



Virtual Edition - 2

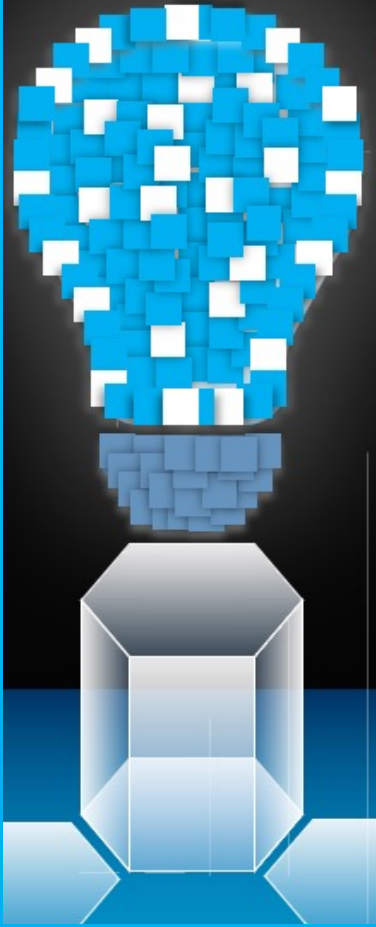
GLOBAL STRATEGY EXECUTION SUMMIT

Dr. Mohan Kancharla

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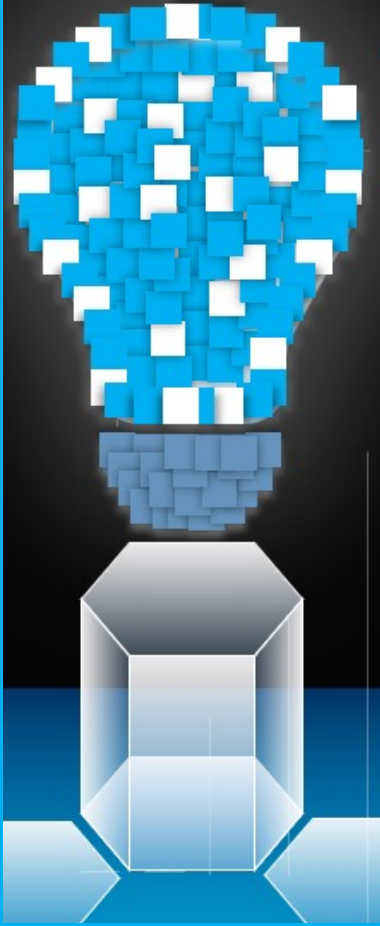


