

Mapping Experiences

*A Guide to Creating Value through Journeys,
Blueprints, and Diagrams*

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WHAT WE LEARN

Part 1. Visualizing Value

Part 2. A General Process for Mapping

Part 3. Types of Diagrams in Detail

| Chapter1. Introducing Alignment Diagrams

- Alignment Diagrams
- Principles of Alignment
- Benefits

| **Chapter2. Fundamentals of Mapping Experiences**

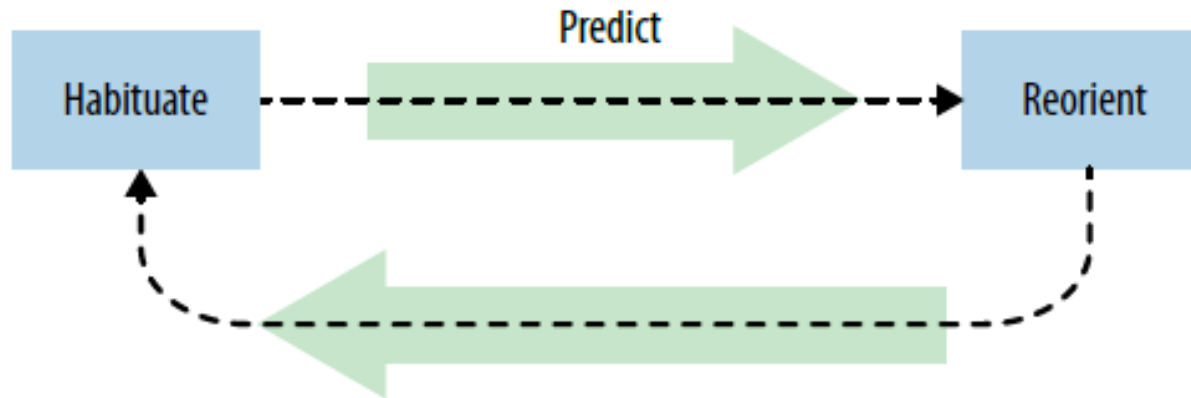
- Frame the Mapping Effort
- Identify Touchpoints
- Zero Moment of Truth
- Focus on Creating Value
- Identifying Opportunities: Combining Mental
- Model Diagrams and Jobs to Be Done

| Chapter3. Visualizing Strategic Insight

- A New Way of Seeing
- Mapping Strategy

Fundamentals of Mapping Experiences

Don't force people to bridge gaps of your offering



If there is too much **volatility*, they get lost in hyperspace..

*the degree of reorientation a person experiences when moving from page to page in website

Fundamentals of Mapping Experiences

Diagrams provide a systematic overview of the experiences you create.

Overarching aspects in mapping experiences

1. Frame the effort

The notion of an experience is by its nature all-encompassing, including actions, thoughts, and feelings over time.

2. Identify the touchpoints

Identify the various touchpoints in the system, as well as critically charged points, called moments of truth.

3. Focus on creating value

Focus on creating value. Use the diagram to improve and to innovate your offering and your business.

Frame the Mapping Effort

Experiences are holistic, personal, situational.

Definition of Experiences

Experiences are holistic

Frame the effort clearly up front. Determine the point of view, scope, focus, and structure of the diagram, as well as how you intend to use it.

Experiences are personal.

An experience is not an objective property of a product or service; it's the subjective perception of the individual.

Experiences are situational.

I like rollercoasters, but not immediately after eating a large meal. In one case, the experience is exhilarating; in the other, it's a dreadful few minutes of nausea. The rollercoaster didn't change, the situation did. Experiences differ from situation to situation. Circumstance drives experience more than disposition.

Frame the Mapping Effort

Beck's London Tube Map

- Relying only on horizontal, vertical, and 45 degree angled lines
- Stops are spaced equidistantly (distances vary greatly in reality)
- It doesn't show buildings, streets..



Frame the Mapping Effort

Mapping experiences requires choice.

it's important to understand the aspects that frame mapping efforts :

point of view, scope, focus, structure, and how a diagram will be used.

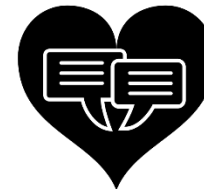
Frame the Mapping Effort : Point of View

the people involved and the types of experiences focused on.



