

The background is a blurred photograph of a desk. In the foreground, there are several sheets of white paper, some of which appear to be sketches or documents. A laptop is partially visible in the middle ground, and a pencil lies on one of the papers. The overall scene suggests a workspace or a study area.

Sperimentiamo il Design Thinking:

modelli di oggi e domani

**11.02.2020**





# amploom

design per l'innovazione

Amploom si occupa di Ampliare  
il potenziale di innovazione delle aziende nell'ambito  
dei servizi, attraverso metodologie visuali e  
collaborative del Service Design e del Design Thinking

# DESIGN THINKING: TOOLS OF TODAY AND TOMORROW



## Today's goal:

1. Experiment some Design Thinking tools;
2. Conceive solutions on how to support the application of Design Thinking in the company.

# THE WORKSHOP'S INGREDIENTS



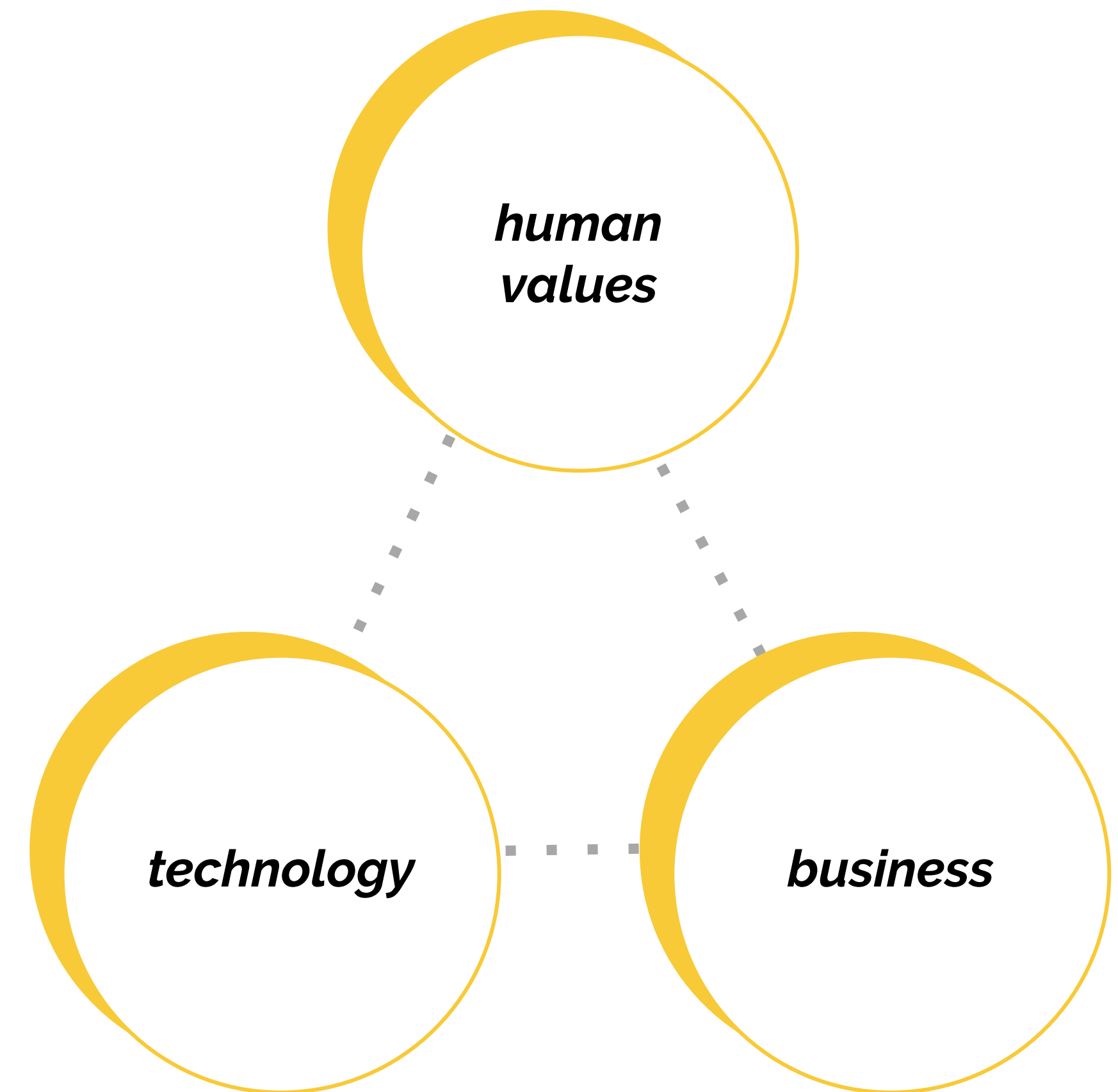
## The ingredients:

1. Design Thinking tools from the Design Thinking Teaser;
2. The Design Thinking Recipe.

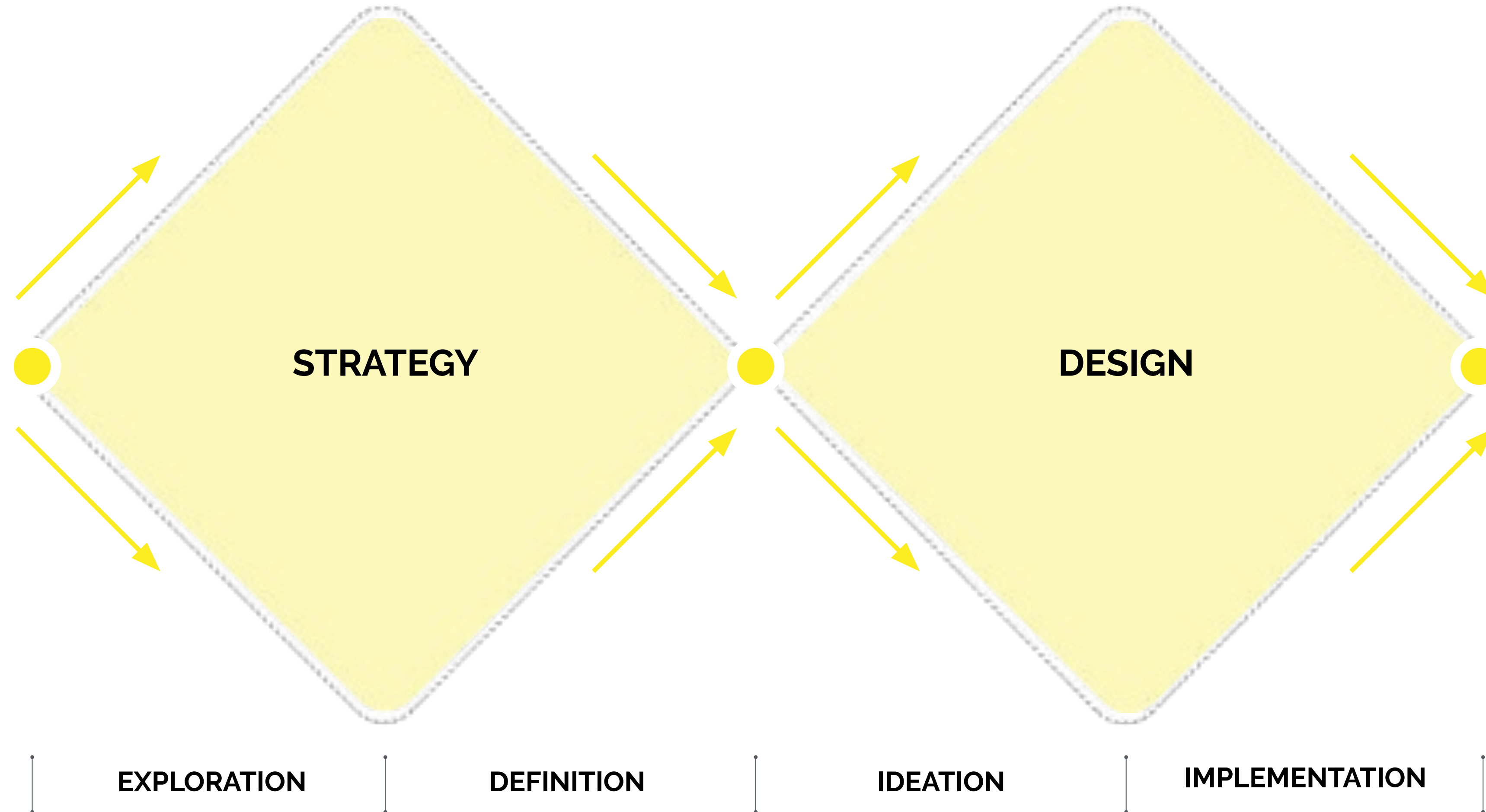
# DESIGN THINKING

"Design Thinking is a path to the  
successful solutions for business

*Tim Brown, IDEO*



# THE DOUBLE DIAMOND



Double Diamond, Design council



## **Design Thinking Lab - t2i technology transfer and innovation**

The Design Thinking Labs are the reference points for the activities of Design Thinking in the Alpine Space.



