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Appendix K – Stakeholder analysis

In order to keep the right people informed, the stakeholders need to be identified. This stakeholder analysis yielded a better understanding of the people that are interested in this research (de Witte & Jonker, 2015). An organization should simultaneously create value for the following stakeholders:

- Society;
- Customers;
- The organization;
- Teams;
- Individual employees.

The targeted result of this assignment is to offer services to organizations to improve their innovation capacity. This enables organizations to develop new user-centered products or services that better cater their customers' needs.

Value for society is created by enabling organizations to develop innovative products faster. This will eventually increase market competition and satisfaction of their customers. Because the new services should be available for all organizations, innovation can occur in all shapes and sizes, including products that improve the environment, health, or general welfare.

The value for Consilience's customers, which are organizations in Mumbai that have a need to improve their innovation capacity, is that the new services teach new practices, skills and tools that help solve wicked problems. This results in competitive advantage and possibilities for growth.

The organization for which value should be created by this assignment is Consilience. The value that is created for Consilience is that a new customer segment is being created, which expands their customer base. Dr. Shabbi Luthra is the CEO of Consilience and therefore the main beneficiary.

The teams within Consilience that encounter change caused by this assignment are the Maker engineers and the systems integrators. These teams will work with the new target audience, which requires them to collaborate closely to continuously improve the services and deliver maximum value to Consilience customers. They have to gain knowledge on the new target audience and how to provide the services. This adds to their knowledge and experience and results in a stronger bond.

The individual employees will get training to work with the new target group to develop critical skills. By providing the new services, these employees will also get more experience.

Stakeholder matrix

The stakeholders, as described above, are placed in a stakeholder matrix, based on their interest in the results of these research and their power to influence this result.

Society has no power to influence the result of this research as they are not involved in the research. Their interest is low, making them a neutral stakeholder, as the result is still intangible and their benefit is not yet clear.

The customers, being the organizations to which the services will be offered, provide input for this research. They have a mediate interest as the value of the services is still intangible. Their input, that is given through interviews and observations, gives direction to the research. However, they have no power to deliberately influence the research.

Dr. Shabbi Luthra, CEO of Consilience, is the main influencer of this research and makes decisions that give direction to the research. Dr Luthra's interest is high, as the new services opens new possibilities for Consilience and expands the organization's customer base.

The teams and individual employees have the influence to influence the research results, as Dr. Luthra allows the individual employees to think about possible improvements to the services. Their interest is high as they will eventually provide the services, and need the knowledge and skills to do so.



Stakeholder management

Dr. Luthra was managed by discussing decisions and reporting the progress of the research. The Scrum project management method has a biweekly planned sprint review, during which the results of the respective sprint are presented and whether or not approved. This ensured a better alignment of the results with the client and

The Consilience teams are managed by (weekly) discussing the research and possible practices that can be included in the services.

The target audience is kept informed by testing the prototype of the services with a sample of the stakeholders in this group. The target audience was actively approached during this research for marketing the workshops. The workshops were presented to the target audience in order to inform them of the possibilities.

There was no need to manage or inform society regarding the progress of the research.

Appendix L – Assessing cultural differences

Because this thesis concerns an internship in a different country, the culture needed to be minded to ensure seamless collaboration. The first step in adapting to a different culture is to assess the cultural differences. These differences were assessed according to the PREFLEX student guide (Hernández & Walenkamp, 2012).

Information was gathered on the areas that are distinguished in the PREFLEX guide by speaking with Indian colleagues from my previous internship at ABN AMRO, emailing with my supervisor at Consilience and conducting desk research. Awareness of Dutch culture and how others perceive personality traits was gained through the book *Dealing with the Dutch* (Vossenstein, 2010). The following areas are distinguished:

- Communication: high or low context
- Relationship to groups and individual behavior
- Time management and notions of punctuality
- Hierarchy and status
- Nonverbal communications and language use

Communication styles

India generally has a high-context communication style. A large part of the message that Indian people try to convey can be found in nonverbal communication. This means that Indian people do not like to speak their minds, and rarely use direct communication. Hierarchy is highly applied in Indian organizations. Employees communicate politely and obey their managers. This means that the message that they communicate will often be indirect.

The Dutch communication that I am used to is low-context and direct. During my internship I had to adapt to the Indian communication style by recognizing the high-context communication, identifying the real message that someone wanted to communicate and change my communication from direct to indirect.

During the first weeks of my internship I found it complex to recognize the real message that my colleagues were trying to convey. I learned to understand their communication in the third week, and after this I did not encounter any communicational problems. Adapting my own communication style to a more indirect style was no problem.

Relationship to groups

According to Geert Hofstede, the Netherlands has an individualistic, independent culture (Hofstede, 2016). The Indian culture is less individualistic, but not collectivistic either. The main difference is that the Indian population is more interdependent.

During my internship I recognized a preference with my colleagues to belong to a group. During my first two weeks I adapted and got accepted to the group, that mainly consisted of the Maker Engineers. This helped me to be trusted by the group and communicate about work-related and nonwork-related topics.

Time management and punctuality

Punctuality in Indian culture is not always taken seriously. Indian people are not always on time and this is generally accepted. At the Consilience workplace however, being on time is required by management and is monitored. I am a punctual person, so this was not a problem for me.

The fast growth of Consilience requires flexible time management and hard work. My supervisor set several deadlines during the internship, that required me to be flexible and manage my tasks well in order to make these deadlines.

Hierarchy and status

Hierarchy is present in almost every organization in India. Status of people higher up in the hierarchy is expected and respected by employees. It is uncommon to call managers by their first name or to object to your managers.

In my previous internship I could address my managers by their first name. During my internship in India I was very respectful to everyone higher up in the hierarchy, and to customers. This means my supervisors and Consilience, the attendees of the summits and workshops and stakeholders I interviewed for my internship.

Nonverbal communication

Nonverbal communication distinguishes haptics (touch), proxemics (personal space), expression and interpretation of emotions, kinetics (body movement), alfatics (smell), chronemics (time perceiving), and paralanguage (silence and non-verbal sounds).

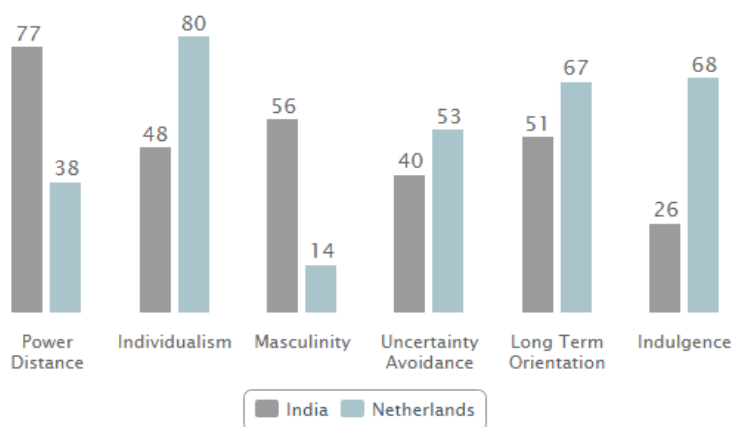
Touching each other in India is considered normal during communications. This was something I had to get used to during the first weeks but adapted to fairly quickly. Indian people also tend to stand very closely. This was a concept that took me a long time to accept. I noticed no differences in expression and interpretation of emotions between Dutch and Indian people.

The only difference in body movement I noticed between Dutch and Indian people, is that Indian people nod their head during conversations. This nodding expresses thinking or agreeing, and not disagreeing as the Dutch mean by nodding their head.

Indian people smell different than I am used to. This was not a problem during my internship as I accepted this. As I described under Time management and punctuality, punctuality is not an issue in Indian culture. I am a punctual person myself and made sure I was on time for appointments and workdays during my internship I did not notice a difference in silence and non-verbal sounds between Dutch and Indian people.

Geert Hofstede

Geert Hofstede has conducted research on cultural differences between countries. (Hofstede, 2016) Using the research that Hofstede did, I will identify the cultural differences between India and the Netherlands.



Hofstede made a subdivision of the differences between two countries. The following aspects are distinguished:

- Power Distance – the extent to which the society accepts and expects an unequal distribution of power;
- Individualism – how interdependent a society is;
- Masculinity – the degree of competitiveness and wanting to be the best as respect to like what you are doing;
- Uncertainty Avoidance – the extent to which a society is scared of uncertainty and the effort that is put into avoiding uncertainty;
- Long Term Orientation – the way that societies are focused on begin conservative or shaping the future;
- Indulgence – how focused societies are on pursuing their desires.

Power Distance

(India 77, Netherlands 38)

There is a high sense of hierarchy in India, which means that it is highly accepted and expected by less powerful members of an organization that power is distributed unequally. Employees obey their direct managers and expect to be directed in what is expected from them.

As a result, employees expect their managers to always tell them what to do. This means that employees rarely take initiative and that their managers do not expect them to. In order to not come off as rude towards my supervisors, I will put all my plans up for review before I start working on them. Before the internship, I had my plan of action approved by my guiding examiner and my supervisors. This was to assure that my plan was clear and my supervisor knew what I was working on.

During my internship, I will obey my colleagues that have more power than me, and I will accept that managers will not be as engaged with their employees as I am used to. This will mean that I have to be independent and work hard to live up to the expectations of my managers during sprint reviews. Career decisions are often based on the relationship between the employer and the employee.

Individualism

(India 48, Netherlands 80)

Although India has an intermediate score for individualism, they are more collectivist than the Netherlands. This collectivism comes from the people wanting to belong to a social framework where individuals act for the greater good of the group. Acts of individuals are mainly influenced by their families and close neighbors. There is also a large individualist aspect to the Indian culture, where people see themselves as the only responsible for the way they live.

Dutch culture is more focused on individualism. My adaption to the collectivist aspect of Indian culture has a lower priority, because the sense of belonging to a social framework does not have a high impact on my internship. I will be open to the existing social framework among my colleagues at Consilience to improve collaboration.

Masculinity

(India 56, Netherlands 14)

Just as Individualism, India has an intermediate score for Masculinity as well. There is also again a great difference between the Indian and the Dutch score, except this time the Dutch score is lower than the Indian score.

This difference means that the Indian culture is more competition focused than the Netherlands, and that Indian society focuses on being better than others. Especially the display of success is more usual in India than in the Netherlands. I will accept that others may try to be better than me, and show off when they are. In addition, if one of my colleagues displays their success, I will protect myself by showing my own success. This will be expected by my colleagues and will not harm our relationship.

Uncertainty avoidance

(India 40, Netherlands 53)

There is a small difference between the Indian and the Dutch score. I will not have to adapt to this aspect of the Indian culture as it is comparable to what I am used to.

Long term orientation

(India 51, Netherlands 67)

India is a little less long term oriented than the Netherlands. Although the difference is small, I will expect and accept that decisions will be less long term oriented than I am used to.

Indulgence

(India 26, Netherlands 68)

The low score for indulgence indicates that Indian culture is a culture of restraint. These cultures are less focused on leisure time and put little emphasis on gratifying their desires. This difference will not impact my internship as much as my leisure time in India. I must not expect to spend a lot of spare time with my colleagues, as they live in a more cynic and pessimistic culture. I will try to spend as much spare time with my colleagues as possible, as this will help me integrate into the culture.

Culture shock

Culture shock happens during the adaptation to a new unknown culture (Hernández & Walenkamp, 2012). The first weeks are phase 1, or the vacation stage, where everything is new, the person settles in, and everything feels exciting.

After a while the cultural differences become more clear and this can cause misunderstandings and even hostility. A flexible mindset and proactivity should bring things into perspective. Eventually this stage passes into the cultural stress stage, often referred to as culture shock. One can feel misunderstood, depressed, homesick and sleep deprivation.

Culture shock can be overcome by establishing a support system of peers, friends and mentors. The best practice during this stage is to talk about your feelings and to know that it is a natural part of integrating into a new culture.

After culture shock comes adjustment and integration. During these stages the newly acquired knowledge and experience can be used for self-development and can be applied in everyday life. For this assignment the newly acquired knowledge and experience were used to communicate with stakeholders in an effective way.

Appendix M – Scrum practices

Scrum is an iterative project management method that offers practices to work agile, fast and client centered. The Scrum practices are described below.

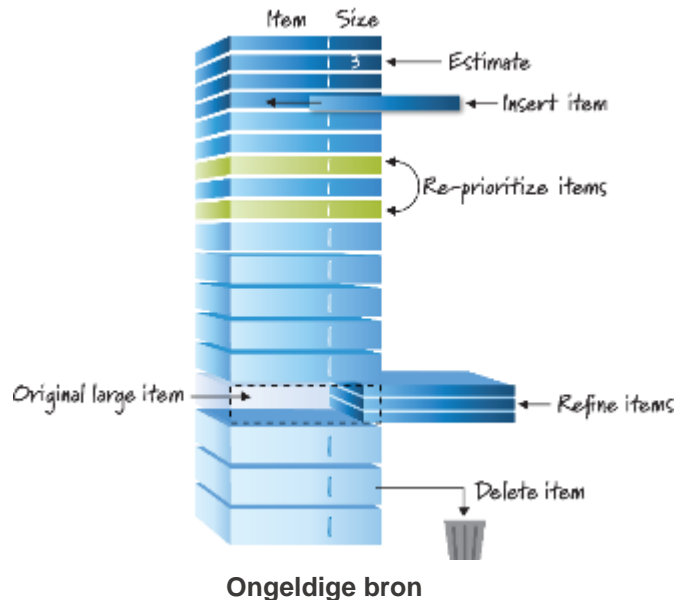
Product backlog

The product backlog consists of the separate parts that need to be finished to come to a final product. The product in the case of this internship is the prototype of the service that was developed for Consilience. The separate parts on the product backlog are called product backlog items (PBI's).

The product is divided into separate parts that need to be finished. The benefit of this practice is that the separate parts can be prioritized and divided over sprints based on this prioritization. The separate parts for this research consisted are illustrated in the product backlog on the next page.

This agile approach ensures that the most valuable parts of the product will be submitted to the client first, so that these can be evaluated and possible changes can be quickly implemented into the next sprints (Quicksrum, 2016).

Before each sprint, the product backlog is prioritized by the product owner, and the items at the top of the list are included on the sprint planning.



Scrum roles

Scrum distinguishes the roles of Scrum Master (SM), Product Owner (PO) and Team Member or Developer (TM). The role of product owner is for this internship assumed by Dr. Shabbi Luthra, CEO of Consilience. The role of Scrum Master and Team Member are assumed by myself.

The PO prioritizes the Product Backlog and has the power to add and remove product backlog items from the product backlog. The PO also makes the ultimate decisions for approval of finished product backlog items that are presented during the sprint review.

The SM is responsible for structuring and controlling the Scrum process and guarding the sprint goals. I myself was during this internship responsible for controlling the Scrum process and developing the product backlog items.

Sprint backlog

One of Scrum's most important practices is the use of a sprint planning. This sprint planning consists of the product backlog items (PBI's) will be developed in the respective sprint. Generally, the items at the top of the product backlog will be included in the upcoming sprint.

PBI'S are given a value that represents the estimated complexity and duration for development. The most widely used value for PBI's are story points, usually from the Fibonacci sequence. Based on the value of the PBI's, and the capacity of the Scrum team, the sprint backlog can be composed. If, for example, a team on average develops 20 story points per sprint, they will include approximately 20 story points worth of PBI'S.

During a sprint, the team develops the PBI's that are on the sprint backlog. A burndown chart visualizes the progress a team makes during the sprint. The y-axis on the burndown chart represents the value in story points that the team has to develop, the x-axis represents the number of days. The burndown chart starts at the cumulative value of the story points on the backlog on day 0, and each day the line drops by the amount of story points that has been finished.

Product backlog items

The PBI's are small parts of the products that needed to be delivered during this research. The PBI's need to be refined to be put on the sprint backlog. If a PBI is too large, it becomes more unpredictable and harder to manage. Before each sprint, the PBI's with the highest priority on the product backlog are reevaluated and refined if necessary.

Definition of Done (DoD)

The DoD describes the activities that need to be completed in order to develop a PBI (Panchal, 2008). The DoD is an artifact that can be used to communicate the status of a feature or PBI. The DoD describe for each PBI the minimum activities that need to be done in order to it to be seen as finished.

Sprint review

The sprint review is a presentation at the end of a sprint in which the results of that sprint were presented to the client. During the sprint review, the Scrum team (myself) showcases the work that was finished during the respective sprint. This is meant to gather feedback and approval of finished (potentially shippable) products. These products, if according to the DoD, are then approved by the PO.

