DESIGN 4IMPACT

A Guide for Innovators and Changemakers in Health and Social Care

Annex

DISCOVER

1.1 SECONDARY RESEARCH

Where to Begin

Clearly define and agree on the problem you are trying to solve.

How-to

1. Set the stage for open collaboration by first building rapport and trust within your team. Spend time and effort to make sure everyone is comfortable with one another.
2. Conduct a "Defining Your Challenge" exercise to articulate the problem you would like to solve. Give everyone some time to think about and write down how they would define the problem, who they would like to design for, and the outcomes they hope to achieve.
3. Take turns to share what each of you has written and discuss to reach a consensus. Distil and define a problem statement. It's okay if the scope of the problem is vague at this point.
4. Conduct a "Known & Unknown" exercise to ascertain the group's understanding and identify knowledge gaps. Have every member list down what they currently do and do not know, writing each unique point on a Post-it.
5. Group the knowns and unknowns together. Have team members share their points, building upon each other's sharing. As a team, discuss how to further explore and address the knowledge gaps identified.

Tips

- It is not uncommon to be faced with ambiguity. Give yourself time to learn more. Complex problems can be tough to define, often because we don't fully grasp the challenge or are limited by our own perspectives. To gain clarity, gather diverse insights from stakeholders and conduct thorough research — take the time to understand and address the issue effectively.
- Tackle complex challenges by scoping and prioritising effectively. Since human-centred problems often involve interconnected causes and effects, you can make the challenge more manageable by prioritising, breaking down complex problems, and reframing them.
- Design with a specific user in mind to create meaningful solutions. Without a clear focus on a defined group's needs, solutions can become generic and ineffective. By prioritising specific users, you ensure practical, impactful outcomes that avoid the pitfalls of one-size-fits-all approaches.

Defining Your Challenge

This tool provides a clear framework to help you articulate the challenge at hand.

1. Give everyone some time to silently pen down their definition of the problem and who it affects.
2. Take turns to share what each of you has written. Discuss your answers to reach a consensus on the challenge.

Setting our sights on...

The Challenge

What is the problem? How does the problem affect the people we care for?

Users

Who are the people impacted by this problem? (E.g. Patients, persons with dementia, seniors, etc.)

Impact

What happens if the problem is not resolved? Why is there an urgency to resolve it?

Known & Unknown Exercise

The aim of this tool is to establish the team's understanding and help uncover knowledge gaps.

1. Have everyone pen down what they know and do not know about the challenge at hand, writing each point on a sticky note.
2. Together, share each of your points, building upon one another's sharing.
3. Consolidate similar points across the team's sharing.
4. Discuss and plan how you will address the knowledge gaps you have identified.

What we know

Example: What caregivers do

What we don't know

Example: How do caregivers manage their stress?

Desk Research

Plug knowledge gaps and understand the context of your challenge.

How-to

1. Once you have defined your problem statement and uncovered your team's knowledge gaps (refer to "Where to Begin" — a method you can use to achieve this), discuss and agree on the scope of the desk research, to keep your process focused while ensuring you gather relevant information.
2. Utilise reputable sources such as academic journals, industry reports, government publications and online databases. Access digital libraries, search engines and platforms relevant to your field to gather a diverse range of information.
3. Identify existing community groups, social service agencies or support networks assisting users in your research area. These sources can provide valuable information.
4. Gather background information on the issue to gain a deeper understanding and perspective. This aids in asking more insightful questions during user interviews.
5. Extract and synthesise key insights from the information gathered. Maintain an organised log — highlighting trends, patterns and gaps.

Netnography

Study online communities, behaviours and cultures to uncover insights into how users navigate challenges and solve problems.

How-to

1. Identify the online community and interactions you would like to study. This identification will then guide your selection of specific platforms to focus on, such as Facebook, Instagram, TikTok, or online forums.
2. Establish a time frame for data collection and analysis. The nature of your chosen online community and what you are studying will help determine the research time frame.
3. Collect data by observing and recording conversations and activities related to your research focus.
4. Interpret the results by noting any trends or patterns observed in the data collected.

DISCOVER

1.2 QUALITATIVE METHODS

Interviews

Engage in deep conversations to uncover rich insights.

How-to

1. Before an interview, conduct desk research and structure an interview guide to outline the objectives of the interview.
2. Identify who you would like to interview and ensure that they are representative of your target user group.
3. Allocate at least 45 minutes to two hours for the interview, to ensure ample time for building rapport and fostering a comfortable, safe environment for open conversation.
4. Use open-ended questions to encourage interviewees to share their experiences and perspectives in detail. Allow interviewees to lead the conversation.
5. Seek consent for any form of recording and explain how the information will be used.
6. Identify and analyse patterns and trends such as the user's emotions, behaviours and motivations. These will give you a deeper appreciation of the user's challenges and circumstances.
7. Consider creating personas and journey maps (refer to Chapter 2) to consolidate research findings and help the team focus on key user insights.

Tips

Asking good questions in an interview gets us the insights we need to build better solutions.

- *Keep your questions concise:* Limit them to fewer than 10 words to avoid overwhelming interviewees.
- *Pose open-ended questions:* Refrain from asking "Yes/No" questions. Instead, craft questions that invite conversation and storytelling (for example, "Can you tell me about a time when...").
- *Maintain neutrality in questioning:* Avoid leading questions. For example, "What do you think about this idea?" is preferable to "Don't you think this idea is great?" as it does not imply that there is a correct answer.
- *Ask why:* Even if the reason seems obvious, ask why someone said or did something. Their response may reveal unexpected insights.
- *Refrain from suggesting answers:* Resist the urge to prompt interviewees with potential responses, even if they hesitate. Suggesting answers can bias responses and limit their authenticity.
- *Focus on familiar topics:* Encourage discussion about topics your interviewees are knowledgeable about. People are more comfortable discussing their own experiences, whereas discussing unfamiliar issues can be challenging.

Besides asking good questions, these best practices can help you make the most of interviews:

- *Consider conducting interviews in pairs:* It can be challenging to engage with interviewees while also taking notes. If possible, conduct interviews with a partner. If that isn't feasible, record the interview and jot down key takeaways to complement the recording.
- *Embrace moments of silence:* It's natural to feel compelled to fill pauses in conversation, as silence can be uncomfortable. However, allowing brief periods of silence can provide space for interviewees to reflect and share deeper insights.
- *Pay attention to non-verbal cues:* Be attuned to your interviewee's body language and emotions. Take note of any comments that elicit strong emotional responses from them.
- *Identify inconsistencies:* Sometimes, there may be discrepancies between what people say and what they do. These inconsistencies can offer valuable insights. Consider exploring these discrepancies further in a respectful manner.

Interview notes can be broken down into the following:

- *Interviewee's perspectives:* This can include their preferences, motivations, beliefs and values; how they describe the situation or context; and how they describe certain episodes or experiences.
- *Facts/data:* This refers to factual information shared by the interviewee.
- *Interviewer's observations:* These can include the interviewee's emotions, expressions and tone; gestures and body language; and the interviewee's home or surroundings.
- *Interviewer's inferences:* These are things you perceive that are not explicitly expressed by the interviewee.

**This interview guide is adapted from the School of X's Fieldwork Notebook.*

User/Stakeholder Profiles

Use this template to list and define the users and stakeholders your team would like to focus on for your field research.

Characteristics*	Example (Mr Lim)	Stakeholder 1	Stakeholder 2
Age	70		
Gender	Male		
Profession	Cleaner at a coffeeshop		
Socio-economic background	Monthly gross income of <$1,600		
Living arrangement	Staying alone in a 2-room flat, 2 children are married and live separately from him, do not visit him often		
Ailment/disabilities	Rheumatism, hard of hearing		
Others (Language spoken, technology literacy, education level etc.)	• Mainly Mandarin, Hokkien and Teochew • Not tech-savvy, able to use simple mobile phone features • Did not complete primary school education		

**Please change the characteristics listed to attributes that better align with the scope of your project.*

Stakeholder 3	Stakeholder 4	Stakeholder 5	Stakeholder 6

Interview Card

Use this template to structure your interviews.

Person

Demographic

Age	
Gender	
Profession	
Type of accommodation	
Any caregivers	
Tech savviness	
Any other attributes that are relevant...	

*Please modify the above attributes to focus on what is relevant for your user group and challenge topic.

Interview Guide

Introduction

- Introduce yourself
- Explain what this interview is for and how the information will be used
- Assure the interviewee of confidentiality and obtain his/her consent to proceed

Rapport-building conversation starters

-
-
-

Guiding questions

1.
2.
3.
4.
5.

Ending an interview

- Ask for any additional feedback or comments
- Reaffirm confidentiality
- Thank the interviewee for his/her time

Consent Form

Project Title and Objectives	Researcher's Name	Organisation

1. I confirm that I have read and understood the project's objectives and have had the opportunity to ask questions.

2. I understand that my participation in this research study is voluntary and I am free to withdraw at any time without explanation.

3. I understand that any of my comments or information that I choose to share during the study will be held strictly confidential, and if used, may be edited and will appear anonymously.

4. I authorise the use of photographic, audio and/or video recording during my participation, as well as the subsequent digitalisation of these materials, to support and complement the information gathered throughout my involvement.

5. I understand that I can ask for any of my comments or information to be accessed, amended or removed from the recorded research data at any time without explanation.

6. I understand that my comments and information may be shared within the project team in different formats, such as audio, photo, video, paper and/or electronic, in order to meet the objectives of the project.

7. I agree to participate in the above study. Or if the person is under 18, I certify that I am his/her parent/legal guardian and I give my consent to the above on his/her behalf. I affirm with my signature that I am at least 18 years of age.

Signature of participant / representative: _____

Full name of participant / representative: _____

This consent form is adapted from the School of X's Fieldwork Notebook.

Field Ethnography

Observe and document behaviours, interactions and practices through field ethnography — a research method used to study people in their natural environments — for nuanced insights that inform design and innovation.

How-to

1. Identify the key objectives and inquiries you intend to address using field ethnography.
2. Spend time observing the community thoughtfully, actively taking in their daily routines, behaviours and social interactions.
3. Document thorough field notes, which comprise three essential components: descriptions, interpretations and reflections. These include observations, anecdotes and emerging patterns noticed during your immersion in the community.
4. Summarise each key point of your research findings. Discuss your findings with your teammates.
5. Look out for common themes among these key findings and group them together accordingly.
6. Uncover the "Why" behind your observations to generate insights. Validate these with domain experts or other relevant stakeholders.
7. Use an empathy map — a visual tool to understand and represent user insights — to put yourself in others' shoes by taking note of what they see, hear, say, do, think and feel.

Tips

Here are some tips for writing useful field notes:

- *Aim for accuracy:* Each observation presents a unique opportunity; refine your note-taking skills to quickly and accurately capture moments in time.
- *Stay organised:* Plan ahead for documenting your observations. Disorganised notes will make it harder to interpret data.
- *Be descriptive:* Record ample factual evidence to prevent assumptions about your observations.
- *Focus on the research problem:* Prioritise detailing aspects relevant to the research problem; avoid cluttering your notes with extraneous information.
- *Capture insights and thoughts:* Reflect on the significance of your observations and record corresponding thoughts and ideas. This will help you ask questions or seek clarification from participants after the observations.

Descriptions

Use this template to record detailed, factual observations of people, environments and events. Refrain from making interpretations or judgments.

Date: _____ **Start Time:** _____ **End Time:** _____ **Location:** _____

Area of focus	Observation cues	Notes
Activities	• What are people doing? • What tasks or goals are they trying to accomplish? • Are there any repeated actions or routines?	
Environment	• What is the physical setting like? • What are the sounds, smells, or temperature conditions? • How is the space arranged?	
Interactions	• Who is interacting with whom or what? • What are the interactions like (verbal, non-verbal, digital)? • Are there any noticeable patterns or issues?	
Objects	• What tools, materials, or objects are being used? • Are there any signages, screens or digital interfaces? • How are these objects being handled or arranged?	
Users	• Who are the users/stakeholders? • What are their characteristics (age, role, mood, etc.)? • What behaviours or workarounds are they engaging in?	

Interpretations

Use this template to note down your personal interpretations and inferences from your observations. Be mindful to distinguish between descriptions and interpretations, as the latter may be influenced by researcher bias.

