

Customer Journey Mapping

Take a Walk in Your Customers Shoes

One Day Applied Masterclass

Presented and Facilitated by Ray Schleibs, Managing Director at iimage Creative Innovation

At NEXT Brisbane Hotel on November 16th 2016

iimage Creative Innovation



Who am I ?



Email: ray@iimagine.com.au
Website: www.iimagine.com.au

Ray Schleibs Managing Director i imagine Creative Innovation

- ✓ 30 years Designing, Developing, and Delivering world leading, and innovative Customer Experiences and Services across the globe
- ✓ 18 years in Executive Leadership Roles and Board Positions across Australian and International Tourism and Hospitality Industry
- ✓ Holds a Master's Degree in Business Strategy; Bachelors Degree in International Business (Marketing and Economics), and is a graduate of both Harvard Business School and the Stanford University Design 'D' School
- ✓ Is a recognized 'Thought Leader' in fields of Customer Experience and Service Design, and International Tourism Distribution Strategy
- ✓ Have supported hundreds of tourism and hospitality businesses and organisations, small, medium and large, in creating and delivering powerful commercial and marketing strategies

Today's workshop session plan

SESSION ONE – Customer Journey Mapping – Foundation Knowledge

SESSION TWO - The Customer's Journey – Moving from Expectation to Perception to Advocacy

SESSION THREE - Customer Journey Mapping - As a Useful and Effective Tool

SESSION FOUR – Customer Journey Mapping – Supporting your Thinking and Business's Culture

A background graphic featuring a network of light blue circular nodes connected by thin lines, set against a white background with a light blue gradient at the bottom. A thin horizontal line is positioned above the main text.

Masterclass guide to customer journey mapping

Overall Workflow For the Day

- The Basics of Customer Journey Mapping
- Map Framework Options
- Mapping Considerations and Types of Maps
- Building Customer Journey Maps
- Current and Future Mapping
- Using Your Map to Design Incredible Customer Experiences

Connected Journeys

Loyalty

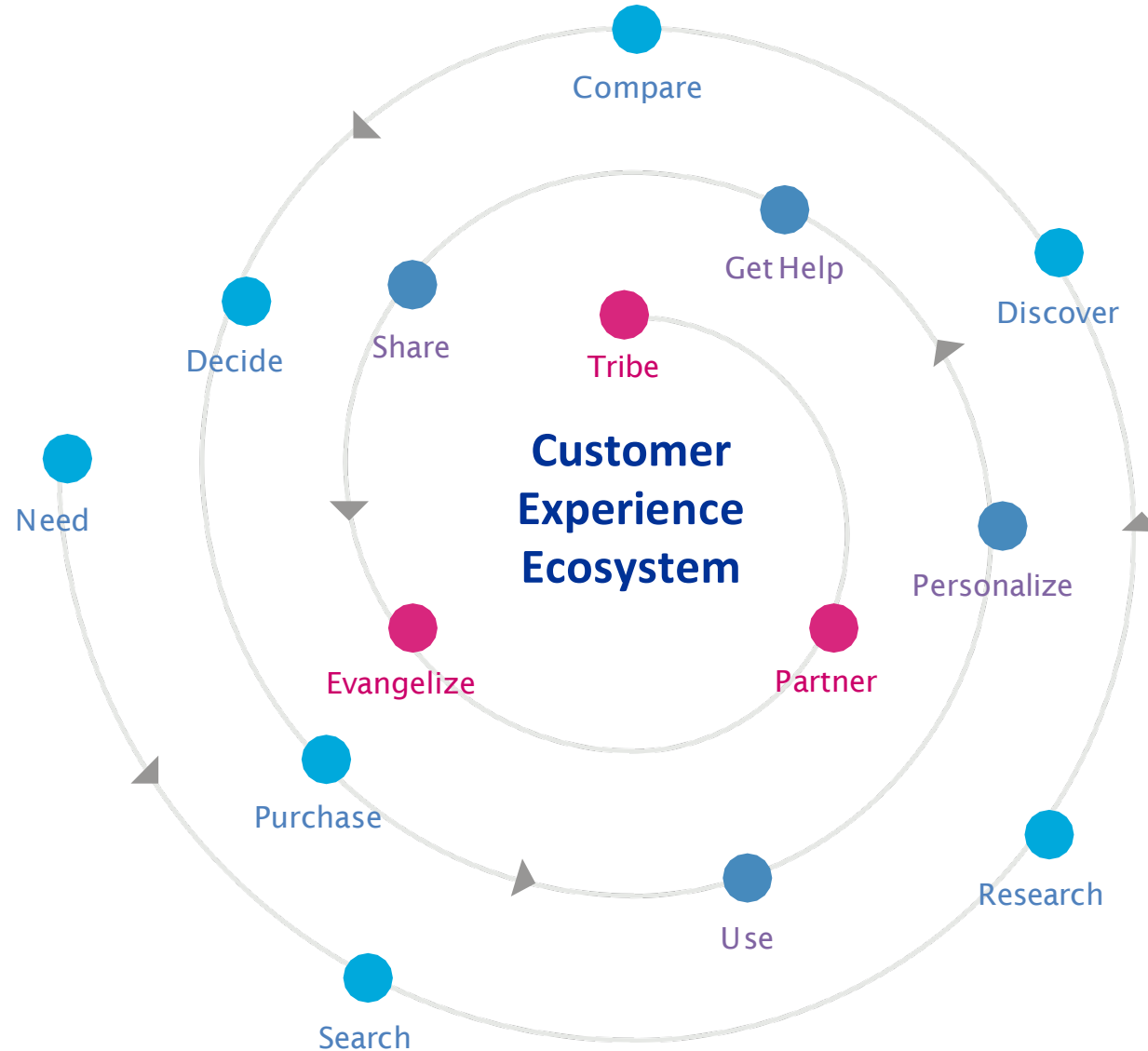
Connection

Acquisition

Meaning

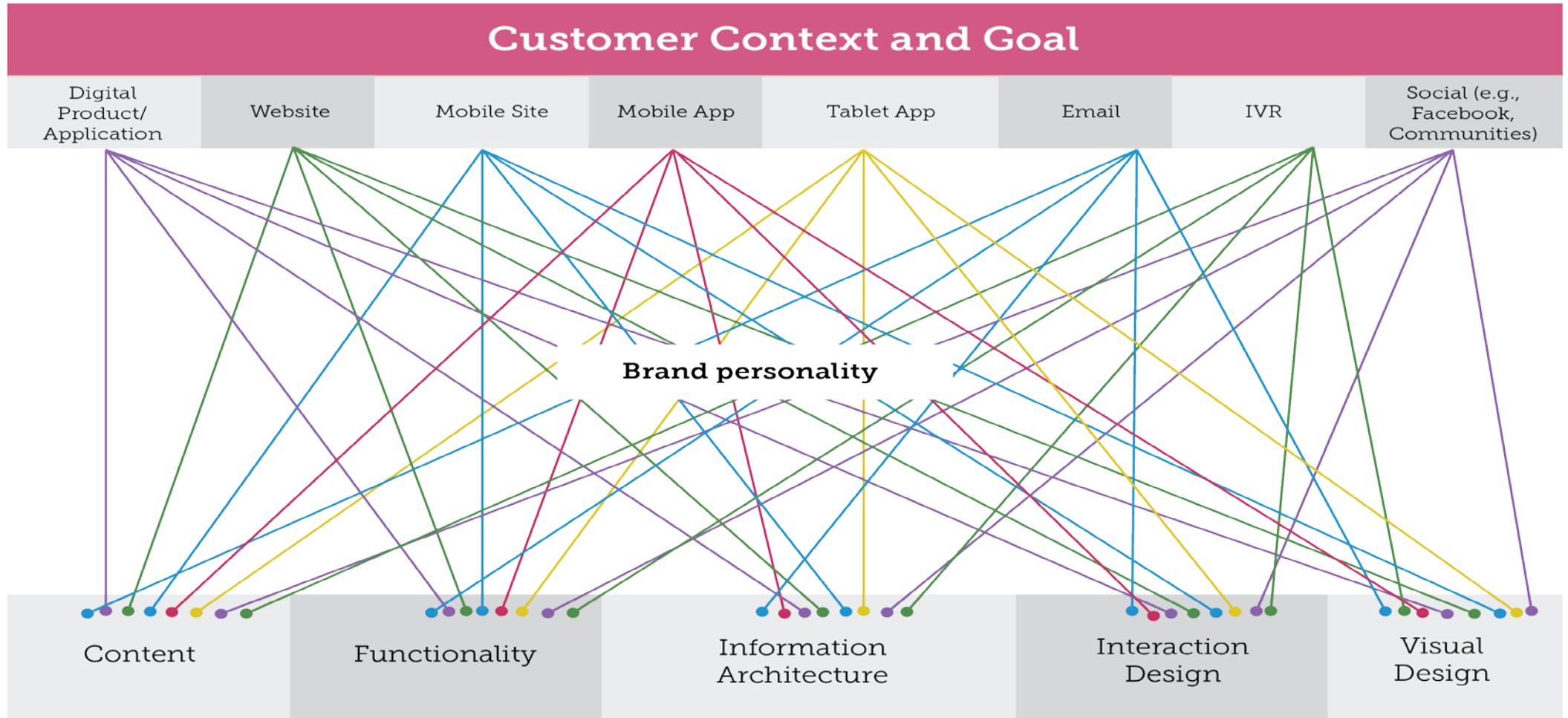
Value

Function



Source: Forrester

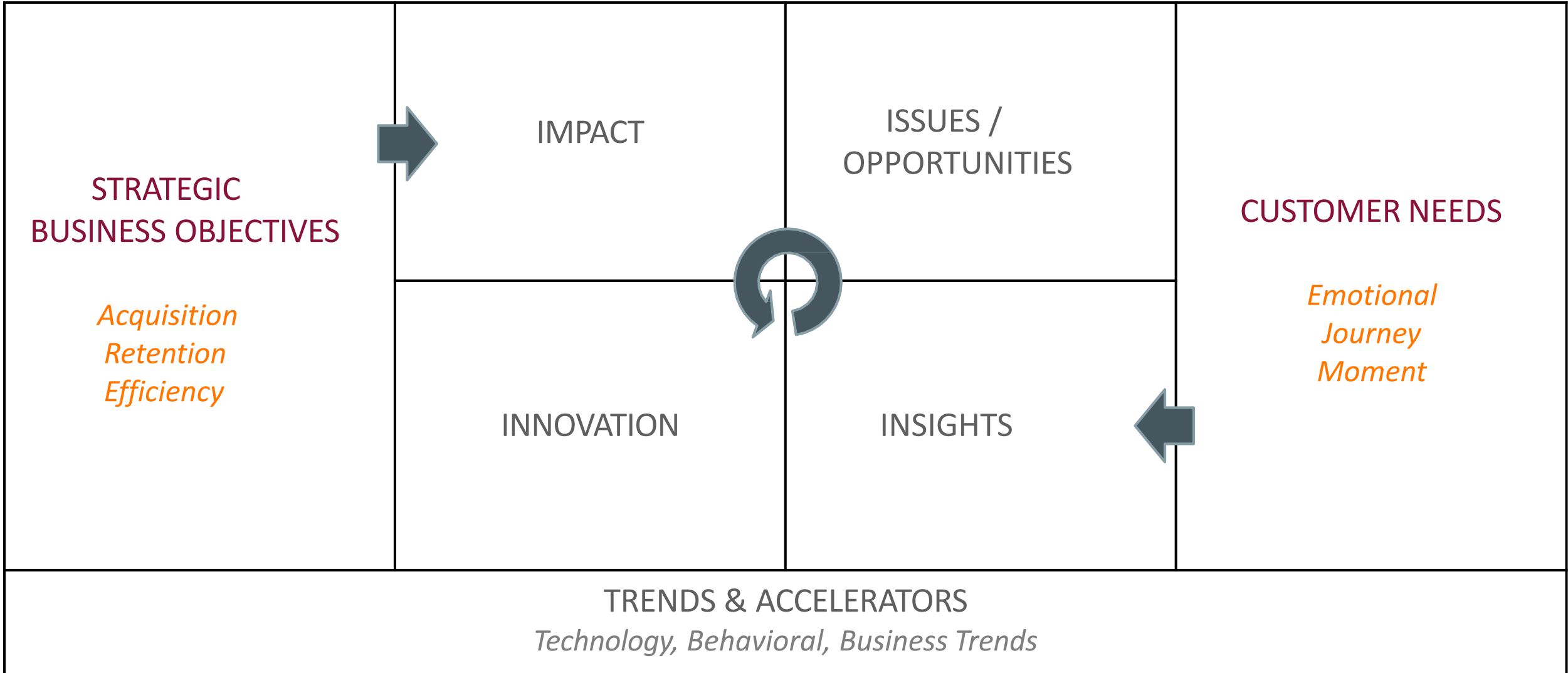
Multiple Contexts



Customer Experience Strategy



CX Strategy Design Approach



Rail Europe Experience Map

Guiding Principles

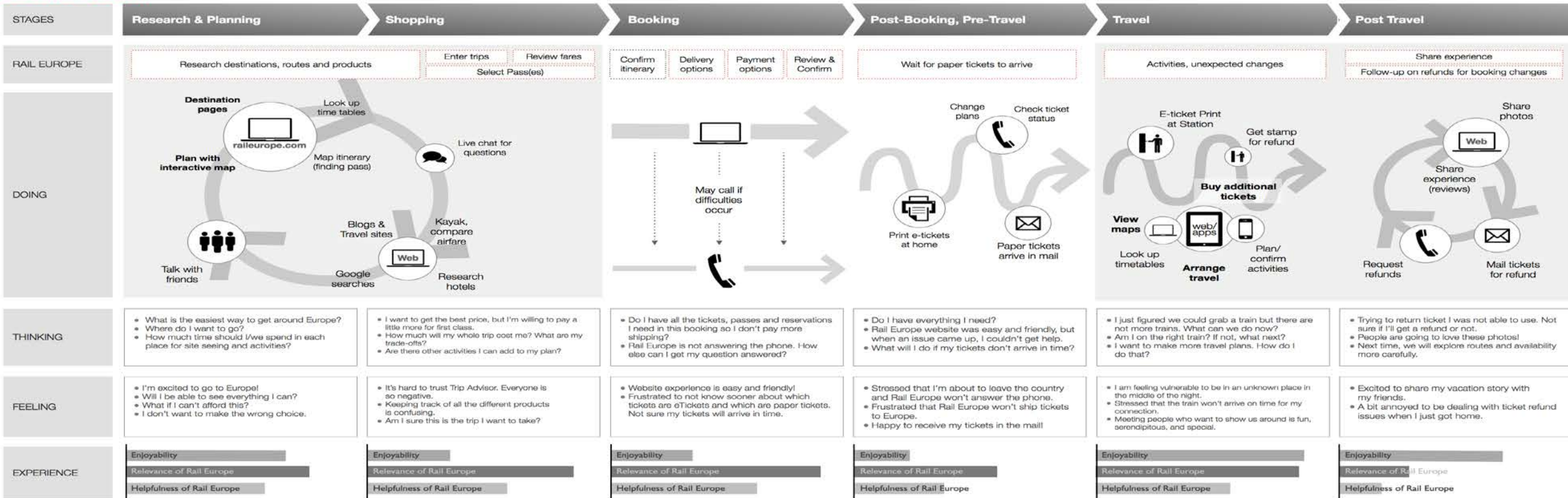
People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

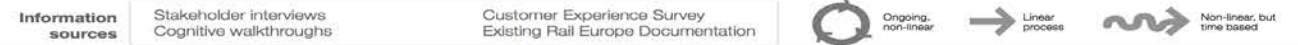
People value service that is respectful, effective and personable.

Customer Journey



Opportunities

GLOBAL			PLANNING, SHOPPING, BOOKING			POST-BOOK, TRAVEL, POST-TRAVEL	
<p>Communicate a clear value proposition.</p> <p>STAGE: Initial visit</p>	<p>Help people get the help they need.</p> <p>STAGES: Global</p>	<p>Support people in creating their own solutions.</p> <p>STAGES: Global</p>	<p>Enable people to plan over time.</p> <p>STAGES: Planning, Shopping</p>	<p>Visualize the trip for planning and booking.</p> <p>STAGES: Planning, Shopping</p>	<p>Arm customers with information for making decisions.</p> <p>STAGES: Shopping, Booking</p>	<p>Improve the paper ticket experience.</p> <p>STAGES: Post-Booking, Travel, Post-Travel</p>	<p>Accommodate planning and booking in Europe too.</p> <p>STAGE: Traveling</p>
<p>Make your customers into better, more savvy travelers.</p> <p>STAGES: Global</p>	<p>Engage in social media with explicit purposes.</p> <p>STAGES: Global</p>		<p>Connect planning, shopping and booking on the web.</p> <p>STAGES: Planning, Shopping, Booking</p>	<p>Aggregate shipping with a reasonable timeline.</p> <p>STAGE: Booking</p>		<p>Proactively help people deal with change.</p> <p>STAGES: Post-Booking, Traveling</p>	<p>Communicate status clearly at all times.</p> <p>STAGES: Post-Booking, Post-Travel</p>



Customer Journey Mapping

Customer experience is complex. Journey mapping can help bring your customer experience to life and assist with having a dynamic and action related insight into your customers overall engagement with your business or organisation.

There are many ways to map...

- Some maps are more visual (like a storyboard)
- Others are more data-driven for the purpose of touchpoints analysis
- Some maps are more high level, while others are very granular

The bottom line is...

There is no right or wrong way to map – we are all learning together. But—depending on how you plan to use and share your map and its findings— some methods work better for you than others.

The Value of Experience in Journey Mapping

An experience focused Customer Journey map is a strategic tool for capturing and presenting key insights into the complex customer interactions that occur across experiences with a product, service, or ecosystem. At the heart of an experience map lies the customer journey model, an archetypal journey created from an aggregate of all customers going from point A to point B as they attempt to achieve a goal or satisfy a need.

The activity of mapping builds knowledge and consensus across teams and stakeholders, and the map as artifact allows you to create and support better customer experiences. In short, experience mapping is a journey that can involve and impact your entire organisation.

Basic Requirements of any Customer Journey Map

Regardless of the design you use, all maps should include (at a minimum) the elements listed on the checklist to the left. This will provide a solid framework for building a robust customer journey map packed with priceless insights about your customers, your processes & your overall operations

3 Basic Things to Include in any Journey Map

- Quantitative Data & Qualitative Customer & Employee Feedback**
- Customers Segments (Personas) – define & segment them to identify whose journey you want to map**
- A Touchpoint Inventory & Customer Journey – The steps customers take & all the touchpoints they encounter as they progress through your lifecycle stages & channels**

A map in & of itself is just a pretty picture illustrating how your customers interact with your business. It's what you put into your map that will ultimately determine how valuable it will be & help you truly drive change for your organization.

Basic Characteristics of an Effective Customer Journey Map

Be Approached as an Ongoing Discipline, NOT as a One and Done Project!

Be Collaborative

A cross-functional team from all areas of your organisation should be involved in the mapping process & have ongoing access to the map to use it, make updates, & monitor performance & progress.

Be Customer-Focused

A map must be developed from the customer's perspective, not the organization's. It should contain both quantitative & qualitative research.

Quantitative: Dig into your existing data—scour web analytics, surveys & other data sources that reveal how customers interact with your organization

Qualitative: Observe & talk to customers & front line employees. Allow them to tell a story of their experience. Document their actions, thoughts & feelings & match them up with touchpoints, channels & lifecycle phases

Basic Characteristic of an Effective Customer Journey Map

Be Multi-Faceted

A good map provides an eagle-eye view of the holistic customer journey and...

- Helps you identify your most important touchpoints
- Provides a way for you to attach customer research and data to touchpoints
- Makes edits & updates easy
- Allows you to pull out specific sections of the customer journey that require the most attention and create “micro-journeys” of individual scenarios. These “micro-journeys” can all be rolled up into the master map that encompasses the customer experience from start to end

Be Easy to Understand, Share & Update

Basic Elements of Journey Mapping

Actions

What steps do your customers take to meet their needs?

Thoughts

How do customers perceive & evaluate their experience? What do they expect?

Feelings

What emotions do your customers show in their customer journey?
Where do the highs & lows occur?



**Your
Customer**

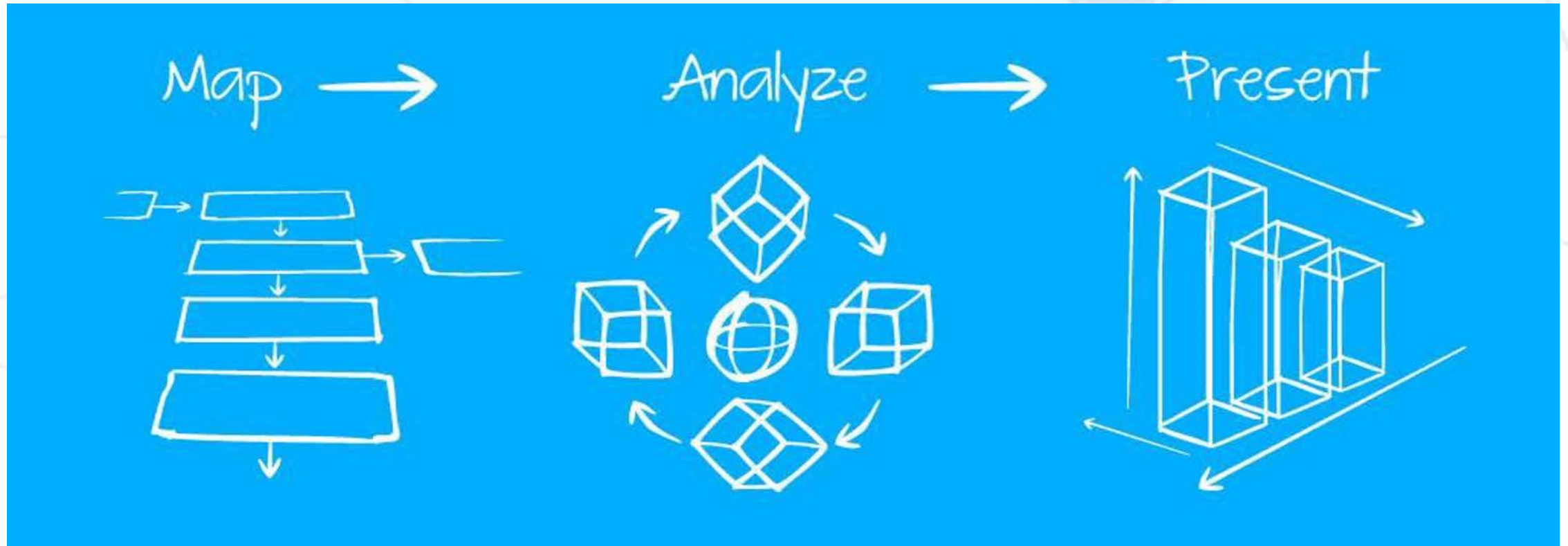
Quantitative & Qualitative Research

Key Findings & Actionable Insights

Touchpoints, Channels & Lifecycle Stages

Basic Mapping Framework - Map/Analyse/Present

Just as there are multiple ways to design a map, there are a variety of ways to approach the mapping process. However, for the most part, all approaches tend to follow some variation of the well known MAP framework.



STAGES	RESEARCH	BOOK APPOINTMENT	ARRIVE AND CHECK IN	WAIT DURING SERVICING	CHECK OUT	FOLLOW-UP
DOING						
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Basic Mapping Framework: MAP

- ❑ **Identify your mapping method, team & ingredients**

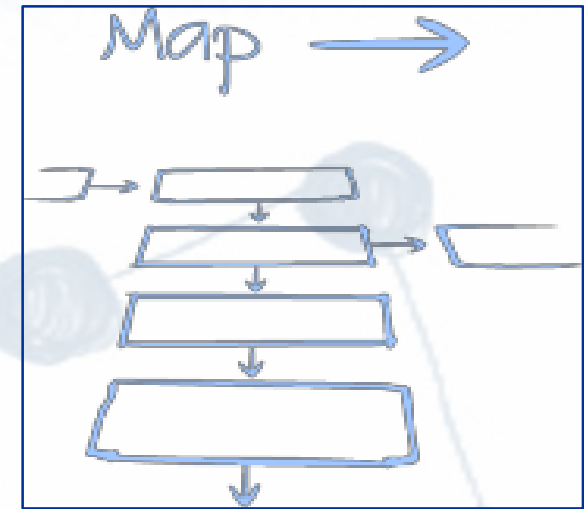
- ❑ **Involve key stakeholders:**

Remembering that, mapping should always be collaborative. Get everyone on the same page from the very beginning. Here are a few ways to involve key stakeholders:

- ❑ Host formal journey mapping workshops & involve everyone in the actual data gathering, analyzing & map building process.
- ❑ Organize an informal meeting or call to discuss the project's scope, objectives, goals and timelines, & assign roles and responsibilities.
- ❑ Interview stakeholders on key capabilities – this will surface touchpoints, key interactions (moments of truth) & pain points.

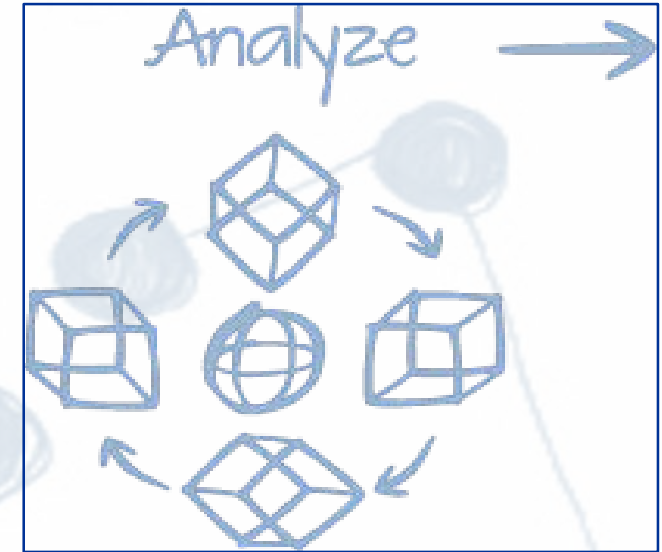
- ❑ **Start building your map**

Bring the customer journey to life by adding your touchpoints and related business & customer data.



Basic Mapping Framework: ANALYZE

The mapping method you choose will greatly impact your ability to efficiently and thoroughly analyze your map & data and share your findings. At this stage your data & your map are synced together and informed through the bringing together of disparate sources of insight and data.

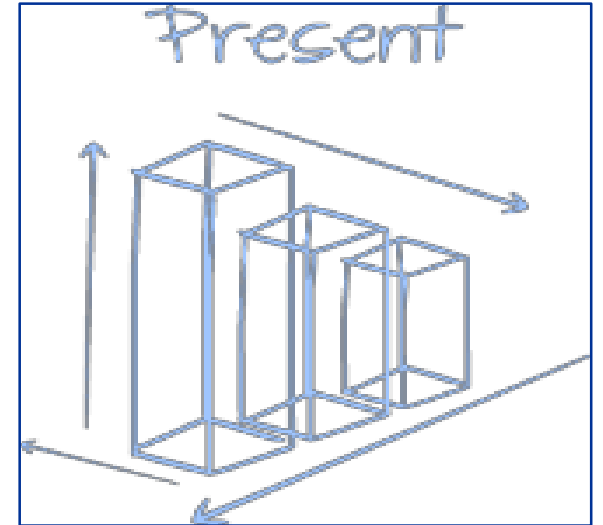


- Identify what's most important to your customers and business & what creates or detracts from value and drives loyalty
- Use charts to help visualize & understand customer experiences
- Score your touchpoints & develop and prioritize action plans
(i.e. if a touchpoint's value is high but isn't effective, you'll know it requires immediate attention.)
- Build a compelling case for change

Basic Mapping Framework: PRESENT

Readout phase. This is where you share your map & findings with stakeholders.

- Use your journey map to create compelling stories to share
- Create versions to be able to share the whole map or only specific map views & reports so that you can tailor and share only what's most relevant to your audience
- Look to create a sharing platform to give you the capability to socialize the map with stakeholders



Basic Mapping Considerations

When approaching a Journey Mapping project, there are several considerations that need to be addressed:

Structure of maps

Maps can be touchpoint-specific, or you can map a ecosystem (where you outline how data, technology, people & processes work together in the phases of the customer journey).

How do you Define a Touchpoint?

How granular should I get in defining the touchpoint? For example, is each direct mail piece its own touchpoint, or is it sufficient to just have one touchpoint called "direct mail"? There is no right or wrong answer here either, but you should gain consensus before starting the mapping activities.

Which Touchpoint Attributes Should you Capture?

At a bare minimum...

- Customer Lifecycle Stages
- Channels
- Key moments of truth
- Some method of evaluating or scoring the touchpoints, such as...
 - ❖ Emotion, Score, Frequency, Pain Point, etc.

Add Additional Depth and Insight

Add Depth & Insight to Your Customer Journey Map and Touchpoints to make your map more functional and useful by Capturing these Additional Attributes:

- Customer or stakeholder comments
- Department/Owner
- Products and Processes supported
- Back office systems and IT assets supporting touchpoints
- Scenarios where touchpoint is used (based upon customer goal/need)
- Importance
- Cost, time, and/or impact if pain points are resolved
- Root cause of pain point
- Do's and Don'ts (your golden touchpoint standards)

Creating a Basic Customer Journey Map

1. Start Small

Consider picking a specific scenario (application, enrollment, onboarding, etc.) to get started.

When doing so, it's a common practice to create a separate view that uses the columns as the steps in the scenario and the emotions/score for the rows

Place the touchpoints in a certain order in order to represent a hypothetical journey/path a customer would likely take for this scenario

2. Map the Current State First:

- Then, validate the current state
- Map with real customer feedback and insights
- Later you can map the future state

Customer Experience Journey Map Format

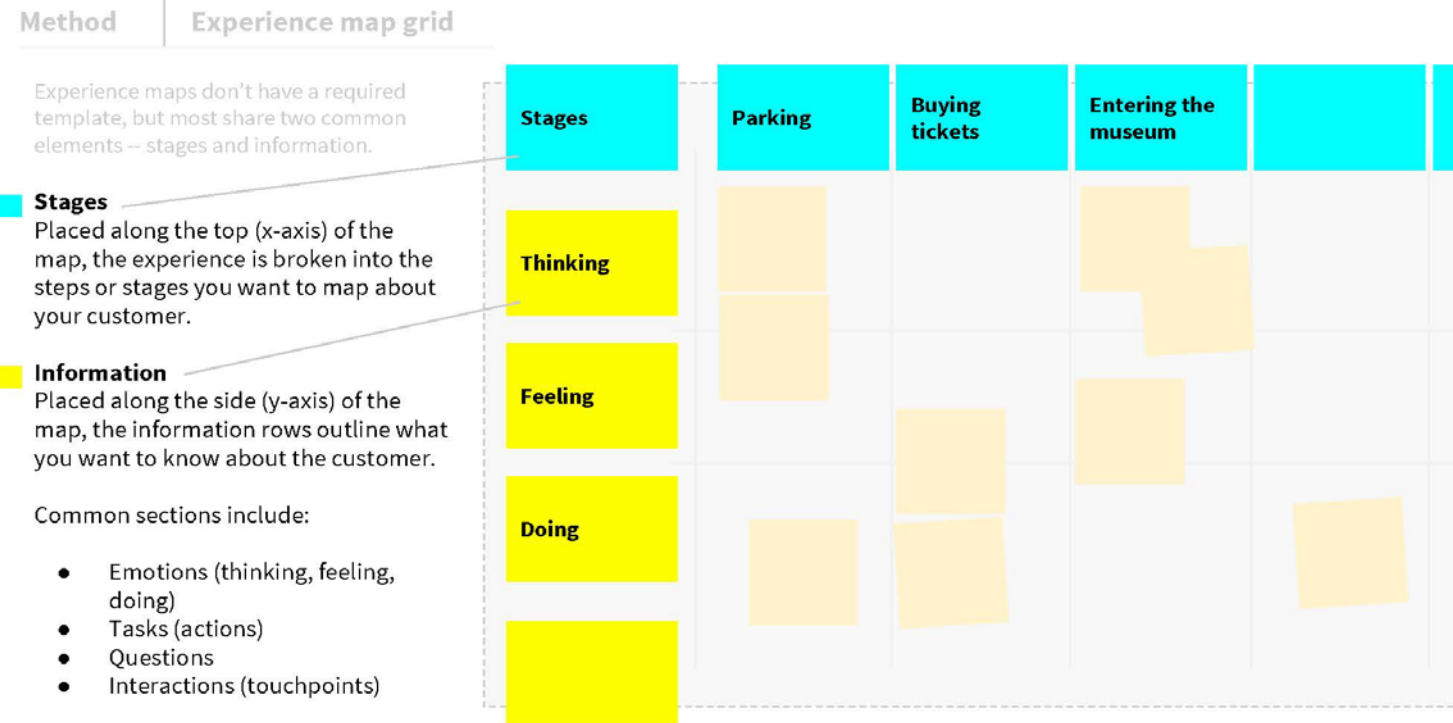
Broad Mapping Objectives

To identify all possible touch points that make up your customers' experience, in order to improve your company's impressions at these touch points.

To understand the emotional impact of interactions in your existing customer experience.

Types of information we want to map

- **Objectives and Tasks.** What is the customer trying to achieve at this stage
- **Questions.** What does the customer want to know at this stage?
- **Touchpoints.** How does the customer interact with the organisation and its offering at this point?
- **Emotions.** What is the customer feeling at this stage in the process?
- **Weaknesses or Breaks.** How does the organisation let the customer down at this stage?



PATTERN

<http://patternservicedesign.com/experience-mapping-tools/>

Keep Your Map Alive, Useful and Relevant

Prevent your journey map from becoming a dust collector!

