



COOL NOONS

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# Design thinking methodology

—

<https://coolnoons.interreg-euro-med.eu/>





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## Cool Noons

Cool Noons is an innovative project for the way it addresses an urgent and underestimated issue such as the evolution of urban tourism towards a more sustainable model. Five pilot cities will be innovative solutions to improve the visitor experience of tourists and residents during the hottest hours of the day. The tools and methods used combine scientific accuracy, pragmatism and creativity, thanks to the diversity of the partners involved.

\*\*\*

Mission: Enhancing sustainable tourism

Programme priority: Greener MED

Specific Objective: RSO2.4: Promoting climate change adaptation and disaster risk prevention, resilience, taking into account eco-system based approaches

\*\*\*

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## Collective intelligence workshop Designing COOL NOONS solutions in pilot sites

### Deliverable 1.3.1 Part 1 - WORKSHOP BOOKLET

This document contains the guidelines related to the activities and exercise of the Design Thinking / Collective intelligence workshop. The reference is the training held in Marseille on the 26th and 27th March 2024. You can use it adapt it for your own workshops in your pilot sites!

# MAGI KLAP



# BOOK

[www.klap.io](http://www.klap.io)



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## Progressively experimenting with Facilitation and Design Thinking

We hacked *Innovation Games* to enable you to experiment easily with Facilitation and Design Thinking. This resource will allow you to maintain control over the workshop as you progress at your own pace.

## Learning by doing!





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## Why using this guide?

If you're reading this guide, you've surely heard about Design Thinking before or you have an inquisitive mind.

A great deal of theoretical information and content is available online. At Klap, we know that Design Thinking can be acquired only through practice.

For instance, a chef's talent is not limited to a list of ingredients from a recipe but is due more to experimentation and culinary artistry.

With this perspective in mind, we've developed this guide to help you **GET STARTED!**





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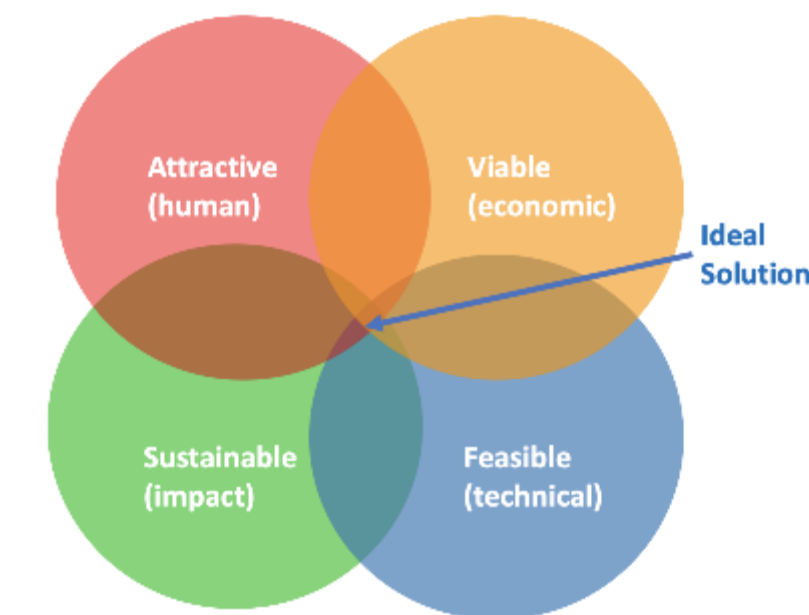


# What is Design Thinking?

A municipality or any other type of public institution is a living organism that faces constant challenges.

In addition, the immediate environment too often pushes teams to aim for “zero defects,” making them risk-averse. The frameworks and methods currently used by organisations limit their capacity for innovation and freedom of expression.

Design Thinking enables innovation through practice without fear of failure!



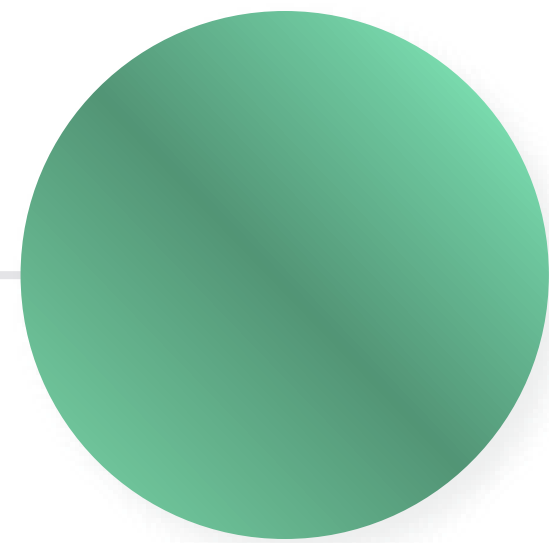
In sum, Design Thinking involves restoring people’s confidence (and enabling them to develop innovative solutions) and focusing on users (and always staying focused on them). Design Thinking also means sharing ideas in a positive and nurturing environment for the purposes of generating effective action. That kind of optimistic outlook is needed in today’s settings!

# Design Thinking



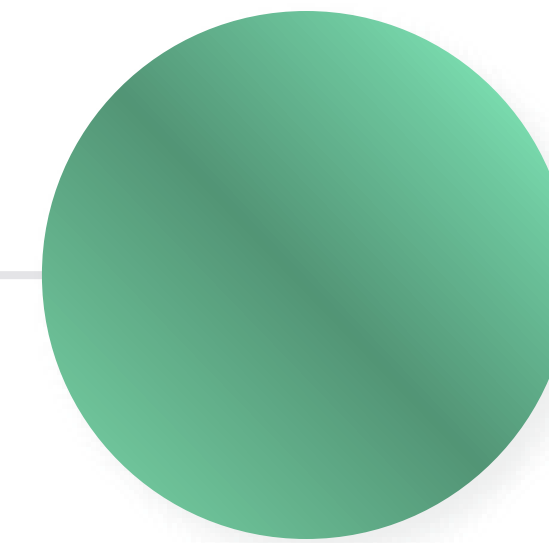
## A collaborative approach!

When attempting to overcome a challenge, there is always more strength in numbers. Design Thinking combines everyone's know-how and bolsters everyone's creativity.



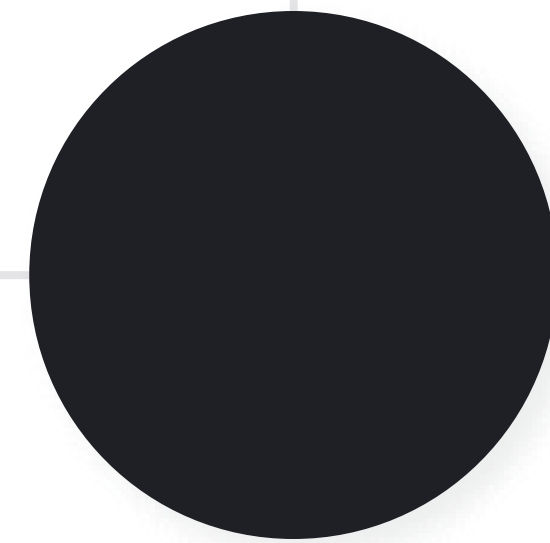
## An experimental process!

This method allows you to fail and learn from mistakes because it constantly generates ideas and encourages critical analysis and productive iteration.



## An optimistic outlook!

The underlying belief is that everyone can drive change. Whatever the scope of the problem, time constraints, and budget, the design process remains a pleasant and fulfilling activity.





# What can be achieved?

Design Thinking workshops enable participants to engage in information-sharing and discussion.

Organisational, managerial and technical issues

**Design Thinking** can tackle any challenge.

Complex systems and situations

Exploring new ideas and innovative projects

#DesignThinking



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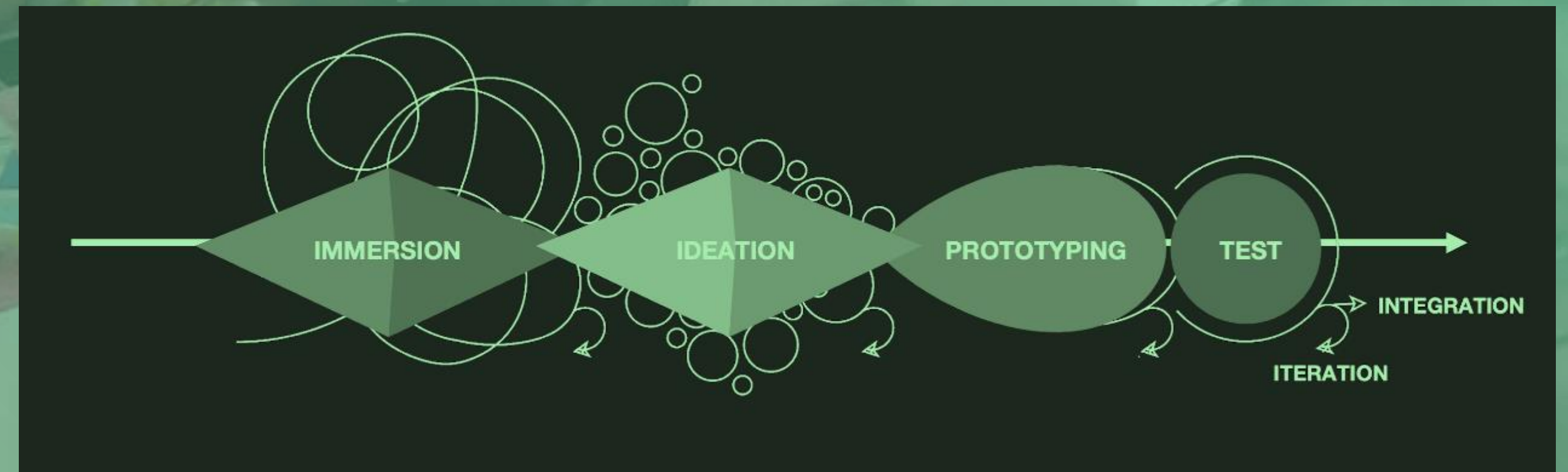


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Design Thinking workshops are at least 3 hours long and include five successive stages. They can be used to resolve any challenge.

# How it works



Intro + Ice Breaker  
30 min

30 min

30 min

30 min

30 min

Closure  
30 min





## Why?

Tim Brown, the founder of a U.S.-based creative agency, has stated that **“one prototype is worth 1,000 meetings”**. And that’s why collaborative creation workshops are so effective: they move all projects forward quickly as a result of the teamwork.



## Adequate preparation

You should plan to spend at least as much time preparing a workshop as running it. Above all, plan some time post-workshop to conduct follow-up!



## How long should a workshop be?

Start small. After all, a Design Thinking workshop can last anywhere from 3 hours to months. We recommend that you test your skill as a facilitator on a short workshop – just to get the hang of it.





# SOME TIPS FOR facilitators...

In Design Thinking workshops, the facilitator alternates two positions: the pilot position (higher and focused on the frame, tasks & objectives) and the guide position (lower and focused on the people). The facilitator uses empathy to carry out the mission as a facilitator, which is to lead the group to resolving the challenge. There are no prerequisites or specific skill sets needed to play this role.



## Prepare beforehand

Map out your agenda, practise and rehearse, and make sure logistical problems don't get in the way.



## Improvise to adapt to the situation

If necessary, be flexible. Change tools or use them differently depending on the situation.



## Do not influence the group

Keep your ideas to yourself. The facilitator focuses on facilitating the group's work and maintains impartiality.



## Describe the tools

And describe how they work. Also, make sure all team members are on the same page.



## Comply with the timetable

And make sure the team does too throughout the workshop.



## Break deadlocks

Manage conflict and help the team ask the right questions and make decisions.



# SOME TIPS FOR facilitators...

...on how to manage personalities.

Facilitation deals with human connections.

You need to understand how to cope with the main types of characters you can find in any group.

NB: remember to stay neutral



Grumpy



Doc



Happy



Bashful



Sleepy



Sneezy



The Evil Queen

	Features	How to react
GRUMPY	Aggressive, suspicious and often subjective	Keep it real and don't lose your temper. If appropriate, share the attacks with the group, i.e. get the group discuss about them.
DOPEY	Motivated, sees everything in a positive light, mostly happy.	Use the positive energy for the group, Resist the temptation of focusing only on him/her.
DOC	Concerned and committed. Most often openly states his opinion.	Be prepared and have the courage to contradict him/her too Keep ensuring that they are not the only one to speak
HAPPY	Likes to talk, but not only on the subject, often responsible for unanimous laughter.	Don't let him/her take over, try to give him a task to focus on.
BASHFUL	Says almost nothing by him/herself	Try to address him/her directly or get to talk by means of questions on which everyone has to express themselves (card questioning, brainstorming, etc.).
SLEEPY	Arrives late, leaves early, does something else,	Try as best you can to integrate them, give them clear tasks or ask them what their needs are.
SNEEZY	Often asks targeted questions and engages in discussions Can also be a troublemaker and can divide the group.	Be well prepared and do not let yourself be put off. To continue, draw him/her attention to the fact that He/she can also ask other questions during the break
THE EVIL QUEEN	Disinterested and always in a negative mood, has reservations about everything	Do not ignore him/her, otherwise it gets worse, Should instead be challenged and occupied

And, if necessary, remind them of the rules of the workshop!



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# SOME TIPS FOR co- facilitators...

Co-facilitation is a great way to develop yourself.

Based on the 2 positions of Pilot and Guide, you can split the roles during the workshop

Here is a grid to help you!

Roles Split	Details	Lead	Co-Lead
 <b>PILOT</b>	Higher posture focused on the frame, tasks & objectives. Delivers instructions and makes sure that all means are deployed to reach the objective	X	
 <b>GUIDE</b>	Lower posture focused on the people. Observes and get appropriate answers to get everyone onboard		
 <b>TIME KEEPER</b>	Sets the timer, communicates about the time spent and left.	X	
 <b>(RE)DESIGN</b>	Designs or redesigns the phases according to the workshop evolution, using adequate tools and methods	X	
 <b>LOGISTICS</b>	Ensures all logistic elements are OK: room/ breaks/ participants comfort/ materials...		X
 <b>REPORTER</b>	Captures all the workshop elements produced: writes, takes photos, records, films		X
 <b>CLIENT MANAGEMENT</b>	Gets and provides feedbacks to the client throughout the workshop. Frequency is key	X	





# How do I prepare?

- **Keep in mind numbers:** the ideal size of a group for the workshop is between 15 and 24 people, with each table having between five and eight people. If a single table is made of more than eight people, the team loses energy and the more timid attendees fail to participate actively.
- Placing participants around a table favours discussion, sharing, and responsiveness.



## 1 location

An inspiring hall that can be divided into separate areas for different workshop stages.

Ideally with natural light!

Remember to provide a welcome coffee with snacks and/or a

lunch



## 5 to 8 participants per table

Invite participants with diverse profiles who have a stake in the subject.

**We recommend workshops of 2 to 3 tables. If you are facilitating the workshop, we recommend you have a co-facilitator. If you hire an external facilitator, one can be enough.**



## 2 weeks

Send invitations about two weeks ahead of the workshop, giving you time to make sure that the hall and participants are available.



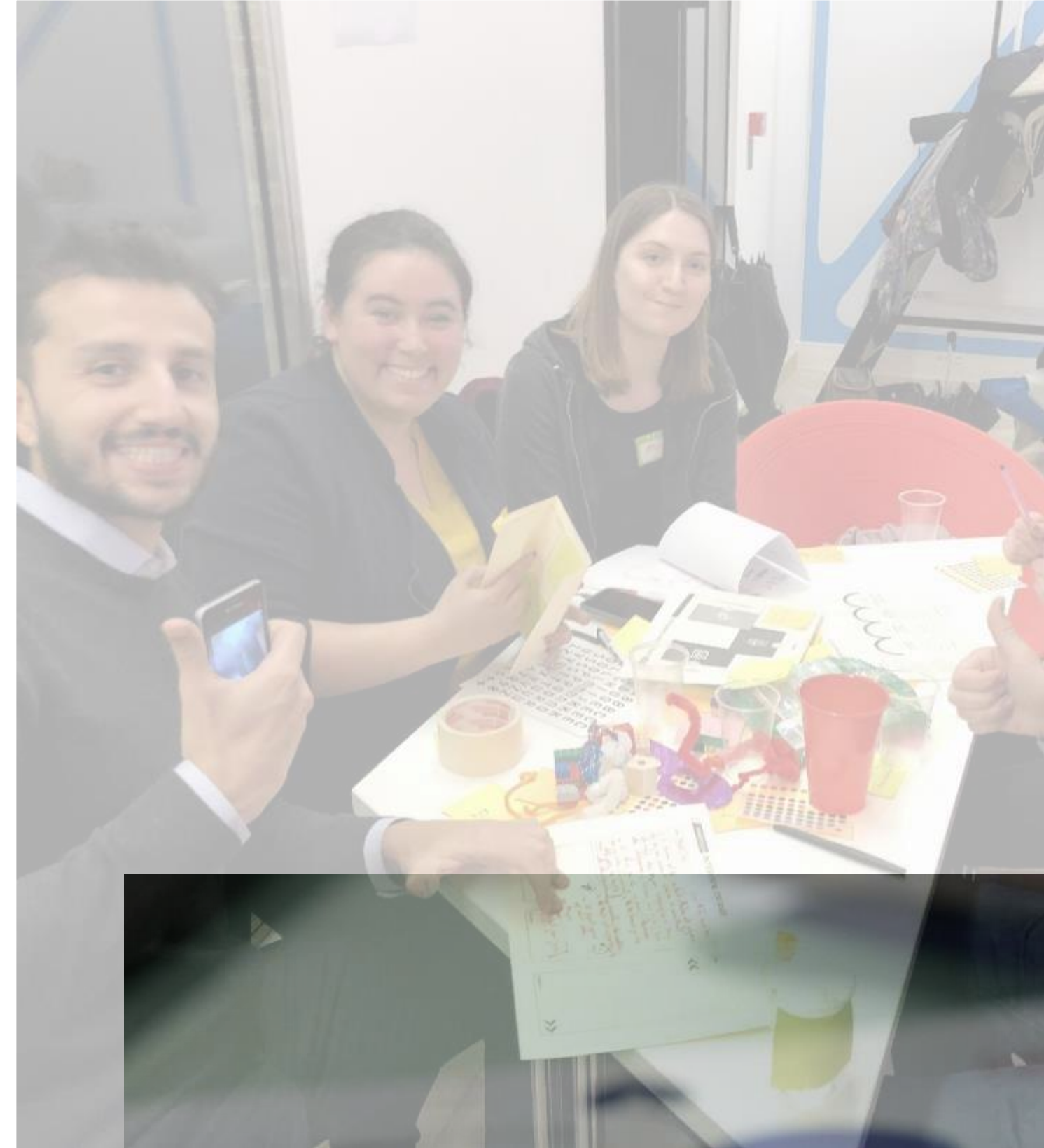
# Framing Your Workshop

## The challenge

The challenge is the specific problem that the workshop participants must resolve. Every word counts. The clearer and more precise the challenge, the more likely the team will achieve its goal.

## Playing field

The playing field provides a framework for solutions that can be put forward to resolve the challenge. It defines the compulsory features of the solutions (for example, max. budget), the elements that must be taken into account and the elements that are not compulsory but that would be nice to have.



## Deliverables

Design Thinking workshop deliverables are the ideas and contents the group must produce by the end of the workshop.

## Take time to list

**PARTICIPANTS**

**LOCATION**

**DATE AND TIME**

**LOGISTICS (MEALS, COMPUTER**

**EQUIPMENT, PRINTING)**

# Framing Your Workshop – 7P TOOL



## 1) Purpose

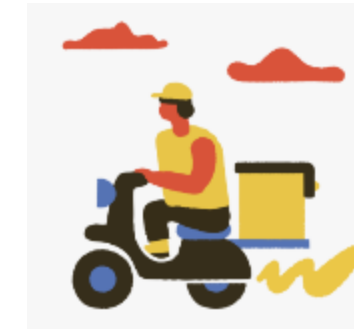
*What are the objectives of the workshop (the starting point)? Why are we meeting?*

**Context:** .....

**Objectives:** .....

**Challenge: “Let's co-create solutions together to improve the experience of visiting your city during heatwaves”** (you can adapt, and/or narrow down the challenge according to the context of your pilot site)

.....



## 2) Product(s)

*What is expected at the end of the workshop?*

**Deliverables:** .....

**Playing field:** .....

**-What the solution should be:** .....

**-What the solution cannot be:** .....

**Criteria for success?** (beyond the deliverables, what would make this workshop a success)

.....



