



Design Sprints

*Innovate, and solve wicked problems
in just 2 weeks*



Innovate, and solve wicked problems

Entelect has reinvented Google Venture's Design Sprints for **solving complex problems effectively and innovating in enterprise environments.**

Design Sprints are useful when problems have no one clear solution, and involve many moving parts in terms of people, teams, systems, and business objectives.



Problems we solve

We help you **tackle an ambitious vision or wicked problem.**

We will create a myriad of solutions through rapid prototyping and testing, define critical requirements and document complexity, create an execution plan, and fulfil the delivery of solutions thereafter.



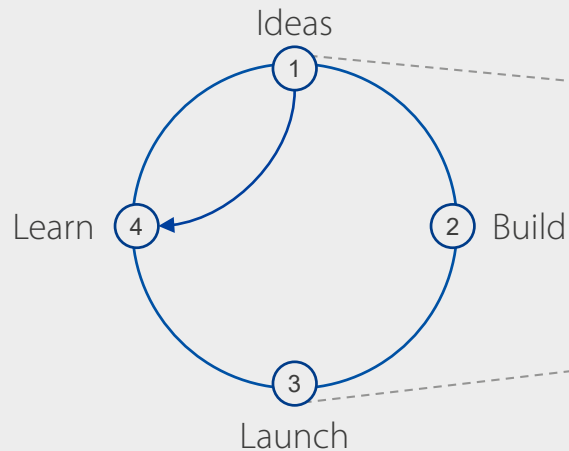
Design Sprints are effective for

- Enhancing digital customer experiences
- Rethinking business models for a digital world
- Unpacking and understanding existing complex business processes
- Refining team operating models and better managing technology delivery
- Understanding how to leverage data and integrate it into solutions
- Mapping and navigating complex technical ecosystems



