

THE PROMISE, KEPT TOGETHER

Introduction from Dane



Company overview and fit: a short description of your consultancy, UK delivery capability and why you believe you are a good fit for this opportunity.

Thank you for the invitation, and for the care that is obvious in how you have written this brief.

Journey is an independent consultancy working across strategy, design, technology and AI, with studios in London and Auckland. We have been doing this for 25 years, and a good number of our clients have been with us for a decade or more. That matters more to us than any single piece of work. Air New Zealand, UCB, Schneider Electric, these are relationships, not projects, and the trust took time.

We are called Journey because a customer's journey is where a business either keeps its word or quietly does not. Everything we do flows from that: experiences, services, delivery methods. Our design and technology capability exists to make recommendations real, at whatever pace makes sense for the organisation.

London is our EMEA base and would lead this engagement. Richard Watt is Managing Director here and would be the person you deal with day to day, with programme, design and operations leads all based alongside him. Auckland gives us a second timezone and a wider bench for research when it helps. You will know the team, and the team will not change halfway through.

On fit. Richard and I have each spent 15+ years inside learning and development, leading learning engagements, change management and communications for multinational clients across EMEA and the US. We have both rolled out learning products into complex organisations, Insights products included. That means we understand something important about work like this: sixteen entities with their own histories and their own way of serving customers is not a tidiness problem to be solved. Those differences were earned. Some need to go, some need protecting, and telling them apart takes listening.

We will also be honest with you where the evidence is thin, rather than presenting confidence we have not earned.

Dane Tatana
CEO

30+ Years Experience in Learning & Development



Company overview and fit: a short description of your consultancy, UK delivery capability and why you believe you are a good fit for this opportunity.



Dane Tatana
CEO

Dane leads Journey and would be hands-on across this engagement, not just at the pitch.

He is a genuine believer in personal development, and spent 15+ years with Si Group and RogenSi working in learning, change management and communications for global clients in healthcare, manufacturing and finance. The last 15 years have been spent on customer experience for global B2B brands, closing the distance between what a business says it does for customers and what those customers actually experience. He co-owns Journey and runs it from the London studio.



Richard Watt
EMEA | Managing Director

Richard leads our London studio and would be your senior day-to-day relationship owner. He is the person who will know your business best.

He has spent 15+ years where learning, communication and organisational change meet, much of it upskilling large and dispersed workforces, work that only succeeds if people feel brought along rather than restructured. At Saba Software he worked with enterprise organisations on how learning is delivered, tracked and embedded at scale. At TTEC he delivered customer experience and performance solutions in large operational environments. He leads the Strategy and Consulting Practice in EMEA.

