



**Mubadala
Energy**

Design Thinking & Strategic Problem Solving

Objectives

- Understand the principles, frameworks, and strategic value of Design Thinking.
- Apply techniques to gather deep user insights through empathy research.
- Generate innovative and strategic ideas aligned with business goals.
- Build prototypes and design solutions that are feasible, viable, and desirable.
- Conduct structured testing to refine solutions based on real feedback.
- Drive strategic innovation initiatives supporting sustainability and energy transition.

DESIGNING THINKING AND STRATEGIC PROBLEM THINKING



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Education

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University	Assiut - Egypt	South Valley - Egypt	Kobe - Japan
Major	Management	Marketing	Management Information Systems
Graduation Date	May, 1991/ V.good, 1 st rank	August, 1998	March, 2005
Title of M.Sc. Dissertation:	"The impact of consumer behavior on marketing strategies: evidence from IDEAL Corporation"		
Title of Ph.D. Dissertation:	"The Usefulness of Mapping Japanese Regional SMEs as Networks of Holonic Enterprises: Evidence From SMEs Conglomerating in AMAGASAKI Industrial District".		
Area of Specialization:	Management of Information Systems (MOIS) – Human resource information systems (HRIS)		

Positions

Position Title/ Organization	Date Served
Associate Professor: Management Dept. The British University in Egypt (BUE)	April, 2014-Until now
Assistant Professor: Management Dept. American University in Cairo	June, 2005-April, 2014
Assistant Lecturer: Management Dept. Faculty of Commerce, South-Valley University	August, 1998-June, 2005
Teaching Assistant: Management Dept. Faculty of Commerce, Assuit University	Sept., 1991-August, 1998

THE OUTLINE

1. What is design thinking
2. Critical thinking and business innovation
3. The four ways for innovative thinking

- Incremental
- Breakthrough
- Disruptive
- Transformative

Real-life examples from business field

4. Types of problems

- Simple
- Complicated
- Complex
- Chaotic

THE OUTLINE

5. The four innovative thinking styles

- Clarifier
- Ideator
- Implementer
- Developer

Workshop *on the Four-Sight framework*

6. Design thinking process

- Understanding
- Observing

Workshop *on drawing the Stakeholder Map*

- Ideate

Workshop *on SECI model*

- Prototype
- Reflection

WHAT IS DESIGN THINKING?



ICE BREAKING



Think different

Introduction

Nodaway, environmental **challenges** such as globalization, sever competition, and the IT revolution have led to rapid and **unpredictable challenges** in business, compelling organizations to identify new competitive advantages that enable them to navigate these challenges and ensure their survival and growth ([Igwe, Akpan, Udoh, & Sylva, 2024](#)). The concept of **Resilience** has thus emerged to recent organizational change literature as a framework for understanding an organization's ability to cope-with stress, adapt to environmental fluctuations, and recover from disturbances ([Zhai, Zhu, & Zhang, 2023](#)).

Resilient organizations are shaped by their culture (Nkomo & Kalisz, 2023; Schiuma, Santarsiero, Carlucci, & Jarrar, 2024), leadership style (Madi Odeh, Obeidat, Jaradat, Masa'deh, & Alshurideh, 2023), and their capacity to learn from past experiences ([Manzini, Oosthuizen, & Chikwanda, 2022](#)).

Introduction

Design Thinking is a **methodology** for solving problems. It forces decision makers to “think like a **designer**” searching for better ways of **arranging** things to correctly to better understand the situation and solve the problem.

Design Thinking thus represents an incredibly **powerful** approach to innovation, and in terms of delivering solutions that **optimally resonate** with users, tends to produce **far better outcomes** than many other methods.

From this standpoint, this training program is designed to empower participants with the **knowledge, skills, and tools** needed to master the **design thinking** and the **strategic problem-solving methodology**.

Critical thinking, Problem solving and business innovation

what we are really focused on here is **business innovation**.

So, on a more practical level, **business innovation** is defined as...

Thinking in a new or novel way... that delivers **more value** and/or **better experiences** to customers and society in a way that is profitable to the business

The Four Ways of Innovative thinking

Broadly speaking, there are **four (4)** general **types** of **business innovation**. Each of these has a particular **scope** associated with it. They are:

Incremental Innovation

Incremental improvements in existing offerings, whether in terms of performance, price, accessibility, or other key dimensions of value. These often result from things like new technologies being integrated, new features and capabilities being added, changes that reduce cost and thus enable price reductions, and new sales channels being leveraged.

Example: Various generations of the Apple iPhone – extending the platform.



The Four Ways of Innovative thinking

Breakthrough Innovation (Market horizontal expand)

Completely **new offerings**, or **new ways** of offering – inside of existing categories – that substantially raise the bar on the value and/or experiences delivered. These often result from major changes in technology platforms, and new configurations that extend an offering into new market applications.



Example: Apple Watch – additional value beyond the mobile, but no threat.

The Four Ways of Innovative thinking

Disruptive Innovation (paradigm shift)

Entirely new **categories** of **offerings** that **displace** **previous categories** on account of a **significant change** in the **value proposition**.

These often result from redefining customer expectation, and often involve entirely new business models that rethink how capital is deployed to accomplish a particular end goal.

They can also arise out of breakthrough new product technologies and service methods being applied to define solutions that work substantially better than previous solutions had, rendering the previous way of approaching a problem obsolete.

Disruptive Innovation tends to disrupt entire industries and often results in the demise of certain organizations while preceding the rise of others.

Example: EV, which disrupted the automobile market.

The Four Ways of Innovative thinking

Transformative Innovation (triple bottom line)

Such **radically new offerings** and **experiences** that they **transform society** and **how it operates**. These often result from **massive new capabilities**. They often bring with them a major **structural change** in a **market** and in the **relationships** between society, government, and other institutions. They often create the need for new areas of government regulation.

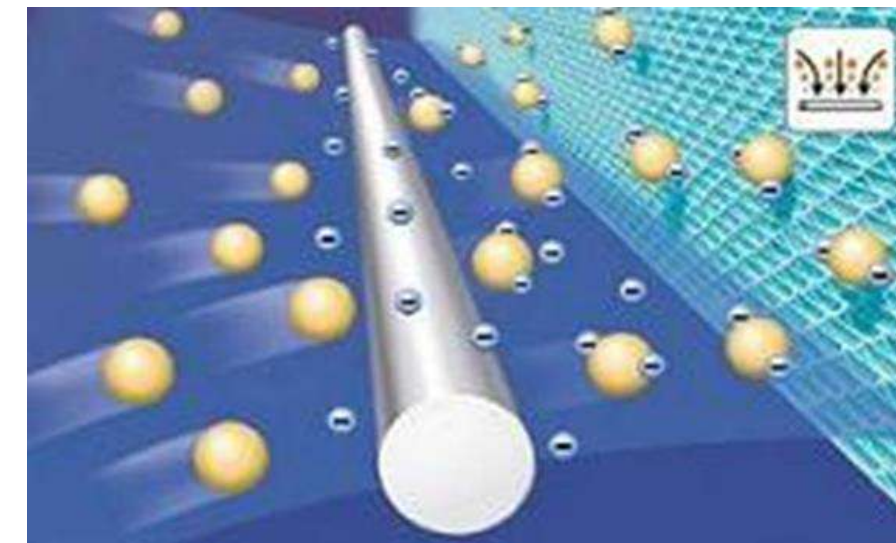
Example: new clean technology based energy.



Green Technology



Recycling



Minus Ion AC Technology



Clean power

Types of problems

1. Simple problem

The first type of problem is *simple* and *obvious*. It has already been solved, and there actually is a best practice that works all the time.

Once you can determine that a problem is simple, you can apply a known recipe from your bag of tricks. With simple problems, the relationship between cause and effect is not only clear but obvious.

2. Complicated problem

This is the kind of problem where you have a known unknown. This is the domain of the expert. If you're knowledgeable enough, you can figure out cause and effect. Once you have ascertained that the problem is solvable, you can work out a solution, even if it turns out to be tricky.

Types of problems

3. Complex problem

The third type of problem is *complex*, where you can only figure out afterward why what happened happened. Often we simply do not know the solution. And **sometimes** we don't know how to even approach the solution.

4. Chaotic problem

The final type of problem is chaotic. This is essentially a **crisis**. Often we simply do not know the solution and we don't know how to even approach the solution.

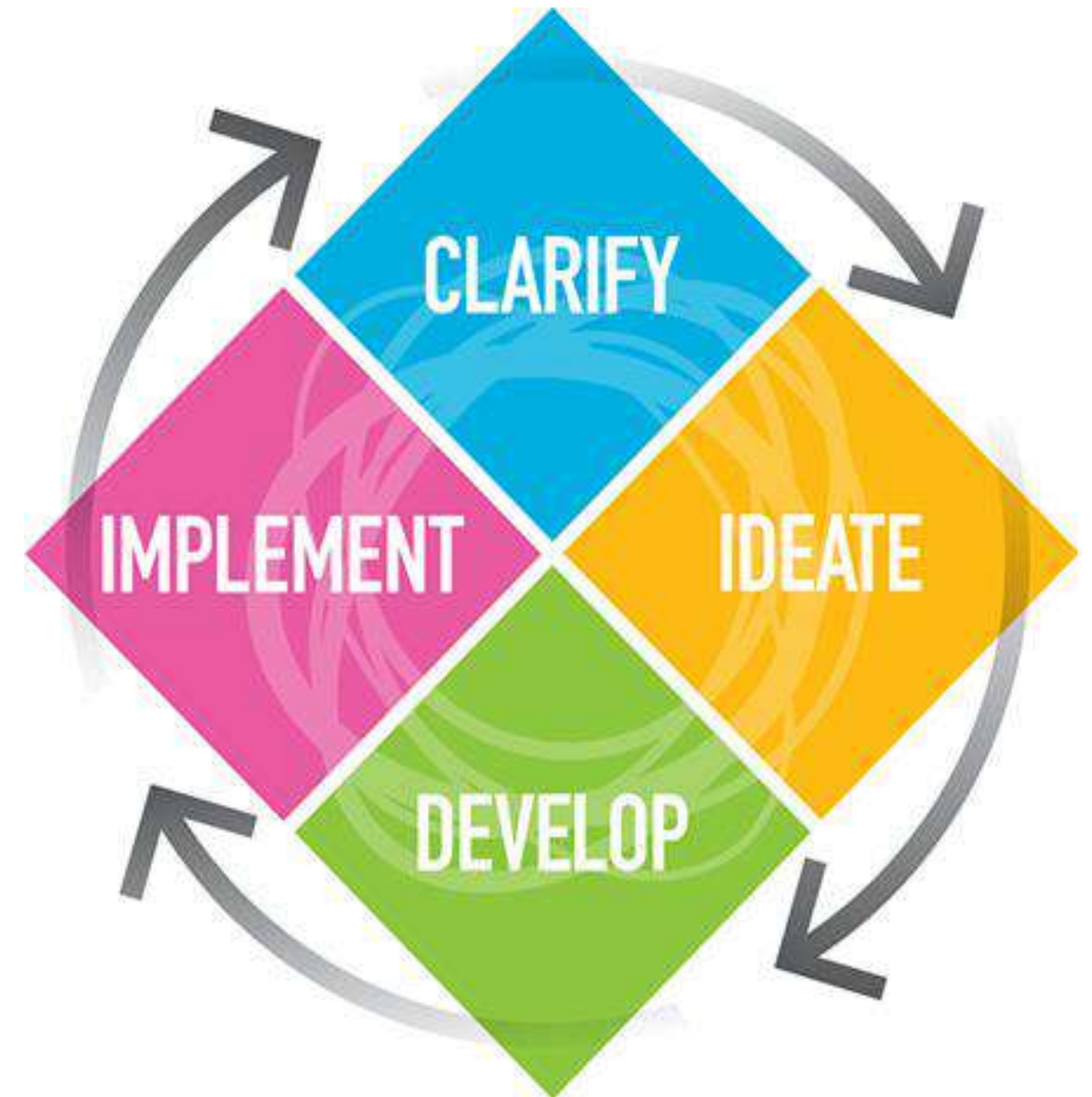
THE FOUR CREATIVE THINKING STYLES

Four-Sight framework

THE FOUR CREATIVE THINKING STYLES

FourSight framework

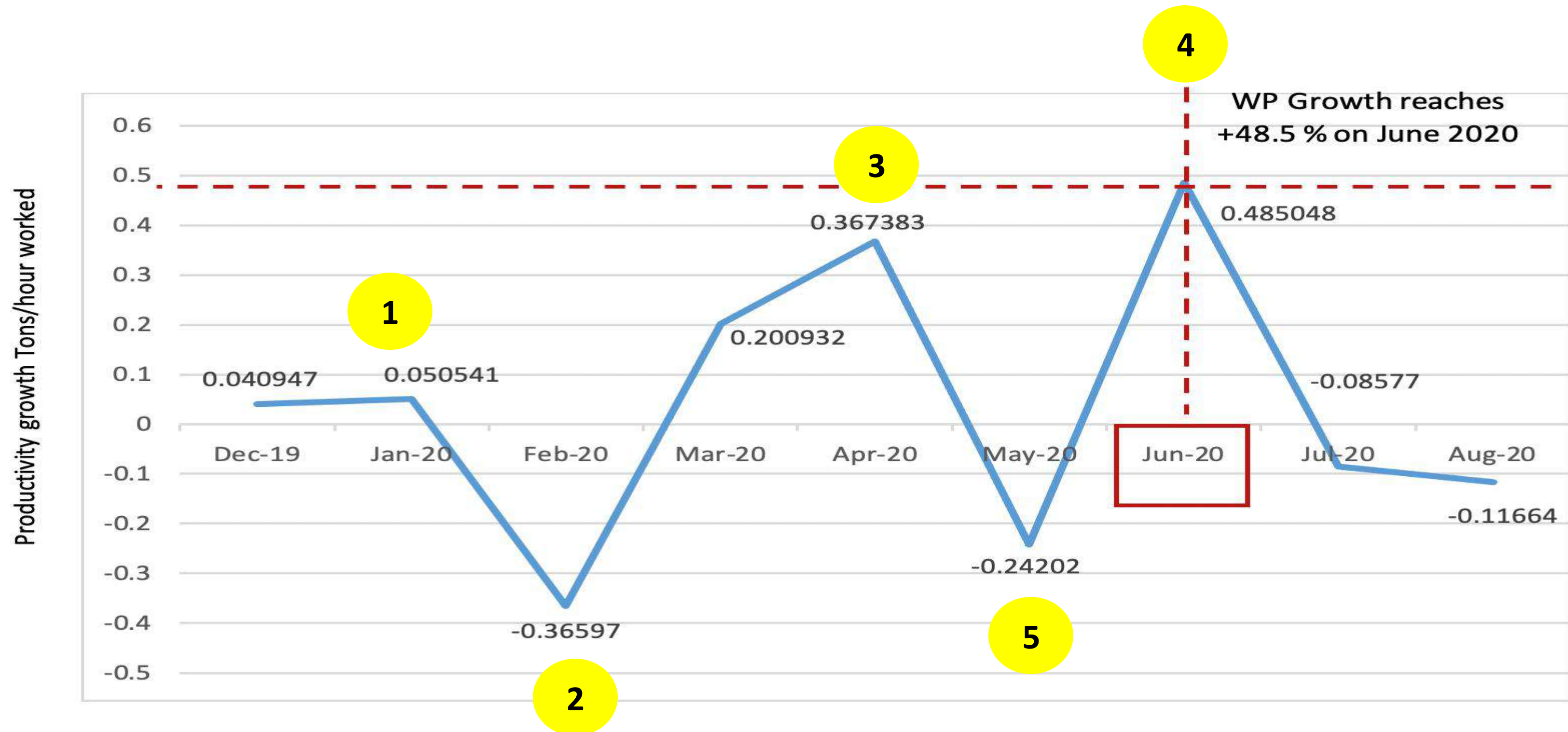
Understanding these four styles not only helps individuals recognize their own strengths and preferences but also enables teams to leverage the diverse thinking styles within the group. By appreciating and integrating these different approaches, teams can create a more balanced, innovative, and effective creative process.