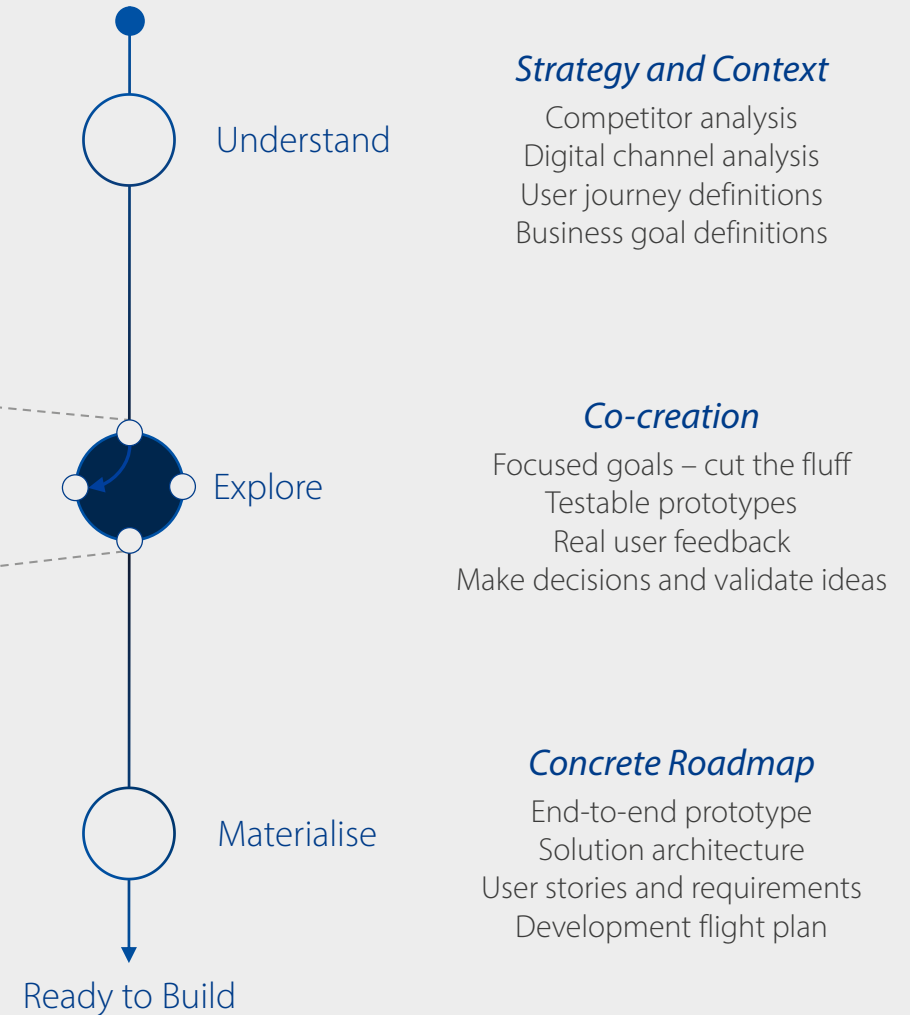
Design Sprints

Design Sprints use the best of business strategy, customer and employee experience, design thinking, and technology trends to solve *wicked problems* by leveraging a diversity of perspectives and ideas **in just two weeks**.



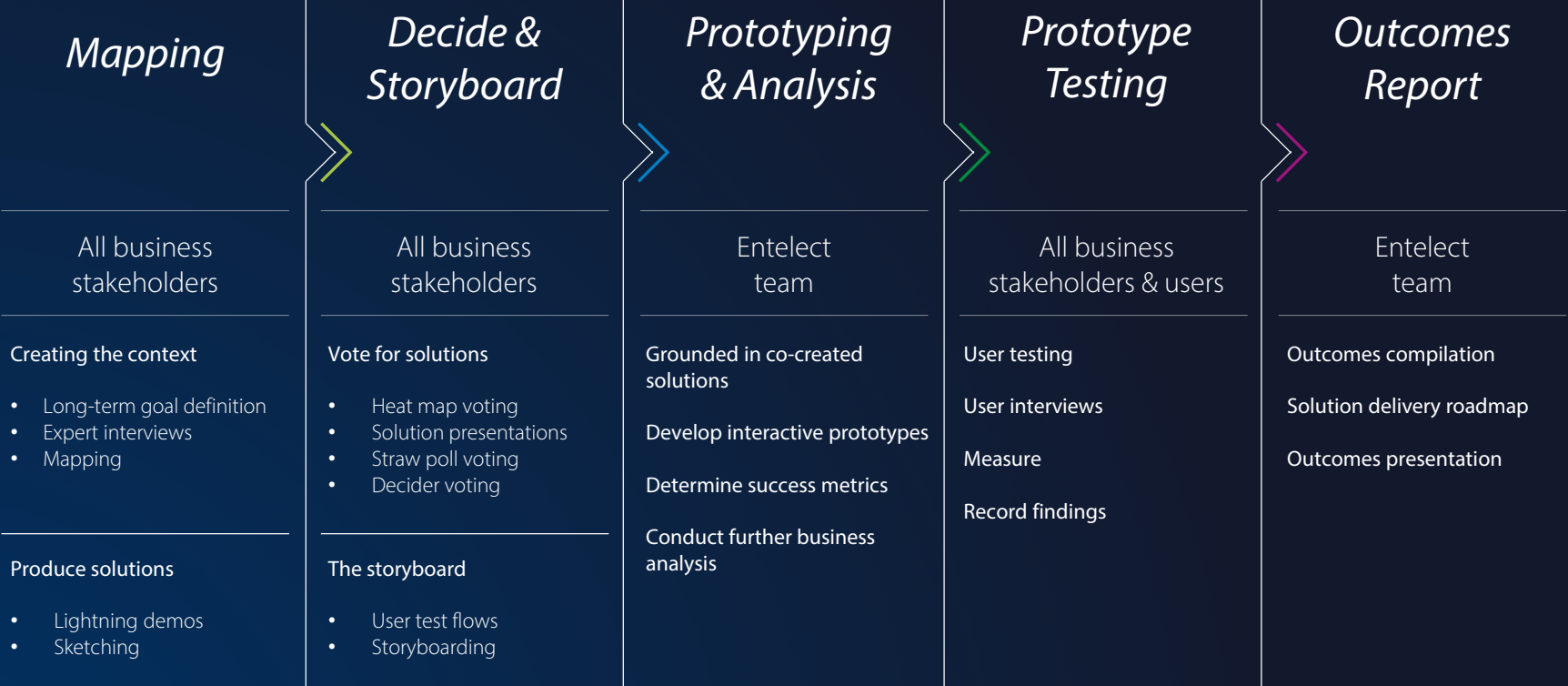
When to use Design Sprints

- **Innovation:** When you're on a mission to reinvent your business
- **Wicked problems:** Difficult to solve because of incomplete, contradictory or changing requirements



