Applying Design Thinking to foster innovation in Physical Activity & Sport

Cormac MacDonnell, Innovation Lead, Sport Ireland
Nora Stapleton, Women in Sport Lead, Sport Ireland

Table Tennis Ball Challenge

1. Each Table Divides into Two Groups
2. 90 Seconds to come up with as many uses for a Table Tennis Ball as possible !

Creativity is thinking up new things. Innovation is doing new things.

THEODORE LEVITT

Creativity involves breaking out of established patterns in order to look at things in a different way.

— Edward de Bono —

Innovation is applied creativity. By definition, innovation is always about introducing something new, or improved, or both and it is usually assumed to be a positive thing.
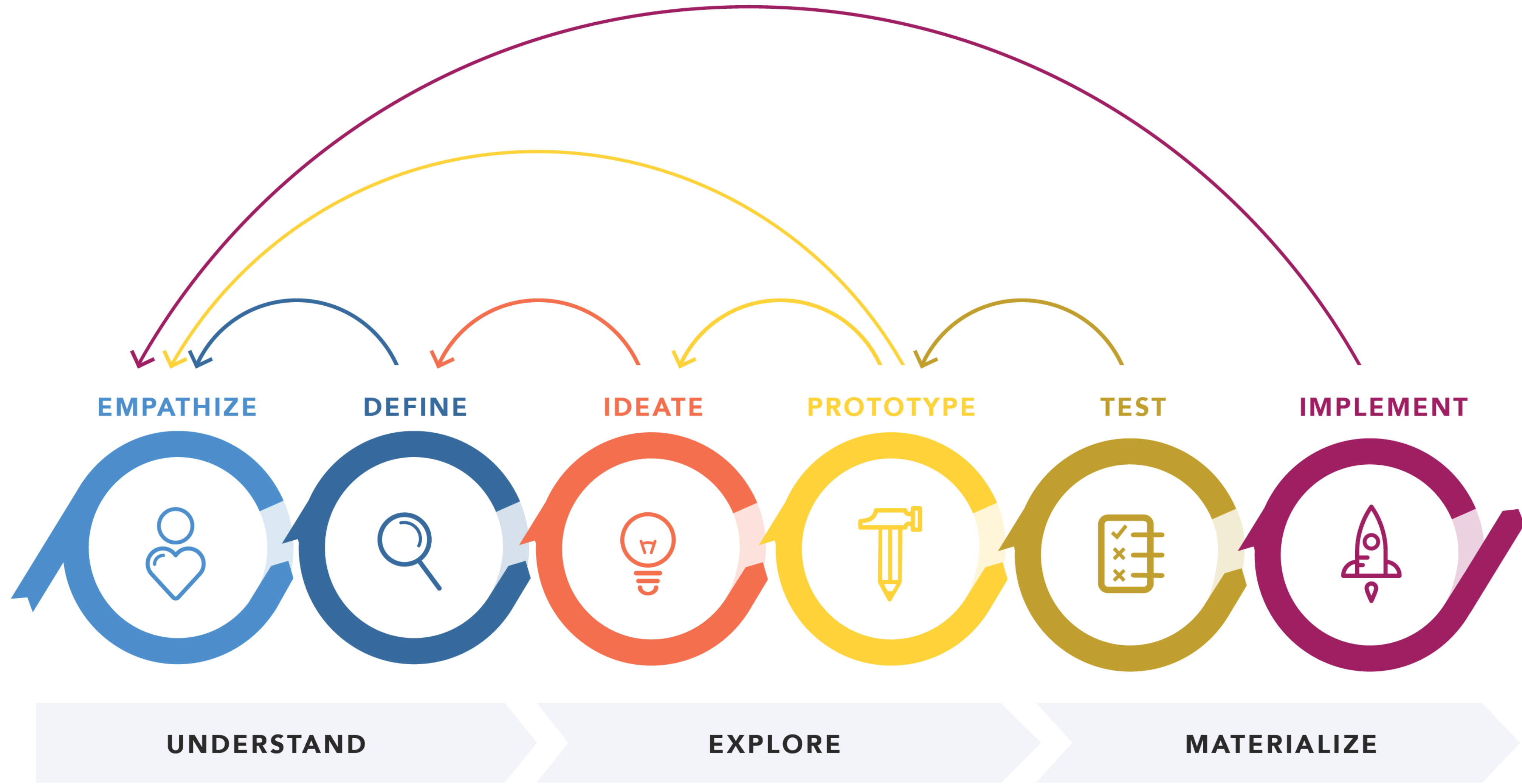
— Ken Robinson —

Design Thinking ? What is it ?

"Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success."

—Tim Brown

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EMPATHIZE DEFINE IDEATE PROTOTYPE TEST IMPLEMENT

UNDERSTAND EXPLORE MATERIALIZE

DESIGN THINKING 101 NNGROUP.COM

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Our Focus Today – Stage 1 Empathy

the ability to understand and share the feelings of another...

Understanding our Target Participant Needs

Most important stage in Design Thinking process

EMPATHY
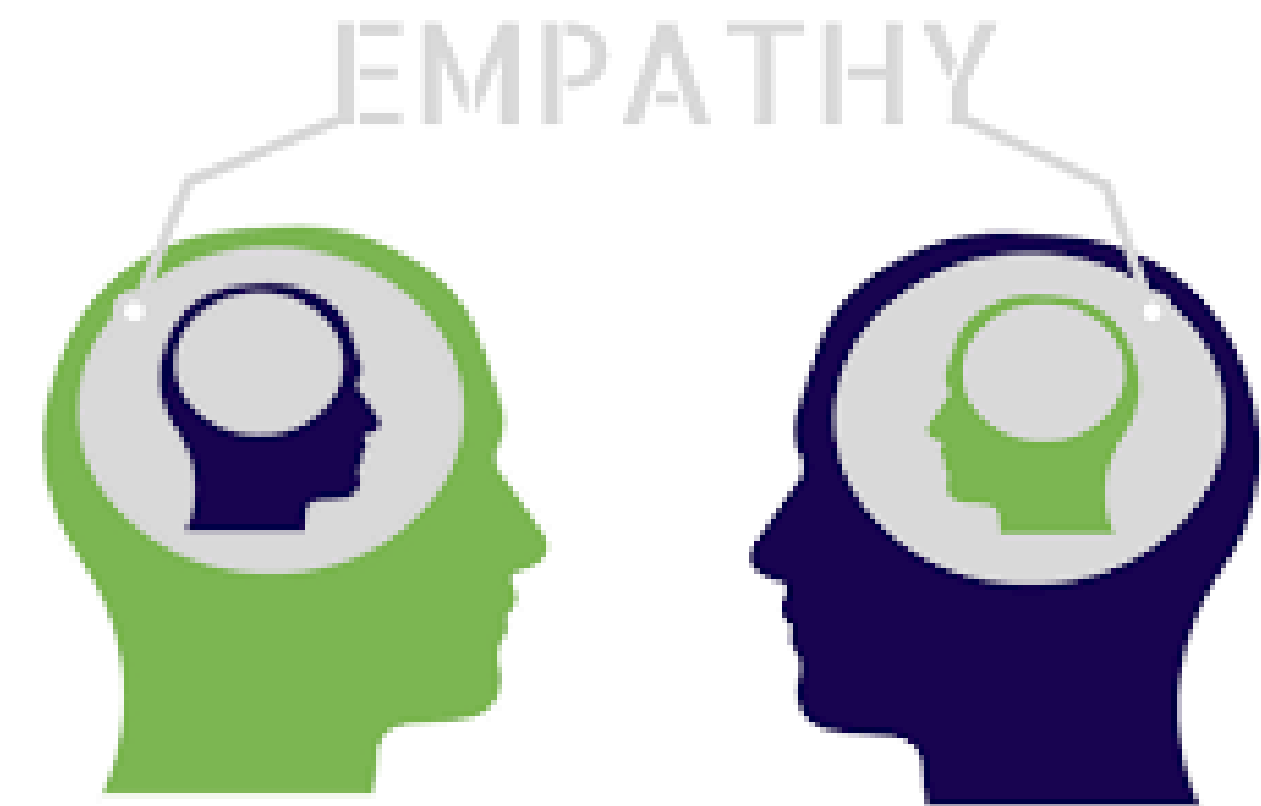
Developing a Participant / User Persona's

