

Deloitte.



GARAGE

**REINVENTING THE CUSTOMER EXPERIENCE
FOR NEW GROWTH**

Dr. Marc Sniukas


[the
garage]

ProSiebenSat.1 Group The Power of Television

We have it. 
 More

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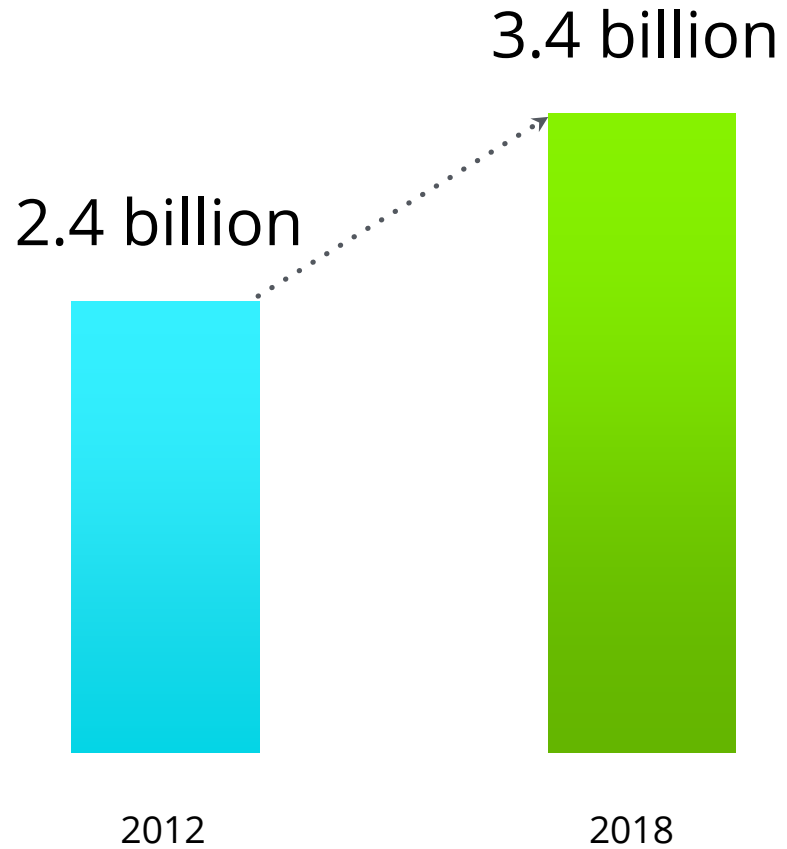
Stock Price 11/3/2012



21.98€
-0.11 %

Our brands

All brands 



+1 billion

+42%

HOW?





Why Design Thinking?

A man in a dark shirt and glasses is standing and pointing at a large floor plan projected on a wall. The floor plan is overlaid on a photograph of a meeting room with several people seated at tables. The floor plan includes labels for various areas: 'Blue Studio 1', 'Blue Workroom', 'Conference', 'Yellow Lounge', 'Yellow Studio 4', 'Red Lounge', 'Media Studio 7G012', and 'Green Studio 3'. The man is gesturing with his right hand towards the plan. The background shows a modern office environment with large windows and people engaged in discussion.

IBM Hired Hundreds of Designers to Figure Out What Customers Want

Big Blue and other tech services companies have embraced 'design thinking,' a problem-solving philosophy that leads to products people actually want to use.

300% ROI of Design Thinking at IBM.

Over a 3 year period.

Cut cost by accelerating projects

\$20.6 million

Reduced risk and increases portfolio profitability

\$18.6 million

Streamlined organizational process efficiency

\$9.2 million

2x

faster time to market

75%

reduced design time

33%

reduced development and testing time

Increased Innovation Performance.