CLARIFIER

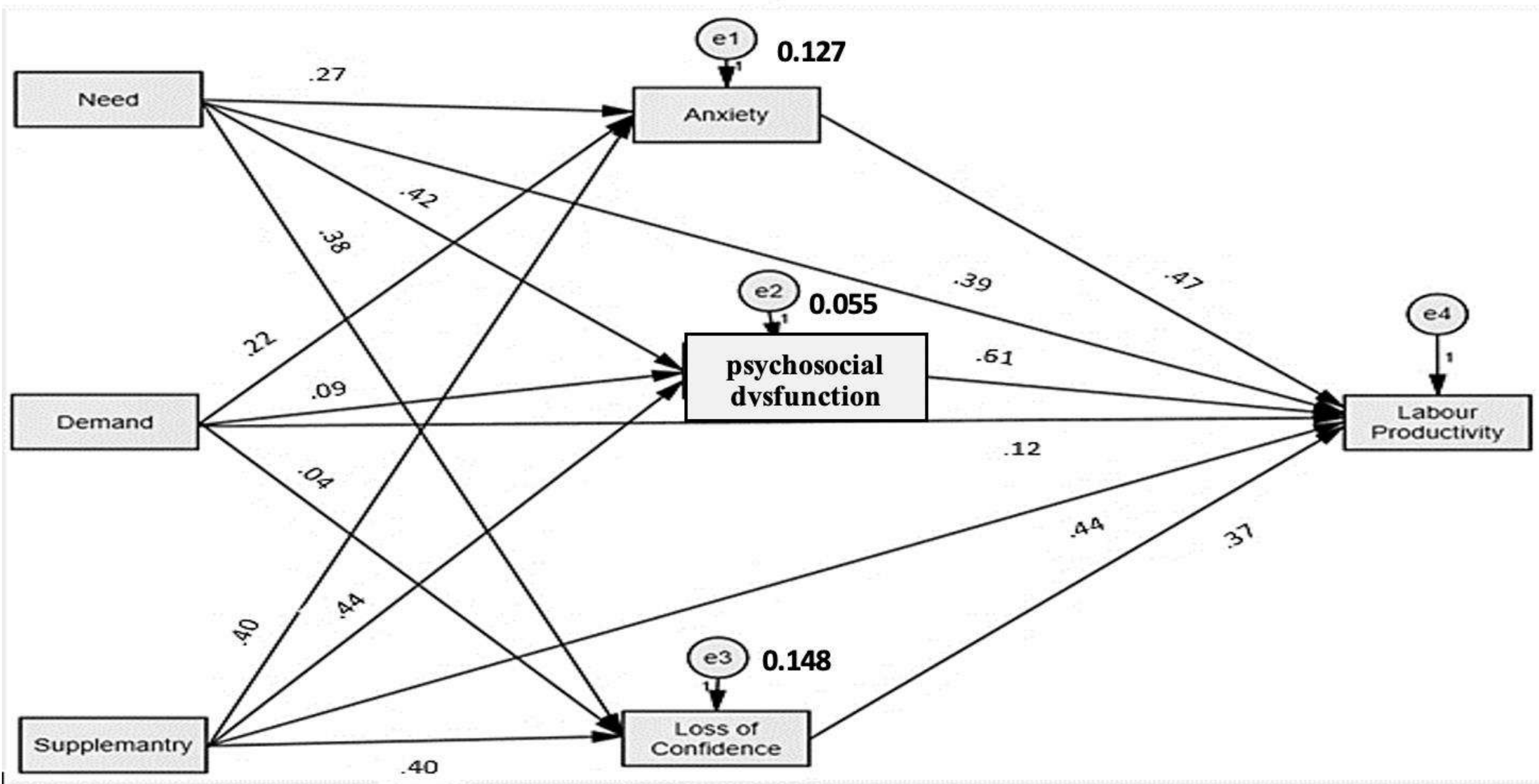
- **Focus:** Clarifiers are analytical thinkers who excel at understanding and defining problems. They are driven by the need to gather detailed information and ask probing questions to ensure that the challenge at hand is fully understood before moving forward.
- **Strengths:** Clarifiers are meticulous and thorough, often bringing clarity to ambiguous situations. They help teams avoid misunderstandings and ensure that the foundation for creative work is solid.
- **Potential Pitfalls:** Clarifiers may struggle with moving forward if they feel they don't have enough information, potentially delaying the creative process.

TREND ANALYSIS (LONGTITUDNAL VS CROSS-SECTIONAL ANALYSIS)

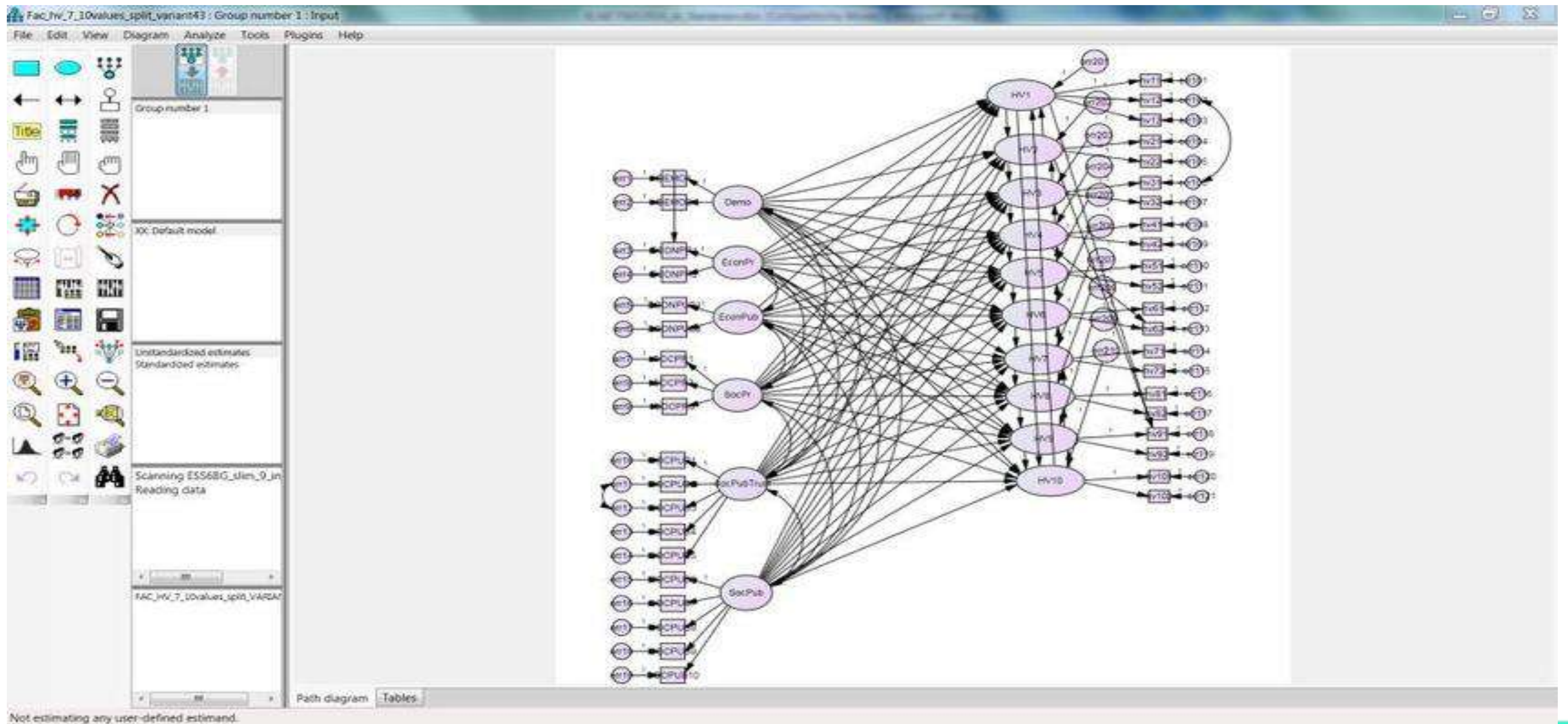


Source: Adapted from ARMA Soap & detergents production lines productivity report FY 2019-20

PATH COEFFICIENT DIAGRAM



DRAWING PATH COEFFICIENT DIAGRAM USING IBM-SPSS



PROBLEM CLARIFICATION ISSUES INVOLVED

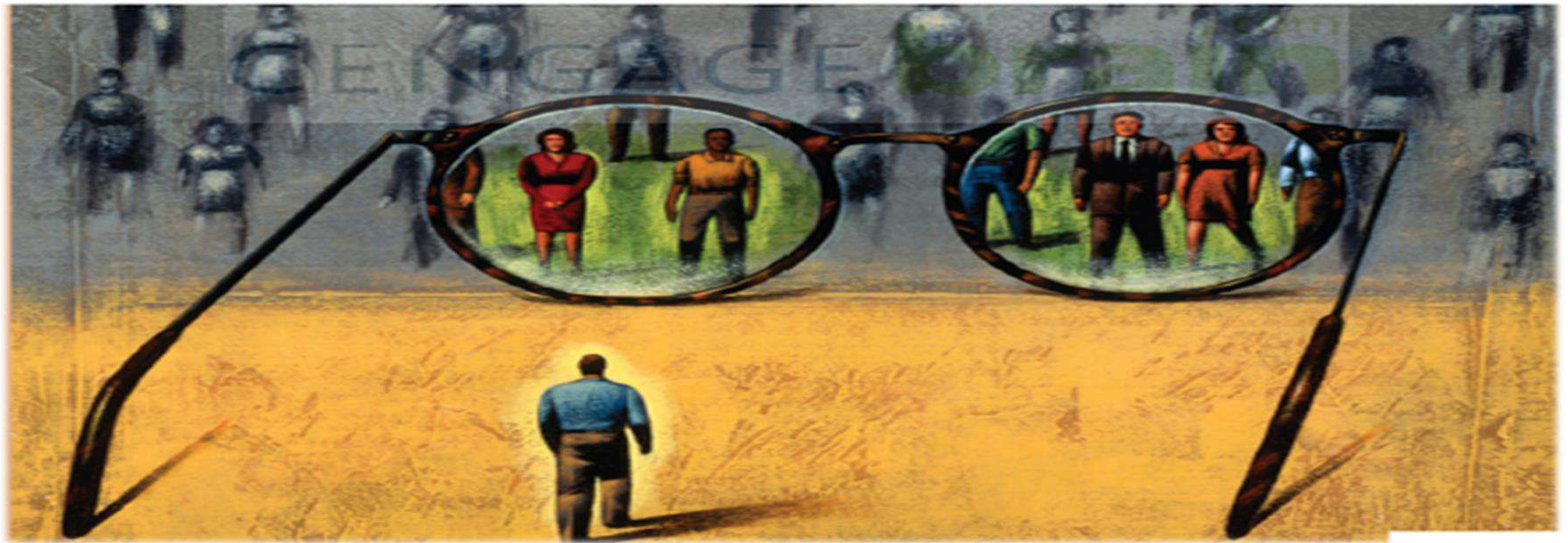
Perceptual differences : (we understand situation differently thus different people make different decisions regarding the same situation) Here you need to avoid the following **issues**”?

- Normative myopia**, or **shortsightedness**.
- Inattentional blindness**.
- Change blindness**



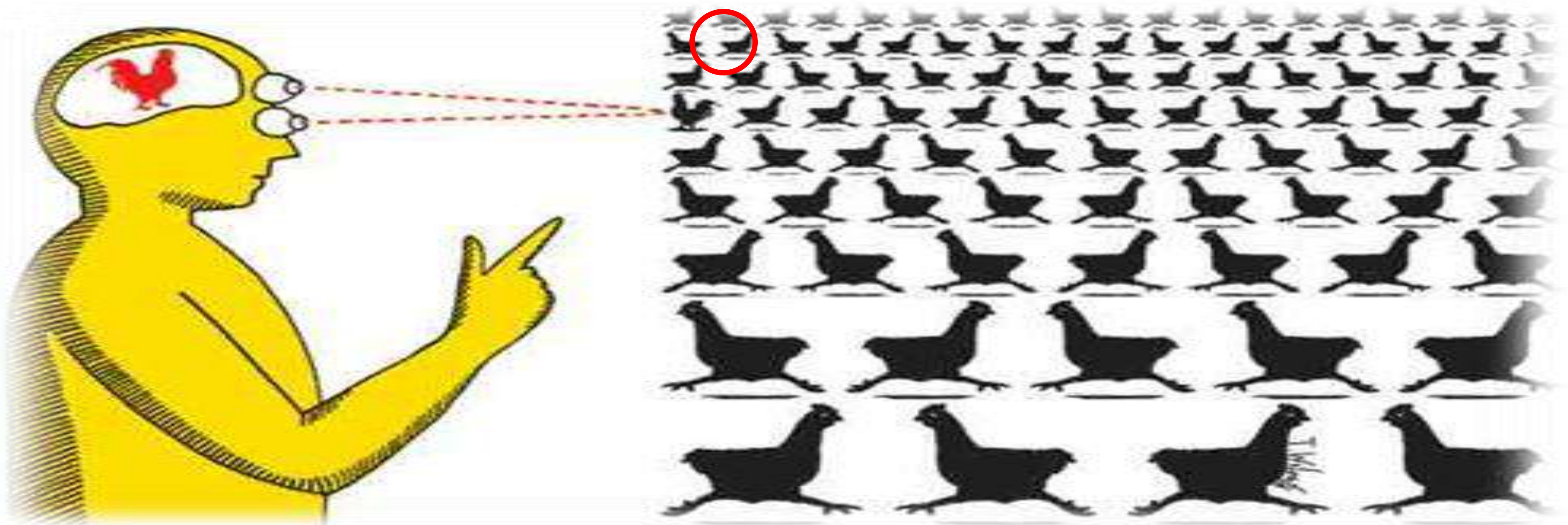
Normative myopia

Normative myopia, or shortsightedness about values, when one is able to recognize the primary stakeholders interests and unable to recognize the secondary stakeholders' interests.



Inattention blindness

Inattention blindness can result from focusing on a particular element– and we miss all of the surrounding details.

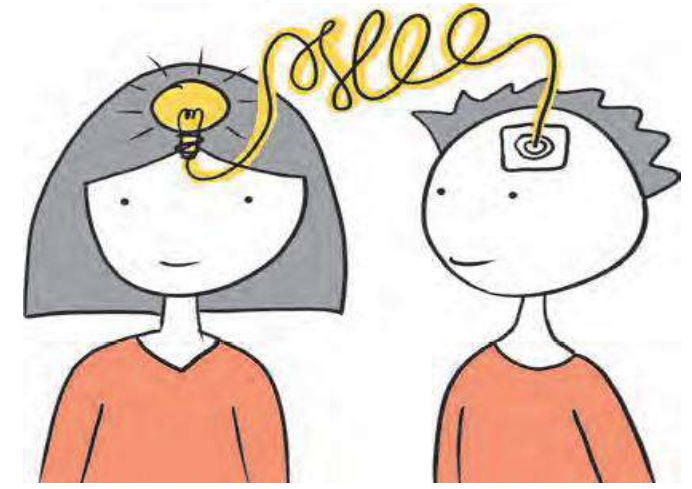


Change blindness

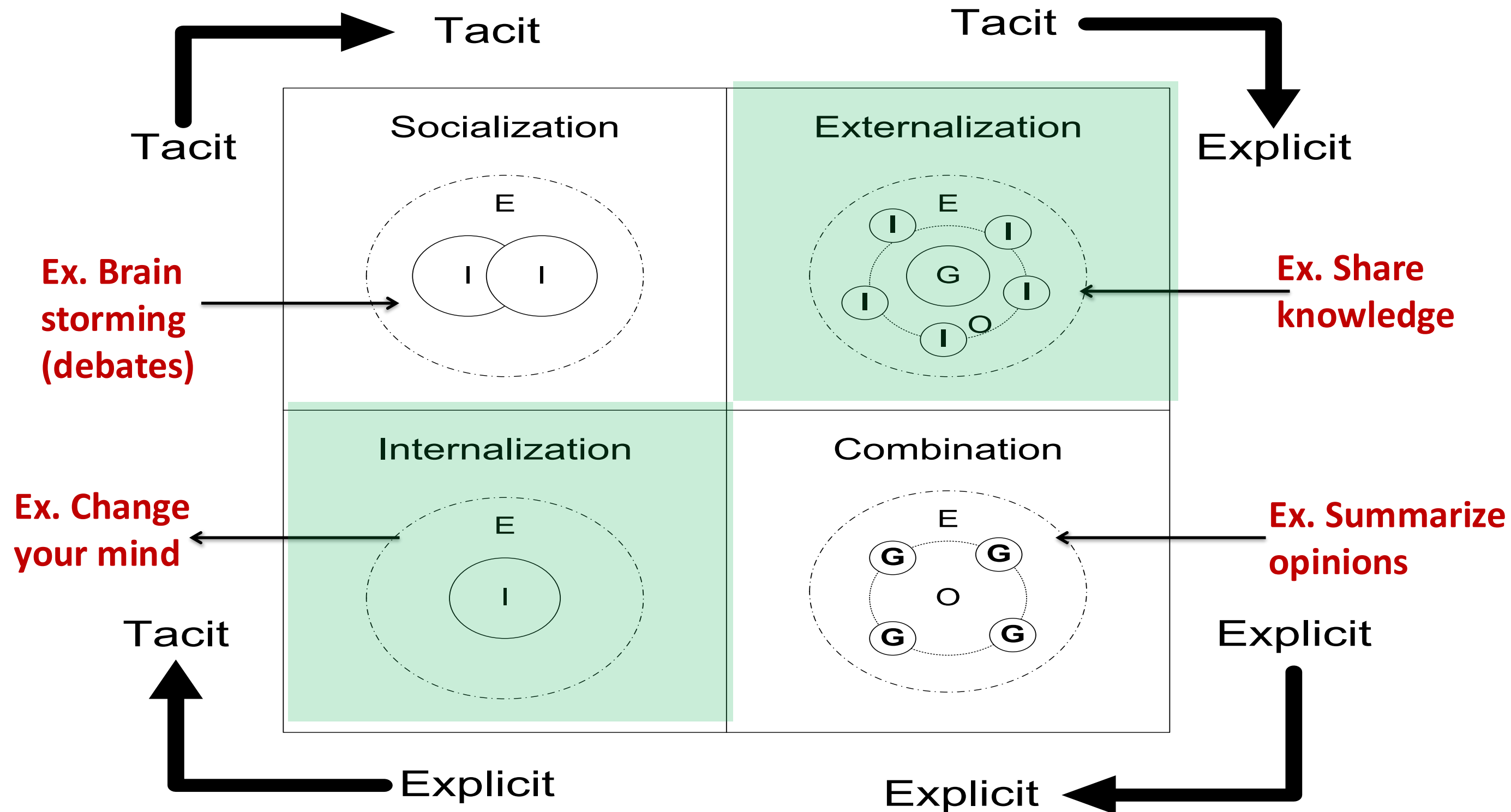
Change blindness: occurs when decision-makers fail to notice **gradual changes over time**, (do not respond to a consumer because of not seeing the changes in their needs)



IDEATOR



- **Focus:** Ideators are imaginative thinkers who thrive on brainstorming and generating a wide range of possibilities. They love to explore new ideas, push boundaries, and think outside the box.
- **Strengths:** Ideators inject energy and creativity into teams, offering innovative solutions that others might not have considered. Their ability to see the big picture helps teams envision new possibilities.
- **Potential Pitfalls:** Ideators may overlook practical considerations and struggle to focus on one idea, leading to a lack of follow-through.



