



# HOW DESIGN THINKING CAN DRIVE INNOVATION

**Business  
Academia  
Conclave**

**SBAC 2019**

**Report of Proceedings**

*How Design Thinking can Drive Innovation*

A monograph based on the SPJIMR Business Academia Conclave 2019  
SBAC 2019 was held on January 29, 2019, at The Taj Santacruz, Mumbai

ISBN: 978-81-922719-7-2

# INNOVATION

Design thinking (DT) is a novel approach for problem-solving in contexts which are volatile and ambiguous. It helps in understanding the unmet needs of users, crafting solutions which are radical rather than incremental, and this at a faster speed and lower risk to the organisation.

This monograph, "*How Design Thinking can Drive Innovation*," outlines how this approach can create an organizational culture where innovation and creativity can thrive. We discuss current best practice, trace managers' journeys in the implementation of Design Thinking in their organisations and identify new directions in other areas of decision-making and management. We cover how DT philosophy can help shape leadership and strategy, and how people can transform the way they think about themselves or respond to life using Design Thinking.

Some of the questions that are covered in this monograph are:

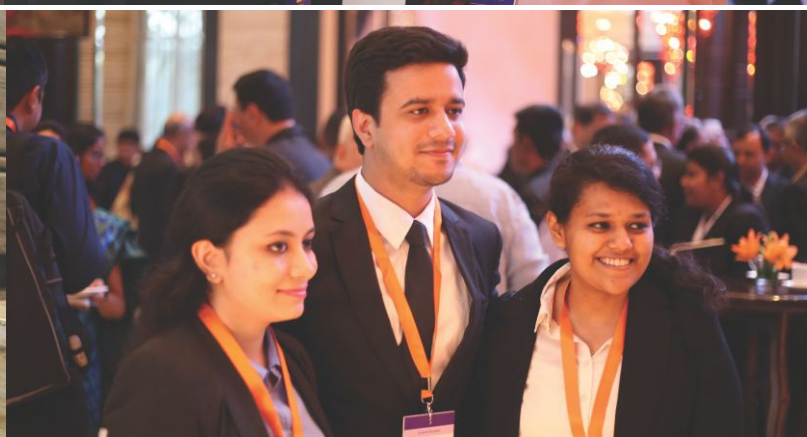
- a) What is Design Thinking and why is it becoming popular?
- b) How should a company begin its DT journey?
- c) Where can it be applied?
- d) What are the pitfalls, how can we avoid failure?
- e) Apart from new product innovation and improvements in user experience, what are the emerging areas of application for DT?

SBAC 2019 is the 10th SPJIMR - Business Academia Conclave. For this event, we brought together experts from different backgrounds –experts in Design Thinking, practitioners in Design Thinking from manufacturing and service industries, communication experts and behavioural/ cognitive change consultants. We also exhibited at the Conclave some prototypes of products created in the SPJIMR Design Thinking Lab as part of the philosophy of 'rapid prototyping' where *failing fast to succeed quickly* is the anthem.


If you would like to know how Design Thinking can spur creativity and innovation, or how it can successfully implement a change management programme in your organisation, do write or call. We would love to hear from you.

**Thomas Puliyeel**

August 2019



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# Opening Address

## What is Design Thinking?



*“ If your problem is structured,  
if your problem has a right answer...  
then you don't need Design Thinking! ”*

Dr Ranjan Banerjee, Dean SPJIMR



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# Why is it different from any other approach to problem-solving and innovation? When should we use it? When should we not use it?

## Four key elements for a successful DT initiative

1. Non-hierarchical teams, with diverse backgrounds
  2. User-centric Insighting
  3. Rapid prototyping – failing fast to succeed quickly!
  4. Curiosity and risk taking
- Design Thinking (DT) is an approach to innovative problem-solving which is different from other approaches because it uses eclectic non-hierarchical teams. Using team members with diverse backgrounds, with a flat structure and decentralised authority is important because we are trying to create something new. This is the kind of environment where creativity and innovation flourishes.
  - Andy Grove of Intel in his book 'Only the Paranoid Survive', had a famous line which said, "The CEO is the last to know". In any organisation, the people who find out first about what is happening in an organisation are those who are closest to the action, and they are not necessarily at the highest levels of hierarchy. There are multiple people with different perspectives; and these voices need to be heard for the most innovative design to be created. This is why an eclectic non-hierarchical team is critical for DT.
  - Today, one of the most effective ways of taking a decision or resolving a conflict in an organisation is a practice called "muting the HIPPO". The expansion of the 'HIPPO' is the Highest Paid Person's Opinion. In order to leverage the potential of creative teams one needs to mute the HIPPO, so that the highest paid person speaks last.
  - The second important aspect in DT is understanding the 'user'. The user is very distinct from what we refer to as the 'customer'. A user is somebody who comes in touch with the product or service, has an informed opinion and can shed light on how that product or service is used.

Therefore, the user in Design Thinking provides a multi-stakeholder perspective, that is user-centric insightful.

