samvad

S.P MANDALI'S weschool Welingkar Education

SEPTEMBER 2018

Featured Article

Increasing Industrial Efficiency by Design Thinking

WEChat –

Mr. Kaustubh Dhargalkar

Design Thinking Consultant

ABOUT US

OUR VISION

"To nurture thought leaders and practitioners through inventive education"

CORE VALUES

Breakthrough Thinking and Breakthrough Execution

Result Oriented, Process Driven Work Ethic

We Link and Care

Passion

"*The illiterate of this century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.*" - Alvin Toffler

At WeSchool, we are deeply inspired by the words of this great American writer and futurist. Undoubtedly, being convinced of the need for a radical change in management education, we decided to tread the path that leads to corporate revolution.

Emerging unarticulated needs and realities require a new approach both in terms of thought as well as action. Cross-disciplinary learning, discovering, scrutinizing, prototyping, learning to create and destroy the mind's eye needs to be nurtured and differently so.

We school has chosen the 'design thinking' approach towards management education. All our efforts and manifestations as a result stem from the integration of design thinking into management education. We dream to create an environment conducive to experiential learning.

MESSAGE FROM THE DIRECTOR

Dear Readers,

Prof. Dr. Uday Salunkhe
Group Director

It gives me great pride to introduce SAMVAD's edition every month. Our SAMVAD team's efforts seem to be paying off and our readers seem to be hooked onto our magazine. At WeSchool we try to acquire as much knowledge as we can and we try and share it with everyone.

As we begin a new journey with 2018, I sincerely hope that SAMVAD will reach new heights with the unmatched enthusiasm and talent of the entire team.

Here at WeSchool, we believe in the concept of AAA: Acquire Apply and Assimilate. The knowledge that you have acquired over the last couple of months will be applied somewhere down the line. When you carry out a process repeatedly it becomes ingrained in you and eventually tends to come out effortlessly. This is when you have really assimilated all the knowledge that you have gathered.

At WeSchool, we aspire to be the best and to be unique, and we expect nothing but the extraordinary from all those who join our college. From the point of view of our magazine, we look forward to having more readers and having more contributions from our new readers.

SAMVAD is a platform to share and acquire knowledge and develop ourselves into integrative managers. It is our earnest desire to disseminate our knowledge and experience with not only WeSchool students, but also the society at large.

Prof. Dr. Uday Salunkhe,
Group Director

FROM THE EDITOR'S DESK

Dear Readers,

Welcome to the September Issue of SAMVAD for the year 2018!

SAMVAD is a platform for "***Inspiring Futuristic Ideas***" and we constantly strive to provide articles that are thought provoking and that add value to your management education.

With courses pertaining to all spheres of management at WeSchool, we too aspire to represent every industry by bringing you different themes every month. We have an audacious goal of becoming the most coveted business magazine for B-school students across the country. To help this dream become a reality we invite articles from all spheres of management giving a holistic view and bridge the gap between industry veterans and students through our WeChat section.

The response to SAMVAD has been overwhelming and the support and appreciation that we have received has truly encouraged and motivated us to work towards bringing out a better magazine every month. We bring to you the October Issue of SAMVAD which revolves around the theme of "**Design Thinking**".

We hope you read, share and grow with us!

Hope you have a great time reading SAMVAD!

Best Wishes,

Team SAMVAD.

"The difficulty lies not so much in developing new ideas as in escaping old ones."

John Maynard Keynes.

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WECHAT

Mr Kaustubh Dhargalkar, Design Thinking Consultant

Team SAMVAD

Could you please take us through your inspiring journey in the Design Thinking arena?

I have never been blue blood in Academy, for the first sixteen years of my career I ran my own business. I'm into manufacturing and we use to manufacture different types of machines, custom-made machines and all of this use to be about making newer and newer products according to the customer requirement. We custom made equipment like assembly line automation for say Tata Motors, I did some work for India when they setup Indica plant. Then I worked with Hawkin, Bosch, Siemens, Voltas. All this required creating new products all the time. So, understanding what a user needs came into my blood and that's where design thinking started. Whenever I heard this term design thinking and what people meant by it, it was like old wine in a new bottle. When I came back to academics, I took a year's break for academics and sold off all my businesses. For exploring the science of yoga, I explored places with dealt yoga at a scientific level. The three places I found were: Swami Vivek Anand Kendra at Bangalore, Bihar School of Yoga at Munger and Rikhia, and Keval Dham at Lonavala. These three places I found dealing with yoga without any religious interference and with a scientific way which attracted me and I spent quite a lot of time in these places. Then I joined academics from WeSchool. After doing MBA I did my Ph.D. from Mumbai University. I wanted to understand how companies innovate around the world, What are the kind of practices do they follow, what are the type of culture they attempt to foster in their organization. That was my topic in Ph.D.

Who are your idols in the field of design thinking, the design thinking specialist you look up to?