The People

a news magazine might serve two distinct audiences: readers and advertisers. The interactions each has with the publisher are very different. Whose experience you illustrate depends on the goals of the organization.



Experiences

Once you've decided on the people to focus on—assume readers in this example—there are different experiences to choose from. Consider these three potential experiences for a news magazine reader

Frame the Mapping Effort : Scope

Scope requires tradeoff in breadth versus depth.



Frame the Mapping Effort : Focus

The ones you choose depend on how you've framed the effort

Typical Aspects for The mapmakers

Individual's Experience

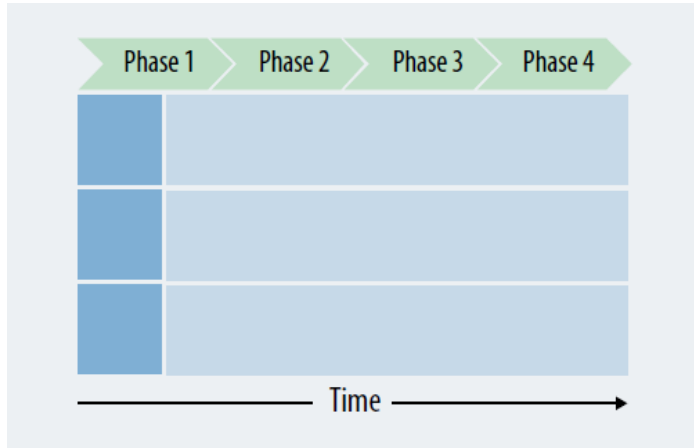
- Physical: artifacts, tools, devices
- Behavioral: actions, activities, tasks
- Cognitive: thoughts, views, opinions
- Emotional: feelings, desires, state of mind
- Needs: goals, outcomes, jobs to be done
- Challenges: pain points, constraints, barriers
- Context: setting, environment, location
- Culture: beliefs, values, philosophy
- Events: triggers, moments of truth, points of failure

organizations' Experience

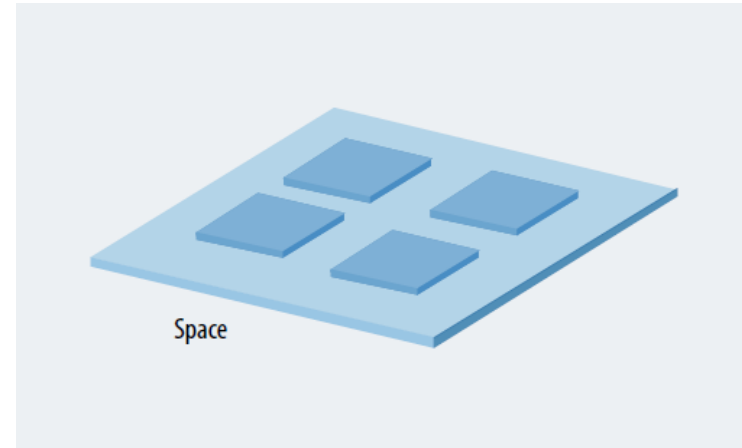
- Touchpoints: mediums, devices, information
- Offering: products, services, features
- Processes: activities, workflow
- Challenges: problems, issues, breakdowns

Frame the Mapping Effort : Structure

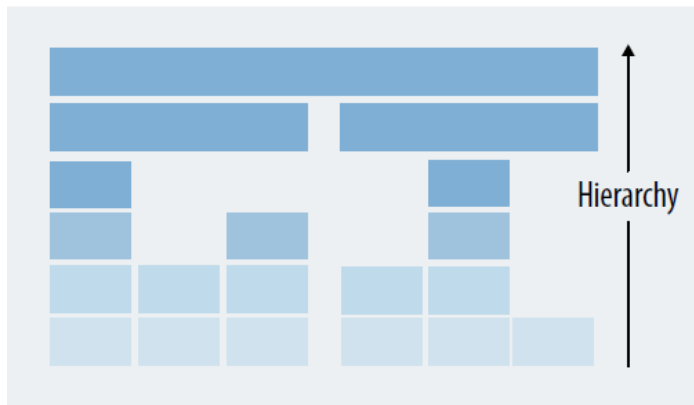
Alignment diagrams differ in structure.