Design Sprint Process

2 weeks



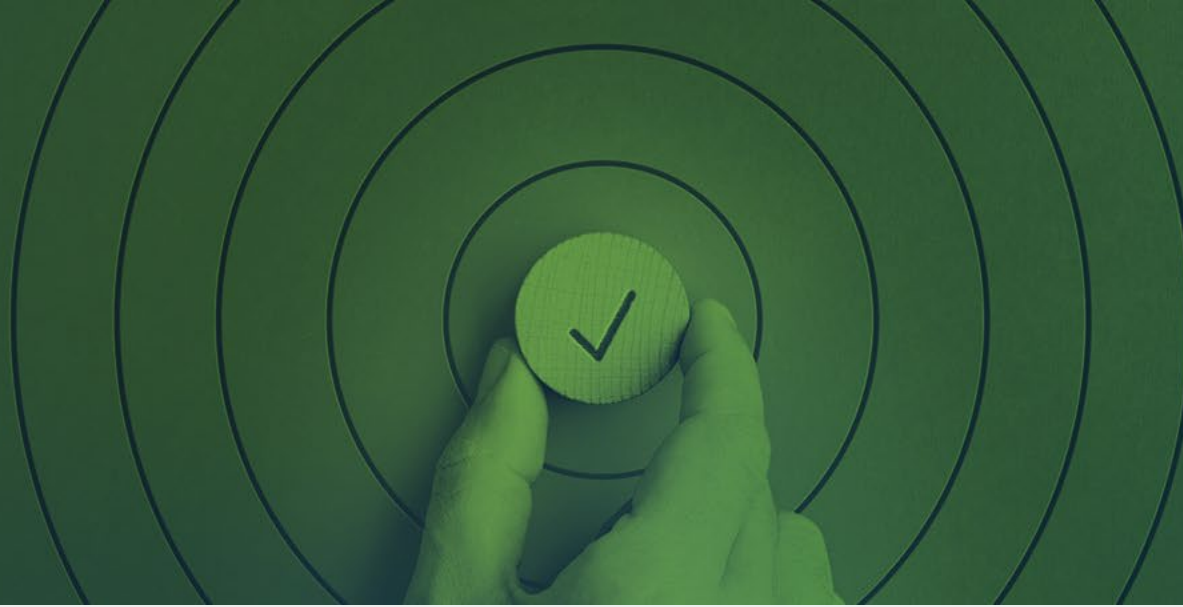
Entelect’s Design Sprint process consists of several activities with key stakeholders spread across a number of workshops.

We collaboratively create a shared brain of the problem space, generate a diversity of solutions, and prototype and test the solutions to find the best approach towards solving the wicked problem.

Our Design Sprint activities are adapted based on each specific context – taking time constraints, physical constraints, and availability of stakeholders into account.



How it works



1

Defining the problem statement

A conversation with decision-makers to create a clear problem statement to rally the design sprint stakeholders and team behind.

2

Workshops

Three 4-hour workshop with all stakeholders, representatives, and decision makers.

3

Outcomes presentation

Entelect will refine and present report outcomes back to you.

Involving the right people

It is imperative to include all people who represent areas of the business that have an impact or will be impacted by the problem that will be tackled during the workshop.

- Product owner / decision-maker
- Subject-matter experts
- End-user representatives
- Technical representatives

Contact us to innovate and solve
your wicked problems.

