

# How We Create Customer Journey Maps in Our Design Thinking Workshops



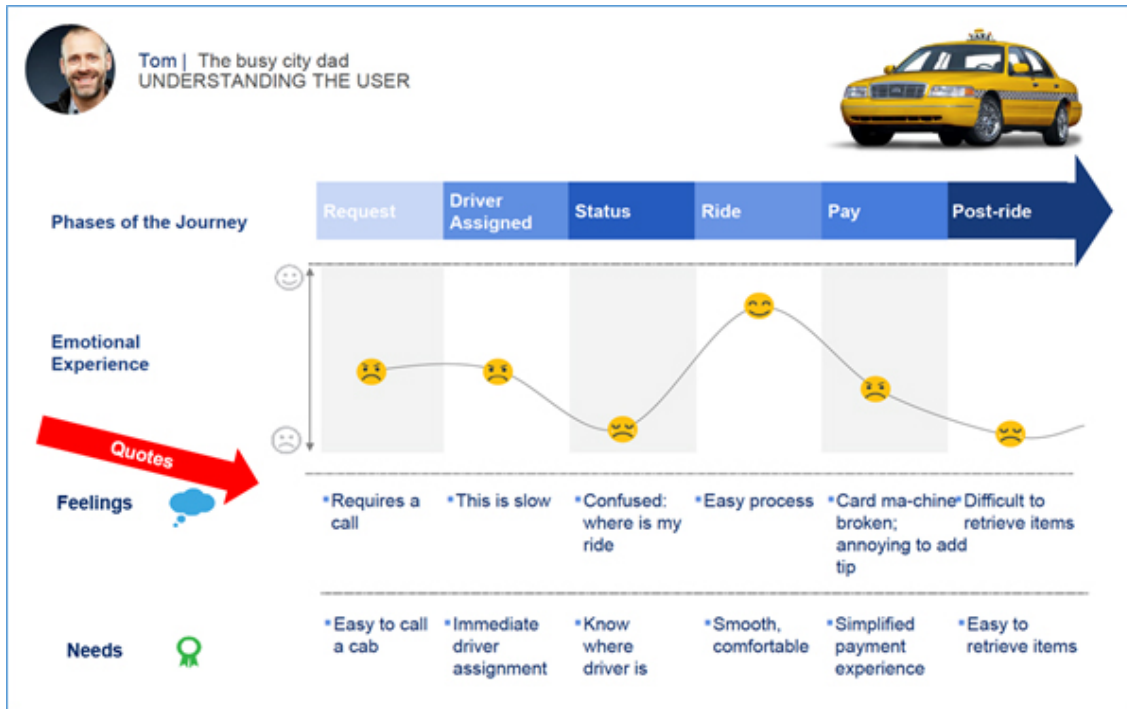
## The Customer Journey Map

Liberty Mutual is good at gathering quantitative data on our users, but quantitative data often fails to communicate the frustrations and experiences of customers. We need to remember, especially when we're trying to improve our customer journeys and experiences, that our customers are people.

A story can help do that, and one of the best storytelling tools is the customer journey map.

