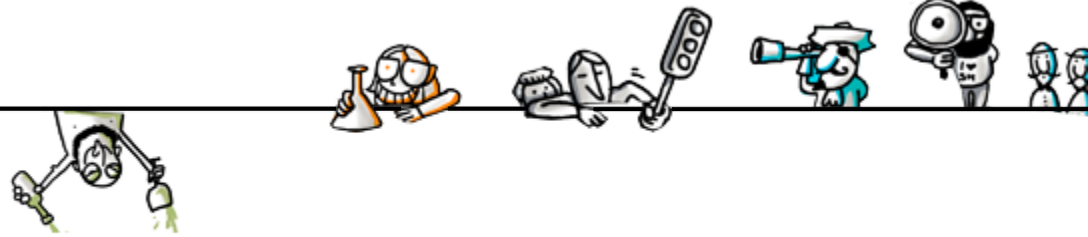


CT436



DISCIPLINED **ENTREPRENEURSHIP**

Week 6: Customer Persona; Full Life Cycle Use Case

Dr. Owen Molloy

If you try to design a car that pleases every type of user, then you end up with a car with every possible feature, but that pleases nobody.

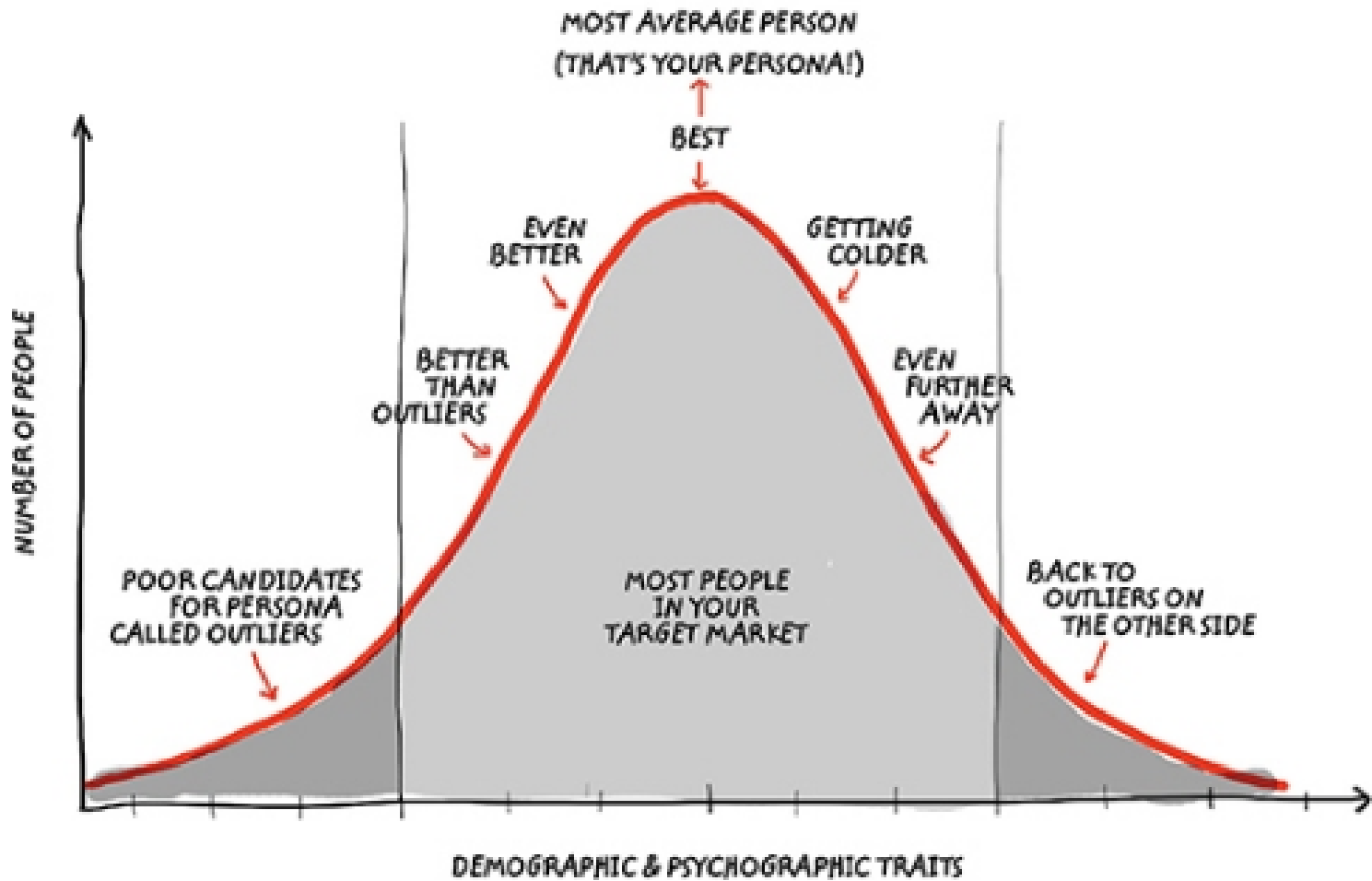
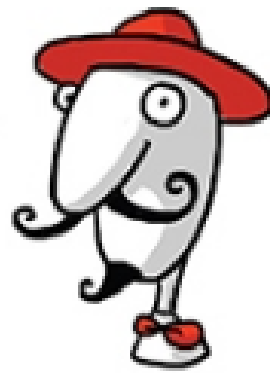


