

unpacking

analyzing an interview

Three small, horizontal rectangular bars in red, orange, and teal colors are located in the bottom right corner of the slide.

analysis

long, thorough method

A decorative horizontal bar at the bottom right of the slide, consisting of three colored segments: red, orange, and teal.

one color per participant, take notes with a sharpie write down snippets of everything

Mar Area
audience
check
Stuck on
nice site example for good looking report
moves up and in code so reasonable
analysis
Native ads
1.1 x's more than banner
spent 2.8 x times + time native ad banner
rule of thumb:
heat = better visual

client agrees on
Full
don't use heat

#2 Benjamin Li
8/14 10am
Background
Time Ad Oper. Coord.
Native Inc - tech vendor for native ad sol'ns
multiple in roll, one in ch
Content influence studies - brand studies
main study

reasons for surveys
tech providers + med source
making campaigns for client that use
100 campaigns running
"top" - banner ads really impression top
requires click on ad with
2nd article of
interpret
pricing correctly, will impress
platform target, ant, play
RFPD - to win contracts
brand studies
get down
to check
what they
what billing
looks like
social. → guests



IPV6

Networks

...

Net utilization

experiment

Other

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

be more involved more!
ONLY a paid to help

clients get angry because we might not find them naming

Stresses me out that clients want me to do work for them

They only give you a place to sleep don't help you - yvonne

Everything in US, have to find everything

Yvonne - LM can't offer much advice

you can't just create: you need doing anything. Please help me.

Create debt understood by rules & opportunities @ Lifepoints

clients don't want to fill in program

There isn't really strong help for Daniel & L Min in the Bay Area

The more you talk to them (Case Managers) the more you find out to be in them

NO actual help finding housing

want them to give me application of how to find

lots of papers here not getting help b/c they don't know where to go

use simple don't know as much as I do about programs

people think Justin is doing more than a job

just stay still

Feels like jail bc of rules

very specific surveillance on e-log (2 cups of coffee)

Reminded me to do check in time

ask for someone who you trust

Hate (OPM curfew)

Very fainter w/ person system, rules, methods

people are not talking to you need to adjust to other housing

HATE structure

Some can't adjust life problem w/ authority

been history of institutionalizing training authority is overwhelming

ask for someone who you trust

Hate (OPM curfew)

at Suburban situation you have a place to live & have freedom

need to take time off to meet with manager

time issues

knowing they have choices but they are unrealistic

closer shift work w/ graveyard shift

can't work as normally 7-10pm into permission

have lots of VA apps so don't need to look for work

CMAPPS @ real time

clients say they don't have time, can't use the excuse will break down schedule

audit VA call 3 times (keeps)

VA receive LM: room + educate

VA receive LM: room + educate

LM goals for clients

clients goals - employment - housing - benefits - savings

VA app don't you step back? (OO) (see computer)

try to help people find or good things

means so burned

audit VA call 3 times (keeps)

clients like structure. bc cap case with human brings families clear structure

want it to be more strict w/ more structure

LM structured but OK to print; have to have rules

Structure if they can adapt & follow they will do well

ex. Rules - bed case 7 days in row - Routine etc...

always go by the rules

So far at 6 families successful

audit VA call 3 times (keeps)

people who follow structure expect to do well

good feeling work work + education, persistent

Program did 19, 1 yr. but very motivated school is helping

- Deserving = trying hard

Steps of success - tasks done - following rules - diet - clean - good mental health

When it's going well: client can't do it, talk about feelings

So far at 6 families successful

audit VA call 3 times (keeps)

people who follow structure expect to do well

good feeling work work + education, persistent

Program did 19, 1 yr. but very motivated school is helping

- Deserving = trying hard

Steps of success - tasks done - following rules - diet - clean - good mental health

When it's going well: client can't do it, talk about feelings

So far at 6 families successful

audit VA call 3 times (keeps)

workforce stand

Program features you to be independent, give you to be more responsible

financial help w/ budgeting & realizing money in your pocket \$4K

Rules in society

Rules in society

Case Manager great help: gave list of Senior Housing

likes to help people w/ shelter, show room around, give them need to help

we're receive a lot here in the past 45 days

THE POSITIVE / MOTIVATIONAL (PERSUADE)

Goals: Deal with 5 years
Wants to get out of 2nd job
Takes nice apt. to old
Want job where people appreciate me
Want new beginning
Focus on new beginning vs. atmosphere of survival
Why not make this an excitement to get out here to start land a dream
It's so hard to be a mom
training to improve job prospects

KIDS: My son is the reason I stay at home
Success is so busy as
My kids are bringing to call me at work
This is for them (her kids)
Sin = amazing success story @ KC Davis
You can do it!
She's my relationship w/ daughter + good + daughter
But I know this is what he wants

Religion: Relying on faith to help bring me into a totally new
Becoming a Momma - "best mom in my life"
Feels like starting him
Involvement check, weekly dinner, Sunday service
"I sacrificed to live in the shelter" bc it was something I was supposed to do
Feet like she was in life spiritual realm
But I know this is what he wants

KIDS w/ OTHERS: daughter - doctor's nurse (not son bc of ADHD)
Raised \$ to get into the University
No siblings w/ 3 kids
"I'm proud of you" - you → mom's heart
Why shipment of family 73. discrimination
"baby" (re-decision in 73)
My 1st daughter sent to San Diego to live w/ relatives while Dad married + daughter + a career!

\$\$ Savings: gets office at MCD regularly
Worled get of foot message if I could
Falls with spending \$ for herself (hair, nails)
D... videographer @ wedding b/c behind camera
Senta... on vacation → too many people + phase of hard to get home
My 1st daughter + a trip for her flight to happy
in 1st w/ family + missing a gap

Appearance (Nails): trying to go to plasma brand, nails
Woman have nice nails
Nail Nails
Cover husband

Other: Field trips/ Events @ the shelter
Not for me for last food

I can't do this - emotional / lies skills holding me back (PERSONAL)

Believe: Believing in the power of the mind
Search for ideas (Proulx) like
Search when not together - & don't let out at 1st
Make business about. Where are you? What's going on?

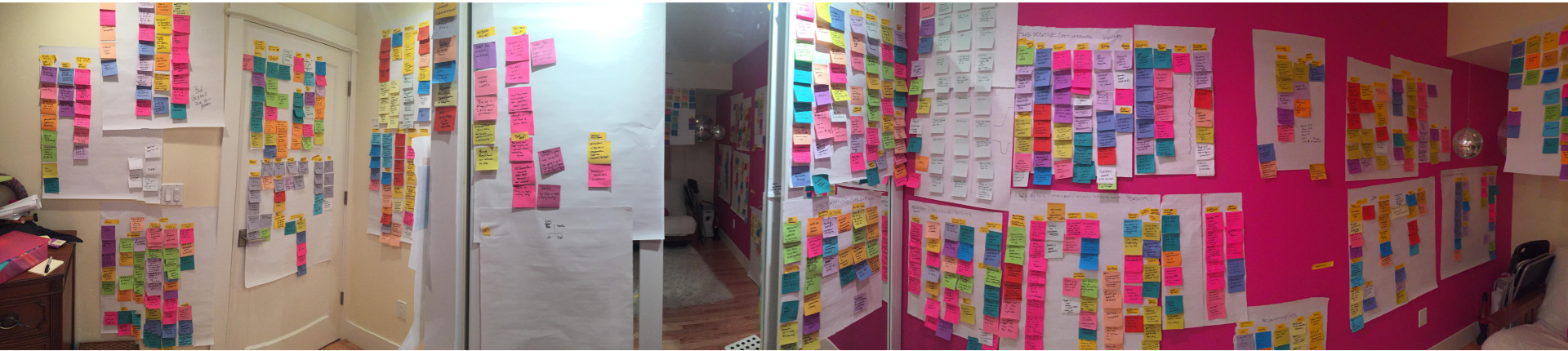
Very short term thinking: Impulsive, NO long term planning
Tactical vs. Long term solutions
Nervous about departure
Don't plan ahead for things to go wrong
worrying to go to work
I'm nervous about the future of my business
I'm nervous about the future of my business
I'm nervous about the future of my business

Bad decisions: You are not alone
You are not alone
You are not alone

Client progress: Incident, I'm going to forget about it. It's distributed in my credit.
She takes responsibility for her life
I'm nervous about the future of my business
I'm nervous about the future of my business
I'm nervous about the future of my business

Peer Planning: Client could not make long-term plan - said he didn't want to be a business owner
I don't know when to apply for another job
I don't know when to apply for another job
I don't know when to apply for another job

