

Design Thinking

Volume 2

Edited by
Dr. Rajiv Ranjan

DESIGN THINKING

VOLUME 2

2024

Editor:

Dr. Rajiv Ranjan

EDITOR

Dr. RAJIV RANJAN

Associate Professor

Entrepreneurship

Jagdish Sheth School of Management (JAGSoM)

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Foreword

Having traversed the Design Thinking course at JAGSoM, we reflect on an immersive experience that transcended the traditional boundaries of academia. As a practice course, it wasn't confined to theory; it beckoned participants to actively engage in the practical intricacies of ideation, prototyping, and iteration.

Design Thinking, a compulsory subject, marked a pivotal shift in our academic journey, instilling an entrepreneurial attitude that extended beyond conventional disciplines. It became a catalyst for exploring uncharted territories, challenging assumptions, and envisioning innovative solutions.

Throughout the course, the emphasis on the full lifecycle of problem-solving allowed me to traverse the spectrum – from the meticulous stages of problem formulation to the application of automation solutions. This holistic approach armed us with a comprehensive toolkit, blending technical skills with a profound understanding of the human aspects crucial for successful solutions.

Our participation in this course was an experiential journey, guiding us through the intricacies of empathetic design and user-centered innovation. Beyond an academic pursuit, Design Thinking at JAGSoM was an invitation to cultivate a mindset of curiosity, resilience, and adaptability. It challenged us to think beyond the obvious, question assumptions, and approach problem-solving with a pair of dirty hands, a deep heart, and an open mind.

As a participant, we embraced the challenges and opportunities that Design Thinking presented, allowing it to be more than a course on our academic journey—an enriching compass guiding me through the uncharted waters of innovation.

Aman Shrivastava and Thokchom Horace Singh

PGDM Batch of 2022-24, JAGSoM

Editorial: Design Thinking Unwrapped

Dr. Rajiv Ranjan

Associate Professor and Coordinator, Design Thinking

Design thinking isn't merely a methodology; it's a mindset that requires a shift in how we approach problems. It's not just about the cognitive process; it's about incorporating emotions, empathy, and an openness to new ideas. The essence of design thinking lies not only in what we do but in how we feel and think while doing it. This reversal of the traditional thinking process demands a fusion of intellect, emotional depth, and mental clarity.

At its core, design thinking challenges the conventional approach to problem-solving. It urges us to strip away the layers of preconceived notions and biases, fostering a mindset of curiosity and exploration. However, the path to becoming a rational and effective design thinker is paved with a unique set of prerequisites—a thick skin, a deep heart, and an uncluttered mind.

Firstly, cultivating a thick skin doesn't imply insensitivity. It's about developing resilience—a shield that guards against reactionary impulses. In the world of design thinking, where failures are often stepping stones to success, a thick skin allows one to weather the storms of setbacks. It's the ability to embrace criticism and failure as opportunities for growth rather than personal defeats. Design thinkers acknowledge that the creative process involves taking risks and making mistakes, but it's in those errors where innovation often thrives.

Simultaneously, a deep heart—rooted in empathy—forms the cornerstone of design thinking. Empathy isn't merely feeling sympathetic towards others; it's about stepping into someone else's shoes to truly understand their perspectives, needs, and experiences. Empathy fuels the design thinking process by driving solutions that resonate with the genuine needs of the end-users. It's not a passive

feeling but an active engagement that allows for a more profound connection with people's emotions, desires, and pain points.

Moreover, an uncluttered mind is essential for a design thinker to navigate through the maze of ideas and possibilities. This doesn't advocate for an absence of thoughts but rather emphasizes the need to declutter the mind from biases, assumptions, and preconceptions. An uncluttered mind is receptive to divergent thinking, allowing for the generation of multiple, unconventional solutions. It's the canvas upon which new ideas can be painted, explored, and refined without the constraints of conventional wisdom.

The amalgamation of these three attributes—thick skin, deep heart, and uncluttered mind—enables a holistic approach to problem-solving. Design thinkers embrace ambiguity and complexity, viewing challenges as opportunities to innovate rather than obstacles to overcome. They actively seek to understand the human experience behind every problem, recognizing that solutions are effective only when they resonate with the needs and emotions of the end-users.

In the realm of design thinking, the journey matters as much as the destination. The process involves iterative cycles of understanding, ideating, prototyping, and testing—a continuous loop that thrives on feedback and refinement. Here, failure isn't the end; it's a learning experience, a catalyst for progress. Each iteration brings design thinkers closer to solutions that are not just functional but delightful and impactful.

Moreover, the application of design thinking transcends traditional boundaries. It's not confined to designers or creatives but is a mindset applicable across industries and disciplines. From healthcare to technology, education to social innovation, design thinking serves as a catalyst for transformative change. It fosters collaboration, encourages diverse perspectives, and stimulates a culture of innovation and continuous improvement.

In conclusion, design thinking unwraps a new paradigm of problem-solving—one that intertwines intellect, emotions, and clarity of thought.

To excel in this space, one must cultivate a resilient disposition, an empathetic heart, and an open, uncluttered mind. Design thinking isn't just a tool in the arsenal of problem-solving methodologies; it's a human-centric approach that empowers individuals to tackle challenges creatively, empathetically, and effectively. As we embrace this paradigm shift, we uncover the true essence of problem-solving—one that transcends the realms of logic and ventures into the nuanced landscape of human emotions and experiences.

ABOUT THE EDITOR



Dr. Rajiv Ranjan
Coordinator, Design
Thinking
Professor (Associate),
Entrepreneurship Area,
Jagdish Sheth School of
Management
(JAGSoM).

Dr. Rajiv Ranjan is an Associate Professor in Entrepreneurship Area at Jagdish Sheth School of Management (JAGSoM) and has more than a decade of professional experience, having a rich blend of industry and academic experiences. He has worked at Ernst and Young as a Principal Consultant in the Government and Public Sector consulting practice and at Delphi, Technical Centre India as a Research and Product Development Engineer. He also has teaching, mentoring, institution building and research experiences at Liverpool Business School (UK), Indian Institute of Technology Delhi (IITD), Alliance University, John Hopkins University (USA), Indian Institute of Health Management Research, Jain University, MITS Madanpalle and Indian Institute of Management Ahmedabad (IIMA). He is author of non-fiction genre on die-hard entrepreneurship – “Small Big Bang” and has been a mentor and board member to few start-ups like Half-Circles Media Pvt. Ltd., kachhua.com, e-Vishwavidyalaya LLP, SuMaya AaiT LLC (USA) etc. and Atal Tinkering Laboratory at School of Creative Learning as well as Atal Incubation Centre at Bihar Vidyapith. He is also a recipient of Social Hero Bihar Excellency Award from International Institutional Organization. He writes Hindi poems and English short stories in leisure time and is a cricket enthusiast and documentary aficionado.

1. Design Thinking Applications in Business Problem-Solving: A Comprehensive Journey through Bata

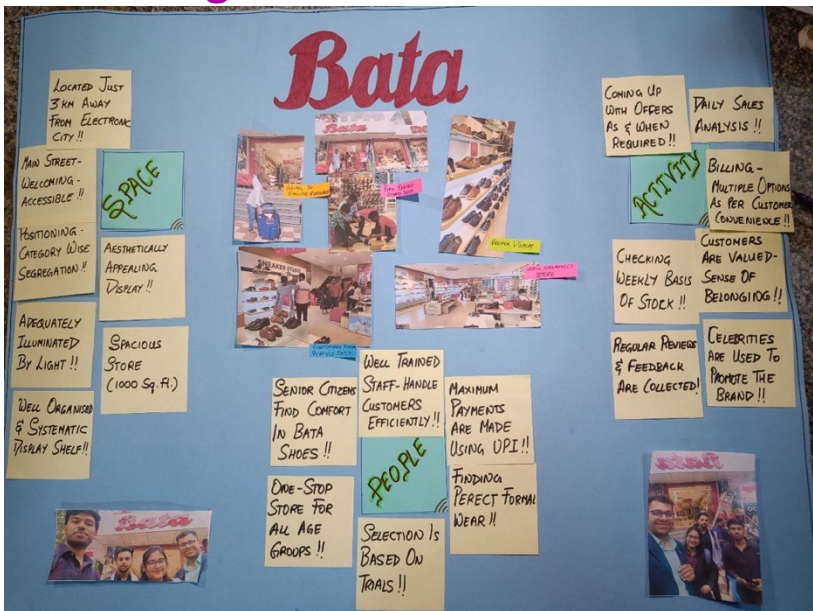


FIGURE 1. OBSERVATION REPRESENTATION OF BATA OUTLET VISIT USING SPA FRAMEWORK

Embarking on the journey of Design Thinking within an organizational context was a compelling exploration that transcended mere problem-solving. As participants, the experience unfolded organically, marked by the deliberate application of tools, keen observations, and iterative brainstorming. This narrative encapsulates the pivotal moments and

learnings as we navigated the intricate layers of understanding, empathy, and ideation.

Orientation and Selection of an Organization:

The journey commenced with a creative spark as we envisioned a tech-savvy shoe design, weaving in features like auto-adjusting soles and Bluetooth connectivity. This exercise illuminated the significance of individual creative thinking and positioned design thinking as an indispensable skill in the 21st century. We delved into mindset, temperament, frameworks, and competencies, recognizing the role of observations and insights in unraveling complex problems. The six major steps of design thinking - Understanding, Observations/Insights, Empathy, Problem Articulation, Idea Generation, Prototyping, and Final Review - set the foundation.

Frameworks and Concepts:

The adoption of Stakeholder Analysis became instrumental in understanding the dynamics of key players, ranging from working professionals to investors. Embracing 21st Century Managerial Skills emphasized the need for active learning, creativity, and adept problem-solving. The encouragement of Out-of-the-Box Thinking urged us to explore unconventional approaches.

Trends & Observation:

Under the ethos of "Explore, Experiment, Express," we engaged in self-analysis, industry exploration, and stakeholder identification. Our discussions revolved around observation techniques, fostering the adoption of the SPA (Space, People, Actions) tool for systematic observation.

Stakeholder Identification:

In the context of our chosen organization, BATA, we meticulously identified and categorized stakeholders, understanding their roles as target, connected, or influenced. Field observations, employing the

SPA tool, became a conduit for gathering data related to department activities, customer touchpoints, and existing systems.

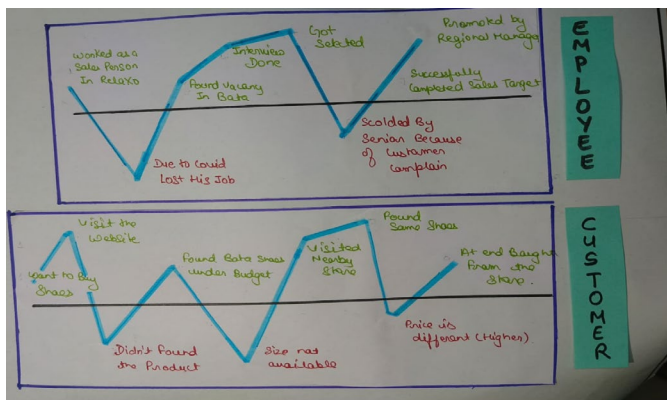
Field Discussion and Empathy:

Group discussions following store visits allowed us to share experiences and uncover issues, underlining the importance of empathy in understanding customer experiences. An empathy exercise, featuring Mark Ruffalo's example, and exploration of parental mental models deepened our empathetic understanding.

Journey Map and Insights:

Utilizing journey maps, we visually mapped customer experiences, gaining profound insights into store dynamics, customer demographics, and sales interactions. These insights became the bedrock for the subsequent phases, propelling us further into the dynamic landscape of innovative problem-solving.

As a participant in this design thinking expedition, the journey was transformative. The interplay of creativity, analysis, and empathy set the stage for a novel approach to problem-solving, leaving an indelible mark on the way I perceive and engage with challenges within organizational settings.



