



Empathy Challenge B1

I can identify with others.

Entrepreneurial Culture



Empathy Map

Empathy plays a crucial role in business, as the examples Nike and LEGO illustrate. Those who analyse the way their target clientele group thinks and feels have better chances of success. In order to understand this, students use key questions to create an Empathy Map for their own innovative idea.

Student Manual

Youth Start Entrepreneurial Challenges Programme

based on the TRIO Model for Entrepreneurship Education – www.youthstart.eu

Core Entrepreneurial Education				Entrepreneurial Culture						Entrepreneurial Civic Education	
	Idea Challenge		Hero Challenge		Empathy Challenge		Storytelling Challenge		Buddy Challenge		My Community Challenge
	My Personal Challenge		Lemonade Stand Challenge		Perspectives Challenge		Trash Value Challenge		Open Door Challenge		Volunteer Challenge
	Real Market Challenge		Start Your Project Challenge		Extreme Challenge		Be A YES Challenge		Expert Challenge		Debate Challenge

The TRIO Model is a holistic definition of entrepreneurship that encompasses three areas:

Core Entrepreneurial Education comprises basic qualifications for entrepreneurial thinking and acting: developing and implementing original and innovative ideas in a creative and structured manner.

Entrepreneurial Culture refers to personal development: self-initiative, self-confidence, teamwork, empowering oneself and others.

Entrepreneurial Civic Education aims at enhancing social competences and empowering students in their role as citizens: assuming responsibility for oneself, others and the environment.

Each challenge belongs to a **challenge family** that has its own icon with a colour code that corresponds to one of the three TRIO areas. A challenge family comprises several challenges on different competence levels. The letter codes given in the teaching materials correspond to the following levels:

A1 – primary level; A2 – secondary level I; B1 and B2 – secondary level II; C1 – transition from secondary level II to tertiary level. Each level builds on the preceding level.



Worksheet 1: No Fear of Clientele

Many business models talk extensively about the product and its implementation. In many cases the details about the clientele are quite vague or it is said that virtually anyone could be a client.

Sometimes one might think that the clientele does not matter, but solely the product. Many developers of ideas seem to expect their products to be good enough to be purchased by the clientele, but they are not abstract beings – they acquire a product or service based on the fact that it solves a problem or fulfils a function. Therefore it is of great importance to know which benefit the product or offered service has to offer for the clientele.

Empathy is required

Empathy is required. The Greek term “*empathia*” (em: ‘in’ + pathos: ‘feeling’) is the ability to understand and share the feelings of others. Empathy implies being able to easily identify with thoughts, feeling and needs. Empathy enables adoption of perspectives (cf. Krznaric 2008, p.10 et seq., Goleman 1998, p. 137 et seq.). Without this emotional intelligence companies are incapable of finding new paths and solutions that might be of interest to their clientele. Hence empathy is the key to be more competitive in today’s market.

Practical Example: Nike lives for sport

Nike’s headquarters resembles a college campus – without the boring lecture halls, but with a lot more sport facilities. Employees work out during office hours to understand how their products can contribute to the successes of professionals and leisure sport enthusiasts (cf. Patnaik/Mortensen 2009, p. 165 et seq.).

Develop empathy with clientele

How to develop this emotional ability? How can empathy become the fundamental attitude for our daily life? For Roman Krznaric (cf. 2012, p. 1 et seq.) openness to others and listening is essential. Someone who is capable of listening to others is open to their perspectives and develops empathy.

Practical example: What has LEGO learned from its clientele?

In the 1980s and 1990s LEGO-Group expanded and new products such as computer games, action figurines and TV shows were introduced in the market – moving away from their famous classic plastic bricks – at that time their core business. At the beginning of the 21st century LEGO had to struggle with declining numbers on important markets. One of the major problems was that children did not like the new designs of some products.

In 2004 the new CEO Jørgen Vig Knudstorp started a “back to basics” approach and decided to discontinue new products and focused again on their core products: plastic bricks. He addressed key questions: Why does LEGO exist? Why is LEGO so unique? Which benefits does LEGO provide for their clientele?

In order to find out, empathy was required. LEGO carried out two extensive empathy studies within their core markets Europe, USA and Asia. The first study focused on the feelings of children. What are their favourite toys? How, where and why do kids play? Are there differences internationally when it comes to play styles?

Empathy Challenge B1

Youth Start Entrepreneurial Challenges



The second study was devoted to enthusiasts – fans of LEGO. Researchers observed, interviewed and documented methods of German, Danish and American LEGO fans as well as the way the LEGO-Group interacted with them.

