

Report on Methodology in Implementation of neuro cognitive genetic testing in arena Industries

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ABSTRACT

N/A

Keywords:N/A.

INTRODUCTION:



DESIGN THINKING AND INNOVATION

The design theories and methods are often based on knowledge of the innovator who could ideate thoughts in to explanatory design and paradigm. Exploring those ideas in to process of providing an answer for questions through iterative and reversible process. This process can be revised and reframed once the flaws has been identified and in other terms can be stated as trial and error methods.(Sara and Micheal,2007)

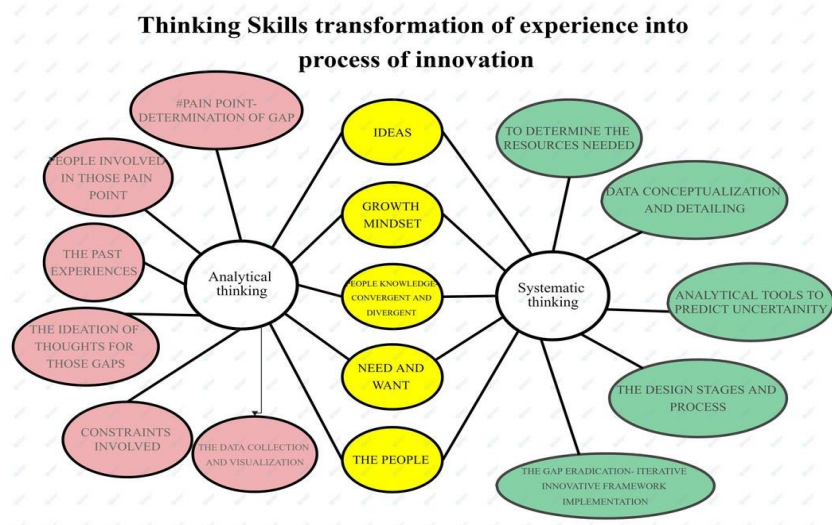
Hence in design thinking the flow of knowledge is subjective to

- A) innovator using knowledge
- B) learning styles
- C) Frameworks to innovation process
- D) user needs and noodles
- E) innovation process using story telling
- F) innovative workaround process and knowledge implementation to eradicate the gap.

THE BUILDING AND USAGE OF KNOWLEDGE

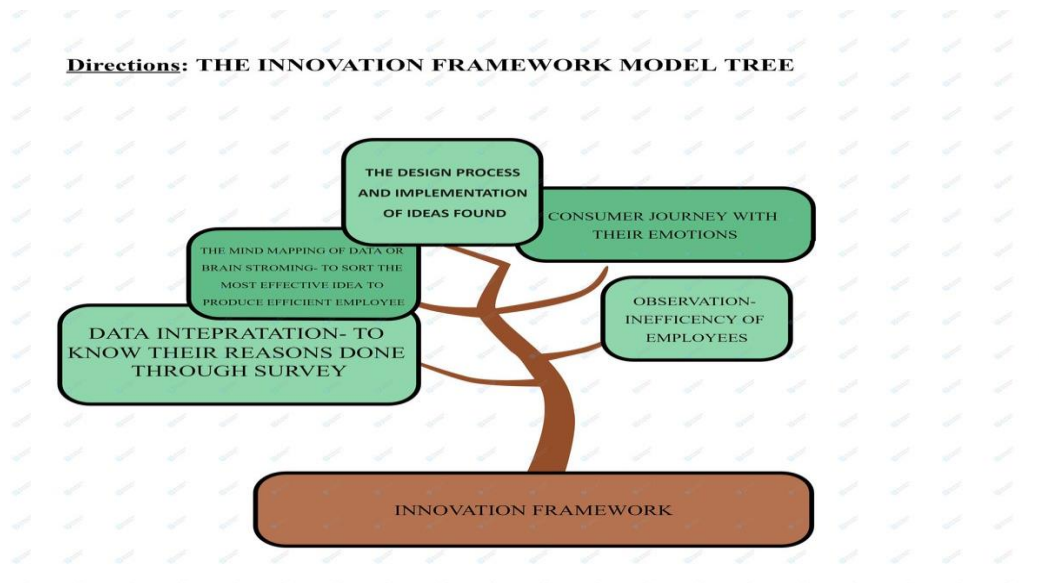
How the user knowledge works and how the thoughts has been interpreted , whether the user has been subjective to fixed mindset or growth mindset , or whether user can implement analytical design thinking methodology in a proper concerns. To differentiate the analytic and synthetic mind.

let us now have a example to define and implement different stages of design thinking process and innovation in an mid scale business under logistics sector, and its beneficial matrices to determine the solution for the problem faced by the company



THE PROBLEM , ANALYSING AND SOLUTION

THE JOURNEY WITH INNOVATER KNOWLEDGE- THE PROCESS



The stages of innovation framework model includes, observation, data collection, journey mapping, brainstorming and ideating through effective design of idea and solutions and finally implementation of efficient ideas through lean and transient advantage business model

To determine the design stage after data collection through survey, we could first infer to separate extreme end user, middle end user and lower end user. the context with regards to extreme end user includes, the most skilled employees in the company who could infer the factors that involves the reason for their efficiency in work
secondly middle end user where the employee efficiency is based on the context of that could help in motivating them to be the most efficient employee in the work place and their triggering point to ideate a need for them to excel in working scenarios
the lower end user are the employees who are not performing very efficiently. thus that includes the concept of pain point and to eradicate the cause for their inefficiency

Introduction

Organisational and workplace wellness programs can be expounded as services sponsored by employers so that the good health of workers are enhanced and maintained throughout their tenures in office. As much as such programs are quite unique in terms of the broad objectives and applications, they can still be readily differentiated from organisational health care programs that often lay a lot of emphasis on worker's assistance and health insurance.

On the other hand, organisational and workplace wellness programs aims at promoting healthy behavioural patterns and rectifying workers' poor health behaviours in order to promote the operation and productivity of employees at workplace. Workplace wellness programs may entail myriads of activities such as physical fitness and reduction of smoking tendencies

Defining design thinking

Design thinking is a process used to solve complex problems. Unlike other approaches, such as quality improvement or process analysis, design thinking is multidimensional, iterative and human-centered. Whereas a quality-improvement initiative may be narrow in scope, focus and outcomes, a design-thinking process will influence outcomes across an organization.

Design thinking entails a four-pronged approach to problem-solving:

- Empathy
- Multidisciplinary thinking
- Rapid, iterative solutions deployment
- Continual improvement

DESIGN THINKING AND INNOVATION

Our Company Values

George Rodriguez, Arena's current CEO and son of the founder, headed the Healthy Ohioans Business Council, which worked to improve the health of workers across the state of Ohio.

OBJECTIVE OF ARENA INDUSTRIES HEALTH AND WELLNESS PACKAGE

desire to improve the health of our employees and their spouses, and to achieve a reduction in our health benefit costs,"

-Arena's management team need to develop proposals for solutions that would contribute to a healthier work force at the firm employees are our valuable asset, and their health and personal well being is a top notch priority in arena industries, hence the problem in the company is all about employee & family health wellness care

There are many unknowns (large and small), and past data is unlikely to help us-design thinking the past would have data related to risk in health that may include stress, obesity, chronic disease, but the uncertainty level is more when it comes with a pandemic situation like covid, and nature calling death in sudden manner.

we cannot predict the level of disease a employee can undergo based on his past records of medications and its a tough task to consider a common health package to each and every employee in company as they may suffer from illness which may need treatment with high medical expenses where company cannot afford as budget also seem to be a parameter in uncertainty

difficult in choosing a common health plan to employee and his families

THE DESIGN THINKING APPROACH OR LINEAR ANALYTIC APPROACH

THE PROBLEM , ANALYSING AND SOLUTION

DESIGN THINKING AND INNOVATION

THE ROLE OF THINKING

The problems faced by the company mostly involve people now we are going to implement the both analytical thinking and synthetic thinking in the process of determining the gap in the process of innovation. the process includes growth mindset and the problems faced here are the employee health and wellness that has the pain point of not implementing an proper health and wellness care , where Arena has decided to provide proper health and wellness package to employee family and to employees. the efficiency of the process through design thinking can be implemented ,

- the analytical thinking includes to determine the painpoint and that is why there are inefficient employees who seem to provide less output than required
- the people involved in this process are the management, the skilled employees and the unskilled employees.
- when we regard this issues of determining the inefficient employees the past experiences could help us in how well the situations has been repeated and handled.
- the thoughts of any innovator at this issue will be how to make employees to work in more efficient manner and as health is one of the reasons the company, should implement ideas such as health and wellness package or he will be ideating to approach employees and ask for their thoughts over whats bothering them.
- the data gathering, this may includes steps like survey, interviewes and this stage mainly helps in determining the needs of employees or to understand their state of mind towards working environment and culture.
- The basic INNOVATOR could implement policies to eradicate those interdependent conflicts and to implement the innovation of learning framework model to determine the solution to the present situation

THE DESIGN THINKING APPROACH OR LINEAR ANALYTIC APPROACH

THE PROBLEM , ANALYSING AND SOLUTION

What's the degree of complexity? -DT

Finance of HEALTH SCHEME

- Health package cost, health premiums schemes they gonna implement, STAKEHOLDER, payoff of different options and how best to structure programs.

Employee interest

- they may feel this health benefit cant bring them any positive support to their wellness. people with low economic status can get benefit in it, the clustering of people has its own complexity

HEALTH SCHEME AGENDA IS ASSYMENTRIC

- investors, the reach of programme, the people interest , the complexity in making employee accept the health scheme

-What data is already available to you-DT-VERY LESS

- Recent health policy briefs published by the Robert Wood Johnson Foundation had highlighted a dramatic
- escalation in health care costs for employers , which resulted in an increasing burden placed on
- employees for health care premiums
- “the poor health habits of many workers, growing rates of chronic disease, and the rising cost of
- health benefits have created new interest in workplace programs.”

