

Design Thinking

Design Thinking

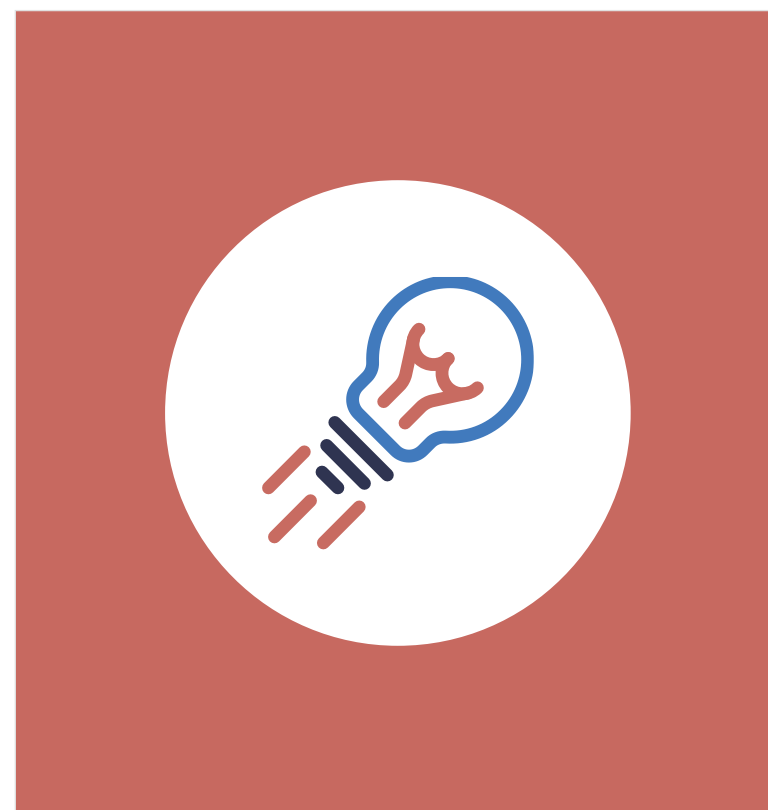


Over BlueHealth Innovation Center

STRATEGIE



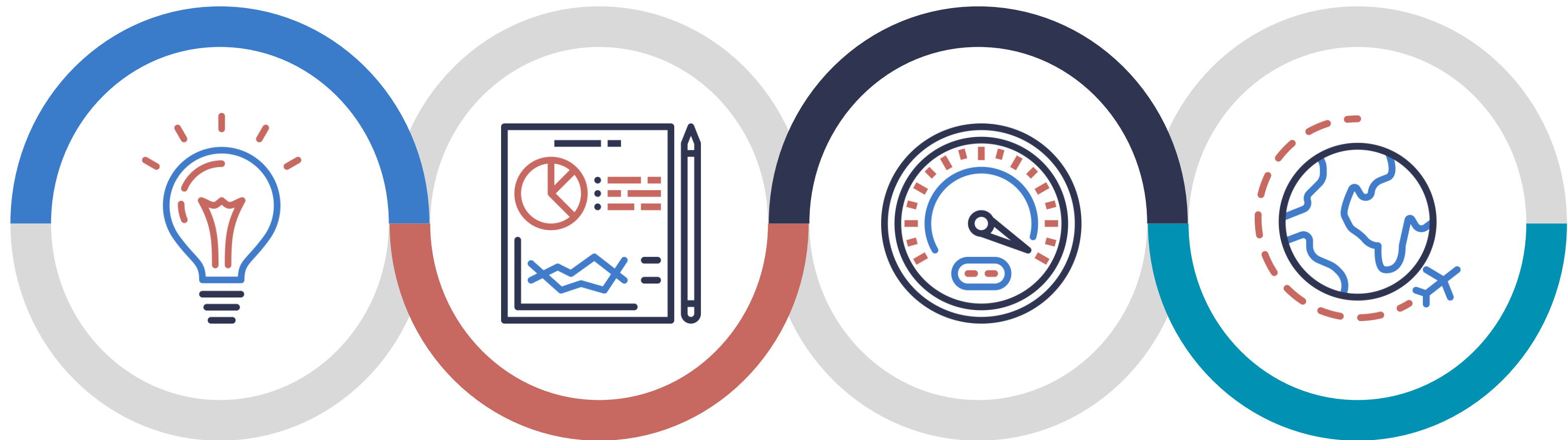
STUDENTEN



START-UPS



ZORGACTIONEN



IDEATION
from nothing to idea

INCUBATION
from idea to business plan

ACCELERATION
from business plan to market

SCALING
from market to internationalization

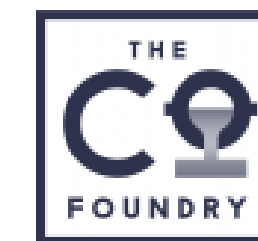
OVERHEID



ZORG- & ACADEMISCHE INSTELLINGEN



INDUSTRIE



LOCATIES



GENK – C-MINE CRIB



ANTWERPEN – STARTUPVILLAGE



GENT – DE KROOK



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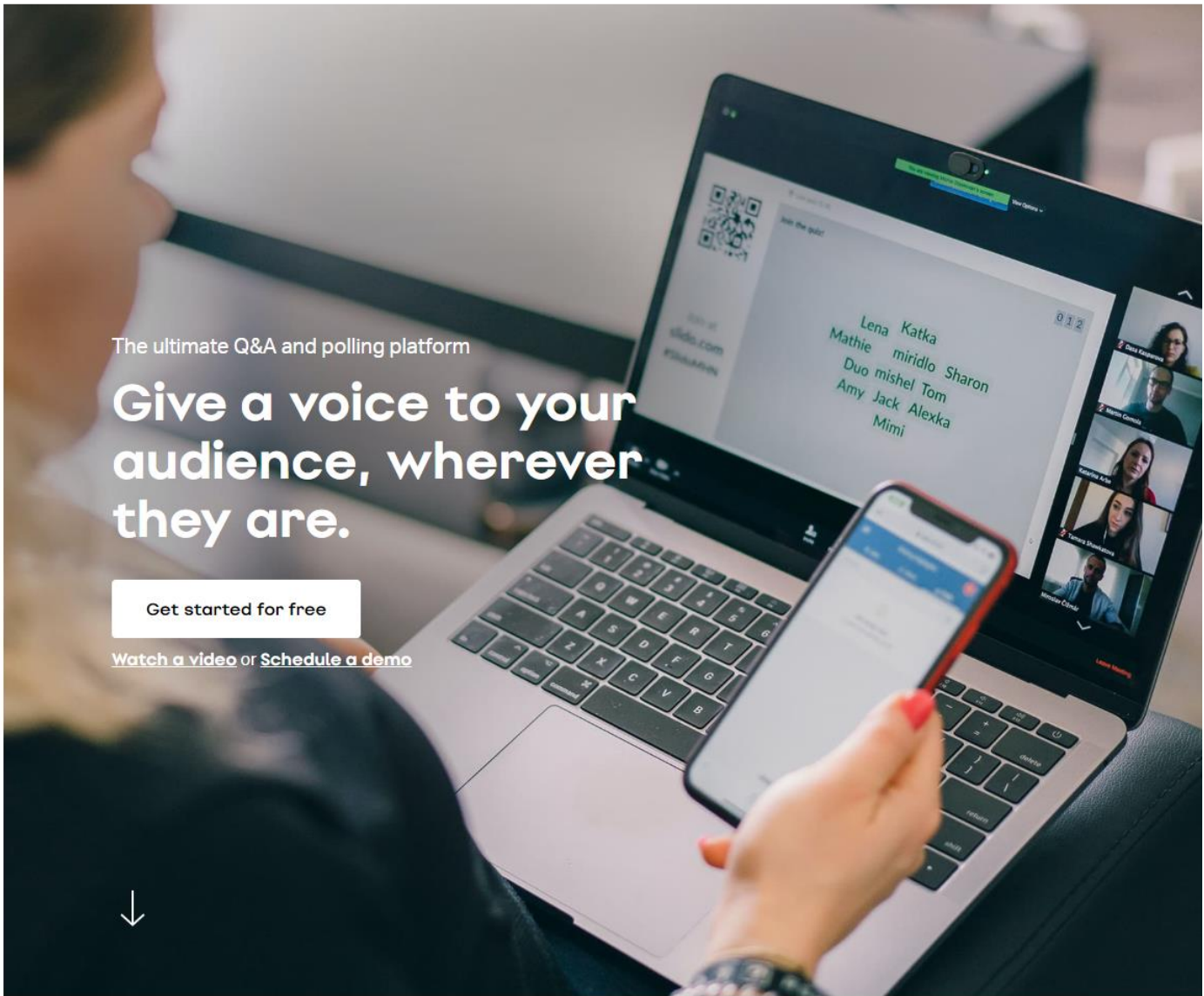
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Vragen, Suggesties, Polls,...



Design Thinking

Arnaud Dierickx

Design Strategist



A group of people are gathered around a table in a meeting room, appearing to be in a collaborative discussion. The image is overlaid with a semi-transparent red filter. The text 'u-centric' is prominently displayed in the center, with the 'i' in 'centric' stylized as a person icon. Below it, the phrase 'customer driven innovation' is written in a smaller, sans-serif font.

u-centric

customer driven innovation

Hoe leer je je klanten kennen in **crisistijd**?

Arnaud Dierickx - U-Sentric

Op de agenda



1. Design Thinking
2. Impact COVID-19
3. Klanten kennen anno Corona

Open brief van de designondersteunende organisaties in België

Doe beroep op designers om post-COVID voor te bereiden

De organisaties die de designsector ondersteunen, Flanders DC, MAD-Home of Creators, Wallonie-Bruxelles Design Mode en Wallonie Design, willen de kracht van designers als actoren binnen een veranderende maatschappij onder de aandacht brengen.

