TE 250: Week 5 Stakeholder Ecosystem Mapping

Mark Karasek

mkarasek@illinois.edu

WED | SEPT 20

Come pitch your ideas, find teammates to scale your startup, or just sit back and check things out at **SocialFuse!**
RSVP | go.illinois.edu/socialfuse
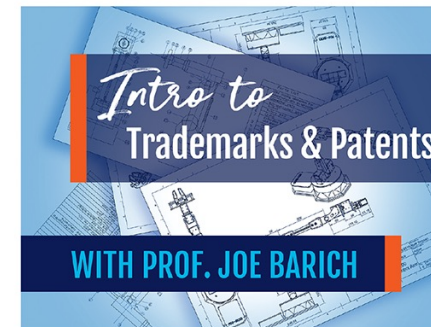
THURS | SEPT 28

Hear from advisers and current students and learn how the **Innovation, Leadership, and Engineering Entrepreneurship (ILEE) Dual Degree** can help you gain a competitive edge in the job market.
RSVP | go.illinois.edu/ILEE

TUES | SEPT 26

Learn about the week-long trip to Silicon Valley where a select group of students learn from entrepreneurs and alums. **Application deadline for the trip is Oct. 1. go.illinois.edu/svew**

APPLY BY OCT 1

Now available to grad students in almost every Grainger Engineering program! Learn to tackle the business facets of industry-relevant problems and have these skills officially recognized on your transcript. **go.illinois.edu/eigrad**

WED | SEPT 27

Join us for the **Startup City Scholars Networking, Kickoff, and Info Session.** Learn how you can build a startup with UChicago students and get course credit.

go.illinois.edu/scs

THURS | OCT 5

For students working on a startup! Come learn about the basics of trademarks and patents with Prof. Joe Barich, TEC instructor named as *exceptional* from course ratings. **go.illinois.edu/oct5**

Agenda

- Review homework examples
- Customer/Stakeholder Roles
- Ecosystem/Stakeholder Maps
- Customer Segments
- Archetypes/Personas
- Breakout: Identifying Stakeholders

ILLINOIS

Another pitch example

- https://www.youtube.com/watch?v=JXF7FqEEtwU&t=602s
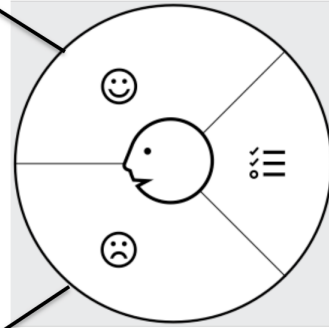- Start at 24:13

ILLINOIS

Homework examples

Customer Segment:18–24-year-olds transitioning into early adulthood

Gains:
- **Being able to use food resources/materials in the correct way to become healthy**
- **Save money**

Pains:
- **Not knowing how much to spend on ingredients**
- **Not knowing what materials to buy**

Jobs To Be Done:
- **Know how much to buy of each ingredient and at what price**
- **Know what materials to buy and what materials to use for what purpose**
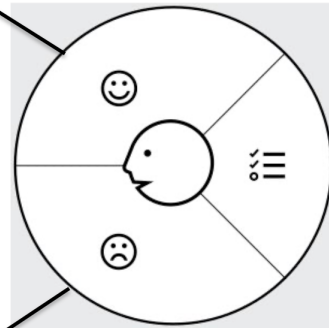- **Know what foods are within your budget**

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)

