

Looking at CX from the Outside-In

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Executive Summary

The report *Looking at the CX from the Outside- In* details the first half of the Customer Experience (CX) Intern Librarians' project. This report illustrates the current state of EPL's customer experience through the eyes of the customer. The CX interns determined that Customer Journey Maps (CJMs) were the best tool to analyze and illustrate EPL's current customer experience. The interns conducted 41 CX Safaris with 45 research participants. During these CX Safaris, participants completed a number of different library activities while the interns observed and noted what the participants were doing, thinking, and feeling.

With the data from the CX Safaris, the interns created 10 activity based Customer Journey Maps (CJMs) illustrating the customer experience. The discussion of the CJMs includes an analysis of the points of pain and points of pleasure. The CJMs included in the report are as follows: Memberships, Holds, Physical Item acquisition, Digital Item acquisition, Early Literacy Program, Family Visit, Printing, Website, App Use, and Library Chat.

The next step following this analysis is to create Service Blueprints (SBs) for the CJMs' most painful touchpoints by looking at the customer experience from the staff perspective. The SBs will be created for touchpoints in the following categories: Branch Staff, Marketing & Fund Development, Web & Discovery Services, CMA, Youth Services, IT, and Leadership. The goal of the SBs is to create recommendations to better EPL's customer experience.

Through discussions with the CX Team the intern librarians suggest that the CJMs be used at EPL for future employee orientation and training, debriefs between managers and front-line staff, further assessment of services, and the potential creation of CJMs for internal customers.

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Introduction

The primary goal of the 2017-2018 Intern librarian project is to establish the current state of the customer experience and to make recommendations to improve the customer experience at EPL. The focus of this report is the process of Customer Journey Mapping (CJM) which is the first stage of the intern project and establishes the current state of the customer experience. The report contains a comprehensive breakdown of each CJM and a discussion of findings. With the current Business Plan concluding EPL's five year Strategic Plan this report provides valuable information for future planning and initiatives.

External Analysis

The following external analysis includes a summary of the intern librarians' industry scan and literature review. The information collected for the industry scan comes from personal communication with Customer Experience (CX) experts in a variety of fields.

Industry Scan

Working on CX means aspiring to improve customer interactions by creating more intentional and defined experiences. Organizations aim to do so by moving their customer interactions from a task mentality, referred to as Customer Service, to a n experience mentalityⁱ which allows customers to have more positive and cohesive interactions than a task mentality; the latter is very linear and fails less well in challenging situations.ⁱⁱ Delivering unique and exceptional CX creates loyalty among customers and allows organizations to become leaders in their industry.ⁱⁱⁱ There are an increasing number of academic UX/CX librarians researching this field, but few CX public librarians.^{iv}

CX Best Practices

1. Holistic: *Experience is viewed as a dynamic environment, emphasizing relationships and the co-evolution of both the organization and customers and intermingling the physical & digital facets.*^v
2. Emotional Connection: *Authentic relationship building and investing in effective storytelling are critical tools to establish emotional connection.*^{vi}
3. Personalization: *Efficient customization of services and products is produced through the collection and analysis of data.*^{vii}
4. Consistency: *Delivering the same quality of service and products throughout all the channels^{viii} and achieving consistency between the customer's expectations of the experience and actual experience.*^{ix}
5. Innovation: *Perpetually seeking to be relevant to customers.*^x

How are industry experts improving CX?

To enhance their CX, industry experts are focusing on evaluating CX through the customer lens,^{xi} encouraging customer feedback,^{xii} and prioritizing qualitative data.^{xiii} CJMs are "a catalyst not a conclusion"^{xiv} for generating CX recommendations. Customers' involvement is key, keeping in mind that their suggestions point to problems themselves rather than being recommendations.^{xv}

Literature Review

The literature review focused on CX evaluation, ethnographic methodologies and the application of Customer Journey Mapping within library environments. The last three decades have seen a dramatic evolution of the concept of CX. The term has advanced from a burgeoning theory to a widespread phenomenon in both academic research and professional practice.^{xvi} Customer satisfaction is subjective with quantitative data alone not adequately or accurately capturing customers' attitudes, emotions and opinions.^{xvii} Because of this, libraries must critically examine what contributes to an exceptional CX and how it can be developed across all aspects of library operations.^{xviii} The most crucial component of CX is a full understanding of the customer's perspective. Qualitative methods allow these complex perspectives to be effectively captured.

Ethnographic research methods refer to a broad range of qualitative techniques from anthropology which involves customers being studied or included in the design process.^{xix} The application of an ethnographic approach is relatively recent but growing in the library field predominantly in academic library settings. Ethnographic methods in library studies frequently involve interviews and observations complemented by surveys and flipcharts.^{xx} The value of ethnographic research is in its ability to garner rich data about individual customer interactions. These interactions can inform CJMs.

Customer Journey Mapping involves 'walking in the customer's shoes' and recreating an authentic CX so that challenges can be identified and remedied. CJM was originally developed in retail and customer service environments.^{xxi} While mystery shoppers and focus groups can be effective tools for gathering information about customer's experiences and emotional responses, neither approach specifically addresses how customers respond to products and services at different stages of their journey.^{xxii} CJM can highlight areas where improvements can be made, demonstrate the complexity of a library ecosystem and highlight the integration of various library departments.^{xxiii} The literature review demonstrates that the ethnographic technique of CJM is an effective tool for unpacking the experience of library customers and producing data for relevant recommendations.

The technique of mapping used for this report provides a customer-centric view of EPL's programs, services and facilities while providing an opportunity to observe customers completing different activities. Having participants only from the customer base of public libraries presents a unique angle that has not been documented in the literature. Previous studies that incorporated a component of Customer Journey Mapping were all conducted in academic library settings.

The objective of the study is to evaluate library customers' experience using collections, services, facilities and programs offered by EPL, thus providing a detailed depiction of the current state of customer experience and where improvements can be made.

Methods

Selection of Methods

Select ethnographic methods identified in the industry scan and literature review were employed for examining the customer's perspective of their experience. Within this methodology, the intern librarians searched for a technique that incorporated a balance between collecting behavioral and attitudinal data with a focus on what people actually do, rather than what they say they do.

The selected ethnographic technique for the project was CJMs. In order to create CJMs, the intern librarians first recruited EPL customers and non-users. Following the recruitment process, they collected data through CX Safaris and subsequently transcribed and coded the data. The following describes the steps to create the CJMs.

Recruitment

Recruitment started with asking specific branches to recruit a broad range of participant demographics. It was determined that customers would likely be more willing to participate if they were familiar with those recruiting them. The branches chosen were Clareview, Highlands, Jasper Place, Mill Woods, and Strathcona. These branches were selected for their variety of geographical locations, demographic diversity, and differing branch sizes. See Appendix A for initial recruitment material sent to branches. This method only recruited 10% of all participants and so as a result a contingency plan was created.

A Staff Web post was created encouraging staff to recruit their friends and family to participate. The interns also drew on personal, professional, and academic networks for recruitment. Due to the use of this sampling approach, the results may be biased towards positive attitudes regarding EPL (see Limitations for further information).

To facilitate direct recruitment, the intern librarians conducted guerilla surveys at Clareview, Highlands, Jasper Place, Mill Woods, and Strathcona. The interns would approach customers to inform them that they were conducting research to improve the customer experience at EPL and then ask if the customers had three minutes to answer three questions:

1. What brings you to the library today?
2. What else do you do at the library?
3. What is one thing you would change about the library?

If customers were responsive to the guerilla surveys they were given additional information related to participating in a CX Safari. 75 guerilla surveys were collected with 12 CX Safari participants recruited. Following the guerilla surveys a social media campaign was created to expand recruitment. This included posts on Twitter, Facebook and Staff Web. Information about the CX Safaris was also sent via the volunteer newsletter. Some EPL staff volunteered as research participants. In these

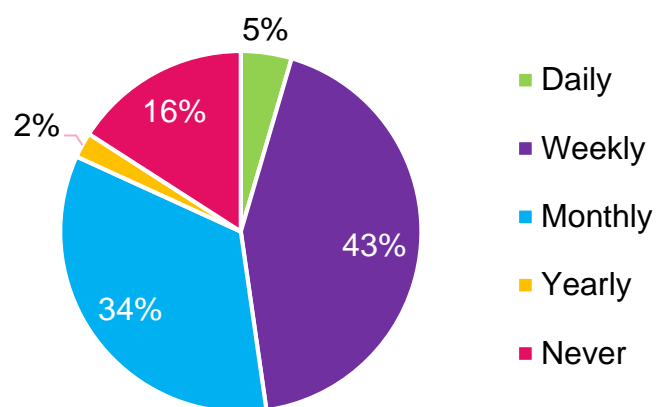
cases the staff member was new to EPL and did not work at the branch at which they participated.

The recruitment process was completed at the end September 2017 in keeping with the project's 12 month timeline. At the end of the recruitment process there were a total of 45 participants participating in 41 CX Safaris. Nine CX Safaris had more than one participant (i.e. families with children). It should be noted that toddlers were not counted in the 45 because they were not active participants. The 41 CX Safaris were conducted at 12 different branches with the participant choosing their preferred branch and time.

Other demographic information gathered in recruitment included the participants' first language and age. English was the most common first language with 15 participants. Dinka, French, Hindi, Mandarin, Spanish and Kinyarwanda first language speakers also participated. Participants' ages ranged from 8 to 79 years. The most common age ranges were the 25-34 and 35-44 categories. Recruiting under 18 years old participants proved to be a challenge due to the need for parental consent.

Familiarity with the library was diverse. This was assessed by asking research participants "How long have you had an EPL Library Card?" as well as "How often do you visit the library?" There was no identifiable distinction in terms of library familiarity between those participants connected to EPL and those who were not. The proportional breakdown can be seen in Figure 1 below.

How often do you visit EPL?



How long have you had an EPL library card ?

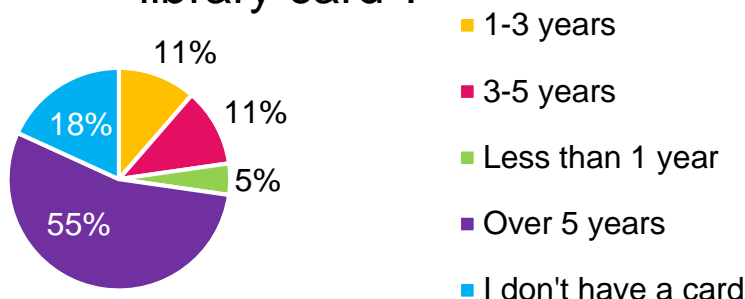


Figure 1. Research Participants' Level of Familiarity with the Library

Customer Experience Safaris

The Customer Experience (CX) Safaris were the primary method of data collection for this study. These CX Safaris involved individuals or groups and ranged from 30 minutes to two hours. The largest group consisted of four participants and the smallest of two.

During the CX Safaris, the research participants were first asked to take the intern librarians on a touchstone tour. This is a guided tour led by a participant of the physical or digital library environment as if the researchers have never been there before. During each tour participants were encouraged to highlight what they used and placed priority on. It is a contextual technique used to immerse the researchers into the customer's world. The focus of the conversation was gently guided but remained flexible to allow the customer to express their own opinions and ideas. These tours provided a wealth of supplemental data as participants made reference to numerous library experiences and interactions. The tour also served as a time for the participant(s) to get comfortable with the interns observing them.

After the tour concluded, participants were asked to complete different activities as part of a scenario while the intern librarians audio recorded the interactions, as well as observed and took notes on what the participants did, thought, and felt. Research participants were encouraged to voice their feelings and thoughts while narrating their actions. Intern librarians would clarify participants' actions, thoughts, and feelings by asking questions. Both intern librarians were present during each CX Safari to ensure consistency in the data collection. Library staff were briefed before the CX Safaris to ignore the intern librarians and interact with the participant as they would normally. When participants interacted with staff, the intern librarians would leave the recording device with the participants and move away to allow for a more natural conversation.

During the CX Safaris, participants were asked to complete one or more of the following scenarios:

- Item Acquisition (Digital): *The participant found and checked-out or streamed a digital item of their choosing from EPL on their choice of device.*
- Item Acquisition (Physical): *The participant found and checked-out a physical item of their choosing from an EPL branch.*
- Membership: *The participant was completely new to EPL and got an EPL membership.*
- Public Computer: *The participant used a public computer to access the internet, access documents, to print, or to play games.*
- Early Literacy Program: *The participant and their family took part in the Sing Sign Laugh & Learn program at EPL. This scenario followed families throughout their entire journey attending SSLL. It should be noted that several families took part in the other scenarios too.*
- Website (App): *Participants used the EPL app on their phone or tablet.*
- Website (on Public Computer, Phone, & Tablet): *Participants used the EPL website from a public EPL computer or in an internet browser app on their phone or tablet.*

The figure below indicates the number of times each scenario was run.