DESIGN THINKING

for Strategic Innovation

Global Strategy Execution Summit | Virtual Edition 2 | 7th June 2024

DR. MOHAN KANCHARLA



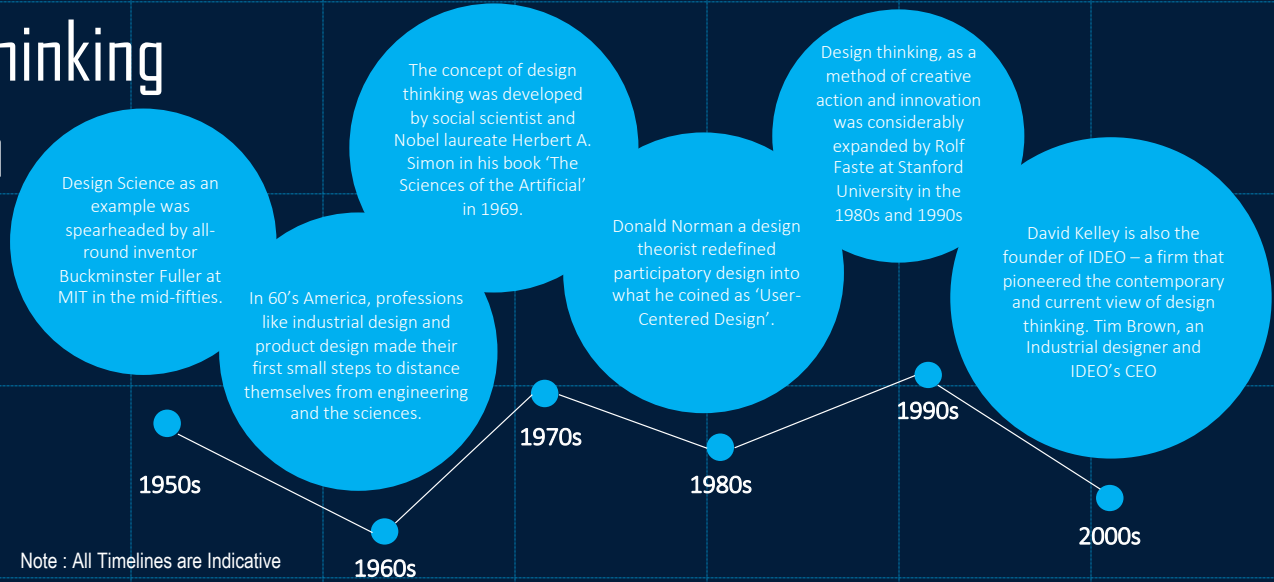
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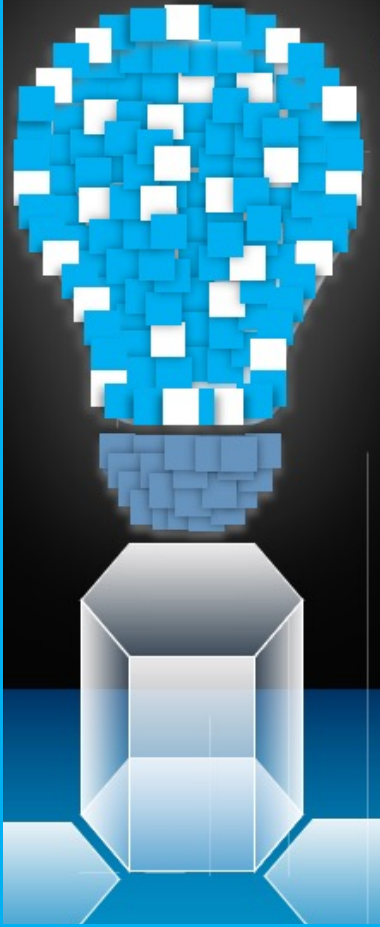
Evolution | Definition | Frameworks | Execution | Innovation

DESIGN THINKING

Design Thinking Evolution



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DESIGN THINKING

for Strategic Innovation

Evolution | Definition | Frameworks | Execution | Innovation

DESIGN THINKING

Design Thinking Definition



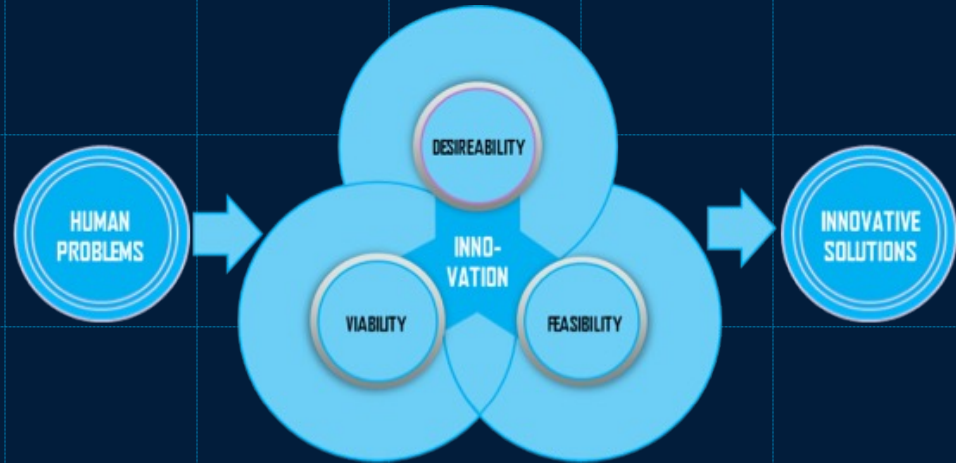
Design Thinking

is a discipline that uses the designers 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

