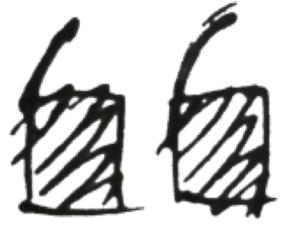


BET 350 – W6  
**Customer Journey Maps**

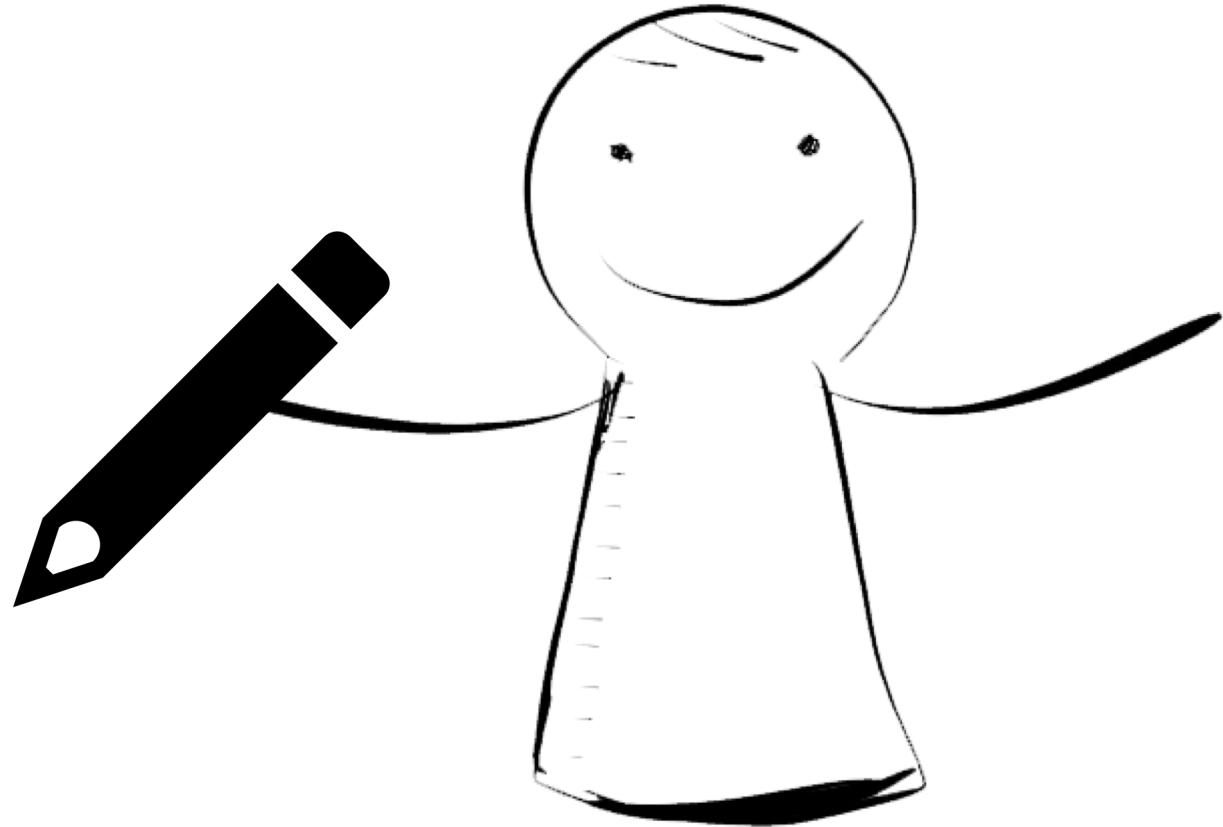


**The touchpoint  
is the product.**

- Victor Ermoli, Savannah College of Art & Design

Jan 9	Intro, team building, Mini Design Sprint
Jan 16	Research Methods
Jan 23	Behavior, Interviews & Surveys
Jan 30	Customer Profiles
Feb 6	Customer Journey Maps – part 1
Today	Customer Journey Maps, 1+2
Feb 27	Visual Design Principles
Mar 6	Sprint 1: Understand
Mar 13	Sprint 2+3: Sketch & Decide
Mar 20	Sprint 4: Prototype
Mar 27	Sprint 5: Validate
Apr 3	Presentations





**Today**

**1 Customer Profiles**

**2 Customer Journey Maps (CJM)**

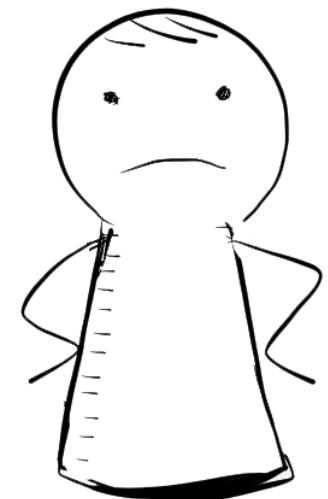
# Customer Journey Maps (CJM)

A **customer journey map** tells the story of the customer's experience: from initial contact, through the process of engagement and into a long-term relationship.

What's the difference?

# **Customer Journey Map**

# **Experience Map**

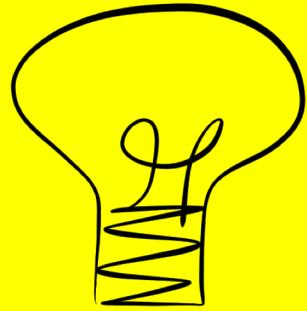


A **customer journey map** typically views the individual as a customer of the organization.

An **experience 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.

- Adaptive Path

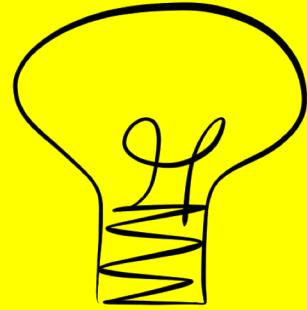
**They reverse the relationship and show how the business fits into a person's life.**



**Customer Journey Maps:**  
Tell the story from the  
customer's view.

**Experience Maps:**  
how the business fits into  
a person's life

Customer Journey Maps:  
Tell the story from the  
customer's view. **Outside-in**



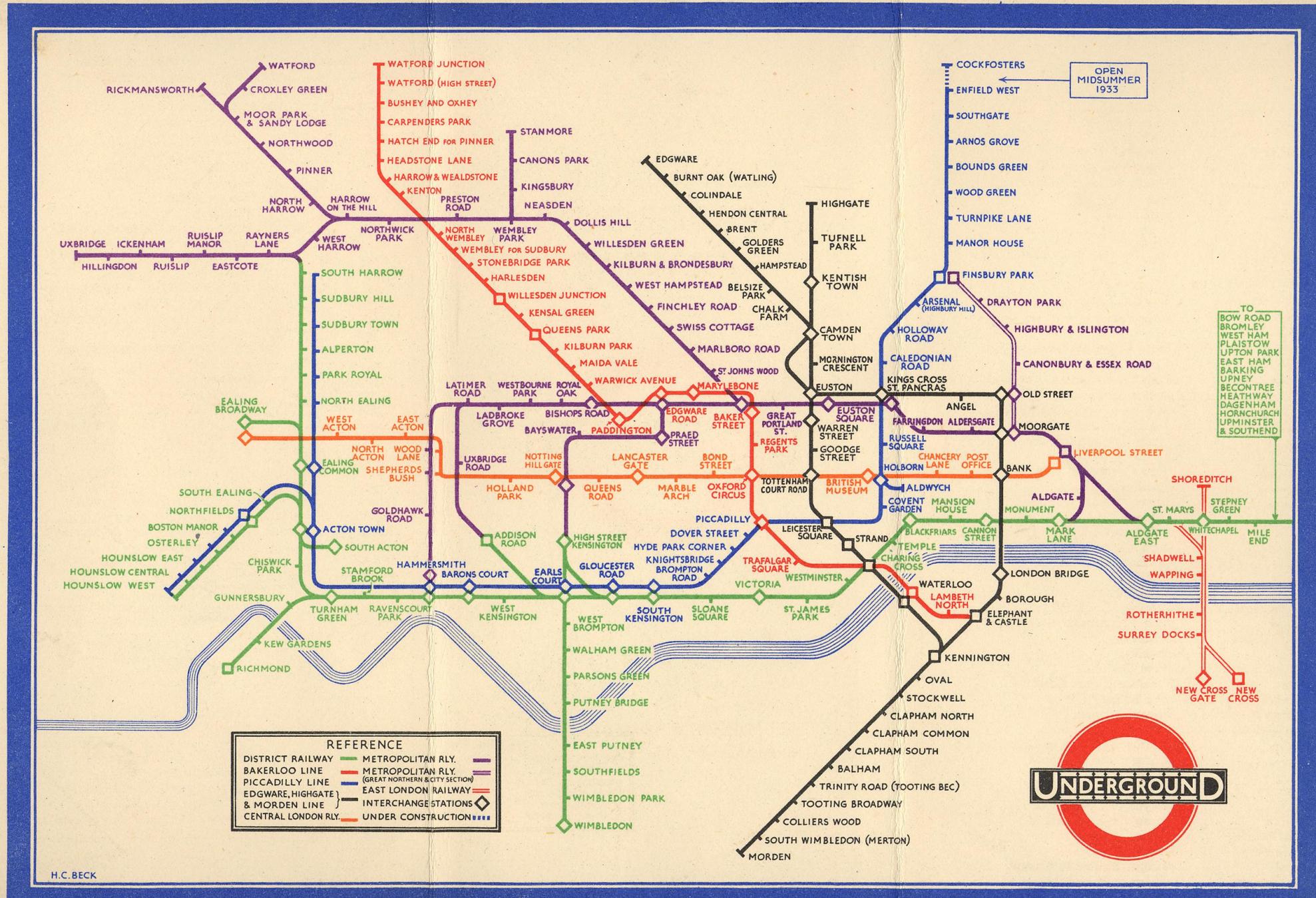
Experience Maps:  
how the business fits into  
a person's life. **Inside-out**



