

# Do You Really KNOW Your Customers?



ClemsonConsultingGroup

# They do not get the social distancing thing!



ClemsonConsultingGroup

# The *New Norm*

**We have learned from our previous client engagements that many have not fully qualified their customer profiles.**

**Students in my Venture Creation course make bold assumptions regarding potential customers for their products/services offering.**

**Need to avoid Confirmation Bias**



Clemson**Consulting**Group

# View of Many Startup Entrepreneurs:

If we **build** it, they will **come**

My **gut** tells me that it will be a great success

We **cannot** lose



Clemson**Consulting**Group

# View of Many Existing Companies:

Customers **love** our products/service

**Last Quarter's sales were great**

We don't need **New Product Development**

**The Marketing Plan is adequate**



Clemson**Consulting**Group










# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

|   |   |  |   |  |
|---|---|--|---|--|
| Key Partners<br>       | Key Activities<br> | Value Propositions<br><br><br><b>Second Segment</b> | Customer Relationships<br> | Customer Segments<br><br><br><b>First Segment</b> |
|   | Key Resources<br>  |  | Channels<br>               |  |
| Cost Structure<br> |   | Revenue Streams<br>                               |   |  |

# Customer Insights

***“Psychology of the Customer”***



Clemson Consulting Group

# **View your Business Model through the Customer's eyes**

Understand the following



- Environment



- Daily routines



- Concerns



- Aspirations



- Value



ClemsonConsultingGroup



# Empathy Mode

- Is the centerpiece of a human-centered design process.
- **The Empathize mode is the work you do to understand people, within the context of your design challenge.**
- It is your effort to understand the way they do things and why, their **physical and emotional needs**, how they think about the world, and what is **meaningful** to them.



# Customer Profiling

- Getting into the **customer's head**
- Creating a **customer viewpoint** for continuously questioning your business model assumptions.



# The Basic Needs of Customers

- **Hidden Needs** – Also known as **latent needs**. These are issues and problems that **customers** face but have not yet realized  
(Fuji developed the universal travel adapter)
- **Unsatisfied Needs** – current needs not being satisfied
- **New Needs** – creating/anticipating a need that has not previously existed.



# Know Customer Wants



- What do they **want**?
- What do they **crave**?
- Where do they derive **meaning and worth**?
- Is there a notable, obvious **future trend**?



Clemson**Consulting**Group

# Know Your Customer/Audience



- **Listen** to people
- **Know** how they think
- **Know** why they think it

If at all possible – feel what they feel



Clemson**Consulting**Group

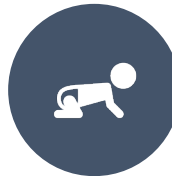
# What are the customer segments that we might want to serve?



What is their income range?



Where are they located?



Generation type  
(Senior's, Baby Boomer, X,Y,Z )



Marital status



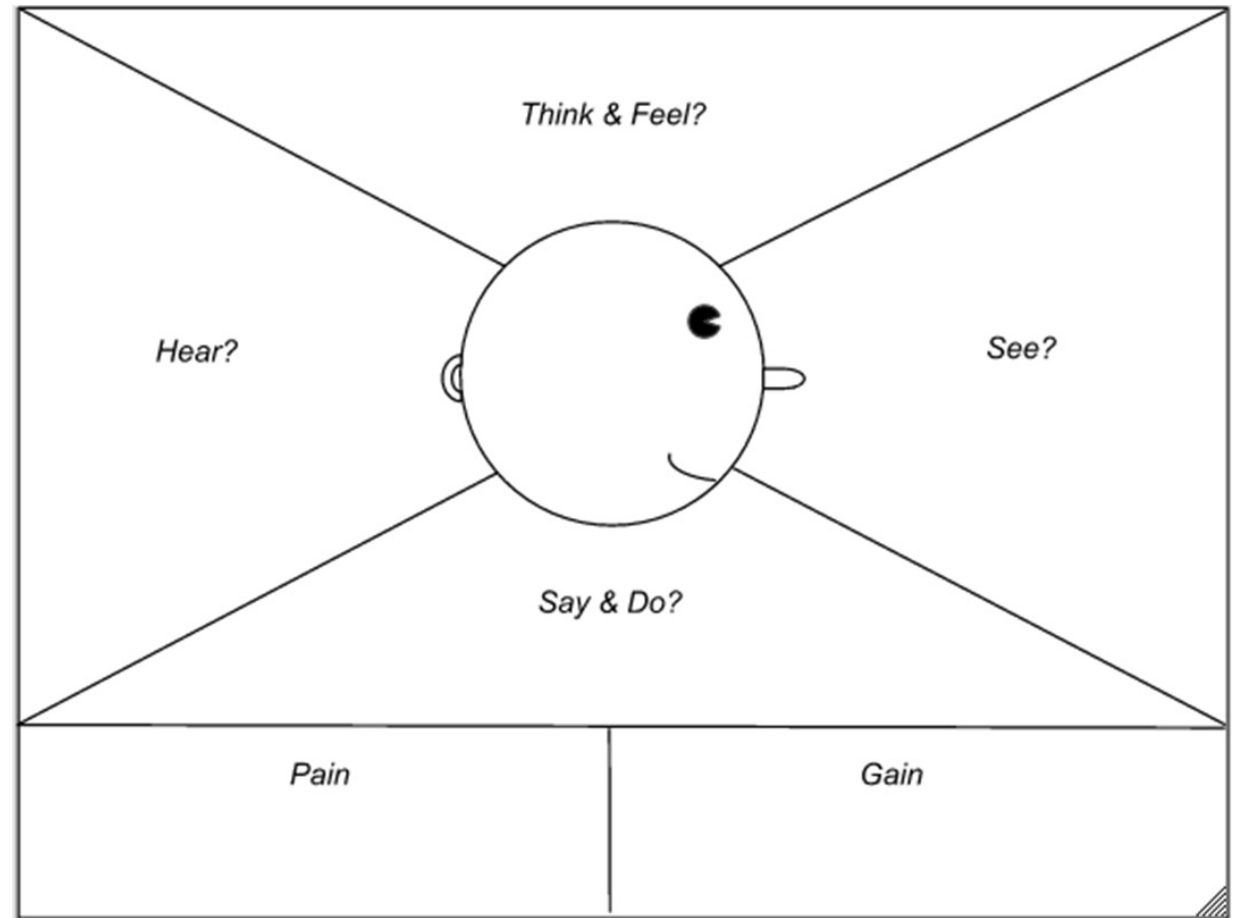
What are the channels to reach them?