Observation summary

Briefly describe what you have observed.

Example: During a group activity at an active ageing centre, an elderly man sat apart from the group. He occasionally looked over but did not join in, even when a staff member invited him. He fidgeted with his hands and stared at the floor.

Your notes:

Interpretation

What do you think the observed person was thinking, feeling or intending?

Example: He might have been feeling isolated or uncomfortable in a group setting. Perhaps he didn't feel like he belonged, or the activity wasn't suited to his interests or energy levels.

Your notes:

Underlying assumptions

What personal biases or assumptions might be influencing your interpretations?

Example: I'm assuming that his withdrawal indicated loneliness or disinterest, possibly because I associate physical separation with emotional distance. I may also be projecting my own discomfort in unfamiliar group settings onto him.

Your notes:

Alternative explanations

What other interpretations could there be?

Example: It's possible that he has hearing difficulties and couldn't follow the conversation. He could have been tired or unwell that day. It's also possible he enjoys observing rather than participating.

Your notes:

Reflections

Use this template to reflect on your fieldwork observations and interpretations. This segment helps you connect insights to broader contexts, surface important questions and think critically about the implications of your findings.

Key insights

What are the most important takeaways from your observation and interpretation?

Example: One participant consistently sat apart from the group during activities and did not engage despite gentle encouragement from staff.

Your notes:

Emerging patterns or themes

Are these behaviours, needs or challenges consistent across your observations?

Example: This behaviour may point to emotional withdrawal, sensory overload, or a mismatch between the activity and the individual's interests or abilities. Others in the room appeared similarly disengaged when activities were fast-paced or unfamiliar.

Your notes:

Questions or concerns

What are you wondering about? What needs further exploration or clarification?

Example: Are group activities meeting the emotional and cognitive needs of all participants? How might individual preferences or mental health conditions affect group dynamics?

Your notes:

Relevance and implications

Why do these matter? How might they impact your work, design, or next steps?

Example: This suggests a need to balance structured group activities with activities that individuals can do on their own. It raises the importance of personalisation in activity planning, particularly for those who may be living with dementia, social anxiety, or grief. Observing who participates — and who doesn't — can reveal gaps in inclusivity and engagement strategies.

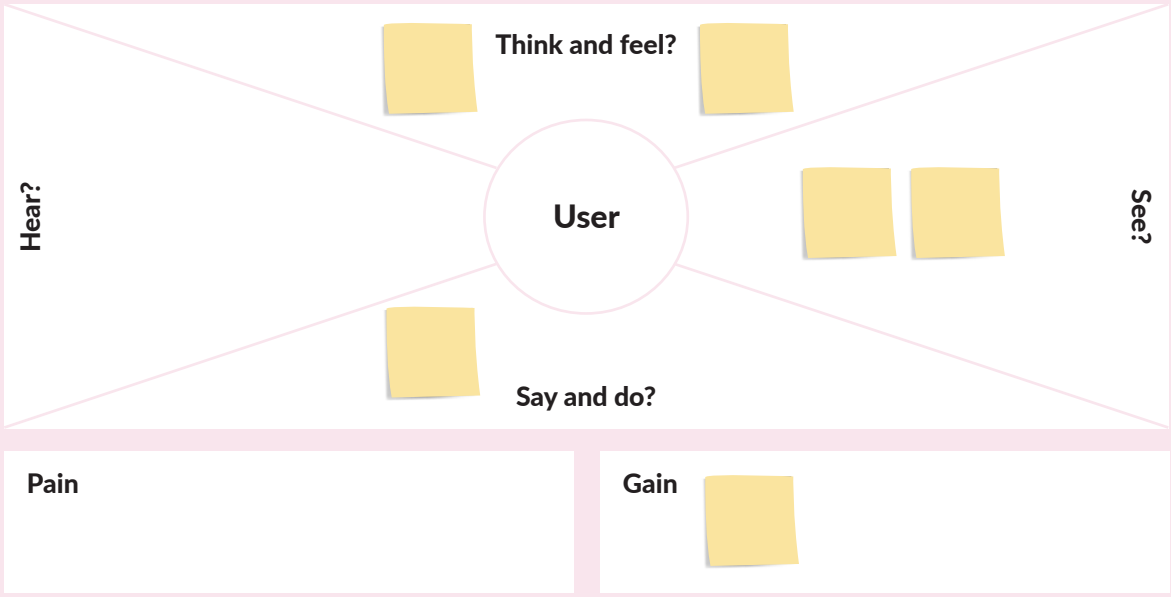
Your notes:

Empathy Map

An empathy map helps to develop a deeper understanding of users' needs, thoughts and feelings, for more emotionally connected and effective solutions.

Do note that people tend to act differently when they know they are being observed. To minimise this tendency, field observations should be done in an unobtrusive way.

Empathy Map



Service Safari

Step into the shoes of your users to understand their thoughts and concerns.

How-to

1. Identify the experience you want to examine, such as a product, process or service that involves user interaction.
2. Engage with the service as if you are experiencing it for the first time. Take notes and focus on interactions, emotions and any pain points.
3. Record your observations in real time using notes, photos or sketches to capture the nuances of the user experience.
4. Pay special attention to any workarounds or improvisations that users employ to navigate challenges. These insights are key to identifying areas of improvement.
5. Bring your insights to life by crafting a journey map (refer to Chapter 2). This could be a chronological representation of the user's experience, highlighting touchpoints, challenges and positive moments.

Shadowing

Observe individuals unobtrusively to uncover objective behavioural insights.

How-to

1. Shadowing is typically done after user interviews and general observations. Define your research objectives to stay focused, but keep an open mind to avoid having too narrow a perspective.
2. Obtain the necessary permissions and consent. Ensure participants are comfortable with the process.
3. While shadowing, avoid interaction to maintain the natural flow of activities. Minimise the observer's presence and save questions till after you are done shadowing.
4. Take detailed notes, photos or videos to capture key moments and insights during the shadowing session, in a systematic and structured manner.
5. After the session, analyse your findings. Are there any observations that differ from your interview responses? Consolidate and document your findings.

Journals

Gain insights into users' behaviours, motivations and attitudes through journal entries about their experiences.

How-to

1. Design a semi-structured journal that provides clear parameters of what to record and the frequency and format of recording.
2. Ensure that users record their journal entries in the template provided and emphasise the importance of consistency in their recordings.
3. Regularly gather and review users' entries during the study period. Offer opportunities for users to seek clarification or pose questions.
4. Systematically analyse the journal entries. Identify any patterns, trends and notable insights.
5. Synthesise the key findings. These insights will subsequently inform your Develop phase and guide you in creating solutions that align with the users' needs and behaviour.

DISCOVER

1.3 QUANTITATIVE METHODS

Surveys

Use this research method to quickly gather large amounts of data.

How-to

1. Conduct preliminary research to understand the context, identify key stakeholders, and gather background information. This helps in framing relevant questions.
2. Develop survey questions that align with the research objectives. Close-ended questions yield numerical data for trend analysis while open-ended questions offer opportunities to share deeper insights.
3. Ensure that the questions are clear, unbiased, focused and relevant to the target audience. Provide enough context for respondents to answer accurately.
4. Pilot the survey and iterate based on feedback before administering it to a larger audience.
5. Develop a clear plan for carrying out and disseminating the survey, specifying where, when, and how it will be administered.
6. Remove incomplete and incorrectly filled responses from the data.
7. Analyse and summarise key results from your data.

DISCOVER

1.4 LANDSCAPE MAPPING

Community Asset Mapping

Identify strengths, resources and inventory within the community which you can leverage.

How-to

1. Establish the boundaries of the community and determine the scope for asset mapping.
2. Identify and involve the key community partners who have thorough knowledge of the demarcated community.
3. Identify and systematically categorise community assets, including individuals, physical spaces, knowledge, skills, and cultural or political resources.
4. Where possible, use visual representations to make these assets more relatable. Charting community assets on street maps also reveals to users the concentration or lack of resources.
5. Present the mapped assets to the community for validation. This ensures that the map is accurate and aligned with the community's perspectives.

Ecosystem Map

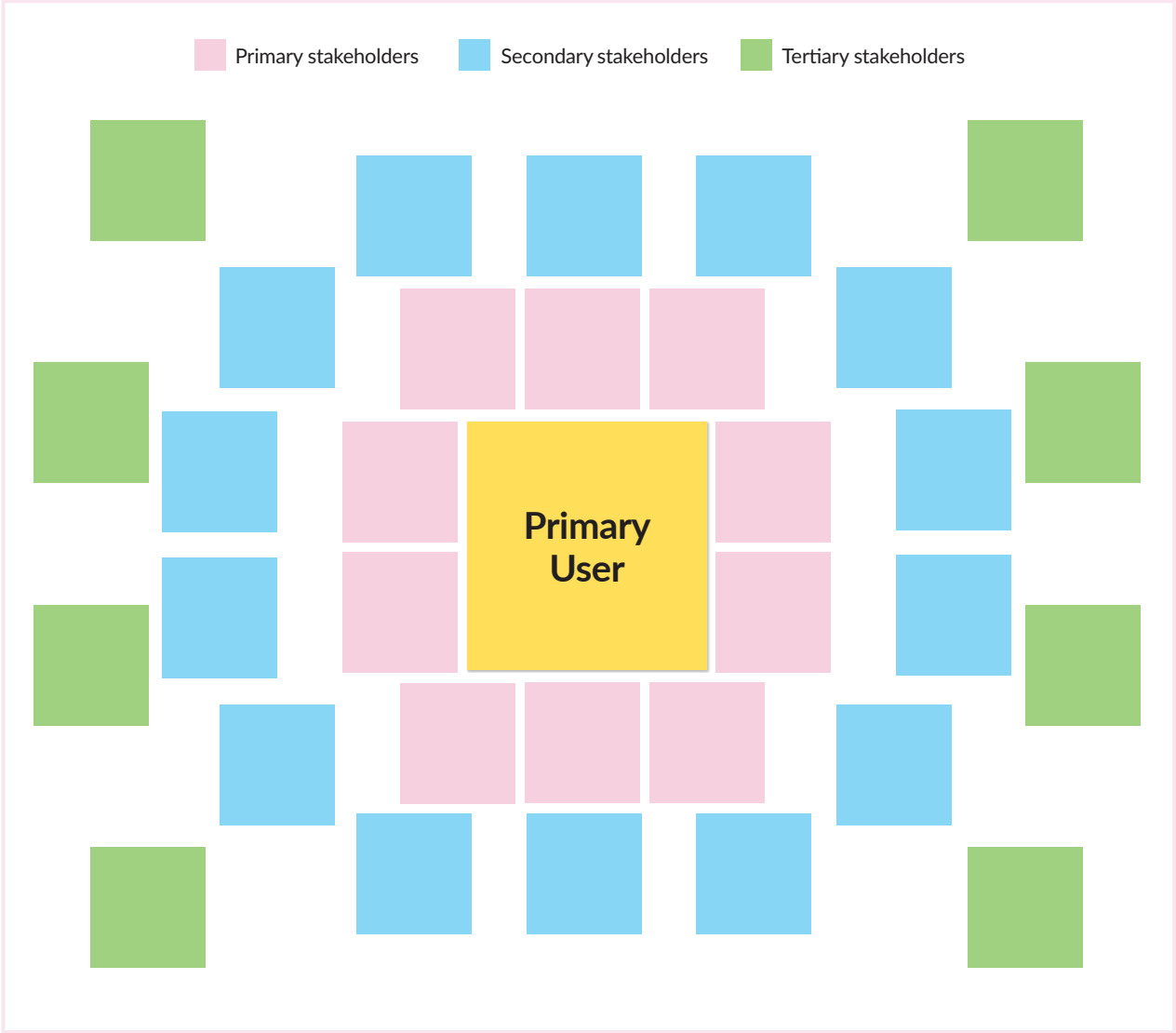
Create a visual representation of the interconnected network of stakeholders, entities and factors that influence the system in focus.

How-to

1. Define the boundaries and focus of your ecosystem map by deciding what key components and stakeholders to include.
2. Gather information on the elements within the ecosystem. This may involve conducting interviews and research as well as collecting data to understand the relationships and dependencies within the ecosystem.
3. Start by placing the main user or service entity in the centre of the ecosystem map. Next, map out the ecosystem's components, progressing outward with decreasing levels of influence or impact. Visualise their connections and interdependencies.
4. Generate insights by identifying high-dependency relationships, synergistic opportunities or gaps within the ecosystem.
5. Remember that ecosystems are not static — they evolve continually due to factors such as changes in technology, regulations and social dynamics. Update the map over time to ensure that it remains relevant and useful.

