



A City as a Journey

Your Guide to Citizen Journey Mapping

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From Place to Experience

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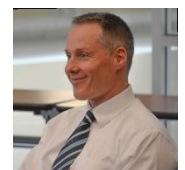
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Special thanks to students in Mount Royal University's Bachelor of Business Administration - marketing for contributing their system maps, personas and journey maps to be included as samples in this guide.



A CITY DEFINED BY TALENT

Historically, a city's relative competitive advantage is anchored to its proximity to scarce natural resources ranging from lumber and iron ore to access to navigable waterways.¹ However, today a city's relative competitive position has transitioned from its proximity to these natural resources to its ability to attract, retain and mobilize human capital – talent.² Recognizing this, in June 2018, Calgary City Council approved a new economic strategy for the city - *Calgary in the New Economy* - **with the goal of becoming Canada's leading destination for talent.**³

So how can Calgary deliver on this goal?

Research shows that deciding the *place* that we choose to live in, is one of the most fundamental decisions that we will make in our lifetimes.⁴ Like other complex and high-risk purchasing decisions, this decision involves prioritizing personal values and evaluating them relative to the variety of options available.⁵ Though the relative importance of factors is highly contextual, researchers identified a series of relatively stable variables that influence the way we make this "place" purchasing decision. These factors can be clustered into seven areas (Refer to Figure-1):

1. **Relational factors:** Proximity to family and friends.
2. **Economic factors:** Cost of living and career opportunities.
3. **Learning experiences:** Access to both accredited and non-accredited learning opportunities.
4. **Active experiences:** Access to organized sport and active recreation opportunities.
5. **Creative experiences:** Access to arts, entertainment and hospitality opportunities.
6. **Enabling experiences:** This incorporates factors related to transportation, urban design, inclusiveness, and cleanliness, and safety.
7. **Climate:** Factors related to weather and climate.



Figure-1. How we purchase a place

Though each of these factors are recognized as influential from a macro-perspective, they can become problematic when we view them through a more applied lens. This is because the macro-perspective incorporates factors that are largely out of the control of community leaders. For example, community leaders have no control over climate or relationships. Economic factors such as cost of living and housing costs are complex factors that are either beyond the direct influence of local leaders or rooted in long-term structural economic factors. Instead, these three variables are best viewed as input factors when developing strategy.

In contrast, community leaders have significant influence in delivering active, creative and learning experiences, and the associated enabling experiences. Therefore, Calgary's path to becoming the leading destination for talent is anchored in its capacity to deliver integrated experiences.

A CITY OF EXPERIENCES

Today, 99 per cent of Calgarians engage in diverse forms of creative, active and learning experiences delivered by over 10,500 experience producers (Refer to Figure-2).⁶ In fact, 94 per cent of Calgarians engage across these experience domains. In other words, few citizens are simply an 'arts' person or a 'sport' person; rather, diverse experiences, from taking children to soccer, to going out to a local restaurant, to taking a class online, are embedded in all aspects of people's lives.

Yet, Calgary, like most cities, is not designed to deliver integrated citizen experiences (CX). Instead, Calgary is a geographic amalgamation of largely isolated CXs delivered by commercial, social and public experience producers, ranging from schools to theatres to recreation to roads and transit.⁷

"99 per cent of Calgarians engage in diverse forms of creative, active and learning experiences delivered by the over 10,500 experience producers."

This current approach puts the producer, not the citizen, at the centre of the experience. In doing so, the producer focuses internally on designing and delivering an optimal experience, whether it be a fitness program, live theatre or a university degree. What this *producer-centric perspective* lacks is the recognition that people do not simply consume experiences in silos, rather the value is generated in how these experiences can be integrated seamlessly. This current producer-centric perspective not only under-leverages the competitive potential of our current CX resources, but, based on research, weakens a citizen's emotional connection and sense of belonging to a community.⁸

