



Case study

Using Decision Journey Mapping to Optimize Omnichannel Strategy

The omnichannel retail environment is ubiquitous, and the influence of digital resources is growing. SKIM research from two top CPG e-commerce categories shows that although about two-thirds of consumer purchases are made at brick-and-mortar stores, more than 70% of consumers engage in digital touchpoints.

Client Challenge

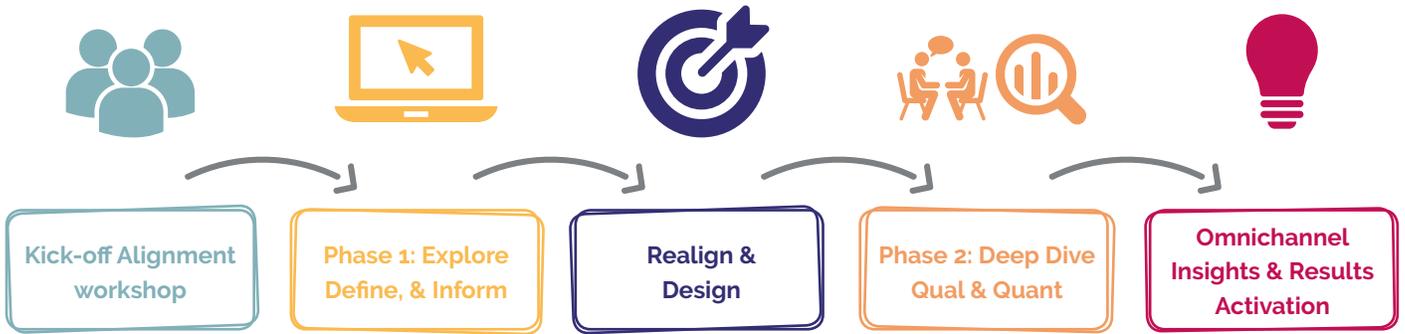
A pet food company lagged behind on online sales and wanted to develop and **optimize an omnichannel strategy** to influence online & mobile shoppers along the consumer journey. The client's internal teams — including e-commerce, brick-and-mortar, brand, and marketing — were each approaching this challenge with a collection unconfirmed hypotheses about the omnichannel ecosystem. The teams were **struggling to develop a cohesive strategy to guide each function**. Their assignment was to fulfill a companywide initiative to drive the growth of e-commerce within their category.



SKIM's approach: Decision Journey Mapping

Just like the omnichannel ecosystem, this study involved several channels — in this case internal departments and functions — and required **strong cross-functional collaboration and interaction**. SKIM connected all the stakeholders during a kick-off alignment workshop aimed at understanding each division's hypotheses, objectives, and needs for implementation. **A large-scale, multi-phased approach** was designed and implemented.

SKIM applied and customized our consumer decision journey research framework to the client's industry and helped the client focus on the journey types that would be most impactful to them. Using our interactive touchpoint mapping application, we were able to connect the dots between online and offline journeys.



A kick-off workshop with cross-functional stakeholders (Pure Play, Click & Mortar ccount teams, Shopper Insight, Shopper Marketing) to ensure alignment on objectives, hypotheses and overall research plan.

A small scale exploratory consumer interviews to assess knowledge gaps, identity elements of the journey and optimize the research instruments.

Upon completing Phase 1, realignment session was conducted with key stakeholders to share initial findings and discuss Phase 2 research design.

SKIM conducted a large scale decision journey mapping quantitative study across all of the subgroups of interest. Concurrently, SKIM conducted and observational deep dive into mobile/online journey at the key channels.

SKIM dissected findings into bite-size visually engaging infographics. SKIM worked closely with core client team to conduct multiple interim share-outs at various research stages to socialize insights and discuss immediate actions cross-functional team can take.

Results

SKIM's decision journey mapping revealed a picture of the **typical path-to-purchase journey across channels**, retailers, and even allowed the client to look at specific products within the category. In addition, this research allowed SKIM to look specifically at the **disrupted, or "switching," journeys** so that the client could identify key touchpoints and opportunities to influence consumers when they actively looking to change brands or flavors and are most engaged.

SKIM provided the client teams with insights to develop omnichannel strategies at two levels. First, we recommended specific actions on **how to cohesively optimize presence in all channels** while growing e-commerce. Second, we developed retailer stories to **inform retail-specific strategies to strengthen partnerships**. The insights and recommendations focused on how to attract, convert, and retain consumers in the omnichannel ecosystem.



Attract

SKIM identified the purchase triggers, barriers to purchase and purchase drivers across the ecosystem and outlined specific opportunities and recommendations on how to influence consumers for each of the client's internal departments (branding, packaging, digital content/search, etc.).



Convert

SKIM provided insights for optimizing consumers' purchase journeys by addressing consumer pain points and identifying touchpoints where the client may be able to convert consumers to purchase their brand/product in the category

The disrupted journey provided the client with strategic insights on how to attract consumers during a significant moment of truth when they are especially open to influence and primed for switching brands or flavors.



Retain

SKIM provided recommendations on how to build brand loyalty by assessing consumers' post-purchase activities and identifying opportunities to influence consumers post-purchase.

Overall, this study gave the client the insights they needed to **prioritize marketing resources**, as well as **closely partner with e-commerce and brick-and-mortar retailers to optimize consumers' journeys**. SKIM provided the client with deep-dive insights reports for primary retailers and hosted **activation workshops** to help client teams develop strategies.

About SKIM

SKIM is a global customer insights agency specialized in customer decision behavior. Bridging the rational and emotional, we partner with leading companies to understand and influence the customer journey across all channels.

Want to pick our brains? Contact us today!

Find our experts and more at [SKIMgroup.com/Decision-Journey-Mapping](https://www.skimgroup.com/Decision-Journey-Mapping).

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