**The purpose of  
visualization is  
insight, not pictures.**

- Ben Shneiderman, Computer Scientist





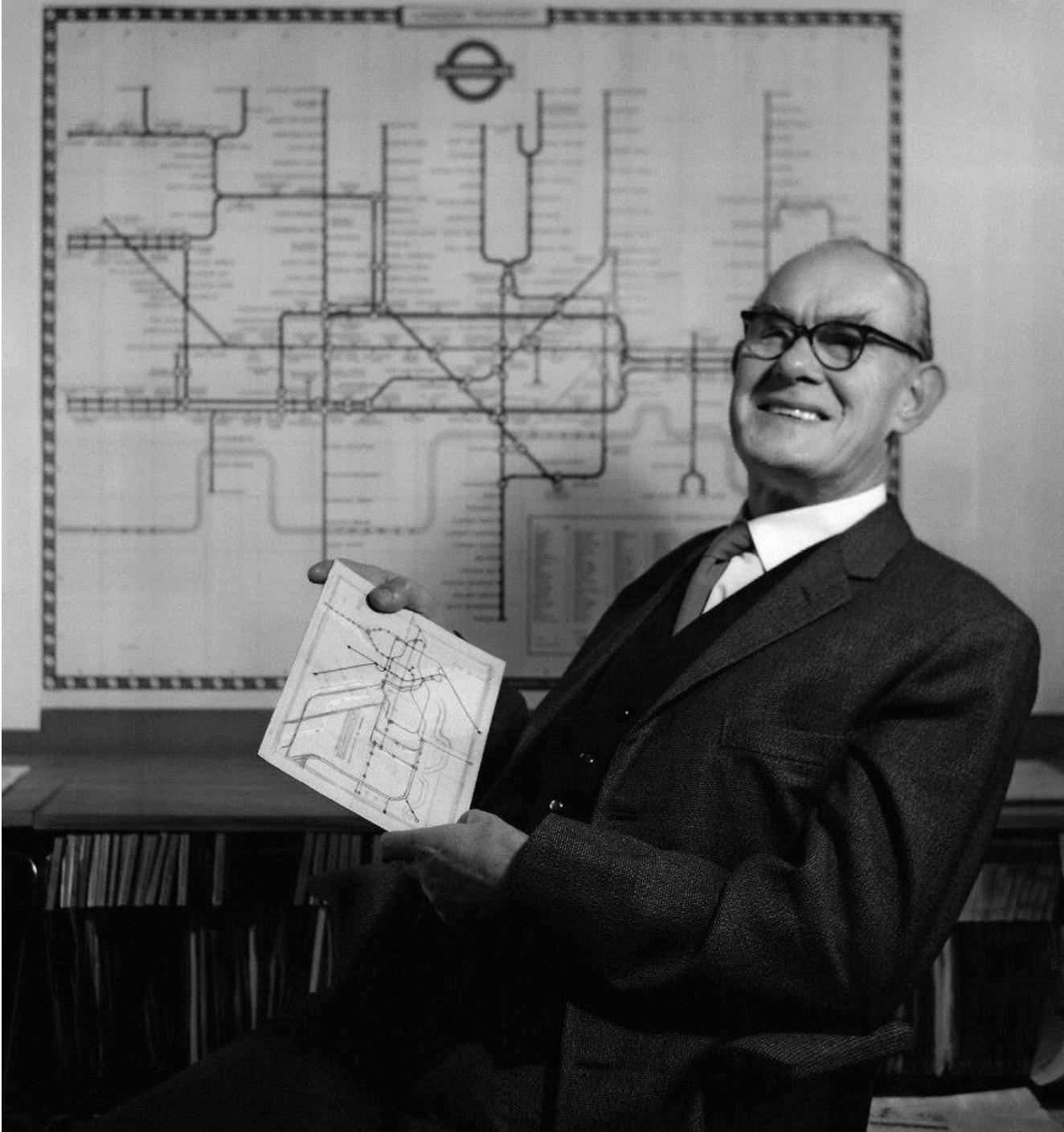
London Underground map by Harry Beck, 1933

# Maps are purposefully focused.

The London map on the right is sparing in what it includes:

- Train lines
- Stops
- Exchanges
- The river Thames

Nothing more



# Carte Figurative des pertes successives en hommes de l'Armée Française dans la Campagne de Russie 1812-1813.

Préparée par M. Minard, Inspecteur Général des Ponts et Chaussées en retraite.

Paris, le 20 Novembre. 1869

Les nombres d'hommes perdus sont représentés par les largeurs des zones colorées à raison d'un millimètre pour six mille hommes; ils sont de plus écrits en lettres ces zones. Le rouge désigne les hommes qui ont péri en Russie, le noir ceux qui en sont revenus. — Les renseignements qui ont servi à dresser la carte sont tirés dans les ouvrages de M. M. Chiers, de Léger, de Fezoridac, de Chambray et le journal intitulé de Jacob, pharmacien de l'Armée depuis le 28 Octobre.

Pour mieux faire juger à quelles époques la diminution de l'armée, j'ai supposé que les corps du Prince Nérope et du Maréchal Davout qui avaient été détachés sur Moscou avec Nobiliot n'avaient pas fait partie de l'armée.

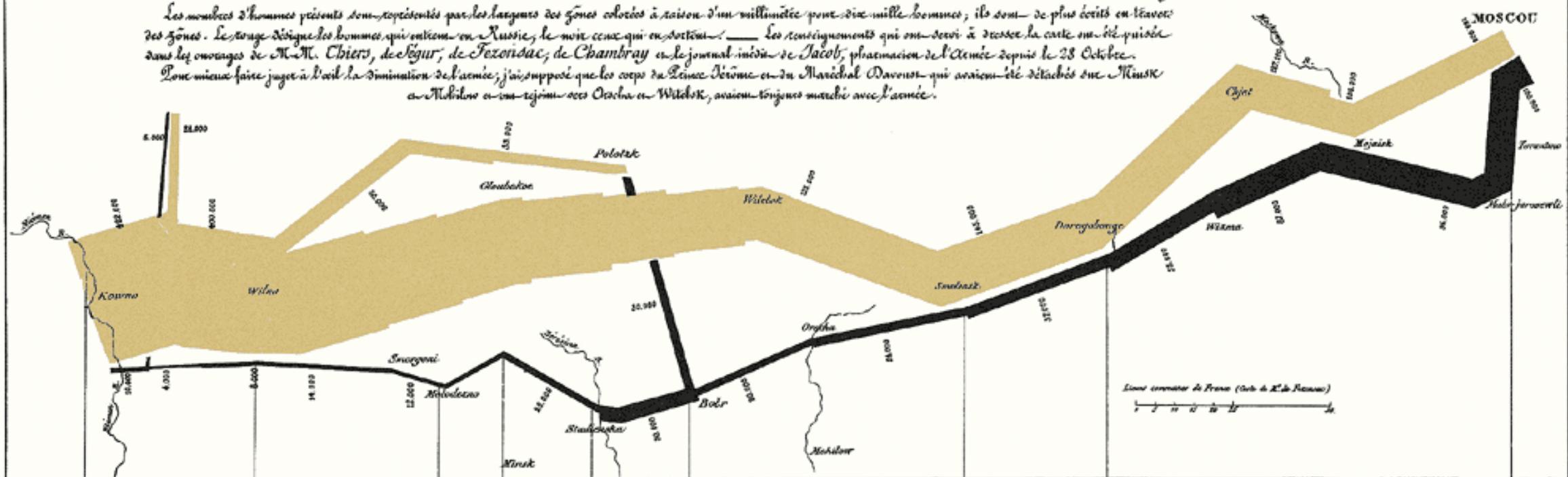
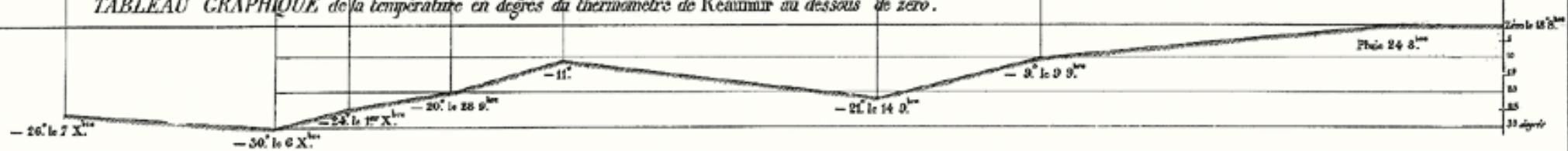


TABLEAU CRAPHIQUE de la température en degrés du thermomètre de Réaumur au dessous de zéro.

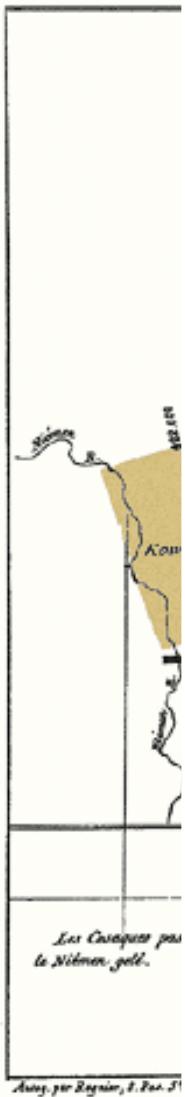
Les Chevaux passent au gelé  
le Nilmen gelé.



Avec précaution, J. P. S. R. à Paris.

Imp. Lib. Repaire à Gravure.

