

Design Thinking

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ENT 621
Master of Entrepreneurship

Lecture 7



In The Previous Lecture: Design Thinking

- 4 Ways to Get Started with Design Thinking
- The power of Empathy
- The Power of Observation
- The power of User Interviewing

Empathy

Observation

Interviewing

- 4 Ways to Get Started with Design Thinking
- The Empathy Map
- Customer persona
- Types of personas
- Why do we need a personas ?
- Tips for customer personas

Empathy

Persona

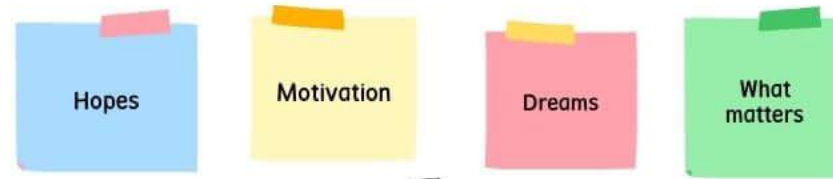
Map

Empathy Maps help synthesize your team's collective knowledge about your users as a group, bringing you closer to a common understanding of who they are.

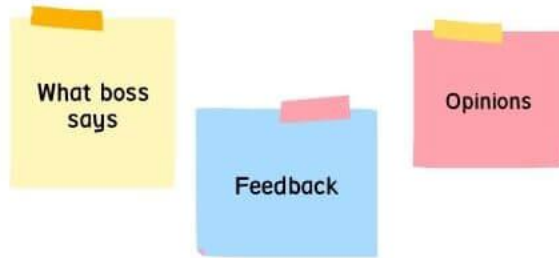
You can use empathy mapping to refresh your team's understanding before an important decision, or to quickly collect your data directly after an observation session.

Empathy Mapping is best treated as an **ongoing activity**. As your understanding grows and evolves, revisit the activity periodically.

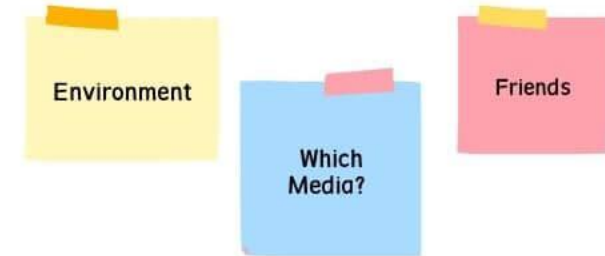
Think & Feel ?



Hear ?



See?



Say or Do ?



Pains

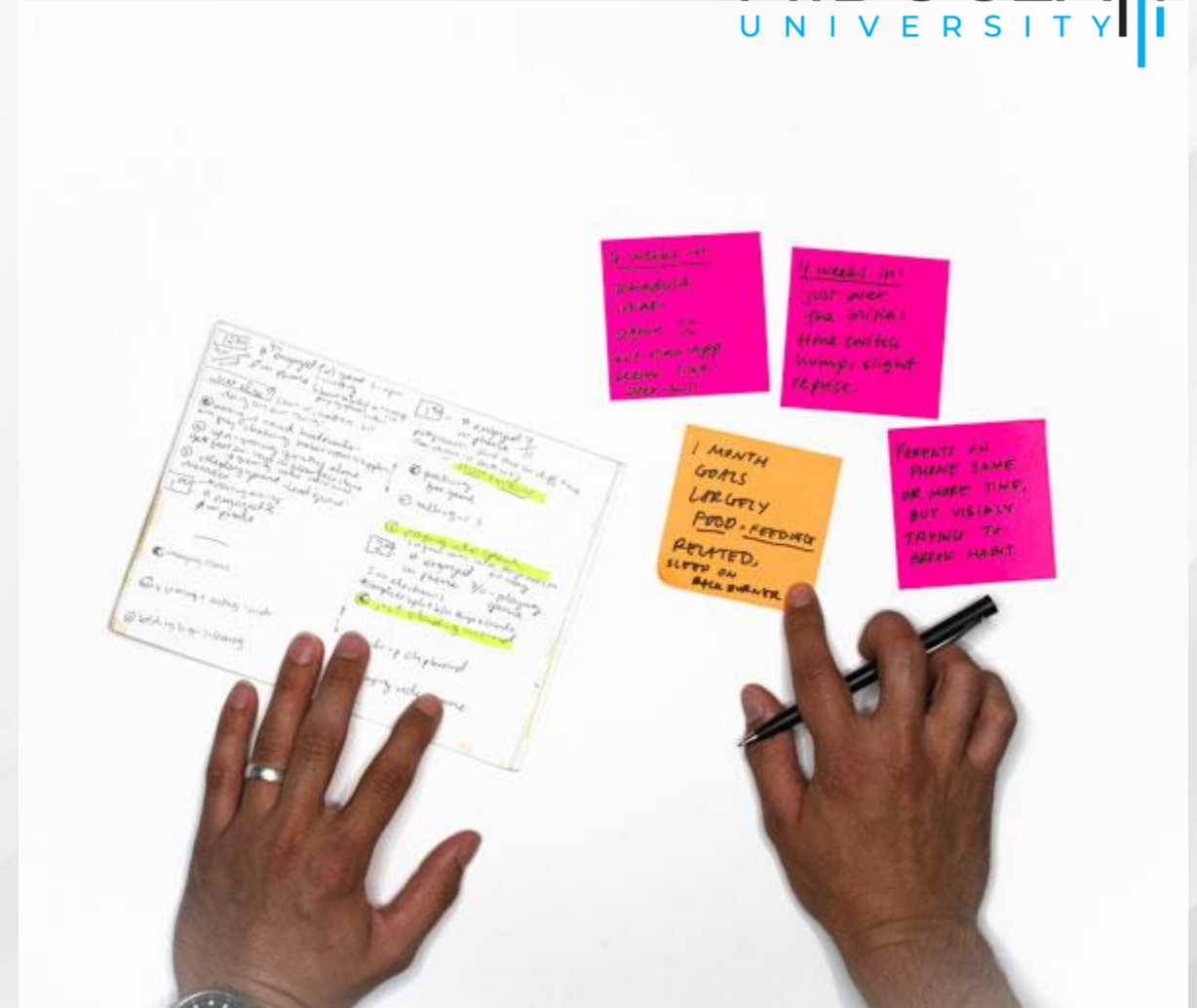
Problems, Challenges,
Doubts, Obstacles,

