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SILVER TOURISM
Erasmus+ Strategic Partnership
2015-1-ES01-KA202-015963

Design Thinking Tools

STAKEHOLDERS MAP

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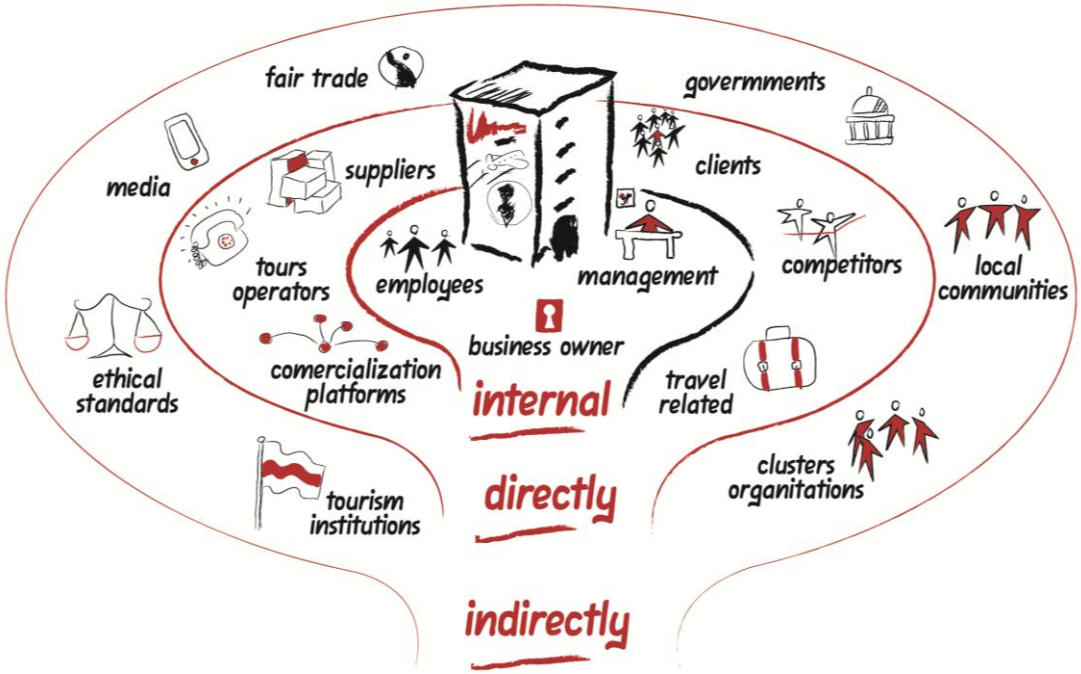
DESCRIPTION

Your company, your projects are not alone around the world and the different stakeholders can take important influences in its development. To know who are the stakeholders, and the complex relations among them and the relations among them and you can change your angle and focus (the centre) of your company, department, customer or other stakeholders.

When you start a stakeholders map, put an idea, concept, project in the centre of the canvas, then put the people that you'll need to develop and implement the idea, concept, project around it. This will help understand the value you'll need to create, who to involve and when, and then develop a strategy for implementation.

GRAPHIC TOOL



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STAKEHOLDERS MAP

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STEPS

1. Place a topic in the centre (e.g. your company, team or idea), use markers & post-its;
2. Write down all the stakeholders you know and which do you think that they can help you to develop your idea or project. Please, don't talk, just do;
3. Share out the stakeholders around the canvas with the most influential stakeholders in the centre and the least in the outer ring;
4. Order them into groups, and name the groups.

In order to improve this stakeholders map, you can elaborate it with your final users or with other external stakeholders, they will give you other point of view. This tool is the best when it is used by a multidisciplinary team.

LINKS/ MORE INFO/ EXAMPLES

Stakeholder Map Description

Stakeholder Map Example

Stakeholder Map template

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CUSTOMER JOURNEY MAP

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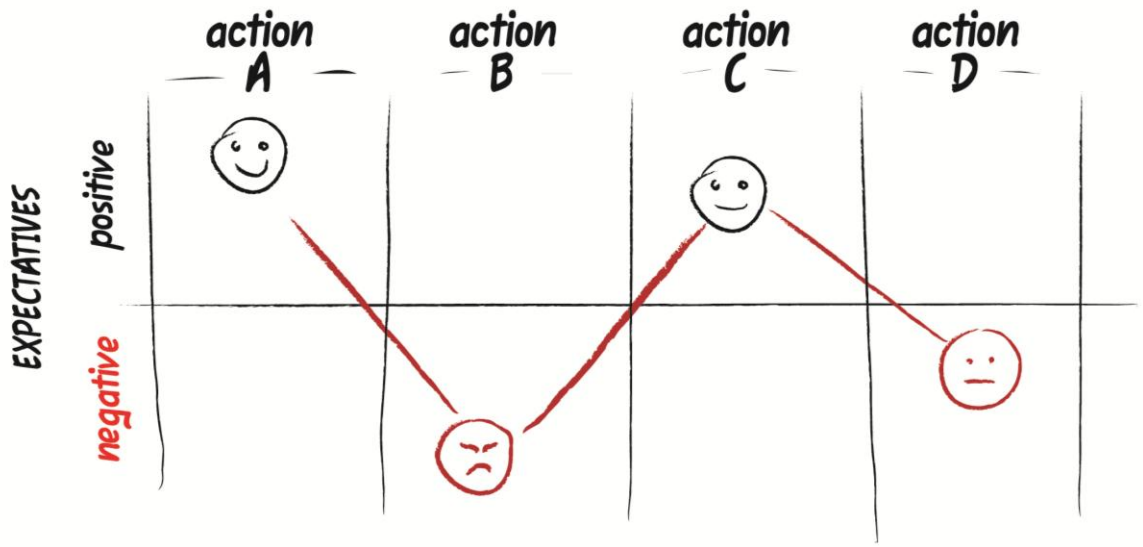
DESCRIPTION

This tool can be used to have a visual idea about the steps that your customer goes through as they experience your product or service and the impact of each. This knowledge will give you information about the real experience of them in with your products or services, its needs, motivations, and the real contact between you and them.

