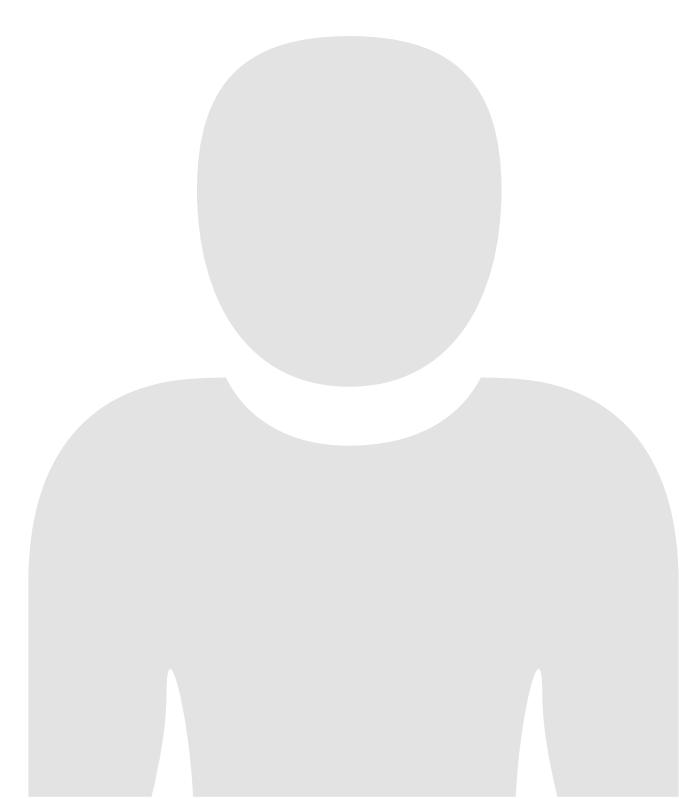


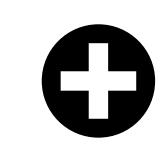
TEAM: Anna, Ruben and Dany

PERSONA

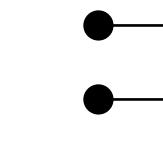


Name: Daniela Kovalevich
Scenario: Joining AMS EMBA

EMOTIONAL STATUS



The sky is the limit: an EMBA will just open the doors to the sky



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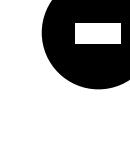
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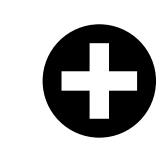
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I need to choose a good EMBA, where I will acquire the right tools

Will my EMBA be recognized by current/future employers?

It is costly and will take a lot of my time, and private life



Explain Emotions:

JOURNEY STEPS

1. Look online for EMBAs and gather information on reputation, alumni reviews, school expertise, school program and methodology. Check opportunities : salary and career progression data, size of the network
2. Attend info sessions for the short-listed schools + attend some courses (if available)/meet current cohort members
3. Apply to a select school/entry test/offer by school -> enroll
4. Talk to friends/colleagues/others about her experience at EMBA
5. Become alumni/participate to Alumni event/testimony

PERSONA GOALS

What is the persona trying to achieve?

1. In this step, Daniela gathers information to help her visualizing what type of EMBA she would like to follow. She will then have a reflection on what is good for her goal: cost, location, type of program, work-life balance. Short list made
2. At this step, Daniela has already made a choice about a few schools that would please her but she is not fully sure and would like to meet in person the organization, even better get direct feedback from students or to attend a sample of the courses.
3. Here Daniela is engaged in the process for the school she chose. She can still opt-out after she gets an offer from the school
4. Daniela is a student and already see the benefits of the school. She is an advocate for the EMBA she is attending, providing positive/negative feedback.
5. In this last step, Daniela is fully engaged and support the EMBA as an alumni. She can testify on the long-term benefits of the EMBA in her life/career

TOUCHPOINTS

What people, things or organizations does the persona come in contact with?

1. Most of the search is done online (school websites, search on Google, LinkedIn to find alumni, general websites talking about pros/cons of EMBAs and tips on how to choose) and no contact is expected with the organization or students/alumni
2. At this step, Daniela contact the EMBA program coordinator, and if possible students or alumni. She is looking for direct feedback to make her mind.
3. Here Daniela is only in contact with the administration of the chosen EMBA, maybe also the coordinator.
4. Daniela is a student and in contact with the staff, her cohort, some students of the previous cohort and sometimes the alumni
5. In this last step, Daniela is an alumni and contacts the students and applicants + staff and other alumni

ORGANIZATION ACTIONS

What does the organization do at this step?

1. Needs a clear, appealing website with clear benefits for the students. Testimonies from current/fresh alumni is a plus. The organization can try to get into contact with Daniela by asking her email address and some motivations to send a brochure or more info.
2. At this step, the organization informs as clearly as possible Daniela. Listens to her needs and concern and provide feedback to meet her concerns. The organization can allow her to attend a one-day course and/or meet the current students + provide contact details of alumni.
3. Here Daniela needs to be supported since she is following the administrative progress. She is stressed as she is not sure yet she takes the right decision. The process should be smooth so the organization should provide an easy registration process avoiding bureaucratic/repetitive steps.
4. Daniela is a student so the organization applies its programme. It should be listening to suggestions from Daniela and supports her in case of difficulties to cope with work/private life.
5. The organization tries to keep a strong link with Daniela as she will help "selling" the EMBA as an advocate.

BARRIERS

What barriers get in the way of achieving persona's goals?

1. Unclear, disorganized website. Absence of the requested information on the website are barriers for Daniela to get the info she needs. All aspects she looks for should be available on each brochure/school website
2. Lack of flexibility from the school in term of dates for info sessions/ or technical details on how they occur. Difficulty to exchange with current students/alumni. Impossibility to attend a one day sample.
3. Bureaucratic, heavy registration and testing process. No flexibility on payment, information to provide, etc...
4. If the reality does not meet the programme in terms of content, organization, workload...
5. If the long-term benefits do not exist or if the school does not facilitate the networking within alumni

ENABLERS

What helps persona achieve goals?

1. Programmes are clearly summarized on school website, and easily found. Details available easily for Daniela to have a deep dive. videos/podcast with testimonies. Easiness to contact staff to get more information. Easiness to see the potential benefits, not looking too much as "marketing" speech.
2. Openness and transparency of the team during info session, presence of students for direct F2F feedback, flexibility on the info session, possibility to attend some lectures to make her mind. Human touch
3. Short, easy process online only. Helpdesk available in case of questions, human aspect of the registration
4. Balanced cohort in terms of gender, cultural background. Flexible programme with possibility to miss some modules/get back to them through podcast, videos/ sessions with other cohorts... Direct benefits observed at work during the programme. Feeling valued.
5. Strong alumni network, electives lectures available at good fees several times per year.

INSIGHTS & OPPORTUNITIES

What insights or opportunities for improving the experience do you observe?