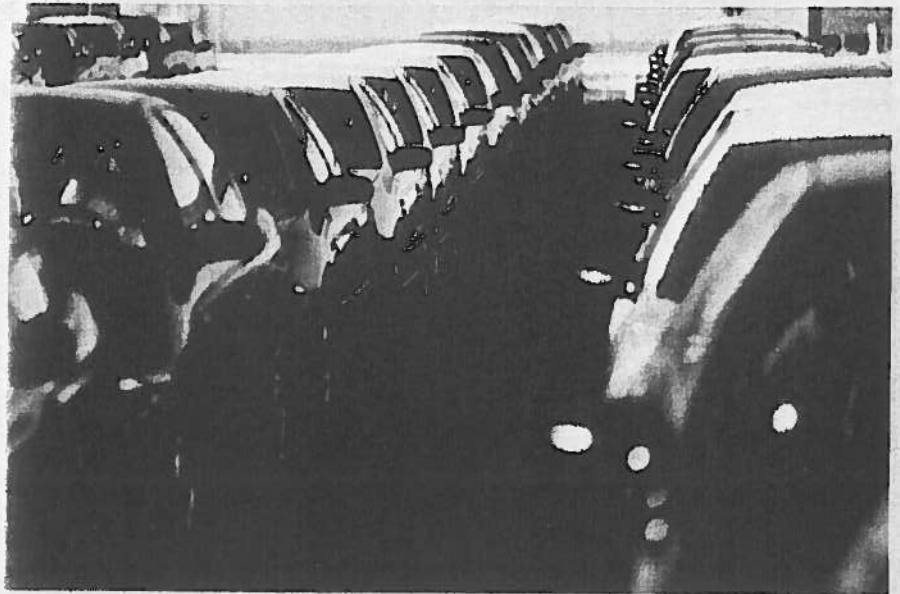


Example 1. Empathy map



The relationship manager prepared an empathy map of a medium-sized business supplying hi-tech products to major customers in B2B and B2C. It features the purchaser responsible for lease cars in a central position. What is the role of this purchaser and what pressures and expectations apply to his role within the organisation?

Questions with regard to the purchaser

- 1 What is the client/purchaser's point of view, what must he deal with, what are his/her problems?
- 2 What messages does the client receive from his immediate social environment?
- 3 What does the purchaser think and feel? What is really important for a lease car user and for the company?
- 4 What does the purchaser, car user say and do? What is his attitude?
- 5 What obstacles, concerns about risks, etc. frustrate the client purchaser?
- 6 What does the purchaser want to achieve in terms of success, profit and meeting criteria?

Empathy map completed on the purchasing company

Ad 1 Management has frozen the car fleet budget. Both the purchaser and the external sales force are judged against efficiency and effectiveness objectives. Their bonus has been based on this. The number of car marques must be reduced from five to three. Ten different colours are permitted. The SBU has a product leadership strategy. The business has customers who find CSR important.

Ad 2 A car is a status symbol within the sales force (account managers, salesmen). A company car is also a 'fringe benefit'. It can also be used privately (in moderation). Mileage records are made available to the sales manager at the end of the year. The purchaser will be blamed if the status symbol is 'discontinued'.

Ad 3 Lease car user. An account manager visits, on average, two customers per day, while a salesperson visits four. The business provides 'security' and this is also recorded in its mission. The sales force carry samples of high-quality products, product brochures and presentation equipment in their cars. Sometimes also prototypes - which cannot fall unauthorised hands. Route planning is important for an external sales representative. As is navigation and Blue&Me.

Ad 4 The highest levels of creativity, commitment, transparency, integrity and motivation are expected from everyone in the customer organisation. An external salesperson has, in general, a tertiary-level technical or commercial education. He is driven by a powerful desire to be of service. At 5 pm he has cleared his desk - and tidied his car.

Ad 5 The purchaser is the first point of contact for colleagues if the company car policy of the business is seen to change, for example if limitations are imposed in terms of choice, colour or accessories. The car dealers and lease companies are slow in supplying information and contracts. The car purchaser would prefer to be of service to all concerned. Purchasing feels subordinate to Sales.

Ad 6 He wants to become head of purchasing. Achieve the purchasing objectives. He wants to realise a win-win situation for the company, the internal customers and himself.

Example 2. Empathy map

Empathy map of an orthopaedic specialist made by a supplier of orthopaedic products

Questions about the customer

1 What is the client/user's viewpoint and what are his problems?

2 What messages does the client/user receive from his immediate social environment?

3 What does the client/user think and feel; what is really important to him?

4 What does client/user say and do, what are his attitudes?

5 What obstacles, concerns about risks, etc. frustrate the client/user?

6 What does the client/user want to achieve in terms of success, profit and meeting criteria?

Empathy map of orthopaedic specialist

Changing requirements (relating to efficiency and effectiveness) of government and health insurance companies. Attitude of professional association.

Competition from hospitals and specialist organisations - including international competition (from Germany, Turkey, etc.). Patient wants involvement in decision regarding treatment.

Working with colleagues in a partnership. Patient empowerment. Hospital satisfaction ratings. Irregular working hours versus private life. Relationship between doctor and supplier. Choice of product/service.

Workload, operating theatre scheduling, knowledge and efficiency of theatre staff. Facilities, hygiene and the availability of the necessary components and instruments - as required, for instance, for a knee replacement. Success rate of a particular operation. OEM supplier's assistance in complex operations.

Perfection is his guiding principle. He demands this in the work environment, but also in his hobby - bicycle racing. Everything must run smoothly. Work and performance come before play. It's worth paying for perfection. Status and appearance are important.

Damages claims as a result of errors. Theatre cancellations due to missing components or non-availability of operating theatre team. Hospital scheduling. Involvement of partnership in hospital administration (board of directors, central buying). Declining status of specialist. Shortage of operating theatre staff. Income reduction as a result of government regulation.

Own, specialist orthopaedic centre; number of patients; number of operations. Excellent performance by supplier and/or purchasing unit as well as specialist training and support. Expert service.