

Interactive Workshop  
CoLAB by iGTC

# Scenario Analysis Walk- Through Workshop:

## Foreseeing The Future to Build Robust Business and Resilient Company

Key Points:

- *Trends Analysis*
- *Scenario Development Process*
- *Moonshot Thinking*

 #MJUiGTC **LIVE**

 CONNECTING  
COMMUNITIES



Anuwat Churyen

Director  
International Gastronomy  
Tourism Centre

Co-Founder  
Service Innovation Academy  
School of Tourism Development  
Maejo University

[www.mjuigtc.com](http://www.mjuigtc.com)



BBC

ชีวิตหลังเปิดเมืองจะเป็นอย่างไร

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Source: BBC Thai, 2020  
[ 01.06 mins ]



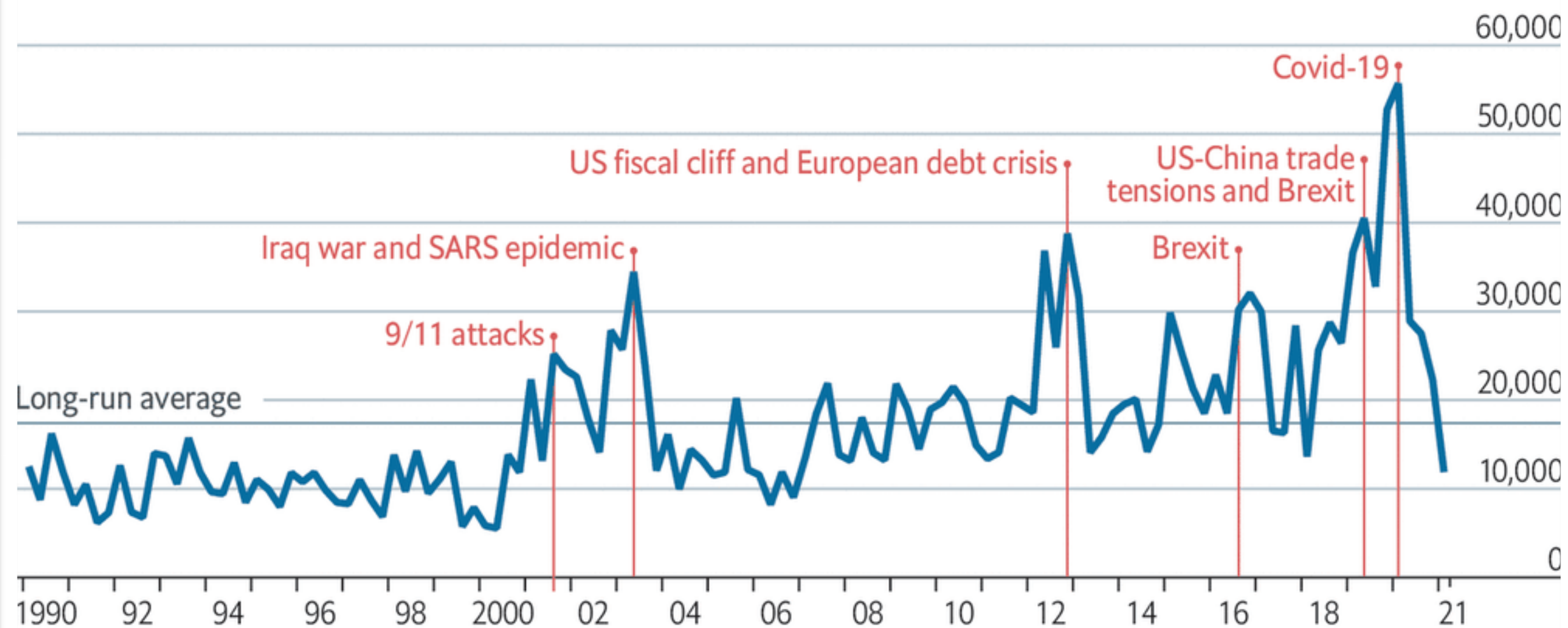
## Graphic detail

Daily chart

## Global uncertainty is on the wane

**The calm after the storm**

Global Uncertainty Index\*, GDP-weighted average



Source: Hites Ahir, Nick Bloom and Davide Furceri

\*Relative number of mentions of "uncertain", "uncertainty" and "uncertainties" in country reports published by The Economist Intelligence Unit

May 24th 2021

The Economist



uncertainty around the world in 2020. But at the start of this year, even as infections mounted globally, a sense of confidence appeared to be returning. Such is the signal recorded by the World Uncertainty Index, a quarterly measure of global economic and political turmoil. It hit a record high in the first quarter of 2020, but fell sharply in the three months to the end of March this year, touching a 14-year low.

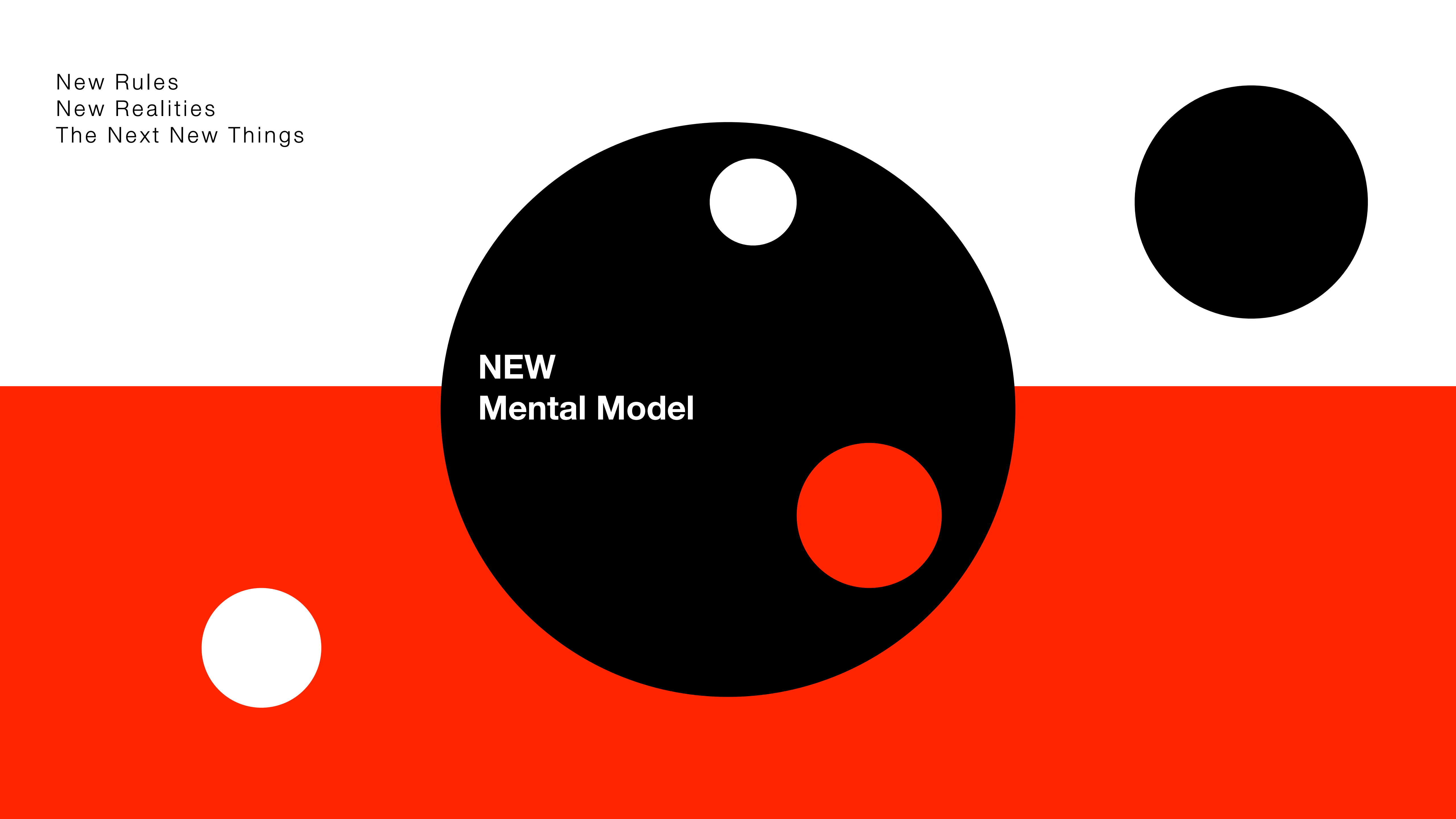
Unlike some alternative measures of uncertainty, such as stockmarket volatility, the index draws on a broad set of information about 143 countries. It is also



**NEW  
Mental Model**

New Rules  
New Realities  
The Next New Things

**NEW**  
**Mental Model**







**NEW  
V.U.C.A World**



## New Rules

### New Rules

- (+) social rules
- (-) density mass /+  
quality mass
- (+) value reverse
  - a. sustenance
    - + sanitation
    - + safety
    - + security
  - b. sustainability
    - + sufficiency
    - + serenity
    - + spaciousness

## New Realities

### New Realities

- (+) care & concern
- (+) health & wellness
  - + health tech
  - + well tech
- (+) touch-free experience
- (+) marketing technology
- (+) delivery service
- (+) service ecosystem
- (+) immersive experience
- (+) digital related services
  - + med tech / service
  - + food tech / service

## New Things

### Next “New Normal”

- (+) NEW mental model,  
NEW customer journey,  
NEW Use Cases eg  
eat well & die well,  
preventive nutrition,  
personalised food, etc



# Key Consumer Behaviour Thresholds

identified as the Coronavirus Outbreak evolves

Emerging COVID19

New Consumption Chain

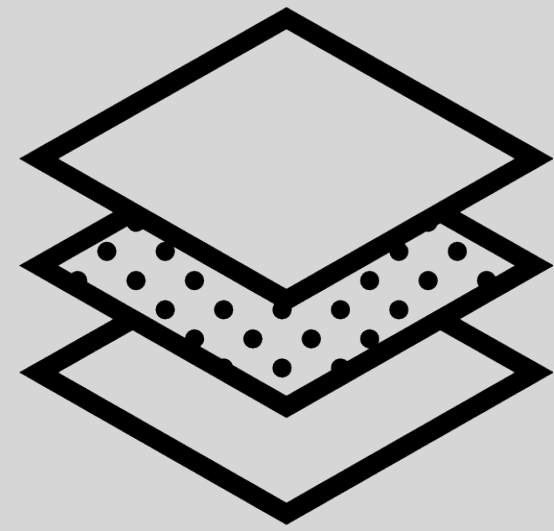
#1 PROACTIVE HEALTH-MINDED BUYING	#2 REACTIVE HEALTH MANAGEMENT	#3 PANTRY PREPARATION
CONSUMER BEHAVIOR SHIFTS		
Interest rises in products that support overall maintenance of health and wellness.	Prioritize products essential to virus containment, health and public safety. E.g. face masks	Pantry stockpiling of shelf-stable foods and a broader assortment of health-safety products; spike in store visits; growing basket sizes.
COMMON COVID-19 EVENT MARKERS		
Minimal localized cases of COVID-19 generally linked to an arrival from another infected country.	Government launches health and safety campaign. Local transmission and / or first COVID-19 related death(s).	Small quarantines begin; borders close more broadly. Often represented by accelerating cases of COVID-19, but not necessarily by deaths.

#4 QUARANTINED LIVING PREPARATION	#5 RESTRICTED LIVING	#6 LIVING A NEW NORMAL
CONSUMER BEHAVIOR SHIFTS		
Increased online shopping, a decline in store visits, rising out-of-stocks, strains on the supply chain.	Severely restricted shopping trips, online fulfillment is limited, price concerns rise as limited stock availability impacts pricing in some cases.	People return to daily routines (work, school, etc.) but operate with a renewed cautiousness about health. Permanent shifts in supply chain, the use of e-commerce and hygiene practices.
COMMON COVID-19 EVENT MARKERS		
Localized COVID-19 emergency actions. Restrictions against large gatherings; schools and public places close down. Percentage of people diagnosed continues to increase.	Mass cases of COVID-19. Communities ordered into lockdown. Restaurant closures, restrictions on small gatherings.	COVID-19 quarantines lift beyond region/country's most-affected hotspots and life starts to return to normal.

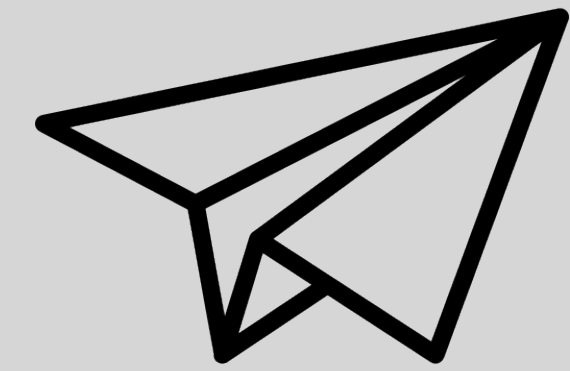
NOTE: These represent TYPICAL markers of these stages but are not always consistent, especially with number of cases or deaths

Source: Nielsen, 2020  
[ <https://www.nielsen.com/us/en/insights/article/2020/key-consumer-behavior-thresholds-identified-as-the-coronavirus-outbreak-evolves/> ]

# INNOVATION PROCESS



**HINDSIGHT**



**FORESIGHT**



time

time

**INSIGHT**

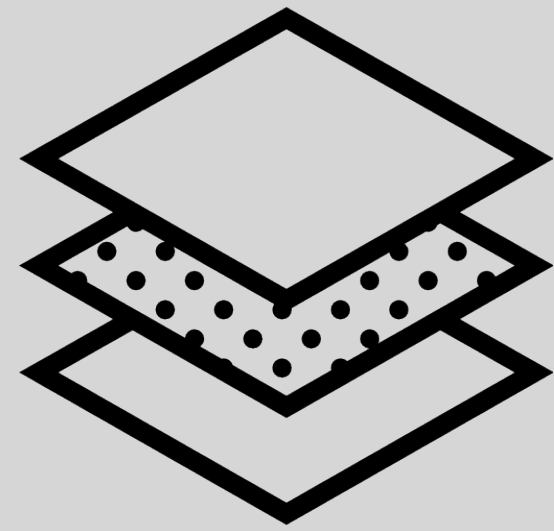


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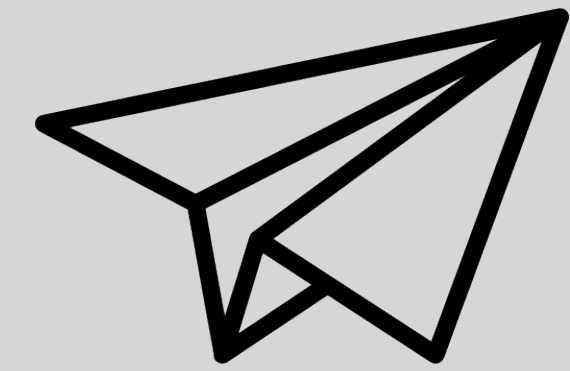
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# INNOVATION PROCESS



HINDSIGHT



FORESIGHT



time

time



INSIGHT

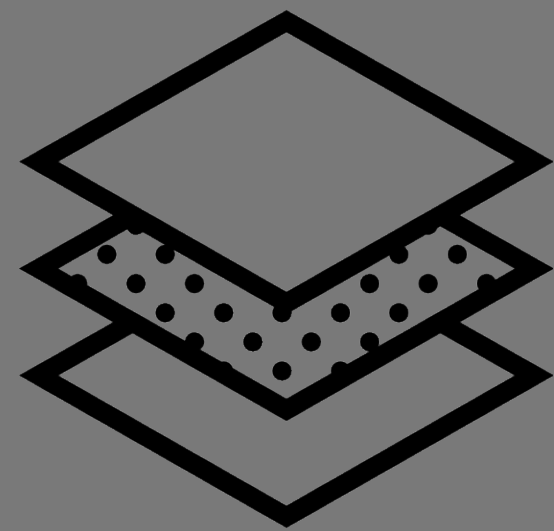
EXPERIENCE LEARNING

TACTICS STRATEGY VISIONS

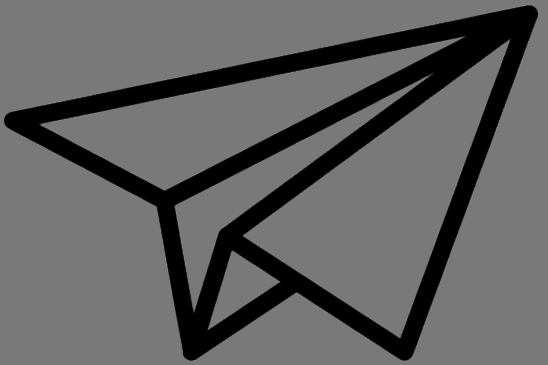


# DATA RICH and INFORMATION POOR [1]

May you have the HINDSIGHT to know where you've been,  
The FORESIGHT to know where you are going, and  
The INSIGHT to know when you have gone too far.



HINDSIGHT



FORESIGHT



time

time



**DRIP**

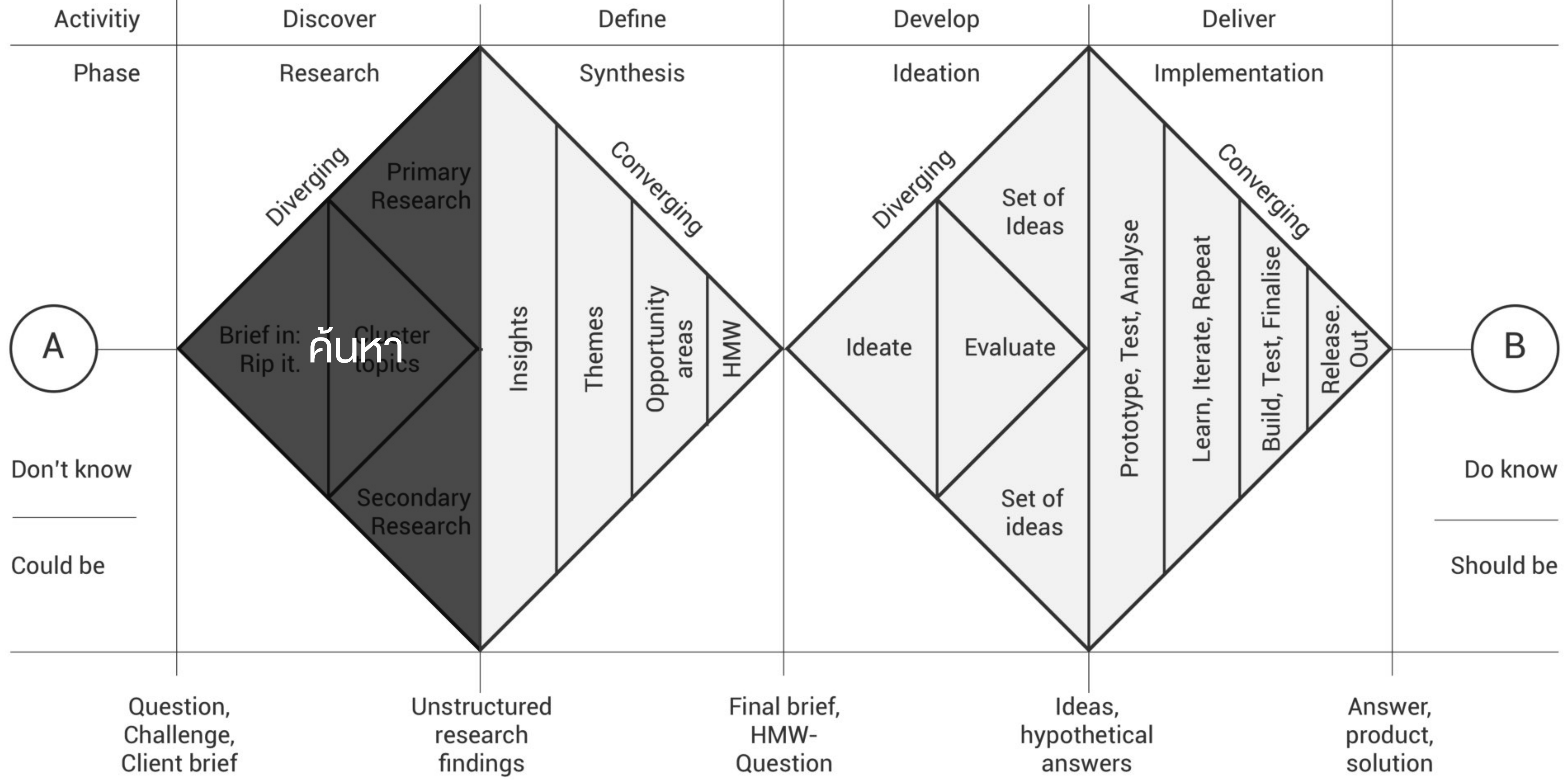
EXPERIENCE    LEARNING

TACTICS    STRATEGY    VISIONS

Source: [1] In Search of Excellence: Lessons from America's Best Run Companies by Jr Robert H Waterman (1982)

DESIGNING THE RIGHT THING

DESIGNING THINGS RIGHT



# What if...?

## “If A Then B”

เมื่อ...บ้าน คือ  
ศูนย์กลางของทุกสิ่ง  
// โอกาสทองของ FMCG\* //

\* Fast-Moving Consumer Goods



# What if...?

## “If A Then B”

เมื่อ...หน้าร้าน คือ แกลลอรี  
ดีลเลอร์รี่ คือ หัวใจ  
เมื่อ...ระบบบริหารจัดการ เข้ามาแทนที่  
การให้บริการจึง “ไร้สัมผัสมนุษย์”  
// Digital Experiences //

# What if...?

## “If A Then B”

เมื่อ...อรรถรส เป็น “พระรอง”  
ในวันที่ลูกค้าต้องสำรองความรู้สึกทั้ง 5  
“รูป รส กลิ่น เสียง สัมผัส”  
ปรับสภาพสู่ภาวะความย้อนแย้ง (paradox)  
ทั้งโหยหา และ หวาดกลัวการสัมผัส  
// Contactless Economy //

# What if...?

## “If A Then B”

เมื่อ...การเข้าถึง และครอบครอง ความหรูหรา (luxury)  
กับความรุ่งริ่ง (misery) จะยิ่งต่างทิบ ห่างชั้นกันมากขึ้น  
เรื่อยๆ

// Service Disparity //

# What if...?

## “If A Then B”

เมื่อ...โลกยิ่งยุ่งเหยิง เราเองก็ต้องยืดหยุ่น  
การแก้ไขปัญหาคงไม่เย็นเยื่อ

// Retention & Resilience Strategy //

เน้น 2 R คือ retention หรือ พยุงไว้ ไม่ให้แย่ไปกว่าเดิม อาทิ รักษาลูกค้าเดิมให้อยู่กับเรานานที่สุด, ลดความเสี่ยงทุกชนิด, ชะลอการลงทุนหากต้องการขยายธุรกิจ, รักษาพนักงานเก่งไว้กับเรา ได้เวลาพัฒนาทักษะเพิ่มเติม เป็นต้น

resilience ต้องรอด ...// รุก อับบิเร่รัด ทำทุกอย่างให้ไว ณ เวลานี้อาจจะไม่มีเวลา พินิจพิเคราะห์อะไรมาก สิ่งไหนได้เงิน "เอา" สิ่งไหนไม่เสี่ยง "ทำ" ล้มแล้วลุก รุกแล้วรอด

ฉะนั้น Business Model ต้อง ยืดหยุ่น และ ยืนหยัด -- ยืดหยุ่น = ปรับได้ เปลี่ยนไว /// และยืนหยัด จบจ้องพื้นที่เดิมที่เป็น Winning Arena ของเราให้ได้ เก่งให้เก่งสุดๆ ด้านนั้น ลูกค้าต้อง ทั้งจด ทั้งจำ (brand recognition) สิ่งที่เราทำให้ (value perception) ได้

# What if...?

## “If A Then B”

เมื่อ...สิ่งที่ได้มา มีแต่ความ “สูญเปล่า”  
ลดการเคลื่อนไหวที่ก่อให้เกิดความสูญเสีย  
เป็นสิ่งที่พึงพิจารณาให้ความสำคัญอย่างยิ่งยวด

// Lean Service //

Retrieve ข้อมูลเชมธุรกิจ อุดรรัฐ ในทุกมิติโดยเฉพาะงานด้าน Service Operation  
ลด ละ เลี่ยง เลิก (lean) กระบวนการทั้งหมดที่ก่อให้เกิดความสูญเสีย (waste)



# What if...?

## “If A Then B”

เมื่อ...Confidence หด

Consumption หาย

// Consumer Sentiment Sink //

# What if...?

## “If A Then B”

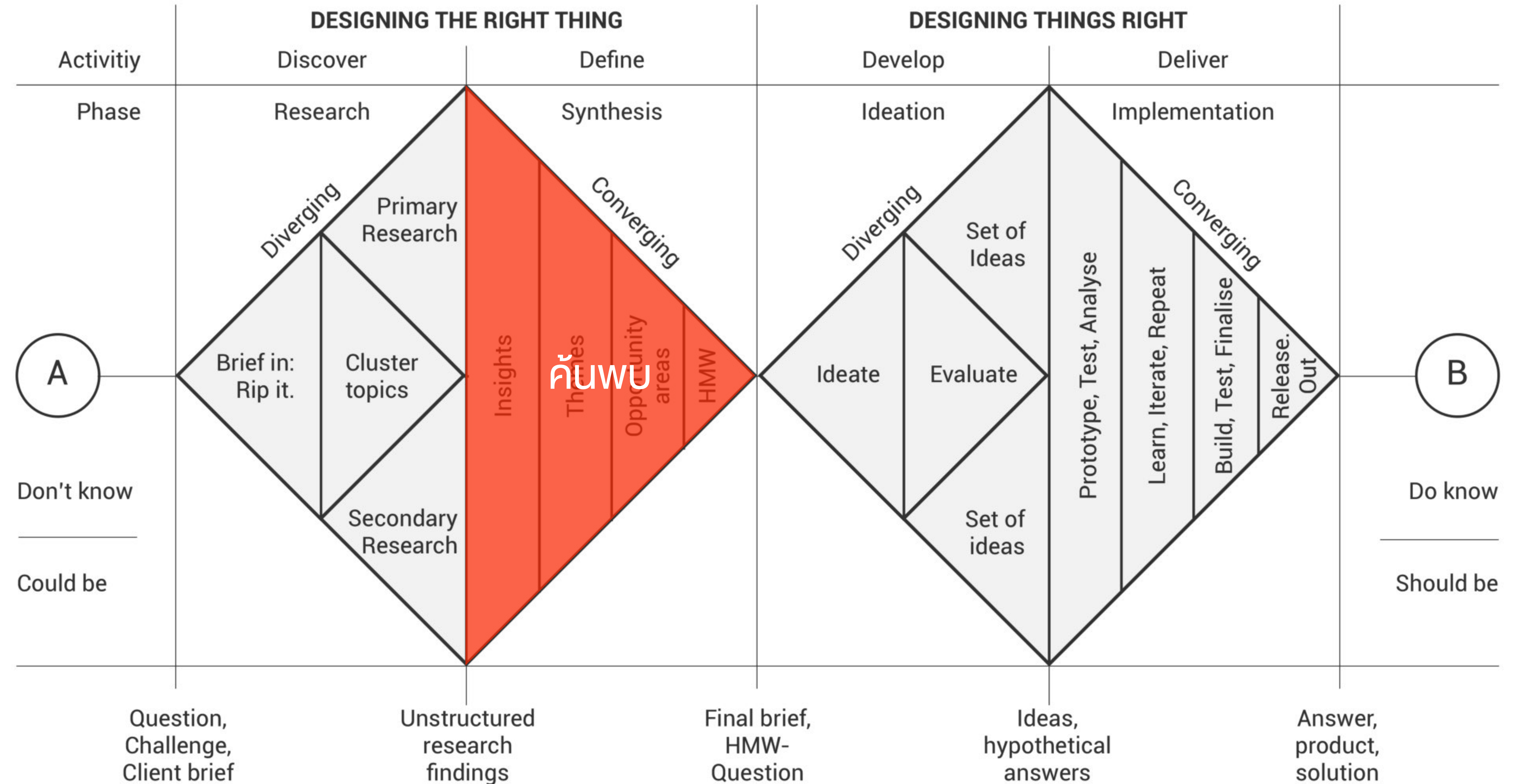
เมื่อ...“คุณภาพ” อยู่เหนือราคา  
“ถ้าดีจริง เรา ก็พร้อม และ ยอมจ่าย”  
// Low Price Sensitivity //

# What if...?

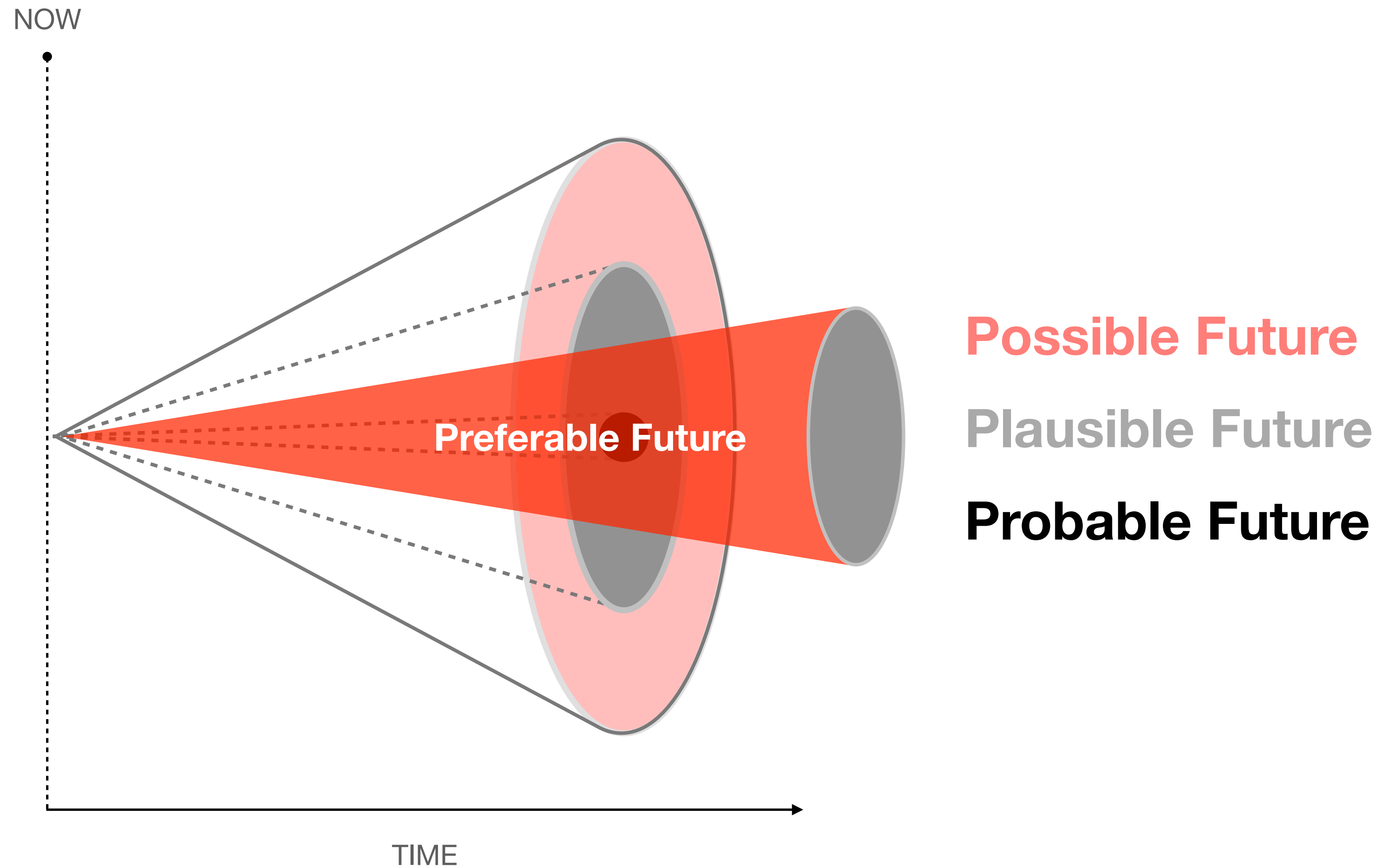
## “If A Then B”

เมื่อ...โลกหยุดเพราะวิกฤต แต่ชีวิตในอนาคต  
จะมาถึงเร็วแค่ไหน

// Digital Transformation //

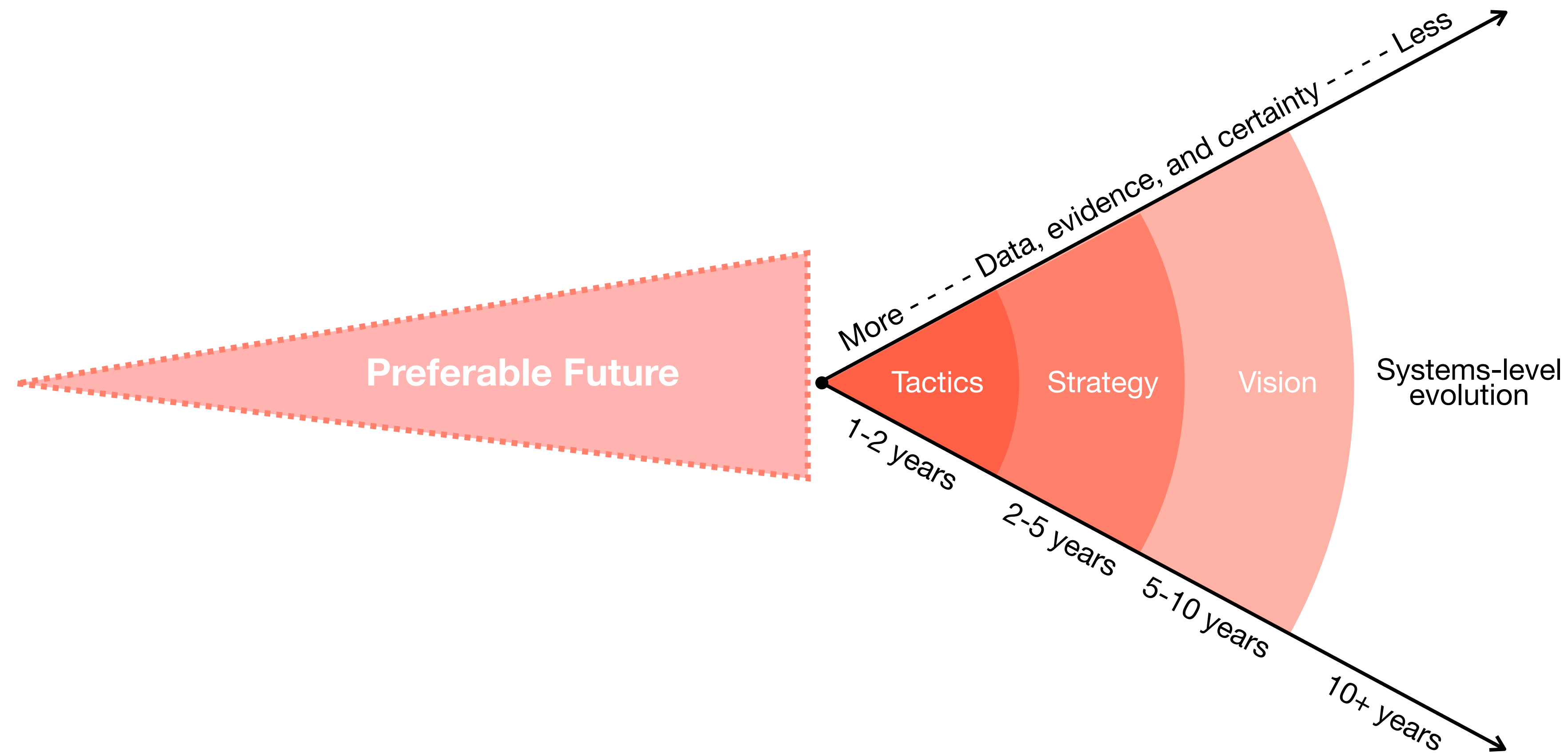


# Futures Cone



Source: Futures Cone *adapted from Voros (2003);*  
idea, terms and name from Hancock & Bezold (1994)

# How To Think About Time



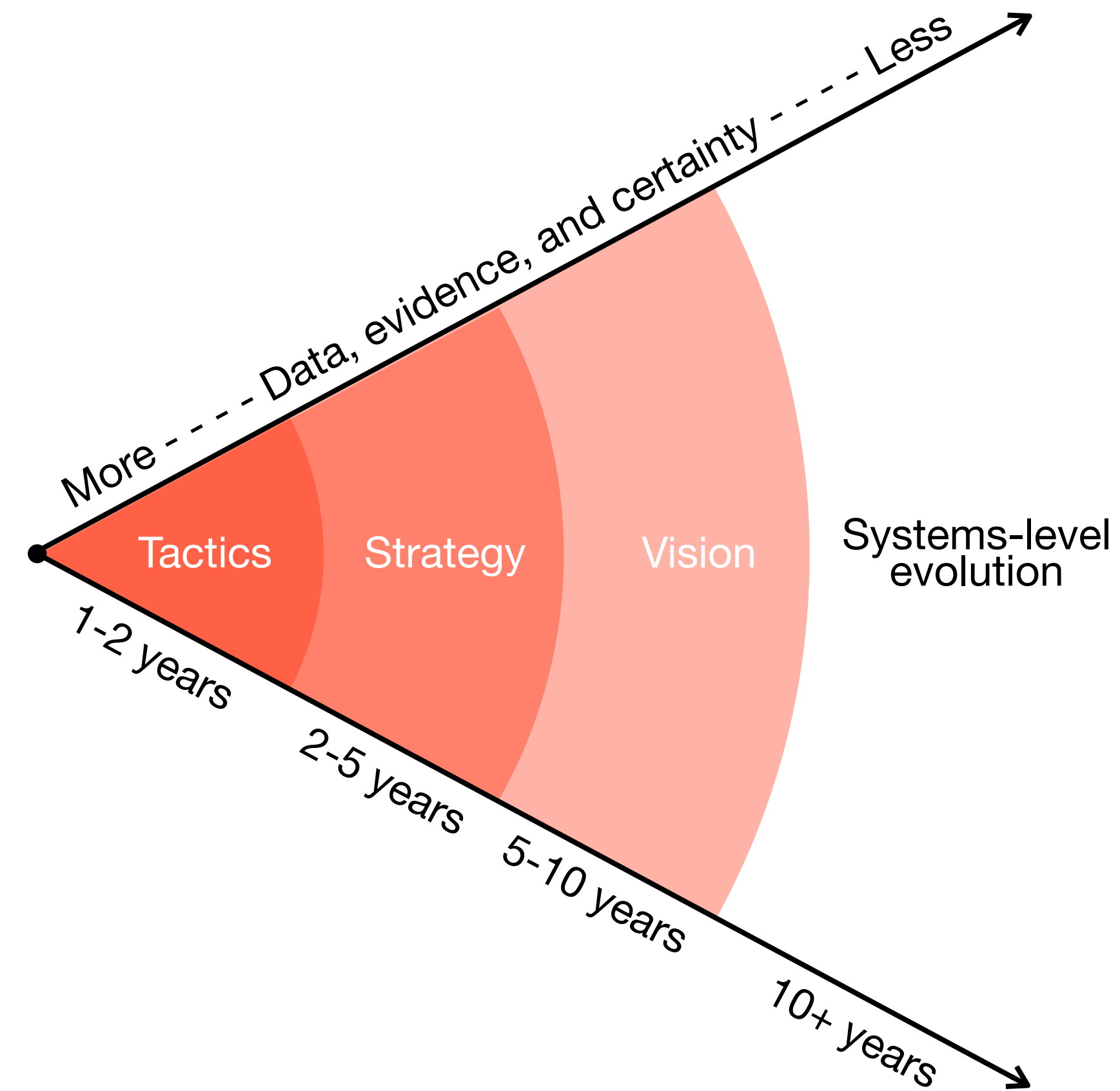
Source: Amy Webb, Future Today Institute via How to Do Strategic Planning Like a Futurist, Harvard Business Review (2019)



# How To Think About Time

## A Futurist's Framework for Strategic Planning

Instead of arbitrarily assigning goals on a quarterly or yearly time line, use a cone instead. First identify highly probable events for which there's already data or evidence, and then work outward. Each section of the cone is a strategic approach, and it encompasses the one before it until you reach major systems-level evolution at your company.





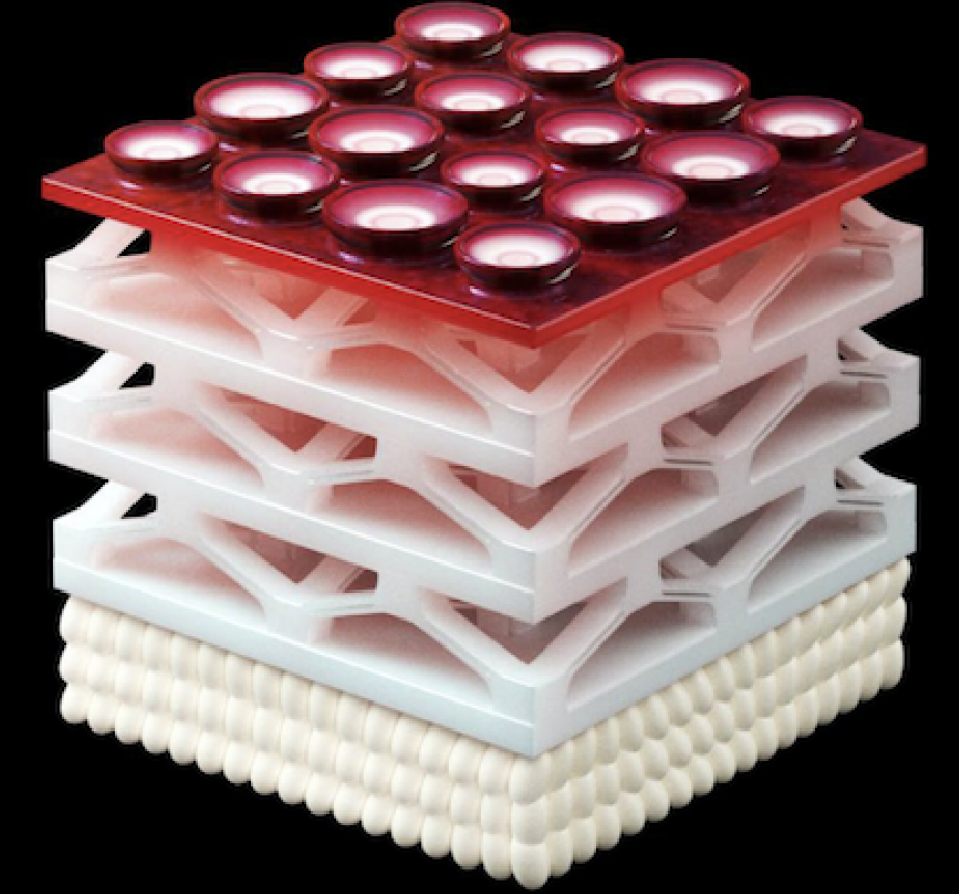
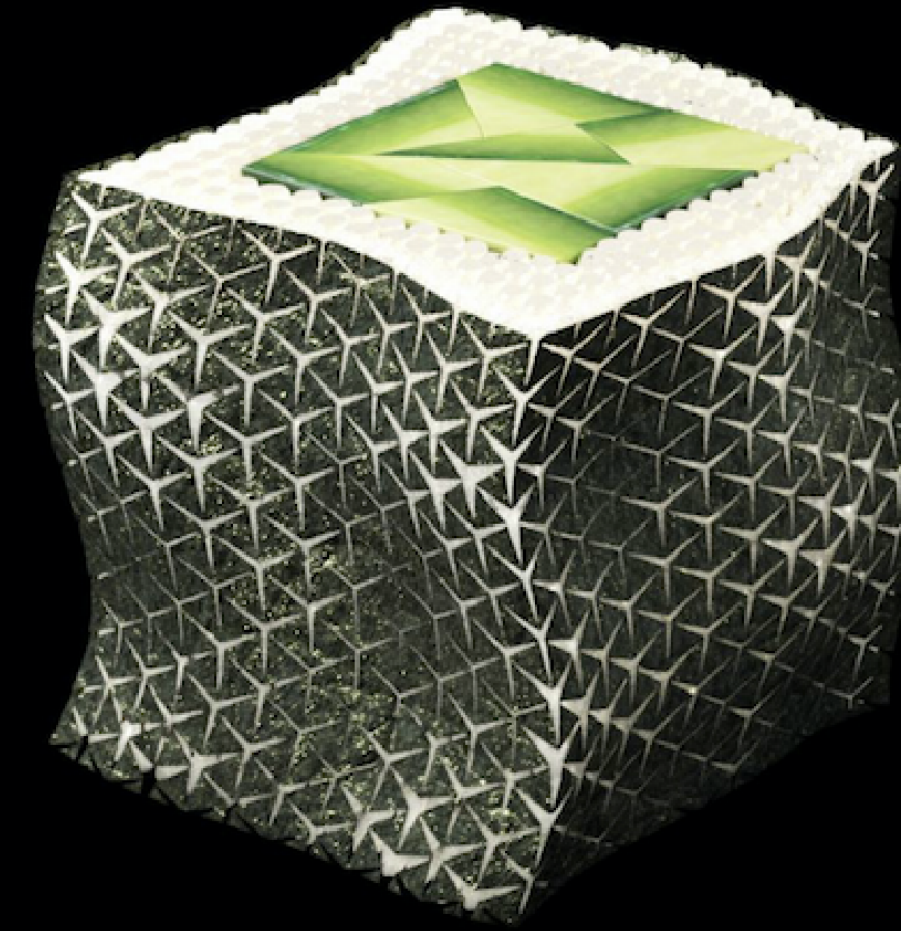
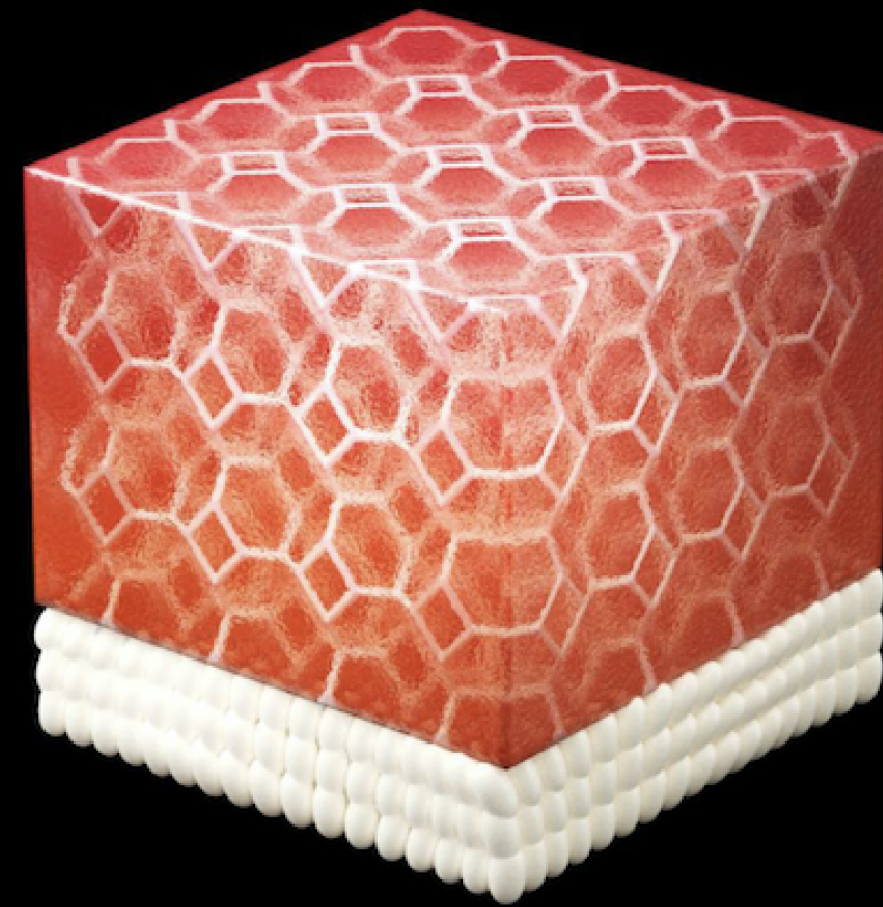
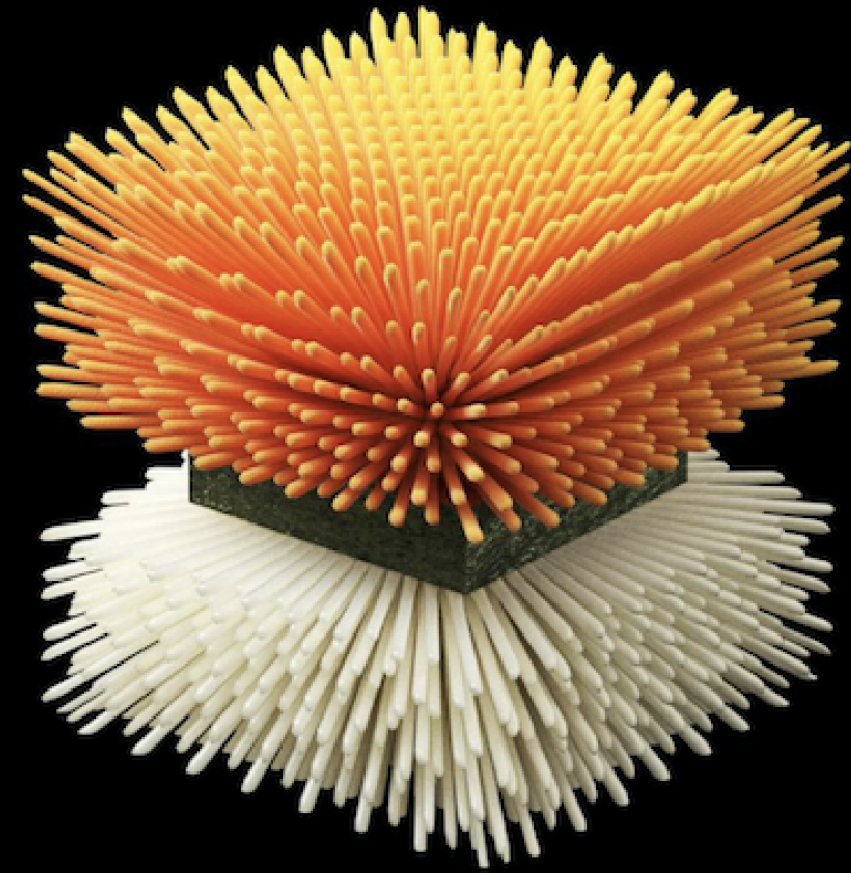


TOP  
PROJECTS  
FUTURE  
CONTACT

RESTAURANT  
SUSHI  
SINGULARITY

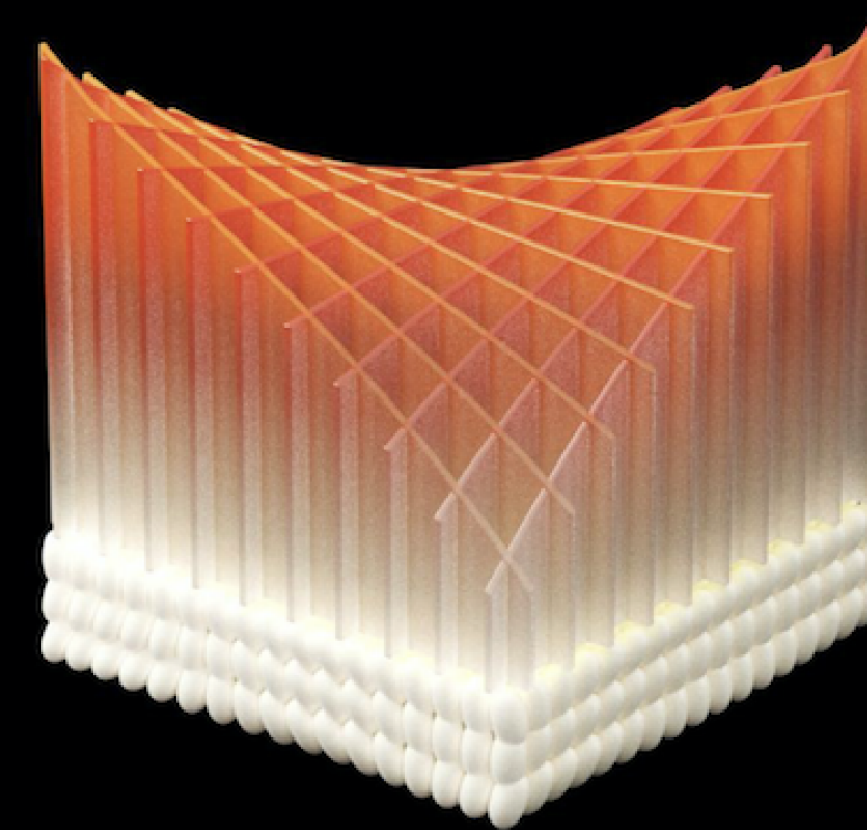
← BACK



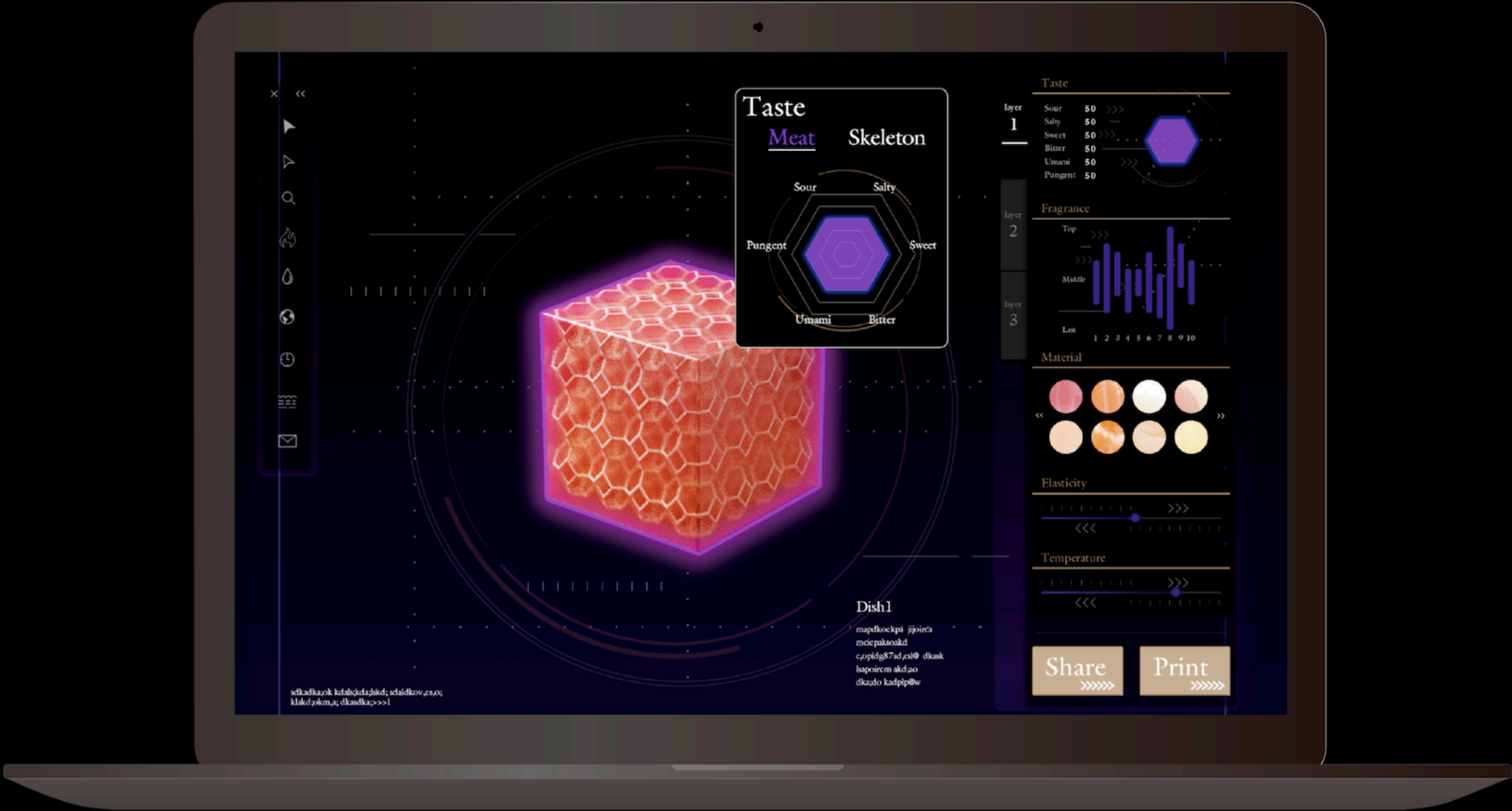


SUSHI  
SINGULARITY

寿司超越



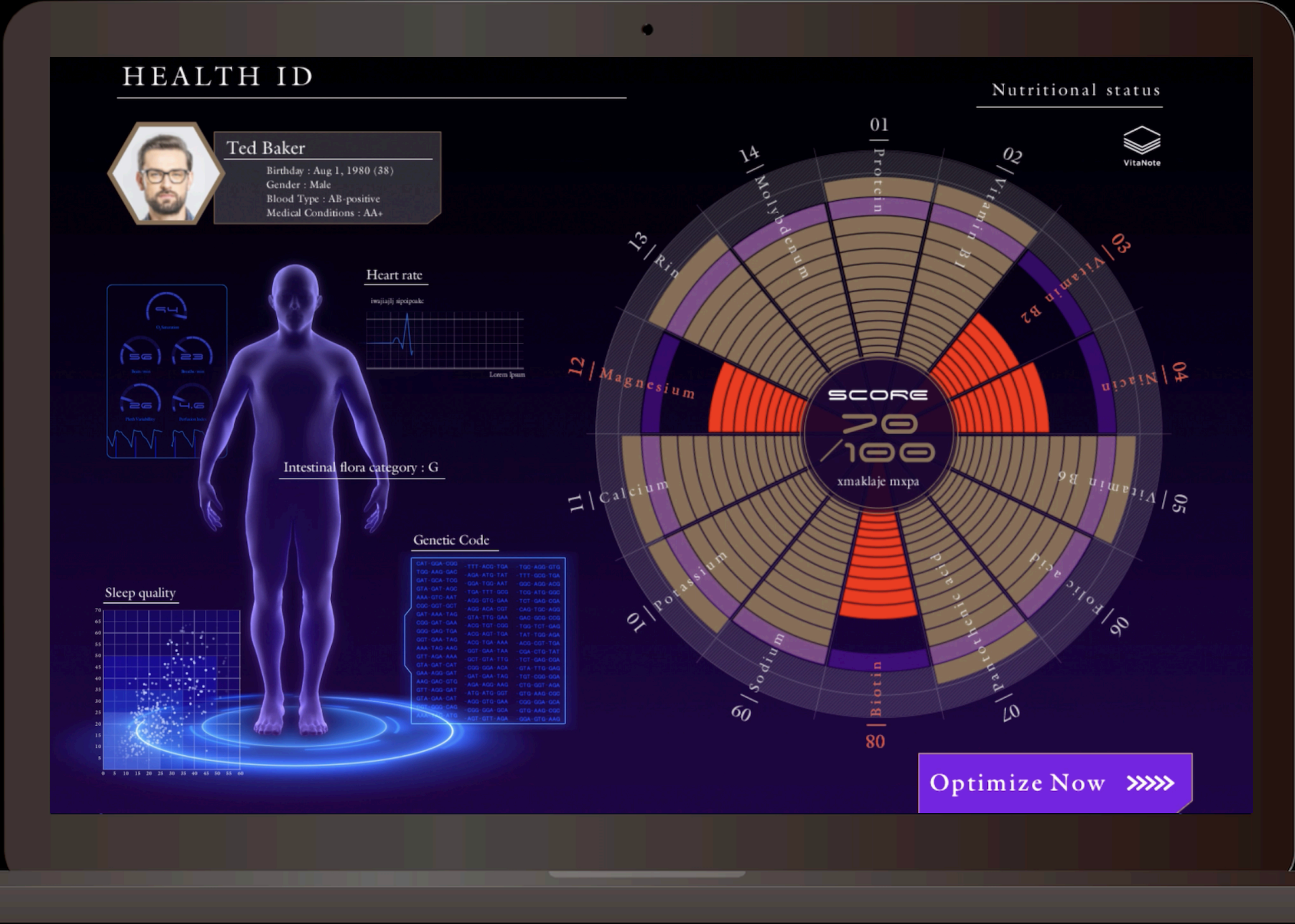






## HEALTH TEST KITS





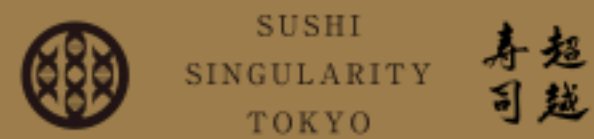


# Beyond the future of sushi.

A world which sees sushi going digital and linked with the net will come about.  
Two revolutions are envisioned:

- 1) Sushi will connect people around the world, and will be produced, edited, and shared online in the form of "new sushi".
- 2) Sushi combined with biometrics will enable hyper-personalization based on biometric and genomic data.

Sushi will break away from conventional concepts of food and be continually revised and updated at exponential speed!  
Humans know nothing about Sushi!



About Food Singularity





# TECHNICAL INNOVATION

Three high-tech concepts converge to enable the Food Revolution

## 01/FFM Food Fabrication Machine

Future kitchens with cutting-edge technologies, such as bespoke 3D printers and artificial light farms. Data food can be output in any shape or form. Just like computers once did in the past, this huge machine will eventually be downsized and appear in every home.

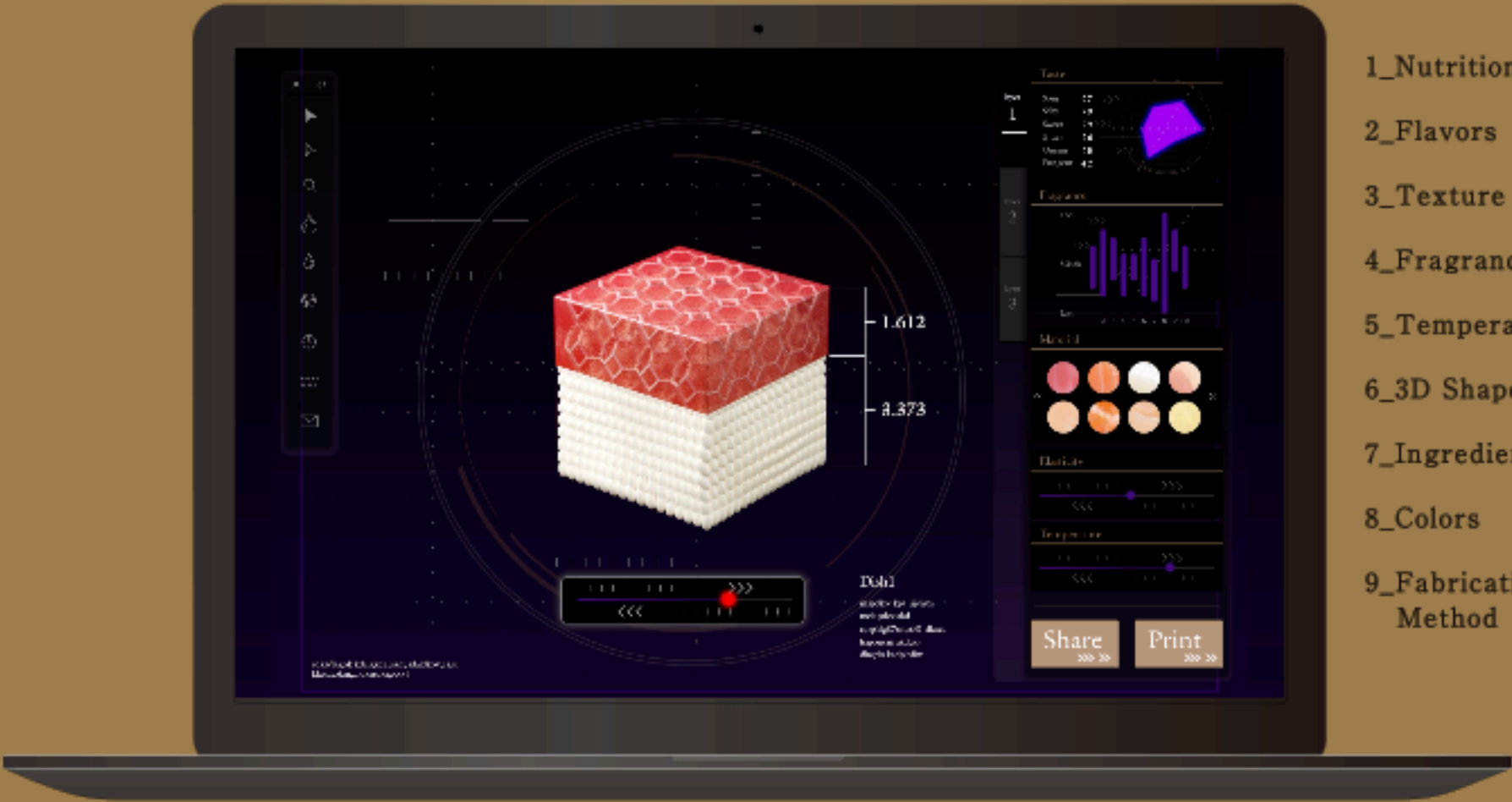




# 02/ F O S

Food  
Operation  
System

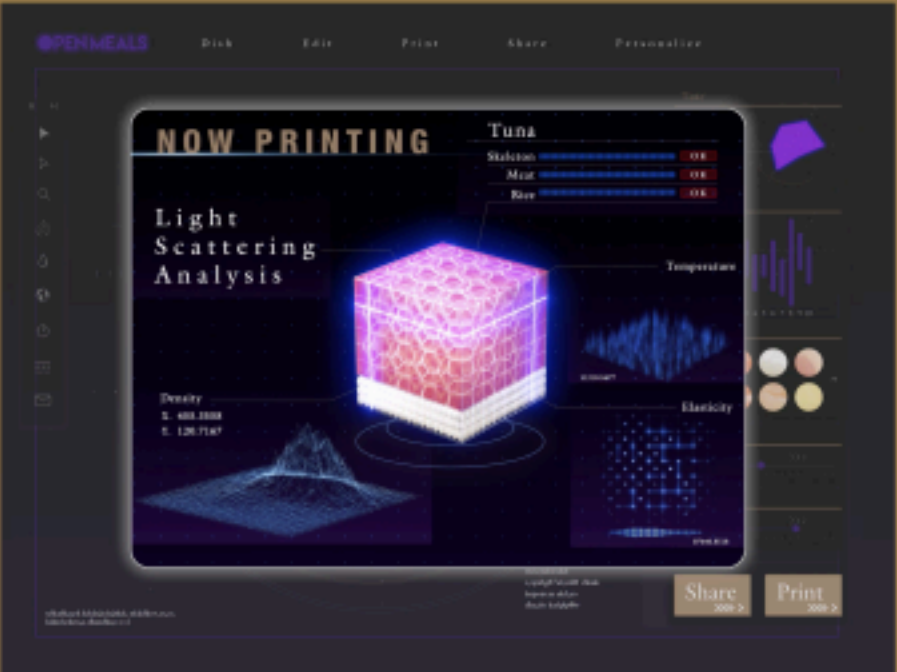
Development of the world's first operating system to design food digitally is underway! It will disassemble the elements that make up dishes and then reconstitute them at the centimeter scale. Nine element-based algorithms enable food creators around the world to produce, edit, and share food data, creating a stream of new foods. The design data is recorded in [.cube] format.



- 1\_Nutrition
- 2\_Flavors
- 3\_Texture
- 4\_Fragrance
- 5\_Temperature
- 6\_3D Shape
- 7\_Ingredients
- 8\_Colors
- 9\_Fabrication Method



SFNS\_ Social "Food" Network Service  
A digital platform for people around the world to share food



Light Scattering Analysis [Patented]  
A unique light scattering technique can be used to analyze



# 03 / H I D

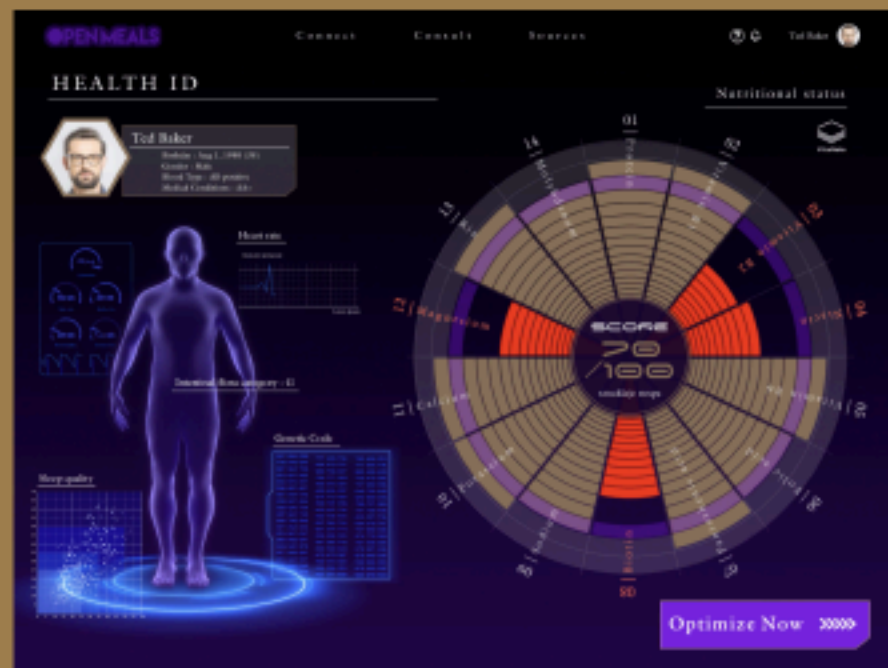
## Health Identification

Hyper-personalization will become common for future foods. Based on DNA, urine, and intestinal tests, people will each have individual health IDs. This identity is analyzed and nutritional matching is performed to match nourishment needs with biometrics, thus the person is automatically provided with the optimal diet.



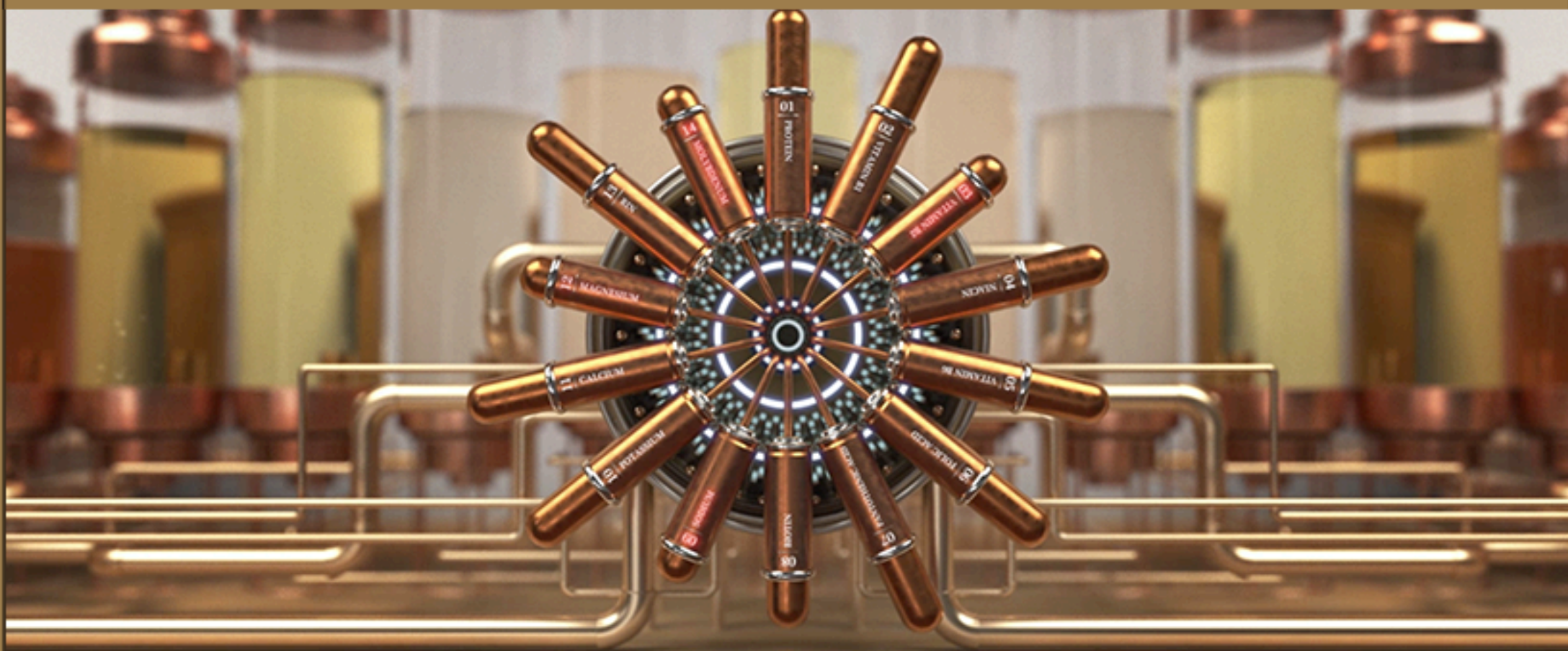
### Health Test Kits

When restaurant reservations are made, test kits such as "Genes," "Enterobacteriaceae," and "Nutritional status" are sent, and health IDs are issued with data on finely tuned constitution and undernourishment.



### Health Data Analysis / Health ID

Interface for comprehensively analyzing various health data. Cooking ingredients are optimized, nutrients are formulated, and instructions are sent to the FFM.





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SUSHI  
SINGULARITY  
TOKYO



About Food Singularity



# FUTURE

The future that OPEN MEALS will bring

#Birth of the Social Food Network Service[SFNS]

**#A World Without Hunger**

#Passing on/Preserving Traditional Dishes Forever    #Popularizing Food as Art

**#Sharing Homemade Food**

#Food Provision Infrastructure for Disaster Stricken Areas

**#Transmitting Food into Outer Space**

#Generate Food from Cooking Shows at Home

#Ultimate Healthy Food for Athletes

#Data-based Food Vending Machines Spread Throughout Japan

**#Web Restaurants Open**



#Ultimate Healthy Food for Athletes

#Data-based Food Vending Machines Spread Throughout Japan

# #Web Restaurants Open

#Remote Food Research and Development

# #Flavor Data Turned into an App

#Meal Sales on Memory Cards

#Ultimate Personalized Medical Diet

# #Provision of World Cuisine at International Events

PREDICTION by OPENMEALS

FUTURE >>> 2100

# CONTACT

# FUTURE ▶▶▶ 2100

デジタル化された「食」は、我々の未来をどう変えていくのでしょうか。

OPENMEALS が独自に考える、食の未来100年予測を公開。

What future would digitalization of food lead to?

This is what OPENMEALS believes in, to become realized in the coming 100 years.





