Business Challenge 01: Growth

Growth

Growth is at the forefront of every business leader’s mind.

Growth means different things to different organizations

GROWTH NEEDS A STRATEGY, AND EVERY STRATEGY NEEDS A STORY

Growth means creating a clear and compelling vision of the future

Design Thinking Approach for Business Challenge (Growth)

Stories reveal the hopes, dreams, and aspirations of authors, readers, populations, and cultures

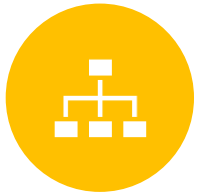
Good storytelling is a technique where a leader is tasked with reframing an organization’s past, present, future, problems, needs, desires, and hopes

Storytelling is a technique to harmonize the company’s vision and translate the key elements of a strategy into a compelling and accessible narrative that connects the past with the present and the future in a cohesive way.

How to tell a story

Make it collaborative

Make it engage:



Make it structured:

Make it performative:

Make it tangible:

Make it fun:

Make it real:

Interpretation of design thinking to Growth challenge:

- These frameworks allow people to benefit from empathetic role-play and explore the goals, choices, decisions, motivations, actions, successes and failures
- growth can be communicated effectively through the development of characters, personas, artifacts, and future-oriented archetypes
- Stakeholders can easily identify, engage, debate, or learn by exploring their choices, actions, and experiences within a variety of contexts and situations

Business Challenge02 : Predictability

Predictability is the extent to which the future of the external environment can be forecast or predicted

strategic planning “has always been about analysis, breaking down a goal or set of intentions into steps, formalizing those steps so that they can be implemented

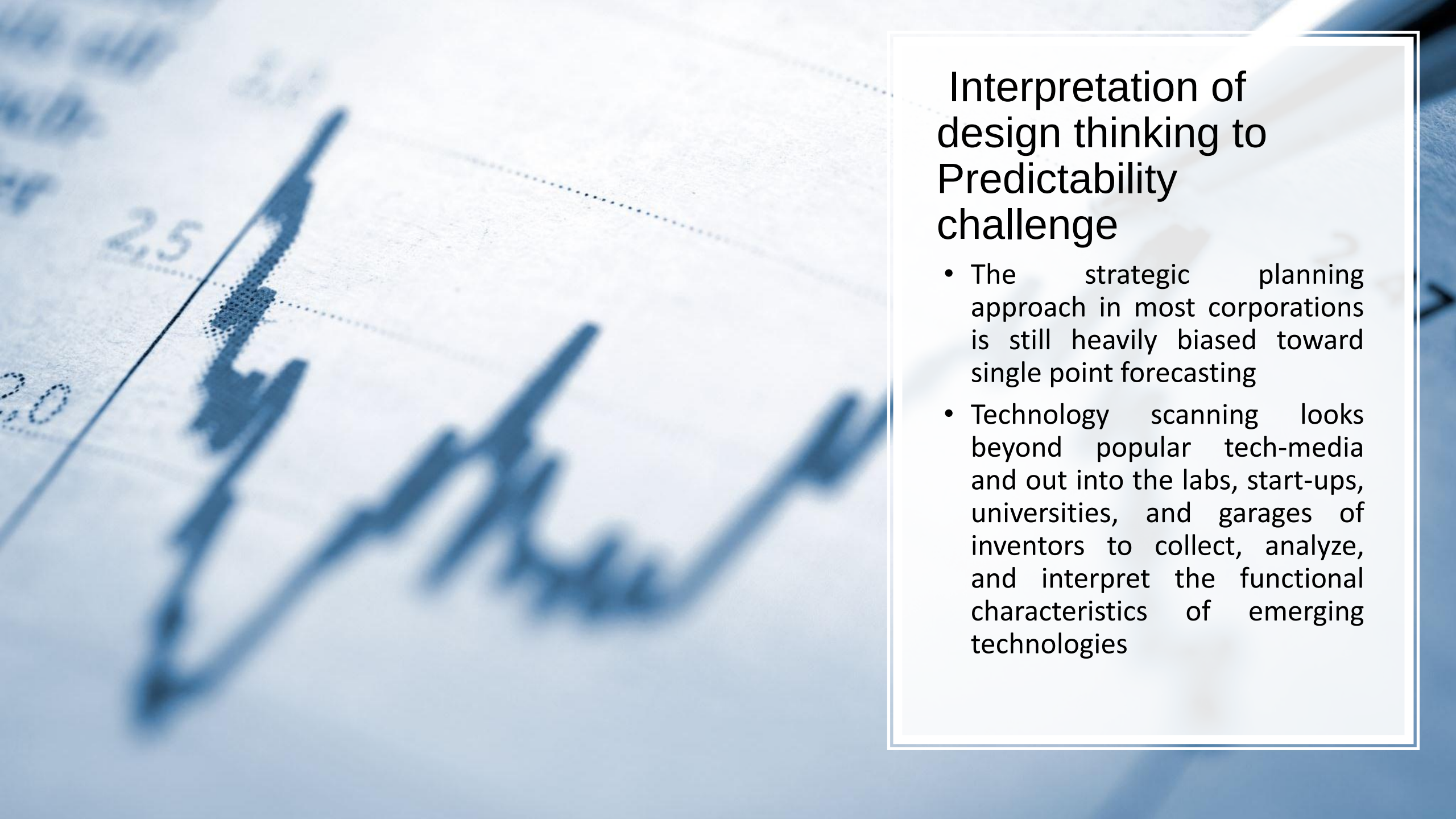
predictability allows companies to improve efficiency, effectiveness, and productivity while gradually reducing costs

