User Journey Mapping

Romil Desai
Presenter, upGrad

I was just watching the trailer of the movie Sully starring Tom Hanks as a US Airways pilot who faces an investigation that could ruin his career after he lands the plane in the middle of the Hudson River. I heard about the film from a friend and I cannot wait to watch it as soon as it releases. Like me, there are so many users who go through this journey of watching a movie from hearing about it to watching the trailer and then the movie finally to discuss their views on social media.

There's a product management lesson to be learned here. As a product manager, what do you need to focus on is this journey of the user from her first interaction with your product to the last? But how can you track all the steps the user will go through? How can you capture the user's mindset and experience through all the steps that make up his or her journey? What you need to develop is a user journey map. Let's hear more about it from a subject matter expert.

A user journey map is a visual or graphic representation of how a user interacts with the product over time and across different physical channels. Take, for example, a movie that's coming out in theatres. Now there are a number of ways in which you interact with the final product, which is the movie that you will see in a theatre.

- First, you start hearing about it on blogs and on movie sites.
- Secondly, you watched the trailer on YouTube.
- Then you start reading some early reviews on websites like rotten tomatoes.
- Finally, you and your friends end up at the movie theatre where you watch the film.

After the film is done, you perhaps post your comments on Facebook and other social media channels and you read what other people have to say. You potentially also interact in these conversations.

So, essentially the entire user journey around the movie is not just the movie-watching experience, but everything around it. So, now let's look at what are we actually doing by creating a user journey map? A user journey map may

seem daunting at first, but what it really helps you to see is an overview of the whole experience of how users interact with the service for which we are building a product. It helps you to see the areas where the user needs your support.


Okay, so it's pretty clear what the user journey is. Not just what the user's experience is like with your product, but it entails all the steps that the user goes through in achieving that final experience. So, as a PM, why is it so important for you to develop this user journey map? Let's find out.
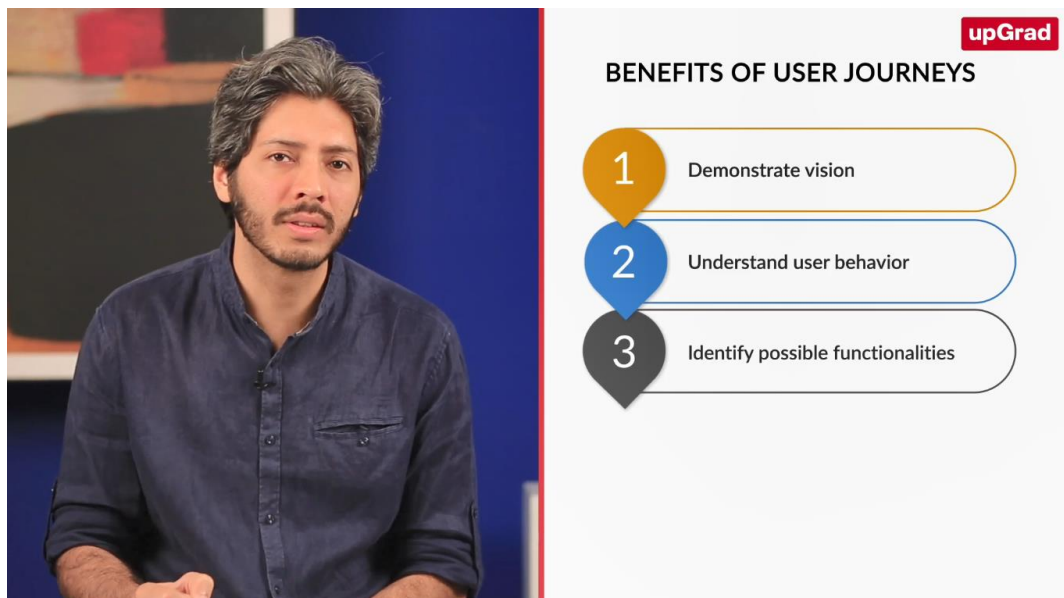
Creating user journey maps is a process that requires you to invest considerable resources and time in the process. But as an aspiring PM, understand that there are many benefits to investing in user journeys. Some of the most important benefits are, demonstrating the vision for the project.

User journeys are a great way to communicate what you're trying to achieve with stakeholders. They show an example of what the future state of what you're developing could be. They help us understand user behaviour. They also help identify possible functionality at a high level but understanding the key tasks users will want to do so that you can start to understand what sort of product functionalities will help enable those tasks.
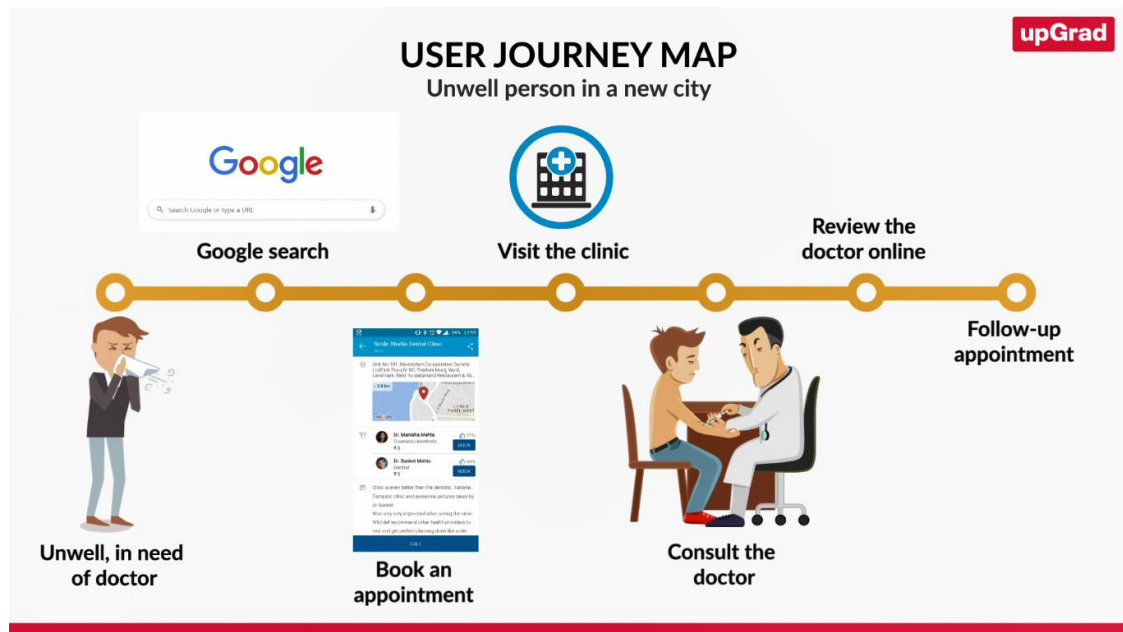
Let's take for example a persona that we spoke about earlier. Somebody who's just moved to a new city. Now if you want to do a user journey map somewhat like this, you essentially try and figure out what is it that they do in case they fall sick. You realize that they don't have any family in the city so they can't really call up family members to ask about good doctors. They rely heavily on either their friends or they rely on modern technology. So, they will do a Google search and they'll try and figure out if there is a doctor in their area. This way they'll be able to narrow down a search of potential doctors.