Me and Nadkarni sir joined on the same day and Nadkarni sir was supposed to be the father of design thinking in India I was lucky to spend time with him. Through WeSchool we came in contact with Kishore Biyani, he is quite appreciative of design thinking and the way he has grown up was quite fascinating. Then we went to Stanford D School. We visited IDEO and we spent almost a week at the video to understand how they work. The exposure at that time helped a lot in putting the whole thinking process in words. Being able to articulate the whole process. So, if I need to say who my idol is, there is no one idol. We learned along the way.

According to the Design Management Institute, design-conscious companies like Apple, Coca Cola, and Walt Disney see 10-year returns yielding 2.19 times (219%) that of The Standard & Poor's 500 (an American stock market index based on the market capitalizations of 500 large companies having common stock listed on the NYSE or NASDAQ). This is a good number, where do you think India stand in deploying design thinking methodology in the global scenario?

At every level, an individual also uses this method in some way or the other and somewhere I feel there is a human tendency to jump to solutions immediately without even understand the problem. And design thinking puts a strong emphasis on understanding the user finding the problem from the user's perspective and not from problem solver's perspective so that's a big difference. So that empathy quotient of a problem solver has to be very high. Even our policy makers in industry people jump to conclusion. I wouldn't say that that's the trait of Indians but that's a trait everywhere. I would say that we are not conditioned to apply the design thinking approach for public policies and matters. We are not there on the curve as a country where bureaucrats would be in touch with the user to be able to create user-friendly infrastructure and user-friendly policies. Yes, there is a lot of scope for bureaucracy would need to be conditioned even Indian industry.

Which tech giants in India have actually used concepts of design thinking and how?

I see this happening In Mahindra group quite significantly. Otherwise, in the IT sector Companies like Cognizant, Deloitte, Infosys, Wipro are kind of making attempt to infuse design thinking in their DNA. On the retail side as, I mentioned earlier Future Group by Kishore Biyani, are attempting to get into that space setting up something like innovation center inside their organization infusing design thinking across the employees.

How many important decision makers within these big companies are interested in, or at least willing to listen to their design team and approach design thinking strategy?

I haven't seen many individuals approach design thinking at any level whereas there is a lot of scope for it because we have so many problems, we are such a huge population with many infrastructure issues. I know some of the projects in which some American companies like IDEO have implemented in Africa to bring water to the villages, and to improve the agricultural productivity of their farm. This can happen in India as well and it needs to happen so that many grassroots issues are tackled with.

What advice would you like to give students wanting to pursue a career in design thinking?

First of all, it's a myth there is no career in Design Thinking. Design Thinking can be applied to the Finance domain, HR domain, Production domain, everywhere. It's a mindset and people with this mindset are more likely to create breakthroughs. What I'm seeing in organizations nowadays is that they are setting up teams and taking up a task force responsible for innovation. That's where people with design thinking mindset will thrive. So those are the career development options they have like Product Development Team, Service Development Teams, and Process Improvement Team. That's where students having a design thinking mindset will enjoy working and will be able to find unique solutions to the existing problem. To summarize it's a mindset that can be used across all domain and industry, whether you are trying to solve a social problem or business problem or a personal problem or family problem.

What do you think is the future of design thinking and how should we go ahead?

I think kids essentially are design thinkers, they are very creative but the kind of schooling and education they receive actually conditions them to become a linear thinker. The education at the basic level needs to be tackled with, to keep that creative spark alive in that small child because the way a child solves a problem is very holistic has no biases, we as adults somewhere try to bring it.

Children are very open in trying to solve a problem. Somewhere we all need to go back to those grassroots, think like a child and I'm sure breakthroughs will happen

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OPERATIONS

SINGLE MINUTE EXCHANGE OF DIE

MohitJajoo, Shubham Omprakash Jajoo, PGDM Finance at IMT Ghaziabad

SMED (Single-Minute Exchange of Dies) is an Operational framework for reducing the time of equipment changeover. The term single minute refers to the single digits i.e. below 10 minutes. The process involves the systematic approach of identifying the changeover tasks that can be performed on the system during the changeover process along with radically reducing the no of steps and streamline the complete activity.

Advantages of SMED:

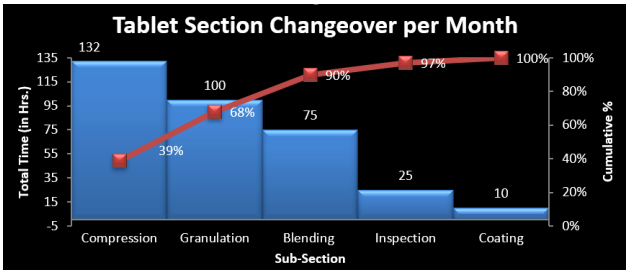
1. Reduction in Idling Time of the Machine.
2. Higher productivity with reductions in terms of stock, WIP and FG movements, and, improvements in quality.
3. Better Production Compliance and Operational Reliability.
4. Increase in Overall Equipment Efficiency (OEE).

