



ENGAGE MINT

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FAN ENGAGEMENT PARTNERS

EngageMint is a leading customer-experience (CX) design firm for college athletic departments and sports organizations. A collective of best-in-class CX practitioners from a diverse set of B2C industries, EngageMint builds a custom team to help you solve your most complex challenges.

TEACHING POINTS

Here's what you'll learn today



**WHAT IS DESIGN
THINKING**



**HOW TO CREATE
CUSTOMER PERSONAS**



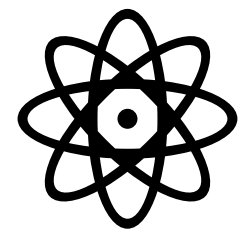
**PLAN BY USING
CUSTOMER JOURNEY
MAPS**

DESIGN THINKING

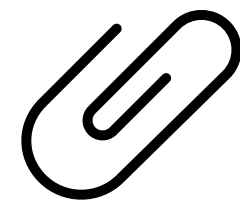
PART 1

WHAT & WHY – DESIGN THINKING

Set of principles for creative problem solving. Also known as “human-centered design” or “customer-centric”



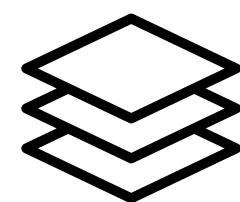
FASTER IDEATION



MORE IDEAS



LESS MISTAKES



HIGHER ADOPTION



FOCUSED ON EMPATHY

Customer “POV”





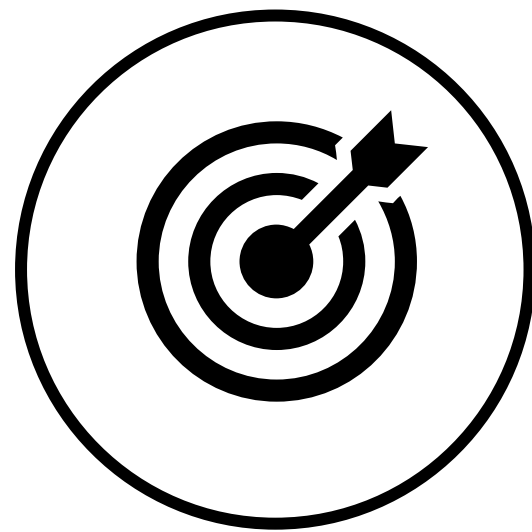
EXPANSIVE THINKING

Break out of your “River of Thinking”

PLANNING FOR GAME 1

GET A TEAM.
DON'T TRY THIS ALONE.

SET THE GOAL YOU WANT TO TARGET



**START WITH THE
END IN MIND**



**HOW WILL YOU KNOW IF
YOU'RE SUCCESSFUL**



**WHAT METRICS WILL
YOU MEASURE BY?**



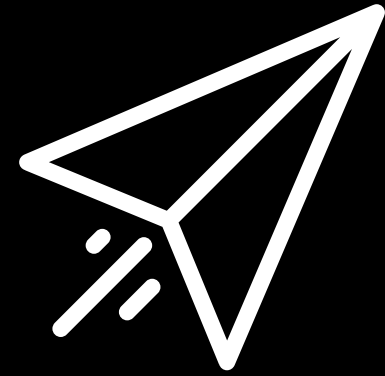
DEFINE THE SCOPE

Clearly articulate what you WILL and what you WON'T tackle with your group

BE PREPARED TO GATHER DATA

Depending on what you're trying to tackle, everyone has *some* sort of data to include. Even if it's anecdotal.





QUESTIONS?



CUSTOMER PERSONAS

PART 2

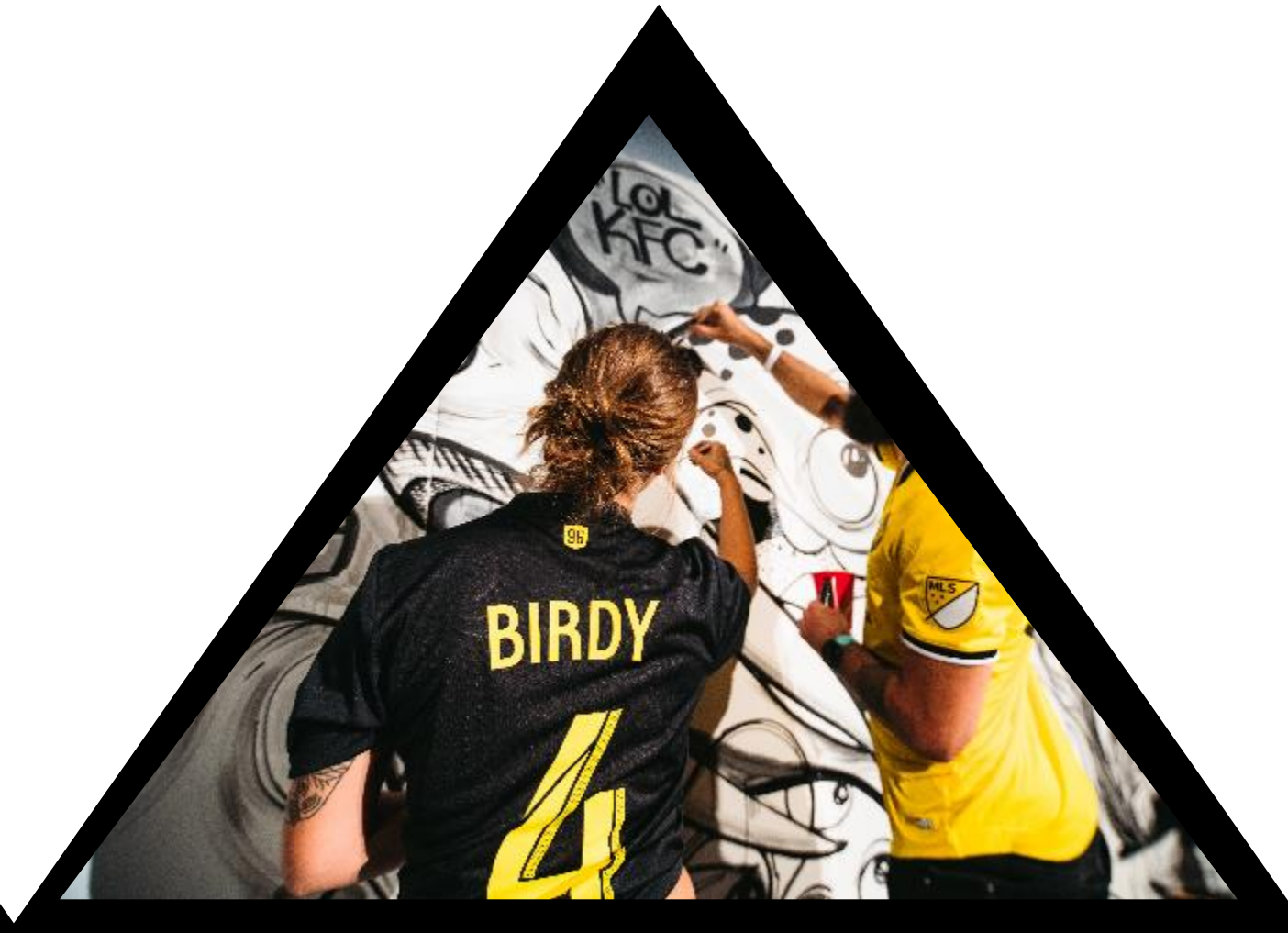
WHY IS A FAN PERSONA?

