CUSTOMER JOURNEY MAP
A Step forward towards getting Connected with your audience

Everything starts with the customer.

- Louis XIV
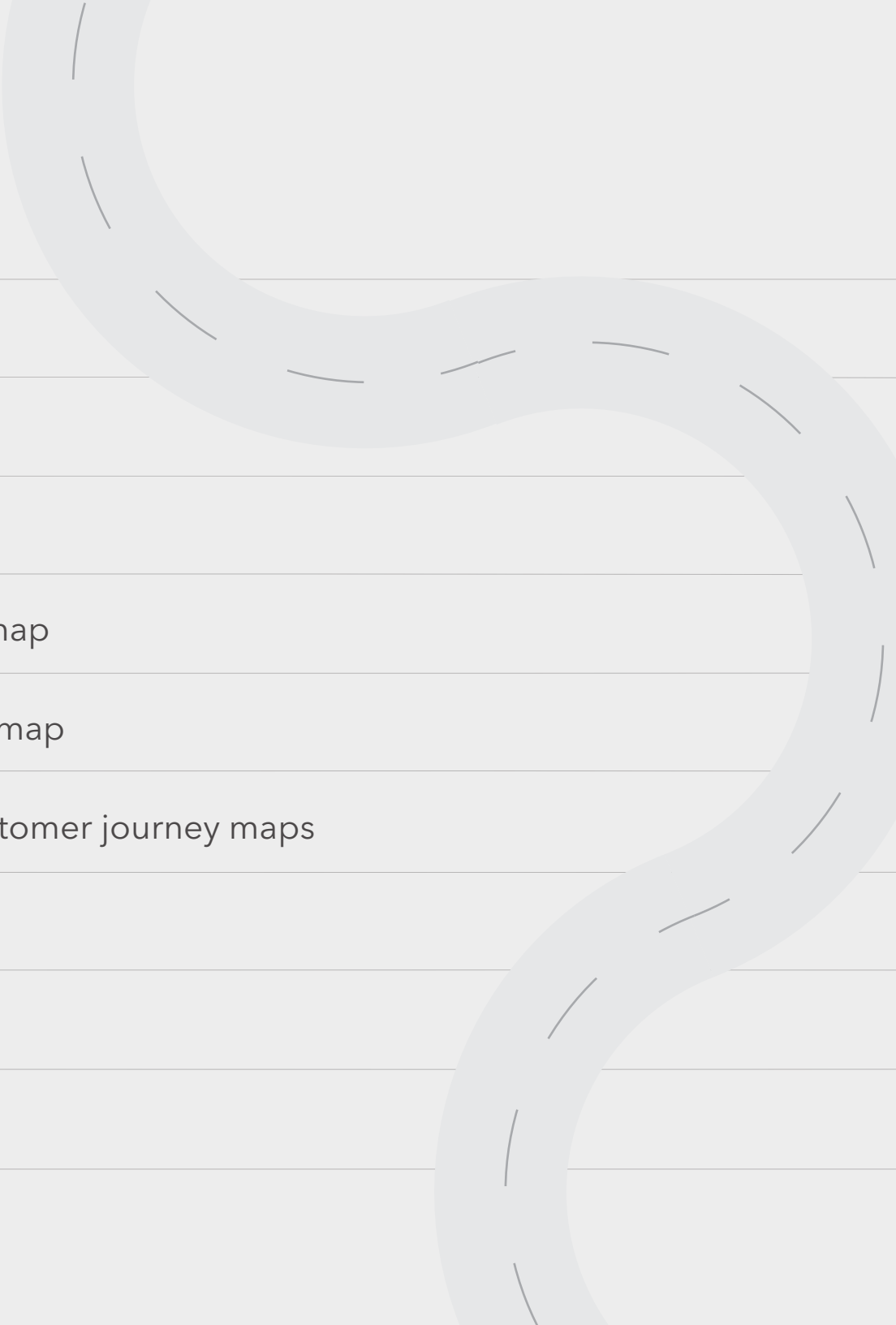
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PREFACE

Most organizations are effective in gathering data about their users, but this data often does not give an insight about customer experiences and emotions. More detailed information about the users can be obtained from stories, and one such storytelling tool used in business is Customer Journey Map.

Another prominent reason behind organizations delivering bad user experience is because of their focus on internal systems in-spite of being customer-centric.

Every time a customer interacts with the organization, there is an impact on satisfaction and loyalty. So, predicting a customer's emotional response is crucial for strengthening their relationship with the organization, and a Customer Journey Map makes it possible.

A customer journey map can be in any form depending on the context, but certain elements need to be included and guidelines must be followed to make it effective.

WHAT IS A
CUSTOMER JOURNEY MAP?

Customer Journey Map is the visual representation of an end-to-end customer experience.

Basically, it is the visualization of the process that a customer goes through to accomplish a goal, such as buying a product/service.

Your most unhappy customers are your greatest source of learning.

- Bill Gates

Here is an idea on how it can be made: First, a timeline is made with the series of user goals and actions. Next, the user thoughts and emotions are added to form a narrative. Finally, this narrative is refined into a visualization that provides insights for taking value-driven decisions.

So, a customer journey map may focus on a particular part of the narrative (story) or be an overview of entire experience. It gives insights on what customers want to achieve and what they expect from the organization.

Though this story will be from the customer's perspective, it will emphasize on the intersections between user's expectations and the business requirements.