Other: I can't do this - emotional / lies skills holding me back
I can't do this - emotional / lies skills holding me back
I can't do this - emotional / lies skills holding me back



analysis short-cut

journey map method





TOM'S CIT EVO:RAIL SETUP EXPERIENCE MAP

TOM'S EVENTS & EMOTIONS



TOM'S ACTIONS

SALES	NETWORK PRE-SETUP (2-4 WEEKS)				CONNECTING TO EVO:RAIL (2 DAYS)				CONFIGURATION (2 DAYS)				
Tom discusses options with the vendor, comparing it to Citrix. CIT decides to buy it based on better price and ease of configuration.	Senior VP and CIO make final decision based on price.	Tom receives Networking Guide with a note that it should be done in advance.	Tom learns that the manager is too busy to meet him and he should relax.	Many emails and phone calls transpire with no progress.	Tom and network team learns that IPv6 and multicast are isolated to specific VLANs.	Supernetwork staff arrives at center and applies bare metal addresses to the management interface of each device. (Tom had to get special permission in advance.)	Tom believes he is all set. He gets excited and invites everyone to witness the glory of setting up EVO:RAIL.	Everyone gathers in Tom's office to watch the setup. He can't connect to the IP address.	Team spends 2 hours to identify untagged VLAN issues.	Troubleshooting hosts commences.	Waits 10 min for machine to revert to old IP address.	GUI installation is complete, but VSAN not online.	Appliance will have to be moved to be moved to a managed data center.
Tom glances at Networking Guide, notices IPv6 requirement but doesn't think it's a big deal.	Tom glances at Networking Guide. Notices IPv6 requirement but doesn't think it's a big deal.	Tom has forgotten about IPv6 and is focused on VLANs so doesn't bring it up as a topic.	Tom thinks he should send the unit away. Geoff takes him down.	Tom wishes for a logical diagram of the networking requirements and an explanation of the logic to share with networking team earlier.	Supermicro staff arrives at center and applies bare metal addresses to the management interface of each device. (Tom had to get special permission in advance.)	Tom wishes for a logical diagram of the networking requirements and an explanation of the logic to share with networking team earlier.	People start investigating what is going on and it is quite confusing. They read and reread the guide. Peter looks on the internet for answers.	Team spends 2 hours to identify untagged VLAN issues.	Peter finds some info on a blog. The team loses their conference room and has to move around like nomads.	Tom gets network team to change native VLAN on each switch port so that untagged traffic isn't thrown into a purgatory.	VMware says switches not routing to the VLAN which turns out is a symptom but not the source. Reviews ports w/ Networking.	Eventually, realizes he must change VLAN on EVO:RAIL to be tagged as ESX VLAN. Tom hasn't done this GUI work in 4 years. Alexsey provides JSON to simplify configuration.	Tom draws a wire diagram and sends to network team to get the cabling is correct.
Whole CIT IT team meets with Sales to discuss physical layout and logical design of PSA (Pluggable Storage Architecture). No networking requirements are mentioned at this mtg.	Tom's sends email addressed to networking group, specifically calling out required VLANs. Asks mtg for a meeting.	Meets with Jr Network person to white-board VLANs			Jr. Networking Engr does all cabling.								Tom is not sure how this is going to go.

NETWORK TEAM THOUGHTS

😊 Sounds like a normal server with special software. This will be easy	😊 This is a typical server setup scenario although it is unusual for this request to be received from Tom's team. Usually, they just ask for something to be added to a VLAN.	😞 "Hell no, we're not going to put this on our network. You're talking about a major change - you can overload our switches, you can blow up our links between data centers."	😊 If this traffic is minimal, isolated on one VLAN, and is not going to flood my network, we will look into it some more and probably approve it.	😊 This looks like any old server for cabling & ports. Engineer racks it at the bottom and can't see ports well, not aware it has four nodes. Confused about ports and cables it incorrectly.	😊 We are all done! If there is some problem, we'll troubleshoot it later.	😞 What is this new VLAN requirement? Our VLANs are set up in a way that makes sense with untagged traffic being put into a special safe holding area that no one can access.	😞 See, it's not our fault. The machine wasn't configured correctly at the factory. We are partially vindicated.	😊 We are done!	😊 Vindicated again! We did configure the VLANs like you asked. This is an issue with EVO:RAIL.	😞 How were we supposed to know how to do the cabling correctly? This is a novel setup and you didn't give us a diagram.	😊 We are blissfully unaware of what will happen next.
	Tom is probably confused and overreacting. Let's assign a junior staff member to this easy project.	Why should we do this? Can't it work without it like everything else? Why weren't we informed sooner?		- Doesn't connect two KVM (OOB) ports - Connects one of the ER main ports via IGB instead of OOB port - Not aware of tagging scheme for VLANs					Why did you buy this appliance again?		

SUPPORTING PLAYERS

Sales, WAN, Server Engineering, Networking team	Sales, Senior VP, CIO	Peter (VSAN team) Networking manager	Networking Manager, Jr. Networking Engr	Networking Manager, Jr. Networking Engr, Sales	Networking team, Sales, Peter	Supernetwork Engr, Jr. Networking Engr	Networking team	Supernetwork staff, James, Geoff, Peter are there via teleconference.	Supernetwork, Geoff, Peter, Networking Team, a clogger	Supernetwork support, Geoff, Peter, VMware support, Networking team	3rd level support, Alexsey, Networking Engr	Alexsey, Networking team
📞 📧 📧	📞 📧	📧	📧 📧 📧	📞 📧 📧	📞 📧	📞	📧	📞 📞	📞 📞 📞	📞 📞 📞	📞 📞 📞	📞 📞 📞

TOUCHPOINTS

visual interpretation of
the full story of an
experience from an
individual's perspective

doing

thinking

feeling

basic elements

person: needs, goals, thoughts & feelings

start & end: timeline (e.g. 1 wk or year) or phases

emotion: effect of each step on feelings

behaviors: actions, interactions

thoughts: why are they doing this?

touchpoints: where (work, home, web, interpersonal)



optional elements

moments of truth: key turning points, good or bad

supporting characters: others involved

paint points: questions & issues



TOM'S CIT EVO:RAIL SETUP EXPERIENCE MAP

Person

TOM'S EVENTS & EMOTIONS

Presales meetings.

Sale greenlighted.

Tom receives network setup guide.

Tom's request for a network mtg is denied.

MOMENT OF TRUTH

Tom meets with Network Team in person.

EVO:RAIL arrives at center and is cabled.

Tom gets email that everything is ready!

MOMENT OF TRUTH

Tom tries to connect to IP address. Nothing happens.

Tom and the team troubleshoot.

Tom connects to GUI, but then learns the he is not able to communicate with all the hosts.

Communication works! Tom enters data.

Configuration fails.

Configuration succeeds But VSAN is not online.

EVO:RAIL running smoothly (for now).

Emotion

Phases

TOM'S ACTIONS

Tom discusses options with the vendor, comparing it to Citrix. CIT decides to buy it based on better price and ease of configuration.

Senior VP and CIO make final decision based on price.

Tom receives Networking Guide with a note that I should be done in advance. Tom glances at Networking Guide, notices IPv6 requirement. "Doesn't think it's a

Tom learns that the manager is too busy to meet him and he should relax.

Tom has forgotten about IPv6 and is focused on VLANs so doesn't bring it up as a topic. Meets with Jr. Network person to white-board VLANs

He sends email addressed to networking guy, specifically bring out required VLANs. Asks mgr for a meeting.

Many emails and phone calls transpire with no progress.

Tom thinks he should send the unit away. Geoff takes him down.

Tom and network team learns that IPv6 and multicast are isolated to specific VLANs.

Tom wishes for a logical diagram of the networking requirements and an explanation of the logic to share with networking team earlier.

Supernetwork staff arrives at center and applies bare metal addresses to the management interface of each device. (Tom had to get special permission in advance.) Jr. Networking Engr does all cabling.

Tom believes he is all set. He gets excited and invites everyone to witness the glory of setting up EVO:RAIL.

Everyone gathers in Tom's office to watch the setup. He can't connect to the IP address. People start investigating what is going on and it is quite confusing. They read and reread the guide. Peter looks on the Internet for answers.

Team spends 2 hours to identify untagged VLAN issue.

Peter finds some info on a blog. The team loses their conference room and has to move around like nomads. Tom gets network team to change native VLAN on each switch port so that untagged traffic isn't thrown into a purgatory.

Troubleshooting hosts commences.

- All 4 nodes were incorrectly configured by Supernetwork. 3 nodes had random IP addresses. 1 node had NICs configured incorrectly and series of other problems.

- 1 port misconfigured by Networking Team, - Cabling issue #1: 1GB cable used for 10 GB connection (instead of being plugged into COB port). Tom breaks into data center to fix cable issue.