- The keynote speaker at SBAC 2018, Prof Mohanbir Sawhney from the Kellogg School of Management, said: "To get an insight you have to put yourself in the user's shoes. But before you can put yourself in anybody else's shoes you must first take off your own shoes." The second dimension in DT is 'Insight', a fundamental understanding about user behavior and motivation. This is what, we at SPJIMR call, "retrospectively self-evident". This is an insight which is obvious when you see it, but was not obvious till you saw it.
- The third dimension of DT is 'Prototyping' and 'Rapid prototyping'. The difference between 'Prototype' and 'Rapid prototype' is that in Design Thinking, a prototype is simply any tangible representation of an idea. When you have an idea that you think is worthwhile, you create something – if it's a service, you create a flow chart, and if it is a product, it could be a simple mock-up. You put this for feedback to the user and the entire Design Thinking process iterates time and again. The philosophy is to 'fail fast to succeed quickly'. We are often asked why we would not perfect the prototype before going to the user. The reason is very simple, who are we to decide what is perfect? It is the user who decides what is perfect and this is why we need rapid prototyping.
- The fourth dimension in Design Thinking is that one needs a mindset of curiosity and willingness to take risks, because it is not human nature to put a half-formed idea to somebody else and ask them to critique it.
- Today everybody is talking about Design Thinking. And that can be dangerous. When an idea in management moves to become a fad, one is entering very dangerous territory.
- When should DT be used and when not? If your problem has a right answer, if your resources are known, if your methods are known, and if your options are limited, that's a structured problem. You don't need Design Thinking.
- But if there's an unstructured problem: How to make Indians respect the environment? The problem is that we don't know who doesn't respect the environment, we don't know why they don't respect the environment, we don't know what the alternatives are, and we don't know what success looks like. An unstructured problem is a problem where 'problem definition' is a part of the problem itself.
- Why is design thinking getting bigger? Because of a phrase that was invented in the US military, VUCA – an environment that is Volatile, Uncertain, Complex and Ambiguous. As the world is becoming more VUCA, the number of ambiguous projects is growing and therefore also the number of potential applications of Design Thinking.
- Earlier it was all about marketing a new product and innovation but today we realise there are a lot of HR problems that are unstructured, that organisation design is unstructured, and that change management is unstructured. The range of applications has grown and the range of contexts has grown. It is important to keep in mind that there is a continuum from structured problems to unstructured problems; and as you move towards unstructured, the benefits from Design Thinking will be larger.

"Before you can put yourself in anybody else's shoes, you must first take off your own shoes"

*Prof Mohanbir Sawhney*

# Research Presentation

## Design Thinking in India Inc.



Dr Ranjan Banerjee and Dr Suranjan Das



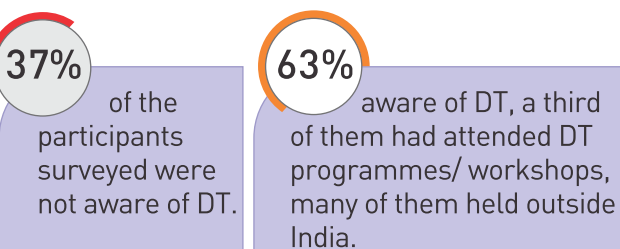
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This is a presentation of findings of the first phase of a SPJIMR study to assess the extent of use of Design Thinking (DT) in corporate India, identify the emerging areas of application of DT and map the road ahead for its implementation.

### Scope of the study

- A dipstick study, with preliminary findings based on 12 in-depth qualitative CXO interviews and 52 structured interviews with senior industry leaders, two-thirds of whom are CEOs/ CXOs/ Business Heads.
- Participants who took part in the study had work experience of 19 years with about 6 years in their current position.

### The Study results



Organisations aware of DT seem to differ in terms of use of eclectic teams and the acceptance of the 'fail fast to succeed early' philosophy.

### Understanding of Innovation

- The organisations which have a mature understanding of Innovation go beyond focussing on processes and benefits and into an appreciation of execution, profitability and scalability.
- Most appear to believe that Innovation is driven by technology; that artificial intelligence, robotics, algorithms act as enablers (45%); a third believed that the context is important, that the business demands innovation; while only 20% felt that the critical driver for Innovation is the user.

We asked our respondents to name an Innovative product or service and to cite two reasons why they thought these products were innovative.

- Among the 19 who were not aware of Design Thinking, a third said Uber or Ola and others said API, analytics, artificial intelligence and the Internet.
- Whereas the group which were aware of Design Thinking, only two out of 33 mentioned Uber as an Innovative product or a service. The others spoke of artificial intelligence, digital signatures, digi skin twin (a technology used in medical robotics to study therapy effectiveness), prolonged fizz retention by Coca-Cola using silicon gas technology, plant performance analytics, robotics, grocery interfaces, and so on.
- The richness of the examples and the knowledge of those who have undergone DT training appear to be much greater than those who haven't been through such training.

### Which DT elements are seen as critical?

- Most respondents regarded user-centric insighting as most important for successful DT, followed by cross functional eclectic teams and rapid prototyping.
- Reframing post insighting' was considered relatively unimportant. This is interesting as it suggests that DT is often applied to semi-structured (and not completely ambiguous) problems. 'Reframing' is the process where, once you have a reasonably final product or a service, you go again to the user for feedback. If even at this last stage you get fresh insight, you are able to rework the product or service for optimum results.

### Application areas of DT and its importance

- Across industry, the key application areas where DT plays a role include new product development and customer experience. However, there were significant differences in application areas by industry sector. Banks and the FMCG sector considered human resources as the most important. ITES looked at applications in process redesign and the Home furnishing (HF) sector mentioned customer experience as the most

important application area. The DT process is however sector-agnostic and DT tools and processes can transfer across industry with little change.

- The study seems to indicate that complex areas like change management is relatively under-explored in India.

	HF	ITES	SERVICE	BANKS	FMCG	AVERAGE
New Product / Service development	2	2	①	2	3	②
Expanding sales of existing products	3	5	2	4	4	3.6
process redesign	4	①	4	5	5	3.8
Human resources	5	6	5	①	①	4
Change management	6	4	6	6	6	⑤.6
Customer experience	①	3	3	3	2	2.4