Photo Courtesy of Pullman Phuket Panwa Beach Resort



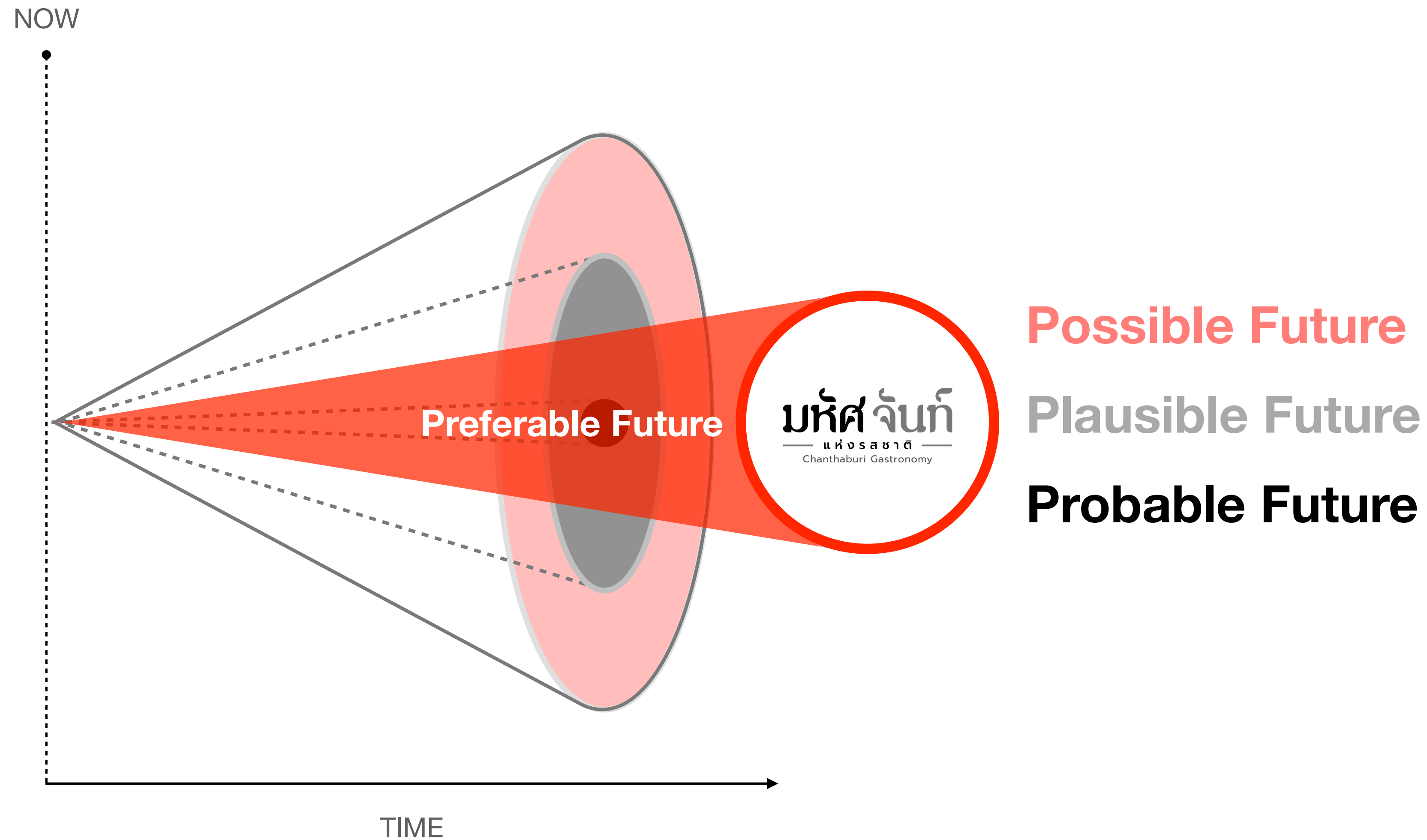


มหัสจรรย์  
— แห่งรสชาติ —  
Chanthaburi Gastronomy

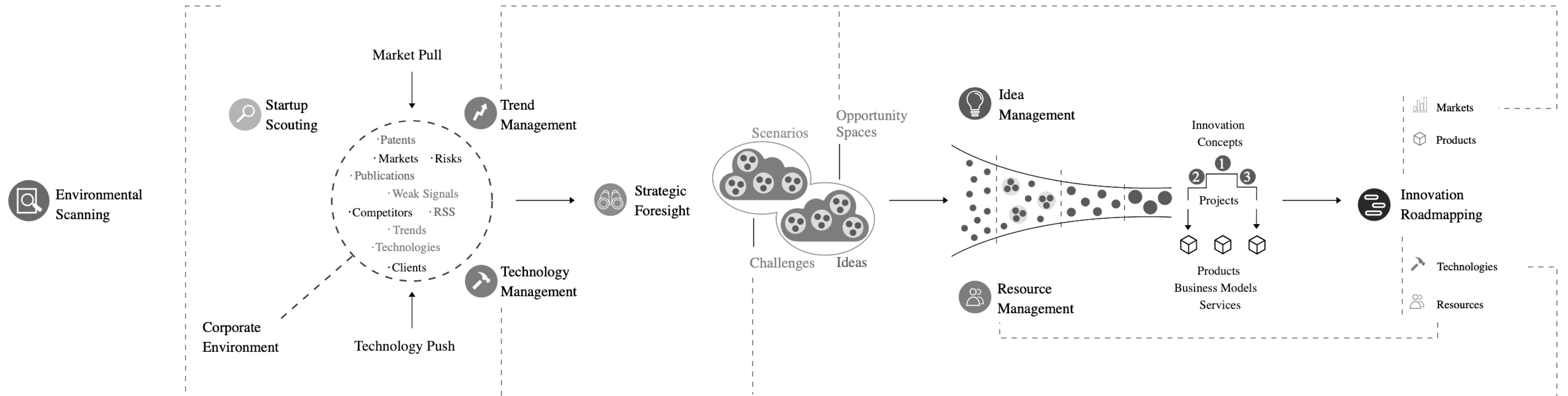
มหัสจรรย์  
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Chanthaburi Gastronomy

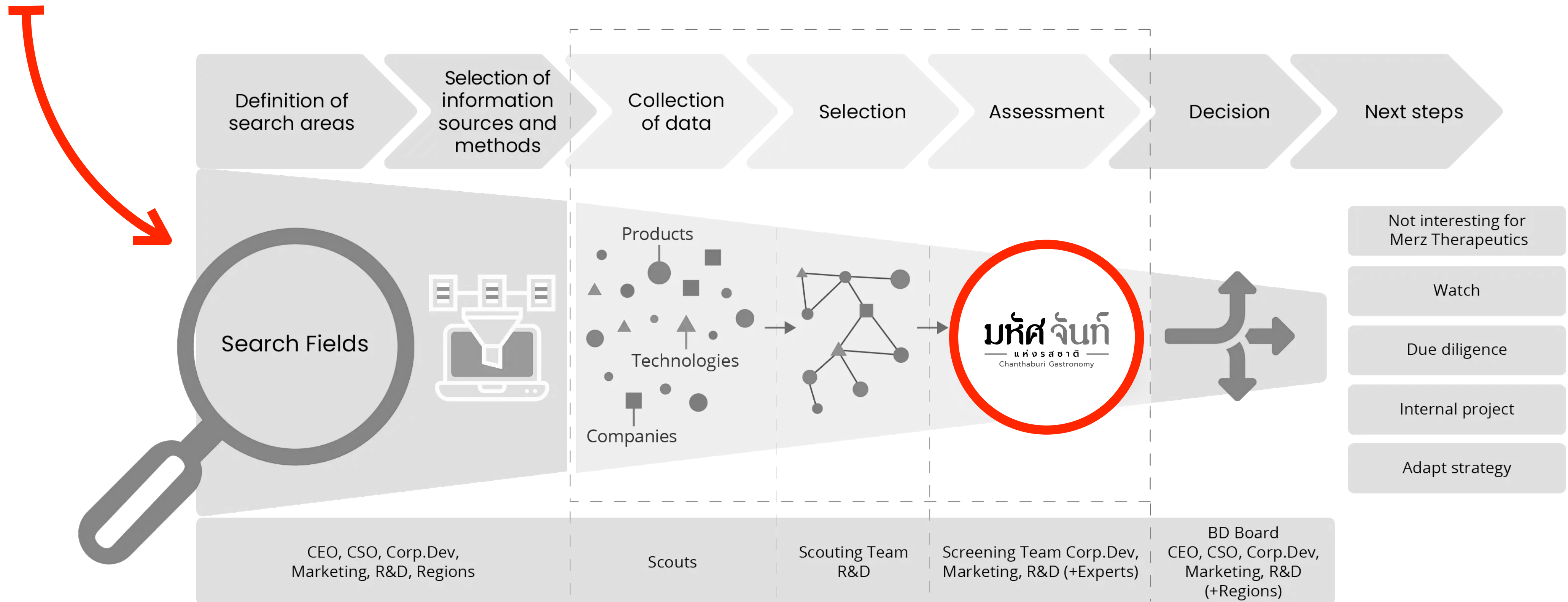
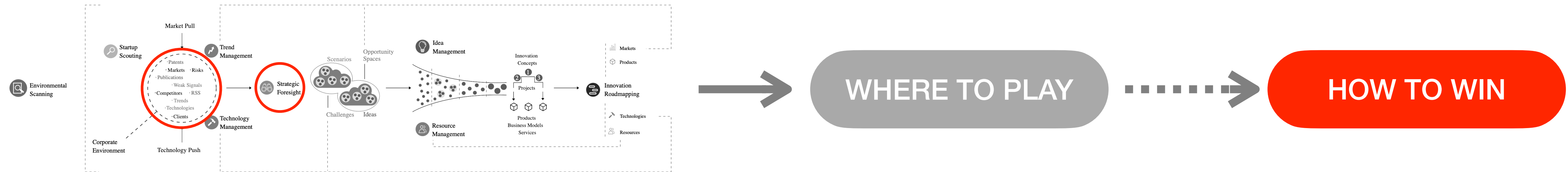


# Futures Cone

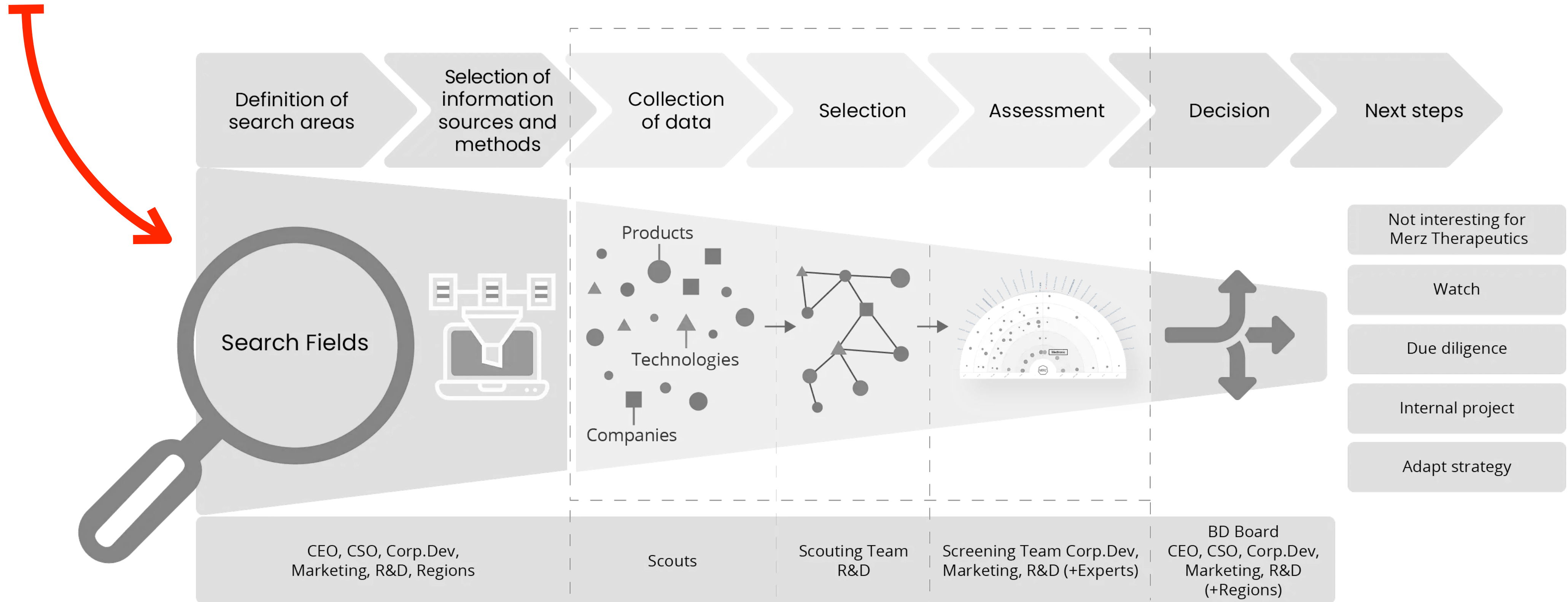
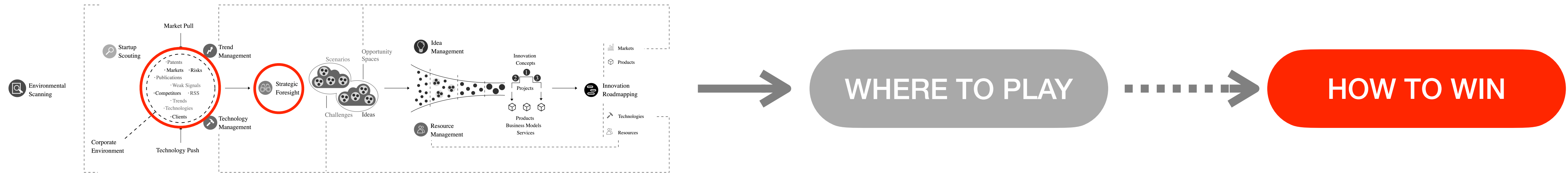


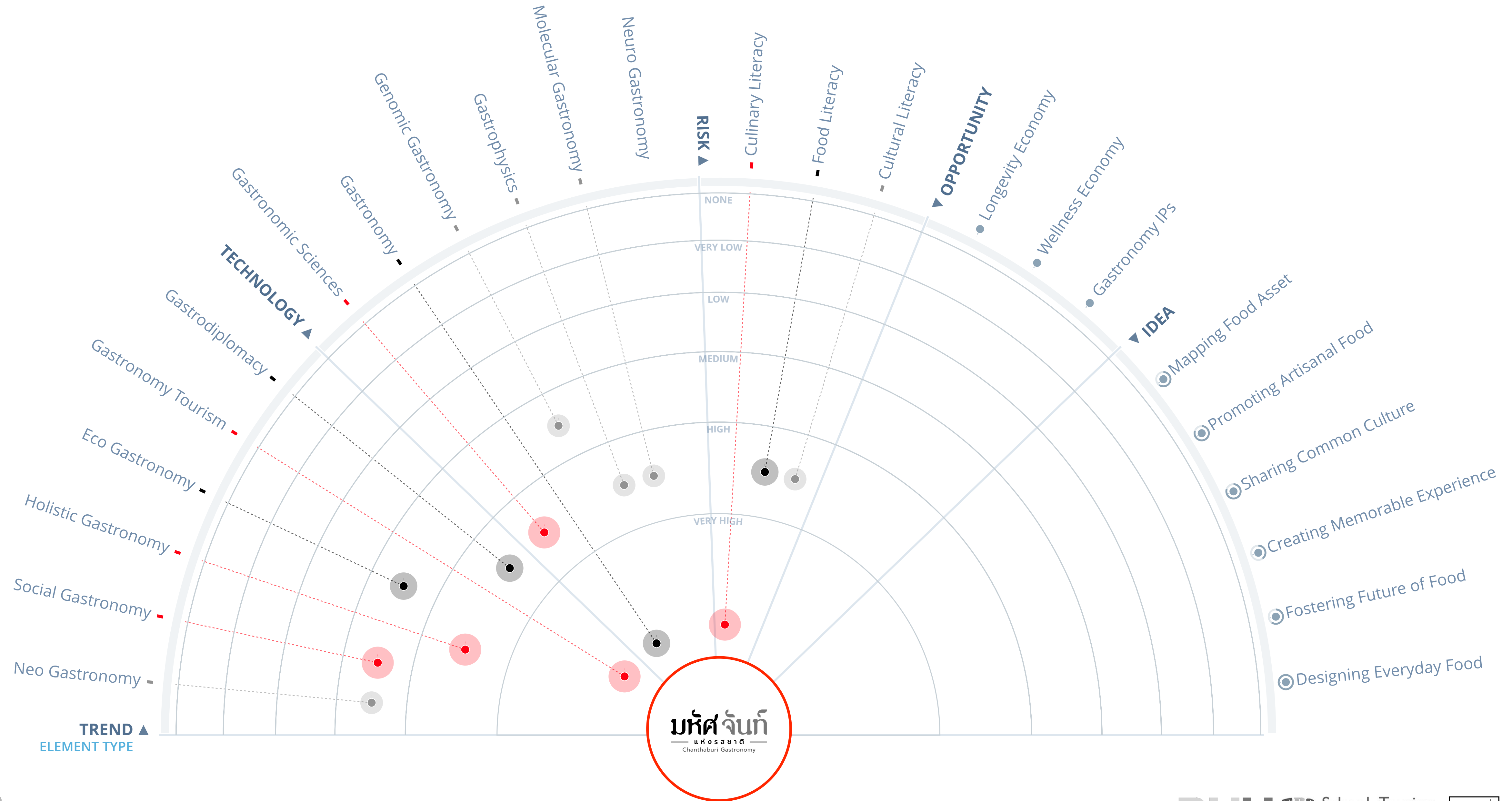
Source: Futures Cone *adapted from Voros (2003);*  
idea, terms and name from Hancock & Bezold (1994)







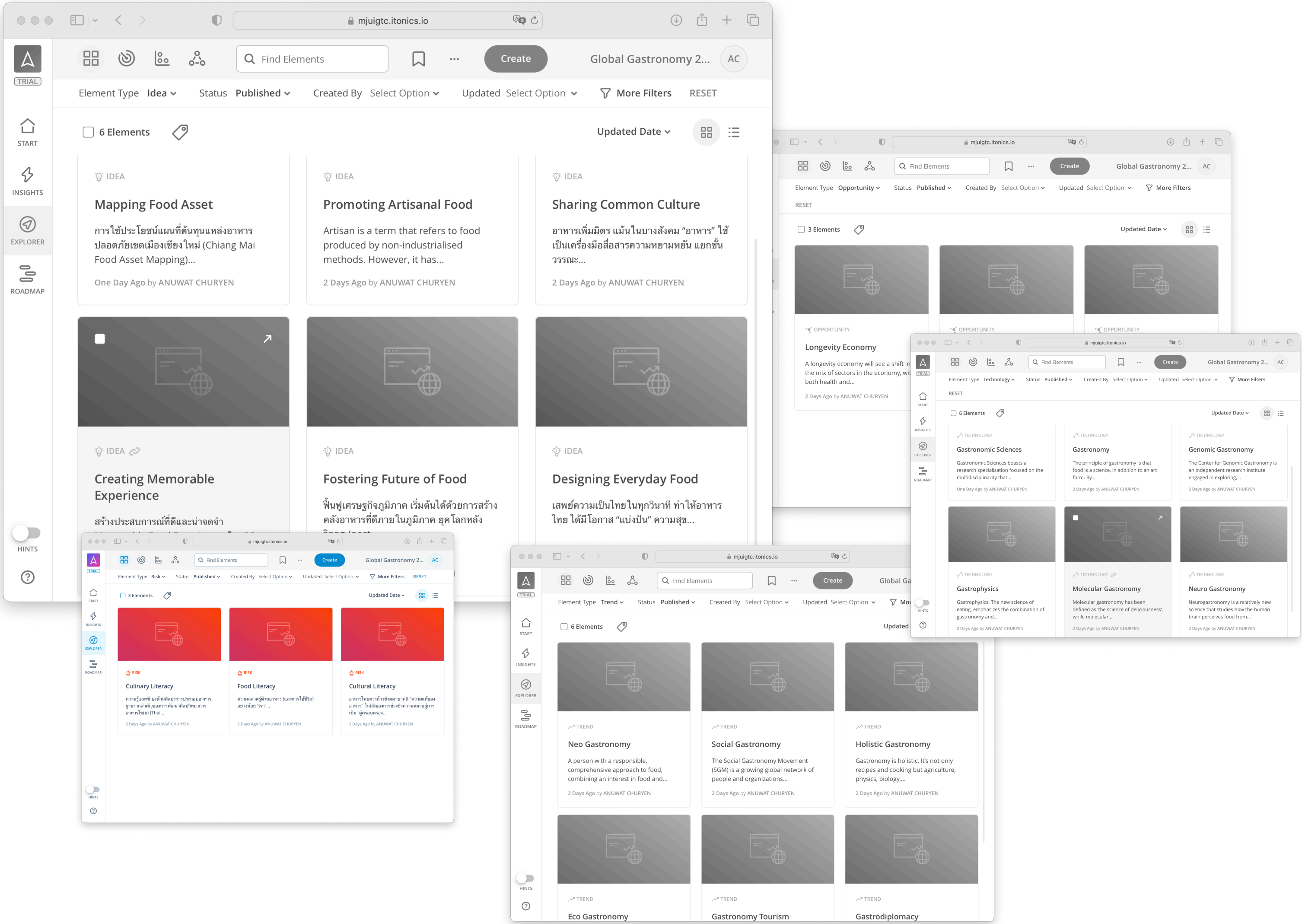




# Scenarios

HOW TO WIN

WHERE TO PLAY





# Scenarios

Idea

Opportunity

HOW TO WIN

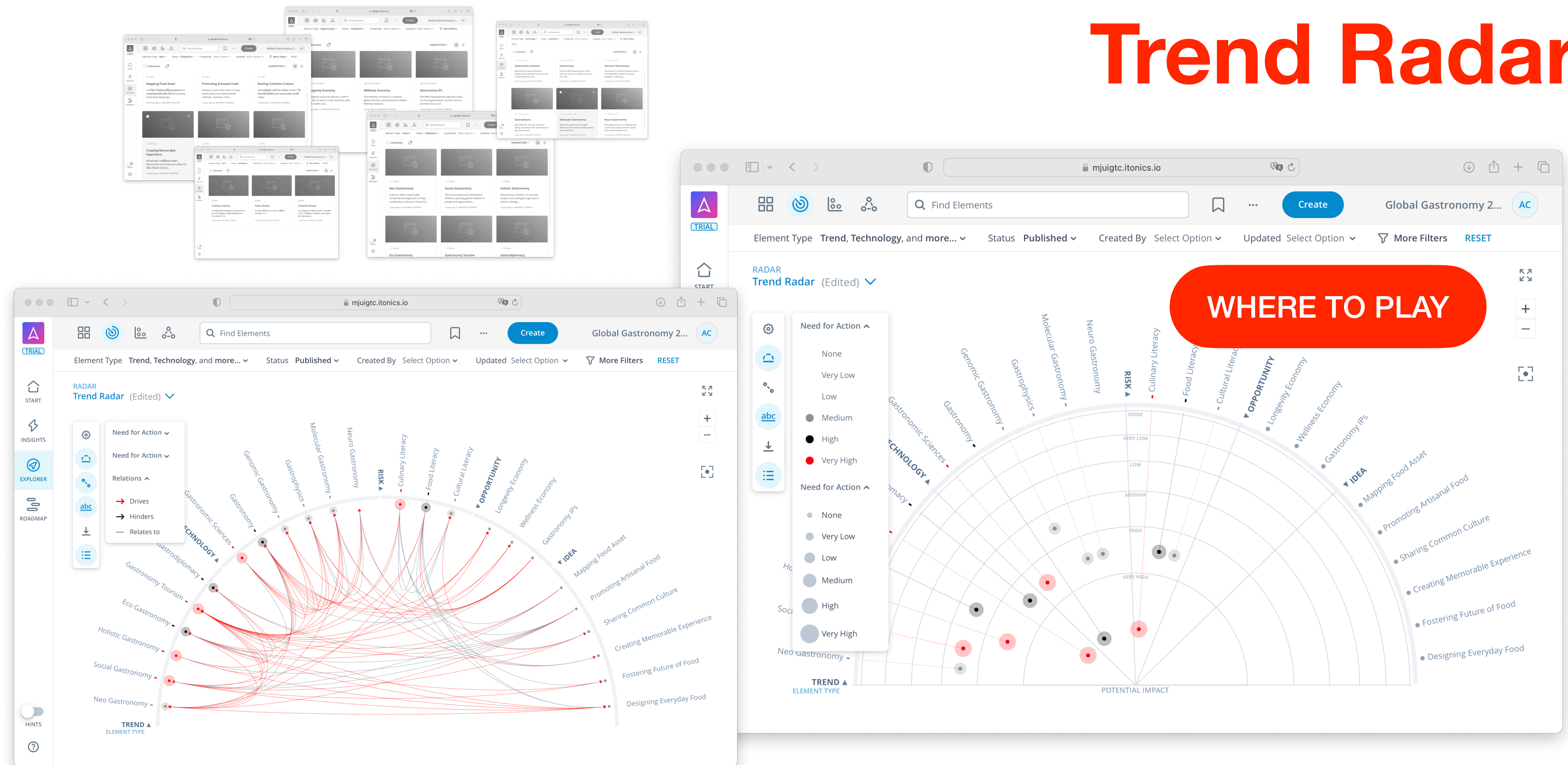
Technology

Risk

Trend

WHERE TO PLAY

# Trend Radar



@mjuigtc

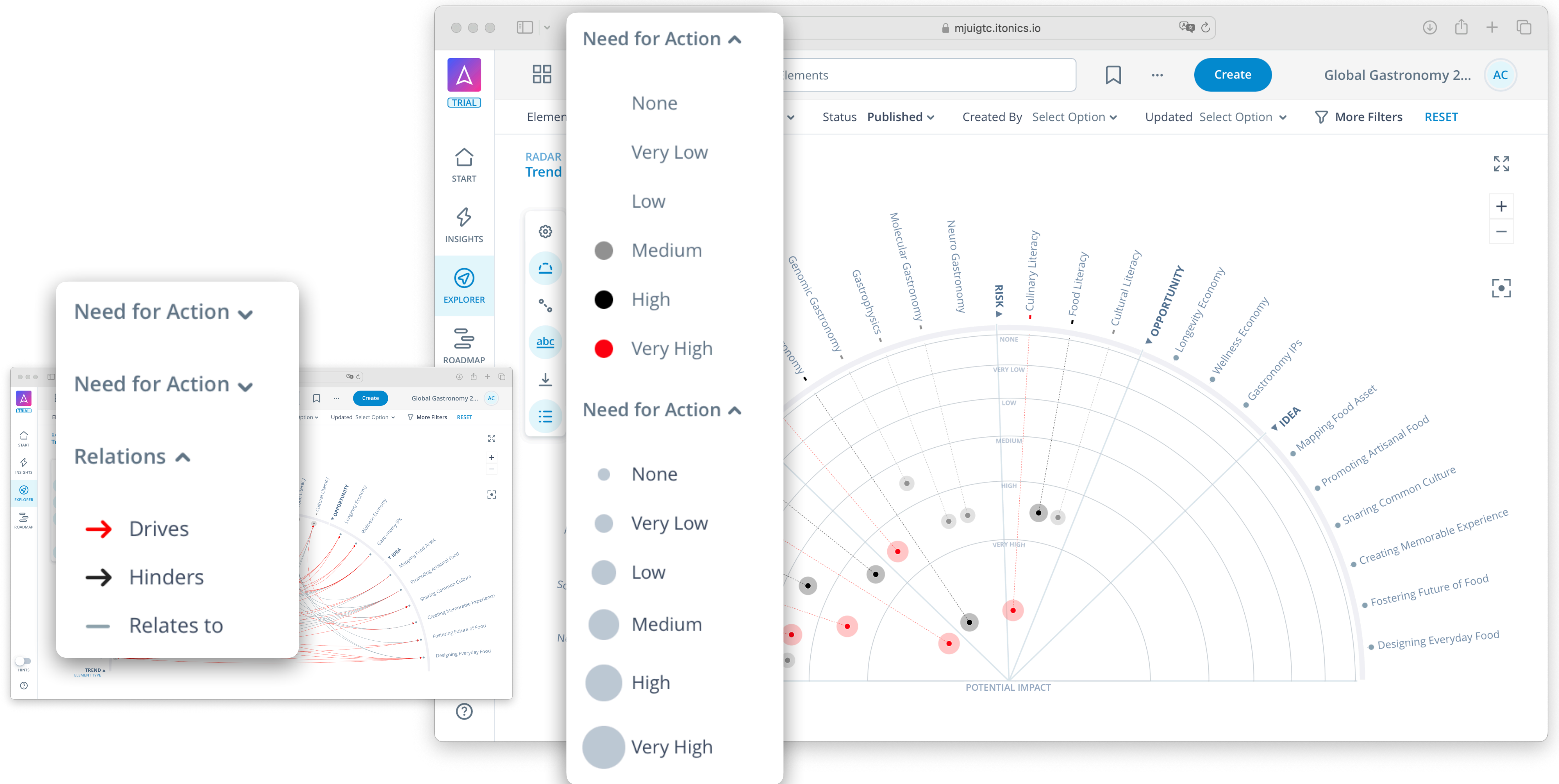
Source: iGTC Research Syndicate (2023), powered by ITONICS

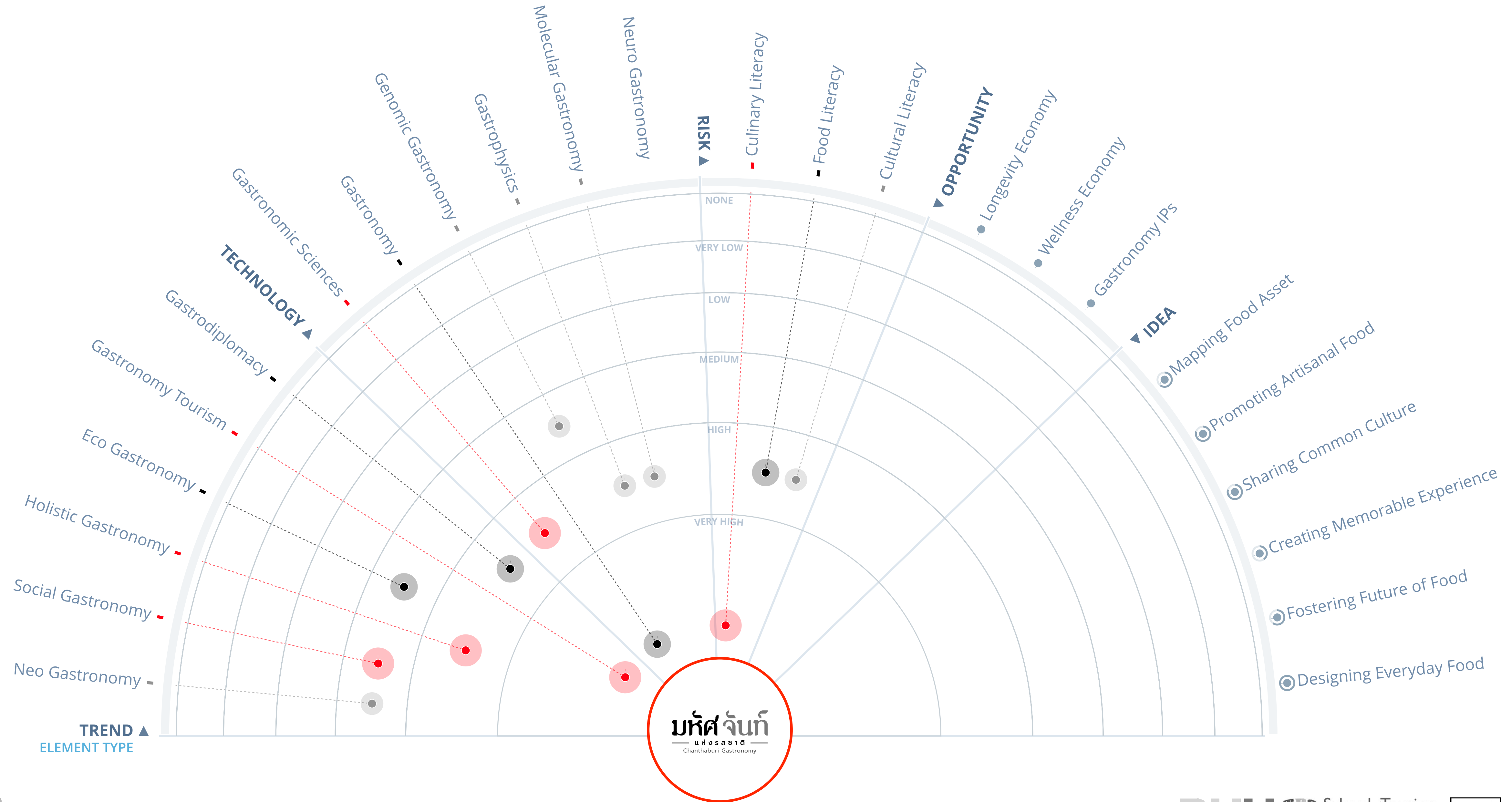


School of Tourism  
DEVELOPMENT  
Success Through Wisdom  
Maejo University













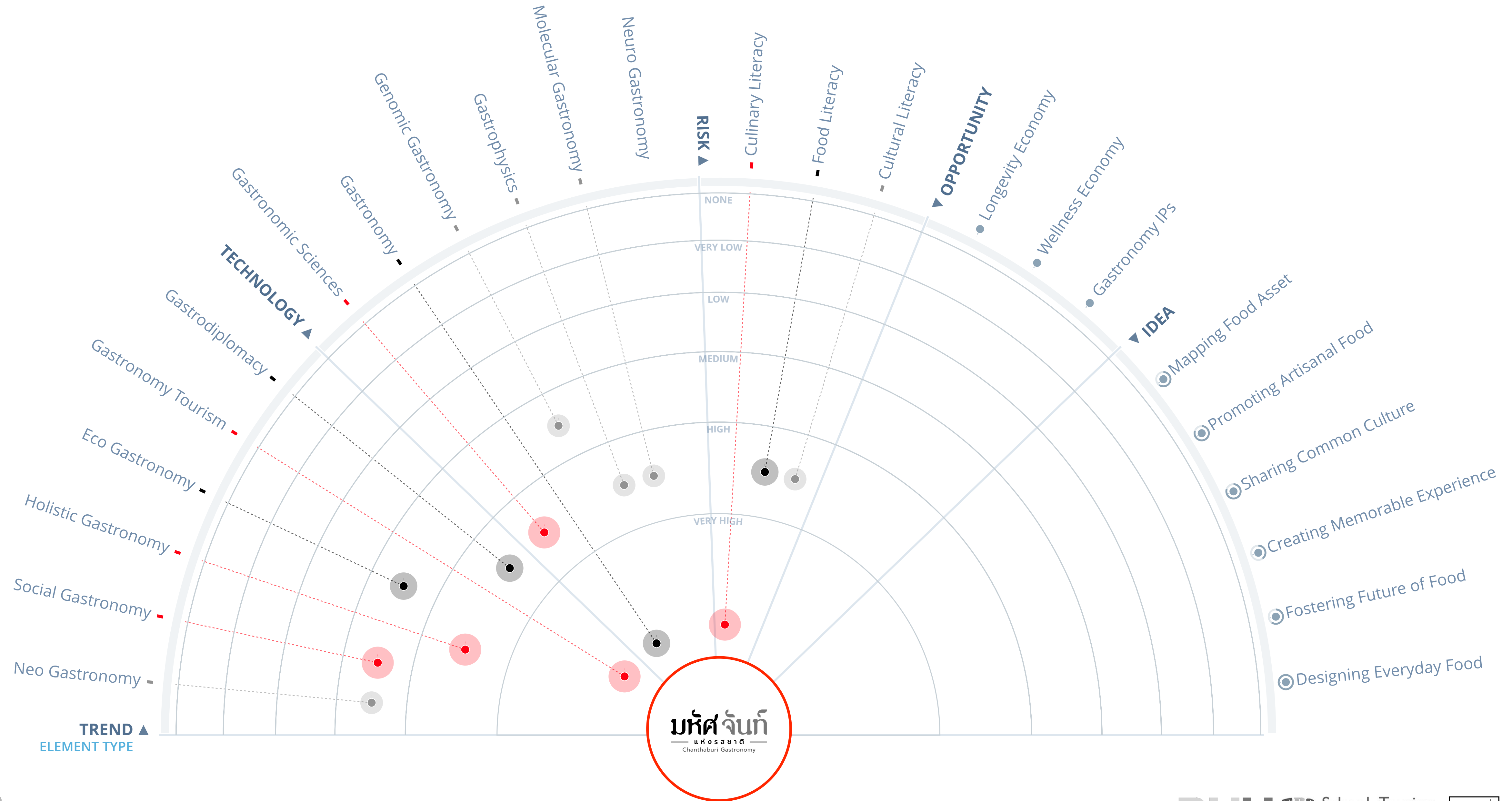
มหัศจรรย์  
แหล่งรสชาติ  
Chanthaburi Gastronomy

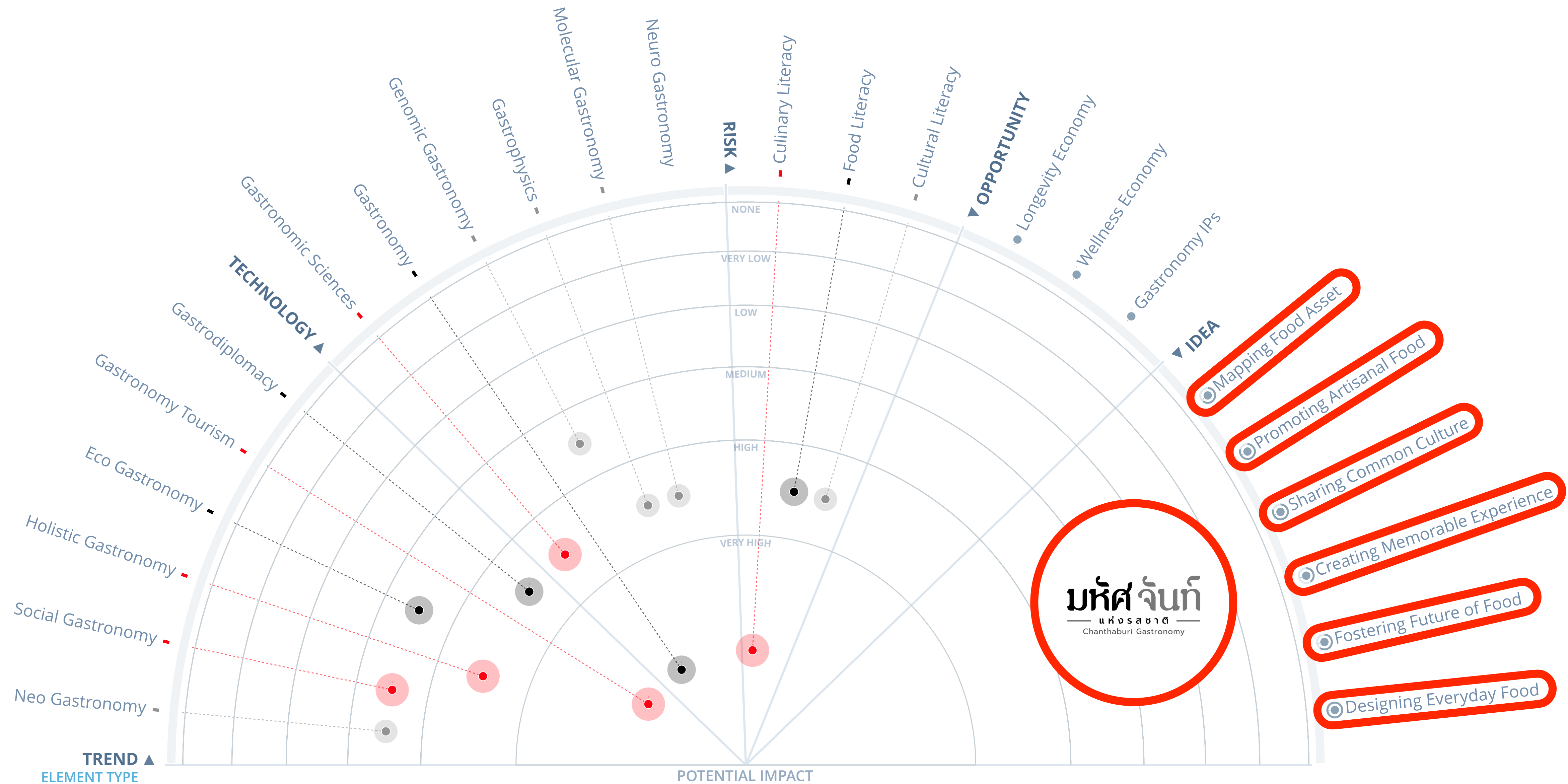
IDEA

- Mapping Food Asset
- Promoting Artisanal Food
- Sharing Common Culture
- Creating Memorable Experience
- Fostering Future of Food
- Designing Everyday Food

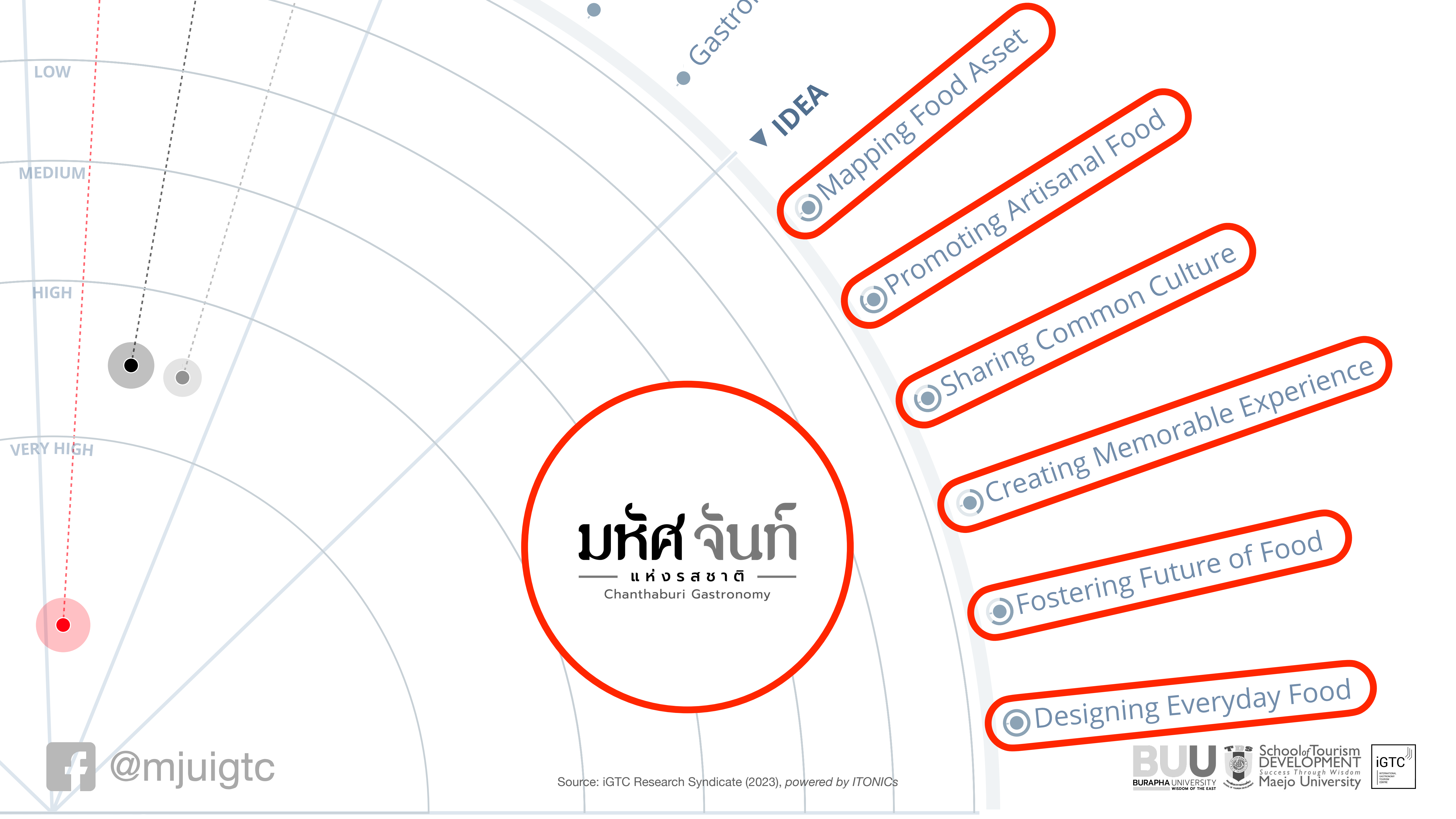
@mjuigtc

Source: iGTC Research Syndicate (2023), powered by ITONICS









มหัศจรรย์  
แหล่งรสชาติ  
Chanthaburi Gastronomy

Mapping Food Asset

Promoting Artisanal Food

Sharing Common Culture

Creating Memorable Experience

Fostering Future of Food

Designing Everyday Food

IDEA

Gastronomy

LOW

MEDIUM

HIGH

VERY HIGH



@mjuigtc

Source: iGTC Research Syndicate (2023), powered by ITONICS



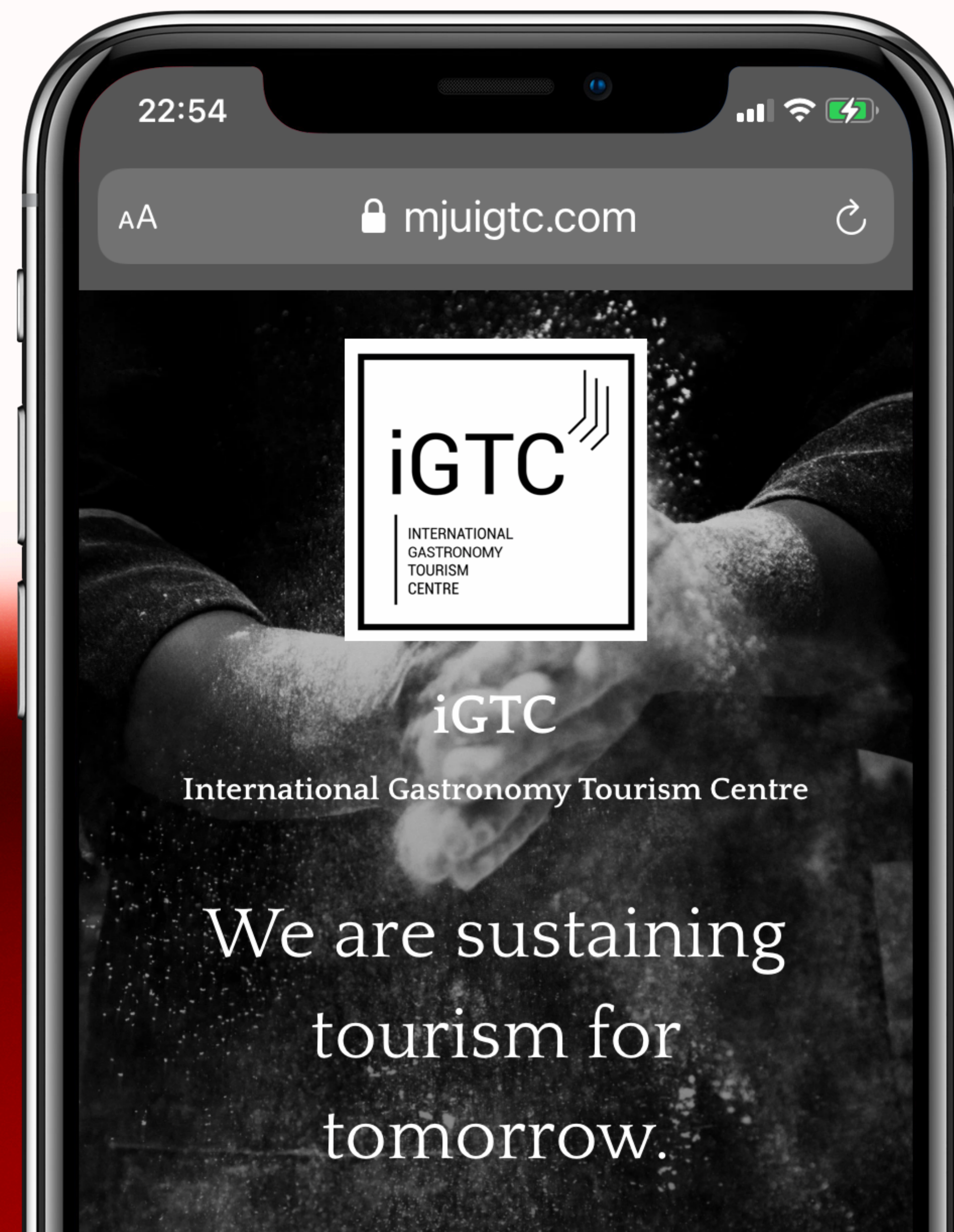
# Global Gastronomy

## Transitions Toward Sustainability

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[mjuigtc.com/2023/02/20/  
global-gastronomy-2030](https://mjuigtc.com/2023/02/20/global-gastronomy-2030)

#iGTCx #iGTCCoLAB #MJUiGTC #mjuserviceinnovation  
#tourismmaejo #maejogastronomy





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# PESTEL ANALYSIS



## P - Political

ปัจจัยด้านนโยบาย  
การเมือง การปกครอง  
กรอบความร่วมมือระหว่างประเทศ



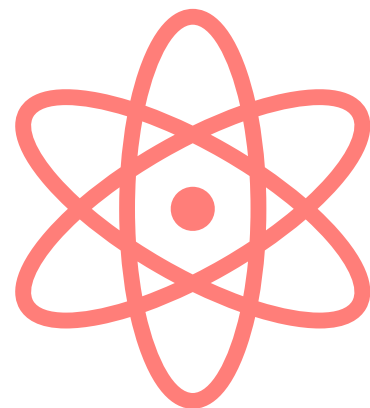
## E - Economic

ปัจจัยด้านเศรษฐกิจ การเงิน  
อัตราแลกเปลี่ยน อัตราเงินเฟ้อ  
การจ้างงาน ต้นทุน การเติบโตทางเศรษฐกิจ



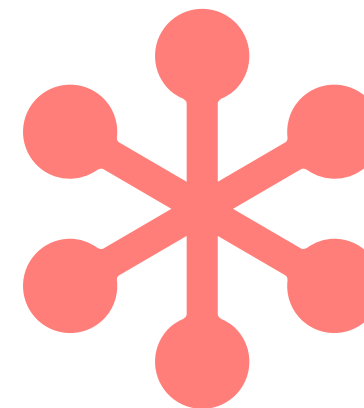
## S - Social

ปัจจัยด้านสังคม วัฒนธรรม  
ค่านิยม ทักษะคน ธรรมเนียม ประเพณี  
พฤติกรรมผู้บริโภค รูปแบบการใช้ชีวิต



## T - Technological

ปัจจัยด้านเทคโนโลยี นวัตกรรม  
การวิจัยและพัฒนาเทคโนโลยี  
การเข้าถึง กระจายตัว และการยอมรับ



## E - Environmental

ปัจจัยด้านสิ่งแวดล้อม  
ภัยพิบัติธรรมชาติ สภาพภูมิอากาศ  
ลักษณะทางธรรมชาติ ลักษณะทางภูมิศาสตร์



## L - Legal


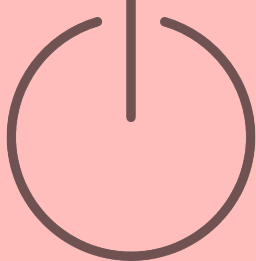

ปัจจัยด้านกฎหมาย  
ระเบียบ กฎ ข้อจำกัด ข้อบังคับ  
ข้อตกลง เงื่อนไข แผนที่สิทธิบัตร

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# TRENDS MATRIX | PESTEL Analysis

	 <b>Formerly</b>	 <b>Currently</b>	 <b>Emerging</b>
Political			
Economic			
Social			
Technological			
Environmental			
Legal			

Source: Trends Matrix by Vijay Kumar, 2013


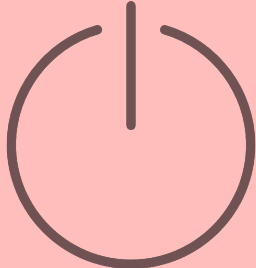








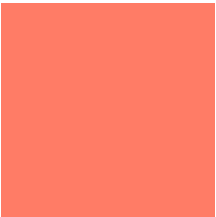
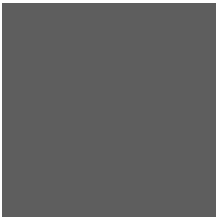






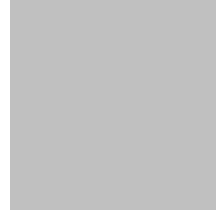
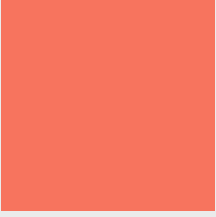
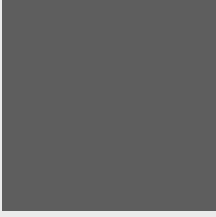
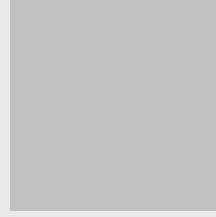
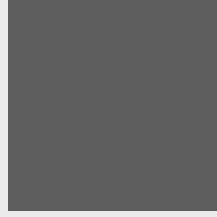
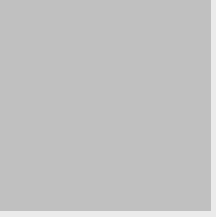


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# TRENDS MATRIX | PESTEL Analysis

	 <b>Formerly</b>	 <b>Currently</b>	 <b>Emerging</b>
Political	 		 
Economic		 	
Social	  		
Technological		 	
Environmental			
Legal	 		  

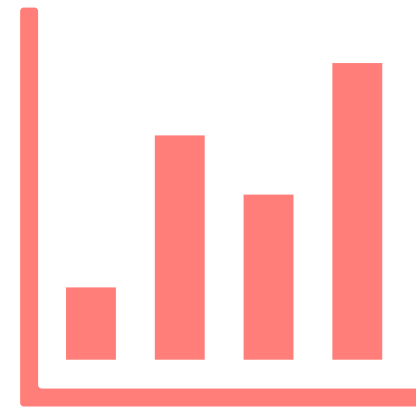
Source: Trends Matrix by Vijay Kumar, 2013

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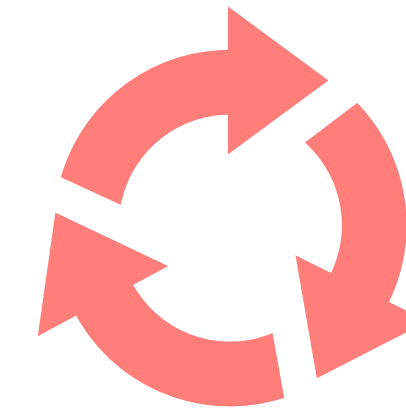
# SCENARIO DEVELOPMENT PROCESS



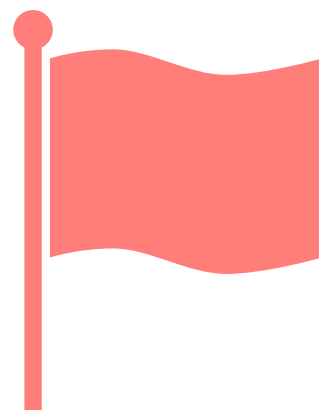
1. Framing The Futures



2. Driving Forces & Linkage



3. Critical Uncertainties



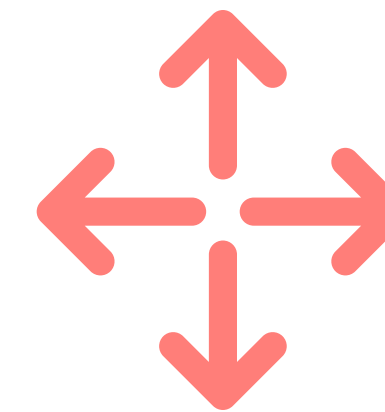
4. Indications & Signposts



5. Implications & Options

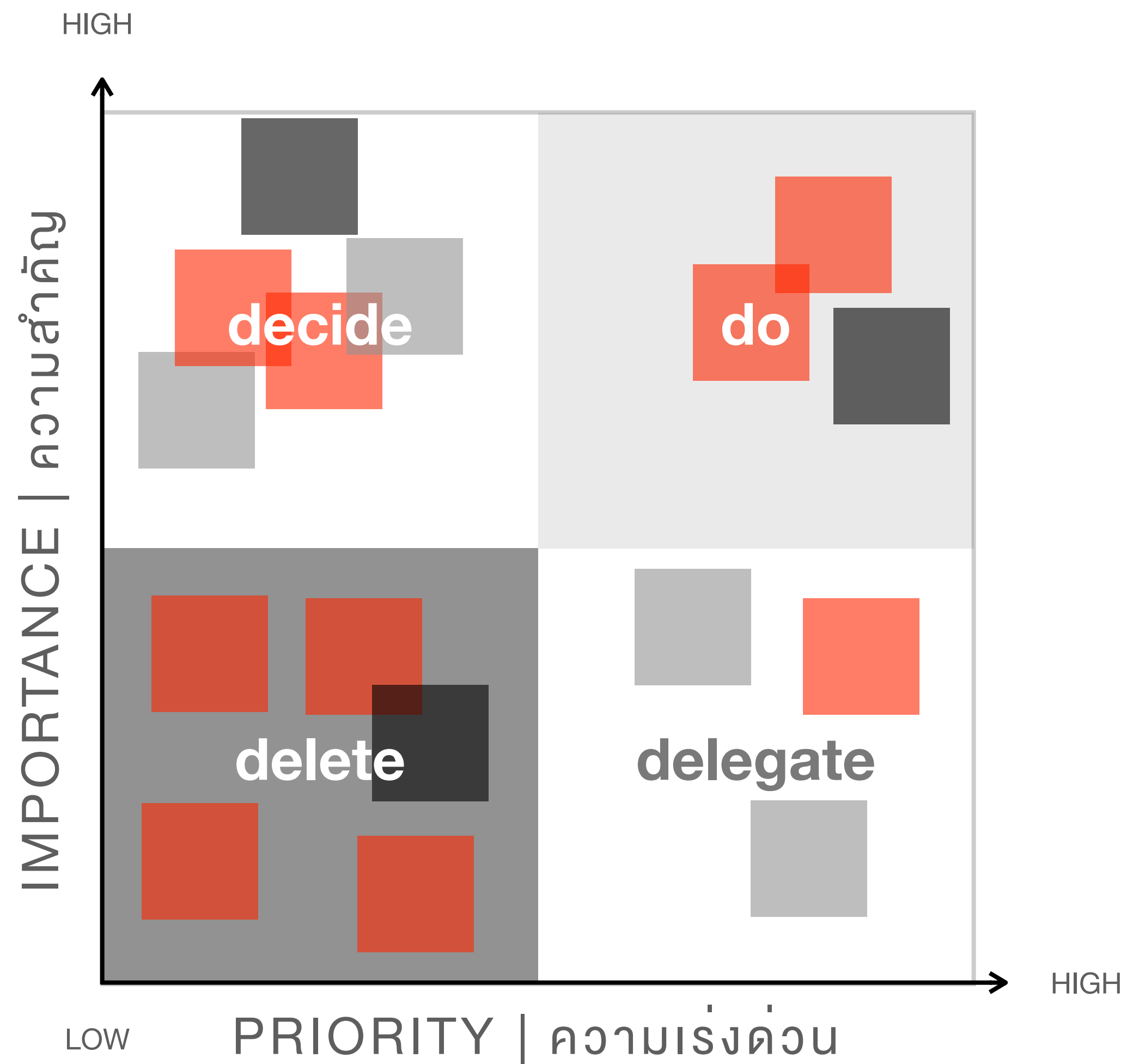


6. Scenario Stories



7. Scenario Matrix





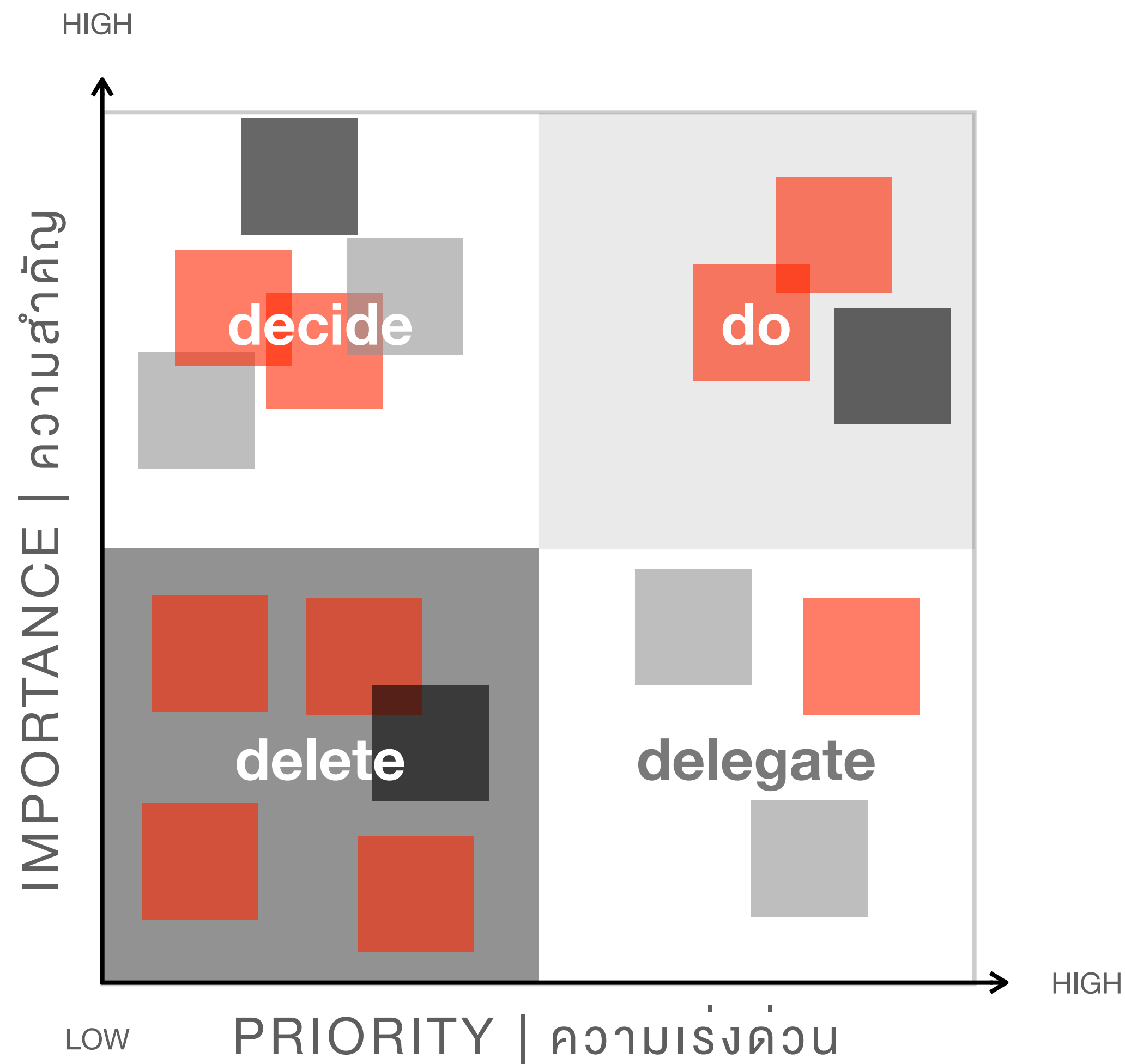
# horizontal scanning

## การกวาดสัญญาณ



secondary data

primary data



# horizontal scanning

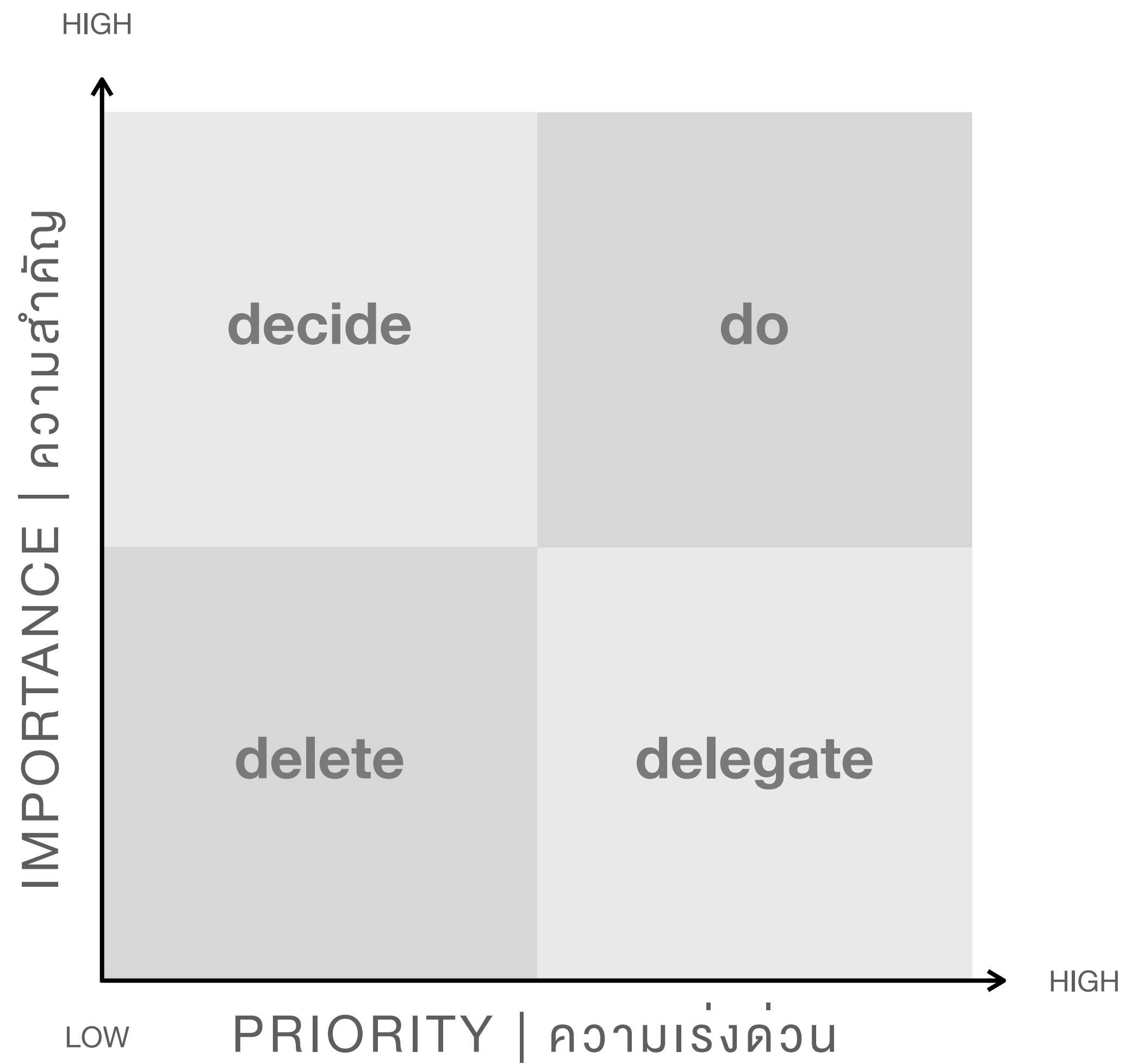
## การกวาดสัญญาณ



facts & figures

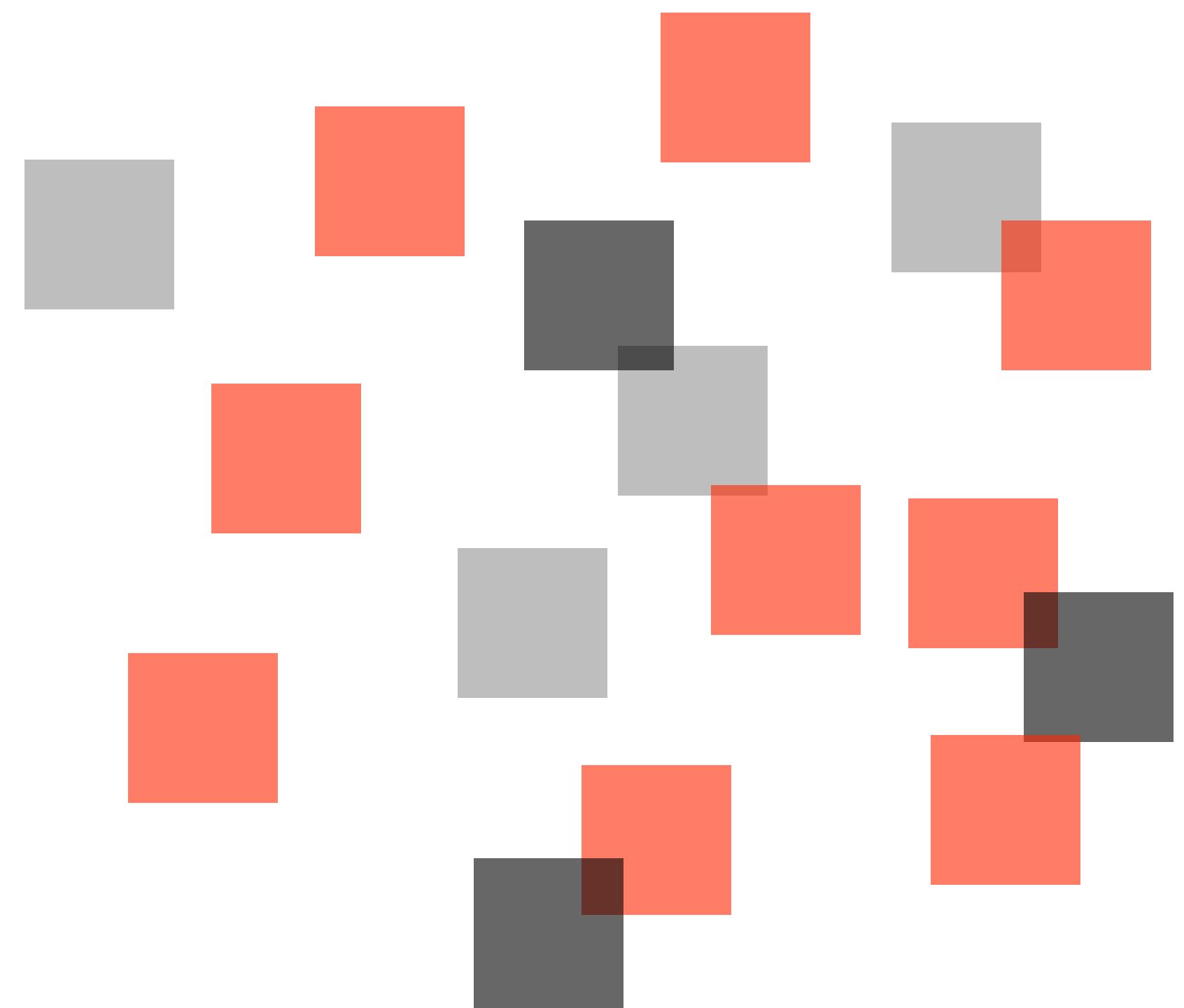
functions & features

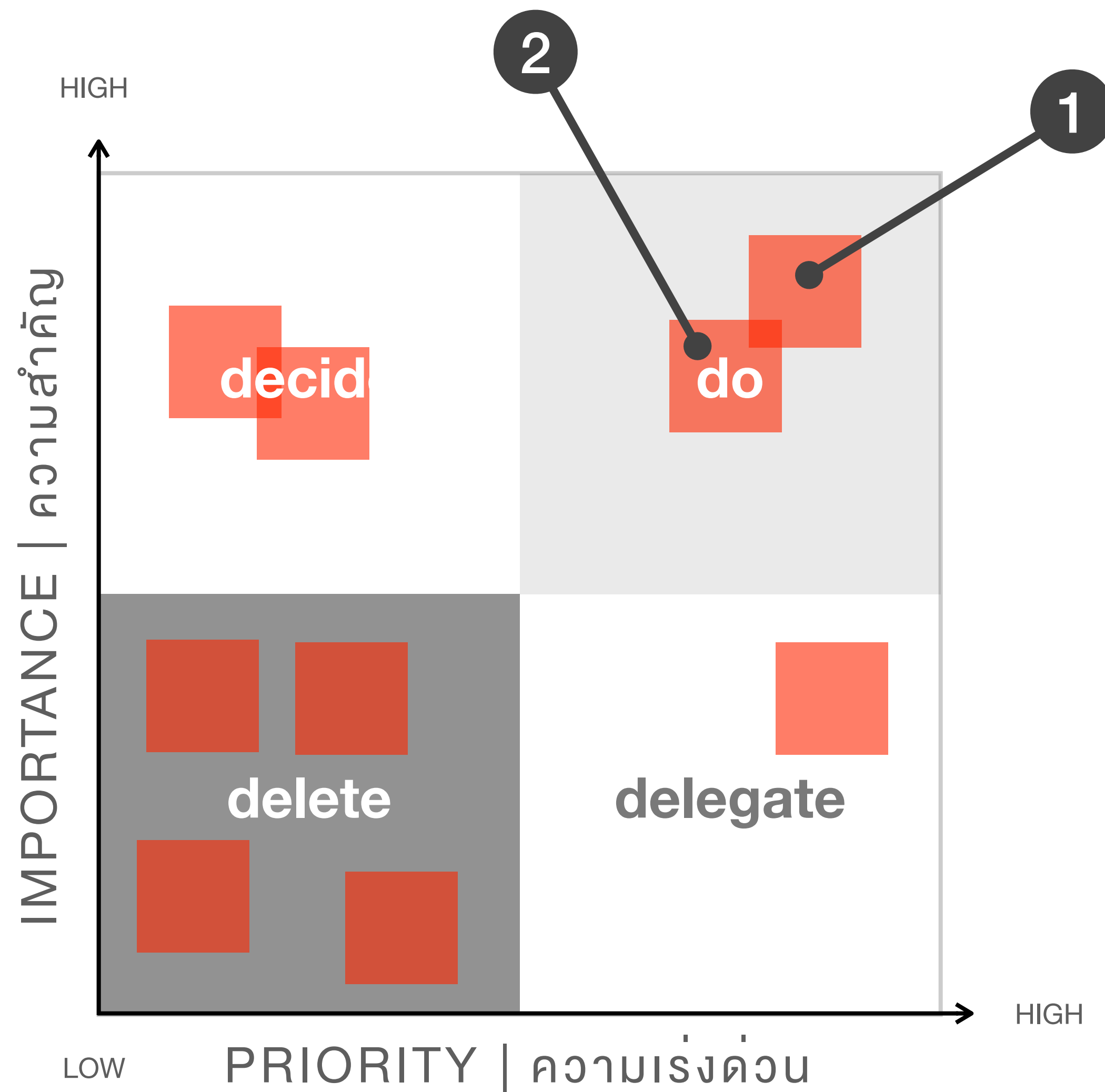




# brainstorming

## ระดมความคิดเห็น





# data validation

## การทวนสอบข้อมูล

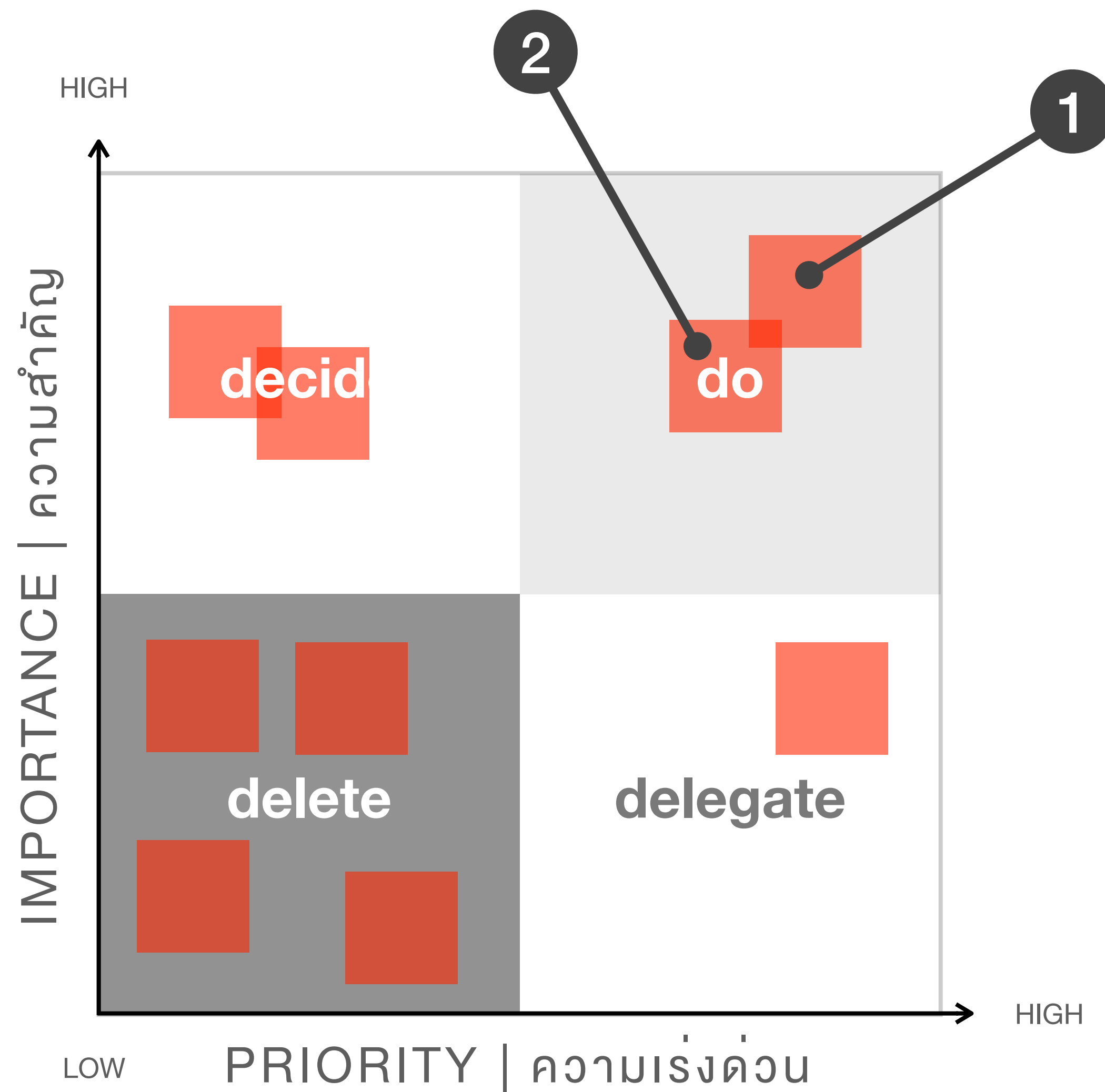
Confirming

Disconfirming

Alternative

“มนุษย์ถูกแทนที่ด้วยหุ่นยนต์  
ภายในปี ค.ศ.2030 หุ่นยนต์จะแทนที่แรงงานกว่า 800 ล้าน  
คนทั่วโลก แต่งานหลายอย่างยังคงต้องการแรงงานมนุษย์  
โดยเฉพาะงาน Human Touch  
นอกจากนั้นในบางประเทศยังคงใช้แรงงานสัตว์ทดแทน  
แรงงานมนุษย์ เช่น ในอเมริกาใช้ตัว Ferret ในการต่อสาย  
เคเบิลในพื้นที่แคบ หรือใช้แกะในการเก็บใบองุ่น”





# data validation

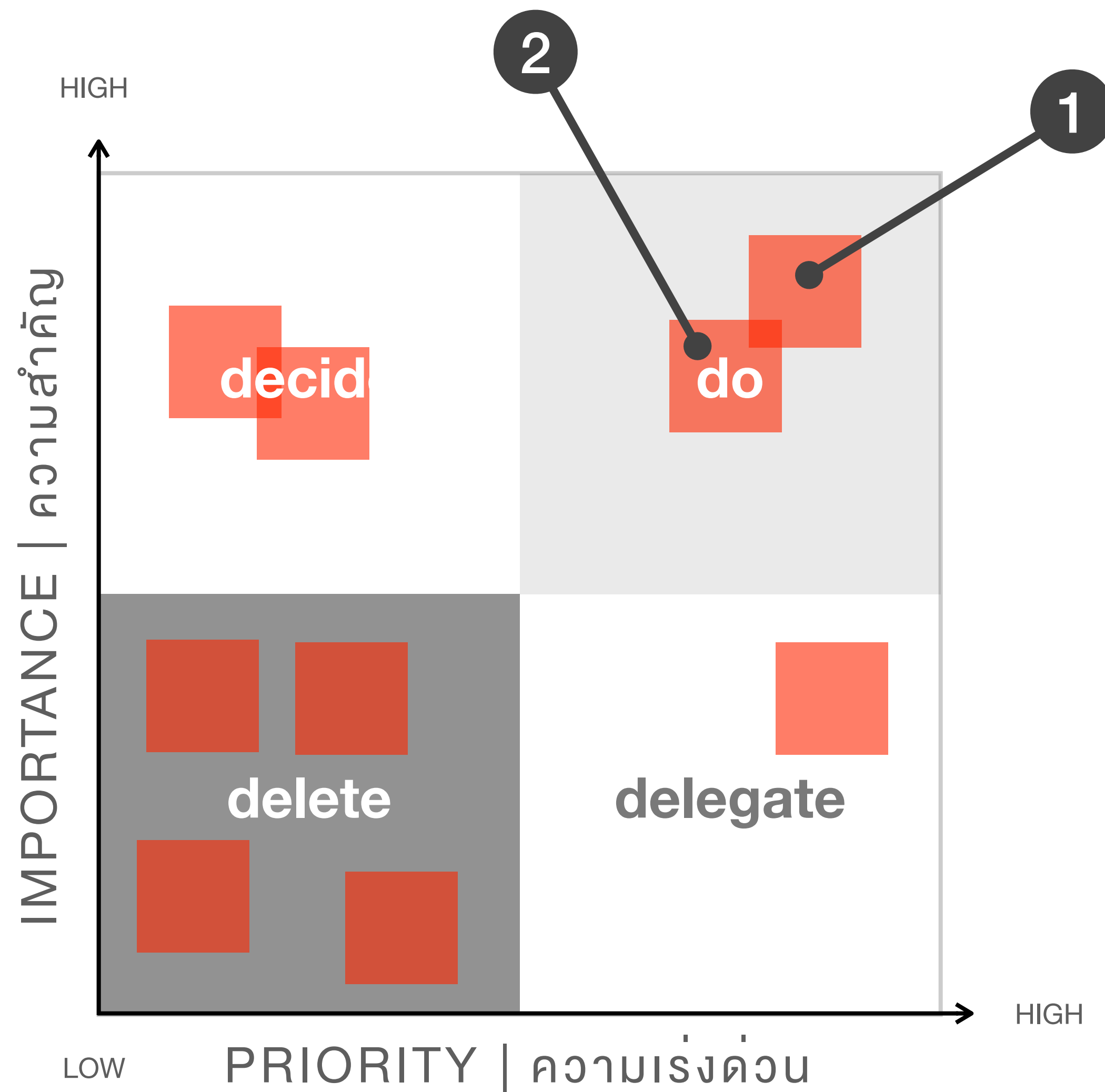
## การทวนสอบข้อมูล

Confirming

Disconfirming

Alternative

“มนุษย์ถูกแทนที่ด้วยหุ่นยนต์  
ภายในปี ค.ศ.2030 หุ่นยนต์จะแทนที่แรงงานกว่า 800 ล้าน  
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# data validation การทวนสอบข้อมูล

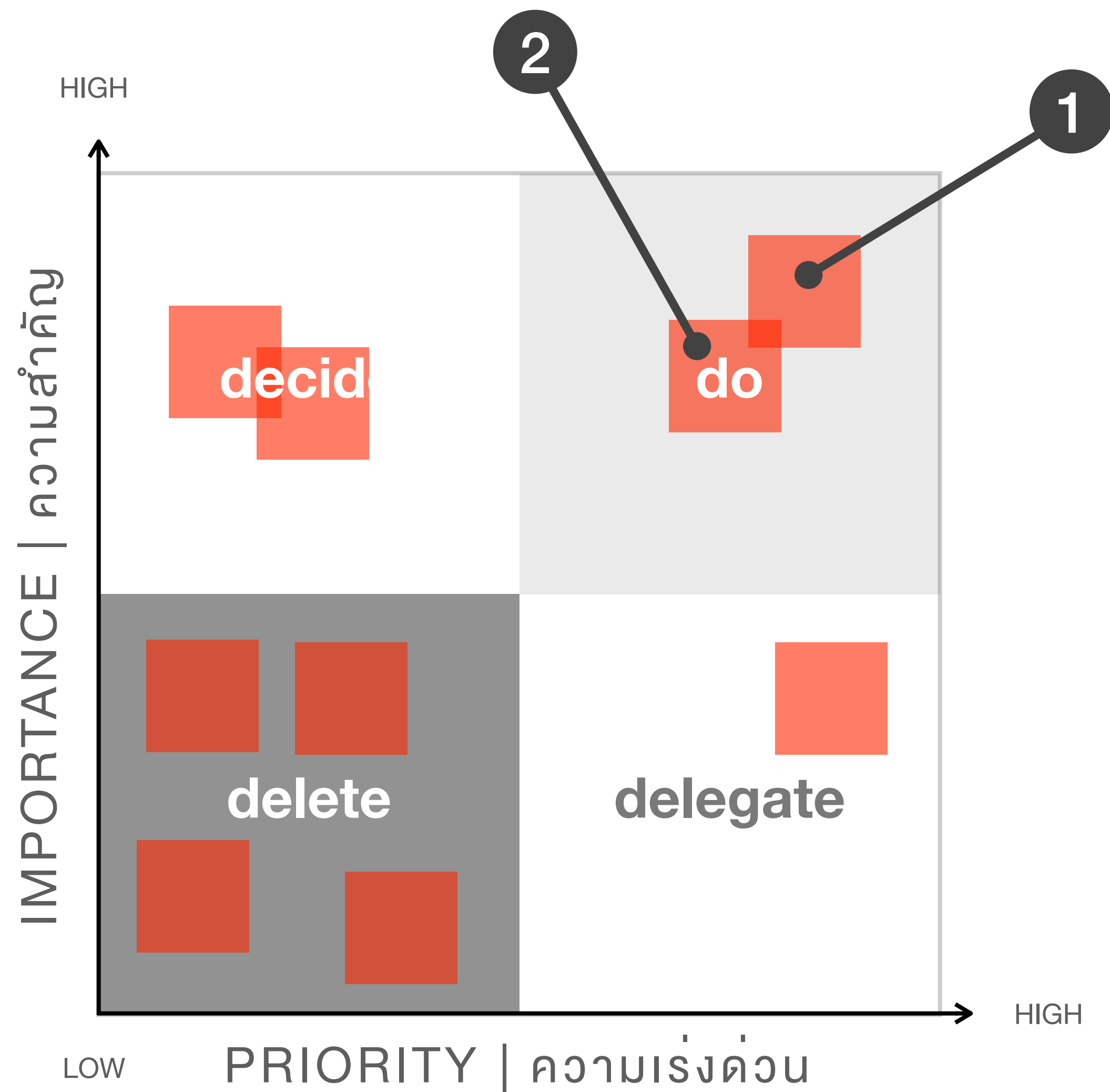
Confirming

Disconfirming

Alternative

“มนุษย์ถูกแทนที่ด้วยหุ่นยนต์  
ภายในปี ค.ศ.2030 หุ่นยนต์จะแทนที่แรงงานกว่า 800 ล้าน  
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โดยเฉพาะงาน Human Touch

นอกจากนั้นในบางประเทศยังคงใช้แรงงานสัตว์ทดแทน  
แรงงานมนุษย์ เช่น ในอเมริกาใช้ตัว Ferret ในการต่อสาย  
เคเบิลในพื้นที่แคบ หรือใช้แกะในการเก็บใบองุ่น”



# data validation การทวนสอบข้อมูล

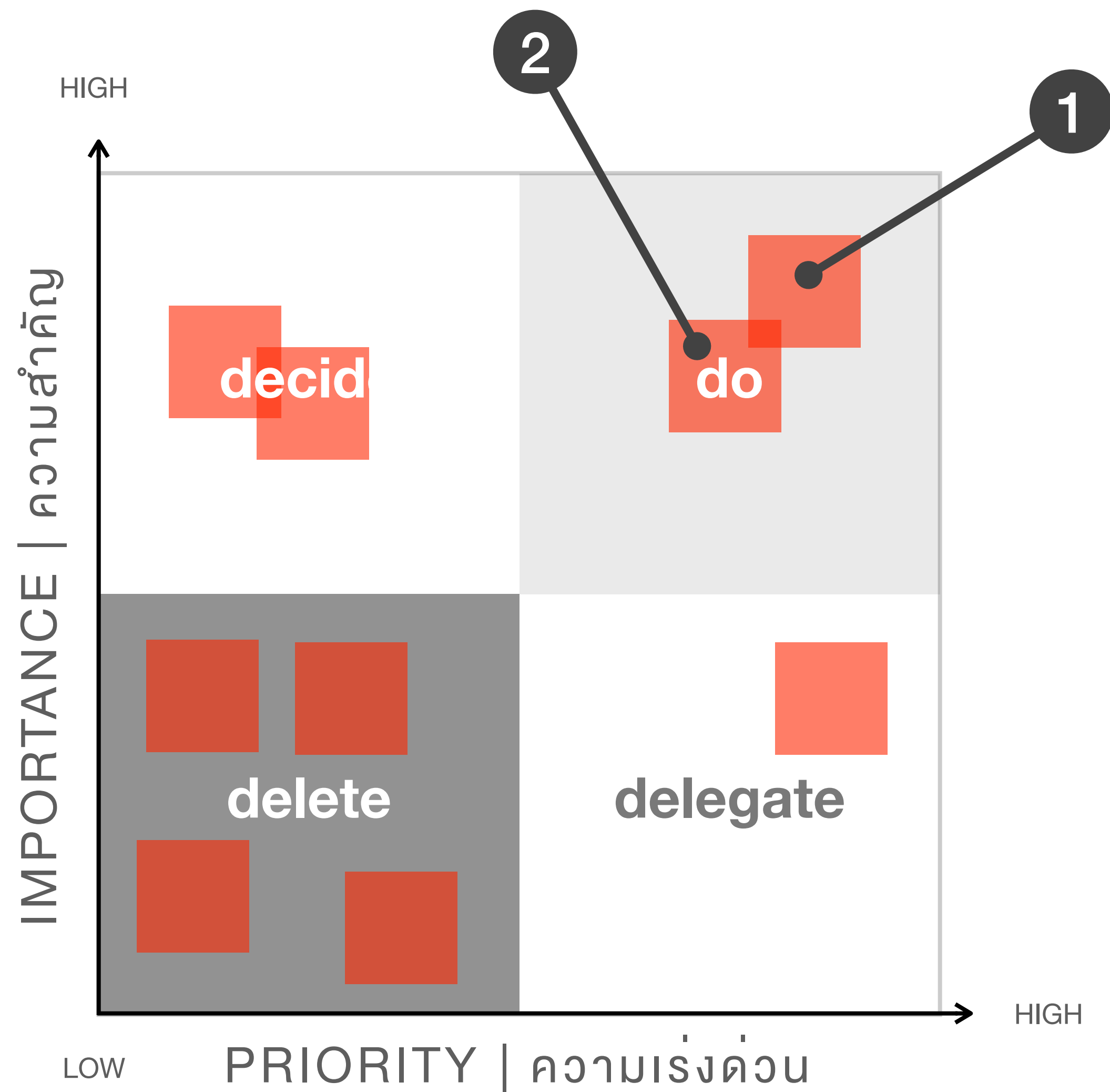
Confirming

Disconfirming

Alternative

“มนุษย์ถูกแทนที่ด้วยหุ่นยนต์  
ภายในปี ค.ศ.2030 หุ่นยนต์จะแทนที่แรงงานกว่า 800 ล้าน  
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เคเบิลในพื้นที่แคบ หรือใช้แกะในการเก็บใบองุ่น”