Software today is too often designed to please too many users, resulting in low user satisfaction. In addition, it results also in high cognitive load and navigational overhead for all users.

Design a product which has a purpose for the person using it

Profile - *average* customer - doesn't exist

Persona - specific buyer and how they will interact with the product + how we reach / sell to them



Question 1

- Which ad will be more effective in getting people to donate money? And why?

(a)

a. According to the World Food Programme, 795 million people in the world do not have enough food to lead a healthy, active life. The vast majority of the world's hungry people live in developing countries, where 12.9 percent of the population is undernourished. Poor nutrition causes 3.1 million deaths in children under 5 years of age each year, roughly 100 million children in developing countries are underweight, 66 million primary school-age children attend classes hungry across the developing world, and the World Food Programme calculates that \$3.2 billion is needed per year to reach all 66 million hungry school-age children. Will you donate today for this cause?



(b)

b. Raj Shah is 12 years old and lives in New Delhi. Here's a picture of him and his family. He works in the mornings and evenings to support his mother, Anjali, who is unable to make enough money for her family because she has limited mobility from diabetes, and she also has to take care of her parents. Raj also has to take care of his younger sister, Tanya, who is 7 years old. Raj is trying to go school but having a very hard time because he does not have a nutritious diet, which not only makes him lethargic and unable to focus at school, but can seriously stunt the full development of his brain. Raj has barely eaten anything for 3 weeks now, and certainly nothing healthy, as he is just picking up scraps from what others throw out. There is a good chance that if he does not get a good meal in the next two weeks, he will suffer permanent damage to his brain and body, which will affect his ability to support his extended family. By the way, this is just the story of one child going to school hungry, but there are 66 million of them around the world. Won't you give \$50 to help children like Raj to help themselves and their families?