No two journey maps will be alike, but all of them will make the organization see from the customers' point of view, instead from an organization's perspective. **[This will help an organization to evolve by strengthening the respect, trust and consistency; and maintain a long-term relationship with the customer.]**
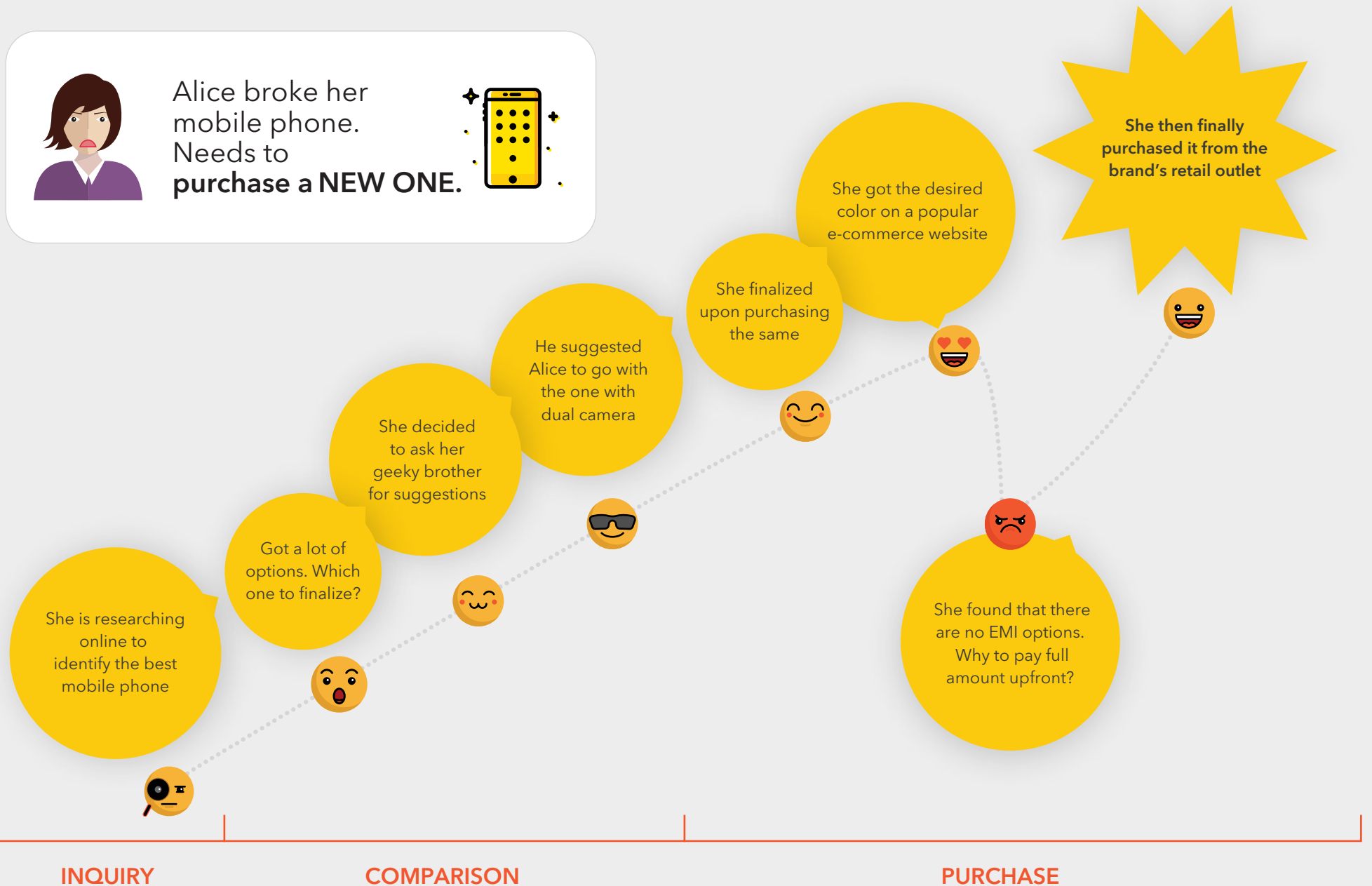
A customer journey map can be in any form – most commonly in the form of infographic. Anyway, **[the primary objective of a customer journey map is to let the organizations know about their customers.]**

CUSTOMER JOURNEY
MAP

Actions · Emotions · Phases

Alice broke her mobile phone. Needs to **purchase a NEW ONE.**

She is researching online to identify the best mobile phone

Got a lot of options. Which one to finalize?

She decided to ask her geeky brother for suggestions

He suggested Alice to go with the one with dual camera

She finalized upon purchasing the same

She got the desired color on a popular e-commerce website

She found that there are no EMI options. Why to pay full amount upfront?

She then finally purchased it from the brand's retail outlet

INQUIRY   **COMPARISON**   **PURCHASE**

WHO CAN GET
BENEFITED?

A customer journey map is a highly useful tool for various professionals.

The main objective of creating a customer journey map is to keep the user at the center of organization's thinking.

For copy writers, it will help to understand the questions that the users have and how they feel. For marketers, it will give the context of the user requirements. For sales managers, it will give an overview of the user experience, which will be helpful in identifying opportunities and planning the sales.

For user experience designers, it will help to identify gaps and points in user experience. There can be [gaps between devices when the user switches from one device to another; gap between departments where the user might lose patience; or gaps between channels when user goes to the website from a social media platform.]

[By keeping the user at the center of organization's thinking, brands can observe changes in customer behaviour with advent of social media and interactive websites buzz.]

It encourages the organizations to consider the customers' feelings, needs and questions, which is highly necessary in the era of digital services. So, it can also be said that a customer journey map helps the organization to adapt well to several types of customers.

Focusing on the customer makes a company more resilient.

- Jeff Bezos

WHY TO USE A
CUSTOMER JOURNEY MAP?

Engaging a customer is not simply making them visit your website or getting 'like' on Facebook.

Genuine engagement focuses on compatibility and how the customers and organization exist together harmoniously.

It is important to think how your product or service will fit into the customers' lives.

Here is a powerful yet simple rule. Always give people more than they expect to get.

- Nelson Boswell

Customer journey maps can be used to make sure that everyone in the organization is on the same page. People from different teams should have an interaction and decide how the customers should be treated across different channels.

During such interactions, an illustration describing the user experience will be easy for everyone to understand, rather than text or speech. This will give them the experience from user's point-of-view.

When people in the organization understand how the customers think, feel, see or do, it will lead to better user experience.

This knowledge about the users will be helpful in research and development, and future problems can be avoided.