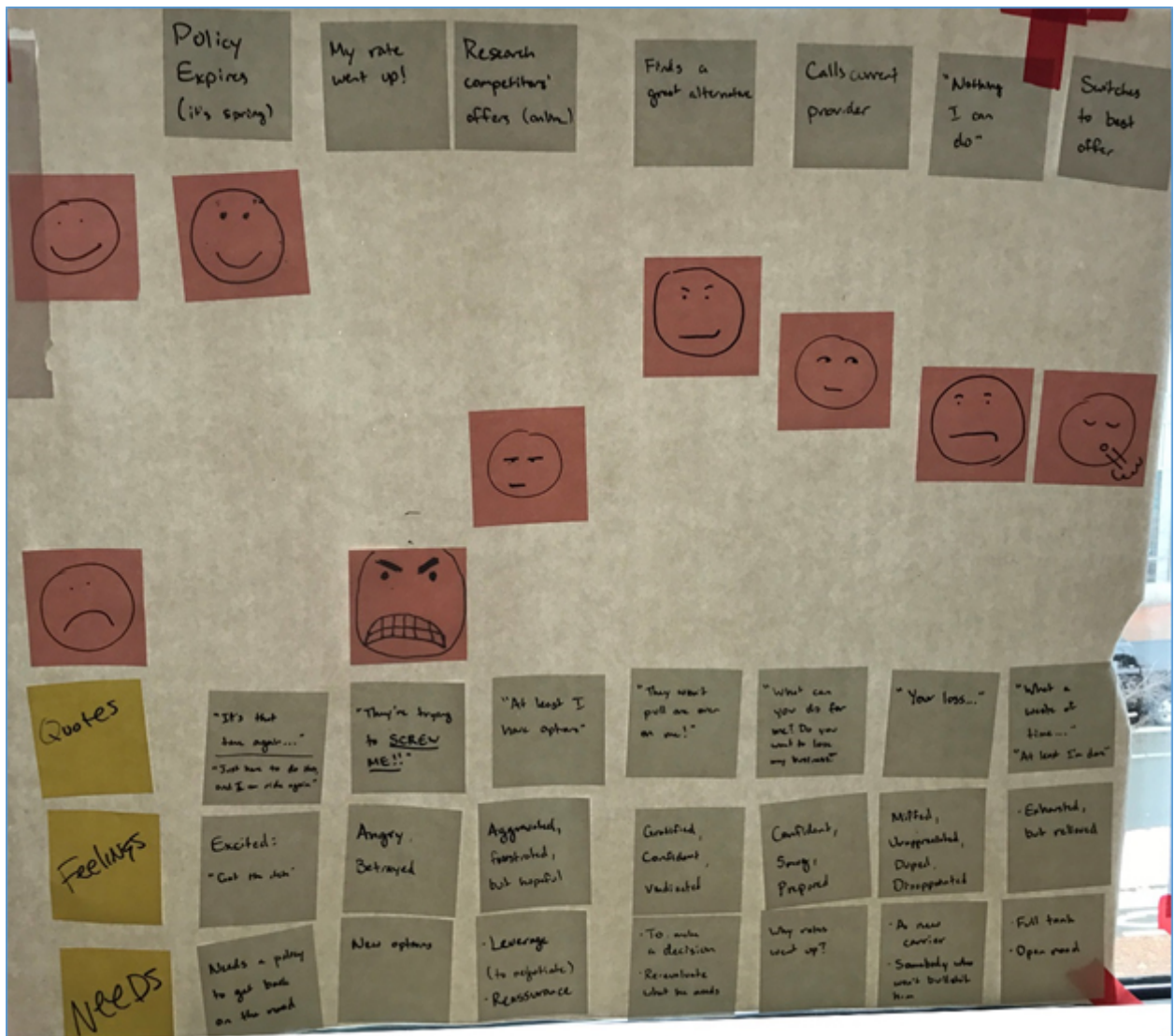
A customer journey map identifies key interactions users have with our company. It illustrates the user's emotional experience, feelings, and needs for each phase of the journey and often provides a sense of the customer's greater motivation. (For example, what do they want to do? What are their expectations of the organization and the experience?)

Here's an example:



We asked our participants during our customer research interviews to plot out the phases in their journey when researching and shopping for motorcycle insurance. We asked them to indicate their emotional experience, their wants and needs, and the devices they used to shop. This gave us some great data that we could use to build a journey map that represented the experience of our proto-persona, Ozzie.

This was a group exercise that followed our persona workshop (see [“How We Create Personas in Our Design Thinking Workshops”](#)). After each team completed its draft persona, we then created a journey map for each and synthesized them into a representative journey for Ozzie:



## Policy Expires (It's Spring)

- Emotion: Happy
- Quote: "It's that time again... Just have to do this, and I can ride again."
- Feelings: Excited; got the itch to get out on the road again
- Needs: A policy to get back out on the road

## My Rate Went Up!

- Emotion: Angry
- Quote: "They're trying to screw me!"
- Feelings: Angry, betrayed
- Needs: New options

## Research Competitors' Offers (Online)

- Emotions: Aggravated but hopeful
- Quote: "At least I have options."
- Feelings: Aggravated, frustrated, hopeful
- Needs: Leverage to negotiate, reassurance

## Finds a Great Alternative

- Emotion: Confidently smirking
- Quote: "They won't pull one over on me."
- Feelings: Gratified, confident, vindicated
- Needs: To make a decision, re-evaluate what he needs

## Calls Current Insurance Provider

- Emotion: Confidently smug
- Quote: "What can you do for me? Do you want to lose my business?"
- Feelings: Confident, smug, prepared
- Needs: To understand why his rates went up

## "Nothing I Can Do"

- Emotion: Disappointed
- Quote: "Your loss!"
- Feelings: Miffed, unappreciated, duped, disappointed
- Needs: A new carrier, someone who won't try to dupe him

## Switches to Best Offer

- Emotion: Whew, that's over with
- Quote: "What a waste of time... At least I'm done."
- Feelings: Exhausted but relieved
- Needs: A full tank of gas and the open road

We were able to complete our personas and customer journeys in one day. It proved to be a great way to ground the entire team on Ozzie's experience. And, best of all, we can revisit it over time to make sure we're designing a solution that addresses Ozzie's needs and improving the emotional low points in the current experience.

Through the process of interviewing customers, creating personas, and mapping out journeys, we've created a solid baseline understanding of our customers that we'll continue to strengthen over time through frequent touchpoints and customer testing.

So, now that we have a customer journey map – what's next? We need to crystallize the customer insights we have gathered to create a clearly-stated challenge for the team. See "[How We Create Problem Statements in Our Design Thinking Workshops.](#)"