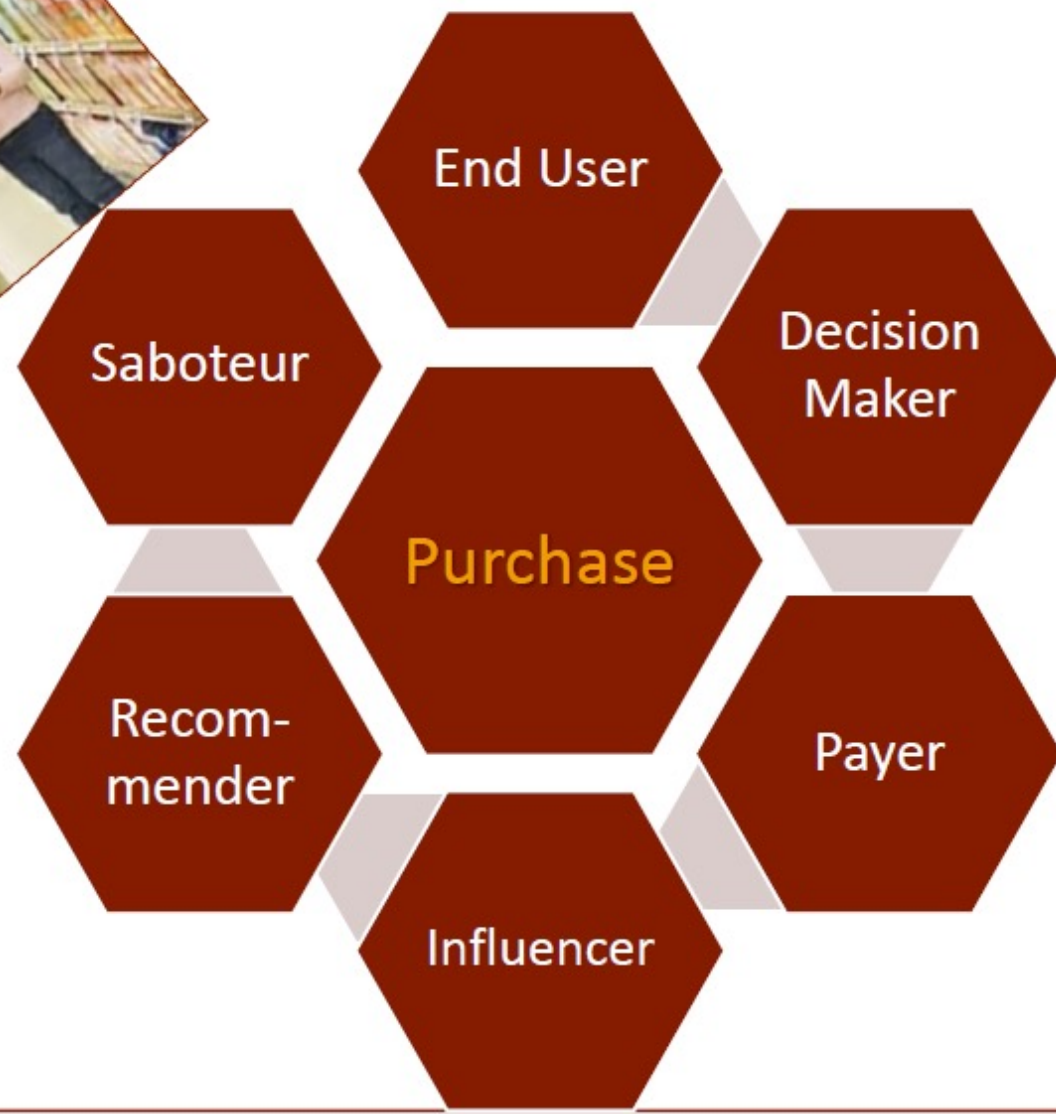   The person who 'weighs in' on the solution selection, adoption, and/or purchase

Recommender (internal)

    A person tasked with making solution recommendations

Saboteur

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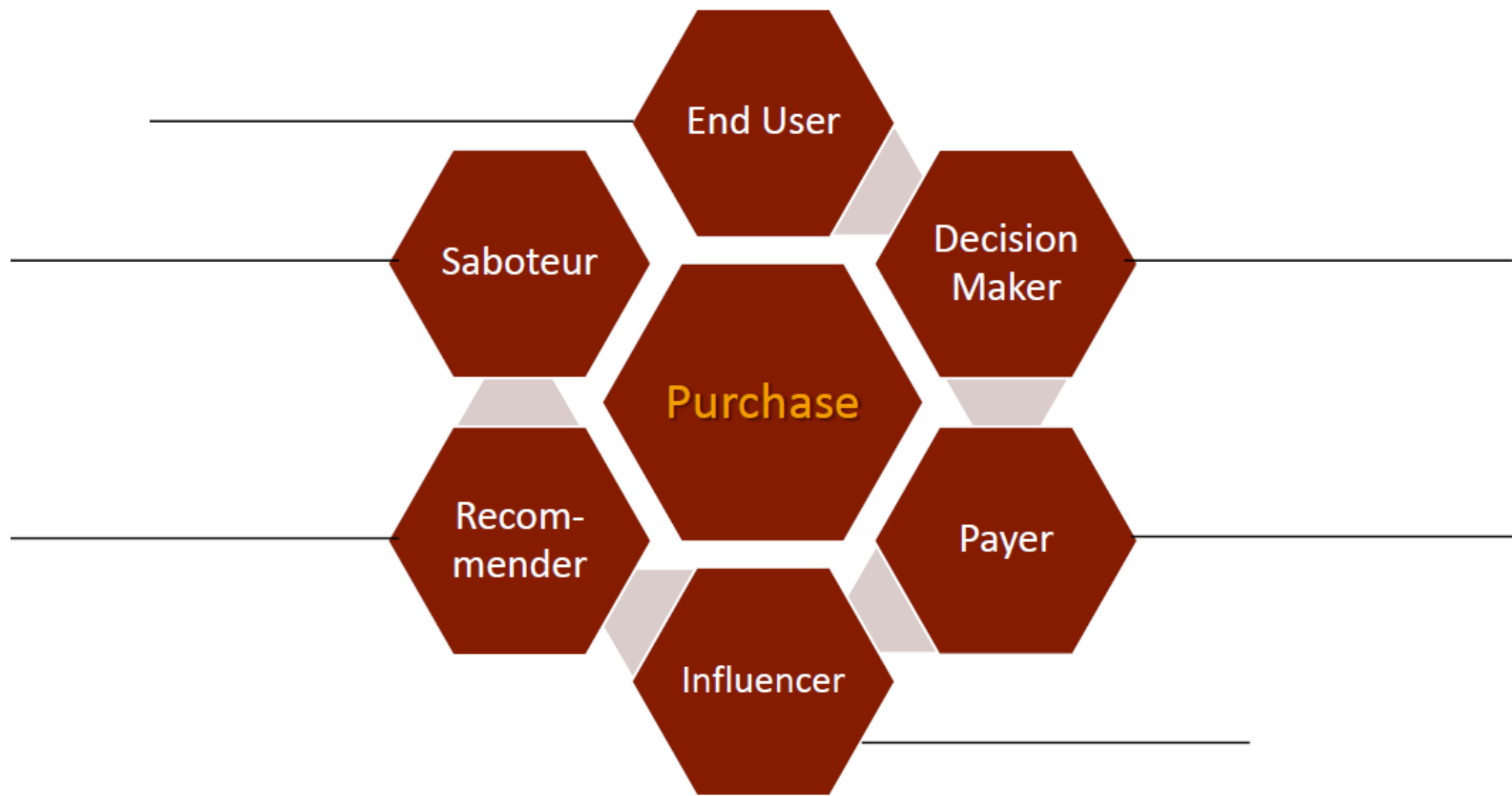
Customer Roles

