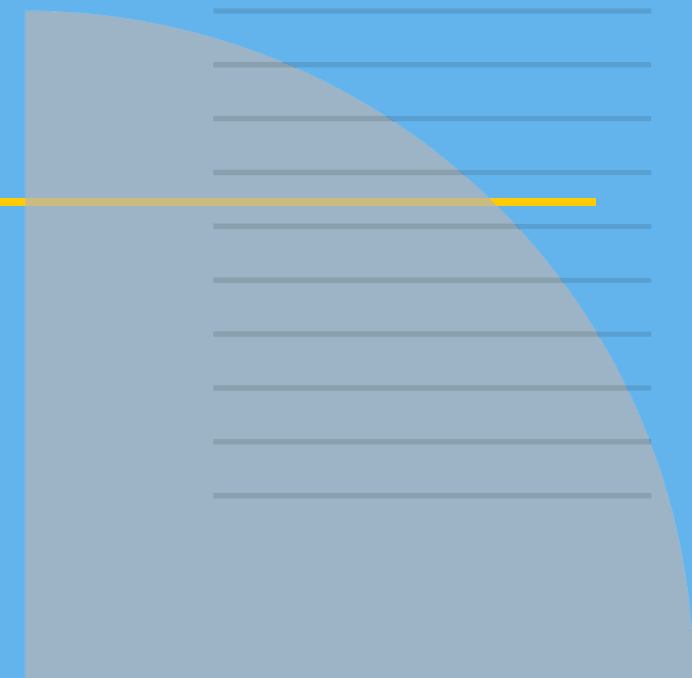
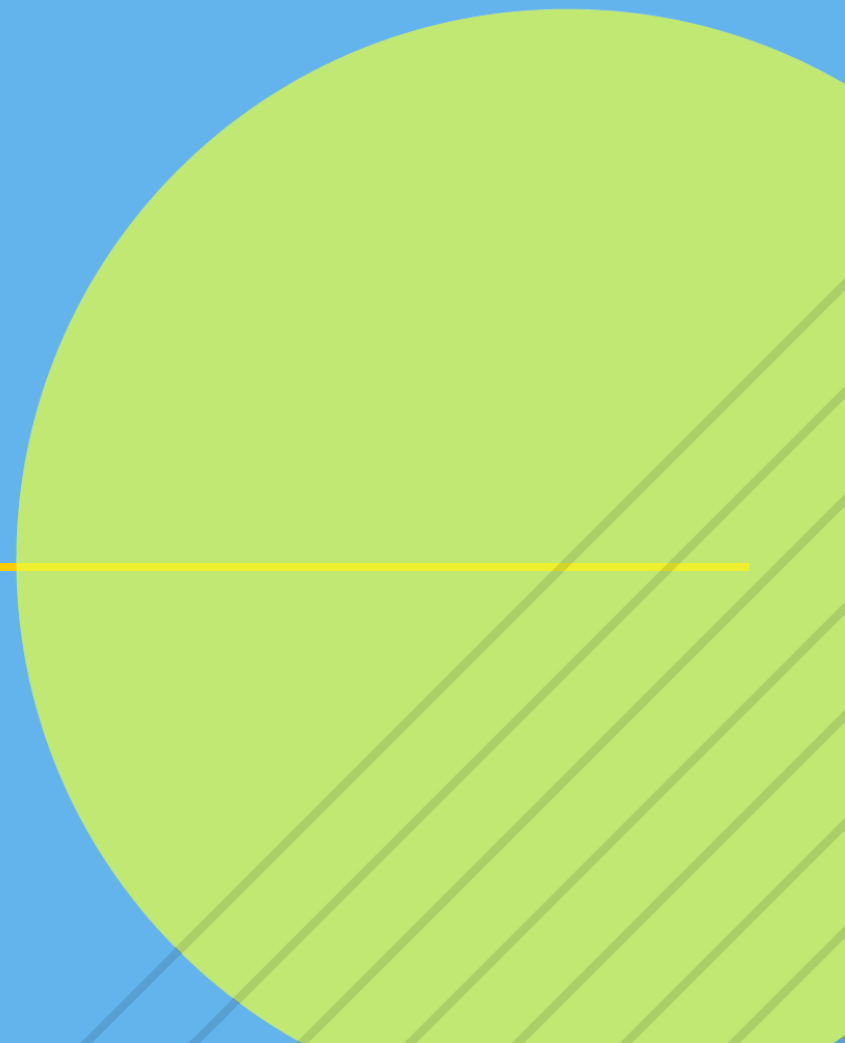


Why Should Design Thinking Be at The Core of Your Business Strategy?

Max Leung
Aug 2021



Hello, I'm Max





FINSPIRE



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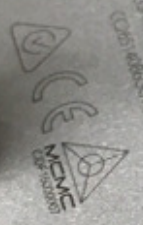
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Designed by Apple in California.
Assembled in China. Model A1057. © 2013
Apple Inc. All rights reserved.
A1057 15 11
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棄置垃圾在廢屑箱旁
可被檢控
Discarding refuse at side of
the litter container will be
prosecuted

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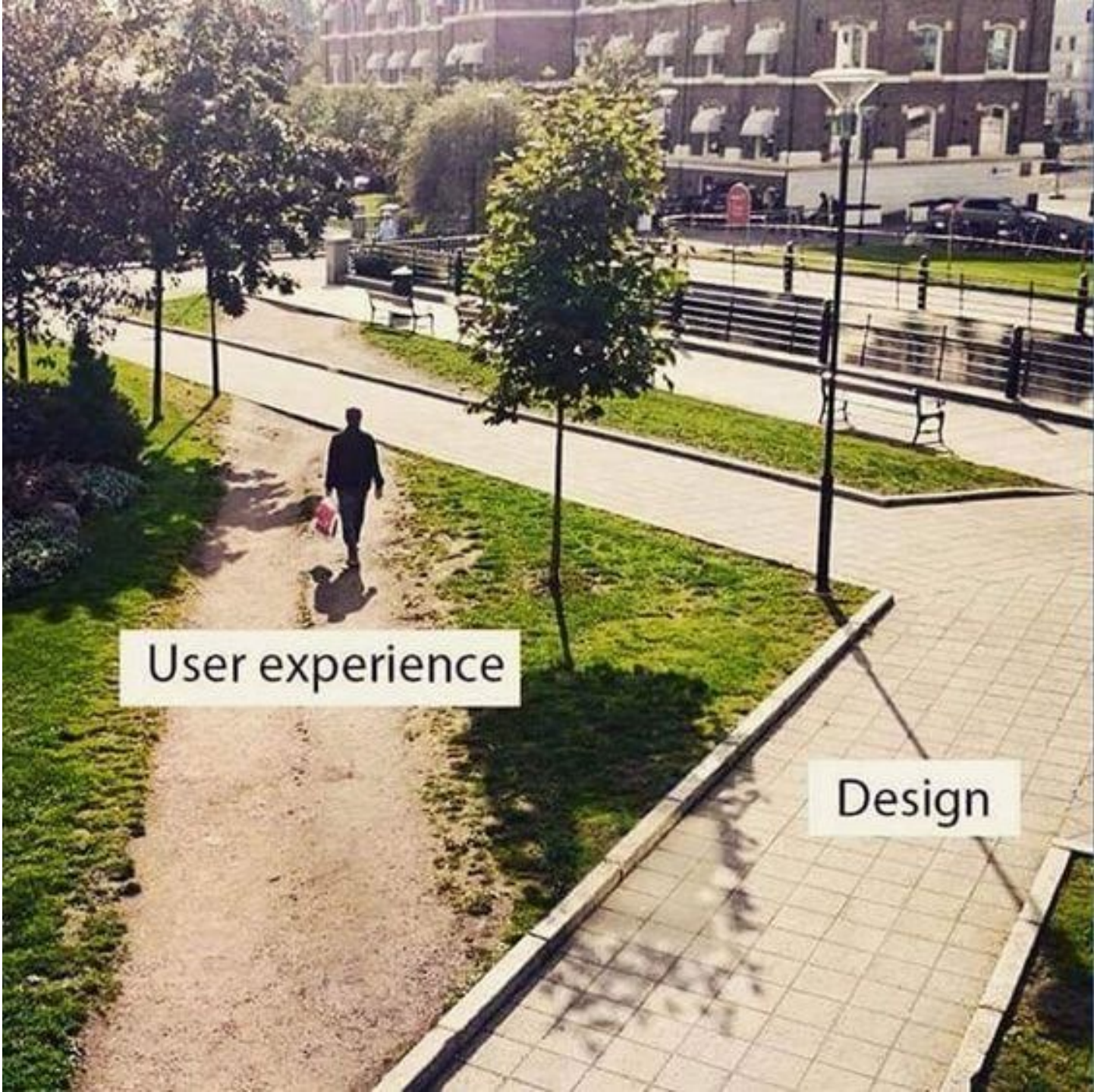