Have a plan to:

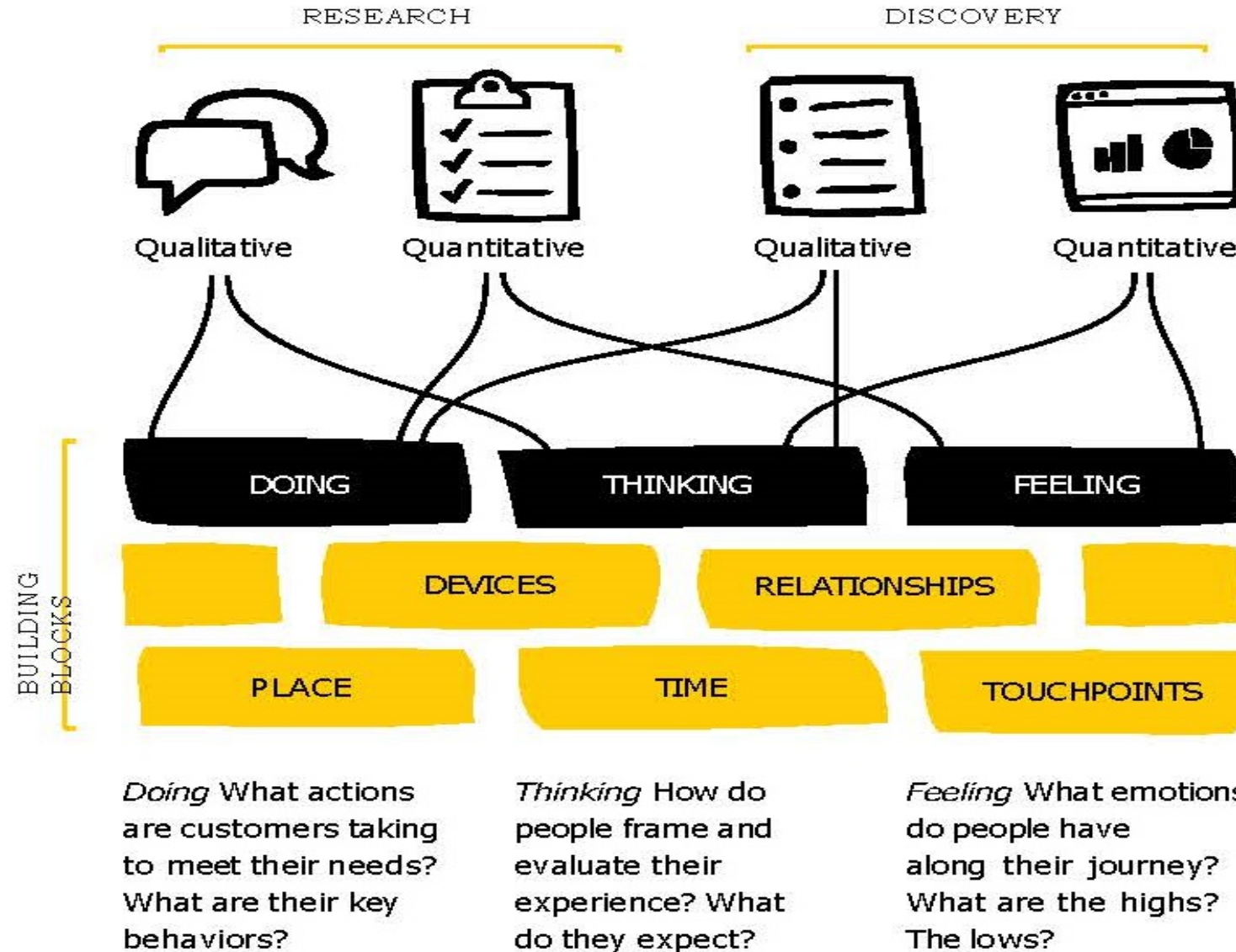
- Have a long-term plan in mind
- Appoint map “owners” who are committed to keeping projects on track
- Remember, mapping is not a “One & Done” project. Businesses are always evolving & maps should too to reflect the current state of the customer experience
- As you complete your initial assignment, we challenge you to think beyond the “project.”

A few ways to expand the use of your map to keep your customer experience initiatives moving forward:

- Measure touchpoint performance and add additional detail
- Use your map for employee training
- Map upcoming product launches or your desired future state

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Research and Discovery for Experience Journey Mapping





Source: Adaptive Path

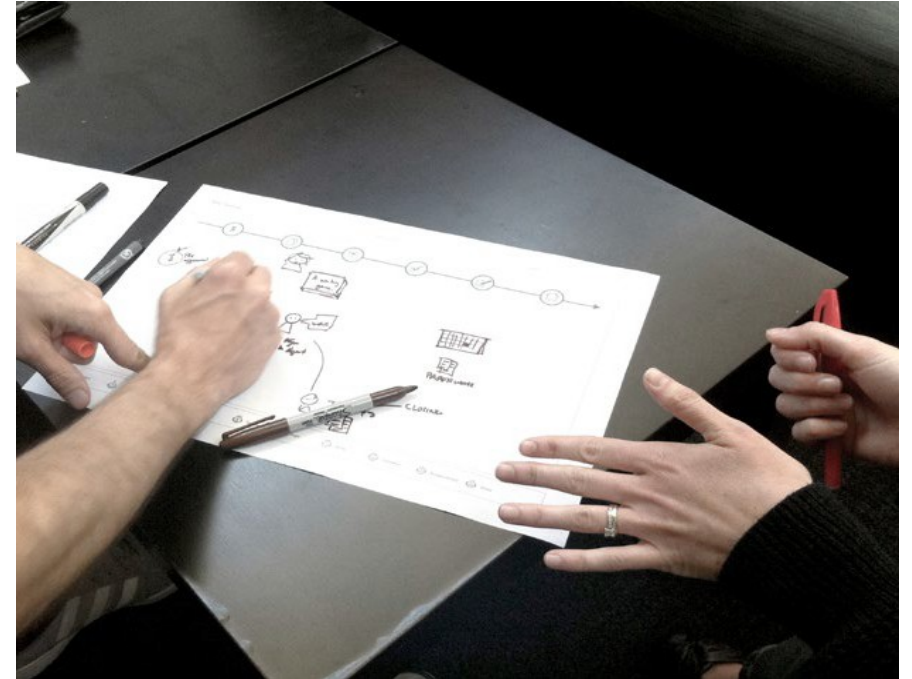
Customer-Centric Research Techniques provide depth of understanding and Insight into your current and future customers that is at the heart of a successful Customer Journey Map

Customer Research - Insights

Qualitative Research

Having conversations with customers is a common and reliably successful method used to gain insights for an experience map. You'll want them to focus on a story that is relevant to the product, service, or problem area you are investigating. When possible, interviewing or observing customers in their natural setting will provide you with the richest data.

Follow a directed storytelling development technique that guides the conversation with a series of open-ended questions. Your goal is to encourage the participant to share their story. Foster an engaging conversation, rather than pointed questions, and focus your observations on the experience mapping building blocks. Remember that the core building blocks are doing, thinking, and Feeling.



Customer Research - Insights

Customer Interviews

Ethnography & Contextual Inquiry

Customer Surveys

Customer Support/Complaint Logs

Web Analytics

Social Media listening

Competitive Intelligence

Shadowing

Service Safaris

The five Whys

Cultural Probes

Mobile Ethnography

A Day in the Life

Expectation Maps

What if?

Customer Lifecycle Maps

Business Model Canvas

Stakeholder Maps

Customer Journey Maps

Personas

Idea Generation

Design Scenarios

Storyboards

Desktop Walkthrough

Service Prototypes

Service Staging

Agile Development

Co-Creation

Storytelling

Service Blueprints

Service Roleplay

Customer Research - Insights

Quantitative Research

Many insights can be drawn from reviewing web analytics and digging deep into data sources that reveal what current customers are doing when they interact with your organisation. paired with customer satisfaction data, you can spot issues in your customer funnel or see which channels and touchpoints generally get higher or lower marks.

In addition to analysing existing data, you may find it useful to create a survey targeted at existing and prospective customers. A survey can answer basic questions, help validate what you learn in qualitative studies, or yield insights that help prioritize the focus of your customer interviews. it may also make stakeholders feel more comfortable that the experience map is based on a large enough sample size of customer data.



Customer Research - Insights

Individual activity : **Experience labs prep** (10min) (WEBSITE)

- Write down what (think) you already know about your customer. (assumptions)
- Write down areas you need to find out more. (interview objective)



Who are they?

Demographic, profile, values

Why?

- What is their motivation in using your product / services?
- Why are they using web?

What are goals and tasks?

- What are their goal using your product/ services?
- What are the key tasks when using your website?

When / where?

- When do they use your product/ services?
- When / where do they use your website?
- What do they do before or after using your website?

How?

- How do get to know your product? How are they making a decision?
- How are they using the web currently?
- How do they expect using your website to be?

What you want to find out more:

1. _____
2. _____
3. _____

Customer Research - Insights

Activity in pair : **Interview your customer** (10 min x 2) (WEBSITE)

- Introduce your product / services using elevator pitch
- Ask customers 'open - ended' questions using following probes. It's a user-led conversation, not a questionnaire.



Who are they?

Introduce yourself (job, family...)
How would you describe as a...

Why?

- What is your motivation in using <kind of product/ service>?
- Why are they using web?

What are goals and tasks?

- What is your goal in using < >
- What is the main thing you want to do on < > website?

When / where?

- When do you need < >?
- When / where do you use < > web?
- What do you do before or after using < > website?

How?

- How do you get to know < >?
- How are they using the web currently?
- How do you expect using < > website?

Useful probes:

1. Tell / show me how you usually do?
2. What's most important to you? Why?
3. How do you feel?
4. (lots of) why?

Persona Profiles



"I am a juggler. I juggle a full-time job that has me on the road at least a few days a month and I am mom to two active kids. I need consistency, convenience, and caffeine!"

Name: Faye Weaver

Age: 46

Occupation: Account Director

Lives in: Chicago, IL

Personal: Married, two children

Persona: Business Traveler

Motivations

- Travels frequently, wants to have the stability of a favorite brand
- Uses coffee shops as a place for informal client meetings
- Often purchases gift cards, specialty food items, or merchandise for client and staff gifts; buys bulk coffee for home use
- Is active in her community when she has time; particularly interested in neighborhood issues

Goals

- Finding the nearest coffee shop that has meeting space and food
- Purchasing products
- Getting a reliable cup of coffee, quickly

Behaviors

- Web savvy
- Likes convenient ways to make purchases and track expenses



"I spend a lot of quality time with my computer, but I don't want to withdraw from the world just because I'm busy being a student."

Name: Lila Chan

Age: 20

Occupation: Student

Lives in: Seattle, WA

Personal: Single, no kids

Persona: Student

Motivations

- Cares about social responsibility, particularly sustainability and human rights
- Appreciates artisanal quality, despite her student budget
- Likes to try new foods and beverages
- Skeptical about large corporations, sensitive to being seen as a consumer of their products
- Considering a part-time job to help with expenses

Goals

- Shop at socially responsible businesses
- Spend time with friends in inexpensive ways

Behaviors

- High usage of smartphone, tablet
- Spends time on twitter, Facebook, and Instagram

Create your Customer's Persona Profile

Persona Profiles describe your key customer types so that you, your team, and everyone else can keep real people clearly in mind as they improve the experience

ADD PICTURE OR DRAWING	WHO AM I?	3 REASONS FOR ME TO ENGAGE WITH YOU 1. <hr/> 2. <hr/> 3.	3 REASONS FOR ME NOT TO ENGAGE WITH YOU 1. <hr/> 2. <hr/> 3.		
	PERSONA NAME: <hr/> CUSTOMER SEGMENT:	MY INTERESTS	MY PERSONALITY	MY SKILLS	MY DREAMS

Persona Profiles

NAME: MARGARETH TITLE: SECRETARY AGE: 48
(ADMIN)

CHARACTERISTICS:
WHAT TYPE OF PERSON IS HE/SHE? I.E. DETAILED, CAREFUL, STRESSFUL, STRONG...


- ANIMAL LOVER
- NATURE GIRL
- LIKE PAPERS (HARD COPY)
- EASY TO WORK WITH

SKILLS:
I.E. IF SAVVY, TECHNICALLY CHALLENGED, USED TO WORK ONLINE...

- WORD PERFECT
- NEEDS HELP

GOALS/MOTIVATIONS:
WHY DOES HE/SHE NEED THIS PRODUCT? I.E. TIME SAVING, ACCURATE ACCOUNTING, JUST TRYING IT OUT...

- BE ON TIME
- READY WITH REPORTS
- GOOD WITH CUSTOMERS



99 I'd like to use this system if I can get all the help I need 99

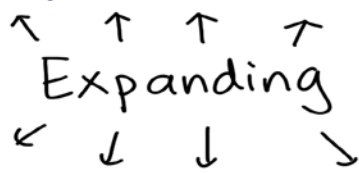
WHAT IS THE KEY THING(S) THE UX DESIGNER NEED TO CONSIDER?

- RATIONAL WORKFLOWS
- CLEAR STEPS

VISUAL NOTE-TAKING

Sacha Chua · Meloney Hall

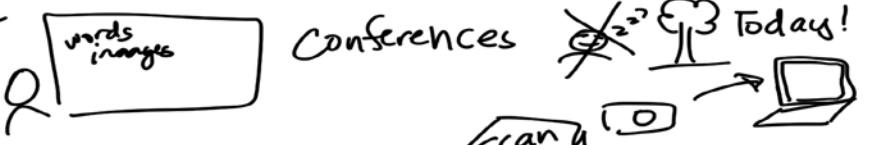
2014-03-12



LivingAnAwesomeLife.com
 sach.ac/help

@sachac

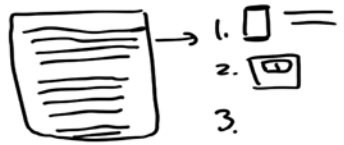
Planning?



Expanding →

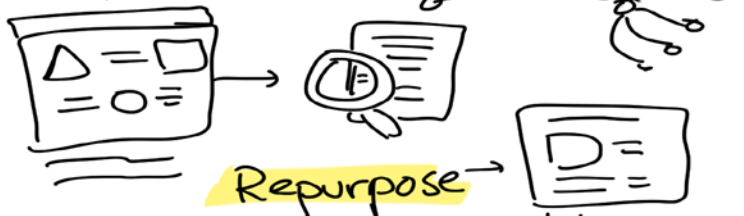
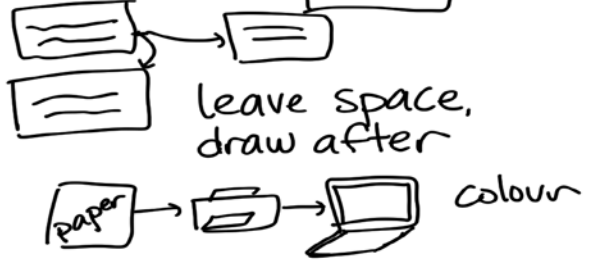


Mike Rohde
 Sketchnote Handbook



IKEA

Icons



Technology



add, move, colour, erase...

Tools



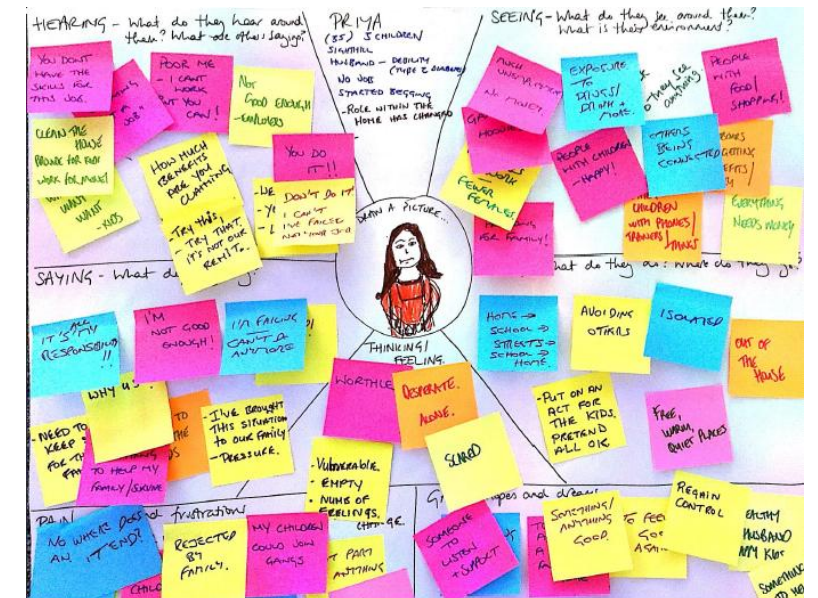
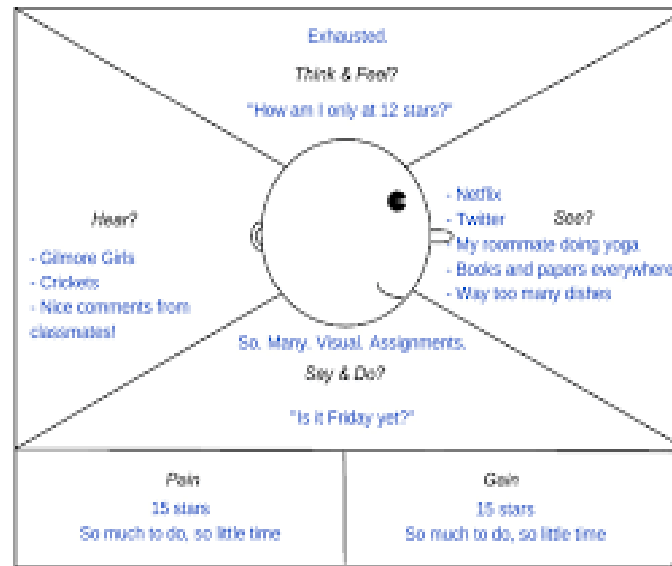
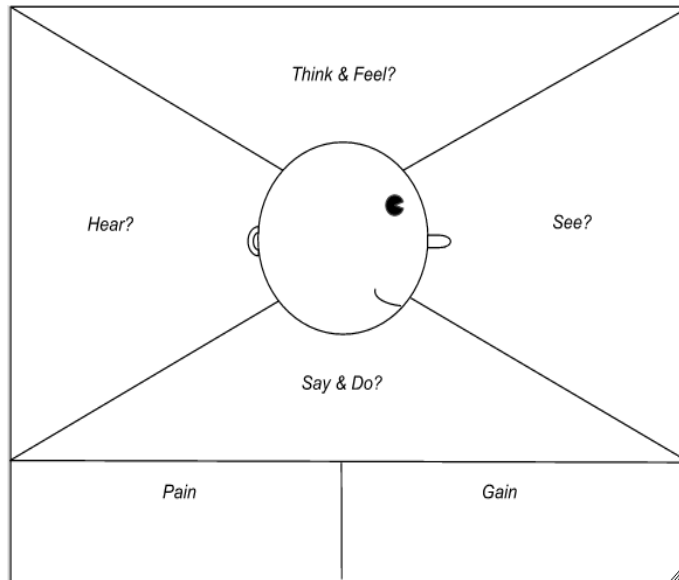
Minute Physics

~~Intimidation~~



Customer Empathy Mapping

An empathy map is a collaborative tool teams can use to gain a deeper insight into their customers. Much like a user persona, an empathy map can represent a group of users, such as a customer segment.



Customer Empathy Mapping

How Would I Use an Empathy Map?

A sample empathy mapping session may be as follows: Assemble your team and have them bring any personas, data, or insights about the target of your empathy map. Print out or sketch the empathy map template on a large piece of paper or whiteboard. Hand each team member sticky notes and a marker. Each person should write down their thoughts on stickies. Ideally everyone would add at least one sticky to every section. You might ask questions, such as:

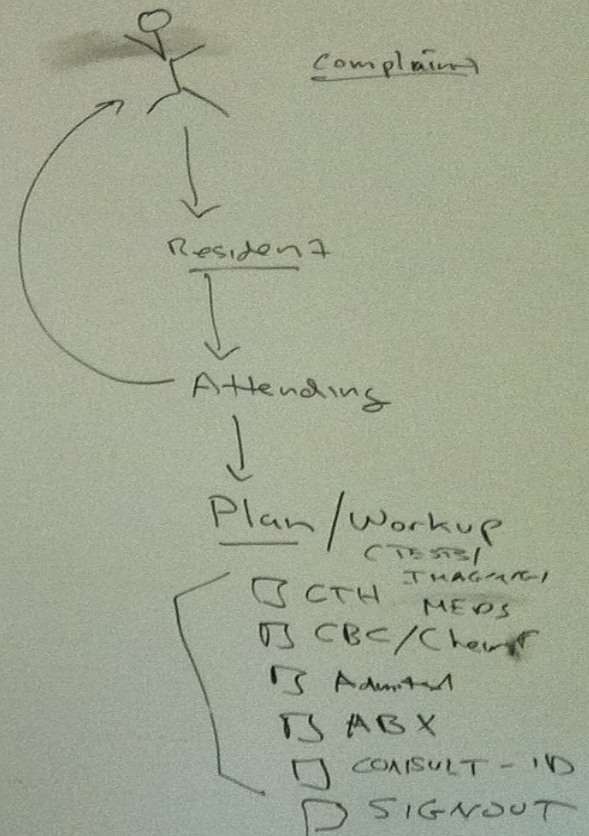
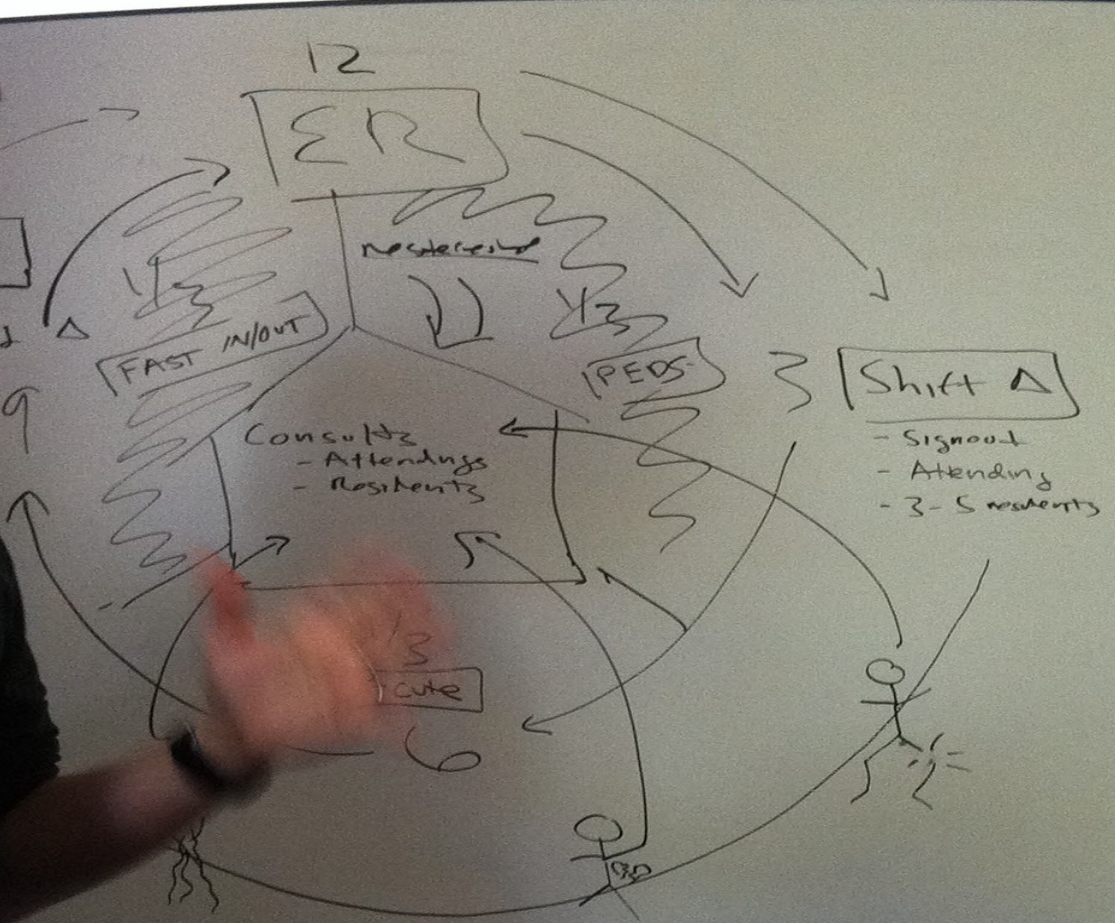
- What would the user be thinking & feeling? What are some of their worries and aspirations?
- What would their friends, colleagues, and boss be likely to say while the user is using our product? What would the user hear in these scenarios?
- What would the user see while using our product in their environment?
- What might the user be saying and/or doing while using our product? How would that change in a public or private setting?
- What are some of the user's pain points or fears when using our product?
- What gains might the user experience when using our product?



Types and Variants of Journey Maps

Ethnographic Journey Maps

- **WHAT:** Hand-drawn sketches that answer a core question
- **WHY:** To capture deeper, more relevant stories from customers
- **WHEN:** During interviews, as a tool to spark a conversation
- **WHO:** Current customers and non-customers
- **HOW:** Ask person to draw their answer to the core question; then debrief



COLLEGE



People
Students Professors

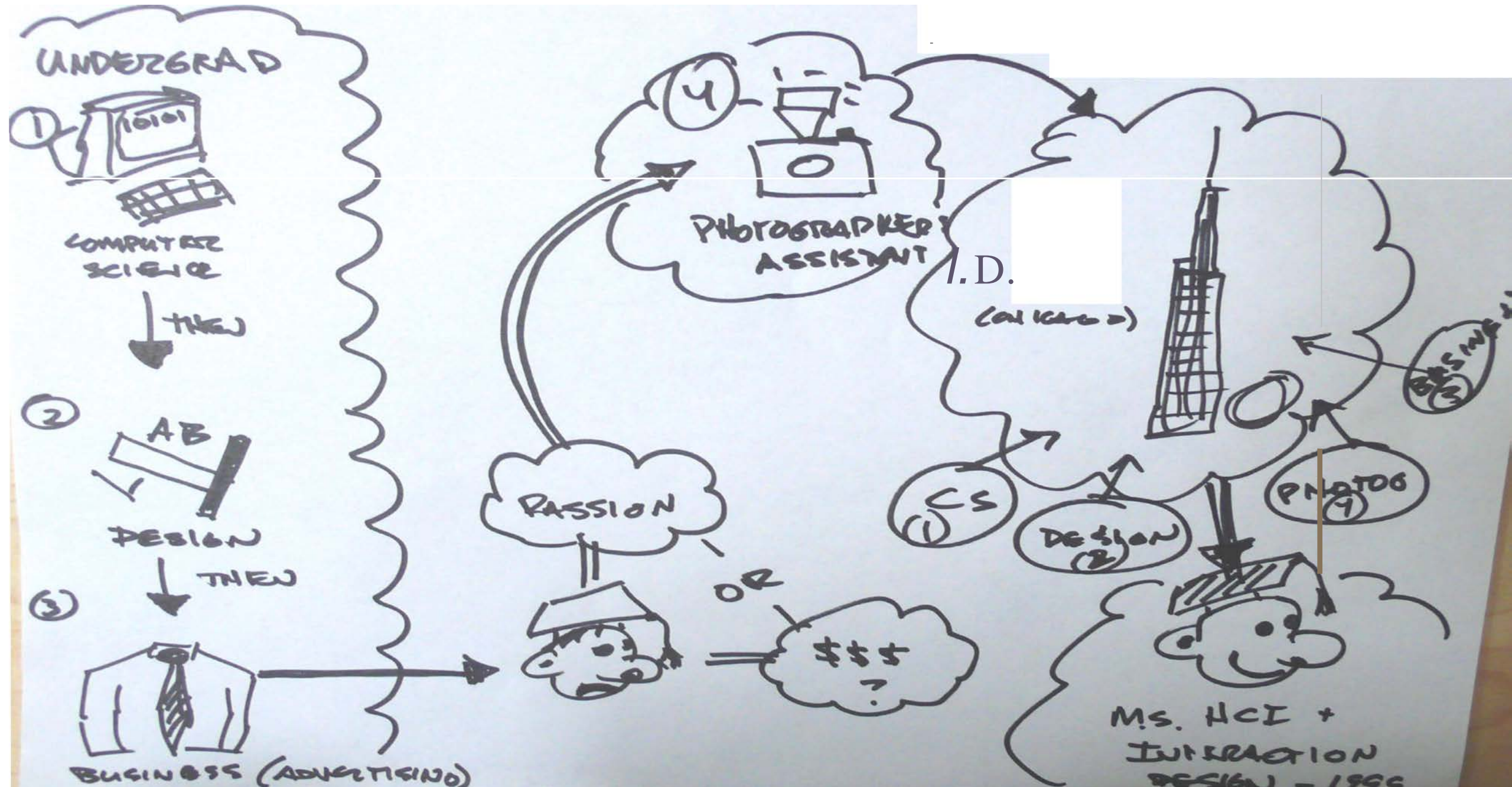
Facilities



HAVERFORD

Philly, PA

How did you CHOOSE GRAD SCHOOL >



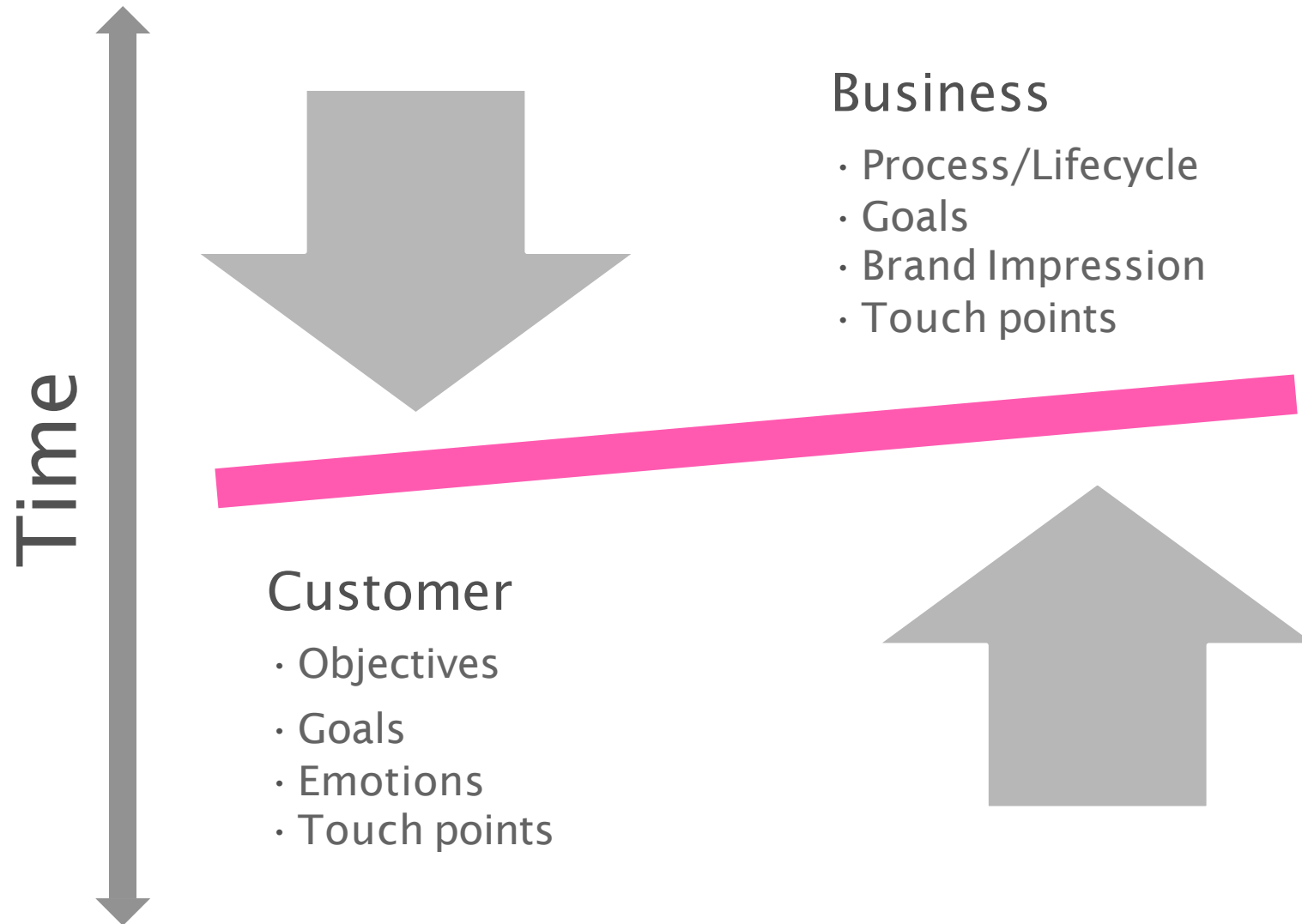
Activity – Ethnographic Journey Map

- Ask one open-ended question, “How do/did you...?” to frame the journey map activity
- Allow 5 - 10 min to draw: 15 min to describe
- Use open/closed questions to fill in knowledge gaps and probe for thinking, feeling, doing data
- Record the interview session for later referral

AS IS Journey Maps

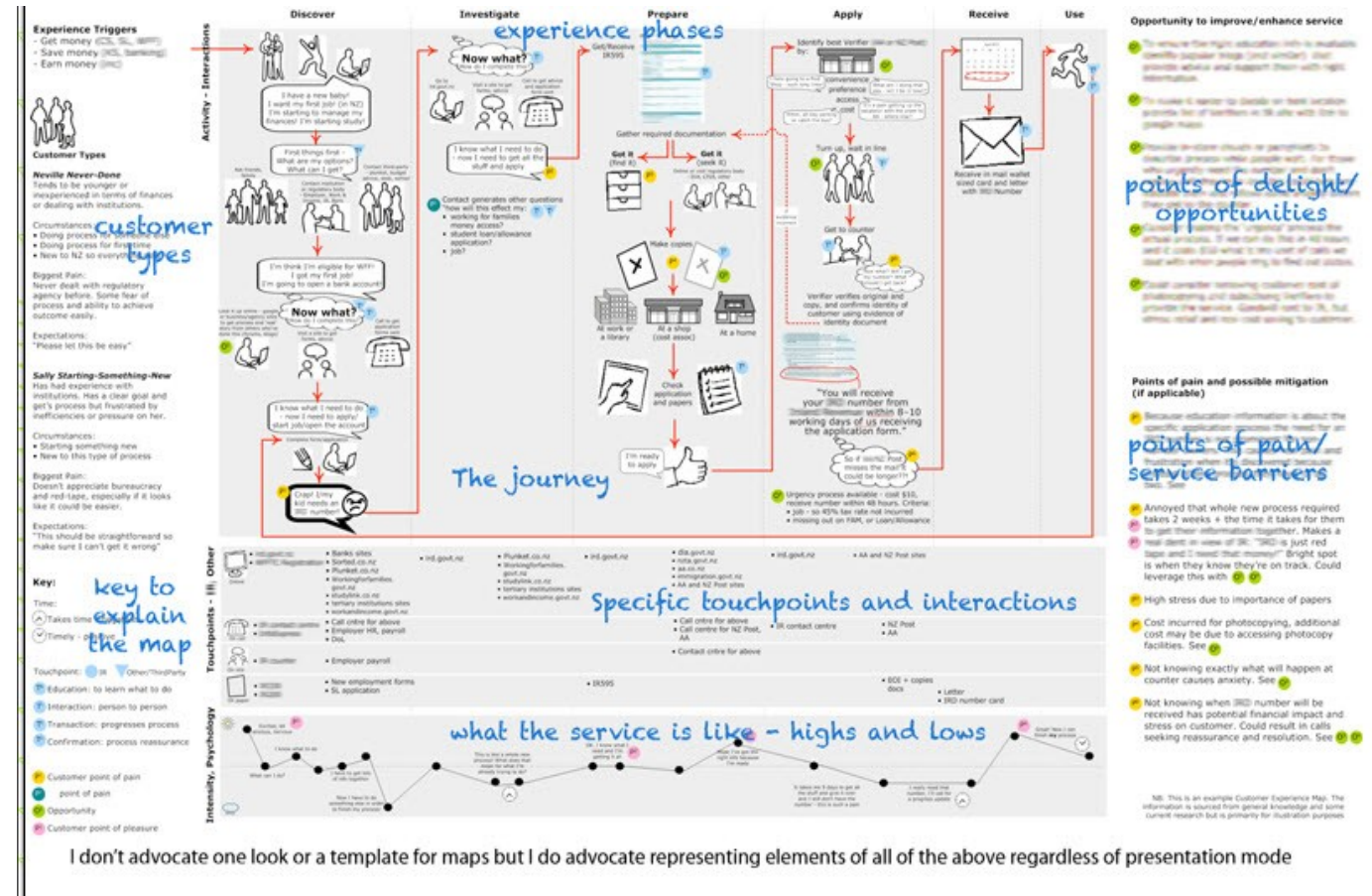
- **WHAT:** Data visualization derived from customer data, business data, trend data, analytics, etc. Reveals of what is happening now.
- **WHY:** Reveals opportunities for a business; catalyzes customer-centric thinking
- **WHEN:** Prior to embarking on a transformative initiative; when customer feedback indicates
- **WHO:** Stakeholders from the business; customers; prospects
- **HOW:** Data collection and analysis; affinity mapping; data visualization

Characteristics – A balance between Customer and Business



Elements of an AS IS Journey Map

- Experience phases
- Customer types
- The journey itself
- Points of delight/opportunities
- Points of pain/service barriers
- Specific touch points and interactions
- What the experience is like; the highs and lows
- Key to explain the map



Customer Journey Map

- Stages
- Touch Points

- Customer Needs
- Customer Expectations
- Customer Activities
- Emotional State

- Opportunities

ISITE Design

Customer Journey Mapping Worksheet

The Customer Journey Map is a representation of the steps and emotional states that a customer goes through as they address a need. The final map will help identify how customers view your organization by putting their interactions with you in the context of their broader objectives and experience.

