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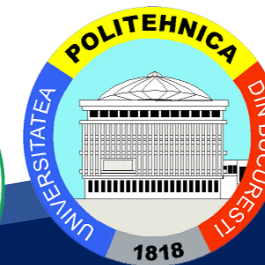
Course 15: Customer Experience-Driven Design

Module 1: Pain Point-Free Customer Experience Journey

Topic 2: Customer Journey

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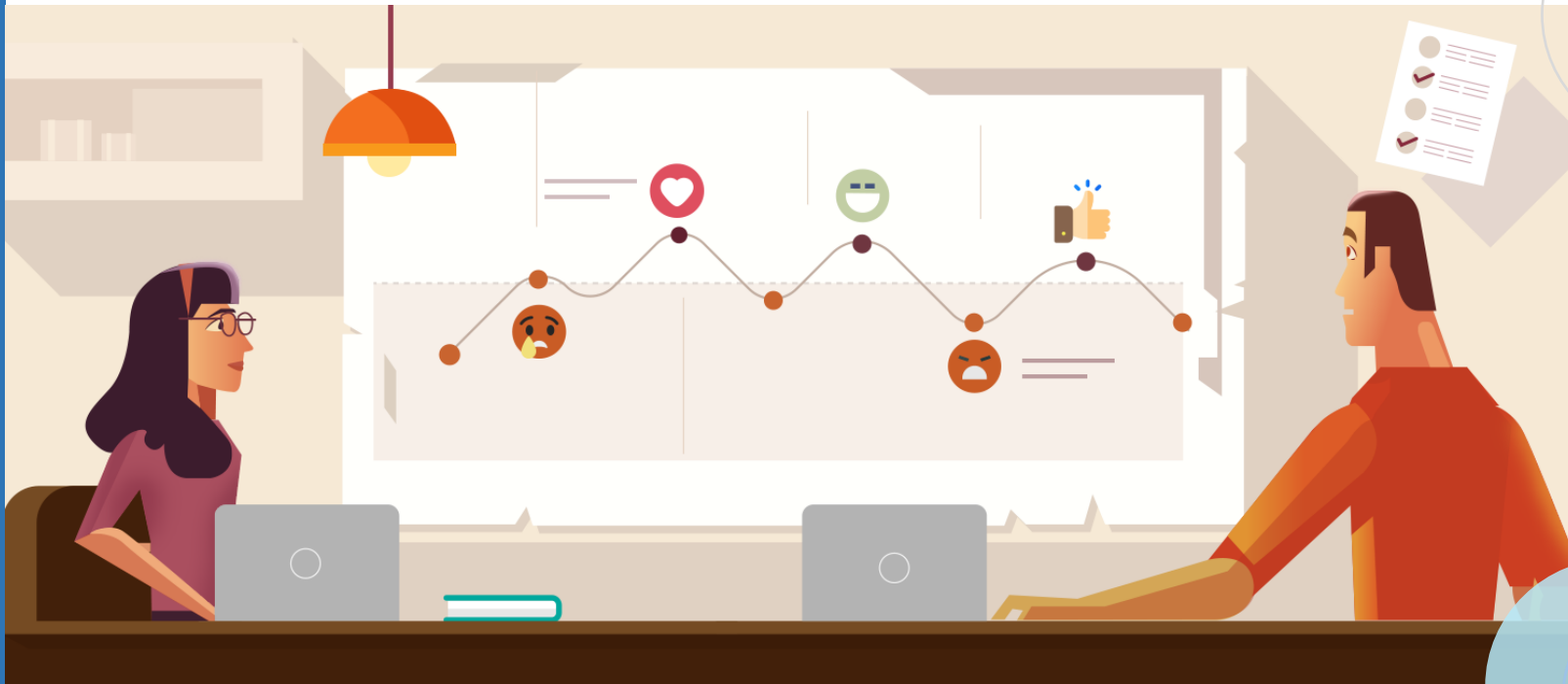
Tomasz Nitkiewicz (CUT), Agnieszka Ociepa-Kubicka (CUT)



Curriculum Development
of Master's Degree Program in
Industrial Engineering for Thailand Sustainable Smart Industry

Module I

Pain Point-Free Customer Experience Journey



- Introduction to Experience Economy
- **Customer Journey**
- Experience Clues
- Customer Oriented-Failure Prevention

Customer Journey – Experience based view on B2C relationship



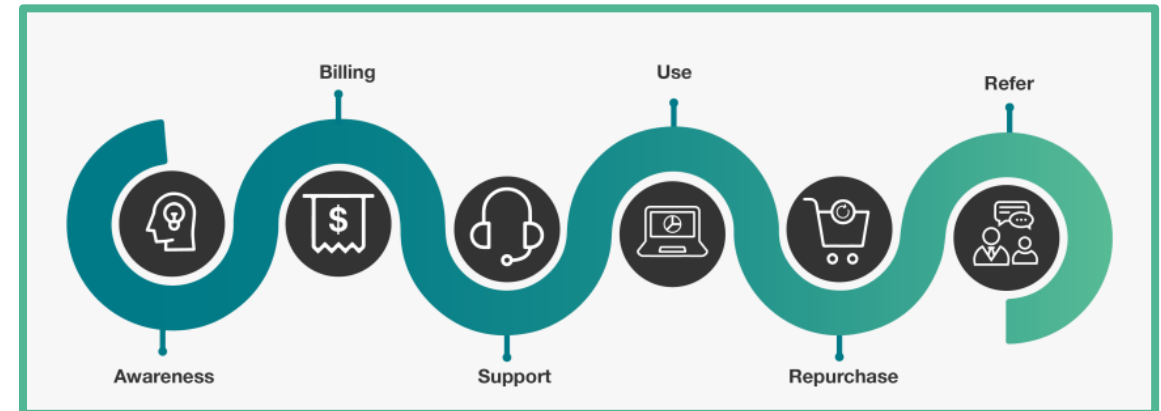
Treanor, T. (2019, August 24). How to Create a Customer Journey Map to Optimize Your Campaigns. Retrieved September 17, 2020, from <https://www.brandknewmag.com/how-to-create-a-customer-journey-map-to-optimize-your-campaigns/>



Customer Journey

The concept of Customer Journey

Customer journey approach uses experience-based view on customer perspective while interacting with business. The objective of using such an approach is to get customer perspective and shape own business in accordance with customers experiences. It should lead to increase satisfaction, identifying weak points and optimization of customer service.



A customer journey map is a data-driven visualization of how the majority of customers move through the buying process. The key feature of the approach is to identify all the interactions between business and customers.

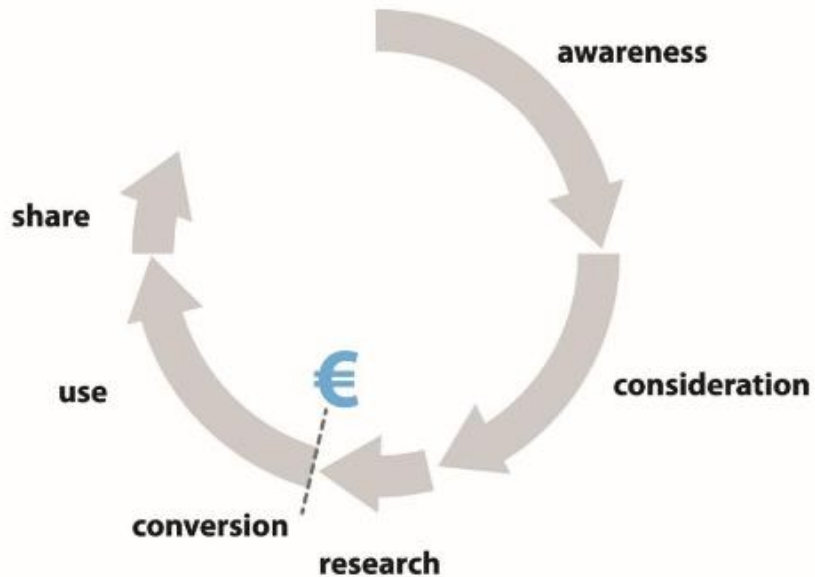




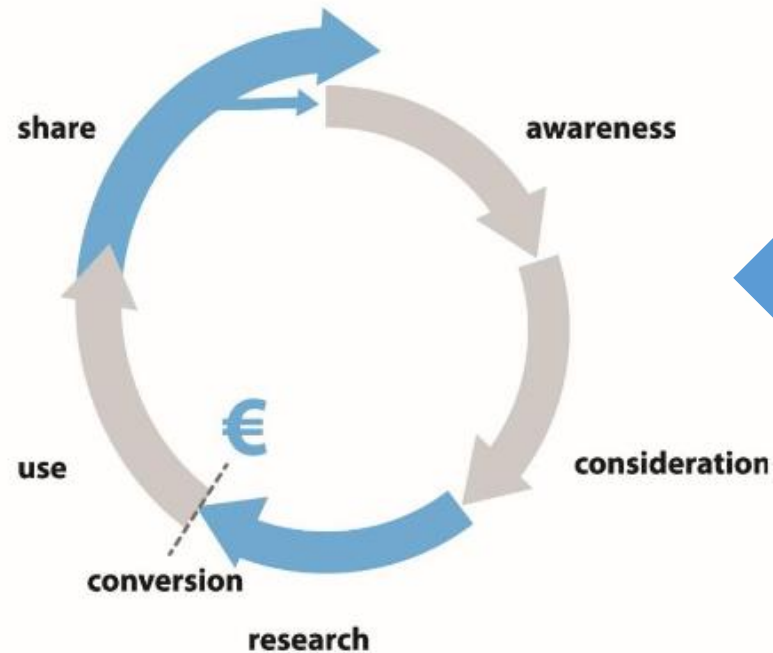
Customer Journey

Changes in consumer behavior

Pre-internet



Internet



The Increasing importance of research and info experience sharing





Possible variants of Customer Journey Mapping (CJM)

The sequence could include three types of experiences:

- A **spreadsheet or flowchart** is the most simple way to lay out the data. It's a good way to organize you get visual.
- A **chart** can include some design elements to keep it visually compelling while still getting across plenty of data.
- An **infographic** seeks to engage with the data in an rendering that's easily digestible, distilling the journey down to its most crucial touchpoints.