Two important reasons to use Customer Journey Map:

- Identify all the touch points that make up the customers´ experience of your products or service, in order to improve it at these touch points.
- Understand the emotional impact the interactions between your final users and your products or services in your existing customer experience.

GRAPHIC TOOL



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CUSTOMER JOURNEY MAP

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STEPS

1. Context or stakeholder map: Describe all stakeholders and order them in circles of influences around the centre. Put your final uses in the centre of the stakeholders map.
2. People: It is important to create a customer profile or character profile. Describe his/her personal and business situation now (present situation) and in the future (ambitions).
3. Outcomes: Describe his/ her desired outcome, wishes, motivations – what is he/she trying to achieve with your product or service?
4. Customer journey: Describe a list of activities (as far as possible) that your final user has to take to reach the outcome (placed in a horizontal line). Start before the moment he/she decided to use your product or service. This way we visualize behavioral patterns.
5. Touchpoints: Under every activity, do list all channels and touchpoints between the final user and your product or service.
6. Moments of truth: Then we identify the moments the customer encounters your touchpoints and channels. We start focus on those (you can move them down a bit). Identify the most important 'moments of truth'.
7. Service delivery: Under every touchpoint, write down who is directly responsible for the service.
8. Emotional journey: In the next row, please describe how you think that the customer feels at that moment, the grade of emotion. You can use a scale from 0 to 10. It is a good way to visualize the emotional experience about how final user feels during the customer experience.
9. Blueprint: Now, to make a long story a bit shorter, we can go on listing the organisation underneath, writing down who supports the people delivering the service (backoffice), and in turn who influences the back office (we link back to the stakeholders map), until we have a complete organisational blueprint, a complete picture of the working of an organisation and emotional journey, from the outside in.
10. Improve and innovate: Be creative, brainstorming and any other DT techniques can help you to improve in your products or services, or including the design of new and more adapted products or services.

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CUSTOMER JOURNEY MAP

LINKS/ MORE INFO/ EXAMPLES

Understanding Customer Journey Mapping

How to Create a Customer Journey Map

WEBINAR: Creating an Actionable Customer Journey Map

Free Template

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CREATE A PITCH

DESCRIPTION

A pitch is a primary way to present our idea.

Now that our idea is pretty well set, we'll communicate it to partners, experts, consumers, providers, clients...everyone!. A pitch is a great way to communicate our idea/s, our products, our services...how they work, why they count, and who it benefits. And in the process of making it, we'll clarify the key elements of our idea and refine how we talk about them.

Having a crystal clear proposition that's summarized in just a few short sentences is critical.

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CREATE A PITCH

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STEPS

1. The first thing we'll want to articulate is the essence of our product, service, or experience. Offer context, the main thrust of our idea, why it's different, and any call to action we're making.
2. We'll want our pitch to be clear and unambiguous, so don't get bogged down in the details. Sell our idea by sharing how and why it counts.
3. Next we'll want to get that story into some kind of format. It could be a pamphlet, a website, a book, or a presentation. We may need more than one, needing may be a graphic designer or writer to help.
4. We'll likely communicate differently with different audiences.

Needless to say, the language we use is critical.

- Be concise: Every word we use needs to have a specific purpose.
- Be human: Use real-word language, not the latest trendy buzzwords.
- Be specific: If we can prove our product improves sales effectiveness by 68% we have to say it.

LINKS/ MORE INFO/ EXAMPLES

What Every Pitch Presentation Must Have

Start with why -- how great leaders inspire action

The Golden Circle with Simon Sinek

Write Your Elevator Speech

Template

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DESIGN THINKING PROCESS

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DESCRIPTION

The methodology included in the project proposal describes the Service Design (a part of Design Thinking), as the methodology to be carried out in the project framework.

“The project will follow a methodology used in Service Design (SD) processes. SD is a process where the user is situated in the centre of the service, and the user experience is analyse as a whole. With this methodology, the intangibles assets play an important role in the interaction users-provider”.

The definition of "Design Thinking" according by Tim Brown, president and CEO of IDEO, the most important consulting in this topic is:

“Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

Design Thinking is a process, groups of methods and tools which allow us to generate innovations, new products and new services, or to improve that ones already exists.

This process is composed by 5 steps: Empathize, Define, Ideate, Prototype and Test. Besides the use of SD process in the design of the project, SD tools will be included in the training materials as techniques to design new and innovative tourism products for silver target.

