Imagineering X-sheets

(eXperience - sheets)

Developed by Academy for Leisure
Introduction:
The Imagineering ABCDEF-process for experience design provides you with a clear framework for a sustainable result. However, despite what the alphabetical order might imply, you cannot always go linear through all the stages and then “it’s done”. The ABCDEF-process is actually a dynamic process which is never really finished. As the environment is constantly changing, new insights emerge and new (technological) possibilities come into sight, the experience design needs to adapt to these changes. This makes the ABCDEF-process ‘fluid’ and ‘organic’ with the need to be able to respond to new developments and changes.

This continuous monitoring and adapting takes place in the so-called Playground; the very center of the ABCDEF-process from which you can choose to work in a specific phase, depending on which part of the experience needs the most work. In order to make this process really work it is key to use an ACTIVE * mindset and perspective. However, the ACTIVE Playground has another main function: As Imagineering needs a way of working which requires out-of-the-box thinking it needs an open mind and hence an open workspace. That is exactly what the ACTIVE Playground does. It therefore is not just the very flexible center of the process, but it also guides with clear characteristics how to work.

Tip: Do you want to know whether you work according to the ACTIVE principles? Check out the questionnaire on: http://www.maxmade.nl/x/nhtv/active/ and create your personal IMA energy field!

How to use these Imagineering X-sheets?
Everybody knows those sticky notes which you use to write down thoughts, your groceries or whatever you need to remember. Well, these X-Sheets (eXperience Sheets) are your sticky notes that will guide you through the Imagineering process. Even more so, you can use them for any project as the Imagineering way of thinking and doing should always be the fundamental way of working for you as an imagineer. Print the sheets on A4 format and hang them up, so you are able to create relationships between the different phases of the ABCDEF model.

The very fact that they are individual sheets enables you to choose only a couple of phases if needed. For instance; If your client already has a strong vision and concept you might need to focus on the D, E or F phase and only print these X-sheets. At the same time, if you only want to create a concept, you can print out the C-phase. You can find a summary of each phase on the first page, so decide for yourself what fits best. Use these X-sheets for the overview but don’t forget to dive into the literature, knowledge clips and other information sources for specific information on each phase.

You can find it in the libguide of Imagineering: http://nhtv.libguides.com/c.php?g=395754
You can download new X sheets here as well.

I wish you lots of fun with these X sheets!

Angelica van Dam
June 2018

*ACTIVE stands for Appreciative, Co-creative, Transformative, Imaginative, Values-based and Experience-focused.
How to analyse the situation with an appreciative mindset

In this phase you look for information that can serve as a basis for your vision and concept. You dive into relevant trends and developments, examine the organisation and analyse (potential) audiences/target groups. Apart from gathering information it is the ‘appreciative mindset’ that makes it different from a conventional analysis: You try to understand what is working well. You look for strengths, energy, potential, successes and opportunities.

**Step 1 Macro:** What are the most important trends in society (macro) that are relevant for your project or client?

1. ____________________________, because ____________________________
2. ____________________________, because ____________________________
3. ____________________________, because ____________________________

**Step 2 Meso:** Write down what you can learn from the specific industry your organisation is in?

Think of competitors, specific industry trends and developments, inspiring organisations.

1. Competitor: ____________________________, we can learn from them because ____________________________
2. Industry trend: ____________________________, because ____________________________
3. Best practice organisation: ____________________________, they inspire us because ____________________________

**Notes**
Step 3 Micro: Check out your organisation and answer the 5 questions.

**Who the organisation is:**

**Main elements of success:**

1. What are their values?
   What are their beliefs and convictions?

2. What are their dreams?

3. Historical facts?

4. Who are they?
   What is the focus of the organization?
   How does it function? What are its purposes?

5. Cultural elements?
   What are the habits, the patterns or rituals, the everyday actions, the way they talk and/or communicate, the atmosphere, the language they use?
**Step 4 Demand**: Who is the target group? What really drives them to achieve the most important goals in their lives (values)? This could be anything like status, family, freedom, adventure and leisure experiences could be the instrument to achieve just that. If you need inspiration on values look at the value list of Rokeach (2008) or just come up with your own values.