Ecosystem Map

1. Place the primary user at the centre of the ecosystem map.
2. Identify the primary stakeholders based on their levels of influence and impact. The more significant they are, the closer they are to the centre.
3. Draw connecting arrows between stakeholders to illustrate the connections, interdependencies and dynamics between stakeholders outside of their own individual interests.
4. Cluster or circle stakeholders with similarities.



Stakeholder Map

Understand the influence and impact of each stakeholder group on your project, to help you prioritise and differentiate your engagement strategies.

How-to

1. Identify the stakeholder groups and place them in a 2-by-2 matrix, categorising them based on their levels of influence and impact.
2. Discuss how you might prioritise and engage each group accordingly.
3. Keep updating your map and adapting your engagement strategies to effectively manage your stakeholders, as stakeholder dynamics evolve over time.

Tips

Groups in each quadrant of the stakeholder map are best managed differently:

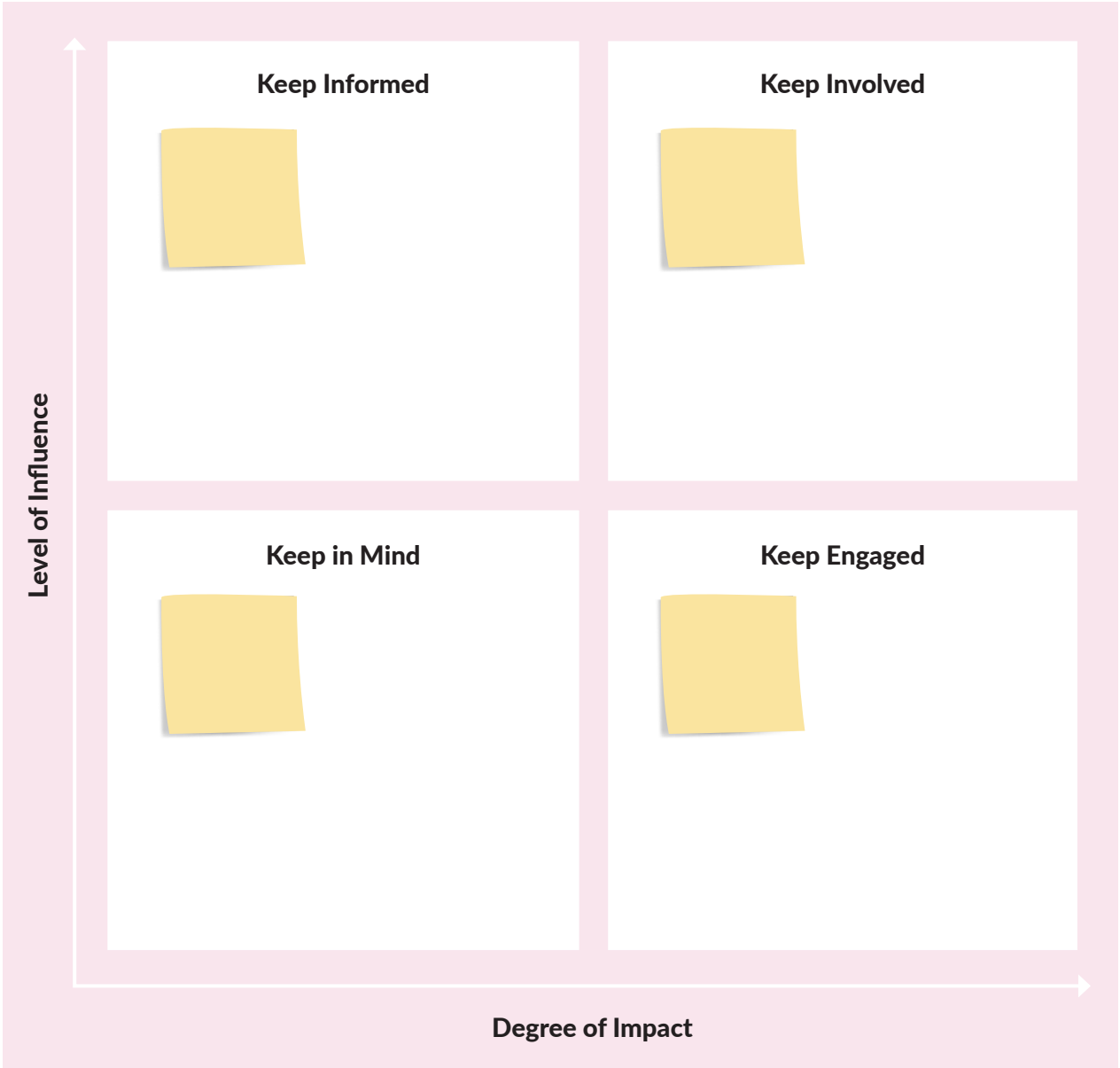
- High-influence, high-impact stakeholders in the top right quadrant should be actively involved in planning, development and decision-making. Aim to build strong relationships with this group by communicating regularly.
- High-influence, low-impact stakeholders in the top left quadrant should be kept in the know without overwhelming them with information. Consult them in their areas of interest to foster enthusiastic interest for future active involvement.
- Low-influence, high-impact stakeholders in the bottom right quadrant should be kept engaged and updated as necessary, maintaining open lines of communication. Build on their interest to encourage them to champion your project and be actively involved in designing solutions.
- Low-influence, low-impact stakeholders in the bottom left quadrant should be kept in mind and provided with information, maintaining a basic level of awareness and responsiveness for unexpected changes. Aim to build interest and enthusiasm for potential active involvement.

Stakeholder Map

1. Discuss and place stakeholders in the most appropriate quadrant, according to their levels of influence and impact.

- *Influence* denotes the ability to shape or sway decisions, opinions or actions within your project. A stakeholder with a high level of influence can mobilise resources, change perceptions, affect the behaviour of others involved, or persuade or guide decisions or outcomes that align with your objectives.
- *Impact* denotes the degree to which a stakeholder's actions, decisions or involvement can affect your project. This can include both positive impact (providing valuable support, resources or expertise) and negative impact (posing challenges or obstacles).

2. Having placed stakeholders in their appropriate categories, discuss how you might prioritise and engage them.



DEFINE

Journey Map

Chart the users' experience to identify moments that matter most to them, uncovering pain points as well as opportunities to design solutions.

How-to

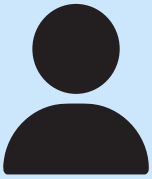
1. From your initial research, define the target group you would like to focus on, the scope of the experience in question and the focus of the journey map.
2. Collect data through interviews, field ethnography (observing users in their natural environment), shadowing, and other research methods (refer to Chapter 1 of the Design4Impact annex).
3. Consolidate the data gathered and synthesise insights. Personas (fictional representations of a target audience or user group) may be created at this point.
4. For each persona or profile, map the chronological stages of the target group's journey, highlighting their actions, interactions and emotions at each stage.
5. Review the map with stakeholders. Incorporate their feedback to refine it and enhance its accuracy and usability.
6. Examine the map to pinpoint areas of friction that can help drive resolution and alignment, leading to opportunities to explore new angles and better design.

Journey Map

A journey map visually represents the experience of a user group or persona. While every individual's experience is unique, it highlights critical touchpoints and uncovers the needs that emerge in those moments. (For an example, see page 59 of *Design4Impact: A Guide for Innovators and Changemakers in Health and Social Care*.) The intention here is to seek feedback from your user group and stakeholders, to ensure that your journey map is accurate and usable.

1. Start by mapping out every action a user takes and every interaction they have with each touchpoint.
2. Modify the elements in the journey map to adapt it to the context of your design challenge and user experience. For example, you might choose to include "Channel", "User Goals", "Metric" or "Stakeholders".

Journey Map of _____



Scenario

Needs and Goals

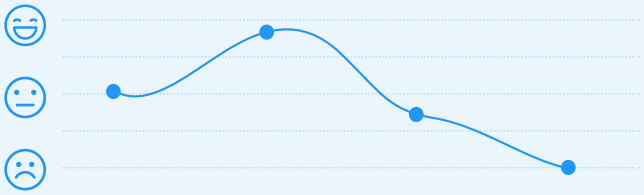
Stages

Touchpoints
(user's interactions with the product/ service over time)

Actions

Thoughts/ Feelings

Emotions



Pain Points/ Opportunities

Persona

A persona is a fictional representation of a user, based on research and data. It captures individual needs, motivations, behaviours and attitudes, to help you develop user-centred solutions.

How-to

1. Consolidate and analyse the information you have collected from interviews, focus groups and field ethnography.
2. Identify recurring moments of frustration, confusion, or unmet needs. These patterns reveal where people face challenges, and highlight chances to improve or create new services that better meet their needs. They are crucial to shaping the design challenge, personas, and journey maps.
3. Group people who share similar goals, habits, or struggles. These clusters can help you form different types of personas.
4. Identify common attributes, behaviours and needs within each cluster to define the core characteristics of your persona(s).
5. Develop a comprehensive persona by including details such as demographics, goals, challenges, motivations and preferences.
6. Validate the persona(s) with stakeholders, incorporating their feedback to make the persona(s) more accurate and relevant.

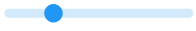
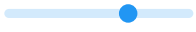
Persona

Develop personas that represent the users for whom you're designing a solution. Using your research findings, map out common attributes, behaviours and motivations across this user group.

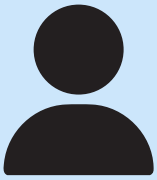
There are no established formats for personas. A persona should comprise components that are contextually important to your design challenge and user group, such as a description of a day in their lives, their pain points and factors that influence them. In general, it is good to include:

- A name that people can relate to (a common way is to use an adjective and a name starting with the same letter — for example, Busy Betty)
- Key characteristics such as mindsets, behaviours, needs and motivations
- Quotes that encapsulate the persona

If there is a need for more than one persona, you can differentiate them by their unique attributes, for instance:

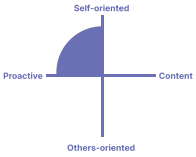
- Tech-savviness 
- Proactiveness 
- Sociability 

Persona Name:



Characteristics

Yolo Yolanda



Mindset and attitude

- Values independence and has a strong sense of self
- Adventurous and proactive
- Loves challenging oneself

Behaviour

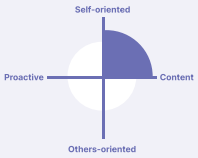
- Seeks out new experiences
- Likes to travel, learn new things
- Pampers him/herself

“Got friends or not I don’t really care. I just don’t want to stay still. I just want to move!”

"Relax and enjoy time after years of hard work. I’m still physically fit, better travel more, enjoy more while I can."

“I set myself a goal to live an ageless lifestyle and focus on leading a happy life!”

Relax Richard



Mindset and attitude

- Chooses comfort in activities that fulfils him/herself
- Embraces the freedom and slowdown in life to relax and enjoy life

Behaviour

- Is likely a homebody
- Goes about usual routine and usual spots in the neighbourhood
- Tags along rather than initiates

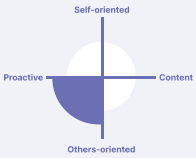
“Retirement means that you don’t worry. I’m the type that doesn’t like to burn my brain cells la...”

“My personality is not outgoing, I am more quiet, not really those super active type.”

“I don’t set targets anymore.. If you set targets, you might take a few years to reach...”

Personas created by Team SAFSG, represen
behaviours that influence lifestyle

Helpful Henry



Mindset and attitude

- Purposeful
- Naturally altruistic
- Seeks growth
- Strong sense of belonging to the community

Behaviour

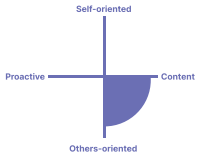
- Loves to move around and be with the community
- Engages and contributes to community activities regularly

"I won't say volunteering is a responsibility... It's like being at home. We just need to do it."

"I want to learn more, teach my friends, pass on the knowledge I have. I feel very happy volunteering!"

"If I'm given opportunities, I would not forgo the chance to grow! The more I teach, the more I grow."