What is their education level?

# The Empathy Map

“Getting into her head”



# What Does She See?



Describe what the customer sees in her environment.

- What does it **look** like?
- Who are her **friends**?
- Who **surrounds** her?
- What type of offers is she **exposed** to daily?
- What **problems** does she encounter?



Clemson**Consulting**Group



# What Does She Hear?

Describe **HOW** the **environment influences** the customer.

- What do her **friends** say?
- Which **Media Channels** are influential?
- Who actually really **influences** her and how?



Clemson**Consulting**Group

# What Does She Really Think and Feel?

---

**Try to sketch out what goes on in the customer's mind.**

- What is really important to her?
- What moves her?
- What does she worry most about?
- What does she dream and aspire to be and do?



# 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?
- What a customer might say, truly feel and do might actually be **very different**. **“Do as I say and not as I do”**



# What Is The Customer's Pain?

- What are her biggest **frustrations**?
- What **risks** might she fear taking?  
(Conservative or gambler, depending on the issue)
- What **obstacles** stand between her and what she wants or needs to achieve?



# What Does The Customer Gain?

- What does she truly want or need to **achieve**?  
(It is really all about wants and needs being fulfilled)
- How does she **measure success**?
- Think of some **strategies** she might use to achieve her goals



# Financial Planning Business

**Problem:** How to grow my business

**Profile:** Empathy Map to identify customer profile



Clemson**Consulting**Group

# Empathy Map Example

**Problem:** How Baby Boomers are dealing with their upcoming retirement financial needs.

**Profile:**

- Wendy Smith
- 63 Years Old (Baby Boomer)
- Divorced
- Income \$100K
- Location Clemson, SC



# What does she think & feel?

- I do not have enough **savings** for retirement
- I will have to **work** until I die
- **Insecure, Anxious**
- I need to win the lottery
- Should have **saved** more





# What does she see?

- Aging Baby Boomers retirement planning Ads  
(Pacific Life: people enjoying themselves in retirement)
- Friends retiring
- Retirement Communities
- Unable to live comfortably



# What does she hear?

- Need to **plan ahead**
- Save more
- Cut **expenses**
- Never late to start **saving** more
- Views **CNN, FOX, local TV channels**
- Reads **Vogue, Garden & Gun, Home & Garden, Family Circle**



# What does she say and do?

- I'm **ok** to friends, but maybe I'm really not
- Adopts a **fearful attitude**
- Lives with **anxiety**



# What is her Pain?

- Cannot **make or save** enough money for retirement fund
- Lack of **knowledge** to plan
- Lack of **energy** and drive



# What is her Gain?

- Financial **Independence**
- Piece of **mind**
- **Joy**
- Great **life** in retirement



# Financial Services

# Marketing Plan Modifications

- Identify the market niche: Customers that will retire in less than 15 years
- Develop a product for Short-term, **5-10 year plans/gains**
- Market the **transition** to retirement
- Show a plan that provides a path, **mitigating anxiety**



# QUESTIONS?



Clemson**Consulting**Group

# **Does Your Value Proposition Alleviate the Customer Pain?**



Clemson Consulting Group



# What alleviates Wendy's pain to provide her with the desired gain?

- Develop a 3-5 year work plan to **provide additional income and savings opportunity**
- Review **Investment alternatives**
- Develop a **customized** retirement plan



# What is the Value Proposition?

- It satisfies the **want** or **need/job for the customer**
- It **alleviates** the customer pain
- It is the **differentiator** between you and your competitors.



