

# THE FULL FESTIVAL DESIGN DNA TOOLKIT

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*{THE WHOLE TOOLSET IN ONE BUNDLE FOR YOUR  
ORGANISATION TO USE WHEN NEEDED}*

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# WHERE HAS THIS COME FROM

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Festival Design DNA is a project produced by Snook for festivalslab.

It is both a set of practical tools and an exciting new conversation about what happens when cultural professionals and organisations start to think like designers and work to make the experiences they create better from a person-centred point of view.

festivalslab or the Edinburgh Festivals Innovation Lab works with and for the twelve Edinburgh Festivals on how to use new thinking and new tools to the experience of the world's festival city even better for audiences, creative talent and festival organisations.

Snook is a Glasgow-based service design and social innovation agency focusing on transforming the way services are delivered in Scotland, ensuring people come first.





# ESTABLISH

## ESTABLISH & COLLABORATE

Establishing a project and getting people on board is sometimes difficult.

One way to find opportunities for festival cross collaboration work is using the 'Calendar tool' to outline where festival organisations could work together to collaborate on research or development of new ideas for Edinburgh festivals.

Commonly most people will say 'I don't have time' or 'My diary is full this week'. Fighting against busy schedules and a lack of will is difficult.

Either (a) run a competition or call to action around organisations relevant to your cause.

Or (b) make it a compulsory exercise, part of the daily to do. Look for people who are keen to come on board with your project and give time to it.

Holding an event prior to launch or creating a sign up page on your website is an ideal way forward to generate interest.

### USE ME TO:

- Create a project team.

### YOU WILL NEED:

- A basic questionnaire template which you can tailor
- Email's
- Eventbrite

“GETTING EVERYONE ON BOARD AT THE START IS CRUCIAL TO A GOOD PROJECT”





# ESTABLISH GET OTHER PEOPLE ON BOARD

No matter how big or small your idea is it's important you gain support, enthusiasm and confidence from your colleagues and peers. Sometimes this is tricky so this is a tool to help you along the way. This is a blank template that you can pin up on your office notice board, mail around to colleague or hand out over coffee.

It asks you to specify exactly what your idea is in 140 characters and then complete a wanted ad. For example: "looking for individuals who are open minded, risk taking and excellent communicators."

It is your job to sell the idea of being part of this project - what will I get out of it? What will I learn? How much of my time will it take up?

It's important in the early stages when trying new ways of working to have an open minded team who are willing to try things a bit differently. Build yourself an engaging getting people on board tool, and set a unique task (i.e draw yourself and see how people respond )

## USE ME TO:

- Build a team of like minded people who are willing to invest time and energy in your idea

## YOU WILL NEED:

- Infectious enthusiasm and patience

# SERVICE DESIGNING YOUR CUSTOMERS FESTIVAL EXPERIENCE

"you can't know what they need, until you know what they think"

**CALL TO ACTION**

Service design is about people; their interactions and their needs, the places they go, conversations they have and decisions they make. It is an interdisciplinary approach that combines different methods and tools from various disciplines to create a new way of thinking.

When you have two coffee shops right next to each other, and each sells the exact same coffee at the exact same price, service design is what makes you walk into one and not the other! We are going to explore how service design can make the festival experience better for you and your customers.

## UNLOCK THE ASSETS OF THE FESTIVAL AND THE LOCAL COMMUNITY.

We will go undercover, becoming part of the festival community. Learn from the inside.

1. Always ask 'What if...'
2. Re-discover people power
3. How do you measure talent?
4. If you wanna innovate, you gotta go undercover
5. 'Physicate' networks and relationships
6. Document your findings

### Challenge #1

Your mission is to create a stakeholder map ( a physical and visual representation ) of all the groups, people and organisations remotely linked to the festivals. By representing staff, customers, partner organisations and other stakeholders in this way - the interplay between groups can be analysed and understood.

- Who could the festival collaborate with to improve the festival experience?
- Who does the festival want to have a better relationship with?
- What opportunities is the festival missing?

This challenge will help you better manage, and expand, the networks the festival want to cultivate. By mapping links among people and organisations we will bring new ideas and projects, to the surface.

**"WORK WITH PEOPLE WHO ARE  
EXCITED TO BE PART OF YOUR  
PROJECT"**

EMAIL:  
design@festivalslab.com  
with any questions or queries



# ESTABLISH

## STAKEHOLDER MAP

(For starting projects, different from mapping stakeholders on project)

A stakeholder map is useful at the start of the project to understand what other festival and cultural organisations could be part of your project. Furthermore, it forces you to consider other influential stakeholders such as Trip Advisor and Stage Coach Travel.

A map of stakeholders can be visualised using concentric circles with close relationships being mapped in the centre and distant relationships towards the outer circles. This is a great way to step back and look at who you want to pull closer into the project and question how you will do this.

### USE ME TO:

- Plan project relationships and see the bigger picture

### YOU WILL NEED:

- Post its
- Pens
- Open mind

“WHEN WE MAPPED EVERYTHING AROUND THE FRINGE WE SAW COUNTLESS OPPORTUNITIES”



# ESTABLISH

## PROJECT START - ALTER ASSUMPTIONS

We all make assumptions in our daily lives and it's difficult not to judge a book by its cover.

This activity is about gathering the team together and asking everyone to share their assumptions around a topic in an open, frank and honest way. This is a great way for everyone to express their opinions and prejudices around an idea.

It helps the team understand what they need to focus on in the next stage of the project. This is particularly good at the beginning of a project or when more people are joining the project team.

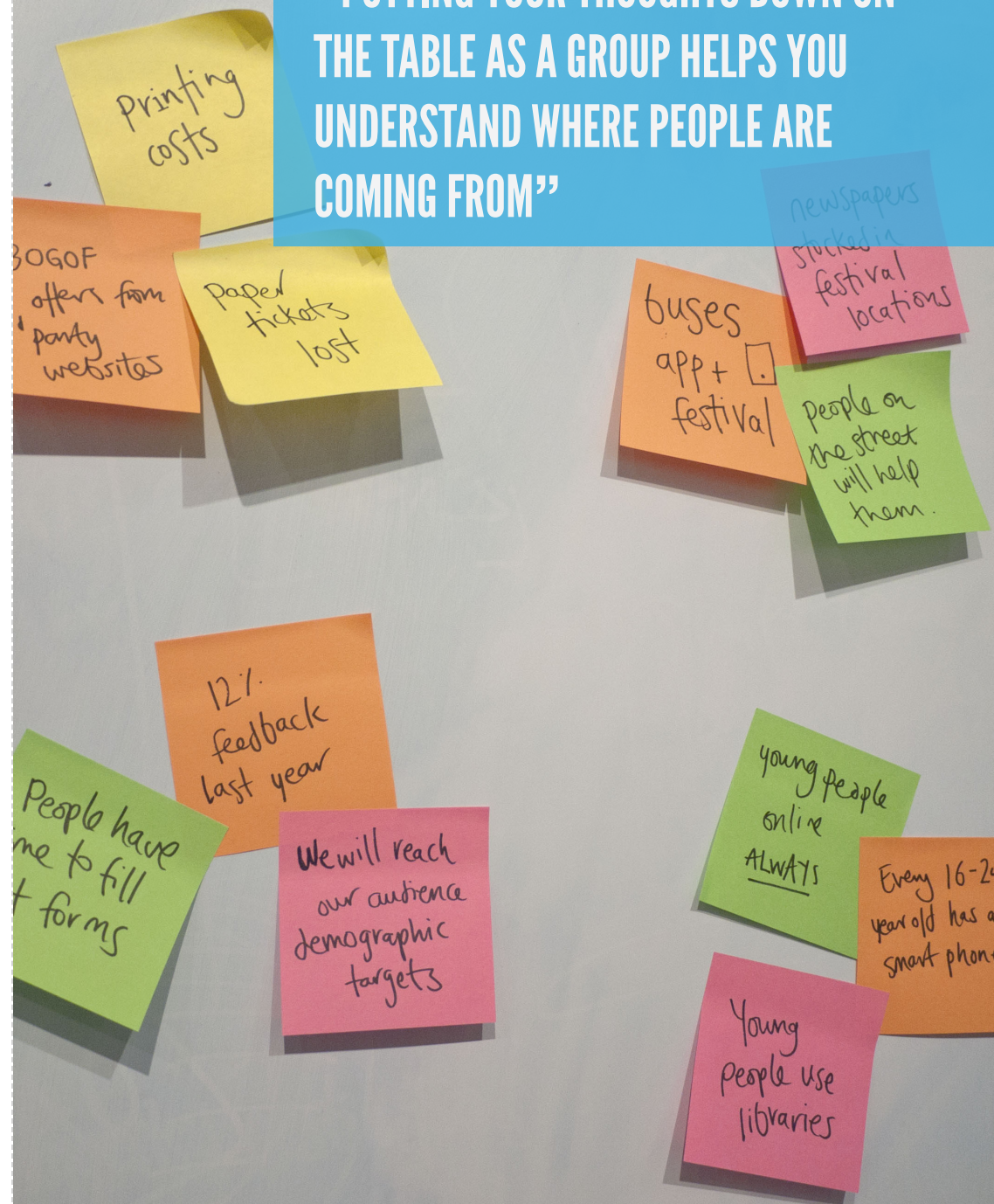
### USE ME TO:

- Create a mutual understand of views
- Start a project
- Inform what needs discovered

### YOU WILL NEED:

- Paper & pens
- The project team

“PUTTING YOUR THOUGHTS DOWN ON THE TABLE AS A GROUP HELPS YOU UNDERSTAND WHERE PEOPLE ARE COMING FROM”





# ESTABLISH

EVENTS/PLATFORMS/TOOL

## START A BLOG

During a project, a regularly updated blog is a fantastic means of dynamic engagement with the rest of the cultural sector. It is also a great way to document the progress of your project and communicate with other team members/interested parties.

You may have plenty to say but if you're not sure what to communicate, here are some things you could include:

Successes - and how you achieved them, e.g. Results of shadowing a festival customer.

Failures - and possible reasons/solutions, e.g. The single mum focus group was poorly attended, because it was held during the school holidays.

Learning - perhaps something you didn't know, e.g. That it's important to find out if other festival teams are surveying schools at the same time as you.

Progress - did you meet your milestones/targets this month? If not, why not? Or did you exceed them?

Warnings - to help anyone else

attempting to use service design for the festivals, e.g. It is important to use service design to identify the fall through points from a customer perspective to avoid focussing resources on unnecessary changes to a particular process.

Don't forget that you can embed images, quotations, links and videos in your blog post, as this will make it more visually interesting (photographs of prototypes, workshops etc)

### USE ME TO:

- People like to hear what you think. People like opinions. Write with passion and everything else will fall into place.

### YOU WILL NEED:

- A wordpress blog
- Imagination



**“A BLOG REALLY HELPED US GET EVERYONE ON BOARD AND REACH A WIDER AUDIENCE”**



# ESTABLISH

EVENTS/PLATFORMS/TOOL

## BRAND YOUR PROJECT

Branding a project gives the impression and look and feel of it being a 'real' project. It brings it to life! This can be useful before the project is at a finalised stage.

It can also be useful for keeping consistency throughout the different project documentation.

This doesn't always have to be digital. You could, for example, get a stamp of the project title made online?

Why not use the colour orange in everything you produce for the project?

Thinking about the brand at initial stages is also beneficial as it saves time and resources at a later stage when other aspects take priority.

Think about how this brand ties in with the brand of the festival you are designing for!

### USE ME TO:

- Make a project look or feel complete

### YOU WILL NEED:

- Your imagination

“ONCE WE HAD BRANDED OUR PROJECT IT BECAME A REAL THING TO SHARE WITH OTHERS”







# ESTABLISH

EVENTS/PLATFORMS/TOOL

## PROJECT KICK OFF MEETING

Face it. Projects are temporary organizations. People come together on projects as strangers. You're not likely to change that. What you can do is make sure people share a context, have intentions that are aligned, and have a relationship that allows them to successfully coordinate action together. The best way to do this is to have a project kick off meeting.

What would you do in those meetings? Here's a proposal for an agenda.

Open the meeting with a statement of the value that will be realised by the customer. Why is this an important project for the customer? Seriously consider having the customer in the meeting. If that is not practical, then get the customer on the phone. For example, "This project will enable customers to plan their day at the Festival more efficiently".

Review the promise(s) to the customer. Exactly what will you provide and by when?

For example, "We want to create a new web platform that integrates with google calendar by the end of 2012."

Tell everyone on the team why each person is on your team. What talents are you calling on? For example, "We have brought Ann in because she has

designed festival programs for the past 12 years"

Invite every person to say what they want from the project. Encourage them to be selfish. Set the example of saying what you want. Make no promises that each intention can be satisfied only that collectively you will look for ways to explore those intentions.

The kick-off meeting gets you started well. The conversation you have that day provides the context for navigating in the unfolding of the project. You'll find that you and your team members will frequently refer back to the conversation you had that day. How about sharing your agendas on your project blog?

### USE ME TO:

- Start your project
- Introduce your team members to each other

### YOU WILL NEED:

- An agenda
- The project team
- Space to meet



**“MAKING SURE WE SPENT ENOUGH TIME GETTING TO GRIPS WITH THE PROJECT WAS SO IMPORTANT TO IT'S SUCCESS”**

# DISCOVER

## THE INTERVIEW LITE

This tool is a great way to meet people associated with your idea and talk to them in an informal setting. It's best to carefully consider who you should interview and what you want to find out from them. For example if you are trying to improve the process of applying to be an act in the Fringe Festival, interview an act who found the experience brilliant and another who found it frustrating.

Interviews can be conducted with customers, staff and other relevant stakeholders. Ideally, you should visit the person you would like to interview in their own environment and use a combination of questions and observations to generate the insights you want and need.

You can document your interview via audio recordings and photographs - this means you have rich visual information to present back to the project team. A lite interview usually lasts between fifteen and thirty minutes.

### USE ME TO:

- Gain a far more holistic understanding of the people you are designing for

### YOU WILL NEED:

- Someone willing to be interviewed.
- Equipment for recording your interview
- Prepared open question



**“I TALKED TO SOMEONE ABOUT WHY THEY DIDN'T COME TO OUR FESTIVAL”**

# INTERVIEW (LITE)

This tool is a great way to meet people associated with your idea and talk to them in an informal setting. It's best to carefully consider who you should interview and what you want to find out from them. For example if you are trying to improve the process of applying to be an act in the Fringe festival, interview an act who found the experience brilliant and another who found it frustrating.

*What 5 questions do you want to cover with your interviewee?*

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What did you find out?

Pull out what your main findings are and take these into your definition phase.

# DISCOVER

## 50 THINGS

This tool is a great way to put yourself in someone else's shoes.

Pick one activity that is relevant to your project and task everyone in the project with completing this activity.

They then have to write down a list of 50 things related to their task. What happened? How did they feel? What did they hear?

For example if you are trying to improve the way finding of a particular festival, task the team with finding their way to the toilet with vision restricted glasses. (You can do this using tape, buying a cheap pair of sunglasses and colouring them in etc) Then ask them to write 50 things about that experience.

### USE ME TO:

- Gain a new perspective on experiences related to your idea

### YOU WILL NEED:

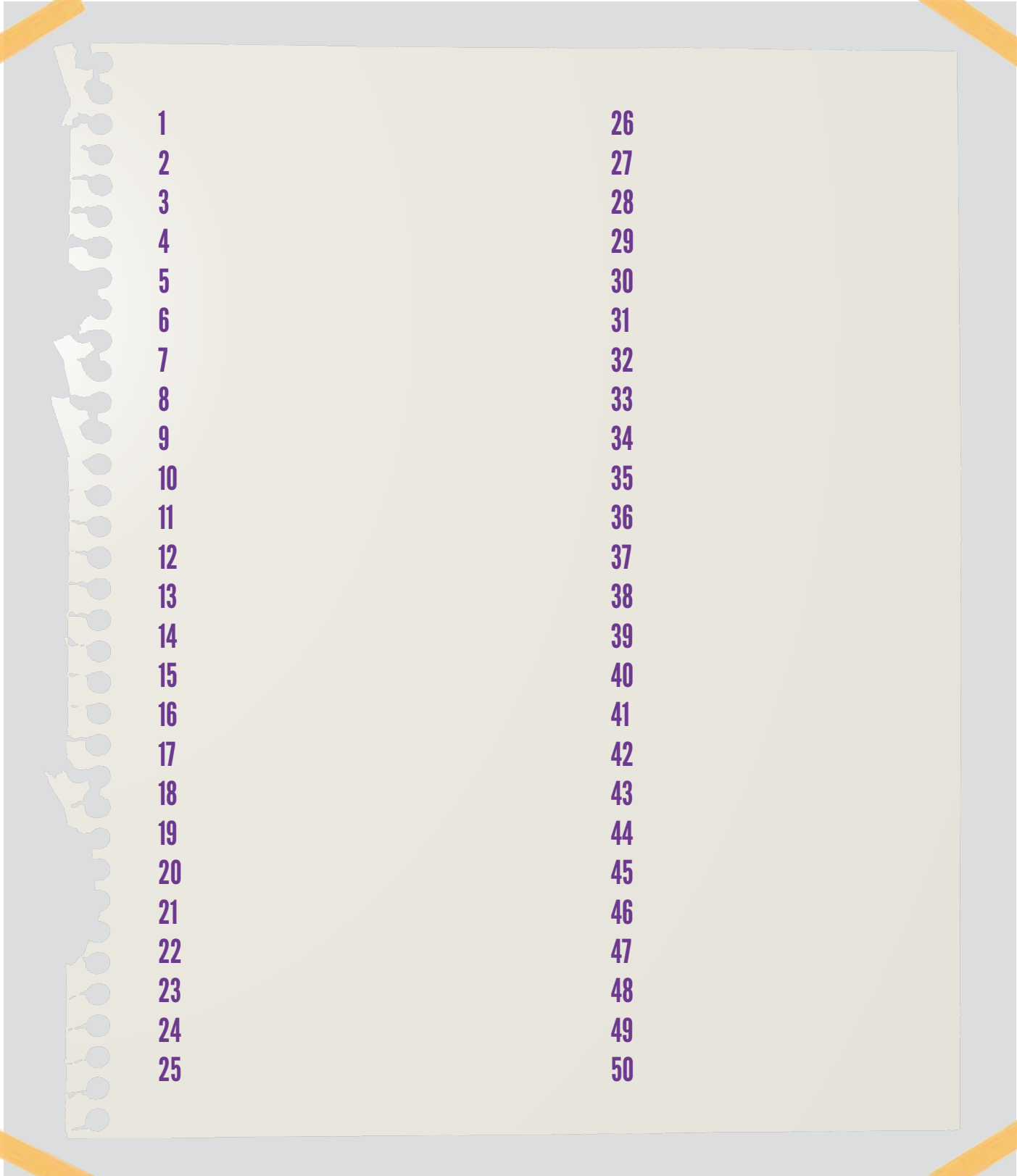
- An activity
- Pen and paper

“50 THINGS REALLY SHOWS HOW HARD IT CAN BE FOR A CUSTOMER TO ACCESS OUR FESTIVAL”



# 50 THINGS

Pick one activity that is relevant to your project and task everyone in the project with completing this activity. They then have to write down a list of 50 things related to their task - What happened? How did they feel? What did they hear? For example, if you are trying to improve the way finding of a particular festival, task the team with finding their way to the toilet blindfolded in a venue. They then have to write 50 things about that experience.

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# DISCOVER

## CONTEXTUAL INTERVIEW

This tool is an extension of the interview lite tool. A contextual interview is spending time with a person in their own space and asking them loosely structured questions.

This technique comes from ethnography methods where ethnographers could spend months or years living and observing different people from a variety of cultures.

You should consider carrying out a range of interviews with a range of people for a particular project in order to achieve a broad array of insights. Finding the right people in a short space of time can be difficult.

Try and think of an incentive to secure the right participants.

### USE ME TO:

- Uncover the unknown unknowns.
- Gain a deep understanding of behaviour, needs problems, desire and motivations. The output of an interview is rich and meaningful observations & insights that build a story on the participant. The stories can be supported and emphasised by images & video clips.

### YOU WILL NEED:

- Someone to interview
- A place to interview them
- Prepared questions
- Recording equipment



**“SPENDING TIME WITH  
SOMEONE IN THEIR HOME TOLD  
US SO MUCH ABOUT THEM”**

# CONTEXTUAL INTERVIEWS

This tool is an extension of the interview lite tool. A contextual interview is spending time with a person in their own space and asking them loosely structured questions. You should consider carrying out a range of interviews with several different types of people for a particular project in order to achieve a broad array of insights.