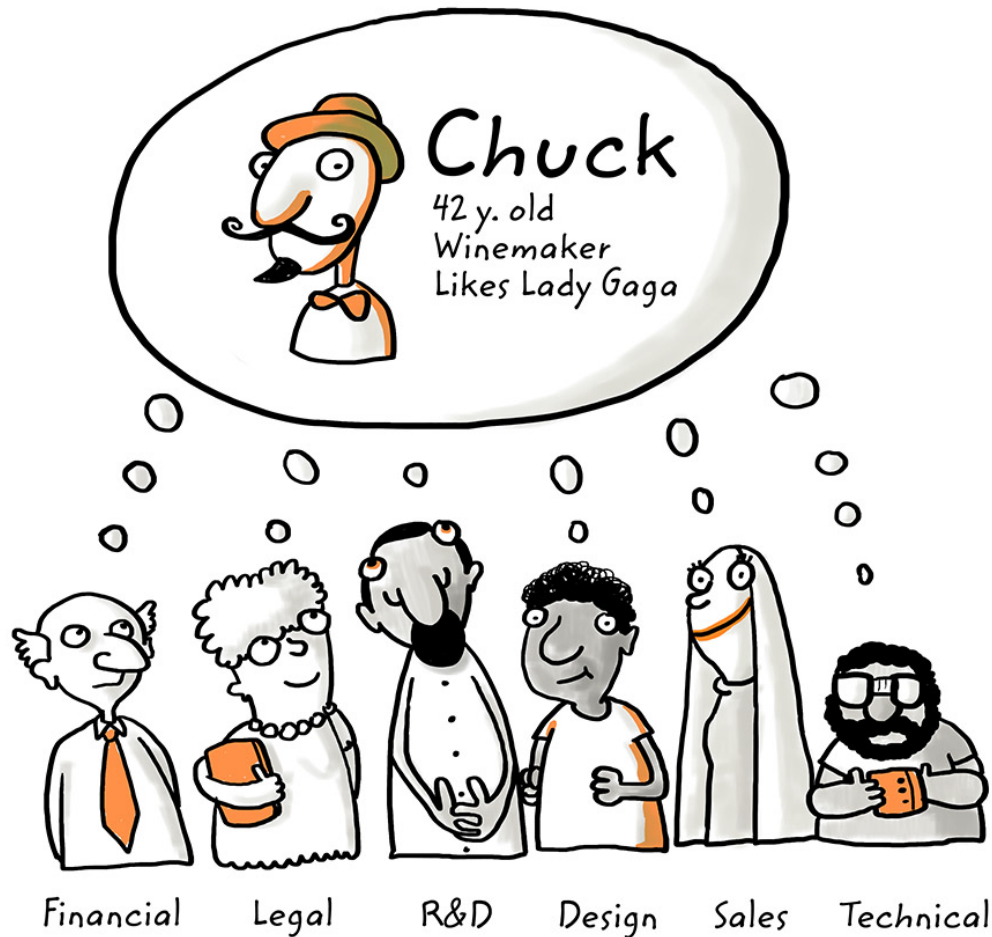
Buyer Persona

- a fictional portrait of a 'real' persona who is buying from your brand based on analysis of demographics, behaviours and motivations
- They are based on real data about customer demographics and online behavior, along with educated speculation about their personal histories, motivations, and concerns.
- Personas are created through research, surveys, and interviews of your target audience

understand their mind set, preferences, motivations, interests, behaviors and goals and to tailor your content and messaging accordingly

Step #5: Persona

Your Persona is one end user from one potential customer who best **exemplifies** your End User Profile



They embody specific key characteristics of target user groups

Personas?

- Personas are an archetype of your actual, validated customers based on research
- Personas are not a sheet of paper
 - creating persona hypotheses gets the ball moving... to do research

Mind set, preferences, motivations

Persona

Describe a 'real person' in your beachhead market that best represents your end user profile

Why do we do it?



To identify basic info, personality, pictures, pain points and goals of the person who best exemplifies your customer

Creates focus and serves as a touchstone for all decisions going forward

Key to Persona Development

- It must be a 'real' person (most likely fictional but not necessarily)
- Be visual – use pictures
- Understand all dimensions: Rational, Emotional and Social
- Err to start on side of too much detail & then take away
- Priorities
 - What do they fear most in the world?
 - What motivates them more than anything else?
- What “water holes” do they go to?
 - i.e., where do they congregate with others like them?
- Do this as a team – it will help unify your team and will get everyone on the same (and proper) wavelength

Persona: Demographics + Psychographics

- When a key decision needs to be made
 - Who is making it?
 - What are their needs ? Etc.
- Demographics
 - grouping by external factors like age, gender, race and income level - *statistical / quantitative*
- Psychographics
 - qualitative methodology of studying consumers based on psychological characteristics and traits such as values, desires, goals, interests, and lifestyle choices - *qualitative*

Pictures
 Background
 Age
 Gender
 Behaviors
 Personality
 Goals
 Needs
 Motivations
 Pain points
 Goals
 Spending habits
 Pain points



Mrs. Clark Grimes

Demographic info

Age
37

Location
New York State

Family Status
Married, 2 children

Education level
Graduate degree

Income level
\$150,000+

+ Add field

Bio

Working mom looking to buy a new home. Her current house seems too small now that she has a second kid. She is searching for a bigger space close to her current location to accommodate her growing family.

Pain points

- The current house is too small for her growing family.
- Finding a perfect location is challenging since it should meet her needs, as well as her kids' and her husband's needs.
- Juggling work and family life is also challenging. She doesn't have enough time for a home search.
- The economic instability in the country leads to her thinking that buying a house right now is risky and it needs to be a very smart investment decision. However, she has no experience and little knowledge in this area.

Gains/expectations from my product

- Learn from a trusted expert about the best way to invest in her new house in a quick and simple way.
- Find a perfect house in her / similar neighbourhood without going through a nightmare.

Quote

“ I feel like it's time for us to find a bigger place, where each of us will have enough room for their needs and where our kids and their own kids will come to stay for Christmas. But making such a decision is really hard since I already have so much on my plate.”

Factors influencing buying decisions

- Agency: most of the communications and operations should be carried out online, speed and clarity are very important.
- House: Distance from the city + local infrastructure, space, and modern decor.
- Her husband is the biggest influencer when it comes to selecting the agency and the house.
- Reviews and social proof around real estate agencies are a deal-breaker.

Communication channels

Channels
Instagram, Mom influencers, WoM

Content types and formats
Blog posts, videos

Content topics
Life in NYC state, raising kids, buying a ho

Pictures
Background
Age
Gender
Behaviors
Personality
Goals
Needs
Motivations
Spending
habits
Pain points



Shawna Cummings

Key info

Age

36

Location

San Francisco

Education level

Bachelor's Degree

Job title

Founder/CEO

Company type

Small agency

Bio

Shawna is a career-oriented professional managing a small marketing agency providing digital marketing services to startups.

