



YORK REGION CORPORATE CUSTOMER JOURNEY MAPPING FACILITATION GUIDE

eDOCS#10117446



ACKNOWLEDGEMENTS

This facilitation guide is adapted from the “Public Health Customer Journey Mapping Facilitation Guide” developed by Caroline Cheng and Sarah Thompson from the Public Health Branch Customer Experience Working Group, in consultation with the other members of the working group from all four Public Health Divisions: Janson Chan, Vidhi Chhabra, Amber Clements, Teija Cumming, Kimberly Gray, Diana Miller, Tanvi Mittal, Lawrencina Ntiri, Dorianna Simone, Janet Vandenberg, and Karen Vu-Nguyen.

Corporate Continuous Improvement (Office of the CAO) recognizes the tremendous work that was done by Public Health in support of customer journey mapping as early adopters. In adapting the guide, steps 7-14 were modified and created to align with Customer Journey Mapping Training. This methodology is flexible so feel free to adapt to create your own version to meet the needs of your department.

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INTRODUCTION

BACKGROUND

York Region's Corporate Customer Experience Plan sets our vision for improving and transforming the way we serve our customers, every step of the way. This includes before, during and after our customer interactions and the relationships we are building over time. In this guideline, "customers" refer to internal staff and external users of York Region programs and services.

Employees who are actively engaged in customer experience activities tend to have happier, more satisfied customers who, in turn, have increased trust and confidence in York Region as a government. Seamless access to our information, programs, and services allows customers to have their needs met quickly and efficiently.

Customer Journey Mapping is one tool that can be used to better understand customers' needs and viewpoints while accessing and interacting with our programs and services. Customer Journey Mapping also provides an opportunity to develop consensus and shared empathy for the customer, while looking at the amount of effort it takes customers to access our services. This involves having conversations about the customer and understanding their attitudes, behaviours, thoughts and feelings before, during and after our service period. Mapping their journey prompts us to ask questions such as: What are their needs? What do they want? How can we better serve them?

PURPOSE

The purpose of this guide is to help you facilitate a customer journey mapping activity with a team. The document will provide:

- Considerations for planning a journey mapping session
- Tools for facilitating a journey mapping session
- Steps for building a customer journey map
- Reflective points for how to improve the journey
- Related resources that are available
- Optional extra steps



IMPROVING CUSTOMER EXPERIENCE REQUIRES ORGANIZATIONS TO TAKE AN 'OUTSIDE-IN' VIEW OF THE CUSTOMER'S JOURNEY, STARTING WITH THE CUSTOMER'S THEMSELVES."
– P. 80, CORPORATE CUSTOMER EXPERIENCE PLAN

CUSTOMER JOURNEY MAPPING

WHAT IS IT

Customer journey mapping is an exercise where a group of individuals contribute to a visual representation of the experience of the customer. It can be used to identify and illustrate each step of the customer's journey from their perspective, including their needs and feelings along the way.

WHY USE IT

Customer experience is the sum of all the experiences a customer has with the service provider over the duration of their relationship with that provider. Customer journey mapping is designed to develop a better understanding and empathy for the complete customer experience from start to finish, from their point of view. Depending on how the activity is framed, customer journey mapping can be used for:

- Developing a shared empathy and understanding of our customers
- Increasing awareness of pre- and post-interaction periods
- Considering interactions with other York Region programs or services
- Discovering the goals and objectives of our customers
- Identifying moments that matter for customers
- Appreciating the unique roles of 'back-end' and 'frontline' staff
- Finding quick wins and opportunities to improve

Each customer will have varying experiences and this tool allows users to view the:

- Experiences of different customers
- Various touch points encountered
- Consideration of the social determinants of health
- Potential improvements that can take place

Overall, customer journey mapping will help you set appropriate customer expectations, meet customer needs and reduce dissatisfaction and customer loss.

WHEN TO USE IT

Customer journey mapping can be completed at any time. There is no right or wrong time to use this tool. You and your team may want to use this tool as part of your annual program planning and improvement or you may have had an unusual customer interaction and want to review it in more detail.

HOW TO USE IT

The most effective customer journey mapping exercises are done as a team activity and include people who are working in the program or service, including those who are customer-facing and back-end/support staff. Customer and/or partners can be included in this activity. Be sure to follow privacy guidelines.

PLANNING A MAPPING SESSION

As facilitators of the customer journey mapping activity, information will need to be gathered from the program before the mapping session. This will help frame and set-up a productive session that can take 1-3 hours or a full day depending on the goal. See Customer Journey Mapping Session Plan Template (Appendix 1).

WHAT IS THE GOAL?

Determine the goal and desired outcome for the customer journey mapping activity. This activity can be used to start a conversation about the customer and explore needs and perceptions. It can also be used as a launching point to develop a shared empathy or understanding, and explore new improvement opportunities. There may be a specific program or service interaction you want to review for improvement opportunities.

WHAT IS THE JOURNEY?

Determine what interaction or experience you want to map. The interaction can be defined at the planning meeting and/or decided by the team at the beginning of the exercise.

WHO IS THE CUSTOMER?

Define the customer or 'persona' that you will be mapping at a high level. A persona is a fictional profile that represents a customer segment (e.g., a pregnant woman who is from a minority group that lives in a certain geographical area). The persona(s) can be determined in the planning meeting or options can be suggested and allow the participants to select the persona that is most applicable to their goal. Most effective personas are based in reality. Some considerations for a persona are social determinants of health and health equity variables that may be a factor for a particular segment of your target population. It is helpful within the exercise to personalize the persona by giving a name and characteristics. See Persona Template (Appendix 2).

WHO SHOULD BE INVOLVED?

Decide who should be included in the customer journey mapping activity. This may include internal staff, stakeholders, partners and any customers involved throughout the process. Ensure that some the participants of the activity includes representatives from the process. A variety of perspectives, job roles, backgrounds, and experience provide a rich and creative discussion.



CONSIDER WHO WILL BE
RESPONSIBLE FOR THE
IMPROVEMENT EFFORTS
IDENTIFIED THROUGH THE
MAPPING ACTIVITY

WHAT DATA IS AVAILABLE?

Determine what information and data is available about your customer's interactions. This can include program and research data, existing surveys, focus groups, internal interviews, Access York data and/or literature. Share any available quantitative and/or qualitative data with the team prior to or during the activity. If you don't have any data, consider the option of postponing your customer journey mapping exercise until relevant data and information can be collected. If you do not have data available, don't worry, customer journey mapping will identify improvements using the expertise in the room.