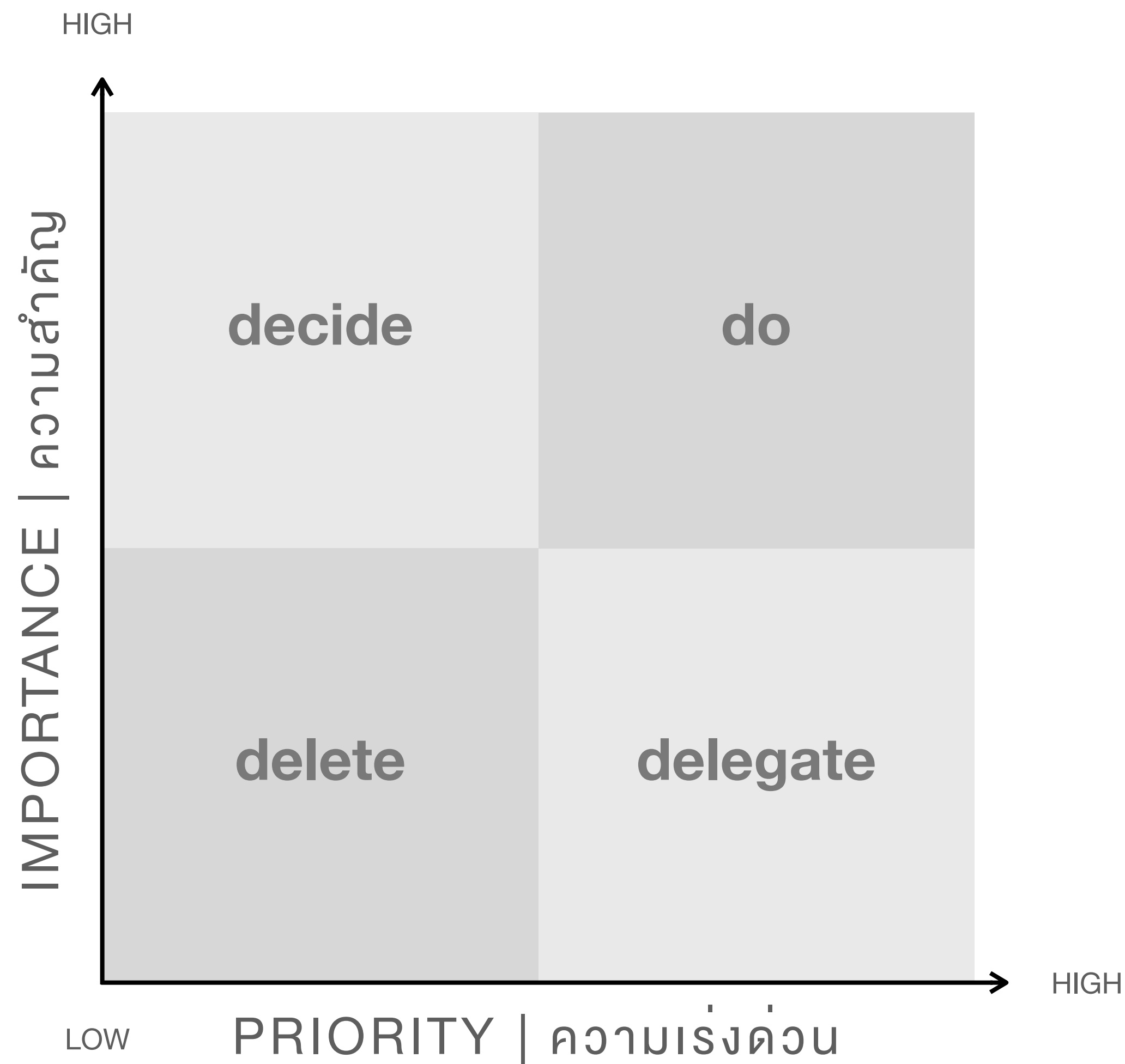
# data validation การทวนสอบข้อมูล

Confirming

Disconfirming

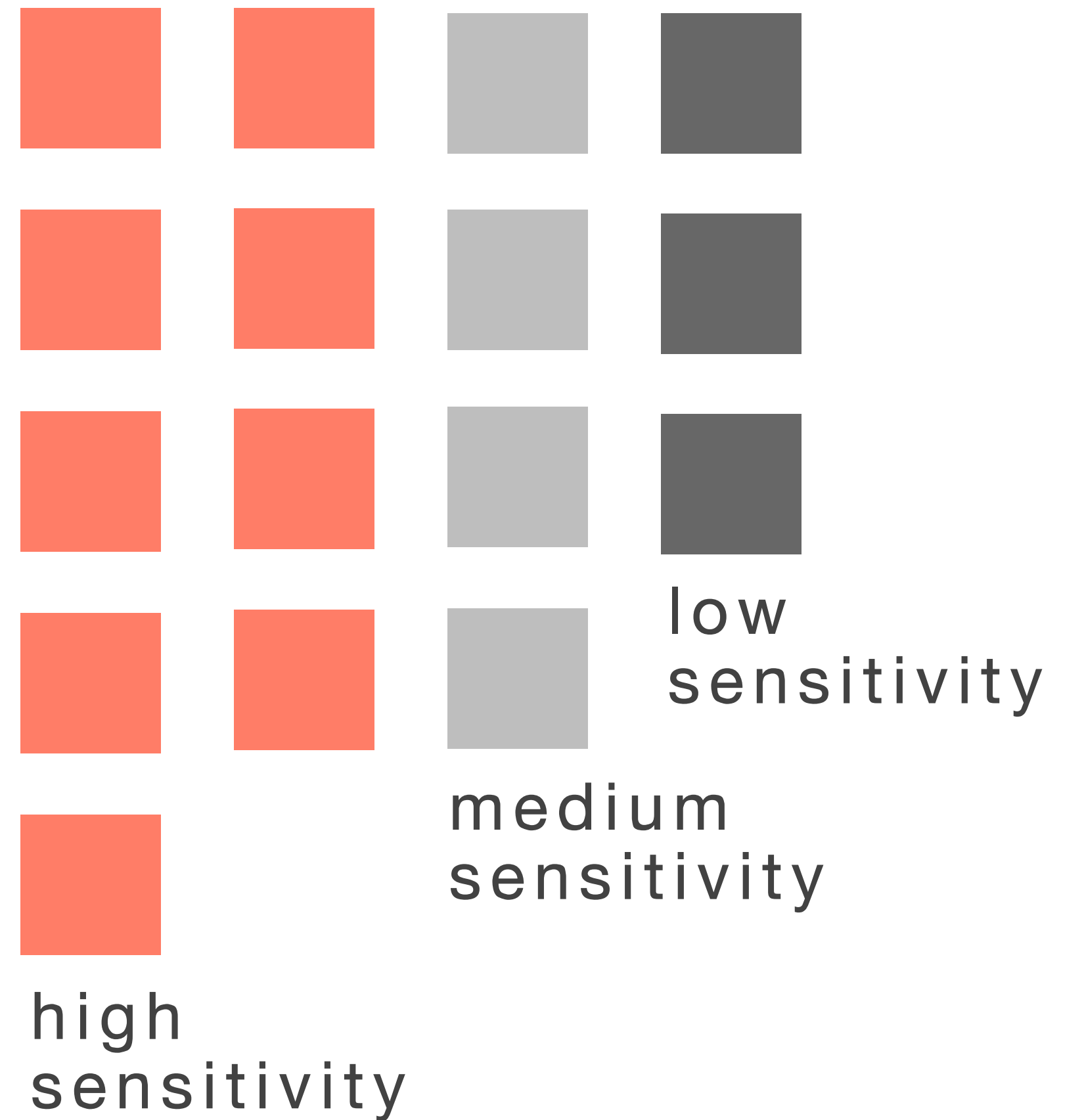
Alternative

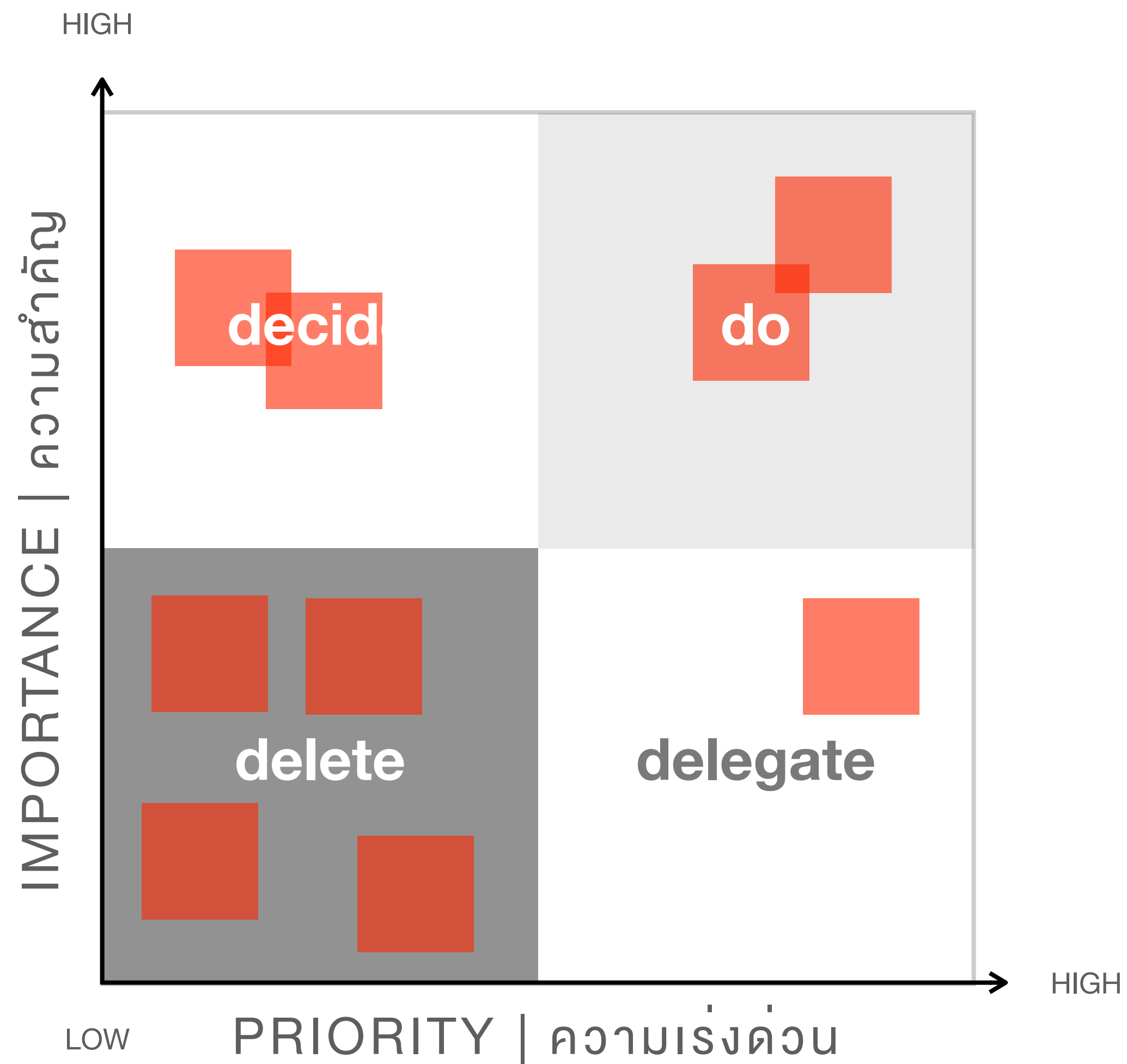
“มนุษย์ถูกแทนที่ด้วยหุ่นยนต์  
ภายในปี ค.ศ.2030 หุ่นยนต์จะแทนที่แรงงานกว่า 800 ล้าน  
คนทั่วโลก แต่งานหลายอย่างยังคงต้องการแรงงานมนุษย์  
โดยเฉพาะงาน Human Touch  
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แรงงานมนุษย์ เช่น ในอเมริกาใช้ตัว Ferret ในการต่อสาย  
เคเบิลในพื้นที่แคบ หรือใช้แกะในการเก็บใบองุ่น”



# data clustering

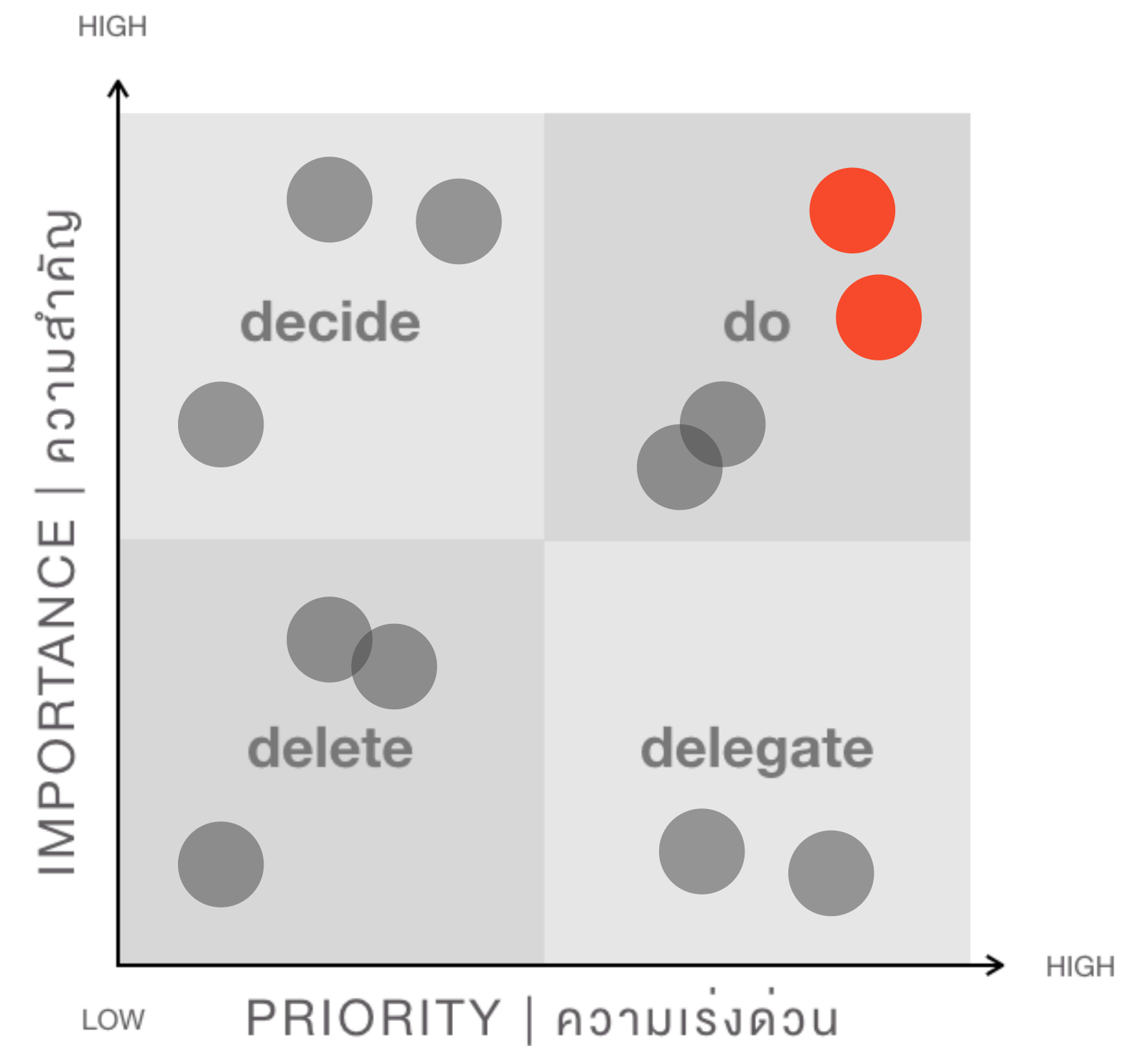
## จัดประเภท



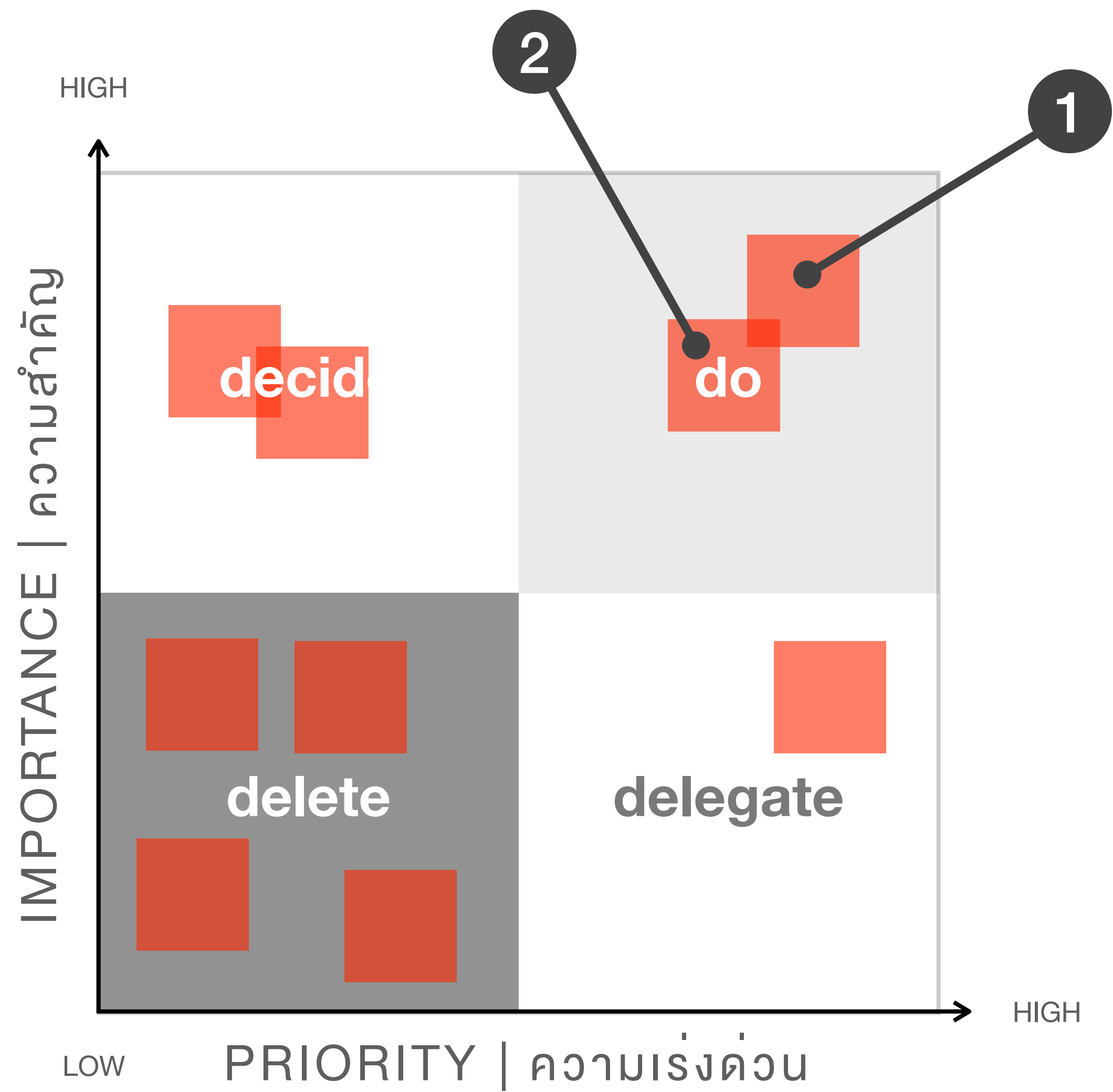


# driving forces

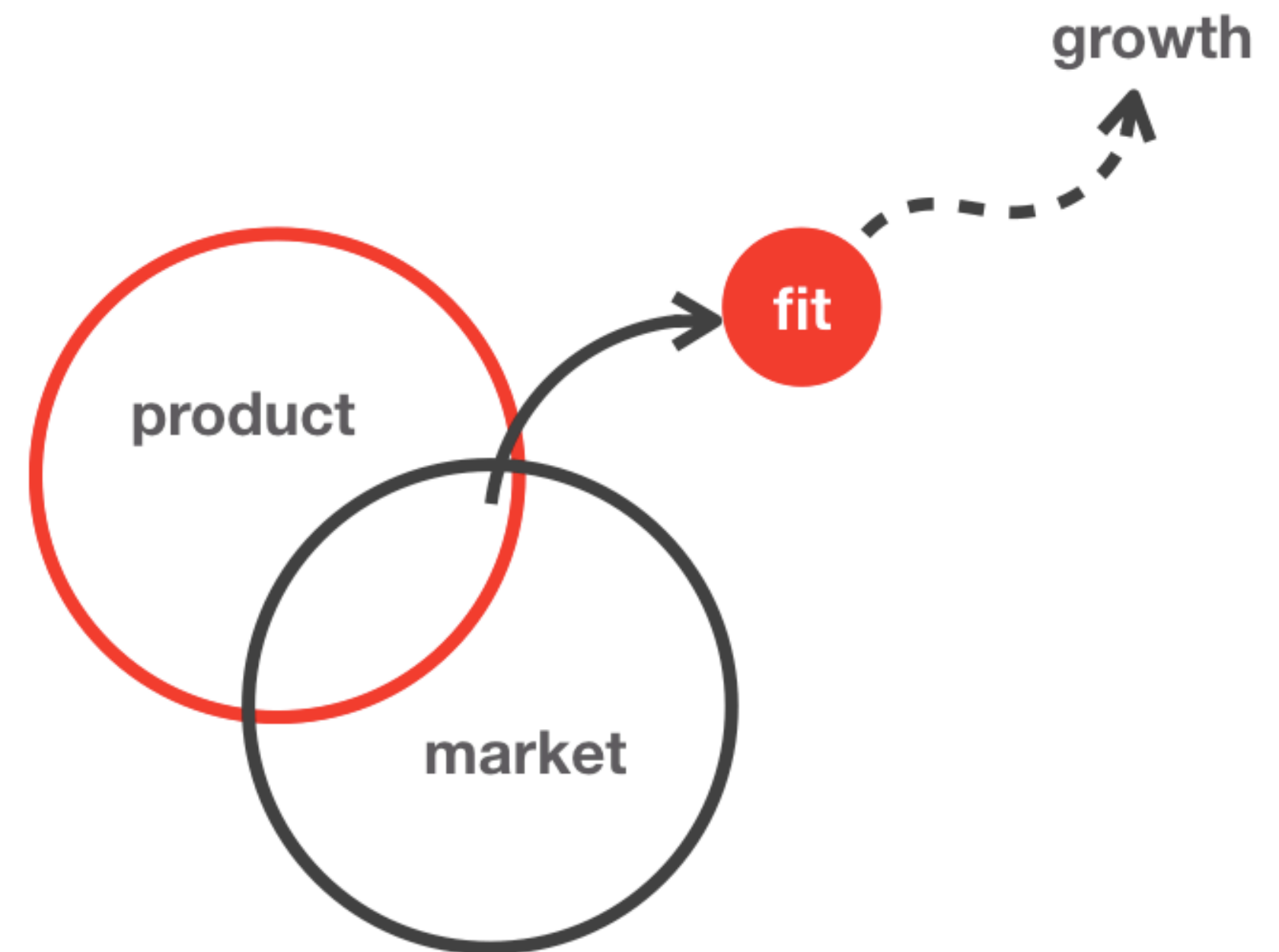
## ปัจจัยขับเคลื่อน

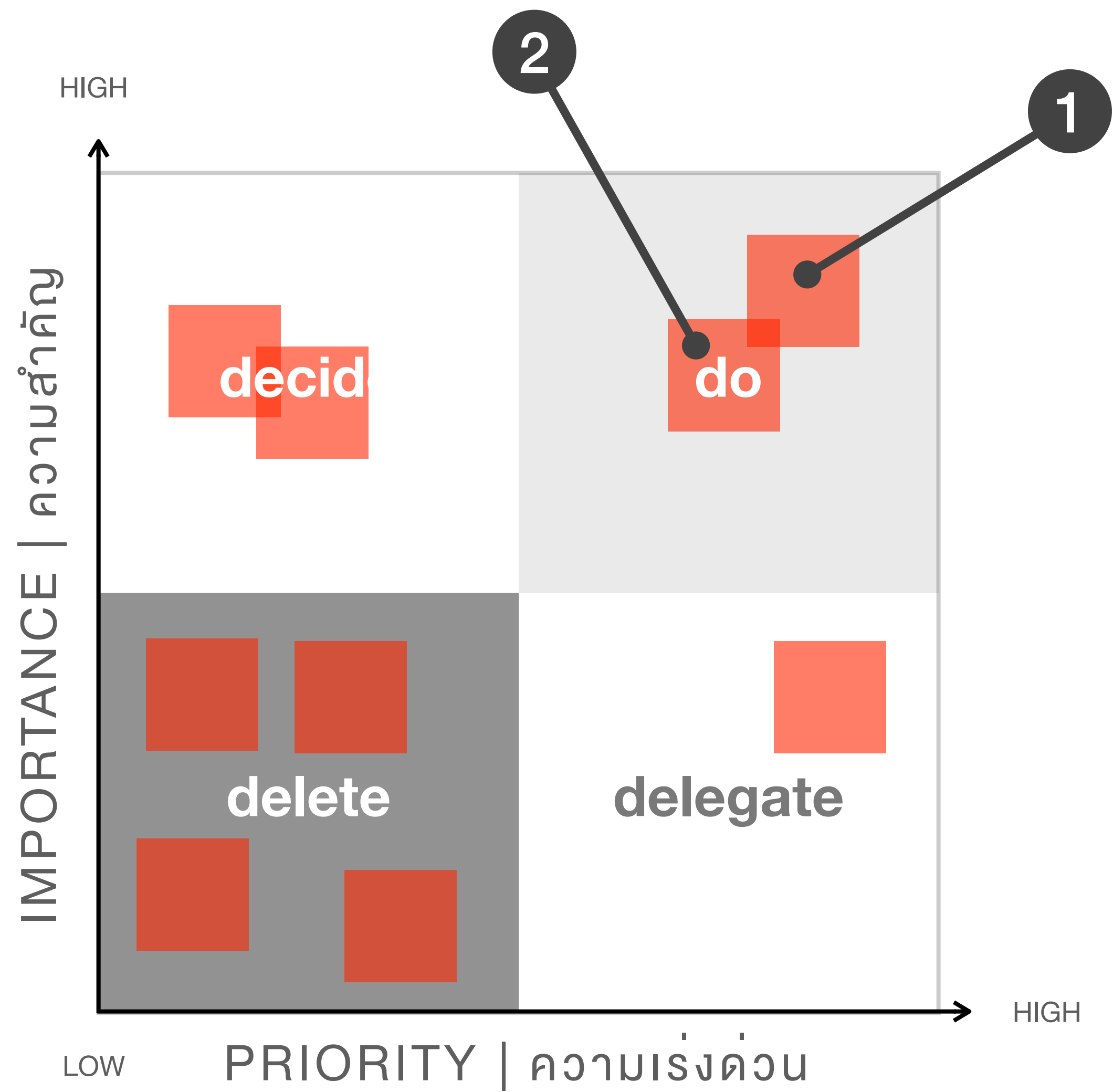






key uncertainty  
ปัจจัยพลิกผัน





growth driver  
จุดเติบโต

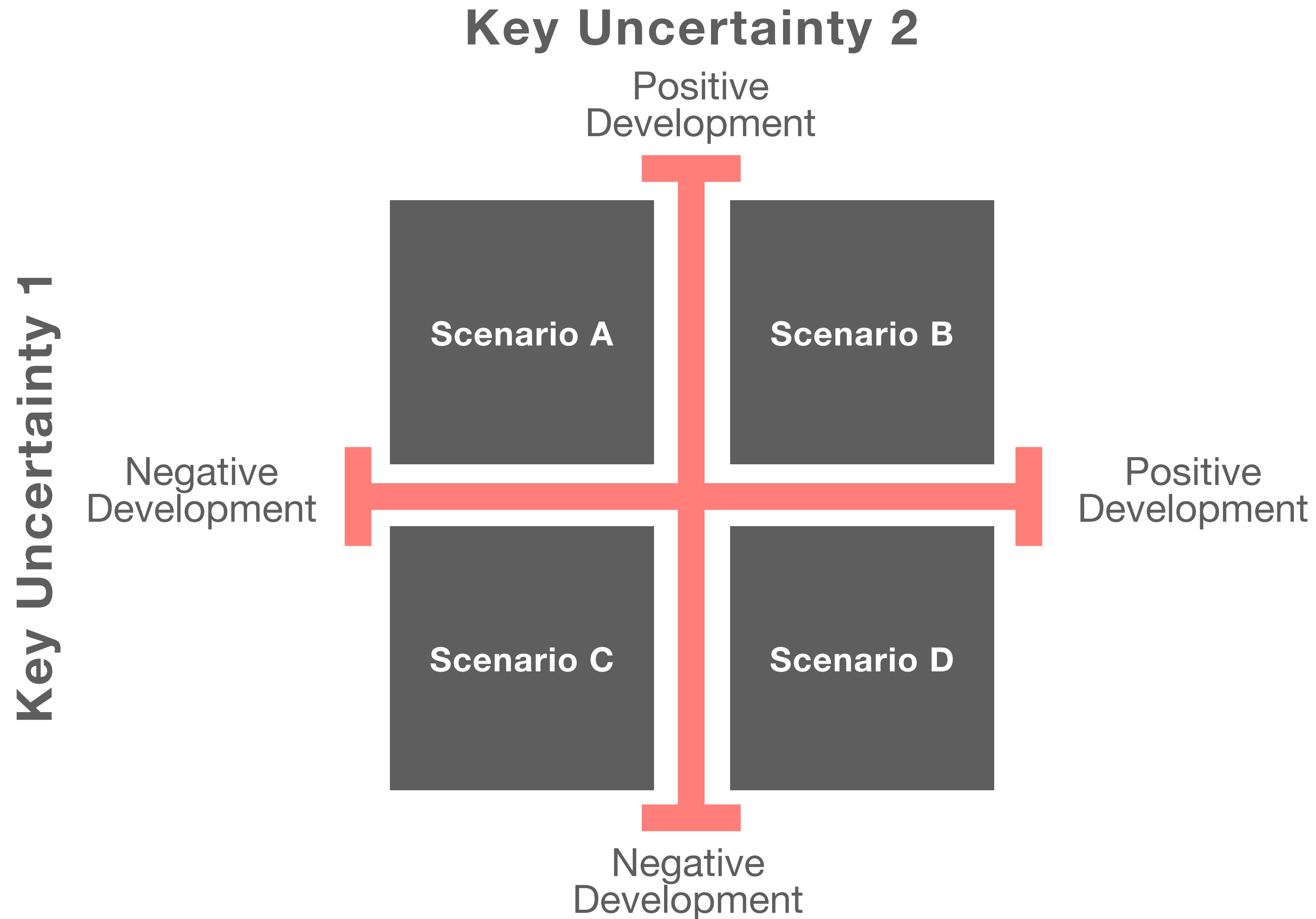


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# SCENARIO MATRIX



Source: Wulf, Meibner Stubner (2010)



SCENARIO

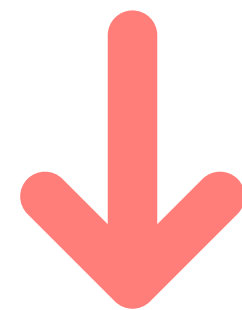
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# SCENARIO MATRIX

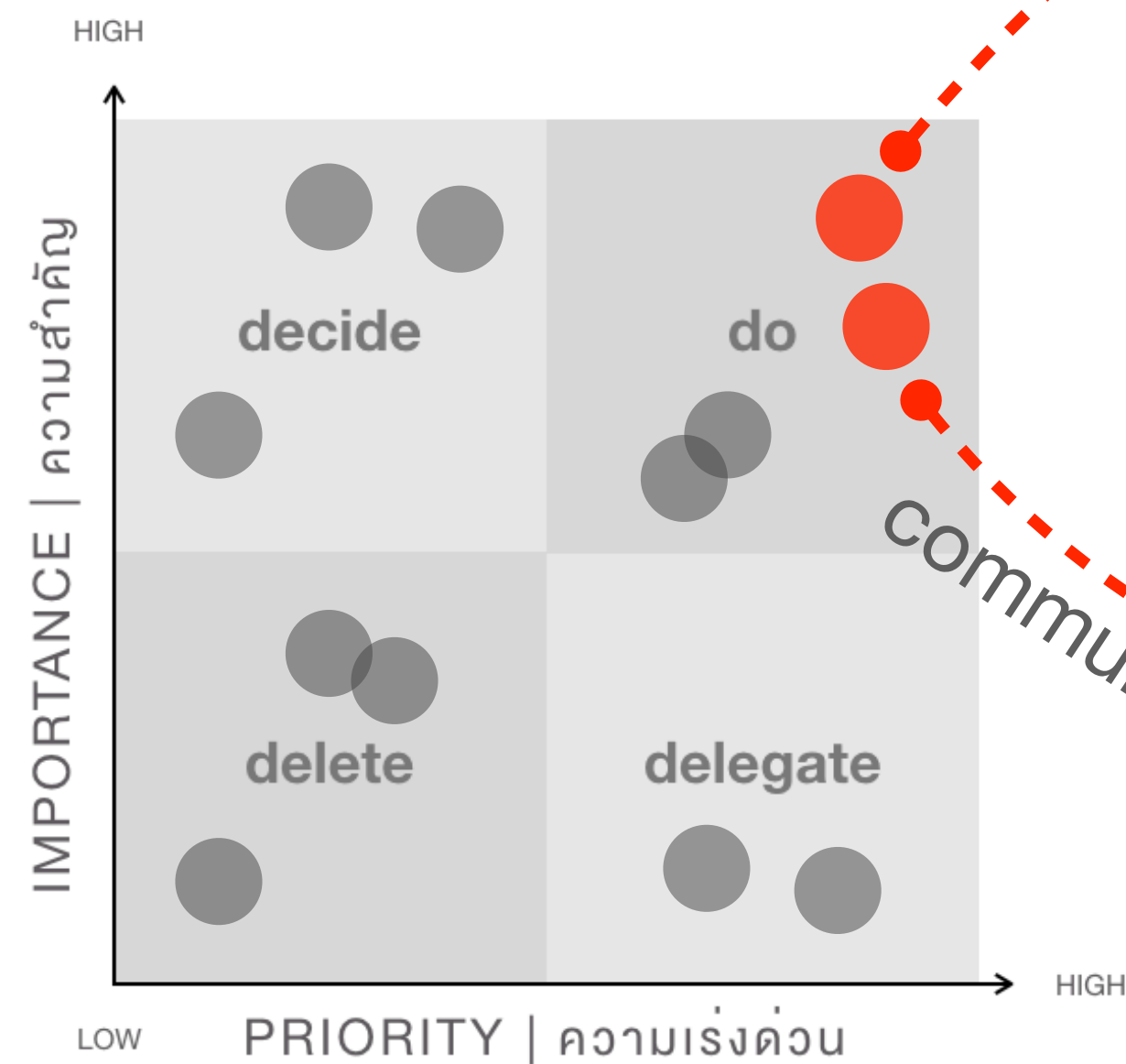
## Driving Forces

ปัจจัยขับเคลื่อน



## Critical Uncertainties

ปัจจัยพลิกผัน



distribution

Key Uncertainty 1

Negative Development

## Key Uncertainty 2

Positive Development

Scenario A

Scenario B

Scenario C

Scenario D

Positive Development

Negative Development

SCENARIO

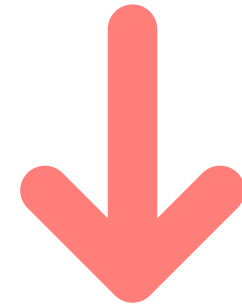
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# SCENARIO MATRIX

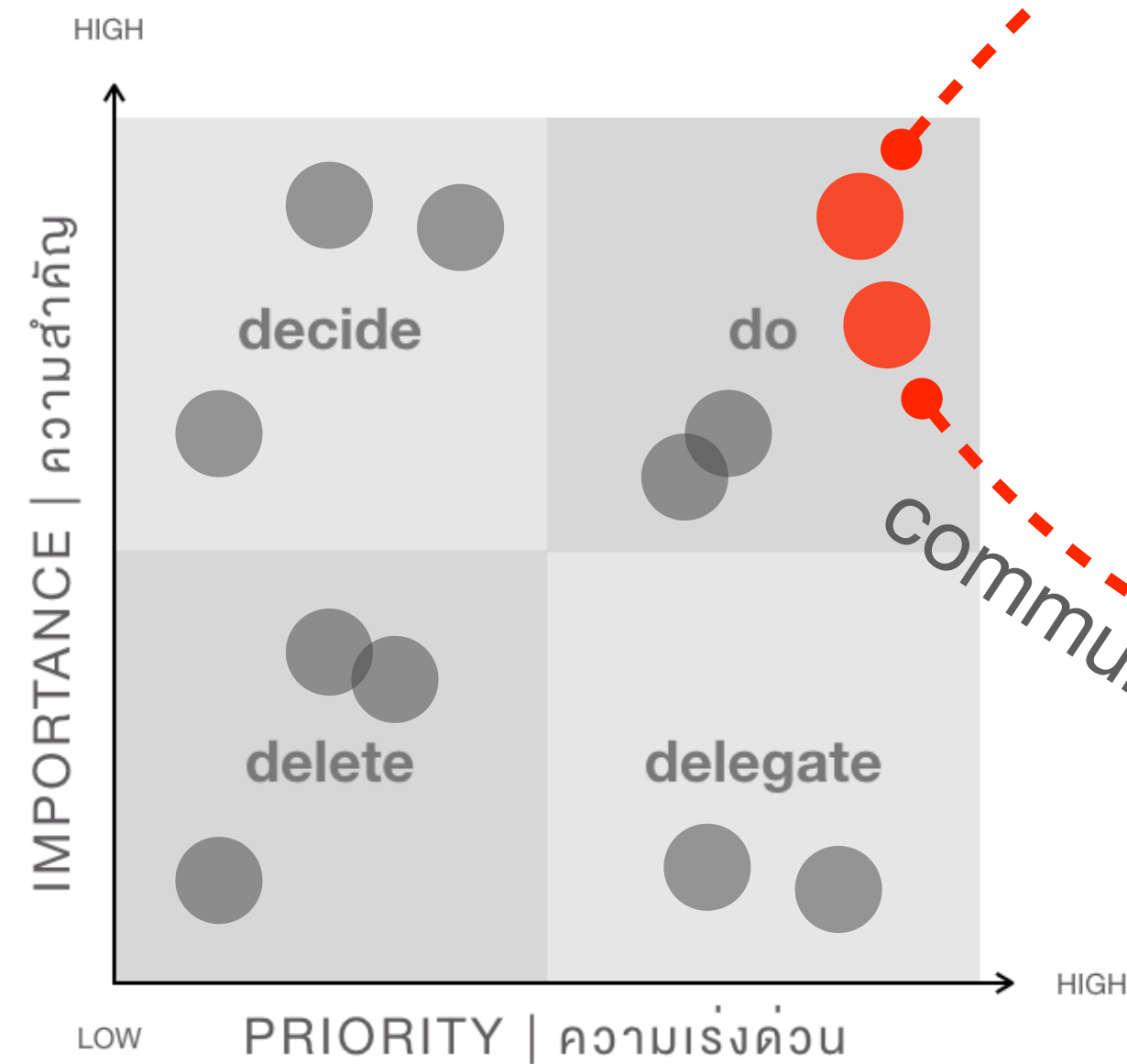
## Driving Forces

ปัจจัยขับเคลื่อน



## Critical Uncertainties

ปัจจัยพลิกผัน



distribution

COMMUNICATION

communication

## DISTRIBUTION

Positive Development

Scenario A

Scenario B

Scenario C

Scenario D

Negative Development

Positive Development

Negative Development

SCENARIO

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DATE

# SCENARIO MATRIX

COMMUNICATION

## DISTRIBUTION

Positive  
Development

Scenario A

Scenario B

Negative  
Development

Scenario C

Scenario D

Positive  
Development

Negative  
Development



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DATE

# SCENARIO MATRIX

## DISTRIBUTION

Positive  
Development

ถ้า D+ และ C+

กลุ่ม LOHAS\* จะขยายประชากรเพิ่มขึ้นในอัตราเร่ง โดยเฉพาะ “ผู้บริโภคนวัตกรรม” ซึ่งมีความตระหนักรู้ในการใช้ชีวิตมากขึ้น (demand pull)

\* Lifestyle of Health and Sustainability

Positive  
Development

ถ้า D- และ C+

กลุ่มผู้บริโภคสินค้าเกษตรอินทรีย์ไม่สามารถเข้าถึงผู้ผลิต และขาดความเชื่อมั่นในระบบ / กระบวนการผลิต

Negative  
Development

Negative  
Development

ถ้า D+ และ C-

ระบบนิเวศเกิดจากการเกิด “ธุรกิจอาหารปลอดภัย / อินทรีย์” และบริการแวดล้อมอื่นๆ อาทิ สุขภาพการแพทย์ เป็นต้น (supply push)

ถ้า D- และ C-

“เมื่อ” ประเทศไทย “ปฏิเสธ” เกษตรอินทรีย์ภายใต้ระบบเกษตรกรรมยั่งยืน ส่งผลให้เกิดภัยคุกคามสูงต่อสุขภาพอนามัยของประชากร

Scenario A

Scenario B

Scenario C

Scenario D

COMMUNICATION

SCENARIO

PROJECT

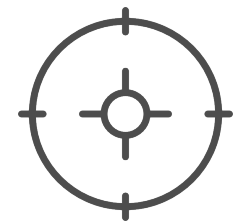
DATE

# STAKEHOLDER MAP



**Find** ค้นหาผู้ที่เกี่ยวข้อง

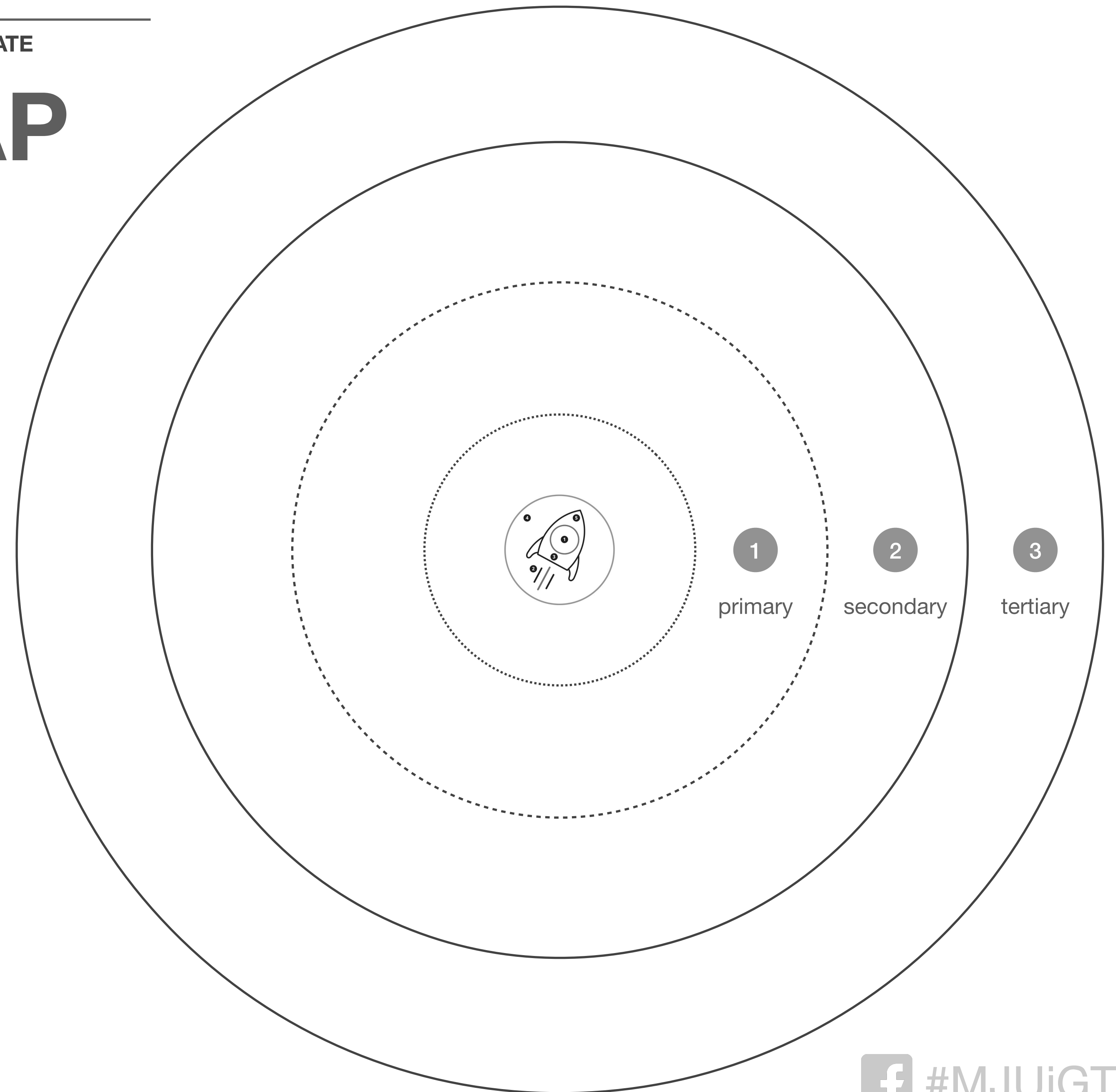
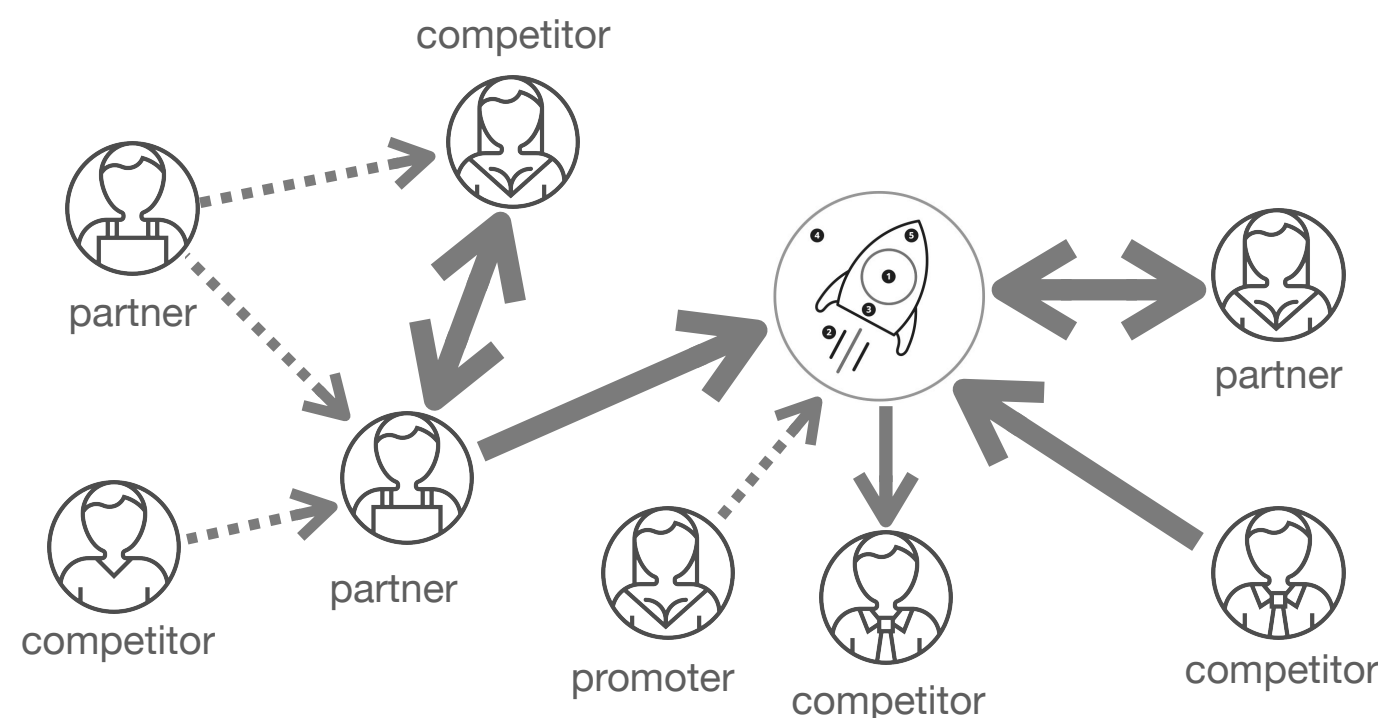
คู่แข่ง (competitor)  
คู่ค้า (partner)  
คู่ใจ (promoter)



**Focus** คบคนที่ใช้ ไกล่คนที่ชอบ

อำนาจ (power)  
ความสนใจ (interest)

Conceptual  
Mapping



Source: Moonshot Canvas by Futur/io

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# STAKEHOLDER MAP

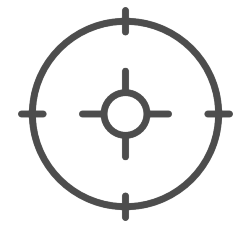


**Find** ค้นหาผู้ที่เกี่ยวข้อง

● คู่แข่ง (competitor)

● คู่ค้า (partner)

● คู่ใจ (promoter)

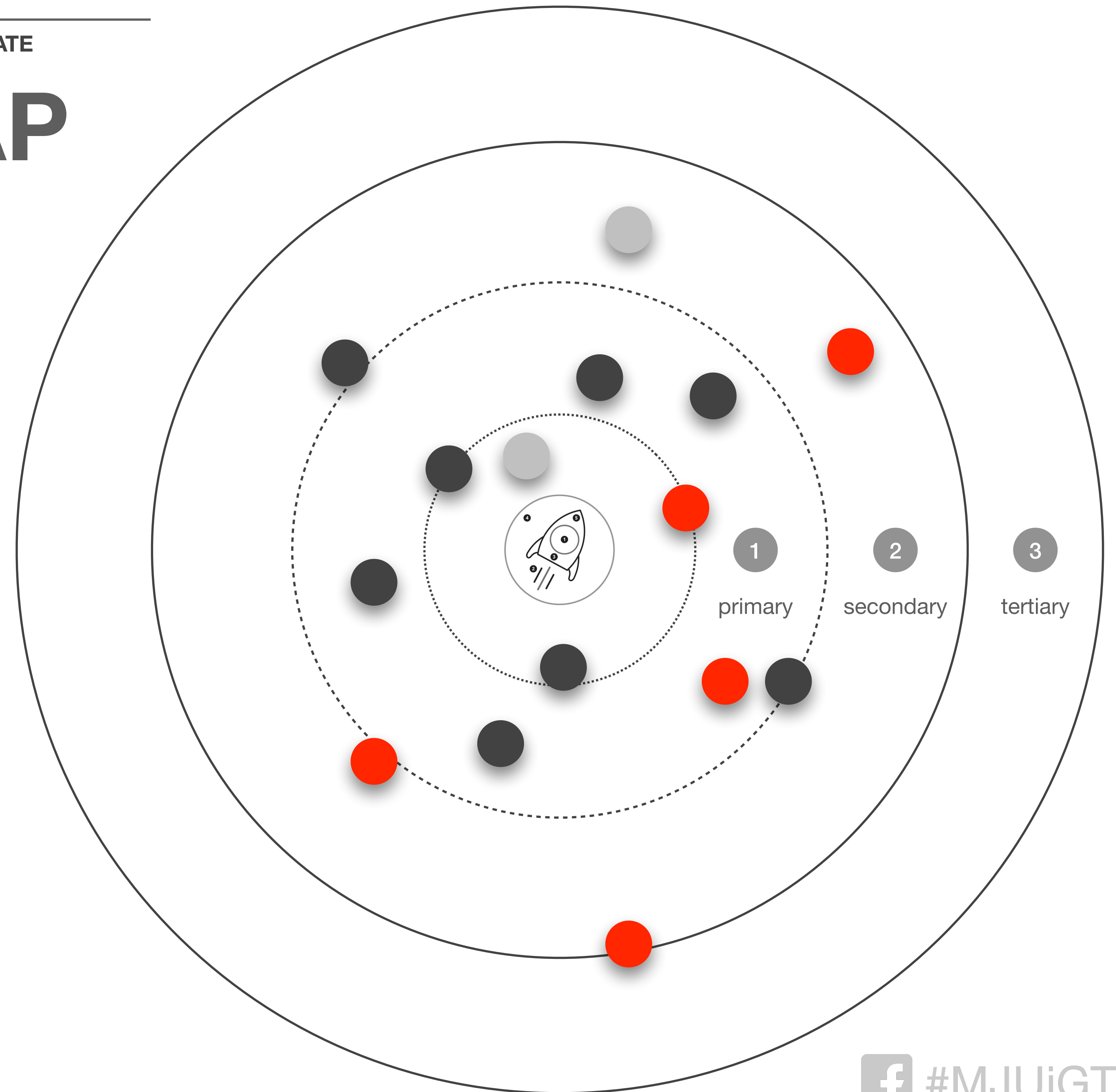
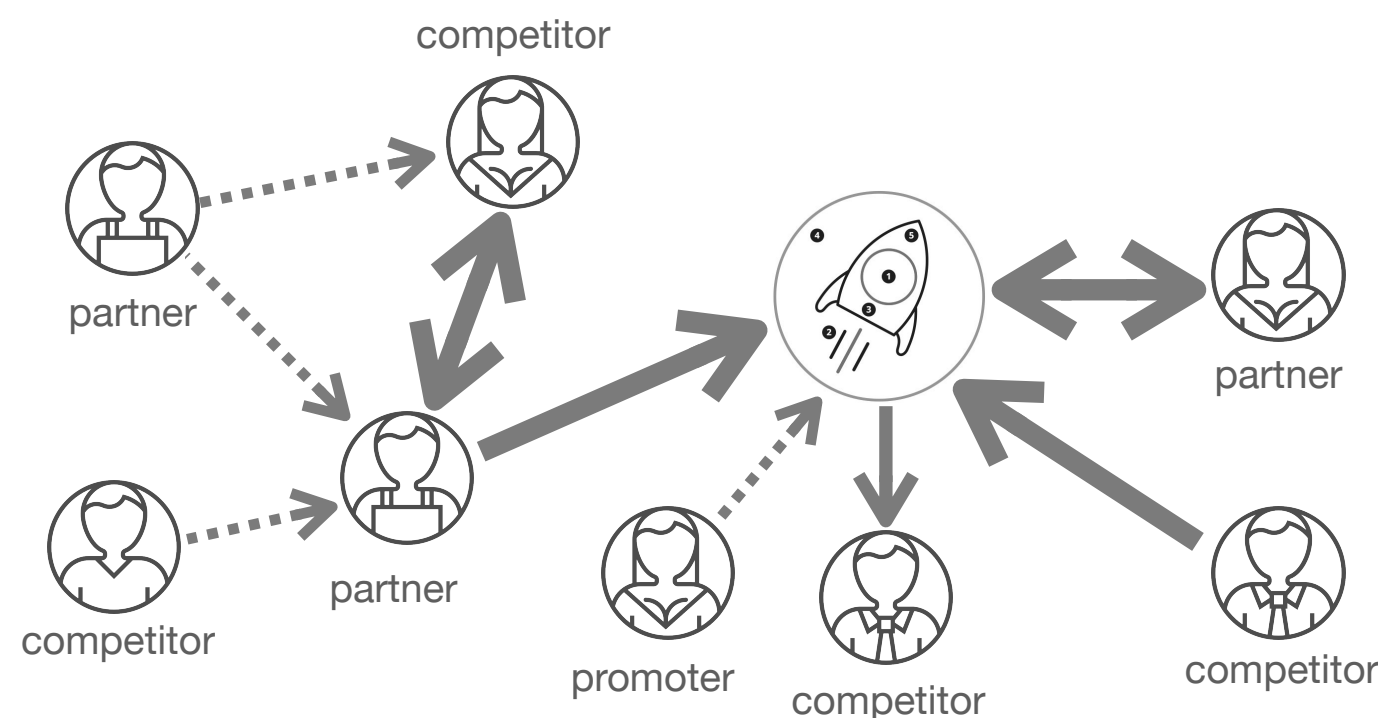


**Focus** คบคนที่ใช้ ไกล่คนที่ชอบ

อำนาจ (power)

ความสนใจ (interest)

Conceptual  
Mapping



Source: Moonshot Canvas by Futur/io



SCENARIO

PROJECT

DATE

# STAKEHOLDER MAP

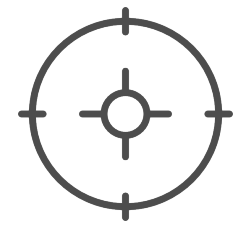


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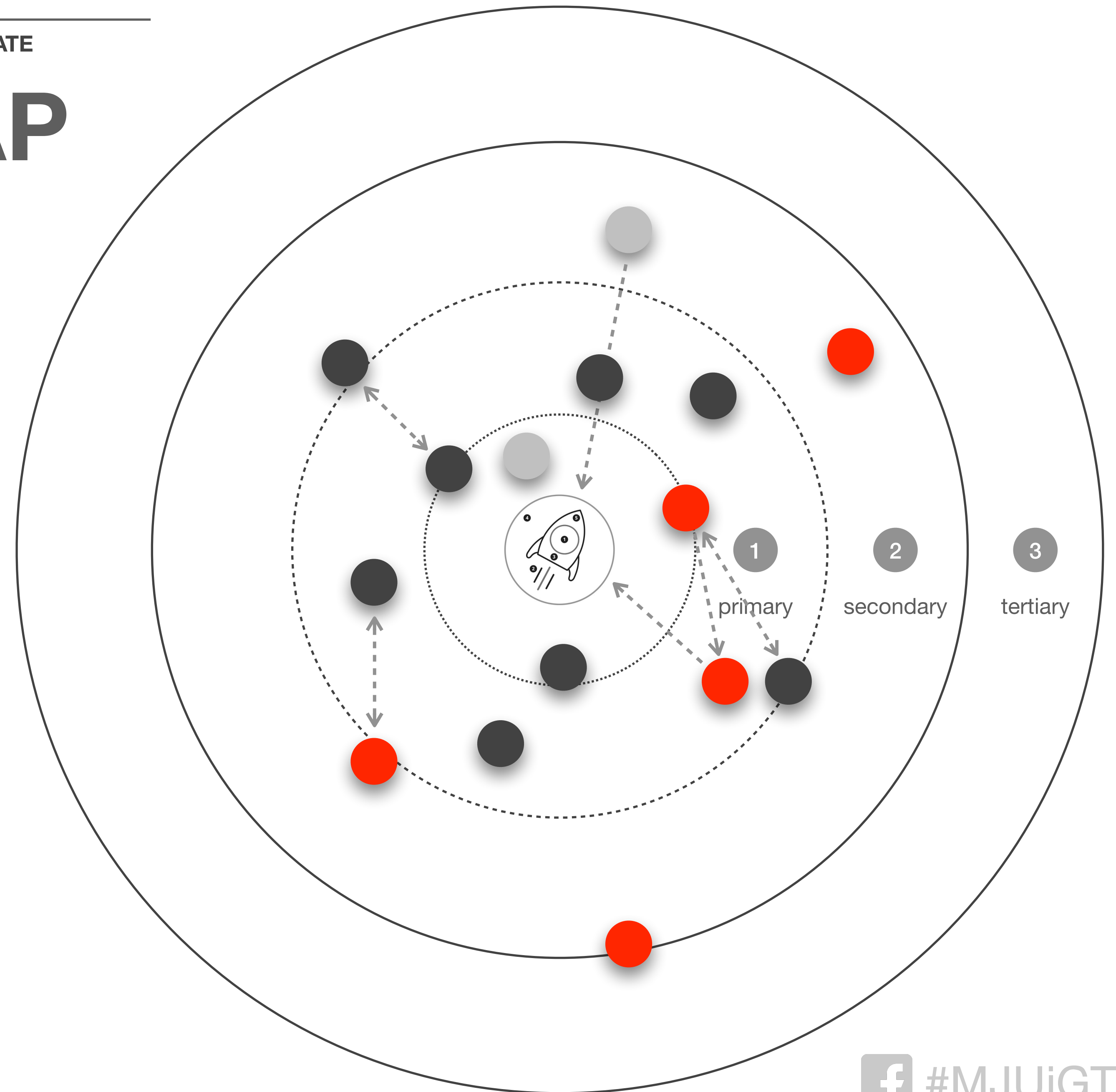
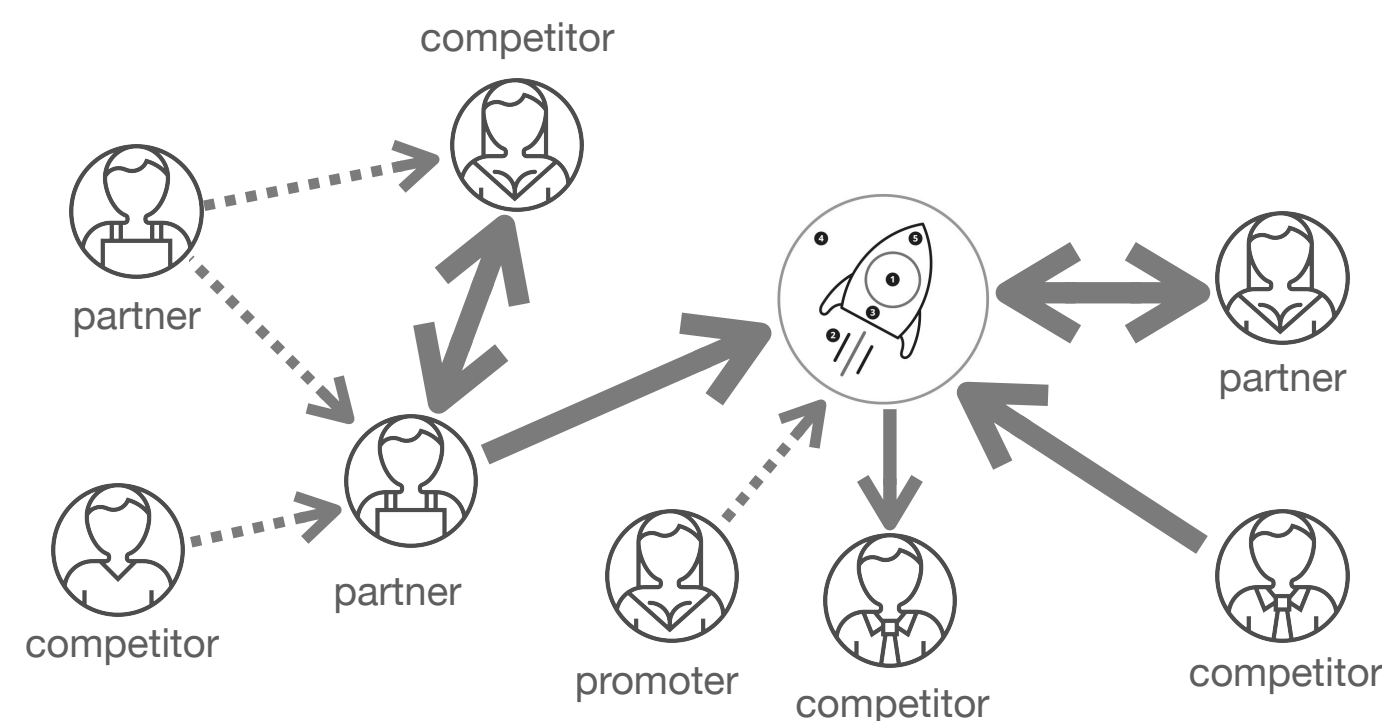


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Source: Moonshot Canvas by Futur/10

SCENARIO

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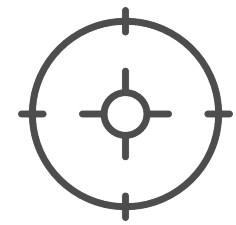


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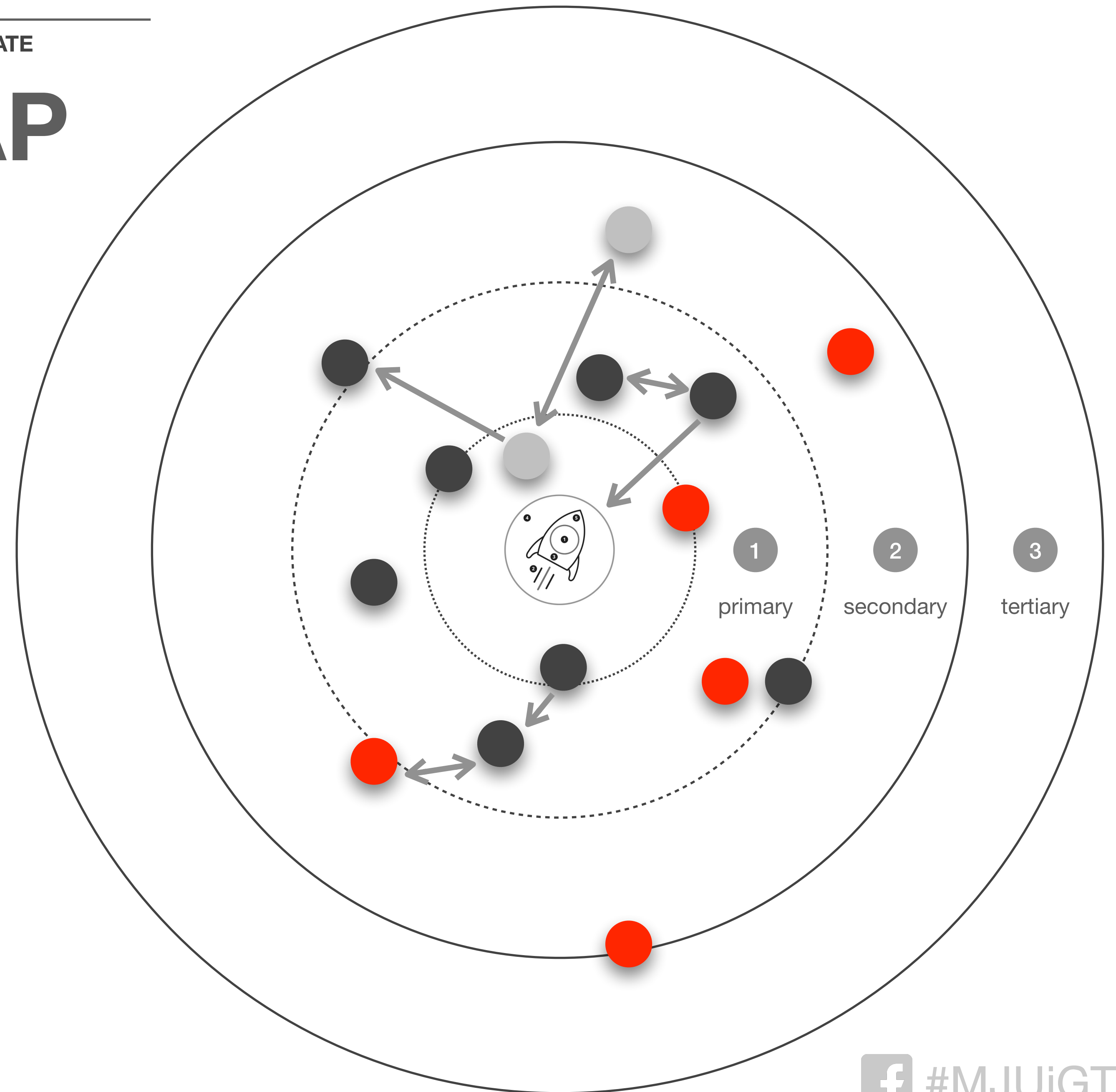
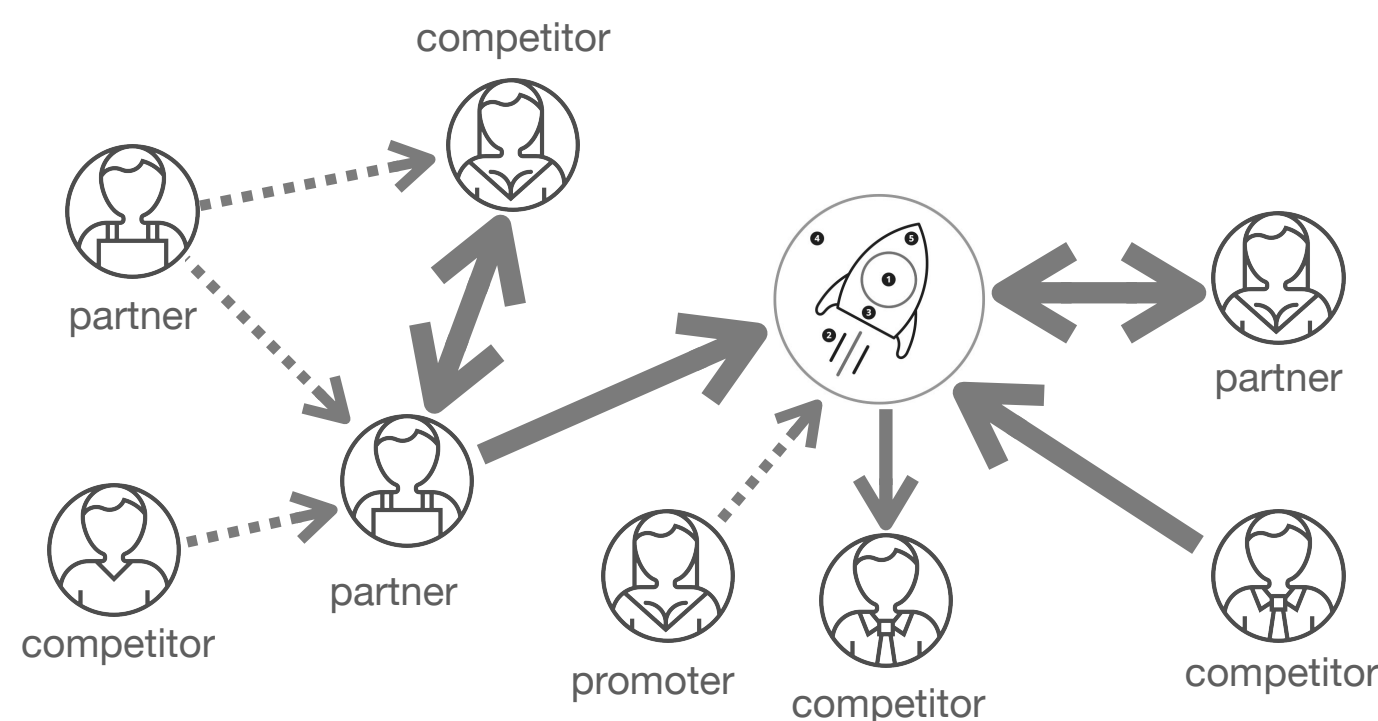


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SCENARIO

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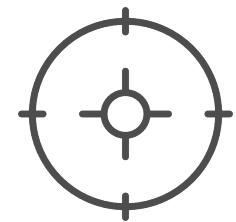


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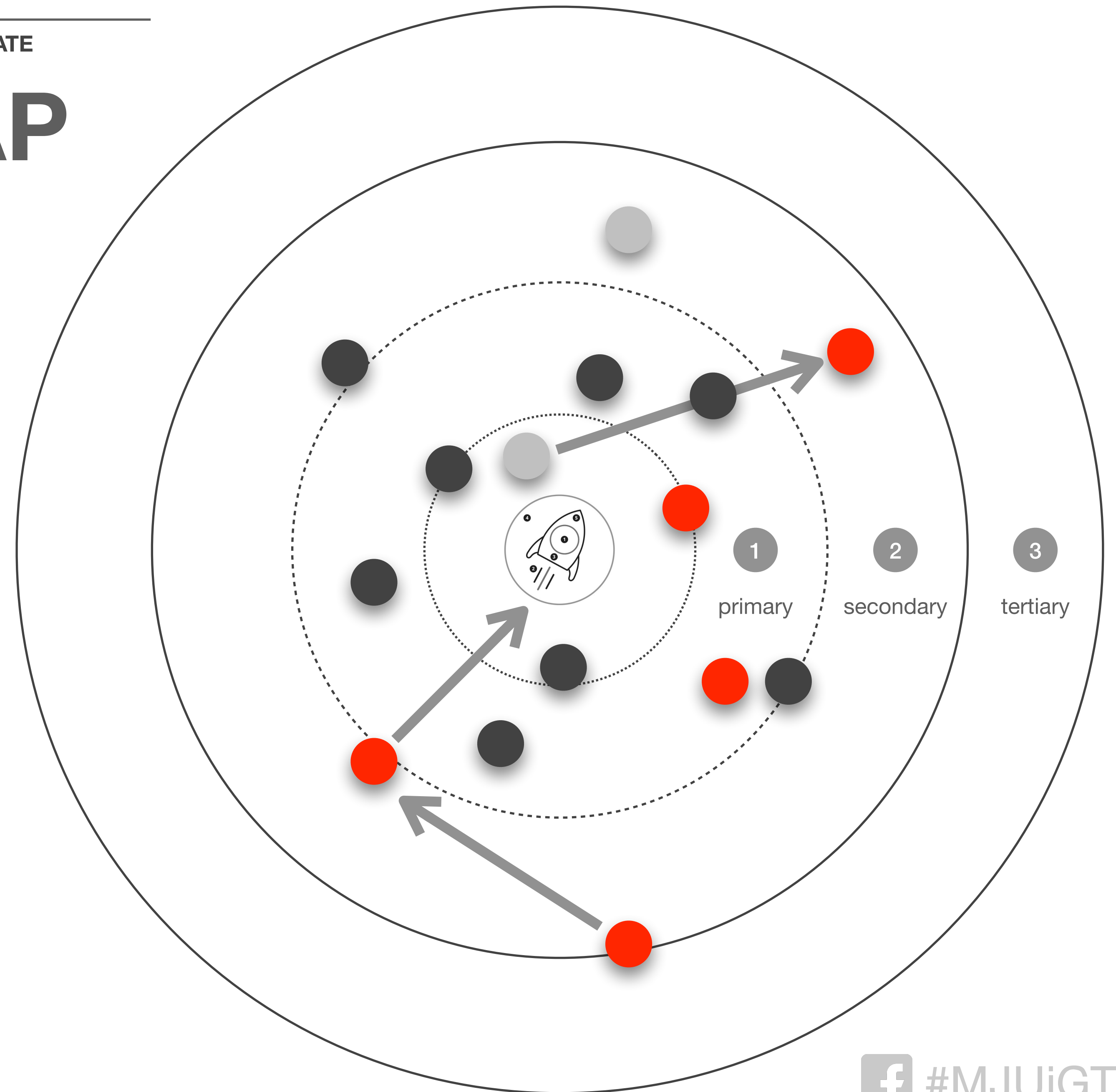
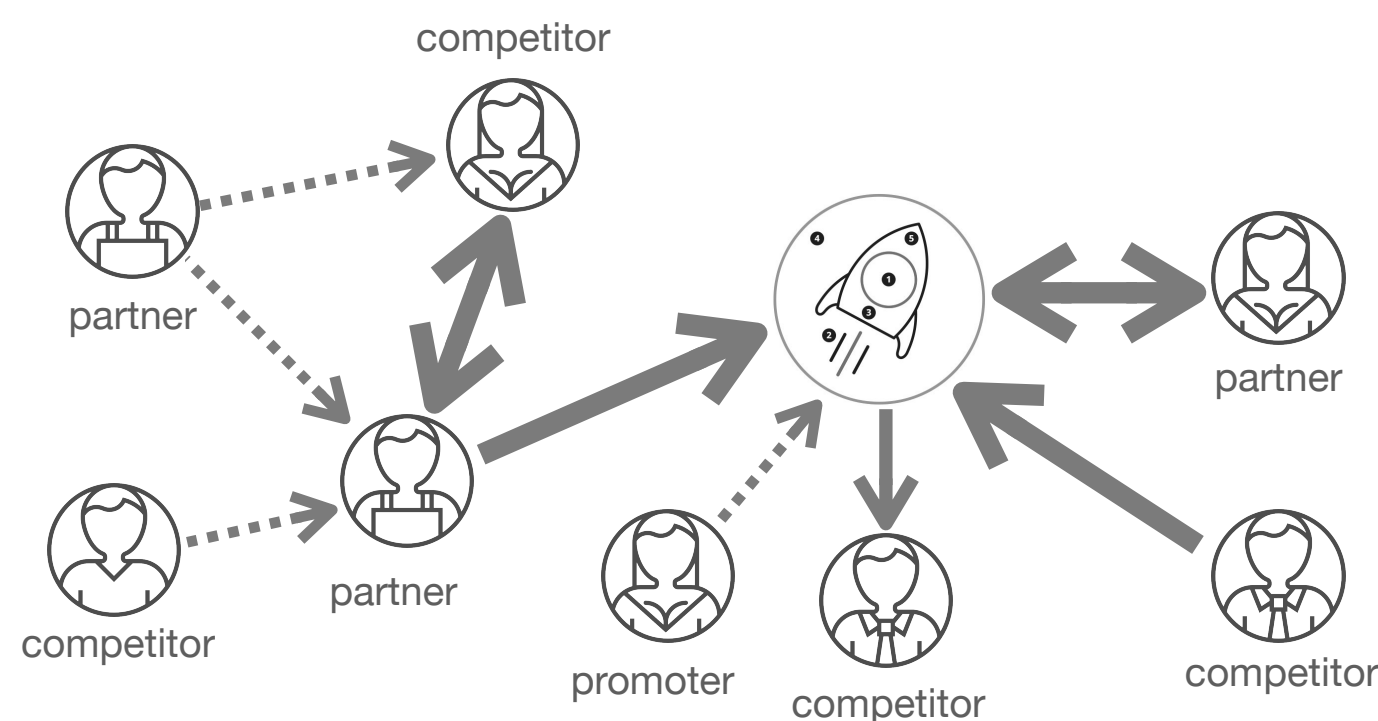


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Mapping



Source: Moonshot Canvas by Futur/10



SCENARIO

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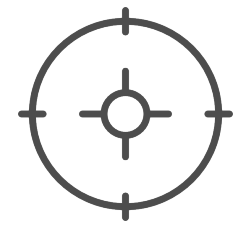


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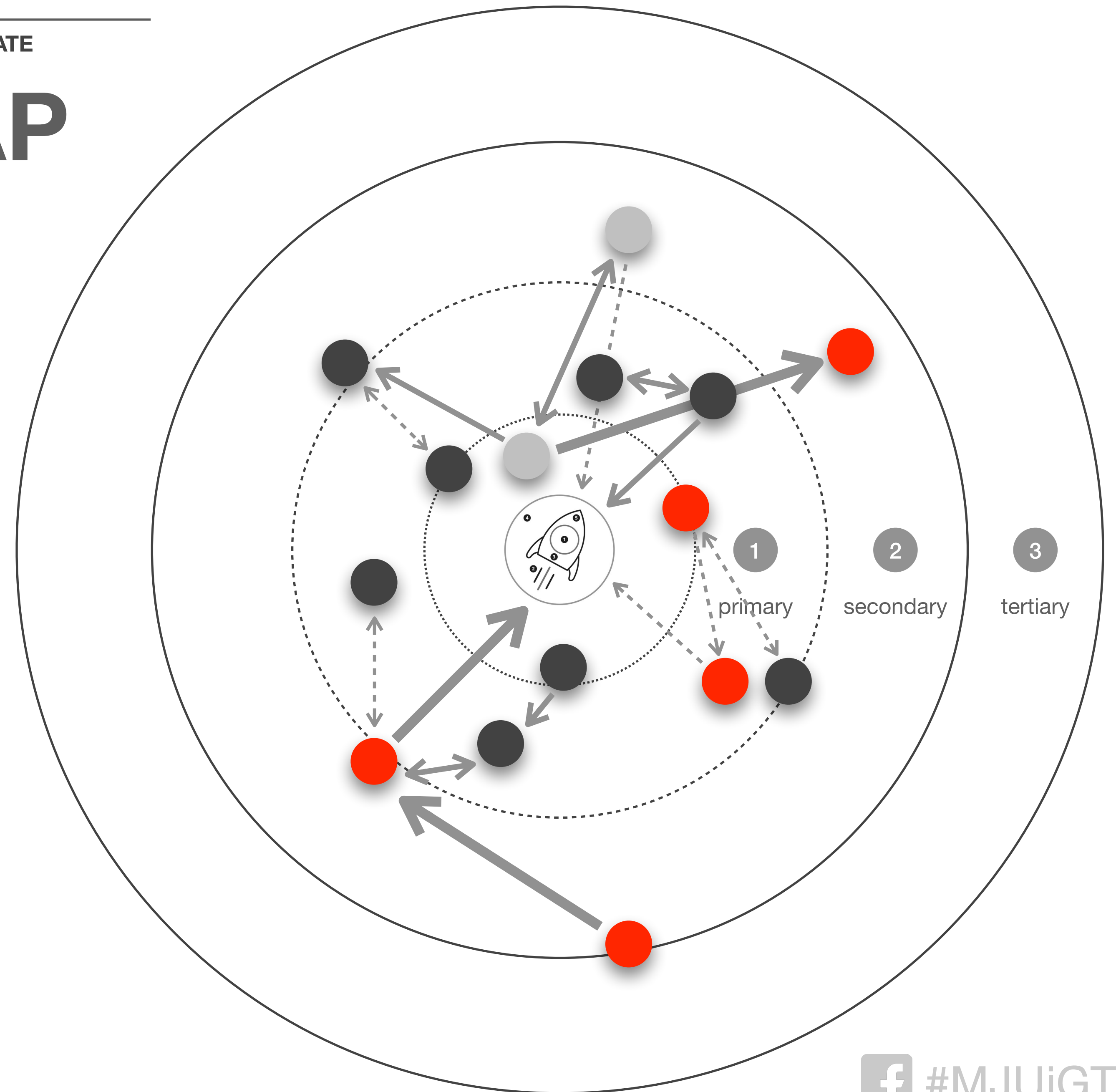
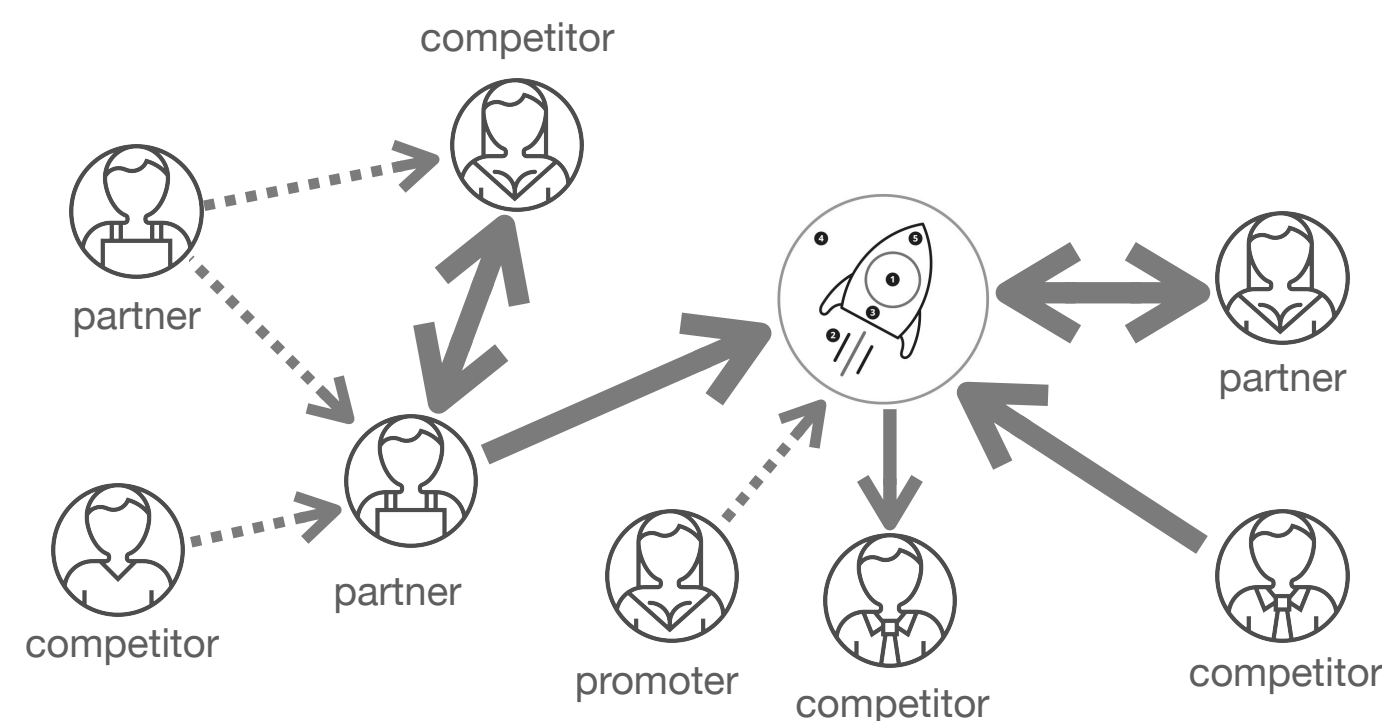