Sprint retrospectives

The Scrum focus on continuous improvements comes from the sprint retrospectives that team hold after each sprint. During this retrospectives, the team reflects on the practices from the last sprint, and identifies what went well and what could be improved. (Villanueva, 2014)

The retrospectives can have different formats, as long as they pursue the goal of identifying improvements that can be implemented in the next sprint. I used different formats during my internship to ensure that the format did not get boring and to get optimal results during each retrospective. (Devendra, 2014) (ScrumInc, 2016)

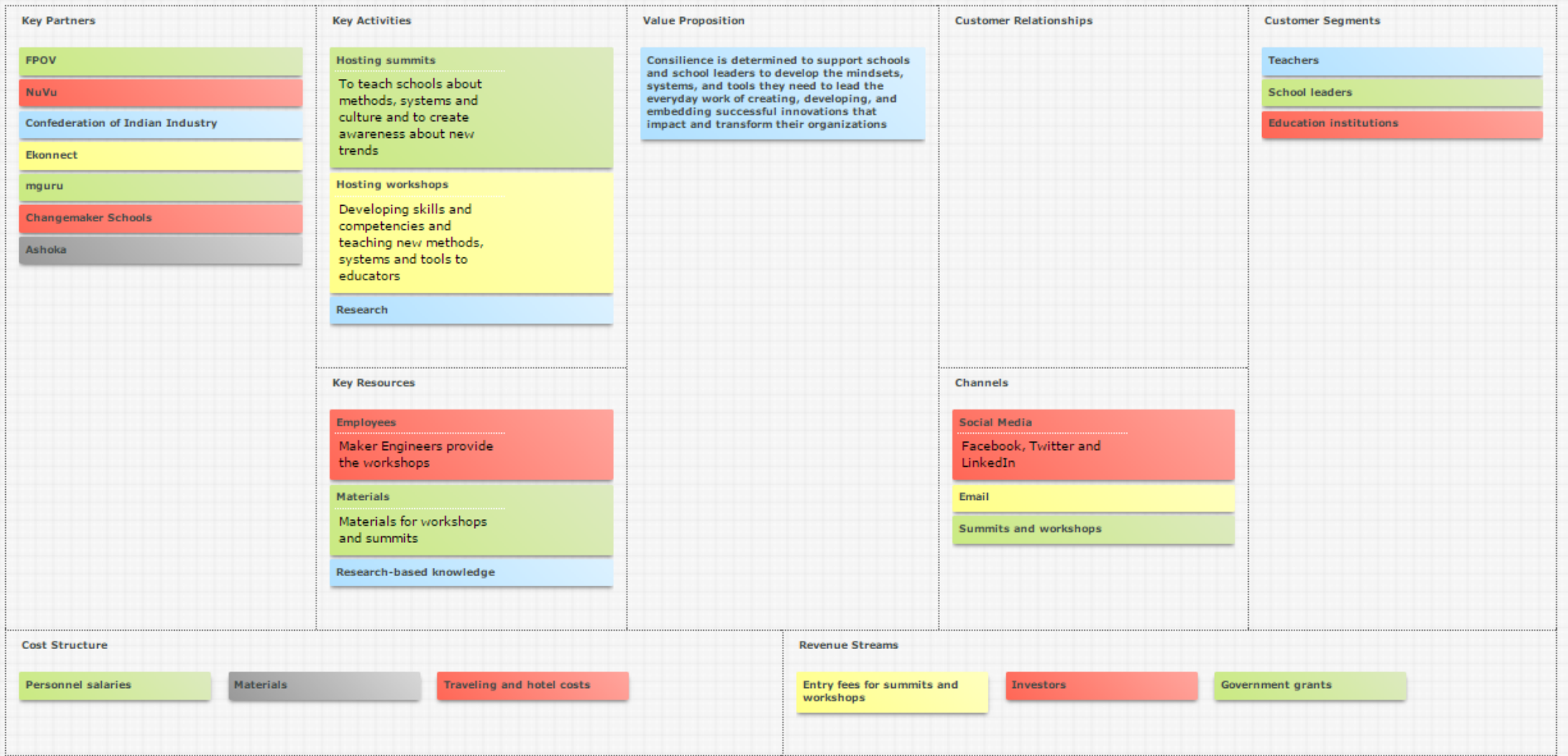
Product backlog

The product backlog was created according to the planning that I made for my graduation plan. In this product backlog, the intermediary results of the Design Thinking phases and the supporting documents are formulated and valuated with story points (Size).

Product Backlog Item	Size	Priority
Plan of action	3	5
Theoretical framework	8	4
Understanding of Consilience	1	4
Stakeholder analysis	2	3
Success factors	1	3
Stakeholder interviews (project definition)	5	3
Stakeholder interviews (empathize)	8	2
Empathy report	3	2
Persona's	2	1
Challenge statements	2	1
Define report	3	1
Brainstorm Free Writing	2	1
Brainstorm SCAMPER	2	1
Brainstorm Fast Idea Generator	2	1
Filter Design Criteria	1	1
Filter COCD-Box	1	1
Filter Select Promising Ideas	1	1
Ideate report	3	1
Prototype	8	1
Feedback prototype	2	1
Prototype report	3	1
Test report	3	1
Advice and recommendations	3	1
Final presentation	1	1
	70	

Appendix N – Business Model Canvas

Consilience: Learning reimagined



Appendix O – Interview minutes

Bold text: interviewer, Normal text: interviewee. [names omitted for privacy reasons]

Organization 1

Interviewee 1

1st interview

20-03-2017

****Introduction****

Please tell me something about yourself before we start?

My name is [name] I am 29 years old and have been working for [organization 1] for five years now. I have been married for five years to my husband, with whom I have a one year old son.

Thank you, can you tell me something about your job at [organization 1]?

So I'm an HR-manager, which basically means that I make sure that our people have what they need to do their jobs, and that I see to it that we attract and hire the best people for new job openings.

How important do you think that continuously innovating is for your organization?

Very important. Our products need to stand out in our market. We have some strong competitors so we need to come up with ideas to improve our products all the time.

Do you think that at this moment [organization 1] is performing well on innovation?

Yes we are doing quite good on innovation. We have competent managers who, based on our research, come up with new ideas.

What are the main benefits of innovation for your organization?

Mainly to stay ahead of others in our market, attract new customers, ensure the best strategic fit of our products and by doing that we keep our clients happy.

Do you think that your organization emphasizes innovation enough?

Yes, I cannot tell you about everything we do when it comes to innovation, you should talk to some of our accountants. They know all the changes that have been made to products and they know what the customers need.

But everyone in an organization can contribute to innovation. Do you know how you can contribute?

By talking to my colleagues I think I can contribute.

Do you talk about innovation related topics often?

Not that much.

Do you think it would be helpful if it was easier for you and your colleagues to talk about these subject?

It's not that it is not easy, I just don't often take the time to do it.

Do you think that an organization's innovation capacity could improve if employees were stimulated to talk about innovation related topics?

I do.

Do you think that your manager listens to the ideas that you and your colleagues put forward?

What do you mean?

If you have ideas for changes, improvements, do you think your manager really listens to those ideas?

Surely yes. But not so much changes as things I need to talk through about certain situations. Just yesterday I had a conversation about a potential new HR-assistant. My manager listens to that and give me the freedom to hire someone. But I don't present them ideas for the company, they have other people for that.

But you are the one who meets new employees first, and you deal with vacancies. Don't you have ideas about new skills that are becoming important, or better ways to fill job openings?

I don't have better ideas because I don't know what my managers require. I discuss job openings and talk about how I can best describe the job in the vacancy. But at the end of the day the department managers know best what kind of person best fits their department.

Do you think that your organization has the required assets to innovate, such as an innovation focused culture, the right materials and equipment, skilled employees and the right knowledge?

I do think so. Our culture is open to changes and there is a great focus on improving our products. Of course we do a lot of research, which is most important for innovation. So changes are well supported.

Would you say that your culture is completely focused on innovation?

Not so much no, we have too many operations to solely focus on innovation. I think the right balance is critical to managing an organization.

What about the right employees and knowledge?

New employees are thoroughly scanned through three rounds of monitoring. We require an interview, a business case and a two-day boot camp, which need to be successfully completed before a new employee is hired.

What are the main characteristics you look for in a candidate?

That mostly depends on the job they've applied for. But they have to at least be strong in communication and collaboration, which really shows during the boot camp. Problems solving skills and the right experience are also critical. When it comes to our consultants they have to look representative for the company.

Why do you think communication and collaboration are the most important skills?

Because you must be able to communicate the things you do, and the ideas you have, otherwise you are just fooling around.

But why must you be able to communicate everything you do?

Because you need to support of your superior.

How does this work in practice. When employees are hired, how can you assure that they fit the organization?

When someone is hired they are taken through the most important matters and they meet their colleagues. Of course everyone has to make an effort to accept a new colleague into their lives but this is not a problem, usually.

Intrinsic motivation is a very important driver for every employee. Do you think that at [organization 1], employers and employees have the right intrinsic motivation?

Yes, definitely. That is indeed also one thing we really look for in new employees. They have to be clear in their motivation why they want to work for [organization 1]. We also have a biyearly employee satisfaction scan which really points that our employees are happy with their jobs.

If an employee expresses not to be satisfied with his current position, how do you handle that?

Of course we advise to discuss this with their direct manager. If they are afraid to do so we can have a word with them. This has only occurred once and we found a better position within the organization for this employee, as she did not feel comfortable with her tasks.

How is creativity accepted in the workplace?

You would have to ask that to our solutions people. They are responsible for the products we deliver.

As an HR manager you are responsible for the types of skills that newly hired employees have, can you stimulate innovation by looking for innovative skills?

Yes, and we do look for that, but it is not the main priority. They have to fit in the organization, the team and they should be qualified for the job.

But if your organization is focused on creativity it will be easier to look for creative candidates, as these people fit in the organization.

That is true. But that's not the current reality.

Is that a reality in which you want to work? A creative organization that stimulates its employees to think of and develop new ideas?

I don't know. I am comfortable in my position now, and I don't think I am really good at developing new ideas.

But as a whole in the organization, is creativity important?

Not really. We have fixed tasks that ensure that everything is going according to plan. The implementation of our products requires a fixed procedure.

What is needed for employees or managers to be innovative?

They have to know what our current services are, how they work, and what their main goal is. Then they can come up with new ideas to achieve these goals, either by research or talking to managers.

And what if these goals change?

What do you mean?

Customers' needs keep changing, so while one of your services may be focused on a specific goal, it could occur that your customers' needs shift and that the goal of your services need to be adjusted.

Then we have to first know what our customers need. I think it is important that we keep monitoring this. That is probably something that our consultants notice first.

Which methods for innovation are being used within [organization 1]?

You should really ask that to our solutions people. I don't really know that. As I said, we do a lot of research, but I don't know if they use any specific method for that. We do have creative people, don't get me wrong, but these are the managers that decide what kind of improvements we need to do or if we can produce new products.

Have you heard of design thinking?

Yes I have.

Would you think design thinking could be useful for [organization 1]?

It's supposed to be a popular method, but I'm not sure whether we can profit from DT. I mean we already involve our clients through surveys and our consultants have a lot of contact with the clients. But the whole process is really expensive, because I think you have to make prototypes and such, and

we do not have the means to test out these prototypes. We can't just go to our client and say "hey we want to test this prototype with you, not sure if it works but we'll find out soon enough".

Conclusion

Organization 1
Interviewee 1
2nd interview
21-03-2017

****Introduction****

Last time you told me about how you don't think design thinking can be valuable for your organization. We at Consilience think that every organization can benefit from design thinking in some way. We offer workshops to familiarize participants with the process. Do you think such a workshop is valuable for [organization 1]?

I must honestly say that I don't have good experience with workshops like that. I have had some workshops, and they are usually quite strong. But when the workshop is over and I discuss with colleagues what we have learned, a week later we have already forgotten what the workshop was actually about. So unless you have a solution for that I do not think a workshop can be really valuable.

So how do you think such a workshop will yield better results?

I think the main problem is that usually a few managers go to these workshops and then try to implement the lessons they learned themselves, without knowing how to really implement it.

So it is better to send more people from different levels in the organization?

Definitely.

And workshops should elaborate more on implementing the lessons learned during the workshop?

Yes.

And what if we offer a set of two or three workshops? A repeated message is usually remembered better, and we can assess more subjects.

Yes that might work, but these workshops are usually pretty expensive. And as we don't even know if can really benefit from DT, it would be silly to plan three workshop and then find out that we don't even know how to really implement it. No matter how well the workshops explain the process.

What is currently the way to discover and implement new methods at [organization 1]?

Research. We can research the methods ourselves.

Can you think of ways to improve the process of implementing new procedures or methods at [organization 1]?

The most important think will be making sure that everyone who is involved with the change, supports the change, and know how to work with what is being implemented.

And how do you think you can make sure that everyone supports the change?

That is tough. You always have some resistance. But talking to people, training people, that is the most important thing.

You told me that you think it is important to monitor customers' needs, and that your consultants are the first to notice shifting customer needs. Design thinking takes this knowledge that is discovered by your consultants and uses this to define new customer needs, and to communicate these needs to the rest of the organization. Do you see the value in this?

Yes that is important indeed. I just don't really like the fact that you brainstorm ideas that are not supported by research in any way and then make a prototype out of nothing. I think that there should at least be some kind of proof before you spend time and money making a prototype that might not even be correct.

These ideas can be supported by research before prototyping. Design thinking can be customized to your organization and is not at all a mandatory process that must be the same every time. And the ideas come from the minds of specialized people, so they are based on knowledge.

That is true, I didn't think of it that way.

Do you think that you and your colleagues have the right knowledge to ideate creative ideas?

You don't really need knowledge to ideate creative ideas I think? I think I don't understand.

I mean, do you think you and your colleagues have the right knowledge on challenges and issues that play in the organization, that you can think of original, creative problems that, with your knowledge, you can assess whether or not it might work?

Interesting. I think so.

In the last interview you told me that [organization 1] is focused on innovation. What would you say would be the main challenge that [organization 1] faces, and that requires continuous innovation?

The main challenge is really to see if our products still satisfy our clients' needs, and how we can improve these products for all of our customers. We are also looking for new ways to attract new customers and even how our products can be put to another purpose, like in new markets.

You told me that you are uncomfortable with brainstorming ideas that are unsupported by research or knowledge, but new original ideas can be just as valuable, or even more valuable than existing ideas. Do you think that some people within an organization can deal with new ideas?

It could work, but then again, how would you make sure these ideas work?

Some ideas cannot be proven by research, as they are too new, but why wouldn't new ideas be valuable?

They can be valuable, but it is quite costly to proof that, if you first have to develop the product, then have a beta test, and then discover that the product isn't at all what customers need.

But what if this new idea is exactly what your customers need?

Then you are lucky. I think it is hard to discover, and there is an elaborate process that precedes this discovery.

What do you think could help you in testing new ideas? Which kinds of tests would be reliable and not too costly?

I can't say that from the top of my head.

What do you think would work, to discover a new idea that can satisfy your customers' needs?

We need to know exactly what the customer wants. And then we can experiment maybe with cheap prototypes. It should be a fast method, so that we can quickly show customers what we think they need.

We have a saying at Consilience, fail fast and learn quickly. By making tangible prototypes, that can be cheaply made, you can communicate your thoughts to your customers, gather feedback and keep improving the prototype until you capture exactly what your customers want.

Now that sounds interesting. That can work yes.

Conclusion

Organization 1
Interviewee 2
1st interview
20-03-2017

****Introduction****

Can you tell me something about yourself?

I am 22 years old and have been working for [organization 1] since October last year. Just before that I graduated engineering. I work as a cyber security consultant for [organization 1]. So I go out and try to sell [organization 1]'s products to potential clients. And when these clients buy the product I have to watch over the process of implementing these products, which is a pretty demanding procedure.

How important do you think that continuously innovating is for your organization?

Pretty important. I meet with clients all the time and every client needs something else. Of course we can't help all these companies but it does tell us that we need to improve the products all the time.

What are the main benefits of innovating for your organization?

To sell the products to new customers.

Do you think that the way your currently selling these products is good?

I do.

Does [organization 1] emphasize innovation enough?

I think so. I can't really be busy with innovating. It is mostly a management job. I am already working ten hours a day, and sometimes I even have to work on the weekends. So I don't really have time to think of how to improve these products. I leave that to my manager.

But you are the main link between your customers and [organization 1]. Don't you think it is important to talk to your manager about your customers' needs so that the products can be improved?

As I told you I don't have time for that. I do have ideas of course of what these companies need, but I don't really have the time to talk about it to my manager.

Do you think that your manager listens to the ideas that you and your colleagues put forward?

Not really. They are mostly busy too. We have other people taking care of the products.

Why do you think that your managers don't grant you the time to talk about your customers?

I think they are too busy with what is going on, and not with what could be. They are not too interested in what we have to tell.

Why do you think it is important that your managers do listen to what you have to tell?

Because I am the one who meets the customers. I am the one who sees new needs arise, and when I get the chance to discuss these with my managers, they can take it further in the organization.

How does that make you feel?

I understand that things are busy, but I think more effort should be put into understanding me and my colleagues. It would be better for the company and also for us because things are pretty busy.

Do you think that your organization has the required assets to innovate, such as an innovation focused culture, the right materials and equipment, skilled employees and the right knowledge?

We do have all that. We just don't have the time to do something with all that. At least not in my department.

What about [organization 1]'s culture, does innovation have a place in there?

Surely. We do keep improving. It is not like everyone is too busy with their jobs, there is some freedom. Right now is just a really busy time because it's the end of a financial year. And I have only been working with [organization 1] for a few months. The way things go around here is not really focused on innovation, but in some time maybe it will be. When the rush is over.

What do you think are the most important skills for employees at [organization 1]?

Communication and collaboration I would say. That is at least for my colleagues and me. For the whole of [organization 1] it would be technical thinking, also communication and collaboration, and maybe analytical thinking and problem solving.

Why is communication and collaboration so important?

Because we have to convince our leads to buy our products. That is for communication, and collaboration is important when we have sold such a product and it needs to be implemented in the client's firm.

It is really important for employees to believe in their employer's goals, and the means with which their employer try to realize these goals. This is called intrinsic motivation. Do you think this is important and do you think that [organization 1] does a good job managing their employees' motivation?

Yes that is one of the most important things, to be really motivated to do your job. My manager makes sure that I am still happy with my job, but I think that some changes can be made to make employees happier. Like less hours, more contact with others. I want to talk about new ideas because I know what my clients want, but there is simply no time.

Are you and your colleagues stimulated to be creative in your work?

Absolutely not. I have to be very precise in what I do and can't make any changes otherwise the implementation will go wrong. There is no room for creativity in what I'm doing.

Do you think creativity can help in some ways?

Yes, I mean we can have some kind of creativity to convince leads. But implementation follows a strict process.

And do you think this process can be improved?

I don't think it can, not with the current infrastructure and our products. There are not many ways in which an implementation can be successful so it's really not creative.

Have you heard of design thinking?

Yes I know a bit about it.

The first step in the design thinking process is empathy. As you are the link between [organization 1] and its clients, you are the designated person the empathize with the clients. If your working hours would be less, maybe after the end of the financial year, do you think design thinking can be a means for [organization 1] to foster innovation?

Yes that would probably work. I don't really know a lot about the process but I think it is important to take customer needs into consideration.

So innovation can be improved if you organization took your customer needs more into consideration.

Yes. But I can say to my manager what they want, but I don't really see how I can really make this into a design thinking thing.

By learning to be more observing and really being able to find out their underlying challenges, you can define these problems, and these can be converted to possible solutions. Design thinking style.

I think I can already identify issues, that is my role.

Yes, but design thinking gives you new tools that can help this process.

Ok yes then that's true.

****Conclusion****

Organization 1
Interviewee 2
2nd interview
21-03-2017

****Introduction****

As we discussed previously, you have a very busy job and there is not much room for innovation and thinking about new ideas, correct?

Yes, innovation is not really the first priority in my job.

But we also identified that you are a key player when it comes to contact with clients and leads. Do you think that if you get more time to define customer needs and communicate these to other links within [organization 1], that [organization 1] can be more innovative?

Yes of course, but these changes are not really possible right now. I need to reach my targets for selling these products and the time limit for implementing the products that are sold. My manager gets really pissed when someone doesn't reach their targets. And if you come to them with just ideas they are pretty reluctant. You have to have some kind of proof otherwise it is just too risky to take an idea further.

Why do you think that managers demand proof of an idea before they take it seriously?

Because they can't rely on hunches. They cannot just trust some ideas that we have.

But your ideas are based on customers' expressions.

Yes but when we have an idea based on a customers' expression, we should transcript the whole conversation and even then the managers will say that we cannot base insights on only one customer.

What do you think can help this?