LOGISTICS

Plan location, schedule meeting, identify the facilitators, and assign responsibilities. Ensure that supplies are available (see Appendix 1 for Customer Journey Mapping Session Plan Template).

THE CUSTOMER JOURNEY MAPPING SESSION

HOW TO MAP A CUSTOMER JOURNEY

As you are working through the activity, refer to the Customer Journey Map Quick Reference Guide see Appendix 5.

WELCOME

- State the goal and purpose of activity mapping session
- Review ground rules for the session. Be clear there are no right or wrong answers in this activity as we are all offering our suggestions based on our knowledge and experience with the persona
- Emphasize the need to view the journey from the customer's point of view




GET EVERYONE INVOLVED

- CONSIDER DOING THE ACTIVITY IN SMALLER GROUPS TO FACILITATE MORE DISCUSSION AND SHARE BACK TO THE LARGER GROUP
- ALLOWING PARTICIPANTS TO WRITE THEIR OWN STICKY NOTES ENSURES THEY WILL HAVE THE OPPORTUNITY TO THINK ABOUT THINGS AND CONTRIBUTE FROM THEIR OWN PERSPECTIVE
- USE PROMPTS LIKE: 'DOES ANYONE ELSE HAVE ANY IDEAS' OR 'CAN SOMEONE FROM THE OTHER SIDE OF THE ROOM SUGGEST AN IDEA'

STEP 1: PERSONA AND INTERACTION

A persona is a representation of the goals, attitudes and behaviours of a specific customer group that may engage in a process or service. The design of this persona should relate to the intended goal or objective of the session. The interaction and persona should be relatable and representative of a customer segment. See Appendix 2 A + 2 B for Persona Templates.

- Discuss and/or confirm the program or service interaction that is going to be mapped
- Describe the persona or discuss some options for personas and confirm with the group
- Each step should begin with a verb to reflect persona perspective
- This step and step two could be started ahead of your session

PERSONA WORKSHEET		
TARGET PERSONA IMAGE	PERSONA INFORMATION	
	NAME	
	OCCUPATION	
	AGE	
	FAMILY STATUS	
	LOCATION	
FURTHER DETAILS		

STEP 2: BEHAVIOURS

Behaviours are the steps and processes the customer takes and encounters to access and interact with our programs and services.

- With your participants, identify the behaviours or steps your persona experiences throughout the interaction. Put up one step per green sticky note in the behaviour row. Be sure to add the steps that happen prior to and after the interaction
- If steps one and two were established prior to your session, confirm with the group that they accurately represent a typical process or customer experience



THE NEXT STEPS ARE WHERE YOU WANT TO SPEND THE MOST TIME.



TRY NOT TO GET INTO THE "WEEDS" OF THE STEPS AND PROCESSES.



REMEMBER TO KEEP THE DISCUSSION CUSTOMER-FOCUSED.

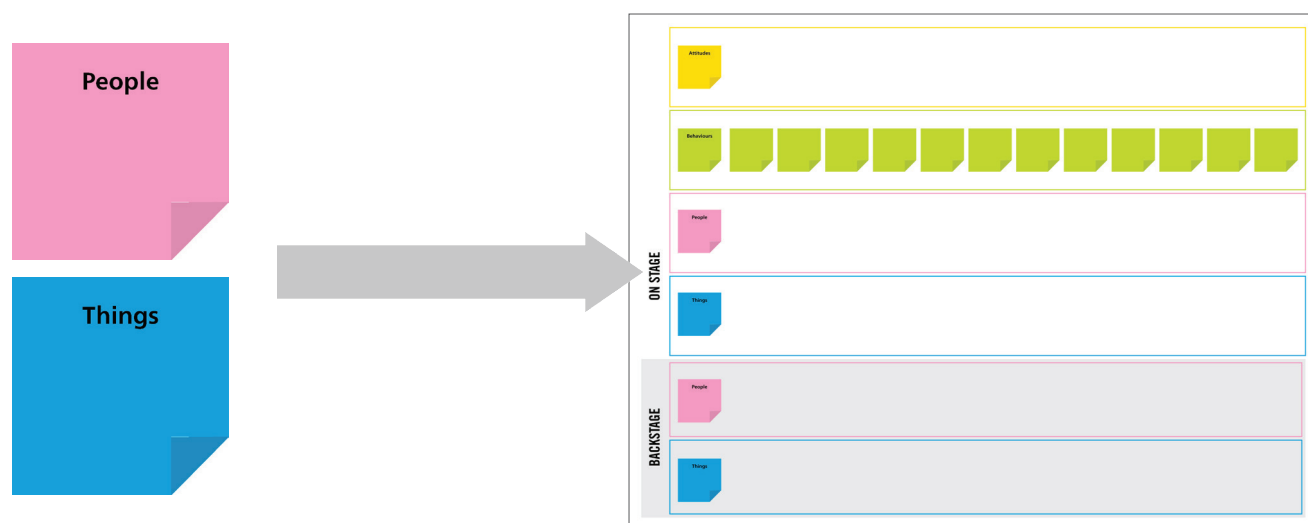


ON STAGE	Attitudes	
	Behaviours	
	People	
	Things	
	People	
BACKSTAGE	People	
	Things	

STEP 3: ONSTAGE EXPERIENCE

Onstage experience includes the people and things the customer comes into direct contact with along the journey. This may include frontline staff, buildings, rooms and websites. This step helps participants to understand who and what the customers directly interact with. It can provide insight into the influencers to the experience.

- For each step, identify the people (pink sticky notes) and things (blue sticky notes) with which our customer comes into contact
- Let participants write on individual sticky notes for 3-4 minutes and then share with the group or these items can be generated as a group



STEP 4: ATTITUDES AND EMOTIONS

Attitudes and emotions are what the customer is thinking and feeling during each moment. It helps to begin to understand the met and unmet needs through their feelings and emotions.

