

Mastering Design Thinking in Organizations

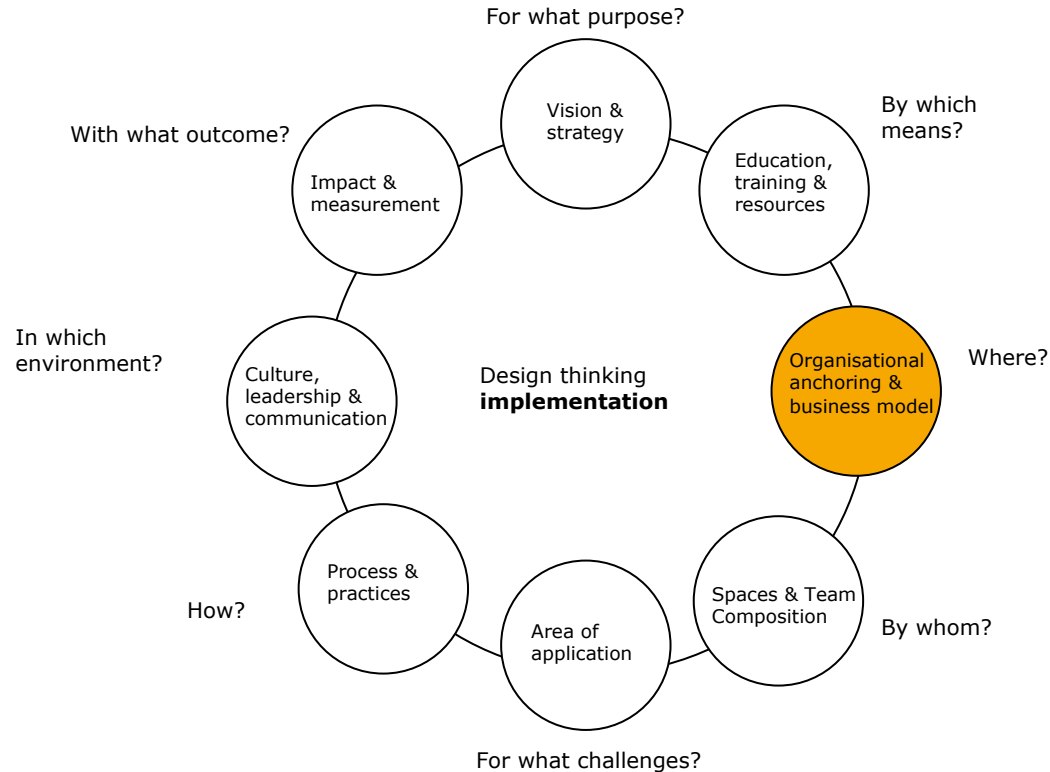
Case for Innovation in Large Organisations (Organizational Anchoring and Business model)

Prof Dr Falk Uebernickel

Learning objectives ...

1. To learn about the possibilities to anchor Design Thinking in organizations
2. To learn about how to shape the business model for Design Thinking and innovation in organizations