Products and services may not fit in every space or culture
That's why we need empathic way to understand our customers.





User experience

Design

What is Design Thinking?

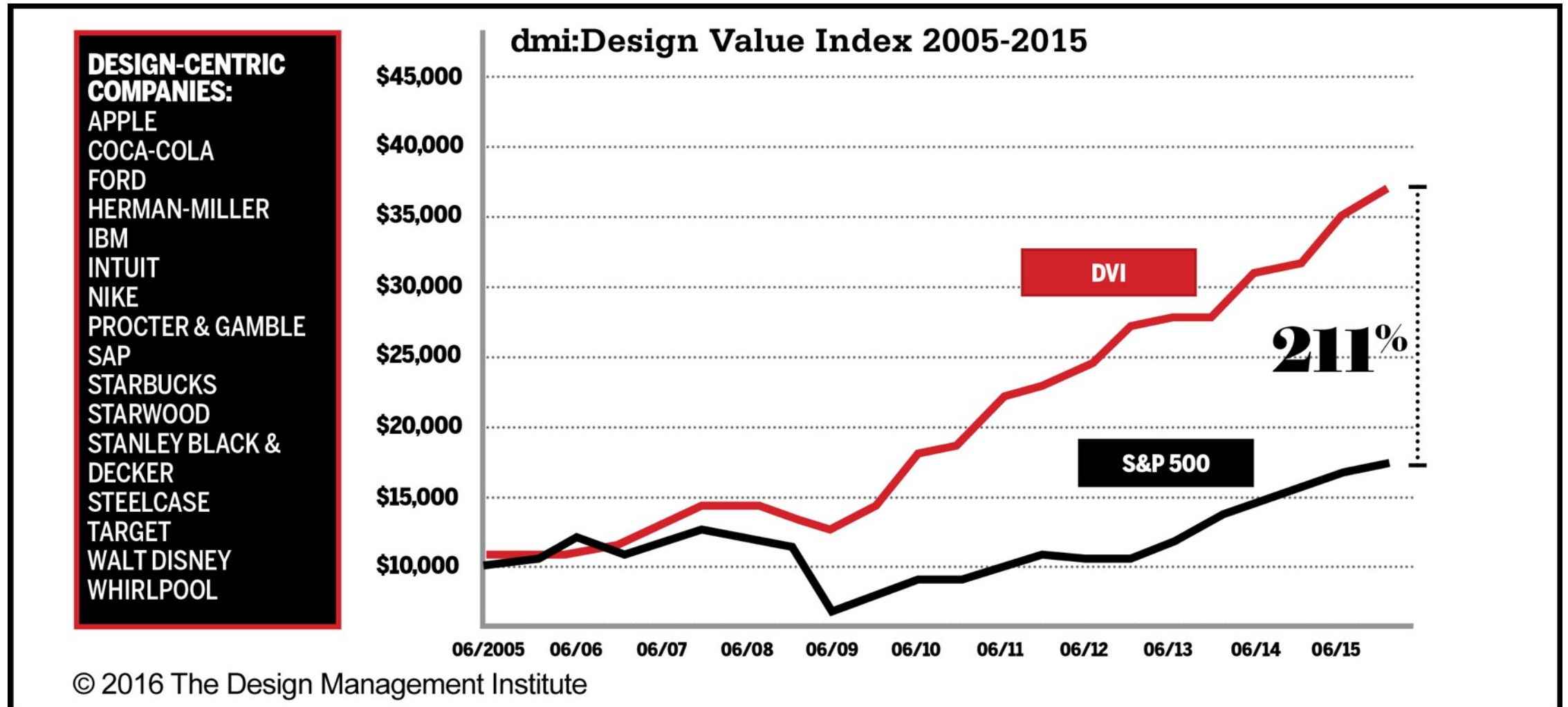
- ✍ The idea of design thinking was popularized by IDEO and the d.school at Stanford.
- ✍ Widely used in the business, NGOs and even public sectors



“We are at a critical point where rapid change is forcing us to look not just to new ways of solving problems but to new problems to solve.”

– Tim Brown (CEO and president, IDEO)