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?*

ILLINOIS

Customer Roles - Team 17 MLProfiler

ML/Infrastructure Developers

Sales Rep for competitor

?

Management, Technical Leads

End User

Saboteur

Purchase

Decision Maker

Management, Product Managers, Technical Leads

Recommender

Payer

Management

Influencer

ML/Infrastructure Developers

Customer Roles

Constructive Feedback
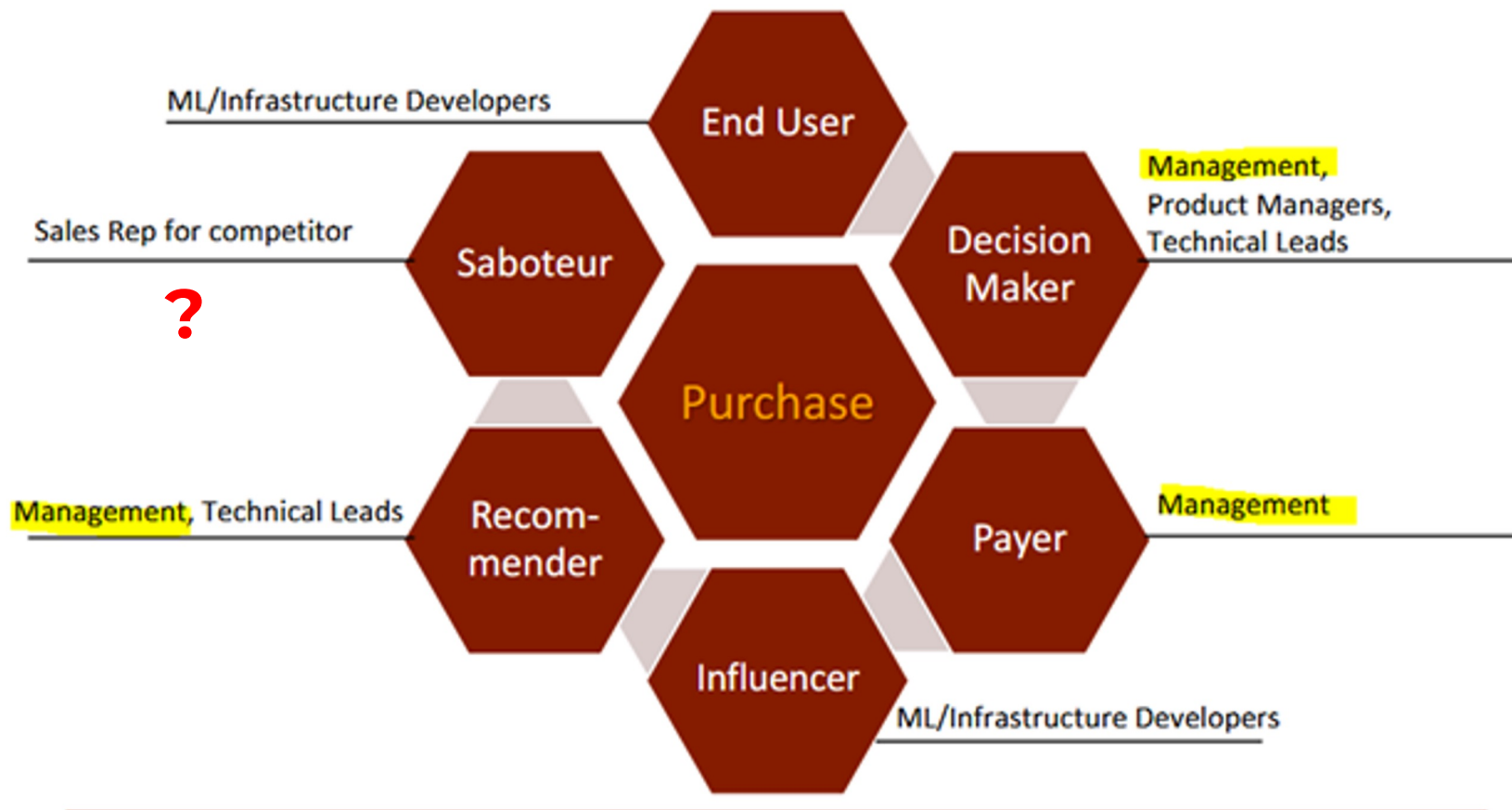
Customer Roles - Team 13 C3 De-escalation

