEVEMENTS

The time we needed to create a journey map went down dramatically. During the first iteration, UXPressia team facilitated more than 40 hours of trainings and workshops. By the end of the 3rd iteration, it was only 8 hours of very specific learning sessions aiming to polish our skills. The rest we did ourselves.

We built a core expert team of 8 people ready to join any project and put new tools into action.

About 30 processes were identified as potential improvement areas with over 80 ideas generated within each iteration.



During these interactions, we created from scratch and customized about 40 templates to help us run workshops and build customer journey maps.

60 people from various departments contributed to projects and participated at least in one customer journey mapping workshop or project.



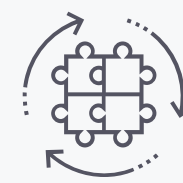
1st iteration

- Identified 30 processes for improvement
- Gathered an in-house CX team
- Ran 3 pilot projects for selected processes



2nd iteration

- Interviewing skills improved
- CX framework created



3d iteration

- Expert CX team formed and fully trained
- Customer segmentation skills improved



4th iteration

- Gained full independence in planning, designing and running CJM projects

KEY INSIGHTS

Although we are still in the early stages of our journey towards customer-centricity, we can already share some of our learnings.

Don't go with your gut

One of the key takeaways from our CX transformation experience is that our team now knows NOT to go with their gut. We learned to question assumptions more often and we also know how to articulate and verify our assumptions.

Here's an example. Once we created a customer persona and were sure it was spot-on. Then, after several interviews, it turned out that we had it all wrong, and that the persona we had come up with was completely off.

Needless to say, if we hadn't validated our assumptions, our gut feeling would have led us in the wrong direction. We would have wasted precious time focusing on the wrong ideas. In fact, that's what was happening in the past when we thought we knew our customers without ever pausing to question our assumptions.



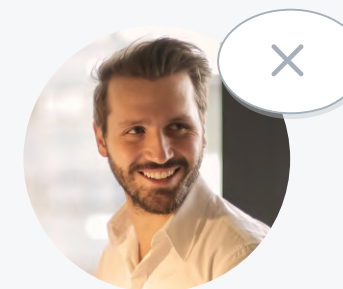
Persona 1: Anna Pronina



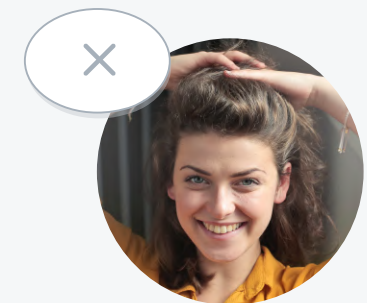
Persona 2: Jane Doe



Persona 5: Emilia Kurbatova



Persona 4: Michal Veternik



Persona 3: Nicu Lucescu

Collaboration with the UXPressia team and our own CX transformation experience taught us how important it is to talk to your REAL customers rather than the ones you have in your fantasies. And, most importantly, to do it collaboratively.

By now it's become normal for our team to talk about customer experience and expect that at any moment a fellow colleague may stop you midway to ask: "Wait, is this an assumption? Do we have evidence to back it up?" This change alone signifies a tremendous culture shift for our team, and we are beyond proud.