Gains

Goals, desires, needs,
measure of success

MIDOCEAN
UNIVERSITY

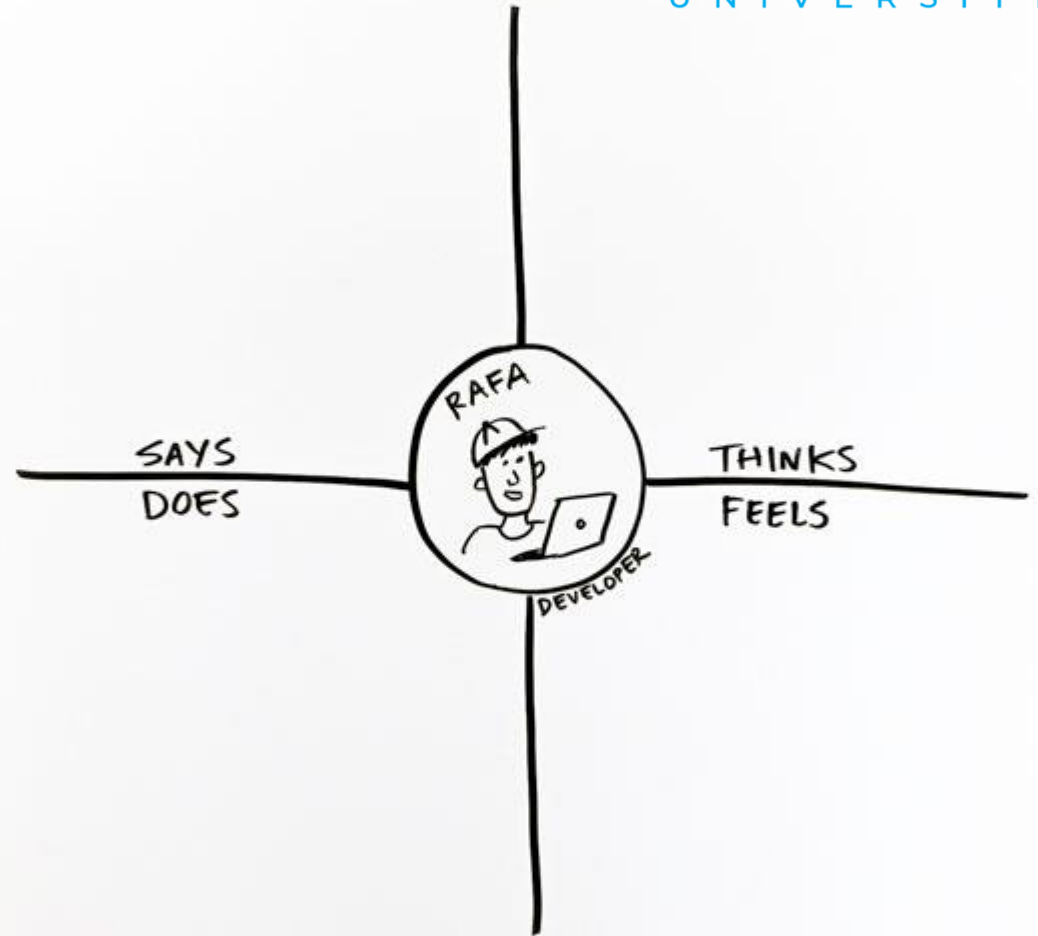
Empathy mapping is only as reliable as the data you bring to the table, so make sure you have defensible data based on real observations (for example, from an interview or contextual inquiry). When you can, invite users or Sponsor Users to participate.