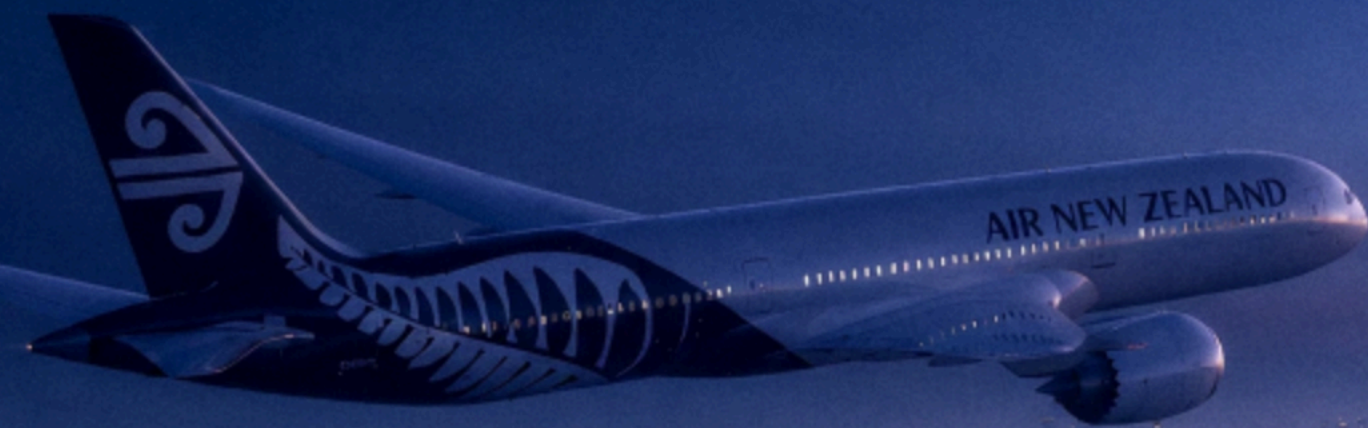
Relevant Experience



Relevant experience: two short examples of customer journey mapping, service blueprinting, service design discovery or service transformation work.

JOURNEY

AIR NEW ZEALAND 



AstraZeneca 



HAEVN



Air New Zealand^①

Future Aircraft Cabin Experience (FACE)

- Aviation
- Customer Journey Mapping
- Service Blueprinting & Customer Needs Research
- Five-Year Client Relationship

Five years working together.

Air New Zealand holds itself to a single promise, Manaaki, taking care further than any airline on earth. It is a promise about people, and it was being tested by something practical: sixteen-hour sectors had changed what flying actually asks of a passenger, and the existing experience model no longer fitted. Before committing capital to cabins, service and systems that would be flying for the next fifteen years, the airline wanted to understand what customers would genuinely need.

We mapped the journey from check-in to landing, and the work centred on need rather than feature. Sleep. Control. Privacy. Dignity. The ability to work. Those needs shift by traveller type, by cabin, and above all by how long someone has been in that seat. We tested against real ultra-long-haul conditions rather than assuming the existing long-haul experience simply scaled.

The blueprinting joined the visible service to everything sitting behind it. We took the food and beverage offering apart, what is served, when, by whom, against what a galley and a crew can realistically manage, and mapped every digital touchpoint to it, so the two worked as one service. That protects crew as much as customers: where the digital layer promised something the service could not deliver at that moment, cabin staff were the ones left absorbing it. The blueprint made that visible.

We also rebuilt the self-service check-in experience around accessibility, with 30+ hours of disability testing and full WCAG A/AA/AAA and ADA compliance. The principle is simple and we hold to it: designing for the customers with the least margin improves the service for everyone.



WHY HAVE WE INCLUDED THIS?

- ↳ a purpose-led organisation translating a promise about care into consistent reality, for customer groups with very different needs, through touchpoints owned by different teams.

AstraZeneca²

Global Congress Experience

Pharmaceutical

Journey Mapping

Service Design Discovery

Roadmap

Working across Global and Local teams who had never been in the same conversation about this.

Congresses are how AstraZeneca's teams meet healthcare professionals. There was real dedication in that work, and pockets of excellent practice, but what an HCP experienced varied widely depending on which team, market or function they happened to encounter. Nobody had a single view of the journey, and so nobody could see the good work already happening elsewhere.

We mapped the end-to-end experience across ESMO and SABCS, through the pre, during and post phases, for three core HCP personas. Interviews and workshops ran across Global and Local stakeholder groups and across both Commercial and Medical functions.

That was deliberate, and it was handled carefully, the point was not to expose anyone, but to let teams see where one of them had already solved something another was still struggling with.

We looked at what each persona experienced, when and through which channel, and how well those moments were coordinated around the HCP's needs rather than the organisation's structure. We traced the data too, and what the gaps quietly said about blind spots in the service.

We delivered a current-state journey and connectivity map with friction points identified, quick wins that could be applied immediately at both Global and Local level, and a prioritised roadmap. Recommendations were framed against commercial return and process efficiency as well as experience quality, so that people asking for change had something solid to stand on.



WHY HAVE WE INCLUDED THIS?

- It is the closest match to your situation. Global and local teams sharing one customer journey, where the difficulty was not the journey itself but the distance between the entities delivering it, and where the best answers already existed inside the business.