What is A Persona ?

a general representation of a target participant group - <u>bringing their world into light !</u>

summarise and presents key pieces of information about a group of people ?

Help us remove assumptions we might hold, uncover needs, behaviours and insights...

Informs our thinking and guides our work….

Disengaged Niamh

Niamh is 13 and lives in Louth with her mum, dad and older sister. **She really likes the area she lives in and the great outdoors**, particularly the peace and quiet and the lush green surroundings, where she enjoys taking walks. There's also a beach not too far away which she loves but rarely gets to visit.

Gradually Disengaged Abby

Abby is 16 years old and lives in a busy household in Dublin with her mum, dad, three brothers and one sister. She **enjoys the hustle and bustle of living in the city but also likes trips to the countryside** to see her gran, where life is a bit less hectic.
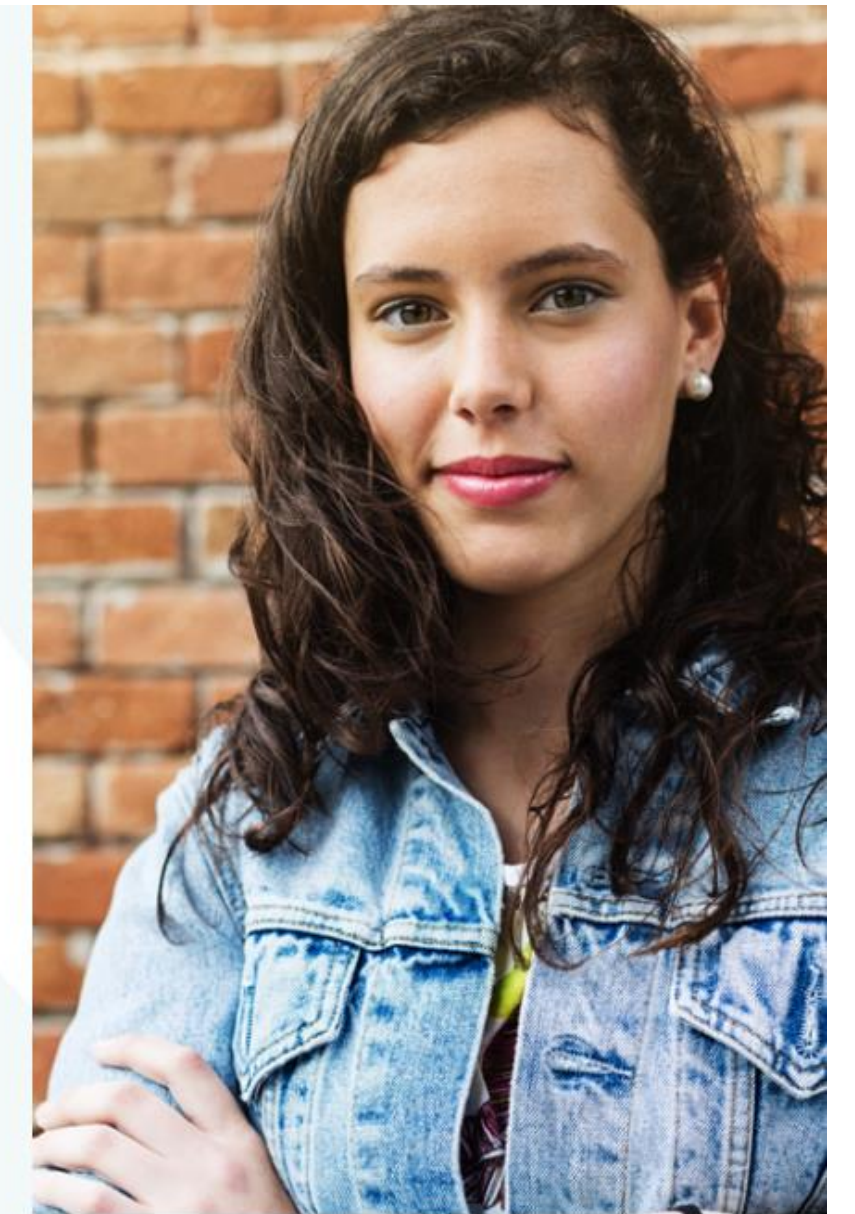
How to Create a Use Persona's

use real life knowledge and information gained from speaking to people...

usually captured from in-person interviews with target participants and online surveys

information consolidated from all interviews to create the persona

In some cases a number of personas may be created for a target groups

Tips for developing a User Persona

Get a number of people to undertake as many interviews as possible, all using similar questions

Ask Open Questions - Go deeper that Surface answers

Be flexible and don't be afraid to go "Off Script"

Go on a mission to uncover insights and find out what makes your target group "tick"

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Exercise 1 – Building a Persona Canvas

SET UP

- At each table

  Each person takes a role
  Alternate one person
  interviewer next person
  interviewee

  Have a look at the headings in
  the blank Persona canvas

TASK

1. **Interview stage** – the interviewer interviews their partner for 4 minutes asking
2. **Using your notes from the interviews-** Build One Persona representing the people interviewed at the table. (4min)
3. **Introduce the Persona** to the room (3min)

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Persona Canvas:

User Group:

Target Persona:

Person Details

Hobbies & Personal Interests

Motivations: (Work/Life)

Day in The Life...

Likes

Wants & Needs

Bio (Persona in a Nutshell) :

Empathy Maps

- **What is an Empathy Map ?**

- Goes deeper than the Persona capturing what target participants **Think, Say, Do and Feel** about a particular subject.

- Helps describe aspects of a user's experience, needs and pain points

- Aids decision making as to how best to meet these needs

EMPATHY MAP

SAYS	THINKS
DOES	FEELS

USER

SAYS

I want something reliable

What size is best?