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.

Customer Roles

End User
Decision Maker
Saboteur
Purchase
Payer
Recommender
Influencer

Kudos & Constructive Feedback

ILLINOIS
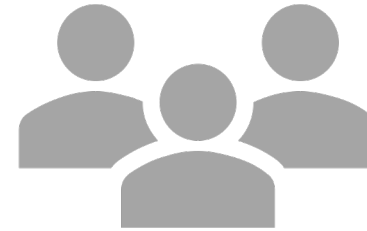
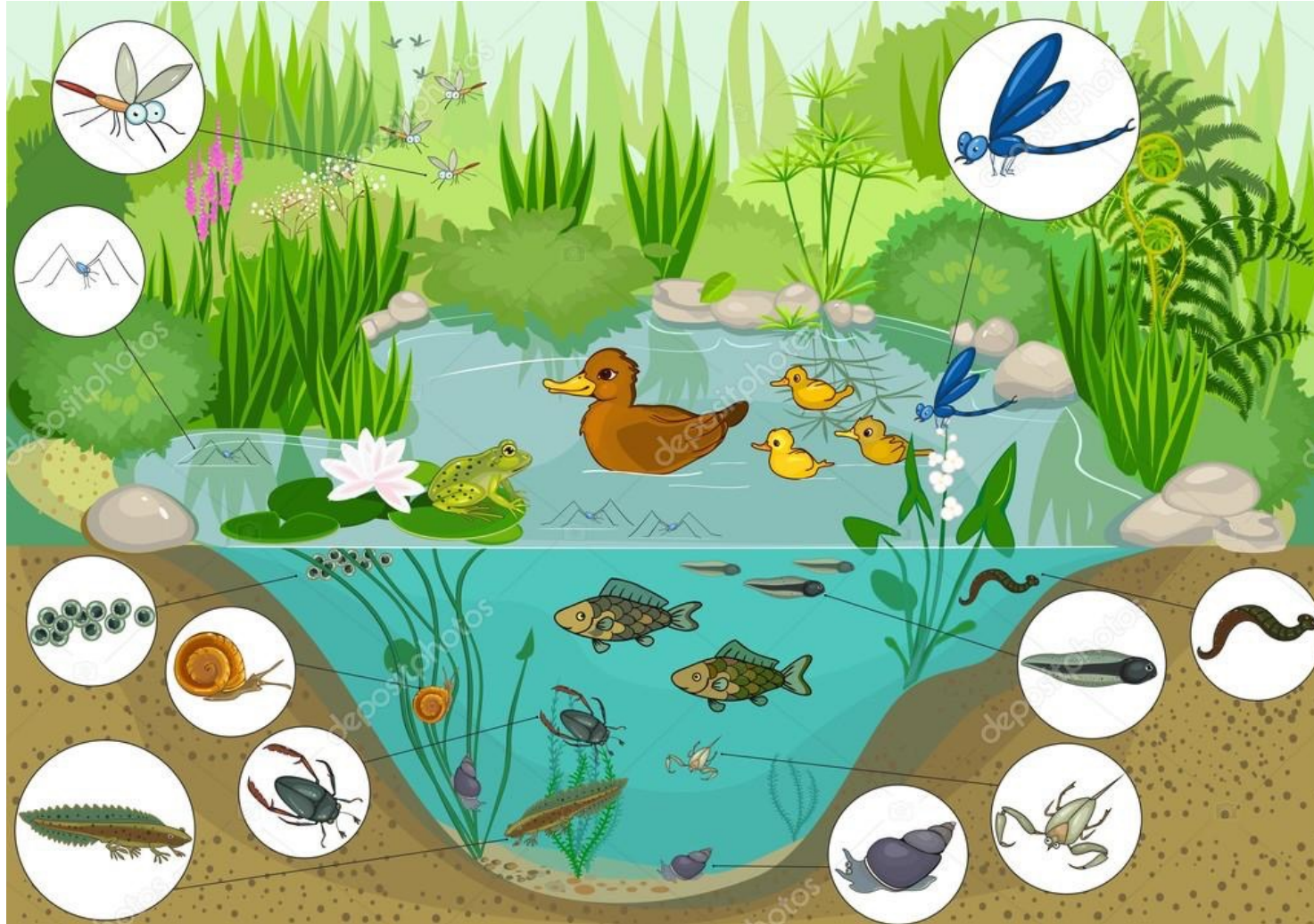# Working Groups

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

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…

Or?