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Conceptual Mapping



Source: Moonshot Canvas by Futur/io

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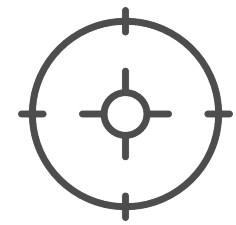


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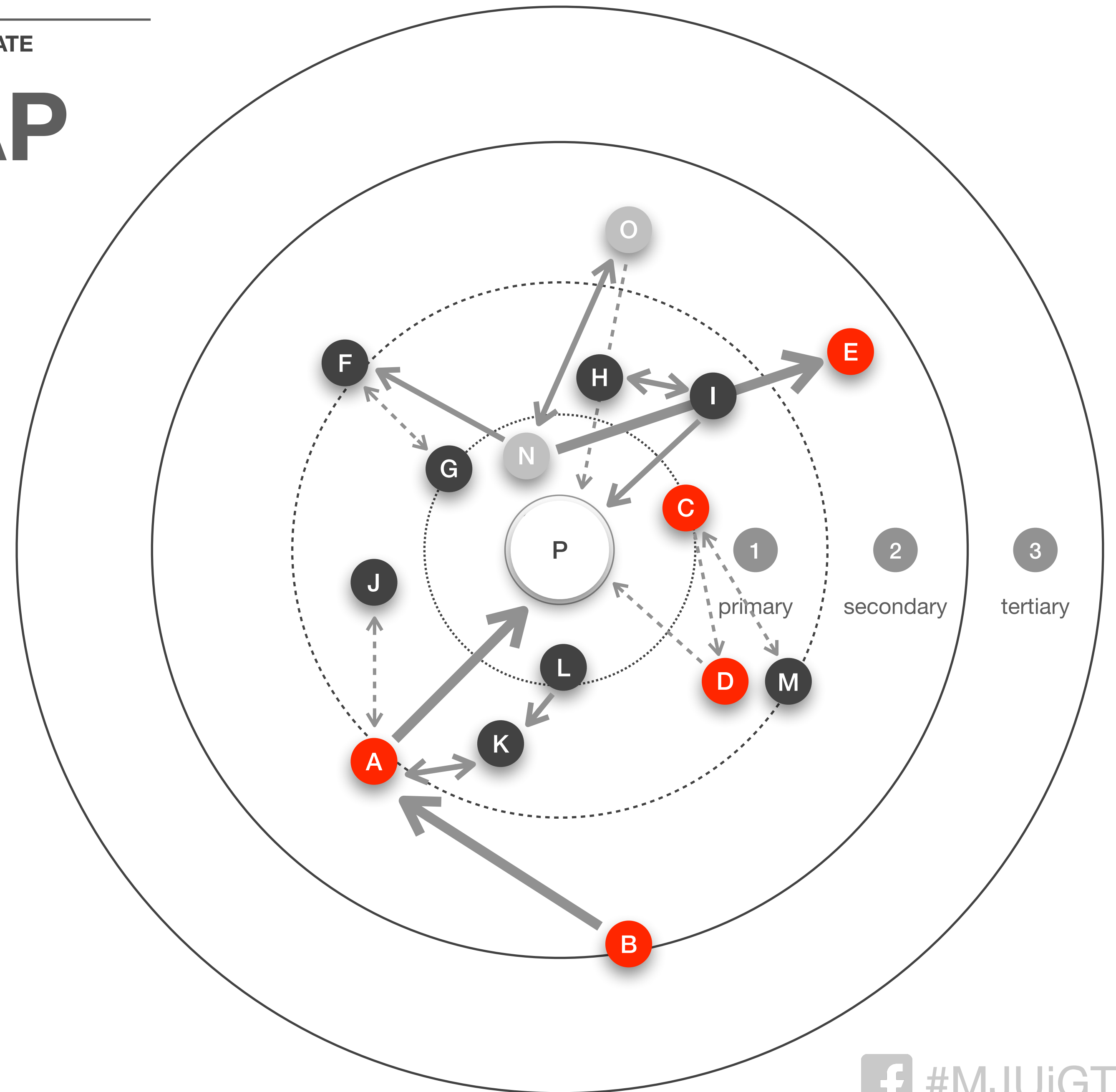
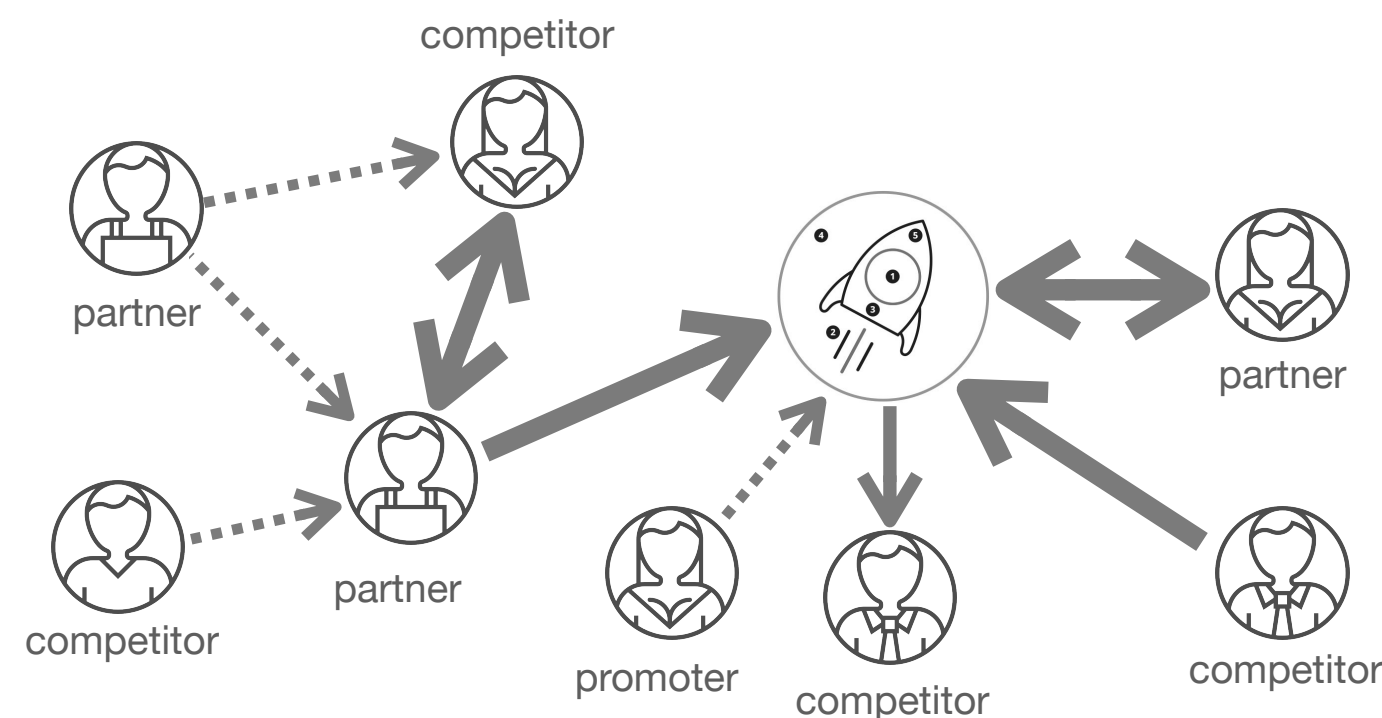


**Focus** คบคนที่ใช้ ไกลคนที่ชอบ

อำนาจ (power)

ความสนใจ (interest)

Conceptual Mapping



Source: Moonshot Canvas by Futur/io

SCENARIO

PROJECT

DATE

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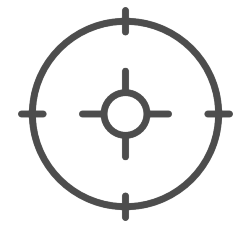


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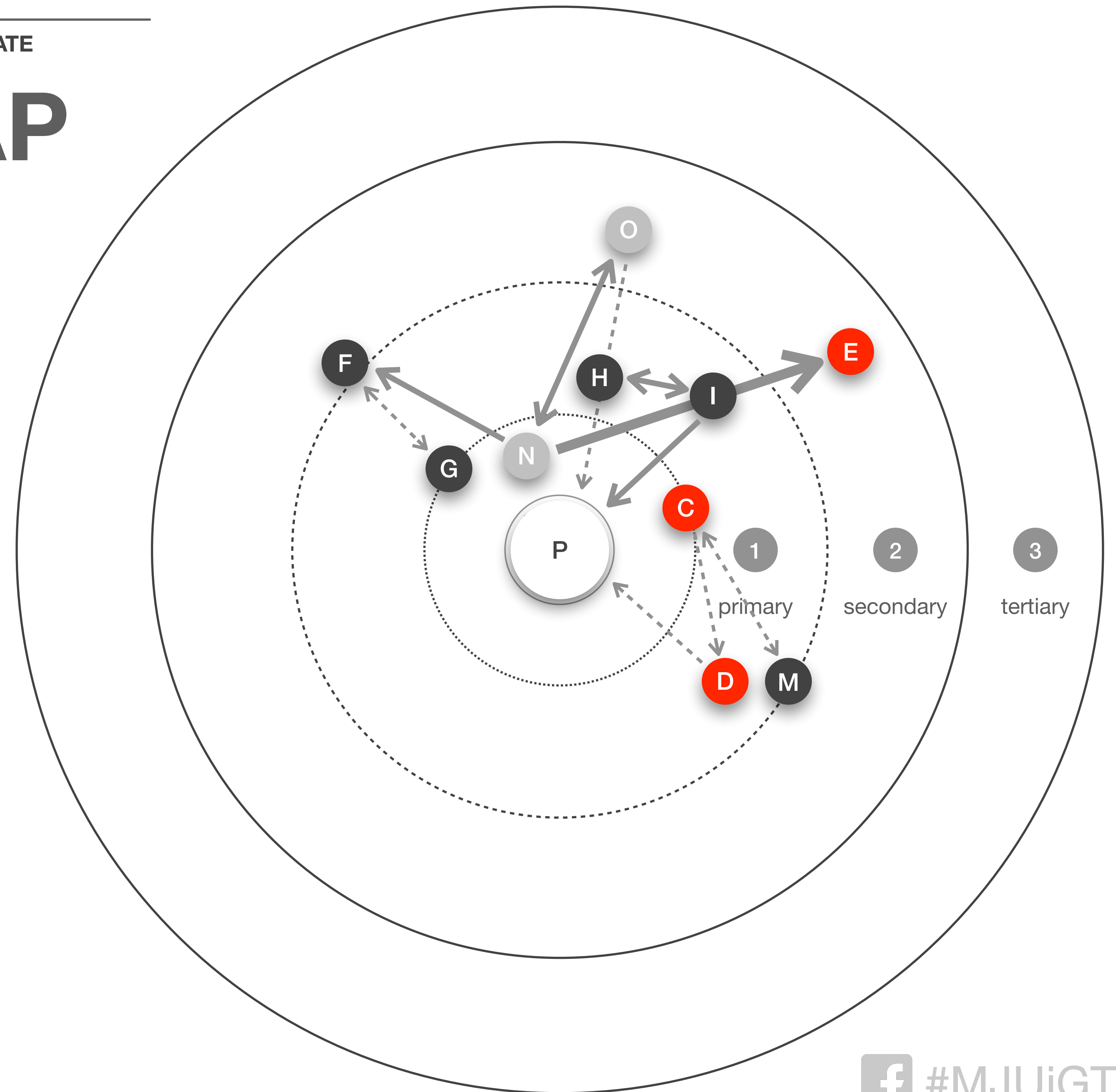
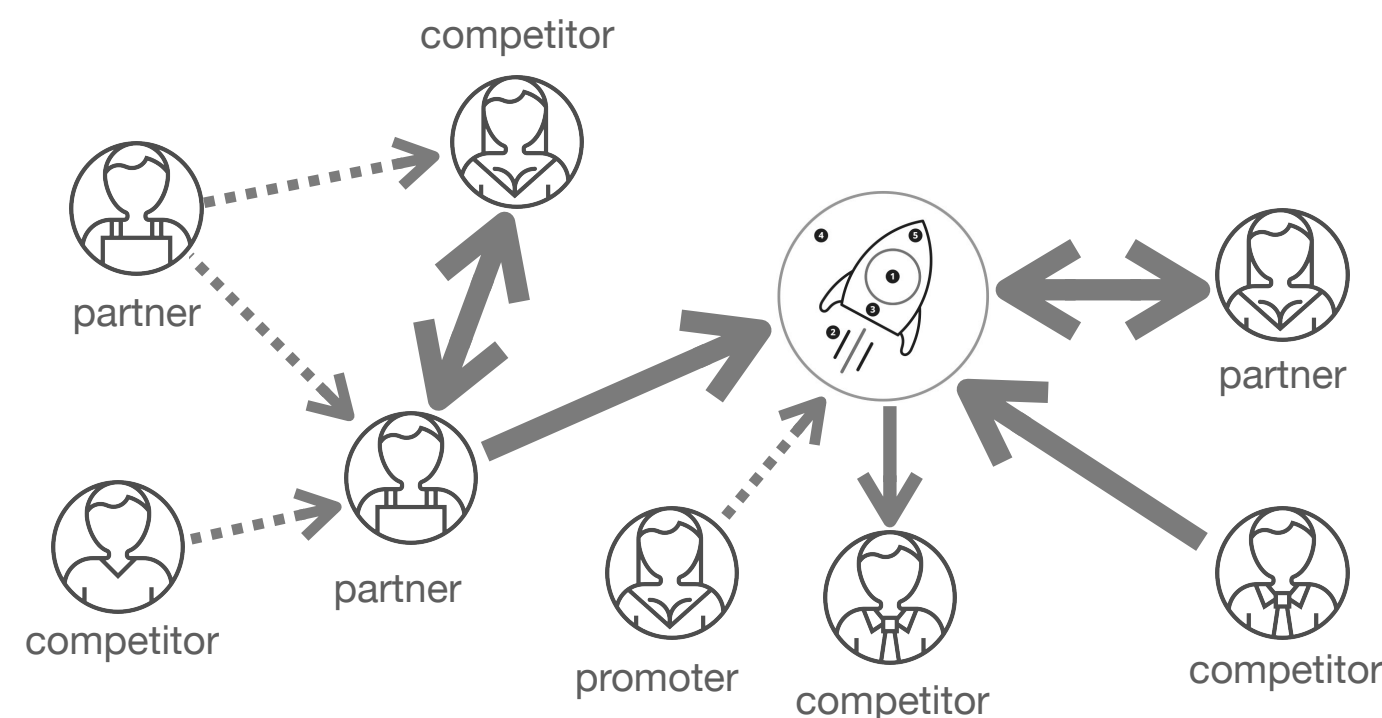


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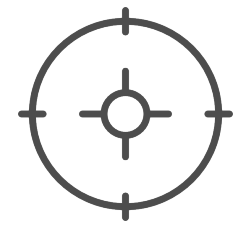


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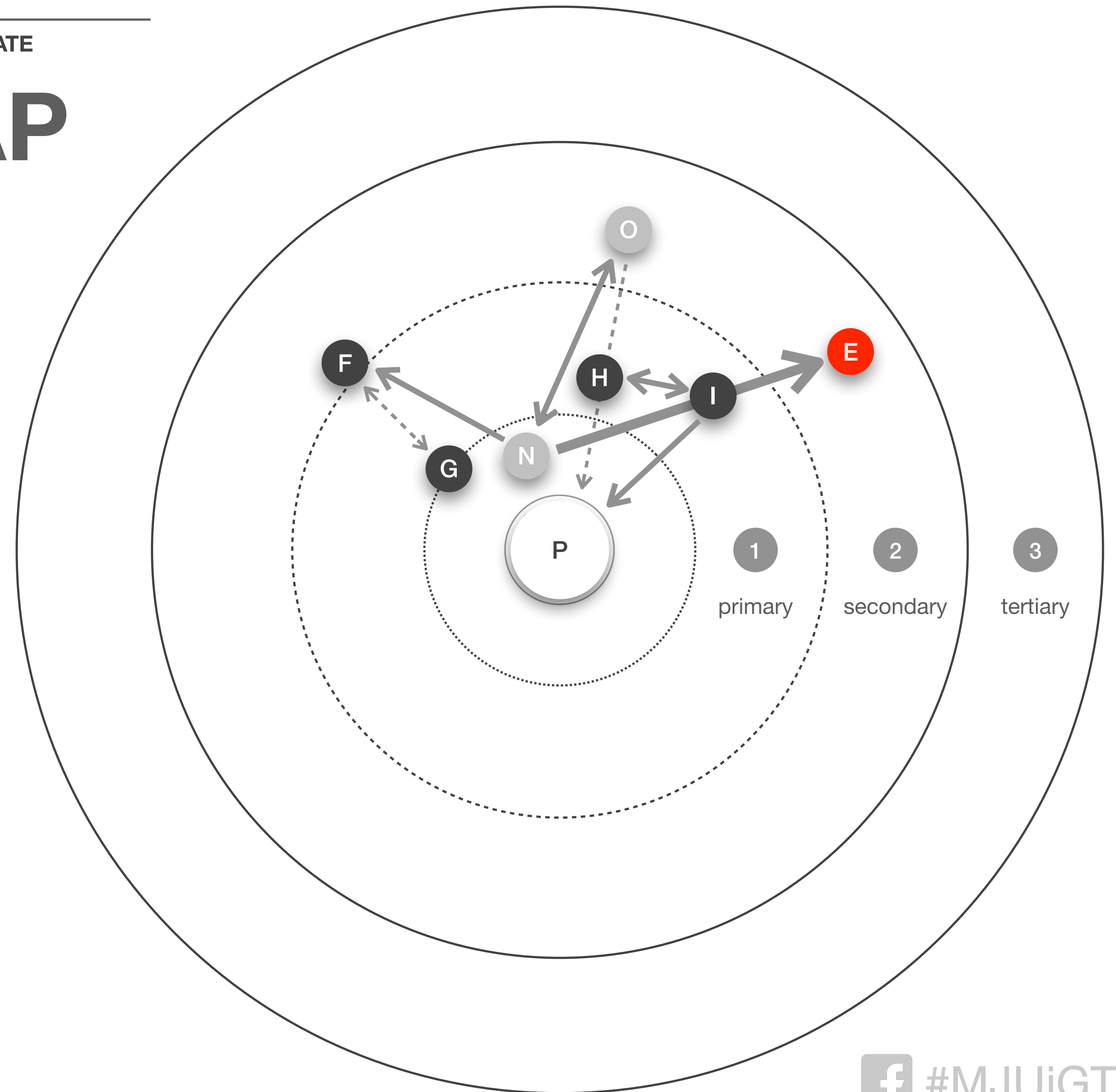
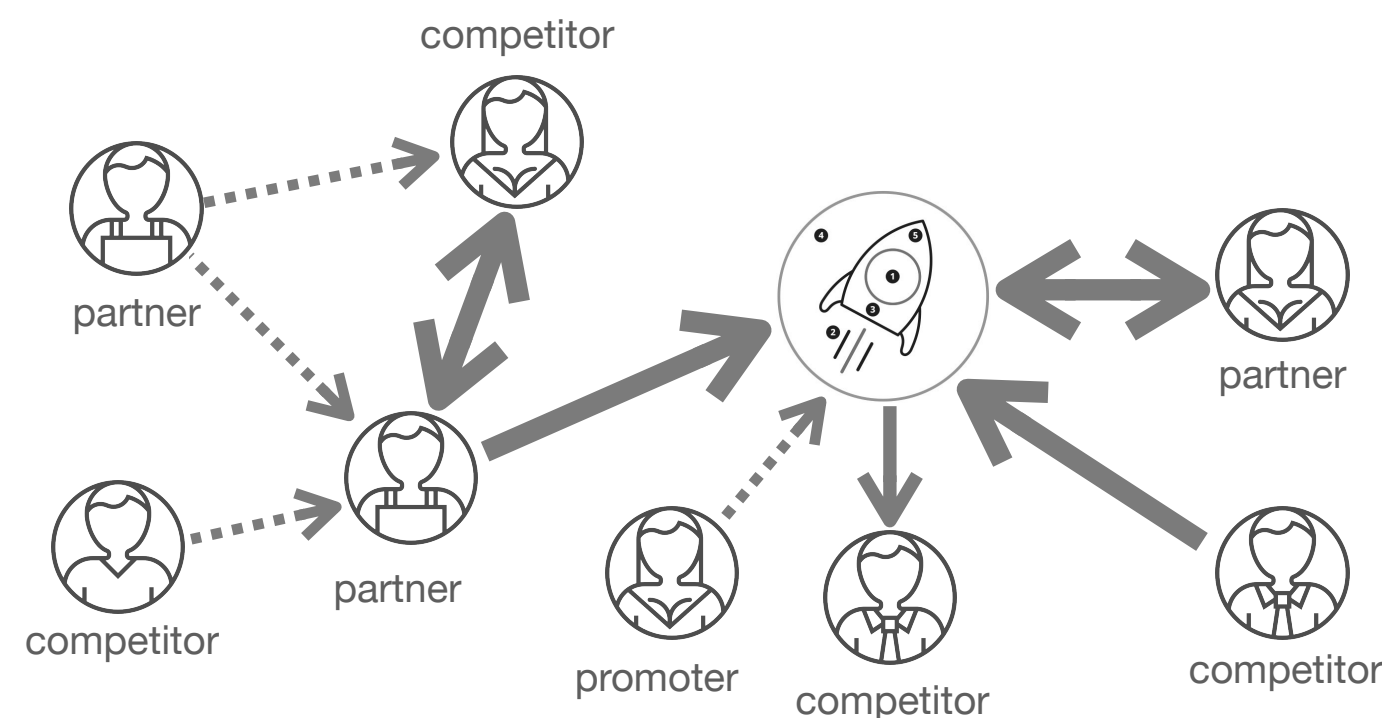


**Focus** คบคนที่ใช้ ไกล่คนที่ชอบ

อำนาจ (power)

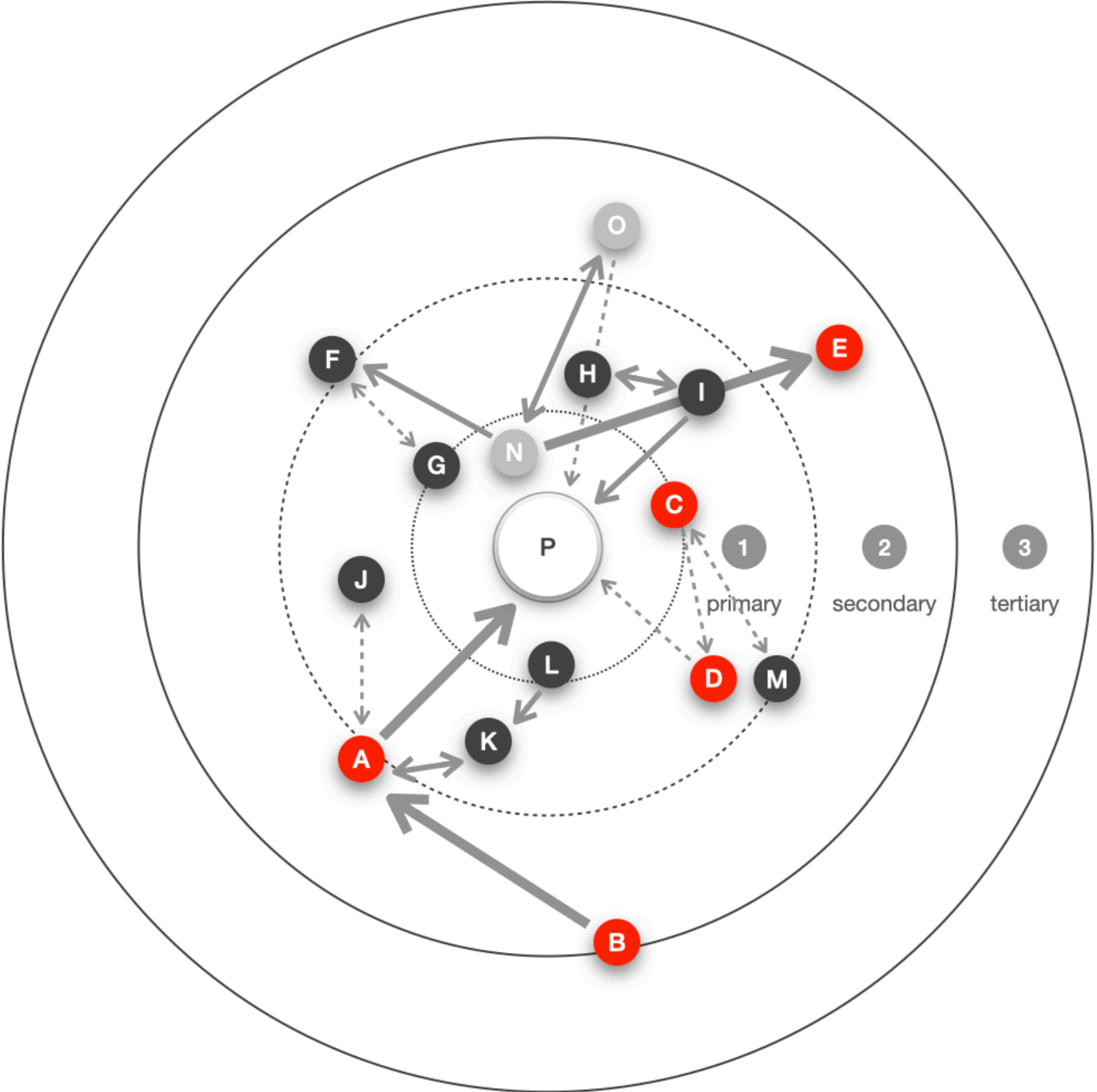
ความสนใจ (interest)

Conceptual  
Mapping



Source: Moonshot Canvas by Futur/io

# Stakeholder Map



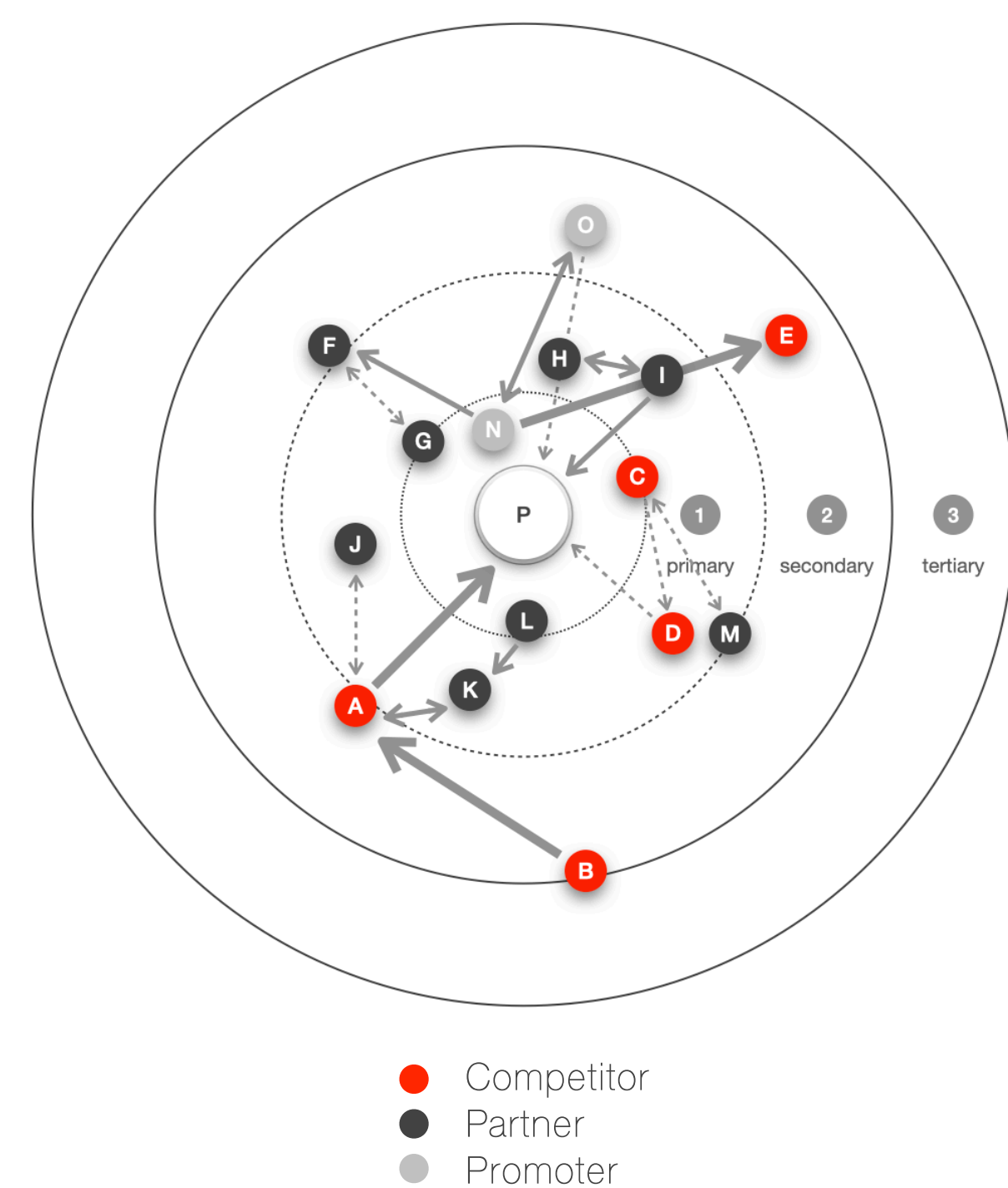
- Competitor
- Partner
- Promoter

# Adjacency Matrix

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
A										1	2					3
B	3															
C				1									1			
D																1
E																
F							1									
G						1										
H									2							
I								2								2
J	1															
K	2															
L																
M			1													
N					3	2										
O														2		1
P																

Source: Anuwat Churyen (2018), adapted from Theodore Jay Gordon (1994)

# Cross Impact Analysis - CIA Data Visualisation - SNA



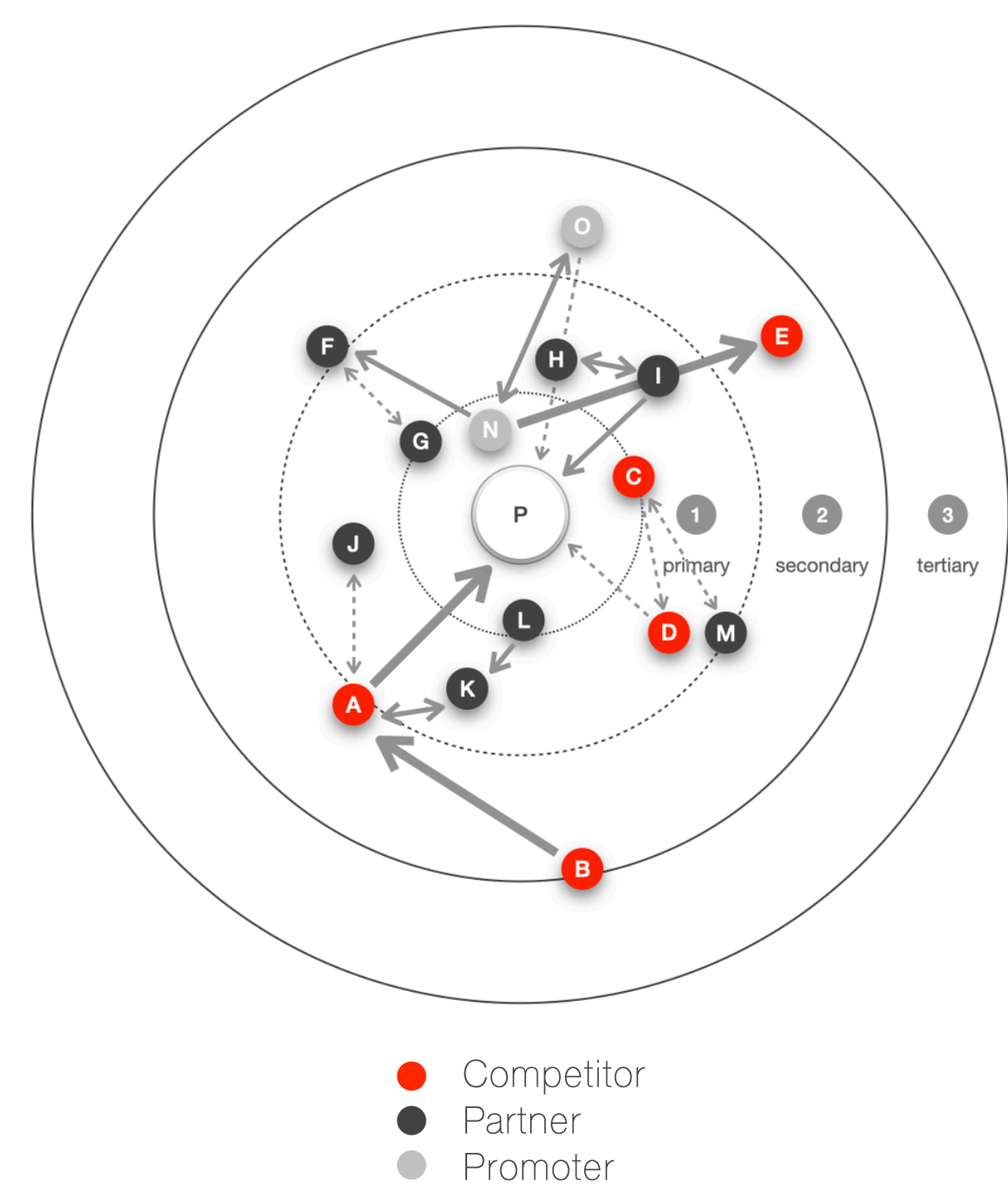
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
A										1	2					3
B	3															
C				1								1				
D																1
E																
F							1									
G						1										
H									2							
I								2								2
J	1															
K	2															
L											2					
M			1													
N					3	2									2	
O														2		1
P																

Gephi

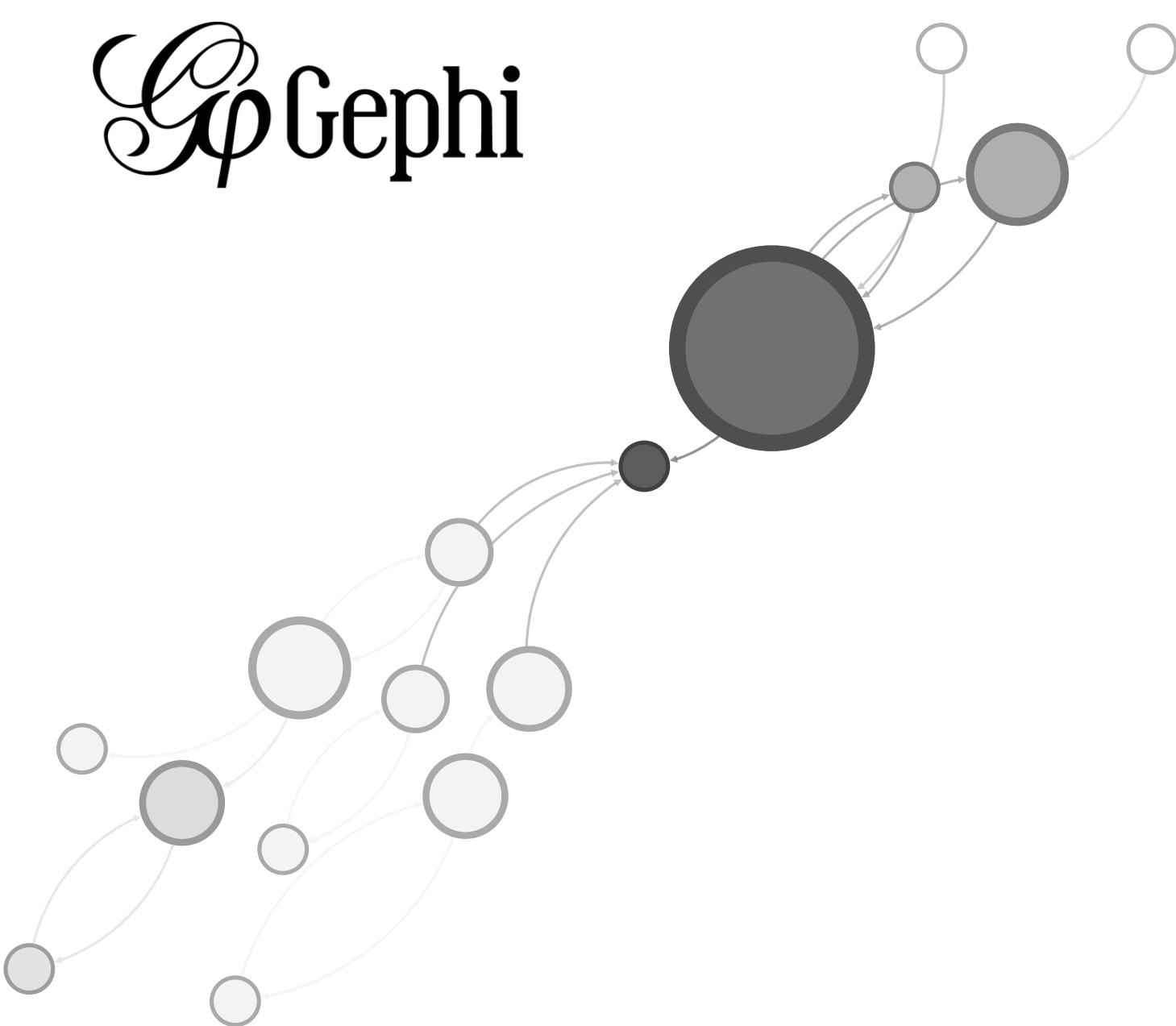
Source: Anuwat Churyen (2018), adapted from Theodore Jay Gordon (1994)



# Cross Impact Analysis - CIA Data Visualisation - SNA

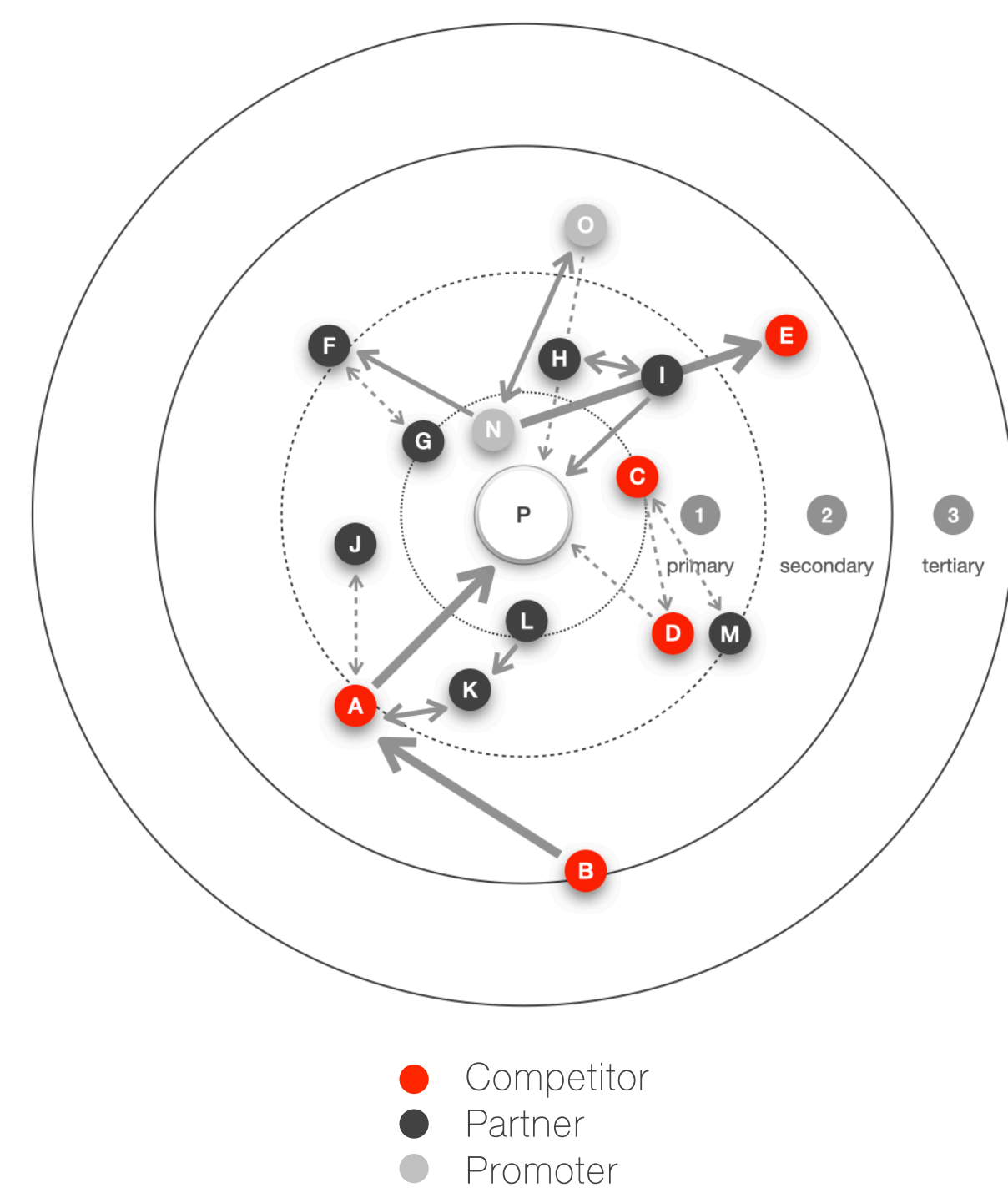


	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
A										1	2					3
B	3															
C				1								1				
D																1
E																
F							1									
G						1										
H									2							
I								2								2
J	1															
K	2															
L											2					
M			1													
N					3	2									2	
O														2		1
P																

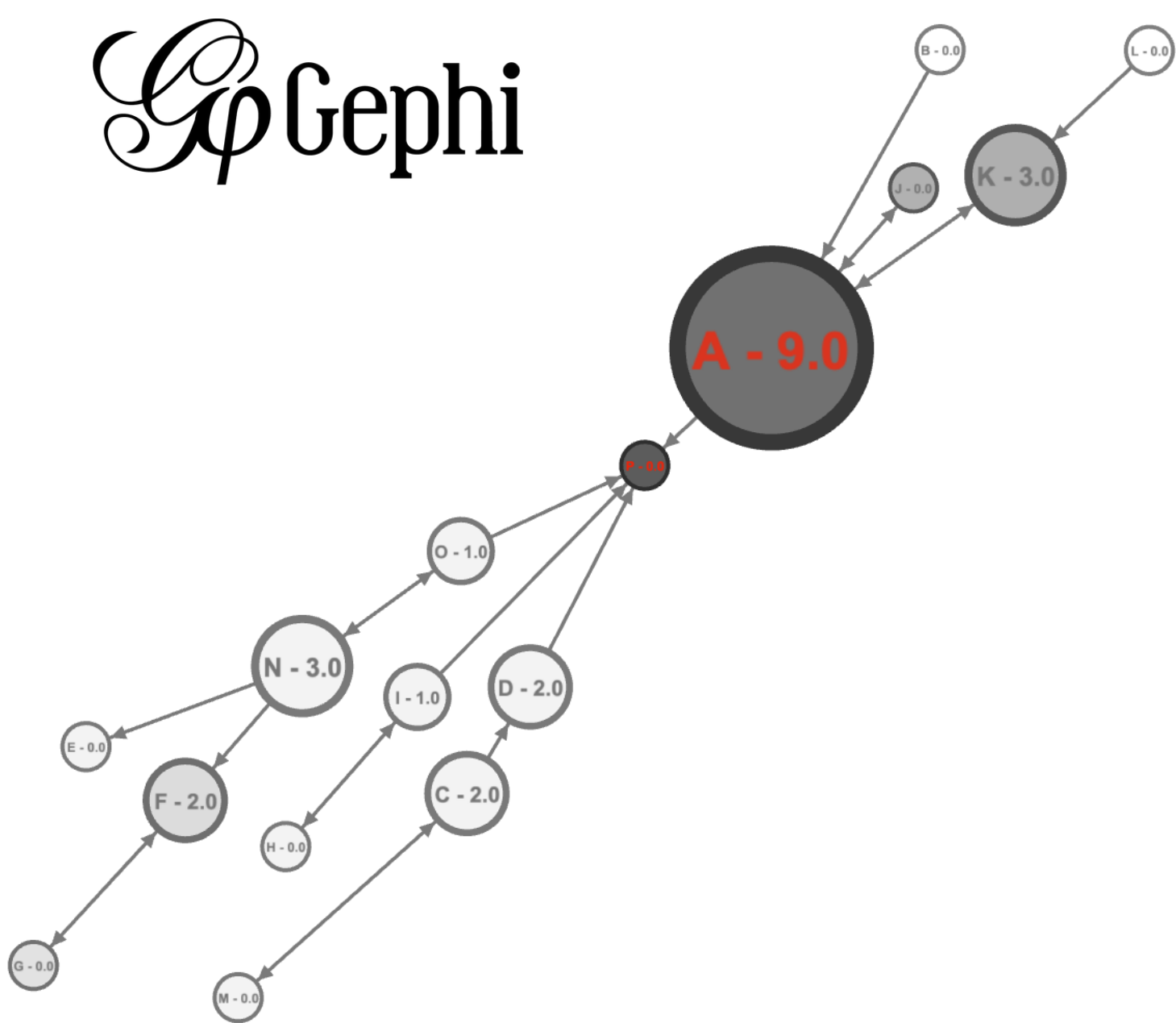


Source: Anuwat Churyen (2018), adapted from Theodore Jay Gordon (1994)

# Cross Impact Analysis - CIA Data Visualisation - SNA



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
A										1	2					3
B	3															
C				1								1				
D																1
E																
F							1									
G						1										
H									2							
I								2								2
J	1															
K	2															
L											2					
M			1													
N					3	2									2	
O														2		1
P																



Source: Anuwat Churyen (2018), adapted from Theodore Jay Gordon (1994)

Preview Settings ×

Presets

Default Curved

SettingsManage renderers

Nodes

Fixed Border Width

☐

Border Width

1.0

Border Color

darker

...

Opacity

100.0

Per-Node Opacity

☐

Node Labels

Show Labels

☐

Font

Arial 18 Plain

...

Proportional size

☒

Color

custom [0,0,0]

...

Shorten label

☐

Max characters

30

Outline size

0.0

Outline color

custom [255,255,...]

...

Outline opacity

80.0

Box

☐

Box color

parent

...

Box opacity

100.0

Edges

Show Edges

☒

Thickness

1.0

Rescale weight

☒

Min. rescaled weight

0.1

Max. rescaled weight

1.0

Color

mixed

...

Opacity

70.0

Curved

☒

Radius

0.0

Edge Arrows

Size

10.0

Edge Labels

Show Labels

☒

Font

Arial 14 Plain

...

Color

original

...

Shorten label

☒

Max characters

30

Outline size

0.0

Outline color

custom [255,255,...]

...

Outline opacity

70.0

Preview ratio: 100%

Refresh

Export: SVG/PDF/PNG

Graph ×

Dragging (Configure)

Statistics ×

Settings

Network Overview

Average Degree

1.312

Run

?

Avg. Weighted Degree

1.312

Run

?

Network Diameter

3

Run

?

Graph Density

0.087

Run

?

HITS

Run

?

PageRank

Run

?

Connected Components

1

Run

?

Community Detection

Modularity

0.538

Run

?

Statistical Inference

Run

?

Node Overview

Avg. Clustering Coefficient

0

Run

?

MultiMode Networks Projection

Preview ×

Background Reset zoom - +



# Cross Impact Analysis - CIA Data Visualisation - SNA

1. Prioritisation 2. Association  3. Data Preparation  4. Data Visualisation

A (max)  
B  
C  
D  
E  
  
F  
G  
H  
I  
J (min)

A -> B  
B -> C  
C -> D  
D -> E  
E -> n;  
  
A -> B (1)  
A -> C (3)  
A -> D (0)  
A -> E (1)  
  
If A then B  
Scenario

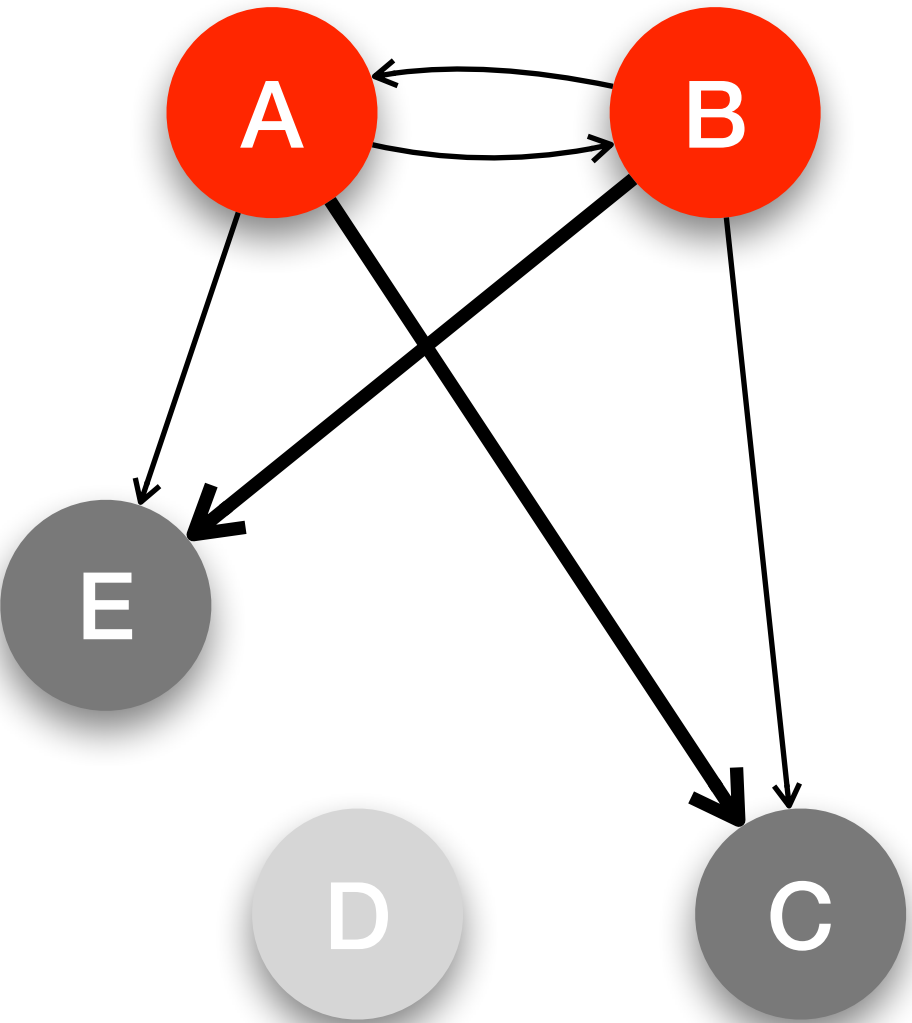
symmetrical

	A	B	C	D	E
A		1	3	0	1
B	1		1	0	3
C	1	2		2	0
D	2	3	0		0
E	1	0	3	1	

asymmetrical

	F	G	H	I	J
A		2	3	0	1
B	1		1	0	3
C	1	2		2	0
D	2	3	0		0
E	1	0	3	1	

Source Who	Target Suing Who	Value Impact Level
A	B	1
A	C	3
A	D	0
A	E	1
B	A	1
B	C	1
B	D	0
B	E	3



$D = \frac{C}{M}; M = N(N - 1)$      $0.50 = \frac{6}{12}; 12 = 4(4 - 1)$

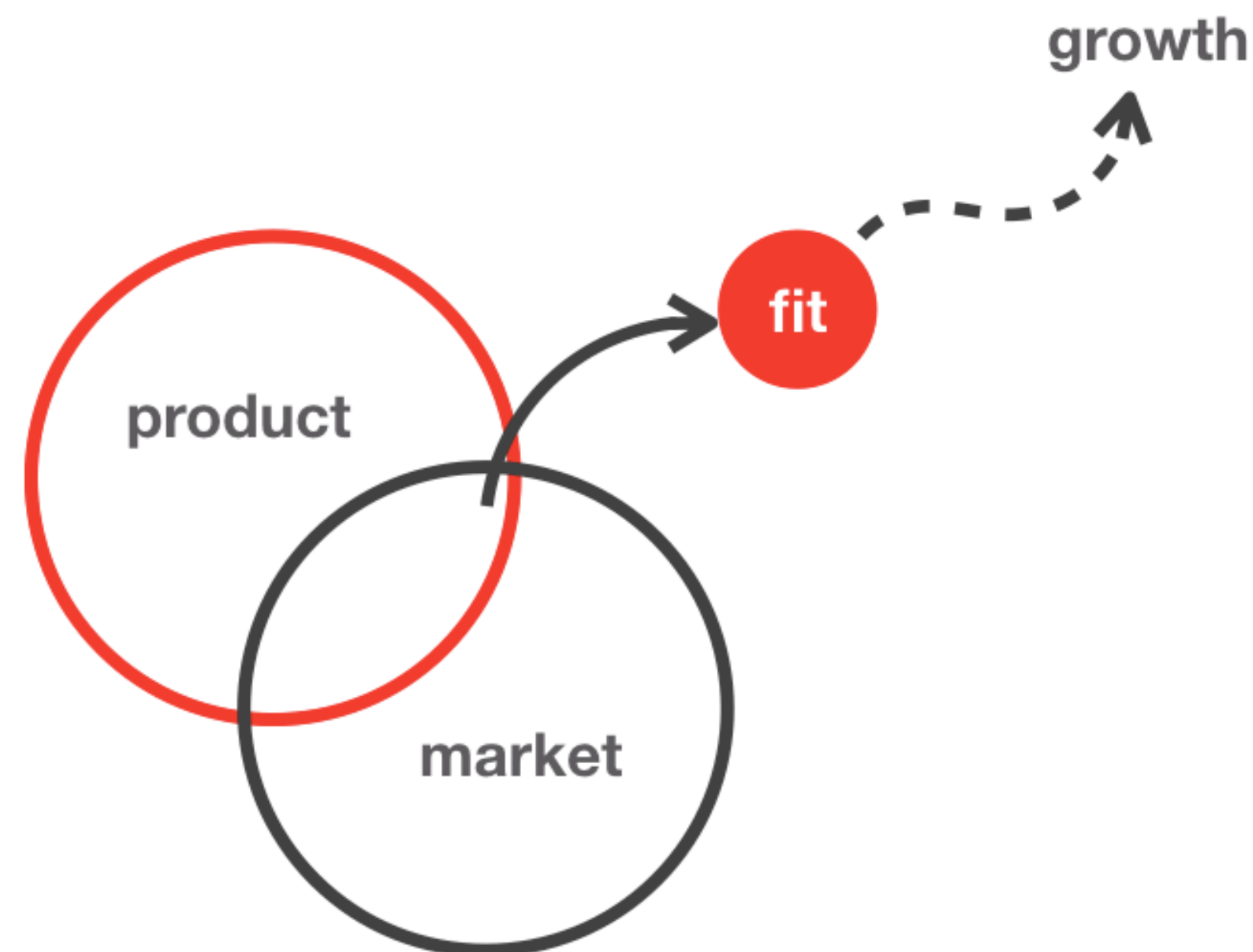
[*] Directed Network	Nodes (N)	4
	Connections (C)	6
	Density (D)	0.50
	Active Factor	
	High Impact	
	Moderate Impact	
	Low Impact	

Source: Anuwat Churyen (2018), adapted from Theodore Jay Gordon (1994)

# SCENARIO MATRIX

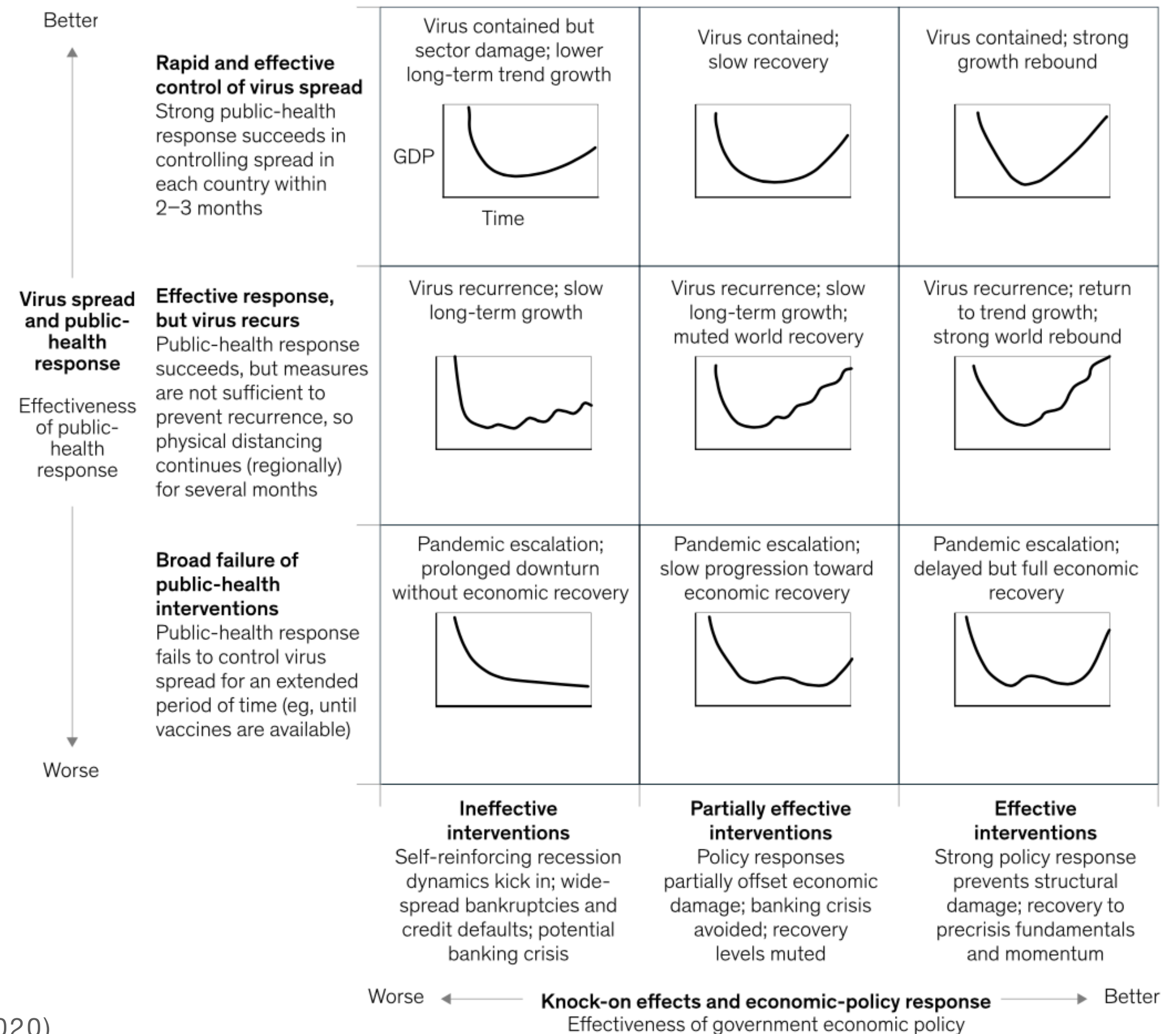
key uncertainty  
ปัจจัยหลัก

Public Health vs Economic Policy



## Scenarios for the economic impact of the COVID-19 crisis

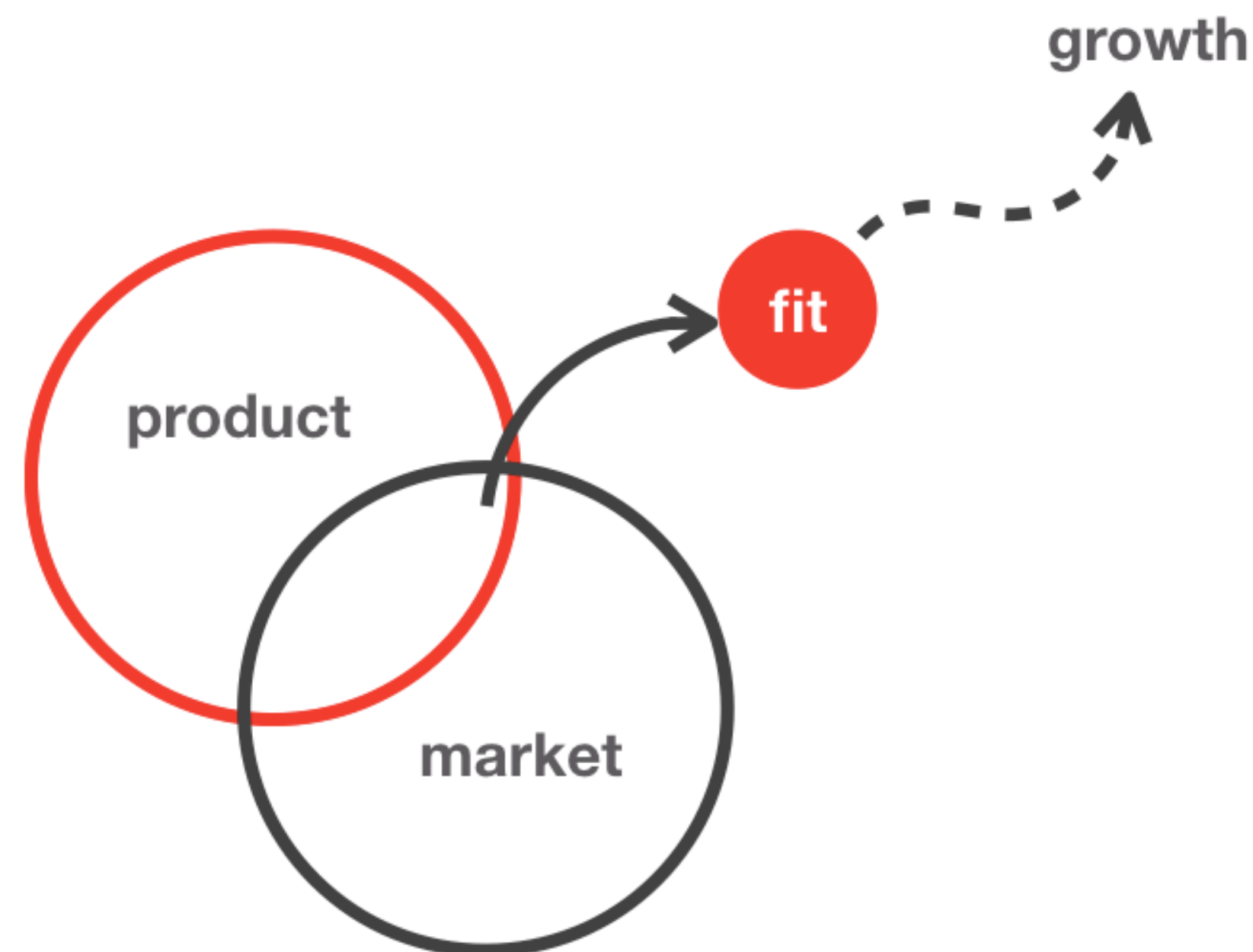
GDP impact of COVID-19 spread, public-health response, and economic policies



# SCENARIO MATRIX

key uncertainty  
ปัจจัยหลักผัน

## User Growth vs User Intention



A framework can help classify behavioral changes for the next normal.

XX% growth × XX% intent to continue = XX% potential next normal usership

User growth since crisis

High  
(>100% growth)

Low  
(<100% growth)

### Exciting . . . for now

Stopgap solutions with potential for user erosion after COVID-19 crisis

Example:  
**Professional videoconferencing**

$64\% \times 37\% = +24\%$

### Fast accelerators

Exciting replacements for in-person experiences that will likely persist in the next normal

Example:  
**Telemedicine for mental health**

$91\% \times 48\% = +44\%$

### Return to old normal

Mature or less-relevant experiences that may not sustain COVID-19 growth

Example:  
**Restaurant delivery**

$22\% \times 38\% = +8\%$

### Potential to stick

New experiences with momentum and the potential to be cemented in the next normal

Example:  
**Wellness apps**

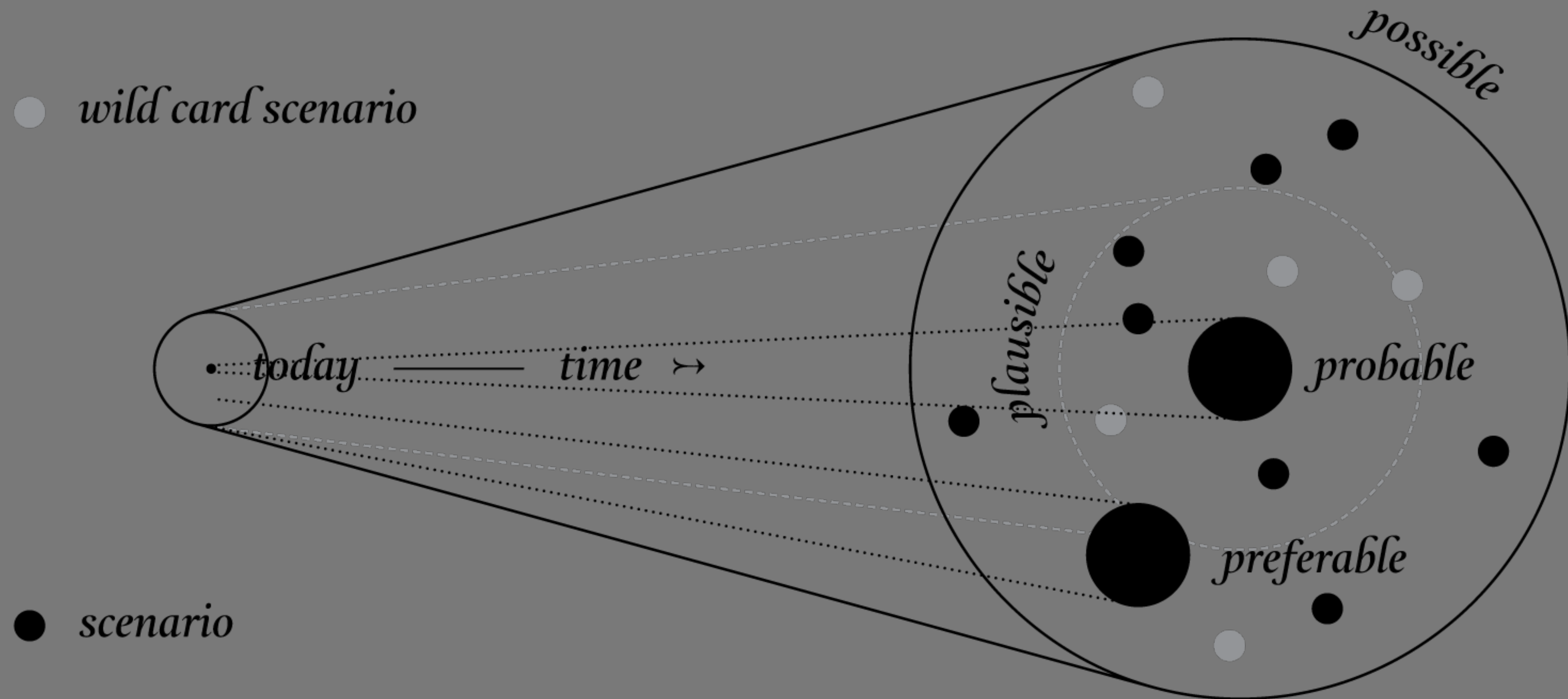
$28\% \times 68\% = +19\%$

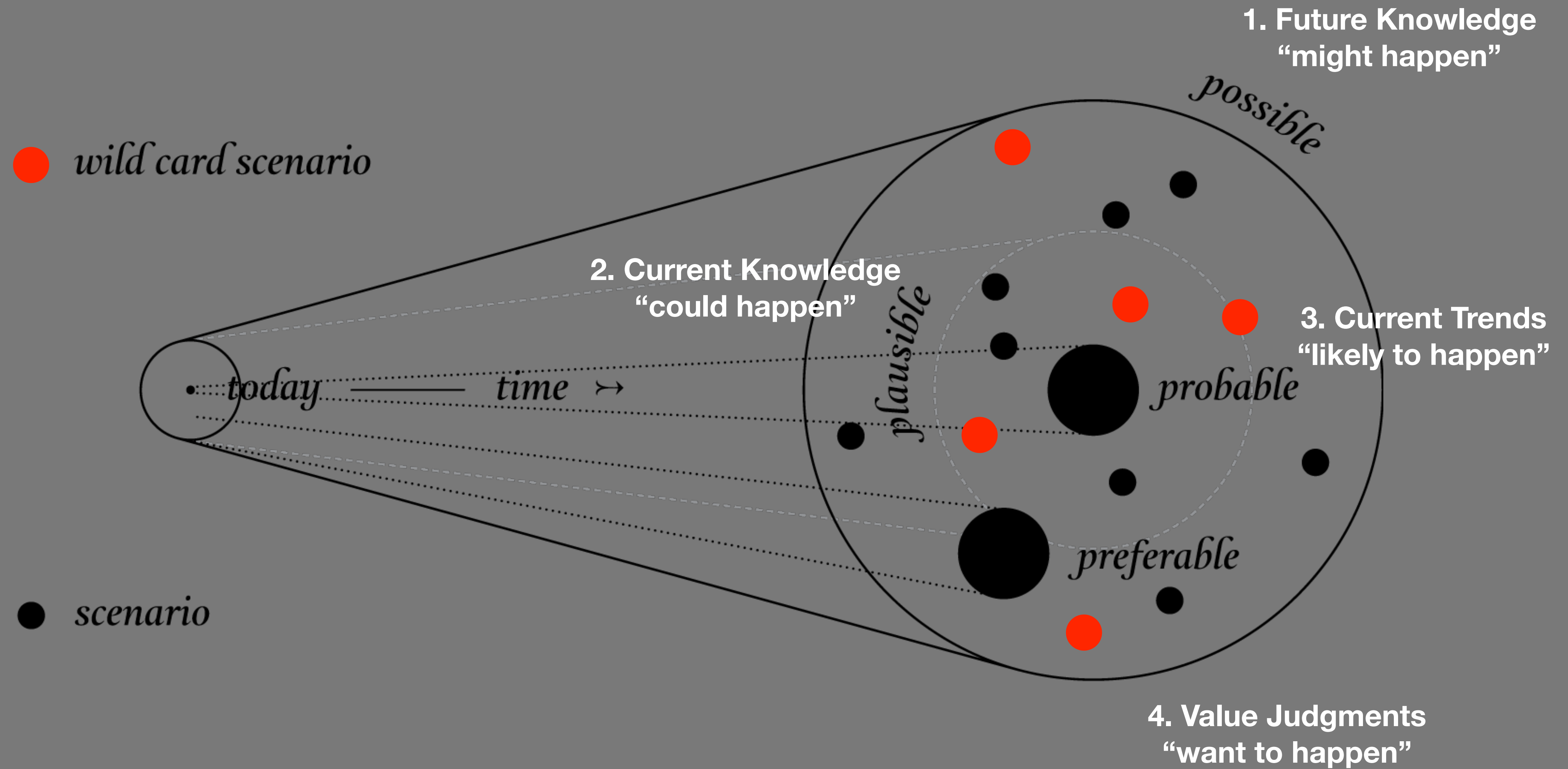
Low  
(<50% intent)

Medium to high  
(>50% intent)

Intent to continue use after crisis





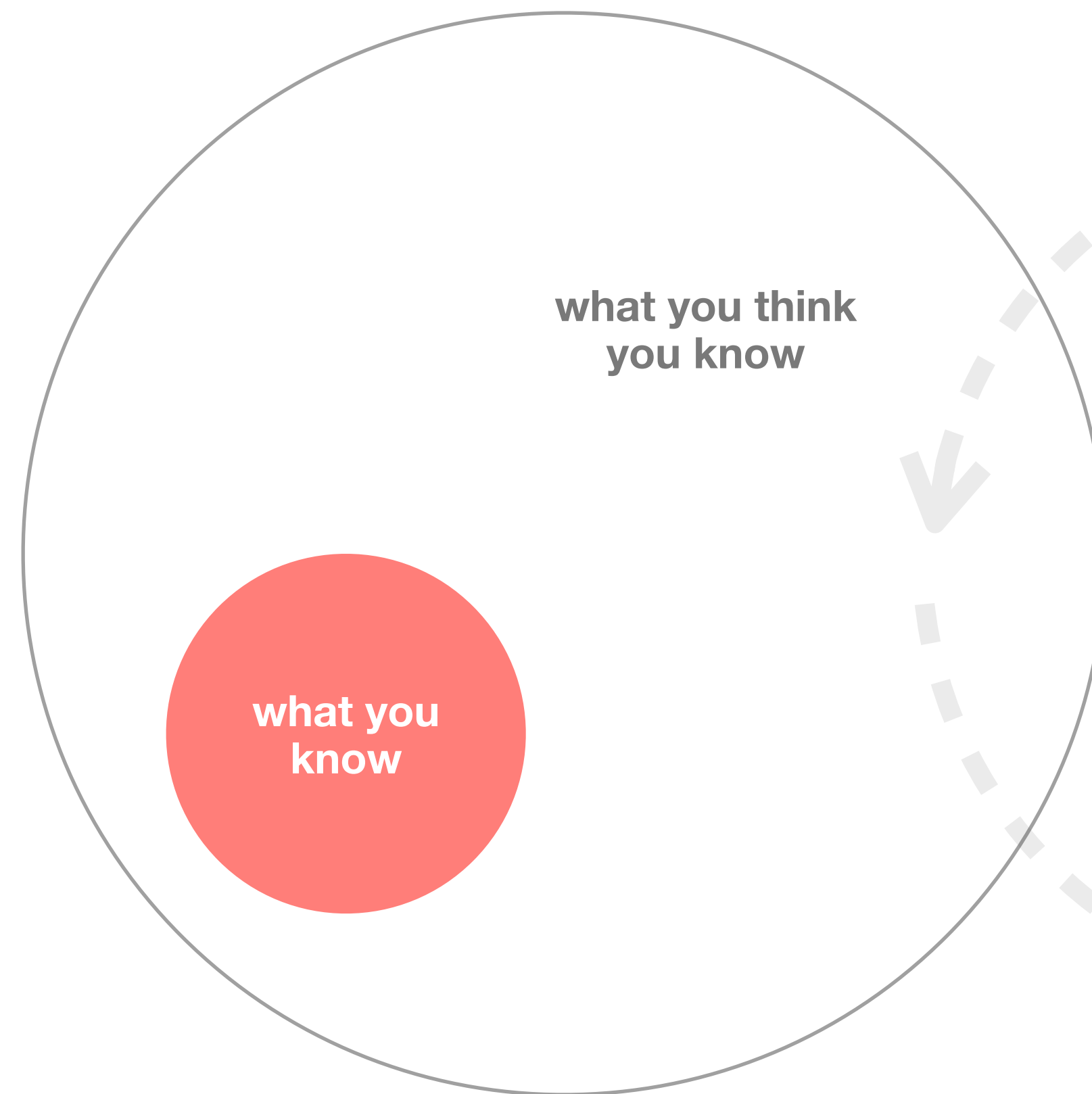


SCENARIO

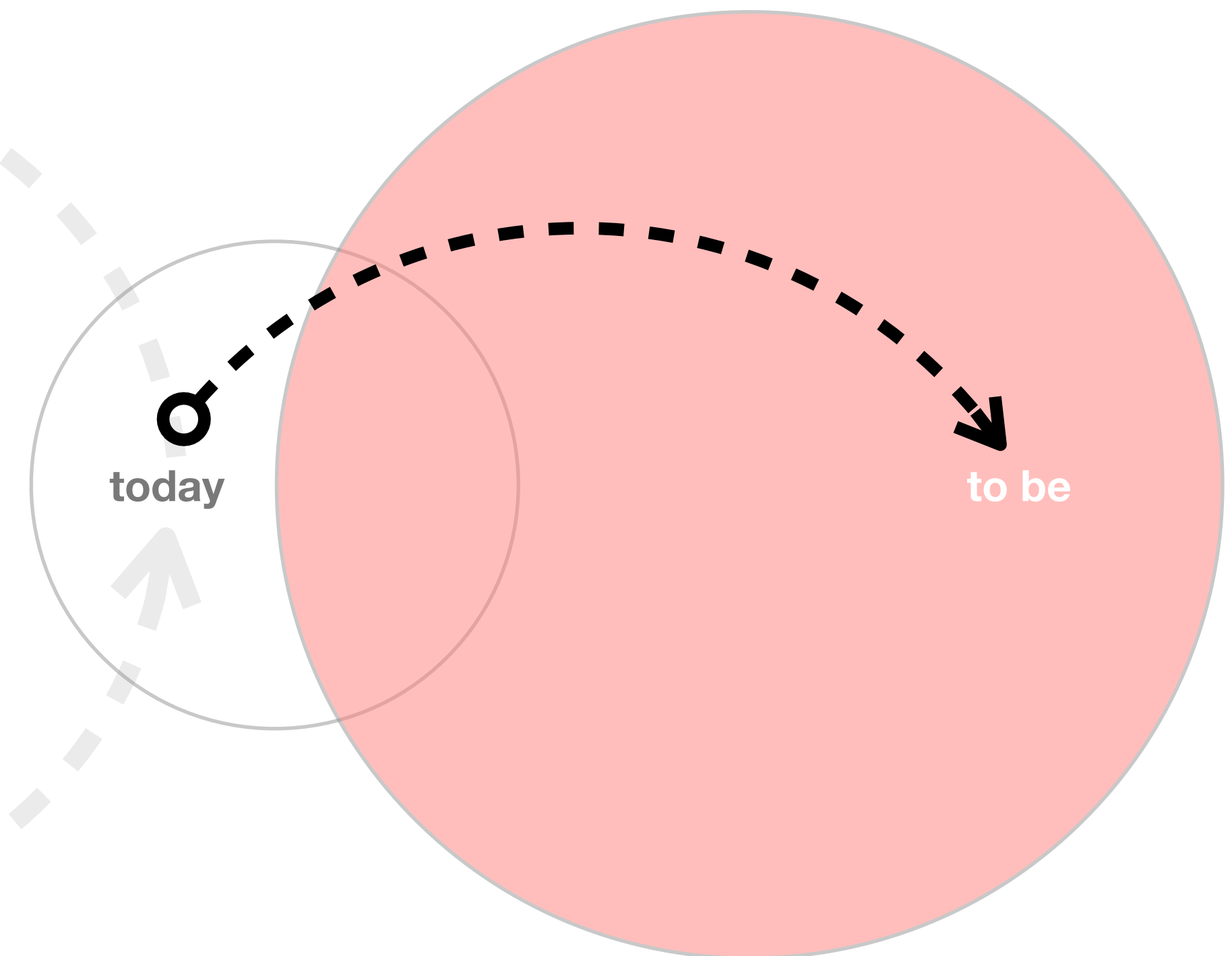
PROJECT

DATE

# CIRCLE OF COMPETENCE



# NEW MENTAL MODEL



Source: The Circle of Competence, Warren Buffett (1996)