Scenarios	Number of times run
Item Acquisition (Digital)	7
Item Acquisition (Physical)	29
Membership	9
Public Computer	14
Early Literacy Program	3
App	5
Website (on Public Computer, Phone, & Tablet)	17
Total	84

Figure 2. CX Safari Scenarios

Before starting, the participant was informed of the structure of the Safari and what to expect. After finishing all of the activities a short debrief concluded the session with the interns asking final questions and answering any questions from participants. No incentives were offered, however the research participants were given an EPL water bottle and library bag as a thank you gift.

Transcribing & Coding

Following the CX Safaris the interns completed transcriptions and aggregated observational notes. The interns used edited transcribing, allowing irrelevant content from the transcripts to be removed. The intern librarians used NVivo, a qualitative data analysis software to organize the transcribed data for coding and analysis.

Two levels of coding were completed for each transcript. The first level was to determine the section of the customer journey. These sections were based on those described in Webb's book *What customers crave: how to create relevant and memorable experiences at every touchpoint*^{xxiv} and the intern librarians defined them as the following:

- Pre-Touch: *Interactions that happen before explicitly starting the journey with the library.*
- First Touch: *First interactions that participants have with the library.*
- Core Touch: *Interactions that take place throughout the journey.*
- Last Touch: *The final interactions with the library before the end of their journey.*
- In-Touch: *Interactions that take place after the journey has ended.*

Another round of coding was undertaken using open and descriptive coding to establish general themes and identify touchpoints. The intern librarians chose this coding technique to prioritize the customers' perspectives. After one of the intern librarians completed two rounds of coding, the second intern librarian coded random transcripts to test inter-coder reliability. The coding was extremely similar with slight differences in the choice of vocabulary.

Data Analysis

Data analysis beyond coding centered on the CJMs. To create the CJMs the intern librarians created a template (Appendix B) using fields that were perceived to be most relevant to the CX Safari data. The CJM template contained the following sections:

- The steps on the journey: *Pre-Touch, First Touch, Core Touch, Last Touch, & In-Touch as described in the coding section.*
- The emotional response (what the customer is feeling) to the touchpoint:
 - *DELIGHTFUL: This touchpoint surprises, delights, and makes a customer's day. These go above and beyond a customer's expectations.*
 - *SATISFYING: This touchpoint meets a customer's expectation and satisfies their desires or needs.*
 - *NEUTRAL: This touchpoint is neither good nor bad for the customer.*
 - *PAINFUL: The customer's expectations are not met.*
- Channels: *Visualize which different channels customers use or come across at each stage.*
- Doing & Saying: *A description of what customers are doing or quotes from customers that sum-up their experience on each stage.*
- Thinking: *What a customer is expecting from this stage of the experience*

Traditionally CJMs are organized by persona, with the creation of individual maps for each predefined customer persona. Persona creation is time consuming since it requires clearly defining and categorizing customers into narrow types while also

being broad enough to include the entire customer community. Since the focus of this project was to identify pain points, activity based CJMs were chosen. These CJMs were strategically designed to not engage in a comprehensive customer analysis but rather establish pain points in the customer experience and where improvements can be made.

The design of this study was heavily influenced by ethnographic work done within library environments. These studies have avoided using personas and instead focused on activities.^{xxv} Though small in number, they reveal interesting insights about how Customer Journey Mapping can be applied without the use of personas. Activity based CJMs rather than persona based maps were created as a result. Each activity based CJM emphasized the breakdown of pain and pleasure points followed by a short discussion. Adopting personas as part of a future evaluation project would provide another layer of data for analysis and discussion while establishing specific customer categories.

Using the data collected through the CX Safaris the intern librarians made the following 10 different maps:

1. Memberships
2. Holds
3. Item acquisitions (Physical)
4. Item acquisitions (Digital)
5. Early Literacy Program
6. Family Visit
7. Printing
8. Website
9. App Use
10. Library Chat

Some of these maps do not correspond to the pre-established CX Safari scenario. These specific maps were created due to the quantity and quality of relevant data gathered from the touchstone tours and conversations that occurred during other parts of the CX Safaris.

Limitations

Concerns related to validity and reliability are common with this methodology. Participants were not always able to concisely articulate their emotions and thought process. They potentially withhold information or selectively adapt answers to present a certain view of themselves. This approach also emphasizes the study of people in their natural environment that is not controllable by the interns. The presence of the interns in the library setting may influence customer responses and staff interactions. As a result it cannot produce replicable results.^{xxvi} Important considerations had to be given to identifying and managing the impact of personal biases on the observations and interpretations.

There are limitations associated with participant recruitment in this study. This project had a clearly defined timeline of 12 months. The two month recruitment period in August and September was kept brief in order to recruit as many participants as possible. As a result seasonal comparisons are not feasible, and certain demographic groups were not captured in this study. Of the 45 research participants, 19 were friends and family of EPL staff. With 42% of participants with an existing relationship to EPL the results may be skewed towards more positive data.

Data from the CX Safaris may not be generalizable to the EPL customer base due to this issue and the small sample size. As a result the findings presented serve to highlight particular pain points for further investigation and improvement. The demographic groups could be addressed more comprehensively in future research. Due to participants selecting their preferred branch not all EPL locations were visited for data collection. Branch specific data was excluded from the findings as a result. Finally findings are specific to EPL and are not generalizable to other library systems.

Findings & Discussion

This section consists of a comprehensive breakdown of each activity based CJM with a focus on touchpoints.

Memberships

This project included the study of nine participants who received an EPL membership during a CX Safari. Of those nine, one was a children's membership. The following findings and discussion is based on the coding of those CX Safari transcripts and supplemented by explicit references to the membership process during touchstone tours.

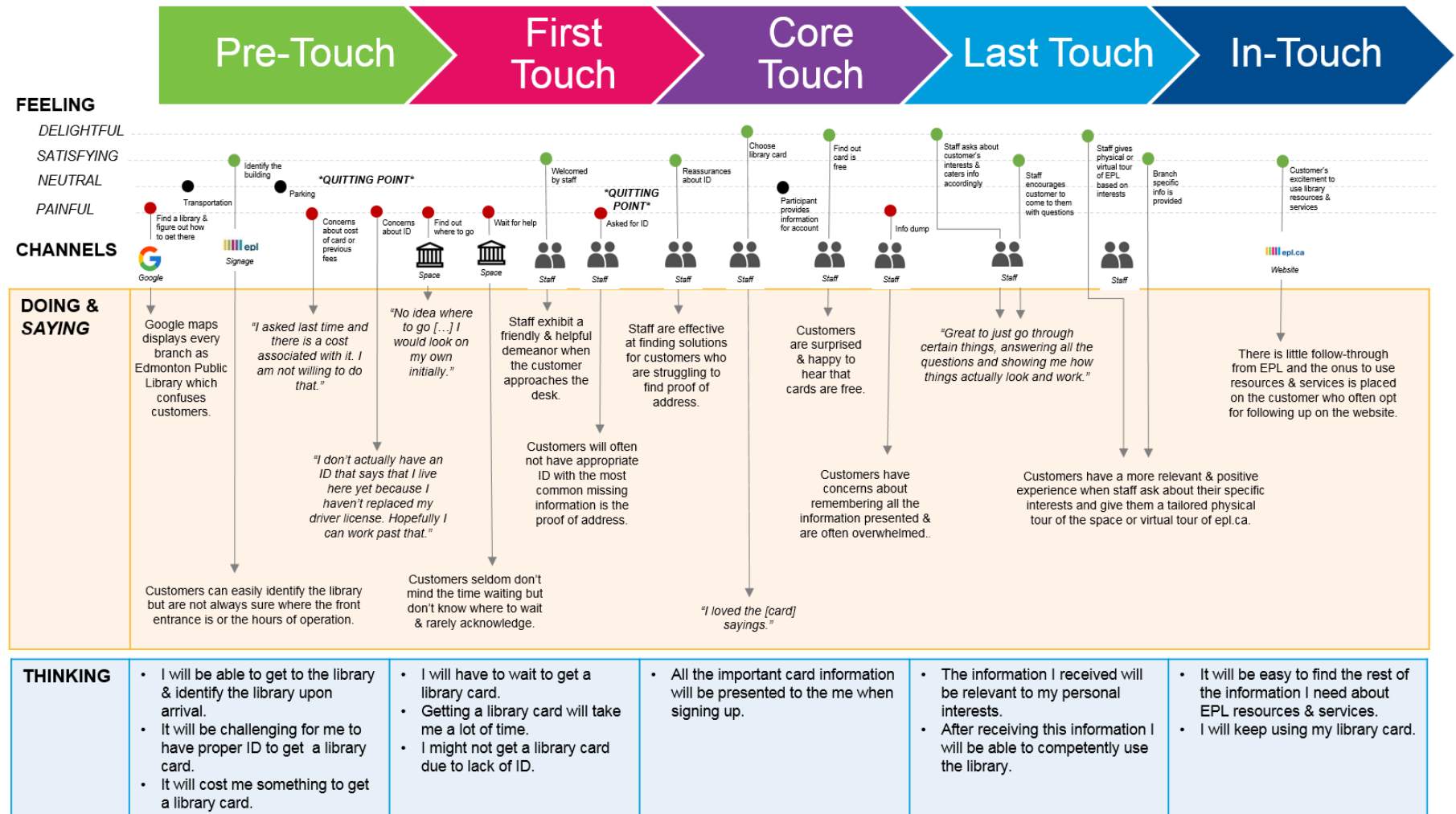


Figure 3. Membership CJM

Touch Points

Points of Pain

- Many of the pain points center on concerns about having proper ID with proof of address being the most common. This is a quitting point especially if a participant has made multiple attempts.
- Locating a library branch and knowing where to go upon entering caused confusion. Google Maps can be problematic because the branch name does not appear, it is listed as Edmonton Public Library.
- The timeliness of this interaction can be complicated by the excessive information provided by staff. Participants want information that is relevant to them and their needs rather than an overview of everything EPL provides.

Points of Pleasure

- Although ID is a significant barrier, staff are effective at finding solutions. The ability to mail a postcard with the participant address stood out.
- Positive touchpoints relate to choosing a library card color, the card being free, and personalized information provided by staff.
- Branch specific information is highly valuable as this allows participants to become familiar with the physical space while digital navigation is aided by direct walkthroughs from staff. Positive touchpoints develop when staff take the time to tailor the information they share.

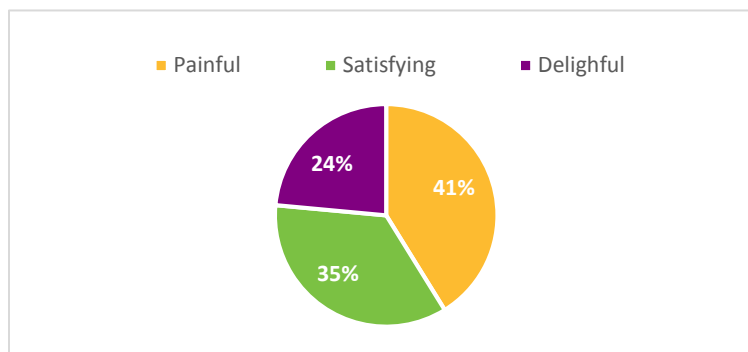


Figure 4. Membership Touchpoint Breakdown

Discussion

Providing proper ID is an initial barrier for acquiring a membership. The branch staff, and EPL policies concerning ID play a large role in this process. Despite this, as participants discovered what EPL provides they expressed an eagerness to explore more about the library. More can be done to customize the information presented to new customers to meet their needs. Each participant has specific information needs and by catering to these staff can ensure a positive interaction. This can improve a customer's comfort in the physical or digital library space leading to greater access.

Holds

The Holds CJM is not based on a specific CX Safari scenario. Data was instead collected from 22 participants who explicitly discussed their holds process during touchstone tours and by observing participants placing holds during other scenarios such as Physical & Digital Item Acquisitions, Early Literacy Program, and use of Website.