MIKE'S PATH TO PURCHASE

Alice asked her brother (Mike) to purchase her favorite chocolate box

Mike started walking towards the shop

STORE A

2KM

STORE B

2KM

Mike thought of checking their app to spot the product in those two shops

Store A's app was not responding

LOADING
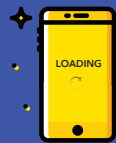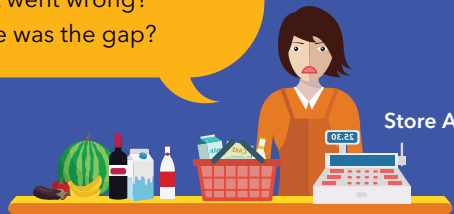
Store A's app

App Spotted the product for him

Store B's app

How we missed the customer? What went wrong? Where was the gap?

25.30

Store A

Thank you Mike.

Thanks ACL for highlighting the gaps with journey mapping services

Store B

25.30

Mike purchased the chocolate box which was ready for billing at the counter

09

Some potential business goals for which journey mapping could be applied are listed below:

1. Achieve customer-first approach to make decisions

If the organization's internal processes and systems drive decisions then surely it wouldn't be possible to deliver a great customer experience.

A customer journey map could help change the focus of that organization on to the thoughts, actions and emotions of customers and could bring into light the real human experiences that organizations often do not see.

2. Break down organization-wide silos

Customer journey maps could help break down silos establishing cross-department conversation and collaboration because it highlights each and every interaction of a customer with the organization across the entire customer journey.

It also points out the areas of friction, thereby it could be considered as the first step in an organization-wide plan to invest on omnichannel customer experience.

3. Assign ownership of key touchpoints

Glitches in customer journey often occur because usually the organization does not assign ownership of any particular element or touchpoint to any specific internal department. Creating customer journey maps could highlight those stages and touchpoints that the customer goes through and thus it provides clarity on alignment of different departments to address the emerging need, avoiding inconsistencies.

4. Intelligent consumer identification

Customer journey maps help organizations to intelligently identify the right set of customers to target by understanding the differences and similarities across the journeys of multiple personas or customers.

It even helps retailers to prioritize on a high-value persona and explore ways to attract a new type of customer. Eventually, a customer journey map can help retailer to provide their customers a personalized experience.

5. Empower stakeholders to identify the gaps

Through quantitative research, customer experience metrics can be captured for specific journey stages or touchpoints. If it is found through analytics that something in the organization is not going well, like sales-drop or underutilized online tool; journey mapping will help in finding out the reason. It basically empowers stakeholders to make value driven decisions by highlighting the gaps across the customer journey.

KEY ELEMENTS
OF A CUSTOMER JOURNEY MAP

Customer Journey Maps can be of any form, but they need to have certain essential elements. These elements add sense to the customer journey map when they are well defined.

1. Personas or Point of view

[**The actor of the story, around whom the customer journey map is built.**] It describes/illustrates the thoughts, needs, feelings, goals, expectations and pain points of the customer. It also serves as a point of view.

For a strong and clear narrative, customer journey maps should be built for one point of view at a time. This allows the retailers to segment the customers into various persona profile, making their workflows easier.

Source: Premier Logic
(An ACL Digital Company)

2. Timeline or Scenario

[Determining the specific experience to map.] It can be a finite amount of time or variable scenarios like awareness, decision-making, purchase and renewal. It uncovers both positive and negative experiences, or predicts an experience about to happen.

During this phase, the customer's goal gets clarified. Scenarios describing a sequence of events such as "taking a trip" or a "purchasing behavior" is ideal for a journey map.

> *People don't always remember what you say or even what you do, but they always remember how you made them feel.*
>
> **- Maya Angelou**

3. Mind-set, action and emotion

This is the [soul of the Customer Journey Map.] These are often represented in the form of peaks, plateaus and valleys. It describes what the customer is feeling, thinking and doing during the journey.

It illustrates the eagerness, happiness or frustration of the customer. A qualitative research in the form of field studies and contextual inquiry can help generate the relevant data points.

4. Touchpoints and Channels

[Touchpoints are the interactions that the customer does with the organization. Channels are the places where the customer interacts.] It can be website, app or social media. Both touchpoints and channels should be aligned with the user goals and actions.

These elements are of high importance because often inconsistent or disconnected experiences can be observed here in a journey map.

5. Insights and Ownership

[**The aim of mapping the journey of customer is to find out the gaps in user experience and to rectify it.**] Insights and ownership is one element that can be easily overlooked, but they are critical.

Any insights obtained during the mapping process should be listed and assigned an owner. The ownership will say who oversees which aspect of the customer. Assigning ownership will instill responsibility.

> *Being on par in terms of price and quality only get you in the game. Service wins the game*
>
> **- Tony Alessandra**

6. Moments of truth

Whenever a customer comes in contact with a brand for its product or services, there is a chance for the organization to form an impression. This moment is named as "**Moment of Truth**". Four kinds of "**Moments of Truth**" are:

A. Zero Moment of Truth
Refers to the moment when customer conducts online research about product or service before taking any action

B. First Moment of Truth
Refers to the moment when customer confronts a product in-store or in real life

C. Second Moment of Truth
Refers to the moment when customer experiences the quality of the product after purchasing it.

D. Third Moment of Truth
Refers to the moment when customer provides feedback about the products or services from a brand

