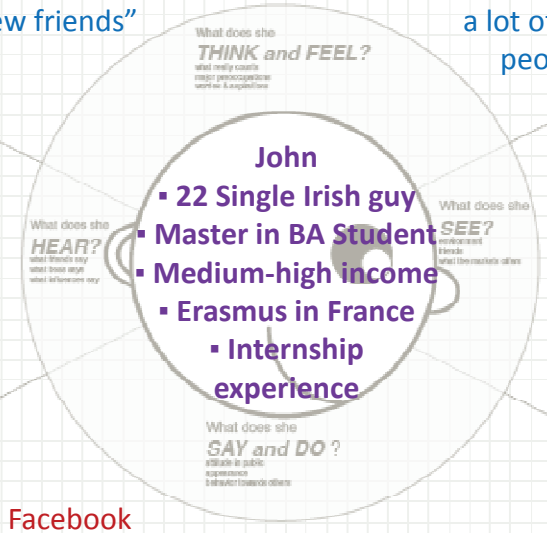
Business Model - The Empathy Map

Designed for: Sharing
Designed by: leadteam
Date: 20 03 2014
Interation: 1

Customer Perspective:

University Student



▪ Good grades ▪ Stressed ▪ Passing exams ▪ Succeed in oral presentation
▪ Worried about his future job ▪ "I have to check too many platforms" ▪ Too much information
▪ Frustrated because of spending more time scheduling and meeting rather than researching or studying
▪ Ambitious, aspiration to succeed "I want to be a entrepreneur!"
▪ "I want to meet new people and make new friends"
▪ "I have to work with a lot of different people."

▪ "It is important for your career to develop your team-working skills."
▪ "Does everybody have a team?"
▪ "Are you available on Monday at 2 for the group meeting?" "No, I'm not. Bur I am on Wednesday at 4!"
▪ "When do we have to deliver the assignment?"
▪ "Did you see my comments?"
▪ "Can you give me some feedback?"
▪ "Could you put it on Drop Box?"

▪ Competitive university students
▪ Exigent teachers
▪ University staff
▪ International students
▪ Labour market in crisis
▪ Teamwork and friends notifications on FB
▪ E-mails
▪ Files shared on DB
▪ A lot of students not knowing the deadlines
▪ Not customized university platform
▪ Worst grades in teamwork assignments than in the individuals.

▪ Replying on Facebook
▪ Keeping track of the discussions ▪ "Could you add me on Facebook, please"
▪ "I'll upload my work on GoogleDrive"
▪ "Sorry, I haven't finished my part, I'm working on It" ▪ "Check if the grades are out"
▪ (To his parents) "I work a lot!" (But actually he parties a lot)

PAIN

▪ Time consuming ▪ Fights between team members
▪ Inefficiency ▪Failure ▪ Difficulties to track other's work

GAIN

▪ Saving time ▪ Learning ▪ Free time ▪Efficiency
▪ Make life easier ▪ Social and personal satisfaction

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Adapted from XPLANE XPlane.com

John *Digital Dependent*

Personal objectives. He wants to travel, have international experiences, construct a family and coach kids how to play football on the weekend. Most importantly, be able to maintain a balance between family and work.

Professional objectives. John wants to pursue an International career. Firstly, he would like to become the CEO of a Multinational Enterprise. This experience and networking would be crucial to build his own business linked with ecological sustainability and to become a Business Angel.

John is a 22 years old Irish student. Currently undertaking a highly exigent Business Administration Master, his only work experience was through internships in start-up companies. Past year he had an international experience in France, where he met students from all over the world and with whom maintains contact mainly by Facebook and Whatsapp.

John is very grade-conscious, always working hard in order pay his tuitions through a University scholarship. Besides, he is really passionate by his football team, where you can find him practicing in every evening. Nevertheless, being a typical Irish student, John usually goes out with his friends to pubs watching rugby matches and appreciating a good Guinness.

Researching on the internet ("Googling-it") and asking his friends and relatives is how John usually overcomes any obstacles and solves his problems.

> When he is required to do a team project but he doesn't have a team yet: he goes to Moodle University Platform, gets the webmail addresses and sends a general e-mail.
>
> Also, he may ask his teachers whether a group is lacking a member. After arranging a group, he looks for the members name on Moodle, searches them on Facebook and creates a Facebook Group to communicate and also a Dropbox folder to share work in progress. Then, when he has an assignment, he starts by researching online and, if needed, he discusses the theme with friends and relatives, who can give him some advice.