EMPATHY MAP

2. Set up the activity

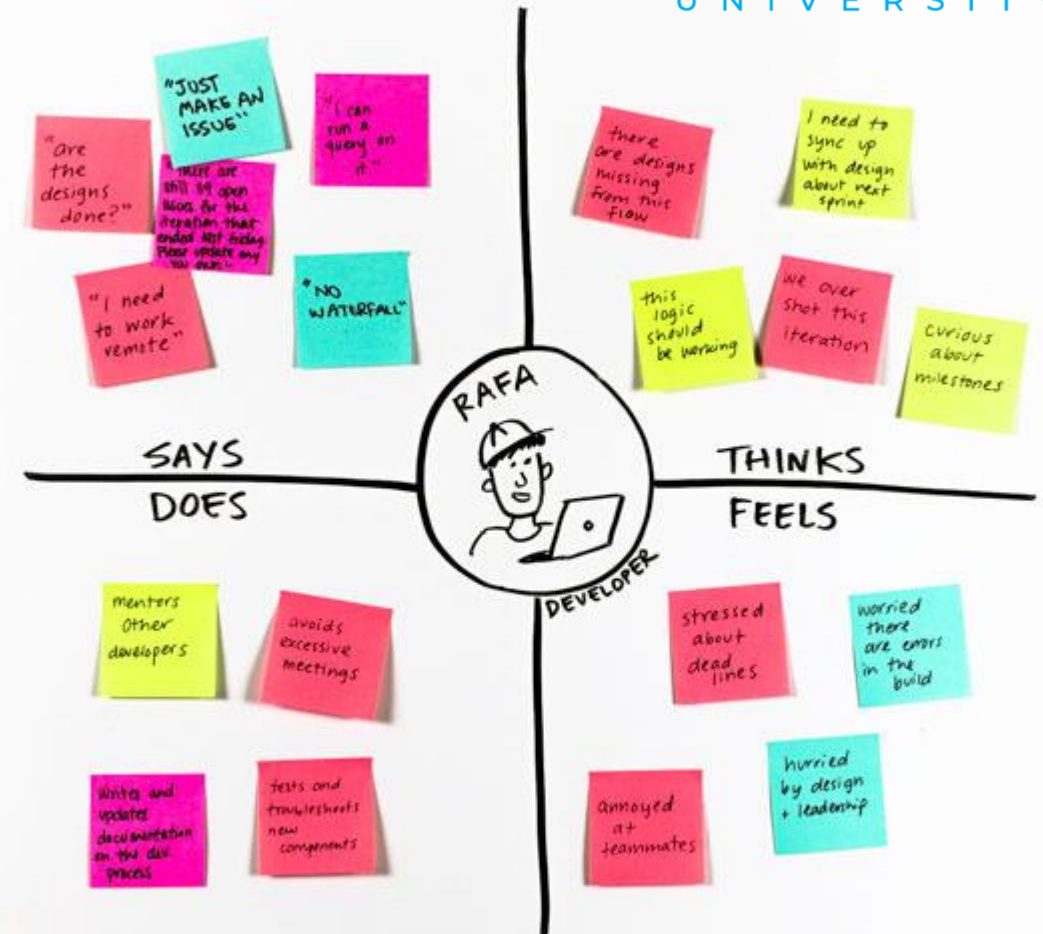
Draw a grid and label the four essential quadrants of the map: Says, Does, Thinks, and Feels. Sketch your user or stakeholder in the center. Give them a name and brief description of who they are and what they do



EMPATHY MAP

3. Capture observations

Have everyone record what they know about the user or stakeholder. Use one sticky note per observation. Place it on the appropriate quadrant of the map.



EMPATHY MAP

4. Find patterns and identify unknowns

Within each quadrant, look for similar or related items. If desired, move them closer together. As you do, imagine how these different aspects of your user's life really affect how they feel. Can you imagine yourself in their shoes?