## 3) Participants

*People: Who will participate? What role will people play? Possibly what is the final target?*  
**Remember:** the ideal size of a group is between 15 and 24 people, split into tables of between 5 and 8 people

**Who should attend?**

**-Project Managers** .....

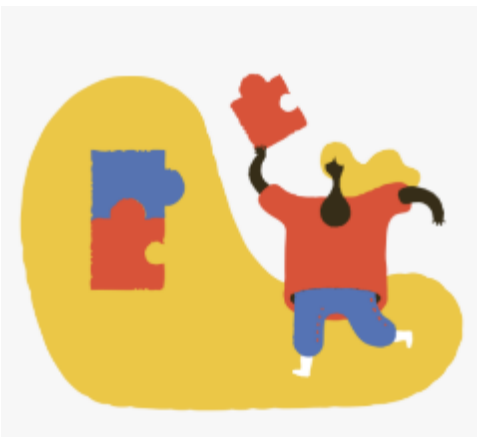
**-Residents** .....

**-Tourists** .....

**-Stakeholders** .....

**-Others** .....

**-Facilitator(s)** > who will facilitate the workshops?



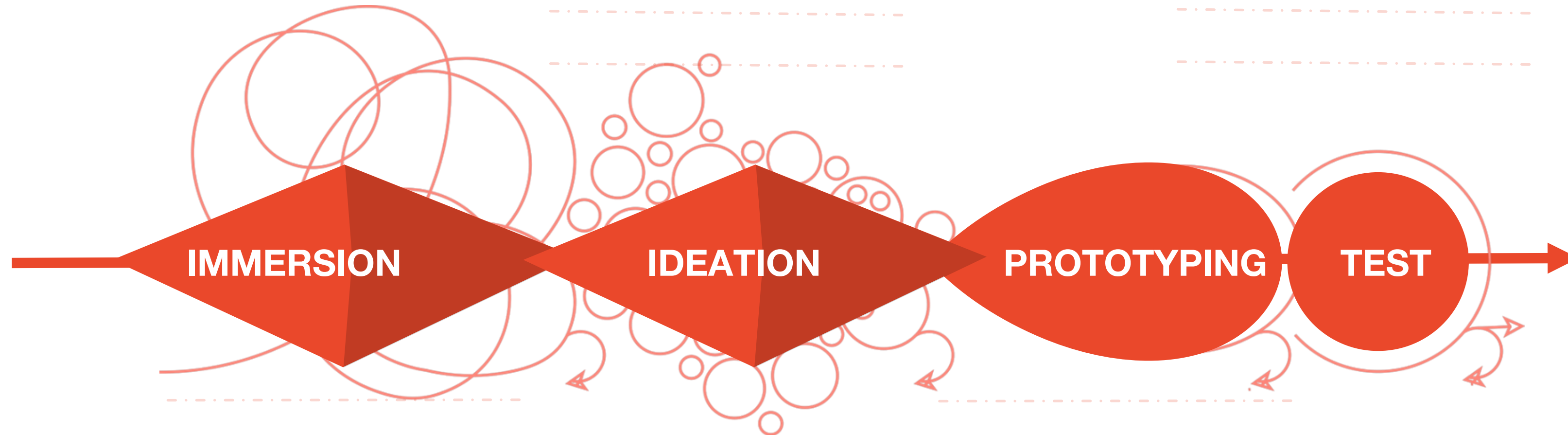
#### 4) Process

Based on the previous 3 elements, the process item is concretized through an Agenda and a series of activities and exercises. What will we need to implement to meet the objectives, given the participants and the expected output?

Date:

Duration:

Place:



#### 5) Preparation

What should we do before?



#### 6) Practical Concerns

What logistics elements will we need? (reservation and layout of the room, opening hours, lunch, beamer, post it, flipchart, whiteboard, markers ...) **Remember** you have a budget at your disposal to provide a welcome coffee, or a lunch break, as well as goodies.

Please note: goodies must be approved by the Interreg Joint Secretariat, therefore please reach out to AVITEM if you plan to provide goodies.



#### 7) Pitfalls

By and large what are the associated risks and how to manage them?

Risks

Action Plan



# Let's Go!

Here we are!

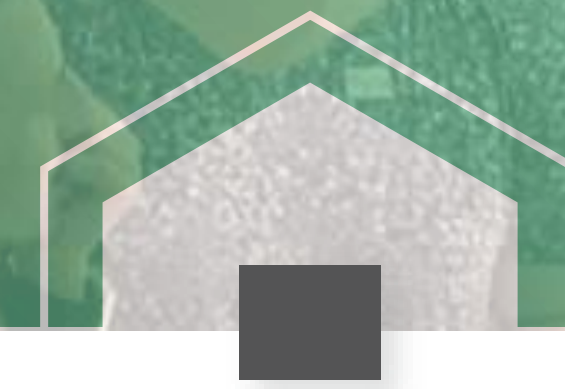
Don't forget to take photos regularly to record participants' accomplishments. You can share the pictures with them. The photographs provide participants with a record of their ideas in case they want to revisit them after the workshop.

**Remember:** You must collect the agreement from participants about the use of their image for public communication purposes. You can add a column on the attendance sheet where people can tick a box to confirm their agreement.



# WINNING TIPS for participants

Remember to share these winning tips with the participants,  
at the beginning of your workshop!



**Trust the process**

**Be fully present**

**Dare to imagine more, dare to challenge, dare to dream**

**A deliverable for every stage**

**Keep objectives in mind**

# WINNING TIPS



# Introduction

Give the elements of  
Purpose and Production in the 7P document  
to the Participants

Add the 3 key actions you did upfront and the 3 key actions you plan to do after the  
workshop



## INCLUSION & ICE BREAKER

The inclusion phase in a collective intelligence workshop is the initial moment where participants are invited to connect, engage and feel safe to fully contribute to the workshop objective.

**Importance** - This phase is crucial because it establishes the tone, creates a climate of trust and promotes active participation, which is essential for the success of any collective approach.

**Implementation** - Inclusion can be done through introductory activities, connection exercises, and establishing a psychological safety framework to encourage free expression.

**Introduction** - it includes introduction to the topic, to the methodology, and to the challenge to be solved. It also includes frameworks, steps done upfront and planned afterwards, and an ice-breaking session.

**Ice-Breaker** - in this Inclusion Phase, Icebreaker is crucial

An icebreaker, or 'creative icebreaker', is a small game or short activity used to energize a group, facilitate contact between its members and create a positive and collaborative atmosphere.

Icebreakers are essential in a collective intelligence workshop because they help generate trust, break down cultural barriers, encourage everyone's participation and stimulate collective creativity.



# ICE BREAKER

## THE PROCESS

In Cool Noons Project, Ice Breaker objective is to break the barriers between participants and foster creativity. We suppose that participants will not know each other. Here are the key steps of the Process

- 1 Explain the rules clearly - Before you begin, present the rules concisely and make sure everyone understands them.
- 2 Encourage participation - Create an inclusive environment where everyone feels comfortable participating, even the most reserved.
- 3 Debrief the icebreaker - After the activity, take a moment to discuss reactions and observations, which can help strengthen connections and prepare for the rest of the meeting.

## KEY INSTRUCTIONS

*Rehearse your instructions to have something really concise. Repeat them if necessary. We usually say that great instructions are as concise as an historical tweet (140 signs max)*

*Get your instructions written (or even sketched) as well (on paperboard or .ppt presentation to anticipate some questions). Be open to questions and surprises.*

*You need to ensure equitable sharing of speaking time between participants.*

*Get your ice-breaker timed to sanctuarize timing*

*Debrief quickly and focus on how people feel!*

**Ice-Breaker generates energy.**

**You will need to quickly move to the next step of your workshop to keep this level high.**

The next pages contain some examples of icebreakers.

# ICE-BREAKER PICASSO PORTRAIT

## INSTRUCTIONS

By pair, interview the person close to you about his/ her expectation for today  
At the same time, draw his/ her portrait in a single line in the envelope  
Let's go!

## MATERIALS

A4 Envelopes (one per participant)  
A4 paper sheets (one per participant)  
Markers

## RESTITUTION

Introduce your neighbor ;-)





# ICE-BREAKER

## A TRUTH AND A LIE

### INSTRUCTIONS

**Tell 1 lie and 1 truth about yourself on what you do during summer noons in your city**

**The other members of your table must find out the truth**

### MATERIALS

**None**

### RESTITUTION

**Tell your lie and truth to your team/ table**  
**They need to guess which is which**

# ICE-BREAKER COAT OF ARMS

## INSTRUCTIONS

Conceive in team your coat of arms with the A3 paper

Find a name  
Imagine a motto  
Draw your team symbol

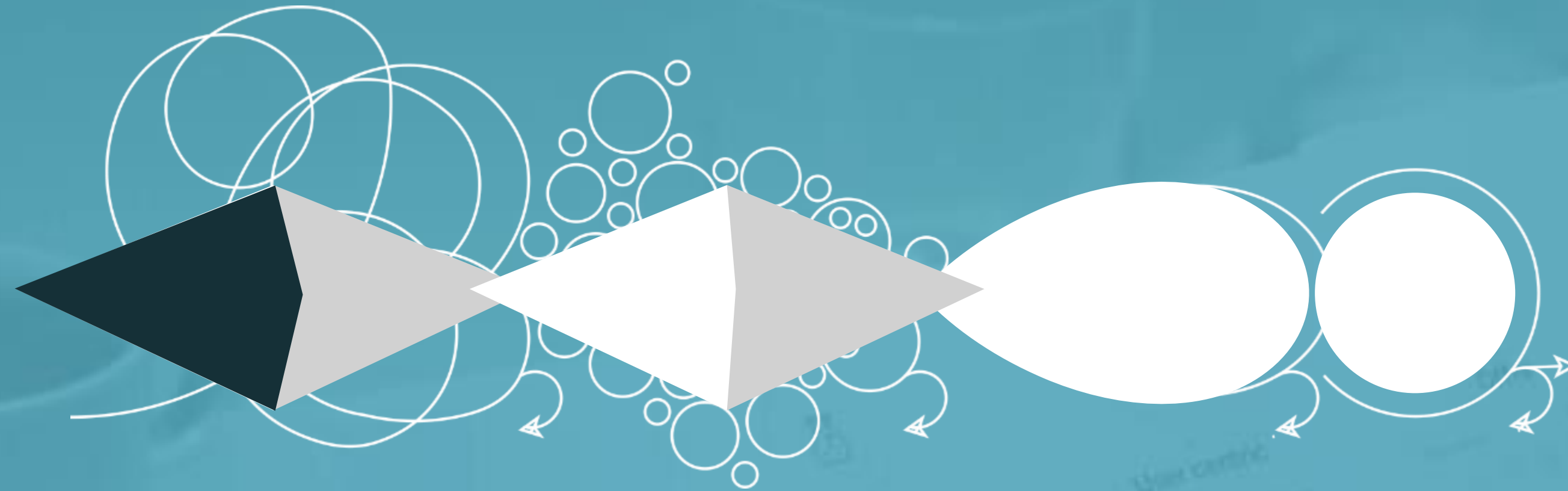
## MATERIALS

A3 of Paperboard sheets of paper

## RESTITUTION

Each team presents its coat of arms in turn





## **IMMERSION** **1/2 DIVERGENCE**

In this first session of the workshop, you will guide the groups to (re) discover the users, their behaviors, their contexts. It is then a question of adopting the most open posture in order to be open-minded and not to be biased by your own certainties or preconceived ideas based on the information received.

To help us in this discovery of user knowledge, we can turn to qualitative methods, inspired by ethno-anthropology, without becoming specialists in these fields, we reassure you!

### **Observe the user**

Watch and discover users and their behaviors in the context of their lives and more particularly during the experience we want to focus on.

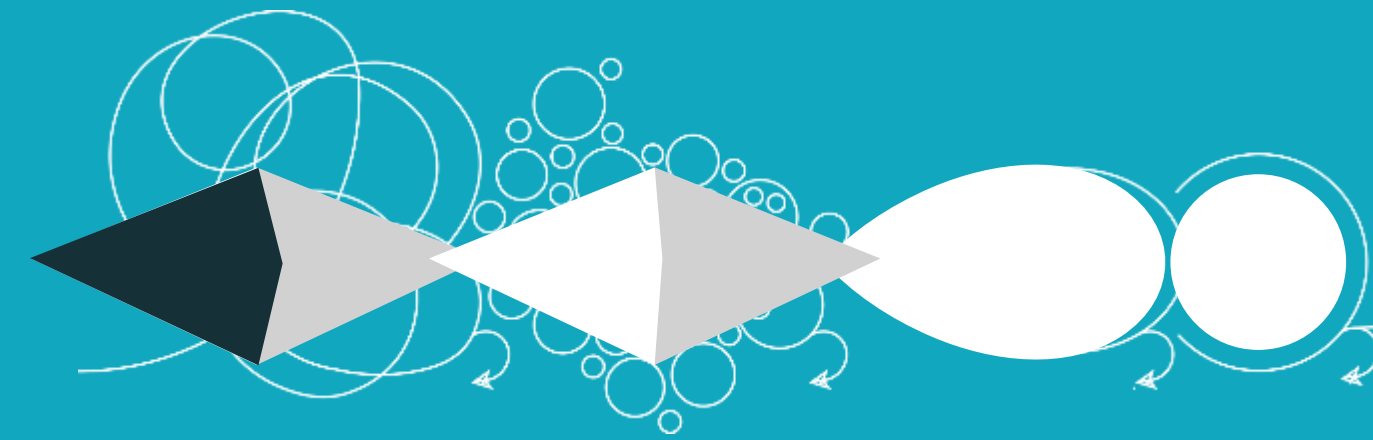
If you go on observation, for example, you really become the user's shadow as you follow them along their route. Without interacting directly with the user, you then examine his/her evolution in an environment and in relation to a given situation. In order to be able to formalize this observation, you can, for example, make a series of photos to capture the stages of the user's journey or even make a video.

### **Interact with empathy**

Interview users during scheduled or informal meetings. These interviews will help you to know the target audience better.

### **Put yourself in your users' shoes**

Live what your users are going through, their experience for a shorter or longer period of time. Here we are interested in the behavior of people as a whole and not just what they say.



**IMMERSION**  
1/2 DIVERGENCE

## INTERVIEW

*Connecting with the user*

Once upon a time... there was a user about whom nothing was known. Yet, we claim to provide to this user our dedicated designed products. How is that possible? In real life, there are no miracles. You have to start by understanding the user. Connecting with real life interviews is the best way to connect and get powerful insights





# INTERVIEW

## THE PROCESS

- 1 Ask the participants, by groups of 2 to 3, to interview each other by turns about an experience on the topic of enjoying a city when it's very hot. Start with anecdotes.
- 2 Do not limit yourself to descriptive details. Prioritize emotions, context and the experience as a whole.
- 3 Try to ask "Why" a minimum of three times to your partner's responses.

## KEY INSTRUCTIONS

*Collect key information*

*Identify target people to interview and the key questions you'll ask them.*

*Ask open-ended questions (How...?) so as not to influence their answers.*

*Always begin by introducing yourself and explaining the purpose of the interview.*

*Use your interviews to identify the needs, desires, and difficulties of the interviewees.*

*Interviews can be done upfront or on the day of the workshop. You can use the interview grid in the next page.*

Once you are done with the interviews, go to the next stage.

Ideas on post-its will be reused.



# IMMERSION INTERVIEW

Name

Place

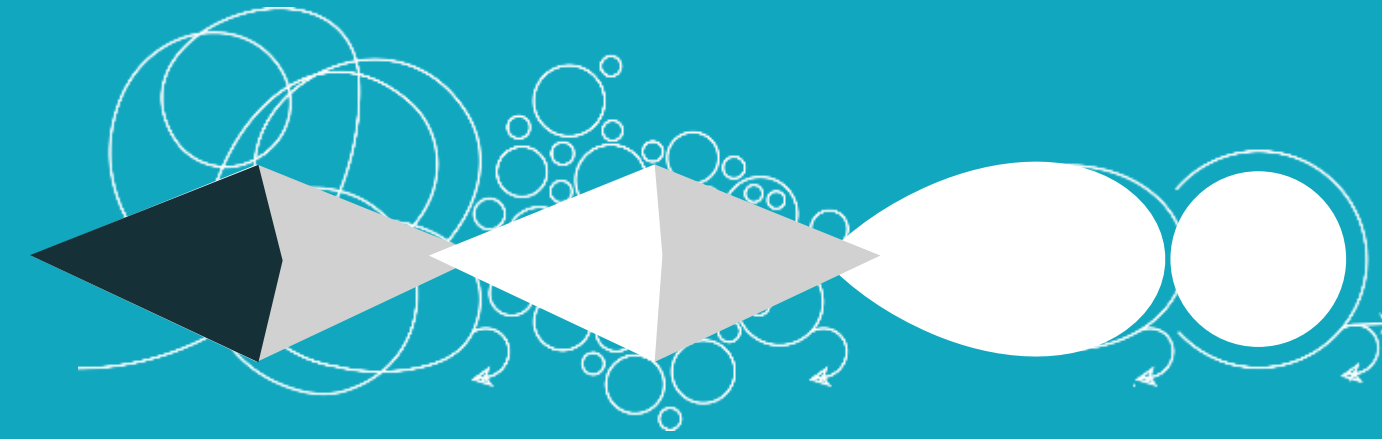
Date

Notes

Drawings

Stories

Quotes



**IMMERSION**  
1/2 DIVERGENCE

## USER JOURNEY

*Understanding what the user needs*

Understanding the various paths/habits of the user, is a second powerful way to grab user behavior schemes, and a great way to sort the pain points identified upfront.