Normally, John communicates with his friends (Irish and foreign) and family through Whatsapp, Sms, Facebook inbox/group and e-mail.

Having no wi-fi or no battery is one of John's worst pains – this would be shutting down his whole connection to the world. Having many meetings on hold and, hence, being incapable of planning or programming his week is a regular complication. Besides, he resents every time no group member is responding on Facebook group or is not giving him feedback. Finally, the constant notifications and spamming (games invitation) are a continuous distraction which, combined with the high amount of commentaries on the group, makes him incapable of keeping track of the work.

After overcoming obstacles, he feels relieved ("finally over") and self-fulfilled with a sense of accomplishment.

High efficiency (spend the least time to get the best grade), feeling he did his best and having a group he can rely on and become friends with, is what really makes John happy.

7 am – Wake Up! Get ready until 7:30

"Smartphone full of battery"

@ **20 min**. of Public Transportation to University

7:50 am - Coffee Time with friends

8 am - Class starts

Until **9:30 am** theoretical part

@**15 min.** break

Until **11 am** group discussions and presentations

@**11 am** – 2 hour group meeting starts

@**1 pm** - Lunch with his team at University snack bar

@**2 pm** – 2h group meeting planned in the University

@**4 pm -** Public transportation with an Mp3 player

@**4:20 pm -** relax listen to music, check Facebook and 9gag

@**5 pm-7pm** - individual work, searches online, writes paper on word, upload his work on Dropbox.

Sees the work of the others to give feedback and comment

8 pm - dinner with his flatmates

9 pm – 1h30 football training until

11 pm - back home and watches series until 12pm when he goes to sleep

During this day: he took 3 coffee, he checked 30 times his mails, spent 2 hours on Facebook to check, like and comment; he sent 20 sms; sent 50 whatsapp messages, interacted with 40 different people from 8 different countries => 8 hours of TeamWork: 50% of the day

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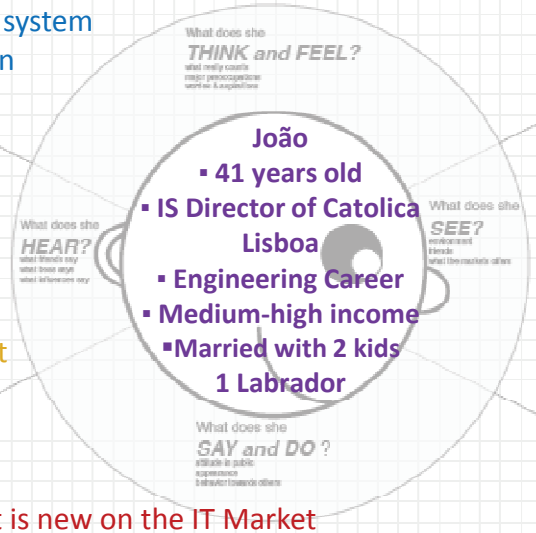
Customer Perspective:

University IS Director

- Moodle is not very efficient
- Lot of improvement can be made
- Tired of hearing complaints
- Feeling responsible
- More well-balanced life
- would like to spend more time with family
- Wants to impress his boss to be part someday of top management
- Complaints make him anxious
- Stressed of the system going down



- Complaints of students about Moodle
- Feedback from colleagues, IT network in other universities about other platforms
- Informatics, IT magazines, newsletters, forum,...
- Teachers who do not know how to use Moodle
- Complaints about costs from financial department

- A lot of possibilities of other platforms
- Long-term relationship with Moodle
- Inefficiency with Moodle
- Teachers using Google Drive instead of Moodle
- Interactions with IT team, Top Management Administration, Treasury Office, teachers

- Checks what is new on the IT Market
- Checks what other universities use
- Ask his relatives about the platforms they like or use
- "Early adopter" profile, he likes to have the latest technologies
- Motivates his employees
- Updates of Moodle and SCA
- "It is crucial to be better ranked for the school"
- Answer complaints as fast as possible
- " The IS is a crucial and efficient department"

PAIN

fears, frustrations, obstacles

▪ Financial issues ▪ Loss of time ▪ Bugs of system ▪Complaints ▪ not enough budget ▪ Frustration for not having the best platform

GAIN

"wants"/needs, measures of success, obstacles

▪ Positive feedback ▪ More power ▪ Free time ▪Efficiency ▪ Personal satisfaction

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Personal Objectives: Nothing would make him happier than having the 3 kids graduated, socially accomplished and with a good job. Also, he dreams about having a big TV screen in his living room to watch football games.