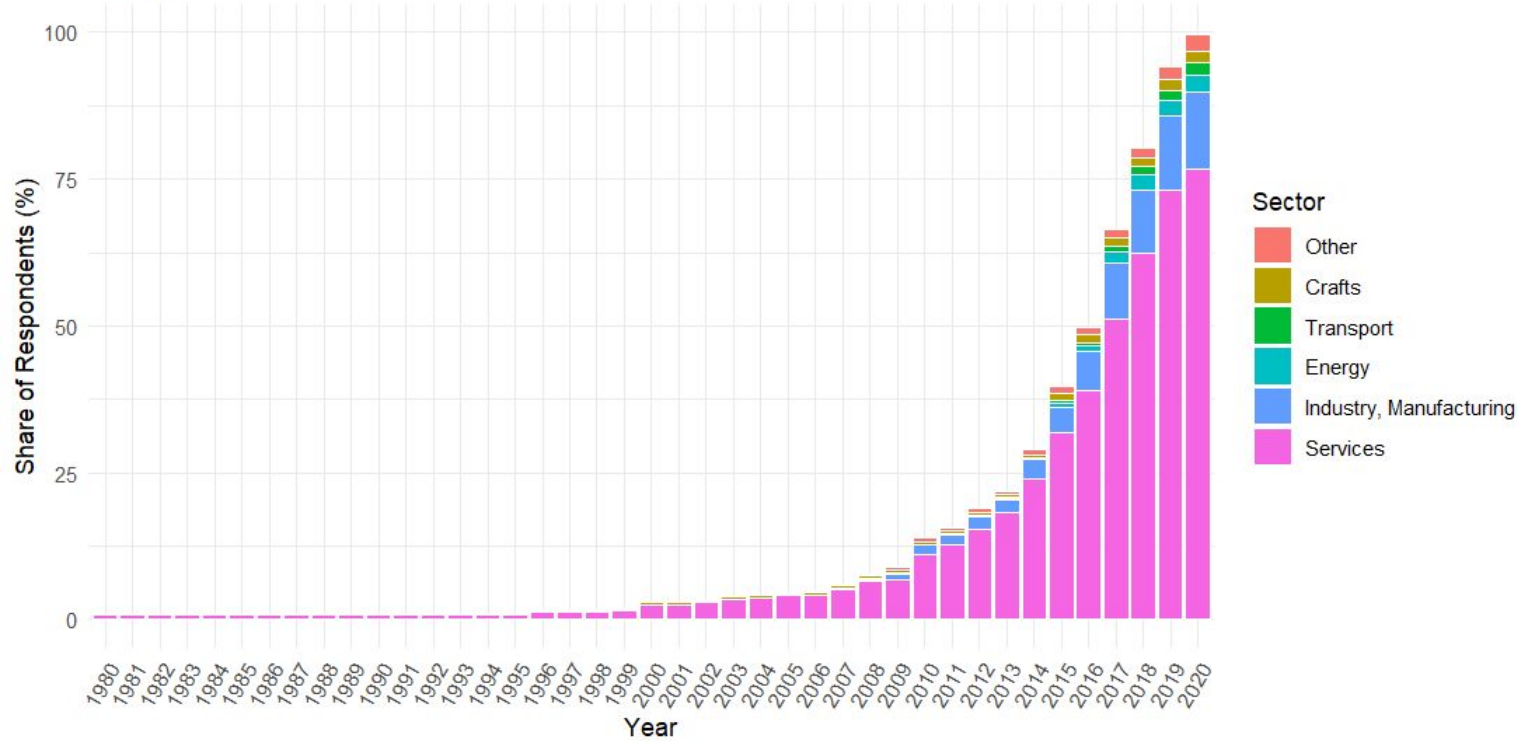
The Design Thinking Implementation Wheel