Waits 10 min for machine to revert to old IP address.

VMware says switches not routing to the VLAN which turns out is a symptom but not the source. Reviews ports w/ Networking.

Eventually, realizes he must change VLAN on EVO:RAIL to be tagged as ESX VLAN. Tom hasn't done this GUI work in 4 years. Aleksey provides JSON to simplify configuration.

GUI installation is complete, but VSAN not online.

Aleksey discovers cabling issue #2 via VCenter. All cables from Node 1 connect to Switch 1 and all cables from Node 2 connected to Switch 2.

Tom draws a wire diagram and sends to network team to get the cabling a correct.

Appliance will have to be moved b/c they are getting moving to an outsourced managed data center.

Tom is not sure how this is going to go.

Behaviors / Thoughts

NETWORK TEAM THOUGHTS

Sounds like a normal server with special software. This will be easy.

"This is a typical server setup scenario although it is unusual for this request to be received from Tom's team. Usually, they just ask for something to be added to a VLAN. Tom is probably confused and overreacting. Let's assign a junior staff member to this easy project."

"Hell no, we're not going to put this on our network. You're talking about a major change - you can overload our switches, you can blow up our links between data centers."

Why should we do this? Can't it work without it like everything else? Why weren't we informed sooner?

"If this traffic is minimal, isolated on one VLAN, and is not going to flood my network, we will look into it some more and probably approve it."

"This looks like any old server for cabling & ports. Engineer racks it at the bottom and can't see ports well, not aware it has four nodes. Confused about ports and cables it incorrectly."

- Doesn't connect two KVM (COB) ports - Connects one of the ER main ports via 1GB instead of COB port - Not aware of tagging scheme for VLANs

We are all done! If there is some problem, we'll troubleshoot it later.

What is this new VLAN requirement? Our VLANs are set up in a way that makes sense with untagged traffic being put into a special safe holding area that no one can access.

See, it's not our fault. The machine wasn't configured correctly at the factory. We are partially vindicated.

What's this strange cable request? How many nodes are in this device? Why does it work in this odd way?

We are done!

Vindicated again! We did configure the VLANs like you asked. This is an issue with EVO:RAIL.

Why did you buy this appliance again?

How were we supposed to know how to do the cabling correctly? This is a novel setup and you didn't give us a diagram.

We are blissfully unaware of what will happen next.

Thoughts of another team

Touchpoints /Characters

SUPPORTING PLAYERS TOUCHPOINTS

Sales, WAN, Server Engineering, Networking team

Sales, P, Network team

Working team

Supernetwork staff, James, Geoff, Peter are there via teleconference.

Supernetwork, Geoff, Peter, Networking Team, a clogger

Supernetwork support, Geoff, Peter, VMware support, Networking team

3rd level support, Aleksey, Network Eng

Aleksey, Networking team

Starbucks Experience Map

Date: 3/22/10
Eric - repeat customer
purpose: to work/drink coffee

Enriched Experience

baseline

Poached Experience

touchpoints

Anticipate Enter Engage Exit Reflect

Office Car Walk-In Line Order Pay Sit Drink Work Pack Up Walk Out Car

<p>1.a Discussing with team the local places to grab a coffee.</p> <p>1.b Deciding to go to Starbucks and work on design reports.</p> <p>1.c Considering alternative places just in case.</p>	<p>1.c Hoping to find a close parking spot.</p> <p>1.d Hoping Starbucks is not overly crowded and will have available seating.</p> <p>1.e Considering alternative places just in case.</p>	<p>2.a Notice that there are a couple of people in line.</p> <p>2.b Notice the narrow, confined layout.</p> <p>2.c Enjoy the aroma of roasted coffee and mixed sweet, robust smells.</p> <p>2.d The lighting is pleasant, not overly bright and not too dim.</p> <p>2.e The music seems ethnic, extended vocals, soft in style, volume too loud and but my taste.</p> <p>2.f The room climate seems intentionally cold.</p>	<p>3.a The waiting line occupies the main traffic way.</p> <p>3.b The menus across the counter are hard to read while in line.</p> <p>3.c The line moves slow, people who just ordered are still in the same area. Becomes crowded.</p> <p>3.d The ordering process seems too slow. Inconsistent structure of service.</p> <p>3.e He writes down my name and some code on the cup and hands it off to another barista who will make it when he is finished with other orders.</p>	<p>4.a The barista acknowledges me with a smile.</p> <p>4.b I can see the menu better now, but I feel rushed to order a drink.</p> <p>4.c I feel forced to make a quick beverage selection. I play it safe by having what I always get.</p> <p>4.d The barista confirms my selection and asks my name to write on the cup.</p> <p>4.e He writes down my name and some code on the cup and hands it off to another barista who will make it when he is finished with other orders.</p> <p>4.f As I stand, the drinker shouts finished orders and places them on a drink stand. He screams Grande chai.</p> <p>4.g Confusion. Is this my drink? Why did he not call out my name or name and drink? I pick up the drink and see that it has Eric written on it.</p>	<p>5.a The barista tells me the total and I pay with my credit card. He asks me if I want my receipt, I decline.</p> <p>5.b My interaction ends with him saying thank you. He doesn't use my name.</p> <p>5.c Now I move to the left of where I paid. Once again I feel crowded and out of place. People are walking by me. There isn't a designated waiting sitting area.</p> <p>5.d The work-spaces seem small and impractical. Most are just have a small round wooden table with two wooden chairs.</p> <p>5.e I find an empty reclined armchair. Next to it is a small wooden table shared by another person sitting in the other arm chair.</p> <p>5.f The chair is comfortable and I continue to sit in it.</p>	<p>6.a Grab my drink and look for a place to sit.</p> <p>6.b I need, most importantly, an outlet and a workspace.</p> <p>6.c I notice that there are only a few locations in the seating areas that have outlets. This is discouraging.</p> <p>6.d Most places are occupied. No outlets are available.</p> <p>6.e The work-spaces seem small and impractical. Most are just have a small round wooden table with two wooden chairs.</p> <p>6.f I find an empty reclined armchair. Next to it is a small wooden table shared by another person sitting in the other arm chair.</p> <p>6.g The chair is comfortable and I continue to sit in it.</p>	<p>7.a The cub is hot, steaming but withstanding in my hand.</p> <p>7.b Smells roasty and sweet.</p> <p>7.c First sip is too hot, but flavorful. I'm happy with the taste and my choice.</p> <p>7.d The continued sip remain satisfying.</p>	<p>8.a I place my drink on the table next to me and place my bag on the floor.</p> <p>8.b I remove my computer and accessories and now am shifting my coffee to find room for all of my things on the table coffee free table.</p> <p>8.c The table is too low to work from there, so I place my laptop in my lap. My drink remains on the table, my bag on the floor.</p> <p>8.d I'm feeling crowded. I have no room to use my wireless mouse. I now use the surface of the arm chair as my mouse pad. Not very effective.</p> <p>8.e The crowd talking doesn't bother me after awhile, but the music is way too loud and beginning to become a distraction.</p>	<p>8.f I enjoy the free wireless and the unlimited use. The signal strength is adequate.</p> <p>8.g The music is really bothersome. I put my headphones on and play my mp3 songs.</p> <p>8.h The battery use on my computer is a concern now. I will begin looking for another table to work at.</p> <p>8.i The air conditioning seems intentional, it's cold outside and cold inside. I slip my jacket on.</p> <p>8.j I continually find myself people watching while I work. There are interesting people here, so I'm not too bothered. I never like feeling alone, any.</p>	<p>9.a The barista walks by me and makes an announcement to the store that it will be closing shortly - 10 pm.</p> <p>9.b I would like to continue to work. I feel sleep coming time is much too early, especially in a college town.</p> <p>9.c I stand up and walk around until I find a hidden trash can to throw my cup into.</p>	<p>10.a I pack my things up and head out the door.</p> <p>10.b The remaining staff tell me to have a good night.</p>	<p>11.a I head to my car and wish that I could have stayed longer to work. I know that once I get home, I will be in the wrong mind state to continue working.</p> <p>11.b The coffee was very good, but I was disappointed in the environment. Distracting music, small workspace, lack of power outlets.</p>
--	---	---	--	---	--	---	--	--	--	--	--	--

Emotion

Person

Pain points

Phases

Touchpoints

Behaviors / Thoughts



Sarah's Broadband Provider Journey

Sarah is moving her family of three. She knows she's going to need phone and Internet service. The effective and contextual factors that will affect Sarah's choice in broadband vendors are price, and her existing knowledge of and previous experience with service providers.

