



A design-led approach to business planning

Empathise, experiment,
iterate and execute

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Why consider a design-led approach?

In an era of disruption, leading companies, such as Samsung Electronics, P&G, Coca Cola and Nike, are increasingly utilising a design-led approach and integrating it into their business processes. This has led to the accelerated growth and higher margins for such design centric companies in the last decade as compared to Standard & Poor's 500 index, an index of 500 of the largest U.S. companies listed in the New York Stock Exchange.¹ A design-led approach uses consumer expectations and behaviour for business planning as well as product and service development, to culminate in the delivery of outstanding user experiences. This approach has been used by Deloitte to address key business needs for clients across multiple industries.

“We can’t solve problems by using the same kind of thinking we used when we created them.”

Albert Einstein

Figure 1: Successful projects across multiple industries delivered with Deloitte’s design-led approach

 Banking	 Government	 Healthcare	 Logistics	 Retail
<p>Product Design</p> <p>One of the largest commercial banks in Southeast Asia sought to envision a digital customer experience that would set the foundation for the future of the bank.</p> <p>We developed a new mobile-first User Experience, validated and refined using a customer-led approach, which included high fidelity clickable prototypes used to bring journey maps to life.</p>	<p>Change Management</p> <p>A government ministry in New Zealand established an Expert Advisory Panel to oversee the development of a business case for modernising child, youth and family services.</p> <p>We conducted collaborative design workshops to facilitate the design of a child-centric and outcome-focused operating model for care, protection and youth justice services.</p>	<p>Visioning</p> <p>Within a highly contentious multi-year reform program, a leading healthcare provider in Australia embarked on the challenging task of creating a single cohesive vision for its IT department.</p> <p>We undertook a design-led workshop with key stakeholders to understand the programme and to create a visualisation that was used to support stakeholder and change management.</p>	<p>Channel Strategy</p> <p>A global logistics company sought to unify interactions across channels and teams, and to design front end solutions that could be scaled internationally, and replace Call Centre support.</p> <p>We employed a design-led approach to distil the voice of the consumer and co-create a high level future state solution that defines the vision for customer interactions.</p>	<p>Customer Experience</p> <p>A Public Private Partnership in Southeast Asia sought to define an experience vision for its new mixed retail and lifestyle development that would inspire and capture the hearts of visitors.</p> <p>We employed a StrategybyDesign approach to develop a digital strategy and digital guest experience blueprint to realise this experience vision.</p>

1. "Design can drive exceptional returns for shareholders". Harvard Business Review. 4 April 2014. <https://hbr.org/2014/04/design-can-drive-exceptional-returns-for-shareholders>

Key principles in Deloitte's design-led approach

Our design-led approach leverages concepts of design thinking, which constitute a problem solving mindset and methodology traditionally used by designers. Within this approach, we have adopted the following principles:

Human-Centred.

As the success or failure of an organisation is ultimately shaped by consumer perception, a human-centred approach is extremely powerful in ensuring that an organisation's business and strategy align with market expectations and remain sustainable.

Rapid Prototyping.

Rapid prototyping allows new ideas to be market-tested through an agile and cost-effective approach to determine those of true value. This increases the number of ideas which can be developed and tested, improving the likelihood of identifying high potential prototypes to be scaled up.

Iterative.

Recognising the difficulty in getting things right the first time, an iterative approach is adopted to allow ongoing learning from consumer feedback and market response. This ensures the right questions are answered and the highest impact for consumers and the organisation is achieved.

Piloting to Scale.

During the piloting phase, real products, services and business models are market-tested and the market responses are measured in real time. Offerings that do not resonate with the market are shut down fast while solutions that the market embraces are scaled quickly.

Benefits of a design-led approach

Building a culture that embraces testing and learning from failures

Rapid prototyping is key in building courage to face the unknown and, providing a lower cost and faster approach to testing new ideas with consumers. The iterative process of testing and refining encourages participants to learn from all failures, and almost guarantees the success of solutions upon launch.^{2,3} Over time, such a culture encourages an organisation to continually innovate.

Increasing stakeholder commitment

A design-led approach is especially helpful where stakeholder buy-in is low. The iterative design process can gradually win stakeholder commitment throughout the creation process while encouraging greater ownership and buy-in from key decision makers. In such an approach, consumers can also be included as collaborators.

Improving implementation success

It is challenging to implement solutions due to the difficulty associated with garnering general acceptance. In fact as the complexity of the design process increases, it becomes increasingly difficult to garner support for implementation. Acceptance and integration into the status quo can be even more critical to success than the design of the solutions themselves in complex ecosystems (e.g. roll-out of self-drive cars in a highly regulated transport ecosystem). A design-led approach to business planning facilitates integration into the status quo, ensuring that the most complex solutions are introduced with proper change management.⁴

2. "Beyond design thinking". Deloitte. 15 April 2015. <https://dupress.deloitte.com/dup-us-en/focus/business-trends/2015/beyond-design-thinking-business-trends.html>

3. "How Design Thinking Improves the Creative Process". Graduate School of Stanford Business. 19 January 2016. <https://www.gsb.stanford.edu/insights/how-design-thinking-improves-creative-process>

4. "Design for Action". Harvard Business Review. September 2015. <https://hbr.org/2015/09/design-for-action>

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