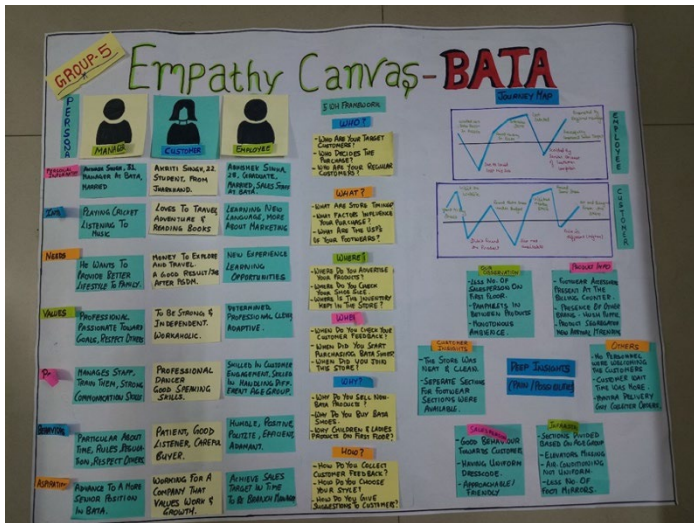


FIGURE 2. EMPLOYEE AND CUSTOMER JOURNEY MAP AND EMPATHY CANVAS FOR BATA OUTLET VISIT

Problem Articulation:

In our design thinking journey, we recently delved into the crucial skill of Problem Articulation. The focus was on understanding the significance of framing problems accurately for effective solutions. The problem articulation phase underscored the pivotal role of precision in defining problems. A well-articulated problem acts as a guiding compass, steering ideation and prototyping towards impactful solutions.

Problem Classification:

We explored the categorization of problems into checklist, analytical, and wicked types. This taxonomy equips us to approach problems with tailored strategies, acknowledging the diverse characteristics and demands of each. These insights have become a linchpin in our

journey, fostering a nuanced approach to innovative problem-solving within organizational contexts. The ability to discern and articulate problem nuances is proving to be a cornerstone for focused and impactful ideation.

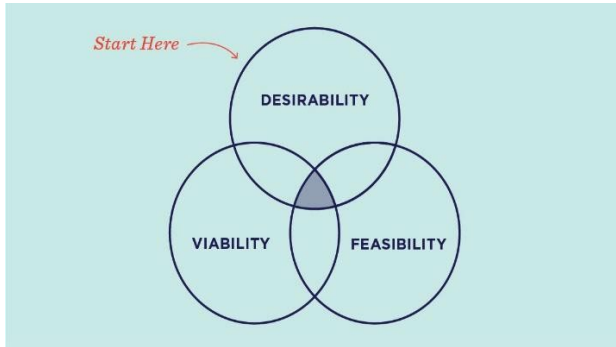


FIGURE 3. PROBLEM PRIORITIZING USING DVF CRITERIA

Problem Statements for BATA:

In our ongoing design thinking journey focused on BATA, we carefully formulated problem statements tackling aspects like window shoppers, technology implementation, customer experience, promotional displays, and store setup. Leveraging the "How might we..." framework, our focus was on precise problem articulation.

Ideation Process:

Our exploration continued with the ideation process, embracing a five-step approach, and utilizing the SCAMPER tool for creative thinking. We identified solutions for BATA, concentrating on technological changes, modern store aesthetics, and elevating attention to premium products, seamlessly connecting ideation to the broader design thinking process.



FIGURE 4. PROTOTYPE AND PROTOTYPING STEPS FOR SOLUIONING BATA'S OUTLET PROBLEM

Prototyping:

Delving into the realm of prototyping, we explored its purpose in evaluating ideas and solutions. Conversations around various prototyping methods led us to choose a 3D prototype for BATA, marking a tangible step towards transforming our ideated solutions into reality.

In the 3D prototyping process for BATA, we initiated by crafting paper diagrams, meticulously comparing perspectives, and ultimately

selecting the concept that most aligned with our vision. Transcending the two-dimensional, we translated the chosen paper diagram into a tangible 3D prototype, vividly representing the proposed changes for the BATA store. This tactile representation served as a powerful tool for conveying our ideas. Subsequently, we conducted market testing, actively seeking stakeholder feedback to refine and validate our prototype, ensuring its resonance with both our vision and the needs of the BATA store environment.



FIGURE 5. THE BATA DESIGN THINKING PROJECT AND ITS TEAM IN A SNAPSHOT

Reflections on our Final Design Thinking Journey:

As a group, we recently concluded our design thinking journey with the culmination of final presentations, where we showcased the comprehensive evolution of our innovative approach. Active participation in this concluding phase not only allowed us to share our

journey but also afforded us the invaluable opportunity to learn from other groups' presentations. The experience was a rich tapestry of insights as we reflected on our own journey, identifying areas for improvement, and incorporating better ideas gleaned from our peers.

Key Learnings:

Our collective journey revealed key learnings that will undoubtedly shape our future endeavors. We recognized that systematic thinking is a linchpin for generating innovative designs and solutions. The real-time application of design thinking principles in a business context became apparent, underlining its practical significance. Additionally, our engagement in field studies underscored the importance of firsthand insights for effective problem-solving, solidifying our understanding of design thinking's dynamic and impactful role in addressing real-world challenges.



FIGURE 6. STAGES MODEL OF DESIGN THINKING

ABOUT THE TEAM MEMBERS

PHOTO



NAME & PROFILE

Aditi Lodha, pursuing PGDM Finance with Analytics Minor, aspires to excel in capital markets. Proficient in strategic thinking and analytics, she leverages skills in financial modeling, Power BI, and Python for insightful investment analysis, contributing to her goal of making informed and impactful decisions in the finance industry.



Aman Shrivastava, pursuing PGDM in Marketing with Analytics Minor at Jagdish Sheth School of Management, is a relationship-driven professional with strong communication and problem-solving skills. Backed by industry experience in client support, Aman aims to contribute to innovative companies, leveraging his passion for sales, service, and analytics.



Ankita Singh, pursuing PGDM in Analytics with a Finance Minor at Jagdish Sheth School of Management, excels in SQL, Python, Tableau, and Six Sigma principles. Backed by 18 months of internship at DEmpresa Pvt. Ltd, she aspires to leverage her analytical and problem-solving abilities in a dynamic organization for impactful contributions.



Anshu Raj, a PGDM Marketing student at Jagdish Sheth School of Management (2022-2024), Bengaluru, is dedicated to leveraging consumer insights for strategic marketing solutions. With a strong foundation in marketing principles, Anshu is committed to contributing innovative ideas and fostering brand growth. Top skills include leadership, management, and problem-solving.



Mithun S, Brand Intern at Wow Momo, is pursuing PGDM in Marketing & Analytics at Jagdish Sheth School of Management (2022-24), Bengaluru. As a former Amazonian, he brings strong data interpretation, communication, collaboration, and adaptability skills to his current pursuits. An optimistic mechanical engineer, Mithun is on a journey to acquire and apply managerial skills, always open to connecting over common interests.



Vaibhav Gupta, a final-year PGDM Finance student at Jagdish Sheth School of Management, Bengaluru, brings strong financial modeling and valuation skills. Experienced in finance and stock market simulations, he excels in decision-making under high pressure. Seeking opportunities in investment banking, financial analysis, and private equity, Vaibhav is eager to apply his financial acumen and contribute to business growth.

2. Revitalizing Truffles: A Human-Centered Design Exploration

Exploring Stakeholders through Design Thinking:

In our journey of applying design thinking principles, we engaged with diverse stakeholders to unearth insights that would shape the evolution of Truffles. Conversations with customers delved into their preferences, patiently unraveling the reasons behind their loyalty and discerning factors influencing their choices among competitors.

Engaging with the managerial perspective illuminated the unique selling proposition (USP) of Truffles and shed light on their target customer base. Understanding the reasoning behind pricing strategies and insights into crowd management challenges enriched our comprehension of the operational landscape.

Conversations with the culinary team provided a glimpse into the passion driving the chefs, offering insights into their strengths, favorite dishes, and strategies for managing diverse teams. Insights from waitstaff shed light on customer interactions, motivation during long shifts, and upselling techniques, vital for enhancing the overall dining experience.

Exploring the relationship with wholesalers uncovered the intricacies of the supply chain, from sourcing methods to the impact of transportation on raw materials. The dynamics of bulk orders, frequency of fresh produce orders, and their preferred sourcing methods became focal points in understanding the logistics.

In this immersive stakeholder engagement, we navigated through queries crafted to extract meaningful insights, aligning our approach with Tim Brown's human-centered design thinking philosophy. As we continue this journey, these insights will serve as a compass, guiding us towards innovative solutions that cater to the nuanced needs of all stakeholders within the Truffles ecosystem.

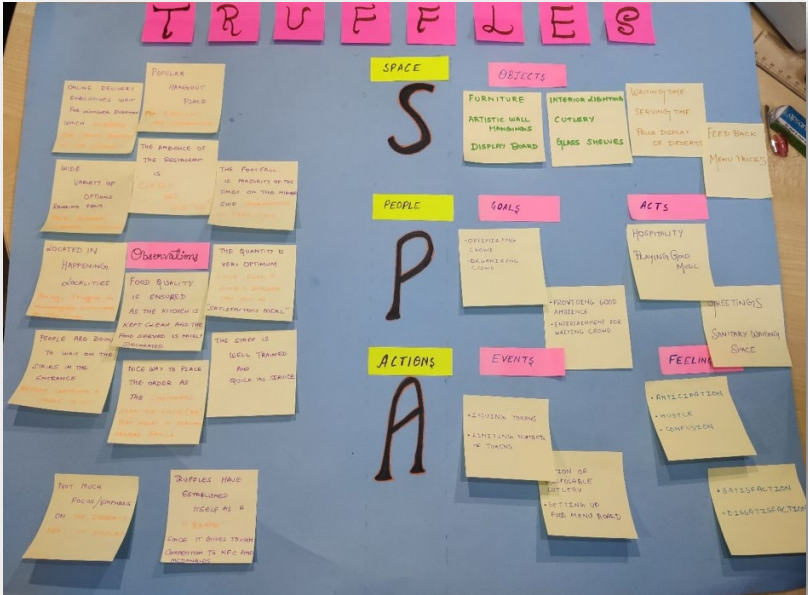


FIGURE 7. TRUFFLES VISIT OBSERVATION USING SPA FRAMEWORK

Gaining Insights through Stakeholder Interviews:

In delving into interviews with key stakeholders, a nuanced understanding of Truffles' ecosystem emerged, each perspective contributing unique facets to the narrative.

Managerial Perspective:

The manager emphasized Truffles' value proposition, highlighting high-quality food, an enticing ambiance, and generous portions at affordable prices. Targeting working professionals, friends, and families, the challenge lies in managing crowds during peak hours and weekends.

Customer Insights:

Customers revealed that the allure of Truffles extends beyond just the taste of the food. The friendly environment, quality and quantity aligned with fair pricing make them willing to endure queues. The ranking of Truffles against other competitors places it in a noteworthy second position.

Chef's Viewpoint:

Chefs find excitement in Truffles' ostentatious menu and cooperative work environment. Handling customer dissatisfaction with flexibility and cooperation showcases their commitment. Working harmoniously in multicultural teams reflects the chef's adaptability.

Waitstaff Experience:

Waiters employ friendly behavior to upsell and maintain composure when faced with irate customers. Their physical stamina, backed by rigorous exercise routines, allows them to

endure long shifts without letting personal emotions interfere with their service.

Wholesaler Dynamics:

The wholesaler's perspective unveils the regularity of fresh produce orders, supplying to a range of establishments including Meghna Foods, KFC, and McDonald's. Discounts for perishable items on bulk orders underline their business strategy.