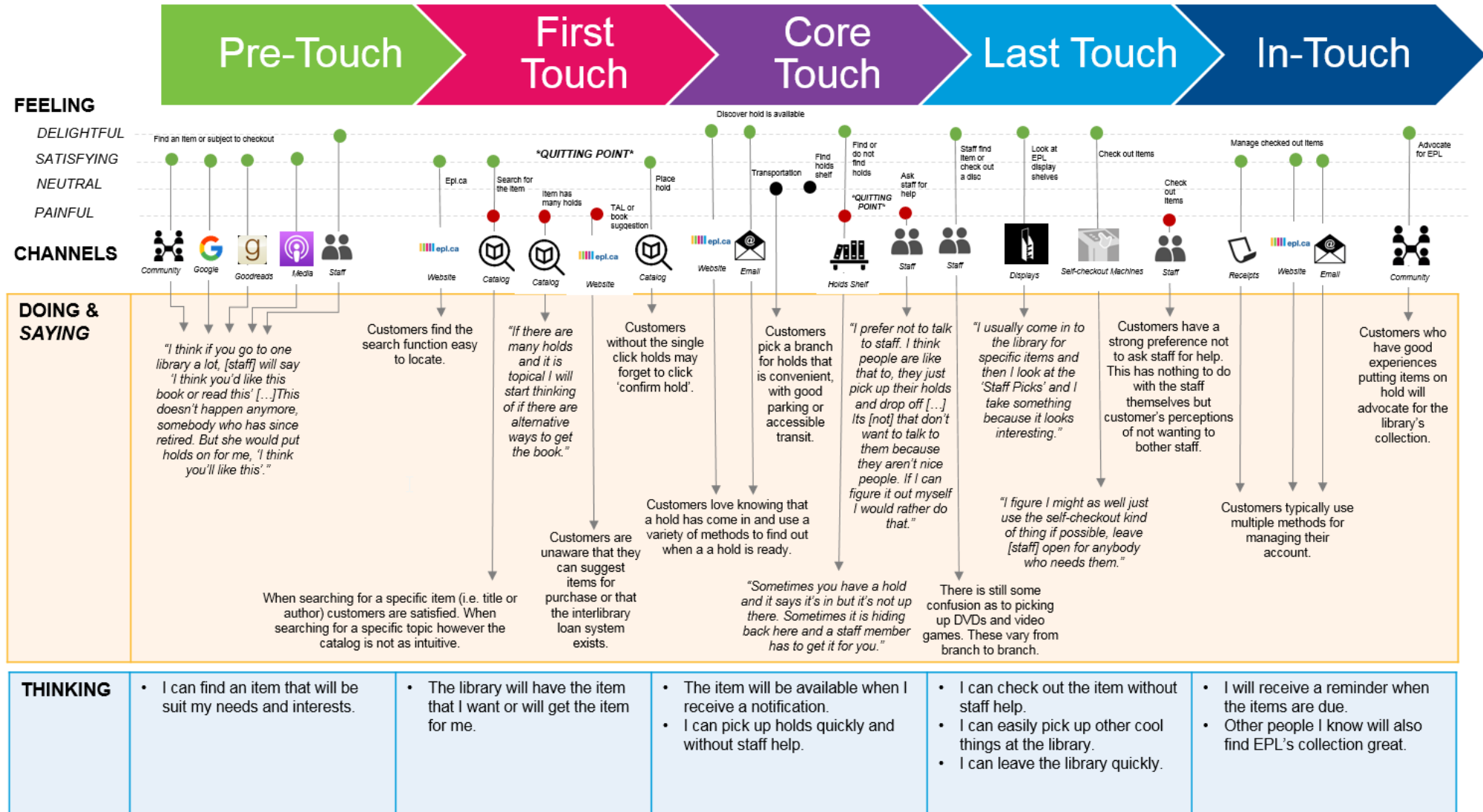


Figure 5. Holds CJM

Touch Points

Points of Pain

- Searching for broader topics limits ease of access. The catalog is not intuitive for this type of searching resulting in multiple search attempts.
- Less experienced participants forget to actually click 'place hold' and as a result must restart the hold process.
- Major quitting points center around the number of holds on an item. Participants become frustrated when they have to wait extensively to acquire a desired item and confusion develops as to what the ratio is for copies and holds.
- Email prompts may be sent before the hold item is placed on the shelf leading to confusion for the participant.

Points of Pleasure

- Participants use a diverse range of methods to learn about and discover physical and digital items.
- Specific item searches are effective. The more detail a participant can provide the greater chance of finding relevant resources.
- Engaging staff has the potential to change a pain point to one of satisfaction if staff can locate the desired item.
- Participants utilize and appreciate multiple methods to maintain their accounts.

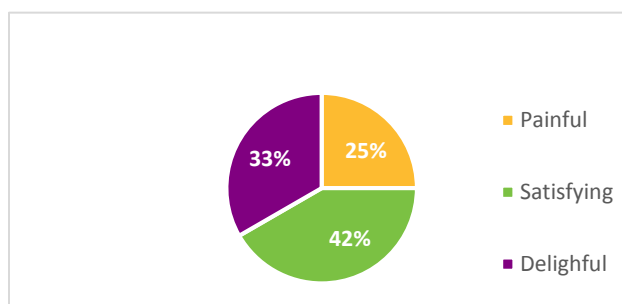


Figure 6. Holds Touchpoint Breakdown

Discussion

The hold experience generally meets the expectations of participants. They expect a service that is timely, accessible and relevant to their information needs. The hold service is an opportunity to access library resources from across the city without having to travel. The experience starts and ends with positive touch points denoting the ease at which participants discover resources and manage their holds. Pain points center around searching for broad topics and the number of holds on high use items.

Physical Item Acquisition

This project included the study of 29 participants who tried to acquire a physical item during a CX Safari and supplemented by the explicit mentions acquiring physical items during touchstone tours. There is repetition between this CJM and the Holds CJM due to the similarity of these processes.

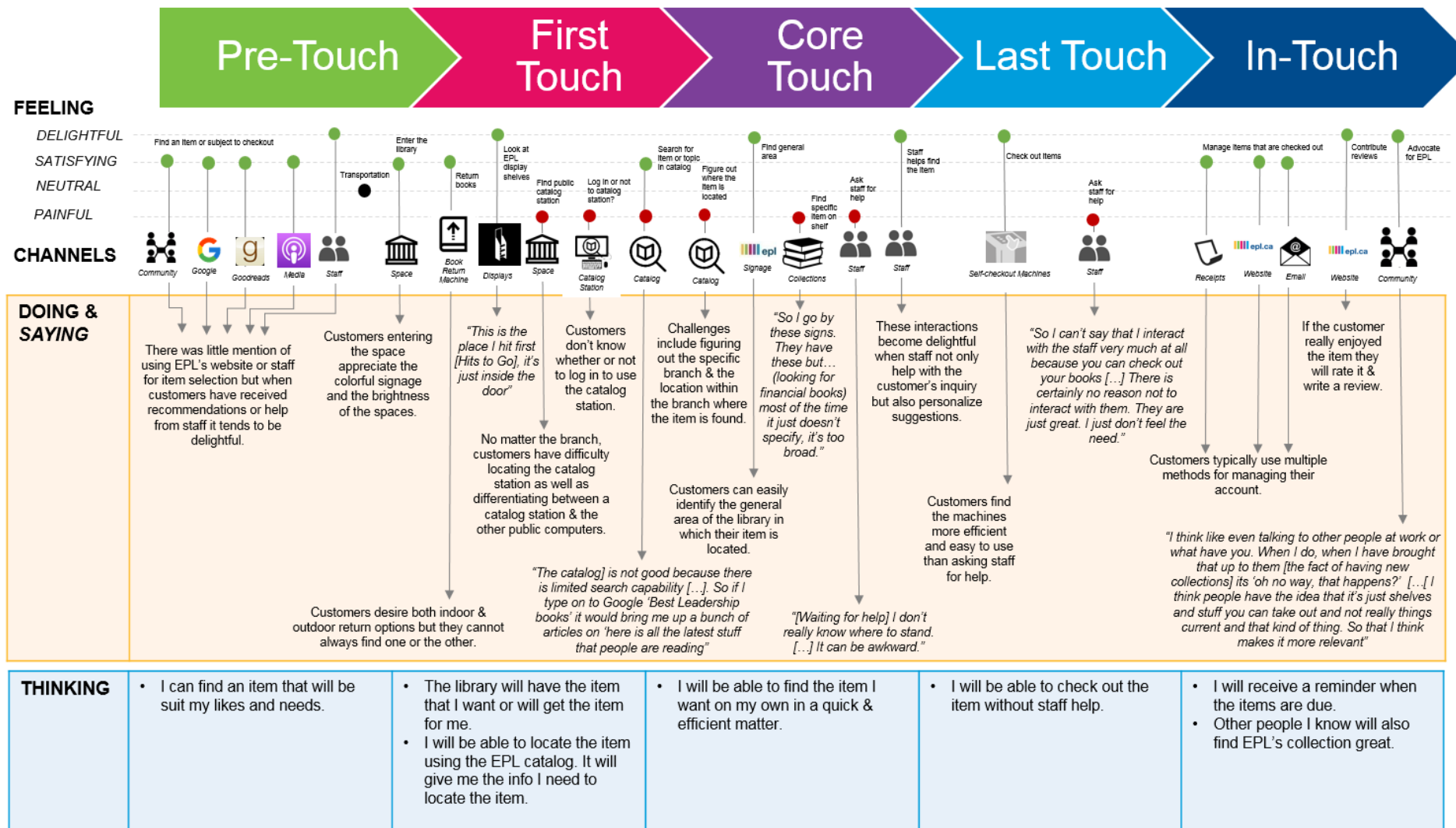


Figure 7. Physical Item Acquisition CJM

Touch Points

Points of Pain

- Participants have difficulty locating and using a public catalog station. They struggle to differentiate between a catalog station and general public computing terminal, as well as being uncertain if they need to login to use a catalog station.
- Participants' expectations reflect their experiences using Google and they often struggle to adapt these search strategies to EPL.
- Participants have difficulty identifying the specific location of the item.
- Participants expressed that asking for staff help is not a desirable process, but it does result in the item being located faster. This process is not desirable because in all observed cases, participants have to go back to the desk for assistance.

Points of Pleasure

- Upon entering the physical library participants appreciate the colorful signage, branding, and lighting.
- The 'Hits to Go' in particular is a popular stop for participants first entering the library.
- Participants find it easy to manage the items they have checked out and take advantage of the multiple options to access their account.

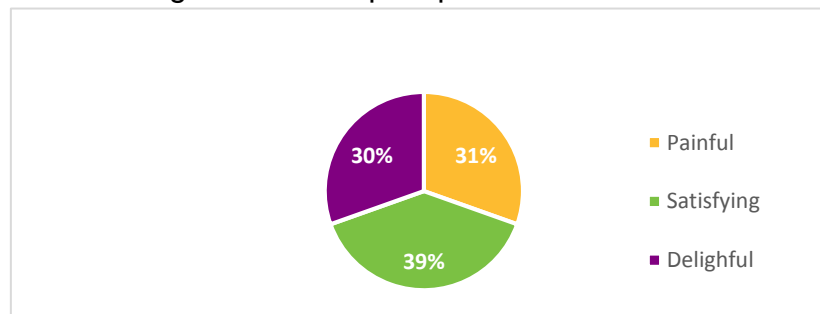


Figure 8. Physical Item Acquisition Touchpoint Breakdown

Discussion

The majority of touchpoints within this CX Safari are either Satisfying or Delightful making it a positive experience overall. This is even more apparent when comparing physical item acquisition with digital. Participant expectations for this experience are influenced by their previous library experiences and perceptions. A positive experience is largely based on the participant locating and checking out a desired item. The painful touchpoints in this CJM relate to using a catalog computer station, locating a specific item and having to ask for staff help. The experience of searching for an item varies and is highly dependent on effective techniques. It is also noteworthy to compare this experience to that of holds. They have nearly identical Pre-touch and In-touch stages. Side by side one can see that they have proportionately the same number of painful touchpoints but the Holds experience contains more delightful points by facilitating timely access. The convenience of placing Holds at any time or place is a significant factor.

Digital Item Acquisition

Seven participants acquired an item digitally as part of their CX Safari. The following findings and discussion also includes mentions of digital items use during other touchstone tours.