Person

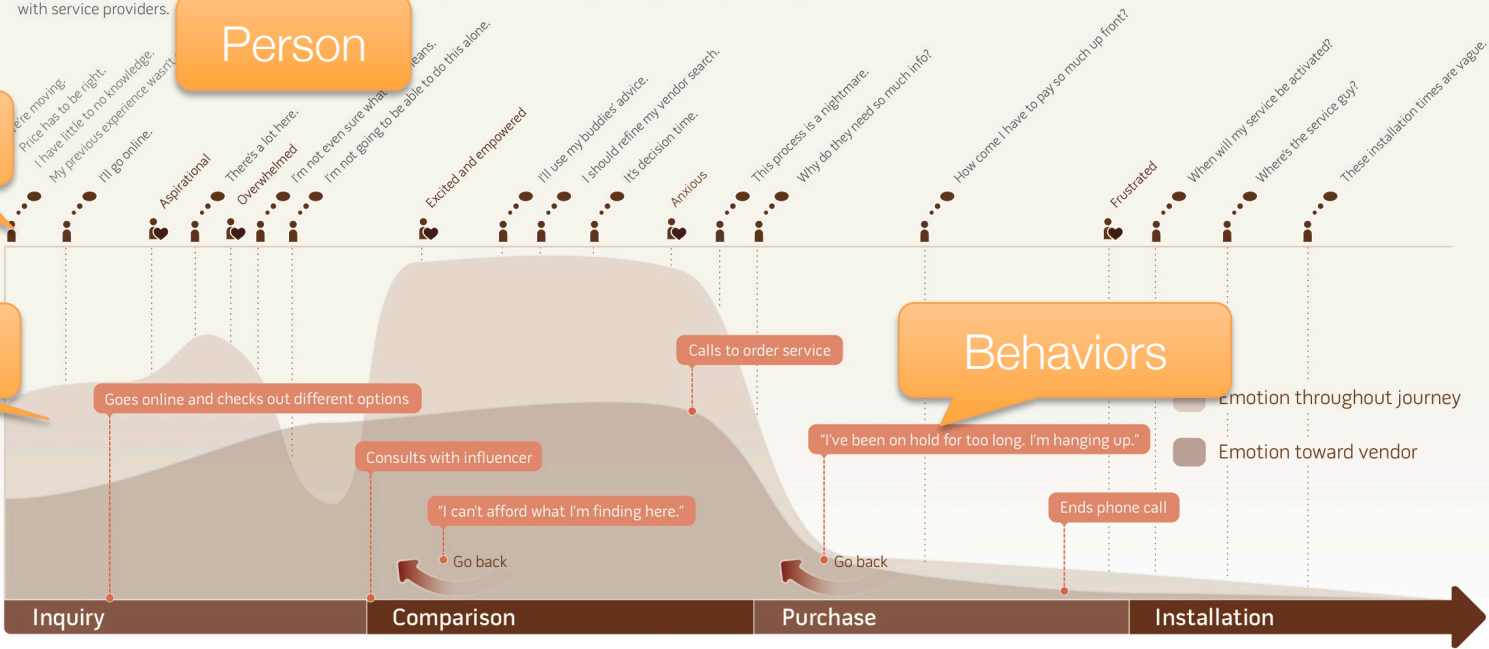
Thoughts

Thoughts & Feelings

Emotion

Emotional Experience

Phases



Description

The Inquiry phase features the reasons people are shopping around for new service. These are usually related to moving and relocation, an upgrade to existing service or hunting down new deals. Moving is the biggest reason.

Recommendations

Design how-to areas lying in wait. Tech-savvy users include banners with large price points with a clear call to action. Bullet points should include keywords that summarize options and features typically found in product datasheets.

Description

The potential customer comes into the Comparison phase usually armed with the right info and tech jargon and is looking for the lowest cost. Customers tend to be brand agnostic. If they can't find the right price or the right services, they may leave and go back to Inquiry.

Description

The Purchase phase involves the provider requiring quite a bit of personal info. The order flow tends to be complex, and the process can be all over the map. There is a sense of delayed gratification – waiting on service installation and activation.

Recommendations

Reduce the amount of information required by streamlining and improving any areas that contain form fields, using industry best practices. Work on setting expectations for the Installation phase with phone customer service reps to improve the overall experience of your brand.

Description

The Installation phase is the handoff from customer service to the installer. There are usually scheduling conflicts among all parties involved. This phase can be somewhat painful for the customer in dealing with the installer.

Recommendations

Many factors converge to make this phase of the customer journey unpleasant. Providing accurate arrival times, courteous technicians and clear

Person

Thought
S

Phases

PATIENT'S MOTIVATIONS

This can't be happening. Please let the diagnosis be wrong

I need to get through treatment. I need it all to go well, with no complications

I just want to get out of here. I want to be back at home

I want my life to return to normal or to find my "new normal"

PHASE

INPATIENT

OUTPATIENT

CRITICAL EVENTS LEADING TO A POSITIVE PATIENT EXPERIENCE

Neutral

CRITICAL EVENTS LEADING TO A NEGATIVE PATIENT EXPERIENCE

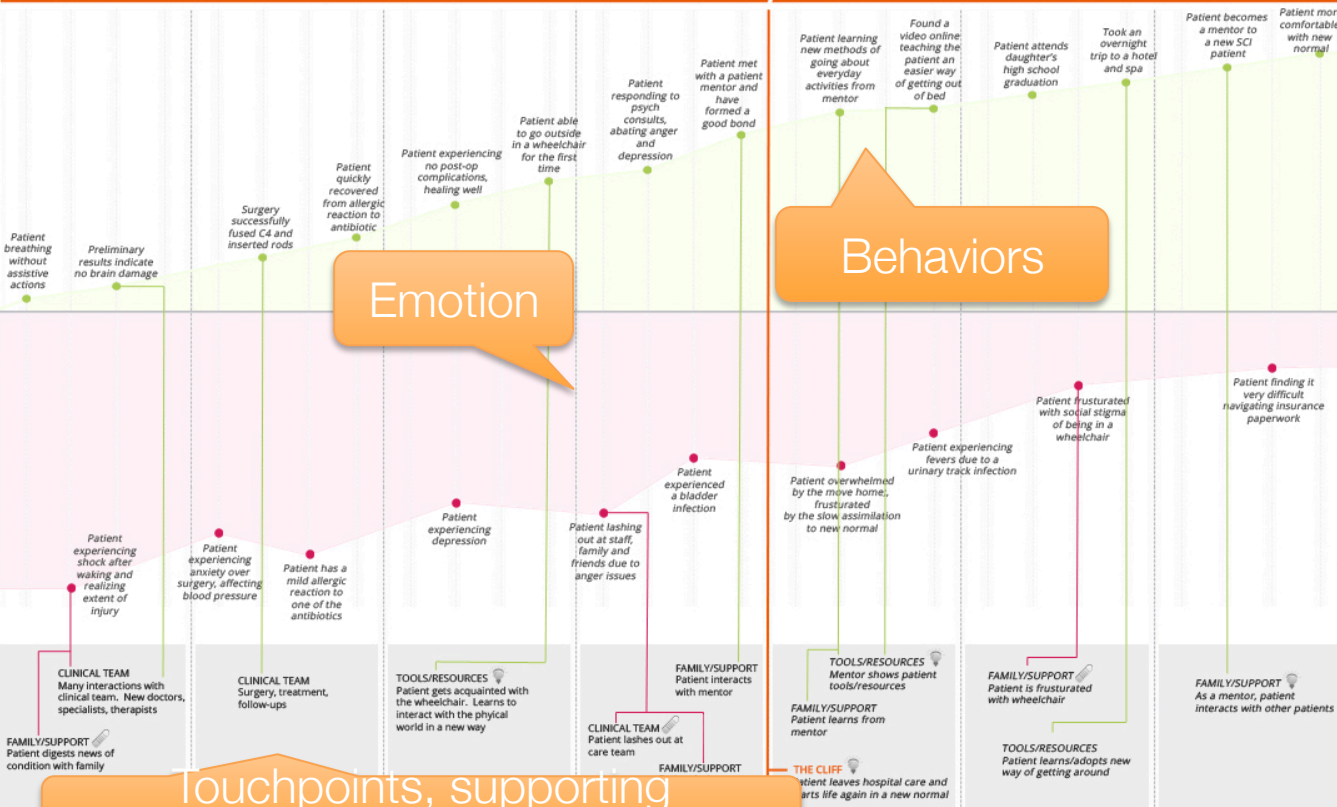
TOUCHPOINTS

- Opportunities
- Pain Points

Emotion

Behaviors

Touchpoints, supporting characters



Exploratorium Visitor Experience Map

Where are you supporting their needs and actions?

