

# UNDERSTAND

## PROBLEM



Mexico's City government is trying to remove shoeshiners from the city's Historical Center under the argument that they cause visual pollution.

## LAWS

In order to carry out their activities, shoeshiners must get a license.

Shoeshiners are ruled by the *Reglamento de trabajadores no asalariados del Distrito Federal* (regulation of non-salaried workers of the Federal District.)

Article 31.- Shoeshiners may be itinerant or assigned to the following places:

- I. Parks and gardens
- II. Selected places on the public road

Second Title

Article 30.- The general direction of work and social welfare will determine the places where the shoe shiners can establish.



## ADVERTISING



Advertising is the set of strategies that companies apply in order to get exposure for their products.

The most relevant to shoeshiners are::

**Outdoor advertising** which is used on the roads or using urban elements.

**Hot spots:** Because of their location, they have a greater flow of people.

# 4500



shoeshiners in Mexico City

# Víctor Miguel Pérez Serrano

Leader of Unión de Aseadores de Calzado



# \$15 MXN

monthly Unión de Aseadores de Calzado fee to belong

# OBSERVE

In order to fully understand the shoe shiner's problematic from their perspective, the following techniques were applied:

## PASSIVE OBSERVATION

They spend a lot of time in their phones

All the material they use is messy.

Shoeshiners spend most of their day sitting and waiting for customers.



## ACTIVE OBSERVATION

They have frequent and loyal clients.

Shoeshining involves many steps

Most of them felt uncomfortable while being observed and changed their attitude.



**300 SURVEYS**

To target



**40 INTERVIEWS**

To shoeshiners



**EMPHATIC MAP**

# DEFINE

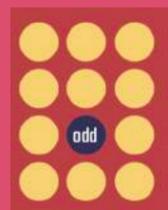
## MAIN PROBLEMS



visual pollution



the module is heavy to transport



no aesthetic uniformity



expensive rent space to store the module at night

## REAL NEEDS



visually attractive solution



protection from the weather



adapt to surroundings

## INSIGHTS

There are shoeshiners all around the city but people don't notice them. Many women have shoes that can be shined but they don't know it.

## FINAL OBJECTIVE

Design a workspace for shoeshiners in Mexico City taking into account the geographical, political and current context. The workspace must protect the user from the environment (pollution and weather). Creating awareness is also an important step in this project given that the new generations and many women don't actually go to the shoe shiner, they do it at home. We want to create a workspace that will leave the "do it yourself" aside and that will encourage people to go out and shine their shoes in the new modules.