Aventuur³

Global Surf Park Service Design

- Leisure & Hospitality
- Journey Mapping
- Service Blueprinting
- Operating Model
- Costed Roadmap

A business designing a service it had never run.

Aventuur is building a global network of surf and wellbeing destinations, starting with Perth, Jacksonville and Auckland, with a pipeline of ten parks over the coming decade. They had to design a service nobody in the business had run before, in a young industry, and commit capital before a single customer arrived. That is an uncomfortable place to be, and the work needed to reduce that discomfort honestly rather than paper over it.

We began with the business and operating model, then the customers. Across 41 hours of workshops, unhurried, with the same people in the room throughout, we defined customer types and mapped the journeys they would take, from first awareness through booking, arrival, session, food and beverage, accommodation and post-visit. Booking took the most care, because it is both the primary revenue mechanism and, as we found, the industry's most common point of failure.

Blueprinting joined those journeys to the service behind them: access control, rentals, waivers, membership, point of sale, loyalty, customer support, accommodation and workforce systems. The most significant decision was about relationship, whether Aventuur would own the connection with its customer and the data that comes with it, or hand both to a third party at the moment of purchase.

Rather than rely on assumption, we spoke with 26 existing park operators and vendors. They were generous with what they had learned the hard way: fragmented experiences erode brand value, poor digital journeys convert directly into reception staff cost, and service constraints quietly cap what a park can return.

We delivered three costed approaches with trade-offs modelled across experience quality, operational capability, capital cost and running cost, a multi-site delivery timeline to 2028, a risk register, and a board presentation. Global capital ranged from \$2.26m to \$3.33m USD depending on approach. The board took the recommendation, and knew what it was choosing between.

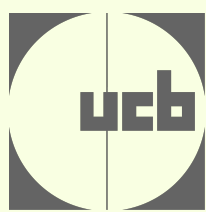


WHY HAVE WE INCLUDED THIS?

- ↳ It shows the full arc you have described, and it shows us working alongside a leadership team through genuine uncertainty rather than handing over a document.



We work with complex, global, B2B clients.

		
[REVENUE] \$1.5B [EMPLOYEES] 13,000 [COUNTRIES] 90 [OFFICES] 83 [CALLS PER YEAR] 3.2M [LANGUAGES] 110	[REVENUE] €7.7B [EMPLOYEES] 9,000 [COUNTRIES] 40 [PATIENTS] 3.1M [WITH JOURNEY] 5 Years [MARKETS] 14	[REVENUE] €40B [EMPLOYEES] 160,000 [B2B PARTNERS] 1B [COUNTRIES] 100+ [WITH JOURNEY] 11 Years [REVENUE] \$2.2M

A global health, security and assistance business operating around the clock. Our work spanned enterprise-scale stakeholder environments where one standard of service has to hold across very different markets and languages, and where the people answering are the service.

A European pharmaceutical company engaging healthcare professionals across 14 markets in a tightly regulated environment, where the underlying journey is shared but content, compliance and local practice differ market by market. Holding a consistent experience while genuinely respecting local variance is the same tension you will meet across your entities.

A global manufacturer where the buyer is rarely the user: wholesalers, contractors, electricians, specifiers, architects and homeowners each hold part of the decision. We mapped across all of those groups and redesigned the ordering journey around what we found. Proven in one market first, then extended, the local-proof-then-scale route you have flagged.

Discovery Approach

Discovery's job is to understand where the promise and the reality have come apart, and to make that gap clear enough to act on without anyone feeling blamed for it.

Stakeholder engagement. We begin by understanding who owns which part of the journey, which across sixteen entities is rarely obvious and is sometimes sensitive. We interview across levels and functions rather than only at leadership, because the people closest to the customer usually know where the service breaks and are rarely asked. Being asked matters in itself. We map internal maturity as we go, where CX thinking is already strong, where it is new, and where good practice exists in one entity and simply has not travelled yet.