OBSERVED PRACTICES OF DESIGN THINKING

Deep Understanding of User Needs

Heterogeneity of Teams

Dialogue-based Conversations

Multiple Solutions winnowed through Small Bets

Creation of Structured and Facilitated Process

MECHANISMS IMPACTING INNOVATION PROCESSES

- Develops user-driven criteria for ideation
- Reframes problem to solve more promising problem
- Alignment of team members perspectives
- Enhances ability to pivot
- Emotional engagement

- Expanded repertoire of teams leads to high order solution
- Build local capabilities to solve new problems
- Broadens access to networks and pooled resources
- Creates alignment across differences
- Enhances willingness to co-create

- Focuses on surfacing assumptions
- Fosters team alignment and collective learning
- Builds engagement and trust
- Provides a social technology for better dialogue
- Allows unique solutions to emerge during process

- Reduces investment and visible failures
- Reduces cognitive biases
- Allows champions to emerge
- Encourages learning mindset and action orientation

- Increases psychological safety
- Allows sporadic involvement of key stakeholders not on core team
- Helps manage cognitive complexity
- Incorporates coaching to improve quality and confidence

IMPACT ON INNOVATION OUTCOME

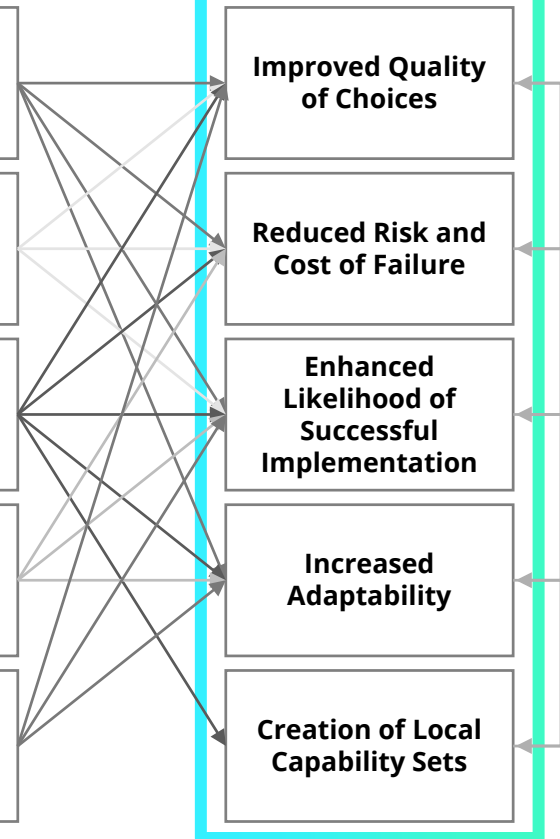
Improved Quality of Choices

Reduced Risk and Cost of Failure

Enhanced Likelihood of Successful Implementation

Increased Adaptability

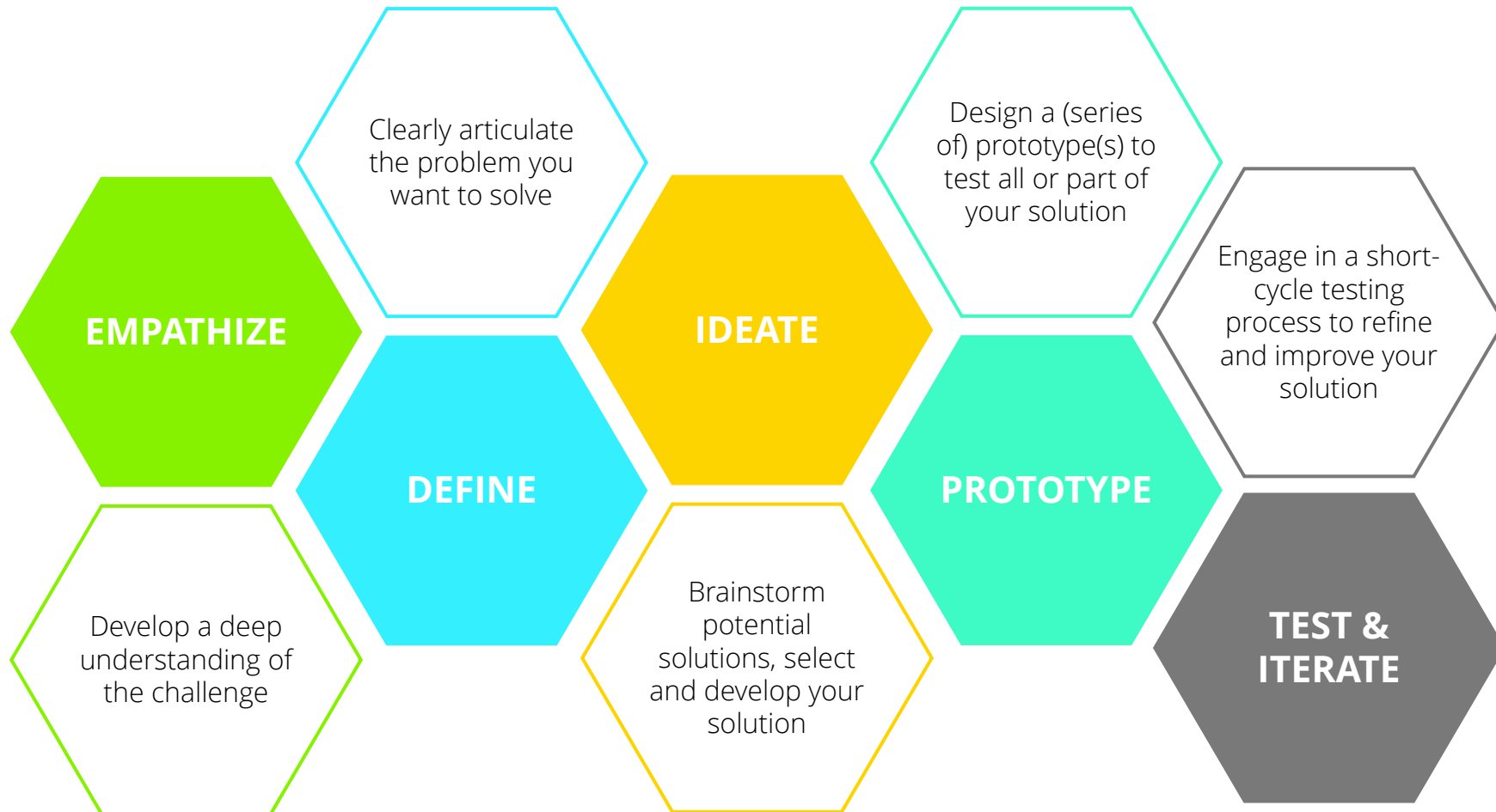
Creation of Local Capability Sets



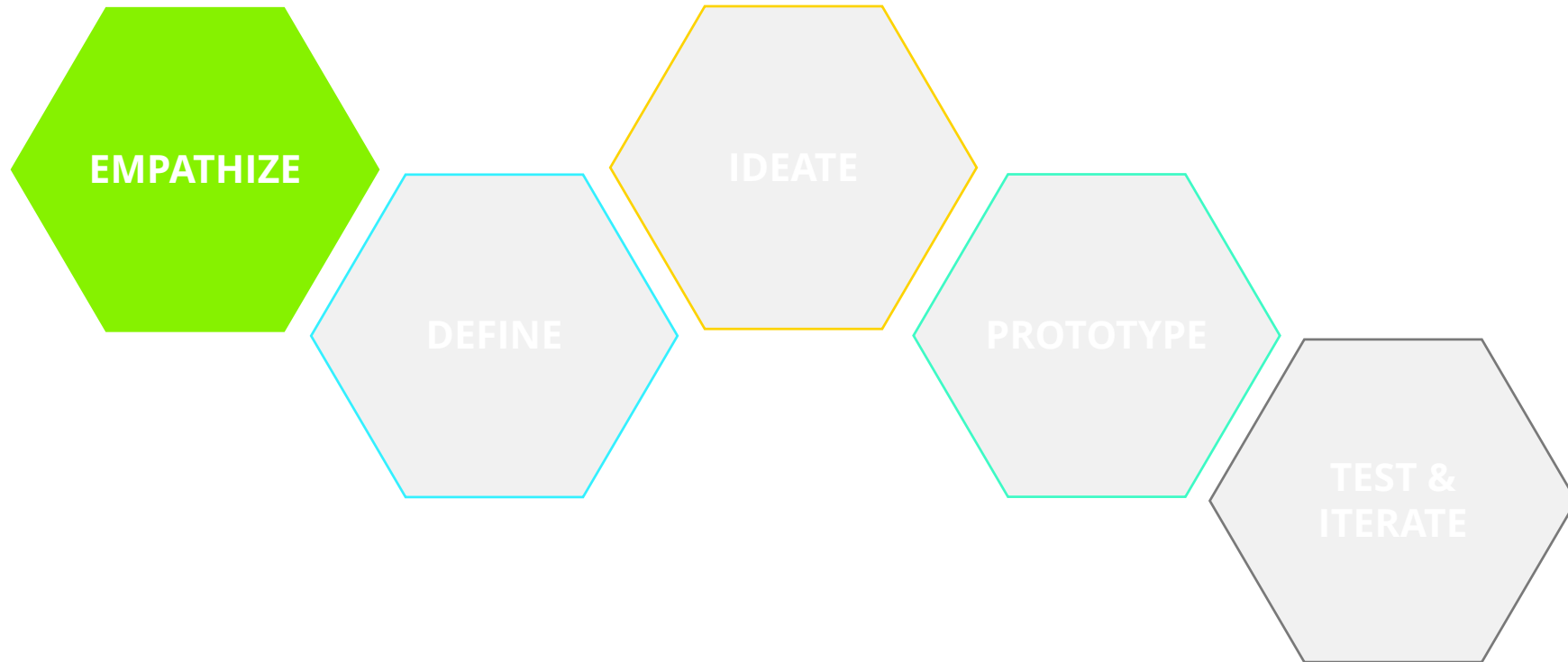


What is Design Thinking?

Design Thinking: Process.



Design Thinking: Process.