What's your level of curiosity and influence?-DT

- people to help in this health awareness and wellness programme
- conducting webinar by doctors, health experts, fund raisers,
- good payoff benefits, a scheme based on employees and their spouse medical report, insurance health premium programme,

BRODER OPPURTUNITY ASPECT IN THIS PROGRAMME

- good health experts suggestions-hospital joint collaboration for health programmes
- eradicating and diagnosing unseen diseases through this programme
- reduction in health cost benefits
- employee and his family health wellness
- trust between employees increases
- employee performance
- payoff schemes to employees
- reason is employees health wellness alone so it matters
- good health awarewness

BARRIERS

- greater the cost greater the loss, need for optimum health care benefits
- making all employees accept this scheme, investors and financial constraints
- health benefits scheme allocation based on employees and his family health

THE GOAL -HEALTH WELLNESS

- -payyoff schemes
- -improve the health of our employees and their spouses, and to
- achieve a reduction in our health benefit costs,"
- -develop proposals for solutions that would contribute to a
- healthier work force at the firm

TO CHANGE ARENA COMPANY FIXED MINDNESS TO GROWTH MINDSET ASPECT IN THIS PROGRAMME

- Arena has a well established CEO who is expert in health and sustainability ground
- This health benefits package is life long commitment by arena company providing to employees which creates bonding of safety, security, trust and promise.
- Arena need to develop a new company norms , which includes this beneficiary health wellness package for employees and his family.
- The standard package can include 10% cost deduction in health benefits facility provided to employees
- will improve the relation with health care sector - stakeholders relationship increases
- The concept of altruism is the main motto of this entire health well ness programme.
- Good family feeling company environment will be created that improves the performance of employees and their family wellness in terms of health
- The company should also try to provide employees with yoga and meditation session to improve internal wellness, can ask for gym access also, as people can take use of it along with health wellness package
- The CEO has to think out of box to implement all this strategies.

Project Description

- employees health in stake
- Providing health wellness scheme-10% reduction in health,
- project brief: George Rodriguez, Arena's current CEO and son of the founder, headed the Healthy Ohioans Business Council, which worked to improve the health of workers across the state of Ohio.
- Improving employee performance through providing low cost health benefits package to employee like stress, obesity, smoke reduction medical benefits programmes in cheap cost and packages

Scope

- desire to improve the health of our employees and their spouses,
- achieve a reduction in our health benefit costs,"
- -Arena's management team need to develop proposals for solutions that would contribute to a healthier work force at the firm

Constraints

1. financial constraints
2. legal constraints
3. company health norms
4. change management
5. wages payoff schemes
6. insurance norms
7. implementation of force majeure
8. Time constraints

Target Users

1. employees
2. employee family
3. company profit
4. health institution
5. management people

Exploration Questions

1. How many would employees will gain access to this scheme?
2. how well this change will be adapted by the employees
3. how much financial flexibility the company can handle in implementing this health scheme in arena industry
4. what is the negative impact of this health wellness programme
5. the legal issues faced by the companies
6. the change in wage provision under wage act
7. the health insurance premium scheme-10% cost reduction in terms of emergency a boon or ban
8. will management will gain benefit in long run by implementing this programme

Expected Outcomes

- Good health wellness programme that will benefit entire family of employee
- the cost reduction could be the benefit to all poor families who cant afford medical expenses which are costly

- the role of health insurance can enhance the feel of safety and secure feeling of entire family of employee
- The method of altruism, that could improve the brand image of the arena industries in long run
- the trust bonding increases, the clients can opt for more business relation with the company

Success Metrics

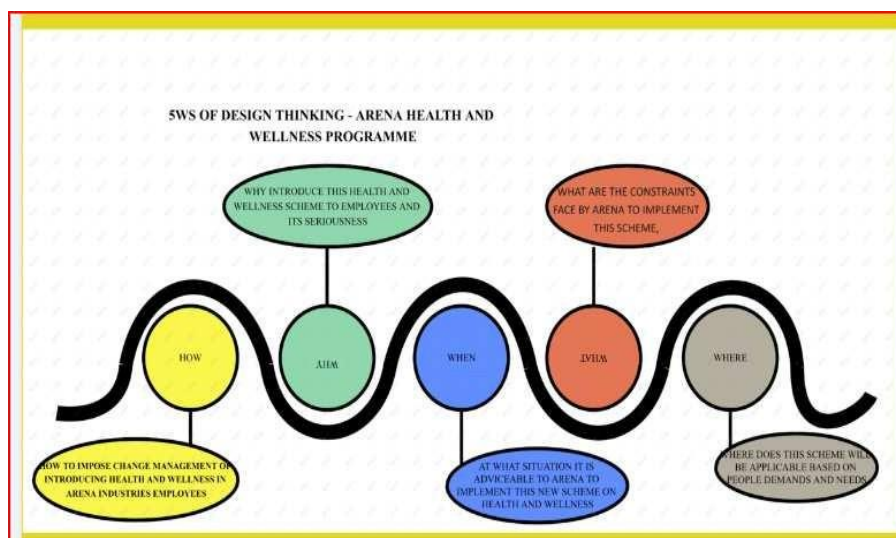
- health care
- employees wage increase
- trust
- altruism
- safe and secure working environment
- bond of assurance that company is there in terms of your negative situation to help

THE OUTLOOK OF ARENA HEALTH AND WELLNESS PROGRAMME SURVEY

5WS of design thinking

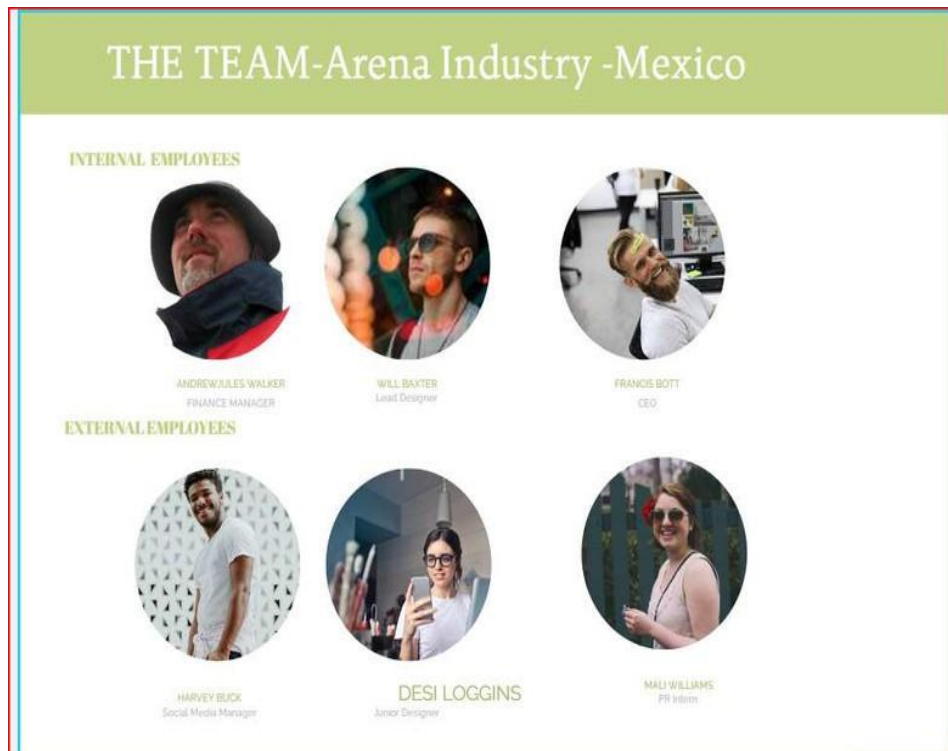
implementing 5ws strategy in arena health and wellness package includes, the notations like

- How- How well you implement the change management in arena industries, this includes how to commute the idea of introducing the health and wellness package to employees
- when-it describes in what situations the arena health and wellness package has to be introduced based on the need and demand
- why- why to introduce this concept of health and wellness package to employees in arena industries
- what-what are the constraints that need to be considered prior to implement the heealth and wellness package in arena industries
- wow- under what criteria and assumptions the health and wellness package should be implemented
- where- Where does these schemes will be applicable based on to satisfy the people demands and needs.



THE PEOPLE OF ARENA

JOURNEY MAPPING OF EXTERNAL AND INTERNAL USERS OF ARENA HEALTH AND WELLNESS PROGRAMME.



The external and internal user has been defined in arena industries

EXTERNAL USER- The external user of arena industries are those who are indirectly related with the production lines of arena, that may include the investors, vendors, consumers, the bankers, the transporters etc

INTERNAL USER- the internal users of arena includes the people who work internally with the operations that includes stakeholders like managers, labours, the computer engineers, hr team etc.

The ideology behind differentiating between the employees is just to define the questionnaire for survey based on their relationship with arena.

THE OUTLOOK OF ARENA HEALTH AND WELLNESS PROGRAMME SURVEY

The survey can be utilised as a tool to implement the ideology of arena health and wellness package to employees, it is stated to be the medium through which the awareness has been made to spread around employees to get an overall idea about what is health and wellness package is all about .

The survey concept was introduced in Arena industries in such a manner that both ways the concept of spreading awareness has been done, the employees will be made aware of health programme and the management of arena will be able to understand their employees state of mind towards the importance of health and wellness.

The survey consists of set of questions, which includes both open ended and close ended questions that are related with the concept of understanding how serious employees are considering their and their family health and wellness.

there were two set of questionnaire that has been implemented for both internal user and external user. The general outlook of our questionnaire for **external user** includes sections like introduction or brief about arena health and wellness programme, the questions related with terms to how employee mindset is been towards their awareness of health.

Arena health and wellness programme

Hey team!

Great morning, greetings from ARENA HEALTH AND WELLNESS TEAM:)

How have you been, hope it's not a tiring week, thanks for your continuous dedication to making Arena a better place to work, as it has become one of the best companies in Mexico, kudos to you, keep up the spirit you rock, it's now our responsibility to concentrate on our internal health and wellness, Our AHW team are honoured to provide you with care and security for your and your family's health and wellness through providing low-cost health benefits packages.

We are already aware of George Rodriguez, Arena's current CEO and son of the founder, who headed the Healthy Ohioans Business Council, which worked to improve the health of workers across the state of Ohio., He initialized this plan and made the health and wellness of our employees a priority. Arena decided to develop new company norms in terms of health and wellness for employees, which includes this beneficiary health wellness package for employees and their families. The standard package can include a 10% cost reduction in health benefits facility provided to employees, This programme will also improve the relationship with the health care sector and stakeholders'. The concept of altruism is the main motto of this entire health wellness programme. A good family-feeling company environment will be created for your family's wellness in terms of health. The company will provide employees with the membership to yoga and a meditation session to improve internal wellness along with gym membership access also, as employees

THE OUTLOOK OF ARENA HEALTH AND WELLNESS PROGRAMME SURVEY

open ended questiones

1) Tell me about your self

2) could you share your thoughts on health and wellness ?

3) can you choose your health condition from 1-10 scale

0 1 2 3 4 5 6 7 8 9 10

Extremely Poor Extremely Good

5) a normal adult should consume 2000kcal whats your opinion about this statement?

6) Health is all about the food we choose to eat, which was your preferable healthy food and non healthy food as per your eating habits

7) They usually state that human illness is not only related to the eatables they consume, but also it is related to personal wellbeing and peace, if you have felt the illness which would you rank from down options as the main reason for illness

1 bad eating food habits

2 no physical activity

3 no proper sleep

4 work stress

5 psychological imbalance

☐ finished sorting?

☐ skip question?

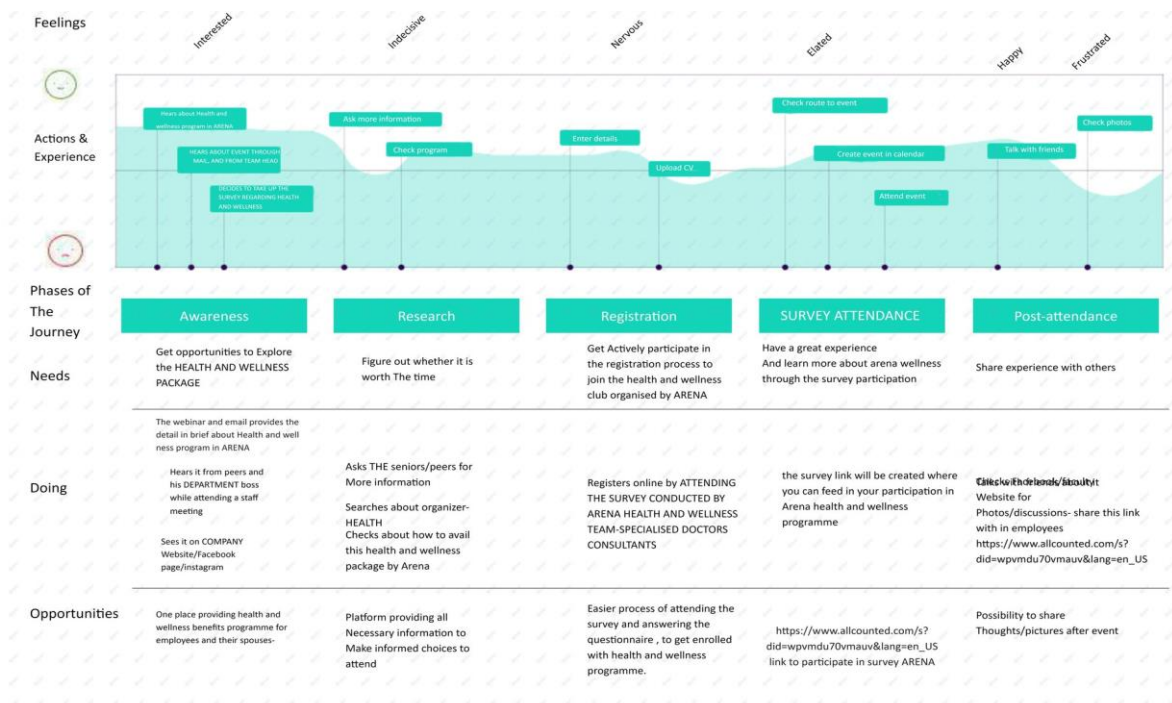
After creating the content of survey, the concerned link has been shared with employees of arena and the link to arena health and wellness package is given below
<https://freeonlinesurveys.com/s/0Vqc0y1p>
the employees were made to take up this survey and the reponse has been registered, through which the management team could predict the interest of employees towards health and wellness package that will be launched in the future to the company.

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THE PEOPLE OF ARENA

The journey of arena employees towards the launch of new programme of health and wellness package

Journey Mapping -Arena health and wellness programme change management, the change in arena industries is all about introducing the health and wellness package to the employees , and to make them cautious about family health also. In order to make them aware about health and wellness package , arena has implemented a survey methodology to study about the employees knowledge towards their own and family health seriousness . The below journey mapping could explain us about the emotional quotient of arena industries employees with regards to introducing the health and wellness programme in Arena industries.



THE PEOPLE OF ARENA

some of the stages through which the emotions of the employees has been visualised after taking up the survey includes

AWARENESS stage- where the employees are made to understand the main objective of arena health and wellness programme.

RESEARCH- in this stage the employees are triggered to have a gathering of information about their health and it would tend to create a self realization of how well he or she has been cautious of his or her health

REGISTRATION: This phase includes the involvement of employees towards the health and wellness programme

SURVEY ATTENDENCE- through the link of survey circulated, the management could calculate the survey response made by the employees towards health and wellness programme launched by arena.

POST SURVEY RESPONSE- this stage entitles the need to share their thoughts towards their peers and their inner self experience faced by the employees towards their health, which could trigger the emotions wavelength in understanding why he or she should avail this health and wellness programme.

some of the emotional levels faced by the employees includes

- doubts
- curious
- excited
- serious
- happy
- sad
- thinking
- questioning self and others

THE PEOPLE OF ARENA

QUICK REFERENCE TO SURVEY RESULT TO CLASSIFY THE EMPLOYEES IN TERMS WITH MIDDLE END USER, EXTREME END USER AND LOWER END USER

The response obtained for the survey conducted by the ARENA health and wellness programme has been analysed and its been able to infer from the result that the entire team of arena employees has been categorised based on their cautious to health, that is

THE MIDDLE END USER- where the employee seem to be some what cautious to certain extend about his health and has little minor issues with his or her health and wants some health and wellness support to improve his health

THE LOWER END USER- the lower end user seem to the employee whose involvement with health seems to be very less and he is not aware of how to stay healthy and fit and need full support and guidance to concentrate on health

THE HIGHER END USER- the user seem to be so cautious of his health and wellness, and he want some support towards his internal peace and could take up this options introduced by arena if needed and can avail this membership through payment

Now let us have a small view of emotional journey , persona and 360 empathy of arena employees on implementing this arena health and wellness package, these are stated to be the visualisation of emotional, personal and feeling of users towards the new health and wellness package.

THE CONTENT OF VISUALISATION INCLUDES

middle end user, persona and 360 empathy
lower end user, persona and 360 empathy
higher end user persona and 360 empathy
finally includes the mind mapping of the datas obtained through visalisation ,

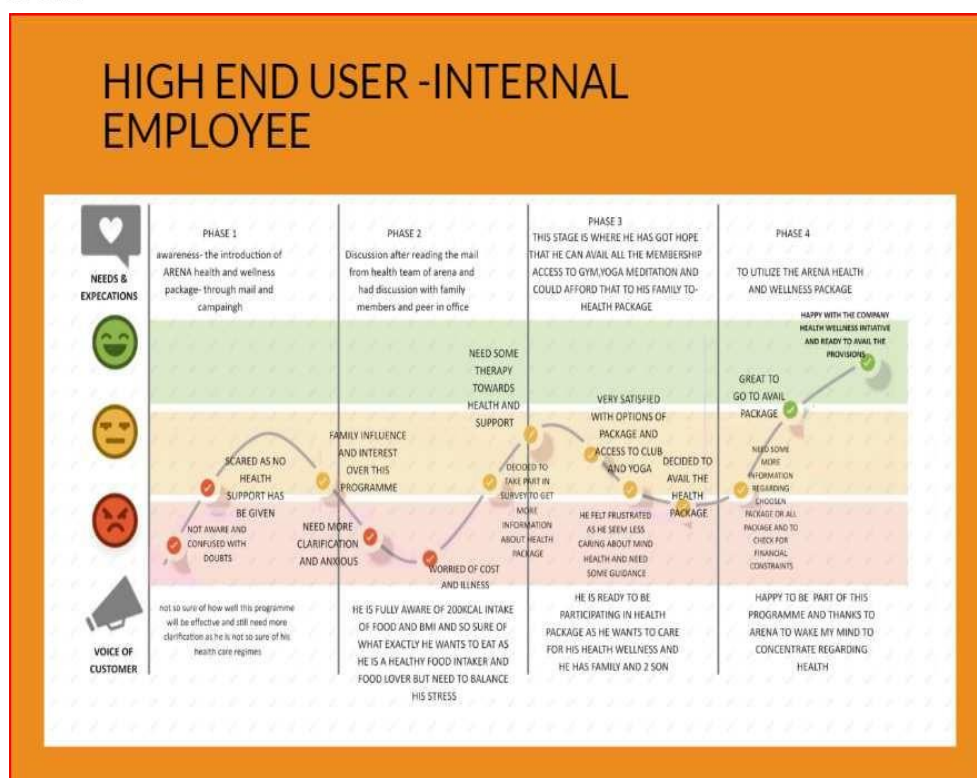
THE PEOPLE OF ARENA

In general the journey mapping could describe the emotional quotient of the end user who is analysing himself towards understanding the introduction of health and wellness programme

Some of the charecterstics that made us define whether he is middle end user ,low end user or higher end from the above mapping includes factors like

- his knowledge over health and wellness
- his health records
- his income
- designation in arena industry
- his family backround and members
- his family needs
- and his current health conditions
- food habits
- physical activeness.

The journey mapping of internal end user- his emotions towards understanding the health and wellness programme introduced by arena



THE PEOPLE OF ARENA

The persona and 360 empathy of external HIGHER end user
ANDREW- his emotions towards understanding the health and wellness programme introduced by arena

Empathy Mapping:

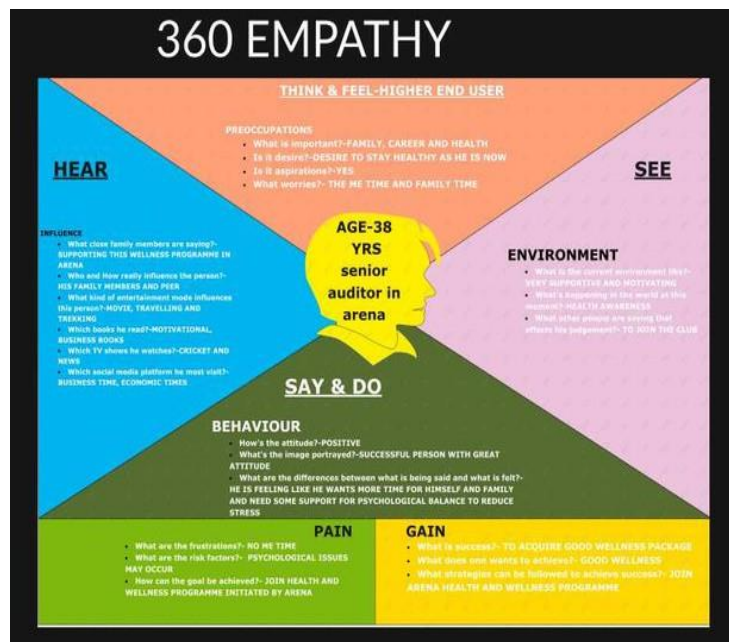
An empathy map is a collaborative visualization used to articulate what we know about a particular type of user. It externalizes knowledge about users in order to

- 1) create a shared understanding of user needs, and
- 2) aid in decision making.

In other words:

└ An Empathy map is used widely in Visualizing user attitudes and behaviours.

└ In an empathy map helps teams align on a deep understanding of end users.



The mapping process also reveals any holes in existing user data.

Why Use Empathy Maps:

Empathy maps should be used throughout any Design Thinking process to establish common ground among team members and to understand and prioritize user needs. In user-centered design, empathy maps are best used from the very beginning of the design process.

Both the process of making an empathy map and the finished artifact have important benefits for the organization:

- Capture who a user or persona is.
- The empathy-mapping process helps distill and categorize your knowledge of the user into one place. It can be used to:
 - Categorize and make sense of qualitative research (research notes, survey answers, user-interview transcripts)
 - Discover gaps in your current knowledge and identify the types of research needed to address it. A sparse empathy map indicates that more research needs to be done.
 - Create personas by aligning and grouping empathy maps covering individual users

- Communicate a user or persona to others:

An empathy map is a quick, digestible way to illustrate user attitudes and behaviors. Once created, it should act as a source of truth throughout a project and protect it from bias or unfounded assumptions.

Empathy Mapping Format:

Traditional empathy maps are split into 4 quadrants (Says, Thinks, Does, and Feels), with the user or persona in the middle. Empathy maps provide a glance into who a user is as a whole and are not chronological or sequential.

The Says quadrant contains what the user says out loud in an interview or some other usability study. Ideally, it contains verbatim and direct quotes from research.

- “I am allegiant to Delta because I never have a bad experience.”
- “I want something reliable.”
- “I don’t understand what to do from here.”

The Thinks quadrant captures what the user is thinking throughout the experience. Ask yourself (from the qualitative research gathered): what occupies the user’s thoughts? What matters to the user? It is possible to have the same content in both Says and Thinks. However, pay special attention to what users think, but may not be willing to vocalize. Try to understand why they are reluctant to share – are they unsure, self-conscious, polite, or afraid to tell others something?

- “This is really annoying.”
- “Am I dumb for not understanding this?”

The Does quadrant encloses the actions the user takes. From the research, what does the user physically do? How does the user go about doing it?

- Refreshes page several times.
- Shops around to compare prices.

The Feels quadrant is the user's emotional state, often represented as an adjective plus a short sentence for context. Ask yourself: what worries the user? What does the user get excited about? How does the user feel about the experience?

- Impatient: pages load too slowly
- Confused: too many contradictory prices
- Worried: they are doing something wrong

Our users are complex humans. It is natural (and extremely beneficial) to see juxtaposition between quadrants. You will also encounter inconsistencies – for example, seemingly positive actions but negative quotes or emotions coming from the same user. This is when empathy maps become treasure maps that can uncover nuggets of understanding about our user. It is our job as professionals to investigate the cause of the conflict and resolve it.

Some of these quadrants may seem ambiguous or overlapping – for example, it may be difficult to distinguish between Thinks and Feels. Do not focus too much on being precise: if an item may fit into multiple quadrants, just pick one. The 4 quadrants exist only to push our knowledge about users and to ensure we don't leave out any important dimension. (If you don't have anything to put into a certain quadrant, it's a strong signal that you need more user research before proceeding in the design process.).

One User vs. Multiple-Users Empathy Maps:

Empathy maps can capture one user or can reflect an aggregation of multiple users:

¶ One-user (individual) empathy maps are usually based on a user interview or a user's log from a diary study.

¶ Aggregated empathy maps represent a user segment, rather than one particular user. They are usually created by combining multiple individual empathy maps from users who exhibit similar behaviours and can be grouped into one segment. The aggregated empathy map synthesizes themes seen throughout that user group and can be a first step in the creation of personas. (However, empathy maps are not a replacement for Personas But they can be one way to visualize what we know about a persona in an organized, empathetic way.)

¶ Aggregated empathy maps can also become ways to summarize other qualitative data like surveys and field studies. For example, an empathy map can be used to communicate a persona, instead of the traditional 'business card' approach. As more research is gathered about that persona, you can circle back to the empathy map and add new insights or remove those that have changed or been invalidated.



Person mapping is the creation of fictional, but realistic profiles of our target customers.

They reflect characteristics like personal attributes, goals, motivations, attitudes and more.

A User Persona forms the backbone on the basis of which a good Customer Journey Mapping is made.

Next obvious question would be How & Where do we start with Persona Mapping:
Step 1 - Start With basic demographics:

Knowing basic demographics such as age, gender, occupation, and location is important.

Whilst we shouldn't make assumptions on the personas of customers based on demographics alone, they do provide initial information.

Step2 - Decide on what you want to know about your customers:
We need to be clear on the type of further information we want to use in our persona mapping and how deep we want to go. Remember, the more detail, the more focused and personalised our customer experience can be.

Here are some examples of questions to consider:

- How many hours do they work?
- What phone do they use?
- Do they use social media? What do they use it for?
- What challenges them in their role?
- What are their career goals?
- The average day in the life?
- What are their values?
- What buying experience does the customer want?



Step3 - Dig Deeper:

Finding out more intimate details about our customers gives us a much better basis to target our communications than if we're working on more superficial assumptions about gender and age.

Media monitoring tools can help us understand the topics of conversation, tonality, and the social networks our audience interacts with.

We can also learn more about the influencers our target audience interact with, what they read, talk about and how they communicate.

This can give us greater insight into our target audience's aspiration and lifestyle.

A combination of media monitoring, focus groups and surveys are likely to provide us with an overall picture of our target market.

Step 4 - Track competitors:

Tracking competitors to see who they are targeting helps us stay in the industry know;

For example, keeping up to date with who they are targeting so we can easily spot new market opportunities or threats from plying money into redundant audiences. We can do this by looking at their blogs and social media. Who do they address their posts to?

For example, blog posts such as 'How to impress as a marketing intern' is an easy giveaway of who they are targeting.

As we mentioned earlier, we can also use social media monitoring to learn about the positive and negative experiences of our competitor's customers - what are they complaining or raving about?

By learning more about our potential customers, we can better adapt our customer experience approach to stand out against the competition. Use this as part of your persona mapping.

Step5 - Analyse traits:

❖ Once armed with these details, we can begin to group personality traits together.

❖ Try to avoid going back to the "basic" targeting approach, such as grouping all the 'marketing manages, males, those who are/ aren't married'.

❖ With all the information we have collected, we can create a number of specific personas by common interests, lifestyles and work roles. Simply keeping a tally of recurrent answers will allow us to begin grouping traits to create our personas.

Step 6 - Check Persona's against a checklist:

One of the highly used methods / frameworks on Persona Mapping is the "React" method created by: Alex Coreactwan – a US-based entrepreneur, advisor and CRM expert has created lots of helpful content surrounding persona mapping. His 'React' method, as shown below, is a great list for checking whether we've gone deep enough with our persona mapping.

❖ Real: Ensure our personas represent the customers we currently have, not the ones we want. Also, don't create convenient archetypes, ensure personas are based on substantial research.

❖ Exact:

Similar to our previous point, ensure we don't over generalise- create specific persona's that are more than 'male 45-55'.

❖ Actionable:

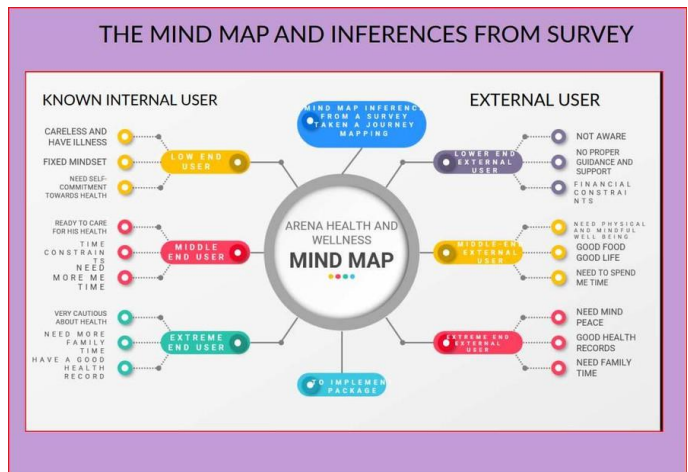
Are we able to create a customer strategy based on the persona's we have? If not we need to dig deeper to find out more about each persona.

❖ Clear: Could someone else understand the persona? Would they be able to tell a story about the day in the life of the persona? If they can't, then we need to go back and make this possible.

❖ Testable:

Test the personas in the field. Perhaps go back to interview subjects and ask if they feel the persona represents them. Adapt communication strategies to suit our new personas. See how our audience are reacting to the communication. Are more people engaging? Is the sentiment towards our brands more positive?

From the survey result obtained the employees are broadly been categorised based on above specified criteria and we could infer that the data obtained should help us determining the solution for the gap faced by the users towards the health and wellness concept, thus it is now the turn to innovators to utilize the design thinking concept to brainstorm through the data obtained and to create an n number of ideas to implement an health and wellness package to employees of arena



MIND MAPPING AND BRAIN STROMING

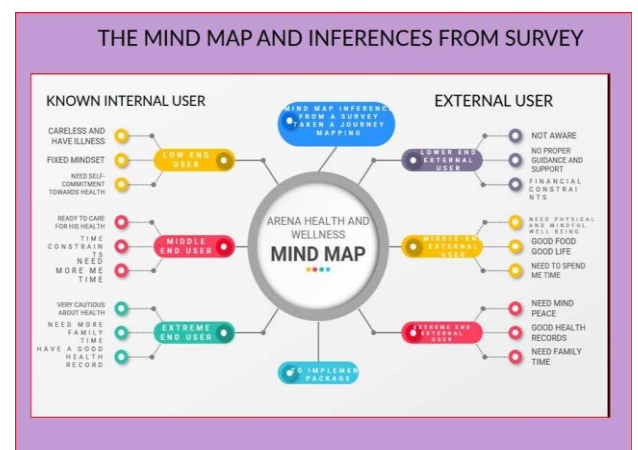
The mindmapping is the technique of visualization where the imagination and thinking of the innovator has been expressed in terms of picture where the minute details of the user has been considered for generating different ideas which can intern help us in forming the design criteria based on the constraints involved in forming the new health and wellness package in ARENA industries, in the below mind mapping inference based on data obtained through persona, 360 empathy and journey mapping we could ideate what charecterstics would make the innovators to design the health package based on need and gap face by employees of arena industries.

the classification of data based on user data will help us is easynote in addressing the problem faced by the employees and to adopt a beneficial plan to the users based on their demands and needs, for example the lower end user may need a health benefit package like

- access to gym
- access to yoga
- access to medical expenses discount for his family
- mind map helps innovator to easily understand his employees health consitions through pictures

THE USER CRITERIA TO CLASSIFY MIDDLE,LOWER AND HIGHER END USER

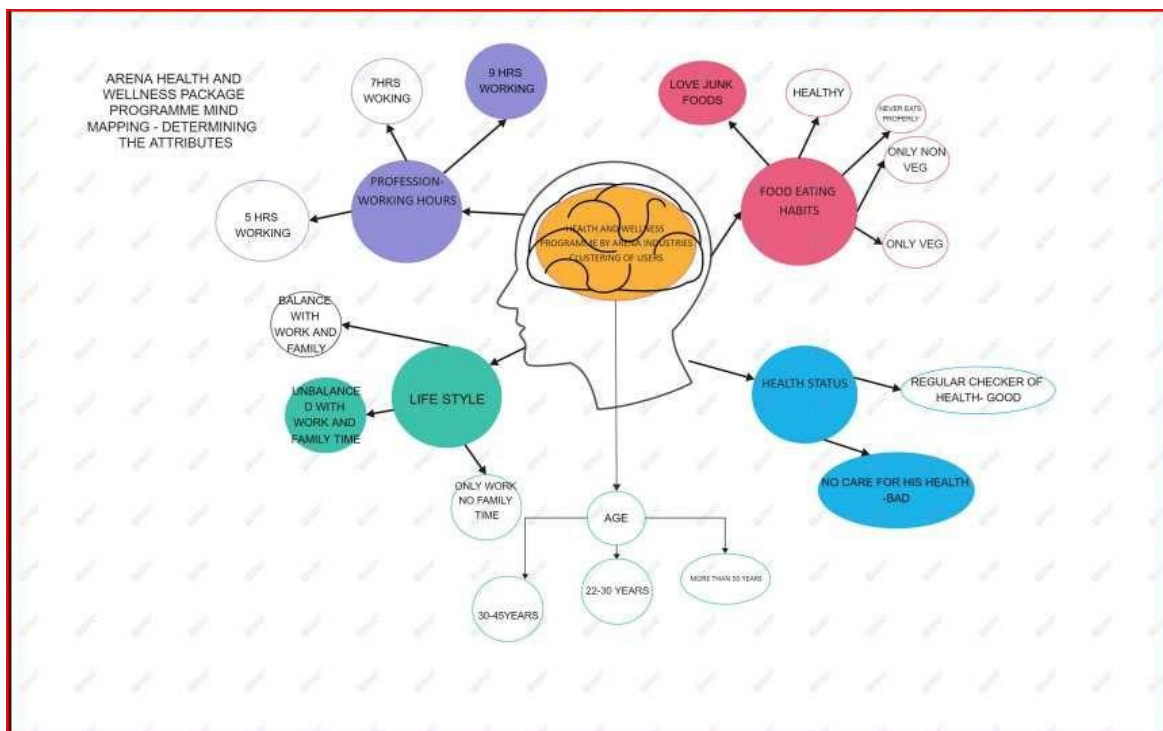
USER CRITERIA	LOWER END USER	MIDDLE END USER	HIGHER END USER
his knowledge over health and wellness	low	medium	high
his health records	low	normal/below normal	perfect
his income	10K-20,000 PER month	more than 50,000 is per month	more than 1,00,000 per month
designation in arena industry	technician, labours	computer engineers, exp with 5 years	high level/ employee-head of different deparmnts ceo
his family backround and members	bachelor, family with health issue	he may have kids and wife	have kids and wife
his family needs	will be high as salary is low	medium may be under loan pressure	a satisfactory
and his current health conditions.	bad	moderately ok	good
his food eating habits	less nutritious food	moderately nutritious food	fibre content is more
his physical activeness	low	medium	high
his working hour duration	12hrs/day	10hrs/day	5hrs/day

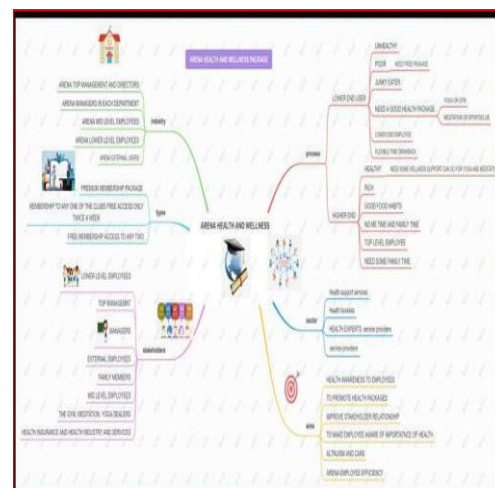


MIND MAPPING AND BRAIN STROMING

The attributes that has been related with brainstorming session in the concept of mind mapping are picturized below that includes attributes like

- food eating habits
- working hours
- lifestyle
- health status
- age
- the users has been classified based on their similarity upon their reasons for health issues for example the middle end user and higher end user can have same attributes under the concept food eating habits, hence the package which will be decided will be based upon the similer attributes that causes health concerns ro employees with similer attributes.
- the formation of these clusters could help us in defining the axis notations of types of health packages that need to implemented in the design concept stage.





DESIGN CRITERIA OF ARENA HEALTH AND WELLNESS PACKAGE

functional attributes

- it need to be first made aware to employee that health and wellness need is important and to be under consideration
- to avoid heart disease, or other diseases, obesity, stress, to have good and positive attitude the concerned user should avail a good health and well ness programme that suits his health pattern
- yes it should have a patent liscence from recognised official government and healthcare bodies as such the implementation of these packages are based upon approval of experts from health care units and doctors

constraints

- there are time constraints , money constraints , need investors and government funding and dealings, has environmental constraints
- we have quality constraints the programme we offer should be of high in quality, we only provide medical compensation like medical insurance, that provision is under financial limit, but implementing this package may cause financial constraints
- yes getting grant from health commision is one of the tedious process which has more social, legal and political constraints

INTRODUCTION TO DESIGN CONCEPT IN ARENA

The user end health and wellness package includes

- premium membership
- the weekly two days payable access membership to health and wellness package
- the free user membership only for selected employees who needs attention to their health and well ness package

the premium mebership is for people who need to utilise this package for their mental well being and they can choose any club based on their time availiblity and need , this membership is commonly utilised by the higher end user

the middle end user usually opts for two days payable access to the clubs as they could be in need to both consultation and physical activeness and their health records pl,ays a major role hence weekly they can use the clubs for free for three days and remaining days they need to pay in a week

finally the free usage membership club access where the user health is at stake and need more attention towards their health and wellness and they can have access to all the packages free.

INTRODUCTION TO DESIGN CONCEPT IN ARENA

Based on the data collected the design concept for Arena industry has been conceptualized, considering the design criteria and data visualization and brainstorming we could infer that the employees in arena are very well categorised based on their user criteria and some of the most common gap found was due to

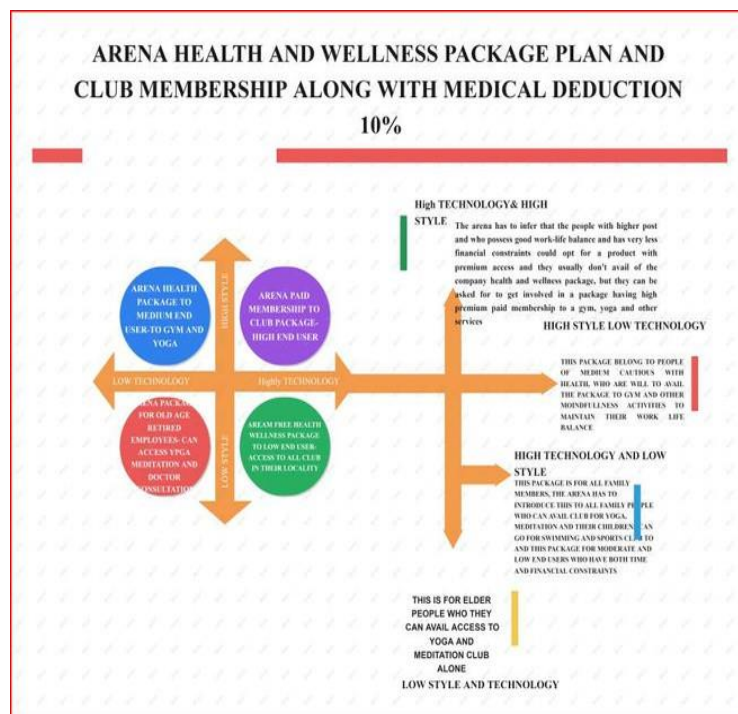
- no physical activity
- no me and family time
- no personal stress bursters
- bad food eating habits
- no proper hours of sleep

considering the concept of technology and style matrix we could derive a health and wellness package to arena industries based on the attribute and criteria obtained and introduction to club access has also been implemented which includes usage of

- yoga and meditation club
- the sports club
- the swimming club
- the gym
- consultation to doctors, physicians and dietician
- the company marathon and triathlon club

The matrices are based on the charecterstics of

- high technology and high lifestyle
- high health lifestyle and low technology
- high technology and low lifestyle
- low technology and low style



KEY ASSUMPTIONS MADE IN DESIGN CONCEPT IN ARENA

Key assumptions in general are stated to be the basic concept through which the hypothesis for given set of ideas are been tested , in this arena health and wellness package the tested concept are to be validated with the data that has been obtained through survey

Before you start bringing napkin pith to life, you need to surface the key assumptions underlying the attractiveness of a concept and to use data to assess the likelihood that these assumptions are true. This approach acknowledges that any business concept is actually a hypothesis –

a well-informed guess about what stakeholders want and what they will value. Like any hypothesis, a new business concept is built on assumptions that must be valid in order for that hypothesis to be “true”, so testing them is essential. Projects fail because reality turns out to be different than you thought it would be. Launching new concepts to see if they work in the real world is a risky and potentially expensive approach that you want to avoid for all but the most attractive ones. Minimize risk and expenditure by rolling out only those concepts that pass a set of initial thought tests around value creation, execution, scalability, and defensibility.

Write Down All Key Assumptions. Use the four tests (the row headings) on the accompanying sheet to help define the key assumptions for your concept. Identify the top two or three assumptions in each category. **Set a Test Strategy.** Different assumptions need to be tested using different approaches, and in order of importance.

while considering the value test we could infer that the value test is based upon the need of the customer , and their wants through the scheme they avail through arena health and wellness package schemes. some of the key assumptions that has been carried out are

- all the employees will avail this package
- the family related to all the employees will avail this health and wellness package based on their need
- the people who avail these packages are permanent employees and they will be utilising these packages lifelong
- the health and wellness packages are introduced will improve the health and wellness of the employees by full efficiency
- the stakeholders will be supporting in all constraints and the scheme once availed cannot be cancelled
- All the employees should abide the contractual terms of health and wellness package

- THE ARKHEIA HEALTH AND WELLNESS KANARIS SCHEME**

VALUE TEST LAYER

 - CUSTOMER WHO ARE GOING TO AVOID THIS ARKHEIA HEALTH AND WELLNESS KANARIS SCHEME INCLUDES EMPLOYERS OF ARKHEIA INDUSTRIES
 - NO EXPERIMENT IN VALUE TEST BASED ON ARKHEIA INDUSTRIES INCLUDE THE TRIAL AND ERROR METHOD THROUGH WHICH A SINGLE ARKHEIA SCHEME CAN BE APPLIED TO THE CUSTOMERS AND CHECK POINT HOW THE PRODUCT IS RUNNING WITH THE EMPLOYEES

EXECUTION TEST LAYER

 - THE 20 AND 30 TEST IS BASED ON THE EMPLOYERS WHO USE THE ARKHEIA WHERE THE ROLE OF STAKEHOLDERS SUCH AS MEDICAL, GOVERNMENT INDUSTRY AND PRIVATE PARTNER SHOULD HELP AS IN THIS PROJECT ARKHEIA PARTNER SHOULD BE INVOLVED IN THIS PROJECT
 - THE TEST SHOULD INCLUDE ALL THE TECHNICAL COMPONENTS SUCH AS THE DESIGN TO IMPLEMENT IN U.S. AND EUROPE, LAMARCA, GERMANY, SWITZERLAND

THE TEST IS TO VALIDATE THE SCHEME AND TO ADDRESS THE MARKET, WHERE THE HEALTH OF THE EMPLOYEES IS RELATED TO BE THE BIGGEST CONCERN WHICH THEY ARE RATHER ASIDE IN THIS SCHEME SINCE FROM THE EMPLOYER'S WE COULD ASSESS THAT THE MAJOR OF THE EMPLOYEES ARE IN NEED OF ASSISTANCE AND THAT THEY ARE NOT AWARE OF THE HEALTH AND WELLNESS, WHERE THEY NEED GUIDANCE, AND CHECK IF THESE PACKAGE SHOULD BE IN THE SOLARITY OF THE EMPLOYEES SINCE IN OTHER TERMS SHOULD HAVE A LITTLE UPON EXISTING INSTITUTE OR GOVERNMENT HELP ALONG WITH THE ARKHEIA SCHEME

THE ARKHEIA SCHEME SHOULD BE IMPLEMENTED IN THE CASE OF IMPLEMENTING THIS ARKHEIA HEALTH SCHEME HAD AN IMPACT THAT THE PEOPLE WITH DISEASE WHO ARE NOT AWARE OF HEALTH AND WELLNESS SHOULD AVOID THIS PACKAGE IN SUCH A MANNER THAT THEY ARE CONVICTIONED WITH WORKING ON THE BEHALD OF THEIR OWN HEALTH AND WELLNESS SINCE THEY NEED THIS PACKAGE AND THEY WILL BE CONVICTIONED ABOUT THEIR HEALTH. IN GENERAL, THE HEALTH INDUSTRY COULD PROVIDE THE MAJOR OBTAINED FROM THE IN IN THIS SCHEME OF THAT PEOPLE AT LOWER FEE COULD AVOID THIS PACKAGE

DEFINITION TEST LAYER

 - THE TEST TO VALIDATE THE SCHEME SHOULD INCLUDE ALL THE TECHNICAL COMPONENTS SUCH AS THE DESIGN TO IMPLEMENT IN U.S. AND EUROPE, LAMARCA, GERMANY, SWITZERLAND
 - THE ACTIVITY TO VALIDATE THE SCHEME SHOULD BE THAT THE PROJECT TEST AND THE TECHNICAL, ARKHEIA TO IMPLEMENTATION AND CHECK THAT THE ARKHEIA PACKAGE SHOULD PROVIDE AND PROVIDE THROUGH THEIR NEW WITH SCHEME, AND BE AVOIDING THROUGH THE SCHEMES THAT CAN AVOID PREVENT HEALTH INDUSTRY AND SUPPORT TO ARKHEIA A PROVIDED AND THE ARKHEIA INVESTMENT IN WORKING

THE 20 AND 30 TEST IS TO VALIDATE A SCHEME WHICH IS THE ARKHEIA HEALTH AND WELLNESS, THIS DESIGN IS TO VALIDATE THE COMPANY'S DESIGN, BEFORE ASSESS THAT THE PEOPLE WHO ARE IN THE U.S. SHOULD CHECK THEIR HEALTH AND WELLNESS, AND CHECK THAT THE PACKAGE PROVIDE THROUGH THEIR NEW WITH SCHEME, AND BE AVOIDING THROUGH THE SCHEMES THAT CAN AVOID PREVENT HEALTH INDUSTRY AND SUPPORT TO ARKHEIA A PROVIDED AND THE ARKHEIA INVESTMENT IN WORKING

THE DESIGN PROCESS COCEPTUALIZATION IN ARENA - NAPKIN PITCH

The ideology to outperform the concept determined through the data collaboartion, design criteria and survey along with some added brainstorming of data that could indulge us in getting the concept over the entire arena health and wellness package , in this process to create a napkinpitch we could get advantage of knowing

- what exactly the concept of those new originally generated ideas is all about
- we could produce the overall ideas in terms with design statement where the need for the stakeholder is specified
- to provide the entire design concept in terms of process and steps in very shortfull way
- thus in easier version we could define napkin pitch as the short summary for the ideas and concepts generated that need to be implemented in order to reduce those gap.
- implementing that napkin pitch in this scenario of arena health and wellness programme
- the concept includes
- **CONCEPT NAME: HEALTH AND WELLNESS PROGRAMME OF ARENA INDUSTRIES**
- The big idea for this project is to create awareness among the employees and their family about the importance of health and wellness programme, and to make them have a caution towards their health and wellness
- in terms of management view: they implemented the concept of altruism where their employees health is the priority and want to improve the efficiecy of the work done by the employees in which the health of the employees should not be at stake to put down their capabilities, in order to avoid that they have decided to implement the health and wellness package scheme in aarena industry mexico.
- the concept here to filol the gap by providing health and wellness benefits scheme to employees and their family abd provide them trust and care from the management and make them relaise that the we are there for them.
- some of the health benefits schemes includes the club membership where the employees can get access to all the gym and sports club, all through the week days.
- **NEEDS AND BENEFITS:** the need and benefits is all related with the stake holder demands, as a stakeholder we should prevail a great relationship with the medical departments whom we would have a tie up with , the goverment in case it is stated to be in need to shortage of funds as goverment can supportt financially and the employees demands over health, where the health of them and their family considered to be important that are related with the efficiency of the work output
- some of the unmeet needs are the demands to satisfy the health and wellness drawback faced by the company employees, as their heaqlth needs a priority and also need caution as they should be healthy inorder to provide good efficient work.
- the stakeholder get benefited as the need forthem is to have amedical support from the working environment they work in with.and we could also generate good stakeholder relationship with medical departments.

EXECUTION: this idea of medical and health club membership can be executed as there can be a source of investors that company would have a tie up with, the employees that badly needs this health schemes can avail it based on their health standards and need either by paying or taking those schemes for free and also they could feel self motivated.

the government and health departments are going to be the major stakeholder who arena is going to be in tie up with that could enhance future business relationship which could inturn provide us a benefit of profit notations and employee efficient in terms of health some of the partners that we need to consider to carry this project are

- health misnistry department
- corporate ministry affairs
- goverment funding authorities or finance ministry
- legal entitites
- the arena management investors

BUSINESS RATIONALE:

We could address this opputunity by stating the objective for cmmensing the arena health and wellness programme,,the enitre project motto here is to enhance the health and wellness of the employee and make them self realise how important their health is and to implement the ideas that could create a friendly stakeholder relationship with health and finance department with provate concerns

- once this project has been accepted it would create a life long bonding where the business units can combine and do some good deeds to employees and their family health and wellness concerns and can also implement a stage of laws regarding health as the main priority
- we could uniquely deliver this project as its the importance that has been provided to employees in terms of alturism and it gonna benifit them and their family and efficiency of the work out for the companies also and health is imp-ortant
- the competitors are going to be in terms with how to implement an startegy that with the price advantage concept , may be they could afford this scheme to all the companies at lower cost than we provide or create a advantage of more schemes than we provide.

To sustain our advantage it is important for us to deliver the product with good

- quality
- time
- labour efficiency
- trust
- integrity
- justice
- working towards perfection in attaining te objective of the project.

CONCLUSION AND FEEDBACK

organisational and workplace wellness programs aims at promoting healthy behavioural patterns and rectifying workers' poor health behaviours in order to promote the operation and productivity of employees at workplace. Workplace wellness programs may entail myriads of activities such as physical fitness and reduction of smoking tendencies

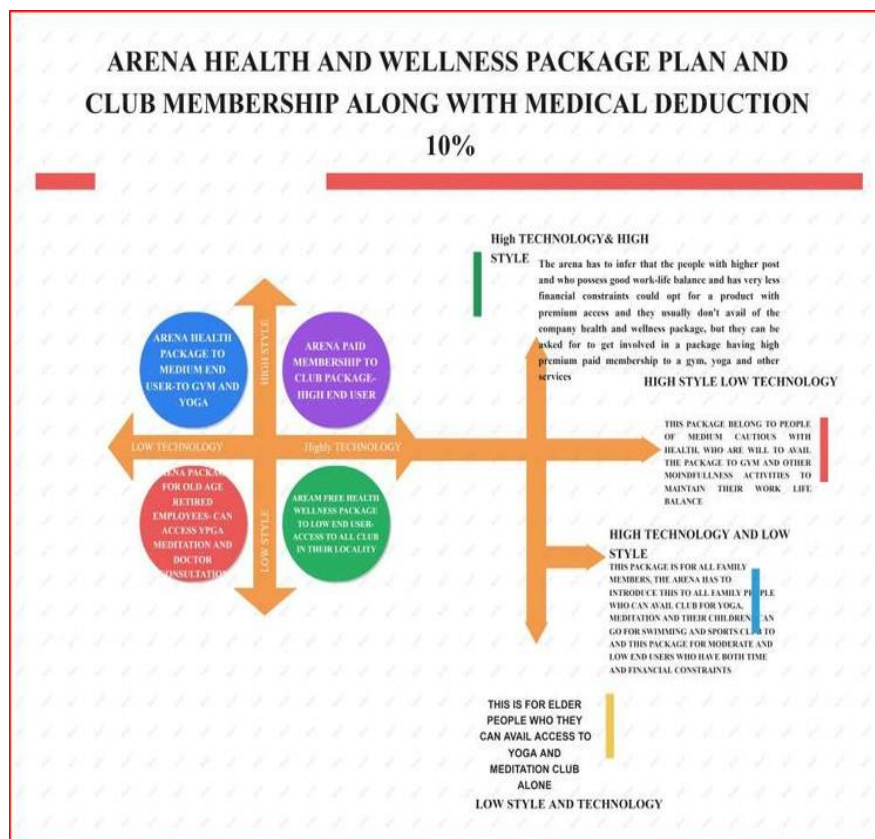
n a similar way to other groups of individuals who are not disabled, persons with disabilities may gain from programs that improve regular health and wellness checks alongside screenings and auxiliary medical enhancements especially when it comes to individual lifestyles, entailing physical fitness and psychological wellbeing.

This position paper is indeed a requisite document that can be instrumentally used in a practical workplace wellness program. It can also be embraced to satisfy the needs of people with disabilities. Since this position paper targets workplace wellness programs for workers with disabilities, the term "disability" has been critically used within the present context of the Disabilities Act which was adopted in the United States way back in 1990.

Although this Act has gone through a number of amendments, the definition of disability is still the same. The primary description of the term 'disability' refers to either a physical or mental complication that remarkably impedes one or multiple core activities in the life of an individual. In contrast, the term 'employee' refers to a person hired by an employer in order to perform specifically defined roles.

In regards to 'workplace wellness programs', they comprise of several activities that are either partially or fully sponsored by an employer in order to enhance good health of the workforce. In some cases, they are described as corporate wellness programs especially if a corporation plays the role of an employer. Health promotion programs can also be used to describe wellness programs at workplace.

- considering the concept of technology and style matrix we could derive a health and wellness package to arena industries based on the attribute and criteria obtained and introduction to club access has also been implemented which includes usage of
- yoga and meditation club
- the sports club
- the swimming club
- the gym
- consultation to doctors, physicians and dietician
- the company marathon and triathlon club
- The matrices are based on the charecterstics of
- high technology and high lifestyle
- high health lifestlye and low technology
- high technology and low lifestyle
- low technology and low style
- The final package provided by the arena under health and wellness scheme includes





What's the level of uncertainty

There are many unknowns: large and small, and past data is unlikely to help us design thinking. The past would have data related to risk in health that may include stress, obesity, chronic disease, but the uncertainty level is more when it comes with a pandemic situation like covid, and future calling death in sudden manner. We cannot predict the level of disease a employee can undergo based on his past records of medications and its a tough task to formulate a common health package to each and every employee in company as they may suffer from illness which may need treatment with high medical expenses where company cannot afford as budget also seem to be a parameter in uncertainty. Difficult in choosing a common health plan to employee and his families.



What's the degree of complexity? -DT

Finance of HEALTH SCHEME

Health package cost, health premiums schemes they gonna implement, STARTS/IOLEB, payoff of different options and how best to structure programs.

Employee Interest

they may feel this health benefit cant bring them any positive support to their wellness, people with low economic status can get benefit in it, the clustering of people has its own complexity.

HEALTH SCHEME AGENDA IS ASSYMETRIC

INVESTORS, THE REACH OF PROGRAMME, THE PEOPLE INTEREST, THE COMPLEXITY IN MAKING EMPLOYEE ACCEPT THE HEALTH SCHEME.



Our Company Values

George Rodriguez, Arena's current CEO and son of the founder, headed the Healthy Ohioans Business Council, which worked to improve the health of workers across the state of Ohio.



DESIGN THINKING AND INNOVATION WITH THE PROBLEM IDENTIFYING AND SOLUTION

Improving employee performance through providing low cost health benefits package to employee like stress, obesity, smoke reduction medical benefits programmes in cheap cost and packages



THE DESIGN THINKING APPROACH OR LINEAR ANALYTIC APPROACH

-Is the problem human-centered?

ANSWER: yes, EMPLOYEES ARE OUR VALUABLE ASSET, AND THEIR HEALTH AND PERSONAL WELL BEING IS A TOP NOTCH PRIORITY IN ARENA INDUSTRIES, HENCE THE PROBLEM IN THE COMPANY IS, ALL ABOUT EMPLOYEE & FAMILY HEALTH WELLNESS CARE

What's your level of curiosity and influence?-DT



people to help in this health awareness and wellness programme



conducting webinar by doctors, health experts, fund raisers.



good payoff benefits, a scheme based on employees and their spouse medical report, insurance health premium programme.

How clearly do you understand the problem itself?-Employee & spouse health wellness

DESIGN THINKING IS APPROPRIATE

desire to improve the health of our employees and their spouses, and to achieve a reduction in our health benefit costs. Arena's management team need to develop proposals for solutions that would contribute to a healthier work force at the firm



BRODER OPPURTUNITY ASPECT IN THIS PROGRAMME-STEP 2 IN DESIGN THINKING

GOOD HEALTH EXPERTS SUGGESTIONS-HOSPITAL JOINT COLLABORATION FOR HEALTH PROGRAMMES, ELABORATING AND DIAGNOSING UNSEEN DISEASES THROUGH THIS PROGRAMME

REDUCTION IN HEALTH COST BENEFITS
EMPLOYEE AND HIS FAMILY HEALTH WELLNESS
EMPLOYEE PERFORMANCE
TRUST BETWEEN EMPLOYEES
INCREASES

GOOD HEALTH AWARENESS
PAYOFF SCHEMES TO EMPLOYEES

REASON IS EMPLOYEES HEALTH WELLNESS ALONE SO IT MATTERS



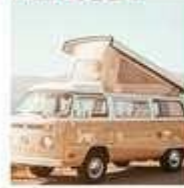


THE GOAL -HEALTH WELLNESS

THE HEALTH SCHEMES

- PAYOFF SCHEMES
- improve the health of our employees and their spouses, and to achieve a reduction in our health benefit costs."
- develop proposals for solutions that would contribute to a healthier work force at the firm

TO CHANGE ARENA COMPANY FIXED MINDNESS TO GROWTH MINDSET



Arena has a well established CEO who is expert in health and sustainability ground. This health benefits package is the long commitment by arena company providing to employees which creates bonding of safety, security, trust and promise.



- Arena need to develop a new company norms, which includes this beneficiary health wellness package for employees and his family.
- The standard package can include 10% cost deduction in health benefits facility provided to employees
- will improve the relation with health care sector - stakeholders relationship and ties
- The concept of album is the main motto of this arena health wellness programme.
- Good family feeling company environment will be created that improves the performance of employees and their family wellness in terms of health
- The company should also try to provide employees with yoga and meditation session to improve internal wellness, can ask for gym access also, as people can take use of it along with health wellness package
- The CEO has to think out of box to implement all this strategies.



-What data is already available to you-DT-VERY LESS

Recent health policy briefs published by the Robert Wood Johnson Foundation had highlighted a dramatic escalation in health care costs for employers, which resulted in an increasing burden placed on employees for health care premiums

"the poor health habits of many workers, growing rates of chronic disease, and the rising cost of health benefits have created new interest in workplace programs."

CONTENTS

1. AN INTRODUCTION
2. THE TEAM
3. Ethnographic profile of Known team
4. Ethnographic profile of unknown team
5. PROJECT health and wellness program in Arena -CHANGE MANAGEMENT
6. The questionnaire -Journey mapping for known users
7. The questionnaire -Journey mapping for unknown users
8. User references from mapping from idea and customer-wish users



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Journey Mapping -Arena health and wellness programme change management



BARRIERS



MAKING ALL EMPLOYEES ACCEPT THIS SCHEME, INVESTORS AND FINANCIAL CONSTRAINTS



HEALTH BENEFITS SCHEME ALLOCATION BASED ON EMPLOYEES AND HIS FAMILY HEALTH



GREATER THE COST GREATER THE LOSS, NEED FOR OPTIMUM HEALTH CARE BENEFITS

THE TEAM-Arena Industry -Mexico

INTERNAL EMPLOYEES



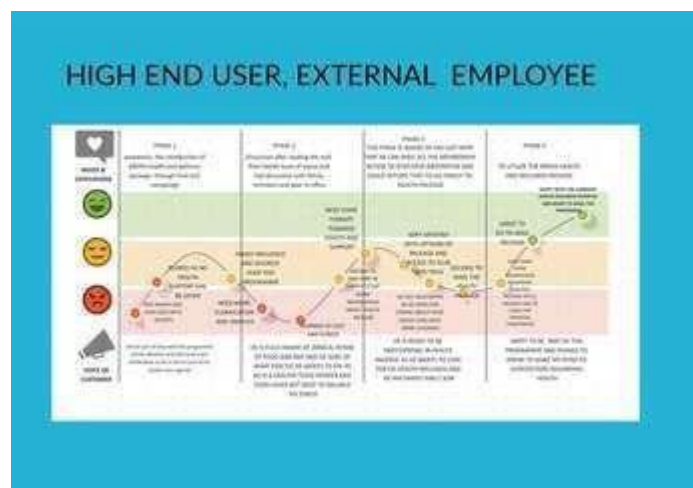
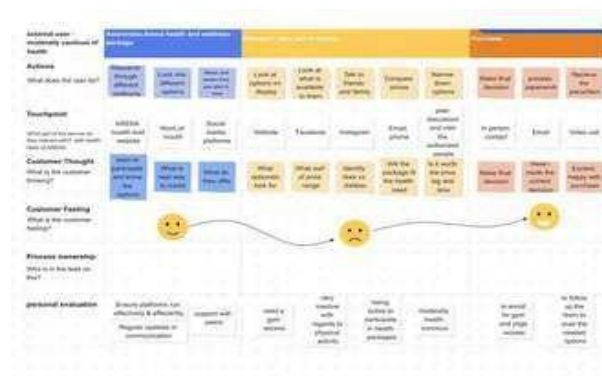
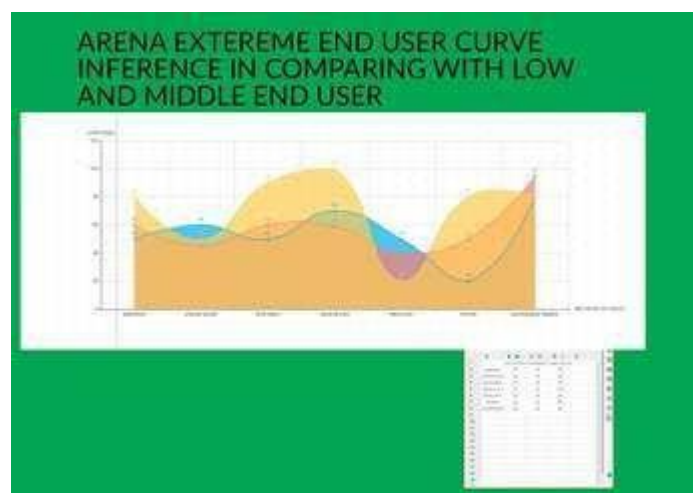
EXTERNAL EMPLOYEES



CONTRIBUTOR

DESIGNING

IMPLEMENTATION



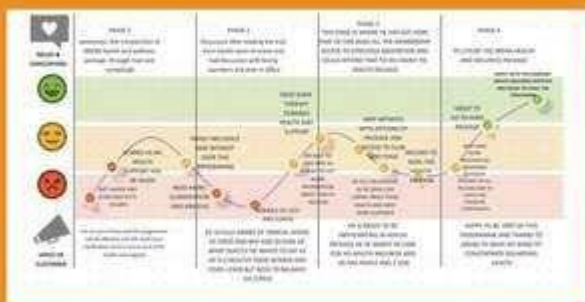
JOURNEY MAPPING USING CHARTS- middle end user



Lower end known user-JOURNEY MAPPING

PROCESS	AWARENESS	ACQUISITION	SERVICE	LOYALTY
DISCOVERY	How did you hear about us?	How did you hear about us?	How did you hear about us?	How did you hear about us?
CUSTOMER THOUGHTS	What were your thoughts when you heard about us?	What were your thoughts when you heard about us?	What were your thoughts when you heard about us?	What were your thoughts when you heard about us?
INTERNAL CUSTOMER EXPERIENCE	How did you feel when you heard about us?	How did you feel when you heard about us?	How did you feel when you heard about us?	How did you feel when you heard about us?
THE POINTS	What were the key points when you heard about us?	What were the key points when you heard about us?	What were the key points when you heard about us?	What were the key points when you heard about us?
QUEST TO IMPROVE	What were the key points when you heard about us?	What were the key points when you heard about us?	What were the key points when you heard about us?	What were the key points when you heard about us?

HIGH END USER -INTERNAL EMPLOYEE



Questions

- 1) Tell us about yourself
- 2) Tell us about your family-work life balance
- 3) How do you describe about your physical activeness in a day
- 4) On an average scale how much time do you spend your time with family
- 5) How would you rate your health in scale of 1-10
- 6) How was your health during your school days
- 7) When was your thoughts that was asking you to take some steps towards health and wellness care and what you did for that
- 8) If you have a got power to eradicate some negative aspect of health and wellness what would be your plan?
- 9) Can access through gym and clubs for sports, yoga can help you out kindly do specify your thought?

EXTERNAL EMPLOYEE Journey



THE MIND MAP AND INFERENCES FROM SURVEY



