IMAGINEERING PRESENTS:

ACTIVE PORTFOLIO

EXAMPLES OF STUDENTS

reflections - projects

EXAMPLES OF ORGANISATIONS

how do organisations apply ACTIVE?
WHY ACTIVE?

In our fully connected society, where people are more and more driven by self-expression values instead of needs, in which problems are complex and where consumers are looking for transformative interactive experiences, we need a different way of value creation. Foremost; we need a different way of looking at the world, doing business and a new approach to the leisure domain. We need Imagineering, ‘Engineering for imagination’ (Nijs, 2013).

But when is a product or a process truly Imagineering? A tool to start a discussion and to assess the Imagineering character of something is ACTIVE. With this you can create a culture of engagement and innovation and design for more meaningful experiences.

WHAT IS ACTIVE?

ACTIVE works in two ways: As a starting point, but also as an evaluation instrument, for both the organization as a whole as for existing or new products and processes. ACTIVE provides us with a couple of criteria how you can measure the Imagineering level of something.

A low score can be a conscious choice, but can still be an Imagineering way of working. This model is not meant to bring the ultimate truth, with a maximum energy field as end goal. It is meant to gain insight and open up dialogue about the direction you want to go.
IMAGINEERING PRESENTS
ACTIVE EXAMPLES

APPRECIATIVE
What are the qualities, the strengths and the possibilities of something or someone? Where is potential and what can happen if we take that as our guiding principle? It's an attitude of seeing opportunities and building upon that instead of focusing on problems. We aim to come up with images or words that will inspire others, so new perspectives will arise.


CO-CREATIVE
Imagineering builds upon the power of groups, stakeholders & communities. Involving all stakeholders in the process and letting them design and create in communities or multidisciplinary teams, will lead to sharing and exchanging knowledge, thoughts, ideas and feelings. People support what they create themselves. An Imagineer wants to keep the dialogue open and alive.

Want to hear more? Look at this knowledgeclip (after 11 minutes): https://vimeo.com/290874242/ed44649549

TRANSFORMATIVE
Imagineering is focused upon a desired change. We aim for transformative and sustainable change, but this does not imply that all change needs to be ‘big’; it can happen on a very small scale as well. What’s key is that it sets things in motion.

IMAGINATIVE
Imagineers consciously apply creativity. SO, it provides us with new, unexpected solutions to problems. Secondly, thinking, speaking and acting in an imaginative and inspiring way, will mobilize out of the box thinking and speak to the imagination of people.

Do you want to know more? https://buas.libguides.com/c.php?g=395754&p=2689398 (clips)

VALUES-BASED
Imagineers work from a higher set of (shared) values in order to create a sustainable long-term development. Imagineering therefore is not only a value creating method but a methodology based on values in order to add meaning for people and organizations. Those values need to be reflected in all the touchpoints.

EXPERIENCE-FOCUSED
Imagineering focuses on offering an experience with use of the experience instruments. Experiences that evoke positive emotions and creating long-lasting impressions are powerful tools in engaging people and giving meaning to their actions and organizations alike.

Want to know more about experience instruments? https://vimeo.com/296792833

If you want to know more about ACTIVE: https://vimeo.com/297843790/b4d8d8b8f4
1. A student wanted to organise creative sessions for her qualitative research, but she did not succeed in getting a group of people together. She was frustrated about it and was convinced she was no longer credible as a researcher and imagineer. The coach asked her the question: ‘What is possible, can you make out what is already there, and how can you benefit from this?’ This question made the student realise that there were indeed moments and places where people came together, for example during lunch and in front of the coffee machine. She then organised several ‘playful’ activities at the coffee machine and put large paper tablecloths on the tables, which people could write on during lunch. In doing so, she created positive energy in the organisation and she still collected the data she needed.

