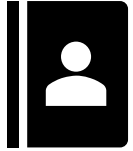


Innovation management

Seminar: Empathize/scoping



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Customer groups – developing persona



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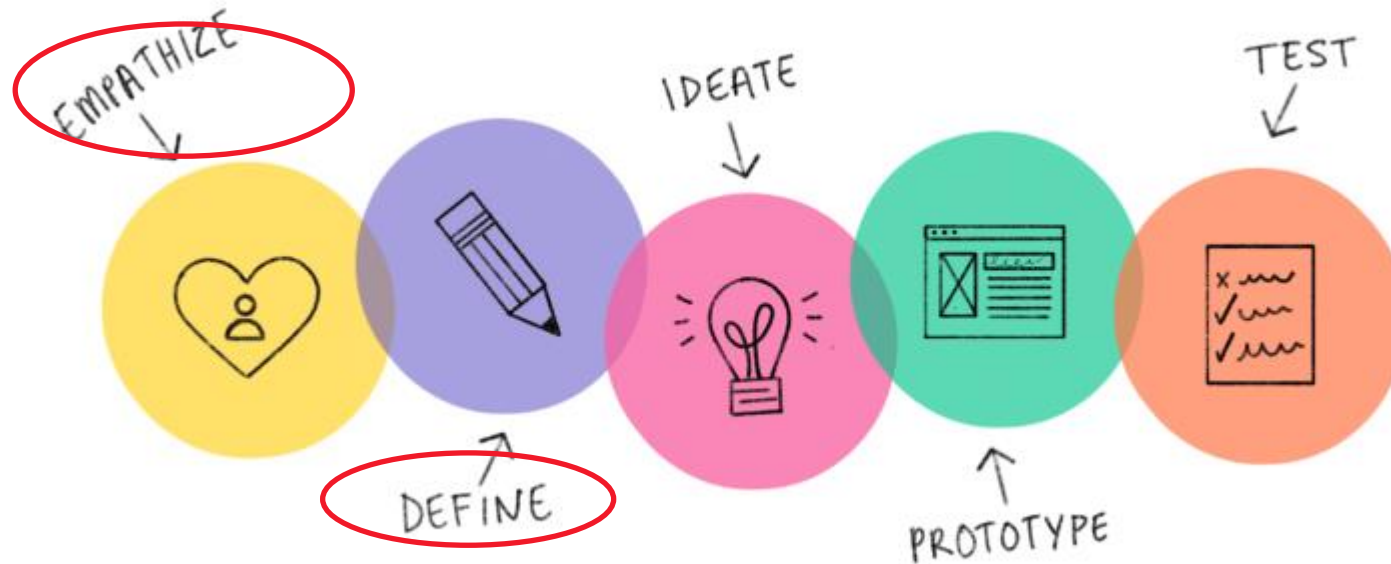


Kano model



First updated description of the game

Where are we standing?



Tasks of the project team:

- Interact with customers to internalize their needs and problems.
- Step back from own assumptions – generate real insights.
- Be aware of trends and changes.
- Adjust the product to these needs.

What are your aims?

- Identify areas for improvement of the existing game
- Identify relevant customer profiles and needs
- Align customer needs with potential areas of improvement

Customer groups – developing persona

slido



**Who are the customers of the game
"Sky Tycoons"?
What are their characteristics?**

① Start presenting to display the poll results on this slide.

Customer groups/segments

- Customer segments are normally identified data-based (e.g., focus groups, surveys, interviews, market analysis).
- Possible segmentation types:
 - Demographic (age, gender, education, occupation...)
 - Geographic (location, language...)
 - Psychographic (interests, hobbies...)
 - Technographic (usage of technology, soft- and hardware – when? how often?)
 - Needs' specificities (left- and right-handed)
- For each segment **customer persona** can be created.
- Validation is necessary → not possible in this course.

Customer persona

- Customer persona – ideal/half-fictional representation of the **customer within specific segment**.
 - Customer persona may help to identify the needs of specific customer groups.
 - Key components of the description correspond to the customer segmentation criteria: e.g., demographics, geography, **needs and pains**, behaviour...
-
- In reality the differentiation is made between customer (the one who buys) and the user (the one who applies/uses) the product.
 - For the scope of the course we will assume customer=user.