The “Average” Fan is not a real person.
He does not exist.

HOW CAN PERSONAS HELP ME?



DEEPER UNDERSTANDING



BETTER DESIGN



STAKEHOLDER BUY-IN

NAME

Sarah, Looking For Guidance

MARKET SIZE

**70 %**

TYPE

Self-Service**Background**

Sarah has some experience with life insurance, but doesn't really feel comfortable making purchase decision on her own. She's looking for an expert who could guide her through the process.

Sarah would like to have someone she could trust and call personally anytime she has questions.

Motivations

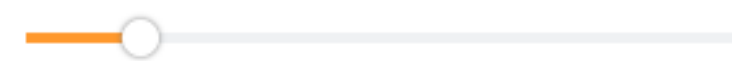
- Feeling not alone, but the part of the team who wants her to succeed
- Explanations in simple words, without professional terminology
- Transparency and user stories, helping to build trust

Pain points

- Pressure (needs to make a decision fast, but is not sure which option to select)
- Professional terminology and jargon
- Security/trust issues
- Overwhelmed by numerous offerings

**Highlights**

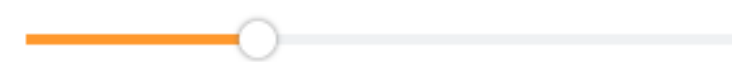
Desire to be in control



low

high

Expertise in insurance



low

high

Need in human warmth



low

high

Strategy**Content:**

- Collect success stories from other clients like Sarah in order to build trust and show her what other people tend to pick.
- Use language that is easy to understand, get rid of professional terminology and jargon
- Overall tone of voice: warmth, letting Sarah know we are here to help.

Functionality:

- Simple calculators
- "Call or request a call" function
- Live chat on the website

WHAT IS A CUSTOMER PERSONA?

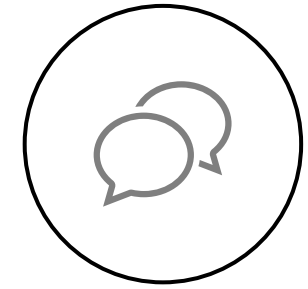
FICTIONAL YET BELIEVEABLE

Personas are fictional, yet believable archetypes you can develop to represent your target customers.

DEEP INDIVIDUAL STORY

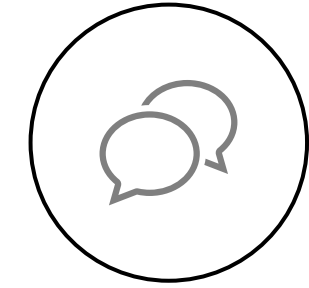
Individual names and stories that reflect personal attributes and behavioral characteristics such as needs, motivations, attitudes, and pain points.

WHAT TO INCLUDE

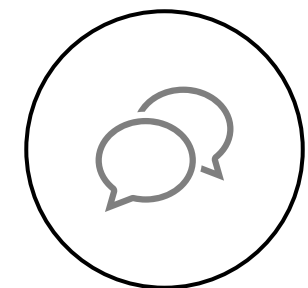


DEMOGRAPHICS

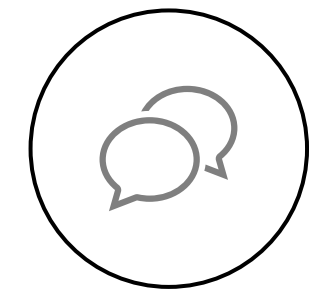
What type of information should I include in my Fan Persona?



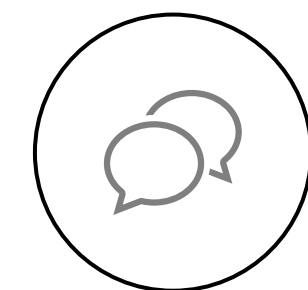
WHAT DOES SHE VALUE MOST?



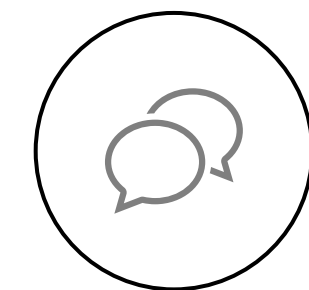
JOB LEVEL &
SENIORITY?