EMPATHY MAP

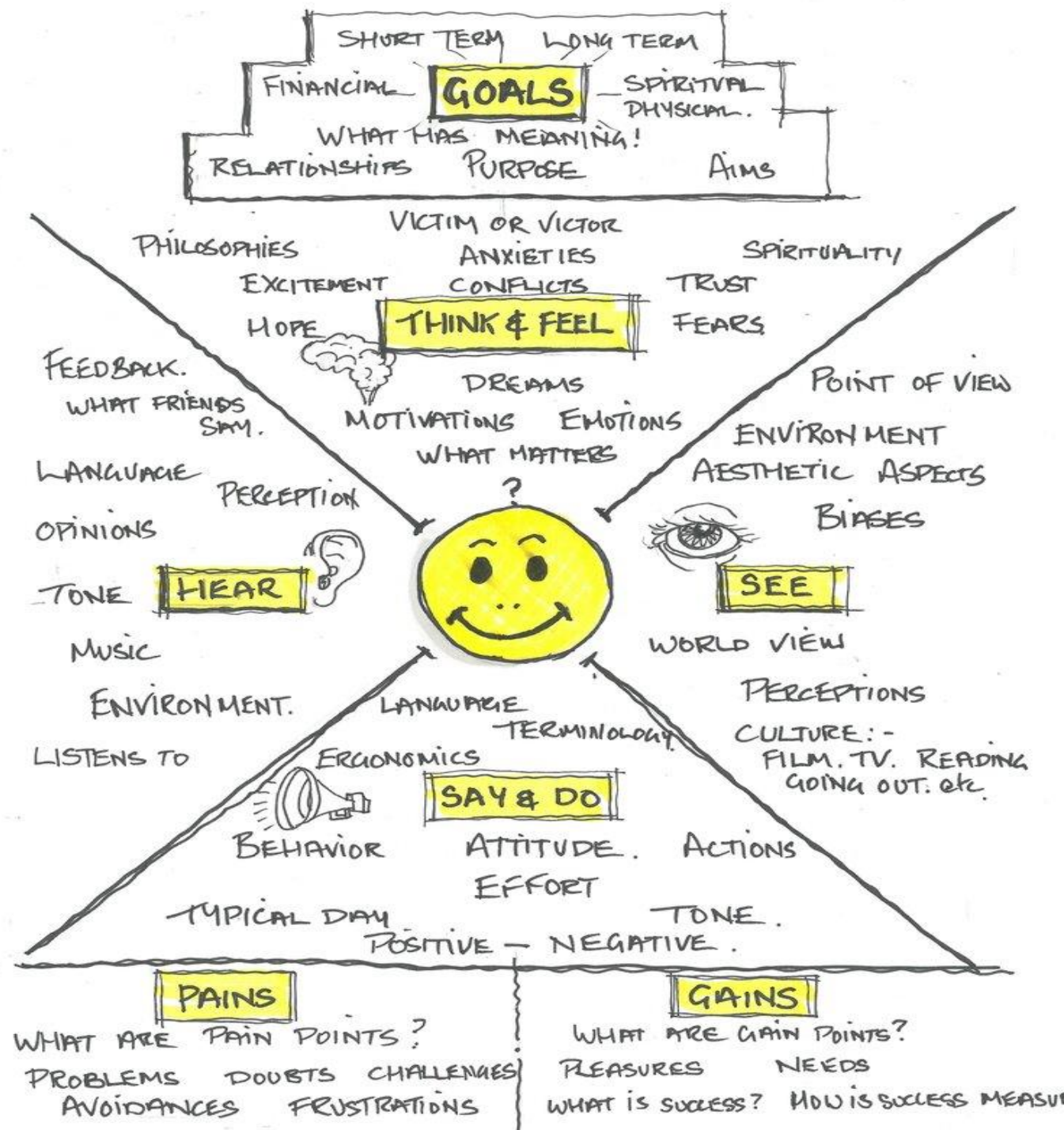
5. Playback and discuss

Label anything on the map that might be an assumption or a question for later inquiry or validation. Look for interesting observations or insights. What do you all agree on? What surprised you? What's missing? Make sure to validate your observations with a user or Sponsor User if they weren't involved in the activity.



EMPATHY MAP

Empathy Mapping is a simple but effective tool used to visualize user/consumer/ target market attitudes and behaviors. By making the map visual and directing the inquiry at a specific target we are able to build a much better picture of our market. It's often the case that these kinds of maps can reveal where we have gaps in our existing data and where we have made assumptions.



Customer Personas

What is a persona?

A persona is a fictional profile that represents a group of people –such as users, potential customers, or employees– as well as their mindsets, their needs and behavior patterns.

It is created to help design teams better understand and empathize with their target audience.

Personas are typically based on **research data** and insights gathered from real users through interviews, observations, and other research methods.

Customer Personas

Personas help to give a team a shared understanding of their customers and are a valuable basis for **journey mapping** and **stakeholder mapping**, as well as many other tools.

TYPES OF PERSONAS

Personas can be classified into various types based on their characteristics and attributes.

Common categorizations are based on demographic information (such as age, gender, or occupation), psychographic information (such as emotions and values), behavioral information (such as browsing habits or purchase history).

Customer Personas

TYPES OF PERSONAS

Customer persona

Customer personas represent the different target customer groups of your business. Different customer personas allow you to gain a better understanding for your customer segments and let you target them appropriately. A customer is not necessarily a buyer persona, just think of a customer that is using a free software without paying for it.



Customer Personas

TYPES OF PERSONAS

Buyer persona

Buyer personas represent the different types of actual buyers of your products, so the persons who make the decision about the purchase. Different buyer personas can show different motivations for their purchase, also they might differ in their purchasing power and purchase history. A buyer persona is not necessarily the user of your product, for example when a company buys software for their employees.



Customer Personas

TYPES OF PERSONAS

User persona

User personas represent the different types of actual end-users of your product. The person using your product does not necessarily have to be the same person as the one buying your product, just think of adults buying toys for their children



Customer Personas

TYPES OF PERSONAS

Website (User) persona

Website user personas represent the different types of users visiting your website. In contrast to user and buyer personas, a website user does not necessarily interact with your product, maybe they only read your online content



Customer Personas

How many of these “fictional profiles” should you create?

The answer differs from organization to organization and from project to project,

A rule-of-thumb guideline: you will probably need between three to seven core customer personas. It's unlikely that you'll have less than three different target groups. It is however likely that you won't really use personas in your work if you'd have more than seven of them. You simply wouldn't really remember them.

Besides your core personas, you can have many more **extreme case personas** to test ideas from rather extreme points-of-view

Personas are a common language

Customer Personas

Why do we need a persona?

1-CREATING EMPATHY

2-GETTING A TEAM ON THE SAME PAGE

3-TESTING WITH PERSONAS

Use personas to test your ideas for new or improved products, services, or features.

Working with personas helps to create empathy, get a common understanding of your customers and test ideas.



Customer Personas

How to create a persona?

A persona is generally defined like a **real person**. It usually has a name, description, and characteristics. Define which background (education, job position) your persona has, to make the description even more precise.

Describe both the person as a human being (background story, personality, interests, etc.) and as a stakeholder in context of a service ecosystem (needs, expectations, etc.)

Customer Personas

How to do customer persona research?

Use the following **online tools** if you already have them

- Facebook analytics
- Google search console
- LinkedIn Company Page analytics
- Youtube analytics
- CRM Database (Cluster or profile analysis to identify buying groups)
- Google analytics
- LinkedIn analytics
- Twitter page insights
- Instagram analytics

You may also explore other qualitative research methods:

- Surveys
- Interviews
- Focus groups

Customer Personas

Information to include in personas

When creating personas, there are a few key pieces of information that you'll want to include:

- Name
- Description
- Demographics (age, gender, location, etc.)
- Customer needs
- Motivations
- Pain points
- Their journey through your customer cycle

Customer Personas

key points a basic persona profile:

Profile picture: Use an authentic photo that expresses your persona's character.

Name: Give the persona a name that matches your target group. Choose a name that reflects your persona's heritage and social environment. Try to make it real – your team might have to live with this name for longer.

Quote: This could describe your persona's attitude in one sentence. Ask yourself: What would help team members to empathize with this fictional person?

Occupation: Where does your persona work? What does she do (status)? Add information about the company (e.g. size, type, etc.) and her career (goals).

Customer Personas

key points a basic persona profile:

Description: There is not one recipe to describe a persona. Use this field to describe further stories and characteristics. What does a typical day look like? What are favorite places to go?

