

IDEA 4U

Innovative Design of Entrepreneurial Activities for Youth
Erasmus+ Training course

12-20 November 2019. Nea Makri (Athens), Greece



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PREFACE

A little background to the project:

Given the current context of high youth unemployment in many European countries, there have been raising initiatives from youth work stakeholders to build up the entrepreneurial competences of young people, not only to have them create their own jobs, but mostly to have them adopt an entrepreneurial approach to their professional careers. However, the tools that have been used for entrepreneurial learning are yet to evolve in order to adapt to the new challenges in an increasingly digital era. This is particularly needed in order to reduce the vulnerability of the NEETs and raise their employability in a fast pace changing job market.

As one of the trendy methods in innovation and entrepreneurship education, 'Design thinking' remains an exclusivity of the 'start-up scene'. It is lately gaining ground with social enterprises but it is still far from being adopted by the youth work community even if its process is non-formal education friendly. 'IDEA 4U', which is the 6th edition of our design thinking project series aims to support youth workers in developing and sharing effective innovative methods in entrepreneurial youth work education. Its aims to assist youth workers in reaching out to NEET youth by introducing and experimenting the Design Thinking Methodology.

Project's Objectives:

1. Federate 30 European youth workers to become multipliers of the 'Design Thinking process' adapted to youth work practice.
2. Gather the youth workers to get hands on the 'Design Thinking' process, by creating business ideas inspired from pre-defined challenges in their local communities.
3. Up-skill youth workers to foster the employability and sense of initiative of 250 young NEETs from 10 European countries.
4. Develop the toolkit 'IDEA 4U' detailing the process of 'Design Thinking' as applied to entrepreneurial learning in youth work.

Working Methods:

The methods used during the project are non-formal, inclusive and participatory. The training used diverse non-formal learning methodologies mainly based on Design thinking, where the participants of the training had a chance to go through its process and experience its 5 stages: **Discovery, Interpretation, Ideation, Experimentation and Evaluation.** Hence, the participants developed business ideas based on social challenges. Based on those problems they had to make use of the Design Thinking method in a hands-on experience method in order to resolve those problems.

Participants profile:

'IDEA 4U - Innovative Design of Entrepreneurial Activities for Youth' had one main activity, which was a training course which took place in Athens, Greece in November 2019, and gathered 30 participants from: Iceland, Romania, Greece, Italy, Sweden, Bulgaria, Poland, Latvia, Slovakia and Spain. This training was made for youth workers (gender balanced and 18+) who were:

1. Youth workers who are empowering young people, and regularly conducting local activities with young people in the areas of employment and entrepreneurship.
2. Non-formal education trainers/facilitators: Who had facilitated previous activities aiming to drive the entrepreneurial learning of their participants and who were interested in the Design thinking methodology and creative thinking methods in general.
3. Young entrepreneurs who were in the process of setting up their organization or had their organizations already.



INTRODUCTION TO THE VARIOUS CONCEPTS

What is Design Thinking?

Design thinking is a methodology for creative problem solving. It is used to provide innovative solutions to problems in a specified domain or territory. The method is mostly used by social entrepreneurs, project managers, youth workers and people from all angles of society to answer specific problems.

This method is very famous and adequate for solving territorial or social problems because it uses an approach that facilitates constant contact with the territory or people concerned by the problems and co-constructs lasting and impactful solutions for the problems.

The design thinking method has five (5) steps which enable its efficiency. Namely "empathize", "define", "ideate", "prototype", "test".

In this toolkit, with the use of specific case studies developed during the training course in Greece, we will explain step by step making use of concrete examples how the methodology can be adapted and used to solve societal problems in local communities.

Some fields in which we can use the Design Thinking Method:

Green Entrepreneurship:

All businesses that follow the business model of economy but focus on ecology and have sustainable development goals

Challenges:

- High costs (mostly innovative)
- Lack of Technological means because of their innovative nature
- Limited knowledge about some of the things to work on

Opportunities:

- Solving real life problems
- Making an impact on the local communities
- Financial opportunities to receive grants
- Chance to be a life changer as your innovation could be one in a million.

Social Entrepreneurship

Entrepreneurship that focuses on social needs and societal values. It connects social needs to the economy

Opportunity:

- Solve social problems on different territories
- Providing answers for existing societal problems

Challenges:

- Lack of profits for the projects as they are mostly not meant to generate lot of money
- Difficulty in knowing how to tackle the issues at hand.

Digital Entrepreneurship

Everything that deals with online and digital services. Basically, entrepreneurship that is ran on the internet.

Opportunity:

- You can work from anywhere
- Create new jobs
- Be financially independent
- Global partnerships and collaborate with other businesses.

Challenges:

- Time management
- Huge competition between other digital nomads
- Physical and health problems as linked to the use of the gadgets for the business.

All the above can mix and go together to work for a project and develop solutions for them.

What are the steps for the design thinking methodology?

For the purposes of this toolkit we are making use of 6 problems selected by the project participants.

1. We lose too much time finding a parking slot
2. Tourists are attracted by the mainstream destinations
3. Young people cannot find a job in their field of studies
4. Young people are not practicing enough sport
5. We are wasting too much food
6. Young people are not aware or not interested in the cultural events available

Every problem will take the reader through the 5 stages of the design thinking method. The toolkit is designed such a way to make the reading and the understanding of the concepts easy to understand.





THE STEPS OF **DESIGN THINKING**

Step 1: “Empathize”

This is where you need to connect with the problem at hand or the territory to find the reasons why the problems exists and the different factors that contribute to it. This is the stage where you work mostly on understanding the situation at hand. The main thing to be done here is to keep asking “Why?” You need to find the reason why the specific problem is happening. The idea here is to immerse yourself fully with the situation at hand and understand it from the point of view of the people on the territory and not as an outsider. This is the core part of your work as a design thinker. You need to empathic to the situation and fully comprehend it.

To empathize, you therefore need to observe the territory, engage with people on the territory through normal conversations in order to have some clear perceptions about the situation. To go further in this “empathize” stage, you could spend some time in the field with the people to watch them at work or even participate in their activities or processes. This is to give you a clear idea on the problem they face, and you could then be well abreast with the realities on the ground.

In empathy you basically connect with the territory to seek information and concrete knowledge about the problem at hand. Remember, this is the core of your design process, so you need to keep asking yourself a good number of “Why?” in order to get the concrete answer as to why the problem is happening. In one of our case studies “Case study 1”, problem noticed by the team is that **people lose too much time to find parking slots**. During the empathize stage, the work to do is to understand the circumstances and things that make people waste a lot of time to find parking spots. In answering some of the Whys in this stage, the group working on this case came up with these answers:

“There is not enough space in parking slots, because of that vast majority of people crowding the cities, people don’t use alternative ways of transport (depending on their job, and preferences), there are crowded parking areas (referring to many cars trying to find a parking spot), Incorrect parking from drivers, which blocks the other drivers.”

While paying attention to this step, you would realize that a careful empathize stage will help you fish out some of the stakeholders of the problem. By stakeholders we’re referring to the people who are mainly concerned with the situation at hand and those who strongly influence its outcomes. So, in the example above we can easily

deduct that drivers are the main stakeholders. Other stakeholders could be local government or municipality in charge of public spaces and parking slots. However, since we are not sure of the all the involved stakeholders, we have to dig further in order to find them out. That’s where the define stage comes in as we get to know the stakeholders as well as precise the problem.



Step 2: “Define”

This is where you bring out clear factual information about the problem. This is after the empathize stage where you went to the field to immerse yourself with the problem and understood the problem from the people’s point of view. The aim is to specify the problem in clear terms without any ambiguity. To do this, you need to:

- Follow up on the stakeholders you likely identified during the empathize stage
- After finding the main stakeholders you need to get in touch with them in order to define the problem better. This is where we get to the preparation of interviews. To do that you need to devise specific questions that will help you better understand the situation not only from your point of view as a problem solver but also their point of view as people on the field who are much closer to the situation and the problem itself.
- The next thing is to run your interviews! Meet the people and do the interviews! Get to the stakeholders on the terrain and ask many questions as possible to understand the situation so that you can formulate the situation in a better way.

- After all this you can then analyze the feedback and answers you go and only then you could formulate the real problem (the why of the situation or problem) Then you define your problem and proceed from there to ideate.

As example, we will use “Case Study 2” of the training course which was **“Tourists are only attracted to mainstream destinations”**. After a series of interview with some of the major stakeholders of this problem, for instance, tourists, travel agencies, local tourism office, one of main problems identified was that “tourists go to the mainstream destinations because they are the most advertised, they are easily accessible and they are sometimes cheaper because of promotions”. In this situation, there was no clear definition of the problem at the empathize stage, but through interviews and real contacts on the territory, the project group was able to clearly identify the main causes of the problem.

After clearly defining the problem, the next step is to “Ideate”.