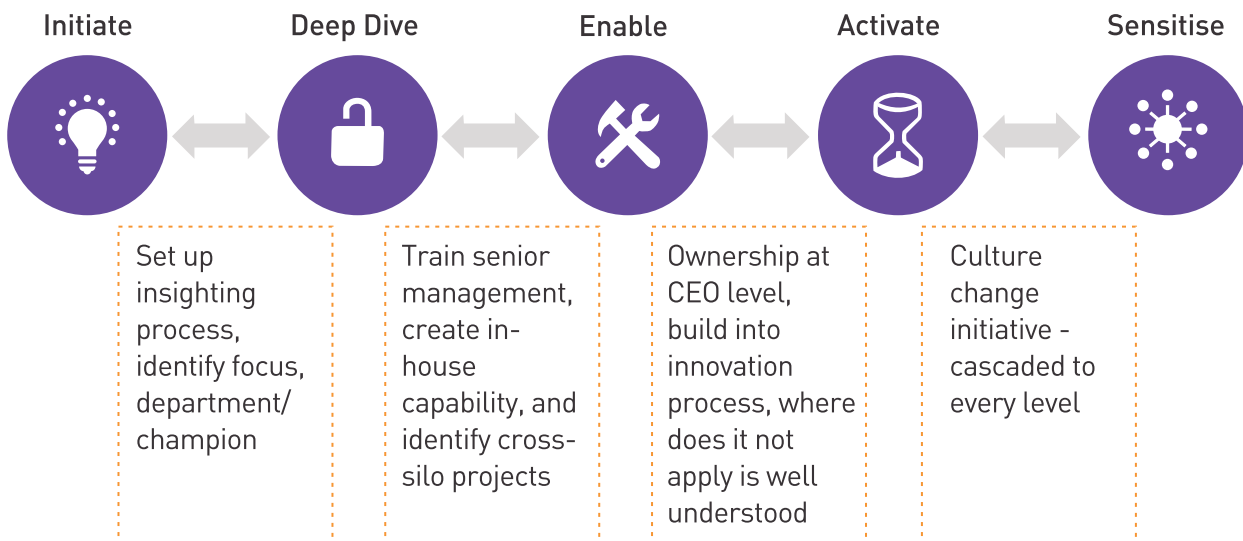
Scores = Rank Avg. smaller value indicates higher preference

### Hype far greater than substance

- While everybody is talking about DT, what we have achieved with it is far lower than the hype surrounding it. Among the different sectors, many of the IT/ITES companies have travelled further down the road. Early adopters are the technology and software sector, companies like IBM and Infosys.
- Marketing and service-related applications dominate in many sectors. This is both good and bad. It's good that these are visible applications, demonstrating the power and benefit of DT. The downside is that DT has been relegated to certain domains within the organisation and it is not seen as an organisation-wide initiative. This makes it difficult to realize the full potential of DT across the organisation.

- Complex, cross-silo applications are still at a very nascent stage across organisations and it is perhaps a signal that CEO sponsorship of DT needs to be more vigorous.
- There are many companies that claim they are doing DT and if we actually dig deeper, we realise that they are doing whatever they were doing before but that they are now calling it 'Design Thinking'.
- The highest level of application is the mindset. The mindset of 'fail fast to succeed early' and when you get to that mindset you are really talking about culture change.

## 5-Level Model: Key Transitions



### Level 1: Initiate

- This is the stage where somebody reads about DT, likes the idea, forms a group, trains a group and does a pilot project. This is often a very good place to start because we have an empowered employee at the middle level who initiates the process.

### Level 2: Deep Dive

- If this person is reasonably influential in the company then we get to the next stage, where we identify an SBU or a department to set up the DT process. It is the insightful process (getting the problem right) which is the most critical element of the DT process. This will get measurable proof-of-concept in the organisation.

### Level 3: Enable

- The next level is Enable. Senior management needs to get trained and our understanding is that a one-hour workshop for senior management does not work. We need to train them intensively over a two-three day period, they need to be involved in the process first hand and need to create and work with prototypes.
- We need to empanel trained internal facilitators, above a certain level of scale, to carry the process and to applications across the

organisation. We need senior management to be aligned and drive the agenda through the organisation.

- There are many companies like Aditya Birla Group, Mahindra & Mahindra and Godrej that are at this stage. They are implementing applications in HR, change management and product design across different departments and functions.

### Level 4: Activate

- At level 4 the CEO gets involved and starts becoming a champion and this is the stage we have to say, "Where does DT fit in my company's innovation process?" Companies typically have a process for incremental innovation and a process for radical innovation. A lot of radical innovation is often driven by technology and one has to assess how user feedback gets integrated in the innovation process and the product/ service creation. A lot of incremental innovation comes from across the whole organisation and we need to create a mechanism to filter the incremental innovation ideas to identify those that have potential from a user standpoint.
- This is the stage of execution where we work with something like a three-year time line. Again, once companies have got the buy-in, they are pretty good at execution and implementation.

### Level 5: Sensitise

- The final stage is when there is a mindset of experimentation across the organisation. There are companies, like Pidilite, where this mindset of experimentation has historically been present. For example, product innovators at Pidilite work with carpenters to create products, through an iterative process.
- If we want to build a DT protocol for our organisation, how does one move across stages -
  - From 'Initiate' to 'Deep dive' we need to set up an insightful process and identify a department or champion for an early pilot.
  - From 'Deep dive' to 'Enable' we need to train senior management and look at the innovation process.
  - For moving from 'Enable' to 'Activate' we need ownership at the CEO level, we need to look at modifying the innovation process and we need to know where to apply and where not to apply Design Thinking.
  - Finally, to move to the mindset level we need culture change. The mindset change needs to percolate throughout the organisation and get integrated into the values and behaviours.

### Concluding remarks

- The simple way to look at Design Thinking is that it is appropriate for a certain category of problem. Wherever there is an unstructured problem with multiple stakeholders and different perspectives, this approach has potential.
- As the most critical part of Design Thinking is insightful, it is a highly teachable skill. Creativity is not an innate human trait; it is something that society and the education system has socialised out of us. If we break the script around creativity and look at insightful as central, then it is a skill that is of value to everybody.