Wij zijn ervan overtuigd dat designers de samenleving, de overheid, de instellingen en het bedrijfsleven kunnen helpen bij het bedenken en uitvoeren van scenario's en oplossingen die ons in staat stellen om evenwichtiger samen te leven, rekening houdend met de turbulente context van 2020.

Momenteel maken we ongekende situaties mee, veroorzaakt door COVID-19. Al onze activiteiten, gewoontes, routines en protocollen worden in vraag gesteld. Deze situatie stelt een aantal verworven zekerheden die onze instellingen en bedrijven aansturen, ter discussie. Het post-COVID-tijdperk mag zich niet beperken tot een terugkeer naar het vroegere normaal.

Deze situatie maakt ook duidelijk dat het noodzakelijk is om nieuwe oplossingen te overwegen door de bestaande systemen te analyseren, zowel op organisatorisch, materieel, logistiek, gezondheids- als educatief vlak.

Dat is wat designers doen. Dat is de essentie van de designpraktijk.

Laten we aan Herbert A. Simon (Nobelprijswinnaar, econoom) refereren. In "The Sciences of the Artificial" (1969), biedt hij ons een definitie aan van wat design inhoudt en die door zowel academici als practici overgenomen wordt: "Ontwerpen is de transformatie van bestaande omstandigheden in favoriete". We spreken in dat verband vaak ook over "het vormgeven van een beter leven".

Wij denken aan oplossingen waarbij mensen antwoorden vinden op hun wensen, hun behoeften en frustraties. Vervolgens worden ze ontworpen, geprototyped, geproduceerd, verfijnd en geïmplementeerd.



Design Thinking



“Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the **needs of people**, the **possibilities of technology**, and the **requirements for business** success.”

Tim Brown - CEO IDEO



BEGIN HERE



DESIRABLE
(users)

VIABLE
(business)

FEASIBLE
(tech)

**MOST
VALUABLE
SOLUTION**



IDEO's

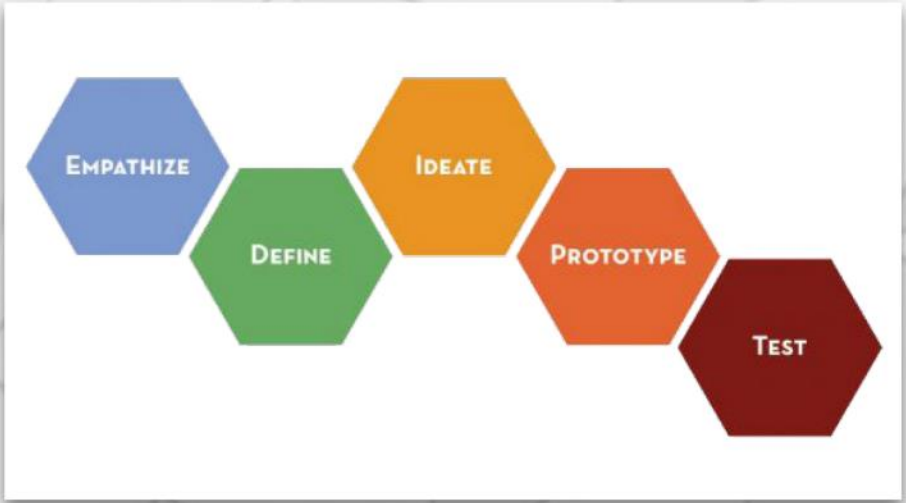
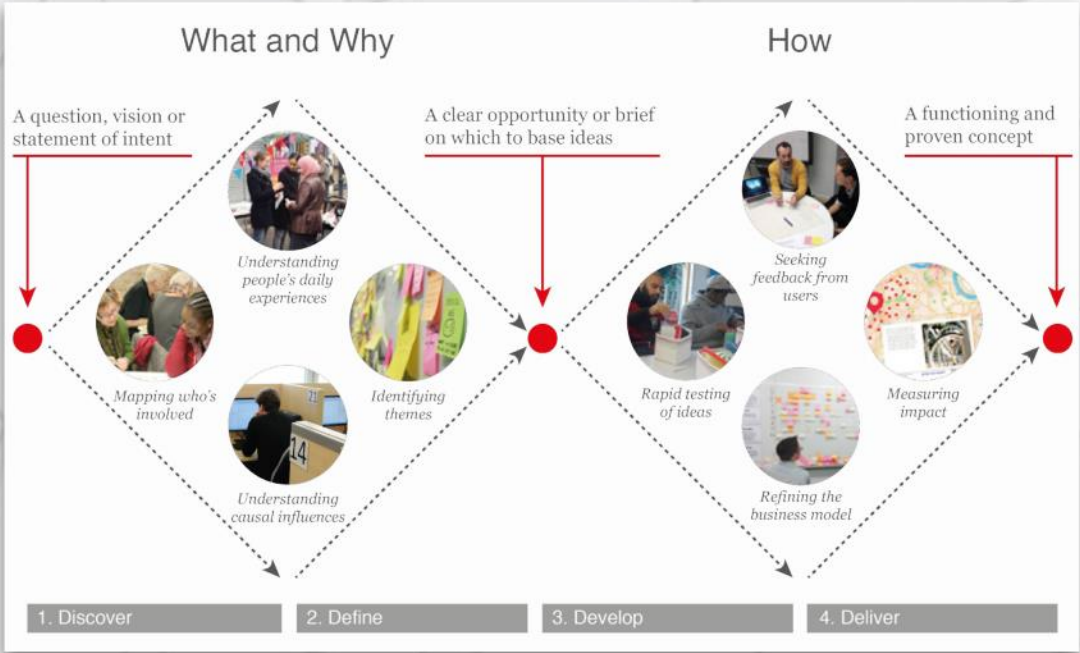
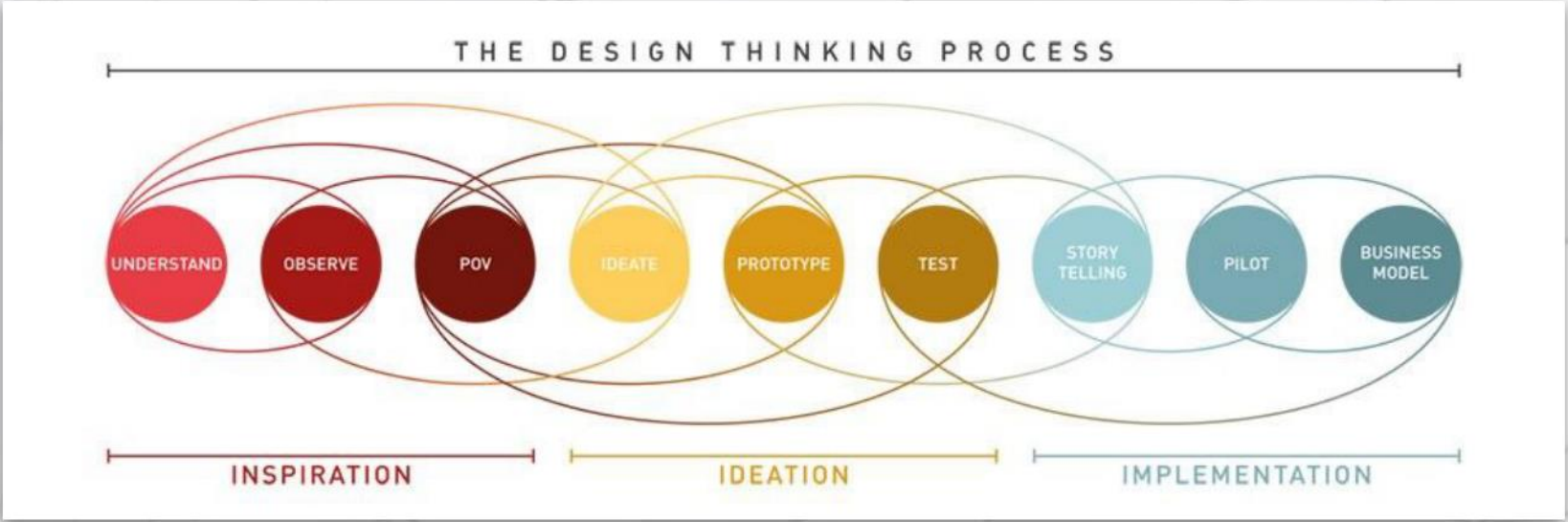
Design Thinking Process (Process)

British Design Council

Double Diamond

Stanford d.school

Human Centered Design Process



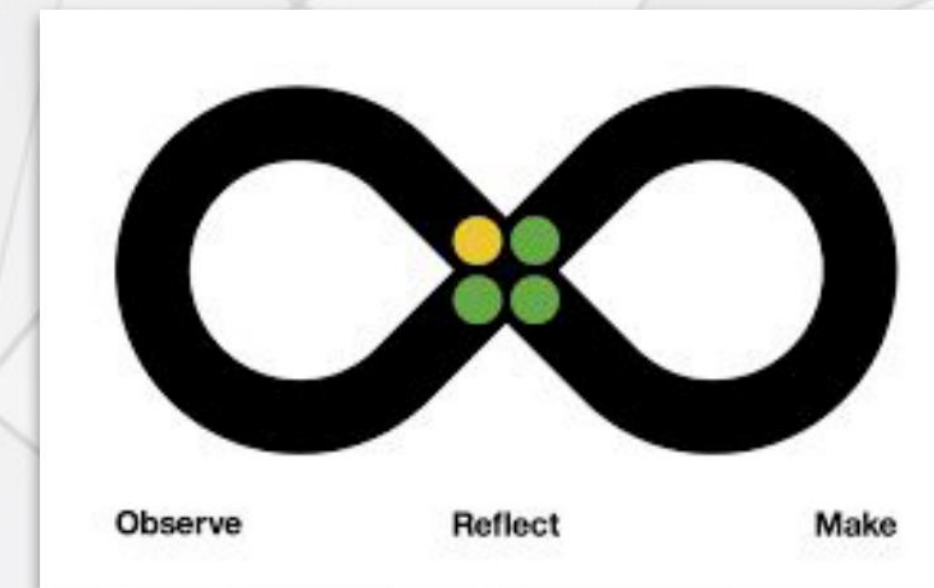
Pwc

Design Thinking Process (Process)