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DESIGN THINKING PROCESS

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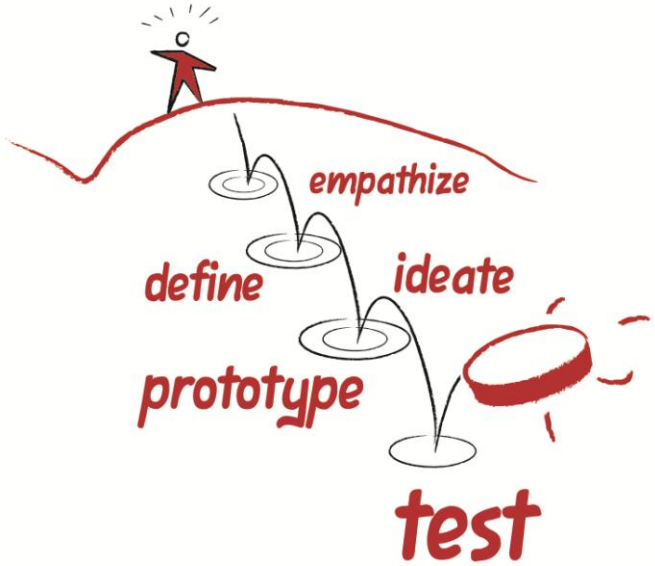
GRAPHIC TOOL



STEPS

The **Design Thinking** process first defines the problem and then implements the solutions, always with the needs of the user in the centre of the solutions. This process focuses on need finding, understanding, creating, thinking, doing and evaluating. At the core of this process is a bias towards action and creation: by creating and testing something, you can continue to learn and improve upon your initial ideas.

- Empathize: Work to fully understand the experience of the user for whom you are designing a service or product. Do this through observation, interaction, and immersing yourself in their experiences.
- Define: Process and synthesize the findings from your empathy work in order to form a user point of view that you will address with your design.
- Ideate: Explore a wide variety of possible solutions through generating a large quantity of diverse possible solutions, allowing you to step beyond the obvious and explore a range of ideas.
- Prototype: Transform your ideas into a physical form so that you can experience and interact with them and, in the process, learn and develop more empathy.

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DESIGN THINKING PROCESS

- Test: Try out high-resolution products and use observations and feedback to refine prototypes, learn more about the user, and refine your original point of view.

In each step of this process, different tools are used in order to go forward the objectives of each phase, the understanding of the problem in the first step, the definition of the problem in the second step, the design of solutions and prototypes in the ideate and prototype steps or the evaluation of the created solutions in the last step of the process.

LINKS/ MORE INFO/ EXAMPLES

What is Design Thinking?

Introducing design thinking

Stanford Webinar - Design Thinking = Method, Not Magic

Design Thinking - Tim Brown, CEO and President of IDEO

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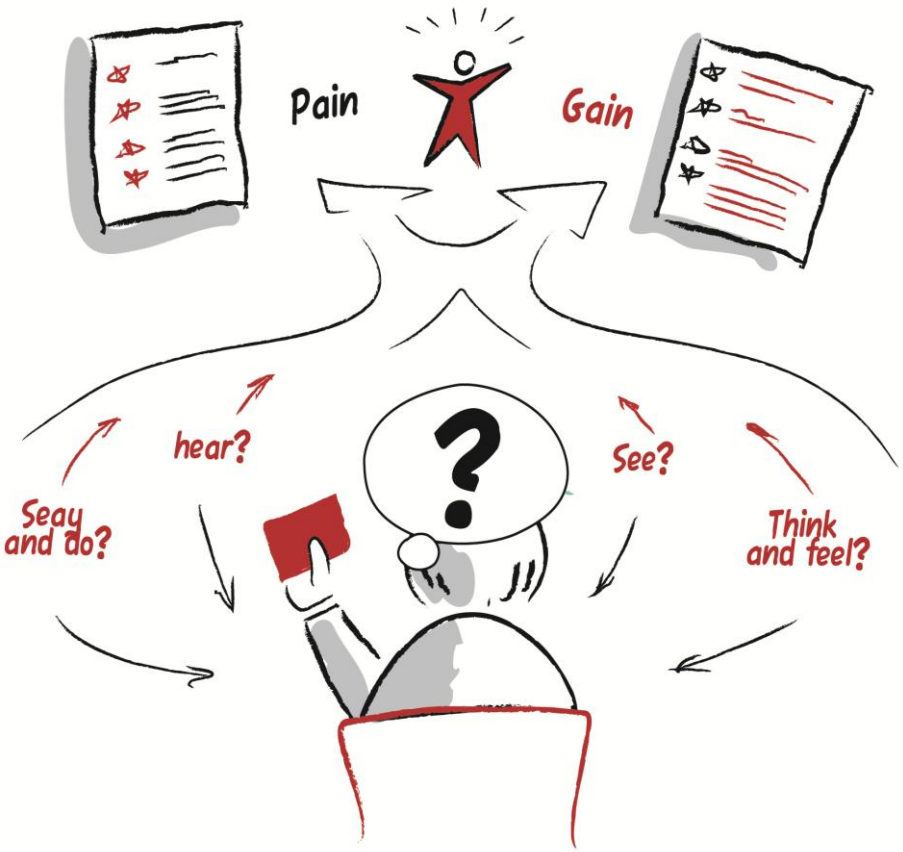
EMPATHY MAP

DESCRIPTION

The "User Empathy Map" can help you to start a discussion about the needs and wishes that users have. The discussion will be centered about what was observed, and what can be inferred about these user groups' beliefs and emotions.

Good design is grounded in a deep understanding of the person for whom you are designing, placing the end user at the center of thought. Designers have many tools for developing this sort of empathy. An Empathy Map is one tool to help us synthesize our observations and draw out unexpected insights.

GRAPHIC TOOL



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EMPATHY MAP

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STEPS

1. UNPACK: Create a four quadrant layout on paper or a whiteboard. Fill the map through the notes gathered during a fieldwork:
2. SAY & DO:
   - How do your final users usually behave in public?
   - Who do your final users talk?
   - Which are the differences between what your final users say and do?
3. THINK & FEEL:
   - Which are their motivations?
   - Which are their concerns?
   - Which are their expectations?
   - What do you really care (and not say)?
4. HEAR:
   - What are hearing about your product or service from your friends and family?
   - Who are their influencers?
   - What are the main media they used to know about your product or service?
5. SEE:
   - Which is his/her environment
   - Who are the key persons in his/her environment?
   - What kind of offers he/she is receiving?