Customer persona

- Customer personas are generated based on the large amount of data from different sources.
- AI can also be used: specialized (e.g., delve.ai) or general (e.g., ChatGPT, Copilot) → focus today.
- Important: the more details you put in the prompt the better.
- These details may include answers to these questions:
 - What is your role?
 - What is the context of your task?
 - What are you planning to achieve? What is your goal?
 - What are the constraints/limitations? What specifically should or should not be included?
- Additional things to consider:
 - Provide examples
 - Specify tone of voice, language (formal/informal, style)
 - Specify structure/length of the answer
 - Test and adjust the prompt

Customer persona

Example 1 Copilot

Prompt: „Generate description of the customer persona for a serious game beer game. Provide a picture and a textual description“

Customer Persona: Alex Brewer

Name: Alex Brewer

Age: 35

Occupation: Supply Chain Manager at a mid-sized brewery

Location: Prague, Czechia

Education: Bachelor's degree in Business Administration

Marital Status: Married with two children

Background:

Alex has been working in the brewing industry for over a decade. He started his career in logistics and gradually moved up to a managerial position. His deep understanding of the supply chain dynamics in the brewing industry makes him an ideal participant for the beer game.

Goals:

- To optimize the supply chain processes at his brewery.
- To reduce costs and improve efficiency.
- To stay updated with the latest trends and technologies in supply chain management.

Challenges:

- Managing fluctuations in demand and supply.
- Coordinating effectively with suppliers and distributors.
- Implementing new technologies and processes within the team.

Interests:

- Passionate about craft beers and brewing techniques.
- Enjoys attending industry conferences and networking events.
- Likes to read books and articles on supply chain management and logistics.

Personality Traits:

- Analytical and detail-oriented.
- Proactive and always looking for ways to improve processes.
- Strong communicator and team player.

Technology Use:

- Regularly uses supply chain management software.
- Active on professional networks like LinkedIn.
- Frequently reads industry blogs and participates in online forums.



Customer persona

Example 2 Copilot

Prompt: „We are the innovation managers, who have a task to innovate a serious game beer game. The aim is to align it with the development of technologies. Thus, we need to create customer persona to understand customer needs. Please, create the textual description of the customer persona for the customer segment – business administration student, who is technologically affine. Add such categories as name, demographics, geography, needs and pains, interests, technological behaviour. Add the picture of this persona.“

Customer persona

Example 2 Copilot

Needs and Pains:

•Needs:

- Access to the latest technology and tools for both academic and personal use
- Efficient ways to manage time and academic workload
- Opportunities for networking and professional growth

•Pains:

- Balancing academic responsibilities with part-time work
- High cost of technology and software subscriptions
- Limited time for social activities and relaxation

Interests:

•Hobbies:

- Playing video games
- Participating in tech meetups and hackathons
- Reading about the latest business and tech trends

•Extracurricular Activities:

- Member of the university's business club
- Volunteer at local tech events

Technological Behaviour:

•Devices:

- Owns a high-performance laptop, smartphone, and tablet
- Frequently upgrades to the latest gadgets

•Software:

- Uses productivity tools like Microsoft Office, Trello, and Slack
- Engages with online learning platforms like Coursera and LinkedIn Learning

•Online Presence:

- Active on LinkedIn, Twitter, and tech forums
- Regularly follows tech influencers and business leaders on social media

Customer Persona: Alex Novak

Name: Alex Novak

Demographics:

•**Age:** 22 years old

•**Gender:** Male

•**Education:** Undergraduate student in Business Administration

•**Income:** Limited (student budget, part-time job)

Geography:

•**Location:** Prague, Czechia

•**Living Situation:** Lives in a shared apartment with other students



Task customer persona

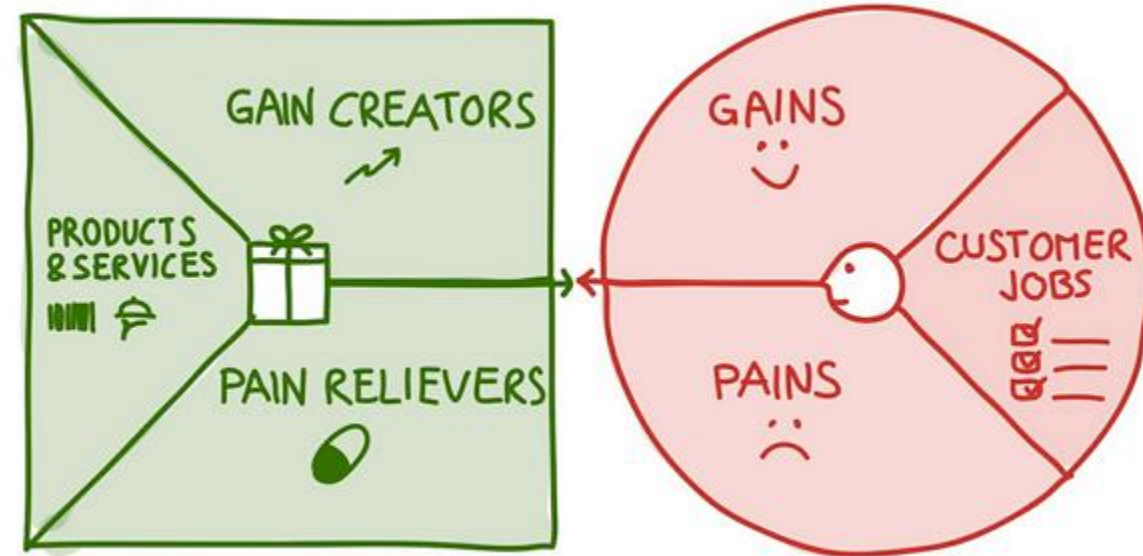
Using AI, generate a customer persona for the following customer segments for the „Sky Tycoons“ game:

Team	Customer segment
Team 1	
Team 2	
Team 3	
Team 4	

Value proposition canvas

Value proposition canvas

- Was introduced in the book “Value Proposition Design” (2014) by Alan Smith, Alexander Osterwalder, Yves Pigneur, Gregory Bernarda.
- **Main idea:** identify customer profiles and connect them to the products’ value proposition → identification of the **product-market fit** with the help of the visualization.



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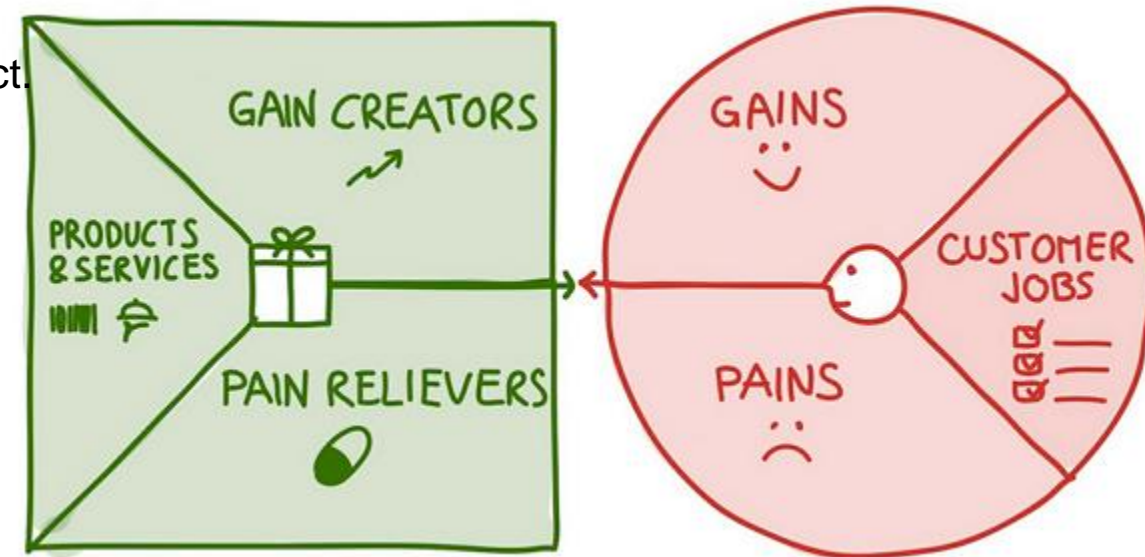
Value proposition canvas

– Customers' side:

- **Gains** – the benefits which the customer expects and needs, which would increase the probability of buying/using the product.
- **Pains** – the negative experiences, emotions and risks that the customer experiences.
- **Customer jobs** – the functional, social and emotional tasks customers are trying to perform, problems they are trying to solve, and needs they wish to satisfy.