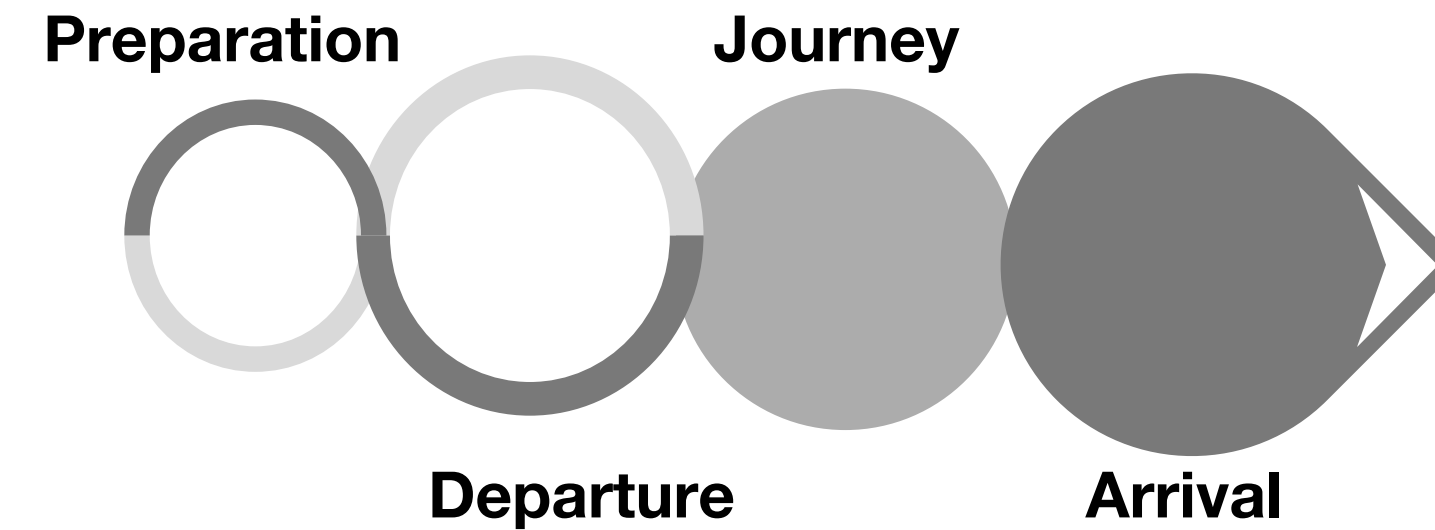
# USER JOURNEY

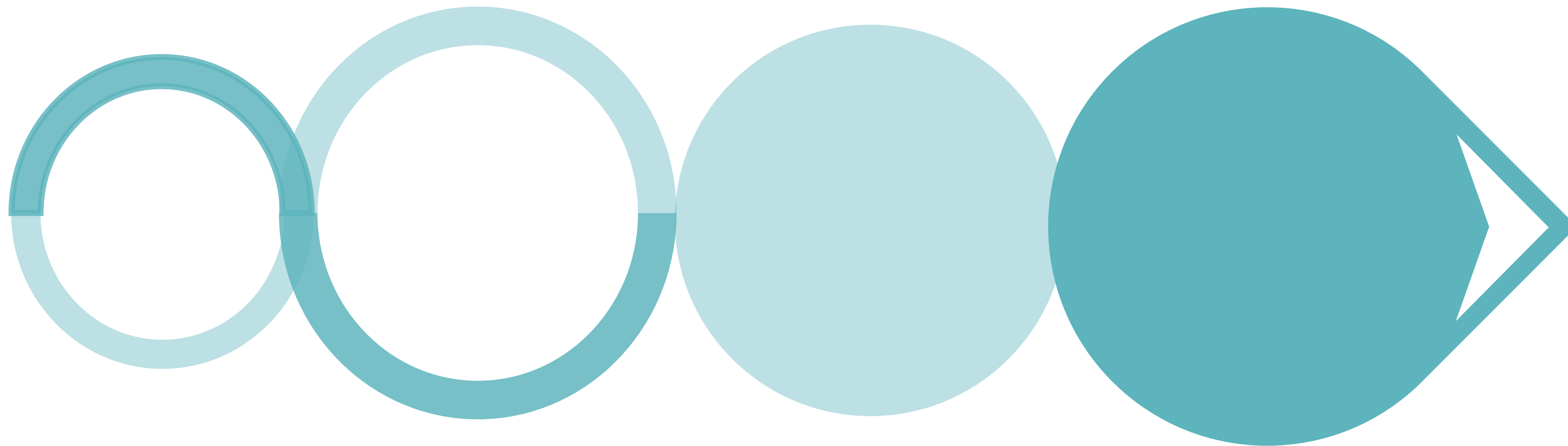
## THE PROCESS

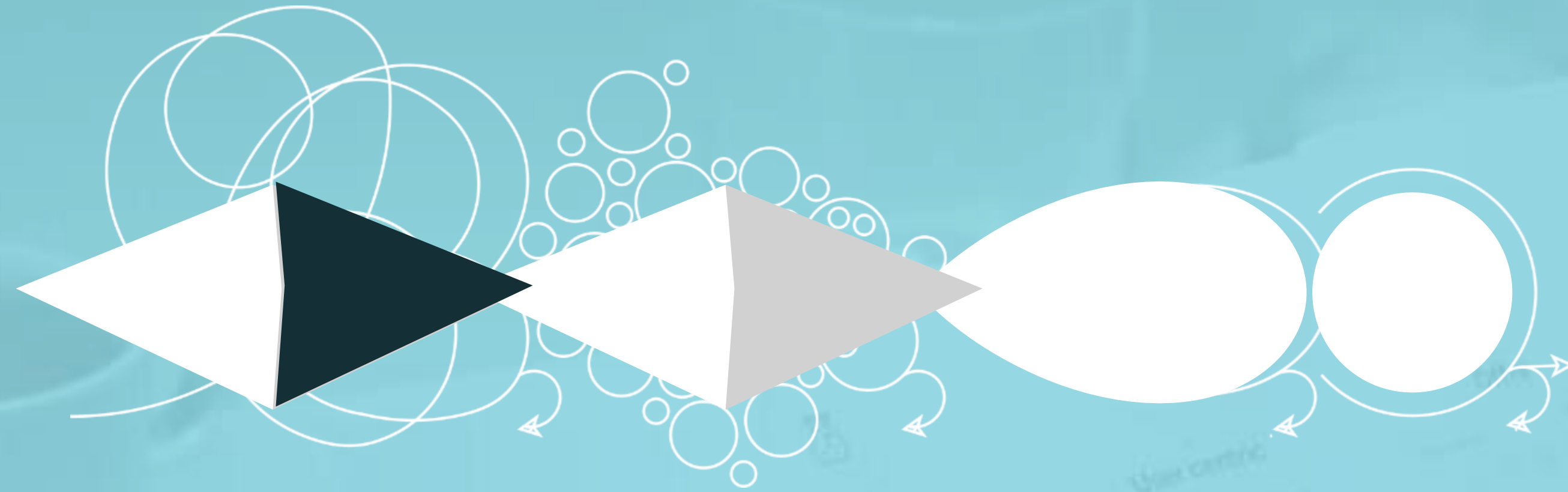
- 1 On a paperboard, write down the 3 or 4 major steps in the user's process (before, during, after...).
- 2 Ask the participants, individually or in pairs, to think of a difficulty (or pain point) or expectation of your potential target for each step in the User Journey.
- 3 Help them to project, identify other pain points in less well-covered zones or, conversely, focus on the more well-covered zones to uncover new problems.
- 4 Help them categorise concerns or expectations.

## COMPREHENSION

*An example of a simple User Journey on the work/home commuting issue*



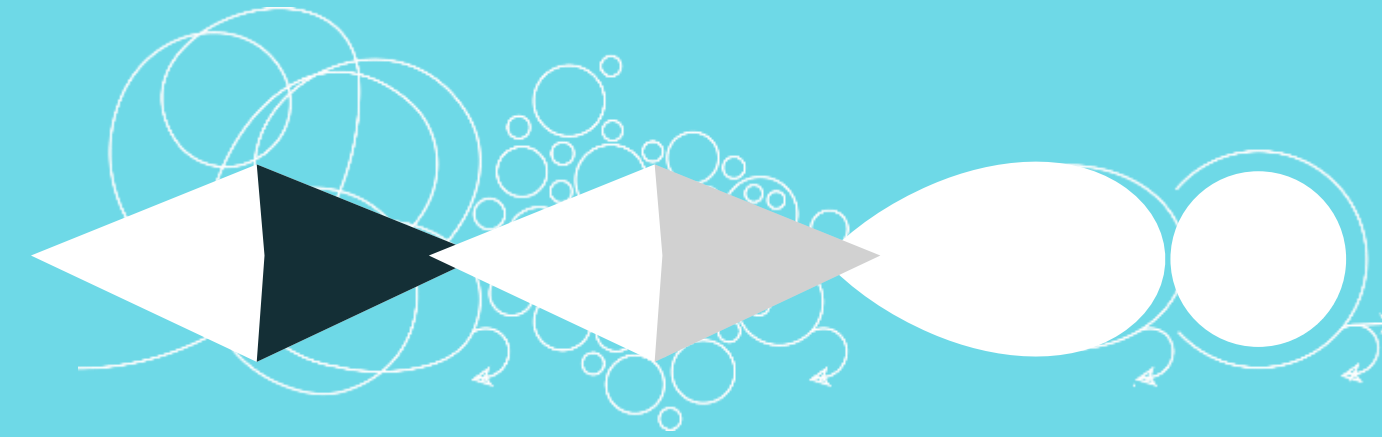




## **IMMERSION**

### **2/2 CONVERGENCE**

Once you have broadened your view of your users, it's time to move on to defining the big problem to solve. During this phase of convergence, you will point your finger at the specific area that needs to be explored. Thanks to observation, interviews, and putting yourself in the user's shoes, you will be able to define the main pain points to address as a team.



**IMMERSION**  
2/2 CONVERGENCE

## HOW MIGHT WE

*Reword the challenge and transform it into an opportunity*

In life we are rarely looking for problems. Except for designers – they love problems! For them, problems are opportunities for enhancing people's lives.





# HOW MIGHT WE

## THE PROCESS

- 1 Start by reviewing the post-its about major problems identified in the previous stage. Display them on a wall.
- 2 Give participants four stickers. Ask them to vote for the problems they consider to be the most important. The four stickers may be placed on the same problem. This vote needs to be done at the same time with no discussion!
- 3 Once all participants have voted, select the major problem for the group.  
The objective now is to redefine this major problem and formulate it in a manner that favours problem-solving.
- 4 Ask participants to reflect on how to reformulate the problems by starting with the formulation: "How might we...?"

## KEY INSTRUCTIONS

*Content chosen by the group often leads to endless and tiresome discussion. Proceeding with a vote using stickers, without engaging in discussion, allows you to make a quick and appropriate selection.*

*Stickers must be used to suggest ideas, not to compel choices.*

*We need to go beyond a problem in order to resolve it. Here, we invite participants to transform the problem into an opportunity by turning it into a question and opening up possibilities.*

*Carefully review the content that was generated. Say it aloud. If solutions emerge naturally, the formulation is effective.  
Go to the next step. The post-it with the formulated problem as "How Might We...?" will be re-used.*



# HOW MIGHT WE

## Formulate the right question

The objective is to generate a broad question and avoid a too narrow perspective. The question must also be specific enough to identify the key component in the challenge at stake

⚠ Solution will not be included into the How might we question



Example of Formulation:

**Too narrow (and already suggesting a solution):** How might we create a cone to eat an ice cream without any dripping?

**Too broad:** How might we redesign a dessert?

**How might we redesign an ice cream to be more on-the-go?**

Source: Ideo Method Cards

*How might we...*

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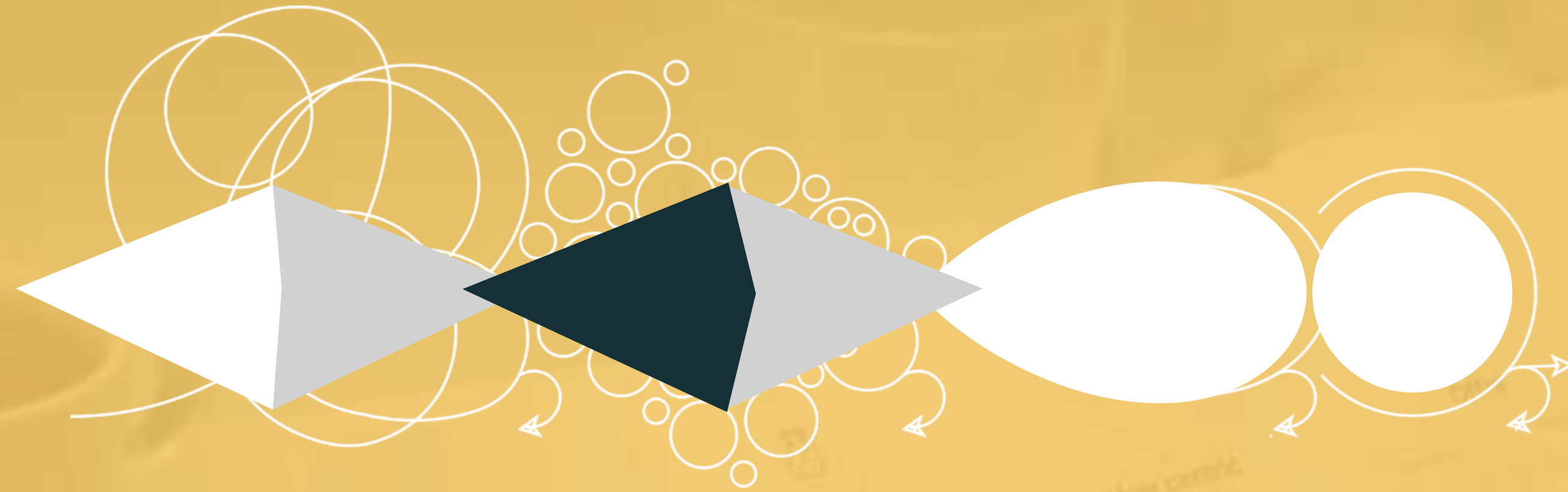
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## IDEATION 1/2 DIVERGENCE

The objective of ideation is problem solving. To do this, the generation of ideas will be boosted to the maximum. Ideation takes shape through a set of tools or methods that stimulate creativity, imagination and collective invention.

This first so-called divergence phase brings teams in multiple directions and takes them off the usual tracks. In general, this time is the most pleasant for the participants. They tend to break free from all barriers and open to limitless imagination.

Participants will be guided through different tools that promote divergent thinking. We give you some keys to success for this phase:

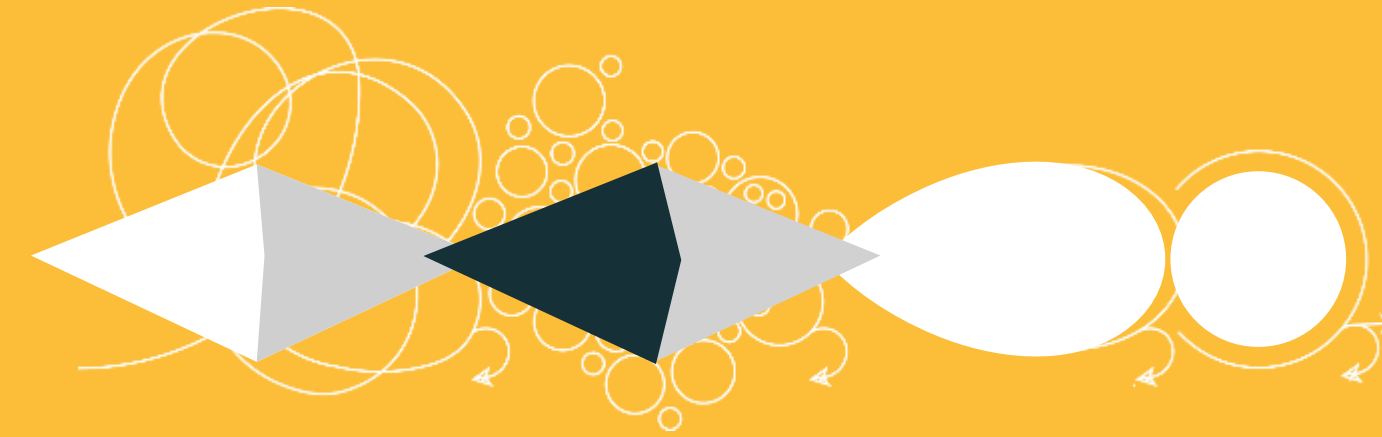
**Think about new solutions** as a team and not alone in your corner;

**Bring together heterogeneous profiles** in order to bring different points of view;

**Do not restrict ideas.** Start, for example, with an individual idea generation phase and then let each person present their production so that all participants can, at least once, speak up and make proposals. In fact, group brainstorming is not necessarily suitable for the most introverts of the group, who could then withdraw from the process;

**Know how to bounce back with empathy** on the ideas of others. As the guarantor of the smooth running of the ideation session, you must therefore ensure that you maintain a good and open atmosphere during these prolific moments;

**Increase your imagination** to ask yourself the right questions!



**IDEATION**  
1/2 DIVERGENCE

## IDEATION

*Find ideas, solutions with both individual and collective phases. Enrich the thinking of each one thanks to the proposals of the others.*

Ideation is the organization of a brainstorm to identify ideas.





# SIMPLE AND CONSTRAINED IDEATION

## PROCESS

- 1 Ask the participants to generate individual ideas to answer the question "How could we..." previously written. Help participants understand that the amount of idea is key at this stage. We don't care whether ideas are realistic or not. Distribute Post-its to each participant so that they can use one per idea.
- 2 Ask participants to share their ideas with the whole group.
- 3 To open up more, let's add constraints: What if your solution ...
  - ...was thought by a child?
  - ...had an unlimited budget?
  - ...was thought by Elon Musk?

## OPTION

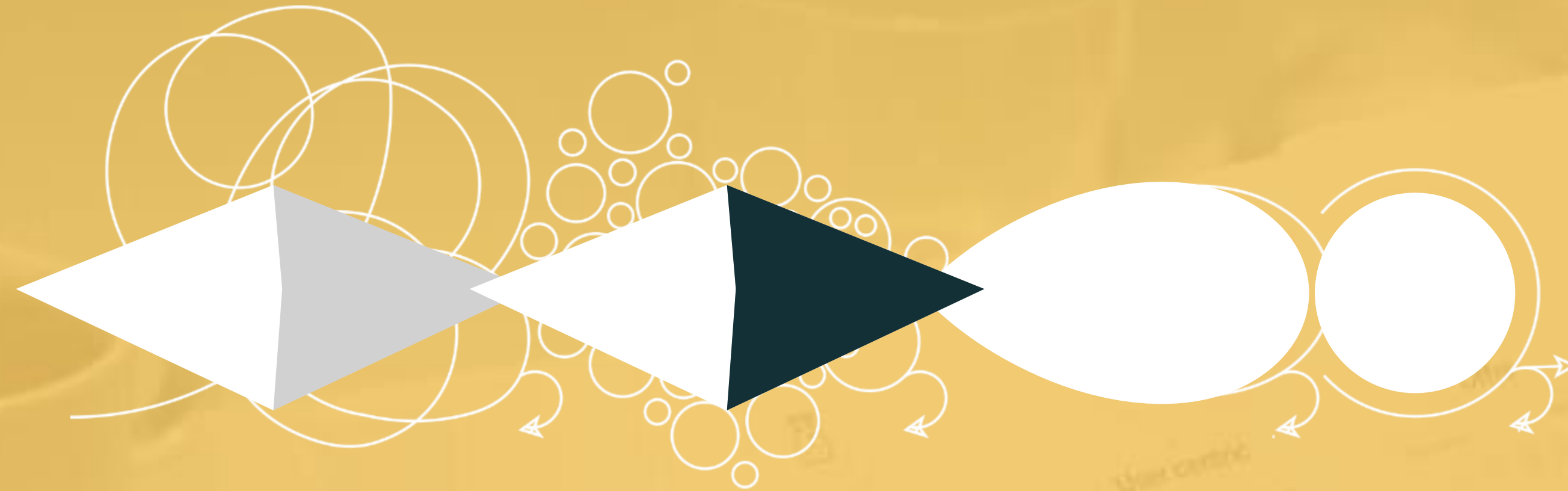
In between Simple & Constrained Ideation, you could add and Innovation landscape phase, to introduce inspirational practises. Many forms possible: can be giving time during the workshop to google the topic, can be having a wall with printed with prepared inspiring examples (photo + legend)

## COMPREHENSION

*When conducting this kind of workshop, it is very common for participants to forget who the solution they are imagining is aimed at. Please reconnect to the question "How could we..." written previously.*

*Generating unrealistic ideas opens up the field of possibilities and bounces participants to create new ideas. New ideas that will lead to something achievable at the end.*

**Go to the next stage.  
The post-it notes will be sorted.**



## IDEATION 2/2 CONVERGENCE

To fully understand what convergence means during ideation, think of a funnel into which a large volume of ideas would be poured and which, over time, would shrink to let only a few of them

To converge, a sorting of ideas is done in order to get to a major idea which will subsequently be prototyped

A framework (or playground) defined upfront (see point 2 of the 7P framework) will be communicated to the participants, and will be your ally in bringing the teams down to a common solution before the prototype.

You will check that this last sorting step brings ideas which are compliant with the framework defined within COOL NOONS (see next page and point 2 of the 7P framework). :

Some elements obtained at the end of the ideation phase:

**A maximum of ideas;**

**Categorization and prioritization** of ideas according to criteria defined upstream;

**Decision** on the idea to be prototyped.

## **Solution must be**

- Innovative to enhance visitor comfort
- Practical, useful
- Technically feasible
- For all types of people: locals and tourists
- Environment friendly
- Feasible in Cool Noons timeframe (investment must be done between end of 2024 and beginning of 2025; testing must be done in summer 2025)

## **Solutions shouldn't be**

- Budget max 20-45K€ depending on cities (see matrix)

## **Solutions could be**

- Connectable with tourist itineraries and Cool Noons Paths
- Medium or Long-term ideas requiring specific expertise/needs and less feasible ideas for the time being
- Enhancing lesser-known/frequented places in cities (to avoid concentrating people in the same places)
- Around new services, street furniture, or refreshment strategies



# Challenge Playground



**IDEATION**  
2/2 CONVERGENCE

## IMPACT FEASIBILITY MATRIX

*Decide what is really important*

There are things that can be worked on immediately.  
Other things need a little more time to be generated.  
As for the rest, we'll see if we have enough time for it.