Frustrations (pain points)

- Working with clients and simultaneously growing the agency is tough. She ends up trapped in daily tasks while she wants to focus on the business strategy.

- Most of the projects are still managed via spreadsheets and documents, decreasing the overall efficiency.

- There are more clients and several employees in the agency now, but it still feels like she works as a solopreneur.

Jobs to be Done

"When I run a small marketing agency I want to organise project management in a way that lets me delegate it while also being able to keep an eye on things, so I can focus on growing my business and improve productivity."

Gains from my product

- Ensures she can see all projects happening in the agency without spending hours in Google Drive.

- Helps her find the bottlenecks in the campaign production process and identify needs for new hires, investments, etc.

- Lets her delegate project management tasks and operations while also being able to monitor things with ease.

Factors influencing buying decisions

- Extended free trial option.
- Affordable subscription plan for small teams.
- Responsive customer support and customer success that can help her and her team learn.

Industry experience and knowledge

- Started researching different options for automating project management, knows the main players.

- Has never adopted any project management tools on a company level before, but came across several solutions when she was an in-house employee.

example of a software company's persona description for a digital camera user

Katie Bennett

Thirty-two-year-old Katie would have gone into fine art if she felt she could have made a living at it; now she runs the business side of her husband's small landscaping firm and saves her creative ambitions for the weekend.

A couple of years ago, Katie bought a pocket digital camera so she could post photos of completed jobs on the company's Web site, which she put together using iWeb on her Mac. As she started experimenting with getting the best images, Katie realized that photography offered many of the creative opportunities she enjoyed in painting. She was hooked. Looking for a more capable camera that wouldn't break the bank, Katie went to CNET.com for advice. After looking at a few comparisons but not reading detailed reviews, she went to the nearest Best Buy and bought a Nikon D70 with its kit lens and an inexpensive tripod, relegating her compact camera to snapshots at family events. She also considered Canon's Digital Rebel, but chose the Nikon because it "felt more like a professional camera."

Katie got home and sat down with her new camera and its somewhat intimidating manual. After half an hour of fiddling, she was overwhelmed by the options and decided to give the auto mode a try. Katie started hiking about on weekends to shoot landscapes, from sweeping skylines to dew-covered flowers. She was pleased with some of her shots, but wondered why some weren't much better than what she could do with the pocket camera; many did not meet her expectations. After reading a few issues of *Outdoor Photographer*, she decided she might do better with different lenses. Confused by all the letters, numbers, and lens specifications, Katie went to the local specialty camera shop for advice on which macro and wide-angle lenses to buy; she did not expect the staff at Best Buy to provide good advice. She was reluctant to buy the cheaper lenses made by other manufacturers because surely Nikon would make the best lenses for their own cameras.

Katie is thrilled with her new ability to capture images of the local flora as she would have composed them on canvas. Though Katie enjoys it when people admire her photos, she's more motivated by the satisfaction of achieving her own creative vision. She can now capture the compositions she wants, but still isn't quite happy with some of her photos.

Katie gets up early on Saturdays to catch dramatic sunrises, frequents every park and beach in the area, and takes the occasional day trip. She loves the excuse to

get out into nature. She goes out equipped with her camera, lenses, tripod, and a couple of 4 GB memory cards. Katie takes 100 to 300 shots on the average outing. She can often take her time composing a shot because plants and scenery don't move much, but sometimes needs to move quickly to capture a butterfly perched on a flower, or a shaft of light coming through the clouds just so. She usually takes a photo on the auto settings first, pointing the auto focus at the area where she wants to capture detail in the hope that this will set the correct exposure. She then dials the aperture up and down and takes a couple of shots to bracket the exposure; she read about this technique in her magazine. She still gets overly dark areas or blown-out highlights in many photos; she's increasingly frustrated by the intricacies of correct exposure. She deletes the worst photos from the camera on the spot.

Katie brings her camera home and plugs it into her Mac using the USB cable. She dumps the images into iPhoto and sees what she can learn from the bad ones before deleting them. She makes a few minor adjustments, but is generally reluctant to manipulate her photos, believing she should be able to get the right image in the camera to begin with. She posts her favorites on her personal Web site, uses them on her computer desktop, and occasionally orders large prints of especially good images via iPhoto. Katie feels a bit limited by iPhoto's organization options, but appreciates its ease of use and integration with other tools. Katie is considering upgrading to a higher resolution camera, but is reluctant to spend the money unless she knows she can get the results she wants.

