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A STUDY ON CUSTOMER EXPERIENCE AND JOURNEY MAPPING IN JSP HONDA SHOWROOM

Authors: P Naveen Kumar. Dr Elaiyaraja

ABSTRACT

In today's competitive market, understanding and optimizing the customer journey is paramount for businesses to thrive. This study delves into the realm of customer experience (CX) and journey mapping, aiming to uncover insights and strategies to enhance customer satisfaction and loyalty. Through a systematic review of literature, this research explores the theoretical foundations and practical applications of customer journey mapping across various industries. It examines the significance of CX in shaping consumer behavior and brand perception, emphasizing the need for businesses to adopt customer-centric approaches. Furthermore, the study conducts empirical research involving surveys, interviews, and data analysis to gain first hand insights into customer perceptions, pain points, and preferences throughout their journey. By mapping the customer journey, from initial awareness to post- purchase interactions, key touch points and moments of truth are identified, providing valuable insights into areas for improvement and innovation. The findings of this study highlight the multifaceted nature of the customer journey, influenced by factors such as demographics, psychographics, and evolving market trends. It underscores the importance of personalized experiences, seamless interactions, and proactive engagement in fostering customer loyalty and advocacy. Based on the research outcomes, practical recommendations and strategies are proposed for businesses to enhance their CX initiatives. These include leveraging technology for real-time feedback and personalization, empowering frontline employees to deliver exceptional service, and continuously iterating and optimizing the customer journey based on feedback and analytics. Ultimately, this study contributes to the body of knowledge surrounding CX and journey mapping, offering actionable insights and best practices for businesses to create memorable and meaningful experiences that drive customer satisfaction, loyalty, and long-term success.

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INDUSTRY PROFILE

Honda is headquartered in Minato, Tokyo, Japan. Their shares trade on the Tokyo Stock Exchange and the New York Stock Exchange, as well as exchanges in Osaka, Nagoya, Sapporo, Kyoto, Fukuoka, London, Paris and Switzerland. The company has assembly plants around the globe. These plants are located in China, the United States, Pakistan, Canada, England, Japan, Belgium, Brazil, México, New Zealand, Malaysia, Indonesia, India, Philippines, Thailand, Vietnam, Turkey, Taiwan, Peru and Argentina. As of July 2010, 89% of Honda and Acura vehicles sold in the United States were built in North American plants, up from 82.2% a year earlier. This shields profits from the yen advance to a 15-year high against the dollar.

American Honda Motor Company is based in Torrance, California. Honda Racing Corporation (HRC) is Honda motorsport division. Honda Canada Inc. is headquartered in Markham, Ontario it was originally planned to be located in Richmond Hill, Ontario, but delays led them to look elsewhere. Their manufacturing division, Honda of Canada Manufacturing, is based in Alliston, Ontario. Honda has also created joint ventures around the world, such as Honda Siel Cars and Hero Honda Motorcycles in India, Guangzhou

Honda and Dongfeng Honda in China, Boon Siew Honda in Malaysia and Honda Atlasin Pakistan. The company also runs a business innovation initiative called Honda Xcelerator, in order to build relationships with innovators, partner with Silicon Valley startups and entrepreneurs, and help other companies work on prototypes. Xcelerator had worked with reportedly 40 companies as of January 2019. Xcelerator and a developer studio are part of the Honda Innovations group, formed in Spring 2017 and based in Mountain View, California. Through Honda Mobility land, Honda also operate the Suzuka Circuit and Twin Ring Motegi racing tracks.

Following the2011 Tohoku earthquake and tsunami in Japan, Honda announced plans to halve production at its UK plants. The decision was made to put staff at the Swindon plant on a 2-day week until the end of May as the manufacturer struggled to source supplies from Japan. It thought around 22,500 cars were produced during this period.

For the fiscal year 2018, Honda reported earnings of US$9.534 billion, with annual revenue of US$138.250 billion, an increase of 6.2% over the previous fiscal cycle. Honda shares

Traded at over $32 per share, and its market capitalization was valued at US$50.4 billion in October 2018

Honda Motorcycle Scooter India, Pvt. Ltd., abbreviated as HMSI, is the wholly ownedIndian subsidiary of Honda Motor Company, Limited, Japan. Founded in 1999,it was the fourth Honda automotive venture in India, after Kinetic Honda Motor Ltd (1984–1998),Hero Honda(1984–2011) and Honda Siel Cars India(1995–2012).HMSI was established in 1999 at Manesar, Gurugram, Haryana.