# IMPACT FEASABILITY MATRIX

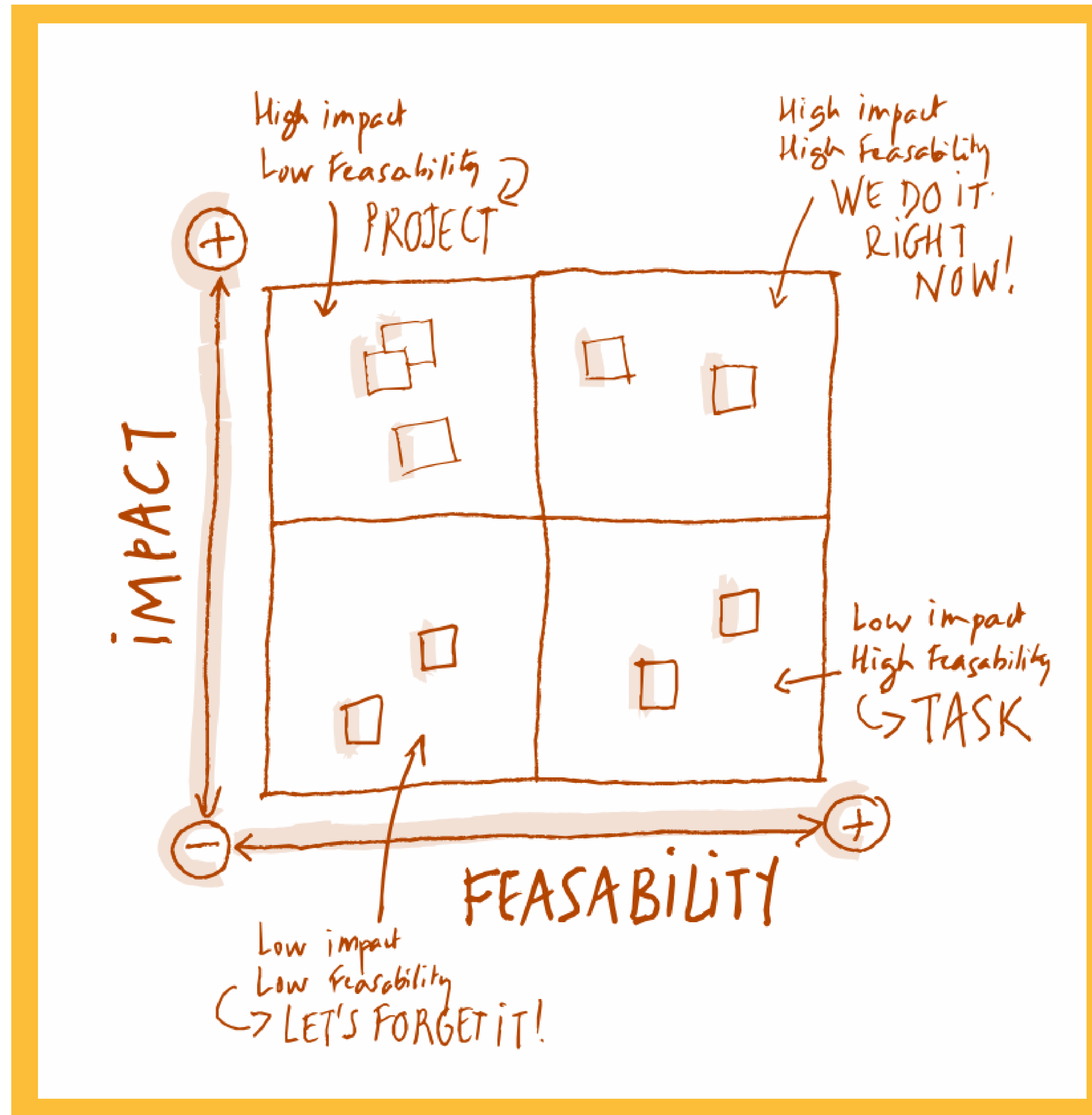
## THE PROCESS

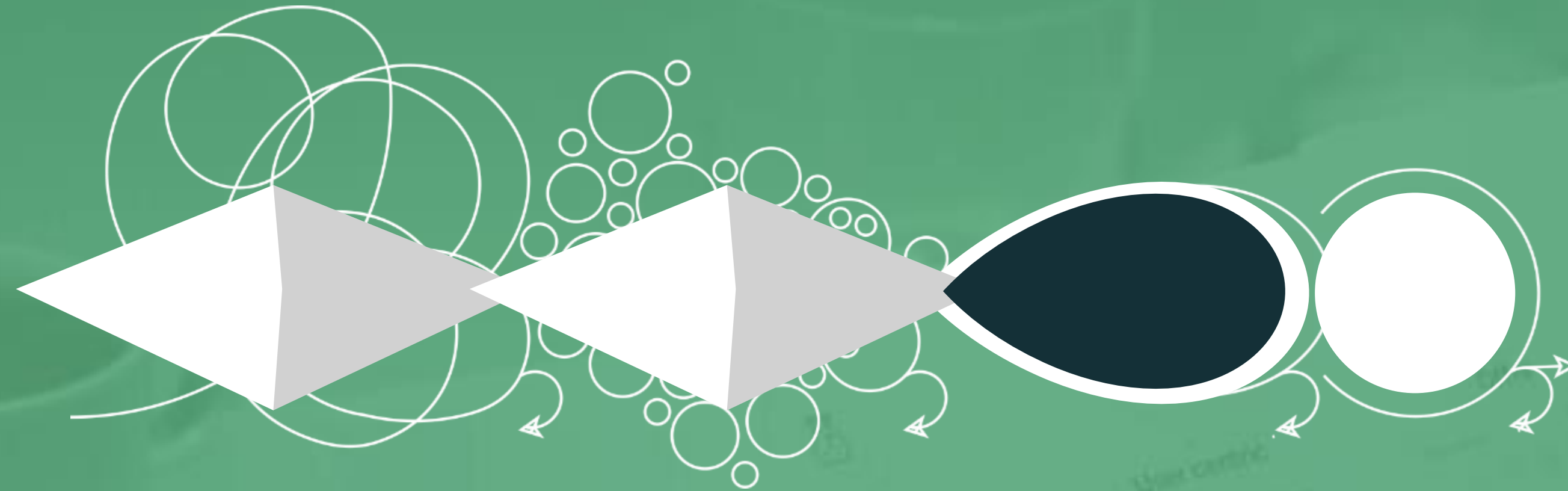
- 1 Re-use the post-its with the ideas from the previous stage. The objective here is to select the best ideas that deserve to go further.  
  
On the paperboard or whiteboard, draw a 2 by 2 matrix wide enough to accommodate 5 to ten post-its (see template on next page). On the vertical axis write down a '+' and a '-' sign + the "IMPACT" word, on the horizontal one write down a '+' and a '-' sign + the "FEASABILITY" word.
- 2 Explain the objective of the matrix to the participants. Use the legends to help yourself.
  - HIGH IMPACT / HIGH FEASABILITY => the MAGIC CASE = these ideas could be implemented with COOL NOONS. We choose one to prototype
  - HIGH IMPACT / LOW FEASABILITY => These ideas could be useful to keep and could inspire other territories. We keep note of them for the COOL NOONS online catalogue
  - LOW IMPACT / HIGH FEASABILITY => We set these ideas aside for the project. Maybe a task for the city ?
  - LOW IMPACT / LOW FEASABILITY => Let's Forget these ideas
- 3
- 4 Ask all participants to place, one by one, the various post-its with ideas in the appropriate column.

## KEY INSTRUCTIONS

*Participants will sort the post-its with ideas on them by placing them in the right matrix quadrant. Make sure there is enough room.*

*It is important to comply with the timetable. This is not the stage for generating ideas – that was the previous stage. Now is the time for decision-making. Be sharp on timing: remind the participants that whatever has not been dealt with after 15 minutes will not be.*





## PROTOTYPE

The prototype will allow you to set to tone and collect user feedback as quickly as possible and to invalidate or confirm your hypotheses. The prototype will materialize your ideas and make your concepts tangible and concrete. This is a perfect way to speak the same language and facilitate discussions not only with your users, but also with the teams in charge of the future design of the solution. The prototype can also inspire the stakeholders of the project in a broader way.

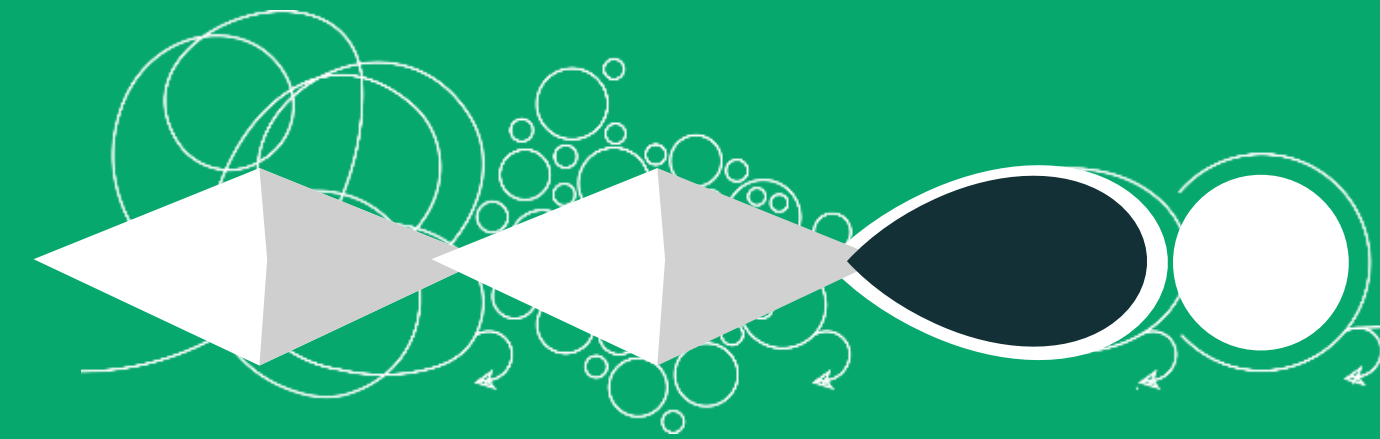
Concretely, by prototyping quickly you will be able to:

**Have a tangible element** on which to carry out tests (does my solution meet a real need? Is it useful? Do we understand it? Etc.), and to provide tangible elements to the local committees who will select the solutions that will be implemented within the COOL NOONS project;

**Formulate a value proposition** thanks to a clear message (examples: a target, a service, a price, a major advantage, a key benefit obtained);

**Be more visible.** We are used to naturally wanting to address the whole world when we launch a new solution. But when willing to talk to everyone, we often end up talking softly to everyone. Do not fall into this trap!

You rarely find the right solution the first time! Which is an opportunity to design something that meets actual needs.



PROTOTYPING

## CONCEPT BOARD

*Why a prototype? Because it's worth more than 1,000 words.*

It's amazing how fast we can prototype by just asking ourselves the right questions and doing it in teams. Adding a visual sketch, or even a tangible maquette, will help you to practise the famous quote from IDEO, the agency that created Design Thinking: "1 image is worth 1000 words"



# CONCEPT BOARD

## THE PROCESS

- 1 Describe the value of this exercise and the rules to the participants. "You have before you a concept board. By asking yourself the 5W questions: Why/ How / What/ Who & When. You have 20 minutes to fill in your Concept Board. Don't Forget to draw a visual sketch on this matrix or to build a physical prototype using materials at your disposal, to make things even more tangible. This concept board will be the material accompanying the Free Prototype
- 2 At the end of the exercise, one or two participants will present the team's work. Feel free to invite people from outside the group to provide feedback (#test).

## KEY INSTRUCTIONS

*The objective of the concept board is to create a shared frame of reference and to turn a solution vision into a more tangible material and allow users to project themselves and test the solution.*

*Do not hesitate to bring to the workshop any kind of raw material to allow participants to build an actual maquette of the prototype. For example, you can bring recycled materials like we did in Marseille!*

*Make sure to emphasise the solution's key purpose and functioning. State what you understand about the solutions the participants are presenting and ask questions regarding what you don't understand. Your feedback will help to improve the concept board and the end.*

*The presentation can be like a stage play where a participant plays the role of the user who encounters a problem. Another participant provides the Free Prototype and the Concept Board elements as a solution. In the end, the user shows how he/she is positively impacted by the Proposition (Concept board & Prototype)*

**This is the end of the workshop!**  
Participants leave with a product box that physically represents the work they achieved on that day as well as a clear vision of the project.



Name of the Idea



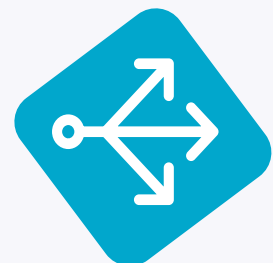
Why?

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What?

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How?

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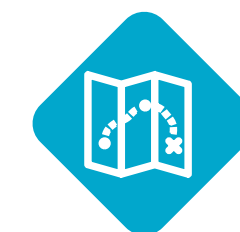
Visual

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Who?

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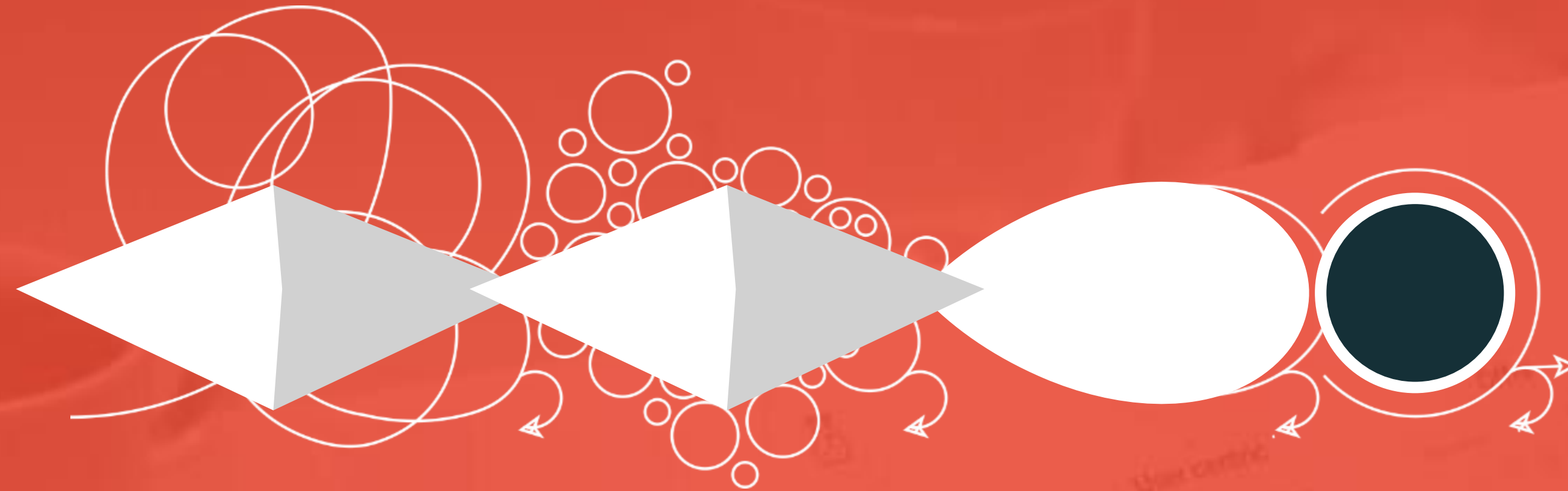


When: 3 first steps

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## TEST

The test is simply the connection between the prototype created before and the users for whom it was designed. As part of a Design Thinking process, it is more qualitative information that we will seek through these tests rather than quantitative data.

The rationale for testing is quickly noticeable. We test for:

**Validate or (and above all) invalidate** the assumptions behind the solution.

**Iterate with the prototype.** A prototype is never set in stone; on the contrary, it is constantly evolving to get as close as possible to a successful user experience.

**Learn more about the users.**

Specify their approach to the problem.

### With whom and how to test?

With users, of course! Obviously, we are not going to see our neighbor in the open space or our marketing colleagues to hope to have quality feedback on a prototype of which they are not the target. In addition, be aware that entrepreneurs are strongly discouraged from seeking feedback on their product or service from their circle of friends or family.

**Feedbacks** are precious when it comes to enrolling in a test and learn mode.

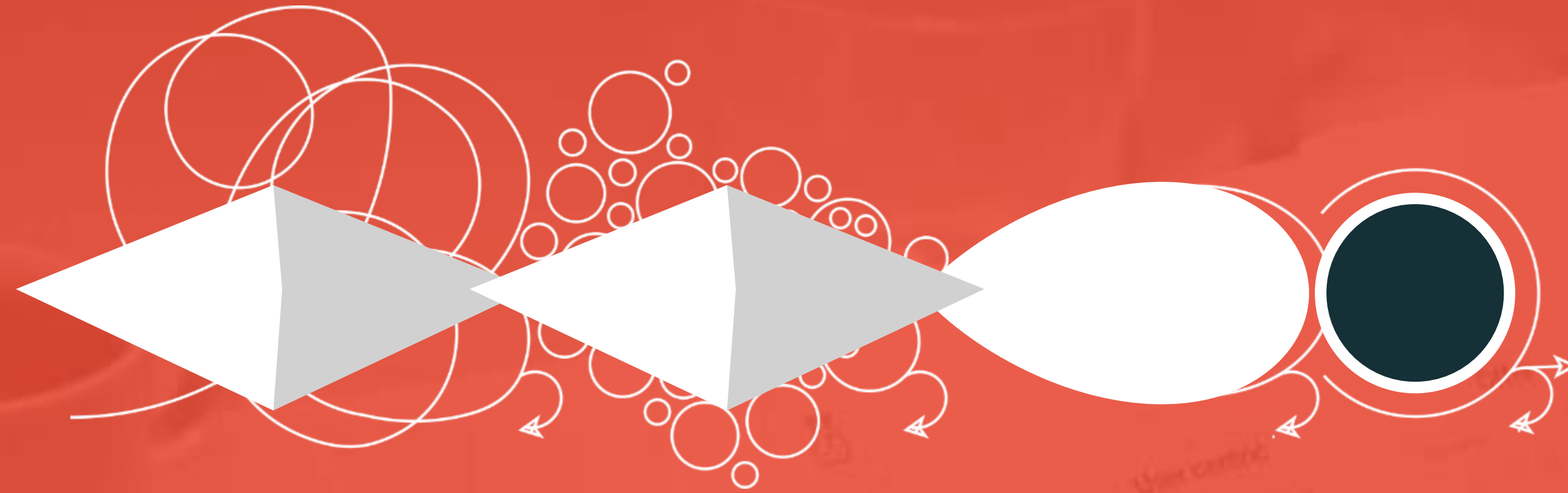
The purpose of feedback are:

**To validate the assumptions** behind the prototyped value proposition;

**To help take a step back** by opening up to points of view and perspectives that are different from your own;

**To continually improve** the prototype;

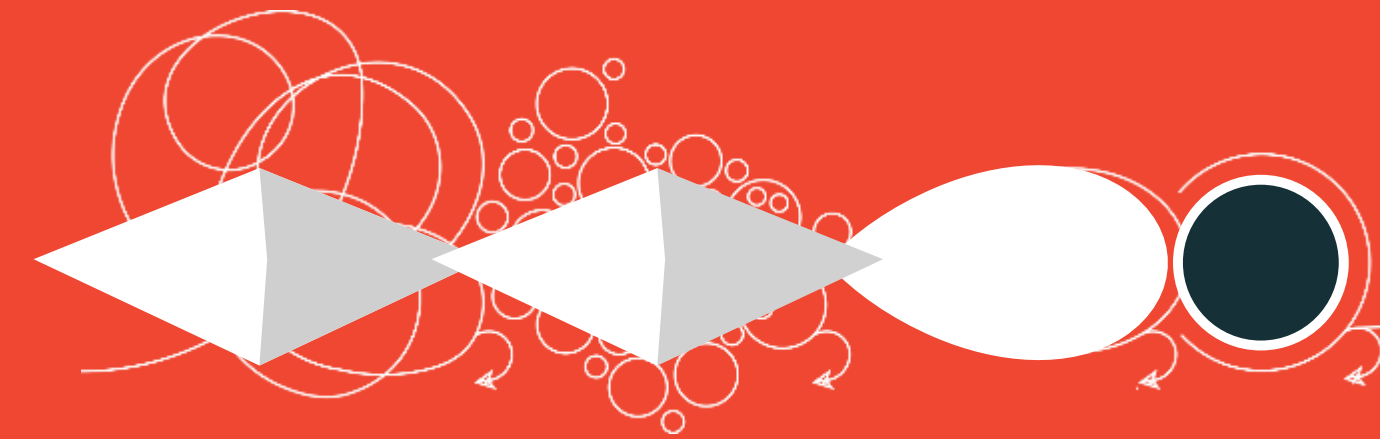
To ensure that the solution remains as close as possible to the user's needs.



## TEST

In COOL NOONS, the solutions prototyped by the participants to the workshops will be reviewed by local selection committees and the most promising ones will be implemented in order to be tested in summer 2025. Other impactful but less feasible solutions will be included in the online catalogue.

At the end of the workshop, make sure you mention these next steps to the participants, and provide ways for them to keep being informed about the project. As the minimum, invite them to follow the project on social media. You may also want to collect the contact details of the people who want to keep being informed about the project's advancements, and add them to a mailing list of your local stakeholders!



TEST

## MARTIAN PITCH

*convince your audience and get the right key messages across.*

Thanks to the pitch, you will be able to go deeper with your project by questioning yourself about everything that makes it unique and relevant to your users.



# MARTIAN PITCH

## PROCESS

- 1 Prepare a speech for each step of the tool and rehearse with your team (this is the key to a well understood pitch).  
Your pitch must be kept short and concise, this tool is called The Martian pitch because when preparing your argument you must try to be simple enough to **convince a Martian**, who therefore does not know your project or its context, to give you a shot. of hand. A pitch summarizes the main challenges of your solution in a clear, fast and attractive way. It is important that it speaks to everyone (partners, future investors, target users ...).
- 2 The presentation may be a theatrical setting in which a participant playing the user has a problem. Another participant brings him your Prototyped Idea as a solution. The user ends shows how he/she is positively impacted by the solution.
- 3 At the end of the exercise one or two participants will present the team's work, do not hesitate to invite people from outside the group to collect their feedback (#test).