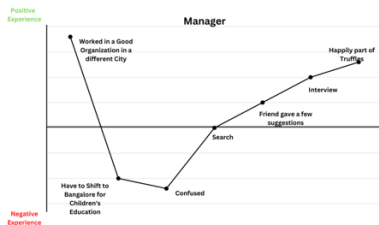
Empathy Canvas Insights:

The empathy canvas brings forth crucial insights. Notably, Truffles lacks a robust customer-centric approach, resulting in challenges like disorganization in dealing with delivery agents and difficulty in scanning QR codes leading to customer dissatisfaction. Ergonomic issues with utensils and the absence of a hard copy menu also surface as areas for improvement.



Name- Sommesh Sanney
Age- 39
Profession- Manager
Hometown- Bengaluru, Karnataka

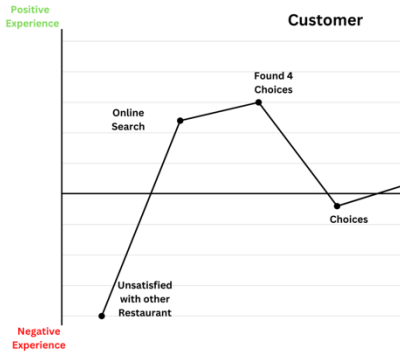
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- Values
- Aspirations





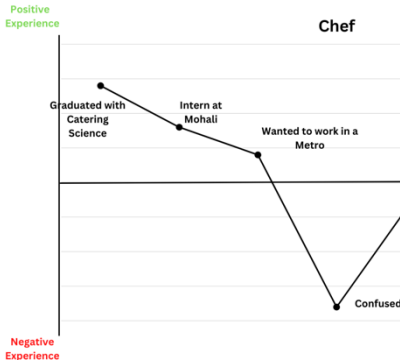
Name- Shanaya Verma
 Age- 23
 Profession- Student
 Hometown- Ghaziabad, Uttar Pradesh

- Interests
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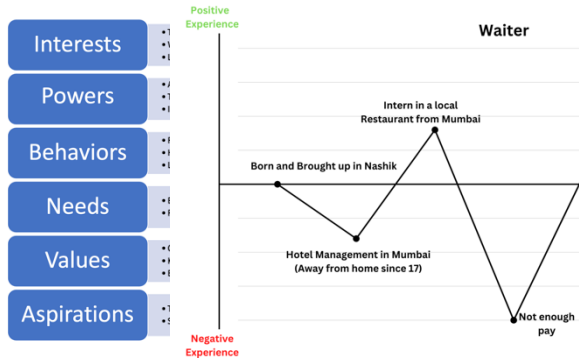
Name- Sumit Kumar
 Age- 42
 Profession- Assistant Chef at Truffles
 Hometown- Bareilly, Uttar Pradesh

- Interests
- Powers
- Behaviors
- Needs
- Values
- Aspirations





Name- Kunal
 Age- 24
 Profession- Intern as an attendant at Truffles
 Hometown- Nashik, Maharashtra



Name- Arvind Sharma
 Age- 46
 Profession- Wholesaler
 Hometown- Bengaluru, Karnataka

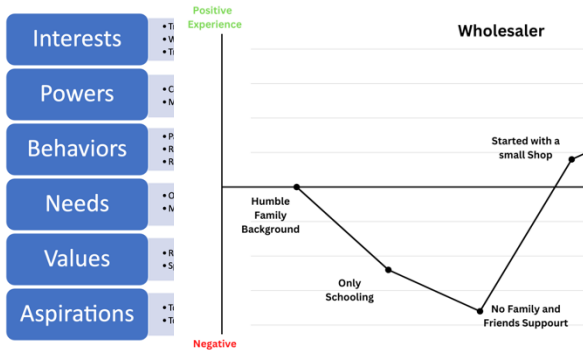


FIGURE 8. STAKEHOLDER PROFILING AND JOURNEY MAP

This collective understanding serves as a foundation for our design thinking approach, propelling us towards solutions that

resonate with the diverse needs of stakeholders within the Truffles environment.

Refining Problem Statements for Design Thinking:

1. Enhancing Customer-Centric Approach:

- How might we transform the organizational approach to be more customer-centric, aiming to decrease customer walkaways by at least 20%?

2. Streamlining Crowd Handling:

- How might we optimize crowd management to reduce current waiting times by 25%, ensuring a more efficient and satisfying dining experience?

3. Boosting Takeaway Orders:

- How might we incentivize customers to increase their takeaway orders by 30%, fostering a more convenient and profitable service?

4. Space Optimization and Staff Efficiency:

- How might we redesign and utilize space effectively to accommodate 40% more customers while ensuring seamless staff movement for enhanced operational efficiency?

5. Improving Ergonomics in Utensils and Furniture:

- How might we address the issues of poor ergonomics in utensils and furniture to enhance the overall dining experience for customers?

ABOUT THE TEAM MEMBERS

PHOTO



NAME & PROFILE

Abhinav Mishra, PGDM Marketing student at Jagdish Sheth School of Management, seeks a dynamic sales and service role. His strong communication, relationship-building, and analytical skills, coupled with a 7.4 CGPA, make him an asset.



Dhiren Sharma, currently open to opportunities, is skilled in Key Account Management, Customer Success, Customer Experience, Business Development, and Management Training roles. With a diverse skill set, Dhiren is ready to contribute to organizational success in various capacities.



Pragati Priya, PGDM Human Resource student at Jagdish Sheth School of Management, excels in interpersonal skills, resource optimization, and organizational planning. Proficient in R, SPSS, Tableau, and Human Resource Management, she aspires to contribute impactful talent management and retention strategies, supported by a 7.4 CGPA and diverse projects.



Prajwal LM, offers comprehensive Brand Marketing, Brand Consulting, Marketing Strategy, Product Marketing, Content Strategy, and more. Based in Bengaluru, Karnataka, Prajwal provides services remotely or in person. Contact for pricing and elevate your brand with effective marketing solutions tailored to your business needs.



Priyanshi Mishra, PGDM Marketing student at Jagdish Sheth School of Management, excels in interpersonal skills, resource optimization, and influencing. Certified in Marketing Mix and Digital Marketing, she aspires to thrive as a Business Development Manager. With a 7.3 CGPA, she brings practical experience from Shine Projects and innovative projects at Innover Digital and Truffles.



Swati Roy, a PGDM Marketing student at Jagdish Sheth School of Management, Bengaluru, is currently a Sales Intern at Kewaunee Labway India Pvt. Ltd. With a keen interest in marketing, Swati aspires to become an empathetic and influential leader, constantly seeking opportunities to learn and grow.



Viknesh Kumar T, pursuing PGDM in Digital Business and Analytics at Jagdish Sheth School of Management, is associated with Tata Insights and Quants, a division of Tata Industries Limited. With top skills in Machine Learning, Data Visualization, Communication, SQL, and Microsoft Excel, Viknesh seeks a dynamic role to leverage analytical knowledge and technical expertise for organizational value creation.

3. Design Thinking in Action: Transforming Sodexo's Employee and Workplace Management

Design Thinking Exploration: Shifting from "WHAT IS" to "WHAT IF"

Our journey into design thinking led us to embrace the transformative shift from "WHAT IS" to "WHAT IF," aligning with the World Economic Forum's foresight on critical and creative thinking as vital skills for 2025. Design thinking, rooted in a human-centric approach, emerged as a potent framework, embodying the principles of feasibility, viability, desirability, and sustainability.

Practical application came to life through a video example, where we witnessed the redesign of a walker, offering tangible insights into the design thinking approach. Our exploration culminated in a hands-on exercise—crafting a wallet or purse for a friend—requiring a deep understanding of their needs, aligning with market trends, and fostering innovative solutions.

Learning from Sodexo's Employee Focus:

Our field exploration delved into Sodexo's commitment to employee learning and development, recognizing it as integral to organizational success. By investing in the growth and motivation of their workforce, Sodexo strives to retain positive and engaged employees. While the company excels in employee-centric

initiatives like meal coupons, crowd management remains beyond its scope as clients maintain control in this area.

Observation Insights: Stakeholders, Activities, Processes, Systems, Customer Touchpoints

1. List of Stakeholders:

- Targeted: Students, Faculties, Non-teaching Support Staff, Housekeeping Staff, Corporate Employees, Chefs, Waiters, Executive Managers, Shareholders, NGOs.

- Connected: Colleges, Offices, Vendors, Suppliers, Transporters, Trainers, Engineers, Banks, BPOs, Event Managers.

- Influenced: Potential Investors, Affiliated Companies, Government, International Union of Food and Allied Workers, Harvard, UPI & other digital gateway providers, Strategy Team.

Our comprehensive observation encompassed stakeholders, activities, processes, systems, and customer touchpoints, revealing the intricate web of influences and connections within the organizational landscape. This holistic understanding positions us to apply design thinking principles effectively in addressing real-world challenges and fostering innovation.

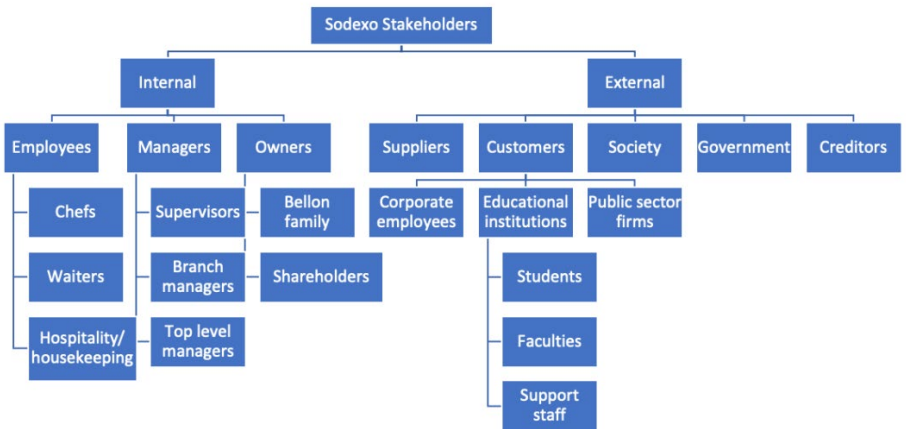


FIGURE 9. STAKEHOLDER MAP OF SODEXO

2. Activities:

- The spectrum of activities within the organizational ecosystem is vast and intricately connected. It spans the arrangement of raw materials, meticulous food preparation, pantry management, grounds keeping, cafeteria decoration, plumbing maintenance, inspection of prepared food, and the facilitation of corporate tie-ups. Each activity plays a crucial role in the seamless functioning of the organization, contributing to the overall customer experience and organizational success. This holistic view guides our design thinking approach, ensuring that innovations and solutions address the multifaceted dynamics of these activities, creating a more robust and efficient system.