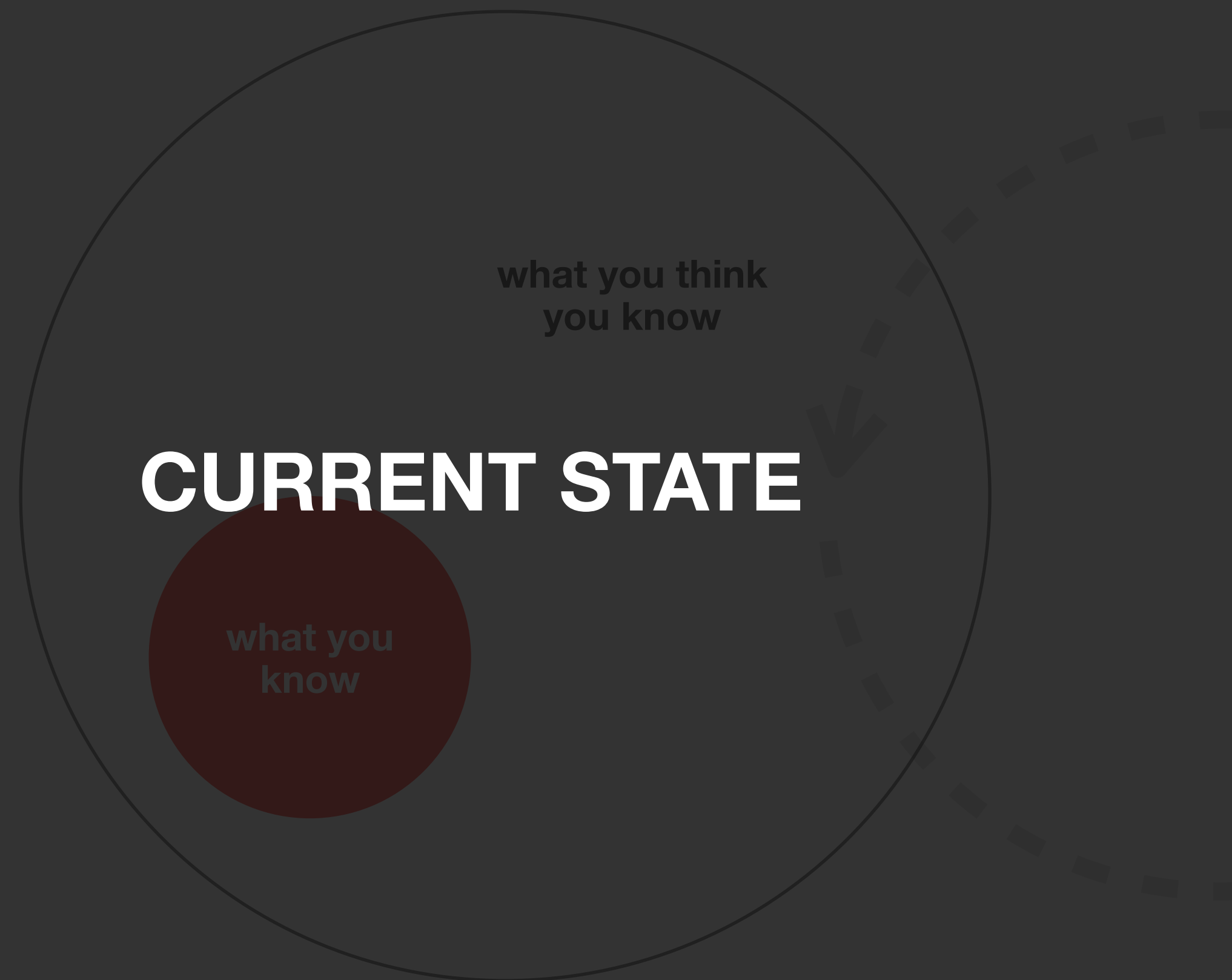


SCENARIO

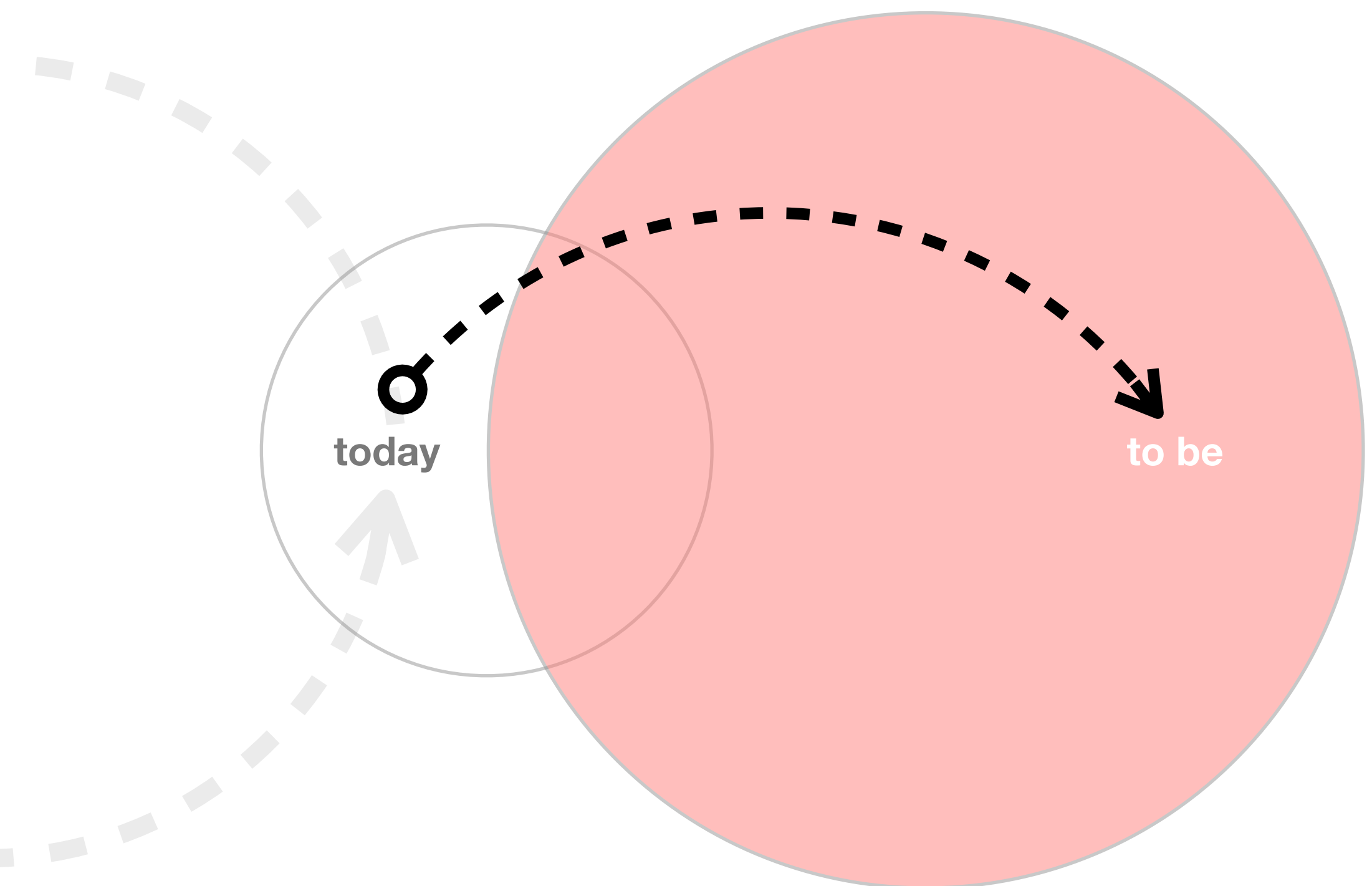
PROJECT

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# CIRCLE OF COMPETENCE



# NEW MENTAL MODEL



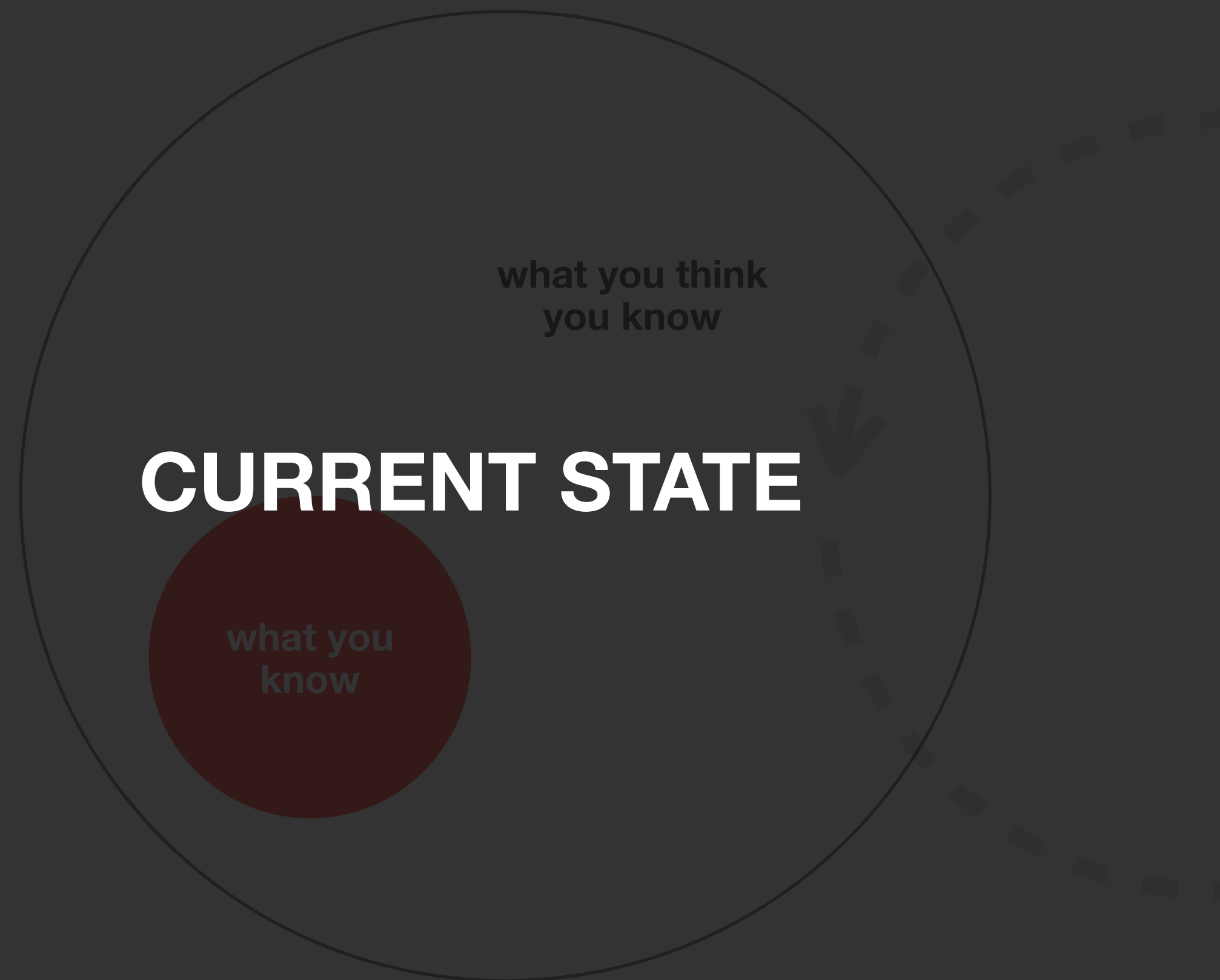
Source: The Circle of Competence, Warren Buffett (1996)

SCENARIO

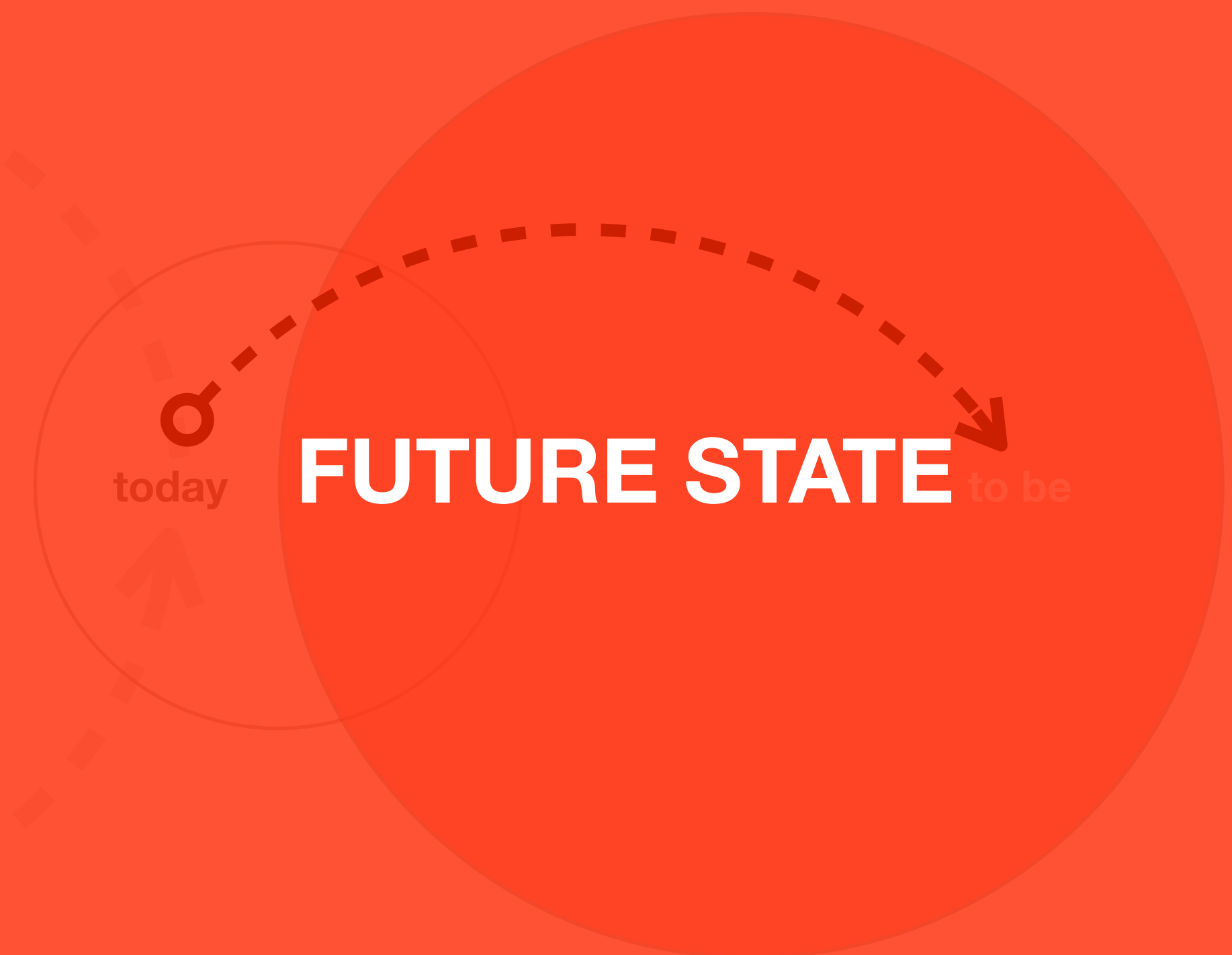
PROJECT

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# CIRCLE OF COMPETENCE



# NEW MENTAL MODEL

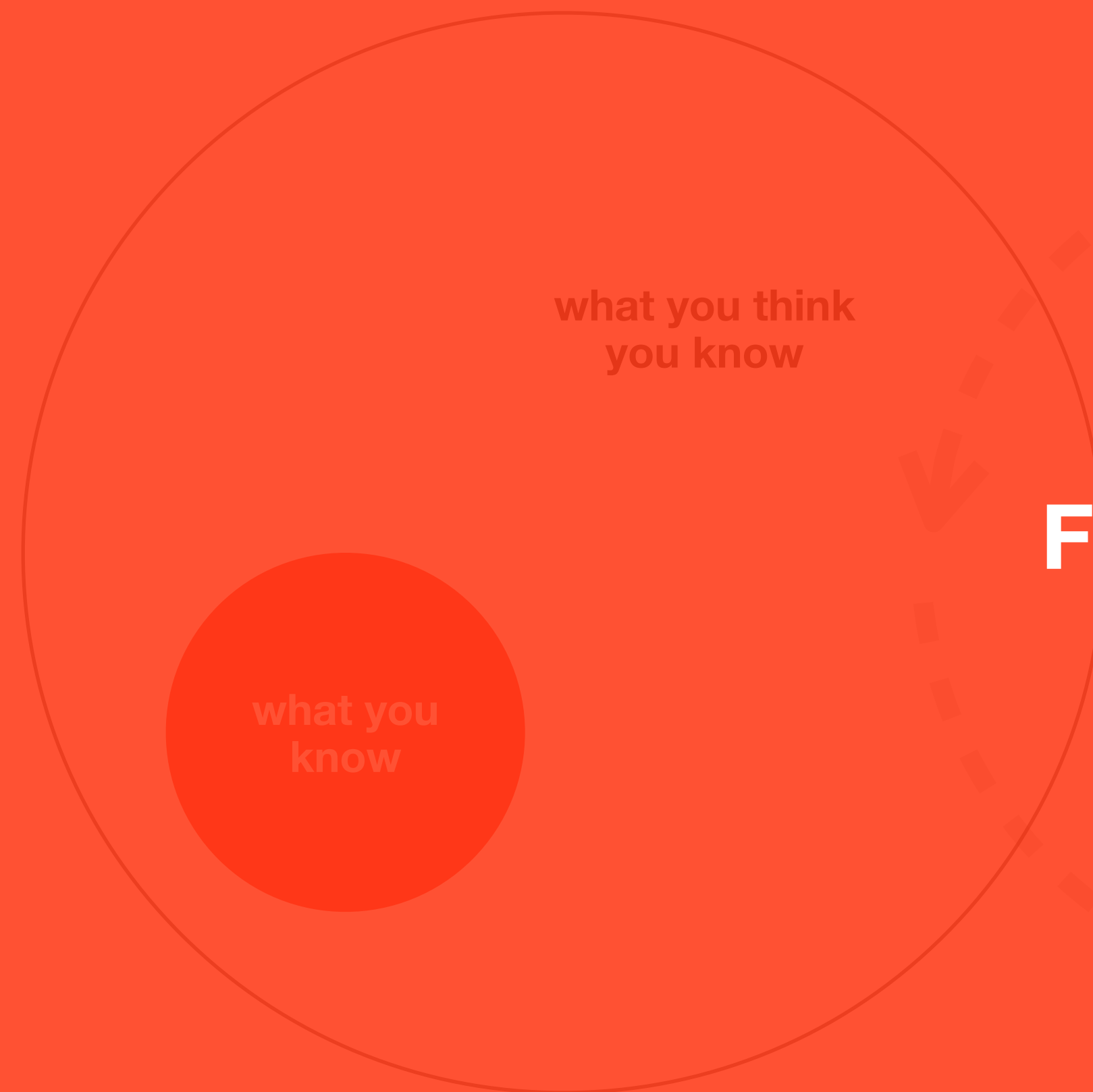


SCENARIO

PROJECT

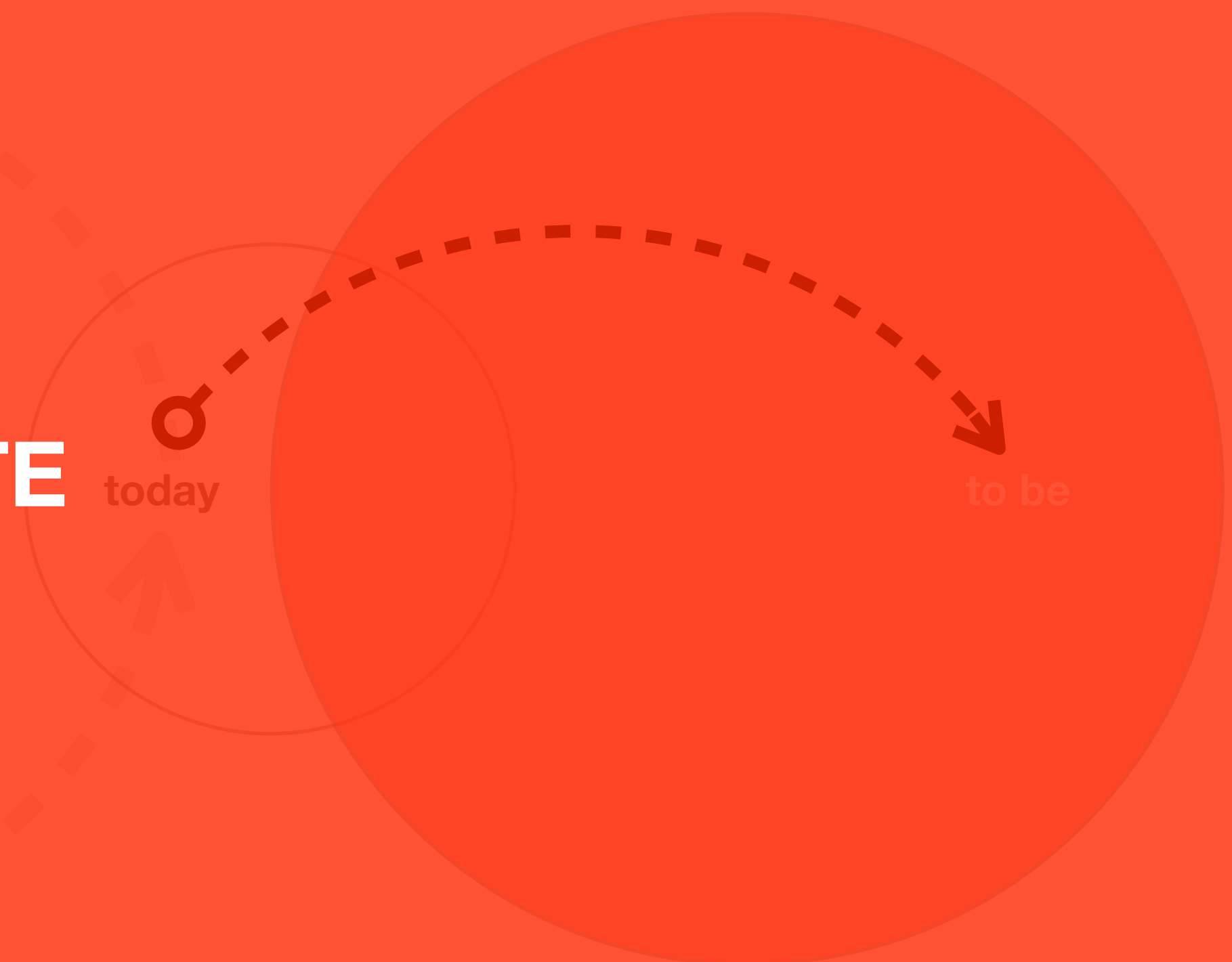
DATE

## CIRCLE OF COMPETENCE



**FUTURE STATE**

## NEW MENTAL MODEL





SCENARIO

PROJECT

DATE

## CIRCLE OF COMPETENCE

## NEW MENTAL MODEL



SCENARIO

PROJECT

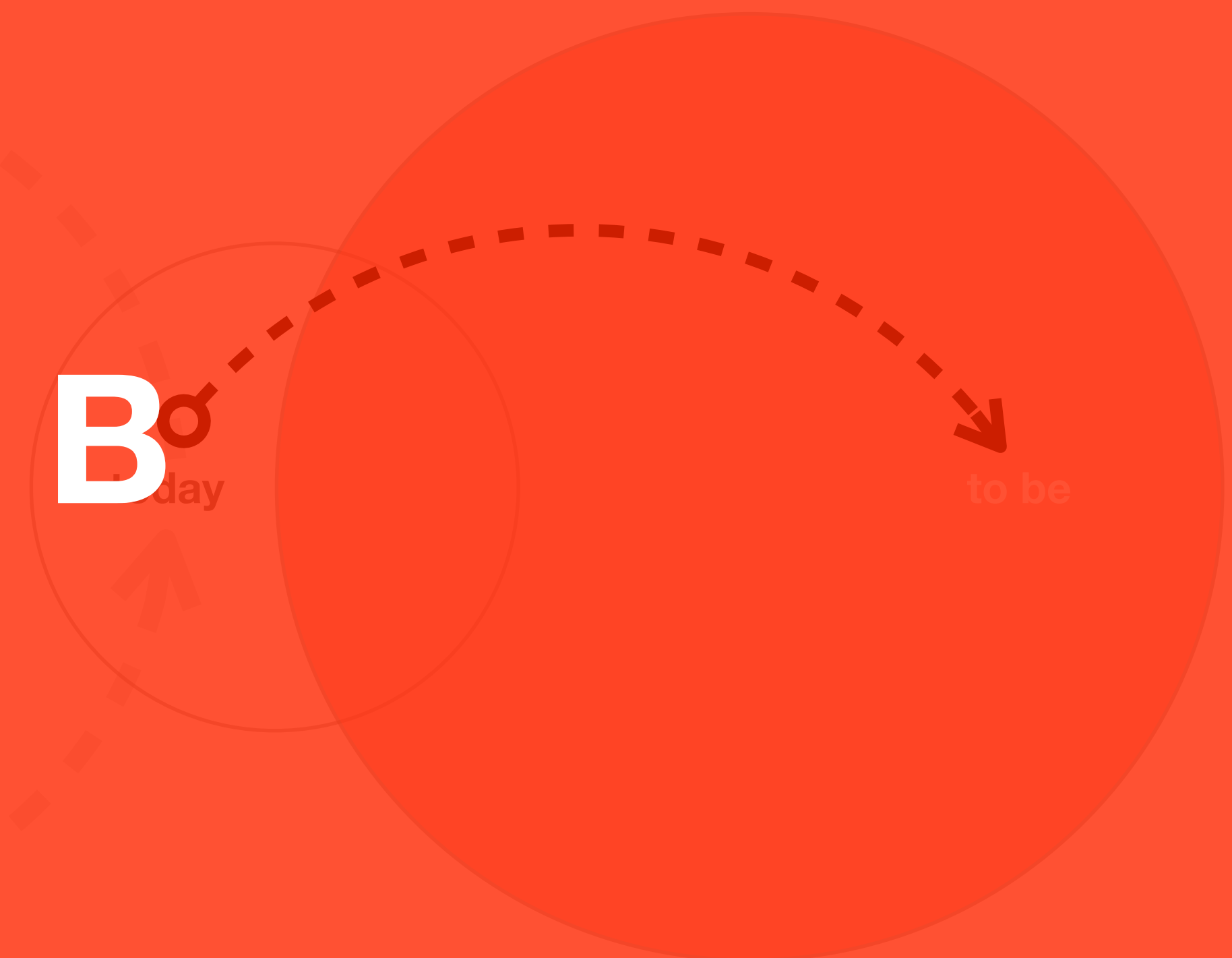
DATE

## CIRCLE OF COMPETENCE



if A then B

## NEW MENTAL MODEL

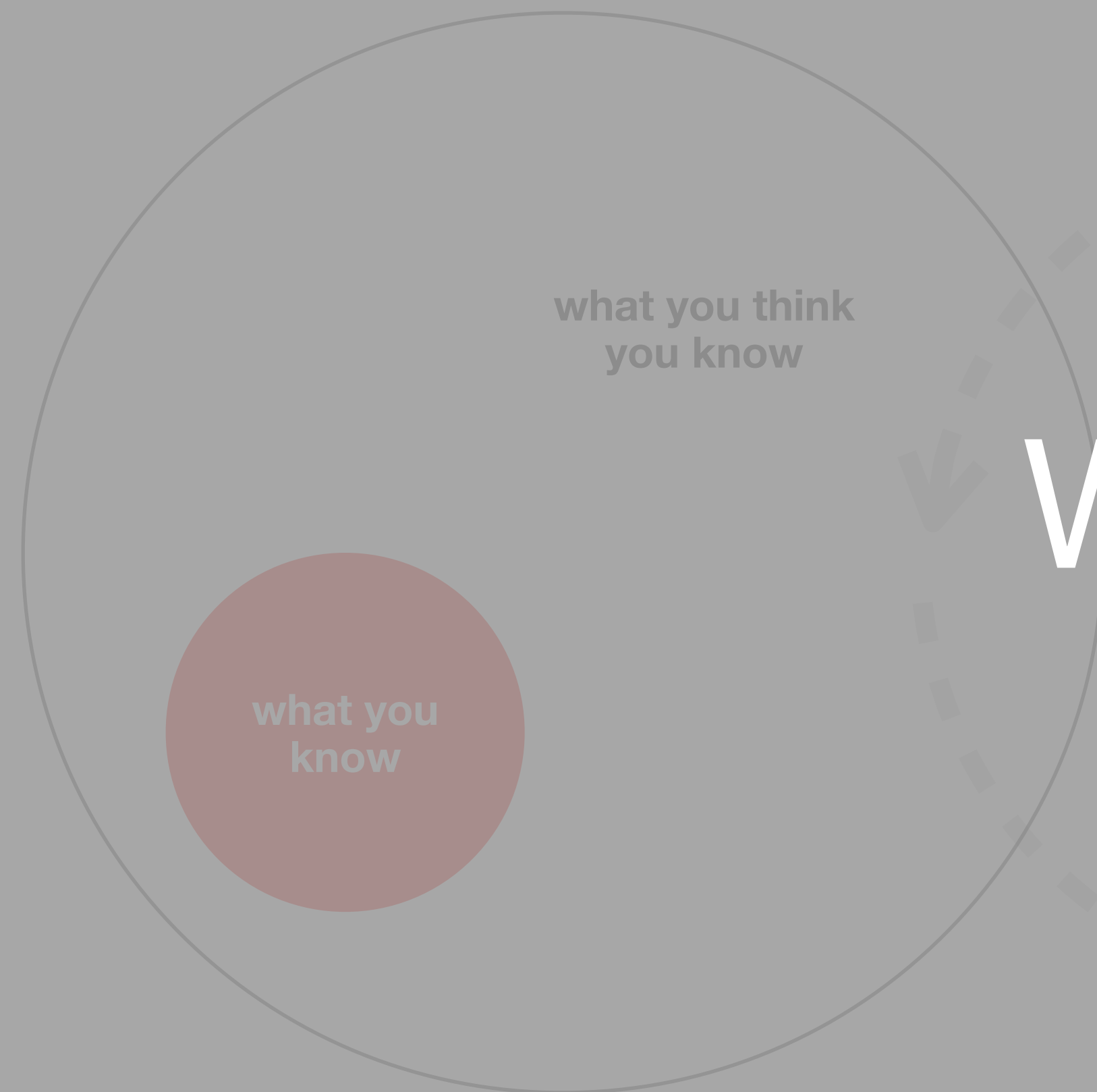


SCENARIO

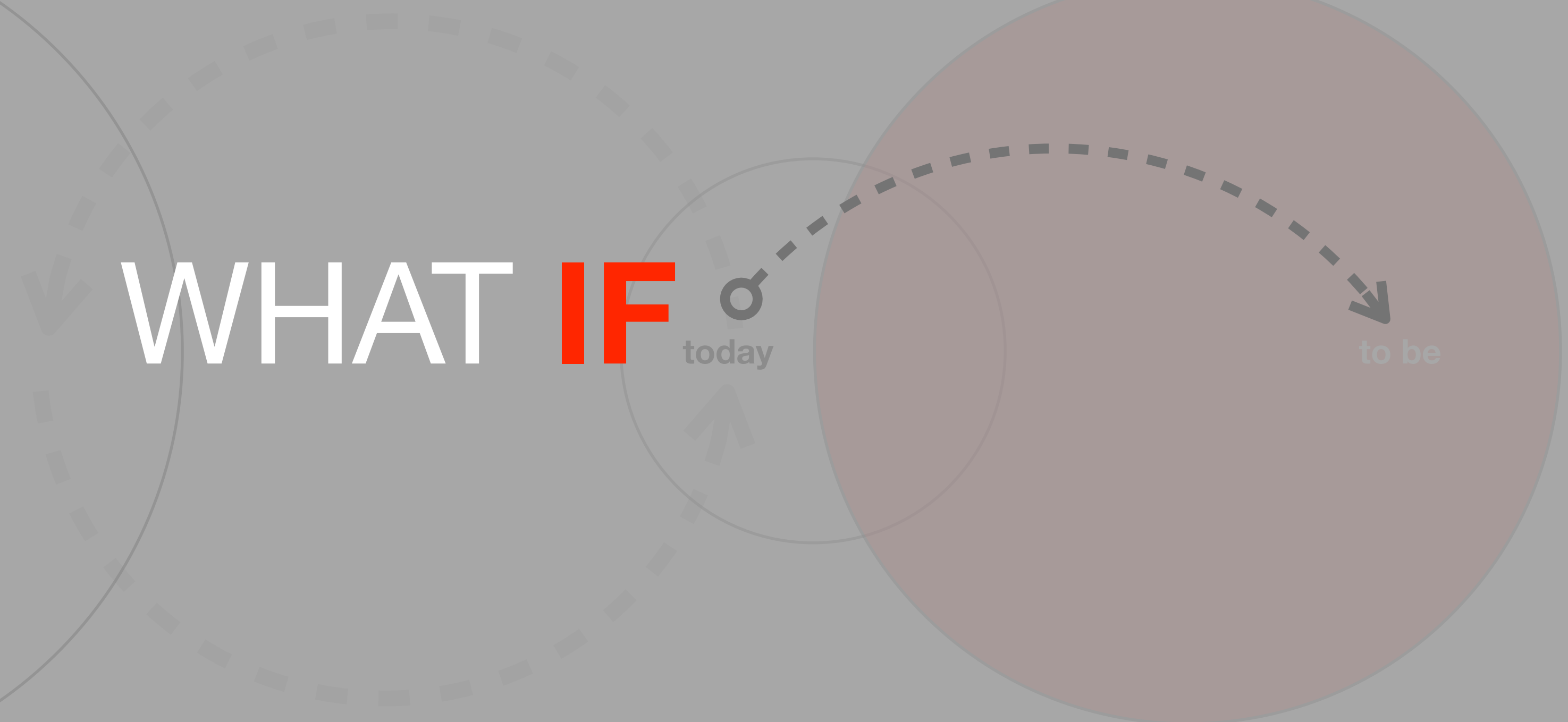
PROJECT

DATE

## CIRCLE OF COMPETENCE



## NEW MENTAL MODEL



WHAT IF

today

to be



SCENARIO

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DATE

## CIRCLE OF COMPETENCE

## NEW MENTAL MODEL

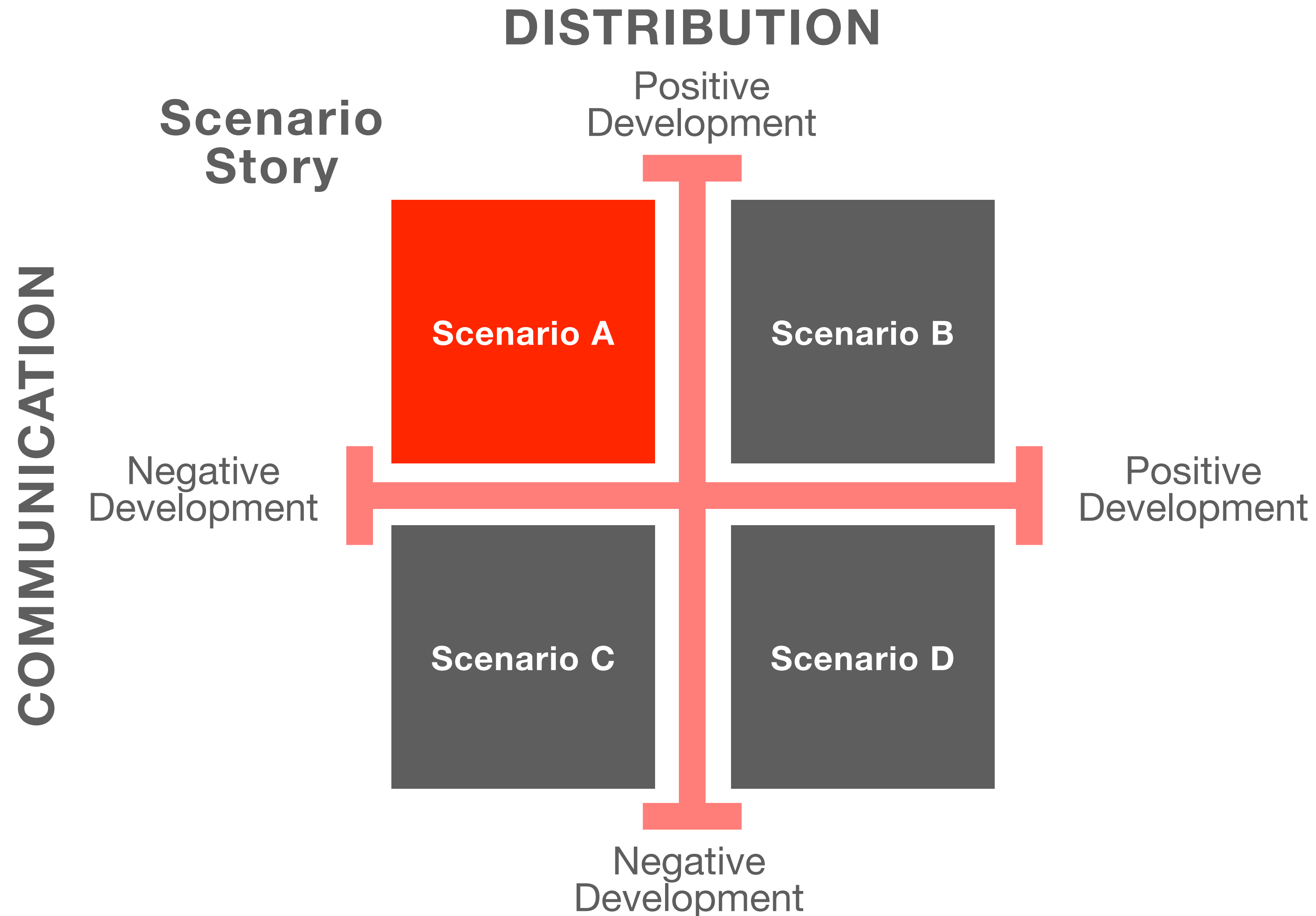


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# SCENARIO STORY



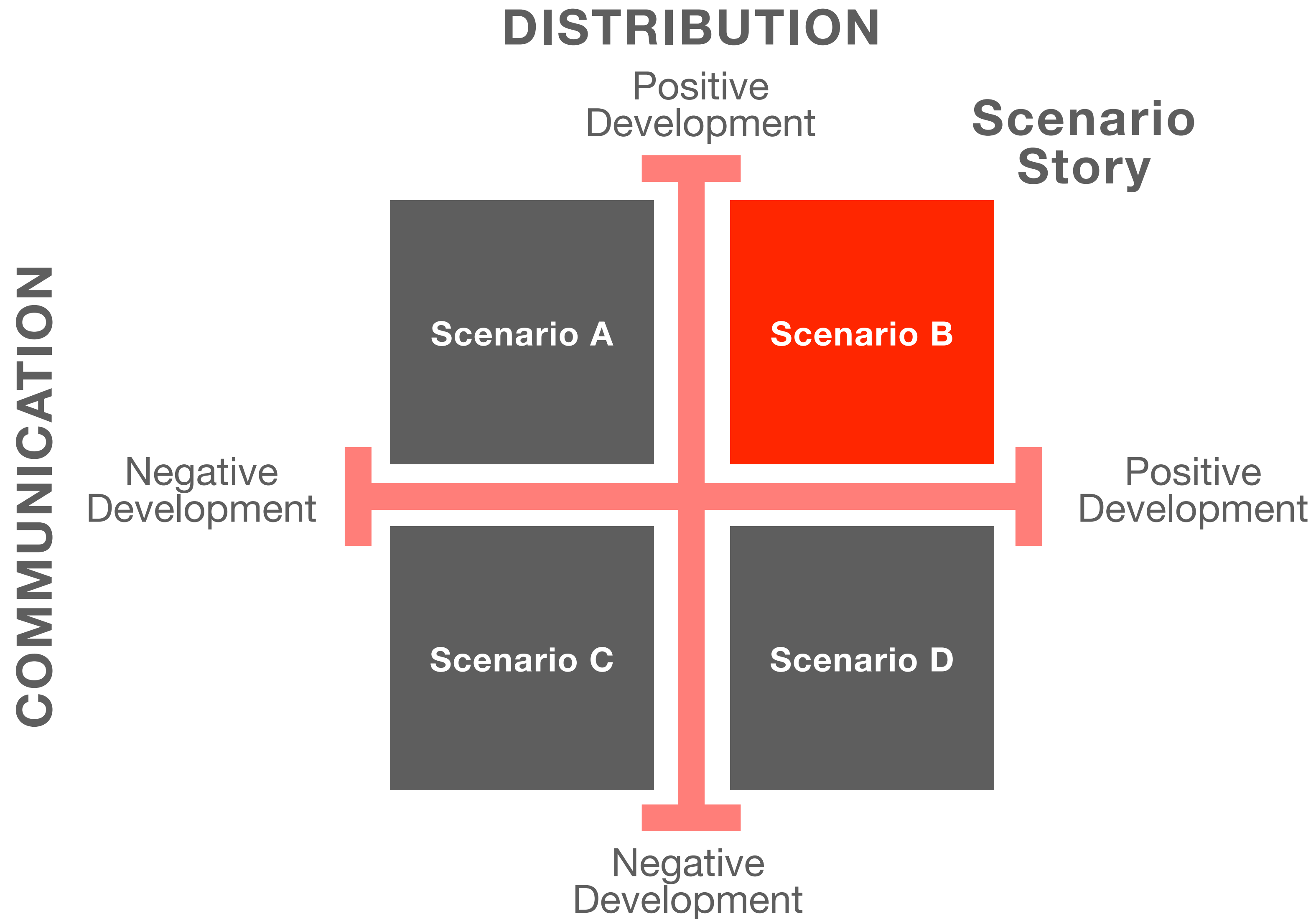
Source: Wulf, Meibner Stubner (2010)

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# SCENARIO STORY



Source: Wulf, Meibner Stubner (2010)

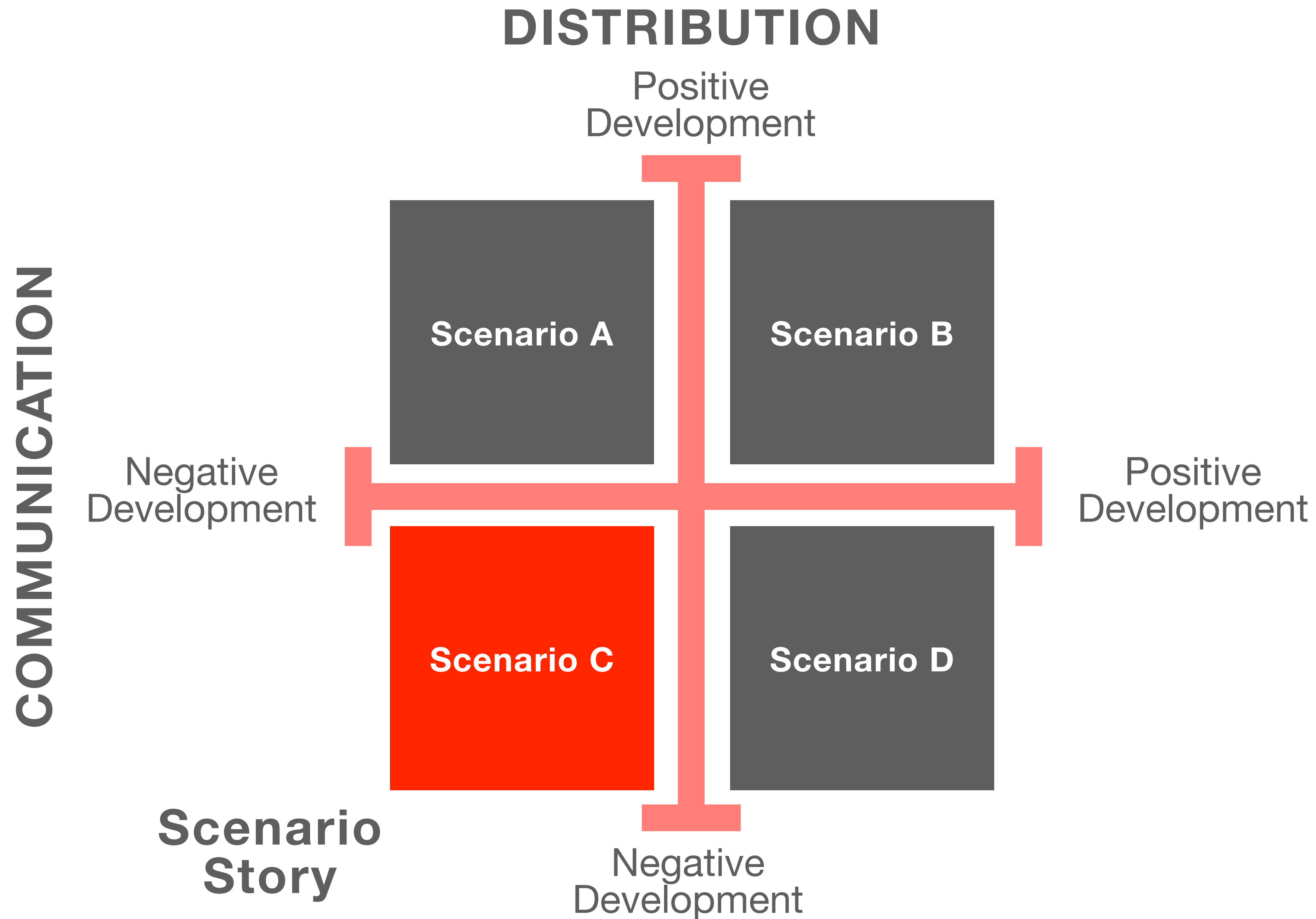


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DATE

# SCENARIO STORY



Source: Wulf, Meibner Stubner (2010)

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DATE

# SCENARIO STORY

COMMUNICATION

## DISTRIBUTION

Positive  
Development

Scenario A

Scenario B

Negative  
Development

Scenario C

Scenario D

Positive  
Development

Negative  
Development

Scenario  
Story

SCENARIO

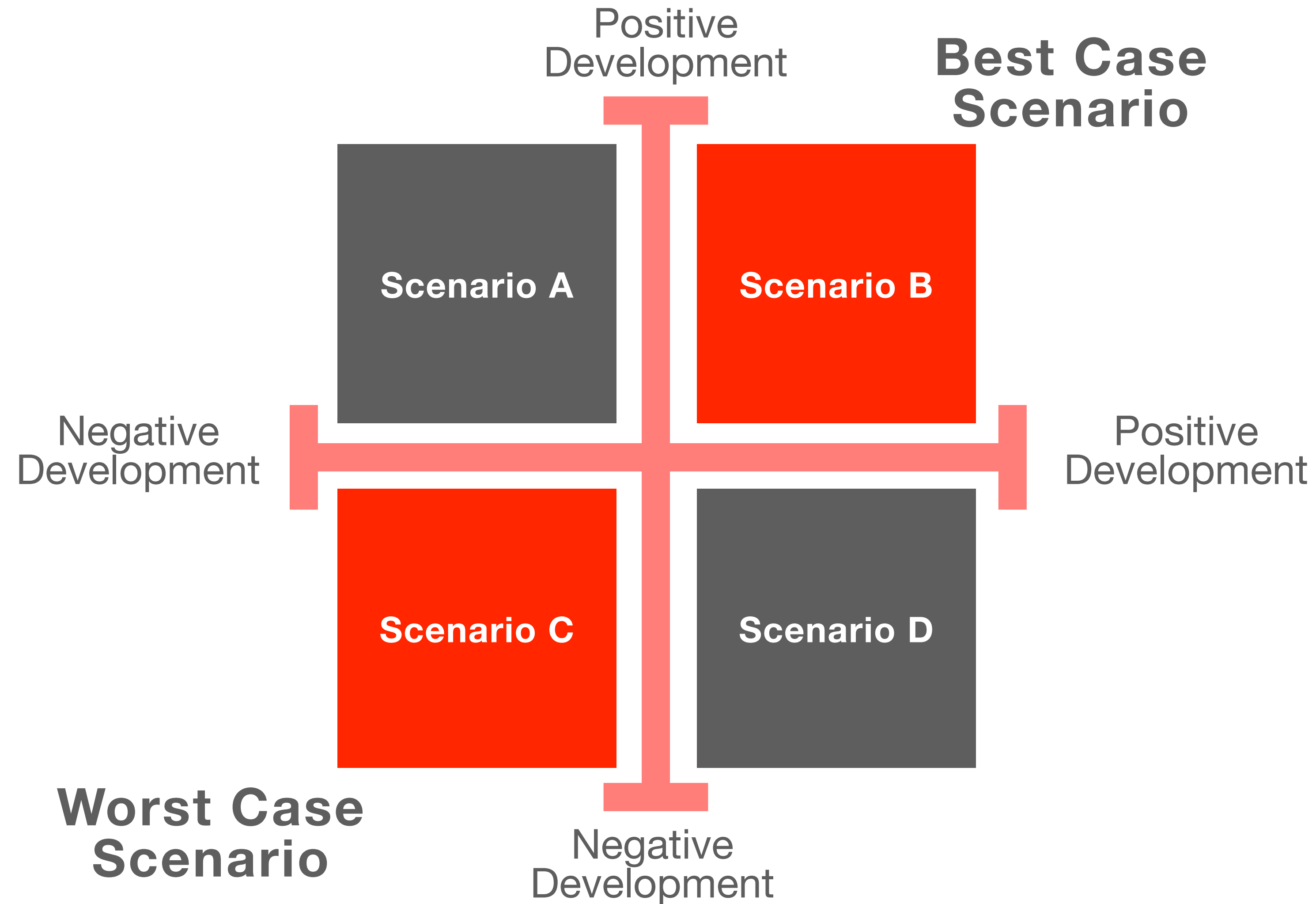
PROJECT

DATE

# SCENARIO STORY

## DISTRIBUTION

COMMUNICATION



Source: Wulf, Meibner Stubner (2010)

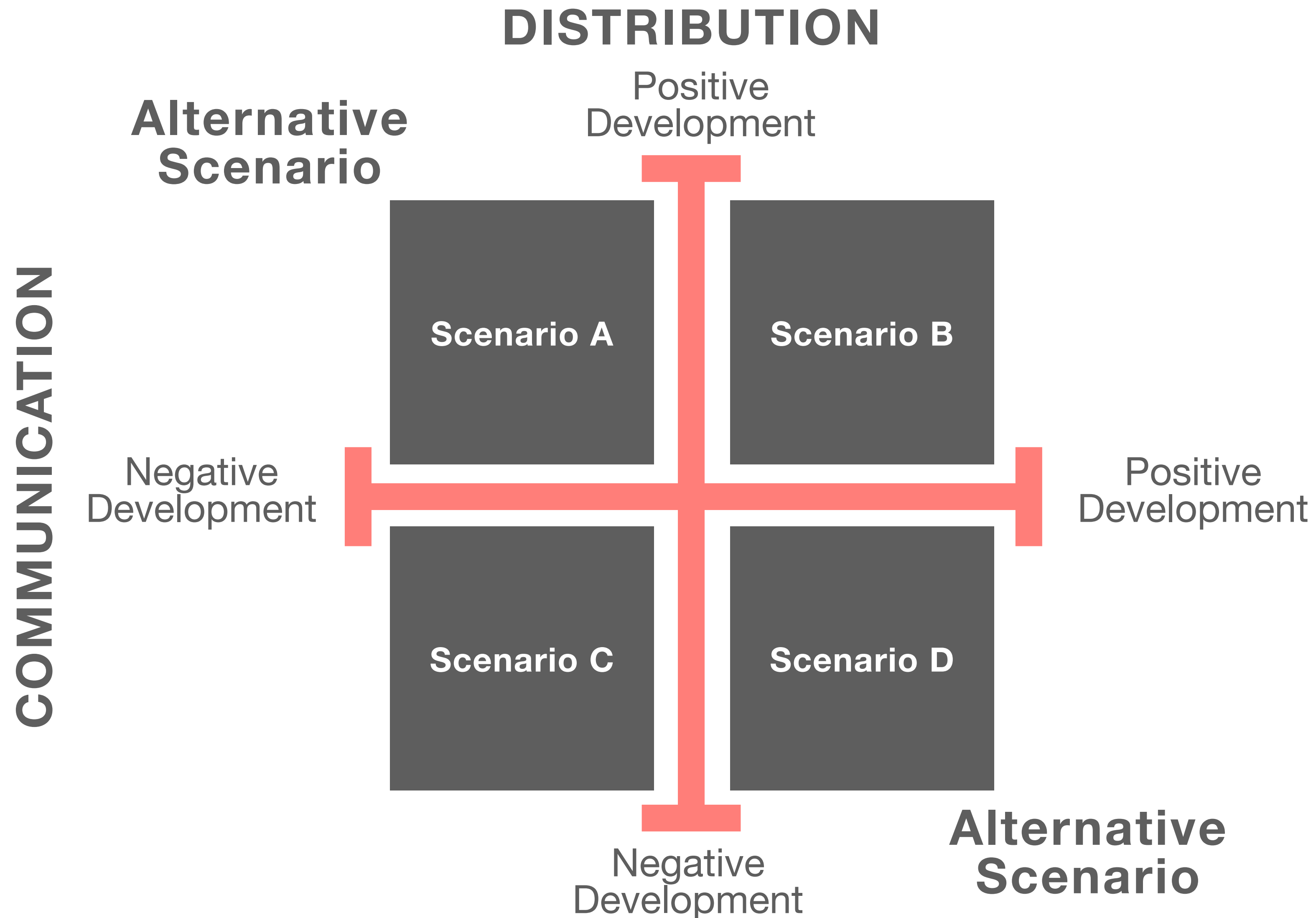


SCENARIO

PROJECT

DATE

# SCENARIO STORY



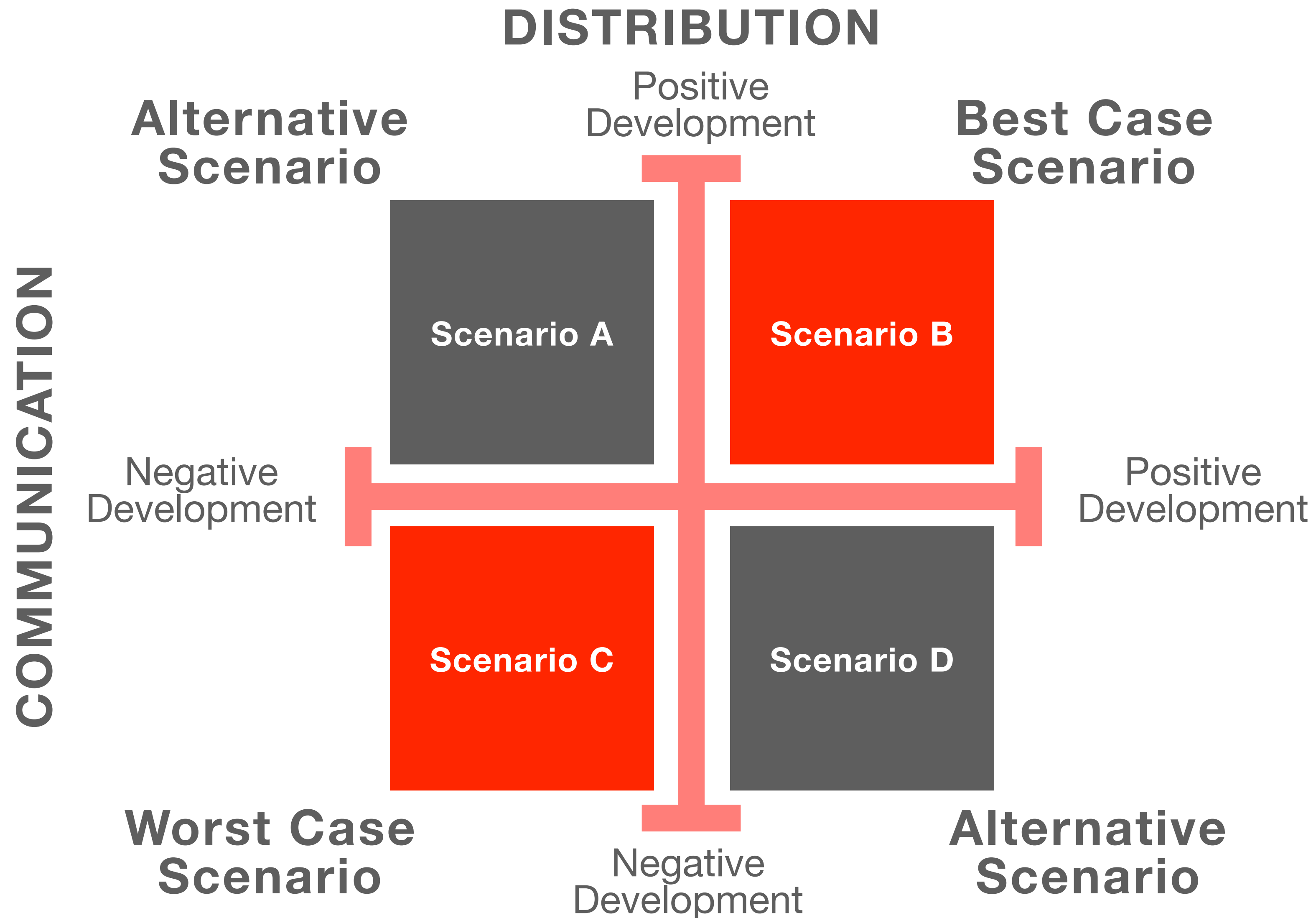
Source: Wulf, Meibner Stubner (2010)

SCENARIO

PROJECT

DATE

# SCENARIO STORY



Source: Wulf, Meibner Stubner (2010)

SCENARIO

PROJECT

DATE

# SCENARIO STORY

## DISTRIBUTION

Alternative  
Scenario

Positive  
Development

Best Case  
Scenario

Scenario A

Scenario B

# STORYBOARD

Negative  
Development

Positive  
Development

Scenario C

Scenario D

Worst Case  
Scenario

Negative  
Development

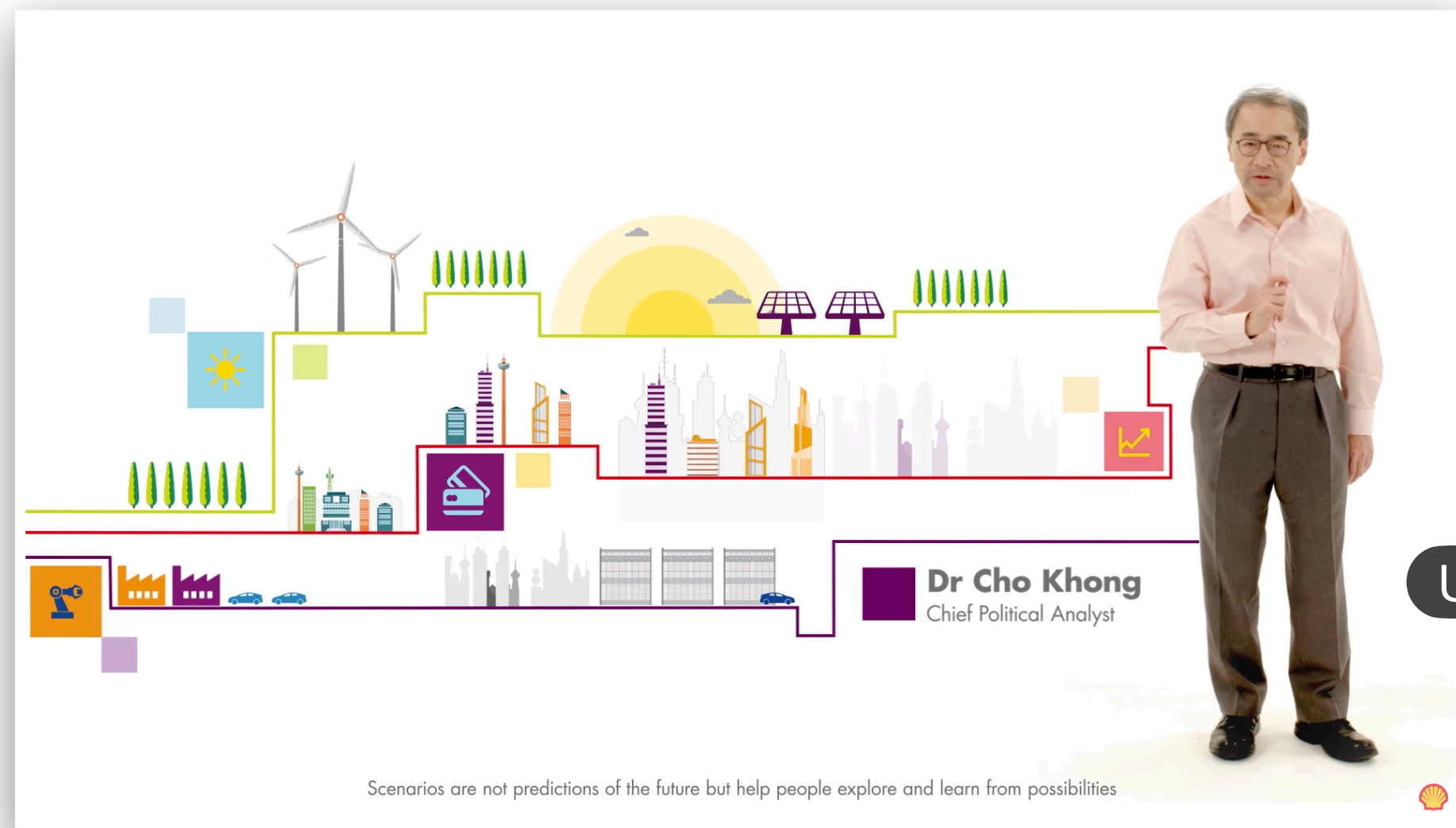
Alternative  
Scenario

COMMUNICATION



# Scenario Development Process

“...The Gentle Art of Re-Perceiving...They’re stories about the FUTURE // they’re NOT about prediction...they’re about understanding and believing in the Scenario...” – Cho Khong, PhD (2017)”



## Source:

- Shell “Windows on the future: modeling scenarios”, published Dec 8th, 2017



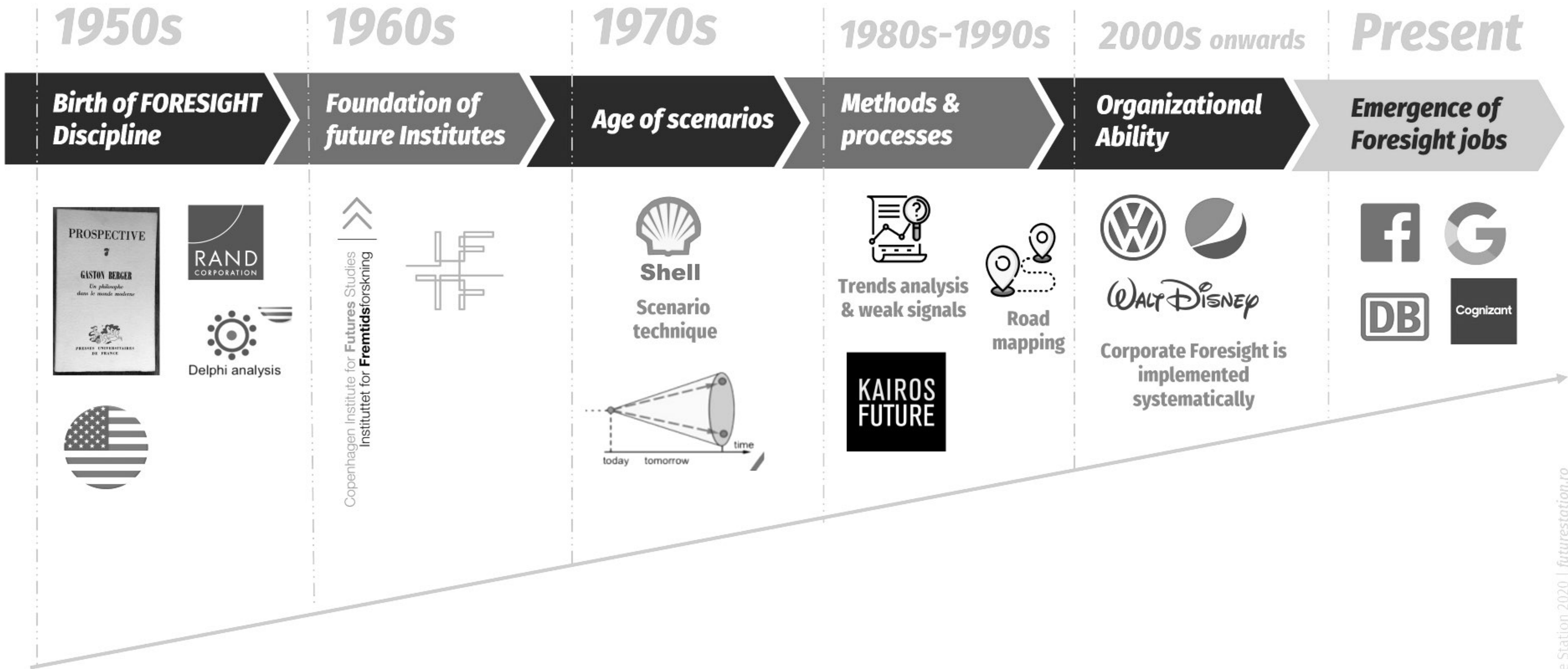
## Shell Scenarios



Unknown & Uncertain

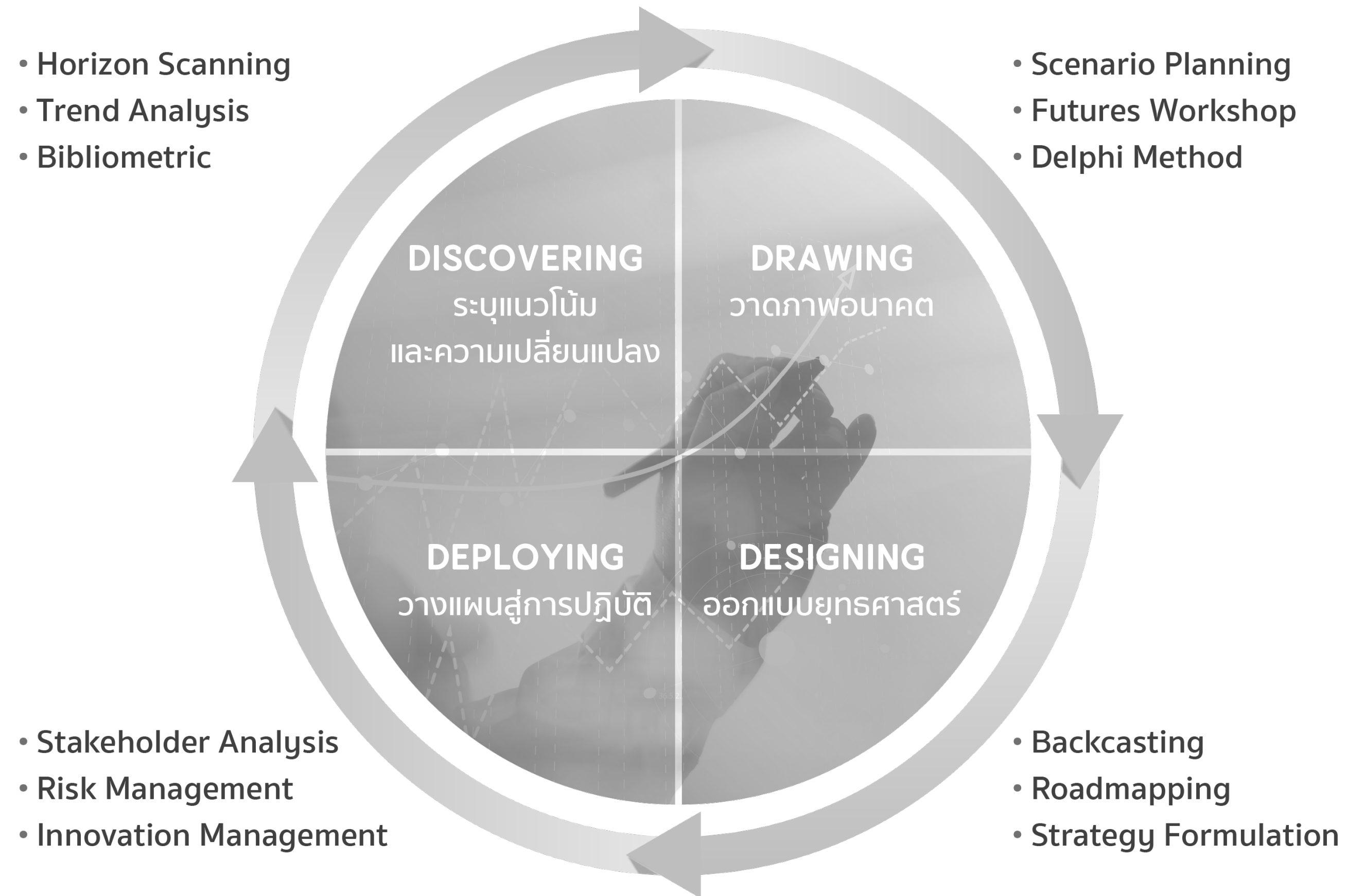
Scenario Story; “So WHAT vs What IF”

Narrative Journey: “flow of events”



Source: Future Station (2020)

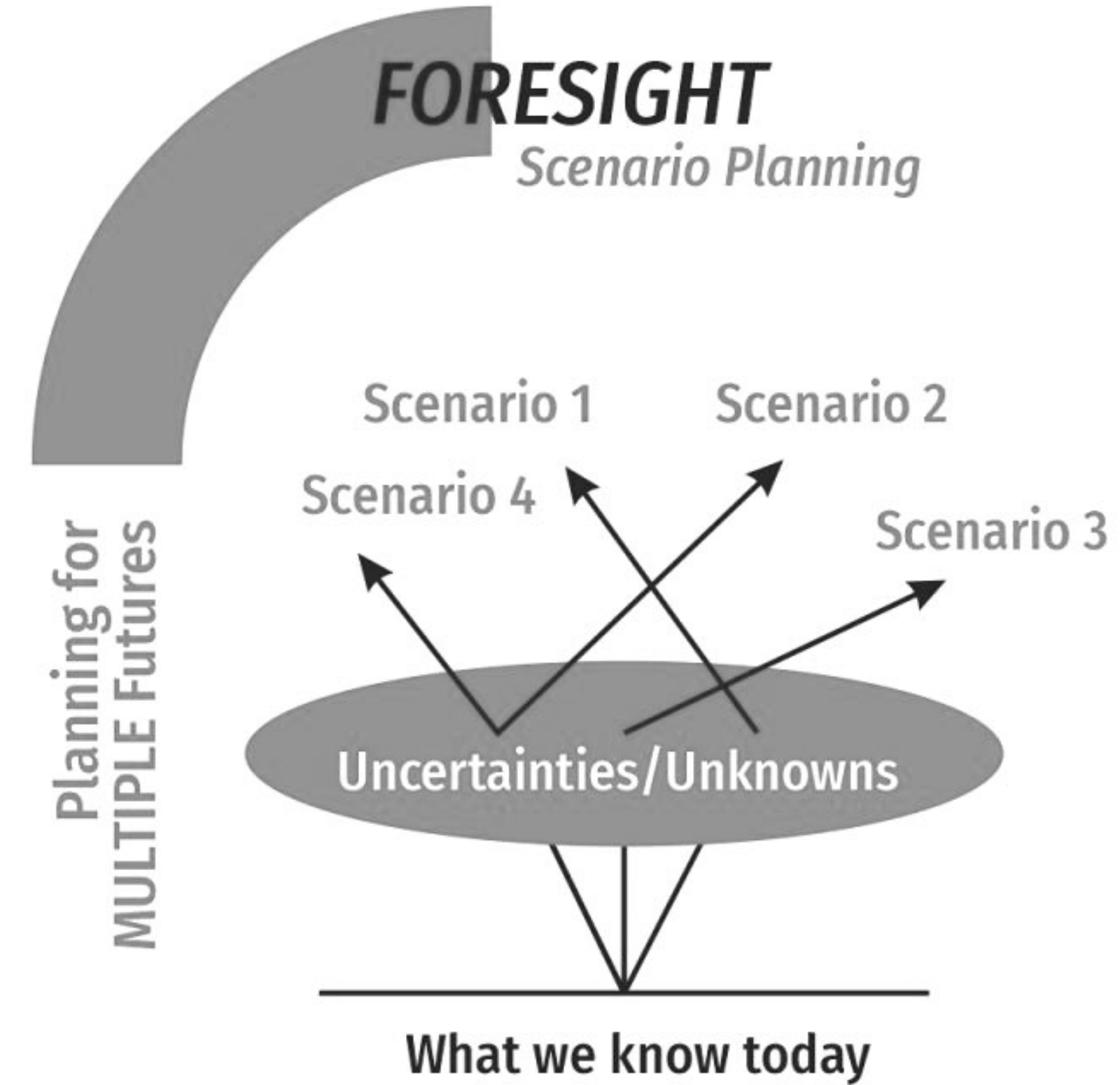
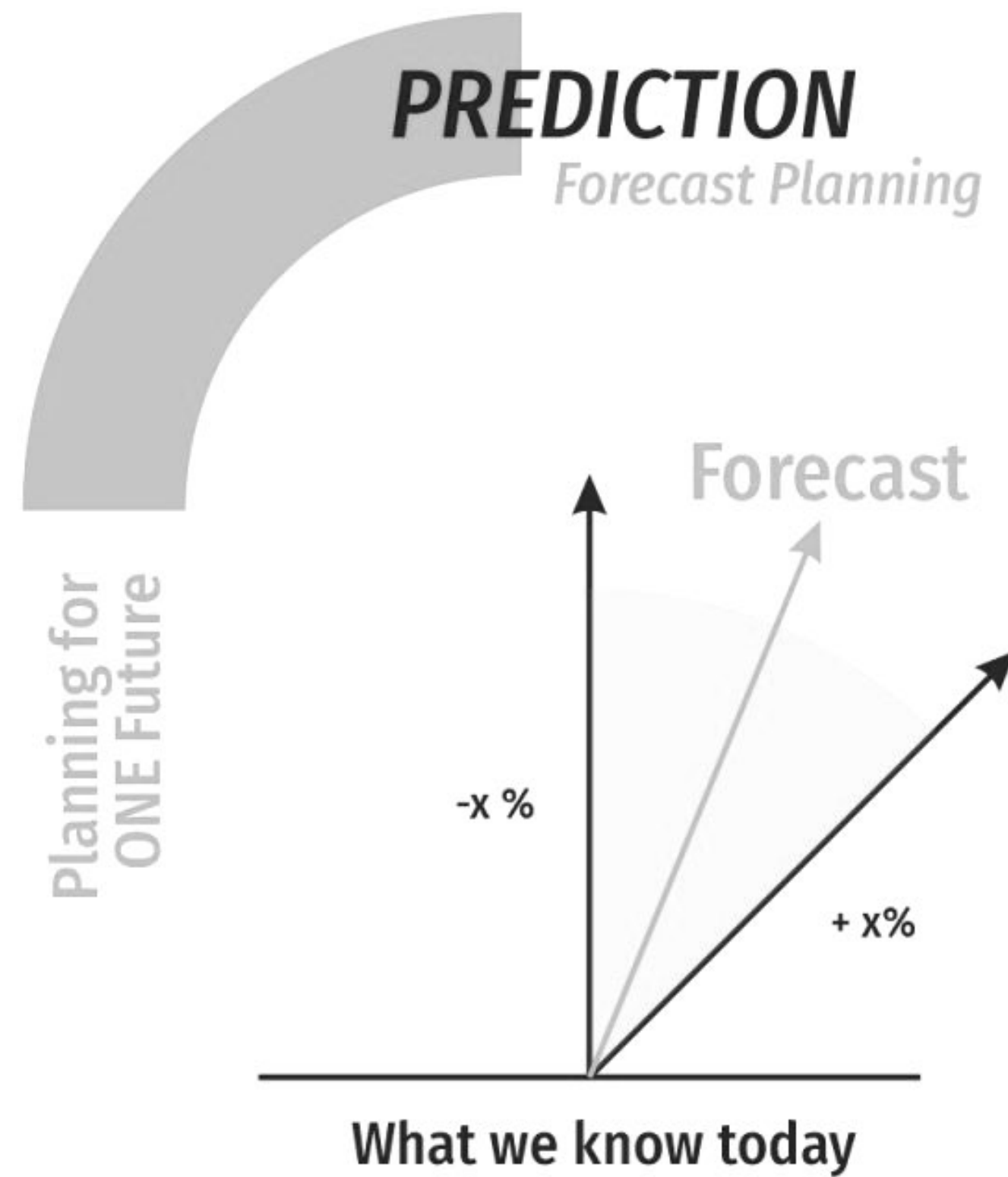
# Foresight Toolbox



Source: Innovation Foresight Institute (2019)  
National Innovation Agency (NIA)



# Forecast **Foresight**

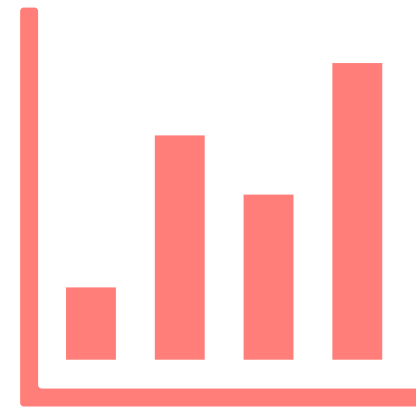


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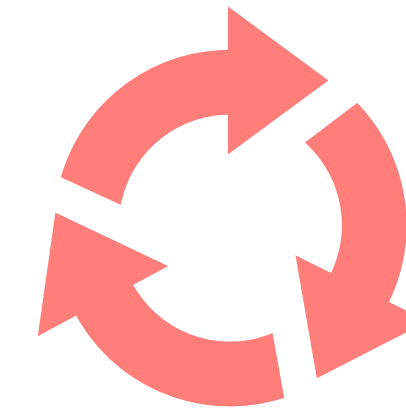
# SCENARIO DEVELOPMENT PROCESS



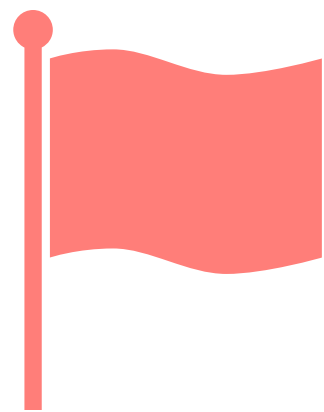
1. Framing The Futures



2. Driving Forces & Linkage



3. Critical Uncertainties



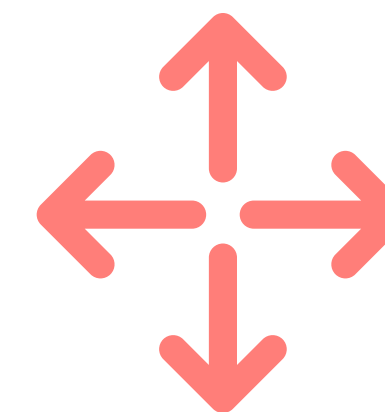
4. Indications & Signposts



5. Implications & Options



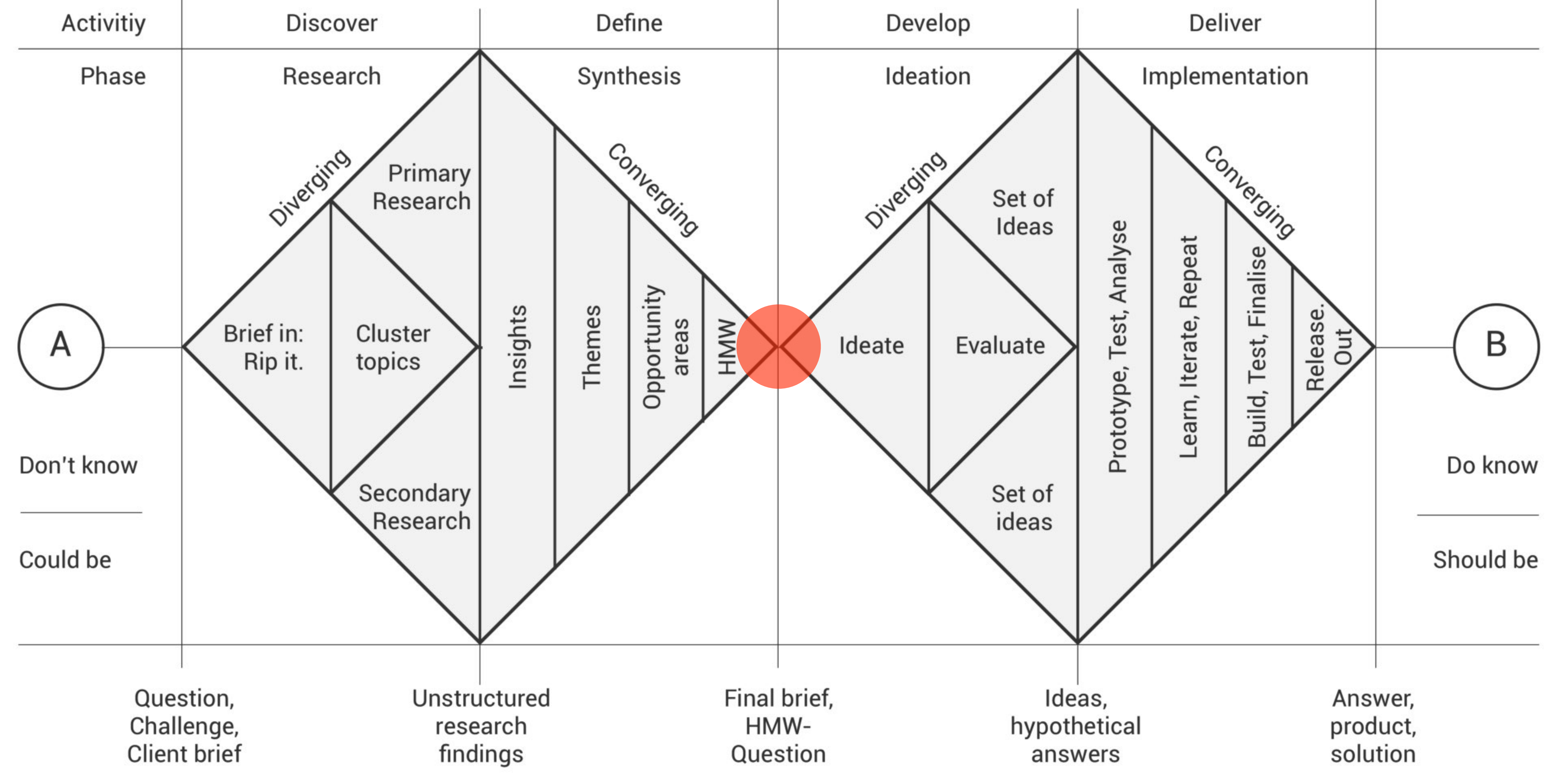
6. Scenario Stories



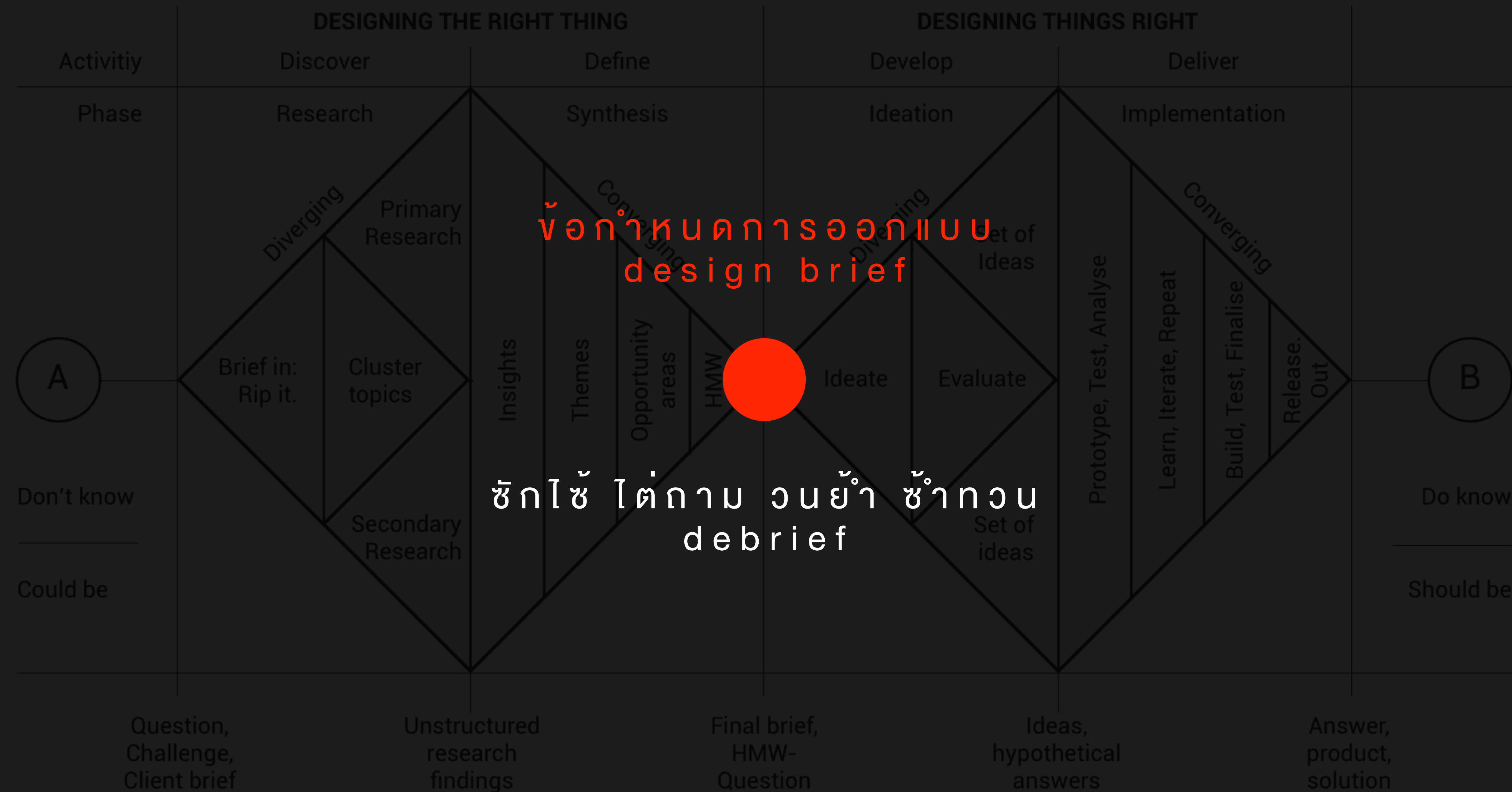
7. Scenario Matrix

DESIGNING THE RIGHT THING

DESIGNING THINGS RIGHT







1

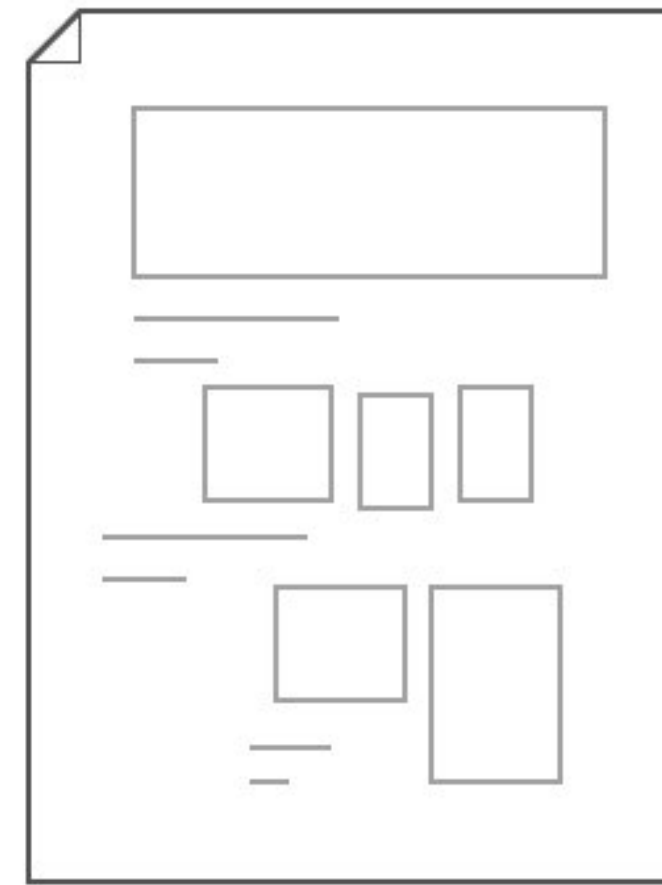
NOTES



Gather key info  
20 min.