## KEY INSTRUCTIONS

*Make sure the solution's key purpose and functioning are highlighted.*

*Make everyone participate. Speak at the end. Ask mainly clarification questions and give thoughts on the solution at the end. Say what you understand about the solution that the participants are presenting to you and ask questions about what you do not understand.*

*Stake is to provide useful feedback to allow people testing to improve their solution.*

*Winning tip: film the pitches or transcribe them; it will be an easily reusable material for the local selection committees, or which can be reviewed throughout the project.*

**After the pitch, it's the end of the workshop!  
The participants leave with the Prototypes which materializes their work of the day and provides a clear vision of the project.**





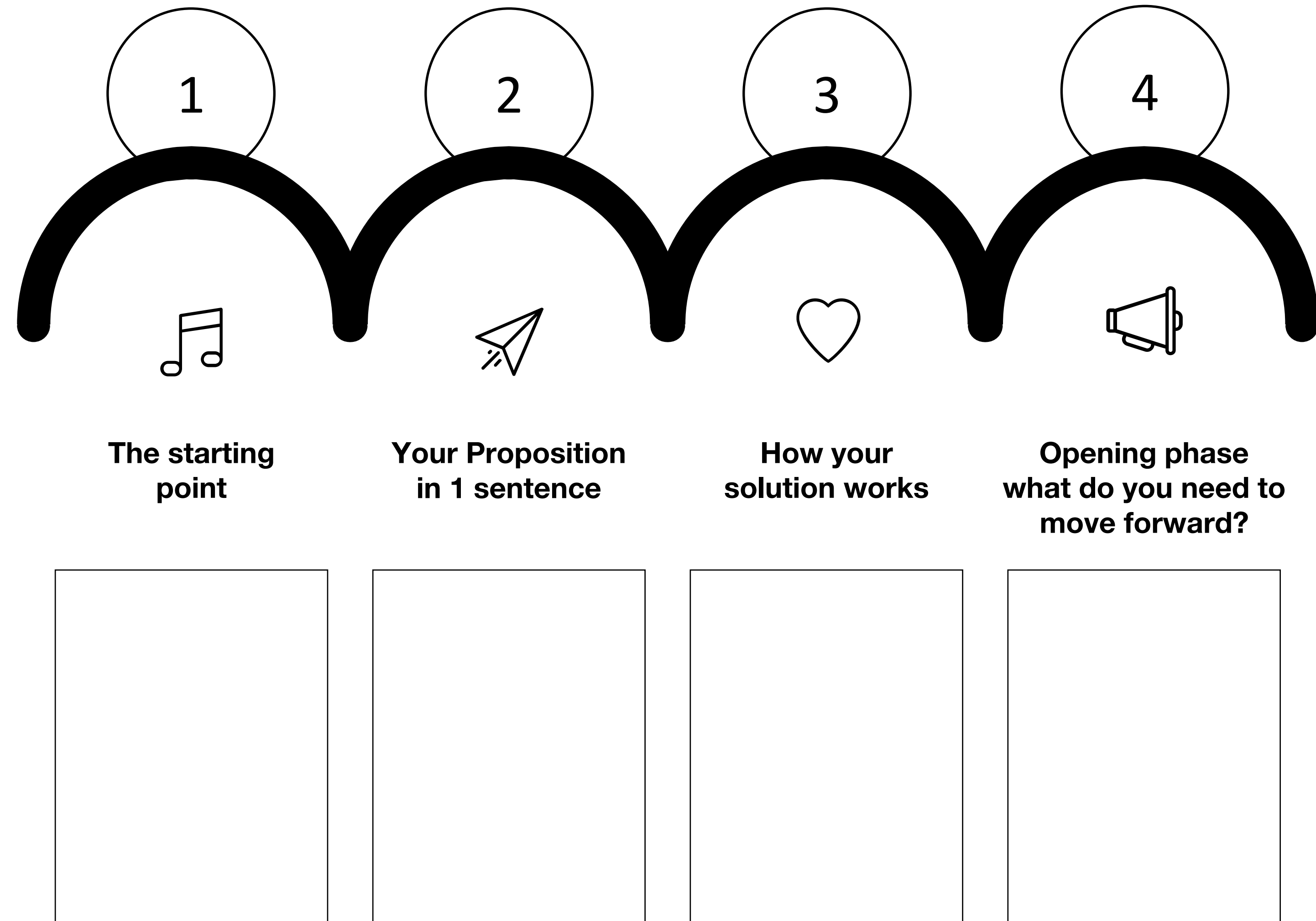
# MARTIAN PITCH

## 2min to convince

Thanks to the pitch, you will be able to go deeper with your project by questioning yourself about everything that makes it unique and relevant to your users.

Prepare a speech for each of the 4 parts and rehearse with your team (this is the key to a well understood pitch).

Your pitch should be kept short and concise!





**COOL NOONS**

**Interreg  
Euro-MED**



**Co-funded by  
the European Union**

Collective intelligence workshop  
Designing COOL NOONS solutions in pilot sites

**Questions? Contact us!**

Giulia DAVID, COOL NOONS project coordinator - AVITEM : [g.david@avitem.org](mailto:g.david@avitem.org)  
Lisa BRENIER, IVY Project partner - AVITEM : [l.brenier@avitem.org](mailto:l.brenier@avitem.org)



**COOL NOONS**

**Interreg  
Euro-MED**



**Co-funded by  
the European Union**

## Collective intelligence workshop Designing COOL NOONS solutions in pilot sites

### Deliverable 1.3.1 Part 2 - SLIDES DECK

This deck contains the slides used in the Design Thinking / Collective intelligence training held in Marseille on the 26th and 27th March 2024. You can use it in conjunction with the training book and adapt it for your own workshops in your pilot sites!



# COOL NOONS DECK



## PREPARATION



# Framing Your Workshop – 7P TOOL



## 1) Purpose

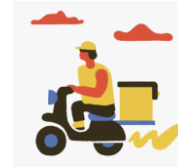
What are the objectives of the workshop (the starting point)? Why are we meeting?

**Context:** .....

**Objectives:**

**Challenge:** “Let's co-create solutions together to improve the experience of visiting your city during heatwaves” (you can adapt, and/or narrow down the challenge according to the context of your pilot site)

.....



## 2) Product(s)

What is expected at the end of the workshop?

**Deliverables:** .....

.....

**Playing field:** .....

**-What the solution should be:** .....

.....

**-What the solution cannot be:** .....

.....

.....

**Criteria for success?** (beyond the deliverables, what would make this workshop a success)

.....

.....



## 3) Participants

People: Who will participate? What role will people play? Possibly what is the final target?  
**Remember:** the ideal size of a group is between 15 and 24 people, split into tables of between 5 and 8 people

**Who should attend?**

**-Project Managers** .....

**-Residents** .....

**-Tourists** .....

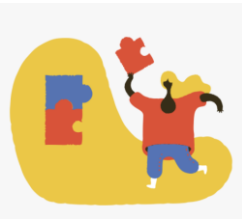
**-Stakeholders** .....

.....

**-Others** .....

.....

**-Facilitator(s)** > who will facilitate the workshops?



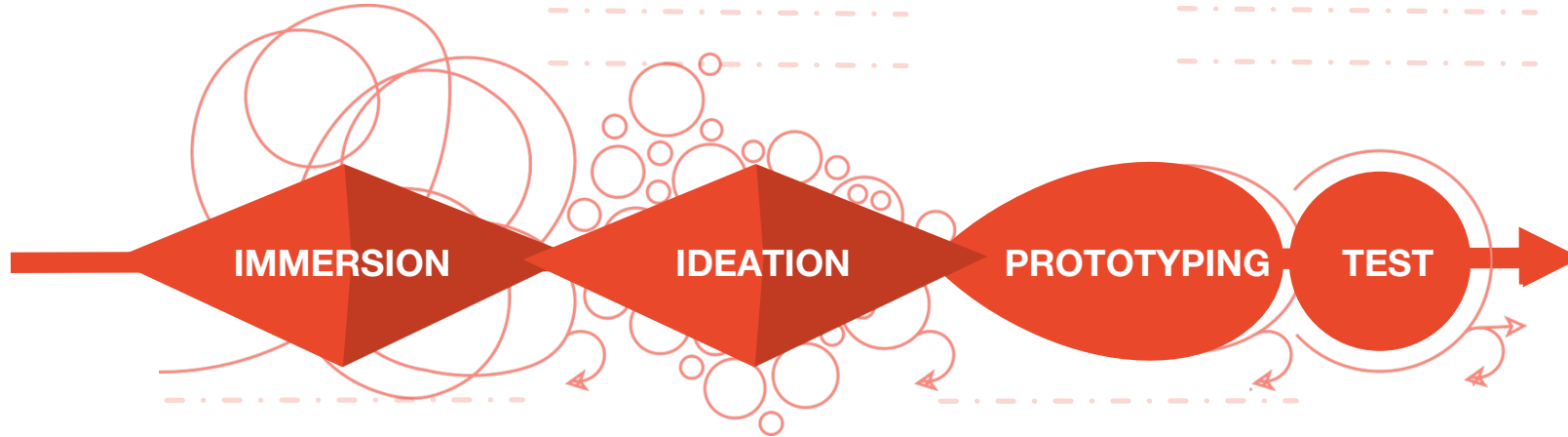
#### 4) Process

Based on the previous 3 elements, the process item is concretized through an Agenda and a series of activities and exercises. What will we need to implement to meet the objectives, given the participants and the expected output?

Date:

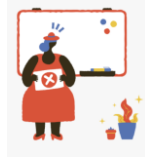
Duration:

Place:



#### 5) Preparation

What should we do before?



#### 6) Practical Concerns

What logistics elements will we need? (reservation and layout of the room, opening hours, lunch, beamer, post it, flipchart, whiteboard, markers ...) **Remember** you have a budget at your disposal to provide a welcome coffee, or a lunch break, as well as goodies. *Please note: goodies must be approved by the Interreg Joint Secretariat, therefore please reach out to AVITEM if you plan to provide goodies.*



#### Risks

#### 7) Pitfalls

By and large what are the associated risks and how to manage them?

#### Action Plan



# COOL NOONS DECK

## DT Workshop

# ICE-BREAKER PICASSO

## INSTRUCTIONS

By pair, interview the person close to you about his/ her expectation for today  
At the same time, draw his/ her portrait in a single line in the envelope  
Let's go!

## MATERIALS

Envelope  
A4  
Marker

## RESTITUTION

Introduce your neighbor ;-)



PICASSO  
PORTRAIT

# ICE-BREAKER A TRUTH AND A LIE

## INSTRUCTIONS

Tell 1 lie and 1 truth about yourself on what you do during summer noons in your city

The other members of your table must find out the truth

## MATERIALS

Nothing

## RESTITUTION

Tell your lie and truth to your team/ table  
They need to guess which is which



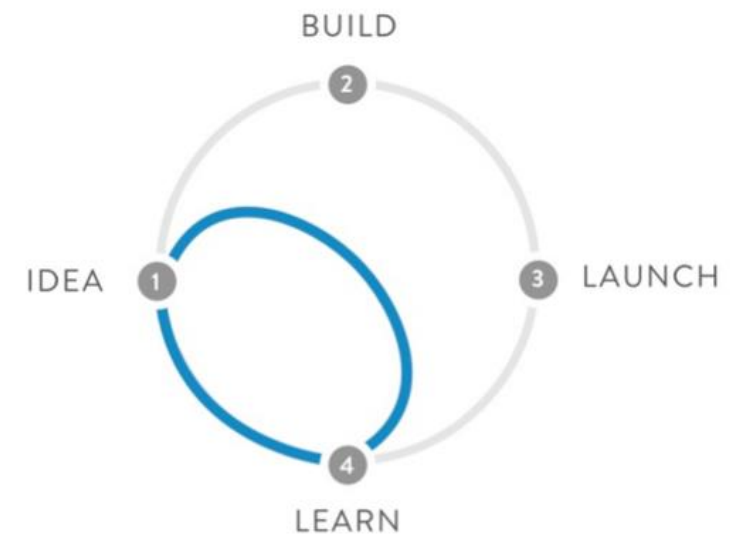
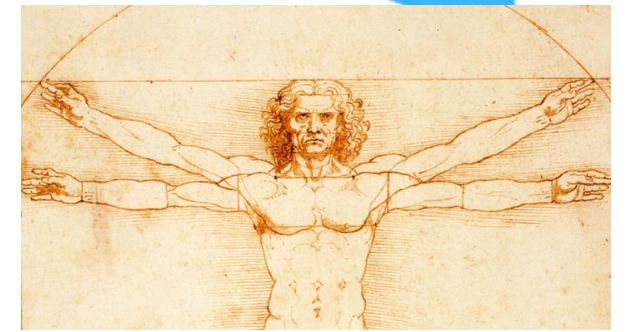


# DESIGN THINKING MINDSET

Human-centered work methodology

To quickly transform ideas into testable prototypes

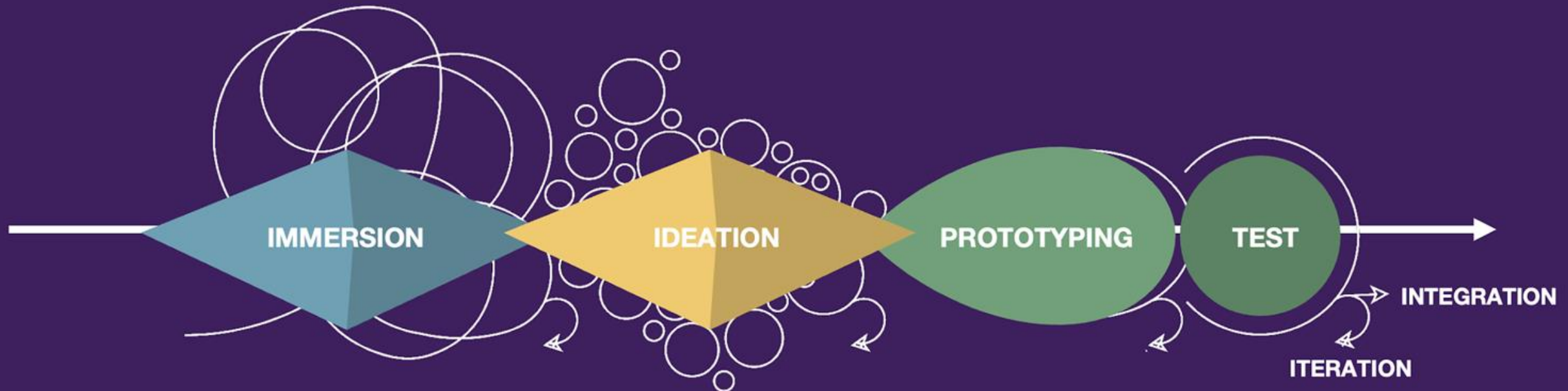
And which relies on collective intelligence





# DESIGN THINKING METHOD

Projects are "challenges to solve".  
In order to design solutions to these challenges  
we go through the following 4 fundamental steps:





# ACTUALLY DESIGN THINKING IS LESS ABOUT THINKING AND MORE ABOUT DOING

# COOL NOONS CHALLENGE

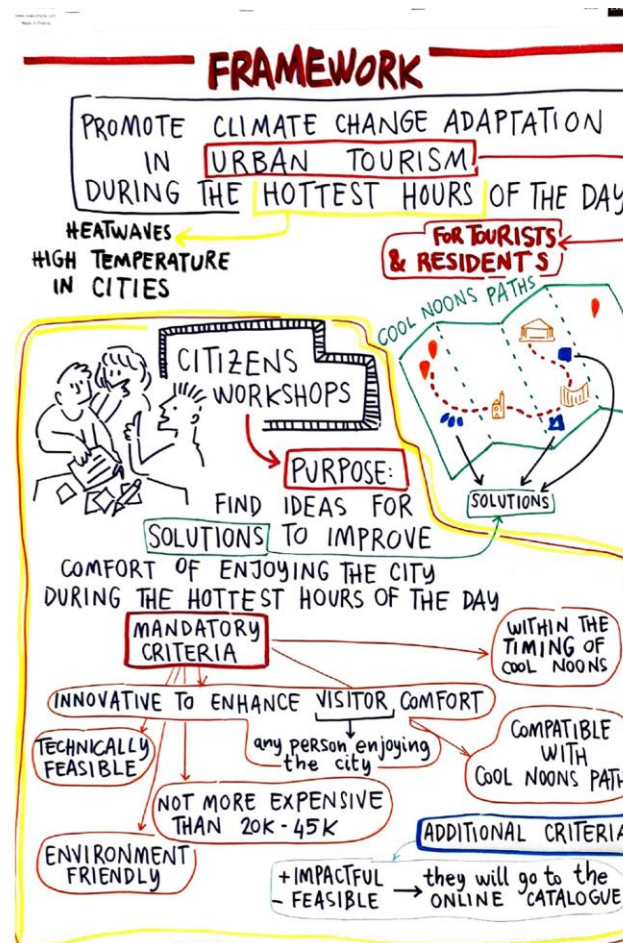
**« Let's co-create solutions together to improve the experience of visiting your city during heatwaves »**

# ELEMENTS TO TAKE INTO ACCOUNT

The COOL NOONS creative workshops aim to involve citizens, visitors and other stakeholders in the five pilot cities to bring out ideas of innovative solutions to improve the experience of visiting and enjoying the city when it is very hot outside. These solutions can be located along the Cool Noons paths. The most promising solutions, selected by a local committee in each pilot site, will be implemented between end of 2024 and beginning of 2025, and will be tested in summer 2025.

The workshops are meant to be a friendly, convivial moment, with a welcome coffee, snacks and/or a lunch. Gadgets are also foreseen (these will need to be approved by the Joint Secretariat, therefore please make sure you reach out to AVITEM prior to purchase the gadgets). The aim is to encourage participants' engagement.

The following slides provide the key elements that you will need to take into account when organising your workshops.



- ★Free Tangible prototype
- ★Concept Board
- ★Martian Pitch (1min30)



**Deliverables  
of each  
workshop**

## **Solution must be**

- Innovative to enhance visitor comfort
- Practical, useful
- Technically feasible
- For all types of people: locals and tourists
- Environment friendly
- Feasible in Cool Noons timeframe (investment must be done between end of 2024 and beginning of 2025; testing must be done in summer 2025)

## **Solutions shouldn't be**

- Budget max 20-45K€ depending on cities (see matrix)

## **Solutions could be**

- Connectable with tourist itineraries and Cool Noons Paths
- Medium or Long-term ideas requiring specific expertise/needs and less feasible ideas for the time being
- Enhancing lesser-known/frequented places in cities (to avoid concentrating people in the same places)
- Around new services, street furniture, or refreshment strategies

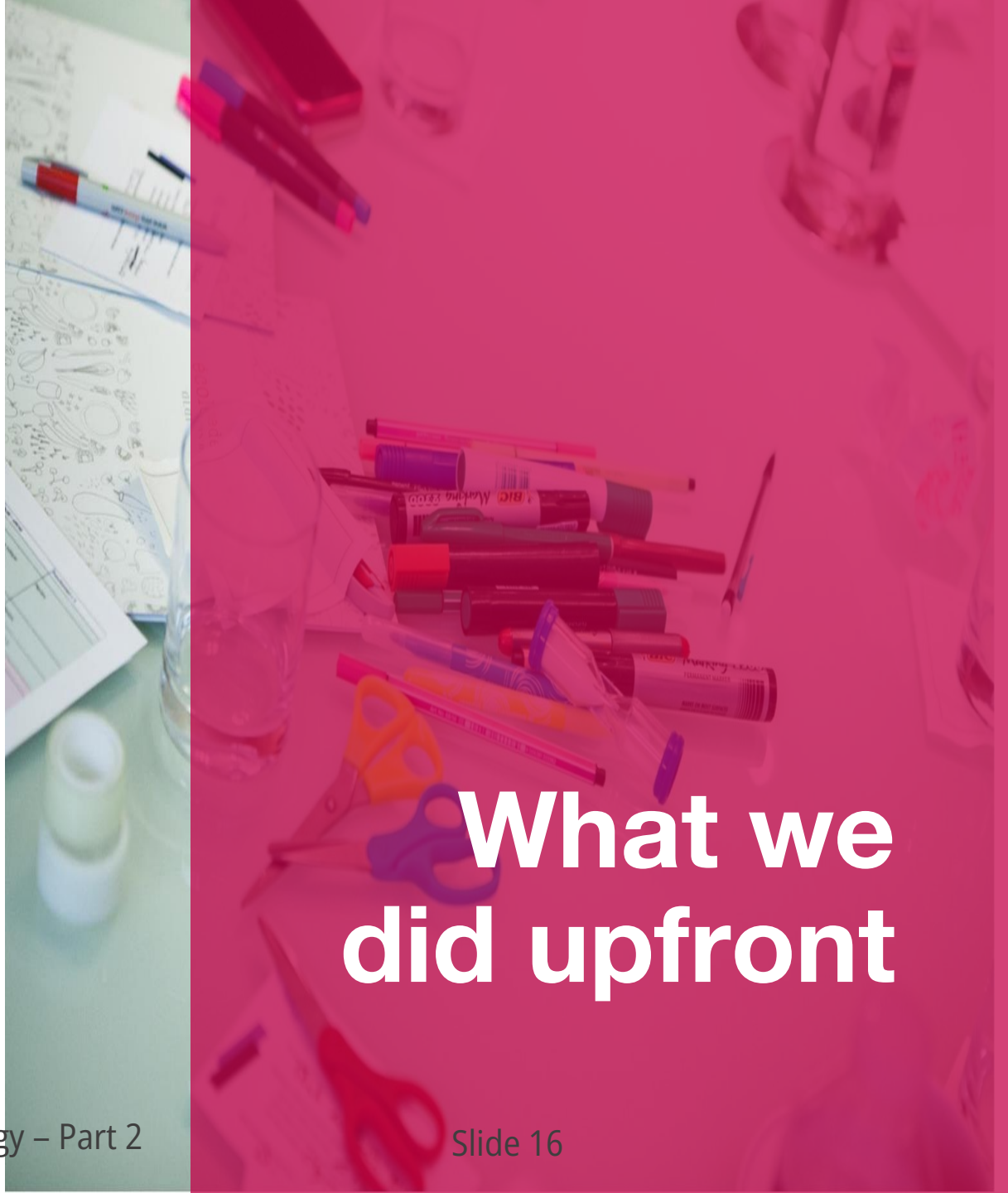
# Challenge Playground

- ★ Go through the main DT steps
- ★ Understand the stakes
- ★ Come up with a tangible prototype



**Definition  
of Success**

- ★ *Preparing*
- ★ *Interviewing*
- ★ ...