7. Supporting characters

These are peripheral individuals like friends or colleagues who may contribute to the experience. They sometimes influence the customer across their purchase journey based on their previous experience with the brand, product or service.
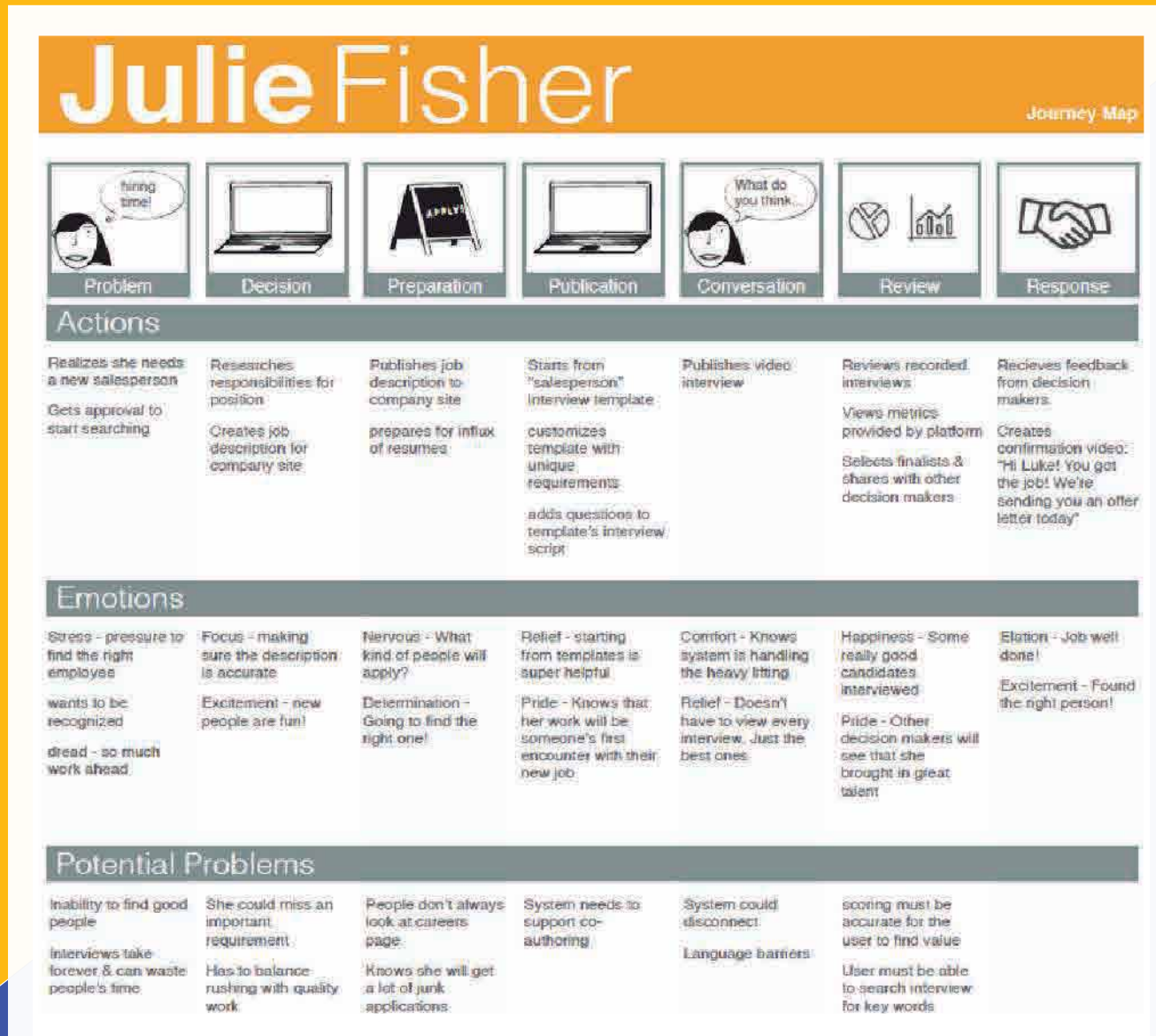
Source: Premier Logic (An ACL Digital)

STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

1

Review Goals & Set Clear Objectives

Initiate by setting up goals. The goals can be for a specific aspect or collective service of the organization. Identify goals for the journey map and make sure to have a clear answer to these key questions before starting the process:

What business goals can be achieved with this journey map?

What is it about and what experience does it address?

Who is going to use it?

What elements can be included to achieve the desired goal?

> *Well done is better than well said.*
>
> **- Benjamin Franklin**

STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

2

Conduct Detailed Research

It's very important to know your customers well and thus there is a need to conduct research. Through research, qualitative and quantitative findings can be obtained, helping organization with insights into the customer experience.

Some of the popular research methods are:

| Group discussion | Individual interview | Participant observation |

| Web analytics | Complaint/support log | Survey |

Ethnography (scientific description about people behavior and their cultures)

The two types of research that can be performed to gather the relevant data are:

Analytical Research

Based on facts with proper analysis done. Key contributors in this process are:

Website Analytics

It helps to find: from where customers landed on the website, what they were looking for, and where they dropped out

Social Media Analytics

Using analytical tools, the image of a brand on social media channels can be identified by tracking positive and negative mentions of a brand

Search Data

It helps to identify the search trends, which all products are highly searched, whether search results are satisfactory or frustrating

Survey Data

By running surveys, a brand can understand customers' emotions and suggestions, and what's trending. The secondary sources like journals, research articles and trade associations' documents can support the purpose of survey.

Anecdotal Research

Based on personal accounts rather than facts. Key contributors in this process are:

Customer Interviews

A clear picture of the customer can be drawn by understanding their point of view, needs, expectations, pain points, etc. by speaking to customers directly over an interview or on social media channels

Front-Line Staff Interviews

Customer needs are usually best known to the front-line staff (support and sales) because of their day to day interactions with customers, so it is essential to interview them on a regular basis.

STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

Touchpoint and Channel Brainstorming

3

Now it's time to list down the customer touchpoints and the channels through which those touchpoints occur. Also, try to figure out additional touchpoints and/or channels required to further enhance the customer experience, which can be incorporated in the journey map.

This can be achieved by identifying the context of each existing interaction and the customer experience across the channels based on analysis of the various touchpoints from common customer journeys.

For instance, in case of the touchpoint '**Purchase Coat'**, the channels associated with it could be '**Mobile App**', '**Website**', '**Physical Store**' and '**Social Media**'.

Touchpoint

Purchase (Coat)

Channels

Mobile App   Website   Physical Store   Social Media

STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

CHANNEL BRAINSTORMING

Interaction Channels between Customers & Brands

- Website
- Mobile App
- Smart Watch App
- Live Chat
- Social Media
- Kiosk Software
- Physical Store
- Phone Support Line
- SMS
- E-Mail

Devices supporting multiple interaction channels

Mobile Phone
- Mobile App
- Website
- Live Chat
- Social Media
- SMS
- E-mail
- Phone Support Line

Kiosk
- Kiosk Software

Tablet
- Tablet App
- Website
- Live Chat
- Social Media
- E-mail

Laptop
- Website
- Live Chat
- Social Media
- E-mail

Smart watch
- Smartwatch App
- E-mail
- SMS

TOUCHPOINT BRAINSTORMING

1st Touchpoint
Browse the event schedule for Justin Bieber concert

2nd Touchpoint
Purchase the concert passes on mobile phone

3rd Touchpoint
Call support team of event organizers with a query about venue

4th Touchpoint
Download the passes and share a post on social media

5th Touchpoint
Get your passes scanned at the venue

STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

4

Create Empathy Map

Empathy maps are depiction of various aspects of the personas and their experiences in each scenario. It will help in organising the observations to get deeper understanding of the customers' experiences. This serves as the fuel to create journey maps as it gives an idea of what customers feel, think, see, hear, say and do.