I think we should have transcripts of all these conversations with customers so that we can show that to the managers.

And what is your idea about taking an idea further?

I think, if I can really discuss everything I see at my clients with my manager, we can share ideas with each other, and they can share these ideas with other links within the organization. That's how innovation is started, and that is how it should be at [organization 1] too.

And you said that you have to convince your managers of existing customer needs by showing them reliable proof. Can you think of any tools that might help this process?

Well it would be best if managers were actually present during these conversations.

There might be ideas for that.

Maybe if customers can come to us, that could work too.

So basically there should be a link between you customers and managers.

Exactly.

But what if you are trained to be that link, and your managers are trained to actually listen to that link and put trust in you?

I don't really see that happening.

Don't worry there are ways to do that.

Then I'm interested.

Is there someone else in the organization with whom you can discuss ideas?

I do discuss some ideas with my colleague consultants, but that is mainly outside of work and it's only two of them. I am not that close with most of my other colleagues.

If there was a place, maybe digitally, to express your ideas, like adon't forum, would you use that?

That is actually a pretty good idea. Maybe even a forum where other colleagues can commend on these ideas, so that we build up insights. These combined insights might convince the managers.

It would also take some of the stress off your shoulders as you have a place to put your thoughts.

Yes that's true. And it would make me feel heard. Which is also important. You said it last time right, motivation.

Yes intrinsic motivation. This is important indeed. Do you think that a forum can improve that?

I do, it's a good start at least. Maybe if managers can discuss on these forums too then we are more on the same level.

Why do you think it is important to be at the same level?

Because I want my manager to understand me. Right now there is not much time to talk to them, and so they don't have a complete understanding of how things are going, and what we are doing. A forum can help share ideas, mostly because us consultants are constantly on the road.

So your managers have to be convinced of the importance of design thinking first. Then they might give you some more time to discuss your insights. We offer workshops on design thinking. Do you think that this can help for [organization 1]?

Yes, that would work. If you can convince my manager then this workshop might teach us some new practices. But you have to really focus on which changes must be made and how they benefit the company.

What do you think would be the best way to convince your managers?

That I don't know, you will have to come up with a way for that.

****Conclusion****

Organization 2
Interviewee 3
1st interview
22-03-2017

****Introduction****

Please tell me something about yourself

I am 39 years and have been working with [organization 2] for the last three years.

Were you hired as a marketing manager or did you start at a different position?

I was hired as a marketing manager.

Can you tell me a little about what you do for [organization 2]?

I am responsible for the marketing strategy. So I mostly make plans for marketing, manage ongoing projects and look for new ways to reach the customers.

How important do you think that continuously innovation is for your organization?

Really important I must say. The bank is pretty big compared to most of our competitors and in order to keep that position we have to offer our customers the best of the best.

In which way can you offer you customers the best?

The best services so that customers feel safe with our bank, and competitive rates for loans, mostly. Those are the main reasons for customers to choose their preferred bank.

How do you know that?

There is not much else a bank has to offer.

What are the main benefits of innovating for your organization?

Staying ahead of the competition.

How is [organization 2] currently trying to stay ahead of the competition?

We offer a wide range of services of which our customers can make use. Most customers choose one of our services because they are already a customer with us for another service. It is administratively easier to do business with one bank so you only have to deal with one entity.

Do you think that your organization emphasizes innovation enough?

I think it can always be better, but we do good. We set ambitious KPI's which motivate innovation.

Why do you think that KPI's are a good way to motivate innovation?

A bit of pressure never hurt someone. And KPI's are not hard rules but soft indicators which we want to meet.

Why would you say that innovation is a hot topic within [organization 2]?

We are a collaborating and communicating organization. We focus on employee satisfaction as we think family feeling is an important driver for the best organizational operations.

How do you think that you can improve things for you job or for [organization 2] in general?

I can talk to people, single handedly changing things around here is not possible in such a large organization.

And what do you talk about to these other people?

I don't really do it a lot now but I could speak to others when I have an idea and then together we can see if there are opportunities.

Do you think it is easy enough for you to talk to others about your ideas?

I think so.

Do you think that your manager listens to the ideas that you and your colleagues put forward?

Yes we all respect each other's ideas.

How do you communicate your ideas?

Mostly during meetings, sometimes at the coffee machine. And we have an intranet on which we can chat with coworkers. This is a clever way to quickly communicate, ask questions or share ideas.

Do you think that your organization has the required assets to innovate, such as an innovation focused culture, the right materials and equipment, skilled employees and the right knowledge?

Yes our culture is really innovation focused. Our employees are put through trainings to learn about our way of working, which is different for each department.

What do you think are the most important skills for innovating?

I think being creative, knowing the organization's mission and vision, and good research are important.

Why is knowing the organizations' mission and vision important?

We propose a certain promise to our customers, and new ideas should comply with this promise. Customers choose us for a reason and that has to resonate in our products.

Why is research important for innovating?

You can research if others have tried the idea, which practices are related to the idea and how these practices work. You have to make a lot of connections so that you can extend your idea and develop something you can communicate.

You said that employees receive training before they come working at [organization 2]. Do these trainings teach about innovative skills too?

No mostly knowledge on how the organization works, what the different departments do, and how to work with our systems, is being taught. Other skills are best developed through collaboration with peers at their new departments.

Does [organization 2] emphasize intrinsic motivation of employees?

Yes that is one of our core values. Family feeling is important here and we want to motivate our employees to align their goals with the organizations' goals. When you feel at home at your job you are much more productive.

Does [organization 2] stimulate employees' creativity?

I don't really think that that happens in the entire organization. Of course some degree of creativity is allowed, especially for my employees this is important as we have the creative tasks that come with marketing, but as we are a bank we must make sure that certain procedures are being followed.

Why is creativity not stimulated in the entire organization?

We are a bank, we need to have strict policies and procedures to guard the safety of monetary matters, privacy sensitive information and the like.

Do you think [organization 2] can benefit from a designated department that focuses on creative matters?

Yes that can work.

Have you heard of design thinking?

Yes I have read about it. Pretty interesting.

Design thinking is a process to solve wicked problems. It has helped a lot of organizations to reach new levels. Do you think that design thinking can be valuable for [organization 2]?

Yes that might help. But the process is a bit vague. Can you use that for marketing too?

Yes. Design thinking is a process to find user-centered solutions to problems. Marketing is user-centered and can definitely benefit from design thinking. First you empathize with your customers, then you define the customers' behavior and their needs, then you brainstorm possible ideas for new marketing strategies and prototype these ideas. These prototypes can be tested with your customers and improved to finally go live.

That sounds interesting yes. But that will require everything here to change. Is it expensive?

It depends on your goals. Design thinking can be implemented in different degrees. The ultimate goal is to effectively solve problems, making it worth the costs.

Then yes that can help us. I mean I am not really afraid to try new options but I want to know exactly how it works.

****Conclusion****

Organization 2
Interviewee 3
2nd interview
23-03-2017

****Introduction****

Last time you told me about [organization 2]’s culture being focused on family feeling and keeping good relationships between employees. How does this impact innovation within the organization?

An important part of the day is the standup meeting to discuss upcoming deadlines, tasks and ideas. Managers also regularly have conversations with colleagues to keep a good relationship. These meetings can be used to discuss ideas. Discussing ideas is the most important foundation for innovation as ideas require support. Also when ideas are discussed, new ideas can pop up, leading to even better ideas.

So employees have the freedom to come up with new ideas. Are these ideas taken further?

I see my employees regularly take the initiative to work together with each other to reach ambitious KPI’s. They are skilled and have good ideas about the best way to reach their targets.

How are these ideas being discussed among employees?

They just talk to each other. Either during meetings, in the hallways, or they walk up to each other’s offices.

Do you think it is a good idea to stimulate communication?

We try to do that by having meetings, knowledge sharing presentations and the like.

And do you think these are good ways for creative communication?

Well not so much creative but for communication in general it works really well.

And you can be creative in these meetings too?

When you are the host of such a knowledge sharing presentation then yes, you determine the topics and you are free to be creative while doing that.

What do you think is the best way to have free communication within [organization 2]?

Some kind of chatroom for employees to talk about certain topics can be a solution. Or maybe some kind of physical meeting place somewhere in the office where employees can freely talk about their ideas.

So yes, communication is definitely an important driver for innovation. Another one is knowing your customers, as this is critical for developing new products or services. What is the best way to know your customers?

With extensive analytics platforms you can learn a lot about a lot of customers. I am a big fan of business intelligence. You can combine so many variables until you have a eureka-moment.

Yes business intelligence is a great means of monitoring customers, but not the only important medium. To really know your customers you have to observe and empathize with your customers, do you agree?

That is a different way. I think you can get to know more about your customers, but you will have to interview a lot of customers for it to be meaningful. And we don’t have the time to go around and interview a thousand customers

A lot of valuable insights can be gained from just observing and interviewing ten customers. You can see how they use your services, how they feel during these services and what frustration they have.

But only ten will not be representative for all our customers.

You can include these insights in surveys to ask if they are applicable to all you customers. This combination of empathizing and business intelligence can proof if the insights you gained are representative for you entire customer base.

That is true.

And you can have your clerks or accountants assess these customer needs, so you don't have to assign a whole new department for empathizing with you customers. Just talking to your clerks can be enough to learn more about your customers.

That is a good idea. I will discuss that.

We offer workshops on design thinking. These workshops teach critical skills and teach about the design thinking process. The importance of design thinking and how it can be integrated in your organization is explained. Would such a workshop be interesting for [organization 2]?

Workshops are excellent as teambuilding activities but I have come to find that they miss their target when it comes to long-lasting lessons. I have been to workshops, some even at [organization 2], and some of the practices that were taught in these workshops are still being used, but generally a single workshop is not enough.

A repeated message is easier to remember. Would it be better to offer multiple workshops or any other means of long-term support?

That will be more effective. But I cannot throw away my values just to integrate a new method, so it has to be clear how design thinking can be an addition to operations and not how to replace current methods.

These workshops will also assess the possibilities for empathizing with your target group, as we discussed earlier.

Will these workshops address general business cases or are they custom made? If they address some problems specific to [organization 2] then it will be more interesting.

That can be done.

Then that would be interesting.

Conclusion

Organization 2
Interviewee 4
1st interview
22-03-2017

****Introduction****

Can you tell me something about yourself?

I am 26 years old and am doing my MBA intern with [organization 2]. I work in mortgage, retail lending for home loans. I have been working here for 2 months now.

How important do you think that continuously innovating is for your organization?

Innovation is important for every organization I think.

What are the main benefits of innovating for your organization?

We want to offer the best services to new customers. We offer a lot of different services and these need to be updated to address the changing customers' needs.

Do you think that your organization emphasizes innovation enough?

We do, it pretty much resonates through the whole organization.

How does [organization 2] emphasize innovation?

We talk about new products a lot. Especially where I'm sitting. I hear a lot of people talking about how we can improve services, and a lot of them come to me because I'm an intern.

Why would they come to an intern for new ideas?

Because I can include those ideas in my reports. I'm writing recommendations for [organization 2], and these ideas can be included in those recommendation.

Are there any other ways for your colleagues to express their ideas?

I have been to a knowledge sharing presentation last week. We have those planned, and people from different departments can subscribe their idea to present it. The audience gives feedback and asks questions about the ideas. I think it is a great way to get attention for certain problems.

Do you think that your manager listens to the ideas that you and your colleagues put forward?

Yes I regularly talk about new ideas. Mostly when we start talking about our customers we come up with some ideas. I get energy from new ideas so I like talking about this.

Have you thought about subscribing to a knowledge sharing presentation?

I have, but you need to have extensive backup for your idea, otherwise you won't be able to answer questions and you will just look like a fool.

Do you think there should be another medium for you and your colleagues to pitch ideas that are not yet backed by a lot of research, but purely for discussing opportunities?

I think it is important to research your ideas anyway.

Yes, but when you're not sure of an idea, you can speak to colleagues to see if they're ideas can complement yours, and even better ideas may arise.

Yes but how would you get an idea without thinking about it first?

Ideas can come to you at every time, when you're at work, but also during breakfast, or when you are in the shower. These ideas may be very creative and can sound absurd, but might lead to great ideas when discussed with peers. Without researching it first.

I am not sure about that. But it could work.

Do you think that your organization has the required assets to innovate, such as an innovation focused culture, the right materials and equipment, skilled employees and the right knowledge?

Not the whole organization should be focused on innovation, I think. We need our operations to run smoothly too. But yes the culture is good, we have the required equipment and employees are skilled enough. I feel like I'm at the right place because I can level with my colleagues. A good collaboration is the best practice to achieve results, and collaboration works best when colleagues have complementing skills and knowledge.

What do you think are the most important skills for innovation?

Firstly you need to know what your organization envisions. Then you must know what your customers want, and then you should be able to connect the two. You must be able to collaborate and discuss ideas with peers. We have some really skilled people.

What are the most important materials and equipment for innovation?

Not sure what they are, but they should enforce the skills that are needed for innovation. So stimulate communication and collaboration.

Are general skills valued within [organization 2] or do these people mostly have specific skills?

We have specialized professionals for most jobs. General skills are mostly those basic skills like mathematics or languages. We have employees with similar backgrounds so they have similar knowledge.

How can a company culture foster innovation?

Making employees comfortable, sharing knowledge and making sure that employees are motivated by their managers.

Innovation requires creativity. Are your colleagues creative, and are you given the freedom to be creative?

Some parts yes. I do get freedom to be creative because I am doing an internship and I mostly manage my own project. I don't really know how this is managed in the rest of the company.

Do you think it is important to be creative in your job?

I do, I have to manage my own project and I need to have the freedom to adjust to changes. These changes can be external or I can create them myself. When I have an idea I must be able to take it further.

Have you heard of design thinking?

Yes I know about it.

Do you think design thinking can be valuable for [organization 2]?

I do, I have talked about it with some colleagues here and we may try to use the process for some projects.

Which parts of design thinking might be valuable for [organization 2]?

It can be used to align some parts of the organization to collaborate better. When an information flow is created, from customer to manager, everyone can have a better understanding of what is going good and what can be improved.

How would such a knowledge flow look like?

The people who have regular contact with customers can convey their knowledge on customers to their supervisors. These supervisors can then look at these combined insights, and see how they translate into possible improvements.

So these supervisors will be the define part of the design thinking problem?

Exactly, and another department can do the ideate phase. Then another department can prototype these ideas and maybe the first line can test these prototypes.

That would make a great knowledge flow, you really know the design thinking process.

It would be the ideal situation when it comes to design thinking.

Do you think [organization 2] can be transformed into a design thinking organization?

I don't think so. It is a big organization and it would take years for such a rigorous change to happen.

****Conclusion****

Organization 2
Interviewee 4
2nd interview
23-03-2017

****Introduction****

During the last interview you told me about how you come up with new ideas when you talk about customers. What are the best conditions for you to come up with new ideas?

I need to be away from my desk, just take my mind off business as usual. Then I can have an open mind and new ideas come up. It is also good to talk with my colleagues or even just with friends. I am not really creative but if I see or hear a good idea, I can take it further.

Why do you think you are not creative?

I can't really come up with original ideas as fast as other people.

But you can come up with original ideas when you are away from your desk?

Yes they come to me, sometimes. But it takes time and a lot of thought to process things in my mind.

Can you think of things that might help you be more creative?

Maybe a bit less stress could help.

And do you mean work-related stress, or personal stress?

Work-related.

So you should have opportunities to relax, that way you can be more creative?

Yes, just take stress away in general.

And where does this stress come from, you think?

I think just what everybody has, strict deadlines, managers that are constantly looking over your shoulder, having to conform to work as usual.

So if I understand correctly, your work culture is not really focused on creativity?

Well it is, at least I think. But sometimes it doesn't feel like it. I think you can put it that way.

Culture is an important driver for innovation. How do you think that culture can be improved?

You have to convince the big boss of that.

But in general, what would help you be more creative and comfortable in your job?

I think if everything was a bit less strict, and if I'm able to develop myself to know a bit more about general processes, think more about the organization as a whole, I can think more of how we can improve innovation capacity.

And you said that collaboration is really important to achieve results. How can collaboration help you reach better results?

When you are in a team, you can complement each other's skills and ideas. There are some people with whom I rather not work, as they are too self-centered and push their own ideas. These people make collaboration worse. But mostly, when I'm able to communicate my ideas, the people with whom I work together can tell me their ideas and this leads to better effectivity.

Do you think you can improve collaboration?

Of course. You have to put the right people in the same team. They have to complement each other's knowledge and skills regarding their objective. It can help if they know each other, but they have to at least like each other.

What would you need to improve collaboration?

Workplace design, people who like each other, and can complement each other's ideas.

And how can you assure that these colleagues complement each other's ideas?

If they have both similar and different knowledge they can connect the shared knowledge to their specializations.

We spoke about design thinking before. Consilience offers design thinking workshops to explain the importance and how to integrate the process. The workshop teaches about the process and critical skills that are needed. Do you think these workshops can be valuable for [organization 2]?

I think a lot of people would be interested. I have spoken to some colleagues, of which a few managers, and they showed interest in the process. How do these work?

The workshops teach you about the design thinking process, I can send you more information via email.

Yes that is good. We would be happy with your support as long as we are on the same level.

Do you think design thinking skills are important for different departments?

Yes, as I said collaboration is key to achieving good results. New general skills can be good as they can unite people and foster collaboration.

So what kind of aspects to these workshops do you think are relevant?

So communication and collaboration. And the design thinking process should be really clear and we should know, after the workshop, how to use it in our organization, department, and individually.

****Conclusion****

Organization 3
Interviewee 5
1st interview
25-03-2017

****Introduction****

Can you tell me something about yourself?

My name is [...], I am 54 years old and I am a marketing branch manager for [organization 3] Luxury Property Developer. We have been working to develop state of the art high-rise buildings for working and living. I work or [organization 3] as a marketing manager, so I understand what people customers want, I know how we can design the best spaces for their wishes and I can speak to them in a matter they understand. We look for the best way we can reach our customers.

How important do you think that continuously innovating is for your organization?

Very important. As you look around Mumbai you see the difference between new and old. We want to be part of the new, and develop innovative properties with state of the art technologies.

What are the main benefits of innovating for your organization?

We want to separate ourselves from the rest, offer the best for our people. We want people to distinguish [organization 3] buildings when they look at the skyline. By being unique and being the best we keep designing and developing good property.

What are the most important innovations that [organization 3] is working on?

There are two pillars we focus on, speed of development and quality of our result. We need to find the best technologies for developing buildings, reducing manpower, risks and time of development. At the same time we look for the best quality materials and the best designs that satisfy both commercial and residential customers.

Do you think that your organization emphasizes innovation enough?

