



# Design Thinking

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# **Design Thinking**

## Concepts

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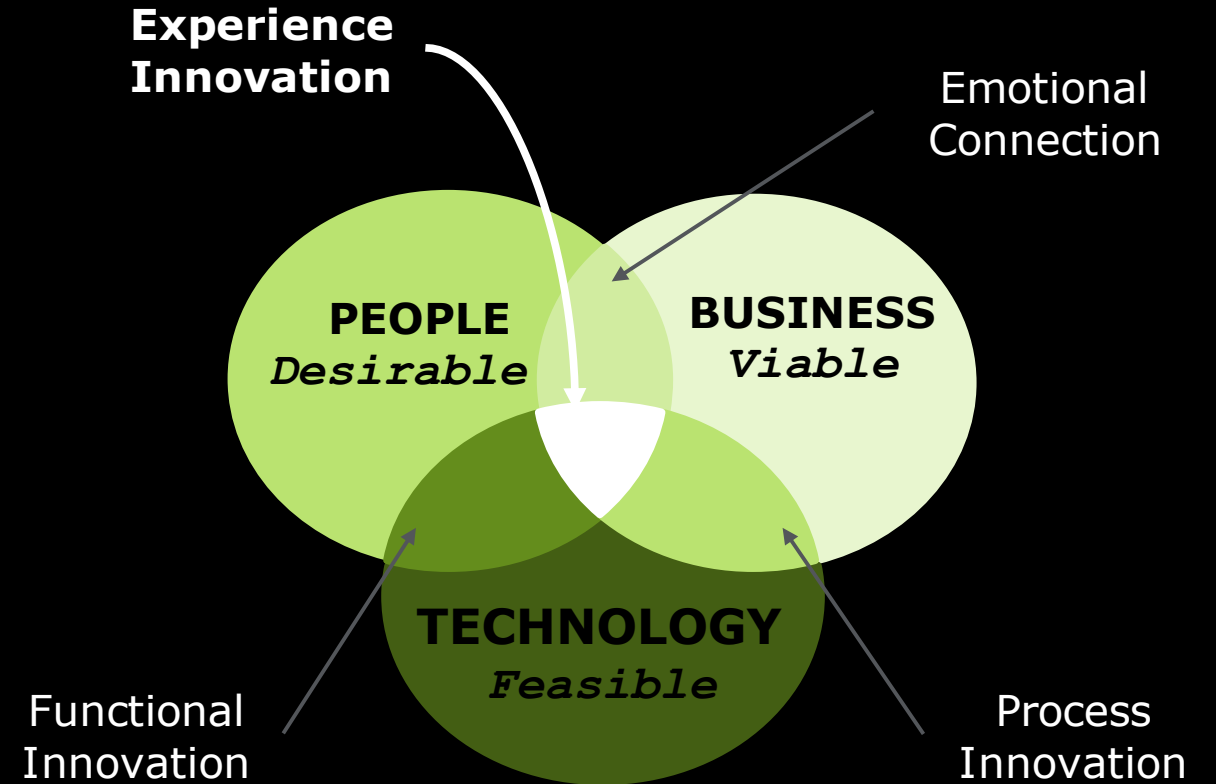
## What is Design Thinking?

**"Good design is good business"**

*Thomas Watson, IBM (1996)*

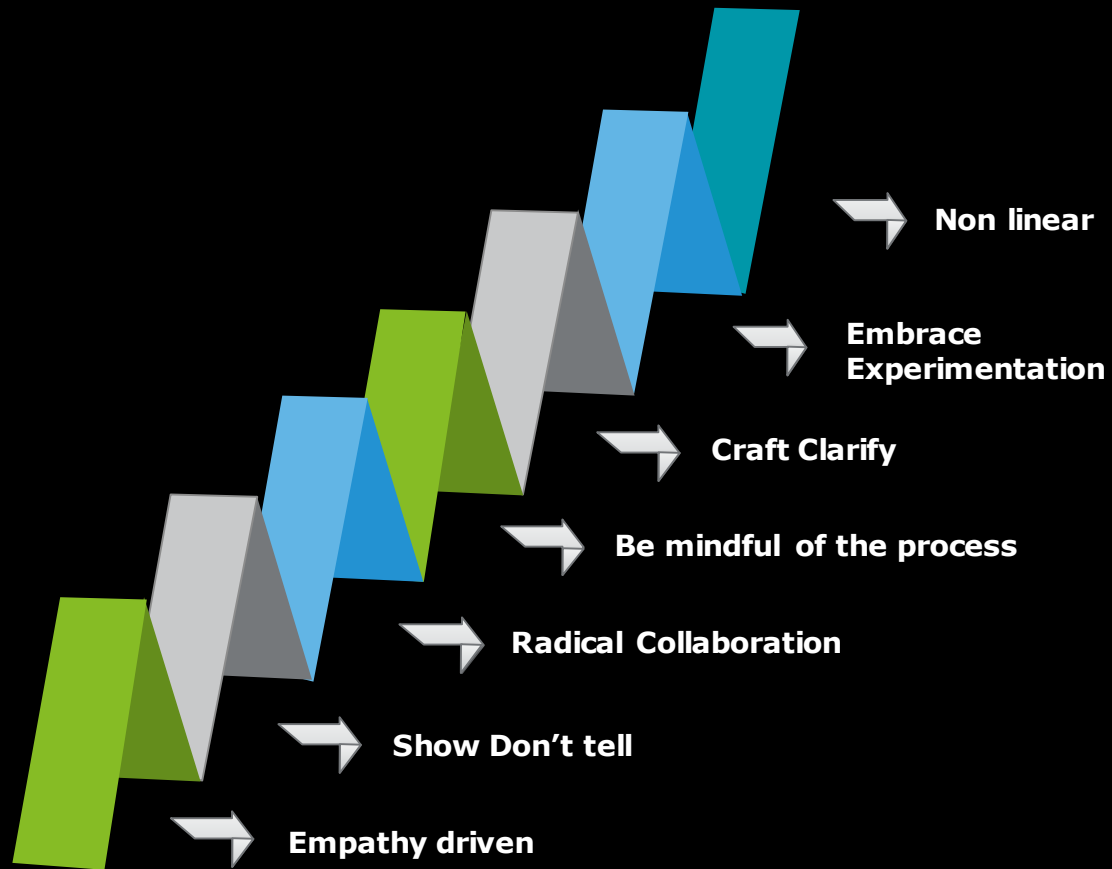
"Design Thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success"

-Tim Brown, President & CEO of IDEO



# Concepts

Design thinking is not a separate activity, it is a mindset!



**Most great ideas are not the result of a linear process**  
Some great examples of lateral thinking

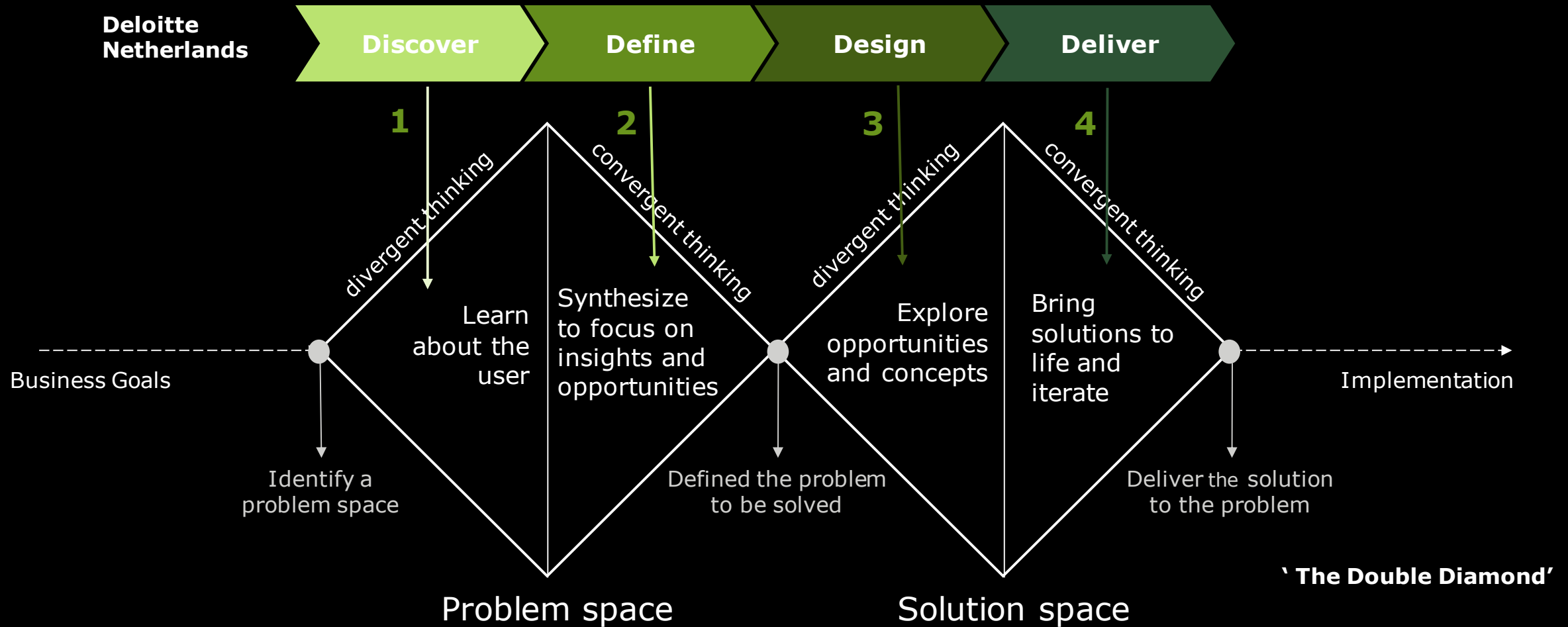


# **Design Thinking**

## Process and Techniques

# Process and Techniques

## Understanding the process behind the multiple views



# Process and Techniques

## Understanding the process behind the multiple views

### Discover

Learn about the user and the problem space

#### Empathize

learn the customer values

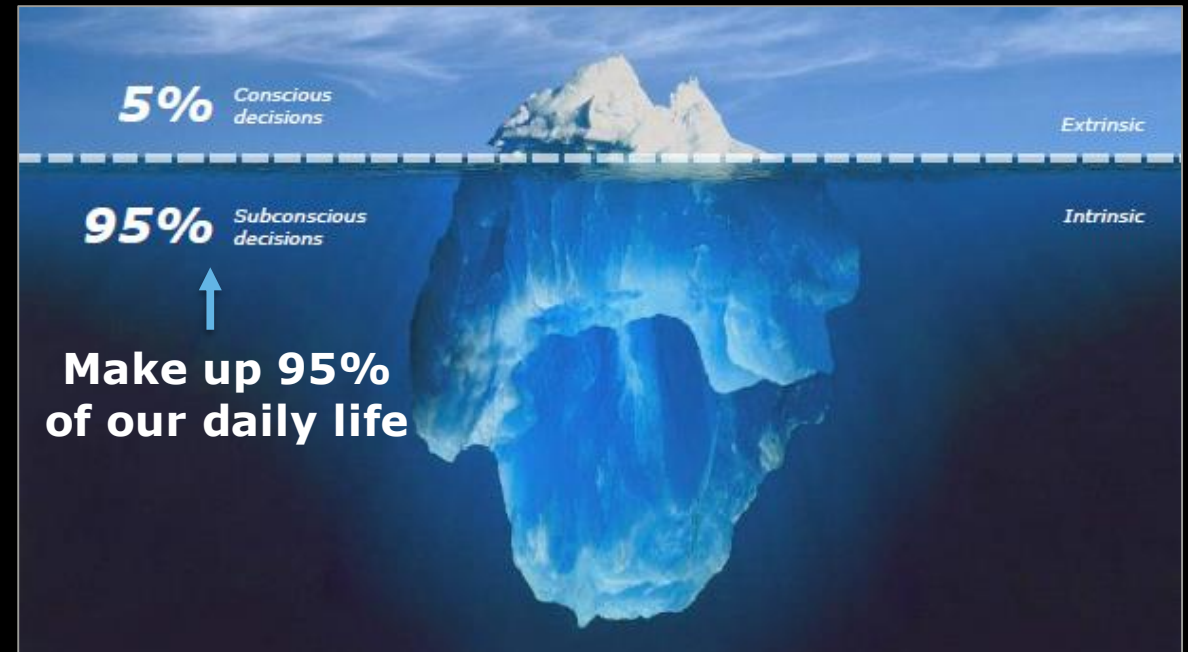
- Observe
- Engage
- Immerse

#### Research

get insights in how people think

- **Observations**
- **Interviews**
- **Generative sessions**  
(brainstorms)

Qualitative research is needed to get the 'problem-behind-the-problem'



"Fall in love to the problem not the solution" Peldi Guilizzoni



# Process and Techniques

## Understanding the process behind the multiple views

### **Discover**

Learn about the user and the problem space

**Empathize**  
learn the customer values

- Observe
- Engage
- Immerse

**Research**  
get insights in how people think

- **Observations**
- **Interviews**
- **Generative sessions** (brainstorms)

It's necessary to frame the problem!

Client request:	Possible research/design question:
"I need a CRM system"	→ How should we manage relationships?
"I need technology in the workplace"	→ How can we make our workplace tasks easier, faster, simpler?
"I need customers to buy more"	→ How can we become our customer's first choice as "go-to", as well as enable staff across distribution channels?

*"Fall in love to the problem not the solution"* Peldi Guilizzoni

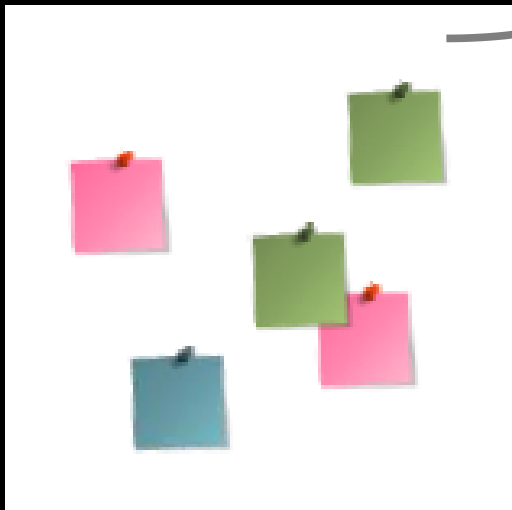
# Process and Techniques

## Understanding the process behind the multiple views

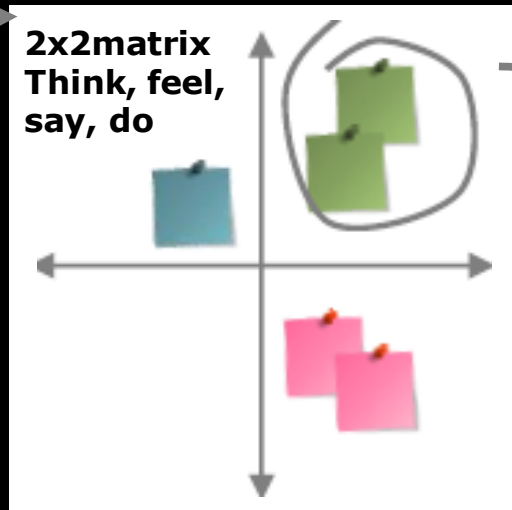
### Define

Synthesize to focus on insights and opportunities

#### I - Gather research outcomes



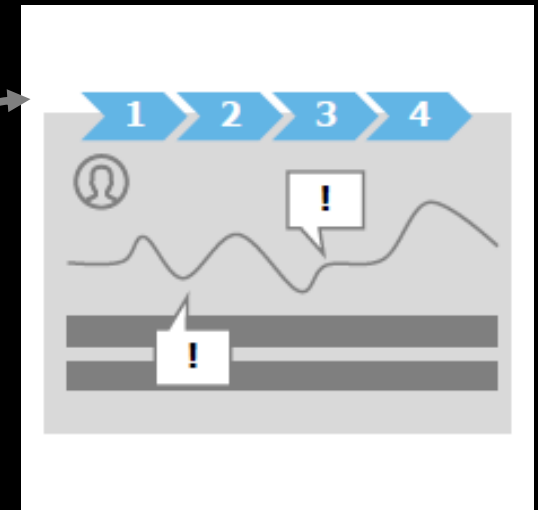
#### II - Analyse and find insights



#### III - Create a persona



#### IV - Create as-is customer journey



Ex: the **(who)** needs **(need)** because **(why)**

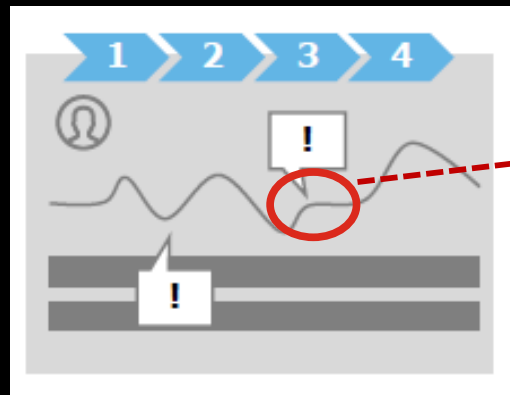
# Process and Techniques

## Understanding the process behind the multiple views

### ◆◆ Design

Explore opportunities and concepts - **Ideate**

How are we going to improve? How can we frame our problem for ideation?



Phase in the journey we would like to improve and had great significance for overall experience

**Question technique**  
"How will **Who** do **What** so that they can **Why**"



1

2

3

4

**Customer journey & Moments that Matter**

**Pick 1 to 2 moments that Matter to focus on**

**Reframe to brainstorm**

**Brainstorming**

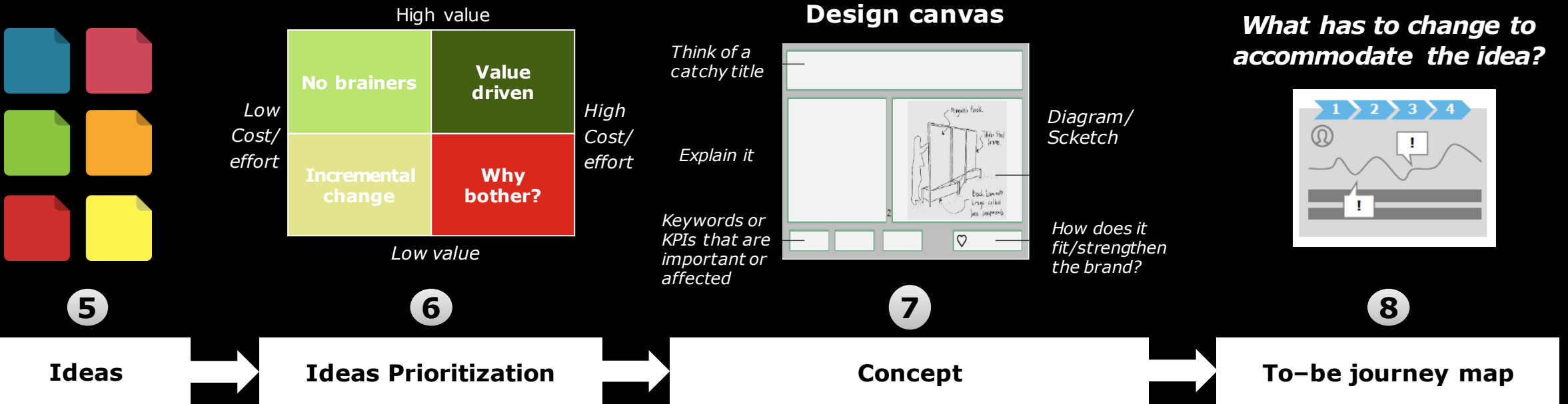
# Process and Techniques

## Understanding the process behind the multiple views

### Design

Explore opportunities and concepts - **Ideate**

From ideas, to clustered ideas, to a concept, to a holistic journey



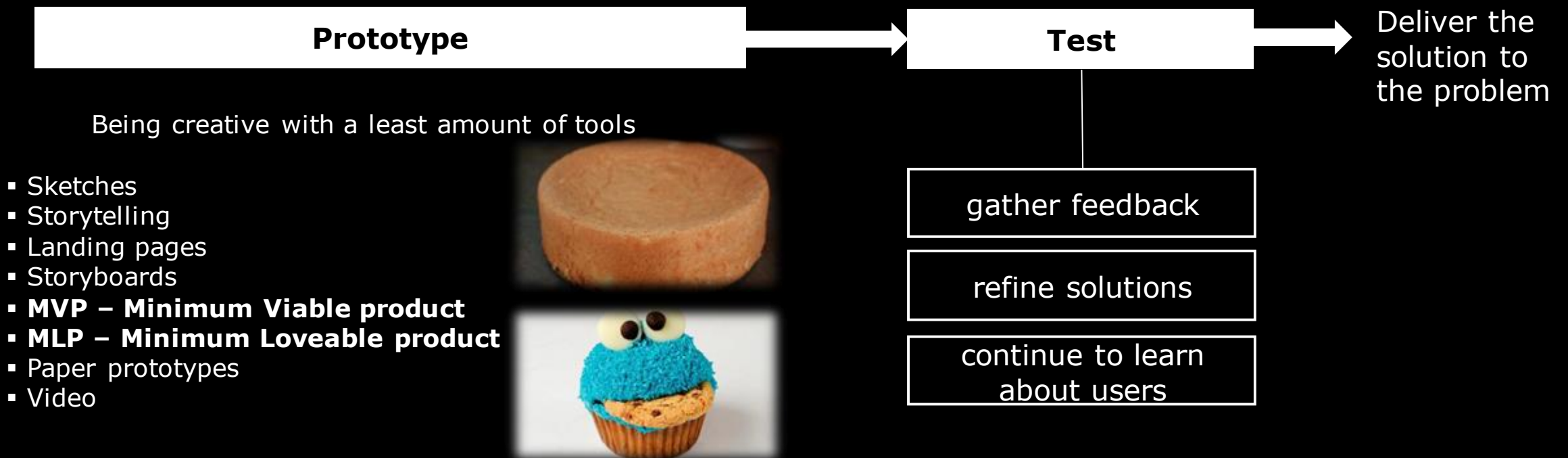
# Process and Techniques

## Understanding the process behind the multiple views

### ◆◆ Deliver

Making your concept real and testing with people

Bring solutions to life and iterate



# **Design Thinking**

## Examples

# Examples

## Real business results achieved with Design Thinking

*Improve the employee experience*



*Explore the future of car insurance and mobility*

*Creating better mobile tools for the workforce*



*Creating next generation personal finance tools*

# Examples

Design thinking well known success stories





## Examples

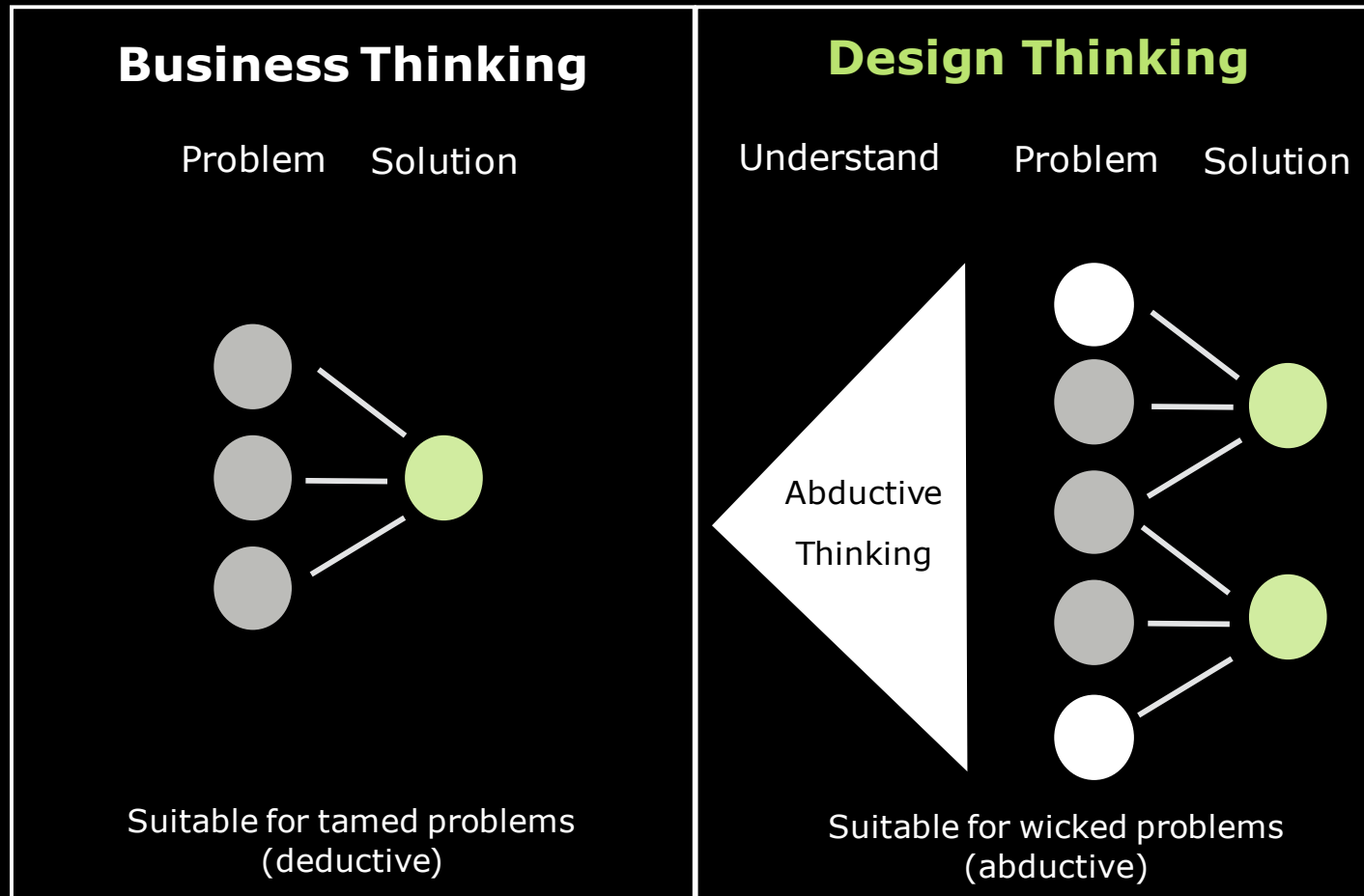
A case study step by step from MIT & Altitude

# **Design Thinking**

Main points for business

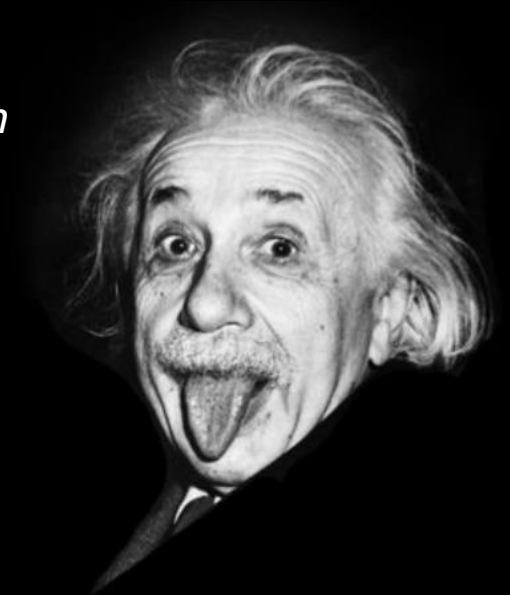
## Main Points for business

Design thinking allows to solve complex problems in a better way



*"If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions"*

- Albert Einstein



# Main Points for business

## Investing in Design returns value

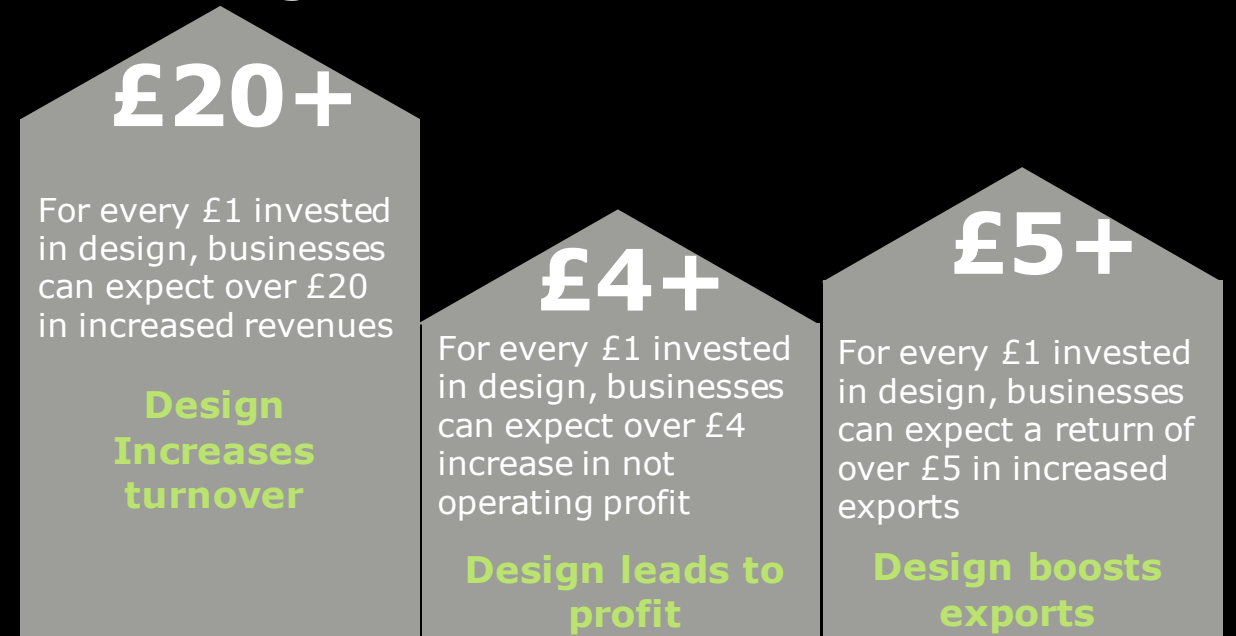
*According to both IBM and UK Design Council*

### **IBM:**

*"Every dollar invested in ease of use returns \$10 to \$100"*

*Source: Cost-Justifying Usability, Clare-Marie Karat, Ph.D. from the IBM T. J. Watson Research Center*

### **UK Design Council:**



*Source: Design Delivers for business: A summary of evidence from Design Council's Design Leadership Programme*

# Main Points for business

## So what's the value of Design?

Starts and ends with people that derive value from products or services

Forces business to assess the desirability of an idea before considering its technical feasibility and commercial viability

**Ensures that demand will react optimally in reaction to supply**  
*By creating loved experiences that users really feel engaged with*

# Main Points for business

## So in what way can we use Design Thinking?

□ Design Thinking is **applicable to all different offerings** of a business

But is particularly useful:

when the client is facing a situation where neither the problem or solution is clear;

to discover the art of the possible with fresh perspectives and stimuli;

to drive engagement, clarity and alignment;

to differentiate Deloitte during orals or during any client presentation.

**Examples of possible outputs of a DT process:**

### **Strategy**

- Business need definition
- Significant business issues
- Digital strategy

### **Innovation**

- Product/service development
- New business

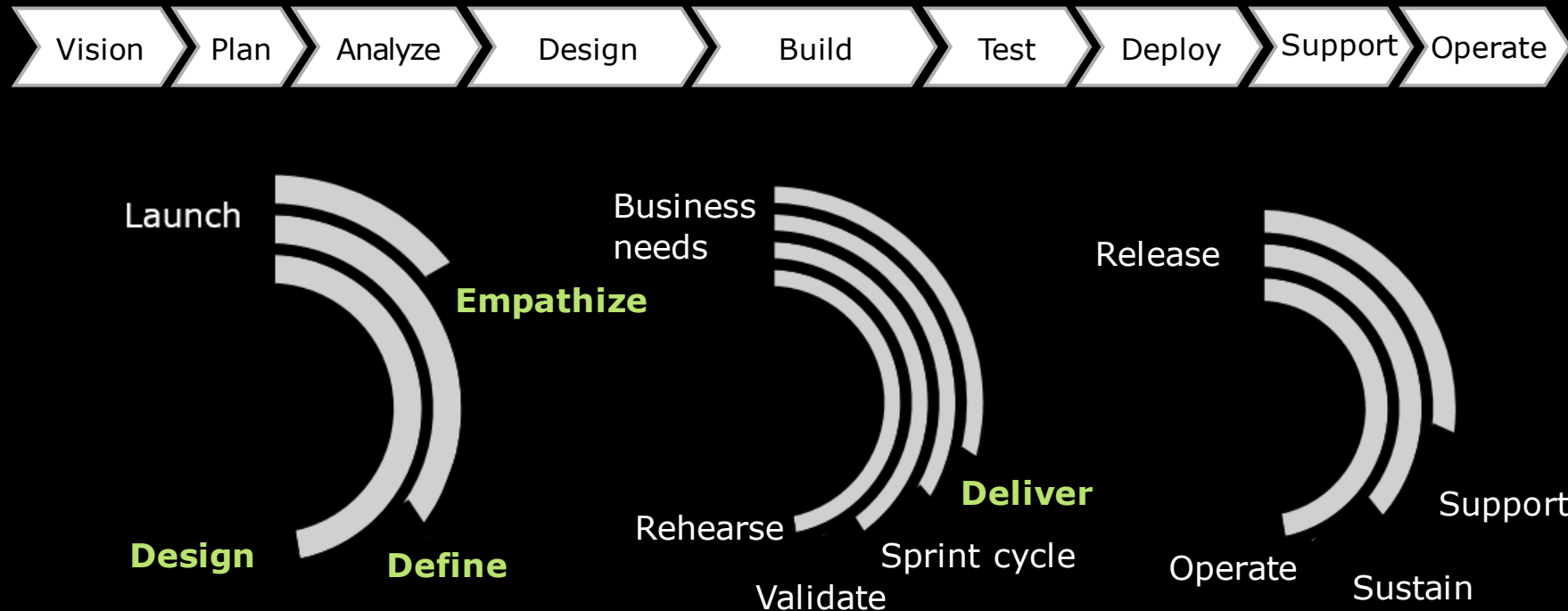
### **Functional and Technical design**

- Custom applications;
- Integrations;
- Mobile components.

# Main Points for business

## So in what way can we use Design Thinking?

- Design Thinking tasks can be performed through a project life cycle to **design WITH and FOR the customer**



## Main Points for business

### So in what way can we use Design Thinking?

- Design Thinking allow us to **create exceptional experiences** that spark deep relationships and generate lasting value not only for our clients but **for our people too.**

#### Engaged employees are:

**85%**

more likely to help a colleague even if not asked to do so;

**85%**

more likely to stay late at work if something needs to be done;

**84%**

more likely to do something that is good for the company even if is not expected from them.

- Design thinking can be applied in a work day basis as a **mindset!**



There is an infinite number  
of moments, so don't limit  
your thinking to the  
previous pages.  
Some moments we create.  
Some we respond to.  
In either case, the first  
step is recognizing the  
moments – both big and  
small – around you every  
day.

When your client is in a financial crisis or operational crisis.

When there's a difference of opinion.

When your client has concerns over value/fees.

When your client or team is spinning or stuck.

When a key executive is coming or going.

When we've screwed up.

When we meet with a key executive or committee.

When we anticipate needs.

When we get curious.

When we deliver a surprising or useful insight.

When we help our client or team reach a new level.

When we go way above and beyond.

When we connect with people.

When we take a tough stand.

When we pursue or propose work (win or lose).

When we assign (or rotate) a team.

When we ask for and receive feedback.

When we make a first impression.

When we form a personal bond.

Questions?