Organizational Anchoring

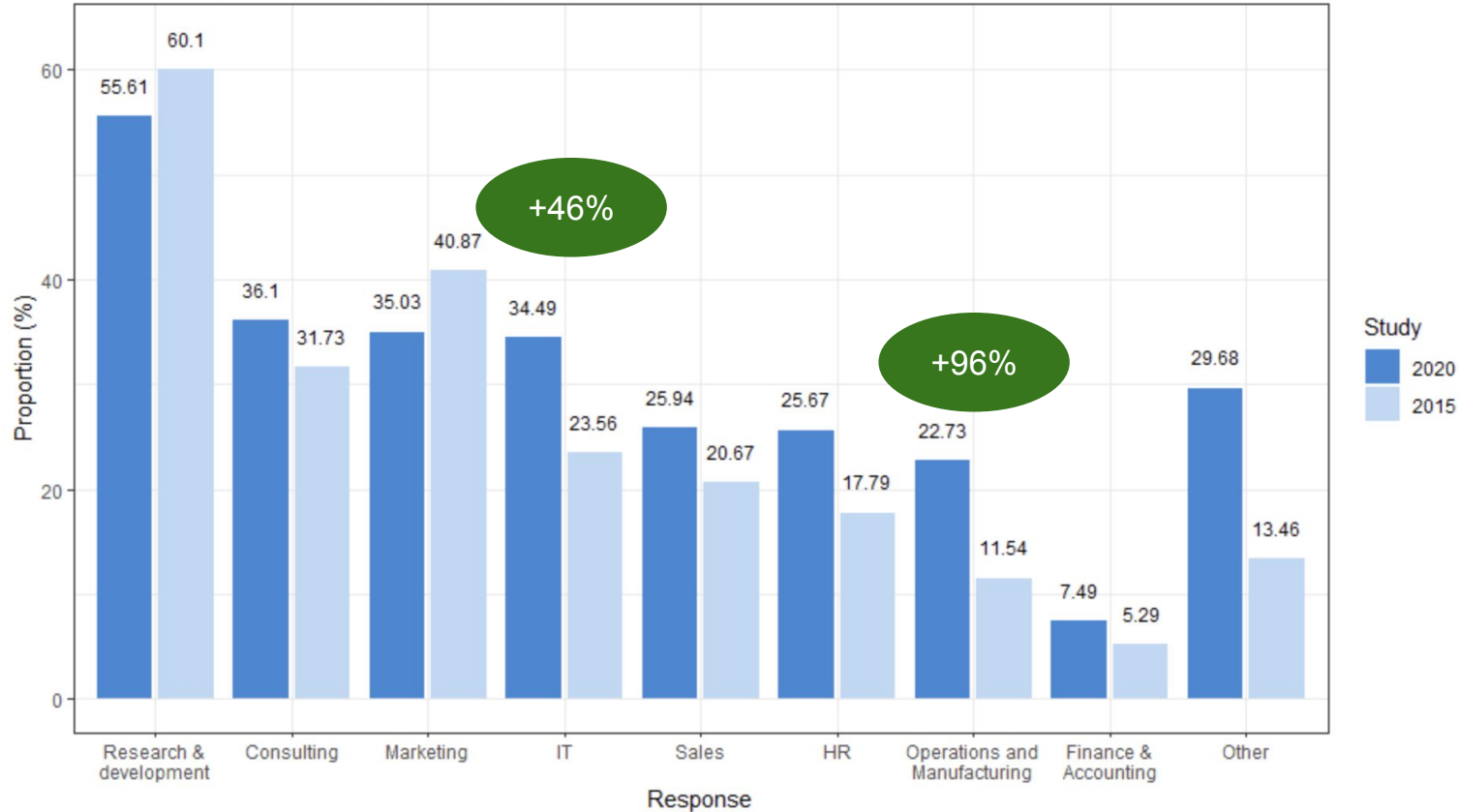
DT introduction by industry sector - cumulative