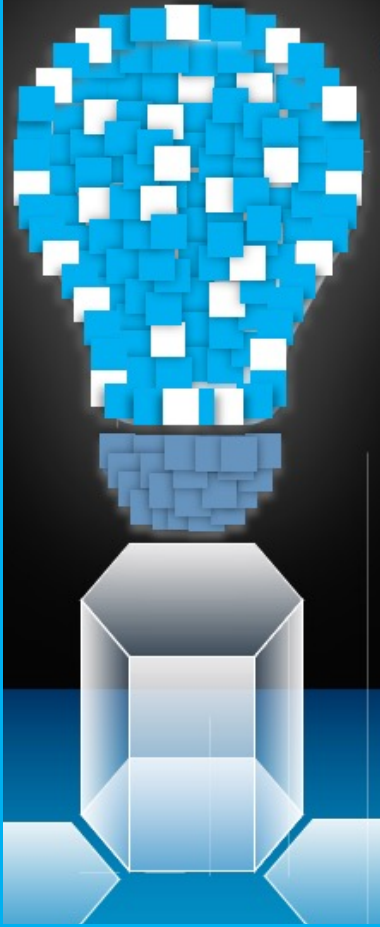
DESIGN THINKING

Innovation Trifecta



Source: "H2H Marketing" by Phillip Kotler

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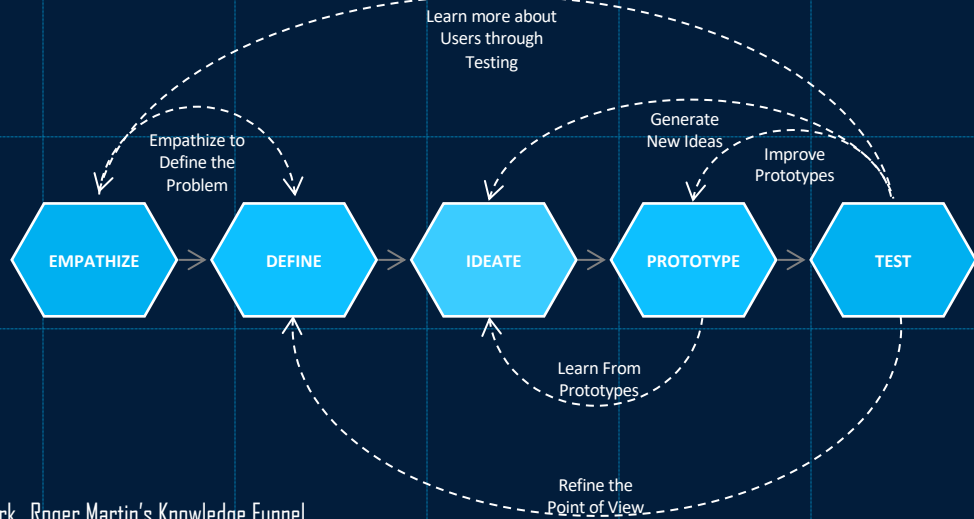
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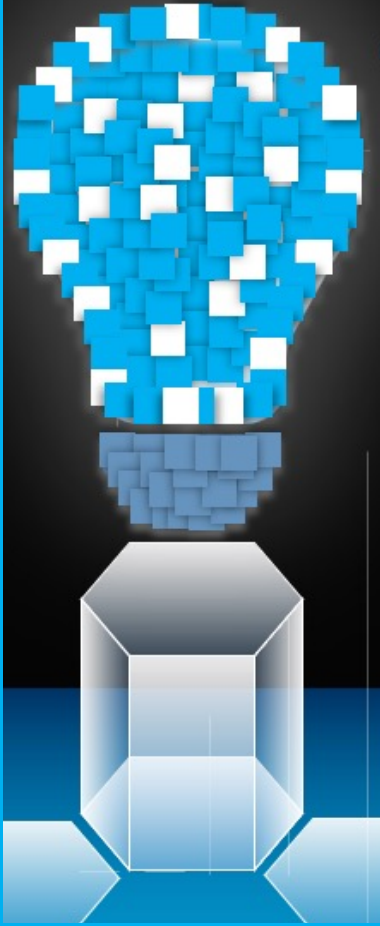
DESIGN THINKING FRAMEWORKS*

d-School Framework



* Google's Design Sprints, IBM Double Diamond, IDEO's Framework, Roger Martin's Knowledge Funnel

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DESIGN THINKING IN BANKING

Savings a/c for Millennials



Conventional Approach

Re-configuring regular savings a/c

Design Thinking Approach

Human-Centred Design
Reaching out End-Customer
Empathizing with their Persona

DESIGN THINKING IN INSURANCE

Premiums for Auto Insurance



Conventional Approach

Premium based on Price of Asset

Design Thinking Approach

Openness to Radical Collaboration
Leverage Cross-industry Best Practices
Premium based on Usage instead of Asset Cost