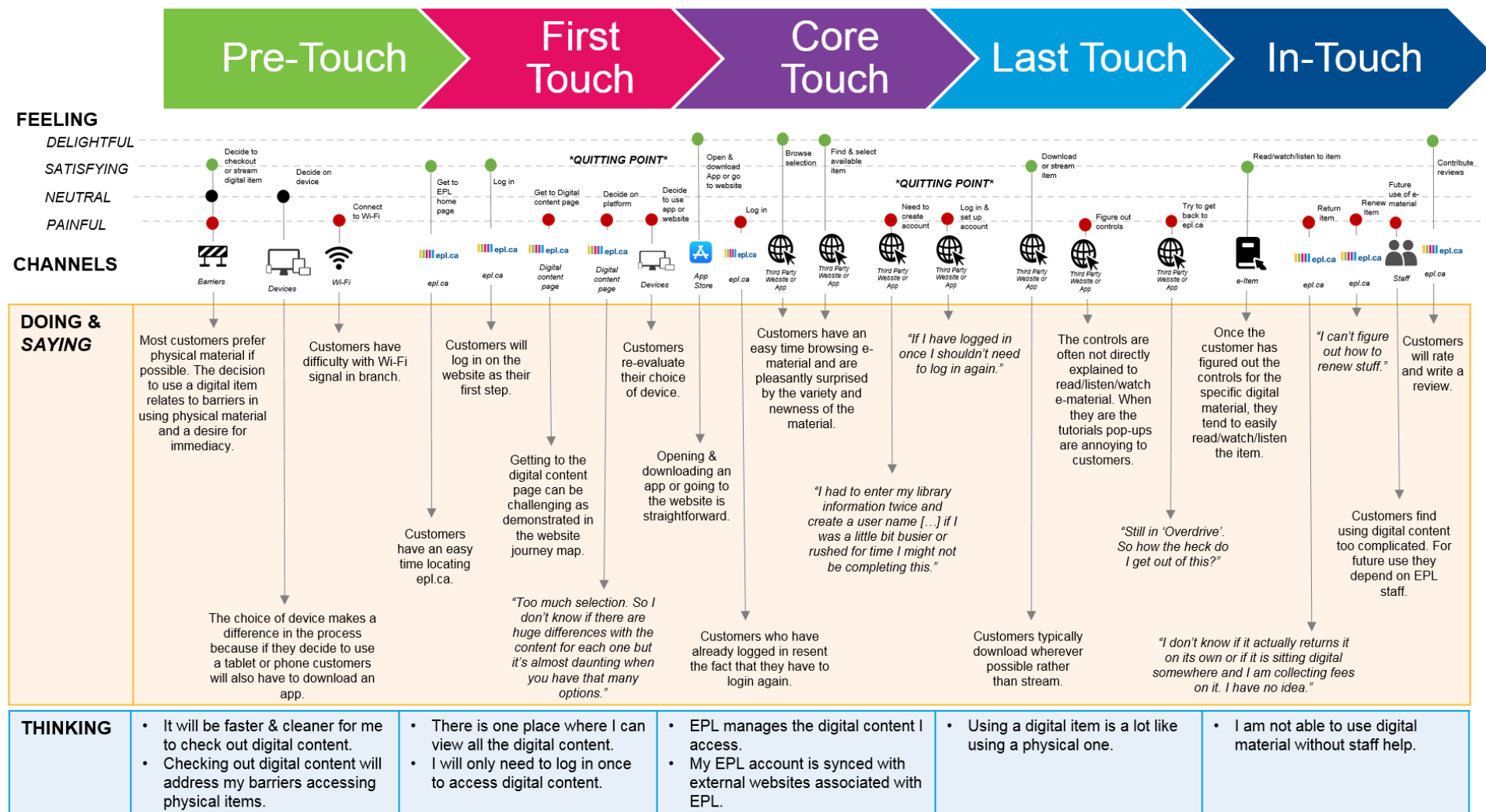


Figure 9. Digital Item CJM

Touch Points

Points of Pain

- The Wi-Fi signal strength is a barrier and limits direct access while in branches.
- Terminology and the website hierarchy confuse participants and leads to ineffective searching.
- Upon accessing digital content, participants become overwhelmed by the options. They expressed a desire for information designating which resource is the most effective for their search.
- Participants expressed frustration using external websites during this process and that it was a quitting point. Specifically pain points surrounded creating vendor specific accounts and the lack explanation of external sites, as well as being able to return to epl.ca.
- Participants expressed uncertainty about returning and renewing digital content and worry that late fees will be applied.

Points of Pleasure

- Participants find it easy to access the EPL homepage.
- Participants are surprised and excited by the currency and diversity of digital content.
- Participants prefer to download when possible and expect this activity to be easy.
- Participants demonstrate their appreciation for specific items by rating and writing reviews.

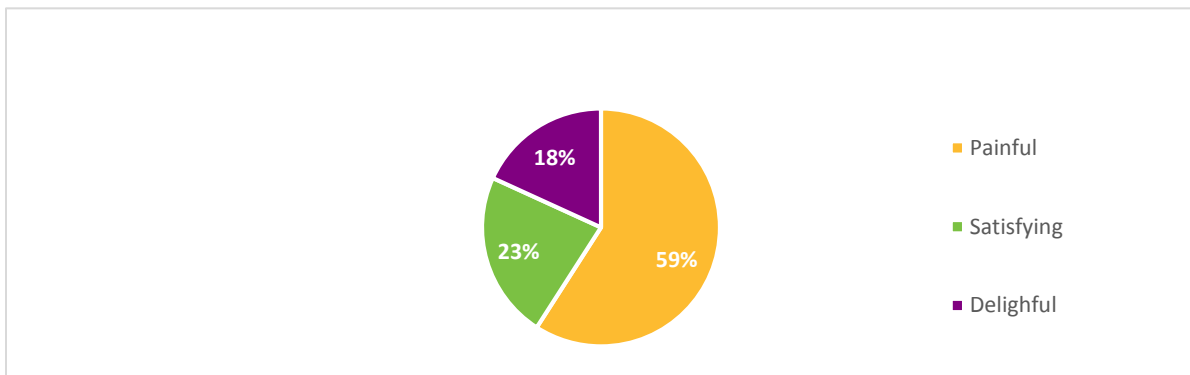


Figure 10. Digital Item Acquisition Touchpoint Breakdown

Discussion

The decision to acquire digital material was generally the second choice for participants as they prefer the attributes of physical items. Digital content represents an effective solution for participants who lack mobility and strength for physical items and those who desire immediate use. Once participants engaged with the digital content they expressed excitement at the possibilities, which diminished once they tried to access their desired content. Acquiring an item digitally has almost double (13) the number of pain points than a physical item acquisition (7).

Early Literacy Program

Three parents and their children attended a Sing Sign Laugh & Learn (SSLL) program as part of their CX Safari. The following findings and discussion consists of data collected from these CX Safaris as well as supplemental information provided during touchstone tours by 14 parents who attended previous Early Literacy Programs with their children.

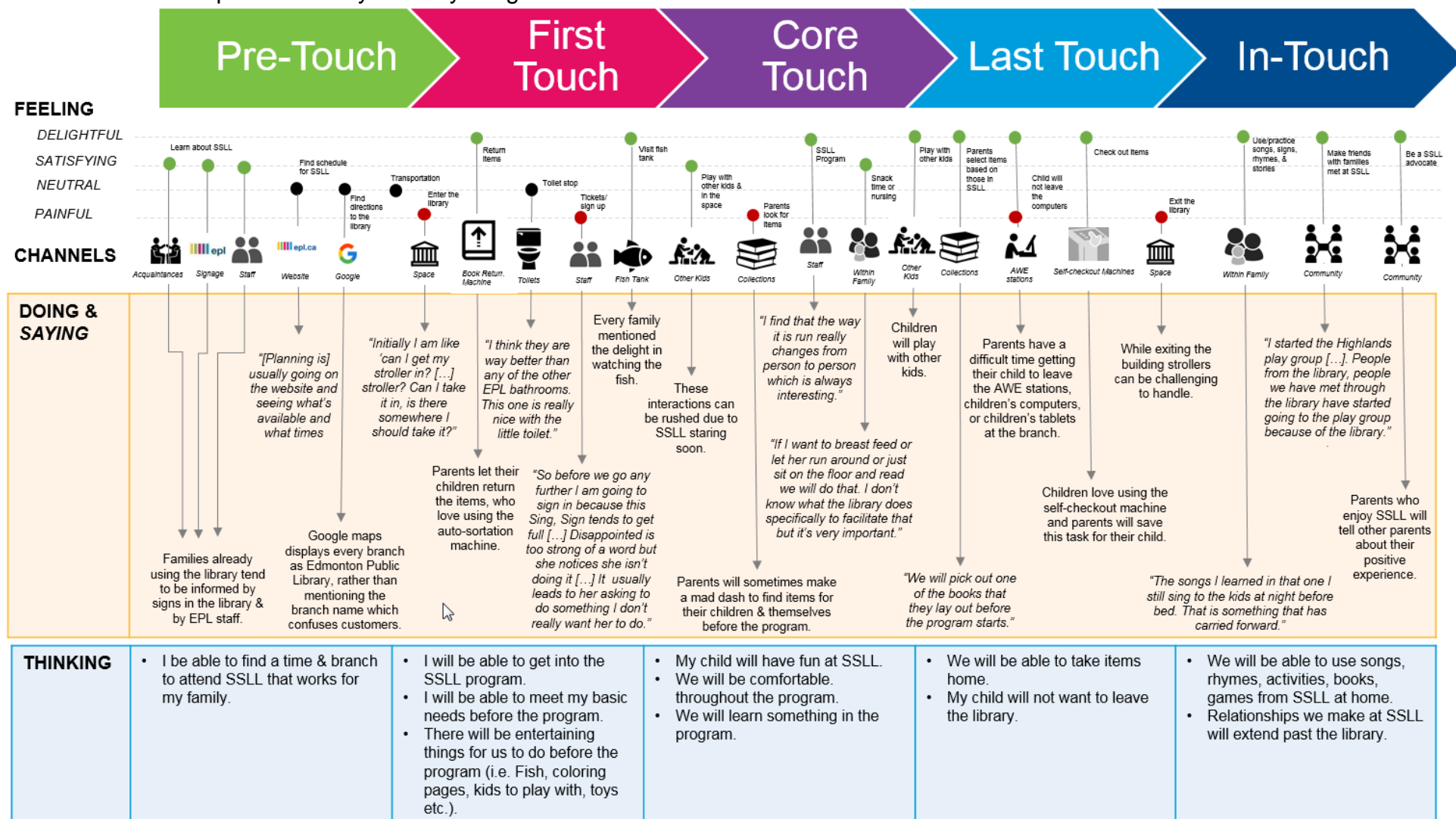


Figure 11. Early Literacy Program CJM

Touch Points

Points of Pain

- Locating a convenient branch can be an issue as Google maps displays each branch as simply Edmonton Public Library.
- The exterior doors can be difficult for parents to navigate with a stroller and additional bags.
- Parents expressed stress around signing up or getting a ticket for the program as failure to do so can lead to not attending the program.
- Some parents expressed their frustration that once outside the program room children typically gravitate towards the computers, especially when they try to leave the library.
- Parents expressed a desire for more cultural content within the program.

Points of Pleasure

- Kids enjoy returning and checking out books through the automated machines.
- Parents and kids mentioned how the fish tank provides entertainment and their appreciation for stools conveniently located nearby for child use.
- Children and parents explicitly talked about their enjoyment of the program. This appreciation is carried over in their use at home of songs and stories learned during the program. They especially appreciated lyrics sheets at the end of the program.
- Through early literacy programs parents meet other families and form relationships that go beyond the library. Children play with other kids prior to the start of the program.

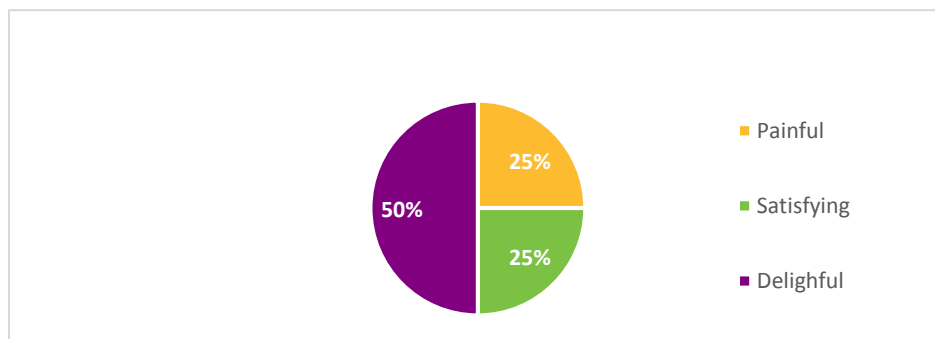


Figure 12. Early Literacy Program Touchpoint Breakdown

Discussion

The majority of these touchpoints are either Delightful or Satisfying with half of all touchpoints being Delightful. The major painful touchpoints explicitly involved with the program are the sign up/ticket system. Outside of the program parents have concerns over technology use and its value for their children, echoed in the Family Visit CJM. Early Literacy Program provides entertainment and value in a comfortable and community orientated setting.