A simple map for the farmer during harvest

Combine Operator

Grain Cart Operator

Grain Originator

The Farmer

Grain Truck Operator

Private Grain Facility

Public Grain Facility

What goes where?

Combine Operator

Grain Originator

Private Grain Facility

Grain Cart Operator

The Farmer

Public Grain Facility

Grain

Grain Truck Operator

What goes where?

Combine Operator

Grain Originator

Private Grain Facility

Grain Cart Operator

The Farmer

Public Grain Facility

Grain Truck Operator

Grain

Money

What goes where?

Combine Operator

Grain Originator
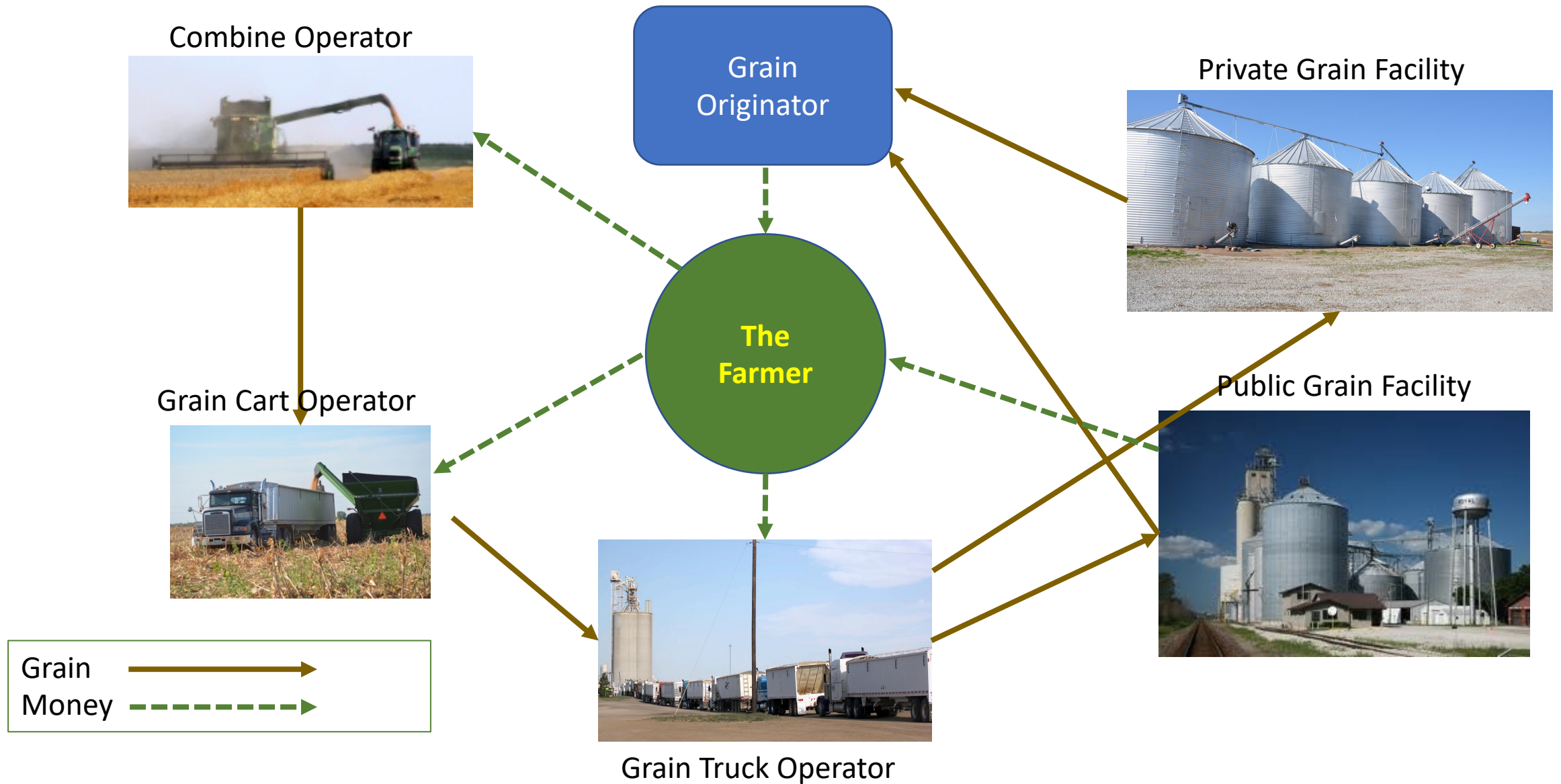
Private Grain Facility
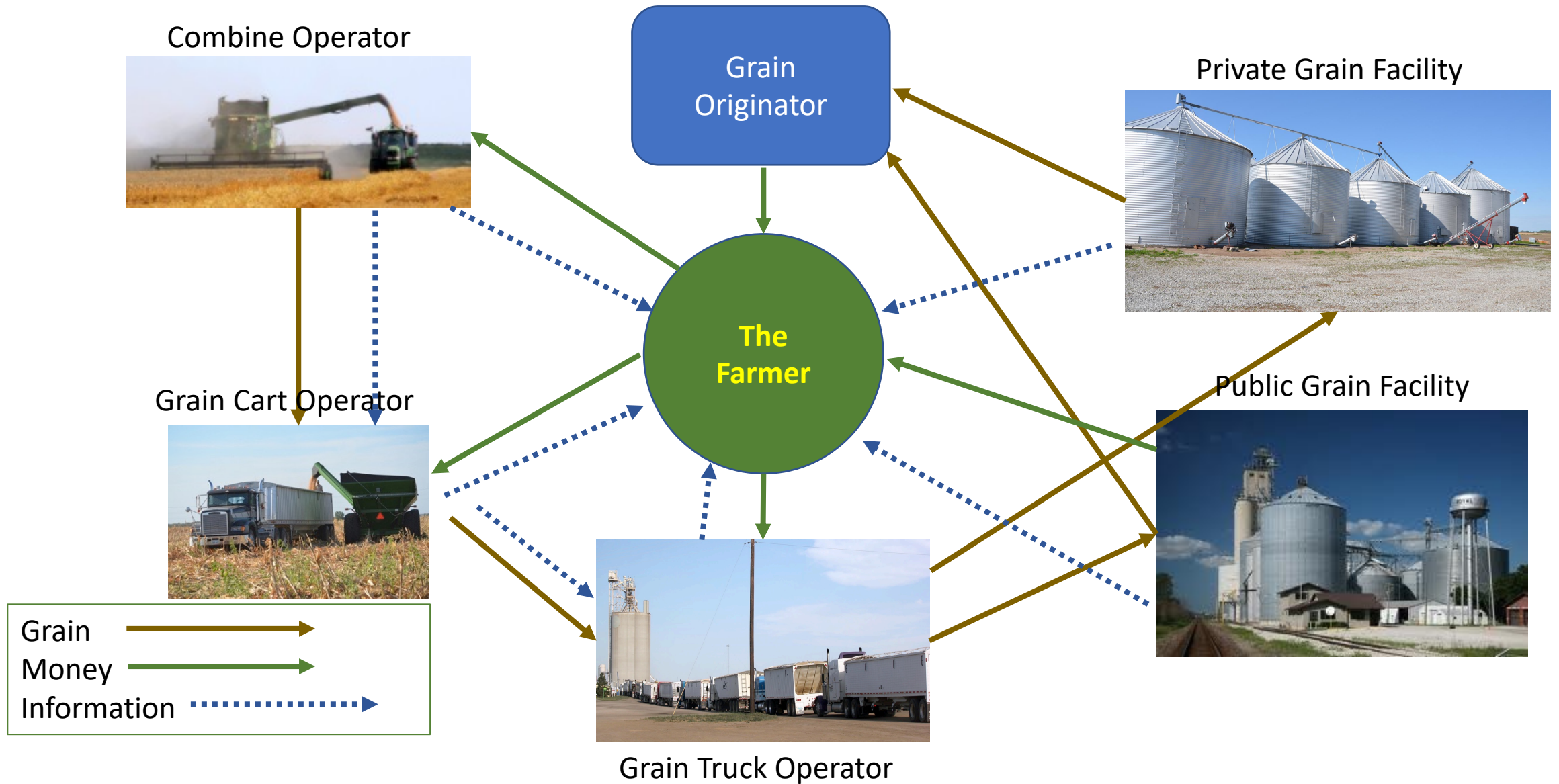
Grain Cart Operator