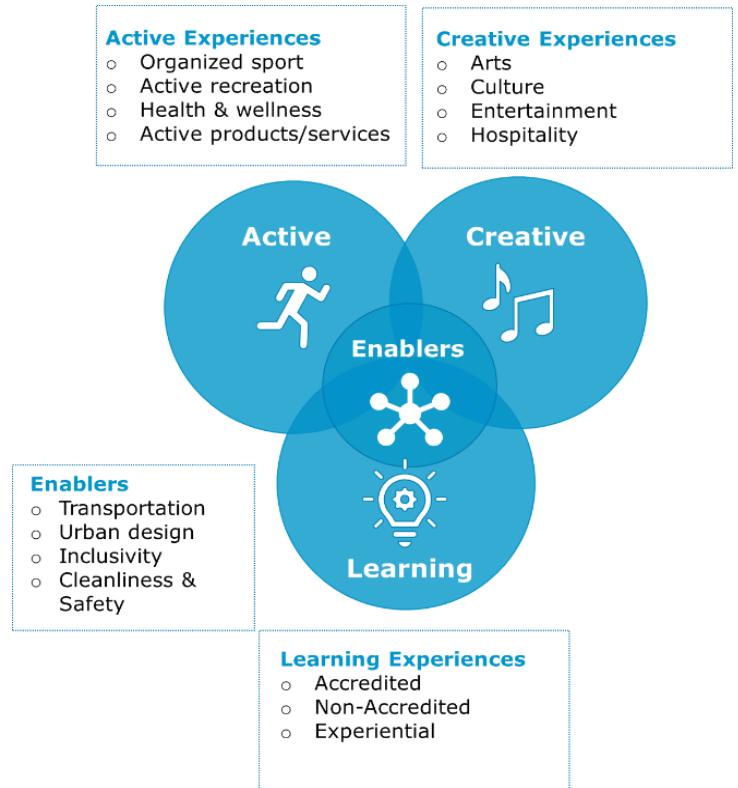


Figure-2. Citizen Experience Ecosystem

TRANSFORMING FROM PLACE TO AN EXPERIENCE CITY

In the past two decades, managers across diverse sectors from healthcare to tourism to financial services have identified similar structural and cultural flaws negatively impacting consumer loyalty.⁹ The flaw was that most consumer experiences were designed around internal productivity and processes, not the consumer. For example, though measuring consumer satisfaction was always important, measurement was often focused on satisfaction of discrete touchpoints, distorting a consumer's overall satisfaction with the entire end-to-end experience. In addition, the advent of digital technologies over the past decade in particular have empowered consumers unlike any other time in history. This empowerment has redefined the role of people, from mere consumers to experience co-creators.

Research has identified six factors contributing to high-levels of experience satisfaction:¹⁰

Empathy: This is the capacity of the experience producer to understand their consumer’s needs and preferences, be on the side of their customer, put the consumer needs before the producer’s needs, and have better consumer intuition than the competition.

Personalization: This is the capacity for an experience producer to leverage empathy to deliver personalized experiences that triggers an emotional connection.

Expectations: This is the importance of an experience producer to manage, meet and exceed a consumer’s expectations.

Trust: This is the core need for the experience producer to be trusted by consumers.

Time & Effort: Today, people are time poor. As a result, there is a need for the time and effort invested in the experience to be simple and frictionless.

Resolution: This is recognition that if a negative experience occurs, agile processes exist to resolve the matter in a timely manner.

In response, sectors from air travel to healthcare have attempted to flip their experiences, putting the consumer at the centre. In doing so, managers began to visually map the journey of their consumers. Experience journey mapping tracks experience at each touchpoint, reflecting not just the specific experience, but also a consumer’s rational and emotional response to the different stages of an experience. Journey mapping emerged as a powerful strategic management tool which highlights breakdowns and opportunities to enhance consumer satisfaction and loyalty.

How can community leaders leverage the learnings from consumer journey mapping in other sectors?

Building on this, cities can leverage the learnings from two decades of journey mapping research to transform the development and delivery of citizen

experiences. This transformation requires CX producers to adopt an integrated CX perspective to experience design. This CX perspective shifts the mindset of the producer from their traditional active, creative, and learning silos to exploring the opportunities (and challenges) across the full CX ecosystem.

Table 1 provides a summary of the value of CX journey mapping.

Table 1: The Value of CX Journey Mapping

Demands Empathy	Enables System Design
<ul style="list-style-type: none"> • Enables decision makers to empathize with a citizen by visually requiring them to walk in their shoes at every stage of the CX. • Amplifies pain points and opportunities during ‘baton-changing’ moments between a city’s CX producers. • Highlights the differences between individuals, to ensure CX design reflects their diverse needs. 	<ul style="list-style-type: none"> • Identifies discrete touchpoint as part of a holistic process, allowing CX producers to focus on the most efficient and effective approach to delivering on a goal. • Enables CX producers to examine how they can better differentiate their experiences relative to competitors.
Increases Coordination	Facilitates Decisions
<ul style="list-style-type: none"> • Understands processes and transactions that cut across functions, departments or CX producers. • Demands collaboration across silos, both inside and outside of CX producers. This requires decision makers to step beyond their narrow scope and identify opportunities across touchpoints. 	<ul style="list-style-type: none"> • Highlights gaps between current journey and the optimal CX journey. • Facilitates the allocation of resources – people, infrastructure, budgets and systems to where it provides the most value for citizens. • Establish harmonized performance indicators to measure a CX journey.