**What we  
did upfront**

★ Selection Committee to choose which ideas will be implemented and tested and which ones will go in the online catalogue - selection in autumn 2024

★ Testing - summer 2025

★ Other ongoing project activities



**What we are  
planning to  
do after this  
workshop**

- Follow & trust the process
- Be 100% here
- Dare! Imagine, dream, do, iterate
- Yes ... and >> Yes ... but
- Every step of the process has a goal
- Keep the objective in mind
- Be a team
- Auto-manage you as a team
- SMILE, we are taking pictures :)

*(about pictures: please ensure you collect the permission from the participants to take their picture and disseminate it for the purpose of the project's communication)*



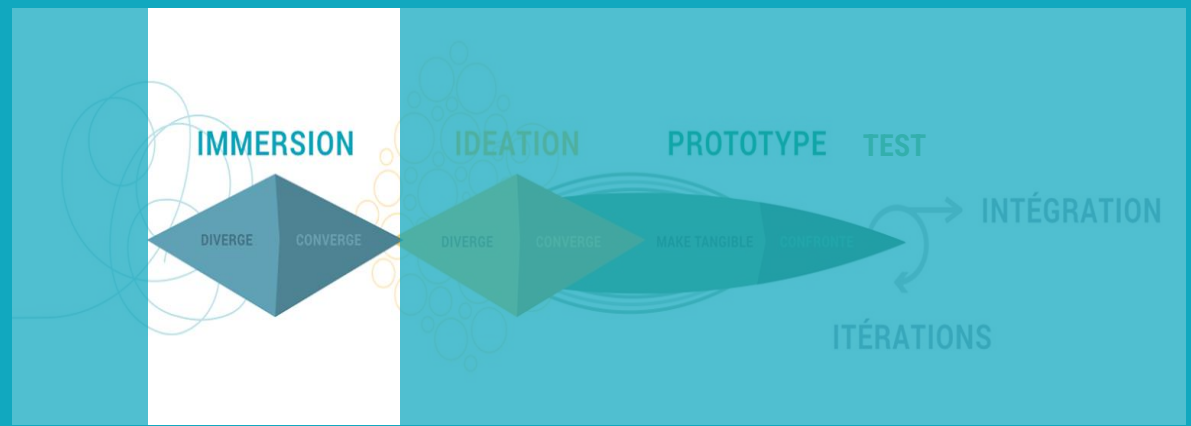
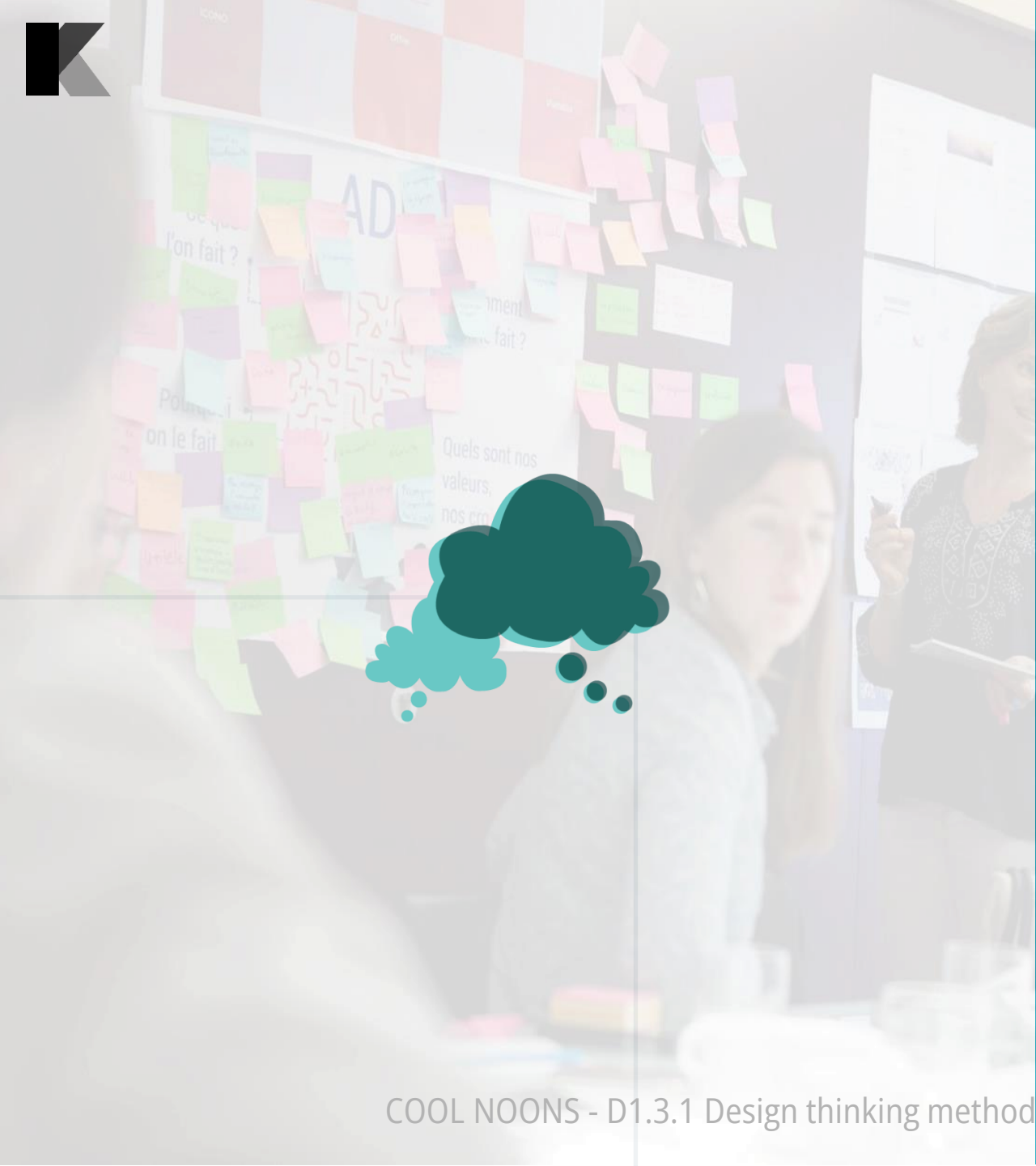
# Workshop Winning Rules



## Conceive your coat of arms with the A3 paper

- Find a name
- Imagine a motto
- Draw your team symbol





In groups of 2 or 3, interview each other by turns about an experience on the topic, an anecdote.

Do not limit yourself to descriptive details. Prioritize emotions, context and the experience as a whole.

Try to ask “Why” a minimum of three times to your partner’s responses.

You can use the interview grid here >

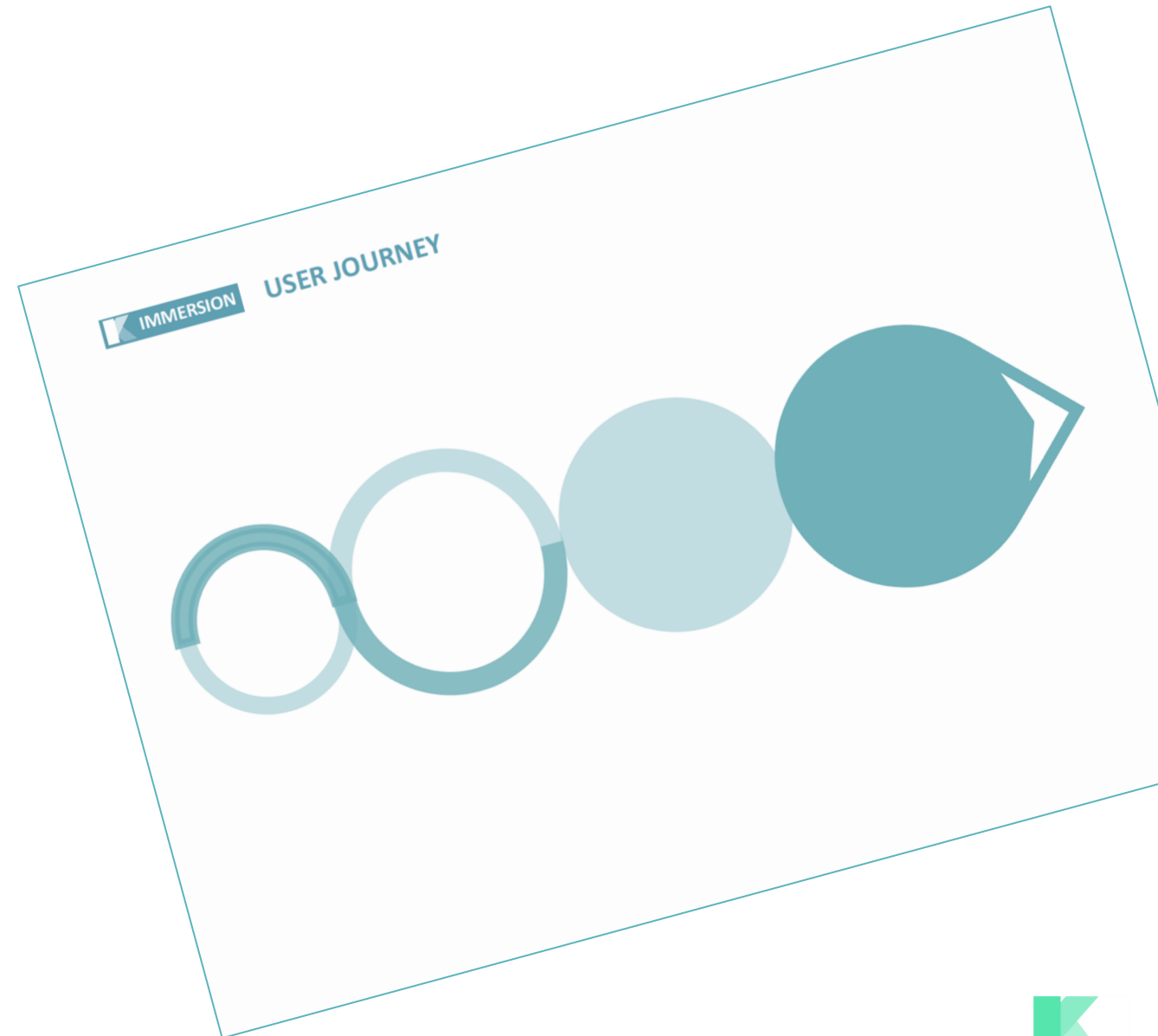
The form is titled "IMMERSION INTERVIEW" and is tilted. It contains the following sections:

- Name:** A rectangular box for the interviewee's name.
- Place:** A rectangular box for the location of the experience.
- Date:** A rectangular box for the date, with two arrows pointing left (←←) at the top and two arrows pointing right (→→) at the bottom.
- Notes:** A large rectangular box for notes, with a lightbulb icon in the top right corner.
- Drawings:** A rectangular box for drawings, with a lightbulb icon in the top right corner.
- Stories:** A rectangular box for stories, with a clock icon in the top right corner.
- Quotes:** A rectangular box for quotes, with two arrows pointing left (←←) at the top and two arrows pointing right (→→) at the bottom.

Identify your major pain points for your group of 2 or 3 and write them down on post-its.



If relevant, map your User Journey with the relevant phases and stick your pain points on this Journey





# COOL NOONS PATH JOURNEY



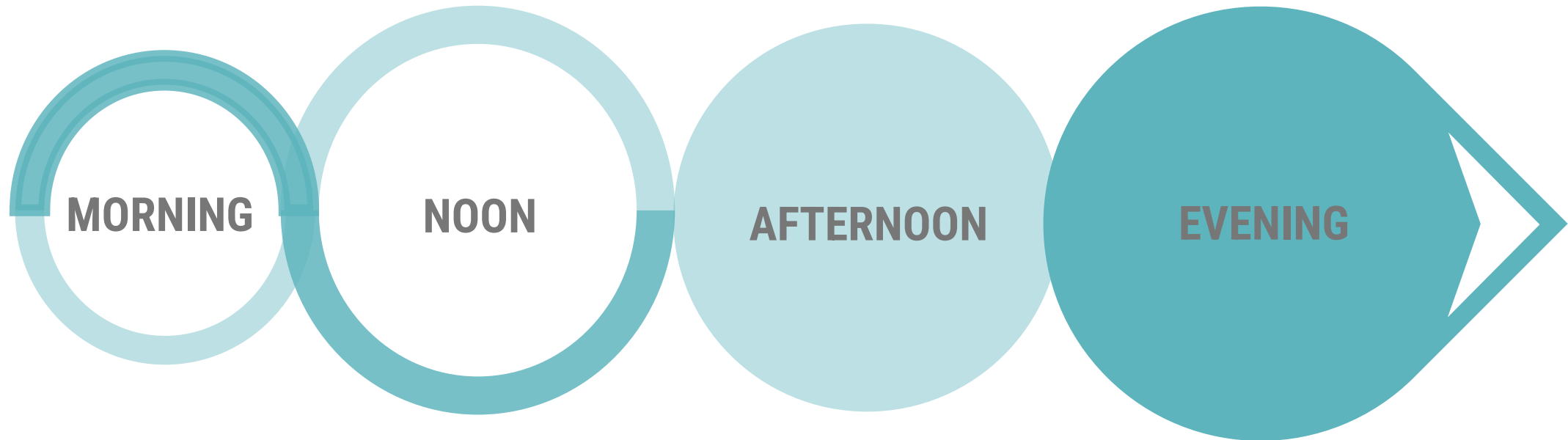


# SPOTS IN THE CITY



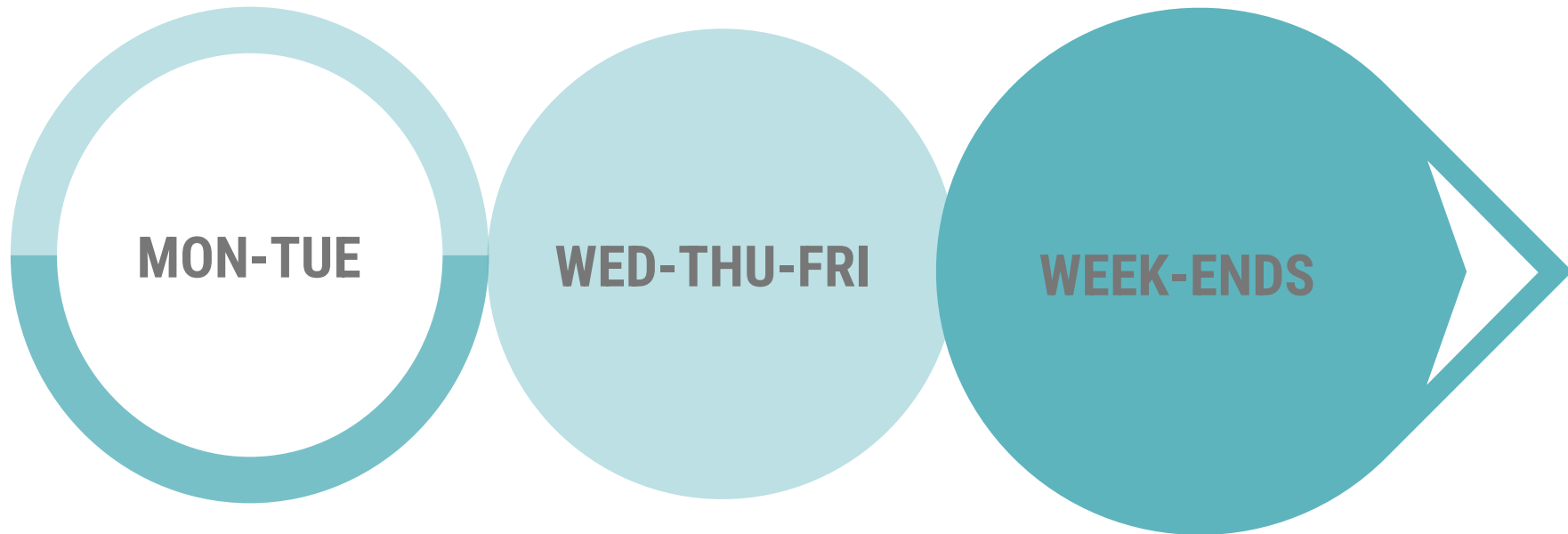


# DAY JOURNEY





# WEEKDAYS





**Rephrase the challenge as a question by adding “How might we” at the beginning.**

A properly framed ‘How Might We’ doesn’t suggest a particular solution, but gives you the perfect frame for innovative thinking.

# HOW MIGHT

# WE \_\_\_\_\_ ?



## HOW MIGHT WE

### *Formulate the right question*

The objective is to generate a broad question and avoid a too narrow perspective. The question must also be specific enough to identify the key component in the challenge at stake.

⚠️ Solution will not be included into the How might we question

Example of Formulation:

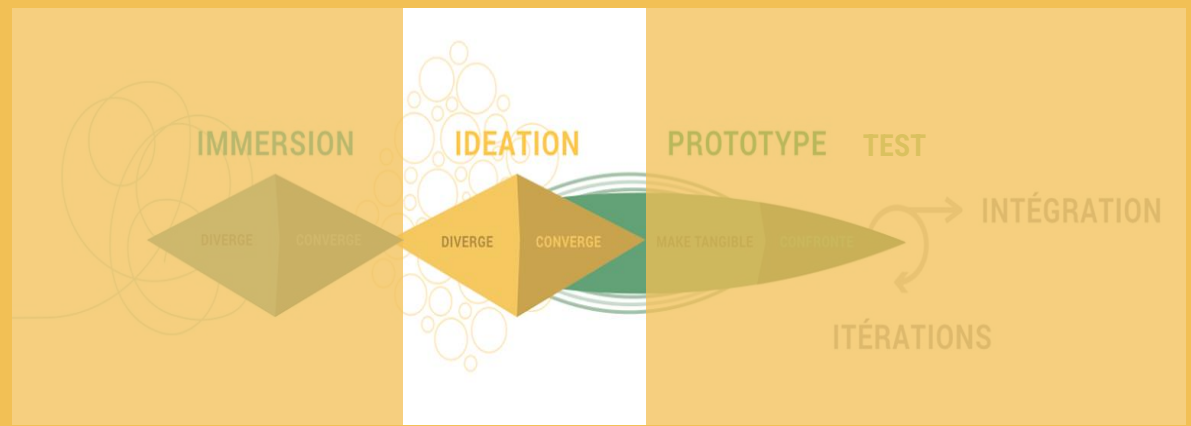
**Too narrow (and already suggesting a solution):** How might we create a cone to eat an ice cream without any dripping?

**Too broad:** How might we redesign a dessert?

**How might we redesign an ice cream to be more on-the-go?**

Source: Ideo Method Cards

*How might we...*



Now it's time to set your imagination free!