<table>
<thead>
<tr>
<th>Quality</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheerfulness</td>
<td>True Friendship</td>
</tr>
<tr>
<td>Ambition</td>
<td>Mature love</td>
</tr>
<tr>
<td>Love</td>
<td>Self respect</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>Happiness</td>
</tr>
<tr>
<td>Self-control</td>
<td>Inner Harmony</td>
</tr>
<tr>
<td>Capability</td>
<td>Equality</td>
</tr>
<tr>
<td>Courage</td>
<td>Freedom</td>
</tr>
<tr>
<td>Politeness</td>
<td>Pleasure</td>
</tr>
<tr>
<td>Honesty</td>
<td>Social recognition</td>
</tr>
<tr>
<td>Imagination</td>
<td>Wisdom</td>
</tr>
<tr>
<td>Independence</td>
<td>Salvation</td>
</tr>
<tr>
<td>Intellect</td>
<td>Family security</td>
</tr>
<tr>
<td>Broad-Mindedness</td>
<td>National security</td>
</tr>
<tr>
<td>Logic</td>
<td>A sense of accomplishment</td>
</tr>
<tr>
<td>Obedience</td>
<td>A world of beauty</td>
</tr>
<tr>
<td>Helpfulness</td>
<td>A world at peace</td>
</tr>
<tr>
<td>Responsibility</td>
<td>A comfortable life</td>
</tr>
<tr>
<td>Forgiveness</td>
<td>An exciting life</td>
</tr>
</tbody>
</table>
Step 5 Mindmap: Based on your analysis, now create a mindmap in which you involve the most important findings of step 1 until 4. Or make your own mindmap on a big piece of paper.

Congratulations! You now have a richer picture and understanding of your ‘problem’ or assignment. You can proceed with the B phase....
Brooding
How to put the understanding in a bigger perspective?

In the A-phase you zoomed in to understand a specific situation. As you now have an understanding, you can zoom out to create an even bigger picture. What if you look beyond simply ‘what is’ and start to think about potential new solutions. In order to do this you need to catalyze creative processes. You want to bring things in motion, take a deep breath and look for a bigger perspective.

Step 1 Golden nuggets: Having gathered all the information in the A phase, now look for pieces of Imagination that give potential for the (creative) phases to come. The articulation of the best precious pieces become your Golden Nuggets.

What can be Golden Nuggets? Basically anything! Perhaps you find them by answering some of the following questions: Is/ are there:

- a forgotten hero from the past?
- an amazing story that has been neglected?
- ignored facts that you managed to put together?
- hidden/untold stories with meaning?
- a core quality that is overlooked?
- a side product which actually is the star of the company?
- etc.

Don’t worry, you will know when you strike gold! It is those pieces of information that create room for new ideas. That literally gives you space to breath and think about solutions.

Stretch your mind!

In order to come up with innovative ideas, you need to break through patterns and habits. Within the Imagineering Process we organise creative sessions in every phase, but especially during the B phase.

There are two phases of creativity:

Divergence: Stimulating new thinking by diversifying and exploring; and

Convergence: Refining and choosing the best possibilities.

Both phases have their own guidelines. In the creative process you will constantly switch back and forth between those phases.
**Step 2 Streetcombing:** Perhaps you need even more Golden Nuggets and precious ideas? Ideas don’t live in meetings. They live out there in the open, you’ll find them when you open up for inspiration and new ideas. E.g. literally by going out on the street. Streetcombing is a method by Richard Stomp which challenges you to go out and start looking again. Go outside to a new or interesting street and have a curious mindset. Make pictures that draw your attention. Ask yourself what could be the underlying idea of this picture or how you can integrate it in your own concept. For example a picture of some beer crates on a balcony, which were used to build a wall. The concept to be derived from this photograph is the following: “putting objects to a different use than what they were originally intended for”.

![Picture 1]

**Picture 1**
**Underlying idea**

![Picture 2]

**Picture 2**
**Underlying idea**

![Picture 3]

**Picture 3**
**Underlying idea**

---

**Ideas we want to use**

---

---

**Step 3 Value-fit:** Now that you have mapped the broader system, defined Golden Nuggets and even started with creative sessions to further ‘feed’ potential, it is key to look for the value fit: the overlap of human values; beliefs and convictions of the organisation and the target group. After all; if both aspire the same values, they are likely to create a strong bond.