2. Back in the 1980’s, the Cleveland Clinic purchased the Omni, a low budget hotel. The clinic completely restored the hotel facilities retaining the original management and staff. Although the restoration provided a good opportunity for business growth, the staff and management were locked in a setting of distrust and backbiting. The staff was bickering and the service was poor. The clinic hired PhD student, David Cooperrider to resolve the problems. The conventional approach would have been to hire a new management team or send them off for training, but Cooperrider had a different idea. He asked the staff to spend a week in a highly rated, five-star hotel. They were NOT supposed to think about their hotel. Their only job was to write down everything the hotel staff did well, that made their stay more enjoyable. At the end of the week they wrote a report and presented it to the five-star hotel manager. The manager was so pleased they put on a celebratory banquet for the Omni managers. The Omni hotel managers returned to their hotel inspired and full of ideas. Incorporating these new ideas brought about immediate changes in staff attitude and service; the Omni quickly gained a four-star status.

What happened here was that the staff themselves (instead of only the management) created a picture of excellence and people tend to move towards that image. They obtained a clear and inspiring perspective for the future. They started thinking in solutions instead of problems. A positive atmosphere was created, based on the conviction: We can do it!

1. Every once in a while LAYS CHIPS is looking for a new taste, and of course, they want to know what their consumers prefer. The company already launched several campaigns in the past where consumers could submit their favourite tastes and people could then vote on that. The winning taste was actually produced and sold in the supermarkets.

2. IKEA sometimes offers customers the opportunity to show their creations. An example: Following the new catalogue, consumers were allowed to create a Pinterest board on which they presented their dream room. The winner’s dream room was then brought to life in Ikea Amsterdam.

In example 1, the consumer is occasionally involved in the production process. In example 2, the consumer is not involved in the production process, but is asked for his or her ideas. The co-creative element is therefore slightly less present, but there is still a dialogue and the customer is invited to join the conversation. In the following example, the co-creative element will be even more intense, with customers being involved – on a continuous basis – in the brand. New interactions between consumers will emerge as a result.

3. 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 the iPod of individual runners. The combination of data and music created an attractive customized training programme. After every run you could upload your own running experience to the website and share it with a community of runners. It was moreover possible to establish contacts with runners in order to find buddies or to find out when running activities were being organized. It inspired the development of new domains and products, for instance the Nike Run Reporter platform and the wear testing platform (for testing out new shoes). 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.

Source: www.youtube.com
EXAMPLES TRANSFORMATIVE

1. What can a small organization in Germany do against the destruction of tropical rainforest? How much impact can it have on the greatest and most important climate protection project on earth – with only 10 employees and very limited financial resources? The idea they came up with: We do not recruit people. Instead, we recruit a new type of activist, who would happily raise funds for OroVerde around the clock for free. And who would be the most natural and convincing advocate of OroVerde’s message: trees. Hundreds of trees in Germany’s pedestrian areas, shopping streets and parks. Equipped with cardboard signs like street beggars, the trees asked for donations on behalf of their suffering relatives in the rain forest.

   For a lot people this set things in motion and they suddenly realized how important trees are.

   Igniting this awareness is transformative. This is also a great example of being Appreciative, because the organization reframed the problem (no money, no employees) in an opportunity and looked at what was possible. It is also very imaginative, because it appealed to the imagination and they used their creativity very consciously.

2. A student organised a week of activities for sick children in a hospital. The most popular activity was ‘baking pizza’s’, where children were allowed to make and bake a pizza themselves. The reason why it was popular, was because when the pizza was taken out of the pizza box, you could see a message on the bottom of the box. The messages were compliments like ‘you are great’ or ‘you are the best’.

   This was a transformative experience for the children, because it changed their self image from negative to positive. For a moment they didn’t feel sick anymore. Of course this is also a perfect example of being appreciative and imaginative. Appreciative because of the positive image, but also because the student looked at the potential and possibilities of a simple pizza box. She saw it as a way to bring across a message. In addition, she used her creativity consciously in order to come up with activities like this.

Source: https://www.behance.net/gallery/17902181/Donation-Army-OroVerde
EXAMPLES IMAGINATIVE

1. The Think Bus is an example of creative thinking that encourages change. Most companies meet in the same boring office buildings. The Think Bus is committed to guiding employees in a creative thinking process. The employees go out and take creative sessions in the open air. As this is a different way of working, it provides them with new energy. The ultimate goal of this concept is to come up with new creative ideas that encourage change.