What brand do you like?

THINKS

What else am I missing?

I want something awesome

acronyms

Wasting too much time?

Maybe this isn't the best

JAMIE

DOES

Checks the website

Makes small decisions

Lists pros/cons

More research

Compares products

FEELS

Over-whelmed

Fear

Inade-quate

Excited
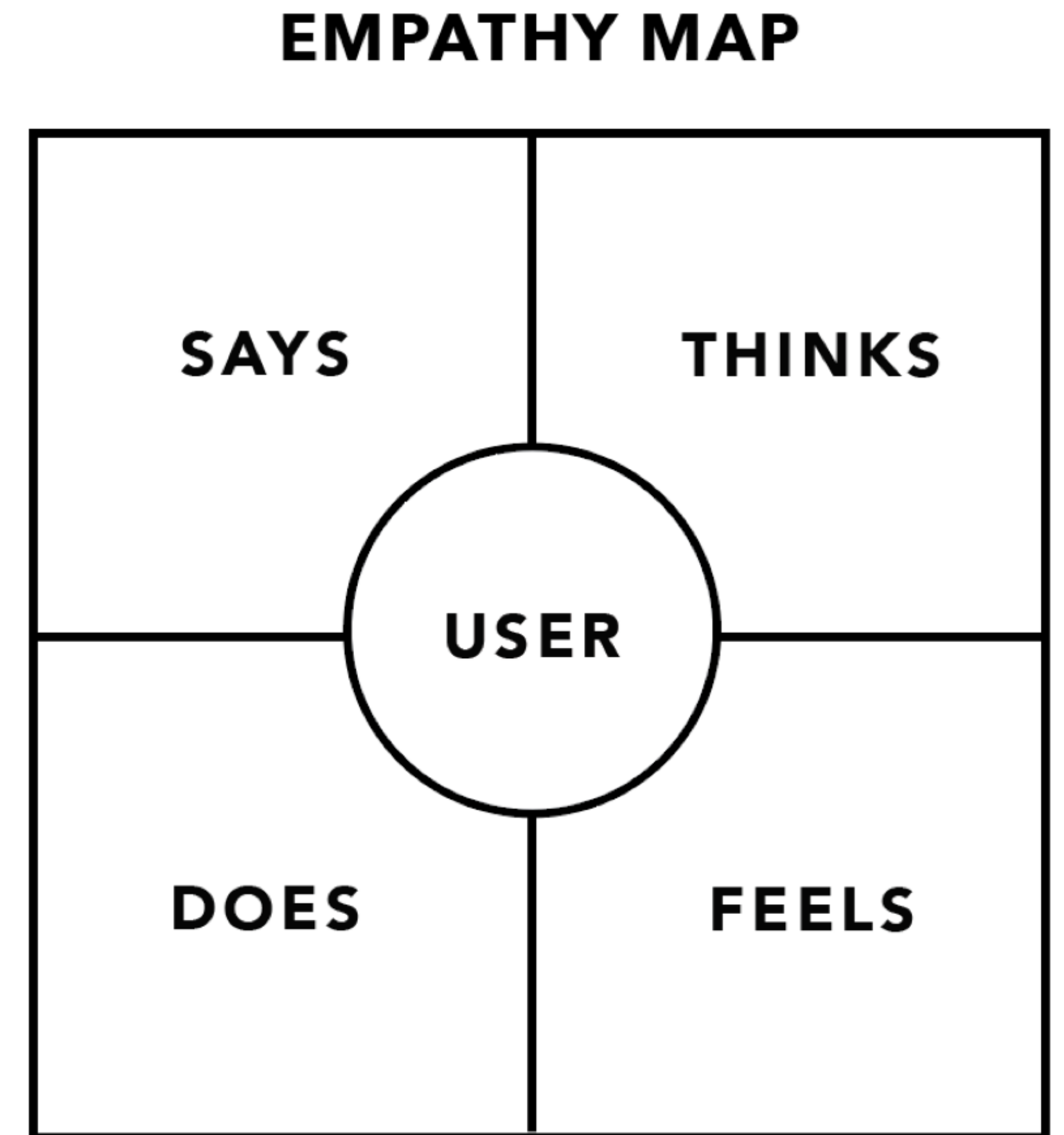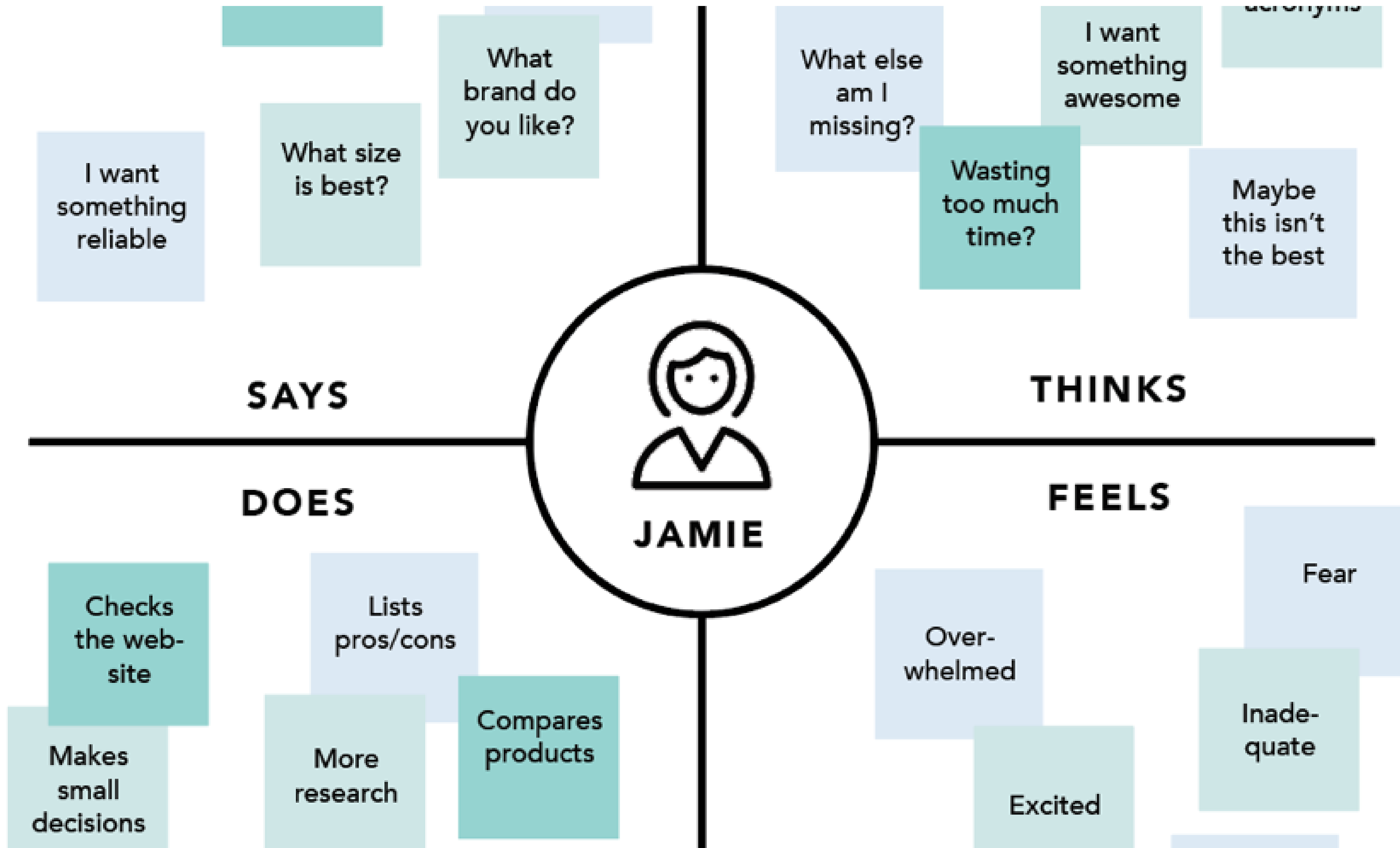
EMPATHY MAP TEMPLATE