– Producers' side (value proposition):

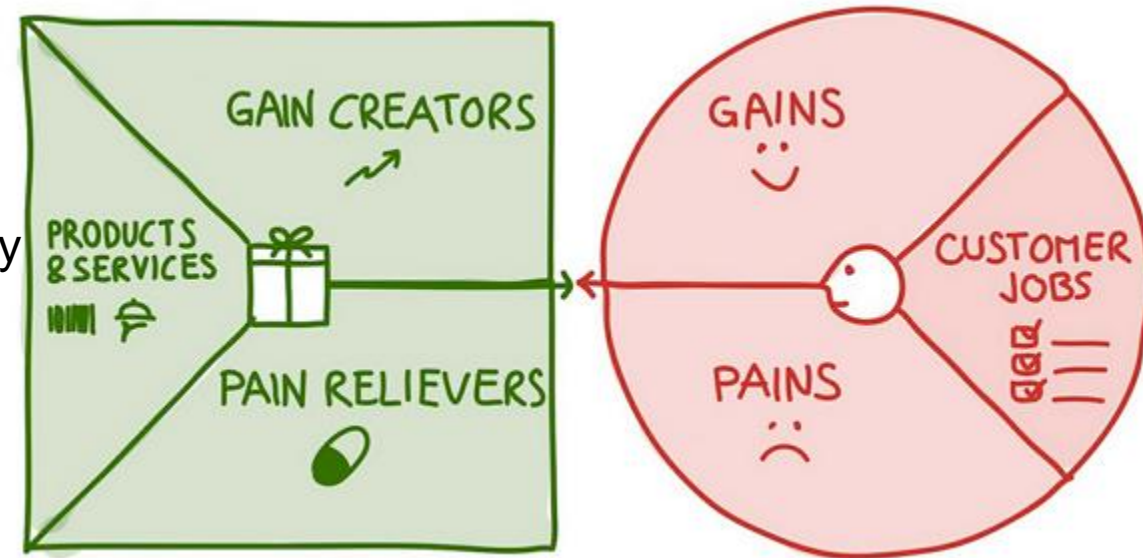
- **Gain creators** – how the product or service creates customer gains and how it offers added value to the customer.
- **Pain relievers** – a description of exactly how the product or service alleviates customer pains.
- **Products and services** – create gain and relieve pain, and underpin the creation of value for the customer.



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Value proposition canvas

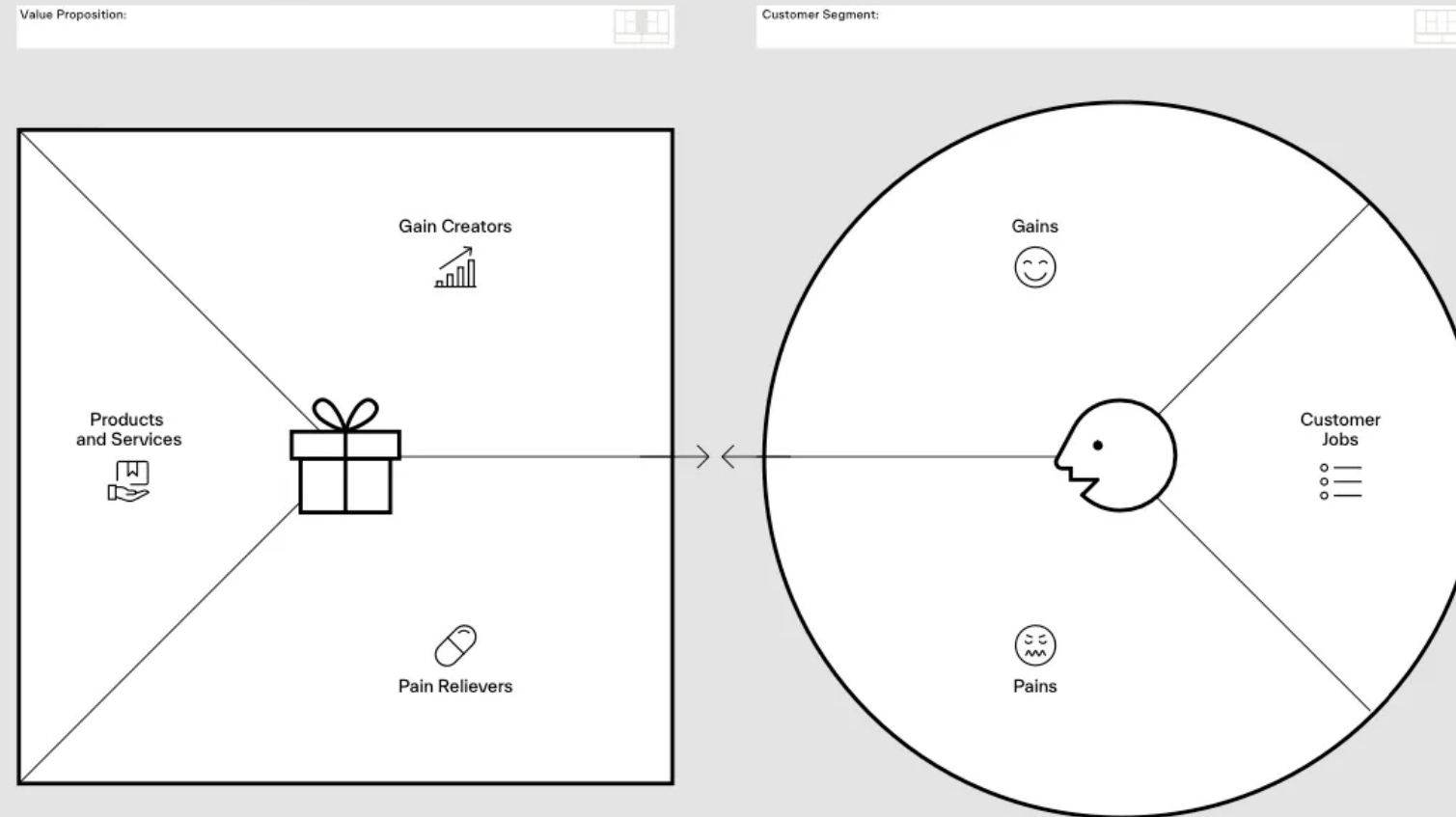
- Generated value proposition canvas may be validated by customer research and continuously improved.
- Distinction between different categories (kano model) can be identified.