CX JOURNEY MAPPING

A CX journey map is a five step process.

STEP 1: DEVELOP A SYSTEM MAP

CX journey maps are most effective when they are created following the development of a

An Airport as a City

The unique challenge of adopting a CX view of a city is that the experience assets are spread across thousands of CX producers. As a result, CX producers must be motivated to adopt a systems-level view of experience delivery. No city has adopted this perspective, and therefore there is limited precedent of system-level CX design. However, airports possess many of the similar challenges as a city. An airport experience is delivered by hundreds of experience producers ranging from transportation (e.g., taxi, public transit), airlines, security, restaurants, hotels and retail. Moreover, airport travelers are arguably as diverse as any city's population. Not only do they represent diverse socio-economic segments, but they also represent diverse behavioristic segments including business and leisure travelers. For an example of airport CX journey map refer click [HERE](#).

system map. A system map reflects a systems-level analysis of an issue or problem.¹¹ Refer to Appendix 1 for an example of a system map. Click [HERE](#) to access *System Mapping: A Guide to Mapping Complex Systems*.

STEP 2: DEFINE THE SCOPE

Once your system map is developed, CX producers must define the scope and boundaries of the CX journey to be mapped. This often involves engaging the variety of internal and partner stakeholders who play a role in the CX delivery. A key dimension when defining the scope is *time*. Journeys may extend from a few hours to years. For example, a journey map associated with attending a professional sporting event, may be defined as starting with the purchasing of tickets to attending the game and arriving back home. However, this CX journey map could also extend to exploring the drivers for wanting to attend this event. This may incorporate mapping them playing this sport as a child and their evolution over their lifetime as a fan. Both are journey maps, but the scope variance will

highlight different pain points and opportunities. Finally, the scope may evolve as the target segments or other criteria are further defined.

STEP 3: SEGMENT PRIORITIZATION & PERSONA DEVELOPMENT

This step involves prioritizing citizen segments. Segments are the aggregation of individuals into groups that share important characteristics that influence their journey. Segments are developed based on four major clusters of variables:

1. Demographics (e.g., age, family composition, gender, ethnicity, marital status, income).
2. Geographics (e.g., region, city, neighbourhood)
3. Psychographics (e.g., personality traits, values, influencers).
4. Behavioristics (e.g., motivation, perceived benefits, past usage, frequency).

The development of segments should be based on rigorous triangulated primary or secondary evidence.¹² The number of segments will be defined by the experience context.

Once segments have been defined and prioritized, individual personas must be developed to articulate examples of this segment. A persona synthesizes the abstract segmentation variables into a tangible profile, enabling the development of a persona specific journey map. Though personas will be context specific, they generally include the following:

"Cities can leverage the learnings from two decades of journey mapping research to transform the development and delivery of citizen experiences."

General

- Fictitious image
- Fictitious name
- Define the scenario or goal of the individual

Demographics

- What is their gender?
- What is their age?
- What is their marital status?
- What is their education?
- What is their occupation?
- What is their income?
- Other relevant background factors?

Geographics

- What community do they live in?

Psychographics

- What are their major personality traits?
- What is motivating them?
- What factors influence the development of their attitudes? E.g., past experience, media.
- What are their current context specific attitudes? (e.g., satisfied)

Behaviouristics

- What is their current context specific behaviours? (e.g., consumption, advocacy)

Insights

- What are their pain points?
- What are their high points?

Refer to appendix 1 for a variety of persona examples.

STEP 4: CX JOURNEY MAP ANALYSIS

CX journeys can be viewed as a cycle incorporating three major phases and six sub-stages (Refer to Figure-3).

Phase 1: Engagement

Discover: The first phase of the CX journey involves an individual (or group of



Figure-3. The CX Cycle

individuals) identifying a need and exploring options through a variety of touchpoints on how best to satisfy this need.