SECI Model

Ideas Creation model

I=Individual, G=Group, O=Organization, E=Environment

DEVELOPER

- **Focus:** Developers are methodical thinkers who excel at refining and improving ideas. They take raw concepts and work through the details, turning ideas into feasible solutions.
- **Strengths:** Developers are critical thinkers who ensure that ideas are viable and well thought out. Their focus on refining solutions helps avoid potential flaws and enhances the overall quality of the outcome.
- **Potential Pitfalls:** Developers may be overly critical of new ideas and may slow down the process by focusing too much on perfecting details.

IMPLEMENTER

- **Focus:** Implementers are action-oriented thinkers who are focused on bringing ideas to life. They are driven by results and are skilled at planning, organizing, and executing plans.
- **Strengths:** Implementers ensure that ideas move from concept to reality. They are decisive, practical, and excel at driving projects to completion.
- **Potential Pitfalls:** Implementers may push for action before ideas are fully developed, potentially leading to incomplete or less effective solutions.

WORKSHOP

On “FourSight” framework

Innovators problem solving Style Identifier



Identify Innovator Styles and problem Thinking Processes: Recognize personal innovator styles, including divergent and convergent thinking, to foster innovative solutions.

This assessment tool is designed to help participants identify their primary innovation style based on the Four Sight framework. It includes a series of questions that reflect the preferences and behaviors associated with each of the four styles: problems' Clarifier, Ideator, Developer, and Implementer.

Instructions:

Please identify to what extent you agree or disagree with the following statements on a five-point scale, (1 –Strongly disagree, 2- Disagree- 3- Neither agree nor disagree 4- Agree 5 – strongly agree)

Participants should respond to each statement on a scale of 1 to 5, where:

1. I focus on understanding the problem thoroughly before looking for solutions.

2. I enjoy gathering all the necessary information about situation surrounding the problem.

3. I tend to ask a lot of questions to ensure I have a clear picture of the situation.

4. I prefer to spend time analyzing data and details about the relationship among problem's parties.

5. I feel uncomfortable moving forward without a well-defined problem.

6. I love brainstorming new ideas, even if they seem far-raised.

7. I thrive in situations where I can think creatively and explore new possibilities.

8. I prefer generating multiple solutions to a problem rather than focusing on just one solution.

9. I find it exciting to think outside the box and challenge conventional wisdom.

10. I often come up with ideas that others might not have considered.

11. I enjoy refining and improving ideas until they are fully developed.

12. I am good at spotting potential weaknesses in ideas and suggesting improvements.

13. I focus on working through the details to make sure an idea will work in practice.

14. I like to take a concept and turn it into a well-structured plan.

15. I prefer to develop solutions that are both innovative and practical.

16. I am ready to start working on a project as soon as a plan is in place.

17. I focus on getting things done and seeing projects through to completion.

18. I prefer taking action over discussing ideas endlessly.

19. I feel most satisfied when I can see tangible results from my efforts.

20. I am good at organizing and managing tasks to ensure they are completed efficiently.

SCORING

After completing the assessment, you should total your scores for each set of questions related to the four problem thinking styles

Clarifier: Questions 1-5

Ideator: Questions 6-10

Developer: Questions 11-15

Implementer: Questions 16-20

The maximum score for each style is 25.

SCORING

Reading the Results:

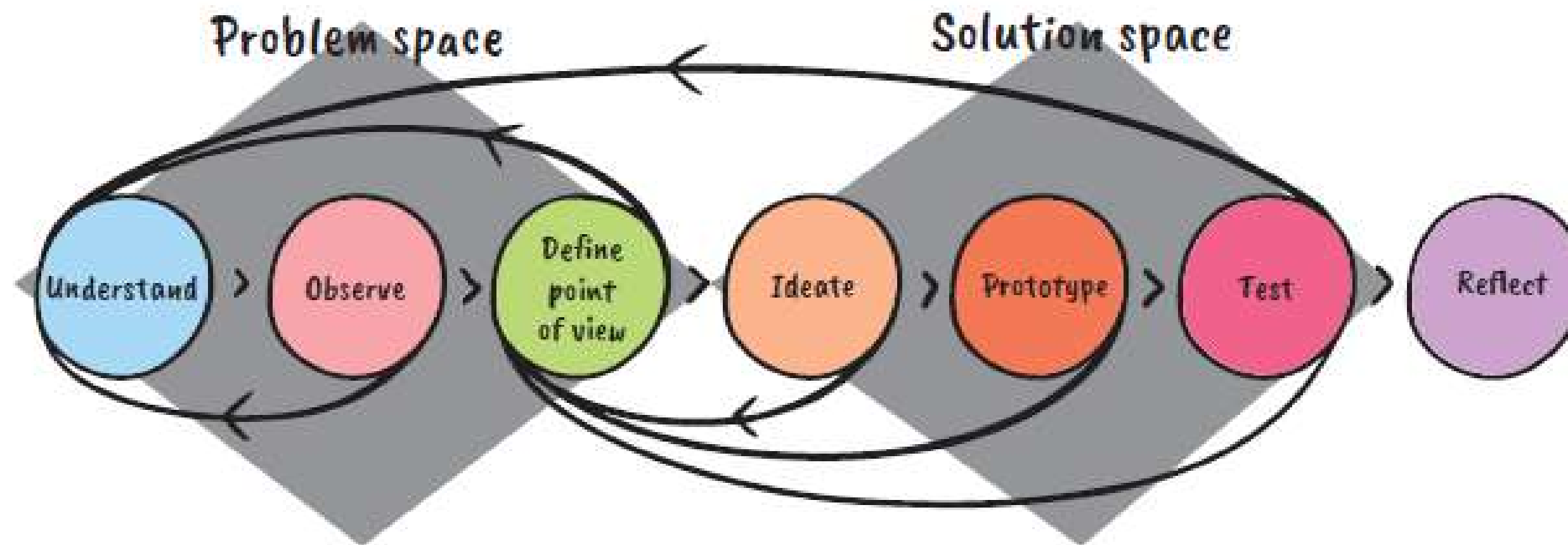
Primary Style: (A 90% +) The style with the highest total score represents the participant's primary creative thinking style. This is the area where they feel most comfortable and naturally gravitate towards during the creative process.

Secondary Styles: (B&C 70 – 89%) The styles with the second and third highest scores indicate secondary preferences. Participants may also engage in these areas, though with less frequency or comfort than their primary style.

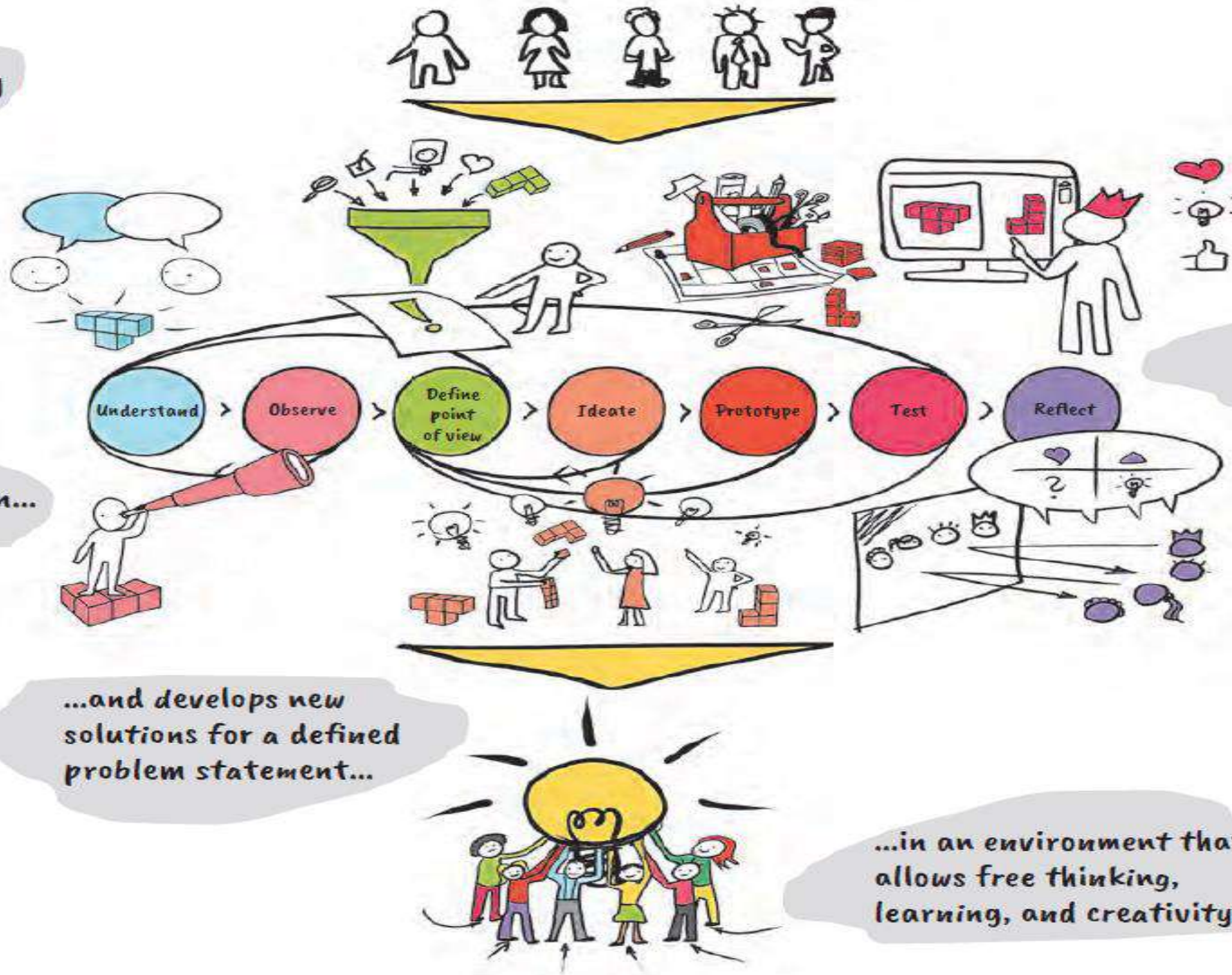
Balanced Profile: (D below 70%) If participants have similar scores across all four styles, they may be considered Integrators, individuals who can move fluidly between all stages of the creative process, adapting to the needs of the team or project.



DESIGN THINKING PROCESS



An interdisciplinary team...



...uses the appropriate tools that fit the situation...

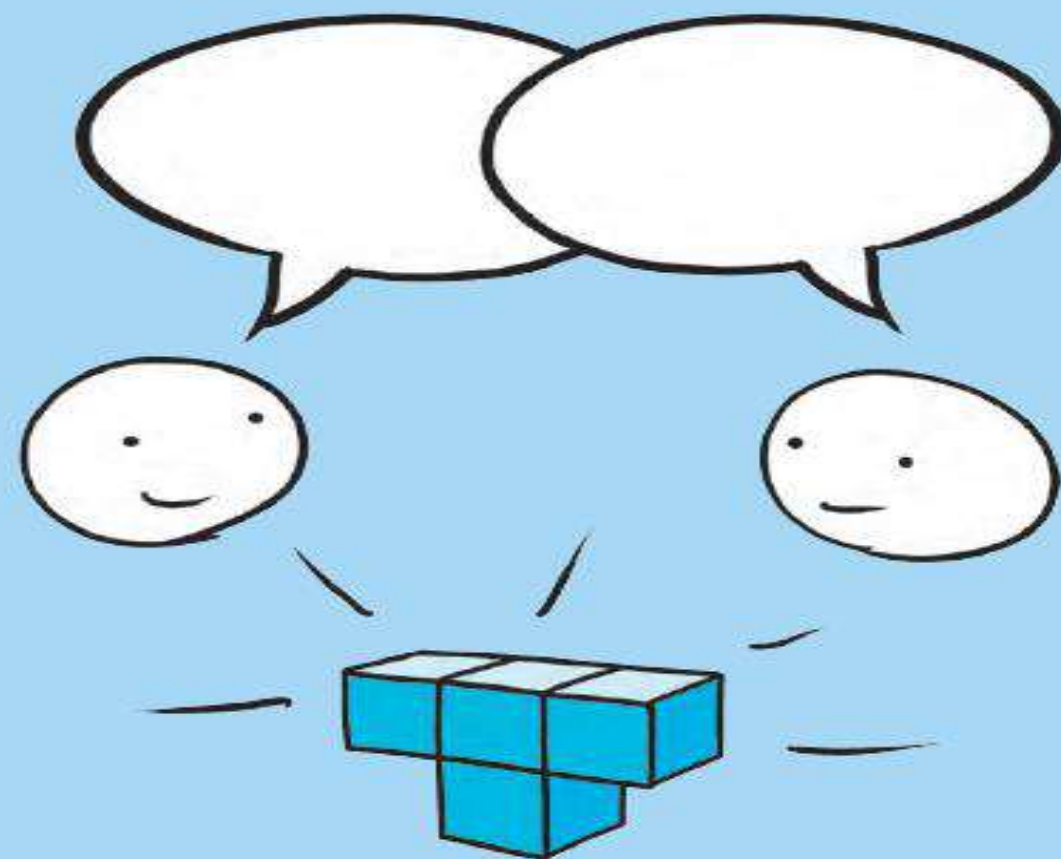
...follows a process...

...and develops new solutions for a defined problem statement...

...in an environment that allows free thinking, learning, and creativity.