This helps to identify a group of users, for eg. – *customer segment*. Assemble the team and get answers to the following questions, to create an empathy map:

What would be the user thinking or feeling in this scenario?

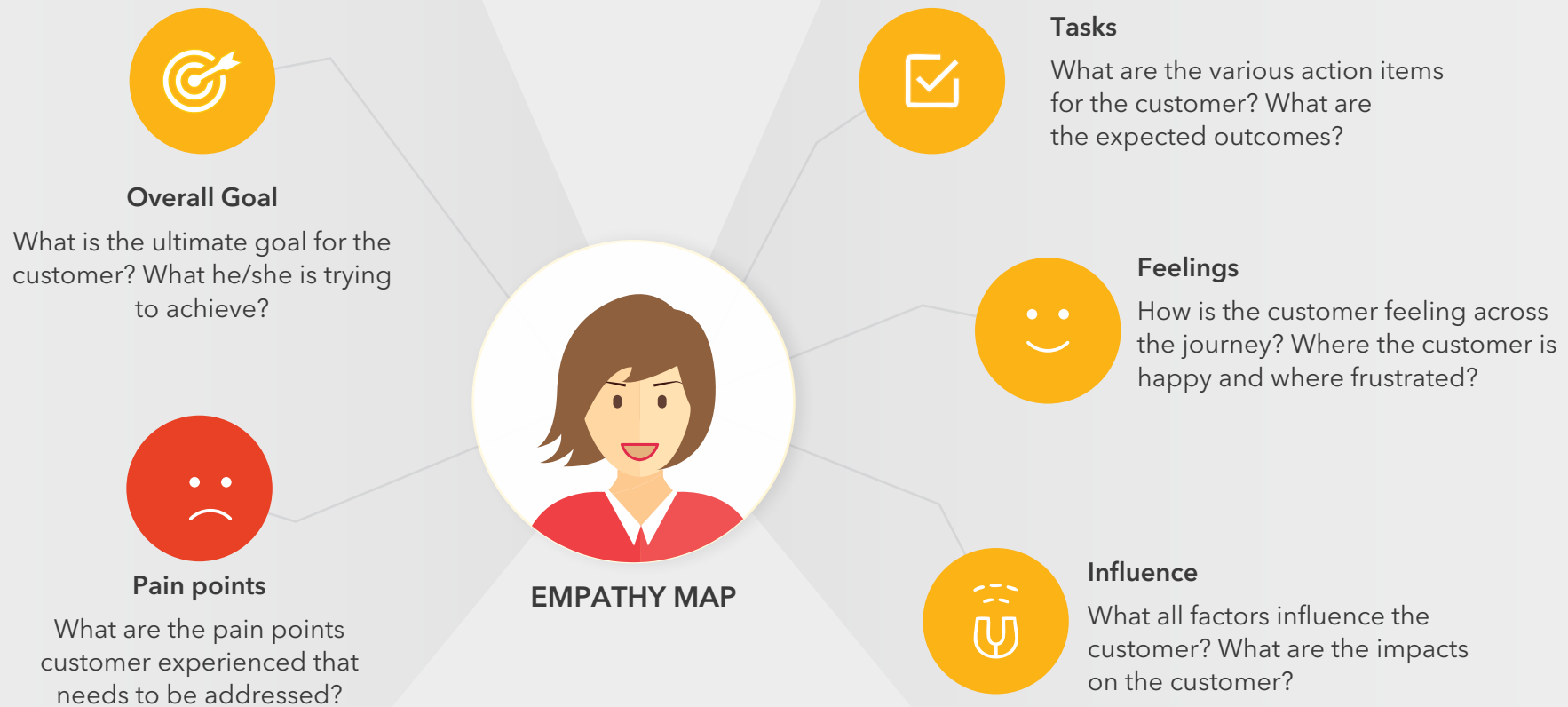**What would be the gains or benefits for the user?**

What would friends or colleagues of the user say about our product?

What the user would hear about our services?

What would be the possible pain points while using product in this scenario?

What are the users trying to achieve with this action?

STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

Overall Goal

What is the ultimate goal for the customer? What he/she is trying to achieve?

Pain points

What are the pain points customer experienced that needs to be addressed?

EMPATHY MAP

Tasks

What are the various action items for the customer? What are the expected outcomes?

Feelings

How is the customer feeling across the journey? Where the customer is happy and where frustrated?

Influence

What all factors influence the customer? What are the impacts on the customer?
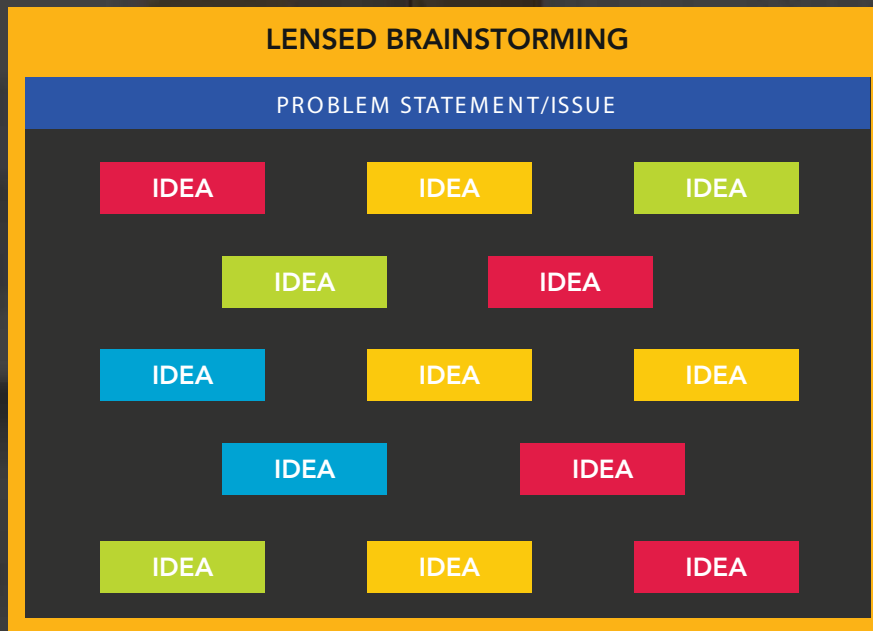
STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

Lensed Brainstorming

5

The objective of a lensed brainstorming is to generate as many ideas as possible in a short duration. The idea generation process gets more fine-tuned and focussed after using 'lenses'. These are words depicting fundamentals, brand traits or mindsets, which helps an individual or a team to look at a problem or scenario from different angles.