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HEAR?

What does a development officer hear that relates to their work.?
(from family, friends, teachers, coaches, participants, influencers)

SEE?

What does a development officer see day to day when in their role?
(E.g. What do they see other DO's doing, in their organisation or outside? When working with people or in schools? On TV, in the media?)

Persona

Jim, aged 31, from Carlow, car owner, working as a DO for 5 years.

SAY & DO?

What does a development officer say about their role, about sport?
(what can we hear them say? What can we imagine them saying?)

THINK & FEEL?

What does a development officer think and feel?
(About their role, about sport? what is important to them? What occupies their thoughts? What are their worries and aspirations?)

Pains

Fears
Frustrations
Obstacles

Gains

Wants/Needs
Measure of Success
Goals

Insights

What is sticking out?
e.g. Feels isolated and overworked.
Loves their work. Drives a lot.

Customer Journey Maps

- **Plots the full journey a person takes when engaging with a sport or physical activity programme.**

- By 'journey' we mean the process by which people get involved and sustain or develop their participation in sports.

- Involves tracking and describing all the experiences of the participate as they encounter a service or set of activities, (what happens to them, and their responses).

- **Allows us to**

- visualize the complete physical and emotional journey a person takes.

- identify issues / pain point and rectify these.

- **Helps us design and deliver more effective programmes.**

USER JOURNEY MAPPING

Detecting patterns

Identifying pitfalls

Customer Journey Map

STAGES	I NEED A HOLIDAY	RESEARCH DESTINATION	RESEARCH AIRLINE	RESEARCH FLIGHT	SELECT FLIGHTS	SELECT EXTRAS	CHECK FORM	ADD PASSENGER INFORMATION	PAY	RECEIVE CONFIRMATION
FEELING										
THINKING	"I'm going somewhere nice, away from everyday life"	"I know exactly where I want to go to..." Warm and sunny Spain"	"Too many options and different prices" "The cookies from my search will make the prices go up"	"I always fly from schiphol" "Which airport is AAA?" "Why become a member if I'm not even sure there is a flight"	"What are Miles?" "I already selected a flight, why is it more expensive now?"	"I don't care which seat I get" "I'm only taking hand luggage"	"Cheap, fast and early flight... Looks good"	"Can't this just be auto-filled? Guess I'll type just to be sure"	"That is a lot of money, I hope the payment goes through safely"	"Cant wait!"
WANTING	Go on a holiday Find a destination Find a good travel bargain	Discover different city's in Spain Find out about airports and ticket prices	Find an airline who offers tickets to Alicante on the right date that fits the budget	Find the best tickets for the wanted date and time. Find a bargain	See avaiable flight options, times and prices Option to go back to search to change dates	No hidden costs when selecting seats Selecting extras after tickets are confirmed	Clear overview of selected tickets Price build-up explanation	Quick and easy to fill form Inline validation	Safe payment options Clear overview of amount to be paid	Tickets saved in phone To countdown to the start of the trip
DOING	Contemplate destination Share idea with friends and ask for their input	Googles: 'Alicante Spain', looks at pictures and travel blogposts Sends screenshots to travel buddy	Visits known airline websites: doesn't use aggregator Looks for available depature/arrival airport options	Searches departure airport Scrolls city list to find Alicante Spain Selects 2 passengers Opens calendar to select dates	Looks at different flight dates and times Compares class options Selects departure and return flight	Scans options Scrolls down to bottom Clicks continue without selecting extra's	Checks if chosen flights are rightly displayed Re-checks prices Submits form	Fills in salutation, name and date of birth Corrects errors Submits form	Double-checks amount Checks site security Fills in creditcard details Clicks 'pay'	Saves tickets online for easy access Sends tickets to travel buddy by email/WhatsApp
CHANCES				Use smart default for departure airport Move membership registration to 'add passenger	Add tooltip to explain 'Miles' Make page/tab indication more obvious	Move the option to select extra's to the end of the journey, after tickets are		Enable auto-fill Add inline validation	Show available card logo's Double confirm payment amount Add processor	

Exercise 2 – Creating an Customer Journey Map

Customer Journey Map Template

Persona: _____   Programme: _____

Customer Steps	Consider Searching for Options	Decision Made	Engagement	Post Engagement / Retention *Will I come back decision/continue*
Insights Positive				
Positive Emotions Negative				
Insights Negative				

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Exercise 2 – Creating an Customer Journey Map

Task

1. Take the **Persona** you created in **Exercise 1 and agree a programme** a sport / physical activity initiative they are interested in starting/ joining. (You decide)
2. Consider each of the stage in the Journey Map (4 minutes each) and fill in comments.
3. Use Post-Its or Write In Comments in all boxes
4. Draw the emotional journey line last for the overall journey

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Wei Leng's Journey

THIS GIRL CAN · **VicHealth**

Strong family culture of being active with the introduction to movement coming at a young age.

Started going to gym for weight management and physical appearance purposes. Felt like this was a place she should go to exercise.

Stopped exercising consistently at this point after challenges experienced during her first season of University rowing and intense pressure to conform to body shape and size norms.

Stopped skiing regularly because the strain was too much on her body. This was also connected to a sense of discomfort related to body size and fitness.

Started walking after birth of her first child; it was a free activity that she could do with her child. Driven to do this for mental health purposes.

Gave birth to her first child; it became difficult to be active consistently at this point.

Tried yoga for the first time and had a positive experience, with an inclusive and encouraging teacher.

Gave birth to her second child and it became difficult to be active consistently. Juggling two children as a single parent was challenging. There were no specific post-natal yoga classes at this time, which inhibited her ability to find something suitable.

Started 'Fat Yoga' program and studio after undertaking her yoga instructor training. Driven by a desire to create safe spaces for people to practice yoga.

Experienced a significant knee injury, which required a long rehabilitation period.