1

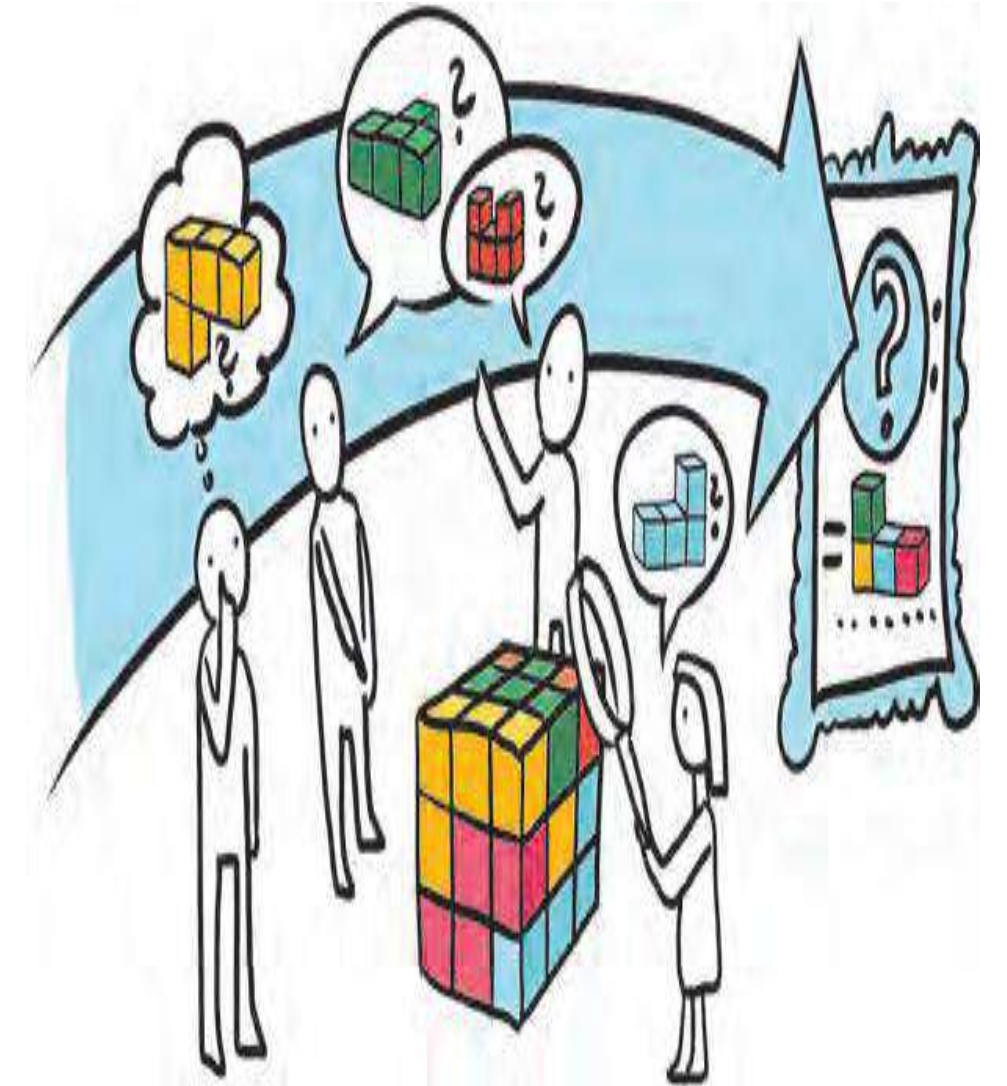
Phase: Understand



The design thinking process starts with defining the key problem statement and capture it in a simple sentence.

Here, the design thinker needs to distinguish between the **phenomenon** (symptom) and the **problem** (disease) and builds causal link between both

Example: weird **headache** and possible reasons **hypertension**

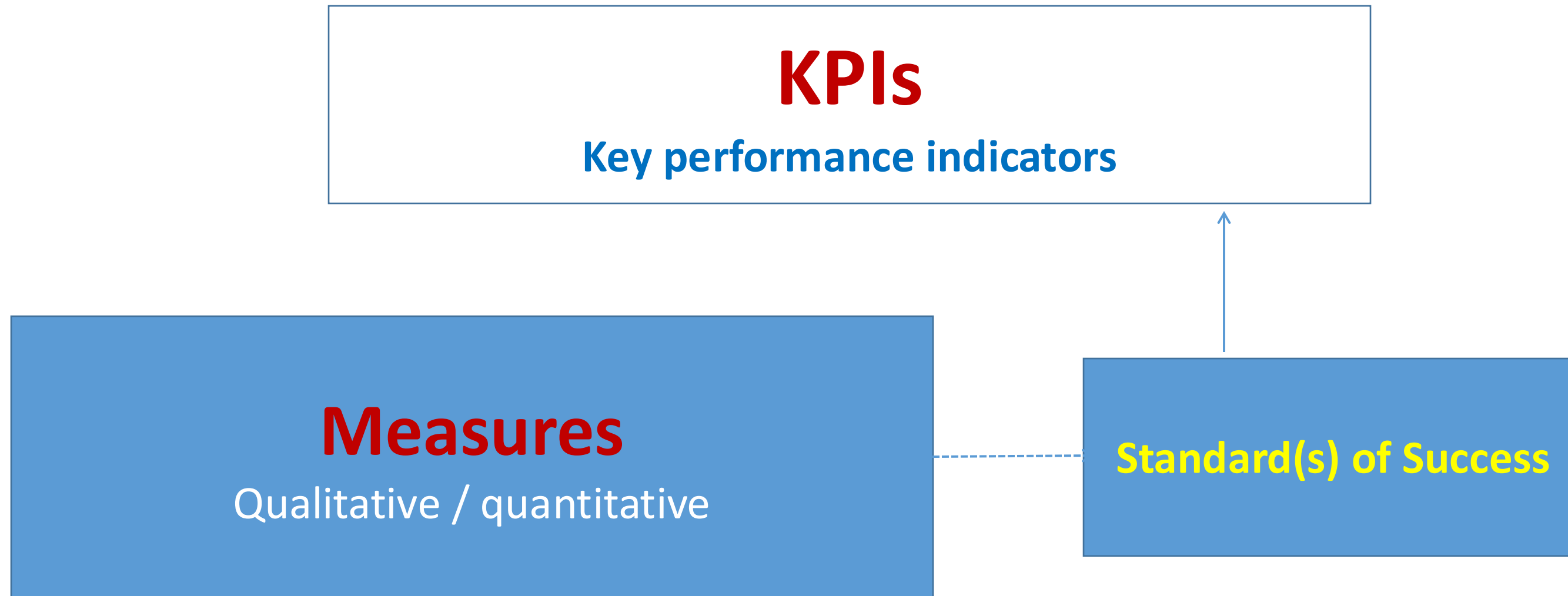


HOW TO CONSTRUCT THE PROBLEM STATEMENT

Step one•• **Develop** common understanding of the problem with the team.
•• **Outline** the direction and the framework for ideation.

Step two•• **Develop** a reference value for the measurement of success (KPI).
•• **Create** a basis for the formulation of **targeted questions**.

Develop a reference value for the measurement of success

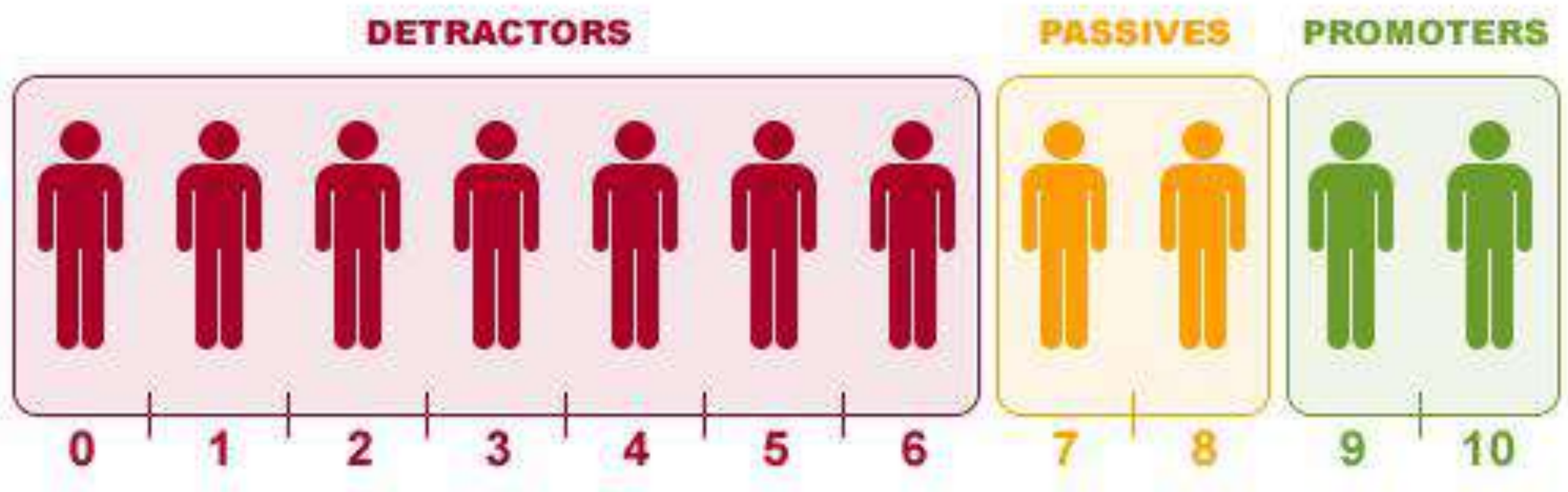


Create a basis for the formulation of targeted questions.

Who	What	When	Where	Why	How
Who is involved?	What do we already know about the problem?	When did the problem start?	Where does the problem occur?	Why is the problem important?	How could this problem be an opportunity?
Who is affected by the situation?	What would we like to know?	When do people want to see results?	Where was it resolved before?	Why does it occur?	How could it be solved?
Who is the decision maker?	What are the assumptions that should be scrutinized?		Where did similar situations exist?	Why was it not yet solved?	What has already been tried to resolve the problem?

EXAMPLES OF ACCREDITED MEASUREMENTS

Using Net Promoter Score (NPS) to measure customer intentions



Net Promoter Score

=

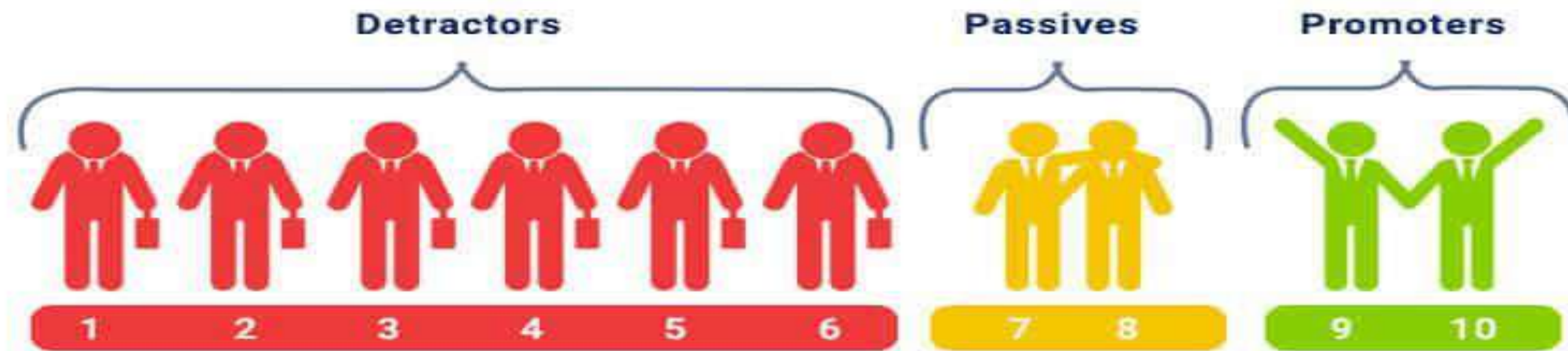
% Promoters

–

% Detractors

Using Employee Net Promoter Score (ENPS) to measure Employee attitudes towards work

EMPLOYEE NPS



Net Promoter Score Formula =  % -  % **x 100**

Promoters *Detractors*

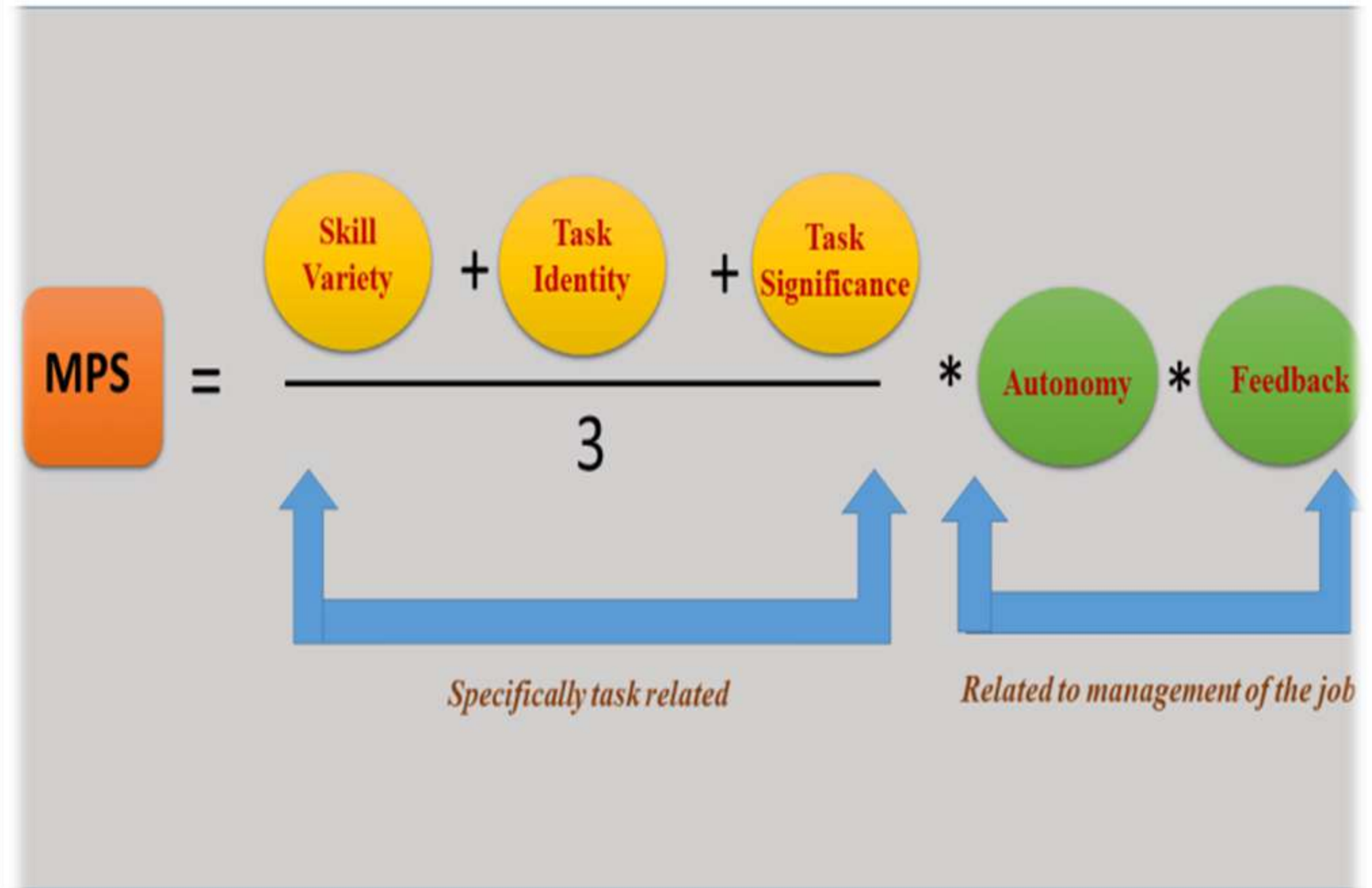
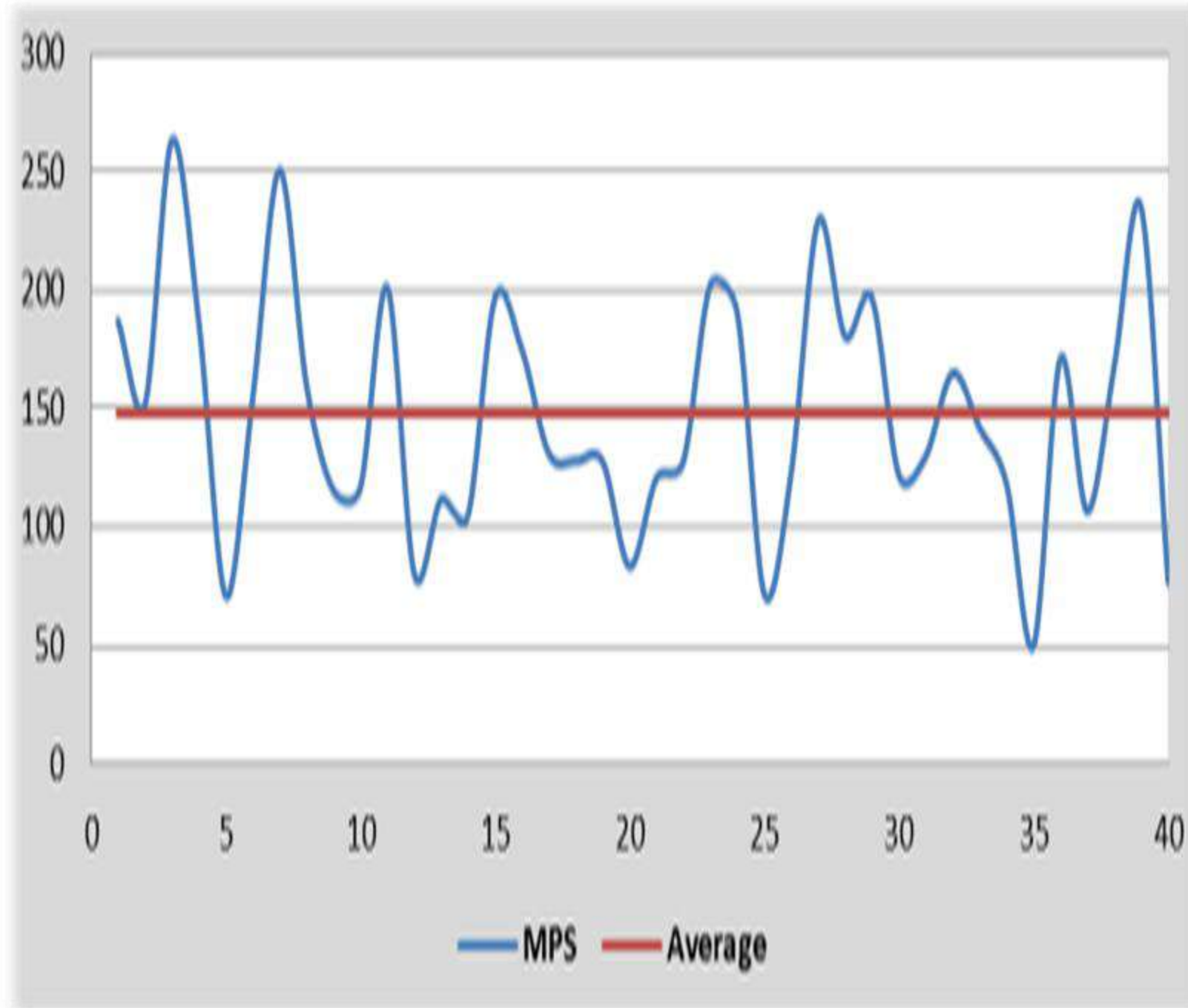
Tracking employees Motivating Potential Score MPS

Developed by **Hackman and Oldham** in the Job Characteristics Model, MPS is a metric that helps us understand how a job design impacts employee motivation. It takes into account factors like:

- **Skill Variety**: Does the job offer diverse tasks that utilize different skills?
- **Task Identity**: Do employees have ownership over a complete task or workflow?
- **Task Significance**: Does the job contribute to a larger purpose and have a meaningful impact?
- **Autonomy**: How much control do employees have over their work methods and planning?
- **Feedback**: Do employees receive clear and timely feedback on their performance?