Charles Joseph Minard's visualization of  
Napoleon's march to and from Russia, 1812



The graphic is quite clever because of its ability to combine many dimensions.

And Minard is able to show the drastic loss in life from Napoleon's decision in just a single corner of the diagram.

The map tells a story about an individual's **action**, **feelings**, **perceptions**, and **frame-of-mind** – including the positive, negative, and neutral moments – as he or she interacts with a multi-channel product or service over a period of time.

Protagonist + Place + Challenge + Time = Story



# Why create **customer journey maps**?

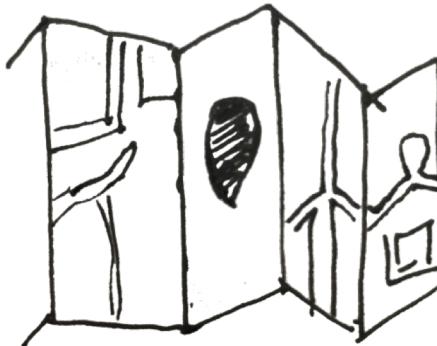
They help to identify gaps in the customer experience.

As customer experiences often break down when they span multiple channels, organizations need a holistic, human-centered view of the experiences they create. In short, they need a map.



The image shows the header of the University of Waterloo website. It features the university's logo (a crest with three crowns) and the text "UNIVERSITY OF WATERLOO". Below the logo is a horizontal navigation bar with links: "ADMISSIONS", "ABOUT WATERLOO", "FACULTIES & ACADEMICS", "OFFICES & SERVICES", and "SUPPORT WATERLOO". A yellow horizontal bar runs across the page below the navigation. At the bottom, a large, bold, black button with the text "GRADUATE STUDIES" in white is visible.

**Mapping your story help you find  
holes in your thinking.**

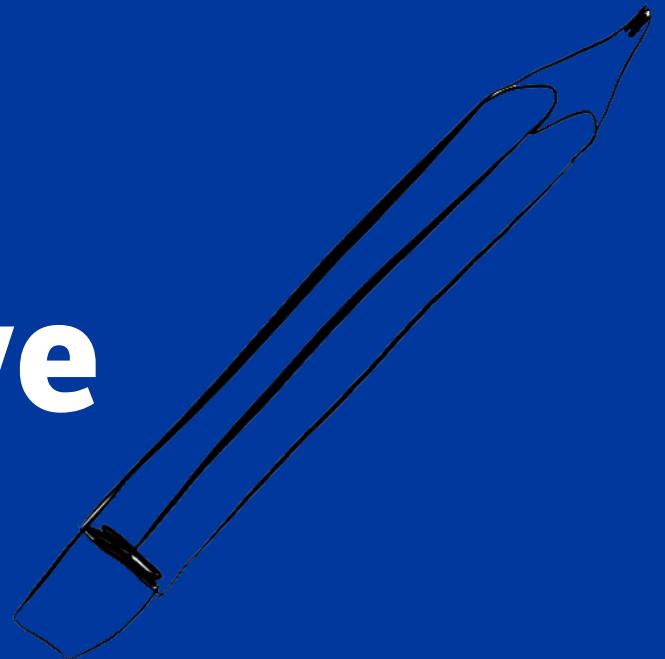


**Touchpoint:** A point of interaction between a person and any agent or artifact of an organization. These interactions take place at a certain point in time, in a certain context, and with the intention of meeting a specific customer need.

**Channel:** A medium of interaction with customers or users. Print, web, mobile, voice calls, and brick and mortar locations are all common channels. A channel defines the opportunities or constraint of a touchpoint.

1

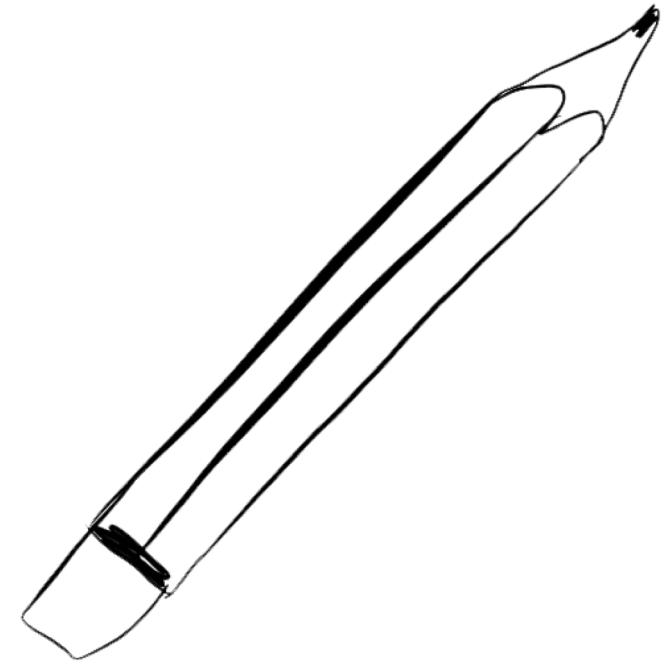
# Setting an Objective



**Critical to the success of the CJM is setting an objective from the outset. The objective needs to be directly related to the overall business goals.**

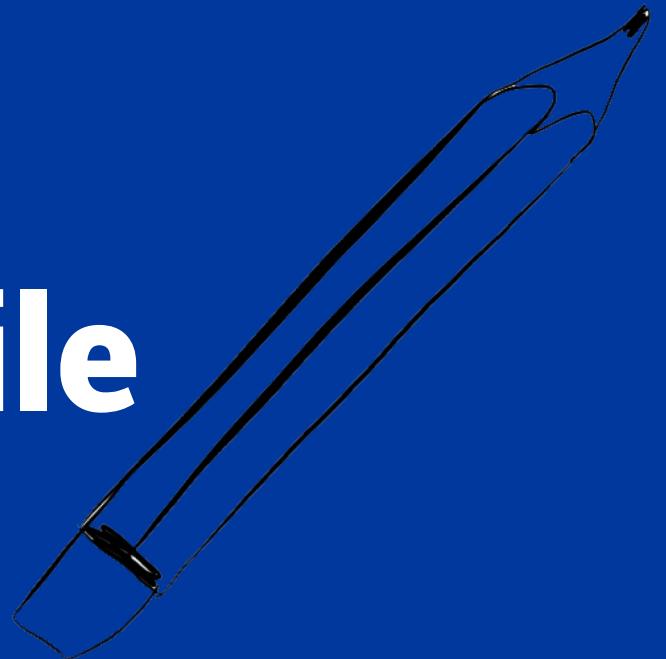
**This provides immediate context and purpose for the creation of the map.**

In your teams  
**Spend a few minutes  
discussing the  
business goal of your  
industry partners.**



