TE 250: Week 5
Stakeholder Ecosystem Mapping

Mark Karasek
mkarasek@illinois.edu
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Agenda

- Review homework examples
- Customer/Stakeholder Roles
- Ecosystem/Stakeholder Maps
- Customer Segments
- Archetypes/Personas
- Guest Speaker: Joe Jablonski, Co-founder and Chief Product Officer, Ocient
Homework examples
Customer Segment

Gains:

- Would like mental health support that is customized to individual needs. (Youth Customizability)
- Needs cost effective alternative to professional mental healthcare. (Youth Income)
- Would like entertainment within a wellness solution. (Youth Engagement)
- Desires anonymity to limit human to human interaction regarding private traumas. (Youth Privacy)
- Would like an everyday outlet for independent mental health strategies. (Youth Self-Care)

Our target customers are youth (14-24 years old), primarily university students, who experience non-personalized access to mental health services.

Jobs:

- Connect clients with professional mental healthcare services
- Teach clients day to day mental health strategies that make users feel consistently happier.
- Enable user-tracking of mental health symptoms, such as storing one’s daily feelings into a calendar.
- Avoid users having the feeling of being uncomfortable from scheduling appointments over the phone or in person.

Pains:

- Clients face loneliness and casual lows contributed by university academic load.
- With a busy workload, clients are unable to fit into competitive scheduling from mental health services.
- Clients require a more personalized solution to help during times of acute lows.
- Researching types of healthcare is confusing for youth, and it takes too long.
- Extensive research is required to understand the professional mental health services in one’s area.
- The cost of seeing a professional mental health specialist is too expensive.
Customer Segment

People living in homes that have low-rise and flood prone areas or stand-alone homes

Gains:
- Less anxiety and stress when extreme weather occurs
- No more water damage
- No more clean up
- Healthy environments in areas that have flooded

Jobs To Be Done:
- Prevent water from entering the Home
- Stop intense water damage on Personal items
- Better system for removing water/Stopping water

Pains:
- Cleaning up is long and exhaustive after Floods
- Damages are expensive
- Very stressful situation
- Brings down house property value
- Water damage leads to dampness and molding, causing potential health problems like allergies, fungal infections, asthma attacks and
- Seeking damage claims is lengthy and time-consuming
Value Proposition Canvas

Gain Creators

Fitness enthusiasts who want to exercise from the comfort of their own home or at the gym.
Individuals who have busy schedules or limited access to a gym.
Fitness professionals who want to manage their clients' workouts and progress.
People who are new to gyms and are nervous about gymming in a public setting.

Products and Services

List the Products and Services your value proposition is built around.

Describe how your products and services alleviate customer pains.

Gains

Describe the outcomes customers want to achieve or the concrete benefits they are seeking.

- Improve overall physique, strength, and stamina.
- Feel energetic throughout the day.
- Confidence through appearance.
- Have a better understanding of their body, overall posture during exercises, and how to take care of it.

Describe what customers are trying to get done in their work and in their lives, as expressed in their own words.

Customer Jobs:
- Improve physical fitness and overall health.
- Obtain access to personalized fitness programs tailored to their goals and abilities.
- Track their progress and stay motivated.
- Connect with a community of like-minded individuals.

Customer Ends up feeling helpless and insecure when gymming.

Gain Creators

Describe bad outcomes, risks and obstacles related to customer jobs.

- Unable to get access (too expensive, too few trainers) to good gyms.
- Difficulty finding a personalized fitness program that meets their needs and goals.
- Daily routine does not match the time when gyms are open.
- Risk of injury while performing exercise without good trainers
- Lack of space indoors for physical exercise
- Lack of motivation to consistently go to the gym.
- Nervousness and lack of confidence in going to the gym.
Snackpass offers a mobile platform for takeout ordering and managing. They provide a seamless ordering experience and reward users for their loyalty.

For restaurant owners they provide tools to help them manage their takeout orders and get insight into their customer base.