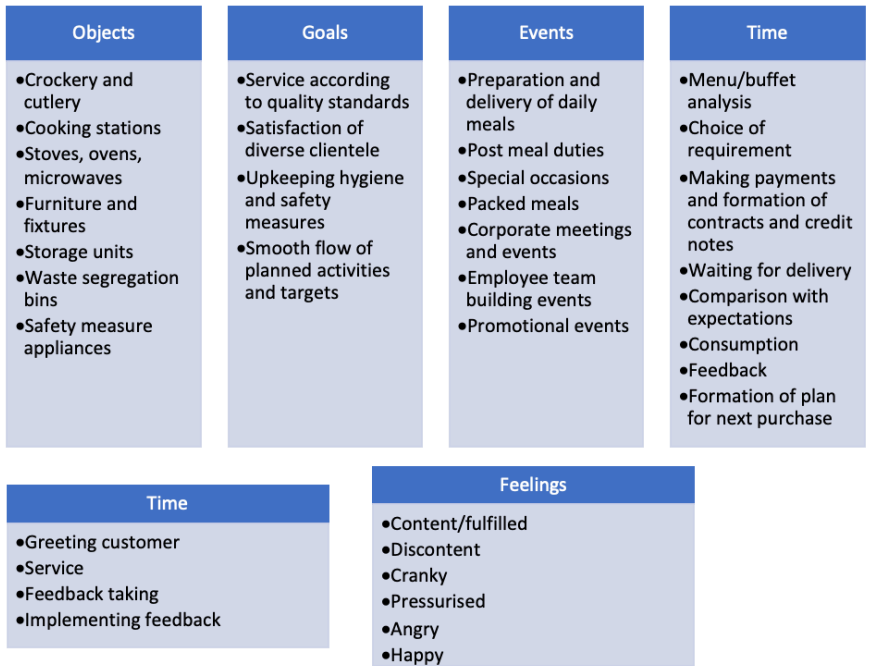


FIGURE 10. ACTIVITIES, PARAPHERNALIA AND EMOTIONS

3. Processes:

- Critical processes orchestrate the daily operations seamlessly, encompassing billing, cooking, CSR initiatives, hiring and firing protocols, payment transactions, inventory management, voucher redemption, grievance resolution, and promotional activities. Each process is a vital cog in the organizational machinery, contributing to the overall efficiency, customer satisfaction, and employee engagement. Design thinking interventions will be strategically applied to enhance

these processes, ensuring they align with organizational goals and stakeholder expectations.

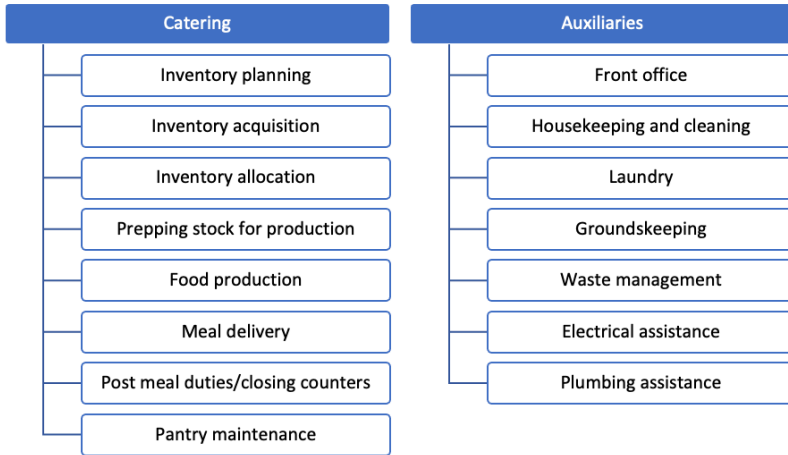


FIGURE 11. PROCESS MAPPING

4. Systems:

- The technological infrastructure supporting the organization comprises a sophisticated array of systems, including ERP, POS systems, a user-friendly website, the Sodexo App, inventory management software, a feedback system, facilities management tools, and a robust customer support platform. These interconnected systems form the backbone of the organizational framework, facilitating smooth operations and fostering a seamless experience for both customers and internal stakeholders. Our design thinking approach aims to optimize and innovate within these systems, ensuring they remain agile and adaptive to the evolving needs of the organization.



FIGURE 12. SYSTEM COMPONENTS

5. Mapping Customer Touchpoints:

- Customer interactions are diverse and multifaceted, occurring at crucial touchpoints such as the physical building, email communication, website interactions, feedback and surveys, grievance handling, and the subscription and renewal processes for passes. These touchpoints represent opportunities to foster positive experiences, understand customer needs, and build lasting relationships. Design thinking interventions will focus on optimizing these touchpoints, ensuring they align with customer expectations and contribute to a seamless and satisfying customer journey.

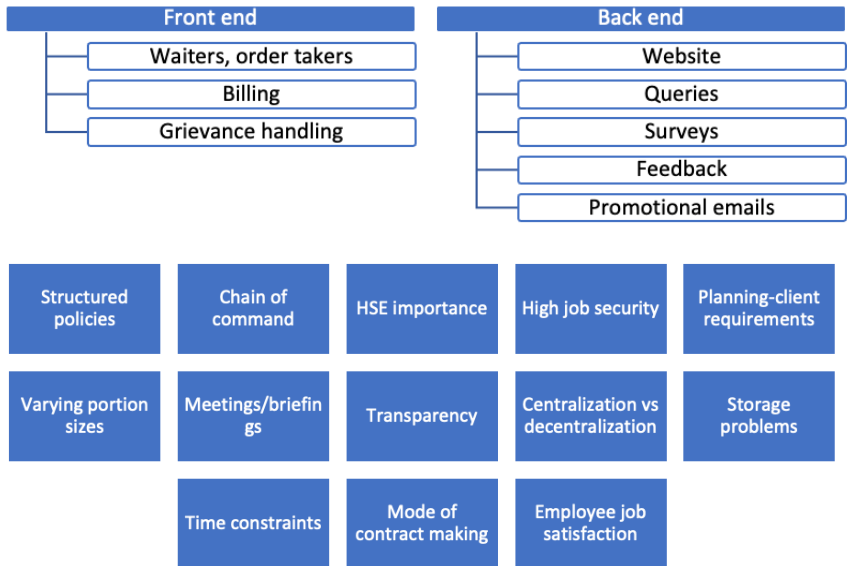


FIGURE 13. CUSTOMER TOUCHPOINTS AND RULES FOR INTERACTION

6. Insights:

- Key insights gleaned from observations encompass subpar quality food, extended waiting times, logistical inefficiencies, a crowded atmosphere, communication gaps, frequent changes in the menu, and concerns related to safety and hygiene. These insights are invaluable, serving as a compass for design thinking solutions. Addressing these pain points will be at the forefront of our innovation efforts, aiming to transform challenges into opportunities and enhance overall stakeholder satisfaction.

SPA Framework:

- **SPACE:** The physical environment encompasses furniture, computers, food counters, utensils, kitchen appliances, and safety essentials like fire extinguishers and dustbins.
- **PEOPLE:** The human elements include considerations for food quality, safety and hygiene practices, fostering a friendly ambience, and actively reducing wait times.
- **ACTION:** Key actions unfold during meal-times, festive occasions, cultural festivals, and corporate or faculty meetings, shaping the overall customer experience.

Empathy - Persona: Customer (Students)

5W1H Questions:

- **WHAT:** The challenge lies in the lack of food quality and safety measures.
- **WHEN:** This issue persists at every stage of the process.
- **WHERE:** It manifests at each workstation - from procurement and production to service and delivery.
- **WHO:** All individuals in contact with the management are impacted.
- **WHICH:** The problem appears chronically at every shift and stage.
- **HOW:** Errors in the process result in unsatisfactory quality and hygiene.

Empathy - Persona: Customer (Hostel Staff)

Insights:

- Regular quality checks are conducted.
- A structured approach to employee counseling, employing the "sandwich method."
- Highly organized policies govern operations.
- An efficient chain of command is in place.
- Departmental training is a consistent practice.
- Challenges in storage and transportation have been identified.
- Stringent safety and hygiene standards are maintained.
- Transparency in operations is a priority.
- High job security is observed.
- Workplace management is a focus area.
- Technology-based solutions play a role in their operations.

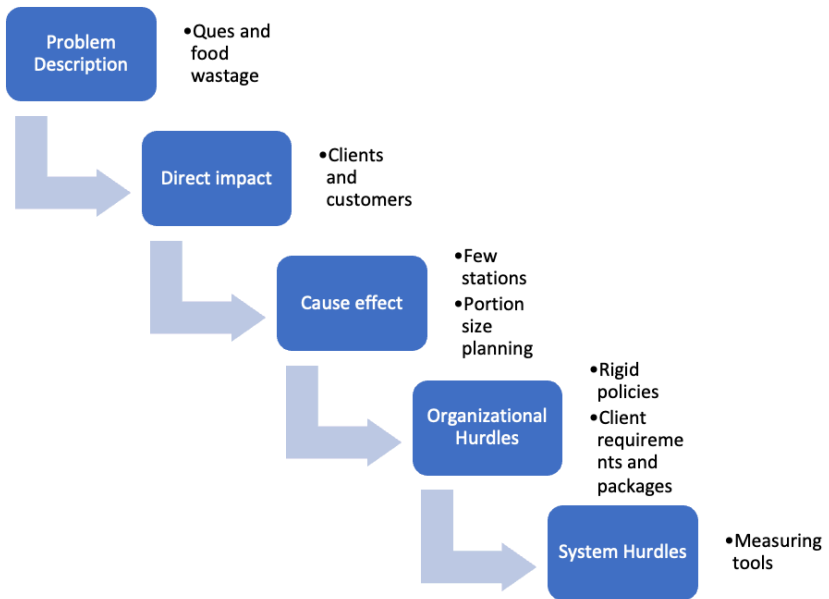


FIGURE 14. LADDERING TECHNIQUE

Problem Statement:

In addressing personnel and workplace management challenges at Sodexo, the goal is to enhance customer satisfaction and elevate the turnover rate within a quarter.

Key Insights:

1. The need for frequent quality checks to ensure service excellence.
2. Utilization of the "sandwich method" in employee counseling for effective communication.

3. Presence of highly structured policies governing operational procedures.
4. An organized chain of command for streamlined decision-making.
5. Consistent departmental training to enhance employee skills.
6. Identification of storage and transportation issues impacting operations.
7. Stringent adherence to safety and hygiene standards.
8. Emphasis on transparency in operational processes.
9. High job security, contributing to employee satisfaction.
10. Focus on workplace management for overall efficiency.
11. Integration of technology-based solutions for enhanced operational efficacy.

Addressing these insights comprehensively will be instrumental in devising solutions that not only resolve existing challenges but also contribute to an improved work environment, customer satisfaction, and increased turnover within the specified timeframe.

5. Number of insights:

13

Structured policies	Chain of command	HSE importance	High job security	Planning-client requirements
Varying portion sizes	Meetings/briefings	Transparency	Centralization vs decentralization	Storage problems
	Time constraints	Mode of contract making	Employee job satisfaction	

6. Problem statement

How might we minimise food wastage for Sodexo and the society as a whole by solving the core issue of changing the customer's mindset that is currently lacking sustainability and reducing food wastage by 50% of the current value within 4 months by working on

- Improving customer awareness
- Reducing waiting time and
- Gaining staff cooperation with customer tastes.

ABOUT THE TEAM MEMBERS

PHOTO



NAME & PROFILE

Ahamad Raza, a student at Jagdish Sheth School of Management, is a result-driven individual with strong communication skills and a passion for sales. Seeking a challenging role in sales and business development to utilize competencies, time management skills, and a strong work ethic for increased sales and revenue maximization.



Aritra Ghosh, a Sales, and Marketing Intern at UrbanMatrix Technologies, is dedicated to driving sales growth through effective marketing and sales strategies. Currently pursuing studies at Jagdish Sheth School of Management, Aritra is focused on contributing to the company's success



Deepak Murugavel, a PGDM Marketing student at Jagdish Sheth School of Management, Bengaluru, brings a proven track record in hospitality and a passion for advertising. Eager to apply creative and analytical skills, Deepak is open to roles in customer relations, marketing communications, account management, and strategy analysis.



Kirti Jain, an Optimization Research Analyst at TataiQ and PGDM student in Business Analytics at Jagdish Sheth School of Management, seeks roles as a Business Analyst, Data Analyst, Research Analyst, Associate Manager, and Consultant. Open to work.



Nishant Shaurya, a Quantitative Research Analyst (Intern) at Kantar and PGDM-Analytics student at Jagdish Sheth School of Management, combines analytical expertise with problem-solving skills. Formerly with Apollo Hospitals Enterprises Limited and Datamatrix Technologies Pvt. Ltd.