→ solutions@entelect.co.za





Design Sprint Activities

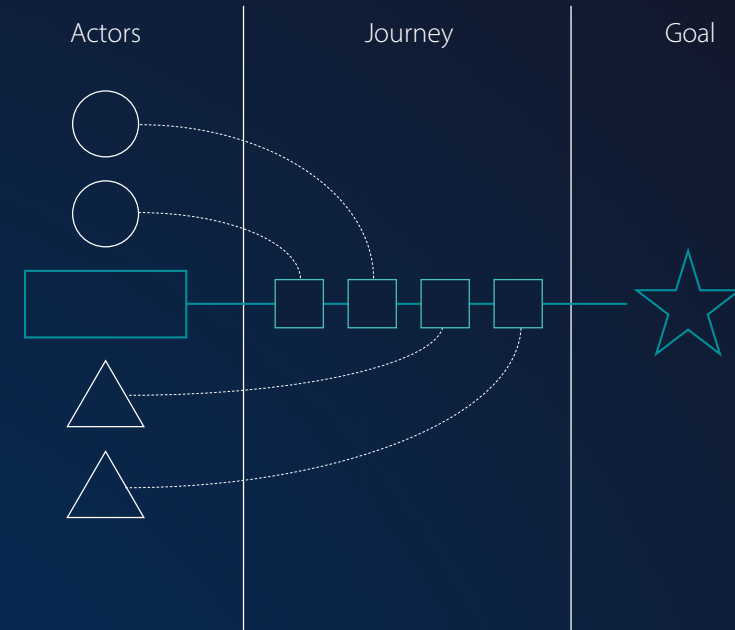


Mapping

During the first workshop, stakeholders and subject matter experts join a mapping session where we **explore the problem statement** from the perspectives of business stakeholders, users, and competitors, while keeping technology in mind.

We gather all existing knowledge on the business, the customer and the problem, and use our mapping method to **create a shared brain and identify the critical challenges** to solve for.

The goal for this initial workshop is to **create a well-defined strategy** which will serve as a guideline for the rest of our collaborative workshops.



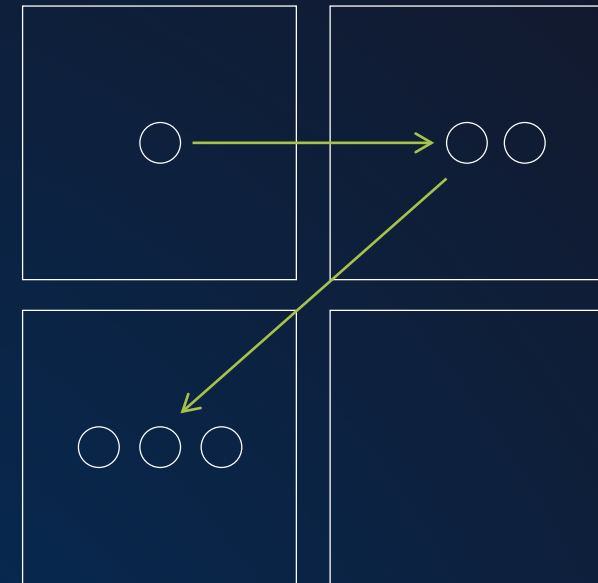
Decide & Storyboard

The second workshop is where the team will make important decisions that will influence the solutions that will be prototyped, how success of the solution is measured, and highlighting areas that require further analysis.

Using voting methods and involving key decision-makers, we choose which problems to tackle, what to prototype, and how we can best solve for the problem statement.

Hereafter, we storyboard different aspects of the solution, involving all stakeholders. During these sessions, the goal is to **describe the user journey** involving all stakeholders.

Storyboarding is meant to **create a wireframe of the concept**, and decide what should be prototyped and tested.