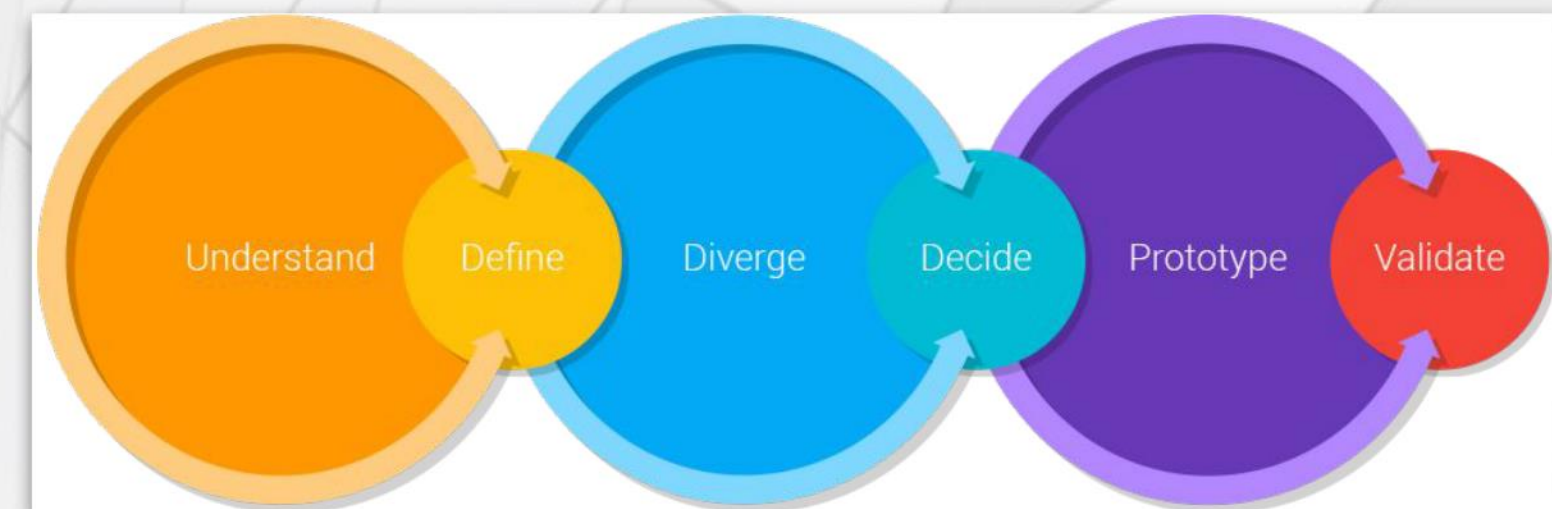
IBM

Design Design Thinking Model



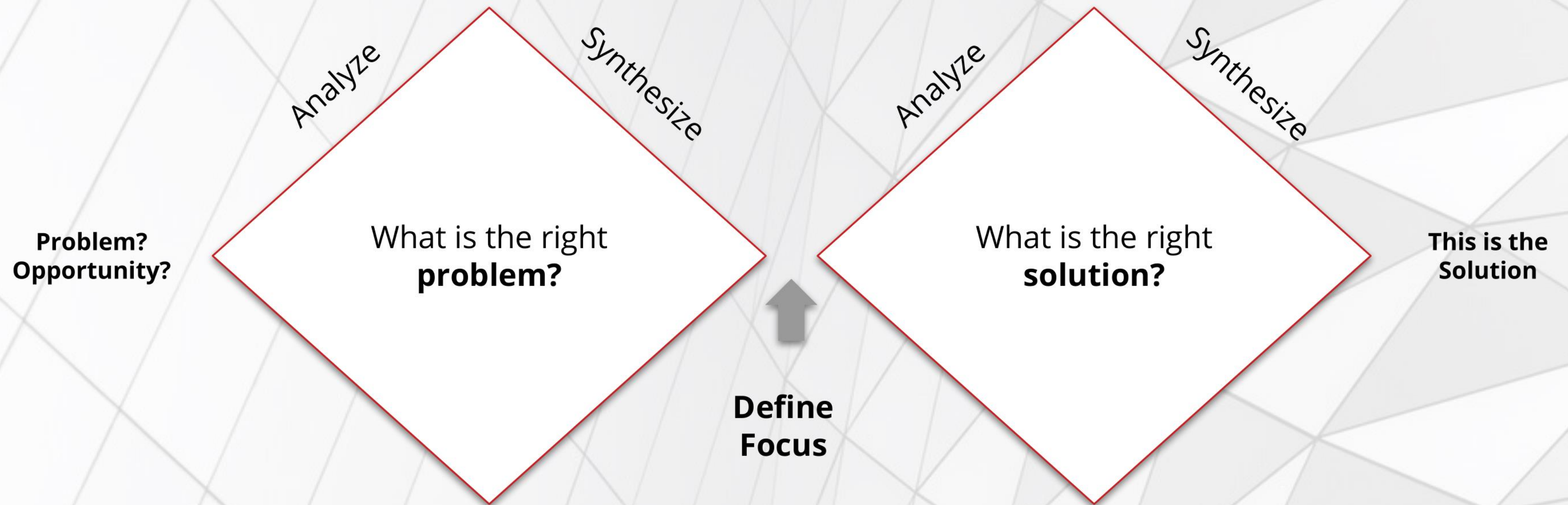
Google

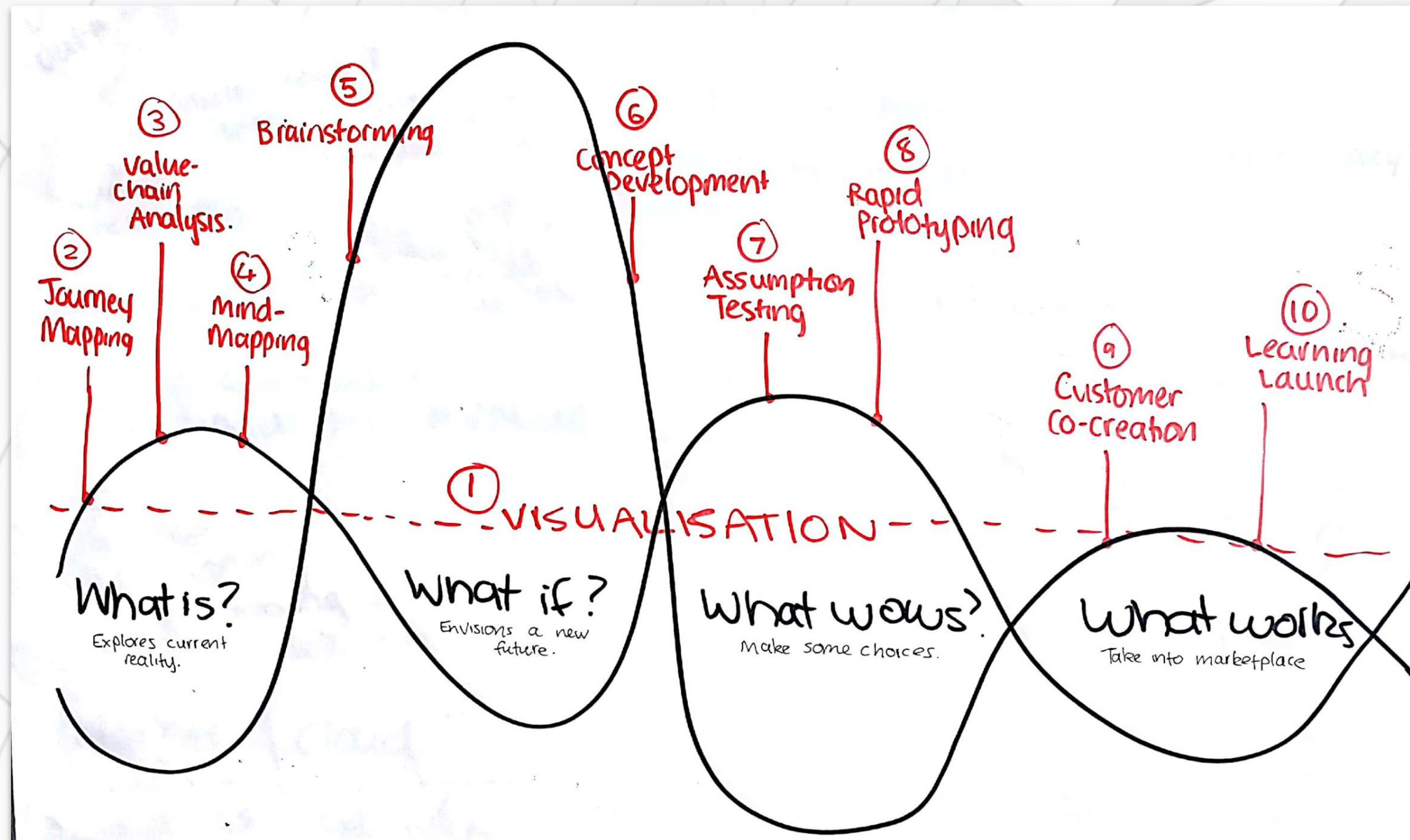
Design Sprint Process





Analyze / Synthesise or Diverge / Converge







Problems?
Problems.



