

# Designing Visitor and customer experiences that delight

## Destination Melbourne One Day Applied Workshop

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

At Citadines on Burke Melbourne on April 29<sup>th</sup> 2016

---

**DESTINATION**  
**MELBOURNE**



citadines  
APART' HOTEL



# Who am I ?



Email: [ray@iimage.com.au](mailto:ray@iimage.com.au)  
Website: [www.iimage.com.au](http://www.iimage.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 - Behind Customer Experience and Delightful Satisfaction**

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

**SESSION THREE - Using Customer Experience Journey Mapping and Design Tools**

**SESSION FOUR - Putting the Customer's Experience at the centre of your thinking and your business's culture**

# Session One

A young girl with dark hair is shown from the chest up, looking upwards and to the right with a wide-eyed, open-mouthed expression of surprise or awe. The background is a blurred, warm-toned interior space. A dark blue horizontal band is overlaid across the middle of the image, containing the main title text in white.

## Behind Customer Experience and Delightful Satisfaction

2/05/2016

©2016 iimage Pty Ltd – All Rights Reserved

# Why are we talking about 'Customer experience'?

---

**Change:** What has changed? What is changing? And What do believe will change?

**Pressure:** Where are the 'Pressure Points' for businesses?

**The empowered Customer:** Transparency, Absolute vs Relative Information, Social sharing, Infinite choice

**Who are our customers anyway?:** Now and in the future... De we understand them?

**Our Business Goals:** Get More Customers, Keep More Customers, Make More from our Customers

**Business Objectives:** Return on Investment (ROI) (Tangible, Intangible, Financial), Customer Satisfaction, etc

# Customer expectations are rising....

---

**And it's becoming more difficult to engage and transact with potential customers..**

The marketplace is becoming more complex and chocked with opportunities to engage and transact.

Competition is now global and hot. Everyone is courting everyone. Your loyal and regular customers and well.. And you!

Everyone is now mobile both physically, metaphorically and socially, which interactions becoming more instant, less geographical and more numerous.

More than 60% of customer engagement and interactions now happen during a multi-event, multi-channel customer journeys

Source - McKinsey 2013 | CustomerJourney



# Simply being relevant with a cool product and nice staff in pretty place just isn't enough....

---

The ability for customers to now compare and contrast products, services, destinations and so on with the greatest of ease and in real time has totally changed the decision making power of your customers, your potential customers and your competitors customers.

They now have the power of unlimited information and unlimited opinions and perspectives for every product and service at their fingertips 24/7. Available Information and views about brands has moved from Imperfect to absolute with serious impacts on businesses everywhere.

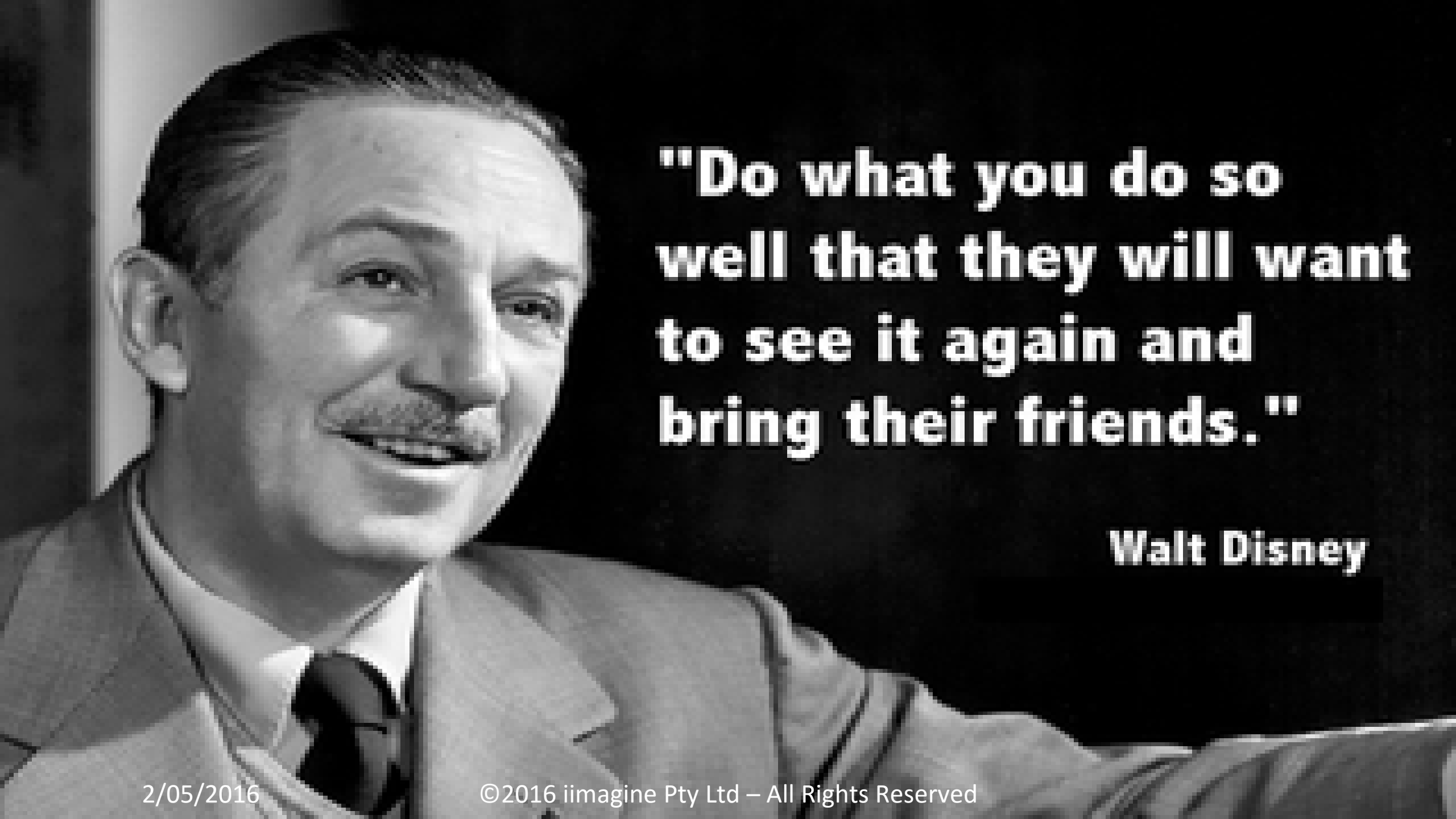
Customers increasingly have the luxury of finding experiences better meet their higher needs and personal objectives.



# The 'Age of the Customer'

In the 'age of the customer', smartphone 24/7 connectivity and finger tip access to infinite information, opinion sharing and choice, customers have become fundamentally 'cross and omni-touchpoint' in their habits and behaviours. Distribution touchpoints and channels are becoming increasingly blurred as customers move back and forth between touchpoints, channels and devices as they move through the phases of their awareness, research, decision making and booking journey.



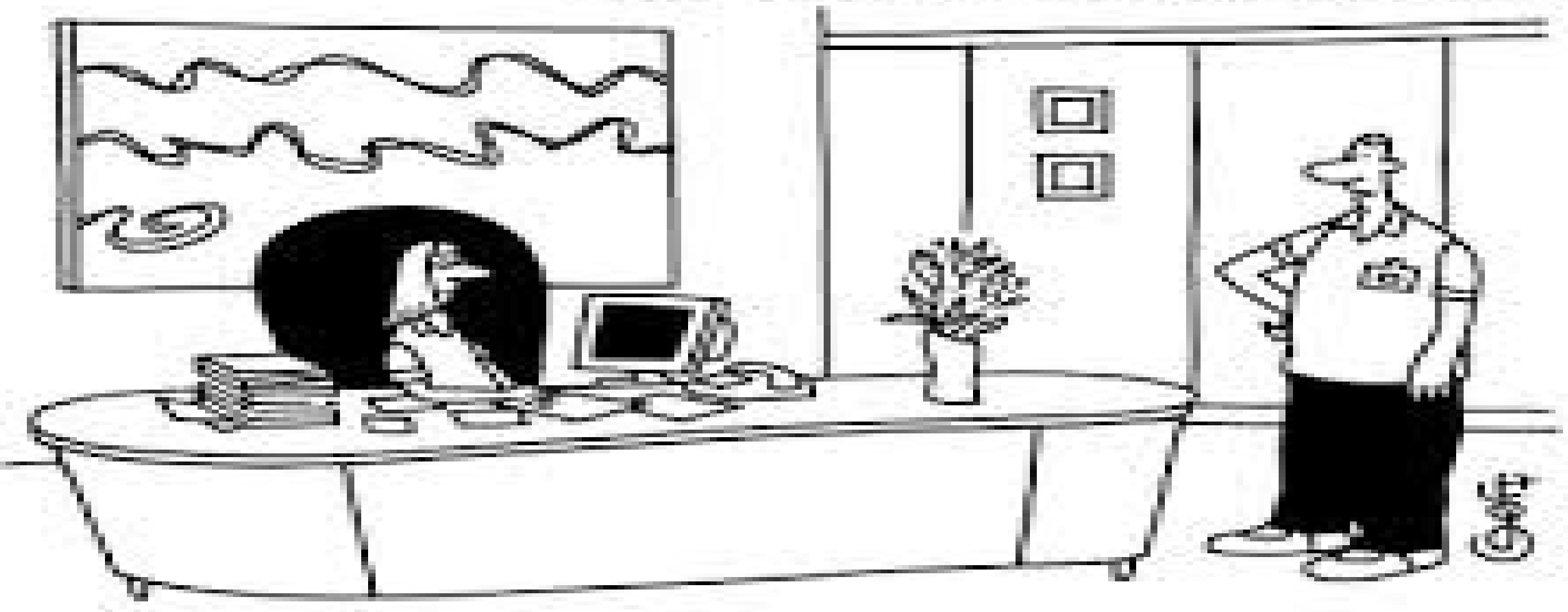


**"Do what you do so well that they will want to see it again and bring their friends."**

**Walt Disney**



**"The bad news is, our customers hate us. The good news is, we have a lot fewer customers than we used to!"**

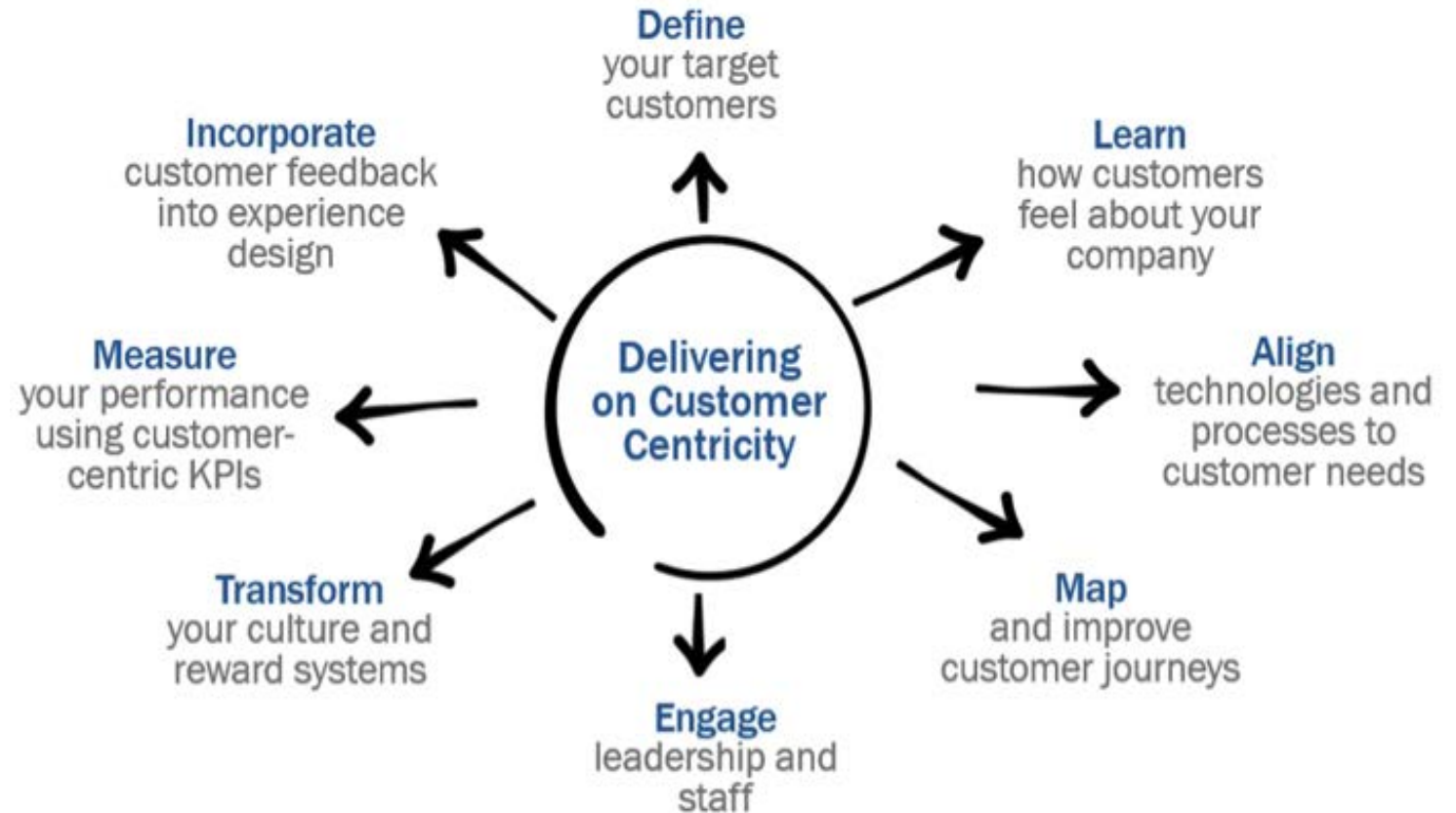


**“Someone calling themselves  
a customer says they want  
something called service.”**

# Customer Centricity

---

The entire concept of designing and delivering experiences and services that customer will love, return for, pay more for and advocate because it is designed and delivered based upon their needs and expectations is CUSTOMER CENTRICITY – This customer as the focus at the centre of the businesses thinking and planning.