The next step would be either to book an appointment directly with the doctor or to call up the clinic and book an appointment. The next step would be actually figuring out where the clinic is and going to the clinic. After that, the user will actually interact with the doctor. Hopefully, the user's problem gets solved. Post this, a user might decide to rate or leave a review for the doctor on websites which carry doctor profiles.

Now after this, it's possible that the user tries to interact with the doctor again. So, there could be a follow-up appointment. It's possible that the doctor has prescribed certain medicines for the user, so the user goes to a medicine shop to buy these medicines or potentially orders those medicines online. The user at this point might want to save this prescription for future purposes. It's also possible that the user is not satisfied with his first experience and now needs to get a second opinion.

So, all these steps that you essentially try and figure out what are the potential things that a user could do help you figure out the need for the product. Does a user need a place where they can save their prescriptions? Is there a need

for the user to be able to order medicines online? Should it be easy for the user to book a follow-up appointment? So, figuring out a detail, user journey really helps you in figuring out the kind of product features your production have.

You heard from Anshumani how user journey maps play a role in the development of your product and its features. Now let's hear from another industry expert on the same.

Gaurav Joshi
Ex - Head of Design, Housing

Journey Maps is this fantastic little thing that a little cumbersome to make initially, but then, you take out personas and you map that entire to your world journey and then figuring out where your product has a touchpoint in those journey maps. And then you can actually see how everything that you're building is introducing a touchpoint or is building on top of an already existing touchpoint.

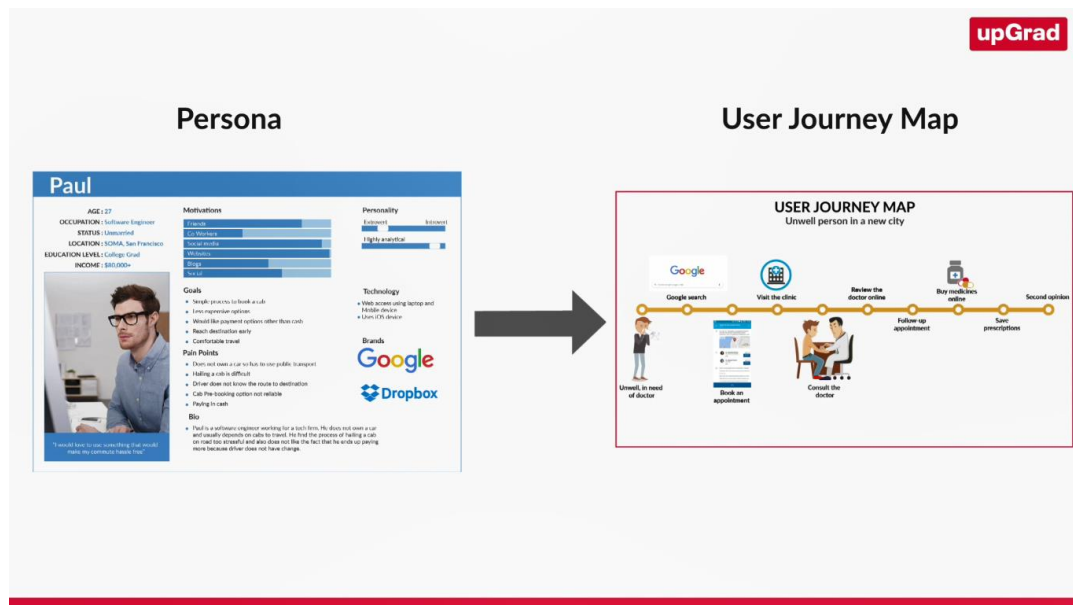It helps you contrast whether or not what to build at what point of time. Should you be introducing a new touchpoint, or should you be iterating on top of existing touchpoint. So, journey maps give you that perspective of how the product is affecting every single persona's journey and what is it adding to his journey.

So, user journeys seem to have numerous benefits. As a product manager, user journeys help you figure out various features and functions you may want to improve or even include in your product. But when should you start developing user journey maps?

User journey maps are usually created after you have developed your personas. Having personas handy during the development process would help in building the journey maps quickly. At Practo, for example, the persona that we identified was that of a caregiver of someone with an ongoing health issue, like a young parent, a husband of a pregnant woman, or a caregiver to a chronically ill parent.

This is a 30 something young woman in a city like Bangalore who looks after the health of a family consisting of her husband, her children, her parents, and her in-laws. Figuring out the user journey to help her take better care of a newborn would solve for this persona.

Romil Desai
Presenter, upGrad

Now that you know why and when to prepare user journey maps, let's take a look at the various elements involved in this process.

Paul, 27, SOMA, San Francisco		Search for Pre-Booking Options	Pre-Booking a Cab	Hail a Cab on Road	Way to Destination	Pay Fare at Destination
	User Goals	Find cab services with pre-booking facility online or on call	Book a cab through the service found in previous step	To get a cab on road side	• Journey should be comfortable • Reach destination as fast as possible	Pay the fare for the distance travelled
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Paul is a software engineer working for a tech firm. He does not own a car and usually depends on cabs to travel. He find the process of hailing a cab on road too stressful and also does not like the fact that he ends up paying more because driver does not have change.	Process	Search web, yellow pages, ask friends	Book through website or call	Stop "for hire" cab and tell the destination to driver	Sitting in back seat	Exit the cab and and pay the fare
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	Ideas	Central system to request cabs	• Better website UI • Better handling of the call	Drivers should not refuse ride based on destination	• Mandatory training of drivers • Drivers using GPS for navigation	• Online one tap payment • Detailed fare breakup

A good user journey map would consist of elements like persona, user goals, user expectations, process, experience, touchpoint, pain points and ideas. These elements are detailed out for each step of the process of how users do their tasks.