NEED OF THE STUDY

- **Set a clear goal:** While customer journey mapping typically falls to marketing, its best to work cross-functionally to set a goal. Bring together data from across your organization for a complete picture of how your customers are interacting with your brand. For instance, sales can provide specific information on conversion rates, and product design might have UX studies that demonstrate what users need during on boarding.

- **Create customer persona:** You need to know who your customer is to fully understand their experience with your company. Create fictional characters by defining separate categories to segment your customers whether that's by how long they've been a customer, their specific pain points, or how much money they typically spend. Start with a few customer personas and build out more as needed.

- **Identify target personas for a particular journey map**. Conduct user research to identify the particular journey map a customer persona might embark on. You should be thorough and start from the beginning: how did they hear about your company? All the way to the end: what made them decide to become a returning customer

OBJECTIVES OF THE STUDY

- **Primary objective:** A Study on customer experience and journey mapping

- **Secondary objectives:** To understand the end-to-end customer journey of individuals in the two-wheeler market, from initial awareness and consideration
- ✓ To study purchase decision and post-purchase experience, in order to identify key touch points, pain points, and opportunities for improving overall customer satisfaction, loyalty, and brand advocacy.
- ✓ To improve the overall experience each customer has with a brand.
- ✓ To identify the key pain points experienced by customers throughout their journey with the company's products or services.
- ✓ To assess the effectiveness of various touch points (e.g., website, mobile app, customer service interactions) in delivering a seamless and satisfactory experience to customers.

SCOPE OF THE STUDY

These touch points are the various points of interaction between the customer and the brand. They can include activities such as visiting a website, reading a product review, or engaging with customer service. Each touch point is an opportunity for the brand to make an impression and create a positive customer experience. Touch points are:

- IVR (Interactive Voice Response) system for initial call routing.
- Agent-assisted support via phone.
- Self-service web portal for issue resolution.
- Chat support for real-time assistance.
- Email communication for query handling.
- Social media engagement for customer feedback.
- Post-interaction surveys to gather insights.
- Loyalty program enrolment for customer retention.

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Channels

The channels refer to the mediums through which these interactions take place. In today's digital age, customers can engage with brands through a wide range of channels, including social media platforms, email, and more. Understanding the different channels and how they contribute to the overall customer experience is crucial for businesses seeking to optimize their interactions.

1. Phone
2. Website
3. Mobile app
4. Chat platform
5. Email
6. Socialmedia

LIMITATION OF THE STUDY

Customer journey maps are supposed to depict the experience from the customer's perspective as opposed to the company's (internal, process-oriented) perspective. That means good journey maps capture customer activities and tasks with which the business might have no current involvement, yet could represent areas for future experience enhancements or product expansions. Business people are problem solvers at heart, and so they tend to approach customer journey mapping as an exercise in "finding and fixing" the pain points that plague the current experience. That's a worthwhile exercise, but it must be complemented with efforts to "discover and delight" – identifying opportunities to deliver something unexpected to the customer (something they never felt was missing), thereby creating an experiential peak that elevates their overall perception of the encounter

REVIEW OF LITERATURE

Transforming the Customer Experience through New Technologies Wayne D.Hoyer (2014): New technologies such as Internet of Things (IoT), Augmented Reality (AR), Virtual Reality (VR), Mixed Reality (MR), virtual assistants, chatbots, and robots, which are typically powered by Artificial Intelligence (AI), are dramatically transforming the customer experience. In this paper, we offer a fresh typology of new technologies powered by AI and propose a new framework for understanding the role of new technologies on the customer/shopper journey. Specifically, we discuss the impact and implications of these technologies on each broad stage of the shopping journey (pre- transaction, transaction, and post-transaction) and advance a new conceptualization for managing these new AI technologies along customer experience dimensions to create experiential value. We discuss future research ideas emanating from our framework and outline interdisciplinary research avenues.