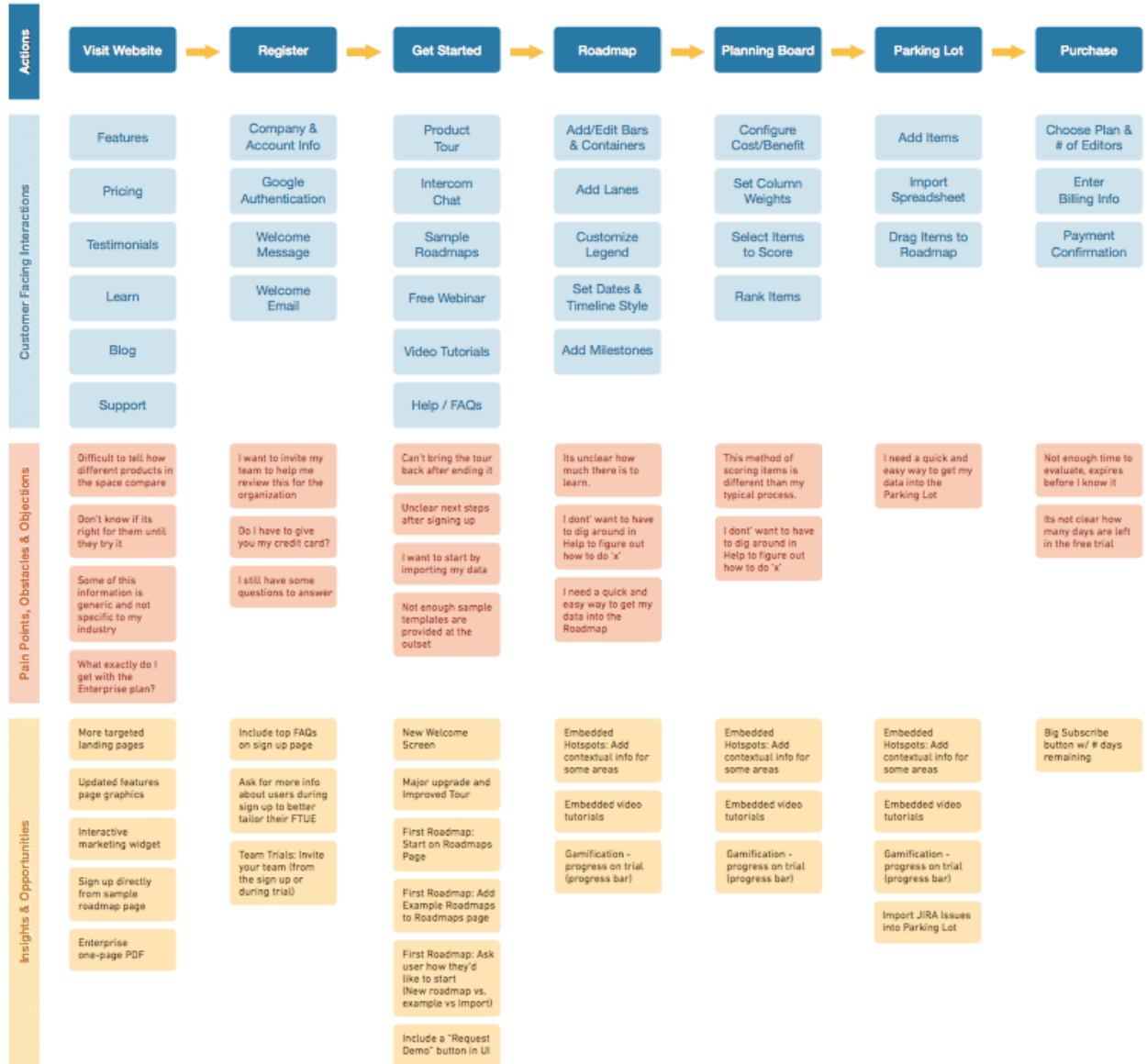




Flowchart CJM

Stages of Customer Journey

Content,
Perception,
Opportunities



Source of Image:
<https://cdn.productplan.com/wp-content/uploads/2017/02/productplan-journey-map.png>

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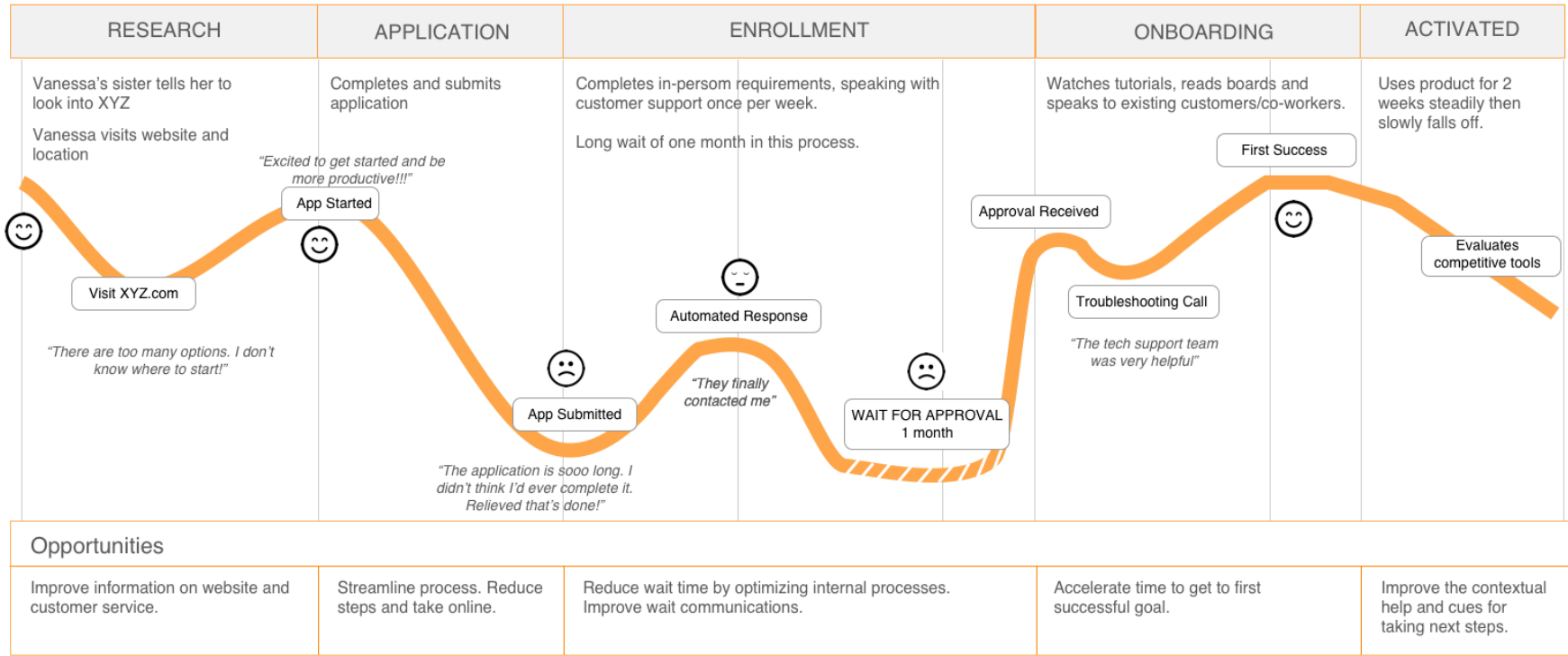


Customer Journey Map



Persona Details Bio of key attitudes and behaviors	Scope Summary Detail the scope of the journey being detailed below	Goals List the motivations driving this particular persona within the scope detailed
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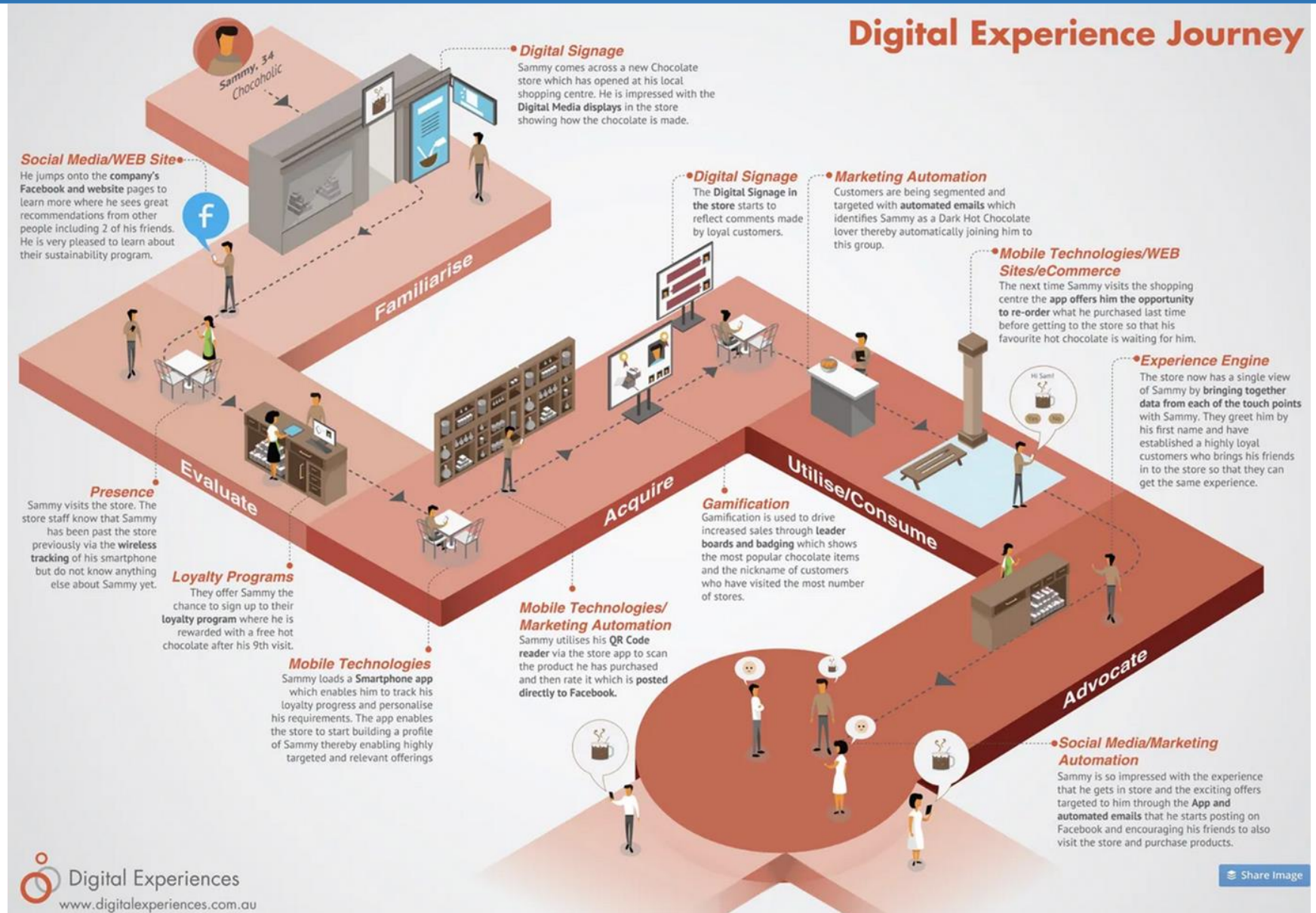
Chart CJM



