

THE EMPATHY MAP

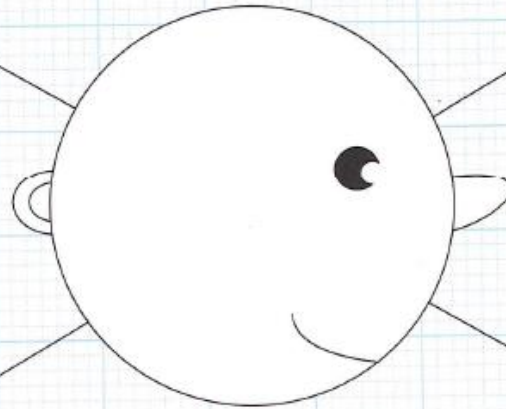
Building Business Models on Customer Insights

A. Osterwalder e.a., Business Model Generation, Wiley, 2010, p. 130 ff

What does she
**THINK AND
FEEL?**

what really counts
major preoccupations
worries & aspirations

What does she
HEAR?
what friends say
what boss says
what influencers say



What does she
SEE?
environment
friends
what the market offers

What does she
**SAY AND
DO?**
attitude in public
appearance
behavior toward others

PAIN
fears
frustrations
obstacles

GAIN
wants/needs
measures of success

The Empathy Map

Few of us enjoy the services of a full team of social scientists, but anybody examining a business model can sketch profiles of the Customer Segments addressed therein. A good way to start is by using the Empathy Map, a tool developed by visual thinking company XPLANE. This tool, which we also like to call the “really simple customer profiler,” helps you go beyond a customer’s demographic characteristics and develop a better understanding of environment, behavior, concerns, and aspirations. Doing so allows you to devise a stronger business model, because a customer profile guides the design of better Value Propositions, more convenient ways to reach customers, and more appropriate Customer Relationships. Ultimately it allows you to better understand what a customer is truly willing to pay for.

How to Use the (Customer) Empathy Map

Here’s how it works. First, brainstorm to come up with all the possible Customer Segments that you might want to serve using your business model. Choose three promising candidates, and select one for your first profiling exercise.

Start by giving this customer a name and some demographic characteristics, such as income, marital status, and so forth. Then, referring to the diagram on the opposite page, use a flipchart or whiteboard to build a profile for your newly-named customer by asking and answering the following six questions:

1

WHAT DOES SHE SEE?

DESCRIBE WHAT THE CUSTOMER SEES IN HER ENVIRONMENT

- What does it look like?
- Who surrounds her?
- Who are her friends?
- What types of offers is she exposed to daily (as opposed to all market offers)?
- What problems does she encounter?

2

WHAT DOES SHE HEAR?

DESCRIBE HOW THE ENVIRONMENT INFLUENCES THE CUSTOMER

- What do her friends say? Her spouse?
- Who really influences her, and how?
- Which media Channels are influential?

3

WHAT DOES SHE REALLY THINK AND FEEL?

TRY TO SKETCH OUT WHAT GOES ON IN YOUR CUSTOMER’S MIND

- What is really important to her (which she might not say publicly)?
- Imagine her emotions. What moves her?
- What might keep her up at night?
- Try describing her dreams and aspirations.

4

WHAT DOES SHE SAY AND DO?

IMAGINE WHAT THE CUSTOMER MIGHT SAY, OR HOW SHE MIGHT BEHAVE IN PUBLIC

- What is her attitude?
- What could she be telling others?
- Pay particular attention to potential conflicts between what a customer might say and what she may truly think or feel.

5

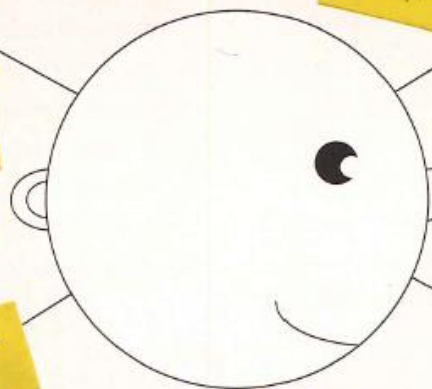
WHAT IS THE CUSTOMER’S PAIN?

- What are her biggest frustrations?
- What obstacles stand between her and what she wants or needs to achieve?
- Which risks might she fear taking?

6

WHAT DOES THE CUSTOMER GAIN?

- What does she truly want or need to achieve?
- How does she measure success?
- Think of some strategies she might use to achieve her goals.



how secure is my job position?

what are all these new IT trends about?

I need to manage costs!

how can I best align business & IT?

how can I justify these new IT investments?

What do I need to do?

WANT AND FEEL?

I really need vacation soon!

is Google a viable alternative?

how can I get more attention from the CEO?

Worries & Aspirations

I can't really go wrong with Microsoft

we need this...!

I'm tired of Microsoft's license costs

Google apps are awfully cheap

What does she think?

we need that...!

you need to cut costs!

open source software is gaining market share

my users are always complaining

is our IT really secure?

are you really creating business value?

er

friends

IT costs too much in our company

this has to be done... tomorrow!

my employees are using Google apps for private purposes

the market offers

I read about this new IT trend, do we have that?

I'm an innovator

I need to cut costs!

every time there is a software upgrade I have to buy new licenses

open source software is robust and free

Microsoft forces Outlook changes again and again

I have it all under control

we can't do that with our systems

I am closely watching the new IT trends

these new IT trends don't work in the enterprise

at

appearance

ward others

overworked IT staff	hacker attack	lack of influence on business
user feedback	new version new license fees	downtime
insufficient IT budget	rapid technological change	need for external IT consulting

positive management feedback	invest IT budget in high business value projects	happy users
business & IT alignment	no maintenance costs	software that doesn't require training
totally secure IT environment	IT seen as a critical business factor	sufficient time for mission-critical projects