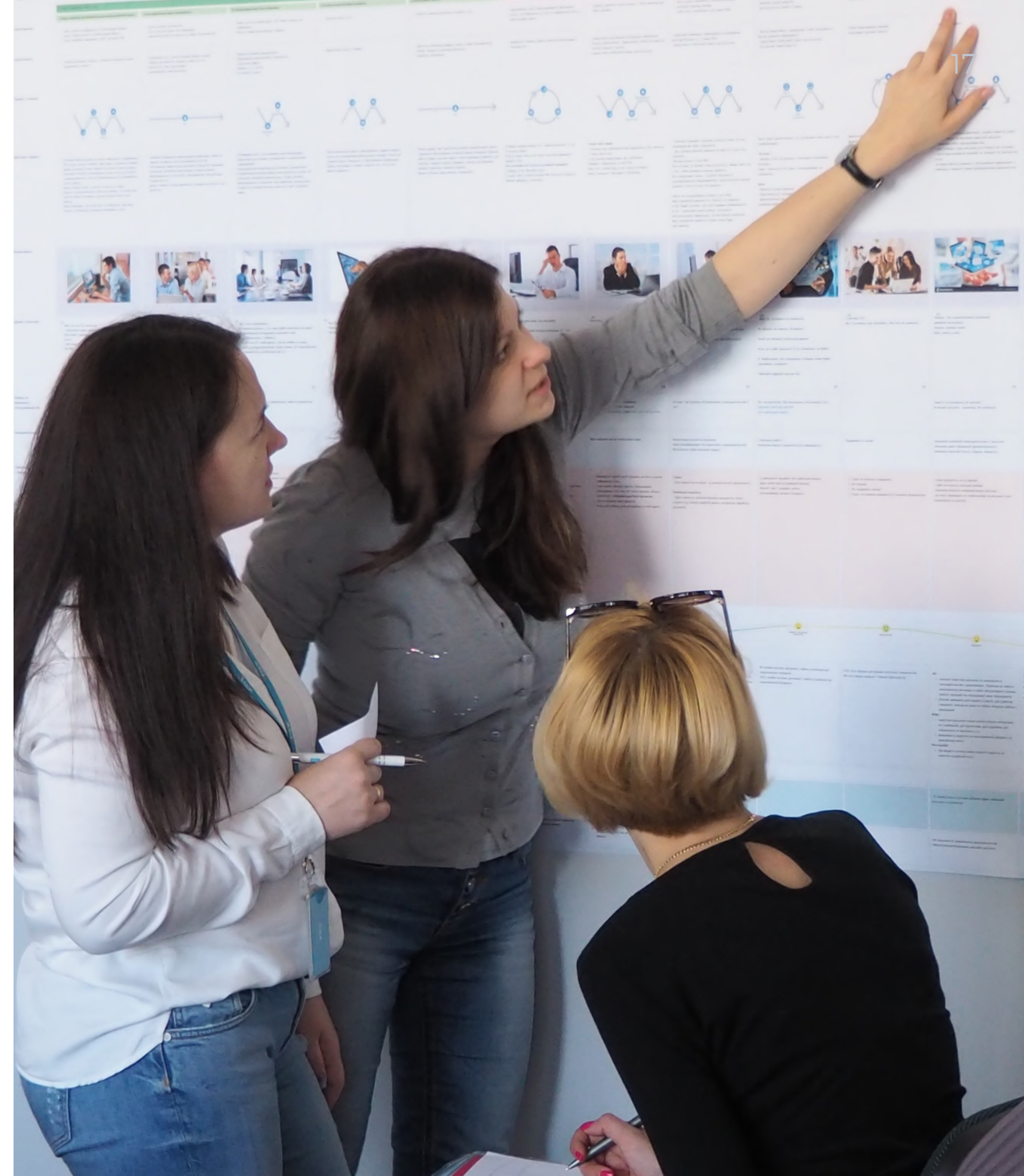
Common language

Another big takeaway from our CX transformation endeavor is that our entire company has finally found a common language to talk about customer experience.

The CX mindset has completely changed the way we communicate and make decisions.

- “
- Hey, this isn't our persona, or is it...? Are you sure we're talking about our customers right now?
 - Is this a fact or a hypothesis?
 - What about this touchpoint?
 - Is it a behavioral pattern?
- ”

The team asks these questions all the time! And did I mention how much time we save now that we are all on the same page?



Framework

During the first two iterations, the UXPressia team provided us with all the materials needed to run workshops and engage the rest of the organization on our own.

Together with UXPressia consultants, we created a CX framework tailored specifically to our business. It helps us streamline all the processes when building customer journey maps in-house as a team.

The CX framework makes it so much easier to put our maps into action and see the progress we make. And that in turn motivates the team to keep going.

To highlight our commitment to CX transformation, here's a photo of our CEO next to the copy of a CJM map created by our team. It hangs on the wall in his office so that he can look at it from time to time.



CHALLENGES

- Not everyone will be on board
- Orchestrating the change
- It takes a lot of time



Not everyone will be on board

Learning CX concepts was relatively easy for folks with a marketing background. It was way harder for others as they didn't see much value in doing all these CX-related exercises. "Why waste time creating a customer journey map if you can just sketch a simple action flow on a spreadsheet?" they would wonder.

Sometimes it's still tough to break through this mindset but as they see the results in real life, slowly but surely they start changing their mind.



Orchestrating the change

One of our goals was to look at every business process from the customer journey mapping perspective. For some processes, it meant complete redesign. However, each process has its own cycle — some take months, others only a few days.

Orchestrating this change is a massive challenge in and of itself. We started with a framework provided by the UXPressia team. And we worked together on tailoring it to our needs so we could use it as a reference point within our organization. We mapped and customized all the instructions and guides for all the roles within the CX transformation process. This way we know which step should be taken and what essential steps we cannot miss such as customer research and identifying key success metrics. As a result, I believe we have the structure and the discipline to ensure quality yet allowing flexibility if need be.



It takes a lot of time

Although this isn't particularly a challenge, it's definitely something you need to know before starting this journey — true transformation takes a lot of time and effort.

Especially when a project is complex, you sometimes need to spend a month validating your hypotheses, doing research and interviewing customers.

But at the end of the day, the results are absolutely worth the effort.



HOW UXPRESSIA'S SOFTWARE HELPED

I can definitely say one thing: UXPressia's journey mapping and persona tools make it so much easier to implement these practices at scale.

My team and I especially loved the sharing capabilities.

And the ability to create journey maps and personas in real time is just what you need during numerous workshops and training sessions.



Planning for the future with CX in mind



Clearly, CX transformation is a long-term endeavor, and we know it will take time for us to see major changes. However, we also know that with our team's discipline and resilience coupled with our dedication to customer centricity, our company is bound to succeed.



Tatiana Skorik, Chief of Customer Experience at UrSpectr

Thank you

Get in touch with us to start your journey with UXPressia.

support@uxpressia.com

We are looking forward to having you aboard!