One way of doing it is to choose 4 to 5 words such as social, affordable and accessible, and allot 2 minutes for each word and come up with as many ideas as possible for that word. This way it is made sure that the voice of every team member is heard and all possible perspectives are covered, thereby filling the inventory with ideas.

LENSED BRAINSTORMING

PROBLEM STATEMENT/ISSUE

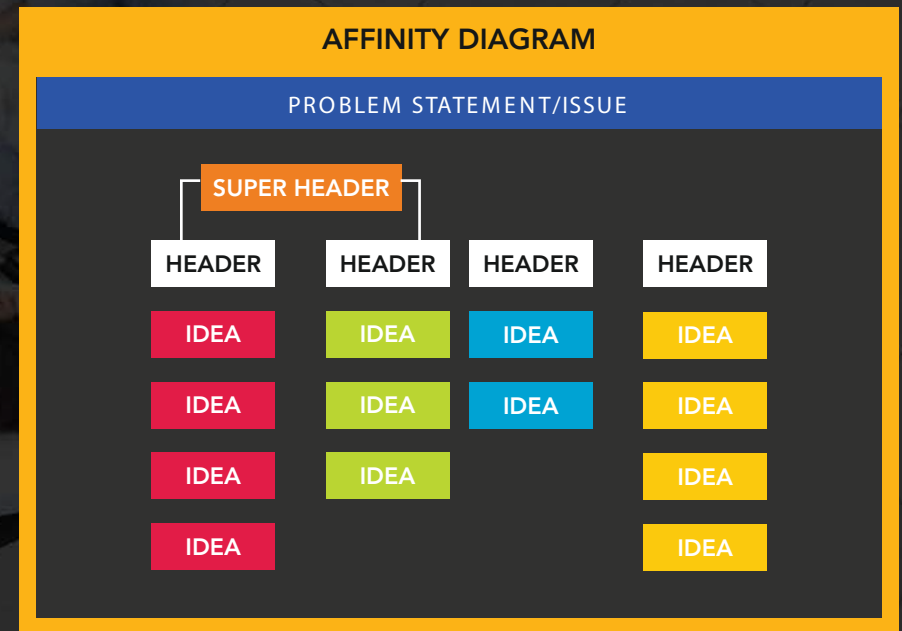| IDEA | IDEA | IDEA |
IDEA	IDEA	
IDEA	IDEA	IDEA
IDEA	IDEA	
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STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

Create Affinity Diagram

6

An affinity diagram highlights the relationship between ideas, opinions and issues by organizing them into closely related groups. It helps in focussing on the important ideas and filtering out the unwanted ones from the huge amount of data generated in the lensed brainstorming step. This process is helpful when there is large volume of ideas made available from individuals of varied teams in an organization with diverse experiences.

The steps involved to create an affinity diagram are:

A. Display Ideas generated during lensed Brainstorming

B. Sort ideas into related groups

C. Create header and super-header cards (builds essential connect to list of ideas grouped) for the groups

D. Draw the final affinity diagram

AFFINITY DIAGRAM

PROBLEM STATEMENT/ISSUE

SUPER HEADER

| HEADER	HEADER	HEADER	HEADER
IDEA	IDEA	IDEA	IDEA
IDEA	IDEA	IDEA	IDEA
IDEA	IDEA		IDEA
IDEA			IDEA

STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

Sketch the Journey

7

It is a visual narrative of a journey or a story. In this case, the sketch is to depict the journey of a customer in various scenarios across different touchpoints and channels through emotional highs and lows. The visual representation then gets coupled with innovative ideas generated to enhance the future customer journey. [**Basically, this is where the ideas take form.**]

It doesn't need to be a standard left-right or top-bottom flow, but try to be as creative as possible. It can be like a flowchart with each idea in a circle or a large map.

There are infinite possibilities of sketching the customer journey map as there is no definite template.
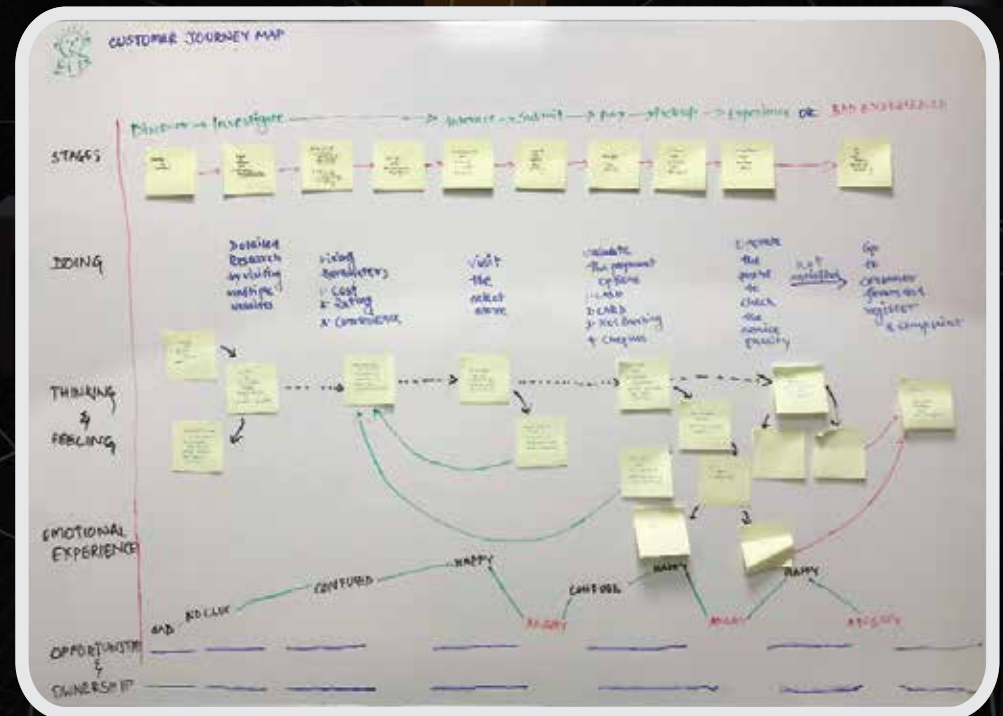
STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