*Who are you interviewing? Name, age and the first thing you find out about them:*

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*Use this space to lay down questions before meeting your interviewee, or to capture notes and sketches during the interview.*



Ask to take photos of the person you are interviewing & make sure that you capture details of their home or the place that you are interviewing them.

# DISCOVER

## OBSERVATION

Observation is a cheap and easy way of conducting new research.

Using our eyes, stepping back and watching customers engage with a service can reveal key information and enrich quantitative research.

Understanding how users move in a physical space, their habits, the clothes they wear, the bag they carry all build up a picture of who our customers are.

All it requires, is for you to take a step back and observe.

### USE ME TO:

- Create user personas
- Find out more about customers
- Understand how a physical space works
- Spot problems and opportunities

### YOU WILL NEED:

- Your eyes
- Pen and paper

“WE SPENT TIME ON THE HIGH STREET OBSERVING PEOPLE DURING THE FRINGE”






# OBSERVATION

Observation is a cheap and easy way of conducting new research. Using our eyes, stepping back and watching customers engage with a service can reveal key information and enrich quantitative research. All it takes, is taking a step back and observing.

*Look at how users move in a physical space, their habits, the clothes they wear, the bag they carry. All of this builds up a picture of who your customers are.*

10 things I saw that were interesting:

 Take photos as you go, but remember to be as discrete as possible. People begin to act differently if they know that they are being watched.

# DISCOVER SHADOWING

Shadowing is the action of following someone to understand what it is like to live their life. This can be done over the course of a day, week, or longer.

Shadowing can be done in a subtle way by following a member of staff as they undertake their job, or you may want to try asking questions while you shadow.

The point of shadowing is to understand first hand what it is like to deliver or use a service. The outcome is an in-depth understanding of the good and bad points of a service.

Take notes, capture audio and visual and when you have returned to the studio there is plenty of material to analyse and use in communicating some of the sticking points of the service.

## USE ME TO:

- Gain insights from a different point of view
- Understand customers and staff's
- Motivations/needs
- Understanding what needs to change
- Influence new ideas for improvement

## YOU WILL NEED:

- Notepad and pen
- Audio/visual capturing device. (Camera, dictaphone, mobile phone app)



# SHADOWING

Shadowing is the action of following someone to observe and understand what it is like to live their life. This can be done over the course of a day, a week, or longer. Shadowing can be done in a subtle way by following a member of staff as they undertake their job, or you may want to try asking questions while you shadow. The point of shadowing is to understand first hand what it is like to deliver or use a service.

*Take notes, capture audio and take photographs. When you have returned to the studio there is plenty of material to analyse and use in communicating some of the sticking points of the service.*

Where are you?

Who are you shadowing?

Do they know that you are there?

Where do they go?

What do they see?

Do they talk to anyone?

What do they touch?

What else is happening around them (sights, sounds, smells)?

How long do you shadow for?

# DISCOVER

## CULTURAL PROBE

A cultural probe is a small kit that is sent to a targeted user. The results help you understand their life or experience of a service without a member of the project team or designer being involved.

Kits often include a camera or audio device and a set of tasks or images a user must capture. It builds up a visual picture that creates a more in-depth understanding of a user's life or experience. Cultural probes are about scratching the surface of people's thoughts and behaviours and really understanding their life.

The kit should be designed to be engaging and capture nuances that traditional engagement methods overlook.

For example a user could be set a diary to document their day and use stickers to

describe how they feel along a timeline. They could be sent a text throughout intervals in the day to capture photographs of where they are, or what they are doing.

### USE ME TO:

- Gather user insights
- Create a visual picture of people's lives

### YOU WILL NEED:

- To design a toolkit and a bag to package this
- Disposable camera or digital capture device
- Relationship // Stakeholder map.

“WE SENT OUT CULTURAL PROBES TO FESTIVAL CUSTOMERS TO UNDERSTAND MORE ABOUT THEIR EXPERIENCES”

FESTIVAL  
S.O.S.  
KIT

TELL OTHER PEOPLE  
WHAT YOU ARE UP TO!

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# CULTURAL PROBES

Cultural probes are about getting underneath peoples skin and really understanding their life. The kit should be designed to be engaging and capture nuances that traditional engagement methods overlook. For example, a user could be sent a diary to document their day and use stickers to describe how they feel along a timeline. They could be sent a text throughout intervals in the day to capture photographs of where they are, or what they are doing.

*Think about making this visually engaging. Brand it as your project, package it, think about how it arrives with your user, and how they unpack it.*

Some points to consider when making your kit:



Who is going to be doing it?

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Where would be best for them to complete it?

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How long should it take?

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Does it need to be documented across days?

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Think about whether a lot of writing is necessary.

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Can your user upload their own photos?

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Do you need to develop films?

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Are you collecting video or audio content?

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How long do you need to consider for posting items back?

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Should you provide an incentive e.g. coffee vouchers?

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# DISCOVER

## RELATIONSHIP / STAKEHOLDER MAP

A stakeholder map can be used to look at who is involved around your theme or project. If consider it as a relationship map we can also look at individuals and the relationships they have with organisations, friends, families.

A map of stakeholders or relationships can be visualised using concentric circles with close relationships being mapped in the centre and further away relationships towards the outer circles.

This is a great way to step back and look holistically at an individual or group's influencing factors.

### USE ME TO:

- Plan project relationships and see the big picture

### YOU WILL NEED:

- Post its
- Pens
- An open mind

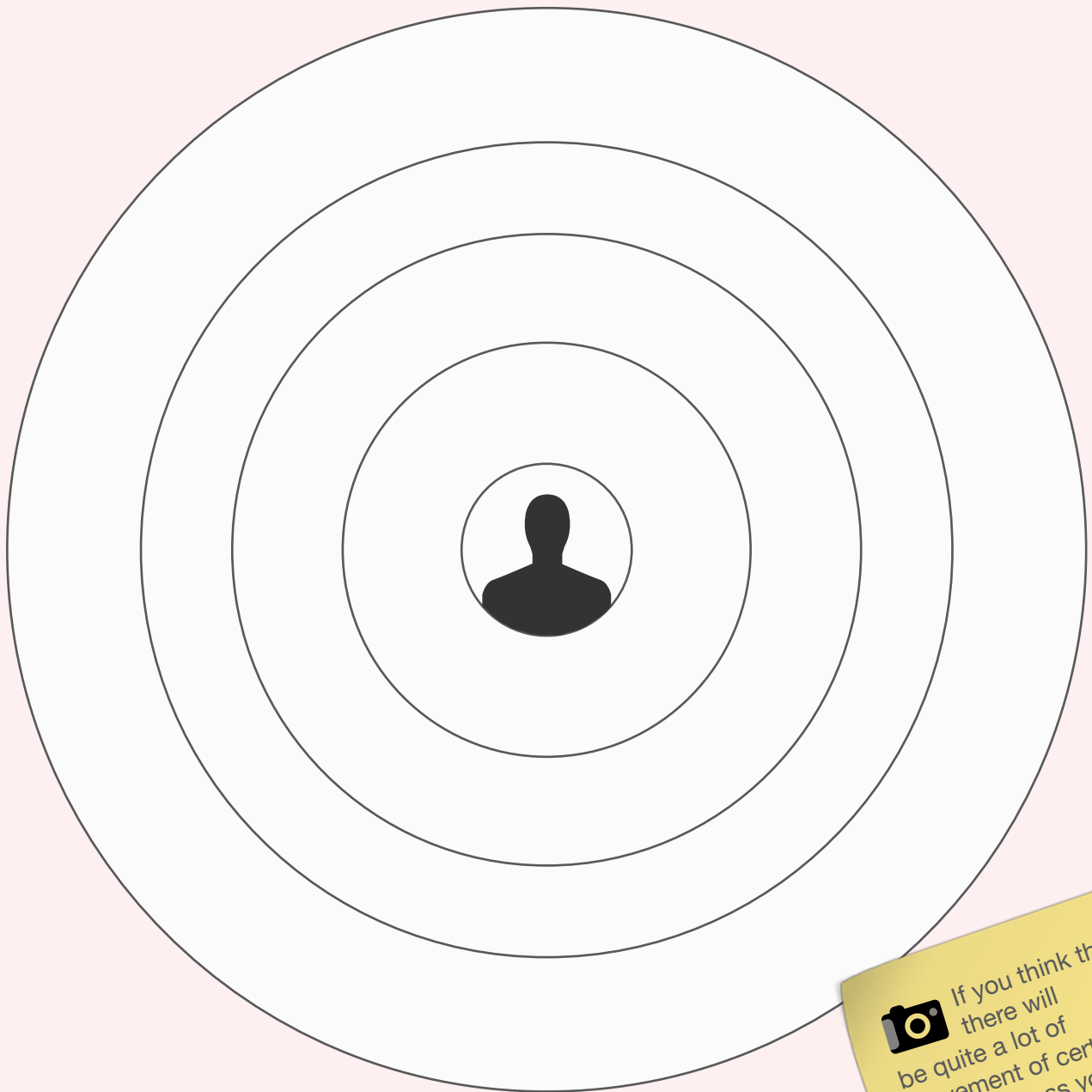
“WE MAPPED OUR CUSTOMERS RELATIONSHIPS TO UNDERSTAND WHAT INFLUENCES THEM”



## RELATIONSHIP / STAKEHOLDER MAP

A stakeholder map is useful at the start of the project to understand what other festival organisations and other cultural orgs who will be part of your idea. Furthermore, it forces you to consider other influential stakeholders such as Trip Advisor and Stage Coach Travel. This is a great way to step back and look at who you want to pull closer into the project and question how you will do this.

*A map of stakeholders can be visualised using concentric circles with close relationships being mapped in the centre and further away relationships towards the outer circles.*



If you think that there will be quite a lot of movement of certain people across your map as you work - use lego figures, or jellybabies to represent them.

# DISCOVER GENERATIVE TOOLS

Sometimes talking to people isn't easy, and sometimes they don't want to talk.

Generative tools are more of a method than a tool. This is about creating physical objects that act as prompts to encourage people to engage with you. Engagement tools are sometimes not about speaking, and you learn a great deal from watching someone complete an exercise.

Think of them as conversation starters. For example, make a sign asking people what they would change about their festival experience if they could wave a magic wand!

## USE ME TO:

- Inspire and inform new ideas
- Synthesise user personalities into categories
- Maintain a customer centred process
- Test ideas

## YOU WILL NEED:

- Customer insight information. (To get this information, conduct interviews, talk to customers/staff, use quantitative information to create customer segments.)



“WE USED GENERATIVE TOOLS TO STOP PEOPLE IN THE STREET AND GATHER THEIR OPINION”

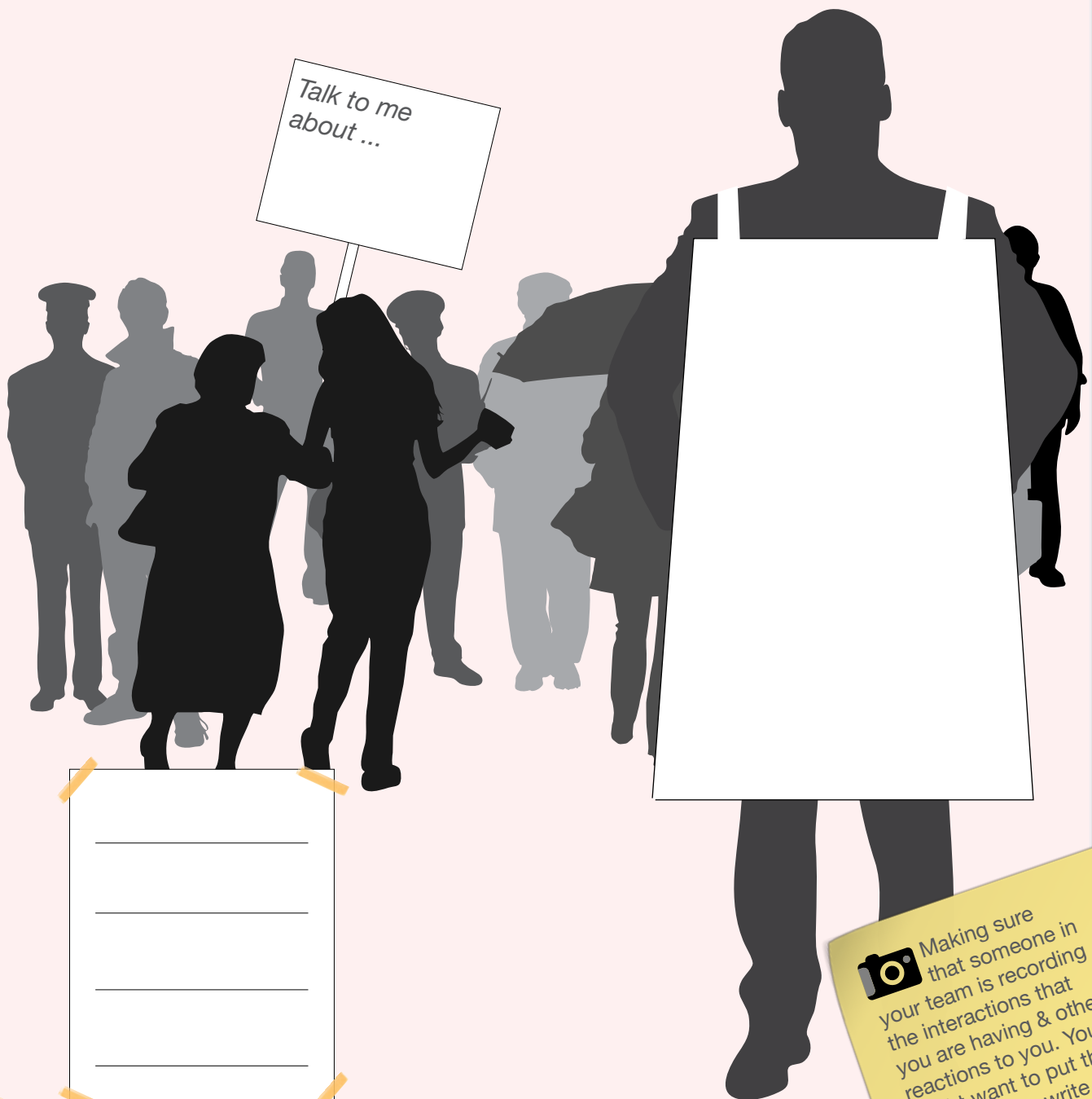
TALK  
TO ME  
ABOUT...




# GENERATIVE TOOLS

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*For example, think about making a sign asking people what they would change about their festival experience if they could wave a magic wand!*



 Making sure that someone in your team is recording the interactions that you are having & others reactions to you. You might want to put this on your blog, or write down what you found on post-its & then use P.O.P!

# DISCOVER

## VOX POPPING

This technique is a way to generate “man on the street” interviews in response to a particular question such as “What is the one reason you would go to a festival?” Usually the interviewees are in public places, and give spontaneous opinions in a chance encounter — unrehearsed and not selected in any way.

The results of vox popping are unpredictable and usually the material needs edited. Although the two can be quite often confused, a vox pop is not a form of a survey. Each person is asked the same question; the aim is to get a variety of answers and opinions on any given subject. The interviewees should be of various ages, genders, classes and communities so that the diverse views and reactions of the general public will be known.

### USE ME TO:

- Find out what the public think about a particular topic
- Gain feedback on your idea

### YOU WILL NEED:

- Confidence
- Recording Equipment

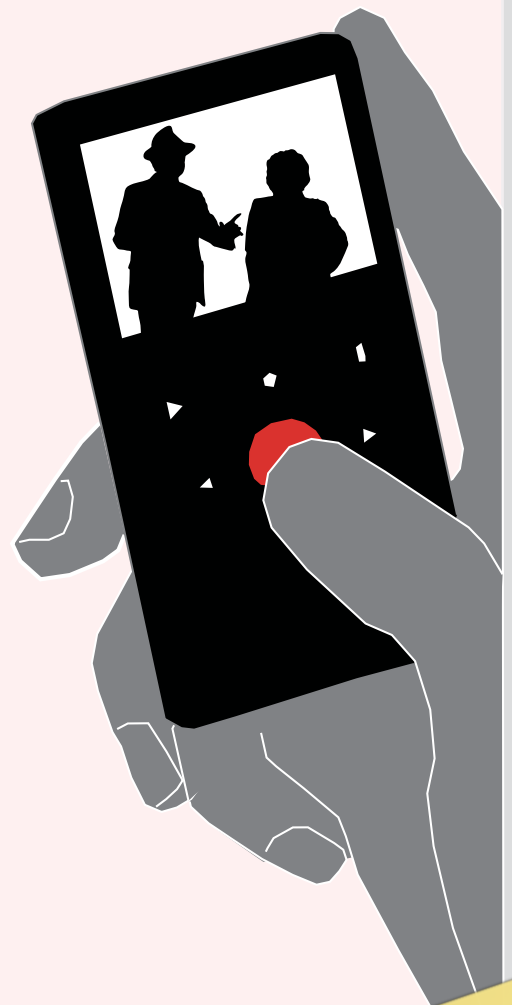


**“IN JUST 60 SECONDS WE HAD GOT A SNAPSHOT OF WHO WAS VISITING OUR FESTIVAL AND WHY”**

## VOX POPPING

This technique is a way to generate “man on the street” interviews in response to a particular questions such as “What is the one reason you would go to a festival?” Usually the interviews are in public places, and give spontaneous opinions in a chance encounter — unrehearsed and not selected in any way.

*Consider your questions and how to approach people beforehand. Have questions ready but don't be too prescribed, let the stories emerge.*



Who I spoke to:

 You can edit your film very easily on iMovie or Windows Media Player (both free), upload it to your groups blog. Remember to charge your flipcam/phone and take extra storage.

# DISCOVER

## A DAY IN THE LIFE

This tool is great way to experience someone else's lifestyle out with the service/ festival. This helps you design festival experiences that meet the latent needs of your target audience. You could spend a day in the life with customers or staff or members of the public. Although always ask permission first!

This can be done as an isolated task to gain new ideas for an organisation by spotting opportunities in people's lives or to inform a project team how someone lives and the design of a new product or service. It's a great starting exercise to get the project team out the office and witnessing real life in a focused way.

It is ideal to document this process with photographs and chronologically lay this out back in the office. The team can later annotate the events of the day. Alternatively it can be filmed and edited into a short movie.

### USE ME TO:

- Gain user insights
- Discover latent user needs
- Gain contextual understanding

### YOU WILL NEED:

- Visual/audio recording device
- Notepad & pen to customers/staff, use quantitative information to create customer segment



“SPENDING A DAY IN THE LIFE WITH PEOPLE WITH NO AGENDA ALLOWED US TO SPOT OPPORTUNITIES FOR OUR FESTIVALS””



# DAY IN THE LIFE

Spending a day with someone else is a great way to experience their lifestyle. This helps you design festival experiences that meet the latent needs of your target audience. You could spend a day in the life with customers or staff or members of the public. Although always ask permission first!

*It is ideal to document this process with photographs and chronologically layout back in the office. You might want to invite them back after developing photos to ask them a series of questions about their day.*

*Draw on top of them to show opportunities for service improvement and alterations.*

*what did they say?*

*how are they feeling?*

*overall experience?*

*Who is this?*

*Notes:*

# **DISCOVER**

## **EMPATHY TOOLS**

Empathy tools are ways of understanding what it is like to be in someone else's shoes.

Empathy tools can be simply made and used when undertaking different ethnographic techniques within the discovery period of the development process.

For example, wearing a heavy bag, or carrying extra weight to simulate being pregnant helps the project team empathise and understand what life is like from another person's perspective.

Try undertaking the service experience using an empathy tool and document how you feel at every stage.

### **USE ME TO:**

- Understand the user's experience firsthand
- Empathise with the user
- Gain deeper user insights

### **YOU WILL NEED:**

- To make an empathy tool
- Props/dress up box/ materials/costumes etc
- Use your imagination to make the experience as realistic as possible



**“I HAD NEVER CONSIDERED  
WHAT IT WAS LIKE TO BE  
PREGNANT AND VISIT A SHOW”**

# EMPATHY TOOLS

Empathy tools are ways of understanding what it is like to be in someone else's shoes. Empathy tools can be simply made and used when undertaking different ethnographic techniques within the discovery period of the development process. For example, wearing a heavy bag, or carrying extra weight to simulate being pregnant helps the project team empathise and understand what life is like from another person's perspective.