Let's look at each of these elements in detail using a journey map for Paul, a persona for Uber. First, let's look at the steps involved in booking the cab by Paul. Paul will search for options to pre-book a cab. If available, he would pre-book the cab. If not, he would hail the cab on the road. After getting a cab, the trip would start. Paul will be on the way to his destination. At the end of the trip, Paul will pay for the trip.

Now we will see the details of elements for each of these steps. User goals are the results the user hopes to achieve by the end of the particular step. Here, while searching for options to pre-book a cab, Paul's goal is to find the details about a cab company which will accept his pre-booking request online or through a telephone. User Expectation is how the user expects the process to happen. Paul's expectation here is to find a service easily without wasting much of his time. Process is how the user goes about completing that particular task. Here, Paul searches the web, yellow pages and asks around amongst his friends. Experience can be related to the emotions the user feels. Paul's experience is somewhat negative as it takes more time than he expected to find such a company.

The touchpoints are what helps the user do the task. Touchpoints for Paul here is the website, the yellow pages and his friends. Pain points are the most important issue that affects the user's experience, and as a PM, you should identify these as the product you are building would be successful only if it solves these pain points. For Paul, the pain points in this process are that he has to do a lot of work for such a small task. Ideas are thoughts that the user has as to how his pain points can be solved.

As a PM, knowing such things can help to see what our user's view of solutions to his problem. Paul thinks a central system to request for cabs would solve his problem. A single agency that could connect with multiple cab companies to book his cab would help him.

Let's look at another step to better understand these elements. Paul's goal is to get a cab on the roadside. He expects the process to be fast and not take more than a few minutes. He stands on the curb and stops a for-hire cab and asked the driver if you will go to the destination. The experience is highly negative. Touchpoint, in this case, is the cab driver. The major pain points are that many for-hire caps do not stop, and many refuse the ride after hearing the destination. A lot of time and energy is wasted in getting the cab.

So, for Paul, the pain point would be the drivers should not refuse passengers on the basis of destination. During the journey phase, the elements of Paul's user journey map are, user goal is that Paul wants to reach the destination as fast as possible and the journey should be comfortable. Paul expects that the driver would know the route to the destination and the cab would be in good condition, and the ride would be comfortable.

The process simply involves Paul sitting in the backseat. Paul has a mixed experience. Touchpoints here are the driver and the car. His major pain points are related to the fact that sometimes the cab is clean, and the driver knows his way around, but many times the cabs are filthy, and drivers do not know the route, thereby taking longer time to get to the destination.

Paul thinks that mandatory training of drivers and maintaining the standard for cars would solve these problems. Also, drivers should use their mobile devices for navigation.
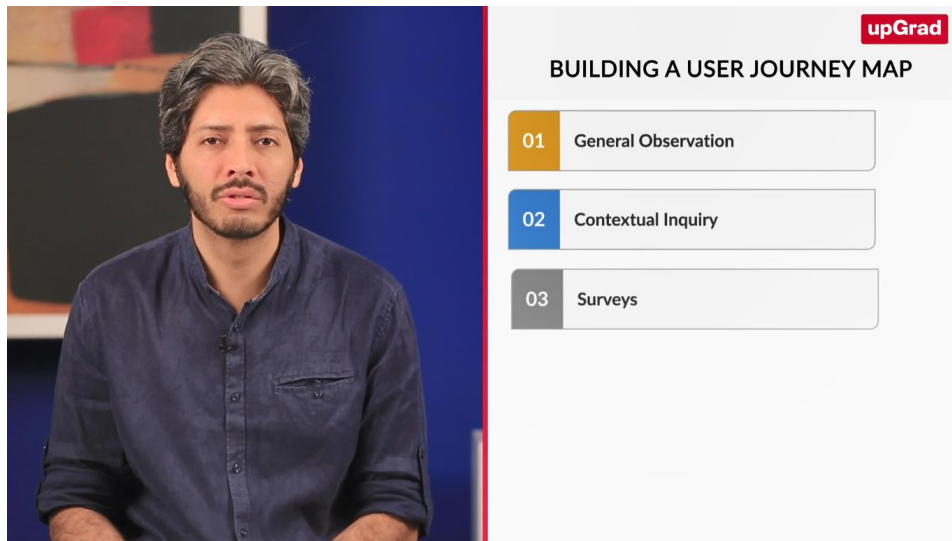
So, how does one use the research data to create a user journey map? Different research methods help you build different elements of the user journey map. General observation of how users perform the task and contextual inquiry will help you divide the process into small steps, thereby creating the timeline.

These would also tell you about the touchpoints for various steps and give insights to emotional highs and lows. Surveys would provide with personal information and expectations. Interviews and contextual inquiries will help decide the pain points of the user. Personas built would also help you in filling these gaps. Based on these, you can develop rough sketches of the user journey and refine them further through discussions and brainstorming. As a final step, you can digitize the journey maps.

You now understand the various elements of user journey maps and the resources from which it can be developed. So, I'm sure you must be thinking, how do I go about creating it? Well, first you need to conduct in-depth user research

and develop personas. Then you have to proceed with creating user journey maps. Let's see how industry expert does it.