# THE BRIEF



How can the Design Thinking Lab help the "managers of change" to bring the Design Thinking methodology into the company?

# DESIGN THINKING TOOLS



# THE TOOLKIT:

This page is the first of an open booklet. It features a large photograph on the left showing a woman and a man in a meeting, with the woman pointing at a colorful sticky-note board. The text on the right is titled "Why using this toolkit?" and describes the toolkit's purpose for innovation consultants. A small circular logo with the number "01" is positioned above the text. The Interreg Alpine Space logo is visible in the bottom right corner of the page.

**Why using this toolkit?**

If you landed on the [www.designthinkinglab.com](http://www.designthinkinglab.com) platform and opened this toolkit, we imagine that you are an innovation manager within an SME, an innovation consultant operating in the world of small and medium enterprises or simply a curious person who has heard of Design Thinking. We also imagine that you would like to deepen your knowledge about this methodology in order to understand if it is the right one to bring into your small or medium business, or to support your consulting activity. Or that you are already convinced that Design Thinking is the right way to go and you are just looking for the right tool to test it. To help you understand and consciously choose this methodology, we have created the Design Thinking Teaser, a toolkit designed specifically to help those who are intrigued by this method to become familiar with the tools, working methods, and mindset of Design Thinking. We have given shape to this toolkit with not with the aim to make people autonomous or to transmit an entire mindset, but to let people test the methodology and understand what it is about.

This page is the second of the open booklet, titled "PERSONAS". It features a photograph of a chef in a kitchen. Below the photo is a form with sections for "Needs:", "Pains and challenges:", and "Ambitions:". The page is filled with "ALEX SAYS:" cards, each containing a quote and a small image. A black pen is lying on the right side of the page. The Interreg Alpine Space logo is in the bottom right corner.

**PERSONAS**

**Profile:**  
Alex is 35 years old and works as a cook. He runs a restaurant that does both large events such as weddings or celebrations, and daily dinners for groups of any size. The restaurant is open 6 days a week and can accommodate up to 120 people. Alex has 4 different ovens in his restaurant.

**Representative motto:**

**ALEX SAYS:**  
"Once a year the oven company calls me and asks if I'm ready to take care of the product next of the time. It's a little bit like, 'Can you give me a hand that you already know?'"

**ALEX SAYS:**  
"Perfect teamwork is teamwork that doesn't have to worry about it. Even the kitchen head always be close to my oven so I couldn't break."

**ALEX SAYS:**  
"I'm very grateful to have the attention of a business that is a manager full of energy. You have to see your creative skills to find a solution that can save your opening."

**ALEX SAYS:**  
"Usually problems with kitchen equipment occur in restaurants and in the restaurant it's all very important to have the way to cook around an oven. Because the restaurant is a technical area for the kitchen it's extremely important to have a good technical support."

**ALEX SAYS:**  
"The perfect oven is indestructible and replace."

**ALEX SAYS:**  
"If anything in the oven breaks or doesn't work, I'll call the oven company to arrange the problem. But they are not call-in, and I have to pay for it, which is not convenient."

**ALEX SAYS:**  
"You can find more 'Alex Says' cards in the Design Thinking Teaser Folder"

# THE PERSONAS



Paola, 45 years old, is the head of the Research & Development Department of DesOven, a company producing ovens for professional use, which company's turnover is 25 millions.

# THE PERSONAS



Paola is a curious person and likes to learn new methods and tools to do her job.

To gain inspiration she decided to participate in a training day on Design Thinking offered by trade association.

Once back in the company, she wonders how she can transfer the methodology to her collaborators.