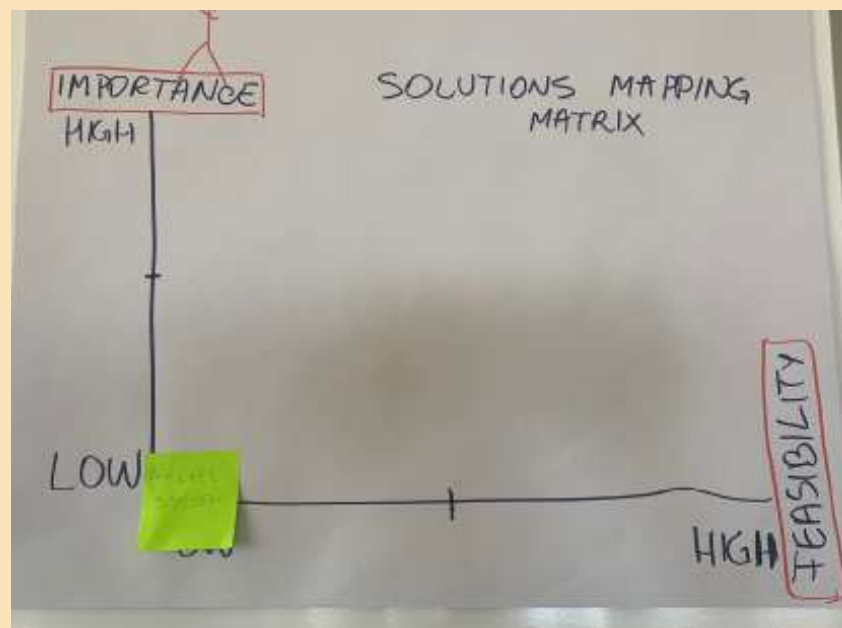


Step 3: “Ideate”

The ideation stage is where you go wild on innovating awesome solutions for the problems that you clearly defined in the previous stages.

- Propose as many solutions as possible for the various whys that you identified.
- Rank your proposed solutions based on their importance and their relevance. For instance, you can use a matrix and choose the criteria to determine the feasibility and its level of impact.

The image below shows a “Solutions’ mapping matrix” that ranks the various proposed solutions according to their importance and feasibility from highest to lowest. The graph is such a way that you paste the solutions on them and select the solutions with the highest importance and feasibility.



Here, you are already entering the prototyping stage.

For “case 5” for instance where the problem is about **“people wasting a lot of food”**, they proposed these possible solutions:

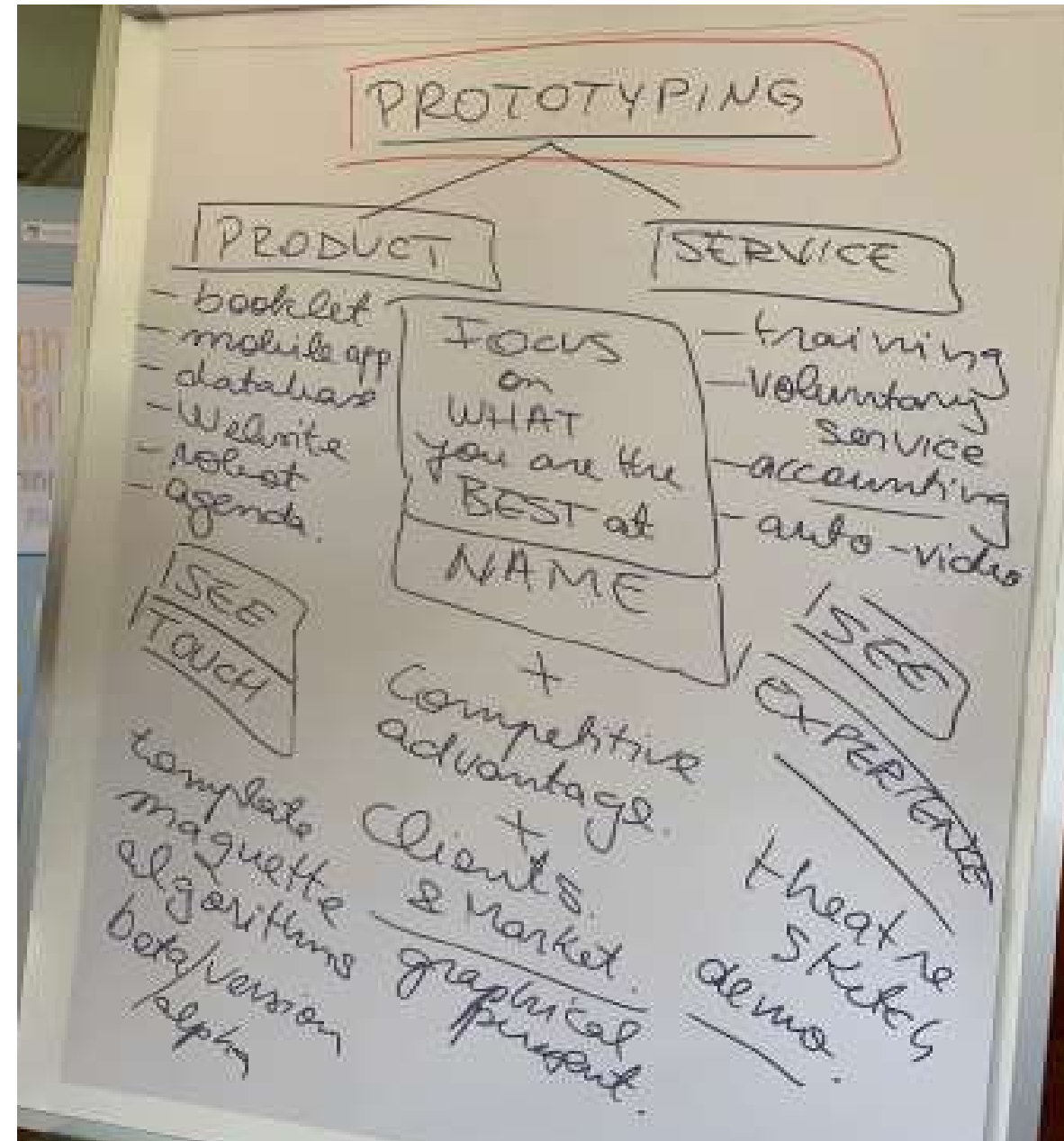
- Information in shops where you can leave your leftovers
- Common neighborhood gardens,
- Leftovers can be given for homeless people or animals
- app for food management,
- food using workshops, formation,
- training about recycling food, etc.

Step 4: “Prototype”

This is the design stage of your solution. Here you are designing your solution clearly while ideating. This is why prototyping is sometimes considered as an inter-step between ideation and testing. In prototyping, you get to think, design, test to see if the solution works or not and then return to re-strategize for further implementation. For prototyping, you need to:

- Choose and specify your territory so that you can adapt your solutions to the real problems on the grounds.
- Understand the value of your solution (the innovative aspect of your solution. Why your solution can work? Why can you do it better? This is needed for your pitching to the organization who needs the product to solve their problems.

The image below sums up the concept of prototyping. Is your solution a product? A service? Do you have the skills and resources to implement it? How competitive will it be? Is it adapted to the problem’s demands? Is it sustainable? All these are questions you have to answer during the prototyping stage.



As said earlier, this step is also a link to the testing stage as sometimes you need to test before returning to re-design and device new solution. This is called iteration. Following up on this stage with “case study 5”, the group decided to design an app that will help its users reduce their food waste and improve their consumption patterns. **Check case study 5 of this tool kit.**

Step 5: “Test”

Next step is you have to test your solution in the territory. So, you reach out to the territory and you show your solution on the field for them to see how your solution can work for them.

This is the execution stage of your ideas and prototypes. Here you also need to gather feedback from the people in order to assess the efficiency of your solution as linked to the problem. The feedback back will help you iterate in order to propose a better final solution.

Check the various case studies for examples of how this stage works.

THE CASE STUDIES

1. We lose too much time finding a parking slot
2. Tourists are attracted by the mainstream destinations
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5. We are wasting too much food
6. Young people are not aware or not interested in the cultural events available





CASE STUDY 1

We lose too much time finding a parking slot

EMPATHIZE

To work on empathize we started by analyzing the problem by finding the causes.

In our case our causes were:

- We don't know where the parking spaces are.
- There are different ways of transport which are not promoted.
- There are crowded parking areas (referring to many cars trying to find a parking spot).
- Incorrect parking from drivers, which blocks the other drivers.
- There is not enough space in parking slots, because of that vast majority of people crowding the cities.
- People don't use alternative ways of transport (depending on their job, and preferences).

Then we proceeded to find the different stakeholders which are linked to the causes we identified.

Companies, Government, Green NGO, Public transport company, Drivers, Architects and Citizens

After identifying the stakeholders, we proceeded to plan interviews with them in order to better assess the problem and clarify it. For that we had to plan questions through brainstorming. The questions were specific for each stakeholder we interviewed or targeted.

- Have you experienced losing a large amount of time during parking?
- On average how long do you think it takes to find a parking slot?
- During which hours have you experienced the biggest problem with finding a parking slot?
- What do you think can be changed to solve this problem?
- Do you prefer getting around in the car or with public transport? Why?
- Under which conditions would you be capable of switching to public transport? (For drivers)

The interviews helped us understand the basis of the problem from the stakeholder's point of view and this helped us narrow down our initial problem to this → Same ones.