Customer Persona:

Goal:

Stage							
Touchpoints <small>Points of interaction, i.e. website, email, phone, social, billing, support, on premises</small>							
Needs <small>What questions is the customer trying to answer and the context do they need to answer them?</small>							
Expectations <small>What are the basic expectations of today's customer? What have we promised them in our branding?</small>							
Activities <small>What are they doing at this stage in the journey?</small>							
Emotional State							
Opportunities <small>What would make things easier and more enjoyable for the customer? What does the Brand tell us to do?</small>							

Persona-based Journey

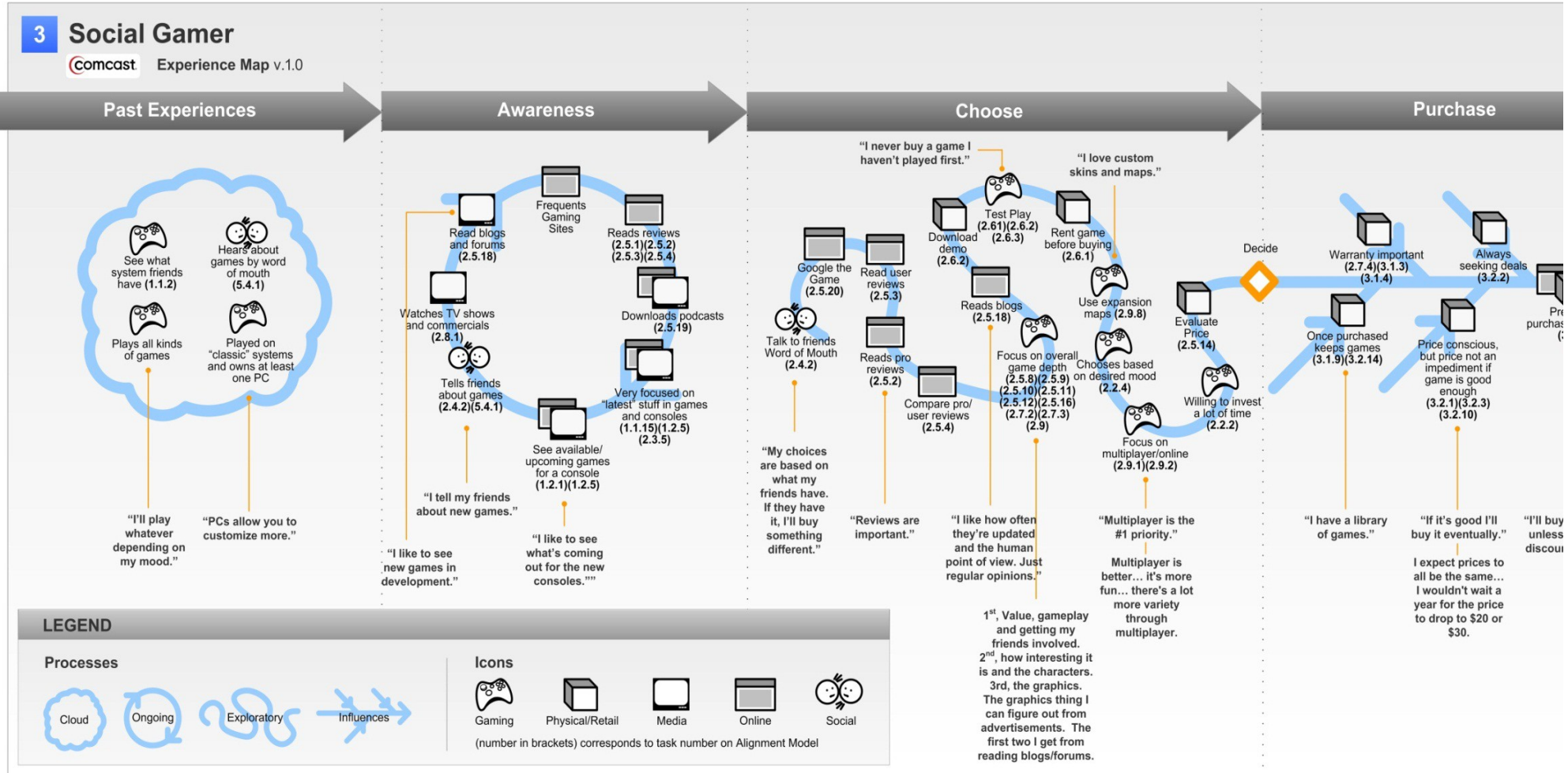


Richard

Age: 21
 Location: Philadelphia, PA
 Occupation: Student
 Family: Single
 Household Income: \$20k/year
 Computer Skill:
 Influence:

Key Motivators

- Hears about games mainly from friends through word of mouth
- Ability to play multi-player with friends very important
- Very aware of tech issues
- Price conscious, seeks deals
- May not own latest system but wants it badly
- May not own latest games but wants them badly
- Likes to see latest games in development
- Likes to purchase in person to have box to show off
- Expects game to last a long time
- Keeps up on latest gaming news to be "in the know"
- Reads and posts at blogs, gaming sites, forums
- Researches online, buys retail
- Read reviews and ratings
- Plays almost all genres, choices depend on friends and mood
- More focused on Storyline
- Willing to invest a lot of time into gaming
- Likes to maximize game investment (find hidden sections)
- Plays almost everyday
- Compares scores with friends

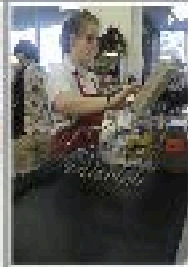
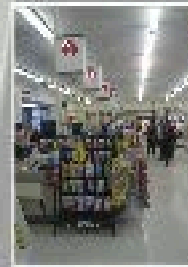
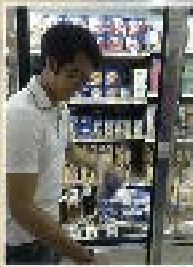
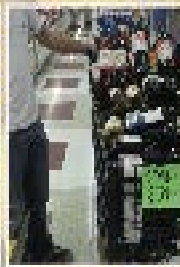
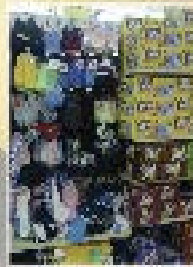
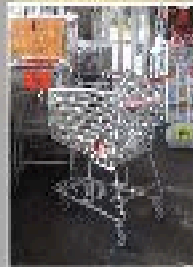
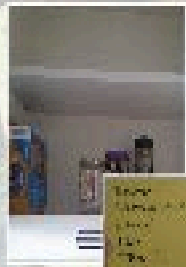
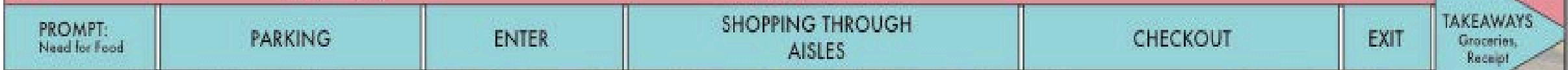
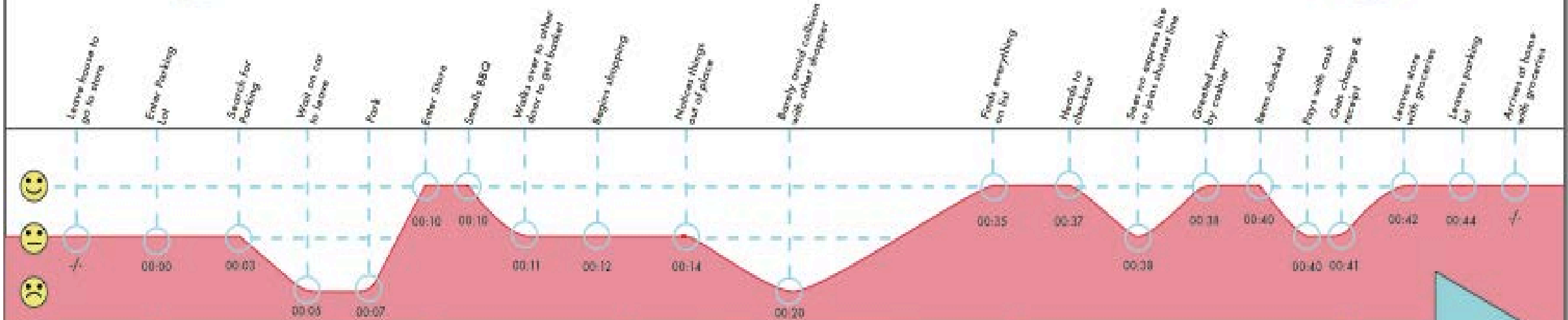




CUSTOMER JOURNEY MAP THROUGH "RED & WHITE"

This journey map documents the experience of an irregular shopper at the Red & White Grocery Store in Habersham Village.

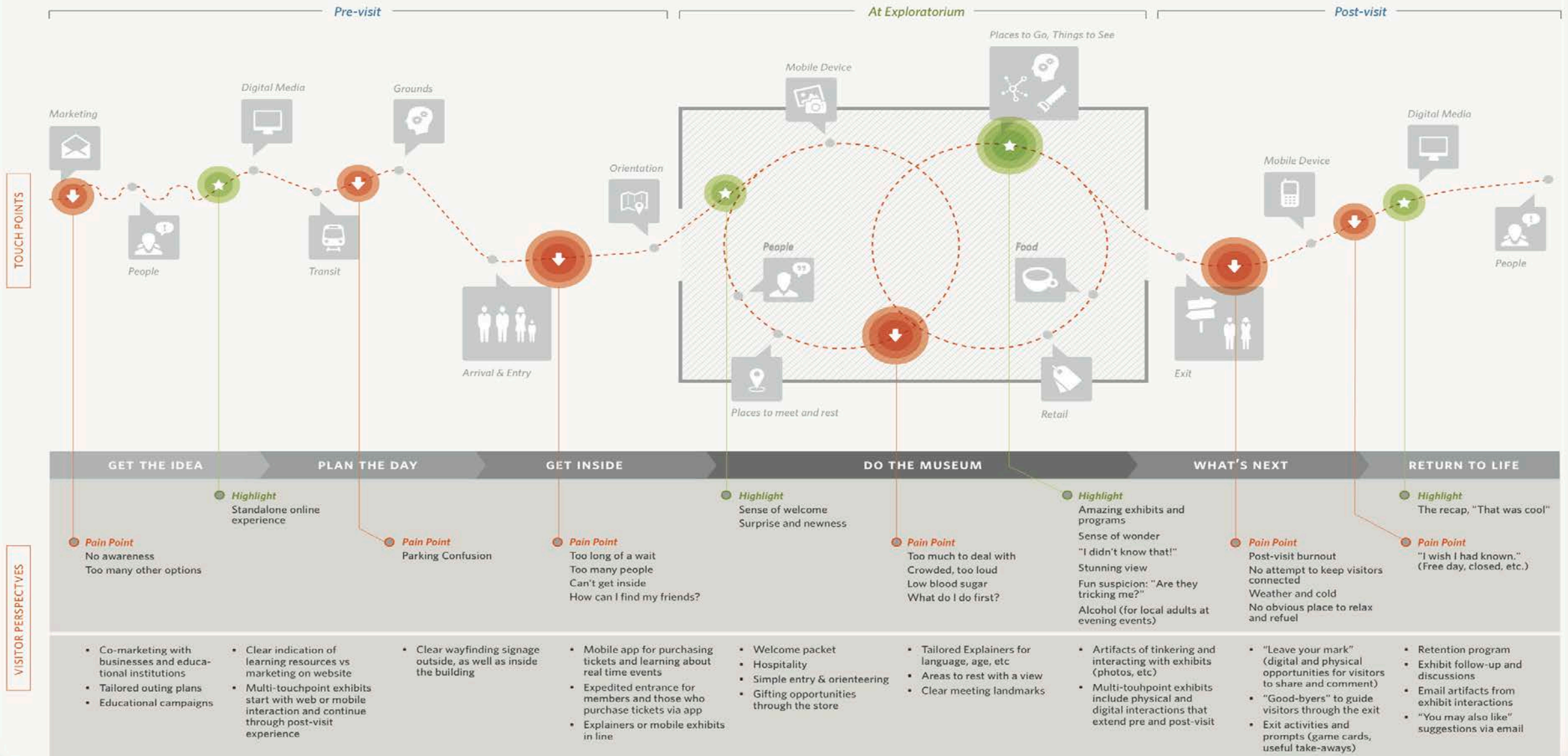
CUSTOMER QUOTE
 generally on joy walking around when I go grocery shopping but while I was there I felt like I was constantly trying to avoid bumping into other shoppers."



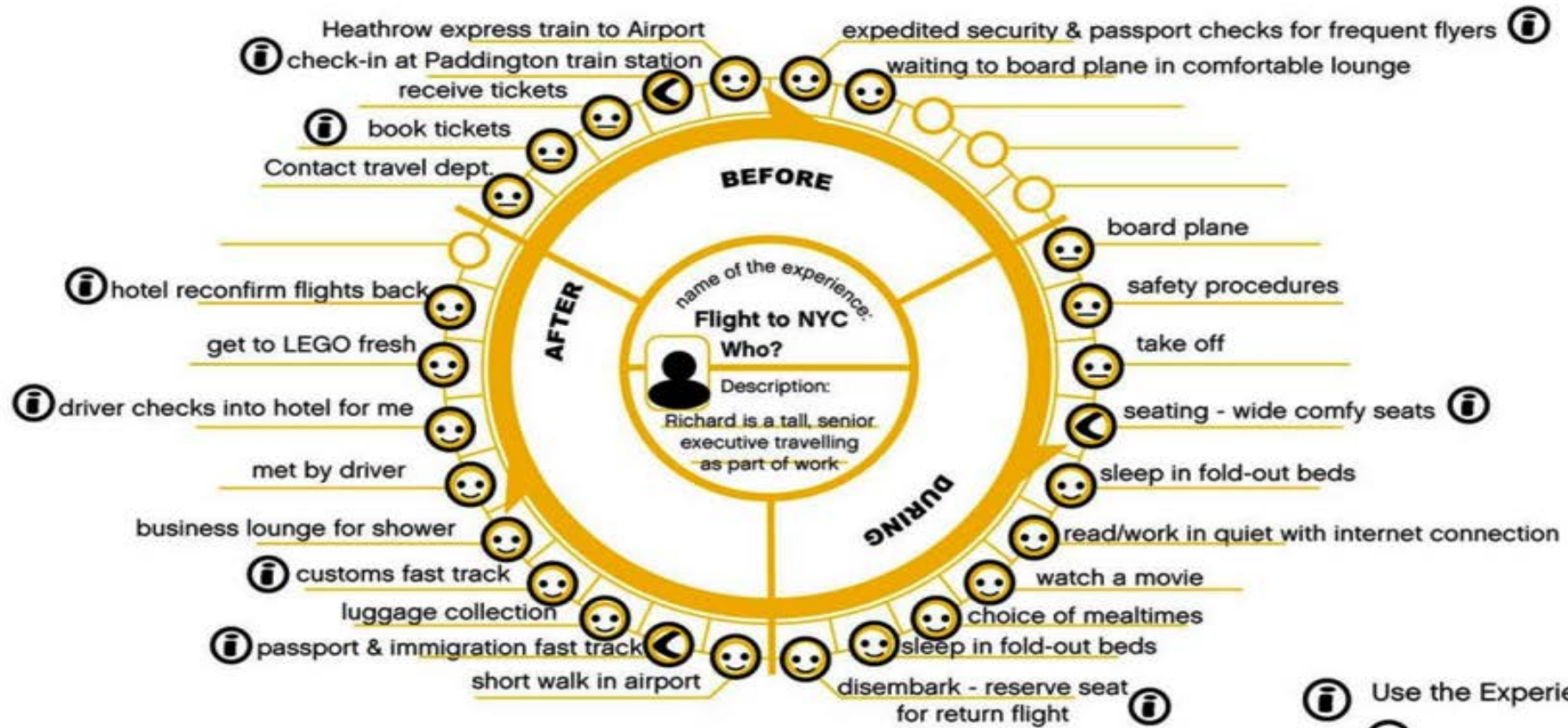
Documented by Kerri Dale Smith

Exploratorium Visitor Experience Map

What opportunities exist to impact the experience at scale?



Designing the Experience - Example WOW



- Use the Experience Icons:
- How can this be a positive experience?
- Make or break moment - what can we do to make sure consumers come back time and time again
- Where do we need data to help deliver the experience?

1 Introduction

For a few weeks his friends have been leaving the cricket game early on Fridays. They say they are part of some new programme. This Friday, a new 'bhaiyya' joins the cricket match – and plays some really good cricket! The bhaiyya has a small chat after and then Abhijeet's friends leave the game early as usual but this time with the bhaiyya.

Abhijeet decides to take a look.



2 Engage

At the community hall, Abhijeet joins his friends and other boys for an interactive exercise. Through the activity, they all get to know each other, have some 'boy' talk, learn how to solve a puzzle and overall have some fun. What Abhijeet likes the most is that nobody comes to bother them throughout the activity, unlike in school or at the cricket ground.

The bhaiyya then gives some information about the programme called Action for Equality and explains that such activities are a part of it. Abhijeet gets all excited to join and attend the next session. He comes home and tells his mother that he wishes to join AFE. The bhaiyya also comes home to speak to Abhijeet's mother.



3 Enrol

After convincing his mother, Abhijeet starts attending the AFE sessions. He is fascinated to learn about his own behaviour and the effect it has on people, especially women in his life. He learns to analyse it and some practical tips to change it. He also learns how society treats women and why it is not correct.

He trusts his group and the bhaiyya, because they don't judge him and are always there to support him.

He admits to the group that he often teases girls outside his school and now he has understood that it is wrong.

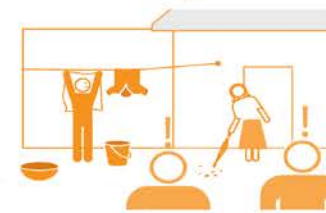
4 Retain

After the first 10 weeks into the course, Abhijeet's mother has to take a sudden trip to their hometown.

Abhijeet is in charge of the home, as his father leaves to work in the morning.

His neighbours are very surprised to see him cleaning the house, cooking and washing clothes with his sisters at the hand pump outside the house after they finish school. They go out to play with their friends in the evening. Abhijeet attends AFE sessions regularly.

His mother gets to hear of it when she returns. Her doubts about her son doing domestic chores disappear when she sees how happy the three siblings are and her burden is reduced too. She really appreciates this change.



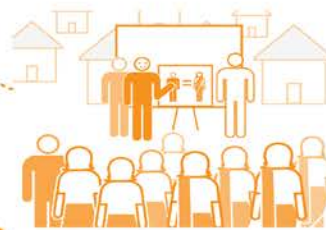
5 Facilitate

15 weeks later Abhijeet is a proud graduate from the Action for Equality programme, along with his friends.

He takes the main role in the short play the team puts up at the graduation ceremony – attended by his mother and many other women and men from the community.

He shares at the event that he found the programme really useful. Abhijeet understands the importance of gender equality and the role he and other men in his community need to play. He wants to share what he has learnt with the others.

Therefore, he chooses to enrol for the AFE Alumni Programme and becomes a Volunteer.



Meet Abhijeet

Abhijeet is 14 year old, crazy about cricket, lives with his parents and two sisters in a small low-income community.



7 Lead

Abhijeet is now going to be 16. He has become popular among the boys in the community. They see him speaking confidently in front of hundreds of people in the community. They see the recognition he gets from the women and girls in the community. They want to be like him.

Abhijeet is selected for the AFE Leadership Programme. As a volunteer leader in the community, Abhijeet is often seen present at community meetings and support groups. He takes an active part in facilitating a dialogue to address problems that women and girls in his community face. With the help of other volunteers and community members he leads the solution implementation.

Along with the community members, Abhijeet has pledged that men in his community should be raised differently.

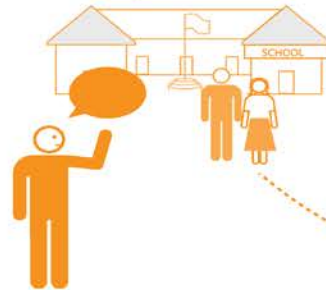


6 Sustain

A few months later, Abhijeet's father decides to take his sister out of school as there is a financial crisis in the family.

Abhijeet shares the problem with bhaiyya and takes his help to speak to his father. He intervenes, convincing his father to find an alternate solution to the financial situation.

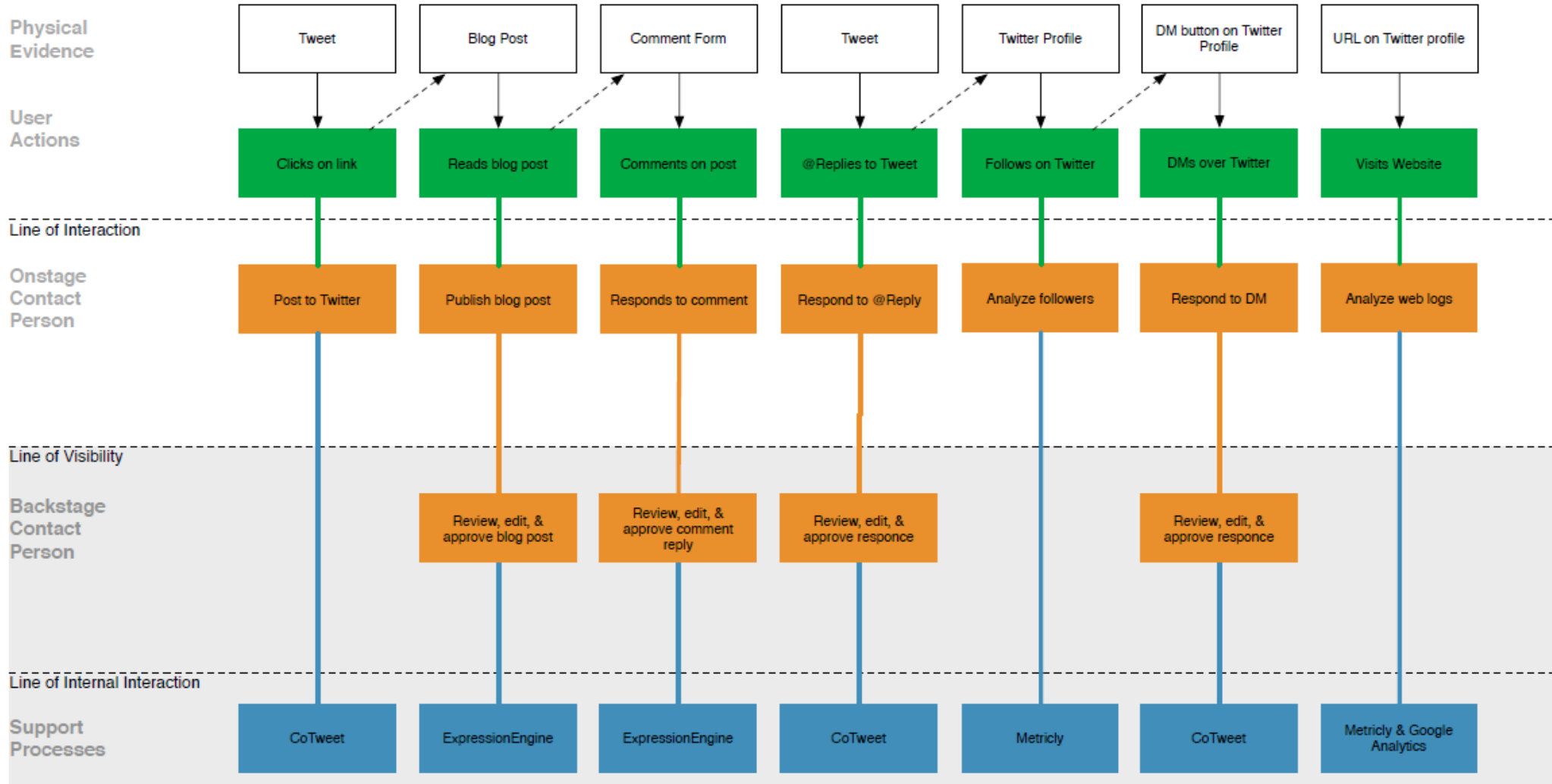
In addition, all three siblings start helping their mother in the family tiffin business, making it possible to reach more customers, reducing the family's financial burden. Abhijeet's father is proud of him for demonstrating such maturity.



Let's raise boys and men to end violence and discrimination against women and girls.

Platform

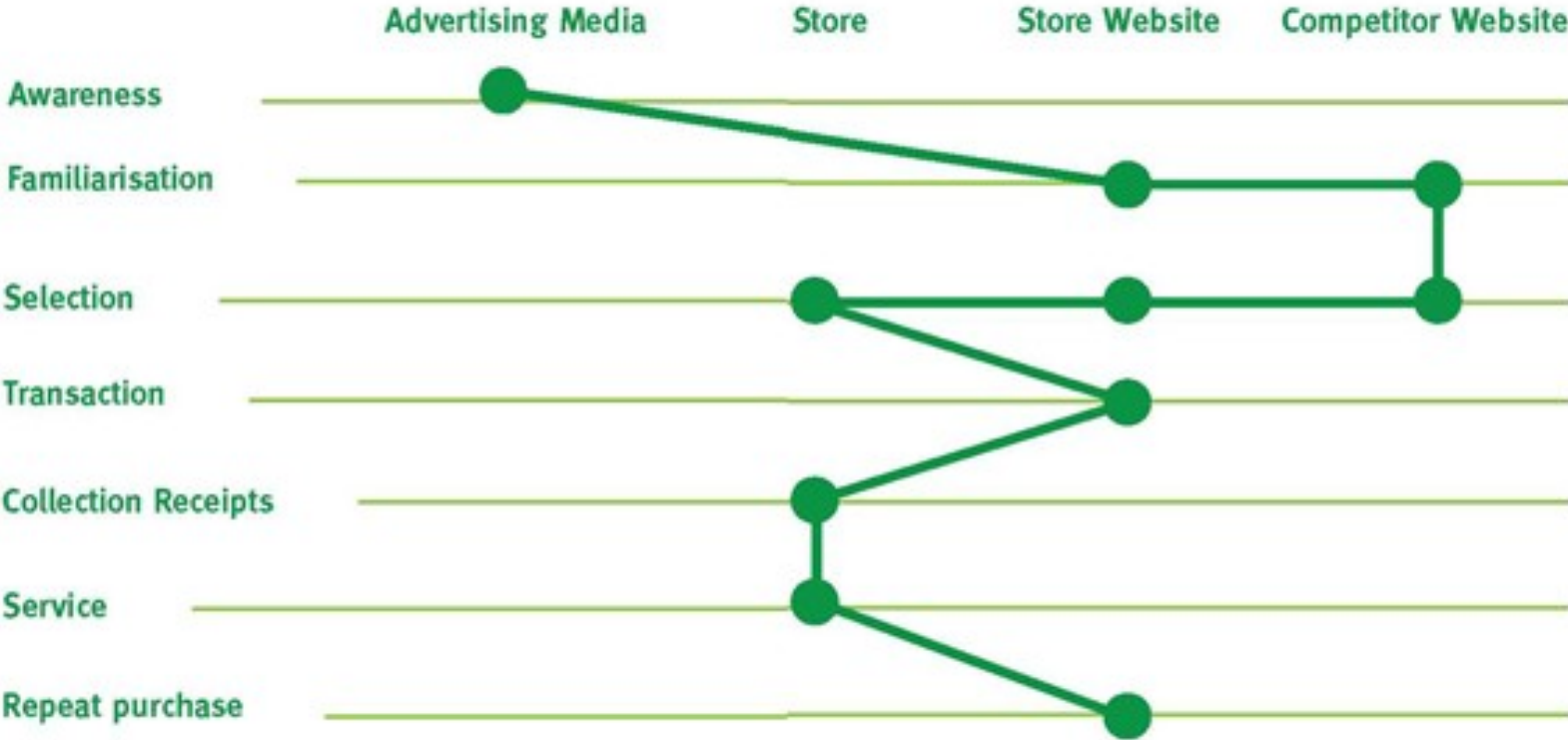
Twitter Experience



Touch Points

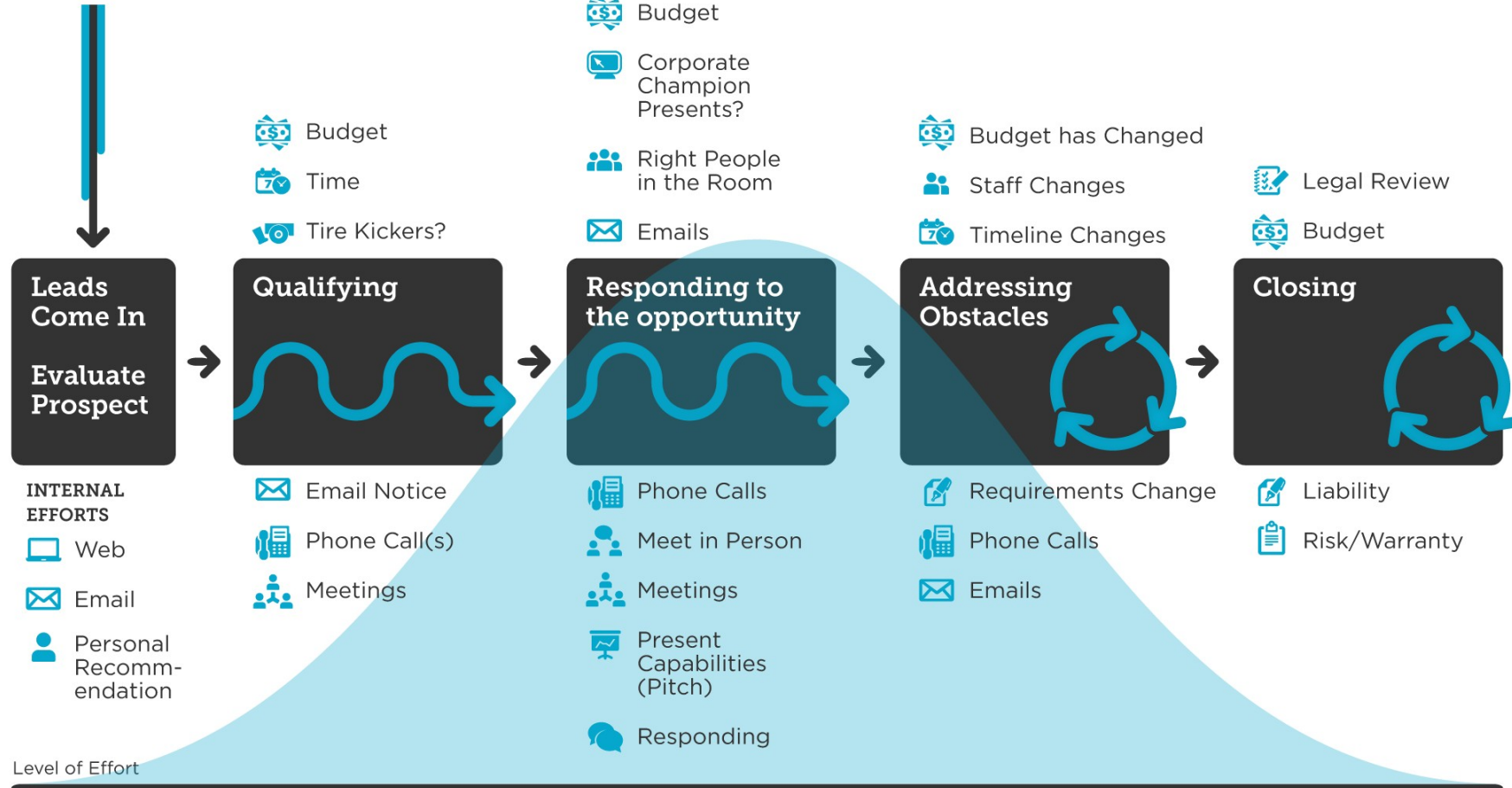
Multi-channel customer journey

A common customer journey to purchase a wide screen TV

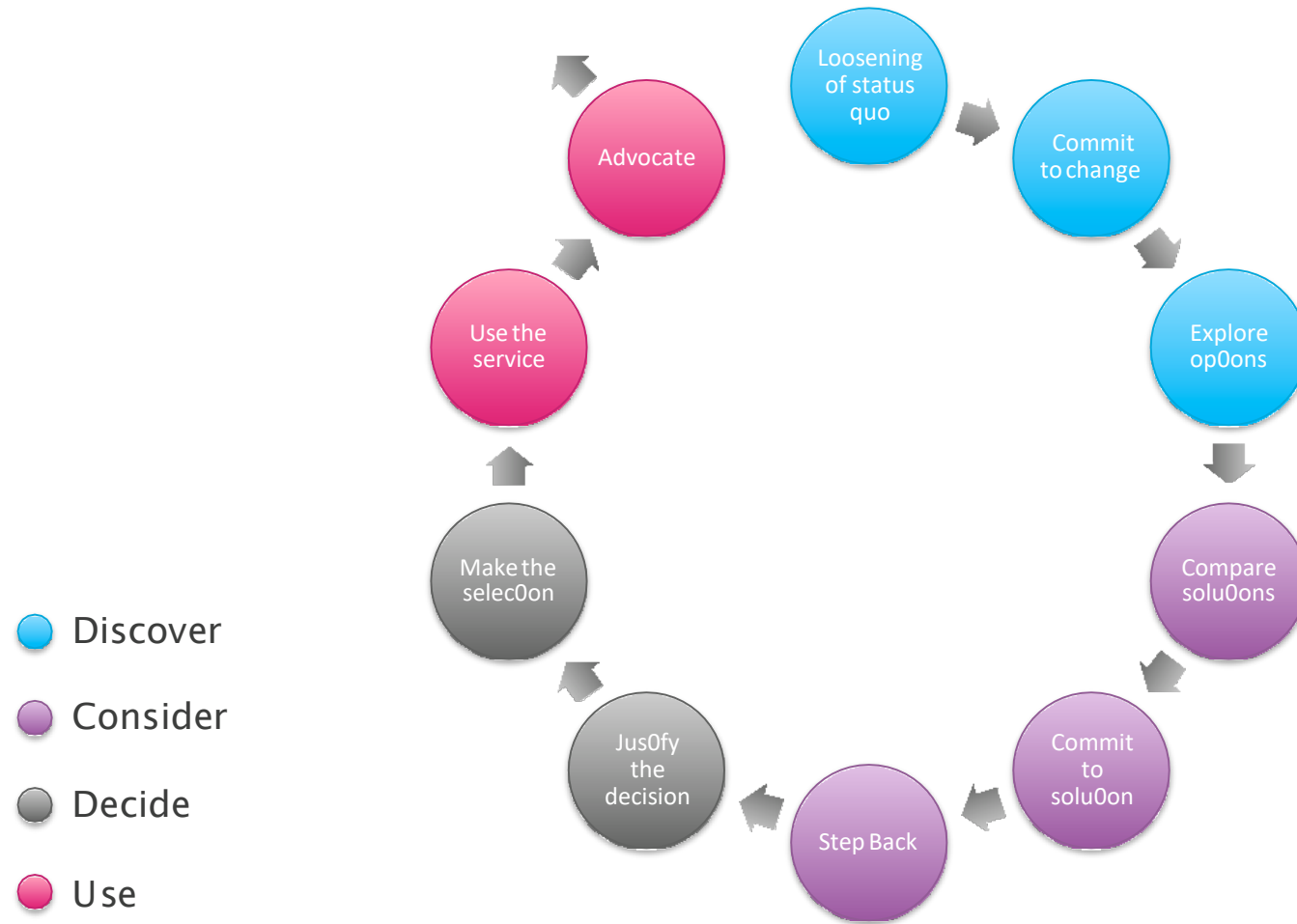


Internal Processes

Current State



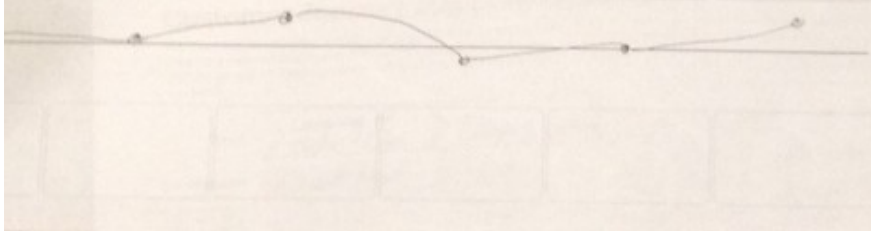
Customer Journey Phases



ing Worksheet

Customer Persona: *Generic Bank*

Goal	Capure	Count		
Activities	visit site, touch	can download		
Emotional State				
Opportunities				
Needs	How do I set up an account?	Did my money transfer over?	When will I get my cards?	
Expectations	They will be easy to use	They will handle most of it	Acknowledge/apologize to me	Believe me = smart, knowledgeable
Activities	They want my money	Pay on sight or something more than I expected	Apologize when I'm wrong etc	Being on time about the card