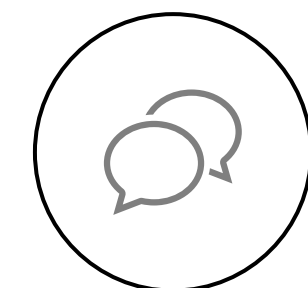
WHERE DOES SHE GO FOR INFORMATION?



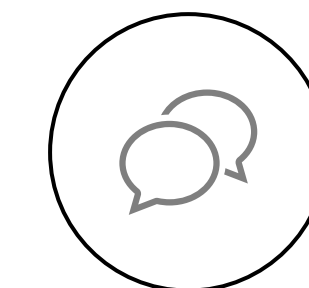
DAY IN THE LIFE



WHAT ARE HER GOALS?



WHAT DO YOU HELP HER SOLVE?



OBJECTIONS TO YOUR OFFERING?



HOW DO I CREATE AN EFFECTIVE PERSONA?

ALIGNS WITH
BUSINESS
OBJECTIVES

BRING YOUR
PERSONAS TO
LIFE

USES DATA & RESEARCH

MAKE THEM
EYE
CATCHING &
MEMORABLE

NAME

Susan Soccer Mom Updated 3.10.20

Demographic

Female
52
years

West PA Suburb (Near Pittsburgh)

Married

60-65k

Office Admin - Healthcare

Technology

Expectations

- Easy ingress and parking to get there and be able to enjoy as much pre-game fun as possible
- Reasonable food prices
- Easy stadium entrance

Brands & Influences

Nike

Background

- Office administrator (full time) for a major healthcare company; \$65,000; college degree from smaller university that was closer to home
- Husband: Jim, 47-year-old senior software engineer with the same company for 20 years; \$125,000
- Husband is the alum; both of them are sports fans (*What sports?*)
- Daughter Sarah, 12 years old (twirler and cheerleader)
- Son Sam, 10 years old (soccer and football)
- Super mom = works full time/takes care of the house/chauffeurs the kids to activities/fitness junkie
- They like to buy merchandise
- They hold (4) season tickets and 1 preferred parking permit.
- Occasionally buy single-game tickets to other sporting events depending on kids' schedules
- As a family, attend only 3-4 games per year even though they are season ticket holders
 - Kids' schedules
 - Weather conditions
 - Will sometimes leave the kids home and attend a game with another couple
 - Sell tickets for games they aren't using on Ticketmaster. They also try to sell parking permit on the 3rd party market to some of the games they cannot attend.
- Owens an RV - Sometimes takes it up for games

Goals

- To foster the same "Penn State" love and loyalty in their children
- To provide a fun family activity (not necessarily vacation time) that is a treat
- Dad wants a Penn State Legacy; hopes his children want to attend Penn State
- Enjoy the entirety of gameday weekend - join friends who host a tailgate every game

Quote

“Nothing can take the place of time spent with your children”

“I am the facilitator of fun!”

Motivations

- Easy drive from their western PA suburb (2.5-3 hrs)
- Kids enjoy sports of all kinds
- Husband can occasionally connect with some college buddies who attend games as well
- Prefers games earlier in the season for nicer weather
- Catching up with friends at tailgate

Frustrations

- Difficulty in making hotel reservations when they want to spend the weekend
- Price of hotels
- Egress on games they have to drive home afterwards
- Long wait times - want to maximize the use of their time
- Takes too long to park
- Challenges with selling tickets for games the family is unable to attend
- Not having a guarantee of RV parking

Preferred Communication/Channels

- Email
- Both Husband & Wife Follow Penn State Sports on Facebook/Twitter/Instagram
- Facebook
- Google Chrome

WHICH FAN TO CHOOSE

Where do I start?

SINGULAR OR MULTIPLE

Don't try to create more than 3-4 personas, max

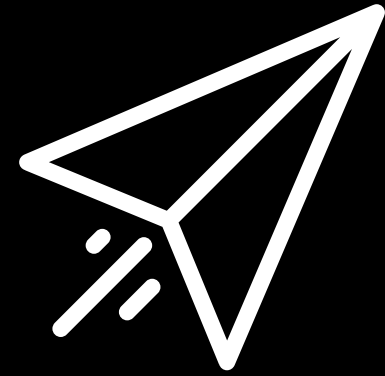
GET WITH YOUR TICKET TEAM

See what data your ticket team has.
The results will likely surprise you.

MODAL VS. \$

Either start with the fan that has
the greatest number of fans or the
highest value fan





QUESTIONS?


