

Understanding Incubation and Entrepreneurship
Prof. B. K. Chakravarthy
Department of Engineering Design
Indian Institute of Technology, Bombay

Module - 06
New Age Entrepreneurship
Lecture - 12
Section - 01
Human Centered Innovation

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Shilpi Kumar

**Founder, Khoj Lab and
Innovation Catalyst**

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Masters of Design Methods,
The Institute of Design, Illinois
Tech Chicago (focus on
Innovation/Design
Research/Strategy)

Masters of Design, Industrial
Design Center at IIT Bombay,
India

B.Arch., BIT Mesra, Ranchi,
India

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Worked with **craft industry**
in her academic project.

Did her project on an **Onion**
Organiser in Indian kitchens.

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Inquisitive leader
Design strategist
UX researcher
Industrial designer
Design educator
with over **18 years** of
experience

Like to formally welcome Shilpi Kumar our alumna from IDC IIT Bombay and of course, she did some fabulous projects while she was in IDC. And I always tell people that the fabulous project she did was she worked with the craft industry which is the toughest.

And she did a project on an onion organizer, in the Indian kitchens and some from there you know the Shilpi you know is an inquisitive leader, design strategist user experienced researcher, industrial designer and design educator with over 18 years of exp, my god I am getting very old now. She was my student here.

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Before founding her own consulting firm, **Khoj Lab**, she worked with **GE transportation** and **Herman Miller** where she worked closely with **operations and strategy** teams...

Before founding her own consulting firm, Khoj Lab, she worked with GE transportation digital and Herman Miller and where she worked closely with the operations and strategy teams.

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...to define an **integrated business process** for new product development and align innovation ideas to company strategy using **human centric approach**.

To define an integrated business process for new product development and align innovation idea ideas to company strategy human using human centric approach. You know that I like that a lot because humanising technology and human centric is the core to our to large companies businesses, right huge moneys at stake.

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She specialises in taking an **inclusive approach** with an eye on bringing together **diverse perspectives** from people **across organisations.**

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This approach helps innovation and strategy teams understand the **whole view of innovation**, draw on **existing organisational strengths** and enable **quick adoption of ideas**.

She specialises in taking an inclusive approach with an eye on bringing together diverse perspectives from people across the organisations, this approach helps innovation and strategy teams understand the whole view of innovation draw on existing organisational strengths and enable quick adoption of ideas.

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By framing the **right questions** to users, customers and internal stakeholders she is able to get to the root of the problem, figure out **what next** to make or **how to reimagine** a brand.

By framing the right question you know to users, customers and internal stakeholders she is able to get to the root of the problem, figure out what next to make or how to reimagine a brand.

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Most importantly her expertise lies in **prioritising organisational initiatives** to align where the **market** is heading and what **customers** really **need**.

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In the most **recent 10 years**
of her corporate experience,

she led **customer experience**
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build and grow **design**
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co-led **scenario planning** in 2012 for a **furniture company** to define how we work.

Through 2018, consulted on various **organisational restructuring and transformations**.

Co-led scenario planning in 2012 for a furniture company to define how we work. Through 2018 consulted on various organisational restructuring and transformations.

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Successfully led creation of complete new **product development** process integrating **innovation** to the overall **business operations**.

Successfully led creation of complete new product development process integrating innovation to the overall business operations.

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**Researcher
Insights manager
employees unique mixed
methods research
Design harmoniser
Strategist
Capability builder**

And she is a researcher, insights manager, employees unique mixed method research, design harmonizer, strategist and of course, you know capability builder because you can bring strong teams inside companies to work.

So, you know in short you know Shilpi is a phenomenal team you know like organiser and team builder and can work in large teams to bring out the best in the teams to come up with various you know. In fact, when I was in Chicago in her school, she studied I you know instead of Chicago, Design Institute Chicago where you know she showed me some of the excellent work she did.

Of course, its conventional and you know how much she will show you today, but you know what all she did for the company because the type of operations across the world are phenomenal and when you do that type of operations, the level of you know integrity and you

know empathy to the consumer and in the things are phenomenal you cannot get that to do a large scale operation. So, Shilpi brought in all those values in to the company ah.

Shilpi there we go thank you so much for you know like agreeing to talk us and welcome to the class, you know at IIT Hyderabad for the entrepreneurship skills. So, they are going to you know we go to pull a lot of your ideas into our you know vision and plan for you know building our entrepreneurship skills in the courses.

Thanks Chaku I also feel old with that in introduction

You did so much work is needed yeah, yeah, yeah.

At but thank you I appreciate it and I appreciate the opportunity of talking to the students. I you know I love doing that and I it is always an honour to talk to the future leaders right.

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(Image Credits: Khoj Lab)

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What is **innovation**?

What is **NOT** innovation?

What are the **barriers** companies are facing today to be **innovative at scale**?

So, my presentation today has a little bit of my storey and then a little bit more deeper about Khoj Lab and you know the premise of the company, what we do. And then I will show you a short video which is one of our exploratory works which is really our just researching around the world asking people that question of you know what is innovation? What is not? What are some of the barriers that companies are facing today to be innovative at scale? Right.

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Journey of an **Entrepreneur**

Story of **Shilpi Kumar**

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First on job project:

Design a **single drawer unit** for a **call centre** where people can put their personal belongings and take it out.

Now, when I graduated from IDC, my first job was at a big manufacturing company in Mumbai, and the first project I got was actually design a single drawer unit. So, I am a Industrial Design graduate at IDC a and Architecture degree before that. It was a one page write up saying you know we need a single drawer unit for a call centre, where you know people can come and put their personal belongings and then take it out.

And this you know call centre is pretty strict in terms of paper and you know because of confidentiality and all of that, that was my design brief that was the problem I was asked to solve.

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for **what?**
for **why?**
for **who?**

And it was a big no to me, because you know why on earth are we trying to design a single drawer unit? Who is it for? You know what are they going to do? What is ex overall experience look like? And at that day this was in I would say 2002, I decided that I want to be the one who writes that one page design brief.

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Framing the **problem** as a
problem,
NOT to validate if is this a **good**
design for me.

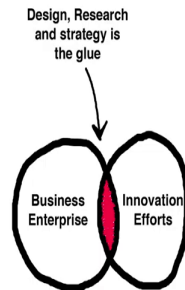
So, that is kind of the premise of where my journey kind of led up to you know doing my second masters in the US, at the IIT Chicago Design School is to really help understand what the problem is and framing the problem, as a problem not to validate if is this a good design for me.

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As a **designer** you can **envision** what can be done to **solve** that **problem**.

Its really about honing in to what the problem is and then as a designer I can envision what something you know can be done to solve that problem. And then there is other questions that I need to test out like, does this work or not? Or how is the overall journey for the user? So, I realised quickly, but and when I conveyed that to the company, they were very aggressive and they said you know this is it you want to do, I mean I was a intern or a you know junior student.

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Build
Businesses
that Build
People

And I was supposed to follow the rules and do what they and I realised that there is a big disconnect between the business operations and the innovation efforts that go in a company. And we then I thought the design research and strategy is the glue between those two functions.

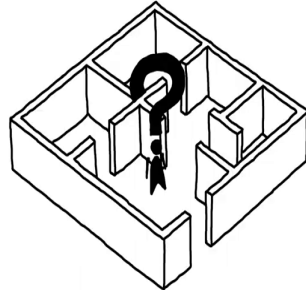
And that is where my journey started and desire to really learn more and you know experience different you know ways of thinking about you know business problems that need to be solved. So, I know throughout the day you focused on the consumer, and the idea, and the design and here I come with saying design is an idea is easy to generate and create.

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How to intervene **design** in an **organisation**?

What is difficult is how the how we intervene or design in an organisation right. So, it is the operations. You know what happens after the design is created and after the idea is created what happens then? So, its about building businesses that build people and you know who have those ideas and creating that.

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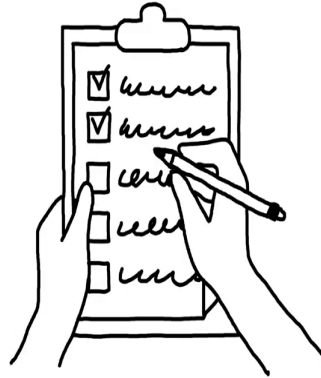


Architecture

- Not as **human centric**
- Not **empathetic** to the user
- No **structure** to a good problem definition
- How to do research to define a problem without **sharing your idea?**

So, just a little bit about my journey, you know I was an architect and I had this gripe about architecture that architecture is not as human centred as I wanted. You know we build monuments and you know artefacts that are very functional and we talk about function a lot, but its not very empathetic with the user. And another gripe I had was there was no structure to a good problem definition. How do you really do research to define a problem without sharing my idea right?

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Good Design Brief:

- **Pain points** of the user
- **Overall journey** of the user
- How your solution fit into the **overall ecosystem** of the user

And that is what leads to a good design brief right, knowing what are the all the pain points of the user, how is the overall journey of the user. How does the solution you are producing fit into the overall social system, ecosystem of the person who is using it. I mean your solution is maybe 5 percent or 1 percent of their daily life, you know. How does that fit into the whole conversation? And designers had no voice right, as a designer you have no voice in the company and that is what led me to do my second masters which was actually a degree in design methods.

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Bringing **designerly** way of
thinking to **business**.

So, the whole idea was it would specialise in design research and design methods and it is really about bringing designerly way of thinking to business. So, now, after that I had the ability to influence leadership designer's were the biggest asset and we were the voice of the customer with a strong business lens right. So, its no more just focus on the idea and the need and the customer.

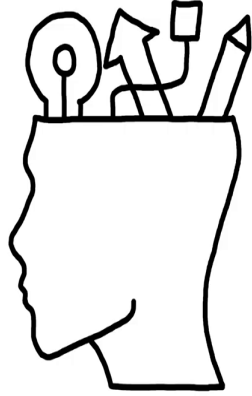
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**Balancing the business lens
with the desirability lens and the
technology lens.**

But it was really thinking about balancing the business lens with the desirability lens and the technology lens right.

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Design
Thinking

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Shilpi Kumar

Architect

Advocate

Designer

Industrial Designer

Futurist

Facilitator

Design for livelihood
development

Strategist

Storyteller

Researcher

So, and that is what you might have commonly heard as mentioned as design thinking right. So, you know here I moved from an architect to an industrial designer to design for livelihood development which Chaku sir was mentioning. I worked with an organisation called In Bar based out of China, Beijing which was really using design intervention for livelihood development.

So, I would go into the Himalayan range and actually work with local artisans to help their livelihood by design you know through design. And so, there also I was actually working like a researcher ethnographer or an anthropologist sometimes you know. I have to dress like them, be like them, try to build relationship with them to make sure that they are not feeling that I am coming from outside and just trying to force them to do things differently.

So, it was interesting how that if you think of that as an operations there was a mega challenge operations that I had to really break into. And today I think after many years of experience I would call myself an advocate, I would call myself a futurist, strategist, designer, facilitator, you know storyteller. I am not a great designer actually, what my strength is being a facilitator or a storey teller or even a futurist in the whole gamut of thing.

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Squiggly line of Innovation



So, if you think of about I do not know if you are familiar with the squiggly line of innovation, where it is like things start from very uncertain ambiguous you know where you do not know what the problem is and you do not know what needs to be designed, to you know doing all your research methods and kind of design and development and all that and then you ultimately reach that high certainty and high confidence level.

So, as designers that is what we are doing we are trying to bring more confidence to the idea that. So, we you know apply things like rapid prototyping and testing right to make sure that by the time we reach the product, we have already tested it with a consumer. So, there is lesser risk of failure.

So, in my tenure of work I was mostly at the tail end of beginning of the squiggly line. So, where things are the most ambiguous they are more most uncertain and you know the companies do not actually know what they are going to do, what the future entails for them.