Family Visit

The family visit CJM does not arise from a specific CX Safari scenario but instead incorporates data collected from five families who attended the CX Safari together and 12 parents who talked about their family experiences during touchstone tours. Crossover exists with the Early Literacy Program CJM but it was deemed necessary to create the Family Visit CJM to present the additional data.

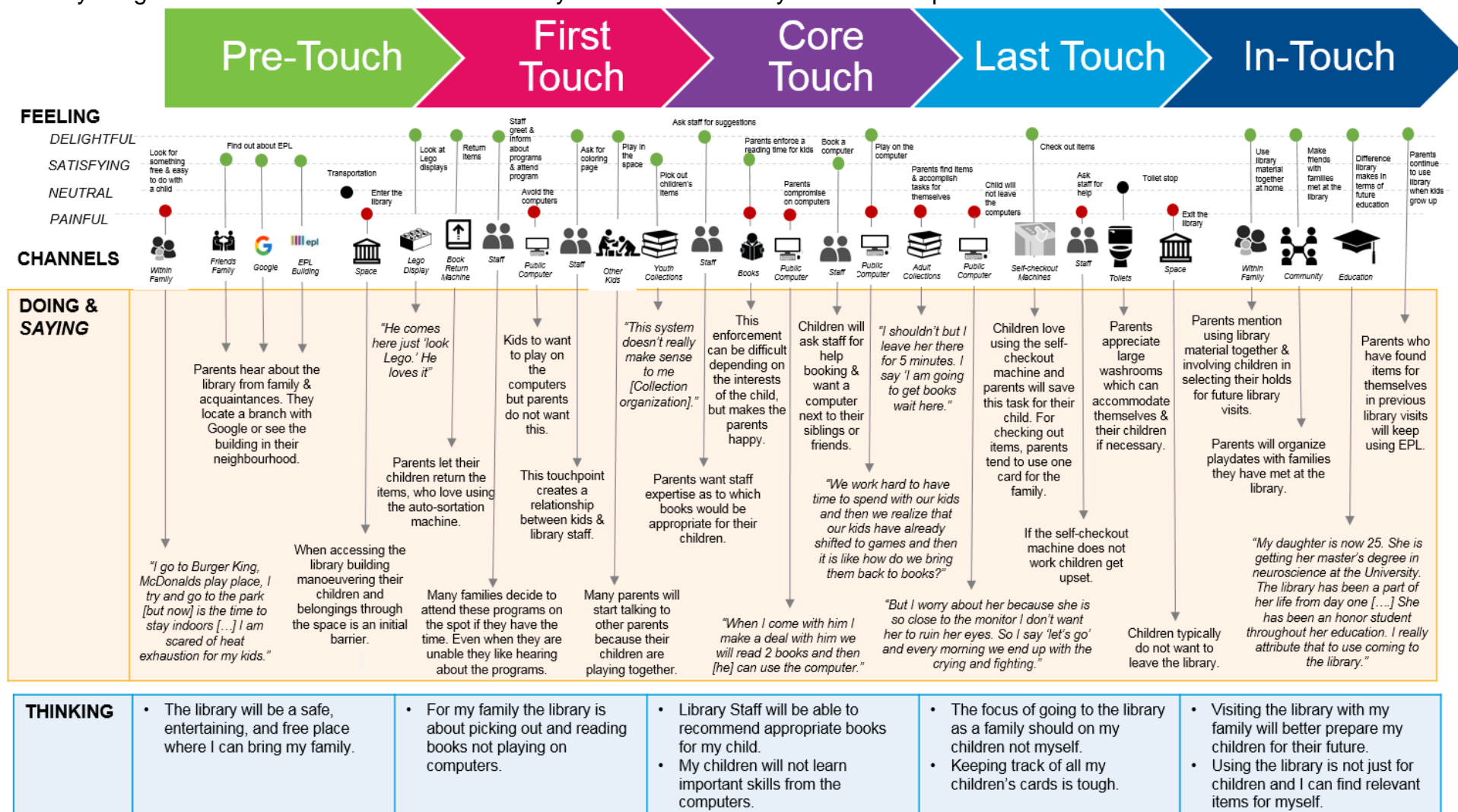


Figure 13. Family Visit CJM

Touch Points

Points of Pain

- Maneuvering into and through the library can be difficult for parents arriving with kids, who often have strollers and additional bags.
- Kids tend to gravitate towards the computers and will spend the majority of their time on them if possible. This interaction is a pain point for some parent, who discussed the challenge of enforcing a strict computer time.
- Parents cannot find the time to address their own library needs, while visiting with their children.

Points of Pleasure

- Parents view the library as an open, welcome, free and fun place to bring their children. Parents are comfortable having their children interact with staff independently, and children find that using staff help is straightforward and easy (i.e. in the case of booking a computer).
- Staff consistently greet and interact with parents and their children. They promote programming and relevant services.
- Checking out is simple and children enjoy using the self-checkout machines.
- Parents appreciate large washrooms that can accommodate themselves and their children if necessary. Parents will seek out bathrooms that are accessible even if this involves exiting the library.
- The children's area of each library branch is a space for parents to interact. They will organize playdates with families they have met at the library and set up activities in the broader community.
- Parents perceive early and consistent library use as being highly valuable for their children's development. Career and education success is frequently attributed to library use.

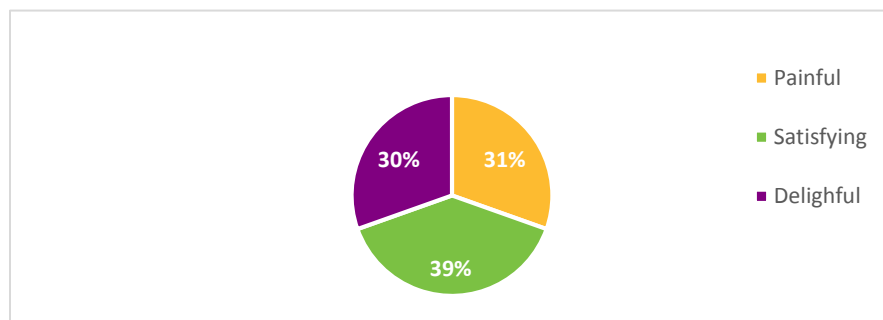


Figure 14. Family Visit Touchpoint Breakdown

Discussion

Family visits represent the first exposure to the library for many individuals and the positive experiences they have initially have a significant impact on their long term library use. Painful touchpoints come about from contrasting interests between parents and children. The balance between physical reading and computer use remains a struggle for several parents. Overall parents feel comfortable and safe in the library with their children.

Printing

During the CX Safaris 10 participants attempted to print a document from a public service computer. The following findings and discussion were taken from coded transcripts and supplemented by the explicit mentions of the printing process during touchstone tours.

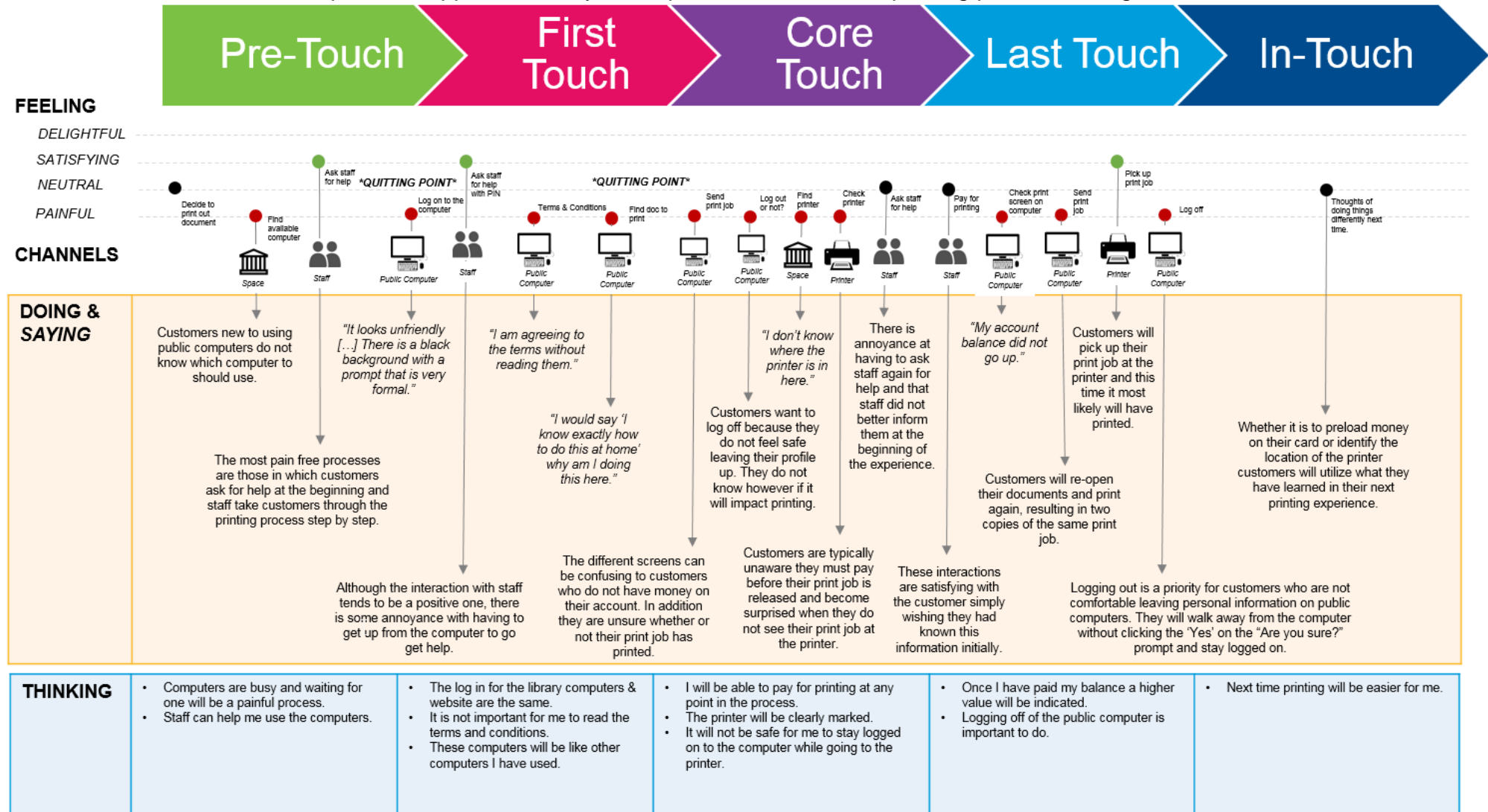


Figure 15. Printing CJM

Touch Points

Points of Pain

- Participants have trouble identifying and accessing appropriate computers for printing, especially during peak library hours.
- Participants find the library login interface sterile and generic, devoid of color and EPL branding.
- Once logged on participants have difficulty locating their desired document through the interface. The different screens limit navigation and present information in a way that differs from home computers.
- Once a print job is sent participants are unsure of the location of the printer.
- For personal security they choose to log off without knowing how this will impact printing.
- Participants are unaware they have to pay before their print job will be released.
- Logging out is expressed as a security priority for participants but they will often walk away from the computer without clicking 'yes' and as a result stay logged on.

Points of Pleasure

- When staff consistently guide participants through each step of the printing process either verbally or physically, the pain points are avoided. Providing this information directly makes participants comfortable with the print process and appreciative of its value.