**Gain Creators**

- **Consumers**
  - No additional fees for consumer
  - Convenient ordering via app
  - Users can gift points to friends in their network

- **Restaurants**
  - Repeatable business through built-in retargeting and loyalty features.
  - Better predictability and increased throughput, due to better insight
  - Turns customers into followers

- **Consumers**
  - Mobile-driven platform for pre-ordering
  - Takeout from local restaurants
  - User can pay online
  - Users can earn reward points on their digital punch card

- **Restaurants**
  - Reduced labour cost, by automating order process.
  - Access to Snackpass user base drives new customers to restaurants.

**Gains**

- **Consumers**
  - Don’t pay fees for pre-ordering
  - Order mobile
  - Enjoy quality time with friends

- **Restaurants**
  - Reward loyal customers
  - Increase through put
  - Reach new customers

- **Consumers**
  - “I want to grab something to eat without having to wait in line or waste time searching for a restaurant.”
  - “I love catching up with friends over a meal and would love to have a way of ordering takeout food together.”
  - “I want to build a relationship with my customers and have them come back.”
  - “I want to boost my sales and reach new customers”
  - “I want to streamline my takeout process.”

**Pains**

- **Consumers**
  - Long lines and/or waiting time for food.
  - Manual cashier processing
  - Reward programs are linked to one person.

- **Restaurants**
  - Difficult to attract new customers
  - Labour cost

**Customer Segment**

- Consumers (currently primarily college students)
- Restaurants

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Customers and Stakeholders
Who is the customer?
Stakeholders Roles

End User
The person who will actually use the product or service.

Decision Maker
The person with the clout to decide which solution gets adopted

Payer
The person who has the budget for the solution

Influencer (external)
The person who ‘weighs in’ on the solution selection, adoption, and/or purchase

Recommender (internal)
A person tasked with making solution recommendations

Saboteur
A person who loses out if the solution is adopted
Customer Roles Worksheet

For your project, list the specific role/job title that is likely to represent the various influence roles in the customer buying center. Note that some roles may not be relevant in your situation (e.g., insurance companies or “payers” play a critical role in healthcare payment, but may not be a critical role in other industries).
Multiple Customer Segments

• Each has its own Value Proposition(s)
• Each has its own Revenue Stream
• One segment cannot exist without the other
• *Which one do you start with?*
Customer Roles - Team 17 MLProfiler

- End User
- Decision Maker
- Purchase
- Payer
- Influencer
- Recommender

ML/Infrastructure Developers
Sales Rep for competitor
Management, Technical Leads
Management, Product Managers, Technical Leads
ML/Infrastructure Developers

Constructive Feedback
Currently looking at education as the next market

End User: Elementary, Middle School & High School Teachers, esp Special Ed Teachers

Decision Maker: Director of Secondary Education

Payer: Accounts within school district. In Iowa, accounts within regional mental health districts.

Influencer: State Reps, State Senators, Staff at Education for Equity, parents, and others who pressure schools

Recommender: Primarily teachers & parents, but may include principal or superintendent.

Saboteur: Oddly, a middle-to-high manager at a regional mental health district. Also a well-established local psychologist.
Working Groups

10 minutes

Stakeholders
By Title & Organization
Who is the customer?
Mapping the stakeholders/customer roles
This is the first ecosystem map most of us saw

https://garsidej.wordpress.com/gcse-aqa-new/the-living-world/ecosystems/
Ecosystem – Our working definition

How your product interacts with the world once it is in the hands of the customer.
So how do we build one?

• Start with a list of anyone who you think might play a role in your ecosystem (your stakeholders)
  • Customers
  • Suppliers
  • Distributors
  • Servicers
  • Infrastructure/platform providers
  • ...

• Learn how they interact
An example from the agricultural equipment industry. Equipment sellers like to show harvest running like this:
Grain Harvest Logistics Ecosystem – who should we consider?