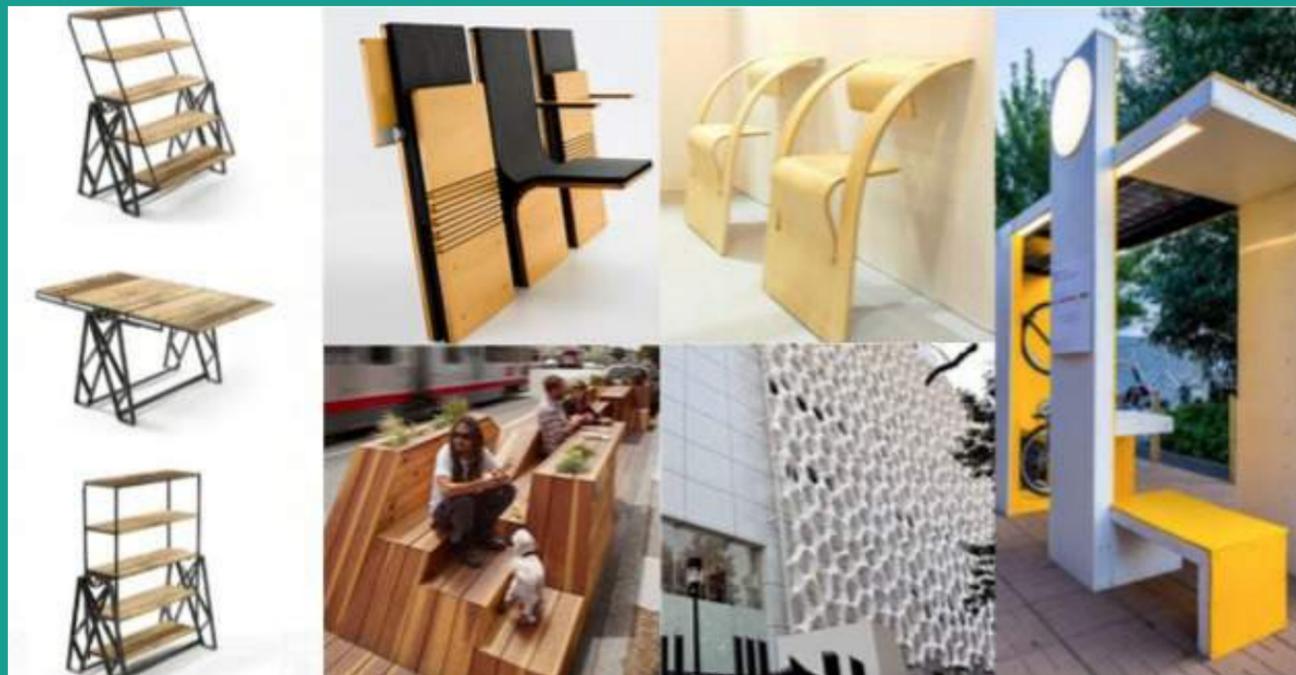
# IDEATE



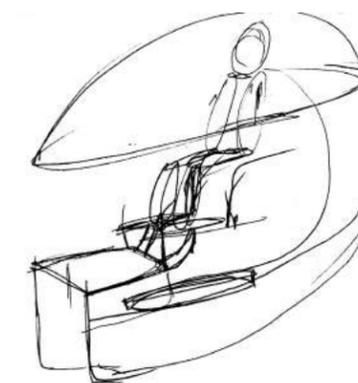
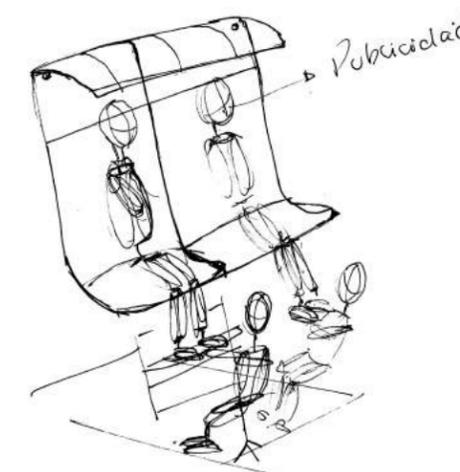
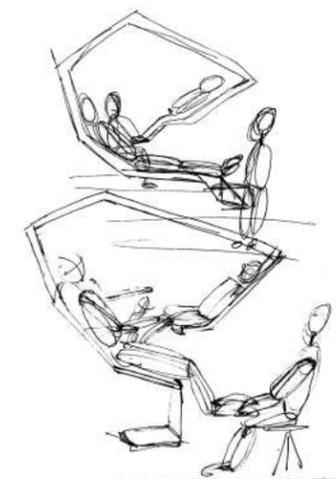
To create new ideas, the following methods were used:

- Brainstorming: this gave the team a new perspective of the solution, by thinking different ways that could help shoe shiners to make their job easier.
- Inspirational moodboards: according to the results of the brainstorming, images from different sources, such as Pinterest and WGSN, inspired the team to start sketching.
- Ideation sketches: this process consisted in sketching approximately 50 drawings per person, to finally get to one final sketch.

## INSPIRATIONAL MOODBOARDS



## IDEATION SKETCHES



# PROTOTYPE

## Final proposition

We came to a solution that is a fixed module that will be found all around the city. It can be located in the streets, parks, malls, underground, etc. The fixed module will help solve the problem of the module transport at night and will reduce costs to the shoeshiner. The locations will also allow the users to easily locate the shoeshiners. There is plenty of space for advertisement and additionally, the module will have a second function when not in use. When the module is closed, it will serve as a map or information center for the people passing by and will provide light at night.



EXAMPLE 1 - COCA COLA ADVERTISEMENT



EXAMPLE 2 - UNDERGROUND MAP

These modules could be located in the underground and when they are not in use by the shoeshiners, their purpose will change and show information for the people that passes them by.

# MEASURE

## Business Model Canvas

### Key

#### Partners

Socially responsible business.  
Ex: Coca Cola, Adidas, Hp, Walmart, Home Depot and CIE. Providers. Marketing agencies. Companies that would like to advertise in the modules (Flexi, El Oso, Monte Pío, etc.) Urban artists and photographers.

#### Key Activities

Design the module.  
Manufacture the module.  
Get permissions from the government.  
Get sponsors.

#### Value Proposition

To improve the working conditions of the shoe shiners of Mexico City. In addition, a visual improvement will be sought in order to attract new types of clients. The new module will also adapt to the environment and its surroundings.

#### Customer Relationship

Reactivate social networks.  
Web page.  
Incentives for the clients to come back.  
Personalized service.

#### Customer Segments

14+ years old.  
All social classes.  
Men and women. We will try to make more women adapt this tradition.  
An example will be the tourists visiting Mexico or people who have a dress code for work. Ex: lawyers, business men, etc,

#### Key Resources

Private investors.  
Brands to make alliances.

#### Channels

The street is the main channel. Specially busy streets. Ex: Madero street in the city centre. Business zones. The module will be visually much more attractive.

#### Cost Structure

Design.  
Production/ manufacture.  
Materials.  
Crowdfunding.  
Advertisement.  
Sponsors

#### Revenue Streams

Shoeshining.  
Advertisement in the module.

# MEASURE



## Value Proposition

- Better work conditions
  - Visual attraction
- Double functionality (information + lighting at night)
  - Attract new clients
- Adapt to the surroundings

## Source of income for shoeshiners

Shoeshining  
Advertisement in the module



## User and Channels



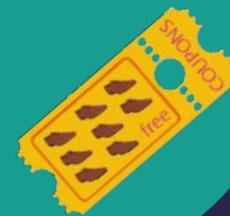
Men and women.

Try to welcome more women to the tradition.

+ 14 years old  
Working people  
Tourists



Street is the main channel, locate the modules on busy streets.  
Advertisement on social networks.  
Create incentives so that people want to return.



## How do I do it?

Socially responsible business will sponsor the modules for the shoeshiners. This will make them look good and they will be helping out a vulnerable group in their society.



# TEST

## TEST

*“It’s really pretty, it would be amazing if we could all have the same module”*  
*Mauricio, shoeshiner*



## CONCLUSION

In conclusion, the real needs were solved in a successful way and a double functionality was added making it more valuable. Shoeshiners work conditions will improve considerably and the new module will help them attract new clients and blend in with their surroundings. Shoeshiners will not need to worry anymore given that socially responsible business will sponsor the modules and the future incomes will be strictly for the shoeshiners.