Design-centric companies VS S&P500 in 2005 -2015





香港聖公會福利協會有限公司
HONG KONG SHENG KUNG HUI WELFARE COUNCIL LIMITED

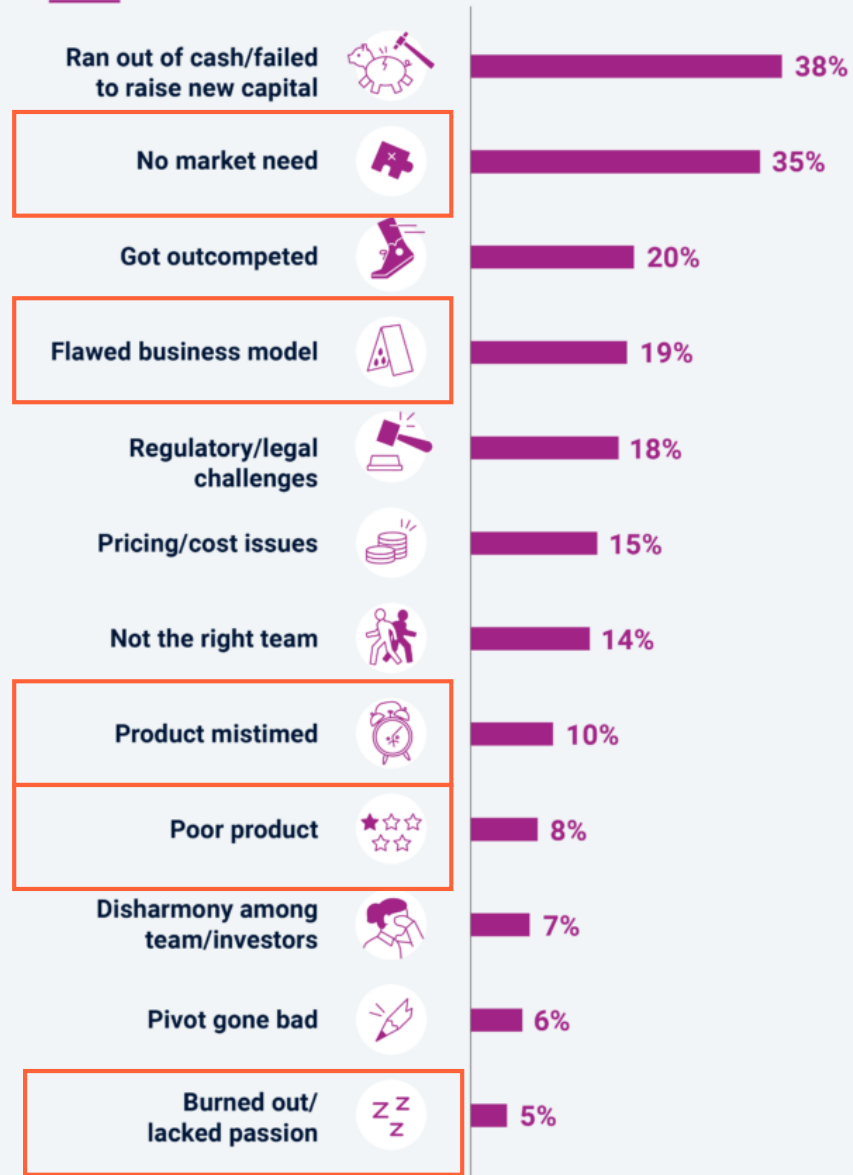


香港公共圖書館
Hong Kong Public Libraries

Top 12 reasons startups fail

Base on 111 startups failure post-mortems

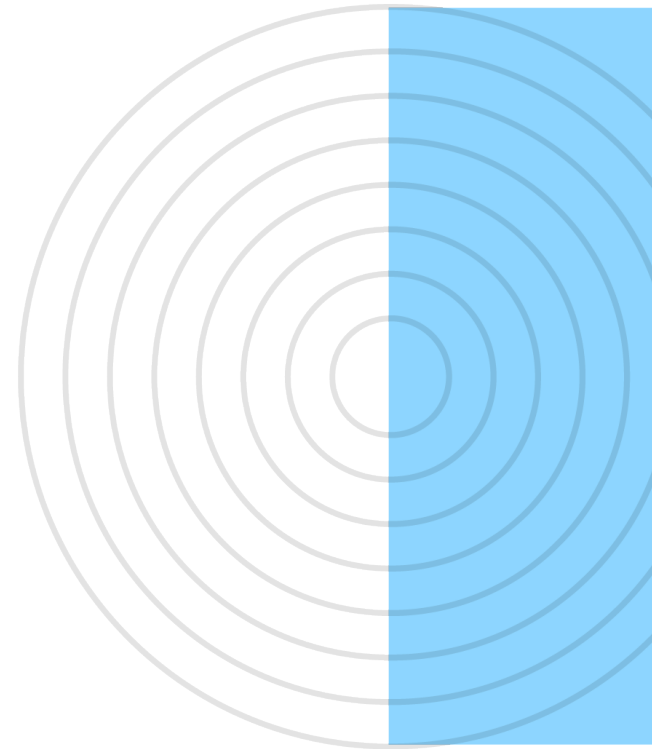
Top reasons startups fail



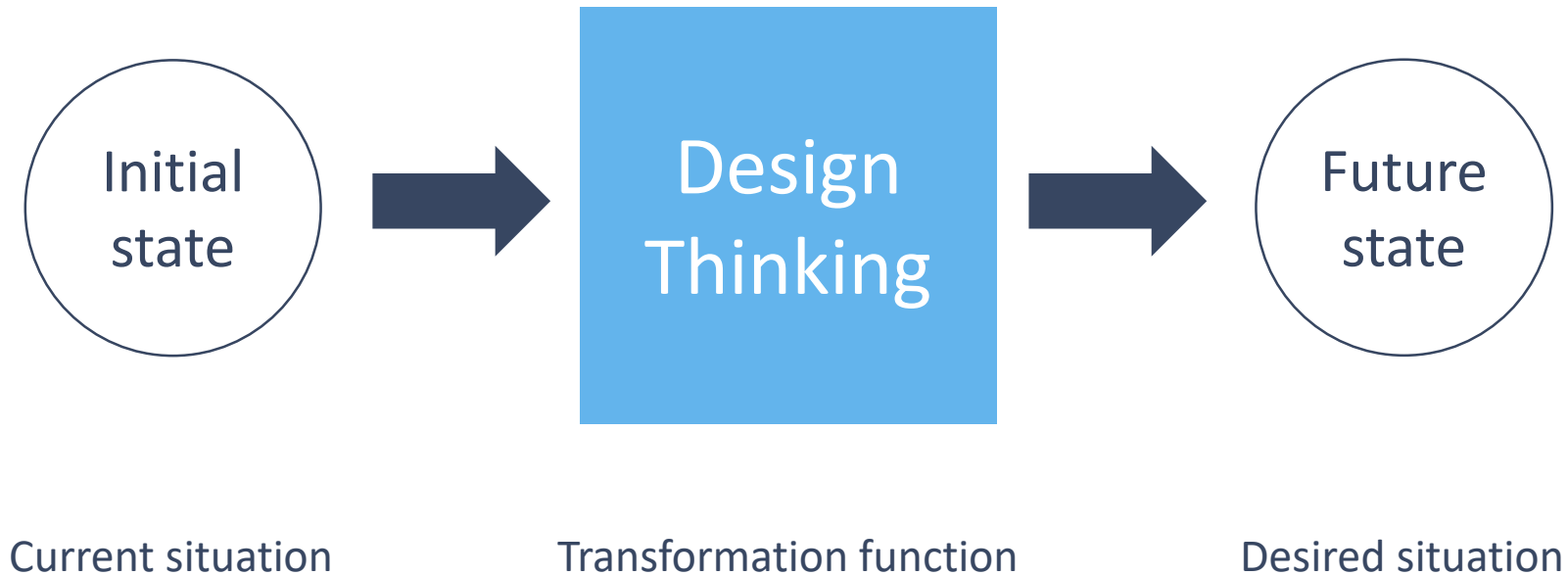
Note: Based on an analysis of 111 startup post-mortems since 2018.

Why We Need Design Thinking?

1. The world is changing rapidly
2. The **life cycle of knowledge** becomes shorter and shorter
3. Experience is relatively not so important
4. Some **new problems** cannot be solved merely by our knowledge and experience
5. Design thinking allows us a **new approach** to deal with these complex and wicked problems



What is Design Thinking?



