



Customer Empathy Through Journey Mapping

Creating + Using Journey Maps for Effective Decision Making



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Our Team

HCD Center of Excellence

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Agenda

Day 1

Persona Refresh

The Grocery Shopper Journey

morning break

What? Why?

How? Anatomy of a Journey Map

lunch

Constructing the Journey

afternoon break

Validating Methods

Summary + Questions



Objectives

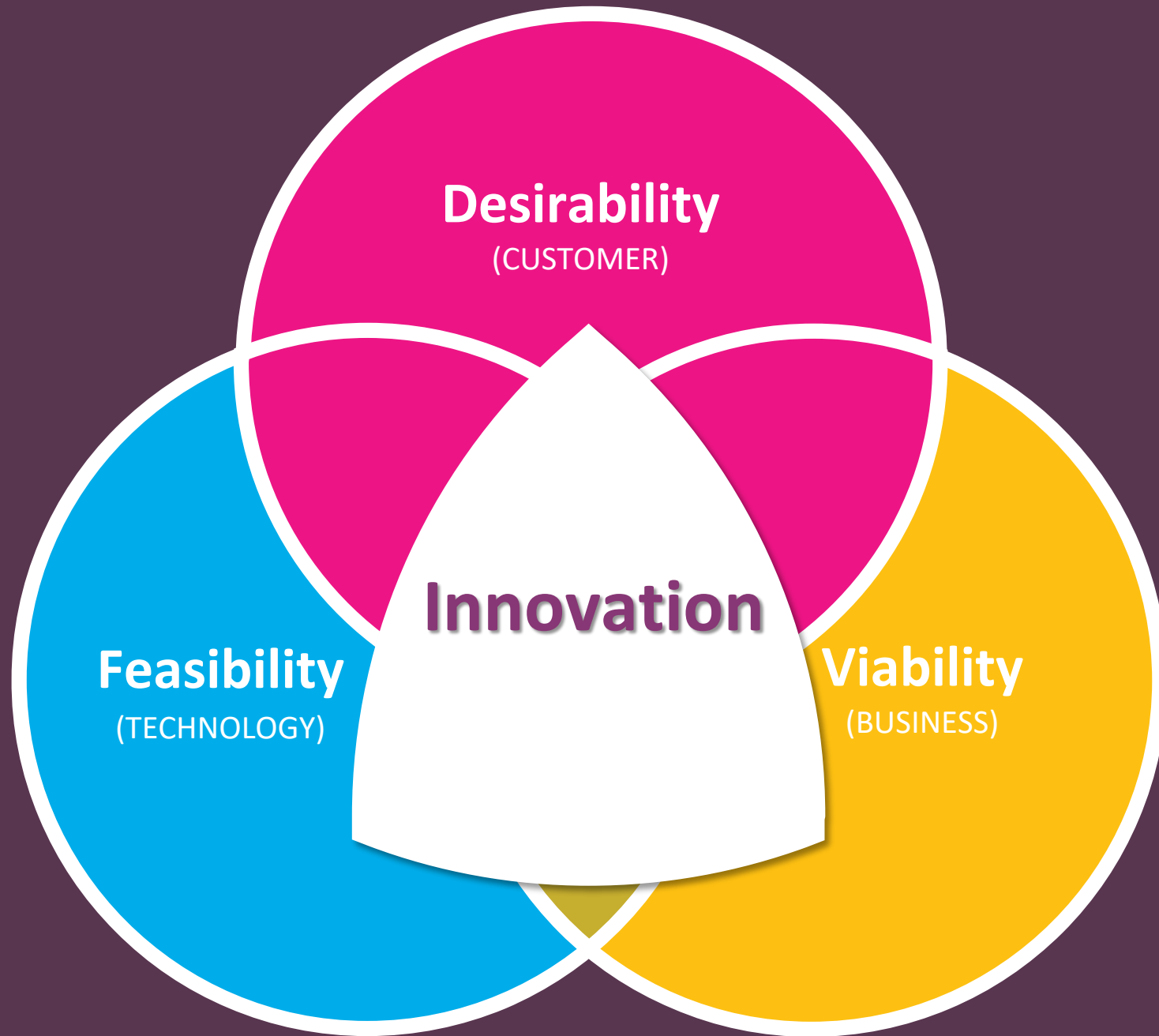
To understand the benefit of journey mapping as a research method and tool for decision-making

To be able to conduct journey mapping for your own projects

To demonstrate an understanding of how service design can improve CMS' products, services, and policies

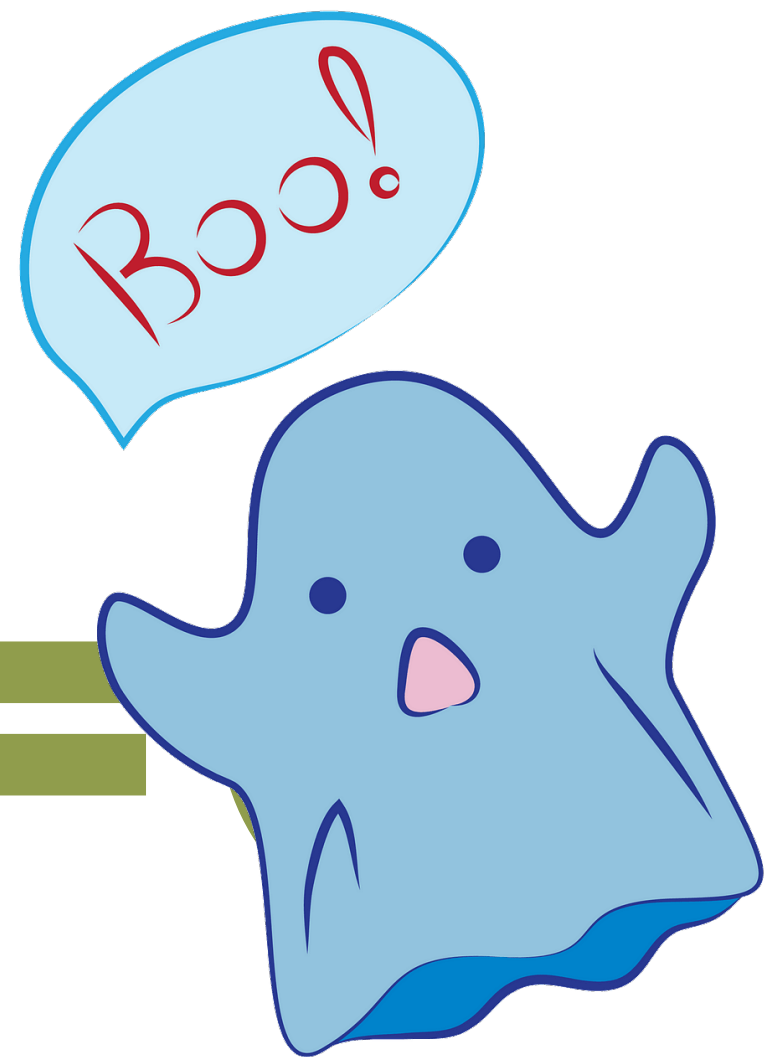


Welcome... let's review some concepts!

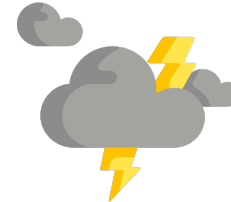


What is a persona?

A fictitious, specific and concrete representation of a target customer group for a product, experience, or policy. Provides an actionable narrative that leverages research, as well as internal understands.



Storytelling Strategy for Non-Profits to Generate Empathy + Encourage Giving



Introduce the main character

Begin with a startling fact/stat

Immerse your audience in a moment of conflict

Make your cause a quest

the muppets.



REMINDER:

Personas are
not documents.

SCOTT SHOPPER

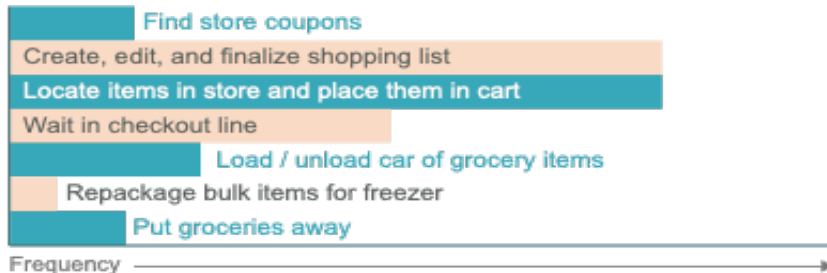


"I have two small children with me, so I just need to get in and out without having to weather a toddler meltdown."

SUMMARY

Windsor Mill, MD
 28, single father of 3
 2 under age 3
 Lives in 3rd floor apartment
 "Big" shopping trip every weekend

MAJOR ACTIVITIES



MY TYPICAL DAY

I lost my wife to cancer just over a year ago, so I struggle to work full time and be a great father to my three children. My twin daughters are under the age of 3. I only have time to do a weekly shopping trip on the weekend. I'd love to order my groceries for delivery, but delivery is not available where I live, and I doubt they would deliver bags and bags of groceries to my third floor apartment. When I shop, I stuff my kids in the car with me. We struggle to find the cool kid cart that looks like a car. I am constantly circling back the aisles just to find one thing. Then there is the long line and the challenge to get my groceries and the kids in the car. I just want to get in and out without having to weather a toddler meltdown.

TOUCHPOINTS



(larger circle = more frequent interaction)

FRUSTRATIONS

(The pain points I'd like to avoid)

- Difficult to bring all of my groceries up to my third floor apartment
- Do not always know if I can use specific coupons with my grocery store
- It is not always easy to find everyday items. Where do I find breadcrumbs?
- I cannot find a cart that works for my two young children
- There is parking for special people (handicapped etc.). What about checkout too?
- Very difficult loading my car and trying to get my kids safely strapped in
- Delivery options are not available for me

MOTIVATIONS

- Likes to stick with his list to **stay in budget**
- Thrill of the **deal**
- Needs to keep his children **occupied**
- Get done** quickly

PERSONA VARIANTS

Shoppers who do not have personal transportation, online (delivery) shoppers, 15 items or less shoppers



Searching for Groceries



Google Analytics in Real Life

The Grocery Shopper Journey: Define the Phases



Defining the Grocery Shopper Journey

Planning

What trigger alerts the persona to decide that it is time to buy groceries? What are ideal criteria to choose a store?

?

What happens next?

?

What happens next?

?

What happens next?

?

What happens next?

Food Storage

How does this persona store groceries in the home? Where are items stored?

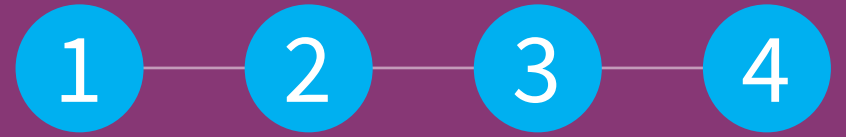
COFFEE BREAK



What is a Journey Map?

What is a journey map?

A **journey map** visualizes a customer's experience with a product or service across locations, time, and channels. This holistic view helps promote better understanding of the customer, helps coordinate cross-channel design and reveals opportunities for new or improved interactions.



Service Design

(simplified)



Service design improves the experiences of both the user and the employee by designing, aligning, and optimizing an organization's operations to better support customer journeys.

– Nielsen Norman Group



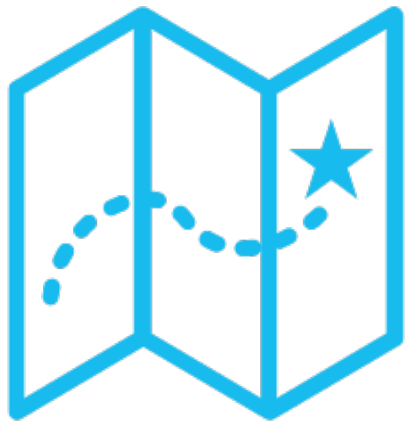
Persona



Identify your customer types, discover their needs, goals, and pain points while gaining empathy.



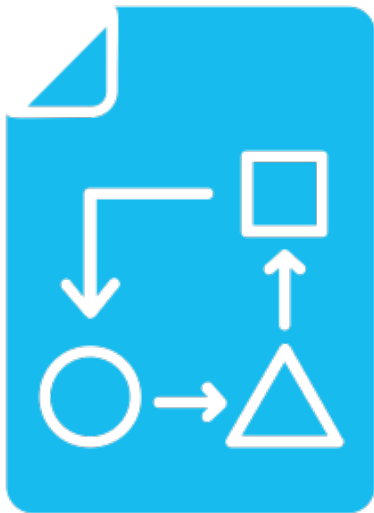
Journey Map



Gain a shared understanding of the customer experience and identify opportunities to meet (and exceed) customer needs and goals.



Service Blueprint



Reach consensus on how the business currently delivers specific portions of the journey to its customers.



Use Human-Centered Design (HCD)

4



Use human-centered design methods to address pain points and deliver a better overall customer experience.