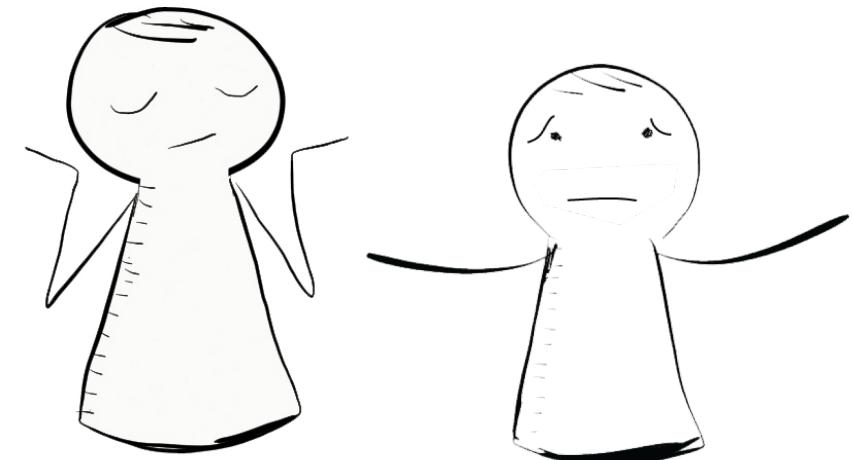
2

# The Customer Profile



# The Customer Profile

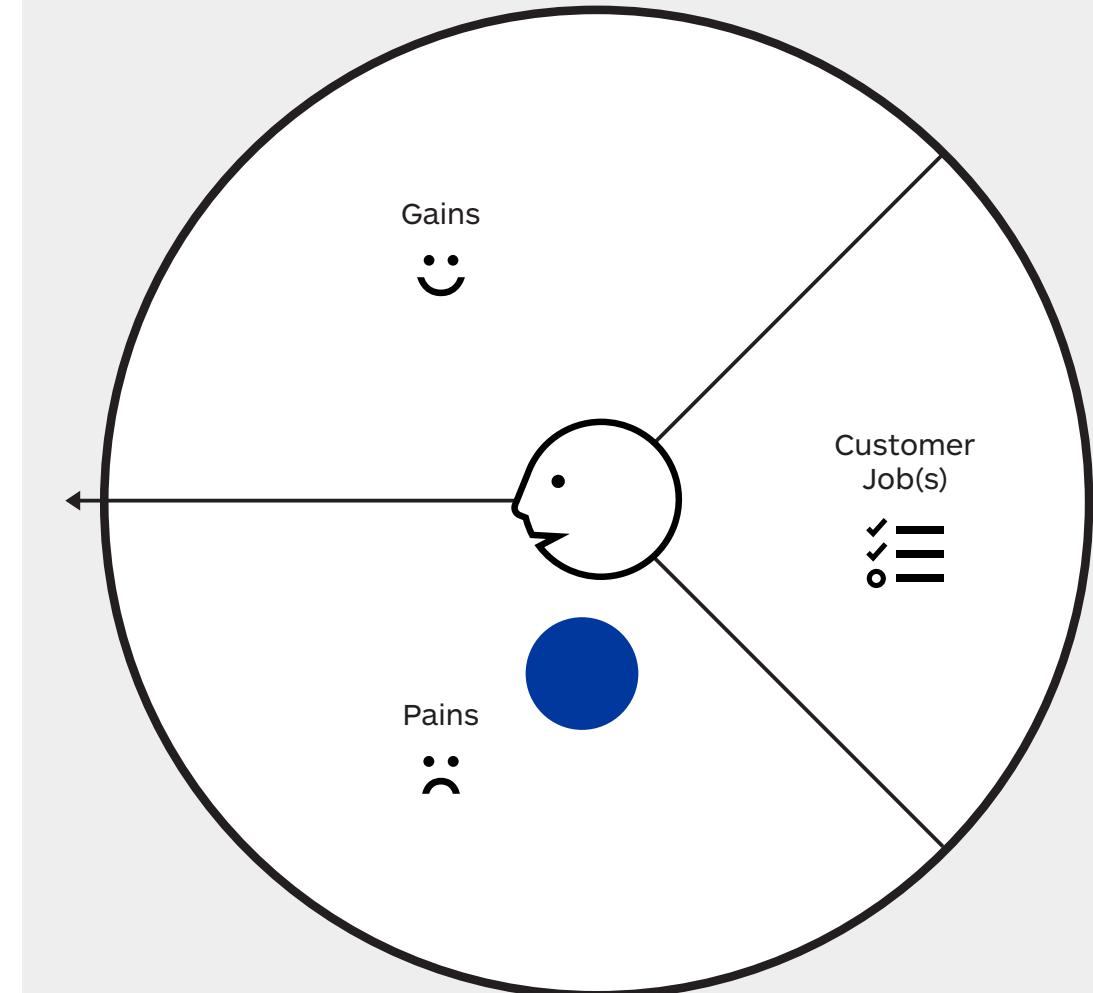
Describes a specific customer segment in your business model in a more structured and detailed way. It breaks the customer down into **jobs**, **pains**, and **gains**.



## The Value Proposition Canvas



*Customer (Segment) Profile:*



# Customer Pains

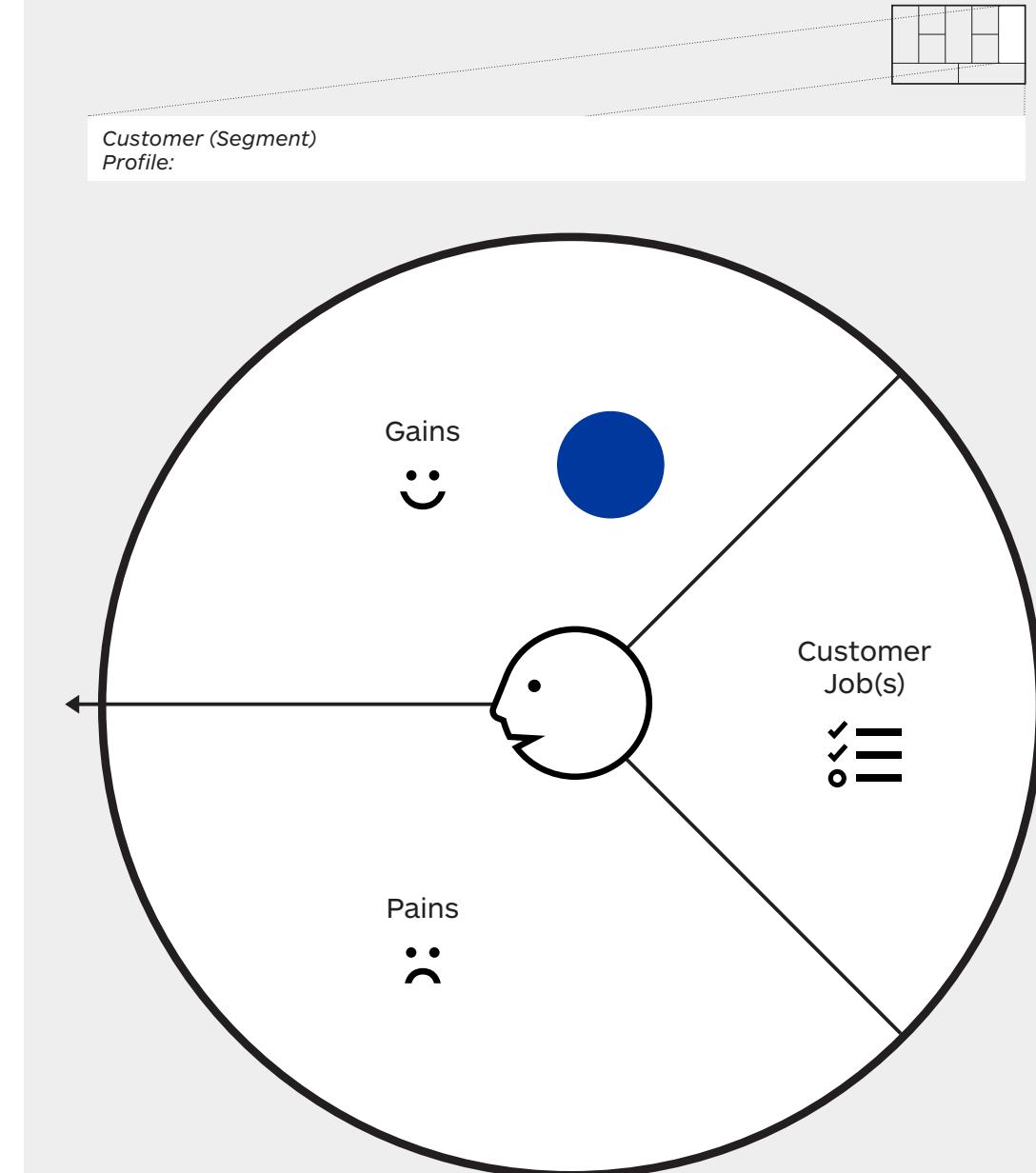
Pains describe anything that annoys your customers before, during, and after trying to get a job done or simply prevents them from getting a job done.

# Customer Gains

Gains describe the outcome and benefits your customers want.

Some gains are required, expected, or desired, and some would surprise them. Gains include functional utility, social, positive emotions, and cost savings.

The Value Proposition Canvas



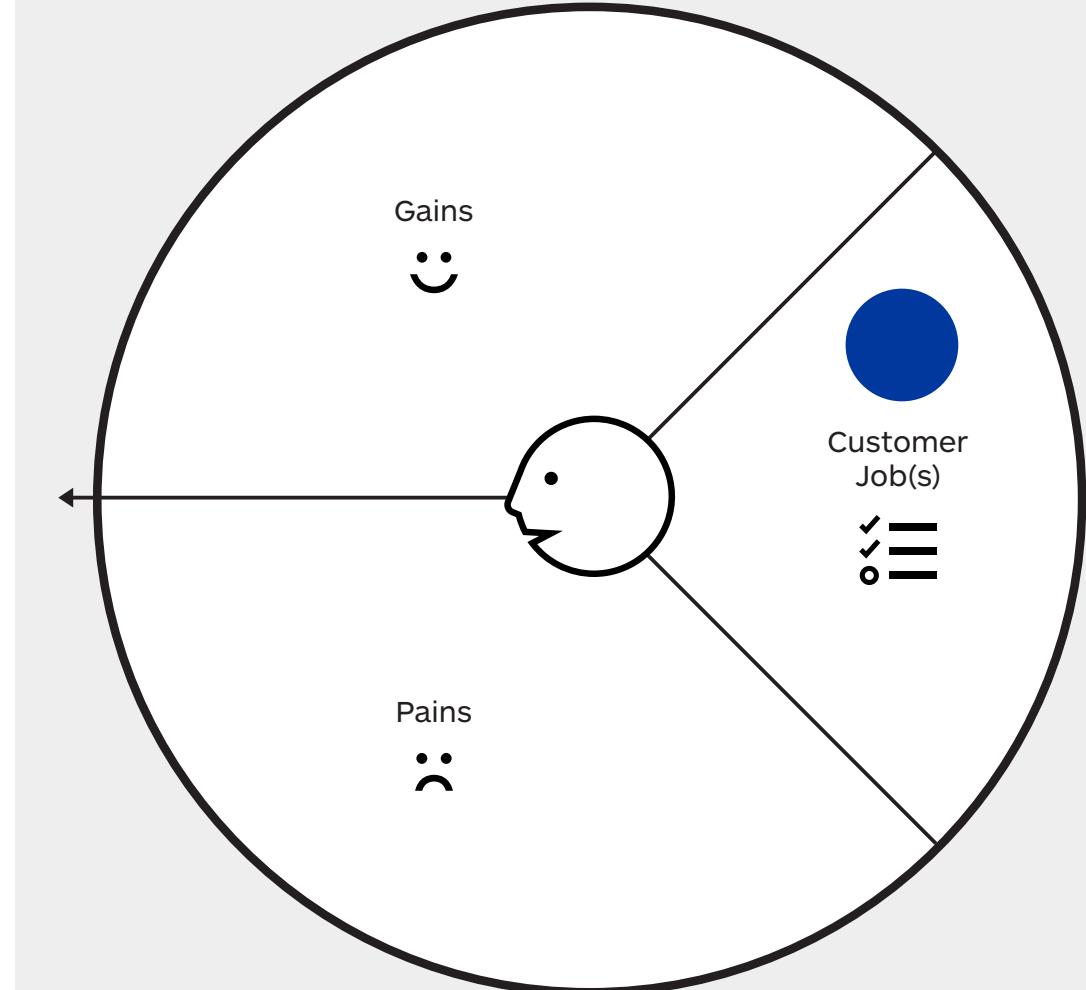
## The Value Proposition Canvas



### 'Jobs to be done'

Describes the things your users are trying to get done in their work or life. That could be a task, the problem they're trying to solve, or the needs they're trying to satisfy.