STOP · **STOP** · **STOP** · **STOP** · **STOP**

 # sessions per week

10 9 8 7 6 5 4 3 2 1 0

Age: 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46

ACTIVITIES
- Swimming
- Rowing
- Gym
- Yoga
- Walking
- Skiing

LEVEL OF ACTIVITY
- Consistent
- Inconsistent

Age 11–21: Skiing 1-2 weeks each year and some weekends during winter

Ages 12 to 20
- Maintaining her weight for rowing was challenging and a factor that inhibited her enjoyment of the activity.
- Strong socio-cultural norms within rowing that influenced what was perceived to be a 'healthy' weight.

- The cycles of being more or less active were connected with cycles of weight gain/loss.
- Being active was driven by a desire to lose weight.
- Didn't enjoy exercise at this time.

- The pleasurable experience with yoga led to a shift in her relationship with physical activity.
- It became more about what her body could *do*, rather than how it *looked*.
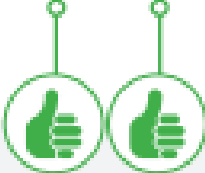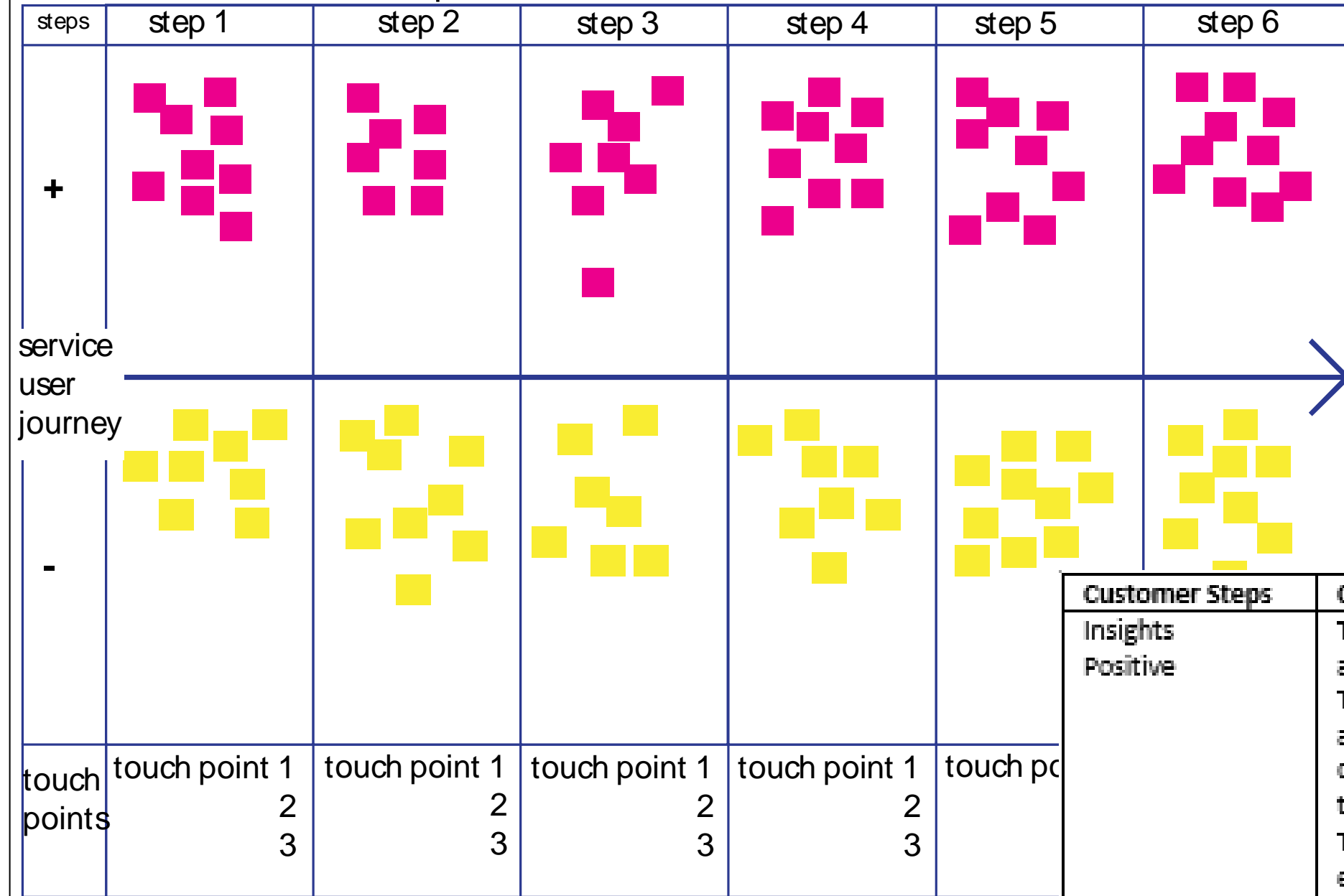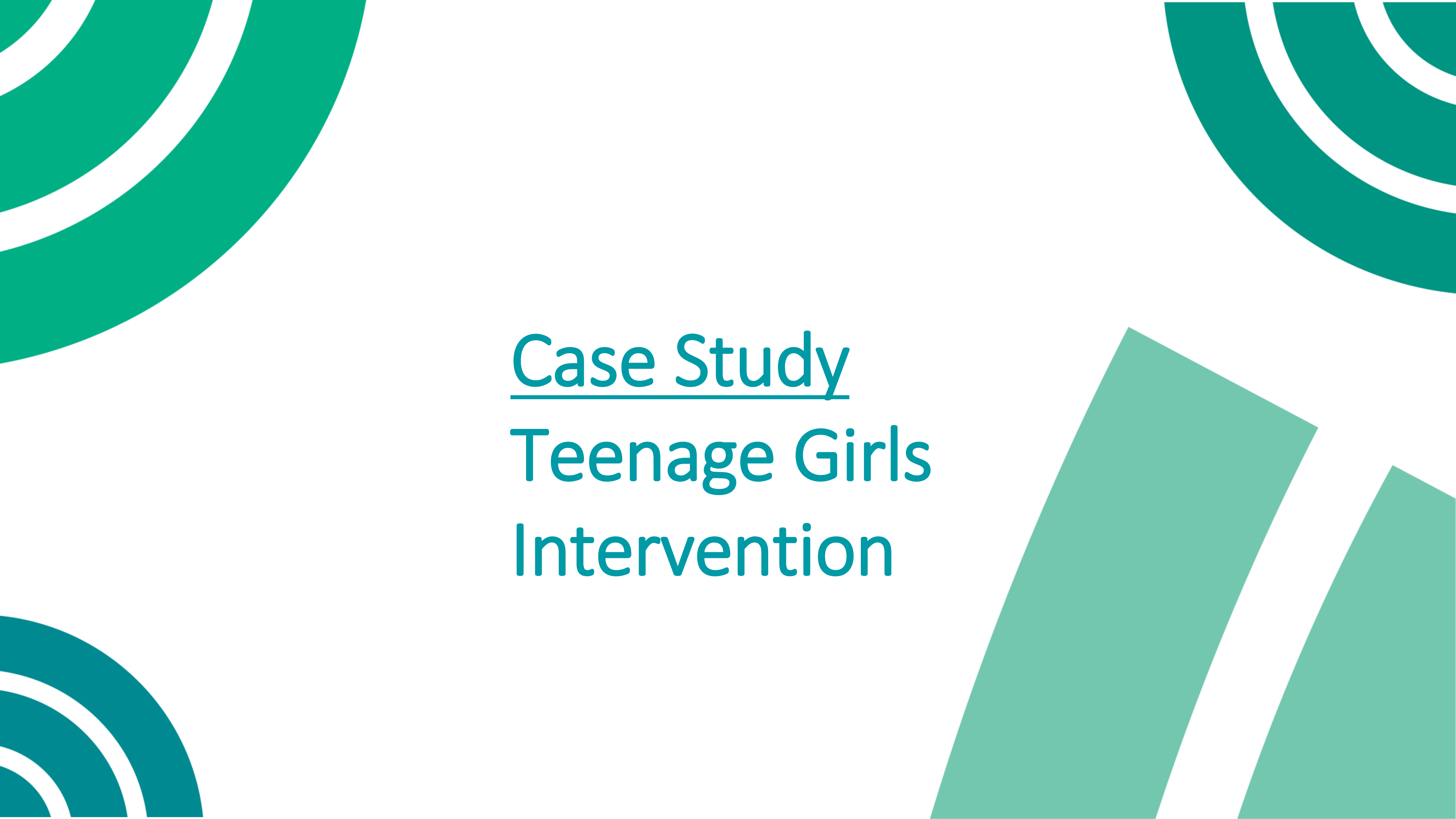
- Saw a photograph of herself at 28 and realised that she didn't have a weight problem.
- At this point she sought help for an eating disorder and started her recovery journey.