Journey Map Deep Dive




Customer Journey maps
focus on a customer's specific interaction with a
product or service



checkout

Customer **Experience** (journey) maps
can span systems and touchpoints



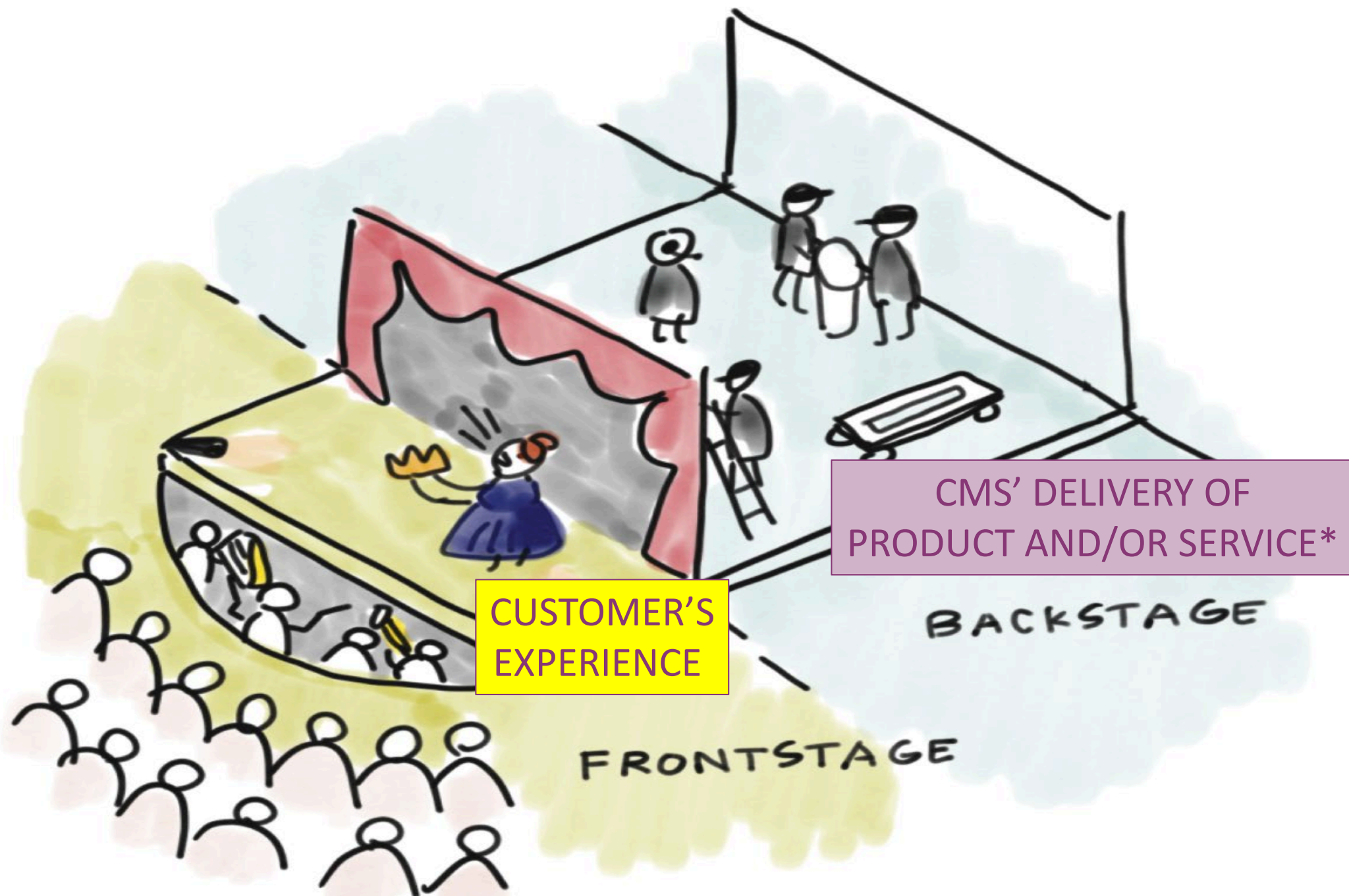
The grocery
store experience

The Grocery Store Experience



How the Business Supports the Experience





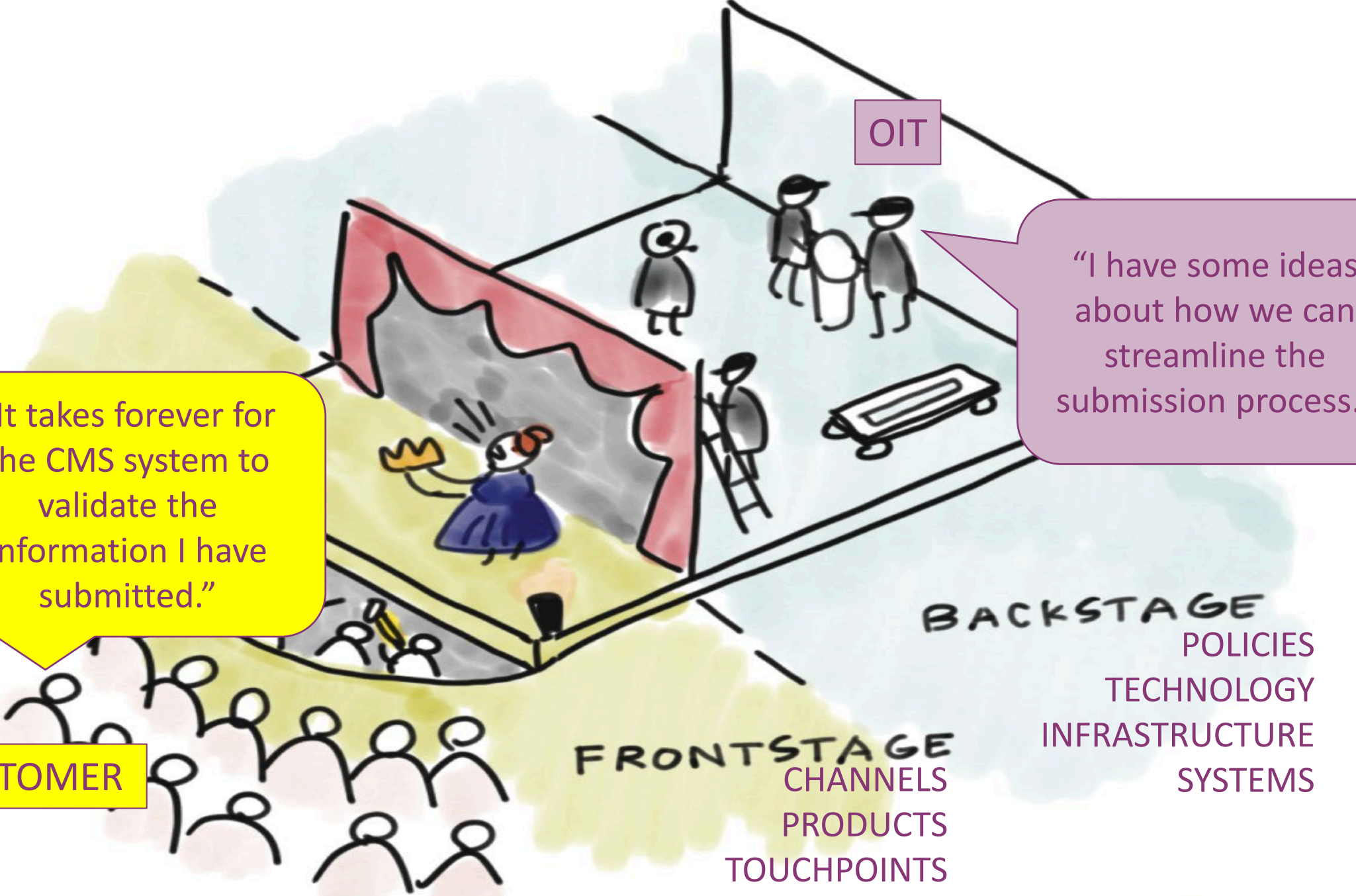
* Customer experience may be influenced by policies, services, products both across and outside of CCSQ. NNGROUP.COM **NN/g** (CoE)

“It takes forever for the CMS system to validate the information I have submitted.”

CUSTOMER

OIT

“I have some ideas about how we can streamline the submission process.”



FRONTSTAGE
CHANNELS
PRODUCTS
TOUCHPOINTS
INTERFACES

BACKSTAGE
POLICIES
TECHNOLOGY
INFRASTRUCTURE
SYSTEMS



Why is it important?

Why Journey Map?

Shift an organization's perspective from inside-out to outside-in.

Break down silos to create one shared, agency-wide vision.

To pinpoint specific customer journey touchpoints that cause pain or delight.

Assign ownership of key touchpoints to internal departments.

Fulfill USDS Digital Services Playbook

U.S. Digital Service Plays

<https://playbook.cio.gov/>

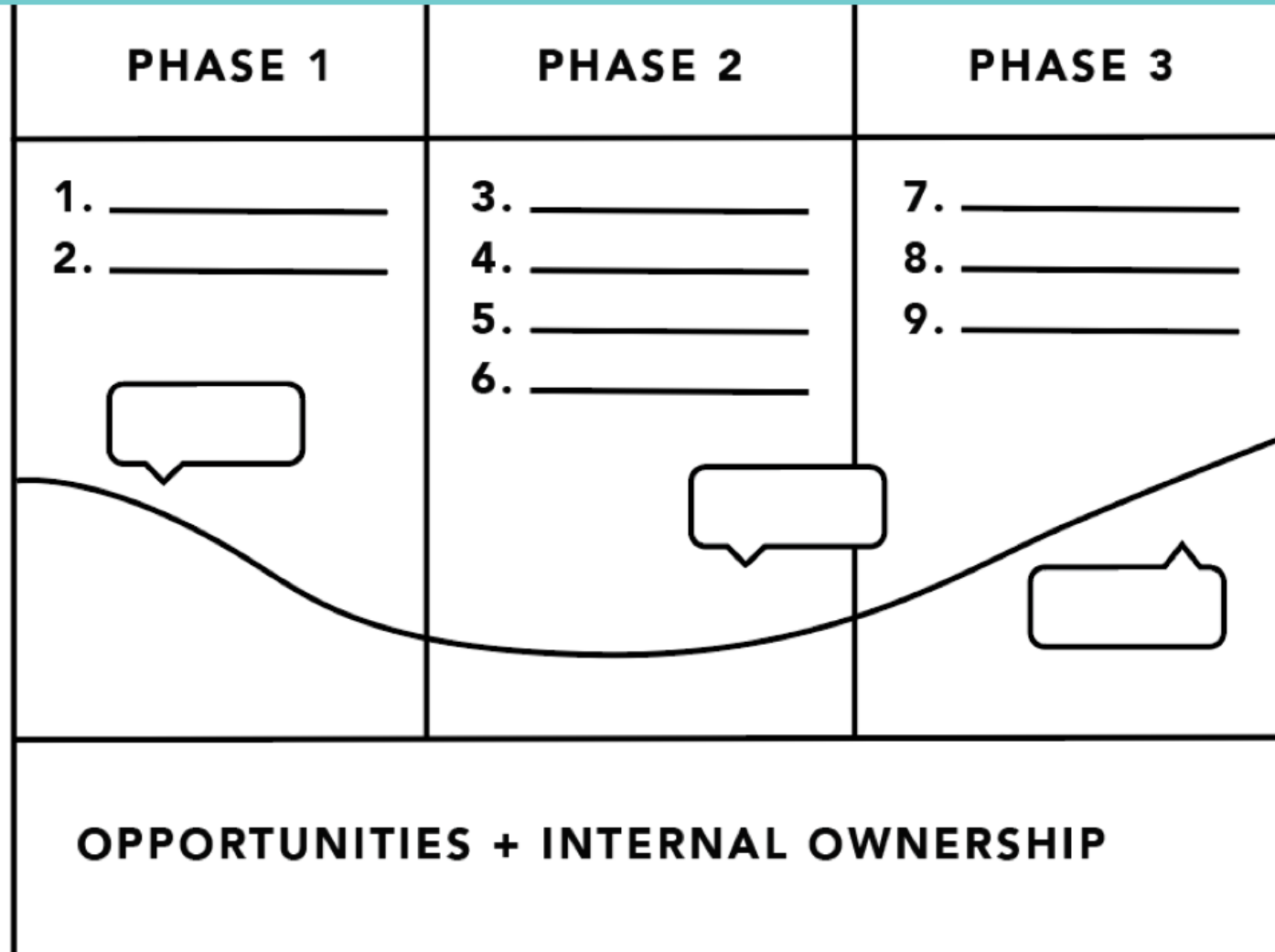
1. Understand what people need
2. Address the whole experience, from start to finish
3. Make it simple and intuitive
4. Build the service using agile and iterative practices
5. Structure budgets and contracts to support delivery
6. Assign one leader and hold that person accountable
7. Bring in experienced teams
8. Choose a modern technology stack
9. Deploy in a flexible hosting environment
10. Automate testing and deployments
11. Manage security and privacy through reusable processes
12. Use data to drive decisions
13. Default to open



Anatomy of a Journey Map



SPECIFIC USER + SCENARIO + GOALS



Context

- Persona
- Journey
- Goals






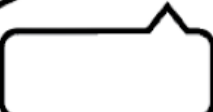
SPECIFIC USER + SCENARIO + GOALS

PHASE 1	PHASE 2	PHASE 3
1. _____ 2. _____	3. _____ 4. _____ 5. _____ 6. _____	7. _____ 8. _____ 9. _____

OPPORTUNITIES + INTERNAL OWNERSHIP

Journey

- Phases
- Doing
- Thinking
- Feeling
- Touchpoints

 SPECIFIC USER + SCENARIO + GOALS		
PHASE 1	PHASE 2	PHASE 3
1. _____ 2. _____ 	3. _____ 4. _____ 5. _____ 6. _____ 	7. _____ 8. _____ 9. _____ 
OPPORTUNITIES + INTERNAL OWNERSHIP		

Business

- Pain Points
- Opportunities
- Ownership

Steps

Step 1: Determine critical up-front constraints

Step 2: Gather research

Step 3: Synthesize your findings

Step 4: Evaluate the experience

Step 5: Craft the visual narrative

Step 6: Continually refine based on feedback

Step 1: Determine Critical Up- front Constraints

| Which persona should we focus on first?

| What is the breadth of the customer journey we must understand?

| Can we get the right business representation/buy-in from across the enterprise?

| Can we get access to customers to conduct research?

| Can we get access to data stored across the enterprise?