*Customer (Segment) Profile:*



# **JOBS TO BE DONE**

Distinguish between 3 main jobs...

*refresher*

Deliver to Karin  
Stratford N5A 0C1Shop by  
Department ▾

k's Store

Deals Store

Gift Cards

Sell

Help

EN

Hello, k  
Your Account ▾Your  
Prime ▾Wish  
List ▾**Tools & Home Improvement**

Best Sellers

Power &amp; Hand Tools

Lighting &amp; Ceiling Fans

Kitchen &amp; Bath Fixtures

Plumbing

Safety &amp; Security

Smart Home

Deals

1-24 of over 8,000 results for **Tools & Home Improvement : Power & Hand Tools : Hand Tools : Hammers : "hammer"**Sort by **Featured**

Show results for

◀ Any Category  
◀ Tools & Home Improvement  
◀ Power & Hand Tools  
◀ Hand Tools  
**Hammers**  
Claw Hammers  
Ball-Peen Hammers  
Dead-Blow Hammers  
Engineers' Hammers  
Drilling Hammers  
Hammer Handles  
Mallets  
Tack Hammers  
Masonry Hammers  
Drywall Hammers



Sponsored ⓘ

**Ingersoll-Rand 118MAXK Long Barrel Air Hammer Kit**

by Ingersoll-Rand

**CDN\$ 244.44**

FREE Shipping on eligible orders



More options available

**STANLEY STHT51238 16-Ounce Steel Nail Hammer**

by Stanley

**CDN\$ 26.10** CDN\$ 29.97 prime

FREE Delivery by Fri, Feb 8



More options available

**STANLEY 51-163 16-Ounce FatMax AntiVibe Rip Claw Nailing Hammer**

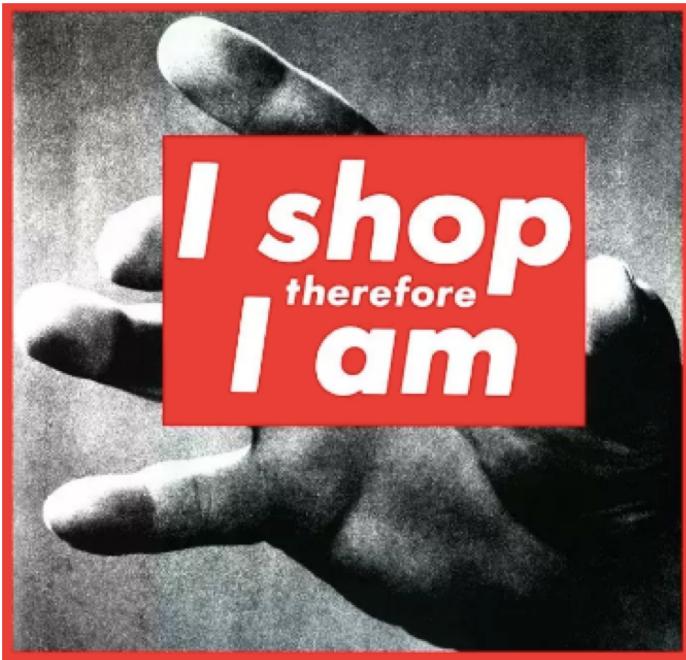
by Stanley

**CDN\$ 41.00** prime

FREE Delivery by Fri, Feb 8

## Functional Jobs

When your users try to perform or complete a specific task or solve a specific problem.  
**Examples:** find a hammer on Amazon to hang a painting.



## Social Jobs

How a user wants to be perceived by others

**Examples:** find a hammer on Amazon to hang a painting.



MILLER THOMSON  
AVOCATS | LAWYERS

Français



THE FIRM  
YOUR TEAM  
EXPERTISE  
CLIENT WORK  
INSIGHTS

# WELCOME TO MILLER THOMSON

## Personal/Emotional Jobs

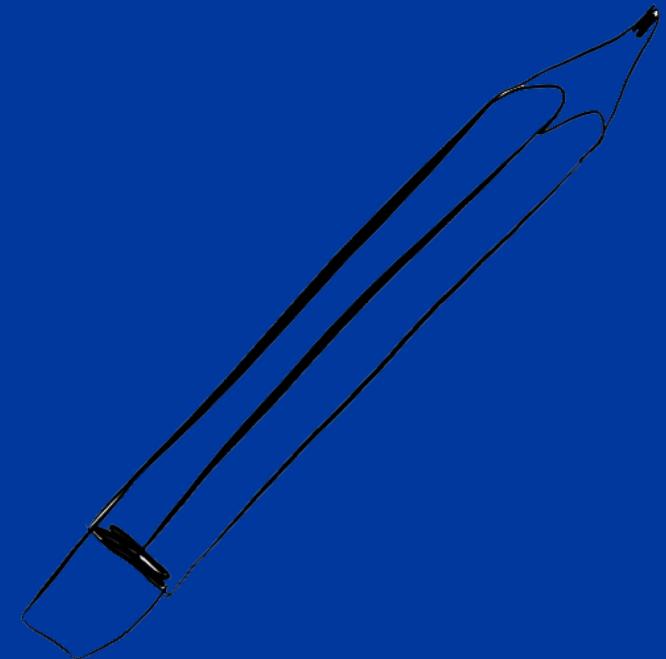
When your users seek a specific emotional state.

**Examples:** felling good about hiring a trust-worthy law firm.

**3**

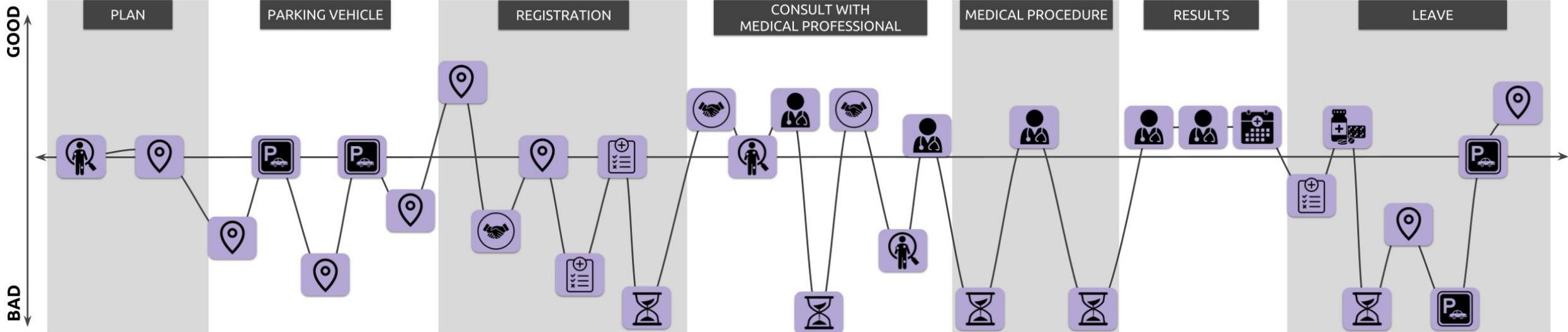
# **Let's make a Customer Journey Map**

→ Instructions on LEARN



# CUSTOMER JOURNEY MAP

TEAM GRIT



**PLAN**

- Experiences symptoms of an undiagnosed illness
- Find directions to hospital/ Go to hospital

**PARKING**

- Search for parking lot
- If applicable, receive ticket upon pulling in
- Search for parking spot
- Park
- Find entrance to building

**REGISTRATION**

- Locate front desk/reception
- Greeted by receptionist/ first point of contact
- Receive directions to correct waiting area
- Pick up and fill out forms
- Hands in forms
- Waits

**Consult with Medical Professional**

- Greeted by nurse/medical assistance
- Present your case/symptoms
- Receive initial assessment/triage
- Wait for doctor
- Greeted by doctor
- Repeat presentation of case/symptoms
- Receive diagnosis/ establish course of action

**MEDICAL PROCEDURE**

- Await procedure/machine (Eg: CT, MRI)
- Medical procedure
- Wait for medical exam/ test results

**Results**

- Receive Diagnosis
- Prescribed medication/aftercare
- Follow up scheduled if necessary

**Leave**

- Discharged
- Go to collect prescription
- Wait for prescription to be filled
- Find nearest exit
- Pay for parking
- Return to parking lot
- Exit lot