Source of Image:
<https://cdn.productplan.com/wp-content/uploads/2017/02/productplan-journey-map.png>



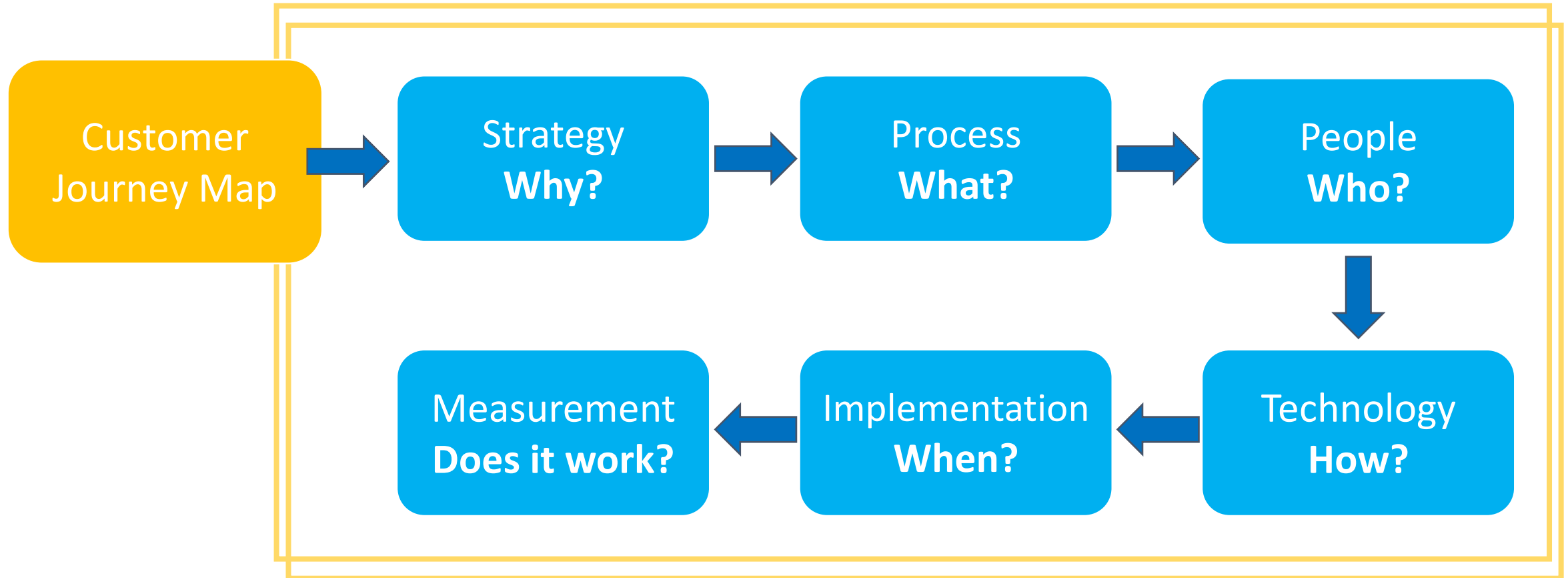
Infographic CJM





Customer Journey

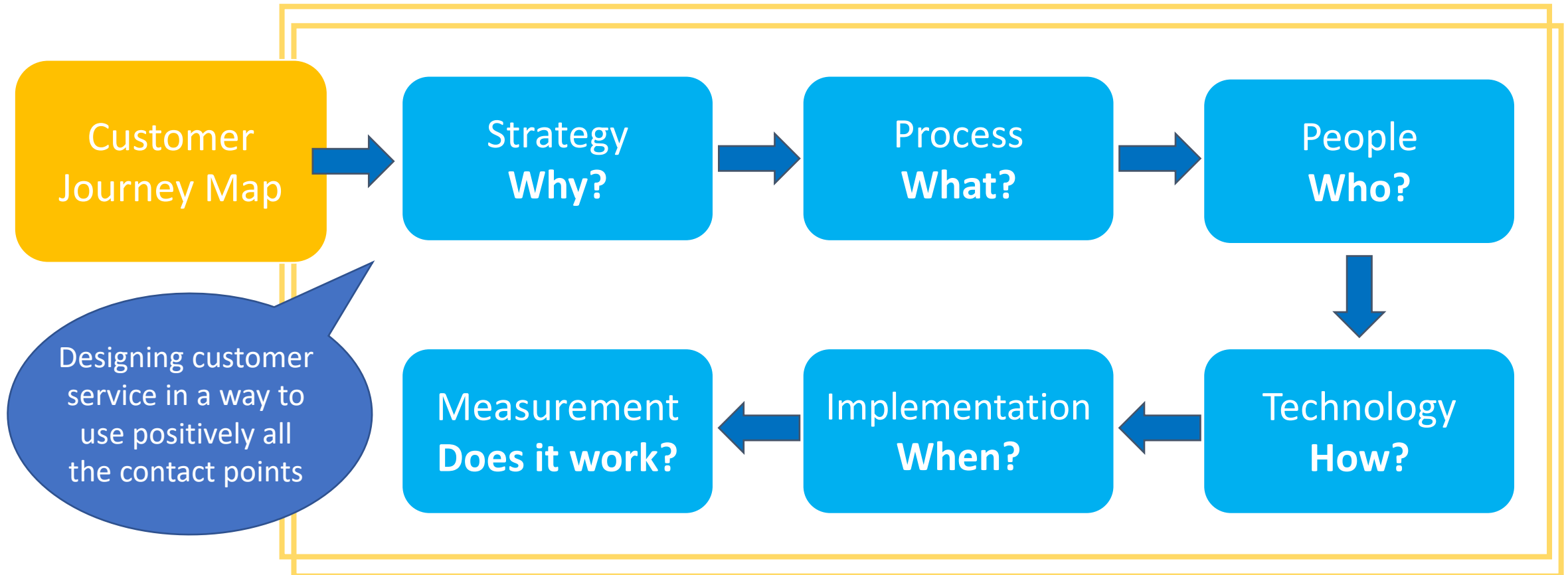
Steps in developing CJM: Why do we need improvement?





Customer Journey

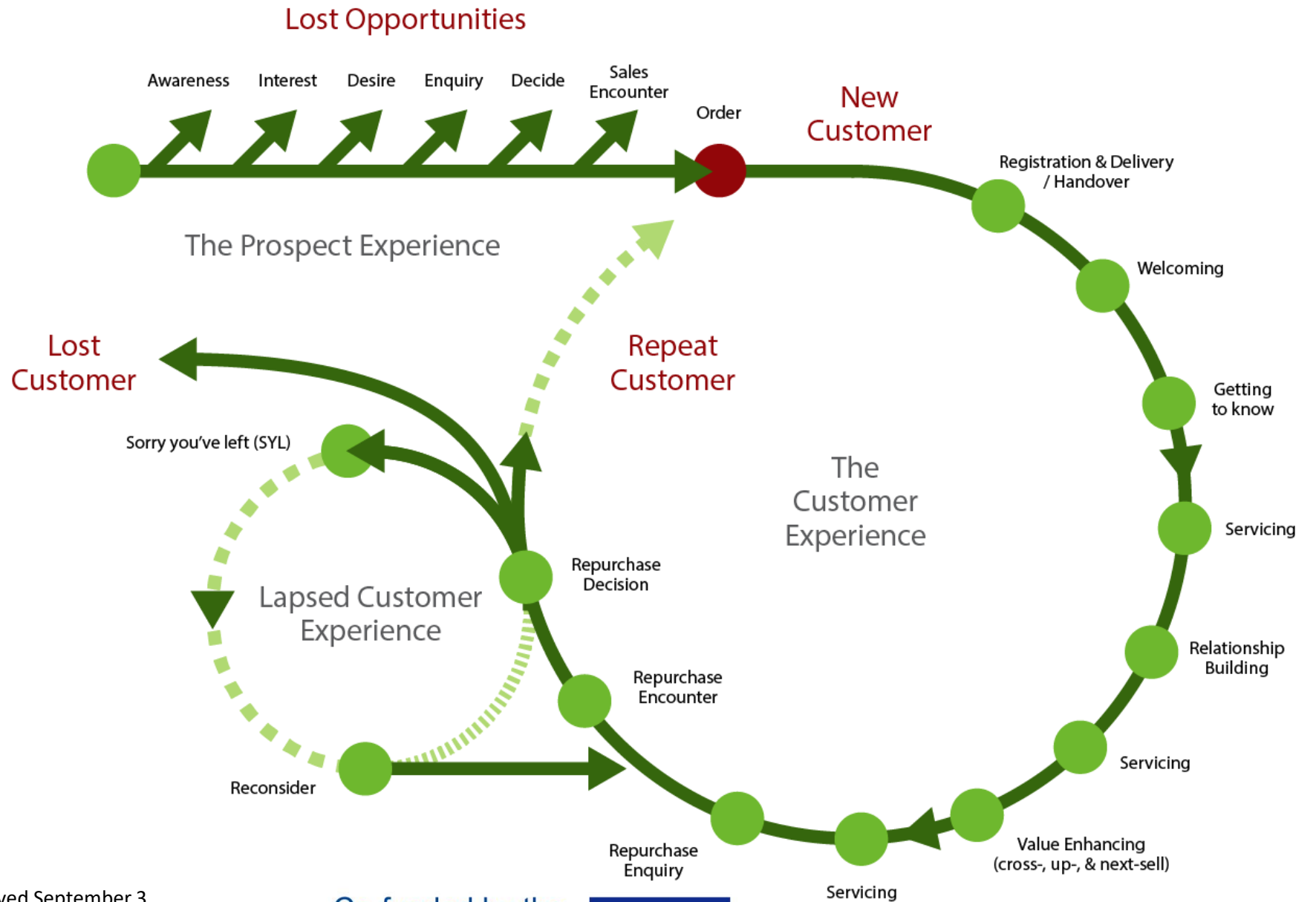
Steps in developing CJM: Why do we need improvement?