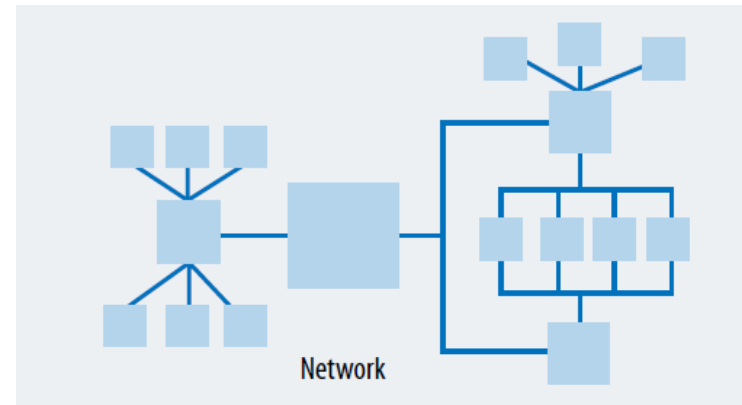
CHRONOLOGICAL :
A natural sequence of human behavior.



SPATIAL :
illustrate experiences spatially.



HIERARCHICAL :
many aspects occurring simultaneously



NETWORK STRUCTURE :
interrelationships between aspects.

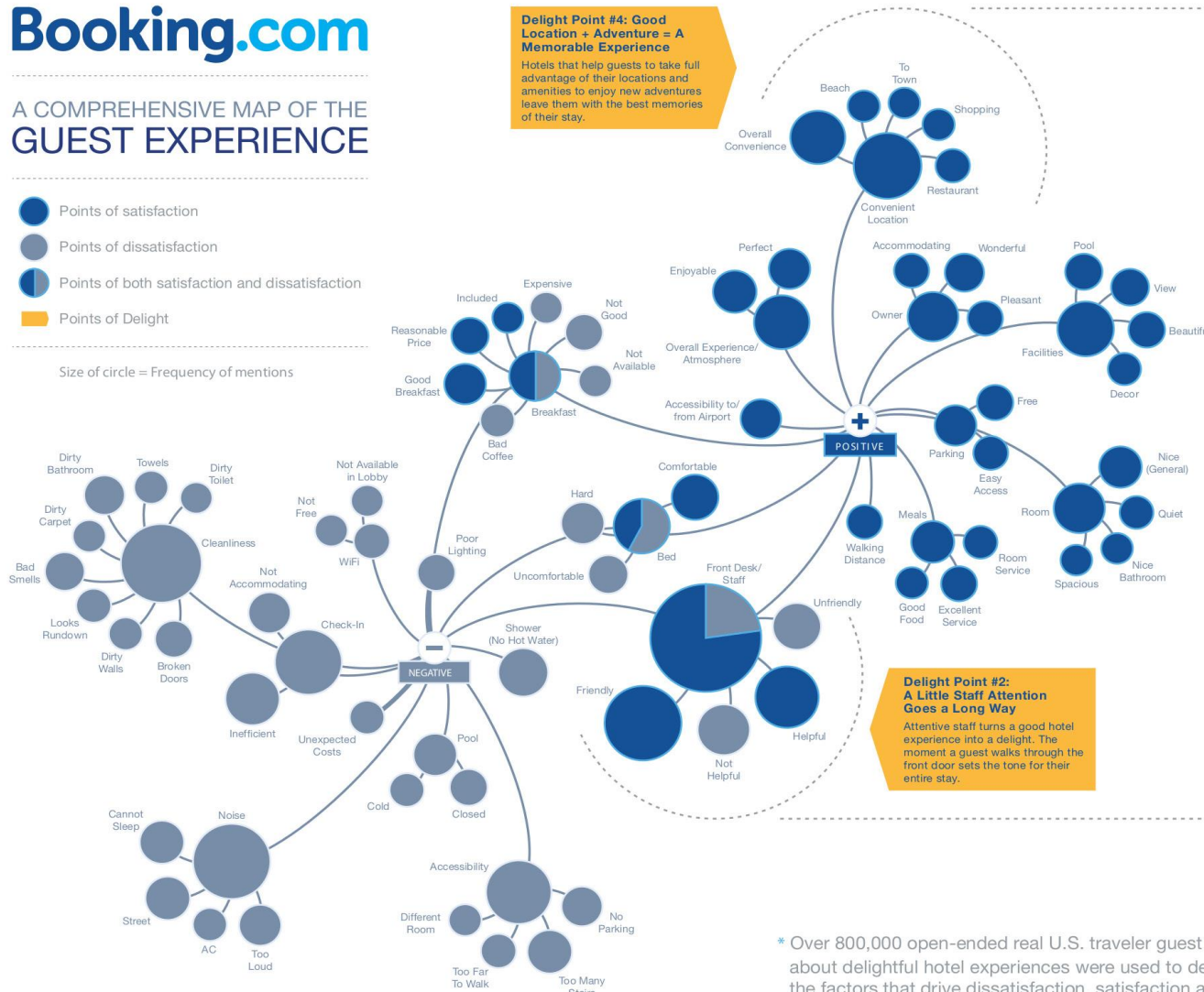
Frame the Mapping Effort : Structure

Booking.com

A COMPREHENSIVE MAP OF THE GUEST EXPERIENCE

- Points of satisfaction
- Points of dissatisfaction
- Points of both satisfaction and dissatisfaction
- Points of Delight

Size of circle = Frequency of mentions



Delight Point #4: Good Location + Adventure = A Memorable Experience
Hotels that help guests to take full advantage of their locations and amenities to enjoy new adventures leave them with the best memories of their stay.

Delight Point #1: The Total Package
Whether for business or pleasure, guests say that they only truly relax and enjoy their stay when they have confidence that they can hand over all aspects of their stay to the "hotel that does it all."

Delight Point #3: Falling in Love
A coup de coeur always ensures repeat business. Accommodations that have that something extra that guests can fall in love with get the most applause from guests.

Delight Point #5: Discovering Something New
Travel has always meant opening up to new experiences. The hotel that helps its guests discover new things delivers the most delight for travelers.

Delight Point #6: Beyond Family Friendly
Family friendly is par for the course these days. Guests favor hotels that are "family supportive" and foster quality togetherness.

* Over 800,000 open-ended real U.S. traveler guest reviews and 1,200 stories about delightful hotel experiences were used to develop this visualization of the factors that drive dissatisfaction, satisfaction and delight during a hotel or accommodation stay.

Frame the Mapping Effort : USE

Keep the intended use of an alignment diagram in mind from the very beginning.

WHO

consider who will be consuming the information in your diagram.

WHAT

consider what you'll use diagrams for.

HOW

ask yourself how the diagram will be used.

Identify Touchpoints

consider the relationship between individuals and an organization.

Three primary types of touchpoints

Static

These touchpoints don't allow for users to interact with them. They include things such as an email newsletter or an advertisement.

