

PRE-IDEATION

IDEAS FROM FUTURE-STATE JOURNEY MAPPING

Using one of service design’s classic experience visualization tools to generate ideas around experience and process.

Duration	<p>Preparation: up to 10 minutes (not including the preparation of research results or a current-state journey map, if you use one)</p> <p>Activity: 0.5 hours–1 day</p> <p>Follow-up: none, or a few hours if you want to make the new maps look good</p>
Physical requirements	Paper, perhaps map templates, pens, sticky notes, tables or wall space
Energy level	Medium (high for One-Step Journeys)
Facilitators	1
Participants	Minimum 3
Expected output	New future-state journey map, ideas in various forms which can be deepened and diversified or prototyped

Teams can generate new ideas in a structured way by creating future-state journey maps. Starting with a current-state map, or using your research and experience, you create complete or partial new journey maps. On the way, you generate many individual ideas which may be diversified or prototyped. Use this with groups who are comfortable thinking in journeys and experiences. Working at the journey level lets you think about orchestration and expectations even at this early stage.

Step-by-step guide

- 1 Invite the right people to work beside your core team for the exercise (this might include people who

- A** Throw together some quick new future-state journey maps to start exploring your ideas

know the background, people with no preconceptions, experts, representatives of the implementation team, people who will deliver the service, users, management, etc.).

- 2** If you have some current-state journey maps, let the group familiarize themselves with them and, if practical and desirable, with the research behind them. If you don't have current-state journey maps, use storytelling, based on the experience of the people in the room. Of course, this is more assumption-based, but it can be useful.
- 3** Take one map at a time and use the best information you have to identify critical steps in the journey.

You might refer to your research, especially verbatim statements from customers or emotional journeys which you have already plotted. You might look at jobs to be done (JTBD) and consider different ways to do the same job. If you do not have these resources yet, then step into the figurative shoes of your personas and talk your way through the maps, looking for frustrations and opportunities. You could even use a desktop walkthrough or act it out.⁰¹

- 4** Pin down some critical issues which need to be changed.

⁰¹ See methods like *Investigative rehearsal* and *Desktop walkthrough* in #TISDD 7.2, *Prototyping methods*, or the *Bodystorming* online method description.



- 5** Ideate around each of these points to look for alternatives. You could think about JTBD to open up your thinking away from the existing service model. Try other ideation methods, like brainwriting, 10 plus 10 sketching, or bodystorming. Record your insights, ideas, and any new questions.
- 6** Choose some of the most promising ideas, perhaps using a quick voting method.
- 7** Quickly draw some rough maps incorporating your new ideas. How do the changes affect the rest of the journey? How do the technology and process change? What about the experience and expectations? Use



desktop walkthroughs or act it out, if that helps. Also, you might try a combination of different journeys.

- 8 Identify the most interesting new journey features and incorporate them into one or more new maps to take forward, perhaps developing them into service blueprints to explore the frontline and backstage processes. Alternatively, go straight into prototyping these new journeys in more detail.

Method notes

- As with all co-creative tools, the conversation around the tool is as important as what goes on the paper. Make sure the group keep notes.
- The use of customer journeys for ideating a future state is widespread, very popular, and has some clear benefits in terms of thinking in sequence and flows. However, we need to be aware of an important risk: working with customer journeys focuses on the interaction, but usually keeps this interaction framed within the existing service model. This lowers the chance of breakthrough innovation. Try using a job to be done to open the range of innovation.⁰²
- When inventing future-state journeys, many participants will be too optimistic. They will create journeys where everyone wants to sign up right away. Encourage them to remember that customers are often busy, distracted, skeptical, and tired – that will lead to much more interesting ideas.
- When you review the journeys, do you see the offering in every step? This might be a sign that the participants have mapped their process, not the experience. Is that what you want?

⁰² This tip comes from Jürgen Tanghe. See more of his advice in #TISDD chapter 6, *Ideation*.

Variation: One-Step Journey storming

One high-energy variant of ideation around future-state journeys is called “One-Step Journey.” This method, based on the old improvisation game “One-Word Story,” is a fast way to generate lots of rough journeys:

- 1** Arrange the team in a circle. Someone will kick off by briefly describing their idea for the first step of the journey.
- 2** The next person will fully accept that idea and describe what the second step would be.
- 3** The third person will build on that, and so on round and round the circle. If someone has no idea, they can just say “pass,” and the next person takes over.

- 4** To keep this moving fast, encourage participants to just describe the step, then draw or write it on a piece of paper after the next person has started.

- 5** When the journey is finished, the next person can start a new journey, or return to an interesting point in one of the completed journeys and explore alternative developments.

With a group who have some experience in thinking of journeys, this method can create five or six rough journeys in a quarter of an hour. ◀