Zasuń, M. (n.d.). Customer Journey - Why is it worth mapping? Retrieved September 3, 2020, from <https://www.bluerank.pl/downloads/customer-journey.pdf>

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Customers are increasingly choosing products and services based on the quality of the experience they have with them.



Advances in technology and changes in customer expectations are placing more emphasis on the interconnectedness of channels and touchpoints that support customers attempting to satisfy their goals and needs.

Smart organizations have realized a lack of interconnectedness is a major competitive.



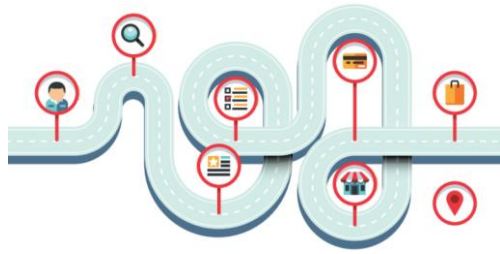


An experience map is a strategic tool for capturing and presenting key insights into the complex customer interactions that occur across experiences with a product, service, or ecosystem.

The Value of Experience Mapping

At the heart of an experience map lies the customer journey model, an archetypal journey created from an aggregate of all customers going from point A to point B as they attempt to achieve a goal or satisfy a need.





Some Key Definitions

Touchpoint

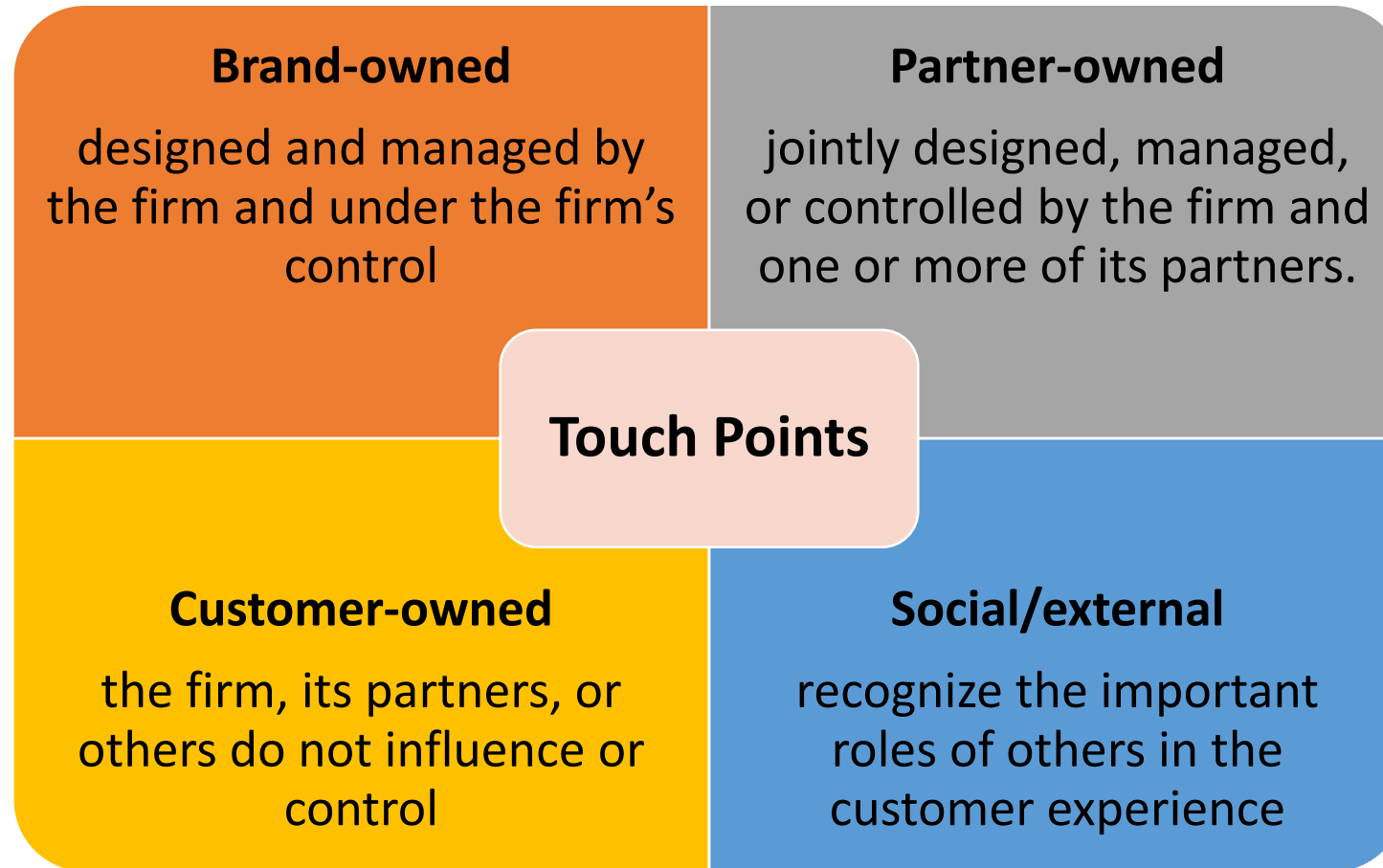
A point of interaction between a person and any agent or artifact of an organization. These interactions take place at a certain point in time, in a certain context, and with the intention of meeting a specific customer need.

Channel

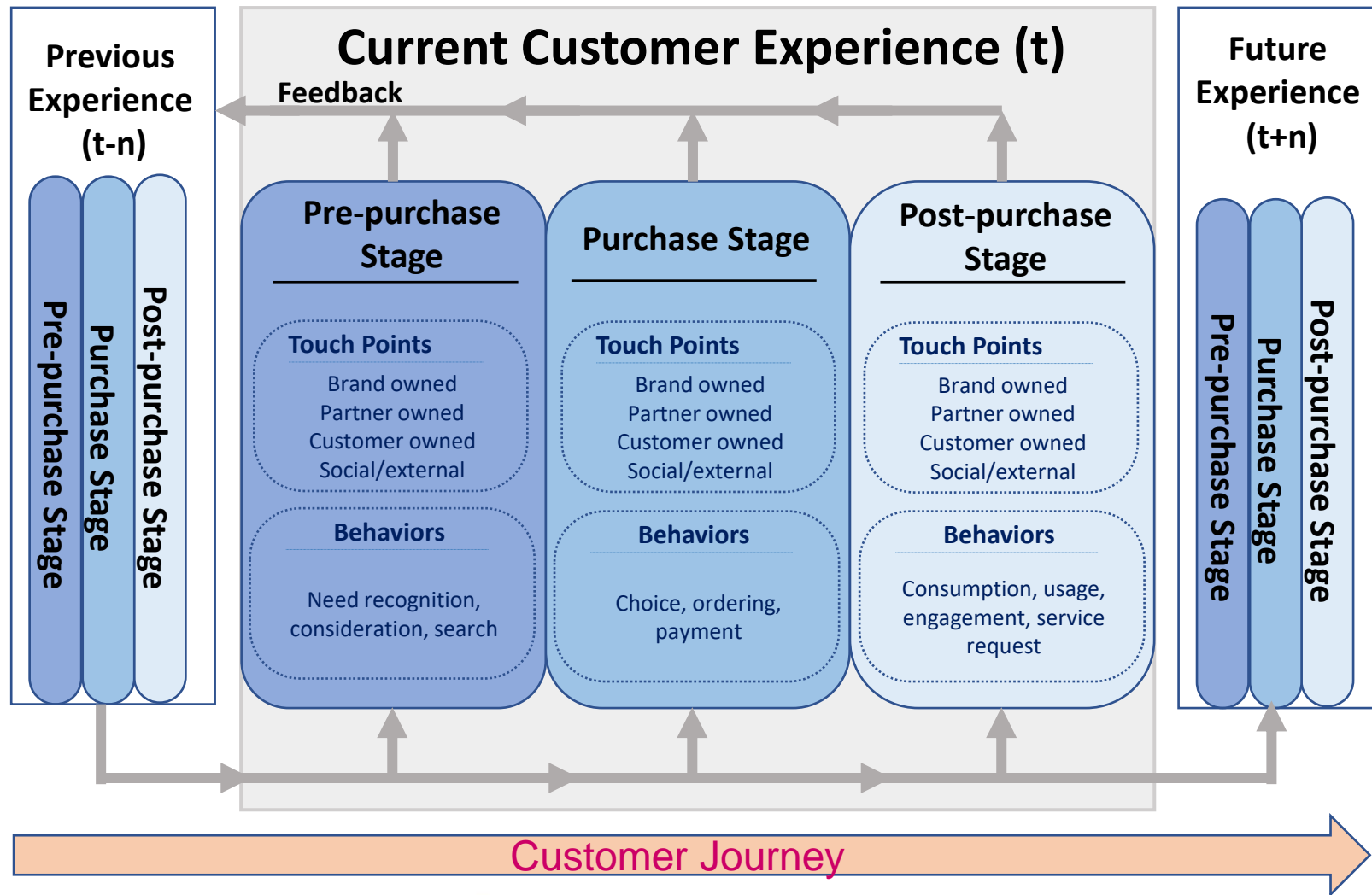
A medium of interaction with customers or users. Print, the web, mobile, voice calls, and brick and mortar locations are all common channels for reaching out to and interacting with customers. A channel defines the opportunities or constraints of a touchpoint.



Classification of touch points



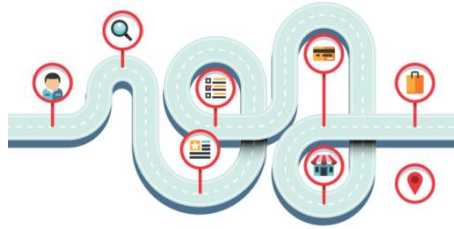
Process Model for Customer Journey and Experience





Experience Mapping: Procedure





Step 1: Uncover the Truth

For early stage discovery, call center logs, customer satisfaction surveys, or existing personas could be excellent resources.

“Leverage your existing research and subject matter experts, but never rely on just one data source. center logs, customer satisfaction surveys, or existing personas could be excellent resources.

In order for others to buy into the story your map tell, they need to know it’s an authentic story built from strong insights based on real data.

As you collect your data, don’t expect it to be organized.”



