



PERSONAS

Give your customers a face.

TIME

At least 30 minutes
per Persona

PARTICIPANTS

At least two participants

CRITICAL SUCCESS FACTORS

A rough idea of potential customers/need types who might be interested in the product/process

WHAT IS IT?

Personas represent typical customers that combine shared characteristics of a customer segment. They are no work of fiction but rather are based on empirical research data. Personas throughout the design process, or for any other customer-related topic, will help you to keep the focus on your customers.

WHAT WILL IT GIVE YOU?

- An understanding of who your customers are, what they need, what they want, and what motivates them
- A concise description of user archetypes for making better decisions regarding design, propositions, roadmap, or customer care
- An easier implementation of actual customer perspectives (including needs and requirements) from the very start
- A concrete description of the most relevant user types

Cheat sheet

INPUT

- Market segments
- A rough idea of potential customers/need types who might be interested in the product/process

OUTPUT

- Personas
- An understanding of your users, which leads to areas of opportunities
- A concrete description of the most relevant user types

RESOURCES NEEDED

- As much solid information as possible about these individuals, e.g. data, images
- Flip chart or pin boards
- Magazines for cutting
- Scissors
- Pens in different colors
- Post-it notes
- For digital version: Illustration software and computer

KEY STEPS

1. CHOOSE OR CREATE THE PERSONA

A. Choose pre-defined Personas

- Choose the market segment and select three to five pre-defined Personas.
- Enrich the Personas with data from ethnographic research, such as observations, interviews, cultural probes.

B. Create Personas

- Cluster your market and select the most promising segments.
- Compile as much information as possible about the different user types (from observations, studies, interviews etc.).
- Use the Blueprint to create your Personas and enrich them with your research data.

2. DEFINE AND COMMUNICATE THE TARGET

- Define why the Persona becomes active, the motivation or need.
- Display your Personas in a visible spot.

3. COMBINE WITH OTHER METHODS

- Combine the Personas with another method. Most suitable are Jobs-to-be-done, Customer Journey Map, use cases and scenarios.

How to use it? General intro

USE PERSONAS IN YOUR PROJECT

Personas are a powerful tool when used in combination with other methods. The following three-step approach uses Personas in an effective goal-oriented way.

1. Choose or create the Persona

Choose or create the Persona, as explained on the next pages. The Persona defines the focus user you are designing for or the main character of the story you tell. This main character has attitudes, motivations, goals, and pain points, etc.

2. Define and communicate the target

Define the goal of the Persona. The goal is the motivation or the need why the Persona becomes active.

Display your Personas in a visible spot, for easy access throughout the course of the project, ensuring that the user's needs or goals are always present as the project progresses.

3. Combine with other methods

Personas become effective when they are combined with the target and another method. Most suitable are Jobs-to-be-Done, Customer Journey Map, use cases and scenarios. Those methods unfold and describe the story of the Persona. When the goal is reached, the scenario or journey ends.

TYPICAL PERSONA APPLICATIONS

Personas can be used for various purposes throughout the design process.

Understand & explore

- Define target customers.
- Understand target customer needs.
- Quantify customer behavior and attitudes.

Strategy & conception

- Find USP and emotional positioning.
- Define Persona based on functionality and design.
- Test your concept with target customers.
- Define and decide on new propositions.

