



**AMMATTIKORKEAKOULU**

*University of Applied Sciences*

LAUREA-JULKAISUT | LAUREA PUBLICATIONS | 180



Kristina Henriksson & Päivi Mantere (eds.)

**VISIT Workbook**

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Photos by VISIT**

Kuvitukset: Emma Lavikainen & Petra Sivonen

## **Publications by VISIT**

**VISIT Handbook:** <https://urn.fi/URN:ISBN:978-951-799-629-7>

**VISIT Workbook:** <https://urn.fi/URN:ISBN:978-951-799-630-3>

**VISIT Case studies:** <https://urn.fi/URN:ISBN:978-951-799-631-0>

ISSN 2242-5225 (online)

ISBN 978-951-799-630-3 (online)

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## **VISIT Workbook**







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## CHAPTER ONE:

# INTRODUCTION

*by Kristina Henriksson and Päivi Mantere, Laurea University of Applied Sciences, Espoo, Finland*

**W**ELCOME TO EXPLORE and learn the way how to be creative and design new services for your business. Using this workbook will help you in creating new services that you can offer for your customers. You will need to have some customers involved in the process, in order to get real information from them about what they really think and want. That is an important part of the design thinking process.

This workbook is written in a way that you can use it simply, or in a deeper way. Each chapter offers information on a certain method or process in a simple but functional manner, then presents a partly filled template to show how to fill it in. At the end of the workbook, you can find the templates to download. You can work with them digitally or print them, whichever way you prefer. After the templates, you can read further if you wish to read more about the method in question. You do not, however, need to read more. The structure of each chapter provides you with the necessary information to carry on and implement the design thinking process alone, or preferably with colleagues or friends and customers as well. Each chapter will also provide you with an estimate of how much time you need to complete the method introduced in the chapter and what tools you might need.

You will find in this chapter also a list of tools for analog and digital working. They can function as an inspiration and motivation for you and your colleagues in your visionary work. Furthermore, you will also find a skills wheel in this chapter where you can test whether you feel you already have some of the capabilities and skills needed for creating innovative services.

There is also a handbook related to the workbook available for reading, the VISIT Handbook.

The authors have used the methods in this workbook for more than fifteen years and can vouch for their functionality. Design Thinking is an innovative approach to creating new services with one's customers for the customers. It is innovative because it is collaborative and creative; it takes and gives from different perspectives and participants in the process. Once you learn the process, you will notice that you can use Design Thinking for many purposes!

The project VISIT has employed the methods as well during more than three years in different European countries, generating both knowledge and factual new service ideas for businesses to realize in practice. In these different locations, local businesses cooperated with VISIT partner universities, teachers, and students who employed the Design Thinking process to develop new services for the businesses. As a result, VISIT continued the process of developing new services by writing innovative business plans that employed the new service idea in the plans. In the VISIT Case Studies publication, you will find information on how to create innovative business plans for your new ideas.

You can also gain access to the VISIT Online Community which is an online space where entrepreneurs can collaborate with universities and students. As a business, one can offer internships for students there and discuss with other SMEs about any matters, for example, related to new service ideas, or perhaps organize with other SMEs how to test new service ideas in several places. The collaboration option with universities can provide you the opportunity to launch a Design Thinking process with one or several universities to develop new services for your business if the time and needs match! The Online Community also provides an online course on Design Thinking, where you have more instructions online to learn the Design Thinking process. Although you have, in your hand, now a workbook on the Design Thinking process, you might want to visit the Online Community to see some videos or discuss with other business owners about these topics. In the Online Community, you will also find material on innovative business plans. To gain access to the Online Community, do send an email to VISIT [at] laurea.fi . You will receive a reply to your email with instructions on how to proceed.



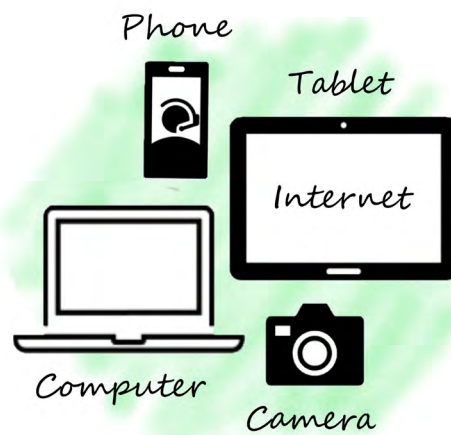
## USEFUL TOOLS

Here you can find a list of analog tools for your design thinking process. These are useful if you wish to print out the forms and fill them in manually with your colleagues. The digital tools are useful when you decide to work digitally in the design thinking process.

### ANALOG TOOLS

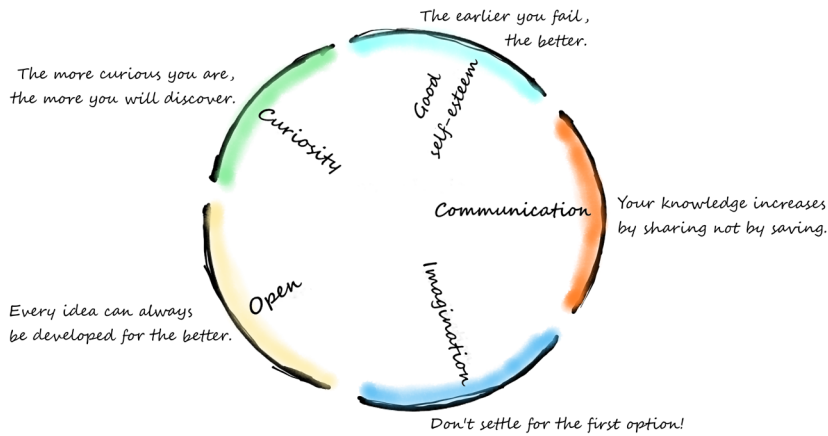


LS



## SKILLS WHEEL

Below you can find the Skills Wheel test. Usually, it is good to exercise one's brain before beginning creative work. Here, one can think a bit about one's own skills and how one thinks one is ready to be innovative. Try it out; mark how the skills are valid for yourself.



Wishing you excitingly creative moments with the workbook and the design process for new services with colleagues and local people,

*Kristina Henriksson and Päivi Mantere*  
Editors

## CHAPTER TWO:

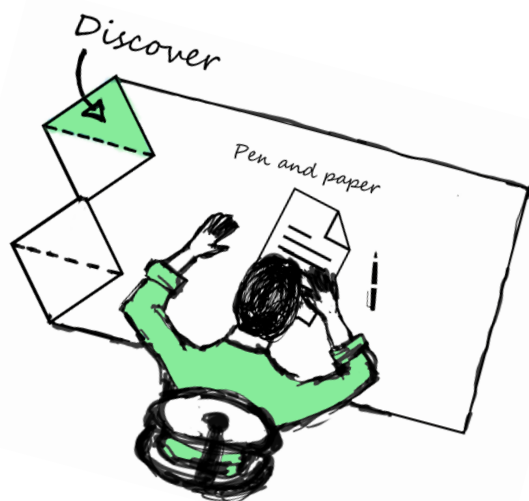
# DEFINING THE CHALLENGE

*by Kristina Henriksson and Päivi Mantere, Laurea University of Applied Sciences, Espoo, Finland*

**D**ESIGN THINKING IS a methodology that can be used to solve a problem, a need. First, you need the problem! In this chapter, you will define the problem you want to tackle in the Design Thinking process.

When you have a problem to be solved or you want to share your challenges with others (for example with a group of students), it is important to express the challenge or problem as clearly as possible. For these purposes, you may utilize the template below to present the case. The aim of this template is to define the problem and to present what the background is. The background can refer to the circumstances that have led to the unsatisfactory situation, for example. Not only are the circumstances relevant, but it is also useful to think about what the obstacles are for a potential change in the situation. For example, are there obstacles or barriers that prevent you from trying a new idea? On the other hand, might there be some rules or habits which can be understood as barriers? Naturally, it is important to always have a goal, a vision of where to head.

Here is the template for this step. It will help you to find the essential facts or elements you need to express in defining the problem.



SUGGESTED TIME:

AVERAGE

LEVEL OF COLLABORATION:

YOU (YOU MAY ASK HELP  
FROM YOUR COLLEAGUES  
FROM YOUR COMPANY)

Here is the template that has been partially filled in, as a model.

#### MY CHALLENGE:

How may we provide better service to our customers during the customer visit while not increasing the workload of our customer service?



#### BACKGROUND OF THE CHALLENGE:

- Customer survey results: accommodation cannot be found on major search sites
- Information concerning competitors market situation: digitalization



#### OBSTACLES:

- The language skills should be improved
- ICT-skills need updates



#### GOALS:

- Better ranking in Trip Advisor
- Improved commitment to loyalty programme (% or numbers)

**Template 1.** My challenge. Half-filled.



## FURTHER READING

Start the definition by writing the challenge on paper. Define the challenge so that you can easily remember that. It should not be too long and complicated.

"HOW MIGHT WE" questions could potentially help you when you are defining the challenge. The questions can help to steer you and your team towards a solution. Still, it is useful to remember that the first task or step in the process is not right away to generate ideas, but mostly to dive into the problem itself. It is important to follow the steps of the process in the order given to reach the best solution or solutions. Shortcuts will not represent a Design Thinking process.

It would be good to have some kind of expectations for the solution, which would give frames for your development project. Is profitability the most important objective for your company, or do you want to strengthen the sustainability of your services, are you planning to improve your visibility in social media etc.? There are lots of different perspectives which might be desirable. In order to be able to focus on the Design Thinking process, it is wise to choose one focal point for the expectations. You can later do another Design Thinking project with another focal point after you learn the process and start loving it!