*Try undertaking the service experience using an empathy tool and document how you feel at every stage.*

*What journey/ experience will you be testing?*

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Think about:  
What is easy?  
What is difficult?  
How do others react to you?  
What do you wish was different?

# DISCOVER

## SERVICE WALKTHROUGH

Walking through an experience with someone is a great way of capturing how they feel during it and where you can make improvements or spot opportunities for innovation.

Try attend a festival show with someone, organise spending time with them from booking the ticket to taking the bus to picking up their ticket to seeing the show.

Try and take photographs along the route from beginning to end, this will give you visual documentation of how the experience feels as a whole. Remember to capture the detail as well.

How does your customer interact with the touchpoints of the festival? Is it easy for them to find the box office using signage? Does the website work well? How do they respond to the printed ticket?

### USE ME TO:

- Gather visual evidence of how a festival works
- Ideas on how to improve particular service interaction
- Empathise with the people you are designing for

### YOU WILL NEED:

- A customer who is willing to work with you
- Recording equipment (camera/audio)





# SERVICE WALKTHROUGHS

Walking through an experience with someone is a great way of capturing how they feel during it and where you can make improvements or spot opportunities for innovation. Try attend a festival show with someone, organise spending time with them from booking the ticket to taking the bus to picking up their ticket to seeing the show. Try take photographs along the route from beginning to end, this will give you visual documentation of how the experience feels as a whole.

*Either walkthrough with someone or as someone. Try walking through with/as a single parent, an elderly gentleman, a family with 3 kids, a French exchange student, one of the service providers ... how many can you do?  
Print out your images and place them in chronological order. Circling all of the touchpoints you encounter will help to draw out the elements of the service.*

 <input data-bbox="181 1037 534 1115" type="text" value="what did they say?"/>	 <input data-bbox="620 1037 973 1115" type="text"/>	 <input data-bbox="1059 1037 1412 1115" type="text"/>
 <input data-bbox="181 1391 534 1469" type="text"/>	 <input data-bbox="620 1391 973 1469" type="text" value="how are they feeling?"/>	 <input data-bbox="1059 1391 1412 1469" type="text"/>
 <input data-bbox="181 1740 534 1818" type="text"/>	 <input data-bbox="620 1740 973 1818" type="text" value="overall experience?"/>	 <input data-bbox="1059 1740 1412 1818" type="text"/>

Who are you?  
or who are you with?

 Record as you go. if you are capturing videos, try to make your camera as inconspicuous as possible, so that people will act as if it is not there.

# DISCOVER

## CUSTOMER DAY

EVENTS/PLATFORMS/TOOL

This tool is about choosing a day in your calendar when your organisation will open up its doors and invite customers in!

They will be given the chance to meet colleagues and better understand how festivals work. Transparency builds trust.

Trust is at an all-time premium given today's economy. This initiative demonstrates the respect your organisation has for your customers.

It offers customers the opportunity to get to know your organisation better. It makes your festival more human, and your colleagues more involved.

### USE ME TO:

- Meet your customers
- Gain the trust of the stakeholders you are designing for
- Gain real feedback on your ideas and current service offerings

### YOU WILL NEED:

- An agenda for the customer day
- A range of customers to invite
- Recording equipment



**“ALL WE DID WAS INVITE OUR CUSTOMERS IN AND HAVE LUNCH WITH THEM AND TALK TO THEM ABOUT GOING TO FESTIVALS”**

# DISCOVER

EVENTS/PLATFORMS/TOOL

## TECH DAY

A Tech Day is about bringing in people who are experts in the field of technology and innovation.

Bring in people to talk about technology, give short presentations, discuss projects and even do some hands on demonstrations.

By seeing the possibility of what technology can do, it can open a whole realm of possibilities and give you ideas for improvement.

### USE ME TO:

- Develop new ideas
- Be inspired by disciplines that differ from your own
- Understand the impact technology can have on your ideas and services

### YOU WILL NEED:

- A space to hold the event
- A mix of people to invite
- Food and drink



“MY EYES WERE OPENED TO ALL THIS AMAZING TECHNICAL STUFF WE COULD BRING IN TO OUR FESTIVAL”

# DISCOVER

EVENTS/PLATFORMS/TOOL

## ASSET MAP CLASS

Asset mapping is based on the idea that you don't know what you need until you know what you have.

It is an approach you can use to bring all the positive assets of your organisation to the surface.

By holding a session on asset mapping you can work corroboratively with the people you invite to really explore the depth of the assets in your festival.

### USE ME TO:

- Understand what you currently have
- Understand where the gaps are
- Discover untapped resources that you have access too

### YOU WILL NEED:

- A space
- An agenda
- A map or visualisation of your organisation or location (this can be sketched or mocked up professionally on publishing software)
- A wide range of people from your organisation



“LOOKING POSITIVELY AT WHAT ALREADY EXISTS HIGHLIGHTED NUMEROUS POSSIBILITIES”

# DEFINE

## CUSTOMER JOURNEY MAP

Customer journey mapping (or sometimes referred to as user journey mapping, or just journey mapping) is about capturing a customer's experience of a service on paper. It breaks down the experience step by step by recording interactions with touchpoints (ticket machines, websites, staff, waiting areas).

Most importantly, it considers how the customer feels at each stage of the journey. This allows you to analyse what areas of the service might need improved.

Customer journey mapping can be done using personas and 'walking' the personas through the service. An even better way to map a journey is with the customer themselves. By asking them what they did and how they felt, you gain a rich insight into their experience.

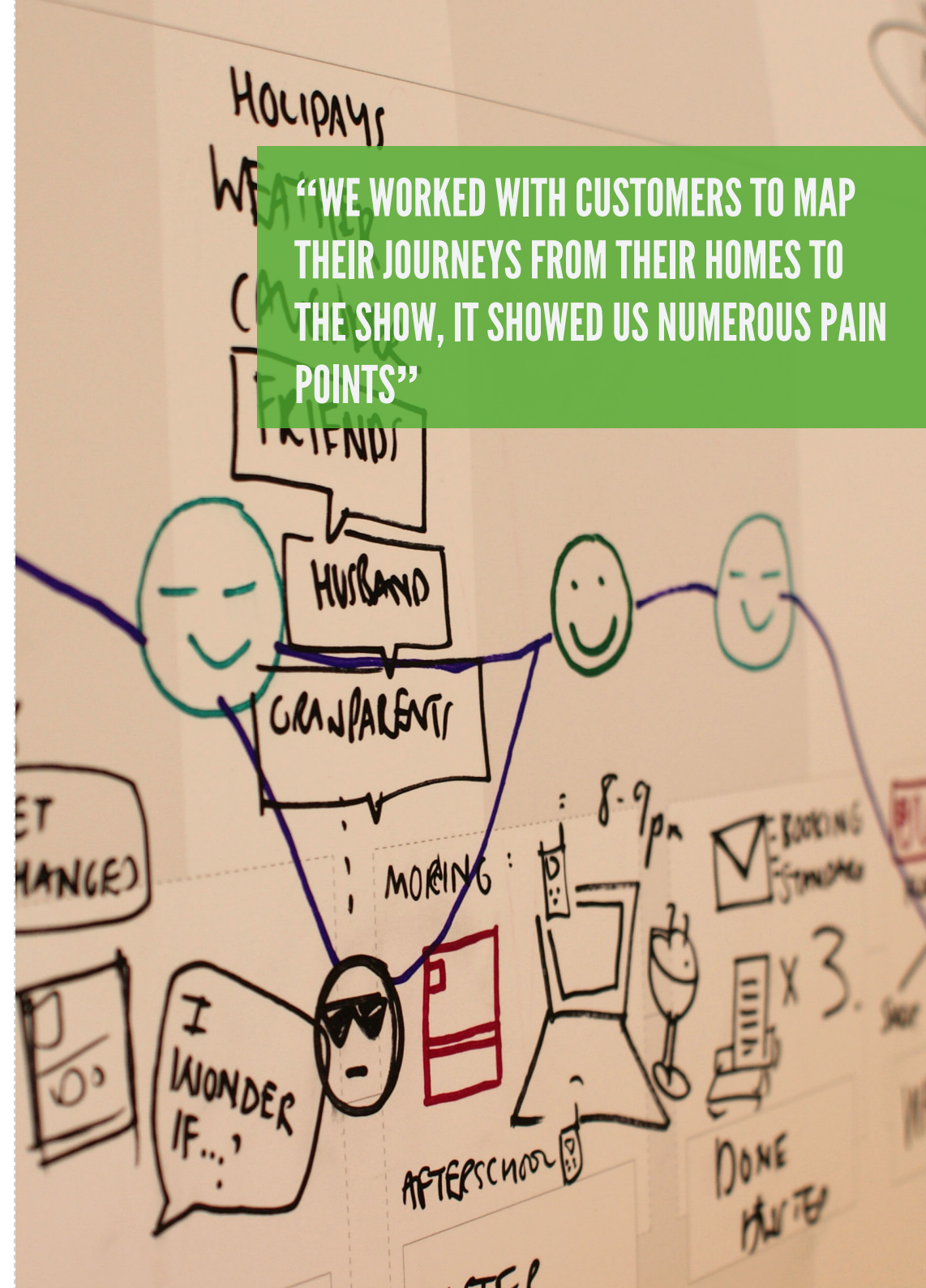
### USE ME TO:

- Gain user insights
- Discover latent needs
- Evaluate existing services
- Communicate new ideas

### YOU WILL NEED:

- A long sheet of paper (or a journey map template)
- Post its & pens
- Red & green for positive & negative experiences

“WE WORKED WITH CUSTOMERS TO MAP THEIR JOURNEYS FROM THEIR HOMES TO THE SHOW, IT SHOWED US NUMEROUS PAIN POINTS”



# CUSTOMER JOURNEY MAP

Start by thinking about all of the places that your customer visits, all of the elements of the service that they come into contact with. It's sometimes easier to start in the middle of the story and work backwards and forwards, drawing each stage. Think about the emotions that your customer experiences at each stage of their journey, pinpoint these on top of your drawings against the + and - signs e.g. "frustrated" "confused" "excited" Link these together to show the emotional journey undertaken. Take this completed tool on to help you with a P.O.P.I. exercise.







# DEFINE PERSONA

Personas are based on fictional characters whose profile summarises the features of an existing social group. This means the personas assume the attributes of the groups they represent: from their social and demographic characteristics, to their own needs, desires, habits and cultural backgrounds. They are designed to help you see a festival experience from lots of different perspectives.

The tool will prompt you to give the persona a name, a photo, age, occupation and tell their background story.

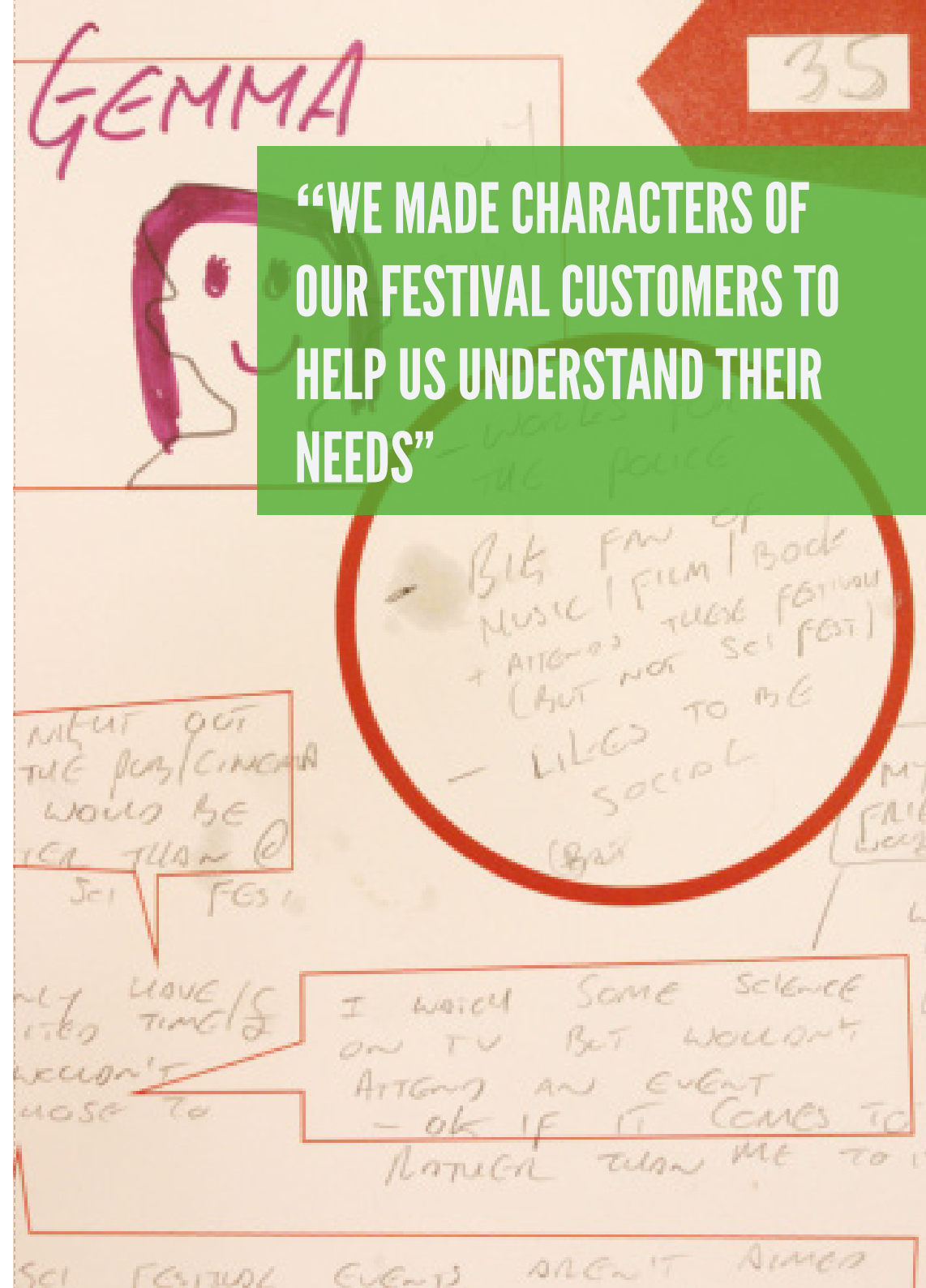
The persona should tell us what that person does day to day, what does their life look like, what are their personality traits? Use a key quote to sum up that person's thinking, this makes a persona quick and easy to understand.

## USE ME TO:

- Inspire and inform new ideas
- Synthesise user personalities into categories
- Maintain a customer centred process
- Test new ideas against reality

## YOU WILL NEED:

- To observe users
- Customer insight information
- To get this information you will to conduct interviews, talk to customers/staff, use quantitative information to create customer segments



# PERSONA

Image / portrait / sketch



Fill in the blanks:



**NAME** .....

**AGE** .....

**OCCUPATION / BACKGROUNDS** .....

**CHARACTERISTICS** .....

**MOST LIKELY TO** .....

**LEAST LIKELY TO** .....

“

”

Why would they attend your festival?  
What would they say?



# DEFINE

## USER VALUES - BREAKING DOWN FINDINGS AND NEEDS MORE

User values is as literal as it sounds. At its most basic, it is designed to help you in understanding what your customers values, generally or from your service as a whole.

These insights can be gathered through interviews using generative pre-made values.

Test these with users, place them in order of importance and include some blank templates so customers can have their own say and feel involved in the process.

### USE ME TO:

- Create meaningful service experiences
- Understand users

### YOU WILL NEED:

- Pre-made templates of hypothetical values
- Space to talk to user
- Capturing device (camera/post its)
- Media Portrait

“LISTING USER VALUES PUT OUR IDEAS INTO PERSPECTIVE”



# USER VALUES

User values is all about understanding what your customers value. These insights can be gathered through interviews using generative pre-made values. Test these with users, place them in order of importance and include some blank templates so customers can have their own say and feel involved in the process.

*Use the spaces below to write the values that you would like to test your users with, remembering to keep some blank for them to fill in themselves. Cut out!*




Remember to photograph and record the order that each user puts their values in, as well as the person themselves.

# DEFINE MEDIA PORTRAIT

Pictures speak louder than words.

A media portrait is a collection of images on a page that depicts a user's life. Using media portraits communicates very quickly what a user's life looks like.

These 'portraits' can be used throughout the development process to keep the project team focused on designing for the user.

Media portraits can be built up slowly over time as the discovery period develops.

Also, the project team can work on them as an exercise, pulling together media that has been collected and using magazines to create them.

## USE ME TO:

- Converge research about users
- Explain user needs to stakeholders

## YOU WILL NEED:

- Media collected from research
- Magazines
- Pen & Paper
- Glue



**“HAVING VISUAL PORTRAITS  
OF OUR CUSTOMERS REALLY  
BROUGHT THINGS TO LIFE”**

# MEDIA PORTRAITS

Pictures speak louder than words. A media portrait is a collection of images on a page that depicts a user's life. Using media portraits communicates very quickly what a user's life looks like. These 'portraits' can be used throughout the development process to keep the project team focused on designing for people. Media portraits can be built up slowly over time as the discovery period develops. Also, the project team can work on them as an exercise, pulling together media that has been collected and using magazines to create them.

*Build your media portrait on a board or piece of cardboard so that you can easily move it around and put it away at the end of a design session.*

*Think about your users lifestyle and hobbies...*

*Think about your users friends and family...*

*Think about their work life and career...*

*Think about their character and personality ...*

# DEFINE

## P.O.P.I. (PROBLEMS/OPPORTUNITY/PRINCIPLES/IDEAS)

POPI is a framework for driving the development process.

POPI enables you to work through insights and research to create principle statements.

Ideally, this can be used as a framework to discover and define stages of a project and be used as a point of reference.

It is an activity to converge lots of research into a vision.

POPI can be used to lay findings and ideas on a wall space so coherent stories and patterns can be easily identified.

### USE ME TO:

- Tell a story about how your work evolved
- Drive forward a project
- See the big picture
- Create well crafted principle statements

### YOU WILL NEED:

- A wall
- Some post its
- People involved in your project



“WHERE DO WE FOCUS OUR EFFORTS ON DEVELOPING THE FESTIVAL EXPERIENCE?”

# P.O.P.I.

POPI enables you to work through insights and research to create principle statements.

Ideally, this can be used as a framework to discover and define stages of a project and be used as a point of reference. It is an activity to converge research into a vision. POPI can be used to lay findings and ideas on a wall space so coherent stories and patterns can be easily identified.



**PROBLEMS**

**OPORTUNITIES**

**PRINCIPLES**

**IDEAS**

# DEFINE PRINCIPLE STATEMENTS

Creating principle statements is designing a criteria for the functions a design or project needs to fulfil.

Principle statements can be created at different stages in the development but are a good way to move forward after synthesising problems and opportunities and conducting further reasoning into the issues. Principles are usually communicated in short sentences or even one word which can be followed by a longer description. Principles are created to provoke more discussion and should be kept creative.


Think of them as what a user might say after using your service. For example your principles may be, 'easy to use', 'bespoke', 'flexible', 'personalising your experience'. You might want someone to say, "The service was really easy to use, it gave me flexibility to build my own festival itinerary and create a personalised experience."