# The Value Proposition Canvas

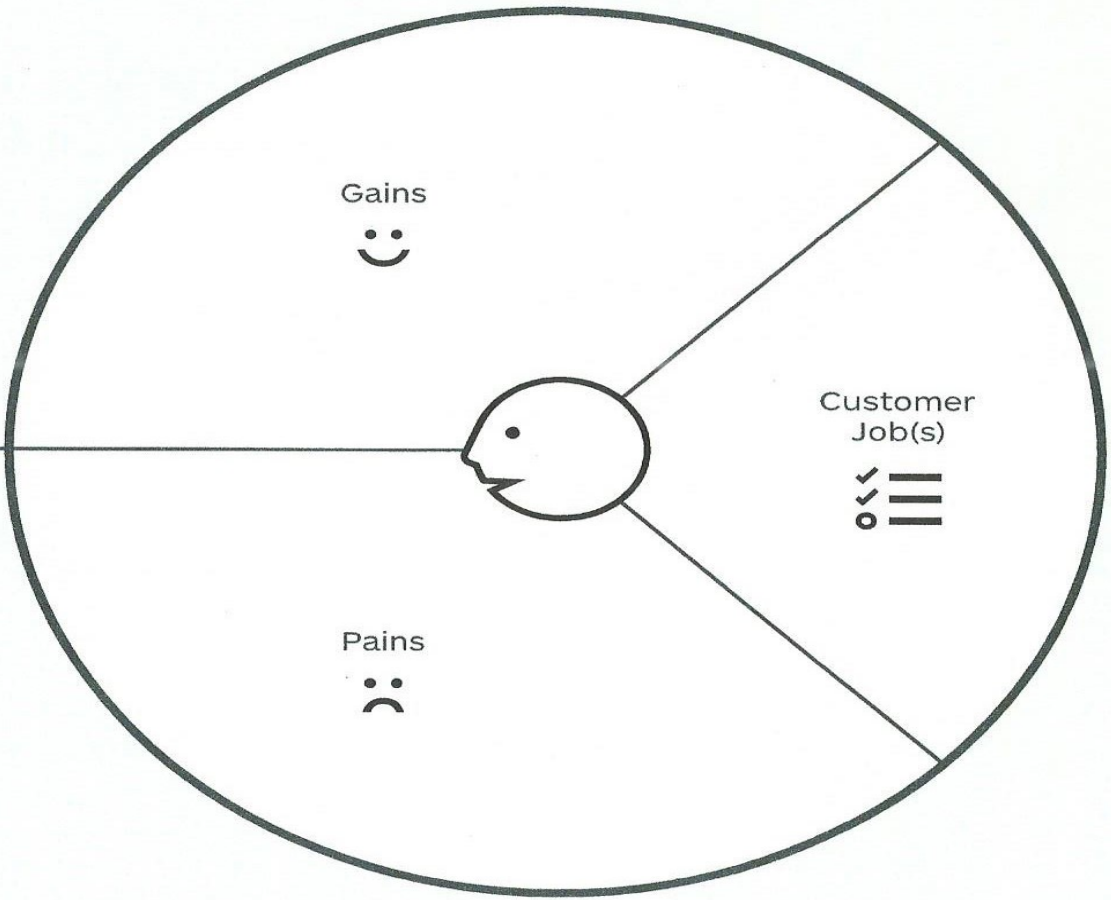