But then there is the question about your customers, the clientele. Might you be aiming at widening your customer segmentation to cover new tourist groups, for example? Thinking about the users, who they are, and how your service will change their lives is one of the most important questions which give direction to your services and designing of new services.

Creating a clear challenge is key to reaching a good solution, therefore, try to be as specific as possible. When your vision is focused, it will certainly help you with designing, too.

## IDEO'S METHOD

IDEO is a global design company. Here is their method on how to find the problem to solve:

1. Write down the problem you want to solve.
2. Try to phrase the problem in a question.
3. Define what you are aiming primarily at?
4. Do a crash course: if you can generate three to five ideas for your problem in a few minutes, then you have managed to create a doable challenge.
5. Finally, define the context: what kind of boundaries there are?
6. Is there a need for sharpening the original question?

Sum it up!

•

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## Summed up!

- Define your challenge
- Describe the background of the challenge
- What prevents you from making the change?
- What is your aim?
- What will you solve, in one sentence?





## CHAPTER THREE:

# PESTE ANALYSIS

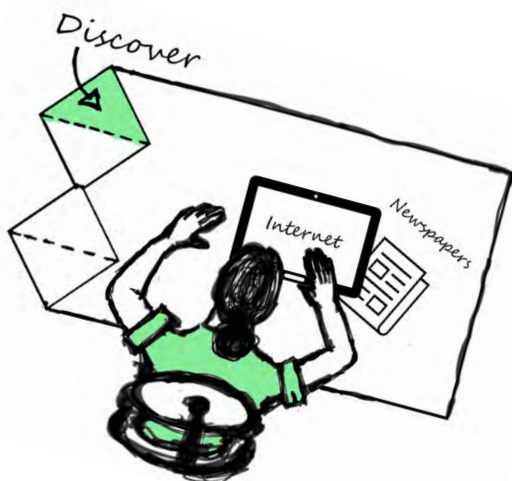
*by Kristina Henriksson and Päivi Mantere, Laurea University of Applied Sciences, Espoo, Finland*

**A** **S A PART** of the Design Thinking process, a PESTE analysis can be carried out to represent background research. Therefore, it can bring additional value to your Design Thinking process and can be worthwhile carrying out. But please note, a PESTE analysis alone does often not bring much added value. It is not compulsory to conduct a PESTE analysis, however, in a Design Thinking process. You can choose to do it or not. But it is interesting!

The PESTE analysis examines the **p**olitical, **e**conomic, **s**ocial, **t**echnological, and **e**cological impacts of the environment on an organization's operations. This means that you can look at what happens in the society, preferably with colleagues and even customers, and try to understand the process of different influences on the environment.

When you take some time to analyze trends and megatrends it can give more information and understanding of, for example, consumption, practices, or the state of the environment to better prepare one's business for a change.

The purpose of the PESTE analysis is not to list everything possible for all **forces of change**. You will find **a list** of suggested forces of change later in this chapter. If you find themes that are not expected to change in the near future in your environment, do not include them in the analysis. It is essential to find the key themes for this particular development challenge, where the forces of change have a clear impact on the organization's operations. The PESTE analysis identifies the key forces of change affecting the organization in each letter area of the tool, that is for the "P", "E", etc.



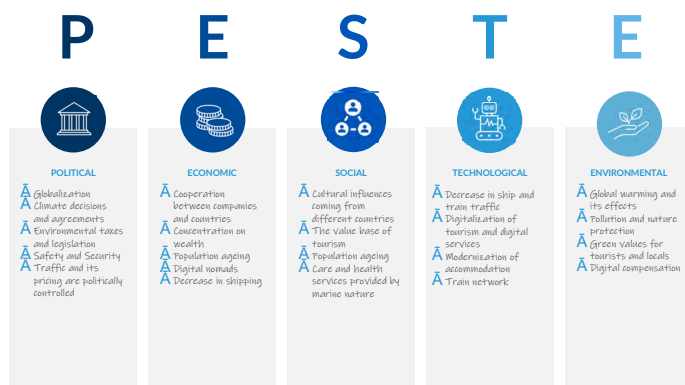
SUGGESTED TIME:

AVERAGE

LEVEL OF COLLABORATION:

ALONE, YOU MAY ASK HELP  
FOR INFORMATION SEARCH

Here is the template that has been partially filled in, as a model.



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VISIT

Template 2. PESTE. Half-filled.



### To carry out the analysis, here are the steps as follows:

- First familiarize yourself with the PESTE transformation forces. Focus the analysis on those factors that are relevant to the development challenge.
- Find the latest information on the forces of change (research reports, articles, databases, etc.). Or read the latest news on the topics, the forces of change.
- Consider the impact of the forces of change, what is the biggest impact on your development challenge. Summarize the potential effects of the change factors in the table.
- Remember that the changes can be positive or negative and need to be prepared for.
- Identify the opportunities and threats posed by the forces of change and update your spreadsheet.
- Based on PESTE's results, you can identify weaknesses and strengths in a SWOT analysis.

The forces of change that are highlighted by PESTEL affect the structure of the industry and the competitive situation. The themes it raises are essential to the content of a SWOT analysis. SWOT's external threats and opportunities (forces of change) should be mirrored against the organization's internal weaknesses and strengths (resources). The forces of change can also have direct effects, but often the effect of a positive force of change in particular only materializes when the company reacts to the opportunity brought about by the change in its own actions. (Vuorinen 2013.)

The purpose of the analysis is to get a description of the forces of change that are categorized and how they influence one's organization and its operations. The categories (political, economic, social, technological, ecological) are used to make it easier to see and understand their influence. The information created and received from the analysis can be used as a background study material in the Design Thinking process. It can also be used in developing a strategy for a business. (Vuorinen 2013.)

*Please note that you should especially check the factors which are important for your business*

## LIST OF FORCES AND CHANGES SUGGESTED BY VUORINEN 2013

### Political factors and changes

- the role of the government
- state support policy
- general tax line
- customs duties
- wars and conflicts
- power relations between parties

### Economic forces and changes

- business cycles
- GDP trends
- industry trends
- interest rates
- money supply
- inflation
- unemployment
- wealth
- investments

### Social forces and changes

- demographic structure
- income distribution
- lifestyle changes
- attitudes towards work and leisure
- consumption patterns
- level of education
- migration
- ethnic factors

### Technological factors and changes

- product development and research
- community support functions
- level of technological development
- patents

### Ecological factors and changes

- environmental protection
- energy consumption
- waste management
- ecological disasters
- recycling
- emissions trading
- the effect of green values

The forces of change that are highlighted by PESTE affect the structure of the industry and the competitive situation. The themes it raises are essential to the content of a SWOT analysis. SWOT's external threats and opportunities (forces of change) should be mirrored against the organization's internal weaknesses and strengths (resources). The forces of change can also have direct effects, but often the effect of a positive force of change in particular only materializes when the company reacts to the opportunity brought about by the change in its own actions. (Vuorinen 2013.)

## BIBLIOGRAPHY

**Vuorinen, T. 2013.** Strategiakirja: 20 työkalua. E-kirja. Helsinki: Talentum.



## FURTHER READING

There are many variations of this analysis: Kees van der Heijden (1997) calls that SEPTEmber analysis, Mika Mannermaa (1999) PESTEL or PESTEC analysis where L means legislation and C means Culture. Metsämuuronen uses APESTE analysis, where A stands for the Finnish word "asiakas" (=customer).

The best way to use **PESTE is to cover not only these five dimensions** of different actors and factors from political, economic, social, technological, and ecological perspectives, but also to recognize the actors and factors on **different levels** such as: world level, continent level, country level, region level and business branch level as well as an individual level, **divided into the groups based on the** uncertainty rate of the change phenomena, i.e. certain, probable and uncertain, including surprises we can meet in long run or in short run towards the future. The findings from these diverse levels should be demonstrated in separated sheets.

There are several free electronic books in English available online on the topic. Here are additional books mentioned that are in Finnish. You can find books also in your own mother tongue by searching online.

Vuorinen, T. 2013. Strategiakirja: 20 työkalua. E-kirja. Helsinki: Talentum.

Viitala, R. & Jylhä, E. 2013. Liiketoimintaosaaminen: Menestyvän yritystoiminnan perusta. E-kirja. Helsinki: Edita.

Sum it up!

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## Summed up!

- Get different kinds of data  
(use Big data, news, reports etc.)
- Take a future perspective
- Apply the data to your own environment?



## CHAPTER FOUR:

# ETHNOGRAPHY and NETSCOUTING

*by Kristina Henriksson and Päivi Mantere, Laurea University of Applied Sciences, Espoo, Finland*

**IN THE DESIGN** Thinking process, it is important to understand the users of your service, the customers. Maybe you know them very well, but there might be surprises. Therefore, the fundamental phase in the process is to study the users in order to be able to understand their needs and wants. This study is usually understood as ethnographic research. Ethnography is the study of people and their behavior. This chapter will discuss how to gather information for the ethnographic research of your Design Thinking process, netscouting.

One interesting and useful method to use in ethnographic research is netscouting. It is a simple, effective tool to implement in the Design Thinking process. Some advantages of netscouting are that it is timesaving as it is an easy way to access data fast, and it is free of charge. As some disadvantages, one could mention that it is inconclusive, and one receives superficial data.

Before you begin your netscouting, you will need to prepare for it. You will need to decide which things are crucial to examine at the same time when you research the present state of the market concerning your own competitors both nationally and internationally. You probably should also look at similar kinds of businesses and services but in a different field, to find inspiration and gain knowledge.