# Academic Keynote Address

## Design Thinking and the Innovation Mindset – Shaping Strategy and Leadership

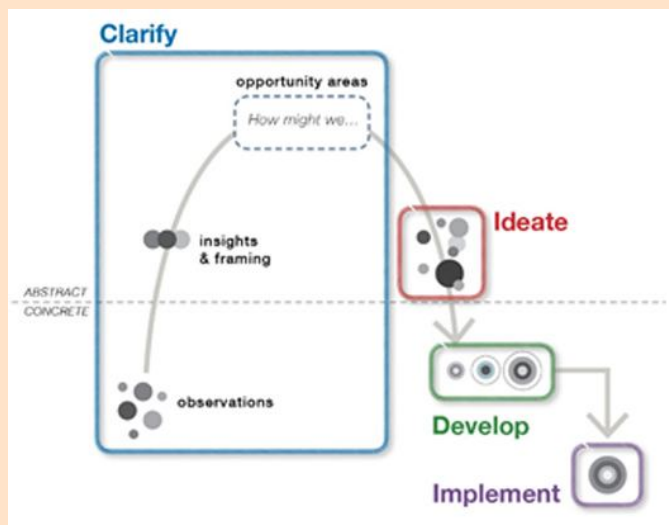


Dr Srikant M Datar, Harvard Business School



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**There are six steps in the process of using DT to move from problem to solution.**



- The standard DT process starts with making user observations.
- Deep empathy and understanding of user observations leads to insights and problem-framing.
- The next stage is that of Identifying opportunity areas and coming up with ideas through brainstorming. At this stage, a body of techniques, that we call systematic inventive thinking, helps in idea generation.
- We then develop those ideas with rapid prototyping.
- The final stage is that of implementing innovations making sure that it actually works in practice.

**Using Design Thinking in the areas of Organisational Strategy and Leadership**

- Design thinking is usually applied to product and service design. It has also been applied to business model and process design.

However, if one takes a user-centric view, can DT be used to come up with innovative strategy while responding to important unmet needs? Can the same tools be effectively applied to strategy and leadership? Using these tools, can I redesign my own behaviour, relationships, my ways of influencing other people or bring about a change in organisations?

problem, very uncertain in terms of what the outcome would be and requiring several aspects of strategy and leadership.

- This idea was first described in a session that Dr Vinay Dabholkar of Catalign Consulting and I had done. Dr Dabholkar used the famous Salt March as an example of DT in strategy and leadership. The 1930 Salt March, where Gandhiji argued that the Salt Tax wasn't a good tax, is very tightly coupled to innovation, strategy and leadership.

**Mahatma Gandhi and the Design Thinking Mindset**

- My father was a freedom fighter and I grew up in a household very deeply influenced by Mahatma Gandhi. I am therefore an unabashed admirer of Gandhiji.
- Let's look at a couple of episodes in Gandhiji's life that underlined his strategy and leadership. He was designing a freedom movement on how India was to gain independence. This was a design

*The 1930 Salt March*



- But the story begins with the event in Gandhiji's life on June 7th, 1893 that Gandhiji later describes as the 'most creative experience of my life'.

### Observation → Insight



June 7, 1893 - While working in South Africa, Gandhiji was removed from the First Class compartment and thrown off the train because of laws restricting the rights of Indians in travelling in the "whites-only" compartment

- In one sense, Gandhiji was faced with an operational problem. He was thrown off the train and needed to get to wherever he was going. In the corporate, social or not-for-profit world, we are very often faced with operational problems. Most of us are good at solving operational problems, it could be to get help, try another mode of transportation, or some other.
- Design thinkers, however, will try to convert the operational problem into an innovation problem. The question that they ask themselves is whether the focus should be on a different problem, so that the root problem is addressed. This is an example of how DT can help shape both strategy and leadership.

### Ideation—1906

- **Ideation:** In 1906, Gandhiji conceived the idea of Satyagraha. Gandhiji was not sure what 'Satyagraha' was going to mean and how it will be applied. Often when one is thinking about innovative ideas, we don't really know the outcome, we don't know if it's going to work or fail.



Conceives "Satyagraha" – Insistence on truth  
"Soul force"

Satya - truth

Agraha - insistence

The concept of subtraction – removing 'violence' from revolution.

"I myself could not say what it was"

- **The concept of subtraction:** Most of the revolutions – French, American, etc. – seem to use violence to be successful. One of the techniques in thinking about innovation is how do we take out an element that we thought was essential (e.g. 'violence' in revolution) and yet succeed. For example, can we conceive of a successful non-violent revolution?
- **Prototyping:** What Design Thinkers call 'prototyping', Gandhiji called 'experiments'. His autobiography was titled 'The Story of my Experiments with Truth'. These were just a series of experiments or prototypes to help refine and improve the idea.

### Concept Development and Prototyping

#### First experiment—1908

Launches the first campaign of "Satyagraha" (protest through civil disobedience) against the Transvaal government after it sought to further restrict the rights of Indians.

- Gandhiji's life was full of experiments, trying something new, trying to see what he might learn, experimenting to see if he could do something better, placing these products into the hands of the 'users', getting feedback and improving the idea.
- After getting the idea and prototyping, he needed to think about implementation and to start communicating the idea.

## Implementation - February 2, 1930



First communication:  
"When I am arrested..."

- His first communication was in 1930 with this Young India article, "When I am arrested...". The article starts by trying to create curiosity, and get people engaged with the idea. The next part of the article talks about why he regarded British rule as a curse. He was trying to give people the opportunity to come up with different solutions. When considering an innovation, it is always good to compare the solution offered with different options.

### Salt March



- Walks 200 hundred miles over 24 days.
  - Picks up grains of salt on April 5.
  - Has the NY Times journalist accompany him.
- On April 5th Gandhi picked up grains of salt in defiance of the rules. Gandhi wanted to make sure that he was communicating his movement effectively to build public opinion and so had a New York Times journalist chronicling this whole journey.

## Implementation Principles - The 1930 Salt March

We can come up with an idea but if we don't prototype and implement it, it remains just a creative idea. It's not an innovation until we actually put it into practice.

Some broad principles -

### 1. Curiosity before content

Try to get people to be curious and engage with the idea. Let them know what is being planned, what are you going to do and why is this important?

### 2. Options before solutions

Convey the message - 'Remove the evils or face civil disobedience'

### 3. Demonstrate to communicate

Carrying out the Salt March over a 24-day period. Giving the Government a glimpse of what civil disobedience looks like. Moulding public opinion by

having a New York Times journalist publicising the event.

### 4. Make it personal

Salt is a necessary ingredient in every Indian household. The more the people relate to the idea, the more the idea is likely to succeed. Gandhi involved the people, explained why the salt tax was wrong and why people should revolt against it.

If we use these principles, then it is highly likely that these innovations will succeed.