- For each step in the journey, add the attitudes and emotions from the customer's point of view
- What is the customer feeling? What are they thinking? How are they reacting?
- Write the attitude in the words that the persona would speak or feel
- Let participants write on individual yellow sticky notes for 3-4 minutes and then share with the group



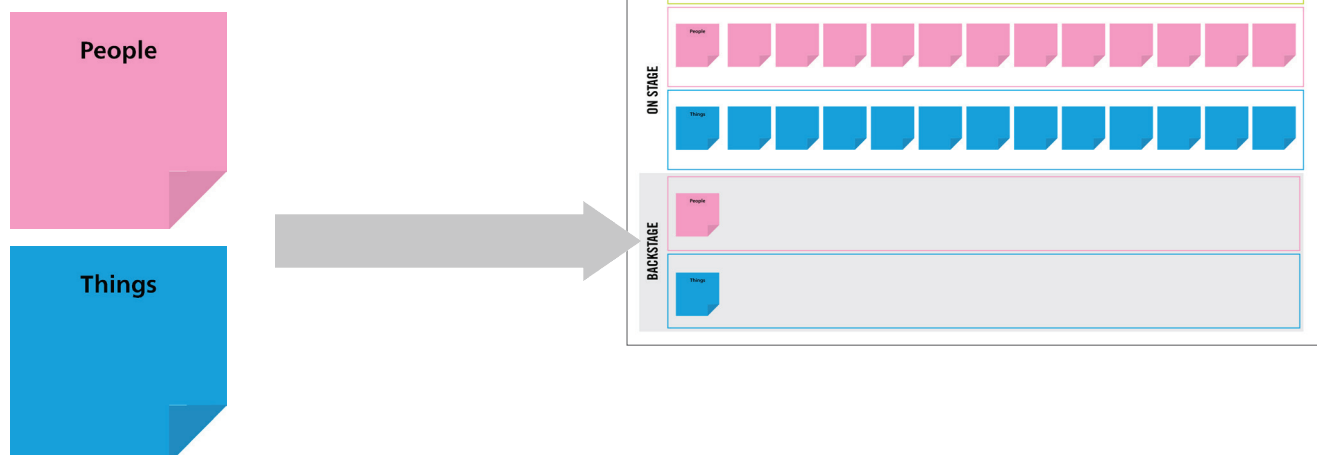
STEP 5: BACKSTAGE EXPERIENCE

Backstage experience includes the supporting people and things the customer does not interact with along the way. This may include documentation, policies and procedures and referral systems. This step helps participants to understand who and what at the back-end supports the process and onstage experience. It also highlights transition and flow of information within the organization.



THE PRIMARY FOCUS IS THE CUSTOMER AND WHAT THEY EXPERIENCE, KEEP BACKSTAGE MAPPING AT A HIGH LEVEL.

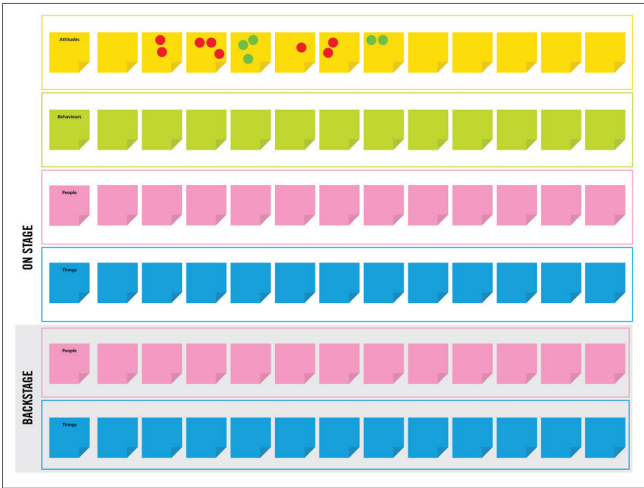
- For each step, discuss the 'backstage' people (pink sticky notes) and things (blue sticky notes) that are involved that don't come into contact with the customer.
- Let participants write on individual sticky notes for 3-4 minutes and then share with the group



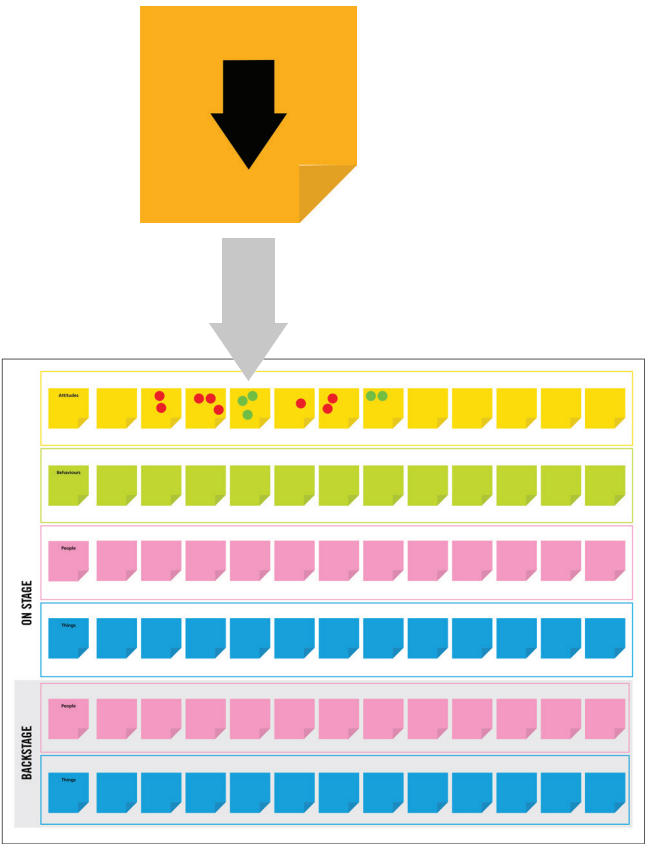
STEP 6: EVALUATE ATTITUDES AND MOMENTS THAT MATTER

Moments that matter includes the step(s) or interaction(s) with people and/or things that have the most impact on the customer. These moments can be positive and/or negative.

A. Identify positive (green dots) and negative (red dots) attitudes to visually illustrate the emotional highs and lows of the journey



B. Scanning the entire journey, select a few moments that matter the most to the customer. Place an orange sticky note with a black arrow above the moment that matters the most. This moment will be the focus of service improvement. This can be done individually or in a small group and then shared or as a larger group. This step could take approximately 5 minutes.