Management of LEGO used the results of both studies as the basis of decision-making. LEGO obtained once more its identity and its top place in the industry.

Many people talk to others, but do not listen. The most important goal is to have a two-way communication for which empathy with clientele must be developed.

Use of the Empathy Map

The Empathy Map by Scott Matthews provides a great opportunity to empathise with other people (cf. Gray/Brown/Macanuso 2010, p. 65 et seq.; Osterwalder/Pigneur 2010, p. 133 et seq.); using the example “Clientele”.

Draw your own Empathy Map on a flip-chart and choose your possible clientele. Use post-its with keywords to deal with the following questions:

- **What does our clientele see?** What does their environment look like? Which friends do they have and what self-image do they convey? What is the market already offering for that clientele?
- **What does our clientele hear?** What do their family and friends say? What do their colleagues and superiors say? What messages do they hear from the media?
- **What does our clientele think and feel?** What is important to them? What is their main occupation? Which standards do they have? Which attitudes do they have?
- **What does our clientele say?** What do they tell others? Which attitudes and views do they express?
- **Which negative things preoccupy our clientele?** Which risks and fears preoccupy them? Which types of reservations do they have?
- **Which positive things does our clientele think of?** Which desires are important to them? Which desires have they already fulfilled? What makes them happy? What would they like to have more of? What would they like to still achieve?

The process of answering those questions can sometimes be quite bumpy, but it usually quickly develops a positive momentum of its own. The results of the Empathy Map are impressive for the most part. It is normal that a process like this is paused and continued at a later time to verify previous assumptions. An interview with representatives of the chosen clientele can help to find answers to certain questions. It is useful to do this procedure with others and to repeat it until you finally know for sure which benefits your products have for your clientele. The questions of the Empathy Map help create specific images of people in specific circumstances, personalising the previously abstract idea of customers.

This exercise shows how easy it is to develop empathy with clients. These customer relations must be maintained and strengthened by the innovators themselves. The feedback of the clientele helps to promote innovative ideas.

A key part of the development of empathy is respect; otherwise the change of perspectives and the adoption of another person's view will not work. As the old Native American proverb goes: “If you really want to understand another person, you need to walk a mile in their shoes.”



Worksheet 2

Task Clarification

Description

Over the course of the last few weeks, you have been working small groups of 4-5 students to find and locate potential clientele for your new business idea. It is obviously exciting to discover a potential target group of clientele for your idea as it validates the potential sustainability of your business. However, it is a long process of “trial and error” to find precisely the right target group and to also be able to test your product on them. It all boils down to just how well you know your clientele and can thing like them. The Empathy Map is a vital process to dig deep into the hearts, minds and souls of our potential consumer market so that you can be successful once you launch your business.

Presentation: Tasks and Requirements

In your assigned groups, you are to develop an Empathy Map and present it. You will be assessed by your instructor according to these criteria:

1. A brief introduction of your business idea: Give us a background of how you came up with the idea.
2. Presentation Content: Walk us through your Empathy Map (using the key questions).
3. A brief conclusion: Why is your clientele perfect for your business idea?

Each person in your group is required to present for 3 to 5 minutes. Hence, if you are a group of 4, your total presentation time will be no longer than 20 minutes.

In addition to your poster/ you are allowed to use PowerPoint to provide more visual aides for your presentation.

Empathy Challenge B1

Youth Start Entrepreneurial Challenges



Assessment (Presentation)

No longer than 3 to 5 minutes per person!

1. Brief introduction of your business idea

- a. Business idea introduction:
 - i. How did you come up with this idea? What problem did you see that needed to be solved?
 - ii. Why did you choose this idea? What inspired you?
- b. Business idea description:
 - i. What is the purpose of your idea?
 - ii. What need does your idea fill/solve? How does it do that?
 - iii. Describe the functionality of your idea. How does it work?

2. Presentation Content: An Empathy Map walk through (using the 6 key questions on page 2 of Worksheet 1)

3. A brief conclusion – Why is your clientele perfect for your business idea?

- a. What evidence do you have to support that your clientele is perfect for your business idea? Give three examples.
- b. What are your target groups?
- c. Why do you think your business idea will sell?

Presentation Style and Language

1. Visual Representation

- a. Are my ideas in a presentable fashion?
- b. Are the visual aides in my presentation neat, tidy, and attractive to look at? Do they add meaning to what I am presenting?
- c. Do my visual representations help make my message clearer/stronger?

2. Presentation Skills

- a. Do I understand who my audience is?
- b. Am I able to interact with them?
- c. Did I speak clearly, make eye contact, and speak with conviction?
- d. Was my presentation well rehearsed?