Users are at the forefront of product design. It's their needs and desires that define what interactions we as product managers, designers, and engineers were focused on. It all starts with business goals and they set the stage for why, as in why are we doing this? Let's take Bookmyshow as an example.
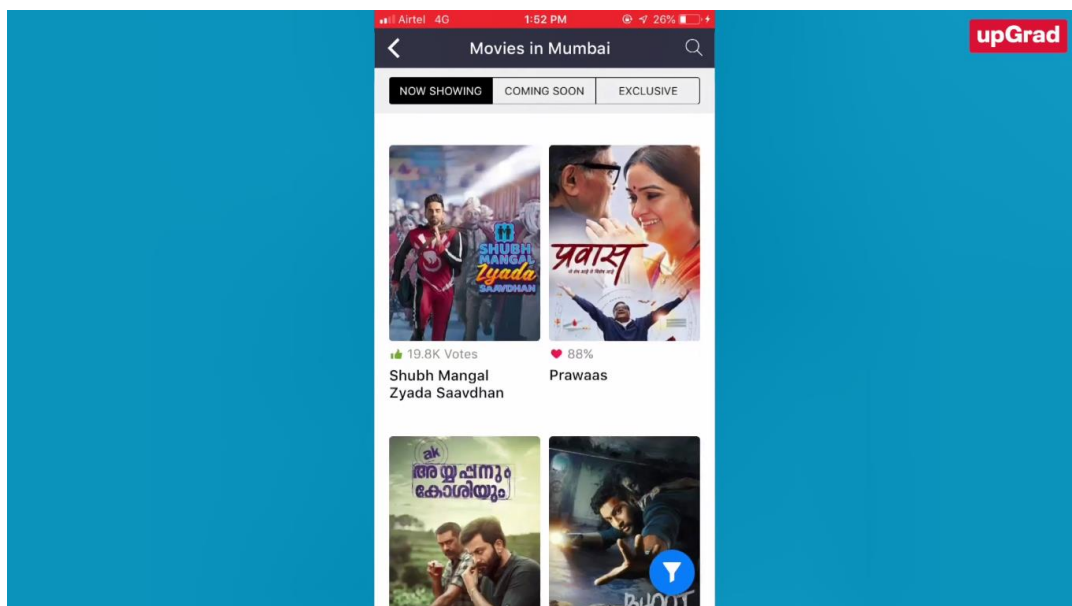

Our business school largely is defined as making the booking process frictionless and improving conversions at the same time. To meet this goal, the user journey for a first-time customer is drawn. At this stage, the user journey has a bunch of questions and it's completely based upon assumptions. Assumptions such as the user discover the movie on

Bookmyshow platform, or the user will want to go to a particular cinema, near his or her location. These assumptions as we'll go over all of them through the customer journey, need to be validated in the research.
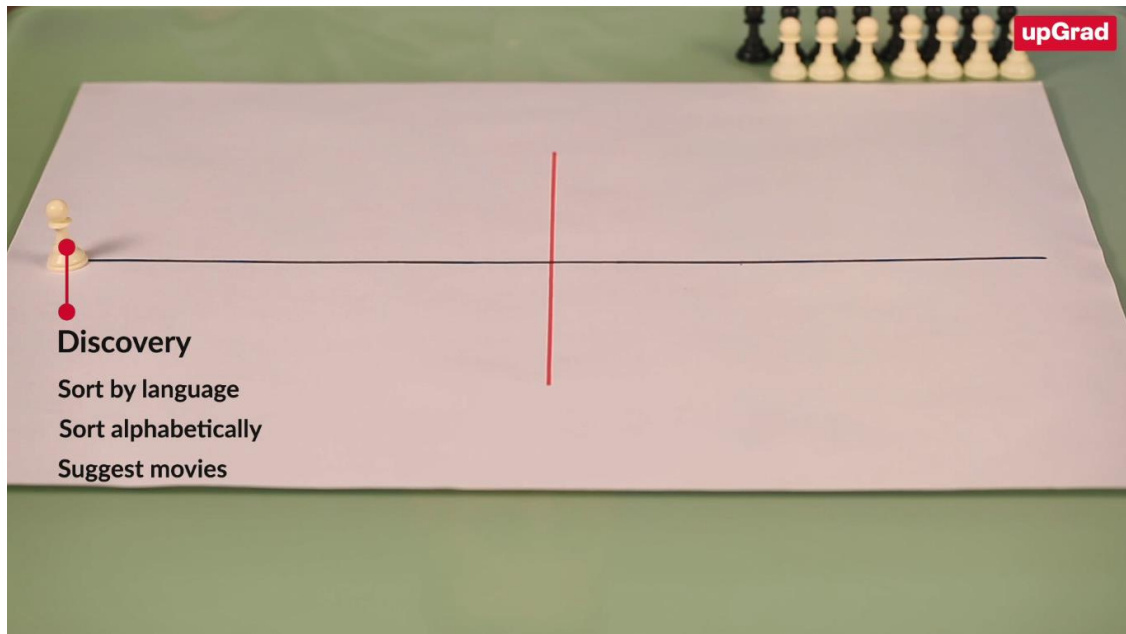
