BLUEBOOST TOOLKIT

THESE TOOLS WERE CURATED BY BLUEBRIDGE AMONGST HUNDREDS OF SERVICE DESIGN TOOLS SPREAD IN THE ECOSYSTEM.

OUR GOAL WAS TO DESIGN A METHODOLOGY AND ADJUST THE AVAILABLE TOOLS TARGETING THE TOURISM INDUSTRY, SUPPORTING THEIR TRANSITION INTO RESILIENT, COMPETITIVE, SUSTAINABLE AND DIGITALISED MODELS.

OUR METHODOLOGY

BLUEBRIDGE

1
UNDERSTAND
YOUR USER AND THE CHALLENGE

2
MAKE
PROTOTYPES, DEVELOP CONCEPTS AND ACQUIRE KNOWLEDGE THROUGH TESTING

3
IMAGINE
SOLUTIONS THAT ARE LIKELY TO SATISFY THE USERS' NEEDS & CHALLENGES

4
VALIDATE
THE PROTOTYPES THROUGH TESTING WITH THE END USERS

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WHAT IS SERVICE DESIGN

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Service design is a strategic approach that focuses on crafting memorable and seamless experiences for customers across various touchpoints. It involves understanding the needs, desires, and behaviors of users to design services that not only meet but exceed their expectations. In the realm of tourism, service design plays a pivotal role in enhancing the overall visitor experience. By meticulously mapping out every step of a tourist's journey, from planning and booking to the actual travel experience and post-trip interactions, service design ensures that each touchpoint is optimized to delight customers. Whether it's streamlining the booking process, personalizing recommendations, or enhancing on-site experiences, service design enables tourism businesses to create meaningful connections with their customers, ultimately driving satisfaction, loyalty, and positive word-of-mouth.

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HOW TO USE THIS TOOLKIT

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The toolkit is designed for universal use, catering to individuals without prior Service Design training. While external assistance, such as a service designer or consultant, can enhance the process, the toolkit is structured to guide users through each step, adapting to different organizational needs. It's advisable to follow the toolkit's order, but flexibility exists in aligning with project urgency and team availability. Allocate at least two hours per step over two continuous working days with proper preparation. Actual time spent depends on project significance, preparation level, stakeholder availability, and detail required. Designate one person for overall responsibility to ensure thorough preparation, execution, and follow-up. A core team of 3-7 members is recommended, with additional stakeholders invited as needed for impactful contributions. Reserve a dedicated meeting space, preferably off-site, to enhance focus and minimize distractions. The toolkit's visual nature requires ample supplies, including various markers, post-it notes, and sticky tape. The prototyping phase may involve additional materials based on the chosen simulation approach. Last, Do not underestimate the importance of the discussion you have during the use of the toolkit. It is as important as the toolkit itself.

WHY THIS TOOLKIT?

In today's dynamic business landscape, companies face a compelling need for growth amidst an increasingly service and experience-driven economy. Recognizing the imperative for sustainable growth, businesses are turning to innovation as a key driver of success. Innovation is not happenstance but rather the outcome of a methodical and targeted approach to identifying market opportunities. Service Design is identified as a promising strategy for enhancing services and fostering innovation. Our toolkit consolidates essential techniques into a user-friendly resource, offering practical guidance and hands-on tools for implementing the Service Design approach. Tailored specifically for SMEs in the field of tourism, this toolkit equips organizations of all sizes with the means to embrace Service Design and apply it effectively. Derived from successful practices utilized by numerous companies worldwide, the toolkit's components have been adapted to suit even the smallest local organizations, empowering them to stimulate creativity, address challenges, and uncover innovative and impactful services.

UNDERSTAND

In the "Understand" phase, the focus is on gaining a deep understanding of the target users and their needs. This involves conducting thorough research using a variety of methods such as user interviews, surveys, and observations. Designers aim to empathize with users to uncover their pain points, motivations, and behaviors. By creating personas and journey maps, designers visualize user experiences and identify key touchpoints and opportunities for improvement. Stakeholder interviews are also conducted to understand business goals and constraints, ensuring alignment with user needs. The insights gathered during this phase lay the foundation for the rest of the service design process, guiding subsequent decisions and solutions.