# Designed around the customer's experience

---

Brand  
Centric



Customer  
Centric



#CustomerLoyaltyMonth 



“The key is to set realistic customer expectations, and then not to just meet them, but to exceed them — preferably in unexpected and helpful ways.”

Richard Branson

# Expectations drive Customer Satisfaction

Expectations are personal, emotional and they are very real determinates of positive, negative or neutral perceptions and outcomes of the actual Experience in the mind of the customer

$$\text{Percieved Value of Choice} + \text{Expectation of what will be experienced} - \text{Perception of what is actually experienced} = \text{Customer Satisfaction}$$

**+ve** or **-ve**  
 

Choice supported by information gathering and/or previous interactions or experience driving awareness and early perceptions and expectations of the offerings and value proposition of the proposed brand, business, product or service. Every choice has some value attached to it either real or perceived

Expectations of the interactions with the business and utility and value provided by the product or service on offer

Perceptions and impressions of the experience of the actual interactions and delivered product and service utility and value as compared to expectations

Customer Satisfaction outcomes are very complex in nature, and are highly personal and individual, and are perceived or viewed as more so or less so positive or negative based upon the 'expectation gap' between what the customer expected to experience and what they believe they actually experienced

# Delightful Experience - Meaning

---

## Definitions of DELIGHT

- 1: a high degree of gratification : JOY; *also* : extreme satisfaction
- 2: something that gives great pleasure <her performance was a *delight*>
- 3: the power of affording pleasure

## Definitions of EXPERIENCE

- 1.1a : direct observation of or participation in events as a basis of knowledge **b** : the fact or state of having been affected by or gained knowledge through direct observation or participation
- 2.2a : practical knowledge, skill, or practice derived from direct observation of or participation in events or in a particular activity **b** : the length of such participation <has 10 years' *experience* in the job>
- 3.3a : the conscious events that make up an individual life **b** : the events that make up the conscious past of a community or nation or humankind generally
- 4.4: something personally encountered, undergone, or lived through
- 5.5: the act or process of directly perceiving events or reality

## Definition of PERCEIVE

- 1.1a : to attain awareness or understanding of **b** : to regard as being such <*perceived* threats> <was *perceived* as a loser>
- 2.2: to become aware of through the senses; *especially* : SEE, OBSERVE

## Definitions of DELIGHTFUL

- 1: highly pleasing <a *delightful* surprise>
- 2: very pleasant : giving or causing delight



# Delighting, Exciting and Inspiring... 'Humanising' the Customer Experience

---

## The 'Human' Drivers of Experiences and Expectations – The Customer at the Centre of the Experience

- **Service verses Experience**
- **Expectations** vs Perception of Reality (customer's reality)
- **Customer Decision Making** – How we make decisions, why we make decisions
- **Customer behaviour** drivers and motivators – expectation drivers
- **What makes up an experience?** Five senses... a person, an experience environment, an interaction.....
- Experiences are overtly intangible by nature- Spaces, Objects, People, Services

**Leave  
Nothing to  
Chance**

**Set and then  
Meet  
(Exceed)  
Expectations**

**Are  
Effortless**

**Are Stress  
Free**

**Indulge the  
Senses**

**Satisfies  
Customer's  
Higher  
Objectives**

**Are Socially  
Engaging**

**Strongly  
Reflect the  
Customer's  
Identity**

**Put the  
Customer in  
Control**

**Consider the  
Emotions**

***High impact customer experiences***

©2016 iimage Pty Ltd – All Rights Reserved

27/05/2016

# Influences and drivers behind designing and delivering high impact Customer Experiences

Let's break down to a set of elements that are believed to be significant influences and drivers behind an individual's behaviours, impressions and perceptions of their experiences and interactions as a customer.

*Each one of these 10 elements opens up the opportunity for businesses to better understand a customer's expectations, perceptions and behaviours with the potential to leverage, design and manage customer experiences with these in mind.*

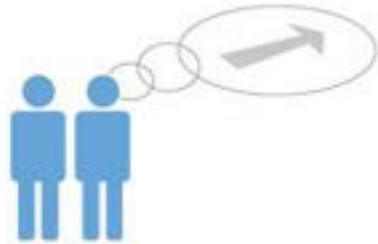
**Strongly Reflect the Customer's Identity**  
**Satisfies Customer's Higher Objectives**  
**Leave Nothing to Chance**  
**Set and then Meet (Exceed) Expectations**  
**Are Effortless**  
**Are Stress Free**  
**Indulge the Senses**  
**Are Socially Engaging**  
**Put the Customer in Control**  
**Consider the Emotions**

Ultimately experiences are Individual by their nature – It's always about delivering on unmet needs and expectations

# Tools of Service Design

## SERVICE DESIGN PROCESS AND TOOLS

### VISION



*Values, philosophy and goals to provide direction and guide decision-making*

### PERSONAS



*Representative users based on research into motivations and behaviors*

### JOURNEY MAP



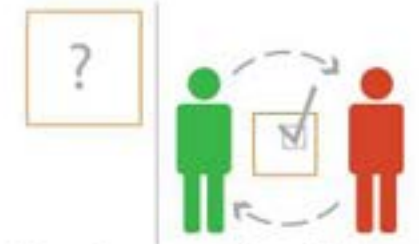
*Mapping service use over time, identifying the touchpoints in the user experience*

### BLUEPRINT



*Guidance on delivery of a service across different channels for staff and systems*

### PROTOTYPE



*Testing service(s) to answer questions, get input and/or transition users*

©brightspot strategy



**THINKING**  
(FRAMING)

**HEARING**

**SEEING**

**FEELING**  
(MOTIVATIONS)

**DEVICE**

**DOING**  
(BEHAVIOR)

**TIME**

**RELATIONSHIPS**

**PLACE**

(CONTEXT)

# Design with the customer at the centre of the process – It's their experience not yours!



# PROCESS REDESIGN ORDERS

## OPEN ACCOUNT PROCESS



## CLOSE ACCOUNT PROCESS



WE'RE STILL WONDERING WHY MORE CUSTOMERS ARE LEAVING THAN JOINING...

KUDEKA.



Session two

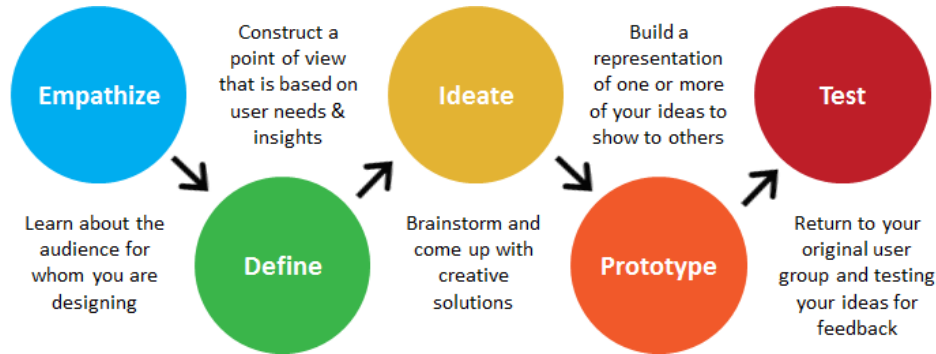
# The Customer's Journey – Expectation to Perception to Advocacy

2/05/2016

©2016 iimage Pty Ltd – All Rights Reserved

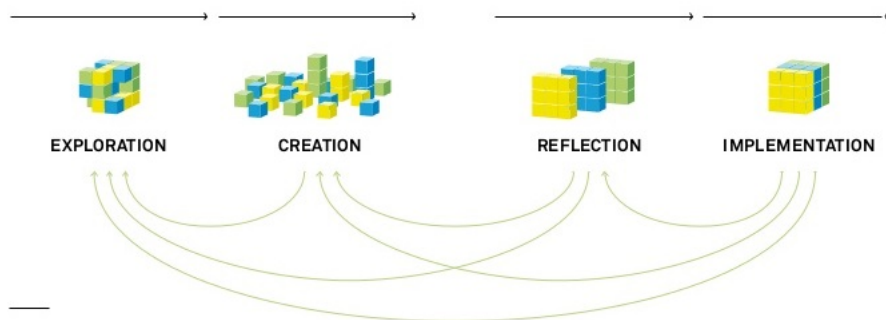
# 3 Step Understanding Model of Customer Experience Design

## Design Thinking Model



## Service Design Model

Service design thinking is an iterative process.



## 3 Step Understanding Model

### Step 1

**Understand our customer's expectations and perceptions**  
Personas + Needs + Insights + Deep Research

### Step 2

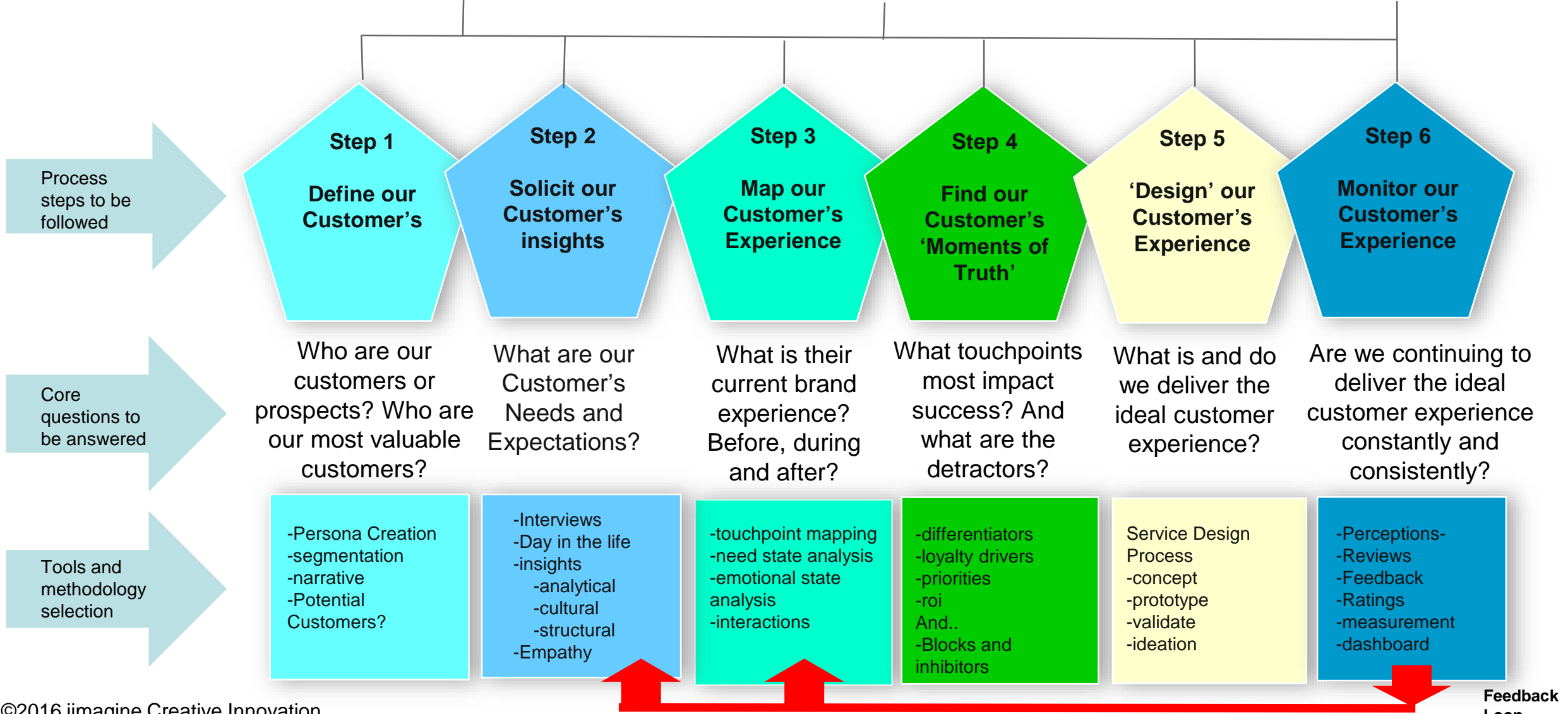
**Understand and design our customer's journey**  
Mapping + Moments of Truth + Ideation + Prototyping + Design