## USE ME TO:

- Guide the development process
- Synthesise findings
- Delve deeper

## YOU WILL NEED:

- The project team
- Post its & pens



**“GOOD SERVICE DESIGN  
PRINCIPLES ARE LIKE  
MINIATURE, ROBUST, FLEXIBLE  
BRIEFS”**

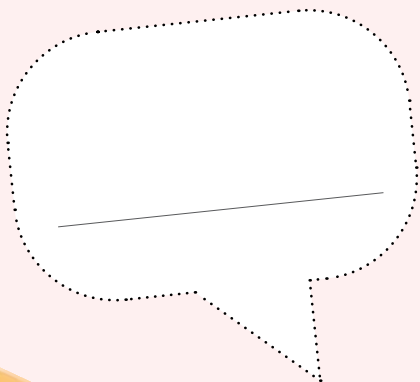
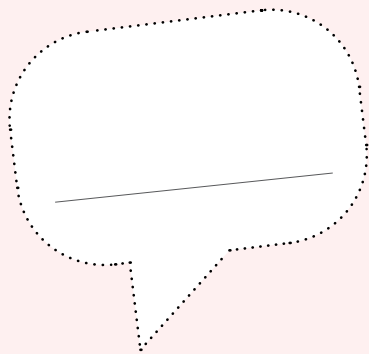
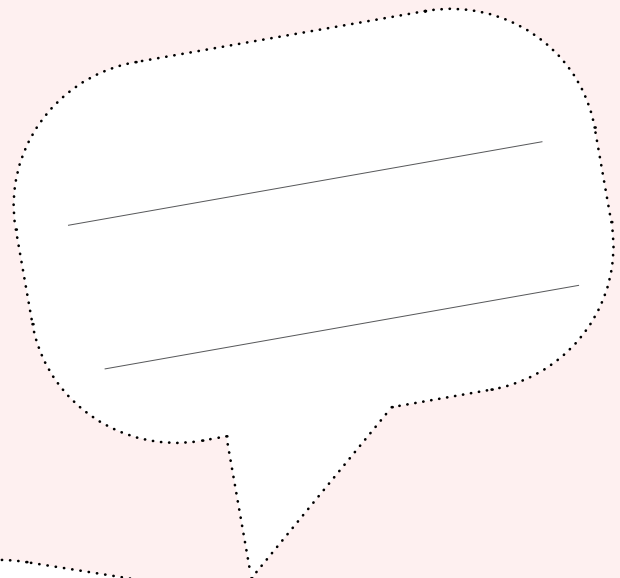
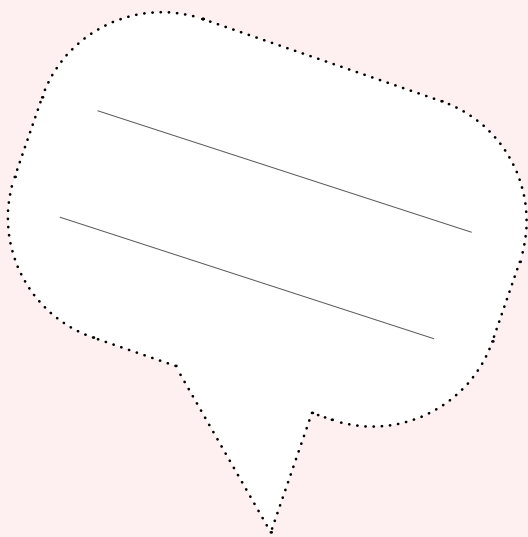
To provide the  
BEST festival of  
our kind in the  
world

TO NURTURE A  
COMMUNITY OF SHARING  
AMONGST OUR  
PERFORMERS.

# PRINCIPLE STATEMENTS

Creating principle statements is designing a criteria for the functions a design needs to fulfil. Principle statements can be created at different stages in development but are a good way to move forward after synthesising problems and opportunities and conducting further reasoning into the issues.

*Create your principles as short phrases or one-word statements, these can be supported by explanatory sentences.*



Fill these in, cut them out and have them near you and the team whenever you are continuing to develop your service idea. You might want to revisit these before the delivery stage.



# DEFINE

## CLUSTERING

Clustering is a very useful and often essential tool to use after a group 'idea generation' session.

The outcome of these activities is often a vast amount of possible ideas and directions. It is really useful to group together ideas by common themes, consistencies or important relationships.

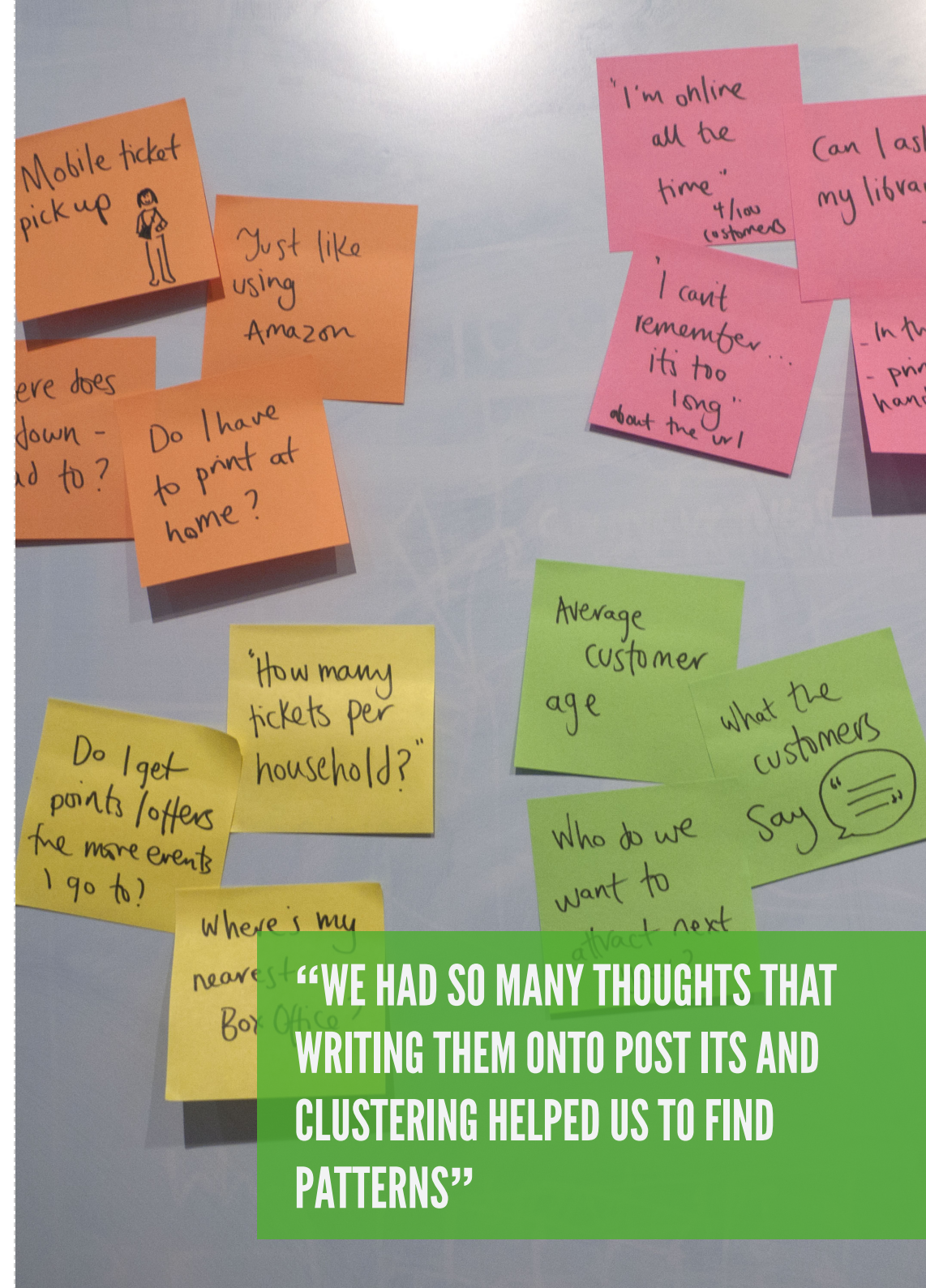
This method can begin to structure the next steps of a project, begin to divide tasks and can eliminate the role of one person taking charge of the group as everyone's ideas cluster together. For example, you may cluster your research under themes such as 'accessibility' or 'venue'.

### USE ME TO:

- Group ideas
- Structure your project
- Divide tasks
- Make sense of idea generation

### YOU WILL NEED:

- A large wall
- Post its for headings/titles
- Camera to capture the process

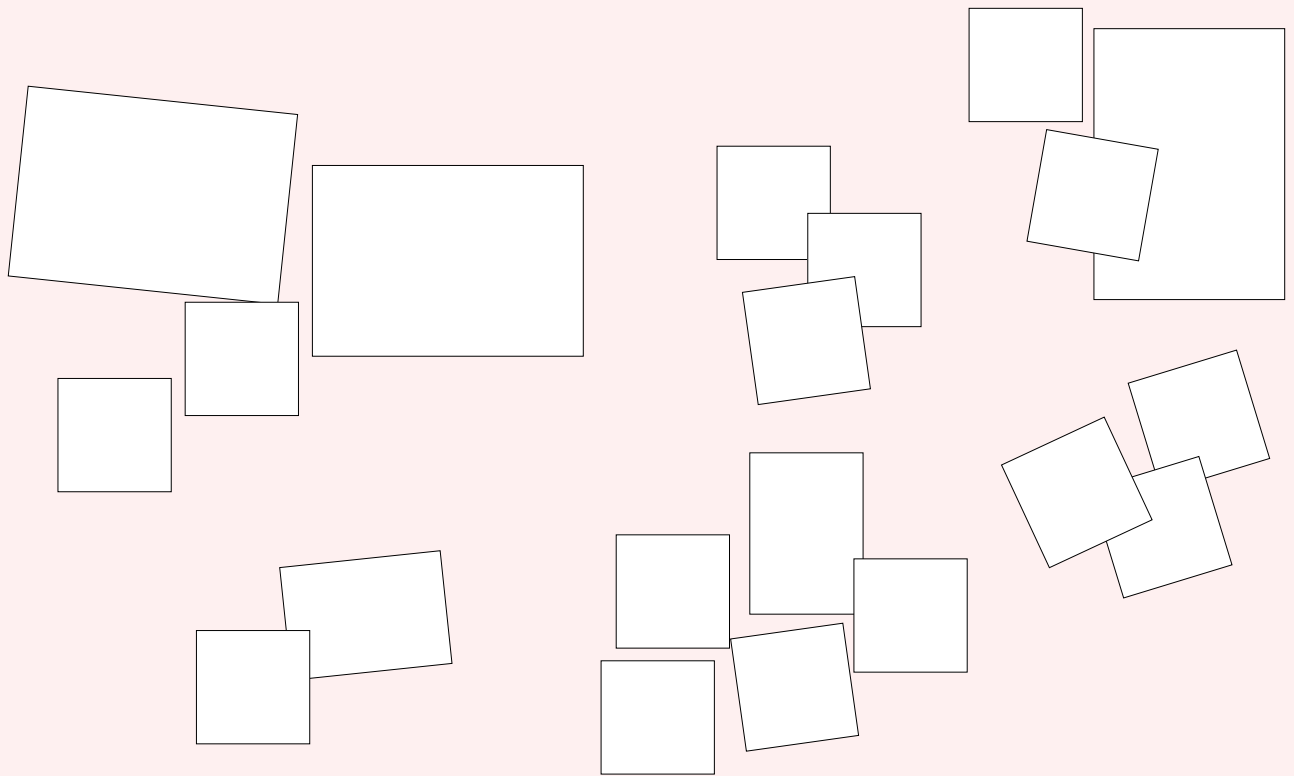


**“WE HAD SO MANY THOUGHTS THAT WRITING THEM ONTO POST ITS AND CLUSTERING HELPED US TO FIND PATTERNS”**

# CLUSTERING

Clustering is a very useful and often essential tool to use after a group 'idea generation' session or to help you cluster themes, especially when this includes a lot of research. The outcome of these activities is often a vast amount of possible ideas and directions. It is really useful to group together ideas by common themes, consistencies or important relationships.

*Think about grouping by actions to be taken, things still to find out, ideas to develop, principle ideas and statements. Find the biggest wall you can, and spread your ideas across it.*



 Make sure that you photograph your clusters before taking the ideas off the wall. Add these images to your project blog.

# DEFINE BRAINSTORM

A brainstorm exercise is when everyone in the room is encouraged to add ideas onto either a wall or paper. The best way to do this is to use post its to add a small sketch or title of an idea. The purpose is to allow an allocated time to come up with as many ideas as possible. This requires a few basic rules.

1. Set a timer and stick to it. Depending on the circumstances you might want to do short bursts of 1 to 5 minutes. You may want to give an hour.
2. Everyone must contribute.
3. Draw in chunky pens (this means everyone can read it).
4. Every idea counts (no matter how eccentric).

Even if an idea is about a flying pig that takes your customers from one venue to another, it still counts. Returning to ideas like this can uncover those nuggets of brilliance!

## USE ME TO:

- Come up with ideas
- Include everyone in the project

## YOU WILL NEED:

- Pens & post its
- A large sheet of paper or a wall



# BRAINSTORM IDEAS

A brainstorm exercise is when everyone in the room is encouraged to add ideas onto either a wall or paper. The best way to do this is to use post its to add a small sketch or title of an idea. The purpose is to allow an allocated time to come up with as many ideas as possible. This requires a few basic rules.



Set a timer and stick to it. Depending on the circumstances you might want to do short bursts of 1 to 5 minutes. You may want to give an hour.



Everyone must contribute.



Draw in chunky pens (this means everyone can read it)



Every idea counts ( no matter how silly )

A great way to get your groups and your own mind warmed-up is to do an exercise called 50 ways to squeeze a lemon. Give yourselves 5 minutes, a large sheet of paper and as quickly as you can, visualise 50 ways to squeeze a lemon - the more inventive the better.

# DEFINE

## IDEA VOTING

Ever been caught in an argument over which idea is the best?

Finding it hard to get the group to move forward and choose an idea or principle to take on?

Sticky dots is a way of quickly and efficiently making a move forward. It is a democratic way of decision making.

Take 3 dots each and choose your three favourite ideas. At the end, take forward the idea with the most votes.

The likelihood is that you will return to other ideas as the project develops,

### REMEMBER!

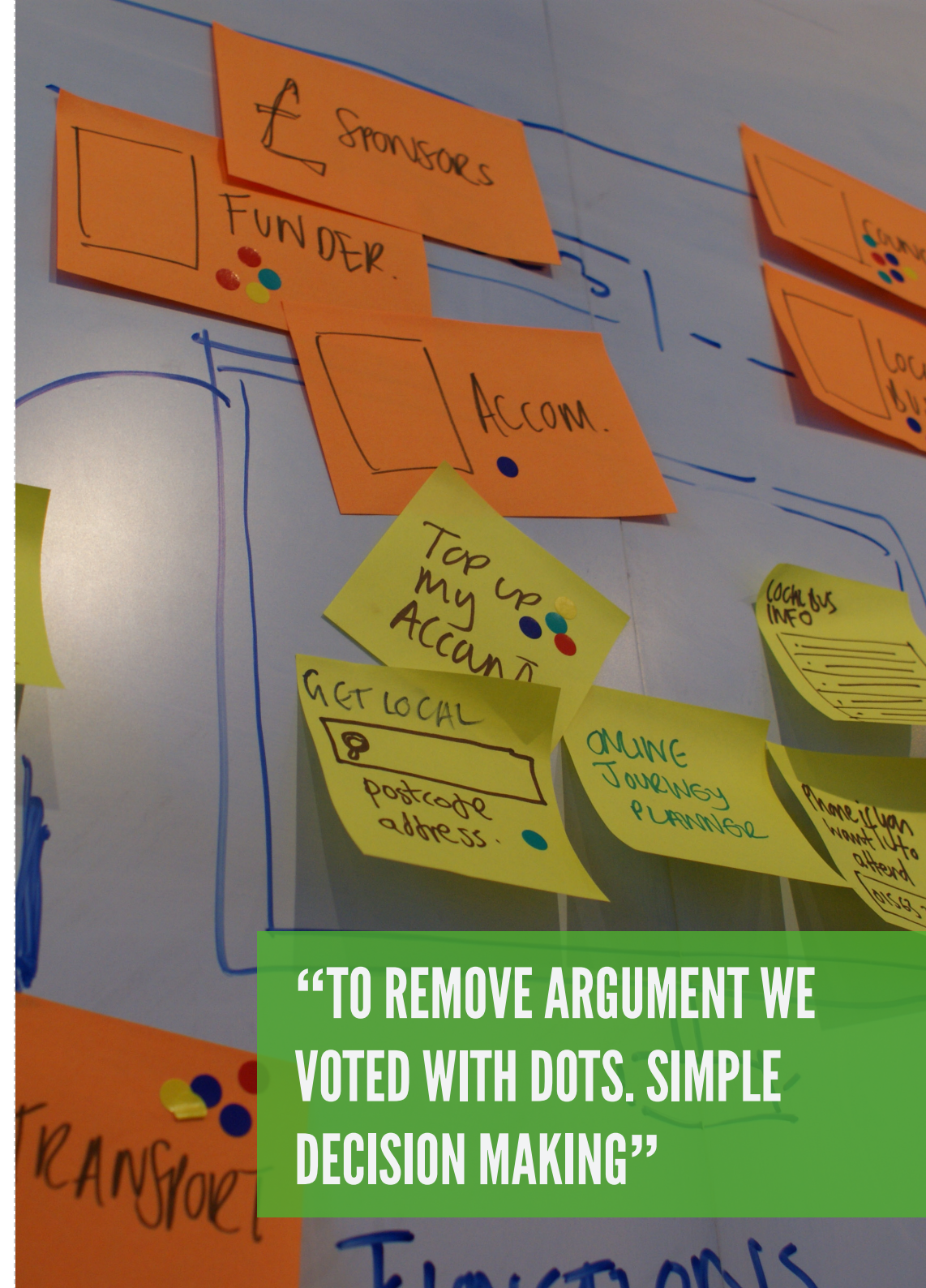
Don't be too precious!

### USE ME TO:

- Choose a route forward
- Overcome barriers

### YOU WILL NEED:

- A pack of sticky dots

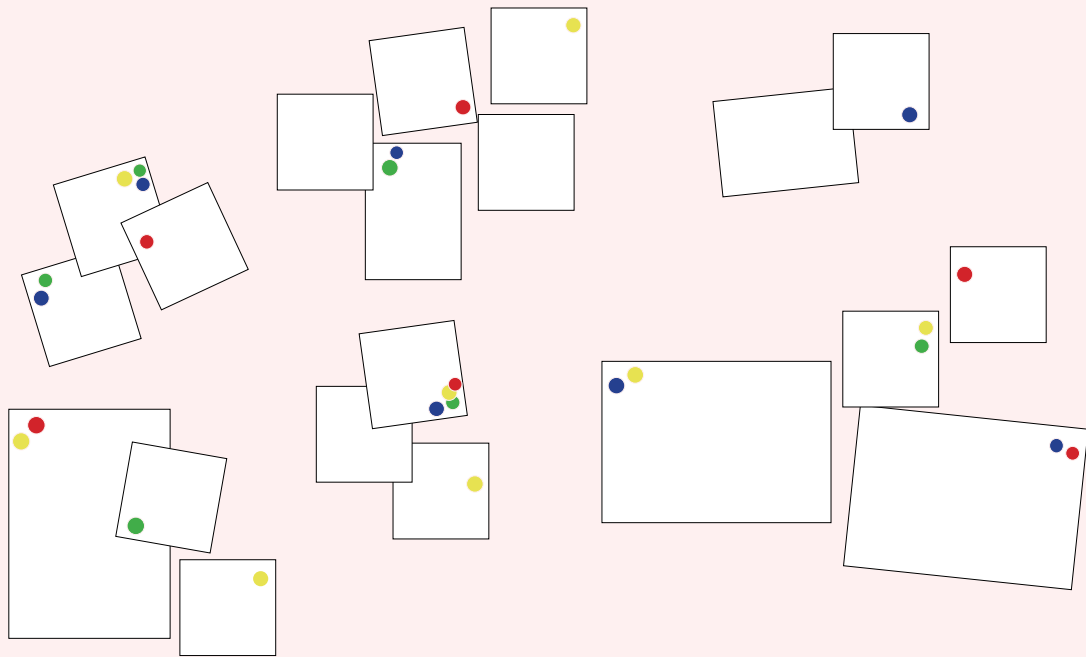


**“TO REMOVE ARGUMENT WE VOTED WITH DOTS. SIMPLE DECISION MAKING”**

# IDEA VOTING

Ever been caught in an argument over which idea is the best? Finding it hard to get the group to move forward and choose an idea or principle to take on? Sticky dots is a way of quickly and efficiently making a move forward. It is a democratic way of decision making. Take 3 dots each and choose your three favourite ideas. At the end, take forward the idea with the most votes.

*Find the biggest wall you can, and spread your ideas across it, giving yourself room to move them around.*



Make sure that you photograph your clusters before taking the ideas off the wall. Add these images to your project blog.

# DEFINE NEWSLETTER

EVENTS/PLATFORMS/TOOL

A newsletter is a great way to communicate your project to internal colleagues and external, interested parties!

Always remember, the purpose of a newsletter is to communicate, not to see how many times you can send readers scrambling to find a dictionary.

People like stories. Tell the story of what you are doing, why you are doing it and what you are learning and don't over-complicate it. Keep your writing casual, nontechnical and conversational.