Evaluate & Decide: The second stage involves exploring and evaluating the experience options. This also includes the individual formulating an evaluation criterion and decision making.

Plan: The third stage of the journey involves an individual planning their experience. This will incorporate all touchpoints including coordinating travel, social and pre and post CX activities.

Phase 2: Core CX

The core CX phase incorporates three sub-stages related to engaging in the CX. The first sub-stage involves pre-experience. This may include transportation and social activities in advance of the core CX. The second sub-stage is related to all dimensions in the core CX. This may involve security, customer service, retail, and concessions. The third sub-stage is post-experience. This may include transportation and social activities following the core CX. Concurrent to this engagement, the individual evaluates the journey relative to their criterion.

Phase 3: Loyalty

Share: The next phase involves two stages. The first is when an individual shares their experiences with others. This may incorporate touch points ranging from social media to word of mouth.

Anticipate: The final stage involves an individual evaluating whether to re-engage in this experience. This triggers anticipation. This reengagement often compresses the journey cycle by bypassing the discover, evaluate and decide stages. If an individual decides not to re-engage, they may seek alternative experiences to satisfy their motivations. If so, they will jump directly to the evaluation stage.

"A key dimension when defining the scope is time. Journey's may extend from a few hours to years."

Journey Map Analysis Criteria

Each stage of a CX journey is analyzed by seven criteria.

Criteria 1: Goal. What are the individual's goals or expectations at this journey stage?

Criteria 2: CX Touchpoints. Which are the key "front stage" touchpoints at this specific stage? There are five major CX touchpoint categories that can be considered. This includes:

Producer-owned touchpoints: These touchpoints are individual interactions during the CX that are designed and managed by the core CX producer creating the end-to-end journey map.

Partner-owned touchpoints: These touchpoints are individual interactions during the CX that are designed and managed by a partner. For example, this may include a ticketing company.

Public-sector touchpoints: These touchpoints are individual interactions during the CX that are designed and managed by governments. This may include elements such as public infrastructure (e.g., roads, transit, sidewalks) or government regulators.

Social touchpoints: These touchpoints (or social exchanges), recognize the important roles of others in an individual's journey. Throughout the CX, individuals are surrounded by social exchanges (e.g., other individuals, peer influences, social media).

Other external touchpoints: These touchpoints are individual interactions during the CX that are designed and managed by an outside producer, including those delivering pre and post experiences.

Criteria 3: Thinking & Feeling. What is the individual thinking at this stage? What emotions are the individual feeling at this stage? This reflects both the rational and emotional state of the individual at this point in the journey.

Criteria 4: Actions. What are the actions or tasks a citizen engages in at this stage? (What are the artifacts they engage with? (i.e., email, text, social media).

Criteria 5: Pain Points. Are there any pain points that are emerging at this stage? What touchpoints are pain points linked to?

Criteria 6: Synthesized Journey View. This section synthesizes the above five criteria into a visual representation of consumer satisfaction (or pain points) at each stage.

Criteria 7: Insights. What are the *moments of truth* in this journey? What is the root of the pain points? What are the insights and opportunities for improvement? These will reflect the identified gap between the optimal CX journey and the current CX journey.

Below is an example of a CX journey map analysis for “Sam the High School Student” who is considering pursuing postsecondary education. Please note that both the system map and journey map are integrated to a comprehensive report. Samples of these reports are available [HERE](#).¹³ Refer to the appendix for an example of a visual journey map.

“What are the moments of truth in this journey? What is the root of the pain points? What are the insights and opportunities for improvement? These will reflect the identified gap between the optimal CX journey and the current CX journey.”

STEP 5: JOURNEY MAP SYNTHESIS

The goal of the final step is to synthesize the CX journey maps across the variety of segments to isolate and prioritize common pain points and insights. The outcome will be a series of priority actions to optimize the CX journey.

CONCLUSION







To deliver on the goal of becoming Canada’s leading destination for talent, Calgary must transform from a place to an experience. An experience city that puts citizens at the centre of delivering experiences. CX journey maps are a powerful tool that put citizen’s at the centre of experience design. It forces CX producers to think more holistically and raises new questions and new solutions.