Absolutely. We have the important task of always improving ourselves. As Mumbai is developing we have to develop too. We want to stay ahead of the environment around us. We want to be the change in Mumbai.

Do you think that your manager listens to the ideas that you and your colleagues put forward?

I am one of the managers. But my colleague managers listen to our employees. We sustain healthy working conditions.

And when you discuss ideas with your colleague managers, do you feel listened to?

Yes of course. We have healthy working conditions.

Do you think that your organization has the required assets to innovate, such as an innovation focused culture, the right materials and equipment, skilled employees and the right knowledge?

We do. We are doing quite well but new ideas are always welcome.

How does [organization 3]'s culture stimulate innovation?

New ideas are always being discussed and we take them seriously. We have a lot of spaces just for designs that have not been developed yet, but those designs are purely to look at new possible ideas.

So you draft ideas to make them tangible?

Yes. When one of our designers has an idea he puts it on paper. It is also easier for yourself to have a design on paper, so you can look at it from different perspectives and see flaws that you couldn't see before, when the idea was only in your mind.

Do you think you have the right materials and equipment for innovation?

Well we are constantly looking for new materials to use in our projects. And the same goes for equipment. But we have great materials and equipment.

What about your employees, what are the most important skills for them to have?

We are looking for visionaries. People who can come up with ideas and put these on paper. It is important to keep up with developments and know what is happening around you. Excellent knowledge on subject-related matters is important.

So creativity is stimulated within [organization 3]?

Yes definitely.

Why is creativity so important for [organization 3]?

Our customers expect creative concepts. When you look at a building you don't want to think that that building is something that has been standing there for ages. We want our projects to have something unique, something creative.

How does [organization 3] currently manage innovation?

Do you mean how we manage our projects?

I mean how does [organization 3] take an idea and develop it into a concept?

These ideas usually come to life with one of our designers. These designers then plot down the most important aspects of that design on paper. This design is discussed, mostly with other designers who are familiar with the concept. When the idea is good, the designer takes it further.

If a design is particularly promising we make it into a model. That way we can take a look at different perspectives.

Which part of this process do you think is the most powerful?

The first part I think really determines what the design will ultimately look like. This is the part where the core aspects of the concept are discussed and evaluated.

Which skills are most important for this process?

A good vision and knowledge on everything architecture-related. With your knowledge on architecture you can determine if an idea will work. Your vision can then take this further within the limits of that what is possible.

And this knowledge about what is possible, is this being developed as well?

Yes architectural constructs keep developing. More and more is possible these days because of better technology and better materials.

And for [organization 3], how do you develop you knowledge on these constructs?

We keep up to date by reading newspapers, magazines, doing research. We read a lot and expand our horizon by doing so. Different skills are becoming important these days as things keep changing rapidly.

Do you like to read about these matters?

I really do, I like what I'm doing and I stand for the company.

Does that apply to your colleagues as well?

Yes they do. It is important to like what you are doing and we try to keep people motivated.

Have you heard of design thinking?

Of course I have. We use similar strategies at [organization 3]. Not in the name of design thinking, but we keep looking for new possibilities and new ideas. And as I said, we make models of these ideas to communicate them to others within the company.

Do you test your models with your customers as well?

This happens mostly at the end, where we demonstrate our finished model. Sometimes we discuss ideas with customers as well.

Do you see any particular shortcomings, or things that can be improved to [organization 3], when it comes to operations related to innovation?

We always keep looking for new ideas, and what seems like a good design now may fall short in the future.

We offer workshops on design thinking to organizations. These workshops explain the value of design thinking and how to integrate this into your organization. They also teach critical skills for the design thinking process. Do you think this can be valuable for [organization 3]?

I already know about design thinking so what would be the value for me?

It can be valuable for colleagues who do not yet know about design thinking. And you can learn new practices related to design thinking and how the practice can improve operations at [organization 3].

The whole organization needs to support change, so it can be valuable if we can attend the workshops as a team.

****Conclusion****

Organization 3
Interviewee 5
2nd interview
27-03-2017

****Introduction****

Last time we spoke about how [organization 3] manages innovation. Would you say that you stimulate innovation throughout the organization?

I have a good idea about how I can foster innovation. We have visionaries, skilled people with a lot of knowledge and a great vision on their work.

Are there also employees who have a good vision on other shared subjects to complement each other's vision?

Yes they are not focused on single subjects. They have some shared knowledge as well. This is also important.

Why do you think this is important?

As you said, you can complement each other's vision. And when someone shows you a design which includes some materials, or technologies, or even shapes that only you understand, there is no use in showing it.

You said when someone has an idea, they draft a design, show the design to colleagues and eventually make a model. Where do your ideas usually come from?

They can come at every moment. Sometimes when I'm working on a different project, sometimes when I'm in the shower or having breakfast, and sometimes when I'm speaking to my colleagues about projects. Then I take these ideas to the office to talk about them with my colleagues.

You also said that you present finished models to your customers. How often do you have contact with your customers?

We have quite a lot of contact with our customers. During different stages of the process.

What are these stages?

We regularly post pictures of how the project must look like on our website. Then we have billboard that advertise the buildings. We usually put these up a few months before construction is finished. We have a database of phone number to which we send text about the project.

Do you brainstorm about ideas?

We have a kind of brainstorm. We just talk about ideas, usually in meetings, and we come up with new or existing components we can use for our projects.

Do you think a traditional brainstorm can be applied to the process at [organization 3]?

Brainstorming is good, it works, but it should be supported with research. And what we do during these meetings is discuss ideas that are already research. Thus, we know that the ideas can work, the only thing left to discuss is if we should use it for the particular project we are discussing at that moment.

What if someone does not agree with a certain idea of decision?

Then we of course talk about why they do not agree with anything. But you can't satisfy everyone when it comes to projects. There are always critics, but that is also valuable for the process. We need critics to see our projects from a different point of view.

Why is this critical point of view so important for projects?

Because when you are excited about a project, you sometimes tend to overlook problems, even if these problems are obvious. We need someone to point out flaws of a project that others might overlook.

And what if everybody is too excited about a project?

Then these flaws will arise during the drafting or modeling stage.

And what if someone does not agree, but does not have any good reason to disagree or can't point out any flaws in the project?

I must support my employees when they do not feel comfortable. We talk about these things and we try to point all the faces in the same direction. And when this is not possible we agree to disagree.

You also told me last time that a design thinking workshop can be valuable for colleagues who do not yet know much about design thinking. What do you think can be a part where design thinking can play a valuable role?

I have been thinking about what you said last time. And I do think it might be valuable to teach these employees about design thinking to get them on the same level. This way of thinking is valuable for everyone in the company, as we need visionaries. So the part where our employees are on the same level is where design thinking can play a valuable role.

So alignment of knowledge and thoughts is important. Why do you think colleagues need to be on the same level?

To complement each other. To talk about things and being able to understand the other's point of view on subjects.

Conclusion

Organization 3
Interviewee 6
1st interview
25-03-2017

****Introduction****

Can you tell me something about yourself?

I am 30 years old and I am assist the compliance director in his work. Each project has to comply with all laws and we keep an eye on that.

How important do you think that continuously innovating is for your organization?

Very important. We have to keep coming up with new designs that inspire our customers and partners, we need new methods and technologies to make buildings and we have to keep researching what our customers really need. I think specifically for my job it is important to find new ways, designs and technologies that comply with laws.

Why is it important to find new designs and technologies that comply with all laws?

These laws are our boundaries, and they limit what we can do. When we find new designs and technologies that operate within these limits, we can be better, do better, and develop better projects.

I spoke to [...] (marketing project manager) about how ideas come to life, how they are discussed and how they are made into drafts and models. During these discussions it should be valuable if someone with a critical point of view points out flaws in the designs. Are you the one who usually fills this role?

I don't go to these meetings often. They usually come to me for questions. And when a project further develops we talk about compliance matters.

Do you think it would be valuable for you to attend these meetings?

I don't think so. At the beginning these people want to be creative and only think about what is possible. It is not yet important to know what we can and may not do.

Why do you think that it is not important to know what you can and may not do in the beginning stages of design?

Because this is the creative stage. New ideas should be discussed and a positive flow should be maintained.

Boundaries can push people to come up with new ideas, and you are also another creative mind that can help think about new ideas and take existing ideas further.

I am not that creative actually, but I get what you mean. I would try to attend such a meeting and see how it turns out.

What are the main benefits of innovating for your organization?

I think that we have to be the best. Have the best designs, the best technologies and the best reputation.

Do you think that [organization 3] emphasizes innovation enough?

Absolutely. Innovation is an important driver. We have to be creative and come up with new ideas all the time.

You said that you don't think you are creative. Do you think that you can learn skills or methods to be more creative?

I don't know. I think creativity is part taught and part inherited.

Do you think that your manager listens to the ideas that you and your colleagues put forward?

Yes. They do. I feel like we take each other seriously at [organization 3].

Do you think that your organization has the required assets to innovate, such as an innovation focused culture, the right materials and equipment, skilled employees and the right knowledge?

Our culture is just fine. I am happy working for [organization 3]. We do have the right materials and equipment, though we are always searching for new ways. One of the distinguishing factors for [organization 3] is our technologies and systems for construction. What were the other things you asked?

I asked if you think you have the skilled employees and right knowledge that are required for operations.

Yes definitely. I admire my colleagues. I love the designs that some of our designers come up with. We have the right knowledge.

Do you have the right knowledge on innovation?

I don't know the best way to improve innovation, if there even is a best way, but I feel like the way we currently innovate is successful.

Do you feel motivated by your managers?

I do.

Why do you feel motivated?

Because I am involved in projects, they listen to me and they give me the freedom to explain what I think.

Do you think you can do a better job, and how?

Maybe I can, I think it is going good now.

Do you stand for [organization 3]'s vision, and the way operations are structured to reach this vision?

Yes I do. I feel like we're doing the right thing.

Do you think there are skills or methods that [organization 3] can learn to improve innovation?

Yes, I don't really know which but they probably can.

Do you agree that important skills are changing?

I don't think there is a shift in skills that are important, but there are new skills becoming important in addition.

Which skills do you think are becoming more and more important nowadays?

Creativity, problem solving, and free communication.

Do you think that customers are involved in projects enough?

Yes, we are very customer-focused. We know what our customers want, and we base improvements and new projects on that knowledge.

Is everyone at [organization 3] as customer-focused and innovation-focused?

Not everyone. Some of my colleagues are not as involved with the organization, and do not try to think of new solutions.

Why do you think this is?

Some don't feel like they can. Some don't know how to and some are just not as involved.

Do you think there are ways to get their faces in the same direction, and do you think it is important for [organization 3] to do this?

It doesn't really hurt the company right now but it might be good to do something about it.

Have you heard of design thinking?

Yes we have discussed that sometime I think. Can't remember the whole process but it is about user-centered working right?

Yes it is. Design thinking is a process to develop user-centered innovations. Consilience offers design thinking workshops that explain the importance of design thinking and how to integrate the process into your operations. We also teach critical skills related to design thinking. Do you think this could be valuable for [organization 3]?

Yes it would be. I am a fan of workshops, if they are good. How can this help these colleagues that are not as involved?

By teaching general skills to several colleagues, people can feel united. And by assessing business cases in collaboration with colleagues you can get to know your colleagues better. You can learn what drives these colleagues and how to inspire them.

That sounds good!

Conclusion

Organization 3
Interviewee 6
2nd interview
27-03-2017

Introduction

Last time we talked about new skills becoming more important. The skills you named are related to innovation. Do you want to improve your innovative skills?

I do, I want to develop my innovative skills if that is possible.

This is possible. Why do you want to develop these skills?

They are important. Not only for [organization 3] but for me personally. You told me about these workshops last time. This is where you train these skills right?

Yes.

But which skills are mostly assessed?

Skills related to design thinking. Such as creative problem solving, empathizing with customers, brainstorming new ideas and making tangible prototypes that your users can give feedback on for improvements.

The most important skill right there is creative problem solving. I don't feel like this is taught in one workshop.

It can take some time, but by teaching about this skill and taking you through the design thinking process, you can develop it further.

But I don't get how.

We teach you the design thinking process. This process will enable you to think creatively and to solve problems in a creative way. The whole design thinking process is creative. When you repeat this process you will get better at it.

Ok. Is it just one workshop or is it a set of workshops?

The workshop can be taken multiple times.

Then it should address different problems and skills.

How do you envision this?

Just a workshop about a different subject each time. And then you address this with the design thinking process.

What kind of subjects do you think are valuable in this workshop?

It would be great if they are related to [organization 3], then the workshop yield tangible results. But then we need to discuss our business cases first.

So you think we should first assess business-related problems and then design the workshop accordingly?

Is that possible?

It can be.

That sounds interesting.

And what do you think will be the most important thing to assess?

Every organization is different, just go have a conversation with them and see what they struggle with or what they want to improve.

And for [organization 3], what would you want to improve?

Some of the newer employees are not on the same level as the seniors, if you get what I mean.

And what do you think is the main problem that comes with that?

Well we want everyone to show interest in what we do. It is important to know what drives an organization. This should be understood by everyone.

So you want to align your colleagues' and [organization 3]'s goals?

Yes, and also how well everyone understands the organization and is on the same level.

Do you have ideas for [organization 3] to improve things?

I have some, but I would not like to talk about these things here. I can talk about this with my manager.

So when we assess problems to address in the workshops we should speak to you manager about this?

Yes, that is the best way.

Is there any other way in which this workshop can assist [organization 3]?

We need to align the new knowledge with how we develop new ideas.

So the workshop should elaborate on how design thinking can be integrated and which changes can occur by doing this?

Yes I think so.

Conclusion

Organization 4
Interviewee 7
1st interview
24-03-2017

****Introduction****

Can you tell me something about yourself before we start?

I am 29 years old and at [organization 4] I am responsible for finances, managing the balance sheets, and compiling the annual reports.

How important do you think that continuously innovating is for [organization 4]?

We are already a pretty innovative company.

But organizations need to continuously innovate to stay ahead of the competition and to keep your customers coming back.

Of course. We do that too.

What is your idea about innovation?

Innovation is a new original product for a specific need.

How does [organization 4] make sure they distinguish themselves from their competitors?

We offer the freshest ingredients, deliver them fast and have a menu consisting of meals from all over the world.

Do you regularly think about new ways of innovation?

We are fairly new, so we are mostly focused on growing our current services.

What are the main benefits of innovating for your organization?

Staying ahead of our competitors. Being the freshest around.

Do you think that your organization emphasizes innovation enough?

As I said, we are an innovative organization so I do think so.

How is the word on innovation spread within [organization 4]?

I don't know what you mean.

Are there any means of communication that convey messages about innovation, new ideas or ways to improve the organization?

We have meetings about new ideas. I don't really know, that is not what I'm doing. You can talk to someone else about that if you want to.

What are these meetings mostly about?

We have weekly meetings with heads of departments to discuss projects.

Do you think that your manager listens to the ideas that you and your colleagues put forward?

I don't really put forward ideas.

Why not?

Because I'm in finances.

Do you feel like your employees are listened to?

I do.

Do you think that your organization has the required assets to innovate, such as an innovation focused culture, the right materials and equipment, skilled employees and the right knowledge?

Our culture is focused on new ideas and how to improve meals, menu's, the delivery system, and more.

Do you think that your colleagues are skilled enough to improve these?

Yes the colleagues are skilled enough. But mostly our managers improve these. Managers have skills to develop new ideas, most ideas are better off focusing on maintaining operations.

How are customers involved with your operations?

We have good business intelligence. We monitor our deliveries, check customer satisfaction through ratings and see how many customers come back to us.

Do you think that business intelligence is the best way to involve customers?

Yes, you can reach so many customers and all the information is based on facts.

But you don't see your customers' emotions, and you don't know how they really experience ordering from [organization 4].

We can't ask all our customers about their experience. And there is room in our customer feedback forms to give qualitative feedback, if that's what you mean.

Yes that is what I mean.

Yes they can give us qualitative feedback.

Do you stand for [organization 4]'s vision and how [organization 4] tries to achieve this vision?

Yes I do. I came to work here because I like the idea.

And you think that the current operations are the best way to achieve this vision?

I do, I think we are one of a kind when it comes to fresh delivery systems.

What are the most important skills for [organization 4]?

I think that right now the emphasis lies on expanding our services to different cities. So we need good marketing people.

Do you agree that nowadays new skills are becoming more important for organizations?

Which skills do you think are getting more important?

Creative problem solving, technical and logical thinking and communication are getting more and more important these days.

Why are these skills becoming more important?

The world around us keeps changing, and our customers' needs change with it. So we need new means of satisfying these customers' needs, and for that we require creative problem solving and logical thinking.

That makes sense.

Do you agree with that?

Yes I do.

Have you heard of design thinking?

No I have not.

It is a process to develop user-centered innovation through a creative process. First you empathize with your customer and try to understand their struggles and the emotions that come with these struggles. Then you define your users' wishes and needs. Following that, you brainstorm new ideas. You choose the best ideas of which you develop a prototype. You can test this prototype with your customers and collect feedback to improve the prototype.

Ok.

Do you think this might be valuable for [organization 4]?

I don't know it sounds rather vague.

We offer workshops on design thinking to elaborate on the essence of the process, how to use it, how to integrate it into your organization, and we teach skills that are important for design thinking. These are general skills that are valuable for everyday work.

What kind of skills are these?

Skills that help you understand you customers, define needs, ideate products or services, develop prototypes and test these prototypes to collect feedback.

I don't know if that is valuable. For that I need to have a better understanding of the process.

****Conclusion****

Organization 4
Interviewee 7
2nd interview
28-03-2017

****Introduction****

Last time I told you about the design thinking process. Do you remember this?

Yes, you told me about it.

What is your main concern about the process?

I just don't know how this method can be used for solving hard to understand problems.

The most important part of the process is really understanding your user. Then the process is a creative way to ideate new products or services.

I understand that understanding your user is important. But when you ideate new products and services, how does that work?

You brainstorm, preferably in a group, a lot of ideas that might solve your users' problem. These ideas don't have to be really good, they just need to focus on the problem. After ideating you choose the best ideas, which can be really original, and you design a simple prototype.

These ideas are just brainstormed?

Yes they are.

And how do you proceed?

You make a simply prototype, from whatever materials available, to communicate your ideas to your users.

Ok. That's better.

And you users can give feedback on the prototype. You usually need a few iterations to keep improving your prototype but after a while you have an original idea, of which you have a good idea how to develop this, and you users support it as you have improved the prototype based on their feedback.

That is good.

We also talked about how the most important skills are changing. Have you thought about this?

Yes, you said it was creative problem solving, logical thinking and?

That's right, and communication.

Right, I think I agree. I'm just not really creative. I'm good at finances so if you have some questions about that you can ask me.