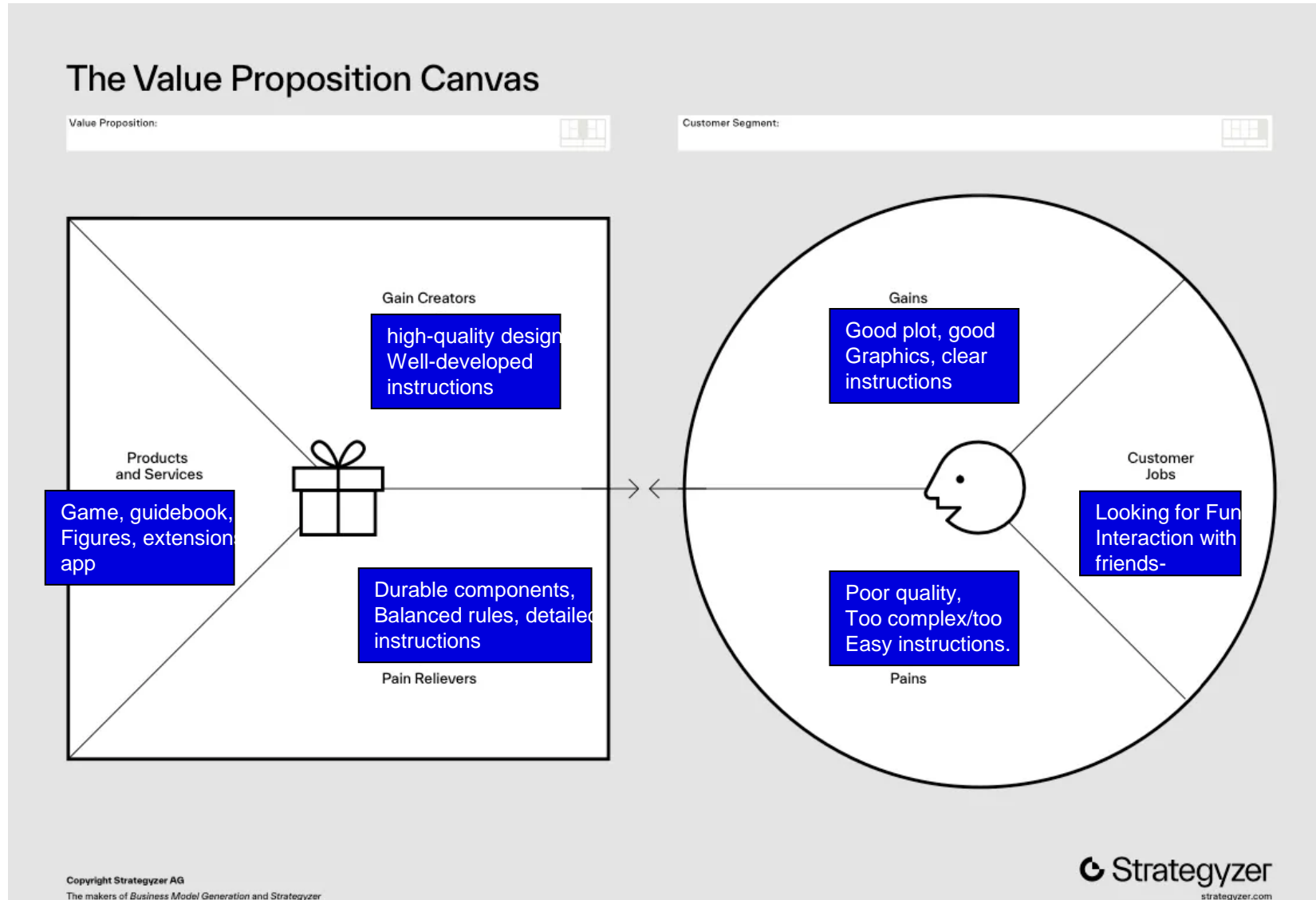
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Value proposition canvas