### Step 3

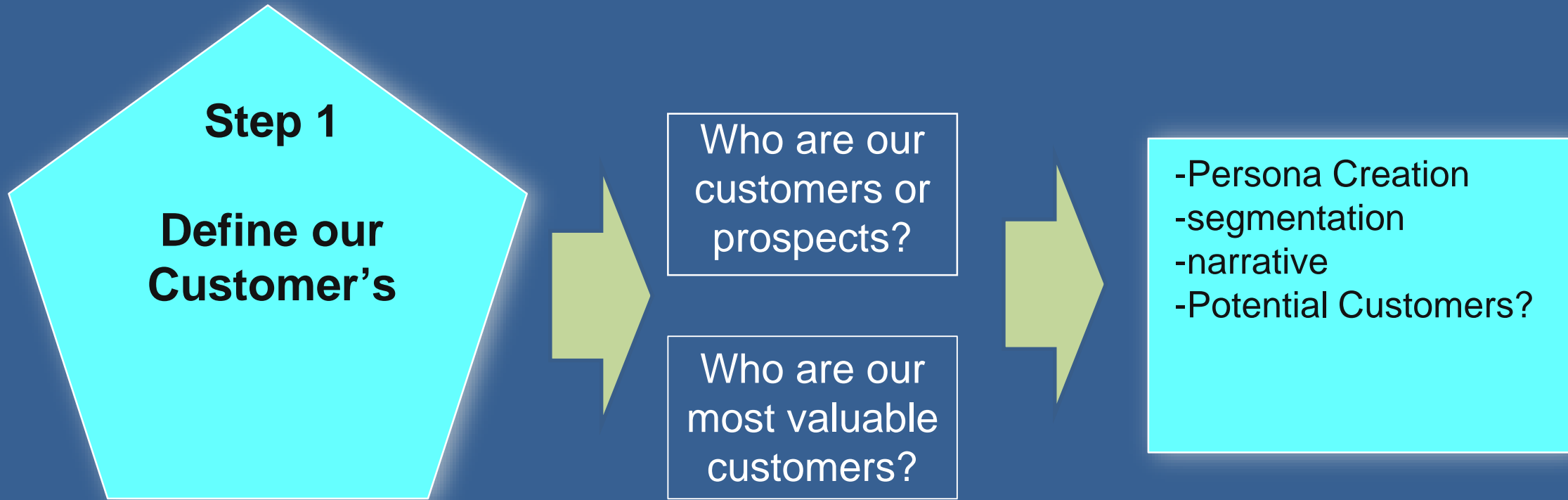
**Understand and review our customer's perceptions and impressions of their experience**  
Iteration + On-going Monitoring

# Creating and Managing our Customer's Experience Journey

Understanding our customer's expectations Personas + Needs + Insights + Research	Understand and design our customer's journey Mapping + Ideation + Prototyping + Design	Understand and review our customer's perceptions and impressions of their experience
---	---	--



# Step1 - Define our Customer's



Process steps  
to be followed



Core questions  
to be answered



Tools and  
methodology  
selection

# Create your customer's persona

personas describe your key customer types so that designers, planners, 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		3 REASONS FOR ME NOT TO ENGAGE WITH YOU	
	PERSONA NAME:	1.	2.	1.	2.
CUSTOMER SEGMENT:		3.		3.	
MY INTERESTS	MY PERSONALITY	MY SKILLS	MY DREAMS	MY SOCIAL ENVIORNMENT	

# Defining our Customers – Creating Personas



*"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

The Next Generation of Content Strategy: Building a Performance Driven Model  
Information Development World 2015 Workshop  
Kevin P. Nichols and Paula Land



*"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

The Next Generation of Content Strategy: Building a Performance Driven Model  
Information Development World 2015 Workshop  
Kevin P. Nichols and Paula Land

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

CHARACTERISTICS:  
WHAT TYPE OF PERSON IS HE/SHE? (I.E. OCTAVIO, URSULA, STACEY, STANMO...)

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

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

- WORD PERFECT
- NEEDS HELP




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

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

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

- RATIONAL WORKFLOWS
- CLEAR STEPS

 <p>Peter</p>	<p>Works as product manager for a mid-sized company.</p> <p>Is 35 years old, holds a marketing degree.</p> <p>Has got experience working as a product owner on software products with agile teams.</p> <p>Has had some Scrum training.</p>	<p>Has managed mature products successfully. Now faces the challenge of creating a brand-new product.</p> <p>Wants to leverage his agile knowledge but needs advice on creating innovative product using agile techniques.</p>
--	--	--

# Persona Profile

## The Customer Journey of Tom

Male

28 years old

Australian

Adventure Seeker

University Graduate

Single living inner city

Scuba Diving

Sailing



Tom

28

Male

Australian

Adventure Seeker and  
Scuba Diver



# Step 2 - Solicit our Customer's Insights



Process steps  
to be followed



Core questions  
to be answered



Tools and  
methodology  
selection

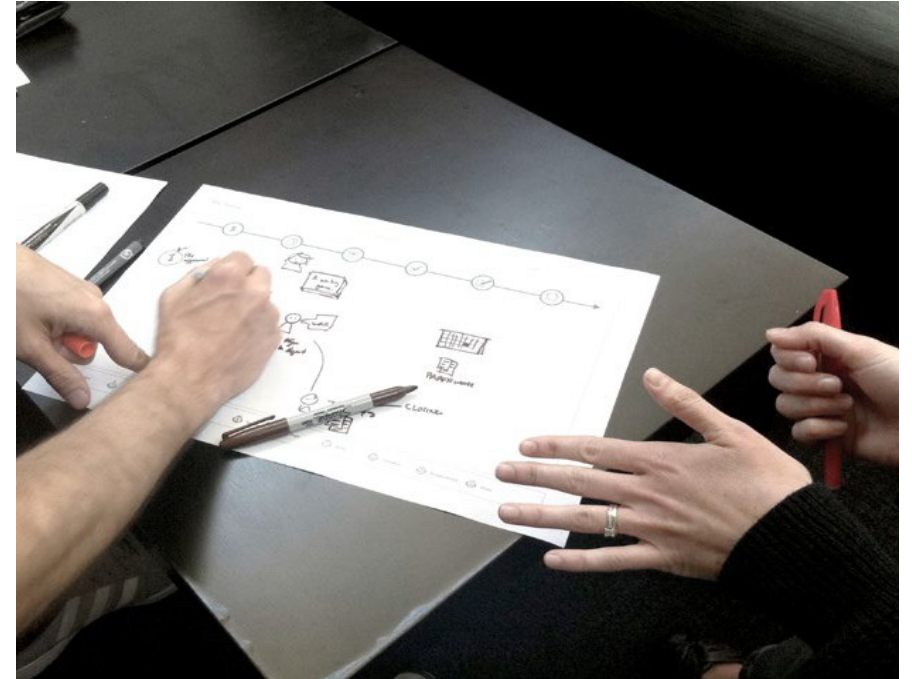
# Customer Insights - Research

---

## 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 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.



Source: Adaptive Path

# Customer Insights - Research

## 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.

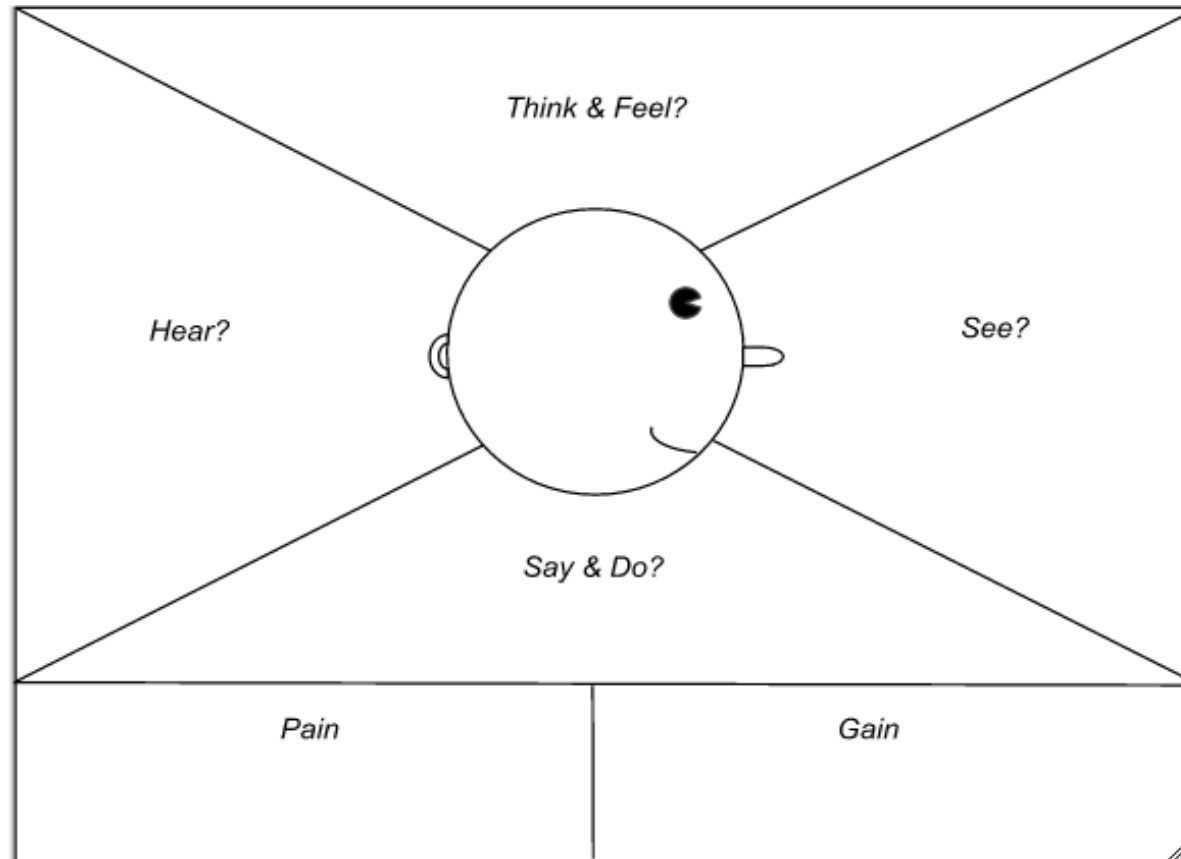
in addition to analysing existing data, you may find it useful to create a survey targeted at existing and prospective customers. A survey can answer basic questions, help validate what you learn in qualitative studies, or yield insights that help prioritize the focus of your customer interviews. it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