Doing

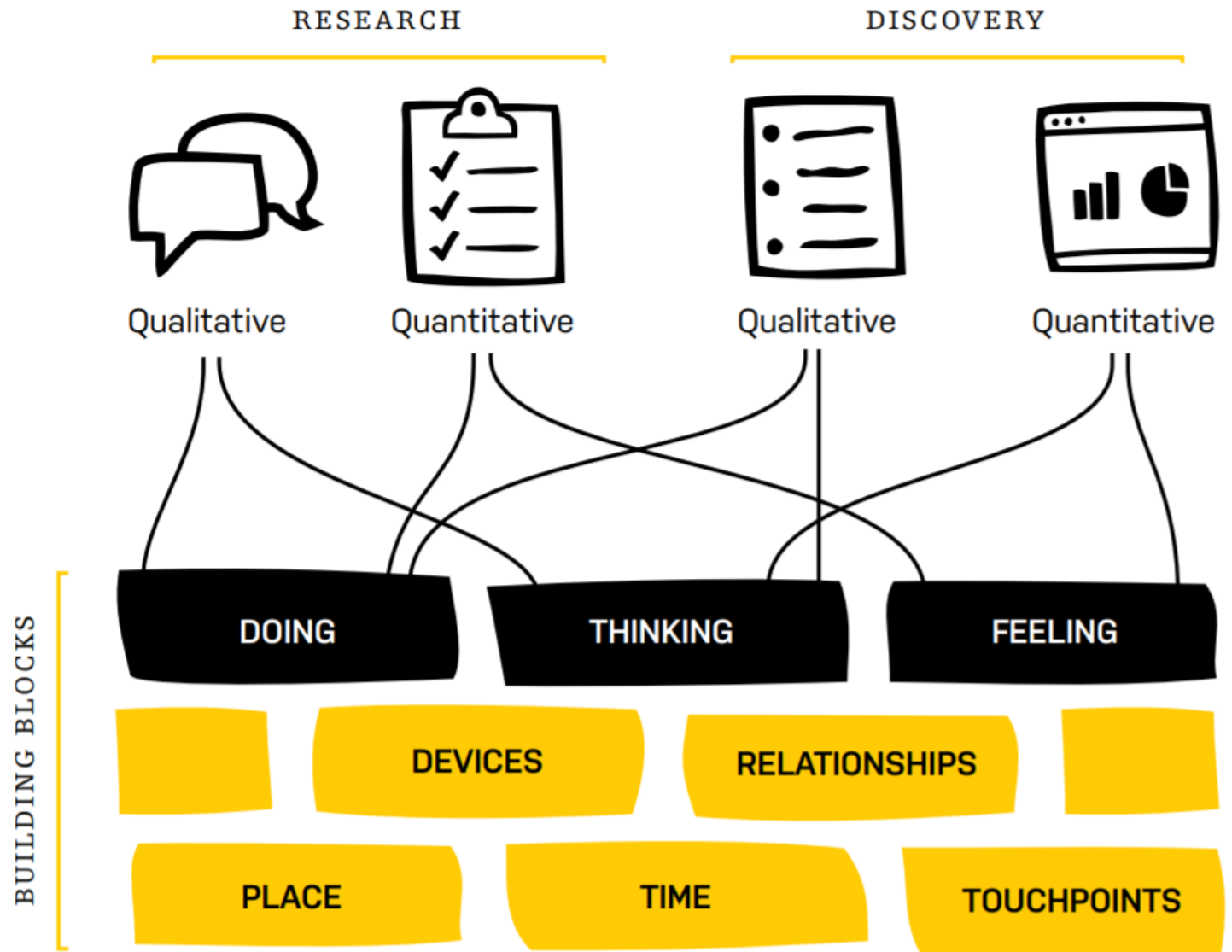
- What actions are customers taking to meet their needs?
- What are their key behaviors?

Thinking

- How do people frame and evaluate their experience?
- What do they expect?

Feeling

- What emotions do people have along their journey?
- What are the highs? The low?



Example

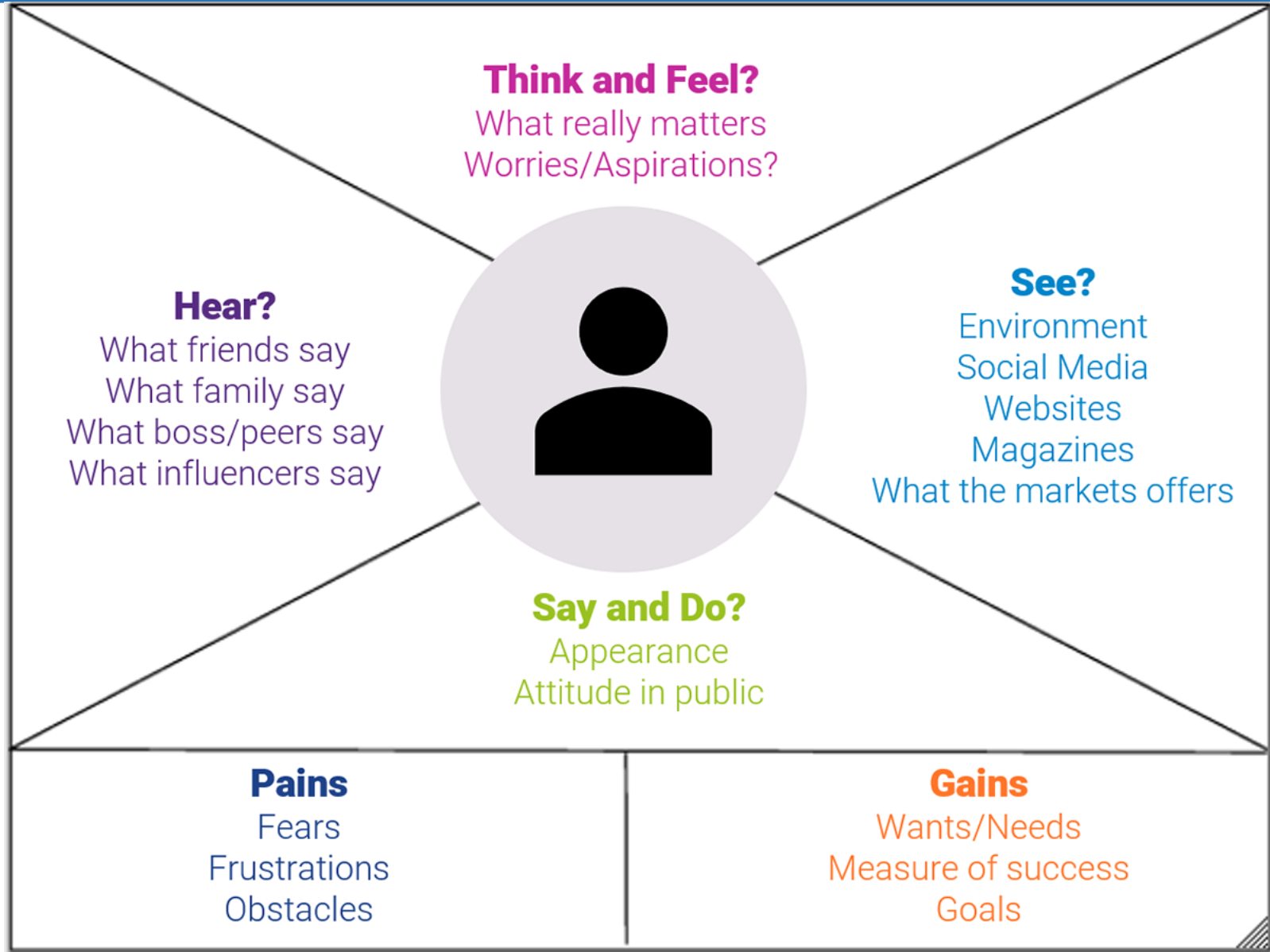


12

A. (2013). *Adaptive Path's Guide to Experience Mapping* [Pdf]. San Francisco, CA: Adaptive Path. Retrieved September 29, 2020, from https://adaptivepath.s3.amazonaws.com/apguide/download/Adaptive_Path_Guide_to_Experience_Mapping.pdf



Empathy Map



Goulbourne, C. (2019, July 25). How empathy mapping can be used to help generate ideas for your business. Retrieved September 13, 2020, from <https://obaninternational.com/blog/empathy-mapping/>

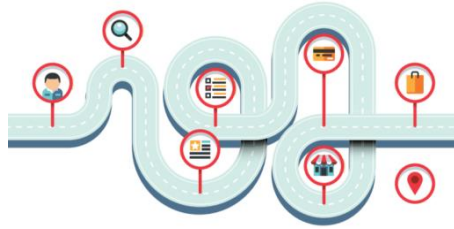




Example of a filled-in empathy map for a fragrance brand

Goulbourne, C. (2019, July 25). How empathy mapping can be used to help generate ideas for your business. Retrieved September 13, 2020, from <https://obaninternational.com/blog/empathy-mapping/>





Step 2: Chart the Course

The Anatomy of an Experience Map...

1. **The lens** is an overriding filter through which you view the journey, such as a persona, more general experience principles, or a value proposition.
2. **The customer journey model** depicts the range of interactions customers have across channels, touchpoints, time, and space in pursuit of satisfying one or more needs.
3. **The takeaways** summarize key findings from the experience mapping process.