The Value Proposition Canvas



Value proposition canvas - example



Task value proposition canvas

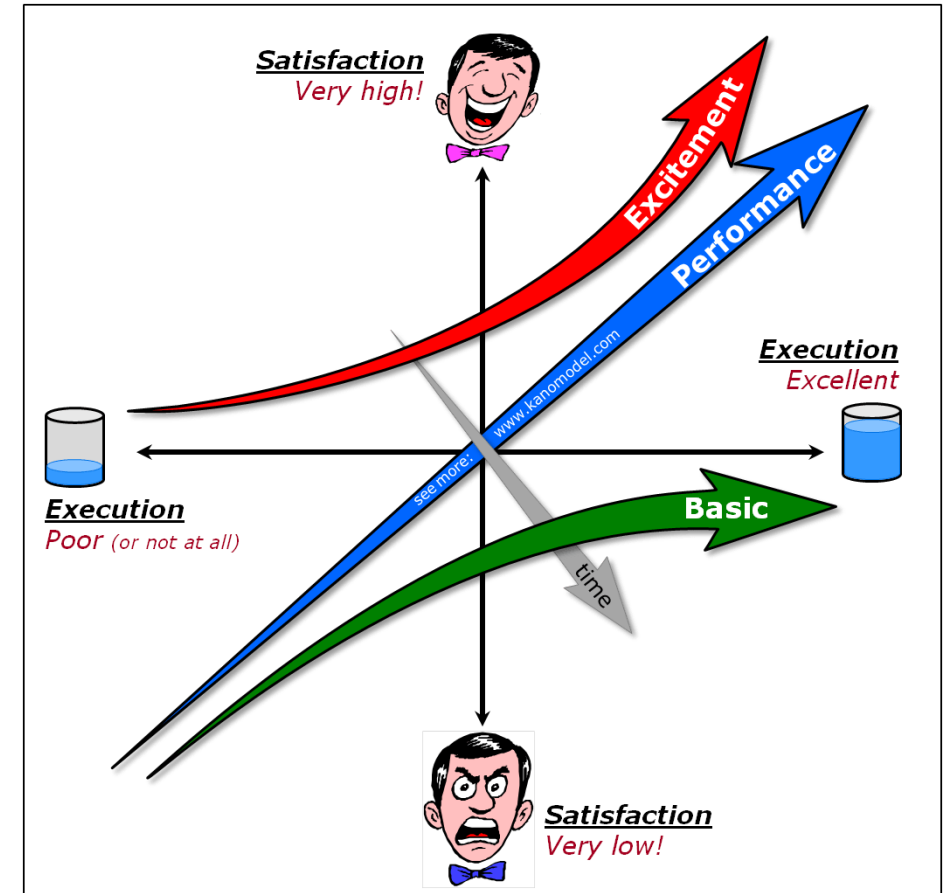
- Generate value proposition canvas for the respective customer segment → develop what was suggested by AI in case of pains and gains.
- The template can be taken from here:



Kano model

Kano model

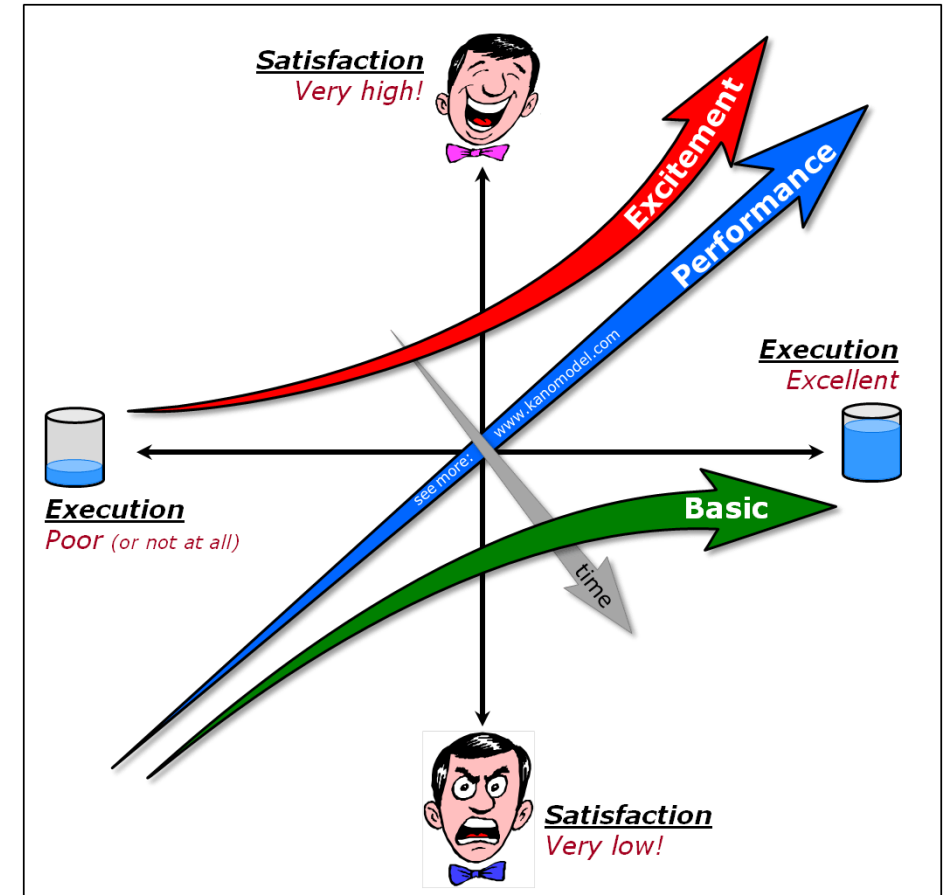
- Created by Japan's professor Noriaki Kano in 70s-80s. Predecessor – two-factor-theory by Frederick Herzberg.
- **Main idea of two-factor theory:** „hygiene“ factors define employee dissatisfaction, and „motivation“ factors independently define employee satisfaction.
- **Main idea of Kano model:** understanding and prioritizing customer needs → 5 types of product characteristics' categories independently impacting satisfaction.



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Kano model

Category	Description
Must be (Basic)	are taken for granted, the customer becomes aware of them when they are not present.
One-Dimensional (Performance)	are explicitly demanded by customers, thus impacting satisfaction. If they are not met, customers will be dissatisfied.
Delighters (Excitement)	are able to excite customers. They are not expected, and a lack of them does not cause dissatisfaction.
Indifferent	lead neither to satisfaction nor to dissatisfaction regardless of their presence.
Reverse	if they exist, they lead to dissatisfaction, but if they are not present, they do not create satisfaction.