DESIGN THINKING IN FMCG

Tooth brush for Infants*



Conventional Approach

Resizing adult toothbrush

Design Thinking Approach

Observe end-user experiences

Adopt an outside-In approach

Prototype, test & improvise

* Additional Illustration – Peeler for Senior Citizens

DESIGN THINKING IN TRAVEL & HOSPITALITY

Value-added Services
for Preferred Customers



Conventional Approach

Improvisation of Existing Services

Design Thinking Approach

Embrace Ambiguity & Diversity

Integrate Services of Adjacent Industries

Evaluate Journey Maps to Enhance Value

DESIGN THINKING IN LIFE-SCIENCES & HEALTH CARE

Challenge

How to create a scanner experience that children would love?



Approach

Human-centred approach to design & innovation



Implementation

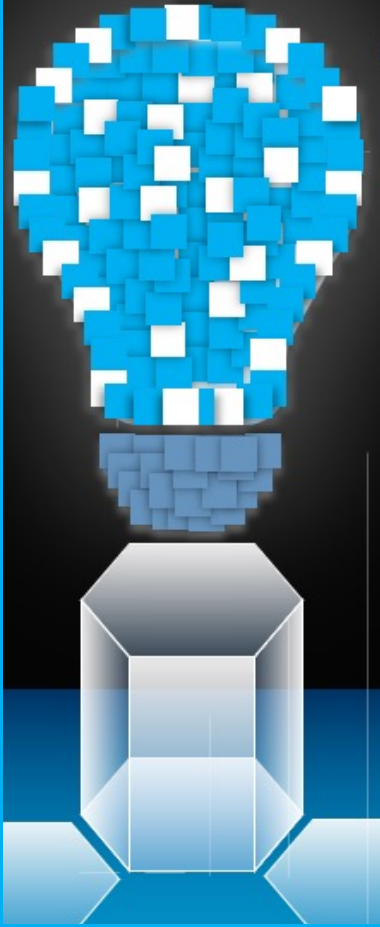
Observing and gaining empathy for young children at a day care centre.
Reached out to experts from children's museum plus doctor's & staff



Source: GE HealthCare

TED Talk: https://www.ted.com/talks/doug_dietz_the_design_thinking_journey_using_empathy_to_turn_tragedy_into_triumph

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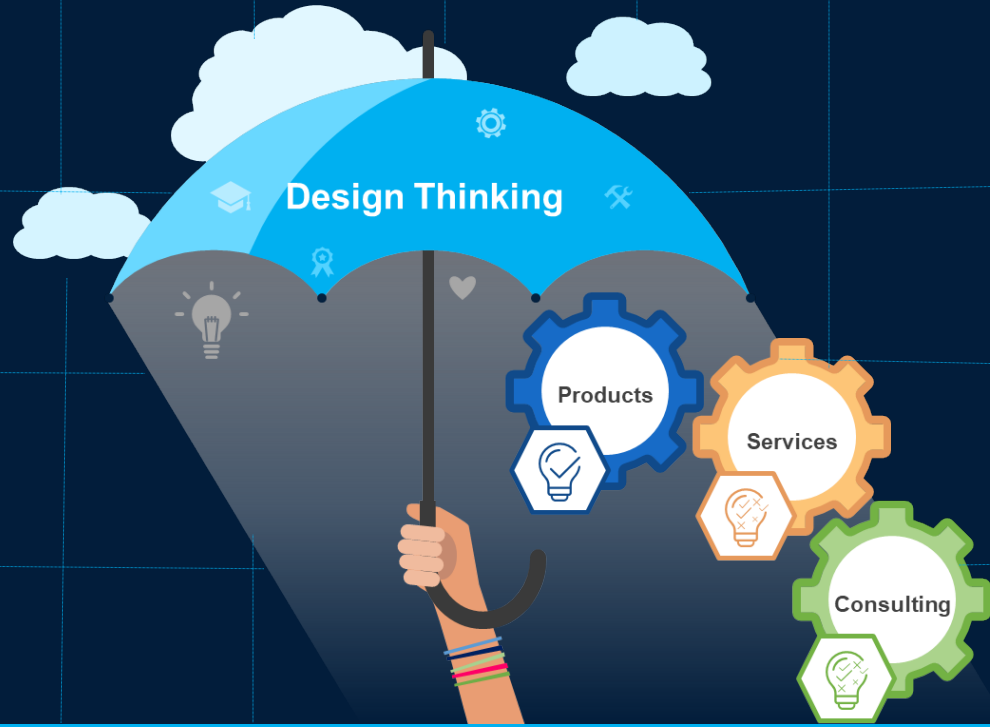
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DESIGN THINKING FOR STRATEGIC INNOVATION