## Performance and Growth Mindset

### Performance Mindset

Creates an urgency to prove yourself because you believe you have only a certain amount of intelligence, a certain personality, and a certain moral character.

### Growth Mindset

Creates a willingness to learn from failure because you believe that you have the potential to change and grow your talents, aptitude, and interests through application and experience.

Carol Dweck suggests there are two types of mindsets:

- The **performance mindset** is one where the person has an urgency to prove himself because he believes that they have only a certain amount of intelligence, personality or moral character.
- The **growth mindset** is one where there is a willingness to learn from failure, believing that we have the potential to change and that talents can be grown. This is the mindset of a good innovator.

### Performance Mindset

- Need to prove oneself
- Careful about what they say
- Avoid challenges
- Get defensive when faced with obstacles
- A belief in talent not effort as the key to success
- Ignore useful negative feedback
- Feel threatened by the success of others

### Growth Mindset

- Desire to learn and improve
- Open communication
- Embrace challenges
- Persevere in the face of setbacks
- See effort as a path to mastery and success
- Grow and learn from criticism
- Find lessons and inspiration in the success of others

## Applying Design Thinking to Strategy and Leadership

- If we are going to apply DT to leadership and strategy, we should engage with people, customers or those we serve.
- It requires a process of both concrete and abstract thinking. We need to clarify, ideate, prototype and implement.
- It requires a growth mindset without which we will have little desire to improve, embrace challenges, persevere and learn from the success of others.

## Panel Discussion

# Innovations in India - The Role of Design Thinking in Practice



Panel members: Mr R Gopalakrishnan, Author and Corporate Advisor (Facilitator); Mr Bharat Puri, MD & Executive Director, Pidilite; Ms Sonali Dhawan CMO, P&G; Mr Vivek Sunder, COO, Swiggy; Dr Srikant M Datar, Harvard Business School



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### Mr. R. Gopalakrishnan

- The Swachh Bharat Abhiyan has benefited by using the principles of Design Thinking. The mere presence of a toilet was not going to help. When dealing with the problems of behaviour change, we realise that the principles of DT are relevant – problem complexity, ambiguity, no obvious solutions, getting more than one idea, experimenting, prototyping, making mistakes, and when success is visible, scaling up fast.



### Mr. Bharat Puri

- I went to my Chairman (of Pidilite) and told him I have been invited to speak about Design Thinking. He said, 'What is Design Thinking?' I said that it is a philosophy that keeps the consumer at the centre in everything that we do. He said, 'Well, that's what we have done for years'. So I said, but you have to first observe inclusively. He said, 'We have been observing carpenters. They were using animal glue to stick wood together. When we introduced synthetic wood adhesives that's exactly what we did'. But I said 'Did you ideate?' He said 'We made about 100 formulations before we got it right'. So, in Pidilite, the ideation and the prototyping had been done.



### Ms. Sonali Dhawan

- DT can be used in product design too. The problem that we faced was how to design a cap for a liquid detergent that could act as both, a good closure as well as a measuring device.



We started by observing how housewives use the product. After the housewife measures the dosage by using the cap, some of the product remains in the cap and as she closes the cap it spills from the cap onto the container.

- We needed to have a design which, when the housewife measures, it doesn't look like she's losing a lot and she doesn't have to rinse the cap before closing the container.
- Based on this insight, we redesigned the closure system such that the threads are placed inside the container (and not outside). With this design, measuring with the product became easy and the product remained in the container without spilling and inconveniencing the user.



- Pidilite on a regular basis talks to 100,000 users every month across various sites. We are one of the few companies in India which has two different sales force teams. One sales force calls on trade and the other sales force calls only on users. Each of the members of the sales force sends every month their observations based on conversations with the trade and users. Many of Pidilite innovations are based on feedback from these observations.

- Many of you may be familiar with a product called Fevicryl. A lot of you who are married, or have relatives going to get married, design these lovely lehengas and wedding clothes which have a lot of zardozi and beads on the clothes. Earlier, all of those beads were stitched on clothes. Our team, via observation, realised that there was a problem, the poor karigar who sat on the floor, took about a week to just do the zardozi for an average



lehenga. At times, with the whole team working, it took even up to a month. They all sat on the floor when they had to put various decorative stones, each of those stones had to be attached unit by unit. To cut down the time required we developed the product called Fevicryl.

- This is the only Pidilite product that has a unique design stands upside down because we realised that this allows the adhesive to be immediately available for use. The length of the nozzle was increased by 30% to improve reach. Various bottle designs were tested, off-centred necks, symmetrical curved sides for easy-press on both sides, different shapes for different hand-holds. This whole creative process was an exercise carried out in collaboration with users.
- During the wedding season when business booms, large contractors subcontract this task of adhering *zardozi* on *lehengas* to housewives.
- The housewives didn't like the standard pack design of Fevicryl. They were familiar with and liked the mehendi cone. Together we created a series of prototypes till we got it right. We now sell nine million units of this every month.



### Mr. Vivek Sunder

- India has millions of people who are economic migrants, living in different cities from their parents. They have a problem of getting food easily and quickly in the city they are in. Once we solved that problem, we got millions of users adopting the service. Most engineers and sales persons in Swiggy are potential customers for such a service. Testing the offer, elements of the service, or user experience came easily to them. Empathy with the consumer is the first part of Design Thinking.

- The concept of ideation, testing and experimentation is core to Swiggy. There are 630 tests running this month just in Mumbai. A good start-up has got Design Thinking in the heart of what they do. In a digital ecosystem, it is easy to test and read the results in real time.
- But when expanding to different segments - smaller cities, housewives or older targets, we found that navigating through the app was a struggle, the food options and even the times at which meal options were offered were alien to them. When serving mothers with hungry kids, they are probably not looking for a wide choice of restaurants but want food to be wholesome and delivered as speedily as possible. When addressing to different market segments, empathetic thinking is a key to good user experience and market success.