Source: Adaptive Path

# 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

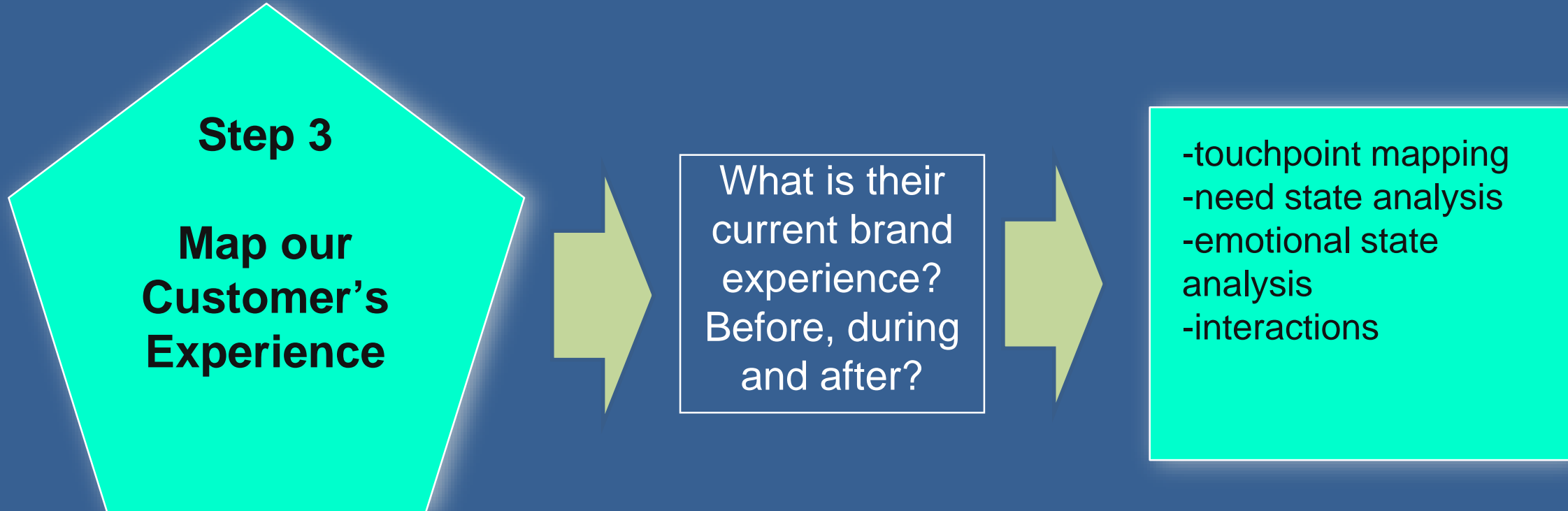
---

## 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?

# Step 3 – Map our Customer's Experience



Process steps  
to be followed



Core questions  
to be answered



Tools and  
methodology  
selection



# Creating a Customer-Focused Customer Experience Journey Map

**Applied Service Design Tools**

2/05/2016

©2016 iimage Pty Ltd – All Rights Reserved

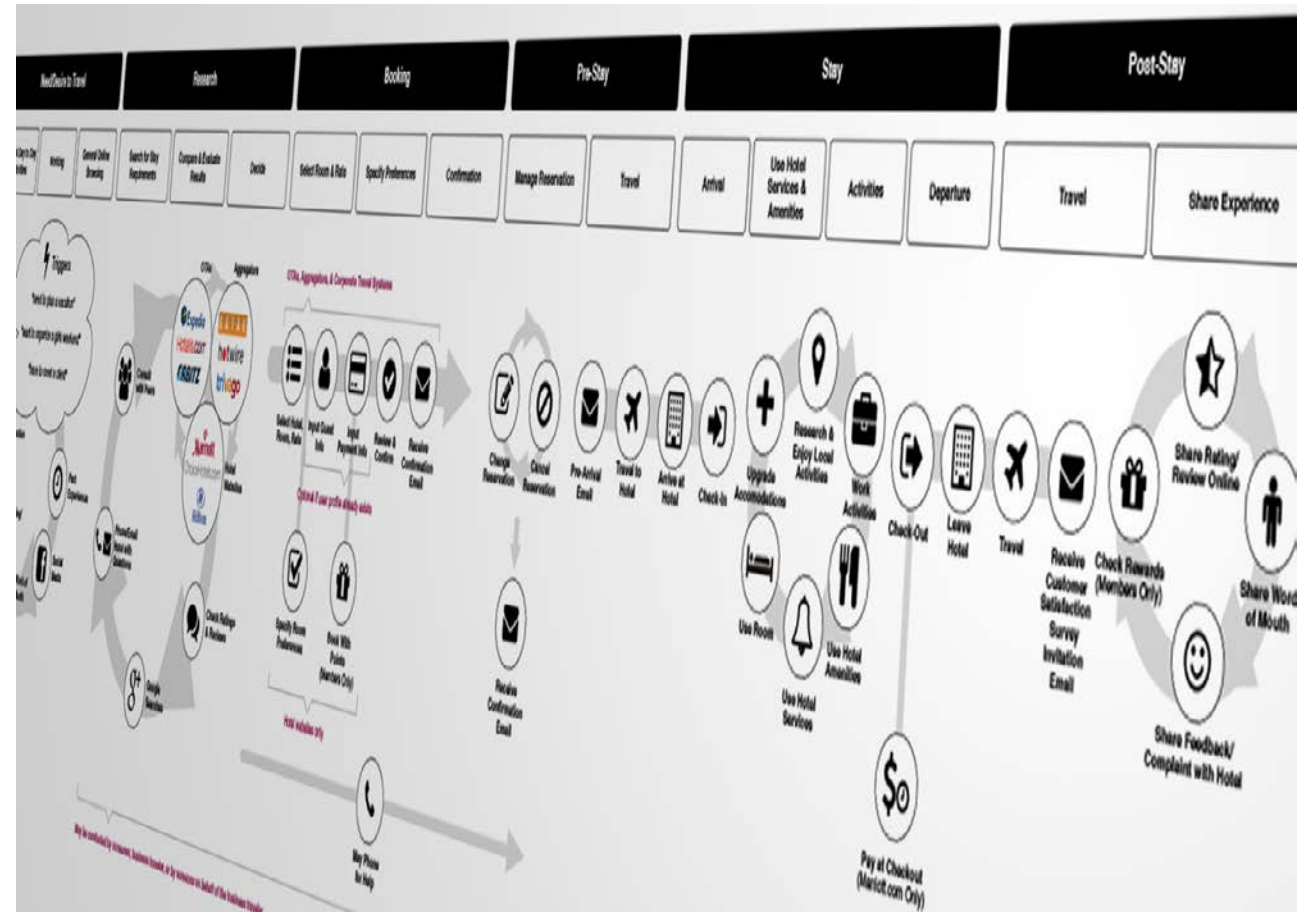
# What is a Customer Journey Map?

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 customer's experience as they engage with you

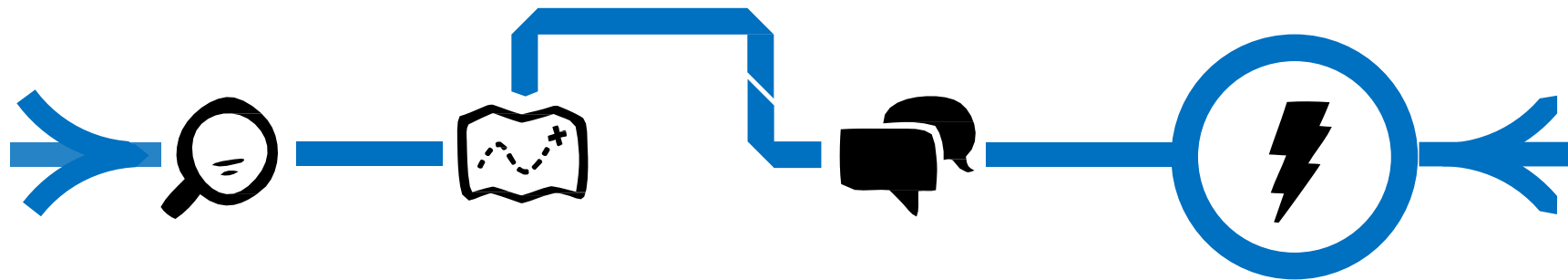
Customer journey maps chart your customer's experience and help you target changes, improvements and service innovations with the greatest impact and return.

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



# 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.

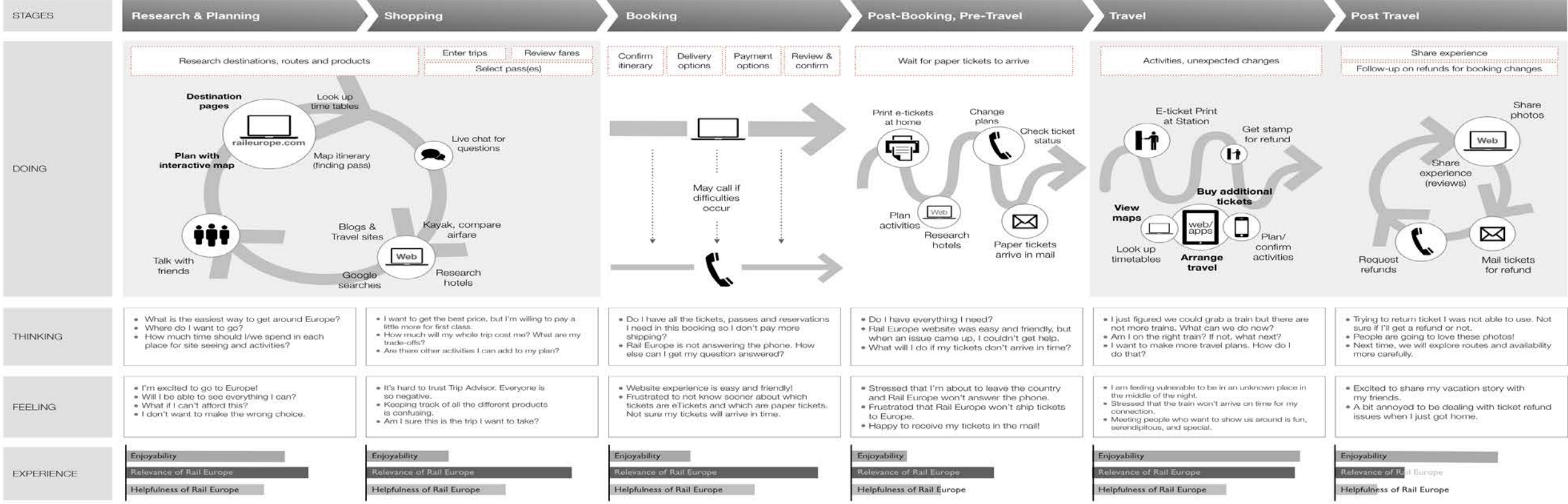
Source: Adaptive Path

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

Information sources: Stakeholder interviews, Cognitive walkthroughs, Customer Experience Survey, Existing Rail Europe Documentation

Legend: Ongoing, non-linear; Linear process; Non-linear, but time based

# Rail Europe Touchpoints by Channel

Stage	Research & Planning	Shopping	Booking	Pre-Travel (Documents)	Travel	Post-Travel
Channels						
<b>Website</b>	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	
<b>Call Center</b>	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	
<b>Mobile</b>	Trip ideas	Schedules	Mobile trip booking		Access itinerary Look up schedules Buy additional tickets	
<b>Communication Channels (social media, email, chat)</b>	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
<b>Customer Relations</b>						Request for refund, escalation from call center.
<b>Non-REI Channels</b>	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



Non-linear, no time restrictions

2/05/2016

Linear process



Non-linear, but time based

©2016 iimage Pty Ltd – All Rights Reserved

Confirm itinerary

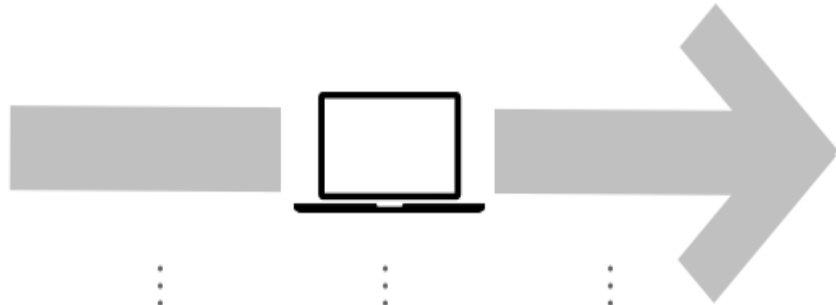
Delivery options

Payment options

Review & confirm

Wait for paper tickets to arrive

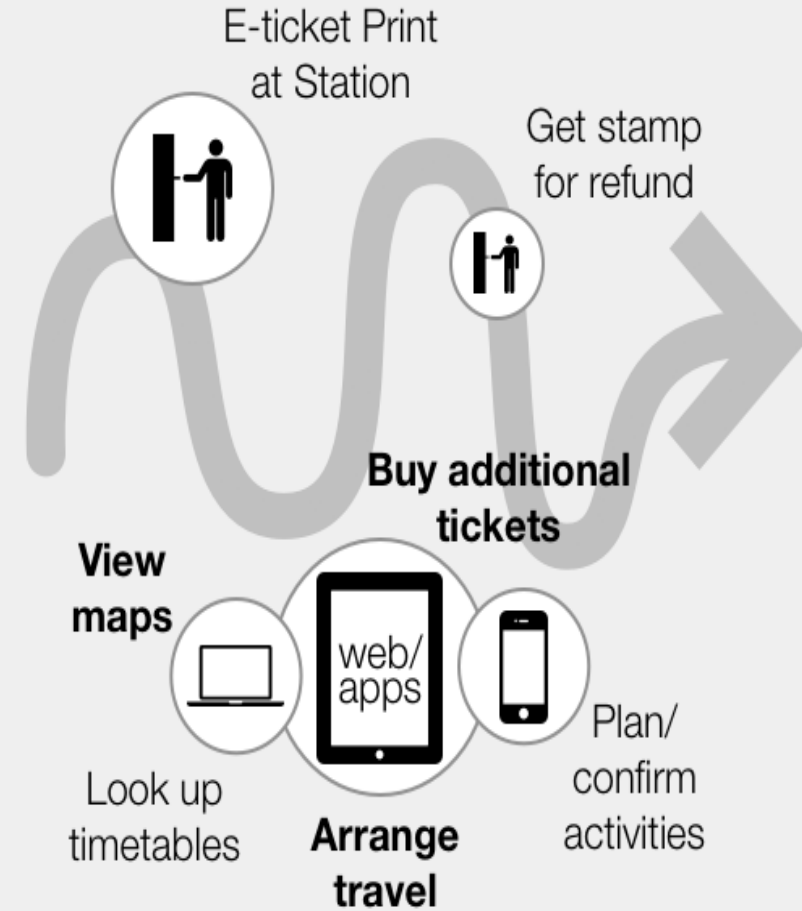
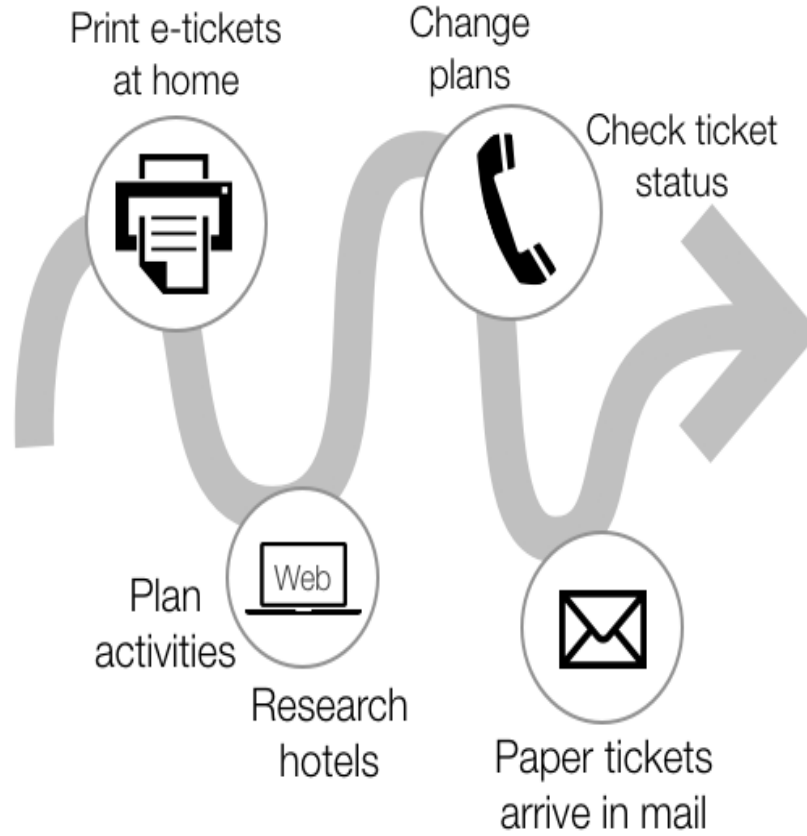
Activities, unexpected changes



