

CASE STUDY

TELECOMMUNICATIONS: CREATING GAME CHANGING IDEAS THAT WILL DRIVE SUSTAINABILITY

The Challenge

The senior management team were seeking ways to come up with new business opportunities and deliver innovative services to existing customers, through a systematic approach and use of proven methodologies, tools and techniques to drive sustainability.

The Solution

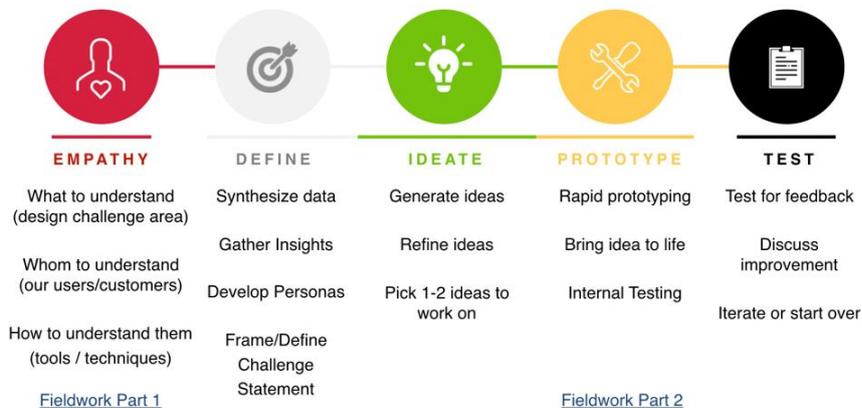
The solution to this request, designed and implemented by the ODE team of Design Thinking practitioners, was a combination of:

For the management team	
Customized 5-step Design Thinking learning journey	80 leaders were taken through the full Design Thinking journey, applying existing business challenges, to drive successful innovations for later implementation.
For the organisation	
Thorough and customized Design Thinking Playbook	The playbook included a wide collection of tested methods, mindsets and practices that could be applied to the client's needs and as support to the organizational learning journey.

The Process

The learning journey and Playbook was following the following 5-step Design Thinking process including:

The Design Thinking Framework



Emphathize	<ul style="list-style-type: none"> ▪ Together with the leadership team, a range of critical design challenge areas were identified and embedded into the process. ▪ Diverse cross-functional teams collaborated around topics related to customer empathy, developing personas and crafting powerful questions for deeper customer understanding, as a preparation for fieldwork studies.
Define	From the fieldwork studies, the client's customer data was analyzed and synthesized, as a way to systematically frame design challenge statements based on real customer needs and insights.
Ideate	<ul style="list-style-type: none"> ▪ Based on carefully selected challenge statements, participants generated a wide range of ideas using a variety of brainstorming techniques. ▪ Ideas were prioritized using matrix tools.
Prototype	<ul style="list-style-type: none"> ▪ Teams discussed ways to build tangible representations of prioritized ideas using prototyping tools. ▪ Discussions around implementation, business model thinking and pricing were taken into consideration.
Test/pitch	Teams prepared and presented their prototypes and suggested business models to a group of stakeholders for a first round of feedback and input.

The Impact

Through experiencing a Design Thinking process while at the same time solving existing customer needs, the client's management team was able to develop:

- An understanding of existing customer needs and insights
- A wide range of creative customer-centered ideas (in store)
- Customer-centric concepts (idea + prototype) for each design challenge area
- A deeper understanding of how to solve complex business challenges through a design thinking application and easy access to the Playbook (shared within the organization)
- Stronger cross-functional collaborations and ideas on how to better innovate together