



Business meets Design

Creative change starts here

June 2016

Explore, Experiment, Expedite

In this white paper, we introduce the Deloitte Digital human-centered design approach – Explore, Experiment, Expedite (E³) – to tackle the need for new business models and digital strategies in a fickle, demanding environment. Not only is this tried-and-tested technique applicable to a variety of challenges in its ability to elicit lucrative ideas and concentrate attention on the customer, but our offering also helps spark cultural change by training senior leaders in this way of thinking and working, opening the door to a wider ecosystem of entrepreneurs, digital experts and design innovators. Maintaining competitive advantage is more crucial than ever before, and we at Deloitte Digital can show you how this is done in the most efficient, profitable and energizing way: through human-centered design.

Both qualitative and quantitative research have proved that human-centered design is relevant and beneficial to any industry or department. A study the Design Management Institute released in 2014 reported that 15 large companies centrally using human-centered design – including Apple and Coca-Cola – outperformed the S&P stock index by an astounding 219% over 10 years.¹

The Hasso Plattner Institute, a close partner of Stanford University, also recently published a study of 181 companies (the majority having over 250 employees) that use human-centered design. Approximately 70% of those companies stated that the approach had both improved the working culture of their teams and made innovation processes significantly more efficient.² The 2016 Global Human Capital Trends study by the Deloitte University Press confirmed this sentiment among business leaders when it revealed that of their 7,000 respondents, 79% rated human-centered methodology as an important or very important trend.³ Using human-centered design makes sound, data-driven business sense, and E³ is our twist on the approach. By combining our method's powers with digital business, we help galvanize any organization's system and culture to create indispensable value for the customer and measurable impact on revenue.

69%

of companies reported improved working culture of their teams

71%

of companies reported more efficient innovative processes

29%

of companies reported increased sales as the greatest benefit²



¹ "2014 Design Value Index Results and Commentary" (Design Management Institute: 2015).

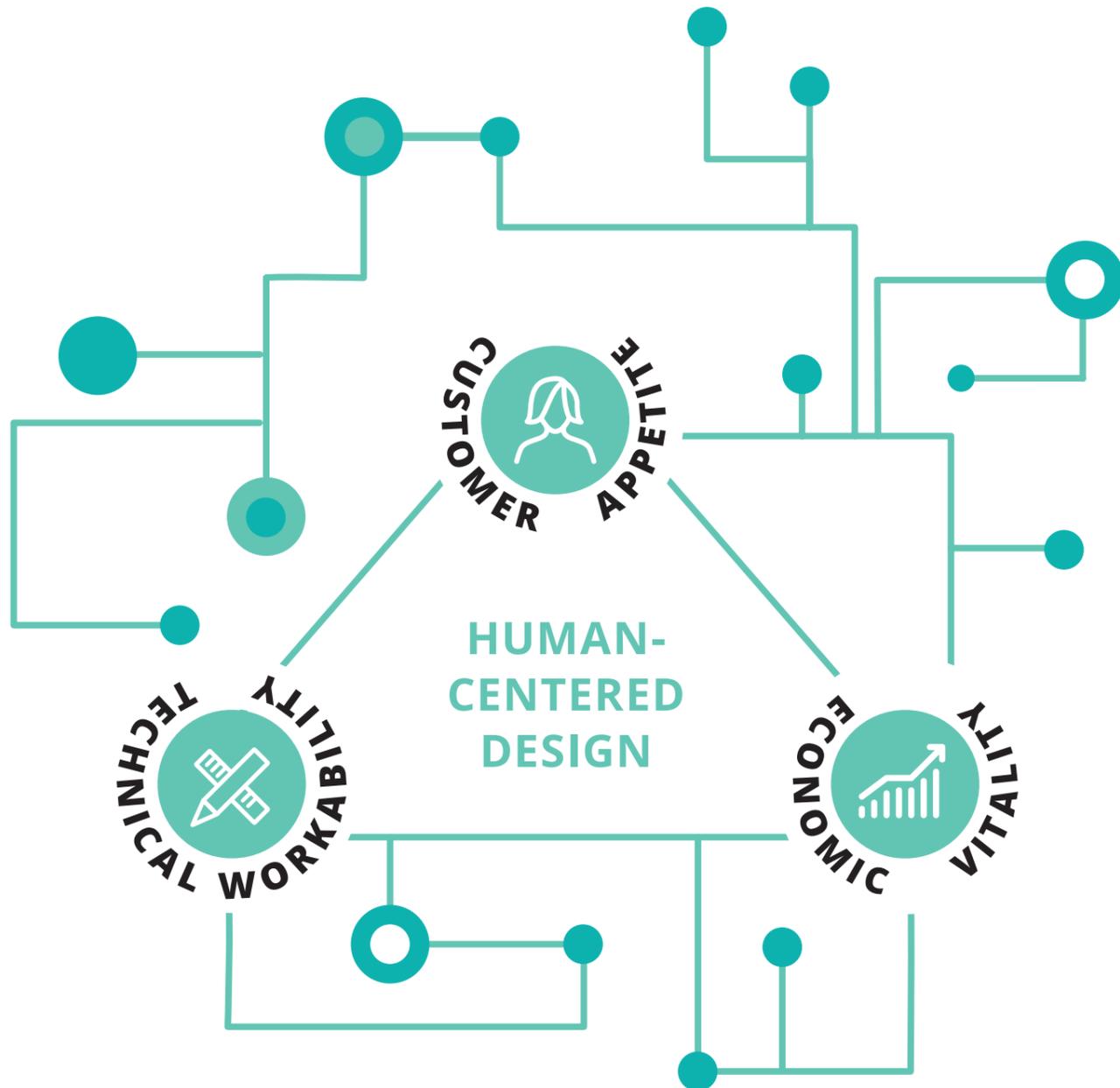
² "Parts Without a Whole?: The Current State of Design Thinking Practice in Organizations" (Hasso-Plattner-Institute für Softwaresystemtechnik an der Universität Potsdam: 2015).