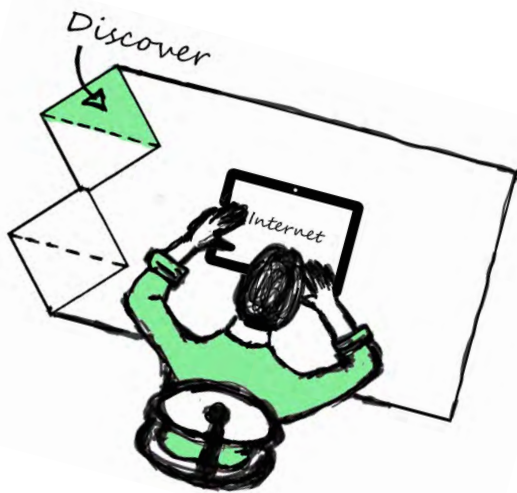
Netscouting is a systematic way to search for information from the internet. It should be well planned in advance. Although your main tool and environment is a search engine such as Google and the Internet, it is not

only googling or carrying out a Google search. The preparation of netscouting requires real planning. It would be useful to have colleagues or friends to help with the netscouting.

Planning the netscouting requires you to decide what you will be searching for, and which elements of the objects you will examine more closely. This could mean, for example, that your competitors are hostels, and therefore, you would search for B&B's, hostels, cheap hotels, motels, etc. to find out what they offer. You would need to plan in a spreadsheet the topics of your research and write the topics on the top, above each column. As an example, you would examine the number of the rooms, what kind of rooms, what the services offered are, how many beds in rooms, how many beds in total, showers, bathrooms, breakfast, decor, distance to public transport, parking places, pricing, and so on. When all the information is placed in a table, you can clearly see the differences and similarities. Also, you could search for people's experiences, what they write online as feedback or comments to these establishments.

To find, collect, and evaluate data can be overwhelming in the beginning. Netscouting is an easy and fast way to gain the first overview. It helps you to ask the right question in ethnographic research. You may search for prices, reviews, accessibility of the services, customers, or competitors, etc.

Below you will find the template for netscouting. You need to grow the template by adding rows, of course. The template is partially filled in, as an example. The more data you have, the better the findings.



SUGGESTED TIME:  
AVERAGE

LEVEL OF COLLABORATION:  
ALONE OR WITH A TEAM  
(MAKES IT EASIER IF  
THERE ARE MORE PEOPLE  
INVOLVED)



## NETSCOUTING

TARGET	FIELD	SERVICES PROVIDED	CUSTOMER EXPERIENCE	ACCESSIBILITY	USABILITY	PRICE LEVEL	SOURCE HYPERLINK
What is the target which has been researched?	Incentive, meeting & conference travel business	team building, trips, transportation, catering, photo & video services, activities	"Fun", "memorable", "different", "exclusive" - from social media	Contacts available: phone or email, provide insurance services	Great looking website, easy interface, good amount of information	Moderate	Remember to mark the hyperlink to the website where you found the information.
	Business tourism	MICE, private and group tours, hotel reservation, event management, venue finding	Excellent, got 4 stars reviews from customers.	Social media, email, website	Website design is good, but minimalist of information	Premium, arranged after the contacting	
	Event Management	Event management, conferences space, catering, accommodation, convention center, team building	Leading DMC in Southeast Asia, Voted excellent by partners and customers.				
	Destination management	Event production, Marketing, Media Campaign, Artist Booking, Influencer Management	Limited reviews. The home page looks clear and compelling.				
	Event Management & Business Travel Consulting						

Co-funded by the European Union



### Template 3. Netscouting. Half-filled.

How to fill in the template:

- Decide what the search words and topics are and fill them in the first row of the columns.
- The first column is the object of your study, which business or organization you are studying. The other columns are different matters you want to know of the business, such as services they provide, pricing, marketing, accessibility, feedback from users, etc.
- Carry out the research and fill the cells in the form.
- Remember to mark the hyperlink to the website where you found the information. Then you can always go back and check for more information if you later find this source extremely useful.
- Include also qualitative information since it gives you more insight.

Sum it up!

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## Summed up!

- Be systematic, define in advance what you are looking for?  
= This is not just random googling
- Dive in to the data
- Try to find qualitative data





## CHAPTER FIVE:

# INTERVIEWING and PERSONA

*by Kristina Henriksson and Päivi Mantere, Laurea University of Applied Sciences,  
Espoo, Finland*

**E**THNOGRAPHIC RESEARCH IS the study of people and their behavior. If we want to improve the services we offer for our customers, a useful way to make this happen is to find out what our customers really want. You might think that a simple survey or feedback form would give you the answers, but a persona (i.e. a customer profile) could be a better way to get to know one's customers. People give you answers to your surveys the way you design them and nothing more. It is more useful to design a persona or several, depending on the categories of customers your business has. This chapter explains how to create a persona and how to find the information to be able to create a persona.

Then, the next phase in the Design Thinking process is to create a persona. A persona is a collection of information on lots of people who represent your potential customers. As a tool, the persona has been used for a long time already, since the 1970s, to make it easier to take the customer's perspective into account. The persona can also be called a customer profile.

Marketing management has used the idea of segmentation for a long time. It is a very good way to describe some basic elements of customers. But if we only divide the customers into groups based on their age, gender, or other socio-demographic factors, we do not have enough in-depth information of their needs, wants, values, experiences, and expectations. Think about a typical segmentation group: single women. That group might include a 19-year-old schoolgirl or a retired widow. Or if one narrows the group still into



an age group, does it still provide enough information? If we have a bus full of seniors, do they share the same desires? Maybe there is someone who has lived her life mostly abroad or someone who has never been abroad, etc. With these examples we can understand that segmentation is a very good basic tool, but it does not provide enough in-depth understanding of how and why people behave in certain ways.

One of the Design Thinking tools is the persona, which has similar features as segmentation has, but also some other advantages. For example, it is easier to bring in one persona rather than 30 or 100 or more persons into your office to tell what they think. Sometimes creative people make a cardboard figure in real size to represent the persona in their office!

A persona developed represents the potential user of your services, the customer you need to focus on, or the customer you wish to have. The persona is created on the information gathered during ethnographic research, and he or she is a collage of the information. A persona is thus a fictional character who is based on real information that has been collected. Instead of inviting one hundred or more customers to your premises, you can deal with one persona or two.

Before you can create a persona, we need the information the persona will be created on. You can interview people who could be your customers or who already are, or both. It is important to interview lots of people, not only a couple. The more people you interview, the better information you will be able to receive. You can ask your employees to help with the interviewing.

What you are trying to find with the interviews is information on the potential customers. What kind of things are part of their daily lives, what choices they make, what values they have, who belong to their families and friends, what is their cultural background, etc. All the information is gathered into a similar kind of template as the netscuting, and the template is called Interviewing. When you fill in the template based on your interviews, you can easily see the results on one page. This will be important when you use this material for the persona you will create.

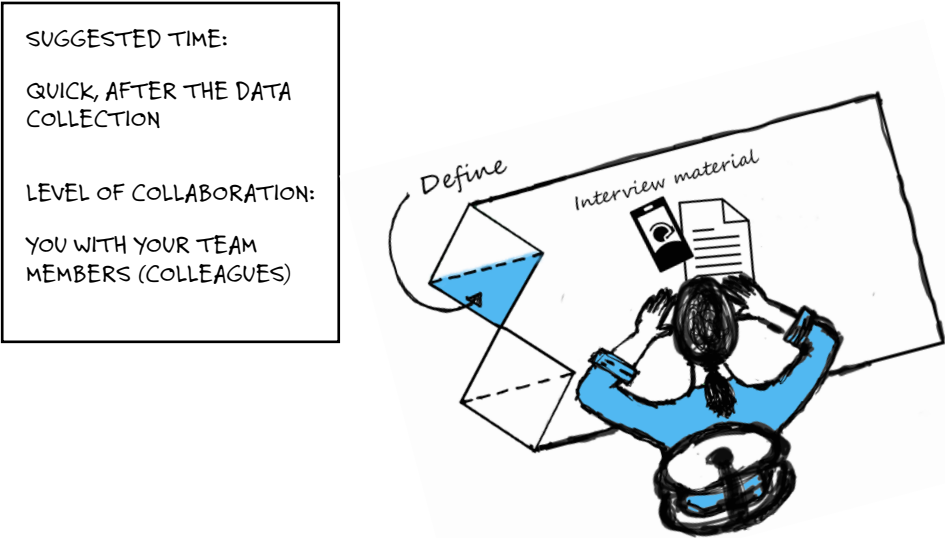


INTERVIEWING

PERSON	TOPIC	TOPIC	TOPIC	TOPIC	TOPIC	TOPIC	TOPIC
Who is being interviewed	Decide what the search words and topics are and fill them in in the columns.	Carry out the research and fill the cells in the tool.	Include also qualitative information, that gives you more insight.				
	What kind of things do you value? What is important in your life?	What do you do during your trip? What kind of activities etc?	How important is it to try to understand the local culture and respect its habits?				
Customer M	Well-being, health, respect, the feeling of being a part of something, workmates	Sightseeing, walking, hiking and swimming. Goes to theaters and museums. Likes to be active during trips so she doesn't enjoy beach holidays for example.	It is important to adapt with the culture so you can understand the culture and the people. That helps with not getting a culture shock. As a tourist, he tries to be happy, nice, smiley and respectful towards the local people.				
Customer P	Comfort, family and friends, respect of private life, relaxing time, empathy	Visits local coffee shops with different things and aesthetics. Likes to walk around the city, go sightseeing and eat good local food.					
Customer R	Freedom of movement, sharing the experience, spiritual balance						

Template 4. Interviewing. Half-filled.