Professional Objectives: To get a promotion to insert the top management team of the university.

João Da Silva, Early technology product adopter

He is a Portuguese 40 years old married man, has 2 kids and 1 blond Labrador. He followed an engineering career in a Portuguese university and has been hired as director of the Informatic Systems Department of Catolica University 2 years ago.

Joao is quite a shy guy: a bit introverted, not self-confident and not very talkative. He mainly likes computers and high technology trends, especially new coming platforms and apps. As hobbies, he is a football lover (but not player) and supports the Portuguese team "Sporting". Once per week (at least), he meets his former university friends to watch football games while drinking few SuperBock and chatting about how life is going. He lives in Lisbon but on the weekend, when the weather is nice, he goes to Algarve where he has a house to enjoy the sun and the free time with his family.

To communicate with his colleagues, friends, relatives and students, he uses many tools such as Sms, Viber, Facebook but mainly talks by emails and provides support by phone and scheduled meetings. He goes to many seminars to get to know the latest trends and organizes some meetings with top management to discuss the future of the university according to IT development.

Main pains: He suffers having to deal with a lot of complaints from teachers and students on a daily basis and experiences some frustration when long and repetitive bugs occur. Moreover, he also has to face some budgeting constraints from the financial department.

In order to overcome bugs with the current university platform, Moodle, João refers to the user-manual and also communicates directly with Moodle by phone and emails to get more information and fix those informatics system bugs. Sometimes, to fix huge and recurrent problems in a more efficient way, especially when Moodle doesn't take into account his complaint, João has no choice than going to the CEO office to ask for power influence.

However, João gets happy when the system he implemented works well and receives positive comments about the platform. And also when Sporting wins!

Day to Day

8:30 am – Wakes Up! Breakfast with kids, Ready at 9am

9am- Leaves the house, drops the kids at school, by car

@ **9:30am**- Parks at University, grabs a coffee and goes to his office

@ **9:40am** - Emails checking (many complaints) and replying -most urgent-

@ **11am**- IS Team informal meeting: daily tasks allocation

12:30- Lunch with colleagues

@ **1:30pm**- Performances and budgeting expenses analysis: reports required by the top management

@ **3pm**: Skype meeting with suppliers

@ **4:30pm** - "Bolo de arroz" & coffee break

@ **4:45** - Report from its subordinates reviewing

6:30 - Back home by car + Extra-curricular activities of the kids (football)

@ **7pm** - Walking the dog out

8pm - Family dinner while watching the TV news

9 pm - Science-fiction movies or documentaries.

10 pm – Bringing kids to bed

11:30pm – Bed time

During the day, João talked with his wife 5 times by phone, with 20 students by emails, 2 teachers, 1 top executive member. He received 100 emails, responded to 40 and forwarded the rest plus, spent 2hours on the phone.

UNIVERSITY SEGMENT

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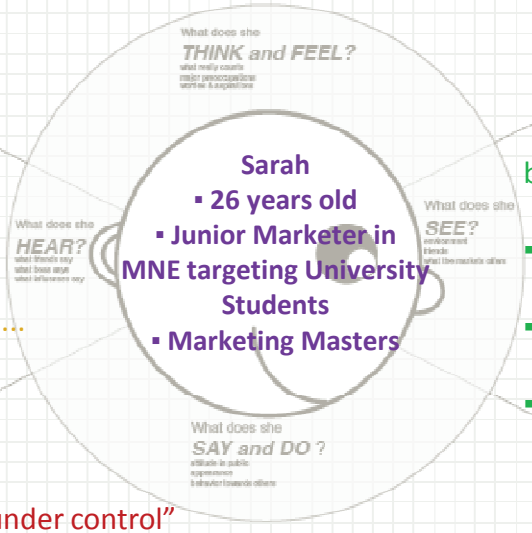
Customer Perspective:

Advertisers – Junior Marketer

▪ Enthusiastic ▪ "I need to impress my friends"
▪ "I need to show that promotion is increasing sales"
▪ "I will be the next Marketing Director! I will not let my boss down!"
▪ Not subscribing to a platform in the beginning of life, while the CPM is low (anxious)
▪ "I need a website with a relevant number of impressions from University Students"

▪ "I love my job, to always be on top and know the next trends!"