NOTE TO FACILITATORS:

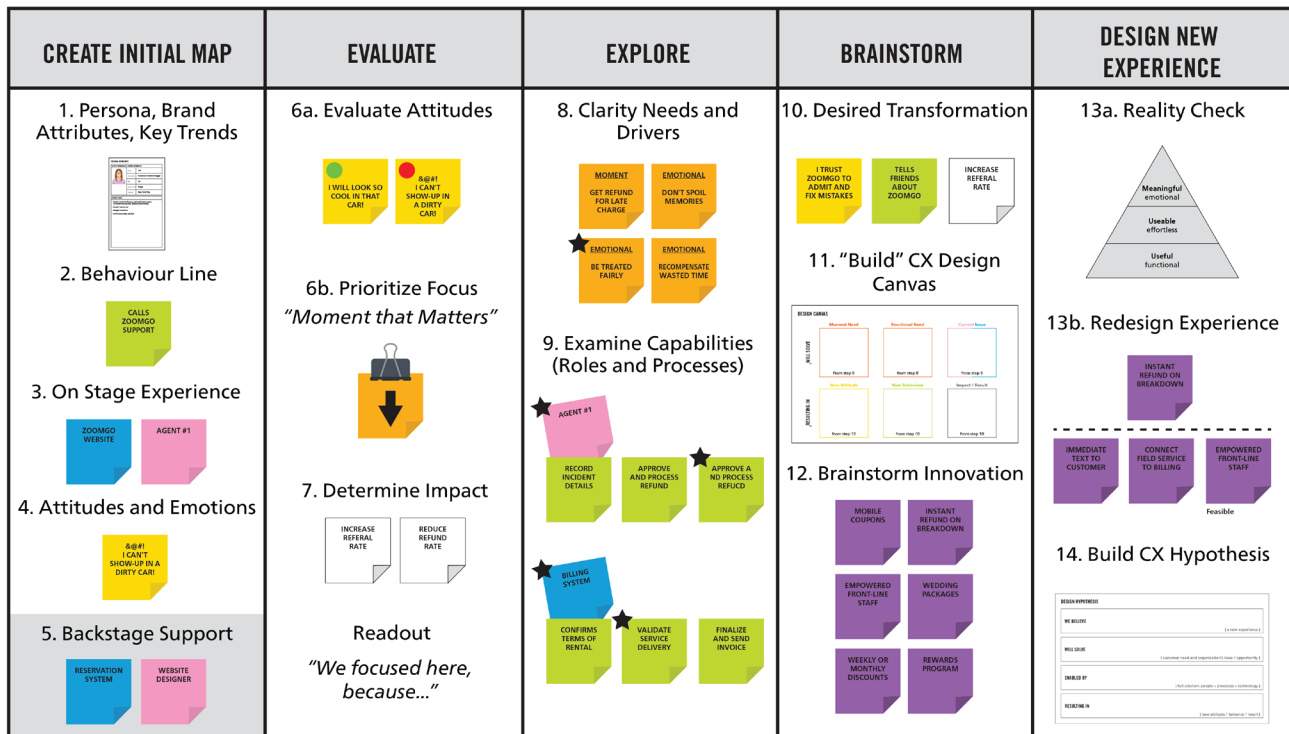
THIS GUIDE OFFERS ALTERNATIVE STREAMS AT THIS POINT. FOR EXPRESS CUSTOMER JOURNEY MAPPING FOLLOW 7E FOR MORE DETAILED JOURNEY MAPPING (TO MATCH CORPORATE TRAINING/QUICK REFERENCE GUIDE) JUMP TO PAGE 13.

STEP 7E: REFLECTION AND IMPROVEMENT (EXPRESS)

Further explore the moments that matter with discussion in small or larger groups. Improvement opportunities can also be generated for the identified moments that matter. Depending on the size of the group, the goal of the session and the moments that matter, the time dedicated for this step could vary (i.e. 10-30 minutes).

- Reflection questions:
 - What are the customer's needs and goals at these moments? What has led to the way the customer is feeling?
 - How did the onstage and backstage contribute to these moments related to the customer's attitudes and emotions?
 - Are there roles or processes that meet or do not meet the customer's need?
 - How can we make it easier for the customer to receive our programs and services and/or comply with regulations?
 - Are there barriers that prevent staff from providing excellent customer experience?
 - How can you be more supported to provide excellent customer experience (i.e., training, documentation, key documentation, people support)?
- Record all ideas generated and summarize the notes from the meeting (see Appendix 3 for Summary Template)
- Consider any quick wins that might be possible (quick wins are within the team's control and don't require any approvals or communication to others) and who will make these changes.
- Reality check; are the ideas Meaningful (emotional), Useable (effortless) and Useful (functional)
- All of the ideas may need to be considered further by the team or by management

CX JOURNEY MAPPING PROCESS (Quick Reference Guide)



EXPRESS WRAP UP

- Solicit feedback and set next steps for action
- Discuss:
 - o Were there any ideas for improvement identified that can be pursued further?
 - o What surprised you during the customer journey mapping session?
 - o Did looking through a customer lens help? How did it help?
- Consider hosting a meeting with key stakeholders to discuss any improvement ideas and/or verify assumptions that were identified.

Express version ends here.