IMAGINE

The "Imagine" phase is characterized by creative thinking and ideation to generate potential solutions to address the identified user needs. Designers collaborate in brainstorming sessions, exploring a wide range of ideas without judgment. Techniques such as brainstorming, mind mapping, and sketching are employed to stimulate creativity and generate innovative concepts. Designers aim to think outside the box and challenge assumptions, considering both incremental improvements and radical innovations. Rapid prototyping is also initiated during this phase to quickly visualize and communicate ideas. The goal is to generate a diverse set of concepts that can later be evaluated and refined based on user feedback.

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MAKE

In the "Make" phase, the focus shifts to prototyping and creating tangible representations of the proposed service concepts. Designers develop prototypes that range from low-fidelity sketches to high-fidelity mock-ups, depending on the complexity of the service. Prototypes are iteratively refined based on feedback and insights gathered during testing. Designers aim to create prototypes that effectively communicate the proposed service experience and allow users to interact with key features and functionalities. The prototyping process is collaborative, involving multidisciplinary teams working together to bring ideas to life. By visualizing and simulating the service experience, designers can uncover potential challenges and opportunities for improvement before full implementation. Generate and implement as many ideas as possible. Get feedback for your prototypes, upgrade them according to this feedback and qualify the most efficient one(s).

VALIDATE

In the "Validate" phase, prototypes are tested with real users to gather feedback and insights that inform further refinement and iteration. Usability testing, user interviews, and observation sessions are conducted to evaluate the effectiveness and usability of the service concepts. The most solid prototypes, the ones that got the best feedback and got incorporated with the appropriate improvements are ready to be launched and tested in the market. Designers pay close attention to user feedback, identifying pain points, preferences, and areas of confusion. The goal is to validate assumptions and ensure that the proposed service solutions meet user needs and expectations. Feedback from users is analyzed and synthesized to identify common patterns and insights that guide decision-making. Iterative testing and refinement continue until the service concept is optimized and ready for implementation.

DIRECTORY OF TOOLS

BLUEBRIDGE

01 "The Tourist"

02 "The New Vision"

03 "The Map"

04 "The Scenario"

05 "The Function"

06 "The Story"

07 "The Blueprint"

08 "The Prototype"

09 "The Decision Maker"

10 "The Schedule"

11 "The Test"

12 "The Journey"

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STAGE 1: UNDERSTAND

BLUEBRIDGE

01 **"The Tourist"**

02 **"The New Vision"**

03 **"The Map"**

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TOOL 1: THE TOURIST

BLUEBRIDGE
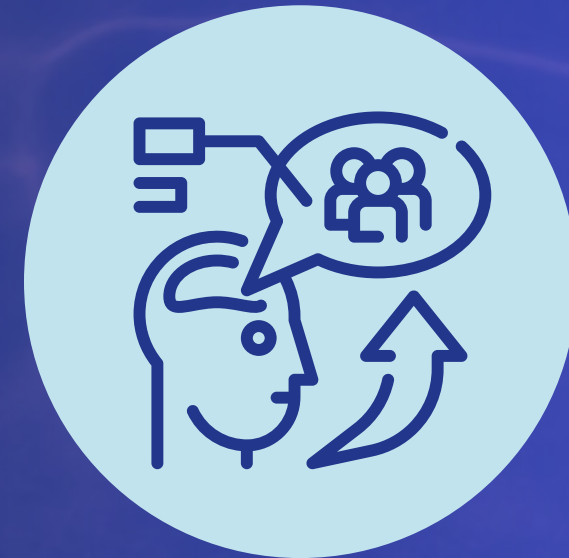
"The Tourist" tool is a modification of one of the most important tool of the Service Deisgn methodology, the "persona" tool. This tool is used to create fictional representations of the target users or customers. Personas are based on research and data gathered during the "Understand" phase of the service design process. They typically include demographic information, behaviors, motivations, goals, and pain points of the users. Personas help designers and stakeholders empathize with and understand the needs of different user segments, guiding the design process to create solutions that effectively meet user needs. As our end user is the potential tourist, we will name our first tool "the tourist" and will try to identify his needs, in order to develop a service that has value.