Customer experience management toward implementing an evolving marketing concept by Christian Homburg (2016): Although research continues to debate the future of the marketing concept, practitioners have taken the lead, appraising customer experience management (CEM) as one of the most promising marketing approaches in consumer industries. In research, however, the notion of CEM is not well understood, is fragmented across a variety of contexts, and is insufficiently demarcated from other marketing management concepts. By integrating field-based insights of 52 managers engaging in CEM with supplementary literature, this study provides an empirically and theoretically solid conceptualization. Specifically, it introduces CEM as a higher-order resource of cultural mindsets toward customer experiences (CEs), strategic directions for designing CEs, and firm capabilities for continually renewing CEs, with the goals of achieving and sustaining long-term customer loyalty. We disclose a typology of four distinct CEM patterns, with firm size and exchange continuity delineating the pertinent contingency factors of this generalized understanding. Finally, we discuss the findings in relation to recent theoretical research, proposing that CEM can comprehensively systemize and serve the implementation of an evolving marketing concept

Consumer Experience and Experiential marketing: a critical review by Brend Schmitt (2015): his chapter provides a critical review of the emerging field of consumer experience and experiential marketing design/methodology/approach – We review definitions, perspectives, and key research areas on the topics of consumer experience, product and service experiences, off-line and online experiences, as well as consumption and brand experiences. We report empirical findings, seminal studies, and insight into the experience process (e.g., how consumers process experiential attributes, how they process experiences overtime, and whether positive and negative experiences can co-occur).We present research on experiential dimensions, experiential themes, and the nature of extraordinary experiences. Value/originality – The chapter provides value by discussing the key measurement and marketing management issues of experiential marketing and discusses the original issue whether it is rational for consumers to include experiences in their decision making

Towards the perfect customer experience by Pennie Frow & Adrian Payne (2017): The aim of customer experience management is to enhance relationships with customers and build customer loyalty. Research suggests, however, that service quality and customer satisfaction may actually be declining as customers often receive service and quality that falls well below their expectations. This paper examines the concept of customer experience and considers how an 'outstanding' or 'perfect' customer experience might be achieved at an affordable cost. Case studies from two leading companies are used to illustrate their approaches to creating the 'perfect' customer experience.

The role of multi-channel integration in customer relationship management by Adrian Payne (2018): This paper reviews the strategic role of multichannel integration in customer relationship management (CRM) with the objective proposing a structured approach to the development of an integrated multichannel strategy. Alternative perspectives of CRM are reviewed and it is concluded that adoption of a strategic perspective is essential for success. Multichannel integration is posited as one of the key cross-functional processes in CRM strategy development. The nature of industry channel structure and channel participants, channel options, and alternative channel strategies are reviewed. The customer experience is explored both within and across channels. Analytical tools, such as market structure maps,the customer relationship life cycle, and demand chain analysis, are described. Key steps in building an integrated multichannel strategy are examined. Major challenges faced by enterprises in their adoption of an integrated multichannel approach and areas for future research are discussed.

Customer value: a review of recent literature and an integrative configuration by Azaddin Salem Khalifa (2017): The concept of customer value is becoming increasingly used in strategy and marketing literature in recent years. Customer value is considered central to competitive advantage and long-term success of business organizations. Consequently, a great importance attached to this concept. This paper attempts to build an integrative configuration of the concept of customer value that reflects its richness and complexity. It reviews, synthesizes and extends the literature on the subject. The configuration includes three complementary models, namely: customer value in exchange, customer value buildup, and customer value dynamics. Thinking about customer value in this way is helpful in the designing of and studying service offerings.

Leveraging Digital Technologies: How Information Quality Leads to Localized Capabilities and Customer Service Performance by Pankaj Setia, Pankat Setia (2020) With the growing recognition of the customer role in service creation and delivery, there is an increased impetus on building customer-centric organizations. Digital technologies play a key role in such organizations. Prior research studying digital business strategies has largely focused on building production- side competencies and there has been little focus on customer-side digital business strategies to leverage these technologies. We propose a theory to understand the effectiveness of a customer-side digital business strategy focused on localized dynamics here, firm customer service units (CSUs). Specifically, we use a capabilities perspective to propose digital design as an antecedent to two customer service capabilities namely, customer orientation capability and customer response capability—across a firm CSU. These two capabilities will help a firm to locally sense and respond to customer needs, respectively. Information quality from the digital design of the CSU is proposed as the antecedent to the two capabilities.

Brand Experience: What is It? How is it Measured? Does it Affect Loyalty? ByJ. Joško Brakus Bernd Schmitt (2020): Brand experience is conceptualized as sensations, feelings ,cognitions, and behavioral responses evoked by brand-related stimuli that are part of a brand design and identity, packaging, communications, and environments. The authors distinguish several experience dimensions and construct a brand experience scale that includes four dimensions: sensory, affective, intellectual, and behavioral. In six studies, the authors show that the scale is reliable, valid, and distinct from other brand measures, including brand evaluations, brand involvement, brand attachment, customer delight, and brand personality. Moreover, brand experience affects consumer satisfaction and loyalty directly and indirectly through brand personality associations.