Case – Production issues in Tablet Department of Emami Ltd, Masat Unit (HCD)

Scenario- Under the Tablet Manufacturing process we analysed the machine idle time for various processes and observe that our major focus should be on compression machine makes the tablets by pressing the granules in the die with the lower and upper punch. We implemented the Design Thinking principles with assistance from Emami Team.

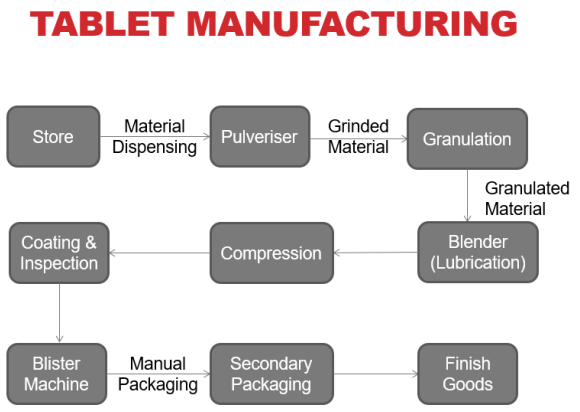
Annexure - 1

Figure 1 – Pareto analysis



Changeover Details Per Month								
	Tablet							
Sl. No.	Sub-Section	Machines	Change overs	Avg Time	Total Time		Cumulative	Cumulative Percentage
		No.	No.	Min	Hrs.	Shifts	Hrs.	%
1	Compression	4	18	440	132	17	132	39%
2	Granulation	4	50	120	100	13	232	68%
3	Blending	3	50	90	75	9	307	90%
4	Inspection	2	50	30	25	3	332	97%
5	Coating	2	10	60	10	1	342	100%
Total				740	342	43		

Figure 2 – Process



Delay at any section leads to stacking of Material and untimely production

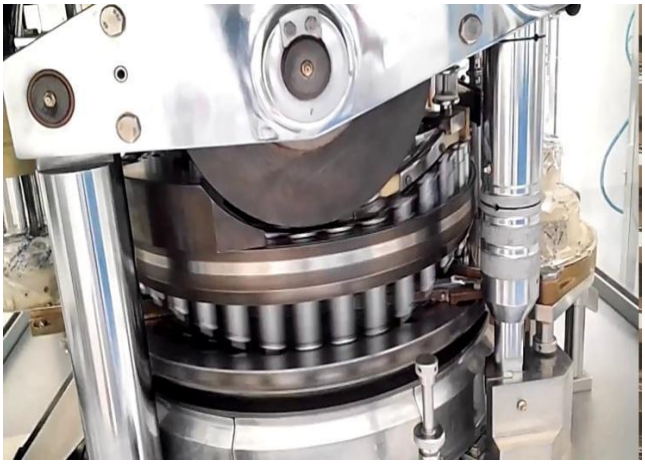


Figure 3 – Compression machine

DESIGN THINKING - ROADMAP:

Empathize: It used to take 8 hrs. to complete one shift operation for the changeover of compression machine. For the Planning in charge, the complete production plan of the plant was getting affected and they had to start making the product in bulk in the earlier stages was a big issue. This hampered the process of smaller lot products and thereby reducing the operational liability. For Machine operator is was a tedious process and he no proper tool handling equipment.

Problem Observed	Losses Occurred
It takes 8Hrs as changeover time for the Compression machine	**Each hour loss corresponds to 18(RPM)*37*2*60= 79920 Tablets not produced** at 37 station compression machine.

Define: To apply SMED principles for the reduction of Changeover time in compression machine from 440 mins by 180 mins and raising the OEE by 15% for the overall tablet manufacturing process

Approach: We defined every changeover activity step-wise to identify the external elements which can be completed while the equipment is running and internal elements that must be completed while the equipment is still condition. The process was to focus on as many elements as possible with a possibility to convert them as an external activity which could have executed while the machine is working and eliminating the Non-Value adding activities. Henceforth, reducing the changeover time and being a help in the assembly process.

Ideation: We identified the No. of Monthly Changeovers in the machine and stated the overall losses in shifts. Later we devised a 3-Phase strategy to implement SMED.

Annexure 2:

3 Stage Changeover time Improvement Plan- Compression Machine No. 1				
Stage	Avg Time	Total Time		Time Saved/ month (in No. of Shifts)
	Min	Hrs	Shifts	
Benchmark	440	7920.0	990	-
Stage-1	330	5940.0	743	**248**
Stage-2	225	4050.0	506	**236**
Stage-3	175	3150.0	394	**113**
No. of Shifts saved				**596**

Annexure 3:

Changeover Details Per Month						
Section:	Tablet					
Sl. No.	Sub-Section	Machines	Changeovers	Avg Time	Total Time	
		No.	No.	Min	Hrs	Shifts
1	Compression	4	18	440	132	17