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TOOL 1: THE TOURIST

BLUEBRIDGE

Alexa Hunter	**Who am I**	**Reasons to use your service/product**	**Reasons to buy your service/product**

My goals	**My interests**	**My abilities/ skills**	**My fears**	**My difficulties**

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HOW TO USE "THE TOURIST"

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01 Imagine the potential customer of your service and begin to visualise him. What are his interests, skills, why would he use your product/service, what conditions would not allow him to buy your service, what would be the overall motivation of him? Have in mind that the persona you are creating is your potential customer.

02 Next step is to try to understand his motivations. How do they communicate? How do they make decisions? People or places or situations that influence the way they act? What types of technology do they use? Do they search for extra incentives? What are their priorities?

03 Incorporate personas into the design process to inform decision-making and ensure user-centered solutions. Refer to personas during ideation, concept development, and prototyping to consider how different personas would interact with the service and what features or functionalities would best meet their needs. Continuously validate and refine personas based on feedback and insights gathered throughout the design process.

04 Stick post-its to each box and create a huge, multi-data mosaic. The questions and the boxes are sample. Each Service Designer can alter these options according to the specific needs, services and conditions of his own case.

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TOOL 2: THE NEW VISION

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"The new Vision" tool is a tool that will help you put into boxes the new service that you want to design. Why are you getting into this process? What elements of your general strategy will it support? Who will you target? What are some challenges that make this process difficult and what conditions create opportunities? How could this service improve the customer experience and how would it influence your current relationship with your customers?

These, and many more, are questions that must be clearly answered when designing new services, and this tool will help you do so.

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TOOL 2: THE NEW VISION

01 Have the entire group to fill in these boxes with as many post-its as possible. In our case, we want maximum ideas and information.

02 Use explanatory questions to make the process easier. What do you want to achieve? E.g. Encourage your customers to stay longer. Who do you target? Specific age groups? People who have never used your service? Elderly?

03 The more post-its we have, the better the result. You can always modify the topic of each box, put more boxes and "play" with th process. Have in mind that the discussion around the tool can, sometimes, be more useful that the outcomes themselves.

BLUEBRIDGE

Purpose of the Service

Opportunities

Challenges

Organisation Strategy

Target Customers

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TOOL 3: THE MAP

System map is an umbrella term for a variety of maps we can create to visualize a system. There a lot of ways to map a system. This tool will work as a guide for your organization to create its own map for whatever system fits for their needs: stakeholders' map, clients' map, employee's map etc. Since system maps can be very complex, try to keep it simple. It is better to create more than one maps for each purpose than fit all the stakeholders in one map.

Follow the numerical steps to fill in the tool.

TOOL 3: THE MAP

BLUEBRIDGE

01 Make a list with the actors than can (potentially) be part of the ecosystem you want to map. Consider whether one of the actors has priority among others or there is a hierarchical structure in this ecosystem.

02 Visualize them on the map, according to the priority/ hierarchy.

03 Depict the relationship of the actors. This will help you realize what are the interdependencies in the system you are overlooking. Make a deepening and illustrate the kind and number of values that are transferred between the actors.

04 Spot the gaps and question why there are those gaps and how you can fill them. Some actors may not be very clear how they relate to each other. Focus your research on the clarification of these connections.

TOURISM SME

Services (e.g transport)

Money

CLIENTS

05 This is a very basic stakeholders' map that also depicts the value exchanged between them. The content of a map can be very simple like this one, or get more complicated, including other stakeholders, such as competition, public authorities, and other factors that have impact on this flow.

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STAGE 2: IMAGINE

04   "The Scenario"

05   "The Function"

06   "The Story"

TOOL 4: THE SCENARIO

BLUEBRIDGE

Stage 2 tools will help us brainstorm solutions to the challenges defined in Stage 1 that match to the needs of the customers' base. "The Scenario" tool will help the Service Design create possible solutions to the challenges, in a game-oriented, mistakes accepting format. With this tool you can define your services, by starting with a tree, what can be more easily done, and step by step go for the forest.

Begin with picking a particular business challenge you want to tackle. For example, is the service you provide accessible?

Answer the following questions: Will this help you to find opportunities for sustainability in your organization? If the answer is yes, carry on with your ratiocination and make it more specific for your challenge.