After the interview templates have been filled in, you can now see all the information you have received. This information will form the base for the persona. Look at the interview results and find similarities between the people’s answers. Circle or highlight the ones that are similar or the same answers. In the end, you will have several similarities which you can pick out to create a persona. The similarities will form parts of the persona’s character and life. What is missing, you need to add, making the persona credible and real.

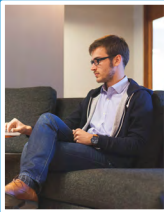


After the interview templates have been filled in, you can now see all the information you have received. This information will form the base for the persona. Look at the interview results and find similarities between the people's answers. Circle or highlight the ones that are similar or the same answers. In the end, you will have several similarities which you can pick out to create a persona. The similarities will form parts of the persona's character and life. What is missing, you need to add, making the persona credible and real.







### How to fill in the persona template:

Based on your analysis, make your persona alive with the following features:

- **Bio:** Write a short description of the persona. Try to condense the essential information which describes the persona, personality, life, values, expectations, experiences, etc.
- **Goals:** What kind of goals does this persona have? Are there some personal or professional aims he/she is targeting? How does this affect life?
- **Challenges:** What kind of challenges does this persona face? Which are the main pain points and frustrations which might affect the behavior, attitudes, and actions?
- **Statistics**




## John Smith

<p> <b>Bibliography</b></p> <p>John's identity folds in the environment in Austria but is also changing during his stay in Finland. His identity forms from his bubbly personality and his values. The biggest personality traits he has are that he is positive, social, kind and giving. He loves to help others and find new experiences.</p> <p> <b>Goals</b></p> <ul style="list-style-type: none"> <li>A His goals are to be successful in life.</li> <li>A He hopes to find a travel buddy for the rest of his life.</li> <li>A He wants to spend his life helping others, while also networking and being socially active.</li> </ul> <p> <b>Demographics</b></p> <p>AGE: 42</p> <p>GENDER: Male</p> <p>NATIONALITY: Finnish</p> <p>OCCUPATION: Sales director in a hotel</p>	<p> <b>Traveling</b></p> <p>John has only a few business trips a year. Destination can be everywhere in the world, depending on his work. He likes to travel on his spare time, many trips during the year. Mostly inside Europe. Trips take 1-2 weeks.</p> <p> <b>Challenges</b></p> <ul style="list-style-type: none"> <li>A Life is very hectic, sometimes its really difficult to find time to concentrate</li> <li>A Well-being is challenged because of all the responsibilities and duties</li> </ul> <p> <b>Day In A Life</b></p> <p>John likes to enjoy his life everyday, and he likes to live in the moment. Due to his background John is good at adapting to new places and cultures. He strives to be successful with his working life and have good relationships with his loved ones. During his free time, he concentrates on improving himself by working out and doing yoga. He loves to read about and learn new things. He is an extrovert and gets along with everyone he meets. John enjoys socializing and going out for a wine.</p>
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**Template 5. Persona. Half-filled.**

## FURTHER READING

- In Design Thinking, understanding the daily lives of customers and service users is extremely important for the service developer.
- People have a dominant pattern of behavior that guides their actions and choices in relation to, for example, the product offering. In certain situations and circumstances, latent patterns of behavior emerge. (Tuulaniemi 2013.)
- A visual description of the imaginary customer, service user, etc. is given, given the name, age, face (drawing, photograph), a typical saying in quotations (motto describing a life situation or values), background information, behavior, motifs, and other things that help understand customer value creation.
- Concrete personas help in communication, and service designers create a common understanding of the customers to whom the service is directed.
- In addition to the average and target customer, it is also useful to create personas from a couple of atypical or "extreme customers" as it provides new perspectives and different options for development work. (Ojasalo, Moilanen & Ritalahti 2014.)

Brief information on matters you can find out about your interviewees

### VALUES

Values are important things we value in our lives. Examples of values are beauty, goodness, or truth. Values define what is desired or undesired. Every person has both unique and shared values. The shared, cultural values influence our behavior and are motivating forces for our behavior and actions. Values are guidelines and create standards for behavior and are, therefore, crucial for interaction. (Samovar et al., 2012:14, 343).

Values inform people of what is considered to be right and wrong, and, therefore, values are so important. Values are achieved through diverse sources; background, history, family, friends, relatives, other reference groups might have influence. Values are often rather stable. (Samovar et al., 2013:174–175).

### NORMS and SYMBOLS

Social norms are regarded as collective representations of acceptable group conduct.

Symbols are basic features of culture. Some examples of cultural symbols include the flag, gestures, objects, some food, religious icons, certain artists, something shared with almost the whole population of the culture in question (that everyone knows without explanation), etc. Language, both written and spoken, has an integral significance in symbolizing cultural experience. In addition, verbal and non-verbal communication can be interesting ways to understand symbols of people's behavior (Samovar et al. 2013:53–54).

## BELIEFS

Beliefs mean how people experience and define the nature of an object. The subjective interpretation has been formulated based on the culture and has an impact on all behavior (Samovar et al., 2012:14).

## ATTITUDES

Attitudes are a way to act or respond to what happens, others, artifacts, or orientation. Those are tendencies that are learned patterns. Beliefs and values which are embedded in our cultural background have a strong impact on attitudes (Samovar et al., 2012:14).

## BOOKS

Stickdorn, M., Hormess, M. & Lawrence, A. 2018. This Is Service Design Doing. Sebastopol: O'Reilly Media.

Tuulaniemi, J. 2013. Palvelumuotoilu. Helsinki: Talentum.

Ojasalo, K., Moilanen, T. & Ritalahti, J. 2009. Kehittämistyön menetelmät – Uudenlaista osaamista liiketoimintaan. Helsinki: WSOYpro.

Samovar, L. A., Porter, R. E. & McDaniel, E. R. 2013. Communication between cultures (8th ed.). Boston: Wadsworth.



Sum it up!

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## Summed up!

- Plan and interview lots of potential customers to find out what makes them tick and want your services.
- Use the interview data and create a persona or two.
- Make the persona alive by completing the persona (customer profile with missing information).
- Use the persona in the next steps of Design Thinking.

## CHAPTER SIX:

# CUSTOMER JOURNEY

*by Päivi Mantere, Kristina Henriksson and Jami Riihiuhta, Laurea University of Applied Sciences, Espoo, Finland*

**N**EXT, WE WILL make it possible to see a service parsed into small steps, and how customers see and experience the service in reality.

In this chapter we will make it possible to see a service parsed into small steps, and how customers see and experience the service in reality.

After the Design Thinking process has come to the point when you have carried out ethnographic research, found useful information, and created a persona or two, it is time to put the persona into use. Your persona will be using your service. Often service providers believe that they know how customers see and understand the service the customers use. But it is usually not the case, because there are hidden factors that businesses might not recognize or perceive. Therefore, a customer journey will help you, as a business, to learn how a customer really finds the service you are offering.

For the customer journey, you can choose a present service your business offers and see how the persona experiences the service. This stage is called the Customer Journey Map. It will help you to visualize the path the customer takes when using the service in question. After you have developed a new idea in the Design Thinking process, you can create a new Customer Journey Map on the new idea and visualize the path. But that comes later.

A customer journey map describes the temporal process of the service from the point of view of the customer (or user or employee or resident, etc.). It makes the experiences recognizable and visible as moments and steps in chronological order through the eyes of the customer. A customer journey can be used





as a means to empathetically understand every step of a customer and enhance his or her experience with a service or product.

Let us try this now. You will need to dissect the service visually into separate actions, following the instructions below. Below you will find the template partially filled in as an example.

Describe the service experience from the user's point of view:

- Key activities
- Channels
- Thinking/Feeling
- Pain points/ challenges
- Opportunities

Make sure that you have paid special interest in how this service will be experienced during the off-season if seasonality applies to your business.

**Key activities:** Present the main steps and touchpoints that the user faces with the company.

**Channels:** Name the channels where the interaction happens, they can be face-to-face activities, but they can also occur online. The action or activity can also be experienced via a facility or material.

**Thinking and feeling:** Make the customer's experience alive by presenting the feelings, emotions, reactions. Show the ups and downs, maybe you could utilize visualization also when presenting the emotions.

**Pain points and challenges:** Pinpoint the most challenging moments in the customer's path. You may also present what is challenging at that moment, why this causes frustration or disappointment.

**Opportunities:** How could the service company help customers in that particular moment? Show the moments of truth and how the company could improve the service experience. Which are the most important moments during the path?

## FURTHER READING

Customer journey mapping makes difficult-to-perceive customer experiences visible and increases shared and empathetic customer understanding across the team. The mapping also includes the customer's experiences and contacts that are beyond the reach of the organization, puts the customer's view at the center, and combines it with the organization's view.

A customer journey map is a people-centered tool that not only includes the moments when the customer is dealing with the company but reveals all the key moments related to the customer's experience.

The customer journey can be used to find gaps in customer experiences and explore their potential solutions. The customer journey can be used to visualize the current state, i.e. existing experiences as well as potential future experiences. Just as a film consists of sequential scenes, the customer journey consists of sequential moments (often also referred to as steps, experiences, points of contact, service sessions, activities, etc.)

### STAGES

The stages describe the main stages of the operator's experience, such as the classic stages of the customer's decision-making process "Needs Detection", "Information Retrieval", "Evaluation of Alternatives", "Purchase Decision", "Post-Purchase Actions". The steps help to create a structure for the customer journey and visualize its scale. Each step typically consists of several different points and steps

### STEPS

The customer journey visualizes experiences as sequencing service steps from the perspective of the main actor. A service step is any experience that an actor has, such as contact with another person, device, or digital interface, but service steps can also be activities such as walking or waiting. The detail of service steps depends on the scale of the entire service path.