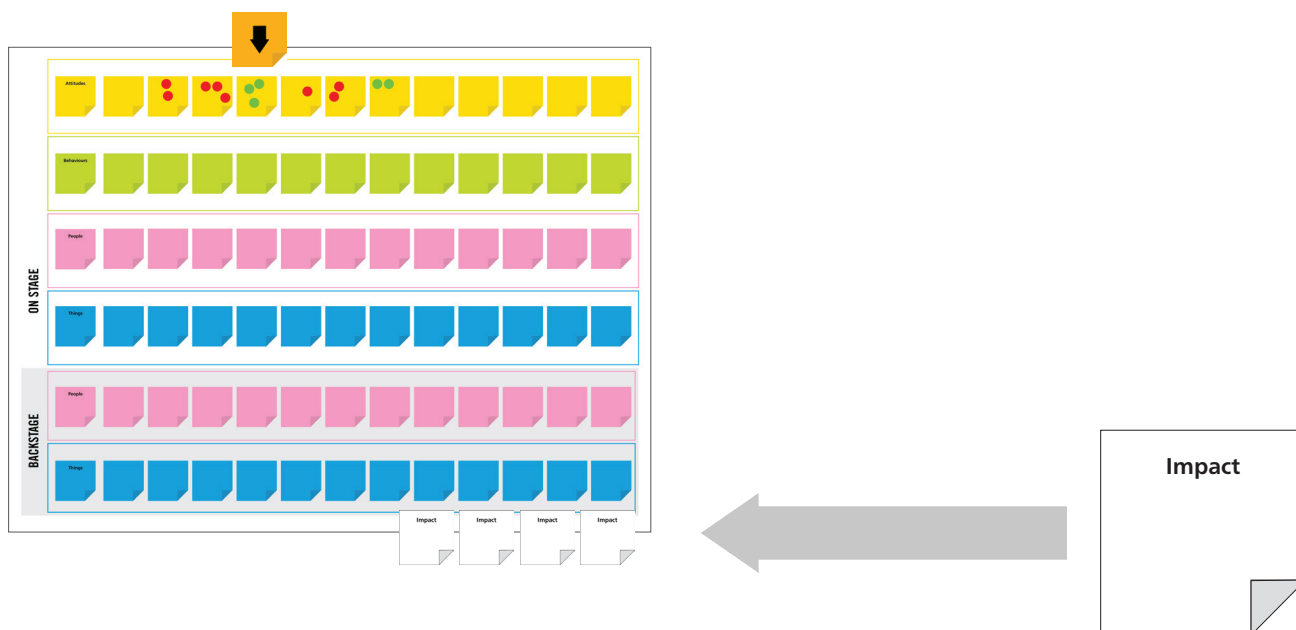


NOTE TO FACILITATORS:
MORE DETAILED CUSTOMER JOURNEY MAPPING. FOR EXPRESS CJ MAPPING, FLIP BACK TO PAGE 11.

STEP 7: DETERMINE IMPACT

This is a critical step to help determine success. What is the impact of the moment that matters to the business and customer?

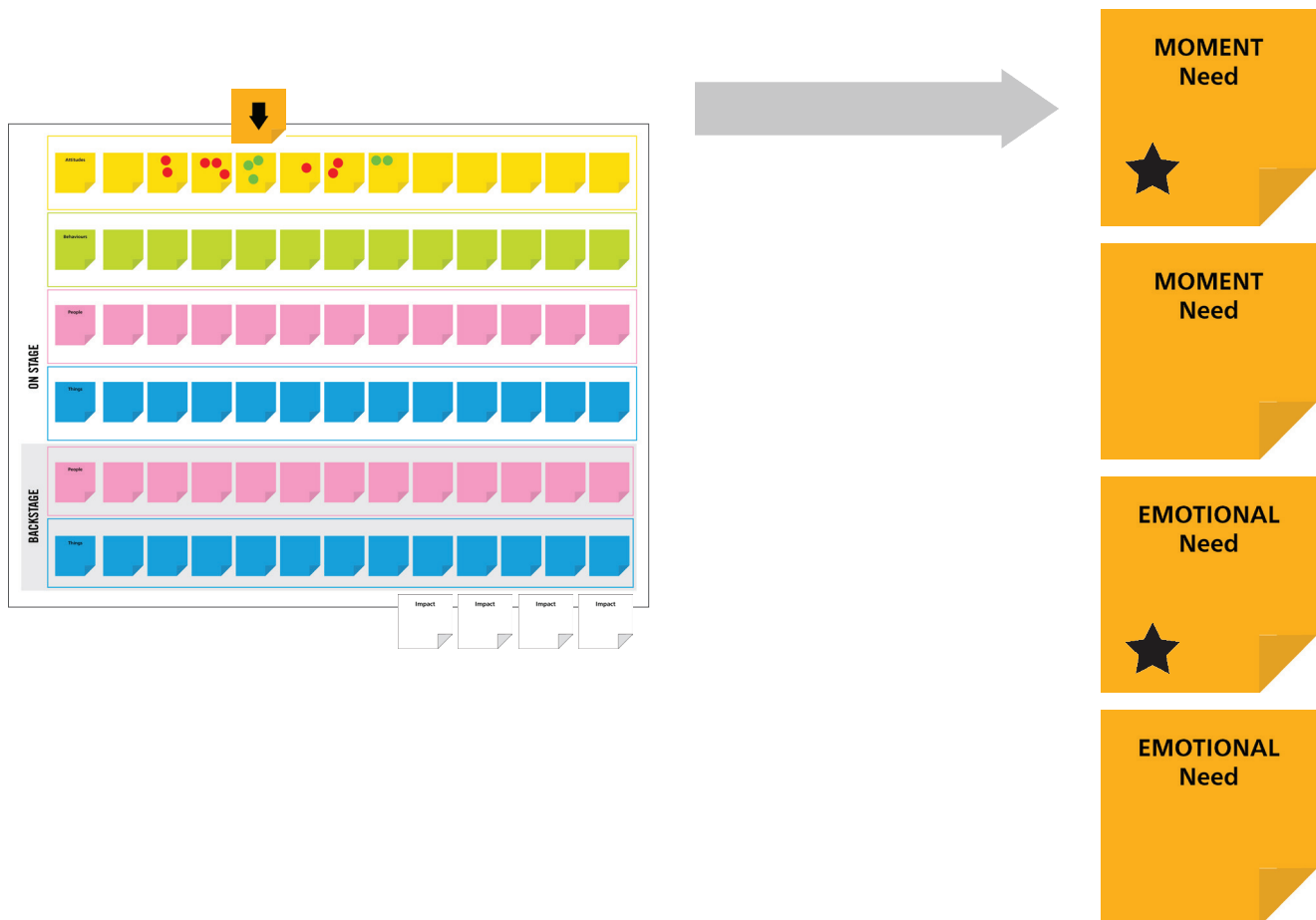
- Identify outcomes that can be influenced at this moment. What would be the impact of delivering a new experience? If the moment that matters was improved what would be the result? For example, increased referral rate, decrease in negative press. Use the white sticky notes.
- Decide a few key impacts and place along the bottom of the journey map.
- This can be done as a group and should take 5 minutes.



STEP 8: CLARIFY NEEDS AND DRIVERS

In the "moment that matters", there are both moment and emotional needs that are not being met. Identifying the needs and the drivers behind that need will help to clarify the situation in order to brainstorm for solutions.