**For companies such as Swiggy, is it possible to apply Design Thinking to other problems such as wasteful packaging, pollution and unsafe driving. Is there any way to make companies such as these more socially sustainable?**

### Mr. Vivek Sunder

There are three ecosystems for Swiggy- the delivery ecosystem, restaurant and consumers. It is a Three way market place at every stage where we have applied a logical, linear approach to solving some of these problems. So, for example, we've tied up with 50 traffic police trainers to provide mandatory training for our drivers. But this has not worked well. We now have a group of people from behavioural science and Design Thinking to work with us and conduct workshops using DT principles to solve these problems.

**Can internal Innovation teams in organisations be as effective as external Design Thinking firms? What kind of problems would you give to your own innovation teams vs. external Design Thinking firms?**

### Ms. Sonali Dhawan

I think internal teams can be as effective as external teams. However, we have to learn to leave them alone till the final stages of the project. A vigorous

review process, with frequent project status updates, tends to kill creativity of project teams. At P&G, we pick a very diverse multifunctional team from the doer level and we let them be until they think the project is over. That process at least in my work group, has turned out to be really effective.

### Dr. Srikant M. Datar

You might get a lot of interesting innovative ideas coming from outside, but then will these be accepted inside the organisation because they haven't been part of the process? It is better to integrate internal and external members so that there's diversity of thinking. Also, keeping in mind the reality of the organisation which is that we don't usually hire for innovation. It is best to inject different thinking that will come from outside. However, it is not a good idea to leave Design Thinking and innovation only to an external team.



Dr Datar, you came to SPJIMR in 2013, trained quite a few of us and also some Professors from the top IITs which have Innovation Centres. Are you happy with the speed of adoption of DT in India and across the world? I know that at times we struggle teaching DT to our students.

### Dr. Srikant M. Datar

DT as an idea has traction in many parts of the world. I think the biggest challenge of teaching DT is the variance among students. There are some student teams who think that DT is the best course that they have ever taken in business school because it has enhanced their ability to think and create innovative products. But there are other teams for whom the DT course did not work very well. In academia, variance is the biggest problem. Can you get the right kind of projects for them or should it be a compulsory course? Can it be taught as a separate course or within marketing or some other course? These are some of the challenges that faculty need to grapple with.



# Corporate Keynote Address

## Design in Communication



Mr Piyush Pandey, Chief Creative Officer Worldwide and Executive Chairman India, Ogilvy



◀ Scan the QR code on your smartphone to watch the recorded session on YouTube.

- Communication has to convey emotion; the benefits of a product beyond functionality and attributes such as better, cheaper, faster.
- The brand Fevicol has an image, based on history and the way it has been built. Advertising came very much later. The communication design that Fevicol has is very Indian, its very folksy, has a sound of his own and the brand so far has not deviated from that position. It has an openness which allows us to persist with the campaign design for almost 30 years, yet the design never tires.
- Sometimes, innovation in design comes out of need, because of a problem. Constraints sometimes bring the designer to the fore.
- Madhya Pradesh Tourism: Showing destinations is central to a tourism campaign; however, the Client did not have the budget to cover photography at destinations. So we used old photographs and slides that the Client had from past work. I wrote a poem based on something that my father used to recite when I was young, and created a commercial, with mood and music, that became a runaway success. This advertising, born out of the creativity imposed by constraints of budget, continues to win best tourism campaign

*Sometimes, innovation in design comes out of need, because of a problem. Constraints sometimes bring the designer to the fore.*

awards from the government year after year. MP moved from being the 14th destination to the 5th preferred tourist destination in the country.

- Constraint of time can also be a motivator of innovative design. Vodafone wanted to run multiple commercials on IPL because it is very boring to see the same commercial repeatedly during IPL. We had only 15 days and we could not use animation to create advertising in that time. That's when the Creative Director and the filmmaker came up with the design of using men and women in bodysuits which enabled us to make some wonderful path breaking advertising, producing as many as two commercials a day.
- This is communication design beyond logic and structure, but winning hearts and minds through clear, fresh thinking and creativity.





## Beyond Business

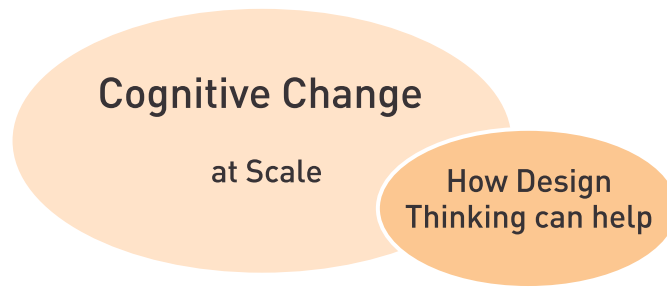
# Cognitive Change at Scale - How Design Thinking can help



Mr Srinivas Venkatram,  
Founder & CEO of Illumine Knowledge Resources



◀ Scan the QR code on your smartphone to watch the recorded session on YouTube.



We will demonstrate, using cases and examples, how people's lives can be improved using Design Thinking. Improving people's lives means improving the way people respond to life, how they think about life, change the way they think about themselves and the way they design their lives. We call this Cognitive Change. We have to make this cognitive change at scale because we need to impact millions of lives in India to really make a difference.

### What is Cognitive Change at Scale?

Invoking “conscious change”

Building capacity to respond to challenges

Enabling individuals and collectives to stop coping and start engaging proactively

Enabling individuals & collectives to maximize meaning and fulfillment in their lives

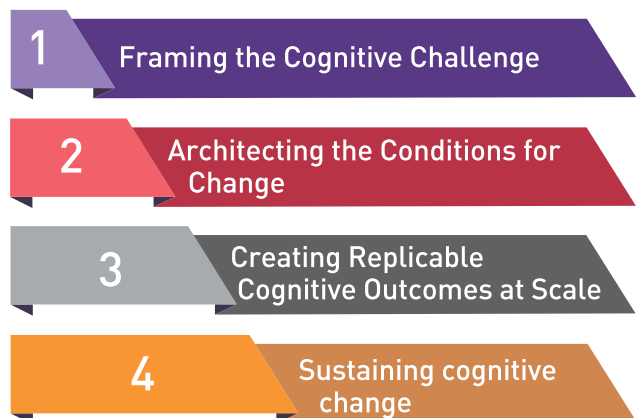
Enabling “enlightened choices”

- Behavior change is not the same as Conscious change. Behavior change is about trying to get people to modify their behaviours using incentives, fear, enablers or disablers from outside, which shifts the way they think.
- Conscious change is when change has to come from within. When we look at our own lives, or the way we are going to deal with crises in our lives, or

- think about our careers, or how to deal with situations differently, people have to think about change in a radically different way. This is when people have to initiate Conscious change.
- How can we get 50,000 people to start thinking about themselves in a different way and start responding to life very differently?