# THE PRINCIPLES

Design Thinking is based on 4 fundamental principles:

**empathy**  
strategic ideation  
iteration  
collaboration





## HIGHLIGHTS

Qualitative insights

Focus on behaviours

# GUESS WHO...

Born in 1948

Raised in England

Married twice

2 children

Loves dogs

Successful business man

Go to the Alps for winter  
holidays





**OZZY OSBOURNE**

Courtesy of Guglielmo Apolloni



**CARLO, PRINCIPE DEL GALLES**

# THE DESIGN THINKING RECIPE POSTER

## The Design Thinking Recipe\*

*\*A guide for managers of change to spice up Design Thinking!*

### SELECTION

*Is Design Thinking the right answer?*

*Not always!*  
Companies should try to understand whether Design Thinking is the right answer for their specific needs or if other or integrative innovation mindsets are required.

### ENVIRONMENT

*Does the company have the ideal preconditions for applying Design Thinking?*

*Space, time and a positive attitude towards risk are fundamental elements for the application of Design Thinking to make its adoption effective.*

### AMBASSADORS

*Who are the first ambassadors inside the company and what is their role?*

*Companies should identify internal ambassadors that see the value of the Design Thinking mindset and are ready to adopt it and transmit it to colleagues.*

### EXECUTIVES ENGAGEMENT

*Are executives engaged in a meaningful way?*

*Companies should create the conditions to engage and involve executives in understanding Design Thinking. They are not always required to actively deliver results, but should be leading the project driven by goals and values.*

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### EXPECTATIONS

*Are expectations properly and effectively managed?*

*Companies should declare and properly communicate the expectations around the Design Thinking adoption, managing both aspects related to innovation results and aspects related to additional side effects.*

### ROLES & COMPETENCES

*Which are the roles and competences needed in applying a Design Thinking path?*

*Companies should build an effective collaboration framework between internal employees and external experts with defined roles and responsibilities. It is important to choose the most appropriate internal resources and involve decision makers.*

### TIME

*Is Design Thinking given formalized and valuable time?*

*Companies should make sure that people involved in the Design Thinking adoption feel entitled to take the proper time for the various activities. They should create the conditions to let these activities be perceived as valuable by the rest of the company.*

### RESULTS

*Are first activities creating tangible and actionable results?*

*Companies should ensure that activities in place for the adoption of Design Thinking are creating tangible results that are actionable and could bring effective changes for innovation inside the organization. Furthermore it is crucial to define and agree on KPIs to measure the success of the Design Thinking path.*

### VOCABULARY

*Are the people involved talking the same language?*

*Companies should make sure that Design Thinking is spoken with a common language to be more effective and better understood. This language should be used by internal and external people involved in its adoption.*

### STORYTELLING

*Are the involved people properly communicating Design Thinking results (final and intermediate)?*

*Companies should create a proper storytelling framework in order to effectively communicate the various results of the Design Thinking adoption, whether they are final or intermediate. The delivery of these stories should be consciously planned in time.*

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## Selection

*Is Design Thinking the right answer?*

Not always! Companies should try to understand whether Design Thinking is the right answer for their specific needs or if other or integrative innovation mindsets are required.

## Environment

*Does the company have the ideal preconditions for applying Design Thinking?*

Spaces, timing and a positive attitude towards risk are fundamental elements for the application of Design Thinking to make its adoption effective.

## Executives engagement

*Are executives engaged in a meaningful way?*

Companies should create the conditions to engage and involve executives in understanding Design Thinking. They are not always required to actively deliver results, but should be leading the project driven by goals and values.