Katie's goals:

- Be able to capture what she sees in her "mind's eye." Katie knows she has an eye for composition, but is frustrated when her inability to master difficult lighting makes for a lackluster photo.
- Enjoy the scenery. Katie takes photos of nature as a way to enjoy its beauty. She doesn't want to be so focused on the mechanics of using her camera that she forgets to enjoy what she sees.
- Feel like a "real" photographer. Katie is proud of some of her images, but hesitates to think of herself as a photographer because she feels she hasn't mastered some of the fundamentals.

SOURCE: *Designing for the Digital Age: How to create products and Services* by Kim Goodwin



example of a phone company's persona description for a business owner.

Tim Wilson, CEO

Five years ago, Tim turned his favorite pastime into a full-time job: BeSpoke Bikes, which is now a fast-growing custom cycle shop in Berkeley, California. BeSpoke's 36 employees include a small management team, a couple of designers, a few support staff, a half-dozen customer service reps who take orders and other inquiries, and the crew of the small manufacturing facility across town.

BeSpoke's office phone system is separate from the manufacturing facility, which makes for some awkwardness in forwarding calls. The customer service team is set up on a hunt group for incoming calls (though Tim doesn't know that's what it's called), but the increasing volume of calls is overwhelming this simple solution.

The existing system is also expensive to maintain because Kevin, the jack-of-all-trades IT manager, is no expert in telephony; he has to place a \$75 service call just to move an extension.

Tim knows it's time to replace the phone system but wants to make a good investment. Tim has heard that IP phone systems are cheaper and more flexible.

He knows that quality products and good service can cost a little more, though, so he's looking for the best investment rather than the cheapest option. Kevin is investigating vendors, but Tim is as hands-on with his business as he is with his bikes—he doesn't trust such a critical decision to anyone else.

Tim's goals:

— Invest wisely. Like many small business owners, Tim is torn between investing for the long term and keeping today's costs low. He wants a good system BeSpoke won't outgrow in a couple of years, but doesn't want to pay

for capabilities or components he doesn't need yet.

— Maintain flexibility. Tim thinks he knows what features are important, but is aware that his communication needs could change as his business changes.

— Minimize business disruption. Tim wants to avoid the painful installation and the week or so of technical problems they had when the current system was installed.

SOURCE: *Designing for the Digital Age: How to create products and Services* by Kim Goodwin








Example - reading material for you in zip file - also well documented online

Background : Santander Cycles is a public bicycle hire scheme in London. The operation of the scheme is contracted by Transport for London. Users can buy 24 hour bike access at docking stations with their credit or debit card for £2.

BRIEF : Through the Santander Cycle scheme, Transport for London wants to find a way to encourage people who are still unsure about cycling in the city to use their bike

- Frustrations with hiring the bike from the docking station e.g. the machines had too much text that no-one wanted to read
- Confusing cycle hire scheme e.g. it allows you to hire for 24 hours, but users must return the bike to the dock every 30 minutes
- Not enough docking stations

Useful Tool: Competitor analysis

	Cost	Children allowed	Area/ km ²	App	Journey planner	Easy to use	Weight/ kg
	£2 for 24 hours	Under 18s only with adult	110	✓	✓	Difficult to understand for first time users	23
	50p per half hour, with a maximum daily cap of £5	16+ only	36	✓	✗	Has a good rep with cyclists. Coverage still patchy	17.6
	£1 + £0.50 for every 30 minutes	16+ only	130	✓	✗	C grade from reviews	22.7
	Cheapest day cap - £6.80 Cheapest Oyster Peak Journey (Zone 1 only) - £2.40	Yes	All	✓	✓	Yes, tap and go. Either card or oyster. Cash for a ticket at a station with a booth.	N/A
	£1.50 per journey £4.50 cap per day	Yes	All	✓	✓	Yes, tap and go. Either card or oyster. No cash payments.	N/A

Competitor analysis

When comparing costs, Santander Cycles was significantly cheaper than its indirect competitors. But the schemes offered by direct competitors were on par. However, online reviews showed that many people were confused with using the Santander Cycle scheme compared to its direct and indirect competitors.

Useful Tool: Assumptions Matrix

An Assumptions Matrix is a method that helps teams to prioritise and run the right experiments
Or where to focus questions during interviews
with users