The Farmer

Public 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
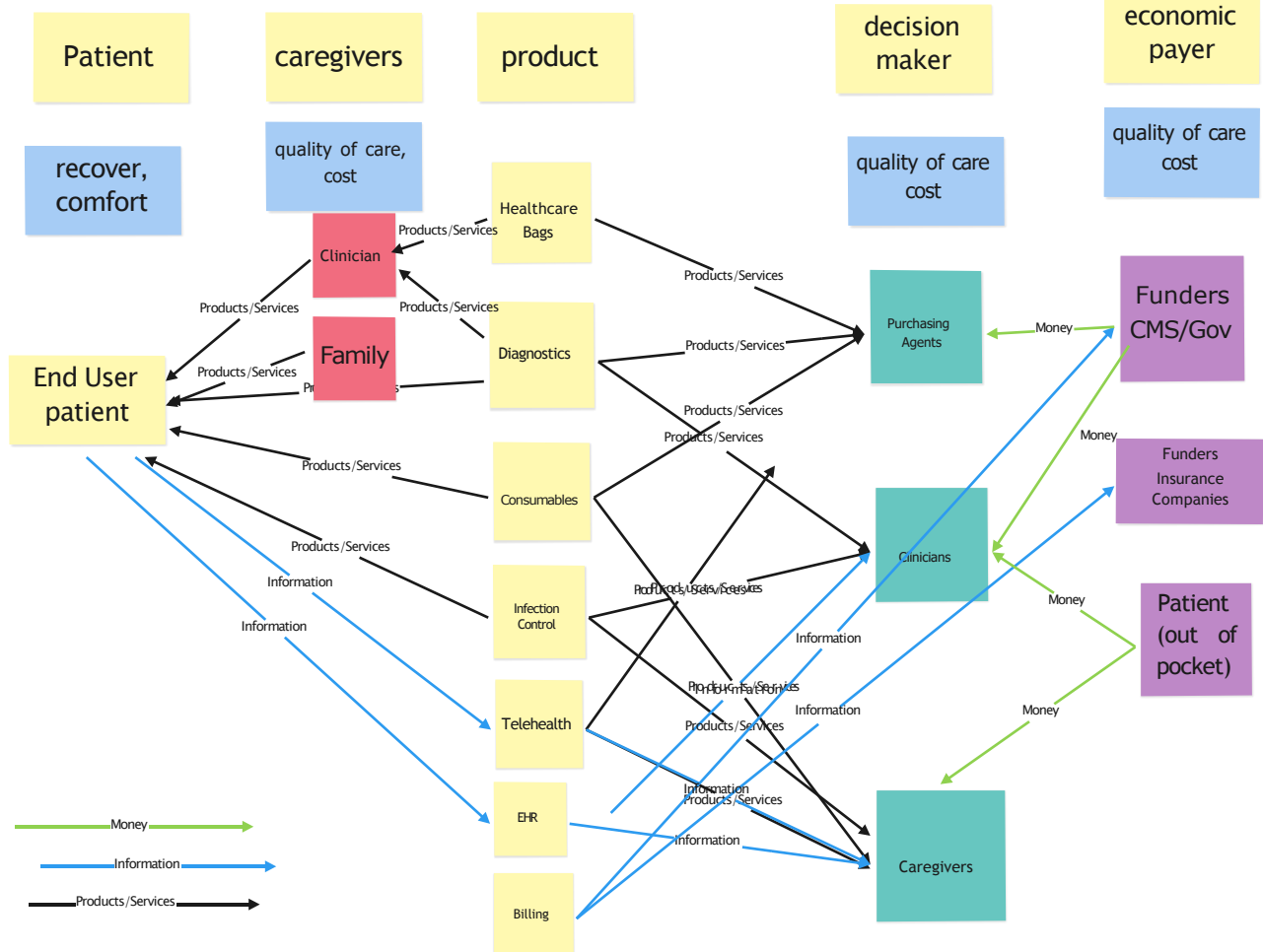 - Science students in middle and high school

https://venturewell.org/wp-content/uploads/554_Dotlens_12032015.pdf

Dotlens – Add-on smartphone microscope lens
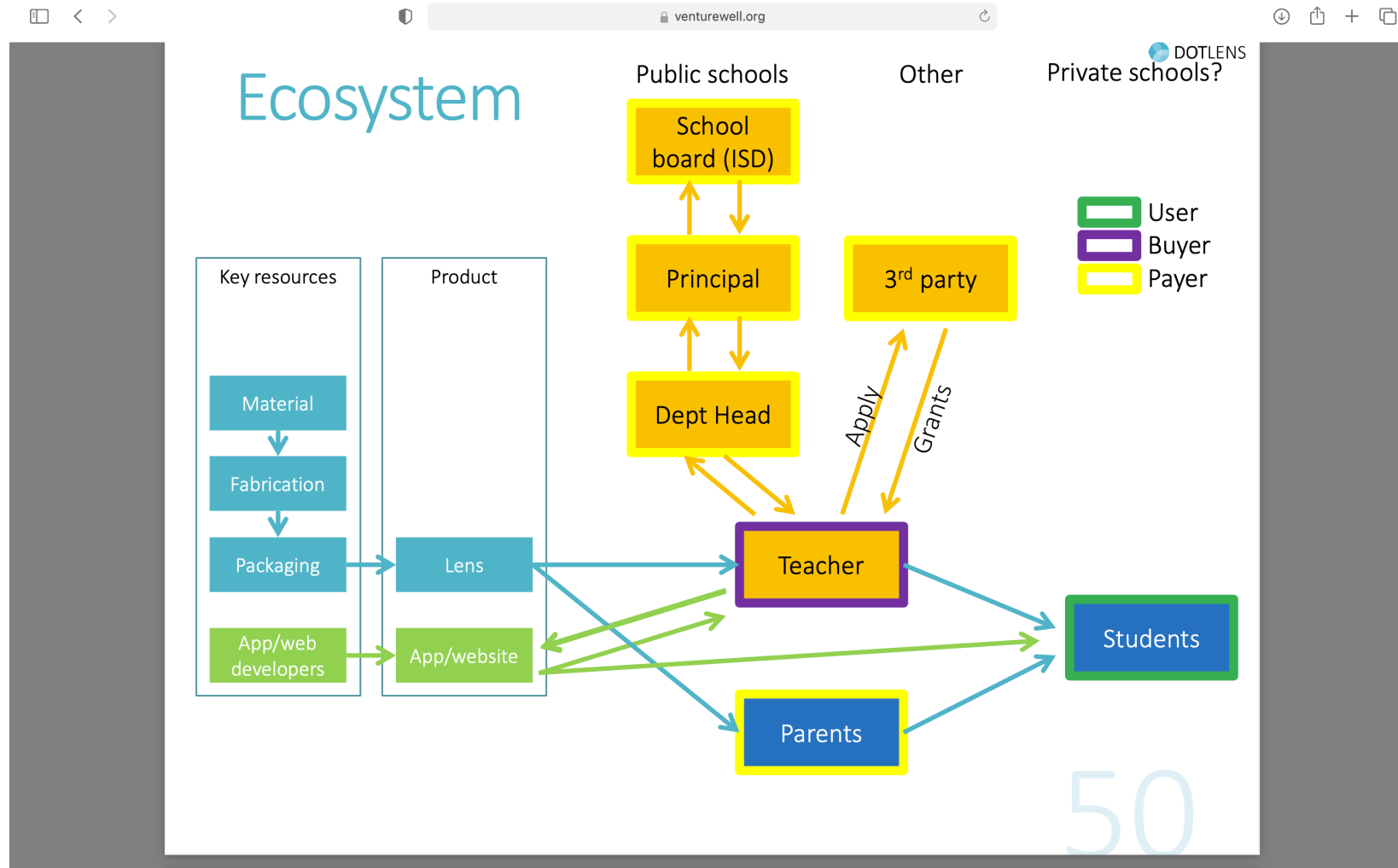
https://venturewell.org/wp-content/uploads/554_Dotlens_12032015.pdf