Step 2: Gather Research

| Interviews with customers

| Quantitative data - behaviors

| Qualitative data - attitudes

| Journey map activity with
customers

Step 3: Synthesize Findings

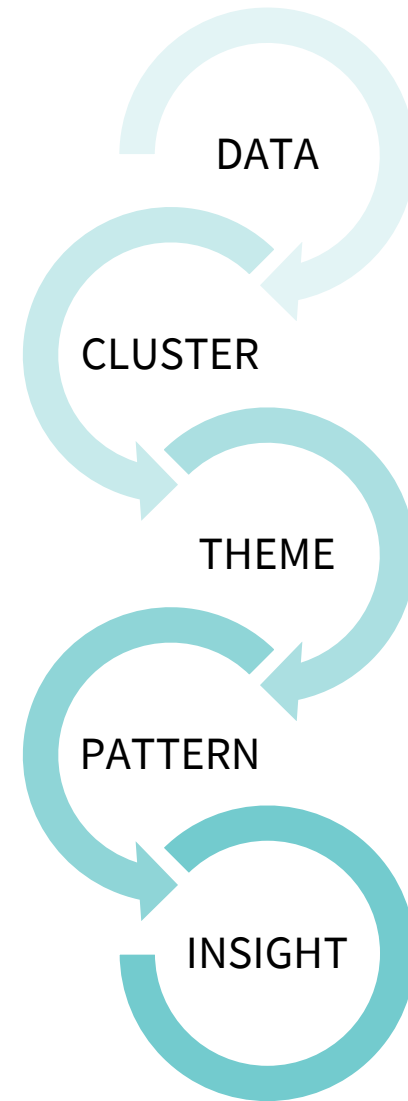
| Disseminate research

| Analyze and synthesize

| Gather business
stakeholders

| Reach group consensus
and priority

| Validate findings with customers



Step 4: Evaluate the Experience

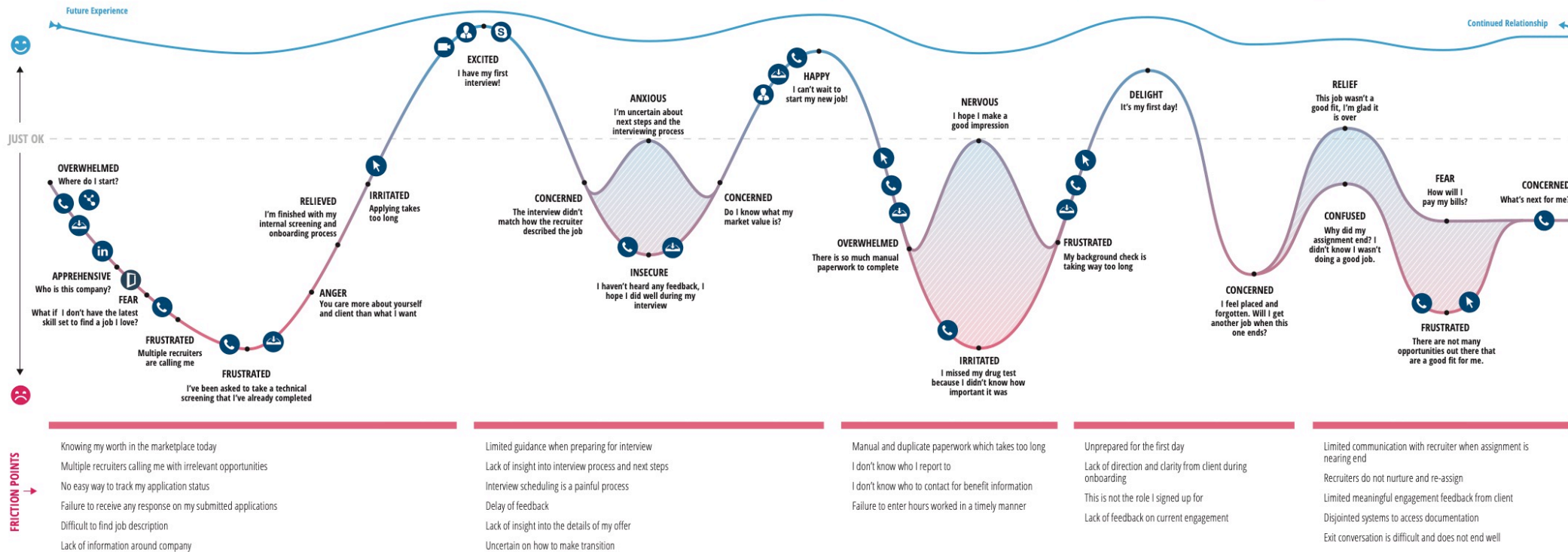


Step 5: Craft the Visual Narrative

Talent Journey Map

"I want a personalized experience that guides me through the job search process and a recruiter that cares about my career goals."

PHASE	EXPLORE & APPLY	INTERVIEW & NEGOTIATE	PLACEMENT	ENGAGEMENT	OFFBOARDING
USER OPPORTUNITIES	<p>I want...</p> <ul style="list-style-type: none"> Guidance on how to prepare for pre-client interview and the screening process Access to a recruiter who understands my skill set and presents relevant opportunities To have a clear understanding of my value in the marketplace and what the desired skills are for the roles I'm interested in A dashboard that displays all of my important information An easy way to update profile for successful job matching and job recommendations To know where I'm at in the process at all times Career coaching and guidance on working with an Allegis OpCo To know my choices of employers and internal vs. external positions 	<p>I want...</p> <ul style="list-style-type: none"> Guidance to prepare for job interviews An easy mechanism to schedule and perform interviews with recruiters and clients Complete insight and transparency into the interview process and my status To learn how to make the transition from my current job/situation and prepare for my new role Insight into this client and environment from for currently placed talent Insight into my new package including onboarding, PTO and benefits information 	<p>I want...</p> <ul style="list-style-type: none"> A tracker that can show me the important actions and tasks I have to complete to start my job such as drug test Improve orientation and provide guidance that will help me prepare for my first day, week and month at the new role Access to all my important tools and information in one location such as my PTO, benefits, time and expense management systems Collaborative social groups with other consultants to ask questions and get help 	<p>I want...</p> <ul style="list-style-type: none"> To maintain my relationship with my recruiter Timely feedback and insight into my current engagement Long-term career guidance and training To be prepared for my next assignment A place to access case management and support Clear understanding of reporting structure A place to access field support for questions on payroll, benefits, etc. 	<p>I want...</p> <ul style="list-style-type: none"> Transparency and advance notice regarding end-date of current assignment Reviews with my employer Recruiters actively engaged to find next role Guidance into how to transition and exit appropriately Access to a system to track exit documentation An easy transition between one recruiter to the next
Connected Alignment	<p>I want a clear understanding of OpCo's brand/messaging. An easy to access, personalized dashboard to guide me through the process of exploring and applying for jobs. I want easy access to multiple opportunities and realistic job descriptions. I want to have insight into key next steps along with guidance and coaching for my career.</p>	<p>Use knowledge base to prepare for interviews and an integrated interview management tool to provide insight into the process and remove friction from coordination. Easy access to documents in my offer package.</p>	<p>Guidance to prepare for my new role and easy access to documents pertaining to my job (manage time, expenses, PTO and benefits). Earn points as my performance enhances.</p>	<p>Collaborate on my onboarding process and current engagement. Use knowledge base and my peer network for long term career development and guidance. Measure availability and utilization.</p>	<p>Insight from my recruiter on when my job will end and tools to collaborate with my network to help find my next opportunity or make the transition easier.</p>



Step 6:
Continually
Refine Based
on Feedback



Understanding the Details of the Journey



Thinking / Feeling

What do shoppers think and feel? What are the highs and lows at each stage of the journey?

Doing

What are shoppers doing at this stage?

Touchpoint/ Channel

Which channels are shoppers engaged in at each stage? What are the touchpoints with Company and the ecosystem?

Pain Points

What are the pain points shoppers are experiencing during each phase of the journey?

Success Measures

As an organization, how do we measure success?

Opportunities/ Validation

Thinking forward: what are the opportunities that exist at each stage of the journey? Where do we want to dig deeper to research and get direct input from new shoppers and shoppers currently/previously engaged with this grocery store chain?

Mapping the Initial Phase: Planning

Thinking / Feeling

What do shoppers think and feel? What are the highs and lows at each stage of the journey?

Doing

What are shoppers doing at this stage?

Touchpoint/ Channel

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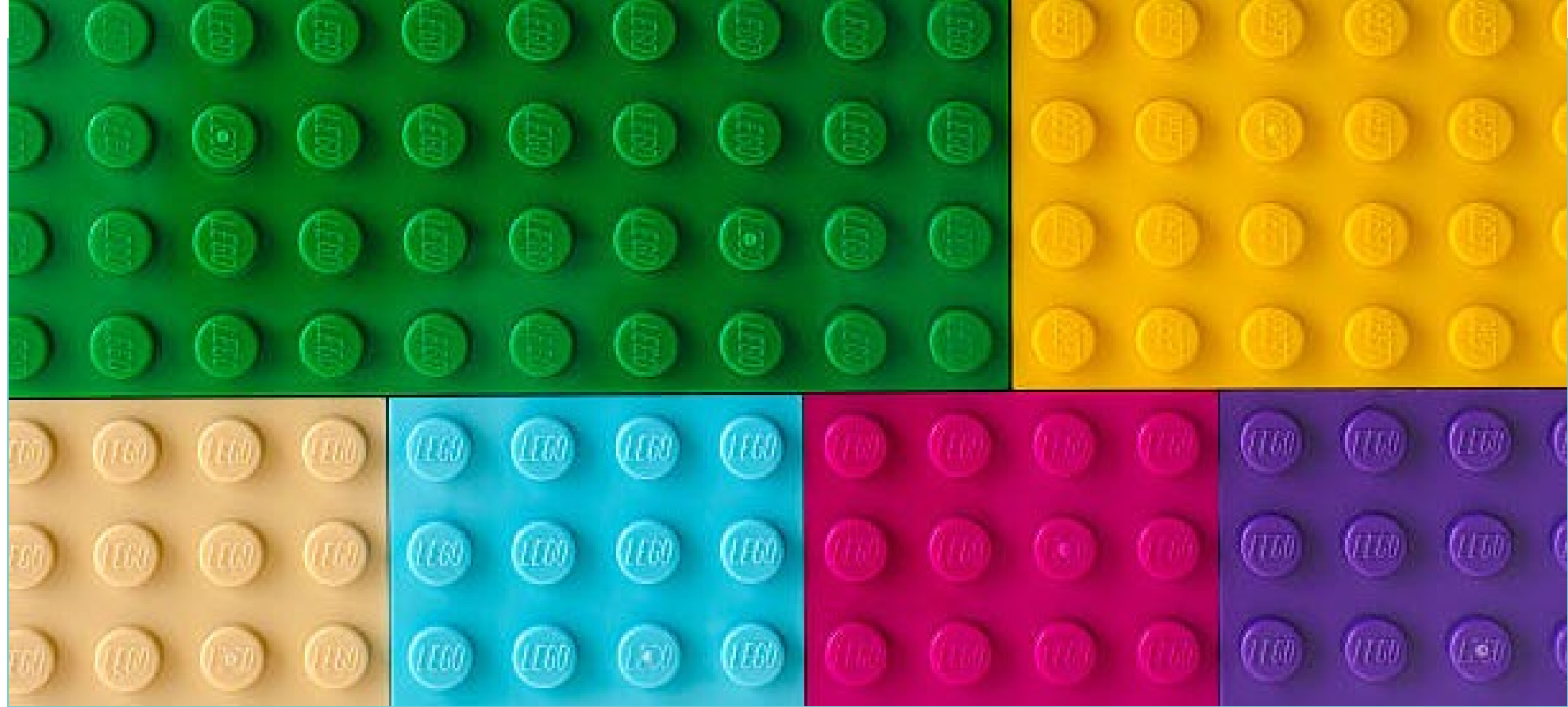
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LUNCH

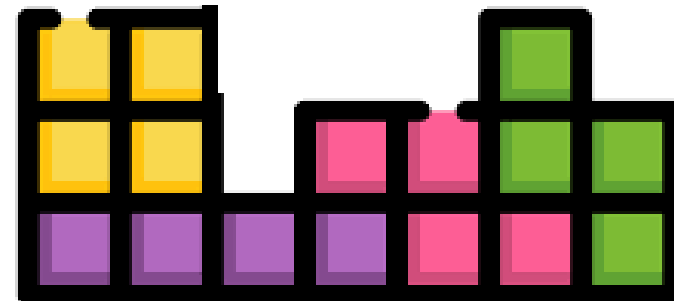


Construction

CONSTRUCT:

Phase 2

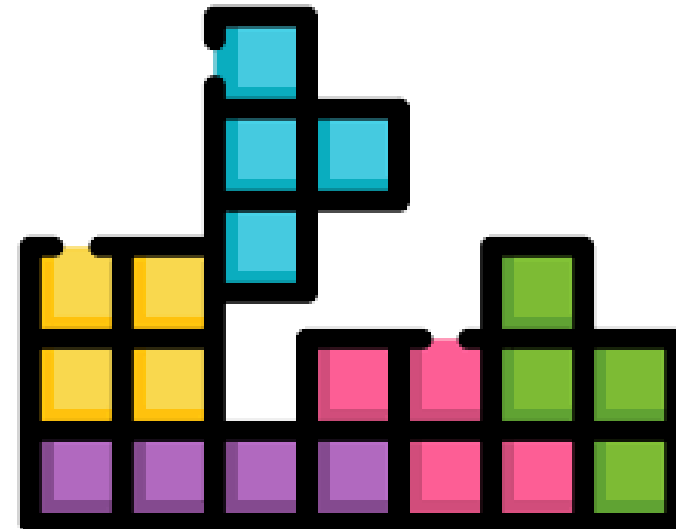
Arrival



CONSTRUCT:

Phase 3

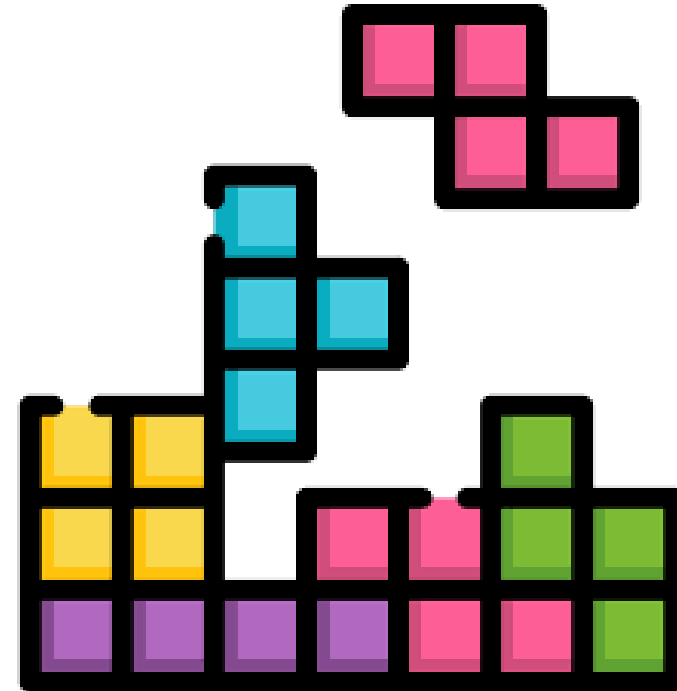
Item Selection



CONSTRUCT:

Phase 4

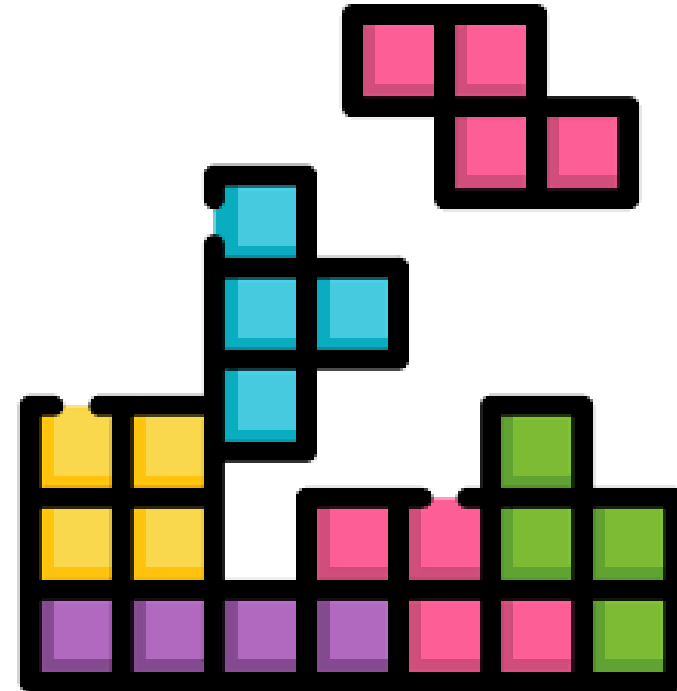
Checkout



CONSTRUCT:

Phase 5

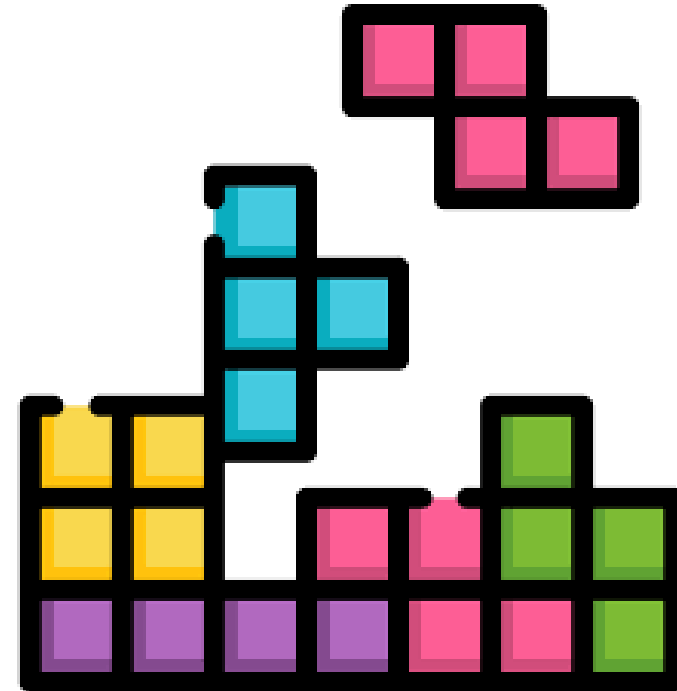
Departure



CONSTRUCT:

Phase 6

Food Storage



CONSTRUCT:

Phase 4

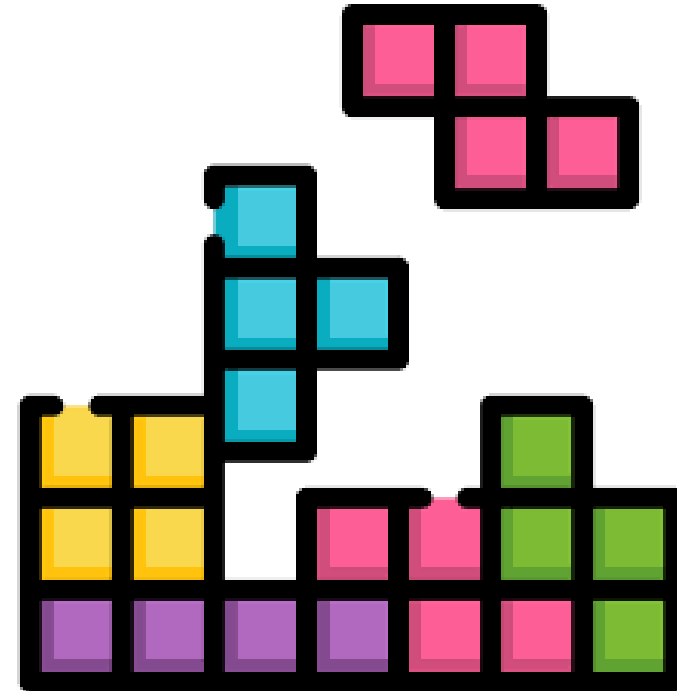
Checkout

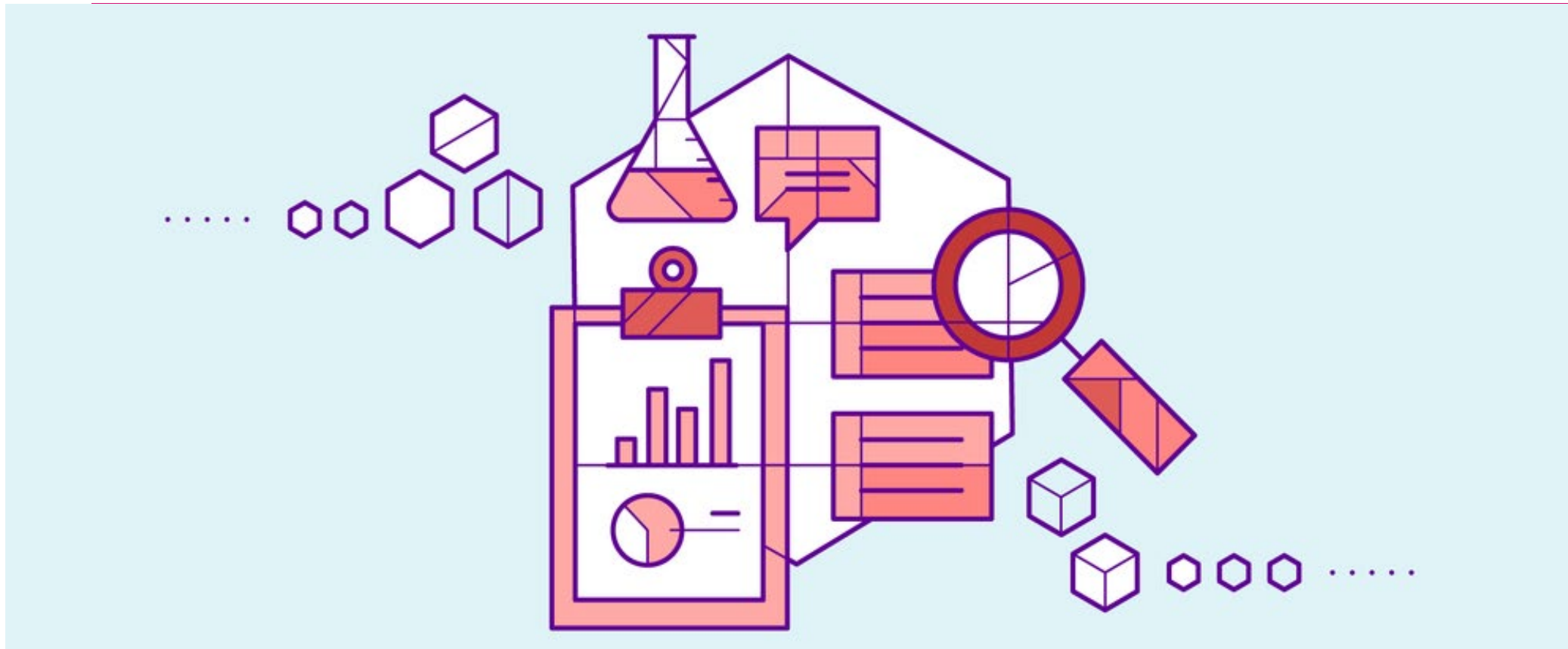
Phase 5

Departure

Phase 6

Food Storage





Validating Research Methods

Dimensions of Research Methods

1. Qualitative vs. Quantitative Research
2. Attitudinal vs. Behavior Research

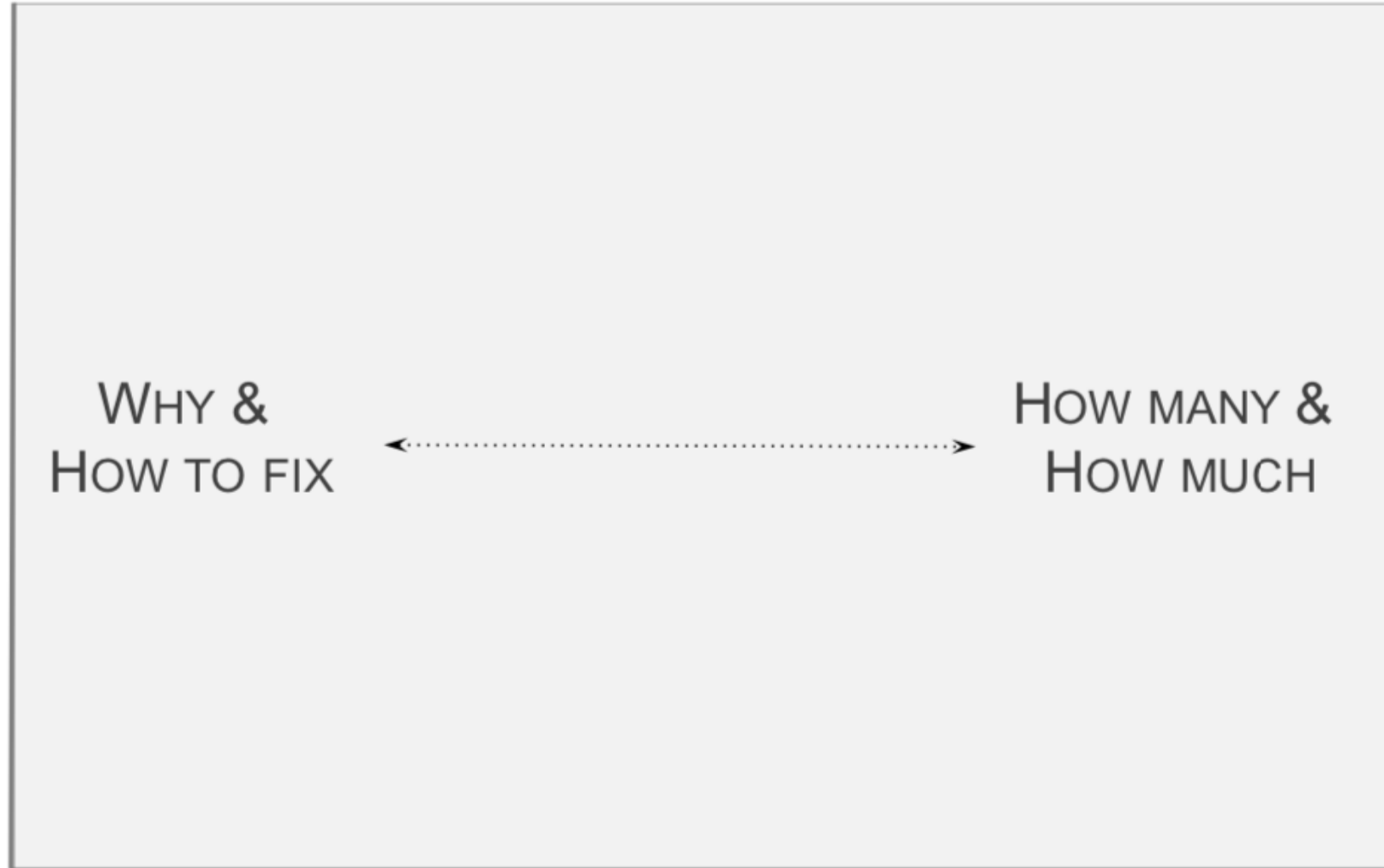
Qualitative Research

Why and how to fix. Non-numerical data. This type of **research** "refers to the meanings, concepts, definitions, characteristics, metaphors, symbols, and description of things" and not to their "counts or measures."