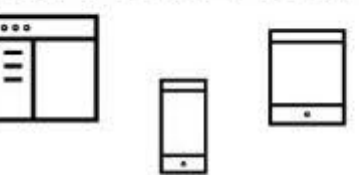

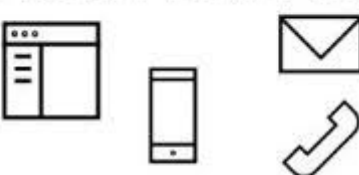












JOURNEY MAPS

PART 3

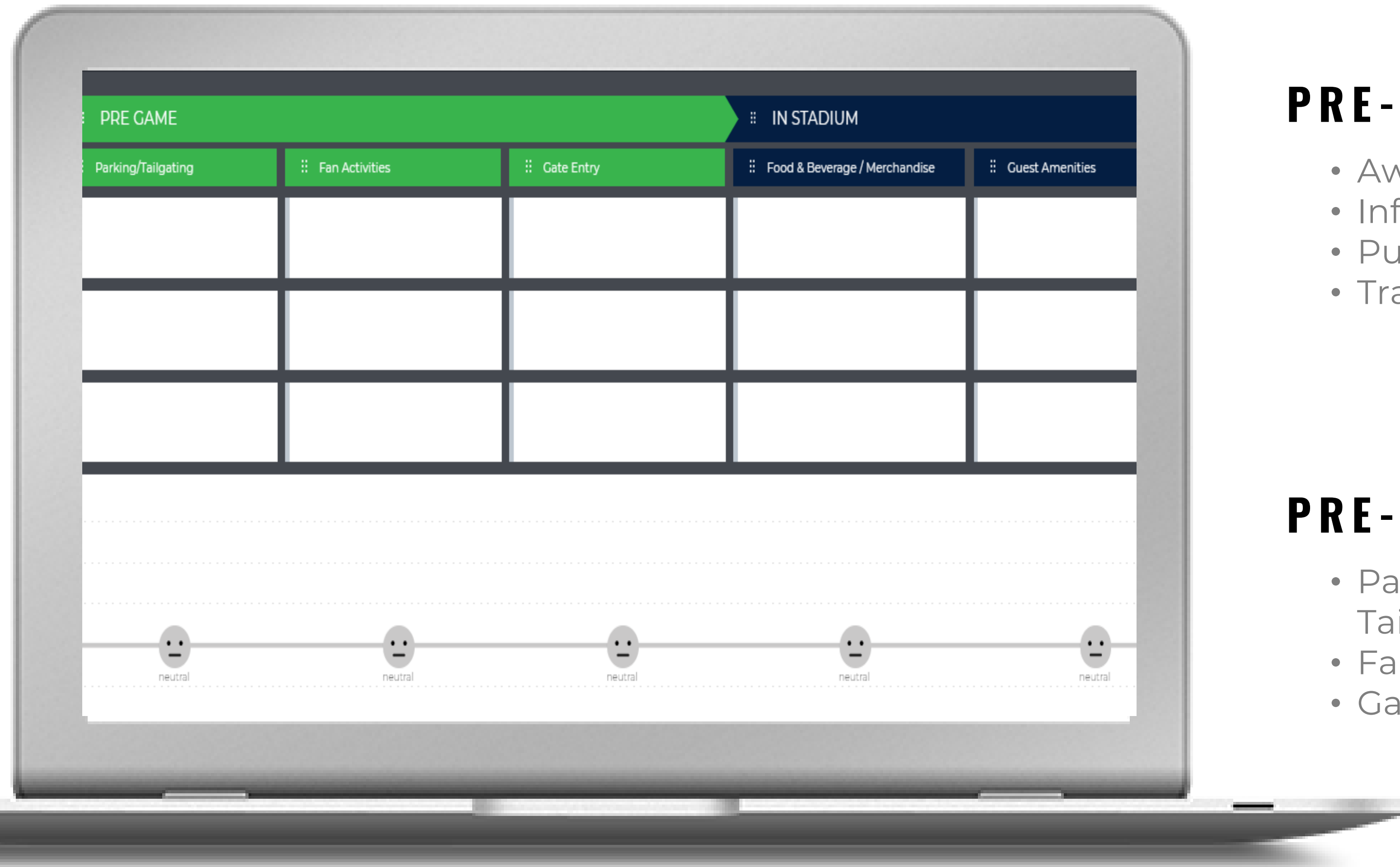
CUSTOMER JOURNEY MAPPING

A customer journey map is a visual representation of every experience your customers have with you..

Stage	Awareness		Consideration		Decision		Delivery & Use		Loyalty & Advocacy									
CUSTOMER ACTIVITIES	Hear from friends, see offline or online ad, read from newspapers		Compare & evaluate alternatives		Add groceries to a shopping cart		Make an order		Receive or pick up on order		Contact customer service	Enjoy groceries	Order again / order more	Share experience				
CUSTOMER GOALS	No goals at this point		Find the best solution to buy food		Find and select products easily, get inspired		Order effortlessly		Receive / pick up an order effortlessly and when needed		Get help if problems appear, request for refund		Have right and good quality ingredients		Repeat good customer experience	Share feelings, give feedback		
TOUCHPOINTS	 Word of mouth, traditional media, social media		Word of mouth, website, brick & mortar store, social media				Website, app, order confirmation email		Delivery service, packing, messages (email, SMS, phone)		 Phone, email, chat		Food products, packages, other materials			Word of mouth, social media 		
EXPERIENCE	5 4 3 2 1  Interested, curious		5 4 3 2 1  Requires effort but excited		5 4 3 2 1  Excited		5 4 3 2 1  "Payment is painful"		5 4 3 2 1  Requires effort, happy when received		5 4 3 2 1  Frustrated		5 4 3 2 1  Satisfied		5 4 3 2 1  "This is easy"		5 4 3 2 1  "I have to share this"	
BUSINESS GOAL	Increase awareness and interest		Increase number of website visitors		Increase shopping cart value & conversion rate		Increase online sales and conversion rate		Deliver on time and minimize a delivery window		Increase customer service satisfaction, minimize waiting		Make products to match expectations		Increase retention rate and order value / frequency		Turn customers to advocates, turn negative experiences to positive	
KPI	Number of people reached		New website visitors		Shopping cart value, conversion rate		Online sales, conversion rate		On time delivery rate, average delivery window		Customer service success rate, waiting time		Product reviews		Retention rate, order value & frequency		Viral coefficient, customer satisfaction	
ORGANISATIONAL ACTIVITIES	Create marketing campaigns and content both offline and online, PR		Create marketing campaigns and content both offline and online		Optimize grocery shopping experience		Optimize online purchase funnel, order handling		Picking & delivery		Organize customer service		Develop products & product range		Target marketing, make re-ordering easy, upselling / cross-selling		Manage feedback and social media, develop sharing / inviting chances	
	Marketing &		Marketing &		Online development		Online development		Warehouse Logistics		Customer service		Product development		Marketing		Customer service	

BUILDING YOUR MAP

Start with your column titles first. Map out the Stages and the Sub Stages



PRE-ARRIVAL

- Awareness
- Info gathering
- Purchase
- Travel & Arrival

IN-STADIUM

- F&B
- Merch
- Guest Amenities
- In-Game Entertainment
- Concourses / Restrooms

PRE-GAME

- Parking / Tailgating
- Fan Activities
- Gate Entry

POST-GAME

- Exit Stadium
- Travel Home
- Follow-Up / Thank You
- Advocacy Opportunity

BUILDING YOUR MAP

Determine Touchpoints, Channels, Processes
for Every Stage

These are what allow you to think deeper,
have empathy.