By calculating the MPS, we can identify areas for improvement in job design.

Tracking employees Motivating Potential Score MPS



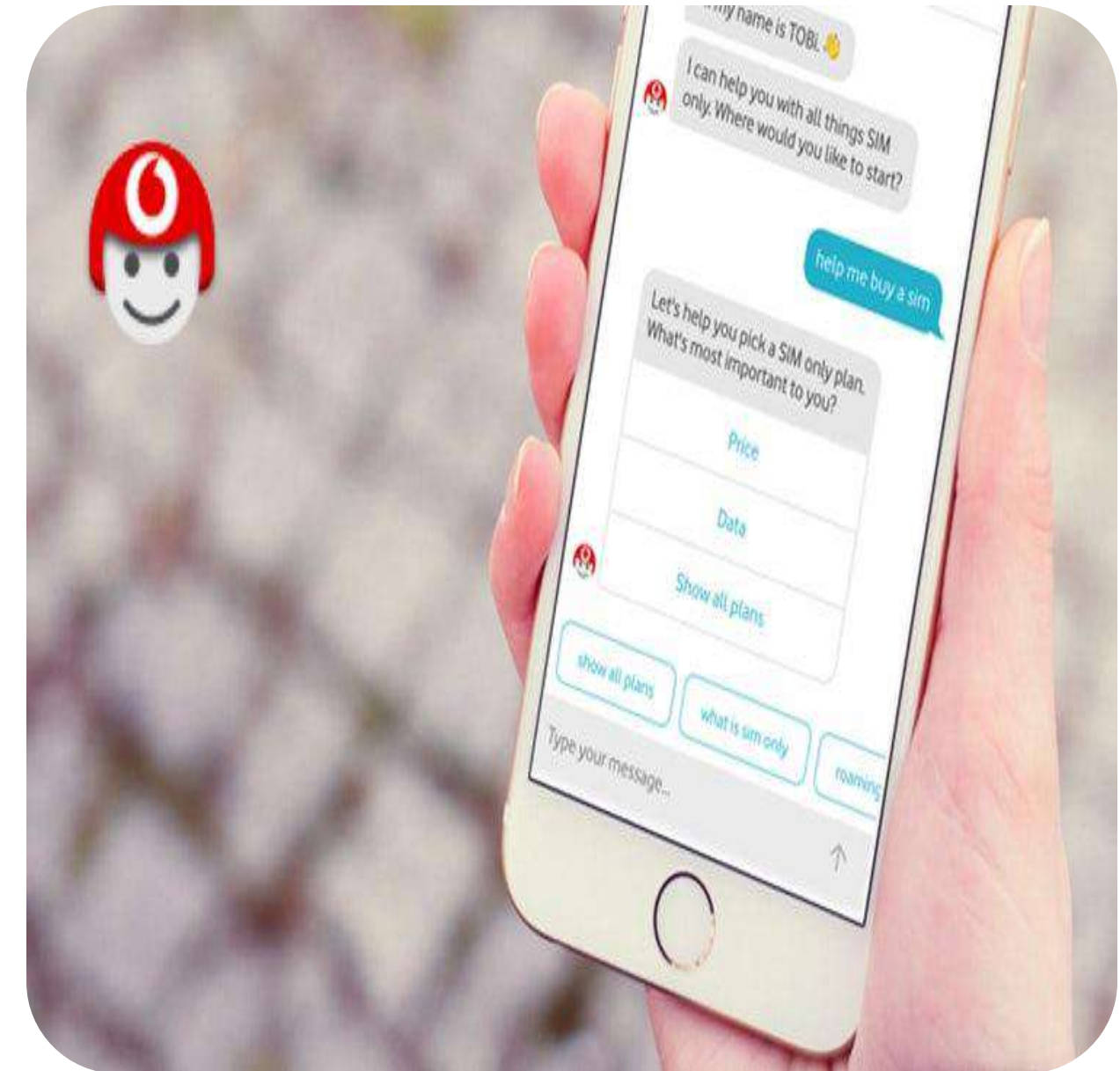
Designation (Equivalent)		Skill Variety	Task Identity	Task Significance	Autonomy	Feedback from Job	MPS
Junior Officer	Mean	5.60	5.00	6.20	5.40	5.20	157.248
	Std. Deviation	.894	1.225	1.095	1.140	1.304	
Officer	Mean	5.28	4.75	5.78	5.22	4.94	135.896
	Std. Deviation	1.054	1.107	.792	.941	.878	
Senior Officer	Mean	5.06	5.04	5.72	4.90	5.21	134.622
	Std. Deviation	1.073	.941	.791	.952	.903	
Principal Officer	Mean	4.86	5.00	5.29	4.86	4.86	119.278
	Std. Deviation	.900	.577	1.604	.900	.900	
Senior Principal Officer	Mean	5.00	4.36	5.64	5.07	5.14	130.229
	Std. Deviation	.961	1.216	.842	1.141	.864	
Total	Mean	5.12	4.89	5.72	5.02	5.12	134.766
	Std. Deviation	1.039	1.021	.863	.972	.903	

Using AI to explain customer preferences

At the most basic level, a chatbot is a computer program that simulates and processes **human conversation** (either written or spoken), allowing humans to interact with **digital devices** as if they were communicating with a real person. Chatbots can answer a simple query with a single-line response, or as sophisticated as digital assistants that learn and evolve to deliver increasing levels of personalization as they gather and process information.

https://youtu.be/7_GpgSpaKTg

https://youtu.be/_3-ZOKKo7II



Vodafone TOBi chatbot

Using AI to interpret customer/employee facial expression

Humans use a lot of non-verbal signals, such as facial expressions, gesture, body language and tone of voice, to communicate how we feel. Emotions influence how we behave in all situations, but too often are still ignored or poorly understood.

Using AI facial expression analysis technology as a novel technology to measure peoples' unfiltered and unbiased emotional and cognitive responses. AI App focused on developing algorithms that can identify not only basic human emotions such as happiness, sadness, and anger but also more complex cognitive states such as fatigue, attention, interest, confusion, distraction, and more.



Using AI to analyze customer/employee voice tone

AI ton analyzer is a tool that can identify people perception using seven different conversational tones, including frustration, impoliteness, sadness, empathy, politeness, satisfaction, and excitement. Tone Analyzer can also recognize the emotional tone of common emojis, and slang. This tool is designed to understand interactions between customers and brands, enabling it to monitor communications, identify irregularities, and highlight opportunities for improvement. It tracks changes in tone throughout conversations and flags when action needs to be taken.

AI can be an attractive proposition, allowing you to test how your target audience perceives tenders, marketing materials, websites, and presentations. Additionally, you can monitor customer interactions from social media and call centers.



https://youtu.be/7_GpgSpaKTg

https://youtu.be/_3-ZOKKo7II

Using environmental analysis (Hoshinkanri)

●	○					Develop a mentoring program		○	○	○	○	○	○	○	○	○	○	●	○									
●	●					Introduce all employees to lean concepts	○	○	○	○	●							○	●									
	○	●				Invest in ISO 9001 or another quality management system				●									●									
		●	○		○	Automate product A, B and C production lines	○			●																		
		●			○	Implement a continuous improvement system and culture		○		●	○	○	○	○	○	○	○	○	●									
			●	○		Initiate a customer survey process		○	●						●													
				●		Develop growth strategies	○	●		○			●	○														
				●	●	Develop a delivery improvement system	●	●							●													
		●			●	Develop an an affordability initiative	●						○	●		○			○									
Increase employee engagement to 40%	Train employees in continuous improvement methods	Decrease cost of production by 10%	Improve the customer satisfaction score to 85%	Increase market share to 25%	Increase profit margin by 5%	High-level, short-term initiatives This year's annual objectives Premier widget manufacturing company in North America Long-term objectives (3-4 years out) Critical metrics to improve												Increase profit margins to 15%	Increase market share to 25%	Increase customer satisfaction to 85%	Achieve \$100,000 cost of production	Increase employee engagement to 75%	Director, engineering	Plant manager	Director, finance	Director, supply chain	Director, HR	Director, quality
			○	○	●	Increase profit margins by 20%	●	○	○										Resources									
		○	○	●		Gain market share to 40%		●	○	○								● Primary										
			●			Improve the customer satisfaction score to 95%		○	●									○ Secondary										
	○	●				Decrease cost of production by 25%				●	○																	
●	●					Create a continuous improvement culture			○		●			●														

Using AI in environmental analysis (Hoshinkanri)

No	Strength	Weight	Rating	Score
1	Variants of food and beverage and the packaging or plating of products in Le Vista Restaurant	0.10	3.29	0.325
2	Easy access to go to Le Vista Restaurant from city centre or tourist destination in Chamonix area	0.11	3.43	0.381
3	The view of Mont Blanc from Le Vista Restaurant	0.11	3.57	0.404
4	Product knowledge of Le Vista Restaurant staff	0.10	3.29	0.318
5	Method of payment for customers at Le Vista Restaurant	0.11	3.36	0.360
6	Upkeep of premises and interior decor can make good ambiance for customers at Le Vista Restaurant	0.10	3.29	0.345
Total		0.63		2.133

No	Weaknesses	Weight	Rating	Score
1	The price match with the quantity of product and customers can reach the prices at Le Vista Restaurant	0.10	2.29	0.221
2	Advertising of Le Vista Restaurant to promote the product	0.08	2.29	0.174
3	Sales promotion of Le Vista Restaurant to attract customers	0.09	2.43	0.230
4	The services from staff to customers at Le Vista Restaurant	0.10	2.29	0.231
Total		0.37		0.857
Total Of Weight & Internal Factor Score		1.00		2.99

(Source: Data Processed 2021).

No	Opportunities	Weight	Rating	Score
1	Influence of customers expenditure pattern that affect the selection and purchase of products	0.12	3.86	0.471
2	The Mont Blanc panorama identical with Chamonix area	0.11	3.93	0.437
3	The mountain in Chamonix area used to sport activities	0.08	3.71	0.283
4	Computer technology and high speed internet access	0.11	3.79	0.421
5	The security area of Chamonix	0.11	3.64	0.404
6	Food culture in Chamonix	0.09	3.71	0.339
Total		0.62		2.356

No	Threats	Weight	Rating	Score
1	Growth of restaurant industry in Chamonix area which selling the same product	0.10	2.43	0.233
2	The restaurants or hotel in Chamonix area which offering food and beverage with low prices	0.10	2.43	0.233
3	The attitude, behavior, language and the social responsibility of community in Chamonix	0.08	2.50	0.207
4	The local government regulation in Covid-19 situation	0.10	2.50	0.256
Total		0.38		0.673
Total Of Weight & External Factor Score		1.00		3.03

(Source: Data Processed 2021).

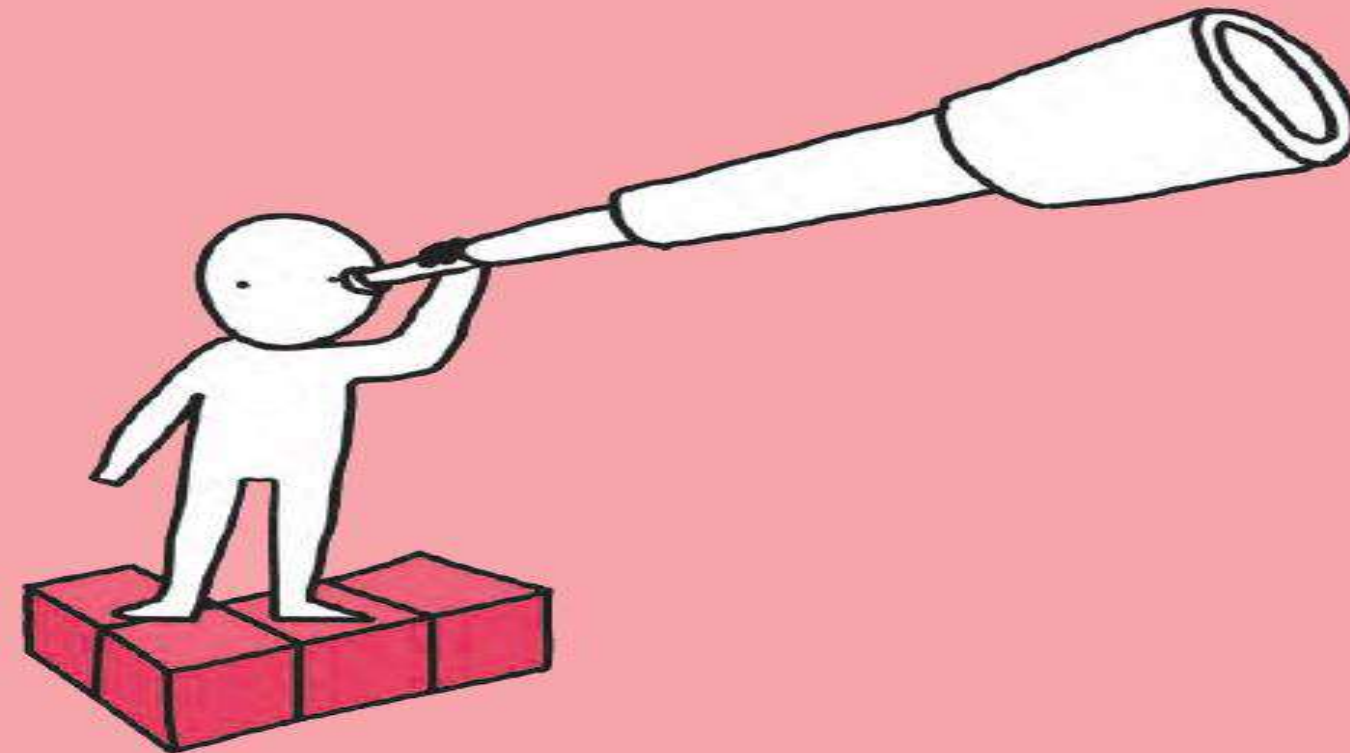
Key Success Factors	Weight	Company A		Competitor 1		Competitor 2	
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Innovation	0.25	4	1.00	4	1.00	3	0.75
Advertising	0.20	2	0.40	3	0.60	4	0.80
Brand Name	0.20	1	0.20	4	0.80	2	0.40
Product Quality	0.15	4	0.60	2	0.30	2	0.30
Customer Service	0.10	3	0.30	2	0.20	1	0.10
Price Competitiveness	0.05	3	0.15	3	0.15	4	0.20
Technological Competence	0.05	3	0.15	1	0.05	2	0.10
Total	1.00		2.80		3.10		2.65

This table portrays the competitive scenarios of the company and its com-

Internal and external environmental analysis
IFAS & EFAS & CPM

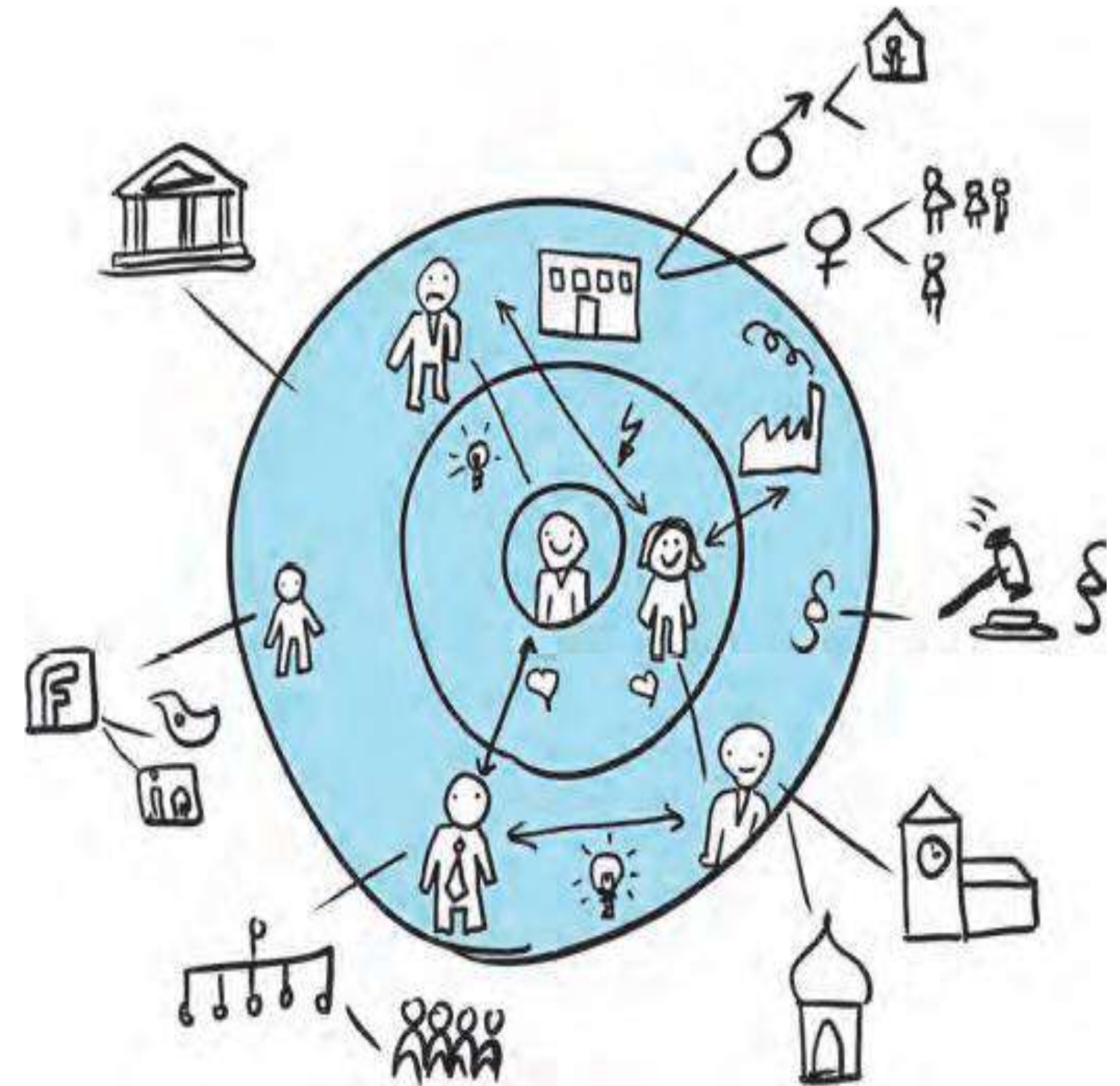
2

Phase: Observe



STAKEHOLDER THEORY

After we have defined a problem, the next phase in the design thinking process is observation. At this phase, we want to learn as much as possible about the stakeholders' needs, motivations, feelings, and the **pain points** or **gains** they are seeking. These tools help us to collect and document insights.



STAKEHOLDER THEORY

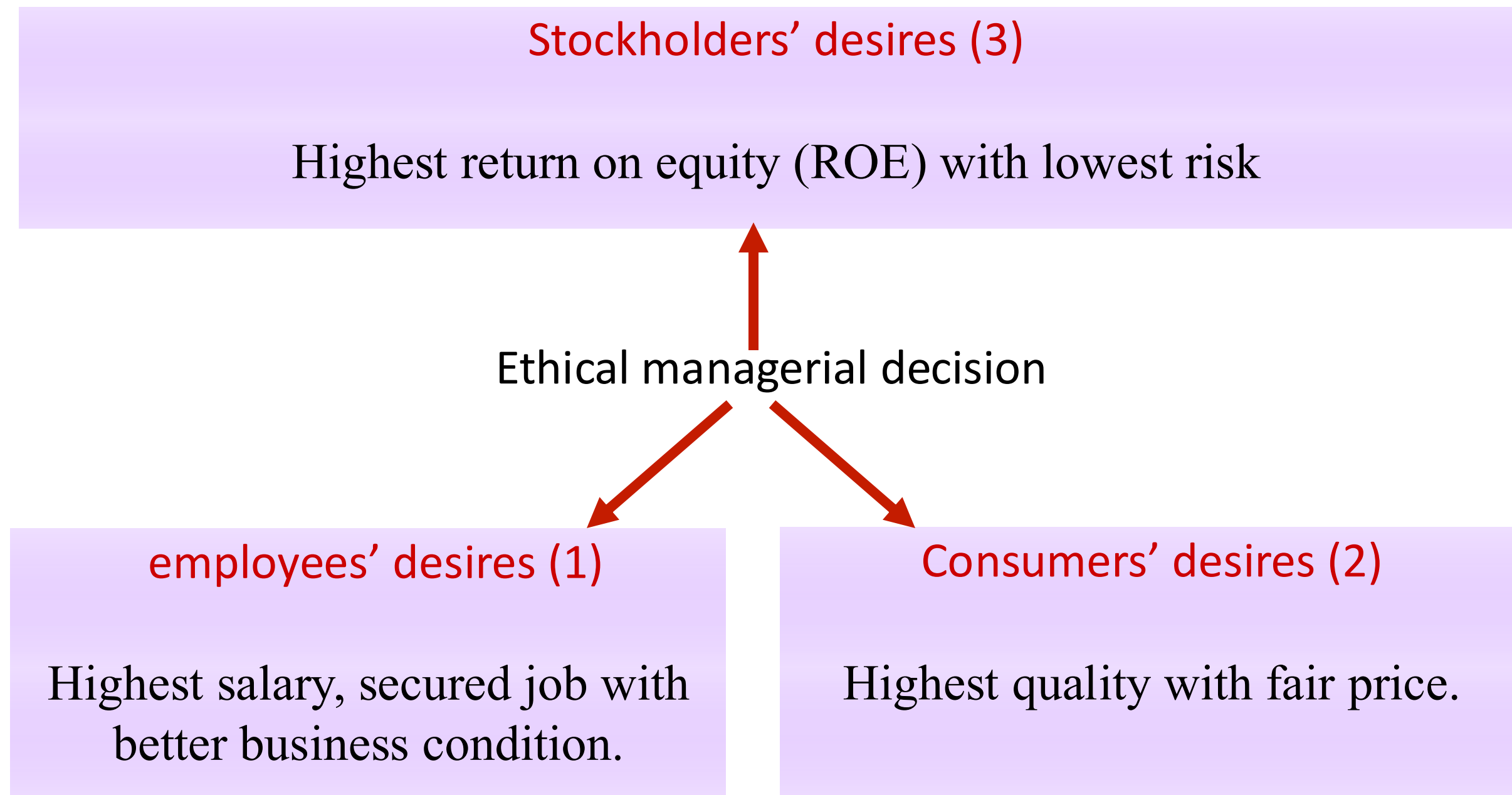
In a general sense, a business stakeholder is anyone who is affected by the decisions made by the organisation either directly or indirectly.

stakeholders have a claim or interest in the problem and a potential solution

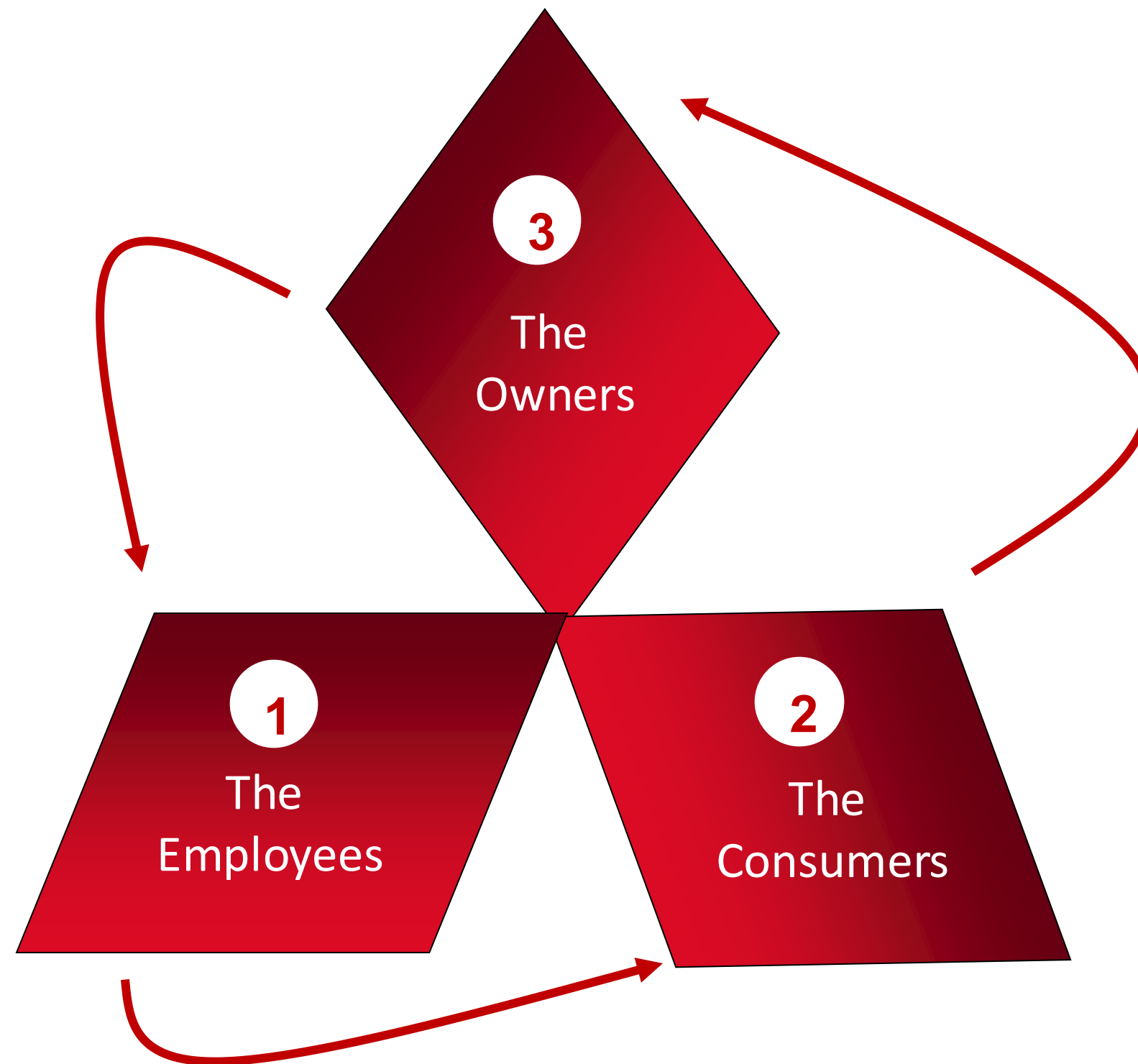
Stakeholder theory asserts that business decision MUST move beyond a narrow concern with **stockholders** to consider the impact that decisions will have on a wide range of **stakeholders**.

Stakeholder Theory

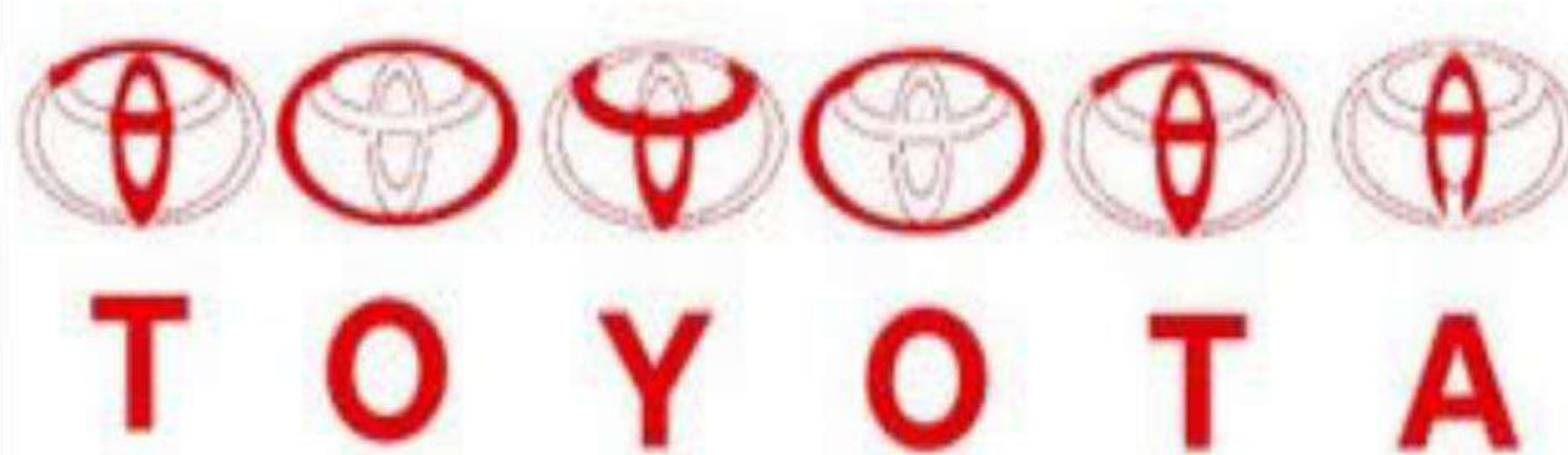
Conflicts to be Balanced



Example of MITSUBISHI 3 Diamonds



Integrating Stakeholders' interests in different companies



Stakeholder Map

Ethicality of the decision taken by the organization affects (positively or negatively) (directly or indirectly) each of the stakeholders surrounded.
(give example for each)