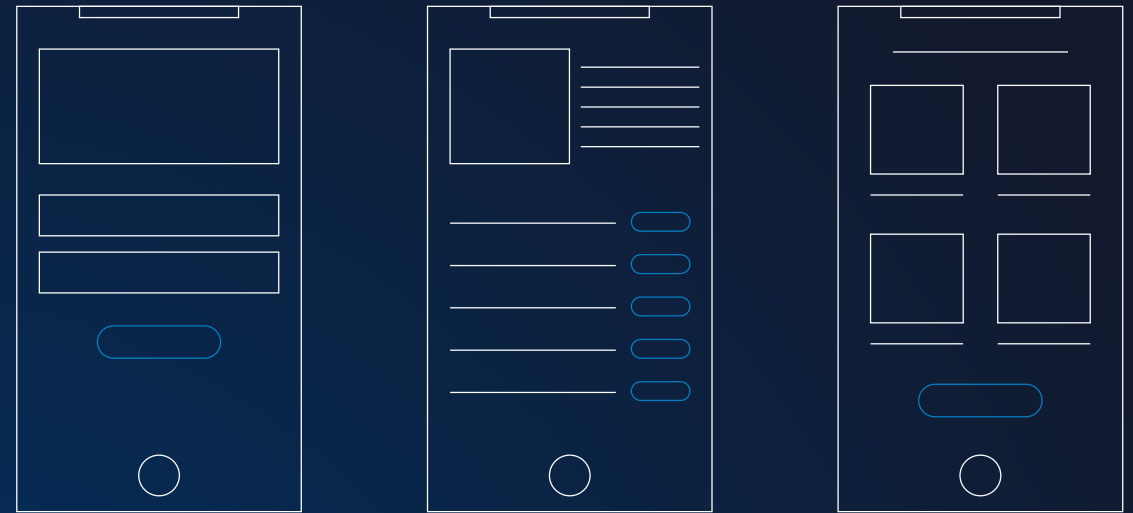


Prototyping & Analysis

The prototype phase is where all ideas from previous workshops will be consolidated to **create a concept that's tangible and testable**.

Using the sketches and wireframes created in the previous workshops, the Entelect team will **develop high-fidelity interactive prototypes** and determine suitable metrics for testing.

During this phase, business, functional and technical analyses are conducted with the relevant stakeholders and business areas to **uncover complexity and risk**, ensure functional completeness and technical feasibility.



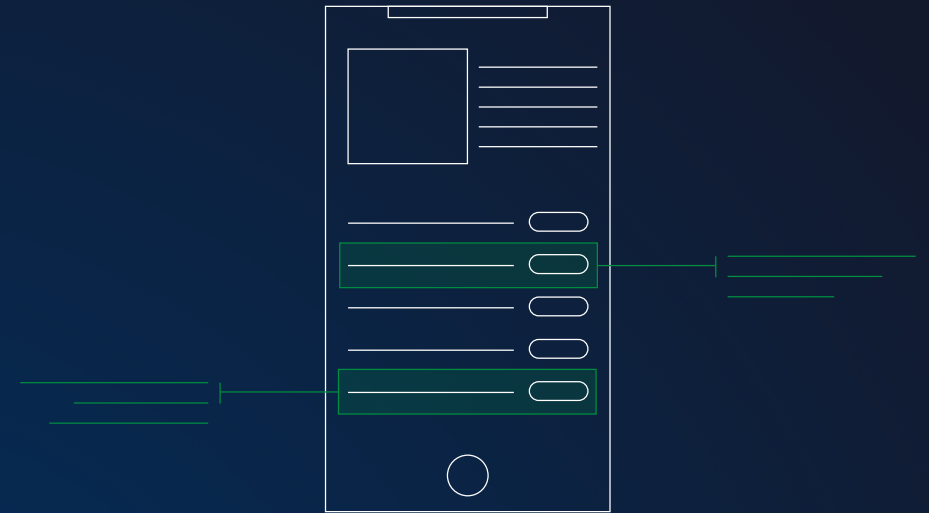
Prototype Testing

During the testing workshop, we present the prototypes to our target users, and challenge them to complete objectives, while measuring the success of the solution using quantitative and qualitative methods.

Receiving this early feedback **reduces uncertainty and ensures the right solution is built**, saving time and development cost.

Following this, refinements are made to the prototypes based on feedback gathered during the testing sessions.

Blue-sky ideas and concepts can also be explored and used as inspiration for the future ambitions of the solution.

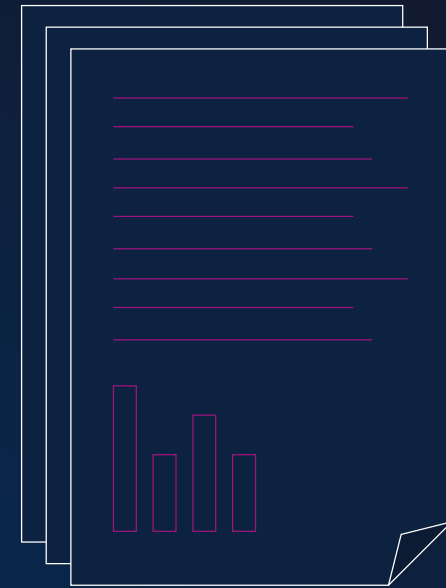


Outcomes Report

Upon completion of the Design Sprint, **a comprehensive report is compiled comprising of all artefacts** used and created.

Typically, the outcomes include:

- An overview of all workshop results
- Refined interactive prototypes
- Concepts for future ambitions
- Technical solution architecture
- Business process mapping
- Scope definitions for the solution
- Development roadmap and estimations
- Alignment between all stakeholders





Design Sprint Case Studies



ELEVATING EUROPCAR'S CUSTOMER EXPERIENCE

Using Design Sprint, we assisted Europcar in fast-tracking necessary conversations around innovation. By getting key stakeholders from all areas of the business into one room, we were able to produce holistic solutions that will help guide Europcar's direction in the future.

DESIGN SPRINT GOAL

Identify ways to improve service delivery and customer experience through innovation in a series of Design Sprints.



Mapping and Goals

Our team collaborated with stakeholders from across the business to kick off our first of four Design Sprints.

We mapped the business and uncovered key areas for *improvement through innovation*. Using our tried and tested 'How Might We' technique, we identified some noticeable challenges.



Solutions and Storyboard

We worked with the Europcar team to sketch out solutions that would *elevate customer experience (CX)* and drive the company forward.

The direction and features we drew during this session defined our 'golden nugget' that led our other three Design Sprints.



Prototyping

We created a fully functional prototype, and had to use and update the existing user interface (UI), while still creating new components.

We were able to translate the ideas and storyboard from the previous day into something that made sense *both to the user and technologically*.



User Testing

We used a tablet to *test our prototype with real people* at one of Europcar's busiest branches at OR Tambo International Airport, gaining insights on how to iterate and improve the design.

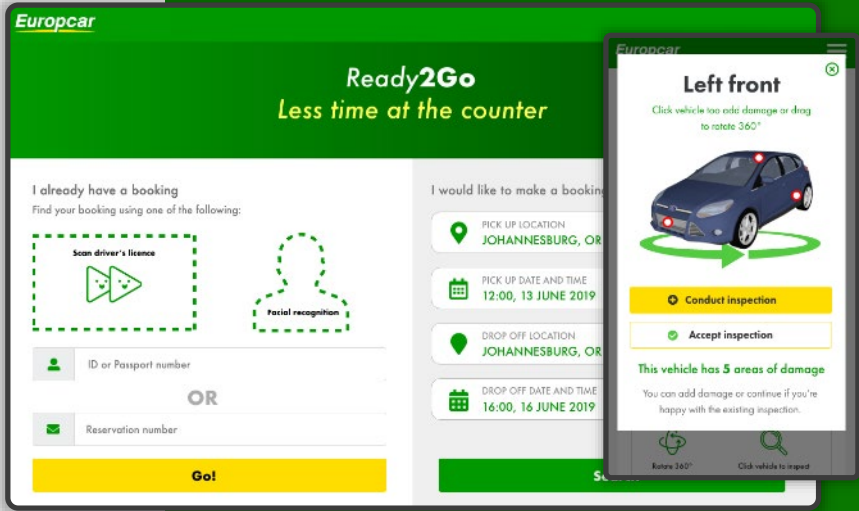
This had many positive responses, including users challenging our designs.



Findings and Next Steps

To conclude our Design Sprint we presented our findings to stakeholders.

We also sent out an extensive report on our discoveries from days one through five. It would later service as a *strategic document*, being used today to lead innovation at Europcar.



STAKEHOLDERS

- Chief Communications Officer
- Chief Operating Officer
- E-commerce Marketing Manager
- Head: Leisure Sales and E-commerce
- GM: Operations
- Business Analyst



OVERHAULING CHAT FUNCTIONALITY FOR THE DISCOVERY APP

Discovery Insure wanted to significantly improve the experience of their chat service in their mobile app. The chat capability also stretches across the entire business, and the week-long design sprint created an environment for cross-business collaboration.

DESIGN SPRINT GOAL

Have the chat in the Discovery app help users reach their goals. An example of a goal can be successfully self-servicing.



Mapping and Goals

We *defined the goal* ahead of the sprint, to avoid the high risk of getting it wrong.

Business and servicing stakeholders then joined us to take us through their perspective needs and goals, which we translated into HMWs that were voted on by the room.



Solutions and Storyboard

We researched other chatbots and interfaces and pulled pieces from the implementations that resonated with us, which we presented to each other in *lightning demos*.

This was followed by sketching solutions and potential wireframes.



Prototyping

We presented the art gallery of wireframes. This was strictly time boxed and the artist could point out any key points we missed in their solution.

We then took the structured *voting approach* of heat maps and super votes by the product owners for chat.



User Testing

A mobile designer and a conversational designer joined us to quickly visualise the journeys, *high fidelity prototypes* and content.