## USE ME TO:

- Tell the story of your work to the rest of the world
- Inspire and excite others to explore the design like approach you are using

## YOU WILL NEED:

- Any publishing software

UPDATE FROM THE JAZZ AND BLUES FESTIVAL TEAM  
SEPTEMBER 2012



## “WE USED A SIMPLE NEWSLETTER TO COMMUNICATE OUR PROJECT UPDATES”

We are delighted to announce the dates for next year's Edinburgh Jazz and Blues Festival which are 20-29th July 2012.

Ticket vouchers (to any value over £5) are on sale from 0131 467 5200 - perfect for unusual Christmas presents!

From the Festival's commencement the artistic policy has been to concentrate on musical excellence (rather than the "star system") and to champion spontaneous creativity: music making on the spot in Edinburgh. These virtues have been developed in the 21st Century with the production of a wide range of new music, the establishment of the Edinburgh Jazz Festival Orchestra, and an on-going commitment to supporting Scottish musicians to realise creative ideas, and to link with international musicians. Edinburgh Jazz and Blues Festival has also grown its world outlook, presenting high quality musicians from all over the world.

The Festival is managed by a Board of Directors, chaired currently by Brian Fallon. Fiona Alexander and Roger Spence are employed as Producers.

Edinburgh Jazz Festival was set up in 1978 by banjo-player and guitarist, Mike

Hart. Mike's initial focus was on traditional jazz and a host of other styles. In the mid-80's the Festival had added ticketed events, and occasionally some more modern groups.

A Princes Street parade was established, and free events in the Grassmarket and Princes Street Gardens. A blues weekend centred on the Caledonian Brewery in Slateford was added. The administration became professional and significant sponsorship, especially from brewery companies, helped the Festival to present many major international names from the worlds of classic and swing jazz. Amongst the regular visitors were Buddy Tate, Warren Vache, The Black Eagles Jazz Band and the Hot Antic Jazz Band.

By the mid-90's the social landscape of Edinburgh had changed. Music in pubs was much reduced and the Festival's artistic approach serviced a much wider audience.

Get in touch, tell us what you think:  
hello@edinburghjazzandblues.com  
@jazzandbluesed  
0131 873 5472



# CO-DESIGN SESSION

A co-design session is a fantastic opportunity to involve a range of different stakeholders in the design process itself.

Co-design is a core aspect of the service design philosophy. It can involve anyone from staff, designers, customers and executives.

Together, you'll work collaboratively to examine and innovate ideas.

Try putting on a workshop to bring people together and generate ideas to some of your problems or insights.

## USE ME TO:

- Explore potential directions for your idea
- Gain inspiration
- Create a sense of shared ownership around this process

## YOU WILL NEED:

- A space
- An invitation
- A structured agenda
- Paper & Pens
- Post its
- Generative tools
- Recording equipment

**“IT WAS JUST AMAZING HAVING CUSTOMERS, STAFF, ORGANISATIONS DESIGNING TOGETHER AROUND ONE TABLE””**





# SHOWCASE EVENT

Holding an event is a great way to get people on board with your project.

Invite a range of speakers to talk about the issue you're solving, or topic you're focusing on and showcase the work you've done to date.

You can also use this event to raise funding, grow your critical friends and network for the project.

You'll also get good feedback on the work so far. Try to keep a record of all the questions you are asked and visit these when the project team reconvenes.

Use something simple like Eventbrite to send out invitations, and write a compelling description about the event to entice people to come along.

## USE ME TO:

- Gain feedback on your work so far
- Focus the future direction of your work

## YOU WILL NEED:

- An invitation
- A venue
- A range of finished and incomplete aspects of your process to show off
- A short presentation of your process (optional)



“WE BOOKED A SIMPLE VENUE  
AND LET OUR SLIDES DO THE  
TALKING”

# DEVELOP IDEA SKETCH

Sketching your concept or quickly visualising it on screen using graphic software is a great way to bring an idea to life and share with others.

People should be able to look at it and understand what your idea does. It should be accompanied by as little text as possible.

Of course, you can use old fashioned paper and pen to sketch your idea too!

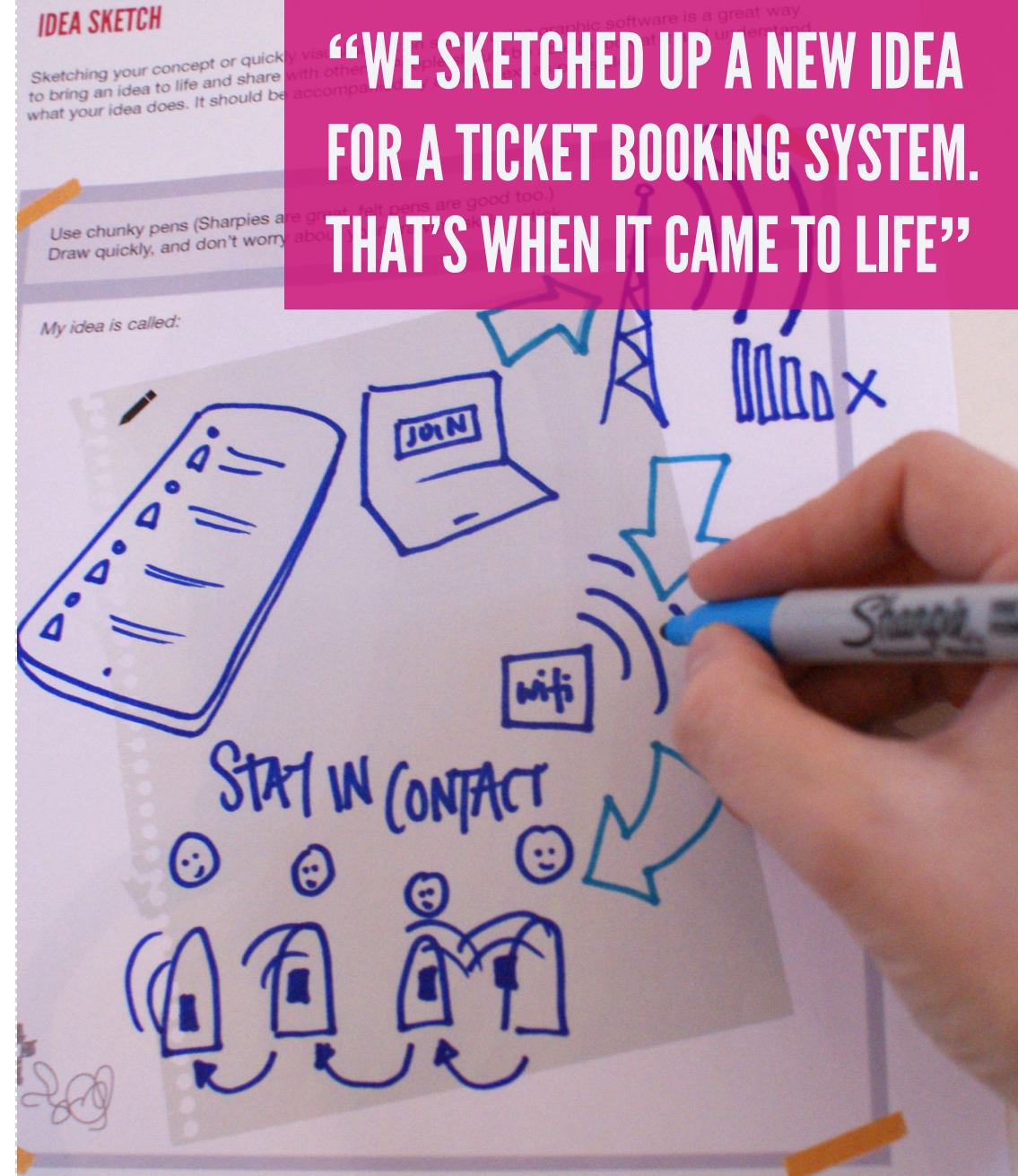
You may want to consider sketching up a festivals website layout, a leaflet, or developments to the Fringe phone app.

## USE ME TO:

- Communicate your ideas succinctly.
- Practice your drawing skills
- Visualise Ideas
- Create a prop for feedback/ further discussion.

## YOU WILL NEED:

- An idea
- A drawing medium
- Google Images
- Graphic editing software



“WE SKETCHED UP A NEW IDEA FOR A TICKET BOOKING SYSTEM. THAT’S WHEN IT CAME TO LIFE”

# IDEA SKETCH

Sketching your concept or quickly visualising it on screen using graphic software is a great way to bring an idea to life and share with others. People should be able to look at it and understand what your idea does. It should be accompanied by as little text as possible.

Use chunky pens (Sharpies are great, felt pens are good too.)  
Draw quickly, and don't worry about your drawing skills - stick

*My idea is called:*



# DEVELOP STORYBOARD

We've all seen films, read books, told a joke; stories are one of the easiest ways to get an idea across.

Services benefit from being turned into stories because they happen over time, they have a natural narrative. Using stories allows for central characters (users) supporting cast (staff) and a beginning, middle and end (service blueprint).

Use a simple template to build one, like a comic book layout, and draw (yes, even stick men) a visual story. Start in the middle with the outcome/the value your idea offers and work on either side if you are stuck where to begin the story.

You might start with the idea of a website showing you where venues are and if they have disabled toilets or not, but elaborate on this idea by thinking about how the information got there, and if people review the information about the amenity after they have used it. Storyboarding will allow you to think this through and really work up an idea.

## USE ME TO:

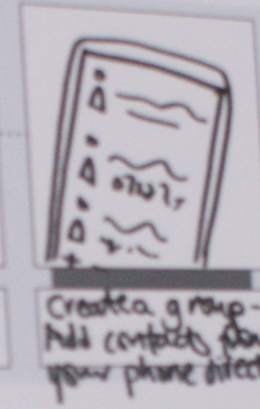
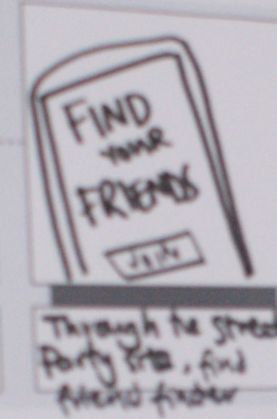
- Communicate an idea
- Develop an idea around how people use it
- Think about all angles of a service

## YOU WILL NEED:

- Paper & Pens
- The storyboarding template

## STORYBOARDING

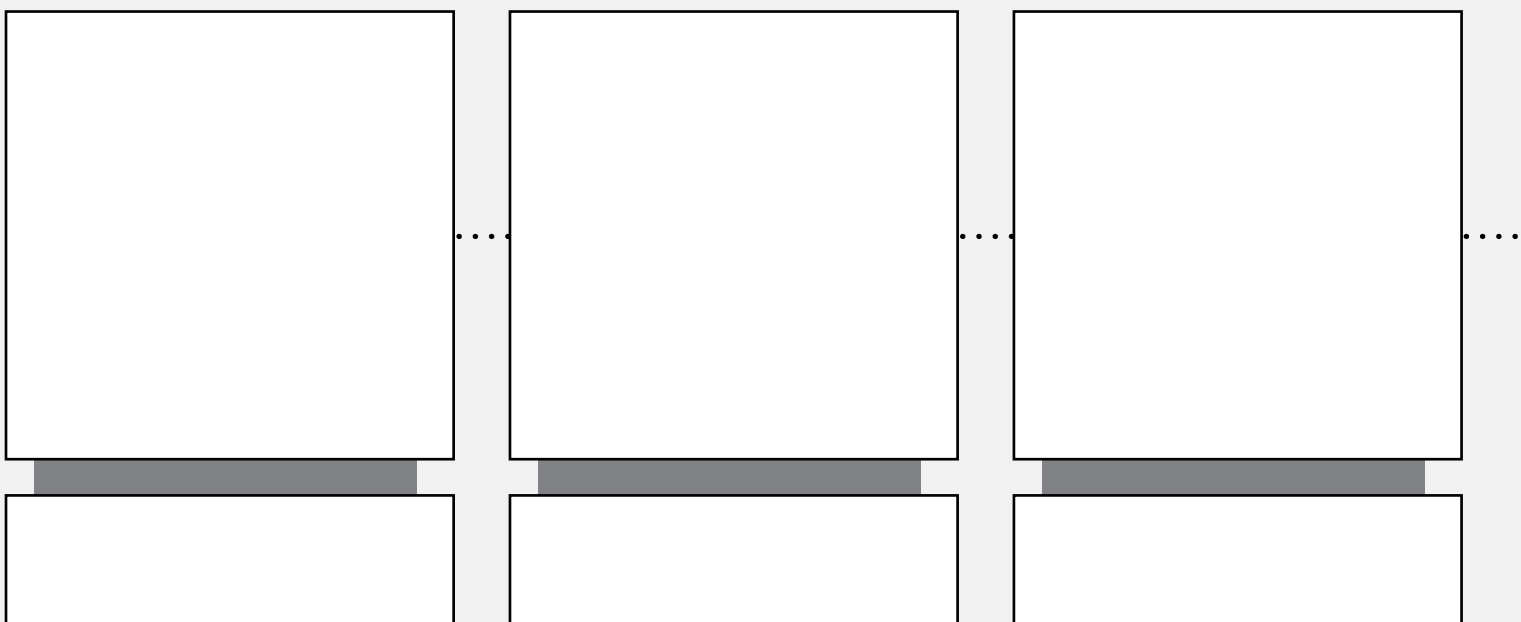
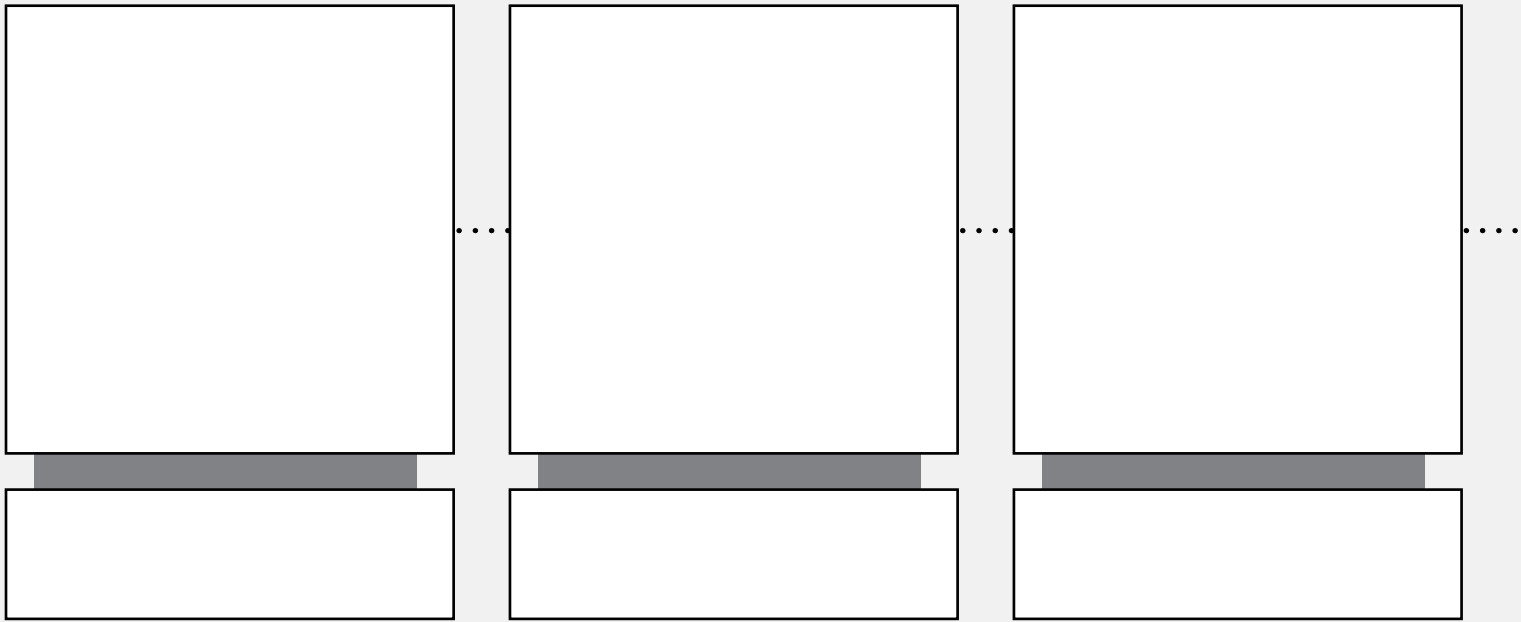
We've all seen films, read books, told a joke; stories are one of the easiest ways to get an idea across. Services benefit from being turned into stories because they happen over time, they have a natural narrative. Using stories allows for central characters (users) supporting cast (staff) and a beginning, middle and end.



**“I HAD A NEW IDEA FOR THE DELEGATE EXPERIENCE, STORYBOARDING ALLOWED ME TO COMMUNICATE HOW IT UNFOLDS FROM THEIR COUNTRY TO THE HOTEL”**

# STORYBOARDING

We've all seen films, read books, told a joke; stories are one of the easiest ways to get an idea across. Services benefit from being turned into stories because they happen over time, they have a natural narrative. Using stories allows for central characters (users) supporting cast (staff) and a beginning, middle and end (service blueprint). Start in the middle with the outcome/the value your idea offers and work on either side if you are stuck where to begin the story.



# DEVELOP

## PROTOTYPE CHALLENGE LITE (MOCK UP, LEGO, STAGING)

Prototyping is a quick way to test your ideas. We all prototype every day when we try a new recipe or take a new route to work. Prototyping your idea may involve cardboard, paper or lego. It doesn't matter what it looks like. To use this method you will need your imagination to bring your ideas to life. Working with a partner or team is great for this to run through how an idea might work.

You could run a challenge to really get people to make their ideas real in a workshop - all you need to do is put down a box of materials and make it mandatory for participants to show how their idea looks and feels using the materials in the box. Try using techniques from the Festivals Design DNA toolkit like 'mock up', 'desktop walkthrough' or 'staging' to get people making their ideas.

Your prototypes should develop as your idea does. Starting off with montages of existing services and elements that you would like to include/draw inspiration from, through to more realistic examples of touchpoints and interfaces. The idea of a prototype is to test your idea and receive feedback, so you shouldn't be too precious about it. Keep your prototypes quick and simple.

### USE ME TO:

- Test Ideas
- Develop ideas
- Get user feedback
- Communicate the idea in your head

### YOU WILL NEED:

- Pens & paper
- Imagination



**“WE MADE OUR IDEA REAL IN UNDER 10 MINUTES. WE PROTOTYPED A NEW APP FOR THE FRINGE”**

## PROTOTYPE CHALLENGE (TAKE PROTOTYPES TO USERS)

Prototyping is a quick way to test your ideas. We all prototype every day when we try a new recipe or take a new route to work. Find out what they like and dislike about your idea. Most importantly, give users the opportunity to get their hands on your prototype, this is when you find out how they really feel about it.

*You can either bring your users into your prototype challenge workshop or take your prototypes out to their homes/workplace.*



 Video-capturing your users' initial reactions to your prototypes will reveal a lot, make sure that you collect this data.

# DEVELOP

## PROTOTYPE CHALLENGE (take prototypes to users)

Prototyping is a quick way to test your ideas. We all prototype every day when we try a new recipe or take a new route to work. Prototyping your idea may involve cardboard, paper or lego. It doesn't matter what it looks like. To use this method you will need imagination to bring your ideas to life. Working with a partner or team is great for this to run through how an idea might work.

This challenge differs from the lite version of prototype challenge because we bring users in here. You can do this in two ways;

1. Bring them into your prototype challenge workshop. Be clear on what the outcomes are and what you will be doing.

2. Take your prototypes out to their homes/workplace. Find out what they like and dislike about your idea. Most importantly, give users the opportunity to get their hands on your prototype, this is when you find out how they really feel about it.

### USE ME TO:

- Test ideas
- Develop ideas
- Get user feedback
- Communicate the idea in your head

### YOU WILL NEED:

- Paper, pens, glue.
- Electronic Devices
- (Standard Art Attack or Blue Peter set)

“ONCE WE HAD HANDED OVER OUR APP TO OUR CUSTOMERS IT WAS CLEAR TO SEE WHAT WORKED AND WHAT DIDN'T”





## PROTOTYPE CHALLENGE (TAKE PROTOTYPES TO USERS)

Prototyping is a quick way to test your ideas. We all prototype every day when we try a new recipe or take a new route to work. Find out what they like and dislike about your idea. Most importantly, give users the opportunity to get their hands on your prototype, this is when you find out how they really feel about it.