Role play, get into character.

Put yourself in that character's shoes with
their backstory. How do they perceive each
step?



IDENTIFY PAIN POINTS



CUSTOMER POV

Cannot stress enough. What are the customer's goals and emotions each step of the way?

ROADBLOCKS TO THEIR GOALS?

What's standing in the way? Do they want to provide good fun for their kids, but the drunk fans next to them impede it?

NOT YOUR POV

Don't list what's painful for you. It's your job to figure out what's painful for the fans, and have a CAN DO attitude to fix it.

CONSIDER INTERVIEWS

If you're having trouble producing good stuff, consider interviewing fans that fit your customer persona.

MOMENTS OF TRUTH

PITS

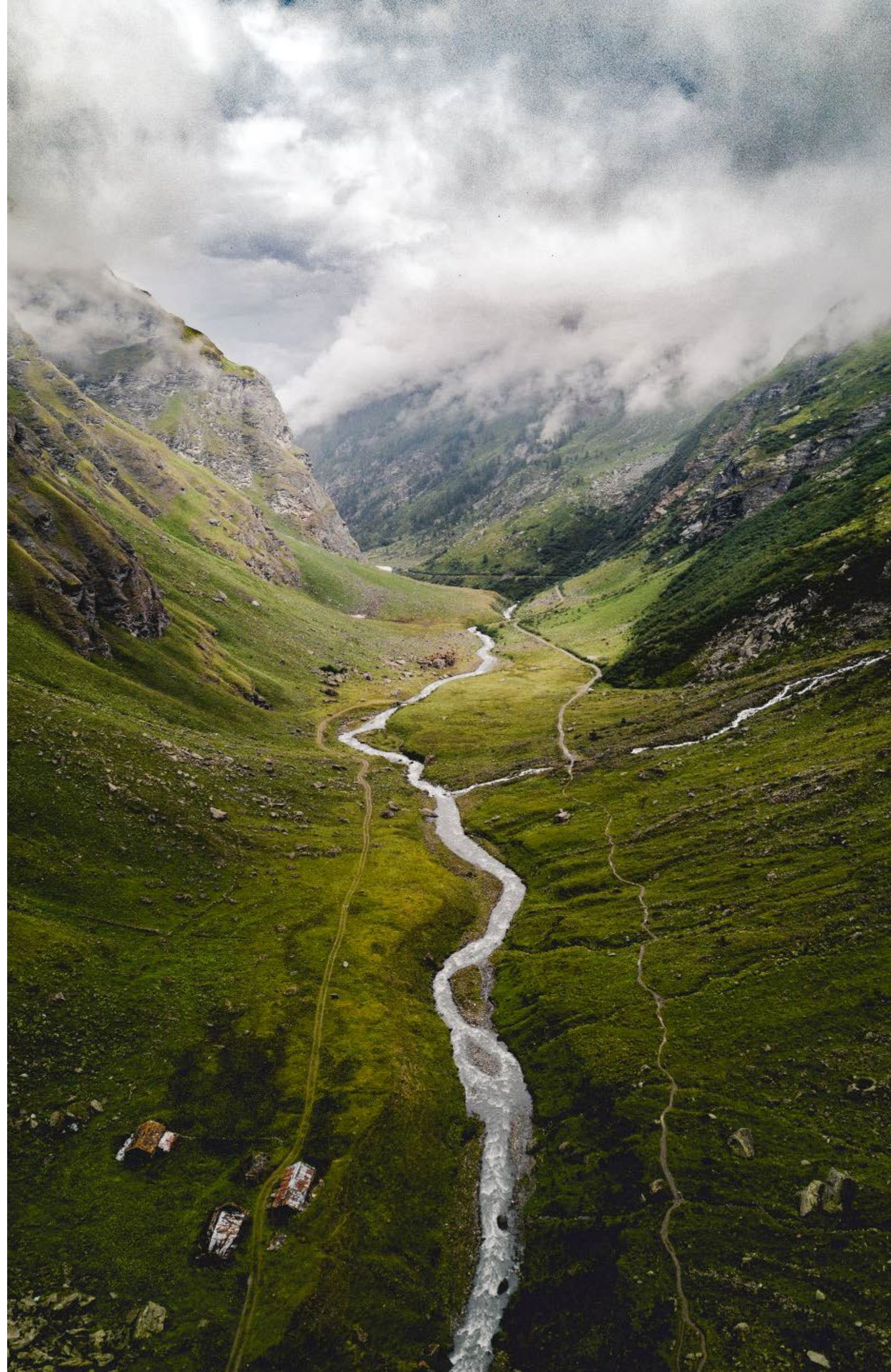
First look for the Pits. The moments that are highly important to your fans and are highly upsetting in the current state. Attack those.

PEAKS

Then look for Peaks. The moments that are highly important and making fans very happy. Can you make those moments last longer, or replicate it at a different point in the journey

POTHoles

This is where a lot of people get hung up. They spend the majority of their time working on improvements that only marginally improve the experience.