Human-Centric Advisory



DESIGN THINKING FOR STRATEGIC INNOVATION

Design Thinking Principles



DESIGN THINKING FOR STRATEGIC INNOVATION

Design Thinking Practices

Empathy
Maps

User
Personas

How
Might We

Story-
boarding

Interviewing
Techniques

Brain-
storming

Business
Model
Canvas

Journey
Maps

Affinity
Diagrams

Morpho-
Logical
Analysis

Raskar's
Hexagon

Value
Proposition
Canvas

DESIGN THINKING FOR STRATEGIC INNOVATION

Principles

The 'What' of Design Thinking

Practices

The 'How' of Design Thinking

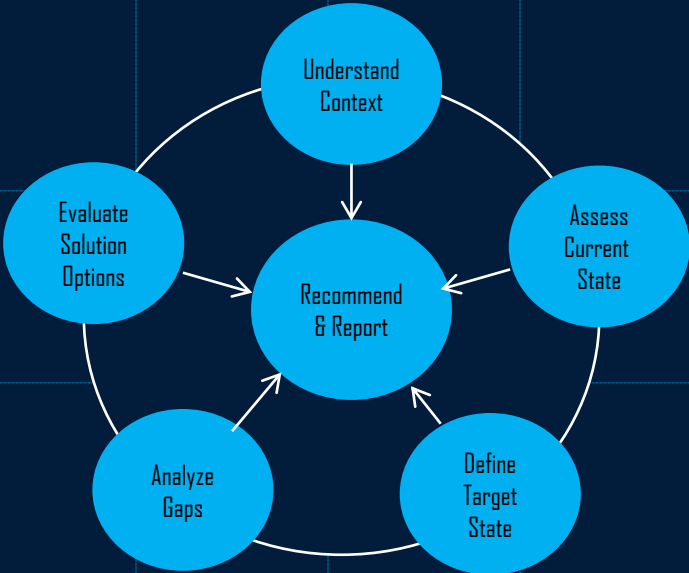
Design Grid

The 'Matrix' of Principles & Practices

PRACTICES \ PRINCIPLES	HUMAN-CENTERED DESIGN	EMBRACE AMBIGUITY & DIVERSITY	OPENNESS TO RADICAL COLLABORATION	CO-CREATE IMPACTFUL SOLUTIONS	IMPLEMENT & ITERATIVELY IMPROVE
	EMPATHY MAPS	Yes	No	No	No
USER PERSONAS	No	Yes	No	No	Yes
HOW MIGHT WE	No	No	Yes	No	No
STORYBOARDING	Yes	No	No	No	No
INTERVIEWING TECHNIQUES	No	Yes	Yes	No	No
BRAINSTORMING	No	Yes	Yes	No	No
BUSINESS MODEL CANVAS	No	No	No	Yes	No
JOURNEY MAPS	No	No	No	No	Yes
AFFINITY DIAGRAMS	No	No	Yes	Yes	No
RASKAR'S HEXAGON	No	Yes	Yes	No	No
MORPHOLOGICAL ANALYSIS	No	No	No	Yes	No
VALUE PROPOSITION CANVAS	Yes	No	No	No	No

DESIGN THINKING FOR STRATEGIC INNOVATION

Consulting Cycle



DESIGN THINKING FOR STRATEGIC INNOVATION

Design Thinking in Digital Transformation



DESIGN THINKING FOR STRATEGIC INNOVATION

Design Grid for Digital Transformation

PRACTICES \ PRINCIPLES	PRINCIPLES					
	HUMAN CENTERED DESIGN	EMERGE AMBIGUITY & DIVERSITY	OPENNESS TO RADICAL COLLABORATION	CO-CREATE IMPACTFUL SOLUTIONS	IMPLEMENT & ITERATIVELY IMPROVE	
EMPATHY MAPS	UC					
USER PERSONAS	UC	TSD			R&R	
HOW MIGHT WE			UC			
STORYBOARDING	R&R		UC			
INTERVIEWING TECHNIQUES		CSA				
BRAINSTORMING		A&F	CSA			
BUSINESS MODEL CANVAS		TSD	CSA			
JOURNEY MAPS		CSA			R&R	
AFFINITY DIAGRAMS			TSD	A&F		
RASKAR'S HEXAGON		A&F	TSD			
MORPHOLOGICAL ANALYSIS				A&F		
VALUE PROPOSITION CANVAS	R&R					

Source: "Design Thinking in Consulting" by Mohan Kancharla

DESIGN THINKING FOR STRATEGIC INNOVATION

Understanding Context



Conventional Approach

Information gathering through organization documents.