T D Surendra Reddy, a PGDM in Analytics with a Finance Minor student at Jagdish Sheth School of Management, combines strong analytical skills with strategic thinking. Experienced in data analysis at Bhagavan Traders, he led projects in credit risk analysis, design thinking for Sodexo, and business tools proficiency for Narayana Enterprises.

4. PCR Garden Mall: Designing for Growth and Sustainability

About PCR Garden Mall:

Nestled in the heart of Electronic City, Bangalore, PCR Garden Mall proudly stands as the city's largest garden center. As an integral part of PCR Nursery, a sprawling 300-acre facility dedicated to cultivating a diverse portfolio of over 1000 plant and garden products, the mall serves as a hub for diverse garden needs. Catering to both occasional enthusiasts and regular patrons, PCR Garden Mall offers an extensive array of affordable plant and garden products.

Stakeholder's Mapping:

1. Customers – Occasional, Regular:
 - Enthusiasts seeking occasional additions and regular patrons maintaining their green spaces.
2. Employees – Cashier, Salesperson:
 - Frontline staff contributing to the seamless shopping experience, including cashiers and salespersons.
3. Manager:
 - Overseeing the overall operations and ensuring the smooth functioning of PCR Garden Mall.
4. Competition – RK Garden Shop, S R P Nursery and Gardens:

- Acknowledging competitors in the form of RK Garden Shop and S R P Nursery and Gardens.

5. Suppliers:

- Partners providing the necessary plants and garden products to sustain the diverse offerings at PCR Garden Mall.

This stakeholder mapping list outlines the diverse entities crucial to the thriving ecosystem of PCR Garden Mall, reflecting its role as a comprehensive destination for all things related to plants and gardens.

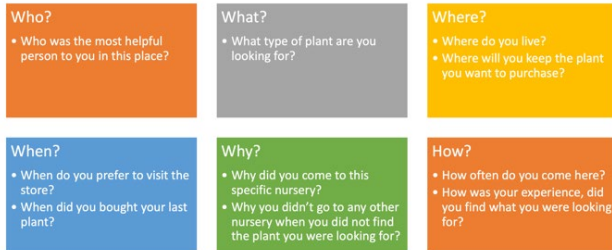
Employee

<p>Who?</p> <ul style="list-style-type: none"> • Who else works with you? • Who else can do this work other than you? 	<p>What?</p> <ul style="list-style-type: none"> • What are your working hours? • What is your job role? • What other places did you work for before joining this nursery? • What is your overview about the customers visiting the nursery? 	<p>Where?</p> <ul style="list-style-type: none"> • Where are you from? • Where do you stay in this city?
<p>When?</p> <ul style="list-style-type: none"> • When is your lunch time during everyday shifts? • When do you get off your duties every day? • When do you receive your monthly salary every month? 	<p>Why?</p> <ul style="list-style-type: none"> • Why did you decide to work for this nursery? 	<p>How?</p> <ul style="list-style-type: none"> • How long has it been for you in this nursery? • How many customers do you interact with every day? • How do you feel about your company or this nursery?

Manager

<p>1) How long have you been working in this business (Plant Nursery)?</p> <ul style="list-style-type: none"> • He has been working in the plant nursery department for 20 years. 	<p>2) What are your hobbies?</p> <ul style="list-style-type: none"> • He likes to do gardening during his free time and go for an evening walk everyday (if possible).
<p>3) What you faced any kind of problems during managing this company (PCR Nursery)?</p> <ul style="list-style-type: none"> • During his journey as the manager, he has observed that a problem faced in any plant nursery is over-feeding of pesticides. This careless mistake can spoil the plants and may lead to loss in the business. 	<p>4) Can you share us your daily work timing in this business?</p> <ul style="list-style-type: none"> • He comes to work by two-wheeler daily at work around 9am and goes back to home by 9-10pm.

Customer



Competition

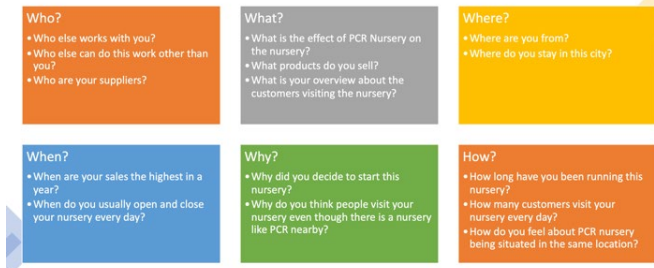


FIGURE 15. STAKEHOLDER MAPPING PROCESS AT PCR NURSERY

Activities List:

At PCR Garden Mall, the bustling activities contribute to the vibrant atmosphere that caters to diverse gardening needs:

1. Manage and arrange products: The meticulous organization of shelves ensures an appealing display of the extensive product range.
2. Update inventory: Keeping a real-time check on the inventory ensures customers have access to the latest offerings.
3. Record plant health: A commitment to plant health involves tracking and maintaining the well-being of each botanical resident.
4. Customer engagement: Encouraging customers to explore new products through enticing offers and discounts.
5. Customer assistance: Salespersons actively engage with customers, briefing them on product procedures and guiding their choices.

Process and System List:

To maintain operational efficiency, PCR Garden Mall relies on sophisticated systems:

1. Transaction Database Management System: Ensuring seamless record-keeping of transactions.
2. Billing Management System: Streamlining the billing process for a smooth customer experience.
3. Supplier Record System: Managing supplier relationships for a consistent supply of quality products.
4. Inventory Management System: Optimizing inventory control for availability and freshness.

5. Customer Database Management System: Building and maintaining a comprehensive database for enhanced customer interaction.

Customer Touch Points:

1. Entrance with Security Guard: The first point of contact sets the tone for a secure and welcoming environment.
2. Help Desk/Enquiry Desk: Manned by receptionist or counter personnel, guiding customers through their queries.
3. Salesperson Stations: Interactions beside pot counters, plants, and gardening tools, ensuring customers find what they need.
4. Billing Counter: Manned by a cashier for efficient and accurate transactions.
5. Manager Interaction: In case of specific inquiries requiring managerial assistance.

Questionnaires for Different Stakeholders:

Manager:

1. Mr. Ganganna's extensive 20-year experience highlights the importance of avoiding overfeeding pesticides.
2. His simple lifestyle, commuting on a two-wheeler, reflects a grounded approach.
3. Identified lack of guidance for customers on plant care as an ongoing issue.

Employee:

1. Migrant workers at PCR face language barriers and attrition challenges.

2. Provided living quarters create a worker-friendly environment.

Customers:

1. PCR customers include both regular patrons and wholesalers.
2. Peak visiting times are evenings and weekends.
3. Concerns regarding the lack of guidance on plant care have been expressed.

Competition:

1. Competitors work with their own teams.
2. Acknowledgement of PCR's impact on the market, with a focus on unique offerings.
3. Seasonal variations significantly affect competitors' sales.

Inferences from Stakeholder Interviews:

Manager:

- Mr. Ganganna's 20 years of experience underscores the need to avoid overfeeding pesticides.
- His simple lifestyle and commuting preferences provide a glimpse into his character.
- Lack of guidance on plant care for customers is recognized as a persistent issue.

Customers:

- The diverse customer base includes both regular patrons and wholesalers.
- Peak visiting times align with evenings and weekends.

- A need for improved guidance on plant care is a recurring theme.

Employee:

- Migrant workers face challenges such as language barriers and attrition.
- Provision of living quarters contribute to a worker-friendly environment.

Persona Development:

Persona 1: Manager (Mr. Ganganna)

- 20 years of experience.
- Passionate about gardening, leading a simple life.
- Issues: Lack of guidance for customers on plant care.

Persona 2: Employee (Migrant Worker)

- Faces language barriers as a migrant worker.
- Provided living quarters for a worker-friendly environment.

Persona 3: Customer

- Varied customers, including both regular and occasional patrons.
- Prefer visiting during evenings and weekends.
- Concerns about the lack of guidance on plant care.

FIGURE 16. STAKEHOLDER PERSONA AND JOURNEY MAPPING AT PCR NURSERY

PERSONA

Name: Ganganna
 Age: 50
 Profession: Manager of PCR Nursery (Bangalore)
 Location: Bangalore
 Marital Status: Married
 Educational Qualification: 10th and 12th
 Work: Manager for wholesale and retail store in PCR Nursery

INTEREST

- Gardening
- Watching Cricket
- To live a healthy life

NEEDS

- Quality time to family
- Improve Lifestyle
- Own a beautiful garden

VALUES

- Discipline
- Punctuality
- Commitment

POWERS

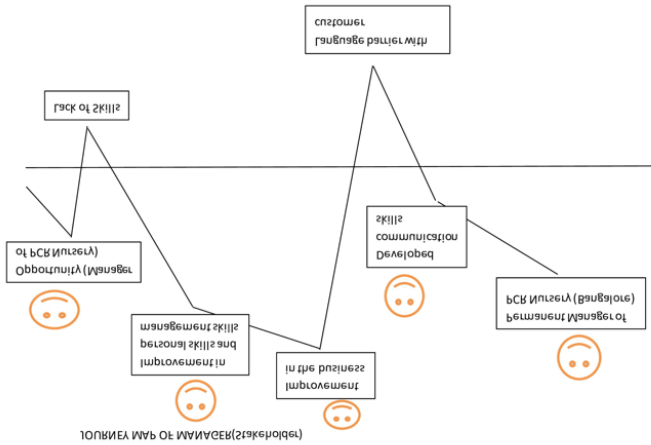
- Knows about every plant's blooming season
- Maintain flowers with different blooming season at whole

BEHAVIORS

- Friendly character
- Honest
- Understandable

ASPIRATION

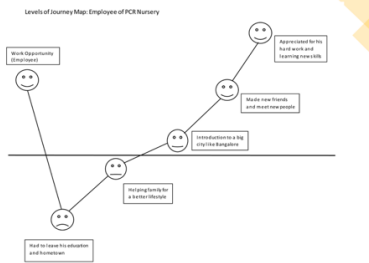
- To give his children a wealthy life
- To retire before the age of 60
- To make his family proud



Manager

After a meaningful conversation with Mr. Ganganna (Manager), our team have got some key points about the business. The business is been run by a person with 20 years of experience in plant nursery sector. Also, he was appointed by the owner of PCR Nursery who was his friend as they were from the same hometown. Mr. Ganganna always love the gardening activities from childhood itself and also was managing his family agriculture plot (22 acre) before joining PCR Nursery. There were certain skills required to run the business and he had to learn as being the manager. Till now the manager has come across various issues regarding plant nursery and he has managed to overcome it by his skills and knowledge. He also tends to live a simple life as he comes to work by two wheeler and maintains punctuality in his work too.

Persona:	
Name: Abhishek Maurya	
Age: 17	
Profession: Employee in PCR Nursery	
Personal Info: Just completed his 10 th exam and came to Bangalore for work, and to support his fan	
Interests:	Values:
1) Watching Hindi movies 2) Watching and playing cricket 3) Singing	1) Discipline 2) Punctual 3) Hard-working
Needs:	Aspirations:
1) Quality life with better spending capabilities 2) Better education prospect	To provide his family with a bet
Behaviours:	Powers:
1) Honest and loyal in his work 2) Easily approachable and helpful	1) High intelligence knows the plant in the nursery 2) High skilful with movement



PCR customers are both regular customer and wholesalers.

Customers often buy plants in the monsoon season

Regular customers visit the store very often.

Preferred time for the customer is evening and weekends.

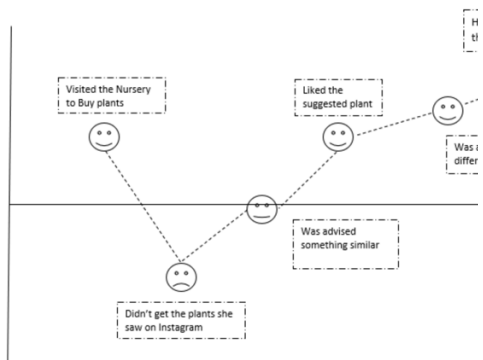
Not all customers comes with plan to purchase specific plant.

