The MSKTC Guide to

Journey Mapping

Purpose	This guide outlines journey mapping, an approach to designing a product or service that is driven by the consumer perspective.
Format	This guide describes seven steps in the journey mapping process.
Audience	Researchers, designers, and developers of consumer products can use this guide as they plan, develop, and deliver new products and services.
Resources	Example and worksheet appear at the end of this document.

Contents

About Journey Mapping

What Is Journey Mapping?

When consumers use a product or service, they want to enhance or improve their lives in some way. For example, they may want to acquire information, knowledge, resources or to connect with others. In any event, the consumer has a purpose for engagement.

Journey mapping is a process for designing products and services that can help users reach their goals. Products and services are often created through the developer's lens, biasing the process with their knowledge and priorities rather than letting the needs and values of end users come first. However, the process of journey mapping is driven by the consumer's perspective. Journey Mapping is useful because it charts a typical user's experience with a product or service with a focus on the user's behaviors, goals, feelings, and expectations. Journey mapping can also help to determine what is already working or to diagnose areas of the consumer experience that need to be improved. Either way, in journey mapping, the needs of consumers drive the design and development of products and services.

What Is a Journey Map?

The visual aspect of a journey map tells the story flow of the consumer experience. It depicts the points and stages at which the consumer engages with the product or service. A map can chart a new journey for a consumer or it can show an existing consumer experience for assessment purposes.

How Can Journey Mapping Help You Serve Your Consumers?

Journey maps support the creation or improvement of products or services that are tailored to the needs of end users. Consumers will use products and services more often and reap increased benefits if the products and services are designed to meet their needs.

Model Systems provide products, services, and other tools to many types of consumers—for example, patients and their families, researchers, medical practitioners, and policy makers. Each user group has different needs and will use products and services for different purposes. By systematically charting the steps of consumers along the user path, designers and developers can understand the needs of consumers and create better user experiences or improve existing ones.

Key Steps in Journey Mapping

The chart below shows the steps for using a journey map to create a new product or service. Guidelines at the end of this section describe how to use the journey mapping process for an existing product or service.

1| Establish the Design Goal for the Product or Service	**2|** Identify the Stages of Consumer Engagement	**3|** Identify the Touchpoints in the Stages
4| Focus on the Consumer's Goals, Needs, Motivations, and Emotions	**5|** Describe the Ideal Experience the User Should Have	**6|** Document the Process in a Visual Map
7| Analyze the Journey Map for Gaps or Areas for Improvement		
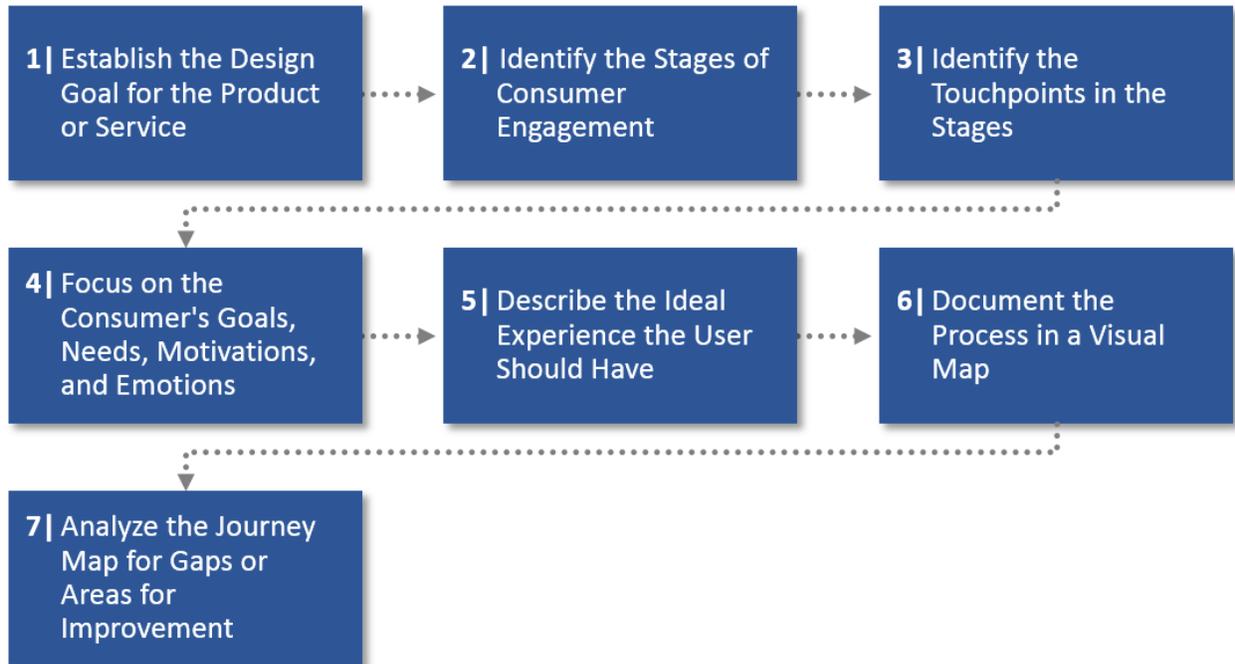
Step 1. Establish the Design Goal for the Product or Service