Needs	Why should I consider converting to online banking? What would really be better?	Understand the offer look for tricks, validate what it is really better.	Validate what what is offered is real.	Exactly when products do I need. How will bank serve me?
Expectations	Clear consistency of messaging and products from website	People who listen.	- Strong online capabilities - Full featured - Reliability - value - Good support (responsive)	Easy to use Provides Fullfilled
Activities	Considering our offer Pathways	Review website talk to friends	Communicate with Bank.	Using online next opening opening acct in

Emotional State	ABUSUAL	PERIODS	STAGE OF DECISION
Opportunities	- PHONE NEW NEW SERVICES - AS OFTEN AS YOU WANT - PHONE SERVICE	- ONE MONTH PERIODS - PHONE SERVICE - PHONE SERVICE	- PHONE SERVICE - PHONE SERVICE
Needs	- PHONE SERVICE - PHONE SERVICE	- PHONE SERVICE - PHONE SERVICE	- PHONE SERVICE - PHONE SERVICE
Expectations	- PHONE SERVICE - PHONE SERVICE	- PHONE SERVICE - PHONE SERVICE	- PHONE SERVICE - PHONE SERVICE
Activities	- PHONE SERVICE - PHONE SERVICE	- PHONE SERVICE - PHONE SERVICE	- PHONE SERVICE - PHONE SERVICE

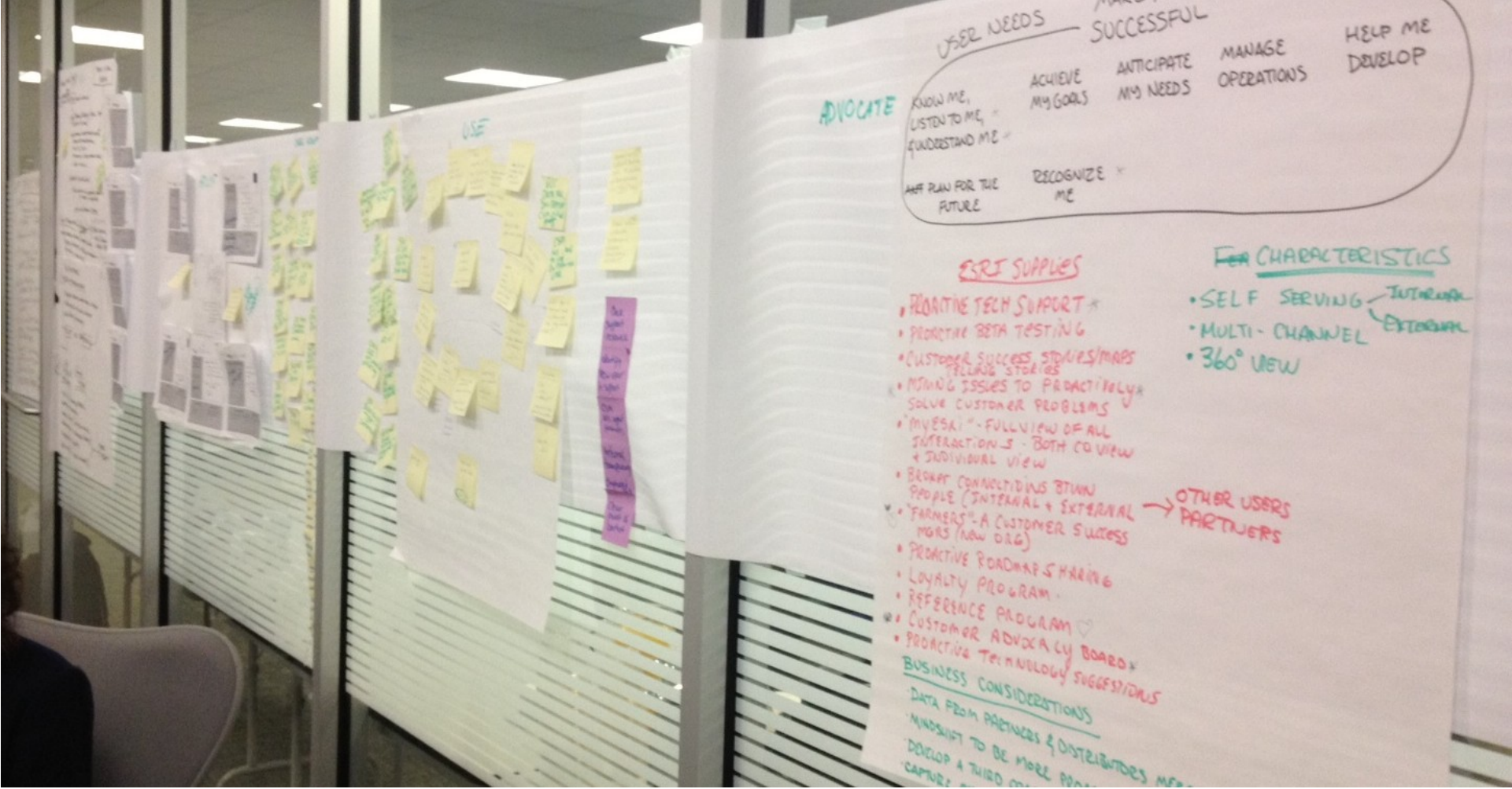
ISITE Design

Goal: *Open new Checking Relationship*

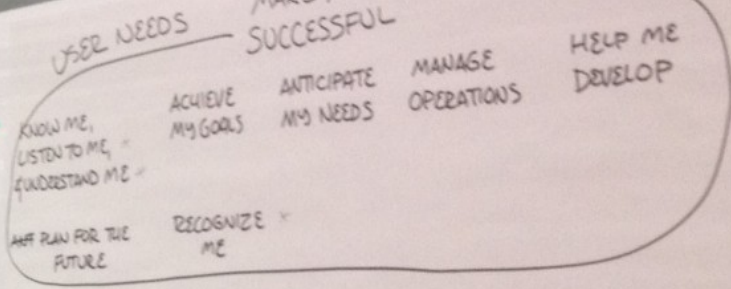
Use the Service	Advocate
Online Banking Exhibit Cards Statements Contact Center	Friends Social Media
How does anything work? how use mobile/Bol app	Consistent High Quality Delivery on Point
Easy to use Provides Fullfilled	- Good People Friendly consistent support Transparent Services
Using online next opening opening acct in	Using Bank Products, relies on branch contact center

Future State Journey Maps

- **WHAT:** Data visualization based on a goal-state 3 to 5 years in the future
- **WHY:** Informs technology roadmap; informs content strategy and staffing to fulfill on the desired goal
- **WHEN:** Periodically, to keep the business focused on the goals and future
- **WHO:** Stakeholders from the business
- **HOW:** Brainstorming, roleplaying and connected thinking. For example, write a letter from the future (storytelling parsed into touchpoints)



ADVOCATE



ESRI SUPPLIES

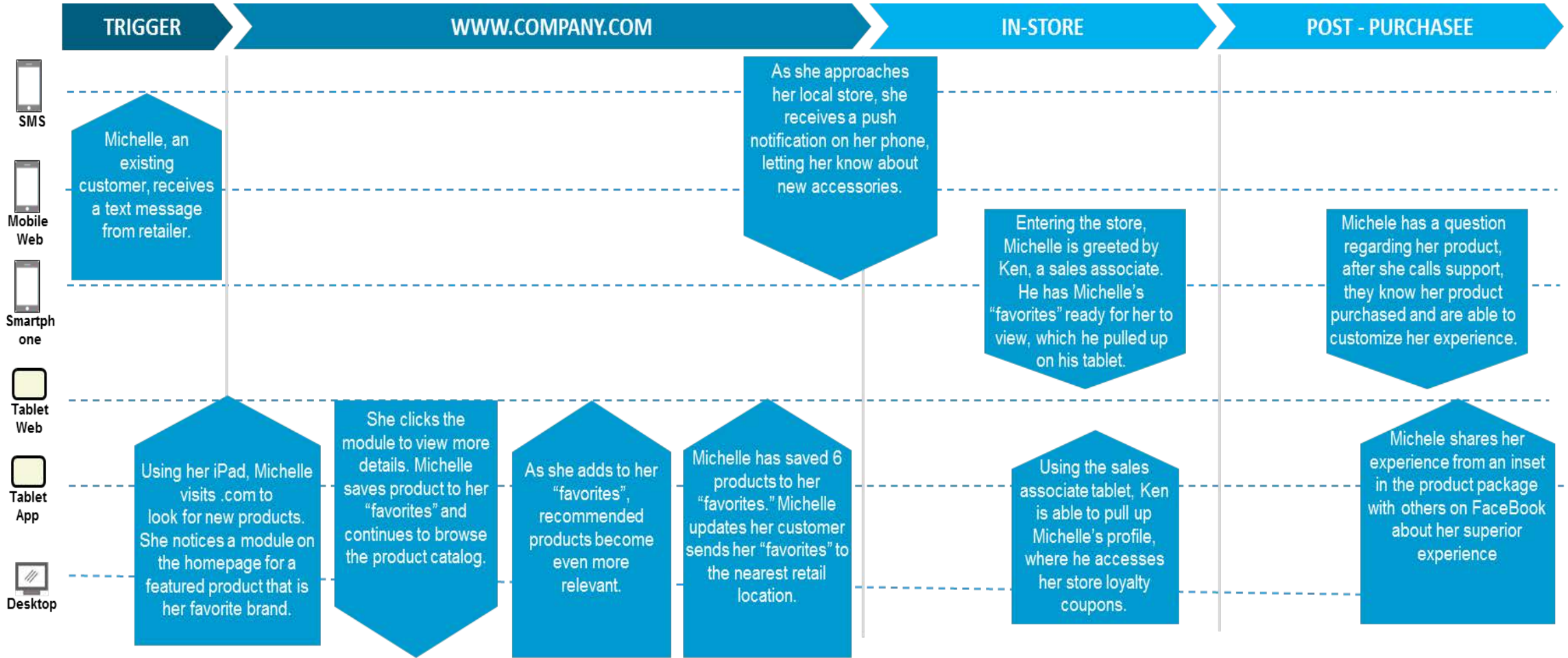
- PROACTIVE TECH SUPPORT
- PROACTIVE BETA TESTING
- CUSTOMER SUCCESS STORIES/MAPS
- MOVING ISSUES TO PRODUCTIVITY
- SOLVE CUSTOMER PROBLEMS
- "MYESA" - FULL VIEW OF ALL INTERACTIONS - BOTH CO VIEW + INDIVIDUAL VIEW
- BEYOND CONSOLIDATING BTWN PEOPLE (INTERNAL + EXTERNAL)
- "FARMERS" - A CUSTOMER SUCCESS MGRS (NEW ORG)
- PROACTIVE ROADMAP SHARING
- LOYALTY PROGRAM
- REFERENCE PROGRAM
- CUSTOMER ADVOCACY BOARD
- PROACTIVE TECHNOLOGY SUGGESTIONS

FEATURE CHARACTERISTICS

- SELF SERVING
- MULTI-CHANNEL
- 360° VIEW

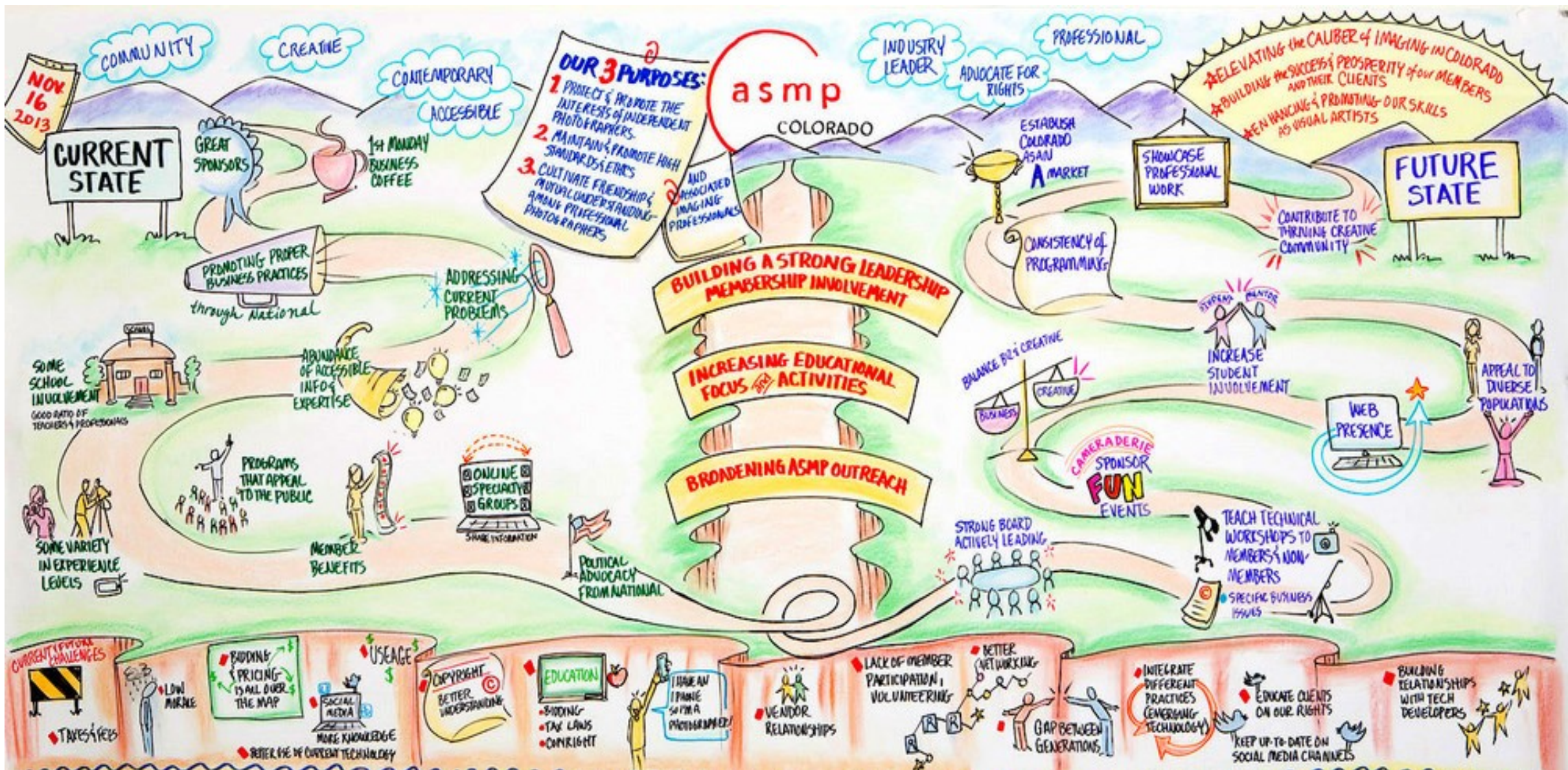
OTHER USERS PARTNERS

- BUSINESS CONSIDERATIONS**
- DATA FROM PARTNERS & DISTRIBUTORS
 - MINDSHIFT TO BE MORE PRO...
 - DEVELOP A THIRD ST...
 - CAPTURE...



Elements of a Future State Journey Map

- Tell a story from a customer's perspective
- Outline specific touch points
- Describe the expected experience for each touch point
- Identify triggers to start the journey
- Focus on transitions between the steps in the journey



OUR MISSION: TO CREATE SUSTAINABLE INFORMATION, ADVOCACY & COMMUNICATION SYSTEMS DESIGNED TO EMPOWER & EDUCATE PROFESSIONAL PUBLICATION PHOTOGRAPHERS.

GHOST MAPPING

Advanced Journey Mapping by way of Ghost Mapping, is a great way to remind your internal teams where the consumers are coming from.

map out

WHAT YOU THINK
WILL HAPPEN

map out

WHAT ACTUALLY
HAPPENS

overlay

THE MAPS

Over 80% of the time, the maps don't match.

Recap on Map Types

- Journey Maps are a powerful tool to align and manage customer/user experiences across devices, channels and time
- Ethnographic Maps help you quickly capture real-world stories from people
- “As is” Journey Maps reveal business opportunities through a customer lens
- Future State Journey Maps help make a vision seem achievable and identify the evolution required and the potential benefits

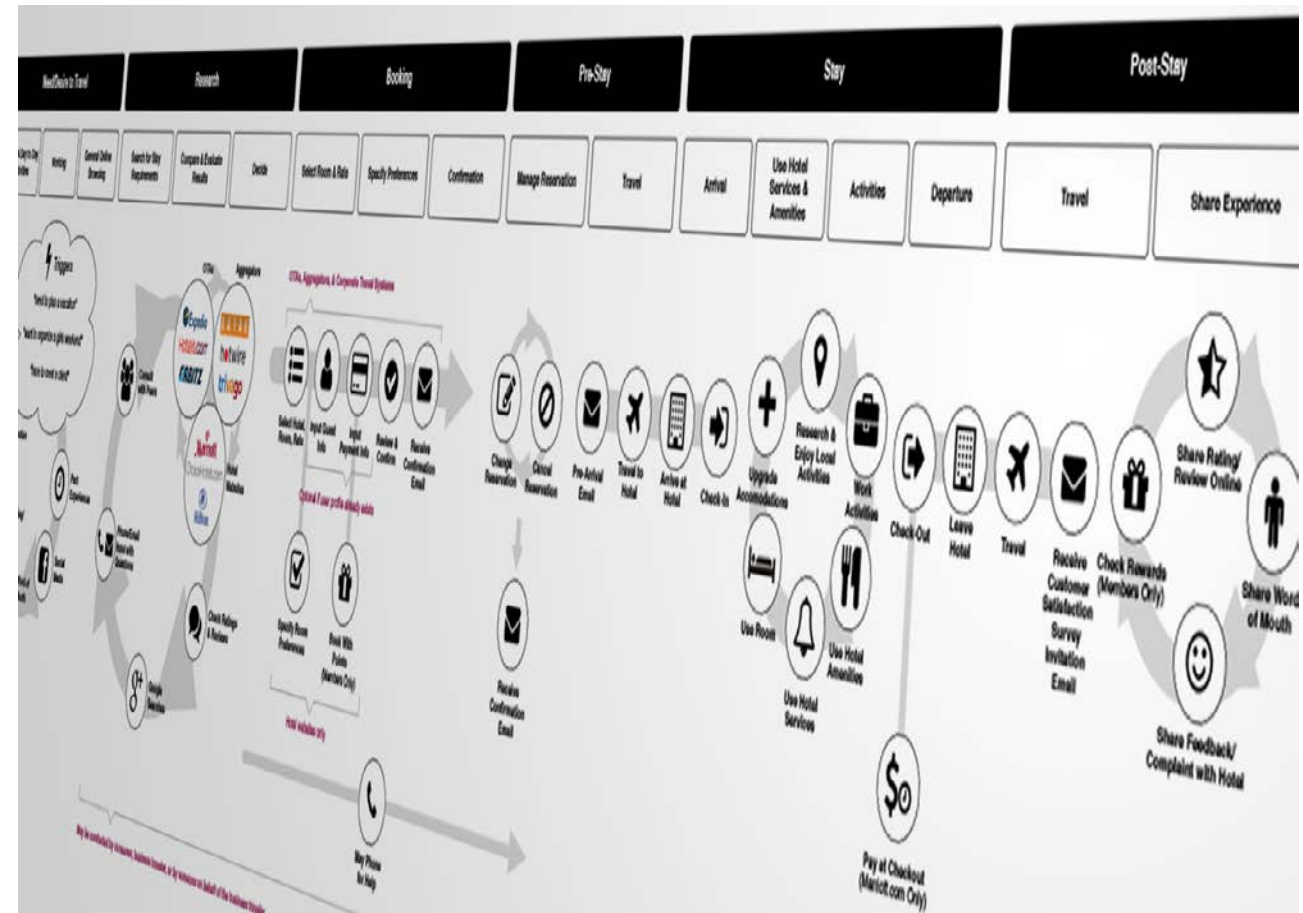
What is a Customer Journey Map?

Customer journey maps go by different names, such as customer experience maps, journey maps, and touch point maps.

Journey maps serve as a visual means to identify the steps your customer goes through as they experience your product or service and the impact of each. With the rapid proliferation of cross channel interactions, touchpoints and experiences between you and your customer 'living' journey mapping has become an invaluable tool to remain connected to the customers experience as they engage with you

Customer journey maps chart your customer's experience and help you target changes, improvements and service innovations with the greatest impact and return.

By identifying those steps in your customer experience with the greatest impact, your journey map becomes a centerpiece of your customer experience planning process.



The Anatomy of an Experience Map

Experience maps have become more prominent over the past few years, largely because companies are realizing the interconnectedness of the cross-channel experience. It's becoming increasingly useful to gain insight in order to orchestrate service touchpoints over time and space.

Make Smarter Decisions

It's a catalyst, not a conclusion

Bring Teams Together

It's the activity, not the artifact

Build Deeper Empathy

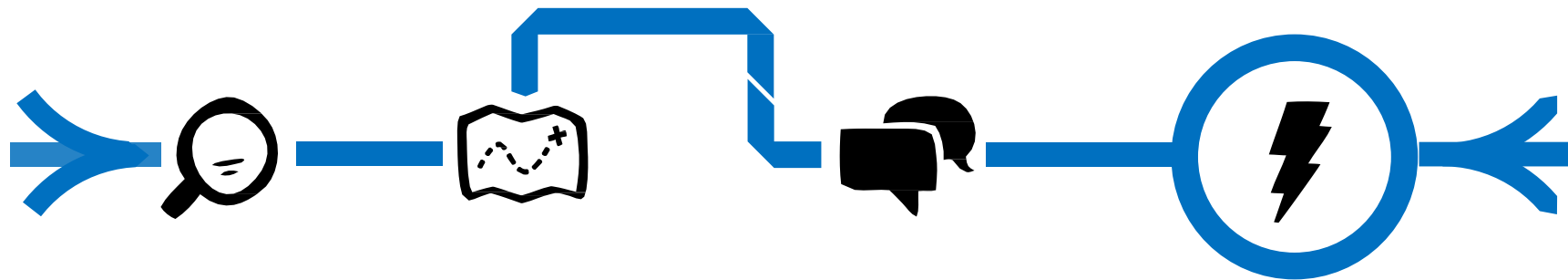
Its about telling your customers story

Clarify the Big Picture

It's a tool to identify opportunity

Experience Mapping

The four steps to making sense of cross-channel customer journeys



UNCOVER THE TRUTH

study customer behavior and interactions across channels and touchpoints

CHART THE COURSE

Collaboratively synthesize key insights into a journey model

TELL THE STORY

visualize a compelling story that creates empathy and understanding

USE YOUR MAP

Follow the map to new ideas and better customer experiences

The Activity

experience mapping is a collaborative, iterative process for synthesizing and visualizing the holistic customer experience. the activity of experience mapping results in an artifact – an experience map.

The Artifact

An experience map presents, with richness and depth, key insights into your customers' complete experience. it is a tool that supports charting new courses of action.

The Five Dimensions

Five dimensions to a map are the

- The lens
- The journey model
- Qualitative insights
- Quantitative information
- The takeaways

Thinking behind the Journey Mapping Process

Two key criteria:

1. **The Journey Map can stand on its own**, can it be circulated across an organization and doesn't need to be explained, framed or qualified. Like others, we make our experience maps large, often greater than five feet long. They're meant to engender a shared reference of the experience, consensus of the good and the bad.
2. **The Journey Map is clearly a means to something actionable**—ideally something to design around—and not an end in and of itself. A good experience map feels like a catalyst, not a conclusion.

Touchpoints supported by quality customer research:

If the experience journey has a good number of touchpoints, then it becomes hard to highlight every touchpoint in the experience map. The map would start to lose focus and meaning. Instead, we start with a touchpoint inventory, cataloguing all touchpoints a customer has with the product or service, great and small. But, beyond some logical groupings I don't worry how they relate to each other, save for identifying the nature of each touchpoint or the phase in which it lives.

- ❑ **A map should have some qualitative and quantitative information** in order for it to take shape in a meaningful way. In the case of Rail Europe, we created a survey that garnered over 2,500 responses, while also conducting field research with Rail Europe customers.
- ❑ **If the experience journey has a good number of touchpoints**, then it becomes hard to highlight every touchpoint in the experience map. The map would start to lose focus and meaning. Instead, we start with a touchpoint inventory, cataloging all touchpoints a customer has with the product or service, great and small.
- ❑ **Once you start to synthesize your research you can start matching your insights** with the critical, complementary and superfluous touchpoints from the inventory. With that groundwork laid, five dimensions to a map are the lens, the journey model, qualitative insights, quantitative information, and the takeaways.

Rail Europe Experience Map

Guiding Principles

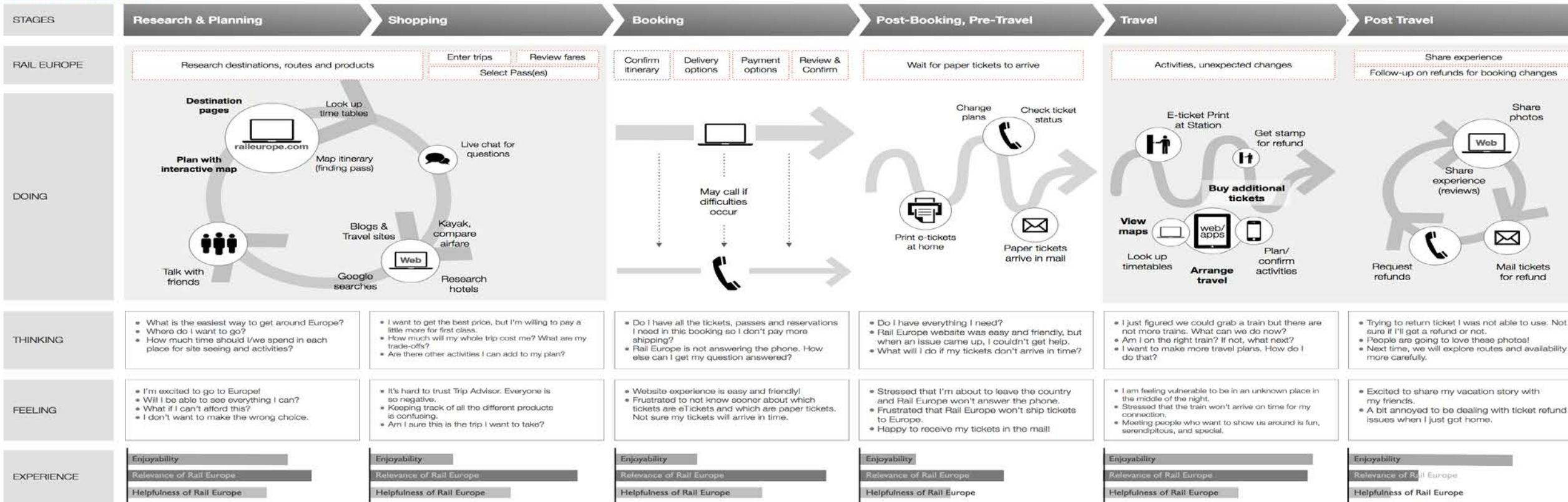
People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

People value service that is respectful, effective and personable.

Customer Journey



Opportunities

GLOBAL		
<p>Communicate a clear value proposition.</p> <p>STAGE: Initial visit</p>	<p>Help people get the help they need.</p> <p>STAGES: Global</p>	<p>Support people in creating their own solutions.</p> <p>STAGES: Global</p>
<p>Make your customers into better, more savvy travelers.</p> <p>STAGES: Global</p>	<p>Engage in social media with explicit purposes.</p> <p>STAGES: Global</p>	

PLANNING, SHOPPING, BOOKING		
<p>Enable people to plan over time.</p> <p>STAGES: Planning, Shopping</p>	<p>Visualize the trip for planning and booking.</p> <p>STAGES: Planning, Shopping</p>	<p>Arm customers with information for making decisions.</p> <p>STAGES: Shopping, Booking</p>
<p>Connect planning, shopping and booking on the web.</p> <p>STAGES: Planning, Shopping, Booking</p>	<p>Aggregate shipping with a reasonable timeline.</p> <p>STAGE: Booking</p>	

POST-BOOK, TRAVEL, POST-TRAVEL	
<p>Improve the paper ticket experience.</p> <p>STAGES: Post-Booking, Travel, Post-Travel</p>	<p>Accommodate planning and booking in Europe too.</p> <p>STAGE: Traveling</p>
<p>Proactively help people deal with change.</p> <p>STAGES: Post-Booking, Traveling</p>	<p>Communicate status clearly at all times.</p> <p>STAGES: Post-Booking, Post-Travel</p>

Information sources

Stakeholder interviews
Cognitive walkthroughs

Customer Experience Survey
Existing Rail Europe Documentation



The Lens

- ❑ ***The lens is an overriding filter through which you view the journey.*** If you have clearly different personas, or user types with fairly different paths, then the lens will likely be a summary of the persona—in which case you'll make multiple maps for each persona.
- ❑ **Often the core of the experience (and the opportunities and pain points the map highlights) will be the same** because you may be focusing on core touchpoints that apply to each persona, in which case the lens could be some overarching principles, such as design principles or a value proposition.
- ❑ **Ask yourself...** “Does this match up to the principles?” “Does this meet the needs for this persona?” The key is that *you want to look at the journey against some type of criteria*—and personas, value propositions, or principles are that criteria.

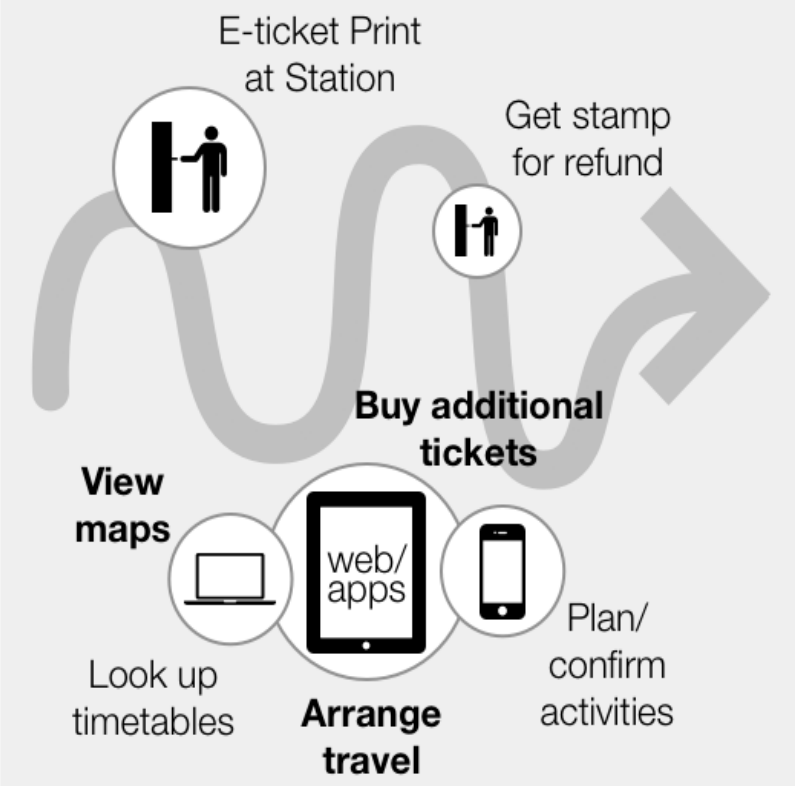
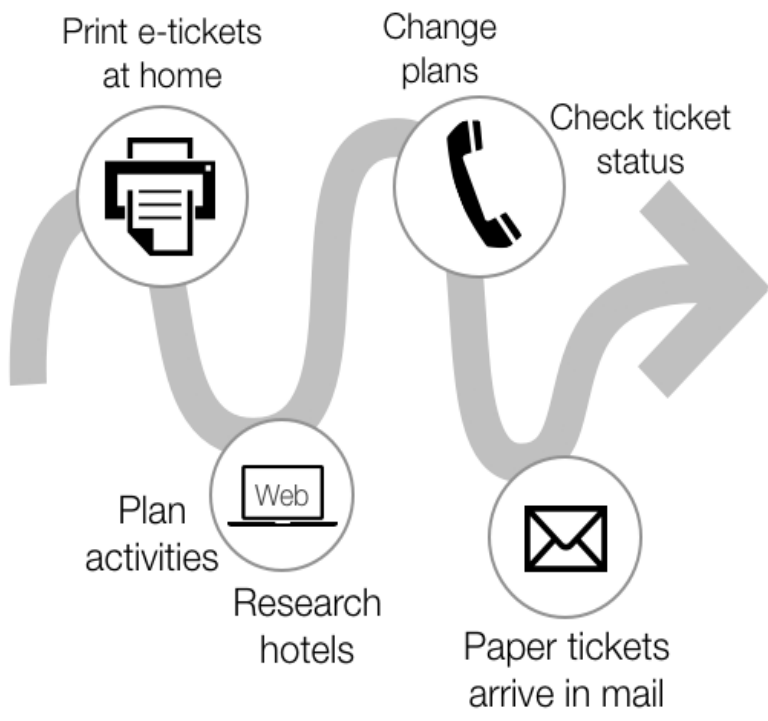
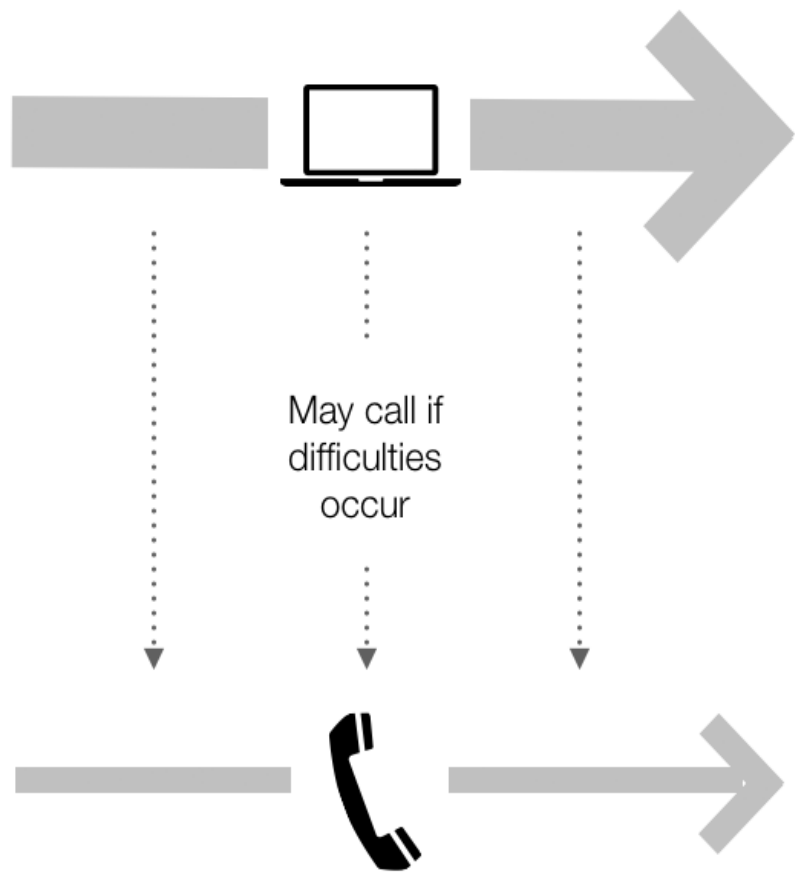
The Journey Model

- ❑ **The illustrated journey is called *the journey model*** because it doesn't always have to look the same, it all depends on the nature of the journey. Which means it could be rendered, or modeled, in a number of different ways.
- ❑ **It should also illuminate the most important dimensions**—which could be the transition from phase to phase, or the switching between different channels.
- ❑ **Should not be simply illustrating the journey step-by-step**, but ideally revealing something about it based on how you model the data, e.g. how many people use one channel over the other, which part of the experience is blatantly broken, or which part of the experience hasn't been considered much?