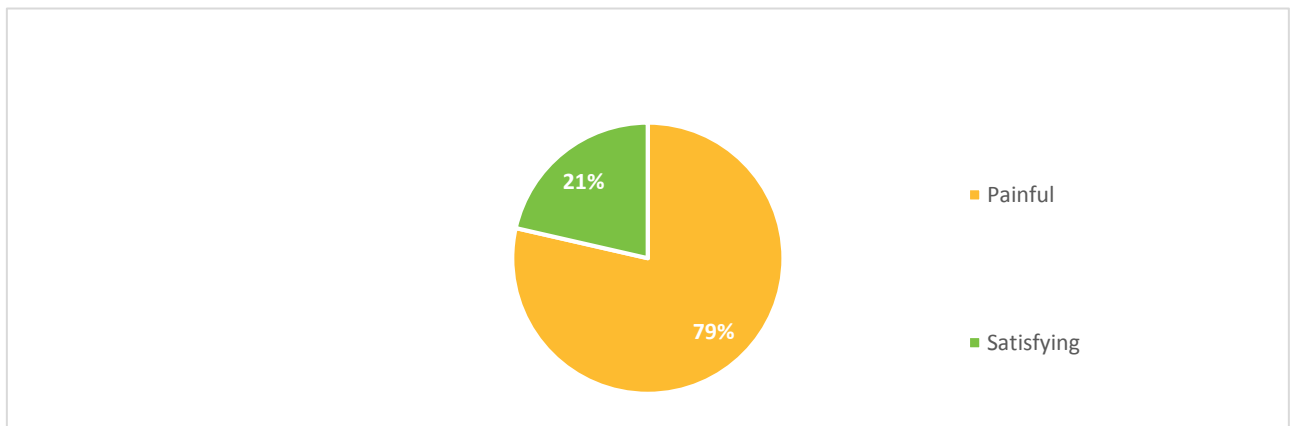


Figure 16. Printing Touchpoint Breakdown

Discussion

The printing journey lacks delightful touchpoints with the majority causing pain and frustration for participants. Most of these can be avoided if participants engage staff at the start of the printing process. The number of steps involved is a significant barrier for printing. From locating a free computer to navigating the interface, to adding money to their account, participants encounter issues that would be avoided if they were to print from work or home. This preference was expressed by many participants. Despite the large number of pain points, participants talked of learning from their experience and incorporating what they've learned into future print activities.

Website

17 participants interacted with the EPL website across different platforms: phone (3); public computer (12); and tablet (2). The touchpoints in the CJM below reflect those that appear consistently across all devices.

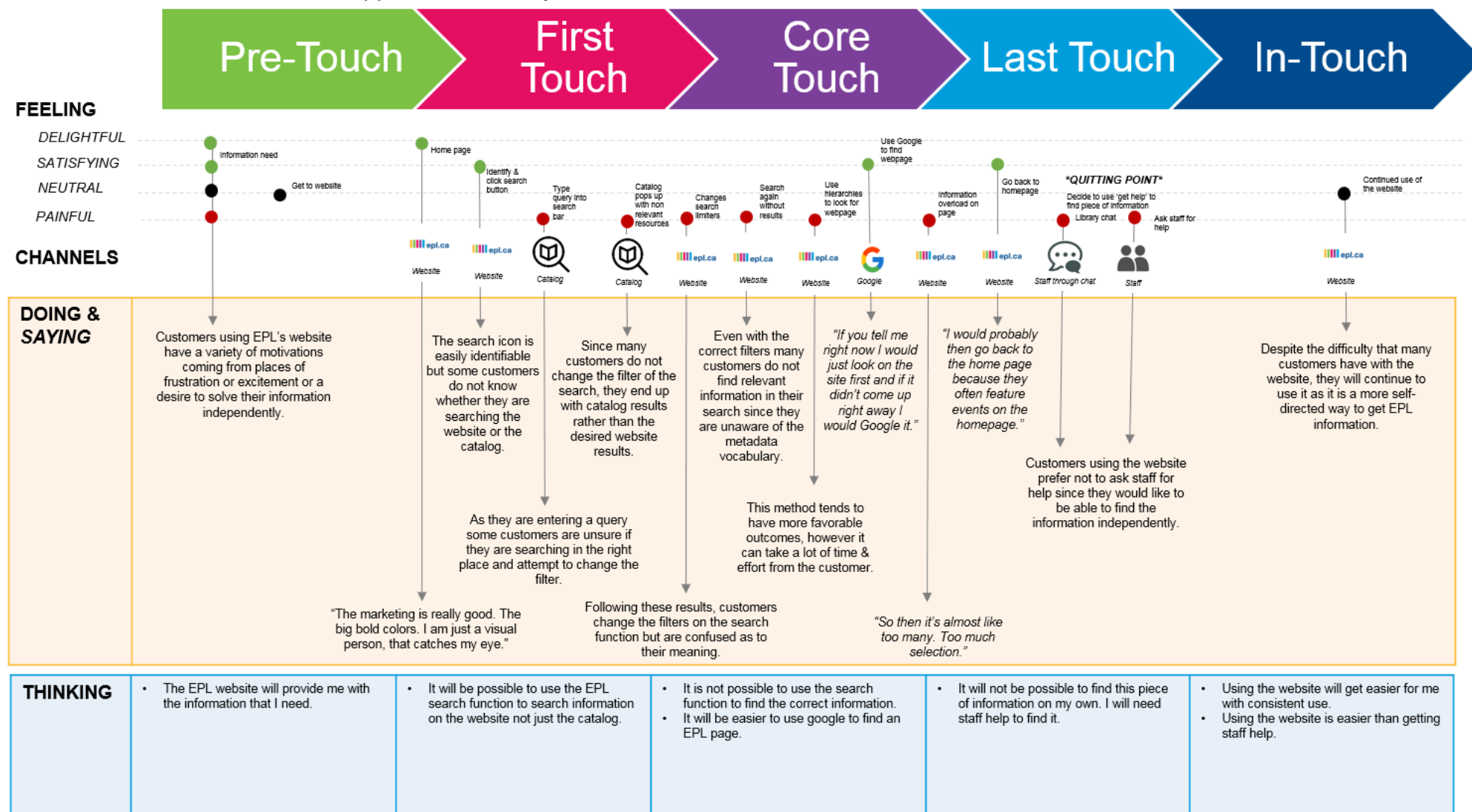


Figure 17. Website CJM

Touch Points

Points of Pain

- The search function is easy to identify but participants do not always make the distinction between searching the catalog or website. Even with the correct filters applied participants typically use the search as they would Google, leading to unproductive searches that lack relevant results.
- Once the relevant EPL webpage has been located participants find the amount of information overwhelming. Different vendors and their content creates confusion. Participants expect something that identifies the most optimal content rather than an extensive list of possible options.
- As participants attempt to clarify information a quitting point becomes evident. Having to engage with staff is highly undesirable as most participants value their independence and use the library website to work self-sufficiently.

Points of Pleasure

- The home page is bold and effectively branded. Participants find the carousel pops with exciting and interesting information.
- The use of the website hierarchies is an effective if not timely navigation solution. Work arounds such as Google streamline the process for participants while avoiding direct navigation of the EPL website.
- Despite the difficulties participants encounter by using the website, website use becomes easier over time as they become familiar with the components of the website.

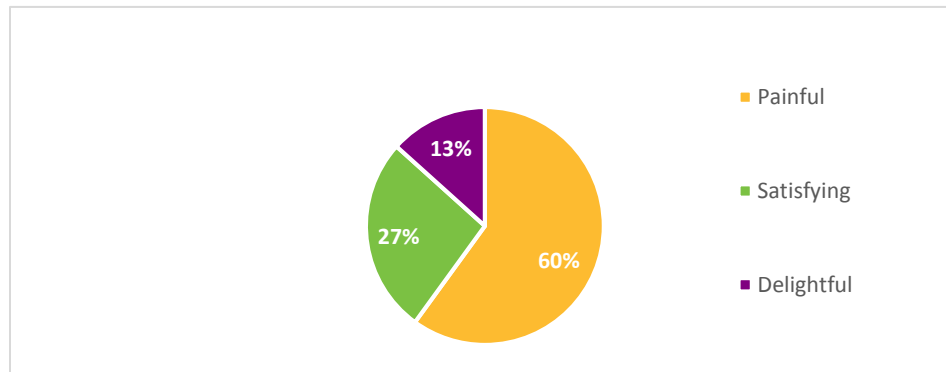


Figure 18. Website Touchpoint Breakdown

Discussion

Participants use the website for a variety of reasons including information seeking; item searching; problem solving and reviewing upcoming events. The most significant pain points for the website concern effective searching since participants consistently struggle to format and structure searches that retrieve relevant information. Frequent use and attention to detail result in more productive searches. Participants expressed a preference for a more intuitive design and limited staff assistance.

App Use

This project included the study of five participants who used the app as part a CX Safari. The following findings and discussion is based on the coding of those CX Safari as well opinions and observations from another six participants who mentioned app use through their touchstone tours.

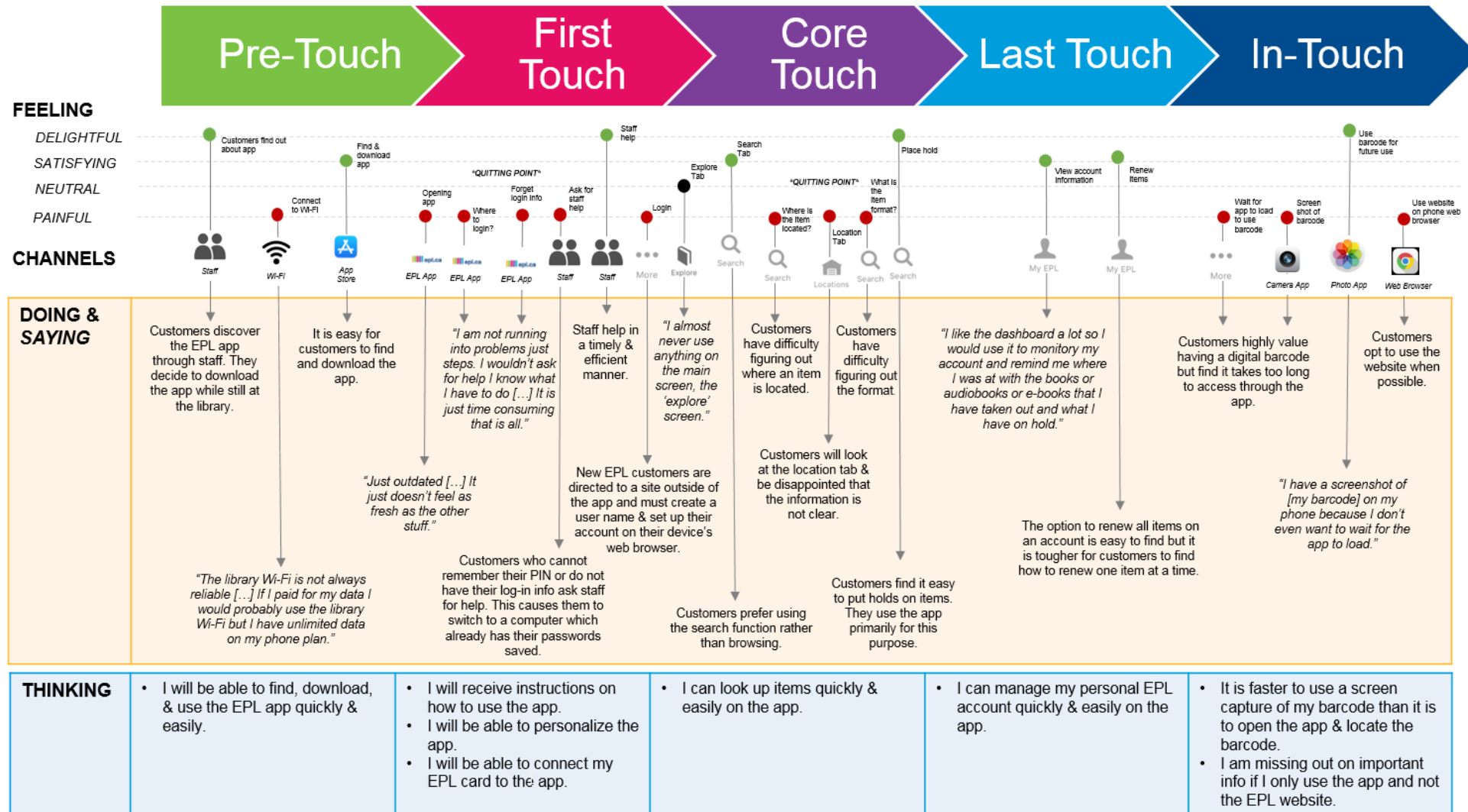


Figure 19. App CJM

Touch Points

Points of Pain

- Connecting to the Wi-Fi can be problematic in branch.
- Participants received limited instructions upon opening the app for the first time and are asking staff for help is a significant quitting point as participants expect to use the app to maintain independence.
- Participants are frustrated by the outdated interface and find that the app lacks the consistent branding of EPL.
- New participants have to register their account and will be taken to epl.ca via their web browser.
- The headings are not always clear for participants. The 'explore tab' leads to confusion as to whether it contains digital or physical items.
- As participants move through the app they focus on the 'search tab'. This tab is not used to its full potential and features including the ISBN scanner are ignored completely.
- When searching for the location and format of an item participants have difficulty finding this information on the app.
- Participants are not always aware of the ability to stay logged on.
- Loading the digital library card through the app is not time efficient. Participants simply screen capture the barcode app image for quick and easy use.