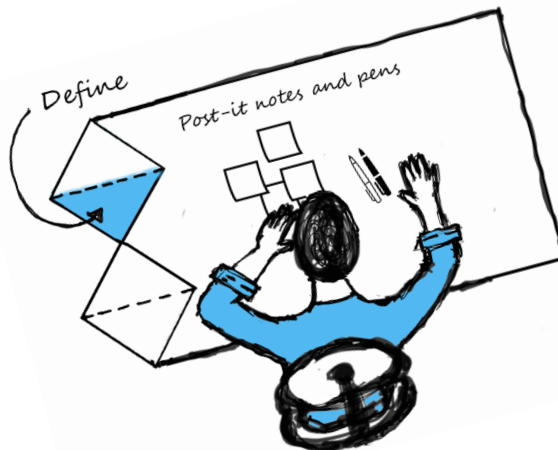


SUGGESTED TIME:






AVERAGE

LEVEL OF COLLABORATION:

TEAM



CUSTOMER JOURNEY MAP

	STAGE	Inspiration	Booking	Pre-trip	In-trip	Post-trip
KEY ACTIVITIES	Present the main steps and touchpoints that the tourist faces with the company.	Seeing friends travel on social media	Look up travel options with locals			
CHANNELS	Name the channels where the interaction happens	Major social media channels			Local channels	Face to face with friends
FEELINGS / REACTIONS	Present the feelings, emotions, reactions. Show the ups and downs, you can utilize visualization when presenting the emotions.					
PAIN POINTS / CHALLENGES	Pinpoint the moments which are most challenging in the tourist's path.	!				
OPPORTUNITIES	How could the service company help tourist in that moment?	Ensure that there is enough information, Produce reliable material	Finding the company on major booking sites.			
OFF-SEASON	Make sure that you have paid special interest on how this service will be experienced during the off-season.	Continuously material on social media, Special offers for off-season			Taking advantage of the speciality of that season	Make sure that you respond to the feedback.

Co-funded by the Erasmus+ Programme of the European Union



Finland: Päättäjät. The European Commission accepts no responsibility for the contents of the publication. The Finnish National Agency for Education is holding the national agency for the European Union's education and youth programmes. (2020-1-PER-KA201-00040)



Template 6. Customer journey. Half-filled.

Sum it up!

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## Summed up!

- Provides a vivid but structured visualization of a service
- Touchpoints where users interact with the service
- An engaging story based upon their experience
- What is your aim?
- Once the touchpoints are identified, they can be connected together in a visual representation of the overall experience





## CHAPTER SEVEN:

# IDEATION and BRAINWRITING

*by Päivi Mantere and Kristina Henriksson, Laurea University of Applied Sciences,  
Espoo, Finland*

**T**HIS CHAPTER WILL provide some useful information on how to come up with the new ideas you are aiming to generate in the Design Thinking process. First, we begin with looking at ideation.

Ideation means creating new ideas. It is a creative activity that can be fun! Some people are naturally creative, and for them creativity and innovativeness are an inherent way to respond to any situation. Nevertheless, anyone can learn to be more innovative and even enjoy creative moments.

Ideation generates new ideas, new solutions, and answers. Good ideas are just a starting point for a successful business; they need to be further developed and progressed in order to make them a part of your business.

Innovative ideation can be supported by using diverse tools and techniques. Service designers use ideation techniques to structure and inspire brainstorming sessions. They usually take the form of simple exercises which can stimulate group discussions. There are dozens of ideation techniques to be utilized. Brainwriting and 8x8 are examples of ideation techniques used during the project VISIT. Templates for these techniques can be uploaded from the appendix.

There are different reasons to choose a specific ideation technique. For example, some techniques can work as icebreakers to create a relaxed atmosphere among the participants. It is not an easy task to move from one's comfort zone, but it is worth trying.

Innovativeness only starts when you have presented the first, familiar ideas, the same ones which everyone else would have suggested. Fun ideation techniques can be a key for a relaxed atmosphere and to help find an internal innovator inside oneself. Some techniques will provide sources for imagination, solutions to a problem, or detailed information. It is productive to choose the technique based on the purpose.

Many times, people think that it is efficient just to gather people together and start to ideate. The challenge then is that maybe no one leads the process, or the discussion may go in the wrong direction, or some people might take too dominant a role, or, most importantly, there is not a clear problem statement that needs to be solved. All the ideation techniques aim to stimulate idea generation by allowing group sessions to be efficient and completed in a goal-oriented way.

Naturally, versatile methods can and will be used in different ways. Thus, it is useful to familiarize oneself with the guidelines. The methods all strive at sharing information. One can organize short and efficient ideation sessions that can produce dozens of ideas. Structured processes may also enable communication among the participants. Ideation techniques allow different actors to participate in the process. It may bring people with different backgrounds to work together in order to reach the same goal. Well-facilitated ideation sessions support the collaboration of multiple stakeholders. Students with diverse backgrounds, entrepreneurs, local marketing people, staff from educational institutes, and so forth can all have an equal voice in a well-facilitated ideation session.

Ideation techniques enable creativity. However, in the Design Thinking process, it is important to consider which technique is most suitable in relation to the problem and the goal of the session. Therefore, choosing the right ideation technique for that specific reason and situation is an important skill for developers.

Ideation should be based on the data and information which is already gathered. The early steps have been presented earlier in this workbook, such as interviewing, the persona method, customer journey mapping, netscouting, etc. In Design Thinking, it is essential to really *step into the shoes of the customer*--to understand the user's perspective on the issue in question. The possibility of involving customers and other stakeholders in the ideation process should be an inherent part of the process. It commits diverse participants to engage in versatile ways to cooperate for better services.

Here are some useful methods for ideation:

Brainwriting: it allows and forces everyone to participate and contribute. It also ensures that there will be dozens or even hundreds of new ideas and solutions.

8x8: it helps to concretize and crystallize the idea. It also forces us to explain and demonstrate different perspectives. See the chapter on 8x8.

## BRAINWRITING

Next, the method of brainwriting is introduced for the Design Thinking process. You may, naturally, select another method as well.

For your ideation stage, you need to find some people to do it together with. More people give more ideas, and different ones as well! Brainwriting is a silent method, where each person is quiet, and they are thus allowed to produce ideas without others influencing them with comments or questions.



How to fill in the tool:

- Find your people
- Define the problem. It is important that the problem statement is clearly presented, preferably in one sentence that explicitly expresses the mission for the ideation.
- Assign the names of each person onto a brainwriting sheet, with as many sheets as persons. You can do this digitally also. You just need to share the document online, for example on Google Drive, while doing the brainwriting. You can, in the online sharing, have only one form, with x number of sub-pages matching the number of people working on the ideation. Then you mark the sub-page with a number, for example, to make sure that each one knows where they start.
- Each person writes one idea in one cell, and three ideas at a time (one idea per cell, altogether three cells). In the online sharing process, each person starts on a different sub-page, and does the same thing, one idea per cell, and altogether three cells.
- Thereafter, you switch the sheets and write in three ideas again on the sheet you received from the person sitting on your right, for example, but different ideas on the new sheet you have in front of you. It is useful to decide in the beginning, which direction you rotate the sheets in. In the online version, remember to move to the next sub-page and write three new ideas there, one per cell. If you were on the last sub-page, then you move to the first one.
- Keep on going until you have about one hundred ideas altogether.

After the ideation round, you need to share the ideas with each other and go through each idea carefully. Each sheet and idea need to be discussed and the best ideas need to be selected. Tip for cherry-picking: discuss the ideas and choose the three best ideas/each sheet. Then choose the three best ideas totally.

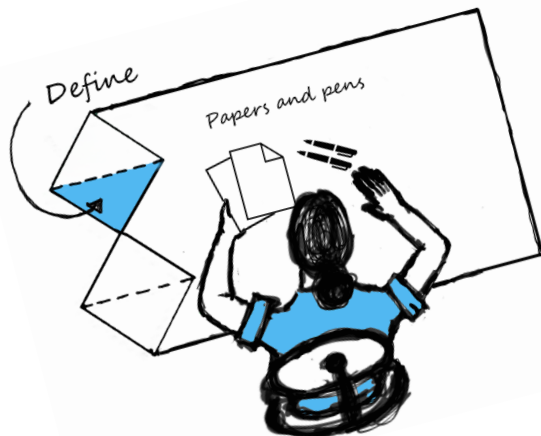
The chosen ideas will be further developed. For this, you can use, for example, the 8x8 template (see the instructions in the next chapter).

SUGGESTED TIME:

QUICK

LEVEL OF COLLABORATION:

TEAM



## BRAINWRITING

Problem statement: Environmentally friendly ways to get around the city.

ROUND	IDEA 1	IDEA 2	IDEA 3
ROUND 1	Buses for long trips if trains don't go there	History and Spain culture tours from hotel tv	Provide meeting facilities outdoors
ROUND 2	Provide electric cars	Activities created with hotels,	Camping spots
ROUND 3	near or in hotel offer excursions on foot or by bike	Online introduction about the local area	
ROUND 4	Maps of nature spots to visit		
ROUND 5			
ROUND 6			

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### Template 7. Brainwriting. Half-filled.

## FURTHER READING

Creativity manifests itself in many different forms. It can be self-expression, output, or problem-solving. Furthermore, spontaneity generates creativity.