### How is Cognitive Change at Scale architected?

#### A FOUR-STAGE PROCESS



CASE  
1

## Framing the Cognitive Challenge

### Improving the responsiveness to citizens in public services

#### Framing The Challenge

- Study the Policeman's daily encounters with citizens and perceive the "stress generating" flashpoints.
- Create a cognitive model of the 'interactional world of the policeman'.
- Articulate the points of "conscious change" where the policeman has to choose to respond positively.

#### Design Thinking Inputs

Empathy  
and  
Observation

Designing  
Response  
models



Partners: ILFS – ETS & Mumbai Police

#### The case of Mumbai Police

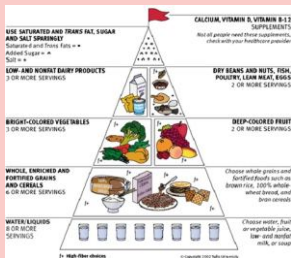
- About a few years ago, the Mumbai Police Commissioner said that they had a severe problem of how policemen interact with the public and they don't know how to change their image in the eyes of the public. How were they going to get 40,000 policemen change the way they thought about and dealt with the public?
- What we found is that if the Police really want to change their lives, they have to change the way they respond to situations. The biggest problem that the policeman faces is stress. An average policeman in the city of Mumbai faces five flashpoints a day. That means that five times a day an average policeman has a quarrel with somebody from the public. There are 40,000 policemen in the city of Mumbai. So 200,000 times a day someone in the Police force is having a quarrel with the citizens of Mumbai.
- How do we solve this problem? How do we get them to start changing the way they think about it?
- The question that arises is, how do we model the world of the policeman? If one studies these flashpoints, we will find that these flashpoints are not random. Beneath these 200,000 flashpoints a day, there are just 120 flashpoints that are repeating themselves again and again.
- If we study this problem more deeply, we find that an average traffic policeman has only 8 or 9 flashpoints which are repeated. So, when we apply Design Thinking principles, what looks like a large problem, boils down to a much more manageable problem for an individual policeman.
- Similarly, if we take each role we want to change, we can give them new response models on how to deal with life. This is design thinking at work: when we begin to look at problems and solutions in a totally different way.

CASE 2 Architecting the Conditions for Change

Nutrition education for illiterate housewives in the rural villages of Uttar Pradesh

Solving Cognitive Challenges

Giving nutritional knowledge to illiterate women.



Strengthening deeper positive identities (Durga-Lakshmi-Saraswati)  
 Providing 'solution thalis' that address nutritional, cultural and financial criteria.



Design Thinking Inputs



Partners: RKM-Home of Service Varanasi and WHO

Example about nutrition

- We know that there is a need for nutrition education in India. What is the traditional approach people use to promote nutrition?
- They typically use a food pyramid which shows the foods that are needed. Educators use this when they go to villages to train mothers about nutrition.
- A few years ago, someone from WHO came to us and said that we're doing this programme in the villages of UP. We find that the ladies are not changing their thinking, they're not interested in this kind of knowledge about food and nutrition.
- However, when we start applying user-centered design thinking processes we realise that the approach needs to be different. Housewives have some very deep ideals about their role in the family – that she is Durga, the protector of her family, that she is Laxmi, bringing prosperity or that she is

Saraswati because she influences the education and the knowledge of her children. If we amplify those identities then she looks at the situation totally differently, from a more empowered point of view.

- We gave them new models of thalis, based on the foods which came from Eastern UP, and we asked these housewives to show us how they could design their own food and nutrition in a completely new way.
- The purpose of education is not merely to give knowledge but to give people different ways to live, different ways to respond to their lives, and different ways to engage with situations.

The question is therefore how do we design and bring change in people and do it in large numbers in a country like India?

CASE  
3A

Creating Replicable Cognitive Outcomes at Scale

Building a “system of values” in school children, class 7-8-9

Scaling A Cognitive Change Solution Over Large Numbers

Values Programme delivered across 48 sessions

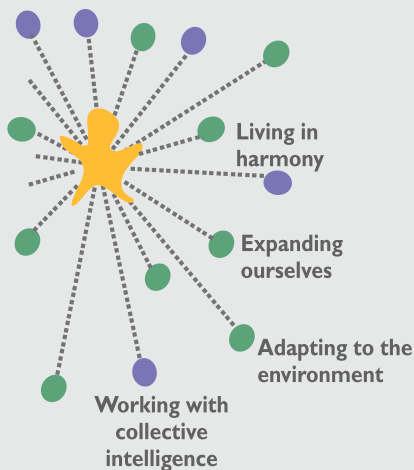
Traditional approach

Control Frame

- Moral Science
- Tell mode
- System of do's and don'ts

New Cognitive Change Solution to be scaled

Freedom Frame



Design Thinking Inputs

How to scale discovery learning and build “capacity to respond positively and thoughtfully” (Across a traditional schooling system)



Partners: Ramakrishna Mission Delhi (scale-up partner), BHEL, ONGC, TCS and other corporate funding partners

Case - Value education programme


- The traditional thinking about value education comes from a moral science viewpoint. It usually comes from a viewpoint where one is in a 'Tell' mode, asking people to shift the way they think. Or, we are in a 'Control' mode, giving them do's and don'ts. We can shift our thinking a little and say that 'Values are about freedom, values are

about uncovering the infinite possibilities which are within you'. Some of your deepest possibilities are your character possibilities; you can be a force for doing good in life.