Who at [organization 4] are creative?

We have interns to look for possibilities with fresh eyes.

I also thought about how we involve our customers and I have to add something to what we discussed before. We also send surveys to our customers.

That's good. Surveys are an important means of gather quantitative information on your customers. Back to the skills. What do you think are the most important skills for an organization, and especially for [organization 4]?

I agree that communication is important. Mainly to align knowledge. The correct knowledge flow within an organization assures that everyone is working with the same values in mind.

How do you think you can optimize this knowledge flow?

Having regular meetings to discuss subjects. Or you can have a weekly magazine about things that happen in the organization. This is a great way to inform your colleagues.

We have had knowledge sharing sessions and I think these can be very valuable.

****Conclusion****

Organization 4
Interviewee 8
1st interview
24-03-2017

****Introduction****

Please tell me something about yourself before we start.

Hi my name is [...], I am 24 years old, I have a business degree and I started working for [organization 4] late 2016.

So you are fairly new to the organization?

Yes, I've been working here for five months now.

Do you think that the organization is innovative?

We are supposed to be. The whole idea behind the organization is innovative I think, but I don't think that everybody agrees on how things are going around here.

Why do you think that?

Some people's views can clash sometimes.

Does that hold back the organization from growing?

No it's not that big of a deal. But it would be better if people agreed more.

Have your views ever clashed with one of your colleagues'?

I've have that once yes. I am competent enough to know which ideas can help, and some of my colleagues have some good ideas, but when they don't agree with your ideas, then they don't give you a chance to explain them.

How important do you think that continuously innovating is for [organization 4]?

Very important. We have a great idea so we should sustain that and keep improving our services. We can deliver faster, have fresher menu's or even new meals.

What are the main benefits of innovating for your organization?

To have more customers and take customers from our competitors. We can convince them of our freshness.

Do you think that your organization emphasizes innovation enough?

I think it could be better.

Why do you think that?

We are actively trying to figure out new ways of serving our customers, but we are not really on the same level when it comes to how we do this.

What would you improve to your organization to improve that?

I think we need a hearty word with some of our coworkers to get them on the same level and make them care more about the organization.

So it's mostly a matter of intrinsic motivation that should be improved?

I think so. If we can really motivate everyone then it is easier to communicate about matters and we can agree on ideas.

Do you think that your manager listens to the ideas that you and your colleagues put forward?

Some do, some don't.

Do you think that your organization has the required assets to innovate, such as an innovation focused culture, the right materials and equipment, skilled employees and the right knowledge?

Like I said, the culture could be improved. I don't know about materials and equipment, but we do have very skilled people and they have great knowledge on what we do. These people are really good at what they're doing.

Do you think these people can convince the other colleagues of the importance of alignment? I mean that they can help get the faces in the same direction.

Yes I think these are the designated people to do that. We need our best people to convince the rest.

Which skills do you think are most important nowadays?

Collaboration, communication, research skills and analytical skills are important.

Do you think some of your colleagues lack some of these skills?

Communication and collaboration could be improved I think.

Research points out that creativity is also becoming more and more important. Do you agree with that?

Yes to some agree.

Do you think that you and your colleagues are creative enough?

I am not really creative, but I don't need it at my job, some of my colleagues are creative.

Why do you think that you don't need creativity in your job?

Because things are pretty much fixed for what I do.

But you work a lot with people, and everyone is different. Don't you think that you should take a different approach to every situation?

No. Of course everyone is different but everyone should be treated as equal.

Do you think that you can solve organizational problems by choosing the right candidates for a job?

I think the solution to a problem is already picked when a job description is made. Me choosing the person that fits this description is not really solving a problem but finding an already defined solution.

Do you think that you should have more freedom in your job, to choose candidates based on the skills that we just discussed are becoming more important?

I don't think my manager will like it when I hire someone based on my own opinion. I already assess who is best for a specific job, so I don't really need much more freedom.

Do you think that you can discuss your opinion with your manager?

I can, but I don't think it would matter.

Why don't you think that it would matter?

Because if my opinion clashes with his opinion, it doesn't matter what I think.

So you don't think that your manager will listen to what you have to say?

He does listen, he just doesn't always agree with me.

Have you heard of design thinking?

Heard of it yes.

Do you know what it is and what it's used for?

I think it is a way to design new products.

It's a bit more than that. Design thinking is a user-centered process to develop new products or services.

Ok.

The process is focused on customers' needs and the ever changing environment that shifts these needs. The process puts some skills and mindsets forward from which an organization can benefit. These skills are mostly creative problem solving and customer empathy. It is also a process that can unite an organization. Does this seem valuable to you?

You had me at the last part. It all sounds a little vague but interesting.

We offer workshops to teach about the essence and integration of design thinking, and to teach critical skills.

Nice.

What do you think about these workshops?

The thing I like about workshops is the collaborating component. If you work together on new ideas you can get to know your colleagues better and that helps you collaborate better in the future.

****Conclusion****

Organization 4
Interviewee 8
2nd interview
28-03-2017

****Introduction****

Last time we spoke about how some of your ideas clash with others. Have you had some ideas that were taken seriously?

In the first month that I worked for [organization 4] I got to reassign working booths in order to foster collaboration between colleagues that regularly need to collaborate. This was a proud moment because I just started working here and I really felt like I already made a difference.

That is nice. Did this work?

It did in the way I wanted it to work. But it shouldn't be my job to make sure that all the faces are in the same direction, so I wish this would have been assessed earlier by my manager or colleagues.

You also told me that you think creativity should not be applicable to everyone.

Yes, I still think that. Some people just need to have fixed tasks because they are good at that.

Do you think that teaching everyone about creativity can improve an organization's culture and collaboration between colleagues?

I don't know about that. I don't think so.

Do you think that general skills can unite people?

They can. But these people should have regular contact.

How can you bring people with similar skills in contact?

Put them together in a team and have them work on a project. This way they can get to know each other and learn from each other.

These workshops that I told you about last time, the design thinking workshop, these workshops can teach general skills to a group of people within your organization. Groups work together on a small project to learn new skills and assess certain problems.

What kind of problems?

I have heard in previous interviews that it would be valuable to assess real problems that the participating organization encounters.

Yes I think that would be obvious.

So we first assess possible problems that you may encounter and design the workshops accordingly.

The thing about workshops is that they are usually too expensive in regard to the effect they have on an organization.

What if we don't focus on the costs right now but mainly on the content. What would be essential for these workshops in order for them to yield valuable lessons?

I think you should be very clear on the why and how. So why is design thinking important, what can we learn from it and how can we use design thinking within [organization 4].

How do you think you can use creativity?

Well in our meals, our delivery, our services.

Exactly.

I see what you did there.

And then we address real life problems to yield valuable insights on a subject. So you leave the workshop with new ideas on how to solve a certain problem.

Yes that would be best.

If the workshop is held a couple of times the lessons will stick better in people's memories and the lessons that are learned will be held on to for a longer time.

Yes absolutely. But then again, if one workshop is already expensive, a couple of workshops would definitely be too much.

****Conclusion****

Appendix P – Download, saturate and group

The download, saturate and group method consisted of three iterations in which the Post It-Notes were divided over groups of recurring themes. Below are the pictures of each iteration in order.



Appendix Q – Ideate diverging










Challenge statement 1

BRAINWRITING technique for brainstorming		
“Consilience needs to reach and convince the target group because awareness leads to more customers which can be helped by Consilience.”		
Billboards near business hubs	Advertising in newspapers	Advertising on Facebook and LinkedIn
Being more (inter)active on Facebook, Twitter and LinkedIn	Approach contacts that are known by Consilience colleagues	Distributing pamphlets with a description of Consilience and Consilience’s services
Hand out pamphlets at Malls	Search Engine Optimization	Tutorials on YouTube
Hosting workshops with the Confederation of Indian Industry	Sending messages through the communication of the Confederation of Indian Industry	Word-by-mouth creation by having friends and family talk about Consilience’s services
Sending messages through the weekly or monthly communication of the Indian Chamber of Commerce	Providing materials such as paper cups, clothing, laptop sleeves, and keychains with Consilience’s logo on it	Physically going by organizations to talk about Consilience’s services
Newspaper coverage of our services	Hanging posters around Mumbai to with Consilience’s services	Advertising in cinema’s
Advertising on the radio or television	Sponsoring events and advertising at these events, such as conferences, summits	Directly approaching large organizations to stimulate word-by-mouth
Directly approach CEO’s of organizations	Find contact information on LinkedIn for direct approach	Direct emails to or phone calls with organizations

SCAMPER technique for brainstorming	
Normal rule: Convey a visual and spoken message on any medium about Consilience’s services	
Substitute	Instead of realistic visuals, Consilience can make an animation of how we envision change
Combine	Combine our message with that of a government message to stimulate market competitiveness. This collaboration will create more support
Adapt	By including an interactive component, for instance a contest, the recipient is involved
Modify	By shortening our message we can only incorporate stimuli that leave the recipient surprised and wanting to learn more. This may lead to the recipient of the message going to our website
Put to another purpose	Consilience can provide marketing services for other organizations
Eliminate	Eliminate spoken messages, only use visuals
Reverse	Instead of starting with the services we provide leading to the envisioned change, start by describing the optimal situation for organizations and subsequently describe how Consilience aspires to achieve that situation

FAST IDEA GENERATOR technique for brainstorming

Normal rule: Convey a visual and spoken message on any medium about Consilience's services

THE APPROACH		THE NORMAL RULE	BENDING, BREAKING AND STRETCHING THE RULE
Inversion 	Turn common practice upside down	Organizations hear about Consilience and its services through word-by-mouth	What if organizations created word-by-mouth for Consilience?
Integration 	Integrate the offer with other offers	Organizations can encounter information about Consilience at several occasions	What if there was one centralized information HUB for information about Consilience and its services?
Extension 	Extend the offer	Consilience is available for questions about the services during working hours	What if an organization's questions can be answered outside working hours?
Differentiation 	Segment the offer	Consilience provides general information to organizations regarding Design Thinking	What if Consilience provided personalized possible benefits for specific organizations?
Addition 	Add a new element	Consilience provides general information to organizations regarding Design Thinking	What if Consilience provided not only information but supporting materials as well?
Subtraction 	Take something away	An extensive reach is important to create awareness for Consilience's services	What if the three major industries cannot be reached through any medium?
Translation 	Translate a practice associated with another field	Consilience and banks are different kinds of organizations	What if a bank's services were to be incorporated by Consilience in order to generate more awareness?
Grafting 	Graft on an element of practice from another field	Awareness generation and customer support are separate practices	What is Consilience incorporated customer support into their awareness generation?
Exaggeration 	Push something to its most extreme expression	Consilience provides information about possibilities with Design thinking at organizations	What if Consilience provides detailed roadmaps with the planning for organization transformation beforehand?

The ideas for challenge statement 1












Challenge statement 2

BRAINWRITING technique for brainstorming		
“Managers need to learn the benefits and possibilities of Design Thinking because this stimulates a faster innovation pace, leading to more opportunities being tapped into and more market competitiveness.”		
Take managers to organizations where Design Thinking has been incorporated	Present proven cases to organizations during Design Thinking workshops	Have external speakers present their proven concept to managers
Determine a timeframe in which Consilience ideates new products or services together with managers to prove Design Thinking	Distribute the book <i>The design of Business</i> , that elaborates on the Design Thinking process for organizations, to managers	Design a forum on which ideas can be exchanged and questions can be asked regarding Design Thinking
Physically go by organizations' offices to convince managers of Design Thinking	Host meetings at a centralized location where managers from multiple organizations can ask questions	Design pamphlets that describe Design Thinking and the benefits for different types of organizations
Call organizations to explain the benefits of Design Thinking organizations	Write emails directly to the CEO's of organizations to convince the highest power in an organization	Convince lower-level employees to talk about Design Thinking in their organization
Designate pages on social media to Design Thinking and regularly create content devoted to different types of organizations	Establish timeframe for managers in which they have to reach certain targets using the Design Thinking process	Design competitions between organizations in which the most innovative organization wins a price
Design competitions between managers within the same organization in which the most innovative manager wins a price	Create an online program in which organizations can experiment with Design Thinking	Deploy employees into an organization to continuously work on convincing managers of Design Thinking
Mandatory Design Thinking classes commissioned by the Indian Chamber of Commerce	Advertisements about Design Thinking on television	Public demonstrations of Design Thinking in crowded areas
Host workshops with the Confederation for Indian Industry	Provide regular updates via newspapers about trends regarding management styles	Provide an analytic platform for monitoring Design Thinking success

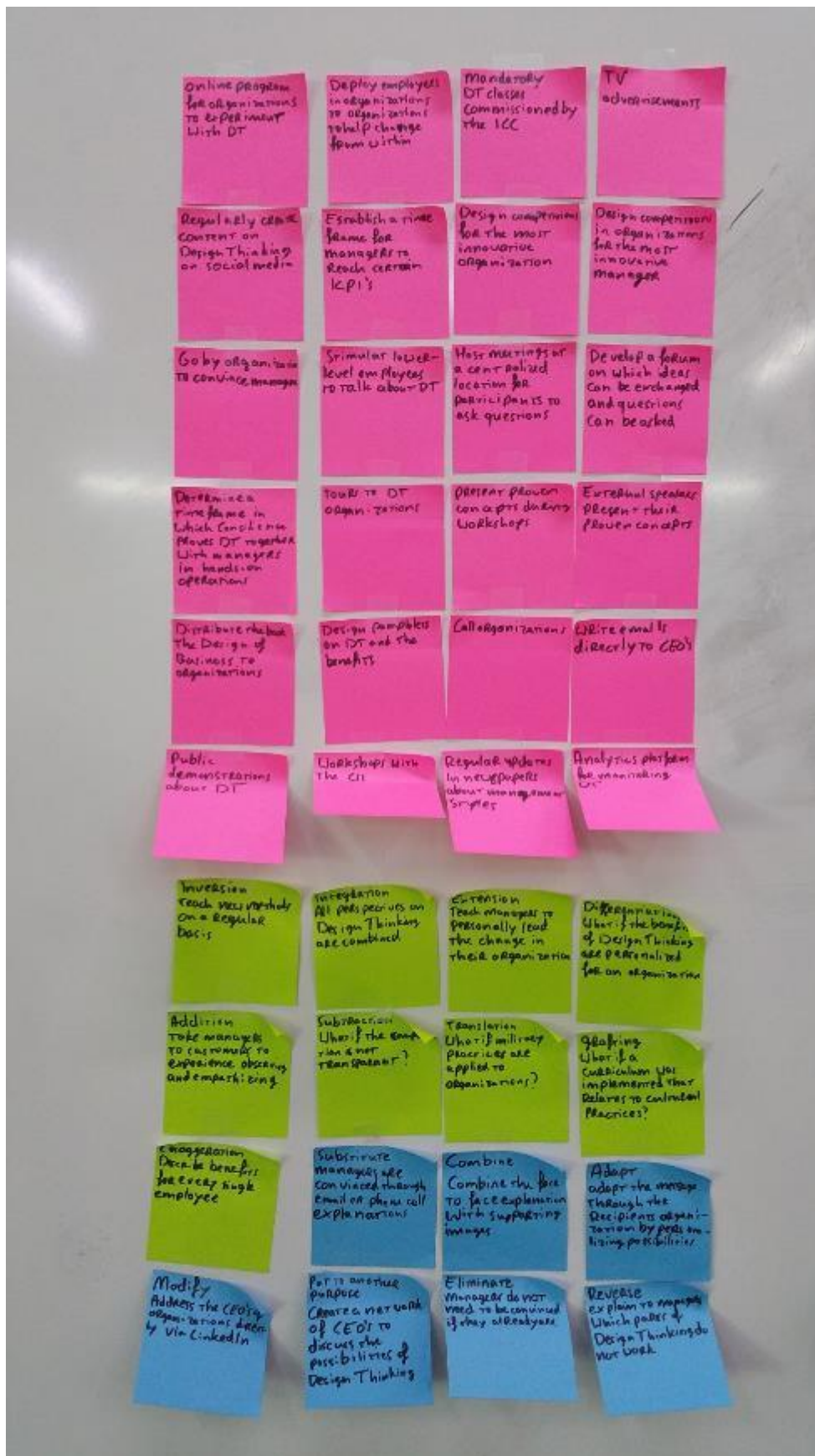
SCAMPER technique for brainstorming	
Normal rule: Clear face-to-face communication is the best way to convince an organization.	
Substitute	Managers are convinced through email or phone call explanations
Combine	Combine the face-to-face explanation with supporting images
Adapt	Adapt the message to the recipient's organization by researching the organization and personalizing possibilities
Modify	Address the CEO's of organizations directly via LinkedIn to avoid addressing the wrong person within an organization
Put to another purpose	Create a network of CEO's to discuss the possibilities for Design Thinking
Eliminate	Managers do not need to be convinced anymore if they already are, leaving the face-to-face meeting open for more possibilities
Reverse	Explain to managers which parts of Design Thinking do not work

FAST IDEA GENERATOR technique for brainstorming

Normal rule: Organizations conduct research about new possibilities to improve their operations.

THE APPROACH		THE NORMAL RULE	BENDING, BREAKING AND STRETCHING THE RULE
Inversion 	Turn common practice upside down	Managers learn about new methods through research conducted by their organization	What if new methods and practices are taught to managers on a regular basis?
Integration 	Integrate the offer with other offers	Different articles elaborate on different aspects of the Design Thinking process	What if all perspectives are combined and summarized to include the most relevant information?
Extension 	Extend the offer	Managers learn practices and methods through workshops offered by several organizations	What if managers were able to personally lead the change in an organization?
Differentiation 	Segment the offer	Articles elaborate on Design Thinking process and the benefits for organizations in general	What if the benefits of Design Thinking are personalized for an organization?
Addition 	Add a new element	Articles give theoretical information on which a manager can base the value of Design Thinking	What if managers are taken to their customer to experience the benefits of observing and empathizing?
Subtraction 	Take something away	An understanding of the competition shows the importance of innovating for an organization	What if the competition is not transparent about their operations and cannot be thoroughly understood?
Translation 	Translate a practice associated with another field	Corporate organizations and military forces are different kinds of organizations	What if military practices were applied to organizations?
Grafting 	Graft on an element of practice from another field	A school curriculum is different from an organization's corporate culture	What if a curriculum was implemented that relates to cultural practices in an organization?
Exaggeration 	Push something to its most extreme expression	Managers learn about the benefits of Design Thinking for certain parts of their organization	What if the benefits of Design Thinking are explained for every single employee in the organization?