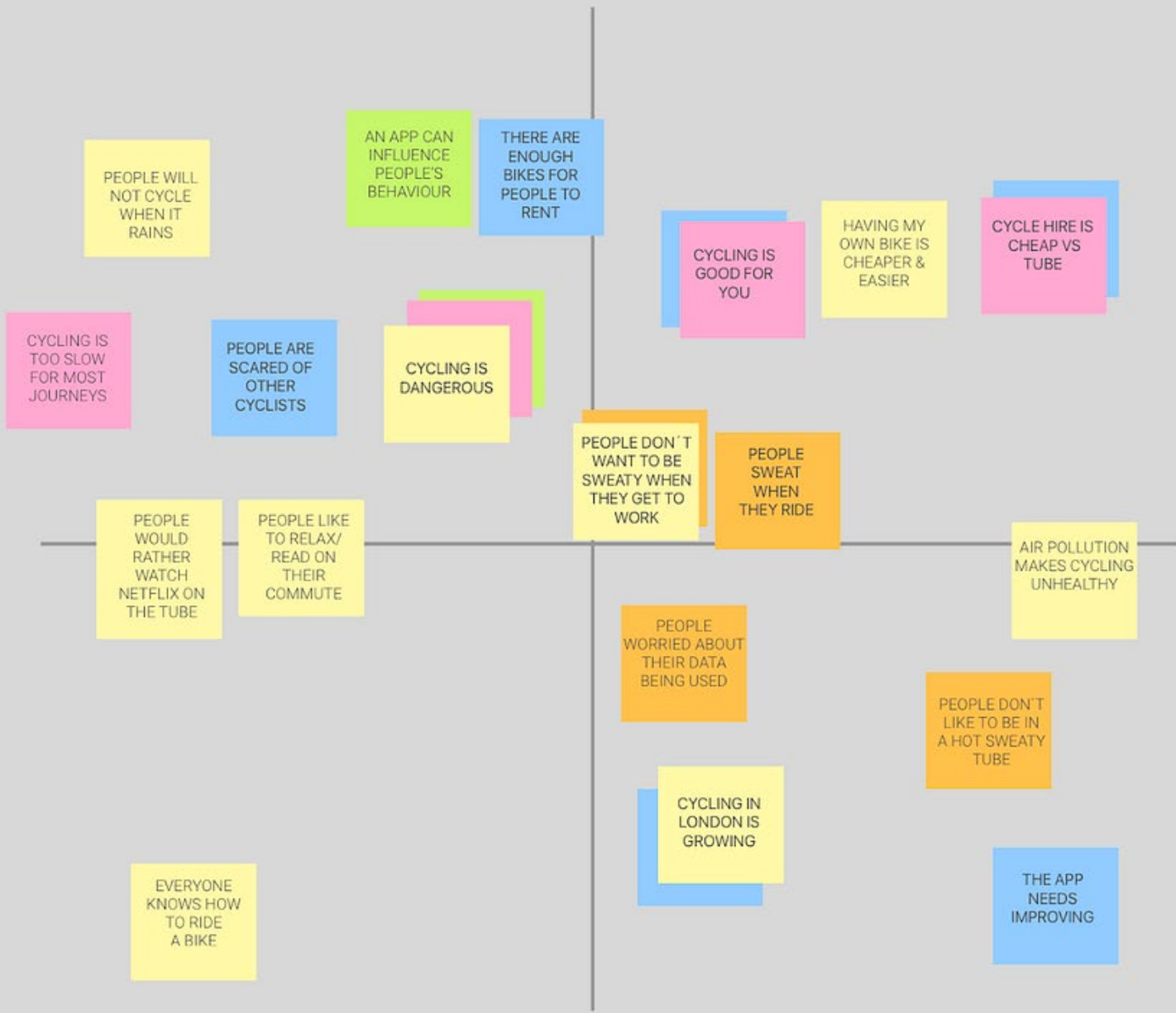
Risk = impact of being wrong about it

HIGH RISK

UNKNOWN

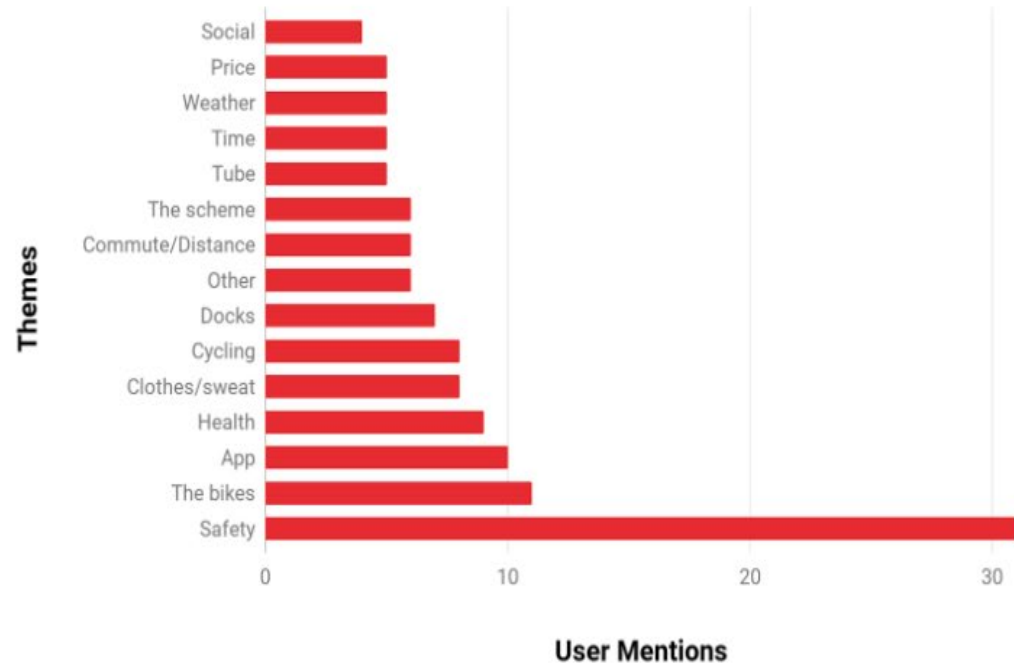
KNOWN

LOW RISK



Useful Tool: Affinity mapping

- of themes which arise in user feedback / surveys / interviews
- Simple technique to group / cluster ideas by theme / category



“From the user interviews, we identified three clear user groups. These were then translated into user personas

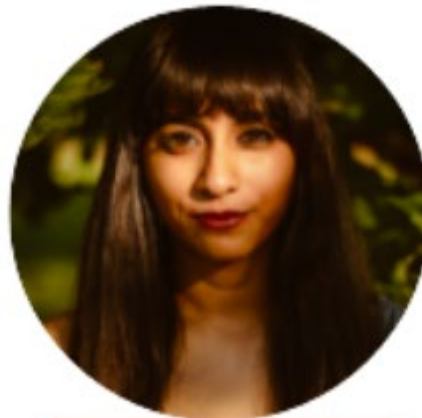
The *Regular Cyclist* is someone who cycles to work everyday, and owns their own bike. They cycle as they believe that cycling is the best method of transport to save time and money.

The *Environmentalist* aims to reduce their carbon footprint as much as possible, and wants to cycle as they believe that it's the most environmentally friendly way of travelling in London.

And finally, our main persona is *Charlotte, the Scared Cyclist*”



Regular Cyclist



Environmentalist



Scared Cyclist

Persona – Pains and Gains



Pains

What does a bad day look like for her?

What is she afraid of?

What keeps her awake at night?

What is she responsible for?

What obstacles stand in her way?

Gains

What does this person want and aspire to?

How does she measure success?

Given the subject at hand, how could this person benefit?

What can we offer this person?



"I want everything to be quick and easy"

Practical

Organised

Clean

Age: 23

Work: Law student

Family: Single

Location: London, UK

Character: Logistician (ISTJ)

Goals

- To save money
- To look presentable as much as possible
- To not die

Frustrations

- The underground smells
- I'm scared of other cyclists shouting at me
- I don't know how to dock a bike

Bio

Charlotte is a hard-working student who needs to save money and time.

She currently takes the bus to university but she recently got trapped on the bus and couldn't get off her stop.

She is considering other travel options because she doesn't like crowded places.