**Individually, find ideas to help you on selected challenge.**

**1 idea = 1 post-it**



**Share your ideas within your group. No discussion. Only clarification questions**

**1 idea = 1 post-it**



IDEATION

Inspiration - 10mn


OPTION

**Get inspired from other ideas (whether prepared upfront and stuck on the wall or from internet)**

**1 idea = 1 post-it**



**IMAGINE IN GROUP** and  
add more ideas which  
respect the following  
constraints (see next  
slides):

 2 mn per constraint

**1 idea = 1 post-it**



**WHAT IF YOUR SOLUTION ....**

**WAS THOUGHT BY A  
3 YEAR OLD CHILD**



**WHAT IF YOUR SOLUTION ....  
WAS TO BE IMPLEMENTED  
WITH 0 BUDGET**



**WHAT IF YOUR SOLUTION ....  
HAD A LINK WITH A TRUIT**



**THINK  
TO THE 3 WORST  
SOLUTIONS**

**IDEATION**

REVERSE THEM

IDEATION

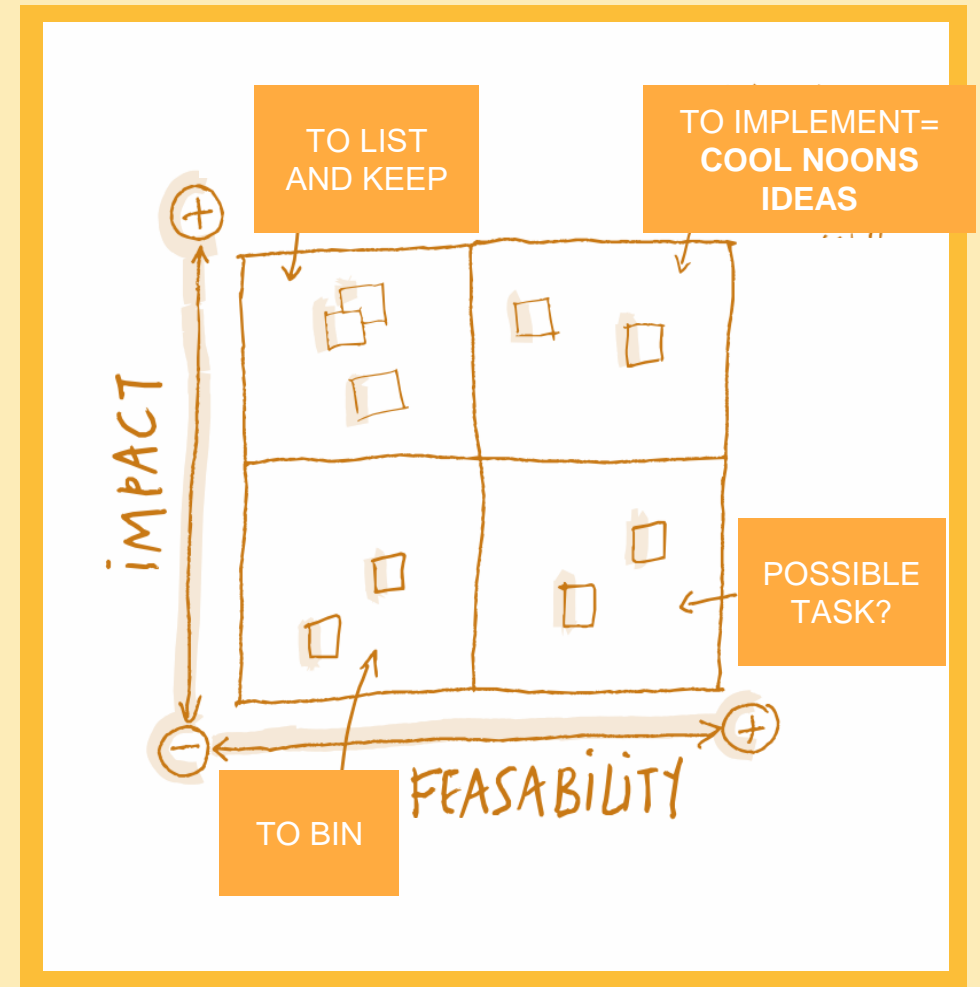
# TIME TO SHARE IN TEAM & SELECT YOUR 5 BEST IDEAS

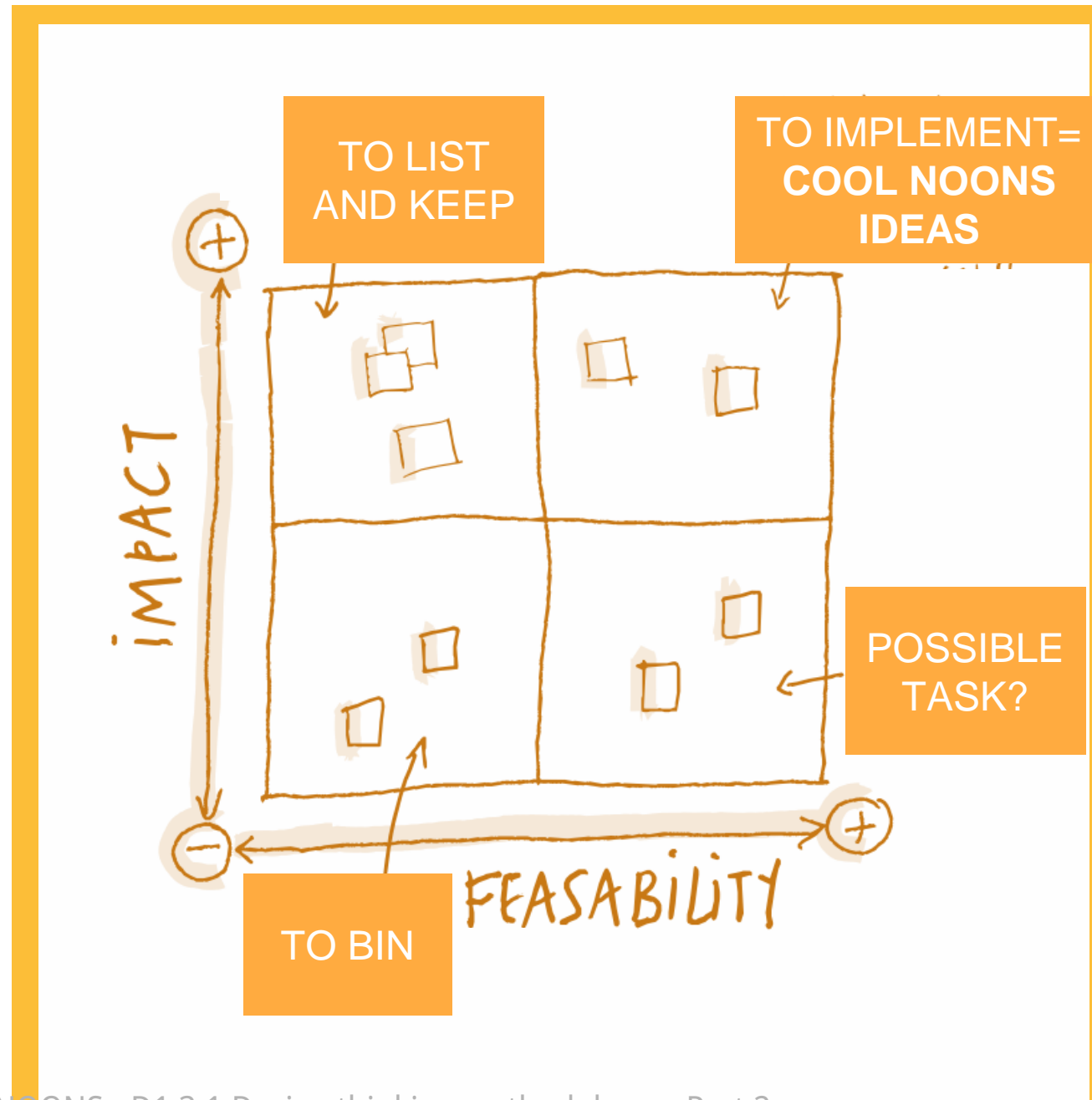


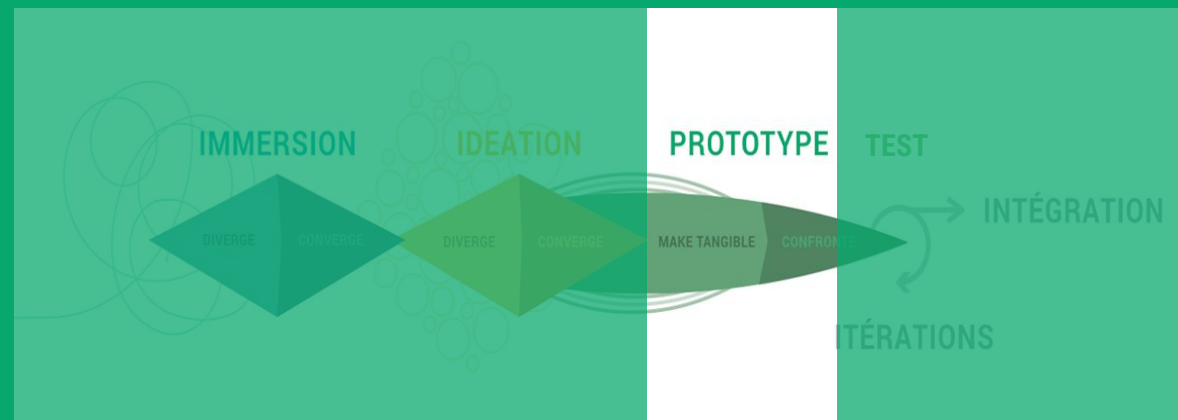
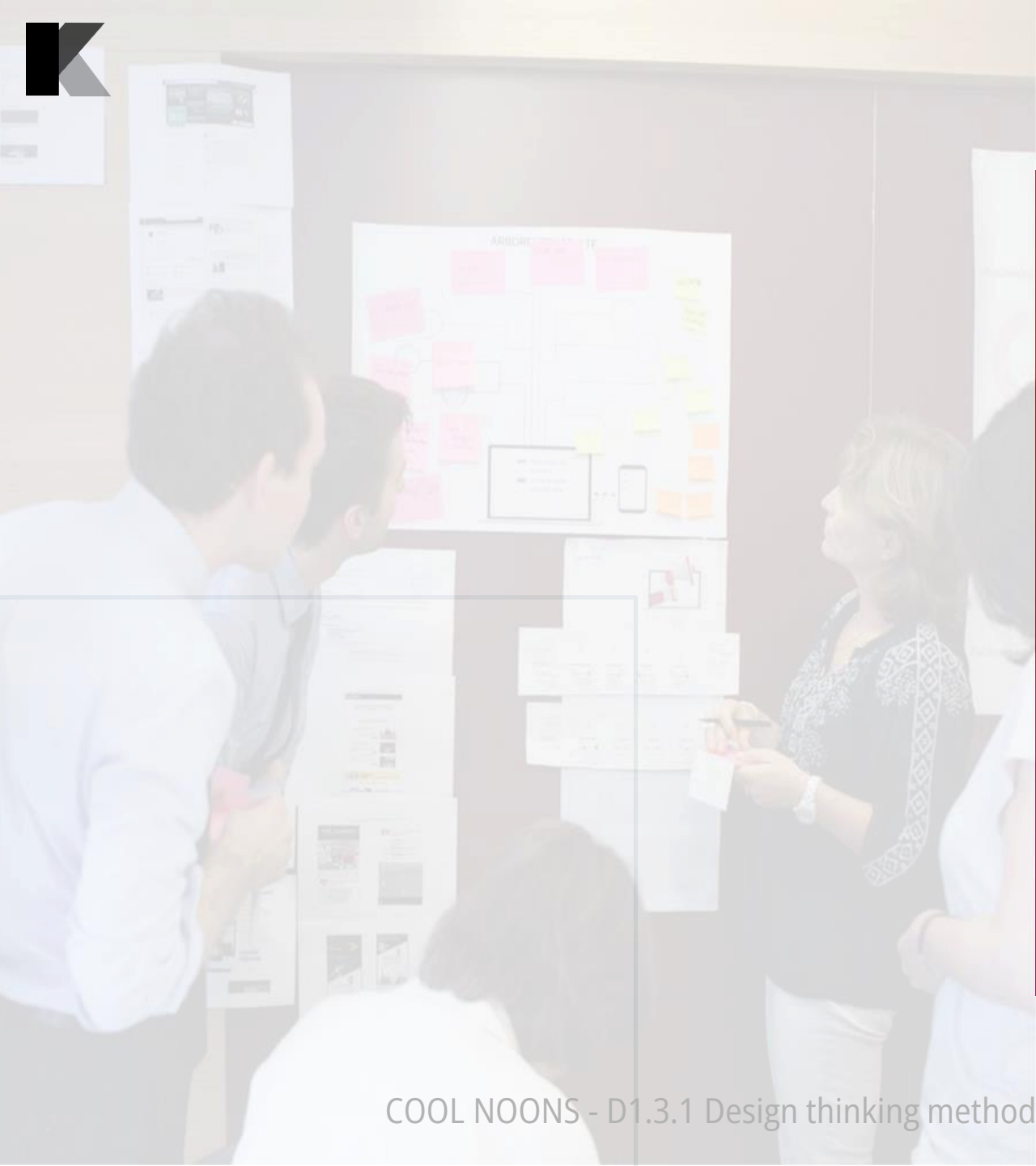
Take these ideas and put them on the **IMPACT Vs. FEASIBILITY** chart

Select the idea with both higher impact and feasibility

NB: to assess feasibility, please go back to the Challenge Playground elements







- ★ Free Tangible prototype
- ★ Concept Board
- ★ Martian Pitch (1min30)





Name of the Idea



Why?

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What?

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How?

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Visual

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Who?

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When: 3 first steps

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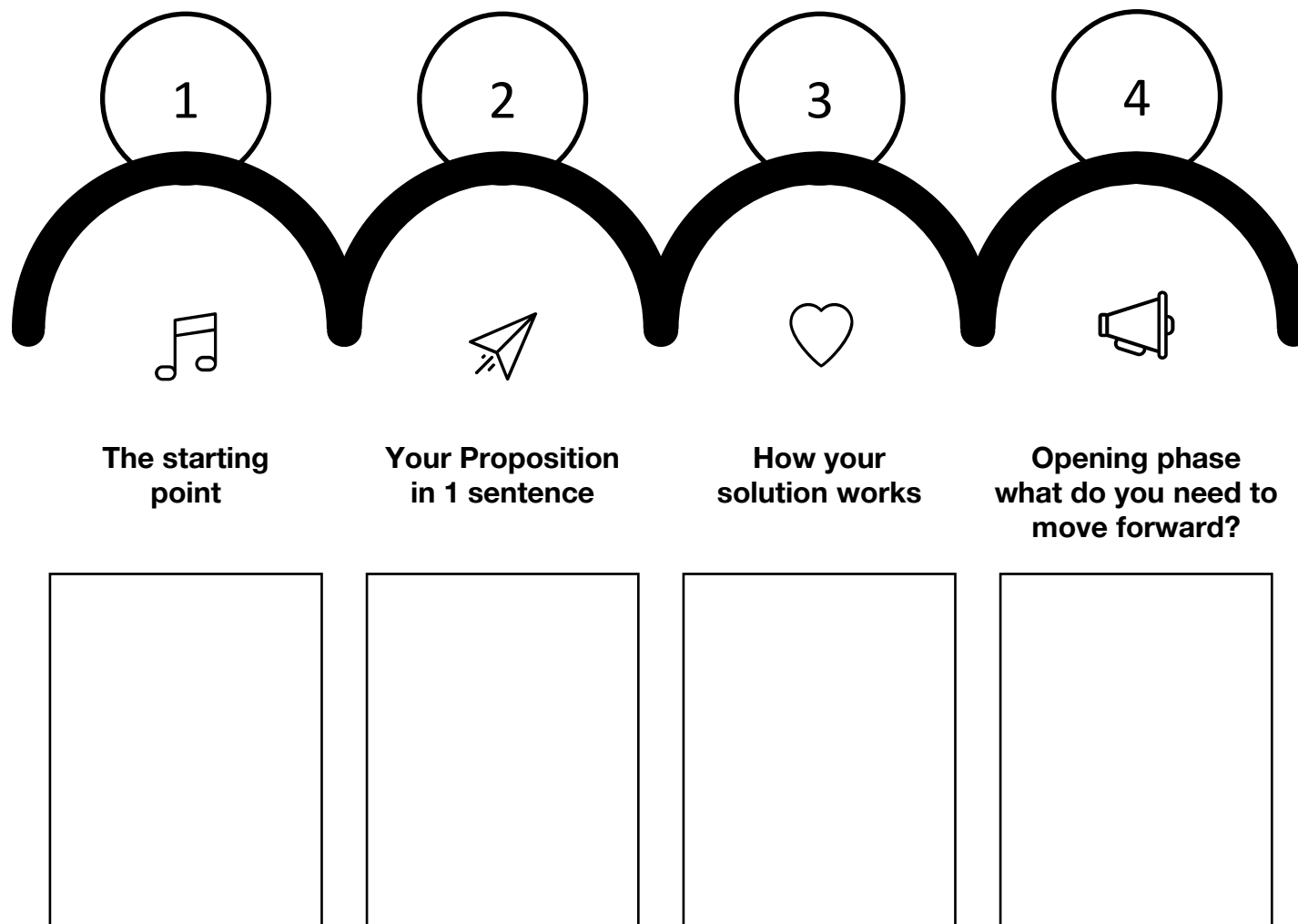
# MARTIAN PITCH

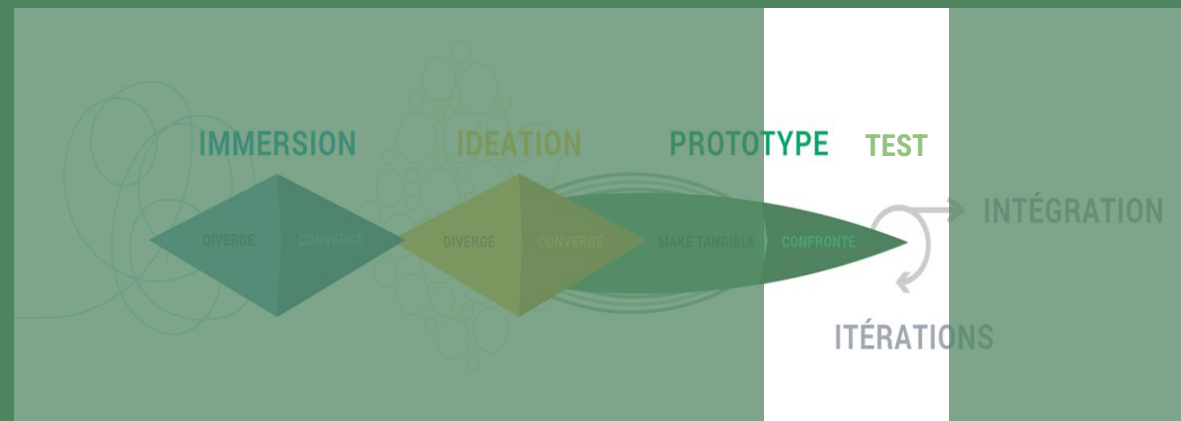
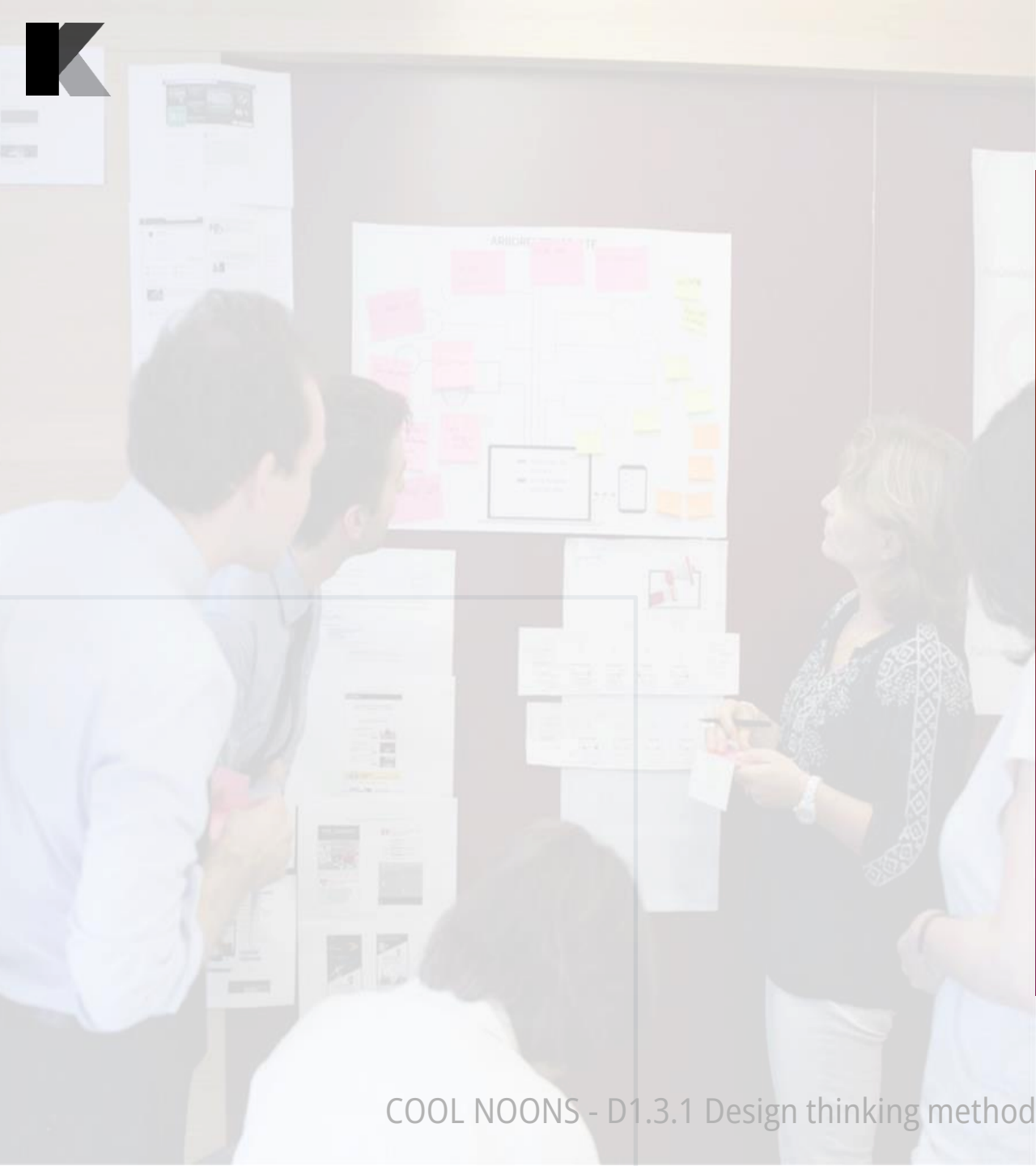
**2min to convince**

Thanks to the pitch, you will be able to go deeper with your project by questioning yourself about everything that makes it unique and relevant to your users.

