

The author advocates how 'Good Design thinking' equals (=) 'Good Business' to entrepreneurs, business owners, startups, and even students.

GOOD
DESIGN THINKING

GOOD
BUSINESS

20 Additional Skills/Tools are provided to enhance your Design thinking practice.

20 Case studies are curated for your reference to showcase how 'Good Design thinking is Good Business.'

Dharam Mentor

My Special Thanks to:



Who helped to produce this book and made it
available for knowledge seekers.

This book is dedicated to my Guru.



SKILL 01. Problem statement skill	43
SKILL 02. Deep thinking skill	55
SKILL 03. Ideation skill	67
SKILL 04. Imagination skill	79
SKILL 05. Storytelling skill	91
SKILL 06. Creative thinking skill	103
SKILL 07. Sales tactics skill	115
SKILL 08. Communication skill	127
SKILL 09. Decision-making skill	139
SKILL 10. Reflective writing skill	151

Contents:

TOOL 01. Research tool	165
TOOL 02. 5WHYs tool	177
TOOL 03. Lateral thinking tool	189
TOOL 04. Free association tool	201
TOOL 05. L.A.T.C.H tool	213
TOOL 06. Metaphor tool	225
TOOL 07. What If thinking tool	236
TOOL 08. First principle thinking tool	249
TOOL 09. Semiotics analysis tool	261
TOOL 10. 12 Brand archetypes tool	273



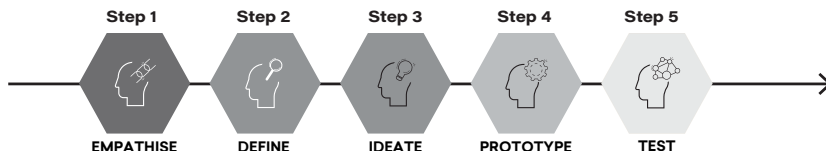
My real reason behind writing this book!

Dharam Mentor

Brand Mentor | Author | Educator |
Master's in Branding, University of the
Arts London - ual: | Founder Good Design
thinking is Good Business



Design thinking: Five steps process



Many books, courses, and trainers on 'Design thinking' mainly explain the five steps of the Design Thinking process with countless facts/figures and successful case studies. So, when you attend such classes, read books, or participate in training programs, **You feel you understand the 'Design thinking' and are ready to apply it to your projects to produce results. But soon, realize that you could not generate the perfect solutions you were expecting.** Even though you follow all the five steps meticulously. DO YOU KNOW WHY!?! Are you unable to see the results?

Note: This book reader should be exposed to five steps of the Design Thinking technique before embarking on the skills/tools given in this book to comprehend the topics better.

Because the Design thinking five steps process is just a guiding tool, like, from where to start, what to do in between stages, and how to conclude the project outcome, etc. It is an exemplary project flowchart that tells you what to do at each juncture. But it doesn't generate great solutions by itself. **To do that, you must develop an innovative (problem-solving) mindset.**

To grow in an innovative (problem-solving) mindset, one has to nurture several thinking skills, like Lateral thinking, Critical thinking, Creative thinking, etc. At the same time, following a set of tools suggested in Design thinking methodology like the Needs Finding, Identifying Assumptions, Observation Techniques, Interview Techniques, Empathy Mapping, Affinity Clustering, Prototyping Techniques, and Testing. **Further, nurture deep Visualisation and vivid Imagination powers so that your brain is always in innovation/creation mode.**

Note: Readers of this book may have attended or read about Standard Design Thinking Methodology and tried applying it to their projects but could not produce the desired results. They might understand the dilemma that the author is pointing out here.

Pages are omitted from this preview.

What is taught in standard Design thinking courses/workshops.

The course/workshop consists of five steps with a bunch of techniques in each stage. That helps to realize the consumer's pain point, define the issue, generate ideas, create mock-ups, and test to get user's feedbacks.

Note: The author referred to a few MBA courses - Design thinking syllabus and broadly noted the techniques taught in each step.

How additional ten skills & ten tools will help your practice and strengthen your design thinking mindset.

The author suggests considering these twenty skills/tools essential add on to the standard Design thinking methodology. Further, he categorizes Design thinking steps into two zones, the Understanding & Creation zone, and aligns relevant skills/tools accordingly. Finally, these mindset nurturing skills/tools should be practiced by Design thinking seekers more frequently to gain mastery.

Note: The additional ten skills and ten tools the author suggests are the ones he practiced over two decades in his professional (branding & advertising) career. He is delighted with these tools' efficacy. Hence introduced them in this book.

EMPATHY

- Interview Techniques
- Observation Techniques
- Identifying an Innovation Challenge
- Empathy mapping
- Needs Finding

DEFINE

- Affinity Clustering
- Techniques for Organizing Data
- Point of View

IDEATE

- Forced Connection & Brainstorm Tool Facilitation
- Advanced Brainstorming Techniques

PROTOTYPE

- Prototyping Techniques
- Low and high-fidelity prototypes

TESTING

- Testing Prototypes
- Minimum Viable Product (MVP) testing & Iteration
- Testing Your Business Model or Business Case

**EMPATHISE****DEFINE****UNDERSTANDING
ZONE****IDEATE****PROTOTYPE****TEST****CREATION
ZONE****Understanding Skills/Tools:**

- S01. Problem statement skill
- T01. Research tool
- T02. 5WHYs tool
- T05. L.A.T.C.H tool
- T08. First principle thinking tool
- T09. Semiotics analysis tool
- T10. 12 Brand archetypes tool

Creation Skills/Tools:

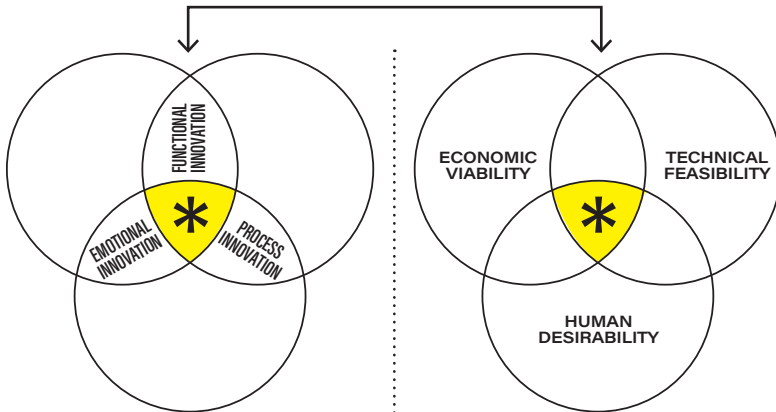
- S02. Deep-thinking skill
- S03. Ideation skill
- S04. Imagination skill
- S05. Storytelling skill
- S06. Creative thinking skill
- T03. Lateral thinking tool
- T04. Free association tool
- T06. Metaphor tool
- T07. What If thinking tool
- S07. Communication skill
- S08. Persuasion skill
- S09. Decision-making skill
- S10. Reflective writing skill



Pages are omitted from this preview.

Good Design thinking is Good Business

The design thinking process involves both the creation of the products/services and establishing/managing the business successfully. Hence, innovators and entrepreneurs are both inclined to learn this tool.



Good (product/service) designs consider all three innovations to become robust solutions to address the issue and provide the solutions that meet human, society, and community needs.

Good Business is mainly determined by how well three areas are balanced and taken advantage of them to create a stable/viable business entity that serves human, society, and community needs.

Note: 'Good Design thinking is Good Business' is a mantra conceived by the author. He believes Design thinking is one such subject that brings innovators and entrepreneurs on the same page and notices each other's contribution is the success of a product/service. Hence this tool is equally advantageous for both.

Design thinking in action in the real world :

Businesses that incorporate Design thinking methodology in their management, product/service design, and even in designing their systems/processes yield fruitful results. **For example, you study a successful company and the reasons behind its success. You will find that consumers desire their products/services (Emotional innovation); the company has unique technology, process, or approach that serves consumers better (Process Innovation) and manage their product/service's viability (Functional Innovation).**



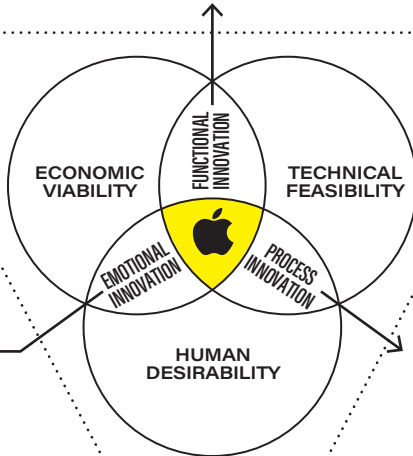
Think different.

Apple company invests time and money in understanding consumers' wants, needs, and deep desires. Additionally, it involves ergonomic study, user behavior study, sustainability study, etc. Then, to come up with highly desirable products for its customers. Furthermore, **its marketing and branding exercises make the brand irresistible. Apple is a good example that utilizes Emotional Innovation to become the consumer's hot brand!**

Note: Author often give Apple example to make entrepreneurs, business owners and even professionals and knowledge seekers understand the signification of balancing all the areas with robust three types of innovations.



Apple company follows distributed manufacturing method to ensure economic viability. At the same time, it designs its products in California, USA, to assure technical feasibility.



Apple company follows Process Innovation to provide a user-friendly tech (iOS) ecosystem for all its products. Which indirectly makes their products desirable and builds close knitted community feel.

Note: The author observed that successful brands become successful because they understand the Viability, Feasibility, and Desirability aspect very well. Further, they genuinely put effort into understanding human desires; sometimes, they correspond to those desires, and other times they create new desired narratives for consumers.

Increasing demand for Design Thinking

More businesses are realizing the importance of Design thinking today than before. Hence, there will be an increase in the need for companies specializing in providing (Design thinking) consultancy. Experts predict that Design thinking consulting firms will be as common as financial consulting companies.

Design thinking will be going beyond solving today's problems

One of the critical growth factors for the future of Design thinking will be going beyond solving today's problems to create the kind of products/services that the world wants but doesn't know yet.

Design thinking follows a set of tools such as strategic business modeling, future casting tools (such as trend mapping), systems thinking tools, human-centered design tools, and prototyping to solve unknown-unknowns.

Design thinking will help businesses embrace a community-based approach

Design thinking will help businesses embrace a community-based approach to understanding their customers' needs. Further, Design thinking techniques help to carry out insight-digging activities efficiently.

Many global brands are already utilizing customer insight-finding tools, so the prediction is that many more companies will adopt this strategy. Furthermore, customer insight platforms will become prominent as the relationship between design and data science grows tighter.

Experts predict that Design thinking consulting firms will be as common as financial consulting!

Design thinking can help a company to win the trust of its customers

A lack of consumer trust is alarming for any company. However, it is seen that Design thinking techniques help to empathize with consumers and understand rational and emotional reasons for buying a product. Further, this deeper level of understanding enables you to understand what content and design your consumers know so that you can regain their trust.

Sometimes it is better to stop designing the product when your customer trust is low, and designing must take a backseat until that loyalty is won back, or you are just wasting time and money.

The Human-centered Design thinking methodology is essential in creating adorable products/services.

In today's technological age, for businesses, it's easy to get into a rat race to create the latest and most outstanding product/service, but they might fail to vibe with the customers. However, the ability to empathize with users while designing a product/service will significantly increase its likability. Hence, the Human-centered Design thinking methodology is essential in creating adorable products/services.

In today's time, it will be more important than ever to use psychographic, ethnographic, and sociocultural research, which are techniques of the Design thinking methodology, to develop products that provide meaningful engagement. Part of this will be companies creating products that understand and adapt to human needs.

Who is this book for:



1 Intrapreneurs, Product Managers, and UI/UX

Designers who wish to acquire a user-centered thinking mindset while building products and services



3 Current and upcoming marketing professionals

who desire to increase their understanding of creating solutions that their customers need



2 Future entrepreneurs who are looking to create impactful new institutions, organizations, and businesses



4 Technology leaders in the internet technology business

who wish to use a Design Thinking mindset to understand consumers better, scale their businesses and deliver excellent solutions

Note: The author believes that the demand for Design thinking skills will develop in the coming decades beyond these eight areas he has mentioned above. In the future, more industries and fields will embrace the Design Thinking Methodology to serve better and become adored brands in their consumer consciousness.



5 Specialist professionals from customer-centric sectors like Social Sectors, Travel, Education, Hospitality, etc. Who would like to comprehend how to build delightful customer experiences.



7 Students and knowledge seekers who are looking to enhance their innovative/creative mindset by learning skills/tools which enhance their chances to perform better in their career and job market.



6 Design Thinking consultants and corporate professionals who wish to enhance their credentials and distinguish themselves




8. Educators who are looking to learn Design thinking methodology. They aim to successfully impart this knowledge to their students and contribute to their student's innovative thinking mindset.

Note: The author noticed continuous growth in the market and more businesses acknowledging the importance of Design thinking. He believes there will be an upsurge in the need for companies specializing in this thinking skill. Further, he is convinced that Design thinking-consulting firms will be just as common as financial consulting firms in the coming days.

Introduction

**Design thinking is emerging
as the 21st-Century most
crucial skill.**





The concept of **'Design thinking'** came into notice in the '90s when a company such as **Apple Technology Company** encountered competition from other players. To stay ahead in the business, they sought help from design consultancies to improve their products and services. These design firms brought in designers to apply their thinking (Design thinking) to address corporate problems.

Furthermore, the application of **'Design thinking'** made **Apple focus more on people's needs and desires** instead of the needs of the business and mere profit, which led to a new path and made it the most admired consumer brand.

Attention to detail.

Form and color define your perception.

Solve a problem in a way that acknowledges its context.

Get rid of anything that isn't absolutely essential.

Jonathan Ive's quotes on design

He was the chief design officer of Apple Inc. from 1997 until 2019

Pages are omitted from this preview.

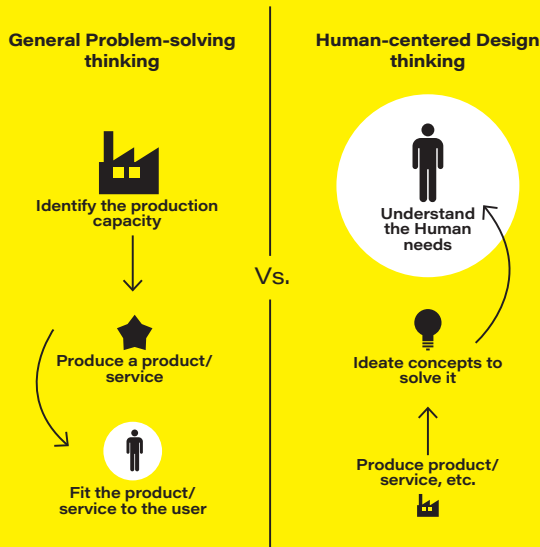
Procter and Gamble also adopted the 'Design thinking' methodology to innovate its FMCG (fast-moving consumer products). As a result, today, P&G has an excellent set of products that its customer adore.

Furthermore, educators are beginning to explore ways to incorporate 'Design thinking' into their students' learning, successfully applying it in education at the school and college levels through practical training programs.



In many ways, Design thinking is emerging as the 21st-Century most crucial skill.

So, What exactly is Design thinking?



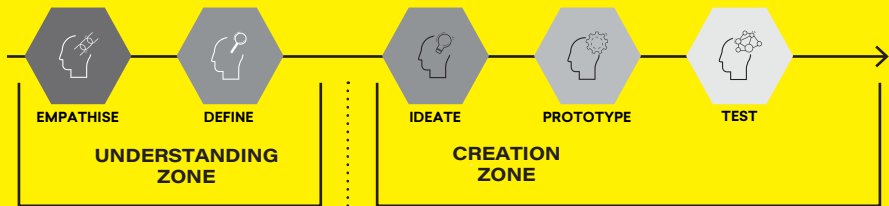
Note: Good companies extensively apply a Human-centered Design-thinking methodology. For instance, Apple Technology Company adhered to Human-centered Design-thinking from the beginning, producing excellent products and services.

At its fundamental level, **'Design thinking' is a problem-solving method.** Furthermore, it's a 'deeply human-centered' and non-linear process where one thinks like a 'designer' to develop an innovative solution that addresses people's needs. **It places the people at the center and then thinks not just about a solution but also about how those people will feel when using those solutions.**

The 'Design thinking' methodology **produces viable results that significantly impact human, community, and societal well-being.** Primarily, It starts with a desire to improve the human situation by following a human-centered approach. Further, it offers adequate tools to dig deeper to find new ways to improve products, services, or conditions that ensure well-being. Essentially, it follows an iterative process, trial and error, and testing prototypes with the prospective audience to determine the usability of those product/service solutions.

Note: Human-centered design is where designers focus on system users' human needs. Cognitive science and usability engineering expert Don Norman sees it as a step above user-centered design. Its four principles are: 1) people-centered, 2) solving the right problem, 3) everything being a system, and 4) small-simple interventions.

Design thinking mindset one has to obtain to produce results



Understanding Skills/Tools:

S01. Problem statement skill
 T01. Research tool
 T02. 5WHYs tool
 T05. L.A.T.C.H tool
 T08. First principle thinking tool
 T09. Semiotics analysis tool
 T10. 12 Brand archetypes tool

Creation Skills/Tools:

S02. Deep-thinking skill
 S03. Ideation skill
 S04. Imagination skill
 S05. Storytelling skill
 S06. Creative thinking skill
 T03. Lateral thinking tool
 T04. Free association tool
 T06. Metaphor tool
 T07. What If thinking tool
 S07. Communication skill
 S08. Persuasion skill
 S09. Decision-making skill
 S10. Reflective writing skill

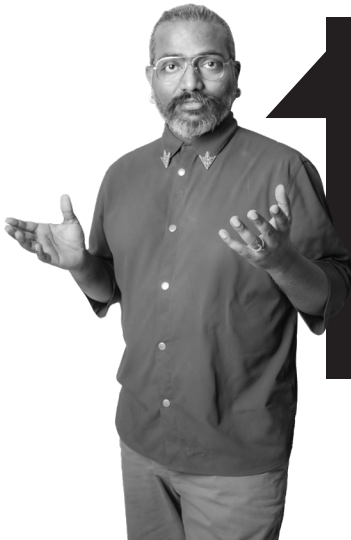
→ **Yes**, we should not understand 'Design thinking' as only a five-step methodology. Instead, **it must be considered a framework for innovative thinking to produce the best solutions.** Furthermore, depending on the context, it can be combined with several other thinking techniques from various disciplines, like business strategies, social innovation models, lateral thinking, and business management approaches. **Further, in this book, the author provides ten additional skills and ten tools that complement current standard Design thinking techniques. The extra skills/tools are meant to nurture the Design thinking mindset among the practitioners.** **The author firmly believes that without developing a good design-thinking mindset, one cannot achieve good results.**



Our mindset is the biggest asset that we own.

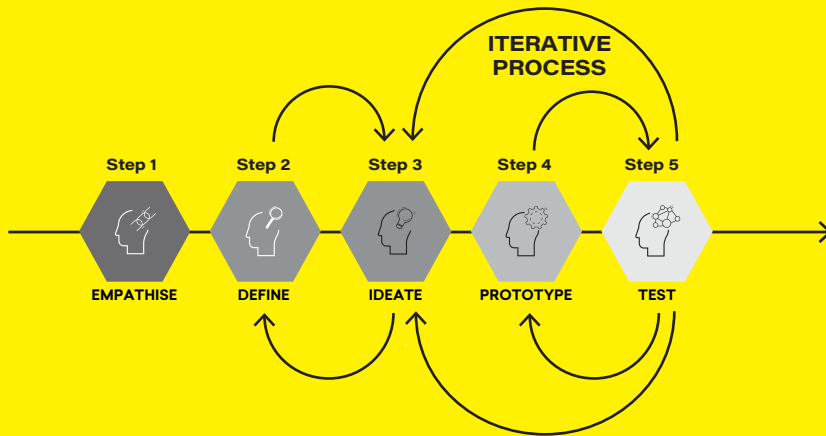
Pages are omitted from this preview.

Design thinking has become increasingly popular in recent years in creating valuable solutions to human, community, and societal needs. Further, **it's a multidisciplinary approach to address the given issue by creative problem-solving methodology. As a result, design thinking always produces viable results that are often more useful and cost-effective than traditional methods.** Furthermore, it is also a highly adaptable methodology that can be used in various fields. Because of all these advantages, it is growing in its popularity.




In a nutshell, the 'Design thinking' approach is the way for anyone wanting to innovate. It's no wonder this process is being used by startups and even big companies worldwide because it produces viable solutions for everyone!

How to build Creative and Innovative muscles?



Note: The iterative design process is a straightforward concept. Once you have identified a user need and have developed ideas to meet that need, you create a prototype. Further, you test it to see whether it meets the requirement. Then you take what you observed from prototype testing, make necessary changes, and create a new prototype. You keep iterating until you reach the best possible product/service for release to the market.

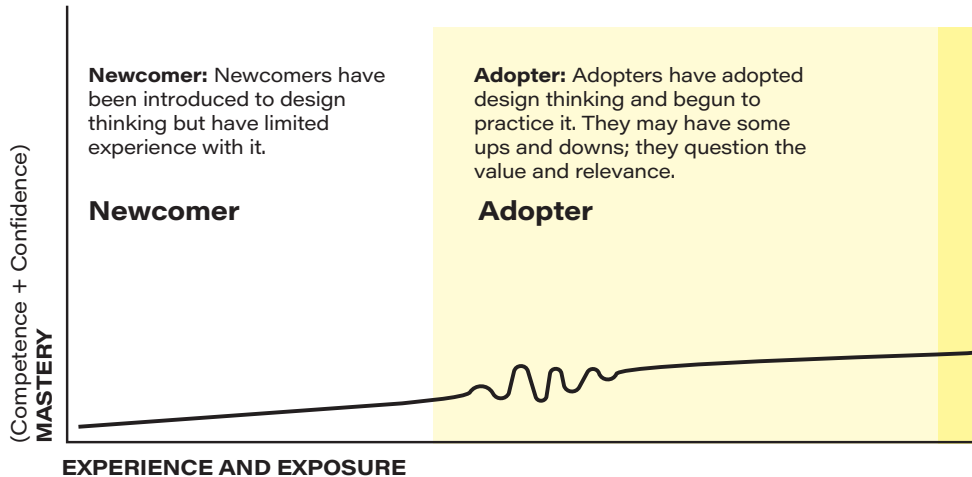


A critical aspect of design thinking is the willingness to fail. To create a truly successful solution, it is often necessary to fail early and learn from those failures. That means learners must be encouraged to explore their ideas fully without being overly critical of themselves. **If an idea or prototype fails, they should not be afraid to go back and try again.**



It does not matter whether an idea sounds stupid or clever; what matters is that it is explored and put out there. **By doing so, we open ourselves up to the possibility of learning from our failures and ultimately creating something better.**

Design Thinking practitioner's learning journey



- * Last two decades, **Dharma Mentor** has been working in the branding industry. According to 'Design Thinking: the practitioner's learning journey,' He reached the grandmaster stage, the one who has not only become a teacher of Design thinking but a creator of ways to apply it, think about it, and add to it.

Leader: Leaders can articulate design thinking succinctly to others, and their confidence grows steadily with varied (generally positive) experiences and continued exposure.

Leader

Grandmaster: Grandmasters have not only become teachers of design thinking, but creators of ways to apply it, think about it, and add to it.

* Grandmaster



Dharam Mentor has acquired his Masters in Branding degree from the **University of the Arts London, UK** and is also an alumnus of the prestigious **London College of Communication, ual:**

Note: The author's two decades of experience and exposure evolved him as grand master. Further this experience helped him to curate useful 10 skills and 10 tools which are essentially meant to develop deep thinking and nurturing imagination and visualization so that one can generate robust ideas

How the author imparts Good Design thinking knowledge to professionals, entrepreneurs & business owners

GOOD
DESIGN THINKING

GOOD
BUSINESS

The author often conducts executive learning programs, holds sessions for marketers/ brand managers, and mentors individuals and organizations. Further, he communicates and demonstrates how 'Good Design thinking' translates into 'Good Business' to Entrepreneurs, Business Owners, and Startups through his articles and keynote speeches.

The author imparts Good Design thinking knowledge to MBA students and knowledge seekers.

GOOD
DESIGN THINKING
@EDU

The author believes passive learning is outdated and should replace more engaging teaching methods. Further, it fails to teach valuable thinking skills needed today and is also not the best way to learn Design thinking. Therefore, structuring a class/activity around Design thinking skills/tools rejuvenates participation and learning and retains the information/skills.

Note: It is crucial because nearly 80 percent of the time students spend in a classroom is still spent passively listening to lectures. This passive learning fails to teach valuable thinking skills needed today and is also not the best way to learn Design thinking.

Who can take advantage of the author's teaching:

1 Intrapreneur, Product Managers, and UI/UX Designers who wish to acquire a user-centered thinking mindset while building products and services	2 Future entrepreneurs who are looking to create impact new institutions, organizations, and businesses	3 Current/upcoming marketing professionals who desire to increase their understanding of creating solutions that their customers need	4 Technology leaders who wish to use a Design Thinking mindset to understand consumers better, scale their businesses and deliver excellent solutions
-----------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------

How you can engage with the author:

1. Seeking Mentorship,
2. Availing Consultancy,
3. Attending Sessions

Who can take advantage of the author's teaching:

1. Students are looking to enhance their innovative/ creative mindset by learning skills/tools which enhance their chances to perform better in their career and job market.	2. Educators who are looking to learn Design thinking methodology. They aim to impart this knowledge to their students successfully.	3 Design consultants and corporate professional who wish to enhance their credentials and distinguish themselves	4 Specialist from customer-centric sectors like Travel, Hospitality, etc. Who would like to comprehend how to build delightful customer experiences.
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------

How you can engage with the author:

1. Sessions/workshops
2. Internship Programs
3. Live Project Engagement

Brief understanding of the Design thinking five stages.

The author wanted to give a glimpse of Design thinking in a nutshell. Therefore, he created this chart WHAT-WHY-HOW to provide exposure to the topic and what it entails. Furthermore, the author regularly conducts sessions/workshops to impart applied knowledge on Design thinking to entrepreneurs, marketing professionals, and MBA students, online and offline.

EMPATHIZE

DEFINE

IDEATE

PROTOTYPE

TESTING

WHAT

Empathy is the core of a Design thinking process. It is the researcher's work to understand people within the context of the challenge. Further, understand physical/emotional needs.

As a Design thinker, identify the challenge based on your user, the context, and what you have learned about it. This stage aims to craft an actionable problem statement.

Ideate is the third stage of the design process in which you concentrate on idea generation. This stage is all about carrying out brainstorming sessions to generate multiple solutions.

Your interactions with users, along with a prototype, are often more constructive. Further, the prototype allows you to have another directed conversation with an end-user while testing.

The test stage is about testing your solution/prototype with the end users and recording their feedback on the solution/prototype. It showcases the tangible side of your solution.

WHY

Because, as a design thinker, the problems you are trying to solve are not your own. Instead, they are those of a particular group of people whom you are studying.

Because it leads to your point-of-view, the precise articulation of the problem you aim to address. Your POV is based on your new understanding of people/ issues.

Because by now, you have identified the problems and defined the Point-of-View. Hence you are ready to generate adequate solutions in the hope that these solutions will solve the issues.

Your interactions with users are often richer when centered around a conversation piece. A prototype is an opportunity to have another directed conversation with a user.

Because the tasting stage allows you to see how users respond. Further, testing informs the successive iterations of the prototypes. Sometimes this means going back to the drawing board.

HOW

1. Observe, 2. Engage 3. Watch/Listen. By observing users and their behavior in the context of their lives. Further, engaging with them by 'interviewing' them.

Consider what stood out to you when interviewing/observing people/issues. Further, what patterns appear when you look at the data set? A good point-of-view provides direction.

You ideate by combining your conscious and unconscious mind and rational thoughts with imagination. Further, you apply visualization techniques and deliberate ideation techniques.

Your interactions accompanied by a prototype with the end-users are often more constructive. Further, the prototype allows you to have directed conversations with a user while testing.

Place your prototype in the user's hands, and don't explain everything (yet). Instead, Let your user interpret it. Watch how they use (and misuse), then listen to what they say about it.

Note: The author regularly conducts Design thinking sessions/workshops to impart applied knowledge to entrepreneurs, marketing professionals, and MBA students, online and offline. You can access more information at www.gooddesignthinkingisgoodbusiness.com.

The author provides a glimpse of the utility/applicability of the skills & tools for your reference. Further, you can attend his sessions/ workshops to delve deep into them.

5 WHYS: It is valuable for finding the root causes and the rational/emotional reasons. It helps to generate consumer-centric products, services, or communication ideas.

L.A.T.C.H: It allows you to organize data in five different ways. This synthesis tool helps to see new ideas /emerging patterns to conceive new products, services, or brand concepts.

Semiotics: It provides greater insight into the culture and its meaning-making (code-decode-encode) aspect. It helps to build powerful brands which are culturally relevant.

12 Brand Archetype: Brands are like people with their personality traits. This tool aids in choosing a suitable archetype for brands and allows for building unique brands.

Understanding Skills/Tools:

- S01. Problem statement skill
- T01. Research tool
- T02. 5WHYs tool
- T05. L.A.T.C.H tool
- T08. First principle thinking tool
- T09. Semiotics analysis tool
- T10. 12 Brand archetypes tool

Creation Skills/Tools:

- S02. Deep-thinking skill
- S03. Ideation skill
- S04. Imagination skill
- S05. Storytelling skill
- S06. Creative thinking skill
- T03. Lateral thinking tool
- T04. Free association tool
- T06. Metaphor tool
- T07. What If thinking tool
- S07. Communication skill
- S08. Persuasion skill
- S09. Decision-making skill
- S10. Reflective writing skill



Deep thinking: It is a skill, and skills can be nurtured like any skill. Essentially any innovation or creative activity, deep thinking is a must, from product design to branding.

Imagination: Mental simulation capacity is crucial to visualize new produce, services, or, that matter, any solutions. Before you produce, you need to see that in your mind's eye.

Lateral thinking: Edward De Bono's lateral thinking techniques are suitable to ignite the idea generation capacity. Being able to think out-of-the-box is the requirement for innovation.

What if: brain stimulation tool to push imagination and explore-unexplored areas for new solutions. People wanting to excel in R&D, creativity, and even marketing need it.

Deliberate ideation is crucial if you want to generate multiple solutions. From startup companies to big corporations, they constantly look for new ideas to excel.

Storytelling: it is a most powerful mode of communication. When you want to be a well-remembered brand, a vivid brand story translates into vivid consumer memory.

Metaphor: brand/product designers use metaphors extensively as stimulator to generate ideas. Even keynote speakers use metaphors to make speeches impact.

Communication: the ability to implant your idea into others' minds and make it part of them is an art of communication. It is an essential skill to be an impactful creative/innovator.

10 Skills you need to practice to be an effective Design-thinking practitioner to take full advantage of the methodology.

SKILL 01. Problem statement skill	43
SKILL 02. Deep thinking skill	55
SKILL 03. Ideation skill	67
SKILL 04. Imagination skill	79
SKILL 05. Storytelling skill	91
SKILL 06. Creative thinking skill	103
SKILL 07. Sales tactics skill	115
SKILL 08. Communication skill	127
SKILL 09. Decision-making skill	139
SKILL 10. Reflective writing skill	151

10 Design thinking case studies are curated for your reference and show how various industries are embracing & taking advantage of it.

Case Study 1. Olay	52
Case Study 2. Nike	64
Case Study 3. Uber Eats	76
Case Study 4. LG Healthcare	88
Case Study 5. Airbnb	100
Case Study 6. Children's hospital	112
Case Study 7. Netflix	124
Case Study 8. Indra Nooyi	136
Case Study 9. Derdack	148
Case Study 10. Siemens	160

Pre-read:

The author provides a glimpse of the 'Problem Statement Writing Skill' utility, applicability, and who can take advantage of it.

The utility:

- A. Useful to articulate issues precisely.
- B. Useful to synthesize the subject/issue or intent needed to be achieved

The applicability:

- 1 Skill helps to express concisely
- 2 Skill makes your ability to write better project briefs
- 3 Skill aid you in articulating the precise goal

Who can take advantage:

- 1. Product innovators, designers, and manufactures
- 2. Brand managers, owners, and creators
- 3. Advertising and branding professionals
- 4. Students willing to pursue a career in marketing, and brand/ad agency

Note: Above suggestions is the author's personal opinions. There may be more ways these skills and tools can be used. These are open to discovery. You can attend the author's sessions/workshops to delve deep into these skills and tools to learn more.

S01

Innovation &
Design-thinking
SkillTool Kit:

Skill:
Problem Statement
Writing Skill.



Definition:

A problem statement chiefly describes **the gap between our desired goal and the current state of things.**

It is a brief description of an issue to be addressed or a situation to be improved upon.



Problem statement have multiple purposes:

+ Identify and explain the problem in a concise but detailed way to give the team members a comprehensive view of what's going on.

+ Another purpose of the problem statement is to define the expected outcomes.

Pages are omitted from this preview.

Problem-statement usage:

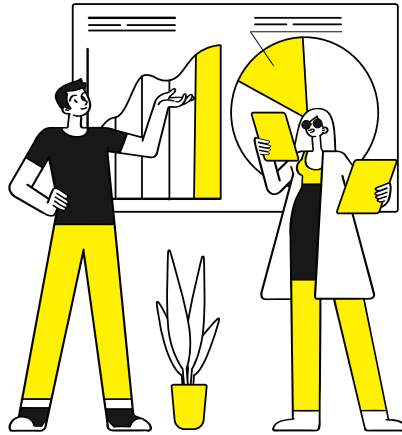


A

The problem statement provides a guide for steering the project once it starts.

**B**

It is frequently referenced throughout the duration of the project to help the team remain focused and on track.

**C**

Around the completion of the project, this problem statement is again referred to verify the solutions.

Example of a Weak Problem Statement

*The British Bread, London bakery is producing undercooked bread. Customer dissatisfaction with the bread is resulting in returns and bad word of mouth. The bread is supposed to be baked at **350 degrees for 40 minutes.***

Example of a Strong Problem Statement

*In the **first quarter**, the **South London distribution center** sent 108,000 packages. Of those packages, **15,000 were returned**, resulting in a 13.8 percent return rate. The rate of return is above the accepted 7 percent rate and costs the company an additional \$372,000 for the quarter. Over the course of the year, the current process could result in additional costs of **over \$1.4 million**.*

→ This problem statement covers all the essential information:

When? During the first quarter of this year.

Where? The South London distribution center

What? Returns.

How many? 15,000 or 6.8% above expectations.

What is the magnitude? Cost 1.4 million a year.

Pages are omitted from this preview.

Pages are omitted from this preview.

Design Thinking Case Study 01:

Problem statement:

Procter & Gamble reframed their skincare as a **business of helping women to have a healthier, youthful, and beautiful life.** Instead of saying we make a line of skincare products.

P&G's consumer research showed that they could not focus on "Wrinkles" alone. **Thirty-Five plus women had other skin concerns.** The research team discovered additional needs like:

1. Dry Skin,
2. Age spots,
3. Uneven skin tones
4. the Appearance of skin.

No brands were focusing on those women's needs. **These unarticulated needs of the customers were the "value propositions" for P&G's new Olay products.**



P&G scientists were motivated to develop better skin-care compounds to meet the **new value propositions**.

1. P&G launched "Olay Total Effects" as a masstige (between mass and prestige segment) product in 1999.

2. P&G redefined the market of what anti-aging products could do.

3. P&G followed up with an even more expensive brand, with a better ingredient-Olay Regenerist. Later they launched Olay Definity and Olay ProX.

4. Olay had double-digit sales growth and a loyal consumer base.

Pages are omitted from this preview.

Pages are omitted from this preview.

Design Thinking Case Study 10:

What does a culture of Design thinking mean?

A culture of design thinking should concentrate on cross-disciplinary collaboration, and employees are able to challenge the status quo.

SIEMENS

Three levels of cultural challenges Design-thinking encounters in Siemens China :

1) Existing company culture

The first cultural challenge is the size of the Siemens company; the organizational structure and its well-defined processes and responsibilities make it difficult to apply an innovative approach that is so different from its status quo.

2) Educational culture in China

The second cultural challenge is the educational background of the teams. All the project team members have been engineers specialized in a specific discipline. Nevertheless, they are skilled in what they do and good at it – so why change it?

Most of them were used to working individually on specific tasks and concentrating on the technical demands of the product. This technical mindset was

the first cultural hurdle to design thinking. However, as we know, design thinking focuses on the 'human factor.' It means having a deep empathy with the users and caring about their experiences. In short, the engineers saw the technology but often not the social context.

How to achieve this deep empathy aspect?

The design thinking trainers supported the team members during the need-finding phase through joint preparation of observation and interviews; they went onsite with the teams and reminded them to broaden their attention and carefully record the context of technology applications. After the field study, the trainers helped extract and synthesize the collected data to identify insights for new solutions.

For example: in a fashion shop lighting project field study. It is noticed that the experts were used to focusing on which technology and how a particular technology

Siemens Case Study: Design thinking experts were brought in at Siemens Corporate Technology (CT) in Beijing to train the R&D managers to become innovation catalysts for market-driven innovation.

is installed in the shop. However, with the guidance of trainers, it still took the experts significant time and effort before they started discovering how people react and interact with the light and finding out the reasons behind user behaviors.

(What can be learned from the above situation? Firstly, not every team member goes to the field and automatically observes and learns about the end user's likes and wants. Secondly, not every employee can see what is essential in a specific user scenario at a glance).

3) Chinese national culture.

The third cultural challenge arose from the national background of people working. In the case of Siemens, China, almost all team members and their customers are Chinese. Born, raised, and mostly educated in China (some of them got their Ph.D. degrees in the U.S. or Europe) and deeply rooted in the cultural DNA of the country.

This poses some issues regarding mentalities and customs.

A deep understanding and respect for the Chinese culture was needed to create the special Siemens way of design thinking in China.

Noticed cultural pointers:

A) Chinese colleagues are often very introverted and don't speak openly in front of their seniors. Hence, during the brainstorming phase. The supervisor mustn't be in the session; otherwise, people won't express their thoughts.

B) Losing one's face is much more problematic in China than in western cultures. Hence, design thinking trainers at Siemens try to conduct discussions solely with the team members without their supervisor's presence. Further, much effort was put into building a trustful working atmosphere.

10 Design thinking case studies are curated for your reference and show how various industries are embracing & taking advantage of it.

Case Study 11. IBM	174
Case Study 12. The Good Kitchen	186
Case Study 13. Ericsson	198
Case Study 14. Nordstrom	210
Case Study 15. Citi	222
Case Study 16. Oral-B	234
Case Study 17. Sales	246
Case Study 18. Tesla	258
Case Study 19. Samsung	270
Case Study 20. Intuit	282

Pre-read:

The author provides a glimpse of the 'Research Tool' utility, applicability, and who can take advantage of it.

The utility:

- A. Useful tool to carry out a systematic inquiry into a subject
- B. Useful tool to identify problem areas
- C. Useful tool for innovation and new product/services development

The applicability:

- 1. Tool helps in understanding consumer needs and markets
- 2. Tool helps to understand real reasons behind a cause
- 3. Tool aid further once understanding a given subject

Who can take advantage:

- 1. People wanting to work in the R&D and innovation field
- 2. Professionals who are in strategy and consumer marketing related
- 3. Students who want to be a strategist & market insight generators
- 4. Entrepreneurs who want to keep bringing new products/services
- 5. Who wants to grow as a researcher/market researcher

Note: Above suggestions is the author's personal opinions. There may be more ways these skills and tools can be used. These are open to discovery. You can attend the author's sessions/workshops to delve deep into these skills and tools to learn more.

T01

Innovation &
Design-thinking
SkillTool Kit:

Tool:
Research
Tool.



What is Research?

Research is the careful study of a particular concern or problem using a set of methodologies.

*“Research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. **It involves inductive and deductive methods.**”*

Earl Robert Babbie, American sociologist



The purpose of any research is:

To identify prospective customers.

To understand the existing audience.

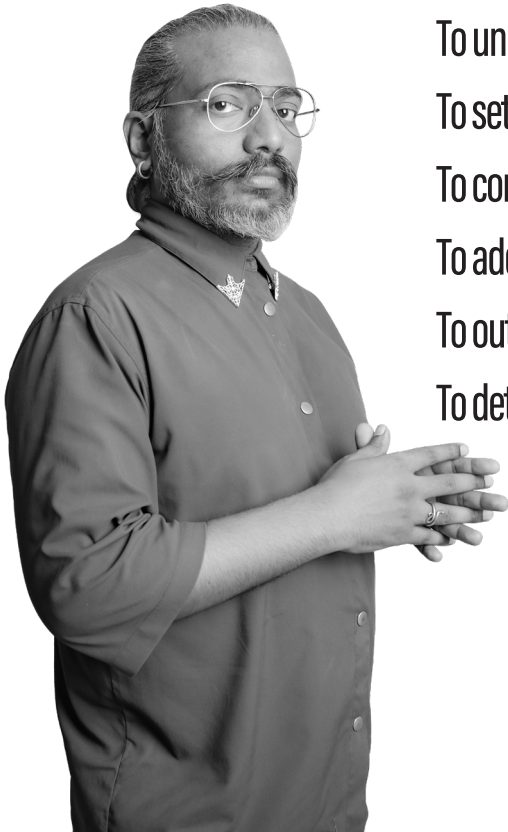
To set practical goals

To conceive market strategies

To address the business challenges

To outline a business expansion plan

To determine business opportunities



Three purposes of research:



1 Exploratory:

Researchers conduct exploratory studies to examine the questions. The answers found in this research may not conclude the perceived problem. It is mainly undertaken to handle new problem areas that haven't been researched before.

This exploratory process becomes the basis for more definitive data collection and analysis.



2 Descriptive:

It focuses on growing knowledge of current issues through data collection. Descriptive research describes the behavior of a sample population. Only one variable is required to conduct the study.

The three purposes of the studies are:

1. Describing,
- 2 Explaining,
3. Validating the research findings.



3 Explanatory:

Explanatory research is performed to comprehend the impact of specific changes in existing standard strategies. Running experiments is one of the most popular forms of explanatory research method.

For example, a study is performed to understand the effect of a new rebranding of the corporative brand.

Qualitative methods

Qualitative research is a method that collects data using conversational methods, usually open-ended questions.

The responses collected are essentially non-numerical. This method helps a researcher understand what participants think and why they think in a particular way.

Types of qualitative methods include:

1 One-to-one Interview

2 Focus Groups

3 Ethnographic studies

4 Text Analysis

5 Case Study



Pages are omitted from this preview.

6 tips for conducting proper research

1 Specify the main trends and issues, opportunities, and problems you have observed during the research. Then, write a sentence explaining each one of them.

2 Keep track or an eye on the frequency with which each main finding appears during the research.

3 Make a list or take note of your findings from the most common to the least common subjects/things.



4 By conducting a SWOT analysis, evaluate a list of the strengths, weaknesses, opportunities, and threats.

5 Formulate conclusions and recommendations about your research study.

6 Look for gaps in the research finding or information and consider making a supplementary inquiry if necessary.

Design Thinking Case Study 11:

First of all, that adaptation work will probably never be finished (it took IBM nine months to arrive at their simple revised design thinking framework)

Secondly, standard design thinking methodology might not be the silver-bullet for the innovation process your organization needs.

(this means changing standard design thinking steps with partly already existing approaches)

Thirdly, it is a matter of a company's cultural-imprint,

whether the employees dislike or favor the design thinking process. (German-speaking companies mostly prefer SAP's design process because they like it).

IBM Design Thinking 1.0

The design head came to the conclusion that it would be far from self-evident that the engineering knowledge-driven people at IBM would instantly accept standard design thinking principles (for example: empathize, define, ideate, prototype, test), which are taught by the d.Schools.



Observe Reflect Make



A focus on user outcomes
when using BM Design Thinking, put your users' needs first



Multidisciplinary teams
collaborate across disciplines to move faster and work smarter



Restless reinvention
Everything is a prototype. Listen, watch, learn, and correct.

On the other hand, creating an IBM Design Thinking (1.0) framework was less about popularising Design-thinking and more about integrability within the IBM context. Hence, the simple structure consisted of three critical practices: sponsor-users, playbacks, and hills developed in IBM.

IBM Design Thinking 2.0, 'The Loop'

IBM Design Thinking 2.0, 'The Loop' described a continuously evolving conversation between IBM's users, their evolving needs, & the teams that solve them.

Today IBM Design Thinking 2.0, which is now called 'Enterprise Design

Thinking', consists of the principles mentioned above, the loop as a kind of mental model (which serves as a stand-in for a 'process' model that IBM tried to avoid), as well as the keys, which stayed the same in comparison to IBM Design Thinking 1.0. However, the loop now also clearly emphasizes the utmost importance to IBM. Between every make-and-observe cycle, there has to be a point to reflect and align upon what has been done in the team and with the sponsor user.

Pages are omitted from this preview.

Pages are omitted from this preview.

Design Thinking Case Study 20:

INTUIT

Design thinking program and its impact: Intuit

Intuit is a widely reported example of a company that successfully embodied design thinking in its transition to a more customer-centric corporate culture.

Challenge

Design thinking infusion started with the goal of developing and nurturing innovation capabilities that allow Intuit to develop a unique personality to compete with best in class across industries.

From the beginning, the catalyst (design thinking implementation) team had top-management commitment without a qualm. However, running a vast change process requires metrics and outcome evaluation parameters.

Catalyst team

From day one, the Catalyst team understood that well. It had to be both practical and opportunistic.

Practical: in terms of using the straightforward initial measure activity. *(ask how many people across functional and business units are rehearsing design thinking already).*

Opportunistic: in terms of carefully listening to what the company cares about *(there is any specific metric. If the company cares about commercial*

innovation, that to increase appeal on some marketing webpages, then let be the metric, to begin with).

From Stories and Metrics

Intuits follows an approach that is simple yet impactful. Most people in the organization (besides management/finance) don't get very 'emotional' about seeing plain numbers and charts. However, everyone in the firm enjoys the lively culture of the company. Its people appreciation aspects and celebration of success and smart failures. Generally, people are interested in other people and their stories. That is why a yearly 'Innovation Catalysts Book' showcases all the major success stories along with a substantial financial impact. 'Stories need metrics!'

When constructing the stories, it is essential to present and judge them in the context. In other words, some stories may verifiably lead up to critical key metrics like NPS, but too many factors confuse. Therefore, it is up to the catalysts team to decide what builds sense to them once a story gets assembled.

Intuit way of Design thinking:

One can't just trace back design thinking's impact on financial performance. One must narrate those contextualized stories because, ultimately, those long contributing factors exist.

The catalyst team believes. It is more vital that the narratives reflect the new Intuit way of doing:

- 1) Having a deep customer empathy aspect**
- 2) Going broad first, then going narrow**
- 3) Experimenting with customers/end users.**

This core design-driven culture enables Intuit's people to drive any metric they care about, not the other way around.

First, 'evidence' suggests that design thinking and its ethos may profoundly impact the bottom line. For example, a recent study shows a stock performance advantage of 'design-centric' companies of 228 percent over ten years compared to the S&P index.

Who is this book for:



1. Intrapreneurs, Product Managers, and UI/UX Designers who wish to acquire a user-centered thinking mindset while building products and services.



2. Future entrepreneurs who are looking to create impactful new institutions, organizations, and businesses.



3. Current and upcoming marketing professionals who desire to increase their understanding of creating solutions that their customers need.



4. Technology leaders in the internet technology business who wish to use a Design Thinking mindset to understand consumers better, scale their businesses and deliver excellent solutions.



5. Specialist professionals from customer-centric sectors like Social Sectors, Travel, Education, Hospitality, etc. Who would like to comprehend how to build delightful customer experiences.



6. Design Thinking consultants and corporate professionals who wish to enhance their credentials and distinguish themselves



7. Students and knowledge seekers who are looking to enhance their innovative/creative mindset by learning skills/tools which enhance their chances to perform better in their career and job market.



8. Educators who are looking to learn Design thinking methodology. They aim to successfully impart this knowledge to their students and contribute to their student's innovative thinking mindset.

Publishing House:



Join our community by visiting www.gooddesignthinkingisgoodbusiness.com