Creative activity strengthens intangible resources, and this increases our well-being. Creative work has the potential to influence the well-being of the individual and groups, the functioning of the community, learning, and the development of professional practices.

In the *On Design Thinking* book, Tom and David Kelley 2020 define the main challenges which need to be overcome in the creative process:

- fear of being judged
- fear of the first step
- fear of losing control

Karjalainen, A L. 2019. Luovan toiminnan työtavat. Käsikirja sosiaali- ja terveysalalle. Jyväskylä: PS-kustannus.

Review, H. B. 2020. HBR's 10 Must Reads on Design Thinking (with featured article "Design Thinking" By Tim Brown). Harvard Business Review Press.

Sum it up!

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## Summed up!

- Make sure that everyone shares the same challenge/problem/objective
- At first: work independently- that gives the voice to everyone
- Go for quantity
- Have a good conversation and argumentation of ideas
- Do the cherry picking

## CHAPTER EIGHT:



*by Päivi Mantere and Kristina Henriksson, Laurea University of Applied Sciences, Espoo, Finland*

**T**HIS CHAPTER INTRODUCES a method called 8x8 (eight-by-eight). It is a method you can use to refine the idea you chose at the end of the ideation phase. You can also use it to refine, for example, the three best ideas separately, to see which one is really the best one, or the most useful one, for your business. This method is also called the Lotus Blossom.

The problem or topic becomes clearer if one is allowed to pose questions using the words such as *what*, *how*, *where*. As an example, your problem might be that you have too few students in your courses. Then you could formulate the problem into "Where can we find more participants for our courses?"

With the 8x8 tool or method, you can create eight different perspectives on the problem, topic, or idea linked to it.

Participants follow the rules of the brainstorming session

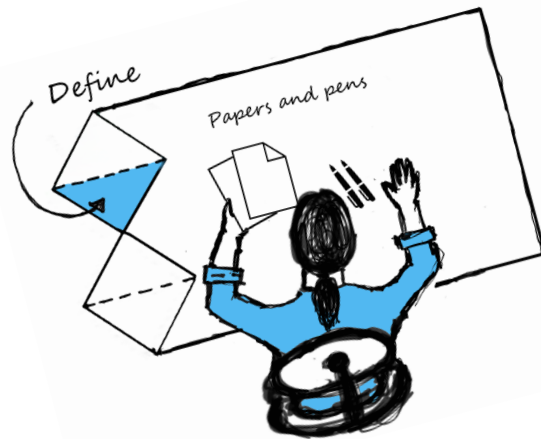
1. Write the ideation task in the middle square
2. Guide your team (those working with you in the Design Thinking process) to produce spontaneous ideas in the squares around the middle square
3. Give names and numbers to the ideas
4. The facilitator (or you) selects one initial idea for further ideation
5. The team again produces its ideas in the squares next to the ones produced
6. Continue with the same procedure until you (or other facilitators) deem the ideas to be sufficient
7. Select the best ideas to work on

SUGGESTED TIME:

QUICK

LEVEL OF COLLABORATION:

ALONE AND TEAM



BRAINWRITING:  
8X8 METHOD

Unique customer experiences	Wellness								
Therapeutic Value	VALUES	Quality	Transportation & driver	CONTENT			Yoga	ACTIVITIES	
Nature	Rewards customers	Success from using the service	Meeting	Place			Games	Extreme	
Text	Daytrip		Values	Content	Activities				
Rent house	ACCOMMODATION	Nearby hotels	Accommodation		Pricing				
Nearby Airbnb	Overnight stay	Nearby Hostel	Benefits						
reduces stress	lower blood pressure and heart rate								
Reduces anger	BENEFITS	Relax mind and body							
Fresh air	Improve confidence	Exercise							

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Template 8. 8x8. Half-filled.



After you have had the ideation round where you created almost one hundred ideas it is important to systematically analyze and use the results of your work. Here you can find some tips on how to proceed:

- Synthesize the ideas and look whether there is something in common between the different ideas. Check how the service looks now as one wholeness, or is there something missing, and whether you concentrated on the right topics.
- Filter and decide which ideas and features should be further developed and utilized. Make the selection systematically. You can use another Design Thinking method to help the selection (for instance, Affinity Diagram).
- Highlight the most interesting ideas. Maybe you could even get feedback from your colleagues or customers. To present and sell the idea to someone forces you to crystalize the idea's core and objective!

## FURTHER READING

8x8 is an ideation method, which enables designers to find lots of small solutions. In turn, these ideas will generate new ideas and solutions. The quantity of the ideas supports concrete progress and strengthens motivation. It is a useful tool to further develop an idea.

This method can be utilized to create solutions for specific details. One corner may handle, for example, concrete ideas of marketing channels, the other one about colors of layout, etc. There are multiple ways to utilize and take advantage of this easy method.

Finally, you can do some Value mapping, which helps to prioritize the next steps. You may, for example, make a matrix of how much effort an idea requires from your company and, on the other hand, how much it adds value to your customers.

Sum it up!

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## Summed up!

- Get some people to work with if possible.
- Crystalize the problem you want to solve or the idea you wish to refine.
- Analyze the results and choose the best solution(s).







## CHAPTER NINE:

# PROTOTYPING

*by Päivi Mantere and Kristina Henriksson, Laurea University of Applied Sciences, Espoo, Finland and Marco Hardiman, Kiel University of Applied Sciences, Kiel, Germany*

**H** OORAY, WE HAVE come so far! This chapter discusses the interesting stage where the Design Thinking process is with prototyping. You can say to your colleagues or friends; “Hooray, we have come so far!” You have the idea, which you think and believe could be a great success for your business! Now, we need to check and see if it really will work. We will need to create a prototype. You know, when car designers create new cars, they create prototypes and test the cars before they create the final model, just to be sure that the car works, is safe, beautiful, and worth the customer’s investment. Now it is your turn to create the prototype!

When an idea or a set of ideas are created, it is still just a starting point for a successful and profitable business. As a part of the Design Thinking process, it is essential to make use of all possible ways to concretize the service idea. Just as important it is to present and test the idea in a detailed way with real users.

A service prototype simulates the service experience. Simulation is a way or model to imitate reality, and it gives the possibility of an in-depth understanding of the service idea and its usage.

The form and intensity of the prototype vary depending on the need. Sometimes it is worthwhile to make the first prototype that includes just the minimum characteristics to present the idea. Thus, it makes iterative development cheap and quick. The first drafts can be called minimum viable products. Minimum viable products are excellent ways to get instant feedback and ideas for further development. Sometimes prototypes include more details, and they are only created quite in the late phase of the design process. In that case, the service providers are willing to receive comments on how to finalize the idea in order to launch it.

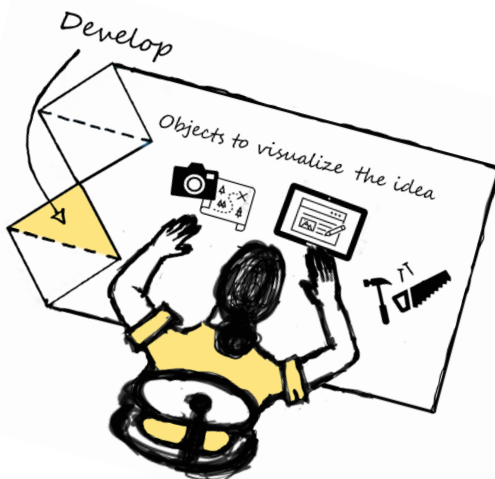
A prototype can be informal, even using roleplay might work to present the situation and to experiment with the user experience. On the other hand, prototypes can be full-scale versions of the service idea. In that case, it may involve user participation and physical touchpoints.

The project VISIT has created prototypes that present the service ideas in visualized ways. Prototypes have vividly illustrated how to test the ideas with real tourists in authentic situations on the islands. During Intensive Design Thinking weeks in VISIT, forms of mock-up of the service system of businesses were created. On a general level, prototypes can vary greatly in terms of tone, and these examples had diverse features.

When creating prototypes, it might be useful to think carefully about the aim of your prototype, which method would be beneficial, and how you would get as much feedback as possible. Naturally one needs to consider the budget and schedule for prototyping and testing.

Here is a list of some prototyping methods which may be useful:

- Desktop walkthrough or Investigative rehearsal: for service processes and experience, often for example, Legos or other objects are used when one attempts to create as authentic a service experience as possible
- Cardboard prototyping: for physical environments or objects, it can be fun to build these experiments together with the designer team or even with other actors in your community
- Moodboards, sketching: a general method for quick feedback, for the first version
- Paper prototyping or wireframing: for digital artifacts and software, nowadays many service ideas include electronic or digital aspects
- Service advertisements, business model canvas: for ecosystems and business value. Business model canvases make a great tool for describing an overview of the service idea and how it influences and is influenced by the service logic. As a quick tool it can be used for drafting the system, or with a more detailed version it will be an in-depth definition of the service with lots of understanding as its background



SUGGESTED TIME:

AVERAGE

LEVEL OF COLLABORATION:

TEAM



## FURTHER READING

Once the designer has learned about the design process, learned about the service and users, and has been creative with the ideation, it is time to concretize the idea. Prototyping is a perfect solution to that. A prototype makes the idea clearer for designers as well as for users and other participants. It also helps the collaborative team to discuss all elements and features of the service among the designing team. Prototyping quickly identifies important aspects of a new service concept. Also, various alternative solutions can be found to implement the service concept.

Prototypes can be made for a variety of purposes. The aim of prototyping can be to explore, evaluate or communicate and present the service idea. Explorative prototypes are ways to respond to the goal. Communicative prototypes clarify the idea for both the design team and the users. It also helps to commit the users to be loyal customers since they have had possibilities to be involved and have influenced the design process.