S.No.	ACTIVITIES	VA/NVA	PRESENT			
			Person Deployed		TIME	
			Skilled	Unskilled	Skilled	Unskilled
1	Weighing of produced tablets	NVA	✓	✓	20	20
2	Dismantling of Bulk handling parts	VA	✓	×	10	0
3	Removal of Bulk	NVA	✓	×	10	0
4	Dismantling of Die Punch and parts	VA	✓	×	60	0
5	Lunch Break	NVA	✓	✓	40	40
6	Cleaning by Compressed Air	NVA	✓	×	30	0
7	Cleaning of machine	NVA	✓	×	50	0
8	Die punch hole cleaning	NVA	✓	×	45	0
9	New Die Punch cleaning	NVA	×	✓	0	30
10	Die Punch fitting	VA	✓	×	60	0
	Washing and Drying of dismantled parts	NVA	×	✓	0	120
	Dismantled parts fitting	VA	✓	×	45	0
	Bulk transfer	VA	✓	✓	20	20
	Machine Setting	VA	✓	×	20	0
	Cleaning of removed Die Punch	NVA	×	✓	0	60
	Unaccounted time				30	0
	Total Time (in Mins)				440	290
	Diff. in Involvement time (in Mins)				150	

ACTIVITIES	IMPROVEMENT STAGE-1			
	Person Deployed		TIME	
	Skilled	Unskilled	Skilled	Unskilled
Weighing of produced tablets	▯	▯	0	20
Dismantling of Bulk handling parts	▯	▯	10	0
Removal of Bulk	▯	▯	0	10
Dismantling of Die Punch and parts	▯	▯	60	0
Lunch Break	▯	▯	40	40
Cleaning by Compressed Air	▯	▯	0	0
Cleaning of machine	▯	▯	25	25
Die punch hole cleaning	▯	▯	20	0
New Die Punch cleaning	▯	▯	15	15
Die Punch fitting	▯	▯	60	0
Washing and Drying of dismantled parts	▯	▯	0	120
Dismantled parts fitting	▯	▯	45	0
Bulk transfer	▯	▯	0	20
Machine Setting	▯	▯	20	0
Cleaning of removed Die Punch	▯	▯	0	60
Unaccounted time			0	0
Total Time (in Mins)			295	310
Diff. in Involvement time (in Mins)			-15	

ACTIVITIES	IMPROVEMENT STAGE-2			
	Person Deployed		TIME	
	Skilled	Unskilled	Skilled	Unskilled
Weighing of produced tablets	▯	▯	0	20
Dismantling of Bulk handling parts	▯	▯	10	0
Removal of Bulk	▯	▯	0	10
Dismantling of Die Punch and parts	▯	▯	30	30
Lunch Break	▯	▯	40	40
Cleaning by Compressed Air	▯	▯	0	0
Cleaning of machine	▯	▯	25	25
Die punch hole cleaning	▯	▯	20	0
New Die Punch cleaning	▯	▯	15	15
Die Punch fitting	▯	▯	60	0
Washing and Drying of dismantled parts	▯	▯	0	30
Dismantled parts fitting	▯	▯	22.5	22.5
Bulk transfer	▯	▯	0	20
Machine Setting	▯	▯	10	10
Cleaning of removed Die Punch	▯	▯	0	0
Unaccounted time			0	0
Total Time (in Mins)			232.5	222.5
Diff. in Involvement time (in Mins)			10	

ACTIVITIES	IMPROVEMENT STAGE-3			
	Person Deployed		TIME	
	Skilled	Unskilled	Skilled	Unskilled
Weighing of produced tablets	▯	▯	0	20
Dismantling of Bulk handling parts	▯	▯	10	0
Removal of Bulk	▯	▯	0	10
Dismantling of Die Punch and parts	▯	▯	15	15
Lunch Break	▯	▯	40	40
Cleaning by Compressed Air	▯	▯	0	0
Cleaning of machine	▯	▯	0	25
Die punch hole cleaning	▯	▯	20	0
New Die Punch cleaning	▯	▯	0	0
Die Punch fitting	▯	▯	60	0
Washing and Drying of dismantled parts	▯	▯	0	15
Dismantled parts fitting	▯	▯	22.5	22.5
Bulk transfer	▯	▯	0	20
Machine Setting	▯	▯	10	10
Cleaning of removed Die Punch	▯	▯	0	0
Unaccounted time			0	0
Total Time (in Mins)			177.5	177.5
Diff. in Involvement time (in Mins)			0	

Figure 4- Proposed Trolley Model

Therefore, With the Application of SMED under the context of Design Thinking and support and help of Emami team, we were able to reduce the overall changeover time by 146 mins.

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FINANCE

THE EMERGING DNA INTO FINANCIAL SECTOR: DESIGN THINKING in INSURANCE SECTOR BY GOVERNMENT

Pranjali Manglunia, PGDM- IBS MUMBAI

Technology advancement is booming the world along with all the financial sectors. All the traditional market players have to shift the businesses to the new trends. The development of new financial products and services no more involve humans. But some of the financial institutes still prefer personage intimacy to develop more creative and innovative solutions called "Design Thinking".

Phases in Designing Thinking-Design Thinking does not only focus on the styling part of the things rather the way people interact with the world. So design thinking uses a four-phase model which include

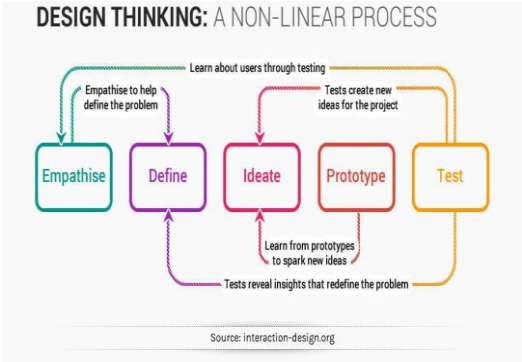
Empathize: To know the thinking pattern of the consumer along with their preferences.

Define: To figure out a common pattern if exist by the researched data in the Empathize phase.

Ideate: To give a thought to the user's need. So that the team can come up with an innovative idea

Prototype: To make the idea work we need to adapt the concepts and make a prototype.

Test: Ask users to check whether all the requirements are met or not. Note down the feedback to improve the flaws.



In the comparison of traditional banking approach, Design Thinking is more focused on the end users. It uses its four-phase model to recognize the user's behavior pattern and problems along with a valid solution. As the market is becoming more customer-centric and competitive, the businesses need to take a deep dive into the customer's interests. We can use Design Thinking to solve the problems with innovation. Along with the needs of the customer, it also takes care of the deliverable ability of the organization. The banking sector is moving towards De-banking which is not the end of banks rather than the beginning of designing thinking. While analyzing the several banks like Auckland Savings Bank, Deutsche Bank, and OCBC bank it was observed that designing thinking was not only helping the bank to improve the customer relationship rather it was also upgrading the bank's cost structure, revenue streams, value proposition, and activities. Nowadays the companies improving their impact of design on bank activities. Some of the key performance indicators which were difficult to identify like sales increases and cost decreases. But now it is

easy to identify them. It will also help to improve the customer relationship along with the revenue growth. Capital One has come up with a Hybrid bank/coffee shop branch "Capital One 360 cafe" where the employees can ask for feedback from the customers. Many other companies acquired FinTech technology to attract more people. As the customers are switching their current accounts from banks to FinTech companies, these companies are becoming more popular.

Traditional Banks Vs Fintech & Design Thinking

However, the technology advancement is booming into the world. But previously, there were many obstacles faced by the financial sectors to shift from their tradition Businesses.

1. **Customer priority is not everything**

Design Thinking is leading the organizations to become customer-centric. Banks are focusing on the current banking services whereas the FinTech companies "step into customer's shoes" to know their needs. For increasing the customer involvement the organizations should take feedback from them on a daily basis. All the

employees should be involved to analyse customer's behaviour pattern.

2. **Missing out on specific goals**

Formulating goals for business is not a big problem, but completing them by communicating among the employee and department is. In big organizations, goals are set up by the upper hierarchy of the management without considering the thoughts of regular employees. So Traditional business should learn from FinTech companies how they should listen to the customers. The organizations should also involve all employees from top to bottom level to know the day to day customer needs.

3. **The absence of customers in daily routine**

The traditional Businesses have one dedicated department for customers but the FinTech companies are giving preference more to the ideation parts so as to provide financial products on time. To a large extent, bank employees spend their time on the operational activities rather than the customer. As mentioned in the previous challenge all the employee should work in the benefit of the customers. The work will become more interesting when the employees will have more customer challenges and they can get more experience through work. It may lead to a change in culture.

4. **Experimenting concerns**

The phases of designing thinking include prototyping but the traditional banks do not use prototype in daily practice. Banks have to build trust so it is a bit difficult for them to change the technology frequently. While FinTech companies are working on customer satisfaction so they need to deliver the products as soon as possible with all the customer satisfaction. Implementation of new technology and methods in an organization depends on its culture. In order to survive in the market, FinTech companies have come up with efficient solutions. Banks have started many initiatives to change their organization's culture and implement new innovations. Design Thinking is more relating to Fintech. But the question is will banks be able to implement the technology efficiently or not

MARKETING

MARKETING FOR SME USING DESIGN THINKING

Abhishek Moudgil, PGDM Rural- Prin. L.N. Welingkar Institute of Management Development & Research, Mumbai

Small & Medium-sized Enterprises category consists of lower number of employees and has the turnover not more than Rs. 10 crores per annum. SME in India is an important category which employs 40% of the country's workforce. It also helps in the growth of our country's GDP by maintaining an average growth rate of over 10%.

Marketing plays an important role in any type of business but for SME it can be a crucial factor which can make a small enterprise to a large enterprise if their marketing strategies are uniquely designed. Marketing for SME using Design Thinking has been explained with 5W and 1H model which as follows:

Who?

Who should be doing it?

If we want a large population to contribute to India's economy, getting self-employed is the key. SHG & NGOs can educate rural people about the entrepreneurial skills & can encourage them to start their own business, for example, several artists like Warli Artists can create a large business out of their paintings if channelized properly. Skilled labors can also start their own business by providing services to other big companies. So, getting self-employed will not only create employment opportunities but will also lower the poverty level of our country.

What?

What should be done?

Urban & Rural areas should develop businesses which can reach out to the niche areas of rural. This will help them grow their business demographically. SMEs should also focus on enhancing their customer's experience. They should incorporate an empathetic working environment & train their employees about putting their customer first so that to maintain healthy relations with them.

Where?

Where should it be done?

SMEs should focus on the rural areas because about 70% population of India comes from the rural area. Rural people are willing to spend money on various products & services; it's just that there should be a proper channel to market these products to them. Urbanizing the rural sector & creating self-employment opportunities will not only reduce the migration of rural people to urban but can also make them live a dignified life with their own business & land.

When?

When it should it be done?

Market saturation has already taken place in most of the urban areas. Now is the time where maximum companies are eyeing rural areas. SMEs can play a crucial role in connecting rural with urban.

Why?

Why it should be done?

The major occupation in the rural area is agriculture. People living in rural are hesitant towards other occupations due to lack of knowledge about new market trends & technologies. SMEs can take these problems and can benefit both, their own business as well as rural people's life by providing services & education to them about the new trends simultaneously.

How?

How it should be done?

To create value for their customers SMEs can use various Digital Marketing tools to connect with their customers. Social-Media is a great platform to interact with new people. It can actually help SMEs find their target audience and can convert them into their customers. SMEs can educate rural people about the new Digital Marketing trends & can create new business opportunities.

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HUMAN RESOURCES

HOW DESIGN THINKING IS DISRUPTING HR?

Pallavi Seth*, PGDM - *Prin. L.N. Welingkar Institute of Management Development & Research, Mumbai

"Design is not what it looks like and feels like. The design *is how it works."* – **Steve Jobs**

Why are so many HR leaders talking about design thinking these days?

Design Thinking, it is a people-oriented, prototype-driven process for innovation. It emphasizes finding the right issue to solve, in collaboration with striving for a deep comprehension of the user with the aim to create better solutions is the key to innovate. It is especially helpful in HR because it focuses on issues that affect people. It helps in bringing the 'Human' back into HR. In will not be wrong to say that, Design Thinking leaves the traditional "waterfall" project management approach behind. In the waterfall approach is the projects are bifurcated into different stages. Each stage needs to be finished before going towards the next. Projects are conducted by senior executives. Teams are not autonomous and need the consent of the senior management to move ahead in every single stage of the project.The results:

When the projects are finally all set to be launched, competitors might have already designed something advanced, customers will need an alternative, or the solution has become obsolete. Working professionals will very well be able to relate to this scenario in the broader sense. Hence it is high time that we as working professionals, redesign ourselves to the dexterous environment.

HR needs to embed the "user or employee" at the center of the experience in its delivery model. One key aspect that Design Thinking brings to organizations and HR is a "collaborative design approach". By getting people involved in the design process across different business units and functions brings a new perspective to problem-solving.

Design Thinking Framework

1. **Empathize**: learn about your audience, what issues do the users face?
2. **Define**: establish a point of view based on user needs, define the main problem you want to solve.
3. **Brainstorm**: brainstorm and come up with creative solutions, select the best ideas.
4. **Prototype**: build a portrayal of your ideas and a prototype design.
5. **Test**: test ideas and prototypes with actual users.

Let us also understand what all areas HR could change drastically in terms of thinking innovative.

HR can leverage design thinking via:

Organizational design - which can integrate. Design thinking when overhauling roles or the organization itself.

Engagement - which research shows can be driven by using design thinking to make work

easier, more efficient, more fulfilling, and more rewarding.

Learning - in which new, self-directed learning experiences can be shaped by design thinking's central concept of putting the user experience ahead of the process.

Analytics - in which data analysis and design thinking can be linked to suggest better solutions directly to the employee.

HR skills - which must be enhanced to integrate an understanding of digital design, mobile application design, behavioral economics, machine learning, and user experience plan.

Digital HR - where design thinking is important in developing new digital tools that can make work easier and better.

HR teams of certain great companies like Cisco and Red Hat were prepared to use design thinking with a focus on recruiting, onboarding, learning and development, and workplace design. Taking up the example of **on-boarding**, my personal experiences involved getting inducted into companies within a day or two and getting bombarded with a whole lot of information with too little a time to commit to memory. Sounds familiar right? So instead of providing general information about the company in 1 or 2 days, why not focus on creating an experience where technology adds onboarding activities to make sure the candidate has access to agendas, duties, and process-guidance. AI tools for HR will definitely go hand-in-hand in this process but what we need is to go an extra mile. Experience is the heart of a workplace, mainly for the millennials. Companies can show they care right from the word GO by making the onboarding

experience a more customized one – presenting employees to a range of employee ambassadors, providing them a company T-shirt or engaging employees in team building exercises. Result?? A desired bottom-line in the profit & loss statement and an opportunity to land up into the list of "Best Places to Work'.

Performance management is another process that has been disturbed. The traditional performance management with 2 or 3 stages has not been making a direct impact on the business. Organizations were evaluating individual results when in reality, objectives were accomplished by **teams**. Companies like IBM used Design Thinking to address this and after 5 months of hard work, their brand-new performance model was put into place across the company. With this, we are left with a thought that with its emphasis on people, HR leaders have a chance to be designers, create a more engaging and effective HR solution. There is always a direct influence between employee experience and customer experience and HR leaders need to leverage this as much as they can. The Design Thinking outlook can be used in generating cross-functional task-force teams to design experiences related to onboarding, learning, candidate experience, performance management, recruiting and in general to every single HR practice.

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GENERAL MANAGEMENT

DESIGN THINKING: A VERB OR A NOUN

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In 2018, when Design thinking is celebrating its 53rd birthday from its first mention by L. Bruce Archer in his book "**Systematic Method for Designers**", has walked a long road of self-improvisation and development. Embracing technology and high-paced innovation is critical for companies to keep succeeding in **disruptive** times. The more dependency of industries on technological advancements has voiced the need for a human-centric approach to finding the solutions to problems of this VUCA world keeping ample room for innovation.

> The need for the transformation is, if anything, greater now than ever before. No matter where we look, we see problems that can be solved only through innovation: unaffordable or unavailable healthcare,

Introduction

Before I define Design, thinking let us understand how Tim Brown has to define Design Thinking.

Design thinking can be described as a discipline that uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity.

-Tim Brown CEO of IDEO

To me, design thinking is a humanitarian approach having technical and economic viability. Design Thinking is a problem-solving approach that focuses on people and merges creativity with innovation. A general misconception of the meaning of Design Thinking is to directly relate it to an early meaning of Design. In the words of Doug Powell, Program Director for Education & Activation IBM Design (IBM, 2014b): "Design Thinking is rooted in three key thought models:

1. Empathy for the user, the person who is using a product or service.
2. Rapid Prototyping, the building of an idea.
3. Radical Collaboration, where are different disciplines engaging in this Design - Thinking Approach to address this open problem.

Phases of Design Thinking

As IDEO founder David Kelley says, design thinking is not a linear path, it's a big mass of looping back to different places in the process. Design thinking involves five different stages these are

1. Empathize
2. Define
3. Ideate

4. Create/Prototype
5. Test

Why Design Thinking as a verb is Important

The word design can be a verb or a noun: the act or process of designing and the process of reaching output can be either of these. Used as a noun, the word design seems to have an edge over the design as a verb in the popular practices of the current era. Design as a verb is about the way they (designers, researchers) think and act, their attitudes and approaches to problems and solutions

Following are my arguments against Design as a noun:

The design is all about work and action. Organizations nowadays stuck so much in discussion room deciding upon strategies, road maps, planning and analysing. Design thinking approach gives the flexibility to move from talking to action.

Secondly, this helps us to deal with unconventional problems which we figure out which gives an edge over-stable and predictable problem statements. The research which we do for empathy mapping several times gives an entirely new set of the problem statement.

Thinking gives us an understanding that the product and services which we are working on at the end of the day are going to help human beings. Those are bought by human beings. The human-centric approach helps in the understanding and defining the problem statement which further helps in ideation of the probable solutions.

Prototyping helps the designers and researchers to understand the problem o more holistically view. This involves exploring different possible obstacles to solving the problem.

Two examples of Organization using Design Thinking.

1.Procter and Gamble

In the 1990s, P&G's "Oil of Olay", an anti-aging skincare brand, was running at a loss and was struggling hard to dominate the market. Eventually, after considerable study and research, which included senior managers closely observing consumers at retail stores, the company realized that their main consumers were women over the age of 50. They found out that women, who were in their 30s and 40s, were equally worried about wrinkles. By ignoring the beauty interests of these women, they were missing out on a potential consumer base that had to depend on other skincare brands. Finally, Olay was relaunched successfully in 1999 and to this day, it is the leading brand for anti-aging skin products. Through Design Thinking, P&G not only earned huge profits but also earned customer loyalty.

2. Airbnb

Airbnb has revolutionized the concept of travel booking in the tourism sector. But in 2009, the company was on the verge of bankruptcy and people were not booking their rooms/houses. The problem was with the ad campaign itself — in the 40 different ads that they published, the rooms looked almost similar. Moreover, the pictures were of low quality and did not include all the rooms of a house Design Thinking helped Airbnb to come up with a brainwave solution that had little to do with scalability or technology upgrades. The founders of the company, personally visited New York, interacted with their customers, clicked pictures of the rooms and houses and displayed the enhanced pictures on the ads. With the Design Thinking strategy, the company's per week turnover doubled — from 200 dollars to 400 dollars. Today, Airbnb is one of the largest travel companies in the world and is estimated to earn a profit of $3 billion by 2020

Conclusion

More and more businesses are moving to a Design Thinking approach because it not only fuels innovation but also saves money and the painstaking effort of developing an inferior product. It as an approach provides validation to the future goals and mission of the company.

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CALL FOR ARTICLES

We invite articles for the October 2018 Issue of SAMVAD.

The Theme for October month- **"Telecommunication"**

The articles can be from Finance, Marketing, Human Resources, Operations or General Management domains.

You may also refer to sub-themes on Dare2Compete.

Submission Guidelines:

- Word limit: 1000 words or a maximum of 4 pages with relevant images.
- Cover page should include your name, institute name, course details & contact no.
- The references for the images used in the article should be mentioned clearly and explicitly below the images.
- Send in your article in .doc or .docx format, Font size: 12, Font: Constantia, Line spacing: 1.05' to **samvad.we@gmail.com. Deadline for submission of articles: 30th October, 2018**
- Please name your file as: <Your Name>_<title>_<section name e.g. Marketing/Finance>
- Subject line: <Your Name>_<Course>_<Year>_<Institute Name>
- Ensure that there is no plagiarism and all references are clearly mentioned.
- Clearly provide source credit for any images used in the article.

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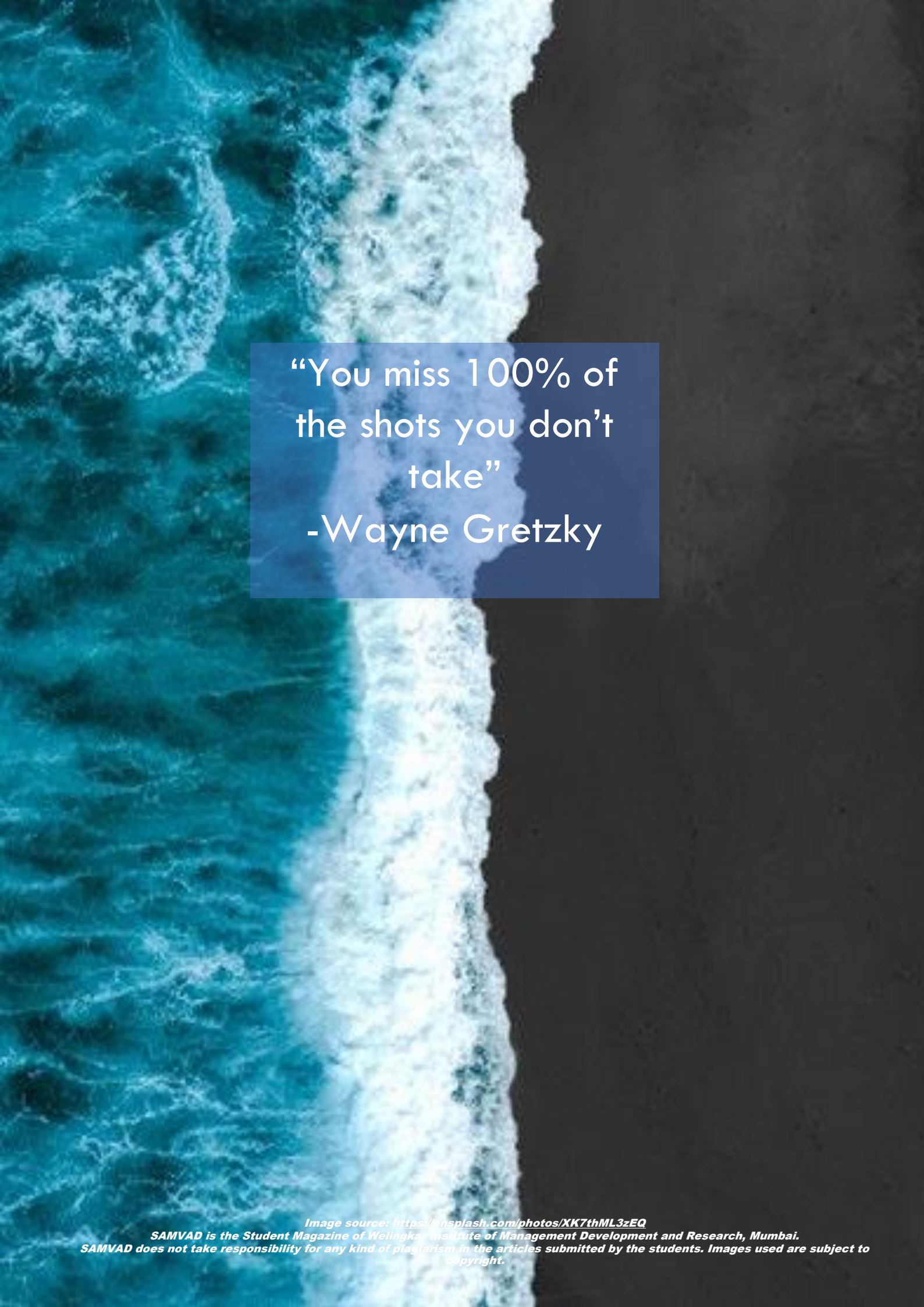

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