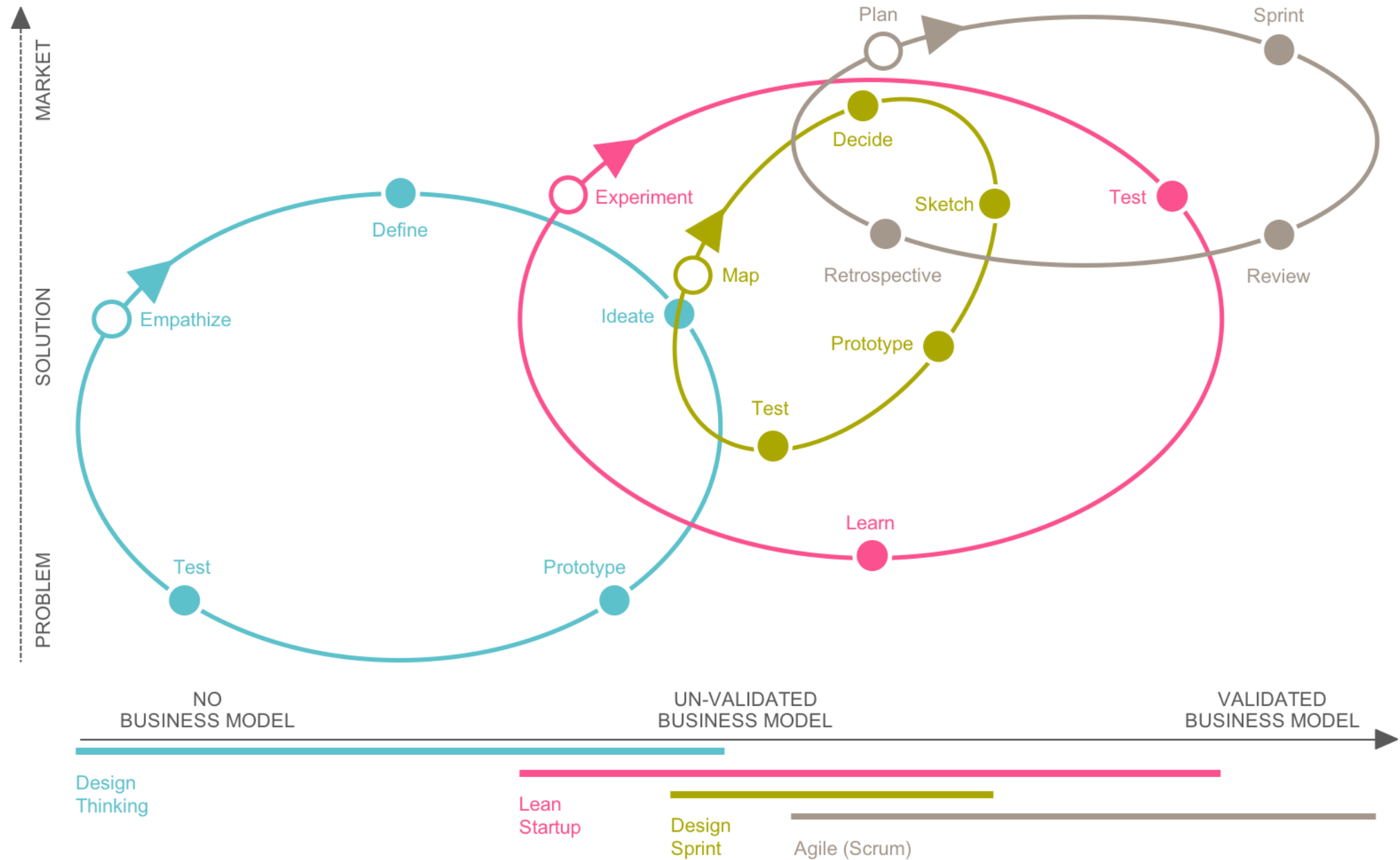
It is the way designer think

What is Design Thinking?

Conventional Thinking Approach	Design Thinking Approach
Flawless planning	Enlightened trial & error
Avoid failure	Fail fast
Rigorous analysis	Rigorous testing
Presentations	Lightweight experiments
Arms length customer research	Deep customer immersion
Periodic	Continuous
Thinking	Doing

Problem-solver

Opportunity-finder

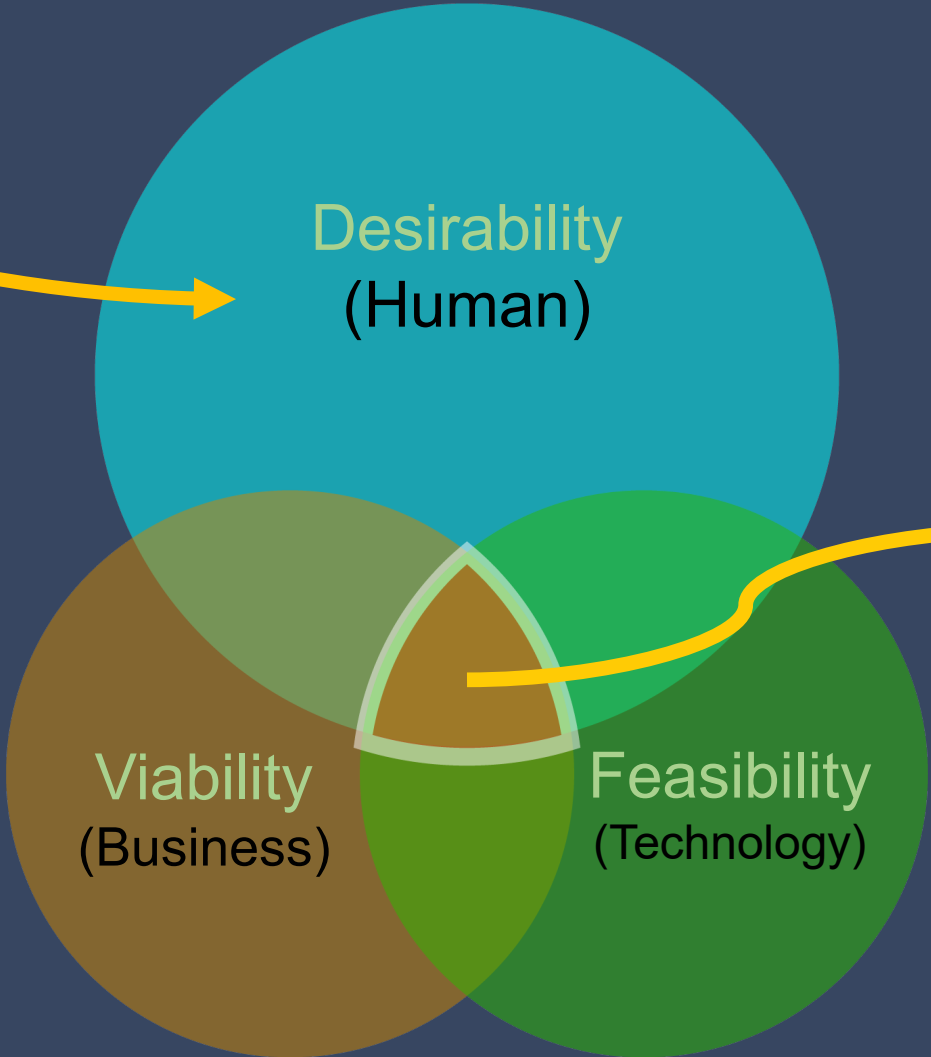


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Why we need Design Thinking in Business?

- ✎ Reduces risk of product not meeting customer needs.
- ✎ Reduces dependency on individual knowledge, hunches, and opinions.
- ✎ Human-centered. Discovers customers' latent needs - “wows” and delighters.
- ✎ Establishes measurable criteria for product definition.
- ✎ Encourages cross-functional ownership of new product concepts.
- ✎ Transform research into outcome in shorter period

Start Here



Desirability
(Human)

Viability
(Business)

Feasibility
(Technology)

Innovation

Discover



Empathize

Human Centered

Empathy is the ability to share someone else's feelings or experiences by imagining what it would be like to be in that person's situation (Cambridge Dictionary)