Confirm itinerary Delivery options Payment options Review & confirm

Wait for paper tickets to arrive







Activities, unexpected changes



Qualitative Insight

- ❑ **When applying *qualitative insight*, we use a framework of “doing, thinking, feeling”** with the “doing” being the journey model, the thinking framed as Can I use this? Will this work?
- ❑ **The feeling utilizing responses such as frustration, satisfaction, sadness, and confusion.** It’s an important component in order to understand the importance and value of a particular touchpoint for your customers.

Rail Europe Touchpoints by Channel

Stage	Research & Planning	Shopping	Booking	Pre-Travel (Documents)	Travel	Post-Travel
Channels						
Website	Maps Test itineraries Timetables Destination Pages FAQ General product & site exploration	Schedule look-up Price look-up Multi-city look-up Pass comparison	Web booking funnel - Pass - Trips - Multiple Trips	Select document option (from available options) - station e-ticket - home print e-ticket - mail ticket	Contact page for email or phone	
Call Center	Order brochure Planning (Products) Schedules General questions	Site navigation help	Automated booking payment Cust. Rep booking Site navigation help	Call re: ticket options Request ticket mailed Resolve problems (info, payment, etc.)	Call with questions regarding tickets General calls re: schedules, strikes, documents	
Mobile	Trip ideas	Schedules	Mobile trip booking		Access itinerary Look up schedules Buy additional tickets	
Communication Channels (social media, email, chat)	Chat for web nav help	FB Comparator Email questions Chat for website nav help	Chat for booking support	Email confirmations Email for general help Hold ticket	Ask questions or resolve problems re: schedules and tickets	Complaints or compliments Survey
Customer Relations						Request for refund, escalation from call center.
Non-REI Channels	Trip Advisor Travel blogs Social Media General Google searching	Airline comparison Kayak Direct rail sites	Expedia		Travel Blogs Direct rail sites Google searches	Trip Advisor Review sites Facebook



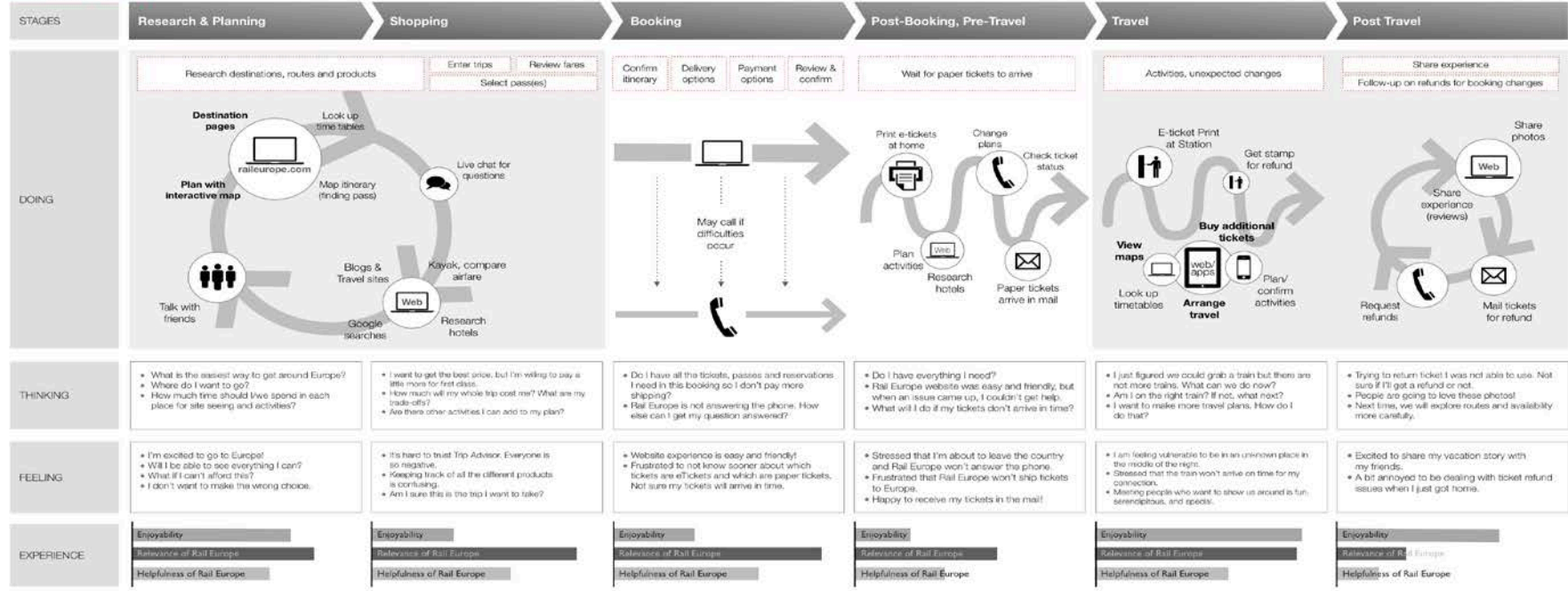
Rail Europe Experience Map

Guiding Principles

- People choose rail travel because it is convenient, easy, and flexible.
- Rail booking is only one part of people's larger travel process.
- People build their travel plans over time.
- People value service that is respectful, effective and personable.

Lens

Customer Journey



Journey Model

Qualitative Insights

Quantitative Information

Opportunities

GLOBAL	PLANNING, SHOPPING, BOOKING	POST-BOOK, TRAVEL, POST-TRAVEL
<ul style="list-style-type: none"> Communicate a clear value proposition. STAGE: Initial sell 	<ul style="list-style-type: none"> Enable people to plan over time. STAGES: Planning, Shopping 	<ul style="list-style-type: none"> Improve the paper ticket experience. STAGES: Post-Booking, Travel, Post-Travel
<ul style="list-style-type: none"> Help people get the help they need. STAGES: Global 	<ul style="list-style-type: none"> Visualize the trip for planning and booking. STAGES: Planning, Shopping 	<ul style="list-style-type: none"> Accommodate planning and booking in Europe too. STAGE: Booking
<ul style="list-style-type: none"> Support people in creating their own solutions. STAGES: Global 	<ul style="list-style-type: none"> Connect planning, shopping and booking on the web. STAGES: Planning, Shopping, Booking 	<ul style="list-style-type: none"> Proactively help people deal with change. STAGES: Post-Booking, Travel
<ul style="list-style-type: none"> Make your customers into better, more savvy travelers. STAGE: Global 	<ul style="list-style-type: none"> Aggregate shipping with a reasonable timeline. STAGE: Booking 	<ul style="list-style-type: none"> Communicate status clearly at all times. STAGES: Post-Booking, Post-Travel

Takeaways



Quantitative Insight

- ❑ **Quantitative information is also important but can be easy to overlooked.** Perhaps your research included a survey, or maybe it's just gleaned from web traffic reports. But ideally you can illuminate the journey through quantitative information.
- ❑ **It can be used to emphasize certain parts of the journey** (only 10% encounter this touchpoint, while 70% encounter that touchpoint).
- ❑ **The data could be almost anything**—a sparkline illustrating the enjoyment level of each phase or step, or the usage level, or traffic.
- ❑ **Quantitative information can be shown through arrow density**, used to communicate how much channel switching was occurring at a particular touchpoint.
- ❑ **For Rail Europe, we conducted a survey and were able to get three really telling data points**—the enjoyability of this particular phase of the journey, the relevance of Rail Europe to that phase (for example, Rail Europe was very important in the booking, but not as important after the trip), and the perceived helpfulness of Rail Europe in that phase. This highlighted gaps as well as showed where there was a good alignment between relevance and helpfulness.



Julie is facing some big life changes. Iumqui quam litia conest, odisi denimporias a volut porrum perferferia derum repra simposam explandem haria eum harcime cum velignis solorep udantum nonocquodi odipsant pa quam venisquam, utel aut quat eum fugitint eum hicaercia quam, sicutus aut et aspid qui audios ad ma volopre verrum quatia paris ad quia posaped et, simpost que videbis quiae dunttemp onibus.

NERVOUS ABOUT THE FUTURE
Iumqui quam litia conest, odisi denimporias a volut porrum perferferia derum repra simposam explandem haria eum harcime cum, sicutus et aspid qui audios ad verrum quatia et

PATIENT & THOUGHTFUL
Iumqui quam litia conest, odisi denimporias a volut porrum perferferia derum repra simposam explandem haria eum harcime cum, sicutus et aspid qui audios ad verrum quatia et

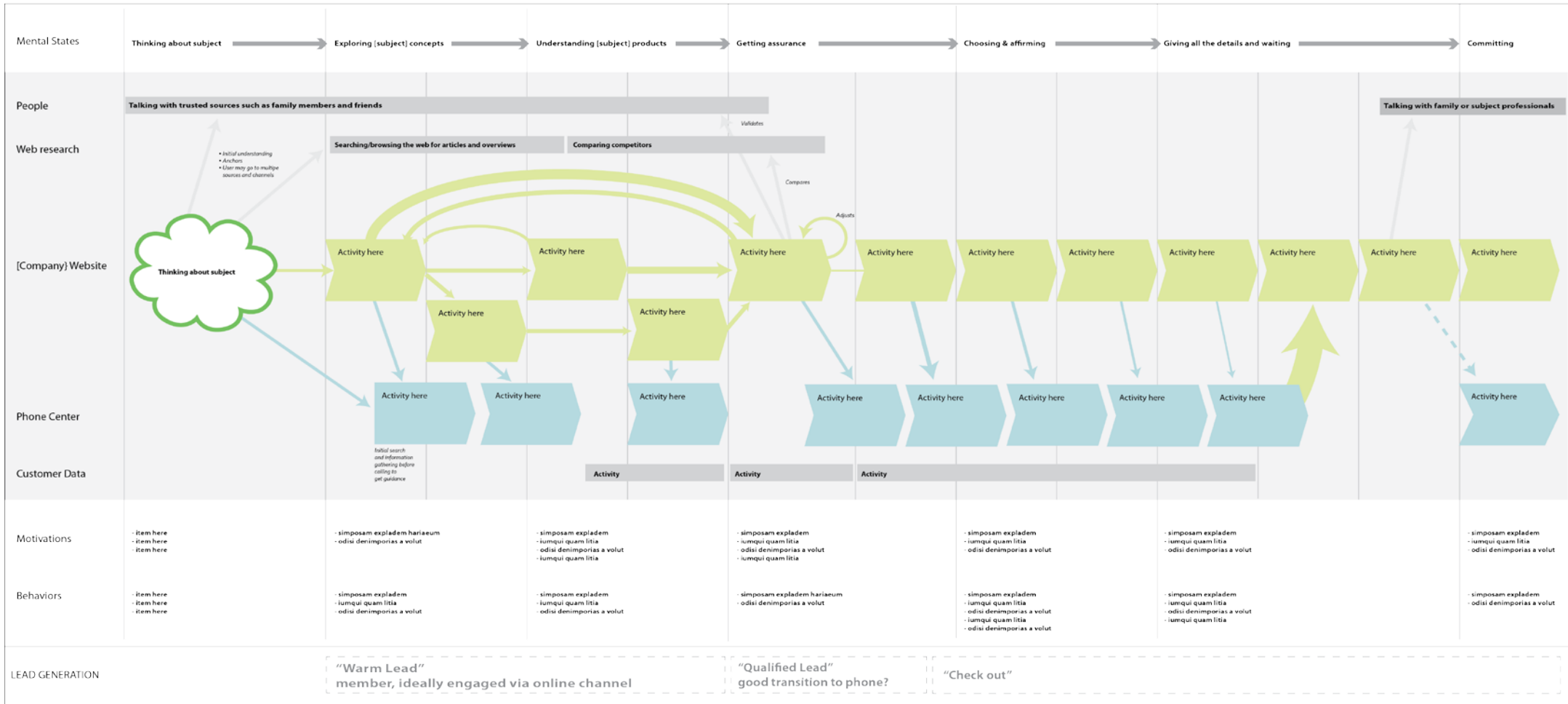
LIKES TO BE CHALLENGED
Iumqui quam litia conest, odisi denimporias a volut porrum perferferia derum repra simposam explandem haria eum harcime cum, sicutus et aspid qui audios ad verrum quatia et

STRAIGHT FACED
Iumqui quam litia conest, odisi denimporias a volut porrum perferferia derum repra simposam explandem haria eum harcime cum, sicutus et aspid qui audios ad verrum quatia et

"I don't know which questions to ask to get to the answers."

"I've looked at so much information. I just need a fresh perspective."

"I know I want stability and security, but I'm really scared about making the wrong choice at the wrong time."





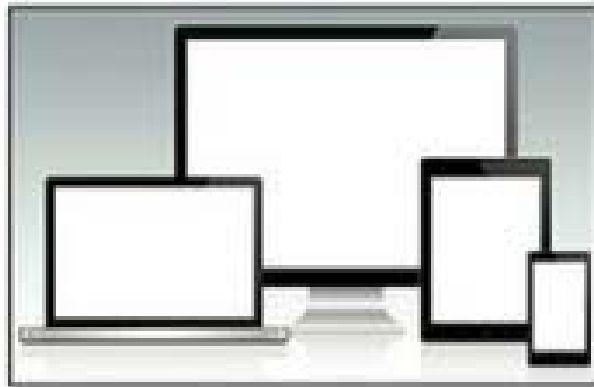
Takeaways

- ❑ **The map is meant to be a catalyst, not a conclusion**, *the takeaways* drive the next phase of the design or strategy by illuminating the journey, and helping to identify the opportunities, pain points, and calls to action. This will depend on what your next steps are, driving strategy or tactical design.
- ❑ **Experience maps aren't limited to multi- or cross-channel experiences.** It's about orchestrating multiple touchpoints that occur over time.
- ❑ **There's no right way to do an experience map.** As with everything, context is important, and your needs may necessitate something similar, yet different.
- ❑ **Adaptive Path rarely apply the same set and sequence of methodologies** and processes on projects, because they all present a unique challenge.
- ❑ **But this set of guidelines is used to identify when to use an experience map**, what I should get out of it, and how it fits into the overall research and design process.

Stimulus



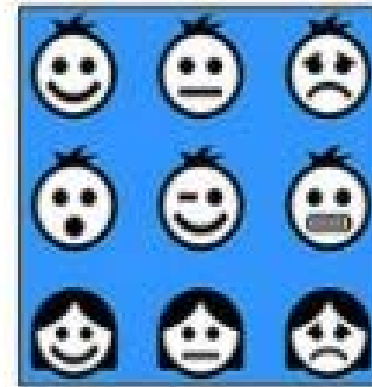
**Zero
Moment
of Truth**



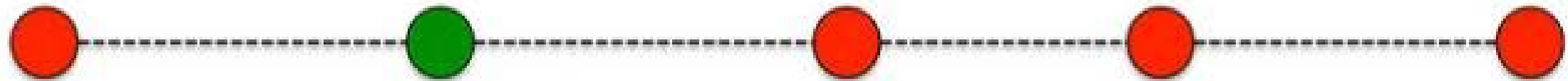
**First
Moment
of Truth**



**Second
Moment
of Truth**



**Ultimate
Moment
of Truth**



Awareness

Social
Discovery

Consideration
to Purchase

Experience

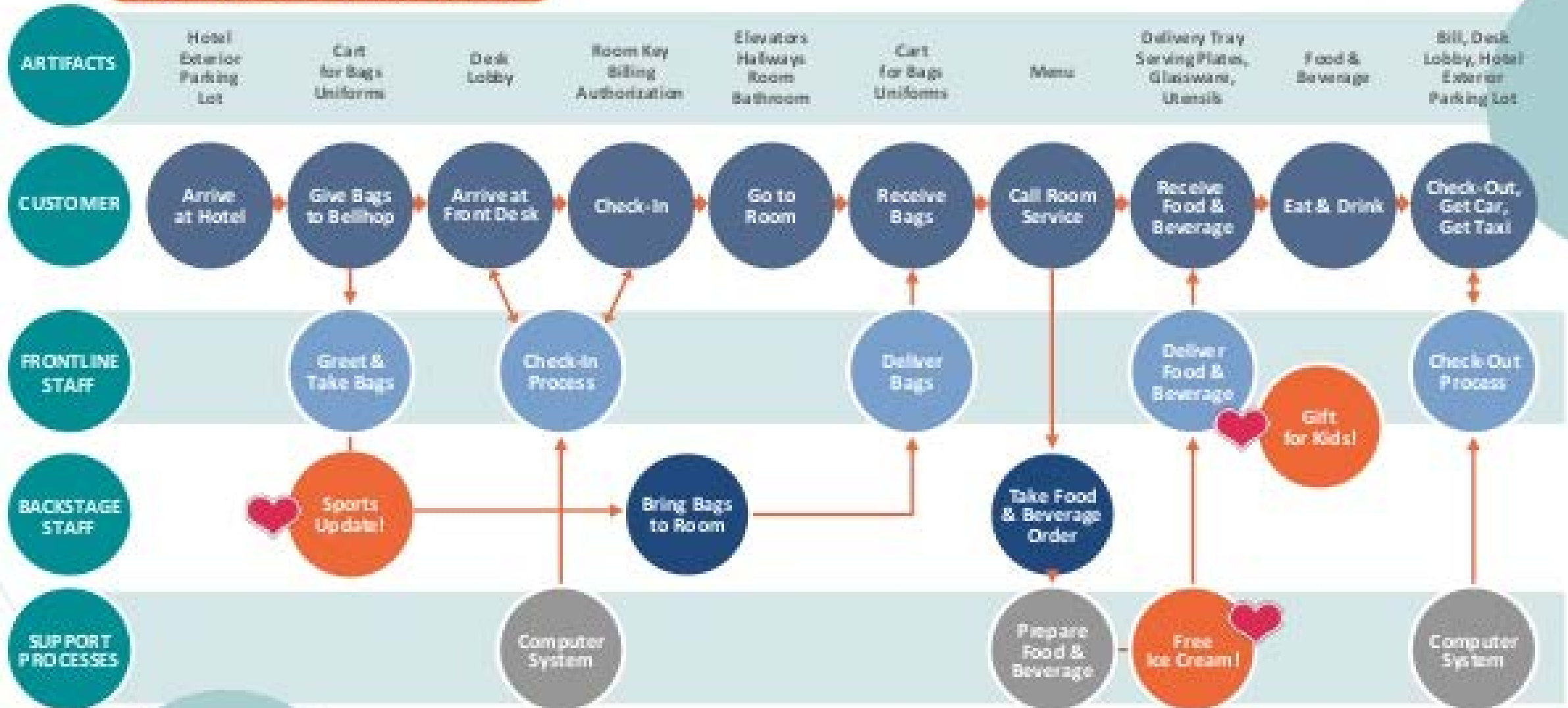
Shared
Experience

UMOT -> ZMOT: Shared expressions form trusted impressions
Shared experiences affect every moment of truth

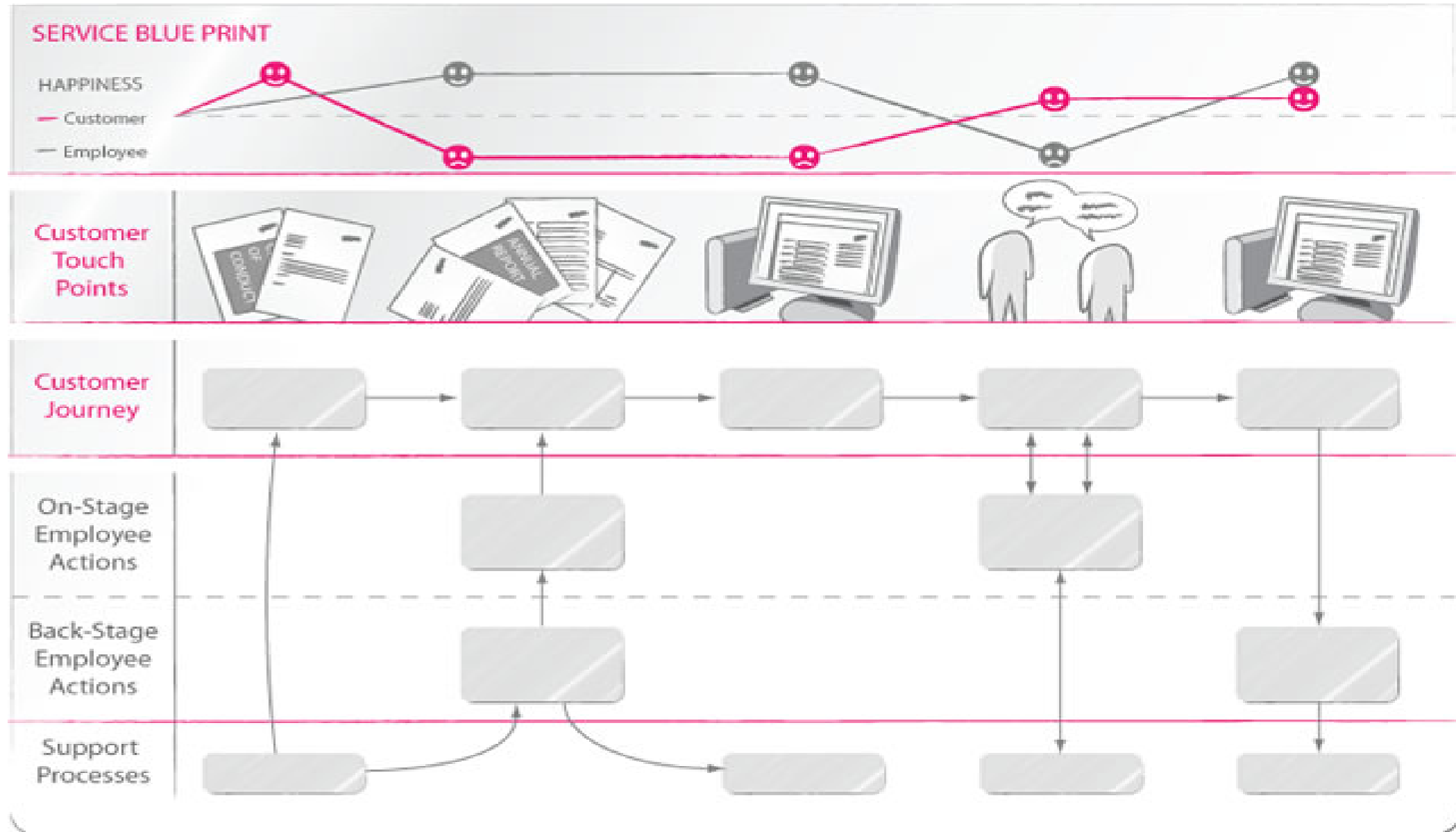
CITIZEN JOURNEY MAPPING – DO YOU KNOW YOUR EXACT MOMENTS OF TRUTH?

Simplified Experience Map: Hotel Stay

ILLUSTRATIVE



Taking Your Customer Journey Map through to a Service Blue Print



Journey Mapping Process

1. Review Goals

Consider organisational goals for the product or service you are reviewing of designing, and specific goals for a customer journey mapping initiative. Are you mapping a potentially new product or service, and existing one? Are you looking to remedy or innovate or both?

2. Select and Develop Customer Personas

3. Gather Research

Review all relevant customer research, which includes both **qualitative insights** and **quantitative findings** to provide insights into the customer experience of your **Persona**. Some useful research methods include;

- customer interviews,
- ethnography & contextual inquiry,
- customer surveys,
- customer support/complaint logs,
- web analytics,
- social media listening,
- and competitive intelligence.

4. Touchpoint and Channel brainstorm

As a team, generate a list of the customer touchpoints and the channels on which those touchpoints occur today. Then brainstorm additional touchpoints and/or channels that can be incorporated in the future journeys you will be mapping.

Journey Mapping Process

The Customer Journey Mapping Process

5. Empathy map

Empathy maps are a depiction of the various facets of a persona and his or her experiences in a given scenario. This exercise helps organize our observations, build a deeper understanding of customers' experiences, and draw out surprising insights into what customers need. The goal is to get a well-rounded sense of how it feels to be that persona in this experience, specifically focusing on what they're thinking, feeling, seeing, hearing, saying and doing.

6. Brainstorm with lenses

The goal of lensed brainstorming is to generate as many ideas as possible in a short period of time. These ideas can be used to improve, adapt, innovate or create the customers journey. To gain focus as you generate ideas you use "lenses"—words representing key concepts, brand attributes or mindsets that help us look at a problem or scenario in a different way. This activity ensures that every voice on the journey mapping team is heard and generates a huge inventory of ideas.

7. Affinity diagram

This is a method to visually organize ideas and find cohesion in the team's concepts. Affinity diagramming helps us shift from casting a wide net in exploring many possibilities, to gaining focus on the right solutions for this audience. This assists in considering where and how you might combine, refine, and remove ideas to form a cohesive vision of the future customer experience.

Journey Mapping Process

8. Sketch the journey

This is where we bring together all the pieces: timeline, touchpoints, channels, emotional highs and lows, and all the great new ideas you have generated for how to improve the future customer journey. Get creative with how you lay it out—it doesn't have to be a standard left to right timeline. It could be circular or helical. It could be one large map or it could be an interactive, clickable piece with embedded video. There are no templates, and there are infinite possibilities.

9. Refine and digitize

Journeys don't always become a sophisticated deliverable—sometimes they begin and end as sticky notes on a wall or sketches on a whiteboard. But most of the time, when you go through the activities to arrive at a solid customer journey map, you want to polish it, leverage it in your work and share it with colleagues across the organisation. While journey maps are usually a tangible deliverable, like the one above, the process of journey mapping is what's most important – it pushes us to think deeply about how we can use experience design to have a positive impact on our customers.

10. Share and use

It can be beneficial to maintain journey maps over time. For example, you could set a time each quarter or year to evaluate how your current customer experience matches your documented vision journeys. If your organization tracks quantitative KPIs, you can integrate these into a journey benchmarking process. Socialising journeys among stakeholders is critical in moving your organization toward action. In addition to prioritization, the output of a journey map can serve as a backbone for strategic recommendations and more tactical initiatives.

Journey Mapping Process

Required components to create an effective a Customer Journey Map

One or More Personas

The main characters that illustrate the needs, goals, thoughts, feelings, opinions, expectations, and pain points of the user;

A Timeline

A finite amount of time (e.g. 1 week or 1 year) or variable phases (e.g. awareness, decision-making, purchase, renewal);

Emotions

Peaks and valleys illustrating frustration, anxiety, happiness etc.; touchpoints: customer actions and interactions with the organization. This is the WHAT the customer is doing; and Channels: where interaction takes place and the context of use (e.g. website, native app, call centre, in-store if this is where they are interacting

Moments of Truth

A positive interaction that leaves a lasting impression, often planned for a touchpoint known to generate anxiety or frustration; and

Supporting Characters (not vital) peripheral individuals (external suppliers, family, friends, colleagues, etc) who may contribute to the experience.

The Customer Journey of Tom



Emotional Journey Map

PRE - SERVICE

SERVICE

POST - SERVICE

1

2

3

4

5

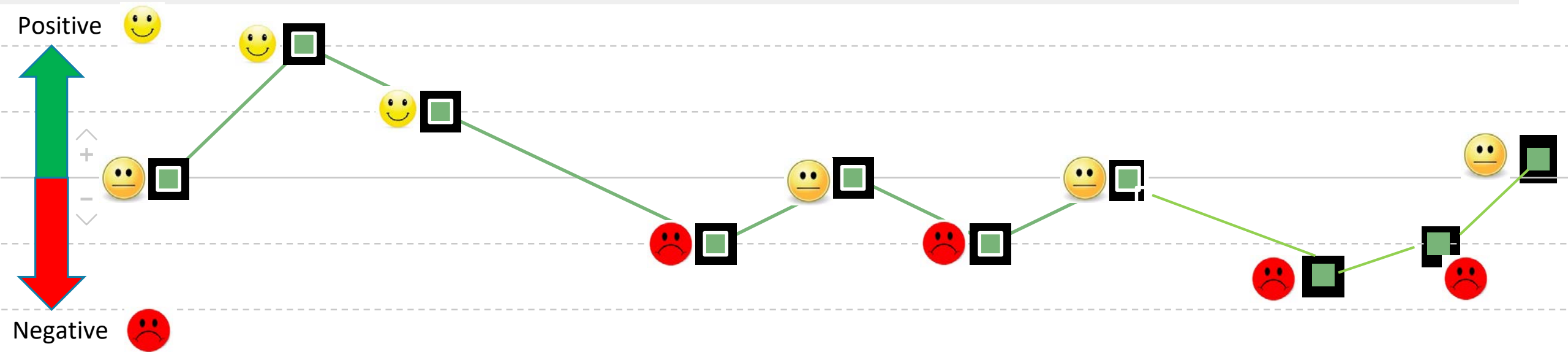
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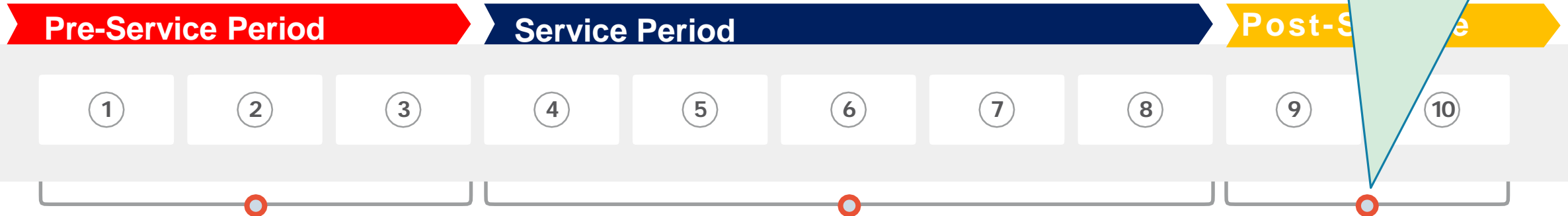
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Customer Satisfaction

The research is also strong around high levels of satisfaction and declared satisfaction (such as in written positive reviews) is a significant influencer on increased spend levels



expectations

experiences

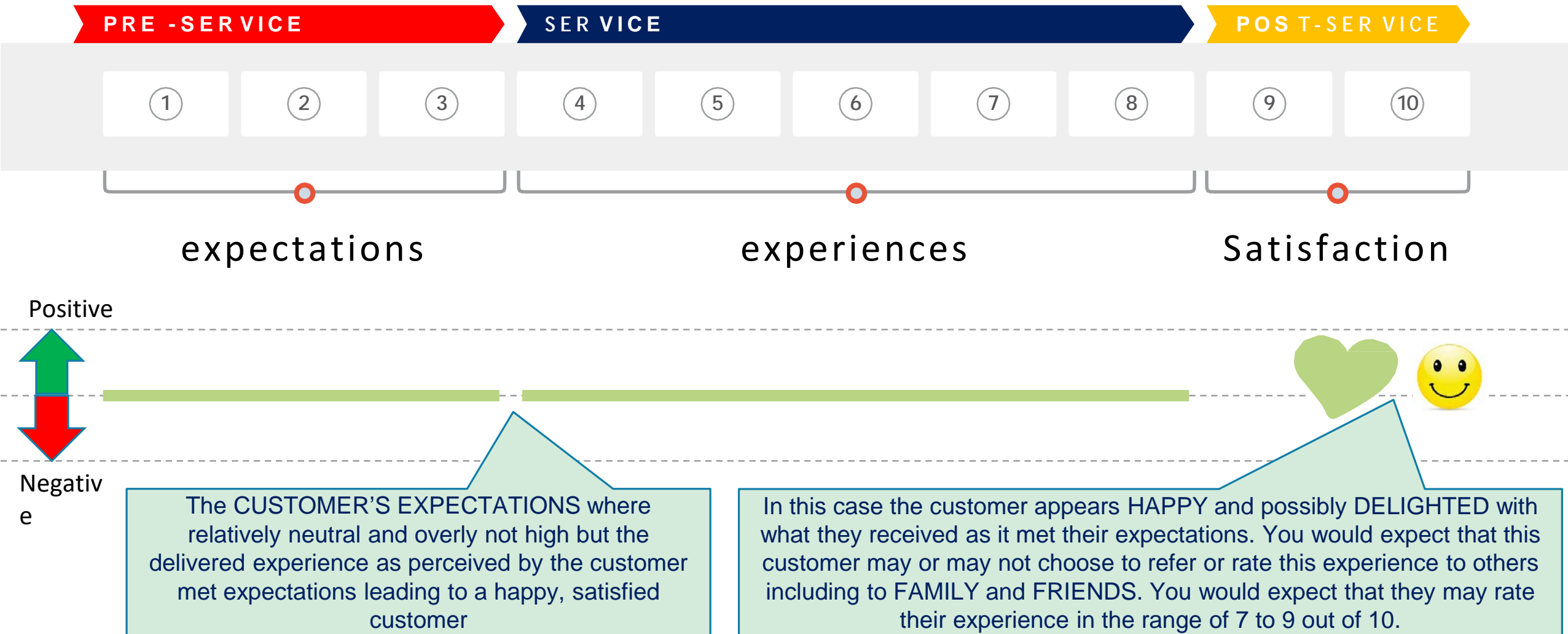
Satisfaction 😊 ⚡

Our mental process of formation and realisation of expectation of our experiences is a live and on-going conscious and unconscious process that never stops evolving and updating in real time. Our expectations are changing as experiences are actually being delivered

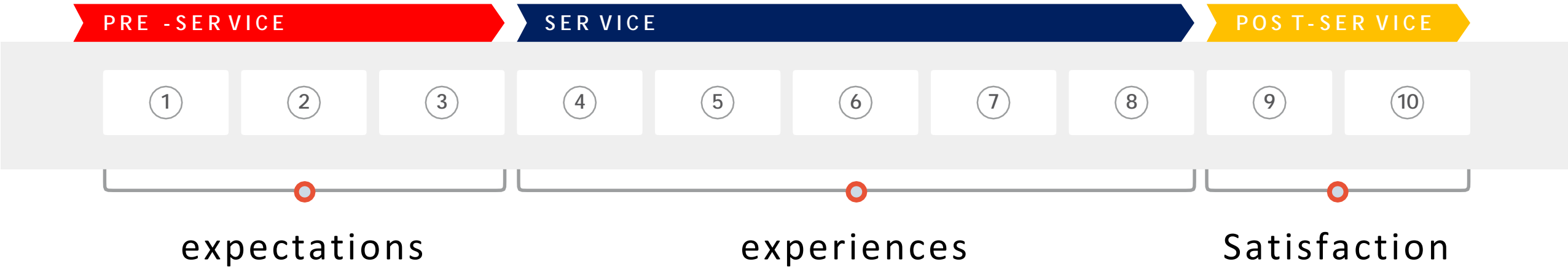
It is completely feasible and possible to positively impact a customer's expectation and perceived experience gap live and in real time if a business is so customer centric, is mindful of the delivery environment and organised to take action

The level of achieved satisfaction as perceived by an individual is the #1 driver and determinant of a willingness to refer, recommend or return.