2

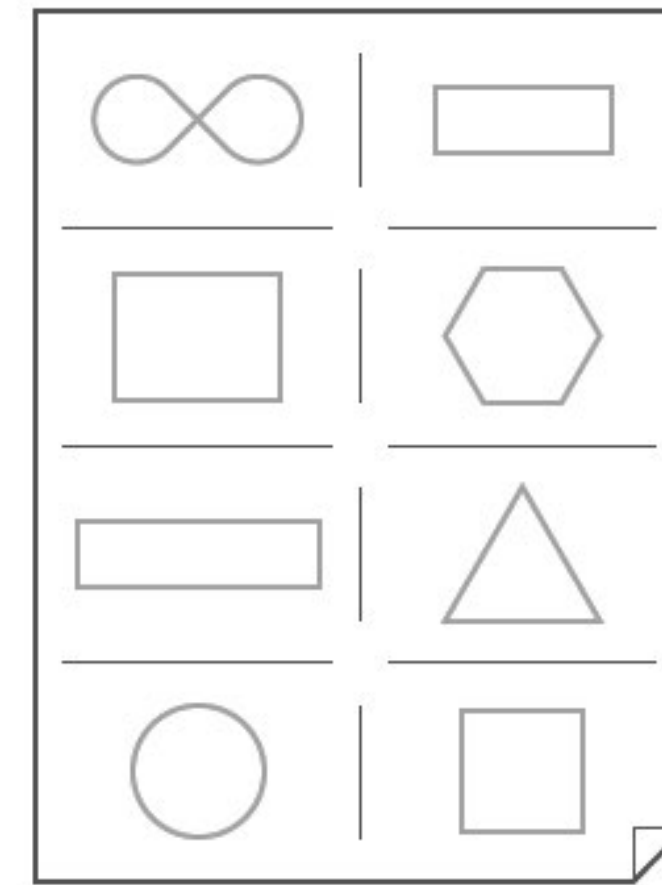
IDEAS



Doodle rough solutions  
20 min.

3

CRAZY 8s



Try rapid variations  
8 min.

4

SOLUTION SKETCH

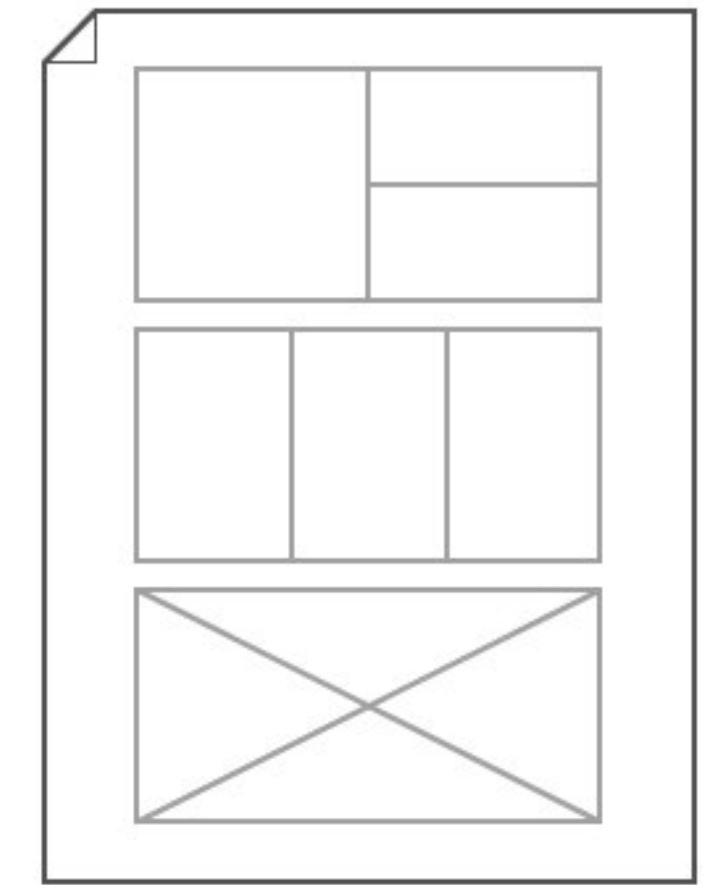
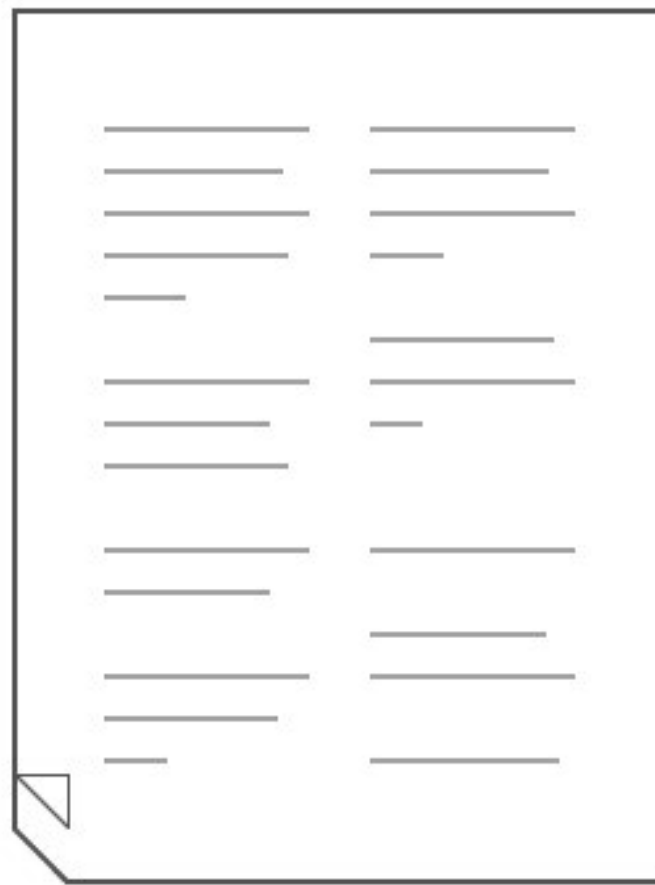


Figure out the details  
30+ min.

1

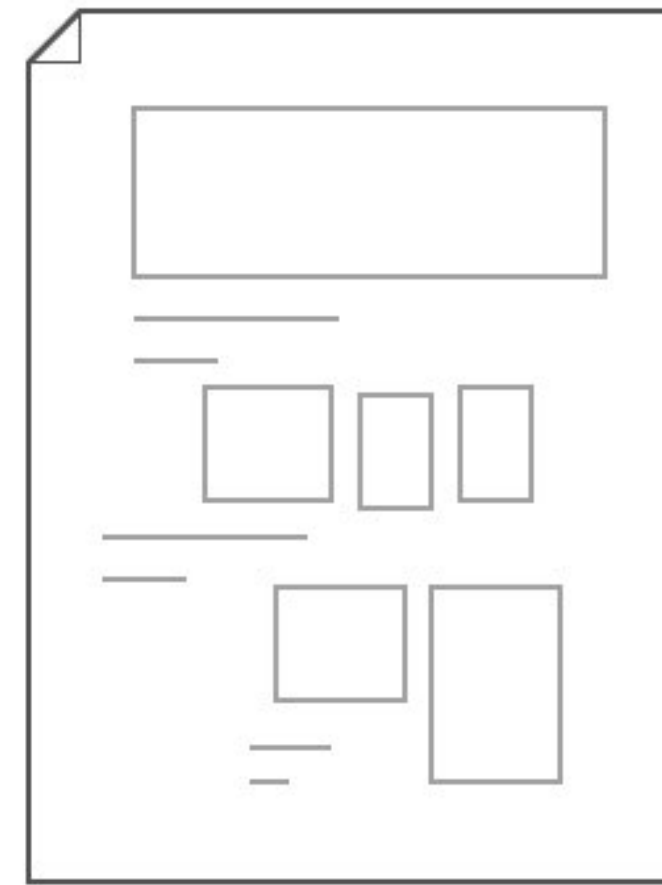
NOTES



Gather key info  
20 min.

2

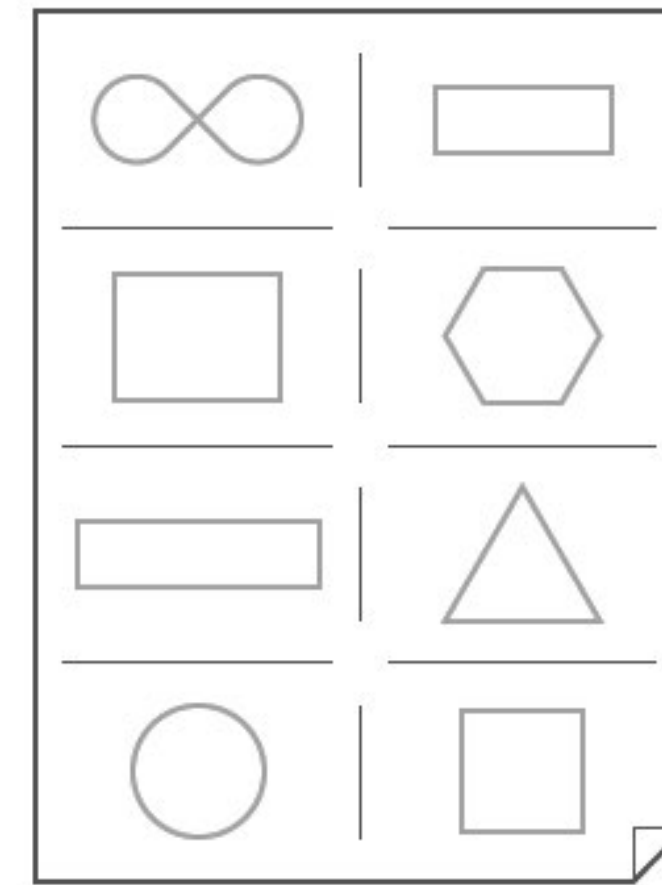
IDEAS



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SOLUTION SKETCH

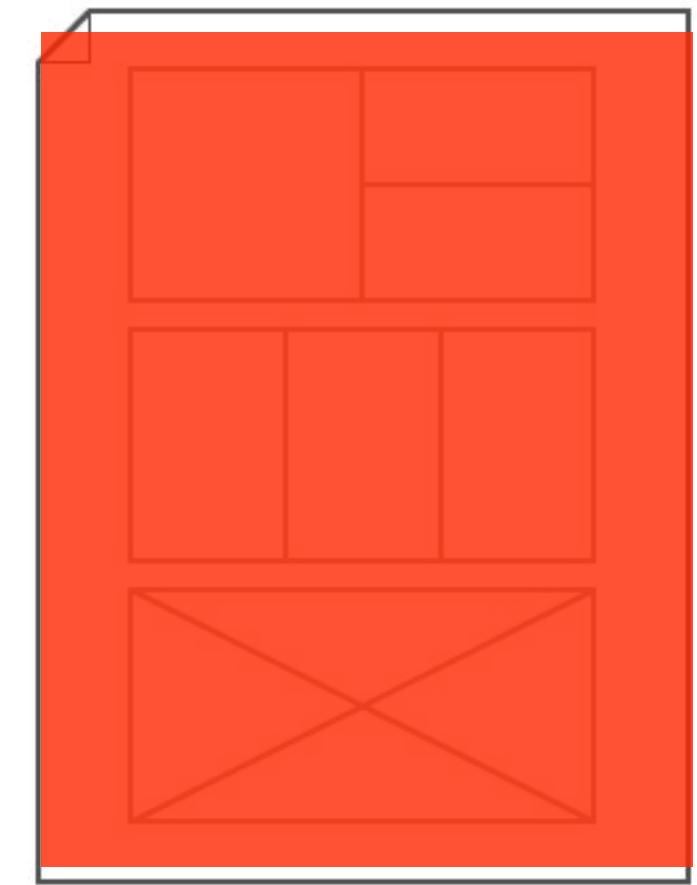


Figure out the details  
30+ min.



# H M W

## “How might we...”

...// HMW ถ้าสั่งอาหาร แล้วมีอุปกรณ์ช่วยให้การรับประทาน สะดวก (ลดขั้นตอน) สบาย (เวลาน้อย) และ  
สุขภาพดี (โภชนาการสมดุล “ครบ และ คลุม” ความ  
ต้องการ “ใหม่” ในการ WFH) เช่น อาหารไขมันต่ำ,  
ไฟเบอร์สูง, โภชนาการสมบูรณ์สูงสุด (Optimal  
Health), ให้อาหารเป็นยา “ป้องกันการก่อโรค”, อาหาร  
พร้อมปรุง (Ready To Cook), ชุด DIY Set + Up-  
sell / Cross-sell เป็นต้น

# H M W

## “How might we...”

...// HMW Food for All นำเสนอคุณค่าใหม่ ด้วยการ  
สร้าง “ส่งต่อ” ซื้ออาหารเสริมให้คนที่เรารัก พ่อ แม่  
ญาติผู้ใหญ่ กลุ่มเปราะบาง, สินค้าอุปโภค / บริโภคที่  
จำเป็นต่อการดำรงชีพ เช่น น้ำดื่ม, เครื่องดื่มเพื่อ  
สุขภาพ, อาหารปรุงสำเร็จ, เครื่องปรุงรส, เป็นต้น

# H M W

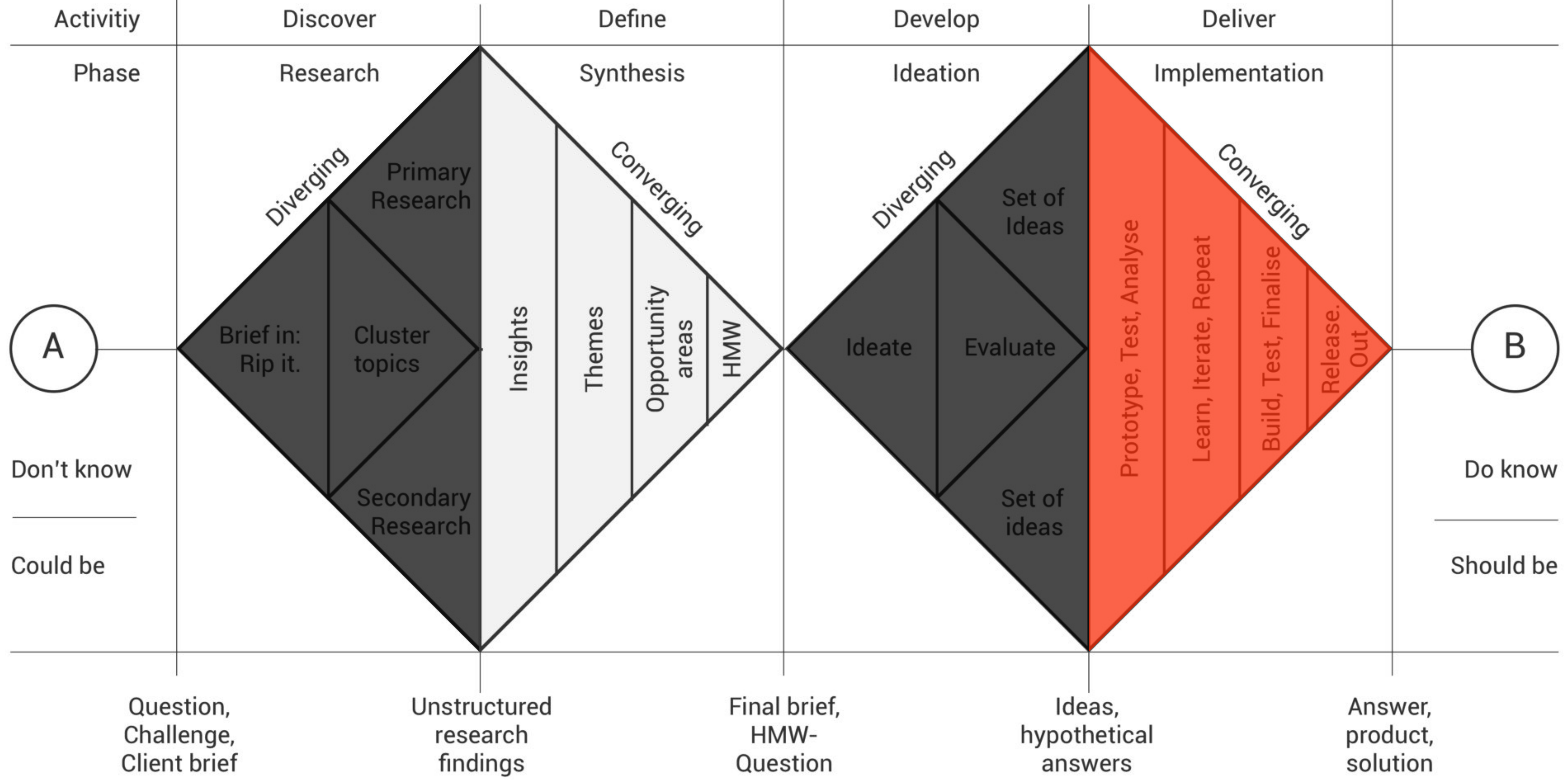
## “How might we...”

... // HMW All for Food เป็นแกนกลางเชื่อมโยงธุรกิจ  
เพื่ออำนาจในการต่อรองเสริมความแข็งแกร่งให้กับ  
Supply Chain โดยกำจัด “ตัวกลาง (middle trader)”  
หรือจัดวางการพัฒนา / ส่งเสริมห่วงโซ่การผลิตที่ไม่  
เป็นธรรมออกจากระบบ ป้องกันการเอาเปรียบจาก  
พ่อค้าคนกลาง ปั่นราคา บิดเบือนกลไกตลาด เช่น  
ระบบตรวจสอบย้อนกลับ และการบริหารจัดการสินค้า  
ด้วย Blockchain เป็นต้น



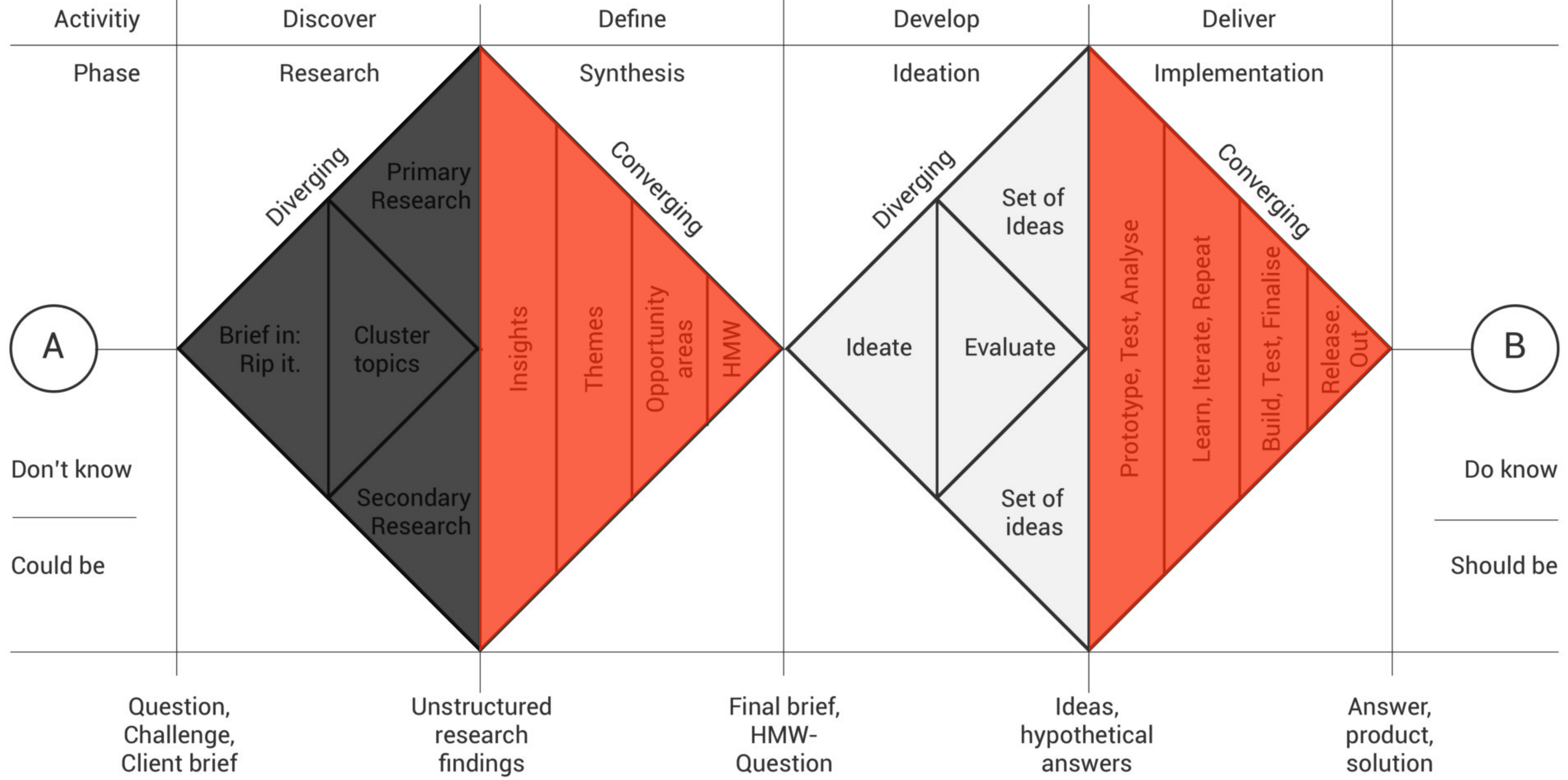
DESIGNING THE RIGHT THING

DESIGNING THINGS RIGHT



DESIGNING THE RIGHT THING

DESIGNING THINGS RIGHT





# X Y Z Method

“We help X do Y doing Z”

We help non-technical marketers  
discover return on investment in  
social media  
by turning engagement metrics  
into revenue metrics.



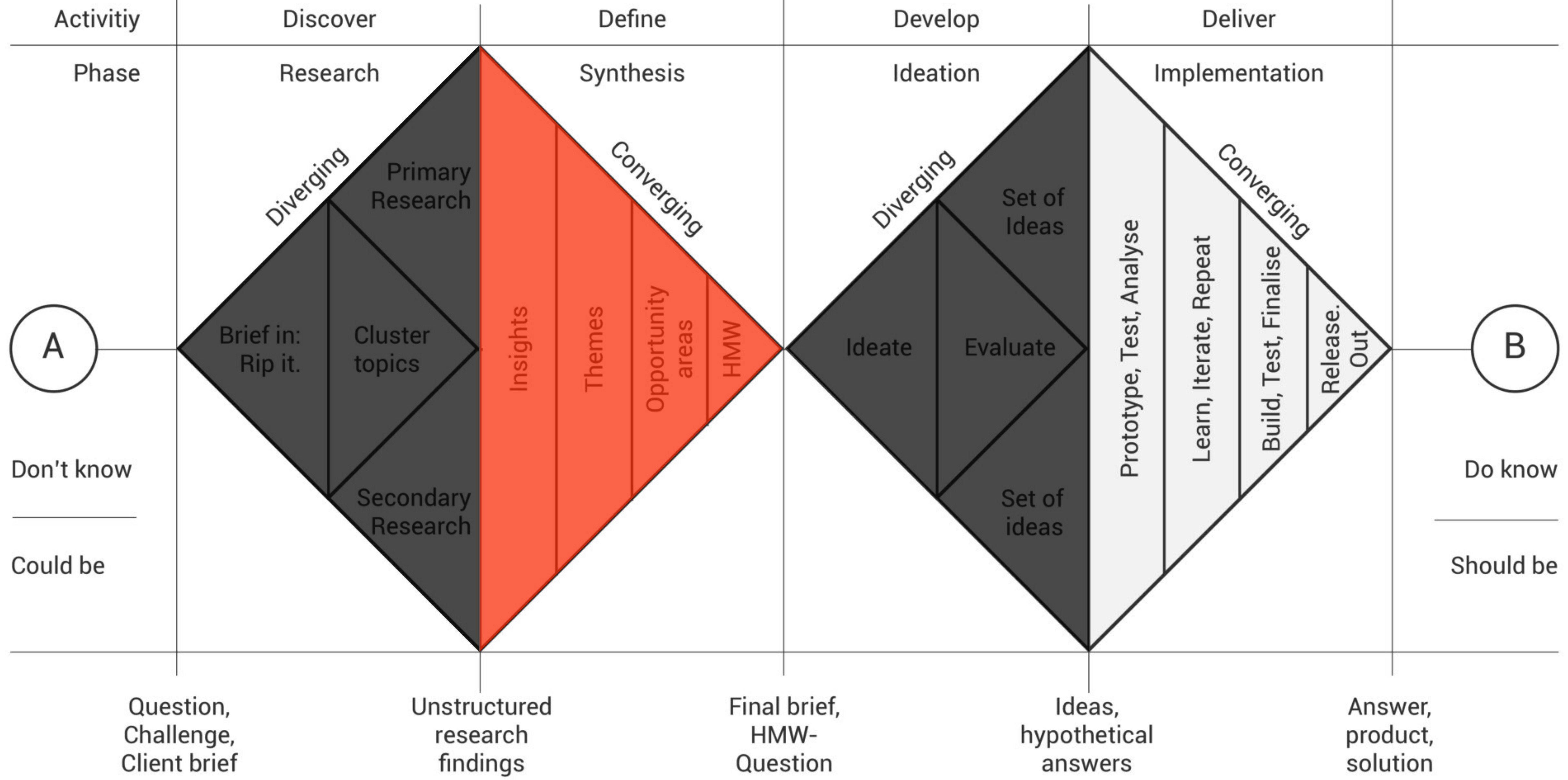
# X Y Z Method

“We help **X** do **Y** doing **Z**”

We help non-technical marketers  
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DESIGNING THE RIGHT THING

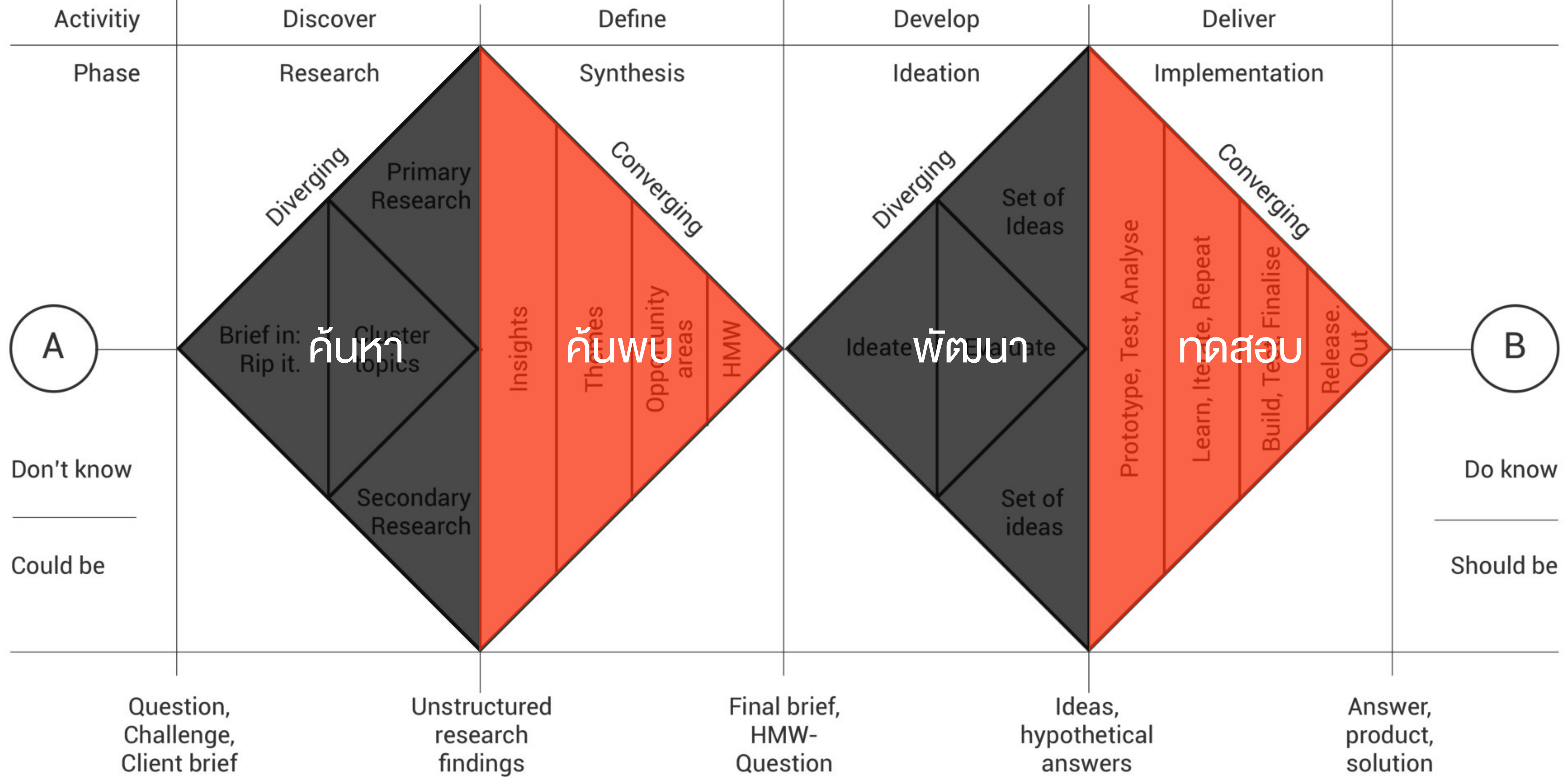
DESIGNING THINGS RIGHT



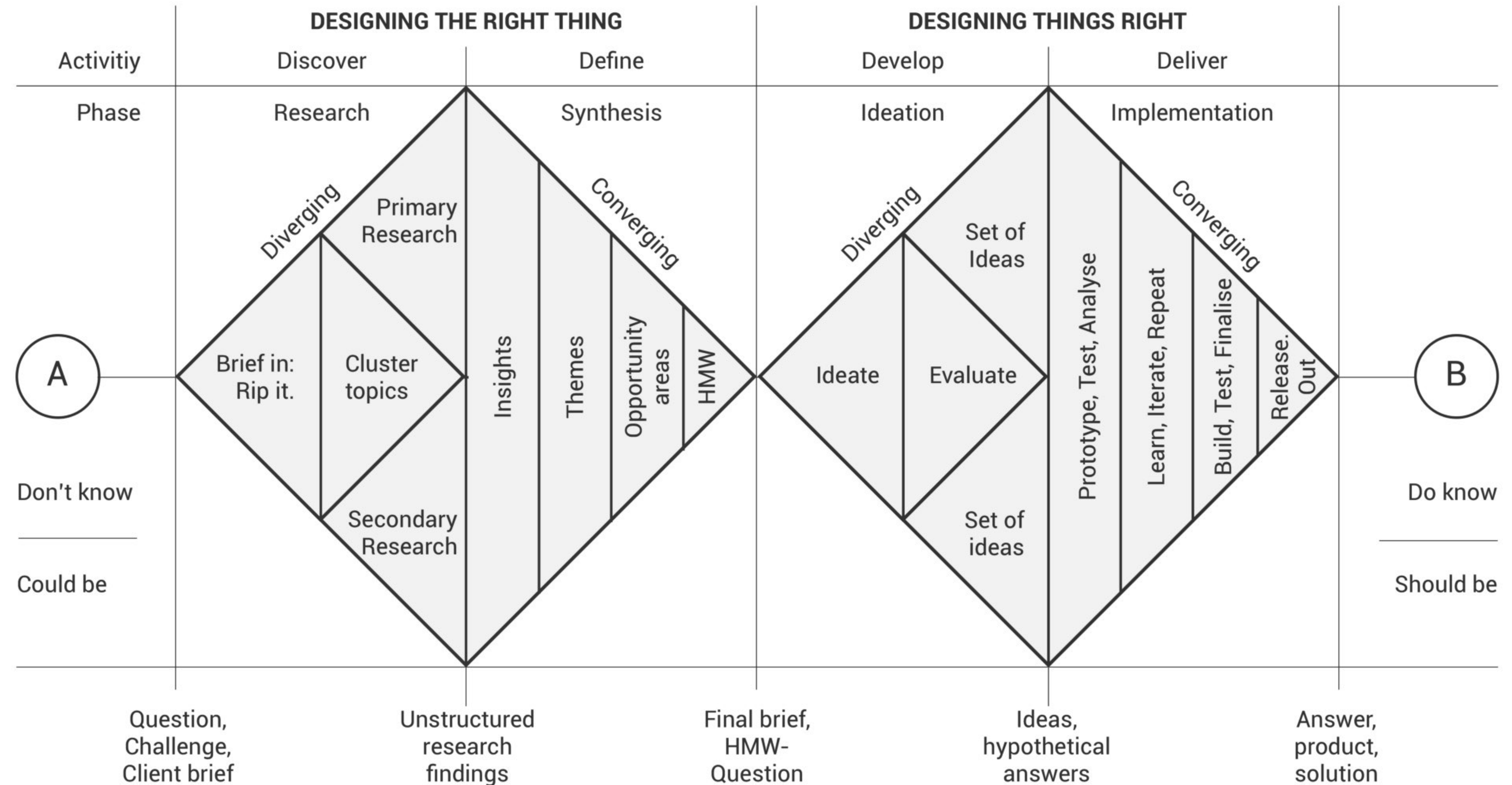


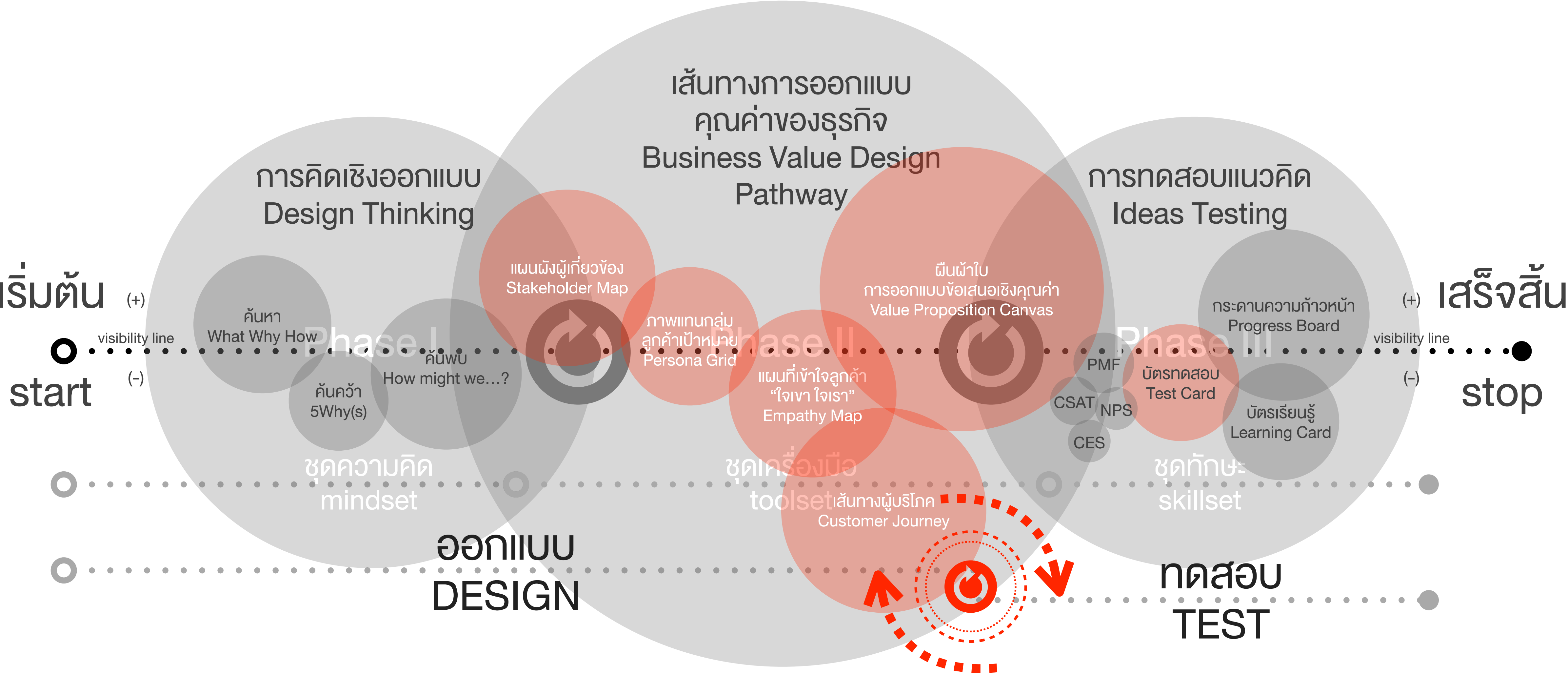
DESIGNING THE RIGHT THING

DESIGNING THINGS RIGHT









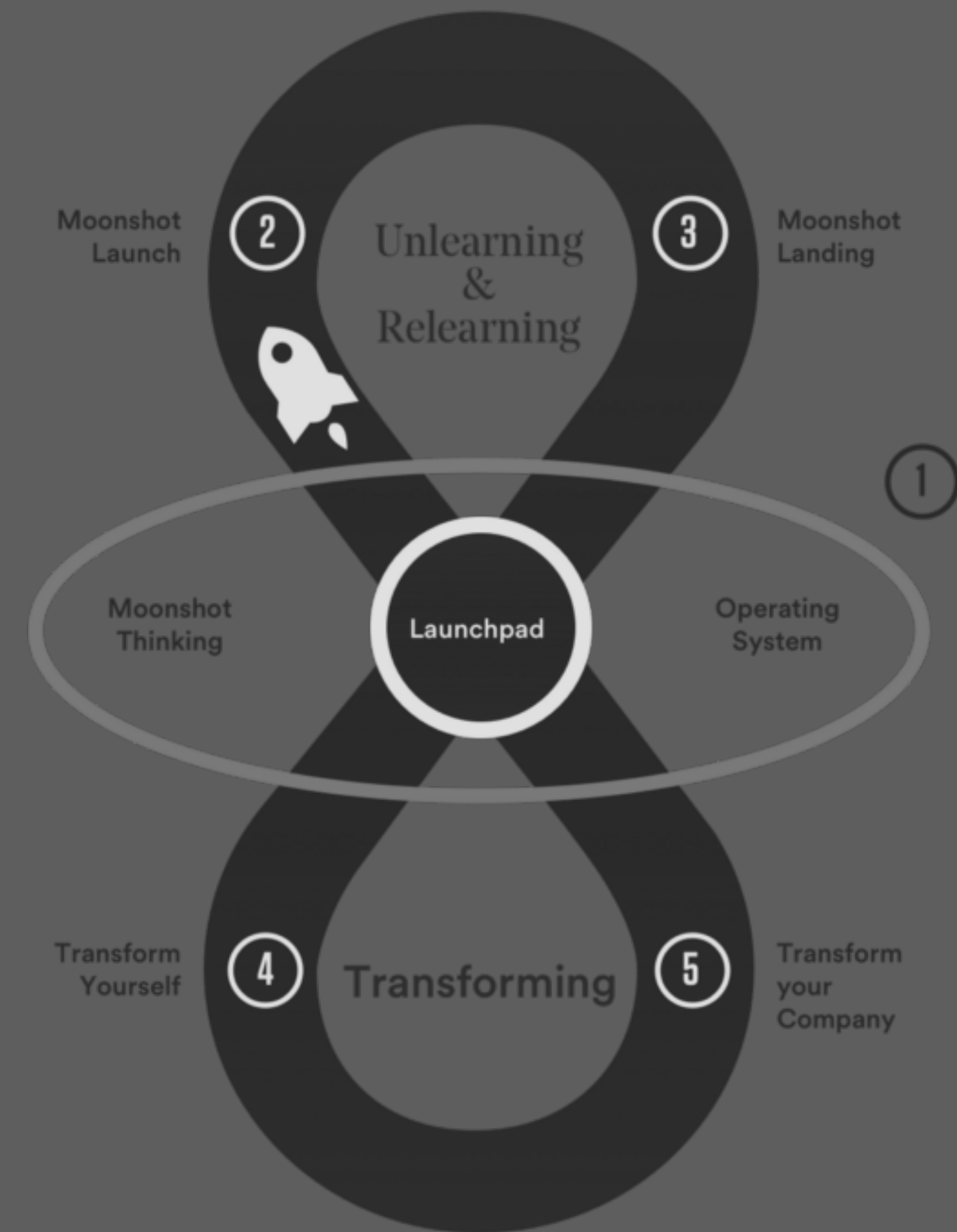


# MOONSHOT THINKING

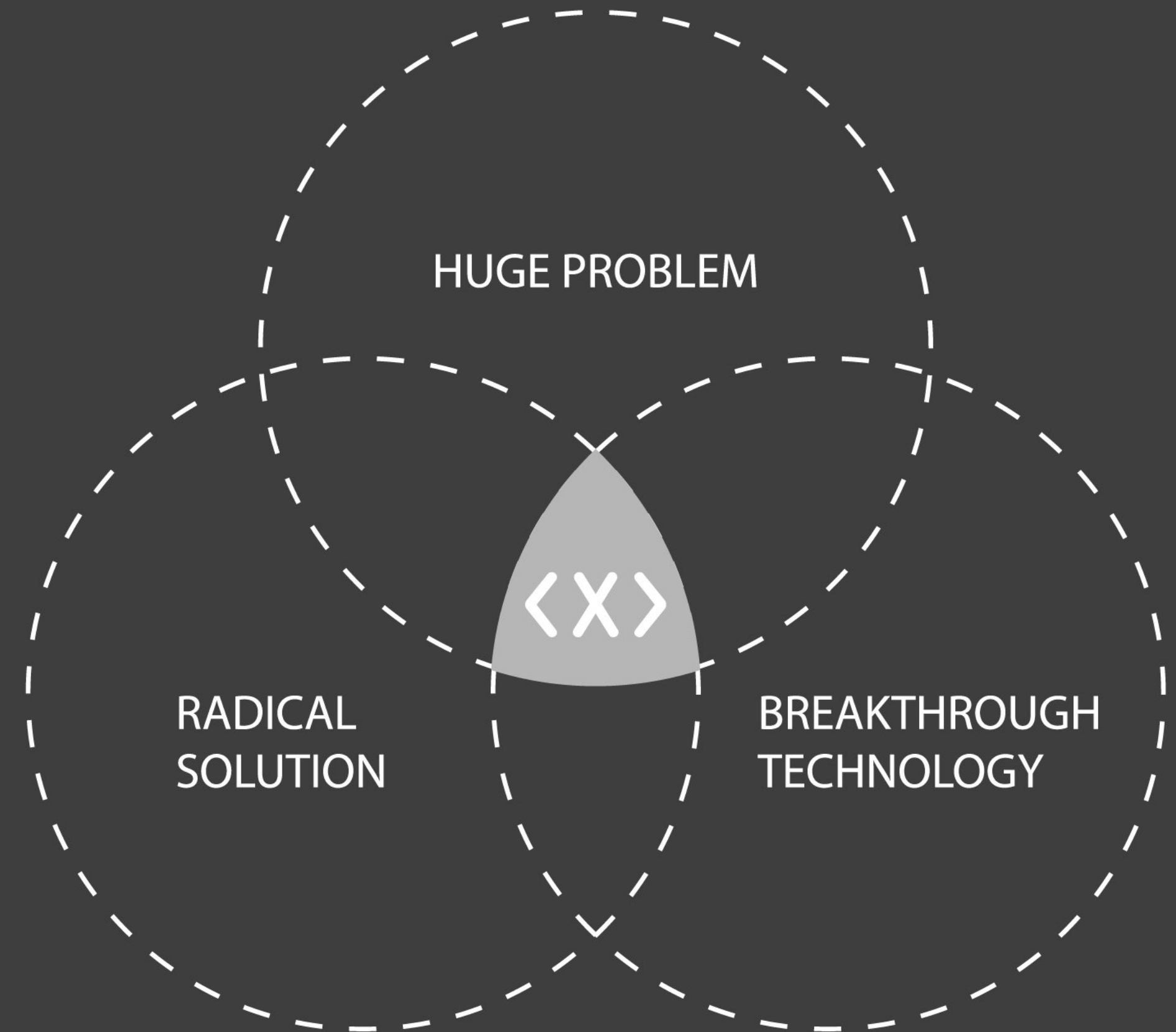


# SIX KEYS TO **MOONSHOT THINKING**

1. Aim for 10x not 10%
2. Fall in love with the problem
3. Embrace learning
4. Make Contact with the real world
5. Build in diverse perspectives
6. Fight the tendency to build it perfectly

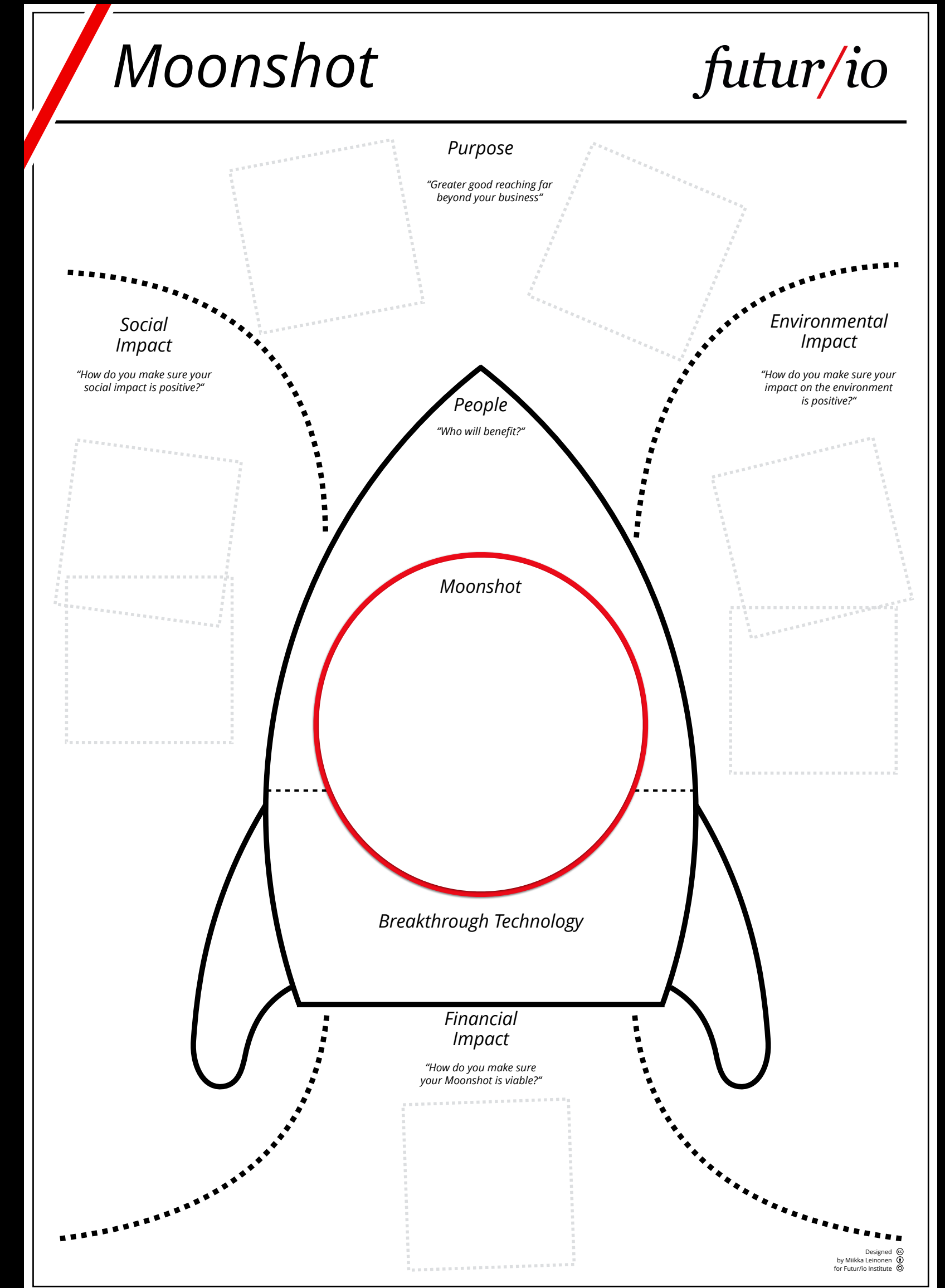


# MOONSHOT BLUEPRINT



# WHAT IS YOUR MOONSHOT

A good Moonshot Idea can't be executed by tomorrow. The goal of a Moonshot is far beyond today's stage of development and it focuses to shape Desirable Futures that might only come to full fruition in a decade from now. A Moonshot seems daring, bold – maybe even impossible – but it has the pull of a mission that aims beyond our horizon and common understanding.




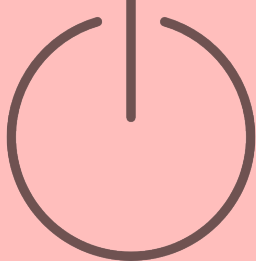



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# TRENDS MATRIX | PESTEL Analysis

	 <b>Formerly</b>	 <b>Currently</b>	 <b>Emerging</b>
Political			
Economic			
Social			
Technological			
Environmental			
Legal			

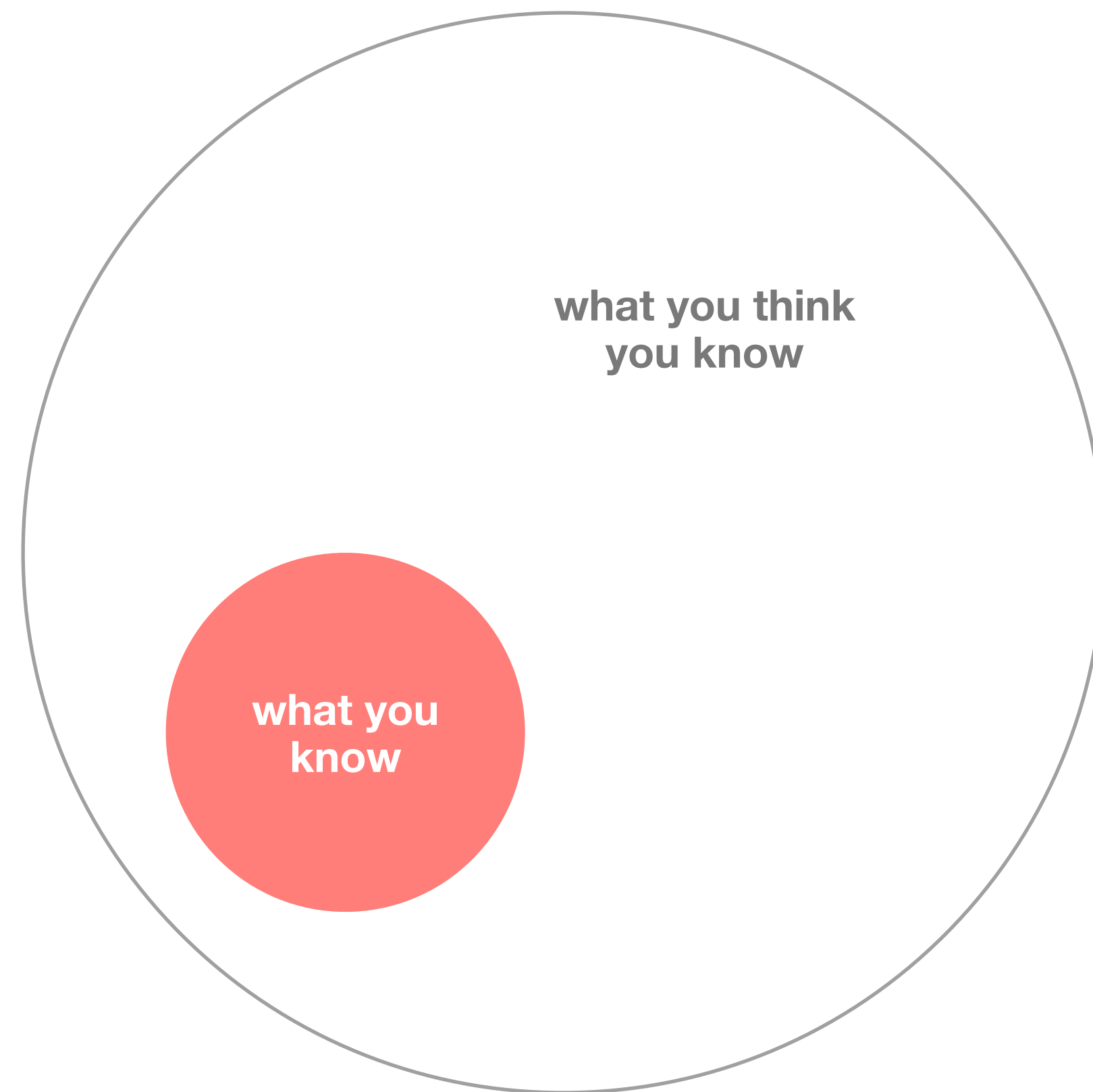
Source: Trends Matrix by Vijay Kumar, 2013

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# CIRCLE OF COMPETENCE

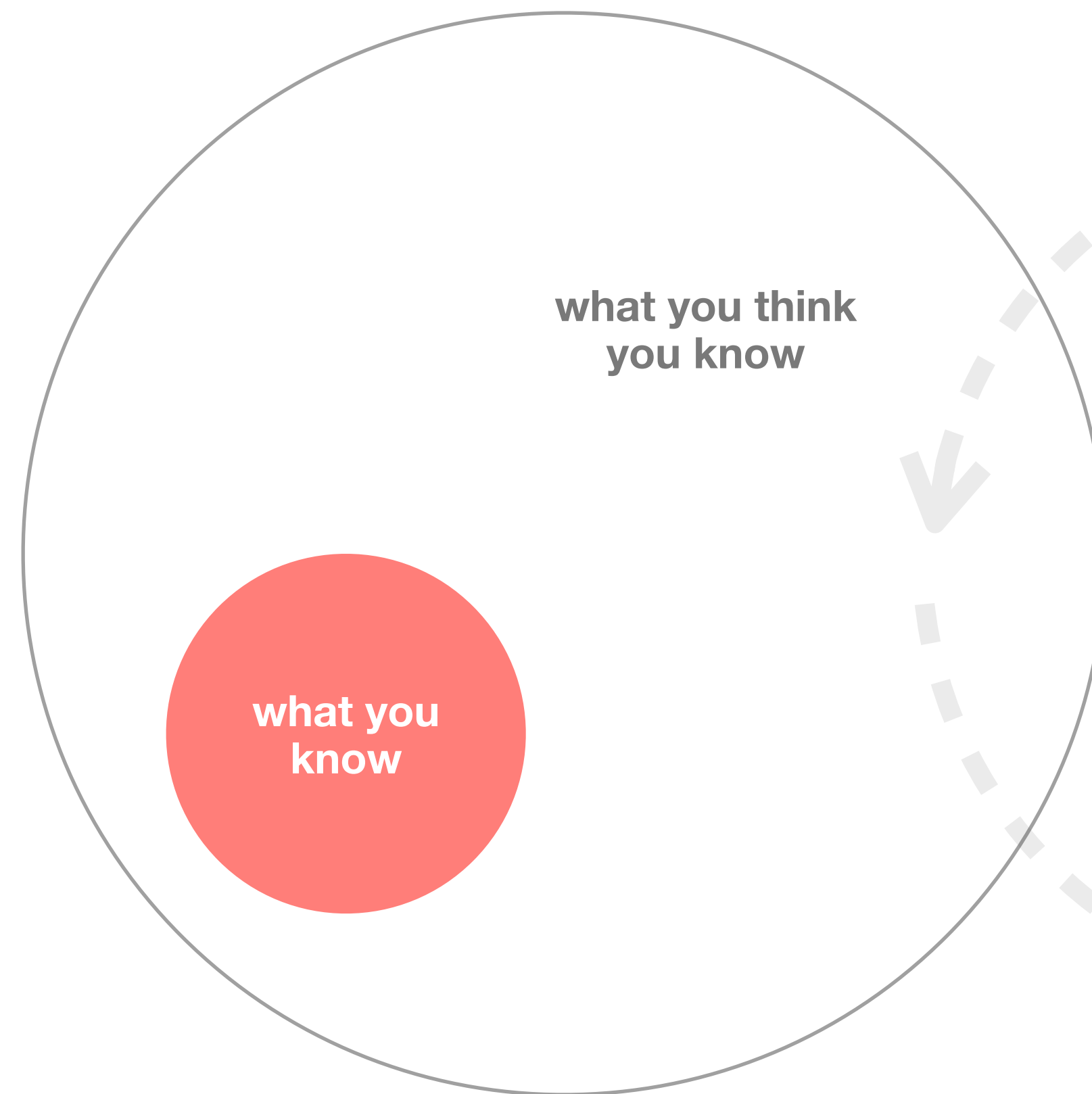


SCENARIO

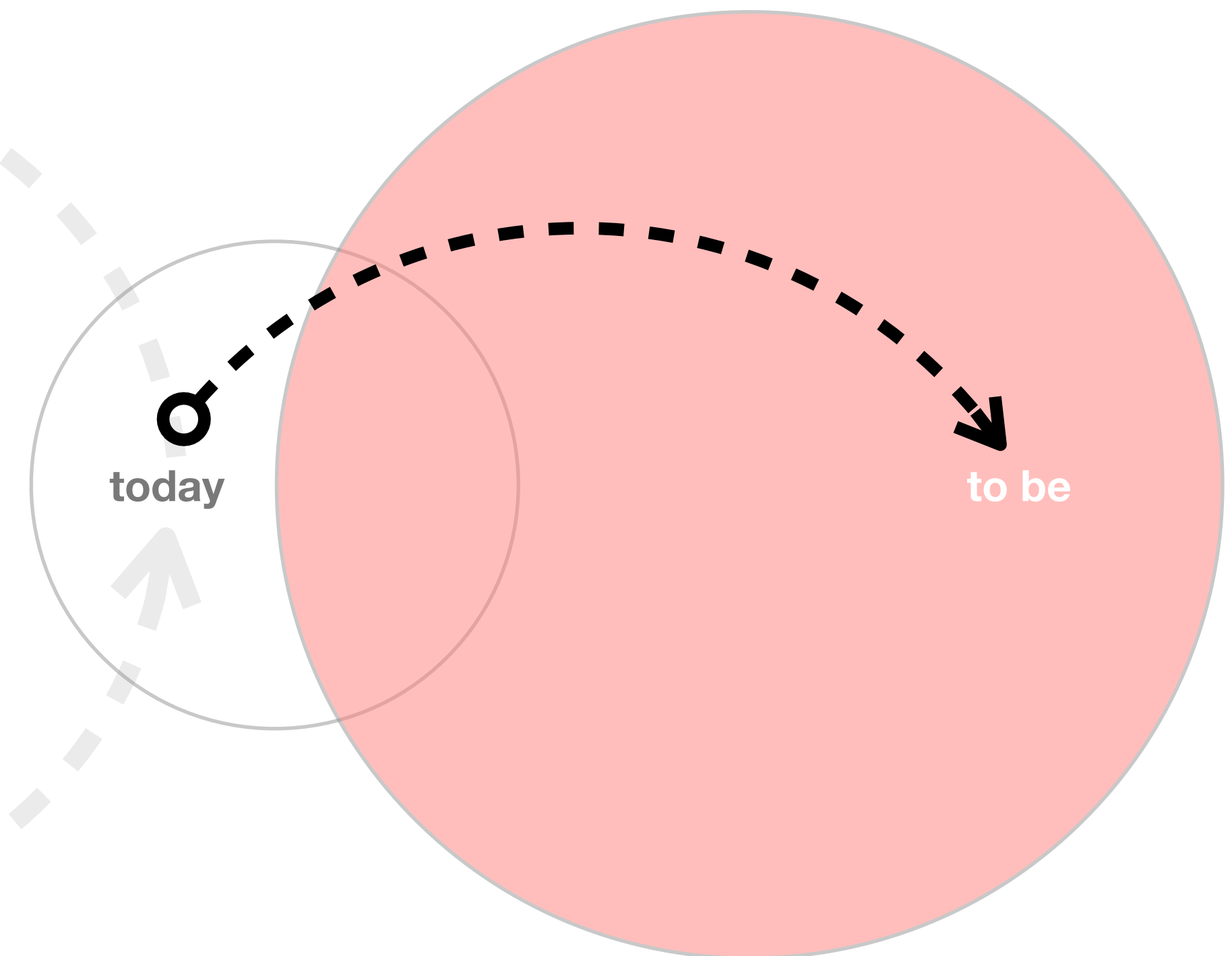
PROJECT

DATE

# CIRCLE OF COMPETENCE



# NEW MENTAL MODEL



Source: The Circle of Competence, Warren Buffett (1996)

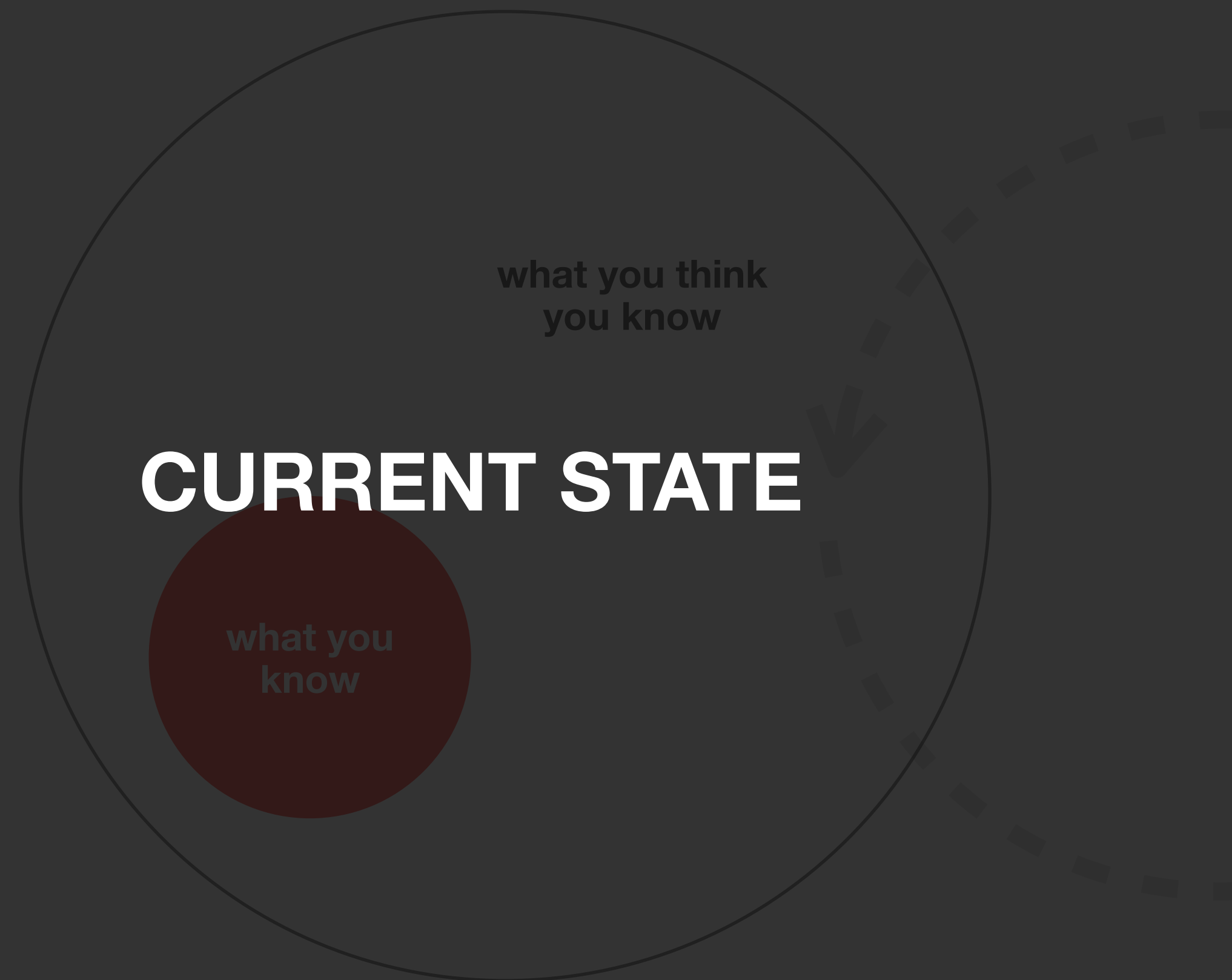


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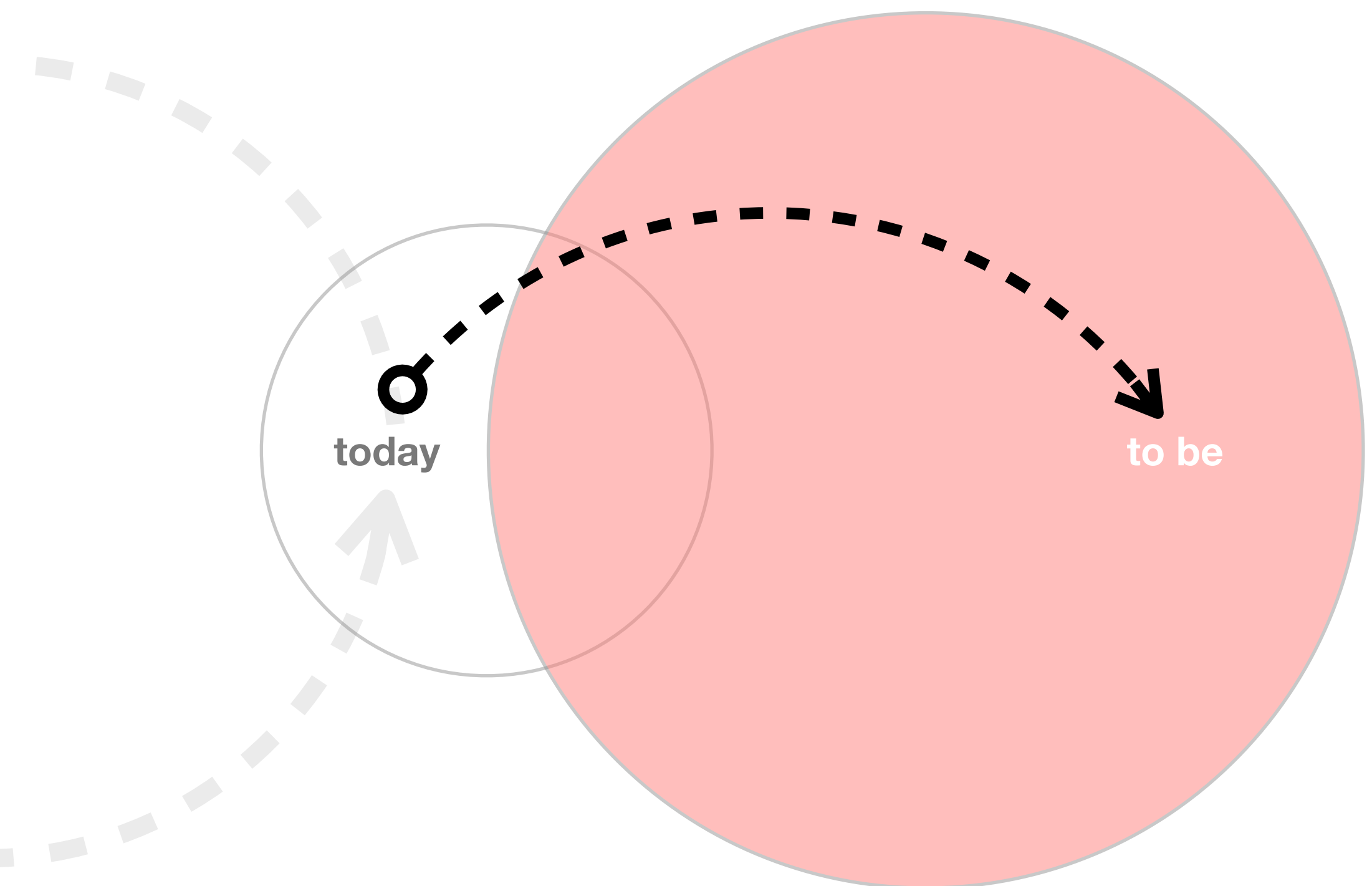
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# CIRCLE OF COMPETENCE



# NEW MENTAL MODEL



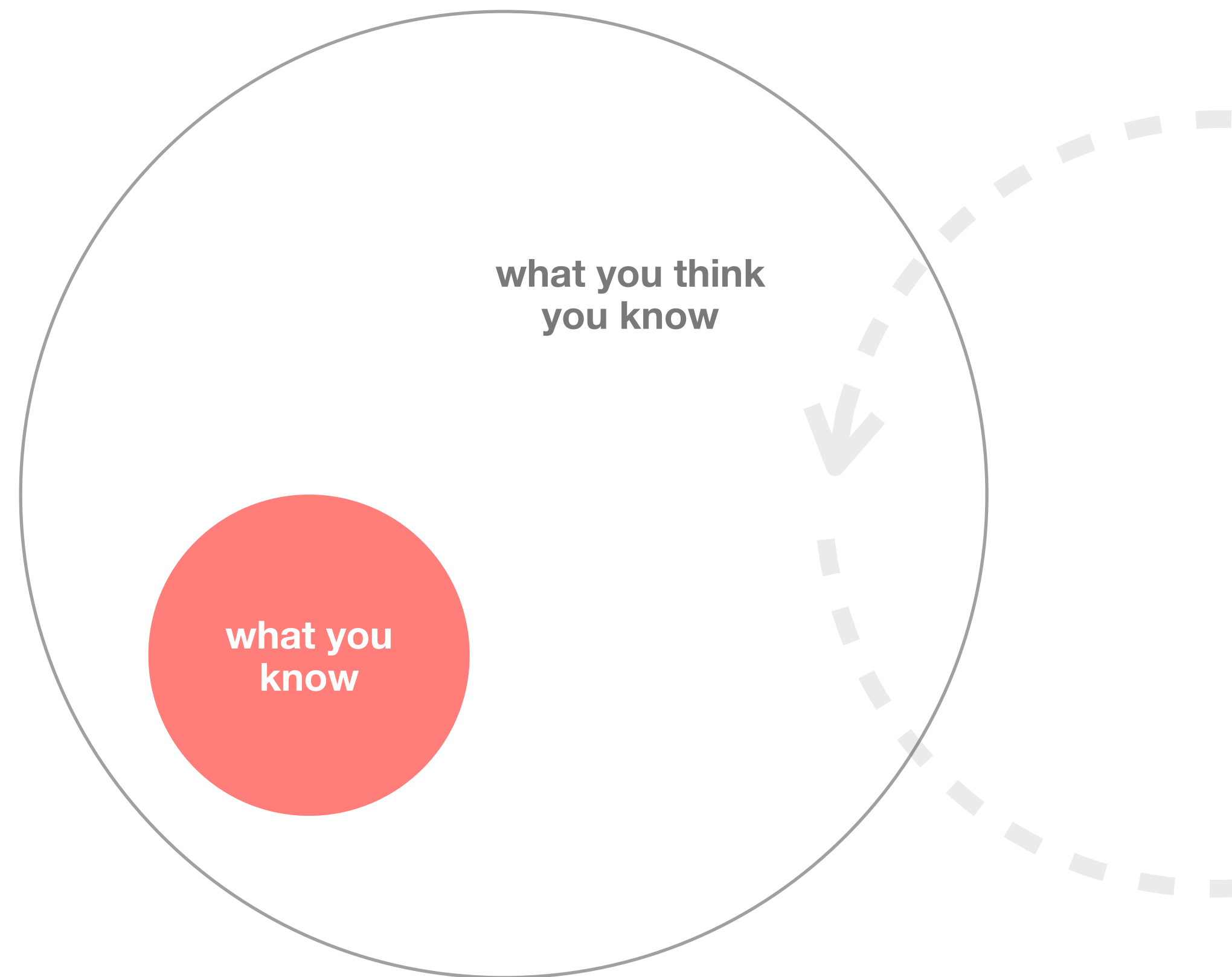
Source: The Circle of Competence, Warren Buffett (1996)

SCENARIO

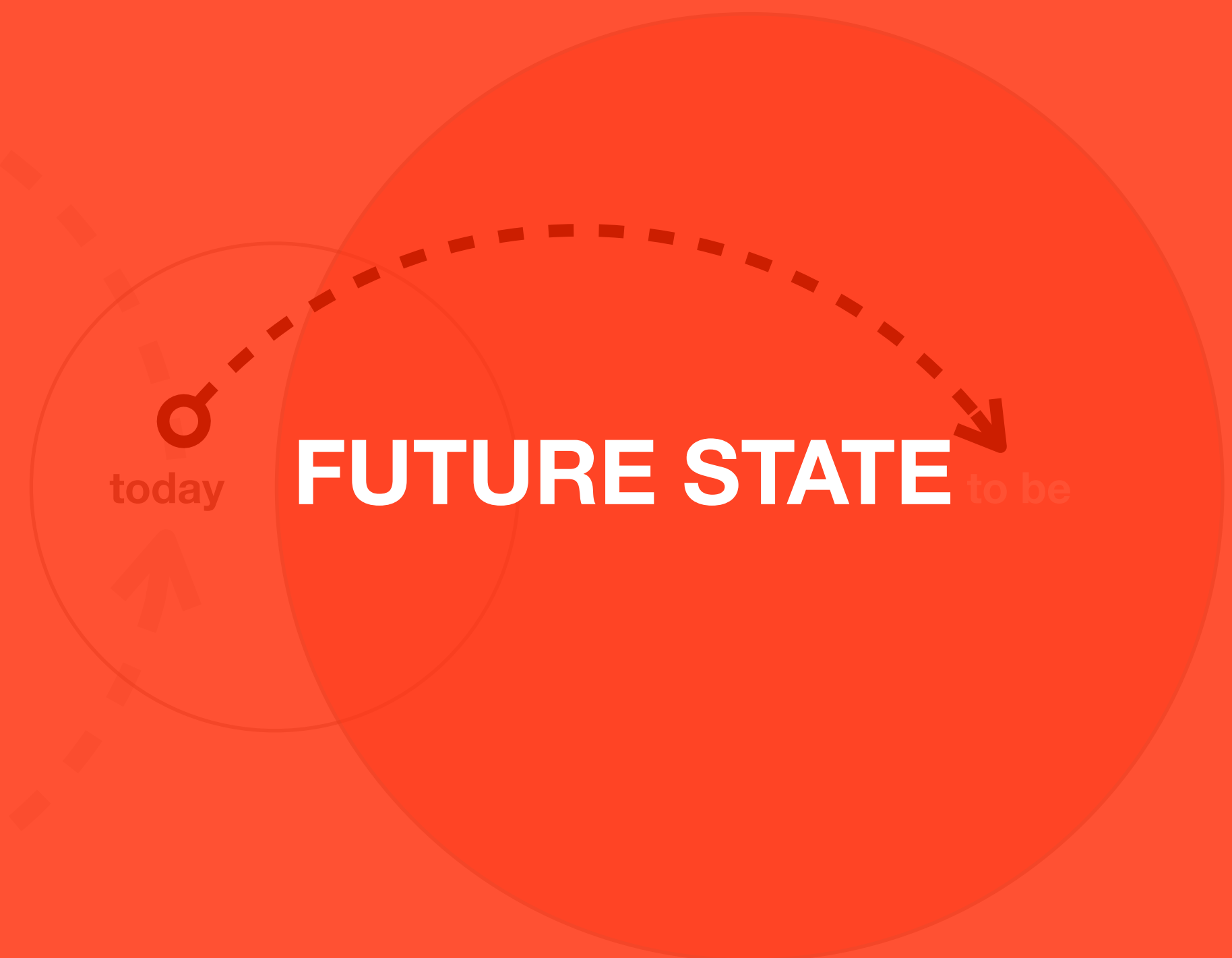
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# CIRCLE OF COMPETENCE



## NEW MENTAL MODEL

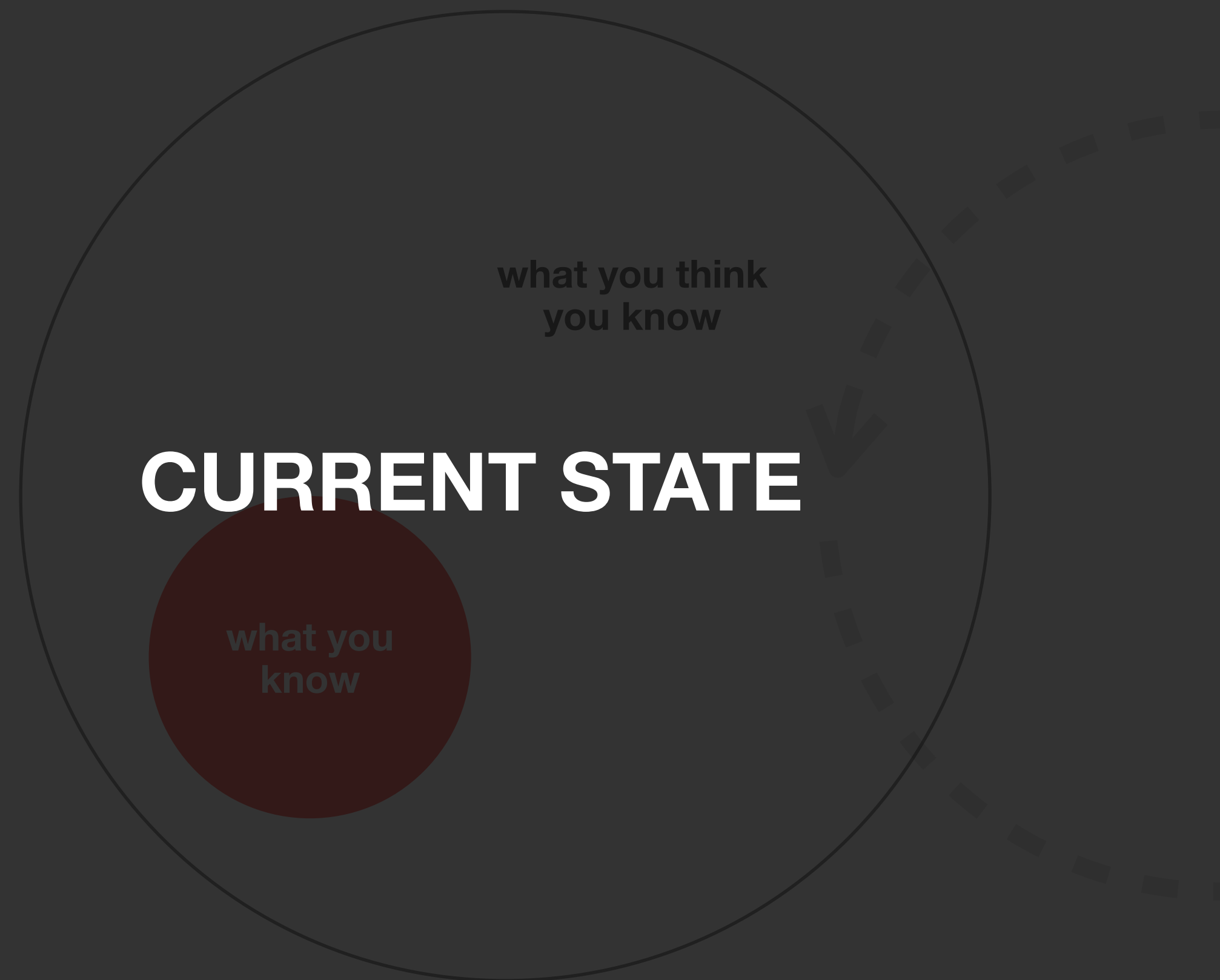


SCENARIO

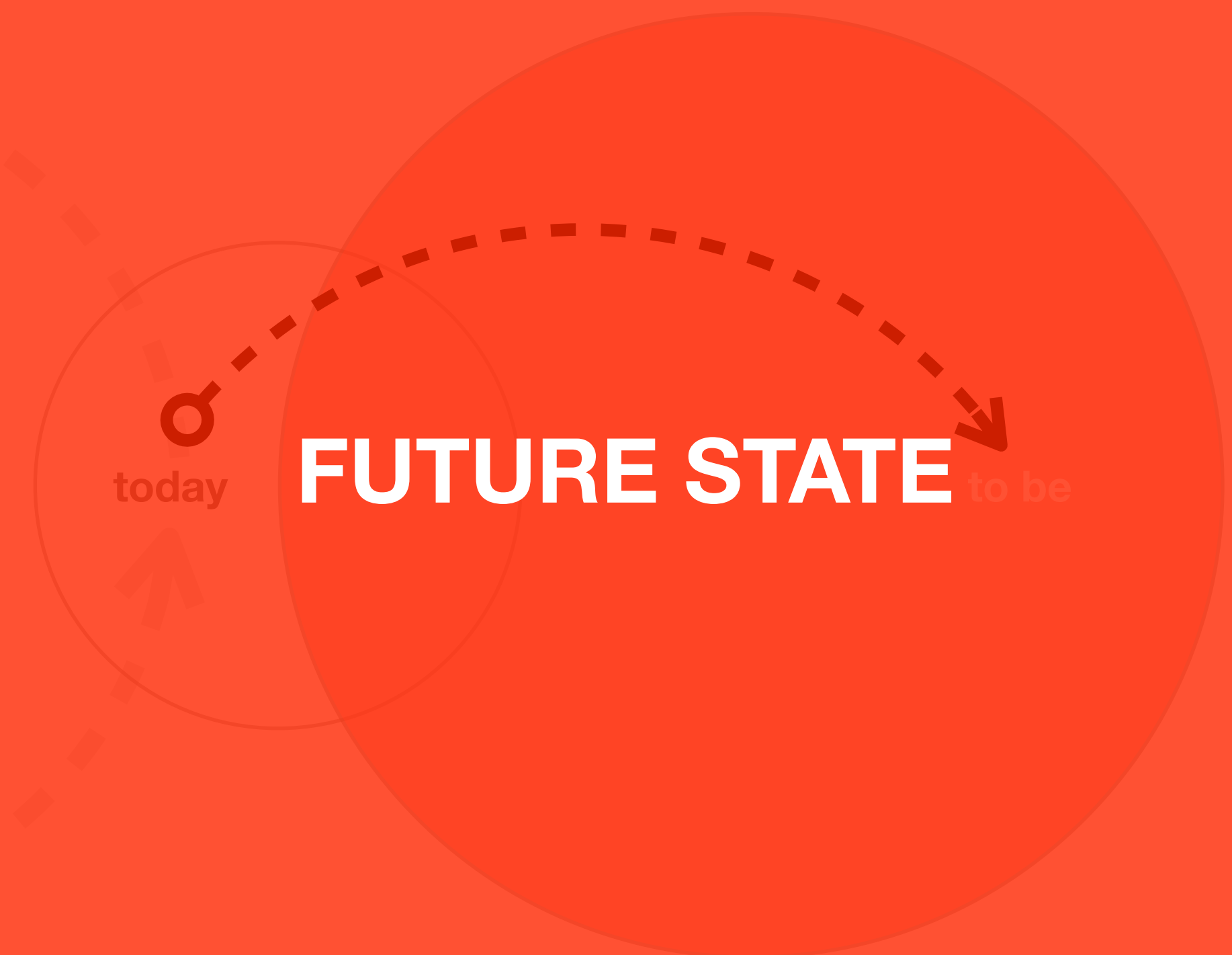
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# CIRCLE OF COMPETENCE