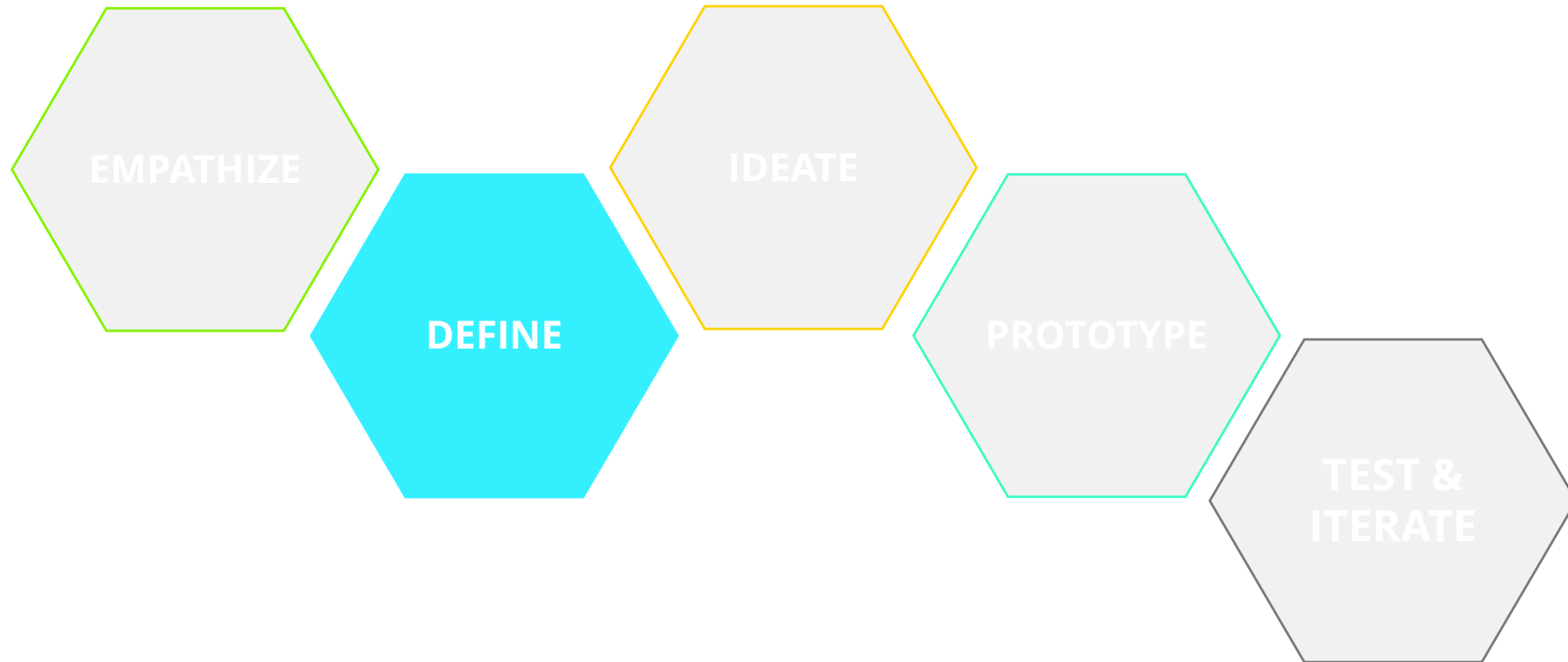
7
INNOVATION
GROWTH
NEW MARKETS

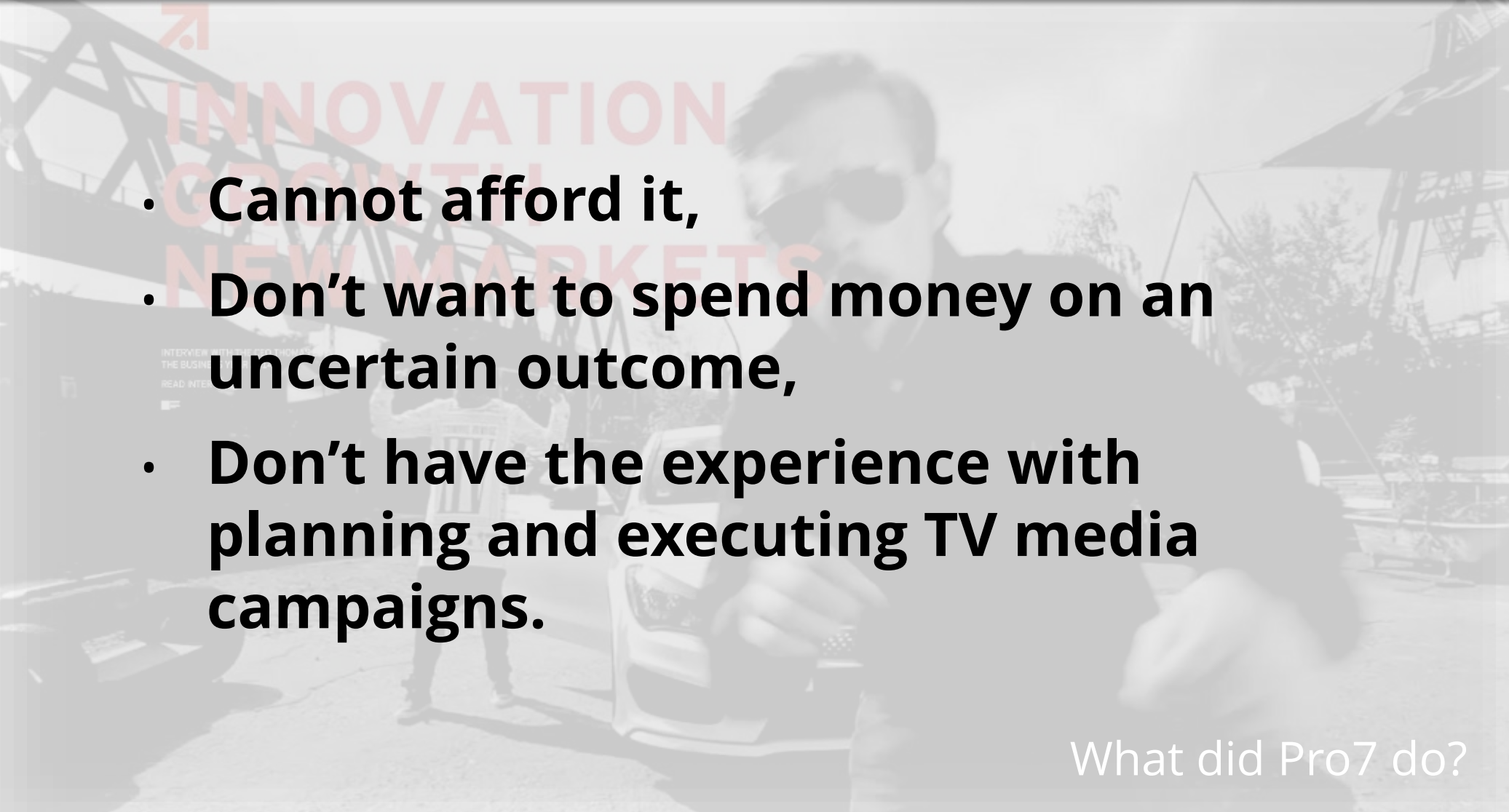
INTERVIEW WITH THE CEO THOMAS
THE BUSINESS YEAR 2014
READ INTERVIEW

Start-ups and Small and Medium Sized Businesses

What did Pro7 do?