- Found an inclusive, friendly and knowledgeable yoga instructor, which fostered her enjoyment after brushes with negative experiences.

## Transition from School to Sports Club

steps	step 1	step 2	step 3	step 4	step 5	step 6
+						
service user journey						
-						
touch points	touch point 1 2 3	touch point 1 2 3	touch point 1 2 3	touch point 1 2 3	touch po	

Customer Steps	Consider/Searching for options	Decision made	Test	Will I come back decision
Insights Positive	The person wants to be more active. They feel a surge of motivation and start making conscious decisions to look for something they might like. They start to find activities that excites them to take part in.	The person finds a programme that might interest them. The advertisement was welcoming, it answered any reservations they might have had. They don't think they'll feel like an outsider if they show up. They know where they are meant to go.	The person arrives easily enough to the venue because a Google pin was provided. When they pull into the car part they can see a sign that tells them where to go. They meet a friendly person just outside the door who welcomes them, makes them at ease and brings them to the changing room. The full group head out to the pool together and are shown where exactly to get into the water. The instructor is really friendly and emphasises how it doesn't matter if you can't swim 10 metres.	The instructor was lovely and made her feel very welcome. The session was pitched at her level and she never felt incapable. The person received praise and felt good about herself. When leaving the instructor encourages her to come back and she'll see her next week to work on something they talked about during the session. The person feels amazing after her workout. The person feels like she's worked off a load of calories.
Emotions				
Insights Negative	They have their concerns and worries. They're nervous about joining something new. They aren't sure what's on in their locality. They don't know who to contact. They might be frustrated and demotivated if they can't find any options and eventually give up.	But then they're worried about what they should wear. They're nervous. They think they will be too unfit "I won't know anyone in the class." "What about if I can't swim a length"	It was a little tricky to find as there was no sign outside the venue. They struggled to know where they are meant to park the car. The person takes the first step and they've made it to the venue. They then aren't quite sure where they are meant to go. There's a lot of people walking around with kit bags. They go to reception to ask and the receptionist doesn't know about the programme but points them in direction of the changing rooms. They realise they don't have any coins for the lockers and now not sure what to do with their belongings. They get dressed and hate being in a swimsuit. They're really embarrassed as they try to find the pool. They're unsure of who to look for or where they should get into the water.	The instructor didn't bother to learn anyone's names. People weren't given clear instructions.