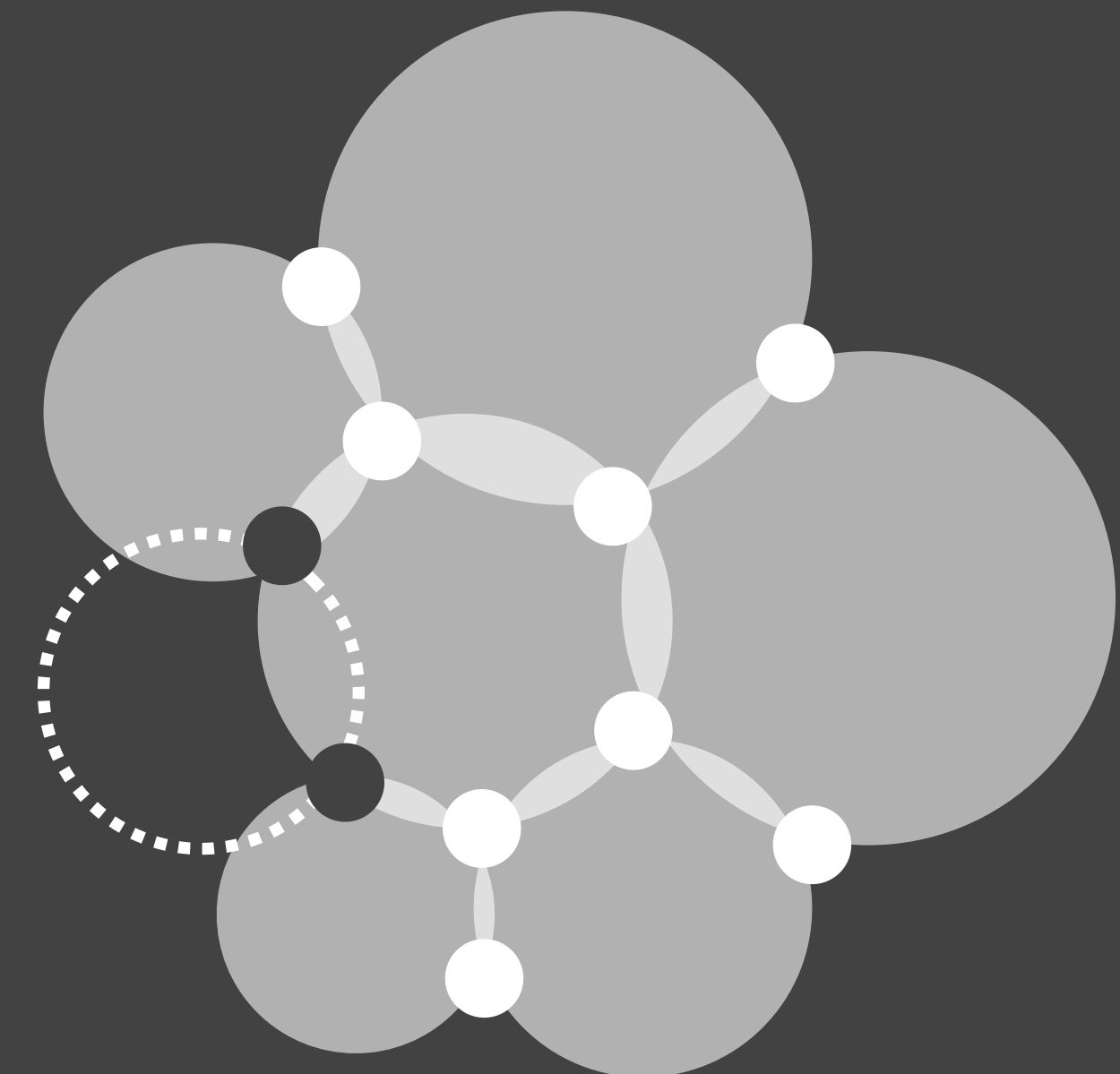
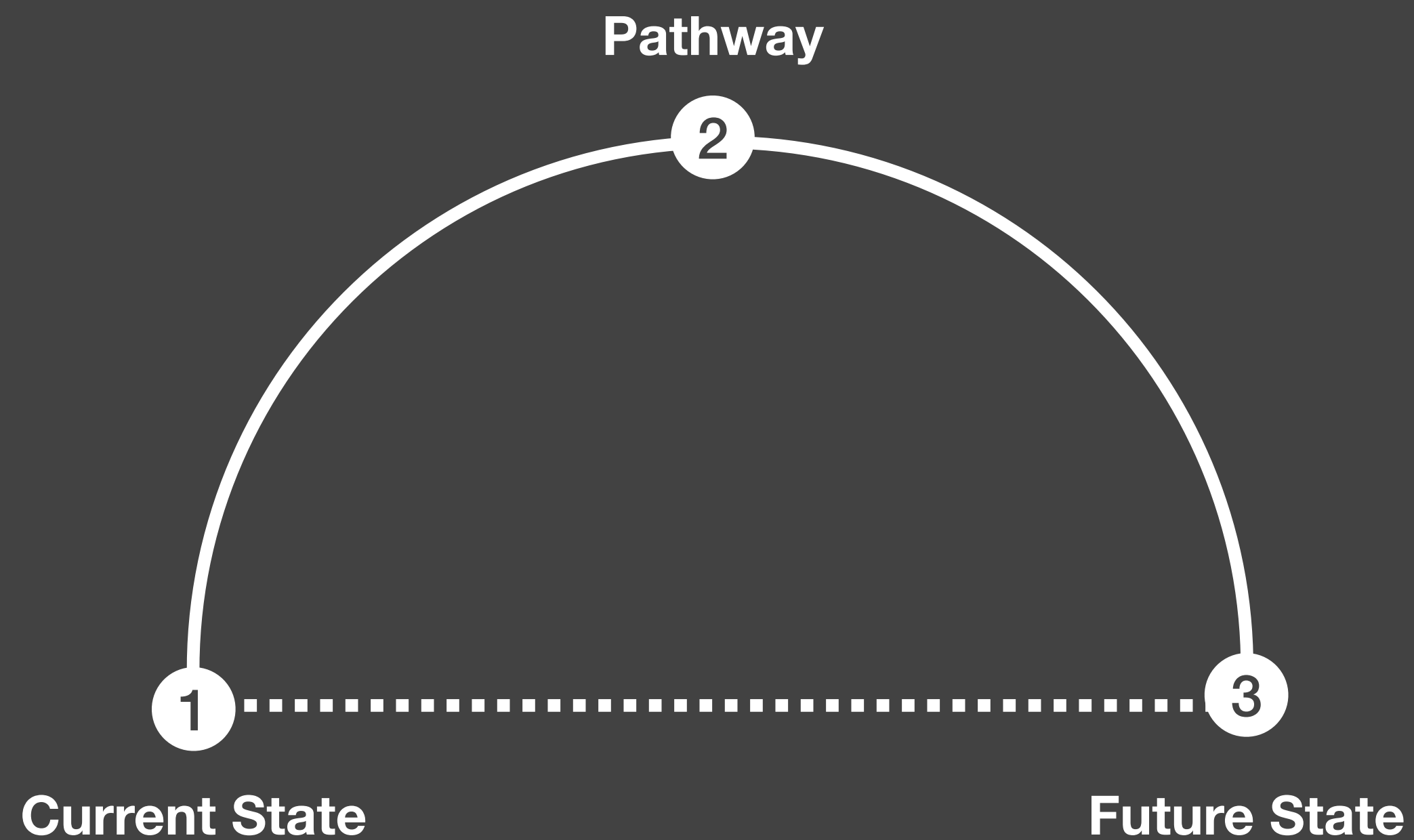
# NEW MENTAL MODEL





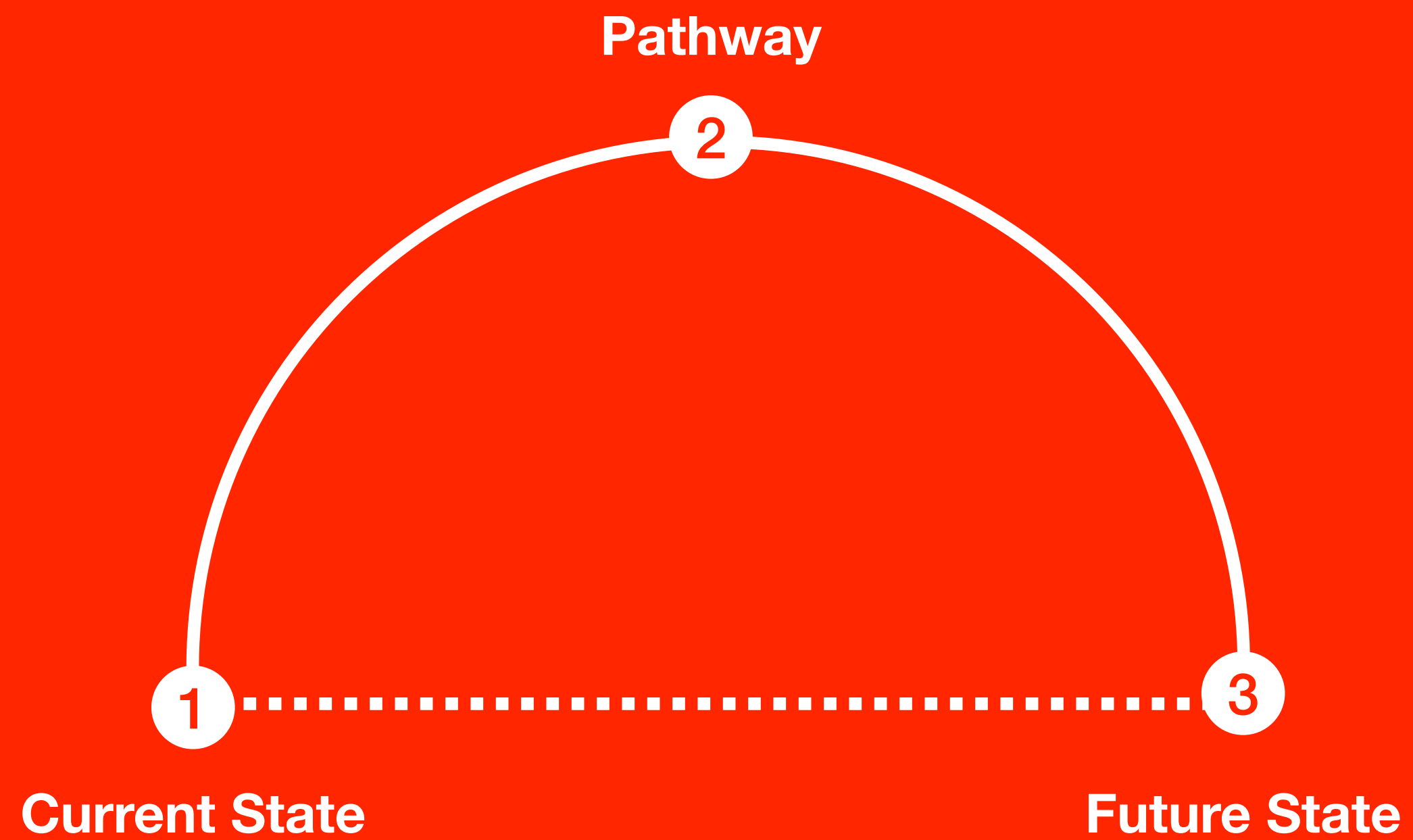
# ENVISIONING REFRAMING

iterative  
process

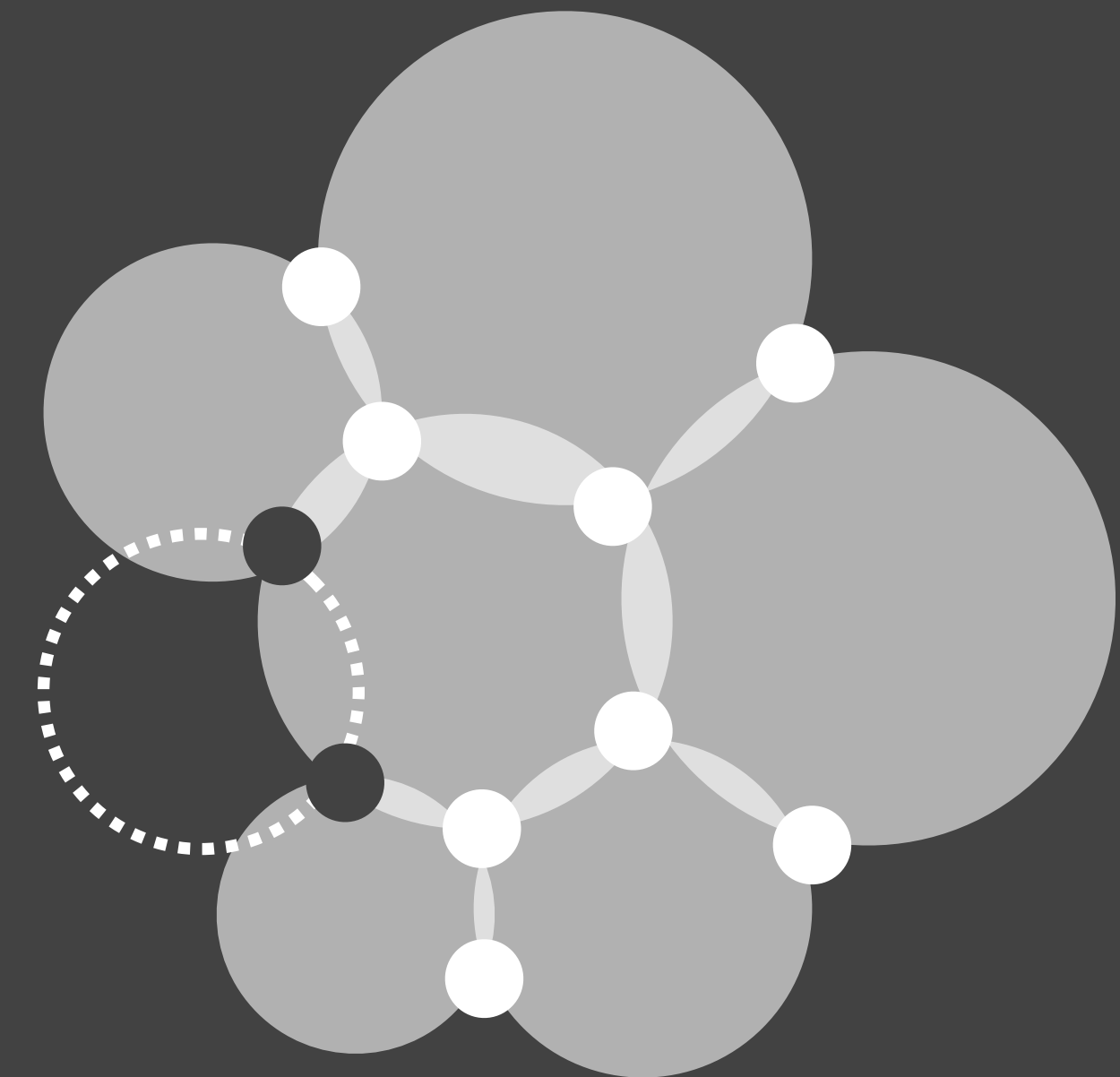


Create **PATHWAY** through  
a service ecosystem

# ENVISIONING

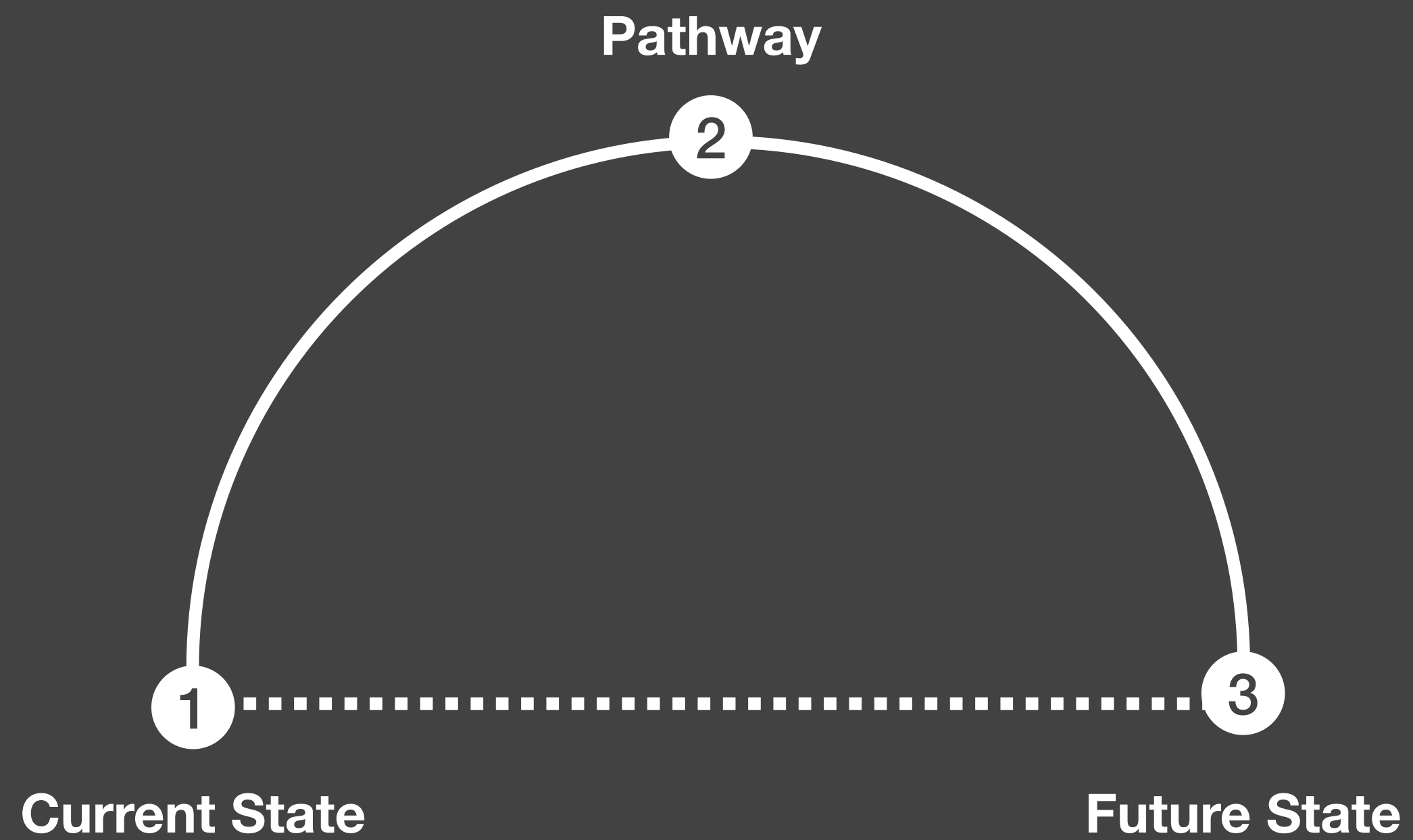


# REFRAMING

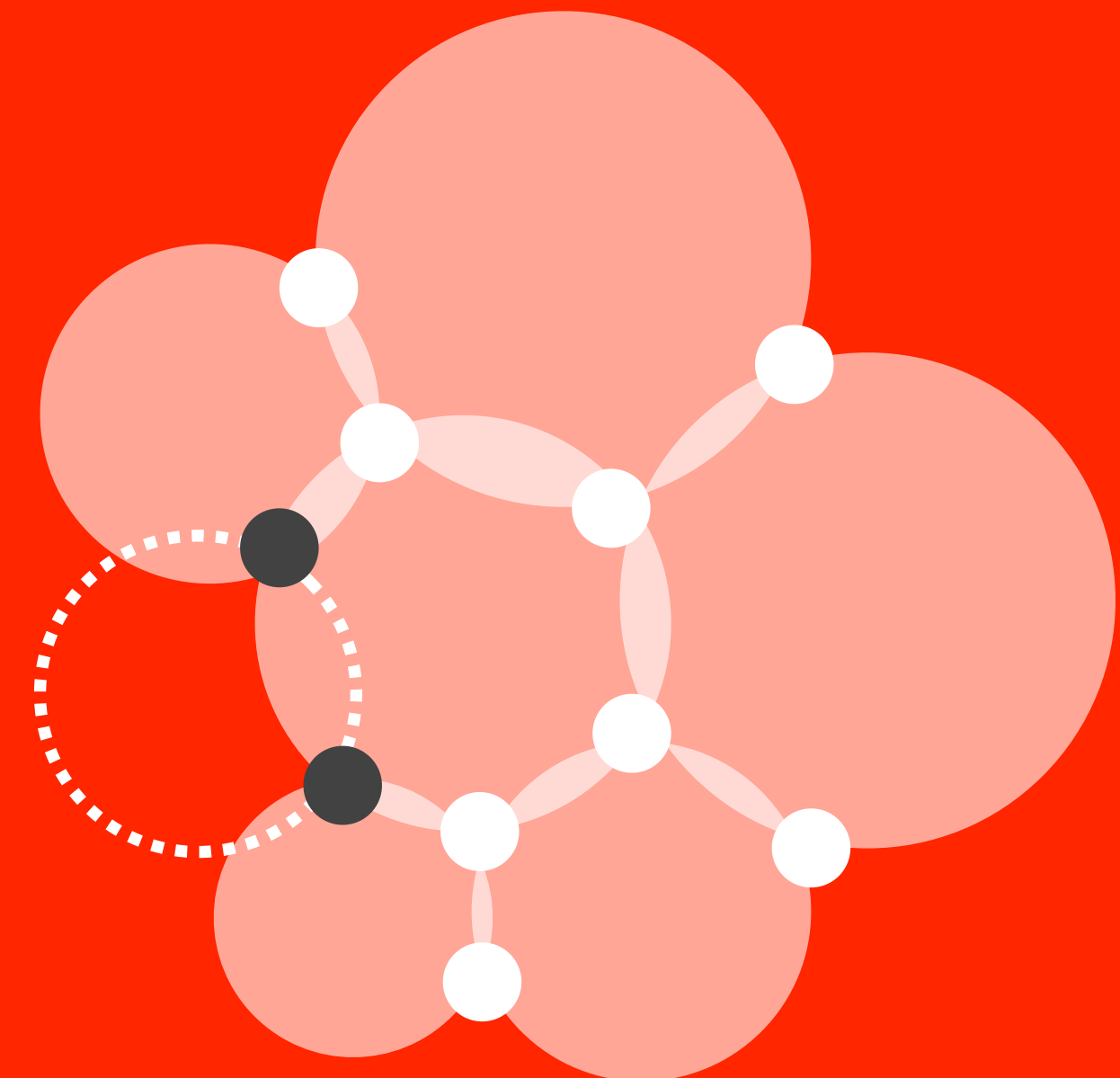


Create **PATHWAY** through  
a service ecosystem

# ENVISIONING



# REFRAMING



Create **PATHWAY** through  
a service ecosystem

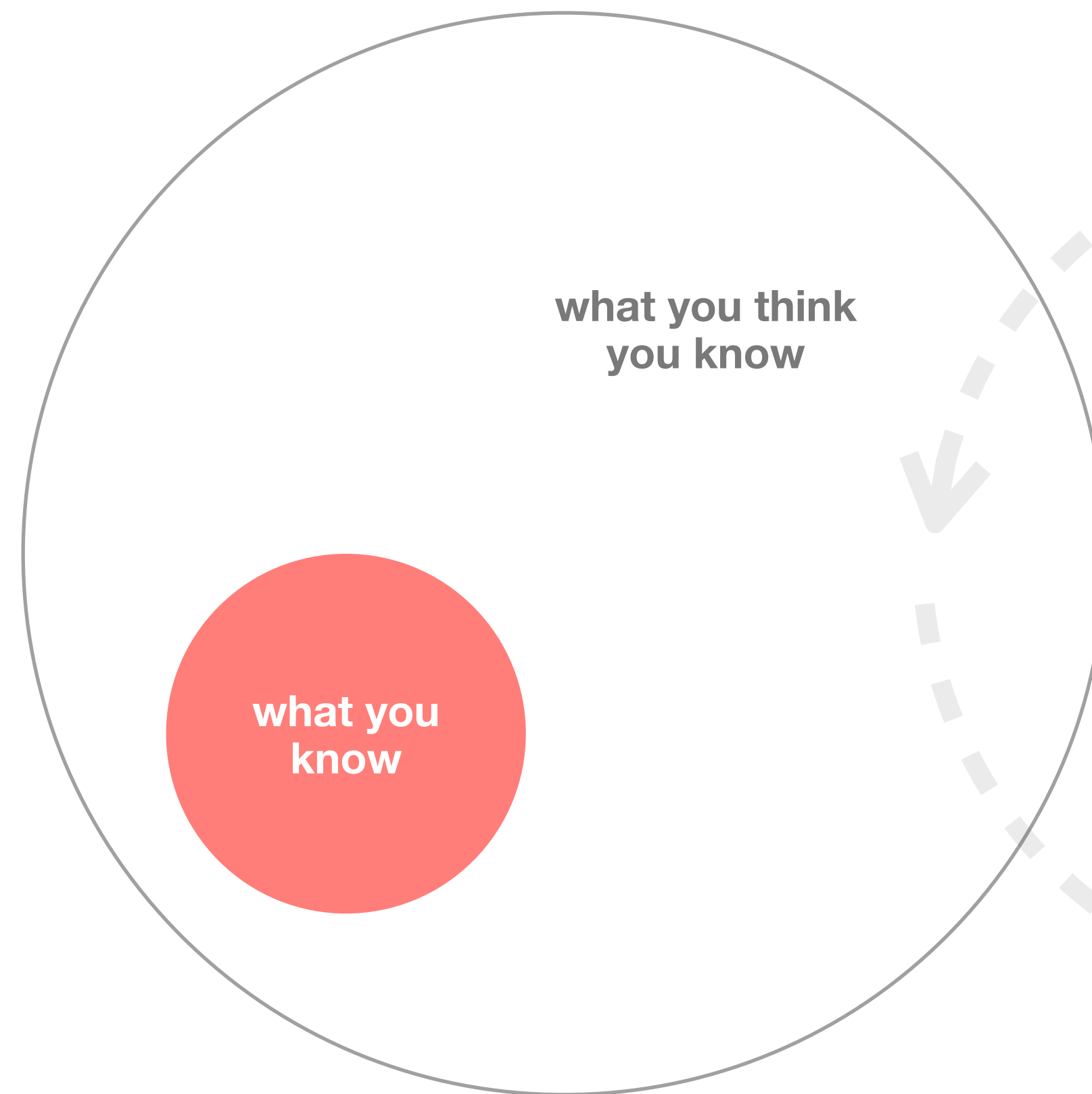


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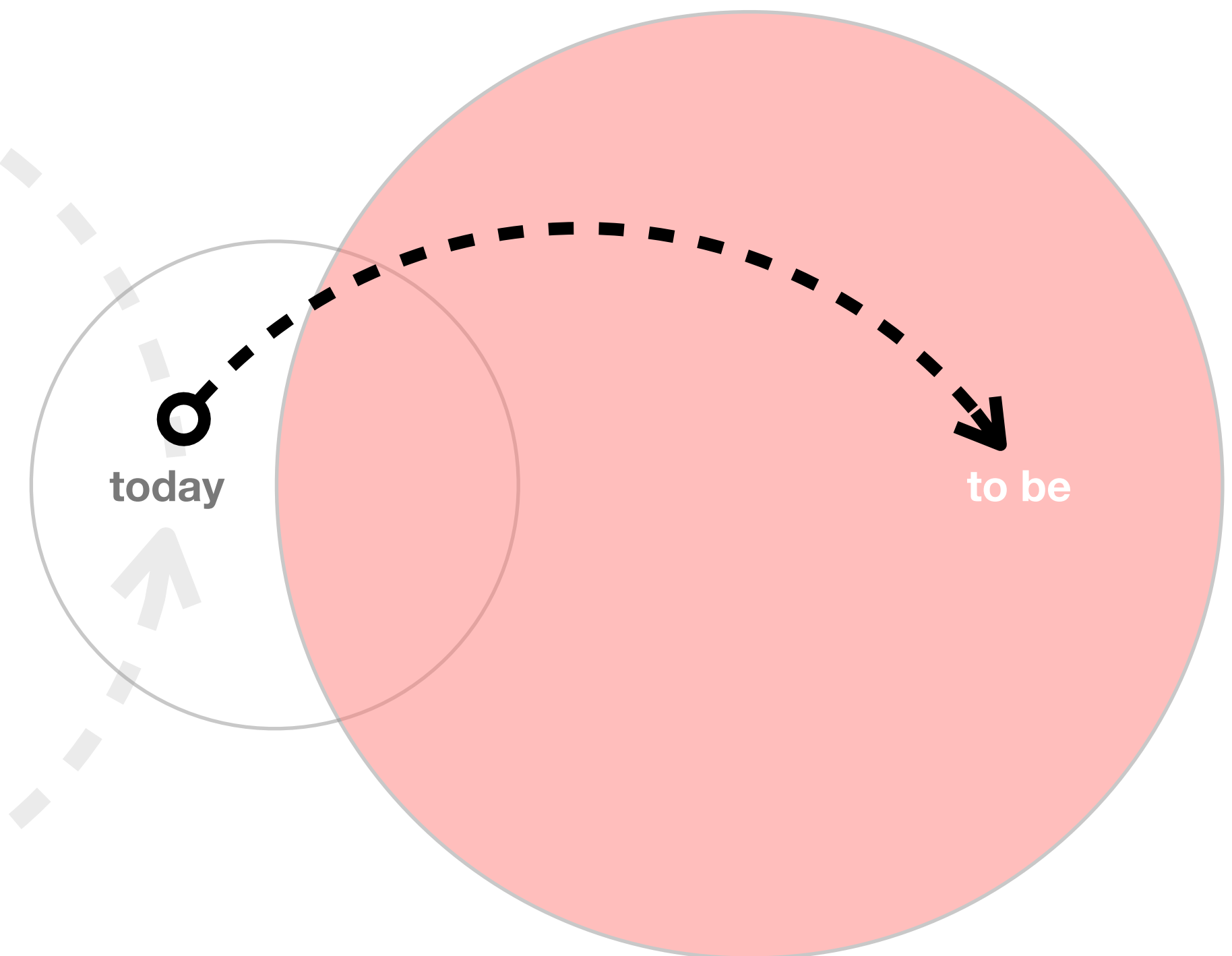
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# NEW MENTAL MODEL



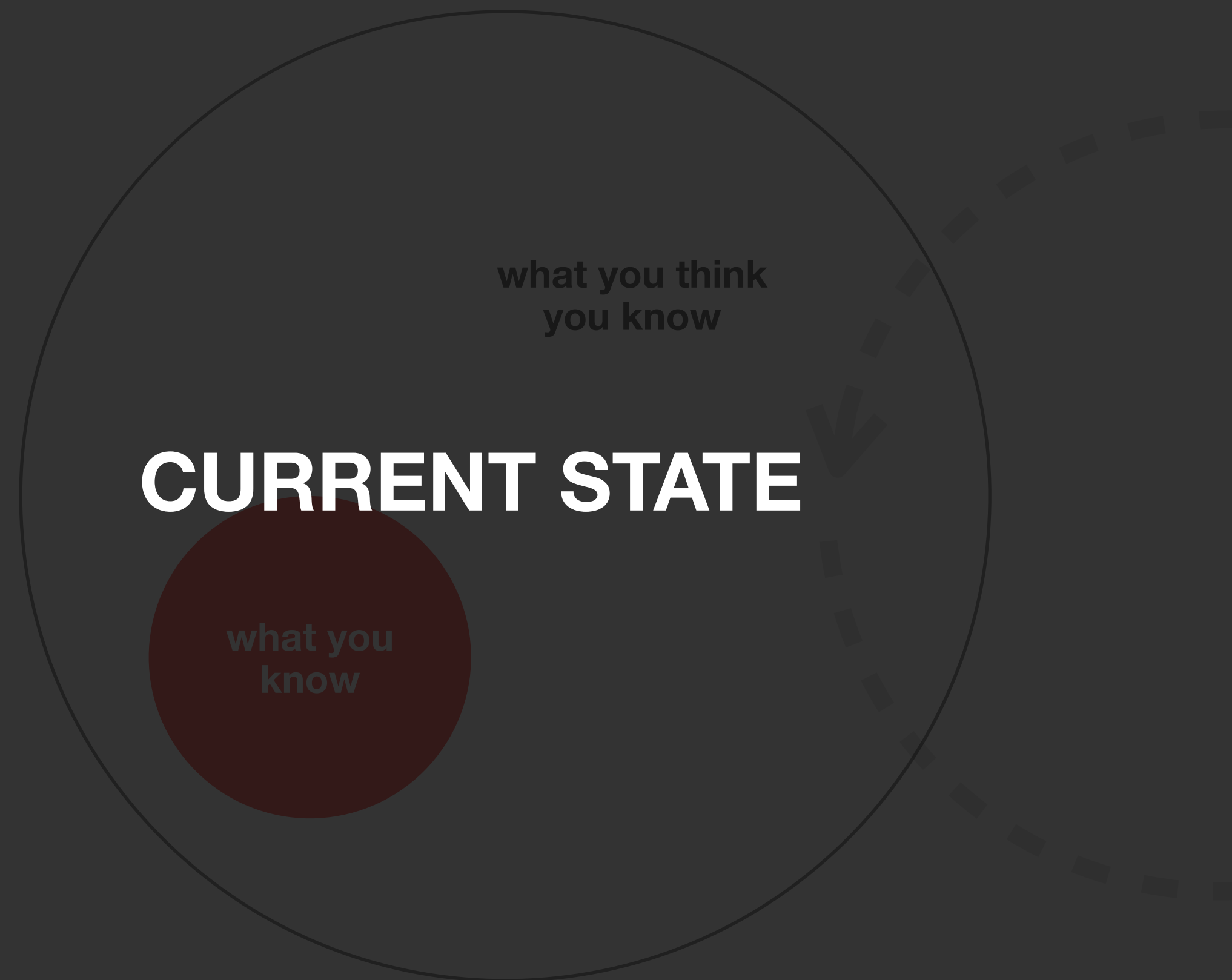
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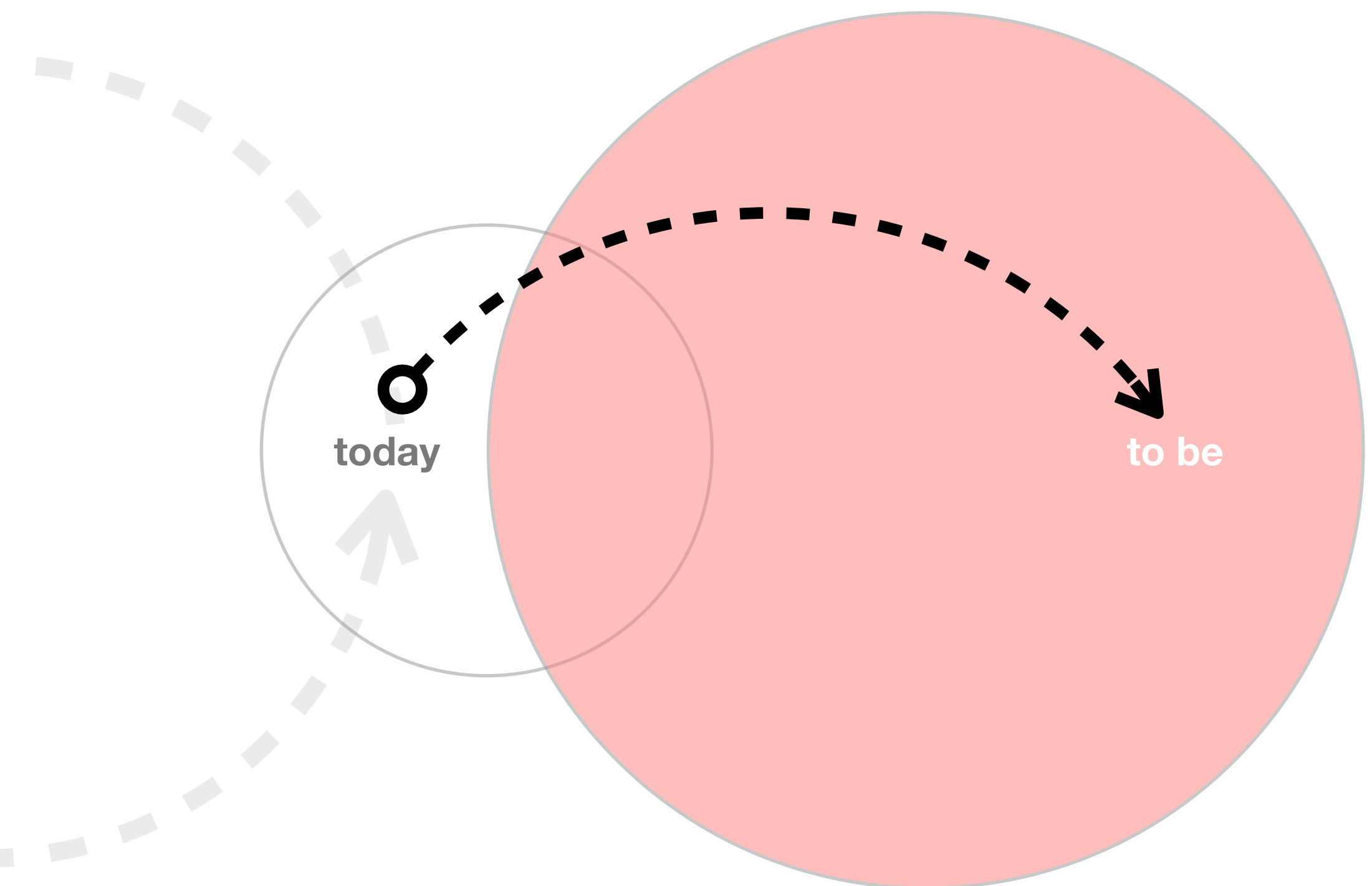
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# CIRCLE OF COMPETENCE



# NEW MENTAL MODEL



Source: The Circle of Competence, Warren Buffett (1996)

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# IMPORTANCE PERFORMANCE ANALYSIS

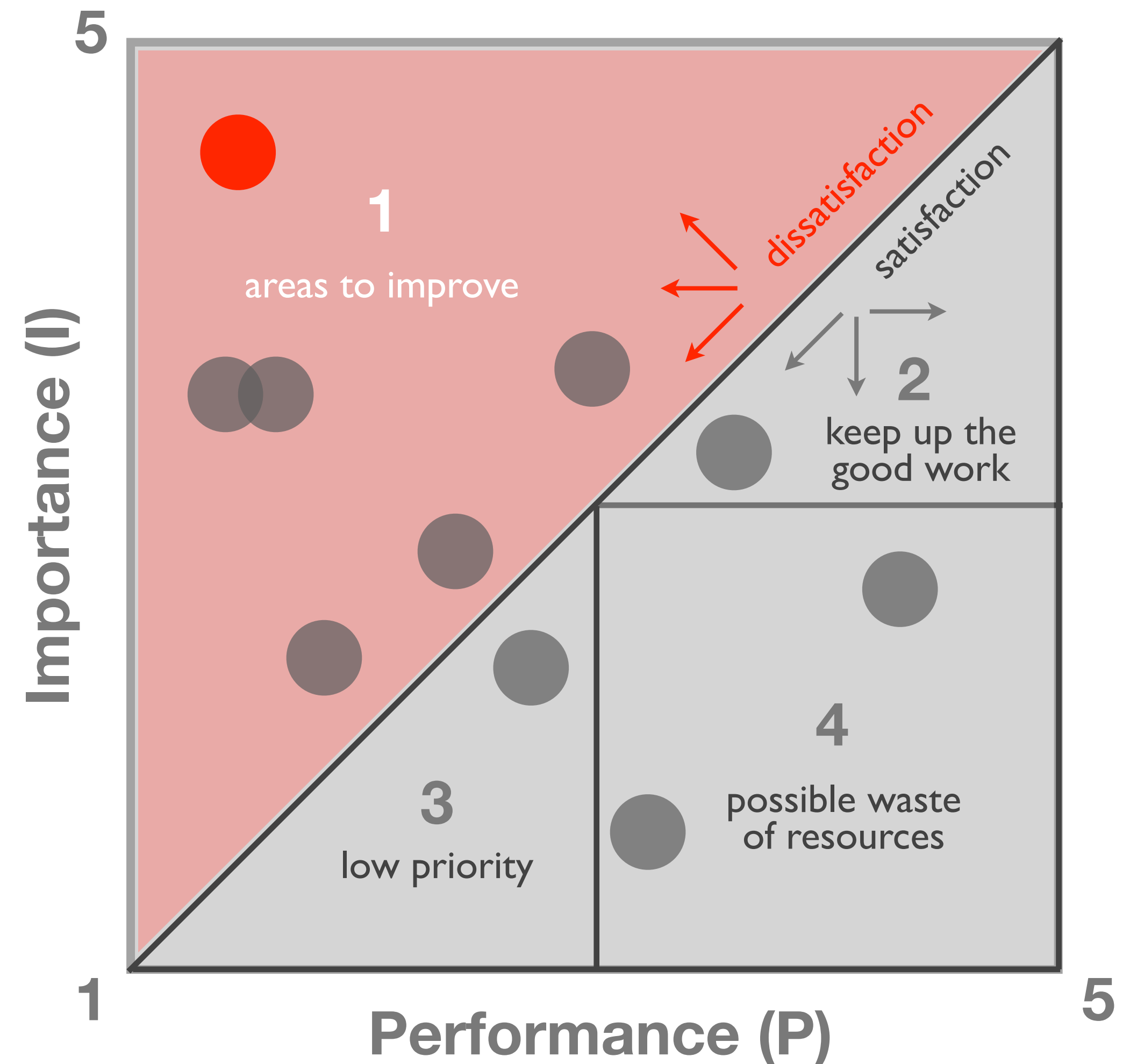


**Importance** ความสำคัญ

**Performance** วัดความสามารถ

Discrepancy Score =  
Performance Score -  
Importance Score

Attribute	Performance (P)	Importance (I)	Discrepancy (D)
	1 2 3 4 5	1 2 3 4 5	<b>P - I = D</b>
1	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
2	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
3	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
4	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
5	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
6	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
7	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
8	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
9	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
10	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
11	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
12	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
13	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
14	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )
15	1 2 3 4 5	1 2 3 4 5	( ) - ( ) = ( )



Source: An Application of Importance Performance Analysis (IPA) by Rial, et al. 2008

# User Experience Research Methods:

A Closer Look on the Building Block of User Research Methods Landscape with the Lean Approach

**LIVE**

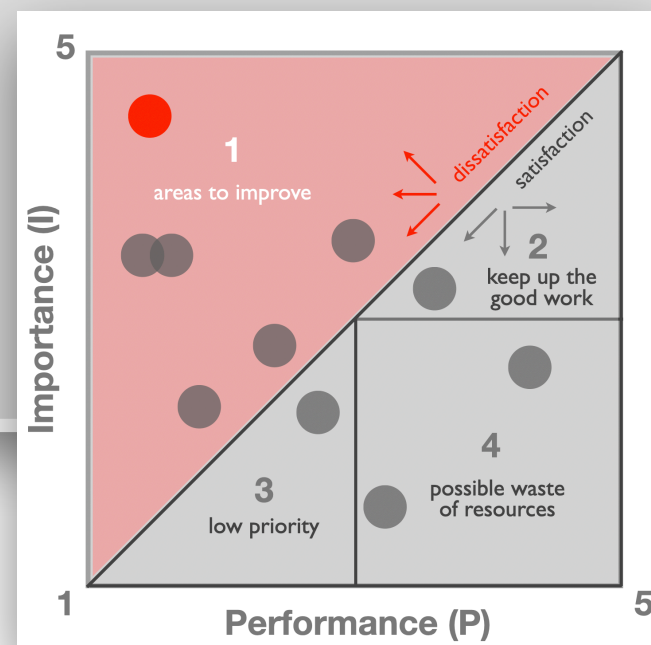


Google Meet



Downloads:

- iGTC Contextual Research Tools
- iGTC User Research Tools

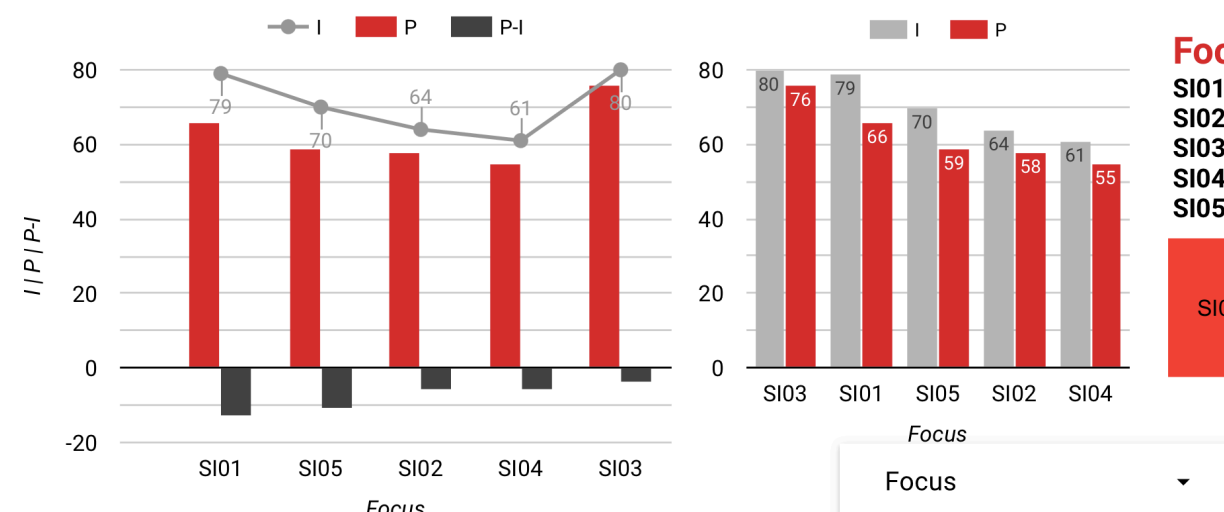


## Focus Areas:

SI01 | Service Scenario Unit - SSU  
SI02 | Playbook & Toolbox - MPT  
SI03 | Human Learning Design - HLD  
SI04 | Your New You - YNY  
SI05 | Service Innovation Space - SIS

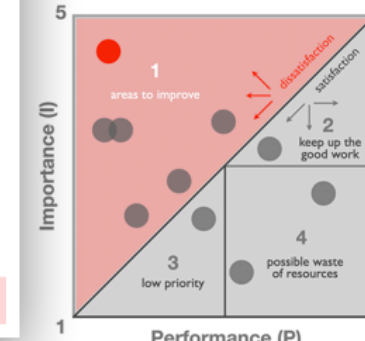
## PRIORITISATION MATRIX

USING IMPORTANCE PERFORMANCE ANALYSIS (IPA)



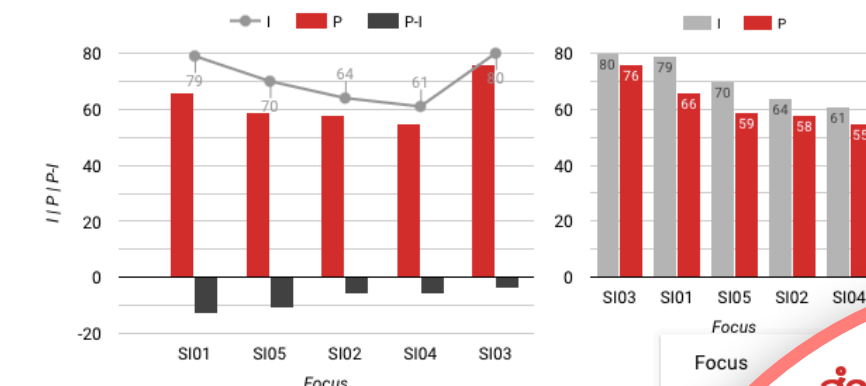
iGTC CoLAB  
excerpted from iGTC  
Internal Consulting  
Project \*

\* For Educational Purpose Only



## PRIORITISATION MATRIX

USING IMPORTANCE PERFORMANCE ANALYSIS (IPA)



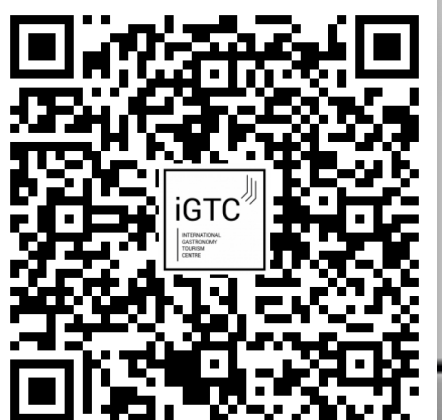
Focus Areas:

SI01 | Service Scenario Unit - SSU  
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สำหรับนักศึกษาหลักสูตร

โครงการฝึกปฏิบัติการเชิงปฏิบัติสัมพันธ์  
Closer Look on the Building Block of U  
นวัตกรรมอาหารและธุรกิจ (Food Inno  
มหาวิทยาลัยศรีนครินทรวิโรฒ ร่วมกั  
(iGTC) คณะพัฒนาการท่องเที่ยว

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#SDF2021



## INSPIRATION

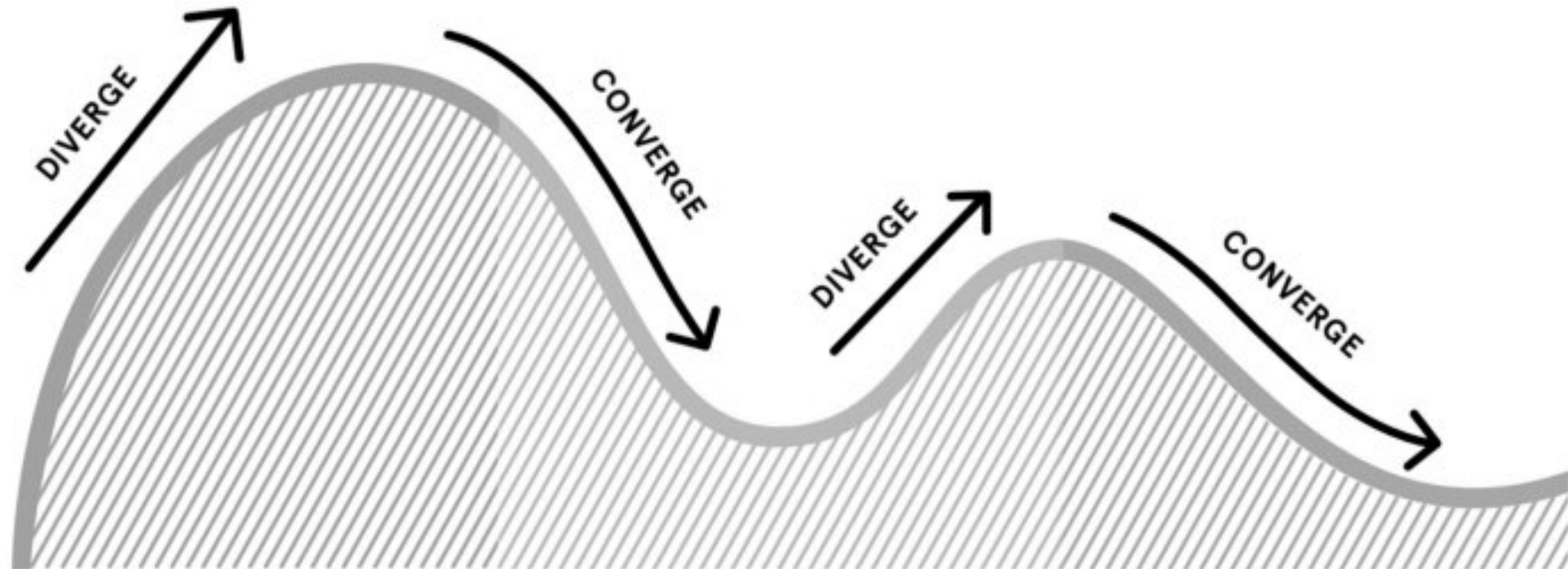
Stakeholder Map [ D1 ]  
Personas Map [ D2 ]  
Empathy Map [ D2 ]  
User Journey Map [ D2 ]

## IDEATION

Value Proposition Canvas [ D3 ]  
Prioritisation Matrix [ D2 ]

## IMPLEMENTATION

Business Model Canvas [ D4 ]  
Service Blueprint [ D4 ]



**PRINCIPLE**

**PROCESS**

**PRACTICE**

**NARRATOR**

**RESEARCHER**

**CREATOR**

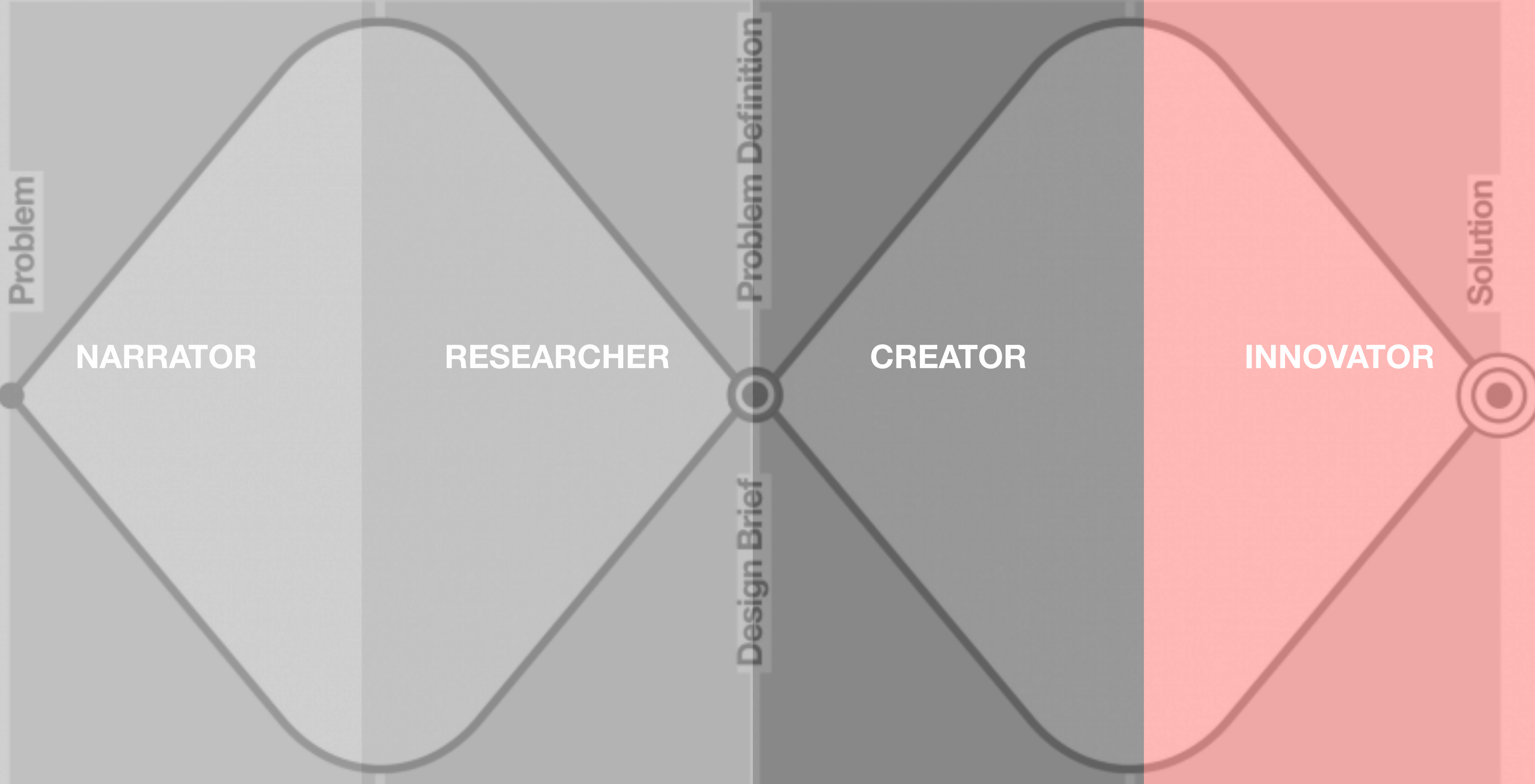
**INNOVATOR**

**Discover**  
insight into the problem

**Define**  
the area to focus upon

**Develop**  
potential solutions

**Deliver**  
solutions that work





**Discover**  
insight into the problem

**Define**  
the area to focus upon

**Develop**  
potential solutions

**Deliver**  
solutions that work

Problem

Solution

Opportunity Scoring Matrix

NARRATOR

RESEARCHER

CREATOR

INNOVATOR

Job Journey

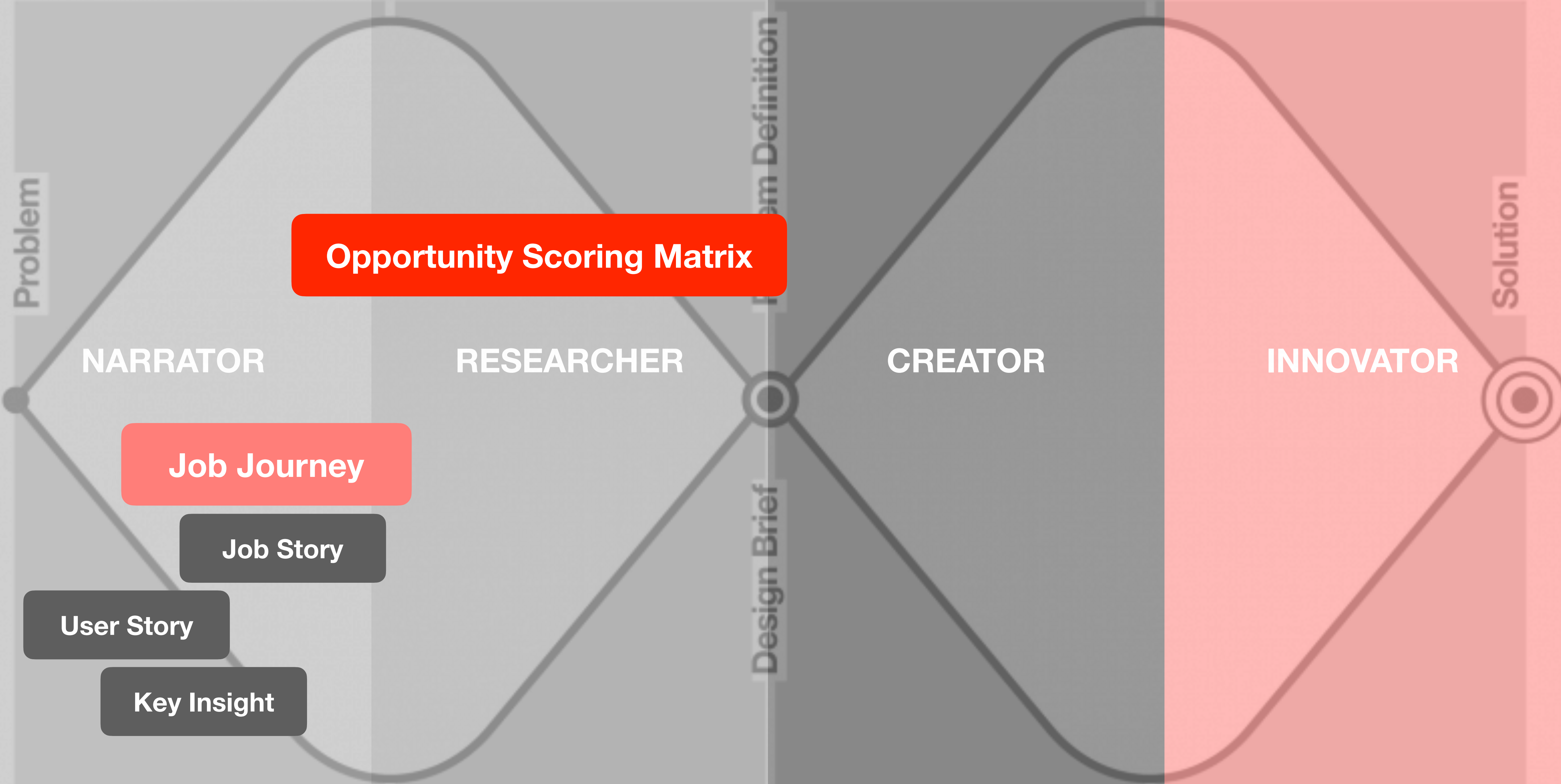
Job Story

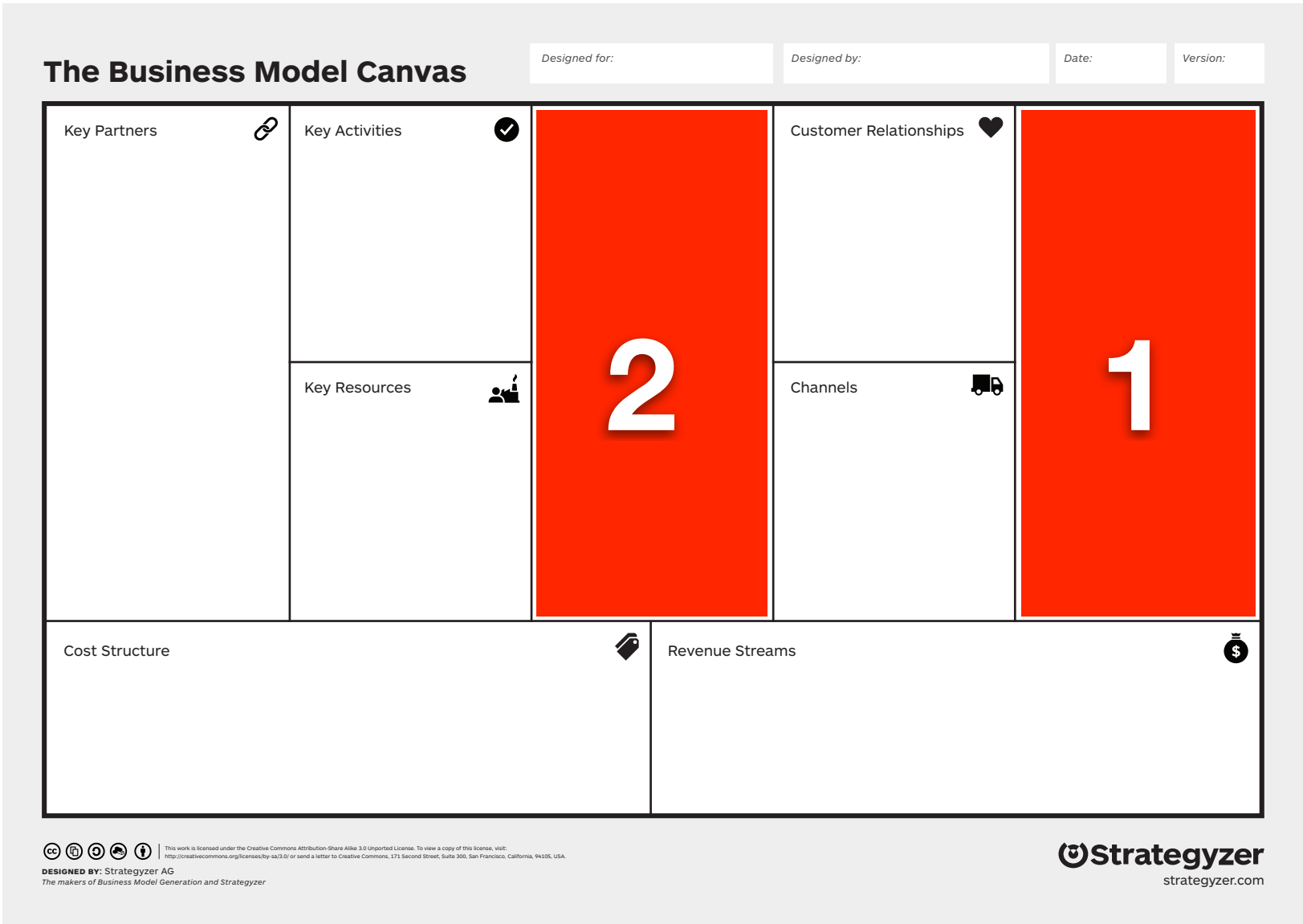
User Story

Key Insight

Problem Definition

Design Brief

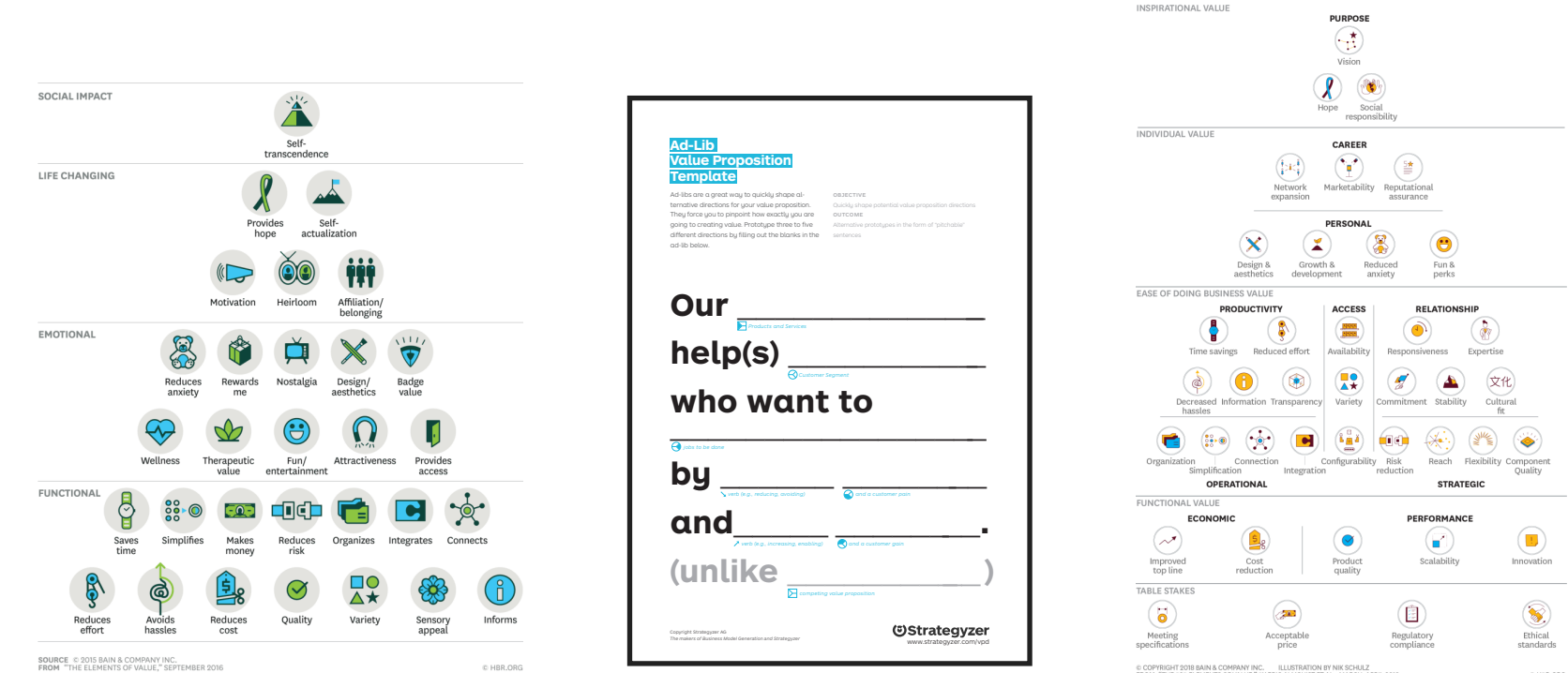




Business Model Canvas (BMC)

Toolset designed by  
Strategyzer, NN/G Nielsen Norman Group, Bain & Company

Business Value Design Pathway illustrated  
by Anuwat Churyen (2018)

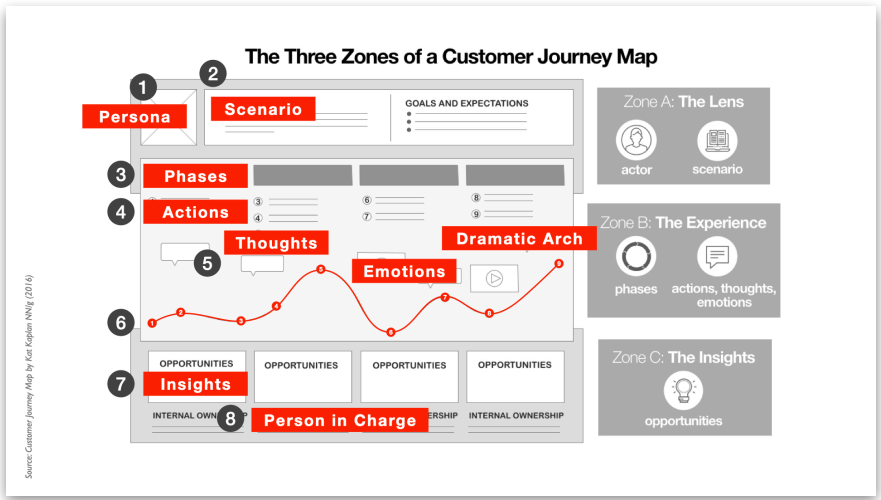
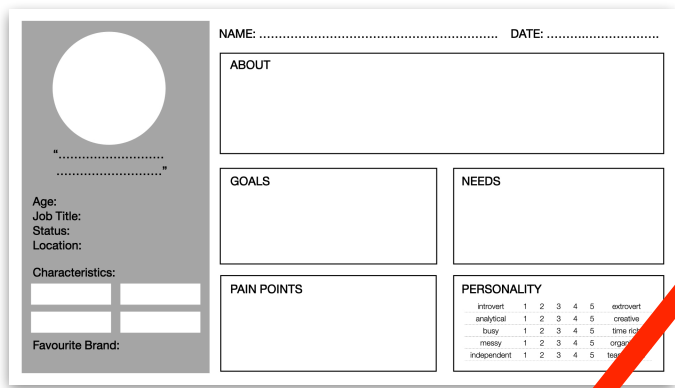
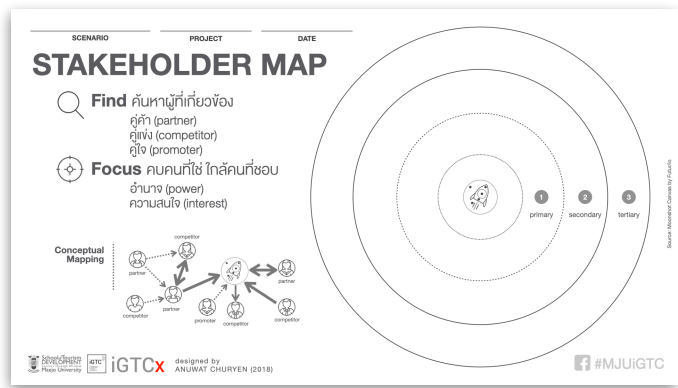


B2C

B2B

Value Map

Customer Profile



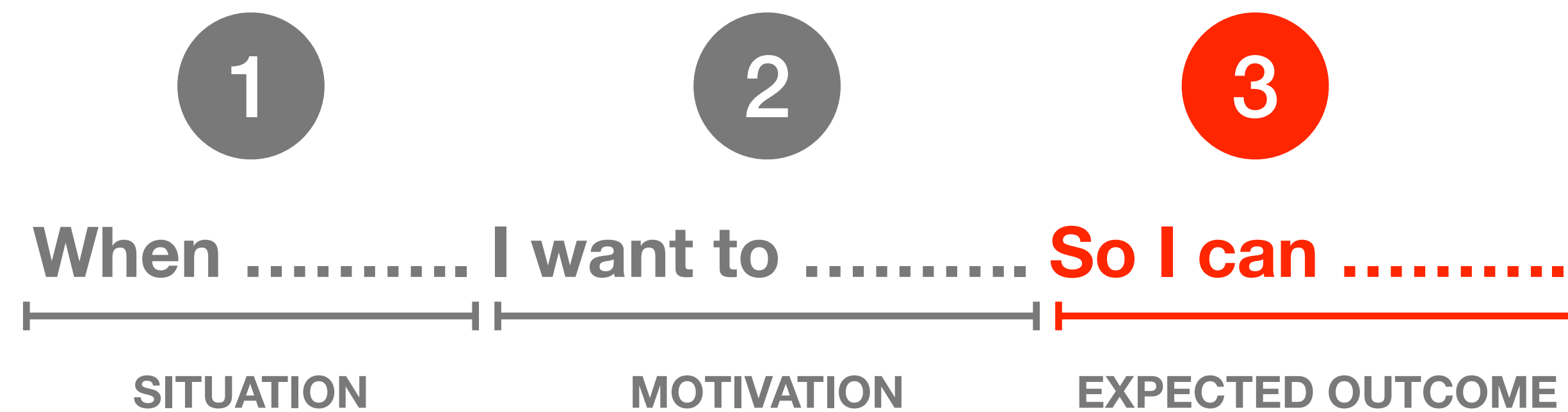
Business Value Design Pathway

"People don't want to buy a quarter-inch drill.  
They want a quarter-inch hole!"

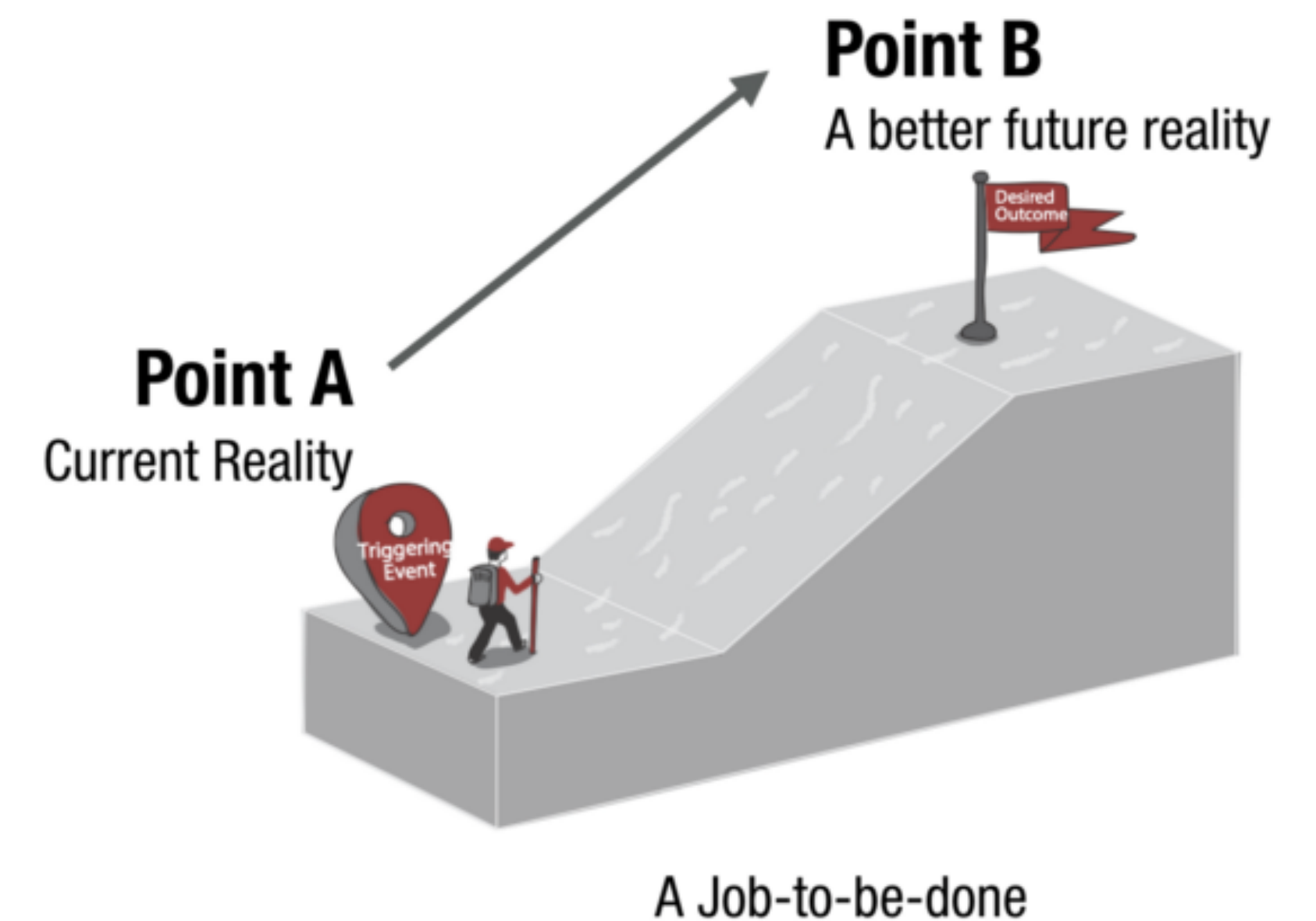
Theodore Levitt

*Harvard Business School Marketing Professor*

## Job Stories

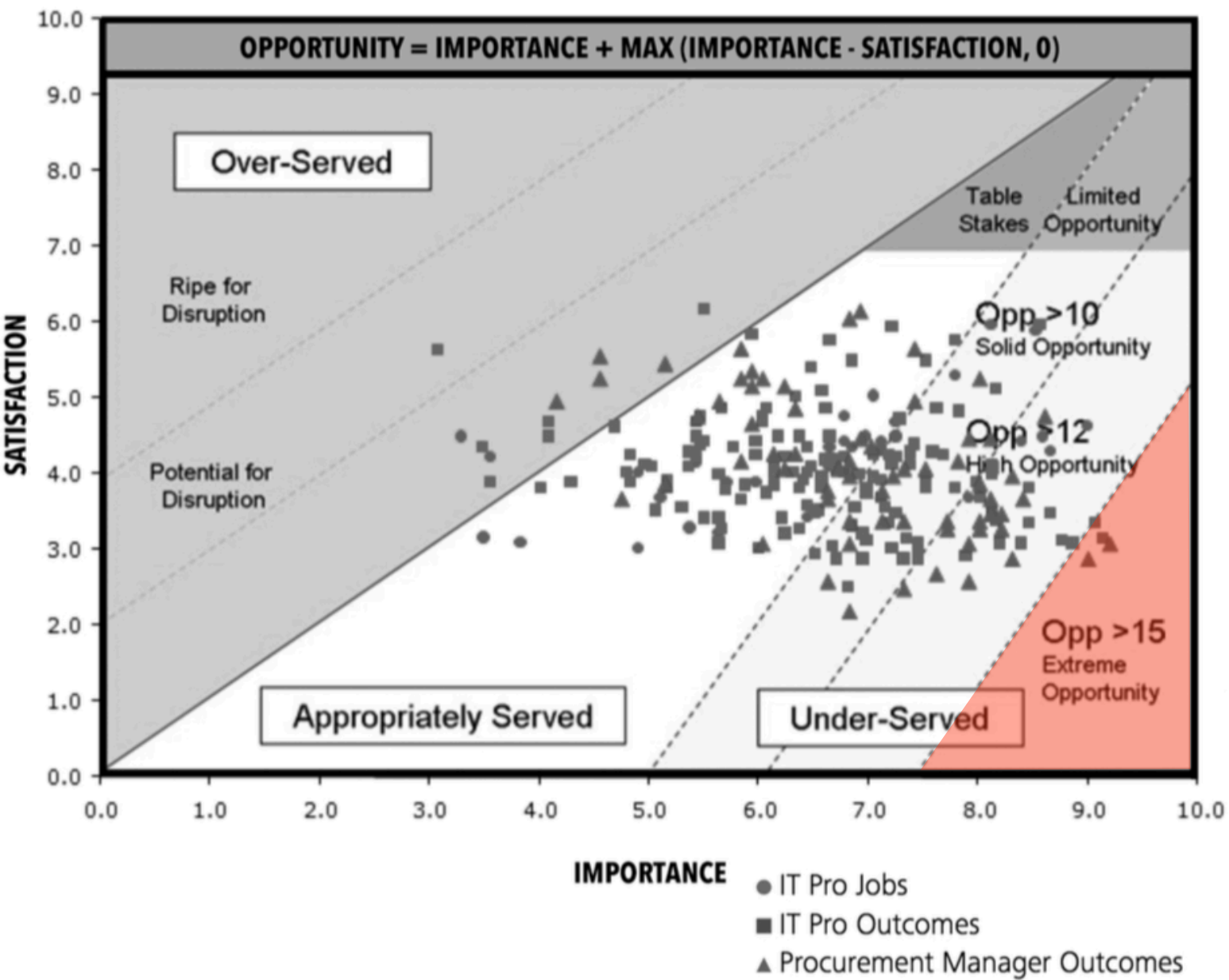
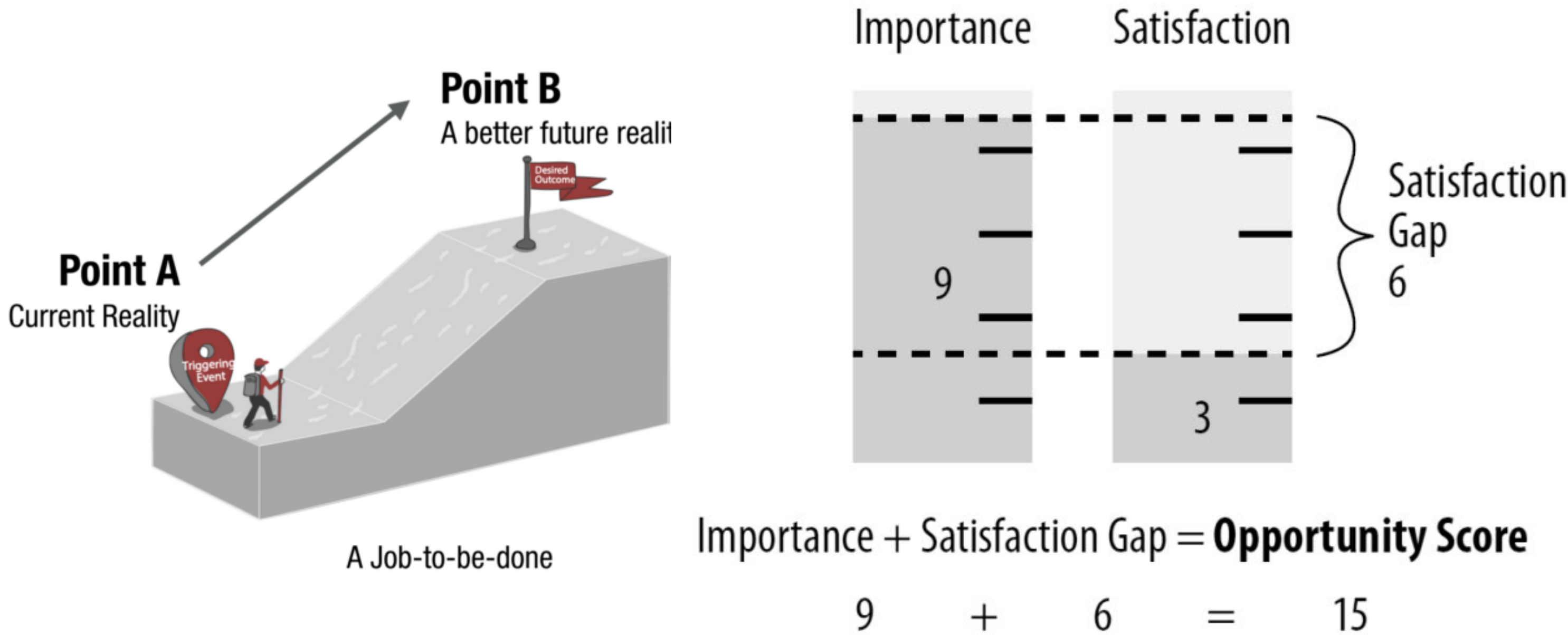


Replacing The User Story With the Job Story  
by Alan Klement (2016)





# Opportunity Scoring Matrix (OSM)



Toolset designed by  
Replacing The User Story With the Job Story  
by Alan Klement (2016)

Business Value Design Pathway illustrated  
by Anuwat Churyen (2018)

illustrated by  
ANUWAT CHURYEN (2018)



SOCIAL IMPACT



Self-transcendence

LIFE CHANGING



Provides hope



Self-actualization



Motivation



Heirloom



Affiliation/belonging

EMOTIONAL



Reduces anxiety



Rewards me



Nostalgia



Design/aesthetics



Badge value



Wellness



Therapeutic value



Fun/entertainment



Attractiveness



Provides access

FUNCTIONAL



Saves time



Simplifies



Makes money



Reduces risk



Organizes



Integrates



Connects



Reduces effort



Avoids hassles



Reduces cost



Quality



Variety



Sensory appeal











Informs

Ad-Lib  
Value Proposition  
Template

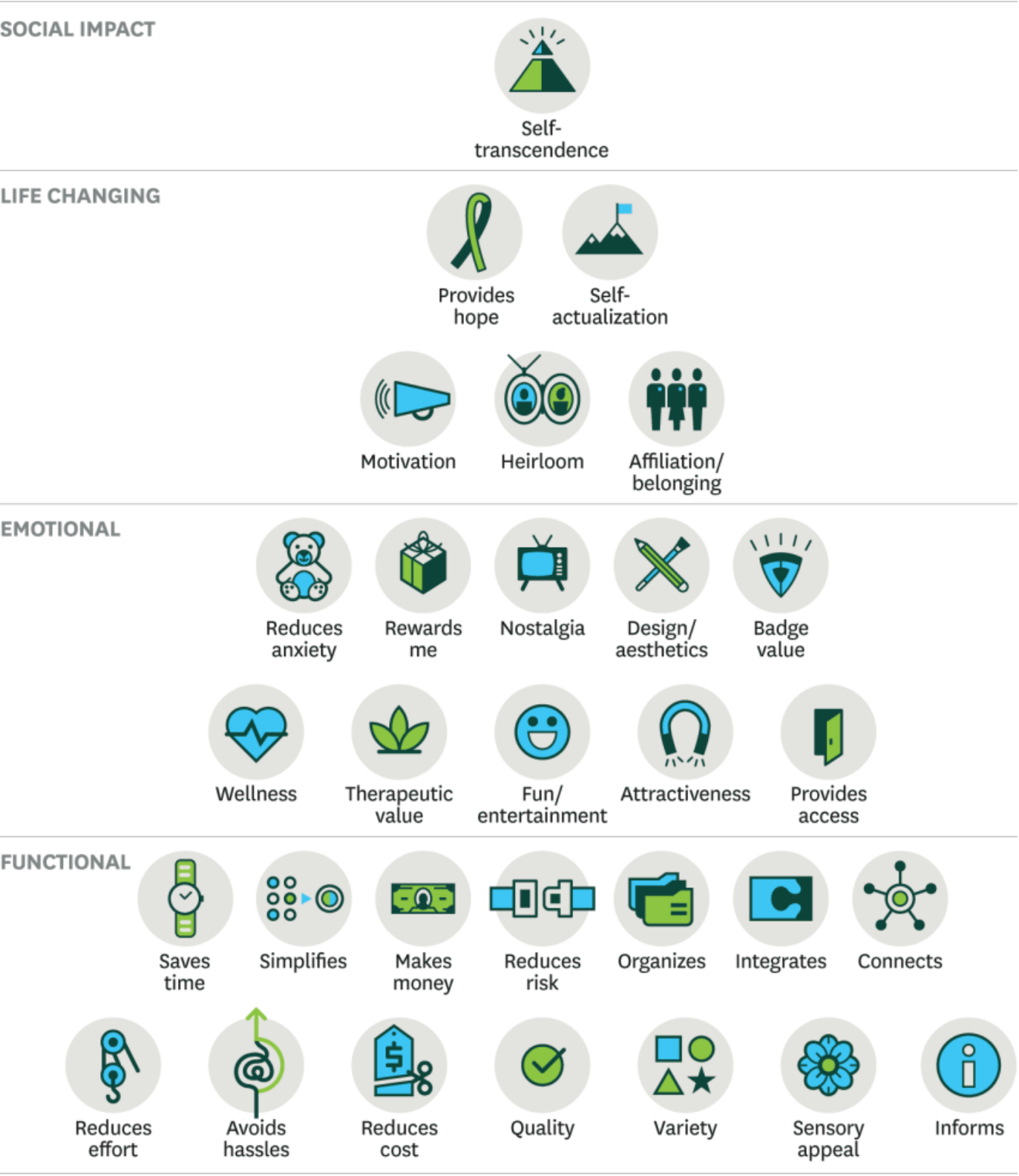
Ad-libs are a great way to quickly shape alternative directions for your value proposition. They force you to pinpoint how exactly you are going to creating value. Prototype three to five different directions by filling out the blanks in the ad-lib below.