*You can either bring your users into your prototype challenge workshop or take your prototypes out to their homes/workplace.*



 Video-capturing your users' initial reactions to your prototypes will reveal a lot, make sure that you collect this data.

# DEVELOP

## STAGING

Staging is about acting out your new service or product in use to help develop ideas further. Choose a couple of actors and someone to play the director.

Using prompts like personas, user characteristics, a basic story or a new idea, staff and/or customers can act out service experiences.

Participants in the staging exercise are asked to interchange between roles in the scenarios so different perspectives can be gained and ideas driven forward. It is advised to film this exercise so it can be analysed afterwards. You can use this to demonstrate the concept to your organisation, product development team or stakeholders.

Staging is a great communication tool, but more importantly a development exercise. By acting out the service, the director can shout cut to show moments where there might be a pain point with your idea, or where there is an opportunity to change an element of your process. Evaluation afterwards is crucial to find what worked and what didn't. You can do this using discussion, or the POPI framework to develop thinking around how to improve the offering you have developed. Another alternative is to film the staging and watch it back, this allows you to go more in-depth into the process and design you are suggesting.

### USE ME TO:

- Develop and test new ideas
- Bring staff into the development process
- Uncover new insights and opportunities

### YOU WILL NEED:

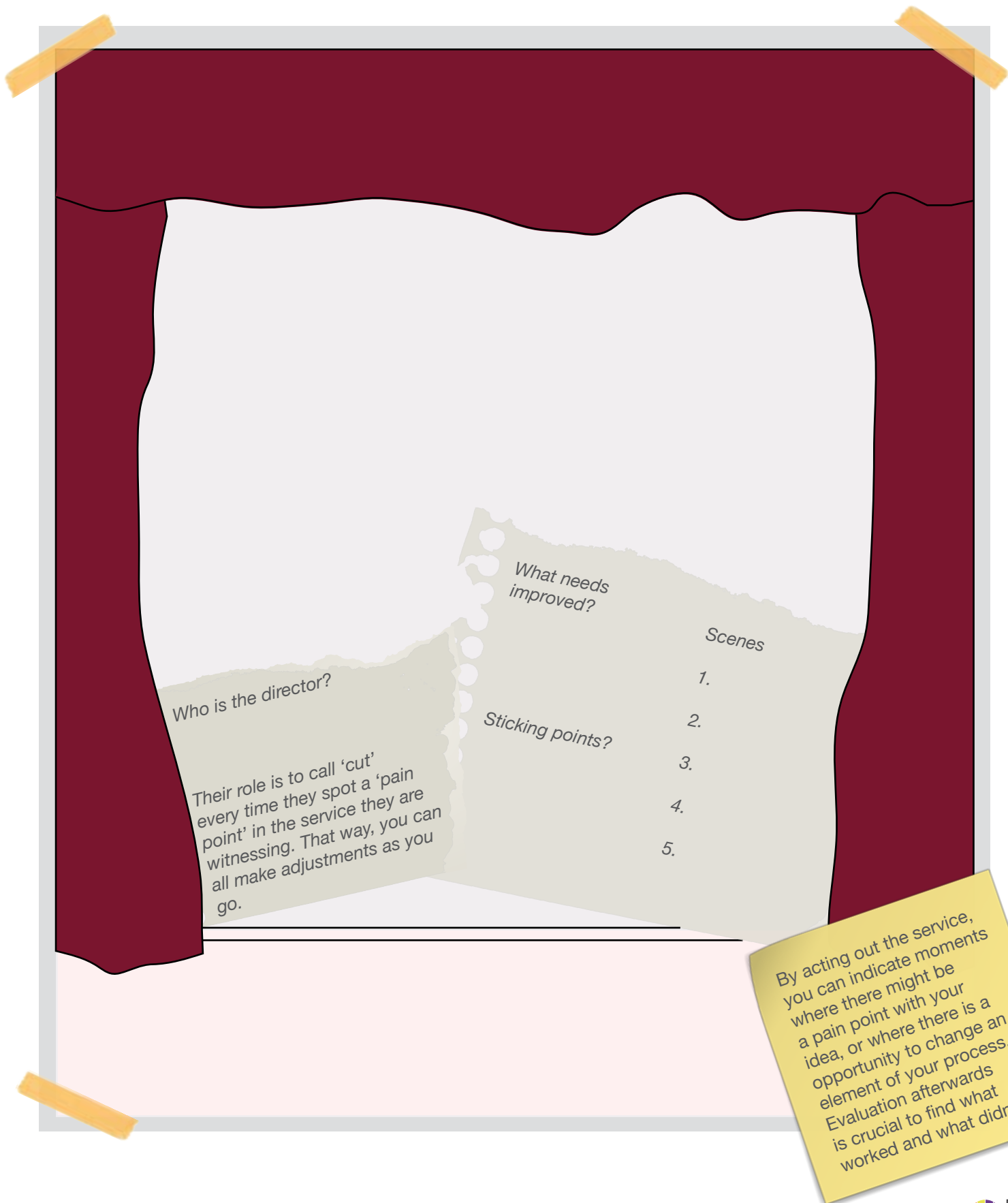
- The project team
- A prompt (template format)
- A video camera



**“STAGING REALLY BROUGHT TO LIFE OUR WELCOME EXPERIENCE TO OUR VENUE”**

# STAGING

Staging is about acting out your new service or product in use to help develop ideas further. Choose a couple of actors and someone to play the director. Script this using personas, characteristics, a basic story and the idea, staff and/or customers can act out service experiences.



# DEVELOP

## DESKTOP WALKTHROUGH

The function of a desktop walkthrough is implied in the title - they are walkthroughs that can be done from your desk.

Using figurines, complex services can be brought to life and visualised in 3D, enhancing your paper sketches.

Typically, the method will use a customer journey and other 'actors' to imagine a service.

Small touchpoint props can be mocked up and a persona can be taken through the service.

Do this with stakeholders, or just on your own to bring to life a service and question how it works.

### USE ME TO:

- Test ideas
- Bring to life intangible concepts
- Develop ideas
- Share your thinking with stakeholders
- Gain feedback from customers

### YOU WILL NEED:

- Plastic figurines, Lego
- Paper, glue, pens
- Camera to capture the process



**“WE USED LEGO TO LOOK AT HOW PEOPLE WOULD MOVE DOWN THE HIGHSTREET”**

# DESKTOP WALKTHROUGH

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*Small touchpoint props can be mocked up and a persona can be taken through the service, with stakeholders, or just on your own to bring to life a service and question it.*

Some points to consider when creating your walkthrough:



Who is going to be included in the story?

---



Where do the elements of the story take place? Do you need scenery?

---



What particular points do you want to illustrate?

---



Do you need 'supporting actors'?

---



How will you mock up your touchpoints?

---



How will you differentiate between existing and new service offerings?

---



How many stories/ people do you want to walk through?

---



*Set your scene: think about where you are going to work, how much space do you need?*



Taking photos of each of your 'scenes' means that they can be used to form a storyboard, with additional written descriptions.

# DEVELOP

## MOCK UP

Your mock-ups should develop as your idea does.

Starting off with montages of existing services and elements that you would like to include/ draw inspiration from, through to more realistic examples of touchpoints and interfaces.

The idea of a mock-up is to test your idea and receive feedback, so don't cherish it too much. Keep your mock-ups quick and simple.

This is an ideal technique to do from your desk, or in a workshop scenario.

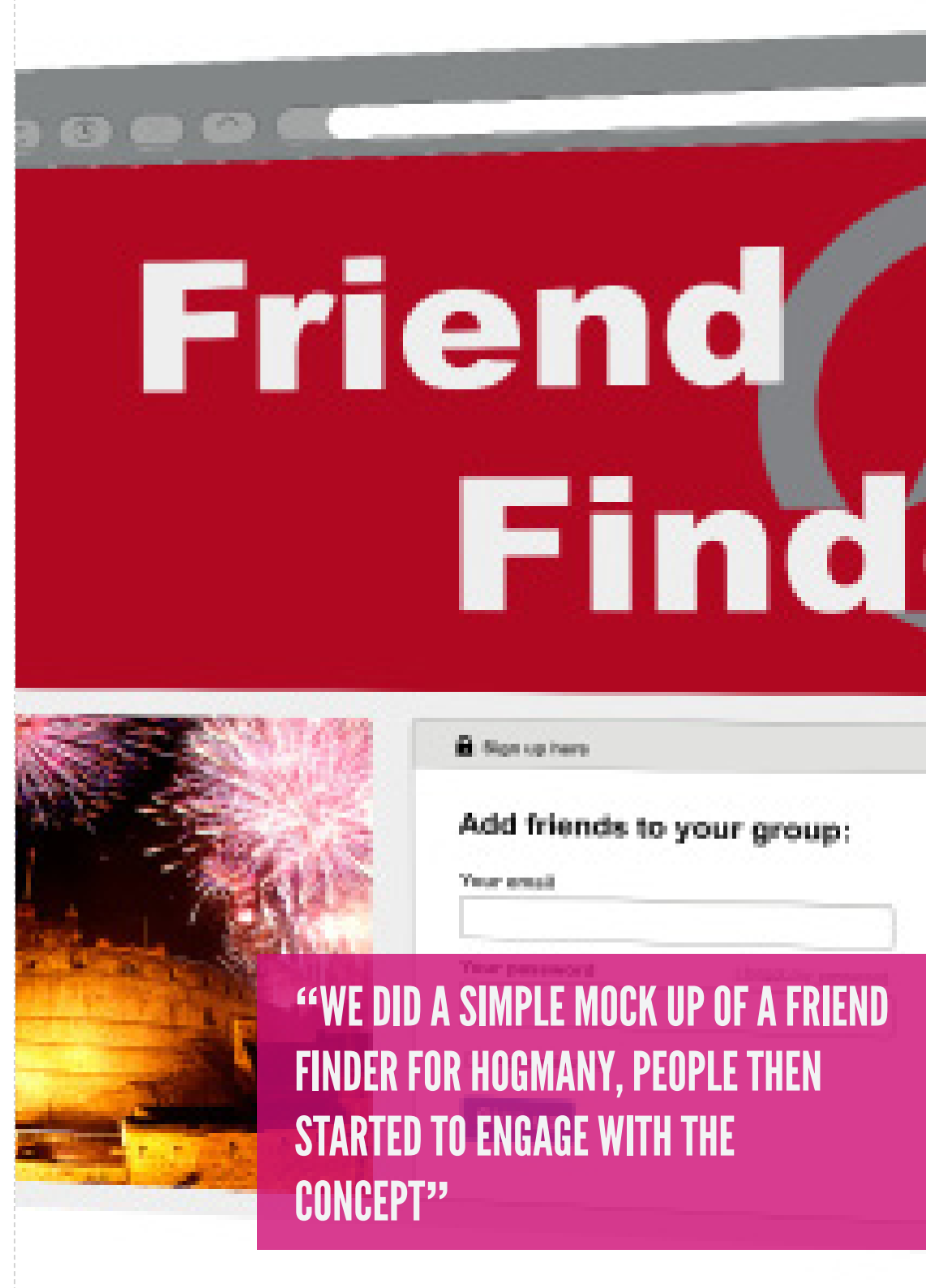
You may find yourself mocking up a ticket with a QR code on it, drawing out a new website which showcases events on across the year, or a leaflet that has information on places to eat near your main venue.

### USE ME TO:

- Test ideas
- Develop ideas
- Get user feedback
- Communicate the idea in your head

### YOU WILL NEED:

- Pens & paper
- Imagination



**“WE DID A SIMPLE MOCK UP OF A FRIEND FINDER FOR HOGMANY, PEOPLE THEN STARTED TO ENGAGE WITH THE CONCEPT”**

# MOCK UP

Your mock-ups should develop as your idea does. Starting off with montages of existing services and elements that you would like to include/draw inspiration from, through to more realistic examples of touchpoints and interfaces. The idea of a mock-up is to test your idea and receive feedback, so you shouldn't be too precious about it. Keep your mock-ups quick and simple.

*This is an ideal technique to do from your desk, or in a workshop scenario. You may find yourself mocking up a ticket with a QR code on it, drawing out a new website which showcases events on across the year, or a leaflet that has information on places to eat near your main venue.*

Ideas sketch : what does your idea look like?

What do you need to make this real?



 Taking photos of each of your 'scenes' means that they can be used to form a storyboard, with additional written descriptions. 'Rough and Ready' is ok, capture on camera afterwards.

# DEVELOP

## EXPERIENCE PROTOTYPE (LARGE)

During the development of your service, it is important to use different tools to test from different angles.

The service user and provider experience a simulation of the final service through it's touchpoints. This does not need to be in situ, it can be in the studio/office context, but it does need to involve actual service providers and/or users.

This type of prototyping is useful to explore the performance of the service against it's users. You may want to test a new concierge service for delegates who have been invited by your festival organisation.

Why not rent a space like the Melting Pot and use cardboard to mock up an airport arrivals space and the inside of the car and materials provided when taking the delegate from airport to hotel. Have someone film the experience and then review it back with the user. What was brilliant, and what could have been better?

By bringing it to life is where you will find most useful feedback to develop your final proposition.

### USE ME TO:

- Test ideas
- Develop ideas
- Get user feedback
- Gain experiential feedback

### YOU WILL NEED:

- Service users and providers for testing
- Incentives (sweets, biscuits)
- Mock-up/prototypes of touchpoints
- Camera/Video camera
- Pens, paper & post its

“WE TOOK OUR PROTOTYPE INTO THE VENUE AND ASKED PEOPLE TO TRY IT OUT”





# EXPERIENCE PROTOTYPING

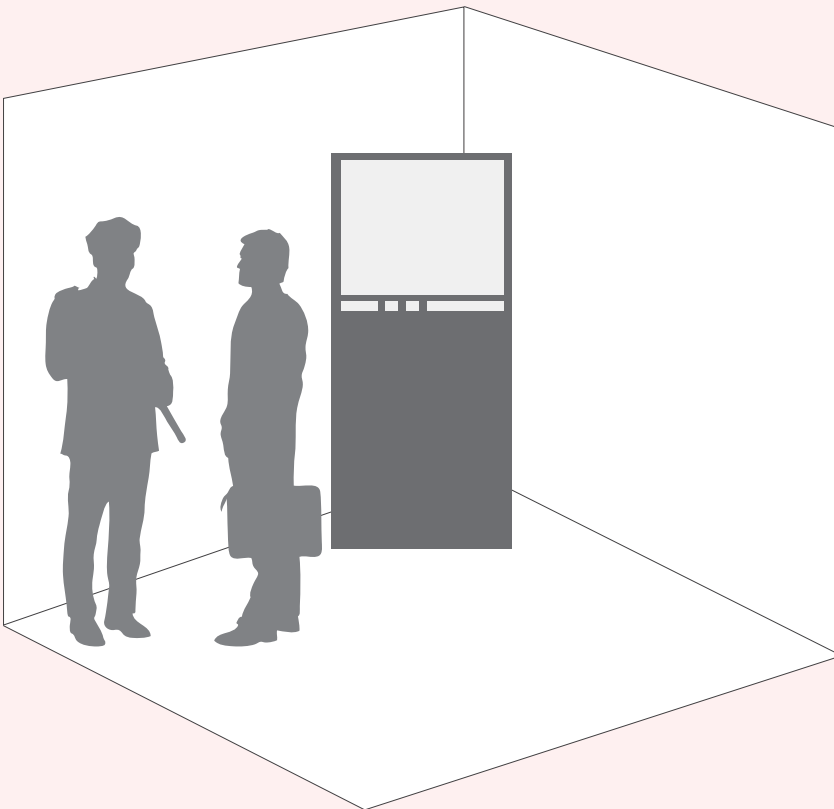
During the development of your service, it is important to use different tools to test from different angles. The service user and provider experience a simulation of the final service through its touchpoints. This type of prototyping is useful to explore the performance of the service against its users.

*This does not need to be in situ, it can be in the studio/office context, but it does need to involve actual service providers and/or users.*

*Think about the scenes that you want to try out through experience prototyping - sketch them out like a customer journey map to give you some structure.*


--	--	--	--	--	--


*Think about setting your scene: where will you try out your idea, how much space will you need? What contextual details do you need to include?*



*What do you need?  
Props, people, places...*

*Who is involved + roles*

	_____
	_____
	_____

 Video-capturing your service users and providers use of the new service offering will show you what works & what needs a little more development.



EVENTS/PLATFORMS/TOOL

## MAKE DAY - PROTOTYPE/DEVELOP IDEA SESSIONS

The development stage is all about prototyping. But sometimes it can be difficult to do this alone as an individual, or difficult to find the time to run prototypes and mock up touch points with the day to day running of your organisation.

A make day is about making the space and time to bring ideas to life. These ideas may have come from within your own festival organisation, using feedback you've had from customers or working with the Edinburgh Innovation Lab's idea portal.

Gather together the people behind the ideas by bringing people from your organisation together with outsiders who are good at making ideas real with their hands to develop your concept into physical touchpoints.

To get everyone on board with an idea, use storyboarding to bring it to life and the WWWWWH template. This could be done as preparation to the event or as a group activity together.


These artefacts are great to showcase ideas and test them out during this day. End the day with a presentation on what you've produced so that people really get on board with your concept.

### USE ME TO:

- Build prototypes
- Get feedback
- Generate excitement around your project

### YOU WILL NEED:

- A box of 'stuff' (scissors, paper, pens, glue, cardboard, toys, pipe cleaners & objects so that ideas really can be mocked up and brought to life)
- Paper & Pens
- Storyboarding template
- WWWWWH template

A top-down view of a desk cluttered with various craft and office supplies. In the foreground, there are several Sharpie markers in different colors (purple, blue, green, pink). A pair of red-handled scissors is visible. There are also glue sticks, a measuring tape, a container of pushpins, and various pieces of paper and sticky notes. Some papers have hand-drawn diagrams or text, such as 'JOIN' and 'STAY IN CONTACT'. The background shows a blue folder or wall with a hole punch.

“A MAKE DAY GETS EVERYONE ON THE SAME PAGE. THIS IS ABOUT MAKING IDEAS REAL”

# DEVELOP INTERVENTION DAY

EVENTS/PLATFORMS/TOOL

Intervention day is about taking your idea of how a service could be improved and making it happen to see what the results are.

This is about understanding where there may be pain points in the service you offer and testing the ideas you have to improve it or simply testing one of those lightbulb ideas you have.

Take for example a ticket booking office. Assemble a team of people who have knowledge on how this works (ideally someone purchasing a ticket, the box office staff, the festival organisers) and review what elements are not working.

Then generate ideas to change and intervene in the current way things are done. Create a set of questions you want to ask yourself around how the box office experience improved because of your intervention.

If the answer is yes, and it did improve, you will have just successfully prototyped an intervention, a change to the service you were offering that makes the experience better. An example of an intervention might include; altering the process of buying a ticket. Why not try mobile ticket sellers after shows in venues?

## USE ME TO:

- Test your ideas on a larger scale
- Test new methods & techniques of prototyping

## YOU WILL NEED:

- A plan
- An agenda
- A clear idea of the goals & aims of the day

# FANCY A PLAY INSTEAD?



FESTIVALS

**“MAKING AN INTERVENTION WAS QUICK,  
EASY AND CHEAP WAY OF SEEING HOW  
WE COULD ALTER THE FESTIVAL  
EXPERIENCE”**

# DEVELOP

EVENTS/PLATFORMS/TOOL

## HACK DAY

A hack day is an event where developers, designers and people with ideas gather to build 'cool stuff' - the events now run all over the world and are organised by a wide variety of people, companies, and even government departments.

The 'days' tend to run for 48 hours over a weekend. The first evening is about showcasing the data, talking through how to access it and building a picture of what the aim for the weekend is.

The second day is about designing and coding. People work alone and in teams, produce new applications, phone apps, websites & widgets etc which all aim to use the data in an innovative way.

A local hack day to learn from is Culture Hack Scotland, first held in 2011. Data was opened by a variety of cultural organisations, from museums collection data to listing information for the Fringe. Two ideas built included a festival dating site where people are brokered by the show they want to see, and a book festival app which allows you to see what authors look like easily and a space to capture their signature on your ipad.

The model of hack day doesn't have to be about coding, it can apply just to designing new services / products. The environment, mission and deadline is a great backdrop to getting things done collaboratively.