Person

Workflow

TOUCHPOINTS

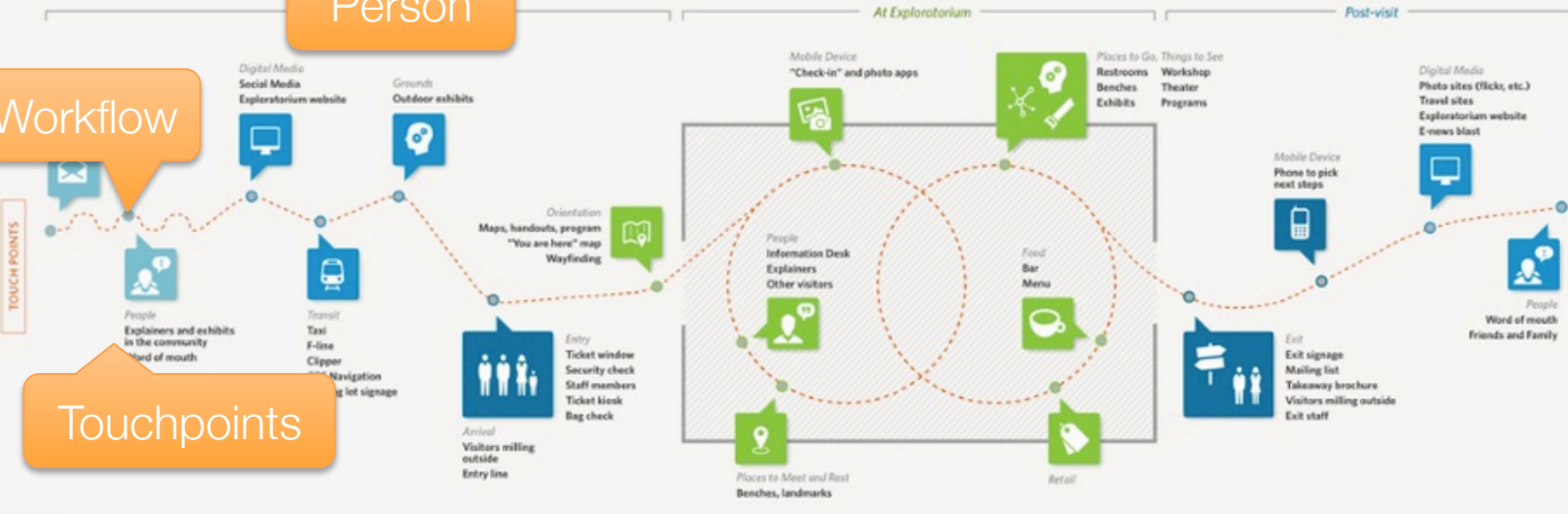
Touchpoints

Phases

Behaviors

Thoughts/
Pain points

No emotions



	GET THE IDEA	PLAN THE DAY	GET INSIDE	DO THE MUSEUM	WHAT'S NEXT	RETURN TO LIFE
ACTIONS	<ul style="list-style-type: none"> See something cool on social media See crowds outside Hear about in news media Learn via word of mouth 	<ul style="list-style-type: none"> Understand the options Buy tickets online Print ticket Group local activities 	<ul style="list-style-type: none"> Wait in lines Digest ticketing options Collect materials Check bags Use bathrooms Gather group 	<ul style="list-style-type: none"> Pick an exhibit Seek help Snack Try on clothes Look for value 	<ul style="list-style-type: none"> Consider membership Leave Get bags Judge experience Re-orient upon exit Find car Have dinner nearby 	<ul style="list-style-type: none"> Look and upload photos Seek more information about exhibits Learn more about a topic Share what I learned Write review Notice Exploratorium branding in the city
QUESTIONS	<ul style="list-style-type: none"> How do I find what I need to know? What do we do once we're there? Are my kids too young? Is this stuff for adults? How much time will it take? 	<ul style="list-style-type: none"> Where is it? How do I get there? What should I bring? Where do I park? 	<ul style="list-style-type: none"> Where do I get tickets? Why did the line stop? 	<ul style="list-style-type: none"> Where are the bathrooms? Where is [a specific exhibit]? Is everyone together? Why can't I find a staff person? What else should I see? 	<ul style="list-style-type: none"> What's cheap in the store? What did I miss? 	<ul style="list-style-type: none"> What else can I do? Where can I find more information about that show?

Ecommerce Customer Experience Map

Guiding Principles

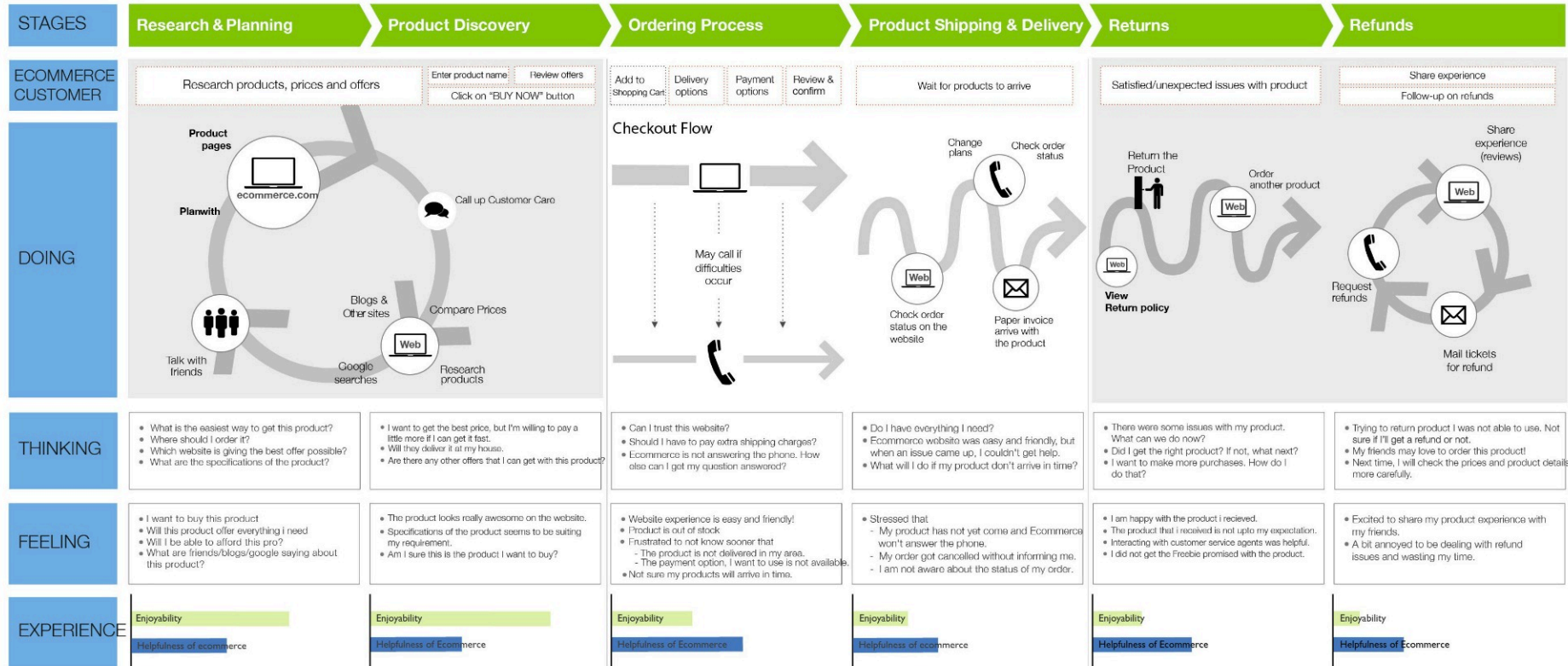
People choose online shopping because it is convenient, easy and comfortable

www.ecommerce.com is only one touch point of an online ecommerce customer experience

Customers are most apprehensive during this process

People appreciate an experience that is prompt, friendly & timely and then talk about it

Customer Journey



Have a meeting on the go



Before scene:

Lisa just came out of a meeting and realizes it would be great to meet with Tony ASAP to nail him down on some key questions. She walks back to her desk, launches the directory on her browser, looks up Tony's info and gives him a call. He is available so she launches Outlook to look for a conference room to meet him in. The one she knows down the hall is booked so she brings up a list of conference rooms to see what other rooms might be available near her or Tony. Finally she finds one that is a few buildings away. She calls Tony back and lets him know to meet her there. She walks over to the other building and then spends five minutes looking for the room. Finally she finds it! Tony is already there waiting. Sigh -- this really took forever.

