

# Design Thinking, Entrepreneurship and Innovation Decisions

RESEARCH PROJECT – JUNE 2016

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## 1. Abstract

This research is a Spin-Off from an initial one on Design Thinking (DT) started at UTS-Australia and IE B-School among several B-Schools and Institutions highly committed with the exercise of Design Thinking

The goal of the project is to test how effective is DT to take decisions in the areas of Entrepreneurship and Innovation, to prove the effectiveness of DT as a decision making tool, through real life experiences. The exercise is not only an academic work but a serious consulting service to the companies who want to use DT for their decisions.

The outcome of this exercise is to achieve experience to resolve problems and to generate ideas to grow and to improve existing products, services and business models as well as to generate academic documents (cases, articles and journal papers) and a DT manual of best practices for consultants and scholars.

Methodology will be to organize “ideation” sessions once the objectives of the exercise and the stakeholders involved are agreed between the participating institutions and the research team and to use video-observation conclusions, surveys and interviews to evaluate the impact of the DT exercise.

## 2. Introduction

Complex decision making activities have been associated to negotiation and agreement reaching by various parties with different interests, where the final objective is a consensus on an activity, action plan, disbursement, etc.

Design Thinking (DT) is a traditional architects and designers approach to decision making, through user needs and emotions profiling, followed by group dynamics including various stakeholders who add value to the “ideation” plus intensive prototyping.

DT is also preferred by most innovation intensive non-architectural/design firms to ensure the feasibility of the decisions reached using this methodology and there is a serious interest in the business community to test if DT is an effective tool for other decisions different from design products or services.

Various Scholars of DT and Strategy and consultants on innovation are convinced that agreements among different stakeholders (mainly end-users and customers) to reach strategic decisions can be optimized by using DT techniques.

This project research team is committed to prove the above hypothesis with a contra-factual analysis in several innovation and entrepreneurship situations from various sectors in different countries.

### 3. Research project objectives

01. Evaluate the benefits of decision making related to Innovation and Entrepreneurship using DT in different sectors (IT, Health, Wine, Education, Tourism, etc) and compare benefits (effects) of DT with the costs (i.e. time, hiring design consultants , prototyping, inviting customers, etc)
02. Analyze reactions of management when using DT versus a more traditional board decision making.
03. Identify best practices to implement DT methodologies for business decision making in areas not related to design, and for different sectors and functions.
04. Propose indicators to measure the success in using DT.
05. Generate cases jointly by co-work with academic partners to use in DT for their respective Innovation and Entrepreneurship teaching activities.
06. Produce a Manual for academics and practitioners on DT best practices.

### 4. Methodology

A Document of Understanding will be signed by all participating institutions with outlining the schedules, participants, documents to be generated, intellectual property agreements and fees if applicable.

Once the “ideation” sessions are completed, management impressions as well as best practices will be analyzed through personal interviews and standard surveys to consolidate and compare results across sectors.

Research project deliverables will include the following material:

- Best practices and problem resolution / focus for the participating companies
- Multimedia cases to be included at Cases Clearinghouses of the participating academic institutions case data bases.
- Journal papers jointly prepared by participating institutions

Expected activities for one complete DT workshop include: 8 sessions of 90 minutes each performed by two/three members of the research team (2 sessions to prepare the exercise / 3 sessions for the ideation / 3 sessions for feedback, prototype design and conclusions).

### 5. Participating Academic Institutions

Invited 20 academic institutions and their respective contact points are followed with asterisks (\*) indicating the number of ideations completed, while 84 private companies DT workshops are maintained confidential:

- Acelerador de Empresas-Panama (Prof Ariel Jones) \*\*\*

- AMPYME – Panama (Prof. Carlos Sanchez-Sicilia) \*
- Biodiversity Museum – Panamá (Mrs Margot Lopez ) \* \*\*
- Deusto B-School-Bilbao (Dr Tontxu Campos) \* \*\*
- Javeriana Universidad de Bogotá (Dr Roberto de la Vega) \*\*\*
- Knowledge Group-Panama (Prof Mónica Fábrega) \* \*
- Madrid Politechnical Univ, Spain (Dr Cándido Barrena)\* \* \*\*\*
- Melbourne Swinburne University (Dr Alex Maritz) \*
- Panama Techn. Univ., UTP (Dr Juana Ramos, Research Vice-Chancellor)\*
- Pekin University-Guanghua B-School (Dr Yichi )\*
- Tocumen Kuna Community-Panama (Rev Mariqel) \*
- USTA, Bogotá ( Dra Rocio Hincapie) \*\*
- Universidad del Pacífico, Lima ( Dra Vanina Farber) \*
- Universidad de San Andres-Argentina (Dr Sergio Postigo) \*
- Universidad Santa Maria Antigua, USMA, Panama (Dr Eduardo Pazmiño)
- UTS - U-Lab, Australia on Strategy (Dr Jochen Schweitzer) \*\*\*
- UTS – Tourism School (Dr Stephen Wearing) \*
- USI, Switzerland on Health Sector (Dr Marco Meneguzzo)

## 6. Research Team

The team is lead by academic practitioners of innovation and entrepreneurship, whom in turn co-work with the key people of the participating institutions:

### **Altimira, Ricardo- PhD (Project Coordination):**

PhD - Cum Laude – Business Administration, UPM, Spain / Postgrads at IE B-School, NYU and Harvard University / Over 25 years' experience as Intrapreneur and Innopreneur at IBM (US / LatAm / Spain), Telefonica and IE B-School / Director, In Company Education – Knowledge Technologies, IE (1999-2004) / Board member, Fitness/Sports/Corporate Health Companies (1998-to date) / Over 300 workshops on Design Thinking, Entrepreneurship and Soft Skills at 11 B-Schools and In-Co Clients

### **Muñoz, Ximena- PhD Cand (Project Impact Evaluation)**

Economist, UNR, Argentina / PhD Cand., UCM, Spain / Postgrads at IE B-School, World Bank, UN and Harvard / Over 15 years' experience in impact evaluation of public policies / UN Consultant / Co-teacher at Georgia Tech Innovation in LatAm Project / IE B-School Associated Professor / Over 100 workshops on soft skills and innovation at B-Schools and Corporate Clients

### **Rincón, Manuel- PhD (Impact Evaluation / Innovation)**

Telco Engineer / PhD UPM, Spain / Postgrads at UN, IE / IE Associated Professor on Innovation, CRM, KM / UN Consulting on Impact Evaluation / UN Knowledge Officer with wide experience on Asia and Africa Entrepreneurship Projects / Former Strategy Consultant at Accenture and currently consulting in European Bank Sector.

## 7. Field Work Protocol

1. Signature of agreement between academic/private participating institutions signed on confidentiality / commitment to complete a survey / tentative schedule / compromise to generate cases / intellectual property rights / etc.
2. Schedule the 8 sessions and the expected deliverables (2 preparatory sessions + 4 sessions for ideation + 2 sessions for protocol and conclusions)
3. Identify stakeholders to participate in ideations, in particular customer s/ users
4. Delivery in advance of DT reference multimedia material to each participant and a protocol for the workshop guidelines.
5. During the four session “Ideation” workshop, the tentative schedule includes:
6. One initial session to address: DT history / pros-n-cons / objectives /etc.
7. Second session: a sample of *Ideation* to illustrate step-by-step process.
8. Third and Fourth sessions focused on Ideation where expected attendees include:
  - Facilitators
  - Company representatives
  - Customer / end-user representatives
  - Observers- Assistants (no participation)
  - Documenter
9. Last two sessions focused on Prototype / adjusting / implementation plan.
10. Results evaluation using a standard survey of 20/30 open questions.
11. Once the decision is implemented a second survey will take place forwarded to the Company executives for contra-factual analysis.

## 12. Main academic project underway

Entrepreneurs best practices at iconic buildings  
<http://www.youtube.com/watch?v=drEXCQ1Af2c>

1. Objectives:
  - Research how creative buildings inspire creative teams of entrepreneurs
  - Identify best practices to be used when entrepreneurship activities take place in those iconic buildings
  - Compare results with other spaces (i.e. Hubs / Incubators / Accelerators)
  - Write B-Schools cases for entrepreneurship lectures, incubators, etc.
2. Empathy mapping including institutions committed to Entrepreneurship ,i.e.

- Biodiversity Museum, Panama (\*)
- Guggenheim Museum, Euskadi (\*)
- Marques de Riscal Hotel, Spain
- Palacio Kursals, San Sebastián, Euskadi (\*)
- Univ. San Andrés, Buenos Aires, Argentina (\*)