Interviewing C-Level Executives.

Interviews conducted with Consultant's Toolkit.

Design Thinking Approach

Connect with the end-customer to understand the real context and the real problem.

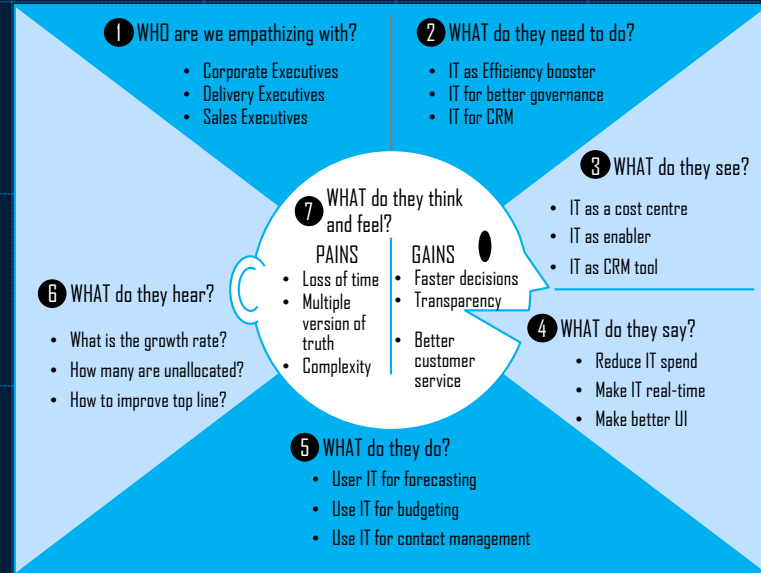
DESIGN THINKING FOR STRATEGIC INNOVATION

Principle

Human Centered Design

Practice

Empathy Map



DESIGN THINKING FOR STRATEGIC INNOVATION

Current State Assessment



Conventional Approach

Information baselined is built on recorded data from documents or systems, a third person view of the current state.

Design Thinking Approach

Bring back customer to the forefront.
Capture the real deal behind the raw data.
Organization & Technology Assessments.

DESIGN THINKING FOR STRATEGIC INNOVATION

Principle

Openness to Radical Collaboration

Practice

Business Model Canvas



DESIGN THINKING FOR STRATEGIC INNOVATION

Target State Definition



Conventional Approach

Target state definition, in most cases is limited to finding answers to current problems.

Design Thinking Approach

Sense the real problem and respond addressing all stakeholders. Divergent stakeholders come together to collaboratively define future state.

DESIGN THINKING FOR STRATEGIC INNOVATION

Principle

Embrace Ambiguity & Diversity

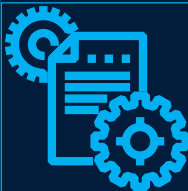
Practice

Business Model Canvas



DESIGN THINKING FOR STRATEGIC INNOVATION

Analysis & Findings



Conventional Approach

Pre-dominantly about point solutions that can bridge the existing gap.

Design Thinking Approach

Acknowledge ambiguity, embrace diversity and encourage co-creation of solutions. Analyse possibilities for scale and find synergies with other solutions.

DESIGN THINKING FOR STRATEGIC INNOVATION

Principle

Co-create Impactful Solutions

Practice

Morphological Analysis

		Process				
		Process				
OPERATIONS	Process Sub-Pr	Process Attributes	Fully Automated	Semi-Automated	Manual with Tools	Manual without Tools
	DELIVERY	Revenue Management			Basic Tools	
	SALES	Customer Profiling	CRM System			
		Customer Relations		From Project Management Tool		
		Forecasting			Basic XL based tools	

DESIGN THINKING FOR STRATEGIC INNOVATION

Report & Recommendations



Conventional Approach

Engagements typically end with the consulting report. Implementation of recommendations is a follow-on project

Design Thinking Approach

Human centered recommendations. Executive buy-in through storytelling the rationale, followed by prototyping & improvisation.