### USE ME TO:

- Develop new ideas
- Be inspired by disciplines that differ from your own
- See the potential of the data you hold
- Develop new ideas for services and products

### YOU WILL NEED:

- A space to hold the event
- A mix of people to invite (ensure you have coders coming)
- Food and drink
- Data to open up



“CULTURE HACK SCOTLAND  
PRODUCED OVER 20 BUILT  
IDEAS IN UNDER 48 HOURS”

# DELIVER

## BLUEPRINT LITE (SMALL)

A light blueprint is a great way to showcase the user journey, the stages of the service and the touchpoints in one tool. It is not as detailed as a developed blueprint but it shows us the basic customer journey and the process of how a service or product is delivered and consumed.

We work through a lite blueprint in the following way;

1. Start with the customer journey
2. Outline what the process stages are
3. Highlight what touchpoints are used
4. Consider who would deliver this backstage

### USE ME TO:

- Display what is in place within your service to support your user at various stages
- Communicate your service as a whole.
- Document where/if alterations need to be made
- List the touchpoints involved

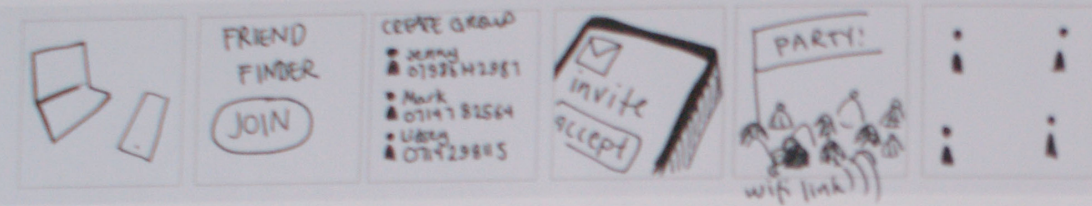
### YOU WILL NEED:

- Pen & paper
- Blueprint lite template
- Post its

### BLUEPRINT (LITE)

Service blueprints are a way to specify and detail each individual aspect of a service. They are visual documents that can detail a customer's actions across multiple touchpoints. It can also detail staff actions and back stage 'invisible to the customer' actions.

### CONSIDER THE USER'S PERSPECTIVE, SHOW WHAT THEY ARE DOING



### HIGHLIGHT TOUCHPOINTS USED BY THE USER



### WHO IS INVOLVED IN THE FRONTLINE DELIVERY OF THIS SERVICE?



### WHO / WHAT ELSE IS SUPPORTING THIS SERVICE IN THE BACKGROUND?



**“A QUICK BLUEPRINT HELPED US GET TO GRIP WITH HOW TO DELIVER OUR NEW TICKETING SERVICE”**

## BLUEPRINT (LITE)

Service blueprints are a way to specify and detail each individual aspect of a service. They are visual documents that can detail the entire process and actions involved in consuming and delivering a service. It follows a customer's actions across multiple touchpoints. It can also detail staff actions and back stage 'invisible to the user' actions.

### CONSIDER THE USER'S PERSPECTIVE, SHOW WHAT THEY ARE DOING

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### HIGHLIGHT TOUCHPOINTS USED BY THE USER

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### WHO IS INVOLVED IN THE FRONTLINE DELIVERY OF THIS SERVICE?

--	--	--	--	--	--	--	--	--	--

### WHO / WHAT ELSE IS SUPPORTING THIS SERVICE IN THE BACKGROUND?

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# DELIVER

## SERVICE EVIDENCING POSTER (SMALL)

A poster is the perfect way to communicate any new service/product/offering your festival organisation has created.

By drawing or using photographs you can show exactly what your idea would look like if it was real.

The key is to take a photograph of your newly designed poster in context - this really brings your idea to life.

### USE ME TO:

- Showcase an early idea
- Get user feedback
- Develop your idea
- Communicate the value of your idea

### YOU WILL NEED:

- Paper & pens
- Camera
- Blu-tack/Sellotape

### SERVICE EVIDENCING POSTER

Service evidencing is a way of exploring the service user experience and communicating with the service user. It is a way of developing, testing and refining a service. It could be a poster, a leaflet, a ticket you receive or a text message. Any physical or digital item that represents the service which is tangible can be used for service evidencing.

**“MAKING A POSTER IS A REALLY QUICK WAY TO EXPLAIN OUR CONCEPT TO PEOPLE IN OUR ORGANISATION”**

What's your idea called?

Friends Finder



Use this space to bring your idea to life. Show it as if it is real.



# SERVICE EVIDENCING POSTER

Evidencing is a way of exploring the proposed touchpoints of a service; how they will look, feel and communicate with the service user. This is about mocking up elements of the service you are developing. It could be a poster, a leaflet, a ticket you receive or a text message. Any element of the service which is tangible can be mocked up and photographed in context to bring it to life.

*What's your idea called?*

---



*Use this space to bring your idea to life. Show it as if it is real.*





# DELIVER

## W.W.W.W.W.H. (Who.What.Where.When.Who.How)

Who, what, where, when, why and how are guiding titles to ensure you think about your user and the reasons they are using the service or product you have designed.

Use it anyway you like throughout the process, but during the delivery stage you can use this in the final project phase to clearly communicate and pitch your idea.

For example you can use both a general and specific question;

Who will use this?

Who is our customer base?

What is our new festival offering called?

What are we delivering?

Where does this new festival offering happen?

Where does this take place?

Why would people use our new festival offering?

Why is this valuable?

How do people find out about our new festival offering?

How do people use it?

### USE ME TO:

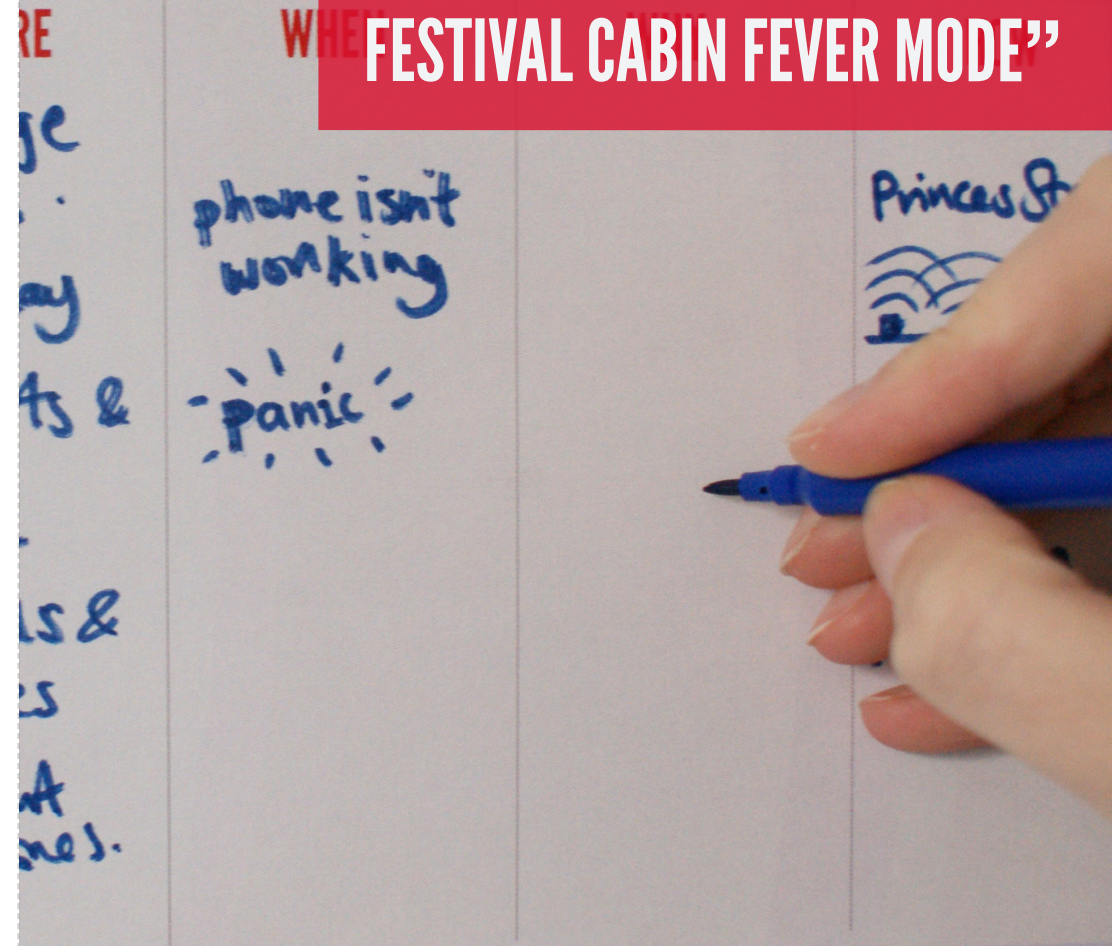
- Communicate your idea
- Design a pitch for your idea
- Begin a project meeting

### YOU WILL NEED:

- The WWWWWH template
- Pens & paper

“ANSWERING SIMPLE QUESTIONS ABOUT YOUR IDEA REALLY GETS YOU OUT OF THAT FESTIVAL CABIN FEVER MODE”

create principle statements. The stages of a project and be used as a point of reference. It is an activity to things and ideas on a wall.



# W.W.W.W.W.H

POPI enables you to work through insights and research to create principle statements.

Ideally, this can be used as a framework to discover and define stages of a project and be used as a point of reference. It is an activity to converge research into a vision. POPI can be used to lay findings and ideas on a wall space so coherent stories and patterns can be easily identified.

WHO	WHAT	WHERE	WHEN	WHY	HOW

# DELIVER

## BLUEPRINT

The Service Blueprint follows a customer's actions across multiple touchpoints. It is a detailed plan which outlines the interactions throughout the provided service; the people involved, the actions, implementations and the route taken and then outlines what channel (web/phone/face to face) that this action takes place on.

Using the Festival Design DNA blueprint template outlined is a 'basic' walkthrough of what most users might go through. In this stage of your project, these may be scrapped in favour for more appropriate titles.

A blueprint displays not only what is visible to the user going through the service but all of the functions that exist around them - the touchpoints and behind-the-scenes workings.

These are all aligned, usually chronologically, to the user experience. At this stage of the project, the blueprint is a final document that can be handed over to consultants who will build and deliver your service.

Blueprints can be made collaboratively at a session and tidied up later in the office. The best way to start is thinking about how a user becomes aware, joins, uses, grows with and leaves a service. These are then cross referenced with touchpoints, like web, print, face to face to document all the elements of a service. It's important to remember that blueprints are often bespoke, and whilst begin with an initial framework, should be tailored to the look and feel of the service they are documenting.

This blueprint comes back to your final user journeys you have developed from both the various customers viewpoint and the staff who

will deliver this. Work from these and outline all the actions that can take place under each group of events.

For example, under the buy ticket stage a customer activity may be;

'User buys ticket from self service machine on the High Street'

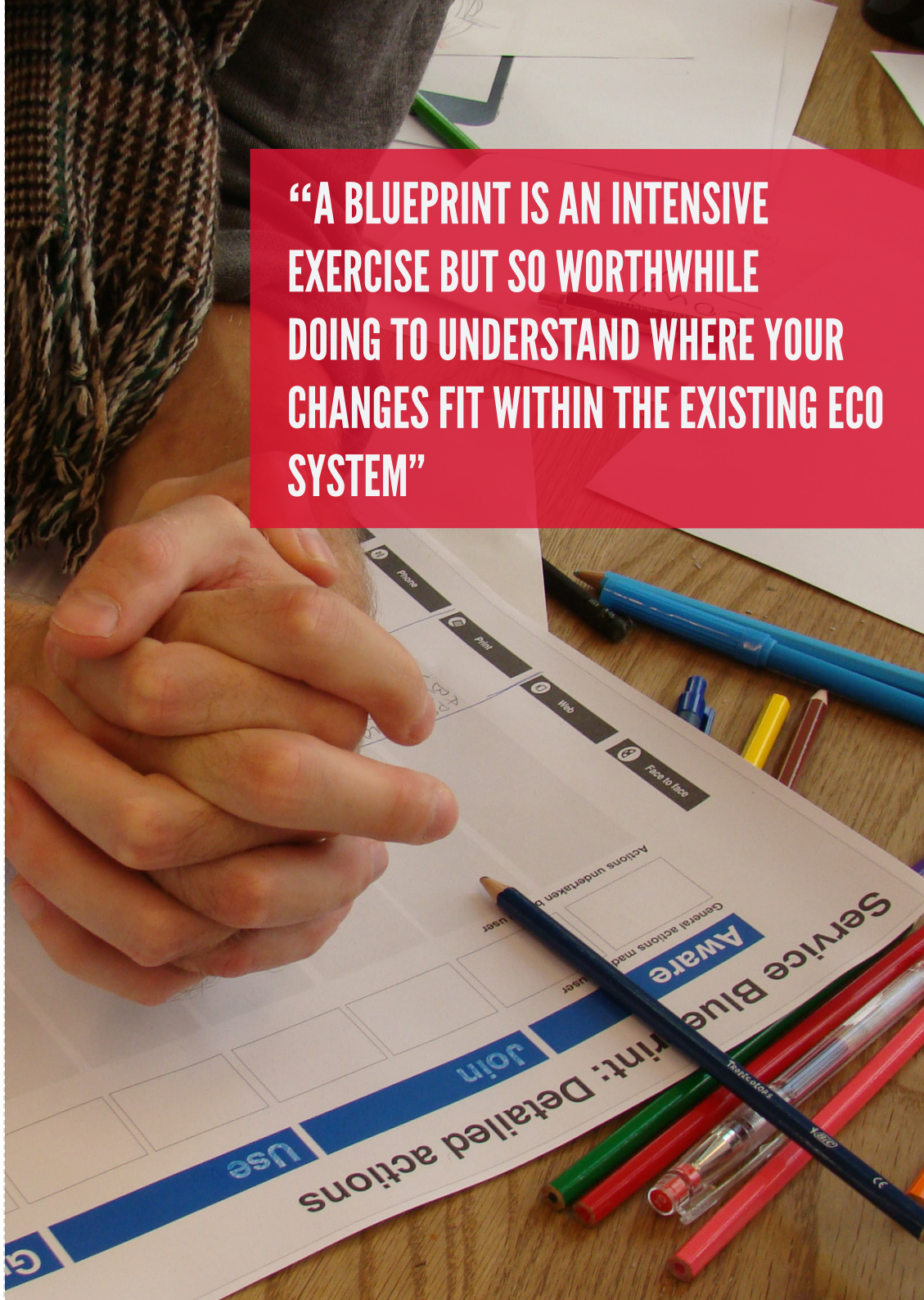
By outlining all these actions we can detail what touchpoints need to have briefs created for them.

### USE ME TO:

- Display what is in place within your service to support your user at various stages
- Communicate your service as a whole
- Document where/if alterations need to be made
- List what touchpoints need delivered

### YOU WILL NEED:

- Pen & paper
- Guiding titles
- You may want to make this as a digital layout due to scale and complexity



“A BLUEPRINT IS AN INTENSIVE EXERCISE BUT SO WORTHWHILE DOING TO UNDERSTAND WHERE YOUR CHANGES FIT WITHIN THE EXISTING ECO SYSTEM”

# BLUEPRINT

Service blueprints are a way to specify and detail each individual aspect of a service. They are visual documents that can detail the entire process and actions involved in consuming and delivering a service.

It follows a customer's actions across multiple touchpoints. It can also detail staff actions and back stage processes.

1. Start with the customer journey. This is the easiest way to detail the process of how a service operates
2. Start to highlight touchpoints involved in the customer journeys so that you can look at what needs to be created to deliver the service
3. You can then generate multiple journeys to start pulling out different touchpoints as they occur on different channels.



# DELIVER

## SERVICE EVIDENCING (LARGE)

Evidencing is a way of exploring the proposed touchpoints of a service; how they will look, feel and communicate with the service user. It is a methodology originally developed by live|work and involves the creation of objects and images to gain feedback on the individual touchpoints. It is an animated method, gaining tangible evidence of future ideas and aids the designers of the service as they can quickly receive feedback on concepts.

This is about mocking up elements of the service you are developing. It could be a poster about your new service to get more people to the festival, a leaflet explaining how to buy tickets from a self service stand on the High Street, a ticket you receive or a text message to advertise other shows people may like. Any element of the service which is tangible and can be mocked up and photographed in context to bring it to life

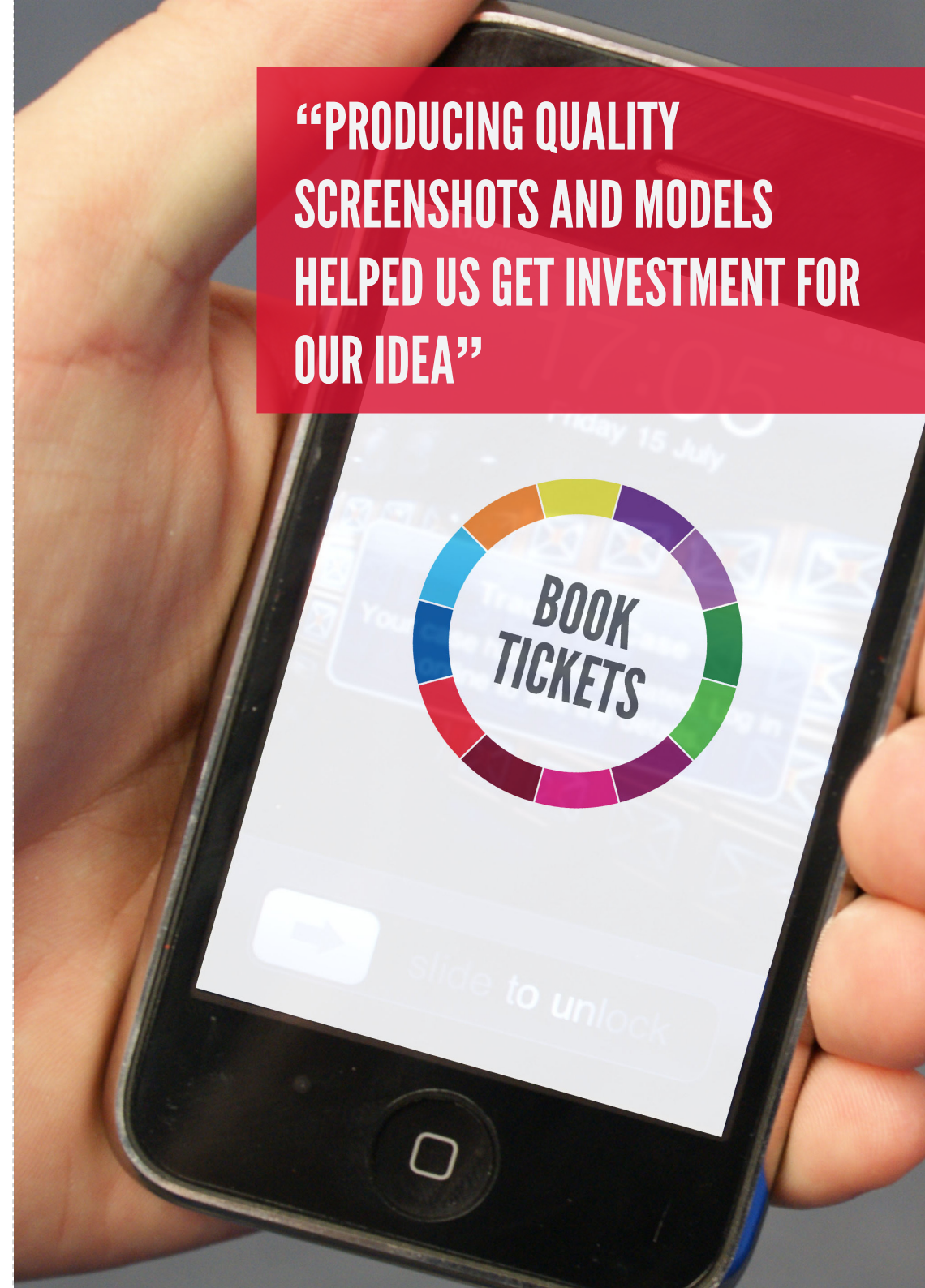
### USE ME TO:

- Test ideas
- Develop ideas
- Get user feedback
- Explore your idea 3-Dimensionally

### YOU WILL NEED:

- Pens, paper & glue
- Camera
- A location (or graphic software to create suitable background)
- A storyboard you have created to pull out touchpoints

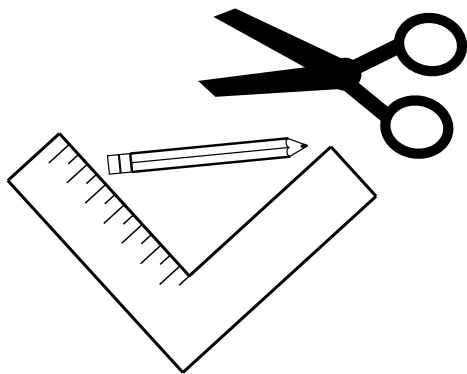
“PRODUCING QUALITY SCREENSHOTS AND MODELS HELPED US GET INVESTMENT FOR OUR IDEA”



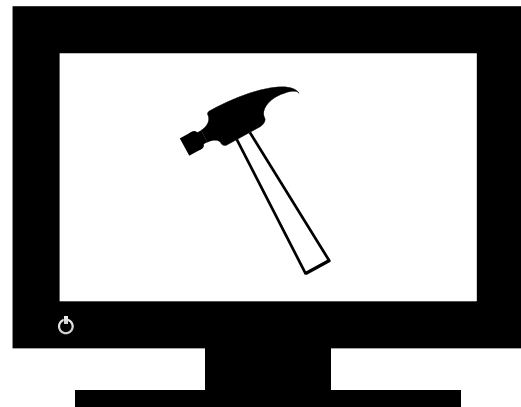
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*Think about different ways to bring your ideas to life, test them with your user group or use in a pitch.*

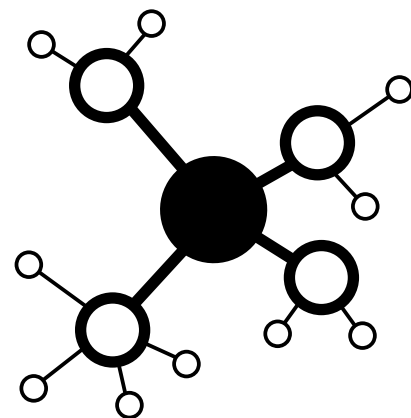
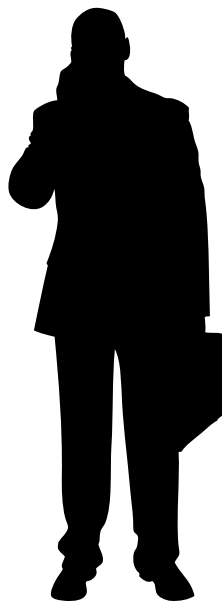


**Model it:** Using basic materials; card, scissors, glue, paper means that you can quickly construct, share and change your ideas. Don't be precious!