Customer Satisfaction



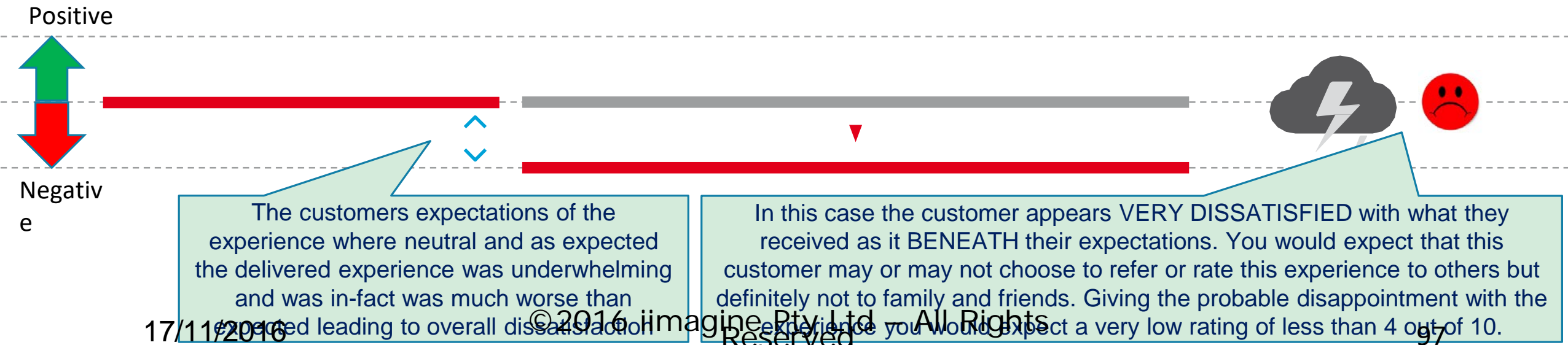
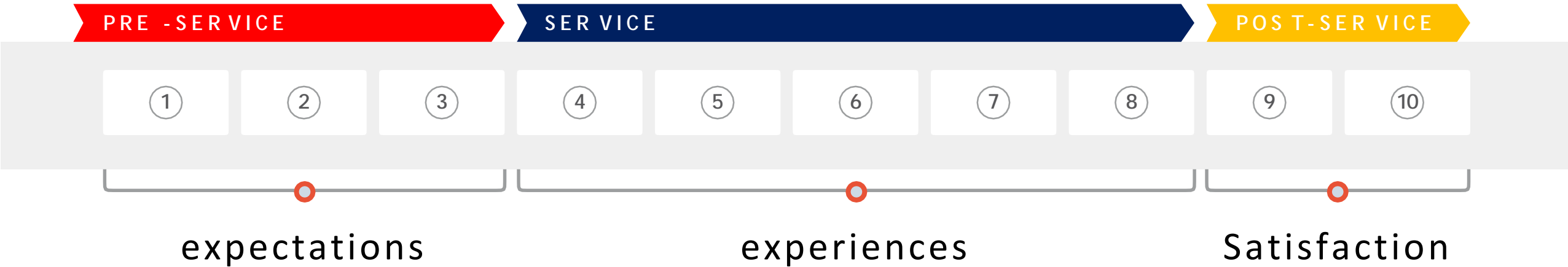
Customer Satisfaction



In this case the customer had high expectations of the up-coming experience. There is a clear expectation gap here leading to general dissatisfaction in the delivered experience as it did not meet the customers high expectations

In this case the customer appears DISSATISFIED with what they received as it BENEATH their expectations. You would expect that this customer may or may not choose to refer or rate this experience to others but definitely not to family and friends. Giving the probable disappointment with the experience you would expect a medium low rating of 4 or 5 out of 10.

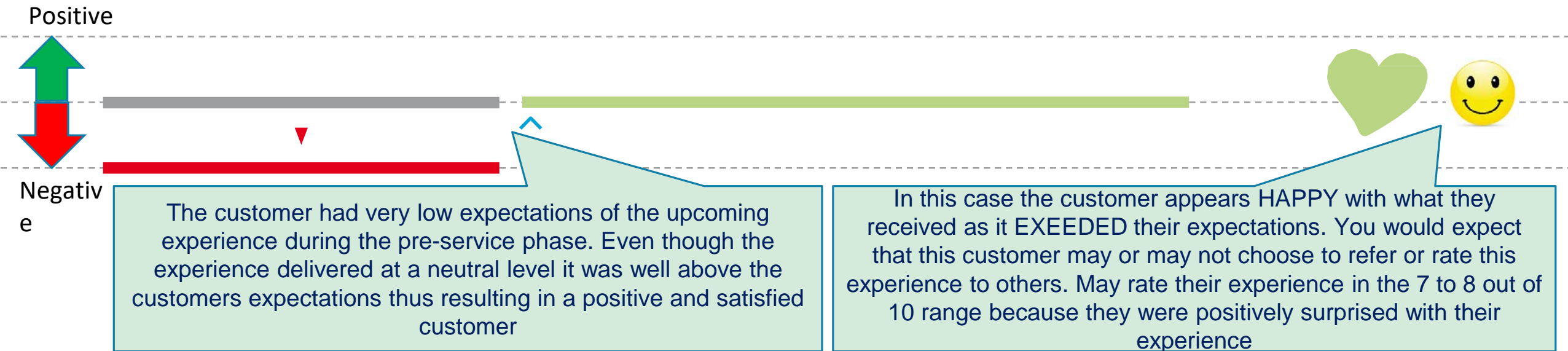
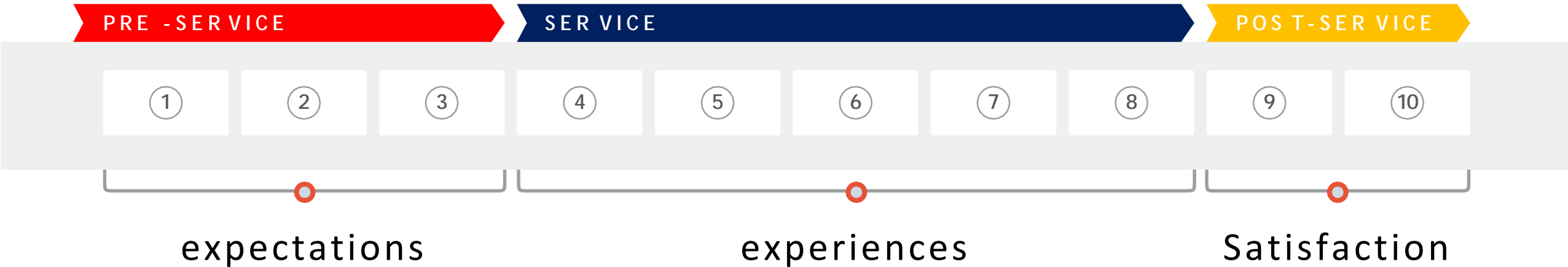
Customer Satisfaction



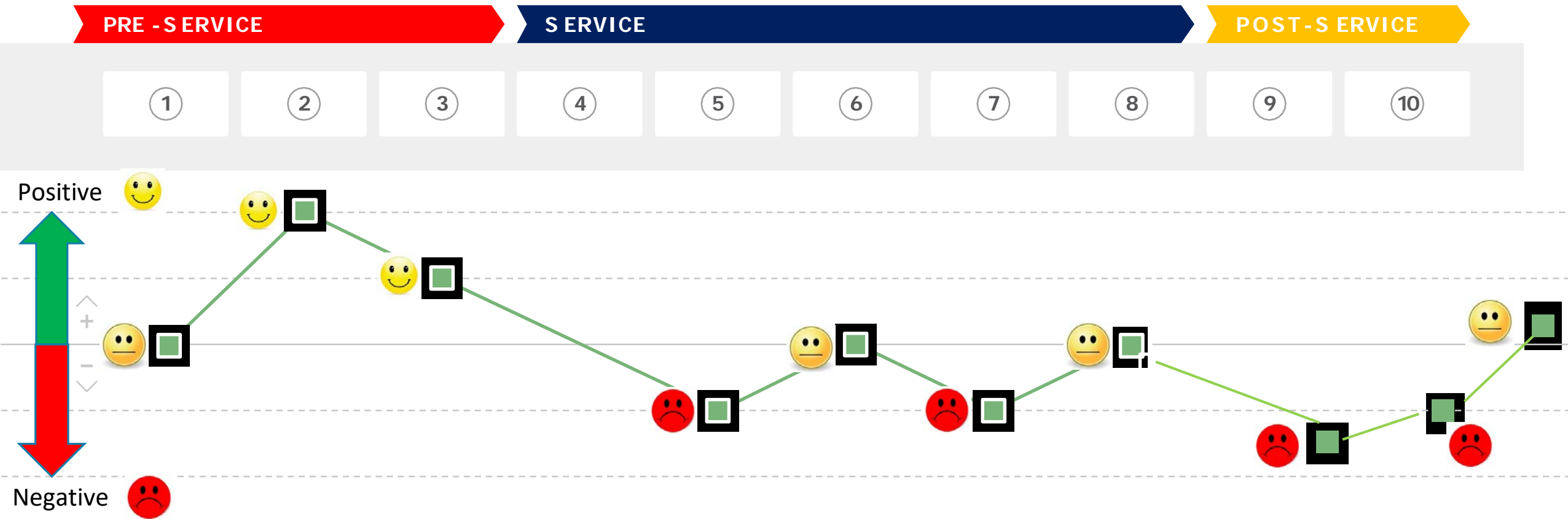
Customer Satisfaction



Customer Satisfaction



Emotional Journey Map



Emotional Journey Map

PRE -SERVICE

SERVICE

POST -SERVICE

1

2

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4

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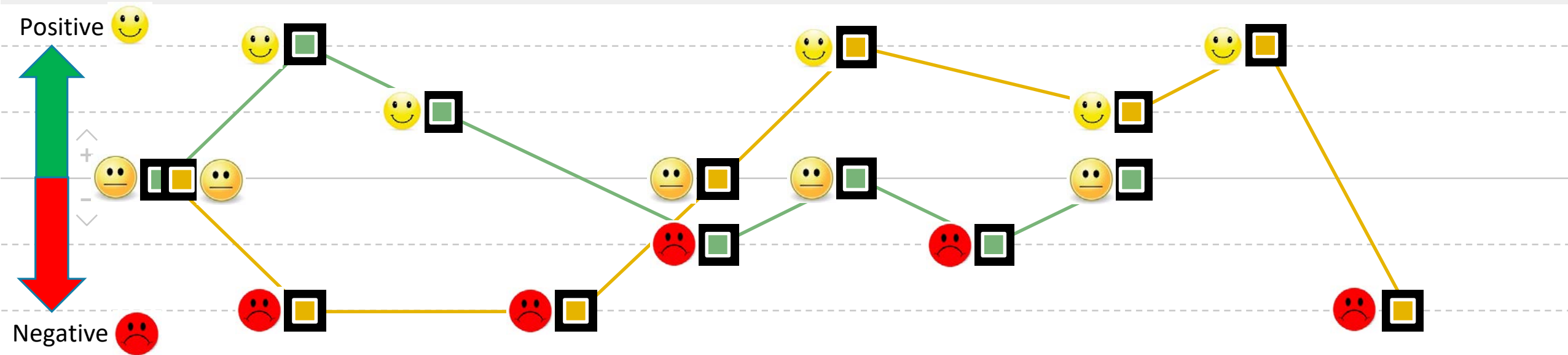
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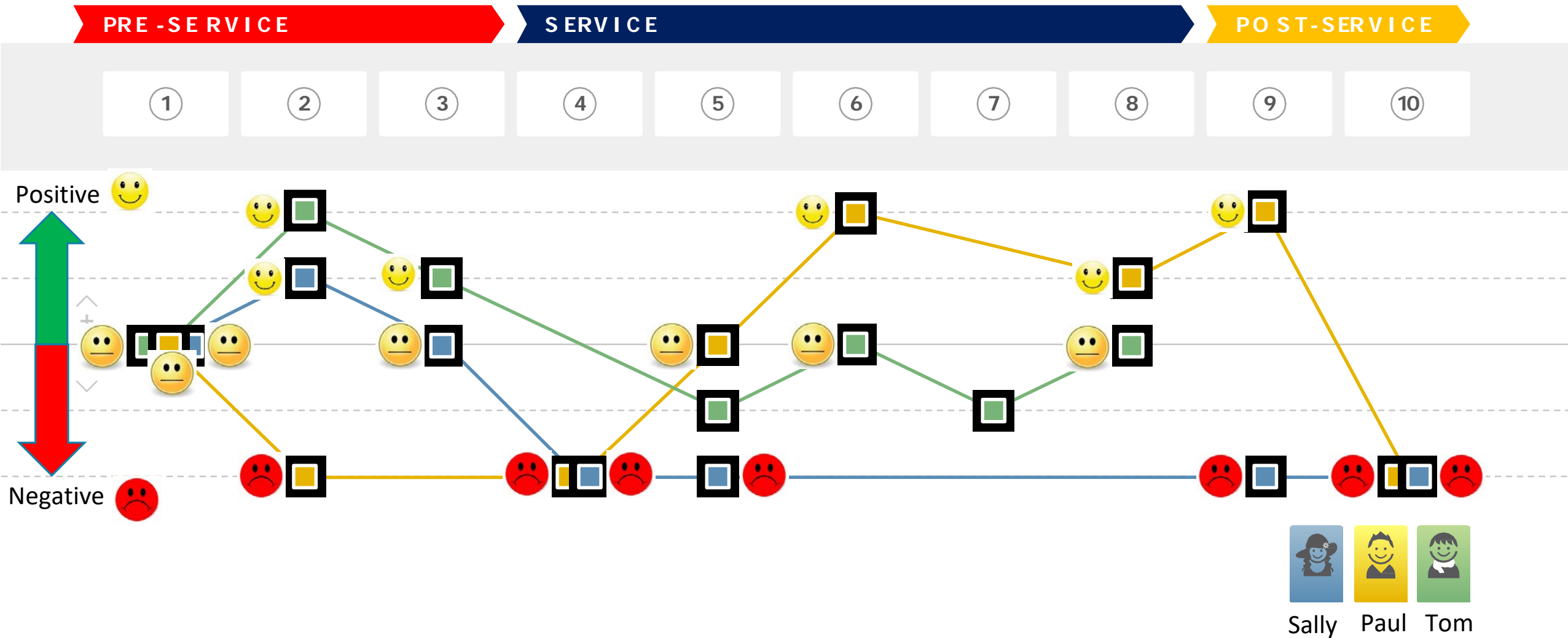
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10



Paul Tom

Emotional Journey Map





A Very well know example of Customer Journey Mapping

Doug Dietz for GE and Patent Sofia

Great Engineer



Great Product



GE Healthcare



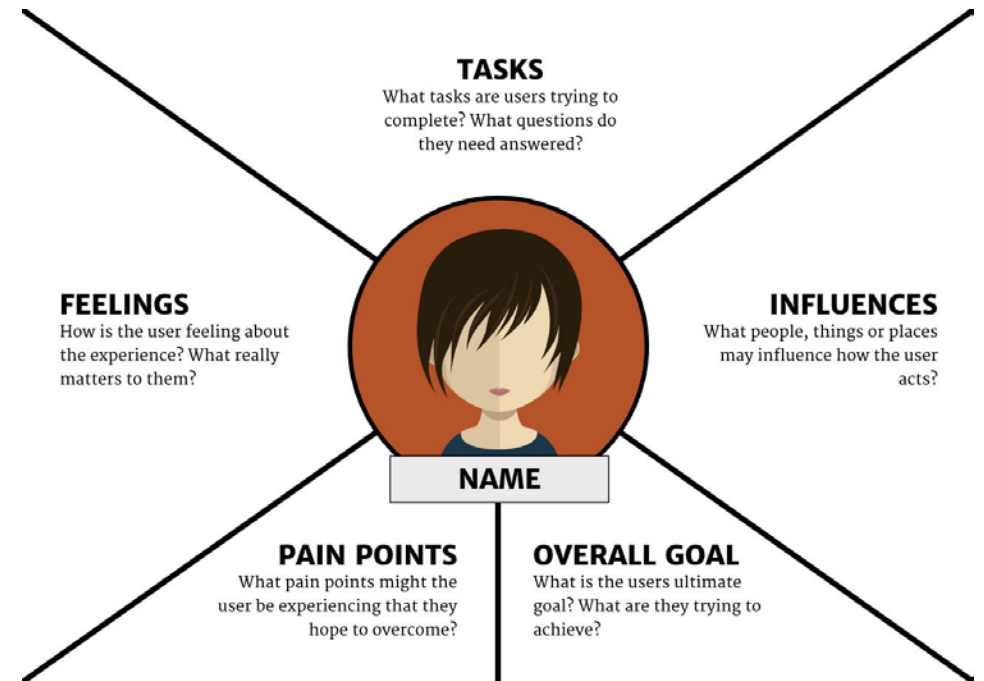
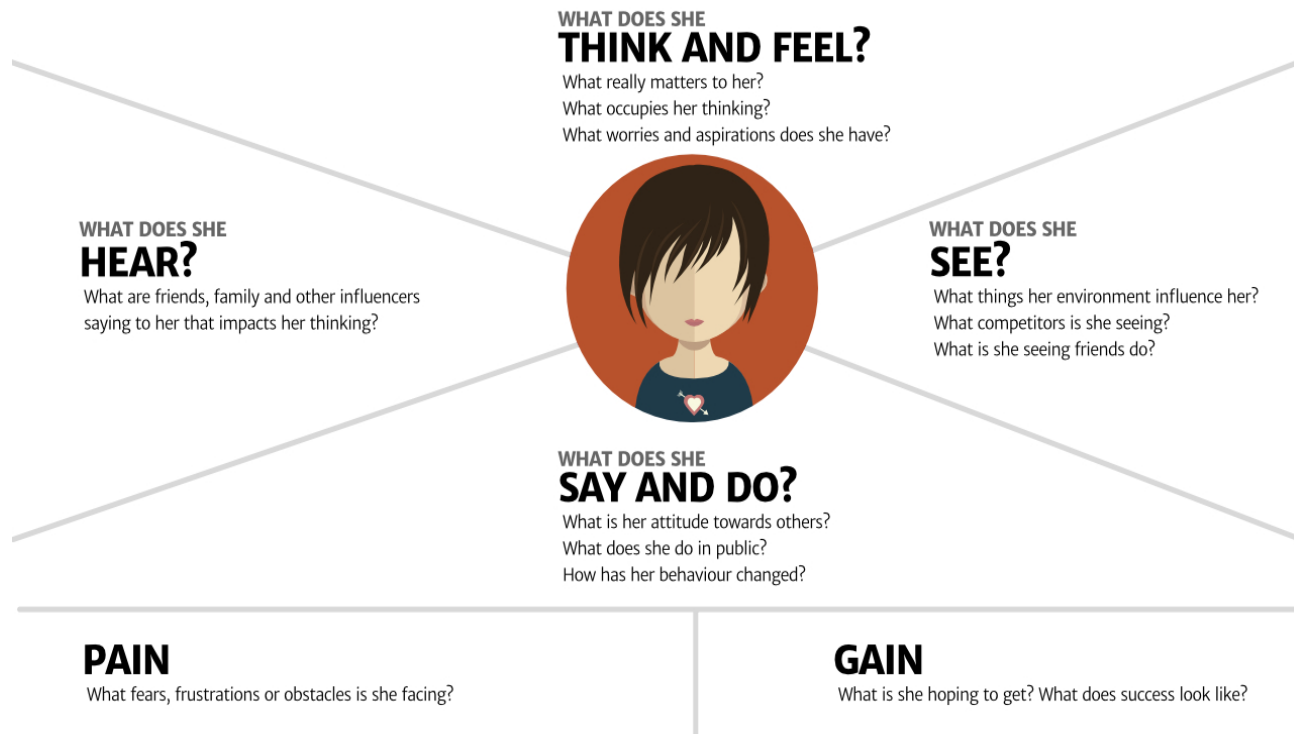
The new **GE Optima MR360** is well suited for a wide range of MR scanning needs – with the ease of operation to help make a clinician’s staff more productive. For streamlining routine scans, the Optima MR360 incorporates an express exam approach to MR.

It includes many intuitive and automated functions that help increase patient comfort, operator confidence, image consistency, and professional satisfaction of MR staff.

Age 6½

Sofia





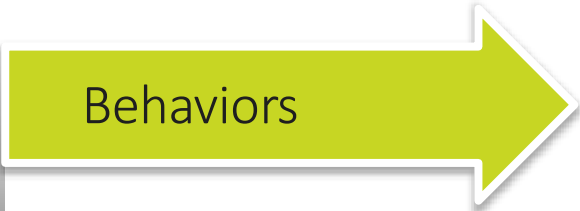
{ The Experience }

Journey Mapping the Patient Experience



Select a specific customer
persona to map







GOES TO
INITIAL
DOCTOR

...

RIDES TO
HOSPIT'L

...

CHECKS
IN

WALKS
TO MRI
ROOM

SEES MRI
MACHINE

CRIES &
RESISTS

...

SEES
DOCTOR
ENTER

GETS
DRUGGED

GOES
THROUGH
MRI



GOES TO
INITIAL
DOCTOR

...

RIDES TO
HOSPIT'L

...

CHECKS
IN

WALKS
TO MRI
ROOM

SEES MRI
MACHINE

CRIES &
RESISTS

...

SEES
DOCTOR
ENTER

GETS
DRUGGED

GOES
THROUGH
MRI

ON STAGE
EXPERIENCE





GOES TO INITIAL DOCTOR

...

RIDES TO HOSPIT'L

...

CHECKS IN

WALKS TO MRI ROOM

SEES MRI MACHINE

CRIES & RESISTS

...

SEES DOCTOR ENTER

GETS DRUGGED

GOES THROUGH MRI

DOCTOR

MOM

CHECKIN NURSE

IMAGING TECH

MOM

NURSE

DOCTOR ANESTH.

IMAGING TECH

TAKE-HOME PACKET

CAR

DESK & COMPUT.

CHART

MRI MACHINE

TISSUES

NEEDLE & DRUGS

MRI MACHINE



ATTITUDES

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I'M REALLY NERVOUS

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MOM CAN'T HELP?

NO! NO! PLEASE NO!

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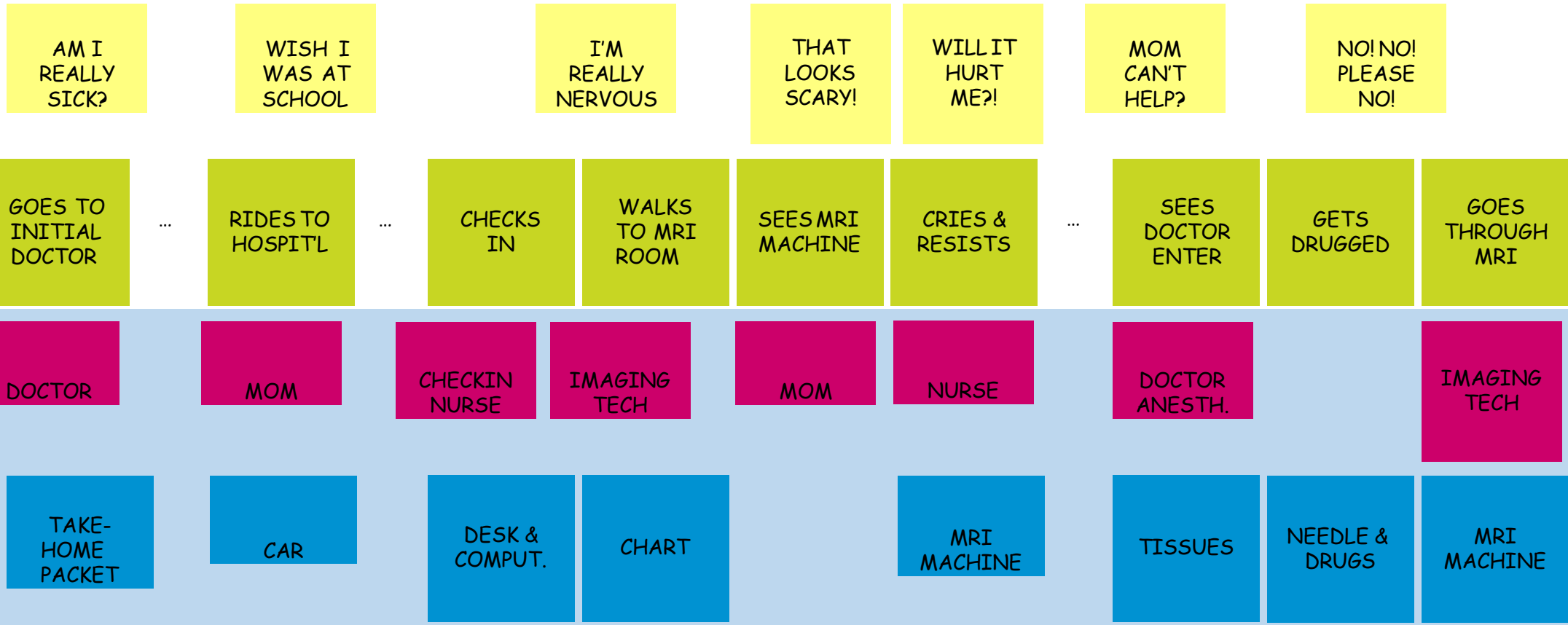
TISSUES

NEEDLE & DRUGS

MRI MACHINE



SOFIA

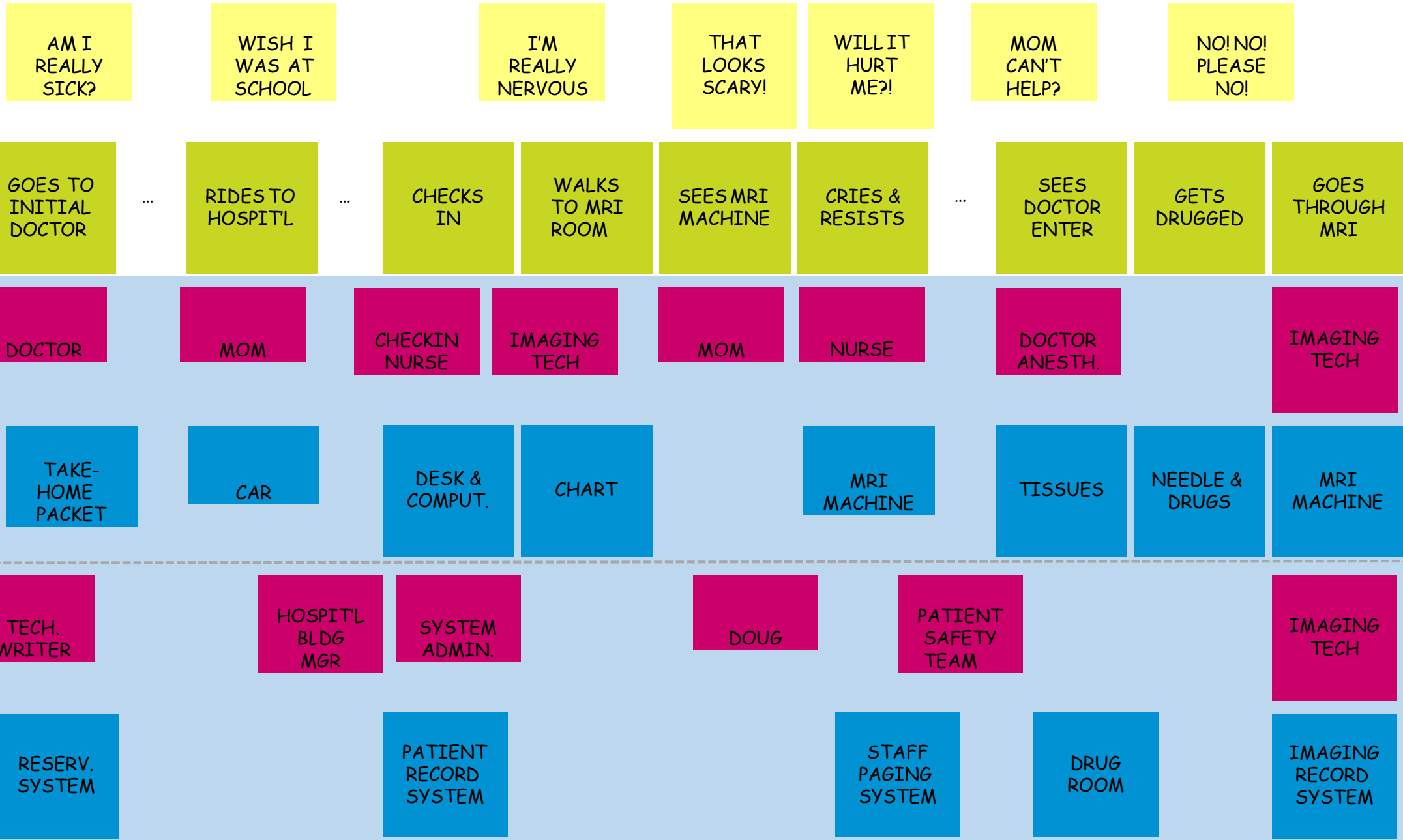


BACK STAGE SUPPORT





SOFIA





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HOSPIT'L BLDG MGR

SYSTEM ADMIN.