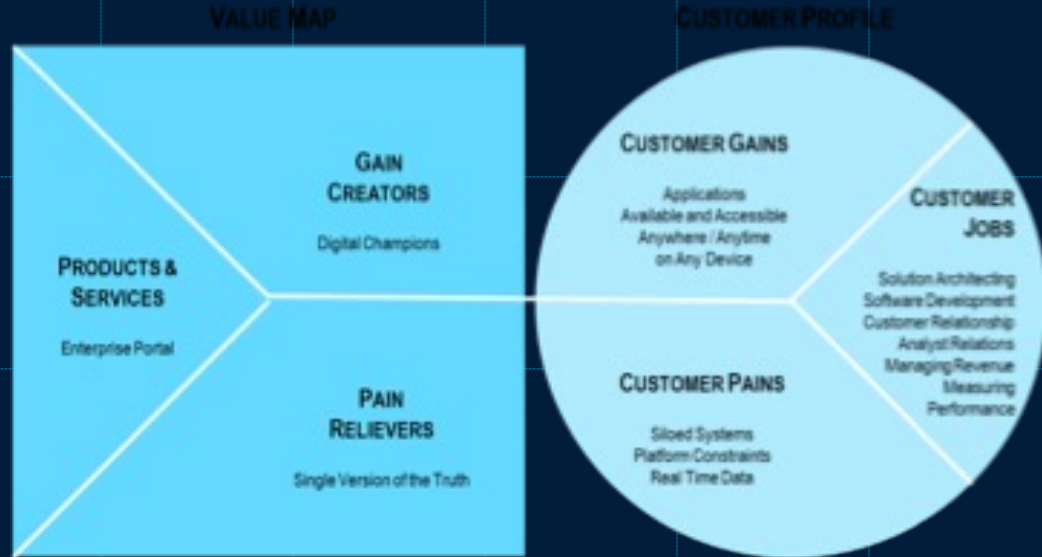
DESIGN THINKING FOR STRATEGIC INNOVATION

Principle

Human Centered Design

Practice

Value Proposition Canvas



DESIGN THINKING FOR STRATEGIC INNOVATION

Human-Centric
Advisory



Empathize

Focus on the End customer

Ideate

Sense & Respond to unmet needs



Co-create

Prototype to Fail fast

REFERENCES

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SPEAKER'S PROFILE



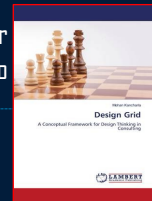
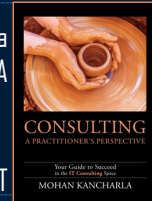
Dr. Mohan Kancharla, holds a Doctorate in Business Administration from Swiss School of Business & Management, Geneva and is an experienced Management Consultant with over three decades of experience in Information Technology & Consulting. A career TCSer, he has held various leadership positions at Tata Consultancy Services and superannuated as Strategic Advisor.

A Certified Management Consultant and a Trusted Advisor to C-level Executives of Fortune 500 companies worldwide on IT Enabled Business Transformation across industries. Co-Innovator of 'Strategy Validation Framework' [Patent Pending]. Recognized by CEO Today as one of the 'Top 100 Global Management Consultants' and awarded 'CEO Today Management Consulting Award 2018'.

A passionate Design Thinker, Certified in 'Innovation of Products and Services' MIT's Approach to Design Thinking. His Doctoral Research was on 'An Empirical Study on the Application of Design Thinking in Consulting in the IT Industry in India'. An Invited Faculty on Design Thinking at leading Management Institutes, Industry Bodies and Facilitator of Design Thinking Workshops.

Author of 'Consulting A Practitioner's Perspective', 'Design Thinking in Consulting', 'Design Grid – A Conceptual Framework for Design Thinking in Consulting'. Published several articles on Consulting, Design Thinking, ESG in Leading Journals. Mohan is also a Certified Corporate Director, Certified ESG Professional, Certified Executive Coach, TEDx Speaker and Business Storyteller.

Mohan lives in Chennai, India, with his wife Mary Rajeswari and daughters Kezia Harshita & Nikia Sushmita.



“ Let a constant state of curiosity drive you ...
to observe and absorb new things, to apply and create something new
to share and contribute to society ”

Dr. Mohan Kancharla



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Thank You