DEFINE

After our interview we proceeded to analyze data gathered and juxtaposed it to the initial problem and causes that we had. We selected the strongest causes as related and relevant to what the interviewees said. Based on the new causes and facts that we gathered we could rephrase our new problem and specify it.

"The number of cars in big cities is much higher than the number of parking slots"

This is what led us to the new problem mentioned ahead and we will continue to the next stage based on this problem which has hereby been defined.



IDEATE

After defining our problem, we wanted to check for possible solutions, so we made a brainstorming for 15 minutes. After doing this, we ended up with the following solutions for each and every cause that we already found

CROWDED PARKING AREAS AND PEOPLE TRYING TO FIND A SPOT AT THE SAME TIME

- Traffic lights
- Car sharing

INCORRECT PARKING FROM OTHER DRIVERS

- Move education for parking
- New systems
- Correctly drawing parking lines

CROWDED BIG CITIES WITH PEOPLE

- Support jobs from government for villages

FAMILIES HAVING MORE THAN ONE CAR

- Charges for cars
- Leasing companies

PEOPLE NOT USING ALTERNATIVE WAYS OF TRANSPORT

- Faster transportation
- More comfortable

EXPENSIVE PUBLIC TRANSPORT

- Cheap prices

OLD BUILDINGS WITHOUT UNDERGROUND PARKING

- Build underground parking slots

NOT EFFICIENT PUBLIC TRANSPORT

When we finished this process, we needed to narrow the solutions in order to focus on the most important ones. After making the importance-feasibility matrix, we ended up with the following options:

- Car sharing for jobs

Of these five that were located in the solutions mapping matrix (check ideation stage), we discarded these options:

- New systems
- Traffic lights
- Charges for having more than one car
- Correctly drawing the parking lines

After this last step, we needed to narrow it down more, so we chose the most important one, on which we will be focusing all our effort. The final choice was CAR SHARING, as the best option for reduced parking spots.



PROTOTYPE



In this step of the design thinking methodology, we are going to prepare a first prototype to check with the market if it has value for them or if it doesn't. So, the very first thing we did was to make a logo.

Afterwards, we looked for a similar company (**Blablacar**) to check how they are doing things and to make use of their knowledge to prepare our first minimum viable product. Our business model is quite similar to "**Blablacar**", but what differentiates us from them is that our main objective is to reduce the number of cars in the city center of Athens, offering cheaper parking spots for cars that are occupied by more than 1 person and relieving big cities traffic jams and liberating parking spots. We will achieve this through two channels:

- Partnership with local parking: We will be sending a constant flow of cars to private parking slots. The objective is to achieve a better price for people that are using our application, so we create value for them, and they won't just use our app for one time and then stick to the people we are offering.
- Partnership with companies: Companies could see our app as a good social responsibility programme while also improving arriving on time rate of their employees.

- The government: We will act as a lobbyist since we are in a powerful position in order to ask for subventions or potential mobility solutions, like using the bus line or special lines when they are using our app.

Why: save money, time and environmentally friendly.

When: Any time, where drivers on the road (Athens)

Where: Anywhere, around 50km away from big cities

Option Users

For people who work far away from home, a discount ticket for the whole day.

Note: Discount will be depended on How many passengers do you have in your car.
 For 1 passenger = 20 euro
 For 1+1 passengers = 15 euro discount
 For 1+2 passengers = 10 euro discount
 For 1+3 passengers = 5 euro discount
 For 1+4 passengers = 4 euro discount

At the beginning we separated the solutions with a graph (importance, feasibility). Then we had clarified the perfect solution for us. We divided for our one perfect solution three questions: How? When? Where? We defined each question separately. We came to outcomes which answer us that our one solution has sense or improve situations in so many ways.

All of this make us to create **ParkiFy App**. We focused provide to help for job workers from suburbs of Athens.

TEST

We had tested the app with from (drivers and passengers). They recommended us few improvements regarding our application. We can cooperate not only with government, local government but also with companies from Athens where we intend to start our testing with.

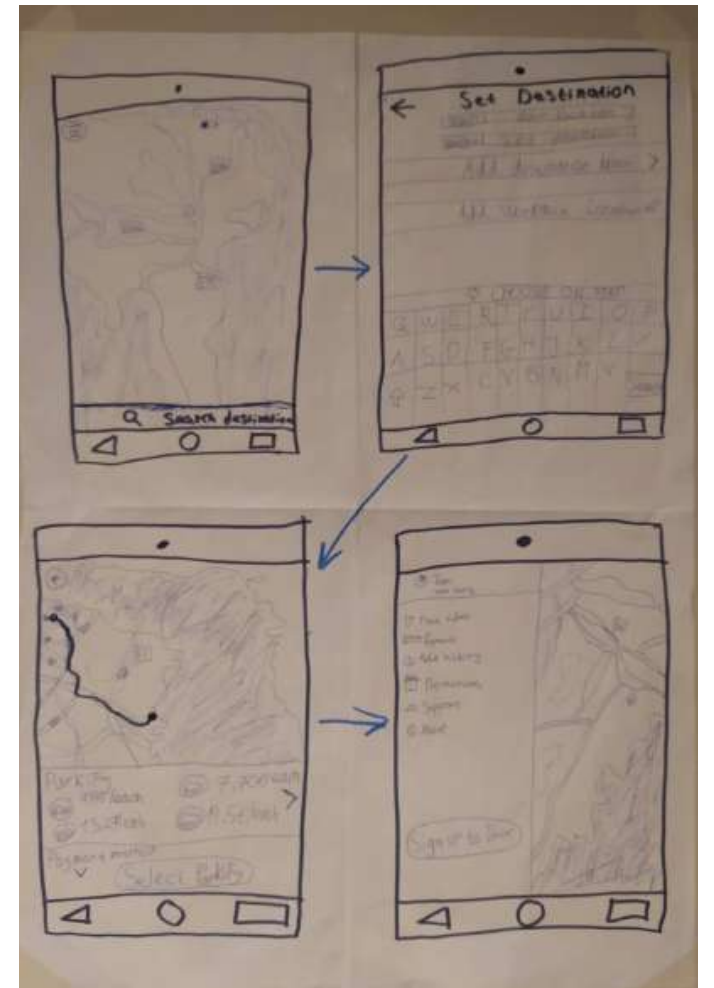
1. Companies can provide reward or benefits for reducing time for people who live far from home and their outcome will be that employs can get faster to work.

2. Of course, they don't spend so much time in traffic jams, that means employs, would be more satisfied and fuller of energy and eager to their tasks at work. Also, companies if looking for new qualified employees they can provide for them such this kind of benefits, for parking slots, and also for expenses for journey at least reduce part of expenses for traveling.

3. The driver, would decide if he wants to drop a worker from other companies, you can decide if he drops them exactly where their work is located or they will go directly to a parking slot and they need to go to their work by themselves from the checkpoint. And also, driver and passengers can set up by themselves at the beginning, the range of distance for picking up and dropping off. What it is for them suitable or acceptable.

4. Cash-flow: Another question that was discussed was about the cash-flow. Where are we going to get our money? Actually, there would be a small fee for using the app, each time a trip is done. Also, we are planning to collect money through parking places, that will be our main partners, since we will look to sign agreements with them so we can resell the parking spots for a better price.

5. One-time users: Another thing that people asked us was related to one-time users. So, we thought that the only way to make them use the app without them leaving is to reduce our fee per trip and also to offer personalized parking offers that will beat what drivers can find.





CASE STUDY 2

Tourists are attracted by the mainstream destinations

EMPATHIZE

To work on empathize we started by analyzing the different causes of the problem by asking the question of WHY. (10 questions)

In our case our questions were:

- Governments are funding the development of the already popular areas.
- When travelling for the first time in a country, tourist choose to visit the capital with the most things to do and see.
- Most people live in the capital, so tourist prefer to visit their friends.
- Different cuisines can be found in big cities.
- Media receive funding for promoting certain areas.
- Mainstream destinations are the most advertised.
- People are following the mass mindset.
- Lack of good infrastructure in rural areas
- More possibilities and more experiences can be found in the big cities.
- It's trendy to visit the top 10 destinations in order to make your social media look good.

Then we proceeded to find the different

stakeholders which are linked to the WHYs we identified.

- Citizens.
- Government.
- Tourists.
- Hospitality industries.
- F & B industries.
- Touristic agencies.
- Marketing and mass media industries.

After identifying the stakeholders, we proceeded to plan interviews with them in order to better assess the problem and clarify it. For that we had to plan questions through brainstorming. The questions were specific for each stakeholder we interviewed or targeted.

- How often do you travel?
- Where have you been so far?
- What do you consider a mainstream destination and why?
- Do you personally prefer the mainstream destination?
- Why do you think people are choosing mainstream destination?
- What do you expect to see in a country you visit for

the first time?

- Would you be interested in trying the local experiences?
- What would make you visit a place outside the capital?
- Do you do any preparation before starting a trip?
- Would social added value make you choose a rural area over a mainstream one?
- Do you think the mass following mindset is affecting the tourism industry?
- Does your hobby motivate you to choose your travel destination?
- Do you prefer solo travelling or travelling in a group (family or friends)?
- How does this affect the way of travelling and destination?

The interviews helped us know the realities of the problem from the stakeholders' point of view and this helped us narrow down our initial problem to this.