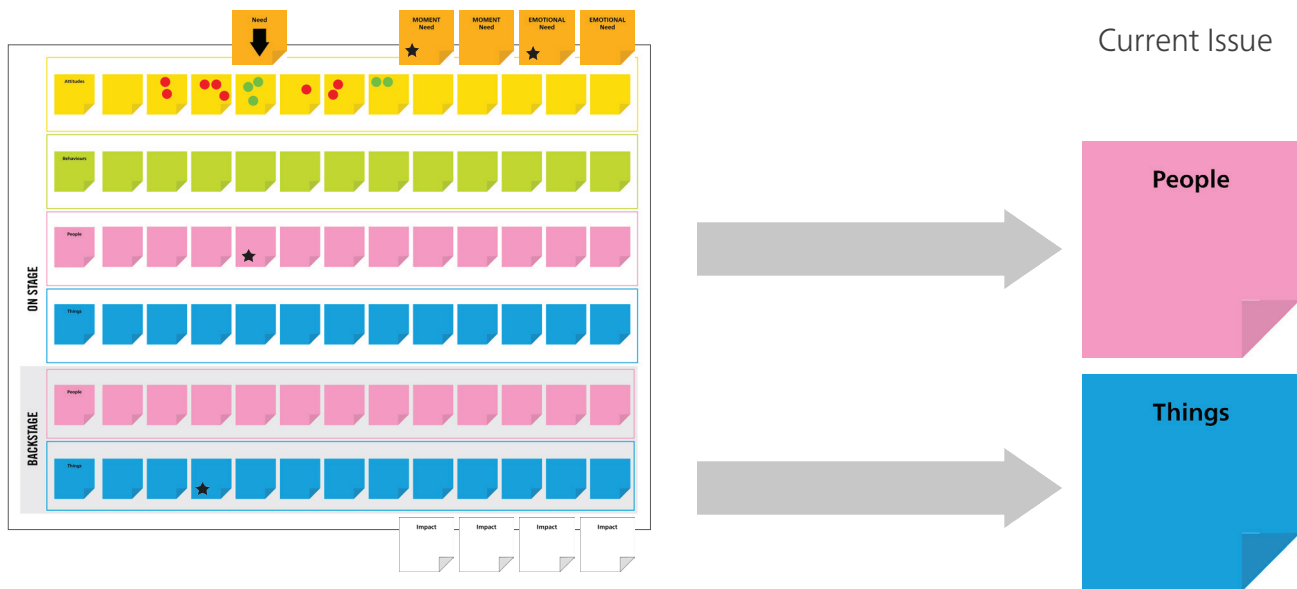
- Using the orange sticky notes, individuals can identify:
 - o Moment need: what task is the customer trying to complete?
 - o Emotional need: what motivates the customer?
- Should the group need more prompting, refer to Maslow's Hierarchy of Needs (Appendix 4). There are several types of needs: physiological, safety, social, esteem, cognitive, aesthetic, self actualization, transcendence. For example, you may need a bag to carry your things, your needs will determine if it is a plain canvas tote, or if you are motivated to be fashionable, a high end designer bag.
- Participants can share their ideas on moment need and emotional need and the group can come to an agreement on one moment need and one emotional need to focus on. Place the top moment and emotional need sticky notes by the moment that matters arrow on the Customer Journey Map.



STEP 9: DEFINE ROLES AND PROCESSES

Have a conversation about what roles and processes (of people and things) that did not meet the needs of the customer. Think of this as a current issue root cause analysis.

- Identify the “intended” role and processes of the people and things, then describe the current state of onstage and backstage roles and processes
- If an individual person in the process is being identified as a concern, dig deeper. Break it down until the underlying process or action is identified.
- Identify the issue or opportunity areas that are worth solving. For example which of the “pink” people (roles) and blue “things” (processes) have contributed most to the moment that matters. Use red and green dots to identify the key roles and processes in the appropriate colour.
- The key item is now the “Current Issue”. Write that on a sticky note labelled “Current Issue”.



STEP 10: DESIRED TRANSFORMATION

Identify new **Attitude**:

If you were to solve the issues with identified roles and processes identified in the previous step, what would customers say about the new experience? Take 1-2 mins to discuss as a group and write the result on a yellow sticky note.

Identify new **Behaviour**:

What new behaviour would that new attitude result in? Take 1-2 mins to discuss as a group and write the result on a green sticky note.

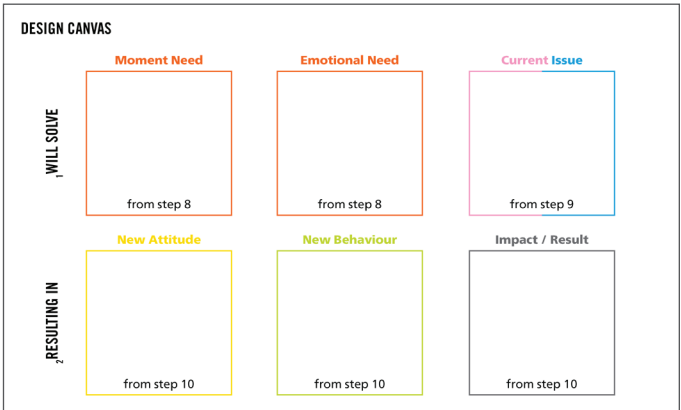
Identify new **Impact**:

Which of the “Determined Impacts” (white sticky note) from step 7 will be the result?

See the Quick Reference Guide (Appendix 5) for more information.

STEP 11: BUILD CUSTOMER EXPERIENCE (CX) DESIGN CANVAS

Add the corresponding sticky notes to the design canvas. The design canvas is colour coded and linked to each step The CX design canvas organizes the exact details of the issue or opportunities into an easy to present format for the team to focus on (Appendix 6).



STEP 12: BRAINSTORM INNOVATION

Now that we are clear on what needs to be improved to better meet customer needs, it is time to be innovative and generate solutions.

- Using the purple sticky notes, brainstorm new experiences to meet customer needs. This can be done individually or as a group. At this point, we want a lot of ideas to fulfill the customer needs at the moment that matters. Once we've captured ideas we can build on them.
- The innovation will solve the current issue, moment need and emotional need. The innovation will support the new attitude, behaviour and impact outlined on the design canvas.
- This should take 5-10 mins.

See the Quick Reference Guide (Appendix 5) for more information.

STEP 13: REALITY CHECK AND REDESIGN EXPERIENCE

There are many ways to sort through the proposed innovations; ask participants to review the innovations through the following filters.