What problem does this product or service solve for the consumer?

Model Systems have researched and assessed in patients different types of injuries, experiences, and treatments. From studies and interactions with patients and practitioners, products and services have emerged that meet the needs of consumers. With this knowledge, designers and developers can decide on the product or service that best serves the targeted consumer and then delve into the journey mapping process.

Answers to several questions drive the process:

- What is the goal of developing this product or service?

- Who will use the product or service?

- How will the product or service help the user?

- What is the scope of the product or service?

- What successes and challenges might the user encounter when using the product or service?

- What experience should the user have when engaging with the product or service?

Who is the consumer?

Personas can play a role in journey mapping, often used to represent the end user when mapping the consumers' experiences with products and services. Personas are composite profiles that embody characteristics of standard users. They help designers and developers empathize with consumers. By personifying the data and trends borne from research, designers and developers are more likely to (a) create solutions that meet the needs of consumers rather than their own needs and (b) ground their decisions in user behaviors, goals, roles, psychology, and backgrounds instead of conjecture and assumptions.

Personas may drive the mapping process immediately or emerge as mapping progresses. In either case, a cohesive picture of one or multiple users evolves from personas. Design teams rely on these personas to develop a common understanding and to focus consistently on the same consumer during each phase of developing the product or service. Although personas should be comprehensive enough to get a sense of the consumer's uniqueness, they need not include every demographic or psychographic element of the targeted consumers.

A basic sample of a persona is presented on page 7.

Step 2. Identify the Stages of Consumer Engagement

How will the targeted consumer use the product or service?

When developing a product or service, it is important to think about the experiences that the consumer will have while engaging with the product or service. For example, when mapping a shopper's experience at a store, designers and developers should consider the stages of the activity through which the consumer might move. Each stage will affect the quality of the experience:

- Stage 1—Selecting the store (e.g., searching online, reading reviews, receiving recommendations)

- Stage 2—Traveling to the store (e.g., driving, parking, using public transportation)

- Stage 3—Entering the store (e.g., signage, greetings from employees, accessibility)

- Stage 4—Searching for merchandise (e.g., organization of products, staff availability, price tags)

- Stage 5—Purchasing items (e.g., checkout lines, payment methods, customer service)

- Stage 6—Leaving the store (e.g., parking validation, employee interactions, access to exits)

- Stage 7—Providing feedback (e.g., surveys, social media posts, reviews on the store website)

By thinking holistically about a user's interactions with a product or service, designers and developers can ensure that consumers have a positive experience from start to finish.

Step 3. Identify the Touchpoints in the Stages

When, where, and how will the targeted consumer connect with the product or service?

Touchpoints are those moments when a consumer interacts with the product or service. Stages of engagement often provide numerous touchpoints. Each touchpoint provides more layers that designers need to consider on the user's journey.