Prototyping systematically evaluates which solutions might improve the quality of the service(s). Prototyping reduces risks and uncertainty as early and cheaply as possible. It also effectively creates a shared understanding of initial ideas and concepts improving communication, collaboration, and participation of interdisciplinary stakeholders. With prototypes, the service idea can be presented to (potential) customers, as well as to other actors, to regional marketing offices, and other companies in the operational environment. If the service idea requires elements of transportation, food, and beverages, guiding services, or other additional services, prototyping provides a great tool for demonstrating the idea, and what kind of network or ecosystem is needed in order to deliver the service.

In addition to traditional testing techniques and making models, there is a wide range of creative and innovative ways to present the service idea. For instance, walkthroughs, theatrical rehearsals, or process simulations are good tools to concretize the intangible and often a bit abstract idea. If a designer is creative by nature, it might be easy to adapt different ways to present the idea, even with acting roleplay or building a 3D model. In addition to that, there are lots of different electronic tools which might help to demonstrate the idea, in case innovativeness does not come inherently. There are many tools with easy access and usability to create wireframe versions of digital services.

Sum it up!

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## Summed up!

- Take your idea and visualize it somehow.
- You can make rapid prototypes where you can test the idea quickly and then develop or refine it further.
- Be creative and try to make the idea understandable to others in the form of a prototype





## CHAPTER TEN:

# TESTING

*by Päivi Mantere, Kristina Henriksson, and Jami Riihihulta, Laurea University of Applied Sciences, Espoo, Finland and Marco Hardiman, Kiel University of Applied Sciences, Kiel, Germany*

**T**HIS CHAPTER FOCUSES on the testing phase in a Design Thinking process. When a Design Thinking process reaches this stage, one could hear these words from a coach, live or imaginary: “Now you have your prototype! You need to make use of it wisely. It is time for testing the idea in practice!”

Prototyping and testing make a great pair. They are very much related, and, when thinking about how to prototype, one will understand that it is essential at the same time to consider how to test the prototype. Naturally, even just creating a prototype might give the designers some new ideas, aspects, or inspiration on how to use the prototype then.

Testing makes the user’s experience visible and concrete.

Testing leads the designer to great better solutions and decisions.

When you test your prototype, ask customers to explain and talk about their thoughts and feelings when using the service you present them in the prototype. This phase of Design Thinking may help to reveal customers’ expectations, experiences, and problems when using a service. It is useful to encourage the testers to speak their thoughts out loud during the testing process itself.

In VISIT, interviews were the main method to gather feedback from the tourists or end-users.

Testing helps us to find out if the service idea and prototype make any sense, or if the users are willing to use the service, or how they would react during the service process, etc. Testing is a process of getting feedback from the users; it lets the tester's voice be heard.

A tester's comment that is not useful would be "It's ok". In case testing results in similar replies as "Ok", it is time to retest with another kind of prototype or with different testing questions and procedures. One should not accept such an answer (just "Ok"), even though it would feel nice.

During the testing, qualitative and/or quantitative data is collected from the user to improve the concept. It is important to document and report the testing results properly. Testing results need to be shared with the designing team (you and your colleagues, for example) to let everyone rethink the idea.

Only imagination is the limit for variations of testing. It is often challenging to memorize the actual experience afterward or it is difficult to imagine the experience. Therefore, the method Thinking Aloud ensures that authentic reactions, feelings, emotions, and experiences are taken into consideration.

The main reason for testing is to avoid serious mistakes. Fail early or poor first drafts describe the core idea of testing. Being open-minded in the testing phase might save one from later disappointments. Even though the Design Thinking process is usually described with a process model starting at one point and leading to another, it is very much emphasized that the process is iterative and supports returning and going forth according to the gained feedback. One needs not be afraid of bad feedback or to feel like a failure if the process does not proceed smoothly with any setbacks.

Testing broadens the understanding beyond the competencies and thinking of the design team; it widens the insight for covering other perspectives, too. A design team might be too familiar with the service and the new idea that it is challenging to see the service through the eyes of the users.

Testing also engages users in the development process. They can feel that since they are committed to the development and given their time and effort to that, they are more engaged and already familiar with the service idea. At its best, it may create shared ownership with the users.

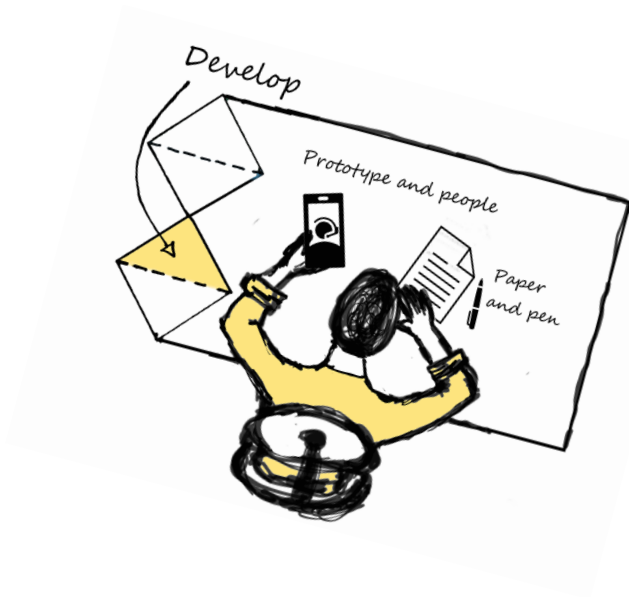
Here are some aspects which might be considered while testing:

**Desirability:** The idea must appeal to the needs, emotions, and behaviors of the people it has been designed for. It is important that the users like the service idea. One should try to find out which part of the service they prefer the most, why, what kind of feelings, emotions, and reactions did they have?

**Feasibility:** A solution needs to be technically possible. It should be practical, accessible, and implementable without huge costs. How interesting and desirable the service would be, it will not be a success if it is difficult, uncomfortable, or inconvenient to use.

**Viability:** A solution needs to be commercially possible. This needs to be tested among the design team, but also the users can contribute to this. How much would they be interested in investing in this service? And how can the testers rely on their promise to be interested? How to make sure that they don't just agree now but not later?





SUGGESTED TIME:

QUICK

LEVEL OF COLLABORATION:

YOUR OR TEAM

AdA "8" 8/8

variation	process	Intro	Explanation	Values brought by the service	Contact information				
Ad A (pink)	OBSERVATIONS / COMMENTS	I liked this one. It's more of a clear and short message. That really appeals to me. I have all the information and I know what to expect.	It was nice but it looked too boring for me.	I like this one. It is very relaxing and the picture is nice	There was too much text and everything.				
Ad B (orange)	OBSERVATIONS / COMMENTS	I like the extreme thing more.	I like the colors and the picture.	I would choose this one, it was balanced.					

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Template 9. A/B testing. Half-filled.

A tester's comment that is not useful would be "It's ok". In case testing results in similar replies as "Ok", it is time to retest with another kind of prototype or with different testing questions and procedures. One should not accept such an answer (just "Ok"), even though it would feel nice.

During the testing, qualitative and/or quantitative data is collected from the user to improve the concept. It is important to document and report the testing results properly. Testing results need to be shared with the designing team (you and your colleagues, for example) to let everyone rethink the idea.

Only imagination is the limit for variations of testing. It is often challenging to memorize the actual experience afterward or it is difficult to imagine the experience. Therefore, the method Thinking Aloud ensures that authentic reactions, feelings, emotions, and experiences are taken into consideration.

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**Viability:** A solution needs to be commercially possible. This needs to be tested among the design team, but also the users can contribute to this. How much would they be interested in investing in this service? And how can the testers rely on their promise to be interested? How to make sure that they just agree now but not later?

User feedback is priceless. The iterative process might fail without an understanding of what users really need to carry out specific activities and tasks. Remember, that every comment is valuable, even uncomplimentary ones.

Designers have a wide range of testing methods available during the Design Thinking process. The most important thing is to simulate the reality and let the users experience the new service idea as authentic as possible. Testing can be arranged in a face-to-face situation, or it can be conducted online. If the experience is real and the testers have the ability to express themselves and are supported to do accordingly with some helping questions or tasks, there are no limitations on how to test.

In case testing demonstrates that testers do not like the service if they do not know how to order it, if they get confused during the consumption, if they feel frustrated while paying, and so on, then the idea needs to be re-thought. Documented feedback will be shared among the designing team with the intention to utilize it. The team needs to decide how to change the idea, or whether they need to target another kind of audience, or what the next steps are to go further.

Designers need to seek feedback whenever possible, using real people for testing purposes. Analyzing testing results is important to determine what is right and what is wrong with the product, how to improve it,

what needs to be changed? Is the service idea feasible, but the delivery does not attract or is the service idea fine, but the marketing does not reach the right audience?

It is a common truth that people think that they understand and know what their customers think. And as the common truth is that it is not the case. Entrepreneurs and service providers look at the service and users too closely, which can make it challenging to see the whole big picture.

Often, we have blind spots and we do not totally understand our customers as well as we think we do.

## FURTHER READING

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Often, we have blind spots and we do not totally understand our customers as well as we think we do.

Sum it up!

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## Summed up!

- Plan your testing with your colleagues if possible.
- Find potential customers to carry out the testing with you.
- Document all feedback. The more diverse feedback you receive, the better.
- When you have tested enough, look at the feedback and see if you need to redesign or refine your service idea.