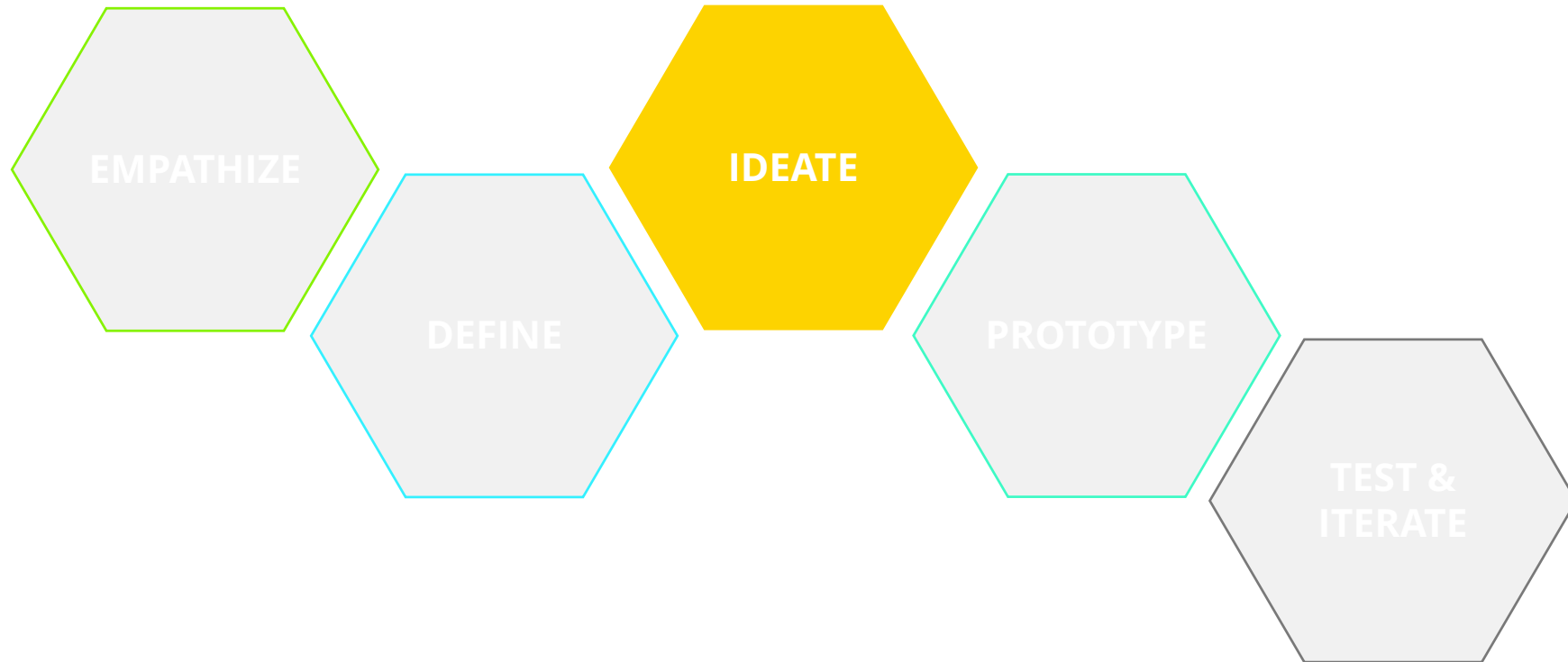
Design Thinking: Process.



- 
- Cannot afford it,**
- Don't want to spend money on an uncertain outcome,**
- Don't have the experience with planning and executing TV media campaigns.**

What did Pro7 do?

Design Thinking: Process.