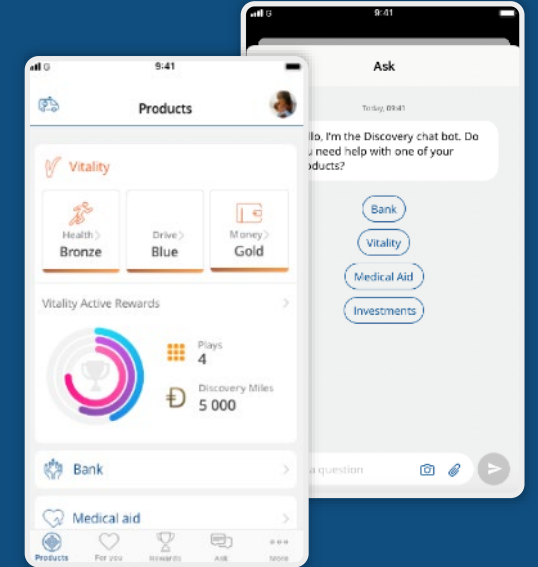
The rest of the team sorted out the test script, equipment and facilities for the testing.



Findings and Next Steps

We had 6 users across iOS and Android platforms to *test and observe* from another room, making notes of successes, failures and insights on the prototype.

We then collated and packaged our findings from the week.



STAKEHOLDERS

- Business and servicing owners across Discovery (Insure, Health, Vitality, Life, Invest, Marketing)
- Senior technology stakeholders



PREVENTION, TRACING AND REPORTING DURING A GLOBAL CRISIS

COVID-19 has posed urgent challenges for companies around the world, especially those that require close contact manual labour like mining. We remotely brought together a range of experts across Anglo American from countries across the globe to co-create a system that consolidates crucial data points to curb the spread of disease while better tracing and testing those at risk.

DESIGN SPRINT GOAL

Improve prevention and tracing of COVID-19 across Anglo American through a centralised data visualisation and analysis tool.



Vision and Goals

We set our vision and purpose for the Design Sprint with **Lightning Talks**.

We defined project our aims and **North Star**, which including broad goals and stakeholders. We reviewed existing and desired tech at Anglo American, through Lightning Demos.



Mapping: Prevention

Participants presented their Lightning Demos. We introduced mapping, and set the stage by revisiting our *Prevention* and *Tracing* use cases.

We mapped Prevention, then introduced How Might We(s) HMWs to frame problems as questions.



Mapping: Tracing

Mapping was conducted to define the *Tracing* journey, both existing and desired. We added HMWs that allowed us to ideate on possible solutions.

A number of key questions were raised around ethics, privacy and employee experience.



Sketching and Prototyping

In the earlier part of the day, the Entelect Team **prototyped** a rough solution based on the week's findings.

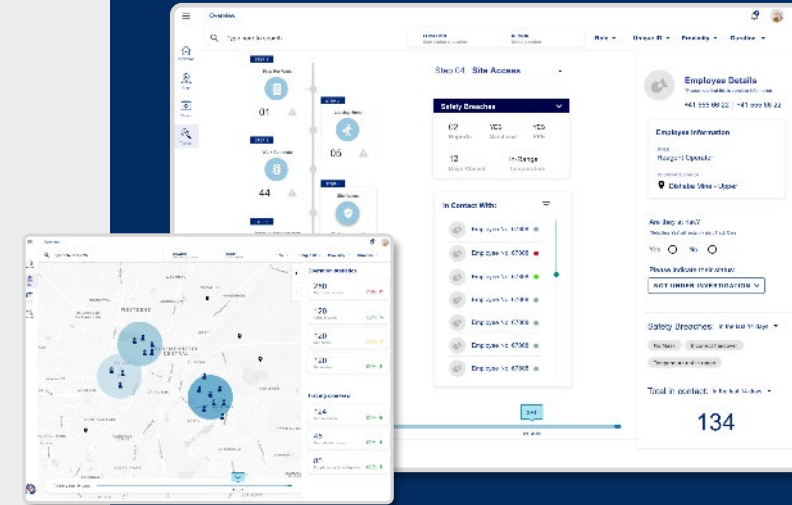
Afterwards, we reviewed the prototype and had participants **sketch** their own ideas, using a digital whiteboarding tool.