Carry on Carrie



Mindset and attitude

- Prefers to go with the flow and keep things status quo
- Gets a sense of purpose through acts of service and contribution

Behaviour

- Makes choices that help him/her fit in and align with the norm
- Wants to continue taking care of family or to keep working

"I will keep working as long as I can! It's what I've been doing all my life..."

"For me now, I just want to be healthy."

"Retirement is not in my dictionary. I never never think about retirement."

ting distinct sets of mindsets, attitudes, and decisions during senior adulthood

Iceberg Model

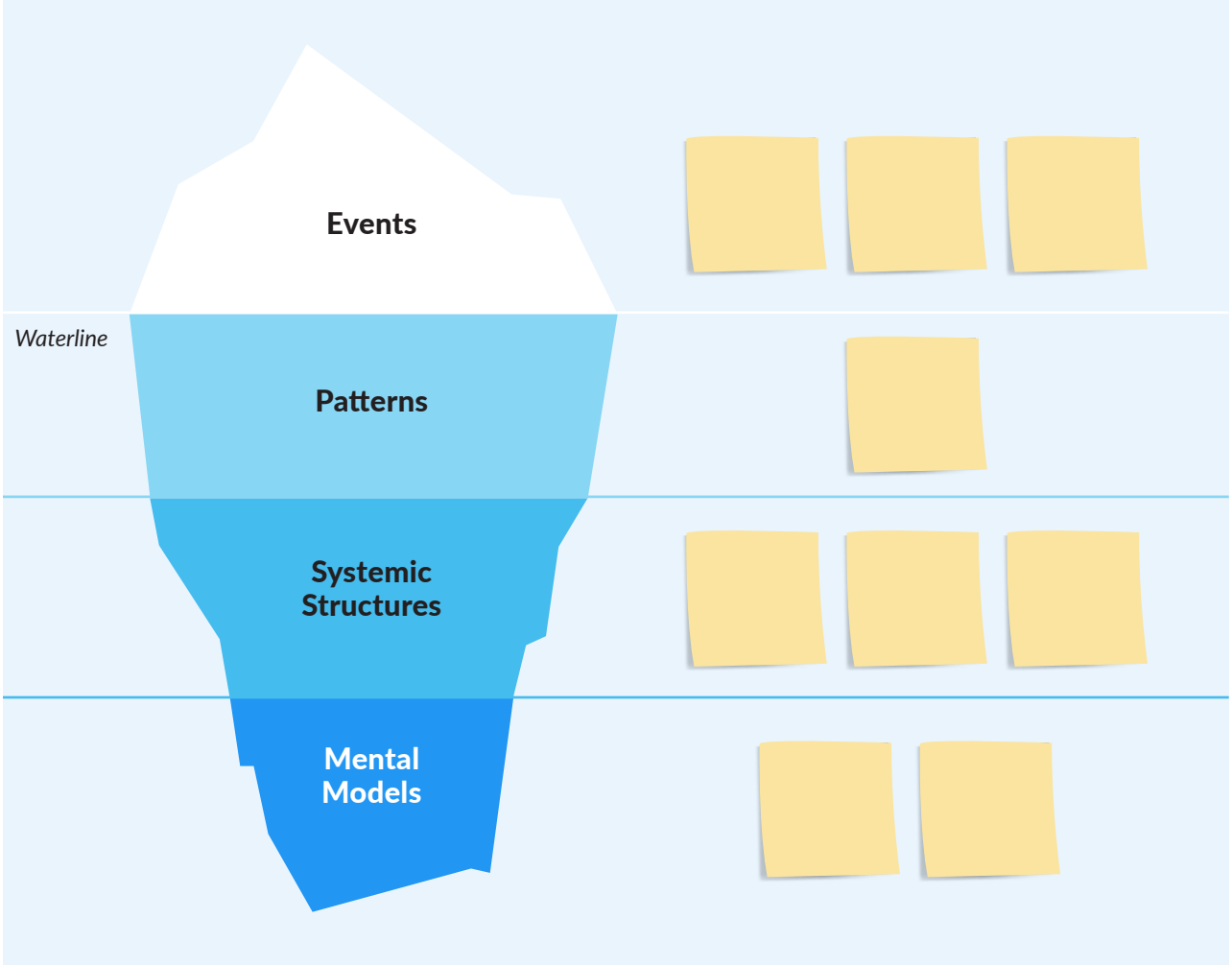
The Iceberg Model explores the underlying factors that drive human challenges, helping you to design solutions that are both effective and sustainable.

How-to

1. Note down the Events (visible symptoms) that you observe.
2. Discover Patterns that emerge across Events over time. Synthesise insights from your desk and field research, connecting the dots between the data to identify trends and correlations.
3. For each recurring Pattern, examine your findings to uncover what Systemic Structures might cause these Patterns to be sustained over time. Systemic Structures refer to the underlying mechanisms and relationships within a system that drive observed Patterns and Events. They help identify root causes and potential interventions to address complex problems.
4. For each Systemic Structure, think about what Mental Models might be supporting and perpetuating them, by delving into the thought processes, values, and beliefs of the relevant groups. (For instance, the scarcity mindset is a Mental Model where people hoard items or avoid spending because they constantly fear they won't have enough in the future.)
5. Conduct further research to validate the hypotheses you have made in steps 2, 3, and 4.
6. Use the insights gained to inform problem-solving, and design solutions that address both the visible symptoms and underlying structures.
7. Remember that Systemic Structures and Mental Models may take more time and effort to address — plan your approach accordingly.

Iceberg Model

Use the Iceberg Model to analyse complex systems or events by identifying the visible symptoms (above the waterline) and the underlying structures, patterns, and mental models (below the waterline) that drive them. (For an example, see page 61 of *Design4Impact: A Guide for Innovators and Changemakers in Health and Social Care*.)



Reframe

Continually redefine or reinterpret the problem when new insights emerge, to challenge your assumptions and ensure that your solution aligns with actual needs.

How-to

1. Define a Point of View (POV): who you are designing for, what their needs are, what you know about them, and their desired outcome. Leverage the research synthesis you have conducted, such as personas and journey maps.
2. Use your POV to craft a challenge statement that starts with "How might we (HMW)…?"
3. When new information arises and demands a pivot in direction, do not hesitate to adjust and reframe your challenge.

Tips

Frame your challenge statement around desired outcomes, not predetermined solutions. Such framing will encourage a greater divergence of ideas and avoid limiting the possibilities.

- Don't: "HMW design a financial app for low-income families?"
- Do: "HMW enable social mobility for low-income families?"

It is also advisable to frame your challenge positively, to focus on what is possible rather than what is impossible.

- Don't: "HMW prevent employee turnover?"
- Do: "HMW create environments that promote retention?"

Point of View

Crafting a Point of View statement helps us gain clarity and focus on the needs of our users. Here is an example of a POV statement:

When *discharged from the hospital* [Context],

an elderly patient who lives alone [User] needs a way to *get clear, ongoing support* [Need]

because *they often feel overwhelmed by medical instructions and have no one at home to help manage their care* [Insight/Motivation].

Use the template below to try developing your own POV statement.

When _____ [Context],

_____ [User] needs a way to _____ [Need]

because _____ [Insight/Motivation].

Criteria for Success

Current Solutions/Workarounds

Likes & Dislikes

DEVELOP

3.1 GENERATION OF IDEAS

Brainstorming

Generate creative ideas in a collaborative, non-judgmental exchange where people can freely share their ideas.

How-to

1. Before the brainstorming session, ask a few clarifying questions to check if team members possess sufficient background knowledge about the topic.
2. Lighten the mood through some icebreaker games aimed at reducing social anxiety. Encourage the group to keep an open mind and consciously defer judgment towards ideas presented by others. This will set the tone for a more productive brainstorming session.
3. Using the team's "How might we...?" question as a prompt (see "Reframe" in Chapter 2), initiate a five-minute silent brainstorming session. Have each member jot down ideas on sticky notes, using a separate sticky note for each distinct idea.
4. Dedicate 15 minutes to share and discuss your ideas as a team. Group similar themes together and conduct deep dive discussions for greater insights.
5. In the next 30 minutes, focus on exploring synergies between your ideas and actively build upon each other's suggestions. Ensure that your discussion remains within the scope of the design challenge.
6. Generate as many ideas as possible before moving on to prioritise and select ideas.

Crazy-Eights

Sketch eight distinct ideas within eight minutes through this rapid ideation technique used in design thinking and creative problem-solving, which focuses on generating diverse ideas quickly rather than evaluating them.

How-to

1. Each team member receives an A4-sized piece of paper and folds it in half thrice to create eight sections.
2. Set the timer for eight minutes.
3. Using the team's "How might we…?" question as a prompt (see "Reframe" in Chapter 2), have everyone sketch one idea in each of the eight sections.
4. Stop sketching when the timer ends. The short time frame is meant to create an element of urgency and prevent members from overthinking.
5. Circulate each sheet of paper around the group to allow team members to build upon one another's ideas. Set a time limit of eight minutes per rotation, passing the sheets around until everyone has contributed to each sheet.
6. After the activity, have everyone share which idea they liked the most or found the most interesting. Discuss any common themes or patterns that emerged.
7. Document the ideas on sticky notes for future reference and further development.

Creating Solution Concepts

Cluster similar or related ideas to distil their essence, enhance their practicality, and combine them in ways that lead to fresh, innovative solutions.

How-to

1. Gather all the ideas you have generated from ideation exercises such as brainstorming and Crazy-Eights. Ensure that each distinct idea is written on a separate sticky note.

2. Have each member describe their ideas to the team. Appoint a facilitator to cluster related ideas while seeking clarification and consensus from the team. This facilitator should also help to maintain the flow of the session and encourage equal participation.

3. Discuss the similarities and differences between the ideas within each cluster, allowing new ideas to emerge in the process. Write a descriptor for each cluster to turn the ideas into concrete product or service features.

4. Look for synergies among the various clusters and explore how different ideas can be combined to create holistic solution concepts.

5. Taking reference from your "How might we...?" question (see "Reframe" in Chapter 2), discuss whether the solutions sufficiently address the design challenge. Determine whether further research or ideation sessions are required.

6. Designate one person to photograph each labelled cluster after the team has discussed and grouped the sticky notes. Ensure that handwritten notes are legible — alternatively, type out the notes for clarity. These will serve as a foundation for future discussions and exploration.

DEVELOP

3.2 SYNTHESIS AND SELECTION OF IDEAS

Dot Voting

Use this decision and prioritisation technique to democratically decide which ideas to focus on among the numerous options.

How-to

1. Ensure that the team is clear on what you are voting for and why, as well as the voting criteria. For instance, if the team is voting on which idea to pursue, the voting criteria could include feasibility and user impact.
2. Provide each team member with an equal number of colour-coded dot stickers as a means of indicating their vote. Allow everyone to vote on the options provided independently and in silence, so as not to influence each other's decisions.
3. Once everyone has voted, the facilitator tallies the votes and arranges the options according to popularity.
4. In the event of a tie, all team members will be given an equal number of colour-coded dot stickers again to revote on the top options, so as to establish a clear winner.
5. As a team, discuss the rationale behind selecting the top option(s) and decide your next steps.

Service Blueprint

Map out the touchpoints and processes behind the user's experience using this visual tool, to identify interaction points for design and development as well as potential service gaps for improvement.

How-to

1. Engage all relevant stakeholders and representative individuals of your user group to co-develop the service blueprint.
2. Chronologically map the end-to-end user journey, detailing the user's actions in one row and the actions of frontline staff and digital interfaces in another row.
3. Between these rows, draw the "line of interaction", which highlights all points of interaction with your users. These front stage interactions — touchpoints that are visible to users — should be prioritised to design a better service experience and create value.
4. In the next row, proceed to map out all backstage processes — that is, internal processes that support the service but are not visible to the user.
5. Next, draw the "line of visibility", which demarcates what users experience versus what they are not aware of. Discern whether any processes should be moved to the front stage or backstage segments.
6. Additional layers such as "support activities" and the "line of internal interaction" could be included to help design better internal processes and experiences for your staff. The "line of internal interaction" represents the boundaries where backstage actions (not visible to users) by staff interact with support processes or internal systems.
7. Iterate and refine to create a reference document for further developments.