Now go through your completed thoughts. Can you point out one that would be the best first step? Which one would you evaluate as the most easily achieved? Do not be afraid to ask for feedback from third parties.

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TOOL 4: THE SCENARIO

BLUEBRIDGE

01 Can you provide options for personalized experiences tailored to individual preferences?

02 How do you ensure accessibility and inclusivity for all types of travelers, including those with disabilities or special needs?

03 Can you offer eco-friendly or sustainable tourism options to minimize environmental impact?

04 How do you incorporate local culture and traditions into your tourism experiences to provide authentic and immersive experiences for travelers?

05 How do you gather feedback from travelers to continuously improve and enhance your tourism services?

06 Come up with as many ideas as possible and repeat the process to reach a stge that they are sufficiently analyzed.

My Scenario

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TOOL 5: THE FUNCTION

Until now you must have a variety of perspectives and scenarios around tourism services. Next step is to clarify with which one you will proceed. Weigh the options and move on with the ones that will add value to your organization and are more suitable with the ecosystem you are into. Take under consideration the characteristics of your options, your customers, your long term vision, measure their potential value, and carry on with the ones that match your strategic business plan, and your progress wants and needs.

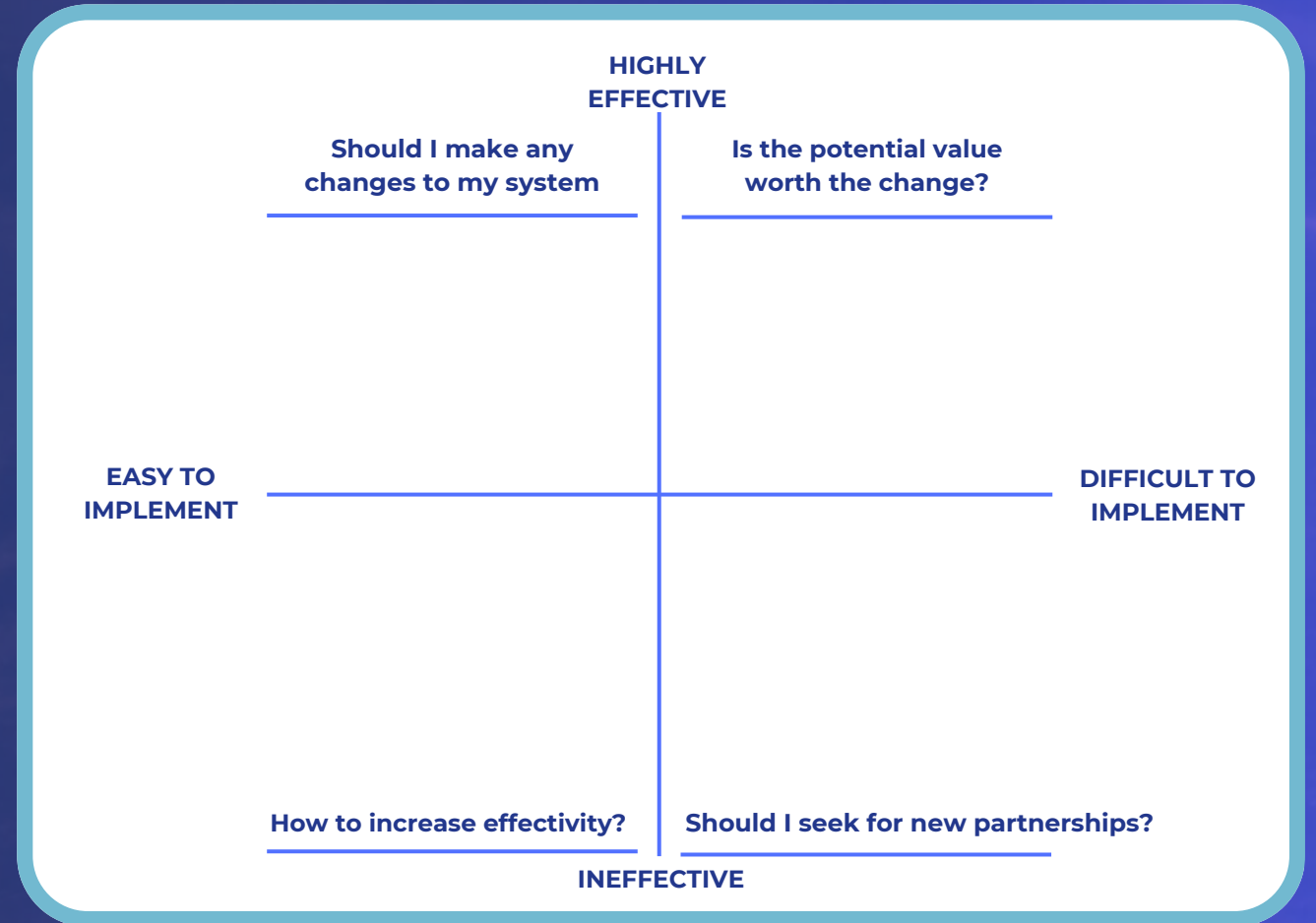Follow the numerical steps to fill in the tool.