In the shopping example, the consumer interacted with his surroundings many times during the "searching for merchandise" stage:

1. He located items via signage and organization of merchandise when he entered the store.

2. He talked to a sales associate for help.

3. He found product labels and price tags on shelves, racks, and items.

At each touchpoint, consumers receive information through various communication channels. In the shopping example, the needed information was transmitted through signs, a sales associate, product labels, and price tags. And for each of these channels, decisions had to be made to ensure a quality and successful experience, such as size and placement of signs, number of staff and their training to interact with customers, visibility of prices, and so forth.

Step 4. Focus on the Consumer's Goals, Needs, Motivations, and Emotions

What expectations does the consumer have for how the product or service will meet his or her needs?

When using a product or service, consumers have a goal or need in mind. Concurrent emotions—positive and negative—associated with these needs and goals will influence the engagement of consumers with a product or service. For example, a shopper may feel unsure about asking a cashier a question in front of other customers at the checkout counter. Instead, he may prefer to talk privately with a sales associate who is working on the floor of the store. Posted information and staff availability and training can address these needs. The design of the consumer experience should be shaped by such feelings and expectations.

Step 5. Describe the Ideal Experience the User Should Have

What is the optimal experience a consumer should have with the product or service?

Designers and developers should consider how consumers will use the product or service.

- What should consumers experience that aligns with their needs?

- What path should consumers take to reach their goals and address their needs and motivations—all while having a positive experience?

- What should consumers do with the product or service and how should they feel?

For example, designers and developers may want the shopper to trust the quality of their products and services; be inspired to try or purchase more of their products and services; or come away with an excellent shopping experience that they recommend to others. These outcomes should result in tandem with what the user wants to experience and is looking to gain.

Step 6. Document the Process in a Visual Map

How can the customer's experience be depicted visually from the first touchpoint to the last?

The journey map depicts the consumer's path across the experience lifecycle—for example, from finding out about a product or service, such as the store, to posting a review about the experience when the interaction stops. Journey maps may capture different data points depending on the subject at hand. Some maps may be built on a timeline, and others may show levels of progress or satisfaction. The amount of metadata added to a journey map depends on whether something new is being developed or an existing product or service is being assessed.

Step 7. Analyze the Journey Map for Gaps or Areas for Improvement

How can the journey map be used to help improve the design of a product or service?

When looking at a journey map, designers and developers should focus on proper alignment between the needs of consumers, the stages of engagement, and the proposed product or service. Will consumers experience the product or service as intended? Should the path be adjusted to streamline the experience but still give users what they want and need? Does the final experience meet the original goals for the user and for the developers?

Guidelines for Journey Mapping an Existing Product or Service

How can you map the current user experience and assess at which points that experience is successful and at which points it can be improved?

- Look at the design goals of the original product or service to ensure alignment.

- Revisit the goals and needs of users and examine whether they are being met or are unmet.

- Use research and data to understand current usage:

  – Identify pain points, where users may be frustrated, confused, or inhibited in using the product or service and

  – Identify successful interactions.

- Identify solutions to improve user experience.

Example Journey Mapping Process

Step 1. Establish the Design Goal for the Product or Service

- **Let research inform the goal:** According to your research and that of other extant studies, patients find it helpful to watch videos that show people (a) living with injuries as they complete daily functions and (b) discussing their challenges and strategies in interviews.

- **Establish the design goal:** Create a video that provides information on a type of injury that will help consumers who live with that injury or condition function in their daily lives.

[Note: As noted before, a persona isn't required to map a consumer's journey. However, an example of a persona is provided below for reference.]

Persona

CORRINE JACOBI	Corrine has a traumatic brain injury. She was a long-distance runner, and one evening in 2017, she was about 10 miles into her run when she was struck by a car. She suffered many severe injuries to her legs and head. As a mother of three young boys, she faces many challenges in her recovery.
DEMOGRAPHICS	• Age: 35 • Wife • Mother of three young boys • Profession: Realtor
PERSONALITY	• Self-disciplined in diet and exercise • Driven • Values her time and doesn't want to spend it doing research, reading lengthy articles, or viewing content online because her lifestyle is fast paced and active • Loves the outdoors and being physically fit
GOALS	• Learn strategies to adapt to the changes in her life • Understand complications that can occur during recovery • Find resources that can improve her quality of life
MOTIVATIONS	She wants to improve: • Relationships and communication with her husband and children • Communications at work • Independence at home and at work • Being physically active and playing with her kids • Pain management

Step 2. Identify the Stages of Consumer Engagement

A user like Corrine will go through the following stages:

- Learn about the videos,

- Access available video(s),

- Select the video(s),

- Use (watch) the video(s),

- Provide feedback about the video(s), and

- Pursue follow-up activities related to the video(s).