SYMPTOMS



NAVIGATION



PARKING



GREETING



PAPERWORK



WAITING



MEDICAL ATTENTION

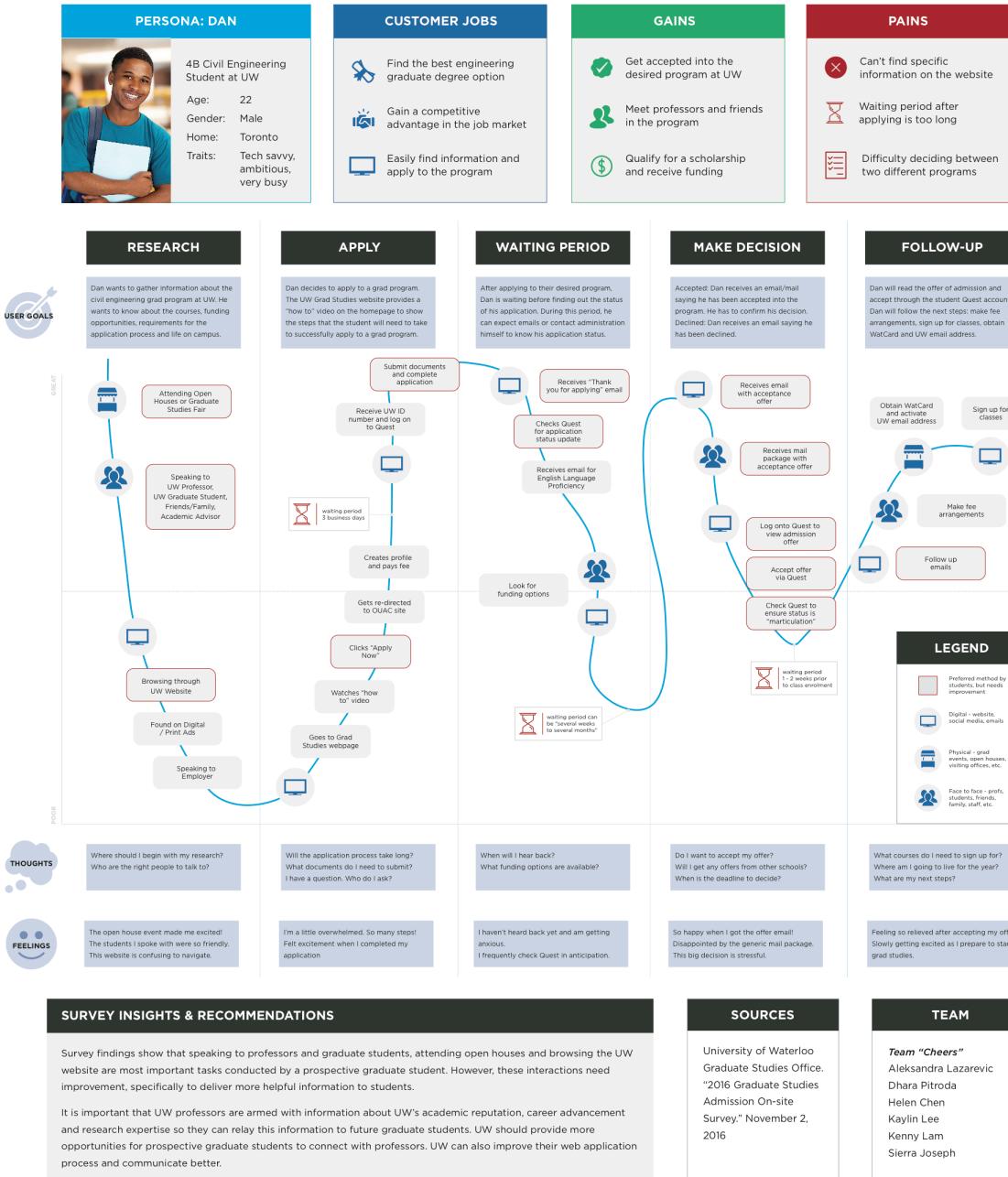


PHARMACY

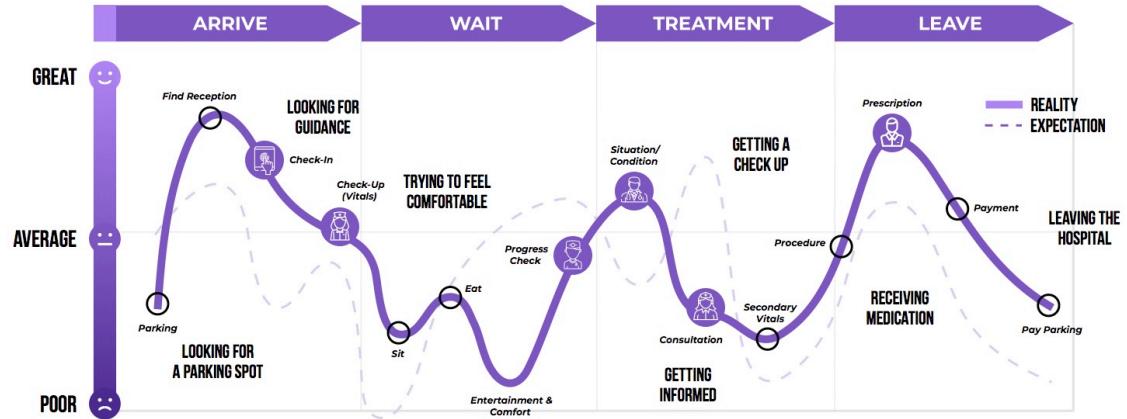


SCHEDULING

# Customer Journey Map - Prospective Graduate Student Experience

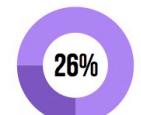


# MACKENZIE HEALTH CUSTOMER JOURNEY MAP



TANGIBLE AND EMOTIONAL NEEDS	INJURY	EXPLORE OPTIONS	ARRIVE	WAIT
	TREATMENT	LEAVE	RETURN	
	<ul style="list-style-type: none"> <li>I need to feel heard</li> <li>I need to see a doctor</li> <li>I need to believe things will be resolved</li> </ul>	<ul style="list-style-type: none"> <li>I need to be understood</li> <li>I need assistance</li> <li>I need to be treated ASAP</li> <li>I need to be told the procedures/next steps</li> <li>I need to understand the scope of my condition</li> </ul>	<ul style="list-style-type: none"> <li>I need to find a parking spot</li> <li>I need to find reception ASAP</li> <li>I need to be triaged by a nurse</li> <li>I need to be treated ASAP</li> <li>I need to be acknowledged by the staff</li> </ul>	<ul style="list-style-type: none"> <li>I need a seat</li> <li>I need to eat</li> <li>I need to entertain myself</li> <li>I need to be treated ASAP</li> </ul>
	EATING OPTIONS	WAITING	NURSE INTERACTION	DOCTOR INTERACTION
	<ul style="list-style-type: none"> <li>a. Limited eating options: dietary restrictions</li> <li>b. Difficult to order food because you need to stay in a specific area</li> </ul>	<ul style="list-style-type: none"> <li>a. Not enough seating</li> <li>b. No plugs for phones</li> <li>c. TV may be disturbing or not liked</li> <li>d. Not having outlets is a safety concern (Wi-Fi)</li> </ul>	<ul style="list-style-type: none"> <li>a. Repetitive process and also don't tell you what happens next</li> <li>b. Miscommunication</li> </ul>	<ul style="list-style-type: none"> <li>a. Rushed (don't have enough time to see you)</li> <li>b. Not much information</li> <li>c. No connection (wait so long for such a short check)</li> </ul>
	<ol style="list-style-type: none"> <li>1 Make the hospital experience more personal &amp; Improve interpersonal relationships</li> <li>2 Make waiting time FEEL shorter</li> <li>3 Improving the hospital atmosphere</li> <li>4 Reduce the anxiety of waiting to be seen</li> <li>5 Accommodating for family and friends</li> </ol>			

OUT OF 51 SURVEY  
RESPONDENTS...