Fill in the figure below. If you need inspiration check out the values of Rokeach (A-phase, step 4). Pick 1-3 values that are in common. This is going to be your value fit!

![Values Organisation](values organisation)

![Values Consumer & other stakeholders](values consumer & other stakeholders)

---

**The value fit is:**

---

**Yes!!! You now have put the mindmap of the analysis in a bigger perspective. You added new inspiration, created a value fit and defined Golden Nuggets. This is going to be the input for the C-phase.**
How to create an image of the future (vision) and a working principle towards that image (concept)

The creation phase is more or less the heart of the ABCDEF Process. Here you decide ‘what makes it all tick’. You therefore create two things: a Vision and a Concept.

1. Vision:

**Step 1 Higher goal:** Answer the following questions from the perspective of the organisation:

- If you woke up tomorrow morning with enough money in the bank, how could we (the organisation) frame the purpose of this organisation such that you would want to continue working anyway?
- Why does the world need us? What would they miss if we were gone?

**Step 2 Why:** Look at the answers you have given and ask yourself ‘why is that important’? Repeat this question 5x.

**Step 3 Preliminary vision:** Then fill in this statement, again from the perspective of the organisation.

“If we look at… (golden nuggets, target group, trends, the industry), we really believe... (worldview)

“If we look at ____________________________________________________________,
we really believe ________________________________________________________.

An example is:
If we look at.....the youth which is getting fatter and fatter, the increasing screen activities and the stuffed agendas of children, we really believe that.....children should be stimulated to be a real child again instead of a small adult.
Step 4 Vision: For those of you who are already familiar with the vision model according to Collins and Porras (1997), fill in this picture:

Big Hairy Audacious goal: Where are we going to?
Core values: What do we stand for?
Core quality: What are we good at?
Higher goal: Why do we exist?

Step 5 Final vision: Now summarize the elements you came up with in a vision of maximum 3 sentences.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
2. Concept:

**Option 1 The molecule principle**

After creating the vision, it is time to come up with a concept, that is imaginative and effective. A guide 'how to do' things, preferably in a catchy one-liner so it is easy to remember and execute. For this you can use the Molecule Principle: a combination of the key elements recognizable in everything the organization does. Here you see an example of the atoms and the Molecule of Red Bull recognizable in everything Red Bull does.

**Step 1:** Decide on your atoms: the essential ingredients that through their combination make up the underlying idea of the concept. Don’t forget about the value fit from the B phase! This should be one of the atoms. Draw the molecule:
Step 2 One-liner: Create a One-liner/title that summarizes, emotionalizes and inspires.

1. Explain each atom that is in your molecule

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

2. Associate on each atom; also think of metaphors and values

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

3. Choose the most appealing associations

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

4. Create a sentence with 2 to 4 associations

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Tip: add a verb to the sentence to make it an invitation for action.
**Step 3 Feelings, values, atmospheres:** Describe the feelings that you want to evoke, the values (value fit) that are key, the atmosphere you want to create.

Feelings/emotions: ____________________________________________________________

__________________________________________________

__________________________________________________

Values: ________________________________________________________________

__________________________________________________

__________________________________________________

Atmosphere: ______________________________________________________________

__________________________________________________

__________________________________________________

You now have a clearer definition of what you want to evoke by sticking to the working principle of the concept.

Notes

__________________________________________________

__________________________________________________

__________________________________________________

__________________________________________________

__________________________________________________

__________________________________________________

__________________________________________________

__________________________________________________

__________________________________________________

__________________________________________________
Option 2 Idea canvas

No luck with the Molecule Principle? Another way is to treat your concept more as a story. You can then fill in the idea canvas with your whole group to compare different concept directions! Here the concept is presented as a story which contains heroes, props, highlights, drama, scenes and a resolution. By reading all these elements it becomes clear why, what and how the organisation needs to do things.

**Title:**

- What is the message of your story?
- Make clear in 1 punch line.