Customers

PERSONA



Levels of Journey Map: Customer



Employee

The inference that I drew after my interview with the employee of PCR Nursery is that he is an immigrant from Bihar and the first problem was language barrier and a location to settle.

His information helped me understand the fact that PCR encourages a worker friendly environment by providing living quarters to its workers.

Secondly, the employee base of PCR is mostly migrant workers from other states, so they face the problem of employee leaving for home and not returning for work and high attrition rate of employees.

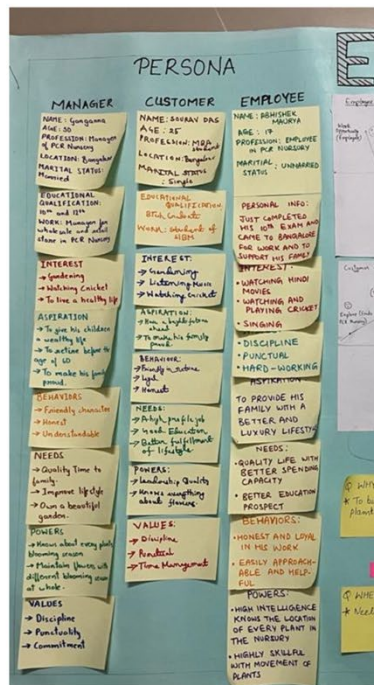
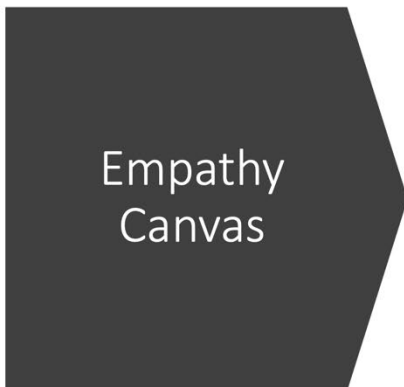


FIGURE 17. EMPATHY CANVAS

Empathy Canvas

In our exploration of PCR Garden Mall, our empathetic journey unearthed key insights, shedding light on pivotal aspects affecting both employees and the overall operational ecosystem.

Insights

Our observations brought forth crucial points that demand attention and innovative solutions:

- High Attrition Rate and Language Barriers: The workforce, primarily comprising migrant workers, faces significant attrition challenges and language barriers, impacting overall cohesion and effectiveness.
- Lack of Proper Database Management System: The absence of a robust database management system hinders seamless operations, from tracking inventory to managing customer interactions, calling for a streamlined solution.
- Persistent Mice and Pest Issues: The wholesale section grapples with persistent mice and pest issues, posing a threat to the quality of flowers and plants, demanding immediate and effective intervention.
- Challenges in Tracking Plant Growing Stages: A notable challenge exists in accurately tracking the growing stages of plants, impacting inventory management and potentially leading to damages.

Problem Statements

Problem Statement 1

How might we help PCR Nursery manage the “Guidance” in the retail store, increasing it from 40% to 60% within 2 months?

- Addressing customer complaints about plant quality due to the lack of guidance is paramount. This initiative aims to enhance the customer experience by ensuring knowledgeable assistance throughout their journey in the retail space.

Problem Statement 2

How might we help PCR Nursery introduce “Database Management” in both retail and wholesale, increasing it from 7% to 25% within 3-4 months?

- Implementing a comprehensive database management system becomes imperative to categorize plant growing stages effectively. This not only prevents inventory damage but also enhances operational efficiency across both retail and wholesale segments, fostering a more organized and streamlined approach.

Problem Statement 3

How might we help PCR Nursery manage the “Mice and Other Pests Problem” in wholesale, decreasing it from 65% to 30% within 2-3 months?

- Implementing robust pest control measures becomes a critical focus, safeguarding the quality of flowers and plants in the wholesale section. This initiative aims to significantly reduce the prevalent mice and pest issues, ensuring a healthier and more flourishing inventory.

Conclusion

In conclusion, addressing these problem statements stands as a pivotal stride towards fortifying the growth and sustainability of PCR Garden Mall. By enhancing customer guidance, implementing an efficient database management system, and tackling pest issues head-on, we envision a future where PCR Garden Mall thrives with improved customer experiences, streamlined operations, and heightened employee satisfaction. The journey ahead involves the collaborative effort of all stakeholders, uniting under the common goal of nurturing a flourishing and resilient botanical haven.

ABOUT THE TEAM MEMBERS

PHOTO

NAME & PROFILE



Thokchom Horace Singh, a PGDM Marketing student, aims for a challenging role leveraging his analytical, organizational, and interpersonal skills. Engaged in diverse projects, he founded an Edtech company and led brand management initiatives. Accomplished in academics and activities, Horace seeks opportunities to drive revenue growth and provide effective solutions.



Mithun Mallick, a PGDM Finance student, is a motivated finance professional with expertise in capital markets and equity research. His industry project at Finlatics involved creating a portfolio for optimal returns, showcasing market insights. Seeking challenging roles, Mithun is committed to leveraging analytical skills for informed investment decisions.



Tanishka Geria, a PGDM Marketing student, aspires to excel as a Digital and Performance Marketing Manager. With hands-on experience in fashion design, she blends creativity with analytics for strategic marketing. Seeking opportunities to maximize brand visibility, Tanishka is poised to contribute to dynamic product launches and impactful marketing campaigns.



Soumyabroto Chaudhuri, a PGDM Marketing student at Jagdish Sheth School of Management, is an enthusiastic and highly motivated professional from Kolkata. Eager to learn and contribute, he is a dedicated member of the CSR Committee, seeking opportunities to apply his skills and knowledge for mutual success.

5. Augmenting Boriya Bistar: A Comprehensive Exploration

In our pursuit of optimizing operational efficiency and elevating customer satisfaction, our team delved into a comprehensive exploration of Boriya Bistar. This journey involved a meticulous examination of stakeholders, keen observations of processes, a thorough analysis of activities, and the formulation of insightful solutions.

Understanding Through Observation

Stakeholders

Our examination of stakeholders encompassed a diverse range:

- A. Target Customers:

Catering to the needs of various consumer segments, Boriya Bistar serves as a crucial resource for:

- B2B Businesses:

- 1. Hotels
- 2. OYO
- 3. Zolo
- 4. College Hostels
- 5. Stanza

- B2C Business:

- 1. Shifting People
- 2. Families
- 3. Bachelors
- 4. Newly Married Couples
- 5. New Students

This thorough exploration set the stage for a holistic understanding of Boriya Bistar's ecosystem, providing a foundation for our subsequent analysis and solution development.

LIST THE STAKEHOLDERS that may contribute/influence during our project.

A. TARGET CUSTOMERS

- B2B BUSINESSES
 - 1. Hotels
 - 2. OYO
 - 3. Zolo
 - 4. College Hostels
 - 5. Stanza
- B2C BUSINESS
 - 1.. Shifting people
 - 2.. Families
 - 3. Bachelor's
 - 4. Newly Married Couples
 - 5. New Students



FIGURE 18. TARGET CUSTOMER IDEATION FOR BORIYA BISTA

Activity List

In the intricate web of activities that define our operations at Boriya Bistar, our team orchestrates a synchronized ballet to ensure efficiency and customer satisfaction.

List of Tasks

1. Managing Website:

Our digital storefront is meticulously curated, reflecting our commitment to a seamless online experience for our customers.

2. Taking Up Online Orders:

Embracing the digital era, we actively engage with online platforms, responding promptly to customer orders.

3. Generating Organic Internet Leads:

Leveraging the power of the internet, we employ strategies to organically attract potential customers, expanding our reach.

4. Approaching Possible B2B Business Opportunities:

Proactively seeking collaborations, we explore potential B2B ventures, fostering mutually beneficial relationships.

5. Taking Up Orders via Calls, References, Word-of-Mouth, etc.:

Our order acquisition channels are diverse, embracing traditional approaches and leveraging word-of-mouth referrals.

6. Assigning Vendors for Area-Wise Orders:

Ensuring a streamlined process, we strategically assign vendors based on geographical considerations for efficient order fulfillment.

7. Contacting and Booking Orders to Vendors:

Clear communication with our network of vendors is key as we secure and book orders, fostering a collaborative supply chain.

8. Ensuring Proper Customizable Manufacturing According to Orders:

Precision is paramount. We oversee the manufacturing process, ensuring tailor-made products align with customer specifications.

9. Stocking Mattresses According to Sizes:

Our inventory management includes meticulous stocking, organizing mattresses based on sizes to facilitate swift order fulfillment.

10. Procuring Furniture and Items for Bundles:

To curate comprehensive bundles, we source furniture and accessories, enriching the customer experience.

11. Getting Through the Orders and Preparing Mattresses Doing Quality Checks:

Each order undergoes a meticulous preparation phase, including quality checks, to uphold our commitment to excellence.

12. Packaging:

A crucial step in the process, we employ secure and eco-friendly packaging methods, ensuring the safe delivery of our products.

13. Final Check of Bundles and Orders:

Before dispatch, a final check ensures that bundles and orders meet our stringent quality standards.

14. Follow-Up with the Delivery Persons:

Post-dispatch, our commitment extends to tracking deliveries, ensuring a seamless customer experience.

15. Keeping the Premises Clean and Hygienic:

A clean and hygienic environment is fundamental. We maintain our premises to the highest standards for the well-being of all.

16. Ensuring the Security of Employees and Premises:

The safety and security of our team and premises are non-negotiable, and stringent measures are in place to uphold these standards.

ACTIVITIES LIST

- 1. Managing website
- 2. Taking up online orders
- 3. Generating Organic internet leads
- 4. Approaching possible B2B business opportunities.
- 5. Taking up orders via calls, references, word-of-mouth, etc.
- 6. Assigning vendors for area-wise orders.
- 7. Contacting and booking orders to vendors.
- 8. Ensuring proper customizable manufacturing according to orders.
- 9. Stocking mattresses according to sizes
- 10. Procuring the furniture and items for bundles.
- 11. Getting through the orders and preparing mattresses doing quality checks.
- 12. Packaging
- 13. Final check of bundles and orders.
- 14. Follow-up with the delivery persons.
- 15. Keeping the premises clean and hygienic.
- 16. Ensuring the security of employees and premises.

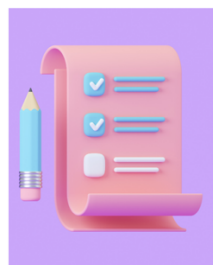


FIGURE 19. ACTIVITIES LIST AT ONE OF ITS CENTERS (SET 1)

In the seamless process of acquiring mattresses from Boriya Bistar, customers initiate their journey by searching for mattresses in Bangalore or encountering ads on social media platforms. Upon landing on the website, they engage in a thoughtful exploration, searching and comparing various products such as mattresses, bundles, and pillows. The website offers a user-friendly interface where customers can easily customize their selections, choosing the type and size that best suits their preferences.

Once the customer finalizes their product choices, the purchase transaction is completed. Subsequently, the order seamlessly transitions to the capable hands of the Boriya Bistar team. At this stage, the team contacts the nearest vendors to fulfill the specific order requirements. The meticulous process continues with stocking mattresses based on sizes, procuring the necessary furniture and items for bundles, and preparing the ordered mattresses with thorough quality checks.

The journey culminates with the secure packaging of bundles and orders, ensuring the products' safety during transit. Before dispatch, a final check is conducted to maintain the highest quality standards. The commitment to customer satisfaction extends beyond this point, encompassing a dedicated follow-up with delivery personnel to guarantee a smooth and timely delivery experience.