After scene:

Lisa just came out of a meeting and realizes it would be great to meet with Tony ASAP to nail him down on some key questions. She brings up the company's Mobile app on her iPhone and quickly finds Tony's contact info. She calls him up with button click and learns that he's free. While on the phone, she checks if the conference room she just walked out of is free. This one is not available, but conference rooms that are free nearby are displayed on the screen with no further searching required. She clicks on the nearest one, books it for an hour and texts Tony the information. He's still on the phone so he lets her know that he'll meet her there in a few. She clicks on Directions and gets walking directions and a GPS map to help her find the conference room. Tony in the meantime got a text with a link to the room, he clicks it and walks on over with the directions. Five minutes later the mtg has begun.

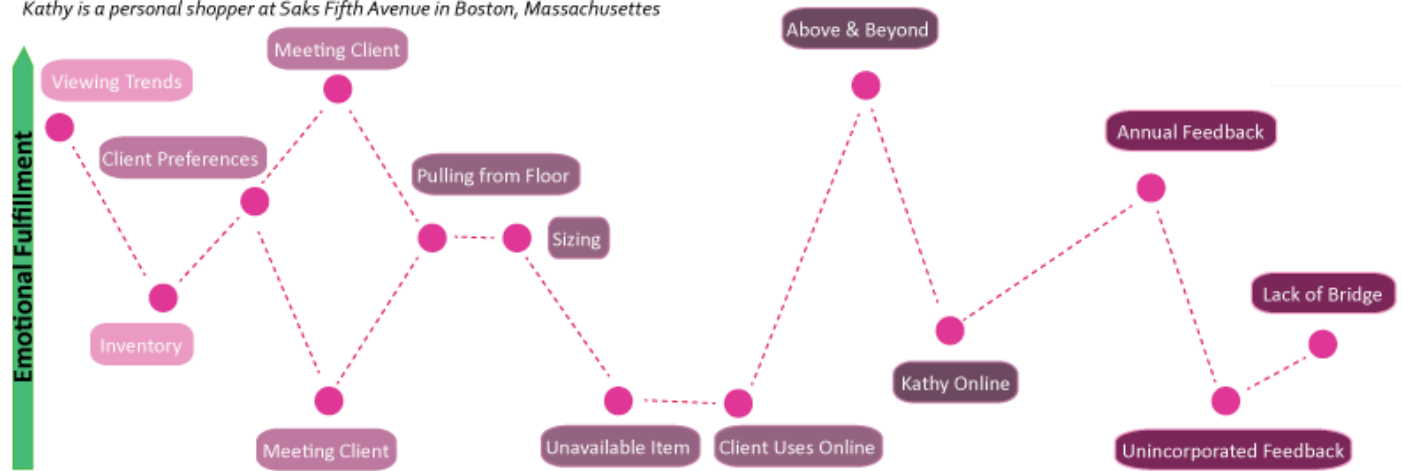
Tasks	1. Find contact information	2. Book conference rooms and meetings	3. Find conference rooms/cubes	4. Run meetings
Types of Users	All employees	All employees	All employees	All employees
Actions	Lisa needs contact information for another employee, a key company phone number (such as Tech Support), or a conference room.	Lisa is on the go and wants to book an available conference room nearby and invite other people to the meeting. She also wants to set up a WebEx call in.	Lisa has a meeting in a conference room but has no idea where it is. She wants walking directions and/or a GPS map so she can find the room.	Lisa wants to start a meeting including launching a Webex Meeting, seeing who was invited and contacting late attendees.
Key Questions	What is this person's contact information? Where does this person sit? How can I find phone numbers when I am away from my desk?	Is the conference room I am in available? How long is this conference room available? Is there another conference room near me or another person that is available? How do I tell other people about this meeting and invite them to this room or this phone call?	What room is my next meeting in? Where is that conference room? How do I get there? How long of a walk is it -- i.e. how much time in advance of the meeting should I set out to get there on time?	What's the WebEx ID? Who is attending? If someone isn't here, what's the hold up? Where's my stuff? How does this projector work?
Pain Points & Needs	<ul style="list-style-type: none"> o Finding company people in your addressbook on an iPhone when they are mixed in with your personal contacts is confusing o Official phone numbers and conference rooms can have cryptic names and aren't always listed in the corporate directory o Adding company contacts into iPhone and laptop addressbooks is tedious 	<ul style="list-style-type: none"> o Difficult to find out free/busy info for a conference room when you're on the go o Double booked conference rooms are a frequent occurrence and one team of people always gets shortchanged and has to spend a long time regrouping o Meetings that run late want to either book a nearby room or find a meeting room 	<ul style="list-style-type: none"> o Easy to get lost finding a conference room o Conference rooms are all over the campus and are scattered within buildings o Sometimes you have the room name but don't even know the building it is in as a starting point o Need to know how much time to spend to find a meeting room 	<ul style="list-style-type: none"> o Need to have the Web Ex ID to connect to the meeting -- on the phone and on the web o When people are late, have to look up each person's contact info to see what's up/remind them to come/ and possibly tell them where the conference room is o If meeting information changes (i.e. new conference room or WebEx ID) hard to notify everyone about the change o Projector doesn't work o Content needed to present is missing or doesn't load

can you see the opportunity?

Student examples

Kathy's Client Experience Map

Kathy is a personal shopper at Saks Fifth Avenue in Boston, Massachusetts



	Prep Work	Acquainting	Relationship Building & Personalized Assistance	Niche Assistance	Reflection & Improvement
Behaviors	<ul style="list-style-type: none"> Being fashion aware Tracking inventory on-hand Flipping through look-books 	<ul style="list-style-type: none"> Determining client style Face-to-face communication Personality mesh/clash 	<ul style="list-style-type: none"> Pulling actual inventory for client in correct size Searching store for specific items Find additional pieces to complete outfits Knowing brand sizing and client sizes Double-check store for specific items Client sees item online she can't get in store, and buys online herself 	<ul style="list-style-type: none"> Sees an item, and knows client will enjoy it Sees accessories to match with client's wardrobe Finds products unavailable in-store for client Uses internal sku search tool 	<ul style="list-style-type: none"> Fills out annual survey for the company about what does and doesn't work Waits for changes to be implemented No interaction with tech side (They are never seen in a store)
Painpoints	<ul style="list-style-type: none"> Inaccurate inventory Lack of trends in store 	<ul style="list-style-type: none"> Client/Kathy personality clash Unclear Preferences Close-minded clients 	<ul style="list-style-type: none"> Inventory system does not match what's on the floor Limited sizes carried in store Not being able to see multiple sizes on client Kathy does not get commission because client purchased online herself Kathy loses touch with client's wardrobe when they purchase online Department lacks in-store scanning 	<ul style="list-style-type: none"> Search tool does not have multiple search criteria Kathy wishes she could have input into the way engineers make the search tools Wasted time & unsuccessful search Fast-pace environment of floor does not lend itself to online searches in current form 	<ul style="list-style-type: none"> No indication of whether or not feedback is incorporated No way to give feedback the rest of the year No way to stress what features are critical No understanding of tech's development cycle/requirements
Touchpoints	<ul style="list-style-type: none"> Dropbox for look-books iPads Internal inventory system 	<ul style="list-style-type: none"> Email/text with client Dressing room Actual inventory Client 	<ul style="list-style-type: none"> www.saks.com Competing online retailers (www.chanel.com, www.nordstrom.com) Cross-store inventory search tools Client 	<ul style="list-style-type: none"> Visualization tool of items purchased by a client Computer/iPad search Search algorithm Missing touch point: engineers 	<ul style="list-style-type: none"> Survey itself Managers Recipients of survey Personal shopper network Potential new features

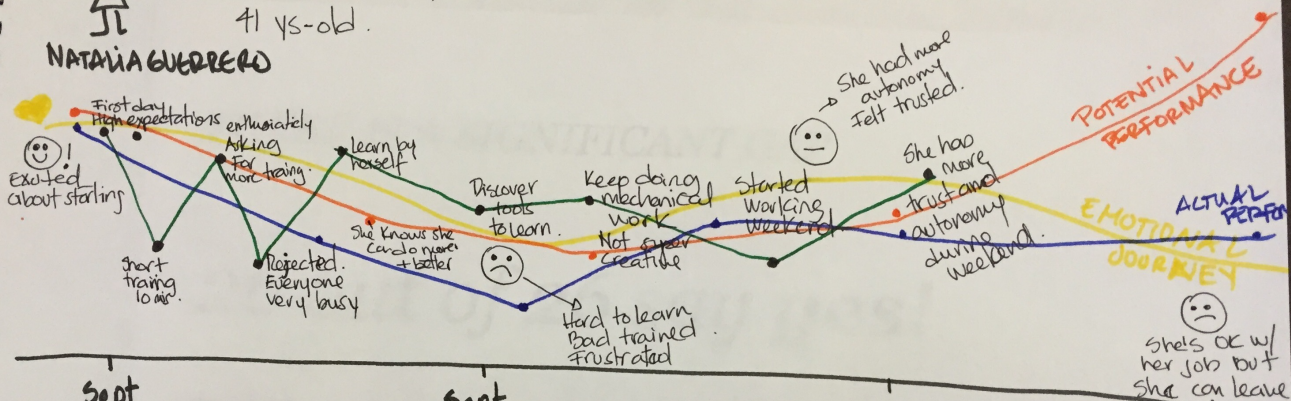


NATALIA GUERRERO

Journalist - Multimedia Producer
at BBC Mundo
Miami, FL

41 yrs-old

Natalia was excited to start a new job in Miami with BBC Mundo. "I had a great excitement; it was a good opportunity for me!"