**OFFERING &
CUSTOMER EXPERIENCE**

Access to media for free
Media strategy
Media planning
Production

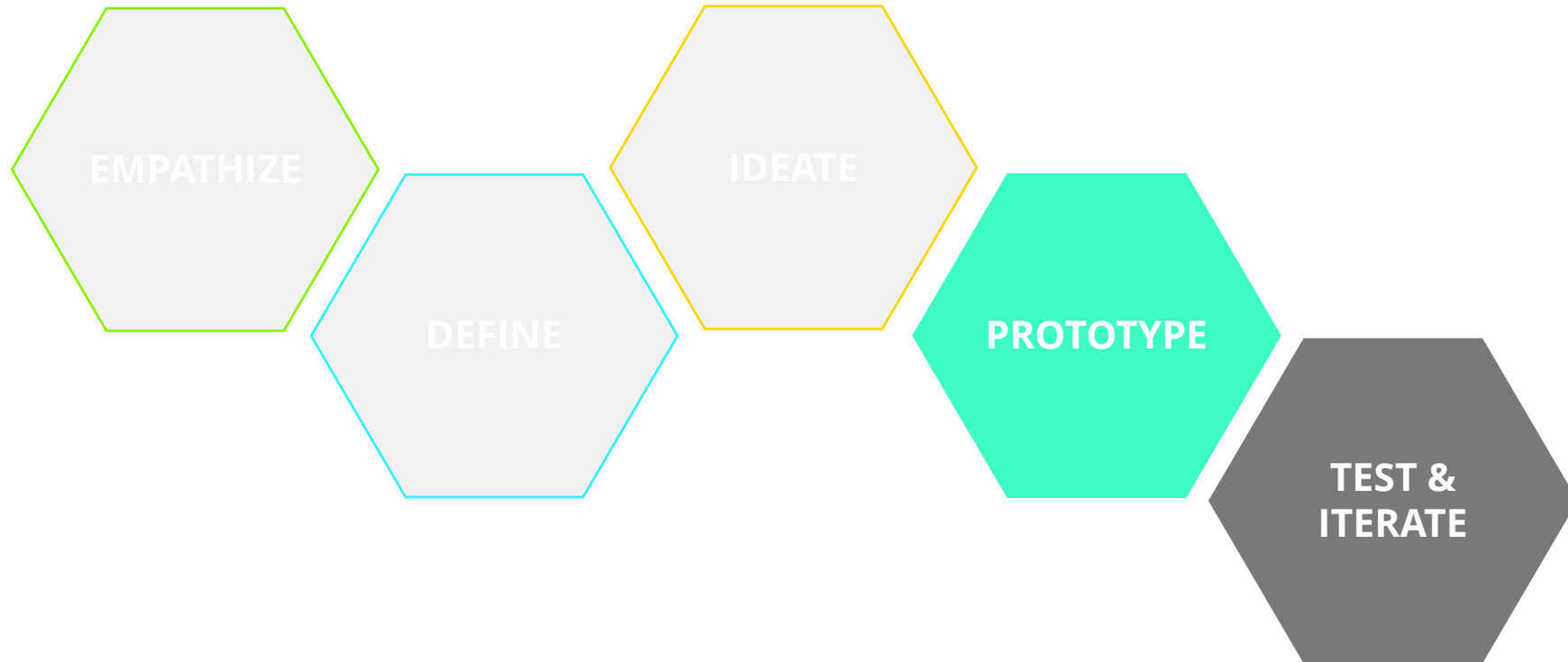



REVENUE MODEL

Media-for-Revenue

What did Pro7 do?

Design Thinking: Process.