TOOL 5: THE FUNCTION

BLUEBRIDGE

01 For each option, assess whether they are a priority for your vision. For example, does it match with your long-term strategic goals? (Sustainability), Will it be attractive for users, or will it attract new users? (Appeal), Will it make your product/service better? (Practicability).

02 Use this chart to crystallize the core of your concept, their effect in regards with the difficulty of their implementation. Place each option to the place of the chart you believe it fits. Use the following questions as guidance:

- Will I have to do something differently than I do it now? Will this change add value to the team?
- Is the potential value worth the change?
- Would it be helpful to seek for new partnerships to make this service better?

HIGHLY EFFECTIVE

Should I make any changes to my system

Is the potential value worth the change?

EASY TO IMPLEMENT

DIFFICULT TO IMPLEMENT

How to increase effectivity?

Should I seek for new partnerships?

INEFFECTIVE

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TOOL 6: THE STORY

Gen Xers, Millenials, and Generation Z are extremely conscious about sustainability and require a meaningful and trust-based relationship with their choices. Planet-centered products and services with transparent and traceable value chains resonate and make their people feel happy they purchased from them. Define a communication strategy that is coherent with your long term vision and embraces sustainability. Clearly convey the social and environmental practices of your company. This can be a game changer in building a strong rapport with your clients. This framework will help you to educate internally and externally about sustainability. Communicate the environmental policies of your company, the accessibility of your services and the social impact in the cimmunity.

TOOL 6: THE STORY

BLUEBRIDGE

	BRAND 1
VALUE	
TAGLINE	
GAPS	

Think of some fashion brands that you respect. Go through their website and social media. What do people say about them? Do they have a tagline? Is there consistency between brand, communication and product? What is their weakness?

What is your value(s)? Do you communicate them enough? Do you embrace sustainability? Do you have a tagline? Follow the example of well established businesses to scale up. Come up with several taglines that highlight your value and distinguish you from the competition and qualify your favourites.

	MY BRAND
MY VALUE	
MY TAGLINE	
FAVOURITE TAGLINE	

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STAGE 3: PROTOTYPE

BLUEBRIDGE

07 "The Blueprint"

08 "The Prototype"

09 "The Decision Maker"

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TOOL 7: THE BLUEPRINT

Now that we have a variety of options and possible services, along with a valuable story to tell, it is time to get tangible, experiment with possible solutions for your challenge, develop concepts, create prototypes, and acquire knowledge through testing. A blueprint is the summary of the future service in which both the "front stage" as well as the "back stage" are mapped. "The Blueprint" is an opportunity to review your design decisions in the light of behind the scenes requirements. You try to figure out what the consequences are of your future service concept for the organization: the employees, the organizational structure and the underlying processes, systems and other resources.

TOOL 7: THE BLUEPRINT

01 Take the previously identified scenarios and analyze distribute their characteristics into the respective boxes

02 Look at what needs to happen at the level of your front-office ("front-office interactions") including any physical elements which may be shared with the customer. Your analysis should also cover processes that take place behind the scenes ("back office processes") and resources and systems which may be needed to deliver the customer experience.