- A. Desirable? Feasible? Viable? Useful (does it help to meet customer's needs)?
 - Discard any innovations with no customer experience value or viability
 - This can be done as a group and should take 3-5 mins
- B. Select one idea (or several related ideas) to prototype and test.

See the Quick Reference Guide (Appendix 5) for more information.

STEP 14: BUILD CX HYPOTHESIS

Now that the design canvas is complete and innovations have been identified, it is time to complete the CX hypothesis. The CX Hypothesis (Appendix 7) summarizes the completed journey map.

- Each group will complete a CX Hypothesis by refining the CX Design Canvas. Resulting in (description of new experience) + (customer needs & organization's issue/opportunity) + (full solution: people + processes + technology) & (new attitude/behaviour/result)
- This should take about 2 mins.
- Each group will read their hypothesis out loud to the other groups.

DESIGN HYPOTHESIS	
WE BELIEVE	{ a new experience }
WILL SOLVE	{ customer need and organization's issue / opportunity }
ENABLED BY	{ full solution: people + processes + technology }
RESULTING IN	{ new attitude / behavior / result }

The Customer Journey Mapping Experience is now complete.

WRAP UP

- Solicit feedback and set next steps for identified improvement actions
- Discuss:
 - o Were there any ideas for improvement identified that can be pursued further?
 - o What surprised you during the customer journey mapping session?
 - o Did looking through a customer lens help? How did it help?
- Consider hosting a meeting with key stakeholders to discuss any improvement ideas and/or verify assumptions that were identified.

This concludes the full customer journey mapping process.

RESOURCES

1. Customer Journey Mapping - Session Planning Template (eDOCS # 9357689)
- 2a. Customer Journey Mapping Corporate Persona Template (eDOCS #10107274)
- 2b. Customer Journey Mapping - Public Health Persona Template (eDOCS #9357728)
3. Customer Journey Mapping Summary Template (eDOCS #9232841)
4. Maslow's Hierachy (eDOCS #10118391)
5. CX Journey Mapping Quick Reference Guide (eDOCS #10107276)
6. Design Canvas (eDOCS #10107265)
7. Design Hypothesis (eDOCS #10107270)
8. Customer Journey Mapping - Train-the-Trainer Presentation Slides (eDOCS# 9251300)
9. York Region Corporate Customer Journey Mapping Guide (eDOCS #10117446)
10. Customer Journey Mapping Work Mat (eDOCS #10107278)

REFERENCES

© Oracle. CX Journey Mapping Workshop. <https://designingcx.com/workshop>. Customer Journey Map. 2018 Reproduced with permission (Note: Website notes all information is free to download).

APPENDIX 1

CUSTOMER JOURNEY MAPPING SESSION PLAN TEMPLATE

SESSION DETAILS

Program/Department	
Date, Location and Time	

ABOUT THE SESSION

What is the goal?
<ul style="list-style-type: none">• What is the goal and desired outcome of this session?• Why are we mapping this journey? What are we exploring?• Is there a problem or challenge we want to solve?
What is the Journey?
<ul style="list-style-type: none">• Identify the experience, interaction or event to be mapped
Who is the Customer?
<ul style="list-style-type: none">• See persona template (Appendix 2A, 2B) (Optional - can be completed as part of Step 1 of the Customer Journey Map)

Who should be involved?

- Who needs to be a part of this activity? Are those involved throughout the activity included?

What data is available?

- Is there any data to support the journey/experience?
- Are the session participants involved with any of the touch points?

Logistics

Supplies Required

- Post-its
- Markers
- Tape
- Chart paper
-
-
-

Responsibilities (who)

-
-
-

Number of Participants

Set-up Time (00:00)

Facilitators

Room and Location


Number of Tables Needed

Schedule of the Session

APPENDIX 2A

PERSONA TEMPLATE (CORPORATE)

Instructions: This template is to provide guidance for developing your customer journey mapping persona. Please note that all fields may not be needed and additional fields can be added depending on the journey.

PERSONA WORKSHEET		
TARGET PERSONA IMAGE	PERSONA INFORMATION	
	NAME	
	OCCUPATION	
	AGE	
	FAMILY STATUS	
	LOCATION	
FURTHER DETAILS		
<div></div>		

APPENDIX 2B

PERSONA TEMPLATE (PUBLIC HEALTH)

Instructions: This template is to provide guidance for developing your customer journey mapping persona. Please note that all fields may not be needed and additional fields can be added depending on the journey.

PROFILE	Persona	
	Name, age	<i>Responsibilities (who)</i>
	Gender identity	
	Location	<i>Where do they live?</i>
	Interests and hobbies	<i>What do they do in their free time?</i>
SOCIAL DETERMINANTS OF HEALTH	Employment/working conditions	<i>Are they working? Studying? What is the working environment?</i>
	Education and literacy	<i>Highest level of education</i>
	Living conditions	<i>Social group, status, access to technology</i>
	Personal health practices and coping skills	<i>What is their key source of health information? Do they have access to health care?</i>
	Knowledge/perception of health system	<i>What do they think of Public Health?</i>
	Social and physical environment	<i>What is their social and physical environment?</i>
NEEDS	Key motivators and triggers	<i>What motivates them? What makes them tick?</i>
	Emotional goals	<i>What is at stake emotionally?</i>
	Goals	<i>What are they looking to accomplish? How important is it to them? Is this a voluntary customer or a mandated customer?</i>

APPENDIX 3

CUSTOMER JOURNEY MAPPING SUMMARY TEMPLATE (FOR EXPRESS CUSTOMER JOURNEY MAP)

Team	
Date	
Attendees	

Persona outlined in document, eDOCs#xxxxxxxx (save persona into eDOCS)
(Edit these titles and/or sub-titles as needed)

REFLECTION AND IMPROVEMENT

Record comments and ideas made by the team.

MOMENTS THAT MATTER

Scanning the entire journey, select a few moments that matter the most to the customer.

IMPROVEMENT IDEAS

Improvement opportunities can also be generated for the identified moments that matter.