Add additional information, such as expectations, education, hobbies, interests, motivations etc. This will always depend on the focus of your project. For example, it might be interesting to add a section for favorite channels and devices if you're looking to improve your cross-channel communication. Or it might be interesting to name past experiences if you're trying to optimize a journey to personas who have made use of your service in the past

Customer Personas

key points a basic persona profile:

Slider: On this one dimensional scale you can visualize characteristics from high to low or whatever specification you prefer to use. Here we used technological affinity in order to show that Anna is a very tech savvy person who prefers digital versions of tickets, boarding passes etc.

Mood images: Enrich your persona with contextual photos of their lives. What does their home or work place look like? What's in their purse? What are their hobbies? Humans are brilliant at understanding and empathizing with images and will have an easy time grasping a persona's personality.

Icon and color: The small stripes on the icon mark that this is a persona – other than a simple stakeholder with no further characteristics

Persona Name

BACKGROUND:

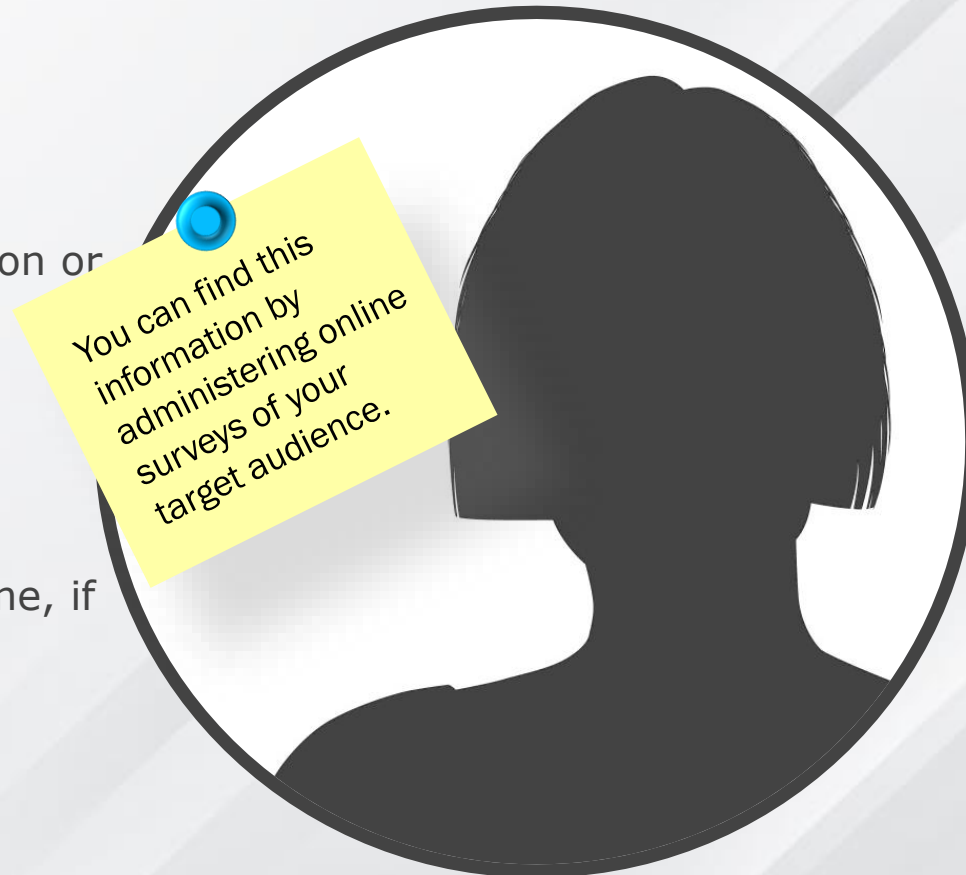
- Basic details about persona's role
- Key information about the persona's company
- Relevant background info, like education or hobbies

DEMOGRAPHICS:

- Gender
- Age Range
- HH Income (Consider a spouse's income, if relevant)
- Urbanicity (Is your persona urban, suburban, or rural?)

IDENTIFIERS:

- Buzz words
- Mannerisms



Persona Name

GOALS:

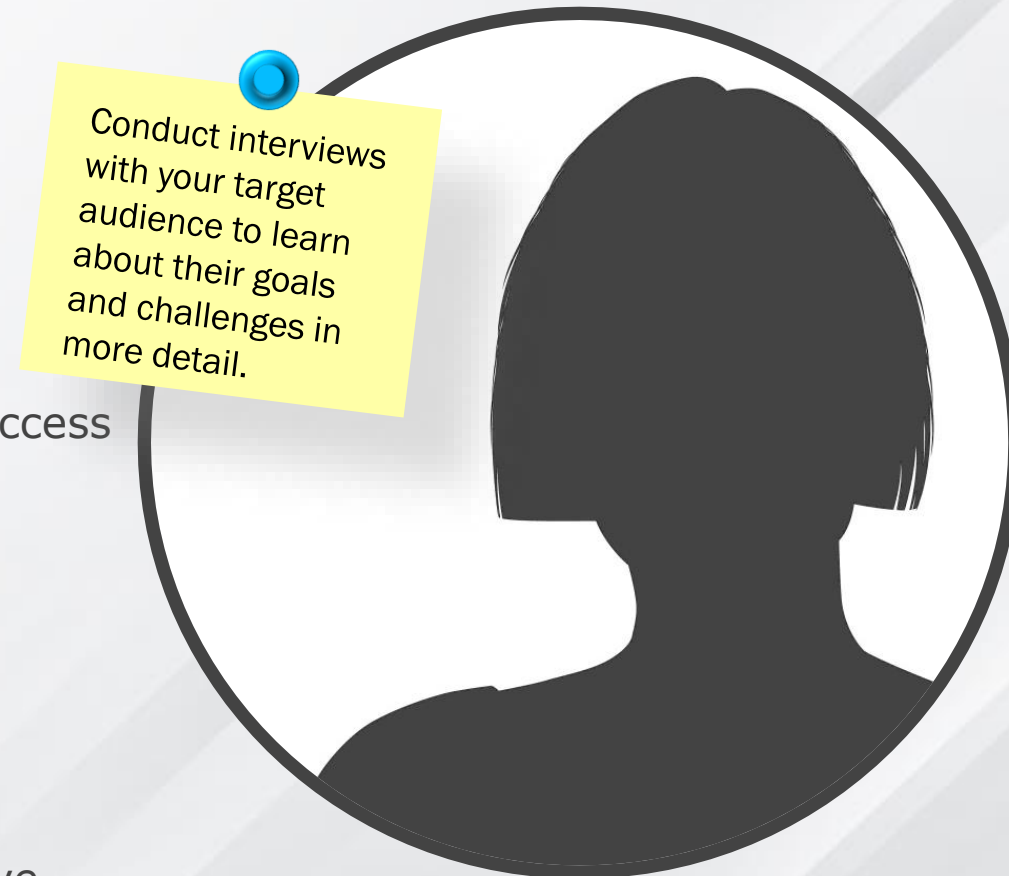
- Persona's primary goal
- Persona's secondary goal