Designing Solutions around Customer Network Identity Goals By Amber M and Linda L. Price (2018): When companies fail to account for collective and relational goals in customer solutions, a mismatch can occur between firms' solutions and those that customers envision. Understanding the integration processes of customer networks is essential to improving solution design. This investigation draws on depth interviews with 21 families, the focal customer network, to generate collective and relational vacation narratives that contextualize their accounts. The authors identify four customer network integration processes: offerings assembled around prioritized goals, alternate participation, and concurrent participation and offering assembled around separate coalitions. The findings reveal that the resulting mix of integrated products and services, or the solution, is shaped by customer network identity goals, goal management approaches, and constraints. The authors conclude with recommendations for how firms can use this information to improve solution design, identify new network partners, and revise value propositions.

RESEARCH METHODOLGY

Research methodology is the specific procedures or techniques used to identify, select, process and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. It is a design or plan as a guide for conducting research and to systematically solve the research problem. It includes research design, sampling procedures, data collection method and analysis procedure.

DEFINITION

"Research is defined as a process of enquiry and investigation" (Jill Collins and Roger Hussey)

RESEARCH DESIGN

Research design is a blue print framework which specifies the details of the procedures necessary for obtaining the information needed to structure or solve research problems. The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way there by ensure you will effectively address the research problem.

Descriptive research is used to describe characteristics of a population or phenomenon being studied. It does not answer questions about how/when/why the characteristics occurred. Rather it

addresses the "what" question (what are the characteristics of the population or situation being studied?). The characteristics used to describe the situation or populations are usually some kind of categorical scheme also known as descriptive categories. The idea behind this type of research is to study frequencies, averages, and other statistical calculation.

DATA COLLECTION

While dealing about the method of data collection to be used for the study, we should keep in mind two types of data i.e. primary data and secondary data

Primary data

Primary data refers to the first hand data gathered by the researcher himself. Primary data is always specific to the researcher's needs The researcher to study a particular problem and collects them himself. Here, questionnaire is the primary data.

Secondary data

Secondary data refers to data that is collected by someone other than the primary user. Common sources of secondary data for social science include censuses, information collected by government departments, organizational records and data that was originally collected for other research purposes. Primary data, by contrast, are collected by the investigator conducting the research.

DATA COLLECTION & INSTRUMENT

In this project, the research has used questionnaire for collecting primary data. The questionnaire consists of question typed in a definite order on a form or set of forms relating to certain specific aspects regarding which the researcher collects the data.

STATISTICAL TOOLS USED FOR THE STUDY:

- Normality test
- Man-Whitney test
- Kruskal Wallis test
- Correlation

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NORMALITY TEST

A normality test is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance). A number of statistical tests, such as the student's t- test and the one-way and two-way ANOVA, require a normally distributed sample population.

MAN- WHITNEY TEST

Mann–Whitney test (also called the Mann–Whitney–Wilcoxon rank-sum test, or Wilcoxon–Mann–Whitney test) is a non-parametric test of the null hypothesis that, for randomly selected values *X* and *Y* from two populations, the probability of *X* being greater than *Y* is equal to the probability of *Y* being greater than *X*.

$$U_1 = n_1 n_2 + \frac{n_1(n_1+1)}{2} - R_1$$

$$U_2 = n_1 n_2 + \frac{n_2(n_2+1)}{2} - R_2$$

KRUSKAL–WALLIS

The Kruskal–Wallis test by ranks, Kruskal–Wallis test (named after William Kruskal and W. Allen Wallis), or one-way ANOVA on ranks is a non-parametric method for testing whether samples originate from the same distribution. It is used for comparing two or more independent samples of equal or different sample sizes. It extends the Mann–Whitney *U* test, which is used for comparing only two groups. The parametric equivalent of the Kruskal–Wallis test is the one-way analysis of variance (ANOVA).

$$H = \left[\frac{12}{n(n+1)} \sum_{j=1}^{c} \frac{T_j^2}{n_j}\right] - 3(n+1)$$

CORRELATION

In statistics, correlation or dependence is any statistical relationship, whether causal or not, between two random variables or bivariate data. Although in the broadest sense, "correlation" may indicate any type of association, in statistics it usually refers to the degree to which a pair of variables are *linearly* related. Familiar examples of dependent phenomena include the correlation between the height of parents and their offspring, and the correlation between the price of a good and the quantity the consumers are willing to purchase, as it is depicted in the so-called demand curve.