**Motto:**

- Think of a catchy title for your story.

**Heroes:**

- Who are involved in the story?

**Props:**

- Sum up all the tools and props that you need to realize your story

**The story:**

- This is what it is all about! Come up with a catchy story and map out the most important scenes.

**Plot:**

- What do the heroes want to achieve and which challenges do they need to face?

**End scene:**

- What is the end scene of the story?

**Drama:**

- What are the dramatic moments in your story?
- In short: everything that could go wrong?

**Highlights:**

- What are the highlights that make the story valuable?

**All’s well that ends well:**

- What interventions does the story need to end well?

Source: Estelle Nieuwenkamp-Snijders, inspiration guide, 2013

---

Ok, finally you have had a breakthrough! The concept is there....

Let’s proceed with designing the concept into concrete products.
Design
How can the working principle be translated in very concrete and consistent experiences?

It's time for some engineering. In this phase you turn your concept (working principle) into something concrete. You become an experience designer. You create tangible products and / or services to bring your concept to life. Luckily you have a box full of tools at your disposal. Like the powerful instrument of storytelling. Or the principle of co-creation, theming and entertainment. Let’s get to work……..

Step 1 Orientation:
- Mention the desired experience in words, for example adventurous, relaxed, homefeeling.
- Look for images that represent the values and feelings of your desired experience.
- Show each other (pieces of) videos that represent those feelings.
- Share lyrics / poems / paintings to deepen those feelings.

Step 2 Make choices and combine:
- Write an overall storyline for your desired experience (storytelling).
- Make a video.
- Make a moodboard.
- Create a persona.
- Draw an experience.
Moodboard
Step 3 Check:
Check whether you trigger the senses and if the concept is reflected in your desired experience. Add missing elements, but only if it can make your experience stronger.

The steps through time are the stages before (pre), during (direct) and after (post) buying your core product and/or participating in what you designed.
**Step 4 Prototype:** If possible: create a prototype of the design where you try to trigger the senses of the target group. For example:

- Decorate a physical space according to the previous steps.
- Do an intervention, for example an execution of a part of the experience.
- Organize a dialogue or an act.
- Make another visualization of the experience with everything in it, like a map.

Gather feedback from your target group. What should be adjusted?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

**Wow! It’s getting clear and concrete what your experience is going to look like. Now let’s co-create in the E phase…..**

**Notes**

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
In the E-phase it is time to see to it that the stakeholders can interact with one another and possibly even co-create. Platforms facilitate and enable this interaction, determine the general rules, and make data available. It’s an interactive environment for interlinked stakeholders, where co-creation is enabled and experiences are shared.

**How to enable co-creation?**

In the E-phase it is time to see to it that the stakeholders can interact with one another and possibly even co-create. Platforms facilitate and enable this interaction, determine the general rules, and make data available. It’s an interactive environment for interlinked stakeholders, where co-creation is enabled and experiences are shared.

**1 What**

The what of the platform:
The value creating interaction

<table>
<thead>
<tr>
<th>Information</th>
<th>Goods &amp; services</th>
<th>Currency</th>
</tr>
</thead>
</table>

**2 Why**

The why of the platform:
The platform that enables the core interaction.

<table>
<thead>
<tr>
<th>Participants</th>
<th>Value unit</th>
<th>Filter</th>
</tr>
</thead>
</table>

**3 How**

The how of the platform:
Pull facilitate & match

<table>
<thead>
<tr>
<th>Attract &amp; retain</th>
<th>Rules &amp; tools</th>
<th>Collect &amp; link</th>
</tr>
</thead>
</table>

**Example of a good platform: Nike Plus**

In 2006 Nike introduced the Nike Plus platform based on the concept: Get connected to your running experiences. A sensor fitted in the shoe collected data on your iPod, for example the number of paces, the distance and the speed. After every run you could upload your own running experience to the website and share it with a community of runners. But you could also monitor your own progress and share it with others. It was moreover possible to establish contacts with runners in order to find buddies/coaches or to find out when running activities were being organized. This enabled Nike to multiply the ways in which individuals could influence their running experience. It inspired the development of new domains and products, for instance the Nike Run Reporter platform, the wear testing platform (for testing out new shoes) and the voiceover of Olympic athletes on your iPod who cheered you on.

