CREATING A COMMON LANGUAGE

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Photo: Edith Isdal
THE DESIGN THINKING JOURNEY
THE CUSTOMER JOURNEY APPROACH HAS GENERATED STRATEGIC TRAJECTORIES

- Cross-channel experience measurement (2008)
- Piloting CJ framework in different BUs
- Launch of CJ framework
- Service design as corporate capability
- Service Design Academies
- Launch of Service Design Process model
- Piloting design thinking in innovation
- Strategy Execution Program & Academies (2016)
EVERYTHING COMPETES WITH EVERYTHING

The world of business has never been more volatile or unpredictable. Sources of competition and disruption can appear anywhere—not just disruption in products, services, and technology, but also in channels to market, policy, talent, brands, and supply chains.

- Tim Brown, CEO Ideo

Source: CEO & President Sigve Brekke in VG interview, 18.01.2017

40% of today's telcos are gone in 10 years
TRANSFORMATION
MANAGING HIGH UNCERTAINTY
MINDSET → BEHAVIOUR → CONTEXT

TRAINING
SHOW IT WORKS!
I have never tried that before, so I think I should definitely be able to do that

- Pippi Longstocking
Thinking like a designer can transform the way you develop products, services, processes – and even strategy

- Tim Brown
CEO and president of IDEO
STRATEGY EXECUTION PROGRAMME

SENIOR EXECUTIVES
Lead the transformation

SENIOR MANAGEMENT
Execute, monitor and adjust the strategy in transformation

Source: Adopted from Telenor Strategy Execution Program
INNOVATING & CHANGE IN THE FACE OF UNCERTAINTY
Getting the best out of different approaches

**INSIGHT**
Look for surprises through empathizing with people

**PROBLEM**
Discover job-to-be done and problem worth solving

**SOLUTION**
Prototype awesome solutions through fast learning cycles and pivoting

**BUSINESS MODEL**
Validate Go-to-Market Strategy

**DESIGN THINKING**

**AGILE SOFTWARE**

**LEAN STARTUP**

Source: Adopted from Telenor Strategy Execution Program & Innovator’s method (Furr & Dyer)
DESIGN THINKING
+

Adapted from: d.school & other sources
COMPETING AGAINST LUCK

Customers don’t buy products, they hire products to do a job

- Clayton Christensen,
The world’s Most Influential Business Management Thinker in 2011 and 2013
HUMAN VALUES
JOB-TO-BE-DONE!

VISUALIZATION

DESIGN THINKING
+

PROTOTYPING & LEARNING
HUMAN VALUES
JOB-TO-BE DONE!

VISUALIZATION

PROTOTYPING
& LEARNING

DESIGN THINKING
+

PIVOTING
& CHANGE ACTIONS
HUMAN VALUES
JOB-TO-BE-DONE!

VISUALIZATION

PROTOTYPING
& LEARNING

DESIGN THINKING
+

PIVOTING
& CHANGE ACTIONS

RADICAL COLLABORATION
Design thinking is supposed to drive innovation - where there is room for flexibility, uncertainty and chaos.

It's a huge gap between this way of thinking and our traditional way of thinking.

Source: In-depth interviews key-stakeholders & project teams
SUCCESS FACTORS
MINDSET  BEHAVIOUR  CONTEXT

SHOW IT WORKS!
People think generally innovation is something like an idea. But before innovation comes research, and believe me: user research is the hardest and most important part of the process (...). You are not out there for finding solutions, you are out there for finding insight – trying to understand what their thoughts, needs and problems are (...)

The most important tool is ourselves.....

- Project leader, Telenor BU
It's the fact that we've been talking with the customer, and have the evidences, then it’s not easy [for the management] to argue against it. But if you say; I think that the customer will have this and that, then it initiates discussions. (...)

- Project member, Telenor BU

We must not end up with what a boss wants. What he thinks about the outcome is uninteresting. The driving force is the customer insight developed throughout the prototypes

- CxO-1, Telenor BU
We synthesized the insights and involve the different stakeholders in the organization, and use storyboards to sketch new opportunities together. (...) It is extremely important to involve the key stakeholders pretty early in the process.

- Project leader, Telenor BU
We need to make quicker and gutsier decisions and make our leaders discover the explore part in their leadership.

If the focus is customer value, the insight must drive fast decisions (...) The main focus is too often time-to-market, and that might cost the quality.

Sources: Telenor Culture Survey 2016, N=21064, 634 free-text comments
In-depth interviews key-stakeholders & project teams
We are sort of married to the project methodology (...) with complete scopes, planned deliverables and business cases, and with few iterative ways of improving and testing things.
- Thought leader, BU Innovation workshops

We must dare to establish projects without a clear business plan
- Sigve Brekke, NHO conference, January 5th 2017

Source: Innovation workshops, Telenor BUs
We are expected to work like an start-up, but we are not organized as a start-up with 100% dedicated resources.

So how can you innovate and develop new concepts when you have four hours a week to ‘think-out-of-the-box’? Everyone has commitments to be elsewhere, and are running in other project meetings continuously. Thus, the premise is not present to work effectively as a designer (…)

Source: In-depth interviews key-stakeholders & project teams
In order to increase innovation we must provide the best environment to our employees and this will ultimately paying off by creating difference in the markets. Encourage and promote (from all levels) new ways of working which suit our organization moving forward, we must keep learning and change, not only in terms of new digital skills and competence but also in terms of mindset; in terms of agility and daring to fail.

Sources: Telenor Culture Survey 2016, N=21064, 634 free-text comments
60 minutes design sprint at Telenor Top mgmt meeting, Myanmar
LEADERSHIP

Gradually build broad and deep expertise on innovation approaches, and discover resources with talents for the different tasks.

Remove organizational barriers, and provide time and resources for innovation activities and agile ways of work.

Let insight from iterative learning cycles drive decisions, reduce decision lines and speed of decisions.

Act as the chief experimenter not only as the chief decision maker, and balance different ways of work.