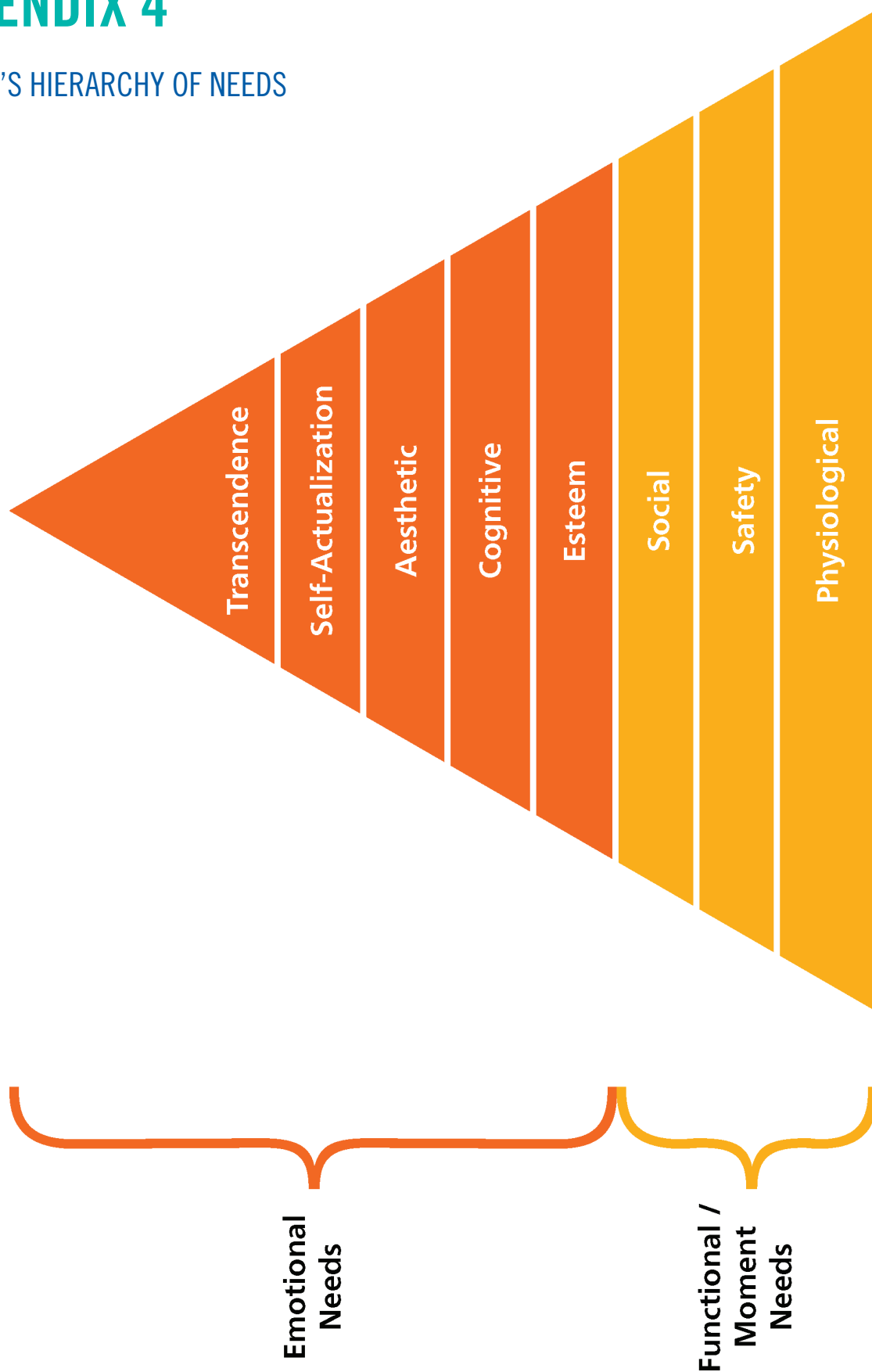
DEBRIEF NOTES (if applicable):

- What surprised you during the customer journey mapping session?
- Did looking through a customer lens help? How did it help?
- Were there any ideas for improvement identified that can be pursued further?

NEXT STEPS

APPENDIX 4










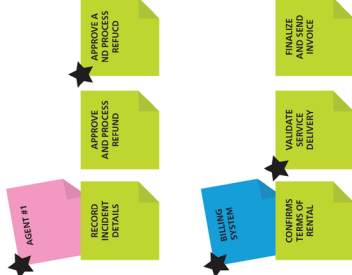



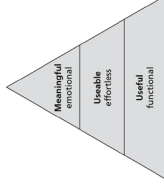
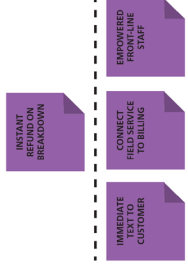

MASLOW'S HIERARCHY OF NEEDS



APPENDIX 5

CX JOURNEY MAPPING PROCESS QUICK REFERENCE GUIDE

CX JOURNEY MAPPING PROCESS (Quick Reference Guide)

CREATE INITIAL MAP	EVALUATE	EXPLORE	BRAINSTORM	DESIGN NEW EXPERIENCE
<p>1. Persona, Brand Attributes, Key Trends</p>  <p>2. Behaviour Line</p>  <p>3. On Stage Experience</p>  <p>4. Attitudes and Emotions</p>  <p>5. Backstage Support</p> 	<p>6a. Evaluate Attitudes</p>  <p>6b. Prioritize Focus "Moment that Matters"</p>  <p>7. Determine Impact</p>  <p>Readout "We focused here, because..."</p>	<p>8. Clarity Needs and Drivers</p>  <p>9. Examine Capabilities (Roles and Processes)</p> 	<p>10. Desired Transformation</p>  <p>11. "Build" CX Design Canvas</p>  <p>12. Brainstorm Innovation</p> 	<p>13a. Reality Check</p>  <p>13b. Redesign Experience</p>  <p>14. Build CX Hypothesis</p> 

APPENDIX 6

DESIGN CANVAS

DESIGN CANVAS

Current Issue

from step 9

Emotional Need

from step 8

Moment Need

from step 8

Impact / Result

from step 10

New Behaviour

from step 10

New Attitude

from step 10

¹WILL SOLVE

²RESULTING IN

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APPENDIX 7

DESIGN HYPOTHESIS

DESIGN HYPOTHESIS
WE BELIEVE { a new experience }
WILL SOLVE { customer need and organization's issue / opportunity }
ENABLED BY { full solution: people + processes + technology }
RESULTING IN { new attitude / behavior / result }