• Farmers
• Combine Operators
• Grain Cart Operators
• Grain Truck Drivers
• Public Grain Elevators
• Farmer Owned Grain Storage
• Grain Originators *(learn the vernacular!)*
• ...

However... there are logistical, equipment and traffic challenges...
A simple map for the farmer during harvest

Combine Operator

Private Grain Facility

Grain Cart Operator

Public Grain Facility

Grain Truck Operator

Grain Originator

The Farmer
What goes where?

- Combine Operator
- Grain Cart Operator
- Grain Truck Operator
- Private Grain Facility
- Public Grain Facility

The Farmer

Grain Originator

Grain
What goes where?

- Combine Operator
- Grain Cart Operator
- Grain Truck Operator
- Grain Originator
- Private Grain Facility
- Public Grain Facility

Grain
Money

The Farmer
What goes where?

- **Combine Operator**
- **Grain Cart Operator**
- **Grain Originator**
- **Public Grain Facility**
- **Private Grain Facility**
- **Grain Truck Operator**

**Grain**

**Money**

**Information**
Dotlens – Add-on smartphone microscope lens

• Decision maker
  • Teachers

• Economic payer
  • Dept Head, Principal, School Board, Grant Funder

• Saboteurs
  • Microscope sellers

• Influencers
  • Existing science kit suppliers

• End users
  • Science students in middle and high school

Dotlens – Add-on smartphone microscope lens

Build the Healthcare - Home Healthcare Ecosystem

Patient
- recover, comfort
- quality of care, cost

End User patient
- Family
- Clinician
- Diagnostics
- Healthcare Bags
- Consumables
- Infection Control
- Telehealth
- EHR
- Billing

Caregivers
- decision maker
- quality of care cost

Product
- Products/Services
- Information

Purchasing Agents
- Money

Funders CMS/Gov
- Money

Funders Insurance Companies
- Money

Influencers Hospitals
- Types of Non-skilled care

Providing Healthcare in the Home
- Patient (out of pocket)

Economic payer
- quality of care cost
Insights and takeaways

• The map is a tool to help you achieve an understanding of your ecosystem by making it visible.
• Use it to help figure out
  • Who the players are
  • Who you need to interview
  • What to ask them about
• The map will change as you learn more
Working Groups

10 minutes

Ecosystem/Stakeholder Map
Who is the customer?
Customer Segments
Definition: Customer Segments

• A well-defined group of people that share the same need/job/problem and can be served by the same business model.
What Makes a Good Customer Segment?

• They are PEOPLE (not companies, departments, ...)

• They *immediately* grasp the value and “own” the metric

• *Obvious* who they are
  • You could go to LinkedIn and/or co. directory and search for them

• There are very few people that fit the description that *won’t* buy your product
  • Laser focused on a well-defined group that ALL share the strong and direct value proposition

• Share the same business process and *why* for buying

• List ALL the key stakeholders
Customer Segmentation

Common Mistakes

• Too broad and vague

• Confused with industry segments

• Not traced through the value chain

• At organizational or department level

• Customer doesn’t “own” the metric or value
Archetypes and Personas
What is it?

...fact based visual representation of a set of users that helps visualize, understand and build relevant connects with the target users...

https://userguiding.com/blog/user-persona-examples/

...depiction of your ideal customer based on actual data from market research, competitor analysis, and existing customer profiles...

https://www.semrush.com/blog/buyer-persona-examples-beyond-basics/
Archetypes – Who Am I?

- Jobs to be done
- What do I worry about
- How do I want people to feel about me
- What are my demographics (age, disposable income, where do I live, etc.)
- What are my psychographics (values, beliefs, contributions, volunteer, etc.)

- Soccer Mom?
- Surfer Dude?
- GM Engineer?
- Volunteers? Where is your ideal place to live?
Bridget Day

**Age:** 26

**Occupation:** Marketing Director

**Status:** Single

**Location:** New York, NY

**Tier:** Enthusiast

**Archetype:** The Marketer

**Motivations:**
- Incentive
- Fear
- Achievement
- Growth
- Power
- Social

**Goals:**
- To grow a strong industry reputation
- To build her own blog
- To expand and learn new skills

**Frustrations:**
- Slow download times
- Data crashes
- Poor communication

**Personality:**
- Extrovert
- Introvert
- Sensing
- Intuition
- Thinking
- Feeling
- Judging
- Perceiving

**Technology:**
- IT and Internet
- Software
- Mobile Apps
- Social Networks

**BIO:**
Bridget’s business has been slowing lately and she could really use a set of skills that would help her understand evolution of her work.

**Action:**
- Read How To articles
- Looking for expert analysis

“I would like to find and learn skills that would help me grow my business footprint online.”

https://userguiding.com/blog/user-persona-examples/
Drew
Influencer

ABOUT
- Age 25-34
- S50K-75K
- High Tech Proficiency

EVENT ATTENDANCE ATTRIBUTES
Frequent event go-ers (monthly), tend to be very early planners, and more likely to travel regionally or nationally for an event, tend to go to trending events only.

EVENT INFLUENCERS
- Friends
- Cultural
- Adventure
- Learning
- Networking
- Hype
- Credibility

MOTIVATIONS
Motivated to find new things to do and share them with network, having influence, being the first to know about something and getting tickets right away.

CORE NEEDS
Finding events on social media and being able to easily share them. Being able to see trending events that will up their Klout. Also getting notifications of on-sale so they can be the first to get tickets.

PAIN POINTS
Finding the time to attend events and staying on budget.

<table>
<thead>
<tr>
<th>39%</th>
<th>Total Universe GTV</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Events per month</td>
</tr>
</tbody>
</table>

*(GT) Calculated based on # of Users x Frequency of Events. Based on a study conducted with 110 participants.*
B2C Customer Persona

Mrs. Clark Grimes

**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 place 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.

**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.

**Demographic info**

- **Age**: 37
- **Location**: New York State
- **Family Status**: Married, 2 children
- **Education level**: Graduate degree
- **Income level**: $150,000+

**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.

**Communication channels**

- **Channels**: Instagram, Mom influencers, WoM
- **Content types and formats**: Blog posts, videos
- **Content topics**: Life in NYC state, raising kids, buying a home

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https://www.semrush.com/blog/buyer-persona-examples-beyond-basics/
B2B Customer Persona

Shawna Cummings

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.

Key info
- Age: 36
- Location: San Francisco
- Education level: Bachelor's Degree
- Job title: Founder/CEO
- Company type: Small agency

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.

https://www.semrush.com/blog/buyer-persona-examples-beyond-basics/
Susan Johnson

“I'm a very active person, enjoy a lot with my work, but I hate wasting my time.”

**Age**: 28  
**Occupation**: Marketing consultant  
**Status**: Married  
**Location**: Brooklyn, NY  
**Tier**: Pro  
**Archetype**: The advocate

**Motivations**
- Incentive
- Fear
- Achievement
- Growth
- Power
- Social

**Goals**
- Improve the timing to design surveys
- Review and extract info from previous surveys easily
- Upgrade the communication channel

**Frustrations**
- Writing initial draft without all the necessary knowledge
- Waiting for feedback and ability to reflect the changes
- Conflicting inputs between managers, partners, and clients

**BIO**
Susan is a marketing consultant who lives in the great city of New York. She is married one year ago. She loves running, going out with their friends and family. At home, at work, she gives the best of her, she knows how to deal with people. She is a hard worker that she need to get results soon and be rewarded.
Wrapping up
Week 5 Wrap Up

• No individual homework
• Team homework –
  • Complete customer roles/stakeholder worksheet for your project
  • Build a stakeholder ecosystem map using the identified stakeholders
• Watch videos and read books
  • Books????????
Guest speaker – Joe Jablonski
Co-founder and Chief Product Officer Ocient.