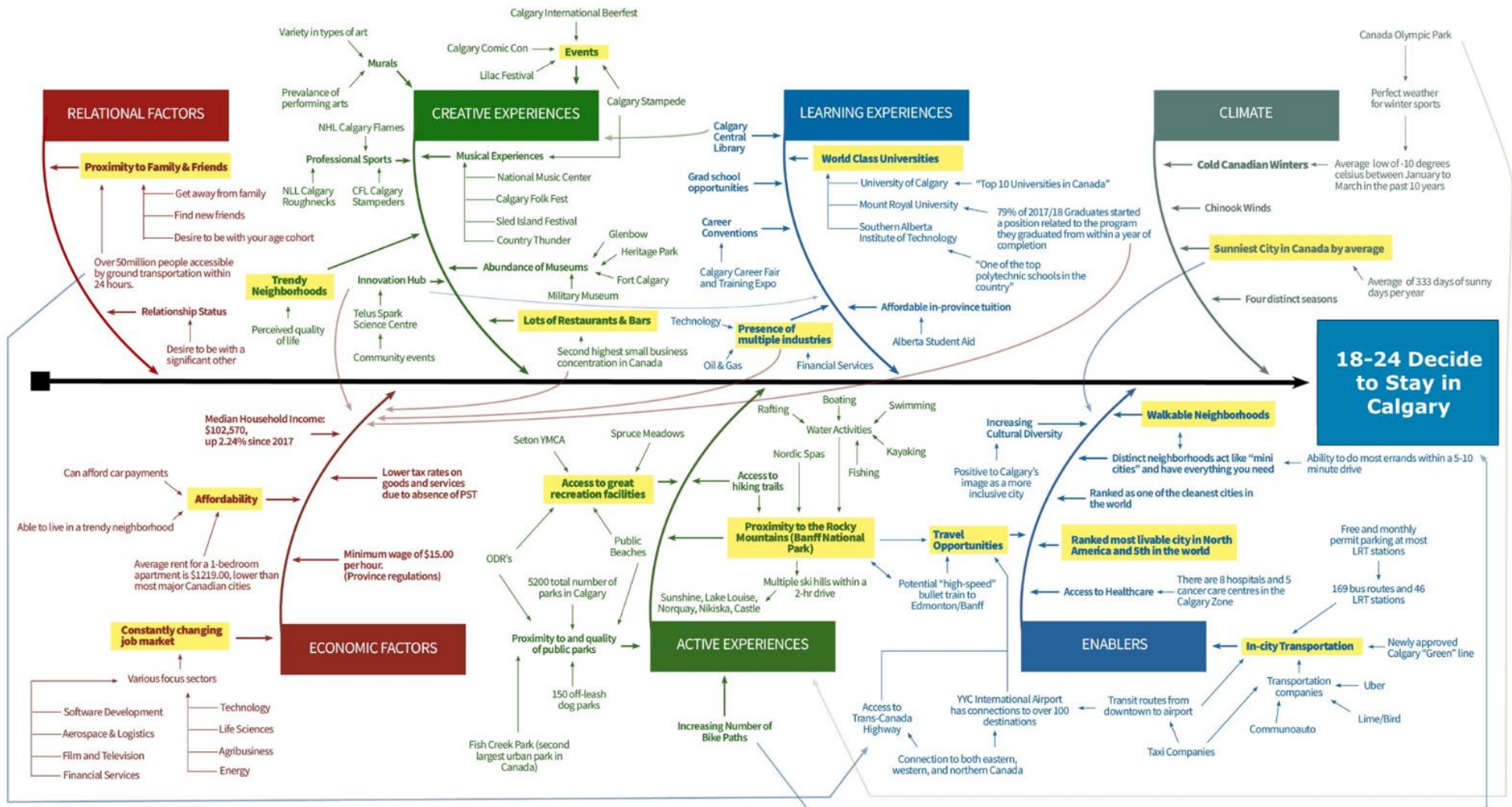
CX JOURNEY MAP ANALYSIS: 18-24 YEAR OLD DECISION TO GO TO SCHOOL IN CALGARY

CX Journey Map Context: 18-24 Year old decision to go to school in Calgary

Persona: Sam the High School Student

Criteria	Discover	Evaluate & Decide	Plan	Experience Dimensions	Share	Anticipate
Goals	Should I go to school?	What are my options? Decide to go or not to go to school.	Be prepared for school.	Achieve academic and social success.	Share my experience and build my social network.	Reflect on the experience outcome and decide next steps.
Touchpoints	School website, city websites, social media, government websites	School website, city websites, social media, government websites, campus tours. Centralized government website for applying to postsecondary	School website Advising Financial aid Community website Housing services Student councils	Professors, clubs, advisors, friends, campus, digital platforms.	Social media channels Campus	Online platforms
Thinking & Feeling	Excited Confused Stressed	Curious Overwhelmed Reflective Proud Excited to move on Nervous	Overwhelmed Proud Excited to move on Nervous	Immersed Social Curious	Social Proud Reflective Envious	Reflective Uncertainty of value
Actions	Researching programs Researching cities	Comparing programs Defining criteria Applying to school Finishing high school	Register for courses Confirm housing Register for orientation	Go to school Join clubs	Post updates on social media channels	Evaluate coming back for year 2. Explore majors and minors programs. Explore semester abroad.
Pain points	Pressure from parents	Overwhelming information Distrust of sales tone of materials.	Majors vs. minors Housing concerns How to meet new friends Fear of unknown	Transportation choices	None	Uncertain about the value of investing time and money in school. Concerned about their career path and relevance of the program.
Satisfaction						
