

Design Thinking på Lean Forums årskonferanse 2019

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BOOTLEG

Deloitte.
Digital

80-minuttersbriefen

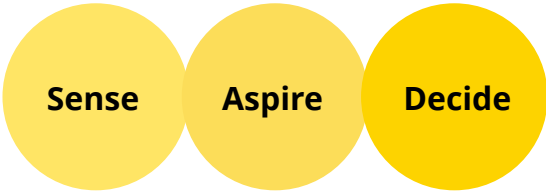
Hvordan fjerne barrierer og insentivere riktig bruk av interne ressurser på tvers for å møte kundenes behov?

Let's start learning together

IMAGINE

Get the right focus

Quickly **set ambitions and chart a path to success** by developing a series of provocations that realize those ambitions



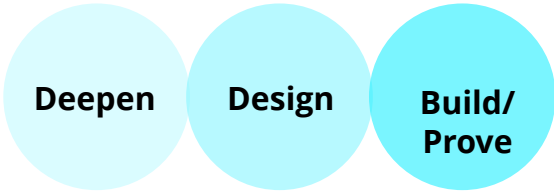
Define the ambitions, look forward, explore broadly

Our focus for today

DELIVER

Get the concept right

Make it tangible, **put the ambition in motion** by moving forward and launching provocations in the market

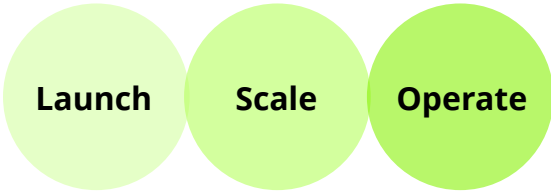


Iterative concept refinement, and offerings in market for faster income statement and balance sheet impact

RUN

Get the business to scale

Once the ambition is refined, **scale the ambition** through flexible and integrated delivery teams



Agile operations to create business impact at scale

IMAGINE

Get the right focus

Sense

Understanding trends and disruptors to locate opportunities in the digital landscape

Aspire

Framing our understanding puts opportunities in context

Decide

Charting a path to success lays out the initiatives to pursue

We start here when you are asking:

- Where should I focus our efforts?
- How do we best prepare for future markets?
- How can I work around my legacy systems?
- What are the forces of change and how will they affect my business?

Sense:

What do we **know** about the landscape,
and what's happening around you?



Sense:

What do we **know** about the landscape, and what's happening around you?

Consider the following questions, while you work through the exercise

What is happening in your world that has or will require you to act?

What are the largest forces and disruptors impacting your industry / markets?

What areas of your business need to transform first?

What are your customers telling you? What needs are known and to what extent do you need to discover unknown needs?

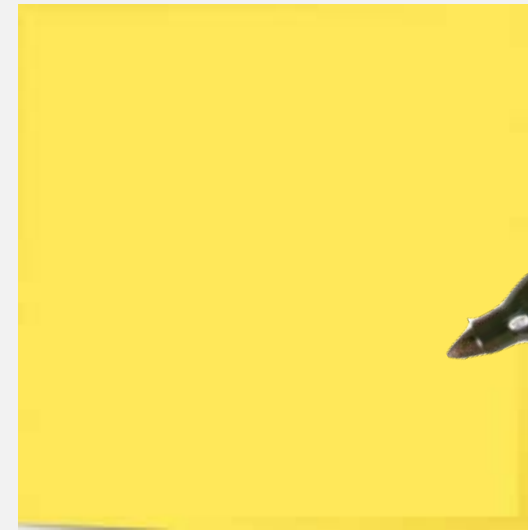
What offerings are emerging in response to changes in the industry/market?

Let's capture some insights

Using your answers to the questions on the previous page, identify the trends, customer needs and disruptors that are relevant to your industry.

What are some of the trends, customer needs and disruptors, that are aligned to your industry?

- What is happening in your world that has or will require you to act?
- What are the largest forces and disruptors impacting your industry / markets?
- What areas of your business need to transform first?
- What are your customers telling you? What needs are known and to what extent do you need to discover unknown needs?
- What offerings are emerging in response to changes in the industry/market?



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Aspire:

What would be a **provocative ambition to capitalize on what you sensed?**



Aspire:

What would be a **provocative** ambition to capitalize on what you sensed?

Consider the following questions, while you work through the exercise

Based on your knowledge of your industry, are we being provocative enough?

What should your ambition be, and what provocation can you create?

How can you convert the challenges you are facing into opportunities?

What offerings do you need to compete and win?

What innovation is needed to your existing and new digital businesses?

What advantages will you gain?

Developing Provocations

Developing a provocation starts by exploring an opportunity, disruptor, or convention, and asking, “What if we...?” Through iterative discussion, develop the question of what you might do or become. Eventually that question will evolve into your ambition for the opportunity.

ASPIRATION

WHERE TO PLAY

HOW TO WIN

What if we created a consumer wellness platform for health services outside hospitals by 2021?

MEASURABLE +
TIMEBOUND

TIPS + TRICKS

- **All good provocations address:**
- **Goals & aspirations** by being galvanizing, measurable and time bound.
- **Where to play** by defining the consumer.
- **How to win** by defining the products and assets to win.

OTHER EXAMPLE PROVOCATIONS

Manufacturing

- What if a waste management company had the most incredible customer experience on the planet and became the “Uber of trash” by 2020?
- What if a large heavy equipment manufacturer created a vehicle sharing model to increase revenue and drive asset efficiency by 2020?

Energy

- What if we created an ecosystem combined with our technology and chemical processes to eliminate staph infections in hospitals by 2019?

Develop your provocation

Using your answers to the questions captured during sensing, develop a few provocations

PROVOCATION

Hva hvis vi..



COMPETITIVE ADVANTAGE

Blank area for notes related to Competitive Advantage.

ECONOMIC VALUE

Blank area for notes related to Economic Value.

CUSTOMER EXPERIENCE



IMAGINE

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A dirt road winds through a dense forest of tall evergreen trees. The road is narrow and appears to be made of gravel or dirt, with a strip of grass growing in the center. The trees are tall and thin, with dark trunks and green foliage. The lighting is soft, suggesting a slightly overcast day. The overall atmosphere is quiet and serene.

Decide:

**What needs to be
true for your
provocation to
become real and to
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market?**

Decide:

What needs to be **true** for your provocation to become real and to be tested in the market?

Consider the following questions, while you work through the exercise

Review the provocations you created and determine which one you believe would resonate the most your organisation right now.

Too often the focus is on all the reasons why an idea won't work. While referencing the enterprise dimensions, ask yourself what must be true for your provocation to become real and to be tested in the market.

Note that all of the dimensions are important it's okay to index more heavily on one or two dimensions as long as you explore the implications across all the other dimensions.

Let's identify some truths

What would need to be true for your provocation to be real? Even though all of the dimensions are important it's okay to index more heavily on one or two dimensions as long as you explore the implications

ECOSYSTEMS, NEW BUSINESS & SERVICE MODELS

What would need to be true for your business model and ecosystem?

EXPERIENCES & ENGAGEMENT

What would need to be true for customers to experience...?

AMBITIONS & ASPIRATIONS

What would need to be true to avoid being disrupted by...?

VALUE ENHANCEMENT

What would need to be true to enhance value to...?

CULTURE & LEADERSHIP

What would need to be true to enable the right organizational mindset?

BRANDING

What would need to be true for people to believe your brand representation?

ORGANIZATION & WORKFORCE

What would need to be true for the organization?

ENTERPRISE OPERATIONS

What would need to be true about your back end enterprise operations?

CUSTOMER PLATFORM DATA

What would have to be true about your systems, technology and data to create the necessary digital platforms to enable customer experience and value?



Commitment Card

Today represents the first steps in a journey towards transforming your business for the Digital Age – and it begins with your commitment to next steps, whether they be weekly, monthly or within the next 100 days.

A few examples of these commitments are: develop a contact plan to socialize the ambition, identify creative ways to engage and tell the story, or to dive deeper into provocations.

Denne uka skal vi..

Denne måneden skal vi..

Innen de neste hundre dagene skal vi..



Takk for Oppmerksomheten!

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