Find customers' **needs and pain points**



MORE HUNGRY FOR
DESPIRABLE



Define



Collect and analyze data

Define the problem

Design Thinking is not a linear process

Define and **Redefine** the problem

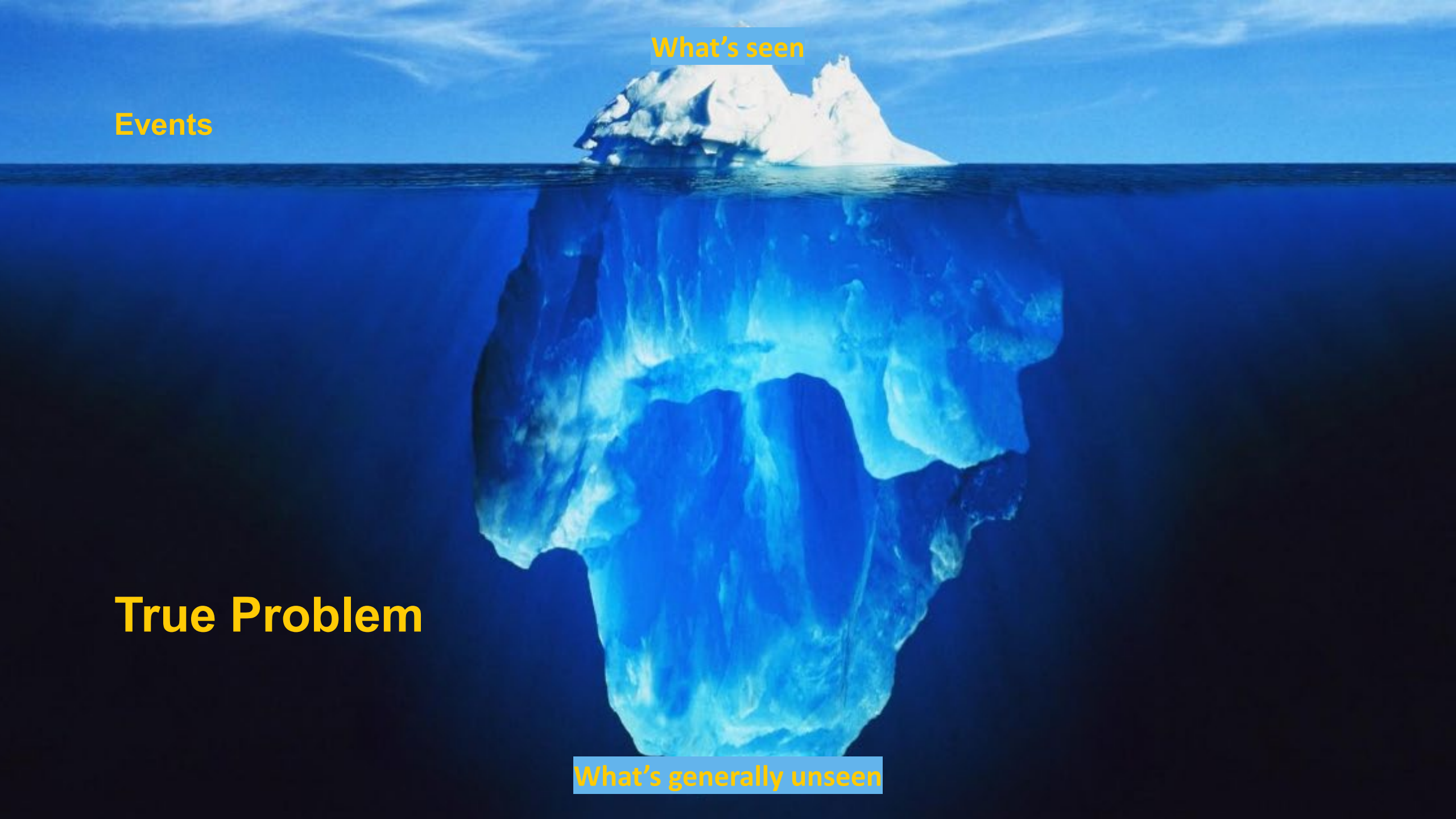


What's seen

Events

True Problem

What's generally unseen



What's seen

Events

What's happening?



Patterns of Behavior

What conditions create / trigger the behavior?
What are the trends / motivation?
What changes have occurred?

Structures

What influences the patterns?
What are the relationships among the parts?

Mental Models

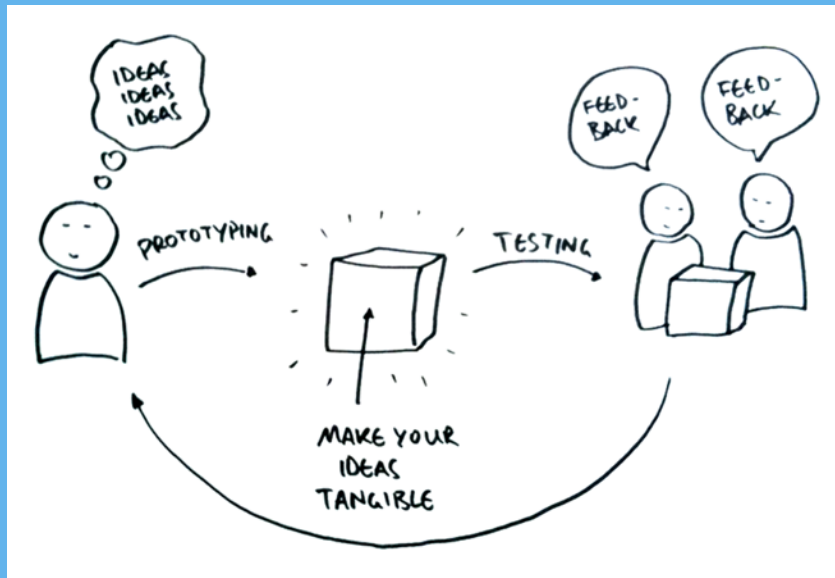
What values, benefits and assumptions do you have?

What's generally unseen

Deeper Learning



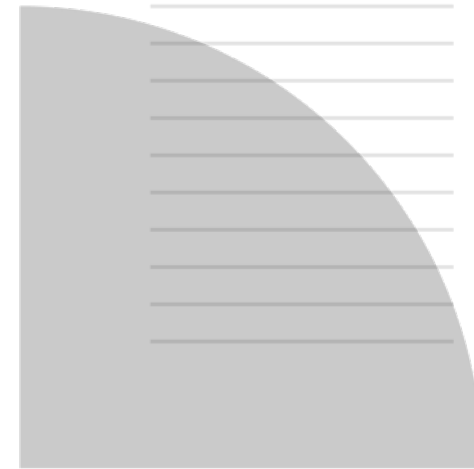
Deliver



Prototype & Test

Prototype: Turn ideas into an actual solution. To come out quickly with a concrete version of the idea and see how it is accepted by customer

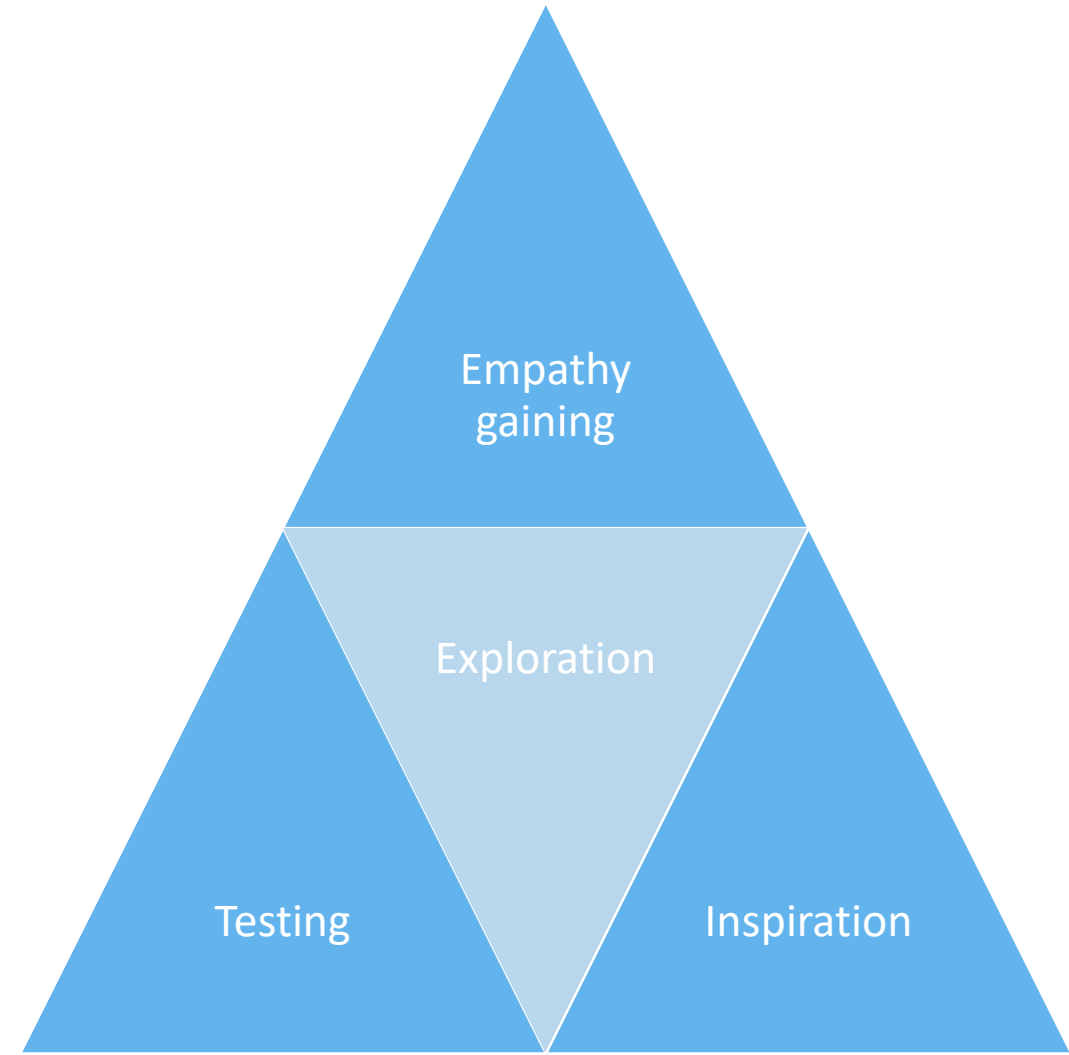
Test: to observe how customer interact with your prototype, and collect feedback on your work.