# EMPATHY AND STRATEGIC IDEATION

## Who

Procter&Gamble +  
Continuum

## Brief

Develop a new  
detergent

## Results

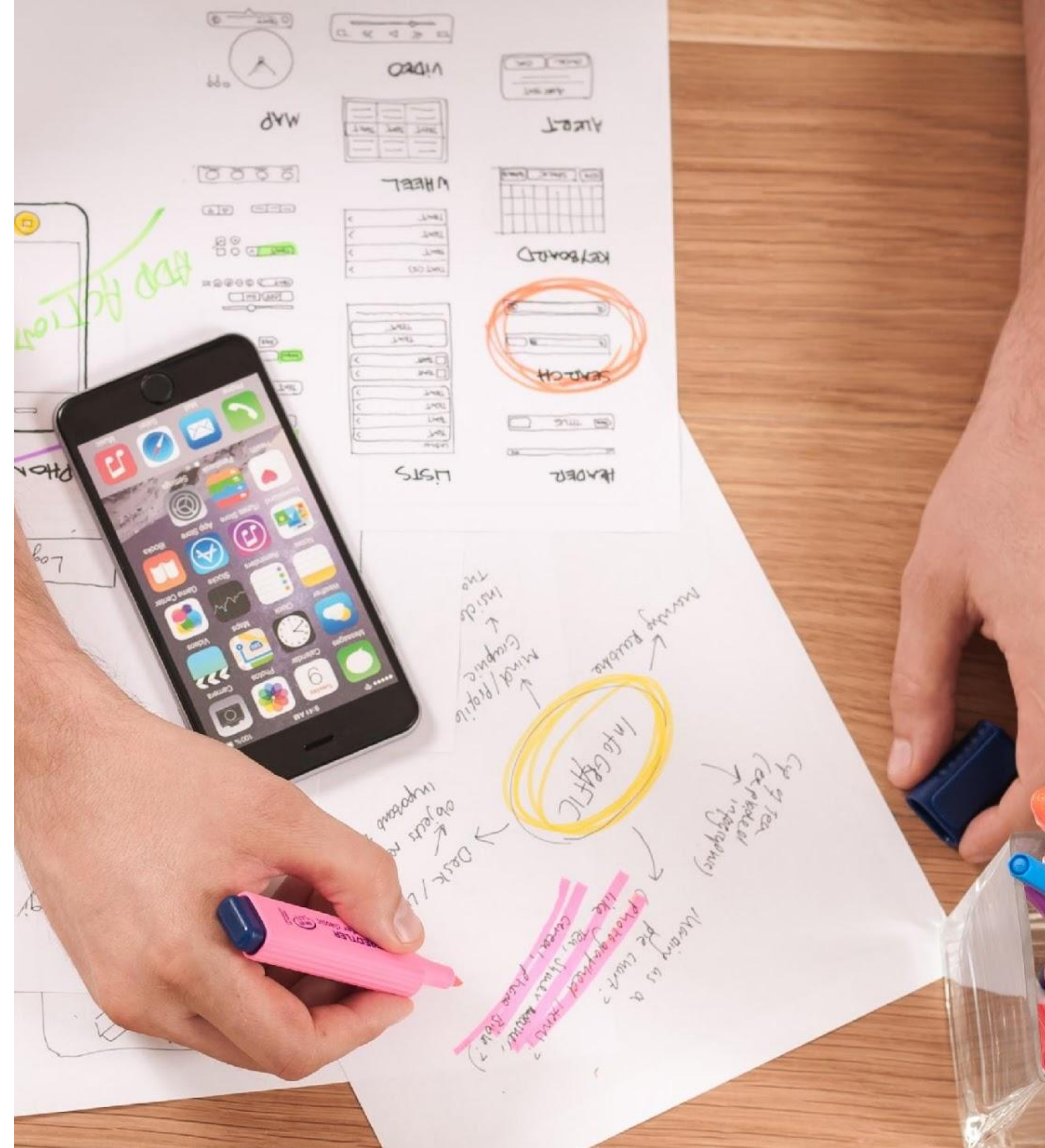
The Swiffer is a flagship product  
for P&G and generates annual  
sales of \$500 million.



# THE PRINCIPLES

Design Thinking is based on 4 fundamental principles:

empathy  
**strategic ideation**  
iteration  
collaboration



# SOURCES

- Tim Brown, "**Change by design**"
- IDEO, "**Field guide to human centered design**"
- Andy Polaine, "**Service Design: Frog insight to implementation**"
- Ben Reason, "**service design for business**"
- Stickdorn/Schneider, "**This is Service Design Thinking**"
- Stickdorn/Schneider, "**This is Service Design Doing**"
- L'ale Knapp, "**Design Sprint**"
- Frog Design, "**Collective Action Toolkit**"
- Roger Martin, "**Design of Business: Why Design Thinking is the Next Competitive Advantage**"
- Michael Lewrick, "**Manuale di design thinking. Progettare la trasformazione digitale di team, prodotti, servizi ed ecosistemi**"
- Vijay Kumar, "**101 Design Methods: A Structured Approach for Driving Innovation in Your Organization**"
- Idris Mootee, "**Design Thinking for Strategic Innovation**"
- IDEO, "**Design Thinking for educators toolkit**"