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Shilpi Kumar

Herman Miller: **5-6 years**
Team Member, **Insight and Exploration**
Part of the **Innovation Kitchen** in R&D

(Image Credits: Herman Miller)

So, with that I actually worked with Herman Miller first for 5-6 years, 5 years where I was actually at the was a team called insight and exploration which is part of the innovation

kitchen in R and D, Herman Miller where we are basically looking at the future of Herman Miller you know as Herman Miller grows you know what other things we need to make.

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Design led furniture manufacturer with **Charles and Ray Eames** as the initial creative directors.

Human-centered approach towards design



(Image Credits: Herman Miller)

So, just to qualify Herman Miller is a design led furniture manufacturer who makes you know office furniture, residential furniture. Some of the great designers if you have heard about Charles and Ray Eames were the initial creative directors over there. And I would say by legacy itself they were very human centered in their approach.

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Shilpi Kumar

Hired to create a **generative research capability** within Herman Miller, trying to define the area of investment in the next 5-10 years.

(Image Credits: Herman Miller)



Primarily, so I was hired actually to create a generative research capability within Herman Miller which was trying to define the next you know 5 to 10 years of Herman Miller of where they need to invest in.

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As of today Herman Miller is an you know is a holding company its actually part of what is called MillerKnoll they have 19 brands under their umbrella. So, it is a huge conglomerate now, it is you know Herman Miller is just one arm within MillerKnoll bracket. So, now, they are big into retail and retail part of the furnishings industry.

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 HermanMiller	
Design-led	129 years old company.
Story-led	Survived on their efficient and innovative base.
Qualitative	
Human-Centered	Involved complex supply chains, Transportation, Railroads.

And then I did similar work at GE, but GE was like a contrast organisation from Herman Miller. Herman Miller being a very storey led, qualitative you know very human centered organization. On the other hand GE if you know it is a 100, at that time it was a 125 years old company had survived based on their efficient ways and innovation ways. But innovation in terms of invention right like they had so many patents, they made engines and they made many things in our daily life possible right.

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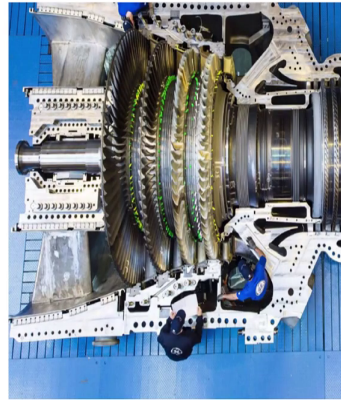
(Image Credits: General Electric)

Shilpi Kumar

Part of **Customer Experience Initiative** leader. Bought in to robust their research capabilities and understand the operations and see where the **disconnect** is happening between the **customer** and the **initial co-development** of the product.

So, I was part of their customer experience, you know initiative leader where I was brought in to help their robust research capability as well as understand their operations and say where the disconnect is happening between the customer and the initial co development of the products.

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(Image Credits: General Electric)



Complex supply chains
Transportation
Railroads

Innovation Silo
Internal research

How we can streamline the
flow of ideas into an
organisation?

And here we are talking about complex supply chain, transportation, railroads. So, it involved going to the railyards and you know talking to these operators and wearing helmets and things like. It was it was a super interesting role, but it we were part of the innovation silo and that is a common phenomenon when especially when there are big companies involved.

So, and the a lot of the research I did internal was internal trying to figure out how we can streamline, how our ideas kind of go into the organisation.

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Trying to find the **disconnects**
and **diagnosis** of an organisation.

How we can make **ideas** flow
better in an **organisation**.

And that is where I got really interested in this idea of trying to find the disconnects and diagnosis almost of a organization, how we can make you know the ideas flow better in the organization. When GE was my last corporate job and I realised that it is actually nobody's job to look at things across different functions.

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The **Startup**

Khoj Lab

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Khoj Lab

Global innovation consultancy since 2018

Set of multicultural, multi-lingual women partnering with consultants across and organisations to improve their business value with a human-centered approach.

And that is when I started this whole organisation called Khoj Lab which is a global innovation consultancy. So, 6 since 2018 we have been you know we are a set of multicultural, multilingual women most consultants are women and we partner with the you know consultants across and even organisations to improve their business value with a human centered approach.

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Operating a **business** through a
human-centered lens.

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Use your same method of **empathy** and **research** and apply it to the **organization** to understand how you engage with **stakeholders internally.**

So, think about how you can operate a business with a more human centered lens. Its not about the idea here right. So, here I am saying use your same kind of method of empathy and research and apply it into the organisation of how you engage with stakeholders internally right. And it is not applicable just for designers, its all of these product managers, researchers designers, engineers all of these you know functions within the organisation.

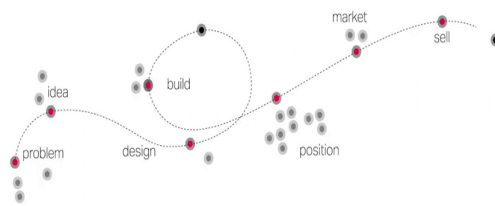
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Focus on

Innovation Performance

Employ Lean methods within the organisation to avoid wastage

Innovation flow



(Image
Credits:
Khoj Lab)

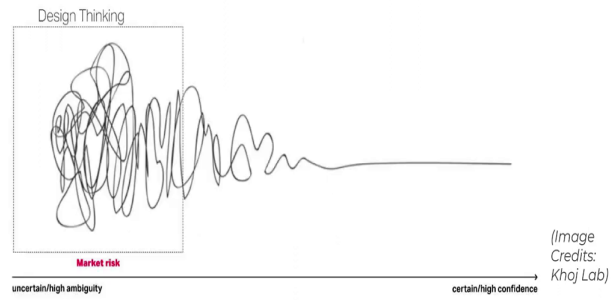


We focus on innovation performance. So, its really important for us to be to employ lean methods within the organisation. So, that there is not much wastage. So, if you know there is a lot of research, I mean companies spend a lot of millions of dollars in research, but a lot of it is just sitting in the shelves and not being leveraged.

Just like lot of the ideas are sitting on the shelf not being implemented right. So, our focus is really about per you know performance of innovation like how can we make the intervention of design better and much more effective. So, we actually have a suit of knowledge and consulting services that help with that innovation flow within the company.

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Focus on
**Value of design in business to
bring clarity and focus**



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(Image Credits: Khoj Lab)

Who we are

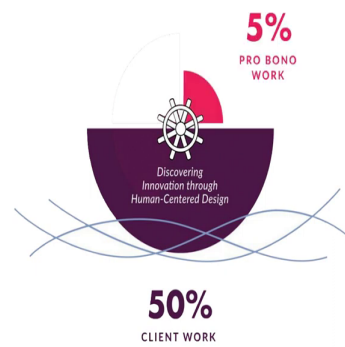
1. Client work

Engagement with **big corporations** and **mid-size organisations** that are trying to **redefine** or **transform** themselves to different way of working or trying to **scale up**.



So, we focus a lot of value of design in business to bring clarity and focus so that is our mission and vision. And so we do that in three ways, we look at client work, we do a lot of engagements with big corporations. Big corporations or mid size organisations that are trying to redefine or transform themselves to different way of working or they are just trying to scale up you know their efforts in terms of ideating or bringing new ideas to the industry.

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(Image Credits: Khoj Lab)

Who we are

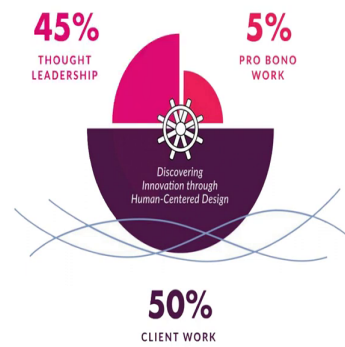
2. Pro-bono work

Adopting a **non-profit organisation** that is doing work with great **social impact**.



But almost 45 percent of our work is client work, you know we do 5 percent pro-bono work. So, every year we adopt a company, non profit or you know organisation that is doing great social impact and we adopt that firm and help them with free services.

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(Image Credits: Khoj Lab)

Who we are

3. Thought Leadership

Engage learning and building **new knowledge**. Using all the client work and the pro-bono work to learn and **derive frameworks**.



And then we also engage in learning and building you know new knowledge. So, we use all our client work and the pro-bono work to actually learn and derive framework.

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About Khoj Lab

Creating **methods and frameworks** to bring more structure to how we think about **design, research and operations.**

(Image Credits: Khoj Lab)

So, if you remember I mentioned my degrees in design methods. We are all about methods and frameworks to make bring more structure to how we think about design and research and operations even. So, we actually do a lot of work on thought leadership and it is something we are, I am passionate about and we partner with the design agencies and other you know we recruit a lot of interns.

In fact, we in you know two students at IDC also interned with us last summer and they did some great work. And I will show you one piece as an outcome of that work, some of that work in a form of a 6 minute video that we created as thought leadership about what we had learned about what is not innovation and I will share that with you.

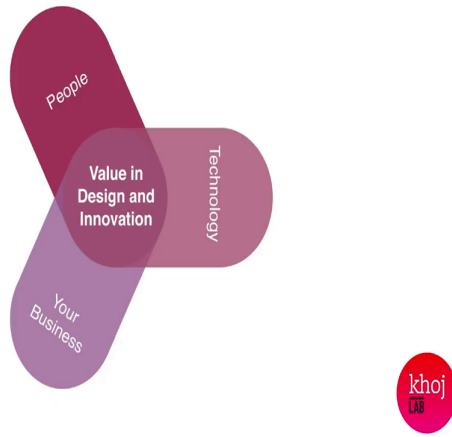
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Operational view to innovation

Making businesses more capable of **innovating at scale**.

So, we are basically unique in our ability to bring operational view to innovation as you know and you probably feel it. Designers do not like the operation stuff, they say I just want to create new ideas, have fun with that I do not want to deal with the operation stuff right. So, I am kind of counter to that, I love operations I love processes and that is where I think is the key next opportunity for human centre design in the operations of making businesses more capable of innovating at scale.

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What we do

We frame **problems** and work on **innovations** that **balance** human, technology, and business needs.



So, like I mentioned earlier, the true value of design is in the intersection of people, technology and the business. So, that balance is what we really work with, we have a lot of frameworks that actually help you think and take all these lenses when you are thinking about the customer journey and the solution that you are trying to produce. So, we try to make sure that we work with the right stakeholders in the organisation to bridge that gap.

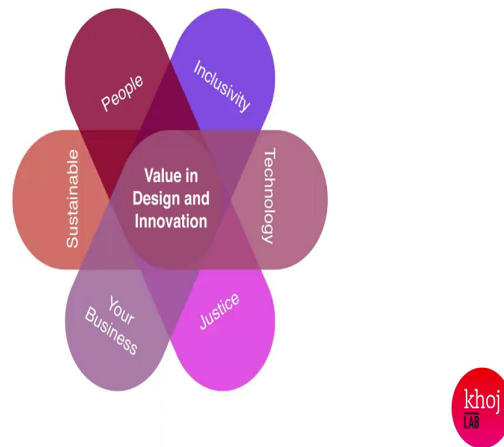
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What we do

Work with the **right**
stakeholders in the organisation.



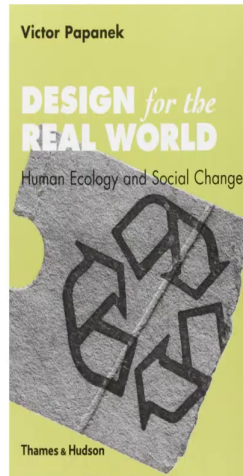
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So, its really important even when you are doing a start-up idea or something that is coming out in the world, that you early on you are thinking about not just people and desirability, but also thinking about business or how is it going to be marketed? How is going to be sold? What is the distribution channel look like? What is the business model right?

So, now you cannot do that without balancing these three different circles and if I mean now it is there is a three more circles that you can add to it which is about inclusiveness, just and what is sustainable in to the environment right. So, its not only just is it desirable by the people, is it viable to make it. You know can you make it even does the technology exist or is it actually profitable for the business to make.

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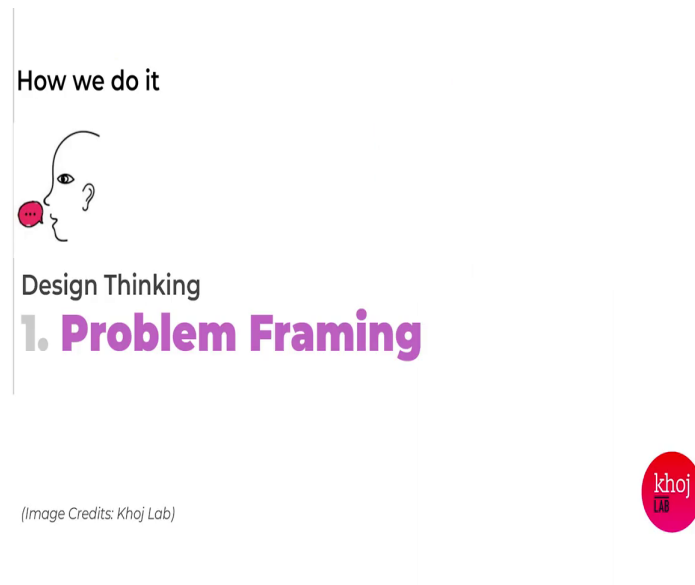


Design for the Real World

Victor Papanek

But now you are thinking is it good for the environment? Is it good for the overall social impact on the world? Like how is it going to change behaviour right, I do not know if you have read that book was a very influential book for me by Victor Papanek design the real world and he talks about how socially responsible businesses need to be when they think about design.

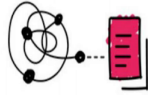
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So, we have bucketed our offerings into three big buckets. So, problem framing I think that is one of our strengths.

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How we do it



Strategic Research


2. Insight-led Innovation

(Image Credits: Khoj Lab)



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How we do it



Leveraging Capabilities

3. Institutionalizing Innovation

(Image Credits: Khoj Lab)



And, then insight led innovation and then institutionalizing innovation and think about thinking about you know how innovation is actually structured in the businesses. So, below are list of some of the methods and you know things that we do work with organisations for to help them in these.

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In the end we are interested in people mindsets and values and we do that through creative communication, storytelling, relationship management, alignment and rigor. And I would say design methods are really key to bringing alignment across the organisation. So, think about that you are showcasing the experience that the users have with your solution or an idea across the lens of the business, technology and the user right that is so wonderful right that is a way to align the whole team.

So, like I said I am interested in showing business leaders, how ideas can flow seamlessly through the organisation to all the way to their customers right. So, that is been my goal in with my profession and career and that is our strength as well.

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So, I have a medium blog which I would encourage you guys to read and follow me on LinkedIn.

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And just to give you an overview and a disclaimer that I have worked with a lot of large corporations. So, a lot of the stories I talk about are related to the challenges of being a big company, in a smaller company or a newer company like we work or some of the newer companies, I think it is an you know it is less challenging it has other challenges, but these challenges are less because they are newer people and the they are newer ways they are employing newer ways of thinking and working.

But in large legacy companies there are some really old traditional ways that need to be broken down to bring this new way of thinking in it. So, and we work across industry so we do not care really its retail or healthcare or furniture or others. We have worked in good mix of you know kind of companies across the globe. So, I just for to break the rhythm of me

talking I am going to share one of the exploratory knowledge thought leadership pieces with you guys.

Just to give a little premise, I interviewed a lot of people. In fact, Chaku sir are also I have interviewed for this project and we thought we were trying to understand what innovation is. But when we synthesised all our interviews we realised that it is really not about what innovation is innovation can mean different things to different people.

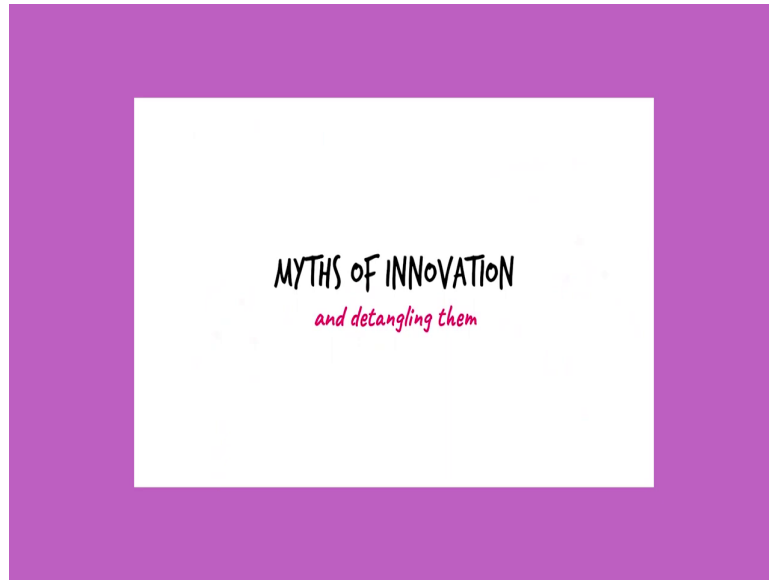
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What is NOT Innovation

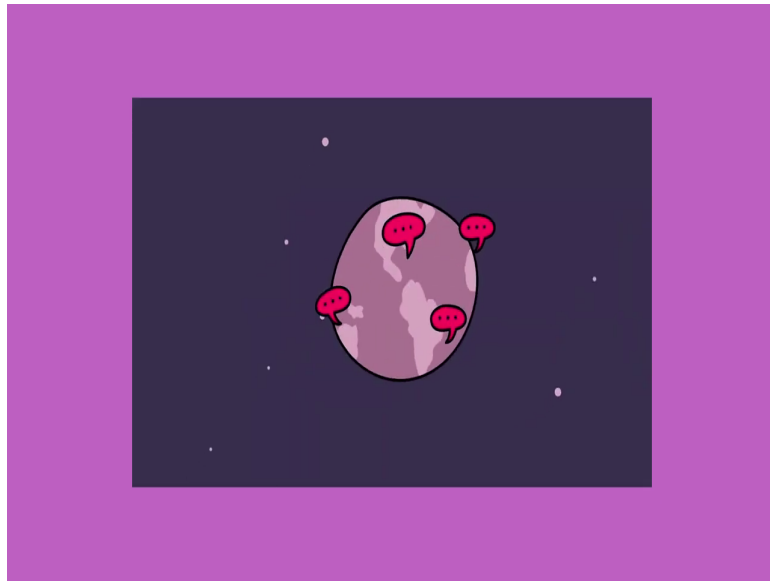
But what we quickly realised is what is not innovation and that is what became the narrative is, you know how can we bust these myths and detangle them for an organisation. So, imagine a organisation thinking that they are being innovative, but actually that is not innovation, it is something else you know and that is a big problem right, it is a big challenge

when you are thinking. You are being so innovative, you are you are doing a lot of innovation, but actually that is not innovation that is something else, sounds good.

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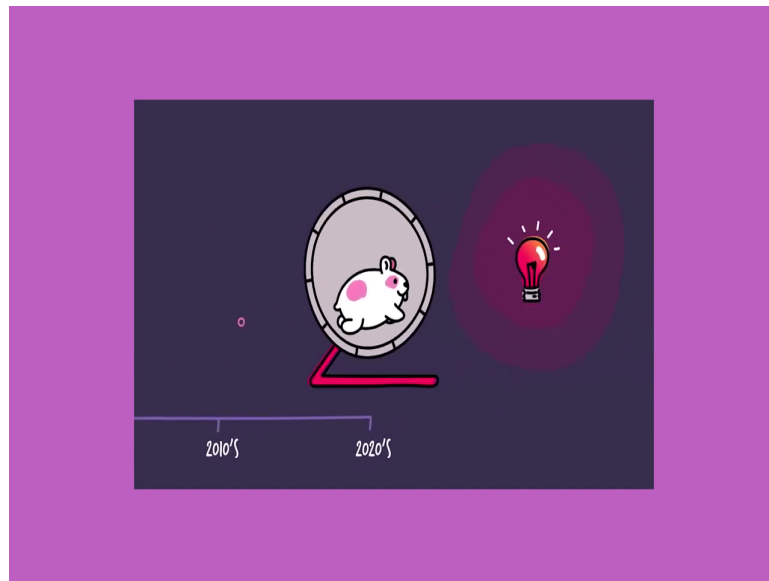


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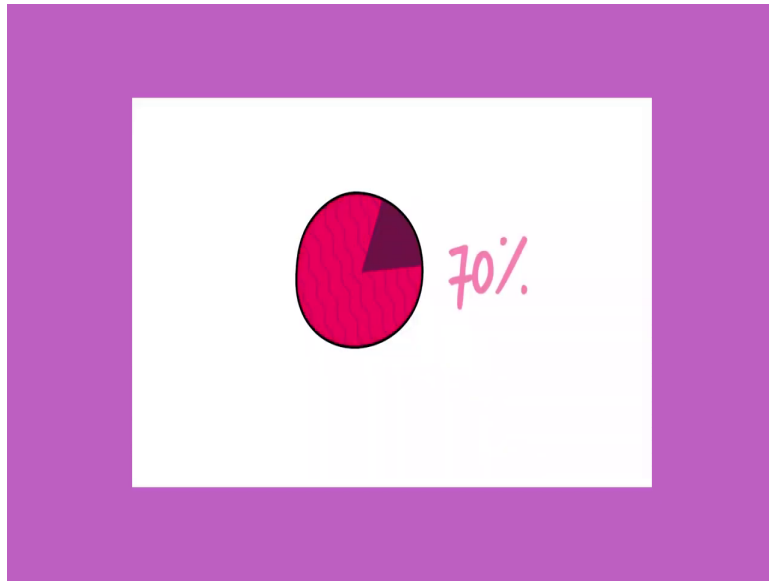


Myths of innovation: what is the most tossed word globally today? What seems to be everyone's mantra? Innovation. There are varied definitions based on people places and perceptions.

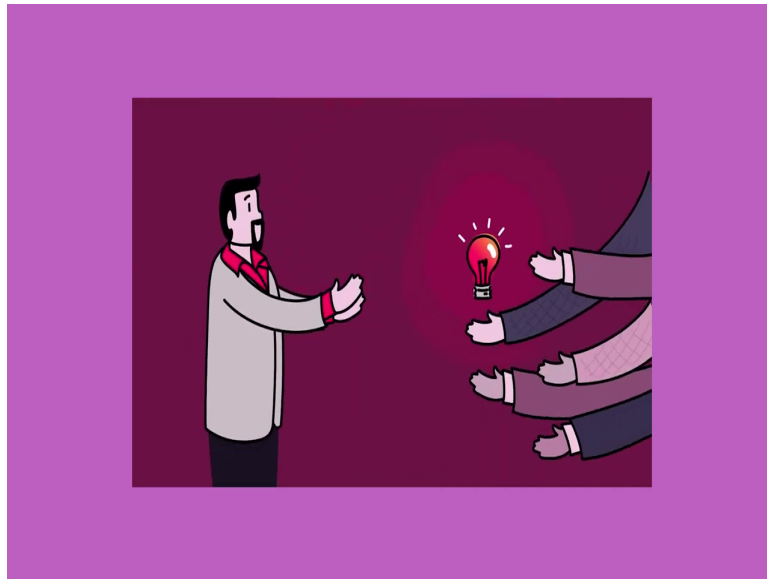
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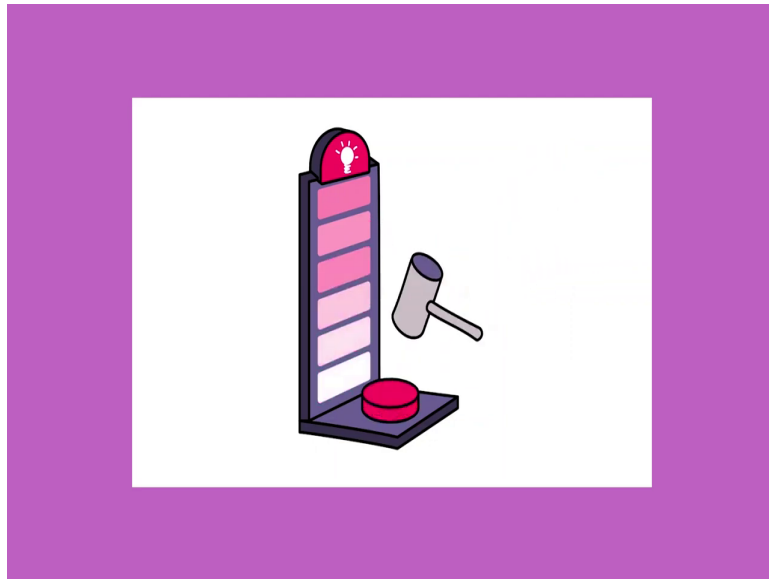


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Three decades after liberalization Indian companies are still chasing the innovation dream. Over 70 percent CEOs in India want their employees to feel empowered to innovate.

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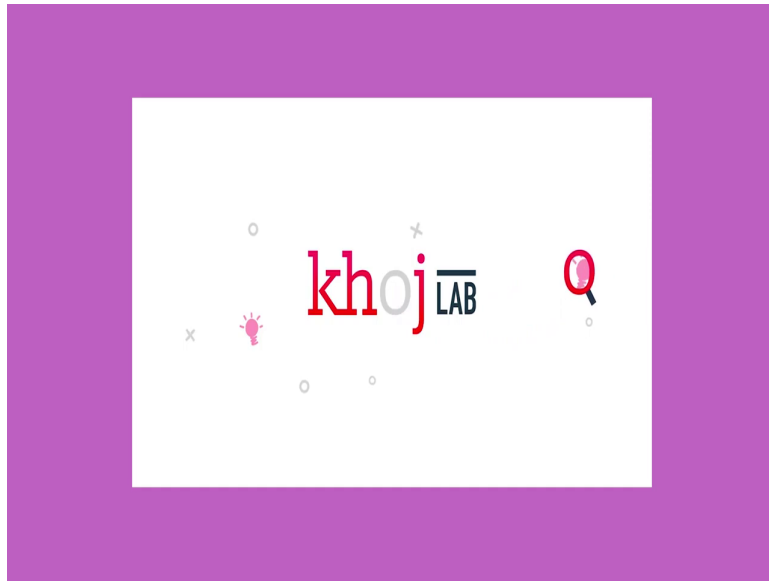
Yet innovation is still ranked as one of the biggest challenges today.

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Is it because we really are not innovative? Is there a problem in our understanding? Why is it so?.

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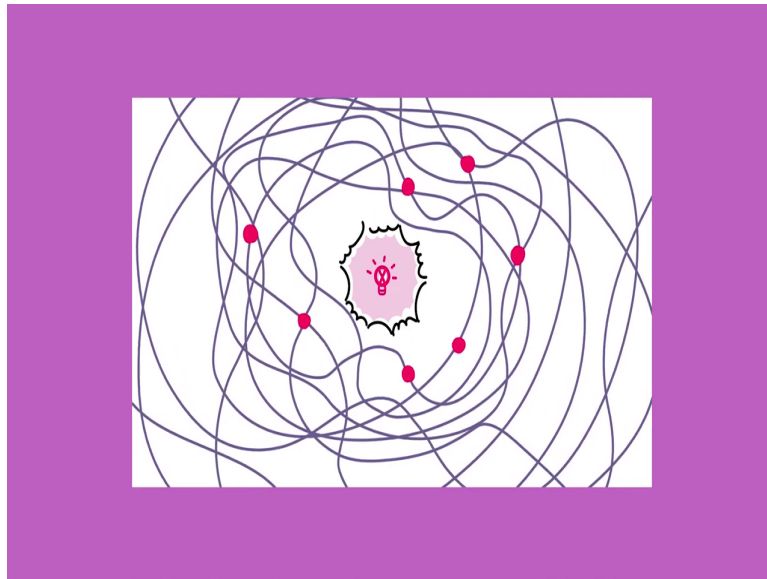
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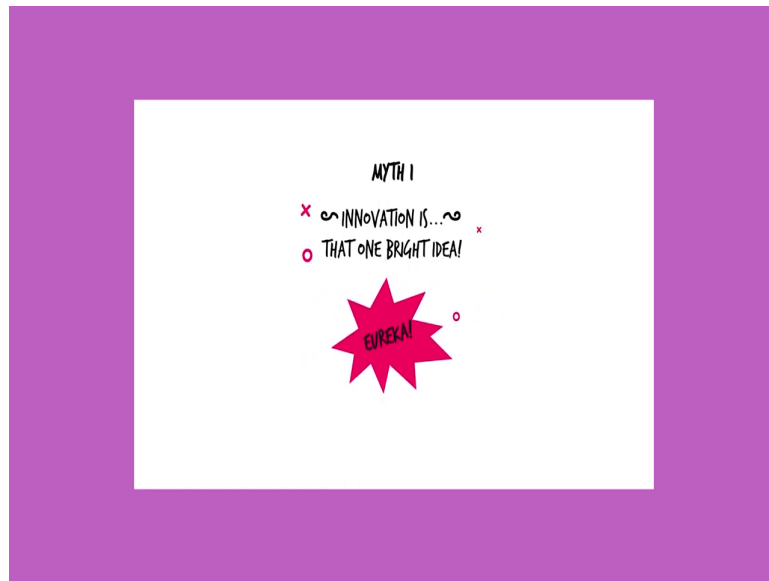


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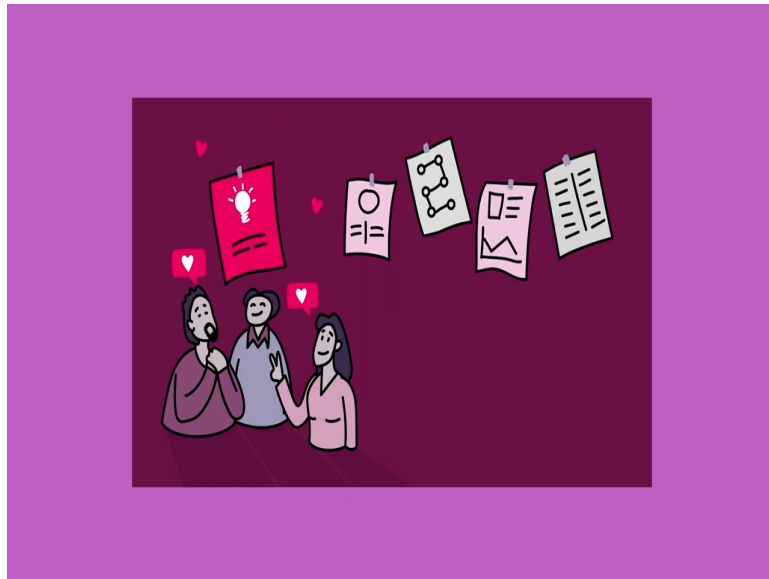


We at Khoj Lab set to find out what is innovation, we searched, we researched, we reached out to thought leaders, designers, academicians, growth officers and we arrived at what is not innovation. From this research we present 7 myths of innovation that are entangling us.

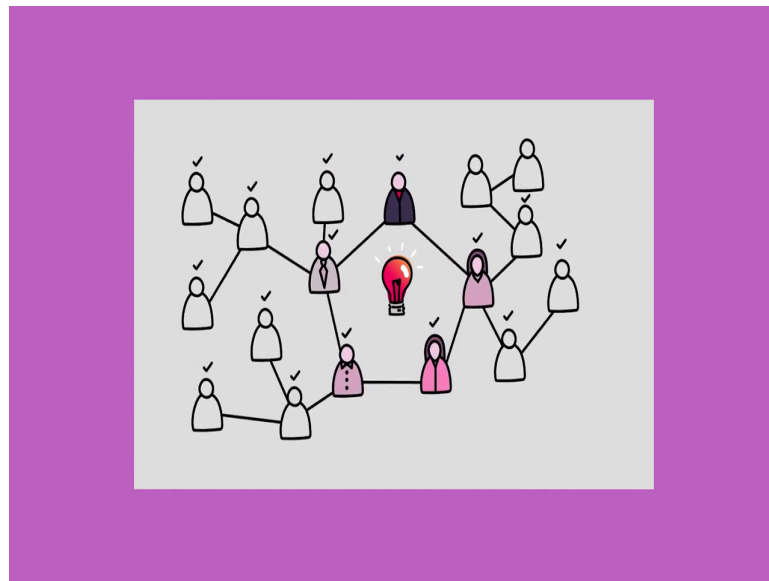
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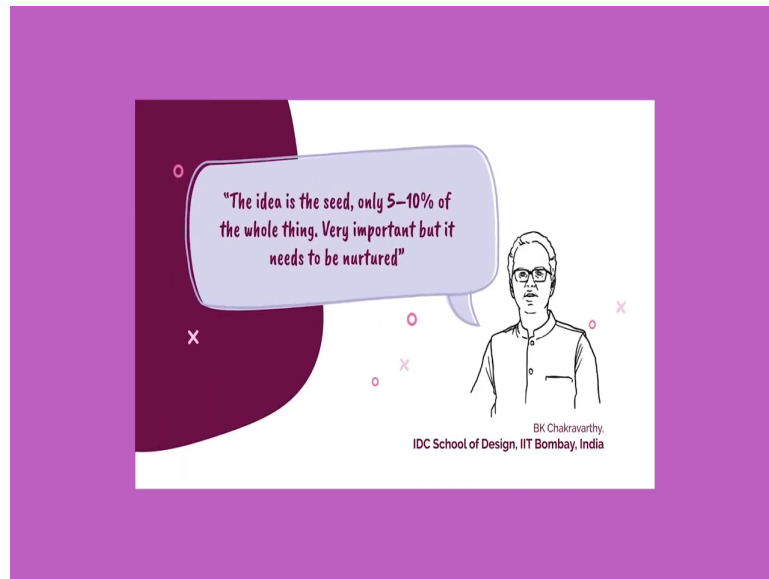


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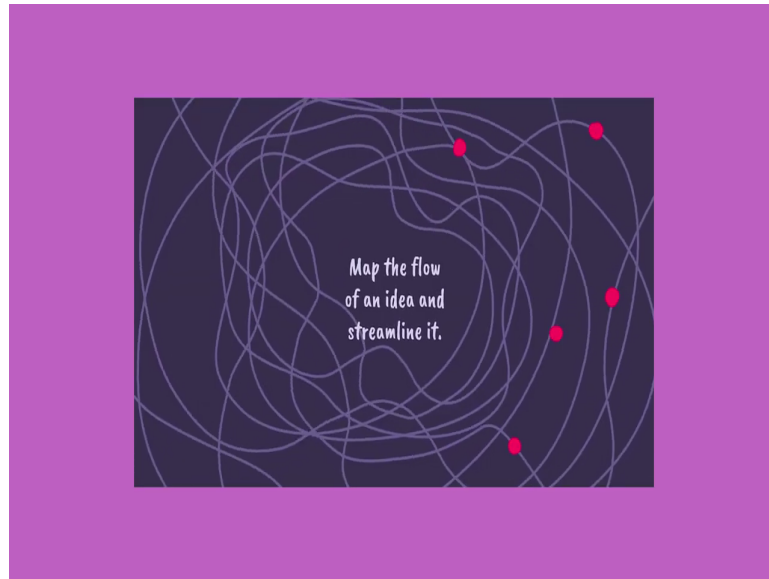
Myth 1, innovation is that one bright idea: this is the most common myth. The problem is romancing the idea as a solution. With little thought about its movement through the organization, it is important to synchronise the idea and manage with your stakeholders as it evolves.

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“The idea is the seed, only 5 to 10 percent of the whole thing. Very important, but it needs to be nurtured.”

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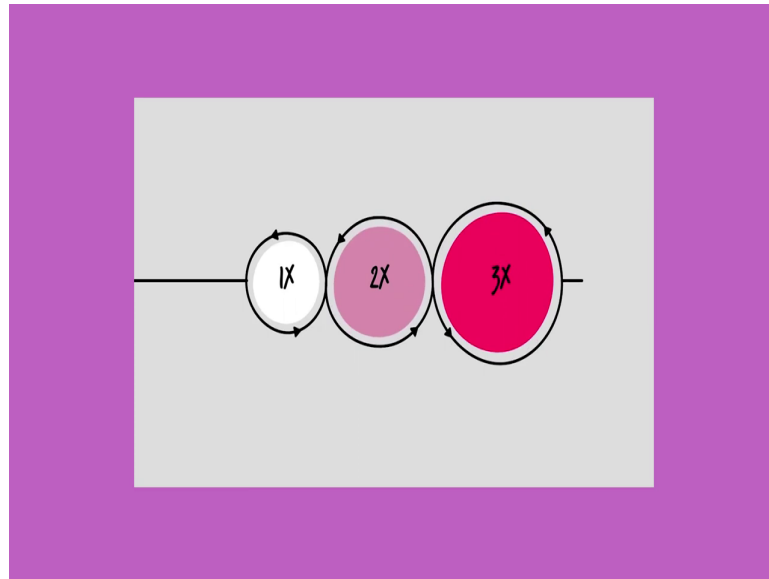


Lesson is map the flow of an idea and streamline it.

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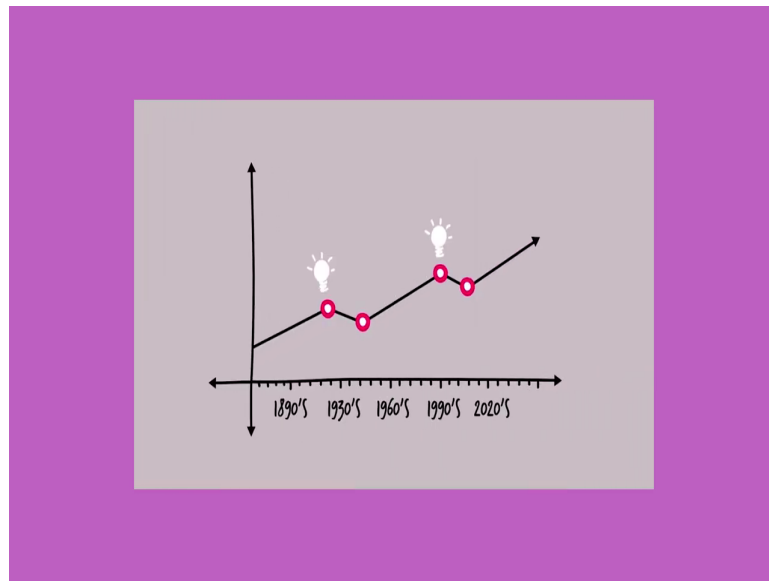
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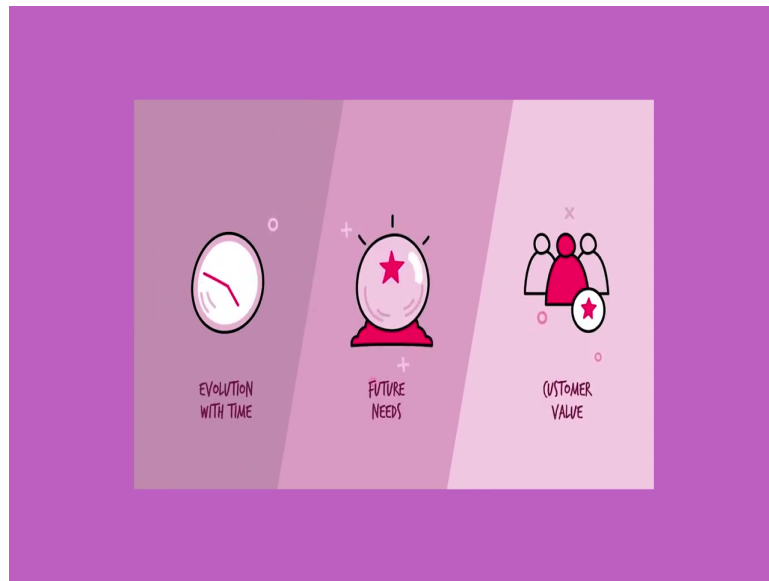


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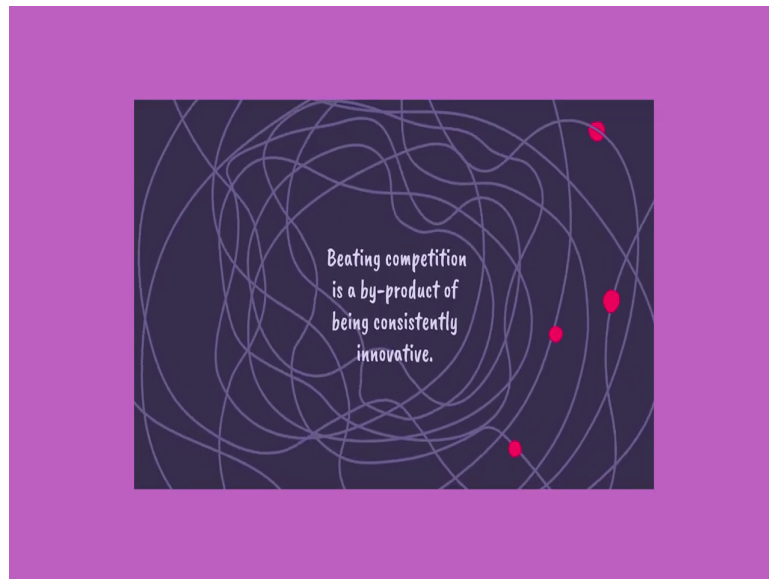
Myth 2, innovation is to fight competition: successful companies focus on genuine improvement they do not innovate to fight competition, Godrej understands to sustain growth, innovation is imperative.

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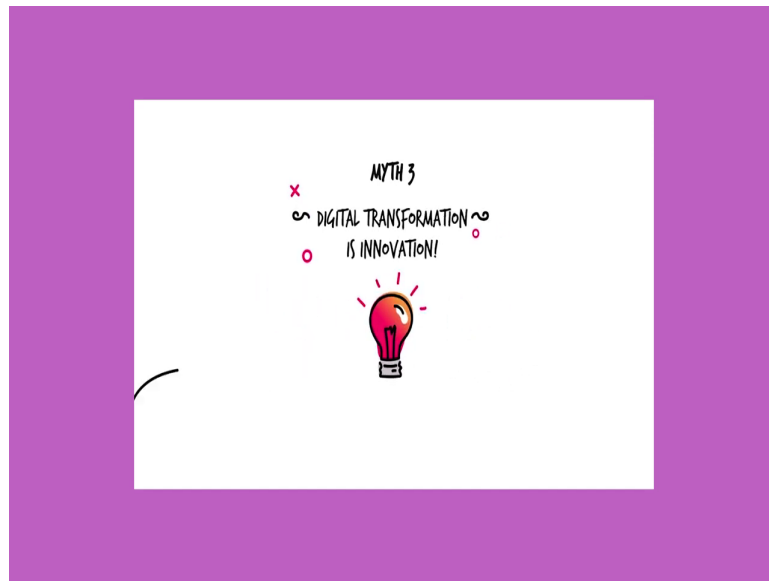
Being innovative means evolution with times, knowledge of future needs and customer value.

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The real goal is to keep looking for opportunities, thereby beating competition is a by-product of being consistently innovative.

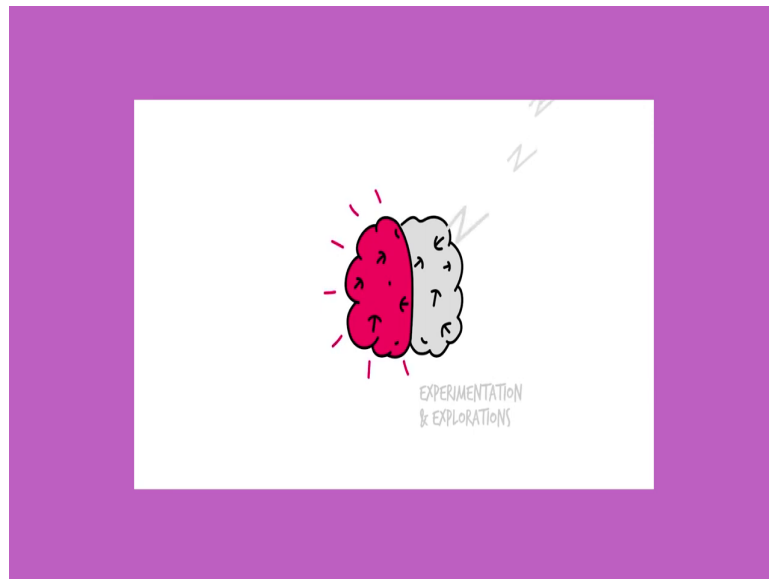
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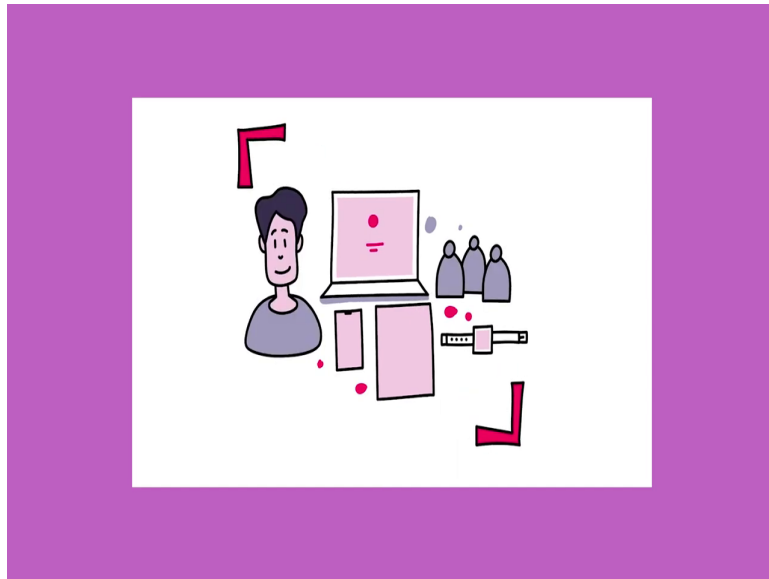


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Myth 3, digital transformation is innovation: most digital transformation projects start with new technology migration without engaging in experimentation or exploration. However, innovation is about identifying problems and finding new ways to solve them.

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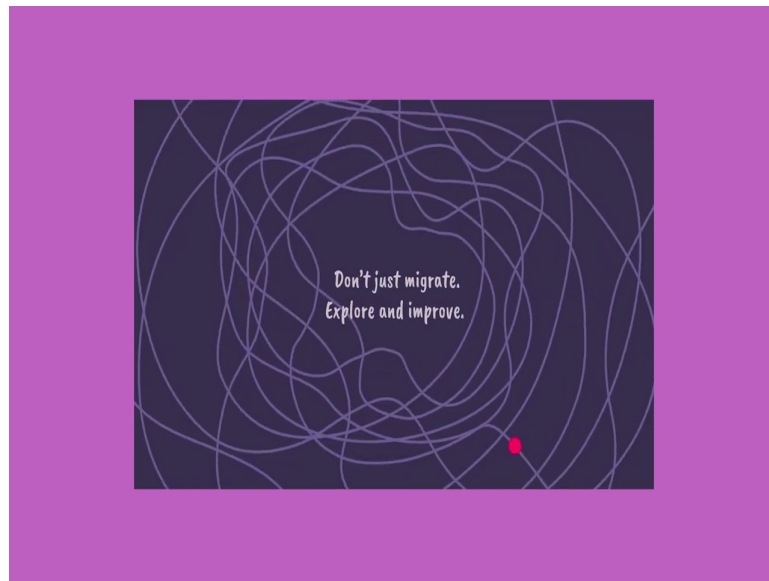


Technology may be an enabler for solving problems, but its not the only solution.

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“Digital transformation is creating the illusion that you are protected” point is do not just migrate explore and improve.

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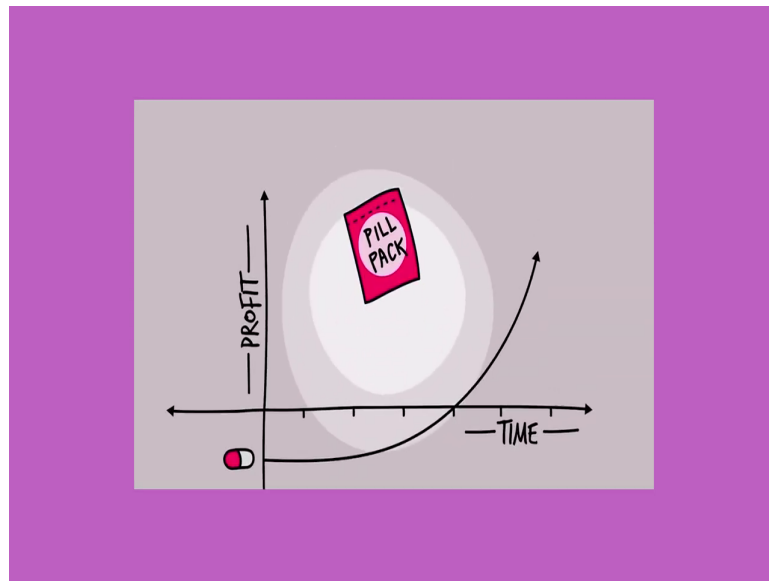
Myth 4, innovation is expensive: there is a common perception that only large companies have the luxury to innovate.

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Truth is the majority of big innovations started cheap, quick and affordable irrespective of the company size.

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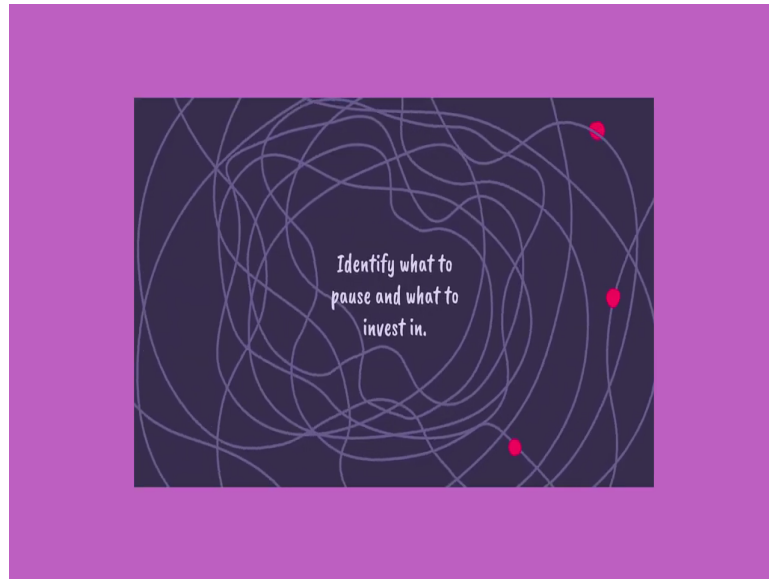
Let us look at pill pack, within 5 years they have grown into a unicorn. Not a single component of pill packs products and services is new to the industry.

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Yet the secret is that they identified a simple human need and aligned the system to make business sense.

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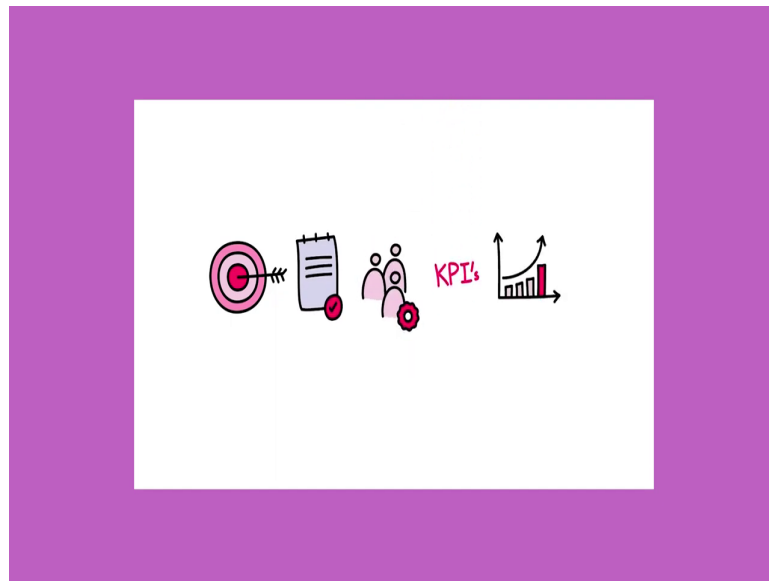


Key is to identify what to pause and what to invest in.

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Myth 5, innovation has immediate return on investment: the way our business mind thinks we set a goal, plan, define the resources, set KPIs and measure progress, but innovation needs small experiments and sometimes experiments fail, key is to take returns from present and invest them in the future.

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"The return on your innovation investment may not be visible immediately. It is not a financial statement you put at the end of the year"

Sunderraman Gopalan
Vice President, Corporate Development,
Godrej & Boyce, India

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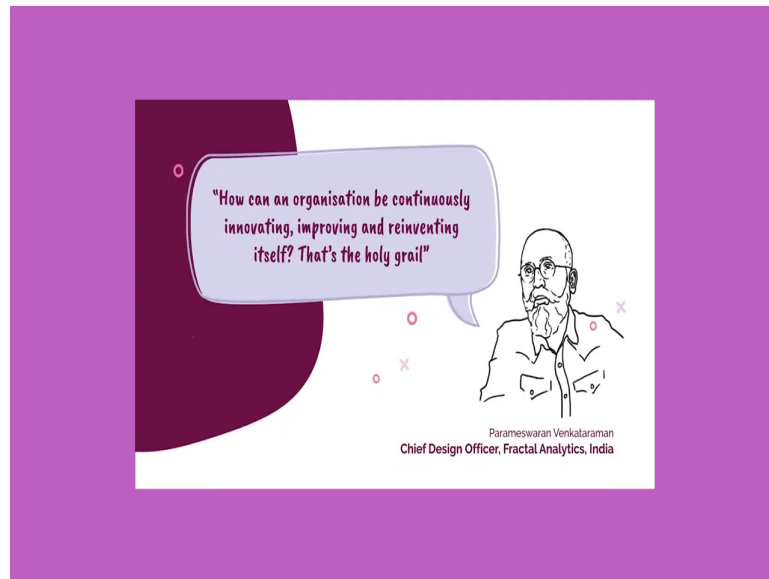
“The return on innovation investment may not be visible immediately. It is not a financial statement you put at the end of the year.” in short experiment. Fail. Reallocate. Reap.

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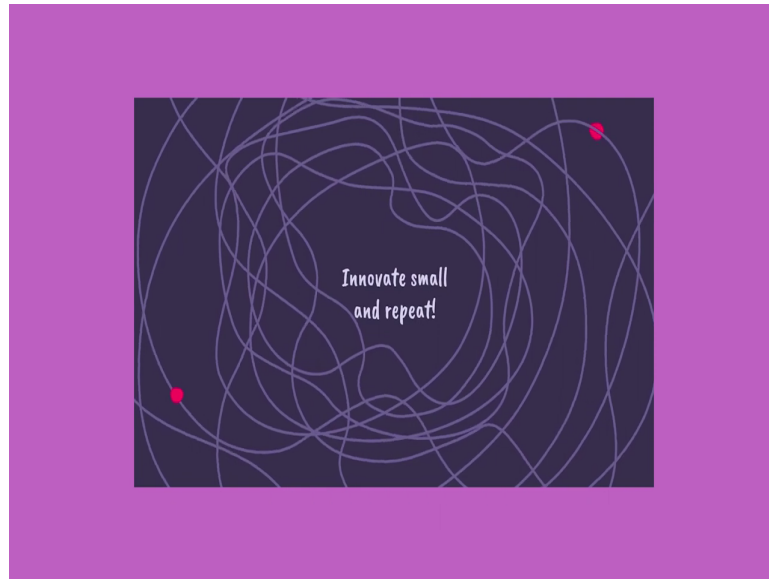
Myth 6, innovation is a one-time act: with advances in technology any disruptions will stay relevant for a short period. Companies need to envision the future with users relevance in perspective. All innovations have a limited era of impact.

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“How can an organisation be continuously innovating, improving and reinventing itself? That is the holy grail.”

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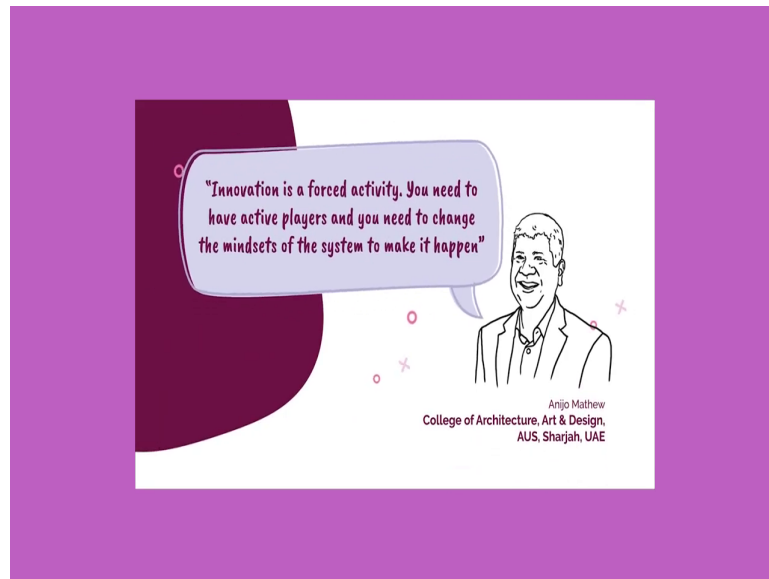
So, innovate small and repeat.

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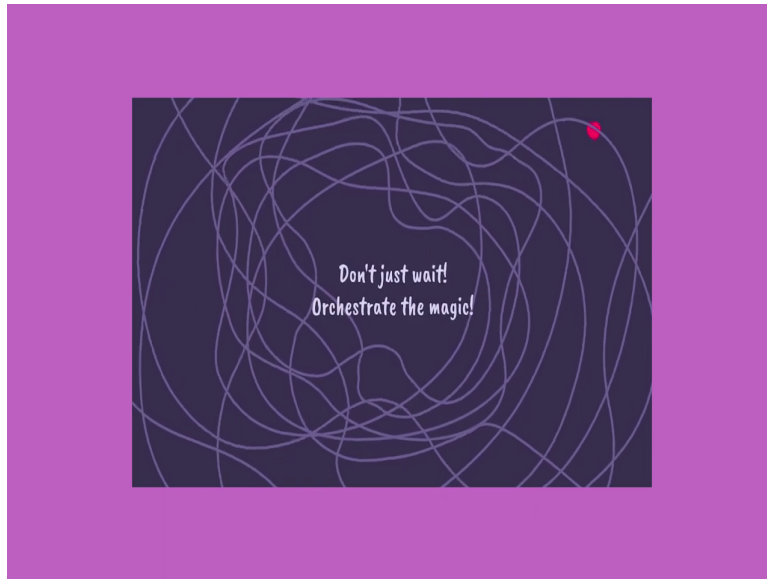
Myth 7, innovation is a natural phenomenon: introducing focused team activities and innovation champions is essential. It cannot be a phenomenon of natural progression.

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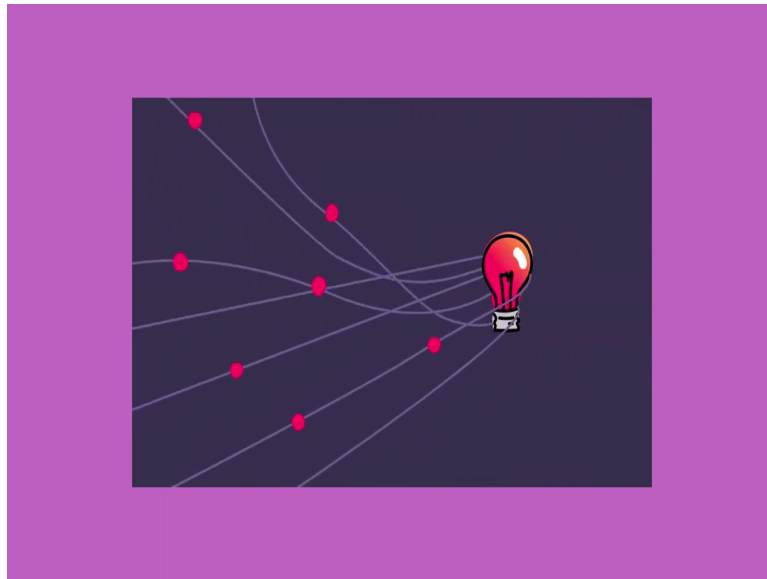
“Innovation is a forced activity. You need to have active players and you need to change the mindsets of the systems to make it happen.”

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Do not just wait, orchestrate the magic.

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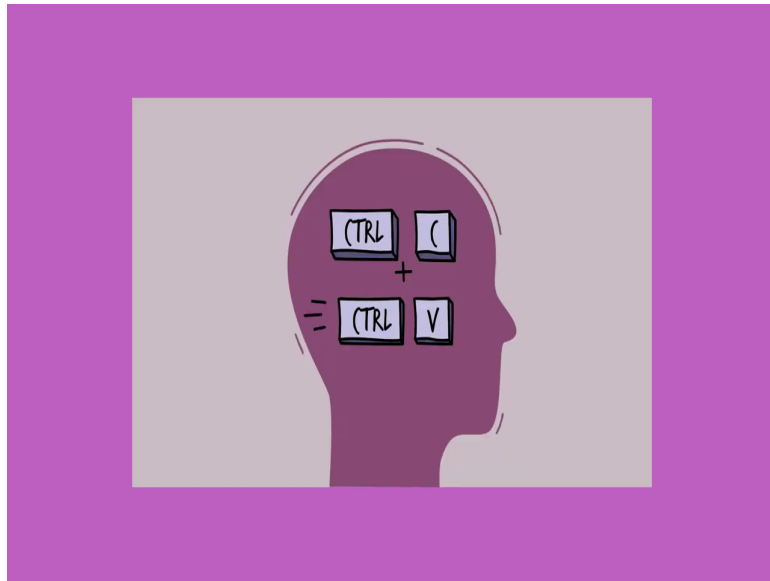


These myths lead to some significant barriers that hamper the success of large corporations in India.

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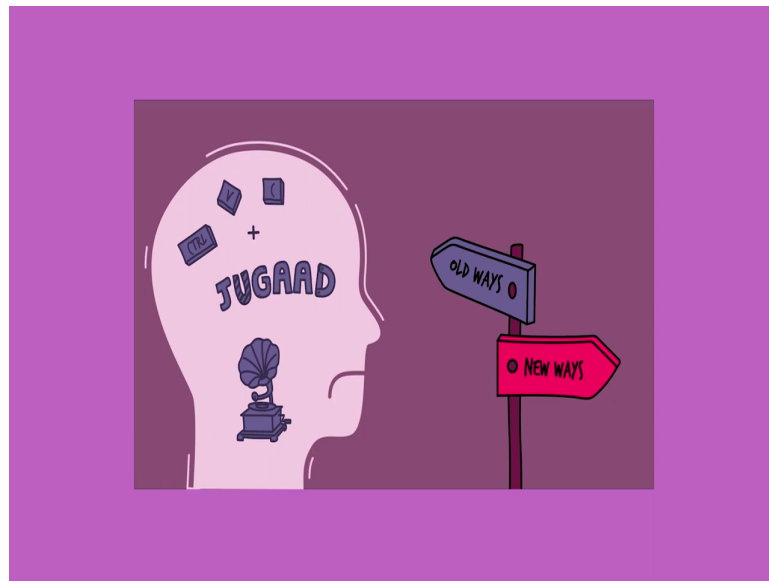


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The Indian mindset is risk averse which leads to a copycat culture, it romances the past and takes pride in Jugaad.

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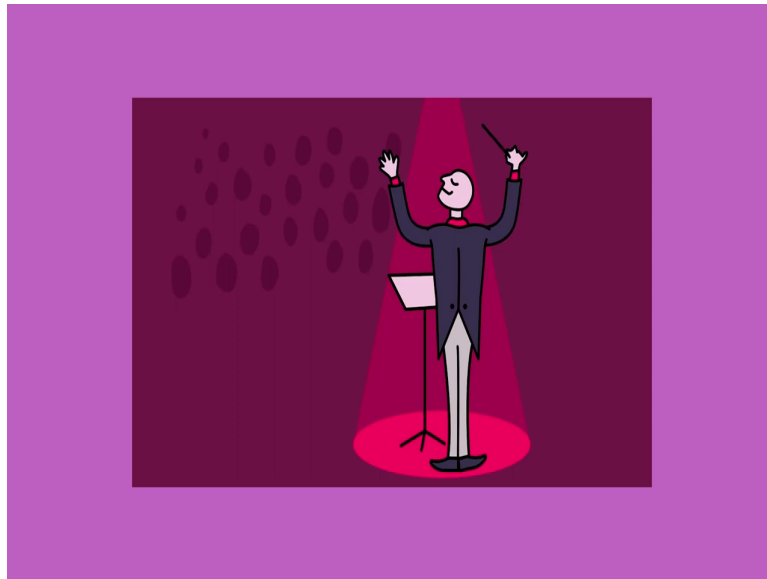


All of these present challenges to embracing new ways of doing business. Now, let us ask again, what is innovation?.

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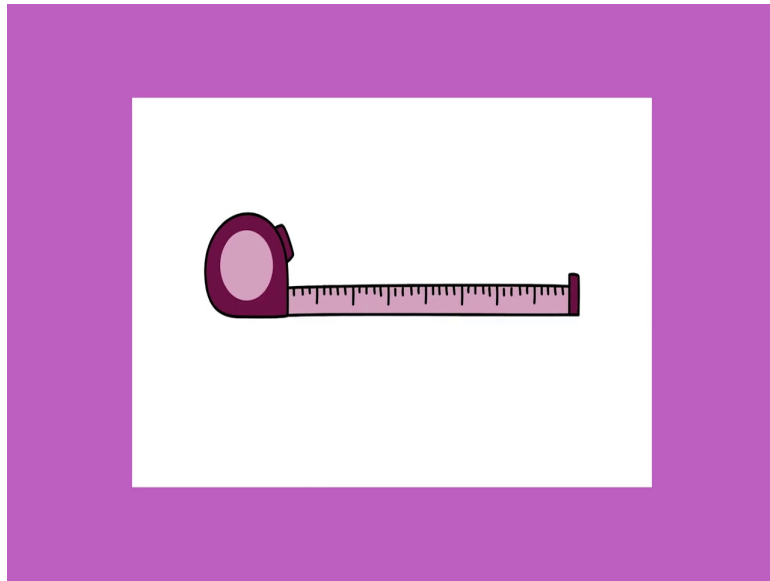


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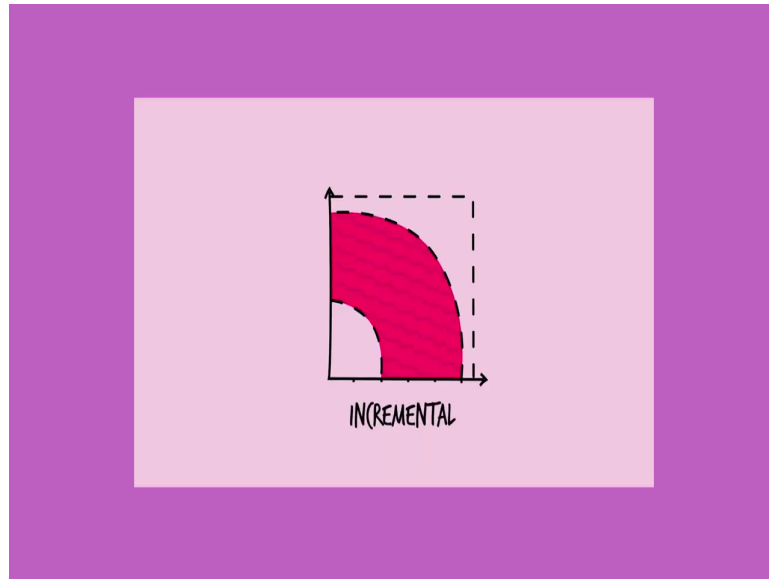


Innovation is to address a need that brings value to the world. It is systematic orchestration of mind sets and activities.

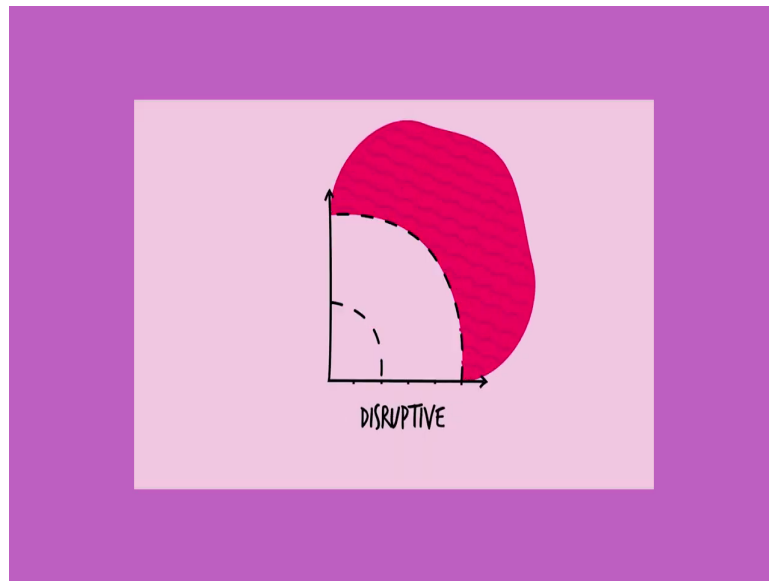
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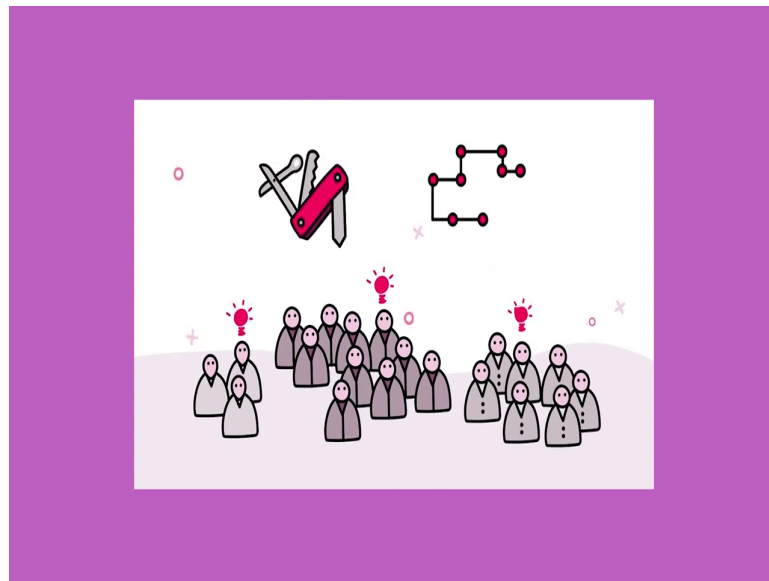


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It can happen at any scale small or big, low risk or high risk, incremental or disruptive, the result is not always totally new.

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Put simply not everyone needs to innovate, but with the right tools and processes any one can innovate.

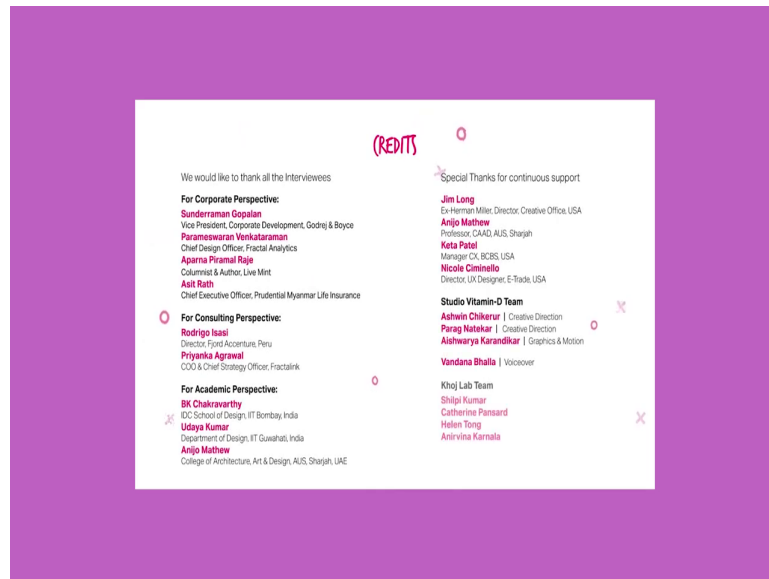
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We are on a journey to explore and impact the innovation landscape in India. Let us join hands.

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Student Question:

How do you get past the industry prevalent 'Jugaad' and copy paste mentality and show the importance of going through the whole process of innovation?

Yes, hello hi thank you for the wonderful presentation and the video. My question was like the jugaad mindset or the copy paste mindset is very well known. Like even in the industry like when you are working with people as well everyone is more into that you can just copy this template, while are you spending the whole time in doing the whole research and design process. So, how do you get past that and how do you like show the importance of going through the whole process and innovative.

(Refer Slide Time: 32:13)

Answer by Shilpi Kumar

1. Changing the **business aspiration**
2. **Disruptive** Idea
3. **Reframing** the problem
4. Identifying **Capability gap**

I do not know, I do not know I think it is a tough one and I think it starts from the leadership and the mindset that they are in. And I think its really about the changing the business aspiration of where the business wants to be. If they want to be a fast follower nobody can stop them from copying technology or an idea and just changing like small thing about it and launching it right.

But I think if the business aspiration is to be disruptive and to be the first mover, I think that has to change first and then; obviously, we have you know you have methods to really come up with so such ideas so that and one of the ways is to actually redefine, reframe the problem.

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Reframe the problem



So, if you know a good example is the MP3 Player, right everyone every organisation was coming up with MP3 Players, the Samsung and all these and Apple could have done the same thing, but what they did is we they really looked at what is the MP3 player doing, what is the problem it is solving and they said ok, it is about listening to the music, but it is also about enjoying and sharing music.

So, what they did is they reframed the problem of listening to music to enjoying and sharing music and they created iTunes right. So, that was the disruption not the iPod. And so businesses have to learn how to first they have to desire to be disruptive or new, not necessarily always disruptive they can just be new and unique right, but then they have to know how to do that. So, a capability gap is also often a problem, where they want to do disruptive, but they do not know how to do it how to approach it so.

Very nice yeah.

In.

Ask some questions I am enjoying this.

Great.

Great presentation first of all, I wanted to know actually how do you tackle the language barrier, if that has been an issue at some point of time.

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Student Question:

How do you decide which approach to take for the analysis of interviews and workshops you conduct?

And also how the second question is how do you decide which approach to take for analysis of interviews and the sections and workshops that you have conducted? Yeah those are the two big questions.

Two big questions. So, one is the language barrier. So, are you talking about the literal language barrier like 5 languages at the workplace?

I was talking in reference to conducting interviews, say if you are going into.

Oh.

And you are not familiar with the language but.

They have to establish wrap (Refer Time: 34:34) with the.

Right, so there are two types of language barriers one is really literally the language barrier right. So, we overcome that by hiring translators. So, we just go with translators and do it, we just conducted a 7 country study, where we had Japan, Hong Kong, Brazil, Mexico.

So, we hired translators and we just did the conducted and we have made sure that the digital platforms that we were using for the ethnography which because of Covid we could not do in person. So, we used a digital ethnography to tool and we have just chose the platform to ensure, by ensuring that it does take language you know different languages and stuff. So, they could translate it in Japanese and then we could you know.

Which approach? How do you decide which?

This that is a that is ok, that is my Master's degree by the way, that is design methods.

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Answer by Shilpi Kumar

1. Start with the Primary Objective, Secondary Objective and Tertiary Objective of the project.

That is so, but in a simplistic way, I start with the primary objective you know primary objective of the project that you are dwelling into, then we look at secondary and tertiary objectives as well.

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Answer by Shilpi Kumar

2. Framing **Research Questions** tied to the objective (questions that you are trying to answer for the stakeholders)

And then tied to that objective I always have research questions. So, these are now the questions I am going to ask the people, these are questions that I am trying to learn or answer right for the stakeholders. So, say listing you know 5 to 10 questions or it does not matter how many, but and then tied to each question or set of questions I categorize the questions in terms of the method.

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Answer by Shilpi Kumar

3. Categorizing the questions in terms of the method.

So, I always like 2, 3 different methods for different studies because I feel like its a combination of analytical thinking and in tuition right. You cannot forget I mean we are designers and even research has a lot of intuition and creativity in it. So, I to totally believe that a new method will lead you to different inspirational ideas.

So, that is a key, so, I think it is really about what questions you are trying to learn and what is the best method to achieve answer those questions. So, its a really structured approach that we take and it is a I am yeah, I think you can probably IDC has a whole class on it I do not know.

But its a whole process that, but the best simply to describe it is these three steps you know you write your objective, your research questions and then say how am I going to answer this question, maybe we do some expert interviews to learn about that or do secondary research

test research to do that or do ethnography follow a long's or in home study you know. So, its a combination on that.

Could you recommend some programmes or just habits to develop to become a better qualitative interviewer?

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Never ask a **'DO'** question or a **'WHY'** question

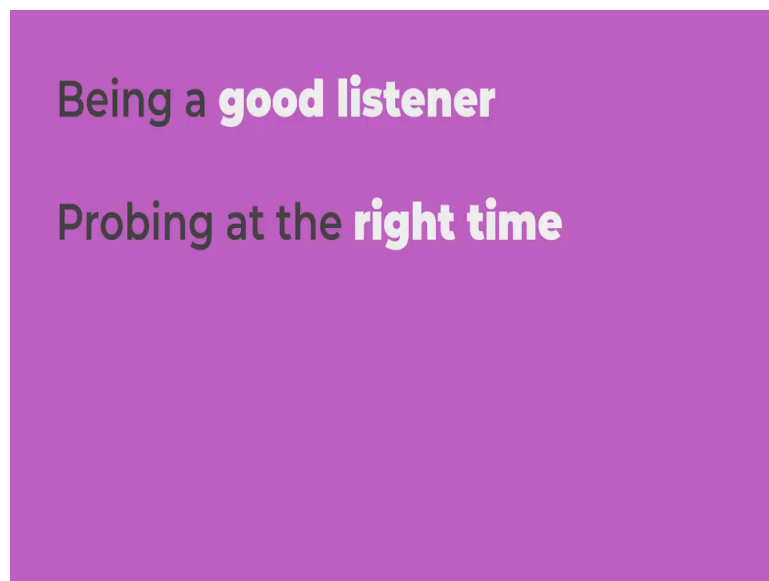
Build **rapport** and **trust** with the interviewee

Again, that is a whole class, we can talk about, but I think some simple rules are never ask a 'do' question or a 'why' question like its avoid that, because when you ask do you do this it is like kind of assuming and leading you know when you ask why it sounds judgmental. Like why do you do this? I mean you never ask those questions and then also use a like a funnelling kind of approach where you warm up.

It is almost like if you listen to Radio Jockeys right like they have them do interviews and it is an interesting way of how they build relationship, you know warm up the thing get comfortable because the biggest insights come towards the end of the interview always. It takes like even you guys look at it, first question came after 2 minutes, now you are like pouring questions right, like you build that rapport with me.

So, it is about building rapport, making the interviewee very comfortable with and trust you know, there is a trust building thing to happen. So, I think the interpersonal skills are really important and you know being a good listener and probing at the right time is very important.

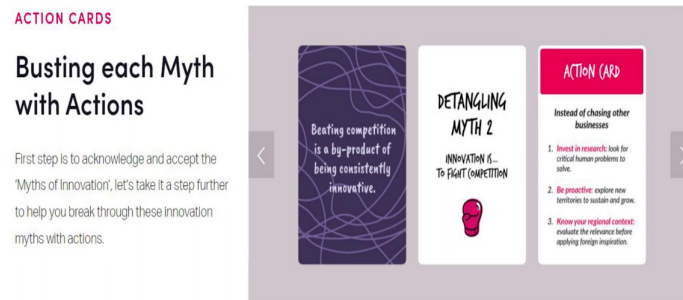
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So, there are key methods that you use and the way we prepare for an interview and what probes we prepare and you know how we even set up you know, how we recruit and set up.

Who we are interviewing and how we set expectations with that person is also very important.

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(Image Credits: Khoj Lab)

So, just as a side note like you can go on our website and the narrative section and you will find a lot of this information, but we actually ended up creating a lot of cards, action cards for each myth. You know what is the kind of call to action and then what are the things you can do actually to mitigate this myth. So, I mean there are many of that.

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Shilpi Kumar
Founder, Khoj Lab



Catherine Pansard
Senior Design
Research/Strategy
Consultant



Helen Tong
Senior Design
Research Consultant

(Refer Slide Time: 39:16)



Renu Zunjerwad
Ph.D., User Researcher



Nyurka Fernandes
Communication
Designer



Surabhi Gokhale
Communication
Specialist

(Refer Slide Time: 39:22)



Ashwin Chikerur
Artist+Designer



So, this is our small crew, it is a ever growing and expanding kind of a team. So, there are many contractors beyond these, that we leverage to do our projects and we have studio vitamin d actually as a design partner.

So, they work on our creative work. So, Ashwin he is a graduate of IDC as well and he actually and his team actually created the animation that you saw.

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<https://shilpikumar.medium.com/>

<https://www.linkedin.com/company/khojlab/>

<https://www.facebook.com/khoj.lab>

<https://www.instagram.com/khoj.lab/>

https://twitter.com/khoj_lab



We are on social so please go and follow us on Instagram, Facebook, Twitter and LinkedIn, we would love to grow our community and you know share. So, we promised ourselves in you know last October where we started our social presence that we are going to focus on just thought leadership. So, no marketing gimmick and all of that we are just going to focus on sharing our frameworks and knowledge. So, if you are interested in the things that I said today you will get a lot of that from our social so.

Fabulous Shilpi, it is wonderful to see how your methods.

Yeah.

Are very interesting you know. So, wonderful and Shilpi be we like your name a lot, the you know Khoj Lab, it resonates with all the Indians quite a bit. I do not know how the other

people see it, but it is fabulous and you know like all the best and you know wonderful presentation and very good narrative and thank you so much and you know the and all the best.

Yeah.

And you know like we will catch up again.

Ok, thanks so much.

Have a good day.

Bye, bye; yeah enjoy.