Rail Europe Experience Map

Guiding Principles

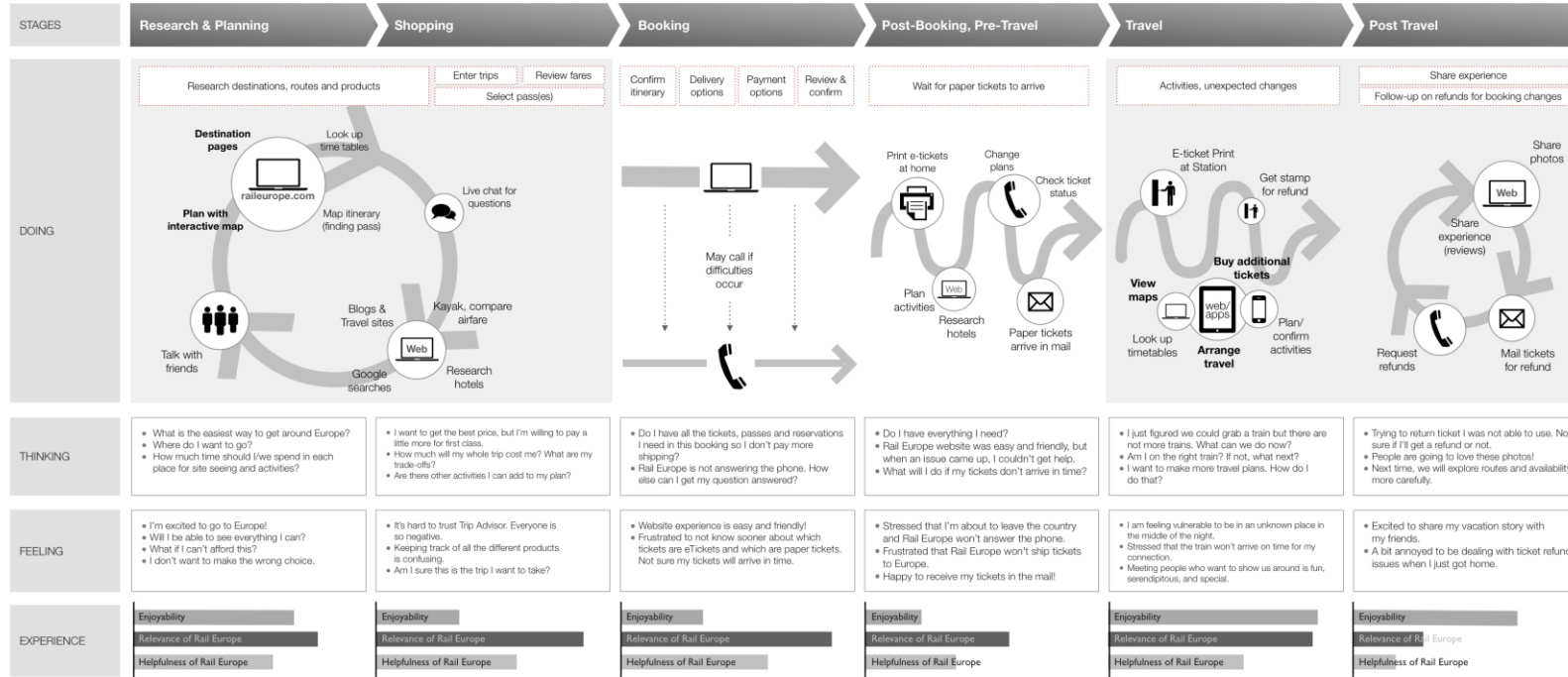
People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

People value service that is respectful, effective and personable.

Customer Journey



Opportunities

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

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

Process types: Ongoing, non-linear, Linear process, Non-linear, but time based

adaptive path

Experience Map for Rail Europe | August 2011

Lens

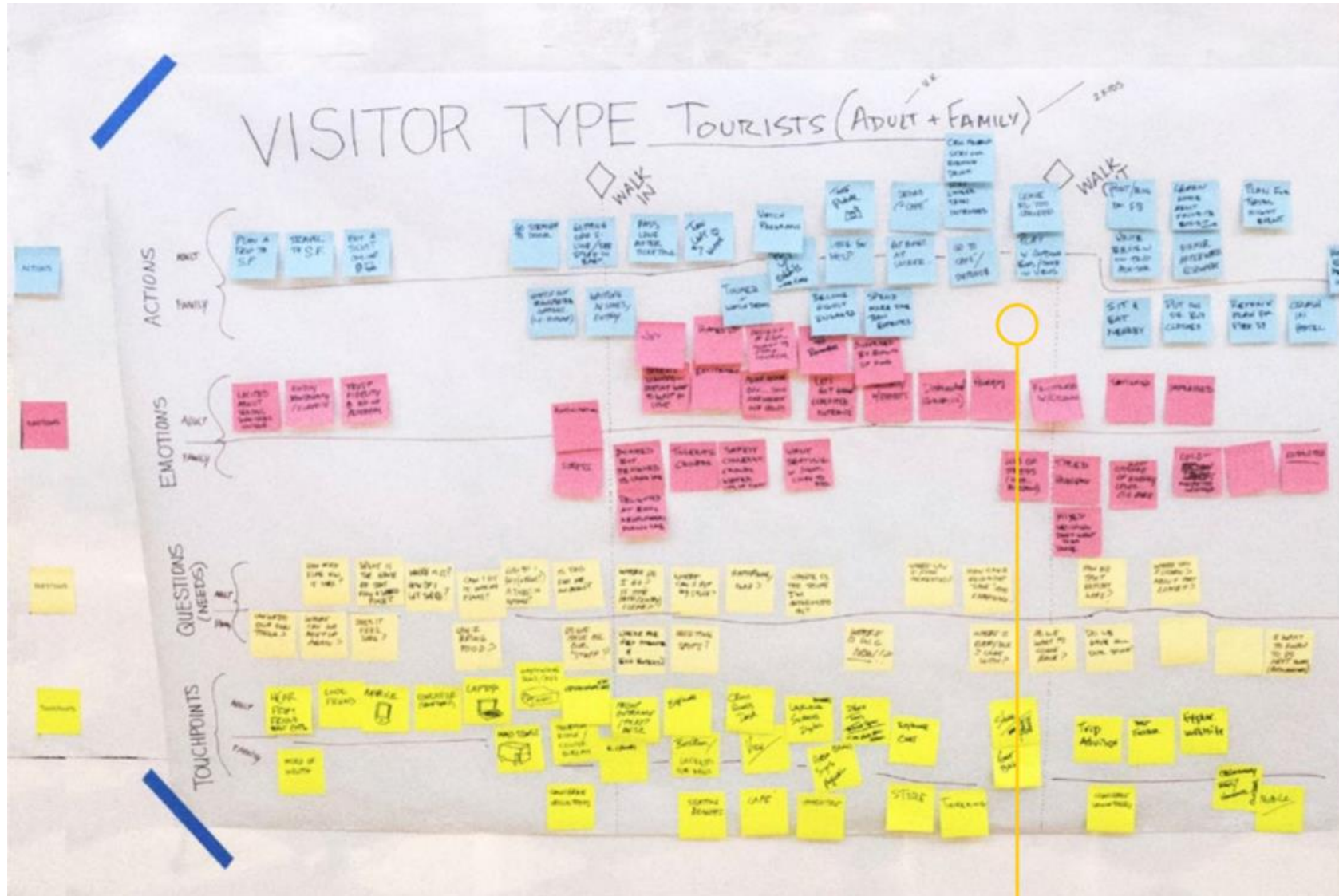
Journey Model

Qualitative Insights

Quantitative Information

Takeaways





A. (2013). *Adaptive Path's Guide to Experience Mapping* [Pdf]. San Francisco, CA: Adaptive Path. Retrieved September 29, 2020, from https://adaptivepath.s3.amazonaws.com/apguide/download/Adaptive_Path_Guide_to_Experience_Mapping.pdf



Facilitating A Successful Workshop

1. Set the context
2. Organize yourselves
3. Deconstruct
4. Stage
5. Construct
6. Shape



A. (2013). *Adaptive Path's Guide to Experience Mapping* [Pdf]. San Francisco, CA: Adaptive Path. Retrieved September 29, 2020, from https://adaptivepath.s3.amazonaws.com/apguide/download/Adaptive_Path_Guide_to_Experience_Mapping.pdf



Step 3: Tell the Story



“Design for Impact”

Like any good story, there’s a beginning, a middle, and an end.





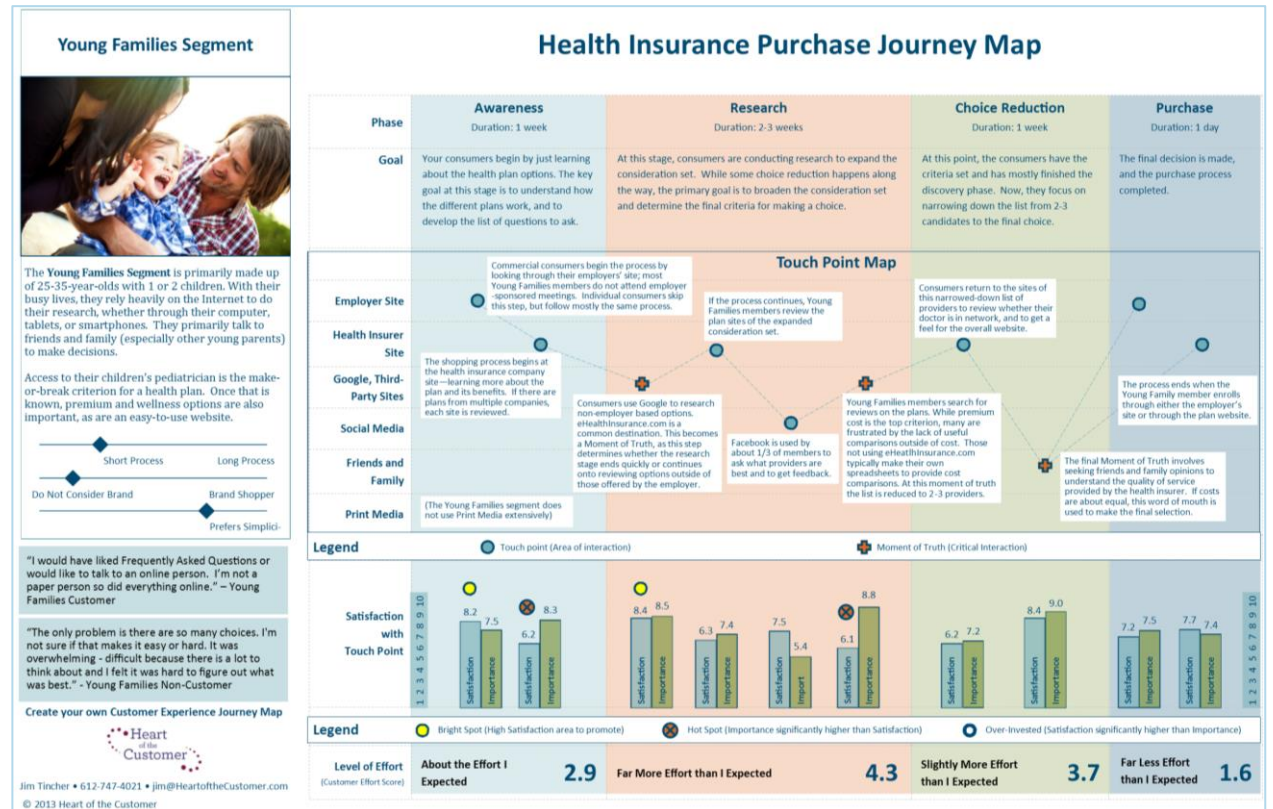
A good experience map has a lot in common with a good poster. What make a good poster is **Hierarchy**.