**Diagram it:** Make your idea visible, to explain the many parts to others. This will help you simplify it for yourself, and for your explanations to others.

**Act it out:** Take on the roles of the various service providers and users. Act the scenarios that they encounter, changing elements as you go. You'll be surprised how quickly your idea starts to alter.



**Build it:** Make some sketches of a website, buy a domain or work on a wordpress site - with so many themes out there you'll be sure to find one to fit.

# DELIVER

## EXHIBITION

EVENTS/PLATFORMS/TOOL

An exhibition is a great way to set a deadline on pulling final plans together and ensuring that work remains visual and understandable.

This event allows you to bring together people who were involved in the project, and stakeholders who haven't but will be part of the implemented solution.

You can use it to gain feedback but importantly in the final delivery stages, this event can get the important people on board you need, to realise your idea, or get that extra bit of funding etc.


You can show the final end product here, either by posters that have been mocked up, a mini advert made about it, or the final blueprint. Remember and show people the process of how you got there, who you involved, this is important to get people on board.

### USE ME TO:

- Get people on board with your idea
- Gain feedback
- Produce the final concept
- Communicate and share the concept

### YOU WILL NEED:

- A suitably spacious venue
- Visual material
- Invitations



“OVER 50 PEOPLE CAME TO OUR EXHIBITION. IT WAS A GREAT CHANCE TO INTRODUCE OUR NEW SERVICE”



# WRITE A BRIEF (DISCOVER)

At this stage, after getting a feel for your festival experience, some user needs and what else is happening out there you may want to write a brief to bring other professionals in to help you work up the themes and define some of the research into tangibles.

Writing a brief can be a difficult challenge, it's important you call on expertise when necessary. A good brief should outline what you have found out, a summary of your research and what steps you would like to take forward. Keep the brief fairly open at this stage.

You may want to include your Sliddeck of findings to ask companies to develop responses to the brief before hiring a team to go into the definition stage.

This brief is more about refining the research you found and digging deeper on what it means.

## USE ME TO:

- Succinctly communicate your project
- Reflect on your work and process
- Extend the networks who are interested in your work

## YOU WILL NEED:

- Any publishing software

# SERVICE DESIGNING YOUR CUSTOMERS FESTIVAL EXPERIENCE

"you can't know what they need, until you know what they think"

### \*HOW TO READ THIS BRIEF

1. Read in any order.
2. All challenges are open to interpretation.
3. There are no rules.
4. Treat everything as an experiment.
5. Start with what ever makes you feel a twinge of excitement.

Service design is about people; their interactions and their needs, the places they go, conversations they have and decisions they make. It is an interdisciplinary approach that combines different methods and tools from various disciplines to create a new way of thinking.

When you have two coffee shops right next to each other, and each sells the exact same coffee at the exact same price, service design is what makes you walk into one and not the other! We are going to explore how service design can make the festival experience better for you and your customers.

## UNLOCK THE ASSETS OF THE FESTIVAL AND THE LOCAL COMMUNITY.

We will go undercover, becoming part of the festival community. Learn from the inside.

1. Always ask 'What if...'
2. Re-discover people power
3. How do you measure talent?
4. If you wanna innovate, you gotta go undercover
5. 'Physicate' networks and relationships
6. Document your findings

## Challenge #1

Your mission is to create a stakeholder map ( a physical and visual representation ) of all the groups, people and organisations remotely linked to the festivals. By representing staff, customers, partner organisations and other stakeholders in this way - the interplay between groups can be analysed and understood.

- \* Who could the festival collaborate with to improve the festival experience?
- \* Who does the festival want to have a better relationship with?
- \* What opportunities is the festival missing?

This challenge will help you better manage, and expand, the networks the festival want to cultivate. By mapping links among people and organisations we will bring new ideas and projects, to the surface.

"WE WROTE A SIMPLE BRIEF TO GET HELP ON WHAT OUR RESEARCH MEANT"

EMAIL:  
[design@festivalslab.com](mailto:design@festivalslab.com)  
with any questions or queries





# WRITE A BRIEF (DEVELOP)

At this stage, after developing ideas you may want to write a brief to bring other professionals in to help you deliver the solutions. A brief is to outline the aims, objectives and milestones of your project. This brief needs to be thorough and articulate what you want, setting parameters on what is to be delivered. Before sending the brief out, try sharing this with other colleagues, this will help to make sure you are communicating clearly what you want. Remember that emotive language can be used in a brief, we can all relate to it and it will allow you to really emphasise what you are trying to achieve. This document will become your main point of reference between you and the development team.

Ensure that this document includes:

1. Your aims:  
What does your design aim to do? Is it to encourage more people to come to the festival?
2. Your target audience:  
Who will use this? What age group, sex, income bracket, location are your target audience for this. Include some of your earlier design work, it will help to inform the development team.
3. Your budget and timescale:  
Even if the figure is ball-park, a budget estimation helps a company to respond to you realistically on what can be delivered for the amount you are offering.
4. Examples: Show examples of other services and products that are similar to your vision

## USE ME TO:

- Gain traction within your organisation
- Reflect on your process
- Succinctly communicate your idea

## YOU WILL NEED:

- Any publishing software

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### Challenge #2

We will create an asset map of one specific festival; creating an in-depth understanding of the community by identifying local resources, networks, importance, prevalent issues, how these are already connected, where potential connections exist. Such an understanding creates various possibilities for new and innovative approaches to service improvement.

**"WE WROTE UP A BRIEF TO FIND  
PEOPLE WHO COULD BUILD OUR  
SOLUTIONS"**

EMAIL:  
[design@festivalslab.com](mailto:design@festivalslab.com)  
with any questions or queries



# WRITE A BRIEF (DEFINE)

At this stage, after defining problems in the festival experience, or opportunities to be innovative, you may want to write a brief to bring other professionals in to help you work up solutions. A brief is used to outline the aims, objectives and milestones of your project.

Writing a brief can be a difficult challenge, it's important you call on expertise when necessary. A good brief should outline what you have found out, a summary of your research and what steps you would like to take forward. Keep the brief fairly open at this stage.

You may want to include your slide deck of findings to ask companies to develop responses to the brief before hiring a team to go into the development stage. This brief is more about the early idea stage leading into development than producing the final products for the delivery stage.

## USE ME TO:

- Succinctly communicate your project
- Reflect on your work and process
- Extend the networks who are interested in your work

## YOU WILL NEED:

- Any publishing software

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**"WE PUT OUT A BRIEF FOR PEOPLE TO RESPOND TO USING THEMES WE HAD PULLED TOGETHER DURING THE DEFINITION STAGE"**

EMAIL:  
[design@festivalslab.com](mailto:design@festivalslab.com)  
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# SLIDEDECK OF FINDINGS

A Slidedeck of findings is ideal to present back what you found during the discovery phase.

Try to not use Powerpoint, and avoid lots of words. What you want to do is show a visually compelling story, bringing together what you found out and the faces behind this research.

Use the visual material you generated, people will be able to relate with it much more than bullet points or a standard report.

## USE ME TO:

- Share your findings.
- Get buy in for the definition stage

## YOU WILL NEED:

- Slideshare if you want to publish the findings online
- A projector & suitable room

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**Mikael Nemeschansky**

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“OUR SLIDE DECK WAS IDEAL TO COMMUNICATE THE RESEARCH WE HAD DONE WITH PARTNERS”



## EVALUATE AND MEASURE

Evaluation can be done here in several different ways.

It might be useful at this stage to evaluate the approach you've taken.

Does the way you've done research tell you more than previous ways of conducting market or customer research?

You could also evaluate and bring professionals in to look at the potential impact of your ideas that you are thinking to taking forward.

This may help you to choose if there are multiple ideas to go forward with.

Contrasting and comparing impact versus cost is a good way to move forward when faced with many ideas.

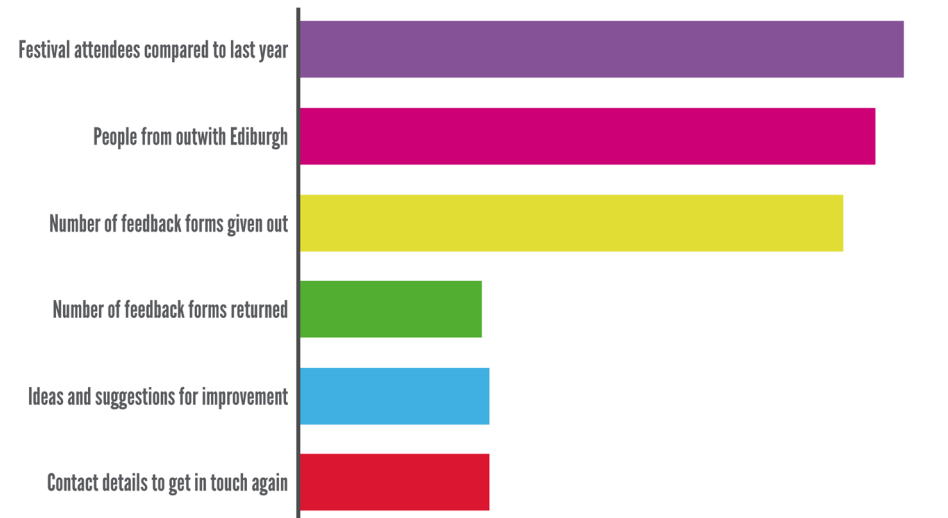
### USE ME TO:

- Prove what you are doing is right

### YOU WILL NEED:

- A survey to collect data
- A professional evaluator (recommended)

“GETTING AN EVALUATOR IN WAS CRUCIAL TO GET SOME NUMBERS BEHIND OUR IDEAS”





# IDEAS OPTIONS BOOK

An idea options book is a document that can be shared in your organisation or between stakeholders involved in the project to get further buy in and communicate work to date.

It is valuable to keep people informed on what you are planning so there is no 're-invention' of the wheel and relevant parties can get involved with your project from other organisations.

The book should be kept simple; give it an introduction, include list of who is involved in the project and brief descriptions and visuals of ideas you have been discussing.

You can create a formal, professional version on online software such as blurb.com or you can design and print one your own using publishing software such as Microsoft word.

Try to prototype and experiment ideas for your book with paper and pens first.

## USE ME TO:

- Showcase your ideas
- Reflect on your work and process
- Extend the networks who are interested in your work

## YOU WILL NEED:

- A process and work to date to fill the book with
- An idea of the people you want to share the content with

“WE PUT ALL OUR IDEAS INTO ONE BOOK AND SHARED WITH OTHER ORGANISATIONS BEFORE MOVING FORWARD”





# FUNDING BID

You might find this is a good point to create a funding bid to take a project forward after developing it.

Having developed the idea and talked and tested it with users you will find that filling out a proposal bid will be easier than starting from scratch.

## USE ME TO:

- Get buy in on your project
- Raise capital for the project
- Get senior buy in to your work

## YOU WILL NEED:

- A funding bid opportunity
- A basic funding bid structure to copy from



Creative Scotland Application Form

Opening Scotland 2017

Please read the guidelines before completing this form

**“WRITING A FUNDING BID  
HAVING DEVELOPED THE IDEA FIRST  
WAS MUCH EASIER THAN STARTING  
FROM SCRATCH”**

1. Applicant/Organisation Name	
2. Main Contact	
3. Address	Postcode:
4. Telephone	
5. Email	
6. Tell us if you require written communication in alternative formats. What format would you prefer?	
7. Tell us about your project idea. (100 words)	
8. Artistic Quality: Please tell us about the production and the ideas that have informed its creation. Please tell us about the artists involved in the creation of the production and their artistic practice?	
9. Please tell us about the anticipated audiences for the production.	
10. Please tell us what you consider to be the international market for the production.	



# EXIT

## EVALUATION TOOL

In truth, a project doesn't finish. The 'project' can be left at two stages here, either to look for funding to implement the solution across festivals or to make it real and then use the design process again to evaluate how it works in practice. This is what we call continuous improvement.

Evaluation can be done here in several different ways.

It might be useful at this stage to evaluate the approach you've taken. Does the way you've conducted this project tell you more than previous ways of conducting market or customer research?

You could also evaluate and bring professionals in to look at the impact of what you have delivered. On the flip side, you can get some qualitative and quantitative feedback at this stage. Use surveys to gauge customer experience, perhaps focus on some of the problematic areas you were solving. Does your solution improve the experience?

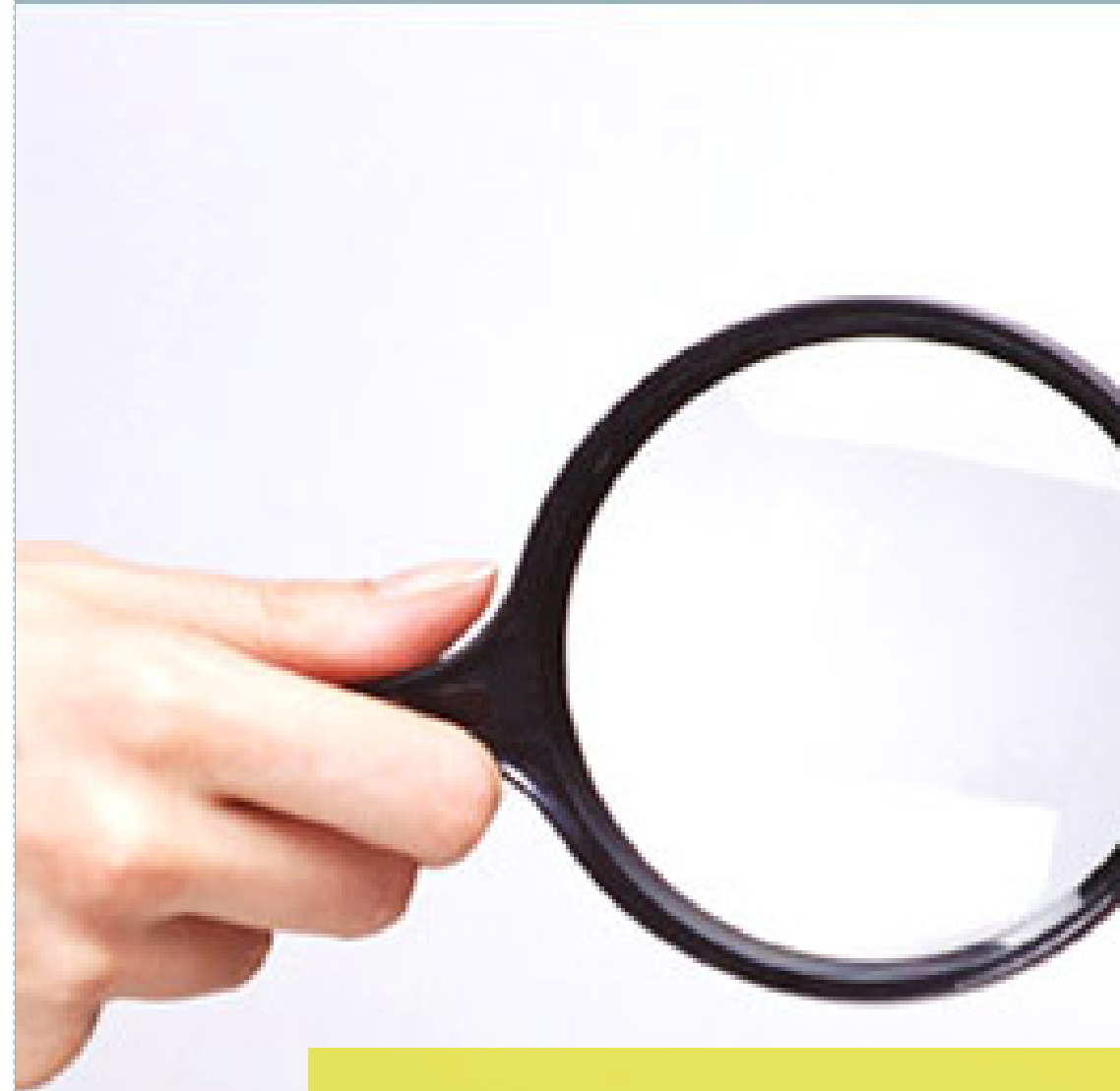
Qualitative feedback is also important. Can you go back to the same users you worked with in the beginning of the process and find out what they think now? Do they think the experience is better? Capture these on camera, happy customers means more customers.

### USE ME TO:

- Gain insight on the impact your service has had

### YOU WILL NEED:

- A survey to collect data
- Professional evaluator
- Customers to interview



**“WE SPENT TIME GOING BACK TO THE SAME CUSTOMERS AFTER WE HAD DELIVERED THE SERVICE TO MAKE SURE THEY WERE HAPPY”**

The whole toolset in one bundle for your organisation to use when needed.

Includes;

- Establish and collaborate
- Get other people on board
- Stakeholder map
- Project start-assumptions tool
- Start a blog
- Project kick off meeting
- The interview lite
- 50 things tool
- Contextual Interview
- Observation
- Shadowing
- Cultural Probe
- Relationship/stakeholder Map
- Generative tools
- Vox popping
- Service walkthrough
- Customer day
- Tech day
- Asset map class
- Brief
- Sliddeck of findings
- Customer journey map
- Persona
- User profiles
- Media portrait
- P.O.P.I
- Idea voting
- Newsletter
- Co-design session
- Showcase event
- Evaluate and measure
- Idea options book
- Example and case study - slide deck
- Brainstorm ideas
- Storyboarding
- Prototype challenge lite
- Prototype challenge
- Staging
- Desktop walkthrough
- Mock up
- Experience Prototyping
- Storyboard for developing idea
- Make day
- Intervention day
- Hack day
- Funding Bid
- Story to tell
- Blueprint lite (small)
- Service evidencing poster (small)
- WWWWWH
- Blueprint
- Service Evidencing (large)
- Deliver storyboard
- Exhibition
- Evaluation tool

find out more at  
[design.festivalslab.com](http://design.festivalslab.com)



**FESTIVAL DESIGN DNA**

An initiative of Edinburgh's Festivals