DEFINE

After our interview we proceeded to analyze data gathered and juxtapose them to the initial problem and WHYs that we had. We selected the strongest WHYs as related and relevant to what the interviewees said.

- Most advertised.
- Following the mass mindset.
- It's trendy to go to the new destinations.
- Transportation Accessibility
- Financial reasons.
- Lack of good infrastructure in rural areas.
- More possibilities and experiences can be found in a mainstream place.

Based on the new WHYs and facts that we gathered we could rephrase our new problem and specify it.

In Iceland, tourists visit Reykjavik and the area 100 kms further but not the rest of the country. This is because the area of Blue Lagoon is highly advertised, it's expensive to move from one place to the other and there are more things to do inside of the city.

We proceeded with the flipchart presentation and feedback gathering.

This is what led us to the new problem, and we will continue to the next stage based on this problem which has hereby been defined.

IDEATION

During the ideation process we came up with 20 solutions that could help our problem. We started with suggestions of good financial

management, creating accommodation like glass houses for glamping, cheaper transportation, bicycle roads, e-bikes and creating new road signs regarding accessibility to rural areas. Furthermore, promoting adventure tourism and local cafes and restaurants, take advantage of the film-making industry and our network. After using the matrix on importance and feasibility we narrowed down our solutions and chose six of them including organizing events and festivals and finding specific experiences outside of Reykjavik, creating advertising/ social media campaigns, creating a platform for excursions outside of Reykjavik, defining our target group, working with influencers and local companies and collecting data regarding our main problem.

The first discussion was regarding the target group. Thor, one of our project team members who is from Iceland mentioned how more and more Chinese tourists come to Iceland for luxury shopping and to see the nature. However, they only go to mainstream destination like the Blue Lagoon. Then somehow the idea of breathing fresh air outside of Reykjavik came up and we started to talk about how we can promote this.





PROTOTYPE

Through this process we came up with a different idea and defined our main solution and objective. The initial concept was wellness retreat project with the moto "Get cool, you fool" for encouraging people to not fool themselves, to destress, recharge and find themselves in the North of Iceland through this retreat. There was discussion regarding the target group which was defined to people above 35 years old who have more money, are stressed by work and are interested in healthy lifestyle and recovering their souls and bodies.

After receiving some feedback, we realized that the moto could sound offensive for customers and maybe they would feel like fools. We started brainstorming about a new name and description. Some of the suggestions were "Get cool in Iceland", "Recharge your batteries", "Self-refreshment in the North", "North wellness retreat". As we were thinking on how we can "sell" the fresh air of the Icelandic nature we came up with the new moto "Breathe-in the North" and as description "Recharge yourself in the North of Iceland through nature and wellness". We then set up a 5 days retreat in Hjalteyri, a small village in the North of Iceland. This retreat will provide yoga, meditation, breathing techniques and stress management workshops lead by a certified instructor, connection with nature activities like hiking, mountain biking, skiing, mud spa, thermal baths, beer baths, Icelandic storytelling evenings always depending on the needs and preferences of the group. Of course, we do not only target experienced to yoga etc. people but people who are eager to explore their inner selves. Breathe-in the North will be able to help with guidance and space to grow.

Proceeding to the technical details we established:

Period: 5 days, twice a month, April-October

Number of people: 15 per retreat

Accommodation: Hotel Hjalteyri, in Iceland since this project itself (Idea4u) was funded by the Iceland National Agency and we think Iceland as a country has awesome socio-cultural and environmental life quality which we can promote to tourists as an awesome offer than cannot be gotten anywhere else in Europe.

Advertising: leaflets, social media, influencers, website and word of mouth

Our next step is to create a questionnaire in order to find out what are the preferences of our potential customers regarding the price, the activities, the duration, the period, the way of advertisement, with whom they would come to this experience, number of trainers.

Questionnaire link:
<https://forms.gle/vmAnoS4yx4FKZ3Ay8>



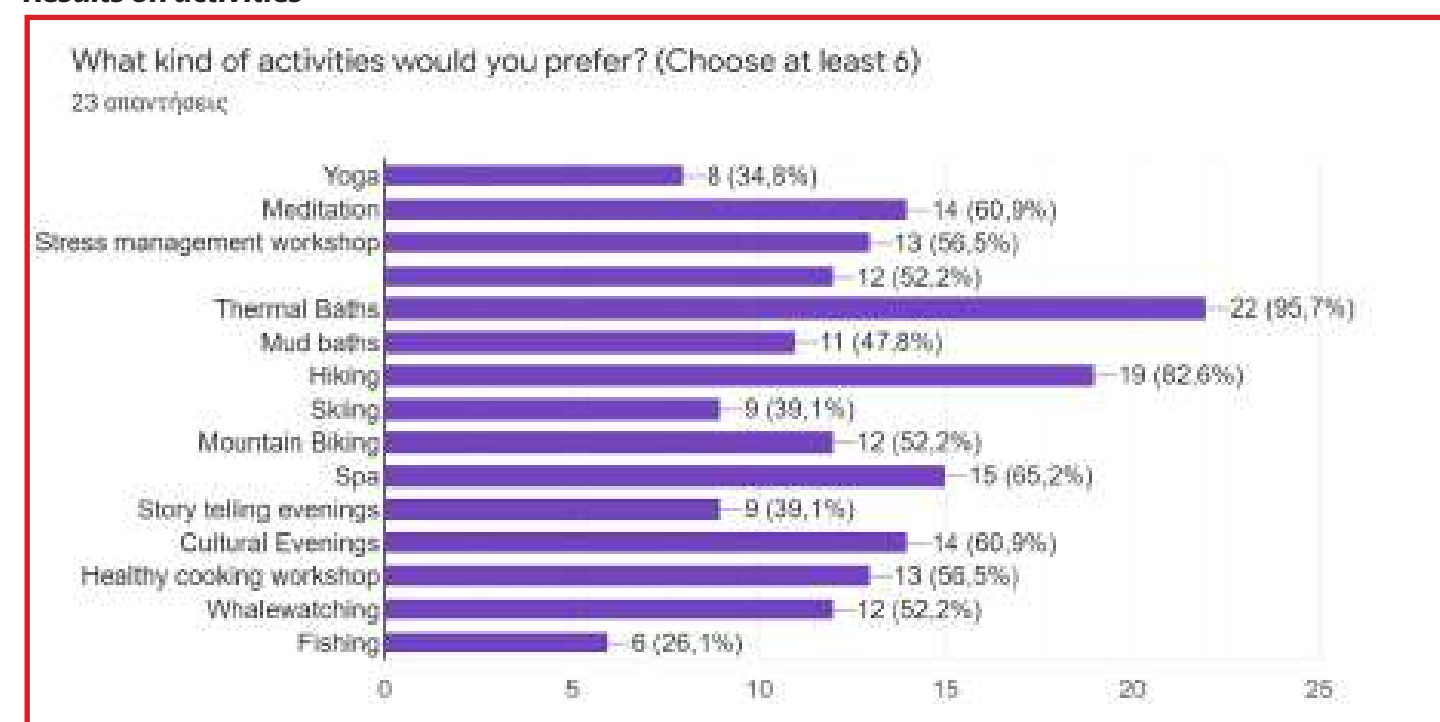
TEST

The testing process started by inviting all the participants of the other five groups to present them our idea, show them our leaflet and fill in our questionnaire in order to get their feedback.

Results of the questionnaire:

23 people
 52,2% females
 47,8% males
 Ages 18-44 (23-30 main group)
 60,9% chose the retreat to last 4-7 days
 Period: Summers 78,3%, Spring & Winter 30,4 %

Results on activities



The highest interest was in thermal baths, hiking, meditation, spa, cultural evenings and stress management workshops. Fishing is probably out of the plan.

As we saw most of the people would go on this experience with friends and colleagues (HINT ON ARRANGING COMPANY RETREATS!)

As far as the price is concerned, most of the people would pay between 1500 and 3000 euros. A lot of people were interested in discounts because they are our friends.

Valuable Feedback:

"I would make groups of 10 people."
 "Do this! I will definitely be there to enjoy!"
 "Some challenge so that you are sure the group is great together. Like say one day you will sleep outside or smth like that. I would like to have a group with similar values."

There were some very important suggestions regarding

- focusing on the uniqueness of the North of Iceland and making it stand out from the rest of the country or other countries

- making a sample of the schedule

- **changing the pictures in the leaflet** and bringing more coziness and movement to their minds the food that we will provide since many people now are vegan and gluten/ dairy free.

- a winter retreat would also be attractive to people who like the harsh winter and Iceland is known for that.

- making separate retreats for businesses as it would be a great team building activity between colleagues and employers. It combines getting knowledge, de-stressing and going back to work refreshed, with new ideas and more effective in the workforce.

There were also some suggestions about splitting retreats into a yoga/chilled one and **an action one but for now we will not follow it as it's a very different and long process and not in our goals.**

A very important outcome is that we realized that with this project we are not only going to help solving the tourism problem that we were initially assigned but we can also help people who are facing mental health issues whose number is dramatically increasing nowadays especially in the northern countries.



CASE STUDY 3

Young people cannot find a job in their field of studies

EMPATHIZE

The work process started by team members sharing their personal experiences regarding either their field of studies and work, or their future plans. During this process we realized this problem is present also in our group.