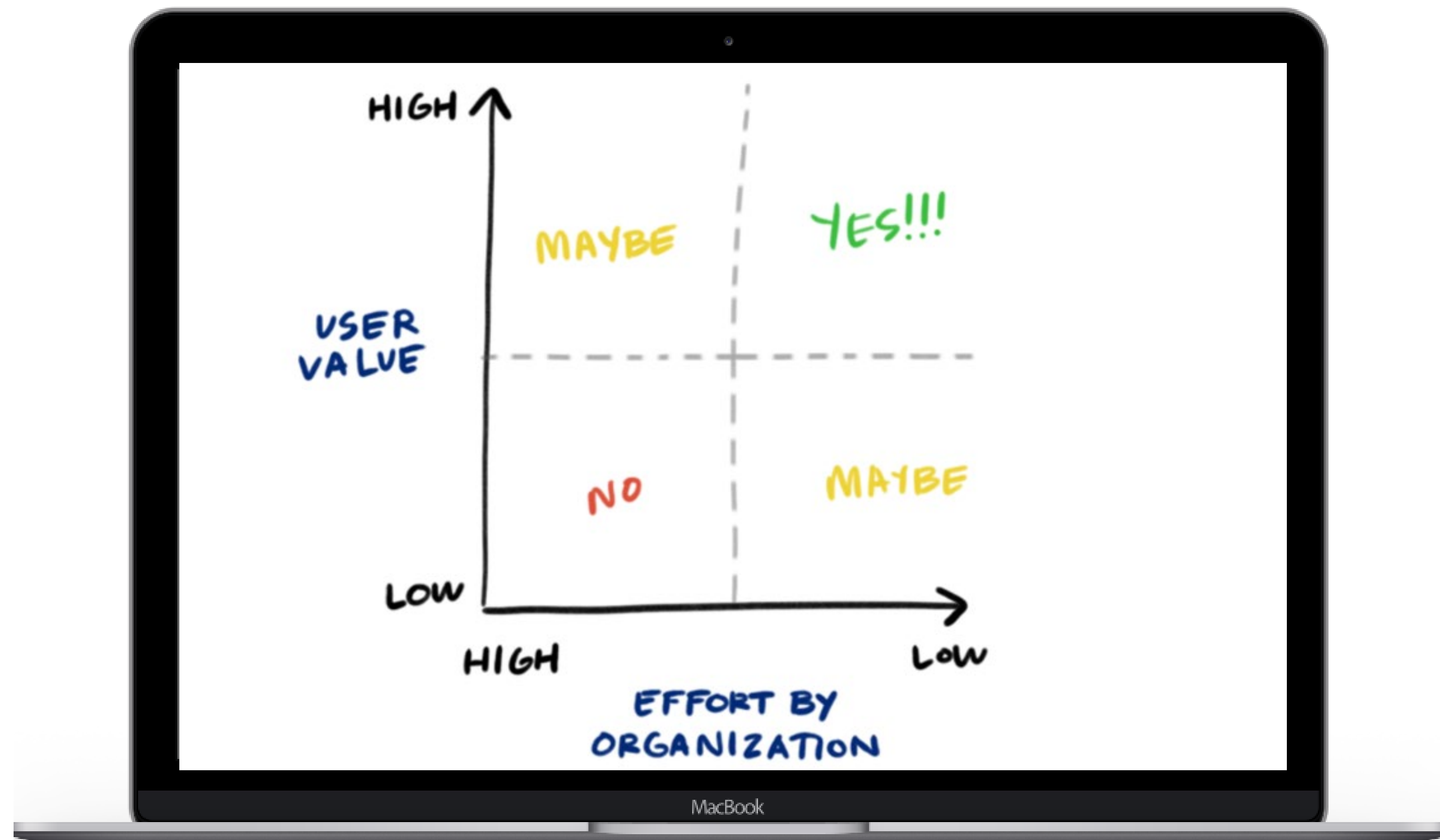


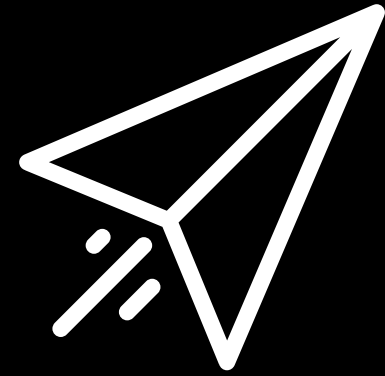
28

	PRE ARRIVAL			PRE GAME			IN STADIUM			POST GAME		
#	Awareness	Purchase/Donation	Travel & Arrival (into town)	Parking/Tailgating	Fan Activities	Gate Entry	Food & Beverage / Merchandise	Guest Amenities	In Game Entertainment	Concourse/Restrooms	Exit/Departure	Feedback
Attendee Goals	<ul style="list-style-type: none">Be aware of renewal timeline and processShe wants to take care of this early.Prepared financially to make a commitment when email comes.Start planning out season schedule, which games they can attend, what they want to do with tickets for games they can't attend?	<ul style="list-style-type: none">Pay ticket/donation renewal on time.Change seat locations to get closer to the 50 yard line. But stay within current donation level.Renew invoice early to get additional pointsSmooth process/take care of it online with ease.	<ul style="list-style-type: none">To plan their route to the stadiumTo be packed and stocked up the night before. Not going to store on day of the game.Experience minimal delays and detoursArrive on-time/pregame.Have a few hours before kickoff to tailgate with friends and family and sometimes attend team arrival.	<ul style="list-style-type: none">Easy access to tailgating spot with full space availableGet parked next to friendsSafe, Hospitable & fun tailgate experienceKids are playing & entertainedHassle-free (ingress/egress) way into her tailgating spot	<ul style="list-style-type: none">In the front for team arrivalHigh-five the team at team arrivalGet a good group picture for 'the gram	<ul style="list-style-type: none">Get in quickly without hassleSafe, Secure entry	<ul style="list-style-type: none">Quick & easy affordable items for familyPurchase healthy food options for the kidsAbility to purchase game souvenir for kids	Guest Services FAQ <ul style="list-style-type: none">Easy & quick access to staff who can help	<ul style="list-style-type: none">To take advantage of all in game entertainmentExperience as much as possible	<ul style="list-style-type: none">Easy & convenient access to and from clean restroomsEasily navigate to other areas within the stadium	<ul style="list-style-type: none">To navigate to the exit with minimal issues.Catch up with friends after the game to discuss what they enjoyedLeave stadium with minimal traffic	<ul style="list-style-type: none">To easily feedback State At the expoInform best wa expense game
Attendee Expectations	<ul style="list-style-type: none">Expects schedule to be out and available.Expects to hear about renewals in-seasonExpects to receive a clear timeline/benefits calendar and communicationWants to know any payment plan optionsExpects to know options for upgrading at the time of communication.Wants communication in advance about any increase/changes coming her way.	<ul style="list-style-type: none">Expects a slight increase in ticket cost, but nothing drastic.Expects to have the opportunity to relocate her seats/parkingTo be able to complete task online without troubleshooting	<ul style="list-style-type: none">Expect to be a bit of traffic, but not that much based on their arrival time. Don't expect any issues until they get into town.Wait no longer than 20 minutes to enter preferred parking lotLots are open (due to weather), if not, they have directive on where to go.	<ul style="list-style-type: none">Hospitable & fun tailgating experienceReturn on InvestmentOngoing maintenance of tailgating areaEasy way to get into her tailgating spot	<ul style="list-style-type: none">See the team arriveSee the band/spirit group	<ul style="list-style-type: none">May get an issue from security on backs/chainbacksWait in lineWi-Fi is backup	Food & Beverage <ul style="list-style-type: none">Reasonable food pricesFriendly concession workersMany different options for method of payment Merchandise <ul style="list-style-type: none">Reasonable merch pricing in kids sizesOptions in all sizing	<ul style="list-style-type: none">Reasonable response time to request for helpPersonal relationship w/ usherFriendly interaction with Guest Service Staff	<ul style="list-style-type: none">There's something for everyoneBe in seats by start of pre-game entertainment (20 mins before)Wants husband to listen to radio play by playConsistent, clear soundWatching student section participate in traditional chants, sing-a-longs etc - Need to feel the energy!	<ul style="list-style-type: none">Congestion & long linesOverly crowded during half time	<ul style="list-style-type: none">If leaving at the very end of the game, there will be large crowds and delays in leaving Beaver Stadium.	