Let's start with a user who has never transacted with Bookmyshowand has come to the platform for the first time. The user journey timeline will have the following points. Discovering a movie. What do you need to ask users is, do they discover movies by language? Yes or no? Do they discover movies by applying multiple languages at the same time, or no? Do they desire to see movies alphabetically sorted or not? If they don't find the movie that they're looking for a particular language, what do they end up doing? It's very important to know that at this point.
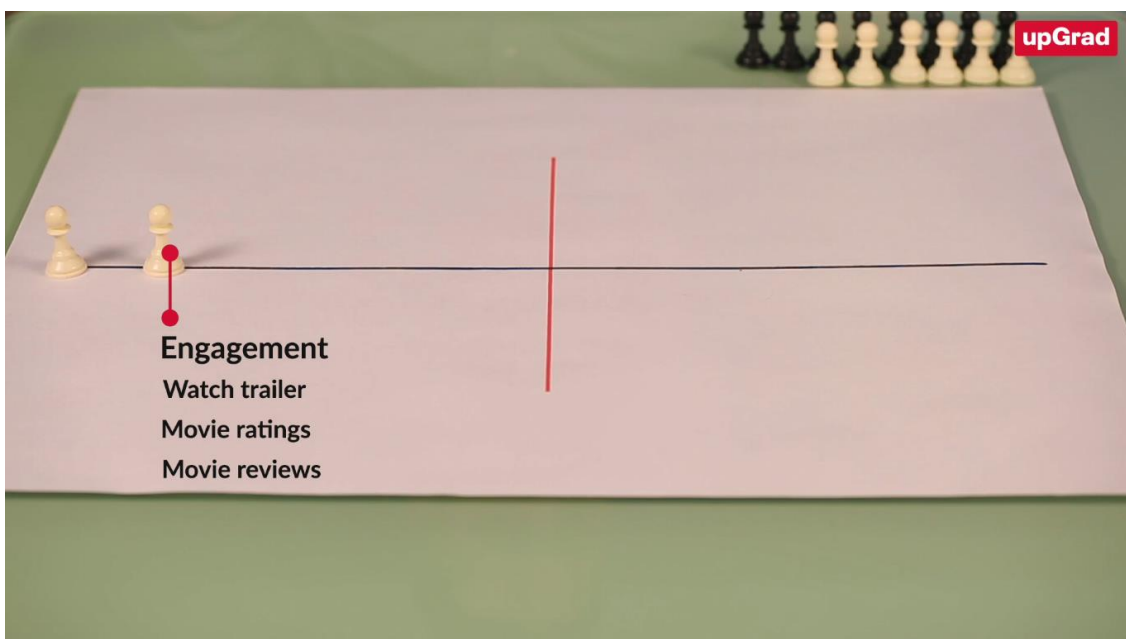
Two, Content engagement. Does the user really watch the trailer and then decide which movie he or she wants to go for? Do the ratings and reviews really influence the user to book a movie ticket or not? Does it matter the number of votes the movies got in for the percentage to see what the ratings are or not? Do reading other users reviews really matter for the user or not? Does the synopsis of the movie matter or not?
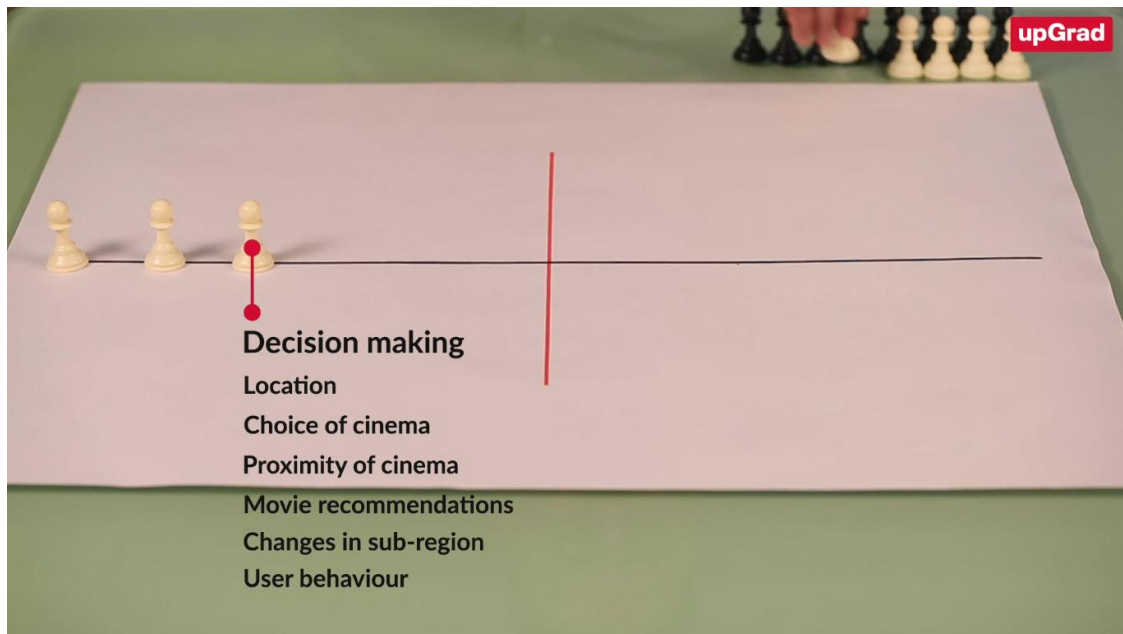