³ Over 7,000 HR and business leaders from multiple industries in over 130 countries were surveyed.

"Global Human Capital Trends 2016: The new organization: Different by design" (Deloitte University Press: 2016).

From our research and project partnership with clients at Deloitte Digital, it has become obvious to us that what large companies have in assets, infrastructure, brand reputation and business relationships, they often lack in efficient processes for innovation and direct access to their customers, both of which produce tangible economic benefit. These two chronic problems – failing to truly understand customers and being unable to quickly carry out innovative ideas – can spell impending irrelevance for long-established brands, and are often what fresh-minded startups capitalize on. Surveyed companies that self-identify as high-performing are three to four times more likely than their competitors to be using human-centered design internally.³ For many large organizations, E³ is about revising outdated methods while leveraging their clear strengths to create products that people want, not making customers want a product.

Differentiated by the unwavering focus on real people, real needs and real problems warranting a new product or service, E³ fosters the ability to generate inspired ideas, iteratively validate hypotheses and pragmatically implement the results. Three elements on which E³ focuses when considering a new project are the appetite of the customer (*do they love it?*), technical workability (*is it scalable?*) and economic vitality (*will it be profitable?*). We know that blending these three components grounds a business-building experience. E³ was specifically created to identify and implement new opportunities within large companies, to empower key leaders within the organization, and to introduce processes that foster bottom-line growth through continuous improvement in employees, methods and output.



³ Over 7,000 HR and business leaders from multiple industries in over 130 countries were surveyed. "Global Human Capital Trends 2016: The new organization: Different by design" (Deloitte University Press: 2016).

E³ – the method



EXPERIMENT

The Experiment phase is where we let our imagination run wild – the more ideas and low-fidelity prototypes the better. Our workshops and tools create the perfect environment to come up with disruptive and provocative solutions to customers' problems identified in the Explore phase. The top selected ideas will then be developed into prototypes to be tested in the Expedite phase.

Ideate

By combining rational thinking with wild ideas in facilitated workshops, the team will move beyond standard, obvious solutions and generate a range of possibilities. It will be tempting to immediately come up with one 'right' solution, but we want to avoid doing that – bear in mind that this whole process is about continuous learning. We will brainstorm new ideas to move forward.

Prototype

We build initial prototypes to visualize your product, service or strategy roadmap to test with real customers. The important thing here is to let go of perfection and not get attached to one solution, because we will be moving through them quickly! Build with the user in mind and know that the first time should fail so it can be improved through multiple rounds.