FUZZY



“ A fuzzy problem, also known as an
“***ill-defined problem***”, is one
without a perfectly clear goal, path
to success, or known solution

Wicked Problems

There is no clear problem definition

Every problem is unique

Problems are never completely solved

Can take a *long* time to evaluate solutions

Can take a *long* time to evaluate solutions

There is no clear problem definition

Are multi-causal multi-scalar & inter-connected

Are multi-causal multi-scalar & inter-connected

Multiple stakeholders with conflicting agendas

Straddle organizational & disciplinary boundaries

Every wicked problem is connected to others

Every solution ramifies throughout the system

Solutions are not right/wrong, but better/worse

Solutions are not right/wrong, but better/worse

Every solution ramifies throughout the system

Multiple stakeholders with conflicting agendas

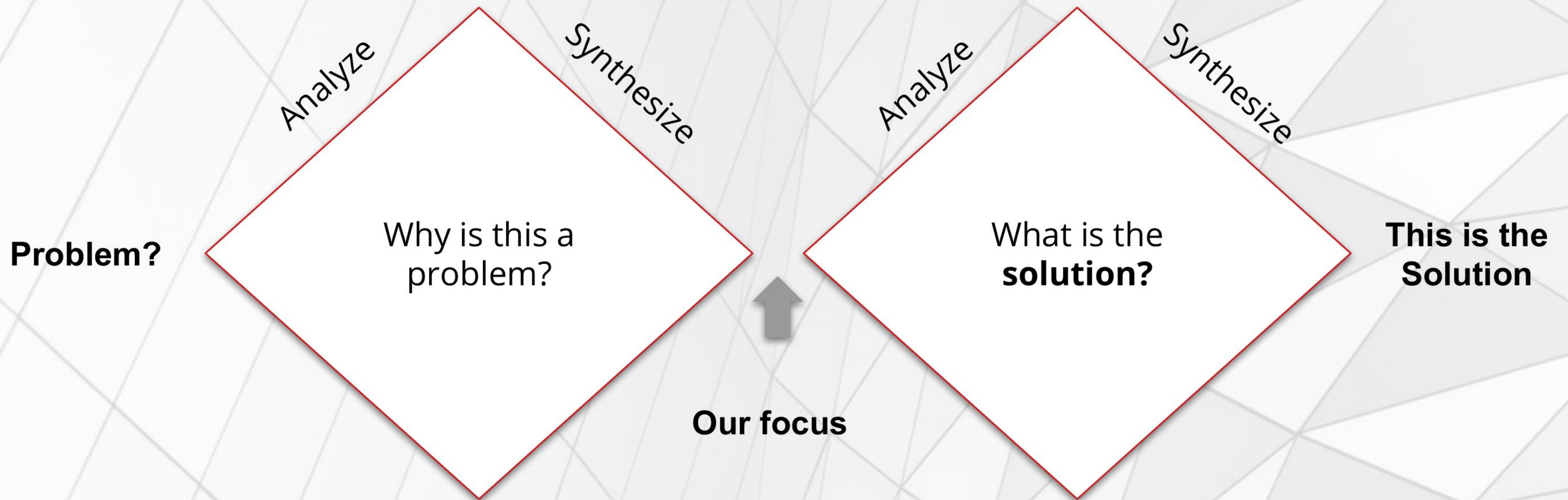
Every wicked

Straddle

HUMAN PROBLEMS



Understanding the problem







Maar....



Investment Value at Year end

Investment	Investment Value at Year end
424 963	467 459
446 211	1 005 037
468 522	1 620 915
491 948	2 324 149
516 545	3 124 764
542 372	4 033 850
569 491	5 063 675
	R 35 414

Start at monthly

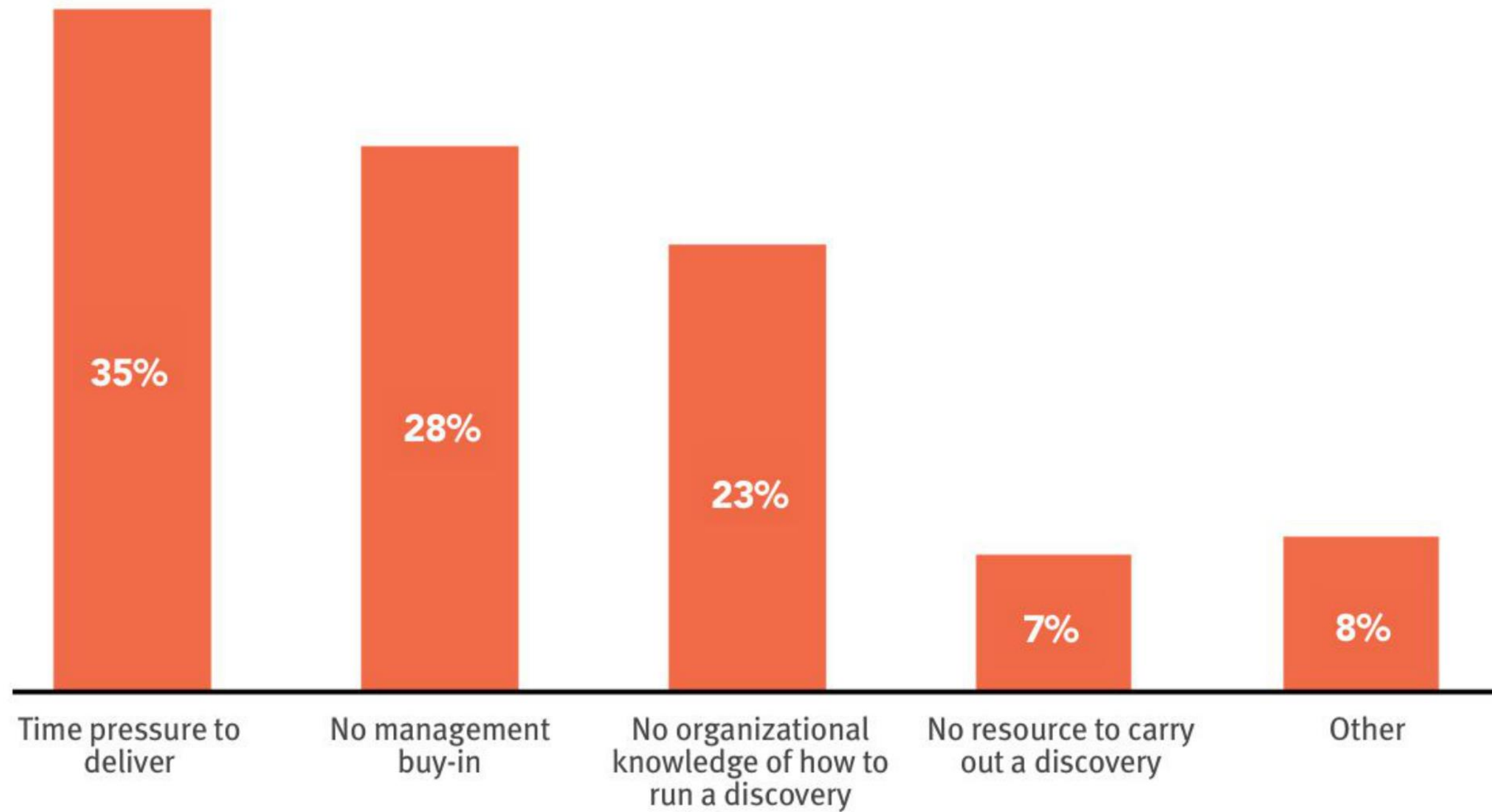
Can we do this?



Why Organizations Don't Perform Discoveries

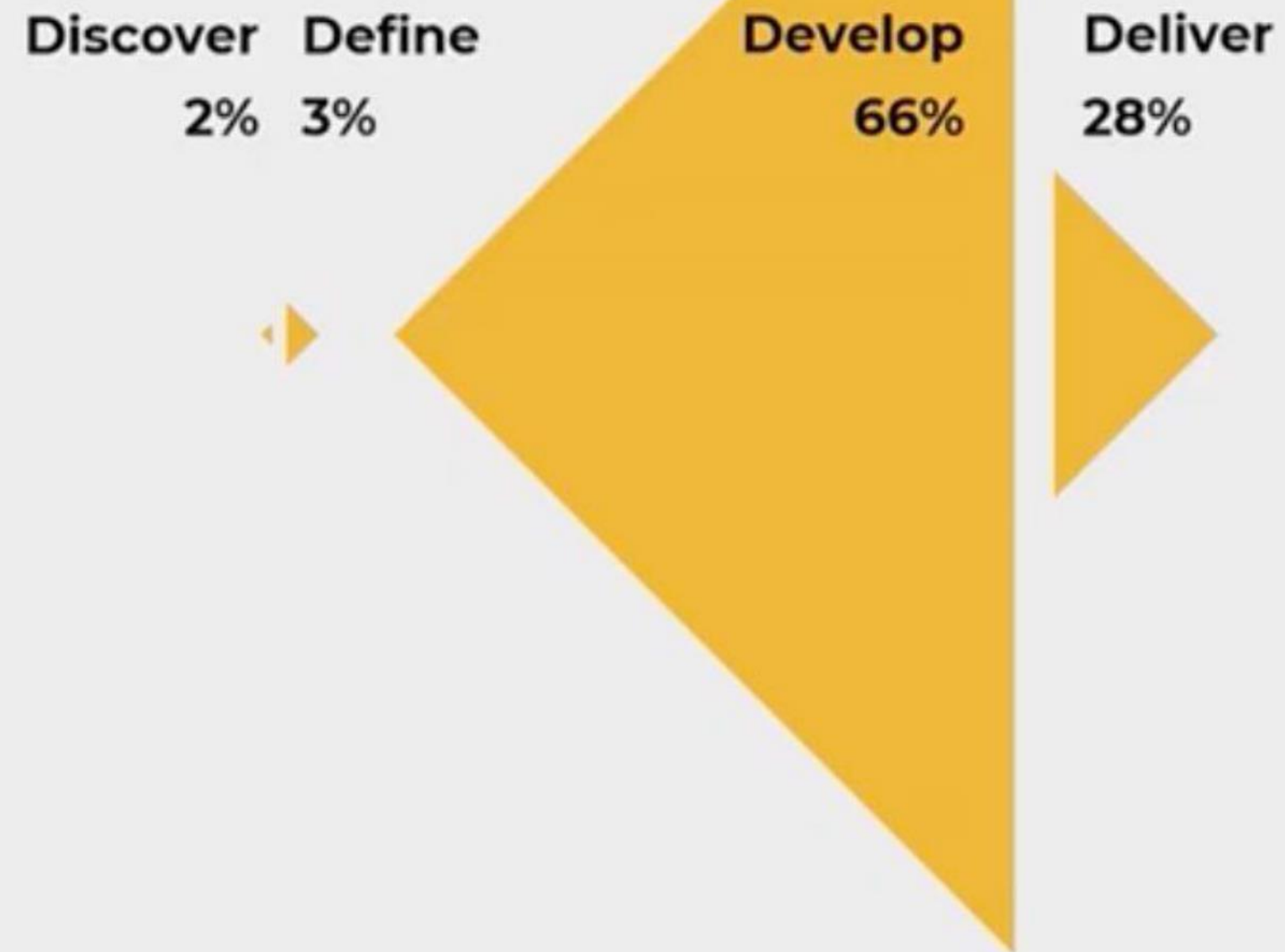
(n=75)

NNGROUP.COM **NN/g**





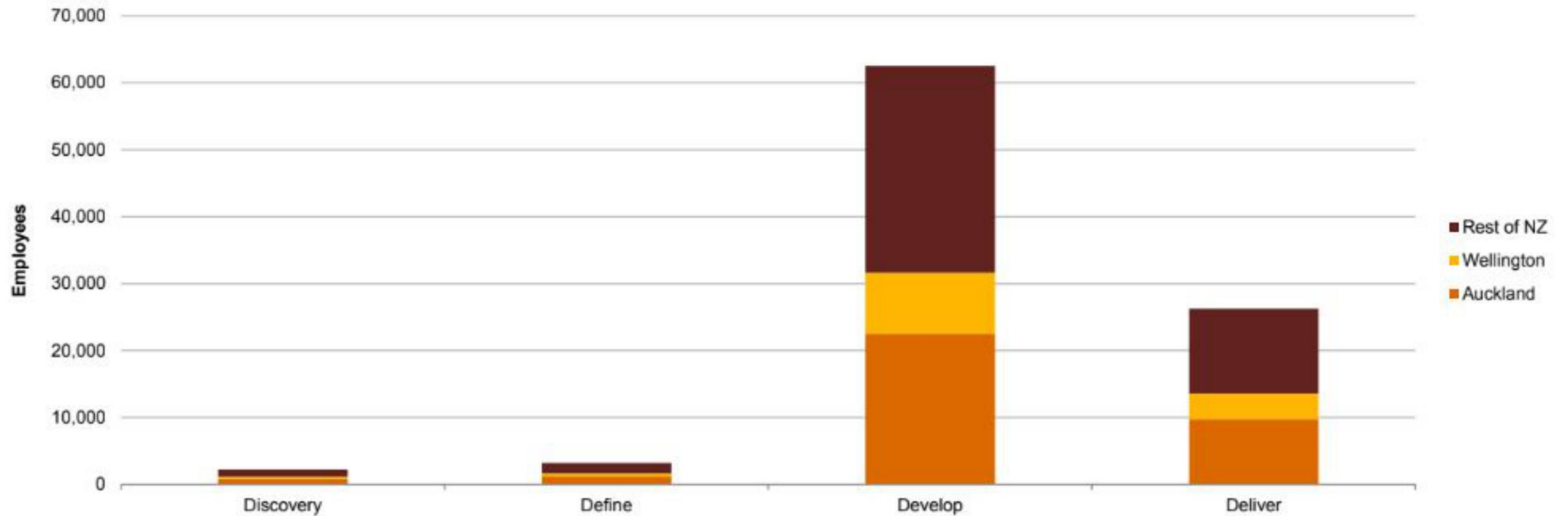
Number of people employed by double diamond quarter



Source: The Value of Design In New Zealand 2017 Report, DesignCo



Figure 5 Employment by Double Diamond quarter (2016)



Source: PwC analysis of kMatrix data

1

We **maken** liever dan we **begrijpen**





Waarom?



- “ Wij kennen onze klanten.
- “ Onderzoek? Dat duurt te lang en kost teveel.
- “ Wij hebben massa's data.
- “ Wij doen reeds surveys.



Vertel Arnaud, wat vind jij van Basic-Fit? ➤



Basic-Fit <customerservice@communication.basic-fit.com> [Unsubscribe](#)
to me ▼

14 May 2020, 20:01 (11 days ago)



🌐 Dutch ▼ > English ▼ [Translate message](#)

[Turn off for: Dutch](#) ✕



[view online](#)

HI ARNAUD,

Ondanks dat je nu niet naar onze sportschool kan, willen we je toch graag een aantal vragen stellen. Op deze manier krijgen wij inzicht in wat onze leden van ons vinden en wat we eventueel zouden kunnen verbeteren.

Het invullen van de vragenlijst duurt ongeveer 6 minuten. Maak je niet ongerust: je antwoorden blijven anoniem.

LAAT JOUW MENING HOREN »



Kunt u aangeven wat er als eerste bij u opkomt als u denkt aan sportscholen?

Als u denkt aan sportscholen, welke komen er dan in u op? Noem alle sportscholen die u kent, al is het alleen van naam.

Noteer "Weet niet" als u geen sportscholen weet te noemen.

Kunt u aangeven welke van de onderstaande situaties het beste bij u past?

- ☐ Ik heb een abonnement bij Basic-Fit en ik ben van plan bij deze sportschool te blijven
- ☐ Ik heb een abonnement bij Basic-Fit maar ik ben van plan om te switchen naar een andere sportschool
- ☐ Ik heb een abonnement bij Basic-Fit en ik ben van plan om me ook in te schrijven bij een andere (tweede) sportschool
- ☐ Ik heb een abonnement bij Basic-Fit en ik ben van plan om me in de (nabije) toekomst uit te schrijven



In hoeverre maakt u zich zorgen over het Coronavirus?

- ☐ Veel zorgen
- ☐ Een beetje zorgen
- ☐ Neutraal
- ☐ Weinig zorgen
- ☐ Geen zorgen



2

We vinden **wat** vaak belangrijker dan **waarom**





Companies with top-quartile McKinsey Design Index scores outperformed industry-benchmark growth by as much as two to one.

Annual growth (normalized), %

— Top-quartile McKinsey Design Index performers
■ Industry benchmarks¹



¹The envelope was set by the minimums and maximums of three independent data sets: MDI 2nd, 3rd, and 4th quartiles; the S&P 500; and a McKinsey corporate database of 40,000 companies.

McKinsey (2018) Findings

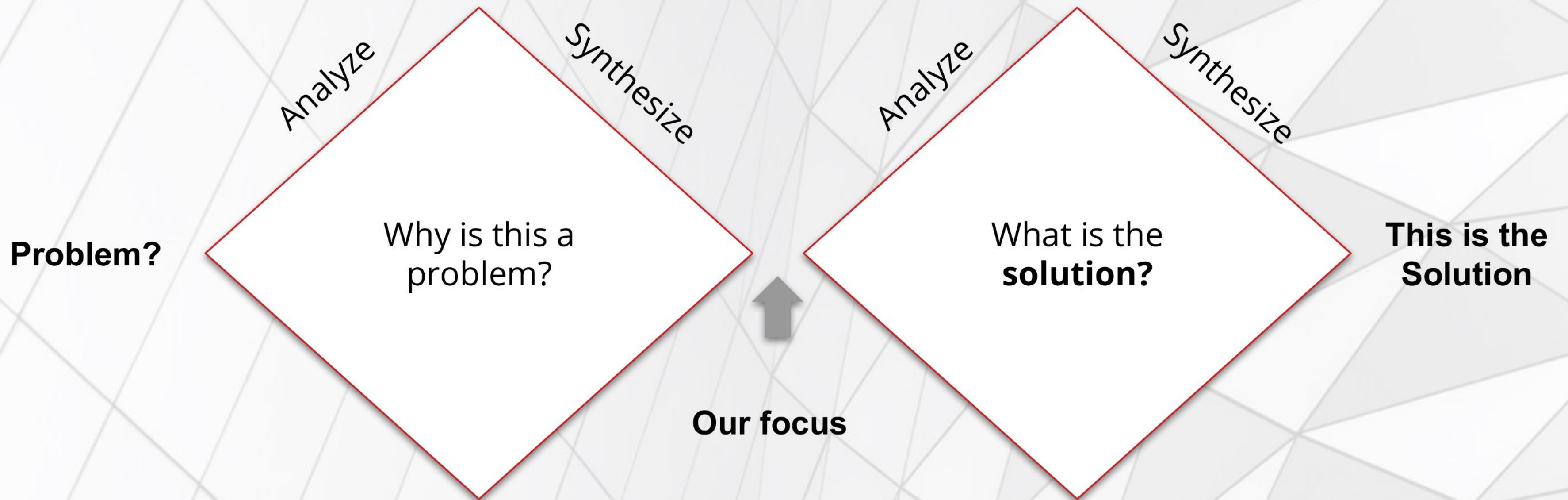


- “Over 40 percent of the companies surveyed still **aren’t talking to their end users** during development.”
- “Just over 50 percent admitted that they have **no objective way to assess or set targets for the output of their design teams.**”
- “... senior leaders are often **reluctant to divert scarce resources to design functions.**”



Design Thinking Part 2.

Figure out the best solution





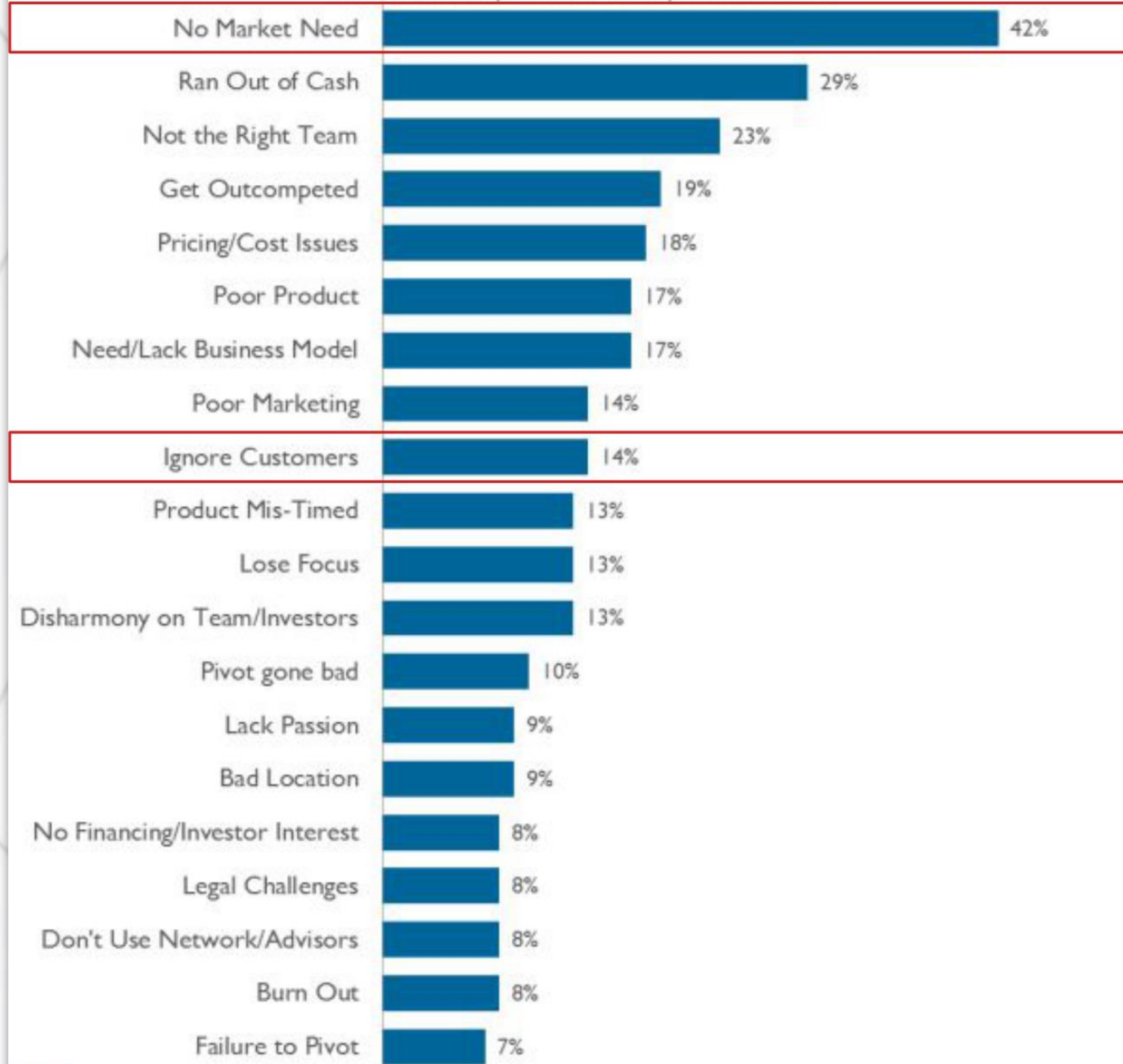
Experimenteer





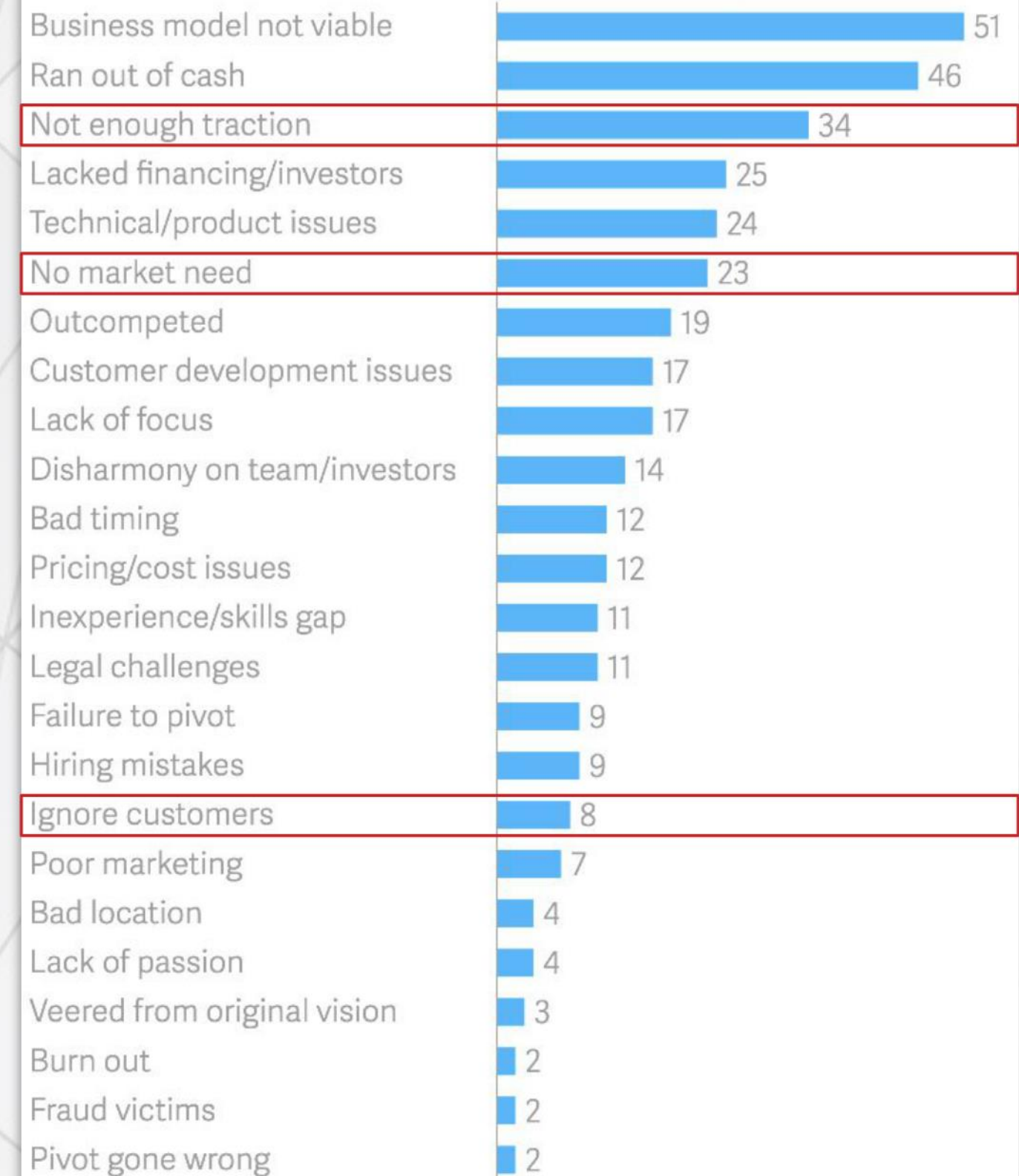
Top 20 Reasons Startups Fail

Based on an Analysis of 101 Startup Post-Mortems



Reasons founders cited for their startups' failure

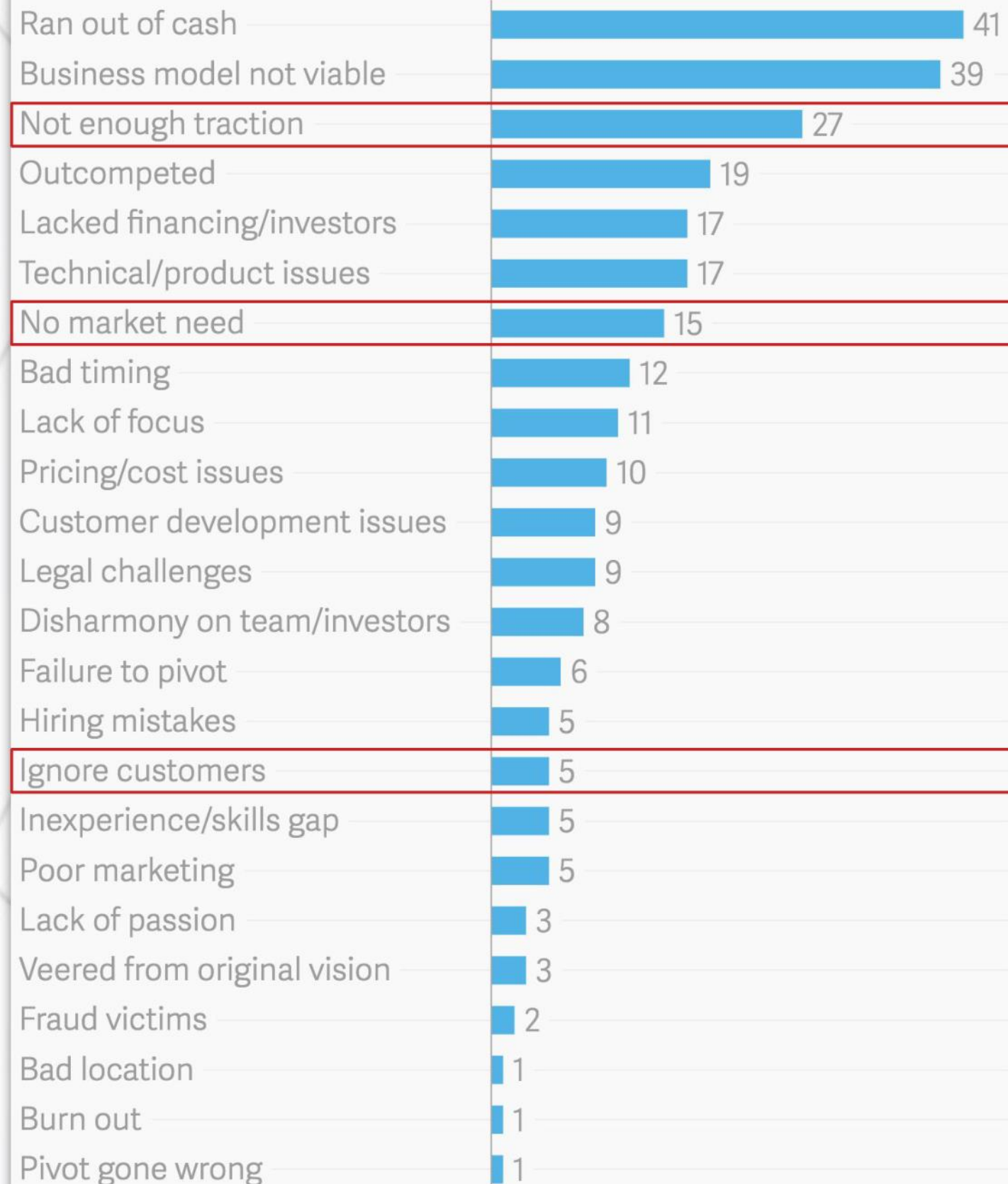
Number of startups





Why funded startups fail

Number of startups



Why bootstrapped startups fail

Number of startups



3

We mogen en zullen niet **falen**.





Steven Vints en Philip Willems
ontwikkelen een applicatie
om emoties te registreren

GEVOELSTHERMOMETER





You found a future feature



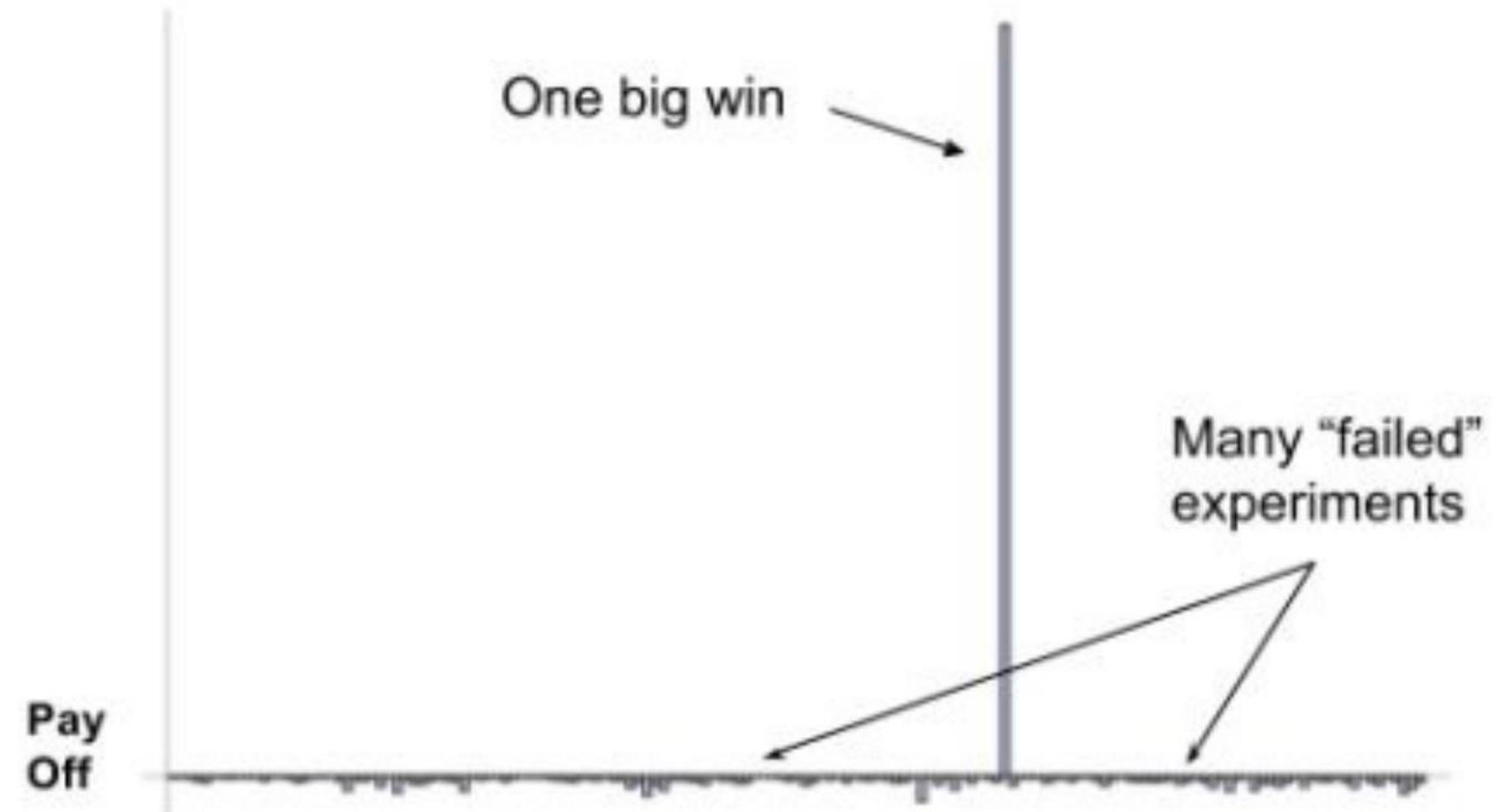
We'll treat it as a vote for what we build next. Thanks for your help.

Got it

Email me a Preview

Doodle





© Nassim Taleb

Hoe?



**1.
Doelgroep**

**2.
Hypothese**

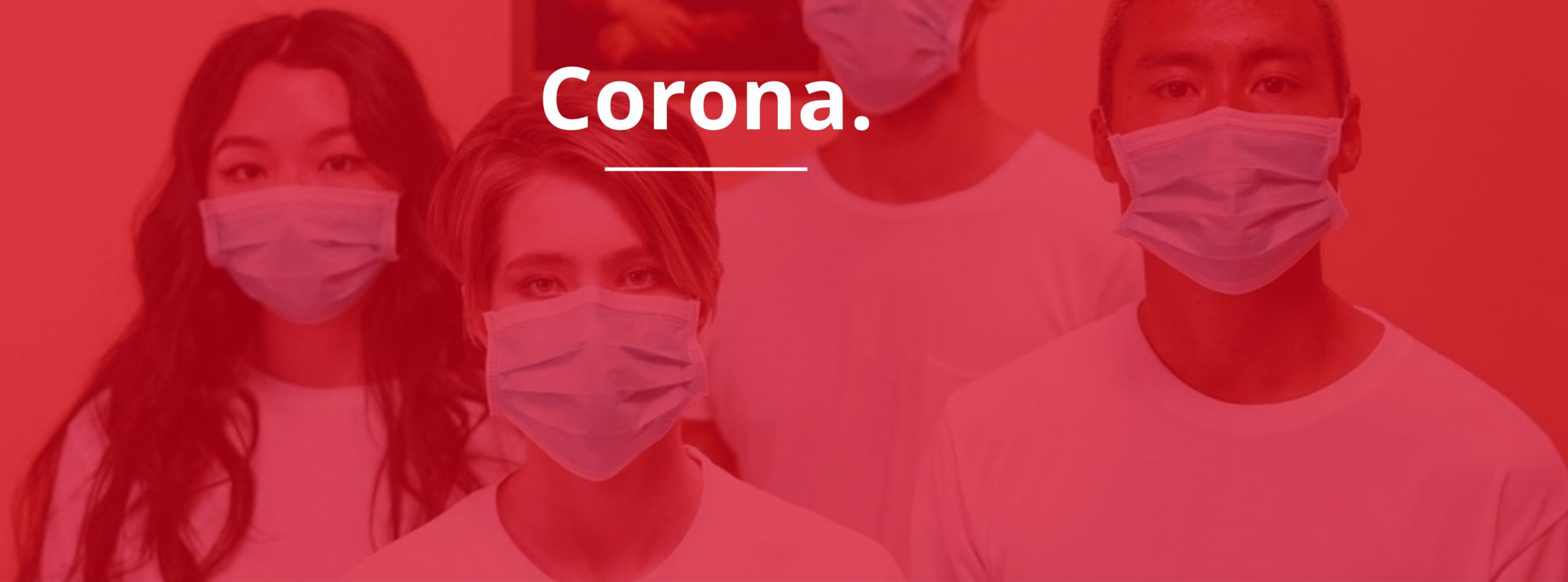
**3.
Experiment**

**4.
Data**

**5.
Evaluatie**



Corona.





Context-of-use has changed



Context-of-use has changed



Google letting at-home employees expense \$1,000 worth of office furniture, announces other perks

📅 May 27, 2020

iStock/doble-d(LOS ANGELES) — Google is already famous for its sprawling office spaces, which boast free three meals a day, gyms, and dry cleaning services, but with so many of its employees working from home because of the COVID-19 crisis, the search giant is bringing some perks home.

According to a memo to employees from CEO of Google and Alphabet Sundar Pichai, those working from home are now allowed to expense up to \$1,000 of office furniture and other equipment to make their home-work space more comfortable.

And that's not all. "Finally, we continue to experiment with sharing more of our in-office experiences virtually, with a focus on health, wellness, and fun," Pichai explained. "A couple of examples: fitness [classes] with gFit instructors, cooking and nutrition lessons from Google chefs, and Kids@Home Storytime."



Een ander **mentaal model**



Een ander **mentaal model**



Pandemic Response Archetypes

Confident Skeptics



21% | Worry: LOW

Least worried about the pandemic and therefore they have little behavior change, relatively speaking. They think people are overreacting and anticipate just one or two more months of coronavirus impact

Pragmatists



19% | Worry: AVERAGE

Although they are not overly worried about the impact of the pandemic, they are taking practical steps, such as avoiding elderly relatives and reducing discretionary spending

Connection Seekers



15% | Worry: AVERAGE

This older and mostly retired group is making changes to adapt to isolation; they are utilizing digital solutions to pass time, stay in touch with friends and family, and feel connected while family keeps a safe distance

Panicked Millennials



21% | Worry: HIGH

This younger group is the most anxious, particularly about personal matters like their finances, health and availability of food. They feel uninformed and underprepared, and are spending money to cope in isolation

Sheltering Alarmists



23% | Worry: HIGH

They are deeply alarmed, particularly about the pandemic's impact on a macro level (e.g. financial markets and healthcare systems). They are taking things seriously -- staying home and following social distancing guidelines

Source: TCG COVID-19 Segmentation; Dynata Covid 19 Global Consumer Trends Survey 2020

Crisis in **fasen**



Kwetsbaren worden kwetsbaarder





The New York Times

The Coronavirus Outbreak >

LIVE

Latest Updates

Maps and Cases

States Reopening

Answers to Your Questions

Newsletter

THE INTERPRETER

A New Covid-19 Crisis: Domestic Abuse Rises Worldwide

Movement restrictions aimed to stop the spread of the coronavirus may be making violence in homes more frequent, more severe and more dangerous.



Impact **Corona** crisis



1. **De context van gebruikers is inherent anders** tijdens de crisis. We gebruiken producten anders, en gebruiken andere producten.
2. **Het mentale model is anders tijdens een 'crisis'.** Het mentale model is helemaal nieuw. Het is belangrijk om dat nieuwe model te begrijpen.
3. **De crisis zal door verschillende fasen gaan**, die telkens een beetje anders zijn.
4. **'Marginale' doelgroepen worden extra getroffen** en nieuwe kwetsbare groepen zullen ontstaan.

4

Kan een bedrijf het zich permitteren
om beslissingen te maken op
pre-corona data





Gebruikersonderzoek

anno corona

Gaps identificeren



- 1. Touchpoints mappen** - Wat zijn de touchpoints die we hebben met onze klanten? Waar zien we veranderingen? Wat is de gap?
- 2. Inzicht verwerven** - Waarom zijn er veranderingen? Wat is veranderd voor klanten? Hoe is of zal hun gedrag anders zijn?
- 3. Focus bepalen** - Waar willen we als bedrijf op inspelen? Welke opportuniteiten zijn er? En welke kiezen we?

Overwegingen



1. **De noden blijven hetzelfde, hoe ze ingevuld worden is verschillend**
2. **Methodes veranderen inhoudelijk niet, de vorm wel** - Fysiek naar digitaal waar mogelijk
3. **Snelheid primeert** - Alles is in flux.
4. **Met echte Empathy voor klanten** - Niet om de NPS score voor maart te vullen.
5. **Bouw wendbaarheid op** - Een crisis is een kans om iets nieuw te starten.

Methodes

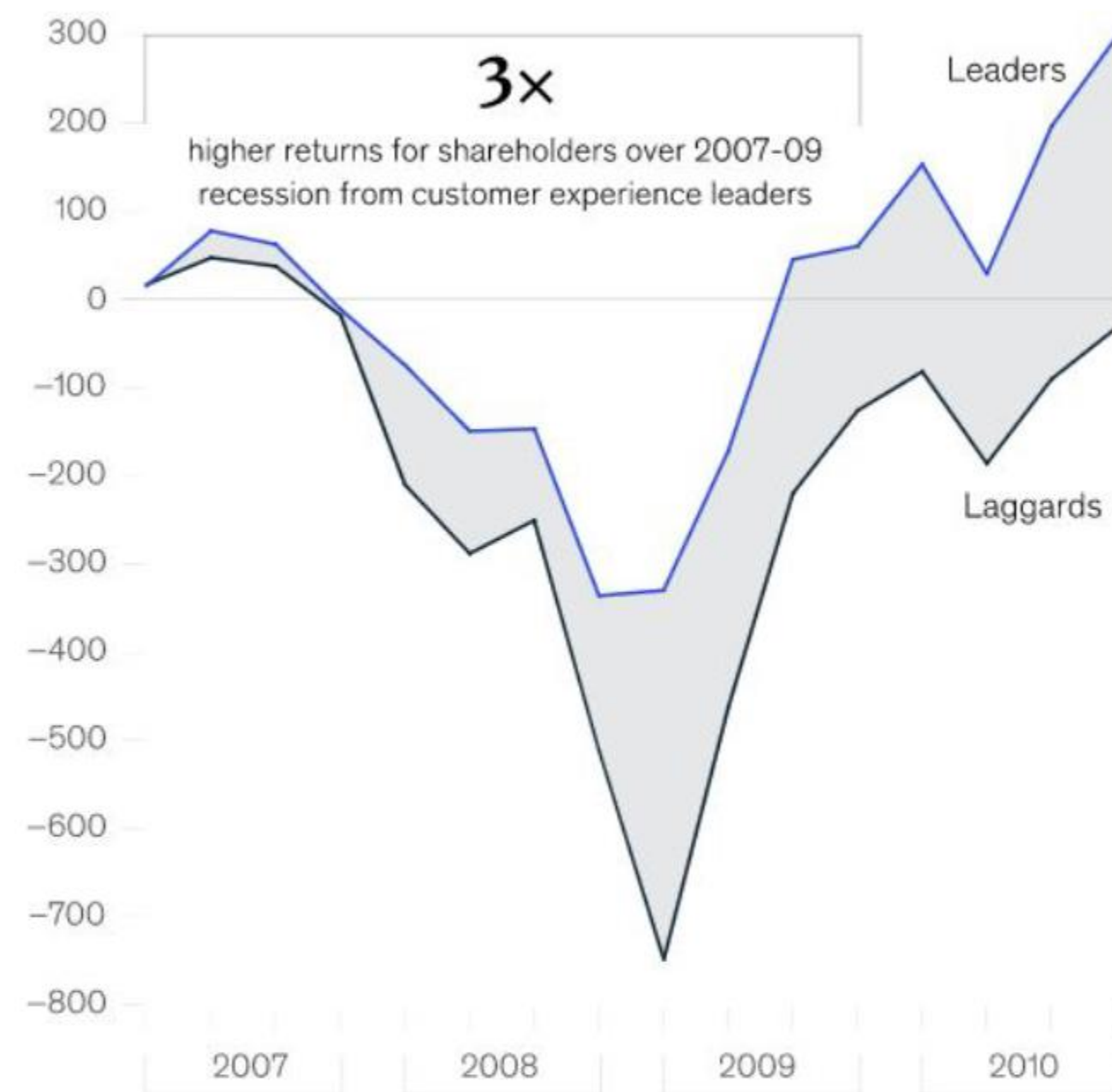


1. **Online Interaction**- Zoom, Teams, Etc.. either for interviews or co-design (Miro, Figma workshops or design sessions with customers)
2. **Online Research** - Well crafted surveys or interviews that enable you to capture pointed feedback.
3. **Self-Service** - Diary Studies, let your customers decide what they think is important enough. (tools like Ethn.io)
4. **Experiments** - If you want to test out hypotheses, create low costs way to do so and see what customers think.
5. **Observations** - If you can observe, do it.



Focusing on customer experience is a winning strategy in recession.

Total returns to shareholders of customer experience leaders and laggards,¹ % by quarter



¹Comparison of total returns to shareholders for publicly traded companies ranking in the top 10 or bottom 10 of Forrester's Customer Experience Performance Index in 2007–09.

Source: Forrester Customer Experience Performance Index (2007–09); press search

u-sentric



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+32 (0) 472 44 93 82

Vragen



one more thing



1948

JANUARY

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11 juni om 15u00

Sales in Healthcare

Jochen Roef

Sales Trainer & Coach

Auteur RIO

 BlueHealthU
Online Essentials



Bedankt!