Insights	Create a unified "Why Calgary" website to support students at this discovery stage. Includes tools for program and career pathways.	Create "real student" online stories and podcasts. Create "real employer" stories and podcasts. Establish buddy system for school tours.		Incorporate transportation and housing components to the "Why Calgary" website.	Create curated opportunities for students to share their experiences with prospective students.	Establish unified portal for work-integrated learning engagement in Calgary.

APPENDIX 1: CX SYSTEM MAP: 18-24 YEAR OLD DECISION TO PURCHASE CALGARY



APPENDIX 2: SAMPLE PERSONAS

CUSTOMER PERSONA

SAM WILSON



BACKGROUND

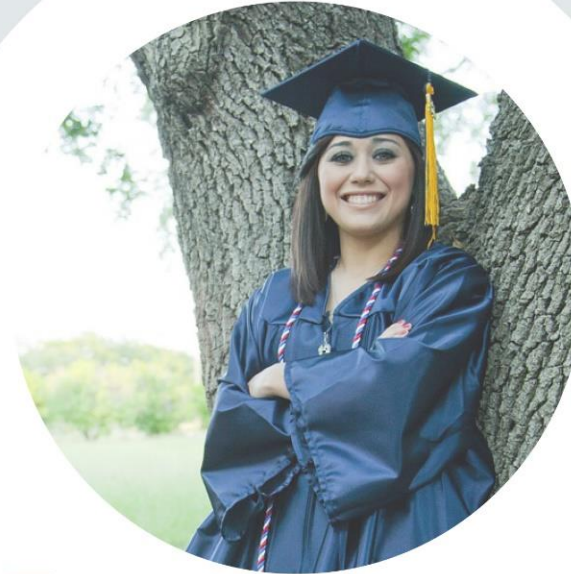
AGE	18 years old
GENDER	Female
HOMETOWN	Red Deer, AB
COMMUNITY	Bower
INCOME	\$8,000 annually
OCCUPATION	FT Student Seeking PT work

MOTIVATIONS



GOALS

- Find fun nightlife & food options
- Good university experience
- Travel around the city
- Get a part-time job
- Meet new people
- Stay active



“
I’m excited to start this new chapter but also nervous for everything to change.
”



PRIDEFUL PARTICIPATION

MEMBERS OF THE LGBTQ2S+ COMMUNITY

Logan, 19

Education — High School/University

Job(s) — Part-time/Full-time

Annual Income — Income varies, however, this group has more **discretionary buying power**.

Motives

Diversity and inclusion - eager to join and support organizations that push for representation and create **safe spaces for all** and are even willing to pay a premium for those that do.

Pain Points

- › Lack of **transparency and authenticity** from brands
- › Lack of **consistency** between brands and ambassadors
- › Lack of **representation**

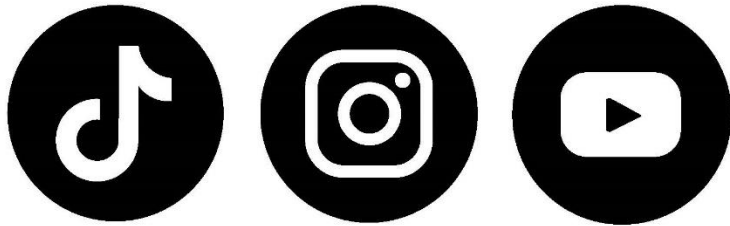
Barriers

- › Past negative experiences with sports
- › Sporting environment is seen as **unpleasant or intimidating**
- › Fear of facing **discrimination**



How to Reach

- › Social media
- › Spokespeople who represent their thoughts and beliefs



Social Need



Competing Priorities



COVID

Take restrictions and guidelines seriously and are happy to wear a mask and socially distance.