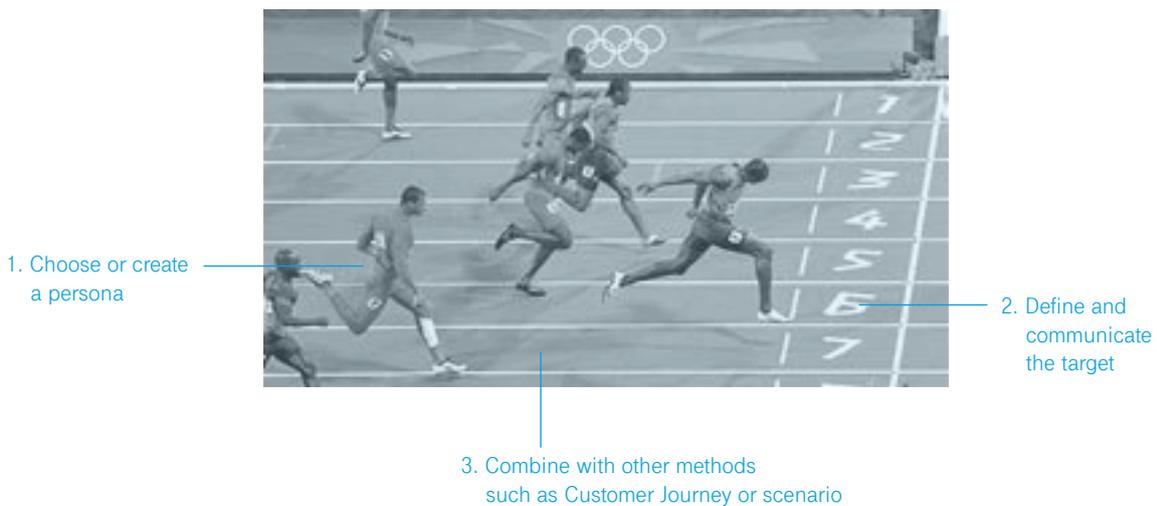
Marketing & development

- Input for media planning by media databases.
- Input for emotional appeal based on target customer needs.
- Prototype tests with target customers.

Review

- Target group specific analysis of customer feedback.

GOAL-ORIENTED APPLICATION



Detailed steps to choose pre-defined Personas

PRE-DEFINED PERSONAS

Telekom Deutschland has a detailed and aligned set of Personas that is based on their customer segmentation in the German market.

It includes the name, age, and profession of a Persona, their portrait picture, typical activities, their characteristics and behaviors, relevant trends, and a collection of their pocket inventory. It also provides information on demographics and the customer segment.

For all other countries and business-to-business customers there are typical Persona blueprints to fill in. Look at 'Create Personas' to get started.

1. SELECT PERSONAS

Begin by choosing the market segments you want to focus on in your project and select three to five matching Personas.

Consider additional Personas beyond your primary customers, e.g. a sales person.

2. ENRICH YOUR PERSONAS

Enhance your Personas according to your specific project.

Find real customers matching your Persona and market segment and get to know them and how they approach problems related to your project. Explorative research methods, like interviews or user observations will give you more profound insights into your Persona's life.

Technology Enthusiasts		Trendsetters	
Mia (16) Teen	Lennart (16) Teen	Cem (17) Teen	Antonia (24) Twen
Robert (24) Twen	Rolf (45) Upper Mid Ager	Maike (35) Upper Mid Ager	Lasse (37) Upper Mid Ager
Harald (55) Upper Best Ager	Reinhard (69) Upper Best Ager	Marina (42) Economy Mid Ager	Daniel (59) Upper Best Ager
Status-Conscious		Followers	
Alex (41) Upper Mid Ager	Till (56) Upper Best Ager	Claudia (43) Upper Mid Ager	Susanne (67) Upper Senior

Detailed steps to create Personas

1. CLUSTER YOUR MARKET

Consider who might be affected by your solution or could influence its success. Then decide which market segments are most relevant for you. Focus your Persona creation on these segments.

Clustering your market with a need type matrix may help you. It consists of two axes: cautious vs pioneers and functional needs vs identity related needs. Also define clusters with different age groups, since people's behavior depends on their current phase of life.

2. COLLECT RELEVANT DATA

Compile as much information as possible about the different user types (from observations, studies, interviews etc.).

Also collect information from existing sources or from a market research agency to back up your data statistically and ensure, that your Personas are really relevant. Thus, you will get a very powerful method.