CHALLENGES:

- Primary challenge to persona's success
- Secondary challenge to persona's success

HOW WE HELP:

- How you solve your persona's challenges
- How you help your persona achieve goals



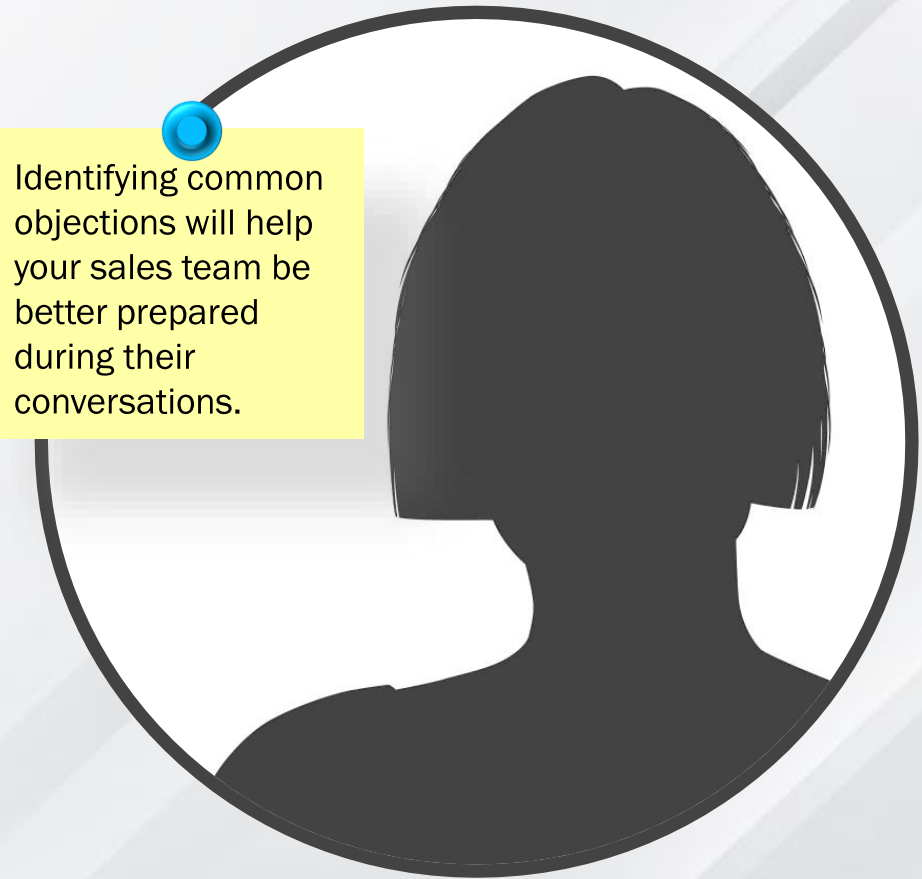
Persona Name

REAL QUOTES:

- Include a few real quotes – taken during your interviews – that represent your persona well. This will make it easier for employees to relate to and understand your persona.

COMMON OBJECTIONS:

- Identify the most common objections your persona will raise during the sales process.



Identifying common objections will help your sales team be better prepared during their conversations.