Nike integrated itself with this platform into the daily lives of individuals and groups. Close relationships and trust were established between all interacting parties. In addition, a profound understanding was obtained of the users’ values and needs, as a result of which new ideas were generated more rapidly and the co-creative opportunities could be updated repeatedly. Nike therefore no longer sees itself as a product seller but as a driver of social changes where sport acts as a means rather than an end.
Step 1 WHAT:
- What is the core interaction? (the most important form of activity)
- What kind of information is being shared?
- What is the currency (payment) being used? This can be money, but also attention (likes on Facebook) or influence (re-tweeting on Twitter).

Step 2 WHY:
- What is the ‘thing’ that creates value? Why does a participant want to join the platform.
- What is the reason that a participant wants to join?
- Who are the participants?

Step 3 HOW:
Pull, facilitate & match:
- Pull: attract/retain. Come up with one intervention to attract and retain participants.
- Facilitate: rules/tools: Think of 3 simple rules/tools for the platform.
- Match: collect/link: What kind of data do you want to collect about the participants?
Evaluate the current platform or the new design of the platform with ACTIVE:

<table>
<thead>
<tr>
<th>Question: Does or did the platform.....</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>use positive language?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>build upon the strengths and potential instead of the problems and impossibilities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>create new inspiring perspectives for the future?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>build upon the power of the stakeholders?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>keep the dialogue open and alive?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>let the involved stakeholders create/design themselves OR does it invite them to create themselves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T</td>
<td></td>
<td></td>
</tr>
<tr>
<td>focus on some kind of desired change?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>inspire people to think or act differently?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>lead to a sustainable, desired and valuable change?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>appeal to the imagination of stakeholders?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>consciously use creativity or invite stakeholders to use creativity?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>create or trigger new ideas or combinations that don’t exist yet?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V</td>
<td></td>
<td></td>
</tr>
<tr>
<td>work from (shared) values?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>reflect or make visible which (shared) values are used?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>add meaning for stakeholders?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>inspire participation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>evoke positive emotions?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>create a long lasting impression?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

So are we done???

What about the unknow future? How can we keep the magic alive?
How to nurture the system for becoming a learning community?

You cannot entirely steer and control a dynamic Imagineering process but you can influence it. Imagineering is a never-ending story, therefore it caters to everyone to become part of a continuous learning community where the leader is not there to shine but to facilitate. You do so by experimenting and having dialogue in diverse possible ways.

Evaluation tool 1 The cover story: Write the first page of a magazine/journal where you share your idea/innovation/new experience/process that has not taken place before and you imagine what a top magazine/journal would say about it.

- **Cover** – this is the title page – there on top you put the name of the Journal/Magazine and also show what it looks like in lay-out.
- **Big headlines** – the top news you would like to share on what you created actually happening
- **Visuals** – the images you would like to appear there
- **Column** – a rubric written about what you made happen (written maybe by someone you look up to?)
- **Quotes** – what interesting people said about what you made happen
- **Brainstorm** – what is the logic behind the title page, the hidden thoughts /master plan of it.

Are you happy with the cover story? Are there things you would like to change? How can you do this?
Evaluation tool 2 The Guest Experience model: Make a list of all the touchpoints; so the moments where there is contact between the organization and the stakeholders. Are they aligned with the foundation? If not: adjust them.
Tool 3: In for a cocktail? How about a magical ingredient?
Imagine that your experience or process is a cocktail.
1. What are the three ingredients of your cocktail?

2. Add a magical and new ingredient, for example a new theme, an event, a topic like cooking, music, karaoke or dance, charity, a new sponsor like HEMA or Apple, the fairy tale of Snowwhite..... Be creative!

<table>
<thead>
<tr>
<th>The magical ingredient</th>
<th>What happens?</th>
<th>What will this ingredient if used on a regular basis mean for the organisation?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This calls for a celebration! Treat yourself on chocolate or a cocktail, because you managed to complete all the phases. But please remember: imagineering is a continuous story, so stay ACTIVE!
References: