



# Design Sprints

*Innovate, and solve wicked  
problems*



entelect

# Innovate, and solve wicked problems

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

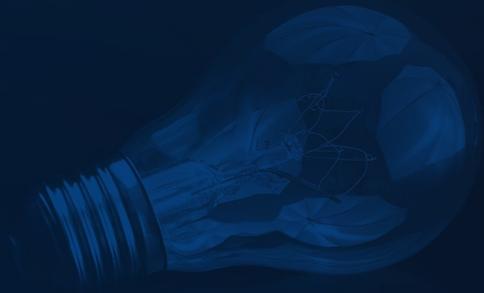
Design Sprints are useful when problems have no one clear solution, and involve many moving parts in terms of people, teams, systems, and business objectives.



# Problems we solve

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

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

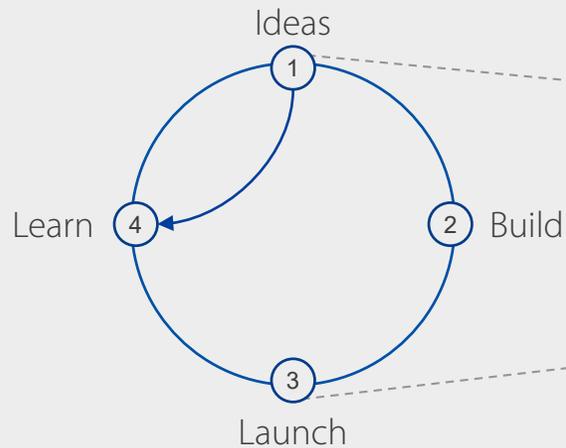


# Design Sprints are effective for

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

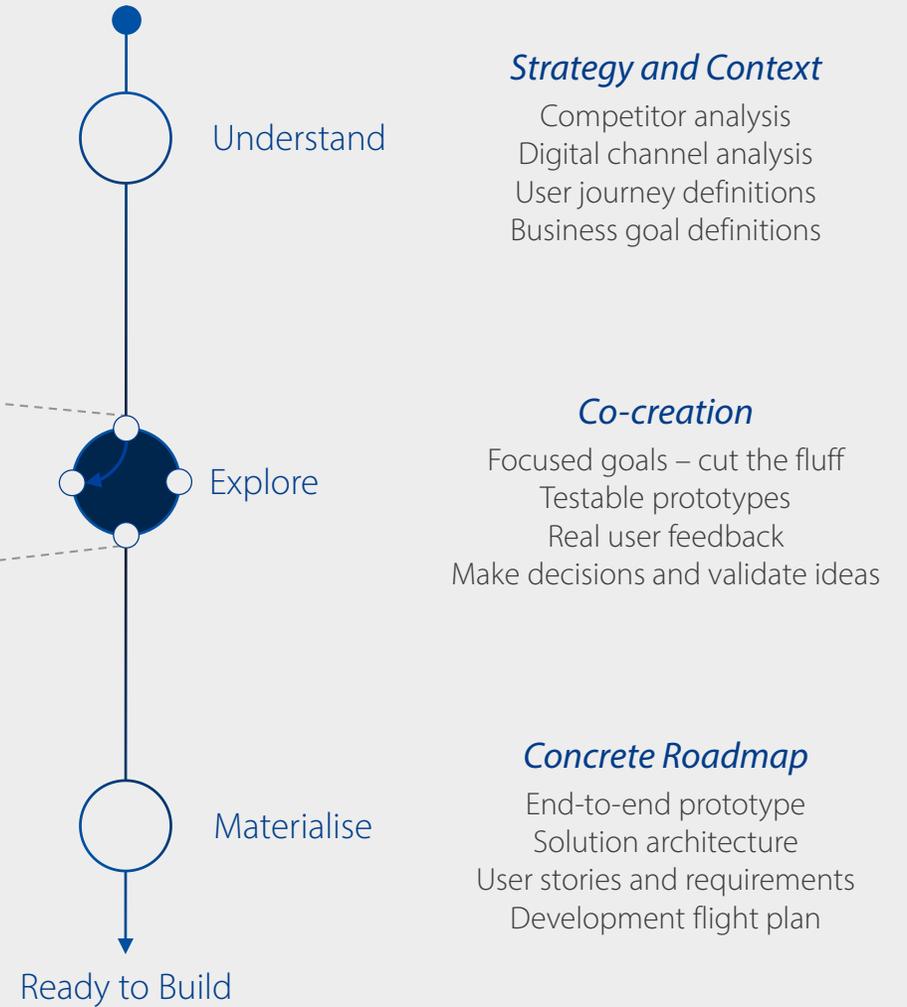
# Design Sprints

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



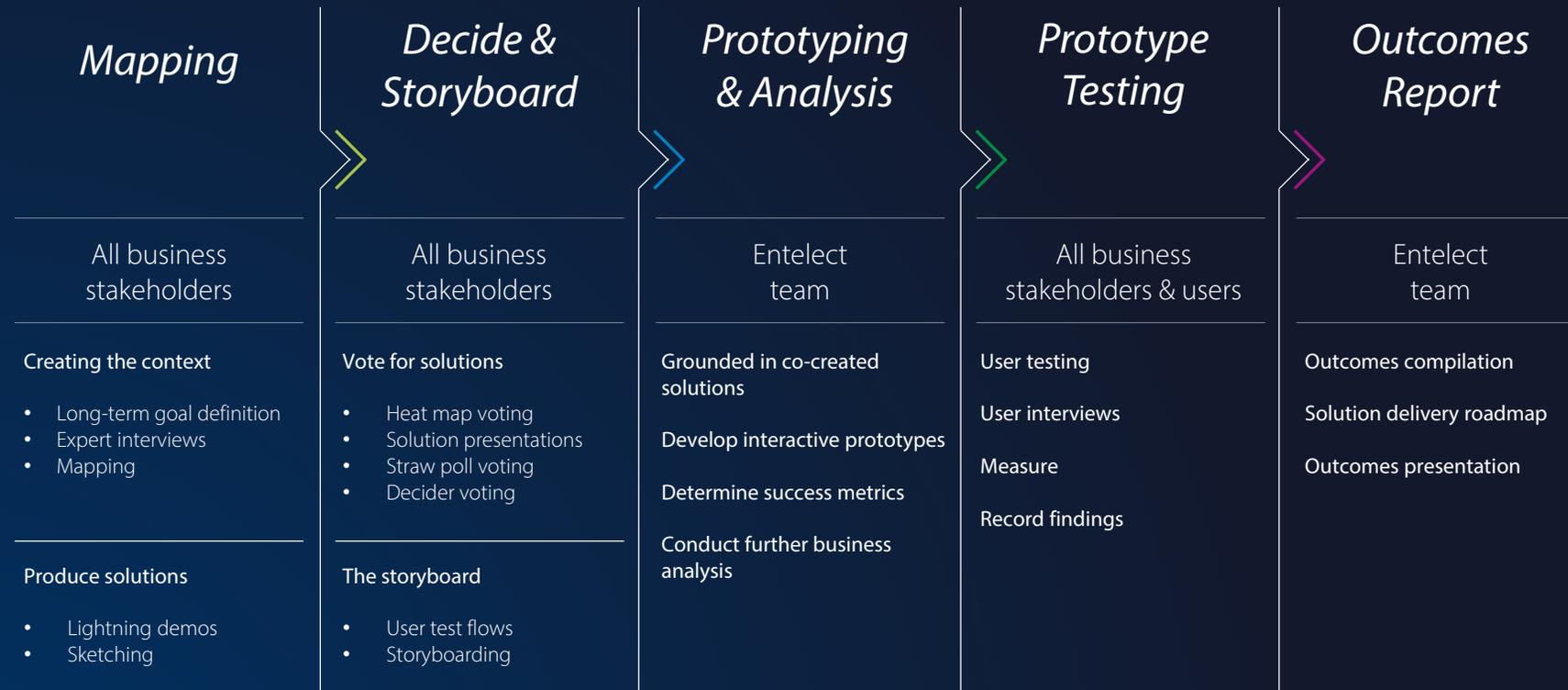
## When to use Design Sprints

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



# Design Sprint Process

4 weeks

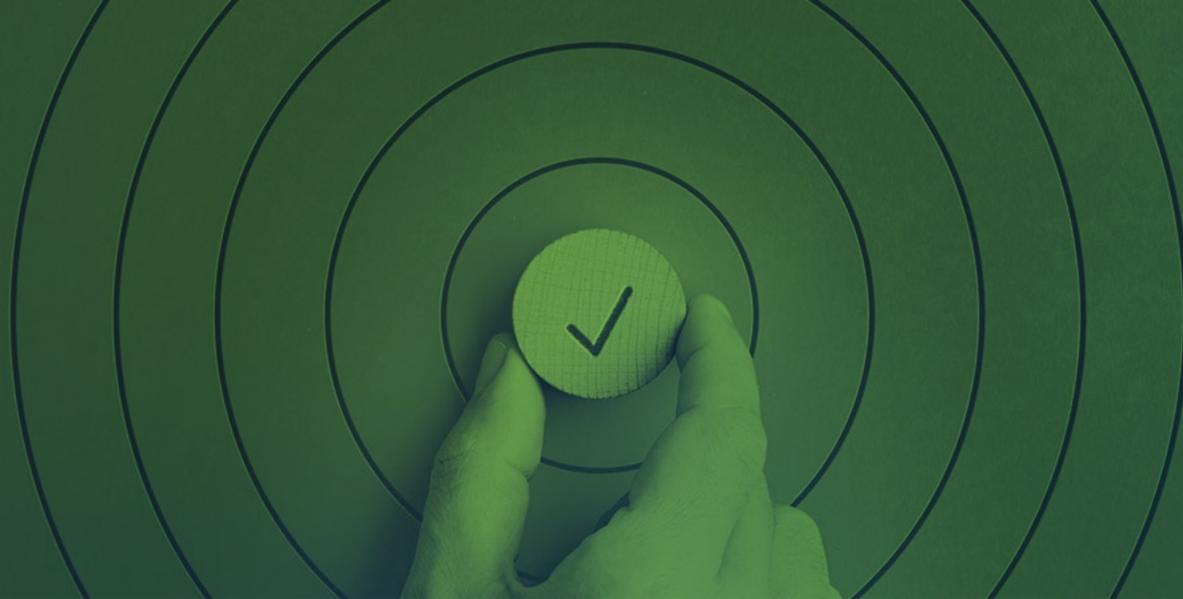


Entelect's Design Sprint process consists of several activities with key stakeholders spread across a number of workshops.

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

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





# How it works

## 1 Defining the problem statement

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

## 2 Workshops

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

## 3 Outcomes presentation

Entelect will refine and present report outcomes back to you.

## Involving the right people

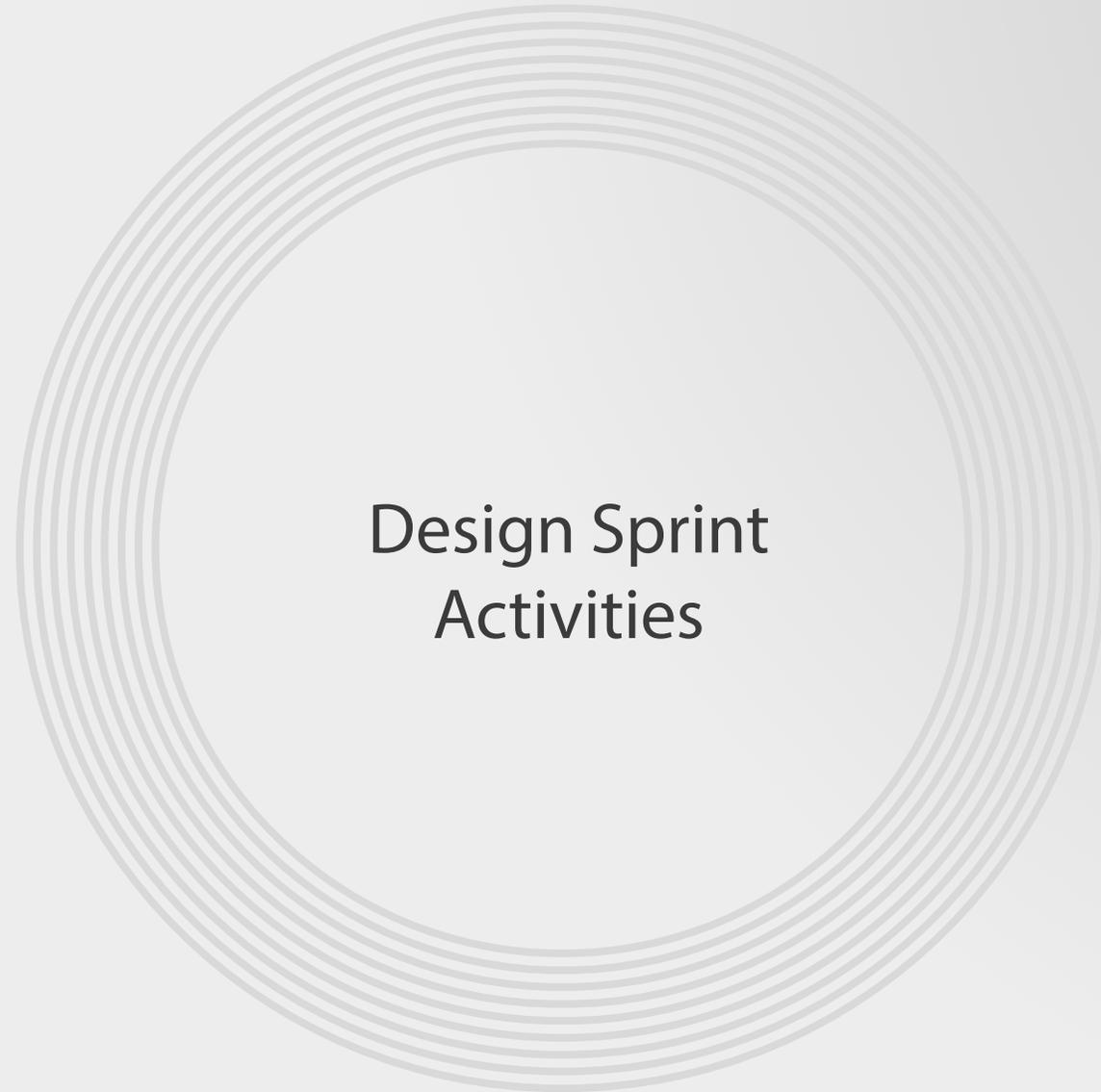
It is imperative to include all people who represent areas of the business that have an impact or will be impacted by the problem that will be tackled during the workshop.

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

Contact us to innovate and solve your wicked problems.

→ [solutions@entelect.co.za](mailto:solutions@entelect.co.za)





# Design Sprint Activities

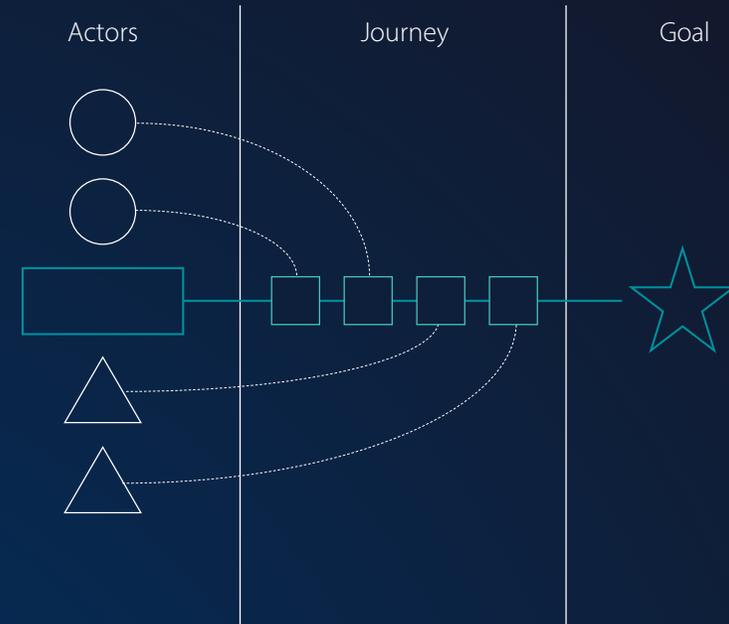


# Mapping

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

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

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



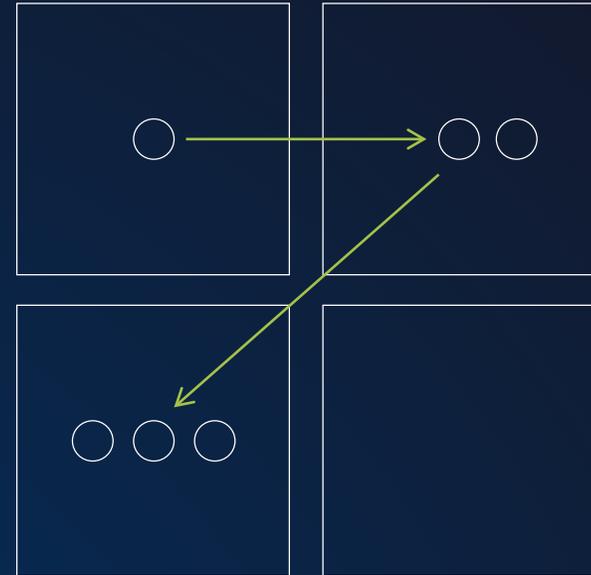
# Decide & Storyboard

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

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

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

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

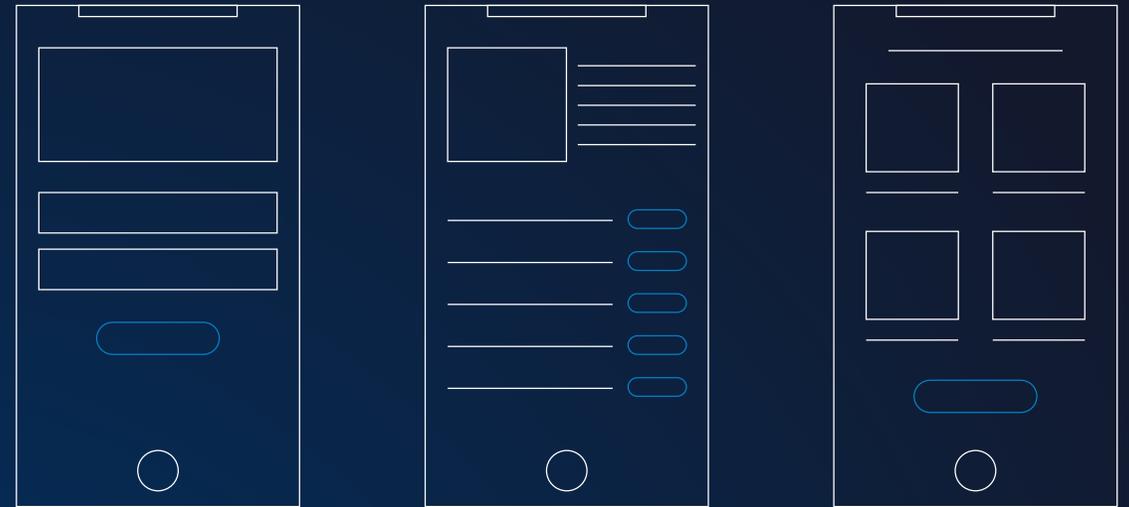


# Prototyping & Analysis

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

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

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



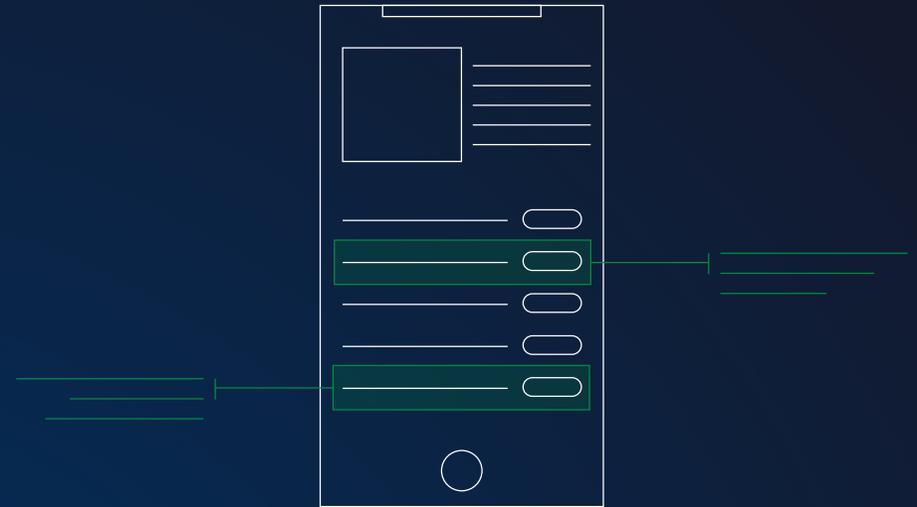
# Prototype Testing

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

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

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

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

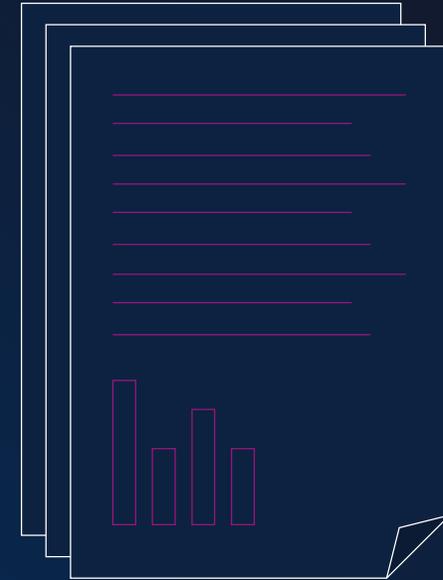


# Outcomes Report

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

Typically, the outcomes include:

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





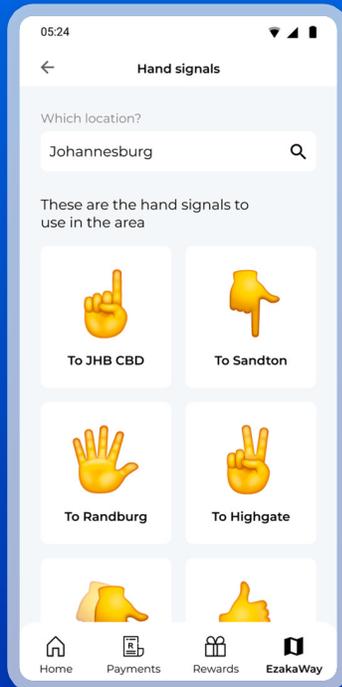
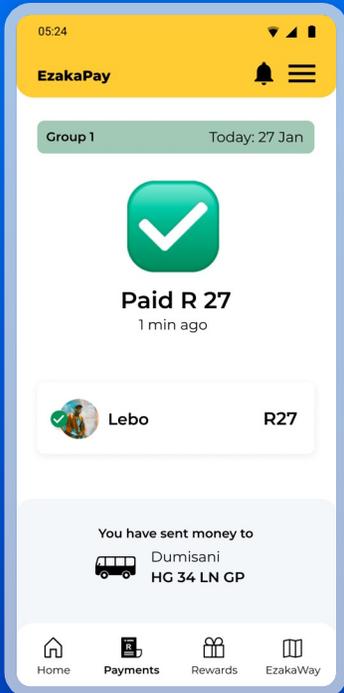
# Design Sprint Case Studies





# Exploring digital payments in the taxi industry with Standard Bank and SA Taxi

Standard Bank and SA Taxi aimed to access a large untapped consumer base in the taxi ecosystem through a digital offering and experience to harness a co-created platform environment. The aim was to uncover and shape the best partnership structure, and roles and responsibilities that both Standard Bank and SA Taxi felt were mutually beneficial to their strategic intent for a joint platform strategy.



## Alignment & Empathy

Mapping session to explore the problems statement from the perspectives of business stakeholders, users and competitors, while keeping technology in mind.

Collaboratively generated ideas to be molded into opportunities for the platform.



## Analysis & Insights

Using collaborative storyboarding techniques, the following insights were uncovered: overall commuter experience, tackling driver problems, the need for cash and "skimming".

Hi-fidelity prototypes of the proposed solution were developed and used in order to find innovative ways to engage with the taxi ecosystem and smooth out driver, commuter and operator journeys.



## Solutioning & Testing

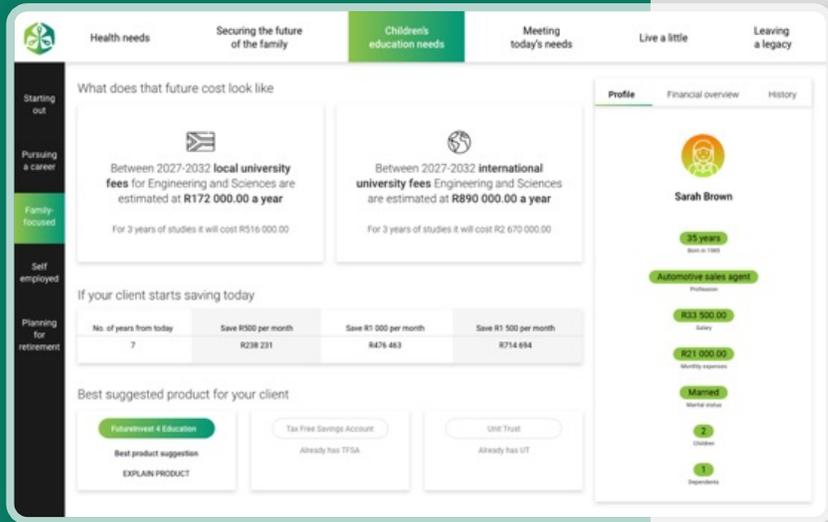
User tests were conducted to understand the effectiveness of the proposed solution to the problems uncovered. It also enabled the exploration of the complexity of payments and cash movements in the taxi ecosystem as well as the relationships and dynamics among its key players.

Prototypes were adapted and improved to include processes, use cases and iterations that were not captured in the initial prototypes.





# Unpacking Old Mutual's customer value proposition insights for advisors



Improving Old Mutual's end-customer experience by equipping financial advisors with the right tools and insights to provide better advice and direct customers to the right products.



## Framing & Alignment

Mapping session to synthesise the problem statement, achieve alignment among stakeholders and collaboratively set the conditions for a successful project.

The existing customer value proposition and advisor journey were analysed to uncover and map out challenges as well as identify key themes and potential interventions.

Analysis revealed OM's desire to equip advisors with information more seamlessly.



## Collaborative Mapping

Efficiencies were unlocked through a mapping exercise that demonstrated how OM's existing tools could be repurposed and leveraged by financial advisors to improve the end customer's experience.

An information architecture was drafted to map out the journey between financial advisors and end customers.

Designed, refined and implemented a fully functional prototype of the proposed rearchitected customer value proposition



## Solutioning & Testing

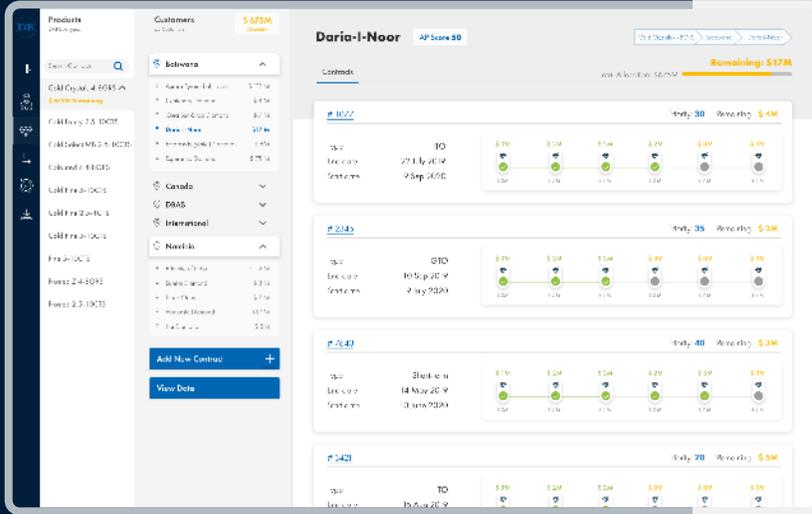
Our team worked with OM's financial advisors who were not part of the previous workshops to test the prototypes in order to get unbiased feedback.

After the prototype was updated based on the feedback, it was reviewed with OM's stakeholders in a focus group setting to ensure that it met their success criteria and addressed the problem statement sufficiently.



# DE BEERS GROUP

# Enhancing forecasting and planning for De Beers



De Beers needed a solutions partner to assist them in evolving their sales planning process through technology. Entelect collaborated with the company’s stakeholders to create strategies, systems and platforms to simplify the mining and commercial exchange of diamonds.



## Alignment & Direction

In an intensive workshop in Botswana, the Entelect team collaborated with De Beers to map out De Beer’s entire value chain.

Stakeholder alignment was achieved by dissecting and framing the problem statement while taking into account related issues.

Utilising the “How Might We” methodology, ideas to solve for the problem statement were surfaced and momentum for solutioning was created.



## Analysis & Insights

A new look and feel for their system’s interface was defined following a prototype that was developed.

Collaboration with stakeholders unlocked new ways to manage products and contracts.

To develop the prototypes further and create an opportunity to unearth more insights, stakeholders were invited to a follow up session in Johannesburg.



## Solutioning & Direction

We gathered an understanding of De Beers’ customers and their requirements to inform our suggested solutions.

After identifying a few problem statements, we developed innovative solutions for their product planning and contracts.

Our prototypes and data visualisation tools formed the foundation for the way we would take this project forward.





# RMB driving customer ESG ambitions through a carbon credit marketplace



RMB seeks to curb climate change by creating a digital ecosystem that enables its customers to reach their ESG targets. The platform would assist customers with tax obligations, net zero commitments and socio-economic benefits beyond carbon credits.



## Framing & Alignment

Collaboratively workshopped objectives and areas of importance to uncover core themes to tackle; in order to design a carbon trading market.

Analysed international carbon credit ecosystems to define their structure and identify key actors (auditors, regulatory bodies, project developers, etc.), constraints and opportunities.

Identified and validated opportunities that arise from a lack of sufficient green projects in the country to satisfy the demand of carbon emitters.



## Analysis & Insights

Identified how RMB's unique capabilities as the only local commodities trading house provides an advantage in leveraging opportunities in trading carbon credits as a commodity.

Designed an operating model that matches RMB's resources, capabilities and strengths with opportunities and gaps in the local carbon credit ecosystem.

Defined buyer and seller personas (greenhouse gas emitters and project developers) to identify their needs and challenges.



## Framing & Alignment

Plotted a strategic roadmap to empower RMB to take the next steps in realising its goal to become a one stop shop for ESG projects.

Outlined an MVP to test the feasibility of developing a carbon credits market, learn the synergy of its actors and identify technology to support it.

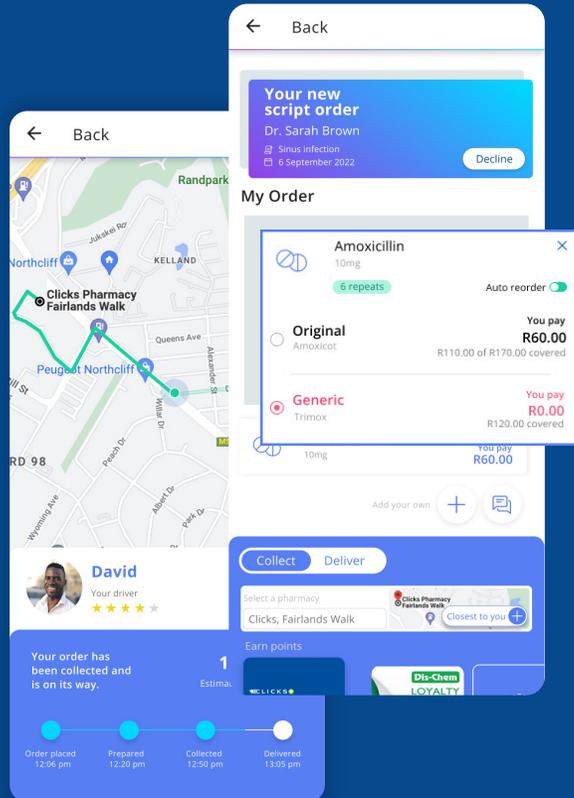
Conceptualised a buyers' and sellers' platform to demonstrate how technology can be leveraged to facilitate the activities of a market.





# Empowering Discovery Health's teams by advancing alignment on its digital strategy

Helping Discovery unpack goals and challenges around its current processes and alignment to create effective approaches on ways of work and validate the test and learn approach within its context.



## Framing & Alignment

Created a shared understanding of the problem statement, to ensure that the team is aligned foundationally, before developing a concrete digital strategy.

Discussed major challenges the team faces on a daily basis that compromise their work and product.

Collectively defined characteristics of a desirable health platform that encompasses empathy, experience and personalisation.



## Analysis & Insights

Developed a medicine ordering journey in 2 days to demonstrate a method of testing and validating quickly and cheaply.

Identified desired features to incorporate into future versions of the app to delight users.

Performed thematic analysis of objectives to identify important areas of focus: people, processes and goals.



## Solutions and Outcomes

Workshop exposed work preferences of different teams which informed a team charter detailing ways of work and collaboration practices.

Put forward a framework to help Discovery mobilise teams to build products efficiently and rapidly.

Outlined an MVP approach to delivering features and products.





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