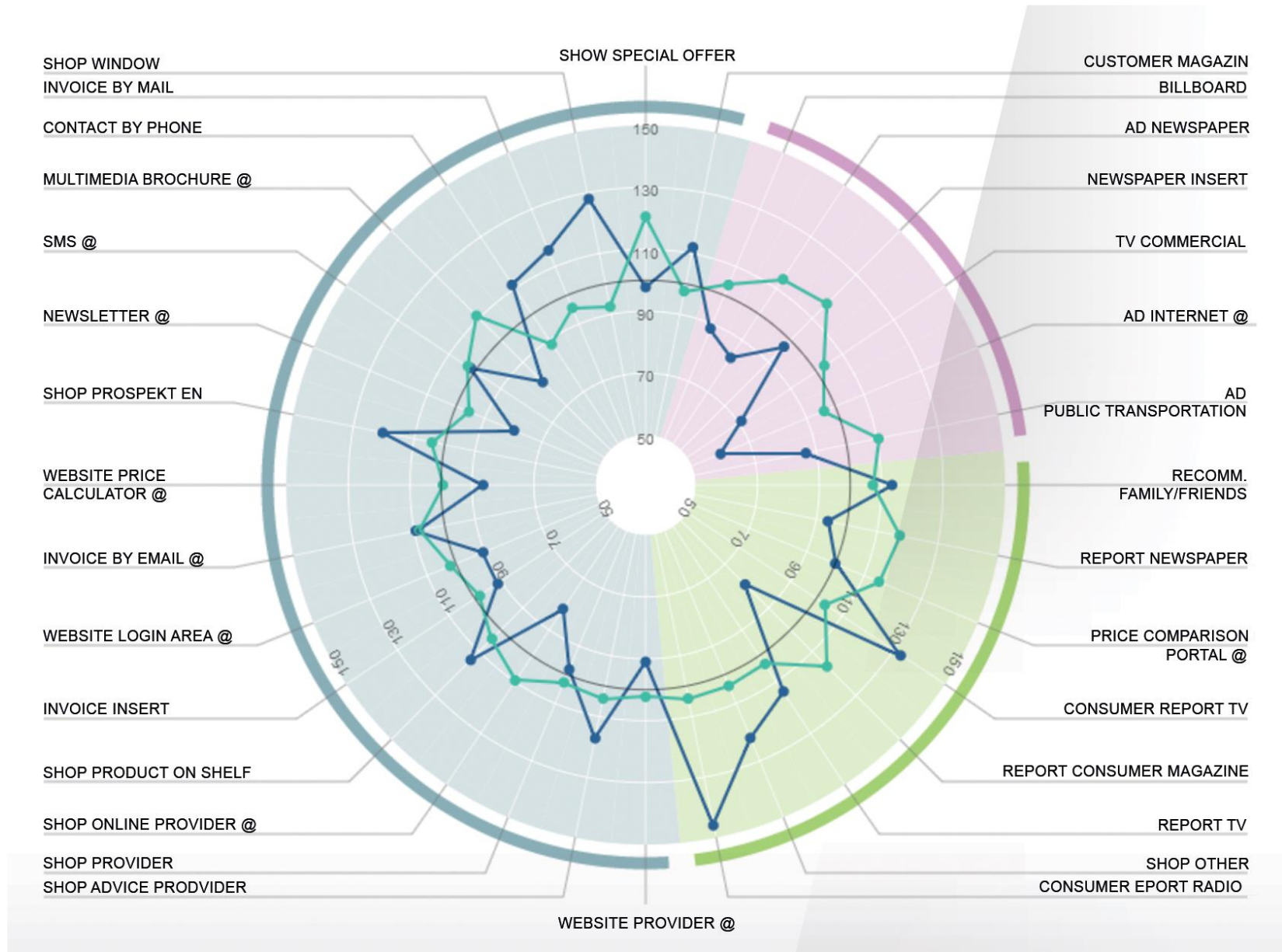
Interactive

Websites and apps are interactive touchpoints, as are online chats.

Human

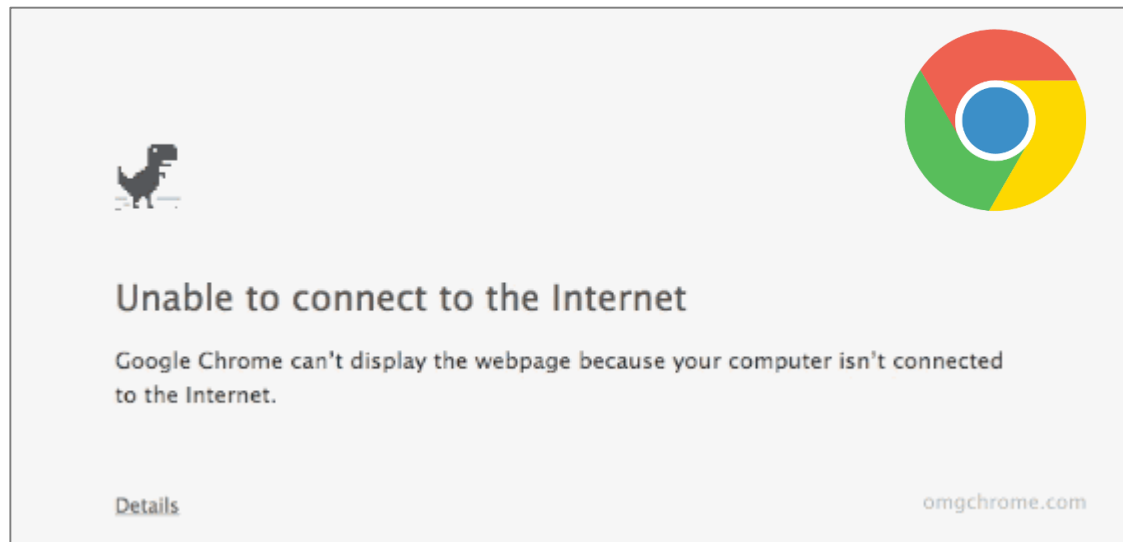
This type involves human-to-human interaction. Examples include a sales representative or a support agent on the phone.