## CHAPTER ELEVEN:

# ROADMAP

*by Päivi Mantere and Kristina Henriksson, Laurea University of Applied Sciences, Espoo, Finland*

**IN THIS CHAPTER,** we will look at roadmapping. It is not a compulsory step in the Design Thinking process for you; so, you may choose to create it or not.

Roadmapping visualizes strategic planning. It describes all steps, including both activities and deliverables. A timeline is a basic element of a roadmap, which presents a progressive development process. It also demonstrates the delivery of a service idea and solution.

A roadmap is a plan for implementation and an important handover deliverable that helps the local businesses to implement the service ideas. Guidelines, plans, recommendations, instructions, and activities are examples of the form of a roadmap.

A roadmap may include structures and communication perspectives. It establishes goals and deadlines and coordinates the activities of different teams. A roadmap can function as a strategic lens. Roadmapping also offers a way to communicate among different actors and participants.

The goal of roadmapping is to identify the steps and features which are crucial in launching the service solution. It helps the company to create a big picture and overview of putting the idea into practice. It may also include the role and responses of the customers.

To create a relevant roadmap, the approach needs to be customized to the specific context of the company. Three main questions are crucial:

Where are we now?

Where do we want to go?

How can we do it?

Define the themes for the roadmap. They can be, for instance:

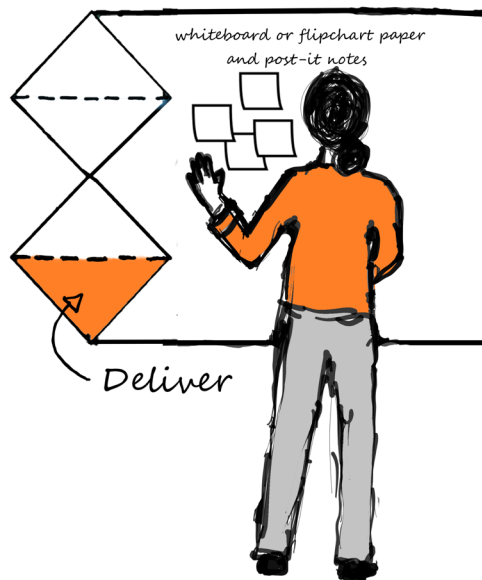
1. Strengthening the position...
2. Developing competitive advantage compared to...
3. Better effectiveness in marketing activities
4. Renewed operation environment which is willing for innovations

SUGGESTED TIME:

AVERAGE

LEVEL OF COLLABORATION:

TEAM, STAKEHOLDERS



#A A A "

QUARTER	Q1 / 2022	Q2 / 2022	Q3 / 2022	Q4 / 2022
DEVELOPMENT OF THE SERVICE/PRODUCT	First version for test	Testing and feedback from the users	Launching the service to audience	Modify the service based on the experiences
MARKETING	Collaboration with other companies in the area	Campaign with local marketing organisation	Analysing the efficiency of the marketing campaign	
STAKEHOLDERS	Local food company, company for providing guided tours		financing organisations	transportation companies for extending the service season
FINANCE, FUNDING	own funding	support from project funding		
SALES	first group, not yet profitable			
OPERATION	testing version			
COOPERATION	for food, transportation, marketing			
RISKS AND CHALLENGES	to make sure that we have right target group			
OTHER	remember local festival			

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**Template 10. Roadmap. Half-filled.**

## FURTHER READING

Schiefelbusch, M., Jain, A., Schäfer, T. & Müller, D. 2007. Transport and tourism: roadmap to integrated planning developing and assessing integrated travel chains. Journal of Transport Geography, 15(2), 94–103.

Finland's new tourism strategy (Roadmap for growth and renewal in Finnish tourism for 2015–2025) was presented in January 2015.

Sum it up!

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## Summed up!

- Notice visualization.
- Roadmap is a tool for making sure that all stakeholders know their role while launching the service.
- Remember to control the actions and results, act or react if needed.
- To whom a roadmap is created:  
note how detailed information you need.







## CHAPTER TWELVE:

# DO IT SIMPLY

*by Päivi Mantere and Kristina Henriksson, Laurea University of Applied Sciences, Espoo, Finland*

**A** **CREATIVE PROCESS** ends somewhere. This chapter will illustrate how you can end a Design Thinking process. It does not mean that it is the end, however. More is to be done, after an idea is produced. However, that is another story to be told. One version of the story can be found in the VISIT Case Studies.

The last part in this workbook for you is to pull it all together, the work you have accomplished in the Design Thinking process and in developing a new service for your business. We have created a simple form for you to fill in.

The form, Do It Simply, is a simple tool to really collect your thoughts on how to put the idea into practice, and what you need to do so. You can fill it in with your colleagues or family members, depending on who you work with in your business. A plan is, nevertheless, a really important phase before you set your new idea into action.

It is wise to remember that you have tested and perhaps redesigned your idea based on the testing, so you have the knowledge of how the new idea would work. One needs the courage to get the wheels rolling. This tool will help you on the way. If you wish, however, to make it in a more profound way, you can always utilize the publication of VISIT Case Studies.

Remember: Creating innovative service ideas is just a start, a new idea is an innovation only when it has been implemented. *Only ideas that are put into practice and create profit for the business can be called innovation.*

How about asking yourself some helping questions? Sometimes simple questions would be key to what is needed for the action.

Other questions, like "First I need", "Then I also need" and "Who is needed" guide the company to realize which are the concrete steps to be taken, how much time would it take, who to be involved, and when everything will take place and so on.

An extra column encourages to ask comments and feedback and document it in a systematic way from the closest ones, whether they represent the same family, company, or business area.

PS. If an entrepreneur or company representative ever needs help from students and educational institutes, this checklist might work as a guiding template. By answering these topics makes it easier to contact people from the project VISIT. Contact information is available on our website [www.visit-islands.eu](http://www.visit-islands.eu).

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## FURTHER READING

80



## FURTHER READING

Here we would suggest you read the VISIT Case Studies that illustrate how to create innovative business plans. You might want to create one after the Design Thinking process is completed.

Sum it up!

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## **APPENDIX:**

# ELECTRONIC FORMS OF VISIT TEMPLATES



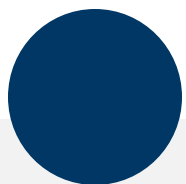
## CHALLENGE

BACKGROUND OF THE CHALLENGE:

OBSTACLES:

GOALS:

P



POLITICAL

E



ECONOMIC

S



SOCIAL

T



TECHNOLOGICAL

E



ENVIRONMENTAL



TARGET	TOPIC	TOPIC	TOPIC	TOPIC	TOPIC	TOPIC	SOURCE (HYPERLINK)
What is the target which has been researched?	Decide what the search words and topics are and fill them in in the columns.	Carry out the research and fill the cells in the tool.	Include also qualitative information, that gives you more insight.				Remember to mark the hyperlink to the website where you found the information.

Biography

Traveling

Goals

Challenges



CULTURAL MOODBOARD Add descriptive images, which are based on the persona you have previously created.



ROUND	IDEA 1	IDEA 2	IDEA 3
ROUND 1			
ROUND 2			
ROUND 3			
ROUND 4			
ROUND 5			
ROUND 6			

BRAINWRITING:  
8X8 METHOD  
(OPTIONAL)




CUSTOMER JOURNEY MAP

STAGE		STAGE	STAGE	STAGE	STAGE	STAGE
KEY ACTIVITIES	Present the main steps and touchpoints that the tourist faces with the company.					
CHANNELS	Name the channels where the interaction happens					
THINKING / FEELING	Present the feelings, emotions, reactions. Show the ups and downs, you can utilize visualization when presenting the emotions.					
PAIN POINTS / CHALLENGES	Pinpoint the moments which are most challenging in the tourist's path.					
OPPORTUNITIES	How could the service company help tourist in that moment?					
OFF-SEASON	Make sure that you have paid special interest on how this service will be experienced during the off-season.					




A/B TESTING

VARIATION	PROCESS								
	OBSERVATIONS / COMMENTS								
A									
B	OBSERVATIONS / COMMENTS								



ROADMAP

QUARTER	Q1	Q2	Q3	Q4
DEVELOPMENT OF THE SERVICE/PRODUCT				
MARKETING				
STAKEHOLDERS				
FINANCE, FUNDING				
SALES				
OPERATION				
COOPERATION				
RISKS AND CHALLENGES				
OTHER				



## SIMPLY – HOW TO PUT IDEAS INTO PRACTICE?

I HAVE A DREAM...	HOW WILL I DO THIS...	FIRST, I NEED...	THEN, I NEED ALSO...	WHO ARE NEEDED TO THIS...	FINALLY, I WILL...
Thoughts from your spouse, Colleague etc.	Thoughts from your spouse, Colleague etc.	Thoughts from your spouse, Colleague etc.	Thoughts from your spouse, Colleague etc.	Thoughts from your spouse, Colleague etc.	Thoughts from your spouse, Colleague etc.





# **AMMATTIKORKEAKOULU**

*University of Applied Sciences*



**WELCOME TO EXPLORE** and learn the way how to be creative and design new services for your business. Using this workbook will help you in creating new services that you can offer for your customers. You will need to have some customers involved in the process, in order to get real information from them about what they really think and want. That is an important part of the design thinking process.

**THE WORKBOOK INTRODUCES** methods employed in Erasmus+ Strategic Partnership project VISIT (Versatile Islands Cooperating for New Services and Innovation in Tourism) during more than three years in different European countries, generating both knowledge and factual new service ideas for businesses to realize in practice. In these different locations, local businesses cooperated with VISIT partner universities, teachers, and students who employed the Design Thinking process to develop new services for the businesses.