Service Blueprint

The service blueprint is a visualisation of both front- and back-end activities and interactions. It can be used to help multiple stakeholders align and deliver service offerings, to enhance user experiences and operational efficiency. For an example of a service blueprint, see pages 80–81 of *Design4Impact: A Guide for Innovators and Changemakers in Health and Social Care*.

Time/Phase	
Evidence/Location	
Service User Activities	
Line of Interaction	
Front Stage Activities	
Line of Visibility	
Backstage Activities	
Line of Internal Interaction	
Support Activities	

DEVELOP

3.3 PROTOTYPING

Low- to High-Fidelity Prototyping

Evolve ideas from rough concepts to polished, test-ready solutions through rapid prototyping, where each preliminary or mockup version of the idea builds upon the previous one, allowing for iteration and refinement.

How-to

1. Create low-fidelity prototypes — simple, rough and quick representations of an idea — whether through storyboards, scenario walkthroughs, or paper prototyping. This process helps to refine your team's solution concepts (refer to Chapter 3.1).
2. Establish clear objectives for concept testing. This may include assessing the concept's appeal, relevance, user acceptance, and perceived value.
3. Test prototypes with end users and stakeholders to gather feedback before iterating and testing again.
4. When the objectives for concept testing have been met, proceed to define and conduct usability testing. For example, this might include ease of use, efficiency, and overall user experience of a product or service.
5. Progress from low- to high-fidelity prototypes through cycles of iterative testing. These might come in the form of service blueprints, interactive digital interfaces, mock-ups of the relevant physical environments, and so on.

Spatial Prototyping

Assess and refine the physical configuration of service environments by temporarily modifying existing spaces with materials to simulate user interactions and service delivery.

How-to

1. Outline the goals and scenarios for testing, using a desktop walkthrough as a starting point. Consider the needs of your personas, user journeys, interactions, and desired emotional responses.
2. Select a suitable venue. Use simple materials to augment the layout of the space and replicate the physical elements of your envisioned design.
3. Replicate the context of the scenario to be tested. This includes the time of day, the mood of the room, and how the space fits into the bigger picture of service delivery.
4. Assign people roles to enact different service scenes within this space. This is typically done in conjunction with roleplays (refer to Chapter 3.4).
5. Observe how the scenario unfolds. Document your findings to determine how to iterate the spatial design and service delivery processes.

Desktop Walkthrough

Visualise the entire service experience through a 3D tabletop mock-up that allows team members to walk through the scenarios and discuss each step.

How-to

1. Define the scope of the user journey and the scenarios to be examined. This could include scenarios outlined in your storyboards or a segment of your service blueprint; also consider how different personas might interact.
2. Create a 3D mock-up of the service environment using cardboard or Lego blocks. Explore how the space could be best oriented to meet the needs of the service experience.
3. Conduct detailed step-by-step walkthroughs of various service scenarios, including the most common or typical interactions, less common but potentially problematic situations, and scenarios where the system breaks down or the user makes a mistake. Take on the lens of your users, stakeholders and service delivery personnel by observing and analysing the interactions and spatial experience of each individual.
4. Use insights from the walkthrough to discuss and implement improvements for a more seamless user flow, and design further iterations for your solution.

DEVELOP

3.4 TESTING AND GATHERING OF FEEDBACK

Storyboard

Create a visual representation of a user's journey or experience to illustrate your user's needs and behaviours as well as depict how your solution creates value for them.

How-to

1. Define a scenario in which your envisioned solution takes place, and highlight the key scenes where critical interactions or moments occur.
2. For every scene, create illustrations that capture the actions and perspective of the user.
3. Write an accompanying narrative that describes the key actions, emotions, thoughts and interactions taking place in each scene.
4. Decide what kind of feedback you need: validation (ascertaining whether you are on the right track), refinement (identifying gaps or flaws that need to be addressed), or approval (securing buy-in to move forward with the concept). Align with stakeholders earlier rather than later, clarifying your expectations.
5. Iterate the storyboard based on feedback, ensuring that it is clear and aligned with users' needs and your desired outcomes.
6. Use the storyboard to guide the development of subsequent higher-fidelity prototypes to validate the design concept.

Roleplay

Simulate real-life scenarios to examine service delivery from users' perspectives and experiences.

How-to

1. Define a scenario you would like to address or examine. Break the scenario down into different scenes with a brief narrative describing actions and desired outcomes.
2. Define the roles or personas involved in the scenario. It is important to create detailed character profiles that clearly describe their characteristics, behaviours, motivations and intent (see "Persona" in Chapter 2).
3. Set the scene by establishing the context, staging the environment and providing background information to help participants immerse themselves in the situation and their assigned roles.
4. Act out the scenario without a script. This encourages participants to embody their assigned personas, engage authentically with the various roles, and express thoughts, emotions and actions realistically.
5. As the roleplay unfolds, observe the interactions and reactions of participants. Document key insights (like user behaviours, emotions, interactions and service breakdowns), noting areas of success, challenges or unexpected outcomes.
6. Gather feedback from the participants.
7. Iterate to refine the design of the service process in alignment with the expectations and needs of users.

Pitching Your Idea

Communicate your solution compellingly to garner your audience's support.

How-to

1. Clearly articulate the problem, its significance, and contextual circumstances to your audience.
2. Be specific about who your solution is designed for. Immerse your audience in the target users' perspective and share their stories to create an empathetic connection.
3. Demonstrate how your solution works and the pain points it is designed to address. Consider what assumptions your audience might challenge.
4. If you are participating in a design challenge, ensure elements of your pitch are linked to the judging criteria (which often include feasibility, implementability, creativity and the use of design thinking principles). In addition, emphasise the impact and scalability of your solution while outlining the endgame your project is likely headed towards.
5. To effectively engage your audience, strategically customise how you utilise media for your pitch, taking into account their preferences, the context, and the nature of your message. Consider using means apart from PowerPoint slides, such as videos, prototypes and even roleplaying acts. Your goal is to leave a lasting impression.

DELIVER

4.1 VISION AND GOALS

Vision Alignment

Establish a shared vision of the project's goals and objectives across the team.

How-to

1. Based on their shared understanding of the problem statement, each team member spends five minutes writing down their interpretation of the project's vision for the next two to five years, on sticky notes — one point per note.
2. After the allotted time, team members take turns sharing what they have written.
3. Identify any commonalities among what team members have written, and cluster the sticky notes accordingly.
4. Discuss as a group to formulate a single, unified team vision.

Endgame

Determine the final stage or ultimate goal of your plan, strategy or project.

How-to

1. Have all team members read through the six Endgame approaches from the Stanford Social Innovation Review's *What's Your Endgame?* (refer to page 103 of *Design4Impact: A Guide for Innovators and Changemakers in Health and Social Care*).
2. Restate the problem statement and proposed solution to guide your team in envisioning the endgame.
3. Set a timer for 10 minutes. During this time, each team member should envision the project's endgame and write down their ideas on sticky notes.
4. At the end of the allotted time, each team member shares their envisioned endgame. Then, identify what aligns across these envisioned endgames and cluster related ideas.
5. Facilitate a discussion to establish a unified endgame strategy across the team.
6. Review your endgame strategy as the project progresses, to adapt to changing circumstances.

Logic Model

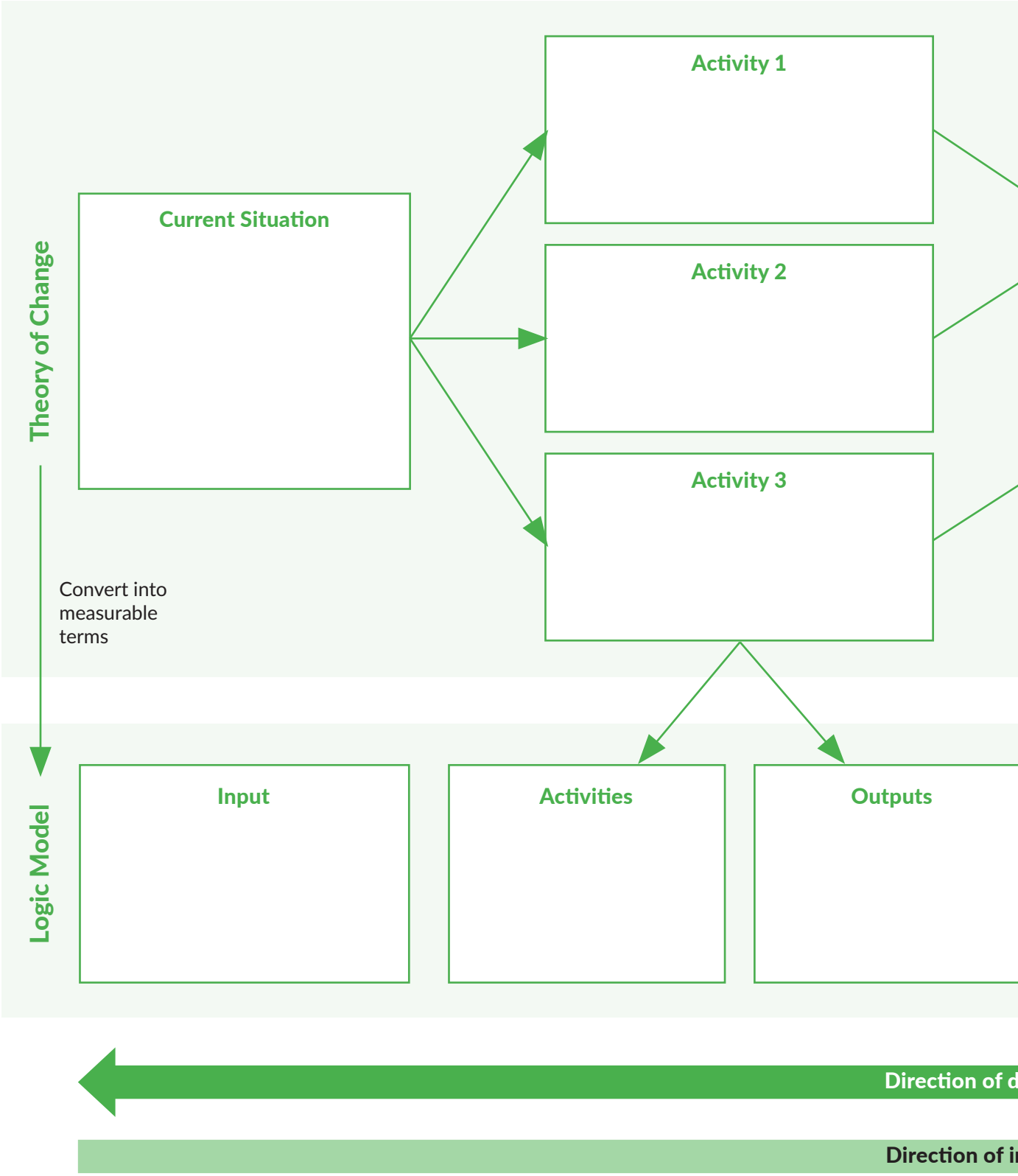
Map out the steps and factors needed to achieve your desired outcome using a Logic Model, which visually represents the relationships between inputs, activities, outputs and outcomes.