n = 498



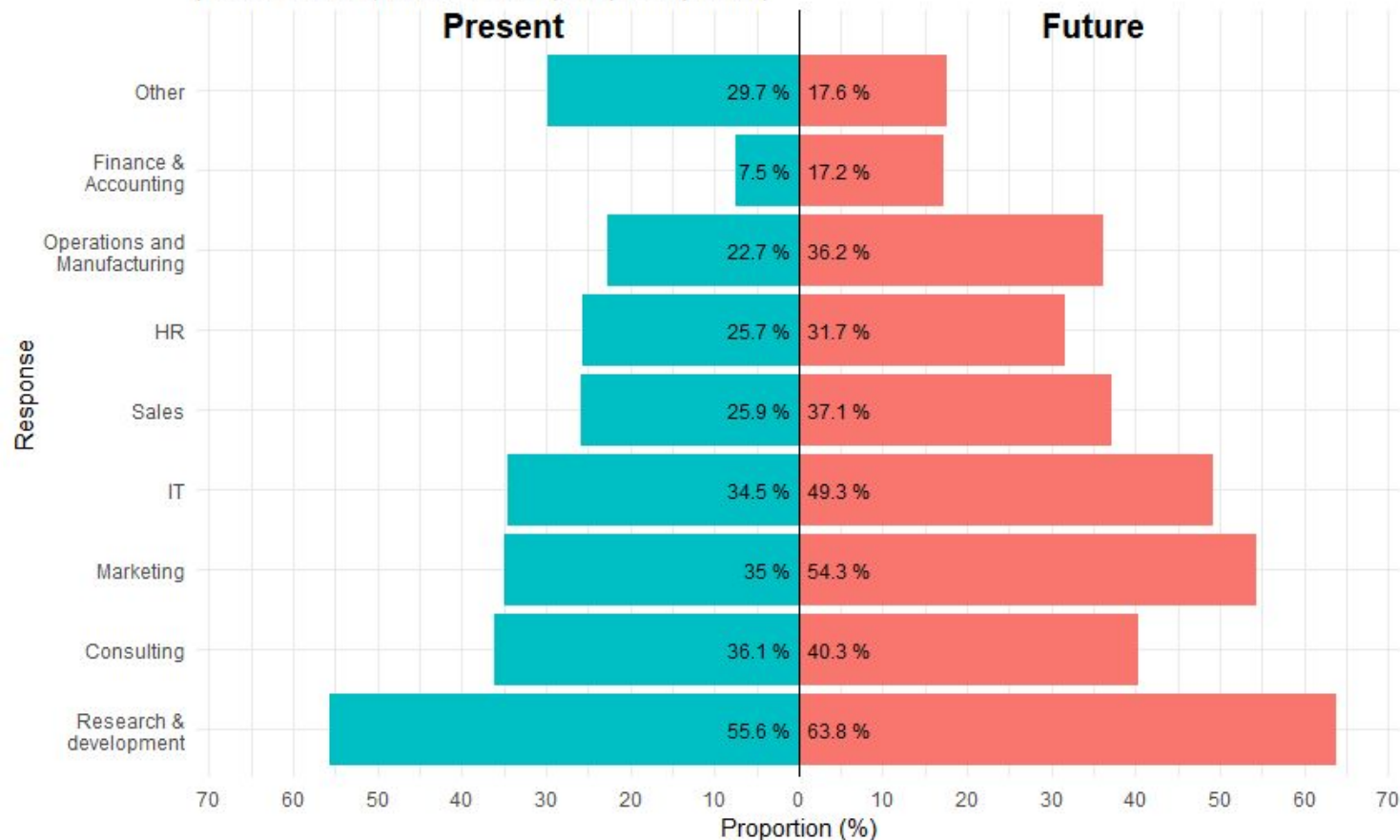
In which areas of your organization has DT been applied?

2015: n = 208, 2020: n = 374 (multiple responses)

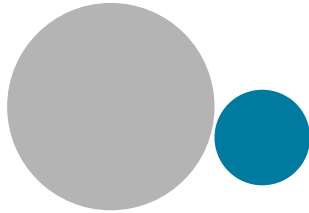


In which areas of your organization...
...has DT been applied?
...will DT be applied in three years from now?

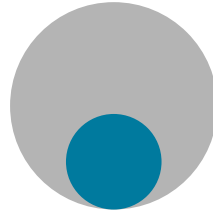
present: n = 374, future: n = 221 (multiple responses)



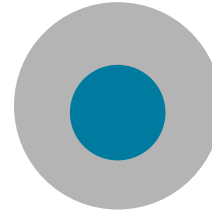
Juningers perspective on the presence of Design Thinking