Simultaneously, within the Boriya Bistar premises, a commitment to cleanliness and hygiene is upheld as an integral part of the operational ethos. The security of both employees and premises remains paramount, with stringent measures in place to create a safe and secure working environment. This seamless process reflects Boriya Bistar's dedication to providing a hassle-free and

satisfying mattress acquisition experience for its valued customers.

ACTIVITIES LIST

- Customer searches for Mattresses in Bangalore or Finds an ads on Social Media websites.
- Lands on to the website
- Searches and compares the products (Mattresses, bundles, pillows etc)
- Selects the type and size which is easily customisable.
- Once the product is finalised, they can go ahead with the purchase.
- Once the conversion is done, the order is received by Boriya Bistar team.
- Boriya Bistar contacts the nearest vendors to fulfil their orders.
- Stocking mattresses according to sizes
- Procuring the furniture and items for bundles.
- Getting through the orders and preparing mattresses doing quality checks.
- Packaging
- Final check of bundles and orders.
- Follow-up with the delivery persons.
- Keeping the premises clean and hygienic.
- Ensuring the security of employees and premises.

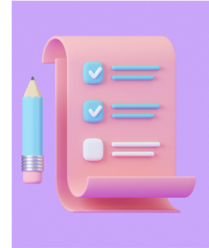


FIGURE 20. ACTIVITIES LIST AT ONE OF ITS CENTERS (SET 2)

In the dynamic landscape of customer touchpoints at Boriya Bistar, the journey begins with strategic Search Engine Optimization (SEO), ensuring that the firm's website organically surfaces as the top result when consumers in Bangalore search for mattresses. Facebook Ads amplify the brand's presence, leveraging the vast reach of the largest social media platform. Additionally, the active moderation role within the Flat and Flatmates Bangalore Chapter Facebook Group serves as a valuable touchpoint, fostering connections with potential customers.

The marketing and sales funnel further refines the customer's interaction. Initiated by a search for mattresses in Bangalore, the website seamlessly presents product options and sizes. Customers can easily find contact information, enabling a smooth transition from product selection to purchase, resulting in a successful conversion.

Observing the canvas of Boriya Bistar reveals key facets across various dimensions. The physical aspects include a warehouse situated in BTM Layout, equipped with German-imported manufacturing machines, occupying 1500 sqft of a standalone building. The warehouse, spanning 3000 sqft, has the capacity to store 500-600 mattresses at any given time, showcasing a diverse range including cotton, Sufiyana, foam, foam+coir, and spring mattresses.

The temporal dimension outlines the sequence of events, from customer orders received through the website or phone calls to quick quality checks upon receiving orders. The involved actors, including employees, delivery agents, warehouse workers, supervisors, the Boriya Bistar manager, and a security guard, collaborate to ensure the efficient execution of these activities.

Goals and expectations align with the overall mission of providing hassle-free shopping experiences during relocations, offering exceptional after-sales services, and consistently meeting customer expectations. The diverse range of activities encompasses communication channels such as live chat, customer care, email correspondence, and phone calls, particularly when customers seek information about refunds or returns.

Feelings associated with the brand evoke a personal touch, establishing 'Boriya Bistar' as a household name. This resonates with the brand's goal of creating a sense of comfort and reliability in customers' minds. The seamless integration of these touchpoints and observations highlights the meticulous orchestration of customer interactions at every stage of their journey with Boriya Bistar.

OBSERVATION CANVAS

OBJECTS-

- Warehouse located in BTM Layout, a little distant from residential areas.
- With a single standalone building, the warehouse is located on the ground floor.
- Manufacturing machines which have been imported from Germany.
- Warehouse is spread across 3000 sqft, out of which 1500 sqft has been assigned to Boriya Bistar.
- 500-600 Mattresses can be stored at a time.
- Stocks of Different types of mattresses- Cotton, Sufiyana, foam, foam+coir, spring and memory foam.

TIME-

- Customer orders the required mattress through website or phone calls.
- The company verifies the order and forwards it to the inventory team.
- The inventory team checks the inventory and if required places the order with the vendor.
- The vendor delivers the product to the warehouse in 7-10 bus days as per the order.
- Once the order is received a quick quality check is done along with other quantity checks

PEOPLE (ACTORS)

- Employees
- Delivery Agents
- Warehouse workers
- Warehouse Supervisors
- Boriya Bistar Managers
- Security Guard
- Quality Assurance and Packing team



ACTS

- Order in Bundles- Students and bachelor's leading this section of orders
- Custom size mattresses- Families
- Baby Mattresses

OBSERVATION CANVAS

GOALS

- Hassle free shopping of essentials when they move in to a new house.
- After sales services
- Expectations to be meant

ACTIVITIES

- Once the conversion is done, the order is received by Boriya Bistar team.
- Boriya Bistar contacts the nearest vendors to fulfill their orders.
- Vendors pack, re-brand and deliver the mattresses and bundles to customers.
- For larger orders they have partnered with Porter to take care of the delivery.

EVENTS

- Live chat
- Customer care
- Email Communications
- Phone calls and Communications when the customers are looking in for refunds or returns

FEELINGS

- Personal Touch with respect to customers
- The name 'Boriya Bistar ' itself is very house-hold.

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FIGURE 21. OBSERVATION CANVAS OF BORIYA BISTAR

In our nuanced exploration of Boriya Bistar, we gleaned valuable insights that illuminate the intricacies of their operational dynamics. The process of product checking and cleaning stands out as a crucial aspect, ensuring that customers receive mattresses in pristine condition. The emphasis on fast delivery and responsive customer support contributes to a positive customer experience. Boriya Bistar's commendable range of mattress varieties, spanning from budget-friendly to premium options, caters to diverse consumer preferences.

However, our observations also unveiled areas for potential enhancement. The limited staff members handling calls may contribute to delays or challenges in managing customer inquiries efficiently. The packaging process, characterized by a slower pace, could benefit from optimization to align with the brand's commitment to swift delivery. The brand's presence on social media appears less active, representing an opportunity to leverage these platforms for increased engagement and visibility.

The persona of the Partner sheds light on their interests revolving around business growth, emphasizing the need to augment revenue streams while holding customer satisfaction as a core value. This aligns with Boriya Bistar's commitment to providing a satisfying and reliable service.

Furthermore, the persona of Shreyas Patil, a customer, underscores the significance of personalized experiences. Knowing who played a pivotal role in their Boriya Bistar journey and understanding the specific factors that influenced their purchase decisions provides valuable insights for further refining the customer experience.

The observation of a 7-day easy refund policy, customization options, and flexible payment methods, including Cash on Delivery, illustrates Boriya Bistar's commitment to customer-centricity and convenience. These facets contribute to the brand's agility in adapting to diverse customer needs.

In essence, our exploration has unearthed a tapestry of insights, illuminating the strengths of Boriya Bistar while pinpointing areas with untapped potential. These observations serve as a compass, guiding the brand towards strategic enhancements and reinforcing its customer-centric ethos.

• TOTAL NUMBER OF INSIGHTS GAINED- 10
(85+ observations sticky notes)



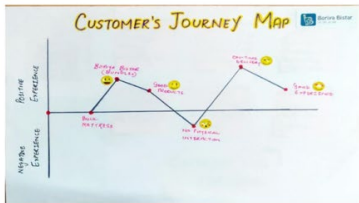
EMPATHY

- **PARTNER – AJMAL BHAI**
- **Who** - Who is the Point of Contact for Boriya Bistar?
- **What** - What kind of product have the largest demand in the market?
 - What are the challenges you are facing to complete order?
- **Where** - From where you get labourers in peak orders?
 - Where you get the raw materials at affordable price?
- **When** - When you get annoyed by the customers?
 - When did you start the company?
- **Why** - Why you put employees on the top of the other?
 - Why is the market growing?
- **How** - How did you tackle with employee's conflicts?
 - How do you think will you expand your business?



JOURNEY MAP

CUSTOMER



PARTNER

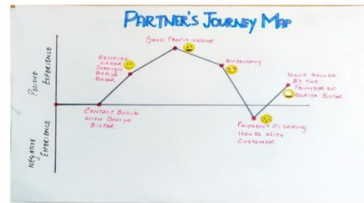


FIGURE 22. CUSTOMER AND PARTNER EMPATHY AND JOURNEY MAPS

PROBLEM ARTICULATION

- CLUSTER HEADS
- PRODUCT UNAWARENESS
- MANUFACTURING UNIT PROBLEM
- EMPLOYEE SATISFACTION
- WEBSITE (DIGITAL PRESENCE)
- OPERATIONAL EFFICIENCY
- BUSINESS STRUCTURE

PROBLEMS

- How might we increase consumer awareness about the mattress from 6-7% to 40-50% in the next 3 months, especially in B2C.
- How might we improve the delivery timeline from 7-8 days to 3-4 days with proper branding in the next five months because of limited delivery services.
- How might we, the Boriya bistar company decrease the employee's accidents from 5-6 to zero in 3 months by increasing the safety measures and reorganising the workplace.

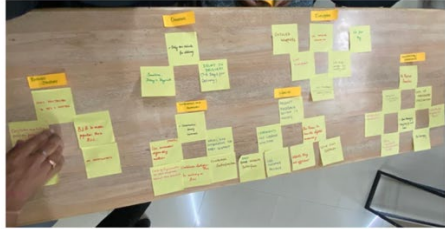


FIGURE 23. PROBLEM ARTICULATION AND PRIORITIZATION MAP

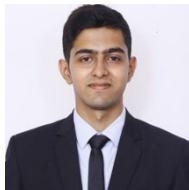
ABOUT THE TEAM MEMBERS

PHOTO



NAME & PROFILE

Ankita Singh, a proactive and persistent student from West Bengal, pursues a Management degree at Jagdish Sheth School of Management. Skilled in data management, Power BI, and Microsoft Office, she is a research assistant, co-authoring papers for international conferences. Open to learning programming, Ankita enjoys reading and comedy movies.



Ayush Panchabhai, is a PGDM-Marketing student at Jagdish Sheth School of Management (2022-2024) in Bengaluru. With a keen problem-solving approach, he thrives on resolving issues and values building strong interpersonal and professional connections through meaningful interactions.



Ganashree K, an energetic and ambitious Quantitative research Intern at Kantar, pursues PGDM in Analytics and Digital Business at Jagdish Sheth School of Management. Passionate about learning, she is an analytics enthusiast keen on adopting new technologies.



Mayank Chaudhari, pursuing PGDM in Analytics and Digital Business at Jagdish Sheth School of Management (2022-2024), is a member of the External Relations & Placement Committee. Experienced in digital marketing with iQuanta Edu Pvt Limited. Recently joined Blooprint as a Data Analyst Intern in the Ads Team.



Om Sawarkar, currently serves as a HORECA and Retail Sales Intern at Wow! Momo. Pursuing PGDM in Marketing and Innovation at Jagdish Sheth School of Management, he is based out of Bengaluru, Karnataka, India.



Shubham Sharan, a Business Optimization Analyst at Tata IQ, holds a PGDM in Analytics from Jagdish Sheth School of Management. Experienced as a Database Developer and worked with Epsilon. Currently open to roles in Business Analysis, Big Data Consulting, Management Training, Strategy Consulting, and Technical Consulting.



V. Sruthi, pursuing PGDM in Finance with Analytics Minor at Jagdish Sheth School of Management, seeks a challenging role applying financial modeling, risk management, and valuation skills. Experienced as a Financial Analyst Trainee at Edlightened. Open to Banking roles.

6. Optimizing Yulu: A Scientific Design Thinking Approach



FIGURE 24. OUTSIDE AND YULU OUTLET

In the urban landscape of Neeladri Nagar, a team embarked on a scientific exploration to enhance the Yulu service through the systematic application of Design Thinking principles. The group progressed through sessions, meticulously adhering to the six-

stage Design Thinking process: Understanding and Observation, Empathize, Identifying and Articulating the Problem, Generating Ideas, Prototyping, and Testing.