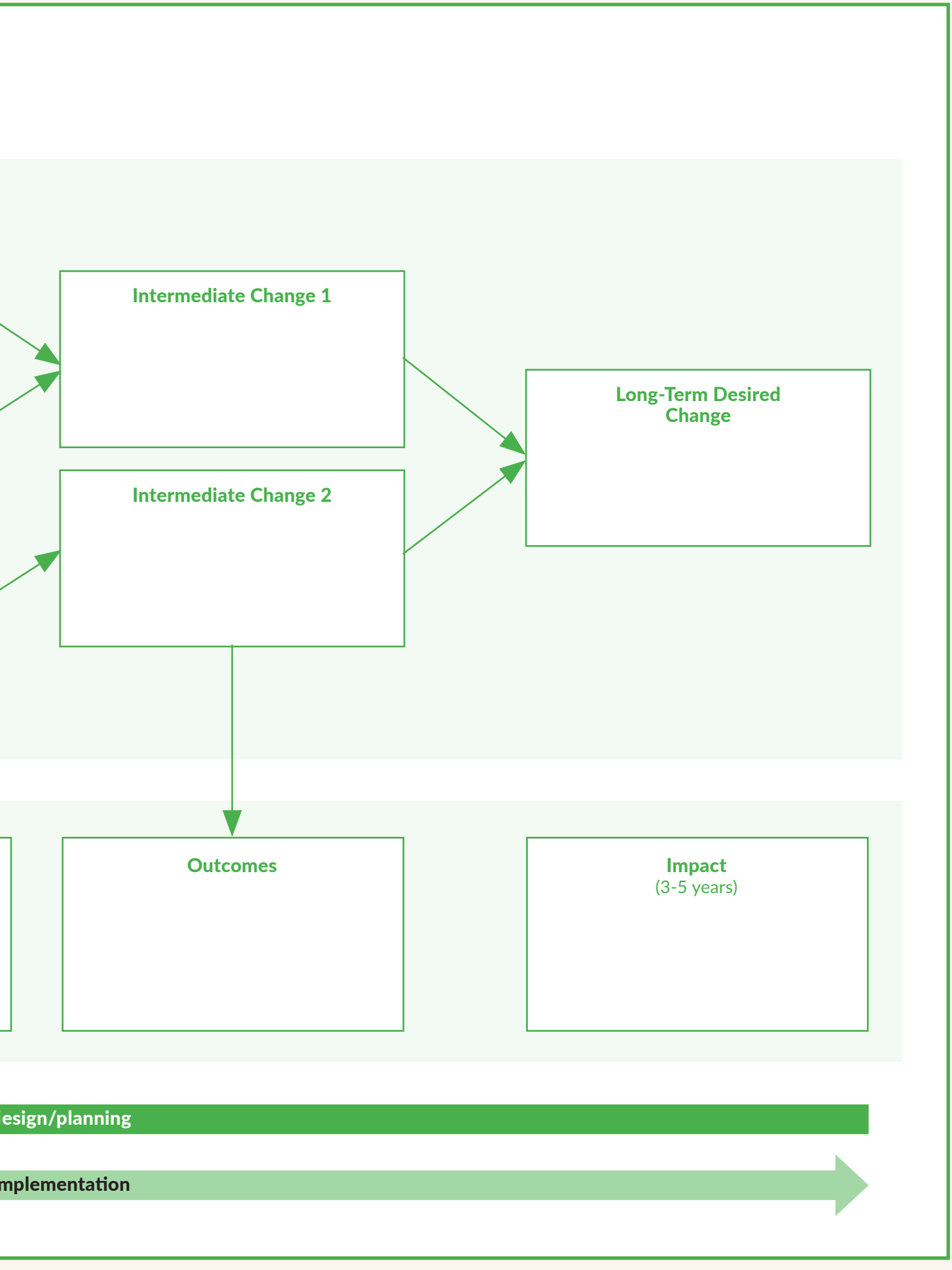
How-to

1. Define the problem. Clearly articulate who this problem affects and how it impacts them.
2. Detail the desired long-term outcomes of your solution. These should have direct relevance to the problem facing your target group.
3. Outline the key activities which form the essence of your solution, as well as the corresponding measurable outputs, which are the direct result of your key activities. These are your immediate deliverables.
4. Define the short-term outcomes expected to occur as a direct result of your interventions. These should build up to the long-term outcomes you have defined.
5. Identify the inputs (including resources) required to execute the activities. Without these, your interventions cannot be carried out.
6. Check that there is a sound logic flow from inputs to long-term outcomes. Identify the contexts, assumptions, as well as risk and external factors that might influence each step of the logic flow.
7. Use the Logic Model to determine metrics for validation. Regularly review and refine the model based on ongoing evaluation, feedback and changes in your implementation.

Theory of Change

The Theory of Change visualises how actions lead to long-term social impact. It starts by defining the desired change and working backwards to identify the key conditions and steps needed to achieve it. This framework is often used to then translate a vision into actionable steps using the Logic Model.




Intermediate Change 1
Intermediate Change 2
Long-Term Desired Change
Outcomes
Impact
(3-5 years)
esign/planning
mplementation

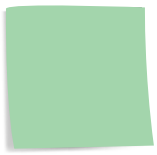
Logic Model

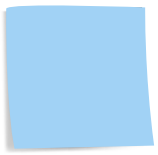
A Logic Model can be used to help teams align around a shared vision, co-create with users, prototype early and iterate based on real feedback, thus aiding in developing scalable and sustainable solutions.

Problem	Solution/Strategy		
	Inputs	**Activities**	**Outputs**
	What resources do you need? E.g. Volunteers, funding	What must you do to accomplish the short-term outcomes? E.g. Run workshops, events	What are the tangible products or immediate deliverables resulting from the activities? E.g. Number of training sessions held

Context/Assumptions/ Risk & External Factors

State the external conditions and circumstances to be accounted for, assumptions to be tested, and risks or barriers to be mitigated.





Outcomes	
Short-Term	**Long-Term**
What are the changes and benefits resulting from the outputs? E.g. Provide skills and resources	What is the ultimate goal? E.g. Changes in skills or attitudes

Context to be accounted for

Assumptions to be tested

Risks to be mitigated

Project Charter

Outline your project's purpose, scope and key parameters in a concise document, which will act as a roadmap for initiation, planning and execution.

How-to

1. As a team, complete the Project Charter template provided. Having clearly defined your problem statement, identify the resources and stakeholders involved, and devise strategies to overcome any constraints.

Project Charter

The Project Charter is a dynamic document which outlines a project's purpose, scope and key parameters. It helps keep everyone aligned and supports smooth planning and execution.

Title

Problem Statement

Describe the issue. Why is it worth solving?

Project Scope

What will be included and what will not?
Is there any part of the process that falls beyond your scope?

Project Outcome/Deliverables

What is the ultimate outcome you are striving for?
(E.g. Implement community gardening across two sites within six months)
How will you define success?

Resources

What resources will you need?

Key Measures	Baseline	Target

2. Agree on how tasks are delegated amongst yourselves for accountability to one another.
3. Establish key project milestones to maintain focus and keep to timelines.
4. Define your project outcomes and metrics for success, integrating insights from your Business Model Canvas (refer to Chapter 4.3).
5. Treat the Project Charter as a live document — update it continually to reflect your project's progress and evolution.

Start Date	End Date	Last Updated

Project Team	
Project Sponsor	Name/Title/Organisation
Project Owner	Name/Title/Organisation
Project Lead	Name/Title/Organisation
Project Team Members	Name/Title/Organisation
Other Stakeholders	Name/Title/Organisation

Timeline	Planned Date	Actual Date
Milestone 1:		
Milestone 2:		
Milestone 3:		
Milestone 4:		
Milestone 5:		

Value Proposition Canvas

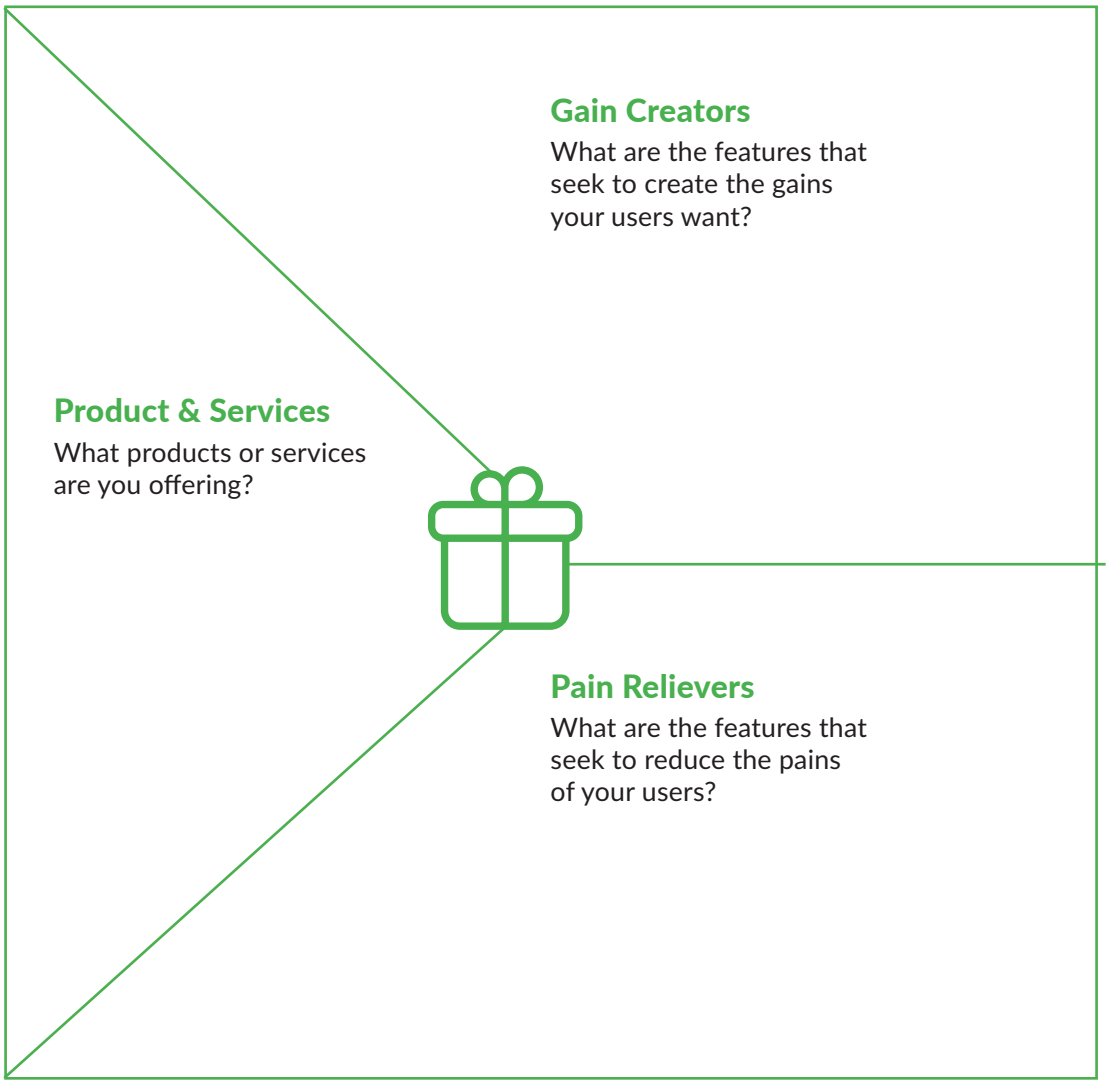
A Value Proposition Canvas is a strategic tool to help you develop user-centric solutions with distinctive features that differentiate them from other solutions.

How-to

1. Identify a user segment. Describe the problems or needs that users seek to resolve alongside their pains and gains in the User Profile section of the Value Proposition Canvas (VPC). Personas may serve as a good reference (see Chapter 2 of the Design4Impact annex).

Value Proposition Canvas

Use this template to articulate how your solution addresses the target group's problems or needs, and the key features that set it apart from other solutions.