Afterwards we started brainstorming about the causes, which leads to the following:

- The market has different needs.
- A lack of information before starting university studies.
- A lack of information about the job market and job realities.
- Young people do not know what they want.
- Social pressure (family, friends, trends ..)
- Youth are unaware of their strengths and weaknesses.

Then we proceeded to find the different stakeholders which are linked to the WHYS we identified:

- Youth.
- Employers.
- High schools

- Universities.
- Academia.
- Youth centers.
- Civil society.
- Media.
- Government with its different sectors, mainly economical on one side with youth on the other.

Once we had our stakeholders, we proceeded to selecting whom we can interview in our surroundings, which lead us to different people representing 4 different sectors:

- Students: What are your plans for the future – 10 years, who influenced your decisions for the future, which field lacks employees in your country
- Teachers: How do you think school students approach the selection of profession, Do they understand what this profession is in day by day activities, what do they know about their strengths and weaknesses, and how to improve the situation?
- Youth workers: In what way do you affect or influence youth coming to your club in choosing studies/a career path?
- Potential employers: Do you see any discrepancy between the profile of the students “produced” by the universities and the profiles your enterprise requires?

The interviews helped us know the realities of the problem from the stakeholders’ point of view and this helped us narrow down our initial problem to this “Young people lack insight and practical experience before choosing studies.”

DEFINE

Young people lack insight and practical experience before choosing studies.

After our interview we proceeded to analyze data gathered and juxtapose them to the initial problem and WHYS that we had. We selected the strongest WHYS as related and relevant to what the interviewees said.

- A lack of information before starting university studies.
- A lack of information about the job market and job realities.
- Youth are unaware of their strengths and weaknesses.
- Young people are simply unaware of what they want.

IDEATE

Our day started by brainstorming different solutions to the main problem as stated in the previous paragraph.

The process was done individually, where each member of the team wrote down as many ideas as they could think off, then we proceeded by elimination and got rid of the overlapping ones.

After gathering the ideas on post-its, the next step was to use the solution mapping matrix and position our post-its on the graph.

This led us to select the most relevant ideas based on the feasibility/importance ratio as portrayed by the graph.

Following this, a new round of elimination was due since the previous left us with 14 solution, which was judged to be way too much.

The last phase was a voting process, where each member could cast up to two votes on different solution that he or she hasn't written.

Finally, very democratically and “transperantly” we ended up with our chosen solution:

“Offering trials for high-schoolers in the professions they are interested in.”



PROTOTYPE

Given that our product of choice was a service, we opted for a mind-mapping. The team used the mind map in order to visualize and brainstorm in order to identify and render our product more concrete. The team has kept the mind map in a paper version; however, we can share it if needed.



TEST

The moment finally came to put our service to test! And we did that by the way of interviewing few stakeholders using questions that we have prepared in our team.

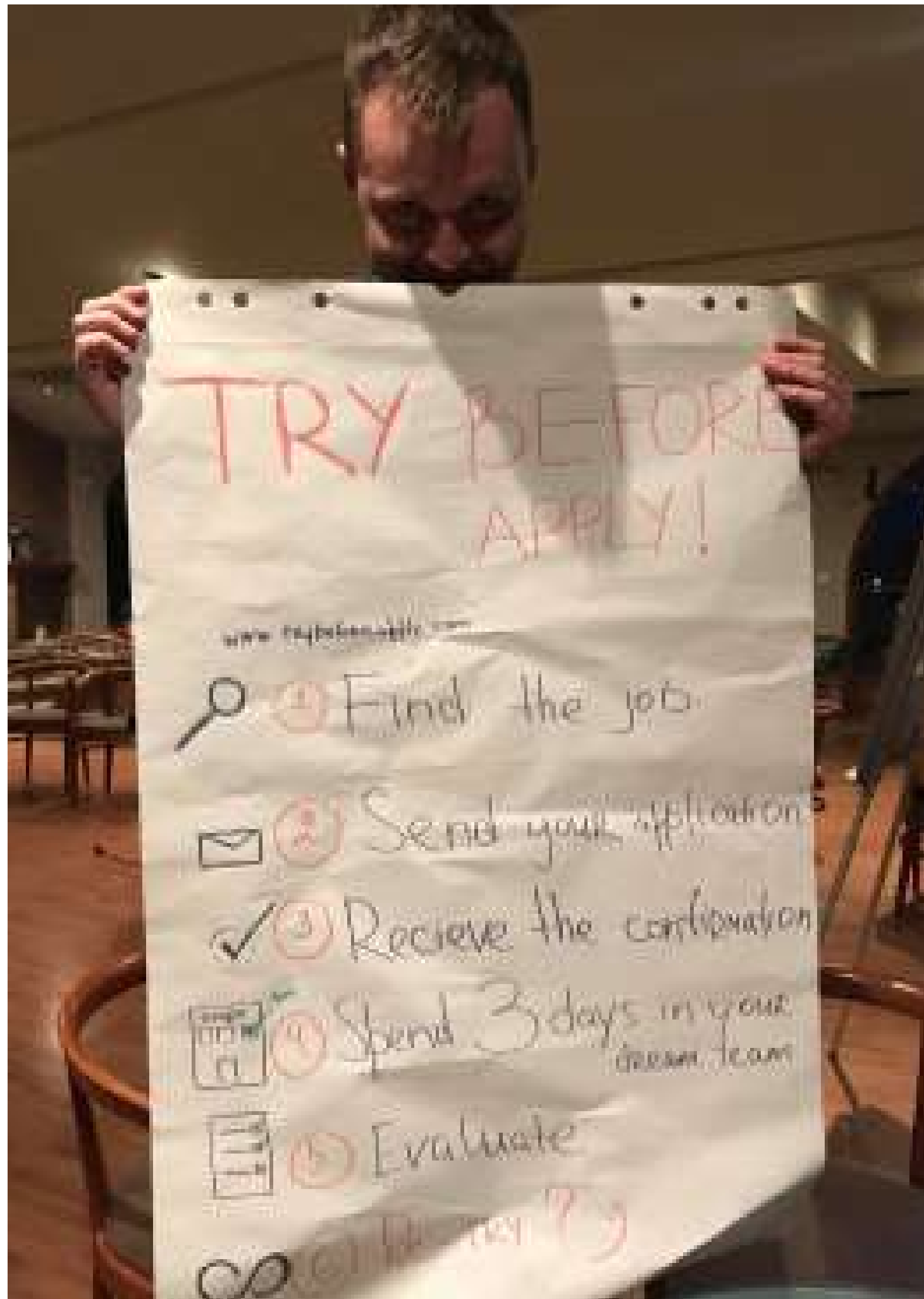
Interview 1: Thomas and Ioanna (High school student)

As a potential customer, Thomas and Ioanna were of a high value to us. Their input was very crucial to our understanding of the pricing of our service, given that Thomase expressed a certain discomfort and skepticism at our initial numbers. Which we took into consideration, however we believe that it might be too early to set a price for our services before having studied the market properly. As for Ioanna she brought to our attention for a proper follow-up is important, suggesting the use of a notification system.

Interview 2: Krist (Company Representative)

Kris represented a middle-size company that would be potentially interested in hosting our students. As a well experienced entrepreneur, Kris was also valuable to us especially with his input and reservations regarding the length of our proposed service. Kris has also expressed what we would expect from our students and discussed whether he would potentially buy and contribute financially to our services.

Based on these interviews, we modified our services to cater for the demands, suggestions and recommendations of our stakeholders.







CASE STUDY 4

Young people are not practicing enough sport

EMPATHIZE

To work on empathize we started by analyzing the different causes of the problem by asking the question of WHY. (10 questions)

In our case our questions were:

- Do young people are not practicing enough sport?
- How can we attract youngsters to do it?
- Are there any programs/events to help attract young people?
- Why practicing sport among young people is not so popular?
- Is educational system good enough?
- Who can be involved in popularizing sport among young people?
- Why people have unhealthy habits?

Then we proceeded to find the different stakeholders which are linked to the WHYS we identified.

- Government
- Companies
- Sport centres

- Administrative officers
- Decision maker's
- Social organisations
- Schools
- Federations
- Sport clubs
- Media
- Psychological-pedagogical institutions
- European Union

After identifying the stakeholders, we proceeded to plan interviews with them in order to better assess the problem and clarify it. For that we had to plan questions through brainstorming. The questions were specific for each stakeholder we interviewed or targeted.

- What can government/ decision maker's do to attract young people to practice sport?
- Are companies interested in supporting sport initiatives?
- How does educational system look like in different counties in EU?
- Do federation and sport clubs are aware of the problem of youth interest in sport?
- How EU support sport benefit awareness among young people?

The interviews helped us know the realities of the problem from the stakeholders' point of view and this helped us narrow down our initial problem to this:

YOUNG PEOPLE ARE NOT PRACTISING ENOUGH SPORT TO STAY HEALTHY.

DEFINE

After our interview we proceeded to analyze data gathered and juxtapose them to the initial problem and WHYS that we had. We selected the strongest WHYS as related and relevant to what the interviewees said. (List the new WHYS which are the results of the interviews and your team's analysis.)