Quantitative Research

How many or how much. Numerical. Data typically gathered **indirectly** through a research instrument such as a survey or web server logs. Large amounts of data that can be coded and analyzes mathematically.

BEHAVIORAL



ATTITUDINAL

QUALITATIVE (DIRECT)

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QUANTITATIVE (INDIRECT)

Attitudinal Research

What people say. Aims to understand, measure, or inform a change in people's stated beliefs or attitudes. Often relied on heavily in marketing departments.

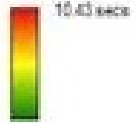
E.g. Surveys, Focus Groups

Behavioral Research

What people do. Aims to understand what people do with minimal interference from the method itself.

E.g. Web Analytics, eyetracking

Participant filter: All



Engineered for the most sensitive skin.

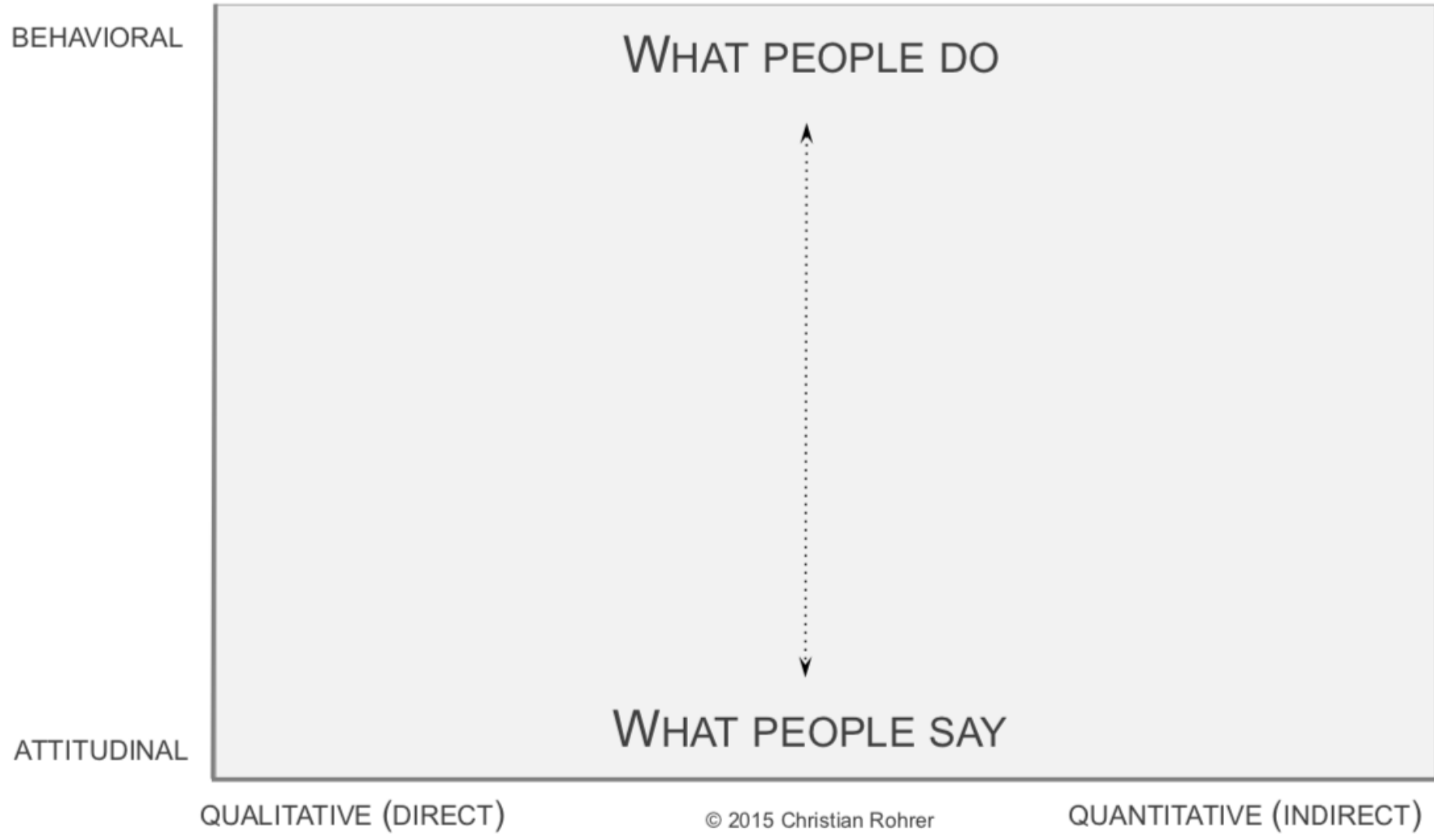
Our unique high-absorbency natural-blend cotton provides cotton-soft, extra-thick, gel-free protection for your baby's sensitive skin. The chlorine-free materials and non-toxic polymers is non-toxic and non-irritating. Clinically proven to be a pediatrician recommended for babies with allergies and sensitive skin.

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TM

If you are not satisfied with the baby leakage protection, you will get your money back. Read more about our leakfree guarantee at www.baby.com



BEHAVIORAL

WHAT PEOPLE DO

WHY &
HOW TO FIX

HOW MANY &
HOW MUCH

ATTITUDINAL

WHAT PEOPLE SAY

QUALITATIVE (DIRECT)

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BEHAVIORAL

WHAT PEOPLE DO

WHY &
HOW TO FIX

HOW MANY &
HOW MUCH

*Interviews

ATTITUDINAL

WHAT PEOPLE SAY

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Interview Activity

Interview Activity

Introduce yourself to your neighbor; group in pairs .
Interview each other on your grocery store
experience:

- Ask about typical routine
- Try to learn what services they use most and why
- Find out what they love and what could be better

Spend 10 minutes on one person, then switch

Interview Pros + Cons

Pros

- Great way to start collecting data, prioritize
- Explains "why?"
- Yields a lot of data about the interviewees
- Face to face or over the phone
- Easily combined with other techniques
- Usually inexpensive

Cons

- Data harder to quantify
- Results might not generalize (because of small samples or recruitment biases)
- Hard to draw conclusions about populations

The Interview

Participant:

Sampling

- Recruit a representative sample of participants based on characteristics that best represent your target audience
- May use a stratified sample, such as 60% Female, 40% Male, if you feel this better represents what matters to your findings

The Interview

Participant:

Recruiting

- Best ways to recruit:
 - Contact existing customers (email, phone, support)
 - Use a market research firms to recruit
 - Post and ads on social media
- Convenience sample
 - people you know (friends & family), trade shows, shopping malls

The Interview

Participant:

Screeners

Use a screening questionnaire with a large pool to choose from

- Select participants based on relevant attributes
- Or exclude from the study, based on attributes that might affect the study

How to do the interview: Preparation

- Do research on the domain ahead of time
- Develop an “interview script” to guide you through the interview, but be ready to improvise and change gears
- Structure the script: General > Specific
- Make questions clear and relevant
- Aim for short sessions, questions, and words
- Try to create a set of questions that, when answered, provides a more complete view

How to do the interview: Preparation

- Don't lead or bias
 - “Should the website include a search function and a sitemap?”
- Avoid showing personal involvement in the topic (to avoid the politeness response):
 - "Do you like the way we designed this page?"
 - Better: what do you think of the design of this page?"
- Don't write double-barreled questions:
 - "Should the website include a search function and sitemap?"
 - better: “How useful would a search function be?” and “How useful would a sitemap be?”
- Dry run your questions with friends or colleagues

How to do the interview

- Dress the part (match the audience)
- Minimize distractions
 - No meals
 - Close the door
 - Crowd control: find a good place to do the interview
- Take careful notes
 - Don't let notes distract (laptop typing is fast, but can be distracting)
 - Record if necessary

BEHAVIORAL

WHAT PEOPLE DO

WHY &
HOW TO FIX

HOW MANY &
HOW MUCH

*Surveys

ATTITUDINAL

WHAT PEOPLE SAY

QUALITATIVE (DIRECT)

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QUANTITATIVE (INDIRECT)

When to do a survey

- If:
 - You want quantitative and/or qualitative data on attitudes, beliefs, opinions, preferences, motivations, self-reported behavior
 - You care less about observing actual behavior (though you could combine with a usability study or field study)
 - You want to reach many people to understand entire populations
 - There's enough time

Survey Pros + Cons

Pros

- Great way to collect quantitative data
- Great way to collect open-ended (sometimes called "qualitative") data from respondents
- Flexibility (phone, web, email, paper)
- Easily combined with other techniques (observation, focus groups, usability testing)

Cons

- Requires special skills like careful sampling, data analysis for generalizable data
- Can take time (more than you think!)
- Not the best for data on usability (e.g. what people say vs. Do)
- Hard to show cause-effect

Survey Content

DOs

- Use the Funnel approach (general to specific)
- Allow for a wide range of selections in answers
- Show only **mutually exclusive** and **exhaustive** answers
- Avoid ranges (e.g., birth year) when possible

DON'Ts

- Loaded questions
- Vague meaning words
- Biases (especially sample bias or politeness bias response)

Survey

Questions:

Closed-Ended

Questions

1. Closed Ended: respondent must choose from a set list

YES-NO Response to questions where people either endorse or don't endorse a statement. Gives clear indication of what applies and does not.

SINGLE RESPONSE Gives respondent the opportunity to choose one selection from a list of things

MULTIPLE RESPONSE Gives respondent the opportunity to choose multiple choices from a list of things – helps to determine touch points a person has come into contact with

NUMERIC SCALED QUESTIONS Quick to read, easy to answer, more room to understand “shades of gray”

VERBAL SCALED QUESTIONS Can provide a predetermined frame of reference and help discriminate people's response. However, if not worded properly, they may not accurately reflect respondents' true opinions

Survey

Questions:

Closed-

Ended Question

S

Single selection

My favorite sport is

- Baseball
- Basketball
- Football
- Hockey
- Other

Multiple selection

Which topics are you interested in learning more about?

- Research
- Design
- Management

Numeric Scale

Evaluate the following statements.

	Strongly Disagree				Strongly Agree
I tend to live beyond my means	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Survey

Questions:

Open-Ended

Questions

2. Open Ended: respondent not offered a list of answers, rather answers in his/her own words (verbatim)

Examples:

UNAIDED BRAND AWARENESS Looking to see what brands are top of mind among consumers

IMPRESSIONS OF BRAND / ADVERTISING Provides context for closed-end questions – can point to the “why?”

Best used when:

- Possible responses are too numerous to list
- The responses are unknown
- Looking to obtain people’s unprompted info in their own words
- Soliciting ideas or suggestions

Note: Provide some guidance on the format of the open-ended input, if appropriate.

Survey

Questions:

Open-Ended

Questions

What is your first name?

In your opinion, what is the primary reason for the economic decline over the past 5 years?

Open-ended questions can be still be constrained to prevent errors:

Phone Number

<input type="text"/>	-	<input type="text"/>	-	<input type="text"/>
###		###		####

Price

\$	<input type="text"/>	.	<input type="text"/>
	Dollars		Cents

Email



Survey Activity

THANK
YOU

THANK
YOU !

THANK
YOU !

THANK
YOU !

THANK
YOU

THANKS



Welcome... let's prepare for our interviews!

Agenda

Day 2

Research Prep

Interviews with Customers

morning break

Finalize our Journey Maps

lunch

Ideation

Prototyping - Storyboarding

afternoon break

Validation of New Ideas

Future State Journey Map

Service Blueprint Preview

Summary + Questions

Interview Set Up

Keep in Mind...

- Introduce yourself and give context for the interview
- Overview goals for the session
- Remind them that there's no "right" answer. Whatever is true for the customer is what we want to know!
- Mention that you're taking notes as a way of capturing ideas
- See if they have questions before getting started

Interview Goals for “Scott Shopper”

Goals:

- Validate customer needs and goals
- Validate the journey
- Allow customer to feel heard
- Validate “Scott Shopper” pain points
- Opportunities to improve the customer experience



COFFEE BREAK

Pick a Tool

GOAL: DONE BY 12:00!



Your Job is To:

1. Put your interview notes on whiteboard
2. Complete a journey map of the ENTIRE 6-phase journey
3. Use a digital tool (Excel, PowerPoint, etc.) to create and PDF the entire journey (not just your phase)
4. Send final PDF to hcd@hcqis.org

LUNCH



Journey Maps and Ideation

Photo by [Rod Long](#) on [Unsplash](#)

COMING UP:

How might we improve the customer experience now that we understand the *customer journey*.

Frameworks for Innovation

- "Yes, and..." brainstorming
- Storyboarding

Yes, and...

"Yes, and..." is a method used in improvisational comedy when a participant accepts what another participant has stated ("yes") and then expands or builds on that line of thinking ("and").

It is also used as a brainstorming principle that improves the effectiveness of exploring new ideas, fosters effective communication, and encourages the free sharing of ideas.