3. Language

- a. Did I use a variety of descriptive language when describing my Empathy Map?
- b. Was I able to convincingly explain why my Empathy Map supports a successful launch?
- c. Do I speak with a variety of transitions when expressing my opinion and support it with examples?



Worksheet 3: Assessment Presentation

Level	Content and Design	Presentation Style and Language
0	My content and design have not reached any of the standards described below.	My performance does not reach any of the standards described below.
1-2	My Empathy Map presentation is missing the introduction, walk-through, or conclusion. My introduction gave unclear reasons that make my business idea unique. I answered 3 of the key questions as well as provided examples in context. I attempted to convince my audience as to why my clientele would be ideal for my business idea.	My ideas and visual representations need more time to polish. I speak with language that is not appropriate for my audience and I don't interact with them. My presentation needed a bit more practice. I use no descriptive language to describe my Empathy Map. Although I may state my opinion, I forget to support it with examples.
3-5	My Empathy Map presentation is organized but I might be missing the introduction, walk-through, or conclusion. My introduction gave 1 reason that make my business idea unique. I answered 4 of the key questions as well as provided examples in context. I attempted to convince my audience as to why my clientele would be ideal for my business idea.	My ideas and visual representations may help make my presentation clearer and stronger. My visual representations are somewhat neat and tidy. I speak with language that may not be appropriate for my audience and I don't interact with them. I make some eye contact, but my presentation needed a bit more practice. I use little descriptive language to describe my Empathy Map.
6-8	My Empathy Map presentation is somewhat organized including a well thought out introduction, walk-through, and conclusion. My introduction gave 2 reasons that make my business idea unique. I answered all 5 of the key questions as well as provided examples in context. I also was somewhat convincing as to why my clientele would be ideal for my business idea.	My ideas and visual representations help make my presentation clearer and stronger. My visual representations are neat and tidy. I speak with appropriate language that is appropriate for my audience and I may interact with them. I make eye contact, speak clearly and audibly. I practised my presentation before hand. I use some descriptive language to describe my Empathy Map.
9-10	My Empathy Map presentation is extremely organized including a well thought out introduction, walk-through, and conclusion. My introduction gave 3 reasons that make my business idea unique. I answered all the 6 of the key questions as well as provided examples in context. I also was very convincing as to why my clientele would be ideal for my business idea.	My ideas and visual representations help make my presentation clearer and stronger. My visual representations are very neat and tidy. I speak with appropriate language that is appropriate for my audience and I am able to interact with them. I make much eye contact, speak clearly and audibly. I practised my presentation before hand and have excellent command of it. I use a variety of descriptive language to describe my Empathy Map.



Worksheet 4

Self-Assessment

After the presentation, I think that I can master the following. Find the level that best applies to you!		Score
I unsatisfactorily completed this challenge		0
1 My introduction explained only one of the following: business idea, its function and uniqueness. 2 I answered 2 of the content questions for selecting the correct clientele. 3 I could conclude persuading the audience with no examples why the target clientele is perfect for our business idea.		1-2
1 My introduction missed a component explaining our business idea, its function and uniqueness. 2 I answered 3 of the content questions for selecting the correct clientele. 3 I could conclude persuading the audience with 1 example why the target clientele is perfect for our business idea.		3-5
1 I gave an average introduction explaining our business idea, its function and uniqueness. 2 I answered 4 of the content questions for selecting the correct clientele. 3 I could conclude persuading the audience with at least 2 examples why the target clientele is perfect for our business idea.		6-8
1 I gave a moderate introduction explaining our business idea, its function and uniqueness. 2 I answered all 5 of the content questions for selecting the correct clientele. 3 I could conclude persuading the audience with at least 2 examples why the target clientele is perfect for our business idea.		9-10



Worksheet 5

End of Unit Self-Assessment

No.	Question/Statement			
1.	I can place myself in other people's shoes			
2.	I can make a persuasive presentation.			
3.	I can identify opportunities and seize opportunities.			
4.	I can develop possible solutions to be addressed inspired through the Empathy Map.			
5.	I can summarize my thoughts on an Empathy Map highlighting its strengths and solutions.			
6.	I can successfully design an illustrated Empathy Map.			
7.	I can successfully do the market research to find my clientele.			
8.	I can express myself in front of a group or audience.			
9.	I can lead a persuasive presentation about my product and its potential audience.			



Worksheet 6

Self-Reflection Wrap-Up

1. What did I like about this challenge?

2. What did I not like about this challenge?

3. After this challenge, how prepared do you feel about locating the correct clientele for a product?

4. Did you find this challenge useful? How could you apply this to the real world?

5. Additional Comments:
