

Business

Design Thinking Business Casebook 2019

D E S **I** G N

T H **I** N K **I** N G

B U S **I** N E S S

C A S E **B** O O K

2019

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FOREWORD

The alignment of Vocational Training Council strategy and government mandate has seen many new initiatives rolled out by Business Discipline in recent years, including the promotion of Design Thinking, Project-based Learning, Workplace Learning and Assessment, and Technology-enhanced Learning. Module syllabi have been enhanced with technology applications and integrated with Artificial Intelligence, Blockchain, Cloud Computing and Data Analytics. This nurtures the skills and mindset of the young people to better compete in the fast-changing digital world.

Much emphasis has been placed on strengthening students' competencies for creating value to industry and bringing innovative ideas to life. To groom the next generation for critical thinking, and Design Thinking capabilities, we launched a new Discipline Core Module "Design Thinking and Entrepreneurship" in AY2018/19. Besides, the first "Design Thinking – Business Case Competition" was organized in May 2019, encouraging students to learn and apply skills.

This casebook presents the fundamental concepts, and step-by-step instructions, for how to apply Design Thinking. It is an effective guide to facilitate the learning of the concept and stimulate innovative, achievable solutions that will ease business challenges.

Dr Wallace Lam
Academic Director
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Creating the “Flying Beyond” passenger experience

Stanley Kan, PhD | David Chung

Hong Kong Airlines (HKA) developed a breakthrough innovation strategy based on the theme of “Flying Beyond”, where going “beyond” means constantly exceeding customer expectations and pushing boundaries. It represented the desire of HKA to make every journey more enjoyable, and help passengers achieve their aspirations.

Most airlines select first/business class as the strategic focus. HKA, however, extended its corporate strategies to economy class. This included young couples and executives, families with kids, musicians, photographers, and so forth.



Stage 1 & 2: Discover and Define

Designing the WOW passenger experience is about injecting purpose and empathy into everything the airline business does. HKA is targeting the economic class for its WOW experience. After building empathy with the passengers, the team discovered a gap between existing and expected passenger experiences in this phrase.

Stage 3 : Develop

The project team crafted a powerful “how might we” statement: How might we give a sweet surprise to a family? After analyzing passenger details and travel purposes, they discovered that a number of passengers fly on birthdays or honeymoons. The team prepared a final proposal with several innovative services, including “Sweet Birthday Fun”.

Stage 4 : Deliver

The team produced a number of inexpensive products, such as VIP lounge invitations, souvenirs, and greeting cards (signed by cockpit and cabin crew) with a “congratulations” message for passengers traveling on birthdays, weddings or anniversaries.



Two Significant Innovations



Musical Instrument Protection

According to the general service standards of most airlines, passengers are not allowed to take musical instruments into the cabin. They must be checked in. This increases the potential for risk and damage to instruments when musicians are on a trip. The Musical Instrument Protection service provides protection cases, free of charge, for musical instruments that are within specified dimensions and weight.



Happy Angel

This aims to provide dedicated services to smoothen a family's journey. A Happy Angel, wearing a specially designed pin, proactively assists kids to settle in their seats, provides priority inflight meals, and offers a gift to create a sweeter and warmer experience.

Conclusion

The innovation objectives of HKA comprising the following measurable deliverables.

1. Financial

- Accumulated 7 million passengers in 2017

2. Customer

- Ranked 2nd in Skytrax "Best Regional Airline: Asia" - Skytrax World Airline Awards
- Cross-Company Excellence Award - Outstanding Customer Service 2016, Hong Kong International Airport

3. Internal Process

- IATA Fast Travel Gold Certificate, International Air Transport Association (IATA)

4. Learning & Growth

- Award for Excellence in Training and Development 2017, HKMA
- Most Innovative & Award Gold Award, HKMA

We would like to thank Dr Stanley Kan, Consultant, Hong Kong Airlines and Mr David Chung, Founder, InnoEdge Consulting for sharing their expertise and experiences. Their contributions are invaluable and gratefully appreciated.

The Business Discipline would like to express our sincere gratitude to the following people for their contributions.

- Dr Stanley Kan, Consultant, Hong Kong Airlines and Mr David Chung, Founder, InnoEdge Consulting for sharing a business case: Creating the “Flying Beyond” passenger experience.
- Mr Inno Man, Founder, COXO Community and Mr David Chung, Founder, InnoEdge Consulting for sharing a business case: Creating Unlimited Business Opportunities for an Insurance Sales Force.
- Staff of Business Discipline for their generous support. A special thanks goes to the Project Supervisors: Ms Ivory Chan, Mr Sunny Chan, Ms Lilian Chow, Mr Louis Kwok, Mr Samuel Ko and Ms Meigi Wong.

- All of the students who have contributed their work herein, from HD in Banking and Finance; HD in Customer Services for Aviation & Passenger Transport; HD in Human Resource Management; HD in Public Relations & Media Business; and HD in Retail and Merchandising Management. Names are listed in alphabetical order for each project:

Retail Technology Application for Convenience Store

- Chan Chun Yip
- Lui Cheuk Hung
- Zhu Cheng Bin
- Chow Cheuk Hei
- Yuen Lok San

A Study of Staff Training in a Photofinishing Chain

- Kwok Wai Lok
- So Tsz Hin
- O Ho Kwan
- Wong Ka Kin

Say No to Disposable Bottles

- Chan Hin Wai
- Chung Cho Laam
- Ng Yiu Chung
- Cheung Cho Ting
- Long Chi Wai

Explore the Usage of Current Recruitment Booth and Investigate Possible Improvements to Enhance Effectiveness

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- Tse Wing Cheong
- Poon Kai Yuen
- Tai Hiu Laam
- Yip Hoi Mei

Reshaping Customer Experience in Retail Banking Through Technology

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- Ma Hei Man
- Cheung Wing Kin
- Hui Wai Lan

Improve the Self Check-in System in Hong Kong International Airport

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- Kwok Shun Yan
- Lo Chung Yin
- Kan Cheuk Wang
- Lam Sum

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Published by

Vocational Training Council
Business Discipline
www.ive.edu.hk/ba

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