said that they waited more than 1 hour to be called in

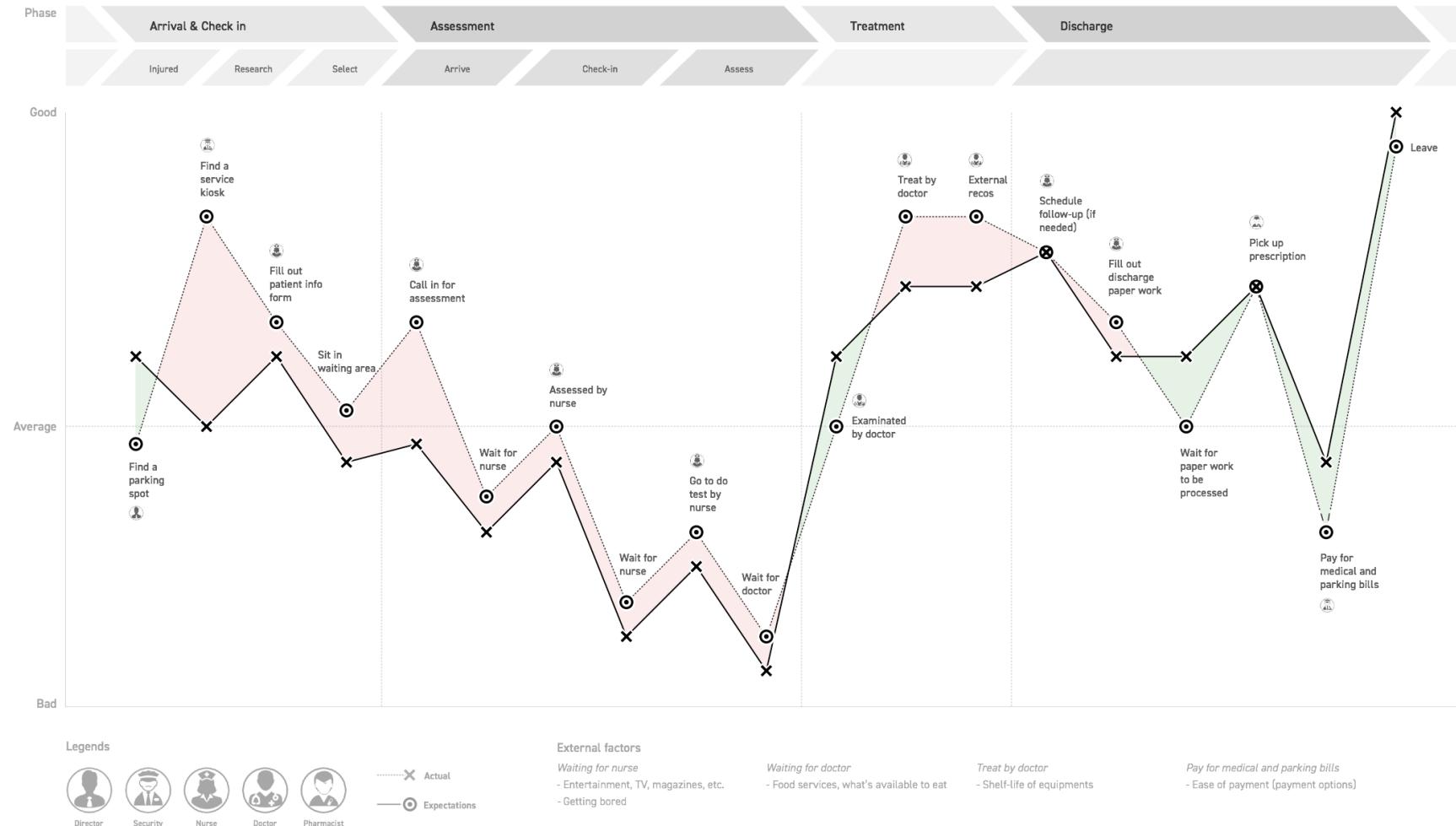


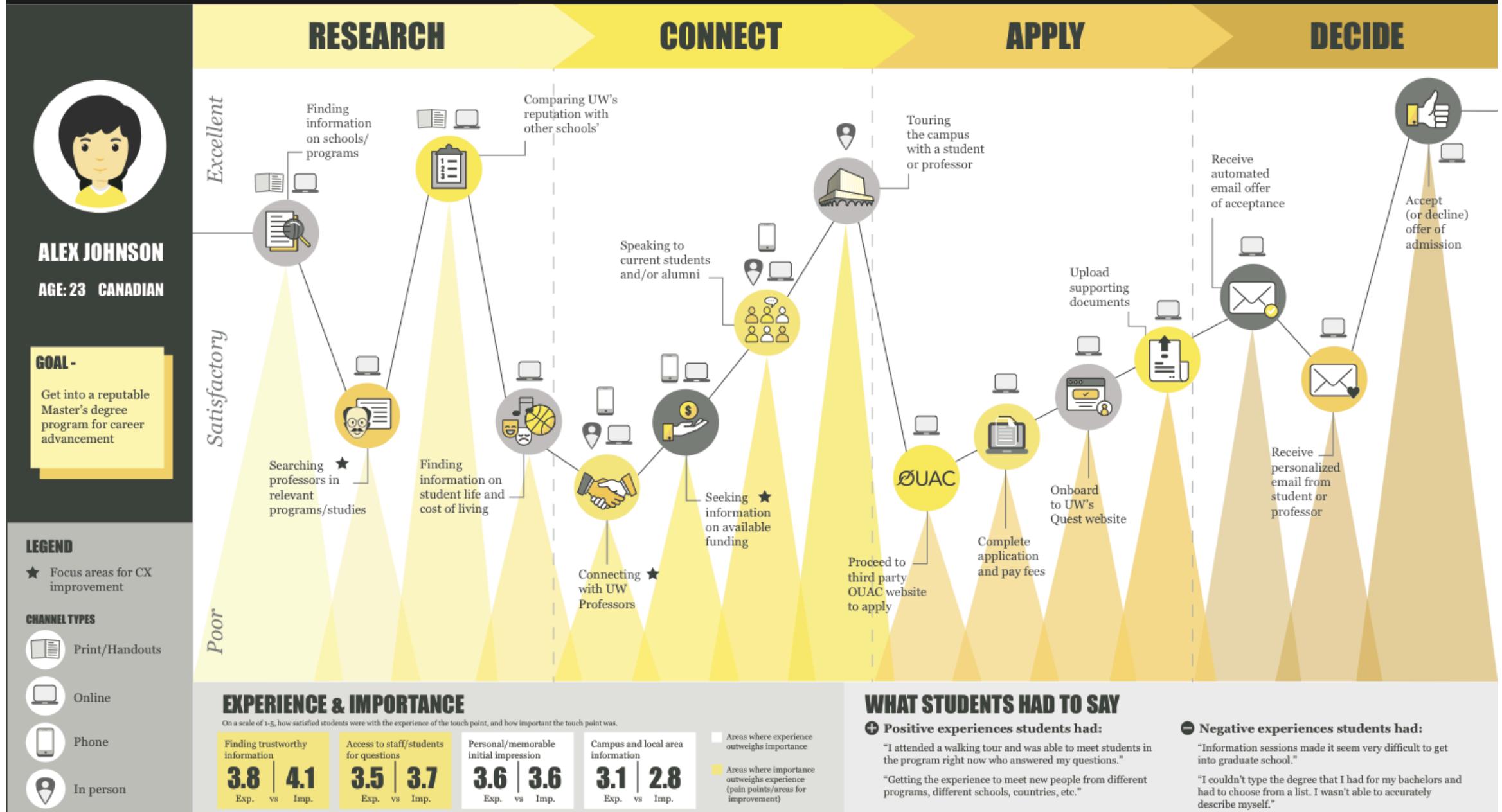
was the average wait time of a visit to the hospital



said that their waiting experience was quite poor (boring, crowded, busy).

## Customer Journey Map



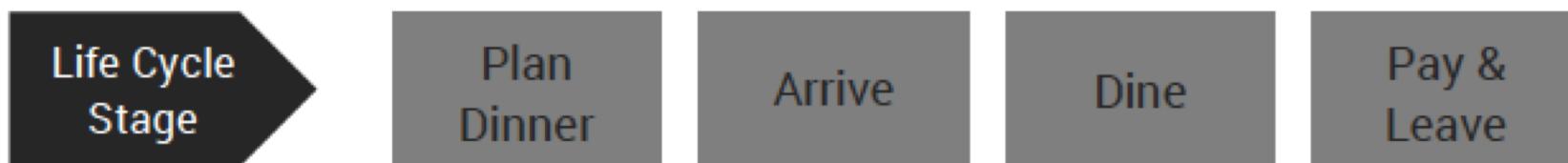


## Step 1

To do this you simply picture exactly what you would be doing as a customer and to assist the thinking you should create a scenario. In this example, the scenario is:

*'I am going to take my group of friends out for a Valentine's Day celebration dinner'.*

Then write each stage out on a sticky note and place it at the top of your poster sheet in sequence.



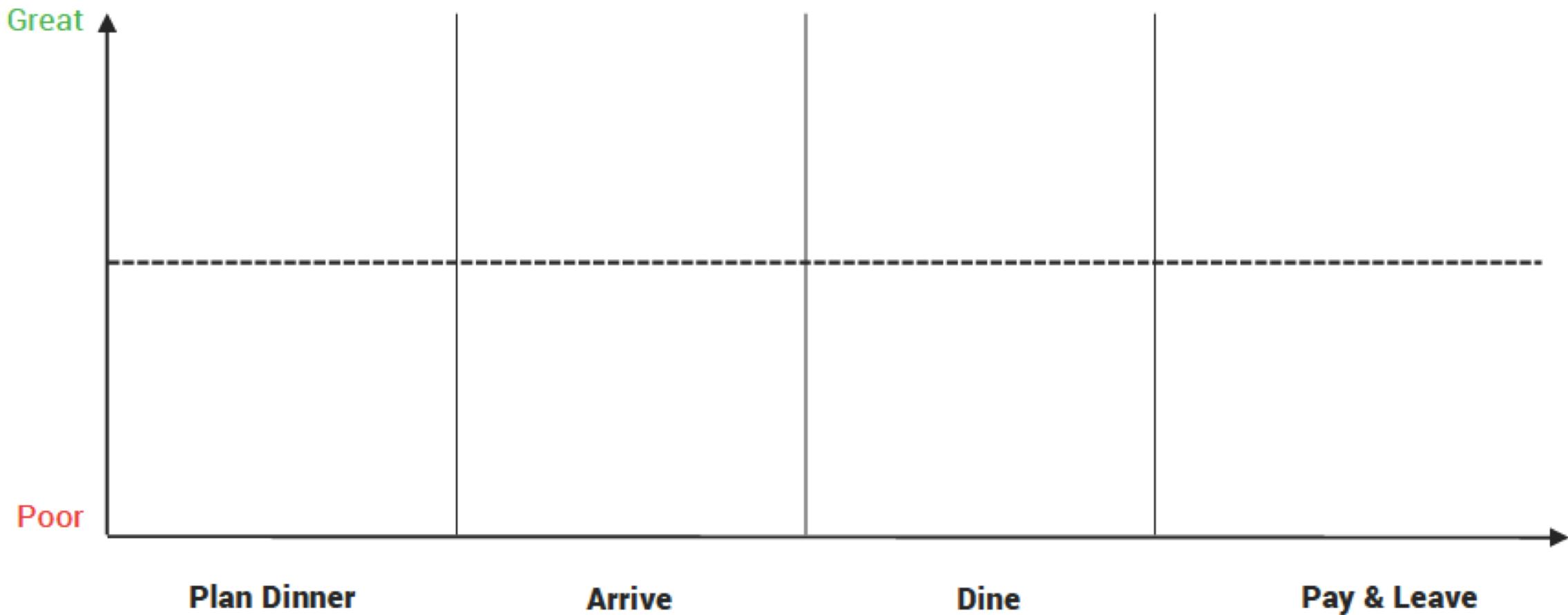
## Step 2

Having established the 'backbone' the next challenge is to identify up to four interactions per stage (having just four avoids getting too detailed too quickly). Each interaction is a brief description using a **verb** as they are actions and is written out on a sticky note and added underneath the appropriate life cycle stage.



### Step 3

Then draw a centre line from left to right horizontally across your page – this represents the average expectation line. On the left side draw a vertical axis and label the top half '**Great**' and the bottom half '**Poor**'. This vertical axis is measuring the customer expectation of the individual interactions.