Sept 2012

- STARTED JOB AT BBC MUNDO.
- excited to start
- OPEN TO learn
- She had a 10 minute training session
- "Shadow system"
 - ↳ sit next to someone and learn.

- Do they know what they're doing?
- Am I learning bad habits?

Sept 2013

- She discovered there are many tools online for internal use at BBC that she didn't know about (FOR A FULL YEAR)
- She thinks her managers and editors didn't know about it.
- She feels frustrated and confused.
- Is it me? - she founds her self all the time doubting about her abilities.
- She asks for more tools and training

Sept 2014

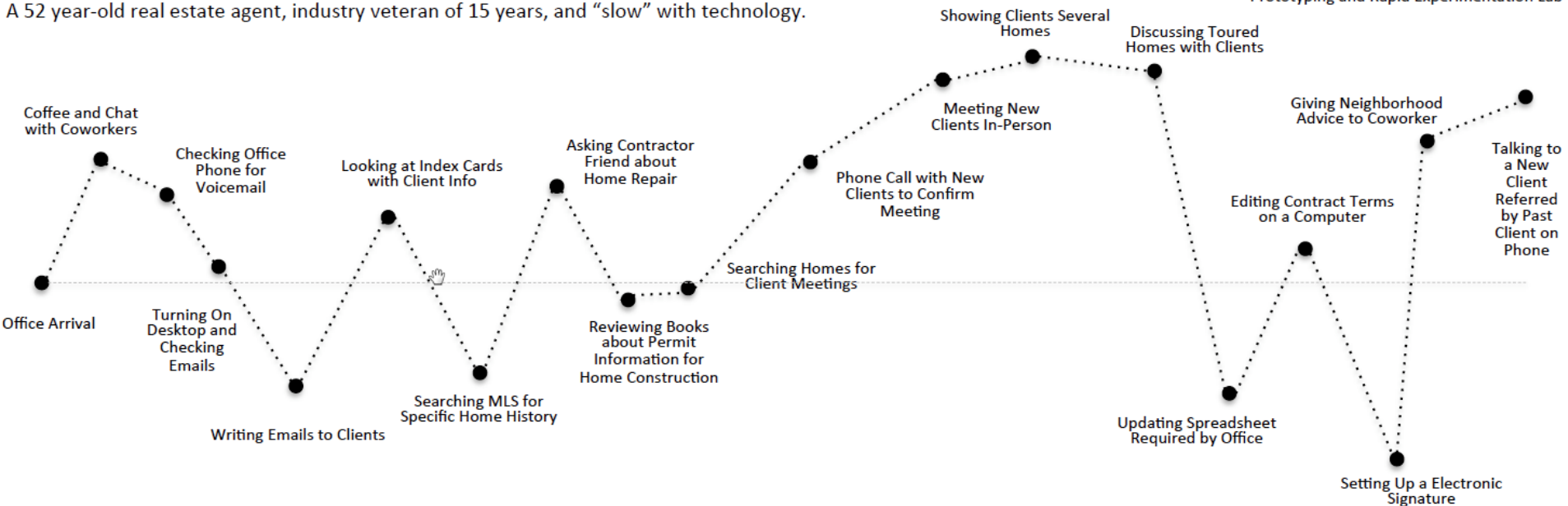
- She started working during the weekends
- less supervision and more trust.
- Found more time to experiment and learned tools.
- She stops feeling bad or responsible about her performance.
- She realizes that not even her managers can answer certain questions
 - ↳ they had had training too!
- She talks with editor about his ~~too~~ feedback

NOW

- She feels she can leave or stay
- She doesn't have expectations about her manager's training her, or other, better.
 - ↳ not official
- Use an internal chat w/ colleagues to learn and exchange ideas
- I propose more stories.
- And jump up editors to get into the

A typical day in the life of Dennis...

A 52 year-old real estate agent, industry veteran of 15 years, and "slow" with technology.



Touchpoints	Day Prep	Research	Client Engagement	Office Work
	Coworkers, clients. Office phone, Microsoft Outlook, index cards.	Contractors, clients, coworkers. MLS database, cell phone, books.	Clients, other real estate agents, home owners. Cell phone, buildings.	Clients, other real estate agents, coworkers. Microsoft Word, Excel, Docusign, cell phone.

Description	Day Prep	Research	Client Engagement	Office Work
	Dennis begins his day by catching up on messages received overnight. His day preparation is focused on his client and coworker relationships. Both are crucial to a realtor's success. He prefers talking to clients through the phone, rather than texting or emailing. He keeps track of clients and client information by writing on index cards kept in folders.	Dennis spends a part of every day engaged in research. All houses that are listed for sale can be found online through MLS (Multiple Listing Service). In the past, this information could only be found in books printed by real estate agencies. Some research is related to the auxiliary functions of a real estate agent (e.g. staging a home for display, navigating the issues around building a new home).	Client engagement is the heart of real estate. Dennis has a mix of buyers and sellers, but buyers are much more common. Real estate agents typically plan home tours (where the clients and agent visit several homes at a time) around clients' criteria. Part of client engagement is helping clients understand the latent variables behind a home: academic performance of nearby schools, homeowners association, etc.	Office work entails the miscellaneous tasks that support a real estate agent's work. Most office work is now completed on computers. For example, the real estate agents' professional organization recently began accepting electronic signatures on contracts. While some of these technological changes are optional, others (e.g. putting information on a spreadsheet for due diligence) are required.

current map

vs.

future map?

Customer Journey

Customer Journey

Customer Journey	BUYING IMPULSE	ASSESSING & PLANNING	ACTIVE SEARCHING	KNOWLEDGE VISIT	SHOWROOM VISIT	TEST DRIVE	TRADE IN	NEGOTIATION	PURCHASING	DELIVERY	AFTER SALES	DRIVING	MAINTENANCE SERVICE	WARRANTY SERVICE	LONG TERM SERVICE	RECONNECTION
Activity																
Touch point / Tool	<ul style="list-style-type: none"> Online / Offline advertisement Call center Website / App Online chat Brand website 	<ul style="list-style-type: none"> Website External website Manufacturer site Search engines Experts / Blogs Online news Brand website Brand mobile 	<ul style="list-style-type: none"> Manufacturer site Search engines Search engines Experts / Blogs Online news Brand website Brand mobile 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines
Data / Information	<ul style="list-style-type: none"> Car requirements Price range Brand/segment Performance features Reviews 	<ul style="list-style-type: none"> Location Car needs Brand/segment Performance features Reviews 	<ul style="list-style-type: none"> Manufacturer website Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines 	<ul style="list-style-type: none"> Search engines Search engines Search engines Search engines Search engines Search engines Search engines
Intention																
Customer Sentiment	I like the car but I don't know where to begin.	There are so many options, I need help making a smart choice.	I've compared different options, but I don't know where to go next.	I can't wait to get my car but I'm dreading going to the dealer.	I hope I find something that's helpful and not pushy.	I can see why I'd want to get it, but I'm not sure if it's worth the money. I'll probably get something else.	I am not really sure how they decided the value of my car.	This is the best car I've ever owned. I'm really happy with it. I'll probably get something else.	I can't wait to get my car but I'm dreading going to the dealer.	I have no idea if my car is getting done. What's the best?	I don't want getting feedback about my experience.	I feel like I am only using 20% of the car's features.	I feel like they are not listening to me when I talk to them.	My service center was not helpful at all. I'll probably get something else.	How do my car's options compare to other cars? I'll probably get something else.	After that my car for a year, the dealer offered to take them getting a new deal.
Pain Points	<ul style="list-style-type: none"> Brand confusion Over abundance of information Lack of personal advice 	<ul style="list-style-type: none"> Lack of information about needs Complexity of filtering information Lack of consistency 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" 	<ul style="list-style-type: none"> Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car" Amount of studies, but no advice to register other than "check out this car"
Variables	Includes all vehicles not available in some.	In the U.S. the website provides for vehicle availability in some areas.	Includes and the U.S. website provides for vehicle availability in some areas.					Comparison model for sales people after from website to dealer in the U.S. (20 mostly with comparison in U.S. and Australia, the dealer can't).	Getting customer follow-up after they've visited the dealer in person. (mostly in U.S. mostly with comparison in U.S. and Australia, the dealer can't).	In the U.S. website provides for vehicle availability in some areas.		In the U.S. website provides for vehicle availability in some areas.				