Case Study
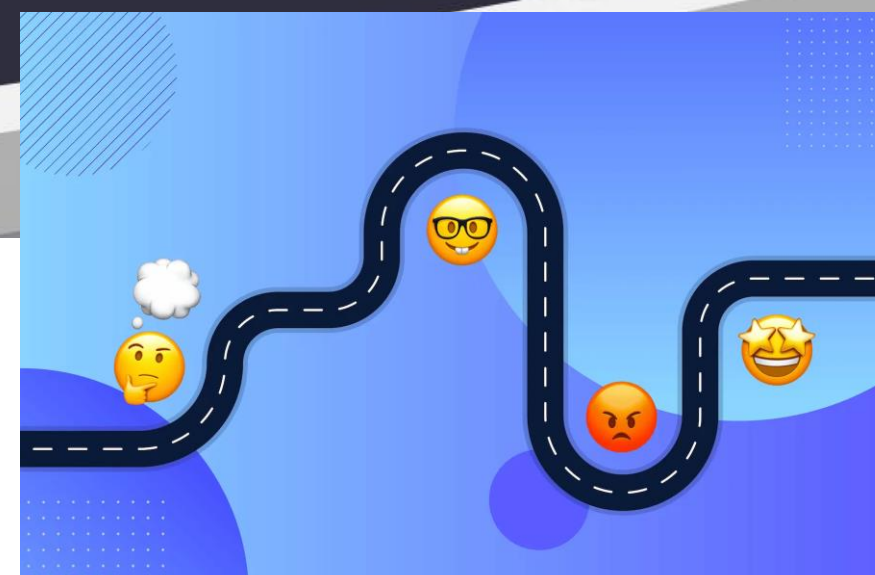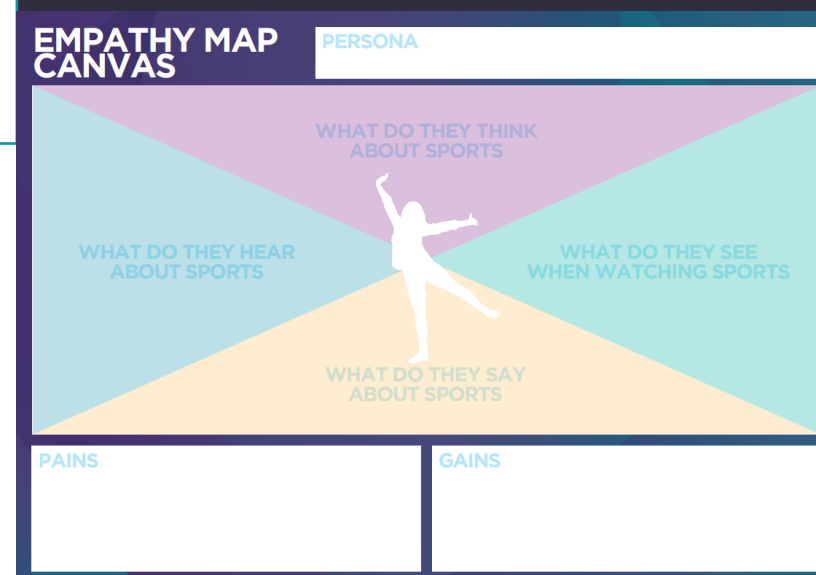Teenage Girls
Intervention
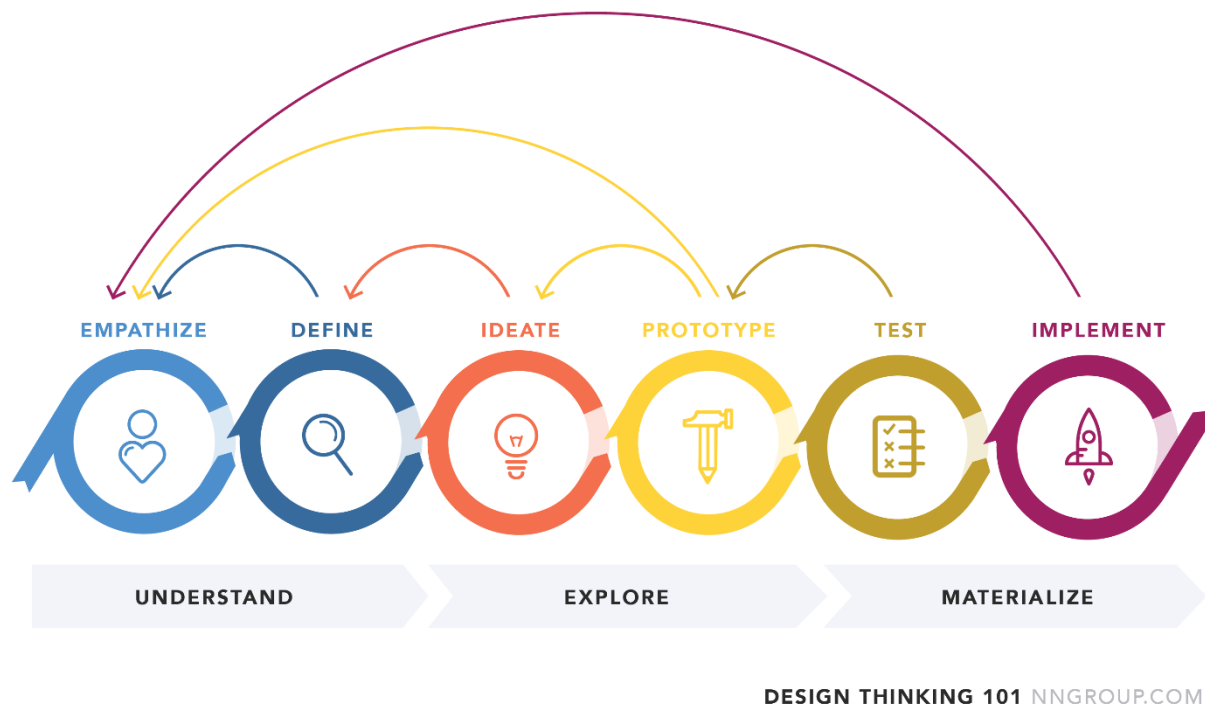
2020
Research conducted
Report launched 2021

2021
April

2021 (Sept...)
Test & Evaluate

2022 (Mar – Dec)
- Her Moves Campaign
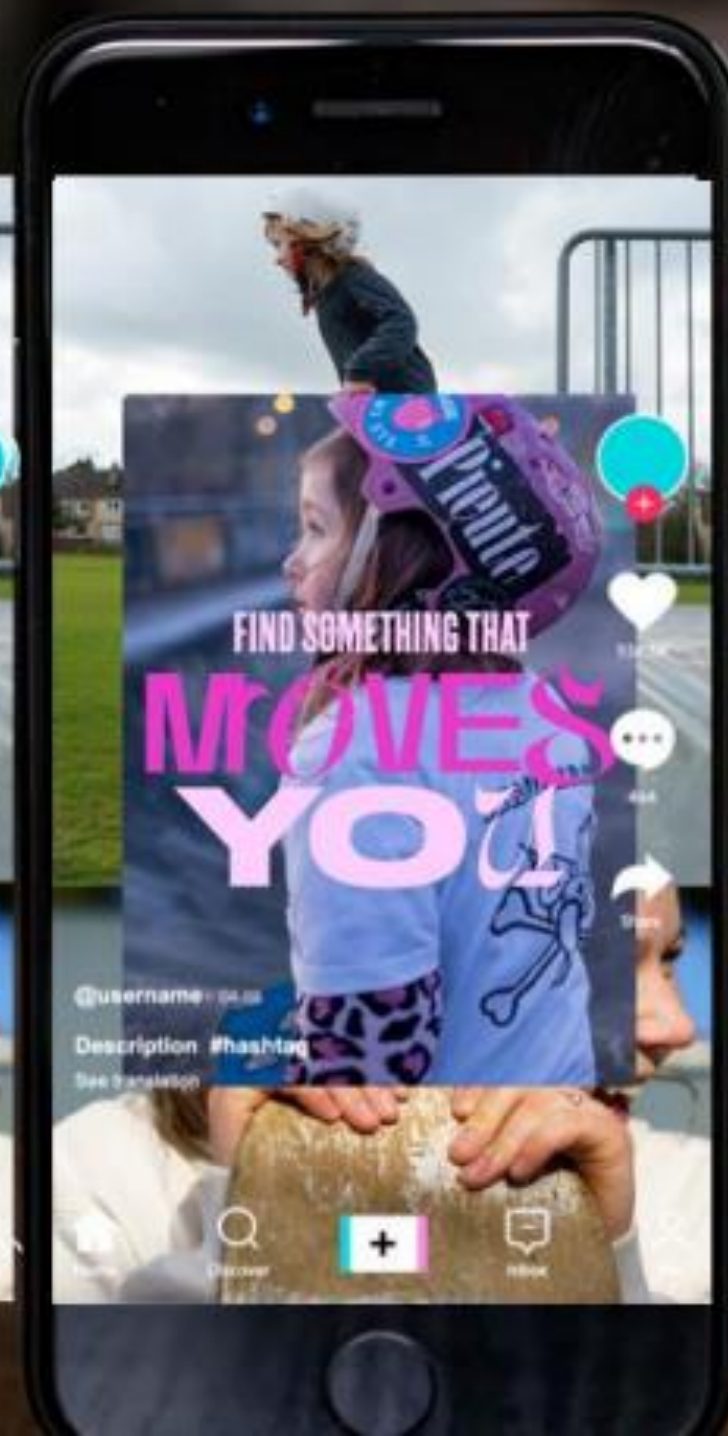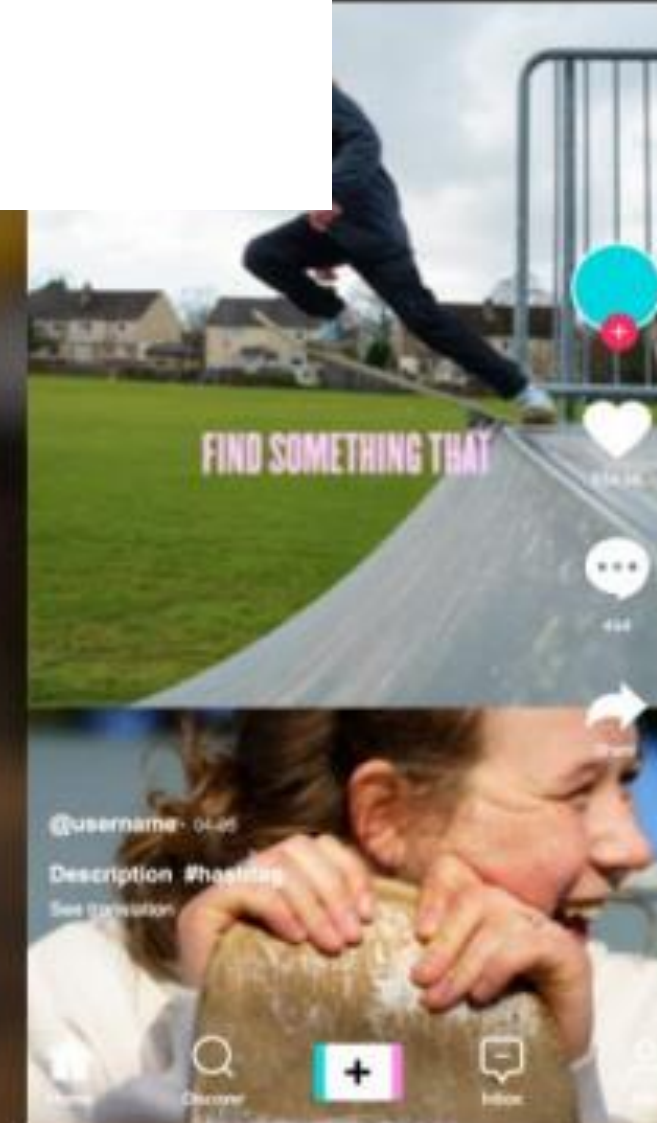- PA and sport opportunities underpinned by 8Ps
- Stakeholder engagement