Prepare a speech for each of the 4 parts and rehearse with your team (this is the key to a well understood pitch).

Your pitch should be kept short and concise!





# TIME

# TO PITCH



# Debrief

How do you **feel**?

What **happened**?

What would you have done **differently**?

What did you **learn**? What are you leaving with?

# Prints

The following slides are not to be shown.

They are meant to give you the list of frameworks and tools to print and provide to the workshop participants.

# Framing



# Framing Your Workshop – 7P TOOL



## 1) Purpose

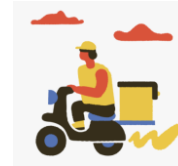
What are the objectives of the workshop (the starting point)? Why are we meeting?

**Context:** .....

**Objectives:** .....

**Challenge:** “Let's co-create solutions together to improve the experience of visiting your city during heatwaves” (you can adapt, and/or narrow down the challenge according to the context of your pilot site)

.....



## 2) Product(s)

What is expected at the end of the workshop?

**Deliverables:** .....

**Playing field:** .....

**-What the solution should be:** .....

**-What the solution cannot be:** .....

**Criteria for success?** (beyond the deliverables, what would make this workshop a success)

.....



## 3) Participants

People: Who will participate? What role will people play? Possibly what is the final target?  
**Remember:** the ideal size of a group is between 15 and 24 people, split into tables of between 5 and 8 people

**Who should attend?**

**-Project Managers** .....

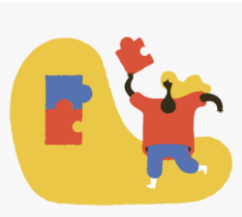
**-Residents** .....

**-Tourists** .....

**-Stakeholders** .....

**-Others** .....

**-Facilitator(s)** > who will facilitate the workshops?



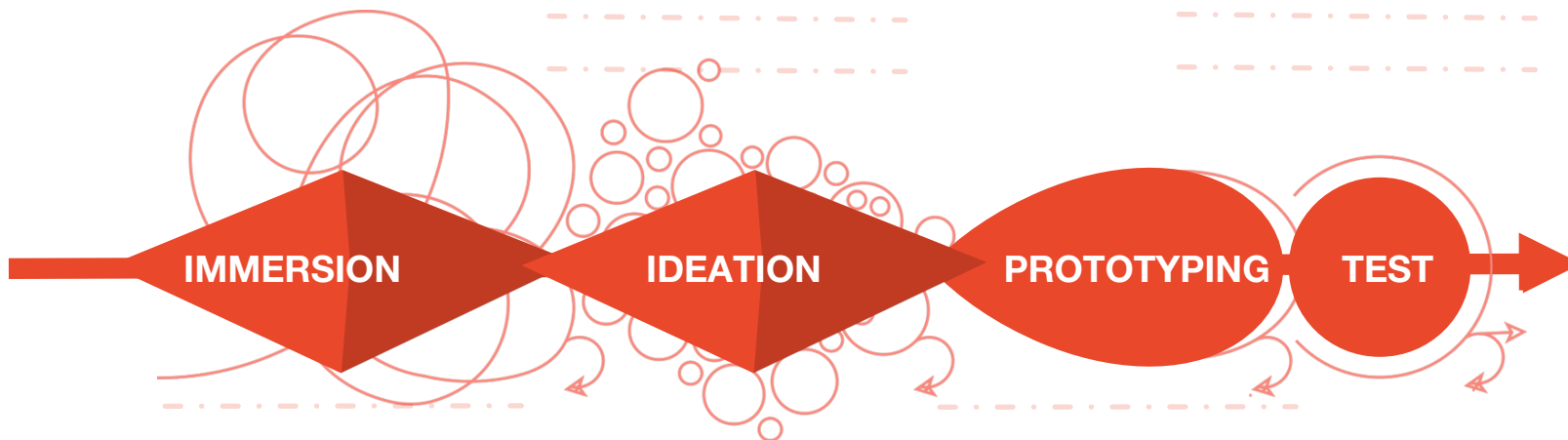
### 4) Process

Based on the previous 3 elements, the process item is concretized through an Agenda and a series of activities and exercises. What will we need to implement to meet the objectives, given the participants and the expected output?

Date:

Duration:

Place:



### 5) Preparation

What should we do before?



### 6) Practical Concerns

What logistics elements will we need? (reservation and layout of the room, opening hours, lunch, beamer, post it, flipchart, whiteboard, markers ...) **Remember** you have a budget at your disposal to provide a welcome coffee, or a lunch break, as well as goodies. *Please note: goodies must be approved by the Interreg Joint Secretariat, therefore please reach out to AVITEM if you plan to provide goodies.*



### 7) Pitfalls

By and large what are the associated risks and how to manage them?

Risks

Action Plan

# Workshop



# COOL NOONS PATH JOURNEY



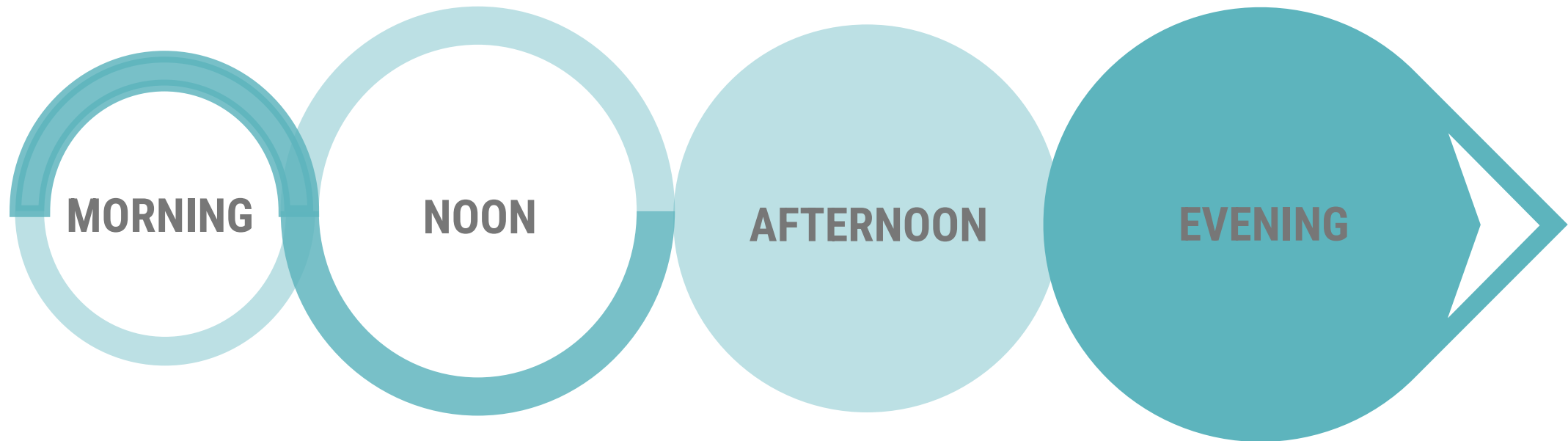


# SPOTS IN THE CITY



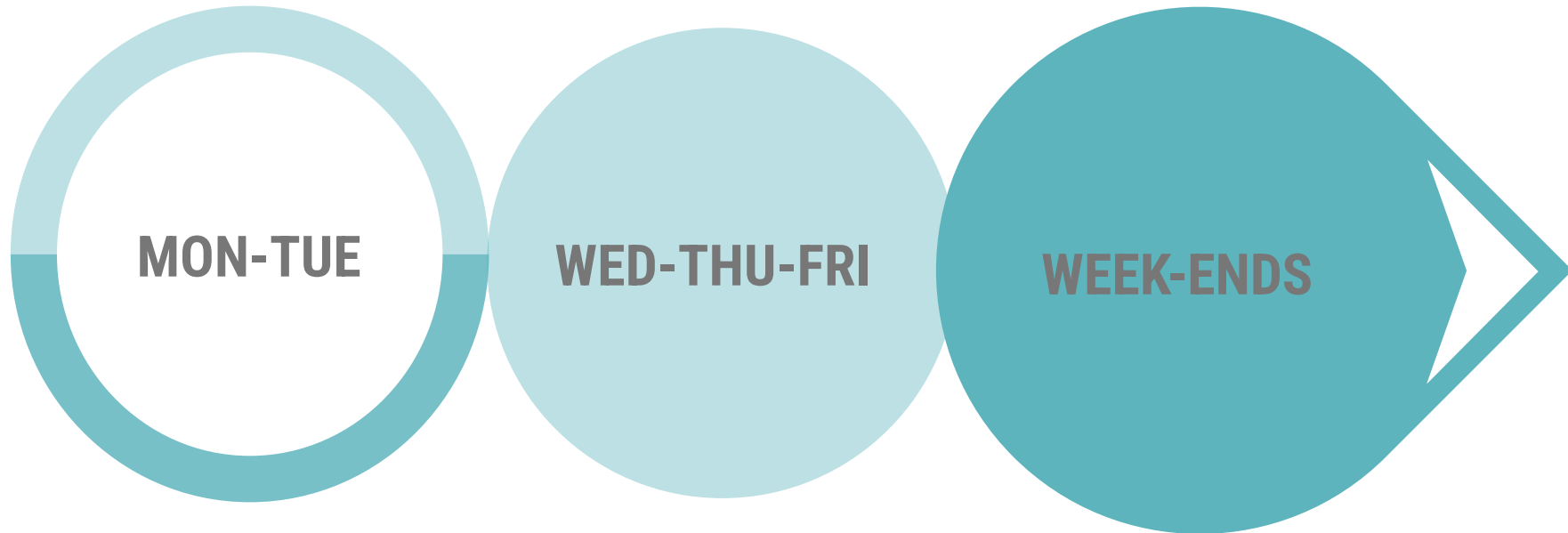


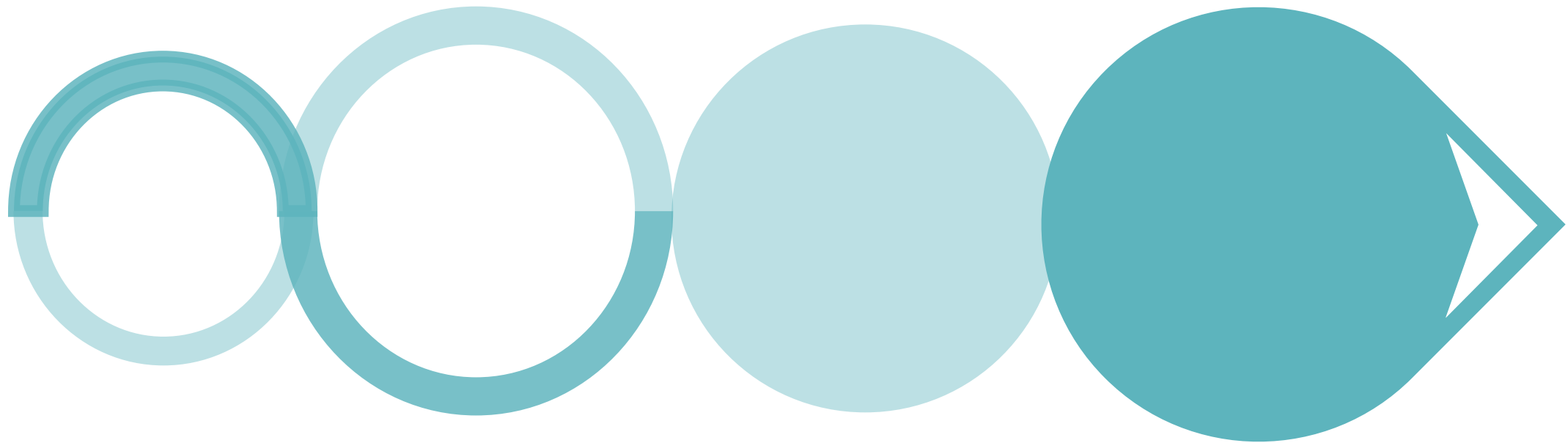
# DAY JOURNEY



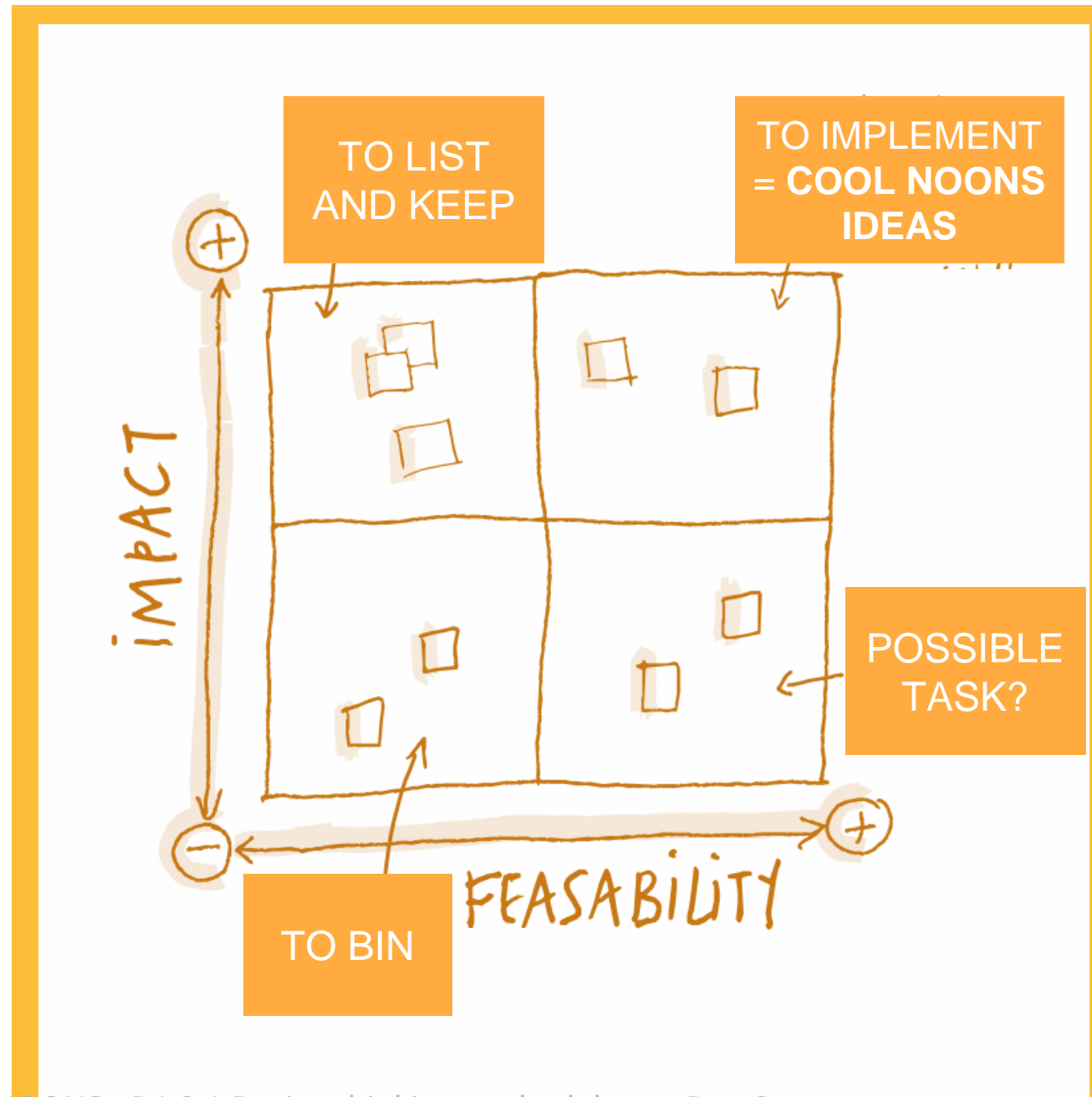


# WEEKDAYS












COOL NOONS

Interreg  
Euro-MED



Co-funded by  
the European Union

Name of the Idea 



Why?

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What?

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How?

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Visual

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Who?

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When: 3 first steps

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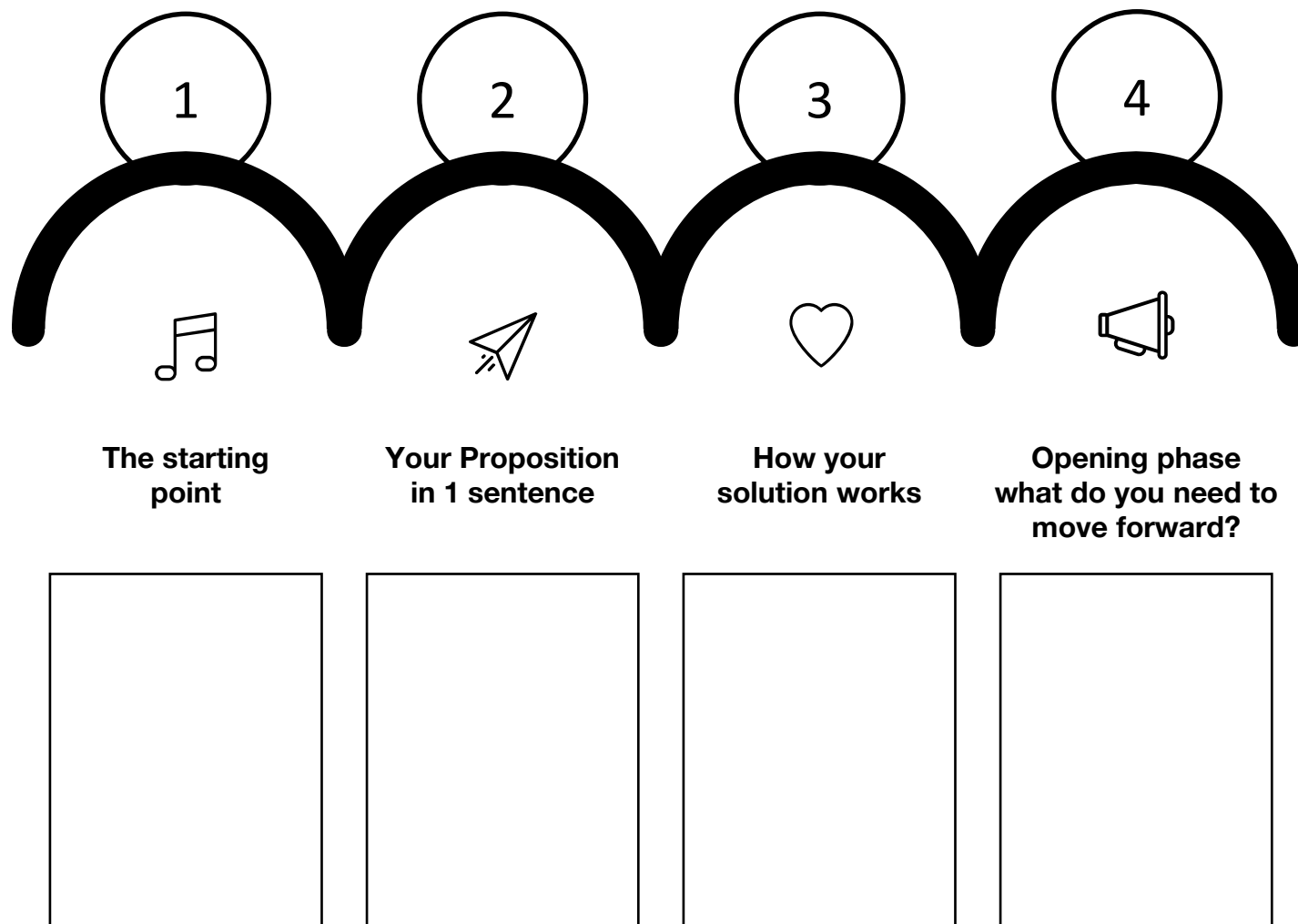
# MARTIAN PITCH

## 2min to convince

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# IMMERSION INTERVIEW

Name

Place

Date

Notes

Drawings

Stories

Quotes