The ideas for challenge statement 2












Challenge statement 3

BRAINWRITING technique for brainstorming		
“Organization staff needs to learn new skills and competencies because this will lead to better alignment of the staff and skills with the organization’s structure and strategy concerning Design Thinking.”		
Weekly or monthly trainings to develop critical skills and competencies	Assign a task force to focus on training employees and manage personal development	Train an organization’s HR-department to hire employees with Design Thinking skills
Partner up with external designers that control an organization’s Design Thinking process	Take on the Design Thinking process for organizations by partnering with employees from each organization	Enable organizations to host their own Design Thinking workshops
Host teambuilding activities that focus on developing an organization’s culture	Distribute images within an organization that depict the organization’s goals	Host Maker workshops where employees can experiment and learn through Making
Individual conversations with employees to determine personal goals and align these with the organization’s goals	Move employees around to different departments to learn new skills and develop existing skills	Provide motivational speakers to motivate employees for their work and to focus on alignment of goals
Motivate employees through a reward system	Provide books that are mandatory for employees to read about critical skills	Assign teams for each of the Design Thinking phases based on their skillset
Integrate daily meetings in which Design Thinking practices are discussed	Design exchange communities between organizations for employees with specific skills	Develop an online platform for teaching skills and competencies to employees
Design an app that employees can use on their commute to learn skills on the way	Have regular Design Thinking workshops to repeat the process for employees	Design an online community for Design Thinking experts that are looking for a job
Assess employees’ personalities to teach specific skills to specific employees	Have regular strategic meetings with different departments for alignment	Host brainstorming workshops to ideate about the future of the organization

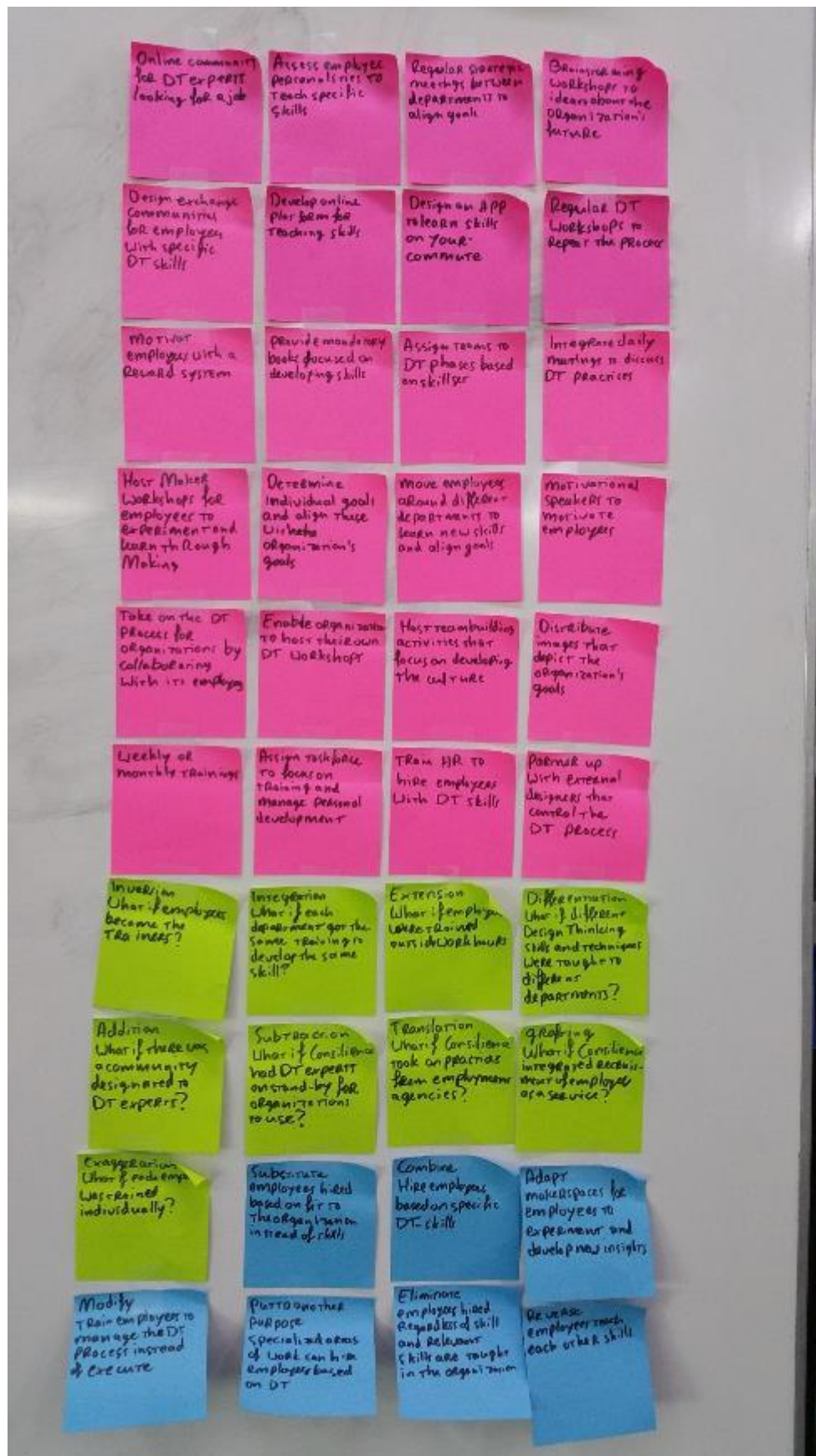
SCAMPER technique for brainstorming	
Normal rule: Employees are hired based on their fit for a certain role and develop through training.	
Substitute	Employees are hired based on their fit to the organization instead of a certain rule
Combine	Design Thinking recruiters help an organization’s HR-department to hire employees based on specific Design Thinking skills
Adapt	Makerspaces are made available for employees to experiment with prototyping and develop insights and experience through trial and error
Modify	Employees are trained to manage the Design Thinking process instead of executing single practices
Put to another purpose	Specialized areas of work can hire employees based on soft skills and develop specific skills
Eliminate	Employees are hired regardless of their skills and relevant skills are developed through in-office trainings
Reverse	Employees teach each other skills and competencies

FAST IDEA GENERATOR technique for brainstorming

Normal rule: Employees get training to develop their skills and competencies.

THE APPROACH		THE NORMAL RULE	BENDING, BREAKING AND STRETCHING THE RULE
Inversion 	Turn common practice upside down	Employees get training from the organization or another institution to develop skills	What if employees became the trainers?
Integration 	Integrate the offer with other offers	Different departments get different trainings based on their roles in the organization	What if each department got the same training to develop the same skills?
Extension 	Extend the offer	Employees get trainings during work hours	What if employees could be trained outside work hours, such as during their commute or at home
Differentiation 	Segment the offer	The Design Thinking process is being taught to all employees regardless of their role	What if different Design Thinking skills and techniques were taught to different departments?
Addition 	Add a new element	Human Resources Managers are taught to hire employees based on specific skills	What if there was a community designated for only Design Thinking experts?
Subtraction 	Take something away	Employees are important for the execution and management of the Design Thinking process	What if Consilience had Design Thinking experts on stand-by for organizations to use?
Translation 	Translate a practice associated with another field	Consilience and employment agencies are different types of organizations	What if Consilience took on practices from employment agencies?
Grafting 	Graft on an element of practice from another field	Recruitment and training are separate practices	What if Consilience integrated recruitment of employees as a services for organizations to hire designers?
Exaggeration 	Push something to its most extreme expression	Groups of employees can be trained in group trainings	What if each individual employee in an organization was taught individually to teach specific skills?

The ideas for challenge statement 3












Challenge statement 4

BRAINWRITING technique for brainstorming		
“Organizations need long-term support for their aspiration to incorporate Design Thinking because this supports the effectivity of the change and leads to better strategic alignment.”		
Culture assessment with OCAI-questionnaire	Determine a roadmap for change in discussion with the client	Stance assessment regarding change with Caluwé color test
Enable organizations to host their own Design Thinking workshops	Provide information about systems that can support Design Thinking processes in organizations	Host Design Thinking workshops with personalized business cases
Host teambuilding activities for organizations	Business Model innovation workshops to determine the organization's goals	Design Thinking taskforces to enable change in the organization
Attract external experienced designers to help the organization change	Have regular external speakers to talk about the importance of Design Thinking	Host tours to organizations that have incorporated Design Thinking
Distribute images within the organization that depict the organization's goals	Train Human Resources Managers to hire employees with specific Design Thinking skills	Design specific departments for each of the Design Thinking phases
Host a workshop for all department and general managers to align goals	Assign a taskforce to deal with resistance	Attract the help of an organization that has incorporated Design Thinking
Distribute the book <i>The Design of Business</i> to managers in the organization	Host Design Thinking workshops to multiple organizations at a time	Have different organizations discuss possibilities for Design Thinking
Invite a group of customers to join the Design Thinking workshops	Compose a test panel of customers to test prototypes with	Take managers to the customer to make managers empathize with customers

SCAMPER technique for brainstorming	
Normal rule: Design Thinking workshops are offered to organizations	
Substitute	Instead of a centralized workshop for multiple organizations, host workshops at the organizations themselves
Combine	Include a workshop for value-innovation in to workshop, where the client can get insights into new possibilities for their business model
Adapt	Include the client's customers in the workshop to leverage the empathize phase
Modify	Use Maker practices in the workshop to leverage the prototyping phase
Put to another purpose	Host Design Thinking workshops for the client's customers to see their stance on the best product that the client can offer
Eliminate	Eliminate the test phase from the workshop, but host a test workshop later with customers involved
Reverse	Enable the client to host their own Design Thinking workshops

FAST IDEA GENERATOR technique for brainstorming

Normal rule: Organizations learn new methods and skills through their own research.

THE APPROACH		THE NORMAL RULE	BENDING, BREAKING AND STRETCHING THE RULE
Inversion 	Turn common practice upside down	Organizations research the possibilities for the implementation of new ideas into their organization	What if the possibility for an idea to be implemented into different organizations is researched by an independent organization?
Integration 	Integrate the offer with other offers	Organizations get information about their target audience through various media	What if there are specific media for specific target groups that contain all the relevant information?
Extension 	Extend the offer	Competitors offer workshops for Design Thinking	What if organizations can get support for the entire strategic transformation of their organization?
Differentiation 	Segment the offer	Competitors offer workshops for Design Thinking	What if the Design Thinking workshop was personalized for each organization, treating specific business cases?
Addition 	Add a new element	Organizations test their products with their customers	What if there was an extensive community for an organization that is specialized in testing products?
Subtraction 	Take something away	Direct Customer feedback is critical for research and development	What if customers could not be spoken to in person?
Translation 	Translate a practice associated with another field	Google and Consilience are different organizations offering different services	What if Google's services were integrated into Consilience's services?
Grafting 	Graft on an element of practice from another field	Making and Design Thinking are different practices	What if Making was introduced as part of Design Thinking for the prototyping phase?
Exaggeration 	Push something to its most extreme expression	Organizations have R&D departments focused on innovation	What if the whole organization was designed as to focus on stimulating innovation?

The ideas for challenge statement 4



Appendix R – Ideate converging

Challenge statement 1

Below is the list of ideas for challenge statement 1 which do not comply with the design criteria for the respective challenge statement, and the design criteria with which they do not comply.

- Consilience can provide marketing services for organizations – design criteria 1;
- Providing materials, such as paper cups, laptop sleeves, or keychains with Consilience's logo – design criteria 4;
- Advertising in cinemas – design criteria 4;
- Short marketing message to leave the recipient curious for more info – design criteria 1;
- Hanging posters around Mumbai – design criteria 4 and 5;
- Advertising on newspapers – design criteria 4;
- Advertising on the radio or television – design criteria 4;
- Eliminate spoken messages and use only visuals – design criteria 1;
- What if the three major industries cannot be reached on digital media – design criteria 1;
- Sponsoring events – design criteria 3 and 4;
- Distributing pamphlets at malls and crowded areas – design criteria 5;
- Billboards near business hub's – design criteria 4.

The Post it-Notes were divided over the four squares of the COCD-box, where a distinction is made in originality and feasibility of ideas. The result is visible in the picture below.

Using the Select Promising Ideas method, the following ideas were rated as being the most original, feasible and valuable solution to the problems statement:

- Communication through the Confederation of Indian Industry;
- Hosting workshops with the Confederation of Indian Industry;
- Providing personalized possibilities to specific organizations;
- Offering a centralized hub for information about Consilience's services;
- Direct emails or phone calls to organizations.

A picture of the last iteration of the COCD-box can be found on the next page.

[illegible]

Challenge statement 2

Below is the list of ideas for challenge statement 1 which do not comply with the design criteria for the respective challenge statement, and the design criteria with which they do not comply.

- Managers do not need to be convinced if they already are – design criteria 1 and 2I
- Mandatory DT classes commissioned by the ICC – design criteria 1;
- Create a network of CEO's to discuss the possibilities of Design Thinking – design criteria 5;
- Focus not on the competition but only on the maximum innovation capacity for your own organization, as if the competition was not transparent – design criteria 1 and 2;
- Combine all perspectives of Design Thinking for complete information – design criteria 2;
- Stimulate lower-level employees to talk about Design Thinking in their organization – design criteria 4;
- Teach new methods on a regular basis – design criteria 1;
- Implement a curriculum related to the organization's culture – design criteria 1;
- Advertisements on television – design criteria 1, 2 and 3;
- Implement an analytics platform for Design Thinking to prove the method – design criteria 1.

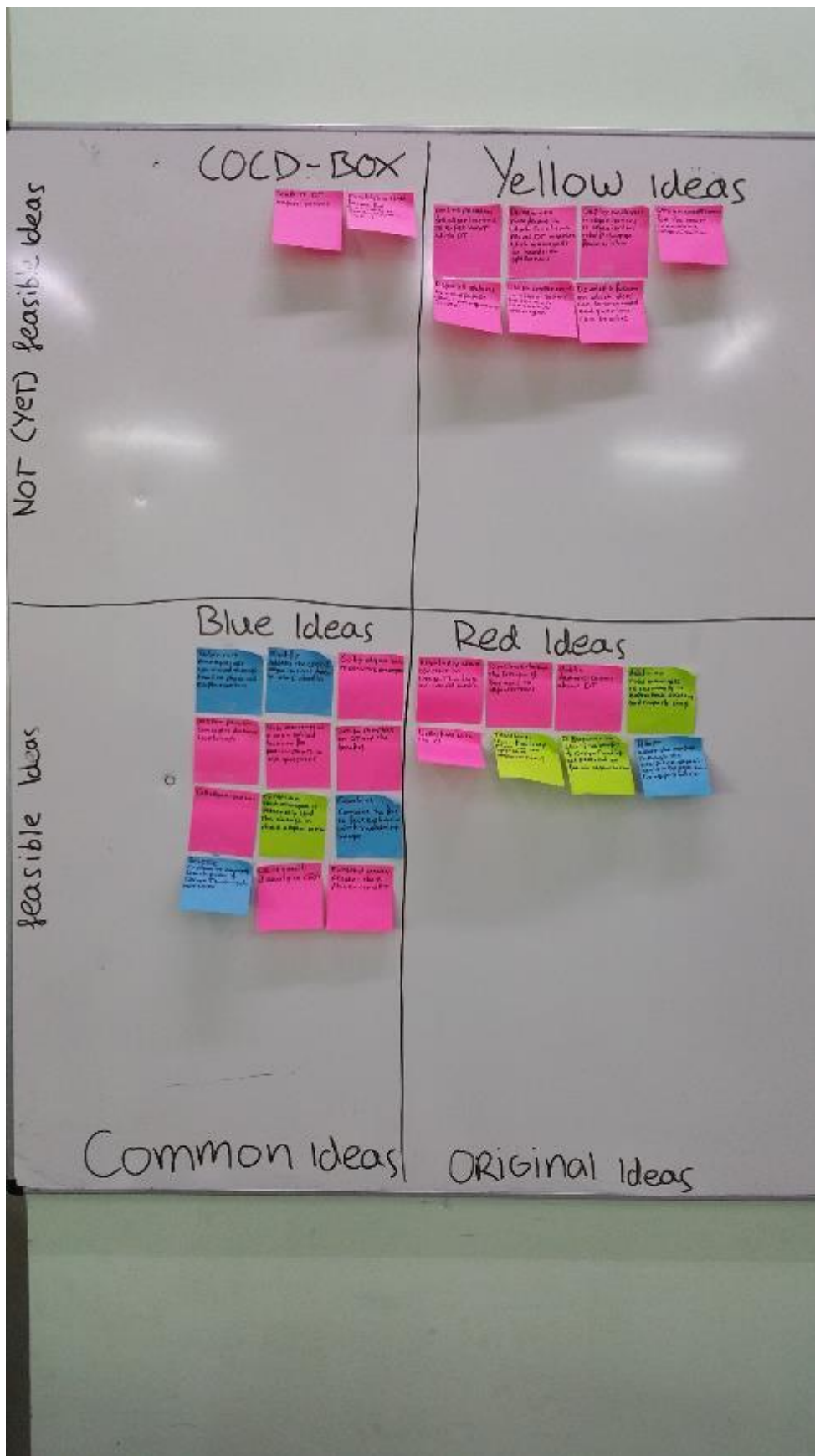
The Post it-Notes were divided over the four squares of the COCD-box, where a distinction is made in originality and feasibility of ideas. The result is visible in the picture below.

Using the Select Promising Ideas method, the following ideas were rated as being the most original, feasible and valuable solution to the problems statement:

- Workshops with the Confederation of Indian Industry;
- Personalize the benefits for organizations to appeal more to its managers;
- Design pamphlets on Design Thinking and distribute these to organizations;
- Address the CEO's of organizations directly via LinkedIn;
- Write emails directly to CEO's;

A picture of the last iteration of the COCD-box can be found on the next page.

COCD-box for challenge statement 2



Challenge statement 3

Below is the list of ideas for challenge statement 1 which do not comply with the design criteria for the respective challenge statement, and the design criteria with which they do not comply.

- Specialized areas of work can hire employees based on Design Thinking skills – design criteria 1;
- Hire employees based on how well they fit the organization and not how well they fit certain roles – design criteria 1 and 4;
- Provide mandatory books focused on developing skills – design criteria 3;
- Move employees around to different departments to develop new skills – design criteria 5;
- Host regular strategic meetings between departments to align goals – design criteria 1 and 5;
- Host brainstorming workshops to ideate about the future of the organization – design criteria 1 and 5.

The Post it-Notes were divided over the four squares of the COCD-box, where a distinction is made in originality and feasibility of ideas. The result is visible in the picture below.