Customer and operational evidence. Gathered together, never separately. Qualitative interviews across each customer group, alongside whatever the business already holds: CRM and system data, complaint and support volumes, handover and cycle times, drop-off points. Where data is thin or inconsistent between entities, we will tell

you and design around it rather than quietly assuming. On Aventuur we went further and spoke with 26 comparable operators, because when internal evidence is limited the wider market is often willing to help.

Cross-functional workshops. Sessions that bring together functions who normally only see their own part of the journey. These are usually where the real understanding arrives, in the moment one team learns what another has been telling the same customer. We run them so that nobody is put on the spot: the finding belongs to the group. We ran 41 hours of these on Aventuur, and on AstraZeneca we deliberately brought Global and Local, Commercial and Medical, into the same conversation.

Current-state journey mapping. Journeys mapped as customers actually experience them, by phase and by customer type, showing channel, ownership and what varies by market or entity. Variation is the finding, not the noise, and some of it will turn out to be worth keeping.



Discovery approach: a short summary of how you would typically approach stakeholder engagement, customer / operational evidence gathering, cross-functional workshops, current-state journey mapping, service blueprinting and prioritisation

Service blueprinting. Joining each customer moment to the process, system, data and team behind it. This is where the causes sit, and it is usually where people stop feeling at fault. A frustration at a touchpoint is almost always the visible end of a handover, a system boundary or an ownership gap further back, not a person trying less hard.

Prioritisation. Findings are sized before they are ranked: cost to serve, capacity consumed, revenue at risk or unlocked. We separate what can be fixed now within existing structures from what would require structural change, and we set out the trade-off between proving in one market first and moving across all entities at once, so the choice is made together and on evidence.

We work in phases with a decision gate at each one. Scope is re-cut as understanding improves, and nothing is committed before you are ready. No surprises, and no pressure to go faster than the organisation can absorb.

Future State Capabilities

Beyond discovery:
Future-state design,
operating model, governance,
adoption and roadmap.

Every organisation makes a promise. Far fewer are built to keep it. In our experience the gap between what a business says and what its customers actually experience is rarely a communications problem, it is a design and discipline problem, and it is load-bearing from the bottom up. We work across four layers: the promise an organisation makes, the proof of where that promise shows up, the discipline that holds it in place, and the reality customers actually live. Discovery's job is to find where those layers have come apart. Everything after discovery is the patient work of reconnecting them.

Our Solve & Evolve method breaks this into decidable phases and re-scopes at each gate, so commitment is earned rather than assumed, and so the organisation is never asked to sign up to more than it can see. Our technology capability exists so that recommendations are feasible and costed, not to create a downstream build.

Promise

Future-State Service Design

Defining the service that should exist, not just documenting the one that does. For Air New Zealand this meant designing against customer needs projected well beyond the current product cycle. For EBOS we built a direct-to-consumer strategic approach that reset how the business reaches its end customer.

Proof

Implementation Roadmapping

Deciding where the promise has to show up first, and what it costs. Sequencing, prioritisation, ROI modelling and business case support are routine parts of our work, and they exist so that the people asking for change internally are not asking on faith. With Schneider Electric we took a model proven in one market and worked through what it took to run it across several.

Discipline

Operating Model & Governance.

For **Gallagher** we built a CX roadmap moving from exploration and principles, through governance, a CX playbook and assessment tooling, into embedding CX in existing processes and metrics. Blueprinting only creates value when it settles who owns each moment and what changes behind it, so that the responsibility is clear and fair.

Reality

Adoption And Measurement.

Upskilling, CX champions, voice-of-customer and performance tracking, so the promise holds once we have gone. Adoption is designed in from the first workshop rather than bolted on at handover, particularly where internal maturity varies between entities, so that nobody is left behind by a change they did not help shape.

Sample Artefacts



Sample artefacts: links, screenshots or redacted examples of journey maps, service blueprints, workshop plans, opportunity backlogs or executive playback outputs where available.

JOURNEY



Air New Zealand
[OPEN ARTEFACT]



Gallagher
[OPEN ARTEFACT]



Aventuur
[OPEN ARTEFACT]



House of Travel
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