8

Refine and Digitize

It has been observed that in most of the cases, a sketch ends up being on a piece of paper or on a whiteboard with no further actionable steps. It is very important to refine the sketch and make it more visually attractive, this can be done with the help of a dedicated graphic designer. It can be further digitized by using interactive buttons that has embedded videos.

Now, to make the map more actionable, quantitative KPIs can be incorporated into journey benchmarking process. Then you can share it with your colleagues across the organization, making it more functional.

"

The goal of a designer is to listen, observe, understand, sympathize, empathize, synthesize, and glean insights that enable him or her to 'make the invisible visible.
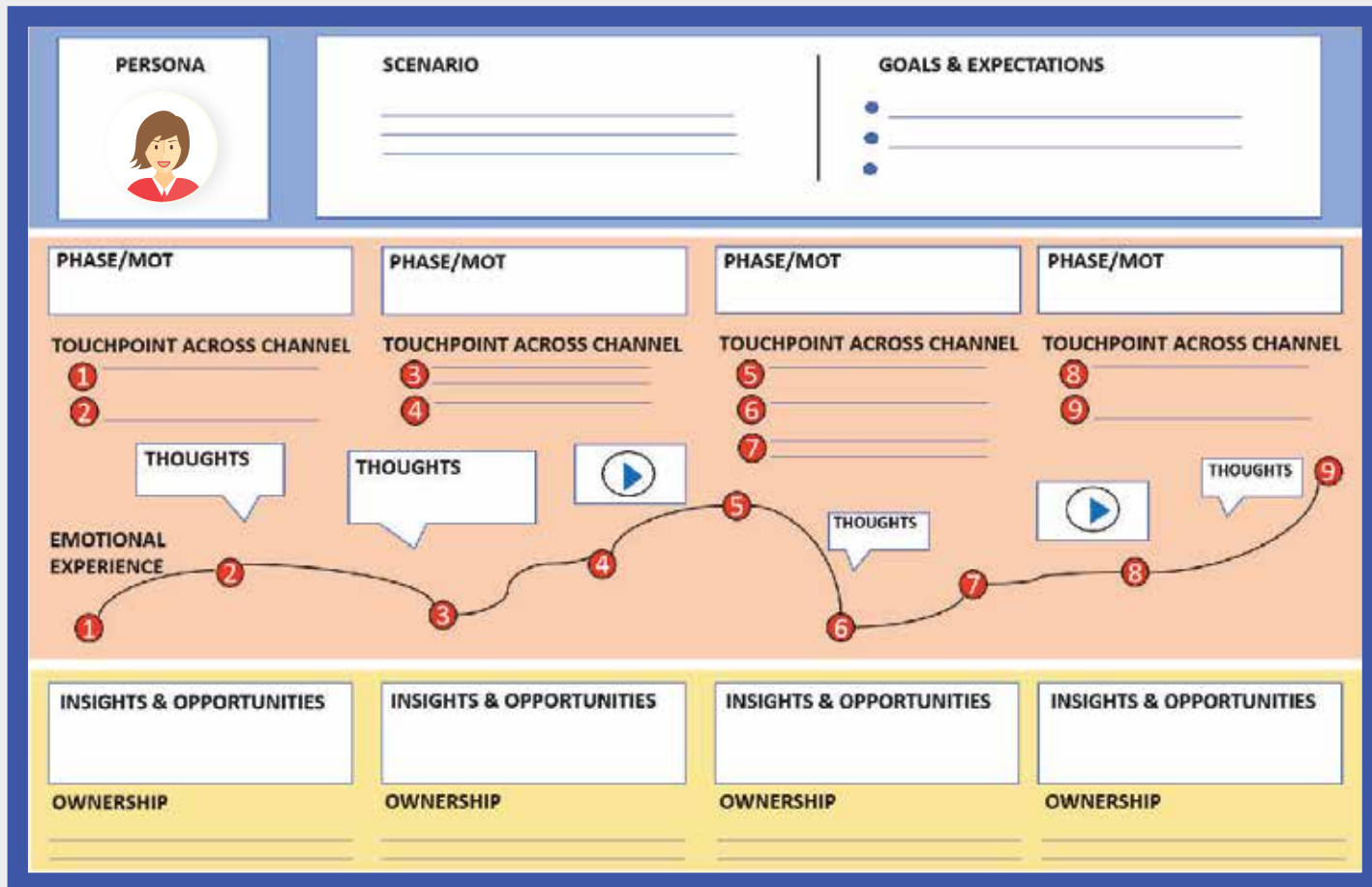
- Hillman Curtis

"

STEPS TO DEVELOP
A CUSTOMER JOURNEY MAP

9

Keep it Updated

Customer journey maps are beneficial in the long run if they are updated. Set time every quarter year or once in six months to put new stuff into the existing maps. Old maps can serve as a backbone while creating new ones.

GUIDELINES FOR CREATING
SUCCESSFUL CUSTOMER JOURNEY MAPS

To make a Customer Journey Map successful, it is necessary to not only include the correct elements but also it should have a well-defined goal.

It should also be a collaborative process built from research and needs challenging work to keep it on track.

"

The first step in exceeding your customer's expectations is to know those expectations.