May call if difficulties occur



2/05/2016



# 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 brainstorming

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.

# Customer Experience Journey Map Format

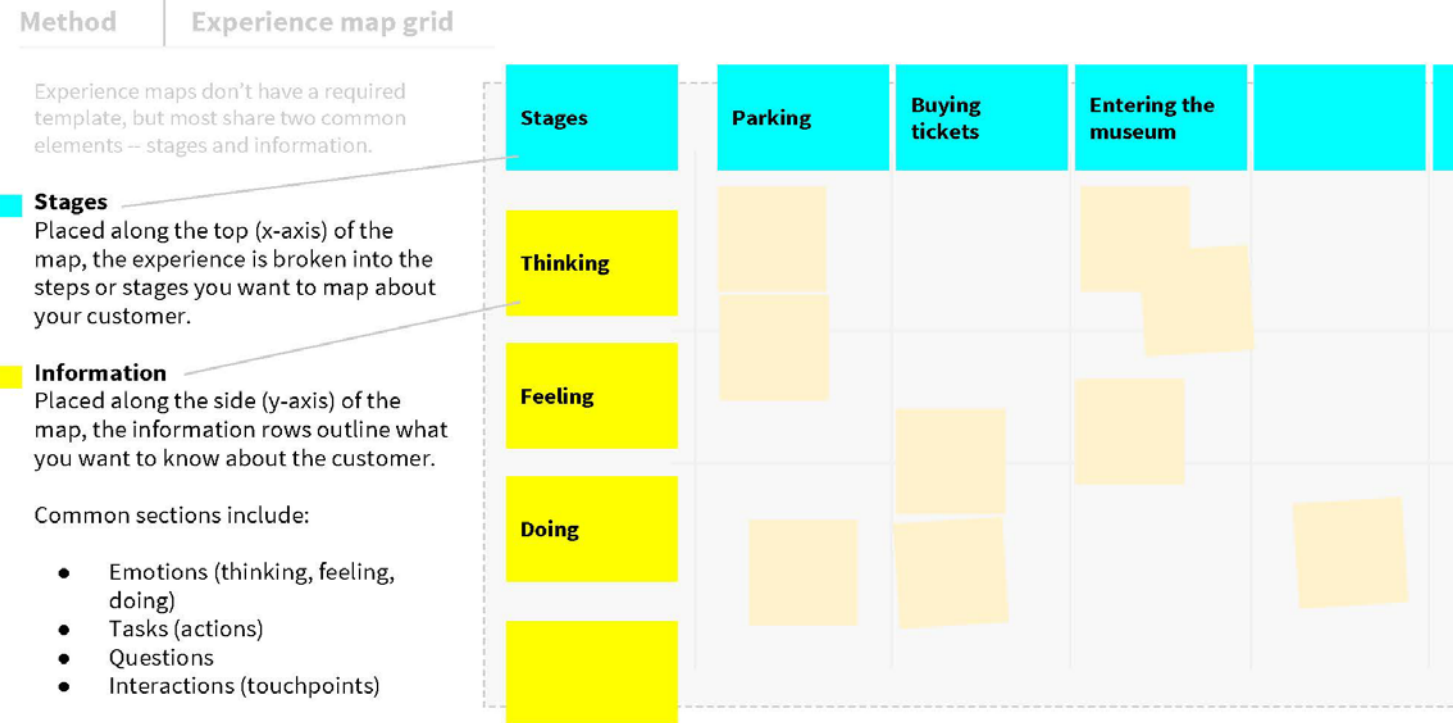
## Broad Mapping Objectives

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/>

# Customer Experience Journey Map Format



# When Can Journey Mapping Be Used?

---

- Map to **understand & diagnose** experience issues
- Use maps to **reframe and reimagine** experiences
- Redesign experiences to **influence attitudes**
- Leverage mapping to **connect, collaborate, & align**

# Rapid - How To Map a Customer's Journey



# 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

# The Customer Journey of Tom



Adventure Seeker  
and Scuba Diver

Post-service period

Awareness/Search

Planning/Organising

Pre-Service Period

Service Period



# Persona Profile

## The Customer Journey of Tom

Male

28 years old

Australian

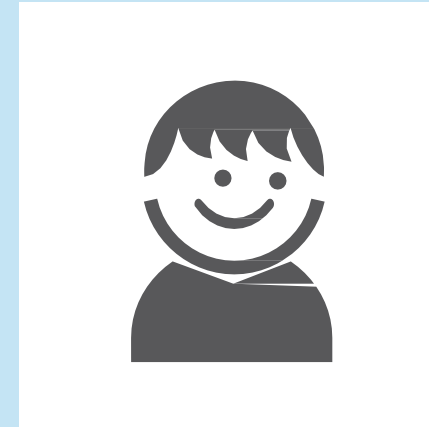
Adventure Seeker

University Graduate

Single living inner city

Scuba Diving

Sailing



Tom

28

Male

Australian

Adventure Seeker and  
Scuba Diver



## The Customer Journey of Tom



Male  
28 years old  
Australian

## Segmentation Profile

Adventure Seeker  
University Graduate  
Single living inner city

## Likes/Dislikes

Scuba Diving  
Sailing

## Stages of Customer Journey

Awareness/Search

Planning/Organising

Pre-Service Period

Service Period

Post-service



## Attitudes, Needs and Objectives

*What is the customer trying to achieve at this stage*

## Interactions – Touchpoints

*How does the customer interact with the organisation and its offering at this point?*

## Emotional State of the Persona

*What is the customer feeling at this stage in the process?*

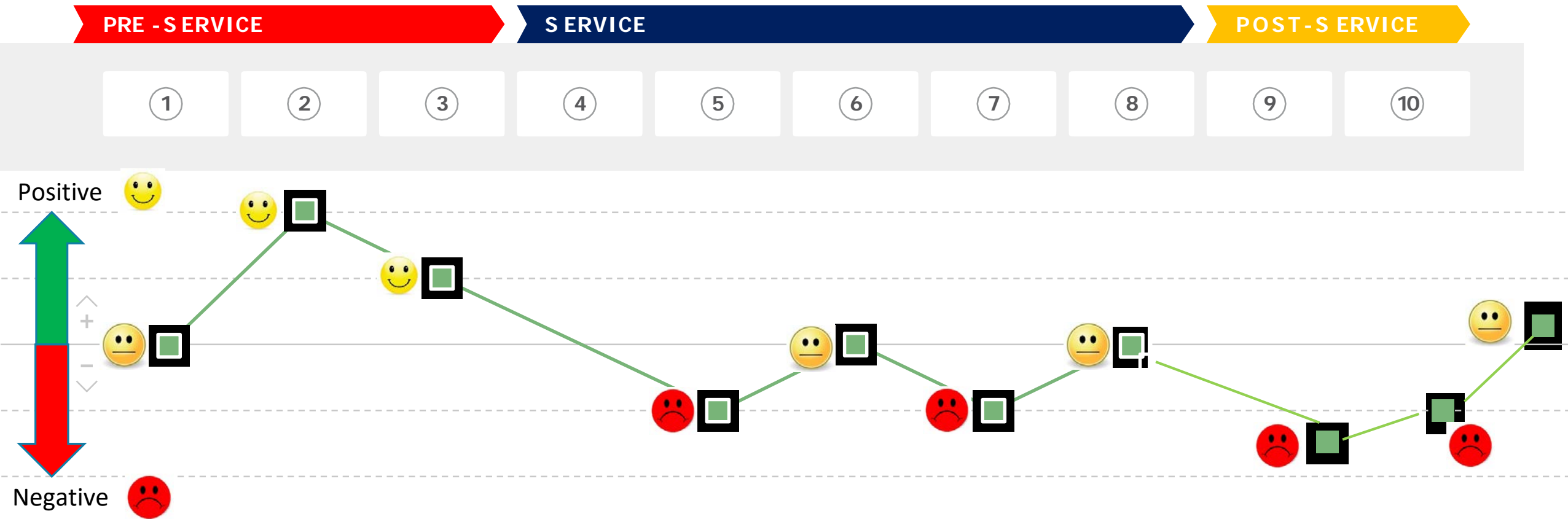
## Potential Opportunities for Improvements

*How does the organisation let the customer down at this stage what opportunities are there to remedy or innovate?*

# The Customer Journey of Tom



# Emotional Journey Map



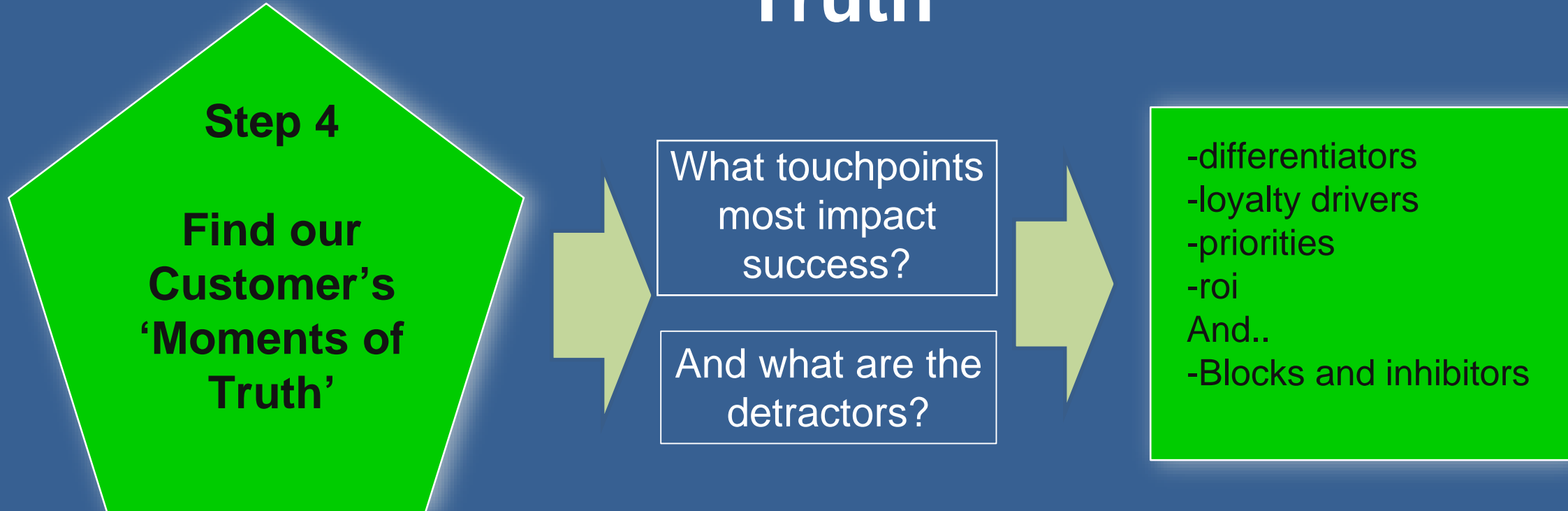
# Session Three

## Using Customer Experience Journey Mapping and Design Tools

2/05/2016

©2016 iimage Pty Ltd – All Rights Reserved

# Step 4 – Find our Customer’s Moments of Truth



Process steps  
to be followed

2/05/2016



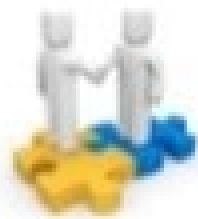
Core questions  
to be answered



Tools and  
methodology  
selection

# Touchpoints and Moments of Truth

## Touchpoint



- Is a point in the journey where there is an interaction with the customer.
  - Face to face contact
  - Telephone contact
  - Electronic communications
  - Physical interactions (ie buildings)