A way to determine the right hierarchy is to consider **what would stand out** when viewed from different distance and for different lengths of time.

*What would stand out after one quick glance?
After one minute? After ten minutes? What should stand out from across a room, and what is OK to be discovered after closer inspection?*

Iran Nages & Amber Reed—
Visual Interaction Designers, Adaptive Path

A. (2013). *Adaptive Path's Guide to Experience Mapping* [Pdf]. San Francisco, CA: Adaptive Path. Retrieved September 29, 2020, from https://adaptivepath.s3.amazonaws.com/apguide/download/Adaptive_Path_Guide_to_Experience_Mapping.pdf

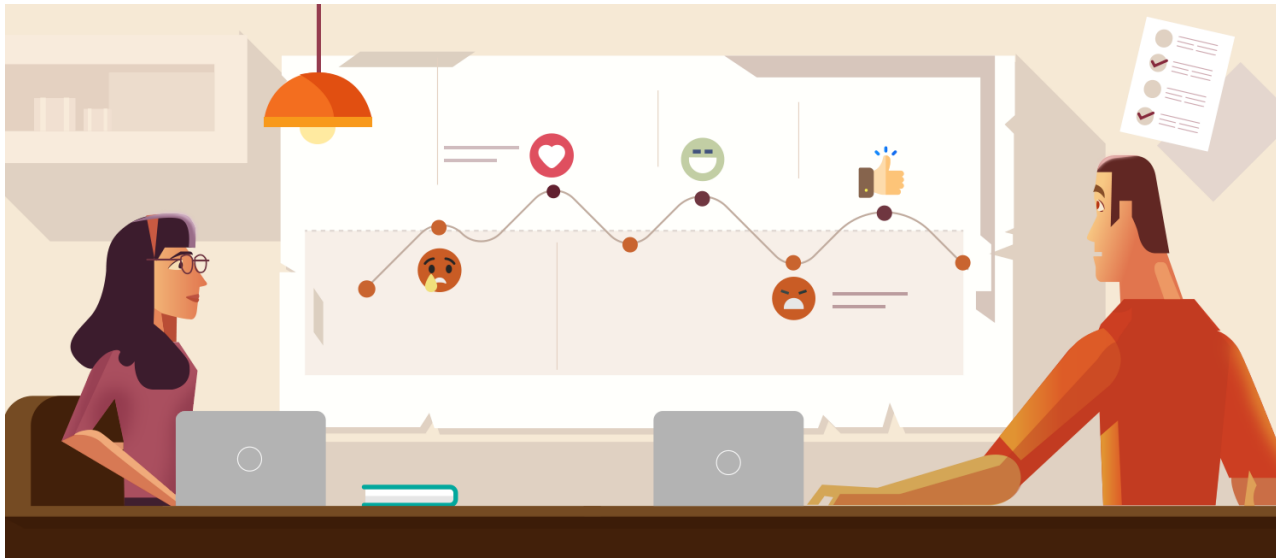


Source of Image:
<https://www.mycustomer.com/customer-experience/engagement/nine-sample-customer-journey-maps-and-what-we-can-learn-from-them>

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How to reach a compelling visual story?

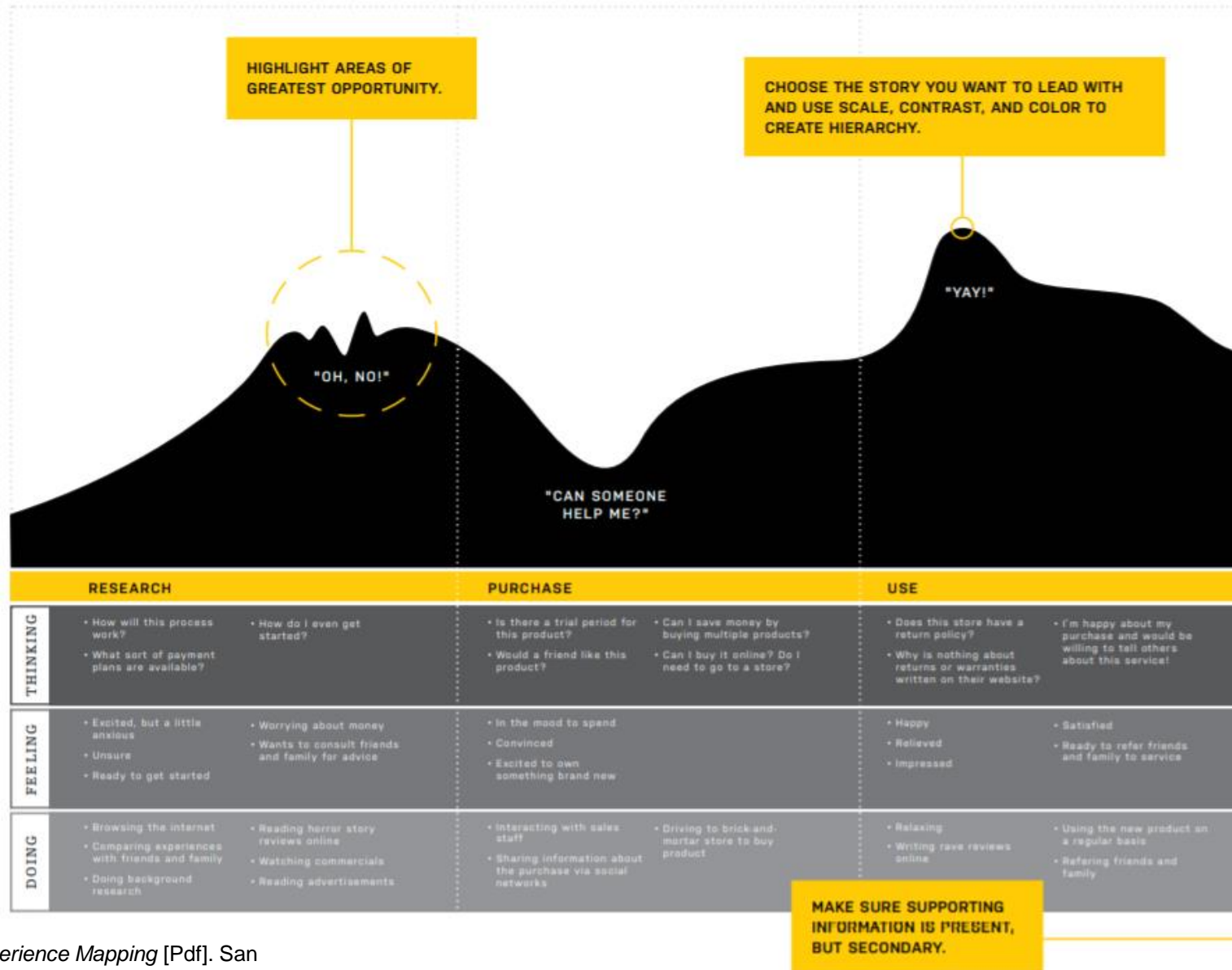


1. Have a point of view
2. Consider your audience
3. Design for impact

“Your goal is to craft a communication piece that can stand out on its own, inspire a new ideas, and have longevity as a strategy and design. In the end, every map is unique.”

*Iran Nages & Amber Reed—
Visual Interaction Designers, Adaptive Path*

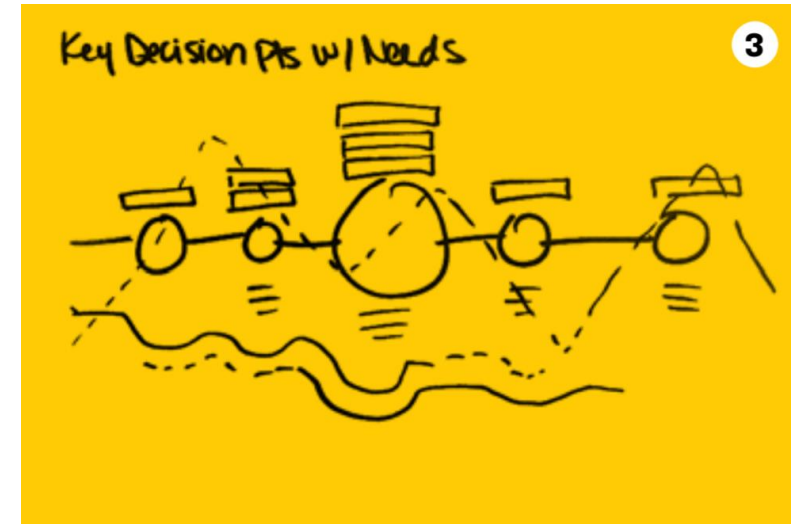
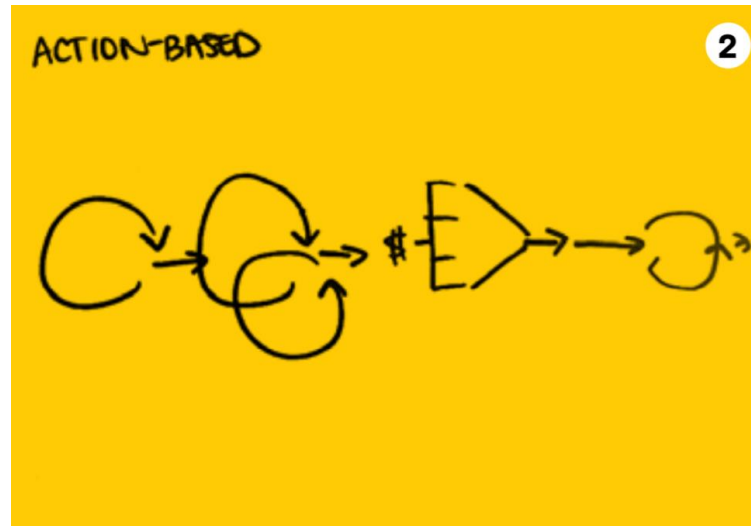
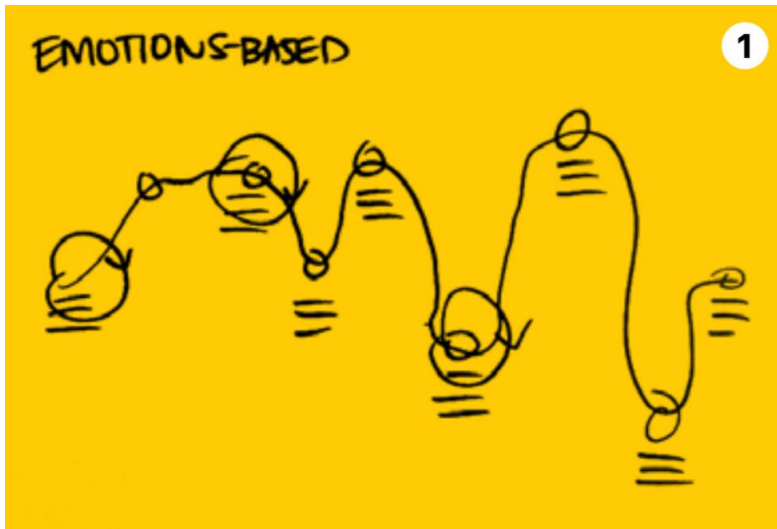