Process	<ul style="list-style-type: none">As current season begins, get ducks in a row for next season - communicate and discuss with spouse and seat-mates on desires for next season.Receive initial email/letter communication on timeline in OctoberCall or email CRC with any pre-purchase questions/comments/concerns	<ul style="list-style-type: none">Receive renewal invoice via email/letter in mail.Goes online through Account Manager. Renews.Call ticket rep to ask any questions.Receives communication about parking and seat selections (email/letter) in March/April.Logs on to complete parking/seat selection.	<ul style="list-style-type: none">Pack and stock vehicle the night beforeGas up carGet up earlyUse WAZE to navigateStop at Brezewood for bathroom breakArrive into town	<ul style="list-style-type: none">Interact with Parking Lot attendant (SP+) at beginning of lotDrop pin on Google Maps & send location to friendsPresence of auxiliary monitoring groups - Police, SP+, fans, or rat patrolMeet w/ friends @ TailgateKids PlayingGrilling delicious foodChecking & watching other gamesKeeps her tailgating area clean, recycles	<ul style="list-style-type: none">Leave tailgate to go to fan fest for team arrivalreturn to tailgate after team arrival, proceed to stadium 45 minutes beforeInteractions with:<ul style="list-style-type: none">UshersSecurity	<ul style="list-style-type: none">3rd Party Security bag checking3rd Party Security - Ticket ScanningMobile Phone - Ticket ScanPolice in the area monitoringArrive 45 minutes before game	Food & Beverage <ul style="list-style-type: none">Long lineTried to purchase before the line was longFinding merch options & stand locationsDetermine acceptable methods of payment Merchandise <ul style="list-style-type: none">Purchased previous to arriving in stadium	<ul style="list-style-type: none">Find easily identified assistance workerFinding specific service needed<ul style="list-style-type: none">What specific service might she need?Ask Usher where to find specific serviceUse app/text 69050	<ul style="list-style-type: none">In seats with 20 minutes on clock and ready to watch pre-game festivitiesSaid hello to all of her surrounding friendsWatched gameEnjoyed band/halftimeStayed for post-game (alma mater, victory ball)Took another picture with family in seats	<ul style="list-style-type: none">Visits restroom before going to get seatsMeets up with other friends that she missed at her tailgate, but has trouble finding them in the concourse due to crowds.	<ul style="list-style-type: none">Meets other group of friends in concourse before exiting stadium and heading homePurchases souvenir from a Merchandise location on the way out	
Experience												
Channels												
Quote section	Why is this so inconsistent? I can't wait for next season!	Are they raising prices AGAIN? Signed up for another season!	Are you ready for Penn....State.....FOOTBALL! Are we there yet?	"	"	"	I gotta feed the kids!	I just need help!	WE ARE!	"After half time the concourse is littered with filth!"	"	"
Problems	<ul style="list-style-type: none">Lack of consistencyLate renewal timelineLack of communication/ unexpected price increases.Parking/traffic adjustmentsSchedule layout - too many back to back games	<ul style="list-style-type: none">Frustrated with online buy processFrustrated if they have trouble getting someone on the phoneThey don't get the parking or seats that want.They would consider upping donation but it is difficult to	<ul style="list-style-type: none">Traffic - esp with noon gamesWave connectivityCar troublesNot enough time the night before to packDon't like the new traffic patternsBad signage on highways	<ul style="list-style-type: none">Pedestrian foot traffic within lot preventing an easy way of getting to tailgate spotTailgating area being encroached uponPoor employee demeanorTailgating surface (Level,	<ul style="list-style-type: none">Lack of ATMs (is this an issue?)Lack of activities available to keep fans around the stadium after team arrivalbetter than their tailgatehas to be able to attract them from far	<ul style="list-style-type: none">Wait in lineProhibited item inconsistenciesEmployee Demeanor is poorDoesn't' where to go for what - no map in program-used to be thereWi-Fi ConnectivityTrash/Overflow @ Gates	Food & Beverage <ul style="list-style-type: none">Long line & wait timeCook for the whole family<ul style="list-style-type: none">Cost of specific essential items such as waterDoesn't' where to go for what - no map in program-used to be there	<ul style="list-style-type: none">Ushers & Guest Service staff have inconsistent uniformsLong Response or sometimes no response at all when calling or textingNo consistent method for fans to contact Guest Service<ul style="list-style-type: none">1800 Nitrary	<ul style="list-style-type: none">Volume too loudWeather<ul style="list-style-type: none">Not enough ponchosBlue Band is cancelled during inclement weatherTechnology issues - Connectivity	<ul style="list-style-type: none">No paper products in restroomsCongestion & long linesLack of clear signage of other restrooms that may have a shorter lineConcourse is extremely dirty after half time	<ul style="list-style-type: none">Zero interaction from any Employees upon exiting	<ul style="list-style-type: none">Left few email & received responses