Build the Healthcare - Home Healthcare Ecosystem

Patient

caregivers

product

decision maker

economic payer

Providing Healthcare in the Home

Influencers Hospitals

Types of care Clini... Non-skilled care

recover, comfort

quality of care, cost

quality of care cost

quality of care cost

Healthcare Bags

Clinician

Family

Diagnostics

Consumables

Infection Control

Telehealth

EHR

Billing

End User patient

Purchasing Agents

Clinicians

Caregivers

Funders CMS/Gov

Funders Insurance Companies

Patient (out of pocket)

Products/Services

Products/Services

Products/Services

Products/Services

Products/Services

Products/Services

Products/Services

Products/Services

Products/Services

Products/Services

Money

Money

Money

Money

Information

Information

Information

Information

Information

Money

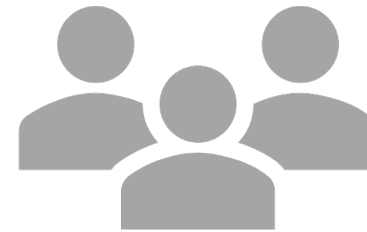Information

Products/Services

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?

Soccer Mom?

- 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..)

Surfer Dude?

GM Engineer?

Volunteers? Where is your ideal place to live?

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

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

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

B2C Customer Persona

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 hoi

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

B2B Customer Persona

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.

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
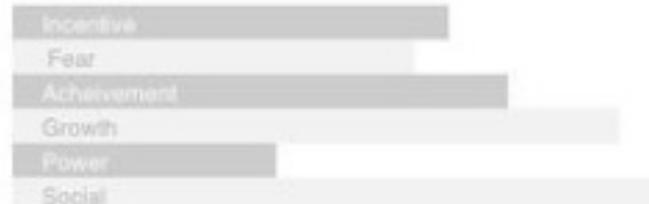**STATUS** Married
LOCATION Brooklyn, NY
TIER Pro
ARCHETYPE The advocate

Dynamic	Inclusive	Engaging

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
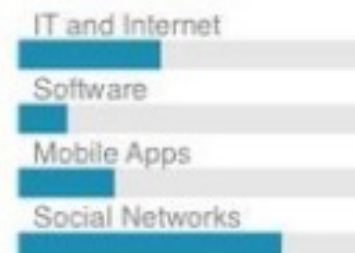- Conflicting inputs between mangers, partners and clients

BIO

Susan is a marketing consultant who lives in the great city of New York. She is married one year ago. She love running, going out with their friends and family. At home, at work, she give 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.

PERSONALITY

Extrovert	Introvert
Sensing	Intuition
Thinking	Feeling
Judging	Perceiving

TECHNOLOGY

IT and Internet

Software

Mobile Apps

Social Networks

Wrapping up

Week 5 Wrap Up

- No individual homework

- Team homework –
    - Build a stakeholder ecosystem map using the identified stakeholders

- Watch videos and read books
    - Books???????

Breakout: Use the template provided to brainstorm the stakeholder for your team problem.

NOTE: IT IS DOUBLE SIDED

ILLINOIS