Segment Size
7,500

Location
City Centre,
Beltline, Mission, &
Kensington

PERSONA

Isabell Park

BACKGROUND

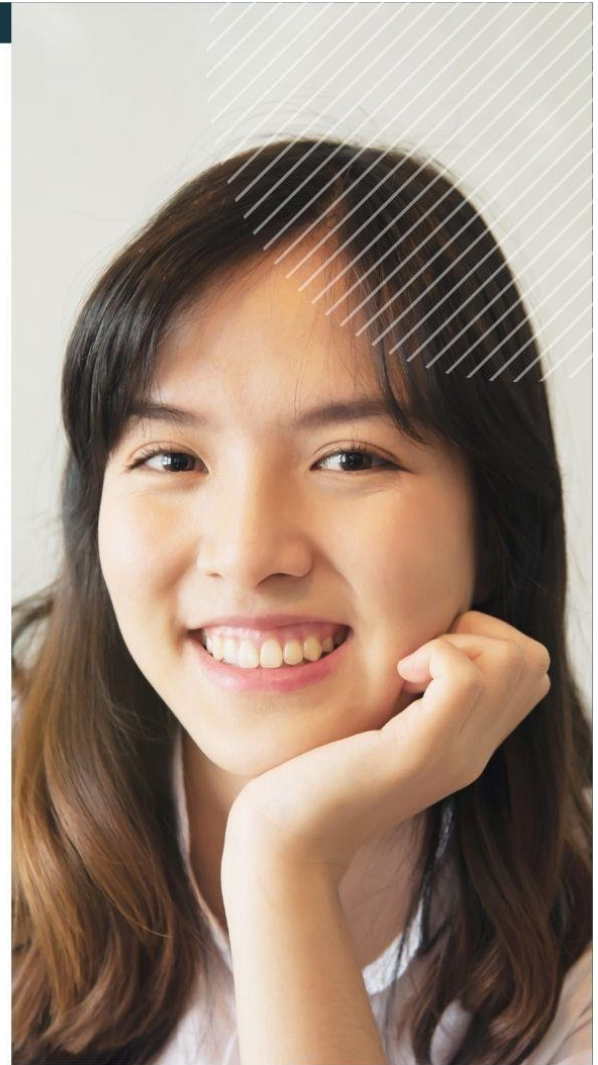
- Age: 21
- Gender: Female
- Ethnicity: Asian Canadian
- Location: NW Calgary
- Income: \$25k/year
- Occupation: Part-time employee

GOALS

- Enter the workforce immediately after graduation
- Gain work experience
- Obtain a work/life balance
- Pay loans

MOTIVATIONS

- Fitness, Friends, Entertainment, Price, and Lifestyle, Fun Activities, Social Media



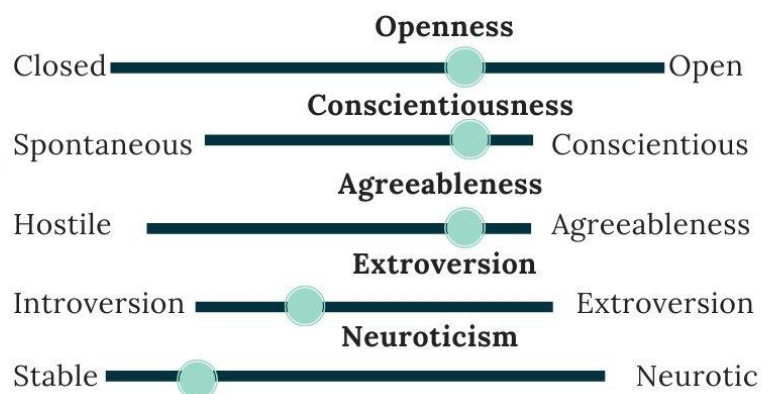
PAIN POINTS

- Income level
- High competitive job market
- Perceived stagnant city
- Economic downturn



I excited for my future after post secondary but I worry I won't be able to find a job due to the economic downturn. I also would like to experience what it like to live in a bigger city.