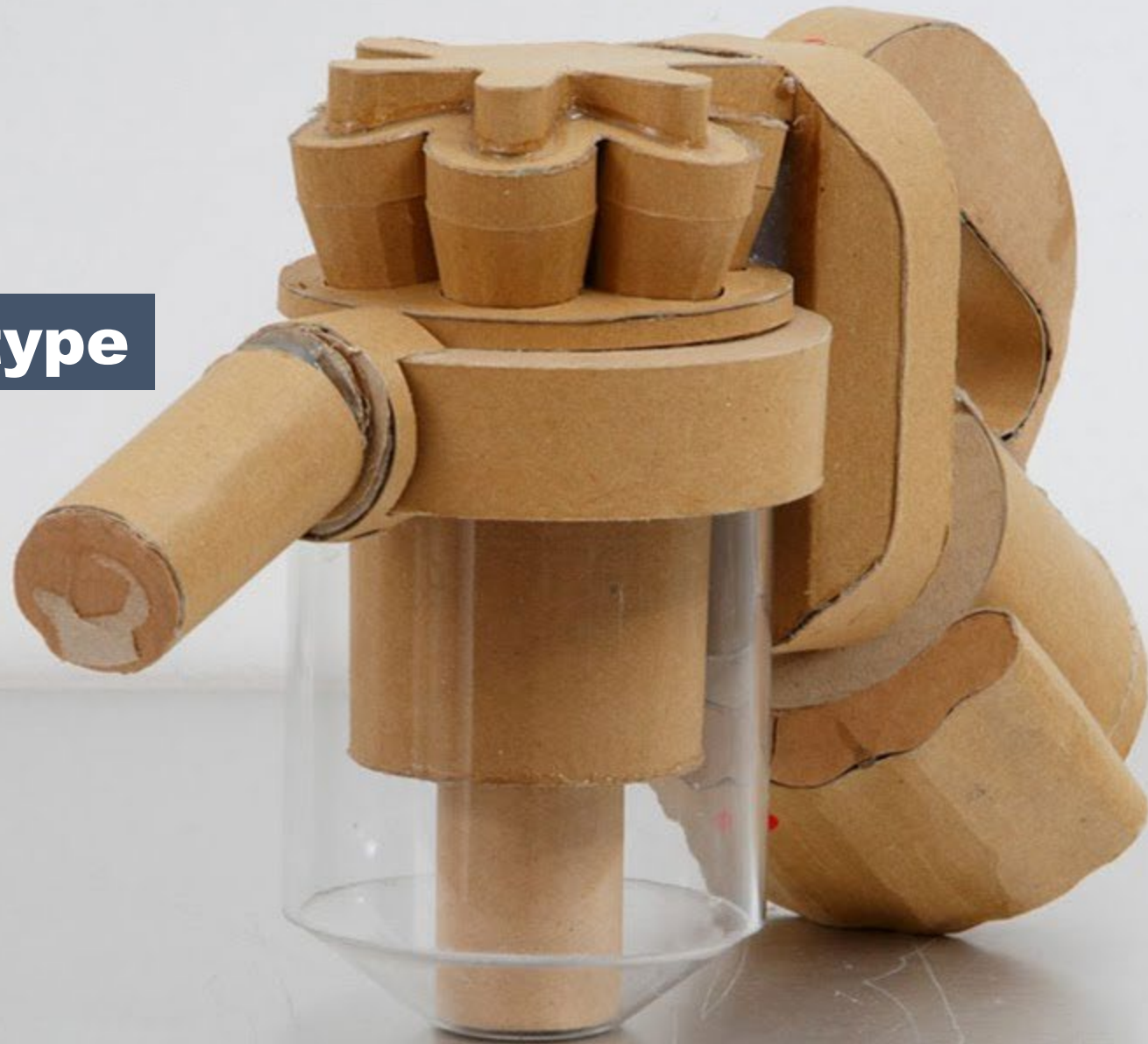
More now

Prototyping and Testing

Traditional prototyping
A way to test functionality



5217 failed prototype

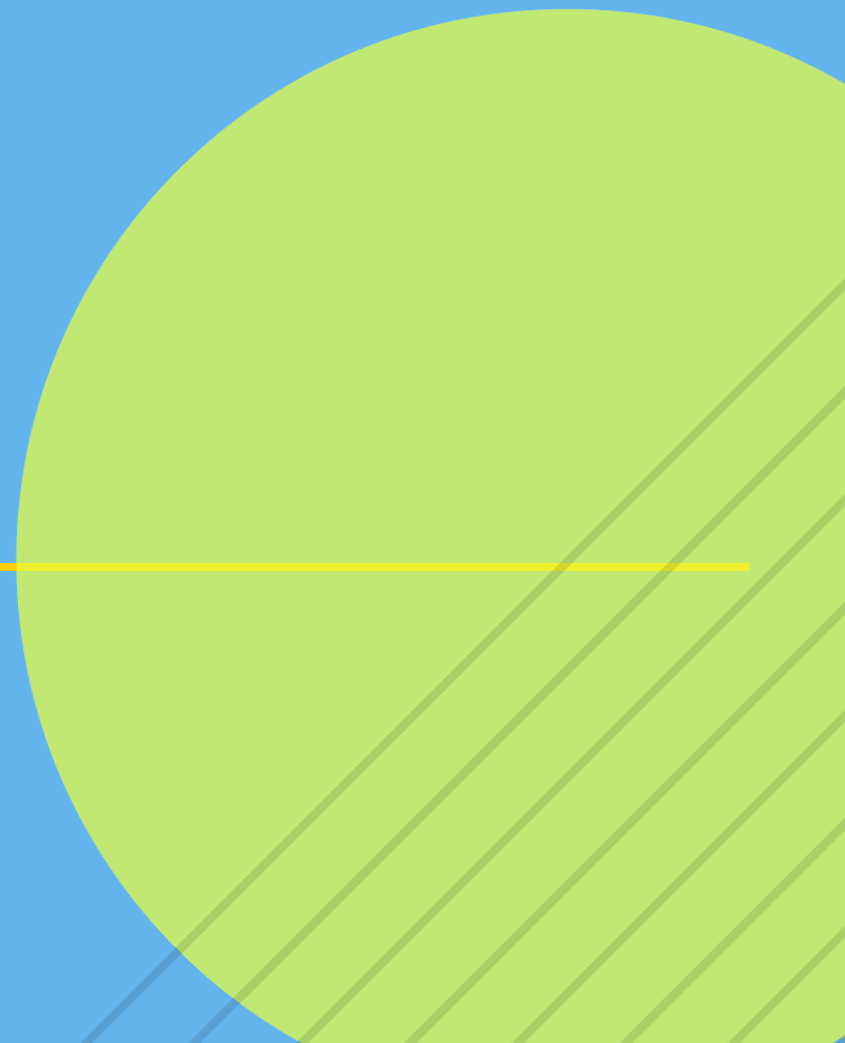