Step 1: Design Thinking Process Overview

The team assimilated a comprehensive understanding of the Design Thinking process, with a particular focus on the intricacies of Yulu, a prominent two-wheeler rental service in the automobile sector. The objective was to discern and address specific problem areas within the organization.

Step 2: Stakeholder Analysis

Critical stakeholders were identified and analyzed, ranging from gig workers to branch managers, maintenance workers to residents. Five key stakeholders—gig workers, student customers, working professional customers, branch area managers, and maintenance workers—were singled out for in-depth consideration.

Step 3: Comprehensive Understanding of the Ecosystem

Utilizing frameworks like SPA (Space, People, Activities), the team conducted a thorough observation and gained insights into the Yulu ecosystem. Stakeholder observations were meticulously mapped on a canvas for visual clarity.

Step 4: Empathy and Persona Construction

Emphasizing the importance of empathy, the team engaged in ethnographic studies and pattern recognition. Personas were meticulously crafted for the branch manager, gig worker, and regular customer, providing nuanced insights into their interests, values, and experiences.

Persona 1:



Name: Deekshith
Pulagoni
Profession:
Management
Student
Age: 22 years
Personal BG: From
Hyderabad, Bcom
graduate

Interest:

Exploring
places: Wanderlust
Foodie in nature
Playing sports

Power:

Good leadership
Fitness freak

Need:

Building network and
communication
Good placement

Behaviour:

Social Butterfly
Happy and simple soul

Value:

Family guy

Aspiration:

Having a good career
and future

Persona 2



Name: Sundar Rai
Profession: Zomato
delivery
Age: 25 years
Personal BG: From
Bihar, X pass from
Government
school of Chapra.

Interest:

Travelling to different
places
Watching movies
Listening to music

Power:

Good at time management
Good driving skills

Need:

Money
Job security
Better social status

Behaviour:

Confident and talkative
Excited and happy

Value:

Earning enough to
support the family

Aspiration:

Build a house for his
family

Persona 3



Name: P.Mithun
Profession: Branch Manager
Age: 29 years
Personal BG: From hulimangala, Dropout from Banerghatta Sri krishna College

Interest:
 Social Media surfing
 Watching movies
 Driving bikes

Power:
 Good at handling pressure
 Manages the branch smoothly

Need:
 Promotion in the job
 Better social status
 Some peace in life

Behaviour:
 Timid person
 Shy and confused
 Pretentious in nature

Value:
 Getting success in life
 Earning enough to support the family
 Stay happy and make others

Aspiration:
 Be a role model for their siblings

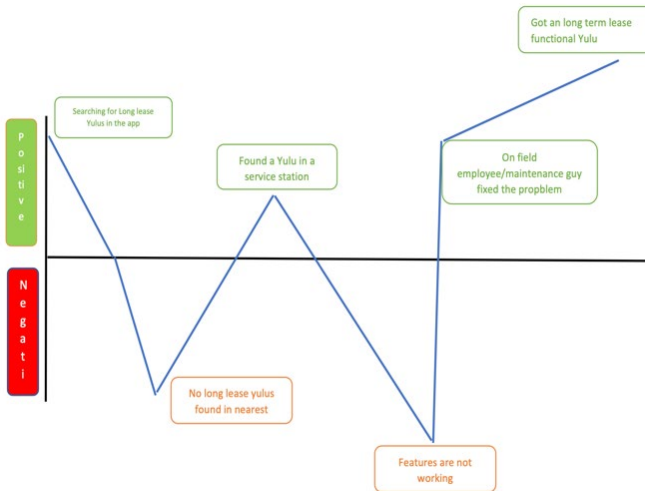


FIGURE 25. EMPLOYEE JOURNEY MAP AT YULU



FIGURE 26. EMPATHY MAP OF YULU

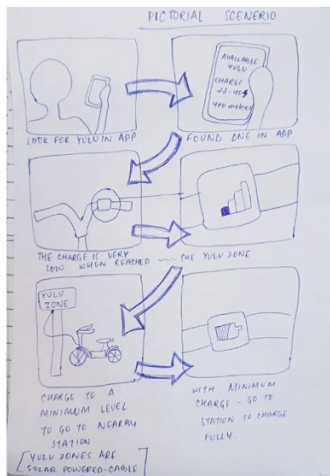


FIGURE 27. YULU PROBLEM ARTICULATION

Step 5: Precision in Problem Articulation

The team formulated precise problem statements, centering on customer dissatisfaction, loss of business, and customer experience. Techniques like SCAMPER were employed for ideation and divergent thinking.

Step 6: Systematic Brainstorming and Solution Formulation

The team engaged in methodical brainstorming, building upon ideas and exploring potential scenarios. Solution statements were carefully articulated, addressing issues such as excessive app clicks, finding charged Yulus, and challenges related to pausing near Yulu zones.



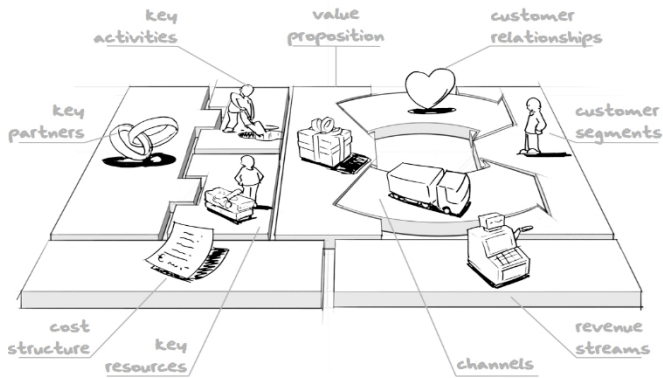


FIGURE 28. PROCESS OF PROTOTYPING FOR YULU

Step 7: Prototyping Excellence

Prototyping commenced with rapid prototypes and evolved into a more detailed model. Business Canvas Models were meticulously developed, outlining key facets such as customer relationships, key partners, value propositions, and revenue streams.



FIGURE 29. SAMPLE PROTOTYPE FOR YULU

Step 8: Prototype Refinement and Rigorous Testing

The team refined their prototypes, incorporating feedback and rendering them more tangible. Stakeholders provided valuable insights, leading to adjustments that enhanced the proposed solutions.

Step 10: Culmination with the Final Prototype and Feedback Integration

The final prototype was presented, incorporating a comprehensive cost-benefit analysis, scalability, viability, and feasibility. Positive feedback was received, accompanied by

suggestions for further refinements, ensuring the solution was scientifically rigorous and poised for seamless implementation.



FIGURE 30. FINAL PROTOTYPE FOR YULU

In the heart of Neeladri Nagar, a transformative scientific approach had taken root. The Yulu service stood on the precipice of a revolution, guided by the systematic and empirical efforts. The sun was setting on old challenges, ushering in a bright and scientifically optimized future for Yulu and its stakeholders.

ABOUT THE TEAM MEMBERS

PHOTO

NAME & PROFILE



Ankit Kumar Singh, a PGDM Marketing student at Jagdish Sheth School of Management, combines marketing expertise with analytics. Experienced in business development at BYJU'S, he aims to contribute innovative strategies and enhance product performance.



Ayushi Shukla, pursuing PGDM in Marketing at Jagdish Sheth School of Management, brings 2 years of sales and marketing experience. Passionate about communication, she engages in debates and enjoys cooking, traveling, and staying informed about global events.



Darshan Warghane, a Marketing Intern at Legrand India and PGDM student specializing in Marketing and Business Analytics at Jagdish Sheth School of Management, Mumbai. Aiming for a role where he can apply analytics, problem-solving, and contribute to team success. Known for punctuality and marketing competencies, Darshan excels in presentation, teamwork, and has skills in Power BI, Marketing Research, and Google Analytics. As a fresher, he dedicates time and focus to ensure progress and innovation in his work.



Prarthana Das, a PGDM student majoring in Marketing at Jagdish Sheth School of Management, Bengaluru. With a curiosity to learn and a patient team player, she welcomes new ideas and possesses a creative perspective. Her interests lie in digital marketing, branding, and strategy. Open to opportunities in marketing roles.



Sarada Vipindas, a PGDM Marketing & Analytics student at Jagdish Sheth School of Management, excels in crafting compelling narratives for effective branding and marketing. Eager to contribute innovative solutions and collaborate for shared growth in the dynamic marketing landscape. Open to connect and explore collaborative opportunities.



Vikash Anand, pursuing PGDM at Jagdish Sheth School of Management, aims to elevate expertise in Data Analytics. Dedicated to implementing cutting-edge techniques and emerging technologies for achieving impactful business outcomes. Open to roles in Analytics, Data Science, and Marketing Analysis.

Epilogue – 7 Commandments for Design Thinkers: Navigating the Journey of Innovation with Insight and Caution

Introduction:

Design Thinking, as a holistic approach to problem-solving, encourages a mindset that goes beyond finding solutions to envisioning the very process of problem-solving itself. As we delve into the journeys of innovative companies like YOLO, Bata, Boriya Bistar, Truffles, Sodexo, and PCR Garden, it's crucial to consider the guiding principles that help design thinkers avoid cognitive biases and navigate the dynamic landscape of innovation effectively. This essay introduces the "7 Commandments for Design Thinkers" as suggestions and cautions to enhance the application of Design Thinking.

7 Commandments for Design Thinkers:

1. *Embrace Empathy Unconditionally:*

- Suggestion: Design thinkers must prioritize empathy, seeking a deep understanding of users' needs and experiences.
- Caution: Be wary of assumptions and stereotypes; instead, engage directly with users to uncover genuine insights.

2. *Cultivate a Collaborative Mindset:*

- Suggestion: Foster a culture that encourages collaboration and diverse perspectives within the team.

- Caution: Avoid groupthink by actively seeking dissenting opinions and welcoming constructive criticism.

3. Iterate Fearlessly and Frequently:

- Suggestion: Embrace an iterative approach to design, allowing for constant refinement based on feedback.

- Caution: Do not become overly attached to initial ideas; be willing to discard and pivot based on new insights.

4. Keep Solutions Human-Centric:

- Suggestion: Ensure that proposed solutions address real human needs and aspirations.

- Caution: Guard against the allure of flashy, technologically advanced solutions that may not resonate with the end-users.

5. Maintain a Bias Towards Action:

- Suggestion: Actively prototype and test ideas to validate assumptions and gather real-world feedback.

- Caution: Avoid analysis paralysis by focusing on tangible, practical steps rather than endless planning.

6. Cultivate a Learning Mindset:

- Suggestion: Embrace failure as an opportunity to learn and iterate, fostering a culture that values continuous improvement.

- Caution: Resist the urge to blame external factors for setbacks; instead, conduct thorough post-mortems to extract valuable lessons.

7. Champion Inclusivity in Problem Definition:

- Suggestion: Involve diverse stakeholders in defining the problem, ensuring a comprehensive understanding of the challenge.

- Caution: Be aware of personal biases that may influence problem framing; actively seek perspectives from varied backgrounds.

Conclusion:

The 7 Commandments for Design Thinkers serve as both suggestions to enhance the effectiveness of Design Thinking and cautions to avoid common pitfalls. By adhering to these principles, innovative companies can foster a culture of creativity, empathy, and adaptability. As the cases of Bata, Truffles, Sodexo, PCR Garden, Truffles and Yolo in this booklet have demonstrated in their journeys, the successful application of Design Thinking requires a delicate balance of insight and caution, ensuring that the process remains human-centric, collaborative, and continuously evolving. In a rapidly changing business landscape, these commandments provide a compass for design thinkers to navigate the complexities of innovation with wisdom and resilience.



BANGALORE CAMPUS

KIADB Industrial Area 8P & 9P, Infosys Drive,
Electronics City Phase 1, Electronic City,
Bangalore, Karnataka 560100

KARJAT CAMPUS

Jamrung, Post Ambivali, Taluka Karjat,
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