Three, decision making. Does the user really decide upon the location first on where they want to go for a movie or not? Does the cinema of their choice always remain the same or does it keep changing? Do they watch movies next to their location, next to their office location, next to their home location or not? Do recommended cinemas play a role? Does a user desire to keep changing their sub-region in major cities? Do users in a different city behave very differently?
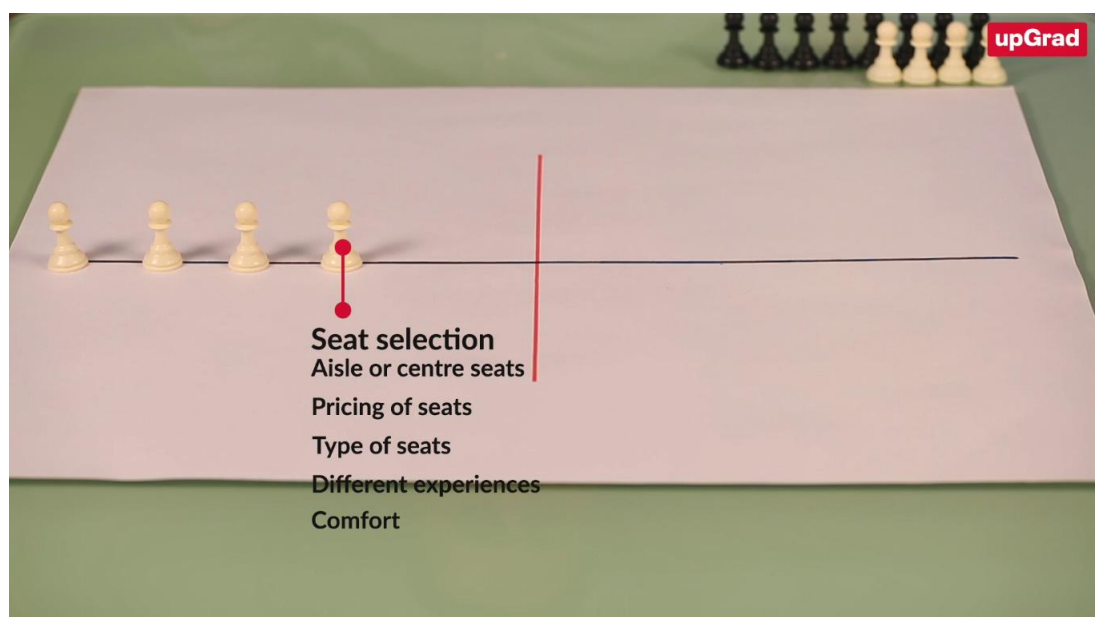
Four, Seat Selection. Does the user want to sit on the aisle seat or in the centre seats? What if the theatre is empty? Is the user okay to sit in a different category, in a cheaper category? Does the price really matter? Does a user always only wants to sit on recliner seats? Is the experience at the cinema in the auditorium really different every time the user goes for a movie? Is it too cold or is it too warm in a cinema hall?
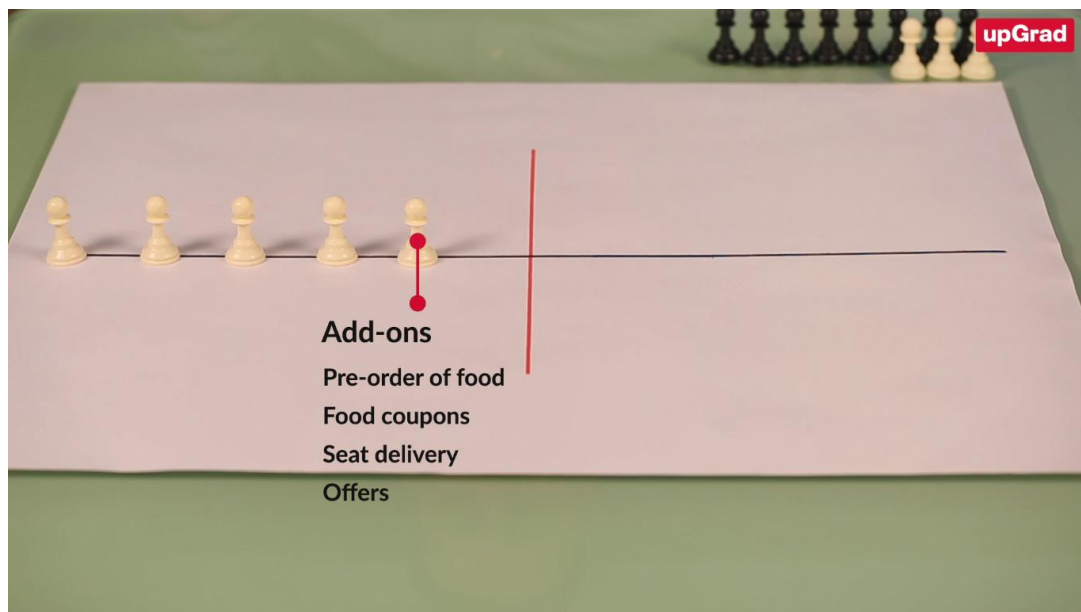
Five, add-ons. Does the user really want to add food and beverage to his order? Does the user really want to add coupons to his food and order so that they can be redeemed at locations around the cinema? Does the user really want these add-ons to be delivered to his or her seats? Is the user looking for offers on food and beverage? Would you only transact with Bookmyshow? If there was an offer on the app, was the buying popcorn or Pepsi at the counter?
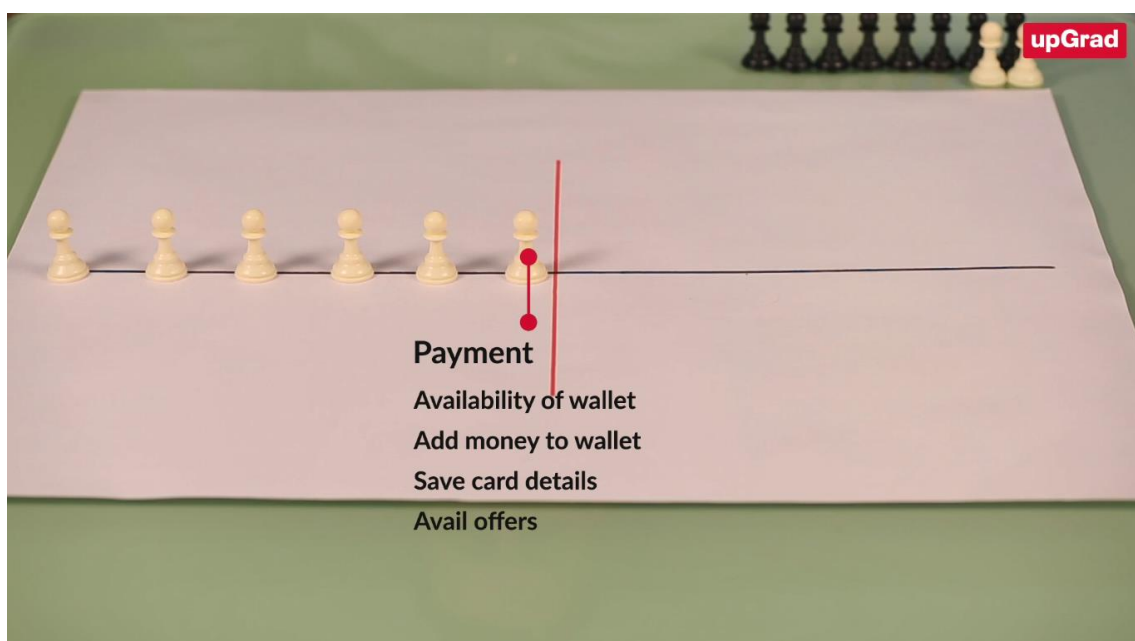
Six, payments. Would the user really want to pay with the Bookmyshow wallet? Would the user really want to add money to the wallet and keep money in the wallet, for so he can transact every time he's going to book a movie ticket? Would the user want to keep a card saved on Bookmyshow for quick transactions? Would the user always want to avail for offers? Is the user always looking for offers to make a payment?