PERSONALITY

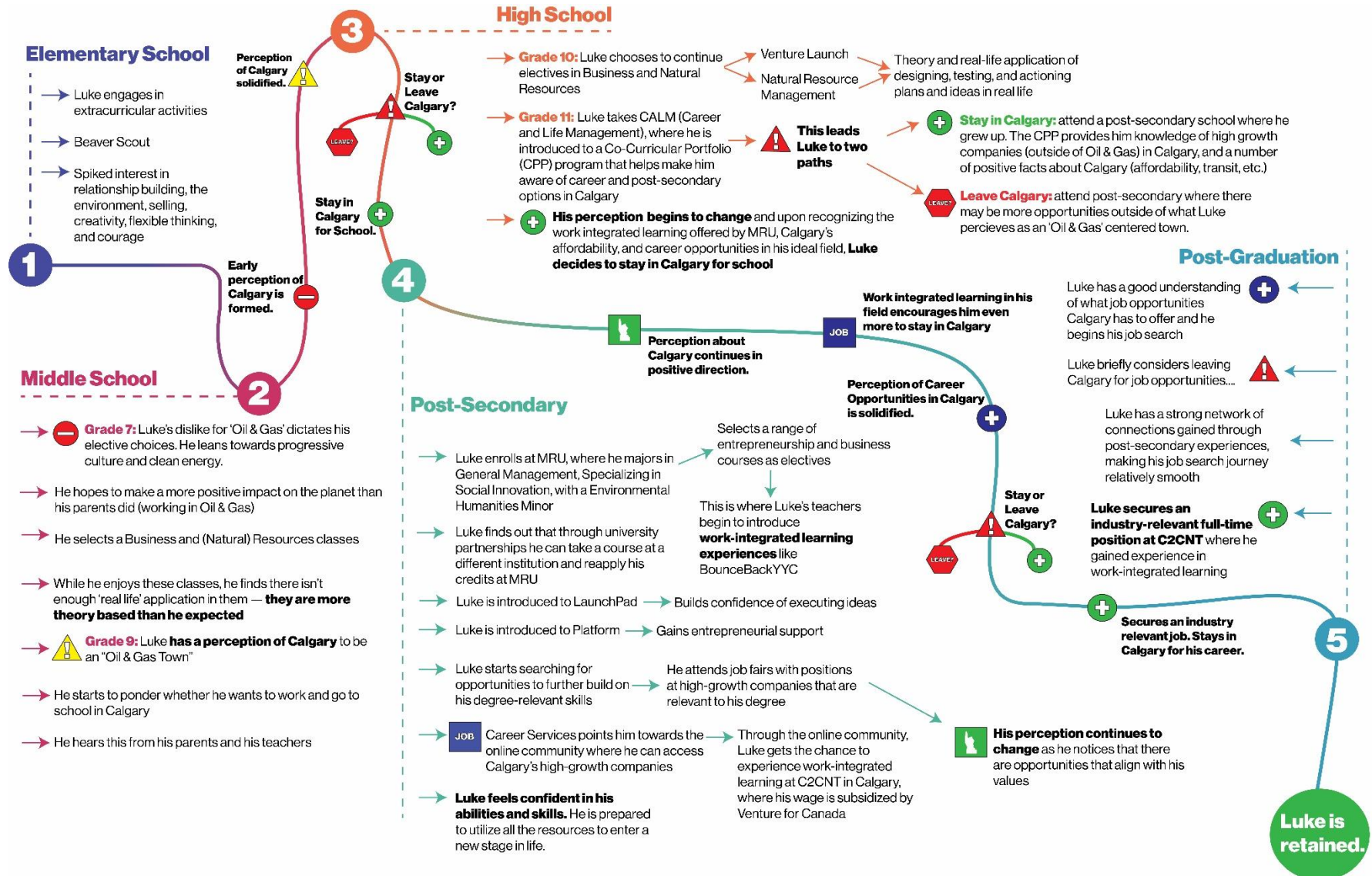


APPENDIX 2

CX JOURNEY MAP SYNTHESIS: 18-24 YEAR OLD DECISION TO STAY IN CALGARY

CX Journey Map Context: 18-24 Year old decision to stay in Calgary

Persona: Luke the new graduate



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- ⁷ This excludes all enterprises and employees related to only the design, production, and delivery of experiences. It excludes the design and construction of experience infrastructure.
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- ¹² Triangulation leverages a minimum of three unique data sources on a single topic. Triangulation enhances validity and mitigates risk of conclusion.
- ¹³ These sample strategy and journal maps were developed by Mount Royal University Bachelor of Business Administration marketing students.