3. CREATE THE PERSONA

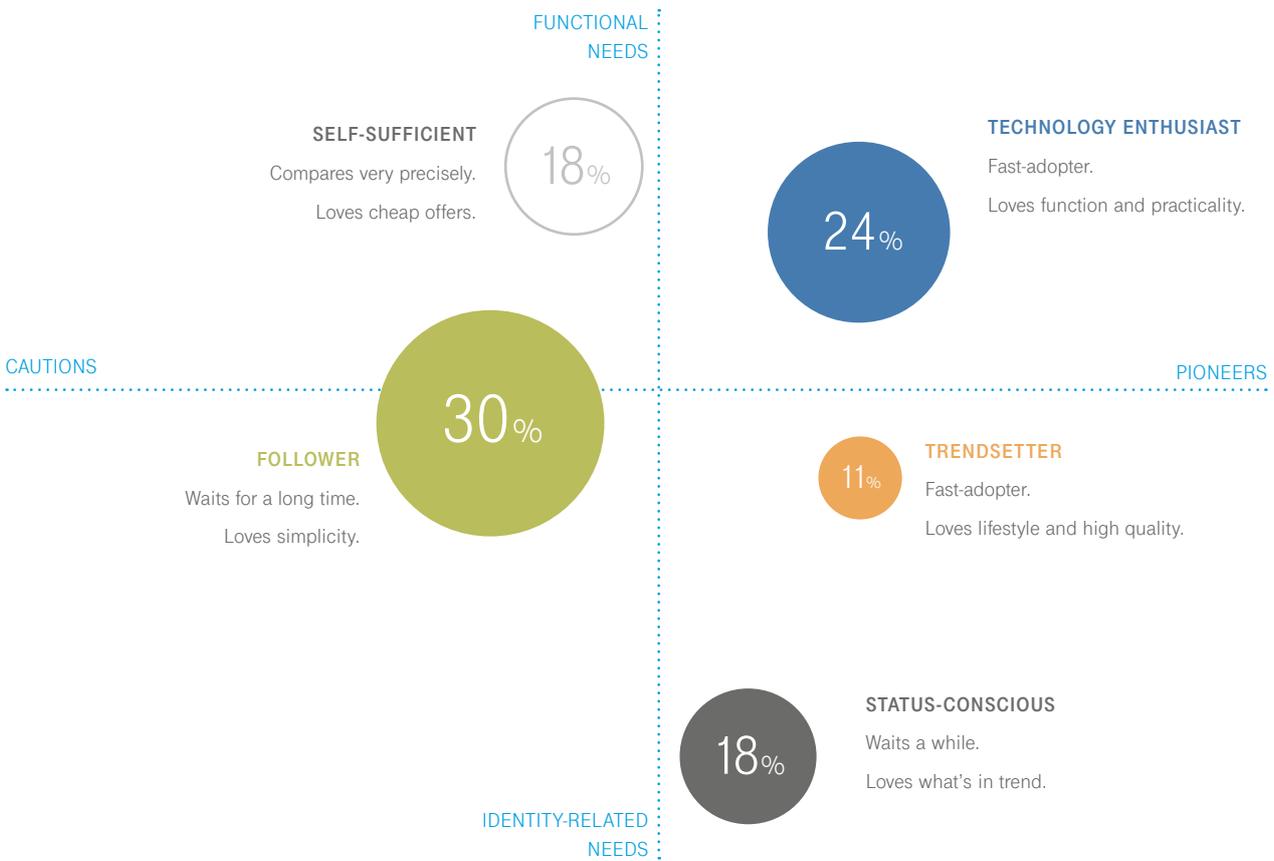
Invent "Personas" for the three to five most important need types and follow the steps to fill in the Persona blueprint.

Beside the statistical foundation, it is important to make your Personas come to life. They should have a concrete Persona portrait and mood images. A typical statement completes the Persona. Also, describe a typical day of the Persona to allow design and developing teams to build empathy.

4. ENRICH AND VALIDATE YOUR PERSONA

Enrich your Personas with solution-specific information. For example, imagine how the target person would handle your solution and what their specific requirements might be. Where might our solution come into play in his/her everyday life?

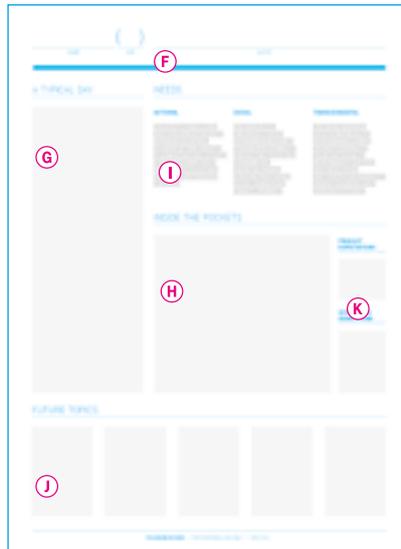
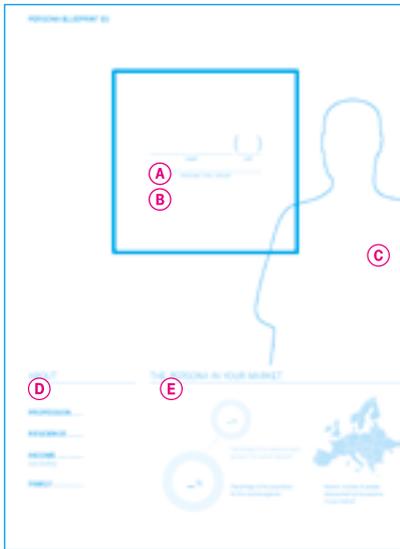
After completing the Personas, bring them back to your actual users for validation. Explain the Persona collage and check if it resonates with them. Based on this feedback you might change elements to improve your Persona.



NEED TYPE MATRIX

Market clustering via need types of the German market.

Persona blueprint and example



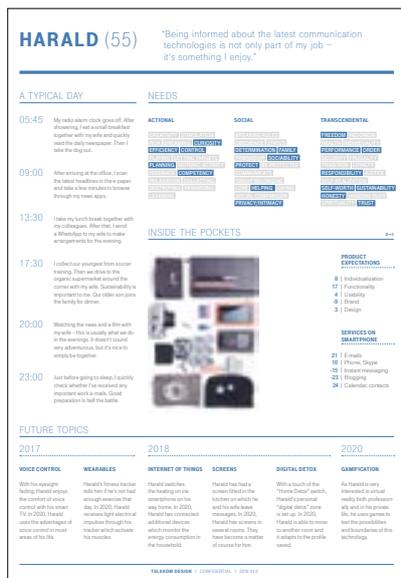
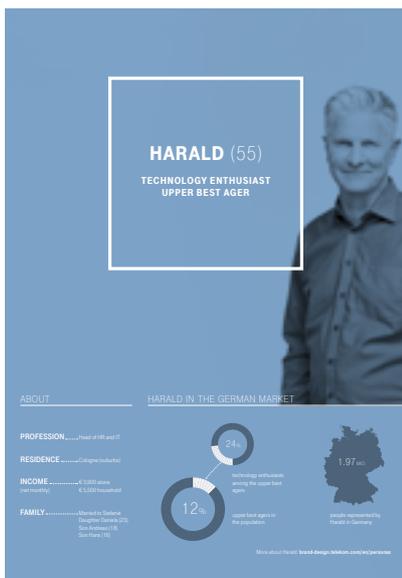
PERSONA BLUEPRINT

Check out the attached workshop template.

- A** Give your Persona a name and an age.
- B** Define a demographic cluster and need type.
- C** Make your Persona personal by adding a photo of a real person.
- D** State the key demographics of your Persona.
- E** Visualize what percentage of the population your Persona stands for.

- F** Formulate a quote that describes your Persona's core belief or perspective.
- G** Describe how a typical day in your Persona's live looks like.
- H** Make a collage of objects that are important to your Persona. Define your Persona's needs.
- I** Define your Persona's needs.

- J** Define which trends will be relevant for your Persona and when they will gain momentum.
- K** Define your Persona's product expectations and communication behavior.



TELEKOM PERSONAS

Check out the pre-defined Deutsche Telekom Personas..

Tips and tricks

Look Beyond

Define extreme Personas that are less mainstream, e.g. a hand-capped Persona. This helps to find unconventional perspectives and approaches. Note that the insights you find with your extreme Personas need to be transferred back to your predefined Persona templates in the later project phases

Extend your research

Gather additional data for your selection of Personas via these tools:

- Best4Planning: a media research database which includes more than 40,000 customers in Germany.
- YouGov: Telekom Personas are integrated in this online panel with over 170,000 customers in Germany.

For support refer to the Telekom Brand & Design team.

Round off with real voices

Let actual users tell their own story. Use real quotes, photos, audio or video. Use journalistic or documentary techniques, so that users can be heard in their own words.

Evangelize your Personas

Breathe life into your Persona through a little basic work:

- Appoint champions for each Persona, e.g. a team member representing one Persona.
- Take advantage of role-playing.
- Use Personas with visual scenarios.
- Present the Personas to key departments.

Avoid fictitious Personas

Fictitious Personas are exclusively based on marketing data (in contrast to ethnographic research) or on the opinion of individual stakeholders. They lead to an inaccurate understanding of the user and convey a false degree of certainty about the correctness of assumptions. Never use fictitious Personas, they poison the pool.

Planning and resources

WHAT COULD HAPPEN NEXT?

The Personas should be re-used in every subsequent development stage. One conceivable option would be for members of the team to „adopt“ certain Personas and represent their interests throughout the course of the project. This helps you to continuously focus on the user perspective in a playful manner.

EXTERNAL SOURCES

- The Persona Lifecycle: Keeping People in Mind Throughout Product Design (2006) by John Pruitt and Tamara Adlin
- The Inmates are Running the Asylum (2004) by Alan Cooper

TELEKOM SOURCES

- Telekom Personas
- Persona Blueprint
- Persona Workshop Template