Using the Select Promising Ideas method, the following ideas were rated as being the most original, feasible and valuable solution to the problems statement:

- Host Design Thinking workshops that are customized to an organization's needs;
- Enable employees to teach skills to colleagues;
- Train Human Resources managers to hire employees with Design Thinking skills;
- Assign a task force to focus on training and manage personal development;
- Enable organizations to host their own Design Thinking workshops;
- Determine individual goals and align these with the organization's goals;

A picture of the last iteration of the COCD-box can be found on the next page.

feasible ideas

NOT (yet) feasible ideas

COCD-BOX

Yellow Ideas

Blue Ideas

Red Ideas

Common Ideas

Original Ideas

Challenge statement 4

Below is the list of ideas for challenge statement 1 which do not comply with the design criteria for the respective challenge statement, and the design criteria with which they do not comply.

- Hosting Design Thinking workshops to multiple organizations at a time – design criteria 6;
- Attract the help of organizations that have incorporated Design Thinking – design criteria 6;
- Have different organizations discuss Design Thinking possibilities – design criteria 6;
- Specific media for specific target groups that contain all the relevant information about that specific target group – design criteria 1 and 3;
- Host Design Thinking workshops for the client's customers – design criteria 1 and 4;
- Integrate Google's services into Consilience's services – design criteria 1;
- What if customers could not be spoken to in person – design criteria 1.

The Post it-Notes were divided over the four squares of the COCD-box, where a distinction is made in originality and feasibility of ideas. The result is visible in the picture below.

Using the Select Promising Ideas method, the following ideas were rated as being the most original, feasible and valuable solution to the problems statement:

- Integrate Making into the Design Thinking services to leverage prototyping;
- Enable organizations to host their own Design Thinking workshops;
- Support full organizational transformation in favor of innovation;
- Business model innovation workshop to determine the organization's goals;
- Host workshops at the client's office;

A picture of the last iteration of the COCD-box can be found on the next page.

COCD-box for challenge statement 4



Challenge statement 1

Below are the results for challenge statement 1, described as concepts. The first challenge statement that needed to be solved was:

“Consilience needs to reach and convince the target group because awareness leads to more customers which can be helped by Consilience.”

Communication through the Confederation of Indian Industry

As represented in persona 3 (Amit Jain), some organizations are comfortable with the way they are operating. These organizations need to be convinced of the need for innovation through reliable media. The Confederation of Indian Industry (CII) is a partner of Consilience and focuses on sustaining an environment for growth in Indian industries (CII, 2016). Consilience's services focus on implementing Design Thinking in organizations to stimulate innovation and growth.

As these services are based on the same aspirations as the CII has, and Consilience already has a partnership with the CII, they might be willing to cooperate and convey Consilience's services through their periodic newspaper. As the CII is known as a trustworthy, impartial organization that aspires industry growth, Consilience's services will be seen as equally trustworthy.

Direct emails or phone calls to organizations.

Direct communication is more costly than conveying a broad, impersonal message, but is more effective as organizations can directly ask questions that may arise, and feel more appealed to. Direct communication also opens possibilities for addressing personalized possibilities and for the recipients to ask direct questions.

Providing personalized possibilities to specific organizations

Some of the interviews also pointed out that the services should assess organization specific problems. By directly reaching out to (specific) organizations, Consilience can provide personalized possibilities to appeal to the organization. This requires some research but is a more effective method than impersonal communication. In this email, possible problems can be assessed that occur in an organization's industry and translated into possible solutions using Design Thinking.

Offering a centralized hub for information about Consilience's services

Organizations that hear about Consilience through any media that does not originate from Consilience may search for more information about Consilience's services. For these organizations, and any other organization that wants to learn more about Consilience's services, a centralized information hub must be available that elaborates on relevant information. This information hub can be on Consilience's website, as this is probably the first thing people search for.

Challenge statement 2

Below are the results for challenge statement 2, described as concepts. The first challenge statement that needed to be solved was:

“Managers of organizations in the target group need to learn the benefits and possibilities of Design Thinking because this stimulates a faster innovation pace, leading to more opportunities being tapped into and more market competitiveness.”

Workshops with the Confederation of Indian Industry (CII)

Consilience has a partnership with the CII (Consilience, 2016). The CII is an organization that focuses on market efficiency and competition to improve the economy (CII, 2016). By convincing the CII of our shared values, this partnership can be cultivated by collaborating on hosting workshops. The planning for these workshops can be communicated through the CII's newspaper.

The workshops will create awareness of Consilience and its services, leading to more potential clients. By inviting the press, these workshops can generate newspaper coverage, which will lead to even more awareness, all via trustworthy sources. The participants can be convinced during the workshops, as they have the chance to ask questions and experience the process hands-on.

The workshops can be offered free of charge, as an investment, or for a (small) entrance fee. The workshops can take place at a centralized location.

Personalize the benefits for organizations to appeal more to its managers

Addressing common problems may be a reliable way to appeal to a broad range of organizations, but is not valid when certain organizations do not experience these problems. By reading into specific organizations and industries, Consilience can approach organizations with a (more valid) list of problems that these organizations are likely to experience.

To create awareness, Consilience can directly approach a range of (nearby) organizations. In the future, when Consilience has gained awareness, it is not feasible to keep researching possibilities for a lot of organizations. Instead, potential clients can, on their own initiative, approach Consilience and inquire about the possibilities for their organizations.

Design pamphlets on Design Thinking and distribute these to organizations

Pamphlets are less likely to be lost than emails, as they are a tangible document. These pamphlets should elaborate on the Design Thinking process, in which situations Design Thinking can be valuable, and which services Consilience offers to organizations to integrate Design Thinking.

The pamphlets can generate awareness if distributed to a large range of organizations. In order to convince the recipients, Consilience can personalize the pamphlets for organizations.

Write emails directly to CEO's of organizations

Together with the idea of addressing CEO's directly via LinkedIn, this idea approaches the highest power in an organization: the Chief Executive Officer. The CEO oversees the whole organization and knows the problems that occur like no other. By addressing the CEO directly with personalized information about situations where Design Thinking can be valuable, Consilience will come over as serious and convincing.

The CEO's name is regularly published on their organization's website. If not, they can be found on LinkedIn by searching for the name of the organization and 'CEO'. The contact details can thereafter be achieved through several applications that generate contact information from LinkedIn, such as RocketReach (RocketReach, 2017) or Anymail Finder (Anymail finder, 2017).

Challenge statement 3

Below are the results for challenge statement 3, described as concepts. The first challenge statement that needed to be solved was:

"Staff of organizations in the target group needs to learn new skills and competencies because this will lead to better alignment of the staff and skills with the organization's structure and strategy concerning Design Thinking."

Design Thinking workshops that are customized to an organization's needs

Also based on the insight from the interviews that organizations want help for specific cases. Skills and competencies for Design Thinking are best learned through hands-on experiences (Consilience, 2016). In these workshops, the participants follow the Design Thinking process, guided by Consilience's employees. The materials for the workshops are provided by Consilience.

The results of a Design Thinking workshop are more valuable when the workshop is focused on real life issues that an organization experiences. By addressing personal business cases, the workshop may not only be valuable for teaching the required skills and competencies, but can also give insights on how to solve existing problems. Thus, making the benefits more tangible for the organization.

Enable employees to teach skills to colleagues

By teaching employees to be the teachers, an organization is able to continuously develop without having to hire external support every time. Employees with certain expertise can be identified and connected to colleagues, or given the opportunity to present about his expertise, to teach and convey their skills. Consilience can support in identifying and training employees with certain expertise in order for them to teach this to their colleagues.

Assign a task force to focus on training and managing personal development

This task force represents the organization's goals and aspirations by conveying the message actively throughout the organization. The size of this task force depends on the size of the organization, but should be anywhere between four and twelve employees (Kansas University, 2012). These employees should have different backgrounds and roles within the organization in order to create more support. The task force focuses on ensuring that all employees get the required training, motivating employees to align their goals with the organization's goals, and dealing with resistance.

Train Human Resources Managers to hire employees with Design Thinking skills

Not only does the current staff need training to develop Design Thinking skills and competencies. New employees should be in line with the organization's goals by focusing on skills that are important for the new situation. Consilience can provide information about the important skills to HR-managers, which in turn can look out for employees that fit this description.

Enable organizations to host their own Design Thinking workshops

Inspired by the saying "give a man a fish and you feed him for a day, teach a man to fish and you feed him for a lifetime", we can give organizations fished by teaching them how to host their own design thinking workshops. These workshops should be able to assess different organizational problems. This idea is based on the insight that was discovered during the empathy interviews that organizations have a need for long-term support in order to effectively implement new methods.

Determine individual goals and align these with the organization's goals

As determined in the theoretical framework and the empathy interviews, intrinsic motivation is an important driver for innovation. By aligning individual goals of employees in an organization, and aligning these with the organization's goals, intrinsic motivation can be boosted.

Challenge statement 4

Below are the results for challenge statement 4, described as concepts. The first challenge statement that needed to be solved was:

"Organizations in the target group need long-term support for their aspiration to incorporate Design Thinking because this supports the effectivity of the change and leads to better strategic alignment."

Integrate Making into the Design Thinking services to leverage prototyping

One of Consilience's specializations is Making, as described in the theoretical framework. This is a way of hands-on learning. Making can be incorporated in the design thinking process during the prototyping stage. The materials that Consilience has for Making can be presented to the audience, so they have more possibilities to make a better prototype.

Support full organizational transformation in favor of innovation

Some of the interviews suggested that workshops are not effective for transforming an organization. By offering support for a full organizational transformation focused on design thinking, Consilience can more effectively help their clients. This would require support for change in the organization as according to the 7S model by McKinsey (chapter 3.7), and culture transformation (chapter 3.8), according to organizational change models (chapter 3.9).

Business model innovation workshop to determine the organization's goals

Some organizations are not focused on innovation, according to some of the interviews. By redefining one's business model, an organization can be structured to be more open for innovation and to strive for growth in new ways that were not possible before.

Host workshops at the client's office

By hosting workshops at the client's venue, the workshops are more easily accessible because the participants do not have to travel to any other location than their regular office. The materials can be brought by Consilience and the costs of hiring or buying a location for the workshop are cut.

Appendix S – List of organizations to reach out to

	Company name	Strategy	Location	Name of Contact Person	Email ID
1	[organization 4]	Product leadership	Goregaon	Rashi Daga	rashmi@[organization 4].com
2	Flyrobe	Operational excellence	Ghatkopar	Shreya Mishra	shreya.mishra@flyrobe.com
3	Pine labs	Product leadership	Andheri East	Lokvir Kapoor	lokvir.kapoor@pinelabs.com
4	Haptik	Product leadership	Andheri West	Aakrit Vaish	aakrit@haptik.co
5	Pricebaba	Product leadership	Andheri East	Annkur P Agarwal	annkur@pricebaba.com
6	Taskbob	Community building	Andheri East	Aseem Khare	aseem@taskbob.com
7	Time Saverz	Community building	Goregaon East	Debadutta Upadhyaya	debadutta.upadhyaya@timesaverz.com
8	Wishberry	Community building	Vile Parle East	Anshulika Dubey	anshulika@wishberry.in
9	Embibe	Customer intimacy	Andheri West	Aditi Avasthi	aditi@embibe.com
10	Purpille	Product leadership	Ghatkopar	Rahul Dash	rahul.dash@purpille.com
11	Testbook	Customer intimacy	Kharghar Navi Mumbai	Ashutosh Kumar	ashutosh@testbook.com
12	Inloyal	Community building	Andheri East	Kunal Mehta	kunal@inloyal.com
13	Stitchwood	Product leadership	Andheri East	Ajit Shegaonkar	ajit@stitchwood.com
14	Nano-serendipity	Community building	Kandivali East	Sanam Jain	sanam.jain@nano-serendipity-int.com
15	Indus	Product leadership	Andheri East	Rakesh Deshmukh	rakesh@indusos.com
16	Machine Pulse	Product leadership	Andheri East	Basant Jain	basant.jain@machinepulse.com

17	Southern movers packers	Product leadership	Thane	Dulichand Sharma	dulichand@allcitypackersmovers.com
18	Bawa hotels	Experience	Vile Parle East	Karan Bawa	karan.bawa@bawahotels.com
19	Evonence	Customer intimacy	Nahur West	Vinay Khemani	vinay.khemani@evonence.com
20	Afydecor	Product leadership	Belapur Navi Mumbai	Afreen Khan & Farid Khan	Afreen.khan@afvdecor.com
21	Minio	Product leadership	Andheri	Amit Deshpande	amit@minio.co
22	SURPaaS	Product leadership	Thane West	Riha Marwah	riha.marwah@surpaas.com
23	TFOD	Community building	Bandra East	Prawal Potnes	prawal.potnes@tfod.com
24	DronaHQ	Product leadership	Andheri West	Jinen Dedhia	jinen@dronahq.com
25	Academy for Earth Sustainability	Experience / Product leadership	Mumbai	Amol Ghag	amol@aeslife.in
26	Think Analytics	Product leadership	Andheri East	Amit Das	amit.das@thinkanalytics.in
27	Radiolocus	Product leadership	Ghatkopar	Hashal Vora	harshal.vora@radiolocus.com
28	Pykih	Product leadership	Andheri East	Ritvij Parikh	parikh@pykih.com
29	Planceess	Product leadership	Andheri East	Vivek Gupta & Nitesh Salvi	nitesh.salvi@planceessjee.com & vivek.gupta@planceessjee.com
30	Culture machines	Product leadership / community building	Goregaon	Tuhin Menon	tuhin.menon@culturemachine.in
31	Goli vada pav	Product leadership	Thane	Venky Iyer	venky.iyer@golivadapav.com

Appendix T – Outgoing email to CEO's

Dear [Mr. or Ms.] [name],

Hope you are well. I represent Consilience, a non-profit organization that operates in the space of technology, learning and leadership best practices in education. We work with academic institutions to customize 'Train the Trainer' programs, and aid in the creation of systems and tools that sustain innovation in a rapidly-changing environment.

Among our many offerings are Design Thinking workshops that foster innovation within organizations. By drawing on certain universal tools, methodologies and competencies, Design Thinking can ignite a culture of innovative thinking and creation in any organization (no matter what the context). Indeed, Design Thinking can be used to address the following:

[benefits based on strategy, as defined on the next page]

We have globally-renowned experts who lead our Design Thinking workshops, and we have customized workshops for corporate clients. We're confident that made-to-order workshops -- that target your specific requirements -- will yield invaluable learnings and takeaways for your teams.

We would love to meet you and discuss things further, so do let us know a convenient time when we may visit your office. Also, please do not hesitate to contact me if you have any questions or clarifications.

Look forward to meeting with you at the earliest,

Best regards,

Niels van Dijk
Business Development Associate



niels@consilience.org

+91 70 4569 5955

www.consiliencelearning.org

Benefits for product leadership:

- Growing a product or service;
- Aligning business and strategy;
- Strengthening your competitive position;
- Fostering a creative organizational culture.

Benefits for operational excellence:

- Incorporating humanization while standardizing business;
- Improve strategic foresight for better predictability;
- (Re)define value to maintain relevance.

Benefits for customer intimacy:

- Make sense of the ever changing market and environment;
- (Re)design customer experiences to strengthen your competitive position;
- Align business and strategy.

Benefits for experience:

- (Re)define customer experience to strengthen your competitive position;
- Align your strategy with the customer experience;
- Foster a creative culture.

Benefits for community building:

- Define customer value to foster growth;
- Make sense of the ever changing market and environment;
- (Re)define and align customer experience to maintain relevance.



DESIGN THINKING WORKSHOPS



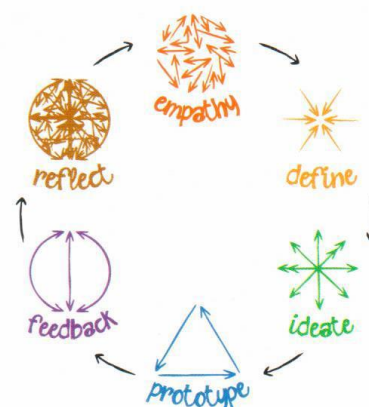
"Give a man a fish and you feed him for a day, teach a man to fish and you feed him for a lifetime."

Consilience is a global non-profit consultancy focused on designing and teaching innovation practices. Our six years of experience include teaching and integrating Design Thinking in an institution's program.

Design Thinking is a process to develop user-centered innovations. These innovations are based on thorough user-insights that are gathered through empathizing interviews. Design Thinking can, for example, be used for:

- Innovating new products or services;
- Improving current products or services to ensure a better fit to new or existing customers;
- Developing a unique marketing plan for new or existing products or services.

We can support your organization in adapting the Design Thinking process.





Design Thinking enables you to lead change in your organization

Customized for your organization

We can host workshops on Design Thinking at your venue. These workshops are personalized for your organization to ensure the right fit. The workshops will address prevailing problems or opportunities that can yield valuable takeaways for your organization.

The workshops start with a presentation that elaborates on the Design Thinking process, organizations that have successfully incorporated Design Thinking, and the possibilities for your organization. Following the presentation, the participants are divided into groups to experience Design Thinking through hands-on activities, guided by our experienced mentors. We provide all the materials that are required for these activities.

Participants create prototypes to share insights and to reflect on the workshop. These insights provide deeper meaning to the Design Thinking process for your organization, and makes the benefits more tangible.

Design Thinking workshops

Design Thinking workshops form the ideal basis for innovation. An effective adoption of Design Thinking requires alignment of strategy, staff and culture. In addition to the workshops, we also offer services to leverage the Design Thinking approach for your organization and to help effectively incorporate it into your culture. Based on the assessment we do of your organization, we determine the most valuable services.