Places where each concept impacts the journey

Marketing Research																
Remote Phases																
Ways to Buy																
Current Dealer Test Drive																
What Relationship Manager																
Living View of the Customer																
Tools for Sales																
Visual Relationship																
Self-Service																
Visual Relationship																

how do you do it?

try to understand the timeline of the story from many angles

Mar Area
audience
check
Stuck on
analysis
Native ads
1.1x more than banner
spent 2.8x times
+ time rather ad banner
nice site example for good looking report
moves up bid in code so reasonable
rule of thumb:
heat = better visual

client agrees
Full
don't use heat

#2 Benjamin Li
8/14 10am
Background
Time Ad Oper. Coord.
Native Inc - tech vendor for native ad sol'ns
multiple in roll, one in ch
Content influence studies - brand studies
main study

typical day
making competitive
- 100 campaigns running
"top" - banner ads really impression top
requires click on ad with 2nd article of interest
pricing correctly, will impress platform target, ant, play RFPD - to win contracts
brand studies
looks like
l. trial. → guests

person

emotion (feel)

Yay!

Opportunity

Key
Point

Uh-oh!

start & end (phases or timeline)

behaviors (do)

painpoints (think)

touchpoints (optional: supporting characters)



DANIELLE, LIFE MOVES

1

ACTIONS

(copy of notes)

10/10/10

HOUSING

(non-shelter, in house)

THOUGHTS/FEELINGS

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

Handwritten notes on blue sticky notes at the top of the page.

LEAVE POINTS

More in w room

Go to VT

Consider from

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

2

RISK FACTORS

STABILIZERS

RISK

RISK categories

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

RISK

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

STABILIZING FACTORS

More in house when

10/10/10

10/10/10

10/10/10

10/10/10

10/10/10

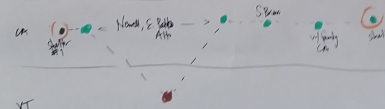
10/10/10

10/10/10

10/10/10

10/10/10

10/10/10



Yellow and orange sticky notes at the bottom left.

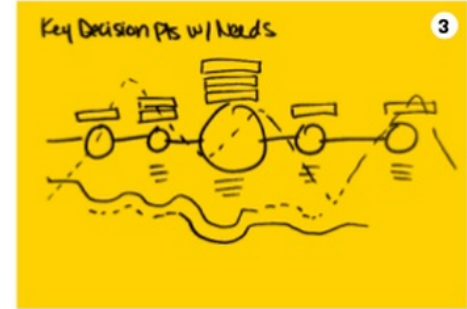
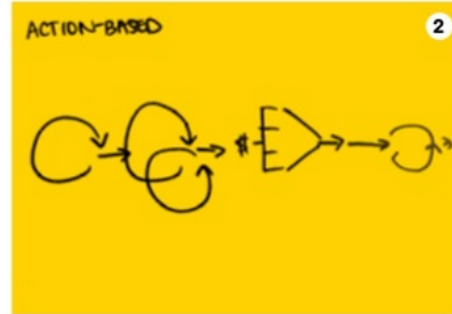
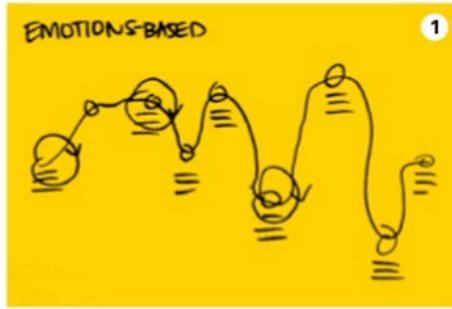
Pink sticky notes at the bottom right.

Handwritten notes on the right margin.

VISITOR TYPE TOURISTS (ADULT + FAMILY)



sketch ways to highlights insights

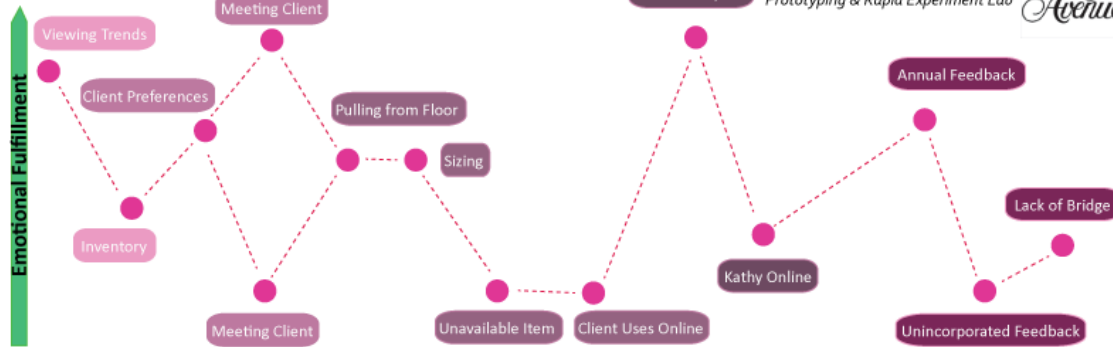


repeat, compare, pull out needs

Kathy's Client Experience Map

Kathy is a personal shopper at Saks Fifth Avenue in Boston, Massachusetts

Amanda Heinemann
Jocelyn Neff
Prototyping & Rapid Experiment Lab



	Prep Work	Acquainting	Relationship Building & Personalized Assistance	Niche Assistance	Reflection & Improvement
Behaviors	<ul style="list-style-type: none"> Being fashion aware Tracking inventory on-hand Flipping through look-books 	<ul style="list-style-type: none"> Determining client style Face-to-face communication Personality mesh/clash 	<ul style="list-style-type: none"> Pulling actual inventory for client in correct size Searching store for specific items Find additional pieces to complete outfits Knowing brand sizing and client sizes Double-check store for specific items Client sees item online she can't get in store, and buys online herself 	<ul style="list-style-type: none"> Sees an item, and knows client will enjoy it Sees accessories to match with client's wardrobe Finds products unavailable in-store for client Uses internal sku search tool 	<ul style="list-style-type: none"> Fills out annual survey for the company about what does and doesn't work Waits for changes to be implemented No interaction with tech side (They are never seen in a store)
Painpoints	<ul style="list-style-type: none"> Inaccurate inventory Lack of trends in store 	<ul style="list-style-type: none"> Client/Kathy personality clash Unclear Preferences Close-minded clients 	<ul style="list-style-type: none"> Inventory system does not match what's on the floor Limited sizes carried in store Not being able to see multiple sizes on client Kathy does not get commission because client purchased online herself Kathy loses touch with client's wardrobe when they purchase online Department lacks in-store scanning 	<ul style="list-style-type: none"> Search tool does not have multiple search criteria Kathy wishes she could have input into the way engineers make the search tools Wasted time & unsuccessful search Fast-pace environment of floor does not lend itself to online searches in current form 	<ul style="list-style-type: none"> No indication of whether or not feedback is incorporated No way to give feedback the rest of the year No way to stress what features are critical No understanding of tech's development cycle/requirements
Touchpoints	<ul style="list-style-type: none"> Dropbox for look-books iPads Internal inventory system 	<ul style="list-style-type: none"> Email/text with client Dressing room Actual inventory Client 	<ul style="list-style-type: none"> www.saks.com Competing online retailers (www.chanel.com, www.nordstrom.com) Cross-store inventory search tools Client 	<ul style="list-style-type: none"> Visualization tool of items purchased by a client Computer/iPad search Search algorithm Missing touch point: engineers 	<ul style="list-style-type: none"> Survey itself Managers Recipients of survey Personal shopper network Potential new features

you do it

1. Get together with your group and start using the journey map process to analyze one of your interviews.
 2. You can grab large white boards from the d.school to keep your work. (We have also brought large white post-it sheets).
 3. At the end of class, each group will report out some learnings so far...
 4. Wednesday, we will discuss Needs and How Might We Questions in more detail
- 