03 Identify the gaps between your current set-up and the desired future state.

04 Repeat the process for each scenario.

BLUEBRIDGE

Customer Experience

Touch Points

Front Office Interactions

New Service

Resources & Systems

Back Office Processes

Physical Elements

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TOOL 8: THE PROTOTYPE

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This tool is intended to create a visual image of the future conditions and how we are going to satisfy the needs of the future users. With "The Prototype", you can serve the future user with the product and get the necessary feedback. Aimful Prototyping allows us to find out in time what are the needs of the future market in order to minimize risk, cost and maximize the effectiveness of the product. Let's take for granted that we have a variety of prototypes ready to be tested. The final selection on the approach is relative to what you want to achieve, how are you going to achieve it, what are the available resources you have for your goal, in what stage you are etc.

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TOOL 8: THE PROTOTYPE

BLUEBRIDGE

01 **START SMALL:** Prototyping requires experimental approach. That's why it is better if we start by basic questions like "What would people think of that?" or "Would this be a suitable solution?"
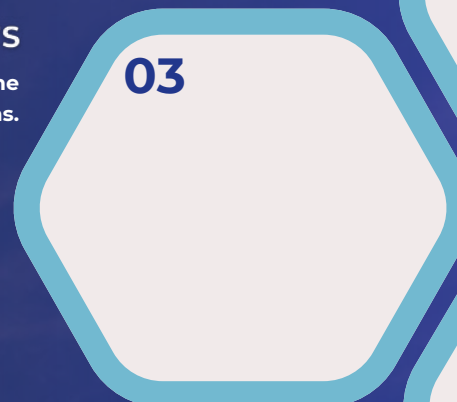
02 **MEASUREMENT:** Define your KPIs and metrics.

03 **MINIMUM VIABLE PRODUCT:** At first, make a something handy and gradually add more features and make it more functional. When our prototype is ready, invite other people to test it.

PURPOSE OF THE PROTOTYPE
What do we want to extract from the prototype testing and from which target group?

PROTOTYPE DEFINITION
What do we want to test? At what scenarios and what test points?

PROTOTYPE REQUIREMENTS
What is the material structure of the prototype? In this phase, simplicity wins.

NEXT STAGE
What is the next stage of the testing?

01

02

03

04

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TOOL 9: THE DECISION MAKER

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Decision making is a process that requires consideration of a variety of factors. This tool helps the user to approach this process more analytically and in multiple dimensions. The Decision Maker board allows us to incorporate multiple criteria and weigh them one at a time.

Below there is a potential look of the Decision Maker. Each user can modify the content of the board according to the needs of his business. The tool does not make the decision itself, it just helps the process. Do not underestimate the importance of the discussion you have during the use of the tool. It is as important as the tool itself.

Follow the numerical steps to fill in the tool.

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TOOL 9: THE DECISION MAKER

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01 Concentrate your prototypes and place them along the first column.

02 Think of the criteria you will take under consideration to guide your decision. Consider potential costs, implementation or maintenance, time to implement, impact, fit to brand etc. Place them in the first row.

03 Evaluate each idea with a number, a scale from 1 to 10 can be useful. Write the total at the last column. The idea with the highest score is probably the first one you should investigate.

Decision maker	Implementation cost	Maintenance cost	Total
Digital service			
Digital app			
External activities			

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STAGE 4: VALIDATE

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10   **"The Schedule"**

11   **"The Test"**

12   **"The Journey"**

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TOOL 10: THE SCHEDULE

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Clear communication between team members is essential to the success of any project.
Now that our prototypes are ready to be tested, it is important that we do not have friction internally.
Keep everyone on the same page by creating a shared document in which everyone can visualize the deadlines, tasks and responsibilities. "The Schedule" will help us test our scenarios with accuracy, reducing the error probability.

Follow the numerical steps to use this tool.

01 Use the template to organize and plan your new project. Set a name and a deadline.

02 In the large colored areas, break down the work to be done by assigning a different colored post-it to each member of the team.

03 Include individual deadlines for each person on each post-it to know who does what and when.

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TOOL 10: THE SCHEDULE

BLUEBRIDGE

NAME OF PROJECT: | **DEADLINE:**

TO DO	STEPS	DONE

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
MILESTONES																														
ACTIONS																														

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TOOL 11: THE TEST

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Testing a prototype requires organizing and clear objectives. "The Test" is a useful tool that differentiates each stage of the trial, the data obtained and the targets.

To use this tool, just fill the boxes with post-its. Repeat for every concept needed.