User Testing

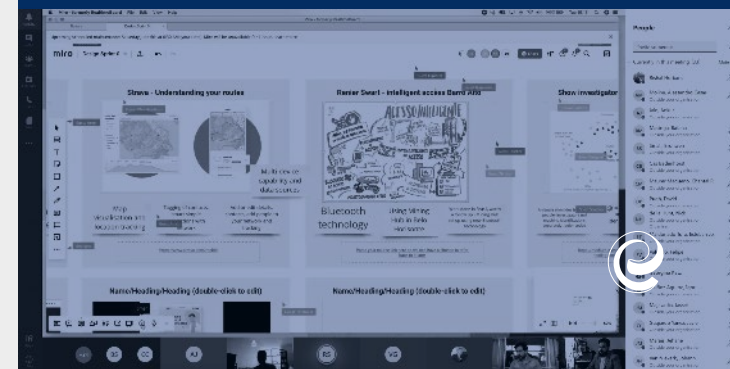
We made changes to the prototype, based on the previous day's feedback.

Later, we presented our prototype to the Anglo American team. We selected a participant to **usability test** the design and also conducted a **focus group**.



STAKEHOLDERS

- Health, Safety Executives
- Head of Health
- Principle Health Operations
- Principles Data Scientists
- Solutions and Technical Architects
- Principle Data Integration Architect
- Innovation Specialist
- Principle Product Manager





UNPACKING OLD MUTUAL’S CUSTOMER VALUE PROPOSITION INSIGHTS FOR ADVISORS

Old Mutual wanted to improve their end-customer experience by equipping financial advisors with the right tools and insights to provide better advice and direct customers to the right products. Through our Design Sprint methodology we worked with the Old Mutual team to explore their current Customer Value Proposition (CVP) insights and how they can be made actionable for advisors.

DESIGN SPRINT GOAL

Take insights about customers' needs, wants, and expectations and make it practical for advisors to implement.



Mapping and Goals

The initial workshop included a mapping session with all stakeholders.

The session involved analysing the current CVPs and advisor journey, and **mapping out challenges, key themes**, and potential **ideas**. We uncovered that there is a desire and need to equip advisors with information more seamlessly.



Ideation

Through ideation, we mapped how we could leverage and possibly **repurpose existing tools** that are currently used by the financial advisors.

A **basic information architecture** was put together to map out the advisor journey with their customers.



Prototyping

The Entelect team designed, refined and implemented a fully functional prototype of the proposed rearchitected CVP insights into a decision tree.

The prototype was based on the information architecture that was put together to map out **how advisors can unpack customer needs** effectively.



Usability Testing

We worked with two Old Mutual advisors as testers who were not part of the previous workshops to gain unbiased feedback.

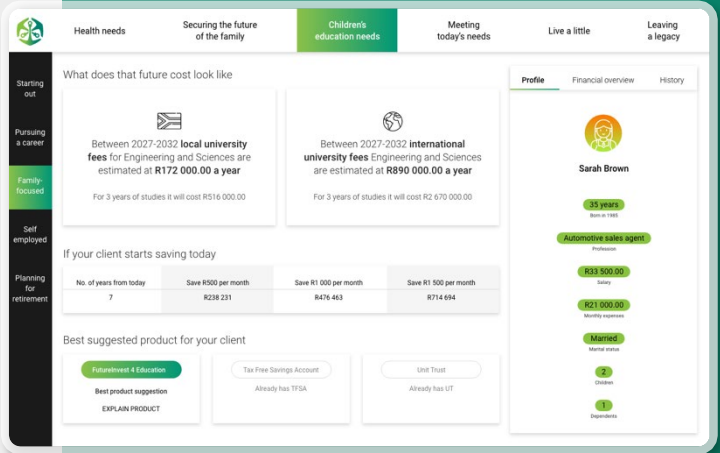
After usability testing, we reviewed the prototype with all Old Mutual stakeholders in a **focus group setting** and gained feedback from a variety of perspectives.



Findings and Next Steps

To conclude our Design Sprint we presented our findings to stakeholders. Through this session, we discussed next steps and possible future initiatives.

We also generated an **extensive report** on the discoveries from Design Sprint days one through five.



STAKEHOLDERS

- Customer Segment Strategy
- Business Managers
- CVP Delivery Managers
- Franchise Principals
- Financial Advisors





solutions@entelect.co.za
www.entelect.co.za