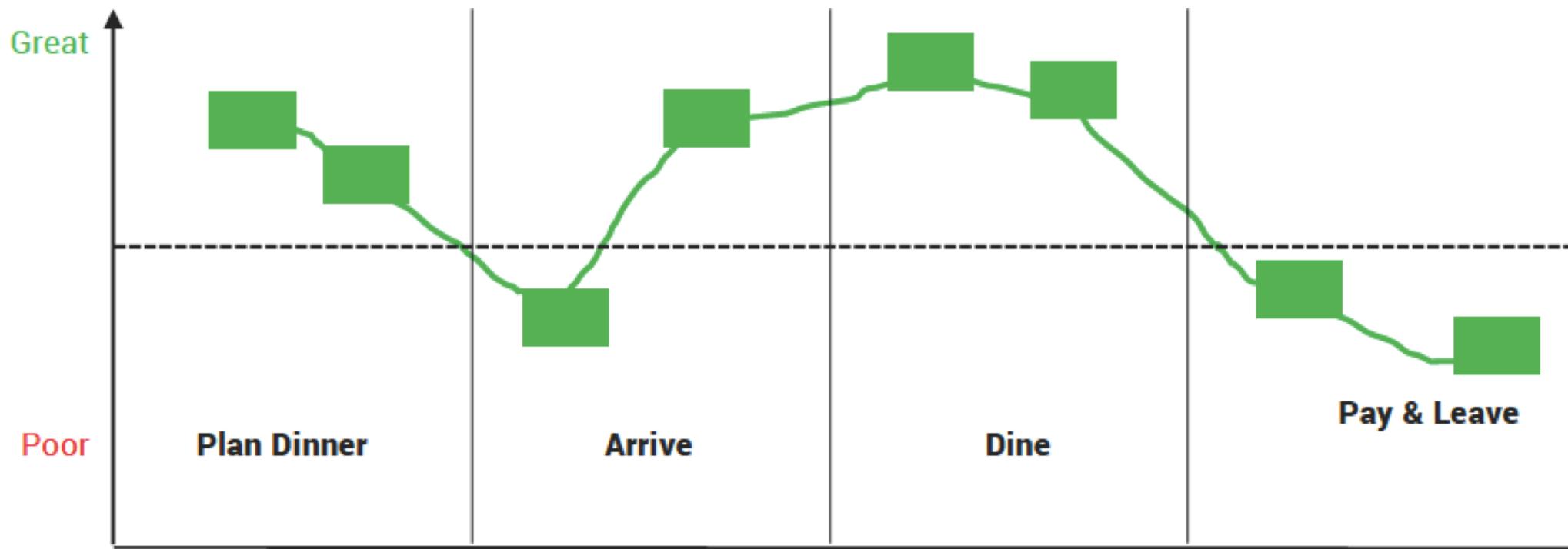
#### Step 4

Now we move all of our interaction sticky notes on to the centre line and review each one by answering the question:

*'Do I expect this interaction to be average, great or poor, or somewhere in between?'*

Check your **Customer Profile** and look at the '**pains**' section your customer might have.

Move the stickie notes to a position the team has agreed on. Having completed this for each interaction, connect them using a marker.



## Level 2 - The More Detailed CJM

As you worked through the Level 1 – Heartbeat map you will have identified a more detailed level of interaction even if it was not captured. With the Level 2 map we begin to expand the range of the journey map backbone stages and we will become more granular in the capturing of interactions, but following the same principles of 'outside-in' and using verbs to capture the interactions.

### Step 1

The following outlines a standard backbone that covers the end-to-end life cycle of a customer journey. This serves as a template for you to edit and adjust.

Explore	Aware	Select	On board	Use	Get service	Re-commit	Leave	Return
---------	-------	--------	----------	-----	-------------	-----------	-------	--------

Test this standard backbone against your customer journey and where appropriate change the language but not the meaning of the stage.

**To qualify as an additional stage in a customer journey it must be a significant part of the customer experience unique to your project/sector. You should not exceed 12 stages in a journey backbone.**

In our restaurant example, the enhanced backbone would look like this

Explore	Aware	Select	<b>Book</b>	Arrive	Dine	Pay	Leave	Return
---------	-------	--------	-------------	--------	------	-----	-------	--------

## **Step 2**

Having established the detailed backbone of the journey the next task is to take each stage and step through a simple set of tasks.

Stage by stage in sequence, establish the needs of the customer at each stage in the journey.

Check the **Customer Profile** and in particular at the 'jobs-to-be done' section. Look at both tangible and emotional needs your customers might have. Examples:

'I need to be recognized'

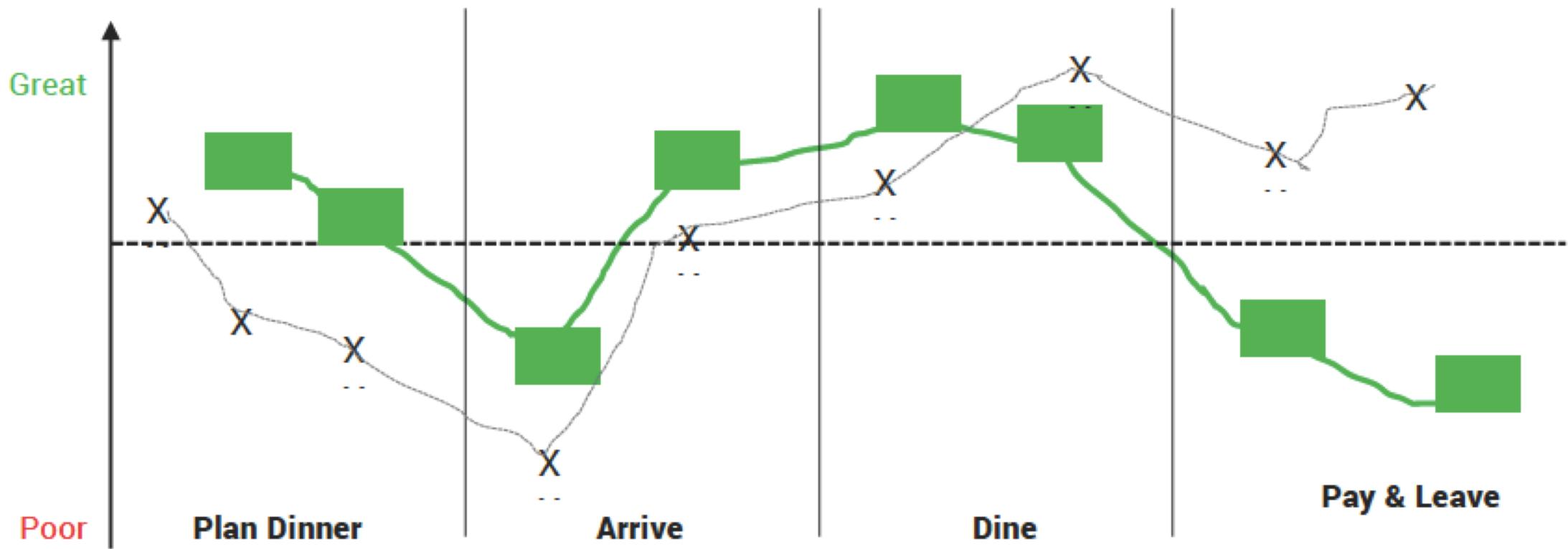
'I need to feel welcomed'

'I need the table to be ready'

'I need the table I asked for'

Using an X for each interaction (jobs-to-be-done) you plot the actual experience and again connect the 'Xs'. What you will see are differences or gaps that be both positive and negative between the expectation and the actual experience.

Where they are below the expectation there is a problem, and where you are exceeding the expectation the question is whether that is positive or potentially an overinvestment in an area that the customer does not value that highly.



### **Step 3**

An interaction captures the customer connecting with someone or something as they carry out an activity. The activity may or may not be with the company as a CJM captures the experience from the customer perspective.

So, for example, 'talk to friends' or 'read reviews on TripAdvisor' should be captured even though they are not controlled by the company. They might provide opportunities for partnerships.

### **Step 4**

Once all the stages are completed you will have the core of a Level 2 map. Ask yourself:

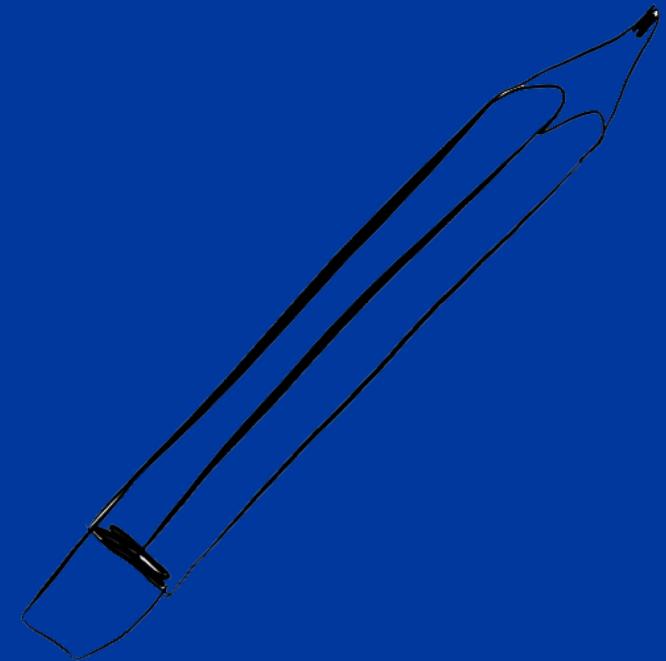
*How many company-owned interactions happen at each stage?*

*Who in the company is responsible for the interaction?*

**3**

# **Let's make a Customer Journey Map**

→ Instructions on LEARN



# **HOMEWORK:**

**Go:** Outside & enjoy reading week!

**Start:** your Reflection, due Feb 28

**Continue:** with your CJM, due Mar 7