DOUG

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PATIENT RECORD SYSTEM

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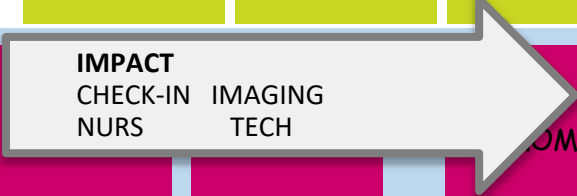
RESERV. SYSTEM

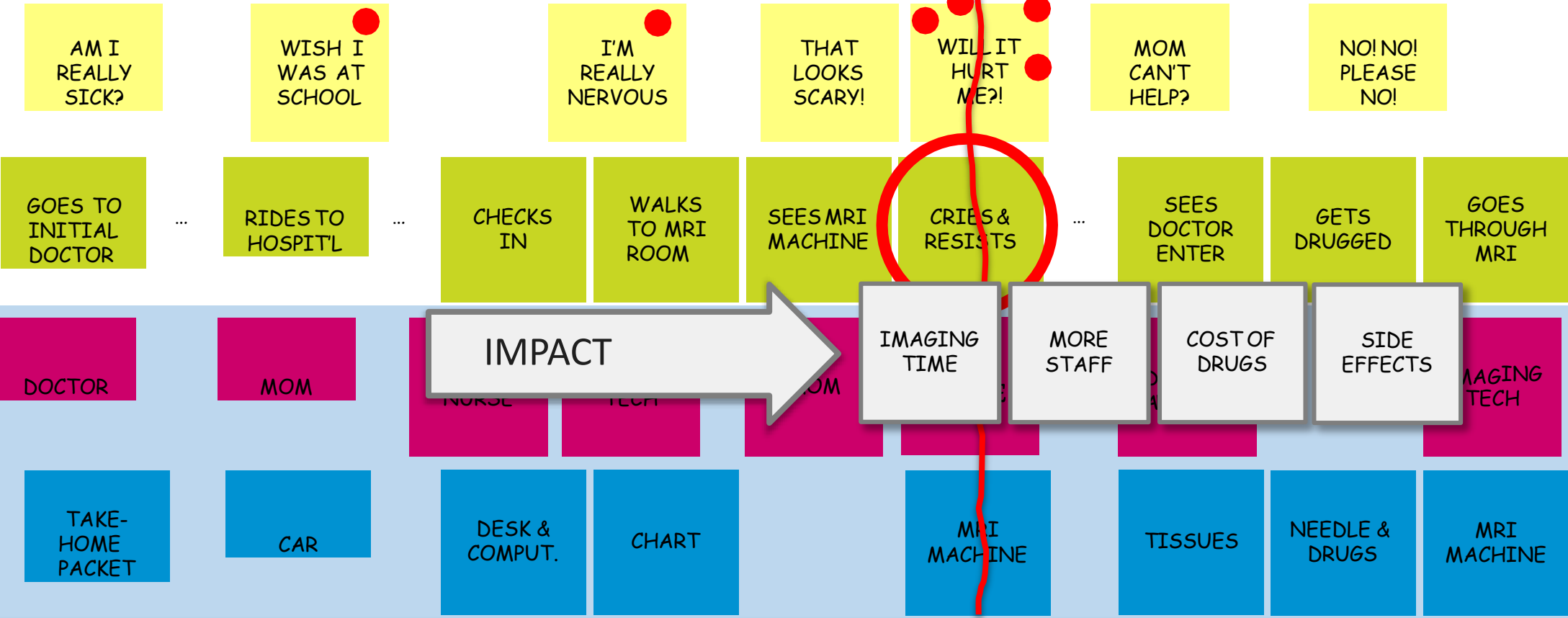
PATIENT RECORD SYSTEM

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EVALUATE & PRIORITIZE

Identify moments that matter for the customer and the organization



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EXPLORE CUSTOMER NEEDS

Gain deeper understanding of functional and emotional needs

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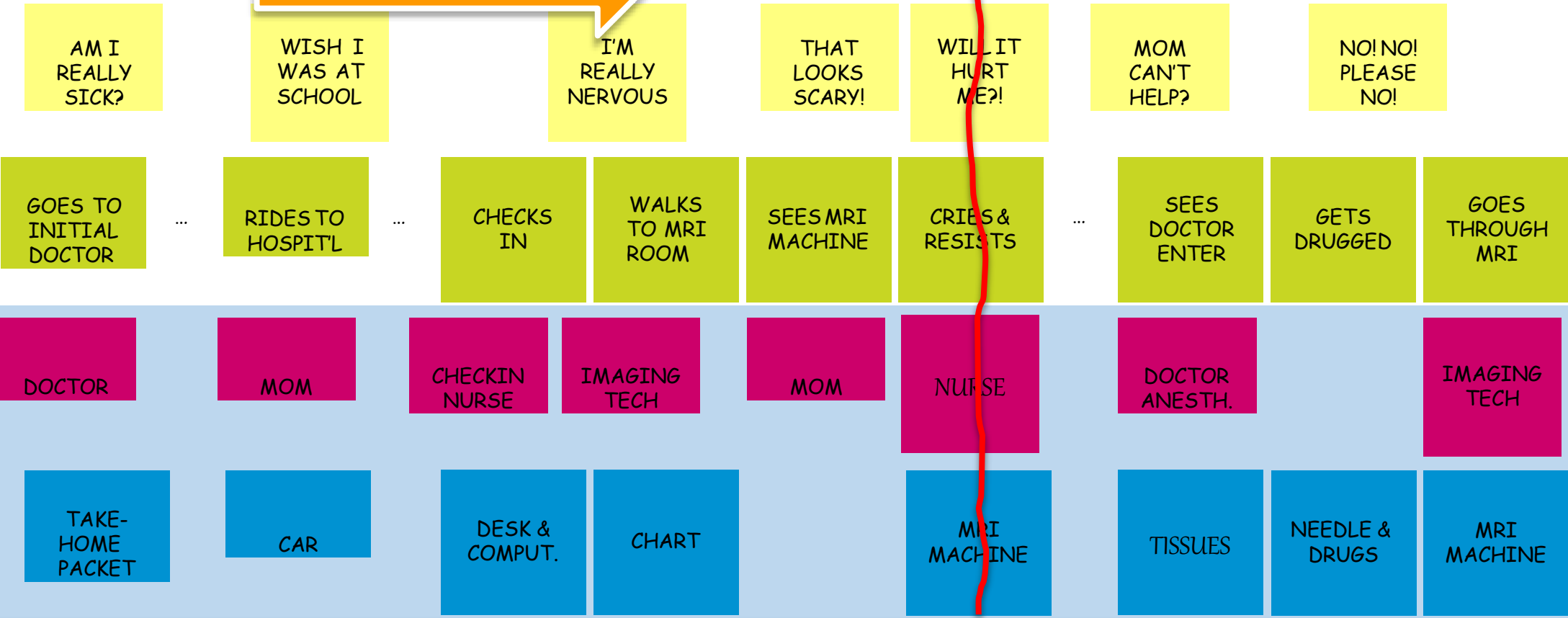
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NEEDS



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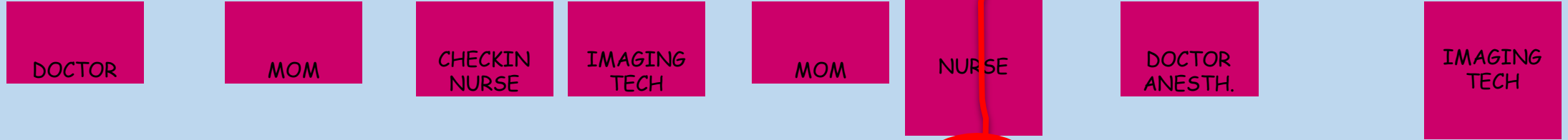
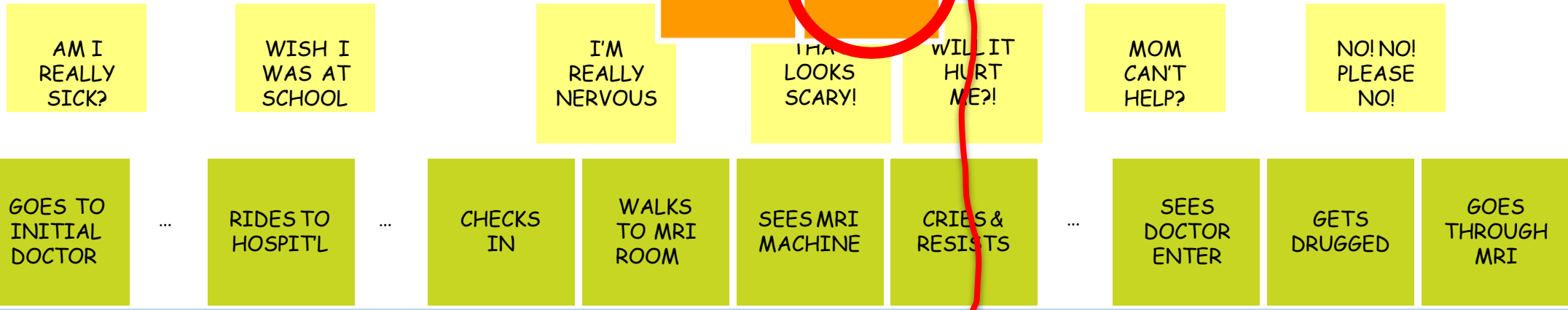
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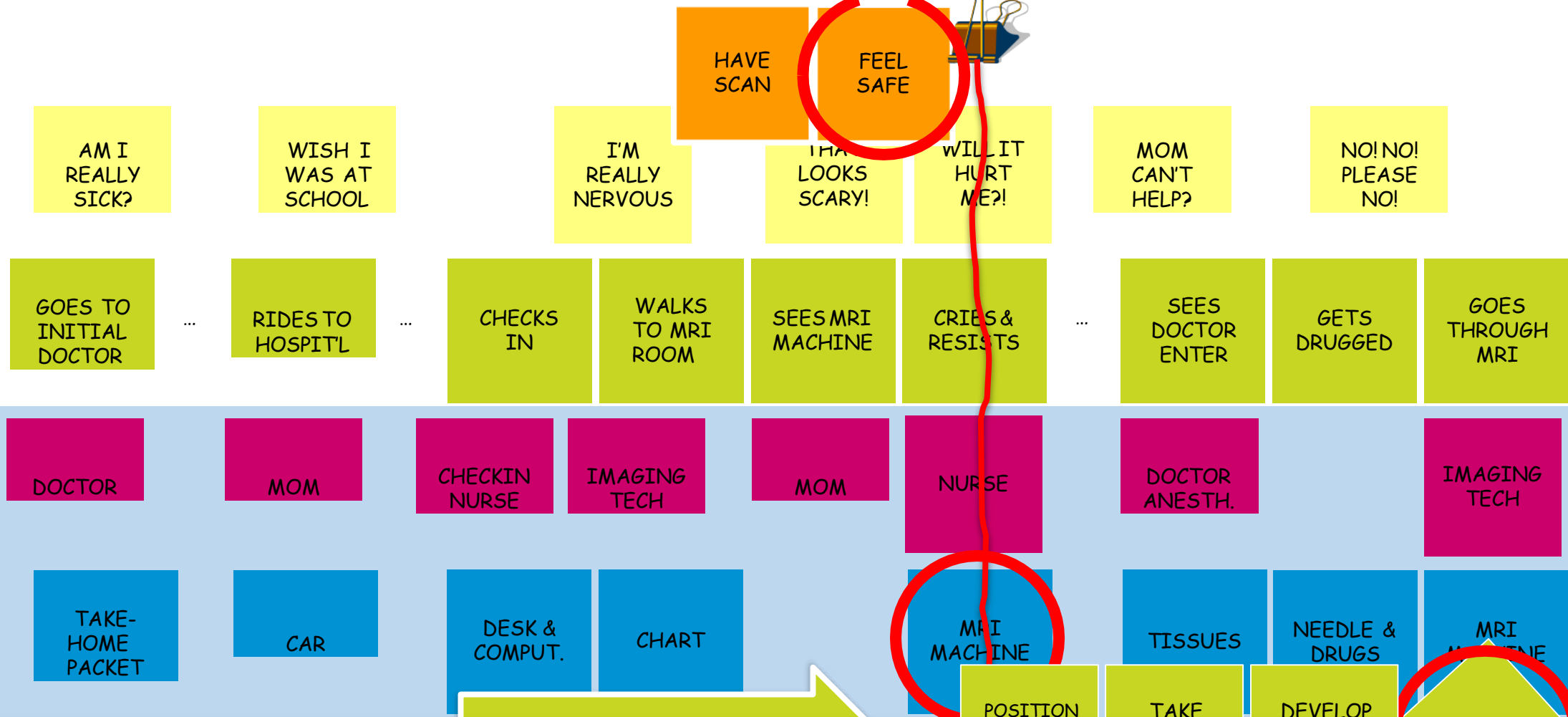
IMAGING RECORD SYSTEM





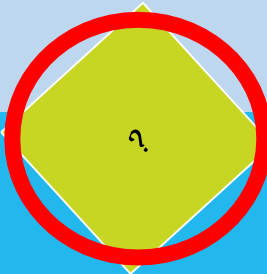
Roles & Processes





EVALUATE & FRAME

Examine existing capabilities to determine issues / opportunities



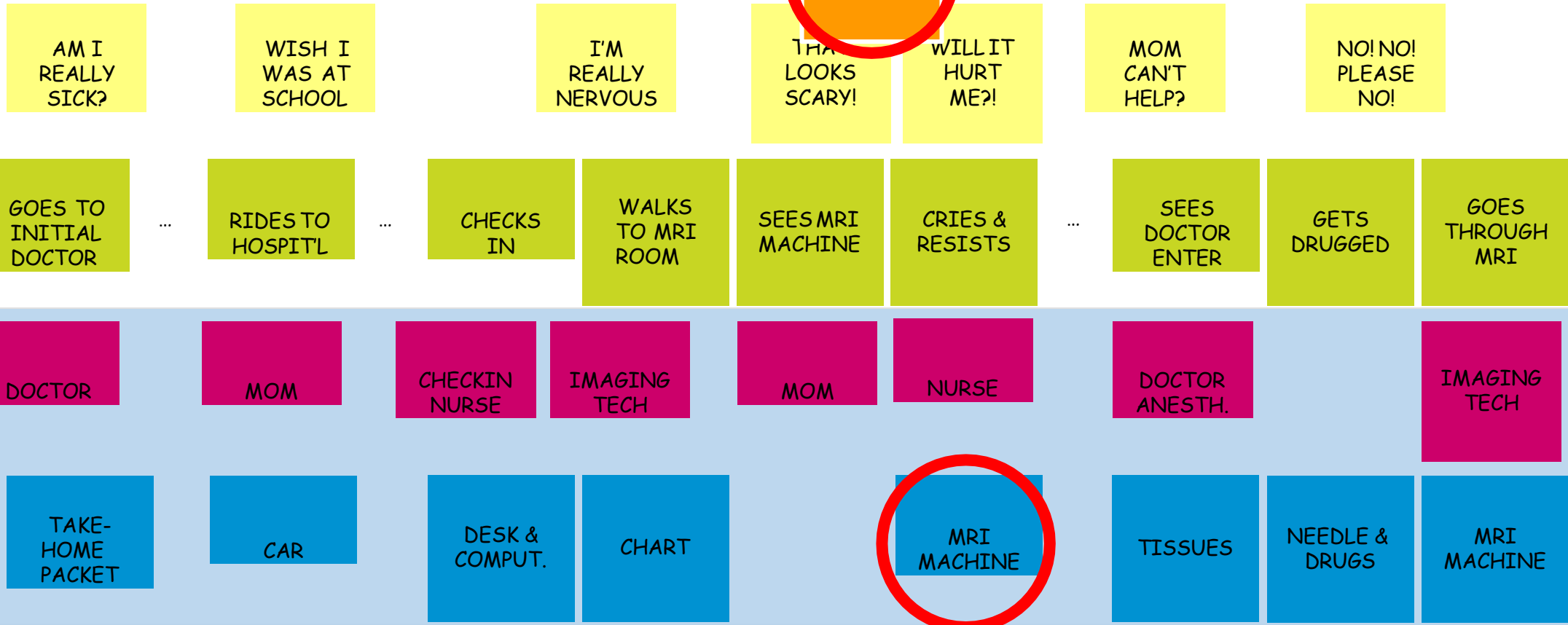
EVALUATE & FRAME

Re-examine issue / opportunity based on deep customer understanding



EVALUATE & FRAME

Re-examine issue / opportunity based on deep customer understanding



DESIGN NEW EXPERIENCES

Innovate to influence attitudes and change behaviors



IDEA:
LET'S GO
CAMPING

DESIGN NEW EXPERIENCES

Innovate to influence attitudes and change behaviors



GE Healthcare



The new **GE Optima MR360** is well suited for a wide range of MR scanning needs – with the ease of operation to help make a clinician’s staff more productive. For streamlining routine scans, the Optima MR360 incorporates an express exam approach to MR.

It includes many intuitive and automated functions that help increase patient comfort, operator confidence, image consistency, and professional satisfaction of MR staff.



Great Experience



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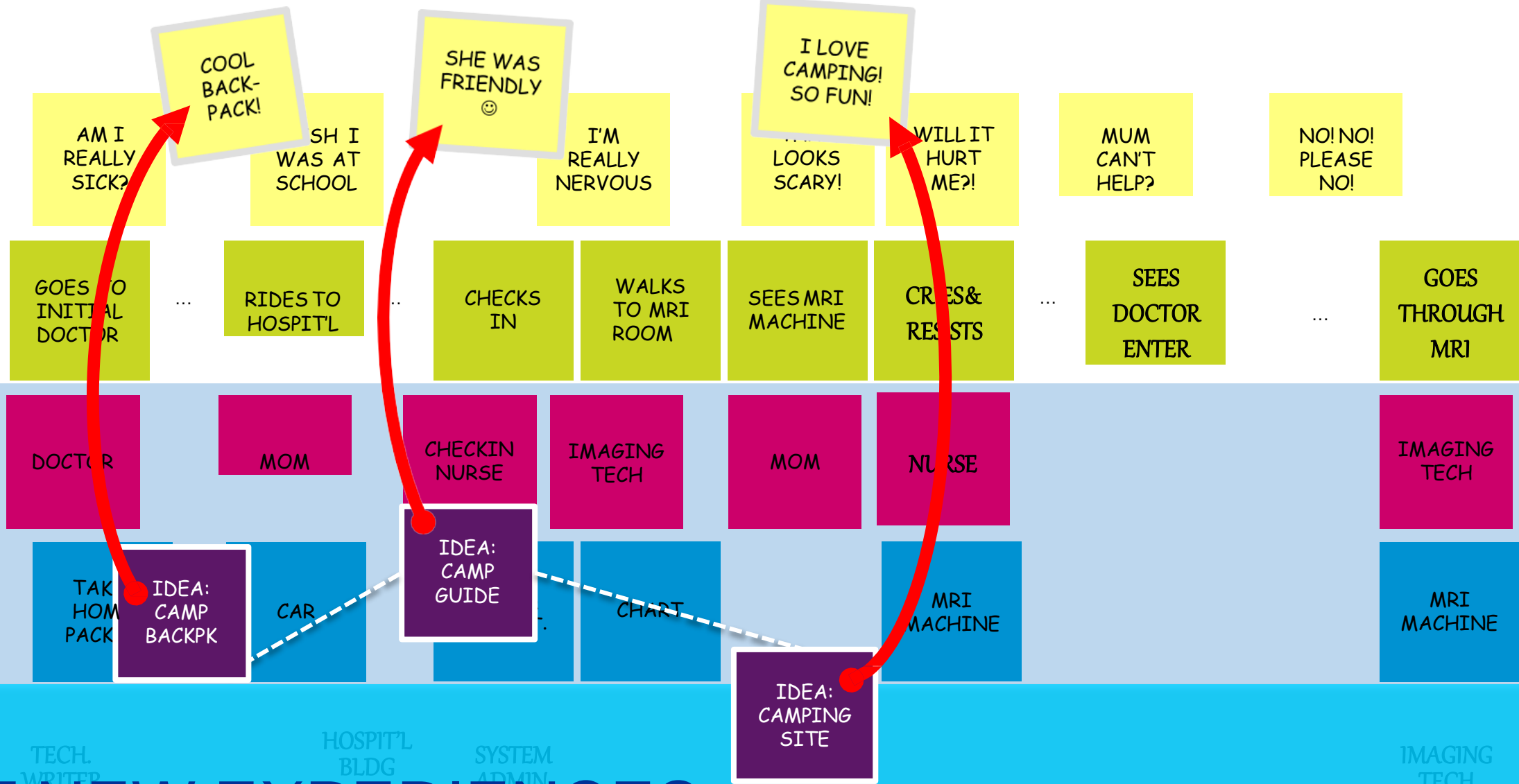
CHART

MRI MACHINE

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TEST NEW EXPERIENCES

New attitudes, new behaviours...different result

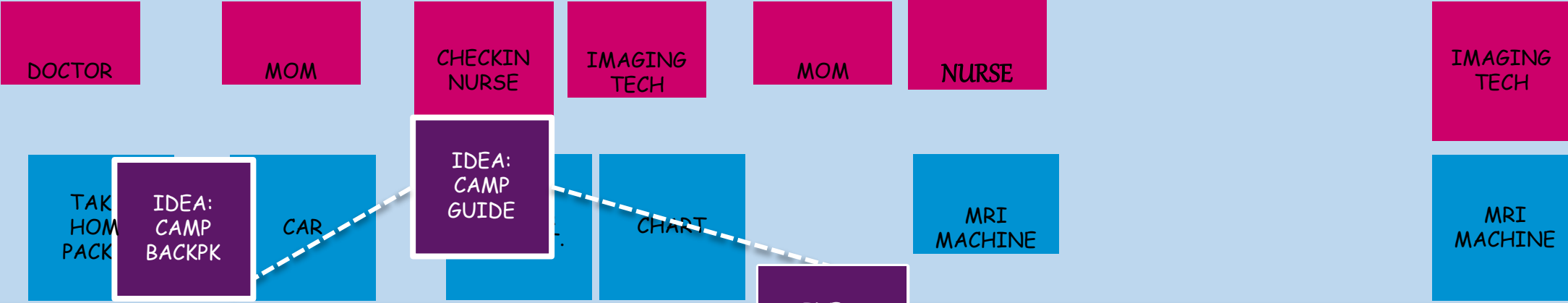
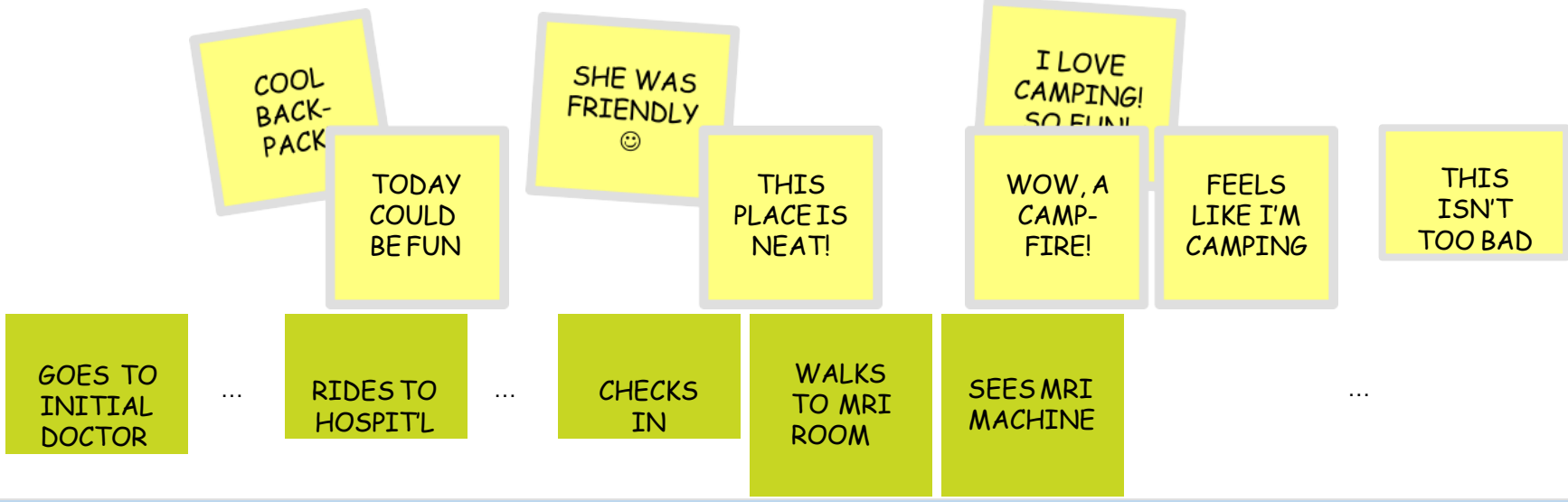


TEST NEW EXPERIENCES

New attitudes, new behaviours...different result



SOFIA

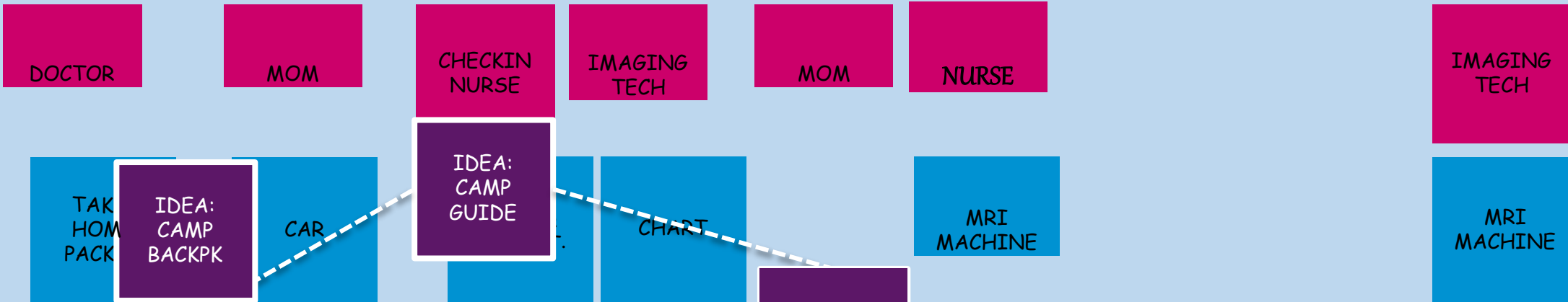
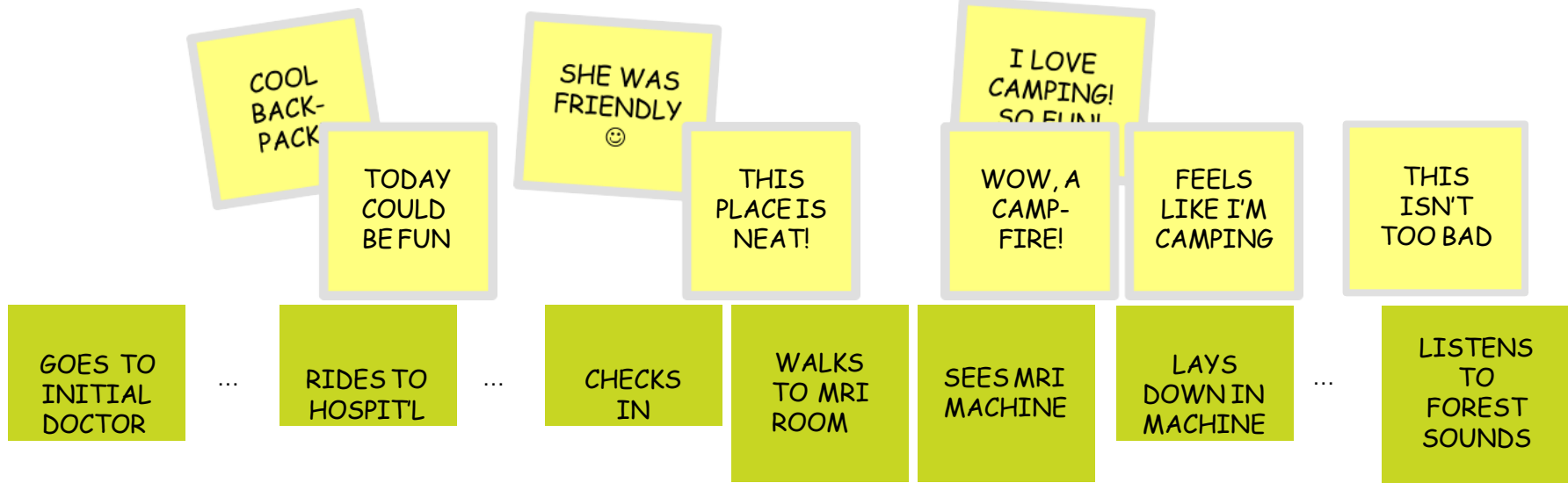


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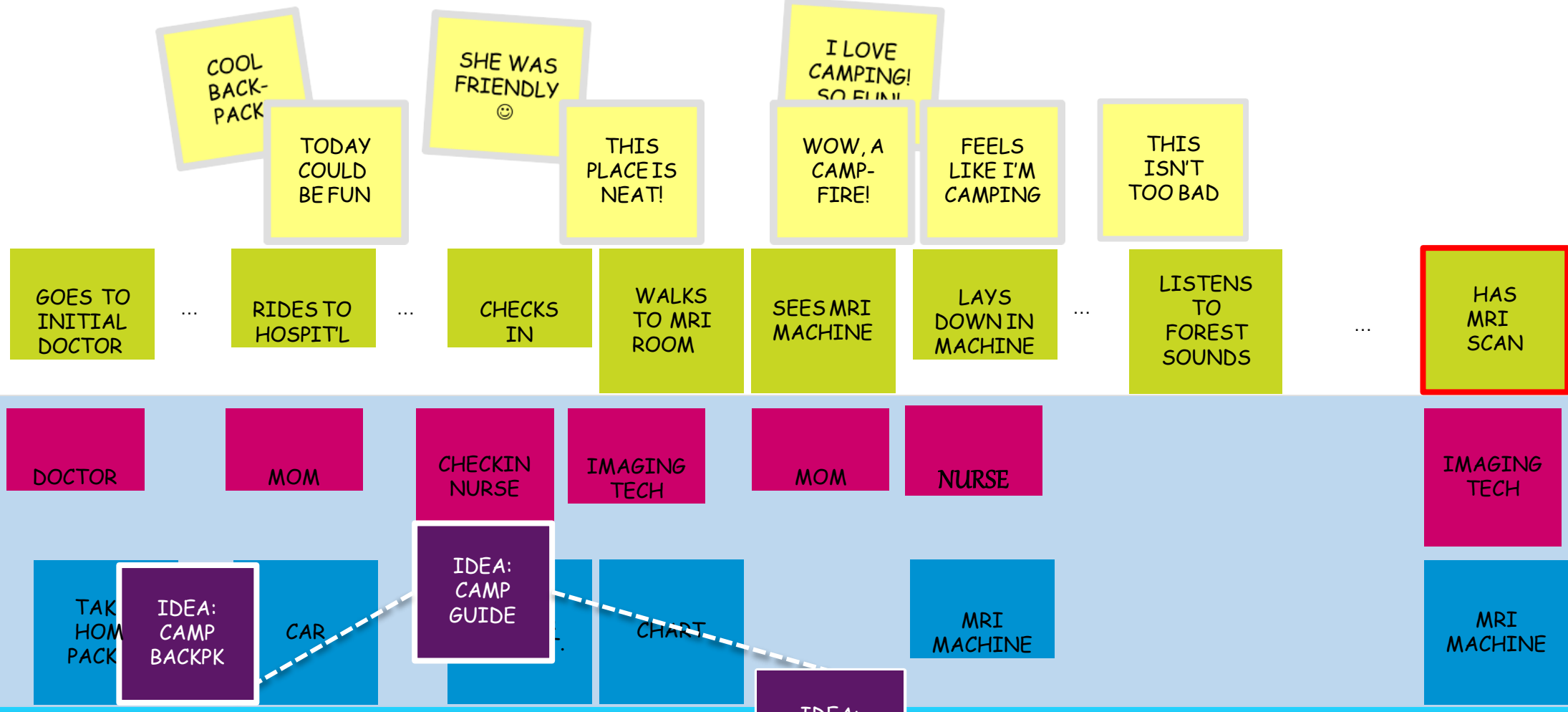


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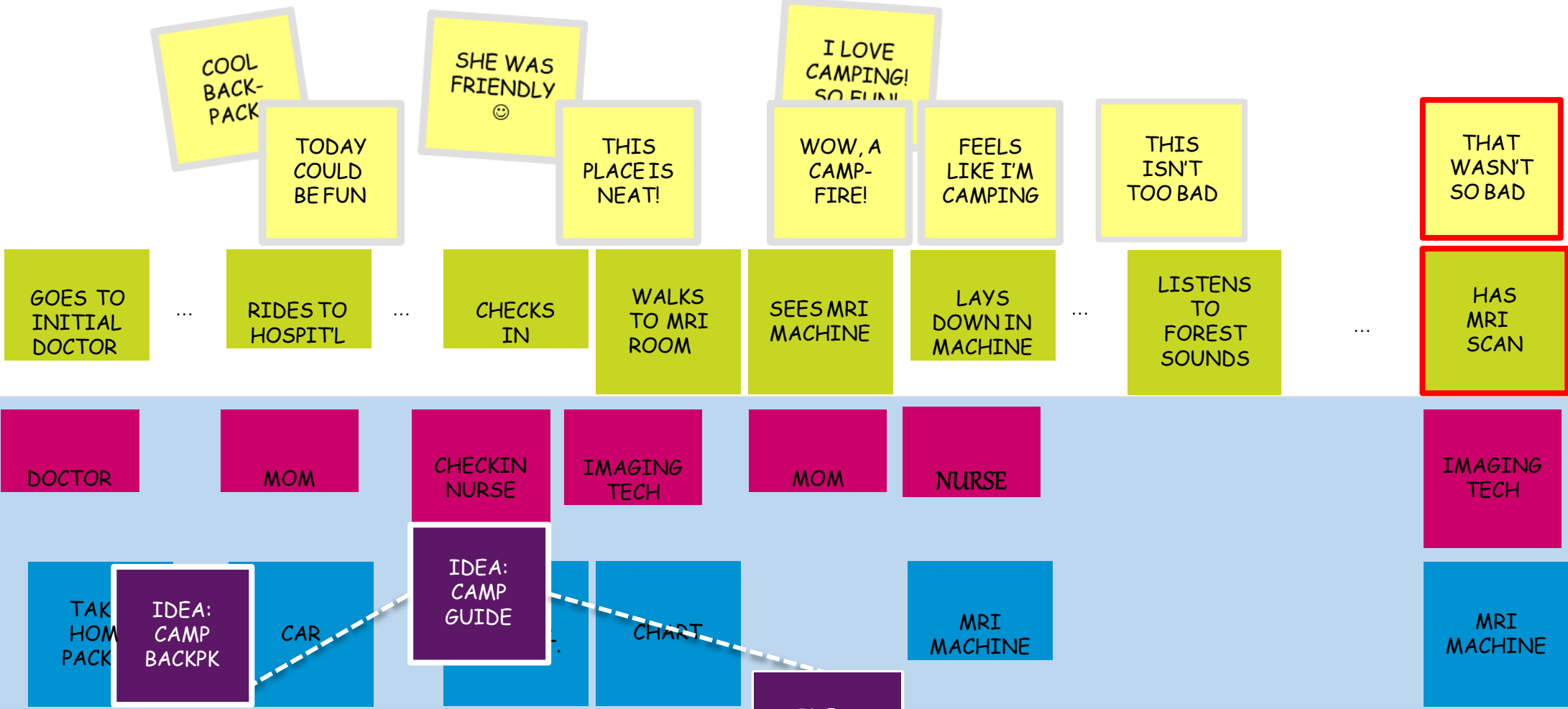


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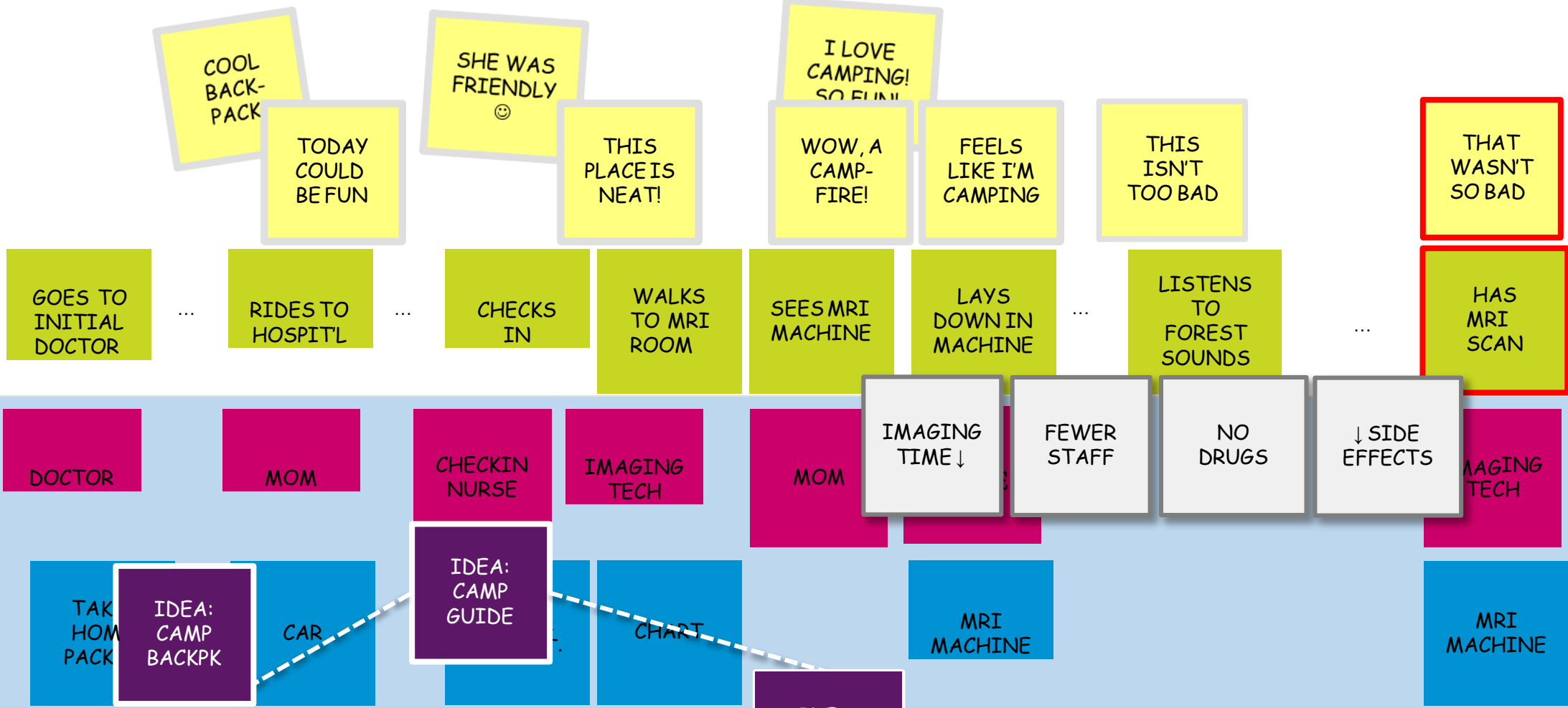


TEST NEW EXPERIENCES

New attitudes, new behaviours...different result



SOFIA



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Results



Behaviors deliver Results



Attitudes

drive

Behaviors

deliver

Results



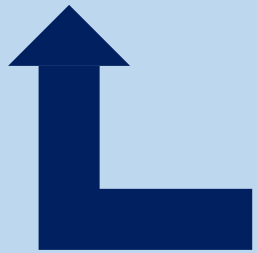
Attitudes

drive

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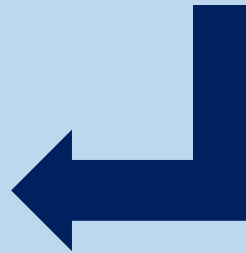
deliver