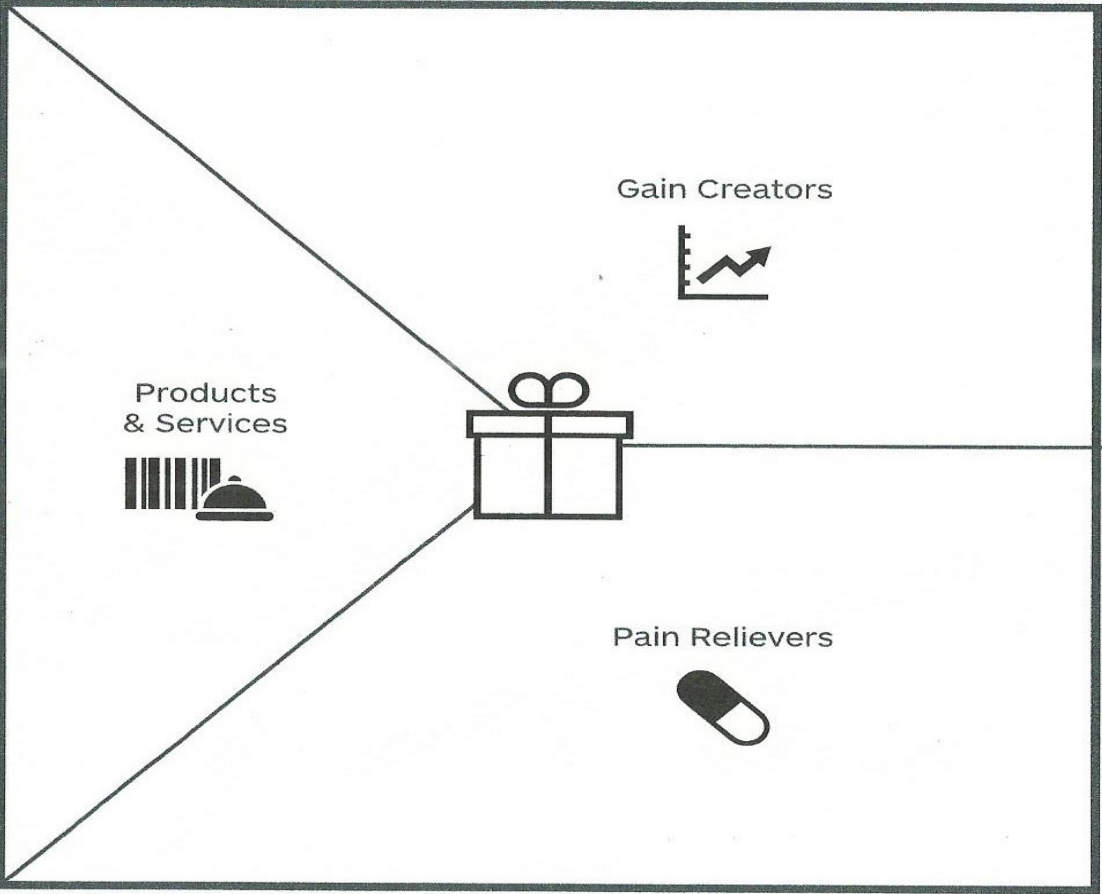
Value Proposition