- Unhealthy habits
- Lack of educations
- Lack of money
- Laziness
- Bad time managment
- Digital adiction
- Family background
- Not suitable environmental
- Under digitalization
- Trends – exp. Instagram, plus size models
- No motivation
- Lack of benefits awareness
- Lack of information
- Other alternatives (TV, parties, PC games...)

Based on the new WHYS and facts that we gathered we could rephrase our new problem and specify it. (Explain what you specified your problem to: a group of people, a territory, a sector of work, etc.) If possible, explain why you chose that group of people or territory.

- Students, youngsters under 30years
- Spend a lot of time to electronic device

This is what led us to the new problem mentioned ahead and we will continue to the next stage based on this problem which has hereby been defined.



IDEATE

We analyzed the most important features and we have chosen the most important and feasible solutions. What we did first was filling the Matrix scheme. Secondly, we've decided that we will create the prototype of Sport Festival who will connect lectures about the sport and health with the sport workshops. Also, we were thinking about the kinds of sport activities which can offer our participants and sponsors which we can gain.

We decided to organize sport festival - "TRY IT" SPORT FESTIVAL.

PROTOTYPE

Next step was to create the prototype of our initiative. We have decided to organise: Sports activities which will be leading with specialist of every sport discipline, workshops about health - also we wanna there have some inspiration speakers...

Advertising:

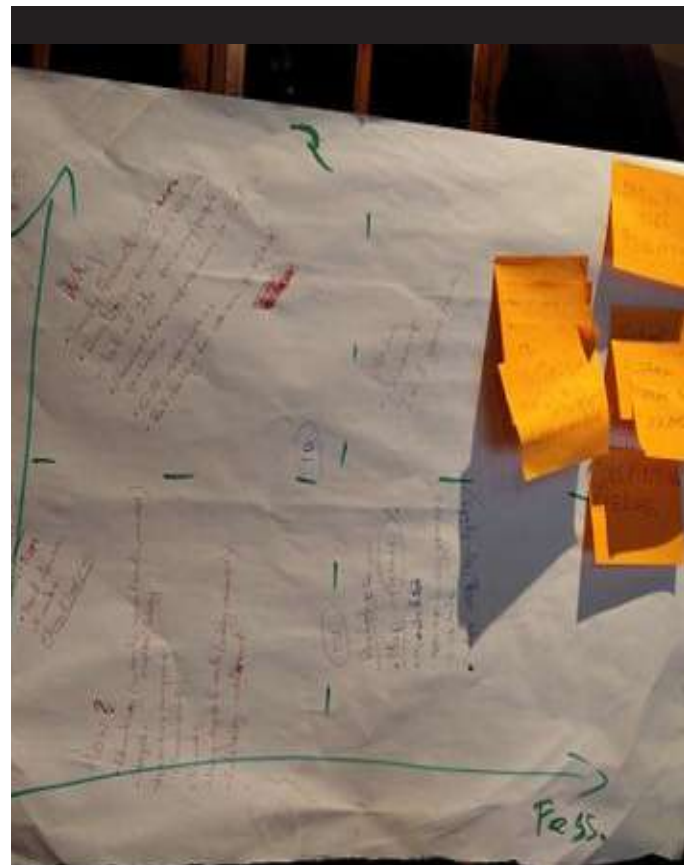
- Instagram, facebook - " make short video of celebrity to invite people to festival"
- App with QR code
- Leaflets - schools, university,...
- Local sporting community

Sponsoring:

- CSR - big companies - social meaning
- Big sport brands
- Sport celebrity
- Government - ministry of education
- National companies
- Companies which is presenting healthy lifestyle - food
- Private hospitals

Organisations:

- Youth clubs
- Volunteer organisation
- Security companies
- Technical companies
- Media
- Photographers
- Lifeguards
- Sport instructors



TEST

After prototyping we have decided to share and showcase our Sport Festival to people who will likely be interested by it. Also, we asked some questions:

- Would like to participate in this kind of event?
- What kind of attractions do you expect from this festival?
- Is this important for you to have camping grounds?
- How much will you pay for the ticket?
- Which disciplines would like to try during festival?
- Would it be added value if we prepare the app?
- Do you prefer city centre or suburbs as a place of event?
- What kind of food would like to have?
- What do you think about the possibility of having instructor for yourself during training new sports?

After getting positive feedback and recommendations from the asked people we were fulfilled with their opinions and new ideas for the project that we want to present.

We gained the knowledge about the approximate prices that they could pay for the events' ticket- from 50 till 100 Euros. Additionally, they suggested to us that we should think about transfers to and from the venue. Also, it was important for the asked people to organize camping in the area of the festival. They said that we could prepare trampolines/CrossFit/aerobics. One interviewee said also that it is a great idea to organize many water sports and some shows of disciplines. Somebody pointed out that it will be better not to compete between participants, but other persons had a positive approach of using application for communication and gamification.

We received positive feedback about workshops about healthy lifestyle and inspirational speeches according to the schedule.





CASE STUDY 5

We are wasting too much food

EMPATHIZE

To work on empathize we started by analyzing the different causes of the problem by asking the question of WHY we are wasting too much food. We found the listed causes:

- Too much resource.
- Exaggerated needs.
- Producing too much food during holidays.
- Quality of the food products.
- Being aware of food conservation.
- Planning the shopping.
- Preparing and managing the shopping.
- Too much product variation.
- Not regulated law for the food which is not sold
- Composting, recycle.
- Offers 2+1

Then we proceeded to find the different stakeholders which are linked to the WHYS we identified.

- Families
- Restaurants
- Canteens
- Food factories
- Schools
- Shops
- Supermarkets
- Markets
- Catering companies
- Food providers and distributors

After identifying the stakeholders, we proceeded to plan interviews with them in order to better assess the problem and clarify it. For that we had to plan questions through brainstorming. The questions were specific for each stakeholder we interviewed or targeted.

We asked Albert, who is 24 years old man, living in Spain, doing sports 5 times per week. He lives with parents, but he cooks by himself only for him. He prepares meals twice a day and during weekends he is ordering food by delivering applications like Uber Eats or Deliveroo, Glovo etc...

We asked him the following questions:

1. When you are after your sport training, where do you buy your food?
2. Do you know how to conserve food?
3. What do you do with leftovers?
4. How much money do you spend on food shopping?
5. Do you use all the food that you buy?
6. Do you use the offers while buying food?
7. How often do you order food through apps?
8. Which kind of products you buy?
9. How often do you eat at home?
10. How do you do your shopping?
11. Where exactly you do your shopping?
12. How much attention you put to the quality of the products?
13. What do you do with leftovers when you eat in restaurants?

The interviews helped us know the realities of the problem from the stakeholders' point of view and this helped us narrow down our initial problem to this.

POOR FOOD MANAGEMENT AT HOME CAUSES TOO MUCH FOOD WASTE

DEFINE

After our interview we proceeded to analyze data gathered and juxtapose them to the initial problem and WHYS that we had. We selected the strongest WHYS as related and relevant to what the interviewees said.

We analyze the answer from the interview

Summary of the answers received:
"I cook two times per day, I buy sometimes prepared food from the supermarket, sometimes I cook for myself, during the weekends I order from UberEats. I also eat at the restaurant from time to time, I never take the leftovers from the restaurant. Sometimes it happens that I throw the food, that is left because I cooked too much. I only freeze bread and keep it for later. I am aware of how to conserve the food, but I don't do it too often. I sometimes forget about the veggies I have in the fridge so I end up throwing it. I spend up to 50 euros per week for food. I don't usually go for promotions because we don't have them at the supermarket where I usually go. Sometimes I prioritize quality, so I would pay more for that, I'm going to the market for fresh fruits or fish"

The new causes are:

- Too much resource.
- Exaggerated needs.

- Being aware of food conservation.
- Planning the shopping.
- Preparing and managing the shopping.
- Too much product variation.
- Composting, recycle.

Based on the new WHYS and facts that we gathered we could rephrase our new problem and specify it.

We focused on the main source of wasting food and we find out that this is happening in families. The problem appears due to not preparing the shopping list before going to a supermarket, also bad management of preparing the food as well as not well conserving it.

This is what led us to the new problem mentioned ahead and we will continue to the next stage based on this problem which has hereby been defined.

After that we started to look for solutions.



IDEATE

We created the solution mapping matrix depending on Importance and Feasibility in our project.

During that process we came up with 24 ideas (Information in shops where you can leave your leftovers, common neighborhood gardens, leftovers can be given for homeless people or animals, for restaurants: don't prepare food after certain hours, food conservation reusing, social events about food and management and composing, government support food and restaurants management, app for exchanging food between people, app for food management, food using workshops, formation, training about recycling food, app for money management, less restaurants that deliver food, piggy bank for food money, motivation, discounts for the product after a specific hour, no plastic packages in shops.)