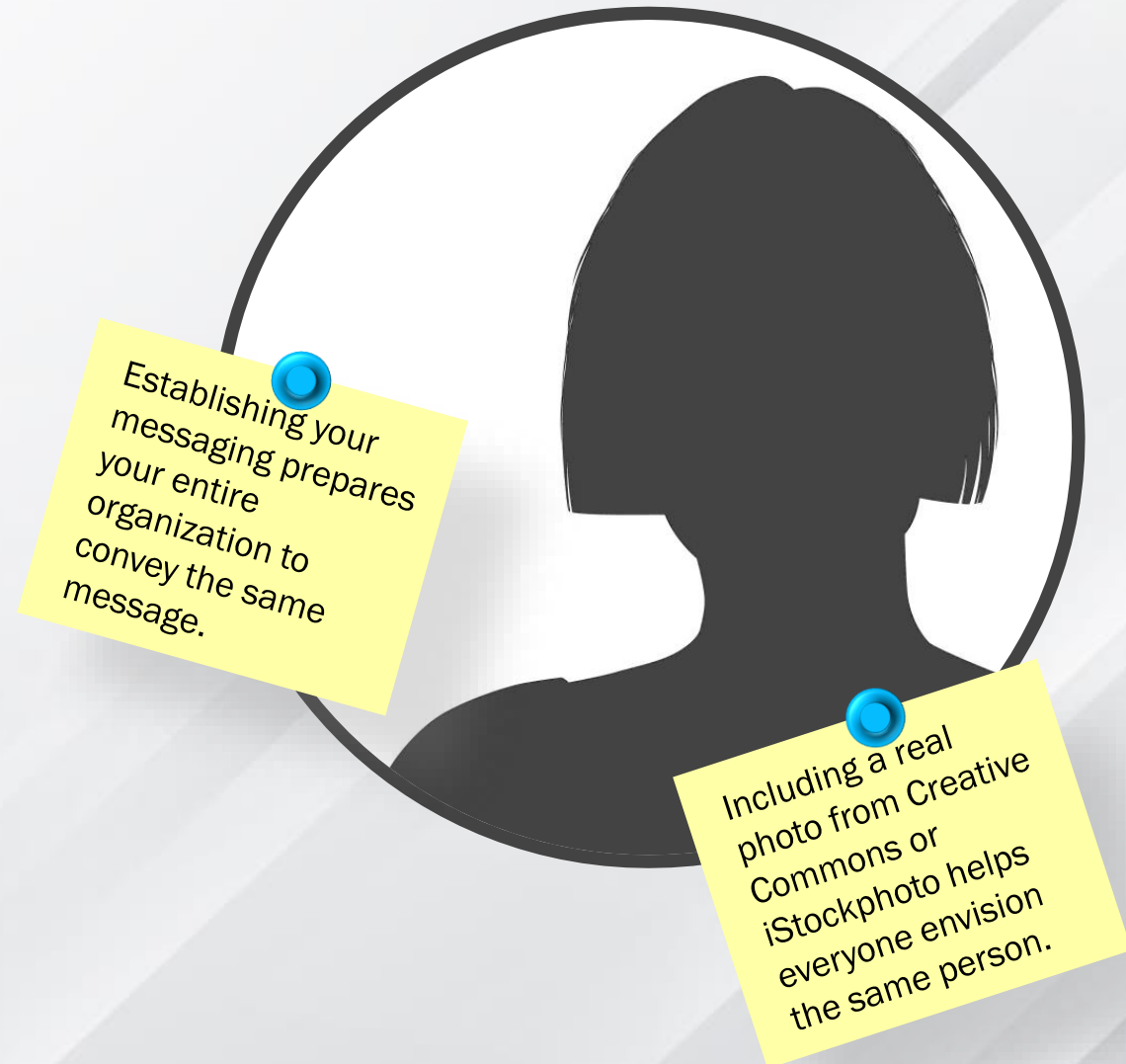
Persona Name

MARKETING MESSAGING:

- How should you describe your solution to your persona?

ELEVATOR PITCH:

- Make describing your solution simple and consistent across everyone in your company.



Tips for customer persona

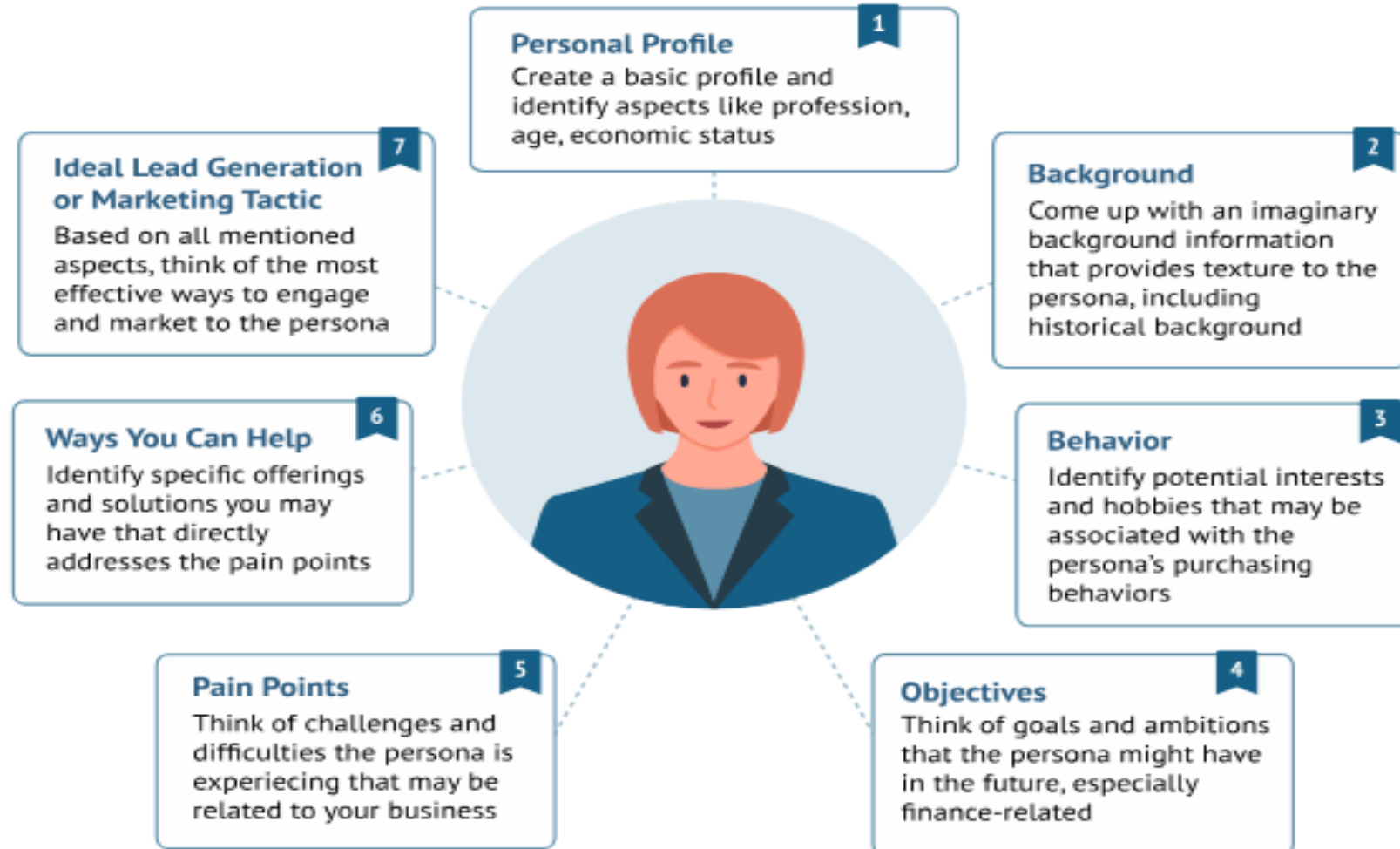
#1 Personas need to be updated. You should always be conducting research, talking to your users and questioning your personas. As technology and trends tend to change from time to time, your personas will also do so!

