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## ***Design Thinking – Healthy Nagarro Initiative – Group Report***

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## Introduction

The Design Thinking Course at Plaksha Tech Leaders Fellowship aimed to teach design thinking through a group-based project. The problem assigned to our team was to assist an information technology services company called Nagarro to design an initiative called the “Healthy Nagarro Initiative” (HNI). Nagarro employees have a sedentary work life which primarily involves sitting at their desks for up to eight hours a day. Given this, the primary objective of HNI was to act pre-emptively and help reduce the incidence of lifestyle diseases like hypertension and diabetes in its employees.

Through the duration of the course, different teams in the class elected to tackle specific sub-problems that a holistic HNI could tackle. Our team’s sub-problem was to increase the motivation of Nagarro’s employees towards healthy behaviours. The team developed a web and mobile phone application along with some in-office activities as a solution to this problem. The process that the team used to reach this specific sub-problem as well as the solution that was developed at outlined in the following report.

The report outlines the various stages in the ‘double-diamond’ process that design thinking employs where a problem’s definition is expanded and then contracted twice to reach the solution. The solution then undergoes multiple iterations of the same process to become progressively refined. However, due to paucity of time, the process had to be cut-off at the prototyping stage in the first iteration.

In the future, the solution devised could be presented to the Nagarro leadership to receive further feedback to complete one iteration within the design thinking process.

## Discover Phase

### Initial Problem

Nagarro's had conducted a brief survey of its leadership team and its employees to create a list of objectives that HNI should achieve. This is all the information that the team had to begin their design engagement. There were two main kinds of users for the solution:

- A. Nagarro's executive team
- B. Nagarro's staff

The objectives from both these perspectives are listed below:

A. Nagarro's Executive Team - Objectives from the Employer's Perspective

- Minimize the number of sick days
- Maximize happiness
- Business continuity (lower employee attrition)
- Happy clients
- To foster a culture of innovation
- To maximize profitability
- To build a positive reputation for the company and build its brand
- To build employee loyalty and make Nagarro a desired employer

Nagarro was already using an application called "Moody" that would frequently request employees to select one of five indicators of mood on a Likert scale. The motivation for this was to gauge the well-being of employees. This hinted to us that the solution should be holistic and not restricted to narrow goals like increasing productivity.

B. Nagarro Staff - Objectives from the Employee's perspective

- Good quality of life
- Motivation
- Happy life
- Job satisfaction
- Peace of mind
- Better interpersonal relations
- Reduced medical expenses
- Physical, mental, emotional, social health
- Improve learning abilities
- Become a role model for their kids

### Expand the Problem: How and Why?

The users had indicated that the solution should address a large variety of areas. This was further reinforced by the existing initiative that Nagarro was running. Hence, the problem was not well-defined and instead was more a 'wicked problem'. Principles of design thinking suggest that the way to understand the root cause of such problems is to expand the problem by asking two types of questions - why and what.

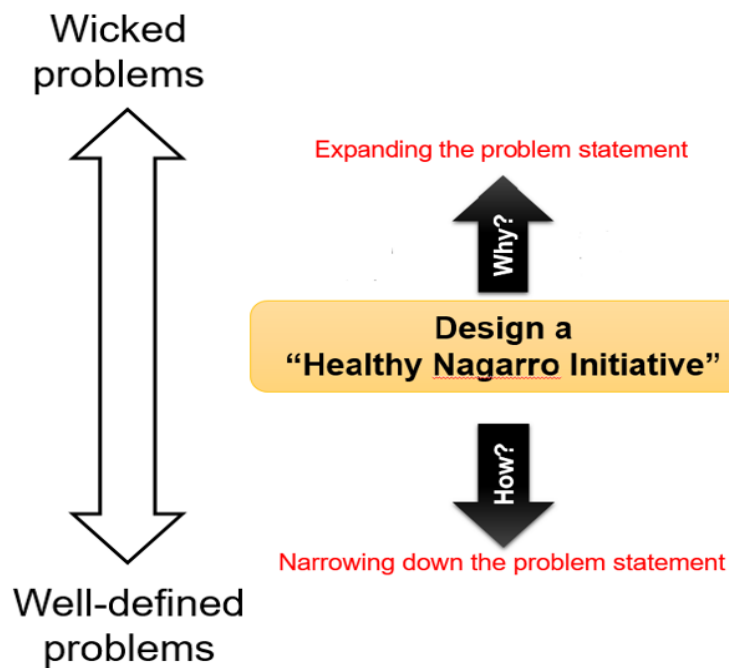


Figure 1: Wicked Problem

We focused on why to expand the causal chain to reach a root cause. We used brainwriting to generate several aspects that the word “healthy” meant. These ideas are represented below:

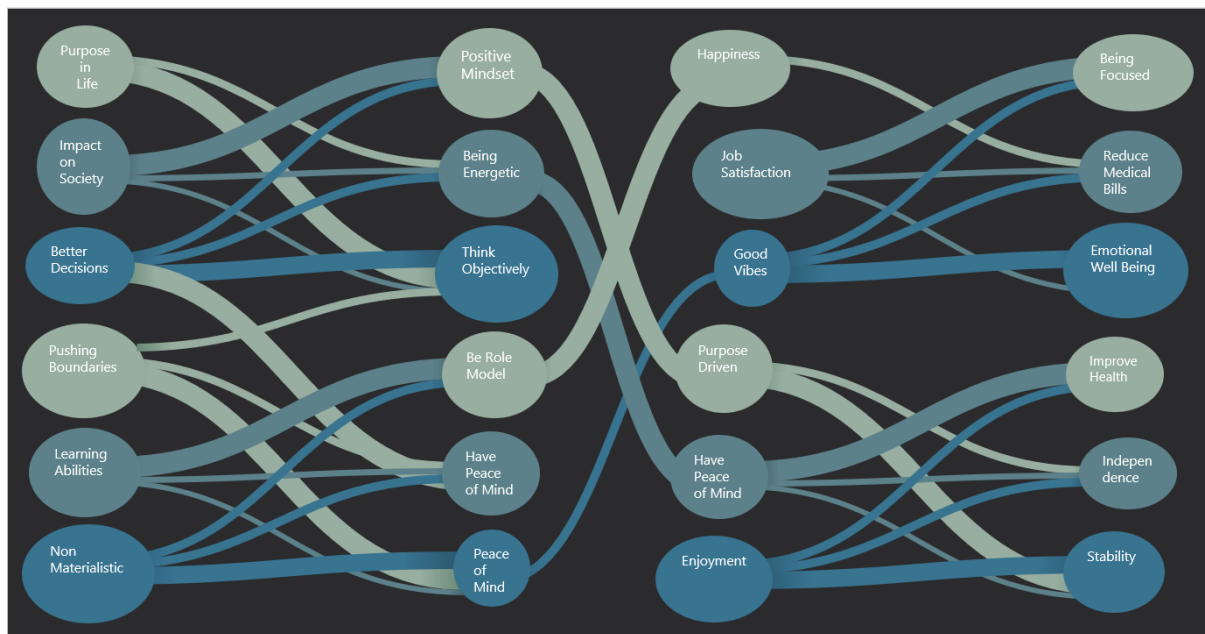


Figure 2: Expanding the Problem

The underlying theme we identified from these ideas were mindsets that were intrinsic to individuals. The primary reason for this was that the conceptions of health articulated by the team spread beyond the physical to the subjective experience of having control over themselves, their environment as well as their cognitive and emotional states. Hence, augmenting people’s motivation towards self-defined health outcomes seemed like an appropriate problem to tackle.

## User Interactions

User interactions forms an important part of the design thinking pedagogy. Post our own interpretation of the problem statement, we sought to validate some of our assumptions as well as discover new areas we had overlooked by interviewing Nagarro employees.

We divided our interview into two sections - in one section, we tried to ask how an individual person is motivated towards a healthy lifestyle. In the other section, we tried get the perspective of Nagarro executive team to get the employer's perspective on HNI.

To capture all the thoughts during the interview, we divided the team into two parts - one team member was asking questions and another team member took notes.

### Interview Questionnaire

In this section, we tried to understand the daily routine of the interviewee.

- Are you doing any activities to improve your health?
- How often do you do these activities?
- Do you face any challenges in doing them?
- What keeps you motivated towards these activities?
- How do you rate the leadership's motivation towards your health? Scale 1-5
- If the response is 3 or above, what do you think their motivations are?

In this section we sought to understand the interviewee's perspective towards their health and the organisation's attitude towards their health.

- What role does health play a role in your overall life?
- Do you participate in any health initiatives in the office?
- If yes – What are they?
- If no - Are you aware of the health initiatives Nagarro has taken?
- Are people around you generally concerned about their health?
- If yes, what are the activities that they part take in towards their health?
- Are initiatives like Moody and the health sensitization campaign still active in the office?

Questions specifically for the executive team:

- What is Nagarro's stance on employers supporting employees towards their health?
- What initiatives is Nagarro taking to make its employees healthier?
- As a potential employer, how does Nagarro see itself?
- What are Nagarro's aspirations as a prospective employer?

## Define Phase

### Insights from User Interviews

We interviewed two users - one was a male in middle management and the other was a male in the senior leadership team. Below are the Insights from these interviews:

#### Existing initiatives run by Nagarro for employee health:

- “TrackMyBeat” is a service that is provided to the senior leadership. The service provides users with analytics based self-management system to track their health indicators against goals they can set for themselves. The goal is to prevent the on-set of lifestyle diseases by providing timely data to both the user and the payer which in the case is the company.
  - This service is focused on senior leadership as they are highly valuable to the company and disruptions caused by illness can be costly to the company.
- For every employee, personal health care check-ups are conducted twice a year.
- An insurance cover worth Rs. 3 lakhs for every employee.
- Offices have a gymnasium and a recreational area that houses table tennis tables.

#### Nagarro as a prospective employer:

- Nagarro lays significant emphasis on its reviews on the workplace review website Glassdoor.
- Nagarro executives emphasize the need for Nagarro to be a desirable place to work.
- “TrackMyBeat” services provided to senior leadership have been effective in conveying their emphasis on the health of their employees while hiring people for senior roles.

#### Perceptions about health for the individual:

- Today everyone is conscious of their health to some extent.
- Health tracking connected to analytics seems to appeal to the technologically inclined workforce.
- What qualifies as physical exercise varies widely for people.
- For some employees who are married, the fear of not being able to provide for their family is a strong motivator for healthy behaviour.
- Motivation towards health is a deeply personal matter and should not be generalized.

## User Target Groups

Post our user interactions and observations, we classified all Nagarro employees into four categories based on their current motivation to live a healthy life. These categories are as mentioned below:

<b>H</b> 25 %	<b>High Health Conscious</b> Have identified underlying goal that necessitates a healthy life. Have established behaviors in service of the goal.
<b>M</b> 50 %	<b>Mild Health Conscious</b> Have identified "being healthier" as a goal. Have initiated behaviors but need support in maintaining them and expanding the scope of "health".
<b>L</b> 25 %	<b>Low Health Conscious</b> Have not articulated the health as a priority. They have not integrated "being healthy" with their self-image.
<b>E</b>	<b>Employer</b> Want to build Nagarro's brand as an employer, drive productivity and do good.

*Note: The Employer signifies the senior management of Nagarro. They will also be part of the one of the other three categories – H, M, L.*

After deliberations within the team, we decided that initially, we will primarily focus on the Mild Health Conscious which based on our analysis was the majority i.e. 50% of the total employee base. It's important to provide motivation to these users and nudge them to live a better and healthy life to achieve the overall goal.

Once we have inculcated practices that support a healthy lifestyle of this category of employees, we can use them as ambassadors/ inspirations to motivate the other employees who fall under the third bracket – Low Health Conscious. In our understanding of the users, we found out that peer motivation serves individuals well.

## User Personas

We created a persona which is a fictional, yet realistic, description of a typical or target user of the product based on our understanding of the users post the interviews. A persona is an archetype instead of an actual living human. Here we have a persona of an average Nagarro employee aged under 30 who falls into the mild health-conscious category.

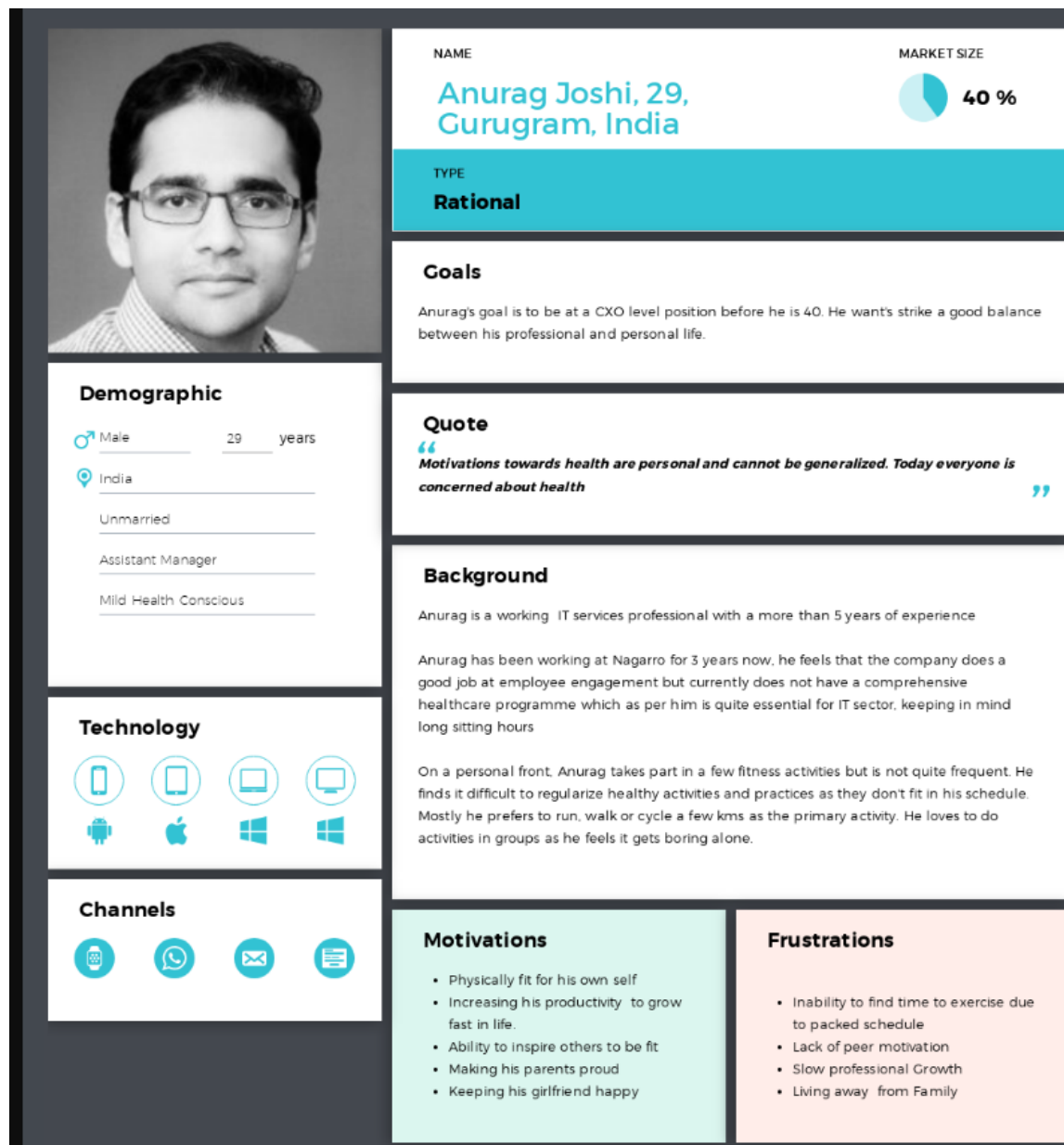


Figure 3: User Persona

[Link to Access User Persona \(Full View for Better Readability\)](#)

*Note – Anurag Joshi is a fictional character and holds no resemblance from real life.*



## Point of View

After going through user interaction and interpreting those findings, we refined our problem statement to one line:

***“Employees must be provided personalized feedback and nudges to complement their motivation because health is a deeply personal commitment”***

## Development Phase

### Ideation

After coming up with our final problem statement, we decided to go with brainstorming to ideate and coming up with the solution.

These are some of the ideas we came up after brainstorming.

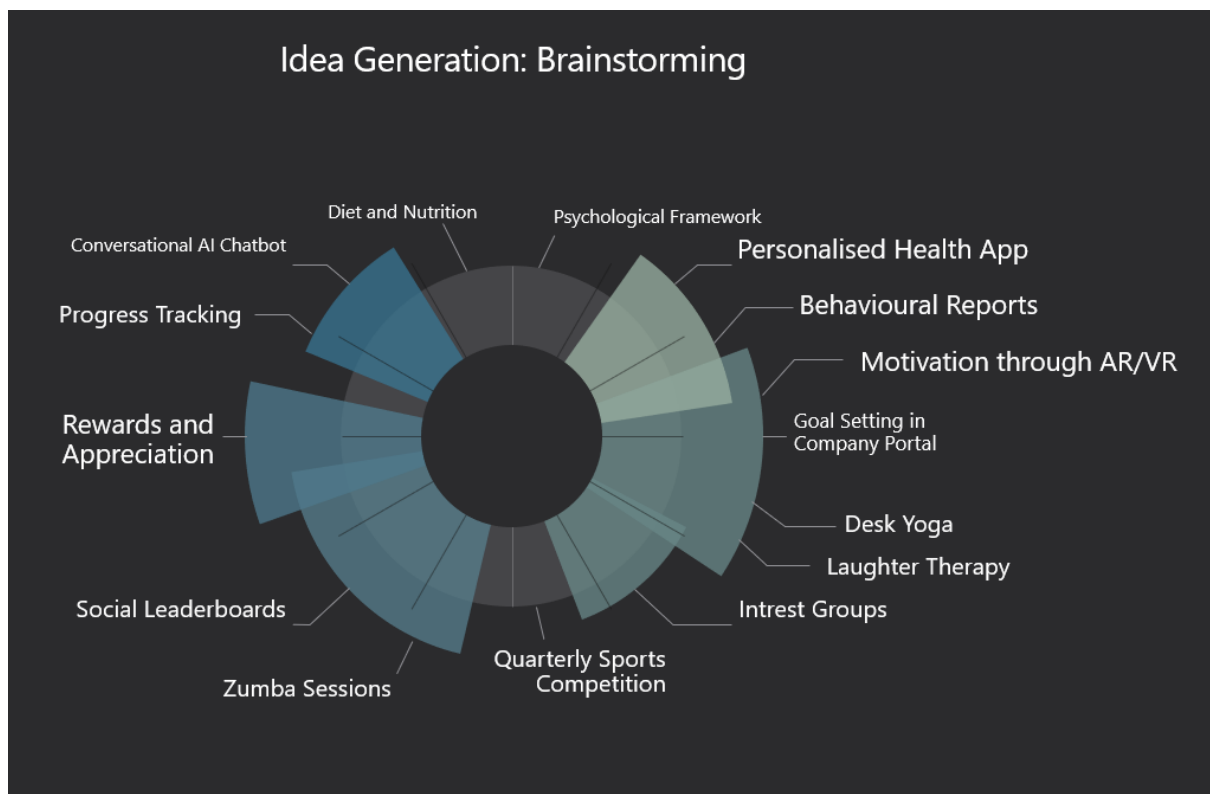
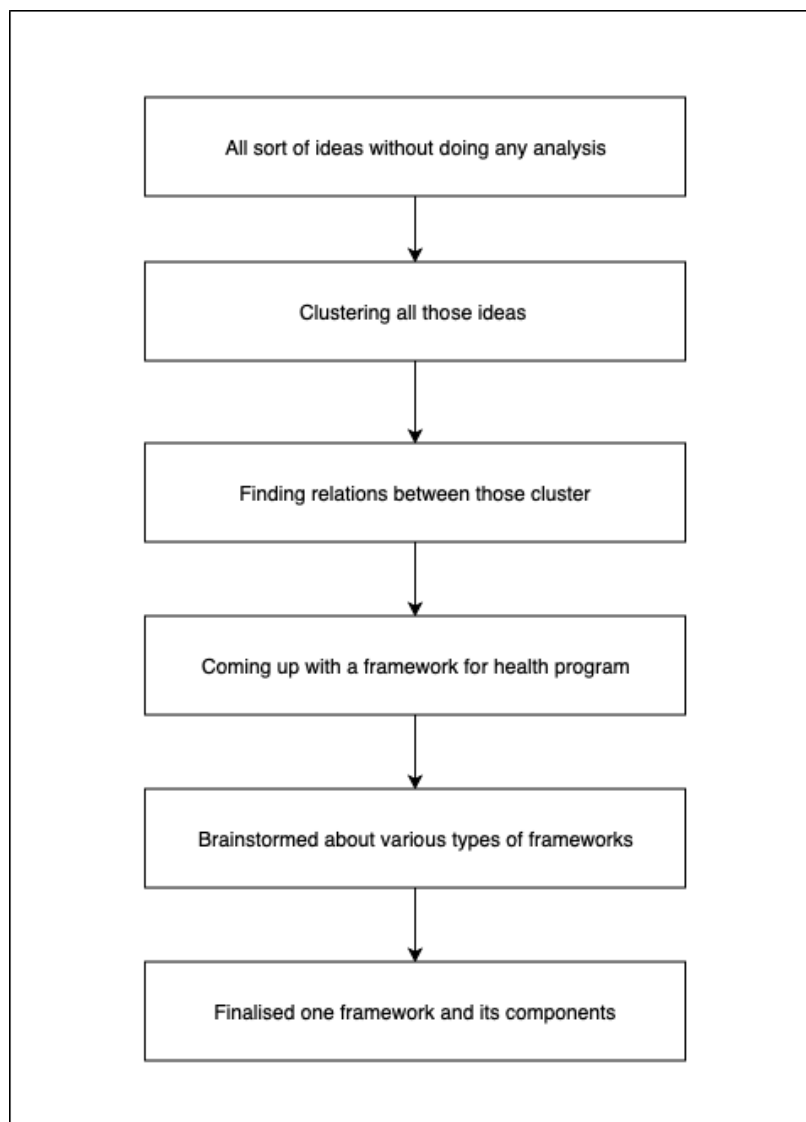


Figure 4: Idea Generation

## Idea Selection

- After jotting down all the ideas, we tried making relations amongst them and created clusters out of that.
- After creating clusters, we tried finding relations between those clusters, and the result came out to be a framework for employees to improve their health.
- After coming up with one framework, we started brainstorming about other sorts of frameworks instead of focusing on individual items of a framework.
- Once we decide on the framework, we brainstormed about all the items of the framework and came up with suitable solutions for all those items.
- And in the end, collaborated all of them to come with a holistic solution.



*Figure 5: Idea Selection*

## Design Phase

### Solution Details

As our solution, we came with a framework to improve employees' health. The framework has five major components:

#### **1. Finding the target user**

At this stage of the program, we will try to find employees who are mid health conscious. (Need a little push to maintain a healthy lifestyle). To find these users, we will ask the user to fill a specific survey and will try to gather some information from their social media accounts.

#### **2. Helping them find their reasons/motivations**

For the employees found in the previous step, we will schedule counselling sessions. The counselling sessions are expected to help them in their goal setting. The result of this step will be action items that the employee wants to incorporate in their day to day life.

#### **3. Tracking users**

Once the action items have been decided, we will start tracking activities of the employee and motivate them to be on track. The tracking of action items will be done via an android application and a conversational UI, personalized to a user.

#### **4. Creating positive reinforcement to promote user**

Once the user reaches certain milestones on the application and starts doing activities for a certain amount of time, the user will be incentivized to carry on those activities. We will create an image of these individuals as healthy individuals amongst other employees. This will positively reinforce them to remain healthy as well as motivate other individuals to start doing healthy activities.

#### **5. Helping more employees to move to target user group.**

Employees who get motivated seeing the whole initiative and start doing some things to improve their health; they will be made a part of this program. We are trying to motivate employees by making people around them do healthy activities and by creating the program exclusive to the people who are at least mid-health conscious.

## Solution Flowchart

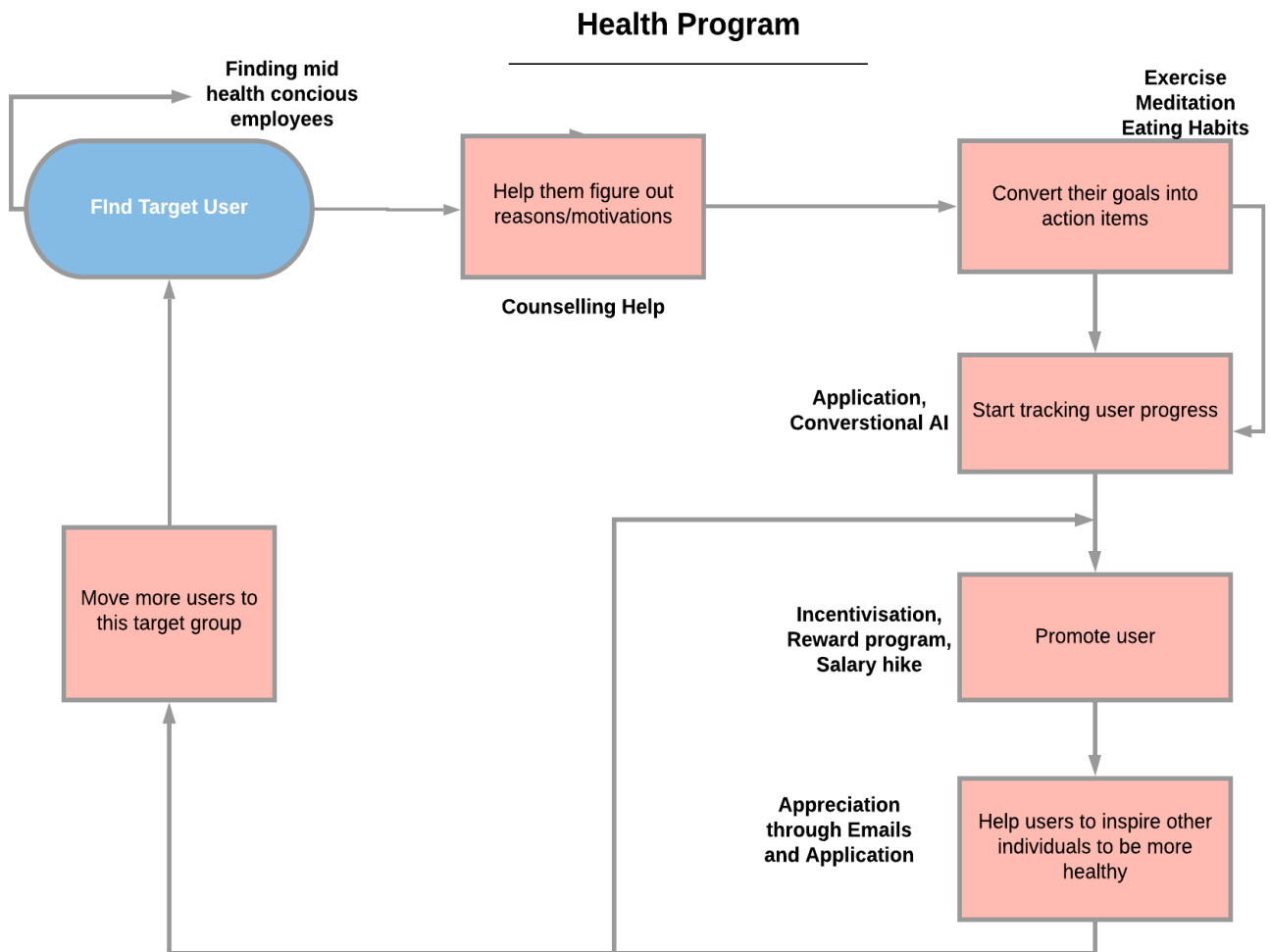


Figure 6: Solution Flowchart

## Customer Journey Map

We have created a customer journey map on how the end-user – a Nagarro employee will go through different phases on interaction with our solution:

Awareness --> Consideration --> Installation --> Usage

It details the user actions, user goals, process and channels, user experience, expected problems, and corresponding ideas to solve them for each of the above-mentioned phases.

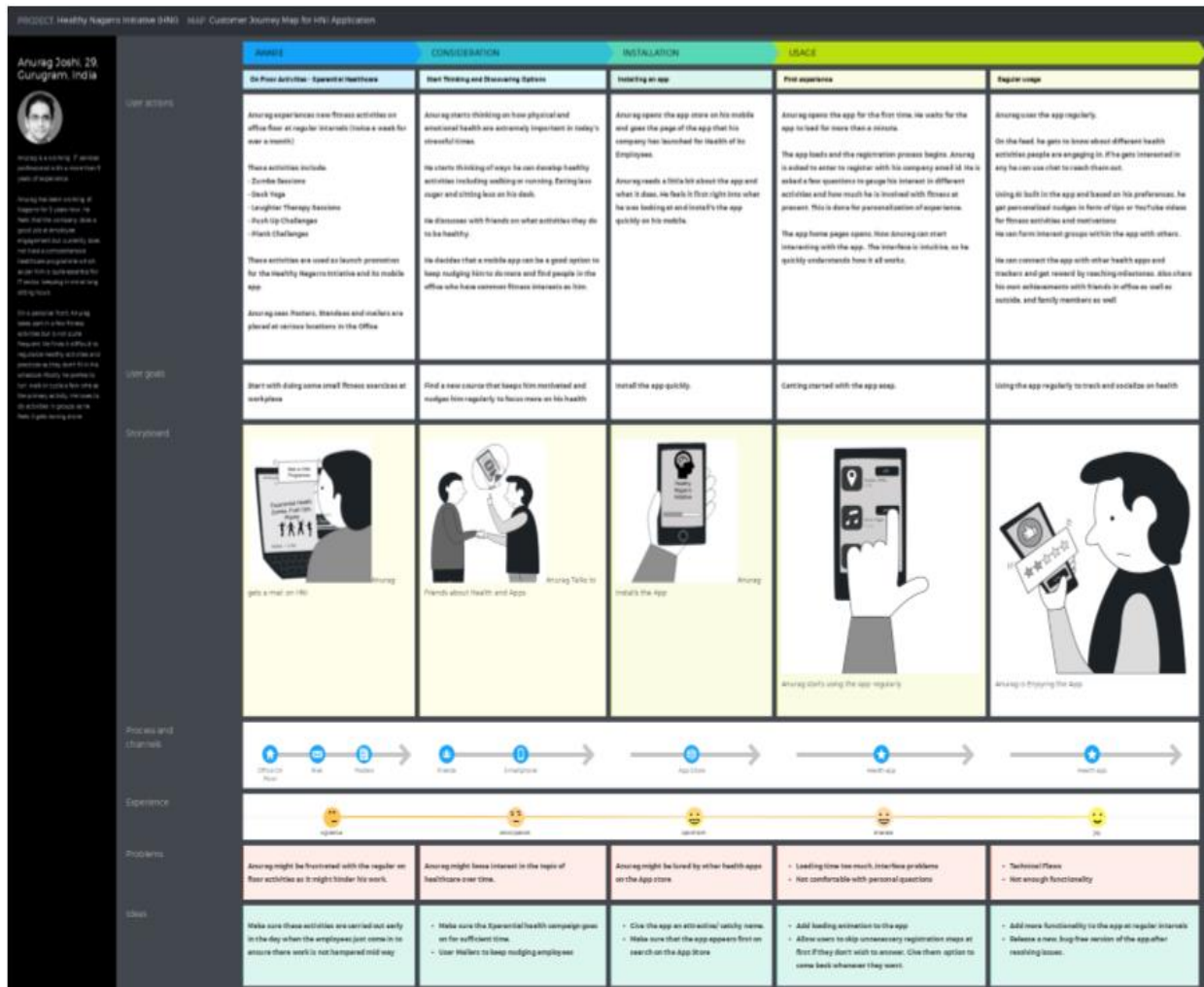


Figure 7: Customer Journey Map

[Link to Access Customer Journey Map \(Full View for Better Readability + Zoom\)](#)

*Note: Please use to link to read the text and understand the journey across different phases. This map has been created using a free online tool from UXPressia and is hosted on the cloud.*

## Solution Prototype

We aim to provide a complete solution, a platform that can integrate all the existing bits and pieces such as events, activity groups, and initiatives on it. It will provide a personalized experience to the employees and real-time monitoring ability to the employers. Using platform strategy, we are trying to create a network effect that will keep providing user nudges and positive reinforcements to keep on learning and improving using the collected data and power of artificial intelligence.

### User App - Wireframing and Mock-up

We started the visualization of our app with wireframing, but we felt that wireframing would be tough for our clients and audience to visualize and understand our vision for the app. That is why we combined the concepts of both wireframing and mock-ups. Mockup provided the abilities such as simulation, aesthetics and visual design for the app and wireframing provided its agility to the overall design phase of the application. We created few screens with working buttons using the '[Marvelapp](#)' tool. Below are some of the details of each screen and its features:

*Note: Click on the [Marvelapp](#) to see working prototype*

- 1. Signup Page:** The signup page will include some basic questions about the user. These questions will help create a user profile that can be used as a starting point to personalize experience for the users. Some of the sample questions to be asked are listed below:
  - i) One healthy activity you do or like to do in your day-to-day life?
  - ii) How often do you do that? When was the last time you did that?
- 2. Feed Page:** The feed page will deliver updates to the user regarding other user's posts, company event details, etc. The user will have the ability to like, comment, bookmark, sign up for an event amongst other things. These features will keep the users engaged with the content generated from different Nagarro groups. With time, the feed will learn from the user preferences and sort things based on that.
- 3. Personal Tracker:** The tracker will provide easy to analyse stats and reports to the user. It will have the ability to track the activities by itself using user location information or integrate data directly from external tracking applications such as Google Fit, Fitbit, etc. Hence, providing flexibility to the users to connect with existing platforms and see all statistics at one place.
- 4. Events:** The event page will help the user keep track of all the past and future events. It will have features like reminders, add to the calendar, event results, user performance, etc.
- 5. Social Leader boards:** Each of the activities will have points associated with it, these include group events as well as individual activities undertaken by the user. The leader board page will keep track of all the points earned from various sources and calculate on cumulative score for the user. These scores will be used to determine the user rankings and hence create a healthy competitive spirit amongst the users. The page will also provide a feature to filter based on event, activity and time. The employer can use this leader board to reward top performers.

**6. Profile and Settings:** These are the key features apart from the usual ones:

- **Badges:** Users will be able earn badges by completing milestones such as completing 100km of running, etc.
- **Friends and Family:** Users will be able to add their friends and family in their networks. These people will be notified whenever the user wins an event or earns a badge to help build the reinforcement cycle and motivate users.
- **Messages and Chatbot:** Message has features such as AI Chat-Bot that will send recommended activities and videos to the user based on preferences
- **Get in Touch:** This will give the user ability to connect with counsellors
- **Interest Groups:** Users can join these groups based on their interests in different activities like Gym, Freeletics, Aerobics, Yoga, Meditation, etc.

## Employee Dashboard

Along with the user functionality, we will provide an employer dashboard which will help them monitor all the activities, events, tasks and other metrics. The dashboard will allow employers the check performance of an initiative, any change in employer's behaviours such as a sudden spike in employees' activities, etc. With this dashboard having real-time reports, employers can tweak, strategize and analyse the initiatives. The dashboard will help employers to utilize the funds efficiently. It will also bring transparency in the process, as rewards and appreciations will be based on data generated from the HNI App, which will in turn improve the user's perception of the organization. This will result into positive brand building for the employer. The employer can also be given ability to see if the employee/ user overall productivity increases as and when he moves up the health chart, this can be done by integrating with existing employer performance dashboards.

## Prototype Snippets

Figure 8: Sign Up Page

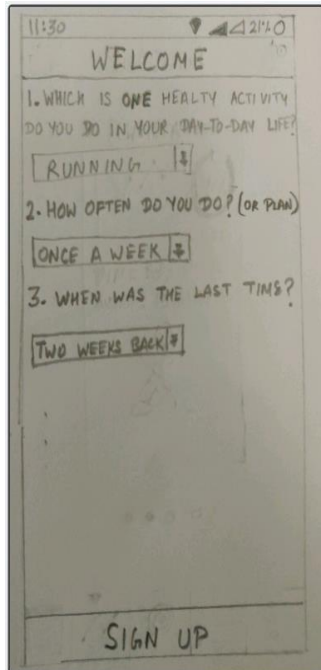


Figure 10: Personal Tracker

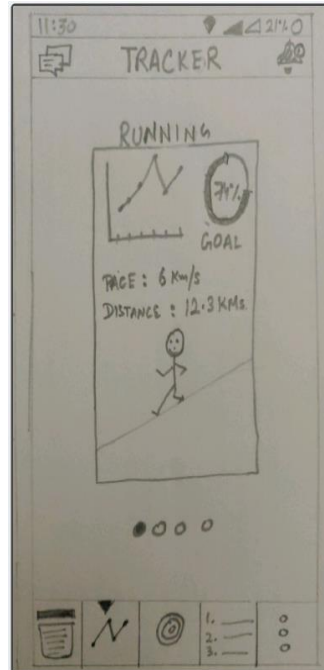


Figure 12: Social Leader boards

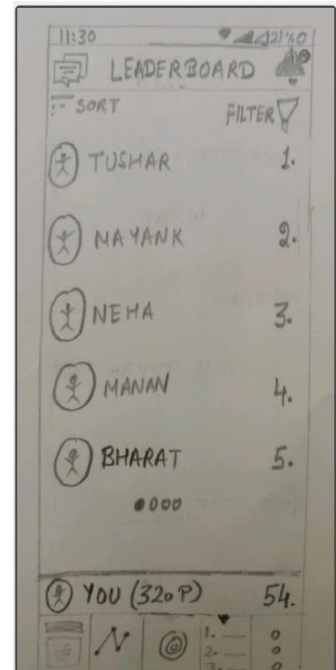


Figure 9: User Feed

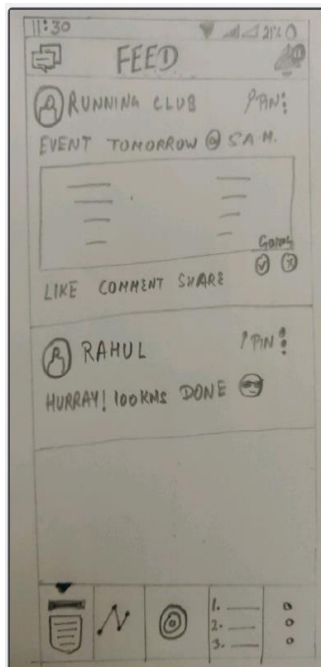


Figure 11: Events Page

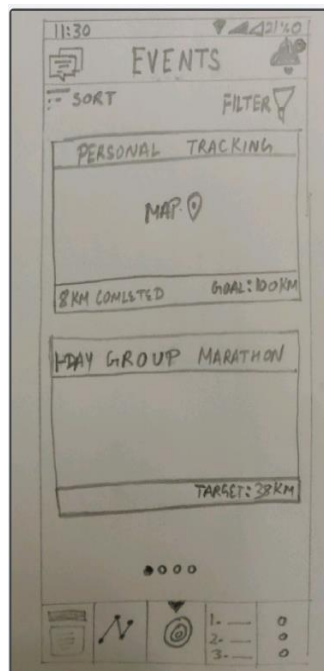


Figure 13: User Profile





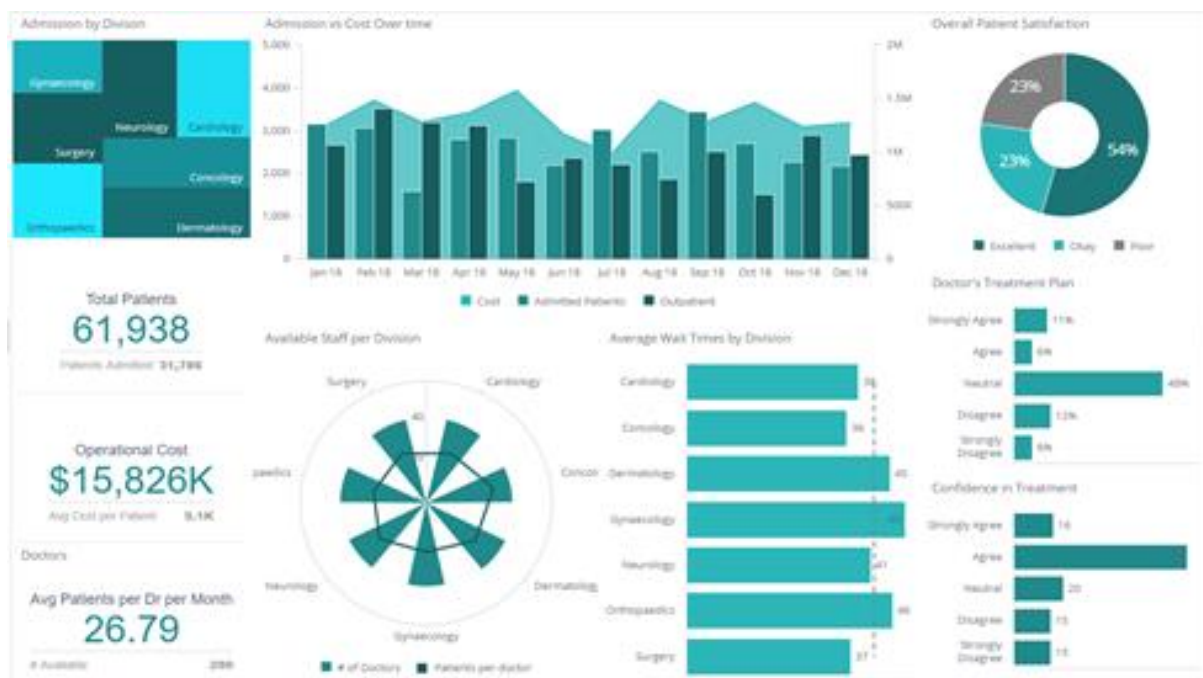


Figure 14: Sample Representation of Employee Dashboard

## User Testing

We conducted a testing survey, which has questions like our app's sign-up page. The survey basically tries to find the level of health consciousness of a user, which helps us finding the target user group. Once the user group has been created, the health program runs as shown in the solution segment.

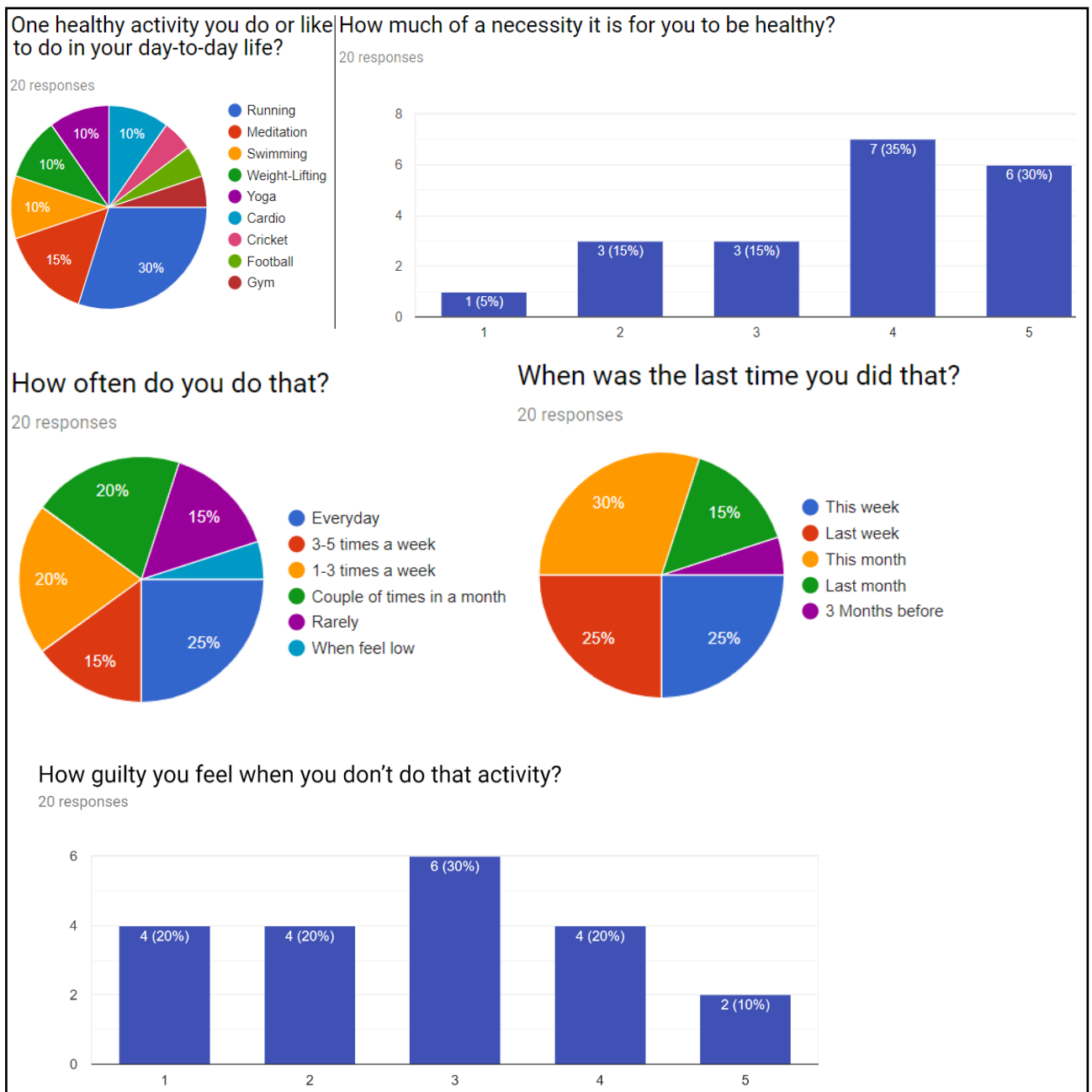


Figure 15: User Testing Results

## Next Steps

Due to a paucity of time, a few aspects of the design process had to be truncated. The next steps in our opinion would have been the following:

- Build storyboard prototypes for in-office interventions
- Receive user feedback on the prototypes
- Refine the prototypes based on feedback
- Repeat the above two steps till prototypes become mature
- Share an estimated budget and development timeline to Nagarro

The design thinking process is iterative. Ideally the report would have showed the evolution of the idea over many rounds of user feedback and adaption. However, we believe the report does cover the key phases of the process to reflect the learning outcomes achieved by the team during the process.

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