dyson

Modelling



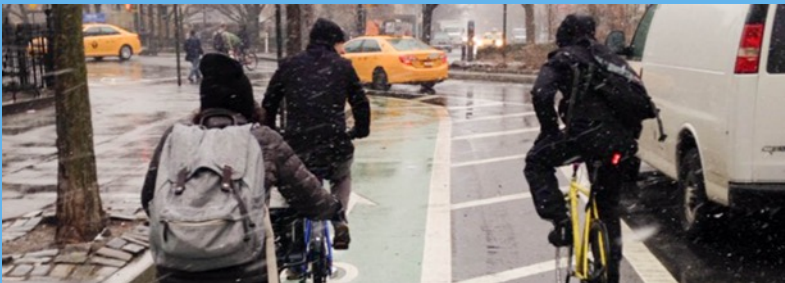
Case studies



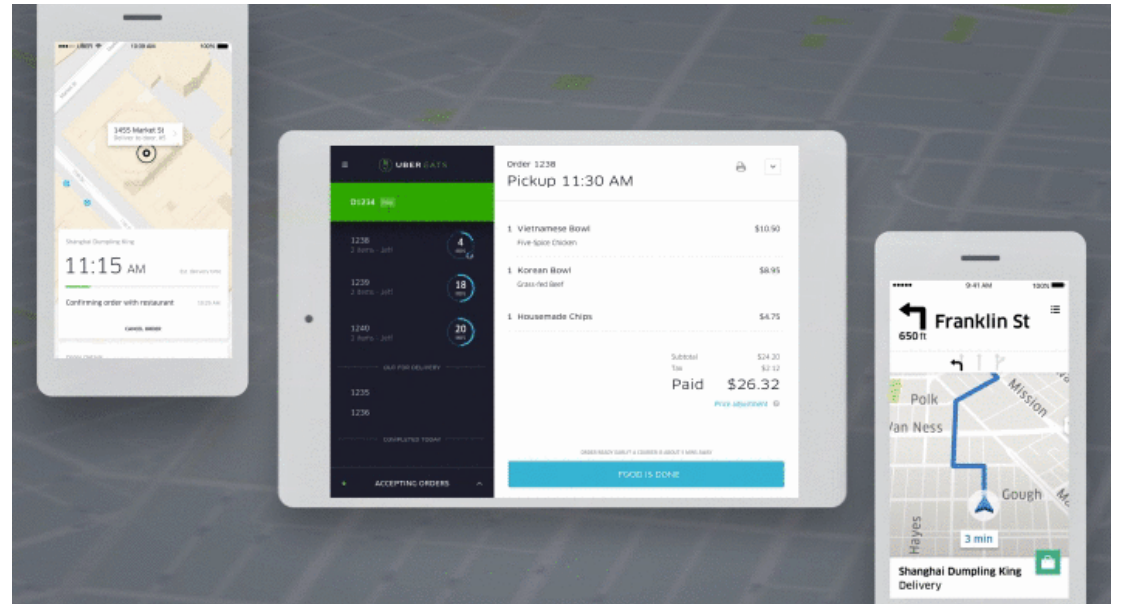
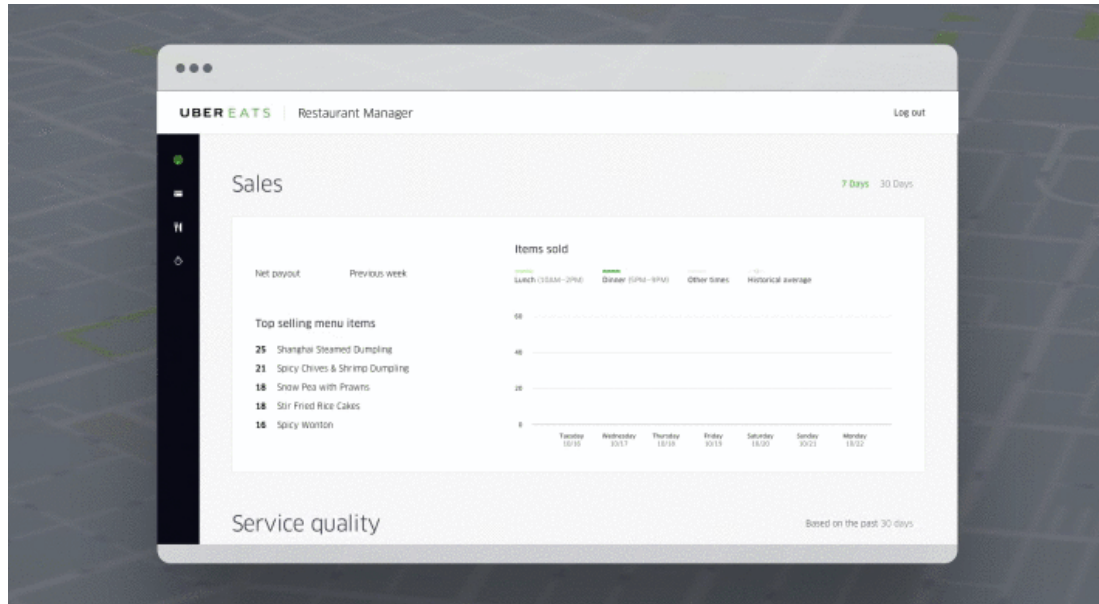
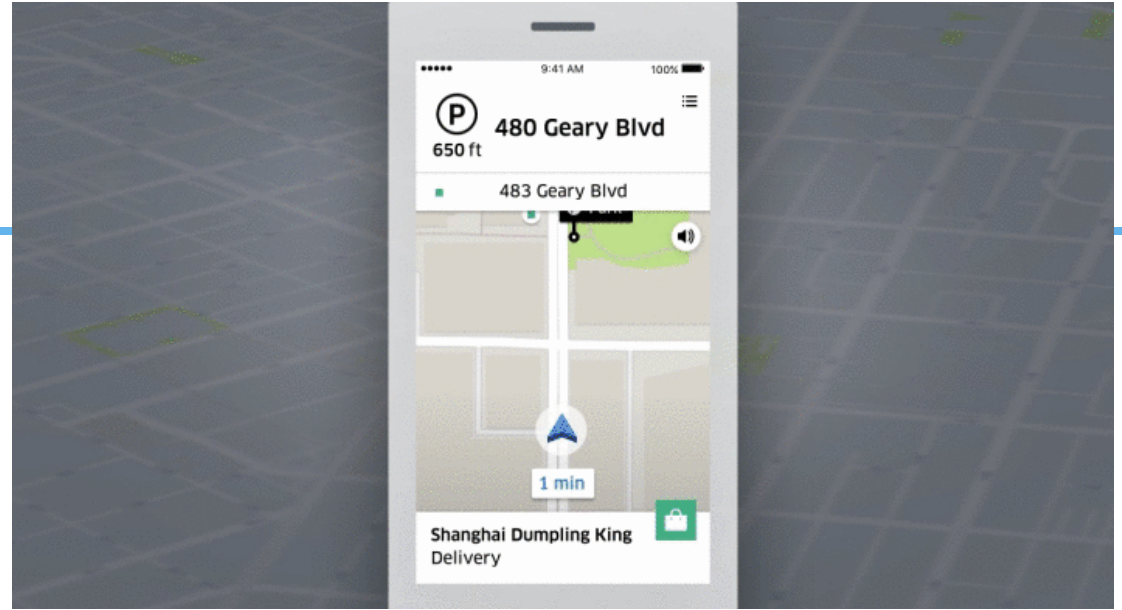