If you would like to conduct a Design Thinking workshop for your organization, please write to us at info@clearning.org

www.consiliencelearning.org



Appendix V – Workshop programs

Design thinking workshop on growth	
Time	Program
8:00 – 8:30 am	Registration
8:30 – 9:15 am	What is design thinking, and what are the possibilities and benefits (20 minutes) Specification of the challenge and the design thinking practice (10 minutes) Explaining the workshop (5 minutes)
9:15 – 10:00 am	Presentation on the business case for a design thinking trial (5 minutes) Empathy: 15 minutes Define: 15 minutes
10:00 - 10:15 am	Break
10:15 – 11:15 pm	Ideate: 15 minutes Prototype: 40 minutes
11:15 – 12:30	Client speaker: what are the organization's goals (15 minutes) Empathy – 20 minutes Define – 15 minutes Ideate – 20 minutes
12:30 – 1:15 pm	Lunch
1:15 – 3:00 pm	Prototype – 75 minutes Feedback and reflect – 10 minutes Recap: storytelling – 5 minutes and writing individual stories – 15 minutes
3:00 – 3:15 pm	Break
3:15 – 4:30 pm	Individual storytelling (60 minutes) Individual reflection (10 minutes)
4:30 – 5:45	Closing presentation
Design thinking workshop on change and predictability	
Time	Program
8:00 – 8:30 am	Registration
8:30 – 9:15 am	What is design thinking, and what are the possibilities and benefits (20 minutes) Specification of the challenge and the design thinking practice (10 minutes) Explaining the workshop (5 minutes)
9:15 – 10:00 am	Empathy: 15 minutes Presentation on new trends and technologies – 10 minutes Define: 15 minutes
10:00 - 10:15 am	Break
10:15 – 12:30 pm	Ideate: 15 minutes Presentation on context mapping and scenario development – 15 minutes Context mapping – 15 minutes Prototype – 60 minutes Scenario development – 15 minutes
12:15 – 1:00 pm	Lunch
1:00 – 3:00 pm	Presentation of the prototypes – 30 minutes Presentation on improving your organization's senses – 10 minutes Ideate – 20 minutes Prototype – 60 minutes
3:00 – 3:15 pm	Break
3:15 – 4:15 pm	Presentation of the prototypes (30 minutes) Presentation on how to improve your organization's senses (20 minutes) Individual reflection (10 minutes)
4:15 – 4:30	Closing presentation

Design thinking workshop on maintaining relevance and extreme competition	
Time	Program
8:00 – 8:30 am	Registration
8:30 – 9:15 am	What is design thinking, and what are the possibilities and benefits (20 minutes) Specification of the challenge and the design thinking practices (10 minutes) Explaining the workshop (5 minutes)
9:15 – 10:00 am	Value redefinition presentation – 10 minutes Empathy – 20 minutes Define – 15 minutes
10:00 - 10:15 am	Break
10:15 – 12:15	Ideate – 15 minutes Prototype: 60 minutes Presentation on different types of customer experience – 10 minutes Empathy – 20 minutes Define – 10 minutes
12:15 – 1:00	Lunch
1:00 – 3:15 pm	Ideate – 15 minutes Prototype – 60 minutes Presentation of the prototypes (60 minutes)
3:15 – 3:30 pm	Break
3:30 – 4:00 pm	Individual reflection (10 minutes) Design thinking workshops in your organization (20 minutes)
4:00 – 4:15	Closing presentation
Design thinking workshop on standardization	
Time	Program
8:00 – 8:30 am	Registration
8:30 – 9:15 am	What is design thinking, and what are the possibilities and benefits (20 minutes) Specification of the challenge and the design thinking practice (10 minutes) Explaining the workshop (5 minutes)
9:15 – 10:00 am	Presentation on the business case for a design thinking trial (5 minutes) Empathy: 15 minutes Define: 15 minutes
10:00 - 10:15 am	Break
10:15 – 11:15 pm	Ideate: 10 minutes Prototype: 30 minutes Feedback and reflect: 15 minutes
11:15 – 12:45	Presentation on customer-centered outlook while standardizing (30 minutes) Empathy – 20 minutes Define – 20 minutes Ideate – 20 minutes
12:45 – 1:30	Lunch
1:30 – 3:00 pm	Prototype – 60 minutes Feedback and reiterate – 30minutes
3:00 – 3:15 pm	Break
3:15 – 4:30 pm	Presentation of the prototypes (60 minutes) Individual reflection (10 minutes)
4:30 – 4:45	Closing presentation

Design thinking workshop on creative culture	
Time	Program
8:00 – 8:30 am	Registration
8:30 – 9:15 am	What is design thinking, and what are the possibilities and benefits (20 minutes) Specification of the challenge and the design thinking practice (10 minutes) Explaining the workshop (5 minutes)
10:00 - 10:15 am	Break
10:00 – 12:00 pm	Presentation on the business case for a design thinking trial (10 minutes) Presentation on cardboard prototypes and and LittleBits (15 minutes) Empathy: 15 minutes Define: 15 minutes Ideate: 15 minutes Prototype: 45 minutes Reflect : 5 minutes
12:00 – 12:45 pm	Lunch
12:45 – 2:45 pm	Presentation on the business case (10 minutes) Presentation on Lego Robots and wearable technology (15 minutes) Empathy – 15 minutes Define – 15 minutes Ideate – 15 minutes Prototype – 45 minutes Reflect – 5 minutes
2:45 – 3:00 pm	Break
3:00 – 4:45 pm	Presentation of the prototypes (60 minutes) Presentation on rapid prototyping in the organization (30 minutes) Individual reflection (10 minutes)
4:45 – 5:00	Closing presentation
Design thinking workshop on strategy and organization	
Time	Program
8:00 – 8:30 am	Registration
8:30 – 9:15 am	What is design thinking, and what are the possibilities and benefits (20 minutes) Specification of the challenge and the design thinking practice (10 minutes) Explaining the workshop (10 minutes)
10:00 - 10:15 am	Break
10:00 – 12:00 pm	Step 1,2,3,4,5 – 60 minutes Step 6,7,8,9,10,11 – 75 minutes
12:15 – 1:00 pm	Lunch
1:00 – 3:15 pm	Step 12,13,14,15,16 – 75 minutes Step 17,18,19,20,21 – 60 minutes
3:15 – 3:30 pm	Break
3:30 – 4:45 pm	Presentation of the business models (60 minutes) Individual reflection (15 minutes)
4:45 – 5:00	Closing presentation

General workshop procedures

Registration

The organization submits a list of the participant's names to registration purposes. The participants can register from 08:00 am to 08:30 am on the day of the registration. The participants receive the products that are needed for the workshop in a goody bag, including the program for the workshop.

Presentations

The day starts with a central presentation on relevant subjects. All the participants sit in the presentation room. The presentations are done by Consilience employees, for which they use PowerPoint visuals. After the presentations, the participants are told to form groups in their break. The size of these groups is discussed based on the number of participants, but there are at least three and maximum five participants in a group.

Break

After the presentations, there is a 15 minute break in which participants form groups. During the break there is time for coffee, water, and some snacks.

Design thinking trial

Each workshop has a design thinking trial. During this trial, the design thinking process is followed to design a general product. This trial is meant to familiarize the participants with the process, and use their insights for the real process later in the workshop.

The design thinking trial starts with a presentation on the business case, and how the design the trial will proceed. The participants will use the booklet that is included in their goody bag to write down information that is gathered and used during the design thinking process.

During the empathy phase, the team members will interview each other twice. Groups consisting of more than two team members choose who will be the interviewer and who will be the interviewee. When the group consists of four team members, the group can divide into two groups for the interviews.

During the empathy phase, the participants individually formulate their concrete insights from the interviews. They then formulate a challenge statement according to these insights.

In the ideate phase, the participants brainstorm possible solutions for the challenge statement. Quantity is valued over quality. These ideas are then prototyped during the prototype phase. The participants use the available materials and equipment to visualize their idea and make a tangible prototype.

After the design thinking trial there is a lunch for all the participants and the attendants.

Challenge-specific design thinking process

After lunch, the design thinking process that assesses the organization's specific challenge is walked through. This is different for each challenge, as described in on the next pages. The design thinking process is followed by a presentation of the different prototypes and an individual reflection. This individual reflection focuses on what the participants learned, and how they can use this in their everyday job.

For some workshops, the day ends with a presentation on challenge-specific subjects and how to incorporate this in the organization. Each workshop ends with a note of gratitude.

Challenge-specific workshop aspects

Challenge: growth - design thinking practice: storytelling

If an organization's challenges are related to their growth, storytelling is the design thinking practice that should be incorporated into the workshop. This requires one or more of the managers that will participate in the workshop to compose what their story on the organization. This story should be on the vision, aspirations, and dreams that the manager has for the organization. The story should be:

- Collaborative: gather the input from stakeholders to make the story familiar;
- Engaging: choose a medium that best conveys the story to your audience;
- Structured: use beginnings, middles and end to make your story more clear;
- Performative: perform your story with body language and intonation;
- Tangible: consider tangible materials to support your message;
- Fun: serious games make people experience roles, relationships and tasks in a context;
- Real(ish): balance fiction and reality to stretch what people perceive as possible.

Design thinking workshop on growth

The key to a good story is that it excites, motivates and unites people. The story is often created by management, but should be carried by every employee. The design thinking workshop will start with a story told by one or more managers to excite the audience and to convey their aspirations and dreams about the organization. Following the story will be the regular design thinking process, where groups can work on developing a product or service in order to stimulate growth.

The workshop will include a second additional stage in which participants describe how their prototype fits in the full story. This helps participants think about the organization's story, think about their own story, and figure out how these two stories fit together, helping every participant find out what their role in the whole story is and what value they can add to the organization. These insights will be formulated for the participants to take home.

Challenge: predictability - design thinking practice: strategic foresight

Predictability is created by identifying and researching weak signals in order to derive valuable new insights that lead to strategic foresight. The best way to predict the future, is to create the future. The important mindset is that there is not only one desirable future, but multiple possible futures. This workshop teaches participants to identify trends and apply new knowledge. As explained in chapter 4.2, these are important drivers for innovation. Important lessons that should be taught are:

- Scan weak signals by researching the internet, journals, media, policy makers, competitors, start-ups and other sources;
- Process weak signals by questioning the signals and analyzing what might be possible;
- Amplifying weak signals is determining which signals are valuable for future contexts. Models and situations are drafted to visualize the value of different signals;
- Context mapping depicts how the new scenarios behave in relation to the existing organizational context;
- Scenario development for prototyping and storytelling conveys the message to stakeholders.

Design thinking workshop on predictability

The workshop should start with a presentation on the different ways to increase an organization's senses, and the benefits of these practices. Following this is an elaboration on new upcoming trends and technologies that Consilience has researched. The participants divide into groups, after which each group chooses one of the presented technologies of trends. Each team then chooses a product, service, or process which they want to improve using the trend or technology of their choice.

During the design thinking process the teams develop a prototype which incorporates the trend or technology of their choice. After prototyping the participants make a context map of how their prototype fits in the organization. Each team then elaborates on the value of their prototype. The workshop ends with an explanation of how to improve the organization's senses for weak signals. Because the participants learn the value of incorporating new trends and technologies during the workshop, they are more susceptible to learn about improving their organization's sensors.

Challenge: change - design thinking practice: making sense

In order for an organization to understand and prepare for change, they have to make sense of their internal and external environment. The design thinking workshop focused on an organization that is struggling with change should focus on the following practices:

- Improve the senses in your organization;
- Collect the real data;
- Build a sensor network in your organization;
- Cultivate sensor networks;
- Leverage social media.

Design thinking workshop focused on change

The workshop starts with a presentation to take away concerns regarding change and elaborate on practices that enable an organization to make sense of changing conditions. Each practice and its benefits should be explained.

After the presentation, the participants divide into groups. Each group chooses a practice for which they develop prototypes which visualize how the practice can be incorporated into the organization. The teams then present their prototypes, explaining how it fits in the organization.

In order to 'make sense', each team, starting with the first and ending with the final practice, describes how the organization can incorporate these practices. Each team hitches on the previous practice, making a the story a whole. At the end each team reflects on the whole story that is formed by the combined practices, and based on the story tries to find improvements to the practice that they developed.

Challenge: maintaining relevance - design thinking practice: value redefinition

The ever changing world may cause organizations that add relevant value to their customers to lose relevance. Relevance can be maintained through redefining the value that customers want, need, and expect, and redefine how the organization can add that value. In order to do this, an organization should be able to perform the practices below.

- Identify what functional, social, cultural and historical reasons have been meaningful for customers before, how these were meaningful and why, and compare that to today;
- Compare how your key customers rate you to how they rate your competitors, and visually map the results to illustrate differences;
- Identify how fast these dimensions are changing;
- Conduct a workshop on how to redefine value on diminishing dimensions;
- Have a co-creation session with customers in which you test and redesign these dimensions;
- Analyze results and host a value-mapping workshop to redefine value creation.

Design thinking workshop on maintaining relevance

The workshop starts with a presentation about the essence of redefining value, and the practices that can be used to redefine value. After the presentation the participants form groups. Each team chooses a product or service that they want to hack during the workshop. The workshop includes an additional stage in which the participants individually describe which dimensions of the product or service of their choice they think may have diminishing value.

Each team member shares their thoughts, and is then interviewed and gives their opinion on what value they think the product or service of their choice should actually add. This is followed by the design thinking process as usual. At the end, each team describes which dimensions of the product or service of their choice may have diminishing value, and how their ideas can redefine the value that the organization adds with this product or service.

Challenge: extreme competition - design thinking practice: experience design

When organizations are stuck figuring out how to improve their product to overcome extreme competition, they can turn to (re)designing the experience around the product. Each customer goes through an experience when buying a product or service, this is another dimension on which organization can strengthen their competitive position.

- Experiences should be social, learning, meaningful, geeky or any combination;
- Define the scope (start and end) of the experience, where and why you want to engage your customers;
- Define the intensity and emotivity and prioritize your effort based on these measures;
- Identify what triggers experiences and how customers can and should recognize you;
- Make experiences meaningful but brand-related.

Design thinking workshop on extreme competition

The workshop starts with an elaboration on the different kinds of experiences that customers can have. This presentation should elaborate on the how such an experience is created, and which benefits can be reaped from the experience. Each team chooses a product or services for which they want to design a customer experience. The teams start with identifying the beginning, ending, and the intensity of the different steps in their customer experience.

The teams then follow the design thinking process to create a customer experience. Part of the prototyping stage will be sketching the different stages that the customers encounter during their experience. These stages will be supported by physical prototypes. After prototyping, each team presents the prototype of their customer experience.

Challenge: standardization - design thinking practice: humanizing

Standardization should incorporate humanization in order to not lose the empathizing component. Efficiency and streamlining often goes with eliminating options for customers and minimizing client contact in order to cut costs. Organizations should identify possibilities of standardizing to cut costs, while still keeping a customer-focused outlook.

Design thinking workshop on incorporating humanization in standardization

The workshop starts with an explanation of how standardization can be realized while keeping a user-centered outlook. The participants form groups and, based on the organization's plan for standardization, each team picks a process, procedure, or operation that can be standardized. The teams follow the design thinking process to develop a prototype that visualizes the possibilities of standardization for their organization.

Challenge: creative culture - design thinking practice: rapid prototyping

Creativity can be fostered by teaching organizations about rapid prototyping. This is a practice of iteratively developing prototypes that can add value to either the organization or its customers. Rapid prototyping requires the following practices:

- Increase team ownership, motivating employees to lead the change and shape the future;
- Teach teams and individuals to learn by doing and see possibilities arise during prototyping;
- Deepen insight by testing prototypes with stakeholders and observing usability issues;
- Promote cross-functional collaboration;
- Improve visibility and predictability.

Design thinking workshop on creative culture

Design thinking is already a process for rapid prototyping. A valuable addition to the design thinking workshop is a presentation on how to incorporate the practice into organization operations, enabling an organization to continue rapid prototyping.

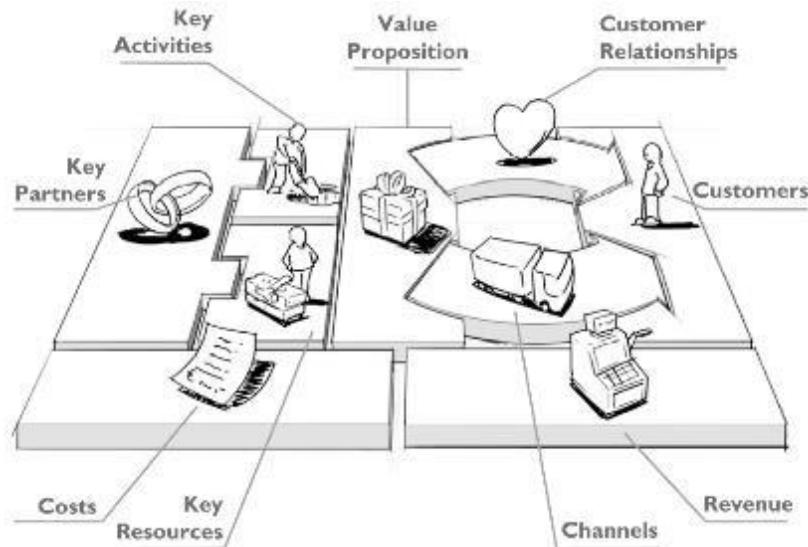
The design thinking workshop on rapid prototyping should elaborate on the best practices and benefits for each of the design thinking phases. Each of the above named practices should come forward during the different presentations that are given between each design thinking phase. At the end of the workshop, the individual participants should think about, and formulate for themselves what they have learned from this workshop, how they can stimulate the above named practices in their organization, department, and for themselves.

Challenge: strategy and organization - design thinking practice: business model design

Using design thinking to redesign a business model is an effective and creative way to discover new possibilities to add value. This is also based on the concept for challenge statement 4: business model innovation workshop to determine the organization's goals.

Design thinking workshop for business model innovation

The process for innovating a business model through design thinking follows a different path. For this workshop to be effective, one or more of the managers that will participate in the workshop should compile a business model canvas of their organization before the workshop. This business model canvas then forms the basis for the workshop. All the participants divide into groups, after which each group will answer the questions below.



(Palao, 2013)

1. What are the emerging behaviors that can potentially affect the value creating system?
 - a. What you hear / what you see / underneath the surface / what you've ignored
2. What are the current unmet needs of customers in a particular category, and how will each of these be affected by these emerging behaviors?
3. How does each segment define value, and are those definitions aligned with what the company thinks?
 - a. What is important to me? What do I love most? What am I paying for?
 - b. Using these definitions, what assumptions do we make?
4. Identify the key gaps and explore the reasons behind what's causing the differences.
5. How is value being created and distributed in the current start?
6. Is the business model based around a single stream of revenue or multiple streams? What is the logic behind these decisions?
7. What are the emerging drivers for change in customer value systems? What is the potential for integrating activities?
8. What are the unique value creation activities in the system?
9. How is the value migrating within the system today?
10. How do they all fit together to form the most attractive business system?
11. How does this value creation and delivery system compare to the current one?
12. Outline the distinctive benefits of the old and the new business models.
13. How would those benefits change over the short and medium term, and what causes the change?
14. What are the other creative ways to combine capabilities and assets to deliver to these value systems?
15. What are the underlying revenue model options (for example, selling, licensing, subscriptions, advertising, sponsorship, transaction)?
16. What are the other payer options? Can this product be subsidized? Are there bundling opportunities?
17. What are the underlying purchase behaviors affecting the revenue model decision?
18. Does our revenue model link to our customers' value or their success?
19. Does the business model rely heavily on third-party partnership to develop and provide a revenue stream?

20. At what point do we need to explore changing a business model because of a change in revenue source?
21. How will the value migration evolve over the next three to five years? What is the estimated life span of this business model, and at what point does the current business model become invalid?