

**Empathy Map Canvas**

*Designed for:*

*Designed by:*

*Date:*

*Version:*

**WHO**

**are we empathizing with?**

**What do they need to DO?**

**GOAL**

**What do they**

**SEE**

**?**

**What do they**

**SAY**

**?**

**What do they DO?**

**What do they HEAR?**

**What do they**

**THINK**

**and**

**FEEL**

**?**

What do they do today?

What behavior have we observed?

What can we imagine them doing?

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**PAINS**

**GAINS**

What other thoughts and feelings might motivate their behavior?

They may hear colleagues complain about how the new system will change their work and how they work. Colleagues may also ask questions and raise concerns about how it affect them and the nature of their work but also how it may influence their career progression and employee hierarchy. But their colleagues may be happy about the change as it means they will become more informed salespeople and thus increase the overall success of their sales pitches, thus bringing more customers for the travel company.

Friends may voice concerns over their employability and transferable skills as the proposed system may hinder their career progression and future job opportunities, but friends may also voice support as it increases the RMs confidence in sales if they are better informed about travel destinations and packages.

Customers may be happy about the change as it means they will be able to get more specialised information about different travel plans and destinations, but it may also better their calling experience and overall engagement with the travel company.

“What if I’m layed off because there isn’t a high enough demand for RMs?”

They may voice concerns over potentially reducing their employability and transferable skills, they may also have concerns about their job security with the introduction of a system to automate processes that could be completed manually.

They may say things like *“I don’t like this change because it will mean I will have less calls because no one wants to travel here.”* Or they may be happy with the change, *“This change will increase my calls and commission because the destination I have been assigned Is well known and popular amongst customers.”*.

They may see changes in the marketplace as travel patterns change various reasons such as weather, exchange rate, trends, etc. In their immediate environment, they may see a change in how operations such as grouping particular RMs together based on the travel packages they are responsible or seeing people’s titles change due to the proposed system. They may see others happy or unset with the change depending on how it has affected them. The change will likely result in retraining so they may be watching and reading new training guides and details about the region and travel package that they are now responsible for .

It may help them further progress their career as they become subject matter experts leading to more convincing sales. It may boost their confidence in pitching a sale as they are better informed about the region and its travel packages. They want it not to affect their employability and career. It can potentially boost their sales rate and commission.

They may fear that they are allocated a region or travel package that is not as popular with customers, leading to reduced sales and thus commission. RMs may not particular like the region or package that they have been tasked to sell making it more difficult. They may think that it reduces their job opportunities and career progression.

Relationship managers (RMs) are telephone salespeople for a travel company. The company wishes to develop an information system to optimise business operations, resulting in a change to the operation of their job.

RMs will need to become specialised in particular travel packages or regions, they will need to decide on the specifics. It will change how they do their job. The successfulness of the change will be determined from customer satisfaction, change in sales rate and employee satisfaction.

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RMs