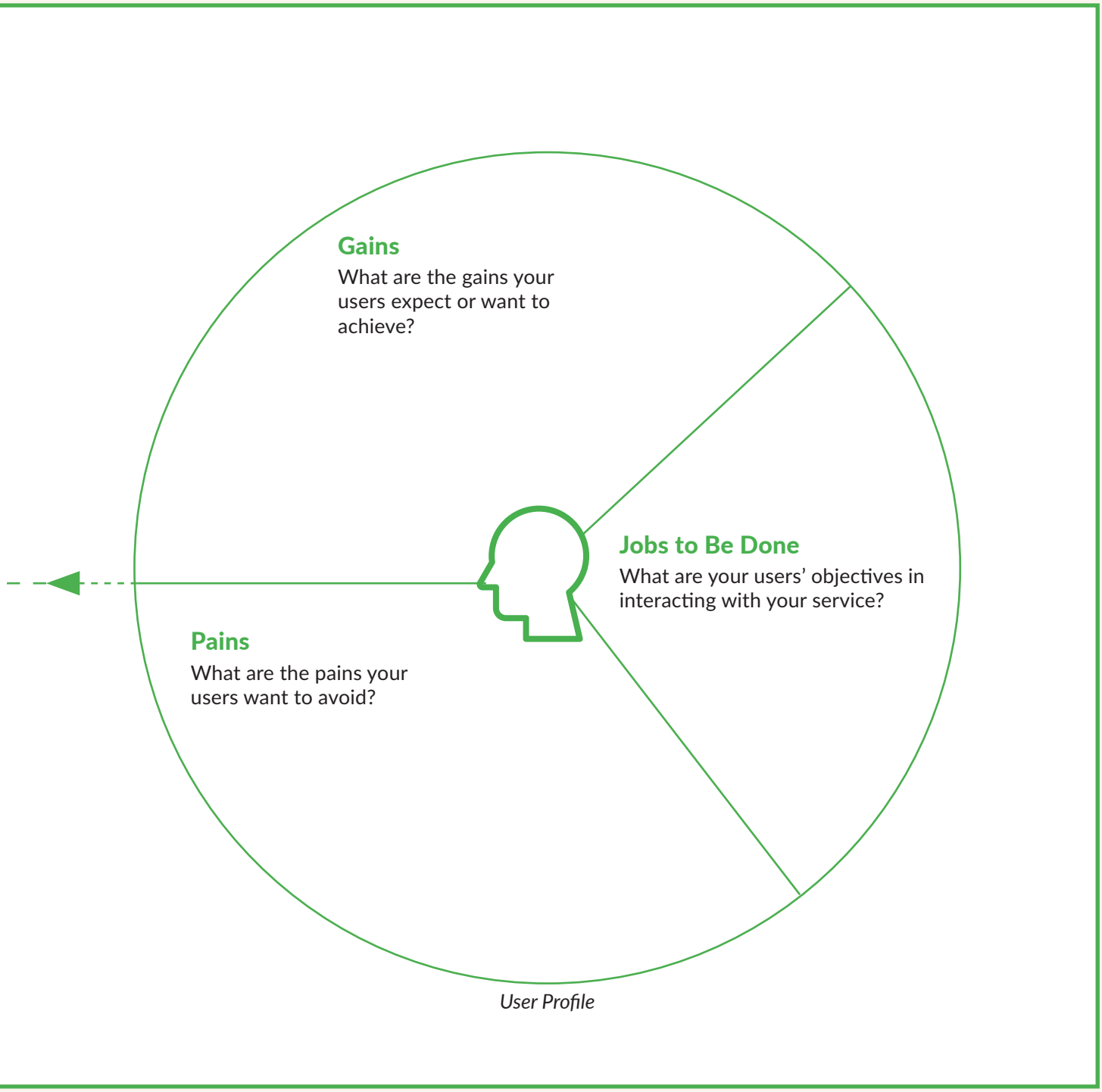
Value Map

Credit: Strategyzer - Va

2. Develop value propositions — describe your solution in the Value Map of the VPC, detailing service offerings that relieve users' pains or create gains that enhance the user experience.

3. Align your Value Map with your User Profile — identify any mismatches and potential opportunities by comparing your service offerings to user problems, needs, pains and gains. Then, adjust your value propositions based on these insights.

4. Test your VPC with real users to gather feedback, and iterate and refine your value propositions accordingly.



lue Proposition Canvas

DELIVER

4.2 RESOURCE MAPPING AND MANAGEMENT

Team Composition

Assemble a well-rounded team whose interests and values are aligned.

How-to

1. Ensure all team members can commit fully from the project's start to end.
2. Assess the experiences and competencies of team members. Identify any missing skills that could hinder the success of your project.
3. Distribute roles and responsibilities based on your team's identified competencies.
4. As a team, discuss the goals of the project and everyone's individual motivations. Identify commonalities and broader themes across what you have shared. Determine a shared purpose that the team agrees upon.
5. Document what you have discussed to guide future conversations.

Resource Planning

Manage your resources with agility to adapt to new developments and constraints.

How-to

1. Identify and prioritise the core functionalities that your solution must deliver. Consider starting with a Minimum Viable Product (refer to Chapter 4.3).
2. List the resources required to deliver your solution. These can be determined based on your communications plan and service blueprint (refer to Chapter 3.2).
3. Identify resources that can be obtained through partnerships or collaborations. Use the Business Model Canvas (refer to Chapter 4.3) to identify partners that support the delivery of your core offerings.
4. Allocate your budget across iterative cycles, based on your pilot plan and timeline. Set aside a budget for contingencies.
5. Monitor the outcomes of your pilot and regularly review your budget and resource utilisation, to ensure that your resources are used effectively.

Communications Plan

The communications plan ensures that the right people have the right information at the right time — helping teams to stay aligned, collaborative, and efficient throughout the process.

Key Area	Prompts	Details
Objectives	What do you want to achieve through your communication? • Keep stakeholders informed • Align expectations • Foster engagement and feedback	
Key audiences	Who are you communicating with? What do they need to know? • Internal team • Community partners • Service users/public	
Core messages	What are the main messages for each group? • Why this matters • What is happening and when • How to get involved/provide input	
Channels and tools	Which platforms will you use? • Emails, WhatsApp, Telegram, meetings • Posters, social media, community forums	
Frequency and timing	How often will you communicate? • Weekly internal updates • Monthly check-ins with partners • Ad hoc public outreach	
Roles and responsibilities	Who is in charge of what? • Drafting content: [Name/Role] • Sending updates: [Name/Role] • Managing feedback: [Name/Role]	
Milestones and activities	How will you align your milestones and activities with the pilot phases? • Pilot launch announcement • Mid-cycle update • End-of-pilot reflections	
Feedback and adaptation	How will you know your solution is working? • Check engagement (views, responses) • Collect feedback from recipients • Adjust messaging or channels as needed	

DELIVER

4.3 IMPLEMENTATION

Whole Product Concept

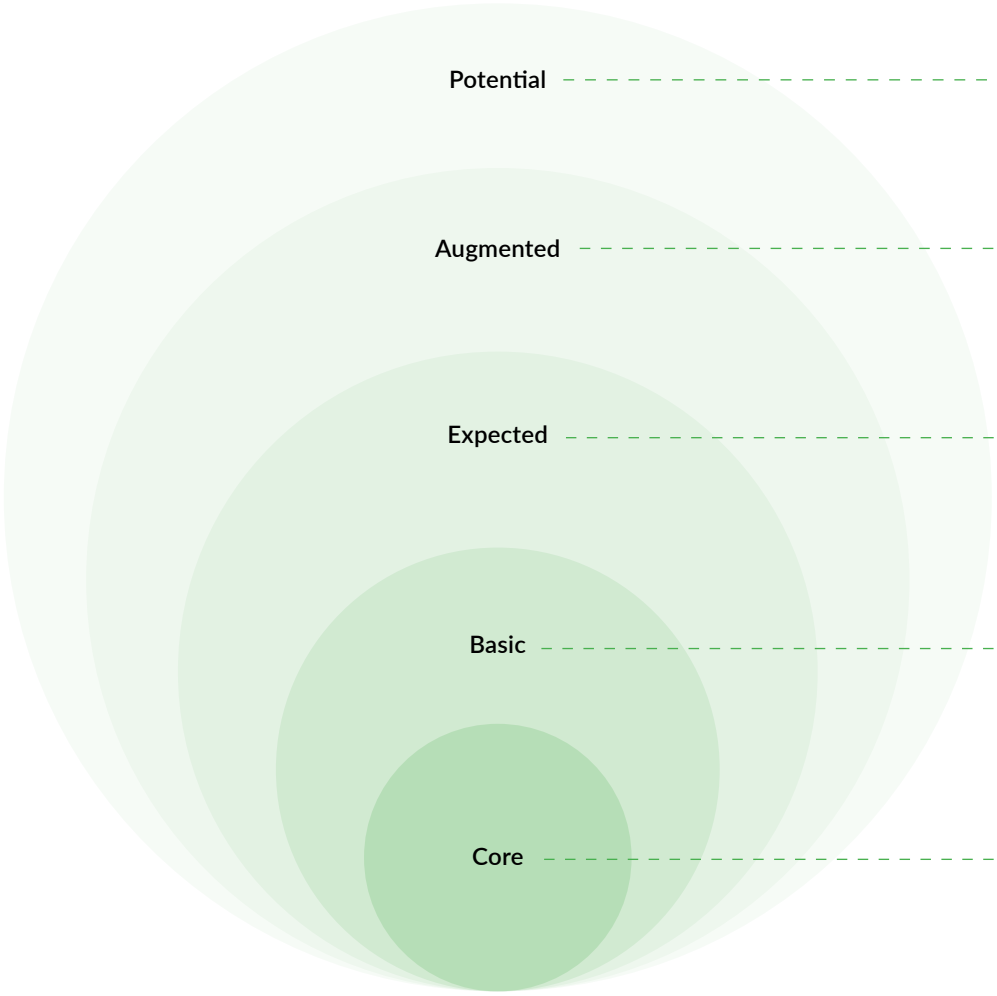
A Whole Product Concept is a product or service that includes all the necessary features and supporting elements which help to meet a user's needs.

How-to

1. Identify and list the features, services and elements of your product or service.
2. Categorise them according to the five different levels, starting from the core product features.
3. Prioritise the features in each level and arrange a development roadmap, starting from the core level and progressing outwards.
4. Ensure that the combination of features contributes to a positive and comprehensive user experience at each phase of development.

Whole Product Concept

Use this template to map out the supporting elements that make your product a complete and holistic solution.



Minimum Viable Product

Develop a Minimum Viable Product — a product or service built with core features that deliver value while providing just enough functionality to test key assumptions — to reduce risk, shorten time-to-market, and enable early user feedback for iterative improvement.

How-to

1. Define the core features of your solution. Prioritise and structure development based on your Whole Product Concept.
2. Incorporate validated elements from previous prototype iterations, to create a market-deployable Minimum Viable Product (MVP).
3. Develop and execute communication and publicity plans (see “Resource Planning” in Chapter 4.2) to conduct outreach and acquire users for your solution.
4. Deploy the MVP to a small user base. Collect feedback and iterate based on responses.
5. Gradually increase your user base while monitoring users’ behaviour, market trends and competition from other goods or services.
6. Adapt the MVP based on continuous evaluation for sustained growth. Incorporate new features to enhance the user experience.

User Acquisition Funnel

A User Acquisition Funnel is a model that illustrates the stages a potential user goes through from initial awareness to becoming a customer. It typically includes steps such as awareness, interest, consideration, conversion, and retention.

How-to

1. Tailor the engagement strategy at each stage to suit the profiles of your users.
2. Actively gather feedback at each stage to guide you in iterating your design.

Tips

For each stage of the User Acquisition Funnel, you may want to consider the following:

- How can your target users access information on your product or service?
- What engagement channels will you employ to reach different user segments?
- How frequently should you communicate with your target user segments?
- Are you actively listening to what your users are saying? Are you providing them with any platforms to give feedback?
- How will you involve your target user segments in collaborative decision-making?
- How will you keep your stakeholders engaged and maintain their interest throughout the process?

User Acquisition Funnel

Use this template to visualise your user's journey from initial awareness to becoming an active user of your product or service. This will help you brainstorm activities that could attract, engage and convert individuals and organisations at each stage.

AWARENESS

Introduce your product/ service to people

INTEREST

Pique people's curiosity in your product/service

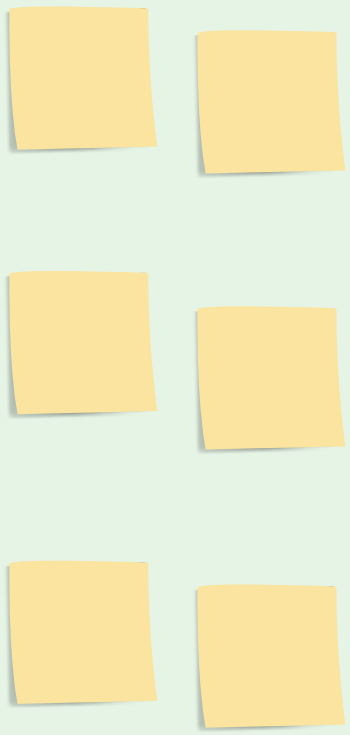
ENGAGEMENT

Get people to actively interact with your product/ service

Increased degree of change, requiri

PARTNERSHIP

Convert users into supporters/partners



ADVOCACY

Get supporters to champion or promote your cause

OPTIMISATION

Ensure continual support and advocacy from your supporters

ng increased communication efforts

Business Model Canvas

Outline a sustainable operating model for your solution by creating a Business Model Canvas — a strategic tool used to visualise and design solutions as well as identify areas for improvement and opportunities to innovate.