Results



influence

experiences







{ The Experience }

Understanding & Reimagining the Patient Experience

Rapid - How To Map a Customer's Journey

1. Select a specific customer persona to map

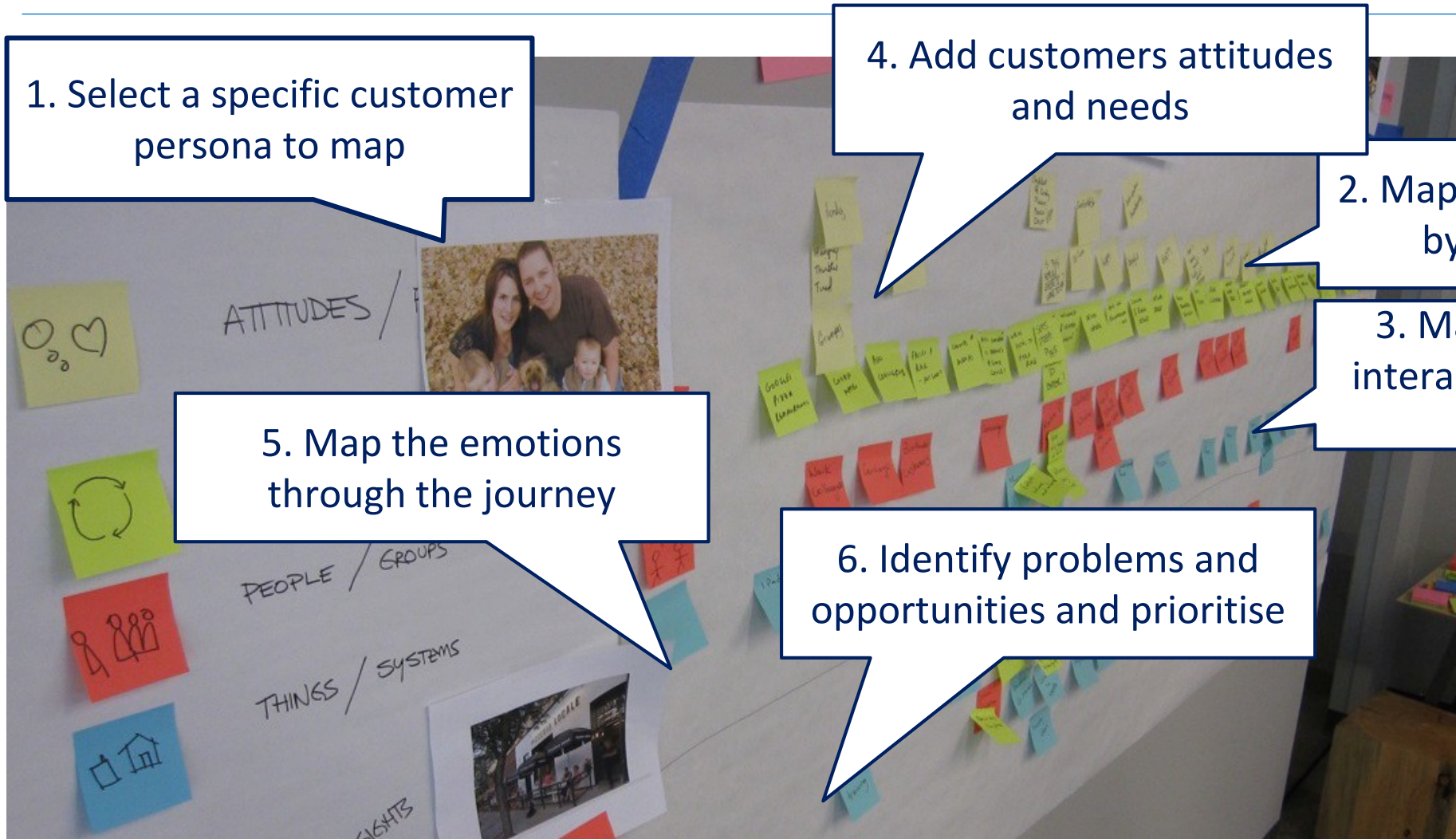
4. Add customer's attitudes and needs

2. Map your customer's step by step experience

3. Map touchpoints and interactions (direct and indirect)

5. Map the emotions through the journey

6. Identify problems and opportunities and prioritise



CX Journey Mapping Tips



Identify a **specific customer Persona**

New prospects, frustrated customers, etc

Work from **point A to B**

map upstream and down

Keep it **collaborative**

use post-it notes, storyboard, photos, etc

Focus on **moments that matter (MoT's)**

start low res, use appropriate detail

Start with **assumptions**

then validate and gather more data

Select a specific customer to map

1. Actions

2. People

3. Things

5. People

6. Things

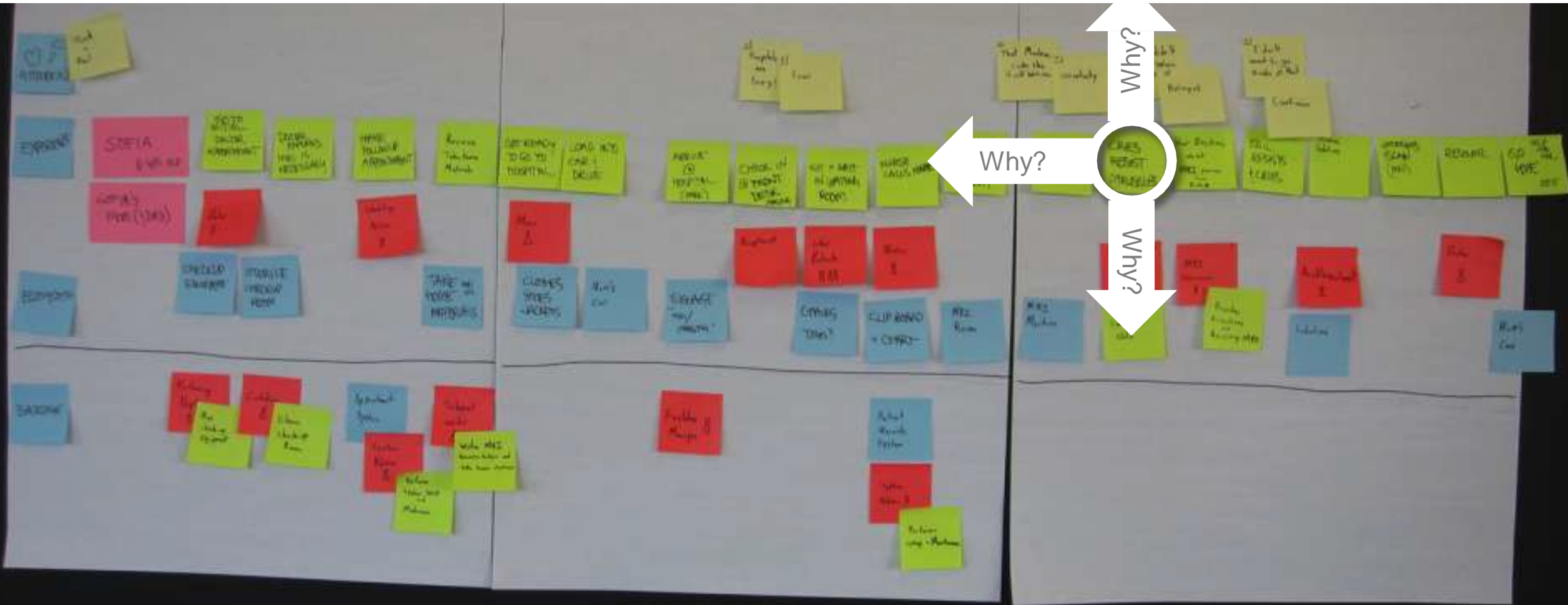
On Stage

Back Stage



Understand & Empathize

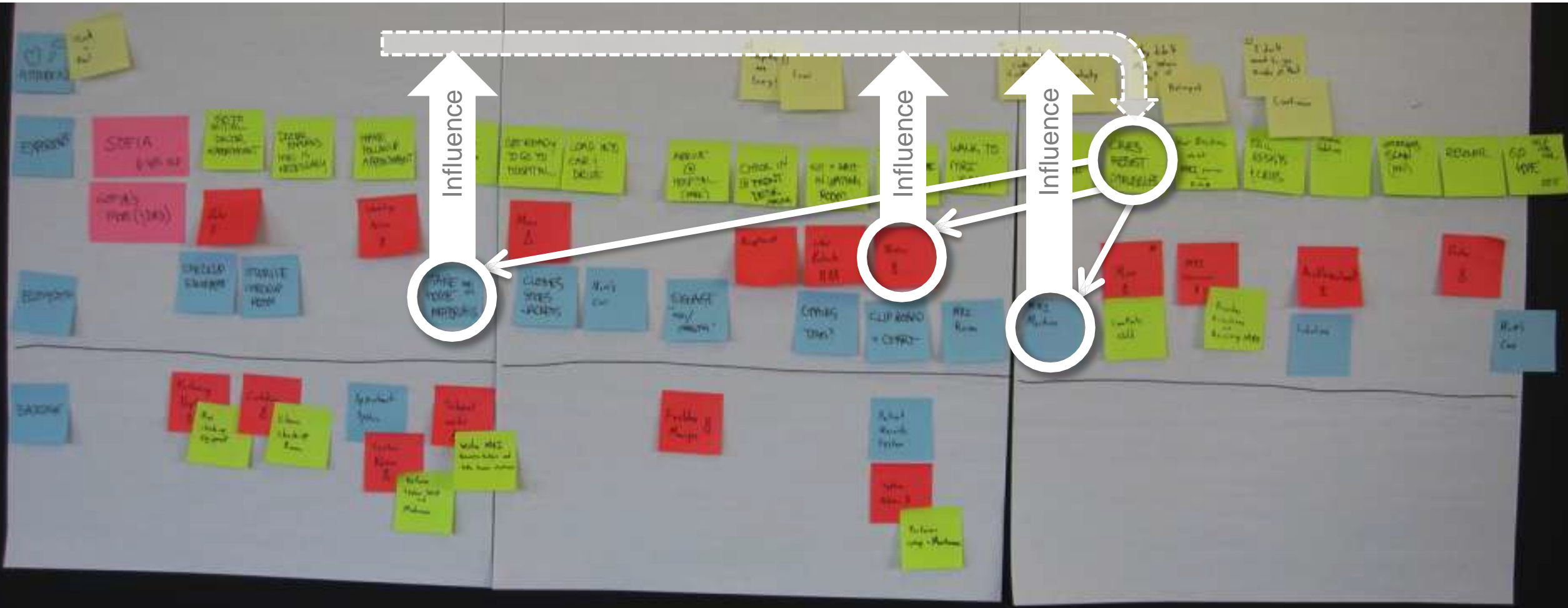
Ask why, create empathy maps





Redesign Experiences

Influence Attitudes to Change Behaviors





When Can Journey Mapping Be Used?



- **Understanding & diagnosing** experiences



- **Designing** experiences (redesign existing, create new)



- **Implementing** (as blue prints)



- **Communicating** (align, train, orient)

Customer Experience Design Canvas

Use a Customer Experience Design Canvas to highlight an opportunity.

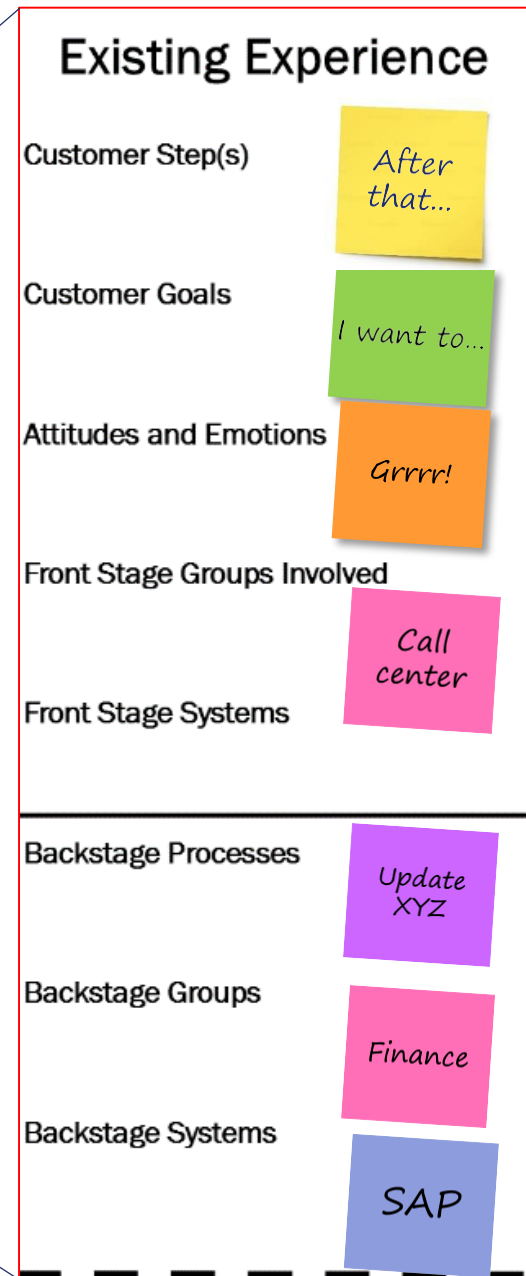
<p>Existing Experience</p> <p>Customer Step(s)</p> <p>Customer Goals</p> <p>Attitudes and Emotions</p> <p>Front Stage Groups Involved</p> <p>Front Stage Systems</p>	<p>Insight</p> <p>Experience Need</p>	<p>New Attitude</p>
<p>Backstage Processes</p> <p>Backstage Groups</p> <p>Backstage Systems</p>	<p>Insight</p> <p>Emotional Need</p>	<p>New Behavior</p>

<p>New Experience</p> <p>Customer Step(s)</p> <p>Customer Goals</p> <p>Attitudes and Emotions</p> <p>Front Stage Groups Involved</p> <p>Front Stage Systems</p>	<p>Business Impact</p>	<p>Next Steps</p> <p>Steps</p>
<p>Backstage Processes</p> <p>Backstage Groups</p> <p>Backstage Systems</p>	<p>Changes Needed</p> <p>Systems/Processes needing change</p> <p>Process/Product Owner(s)</p> <p>Other Teams impacted</p>	<p>Champion</p> <p>Support Team</p>

Start with your existing experience

Enter your existing experience into your Design Canvas. You can simply move your Post-It Notes, or use new ones.

Existing Experience	Insight	New Attitude
Customer Step(s)	Experience Need	
Customer Goals		
Attitudes and Emotions		
Front Stage Groups Involved		
Front Stage Systems	Insight	New Behavior
Backstage Processes	Emotional Need	
Backstage Groups		
Backstage Systems		
New Experience	Business Impact	Next Steps
Customer Step(s)		Steps
Customer Goals		
Attitudes and Emotions		
Front Stage Groups Involved	Changes Needed	Champion
Front Stage Systems	Systems/Processes needing change	
Backstage Processes	Process/Product Owner(s)	
Backstage Groups		Support Team
Backstage Systems	Other Teams impacted	



Focus on your customer's Needs – Amanda is 24 wants to sign up with a health fund for the first time...

Enter your insights on your customer's needs. Remember – describe these needs from her perspective. What does she need from the journey to fulfill her emotional needs?

Existing Experience	Insight	New Attitude
Customer Steps(s)	Experience Need	
Customer Goals		
Attitudes and Emotions		
Front Stage Groups Involved		
Front Stage Systems	Insight	New Behavior
Backstage Processes	Emotional Need	
Backstage Groups		
Backstage Systems		
New Experience	Business Impact	Next Steps
Customer Steps(s)		Steps
Customer Goals		
Attitudes and Emotions		
Front Stage Groups Involved	Changes Needed	Champion
Front Stage Systems	Systems/Processes needing change	
Backstage Processes	Process/Product Owner(s)	
Backstage Groups		Support Team
Backstage Systems	Other Teams impacted	

Insight

Experience Need

Amanda needs to be able to...

Insight

Emotional Need

Amanda needs to feel...

Brainstorm Ideas

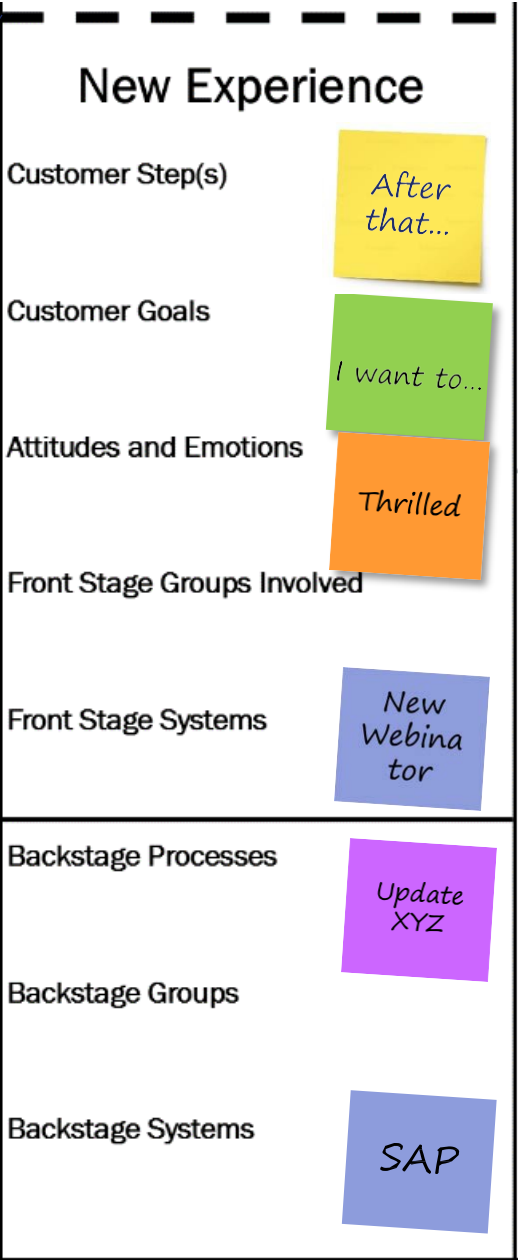


What can you do to fulfill your customer's needs?

Design your new experience

Build out your new experience. If you have time, update your journey map with your new experience. If not, simply place the items here using new Post-It Notes.

Existing Experience	Insight	New Attitude
Customer Step(s)	Experience Need	
Customer Goals		
Attitudes and Emotions		
Front Stage Groups Involved		
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How do you want her experience to change?

What new attitudes/emotions and behaviors do you want your customer to have?

Existing Experience	Insight	New Attitude
Customer Steps(s)	Experience Need	
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New Attitude

Relaxed, and at ease feeling like I know what I'm doing.

New Behavior

Quickly get through process, and tell my friends how easy it was. I have no reason to quit halfway through – it's too easy!

Calculate your business impact

Call reduction	*	Cost/call	=	Cost savings
Additional purchases	*	Average purchase	=	New revenue
Increased loyalty	*	Revenue/month	=	Increased revenue
Additional Referrals	*	Revenue/referral	=	New revenue
Lower cancellations	*	Revenue/month	=	Increased revenue
Increased conversion rate	*	Average sales	=	Increased revenue
Fewer giveaways to angry callers	*	Reduced angry callers	=	Cost savings

What is the business impact?

Detail the business impact.
Use dollar impact whenever possible to help create a customer-centric ROI.

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Business Impact

25% less customers will abandon the enrollment process, resulting in 2,000 new members each year, creating \$94,000 in monthly revenue.

What needs to change?

Detail what changes need to be made to accomplish your change. Who do you need to reach out to? Ideally, they are on this mapping team.

Existing Experience	Insight	New Attitude
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Changes Needed

Systems/Processes needing change
We will need to create the Webinator, and update the website with it.
 Process/Product Owner(s)
Bob, IT Director

Other Teams impacted

Product will need to be onboard; marketing will give input.

What's next?

What needs to be done next?
 Who will lead the charge?
 Who will help?

Existing Experience	Insight	New Attitude
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Next Steps

Steps

Put together a funding request to start design of the Webinator.

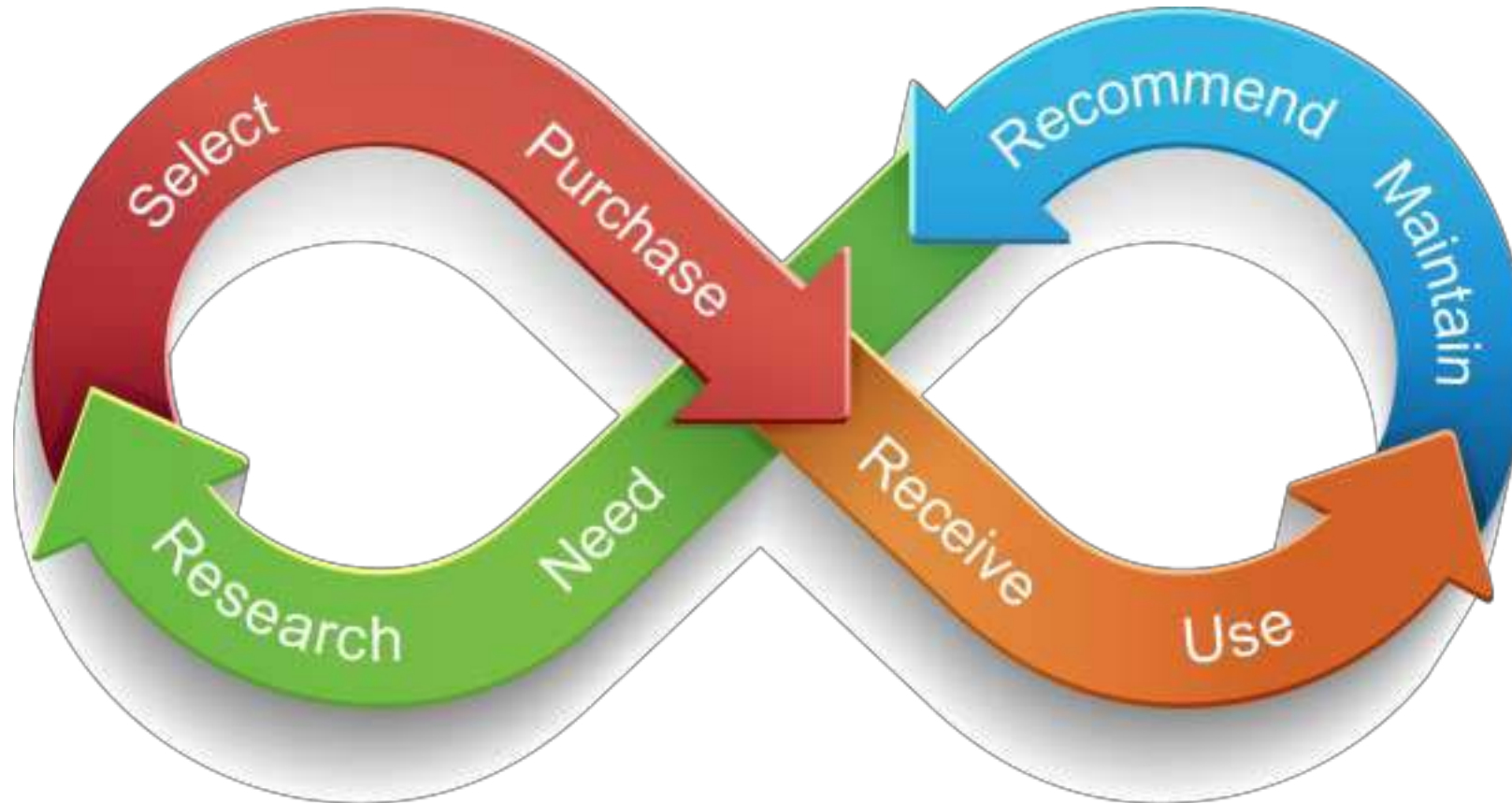
Champion

Jill, Director of Product Management

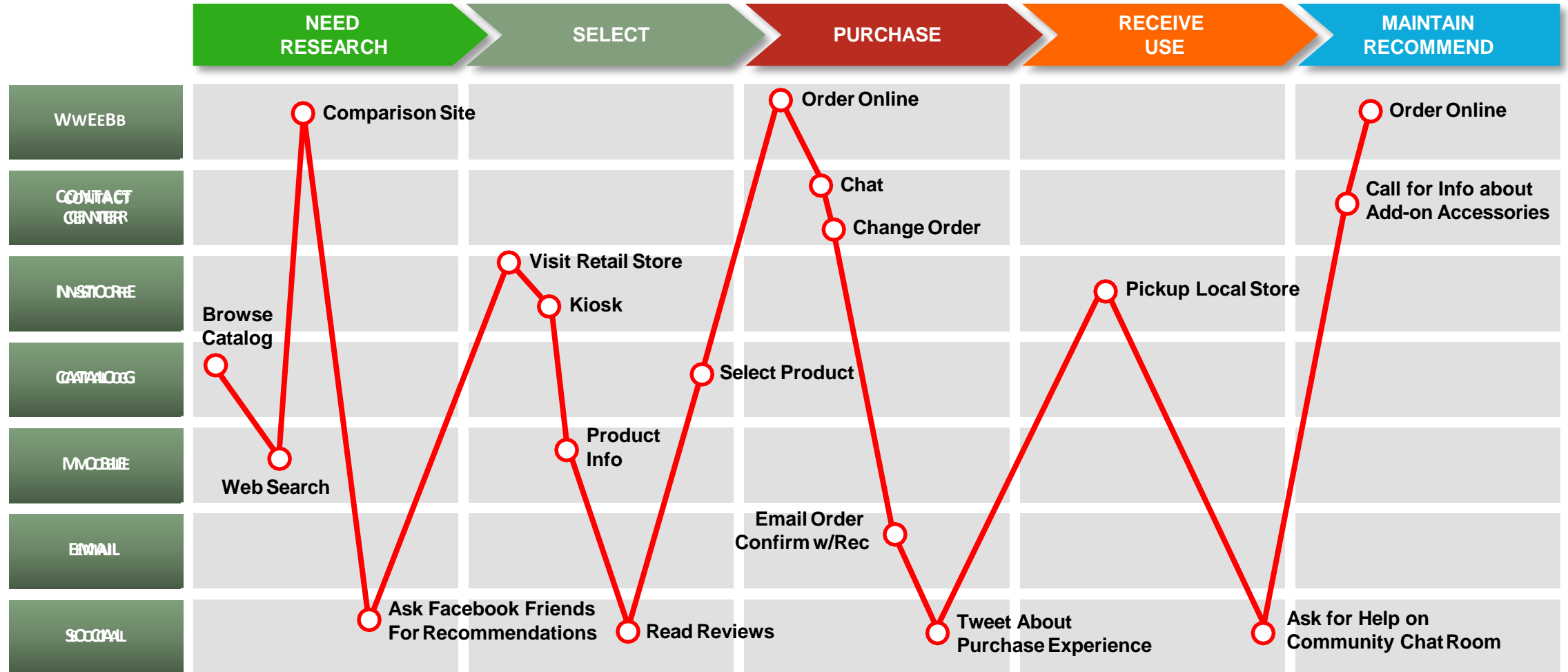
Support Team

*Betty from Product
 Jack from Call Center
 Cindy from Marketing*

The Goal: Aligning Brand Promise and Reality



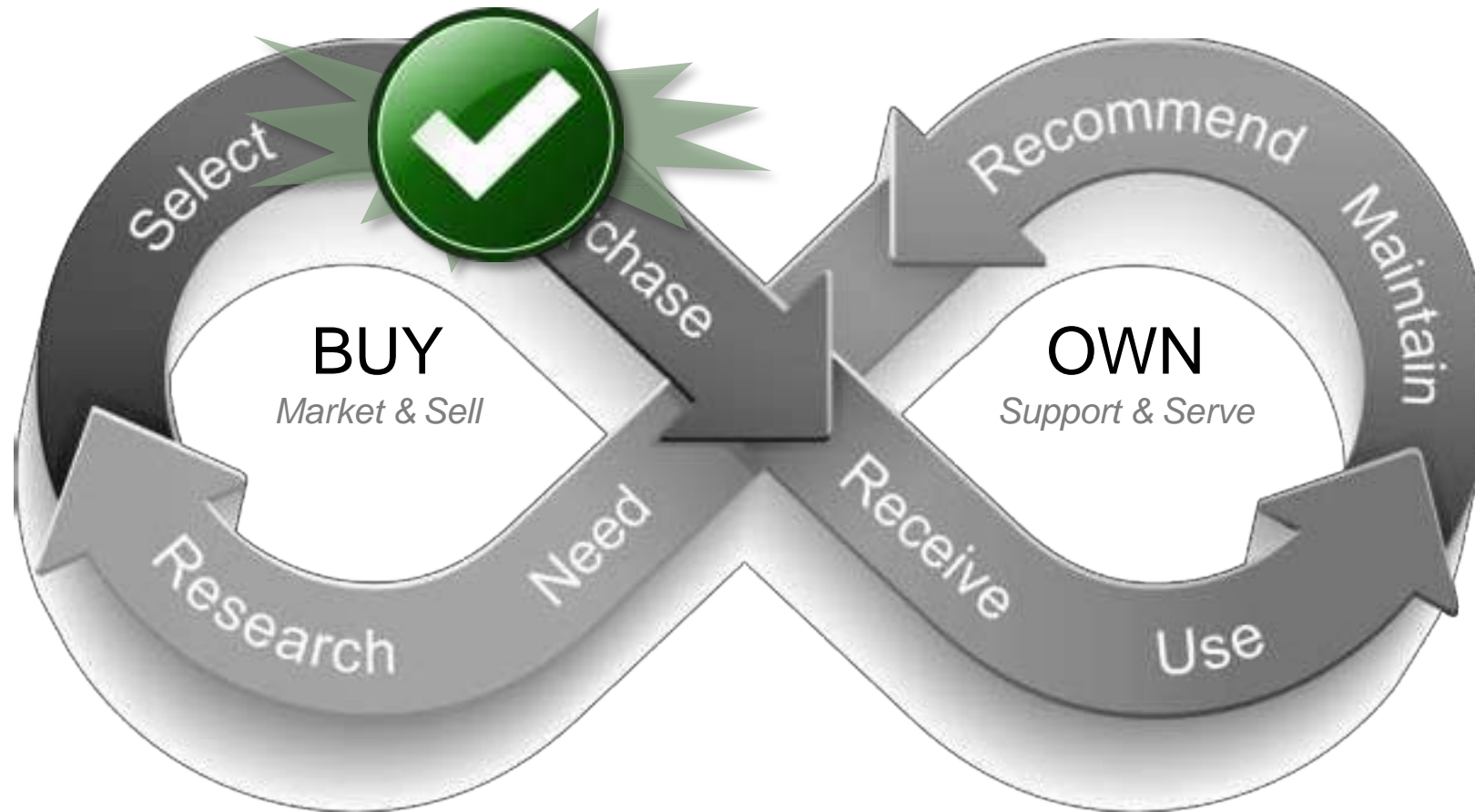
Today's Customer Journeys are Complex



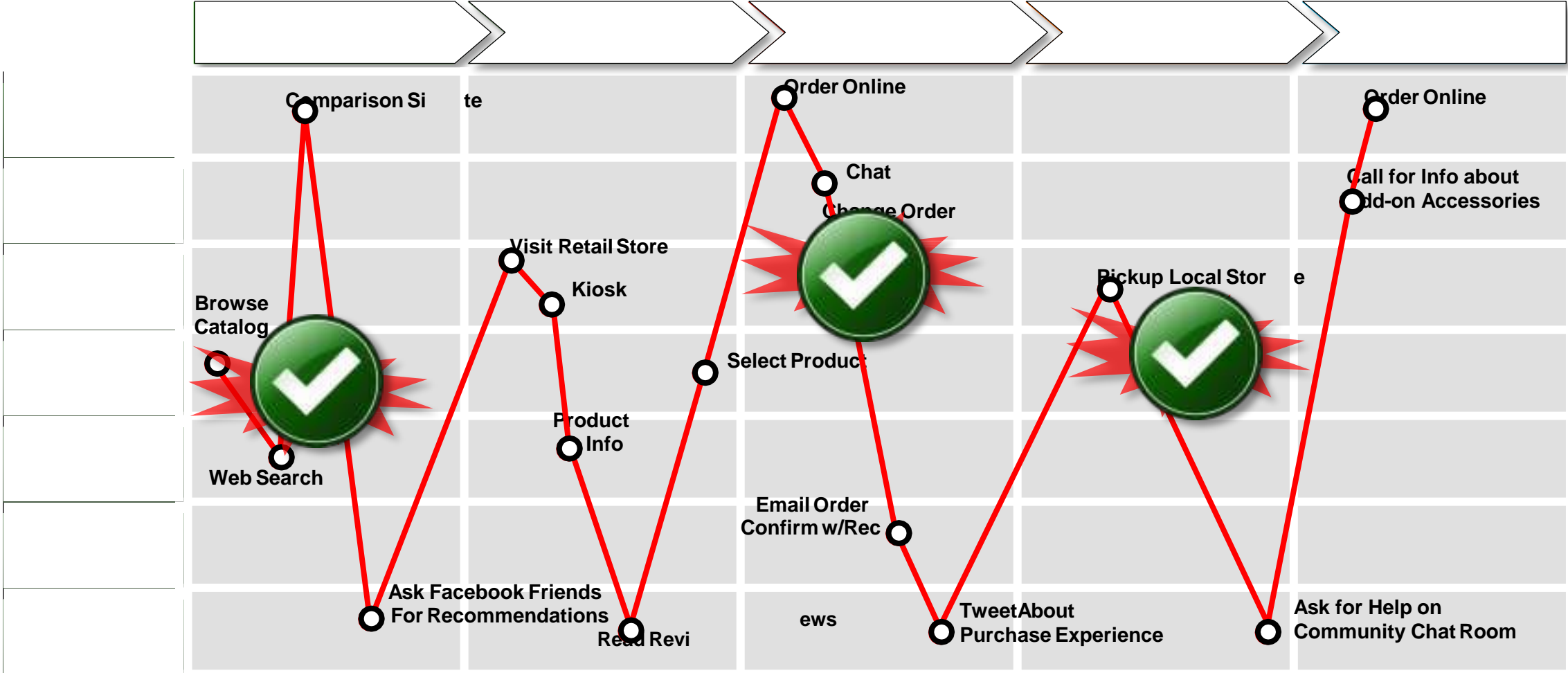
Broken Journeys drive customers away

	NEED RESEARCH	SELECT	PURCHASE	RECEIVE USE	MAINTAIN RECOMMEND
WEB	Comparison Site		Order Online		Order Online
CONTACT CENTER			Chat Change Order		Call for Info about Add-on Accessories
IN-STORE		Visit Retail Store		Pickup Local Store	
CATALOG	Browse Catalog	Kiosk			
MOBILE			Select Product		
EMAIL		Product Info			
	Web Search		Email Order Confirm w/Rec		
SOCIAL	Ask Facebook Friends For Recommendations	Read Reviews	Reviews	TweetAbout Purchase Experience	Ask for Help on Community Chat Room

Improving CX 1: Identify and Solve weak points



Improving CX 2: Enable seamless journeys



Resulting In Significant Business Impact

- Harder to acquire new customers to drive revenue
- Increasing complexity to achieve and retain profitable relationships
- More difficult to leverage and grow investments efficiently



Creating An Inability to Sustain Grow & Profit

Embrace The Opportunity To Change

 Increasing Complexity

 Ineffective Execution

 Disruptive Change

Through all of your organization

- Gain the confidence to reimaging Customer Experience
- Learn the discipline to find, prioritize and evaluate CX gaps
- Drive innovation to achieve and sustain leadership

Change Your Approach, For A Different Result

Key Takeaways

1. Science and Research before adventure

It shows the research and surfaces the evidence.

2. Focus on Experiences *and* Touchpoints

It gives insight to experiences customers have with your touchpoints

3. Take everyone along with you

It's a process that takes the whole team along. Top to bottom!

4. Compel Action

It's designed to be a catalyst. It influences strategy and tactics.

We Can Help!



Does your latest project need assistance or support with Customer Experience Strategy and Implementation, Customer Journey Mapping or Service Design?

We are always just a phone call or email away...

Let's have a chat...

Email: ray@iimage.com.au

Phone: +61 439039279

<http://www.iimage.com.au>

Thank You!

iimagine Creative Innovation