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TOOL 12: THE JOURNEY

Congratulations! You have now tested different exercises in this toolkit.

By making mistakes quickly and learning from them you can change or improve what you've done. This saves you from jumping to conclusions too soon or assuming that a first pass is all it takes to get something right, which can often lead to wasted time and resources on misled efforts.

The tools that show promise can be iterated rapidly until they take sufficient shape to be developed; those that fail to show promise can quickly be abandoned. Feel free to go back and try a different tool.

As you move forward with your project, return to the this step as often as needed.

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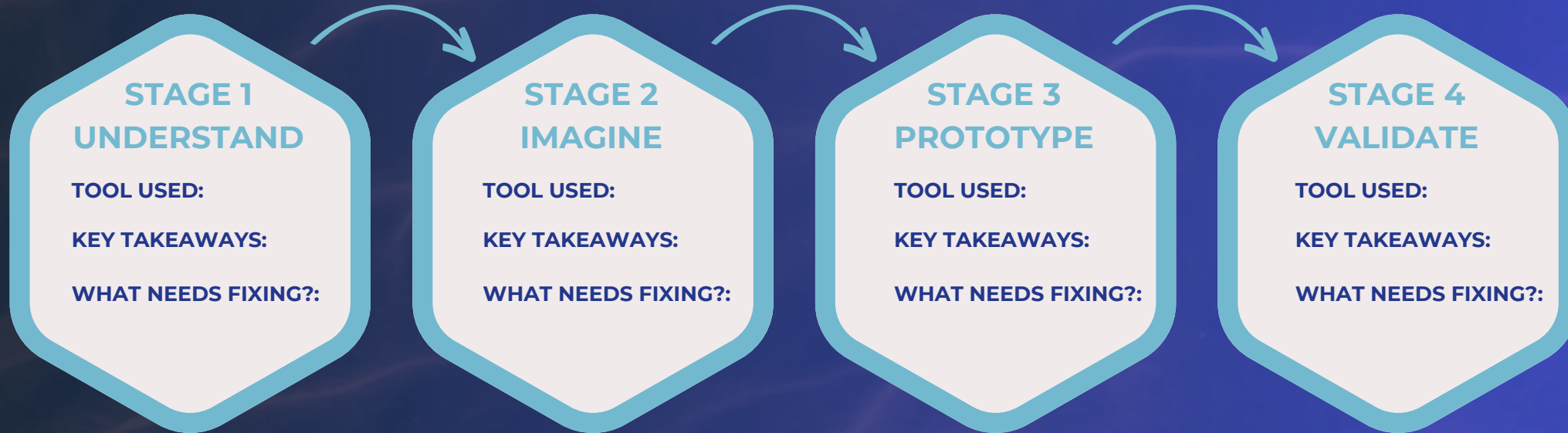Norway grants

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TOOL 12: THE JOURNEY

INSTRUCTIONS:

Now that you have tested different activities in the toolbox, consider the most valuable takeaways from each step. On the next page, write down the answers on post-its and place them in each section. Use a different colored post-it for each of the 4 steps.

ASK YOURSELF:

- Have I implemented this activity successfully?
- Is it necessary to repeat or redo a step?
- Can I gather data, interviews, questionnaires, or surveys to improve my offering?
- Can I improve it by adding another step or phase in or even removing one?

TOOL 12: THE JOURNEY

BLUEBRIDGE

STAGE 1
UNDERSTAND

TOOL USED:

KEY TAKEAWAYS:

WHAT NEEDS FIXING?:

STAGE 2
IMAGINE

TOOL USED:

KEY TAKEAWAYS:

WHAT NEEDS FIXING?:

STAGE 3
PROTOTYPE

TOOL USED:

KEY TAKEAWAYS:

WHAT NEEDS FIXING?:

STAGE 4
VALIDATE

TOOL USED:

KEY TAKEAWAYS:

WHAT NEEDS FIXING?:

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NOTES

DISCLAIMER

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SERVICE DESIGN FOR THE TOURISM INDUSTRY TOOLKIT

BLUEBOOST

12 TOOLS FOR THE TOURISM INDUSTRY
UNDERSTAND | IMAGINE | MAKE | VALIDATE

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