Design Thinking Approach for Business Challenge (Predictability)

Strategic Foresight

Strategic foresight is not “planning”; it’s one of the many inputs for planning

Strategic planning needs to consider a multitude of factors in the present competitive and operational environment and then extrapolate the data into a possible future



Interpretation of design thinking to Predictability challenge

- The strategic planning approach in most corporations is still heavily biased toward single point forecasting
- Technology scanning looks beyond popular tech-media and out into the labs, start-ups, universities, and garages of inventors to collect, analyze, and interpret the functional characteristics of emerging technologies

Business Challenge 03: Change

- Change is the heart of leadership, and leaders must understand its context before designing and implementing any change program
- Simply stated, an organization that not only is prepared for but expects change is one that can overcome challenges
- change is reshaping industries and categories

Design Thinking Approach for Business Challenge (Change)

Sense making is a required capability for developing change competency

A plan is needed—not just as a reaction to change, but also in anticipation of it

Sense making is the process by which design thinkers understand experience

Interpretation of design thinking to change challenge

Sense making involves the process of creating mental models or mental maps that serve as memory representations

Visualization is central to sense making

Business Challenge 04: Maintaining Relevance

01

Relevance is felt deeper and can create a clear divide between brands

02

Over time, brands must rethink and redefine the value that they bring to consumers

03

But customers are becoming more demanding of companies to stay relevant to their ever-changing lifestyles

Design Thinking Approach for Business Challenge (Maintaining Relevance)

Value redefinition is a design approach that helps develop a new voice and meaning that will not only resonate with consumers but also sideswipe the competition

The design thinking approach to redefining value begins with people, not products

value is associated with a product, service, system, artifact, or relationship that provides a means to a desired end