- The finest human qualities are in-built in all human beings. Can we leverage that? How do we convert that into a programme? How do we get people to start thinking about this in a new way?

CASE  
3B

Creating Replicable Cognitive Outcomes at Scale

Design Thinking Inputs	Design for scale	
<p>How to scale 'discovery learning' and build 'capacity to respond positively and thoughtfully'? (Across a traditional schooling system)</p> 	<p>a) Designing The Programme</p> <p>b) Multiple-level Pilots To build for scaling to thousands of teachers and students.</p> <p>c) Scaling Up Including capacity building of master trainers, school teachers with our scale-up partner Ramakrishna Mission, Delhi</p>	<ul style="list-style-type: none"> <li>• Research</li> <li>• Ideation &amp; modeling</li> <li>• Rapid prototyping and user testing with multiple groups</li> </ul> <ul style="list-style-type: none"> <li>• 0 pilot – 5 schools</li> <li>• 1st pilot – 50 schools</li> <li>• 2nd pilot – 100 schools</li> <li>• Scale up (pan India)</li> </ul> <p>Adopted by:</p> <ul style="list-style-type: none"> <li>• 5000+ schools across India</li> <li>• Covering nearly a million students annually</li> <li>• 15,000 school teachers trained</li> <li>• CBSE approved</li> </ul>

- Can Design Thinking principles be used to help scale a programme like this? The answer is 'Yes', because this programme is running today in more than 5,000 schools in India, with over 15,000 teachers trained. It is part of the CBSE syllabus, and is being run with a million children annually.
- We went through a whole process of research, ideation and modelling to create and design a three-year programme.
- You have to do rapid prototyping, you need to create designs to get into multiple pilots.
- It is possible through Design Thinking to create scalable platforms of education which can then be taken and scaled into a traditional education system.
- These are examples of how Design Thinking can be used in completely different ways, to start shifting the way our children are thinking about themselves.

CASE  
4

Sustaining cognitive change

Embedding a new approach to careers in university students

Evolution Of Design				Design Thinking Inputs
Pedagogies	Traditional Teaching	Facilitation	Design-thinking pedagogies	
Teacher enablement methods	Traditional teacher training	Detailed teacher guides & periodic remedials	Dynamic support via WhatsApp groups + digital engagement	
Tools for students	Textbook	Textbook + Apps	Multi-model experiences	
Impact assessment methods	Normal audits	Enabling audits	Real-time audits	

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graph TD
    A((Design as a one-off process)) --> B((Design as an ongoing process))
    
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Partners: Gujarat Technological University (500 colleges), IIT Delhi, IIT Jammu, Centurion University Bhubaneswar, AICTE (in conversation), Adani Group (pilot funding partner)

- There is a programme which has been tried out in IIT Delhi, IIT Jammu and in more than 400 colleges across Gujarat.
- This programme looks at college education and seeks to create new types of people who think about their careers differently. As a student, should I be looking at my career as a job seeker who's waiting for a job, or should I be thinking of myself as a contributor who is going to make a difference to the world around.
- If I want college graduates to think about themselves differently, it means new thinking and new pedagogy. Design thinking is a journey and this has taken us six years. We evolved from

traditional pedagogies, traditional teacher training, textbooks and normal audits to facilitation, detailed teacher guides, apps, enabling audits, dynamic support from WhatsApp groups so that college teachers and students are upgraded. We have now taken it to the next level where we use Design Thinking pedagogy inside more than 400 Colleges which follow the traditional education system.

- We need to step out of the frame of Design Thinking as a tool for management to start saying that Design Thinking is a tool for changing lives. It is for changing how the country is run and of reshaping this country's future.

## The Outcome of Cognitive Change

Conscious awakened individuals who can respond to life in their own role spaces

A Policeman who can move from coping with stress, to responding & designing positive interactions with citizens



A rural housewife who can design nutritious meals for her family using local ingredients

Design is a key enabler of the process

A career seeker who views him/herself not as a 'wanting job seeker' but as a valuable and powerful contributor who can design his/her own career

Space for design in an individual's life

A student who is not constrained but unleashed by his/her value system and has the capacity to respond to the challenges of a competitive environment.

Contexted Design Thinking is one of the key outcomes of the cognitive change process

- This is a programme that can change the way people think. We can use it at multiple levels and on diverse groups. We can use it to give self-esteem to petrol pump attendants. We can also use it for changing the way retail traders think about themselves.
- In all these situations the important thing to

realise is that there's a space for Design Thinking in every person's life. We are realising, after all these years of work, that we have an opportunity to create a designer in every life. When you do that you stop thinking of design only as an enabler, but as one of the key outcomes that you can bring about at the societal level.

## What is our shared possibility?



Instruction-led, routine thought that destroys both – meaning and inner strength – in organisations, schools, public services and our higher education system



Create conscious awakened collectives, who can adapt and evolve to a changing world, while delivering meaning and purpose to their members

- Can we use Design Thinking to stop routine thinking which destroys purpose in people's lives? Or use it to create conscious and awakened people? Today I am not talking about design

thinking alone, but I'm talking about creating design thinkers. Every one of us can be a design thinker in every part of our lives.





Graphic representation of the proceedings at SBAC 2019 by Mr. Santosh Nair



The mission of SPJIMR, a constituent of the Bharatiya Vidya Bhavan, is to *influence practice* and *promote value-based growth*. The Institute is ranked among the top ten business schools in India and is noted for pedagogic innovations and pioneering management programmes – for women returning to a corporate role, entrepreneurship, family-managed business, and those in the social development sector. SPJIMR currently operates from its 45-acre campus in Andheri, Mumbai and a campus in New Delhi.

To avoid confusing us with any other institution, look for the five strokes logo and the Bharatiya Vidya Bhavan association.



**Bhavan's S.P. Jain Institute of Management & Research**  
Bhavan's Campus, Munshi Nagar, Dadabhai Road,  
Andheri West, Mumbai - 400 058, India.  
Tel: +91-22-2623-0396/ 2401 [www.spjimr.org](http://www.spjimr.org)