EXPLORE

The first phase in the Deloitte Digital human-centered design process is Explore. Here clients develop deep knowledge of their customers using ethnographic and anthropological research methods. The learnings and data derived from this primary research exercise are then analyzed to uncover problems that need to be solved, and this phase ends with real, defined customer pain points (problems they continually run into) to resolve.

Scan

Start with the status quo. Together we'll scan your industry landscape and trends in other industries, establish the current understanding of the customer's need, and pinpoint opportunities for improving offerings and uncovering latent revenue streams, often in areas that have yet to be digitized.

Learn

Time to flex our empathy muscles – here we share knowledge with you on how to immerse yourself in your customer's mindset, habits, pain points and behaviors, on their own terms. Together, we will gather as much information as we can and begin to identify where, when and how issues crop up in their lives.

Evaluate

Here we begin to analyze all the collected data, and by brainstorming in a visible, tangible way, the team will learn to think like the customer based on the field research and make sense of the connections and patterns that emerge. 'Customers' can be inside or outside the organization, depending on the project. We will articulate one or two problems to solve.

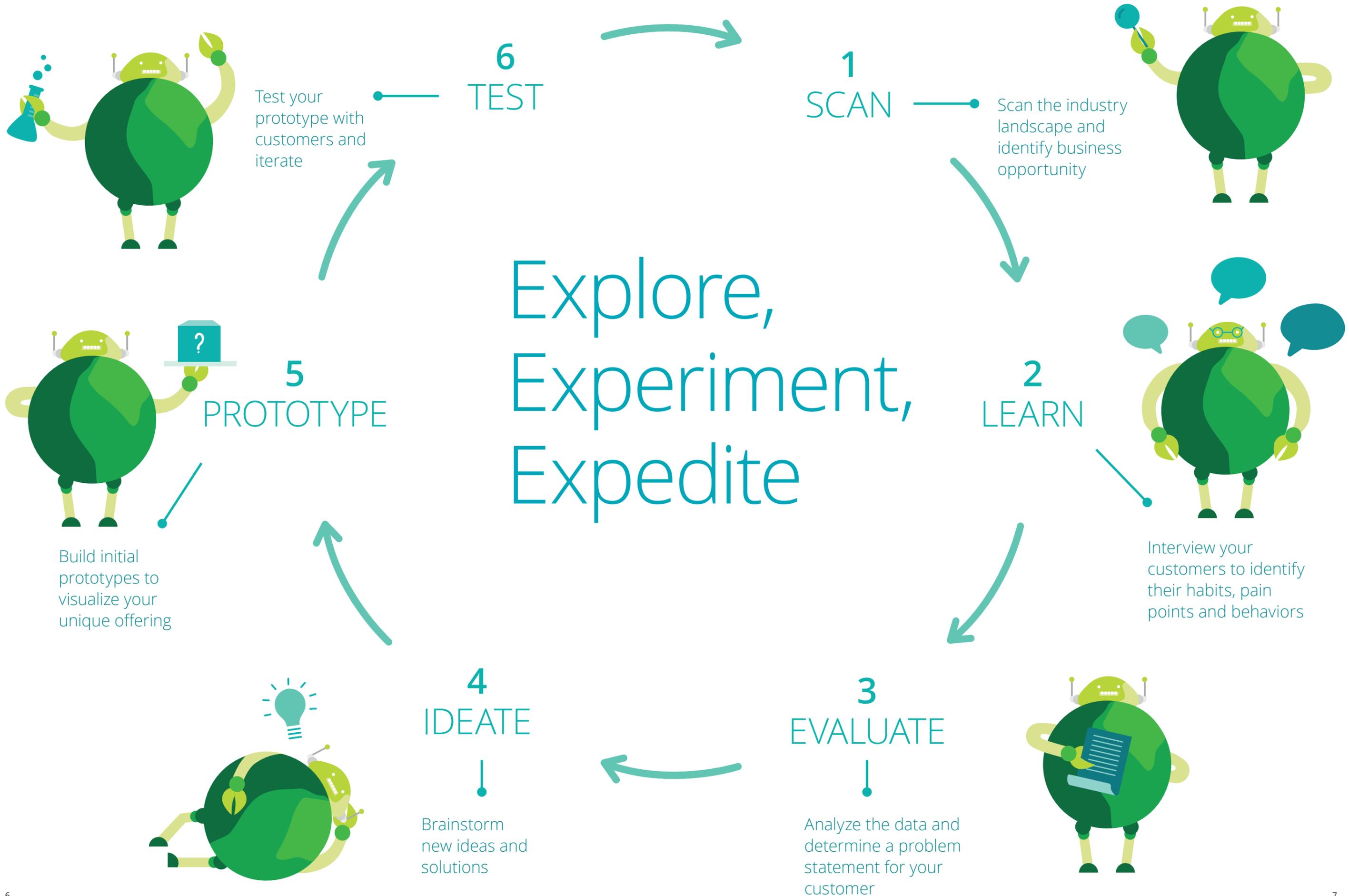


EXPEDITE

In the final phase, Expedite, the developed prototypes will be tested with customers and go through iterative cycles, which means improving the prototype rapidly based on user feedback. This phase will help produce a product you know the customer will want and love.

Test

Test your prototype with customers or other important stakeholders, each time making sure to ask questions. Observe the users to pick up on explicit and implicit decisions and behaviors. This then loops you back to the Prototype phase for iteration, but it may send you back to other steps of the process to reshape your idea or problem statement as needed.



E³ – the service offering

There are four elements of our service offering that change organizations from the inside out and the outside in. E³ is the common thread augmenting strategies and businesses, ensuring our clients succeed in their digital initiatives by helping them move from insights to ideas to reality. Whether our clients have no experience with human-centered design or have been experimenting with it for some time, we adjust to their needs accordingly and meet them at any point along their innovation journey.



Building

Our research-driven approach in which we conduct both qualitative and quantitative research – from ethnographic studies to competitive benchmarking – to understand user needs, scan industries and identify market opportunities with high potential economic impact, and then build influential, disruptive businesses that hit the target in the competitive landscape based on those insights.