How-to

1. Define key user segments — groups who will benefit from your product or service.
2. Clearly define the value propositions of your product or service. Consider using the Value Proposition Canvas to examine your core offerings (refer to Chapter 4.1).
3. Identify the communication or service delivery channels that would facilitate each touchpoint throughout your user's journey.

Business Model Canvas

The Business Model Canvas charts the core elements needed to create a sustainable service delivery model. Numbers in the diagram below denote priorities and order of consideration. While helpful, it is not mandatory to follow this order.

Key partners 8

Who are the essential partners you need to involve? How might they get involved?

Key activities 6

What are the key activities and processes that create value for your users?

Key resources 7

What resources do you need to implement your idea? What assets do you already own?

Value propositio

What specific user pa are you trying to solv your solution better t alternative?

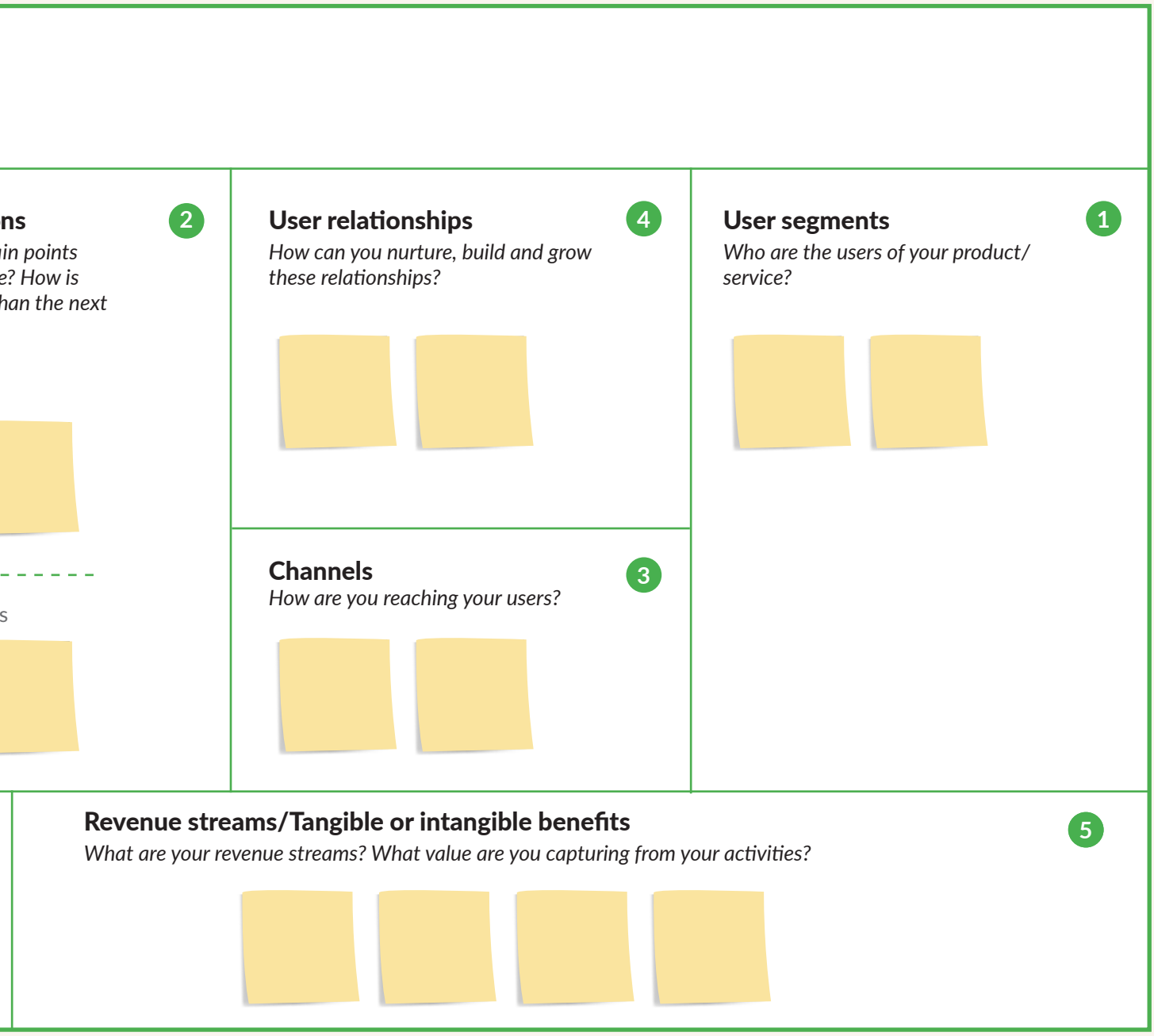
For users

For funders/partner

Cost structure 9

What are the costs involved in offering this product/service? (One-time and recurrent expenditures)

4. Envision the relationship you desire to create with your users, and outline how you will grow these relationships over time.
5. Estimate the amount of incoming revenue and benefits.
6. Define the key activities required for service delivery.
7. Determine the key resources needed to carry out your service.
8. Identify potential partners who could support key activities or provide the necessary resources.
9. Calculate and seek to balance the costs and benefits of service delivery.
10. Revisit the Business Model Canvas as your project evolves, updating it to reflect changes and adjustments in your overall strategy. Use it as a dynamic tool to guide design and implementation decisions.



Measuring Success

Observe and analyse your project's key metrics consistently and systematically.

How-to

1. Define key implementation matrices that will help you iterate and improve your solution. This includes matrices such as user feedback, user satisfaction, and process and output metrics. Consider utilising the Logic Model to define key matrices (refer to Chapter 4.1).
2. Create a data collection plan, defining the methods of data collection, who you will collect data from and when, as well as how this will be done to ensure the consistency and validity of your data.
3. Establish feedback loops — frameworks for addressing and responding to users and community feedback in an appropriate manner.
4. Collect data to set a baseline for your matrices. Where appropriate, determine performance thresholds at which actions should be taken to mitigate issues that emerge during implementation.
5. Continuously collate feedback and analyse the data. This will help you refine your solution iteratively, prioritise improvements based on real user insights, and adapt to evolving community needs.
6. Set periodic reviews to determine if the pilot is on track to deliver the social impact you aim to achieve.

Project Management

Develop systematic, well-organised workflows for effective execution.

How-to

1. Break down large tasks into smaller, manageable ones. You can work on these tasks remotely, individually or as a team through real-time collaborative workspaces such as Miro or Figma.
2. Track progress and foster accountability using digital collaborative platforms. Kanban boards like Trello, Jira, Miro or Figma (visual project management tools that use cards and columns to represent tasks and track their progress through a workflow) can be helpful.
3. As the project progresses, you will be dealing with a huge amount of information and data. Use a cloud storage platform to organise your information. Alternatively, try using an online collaborative work board to cluster similar themes or information.
4. Track expenditures against allocated funds using a simple spreadsheet.
5. Monitor the project's timeline, key milestones and deliverables with Gantt charts or shared calendars.

DELIVER

4.4 SUSTAINABILITY

Funding

Secure financial support for your project and build good relationships with funders.

How-to

1. Evaluate which possible sources of funding are a good match for the objectives and scope of your project, and whether any adjustments are needed to meet the funder's goals.
2. Ensure that your project aligns with or is able to accommodate the funder or grant's timeline, so you can make plans and preparations accordingly.
3. In your funding proposal, clearly define the outcomes of your solution, such as the number of people served and improvements in health and social markers, so that its impact can be measured and communicated. Highlight a clear path to self-sustainability and potential scalability, as these are often important to funders.
4. Familiarise yourself with the funder's reporting requirements, including financial accountability and progress tracking.
5. Provide regular updates through reports or meetings, keeping funders informed about project milestones, challenges and achievements. Maintain open dialogue with your funders to share feedback and involve them in key decision-making processes where appropriate.
6. To maintain good relationships with your funders, adhere to agreed-upon timelines and requirements for deliverables and reporting. Wherever possible, go beyond what is minimally required and exceed expectations. Provide detailed breakdowns of how funds are used, ensuring that you comply with the agreed budget.
7. Use clear, measurable metrics to demonstrate progress and the tangible impact of funders' support. Complement the data with human-interest stories that highlight the social impact of the project.
8. To build a long-term relationship with your funders, acknowledge their contributions. Share your vision for future phases of the project, emphasising how their continued support can amplify the impact of your project.

Tips

Social innovators can draw on various possible types and sources of funding within Singapore.

The Singapore government offers a range of grants:

- *Singapore Government Partnerships Office's Partners Portal:* On this portal, you can explore existing government resources, including funding and platforms that may support your idea.
- *Social service sector:* Agencies like the Ministry of Social and Family Development (MSF) and the National Council of Social Service (NCSS) provide grants for initiatives addressing social issues.
- *Healthcare sector:* There are various institutions that provide funding to support healthcare research, innovations and health promotion. These include the Agency for Integrated Care (AIC), Centre for Healthcare Innovation (CHI), Health Promotion Board (HPB), National Health Innovation Centre (NHIC), National Medical Research Council (NMRC), NHG Centre for Medical Technologies & Innovations (CMTi), and Temasek Foundation.

Besides grants, the government also offers schemes and partnerships to support commercial ideas:

- *Startup SG Founder:* This programme matches mentors to startups and provides grant funding to first-time entrepreneurs by matching their fundraising efforts.
- *Public-private collaboration initiatives:* Programmes such as the Enterprise Development Grant encourage partnerships between government entities and private innovators.
- *Government contracts:* You may also register to be a vendor to government agencies, providing goods and services that enhance public infrastructure or well-being.

You can also seek private sources of funding support from the philanthropic and corporate sectors, depending on the maturity of your project and focus areas:

- *Philanthropic organisations:* Local foundations like the Lien Foundation, the Tan Chin Tuan Foundation and the Community Foundation of Singapore offer grants to tackle pressing social challenges such as eldercare and educational equity. There is also a growing trend of family offices which are keen to support impactful projects.
- *Corporate Social Responsibility (CSR) programmes:* With growing pressure for companies to be sustainable and socially responsible, many companies fund projects that are aligned with their CSR goals, such as financial literacy and digital inclusion.
- *Crowdfunding platforms:* Through platforms like Giving.sg and Give.asia, innovators can attract support from the public for causes ranging from healthcare and community care to tech for good.

Do note that this list is non-exhaustive. For more information, you may visit the respective organisations' websites.

IP Rights and Commercialisation

Safeguard your ideas and innovations through intellectual property (IP) management.

How-to

1. Determine which parts of your project (such as designs, content, tools, or branding) may be protected under IP rights such as copyright, patents, or trademarks.
2. Search relevant databases (such as patent or trademark registries) to see if similar ideas already exist. This helps validate the originality of your work and avoid unintentional infringement.
3. Learn about the types of IP protection available to determine what suits your project best. When in doubt, consult an IP advisor or legal professional.
4. Consider how your innovation could reach a wider audience through licensing, public-private partnerships, or other models that generate value and promote impact.
5. Document agreements with collaborators or funders, covering aspects such as IP ownership, licensing terms, revenue sharing, and attribution of contributions.

Tips

Given their collaborative nature, health and social design projects often require additional IP management considerations:

- *Ownership clarity:* Define who owns the copyright for various creative works (such as design assets, educational content, and branding) developed during the project. Formal IP agreements can help delineate ownership and usage rights.
- *Documentation and attribution:* Use timestamps, copyright symbols, and proper attribution to show who created what. This supports transparency, recognition, and legal clarity in case of disputes.
- *Collaborative licences:* Adopt licences such as Creative Commons (such as CC-BY-SA) that allow shared use while respecting the rights of the original creators.
- *Educational usage clauses:* Clearly define what resources may be used for educational or community purposes, and under what conditions.

To scale your solution into accessible services or products, consider these commercialisation pathways:

- *Licensing agreements:* Allow others to use your IP under agreed terms, such as royalties or usage fees.
- *Public-private partnerships (PPPs):* Collaborate with public and private entities to scale your solution, such as by deploying a health tool nationwide.
- *Revenue streams:* Well-managed IP can open up funding and income opportunities to sustain or expand your project.

MOHT

MOH OFFICE FOR
HEALTHCARE TRANSFORMATION

NCSS
National Council
of Social Service