BONUS

If you find you have just too many ideas for improving your offering,
use this Feasibility Matrix





QUESTIONS?



GOALS



What is the end goal of your persona?

Goals are your larger,

- Is the goal you've written clearly stated and specific?
- Is this the end goal of your persona?
- Peel the layers of the onion with 5 "why's".
- Do not include goals that are too global and have no connection to the workplace.
- Be sure to not confuse perks and benefits with employee goals, i.e. "work from home days" are not goals; "healthy work-life balance" or "time to spend with my kids" might be the goal.

FREE CUSTOMER PERSONA CARDS

www.engagemintpartners.com/nacda

MOTIVATIONS

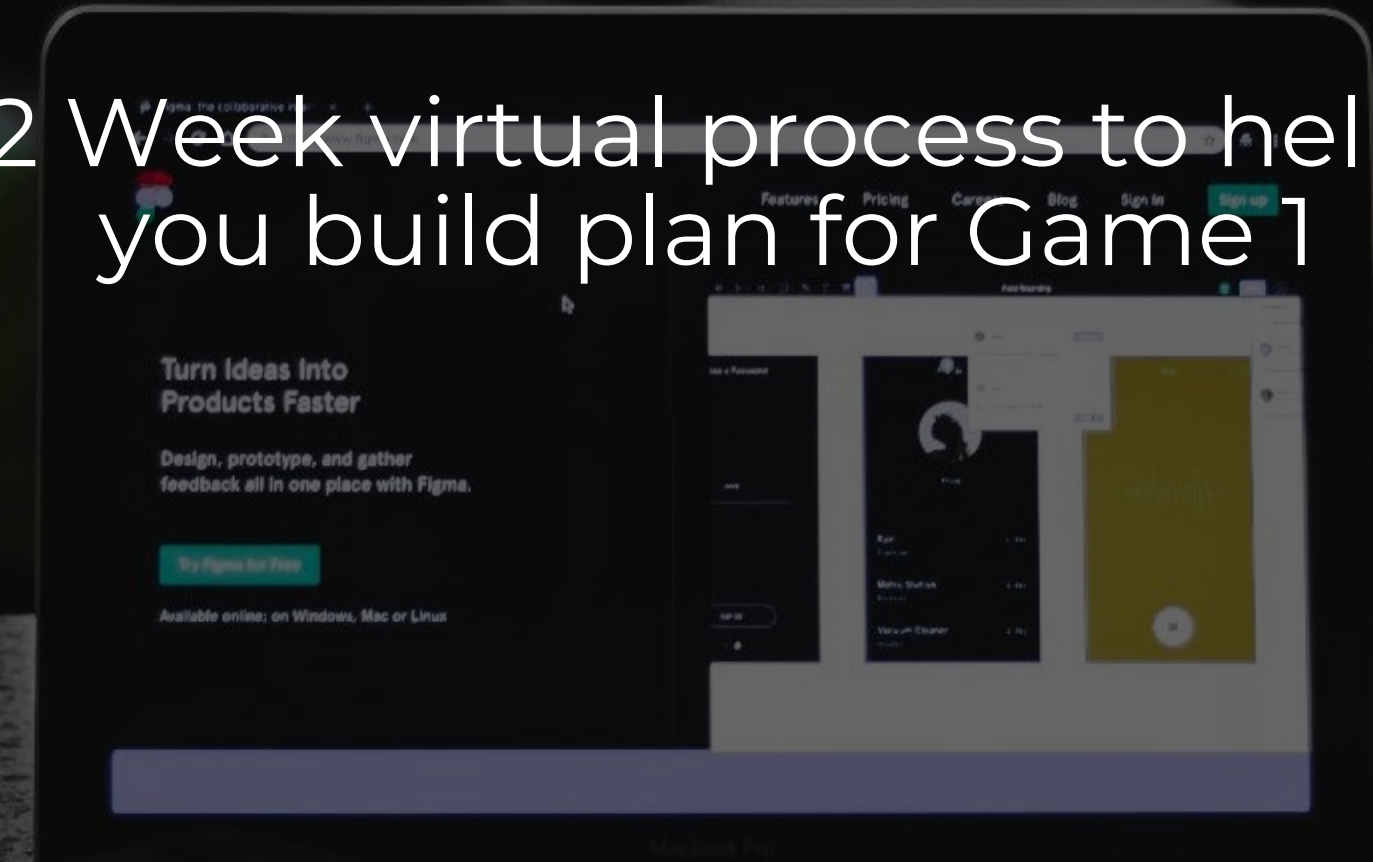


Does the motivation you found lead to new processes, policies, tools or

- What are the things that can increase employee autonomy, purpose, mastery, and satisfaction?
- What drives your persona and motivates to start working at your organization or stay working at your organization?
- Why would your persona choose to work at your specific organization over a competitor?

EXPERIENCE DESIGN SPRINT

2 Week virtual process to help you build plan for Game 1



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Figure 7
The sports ecosystem the flow of money