One the team has filled the first four questions, the following questions are keys to understand the customer thought:

6. PAIN:
   - What are their frustrations?
   - What are the main afraid or risks which are worrying them?
7. GAIN:
   - What are the main motivations?
   - What is the success? For her/him

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EMPATHY MAP

LINKS/ MORE INFO/ EXAMPLES

What is Empathy Map

Empathy Map

Empathy Map example

Online Empathy Map template

Empathy Map template

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EXTREME USERS

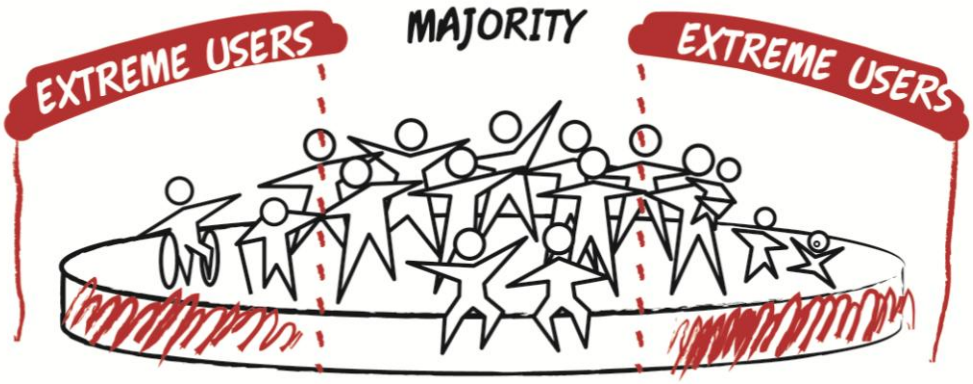
DESCRIPTION

Designers engage with users to understand their needs and gain insights about their wishes and motivations. When you speak with and observe extreme users, the insights gathered are amplified and their

work-arounds are often more notable.

This will give us interesting meaningful needs which will not be gathered using only users normal. However, the needs that are uncovered through extreme users are often also needs of a wider population.

GRAPHIC TOOL



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EXTREME USERS

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STEPS

1. Determine who's extreme: The first step in this tool to determinate who is an extreme user is to analyse what assets you want to explore and know about this extrem user. To do this, describe a list of attributes and characteristic you consider that an extreme user must have, then, think about people who may be extreme in those assets.
2. Engage: Observe and interview to your extreme user as you would other normal users. Look for work-arounds (or other extreme behaviors) that can serve as inspiration and uncover insights. In order to carry out the best interview, please you can use the following indications:

   - Think about all the different people who might use our solution. Extreme users can fall on a number of spectrums and we'll want variety. Maybe we'll want to talk to someone who lives alone and someone who lives with a large extended family. Each will offer a take on our idea that can spur new thinking.

   - When we talk to "extreme", we have to ask them how they would use our solution, and how it does or does not suit their needs.

   - Select appropriate contacts to help arrange meetings and individual Interviews...don't go for group interviews. We might even stumble across an extreme user in another context and want to talk to them there.

   - Be sensitive to certain extremes when we interview them. They may often be left out of discussions like these so we have to make them feel welcome and let them know that their voices are critical and very valuable to our research.

3. Look at the extreme in all of us: Look to extreme users for inspiration and to spur wild ideas. Then work to understand what resonates with the primary users you are designing for.

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EXTREME USERS

LINKS/ MORE INFO/ EXAMPLES

Why you should start focusing on your most extreme customers

Pay Attention To Your 'Extreme Consumers'

Extremes and Mainstreams

Design Thinking: Sampling Extreme Users:

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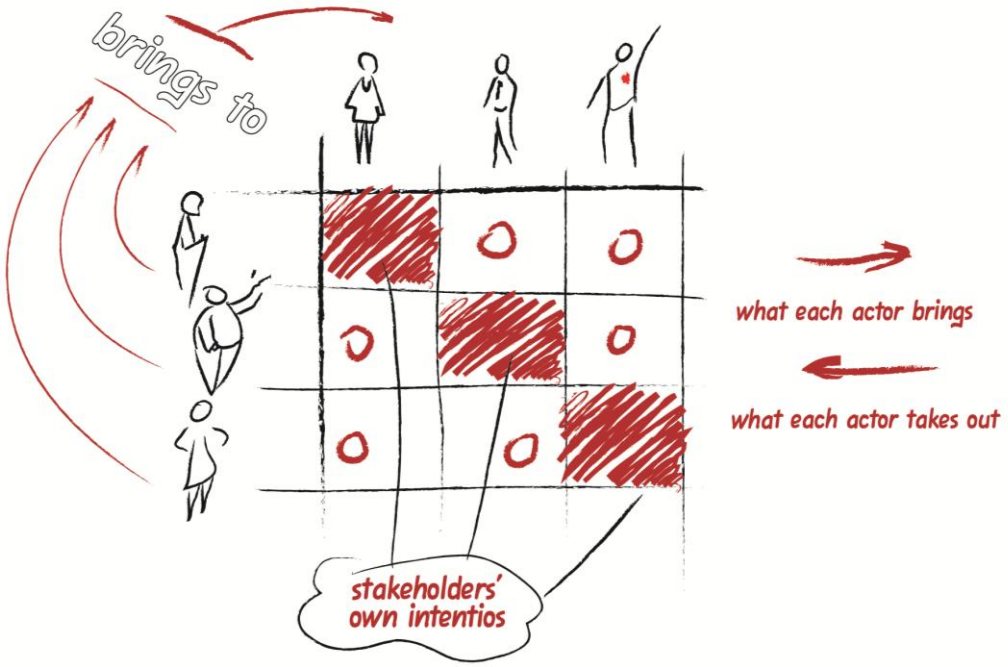
MOTIVATION MATRIX

DESCRIPTION

The objective of this tool is to identify the relations among different stakeholders through the description of their needs and motivations.