Points of Pleasure

- Participants are excited to discover the app through staff and will often attempt to download it in branch.
- Placing holds is easy to do and straight forward.
- The digital barcode on the app was a standout feature. Participants appreciated being able to access their card without having it physically.

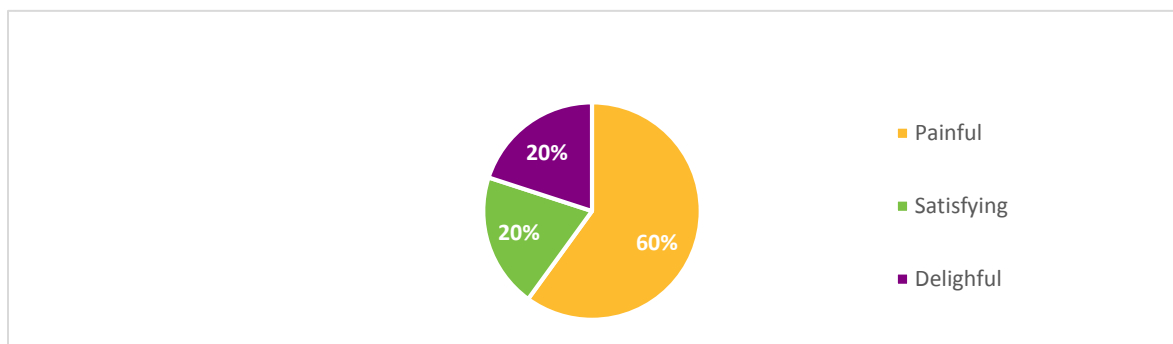


Figure 20. App Use Touchpoint Breakdown

Discussion

The EPL app does not meet the expectations of participants who are used to using commercial apps to complete activities. The app does not share the consistent branding and phrasing used by EPL on the website. Logging in and effective searching are problematic while account management, placing holds and the digital library barcode represent positive aspects of this experience. The ability to have the barcode available through the app is welcome feature but the length of loading the image leads participants to use an even shorter work around.

Library Chat

As participants attempted to complete digital activities seven participants used the online library chat service.

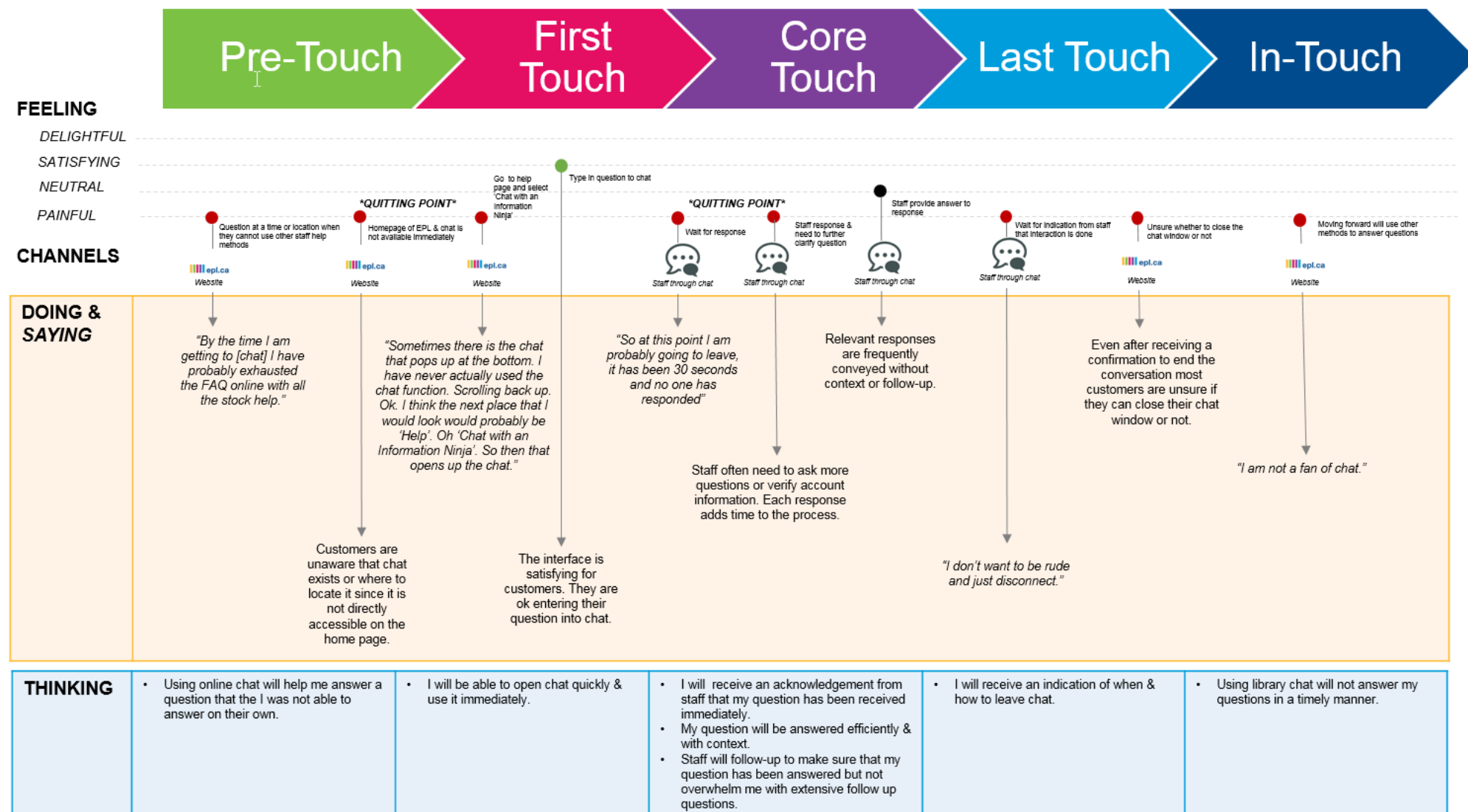


Figure 21. Library Chat

Touch Points

Points of Pain

- The majority of participants are not aware that EPL offers a chat service and quitting point arises quickly as participants struggle to locate the chat interface. The term 'Chat with an Information Ninja' causes confusion among customers.
- EPL staff response times vary. Participants have existing expectations based on other chat services. They expect an immediate and direct response to their question and will quit the activity completely if a response is not sent within a short time period.
- Staff typically ask follow up questions to clarify information or verify the participant's account. Once the query has been clarified relevant responses are frequently conveyed without context or follow up leading to participant confusion. The lack of context may force participants to ask additional questions, adding steps to the process
- After the appropriate information has been provided participants find themselves in an uncomfortable situation when it comes to exiting chat. Staff consistently fail to initiate an end to the conversation leaving participants feeling unsure if the exchange has concluded.

Points of Pleasure

- Once the chat interface has been located it is straightforward to type in a chat question.



Figure 22. Library Chat Touchpoint Breakdown

Discussion

Due to the low number of research participants using Library Chat generalizing these findings is not recommended but it would be beneficial to assess this service further because of the amount of painful touchpoints uncovered. Through an evaluation of touchpoints that relate to Library chat it is obvious that this service has many opportunities for improvement. With over 80% of the touchpoints defined as painful the Chat is not meeting the needs and expectations of participants. The initial touch points demonstrate that it is difficult to identify and locate the chat service. Once participants attempted to engage the chat service they quickly became frustrated with the lack of immediate and timely responses. Additional questions from staff only add to the length of time before the information need is satisfied. While these may be unavoidable as staff attempt to clarify the participant's information need, personalized questions may lead to more effective interactions.

Next Steps

The following outlines the second phase of the CX intern librarian project which is to create Service Blueprints (SBs) for the most painful touchpoints identified from the CJMs.

Service blueprinting compliments CJMs and is a process that organizations use for analyzing and improving service by looking at the customer experience from the inside out. SBs act as a cross-section of the customer experience, serving as comprehensive lists of what impacts every CJM touchpoint.^{xxvii} Unlike other design techniques, SBs are customer focused and allow organizations to visualize the service processes, points of customer contact, and the physical evidence associated with their services and collections.^{xxviii} SBs have the benefit of demonstrating organizational support processes that influence a customer's experience and where they occur.^{xxix}

The intern librarians will gather data from meetings and focus group sessions with a diverse range of EPL staff including front line employees, support services, and management. Individual and small conversations are scheduled with team managers, project leads, and other staff. Staff chosen to attend these conversations are experts or currently working on projects related to painful touchpoints. Larger focus group sessions will be held for frontline staff, and select EPL teams. The goal of the focus groups will be to stimulate lively and in-depth discussion of particular touchpoints while developing potential solutions and suggestions.

The following touchpoints have been identified as painful and divided into the departmental categories to facilitate future discussion with EPL staff, however the holistic and interdisciplinary nature of customer experience should still be inherent in these discussions.

Branch staff

- Interaction with participants via Library Chat Service is a confusing process. It would be beneficial to discuss possibilities to improve training surrounding the Library Chat.
- Customer personalization is lacking in several areas. In the circumstances when staff customize their approach the participant has a better experience.
- Participants are often overwhelmed by the amount of information that they are given by staff, and it is more effective to communicate information that is directly relevant.
- New customers seem unaware and confused about basic rules relating to behavior in libraries, such as whether or not they can talk or eat.
- Participants have a better experience through a complex process when staff are willing to walk them step by step through said process (i.e. getting step by step instructions on how to print an item). Participants don't seem to mind waiting for this type of in-depth help.

- Not many participants cite getting recommendations for items from staff, but those who do discuss how this makes their experience exceptional.
- To get help from staff, most participants have to go to the front desk. This indicates a lack of roving from the part of staff. It would be beneficial to improve training surrounding roving.

Marketing & Fund Development

- A significant number of participants are unaware of the following services and resources
 - Library chat
 - App
 - Book purchasing suggestions
- Within a library participants have difficulty finding the following services and resources
 - Catalog Station
 - Printer
 - Participants seem to be able to locate general sections of the collection with ease. However they have more difficulty finding specific items.
 - New customers are unsure where to go to get a membership.
- Participants have difficult using the following services:
 - Participants expect the search functionality on EPL's webpage to work like Google.
 - When looking to use digital content, participants are overwhelmed by the amount of content and do not know where to start.
- Finding a specific library branch on Google Maps can be very confusing because the branch name does not appear; it is listed only as Edmonton Public Library.
- Many participants commented that the App looks outdated.
- There were many positive comments about how the library helped contribute to increased quality of life that may have Fund Development implications.

Web & Discovery Services

- The placement and terminology used to describe library chat ("Chat with an Information Ninja") is not accessible to participants.
- Participants want to be able to use the search interface on epl.ca like they would use Google and are frustrated when they are unable to do so.
- Participants are frustrated with the amount of navigation necessary to reach their content webpages.
- Participants are overwhelmed by the number of choices and information presented to them on each webpage. Generally they want to know the best choice or most relevant information for their particular query.

- Participants feel that they are asked to login and create new accounts far too often.
- Participants do not feel that their account can easily be personalized.

CMA

- Parents are confused about the way the children's collection is organized and generally want to know which books are appropriate for which ages (i.e. like Chapters).
- While participants understand the general organization of the collection, they have difficulty finding specific topics. This painful touchpoint is related to the wayfinding of the collection, as mentioned within the marketing section.
- Participants have difficulty understanding or finding exactly where an item is physically located by looking at the item record in Bibliocommons. The language "available now" does not trigger participants to immediately think of the location of an item.
- Participants are frustrated when they are notified of a hold and the hold is not immediately ready for them.
- Participants are frustrated when they see a high number of holds for an item and are unaware that placing more holds would trigger EPL to buy more copies of that item.
- Chinese participants are puzzled that Traditional and Simplified Chinese is interfiled.
- Participants are generally unaware of TAL and ILL
- Participants are generally unaware of the fact that they can suggest books and how to go through this process.