Value Map

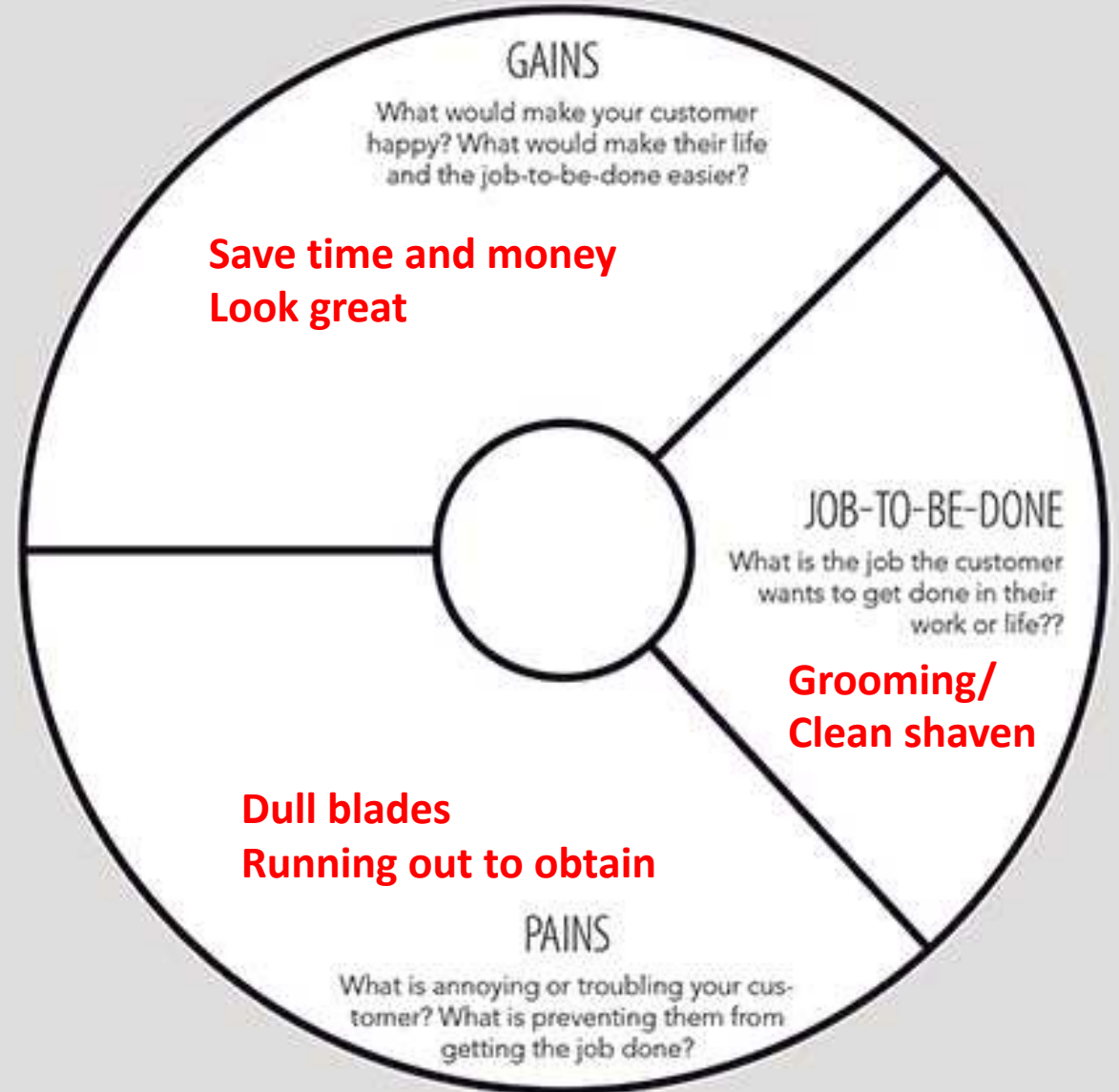


Customer Segment

Customer Segments  
Empathy Map



# Dollar Shave Club Value Proposition



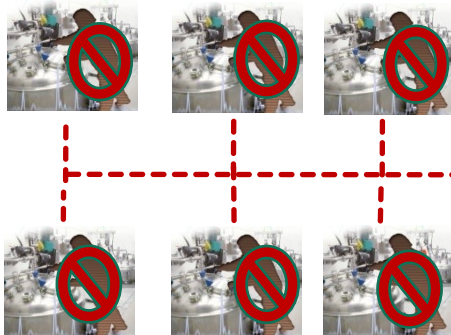


# GROTON BIOSYSTEMS Value Proposition



ClemsonConsultingGroup

## Automated Sampling



## Automated Delivery



## Automated Analysis

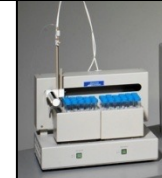
Agilent Technologies

HPLC Systems



Fraction Collector

GROTON  
BIOSYSTEMS



Nutrient Monitors

YSI



Cell Viability

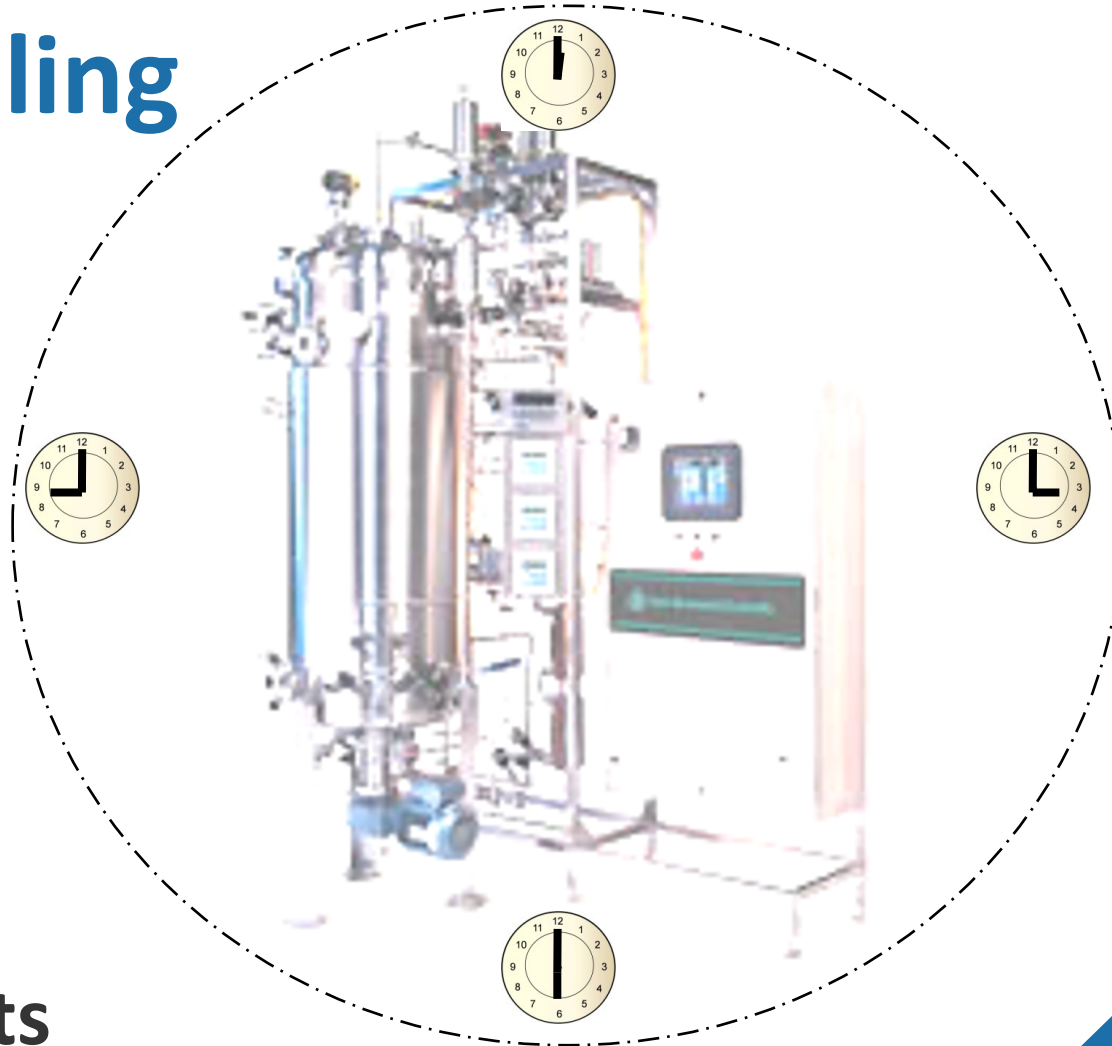
BECKMAN  
Coulter



ClemsonConsultingGroup



# Manual Sampling



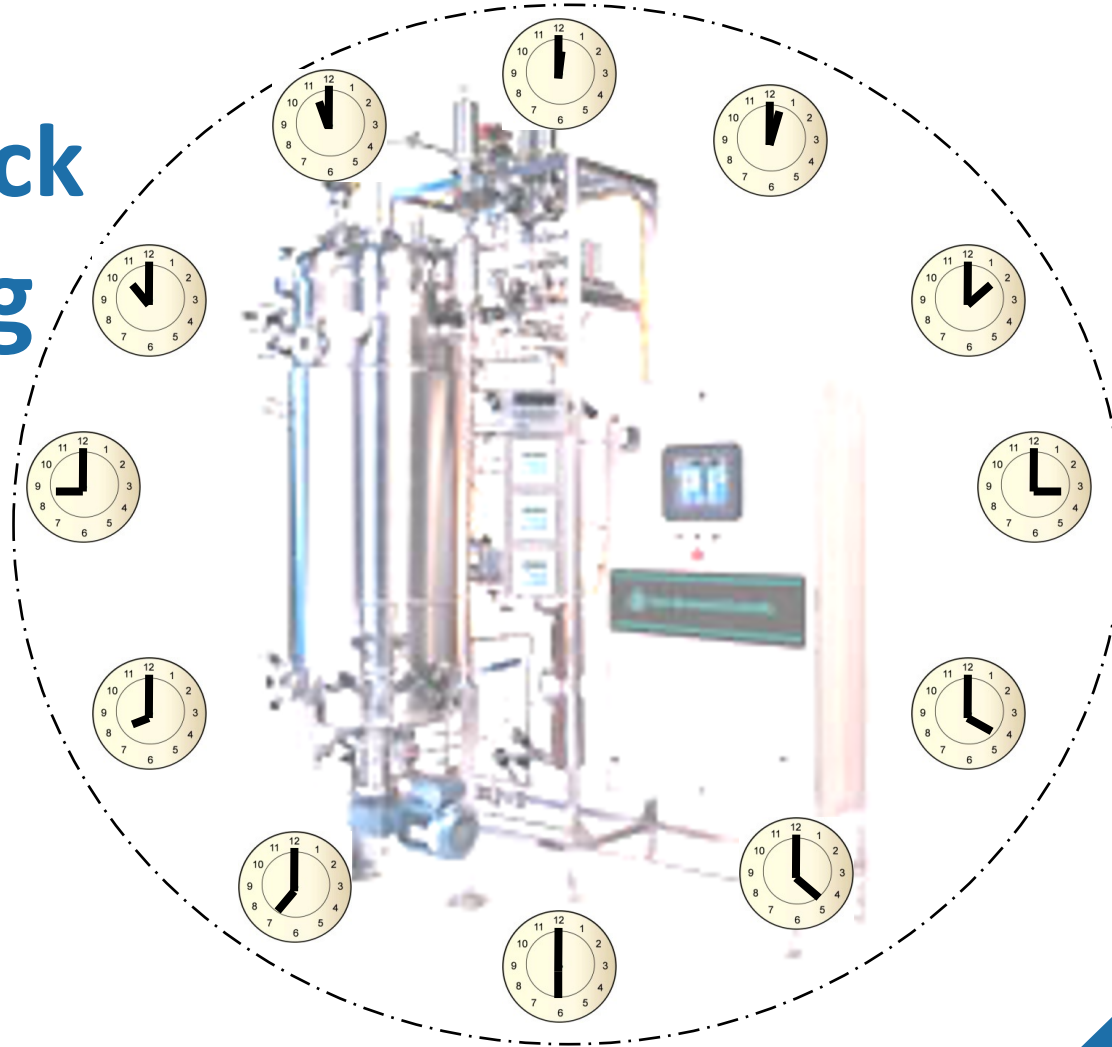
**Minimal Data Points**



Clemson Consulting Group

# Automated, Around-the-Clock Online Sampling

Real-time Data



ClemsonConsultingGroup



# BENEFITS of the ARS-M Series

- Sample 24 Hours a Day, 7 Days a Week
- Reallocate Labor
- Improved Productivity
- Reduced Design of Experiment (DOE) Time
- Improved Process Control Parameters

***IMPROVE QUALITY  
and  
SAVE MONEY***



ClemsonConsultingGroup

# **Groton Biosystems ARS**

## **Value Proposition Support**

**Testimonials from key, beta site customers:**

- Allergan (Botox)
- MIT
- Inbev (Budweiser, Stella, Miller)



Clemson**Consulting**Group

# Groton BioSystems

## Strong value proposition

- Provided **validation** of Groton Biosystems Marketing Plan
- Beta Site Customers were utilized to alleviate potential customer concerns obtained from **Empathy Map Exercise (Pain/Gain)**



# Tools to Better Define Your Customer

Information gained from the **Empathy Map Exercise** should then be utilized in the **Ideation Process** and a **Brainstorming Session**.



Clemson**Consulting**Group

# IDEATION

Ideation is the creative process where you generate ideas and solutions from the Empathy Map exercise:

**Sketching**

**Prototyping**

**Brainstorming**

**Worst Possible Idea**

**Other Ideation techniques**



# The Brainstorming Process

**Define the problem.** The first step should be to determine the problem question that the brainstorming session will address

- Lay out the context and definitions
- Pick an appropriate facilitator
- Set the **agenda**
- Hold the session
- Summarize and Communicate the **results**



# Brainstorming Ground Rules

- **Defer judgement**; The only foolish question is the one that is not asked; Encourage wild ideas; Build on the ideas of others
- **Prepare**; Do not “wing it”
- Stay **focused** on the topic; **One conversation** at a time
- Be **visual**
- Go for **quantity**
- Keep sessions **under 45 minutes** in length



# Research Methods



**Participant Observation** –  
participate in the lives of  
people you are studying while  
maintaining a professional  
distance to observe and record.

Shadowing is covert  
participation with the  
client/customer not knowing  
that you are present



**Engagement** – directly  
engaging with people  
“Hands On” Engagement  
allows you to ask Why? to  
get at the motives and  
reasons behind their  
behaviors and thinking.



**Immersion** – being a  
participant and recording  
observations about your  
own experience. “A day in  
the life / Undercover Boss”



# Research Methods

**Semi-Structured Interviews** – predefined set of open-ended questions that guide the conversation.

**Question Structure** – good questions are brief, simple to understand and open ended.





# Survey Tips

# Survey Techniques

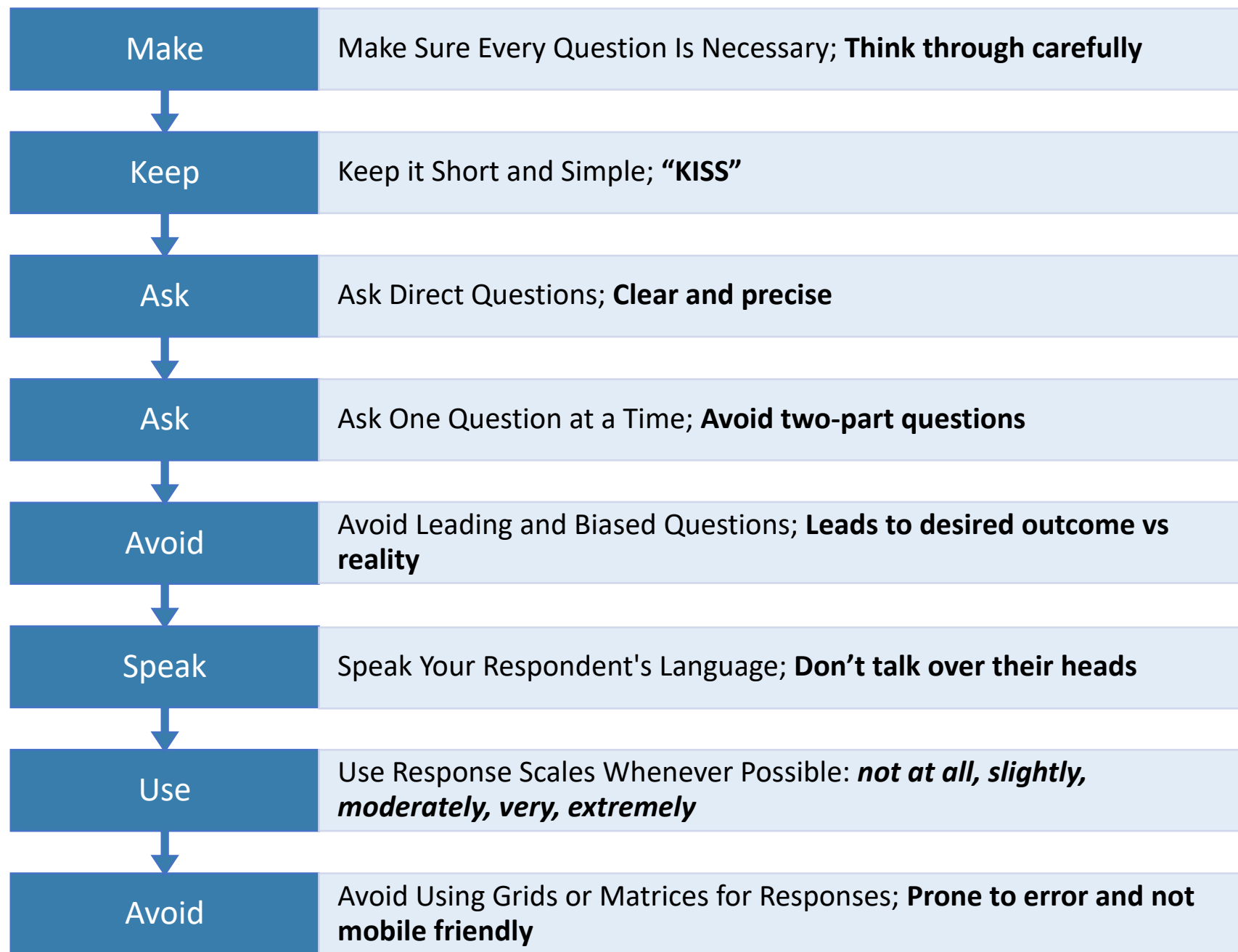
Your survey should be short enough that it takes the average user **5 minutes or less** to complete.

This can typically be achieved with **10 questions** or less

Before you create your survey, be sure you have given thought to **your objectives**.



# How to best create a Survey



# Quantitative vs Qualitative

- **Quantitative Survey Questions** – Used when you need to ask questions that can be answered by checkbox, and when you want to be sure your data is broadly applicable to a large number of people.
- **Qualitative Survey Questions** – Used when you need to generate useful information via a conversation rather than a vote. Qualitative surveys ask for comments, feedback and suggestions.



# Test the Survey

- Draft questions and get **feedback** from colleagues or industry experts
- Draft survey and get colleagues to attempt to **answer** the questions
- Ask for comments after each question to help you revise questions toward more **clarity** and **usefulness**
- Most importantly, **test it on a customer before full implementation.**

# Survey Delivery Options

Many solid **survey platforms exist**,  
and they can save you lots of time:

- Zoho Survey
- Google Forms
- SoGoSurvey
- Survey Monkey

# Primary Data Interviews



- Difficult to setup and time consuming
- Deviation on the fly is feasible
- **KISS** (Keep It Simple Stupid)
- Consider subject's **time**
- Use **different/multiple interviews**
- Assess bias and be aware that data can be **skewed**

**BE PREPARED FOR REJECTION!**



# Marketing Plan Modification

- Does your current Marketing Plan clearly state your products **value proposition**?
- Does it reach the **proper audience**?
- Is it the most **cost-efficient plan to reach** the properly defined customer base?
- Do you need to **pivot, modify, edit**?



# The 4 P's of Marketing

- **Product** (adjustments to value proposition/features)
- **Price** (leaving money on the table?)
- **Promotion** (Social Media/YouTube/Website/SEO)
- **Place** (Curb side pick-up, Instacart, Home delivery services)



# The *New Norm*

- Your customers have **changed**, have you?
- What is **next**?
- **Listen/Adapt/Change/Pivot/Evolve**



Clemson**Consulting**Group

# Department of Management

ELE4060 Venture Consulting



*Wilbur O. and Ann Powers College of*

# BUSINESS

**Thank you** for taking the time to learn more about customers!

# Questions?



**ClemsonConsultingGroup**

[www.ClemsonConsulting.com](http://www.ClemsonConsulting.com)