## Moments of Truth

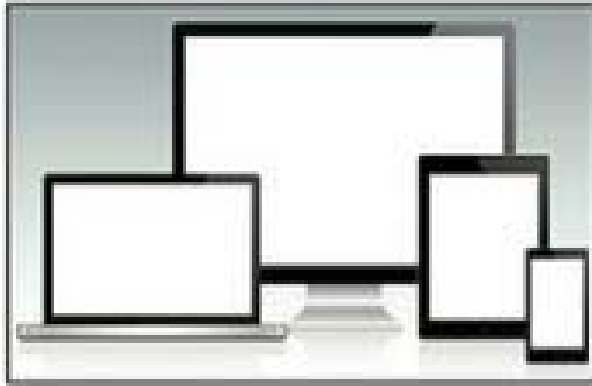


- Key points in the journey where customers may make a crucial decision or evaluate the experience
  - Purchase
  - Come back
  - Recommend

**Stimulus**



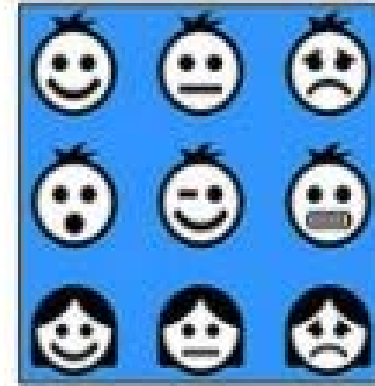
**Zero Moment of Truth**



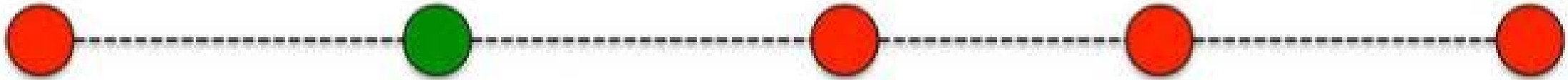
**First Moment of Truth**



**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

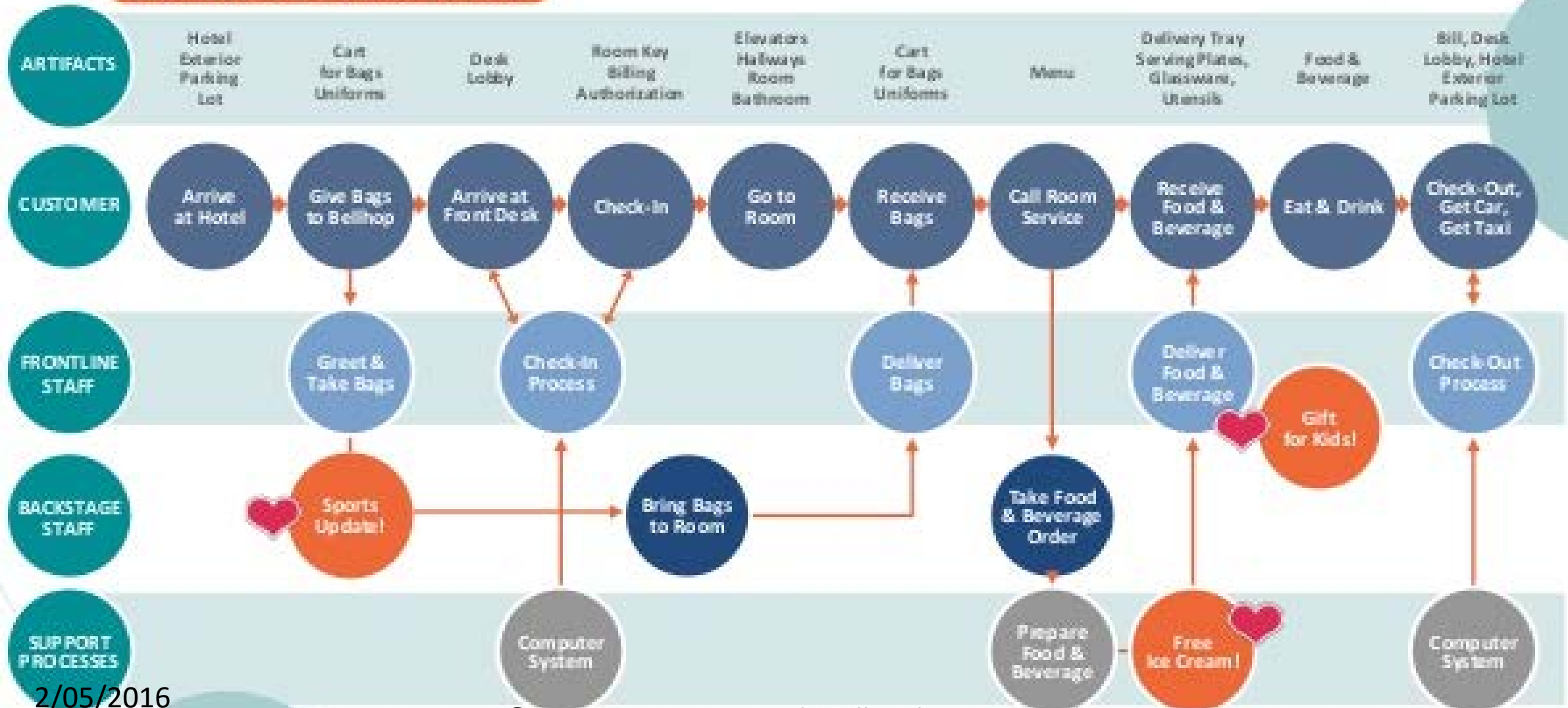
2/05/2016

©2016 iimage Pty Ltd – All Rights Reserved

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

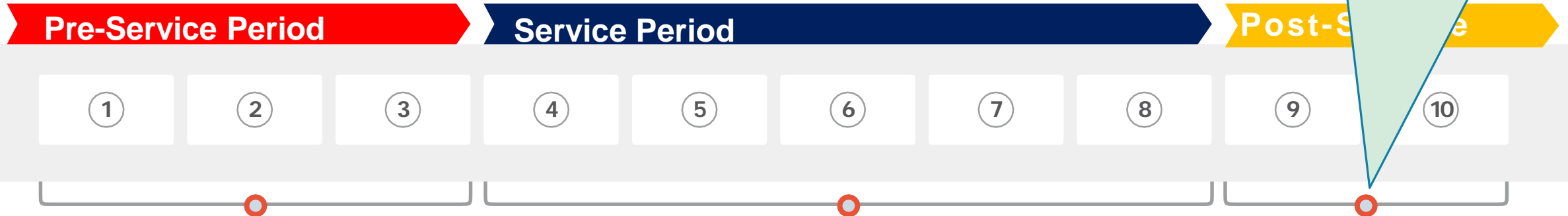
## Simplified Experience Map: Hotel Stay

ILLUSTRATIVE



# 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

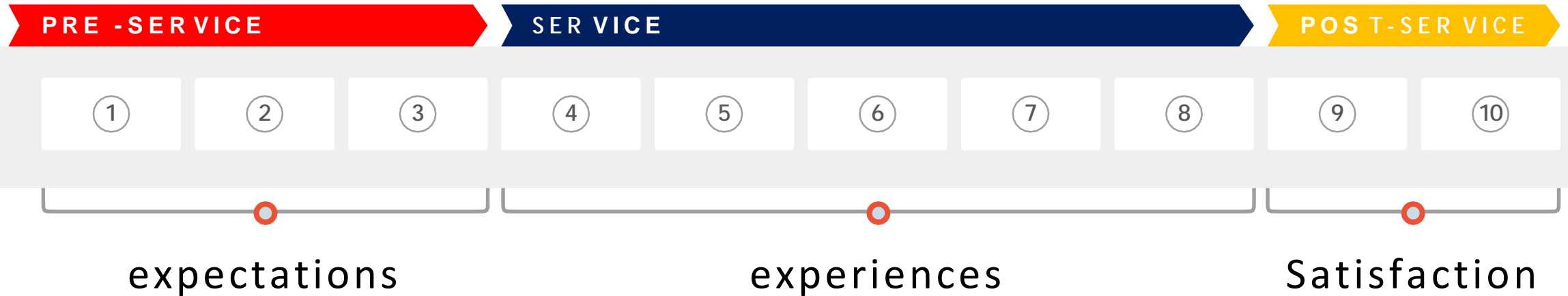
Satisfaction 😊 ⚡

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

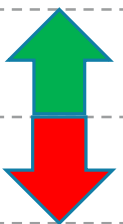
It is completely feasible and possible to positively impact a customer's expectation and perceived experience gap live and in real time if a business is so customer centric, is mindful of the delivery environment and organised to take action

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

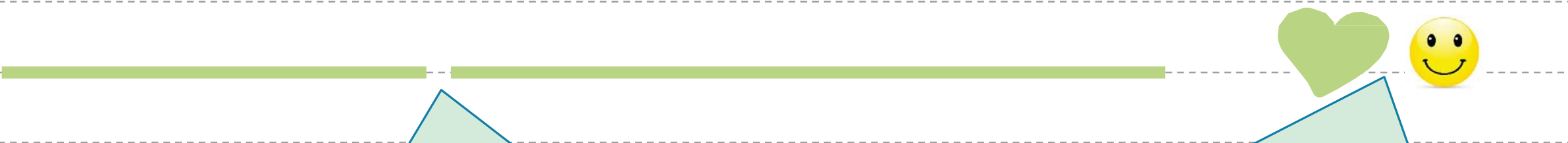
# Customer Satisfaction



Positive



Negative

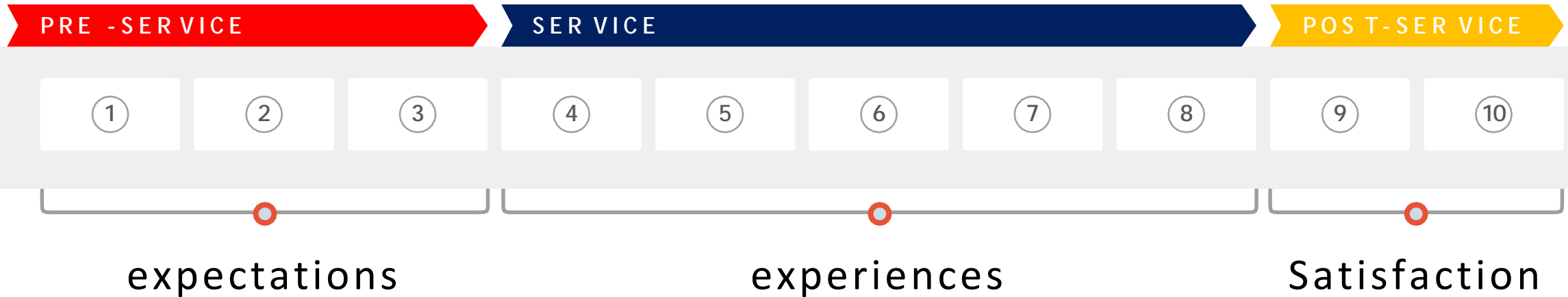


The CUSTOMER'S EXPECTATIONS were relatively neutral and overly not high but the delivered experience as perceived by the customer met expectations leading to a happy, satisfied customer

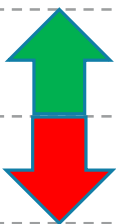
2/05/2016

In this case the customer appears HAPPY and possibly DELIGHTED with what they received as it met their expectations. You would expect that this customer may or may not choose to refer or rate this experience to others including to FAMILY and FRIENDS. You would expect that they may rate their experience in the range of 7 to 9 out of 10.