PROTOTYPE

We were looking for the best solution which may solve the problem of **poor food management at home causes too much food waste**. And we have chosen the strongest solution, which is a **mobile app** that is modern, user friendly, useful, innovative, to help users to manage their food wisely and to reduce the waste as much as possible. ***This app will help on expiry date, budget, the price of the products, give recipes, cooperation with supermarkets and restaurants.***

The main menu of our app is simple to use, has 4 main buttons and one at the bottom for questions and answers. The main buttons are:

- "Chat me"
- "Buy me"
- "Make me"
- "Find me"

The headline of the menu is having two main buttons for checking your list of products available in your fridge or your kitchen and on the right corner you will find the budget you have available for your shopping, which you can modify on every stage at any time.

Our app named **COOK ME**, will have the map that will help people to find each other and share food or recipes. It will include also the shops, which will be visible on the map who cooperate with us.

It will also consist of a **"Chat me"**, where you can contact people in order to find more information about how you can avoid food waste. We will have the option to scan your products (by QR code) and add the expiry date, which will have a green dot for every date. When the product is one day before expiring, the dot will become red and the app will send you a notification f.e. **"cook me fast"**.

"Buy me" will consist in adding the products that you need to your shopping list.

The option **"Make me"** consist recipes, to help you prepare the food that you have at home or leftovers from other meals.

"Find me" is a section where you can find maps of restaurants and fresh markets which are eco-friendly, and they're placed close to you. Cook me users have special discounts in mentioned shops.



TEST

We asked 4 potential customers to try our app through making the interview with them.

Interviews

We present our app and its features: what does each button do, how can you use it in your favor, how is the budget working, how can you avoid wasting food through the app, then we address the questions.

o **Natalie**, our first interviewed person thinks that the app is useful, she thinks it's easy to use, what catches her attention about the app is the chat and the fact that she can chat with somebody. She also thinks that this could help a lot of young people in order for them not to eat that much junk food. Natalie told us that the map is helpful as well. She does sport, so she thinks that if she needs more support for her diet, she would pay for the premium version, otherwise she wouldn't buy it. In her opinion, she would improve the visual content and more personalized, she likes the idea to contact other people, share recipes with others, she advised to make the icons more dynamic, she would like to invest in our app in order to get it promoted on the market.

o **Our second guest was Albert**, we explained to him the app. After that he shared his thoughts with us. He thinks that the feature about the expiry date is very useful, this is the thing he likes the most, but he believes that the scanning of the expiry date is not doable. Albert thinks that the premium version is useful and that the price is affordable. He would recommend the app to his friends. What is missing from the app in his opinion is that he would make it simpler. He would invest in the app because it is a "win-win" situation.

o **Andri** got a brief presentation of the app from our team member Joanna, then he was able to answer our questions. Personally he wouldn't pay for the app but he would try it for the free trial, he thinks the app might work but he is afraid that he would have to organize the fridge very well and he would be skeptical about its use and also he would like to have a feature that would show him how much food he didn't waste and so how much he saved so far. What takes his attention the most is the whole concept because it's necessary, it's an accurate problem and concerning the adds they bother him, and it would be disturbing from the app. He would try the premium versions. He would recommend the app to others. Andri would possibly invest in the app. He recommended to improve the color palette of the app.

o **Alisa** was the last one interviewed. She had an explanation of the app, then she answered our questions. She thinks that the app is very useful. She is already working on not wasting food. The app would be useful for herself, if it would be simpler to just scan the product, then get recipes and all the details about the product. The most useful thing is the not wasting tool. She likes the colors of the app. She would try the premium version. She would recommend the app to others. She would even oblige people to use it, as she is very active in social media. To improve it would be to make it work well, to be easy to use by scanning for example, to work with barcodes, to implement something that shows you calories or health tips for example 'look, this is healthy or not'. She would invest the money in the app.

After interviewing 4 individuals from different parts of Europe as, women, 29, Spanish, named Natalia, Albert, aged 24, coming from Spain, André, 38, Iceland, Alisa, 32, Russian, we reached the conclusion that we need to improve the scanning process of the products, to work on the color palette and we also had the suggestion of reward our users for the savings of food they've done so far.

All interviewers agreed on **investing in our app** after all the improvements mentioned before and they said that they would be able to pay for our app a monthly amount of money such as **5-6 euros** for personal dietary plan and removing the ads.





CASE STUDY 6

Young people are not aware or not interested in the cultural events

EMPATHIZE

First thing we did was to empathize meaning we had to find 10 causes for this phenomenon. We came up with the following causes:

- Mentality (**meaning no tradition of attending cultural events in**)
- Money issue
- Lack of information
- Strict background (esp. religious)
- Lack of motivation to attend
- No time
- Irrelevant topics, not interesting offer, lack of energy that youth's need
- Other priorities in youth's life
- No cooperation between schools and cultural events organizers
- Social exclusion, prejudice
- Lack of social skills, afraid to go out
- Accessibility, e.g. no transport within rural areas
- Identity crisis

Then we started to name various stakeholders (**meaning the people who are interested in**

this topic). Those are:

- Youth
- Events sponsors
- Municipalities
- Schools
- Families
- Artists, theatres, operas, museums, exhibitions,
- Cultural tourism
- Youth centers

Having done that, we planned the interviews and worked on 2 sets of questionnaires for both youth and people organizing cultural events. We came out with 10 open questions for every group. We organized the interviews, transcribed them and analyzed them thoroughly. The feedback we got wasn't exactly what we predicted. We focused on young people having no time, being socially excluded, no Internet, lack of money, lack of transport. Youth workers shared our point of view. However, we got a different response from the youth themselves. The main cause which was identified by the youth regarding why they don't attend cultural events was that it is not trendy, meaning it is not common to go by their friends and they would never go there alone.



DEFINE

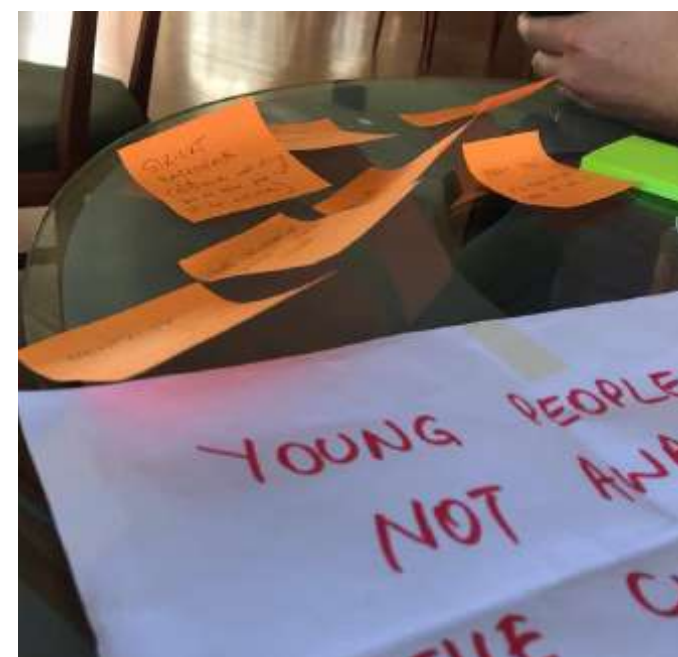
Having finished the 1st step. We narrowed our topic down to find the answer to the following question:

YOUNG PEOPLE DON'T TAKE PART IN THE CULTURAL EVENTS IN THE LOCAL COMMUNITY

As a result of our two interviews we come up with 2 strongest causes to that:

- **mentality**
- **not trendy**

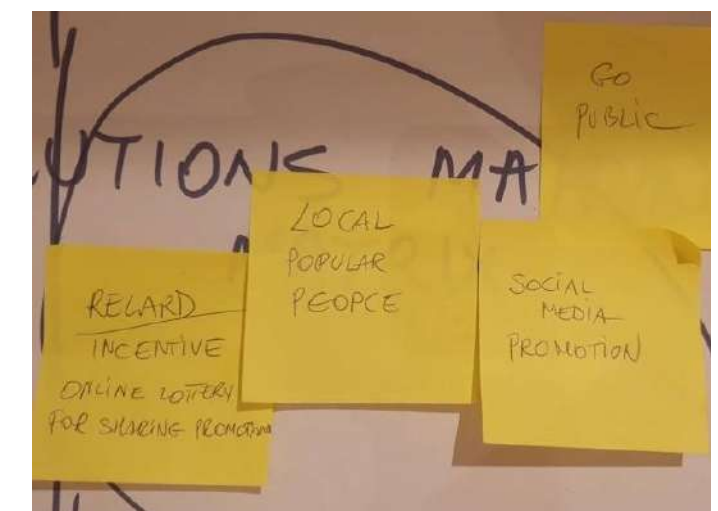
Initially, we approached the main issue from a wider perspective (international level) and then we discovered that the problem appears locally due to its relevance to our own experiences and the feedback we got from the interviews. Having had the topic, we proceeded to step 3.



IDEATE

Having had not only 2 main causes but also many minor ones, we started looking for possible solutions. We found 25 of those such as: social media promotion, offering incentive for attendance, cooperating with influencers.

Furthermore, we were asked to place the solutions on a chart regarding to 2 factors: importance and feasibility. At the end, we chose only those solutions which had both high importance and feasibility. Those were to be converted into a business idea, which could be a service, product or even a project. That's how we closed this step and came out with a prototype.