Photo by [TJ Arnold](#) on [Unsplash](#)

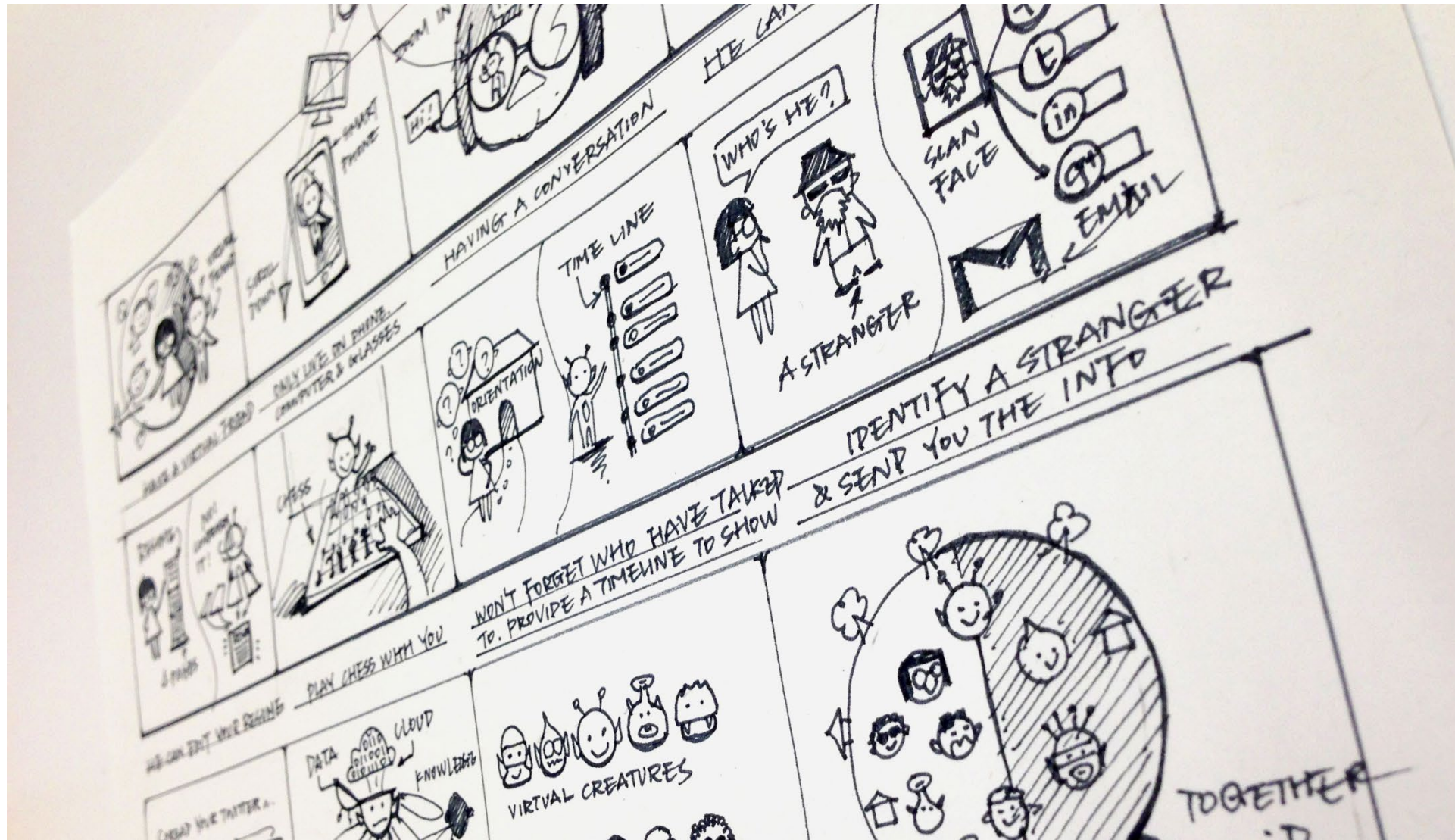


Photo from Pinterest by Chris Huang

Storyboards Help Visualize Ideas

A **storyboard** communicates a story through images displayed in a sequence of panels that chronologically maps the story's main events.



STORYBOARD



- MAKES NOTE OF SUPPLIES NEEDED ON CLIPBOARD
- PHYSICAL INVENTORY

PERSONA:

CORPORATE BUYER,
JAMES



- SELECTS ITEMS FROM FAVORITES LIST
- USES DESKTOP + SUPPLY LIST AS TOOL

SCENARIO:

REPLENISH OFFICE SUPPLIES



- RECEIVES SHIPMENT WINDOW W/ORDER SUBMISSION
- SETS PLAN FOR RESTOCK



Components of a Storyboard

Scenario

- Persona or role that corresponds to that scenario is written at the top of the storyboard.
- The description of the scenario or story is clear enough that a team member or stakeholder can understand what is depicted before looking at the visuals.
- For example: *Corporate buyer, James, needs to replenish office supplies.*

Visuals

- Each step in the scenario is represented visually in a sequence.
- The steps can be sketches, illustrations, or photos.
- Depending on the purpose of the storyboard and on its audience, these images can be quick, low-fidelity drawings or elaborate, high-fidelity artifacts.
- Images include details relevant to the story, such as what the user's environment looks like, speech bubbles with quotes from the user, or a sketch of the screen that the user is interacting with.

Captions

- Each visual has a corresponding caption.
- The caption describes the user's actions, environment, emotional state, device, and so on.
- Captions are concise and to the point.

Ready, Set, Draw!

Tips to get started:

1. Identify the feature or idea that you want to explore
2. Decide on your level of fidelity; for today's activity, we're looking for low-fidelity which is perfect for this stage of an idea
3. Identify the basis: who is the persona or user you're focusing on?
4. Write out the steps that you want to illustrate
5. Create visuals and write captions

PERSONA:

USER STORY/SCENARIO:

PAGE #

PROJECT/TEAM:

DATE:

STORYBOARD NNGROUP.COM

Let's Begin to
Wrap-up

10 minutes before we
vote for our
favorite storyboards to
use for customer
validation