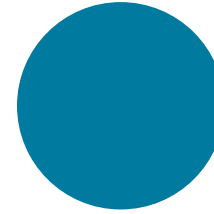
**Design as
external
resource**



**Design as
part of the
organization**

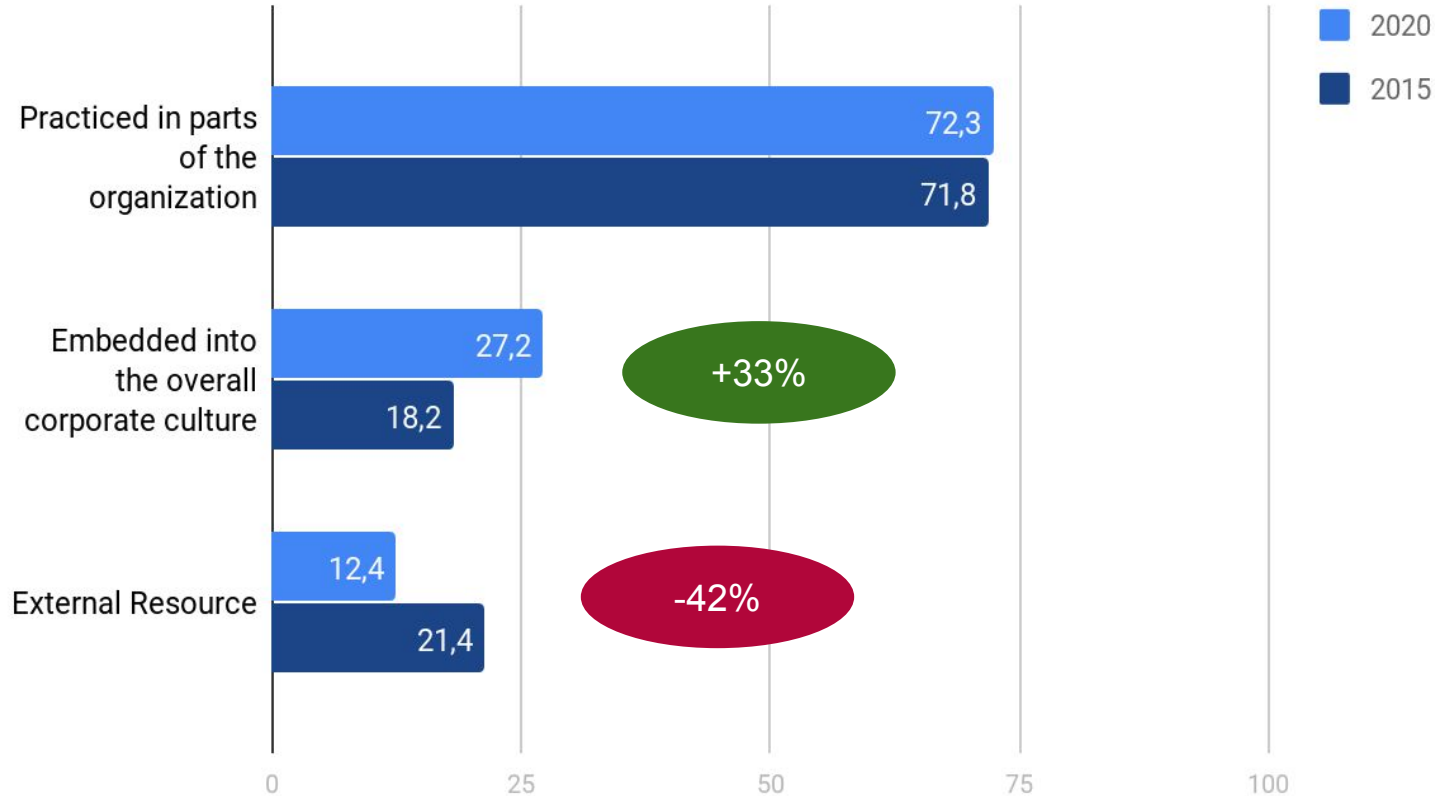


**Design at the
core of the
organization**



**Design as
integral part
of the
organization**

Localization of DT in organizations



Business Model

Funding of Design Thinking initiatives



**Central
funding**



**De-central
funding**

Business model pattern for Design Thinking in organizations

	Description	Outcome
Innovation Units	<ul style="list-style-type: none">focused on concrete product & service innovations (mostly digital)own expertise in development and researchinterdisciplinary teams that work on dedicated projects	<ul style="list-style-type: none">#products, services#patents
Innovation Groups	<ul style="list-style-type: none">focus on cultural transformation by enabling employees of the organization to apply Design ThinkingProvide tools, methods, processes to business departments as trainings and coaching	<ul style="list-style-type: none">#trainings, trained people#projects with DT support
Projects	<ul style="list-style-type: none">Decision of using Design Thinking is project based depending on the problem scope and complexity of the problemFull or partial use of Design Thinking	<ul style="list-style-type: none">customer centricityusability
External Resource	<ul style="list-style-type: none">On demand support of business units or projects in applying Design ThinkingOften seen during the implementation of Design Thinking in organizations	<ul style="list-style-type: none">all above

The Design Thinking Implementation Wheel