So, now that a user has actually bought a ticket successfully, the user has now become a customer. So, the post-transaction experience is extremely important to find out, the experience does not end once the customer buys your product. It's about how they consume the product post transaction as well.
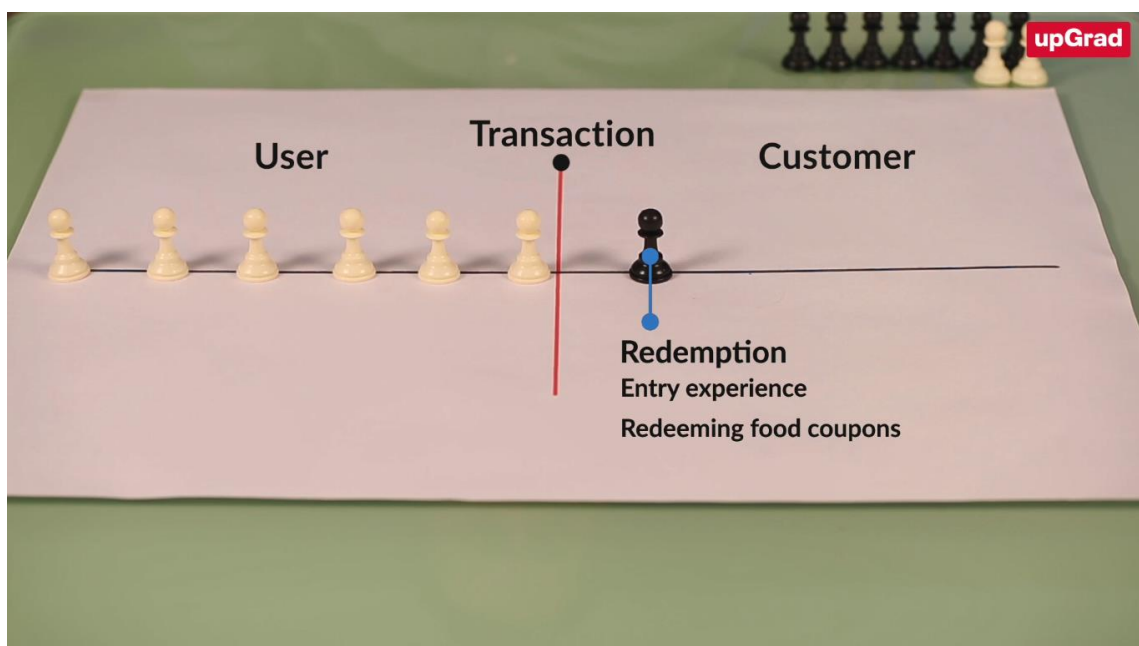
Seven, redemption at the cinema. Now the customer, not the user, the customer is going with the actual tickets to the cinema and how is the entry experience. Was the entry experience good or was it not good for the customer? Was redeeming the food coupons and the coupons at different locations, was that smooth or was it not smooth? Was the customer able to find the seats easily or not?
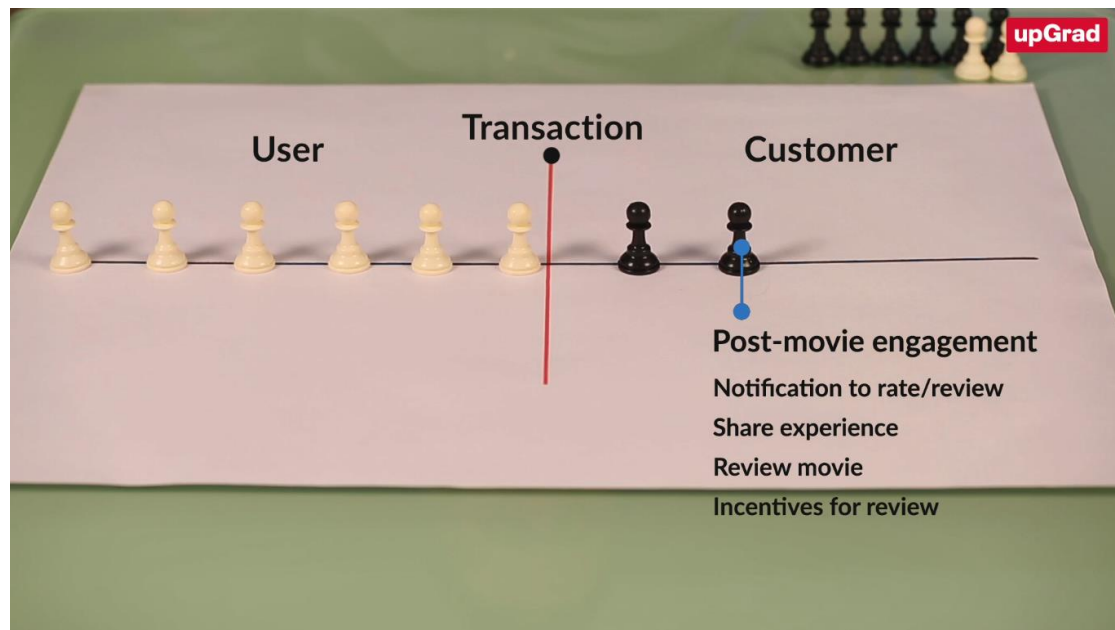
Eighth, post-movie engagement. Once the customer's experience is done and they have consumed the entertainment, the ticket that you've sold to them and the actual experience from food and beverage to coupons, is the customer okay by getting a notification right after the movie to rate the movie or not? Is the customer okay to share their experience with others or not? Is the customer willing to write a review for the movie or not? Is the customer willing to write a review only if he or she is incentivized?
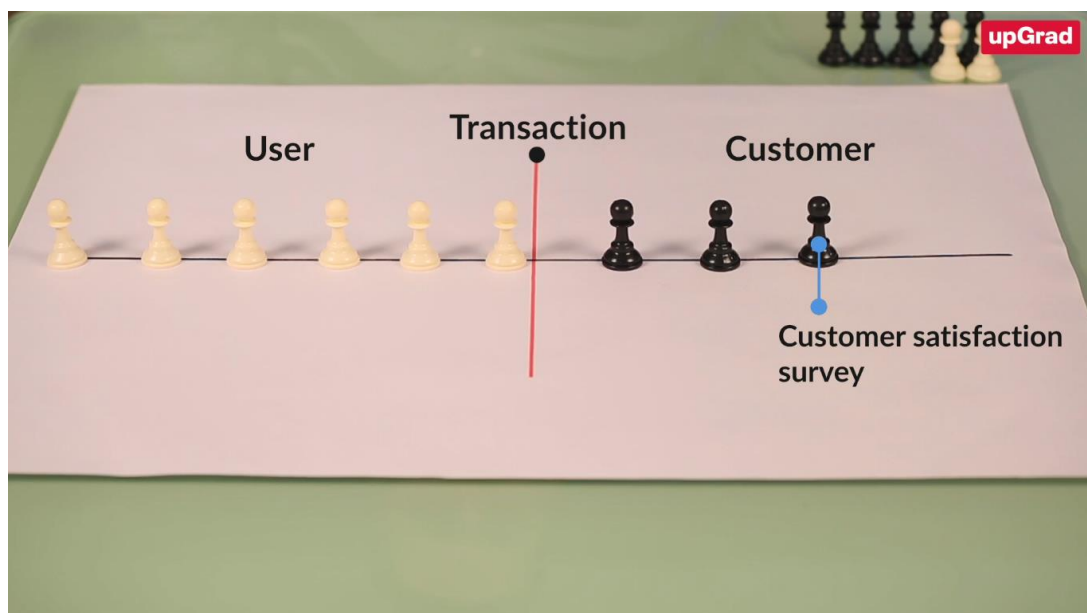
Nine, customer satisfaction survey. The customer satisfaction survey is extremely, extremely important. For all these touchpoints, we really want to gather a lot of data so that we can feed it into the customer journey timeline again and again and again, so we can keep improving every touchpoint for the user to convert, for you.