OBJECTIVE  
Quickly shape potential value proposition directions  
OUTCOME  
Alternative prototypes in the form of "pitchable" sentences

Our  Products and Services  
help(s)  Customer Segment  
who want to  
 jobs to be done  
by  verb (e.g., reducing, avoiding)  and a customer pain  
and  verb (e.g., increasing, enabling)  and a customer gain.  
(unlike  competing value proposition)

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The makers of Business Model Generation and Strategyzer

 Strategyzer  
www.strategyzer.com/vpd



SOURCE © 2015 BAIN & COMPANY INC.  
FROM "THE ELEMENTS OF VALUE," SEPTEMBER 2016

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B2C

### Ad-Lib Value Proposition Template

Ad-libs are a great way to quickly shape alternative directions for your value proposition. They force you to pinpoint how exactly you are going to creating value. Prototype three to five different directions by filling out the blanks in the ad-lib below.

**OBJECTIVE**  
Quickly shape potential value proposition directions

**OUTCOME**  
Alternative prototypes in the form of "pitchable" sentences

Our Products and Services Customer Segment

help(s) Customer Segment

who want to

by jobs to be done

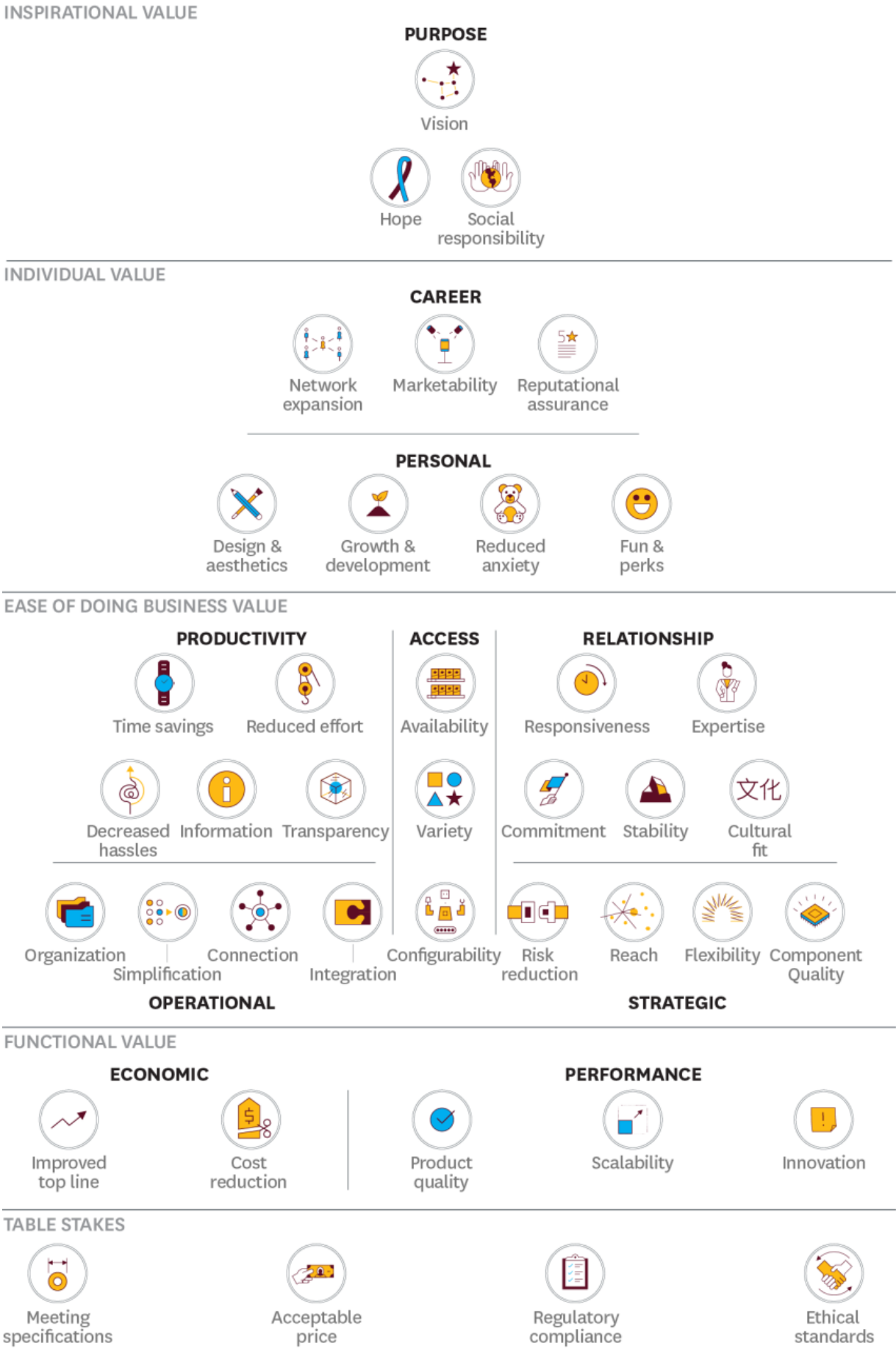
and verb (e.g., reducing, avoiding) and a customer pain

(unlike verb (e.g., increasing, enabling) and a customer gain)

competing value proposition

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The makers of Business Model Generation and Strategyzer

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FROM "THE B2B ELEMENTS OF VALUE," BY ERIC ALMQUIST ET AL., MARCH-APRIL 2018

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B2B





The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission.

We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience.

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.



ให้สัญญา

สุดกำลัง

จริงใจ

ห่วงใย

ตั้งมั่น

ส่งมอบ

The Ritz-Carlton is a place where the **genuine care** and comfort of our guests is our highest mission.

We **pledge** to **provide the finest** personal service and facilities for our guests who will **always** enjoy a warm, relaxed, yet refined ambience.

The **Ritz-Carlton experience** enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.





# THE RITZ-CARLTON

## DESCRIPTION

- Employees are empowered to create unique, memorable and personal experiences for our guests
- Employees note all the preferences of the guests and fulfill these, even if the guest doesn't ask it explicitly
- Each employee has a budget to serve the customer in any way he likes
- Employees are also treated like ladies and gentlemen

***“We Are  
Ladies and  
Gentlemen  
Serving  
Ladies and  
Gentlemen”***



THE RITZ-CARLTON®

## **CREDO**

The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission.

We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed yet refined ambience.

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.





## **THREE STEPS of SERVICE**

**A warm and sincere greeting.**

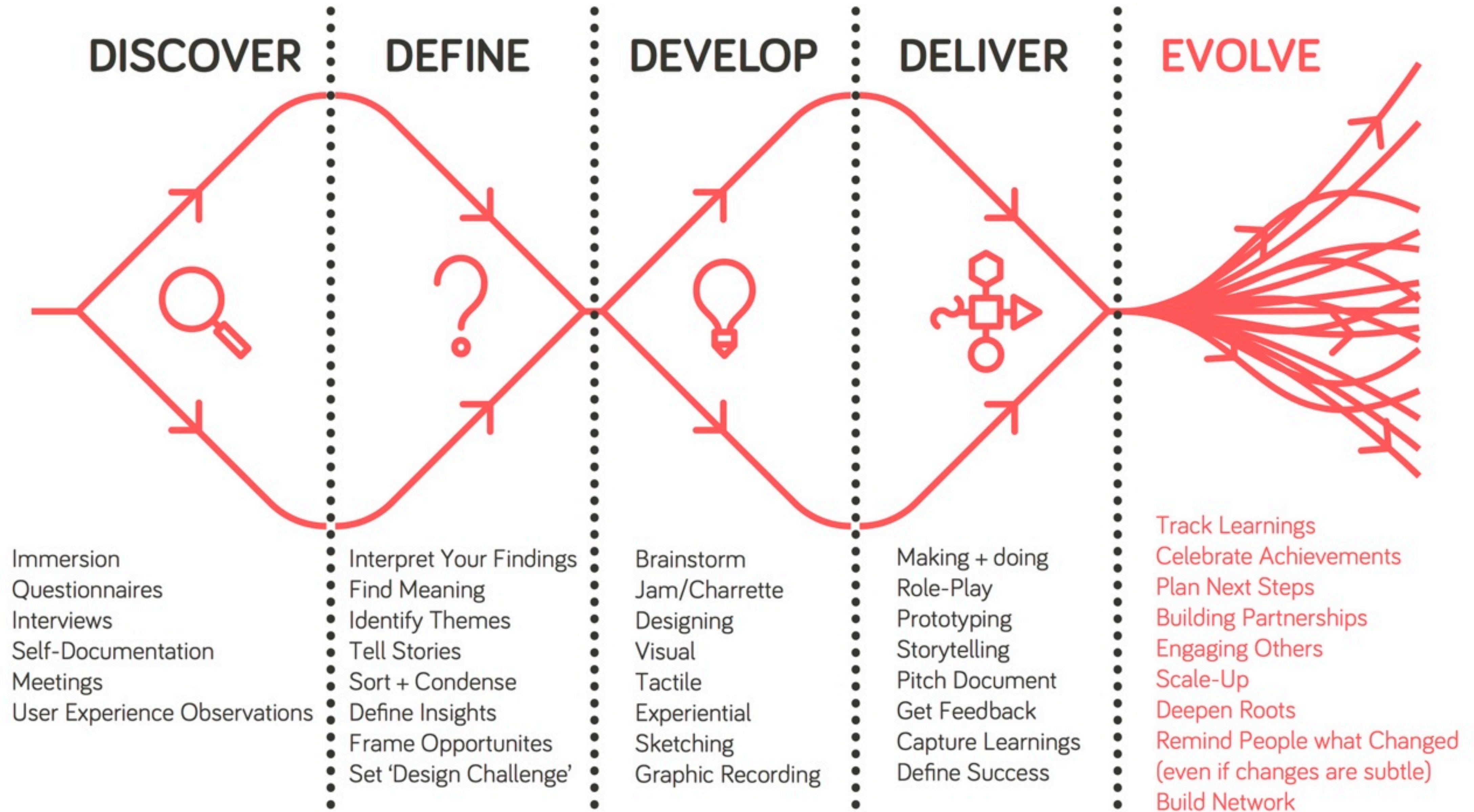
**//**

**Use the guest's name. Anticipation and fulfillment  
of each guest's needs.**

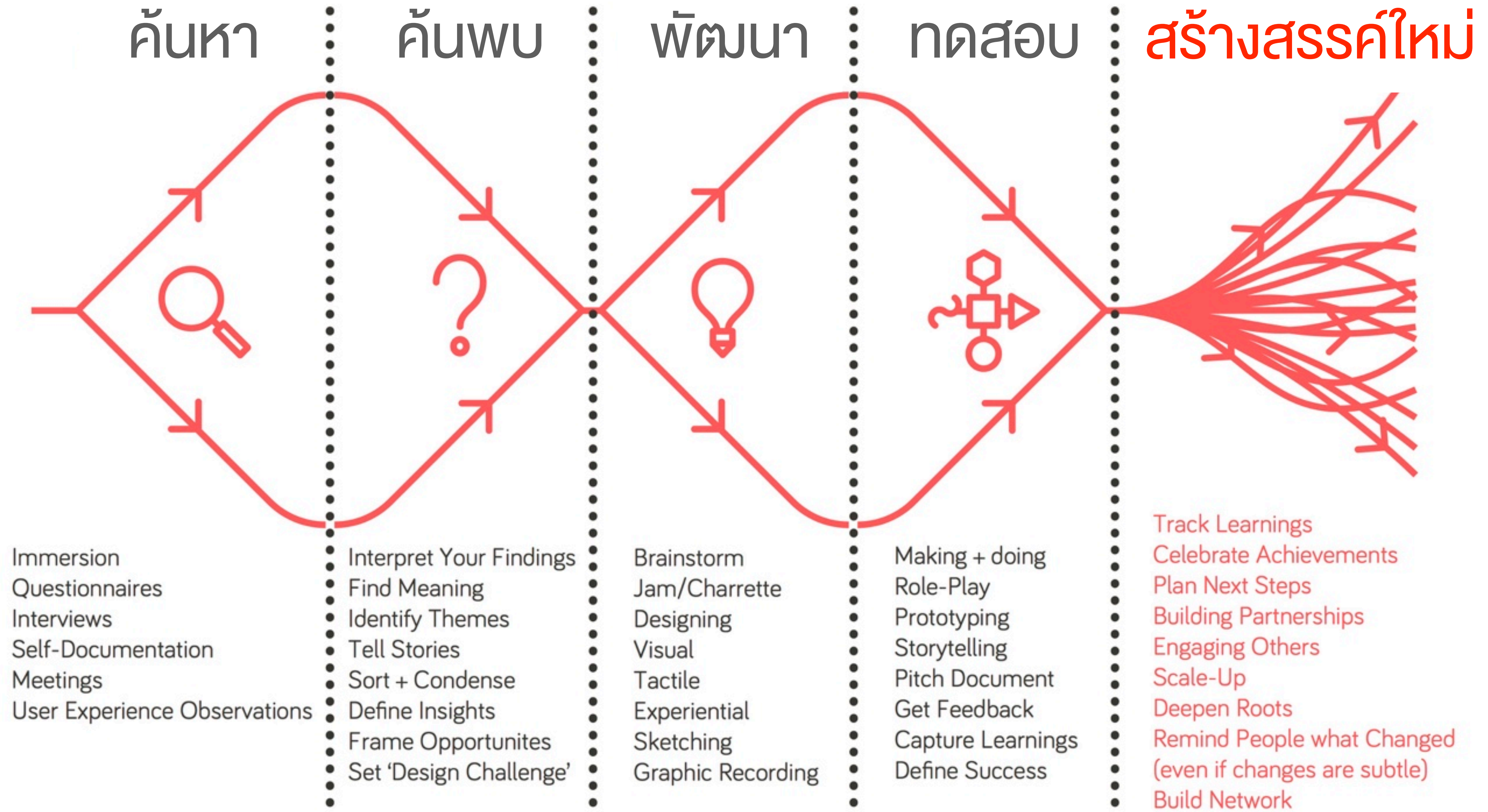
**//**

**Fond farewell. Give a warm good-bye and use the  
guest's name.**

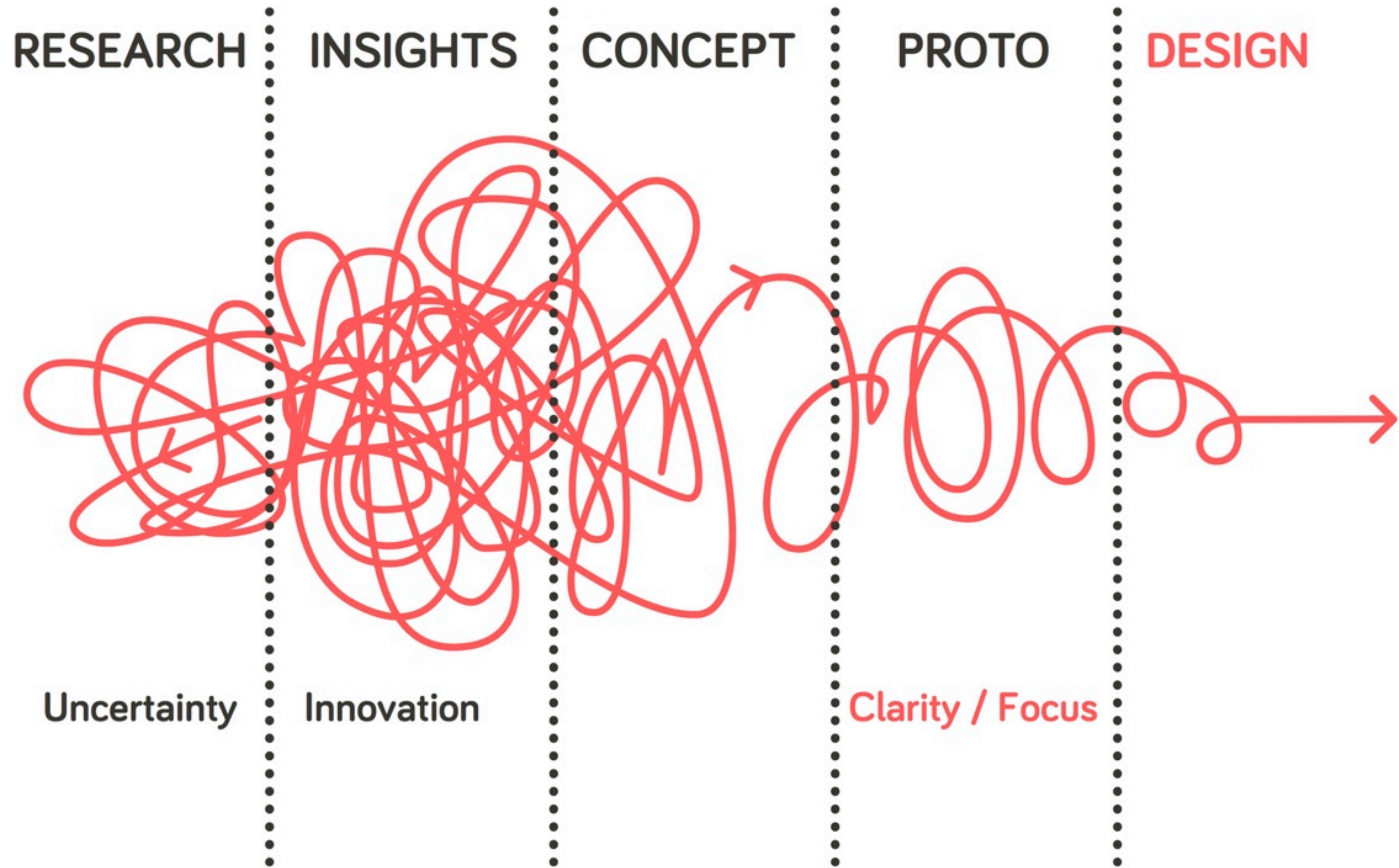














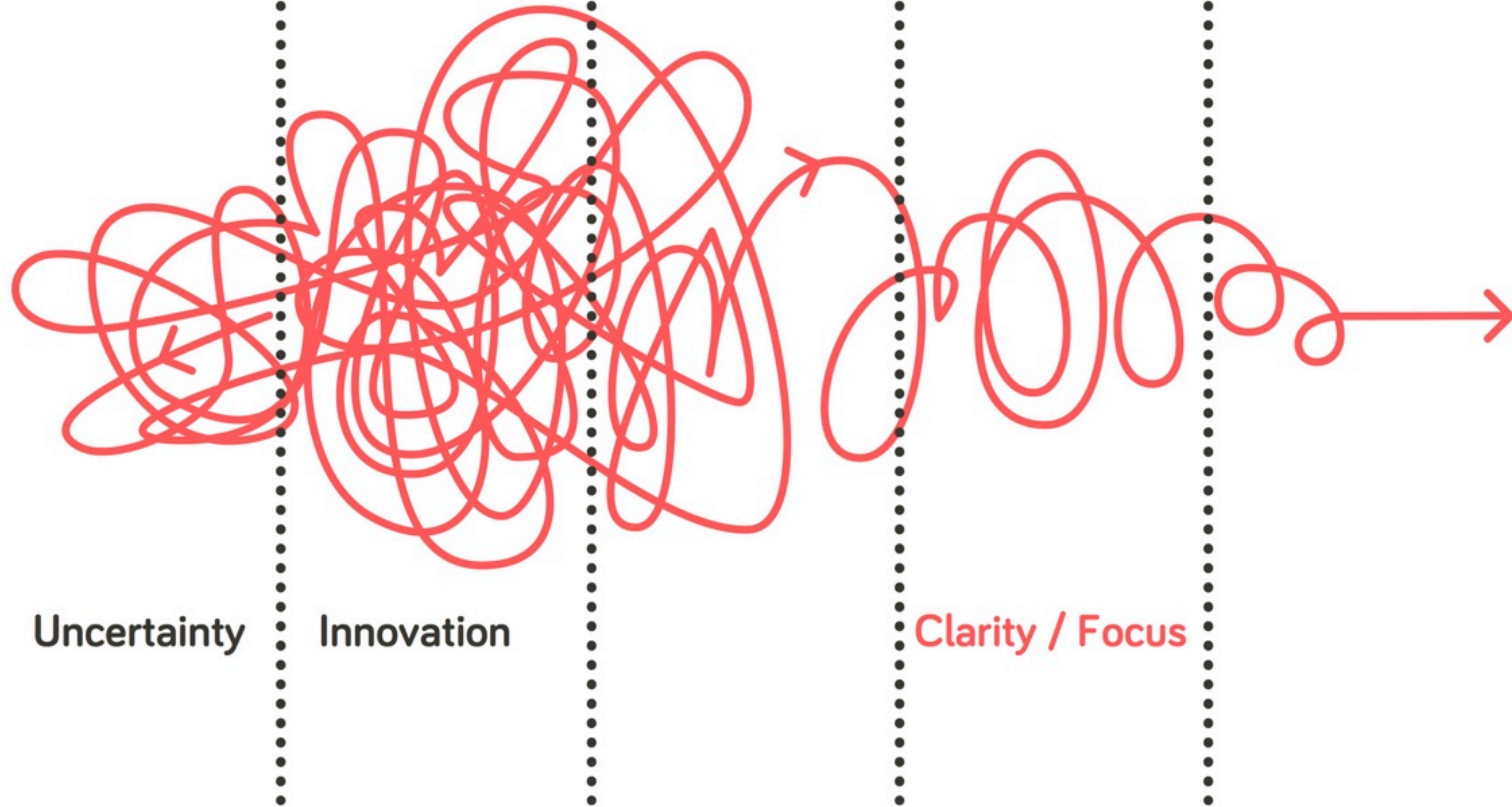
ค้นคว้า

ค้นใจ

ค้นคิด

ต้นแบบ

ออกแบบ







Service Design Thinking is  
an **iterative** process.

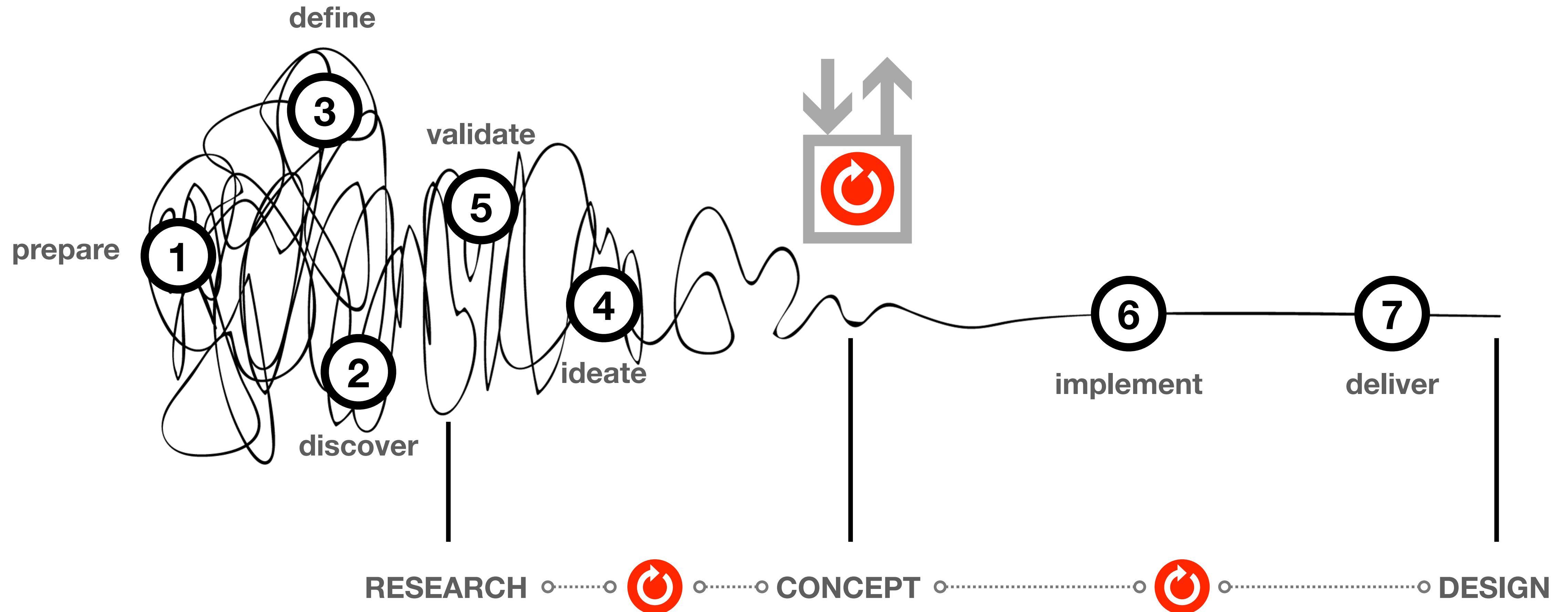
MARC STICKDORN

**Source: The Squiggle**  
by Damien Newman, Central Inc.



UNCERTAINTY / PATTERNS / INSIGHTS

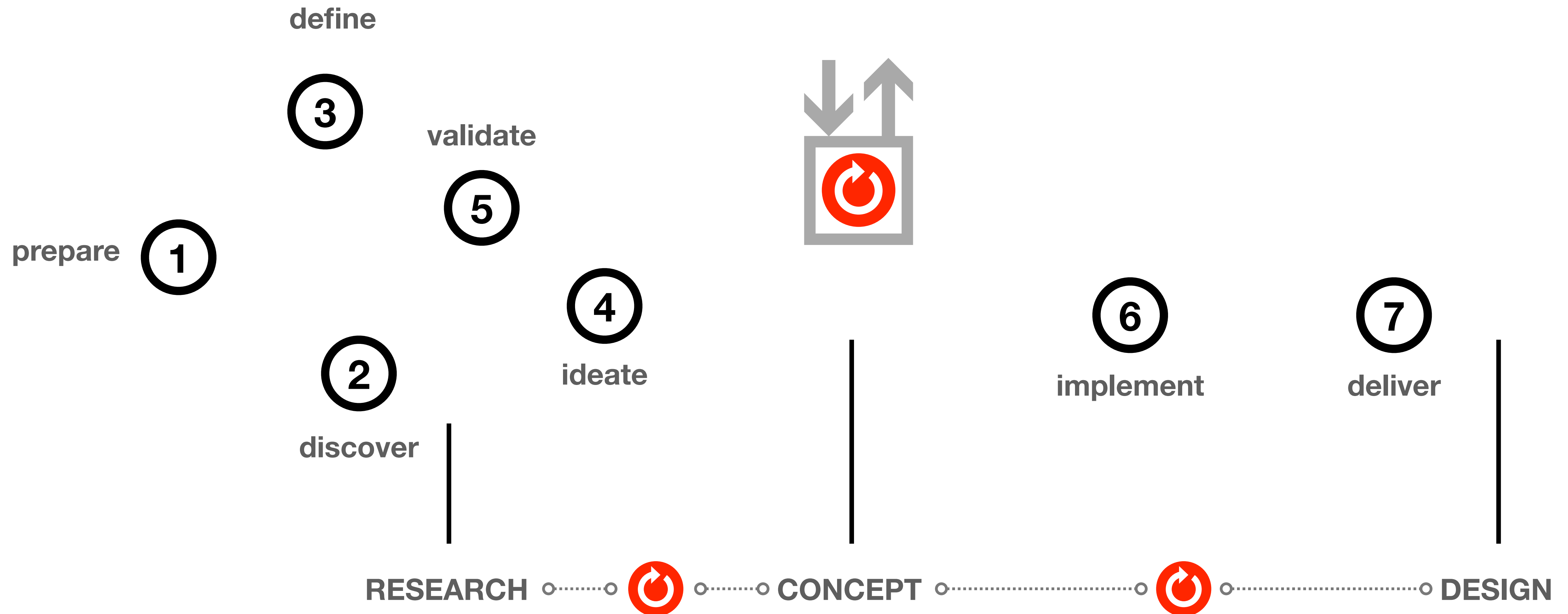
CLARITY / FOCUS



Source: The Squiggle  
by Damien Newman, Central Inc.

UNCERTAINTY / PATTERNS / INSIGHTS

CLARITY / FOCUS

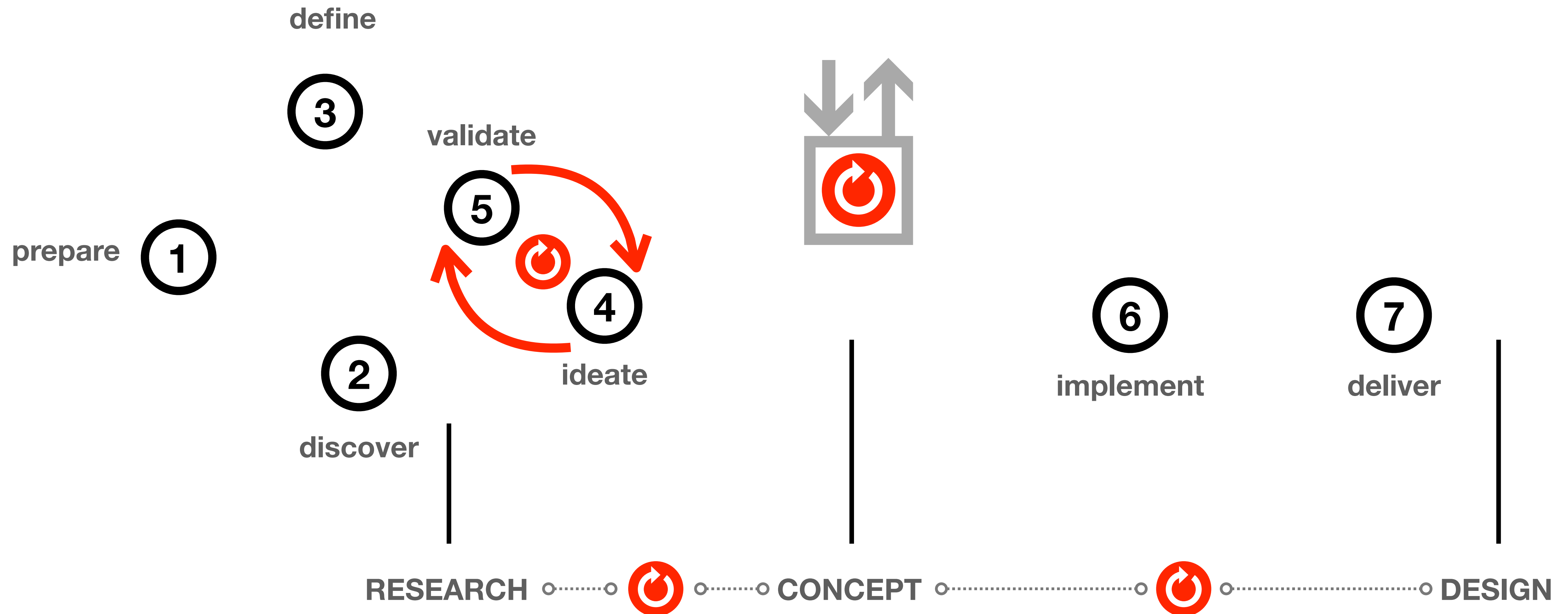


Source: The Squiggle  
by Damien Newman, Central Inc.



UNCERTAINTY / PATTERNS / INSIGHTS

CLARITY / FOCUS



Source: The Squiggle  
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Service Design Thinking is  
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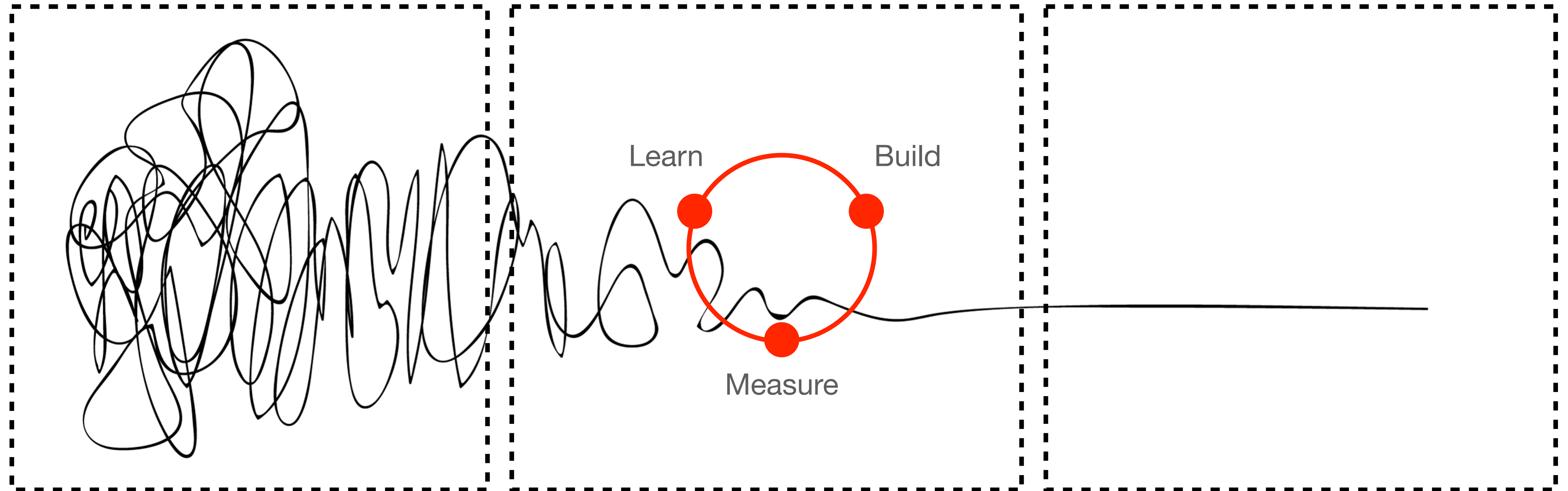
**Source: The Squiggle**  
by Damien Newman, Central Inc.



**Design Thinking**

**Lean Startup**

**Agile Development**



**Market Risk**

**Business Risk**

**Technical Risk**

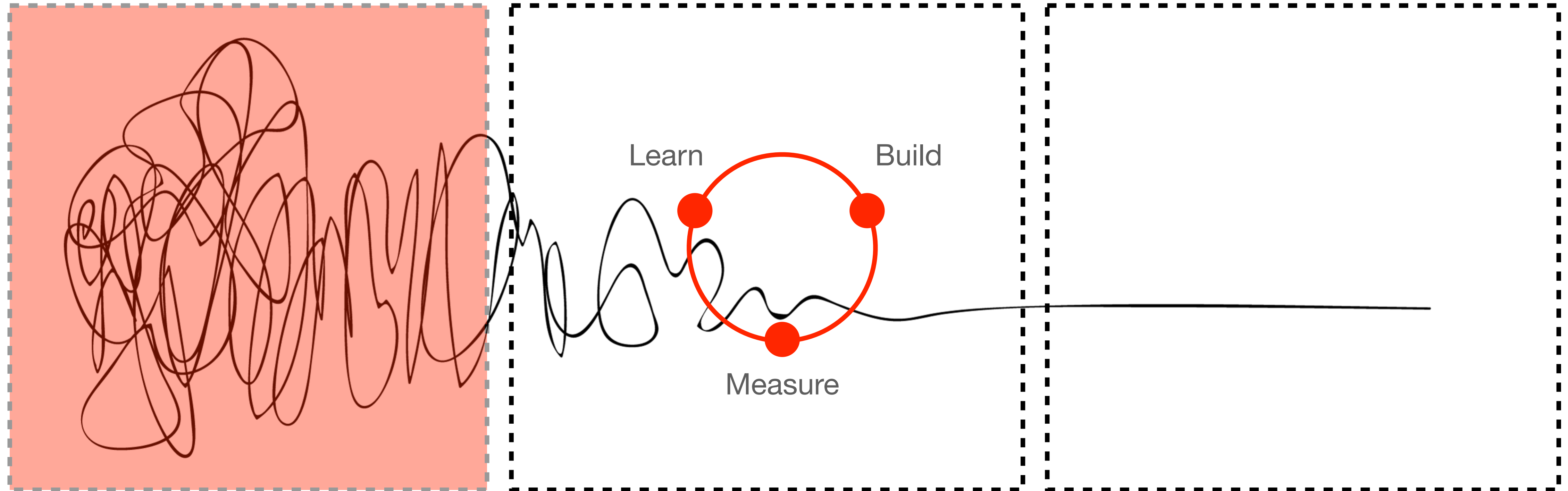
**Source: The Squiggle**  
by Damien Newman, Central Inc.



## Design Thinking

## Lean Startup

## Agile Development



**Market Risk**

**Business Risk**

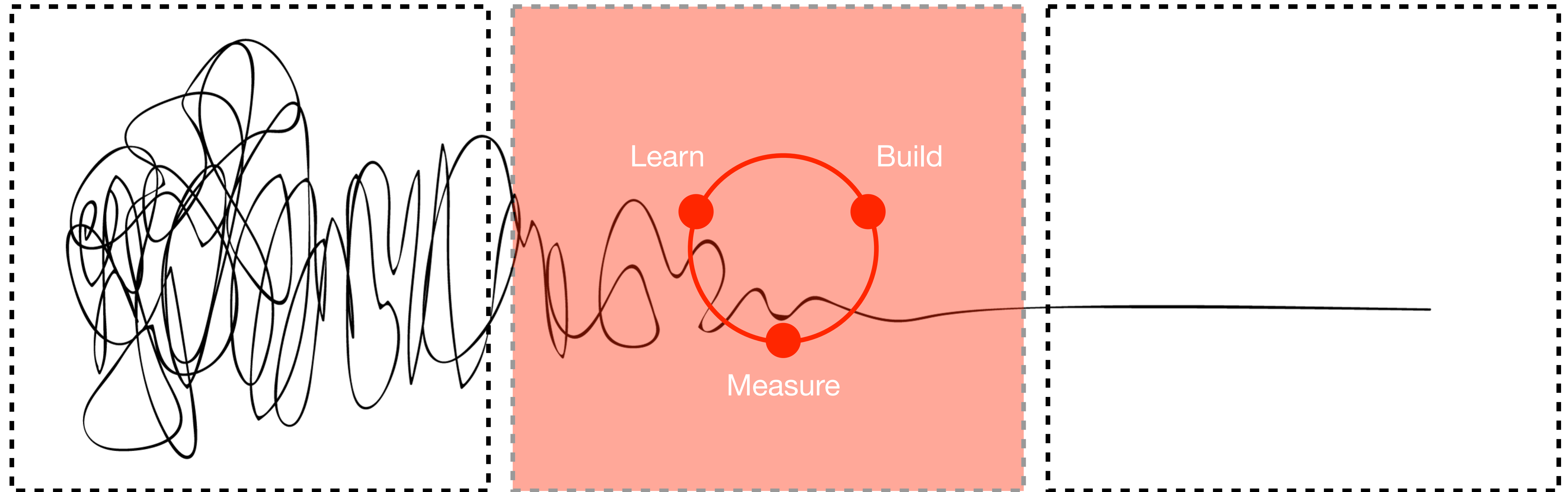
**Technical Risk**

**Source: The Squiggle**  
by Damien Newman, Central Inc.

**Design Thinking**

**Lean Startup**

**Agile Development**



**Market Risk**

**Business Risk**

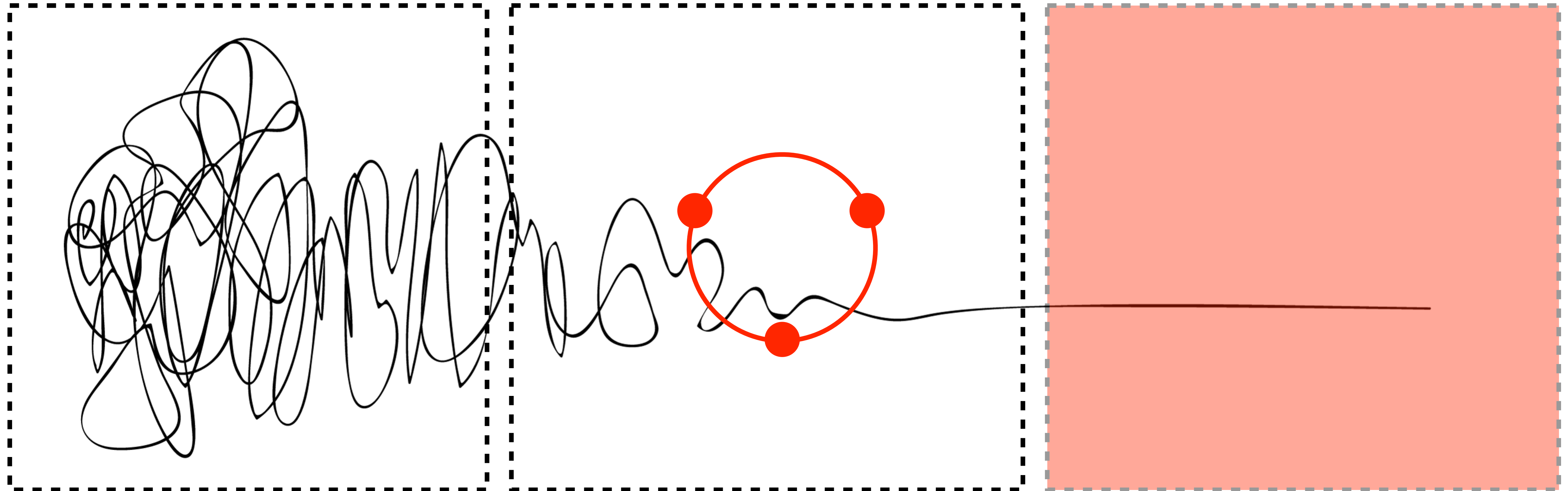
**Technical Risk**

**Source: The Squiggle**  
by Damien Newman, Central Inc.

**Design Thinking**

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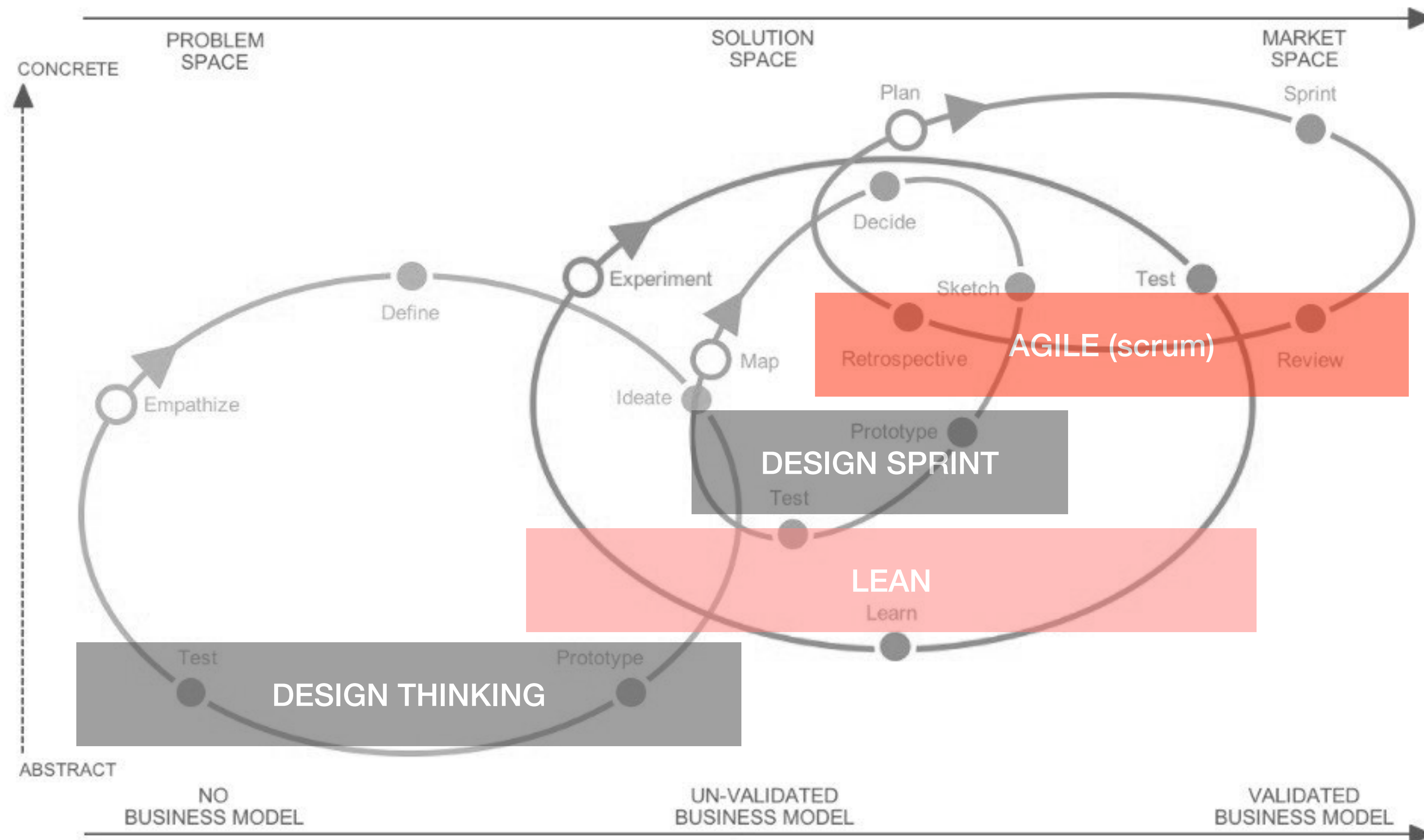
**Market Risk**

**Business Risk**

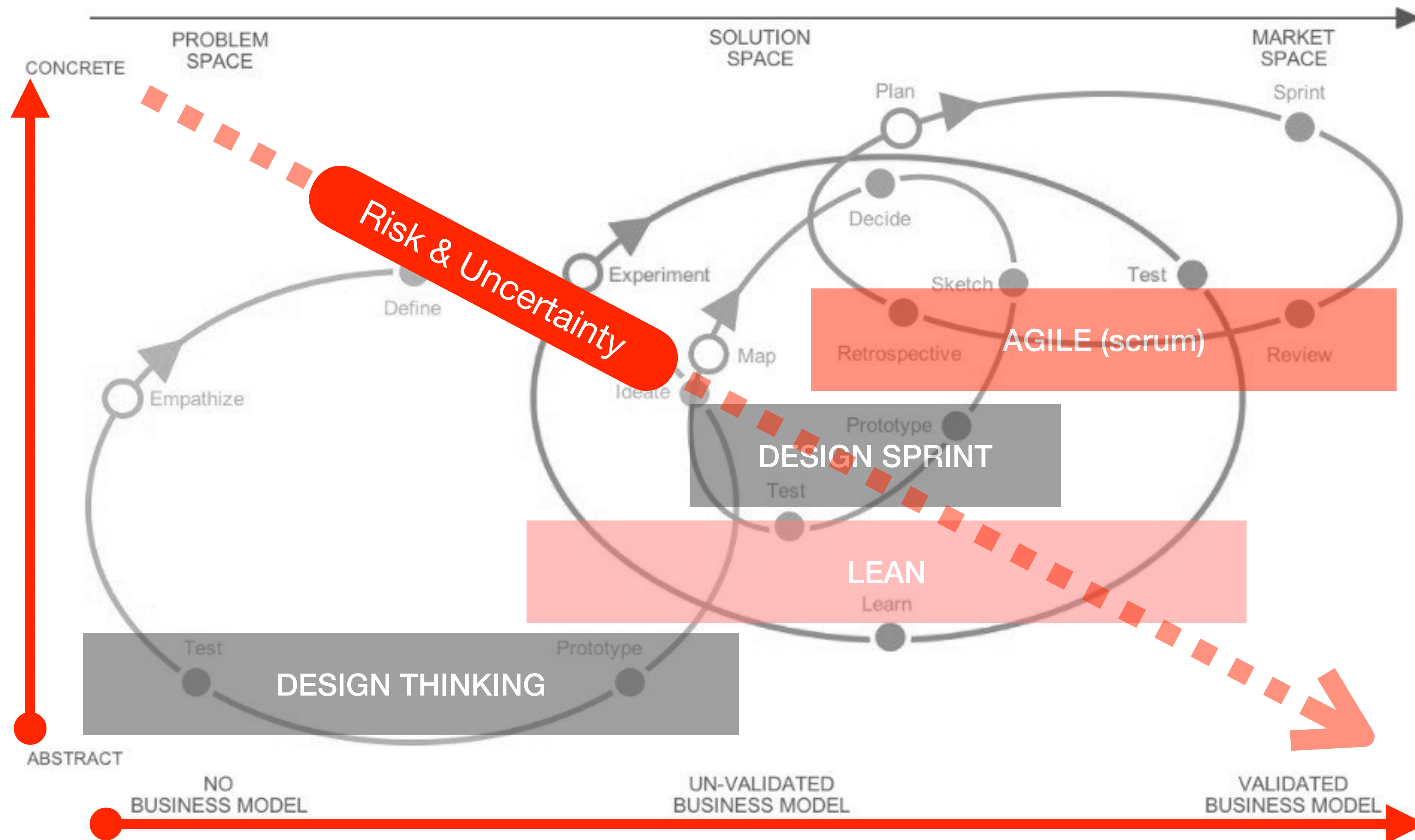
**Technical Risk**

**Source: The Squiggle**  
by Damien Newman, Central Inc.



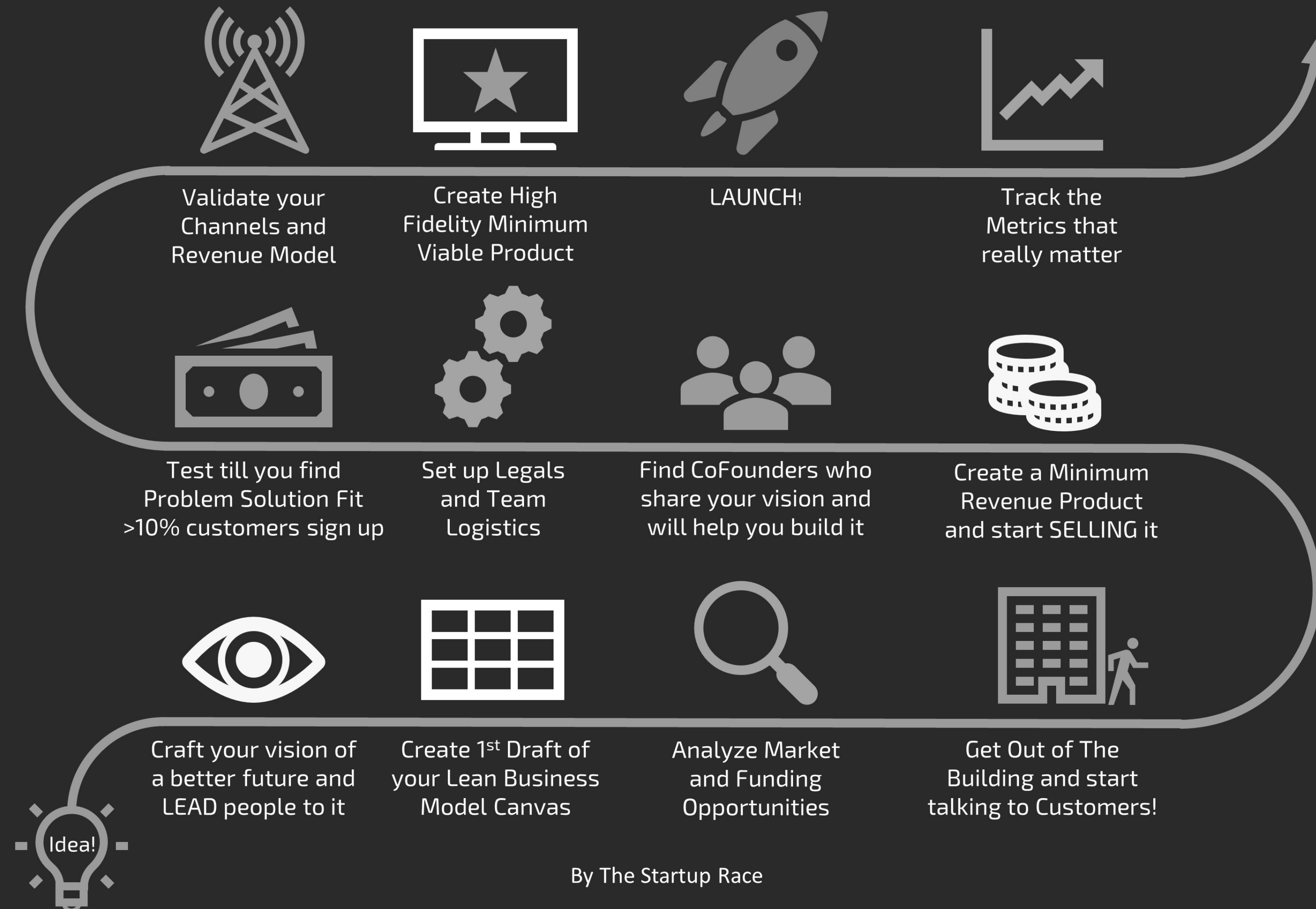


**Source: Garner's Innovation Framework**  
by Gartner Inc



Source: Garner's Innovation Framework  
by Gartner Inc

# How to Build a Startup



By The Startup Race



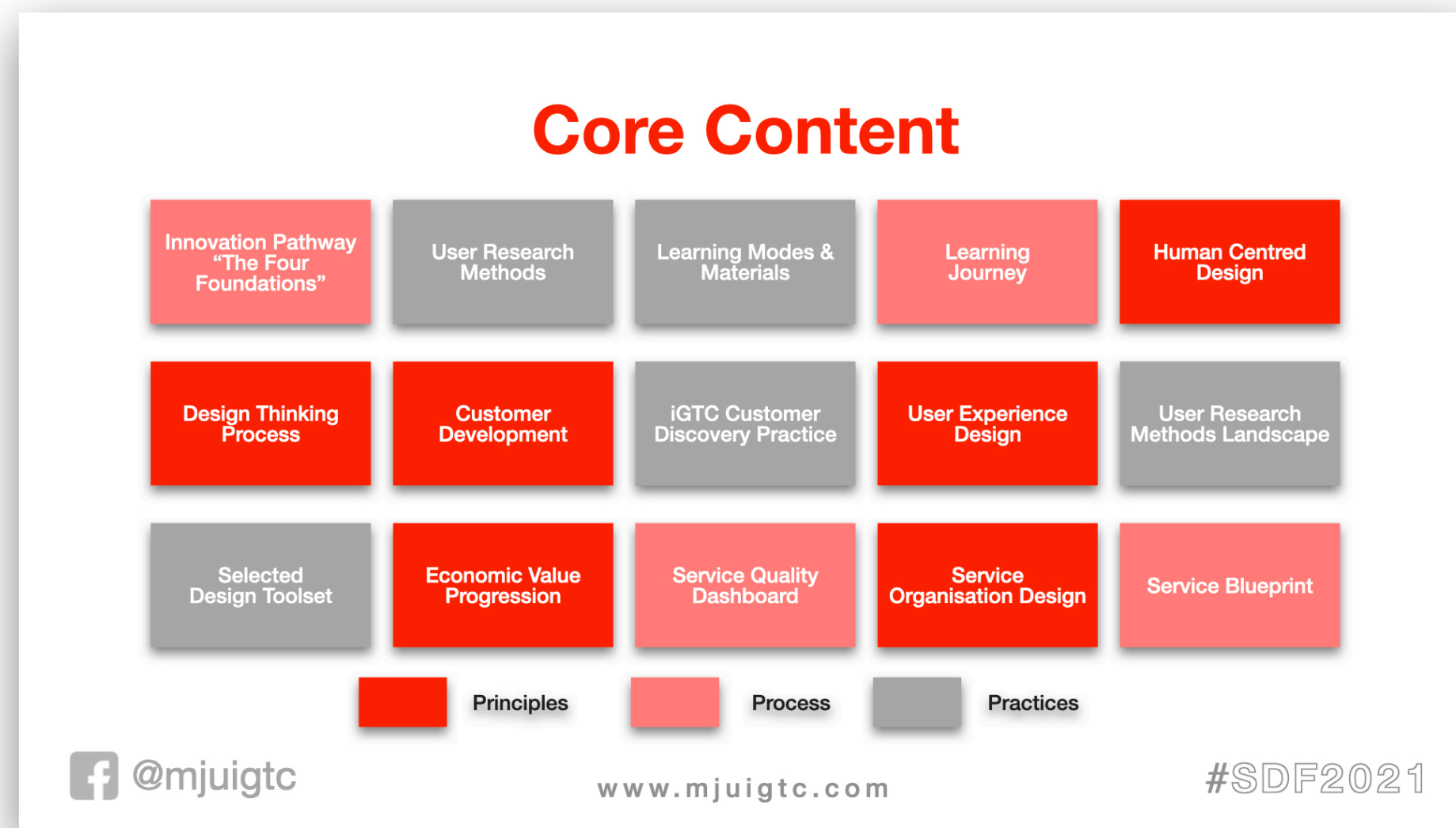
# User Experience Research Methods:

A Closer Look on the Building Block of User Research Methods Landscape with the Lean Approach

**LIVE**



Google Meet



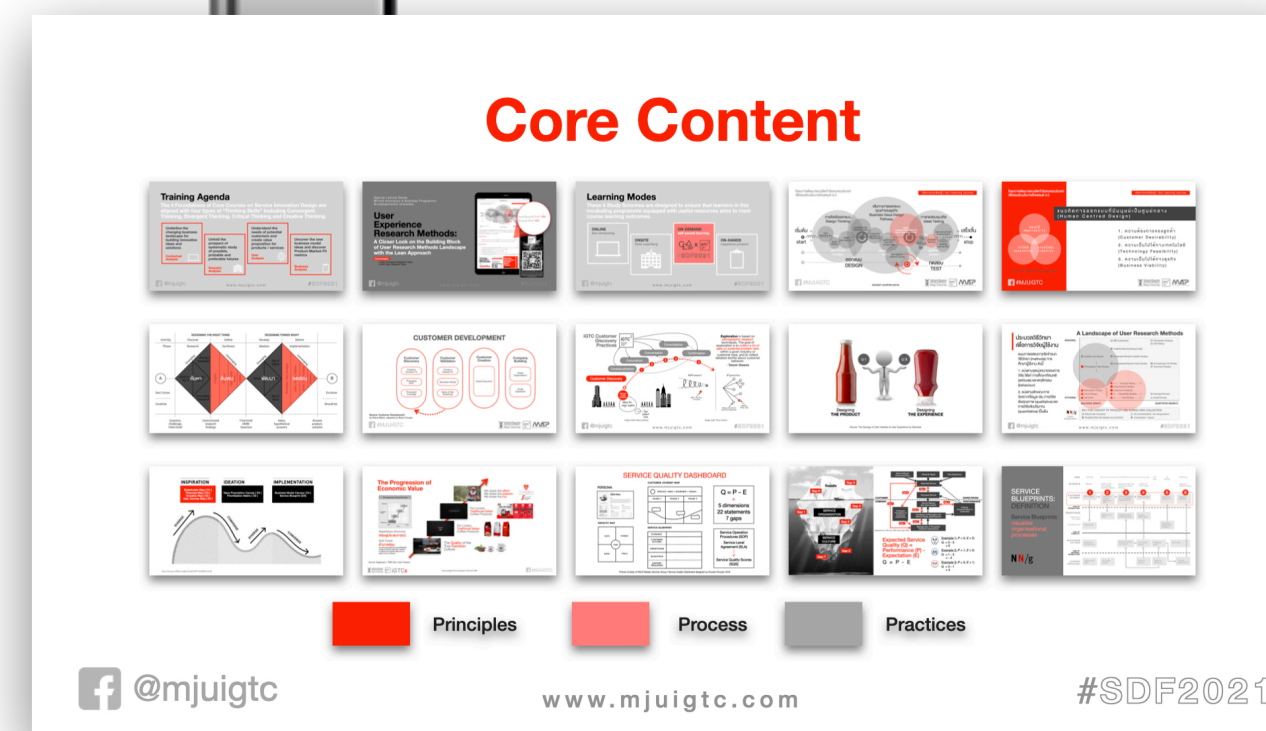
Downloads:

- iGTC Contextual Research Tools
- iGTC User Research Tools

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**#SDF2021**

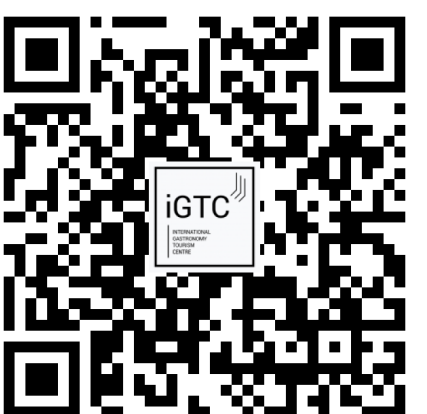


iGTC Service Innovation Pathway

สำหรับนักศึกษาหลักสูตร F

โครงการฝึกปฏิบัติการเชิงปฏิบัติ  
Closer Look on the Building Block of U  
นวัตกรรมอาหารและธุรกิจ (Food Inno  
มหาวิทยาลัยศรีนครินทรวิโรฒ ร่วมกั  
(iGTC) คณะพัฒนาการท่องเที่ยว

Click to





# There are no facts inside the building So get outside.

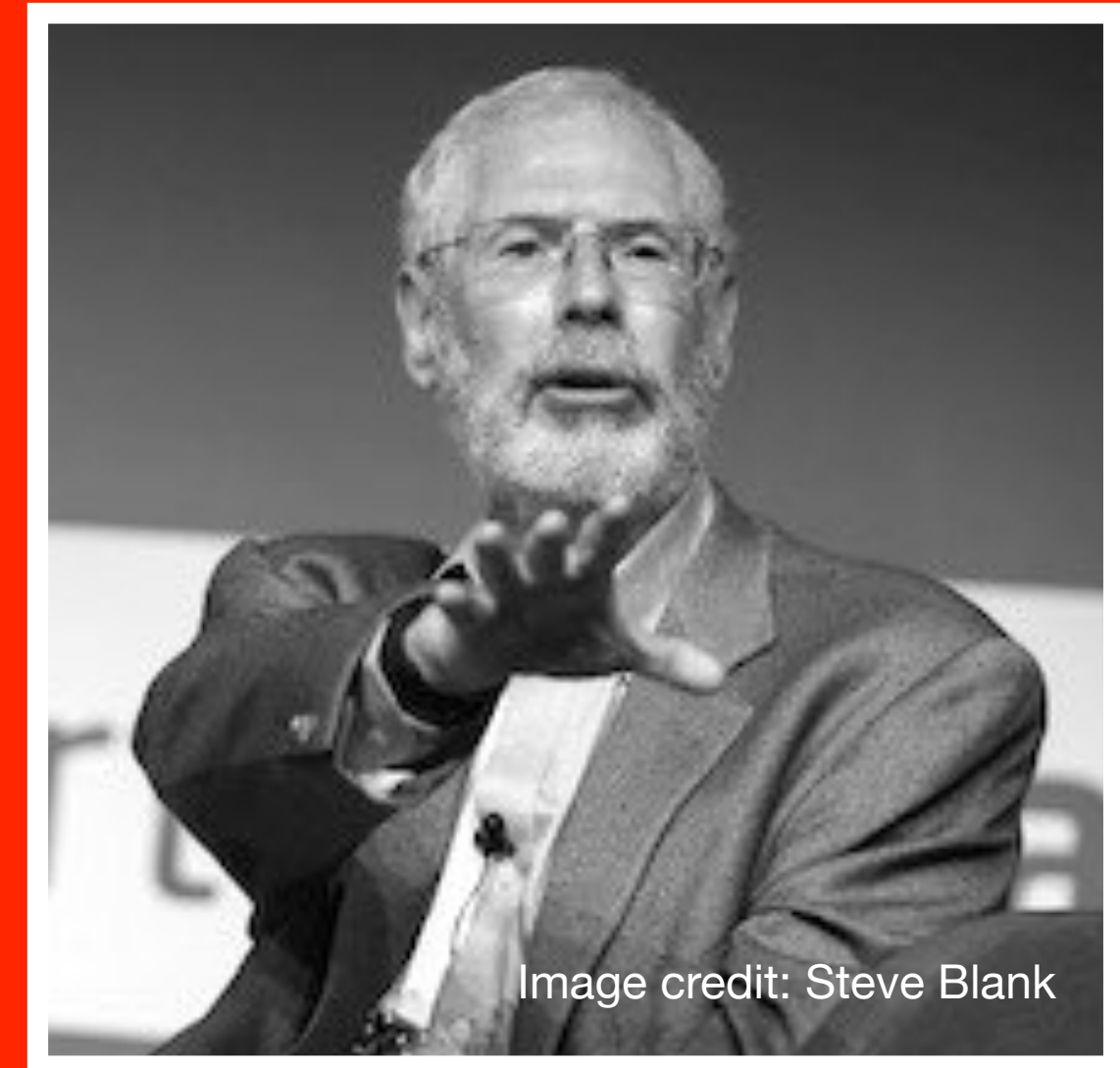


Image credit: Steve Blank

## Steve Blank

The Four Steps to the Epiphany:  
Successful Strategies For  
Products that Win (2005)

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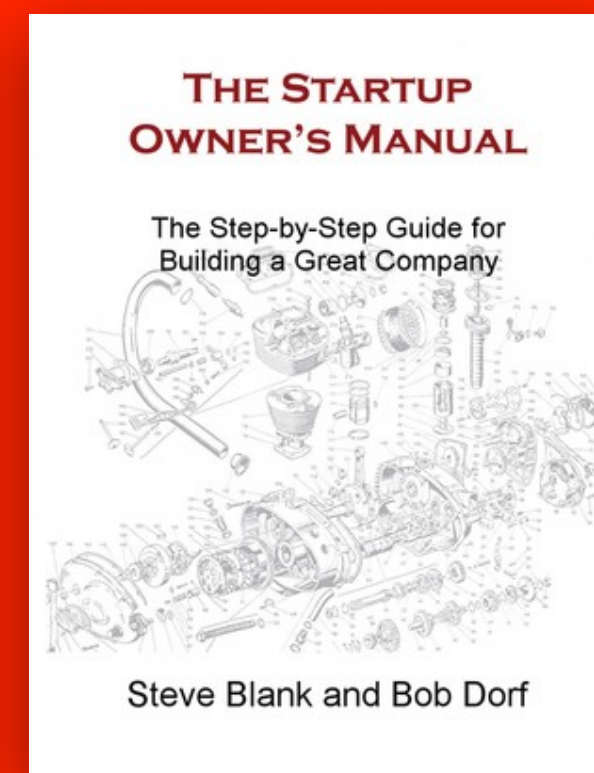
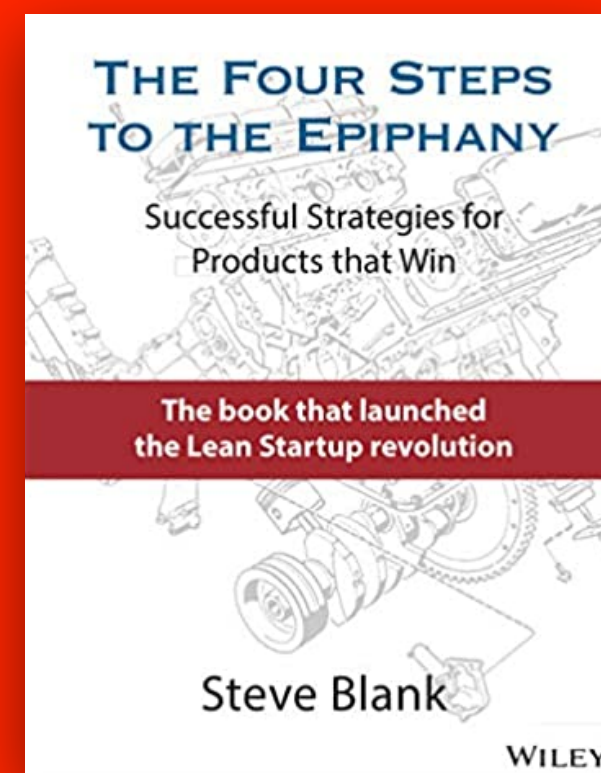
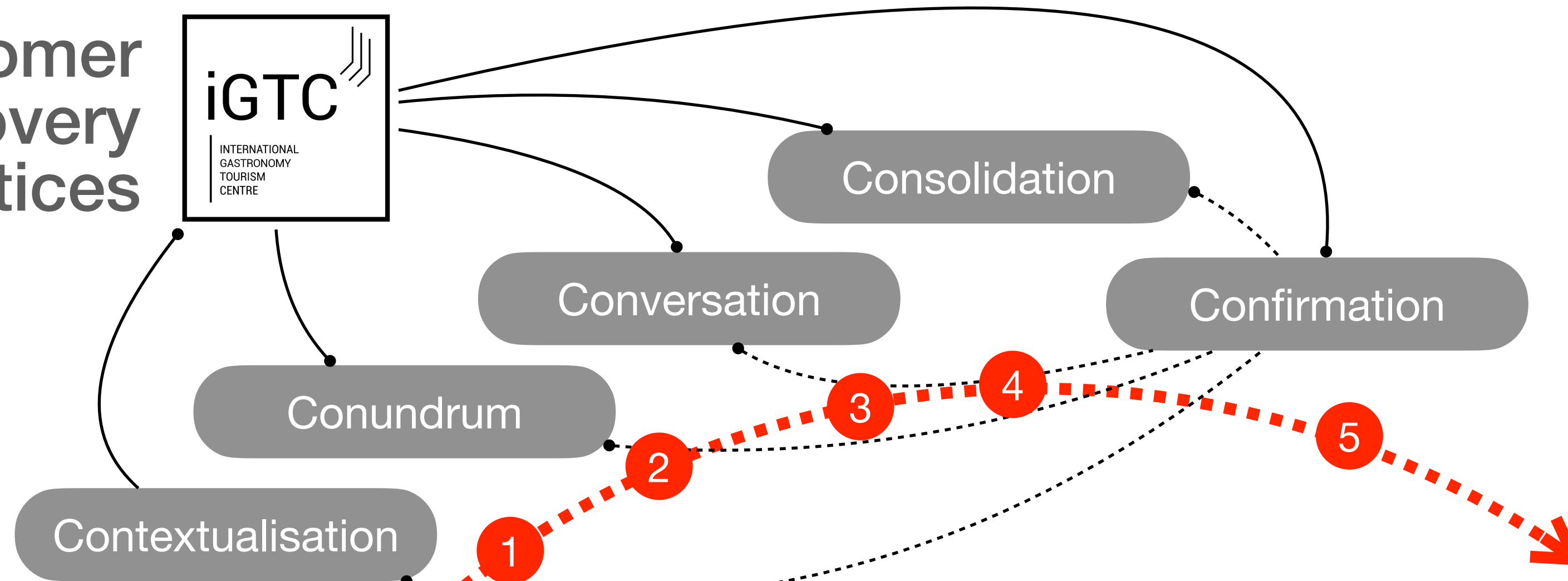


Image credit: Amazon

”

# iGTC Customer Discovery Practices



**Exploration** is based on *ethnographic research* techniques. The goal of exploration is to *collect a lot of data on potential problem sets* within a given industry or customer type, and to collect detailed stories about customer behavior.

- Trevor Owens

## Customer Discovery

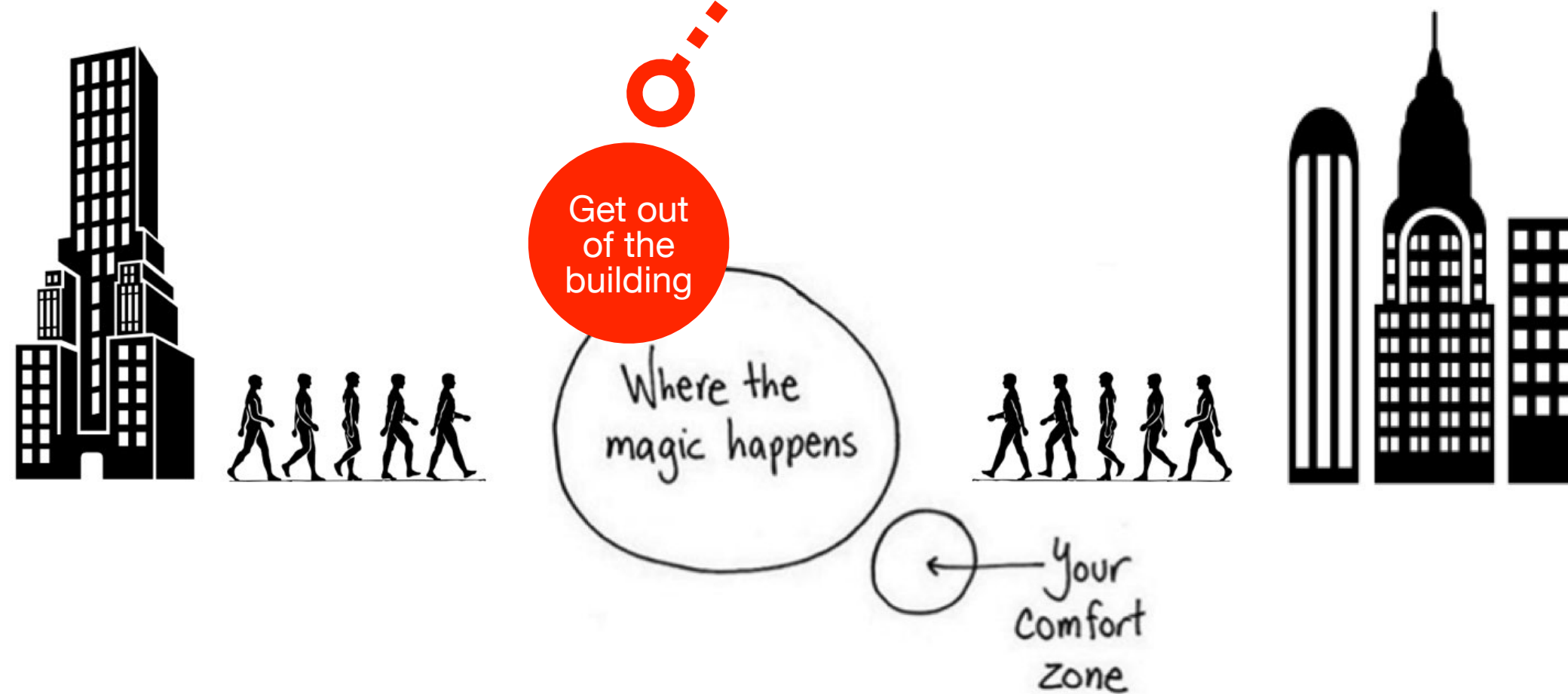


Image credit: Alexej Jordanov

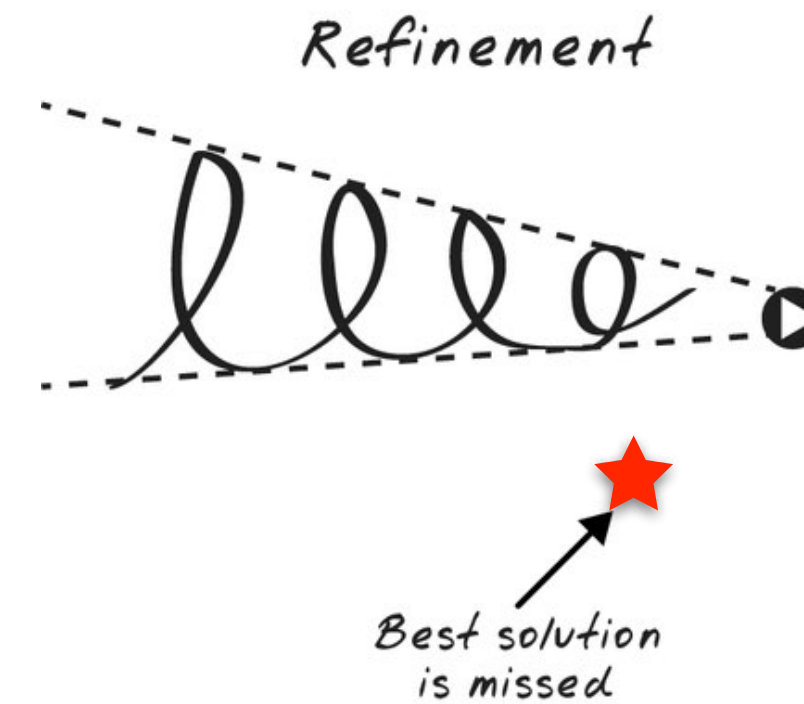
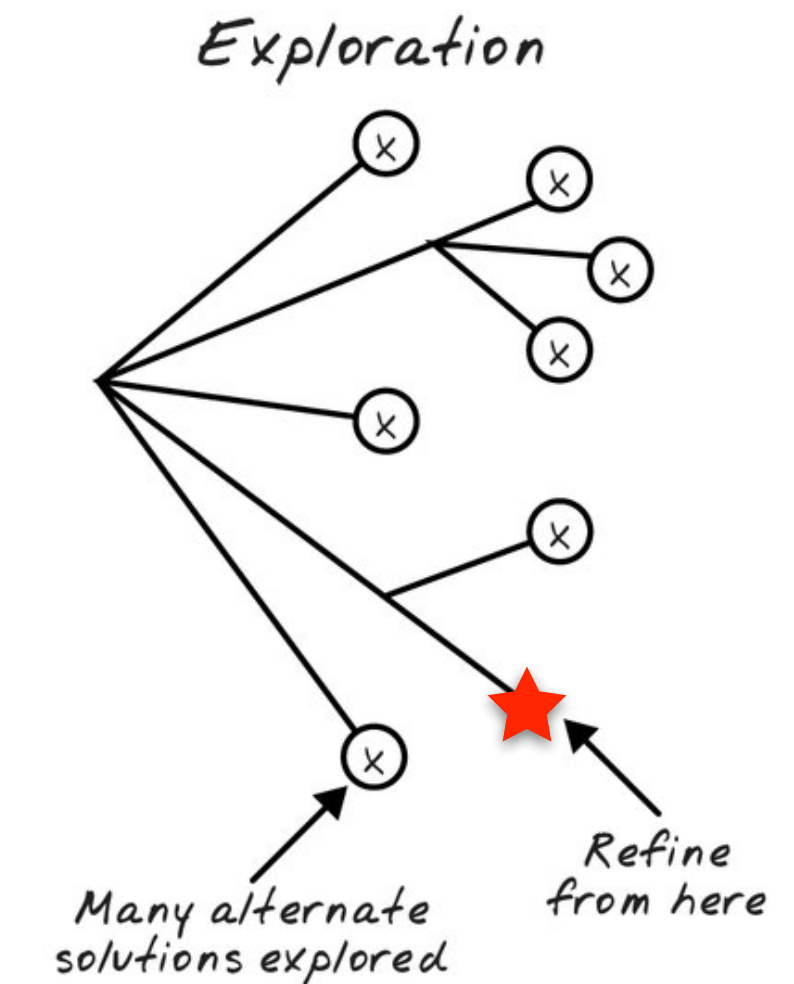


Image credit: Trevor Owens







iGTCx CoLAB:  
The Future is Collaborative

CONNECTING  
COMMUNITIES  
**CONNECTING  
COMMUNITIES**  
CONNECTING  
COMMUNITIES



@mjuigtc



ร่วมออกแบบการเรียนรู้  
โดย อ.อนุวัต เชื้อเย็น  
ผู้อำนวยการศูนย์การศึกษา iGTC  
คณะพัฒนาการท่องเที่ยว มหาวิทยาลัยแม่โจ้





iGTCx CoLAB:  
The Future is Collaborative

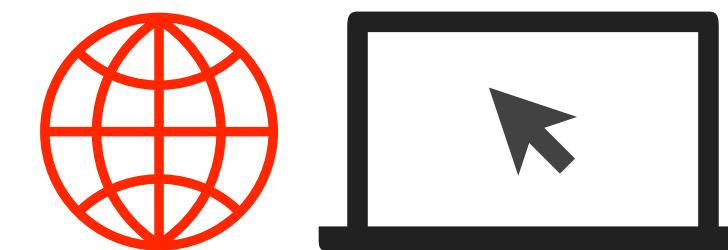
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COMMUNITIES  
**CONNECTING  
COMMUNITIES**  
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