2022
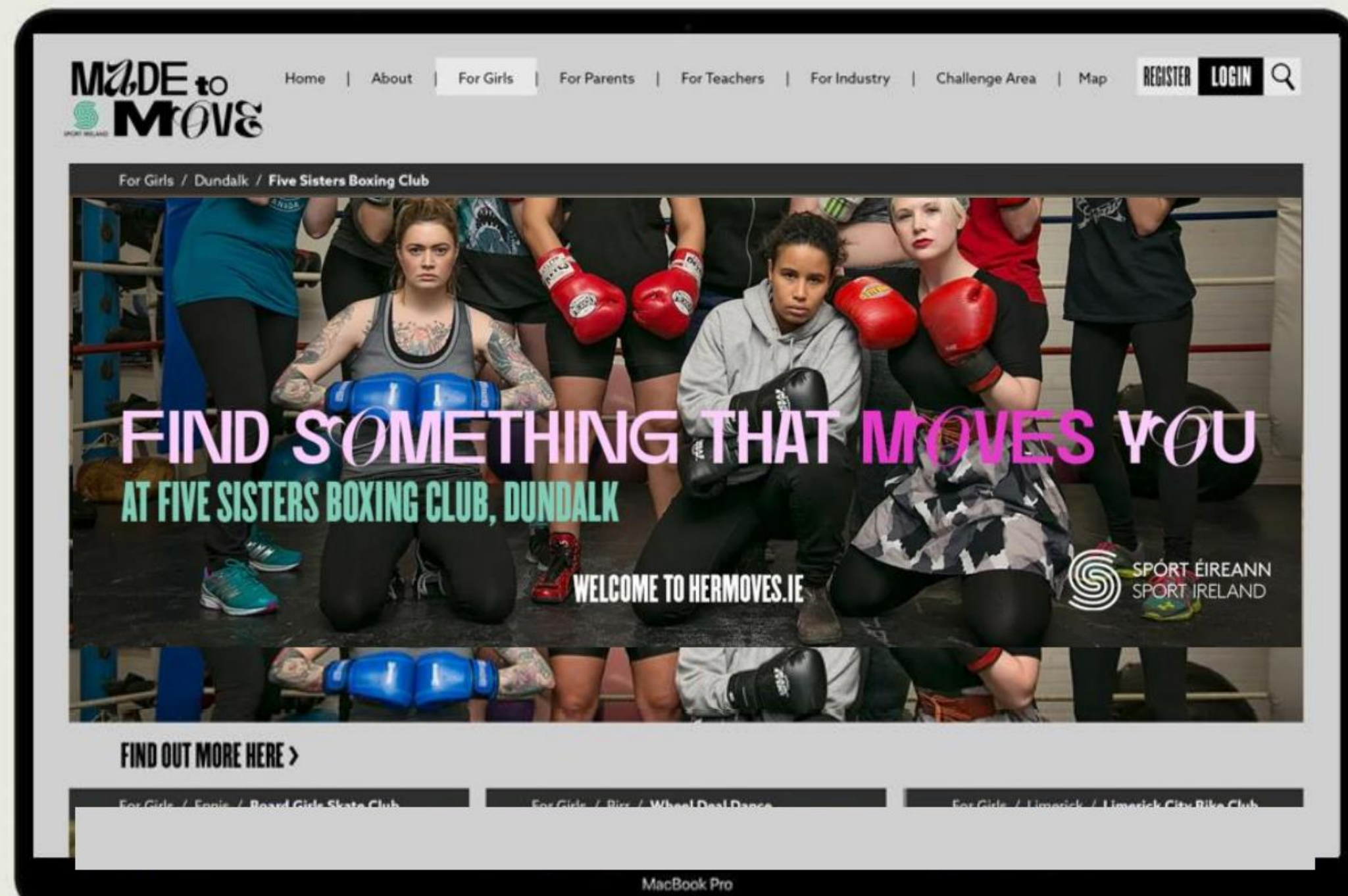- Brand identity
- Funding streams
- Stakeholder engagement

Online Hub

Info for the girls
- Online workouts
- Links to TikTok/ IG
- Available programmes in LSPs/NGBs and other education

Info for parents/teachers/coaches
- Links to TikTok/ IG
- Available programmes
- Educational resources
- Using the 8 Principles in PE
- Menstrual cycle advice

Info for NGBs/LSPs/others
- Programme design templates
- Brand assets
- Social media templates
- Educational resources
- Case studies

Further Learning on Innovation / Design Thinking

For Sport Development Officers, Managers
, Director

8 Week Online Programme

No Cost/Just Commitment

Starting Sept 2022 again

email innovation@sportireland.ie

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