# Customer Satisfaction



Positive



Negative

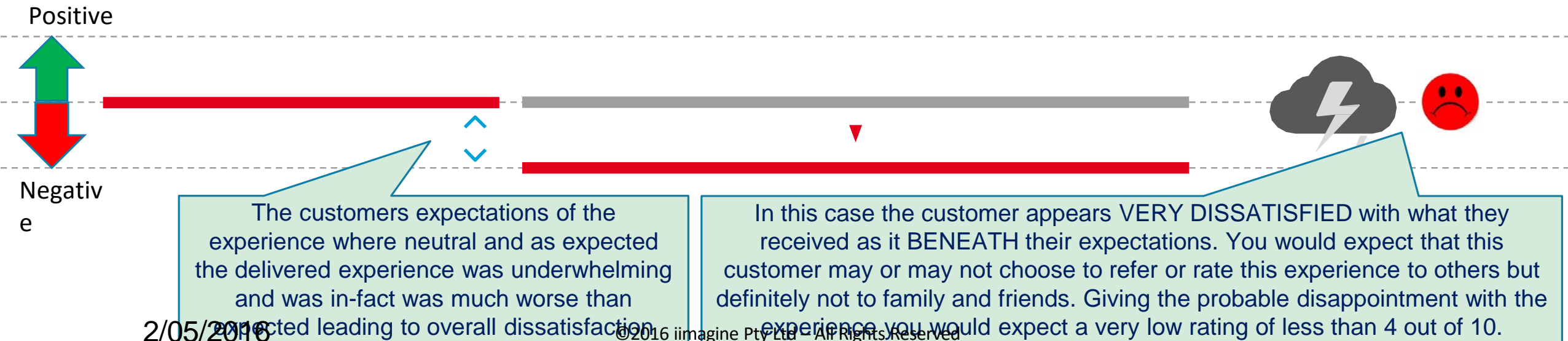
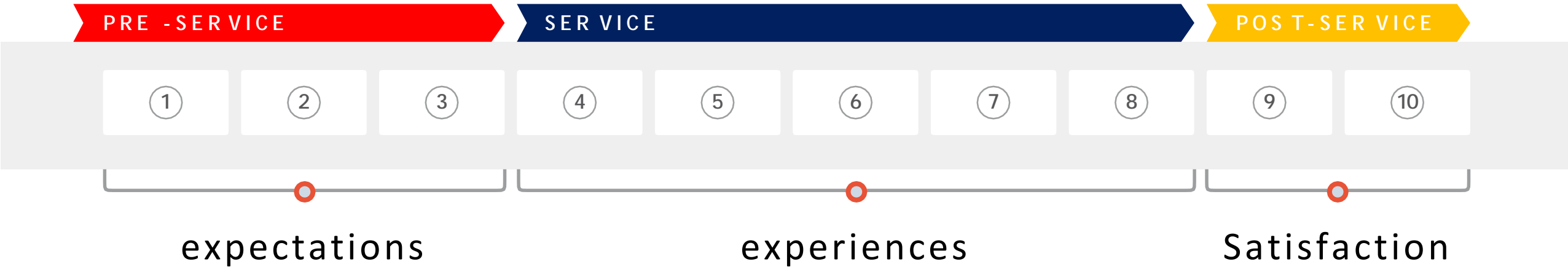


In this case the customer had high expectations of the up-coming experience. There is a clear expectation gap here leading to general dissatisfaction in the delivered experience as it did not meet the customers high expectations

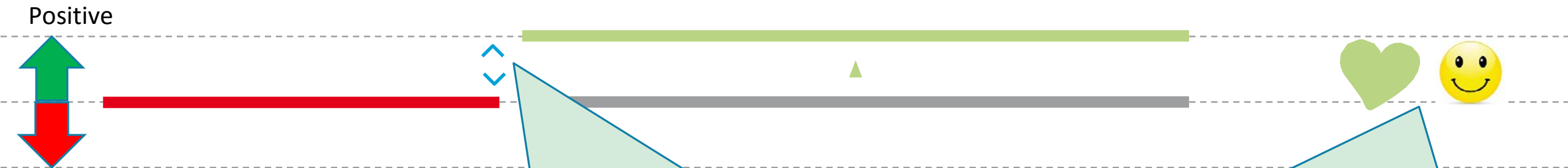
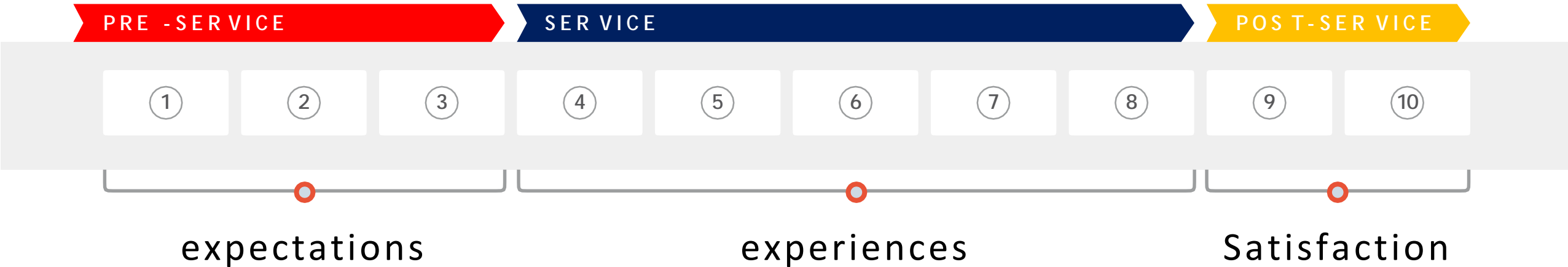
2/05/2016

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

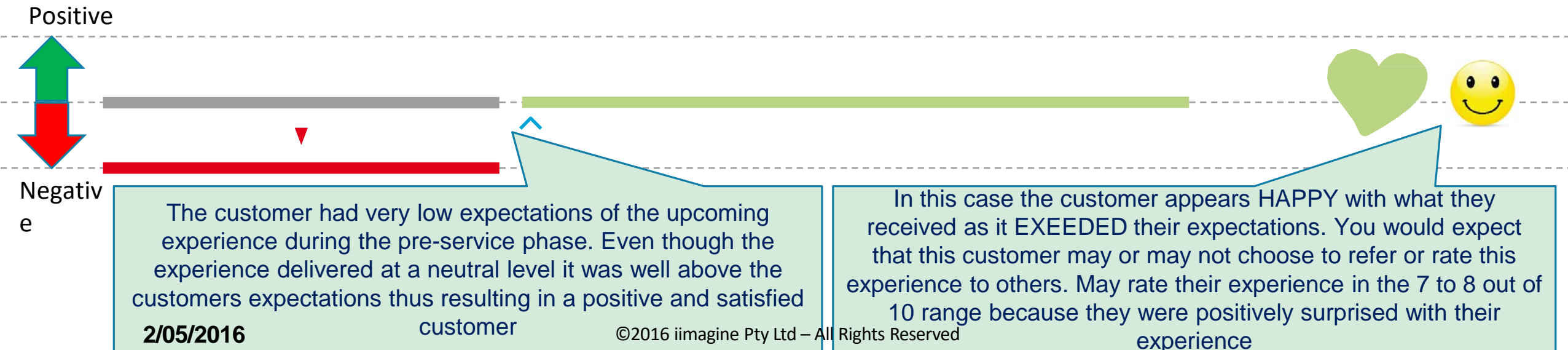
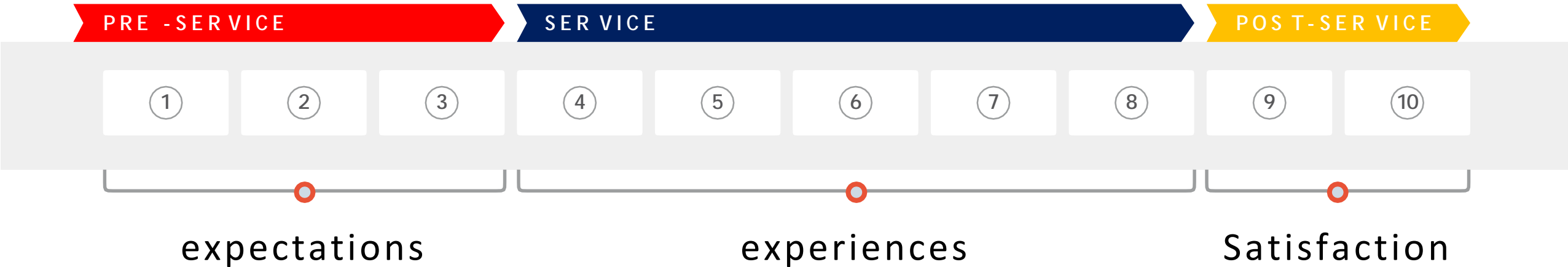


The customer had neutral expectations of their upcoming experience where in this case the customer was pleasantly surprised with the experience being much better than expected, leading to a high level of customer satisfaction

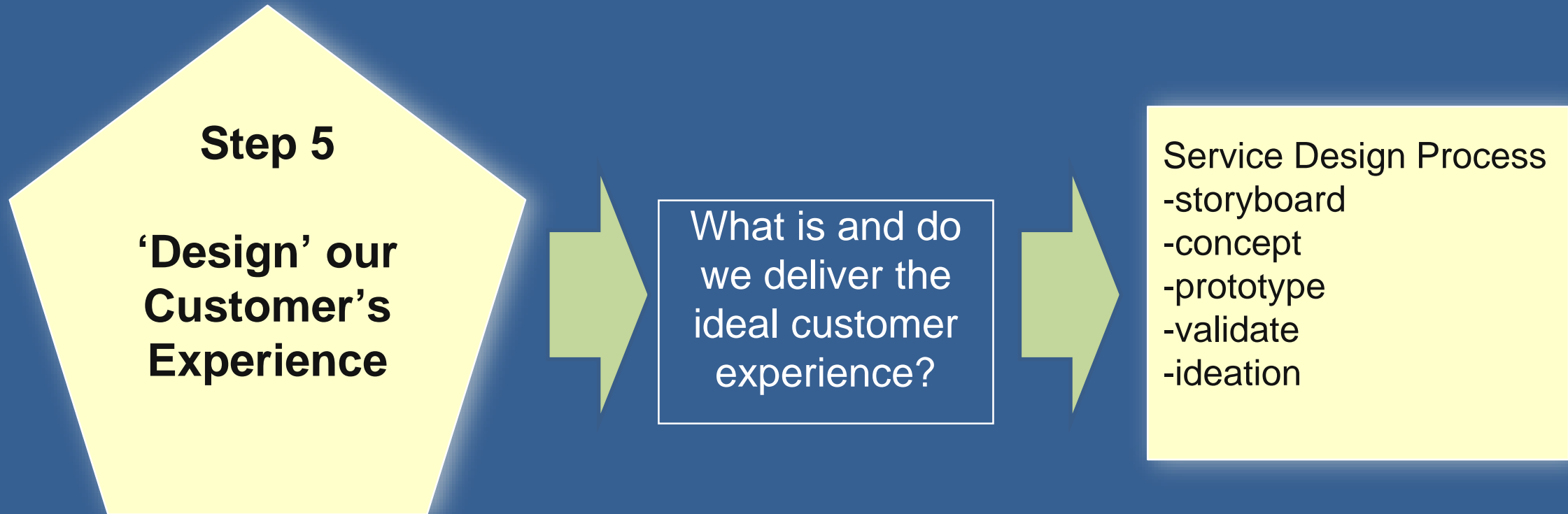
2/05/2016

In this case the customer appears DELIGHTED with what they received as it EXCEEDED their expectations. You would expect that this customer may choose to refer or rate this experience to others including FAMILY and FRIENDS. May rate their experience in the 8 to 10 out of 10 range because they were very positively surprised with their experience .

# Customer Satisfaction



# Step 5 – Design our Customer’s Experience



Process steps  
to be followed



Core questions  
to be answered



Tools and  
methodology  
selection

2/05/2016

# What is Service Design?

---

There is no “one” definition for Service Design, as it is an evolving approach and there is no clearly articulated language of service design.

Though, a way to describe it is simply **“Service design is a method for improving the quality of your service.”**

But does that really mean?

# Principles of Service Design

With Service Design, growth and development of design services are key.

Ultimately, the shared experiences of the users help understand and build a better and more cohesive experience.

Source: This is Service Design Thinking, Wiley.com

## 5 PRINCIPLES OF SERVICE DESIGN THINKING

MARC STICKDORN

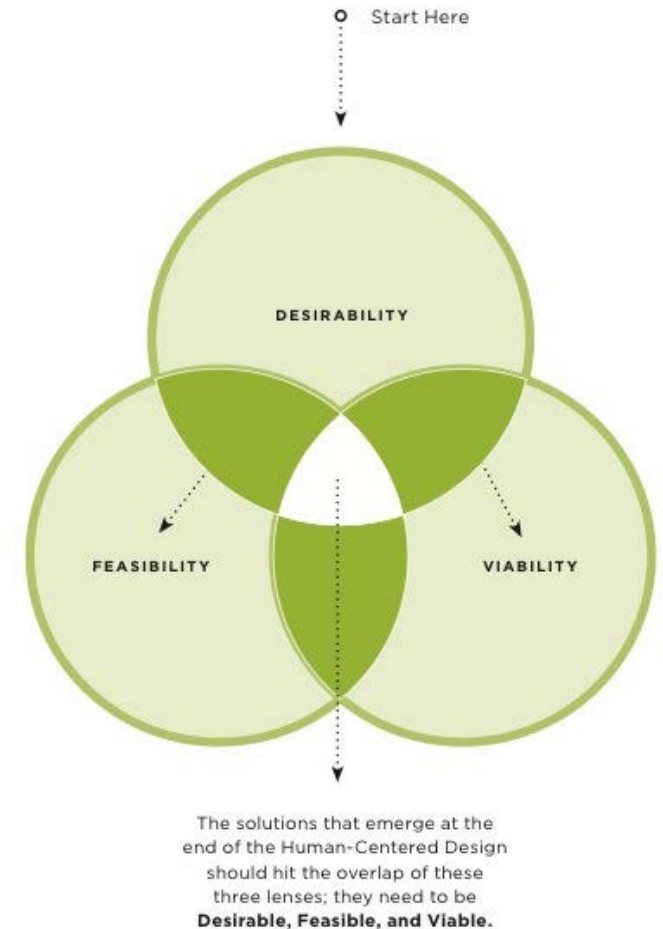
- **1. USER-CENTRED**  
Services should be experienced through the customer's eyes.
- **2. CO-CREATIVE**  
All stakeholders should be included in the service design process.
- **3. SEQUENCING**  
The service should be visualised as a sequence of interrelated actions.
- **4. EVIDENCING**  
Intangible services should be visualised in terms of physical artefacts.
- **5. HOLISTIC**  
The entire environment of a service should be considered.