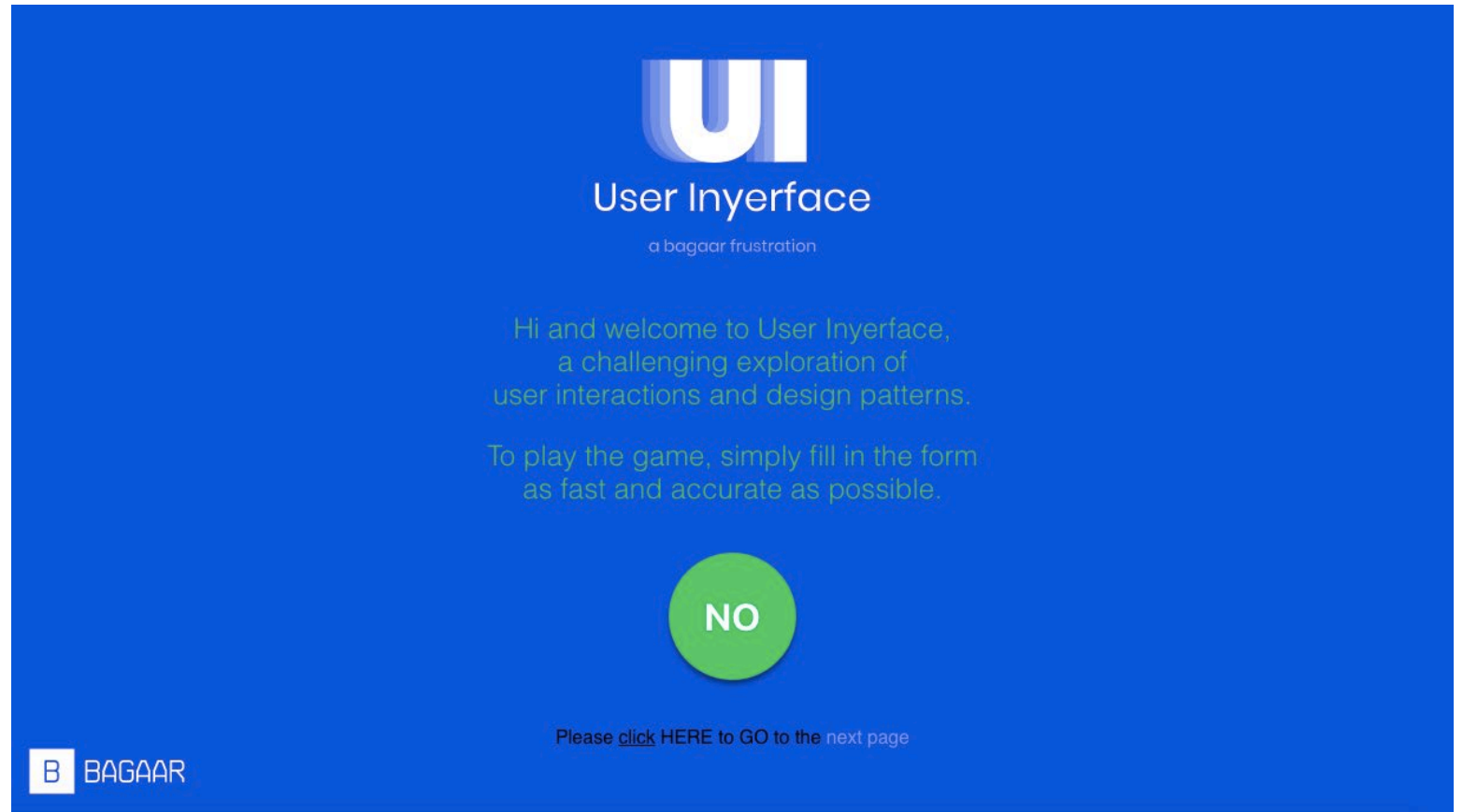


COFFEE BREAK

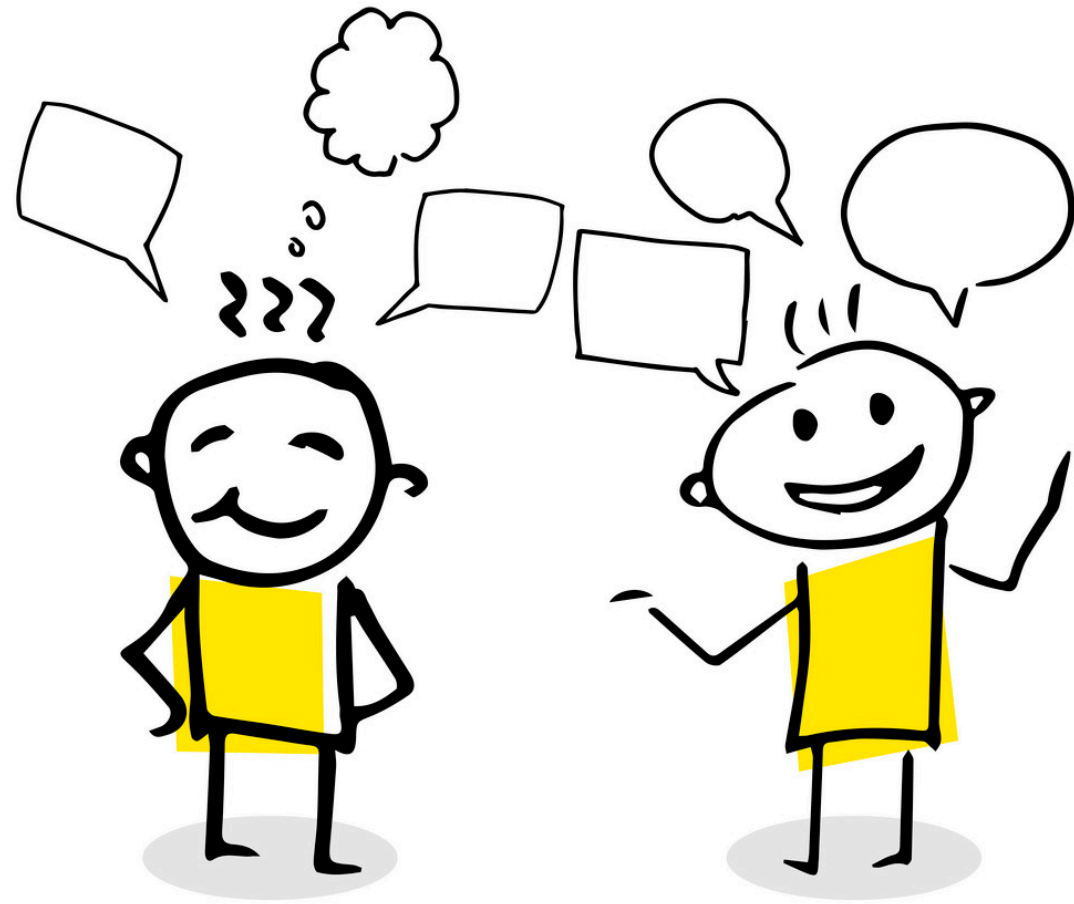
Coffee Break

Activity

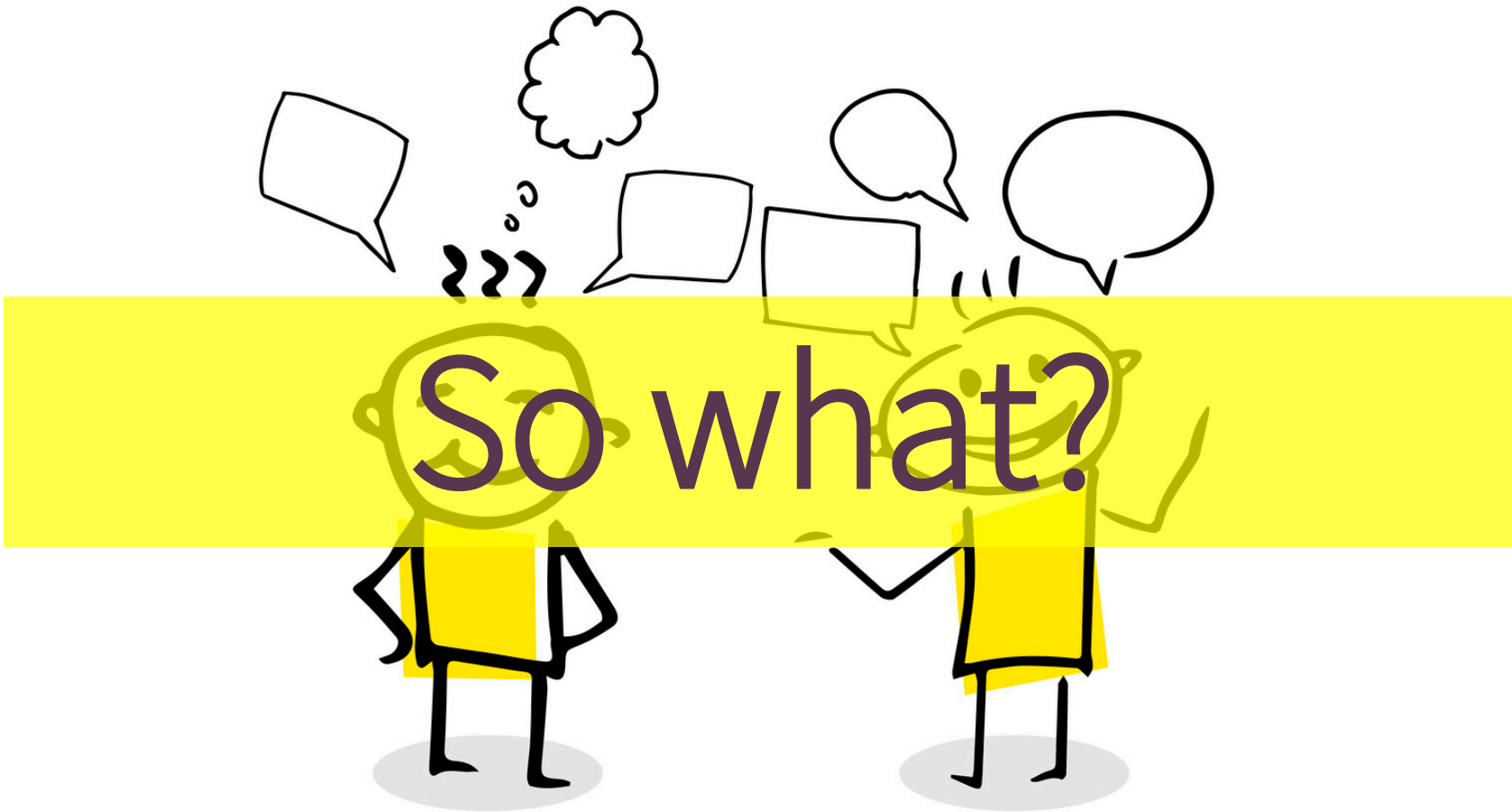
Visit + critique: <https://userinyerface.com/>



The screenshot shows the homepage of 'User Inyerface', a website by BAGAAR. The page has a solid blue background. At the top center is a logo consisting of a white 'U' with a blue shadow effect. Below the logo, the text 'User Inyerface' is written in white, with 'a bagaar frustration' in a smaller font underneath. The main content area contains two paragraphs of white text: 'Hi and welcome to User Inyerface, a challenging exploration of user interactions and design patterns.' and 'To play the game, simply fill in the form as fast and accurate as possible.' Below this text is a large green circle with the word 'NO' in white. At the bottom center, there is a small white text prompt: 'Please [click HERE](#) to GO to the next page'. In the bottom left corner, there is a white square logo with a black 'B' and the word 'BAGAAR' next to it.



Vector Stock-Free



Why Storyboarding?







- Empathy
- Explore specific features or services
- Understand user behavior



Future State Journey Map

Photo by [Randy Fath](#) on [Unsplash](#)

Scott Shopper's ACME Grocery Store Experience

Stages	Planning	Arrival	Item Selection	Checkout	Departure	Food Storage
Steps			Selecting food based on needs & cost	Completion of food selection / purchasing	load groceries, go home	arrive home, secure groceries
Thinking	<ul style="list-style-type: none"> • Create grocery list • Collect coupons (paper or online) • Prepare kids • Ideal time when kids will behave 	<ul style="list-style-type: none"> • Can I find a parking spot near store? • Will the kids be safe walking through parking lot to store? • How to keep kids occupied? 	<ul style="list-style-type: none"> • Will the store have my items? • Will I be able to locate my items? • Will I be able to use my coupons? • Will I be able to afford everything? 	<ul style="list-style-type: none"> • Am I within my budget? • Hope cashier is friendly? • Hope cashier is experienced? Loads my bags accordingly? • Hope coupons work? • Pray kids don't meltdown 	<ul style="list-style-type: none"> • Tired / exhausted • How to get kids and items into car safely • where did I park my car? 	<ul style="list-style-type: none"> • Tired / exhausted • How to get kids and items into house safely • Hope all items fit in pantry / refrigerator
Doing	<ul style="list-style-type: none"> • Choose day and time • Choose route • Prepare kids for trip • Load kids & bags in car 	<ul style="list-style-type: none"> • Park the vehicle • Load kids into cart or hold their hand walking into store • Locking car, collecting items needed for shopping (coupons, credit card, \$, bags) 	<ul style="list-style-type: none"> • Find my items • Seek assistance • Tend to kids • Check items off of my list 	<ul style="list-style-type: none"> • Waiting in line • Self-checkout • Paying & using coupons • Bagging food 	<ul style="list-style-type: none"> • Walk to car • Load groceries • Secure kids safely • return cart • Secure food from shifting during trip • Have a drink of wine! 	<ul style="list-style-type: none"> • Take kids in house • Take groceries in house • Secure kids safely • Navigate steps safely • Store food • Have a drink of wine!
Feeling						
Touch Points	<ul style="list-style-type: none"> • Weekly Ads • Online coupons • Email coupons (Personal Device) 		<ul style="list-style-type: none"> • Deli – ask for help • Florist manager – ask for help • Cart Attendant • Store Flyers / Coupons • Customer service 	<ul style="list-style-type: none"> • Cashier • Cart Attendant • Bag Assistance • Customer service 	<ul style="list-style-type: none"> • Cart attendant 	<ul style="list-style-type: none"> • Neighbor
Challenges	<ul style="list-style-type: none"> • Cranky kids • Store congestion • Traffic • Wasting time at store 	<ul style="list-style-type: none"> • Unavailable cart / malfunctioning cart • Forgetting kid's comfort toy • Forgetting items needed for shopping 	<ul style="list-style-type: none"> • Store congestion • Carts too small or unavailable • Store layout confusing • Lack of activities for kids 	<ul style="list-style-type: none"> • Long lines / fewer open lanes at checkout • Marathon shoppers • Cashier inexperienced with checkout / bagging • Candy in checkout aisles • Getting stiffed on coupons or sale prices 	<ul style="list-style-type: none"> • tired kids • loading heavy bags • returning carts • Putting food in wrong cabinets • Wasted day 	<ul style="list-style-type: none"> • Bags are not sturdy • Too many bags to carry • Foods packed with no order • Putting food in wrong cabinets • Wasted day

Scott's Grocery Store Experience						
	Planning	Arrival	Item Selection	Checkout	Departure	Food Storage
Thinking	<ul style="list-style-type: none"> Set up a time for shopping Budget Consideration Is online purchase available? Meal Planning Which store to go to? 	<ul style="list-style-type: none"> Where should I park? Remember to bring shopping list Where is the cart to accommodate my kids? Do I have enough time? 	<ul style="list-style-type: none"> Which type of product should I buy(name brand or other)? Where are the things I need? Confused/lost/upset Anxious to finish quickly 	<ul style="list-style-type: none"> Am I on budget? Which line is the fastest? Is the belt dirty? Cash or credit? 	<ul style="list-style-type: none"> Where did I park? Glad this is over I hope I have everything Where are my keys? 	<ul style="list-style-type: none"> Overwhelmed with amount of food Do I have enough space
Doing	<ul style="list-style-type: none"> Writing a shopping list Gather Coupons 	<ul style="list-style-type: none"> Finding a good Parking spot Get a cart Reading shopping list 	<ul style="list-style-type: none"> Selecting items and putting in cart maneuvering throughout the store-avoiding crowds Keep kids occupied 	<ul style="list-style-type: none"> Putting items on the belt Paying Find fastest lane Get coupons ready keep kids away from candy 	<ul style="list-style-type: none"> Diaper check Walk out safely Load kids and Groceries Return Shopping cart 	<ul style="list-style-type: none"> Store in fridge, freezer, cupboard and organization
Feeling	5 out of 10	5 out of 10	4 out of 10	5 out of 10	8 out of 10	7 out of 10
Pain Points	<ul style="list-style-type: none"> Budget Constraint Getting kids ready 	<ul style="list-style-type: none"> Screaming kids Crowds Need more money 	<ul style="list-style-type: none"> sale item out of stock can't find my item not enough time kids misbehaving 	<ul style="list-style-type: none"> Long wait time Dirty belt Unfriendly clerk Incorrect price 	<ul style="list-style-type: none"> Nowhere close to return the cart Grumpy kids bad weather 	<ul style="list-style-type: none"> Not enough space Dealing with organizing food into storage
Opportunities	<ul style="list-style-type: none"> Shopping Assistant Curbside Pickup Auto populate shopping list Price Match Reserved Parking 	<ul style="list-style-type: none"> store provided child care more child carts Free valet parking 	<ul style="list-style-type: none"> Stock inventory GPS plus push for cell phone Museum style earphone 	<ul style="list-style-type: none"> Employee training on how to appear friendly Belt cleaning when slow easy override enough cashiers open family lane better baggers 	<ul style="list-style-type: none"> Helper/Attendant Curbside load Specific kid cart return 	<ul style="list-style-type: none"> Use storage system (can be brought to grocery store) Organizing food in to categories while at the store.


	Planning	Arrival	Item Select	Checkout	Departure	Food Storage
Thinking / Feeling	😞 Parking access, cost, timing	😄 Availability of appropriate carts for children, planning for best parking spots	😞 Distracted, confused, familiarity	😄 Am I on budget, length of the line, cashier efficiency	😄 Where is my car, Do I have everything, Glad its over	😞 Tired, throwing out old food
Doing	Create shopping lists, inventory household, check family schedule, packing snacks, diaper bags, toys for the kids, clean out refrigerator and pantry.	Parking, safely unloading children, getting children into cart, gathering list, coupons and wallet.	Matching coupons to product, locating items on aisle, checking produce quality, checking expiration date, family restrooms	Pulling the cart and coupons, keeping the kids calm, putting the items on the belt, bagging supervised or on your own.	Getting to the car, loading kids and groceries	Sorting items to put away, carrying things up the steps
Touch Points	Store app, print and online coupons, store magazine	Greeter, cart	Bakery clerk, deli clerk, produce manager, meat manager, stockers, scanner guns, signage	Cashier, kiosk, bag boy/girl	Parking lot signage, cart returns, parking lot attendant	
Pain Points	Preparing the kids, grocery items, coupons and budget	Lack of availability of carts, crowds, child control, no good parking	Item sold out, staff availability, lines at deli counter, can't reach the product	Not enough checkout lines, inefficient cashier, wrong price, bad cashier	Inconvenient parking and cart returns, difficulty managing kids	Expired food, products not easy to divide for food storage, damaged products
Opportunities	App to populate	Greeter, valet	Staffing	More express	Parking lot	Perishable food

Scott Grocery Shopping Journey Map

STEPS	Planning >	Arrival >	Item Selection >	Checkout >	Departure>	Food Storage
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Thinking	Overwhelmed; Inconvenienced; Thinking of items; Do I have enough Money?	Will there be good parking?; Is it convenient with kids?	Hope all items available; Hope my kids don't act out while I shop	Getting in a fast lane; Did I get everything? Am I in budget?	Feeling Anxious	Tired already; How do I get kids & groceries in the house?
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Doing	Make a list; Get coupons	Getting kids from the car to the cart safely	Selecting items; Checking Nutritional Content; Keeping Kids Occupied	Scan the checkout lines; Waiting; Paying	Maeuvering between cars w/cart; Returning the cart and getting kids situated;	Getting kids out of the car; Sorting groceries
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Feeling						
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Pain Points	Managing groceries and kids; not enough money for all items	Screaming kids; No carts; Desired Kid Carts not available	Items sold out; Walking circles searching for items	Kids want stuff; Incorrect pricing; Out of stock; Crabby People	Bags not packed properly; No assistance getting bags from store to car	Not having enough room for food storage
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Scott Shopper's Grocery Store Journey