2. Many people have books that they don’t read anymore. They can make other people happy with their old books by depositing them at the ‘exchange library’. While doing so, they also have a chance to browse the books deposited by others. If they are interested in a particular book, they can simply take it with them. It is therefore a simple and low-threshold way of borrowing books. You do not have to keep buying books, but simply exchange them.

Both examples are also perfect examples of being Co-creative and Appreciative.

3. A student wanted to draw up a vision together with her graduation company, but they didn’t succeed. The student therefore decided to apply a creative technique that stimulates the imagination. She asked the organisation to write a pretend newspaper article about what the organisation will look like in 10 years. The intention was for the organisation to mainly focus on the headline. But they also had to think of photos to go with the article, the main characters, quotes, words/phrasing, etc. This technique was appealing to the imagination and it evoked new ideas. As a result, a good vision could be formulated.

EXAMPLES VALUES-BASED

1. Build a Bear sells teddy bears and other stuffed animals. Customers go through an interactive process in which the stuffed animal of their choice is assembled and tailored to their own preferences during their visit to the store. The values of Build a Bear are fully aligned with the concept and the product, they even use the word ‘bear’ in the values: Reach, Learn, Di-bear-sity, Colla-bear-ate, Give, Cele-bear-ate. In every touchpoint they have, you can feel, hear and see the values.

This is also a great example of being co-creative. The way the values are reflected in all the activities are both experience focused and imaginative. This makes the whole company ACTIVE.

Source: https://www.buildabear.com

2. Starbucks mission is, per its website, “to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.” Their values are:
- Creating a culture of warmth and belonging, where everyone is welcome.
- Acting with courage, challenging the status quo and finding new ways to grow our company and each other.
- Being present, connecting with transparency, dignity and respect.
- Delivering our very best in all we do, holding ourselves accountable for results. These values are reflected in every touchpoint. The decorations in the store are warm and cozy, with nice music. Starbucks aims at building customer loyalty through its stores’ customer service. The retail objective of Starbucks is, as it says in its annual report, “to be the leading retailer and brand of coffee in each of our target markets by selling the finest quality coffee and related products, and by providing each customer a unique Starbucks Experience.” Employees try to make personal contact with the customer and each costumer receives a cup with his name on it.

Starbucks employees are motivated through generous benefits and incentives. The company is known for taking care of its workforce, a key reason for a low turnover of employees. People are motivated that way to feel co ownership and the values start from the inside.

This company is ACTIVE, but you could question their co-creativity. However: they are very open for dialogue and then it’s acceptable as well. This might be a conscious choice.
EXAMPLES EXPERIENCE FOCUSED

1. Experiences can be in a product/service or process which can inspire participation and creativity. The example of creating an experience is the ‘Inamo Restaurant’ in London with a feature where the tables are touch screen where you can have it personalised to whatever you want and play games while waiting on your meal. Therefore, the visitors get more than just a meal but an experience.

2. Unlike usual graffiti, which is washed away by heavy downpours, reverse graffiti only becomes visible when touched by water and disappears again when it dries. People usually don’t like it when it rains and sometimes they even get depressed. With this experience the day becomes a little bit sunny again and it creates a positive experience.

3. Tomorrowland is really Experience focused. The one-liner is: Live Today, Love Tomorrow and Unite Forever. In other words, people should definitely enjoy life, but not without also considering their responsibility for tomorrow’s generations. Visitors are completely immersed in a different world. This is done, among other things, by stimulating the senses, storytelling and themed experiential elements. The touchpoint model is used optimally and every pre-, direct and post-exposure phase is designed carefully. Tomorrowland creates commitment, evokes positive emotions and leaves a lasting impression. Every edition has a specific theme and this is reflected everywhere: stages, decoration (even the showers at the campsite), entertainment (people are dressed up and play a part), acts, music and bands.

Source: https://rain.works/how/
CASE STUDY: BRESS

A lot of organisations apply for the research projects of the Academy for Leisure, because they are looking for innovative solutions. Some of them specifically wanted work with the Imagineering design method, because the traditional methods didn’t help them anymore. A minor group worked with the next organisation and they used ACTIVE on a continuous basis.