Step 3. Identify the Touchpoints in the Stages

A user like Corinne will go through the following touchpoints in the stages and will encounter the following channels.

STAGE	TOUCHPOINT	CHANNEL
Learn About	Receive recommendations about videos from nonconsumers.	• Medical practitioners • Friends • Family
	Learn about videos from other consumers.	• Online forums • Support groups • Social media
	Purposefully gather information or research.	• Attending seminars • Participating in webinars
Access	Locate where the videos are available.	• Model System website • MSKTC website • YouTube • Subscription to a user list
Select	Review the choices of available videos and decide which ones apply to the personal situation.	• Video descriptions on a website • Descriptions from other consumers • Reviews on YouTube from other consumers
Use	Download the video. Watch the video.	• Website • YouTube
Provide Feedback	When finished watching the video.	• Consumer survey • Customer service contact

STAGE	TOUCHPOINT	CHANNEL
Follow Up	Suggest ideas for new videos.	• Consumer survey
	Volunteer to be featured in a video.	• Consumer survey • Direct email or link
	Provide updates on whether the information is being applied or used (behavior changes, seeking out additional information, sharing information with others, etc.).	• Follow-up interview with the designer or developer • Follow-up survey

Step 4. Focus on the Consumer Goals, Needs, Motivations, and Emotions

When using the product or service, a user like Corinne may think and feel in the following ways:

- I need information I can use right now.

- I want the information to cover practical and emotional issues. I want resources, but I also want to know how to handle frustration, confusion, fear, etc.

- I don't want to spend a lot of time on this.

- I'm concerned that I won't see people, issues, or conditions that resonate with me.

- I'm worried that the information won't help me because my problems are unique.

- How can I get more information about this topic?

- I hope I don't have to go through a lot of steps to access the video.

- I hope I can access the video on several platforms, such as YouTube and Facebook.

- I hope I can access the video all my devices, especially my cell phone and ipad.

- I hope I can suggest other topics if the ones available aren't relevant or useful to me.

Step 5. Describe the Ideal Experience the User Should Have

When using the product or service, the designer might want users like Corinne to think or feel in the following ways:

- They aren't alone, and they can relate to the people and conditions shown in the video.

- They see people who look like them (age, race, gender, etc.).

- They can easily put strategies in place.

- They are less afraid of the unknown.

- They can seek out more information about the topic.

- They can play the video without problems; it is user friendly.

- They can easily provide feedback.

- They can easily request to be featured in a video.

- They want to use other videos in the future.

- They want to use other products or services created by the same person or organization in the future.

Step 6. Document the Process in a Visual Map

Design Goal:	Create a video that provides information on a type of injury that will help consumers who live with that injury or condition function in their daily lives.					
	STAGES OF USER ENGAGEMENT					
CONSUMER	**LEARN ABOUT**	**ACCESS**	**SELECT**	**USE**	**PROVIDE FEEDBACK**	**FOLLOW UP**
Do—Touchpoints	• Receive recommendations about videos from nonconsumers. • Learn about videos from other consumers. • Purposefully gather information or research.	• Locate where the videos are available.	• Review the choices of available videos and decide which ones apply to the personal situation.	• Download the video. • Watch the video.	• Fill out a feedback form. • Contact customer service.	• Suggest ideas for new videos. • Volunteer to be featured in a video. • Fill out a survey about the impact of the video.
Think	• I trust my doctor. • Other consumers will be the best judge of the usefulness of the videos.	• I want the video to be easy to find. • I want to watch the videos on different devices.	• I want this to be a straightforward process.	• I don't want to spend a lot of time on this. • I want practical information that I can use right now.	• I want the video developers to take my ideas seriously.	• I have a lot of ideas and experiences to share.

Design Goal: Create a video that provides information on a type of injury that will help consumers who live with that injury or condition function in their daily lives.

CONSUMER	STAGES OF USER ENGAGEMENT					
	LEARN ABOUT	**ACCESS**	**SELECT**	**USE**	**PROVIDE FEEDBACK**	**FOLLOW UP**
Feel	• I'm excited that I may learn new information. • I'm unsure because I have found bad videos in the past.	• I hope all the links work, so I don't get frustrated.	• I hope there are descriptions and reviews from other users that I can use to make an informed decision, because I don't want to waste time on videos that don't apply to me.	• I hope others with the same challenges share their experiences, so I don't feel so alone. • I hope to see people like me in the videos.	• I often fill out patient feedback forms but nothing seems to change.	• I don't want to be rejected as a participant in a video. • I don't want to be judged if I don't make changes to my behavior or attitude.
Ideas for Implementation	• Make video links available to multiple stakeholders. • Capitalize on social media. • Use current consumers to promote videos.	• Make videos available on many platforms. • Make videos Section 508 compliant.	• Get written and verbal testimonies from users.	• Make sure that videos feature people with the injury, not just professional experts. • Make sure people in videos represent diversity in race, ethnicity, religion, gender, age, sexuality, socio economics, etc.	• Make sure feedback can be provided in many ways and that options to do so are accessible in several formats.	• Develop an application process to draw people who are serious about being in a video. • Ask people who have appeared in previous videos to appear in new videos where they show the usefulness of the information.

Step 7. Analyze the Journey Map for Gaps or Areas for Improvement

Analyzing the journey map above, the following thoughts may come to mind:

- Our original goal was to create a video. As we mapped the journey, we considered how information might be delivered to the user—for example, through people with the same injuries rather than through medical professionals.

- Should we get more input from consumers—for example, for ideas on topics, formats, or time—before we start designing? If so, how—perhaps through focus groups, interviews, or surveys?

- Should we create videos in multiple languages?

- What do we do if we can't feature every person in the videos?

- How many videos do we want to make? Should we just make a series about one injury? Or should we make different videos about a variety of injuries?

Journey Mapping Worksheet

To complete this worksheet, refer to the previous sections for definitions and descriptions of the seven steps. The questions and guidelines below will help you to map out the consumer's journey with your product or service.

Step 1. Establish the Design Goal for the Product or Service

Determine the product or service you are designing and write it in the box below. Develop a clear and data-informed goal for designing and developing the product or service. Think through the purpose and scope of your work.

Product or Service:

Design Goal:

Develop Personas

Decide whether you will use personas for your journey map. A persona will help you get into the mindset of the persons for whom you are designing and developing the product or service.

Look through the information and data you have on potential consumers. Using that information, develop characteristics of a typical user and chart them below. This will help you focus your ideas on specific concrete issues rather than on more general global issues.

Persona

[NAME]	
DEMOGRAPHICS	• • • •
PERSONALITY	• • • •
GOALS	• • • •
MOTIVATIONS	• • • •

Step 2. Identify the Stages of Consumer Engagement

[Note: This isn't a comprehensive list of stages of engagement. And the items listed below may or may not apply to your product or service. Additionally, you may emphasize a timeline, progression through levels of use, other people or variables that contribute to the user experience, etc. Therefore, you will determine how many stages of user engagement apply to your product or service and which aspects you want to emphasize.]

|	
Stage 1:	Learn About
Stage 2:	Access
Stage 3:	Select
Stage 4:	Use
Stage 5:	Provide Feedback
Stage 6:	Follow Up

Step 3. Identify the Touchpoints in the Stages

Think about the touchpoints—or moments—in the stages of engagement at which consumers will interact or connect with the product or service. In the chart below, write these touchpoints and identify the channels that consumers will use to gain information at each touchpoint.

STAGE	TOUCHPOINT	CHANNEL
Learn About		• •
Access		• •
Select		• •
Use		• •
Provide Feedback		• •
Follow Up		• •

Step 4. Focus on the Consumer's Goals, Needs, Motivations, and Emotions

For this portion of the design process, imagine what the consumer is thinking and feeling about their situation, needs, and priorities in relation to their injury and the product or service. These emotions will reflect the values, goals, and motivations that you noted when thinking about the typical user.
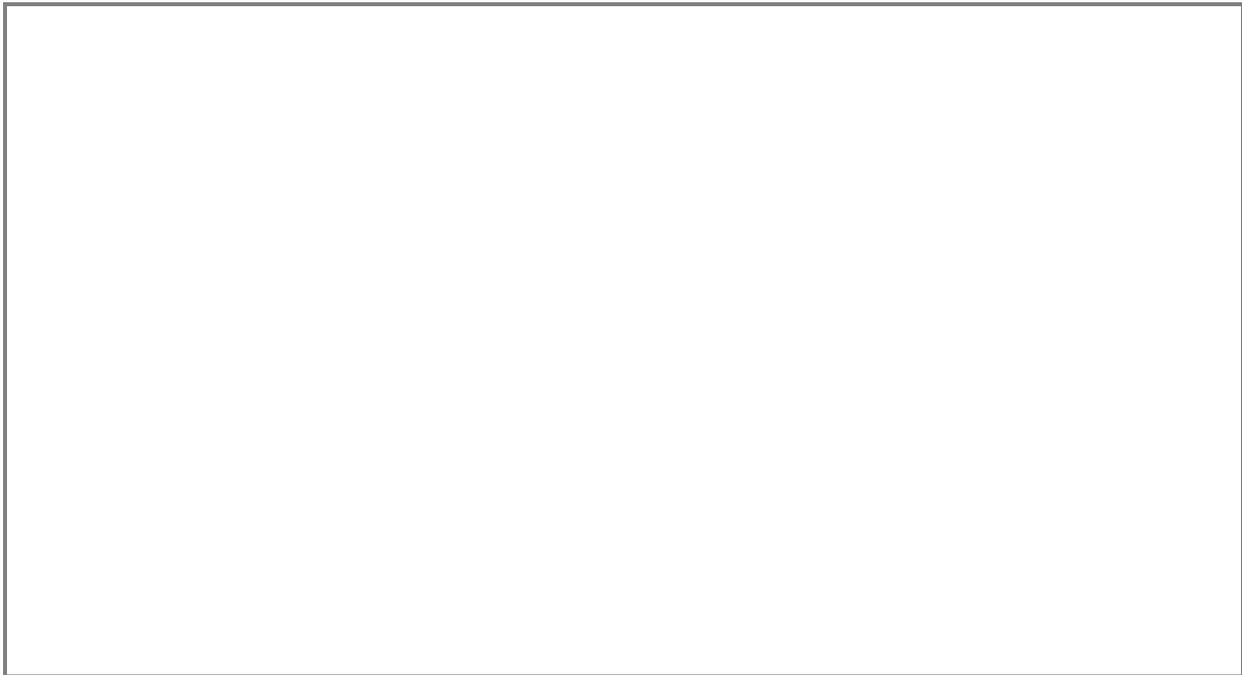
Step 5. Describe the Ideal Experience the User Should Have

Here, identify what you want consumers to do, think, and feel during their optimal experience with your product or service. Write these experiences from your perspective, but they should be grounded in what you identified as important to the consumer (Step 4).

Step 6. Document the Process in a Visual Map

In the chart below, document your ideas and decisions from each of the previous steps.

[Note: This is one format for a journey map. The consumer's journey can be depicted other ways, and many templates can be found online.]

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Journey Map

Design Goal:

CONSUMER	STAGES OF USER ENGAGEMENT					
	LEARN ABOUT	**ACCESS**	**SELECT**	**USE**	**PROVIDE FEEDBACK**	**FOLLOW UP**
Do— Touchpoints	•	•	•	•	•	•
Think	•	•	•	•	•	•
Feel	•	•	•	•	•	•
Ideas for Implementation	•	•	•	•	•	•

Step 7. Analyze the Journey Map for Gaps or Areas for Improvement

Look at the contents of your journey map. In the space below, note sections of the design process that aren't aligned or gaps that need to be addressed.

[Note: The template above focuses on one typical user or persona, but you can design the same product or service for more than one user and for more than one use.]

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