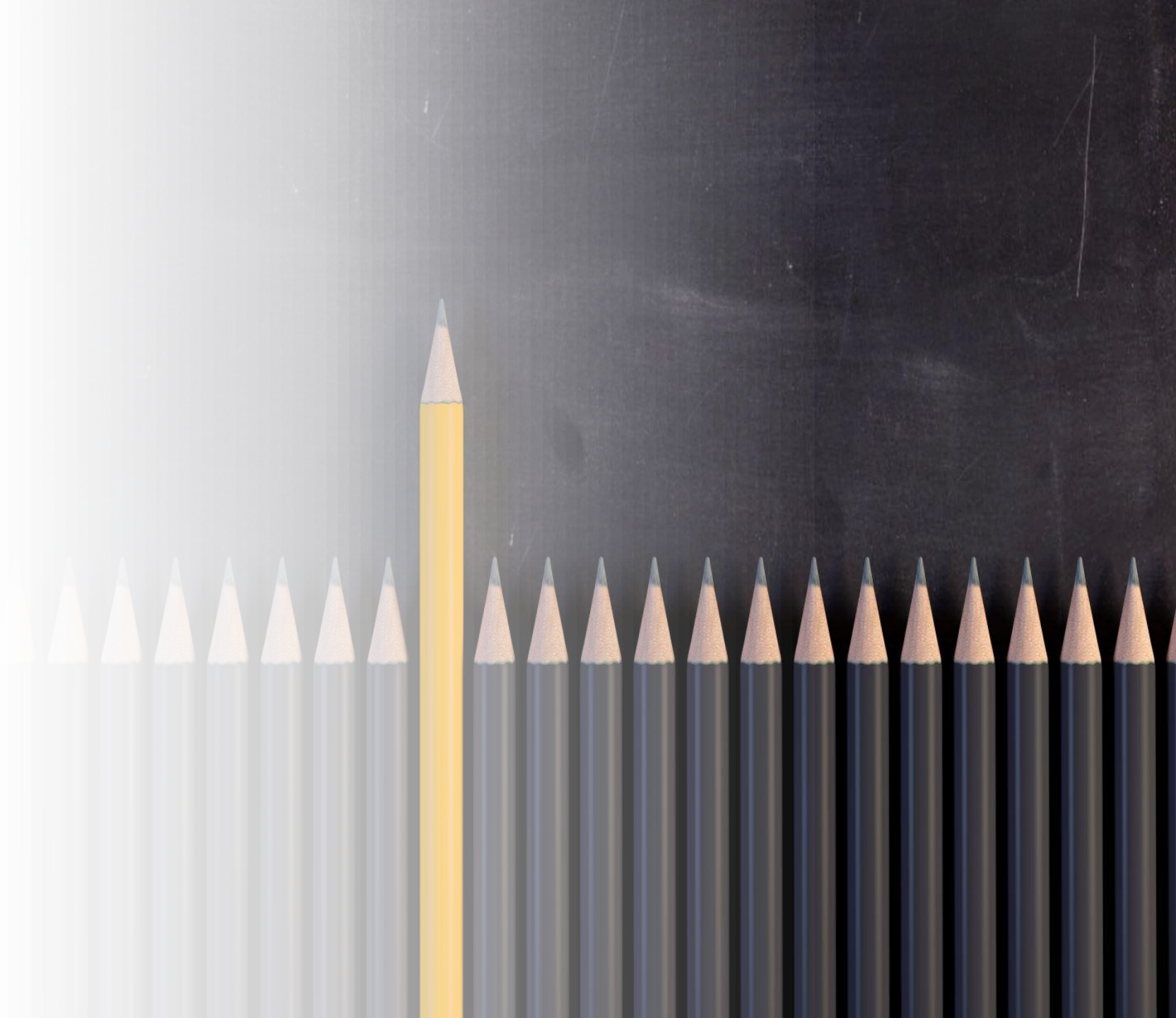
Interpretation of design thinking to Maintaining Relevance challenge

- The following non exhaustive attributes when thinking about customer value

  - How can you solve my problem quickly?
  - How can you solve my problem the way I want it?
  - How can you solve my problem anytime, anyplace?
  - How can you solve a problem for me that I don’t want to know about?
  - How can you solve a problem that I don’t even know I have?

Business Challenge 05: Extreme competition

- Traditional competitive strategy often leads to further commoditization
- Competition would be reduced to highly predictable shifts
- Innovating through experience design offers companies a high degree of differentiation in some of the most ubiquitous product and service categories



Design Thinking Approach for Business Challenge (Extreme competition)

- Experience design is a holistic and multidisciplinary approach to creating meaningful contexts of interaction and exchange among users

- Experience design highlights the importance of developing a clear understanding of consumer needs, cultures, expectations, assumptions, and capacities

Interpretation of design thinking to Extreme competition challenge

- Every company provides a customer experience
- It begins with using customer journey mapping to visually illustrate an individual customer’s needs and goals, the series of interactions
- Customer journey mapping succeeds when these exercises are based on ethnographic research and contextual inquiry that allow researchers to experience and perceive the emotions of customers

Business Challenge 06: Standardization

- Standardization is a necessary cost driver for every company
- It is a means to achieve operational, cost, and performance efficiencies by streamlining activities, leveraging technologies, and maintaining employee
- In some cases, the standardization of legacy manufacturing poses a big challenge to innovation.

Design Thinking Approach for Business Challenge (Standardization)

- Design thinkers are sensitive to the human touch points that encourage and foster such emotions as profound moments of attachment to a product, service, or brand
- Design thinking seeks to reinsert human-centered qualities that can introduce new meaning
- Designers, like the businesses they work for, are people who impart social values and beliefs on the things they produce

Interpretation of design thinking to Standardization challenge

- Humanization can be leveraged by usability, human factors, customer experience design, and brand storytelling
- One route to greater humanization is reassessing how your organization does research on consumers and talks about or represents them

Business challenges	Design thinking solutions
Growth	Story telling
Predictability	Strategic foresight
change	sensing
relevance	Value redefinition
Extreme competition	Experience Design
Standardization	Humanization
Creative culture	Prototyping
Strategy and organization	Business model design

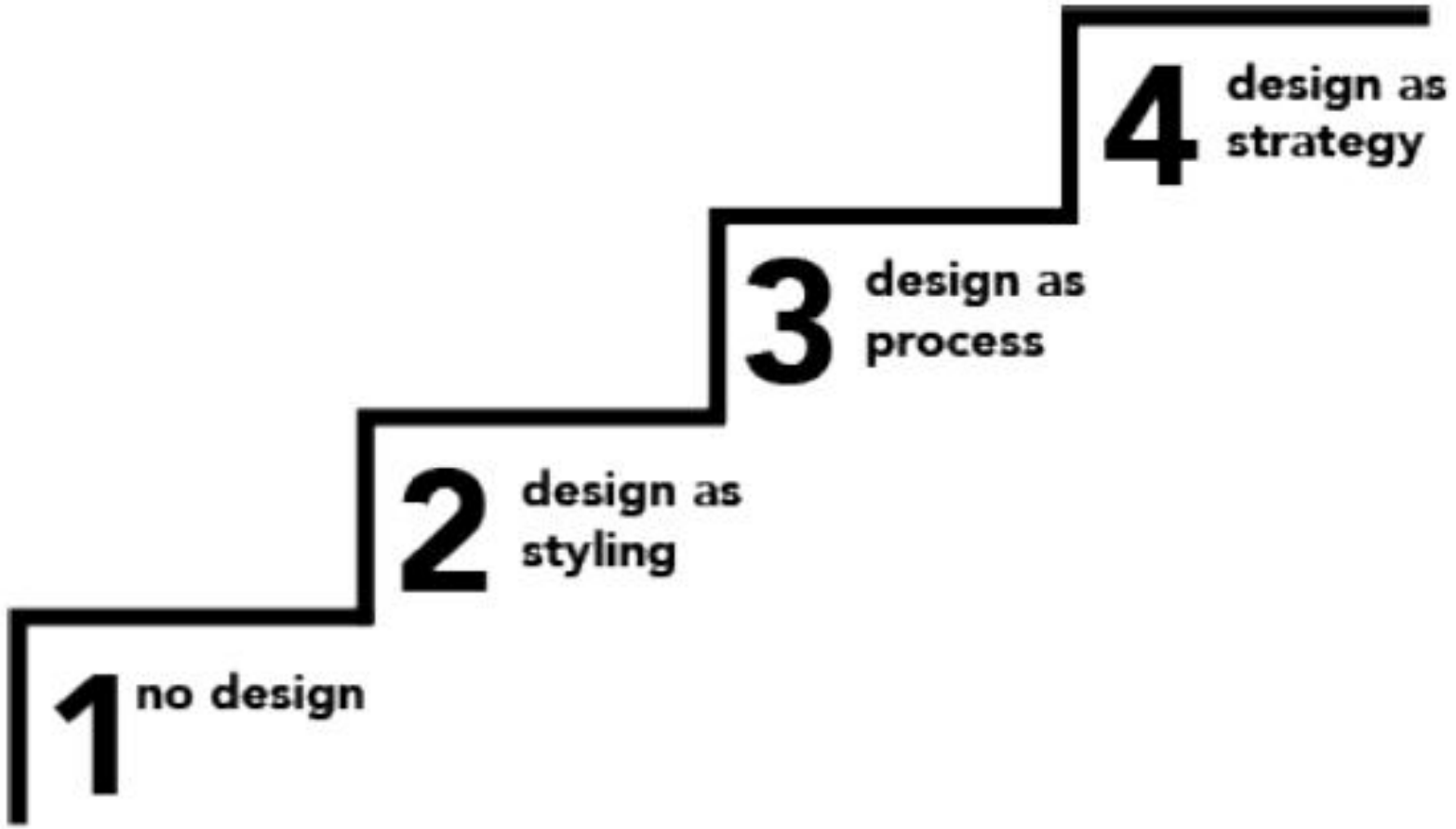
- Design thinking for start-ups

- Design thinking has been introduced as an innovation approach that brings creativity and user-centeredness to businesses
- Due to advancements in technology, the barriers to start new ventures are now lower than ever before
- increasing global competition and changing customer behaviour brings new challenges to startups
- There are considerable differences between large organizations and startups

The differences between startups and large organizations means that the uses and challenges of design thinking applied to startups will be different too

- The Design Ladder, developed by Danish Design Centre, is a scale developed to measure the level of design activities in businesses

The Design Ladder that measures how the design is used in organizations



How does a startup integrate Design Thinking into its process?

It’s both abductive as well as deductive.

- Being deductive means using past knowledgeto solve currentproblems

- Being abductive means imagining and visualizing a future that should yet exist

School Life	Real Life
Mistakes are punished. Failure is not tolerated.	Mistakes are learning experiences. Failure breeds success.
Given the questions; find the right answers.	Ask great questions; find the best answers.
Knowledge and certainty foster confidence.	Intuition and imagination create potential for using knowledge.

How does a startup integrate Design Thinking into its process?

- Understanding that design thinking is not just the designer’s role, it is every ones' role.
- Understand and define the problem you are trying to solve
- Refine prototype, until it becomes like a movie trailer for product
- Run a weekly or monthly brainstorming meeting to encourage wild ideas
- Encourage team to think visually
- Become own best competition
- Hire T –shaped individuals

T-shaped individuals

- They tend to be professional in one area but are skilled in many other areas.
- They are highly intuitive.
- And they work as bridges between disciplines

- Anyonecan be a designer

Anyone can be a good design thinker

Business Model Canvas

Strategyzer

Key Partnerships	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	

Cost Structure	Revenue Streams

Strategyzer

Google Business Model

Key Partnerships

- Distribution Partners
- Original Equipment Manufacturers (OEMs)
- Open Handset Alliance (80+ technology/ mobile companies

Key Activities

- R & D - New product/service development
- R &D - Improve existing products /services
- Manage IT infrastructure

Key Resources

- Data centers
- Branding
- Intellectual Property (IP)

Value Propositions

- Web search, Gmail/ Google+/ circles
- Targeted Advertising using Adsense
- Targeted Advertising using Adwords
- OS & Platforms - Android, Chrome OS
- Hosted Google Apps - storage, shared calendars, video

Customer Relationships

- Automation
- Dedicated sales for large corporate accounts

Channels

- Global sales and support teams

Customer Segments

- Internet users
- Developers
- Advertisers & agencies
- Mobile device users
- Enterprise

Cost Structure

- R&D
- Data Centres
- Traffic acquisition costs (TAC)
- Sales & Marketing
- Staff
- General And Administrative Expenses

Revenue Streams

- Advertising
- Free
- Sales to enterprise

Visa Business Model (Innofin 2014)

Strategyzer

Key Partnerships

- Technology alliances
- Commercial partners

Key Activities

- Payments network management
- Transaction processing
- Value-added services

Key Resources

- Payments product platform
- Visa brand

Value Propositions

- Payment product card programs & cashless payments
- Convenience
- Security
- Rewards associated with card payments
- Improved sales & consumer experience

Customer Relationships

Channels

- Sponsorships (Fifa Worldcup/ Olympics)
- TV advertising
- Trade Shows

Customer Segments

- Financial Institutions (issuers)
- Financial Institutions (Acquirers)
- Cardholders
- Merchants

Cost Structure

- Personnel
- Litigations Provision
- Brand Promotion
- Network, EDP & communications

Revenue Streams

- Service revenues
- Data processing services
- International revenues

Strategyzer

Retail Bank (Innofin 2014)

Key Partnerships

- Investment Partners
- Technology Vendors
- Regulators

Key Activities

- Branch Operations
- Call Centre Operations
- IT Operations

Key Resources

- Physical & IT infrastructure
- Loan Assets

Value Propositions

- Deposit Products (Lower interest rates)
- Loan Products (Higher Interest Rates

Customer Relationships

- Personnal Assistance
- Automation (where possible)

Channels

- Branches
- ATMs
- Internet & Mobile devices
- Call centres

Customer Segments

- Retail/ corporate customers (depositors)
- Retail/ corporate customers (borrowers)

Cost Structure

- Interest expenses
- Channel costs

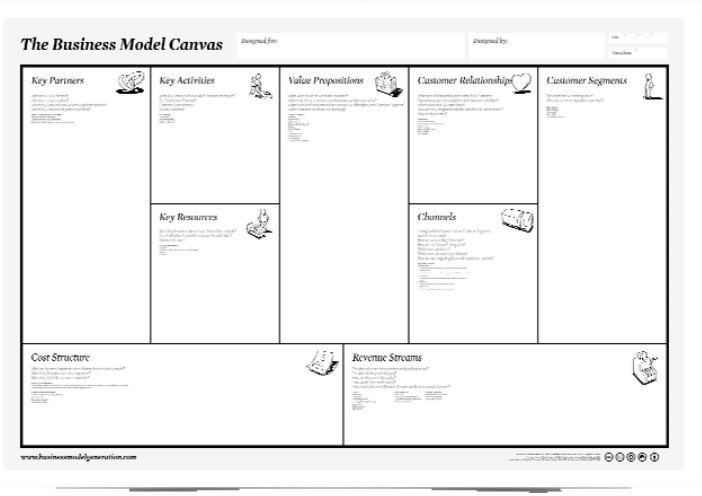
Revenue Streams

- Interest income
- Fee income

WHAT MAKES A START-UP DIFFERENT?

Money

Time



Business Model Canvas

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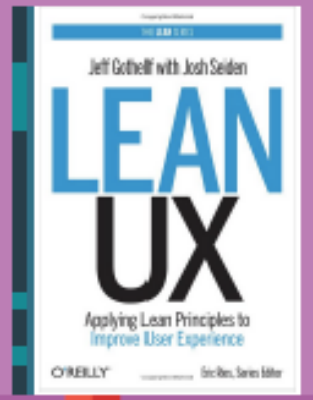
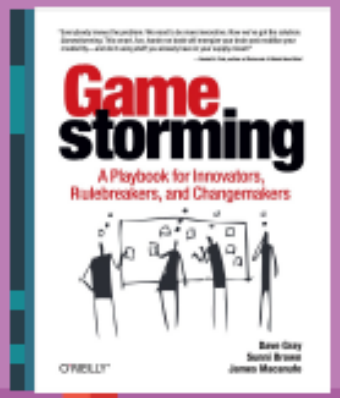
- What makes a good design thinker?

- An empathetic attitude toward people's behavior and habits
- A questioning mindset that goes beyond the obvious
- Patience to remain in problem space until the right questions are identified
- A holistic approach to problem solving
- The willingness to experiment and build
- A passion for collaboration
- An observing eye and a constant sense of wonder

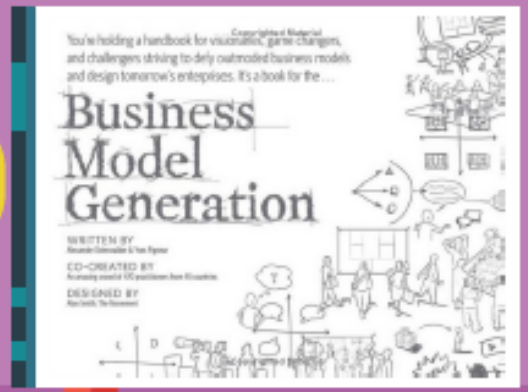
DESIGN THINKING IS OUR VEHICLE TO SOLVING HUMAN WANTS & NEEDS

NEVER

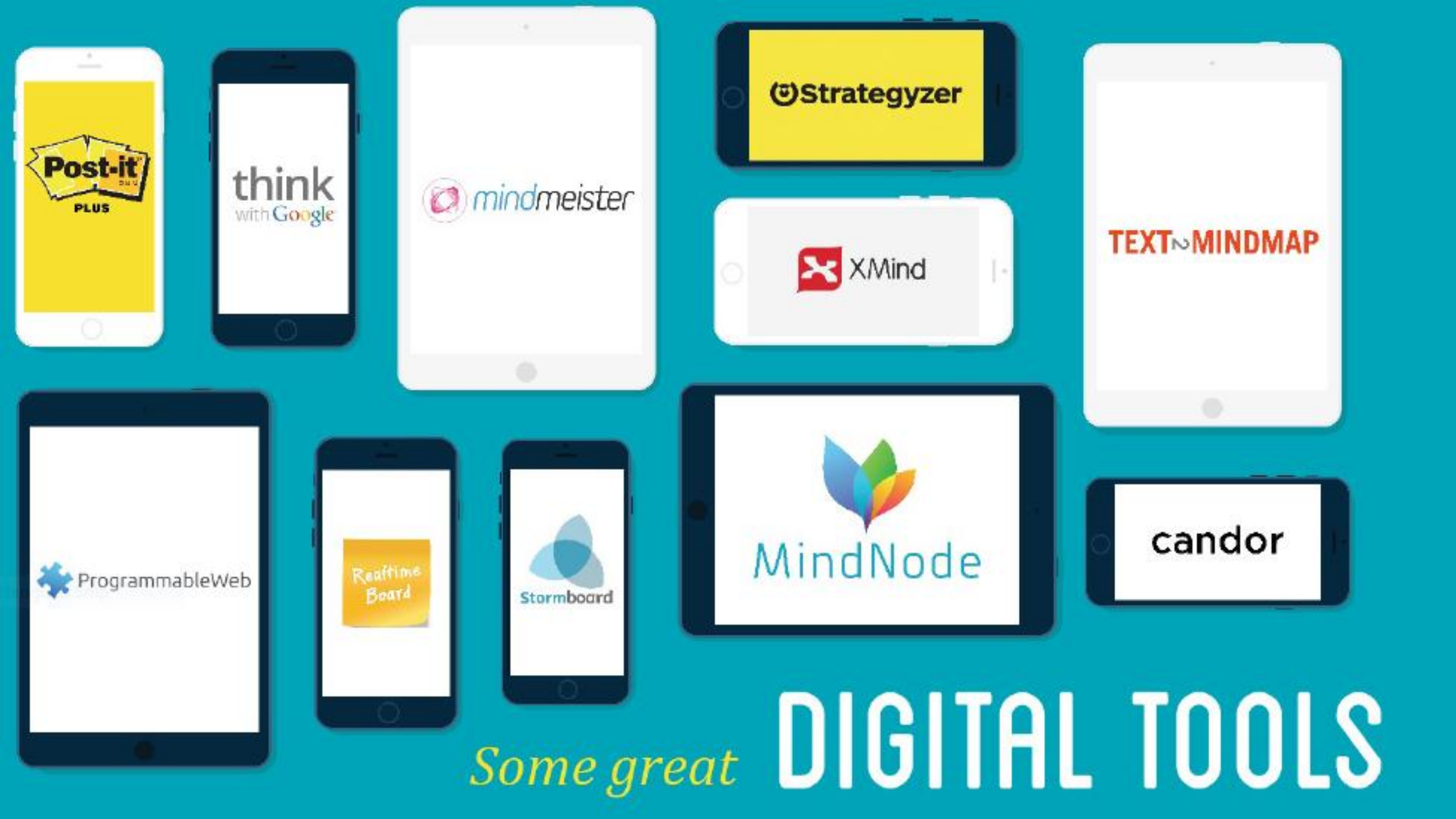




STOP



LEARNING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Some great
DIGITAL TOOLS

Design Thinking Inventions

Thank You