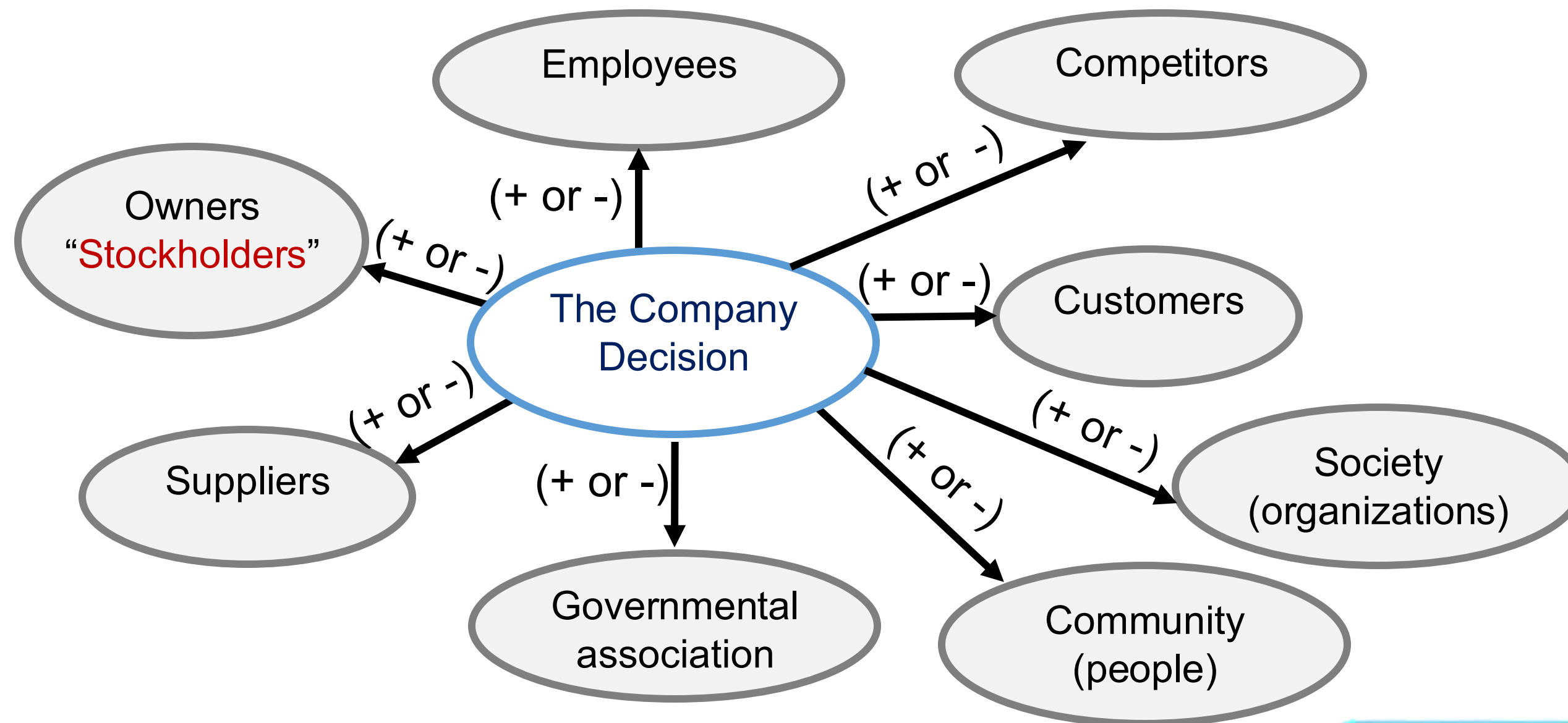


Figure 2.1 the stakeholders Map

Community Vs. Society

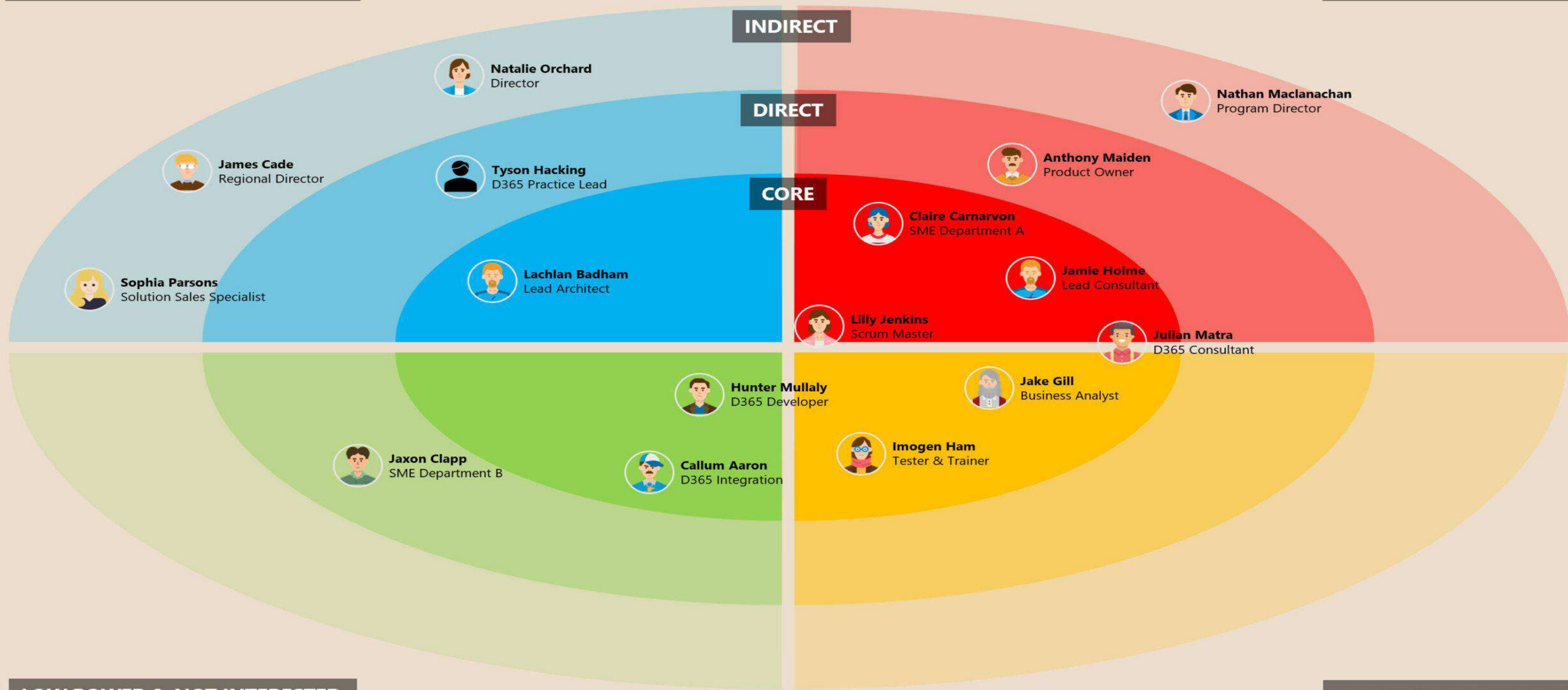
Society



HIGH POWER & NOT INTERESTED
KEEP SATISFIED

2 Map your Stakeholders

HIGH POWER & INTERESTED
MANAGE CLOSELY



WORKSHOP

Drawing the stakeholders map



Nestlé



Company profile:

“Nestlé is the world’s largest food and Beverage Company. It employs over a quarter of a million workers. Today, Nestlé Water is established in 130 countries. According to the latest financial reports, Nestlé had an inventory turnover of £38.3 billion on which it made a net profit of over £3.2 billion. The majority of this profit (63%) was re-invested in the business whilst the remainder (37%) was paid out to shareholders in dividends.



Nestlé



Business condition:

By the end of 2013, Nestlé faced a great challenge in the Egyptian market when the biggest bottled water manufacturers of AQUAFINA (Pepsi) and DASANI (Coca-Cola) had to shrink their market share because of technical and legal reasons. Thus, Nestlé had to fill the gap in water demand by acquiring BARAK.





Nestlé

Business condition:

However, Nestlé failed to fill the whole market gap while it had to produce big-sized bottles to the big customers like hotels, business units and schools on the expense of producing medium and small sized bottles for individual end consumers.

This in turn led to duplicating the price of medium and small sized bottles of water in the Egyptian market.



Nestlé



Here, local competitors namely “HAYAT” “SEWA” and “SAFI” introduced new water brands in the Egyptian market in competitive price. This in turn led to drop in the Nestlé share estimated by 8%.



Ex. Stakeholders' List

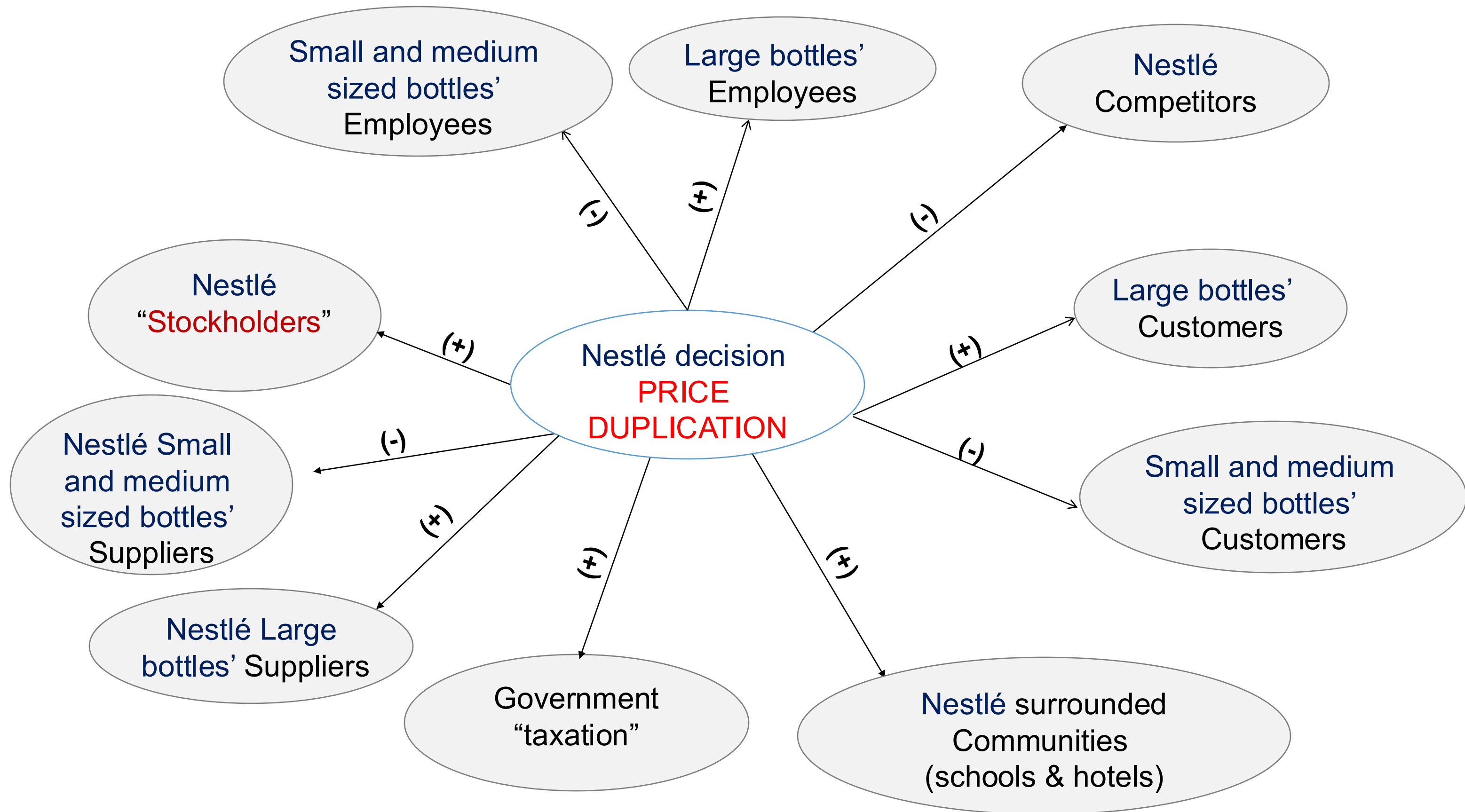
A: Primary stakeholders (who are affected directly by Nestle decision)

- Nestle Stockholders: Dividends increase
- Nestle Employees
 - Terminated: Income decrease
 - Non-terminated: job security increase
- Nestle Customers
 - Big bottle sized customers: Product availability increase
 - Small & medium bottle sized customers: product shortage

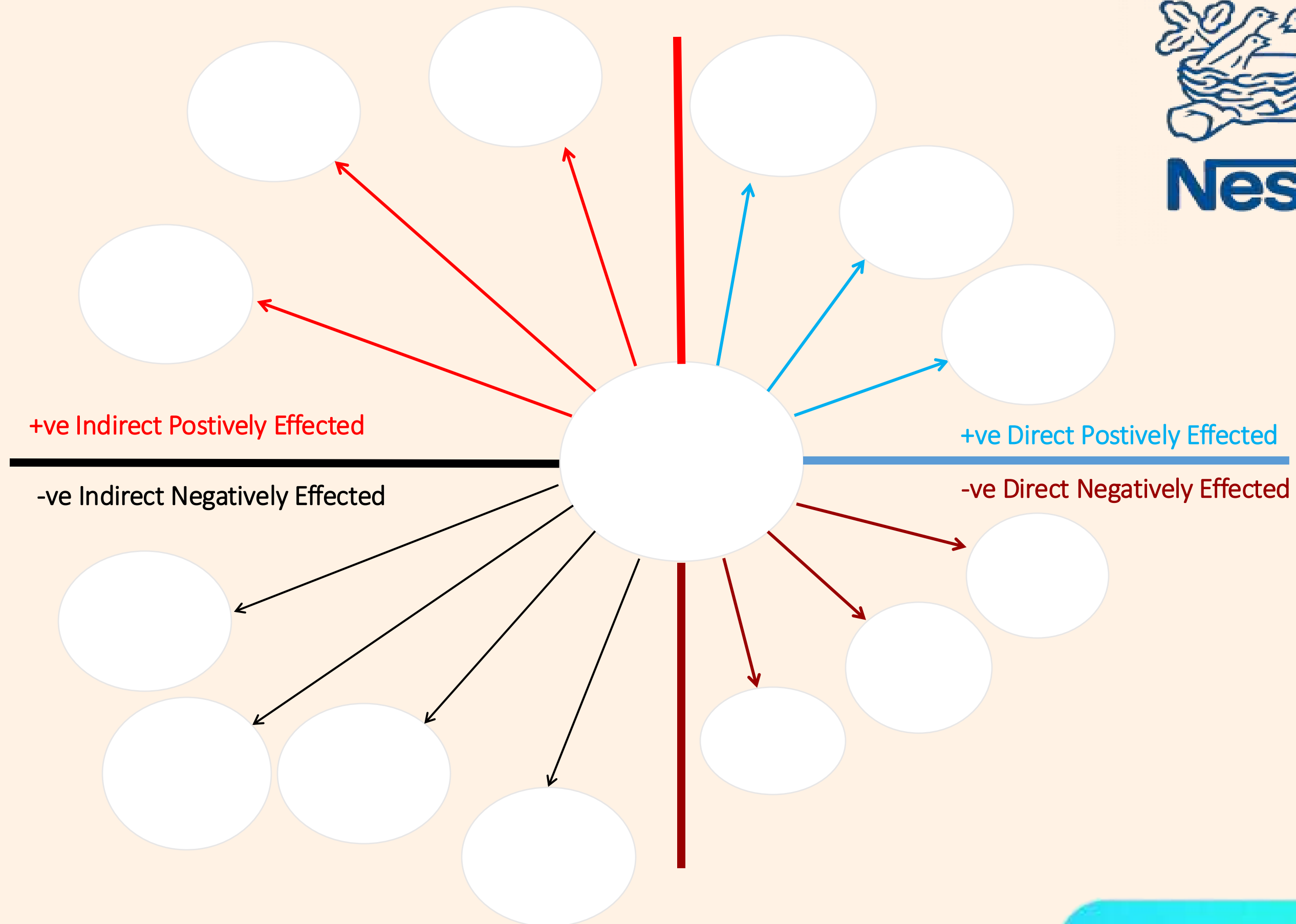
B: Secondary stakeholders (who are affected in-directly by Nestle decision)

- Nestle Competitors (Hayat, Siwa, Aquafina and Dasani): market-share decrease / increase
- Nestle Suppliers: Number of contracts increase
- Nestle Community: Unemployment rate increase
- Government "Taxation association": Tax fees increase

Nestlé suggested Stakeholder Map



The Stakeholders Map



Stake-Holders List

A. Primary Stake Holders		
Stakeholders (Individual / Institutional)	Consequences	Impact (+ve / -ve)
A1.		
A2.		
A3.		
A4.		
B. Secondary stack holders		
Stakeholders (Individual / Institutional)	Consequences	Impact (+ve / -ve)
B1.		
B2.		
B3.		
B4.		

SIEMENS

Exercise

Drawing the stakeholders map

The stakeholders map



Siemens is a multi-national firm producing electrical and electronic products in 190 countries around the world employing 450,000 people.

Siemens UK base in Berkshire employs about half of Siemens' UK workforce serving more than 100 sites and generating over £3 billion annually revenues.

The stakeholders map



Siemens UK administration has to decide its production mix that maximises its market share and profitability. It offers the full collection of goods and services divided into two sectors.

The **Primary sector includes electrical and electronic products for personal use ranging from toasters to personal computers. Otherwise, the **Secondary sector** includes soft and hardware products that facilitate essential public and private services such as transportation, farming, banking and healthcare services.**

The Siemens logo is a teal-colored rounded rectangle with the word "SIEMENS" in white, uppercase, sans-serif font. It has a subtle reflection effect below it.

SIEMENS

Based on latest statistics, 40% of Siemens UK revenues are derived from the primary sector and 60% from the secondary.

The Sales were declined in the primary sector due to a sever competition from Chinese products that depends mainly on the price. This is in addition to increasing the cost and the price of the secondary sector products.

The stakeholders map

The Siemens logo is displayed within a dark teal rounded rectangle. The word "SIEMENS" is written in white, bold, uppercase letters. Below the rectangle is a light blue reflection effect.

SIEMENS

Responding to consumer demand in the market, the administration of the UK subsidiary decided to substitute services with goods to reach (40 : 60) instead of (50 : 50). In some cases, Siemens combines products and services in major projects such as hearing aids and MRI scanners to support hospitals.

SIEMENS primary products



SIEMENS Secondary products



Hearing Aids



Siemens Bank



MRI scanners



SIEMENS TRAIN

Offshore wind farm

The Siemens logo is displayed within a dark teal rounded rectangle. The word "SIEMENS" is written in a bold, white, sans-serif font. Below the rectangle is a light blue gradient shadow.