- Roy H. Williams

"

GUIDELINES FOR CREATING
SUCCESSFUL CUSTOMER JOURNEY MAPS

Below are some tips for making sure that the process starts and stays in the right direction:

Base it on evidences

The narrative of the journey map must be true and not a fantasy. Begin with the existing data from research and fill in the gaps with additional journey-based research. This is a qualitative-research process. Qualitative data may look fuzzy, but quantitative data will help to build a story.

Don't jump to visualization

It might be tempting to start designing the graphics of the map, but make sure that the data is complete and understandable, i.e. there is a well-structured story before jumping into the visualization process. Else, it may result in a flawed output.

Help stakeholders experience the end-product to get their "Buy – in"

It is not necessary for your journey map to be an instant hit just by sending it as an email attachment. It should be highly interactive so that the stakeholders should feel like being a part of the journey.

Promote the journey map in meetings, start a conversation about it and make people experience it.

Collaborate internally

The process of journey mapping is the most valuable part. So, it will be useful to invite the stakeholders from various groups to compile and build the map.

CONCLUSION

There is no prescribed way to create a Customer Journey Map.

It can either be an infographic having user's experience as timeline or as a storyboard or even a video.

You can hire a creative designer to do all the digital designing. Ensure that to be as simple as possible and grabs people's attention. Whatever be its form, the map should contain both anecdotal and analytical evidences.

It must be simple and understandable, highlighting users' needs, questions and feelings throughout their interaction with the organization. While designing the graphics for customer journey map, don't make it complex.

It should be in such a way that anyone can understand it at first glance. It should serve as a reminder that customer's need is at the heart of the organization.

DIGITAL PRACTICE

ACL Digital **Lean Digital Practice** enables large enterprises rearchitect and reengineer their front, middle and back office operations, helps prevent costly mistakes by assuring technology decisions are aligned with the business and that those decisions result in the right business outcomes in line with organization vision.

DIGITAL PRACTICE

We are committed to deliver continuous value to our clients leveraging our unique Lean Digital framework derived from helping more than 100+ clients to innovate, integrate and transform their business process operations.

Our Lean Digtal framework comprises three distinct phases viz., **Innovate**, **Launch** and **Scale**.

Innovate
Minimize risks by fully exploring the definition of the problem across business, customer and technology stakeholders

Launch
Minimize the risk of complex technology execution and successful roll out

Scale
Extract long-term economic benefits by reducing operational costs and scaling with more customers achieve measurable impact such as growth, cost efficiency, and business agility.

Our Lean Digital Transformation framework combines comprehensive digital perspectives with an accelerated lifecycle to help organizations mitigate risks in their transformation journey. Our digital perspectives led by experts combine business leaders, customer-experience designers and technology evangelists under one roof to minimize gaps in understanding the true nature of the business problem and close the knowledge gap.

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API Platform & Blueprints
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Some of the key Digital Transformation projects delivered by
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‣ Integrated workflow apps to enhance value from health IT systems to improve revenue consolidation, operational efficiency for a leading health services company

‣ Comprehensive BI assessment, strategy to focus on Enterprise CRM, Mobile BI programs for a professional American football club

‣ Azure Cloud Integration and Management for a leading global advisory, broking and solutions company

‣ A native mobile app with real-time view of inventory directly on associate mobile devices, thus ensuring on-time inventory replenishment for the **world's largest retailer**

‣ A native mobile app focused on providing engagement channels around fitness, workout experience for a **global athletic footwear and apparel company**

‣ Fully responsive flash sales portal leveraging **API gateways, microservices** for seamless **customer experience** for a global mobile handset manufacturer

‣ Responsive dealer portal for providing personalization and effective price prediction for an automobile auctioneer

‣ **Cloud-based Virtual Learning** app for one of the world's largest online university

‣ Real time Supplier Connect app for a leading Hotel consolidator in India

‣ HIPAA compliant patient payment portal for a healthcare payment company in USA

‣ DDoS attack protection and mitigation software for a leading **cloud security solution provider**

Author

Devanshu Dawn
Senior Retail Consultant

ABOUT
ACL Digital

ACL Digital is a next gen digital transformation, technology consulting, enterprise IT and product engineering services company, that helps customers to become smarter, highly productive, nimble and better at predicting the future.

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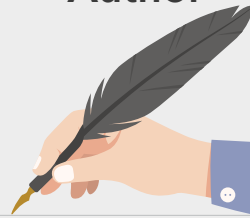
Since 1992, ACL Digital has delivered unmatched and sustainable business value to its customers through a combination of process excellence, reusable frameworks and technology innovation, integration and transformation.

With a multi-cultural and transnational talent comprising over 24,000 employees, spread across 20 countries, we bring in competitive advantage, innovative and fresh perspectives to business challenges and promote a collaborative knowledge environment.

Devanshu has rich experience working with the Fortune 100s in their digital transformation journey.

By leveraging cutting-edge technologies, he has helped retailers in their personalization, agile ecommerce, supply chain management and omnichannel strategies.

He is passionate about establishing Connected Customer Experience for clients using: Design thinking tools, Big data & analytics, Microservices architecture; resulting in higher customer satisfaction, Long-term customer value and Business growth.

OUR GLOBAL
FOOTPRINT

UNITED STATES

2903, Bunker Hill Lane,
Suite 107, Santa Clara,
CA 95054.

3655 North Point Parkway
Suite 650, Alpharetta
GA 30005

5 Great Valley Parkway
Suite 359, Malvern,
PA 19355

UNITED KINGDOM

3-5 Crutched Friars
London EC3N 2HT,
United Kingdom

FRANCE

40 avenue Andre Morizet,
92514 Boulogne-Billancourt,
France

INDIA

7th Floor, Tower D,
IBC Knowledge Park, 4/1,
Bannerghatta Main Road,
Bengaluru - 560029

Level 7 Maximus Towers
Building 2A Mindspace
Complex, Hi-Tech City
Hyderabad - 500 081

1st & 2nd Floor, ESPEE IT
Park, Plot No.5, Jawaharlal
Nehru Road, Ekkaduthangal,
Chennai - 600032

Stellar IT park, C-25,
Sector-62, 3rd Floor
(Western Side) of Tower-2,
Noida - 201301

SINGAPORE

101, Cecil Street, # 24-10,
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