Youth Services

- Entering and exiting the building is a painful touchpoint for many families as they often have strollers, bags, and are keeping track of children.
- Parents have expressed many concerns over their children's use and consumption of digital media. There is the perception that children's use of technology is inferior to that of books in their development and education.
- Parents rarely get to use the library for themselves, and feel guilty in doing so, especially when they must leave the children's section of the library. When they do pick out items for themselves, it is done in a rush.
- The ticket or sign-up system for Early Literacy Programs, in particular SSLL, causes stress for families.
- There is a desire from families for Early Literacy Programs, in particular SSLL, to contain more cultural content.
- Parents find that keeping track of several different library cards within a family can be stressful and will often just use one library card for the entire family.

- Parents have difficulty picking out books for their children (as denoted by the note with CMA implications).

IT

- Library Chat:
 - o Participants are bothered that there is no way of knowing if their library chat has been received. There is no automated responses to library chat which is something that participants have to come to expect from their experiences with other chat services.
- EPL App
 - o There are several elements that participants do not use on the App:
 - Navigation
 - Homepage
 - ISBN scan
 - o Participants feel that they are missing out by using the App rather than the EPL website.
 - o Barcode is not immediately accessible
 - o If new customers are signing into their account through the app, they have to set up their Bibliocommons account which takes them out of the app and is highly inconvenient.
- Public Computers
 - o Participants dislike the look of the login. They state that it does not match the rest of the colorful and vibrant EPL brand.
 - o Participants believe that having logged onto the computer at the beginning, they should not have to log on again.
 - o No participants read the terms and conditions.
 - o Participants critique that Chrome does not automatically open to the EPL website, while Internet Explorer and Firefox does.
 - o Participants find it challenging to locate and open documents on public computers since its interface is not reflective of other computers they have used. As such, customers have a difficult time navigating the public computers.
 - o Participants are nervous about leaving their session logged on when leaving the station temporarily, but do not want to go through the process of logging out and logging back in. No customers in the study were aware of the standby function.
 - o Participants are confused by when to pay in the printing process.

Leadership

- The work of creating personas for the participants based on their behavior could influence future research projects and policy decisions.

- Participants were very appreciative to be part of this study. They were proud of the library and liked being asked their opinion. This reinforces the idea of customer-led work.

Recommended Future Use of CJMs

Customer Journey Maps have provided a better understanding of the current state of EPL's customer experience. A significant part of this process was assessing the future uses of CJMs. Through this process and discussions with the CX Team the following potential future uses for CJMs at EPL were identified.

- Employee orientation & training
The CJMs featured in this report may be used for new employee orientation and training. This could help provide new employees with a snapshot of the customers' journeys at EPL, allowing for empathy and understanding of the customer's perspective.
- Debrief between managers & front-line staff
The CJM template may be used to initiate conversations between a manager and front-line staff. This could be for a situation in which an incident has occurred. CJMs could be a framework for a branch or department to brainstorm and troubleshoot about a challenging customer situation.
- Assessment of services
The CJM template could be used for future assessment of services at EPL. If such work is completed, EPL may have data to examine their customer experience longitudinally, or create persona based CJMs.
- Creation of CJMs for internal customers
The CJM template could be used to create CJMs for internal customer journeys at EPL. These CJMs in turn could help inform best practices for internal customer service.

Appendix A-1 Material sent to branches for initial recruitment

Email to branch leadership contact

Hello _____,

It was great talking to you about data collection at (Branch) for the Customer Experience (CX) intern librarian project. As promised here is the email follow up to our conversation last week.

We encourage forwarding this email to your staff members or directly discussing the content of the email with them.

OUR PROJECT

- Our project's goal is to assess and understand the CX at EPL, subsequently making recommendation to improve the EPL's CX.
- Our first step is the creation Customer Journey Maps which visualize what customers are doing, thinking, and feeling throughout the different touchpoints of their interaction with the organization.
- To create Customer Journey Maps we will conduct **CX Safaris** (See attached CX Safari Schedule) at 5 different branches. See attached CX Safari Schedule for more info

TIMELINE

Mid July – End of August: Branch staff will recruit participants for the CX Safaris. Celine and Dave will schedule the CX Safaris and communicate the schedule to branch staff.

By August 4th: Celine and Dave will follow-up with Branch Leadership about recruitment

By August 18th: Celine and Dave will have a second follow-up with Branch Leadership about recruitment

August 1st - October 1st: Celine and Dave will be at (Branch) at least 4 times to conduct the CX Safaris.

PARTICIPANT RECRUITMENT

We are asking branch staff for help in recruiting participants. Attached to this email you will find the following to help with the recruitment process

- Customer Experience Letter of Information and Consent Form for recruited participants
- Talking Points for Staff for when approaching potential research participants
- CX Safari Schedule

For your branch we are hoping to recruit the **following 4 research participants or participant groups** to observe through the following scenarios. Please note that we are flexible about these demographic groups.

- 1) Non-members to acquire an EPL membership (this category may include people that staff know personally)
- 2) _____ to attend a SSL session
- 3) _____ to use a computer
- 4) _____ to acquire either digital or physical material

The Staff Steps in Recruitment are the following:

- 1) Identify or have your staff identify potential research participants
- 2) Approach the potential research participants and explain what the project entails (using the Talking Points for Staff document attached to this email)
- 3) If the potential research participant is interested in taking part have them fill out the form and give that form back to a staff member before they leave the branch.
- 4) Send the form to Celine & Dave ASAP. It is preferable that you scan and email it to cgareau-brennan@epl.ca & dmucz@epl.ca
- 5) We will inform branch leadership teams of our scheduled CX Safaris.

Please let us know if you have any questions and feel free to direct any staff questions to us.

Thank you and looking forward to working with your branch for our data collection!

Céline & Dave

Appendix A-2 Material sent to branches for initial recruitment



Customer Experience Letter of Information

Dear Participant or Guardian,

Background

You are invited to participate in a customer experience research study. This study will assist EPL in improving the experience for customers.

Purpose

This study is being conducted to learn more about the EPL customer experience, what is working well and what could be better.

Study Procedures

If you agree to participate, you will be asked to complete a Customer Experience Safari that will take 1 to 2 hours to complete. As you complete the Safari, you will be asked to do activities in the library. One researcher will follow you and ask questions which will be audio recorded. A second researcher will observe you as you complete each activity and take notes.

Compensation and Risks

The researchers will not be providing any assistance completing the Safari unless it is an emergency. You will get a library water bottle and library bag to thank you for your participation. Participation is voluntary. You may decline to participate, refuse to answer any questions or withdraw from the project at any time with no effect on your future involvement with EPL. No risks are anticipated with participating in this research project. All participants will remain anonymous.

This project requires consent customer and/or guardian permission because of the audio and observational recording. A consent form is attached and will be collected prior to the Safari.

If you have any questions or concerns please contact either of the researchers:

Celine Gareau-Brennan
Email: cgareau-brennan@epl.ca

David Mucz
Email: dmucz@epl.ca

Inter Phone Number:
780.496.6822

Spread the words.

Appendix A-3 Material sent to branches for initial recruitment



Customer Experience Consent Form

First and Last Name:

Email:

Phone:

What is your first language?

Best method to contact:

Postal code:

Which of the following library branches would you like to participate at?

- ☐ Clareview 3808 139 Avenue
- ☐ Highlands 6710 118 Avenue
- ☐ Jasper Place 9010 156 Street
- ☐ Mill Woods 2610 Hewes Way
- ☐ Strathcona 8331 104 Street

Is this the branch you visit the most?

- ☐ Yes
- ☐ No, if no which branch do you visit the most?

Your age range:

- ☐ under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ Over 65

Do you have an (EPL) library card?

- ☐ Yes
- ☐ No

How long have you had an (EPL) library card?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 3-5 years
- ☐ Over 5 years
- ☐ N/A

How often do you visit EPL?

- ☐ Daily
- ☐ About once a week
- ☐ About once a month
- ☐ About once a year
- ☐ Never or less than once a year

Customer consent:

I _____ have read the information letter and consent to participate in this study and for this information to be shared with Edmonton Public Library staff as required.

I _____ have read the information letter and consent for my child, _____ to participate in this study and for this information to be shared with Edmonton Public Library Staff as required.

Signature

Date

Spread the words.

Appendix A-4 Material sent to branches for initial recruitment



MEMO

TALKING POINTS FOR STAFF

Recruitment for CX Intern Librarian Project

- EPL is hoping to make your experience, and all our customers' experiences better while using the library. To do this we are doing research on what how our actual customers act, feel, and think while using the Library.
- We are looking for people like you to participate in what we are calling Customer Experience Safaris.
- In our Customer Experience Safaris
 - A couple of researcher would book a time to follow you (and your family OR and your worker OR and your client OR and your child, OR and your spouse...etc.) around the library
 - These researchers would give you activities to do in the library.
 - The researchers would follow you while you got these done and ask questions about what you think and feel
 - The Customer Experience Safari will take between 1.5-2 hours
- In doing this, you will be helping EPL understand what customers such as yourself are experiencing at the library. We want to understand these experiences to make the Library better for all.
- You will also get a library water bottle and library bag as a thank you gift.
- What we need from you to participate is for
 - You to read this Customer Experience Letter of Information, or I can walk you through what is written in this letter
 - Fill out the attached form right away. Once again we can help you with this.
 - We will then send the form to our researchers who will be in touch to schedule a Customer Experience Safari

Please contact Celine & Dave at cgareau-brennan@epl.ca & dmucz@epl.ca with any questions.

Spread the words.

Appendix A-5 Material sent to branches for initial recruitment



MEMO

CX SAFARI SCHEDULE

Recruitment for CX Intern Librarian Project

1. 5-10 minutes: Introduction
Introduce the participants to the project.
2. 10-15 minutes: Touchstone tour
Ask participants to give the researchers a quick tour of the branch and record the audio from the tour.
3. 30-70 minutes: Scenario
Ask participants to complete ONE of the following common library goals and shadow them during the process, while recording the audio. Within these goals we hope to require some level of interaction with EPL staff. In this case the participant will be asked to use the space as they normally do for 30-70 minutes to complete one of the following tasks.
 - a. Get a membership
 - b. Acquisition of material
 - c. Using a public computer
 - d. Attend program – SSLL
4. 10-15 minutes: Free Time
Ask participants to complete “free” time with questions from the researchers and record the audio.
5. 5-10 minutes: Debrief
Have a debrief with any additional clarifications for customers.

Please contact Celine & Dave at cgareau-brennan@epl.ca & dmucz@epl.ca with any questions.

Spread the words.

Appendix B-1 Customer Journey Map Template

Pre-Touch

First Touch

Core Touch

Last Touch

In-Touch

FEELING

DELIGHTFUL

SATISFYING

NEUTRAL

PAINFUL

CHANNELS

DOING & SAYING

THINKING

Appendix B-2 Customer Journey Map Icons & Shapes



Endnotes

-
- ⁱ Klie, L. (2016). Former Disney exec urges a customer-centric view: no matter what you do with customers, always use a customer lens, keynote speaker Dennis Snow stressed. CRM Magazine, (7). 13-14
- ⁱⁱ Reidsma, M. (2015, March 22). *More Than Usable: Library Services for Humans*. [Video File]. Retrieved from: <https://vimeo.com/122936566>
- ⁱⁱⁱ D. Eastcott, (Alberta Motor Association), personal communication, June 16, 2017
Webb, N. J. (2017). *What customers crave: how to create relevant and memorable experiences at every touchpoint*. New York, NY: American Management Association.
- ^{iv} B. Castilloux (Fairmont Hotels), personal communication, June 20, 2017
S. Gullikson (Carleton University Libraries), personal communication, June 20, 2017
A. Lennox (Toronto Public Library), personal communication, June 2, 2017
M. Schofield (LibUX), personal communication, June 22, 2017
- ^v Reidsma, M. (2015, March 22). *More Than Usable: Library Services for Humans*. [Video File]. Retrieved from: <https://vimeo.com/122936566>
- ^{vi} K. Godfrey (Memorial University of Newfoundland Libraries), personal communication, June 27, 2017
J. Harris (St. Albert Public Library), personal communication, June 14, 2017
- ^{vii} B. Castilloux (Fairmont Hotels), personal communication, June 20, 2017
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M. Price (Indigo Books), personal communication, June 23, 2017
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- ^x D. Eastcott, (Alberta Motor Association), personal communication, June 16, 2017
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- ^{xii} B. Castilloux (Fairmont Hotels), personal communication, June 20, 2017
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L. Frey (City of Edmonton), personal communication, June 15, 2017
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