Bress Student Sports Breda came to the conclusion that they had lost contact with the student target group. They issued an assignment to investigate this matter in order to arrive at a concrete change process that would lead to a lively community. First of all, a value survey was started among the target group (Value based) using innovative and co-creative methodologies. It soon became clear that students saw BRESS as something more than just a place to practise sports, but in which mutual contact and lifestyle could become important.

On the basis of results generated during creative sessions (Co-creative), the concept of ‘Together more than sport’ emerged, which evoked the community feeling for all stakeholders: current and potential members, staff and cooperation partners. Before the concept was made concrete, the project group decided to create an ACTIVE Energy Field, to make clear where improvements could still be made. As it turned out: the concept scored high on 'Value based' because of the use of powerful shared values, but much lower on 'Experience focused' and 'Imaginative' in particular. The idea behind it was therefore 'valuable', but it had not yet succeeded in being imaginative and creating an experience. This inspired the idea to make the concept come alive in the form of a cookbook called ‘With Bress and Fork’. The cookbook metaphor was chosen because food connects people. Bress was positioned as a logical synonym for sports but also for a healthy, fun life. Partly because of the attractive visualisations, a first important step was achieved; the awareness within the management of Bress that sharing the values would be the start of the concept follow-up. The ACTIVE perspective thus provided an overall insight into how the connection with all parties involved could be made.
CASE STUDY: BIESBOSCH

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The Biesbosch regional network wanted to create a clearer image for target groups. During the research phase, the minor students soon discovered the differences in interests in the area. Inspired and driven, however, by the strength and possibilities (Appreciative) of the Biesbosch, the students started to change their line of reasoning by posing appreciative questions such as: How does the Biesbosch come to life and who is involved? What is the strength of the Biesbosch, even for ‘involved’ populations such as beavers?

By looking at it in an ‘Appreciative’ way, new perspectives emerged, from which values (Values based) could be formulated. With the help of creative techniques (Imaginative), a new concept was developed based on shared values with the following one-liner (title): De Biesbosch lives! The concept of ‘life’ has several layers and comprises ‘life’, ‘experience’ and ‘survival’. This generative image was the umbrella that inspired change for all involved (Transformative).

When visualising this in the ACTIVE Energy Field, however, it was noticed that the score on Appreciative, Co-creative and Transformative was rather low. As a result of this evaluation, the three pillars of the concept (Appreciative) were redefined to ‘live’, ‘experience’ and ‘revive’ instead of the somewhat more negative ‘survival’. In addition, the title of the concept (‘De Biesbosch Leeft!’) initially did not invite enough co-creation, leaving true participation and change (Transformative) behind. This was solved by translating the concept into a detailed plan that indicated how stakeholders could be inspired by thinking from a concrete and shared community interest.

Source: http://www.kanoroutes.nl/nl-biesbosch.htm
CASE STUDY: DANCE EVENT REBIRTH

A lot of organisations apply for the research projects of the Academy for Leisure, because they are looking for innovative solutions. Some of them specifically wanted work with the Imagineering design method, because the traditional methods didn’t help them anymore. A minor group worked with the next organisation and they used ACTIVE on a continuous basis.

Rebirth is a big dance event in the small village of Haaren. They would like to optimise cooperation with the municipality. The first thing to do was to start reframing (appreciative) the problem into something positive with potential: "How do we ensure that Stichting Rebirth Events and Haaren municipality never want to live without each other again?"

The concept that emerged from that, 'Together for Haaren', focused on the values (value based) of both the municipality of Haaren, its residents and Stichting Rebirth Events. With Stichting Rebirth Events as facilitator, Haaren becomes even more beautiful than it already is (appreciative) and there was room for new initiatives from all stakeholders (co-creative). After elaboration of the various components, the complete product was tested against the ACTIVE principle and it appeared that not all values were reflected, but that in addition most products did not appeal to the imagination and therefore the potential for change was also lacking. The project group then took a step back and once again investigated the values of the municipality, residents and visitors, in order to achieve better aligned products. They used experience instruments such as themed experiences and storytelling (experience-focused), where they ensured that the shared values, or value fit, were expressed everywhere (values-based).

Source: https://www.facebook.com/pg/rebirthestival/reviews/