The motivation matrix is a very useful tool in the first steps of the service design process due to this tool allow you to consider the motivations of all stakeholders and it will help you to make a reflexion about the existing relations which can help us to start with the service design process.

GRAPHIC TOOL



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MOTIVATION MATRIX

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STEPS

1. Create a matrix where in the rows and columns must be introduced the different actors of your process.
2. Fill in the cells with the motivations which can be affected (positively or negatively) through these relations.

LINKS/ MORE INFO/ EXAMPLES

Purchasing motivation matrix

Dynamic prototyping

Prototyping blog

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PROFILE CARD

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DESCRIPTION

The character profile can be used to deepen into one specific and recognizable character. The service designers sometimes base their value proposal on non-essential characteristics of a specific number of potential users. The use of this tool will help you to focus on the relevant characteristics of the final users, your focus groups, and it will give us important insights to design the next products or services.

The character profile is a synthesis method whereby the service designers create a fictional character that embodies the human observations obtained about their final users. These might include common characteristics like age, wishes, trends, and other patterns that the team has identified.

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PROFILE CARD

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STEPS

In order to create a character profile, the service designers need to

1. Observe all characteristics of the final users.
2. After this is done, the service designers should analyse the real dimensions of their field of action. The service designers should analyse dimensions like demographic information, trends, strange proclivities and habits, or sources of motivation, to name only a few.

   It is necessary to take into account if your final users are a part of a larger group or if your final users have specific characteristics.
3. Last, give your character profile a name, and make sure that all services will be designed according with the created character profile

LINKS/ MORE INFO/ EXAMPLES

How to create a Persona (Design Thinking)

Building Perfect Personas

Design Thinking With Persona

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PROTOTYPE TO TEST

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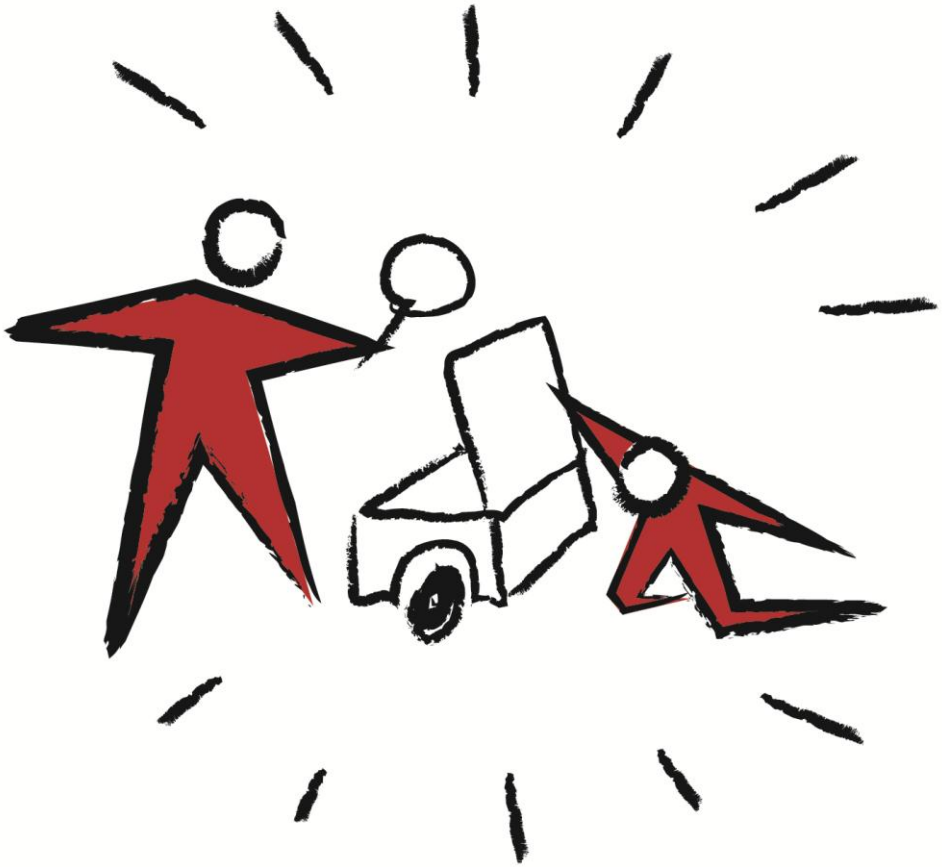
DESCRIPTION

The elaboration of prototyping to test will help you to probe different aspects of your design solution products or service.

The fundamental advantage of the elaboration of prototypes is to let the final users experience and react with them. In creating prototypes to test with users you have the opportunity to examine your solution decisions as well as your perception of your users and their needs, its wishes.

GRAPHIC TOOL



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PROTOTYPE TO TEST

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STEPS

1. Start building

   Even if you are not sure what you are doing, the act of picking up some materials (paper, tape, and found objects are a good way to start!) will be enough to get you going.
2. Don't spend too long on one prototype

   Move on before you find yourself getting too emotionally attached to any one prototype.
3. Build with the user in mind

LINKS/ MORE INFO/ EXAMPLES

Rapid Prototypes

Design Thinking - Prototype Stage

Template

Example of prototyping workshop

Steve Jobs, first iPhone and Prototype

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SCAMPER

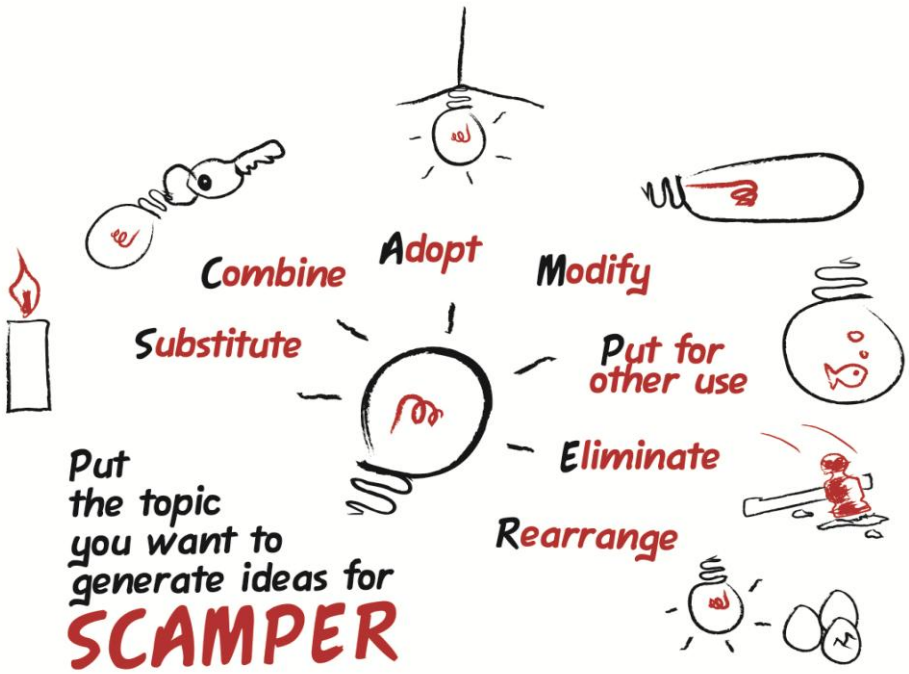
DESCRIPTION

This brainstorming tool was created for Bob Eberle and it is mainly used for the improvement of existing products or services. It is very useful in the process of open the mind, and where it is necessary to re-approach our creativity, focusing on several areas which sometimes are forgotten.

Scamper is a very interesting tool when you are looking for re-focuses a product or service. The re-focus of the product or service means to provide a new guidance to a product or service.

Due to this tools use a brainstorming methodology, if you can't think of anything in response to the SCAMPER prompt that you're using, and then force a response, no matter how ridiculous it seems, and think of ways to make the non-logical response work.

GRAPHIC TOOL



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SCAMPER

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STEPS

1. Problem definition
   The first step to use this tool is the definition of the problem you want to solve or the product or service you wish to improve. To do this, it is possible to user other DT tools described in this document.
2. Scramper process
   Using the Scramper key concepts, create a list of questions using these scramper key concepts. The key concepts are:
   - **S - Substitute:** Remove some part of the accepted situation, thing, or concept and replace it with something else.
   - **C - Combine:** Join, affiliate, or force together two or more elements of your subject matter and consider ways that such a combination might move you toward a solution.
   - **A - Adapt:** Change some part of your problem so that it works where it did not before.
   - **M - Modify:** Consider many of the attribute of the thing you're working on and change them, arbitrarily, if necessary. Attributes include: size, shape, other dimensions, texture, color, attitude, position, history, and so on.
   - **P - Purpose** (Put to other use): Modify the intention of the subject. Think about why it exists, what it is used for, what it's supposed to do. Challenge all of these assumptions and suggest new and unusual purposes.
   - **E - Eliminate:** Arbitrarily remove any or all elements of your subject, simplify, and reduce to core functionality.
   - **R - Reverse:** Change the direction or orientation. Turn it upside-down, inside-out, or make it go backwards, against the direction it was intended to go or be used.
   - **R - Rearrange:** Similar to Reverse, modify the order of operations or any other hierarchy involved.

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SCAMPER

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LINKS/ MORE INFO/ EXAMPLES

What is SCRAMPER

SCAMPER a creative thinking technique

SCAMPER Worksheet

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SHARE INSPIRING STORIES

DESCRIPTION

Once we have our learning from the previous phase, now it is time to make sense of them. One way is to share the most inspiring stories we've heard with our teammates. The goal is to build a repository of stories for our team to draw from, tell, and retell. Capturing those resonant ideas and feelings, and building them into the very narrative of our team's work helps everyone down the line.

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SHARE INSPIRING STORIES

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STEPS

1. Affix a large piece of paper to the wall to capture all the team's Post-it notes and ideas from the story in one place.
2. Tell the most compelling stories from the field to your teammates. Try to be both specific (talking about what actually happened) and descriptive (using physical senses to give texture to the description). Report on who, what, when, where, why, and how. And then invite each of your teammates to share their own inspiring stories.
3. As you listen to your teammates' stories, write down notes and observations on Post-its. Use concise and complete sentences that everyone on your team can easily understand. Capture quotes, the person's life history, household details, income, aspirations, barriers, and any other observations.
4. Write large enough so that everyone can read your notes. Then put all the Post-its up on the wall, organizing them into separate categories for each person that your team interviewed and each place that your team visited.
5. At the end of story sharing, you'll have many sheets lined up on the wall with hundreds of Post-it notes. Consider this shared information as a group and begin to imagine opportunities and solutions.

LINKS/ MORE INFO/ EXAMPLES

What is Storytelling?

Why storytelling matters | Garr Reynolds

Stories for Tourism

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STORYBOARD

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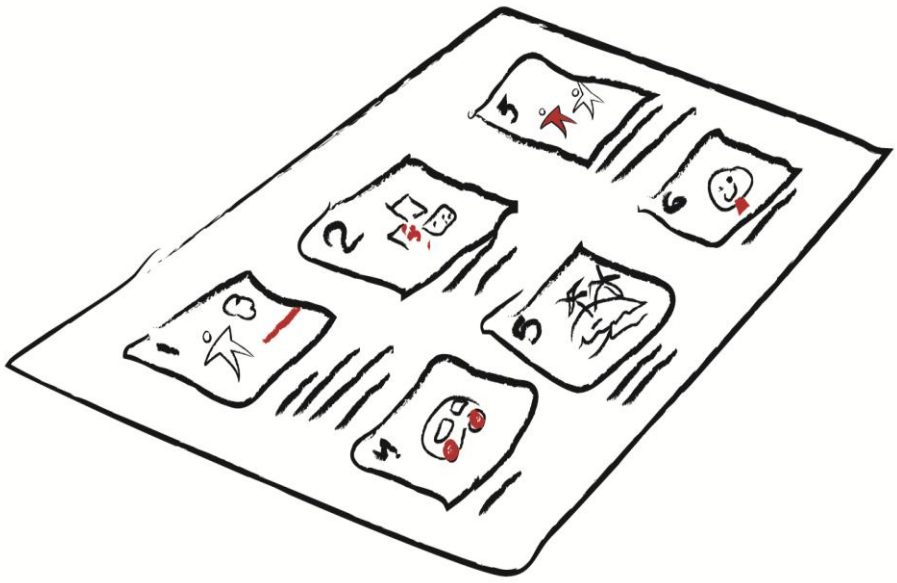
DESCRIPTION

Storyboard is a tool that helps communicating how a user would experience a product or service and how the proposed design will help them accomplish their objectives (user journeys). This tool come from the movie industry and allows us to describe the interaction between the final user and the products or services on one or more frames by showing the key experience touchpoints.

Storyboards are great ways to share a concept with final users and customers and make them understand design ideas and decisions. They can be used during design workshops gather feedback and to help identify areas of improvement or missing elements of the experience. They can be considered as quick prototypes of the experience which also help clients emphatise with their customers.

Storyboard can be created in different ways. The most common is a sequence of images or sketches accompanied by a short description of the actions the user is taking in each touchpoint.

GRAPHIC TOOL



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STORYBOARD

STEPS

1. Choose part of the problem and l**ook at it together as a team.** We 'LL DO ONE CYCLE FOR EACH PART OF THE PROBLEM.

2. Take notes (5 minutes). The whiteboards and walls are probably covered in diagrams and notes. This is our chance to reload that stuff into our brain. Everyone takes a piece of paper and jots down anything they think is useful.

3. Mind map (10–15 minutes). Now we're going to add all the other ideas that are in our head, mix them with the notes we just took, and loosely organize them on paper. The mind map is going to be our "cheat sheet" we can use when we're sketching UI ideas.

   If we're not familiar with mind mapping already, we often describe it as writing down everything in our head with no specific formatting; or quiet individual brainstorming. We can write words and connect them or not, we can draw pictures or not. The important thing is that everyone is getting every solution, old and new, out of their head and onto paper at very low fidelity.

4. Crazy Eights (5 minutes). Everybody folds a blank sheet of paper in half four times, then unfolds it, so they get eight panels. Then we have five minutes total to draw eight sketches, one in each panel...it's a great way to crank out variations of ideas quickly.

5. Storyboard (10–20 minutes). The goal is to take the ideas we´ve generated so far and sketch an actual storyboard showing how a user would move through the story. Start with a blank sheet of paper, and put three sitcky notes on it.

   Each sticky note is one frame in the storyboard. It´s kind of like a comic book that you´re going to fill in.

   Look back at your mind map and your crazy eights and find the best ideas. Remember two important storyboard rules:

   Make it stand alone – no explanation give it a name – something gatchy

   When you finish the storyboards, hang them on the wall with some sticky stuff.

6. Silent Critique (5-10 minutes). Give everybody a bunch of dot stickers. Then look at the different storyboards and puts a sticker on every idea or part of an idea you like.

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There are no limits to how many stickers you can use, by the end, you´ve got a kind of heat map, and some ideas are already standing out.

7. Critiques (3 minutes). Next, get group feedback at the storyboards. First, people talk about what they liked, then we ask the person who drew it if we missed anything important.

8. Super Vote (5 minutes)

   Once we´ve looked at all the ideas, everybody gets one or two "special" stickers (which can be the same dot stickers from before with a pen mark on them). These are "super votes" for the ideas you think are the very best.

9. Repeat

LINKS/ MORE INFO/ EXAMPLES

What Is A Storyboard And Why Do You Need One?

Prototyping Your Service with a Storyboard

How to create a storyboard

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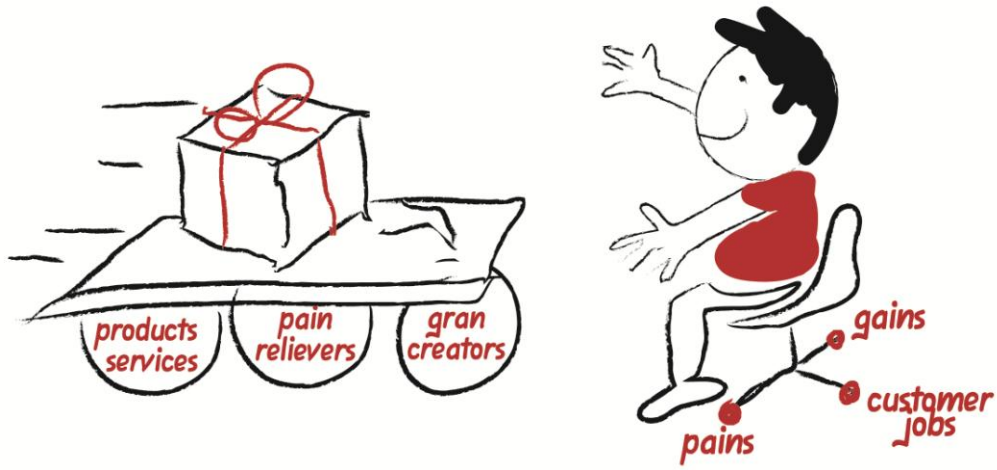
VALUE PROPOSITION CANVAS

DESCRIPTION

This tool has been designed by the creator of Business Model Canvas, Alexander Osterwalder. It consists of how to analyze our value proposition from what our customer see and feel.

The Value Proposition Canvas is based on counterpoises the needs of our customer´s segment with our value proposition, and looks like this:

GRAPHIC TOOL



STEPS

We have to work with four differentiated phases:

Phase 1: OBSERVE

In this first phase we must understand the customer's real needs...and the key to understanding what the customer really needs is observe him/her.

Steps

1. Identify the "jobs" our customer wants to perform: CUSTOMER JOBS.
   Firstly we have to identify which problems have our customers...but going a little further, and making an effort to understand not only their motivations, but

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VALUE PROPOSITION CANVAS

also their needs. To do that it is often used the concept of "job to do" or the job our customer wants to solve buying our product or service.
For example, we could think that buying an expensive mobile what a client does is to meet a need to communicate/ talk...but, what about the social aspects? and his/her ego? How does he/she feel when using it? The "job" needed to be covered is more complex than a priori we might think.
At this point what we must do is to understand well our customer and to know what moves his/her (for what we could use the Empathy Map) and sort by order of importance (to the customer) the "job" he/she wants to solve. We should also understand the role our customer wants to adopt in his/her relationship with our business model (only buy / co-create / be an intermediary...).

2. Identify the customer´s frustrations and joys: PAINS and GAINS
At this point we must make an effort to understand which are the positive aspects or benefits our client would like to get (related to the "jobs" we have already identified)...which includes, for example, to understand what alternatives or current solutions he/she likes are being used by his/her.
In parallel, we must be able to identify the frustrations and annoyances that make unhappy our customers (including, for example, current solutions that do not satisfy them or aspects that inhibit their consumption, such as the price...).

The main objective of the points above is to find a problem worth solving, so we should sort the jobs our customer needs to solve based on aspects such as frustration that those "jobs" produce to him/her, frequency with which he/she must solve them...etc. At the end, we will have a very promising list of what after observing customers we believe are their main needs.

Phase 2: DESIGN

Instead of doing what we always do, which is first design something and then see to whom it can serve, this time we will work the other way: we have first identified a problem that is worth (a priori) to be solved, and then we will see how we solve it.

Steps

1. Identify the products or services we can build to solve the "job" our customer has.

Now we must focus on identifying the main features or functionality our product/ service should cover in order to respond to the "job" our customer needs to solve. This not

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VALUE PROPOSITION CANVAS

only involves raising the purely functional aspects but also consider for example the role that our client wants to adopt and how we can help him/her in each case.
For example, if our customer wants to adopt a "buyer role" only, how we can help him/her along the shopping experience to make the decision to purchase our service, buying in a comfortable way...etc.?

2. Establish how our product or service helps to our customer
   We have to carry out an analysis about what aspects our product or service helps customers to be happier or feel better (a good design, make their life easier, improve their social perception...), or to relieve some frustration (save money, to pay only for real use, avoid mistakes...).

The truth is that usually the process is not so simple, and that will appear to us different forms and even different products or services to solve our customer´s "job". There exist certain criteria such as the level of frustration, the potential margin, scalability...etc., which can help us to decide on one or the other.

Phase 3: VALIDATE

Up to this point what we have achieved is primarily identify two things:

- Customer Hypothesis: Are aspects of the business model that are related to what we understand as customer problems, our perception of what we think they need and what not, frustrations they have...etc.
  This point basically indicates that everything we have identified are hypotheses, that is, ideas about what we think the customer needs but are NOT validated.
- Hypothesis value: On the other hand we have the hypothesis value, i.e., those aspects and features of our product or service that we believe will meet specific customer needs.
  It indicates how we designed our product or service based on what we believe the customer needs.
  Once hypotheses are identified is time to test in the real world if what we have imagined it is true, that is, it´s time to transform hypotheses into certainties. To do that, what we must do is leave our office and try to speak to the maximum number of clients we can, trying to validate (or reject) the Customer Hypothesis we had.

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VALUE PROPOSITION CANVAS

Phase 4: ADJUST

With everything learned during the validation process with the customer, we should first update the right side of the drawing where we collected Customer Hypothesis, and then readjust our Value Proposition. That means that we rethink all the left side of the Value Proposition Canvas under the light of lessons learned from real customers and all discarded and validated hypotheses. Most likely there will be several important changes.

Once this is done, it is time to start building our first prototype, that minimum viable product that will help us to validate and adjust the Value Proposition.

LINKS/ MORE INFO/ EXAMPLES

Value Proposition Canvas Explained

Value proposition Canvas Template

Value Proposition Canvas – Slideshare

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