#2 Spread it all. Personas should be shared with everybody in your company in order to make the best out of your data!

#3 Keep it short and simple. All information about your persona should be summarized on 1 page! Any member of your team should be able to look at this document and absorb all the main information in a few minutes.

#4 Work online. A persona software helps to collaborate with geographically dispersed teams and quickly iterate on personas

BUILDING YOUR CUSTOMER PERSONA PROFILE





"I'm looking for a site that will simplify the planning of my business trips."

AGE: 35 Years Old

WORK: Regional Director

FAMILY: Married, 1 Child

LOCATION: Kuala Lumpur, Malaysia

ARCHETYPE: The Frequent Flyer

Organized

Practical

Protective

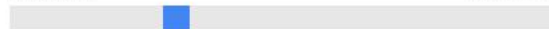
Hardworking

Bio

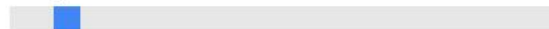
Elain is a Regional Director who travels 4-8 times each month for work. She has a specific region in which she travels, and she often visits the same cities and stays at the same hotel. She is frustrated by the fact that no matter how frequently she takes similar trips, she spends hours of her day booking travel. She expects her travel solutions to be as organized as she is.

Personality

Introvert Extrovert



Analytical Creative



Loyal Fickle



Passive Active



Preferred Channels

Web Mobile



Mobile Email



Email Web



Goals

- To spend less time booking travel
- To narrow her options quickly

Frustrations

- Too much time spent booking - she's busy!
- Too many websites visited per trip
- Not terribly tech savvy - doesn't like the process

Motivations

Price



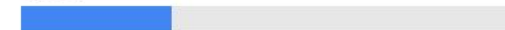
Comfort



Convenience



Speed



Loyalty/Miles



Brands

Grab traveloka AirAsia

Booking.com airbnb trivago

4 Ways to Get Started with Design Thinking

2. Build Scrappy Prototypes to Learn About Unmet Needs

You don't need lots of time or resources to prototype. Begin with pen and paper or other accessible resources, like a slide deck, to mock up ideas and get feedback that will help you better understand the needs of your customers before investing in production.

Imagine that you worked with a large media firm undergoing a big reorganization. The team prototyped possible changes to the organizational structure by using constraints to create 6-week experimental teams. The goal was not for the teams to succeed necessarily, but for the company to gain some learnings that could inform a better structure

Very Easy Prototyping



4 Ways to Get Started with Design Thinking

3. Turn Problems into Questions

When presented with a problem, resist the urge to find a solution right away. Shift your mindset to instead ask a question that might get you closer to the root of the challenge or support an incremental improvement.

Take the example of an IDEO team who was working with a company struggling with retention. Instead of focusing on improving retention rates, they asked, How can we make a better employee experience? By refocusing on the real human needs, they uncovered insights that were better able to drive toward a solution.

4 Ways to Get Started with Design Thinking

4. Use Research to Understand the Past, Present, and Future

lots of different research techniques to generate insights around the needs of people including, but not limited to, observation, interviewing, immersive empathy, and exploring extreme users.

Generally, the type of research you can do falls into three buckets:

Generative Research: Used to identify new opportunities and explore needs.

Evaluative Research: Used to gather feedback on experiments and help you iterate forward.

Validating Research: Traditional market research intended to help you understand what is currently happening.

Generative and evaluative research are focused on the future and new ideas, while validating research is centered around what is occurring in the present. Balance your research approach to focus on what's happening now and what could be in the future.



Water Wheel

Reducing the time spent on collecting water
In remote areas.
Now they are able to use their time in more
productive ways.



[Site Link](#)

Conclusion:

The Empathy Map = The Human Centered Design

It is impossible to design anything without deciding (by assumption and correctly or not) without having someone in mind who cares about the solution.

Empathy Maps are usually used at the beginning of a design/problem-solving process and are usually kept alive by constantly revisiting and revising.

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- The Empathy Map
- Customer persona
- Types of personas
- Why do we need a personas ?
- Tips for customer personas

Empathy

Persona

Mapping



Thank You