Identify Touchpoints



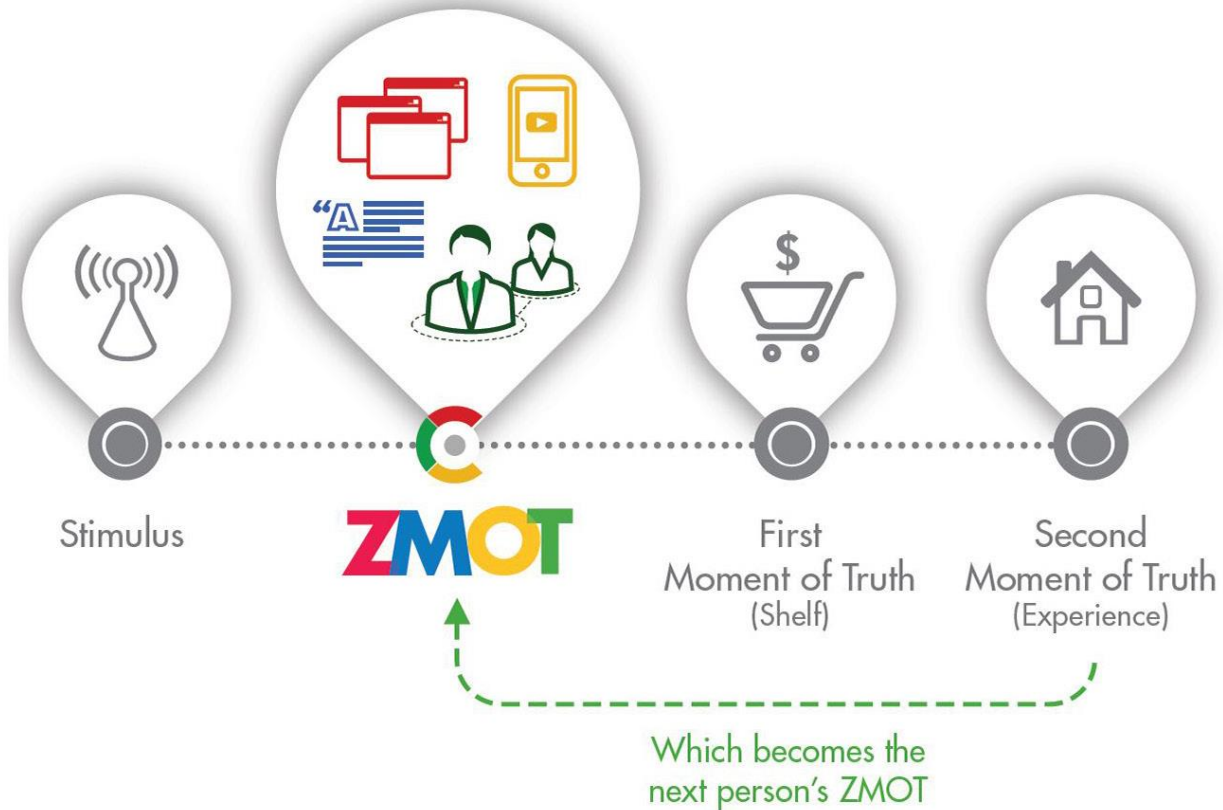
Identify Touchpoints

Moments of Truth, to identify and to understand critical points in the experience



Identify Touchpoints

ZMOT : Zero moments of Truth



Focus on Creating Value

Diagrams illuminate the human dynamics of value creation at all levels.

Value is Important

Individual's perspective value is a much richer, more dynamic concept than cost, involving human behavior and emotions. Value is a perceived benefit.

Diagram ; value centered design

As a class of documents, alignment diagrams foster value centered design. They allow you to visualize and locate value within your offering ecosystem

What's the value?

From this you can ask, what is your value proposition at each point in the experience? Or, how is the organization meaningfully unique from the customer's perspective? And, what meaning can you create for customers?