Enabling

Our proven, customer-centric method is designed to share the most innovative and effective ways to brainstorm ideas and prototype, test and pilot startups or strategies through workshops and labs. We partner with client organizations along the full journey, demonstrating how customer co-creation is the best way forward.



Transforming

We know that cultural change doesn't happen overnight. It's a process that requires trust, buy-in and time to spread in a lasting manner, and that's why we approach change management in a three-step process: create awareness (through E³ workshops or C-Level hackathons); generate success stories (by applying E³ to internal projects); and construct innovation pockets to promote continuous cycles of new ideas, actions and sources of revenue.



Connecting

We connect our clients with an extensive ecosystem of partners and experts, conduct influential research in the field and breed trained workshop coaches, empowering Deloitte Digital to remain a change-maker in the future of human-centered design.

Call to action

Explore, Experiment, Expedite is the secret ingredient in our service offering to generate, prototype and test ideas for digital ventures and strategies that revolutionize customer experience and enable our clients to become constant innovators. Our bright team members – from engineers and design evangelists to management consultants and entrepreneurs – bring cross-functional, interdisciplinary skills and multicultural experience to the table every day, and together, they excel at making business-building strategies come to life with the customer at the center.

Deloitte Digital partners with you to...

1

...hone an empathetic understanding of your customer to dramatically influence the direction of your business decision-making

...envision how E³ can invigorate strategic and innovative measures within your own industry

2

3

...obtain C-Level support from the outset to implement human-centered design throughout the entire organization

...create an environment where failure is an option and defensible risks are encouraged to drive change and profit

4

5

...select, educate and empower key managers and internal leaders to become creative problem-solvers

Learn more

If you are interested in delving deeper, we encourage you to download and read the full version of this white paper, which includes our own case studies and research interviews, or reach out to us using the contact information below.

At Deloitte Digital, we are one part analytical, one part creative and 100% digital. Our expertise is in developing strong digital strategies and building real businesses from the ground up that bring lasting impact to our world-renowned clients. Our international team members come from diverse backgrounds and are united by an eye for detail, flair for the creative and ambition to build bottom-line-driving startups and strategies.

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Digital

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