▪ "Choose the least expensive site" (FD)
▪ "Think, who is the next Whatsapp? What is the next big thing?" (MDirector)
▪ "Think like a student, go our and search!"
▪"When will you be finally promoted?" (family)
▪All media that an University Student pays attention to: Social Networks, Online news, Forums...
▪Trends reports, Consumer Behaviour papers
Top Schools Reviews (MIT, Harvard)

▪ Many different channels to advertise Internet, Magazines, Billboards...
▪ Millions of websites to choose from, but less just for University Students

▪ Hopeful and ambitious Marketing Director

▪ Very successful former University colleagues

▪Uncertainty regarding the next market trends
▪Cost conscious Financial Department
▪Stressed Marketing colleagues

▪"Everything is under control"
▪Interviews University Students ▪Asks friends for opinion about next big thing
▪ Works extra hours to search online where to advertise the next product
▪ "Believe me, I know what I am saying" (determination)
▪ Says she will build a family and have a balance life, but she is only focused on work, it is her priority

PAIN
fears, frustrations, obstacles

▪ Not having many websites only for her target – waste time searching for the closest (have more university students visits, despite other visitors) ▪ High costs of advertising in websites which are already big

GAIN
"wants"/needs, measures of success, obstacles

▪ Saving time ▪Targeting only the wanted segment
▪Lower cost than big ones ▪ Customized advertising

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Sarah *Trend Seeker*

Sarah is a 26 years old German girl. Having taken her masters in Marketing in the Germany's best University, she is currently working as a Marketer Junior in a multinational company which targets University Students only.

She is very ambitions and prioritizes her job – she will be the next Marketing Director. However, this is not something that pressures her but rather something she loves to do: always knowing the next trend and trying to find the next big thing for University Students. Although she is not married, she does have a boyfriend with whom she wishes to someday build a family with.

Sarah prefers to contact by phone, so she can finish the subject/problem right away. However, she tends to use what University Students use, to understand their day-to-day life and what are their pains. Therefore, Instagram, Facebook, Twitter and e-mail are always active.

Her biggest pain is the high number of websites she has to go through until she finds the perfect match. Specially, she feels there are only a few channels that are exclusively for University Students. This makes her job difficult, since she can't guarantee the viewers are only the ones she aims for and the whole advert can't be completely customized.

Also, most of the websites regularly visited by this segment, are already big hits (Facebook or 9gag), which in the end inflates the adverts' price. She really needs to be one step ahead, find the website before it becomes famous.

Most of her problems are solved by reading articles and renowned reports or searching online (Google but also Social Networks). For instance, if she is asked to find a website to advertise on, she will read a trends article and search online for students' comments and opinions on Facebook. Nevertheless, former colleagues are also a source of important information since they are working in marketing departments themselves.

Sarah is extremely happy when she finds the perfect website and her forecast comes true. This is particularly when her boss recognizes her achievement. She feels this sense of accomplishment but never lets that distract her.

Personal objectives. Sarah wants to build a family with her current boyfriend and have a wonderful house in the fanciest neighborhood.

Professional objectives. She wants to become the Marketing Director and lead the company to greater success. Especially she wants to be part of the company's further internationalization.

6:50 am – wakes up and gets ready

7:30 am – goes to work by car

8:00 am – arrives to work and starts by checking her e-mails

11:00 am – searches online for new channels to advertise on

12:30 am – lunches a sandwich in her spot while reading the next trends

1:30 pm – goes out to interview University Students on their routines and platforms they are using

4 pm – has interviews with partner Universities to take care of the next campaign

6 pm – back in the office she writes a report about her findings

7 pm – starts working on the next campaign

8:30 pm – goes back home by car

9:00 pm – has dinner with boyfriend

10 pm – Facebook and other social networks, reading the comments Students are making about the brand

11:30 pm – goes to bed

During this day, she read 50 e-mails, 100 comments on Facebook, talked 10 times with her boss on the phone, saw 40 potential websites to advert on and interviewed 30 students.

Advertisers