Stages	Planning	Arrival	Item Selection	Checkout	Departure	Food Storage
Thinking/Doing	<ol style="list-style-type: none"> 1. Creating Grocery List 2. Deciding best time to shop 	<ol style="list-style-type: none"> 1. Parking 2. Finding a cart 3. Putting kids in cart 	<ol style="list-style-type: none"> 1. Finding groceries 2. Occupying kids 3. Checking off list 4. Inspecting Food 	<ol style="list-style-type: none"> 1. Money 2. Long lines 3. Loading belt 4. Keeping kids occupied 	<ol style="list-style-type: none"> 1. Where did I park? 2. Loading kids, then groceries in the car 3. Returning grocery cart 4. Did I get everything? 	<ol style="list-style-type: none"> 1. How am I going to keep kids occupied? 2. Getting groceries and kids safely in the house
Feeling	<ol style="list-style-type: none"> 1. Overwhelmed 2. Anxious 	<ol style="list-style-type: none"> 1. Stressed 2. Anxious 3. Annoyed 	<ol style="list-style-type: none"> 1. Rushed 2. Social/Anti Social 	<ol style="list-style-type: none"> 1. Rushed 2. Stressed 3. Happy to be almost done 	<ol style="list-style-type: none"> 1. Relief 2. Stress of getting kids in apartment 	<ol style="list-style-type: none"> 1. Rushed 2. Tired
Pain Points	<ol style="list-style-type: none"> 1. Budgeting 2. Paper Coupons 	<ol style="list-style-type: none"> 1. Crowds 2. Carrying Kids 3. Finding a parking spot 	<ol style="list-style-type: none"> 1. Occupying Kids 2. Keeping to the list 	<ol style="list-style-type: none"> 1. Candy in the aisle 2. Kids are DONE 	<ol style="list-style-type: none"> 1. Cart return 2. Navigating parking lot 	<ol style="list-style-type: none"> 1. Many trips up the steps. 2. Keeping kids safe while bringing in groceries.
Opportunities	<ol style="list-style-type: none"> 1. An app showing low or high crowd times. 2. Reminders of Sales 	<ol style="list-style-type: none"> 1. Keeping kids occupied while shopping (device in cart) 2. Cart for older children 3. Parking lot assistance (reserved spots near cart storage/or bring carts) 	<ol style="list-style-type: none"> 1. Having items for older child to "shop" for 	<ol style="list-style-type: none"> 1. Having kid-friendly check out lanes 	<ol style="list-style-type: none"> 1. Attendants to help load groceries or take cart 	<ol style="list-style-type: none"> 1. Large reusable bags to reduce trips up the steps. 2. Coloring/Activity page to take home to occupy kids

Stages	Planning	Arrival	Item Selection	Checkout	Departure	Food Storage
Steps	Prepare for Shopping	Parking and getting into the store	Moving through the store	Complete in store activities	Getting stuff into the car and leaving lot	Get food in house and put away
Thinking	What store do I go to? How will I handle the kids?	Will I be able to find decent parking? Will there be kid friendly carts? How busy is the store?	Will the kids behave Will they have what I need Will it fit my budget Will I have nutritious options Can I locate everything	Did I get everything How quickly can I get out of here Did I blow my budget Which cashier looks pleasant	Where did I park Kid logistics Cart logistics	How difficult will it to get kids/groceries in the apartment Will have enough storage for food
Doing	Do an inventory Clip coupons/identify sale items	Find a parking spot Organize the kids Get a cart	Search for the item Find help Occupying kids Price checking Waiting at the deli	Choosing a checkout option:self or cashier Picking shortest line Bagging, Paying, leaving	Finding car Loading groceries Loading kids Return cart	Getting kids in the apt and settled Getting groceries in the apt. Putting groceries away Dividing family packs into smaller packages
Feeling	Stress, wishful thinking	Stress, uncertain	Stress, confusion, Frustration	Stress, irritation	Glad its over, Glad at car	Tired and frazzled
Pain Points	Budget, Time, Kid Logistics	Lack of parking, Lack of appropriate carts available Kid logistics	Can't find item (location or out of stock) Kids behavior Wait times (e.g., deli) Rest rooms	Long lines, enough open lines Incorrect pricing No family friendly lanes Bad bagging	Kid/cart logistics Location of cart returns	Kid/grocery logistics



Service Blueprint Preview

Photo by [Hans-Peter Gauster](#) on [Unsplash](#)

Service Design

Service design is the activity of planning and organizing a business's resources (people, props, and processes) in order to deliver a seamless customer experience.

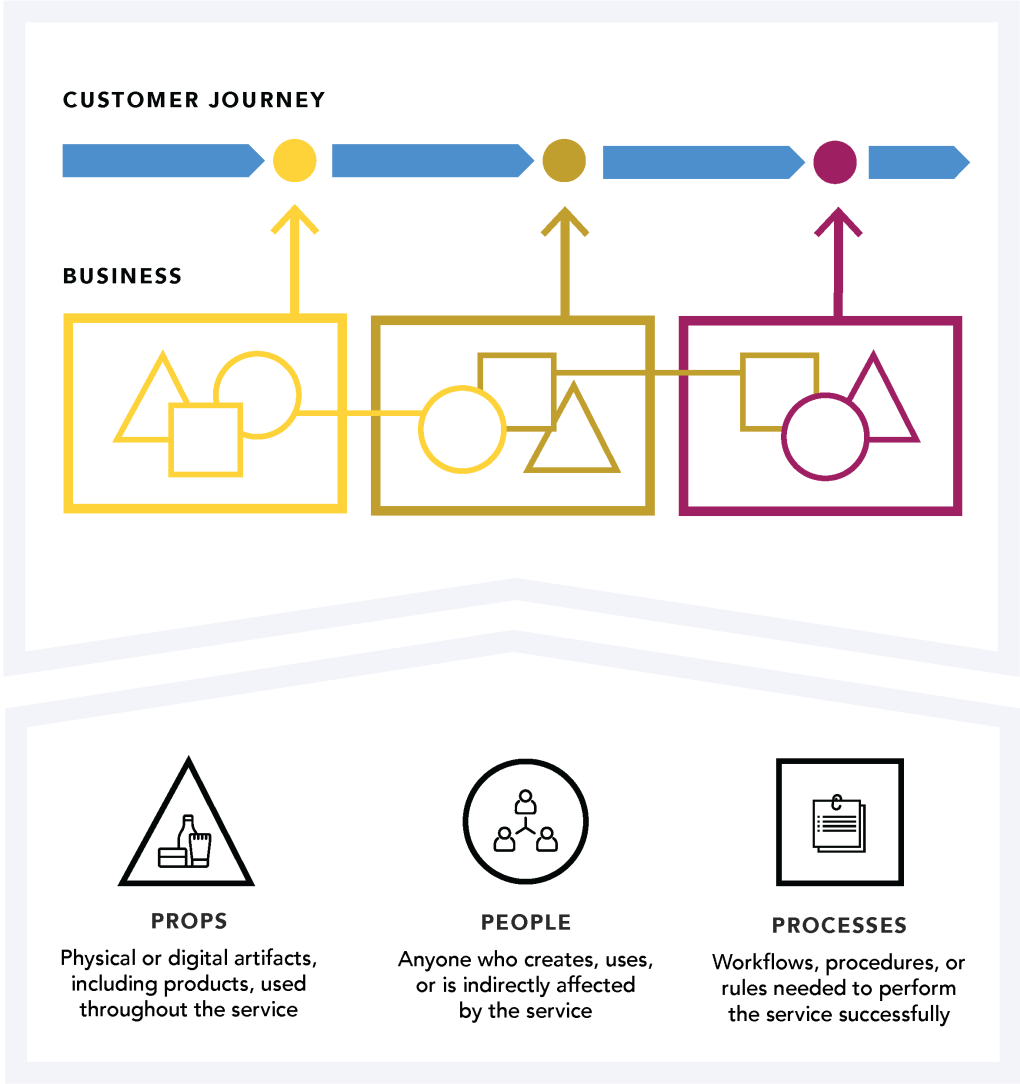
Service design blueprints are one tool used in service design.

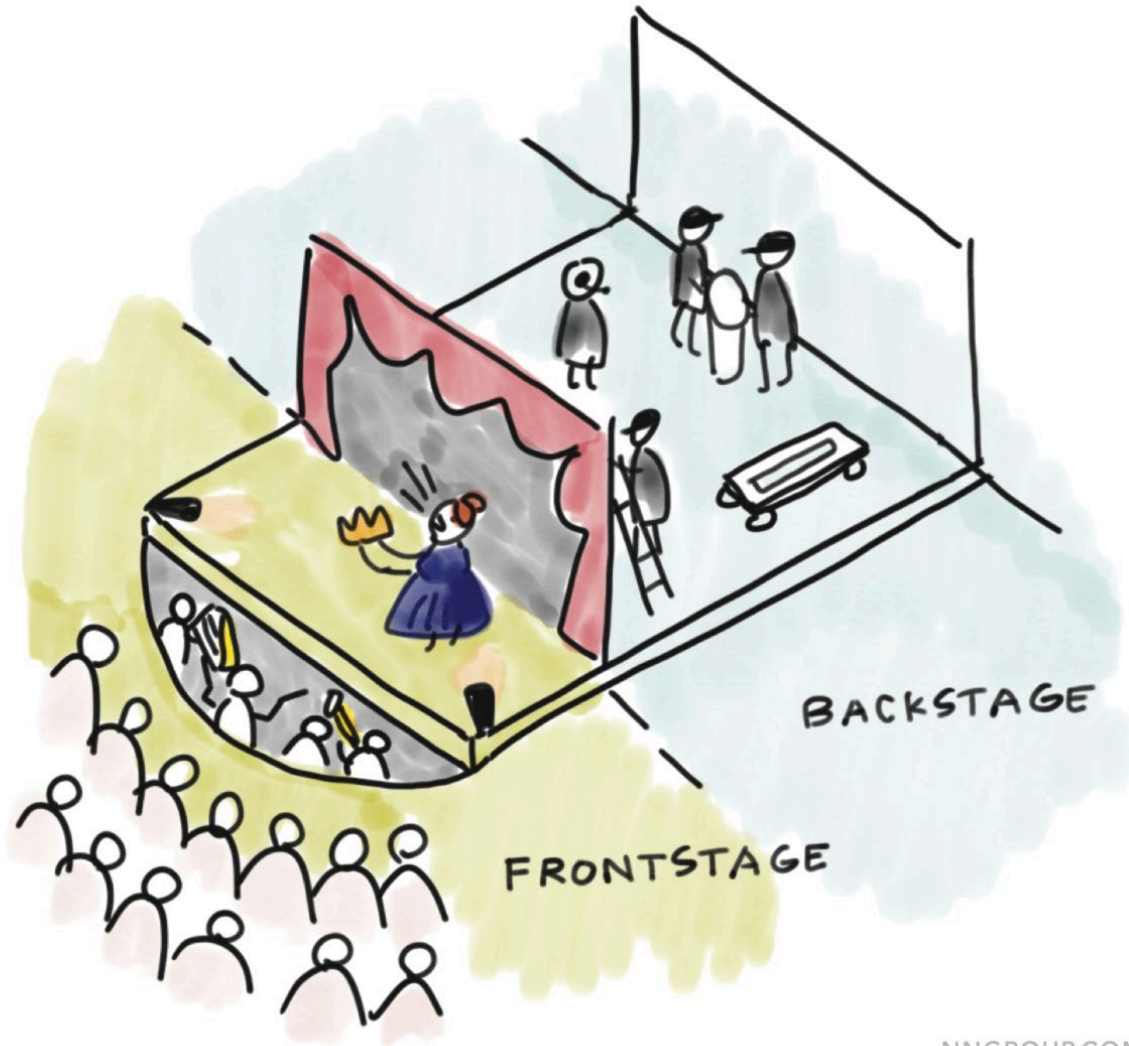
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**Service
Blueprinting**



SERVICE DESIGN 101





Props

- This component refers to the physical or digital artifacts (including products) that are needed to perform the service successfully.
- *Examples include:*
 - Physical space: storefront, teller window, conference room
 - Digital environment through which the service is delivered
 - Webpages
 - Blogs
 - Social media
 - Objects and collateral
 - Digital files
 - Physical products

People

- This component includes anyone who creates or uses the service, as well as individuals who may be indirectly affected by the service.
- *Examples include:*
 - Employees
 - Customers
 - Partners

Process

- These are any workflows, procedures, or rituals performed by either the employee or the user throughout a service.
- *Examples include:*
 - Withdrawing money from an ATM
 - Getting an issue resolved over support
 - Interviewing a new employee
 - Sharing a file
 - CMS process: Submitting quality data



Wrap-up and Questions

Photo by [Camylla Battani](#) on [Unsplash](#)

Key Learnings

- 3 key points from the workshop?
- Resources?
- Something witty and inspiring?

THANK
YOU

THANK
YOU !

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YOU !

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YOU !

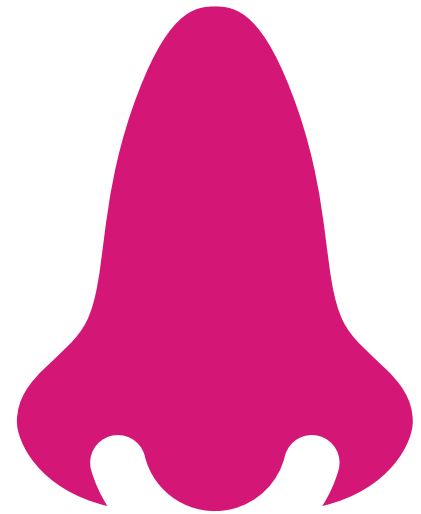
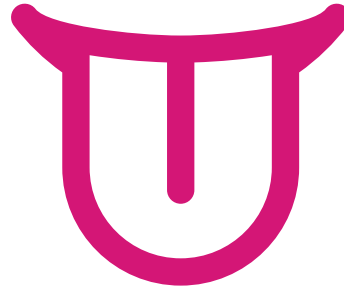
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THANKS



Observation Method

Observation: the action or process of observing something or someone to gain information.





(c) 2010 Daniel J. Simons

A

What **activities** are users, service providers and others engaged in prior to, during, and after the service experience?

Do patterns exist?

E

What **environments** set the stage for the service experience?

What does the site, architecture, and artifacts convey to visitors/users?

I

What **information** is exchanged between the user and the institution?

What **interactions** occur between users and staff?

O

What **objects** or tools do customers use?

Are they analog or digital?

U

Who are the **users**/customers of the institution? Are there variations in their behavior or goals?

What are their expectations, motivations, and needs?

How to Use AEIOU

- During field observation, use the AEIOU framework as a lens to observe the surrounding environment
- Record observations under the appropriate headings
- Supplement direct observations with photos or video tape when appropriate
- Review and cluster observations to uncover higher-level themes and patterns