Empathize your stakeholders



- The Walkabout Program
 - Designers visit cities and dive deeply into the market to learn their food culture. Also study the transportation and logistical infrastructures
- Order shadowing
 - Better understand the needs of customers which designers cannot replicate in the office
- Fireside chats
 - Discussion with delivery partners, restaurant workers and customers on their experiences with UberEATS
- A/B Testing and Operations team experiments



Alibaba

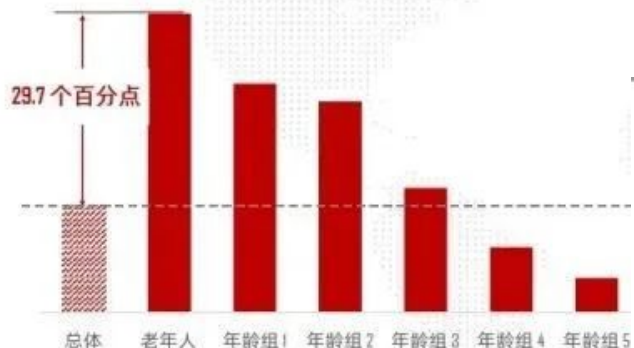
Challenge

Internet companies are focused on younger generations who have high online participation rates but lower spending power. Mobile apps that specifically target seniors are still rare, but the apps that are popular among elderly groups are focused on health care.



疫情加速银发群体拥抱数字生活，第三季度老年人手淘月活用户同比增速远高于其他年龄组，较总体水平高出 29.7 个百分点

第三季度老年人手淘月活用户同比增速(%)



数据来源：手机淘宝，2020年第三季度，阿里研究院整理
老年人手淘月活用户：近30天使用手机淘宝的60岁以上用户数
年龄组：老年人：60岁以上用户；除00后用户单独一组，其他10岁一组
数据口径：******盒马线上订单占比=线上订单数/总订单数×100%，2020年8月；
*******新服务研究中心《从生活服务业数字化看“新”银发经济》

数据显示，盒马线下到店订单占比最高的老年人群体，疫情前后消费习惯发生了改变。疫情过后，60岁以上的老年人盒马线上订单占比增速最快，同比增加10个百分点**，老年人盒马线上购买习惯逐步养成，线上订单占比继续增

银发群体画像：操作复杂难倒老年人

老年人线上求助场景

- 退款问题 42%
- 商品相关问题 17%
- 物流问题 16%
- 支付问题 8%
- 账号及操作问题 5%
- 其他个性化问题 12%

遇到问题
放弃占比高达

50%

多数求助亲友或直接放弃，放弃的主要原因是**麻烦和不会操作**。

银发群体互联网使用影响因素：城乡生活差异、受教育程度、收入水平、心态因素等

网络边缘人

- 农村务农/打工。消费需求低、心态保守。
- 生活日用品前往镇上或县城购买，“平常没什么要买的，**孩子会弄就行**”。
- 使用老年机或淘汰的智能手机。
- 疫情期间，开始刷抖音、快手看短视频。

初级网购者

- 随子女迁居城市生活，保留了原居地的生活习惯。
- 使用社交拼购满足日用品消费需求，简单手机游戏玩家。
- **识别要求较高的贵重商品**或是**保健品**由子女代买。

网购多面手

- 二三线城市居民，照顾孙辈，有固定退休金。
- 注重生活情趣，积极参与社交活动，活到老学到老的学习能手。
- 熟练使用智能手机进行搜索、移动支付和网络购物。
- **复杂交互需要协助**。

数字生活达人

- 高线城市居民，受教育程度较高，品牌认知度高，“年轻的老年人”。
- 除买菜到菜场，是不同服务类别APP的熟练使用者和网购达人。数字生活是老年生活的一部分。
- 消费需求个性化，追求丰富多彩的晚年生活。

来源：阿里巴巴集团客户体验事业部，阿里研究院整理
研究方法：定性研究与定量研究结合，深度访谈样本36组，老年人问卷调查1406份，原声抽样350条

Alibaba: The results

- Use bigger fonts
- Product image search
- Over 20M elderly account linked with their families
- To use facial recognition to authenticate identity and do away with passwords because many seniors have poorer memories;
- Elderly University: To teach elderly to use internet
- and feature a homepage that shows products and services (i.e. utilities payment and relevant to the elderly).

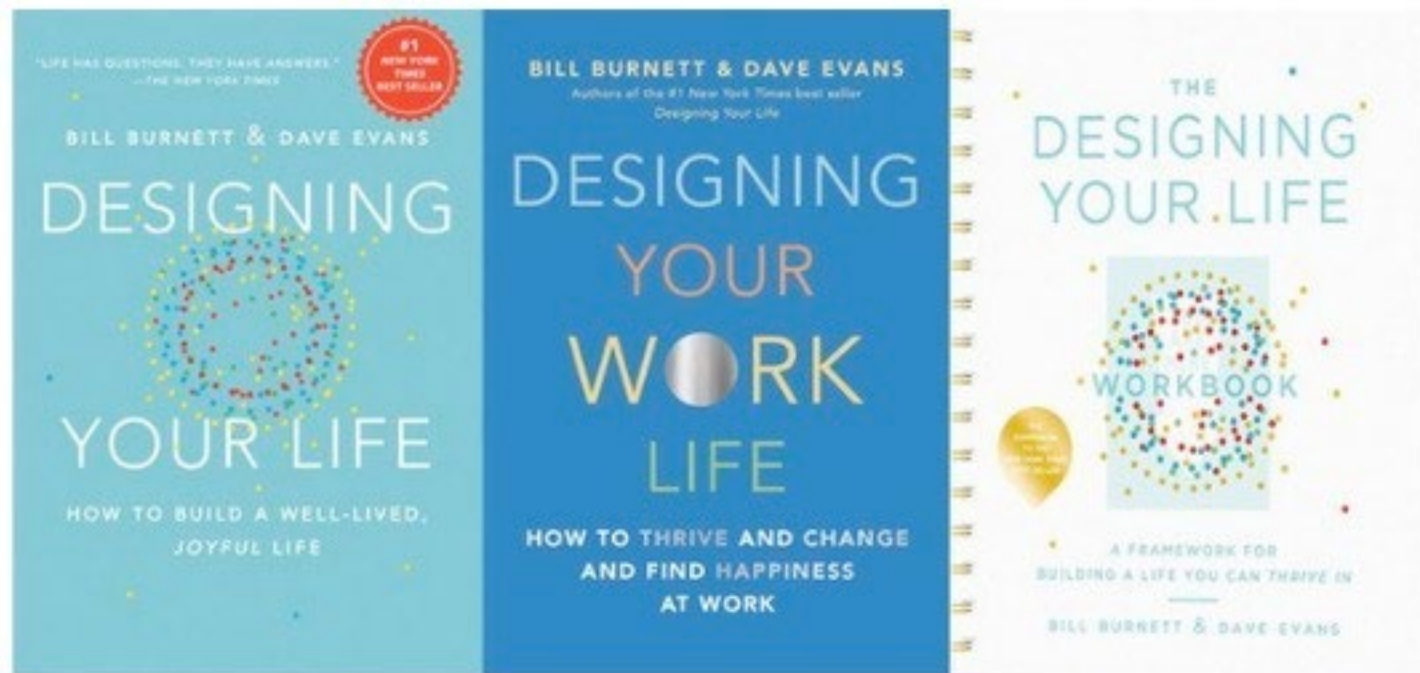


Design thinking is more than a
~~linear problem-solving process~~

but an **ATTITUDE AND APPROACH** in
addressing problems in your business

Empathy + Imagination

= Business Opportunities



DESIGNING YOUR 2021

TED: The Most Interesting Design
Problem is Your Life
& New Event Dates



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