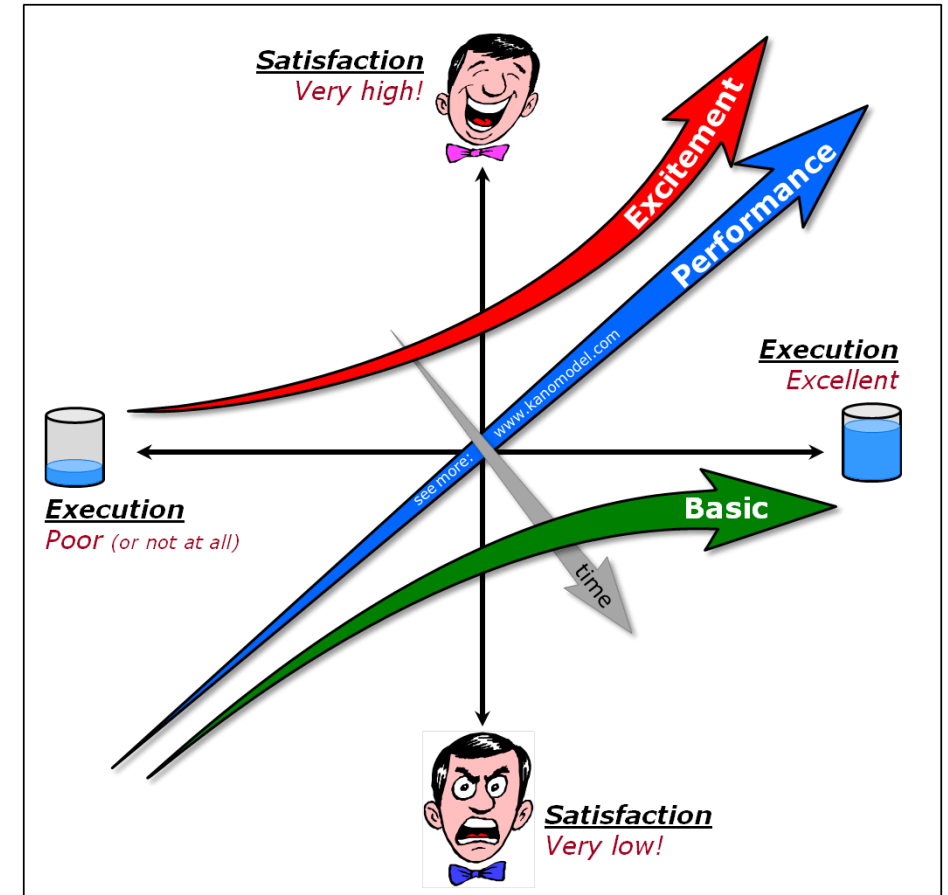


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22 → These features may change over time.

Kano model

Category	Examples – board game
Must be (Basic)	Presence of all necessary pieces.
One-Dimensional (Performance)	Game plot; game length.
Delighters (Excitement)	App supporting the game, ability to share results with the community online; presence of extensions.
Indifferent	The font on the box, the color of the box.
Reverse	Necessity to play with four players.



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Kano model

How to identify the features?

Example

	I like it	I expect it	I am neutral	I can tolerate it	I dislike it
Functional					
How would you feel if the product had ...?					
How would you feel if there was more of ...?					
Dysfunctional					
How would you feel if the product did not have ...?					
How would you feel if there was less of ...?					

Source: <https://www.qualtrics.com/uk/experience-management/research/kano-analysis/?rid=ip&prevsite=en&newsite=uk&geo=DE&geomatch=uk>

Task Kano model

- Generate Kano model for your customer segment.

First updated description of the game

First updated description of the game

- Based on the identified customer needs, what can be changed in the game „Sky Tycoons“?
- Think about the area in the game, which can be changed/improved.
- It can relate to game rules, parts, technical equipment etc.
- You do not have to stick to your customer segment – every segment can be considered.

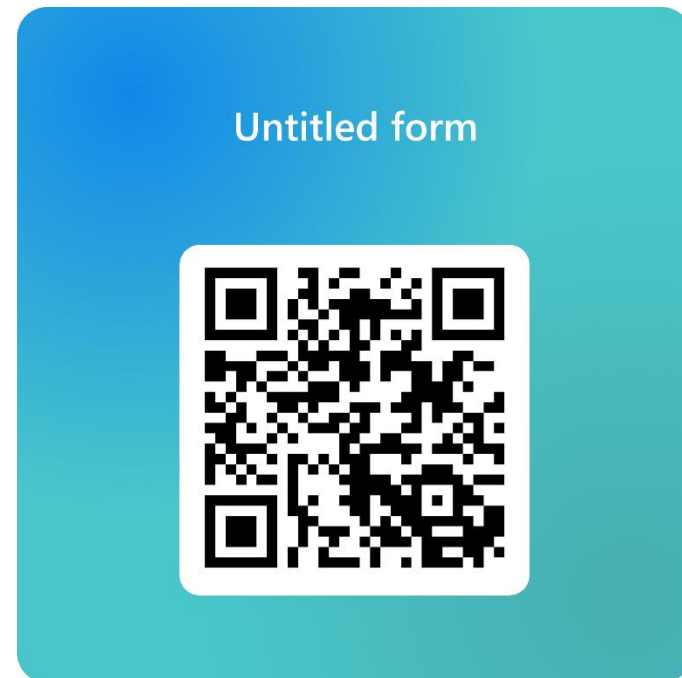
→ Afterwards: write a first short description of the updated product. It should highlight the product's value to potential customers. This description will be added in the business plan.

Gate & feedback



Gate: Empathize

- **Gate Criteria:** <https://forms.office.com/e/jKXR3nxkHa>
- **Exit Criteria:** at least 3 stars for each criterion
- **Next Steps After Passing the Gate:** Proceed to business case development stage → customer insights will be used.



To dos:



Further develop the description of the product.



Generate the parts “Case Synopsis” and “Learning objectives” of the teaching notes.

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**What is your feedback on the seminar?
What did you like? What can be improved?**

① Start presenting to display the poll results on this slide.