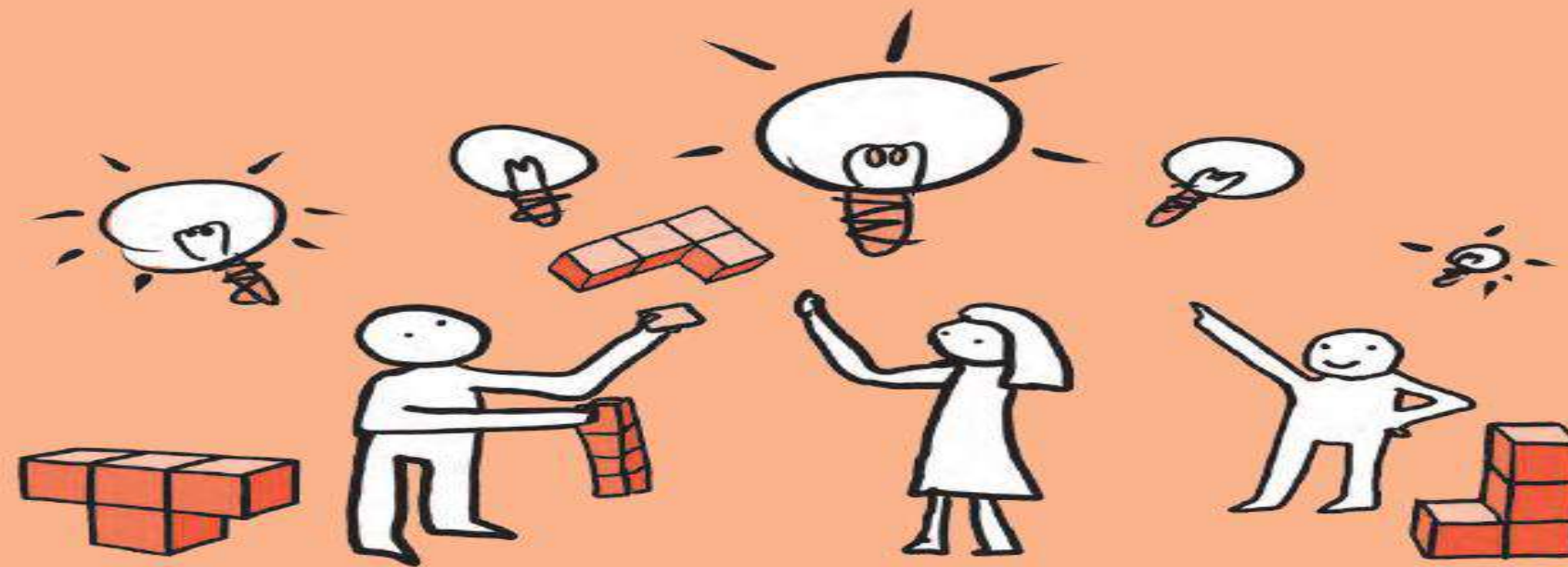
SIEMENS

However, responding to such new trends led to **downsizing** employees in primary sector substituting them with more suitable new staff for delivering the secondary products.

After reading the Siemens case, you need to list the stakeholders and draw the stakeholders map....

3

Phase: Ideate



The **Ideate** phase is a crucial step in the Design Thinking process, focused on generating a broad range of ideas and solutions to address a defined problem. The Ideate phase encourages creativity and innovation to explore all possible ways to solve that problem.

DIVERGENT THINKING & COLLABORATION

Divergent Thinking: This phase involves divergent thinking, where team members are encouraged to think expansively, explore unconventional ideas, and challenge assumptions. The goal is to generate as many ideas as possible without judging or limiting them.

Collaboration: The Ideate phase thrives on collaborative input, with diverse perspectives helping to unlock fresh ideas. Cross-functional teams bring varied expertise, which often results in more comprehensive and innovative solutions.

QUANTITY OVER QUALITY & CONVERGING IDEAS

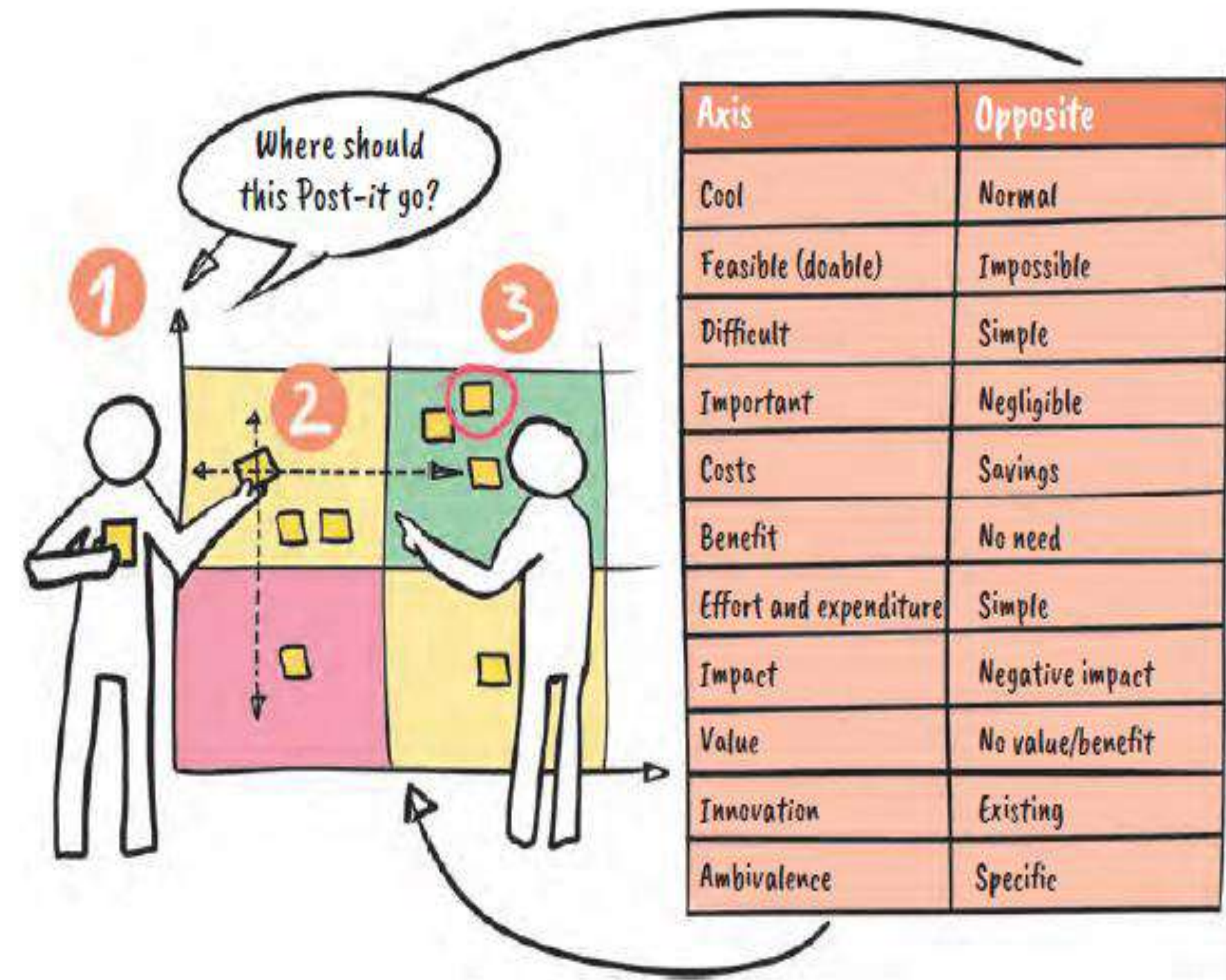
Quantity over Quality: Initially, the emphasis is on generating a large number of ideas rather than evaluating them. This approach reduces pressure and encourages out-of-the-box thinking.

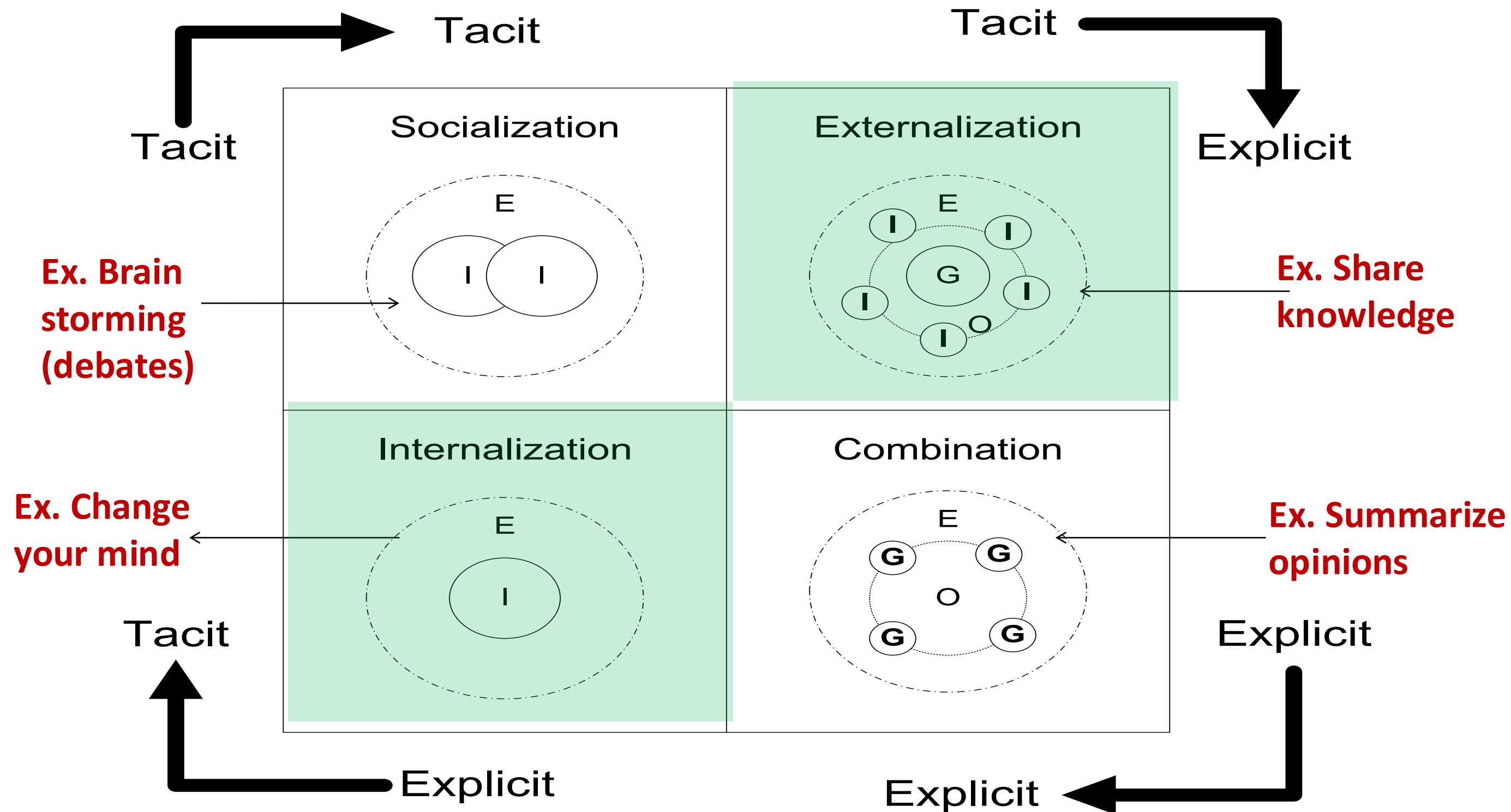
Converging Ideas: After a robust list of ideas is generated, the team starts narrowing down options by selecting the most promising or feasible solutions. This transition from quantity to quality is vital as it sets the stage for prototyping and testing.

2x2 matrix

- The 2x2 matrix is a visual way of categorizing ideas.
- The matrix is highly modifiable, because any type of meaningful axis attribute may be used.
- The 2x2 matrix can also be used to change the way of thinking from a 100% idea orientation toward the recognition of unfulfilled user needs and strategic opportunities.
- The 2x2 matrix is not only used predominantly in the context of prioritizing ideas but in all other phases as well.

Example of axes in a 2x2 matrix





I=Individual, G=Group, O=Organization, E=Environment

SECI Model

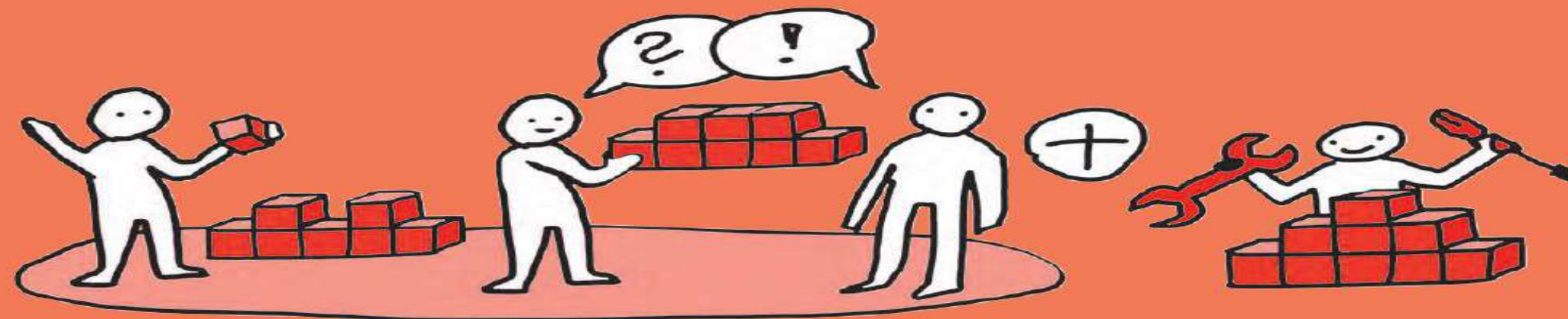
Ideas Creation model

WORKSHOP

SECI model

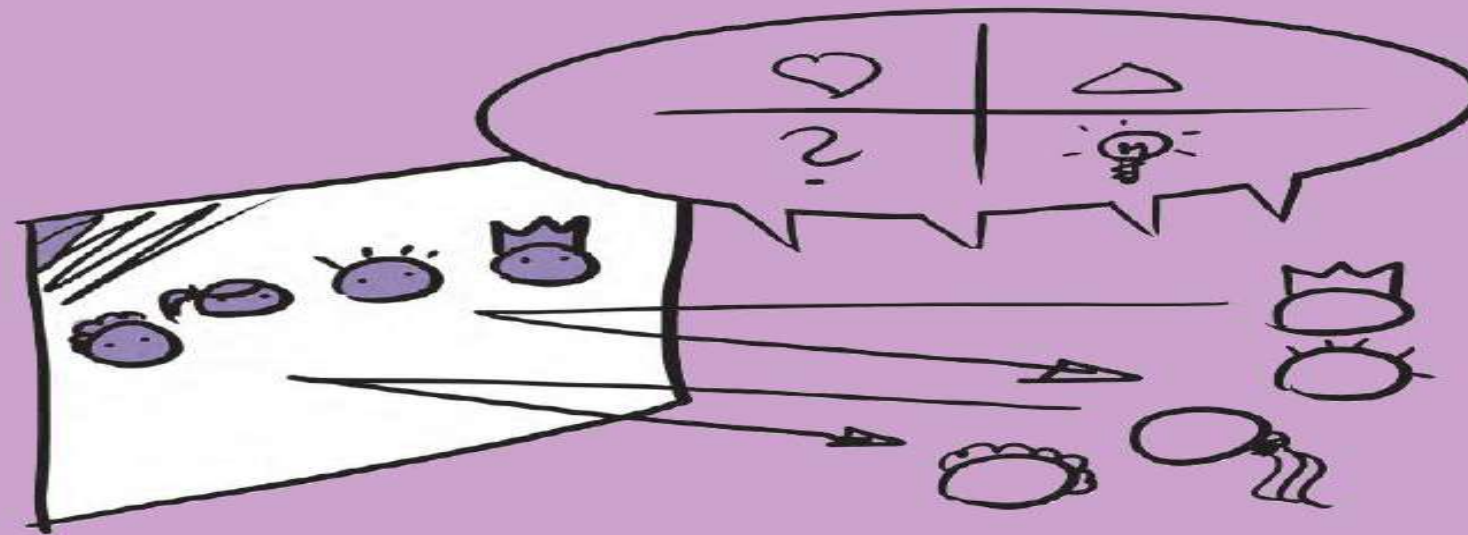
4

Phase: Prototype



The Prototype phase is an essential step in the Design Thinking process, where ideas take shape in tangible, experiential forms. Rather than treating prototyping as isolated steps performed by the team, it is best understood as a mindset and approach that permeates the entire innovation process. Prototyping enables innovators to move concepts from abstract thoughts into physical manifestations that others can see, hear, touch, and even interact with.

Phase: Reflect



The last phase – “reflecting” – helps on several levels. We can reflect on our procedure; the work on the team; the involvement of the relevant stakeholders; or whether the mindset is lived. For us, the steps of reflection and learning are of vital importance; this is why they have become an integral part of our work as designers. Various techniques such as “I like, I wish, I wonder” and the retrospective sailboat help with the reflection on the procedure. Tools such as the lean canvas or “create a pitch for presentation” help with the reflection on and documentation of project content and its continuous further development.

**Thank You
For Attending**

Best time ahead

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