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Sketching Your Story



Customer Journey Map

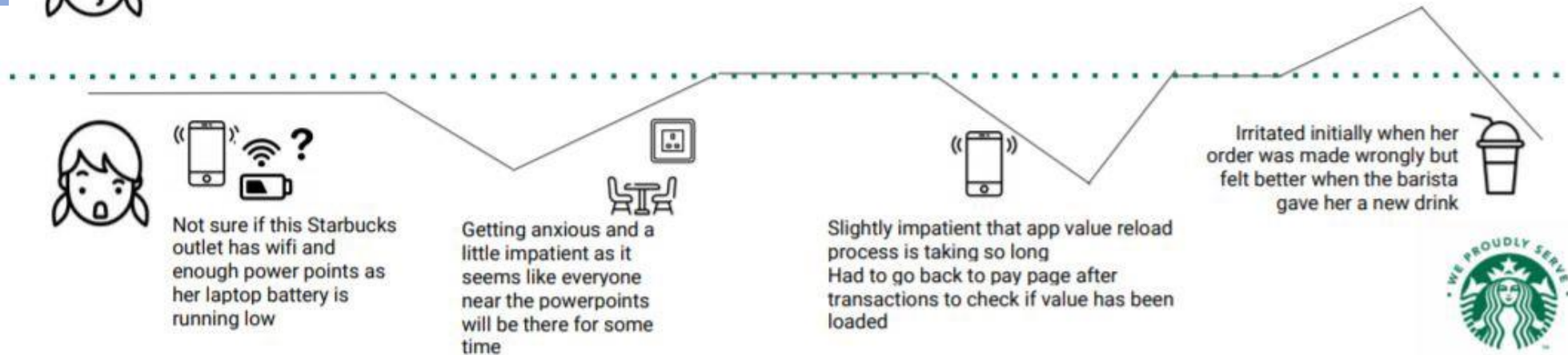


Natalie
Arts Student/Freelance Designer,
Single, 26

Stage	Heads to store to do her work	Arrives At store	Waits for seat	Queuing	Payment	Collect Drinks	Consumes Drink
Activity	Checks Starbucks Outlet to go	Arrives at store, looks for seat	Finally found a seat	Queue at counter	Makes payment	Collects drink at counter	Bring drinks to table and drink



Sample



Sim, Y. (2018, October 28). Are you getting the RIGHT Starbucks Experience? — Redesigning the Starbucks Singapore App. Retrieved September 15, 2020, from <https://medium.com/nyc-design/are-you-getting-the-right-starbucks-experience-redesigning-the-starbucks-singapore-app-2cd07e1ff53d>



Sample

	A	B	C	D	E	F	G	H	
2								Title	
3		Customer Information:	This customer group receive payments of council Tax Benefit and Housing Benefit. This group are not pensioners. They have no obvious means of support from government agencies or organisations and are regarded as a hard to reach group.					New Claims for Housing/Council Tax	
7		Date							
8		Key Journey Steps	Finding out if they were potentially eligible for benefits.	Making an application for benefits.	Application queries/help	Handing in documents at the office	Letter and benefits received.	Query with benefits paid	
9									
10									
11									
12									
13									
18		Actions / thoughts and feelings at each step	<i>I felt lost' 'I had applied before in England so I knew about the benefits and looked on the Council website' 'Staff were slightly reluctant to provide information'</i>	<i>I would have liked to make my application on-line but it only took me so far' 'the application is probably easier for Scottish people' 'from</i>	<i>I have a small child and couldn't visit the office, the help line was difficult to get through to' 'the staff in the office I visited were excellent'</i>	<i>I prefer to hand documents in, I have lost documents in the past' 'staff at the office were helpful and polite'</i>	<i>When the letter arrived, I thought I was not entitled to benefits, I didn't know what I was going to do' 'I felt the process was very smooth and well done'</i>	<i>I have not followed this up yet' 'The member of staff dealing with my case was not available' My landlord has told me to write to the council I am unable to write'.</i>	
19									
20									
21									
22									
23									
24		Customer experience chart							
25									
26									
27									
28									
29									
30									
31									
32									
33									
35		Moments of Truth							
36									
37									
40			Could this step have been avoided?	X	X	✓	X	X	✓
41									
42		Customer improvements - improvements made	It would be helpful to know what the entitlement benefits are.	Application process made easier.			Letters could clearly state how often payment will be made. F56 Letters for back dated payments could be clearer so there is no confusion regarding eligibility of benefits.		
46									
53									



Sample

Restaurant Customer Journey

A group of professionals eat at a restaurant during their lunch hour

	Decide on a restaurant and go there	Enter restaurant and sit at table	Get drinks and decide on food	Place order and wait for food	Eat	Wait to pay, make payment, wait for receipt	Leave restaurant and return to work
DOING	<ul style="list-style-type: none"> Consider nearby restaurants and travel times with group Come to a consensus with the group 	<ul style="list-style-type: none"> Check-in with host Wait for table if busy Follow host to table 	<ul style="list-style-type: none"> Look through menu Decide on food to order Watch for waiter when everybody is ready 	<ul style="list-style-type: none"> Give order to waiter 	<ul style="list-style-type: none"> Eat food Chat with group 	<ul style="list-style-type: none"> Flag down waiter Give waiter the payment Ask for to-go box 	<ul style="list-style-type: none"> Evaluate restaurant & experience
THINKING	<ul style="list-style-type: none"> What restaurants are around? Where do I have time to eat? What sounds good to eat? What does everybody else want? 	<ul style="list-style-type: none"> How busy is the restaurant? How is the atmosphere? Is there a seating for our group without a long wait? 	<ul style="list-style-type: none"> What should I order? When will the waiter return? Is everyone ready? What are they ordering? 	<ul style="list-style-type: none"> How long until the food is delivered? 	<ul style="list-style-type: none"> How is the food? Am I happy with the experience? 	<ul style="list-style-type: none"> Where is the waiter? When will he be back? 	<ul style="list-style-type: none"> How much time do I have to get back to work? Do I want to come back to the restaurant?
FEELING							
TIME	5+ minutes	1-10 minutes	5-10 minutes	5-10 minutes	15-30 minutes	5-10 minutes	5+ minutes
OPPORTUNITIES	<ul style="list-style-type: none"> Provide total times to eat at restaurants including travel Show current crowd levels at restaurants 	<ul style="list-style-type: none"> Show current wait times for each restaurant Mobile check-ins before arriving 	<ul style="list-style-type: none"> Ratings & suggestions on items by likes, tastes and ingredients Have button to call waiter when ready to order 	<ul style="list-style-type: none"> Place order online, in app or on tabletop tablet Order at counter Food ETA 	<ul style="list-style-type: none"> Rate menu items for future ordering 	<ul style="list-style-type: none"> Pay via phone or tabletop machine 	<ul style="list-style-type: none"> Have a review option when leaving the restaurant





Step 4: Use Your Map



*“It’s a catalyst,
Not a conclusion”*

Make your map visible to the
whole organization



We often invent new, just-in-time approaches to meet the unique strategic objectives of our clients or to work within the constraints of time and budget on an initiative.



Insights to Action

Here are **three examples** of how an experience map can be put into practice.

1. Issue/Opportunity Identification and Prioritization
2. Experience Storyboards
3. Future Experience Mapping





Action Plan

Action Plan should refer to all the touchpoints with possible improvements to be introduced.

It could be focused on removing or mitigating pain points as well as boosting success points.

Action Plan should be organized in form of strategy that aim at complex improvement of customer journey and transforming customer experiences into desired value and revenue stream for the company



Testing and Updating

Analysing customer journey and its experiences and introducing action plan to improve it could not be so successful as expected.

Therefore, its implementation should be closely associated with evaluation of the results and verification of actions.

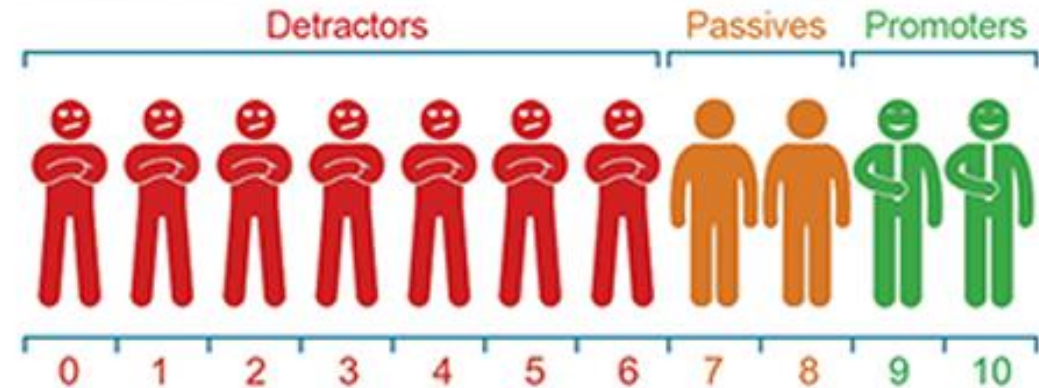
In fact, first map is a hypothetical one, and if well introduced, should lead to create the true one and to improve customer experience.



The status and Customer Experience level could be measured with **Net Promoter Score (NPS)**.

It is a simplest measure of customer loyalty and the quality of relationship.

Changes in **NPS** in a long-term show the efficiency and quality of business activities towards improving customer experience and satisfaction.



$$\text{NPS} = \% \text{ Promoters} - \% \text{ Detractors}$$

The higher the NPS value the more customers are willing to recommend company's offer



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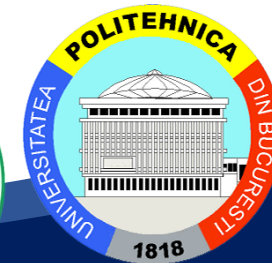
<https://msie4.ait.ac.th/>



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Industrial Engineering for Thailand Sustainable Smart Industry