PROTOTYPE

Once we had seen the best solutions on the matrix we brainstormed and came up with the idea of a **TrendEvent-mobile app**

We had to figure out what functions this app is going to have. We have decided to limit it only to 2 crucial user accounts:

The youth accounts where they can get experience points and some bonuses (like coupons or discounts) and the municipality/business accounts where it is possible to promote events.

The main function is the “events’ list”, which has 3 categories: **culture, sports and leisure**.

Another vital factor is that this app is going to have a TOP CHOICE section and REVIEWS based on local influencers and trend setters’ opinions. Our app would look like this:

“**Events**” stands for 3 main sections as already mentioned before: culture, sports and leisure. Also, it will include search engine (categories, location, organizations, prices, time or period). Besides that, the app will offer exclusive recommendations to its users.

“**Your profile**” includes check-in button, rewards/points list, discount offers, friends list and their activity/events statistics as well.

“**Topchoice**” goes for popping-out or highlighting the local influencers top choice of events.

“**Reviews**” stands for the qualitative, precise and honest overview and feedback of the events visited by influencers.

TEST

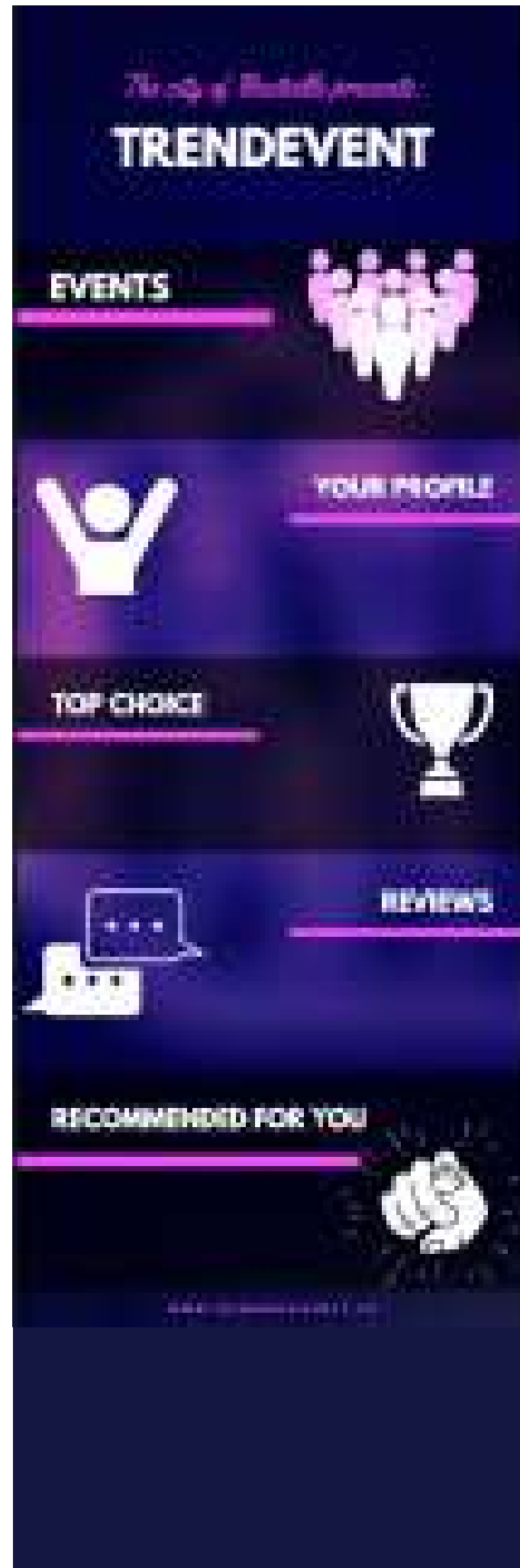
We interviewed 2 groups of customers: young people and cultural event organizers. The feedback we got from the youth was 100% positive. They said the app is not only simple to use but also looks luxurious and trendy. They confirmed their desire to use it.

The feedback from cultural events organizers was good as well. However, we were told to pay attention to those factors:

-the app colors could be adjusted within the color preferences.

-the rewards for the youth need to be trendy and appealing to them such as popular youth stores discounts not milk coupons.

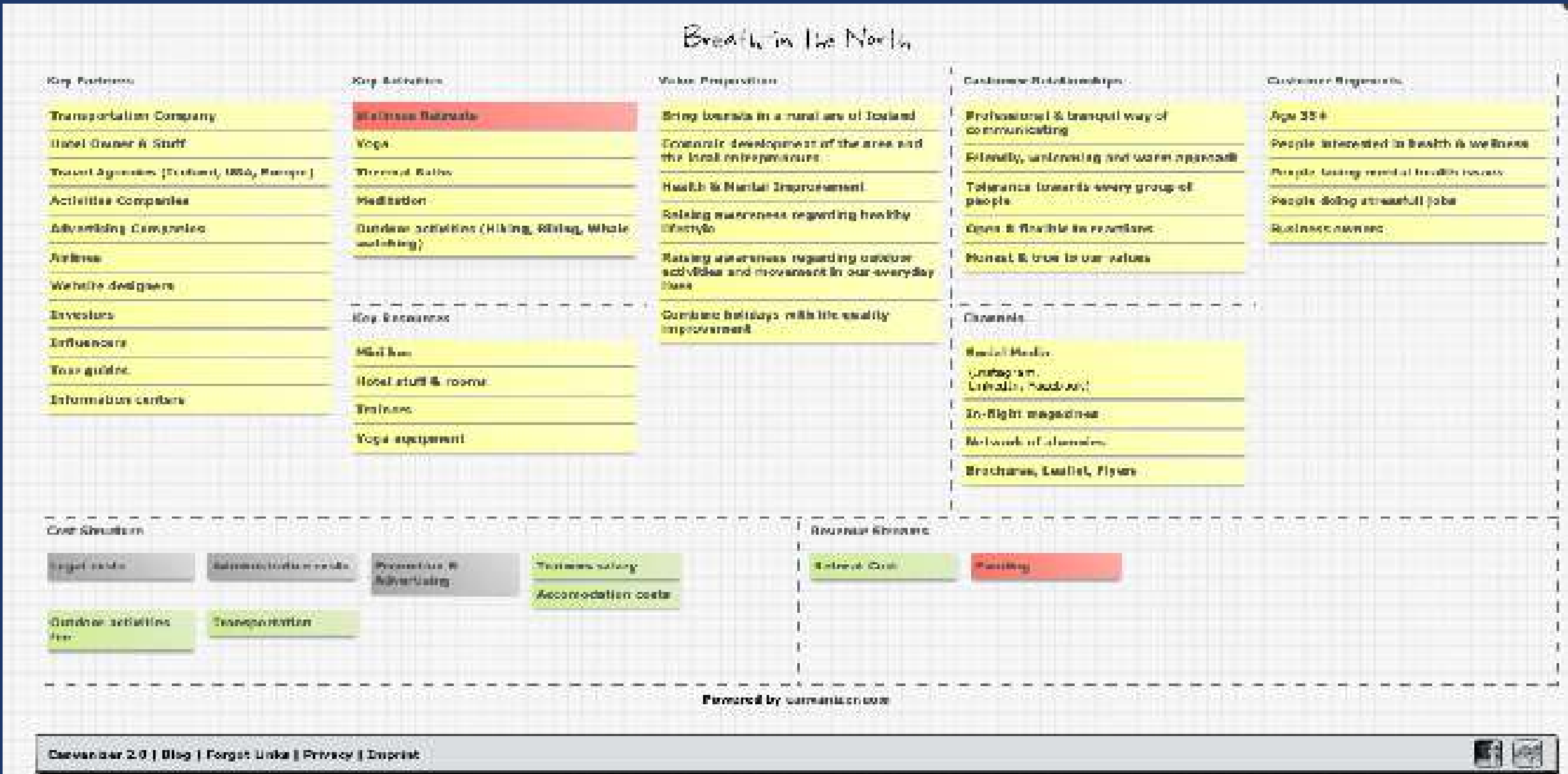
We effected these changes to our prototype and finalized the product.



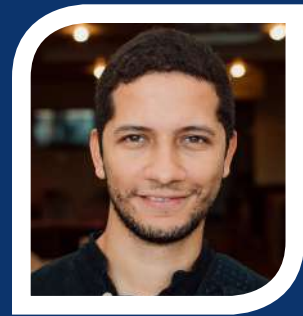
BUSINESS CANVAS MODEL

As a social entrepreneur, after using the design thinking methods, your next stage to implement your idea is likely to be the use of a business model canvas in order to specify your activities, your partners, your sources of finance, the impact you intend to make. Having a business canvas model will not only help you synthesize your project and make it easily understandable for you but also for future sponsors, partners as well as prospective clients. Find below a template of it from case study 2.

You can also find another sample from <https://assets.strategyzer.com/assets/resources/the-business-model-canvas.pdf>



The "Designers"



Fahd
Project Manager



Gabriel
Trainer



Gilles
Rapporteur



Pavel
Film Maker



Ioana



Iveta



Joanna



Joanna



Adam



Albert



Aleksandra



Alisa



Kristis



Maddie



Marcela



Martin



Anas



Andri



Apostolos



Ashfar



Natalie



Regina



Spiros



Thor



Beata



Denisa



Gosia



Ilektra



Tom



Ulfur



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