Romil Desai
Presenter, upGrad

Developing user journeys helps in identifying those points and figuring out what needs to be done to make the user experience amazing. Let's hear from our subject matter expert about the thought process that goes into developing user journey maps.

Now let's take for example a new product that you might be building for young parents, parents who have children between the age of 0 to 24 months. Now as a first step, you would have gone and interviewed a lot of young parents. You would have also met the other stakeholders in this process, paediatricians, hospital staff, neonatologist, nurses, parents and grandparents, right?

And based on this, you would've conducted this research based on interviews, based on surveys, based on the contextual enquiry of how people currently deal with hospitals, what the process is through which kids are delivered, and the process through which parents directly deal with paediatricians once children are born.

Now, based on all of this, you would have created a persona. Now let's assume that our persona is that of a 32-year-old woman in Bangalore. She runs a business of her own. She has a baby boy who's about four months old, right? She's married. She has in-laws who don't live with her. She has parents who also don't live with her. So, it's just her and her husband who are looking after their child.

Now, in her case, convenience is of utter importance. Her pain points are that while data is predictability to the vaccination chart and the follow-ups, there isn't predictability in how children behave. So, she might need an emergency contact. She might need to rush her kid to a clinic or to a paediatrician at any given point. There are things like milestone tracking that you'd like to do. She wants to know if a kid's growth matches up to other children of the same age.

So, now if you go about creating a sort of a user journey, you will be able to identify all the pain points, places where your product can come in and actually make a difference in her life and her husband's life and in her child's life. And this would help you build a product which actually solves a genuine problem. And that is why user journey maps are important.

All right, so that's the end of the session on user journey mapping. Let's do a quick recap of what we've learned in this session. First, you've got an insight into what a user journey is. It's a graphical representation of all the stages in the journey, and the relationship between a customer and a product or a service. It involves describing the key steps taken before, during and after using the product.

User journey mapping helps in demonstrating the vision of the product to various stakeholders and in understanding user behaviour and eventually identifying various functionalities, enabling you to improve your productivity and enhance user experience.

Paul, 27, SOMA, San Francisco		Search for Pre-Booking Options	Pre-Booking a Cab	Hail a Cab on Road	Way to Destination	Pay Fare at Destination
Paul is a software engineer working for a tech firm. He does not own a car and usually depends on cabs to travel. He find the process of hailing a cab on road too stressful and also does not like the fact that he ends up paying more because driver does not have change.	User Goals	Find cab services with pre-booking facility online or on call	Book a cab through the service found in previous step	To get a cab on road side	• Journey should be comfortable • Reach destination as fast as possible	Pay the fare for the distance travelled
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	Ideas	Central system to request cabs	• Better website UI • Better handling of the call	Drivers should not refuse ride based on destination	• Mandatory training of drivers • Drivers using GPS for navigation	• Online one tap payment • Detailed fare breakup

Next, you learned about the various elements of user journey mapping. A good user journey map consists of elements like persona, user goals, user expectations, process, experience, touchpoints, pain points and ideas.

You saw the example of Paul's user journey, a persona at Uber, and identified various elements of his user journey for a better understanding of the concept.

You then got an overview of the process of user journey mapping and the various steps you have to perform to develop a user journey map.
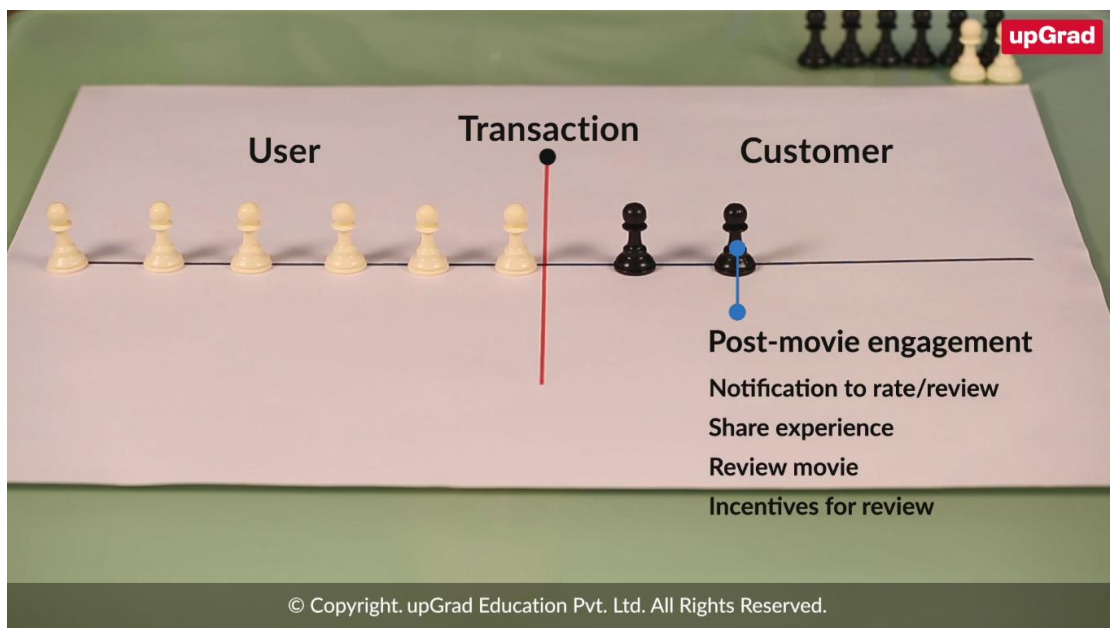
In order to create a user journey map, you have to do some general observations of how the user performs the task and conduct surveys to get personal information and expectations. Interviews and contention inquiries will help you decide the pain point of the users.

In the last part of the session, you went through the process of developing your user journey map for the user of an online movie booking app.