Personality



Brands & Influencers

ZARA

MUJI

BOBBI BROWN

Technology

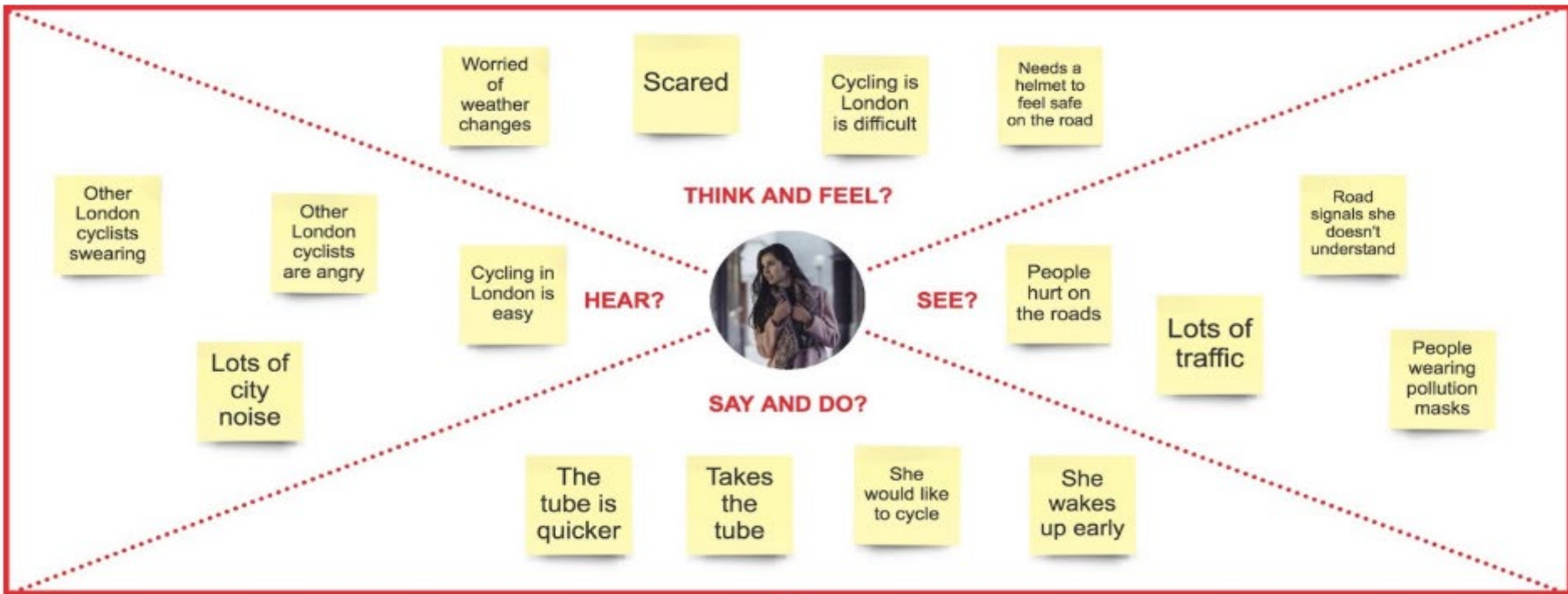


Useful Tool: Empathy map

GOAL: The goal of the empathy map is to gain a deeper level of understanding of the persona

Even if you don't understand the persona very well, the empathy-mapping exercise can help you identify gaps in your understanding and help you gain a deeper understanding of the things you don't yet know





PAIN POINTS

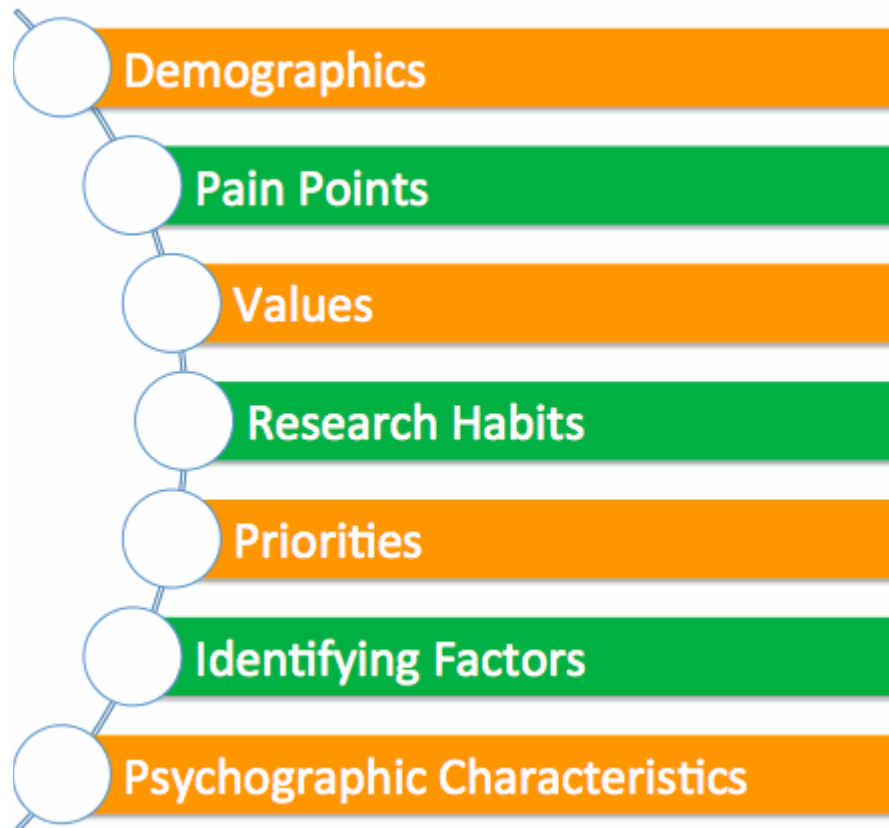
- Sweating while commuting
- Not knowing London roads
- Too hot in public transport
- Always queuing for transport

OVERALL GOAL

- Help the environment
- Be healthy and fit
- Save time
- Be modern

Exercise 1: Attempt to create a Customer Persona for your product

- What to include:



Some tools

- <https://uexpressia.com/?via=p2p>
- <https://www.delve.ai/?ic=p-18f04f5>
- <https://www.justinmind.com/blog/user-persona-templates/>
- <https://www.hubspot.com/make-my-persona>

Create a sample persona

- <https://xtensio.com/how-to-create-a-persona/>