$$r_{xy} = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \sum(y_i - \bar{y})^2}}$$

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NORMALITY TEST

Tests of Normality	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
end-to-end customer journey of individuals	.136	150	.000	.890	150	.000
Identifying and enhancing satisfaction and loyalty	.200	150	.000	.893	150	.000
improving overall customer experience with brand	.124	150	.000	.923	150	.000
purchase decision and post-purchase experience	.136	150	.000	.890	150	.000

INTERPRETATION:

Both the Kolmogorov-Smirnov and Shapiro-Wilk tests show significant p-values ($p < .001$), indicating that the data for this variable does not follow a normal distribution. Similarly, both tests yield significant p-values ($p < .001$), suggesting that the data for this variable also deviates from a normal distribution. Once more, significant p-values ($p < .001$) from both tests indicate that the data for this variable does not adhere to a normal distribution. The Kolmogorov-Smirnov and Shapiro-Wilk tests again show significant p-values ($p < .001$), indicating that the data for this variable is not normally distributed.

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MANN WHITNEY TEST

Test Statistics	end-to-end customer journey of individuals	purchase decision and post-purchase experience	improving overall customer experience with brand	Identifying and enhancing satisfaction and loyalty
Mann-Whitney U	2137.500	2137.500	1687.500	1350.000
Wilcoxon W	3172.500	3172.500	2722.500	2385.000
Z	-.930	-.930	-2.791	-4.199
Asymp. Sig. (2-tailed)	.352	.352	.005	.000

Grouping Variable: Gender

INTERPREATION

End-to-End Customer Journey of Individuals and Purchase Decision/Post-Purchase Experience:

Mann-Whitney U: 2137.500

Wilcoxon W: 3172.500

Z-score: -0.930

Asymp. Sig. (2-tailed): 0.352

The p-value (Asymp. Sig.) is greater than the significance level of 0.05, indicating that there is no statistically significant difference between the rankings of end-to-end customer journey and purchase decision/post-purchase experience by the two groups.

Improving Overall Customer Experience with Brand:

Mann-Whitney U: 1687.500

Wilcoxon W: 2722.500

Z-score: -2.791

Asymp. Sig. (2-tailed): 0.005

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The p-value is less than 0.05, indicating that there is a statistically significant difference between the rankings of improving overall customer experience with the brand by the two groups. Specifically, individuals' rankings of this aspect differ significantly based on their group.

Identifying and Enhancing Satisfaction and Loyalty:

Mann-Whitney U: 1350.000

Wilcoxon W: 2385.000

Z-score: -4.199

Asymp. Sig. (2-tailed): 0.000

The p-value is less than 0.001, indicating a highly statistically significant difference between the rankings of identifying and enhancing satisfaction and loyalty by the two groups

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CORRELATION

			end-to-end customer journey of individuals	purchase decision and post-purchase experience	improving overall customer experience with brand	Identifying and enhancing satisfaction and loyalty
Spearman's Rank correlation	end-to-end customer journey of individuals	Correlation Coefficient	1.000	1.000**	.963**	.832**
		Sig. (2-tailed)	.	.	.000	.000
		N	150	150	150	150
	purchase decision and post-purchase experience	Correlation Coefficient	1.000**	1.000	.963**	.832**
		Sig. (2-tailed)	.	.	.000	.000
		N	150	150	150	150
	improving overall customer experience with brand	Correlation Coefficient	.963**	.963**	1.000	.924**
		Sig. (2-tailed)	.000	.000	.	.000
		N	150	150	150	150
	Identifying and enhancing satisfaction and loyalty	Correlation Coefficient	.832**	.832**	.924**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	150	150	150	150

INTERPRETATION

There is a perfect positive correlation (1.000) between these variables. This indicates a strong association whereas the end-to-end customer journey progresses, the likelihood of making a purchase decision and experiencing post-purchase satisfaction also increases. There's a very strong positive correlation (.963), suggesting a significant relationship. This means that a seamless end-to-end customer journey tends to enhance the overall experience customers have with the brand. Again, there's a strong positive correlation (.832), indicating that a well-managed customer journey contributes to identifying and enhancing customer satisfaction and loyalty. There is a perfect positive correlation (1.000), indicating that the purchase decision and post-purchase experience strongly influence the overall customer experience with the brand. Once more, there's a strong positive correlation (.832), suggesting that the purchase decision and post-purchase experience are closely related to identifying and enhancing customer satisfaction and loyalty