# User Centered / Empathy

Services should be experienced through the customer's eyes.

A user-centered approach to service design offers a common language we can all speak; the services user's language.

By gaining a genuine understanding of the customer, the service designer can slip into a customer's shoes and understand their individual service experience in its wider context.



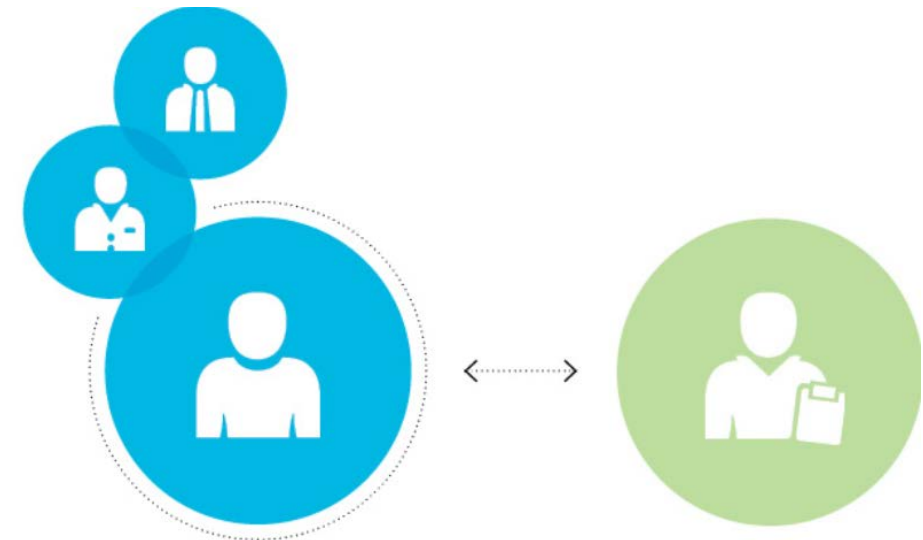
Source: This is Service Design Thinking, Wiley.com

# Co-Creative

---

There are more than just one customer group in service design, and each group possesses different needs and expectations.

During a service design process, we need to involve customers as well as all other stakeholders involved in exploring and defining the service proposition.

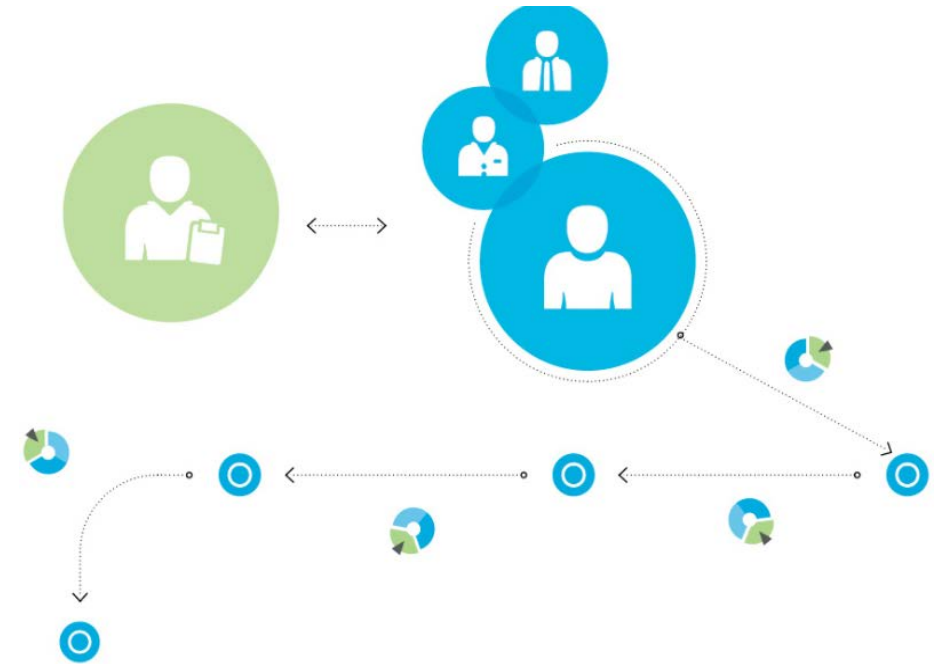


Everyone has a stake in creating, providing and consuming a service; such as managers, marketers, engineers, designers and front-line staff and of course, customers. They all need to be involved in the process of creating, prototyping and testing; this is called co-creation.

Source: This is Service Design Thinking, Wiley.com

# Sequencing

The service should be visualized as a sequence of interrelated events.



Basically, Sequencing maps out a service from start to finish, from the moment a person thinks about buying an Smart Phone, to setting up the Smart Phone, to surfing the web or app store, and then to buying your product on their mobile device. It's a story. The person, Smart Phone and your product all lived happily ever after. The End.

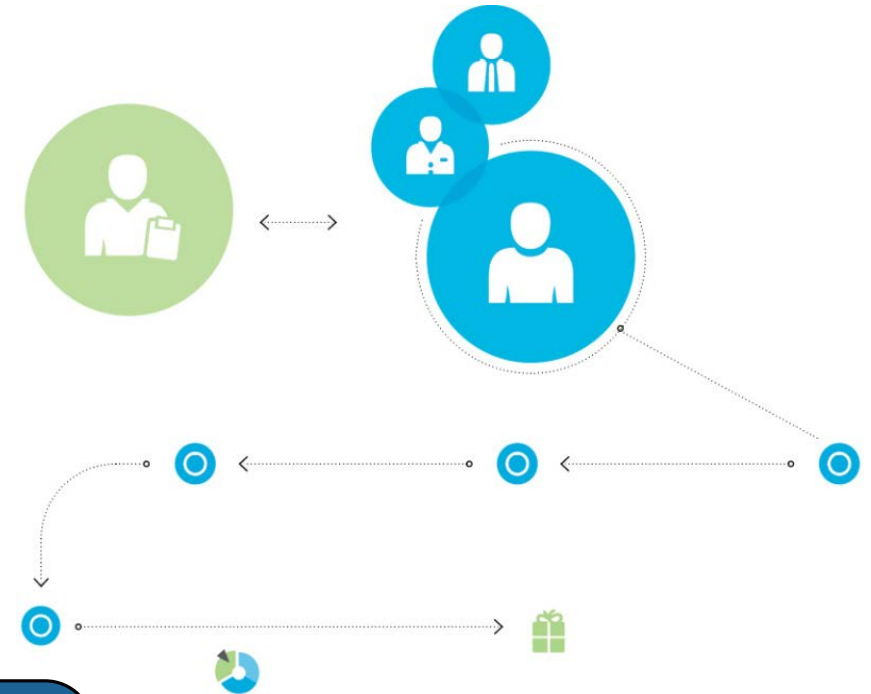
Source: This is Service Design Thinking, Wiley.com

# Evidencing

Intangible services should be visualized in the terms of physical artifacts.

In service design, making evidence out of intangible services is basically prolonging the experience after it occurred; such as triggering those memories of the service in a post-service period. For example, a customer keeps items from staying at a hotel room like soap bottles or towels. Or a customer gets a survey after getting their car repaired.

If the user knows the inherent story of a service or product, the results can bring about a deeper appreciation by the experience they are having, **like seeing behind the scenes of a movie**. Visualizing these user stories from all perspectives can shed a better light on the efforts that go into a service, thus strengthening that user experience.



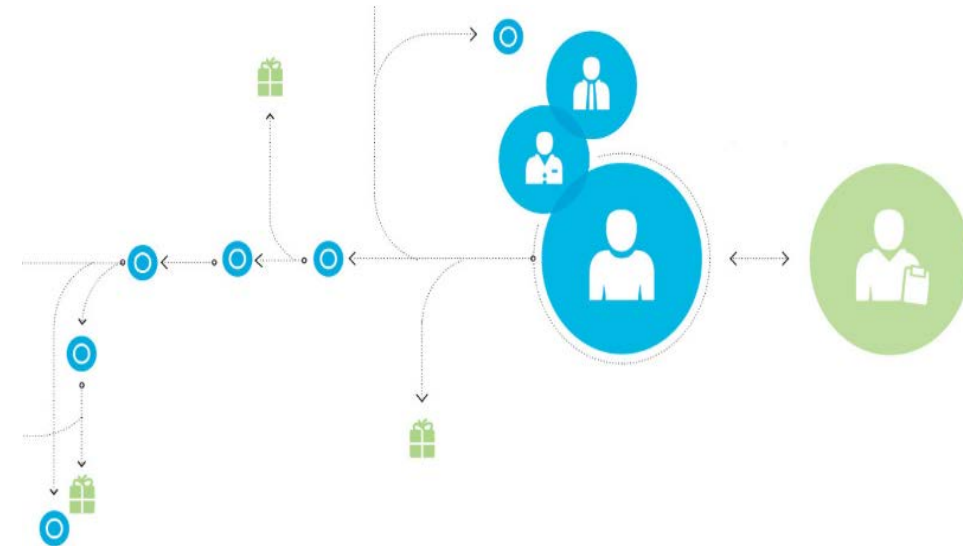
Source: This is Service Design Thinking, Wiley.com

# Holistic

---

The entire environment of the service should be considered, like The Big Picture of the event.

The system design of an organization, its inherent culture, values and norms as well as its organizational structure and processes are important issues for design of services.



The **Environment** of a service is different and indicative of that service provider. The culture of where the service is taking place has an impact on your customers too, thus adding a more abstract, yet sensory aspect to the user experience.

Source: This is Service Design Thinking, Wiley.com

# Phases of Service Design process

---

Service Design is an ITERATIVE process that continually being reviewed, assessed and updated

<b>Explore</b>	<b>Exploration - Acquiring a Deep Understanding and Discovering Insights into Problems and Unmet Needs of your current and potential customers through Engaged Exploration and Inquiry</b>
<b>Create</b>	<b>Creation - Generating and developing possible solutions based upon the identified Problems, In-Depth Insights and Unmet Needs uncovered in the Explore stage</b>
<b>Reflect</b>	<b>Reflection – Building upon the possible solutions generated in the Create stage we now test and prototype ‘the service and experience concept’ and visualize the Customer Experience</b>
<b>Implement</b>	<b>Implementation – Introducing the new customer innovation or service into the business through planning, implementing and reviewing to ensure that the desired customer experience has been achieved</b>
<b>Iterate</b>	<b>Iteration – The on-going, continuous processes through which each part and the overall customer experience interactions and objectives are monitored, measured, reviewed, renewed and updated</b>

# Session Four

Putting the Customer's Experience at the  
centre of your thinking and business's culture

# IDENTITY

# Step 6 – Monitor our Customer’s Experience



Process steps  
to be followed



Core questions  
to be answered



Tools and  
methodology  
selection

2/05/2016

# Review and What to do next?

## Take Away Actions for Each Business

---

### **Creating and Delivering your Customer Experience Innovation and Design in your own business**

1. **BE AT ONE** - 'Becoming at one with your customers' – Customer at the core of your business!
2. **HOLITIC** – Experiences are the complex interplay of Actors, Touchpoints, Offerings, and Needs that culminate with the customer
3. **PERSONAL** – Experiences are about the individual and are ultimately emotionally driven
  - Delight – Excite – Inspire
  - Explore – Create – Reflect – Implement - Iterate
  - 5 Key Actions - 3 to 5 points under each to action in the next 90 days – Activity
  - Building and Maintaining a 'Customer Centric' Business
  - Continue to work through the Customer Experience Innovation plan in the program workbook

# 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](mailto:ray@iimage.com.au)**

**Phone: +61 439039279**

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

# Thank You!

Destination Melbourne – Designing Visitor Experiences that Delight Workshop

---

**DESTINATION**  
**MELBOURNE**



citadines  
APART' HOTEL