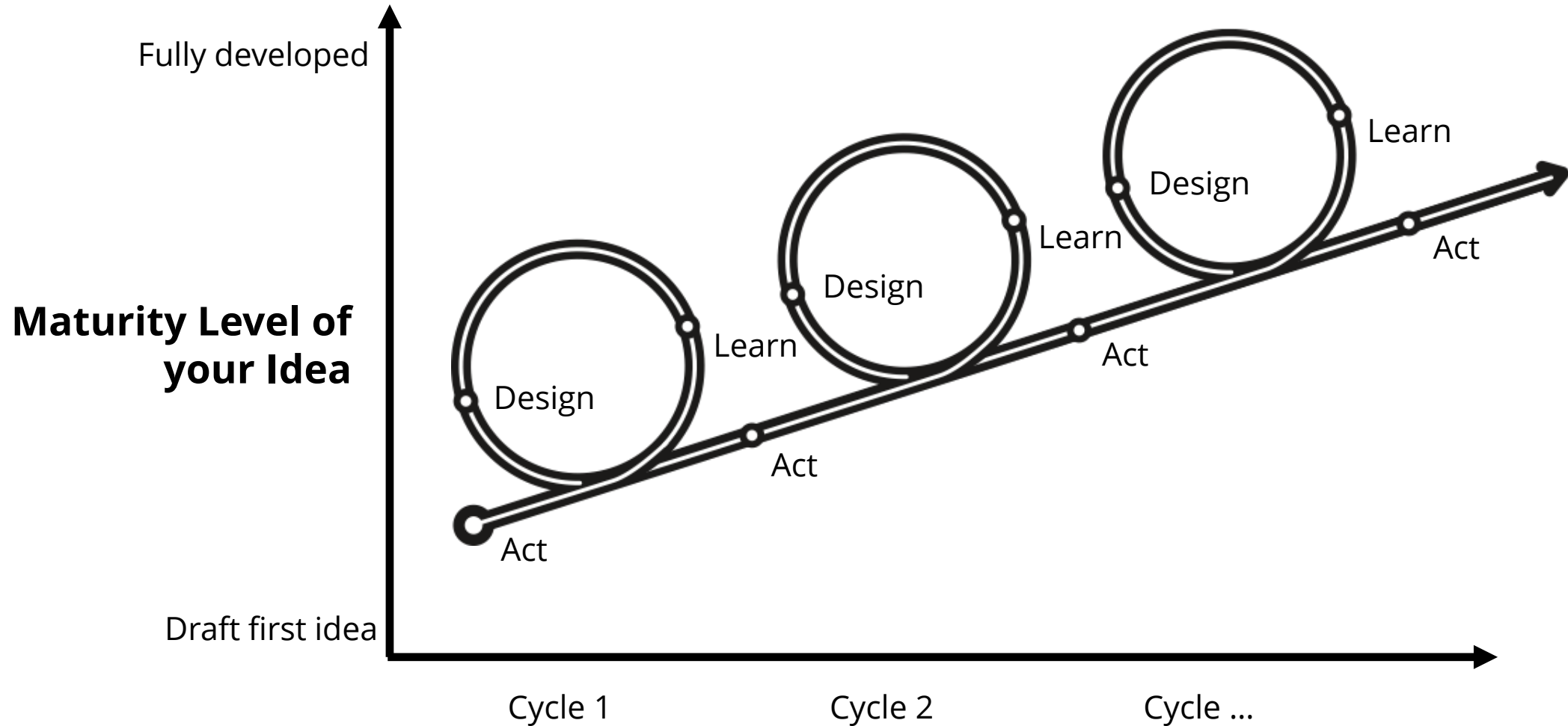


A man is shown from the chest up, wearing a purple cardboard VR headset. The headset has two orange lenses and is secured with white tape. He is looking upwards and to the right with a slight smile. The background is a blurred office environment.

“If a picture is
worth 1000 words,
a **prototype** is worth
1000 meetings.”

Tom and David Kelley

How Your Idea Matures





INNOVATION

GROWTH

NEW MARKETS

- Issued a press release
- Got 12s of business plans of interested companies
- Selected a few to get started

What did Pro7 do?

7
**INNOVATION
GROWTH
NEW MARKETS**

INTERVIEW WITH THE CEO THOMAS
THE BUSINESS YEAR 2014
READ INTERVIEW

**Media for Revenue
Share**

**No specific company
focus**

Fixed Fee

**Media for Revenue
Share**

**Focus on online
businesses**

Media for Equity

Fixed Fee

**Media for Revenue
Share**

**Focus on specific
online businesses**

**Portfolio of Strategic
Investments**

Media for Equity

Fixed Fee

**Media for Revenue
Share**

**Focus on specific
online businesses**

What did Pro7 do?



[Why SevenVentures](#)

[Business model](#)

[Investment models](#)

[TV-Media](#)

Business model

We invest with media performance in promising products and services and thus provide our customers with the opportunity to broadcast TV media on the SAT.1, ProSieben and kabel eins channels.

Important criteria for involvement in our group in the form of media-for-revenue or media-for-equity are:

- Innovative products and services with a clear USP
- Strong leadership team
- Sustainable business model
- Lucrative markets with exceptional growth potential



Current Share Price 09.02.2017 **38,86€** +1,18% Market Share 08/02/2017 **25.5%** A 14-49

»WE WANT TO BE EUROPE'S MARKET LEADER IN ONLINE TRAVEL.«

MATHIAS HEDLUND, CHIEF EXECUTIVE OFFICER OF ETRAVEL | JÖRG TROUVAIN, MANAGING DIRECTOR OF 7TRAVEL



find as you type



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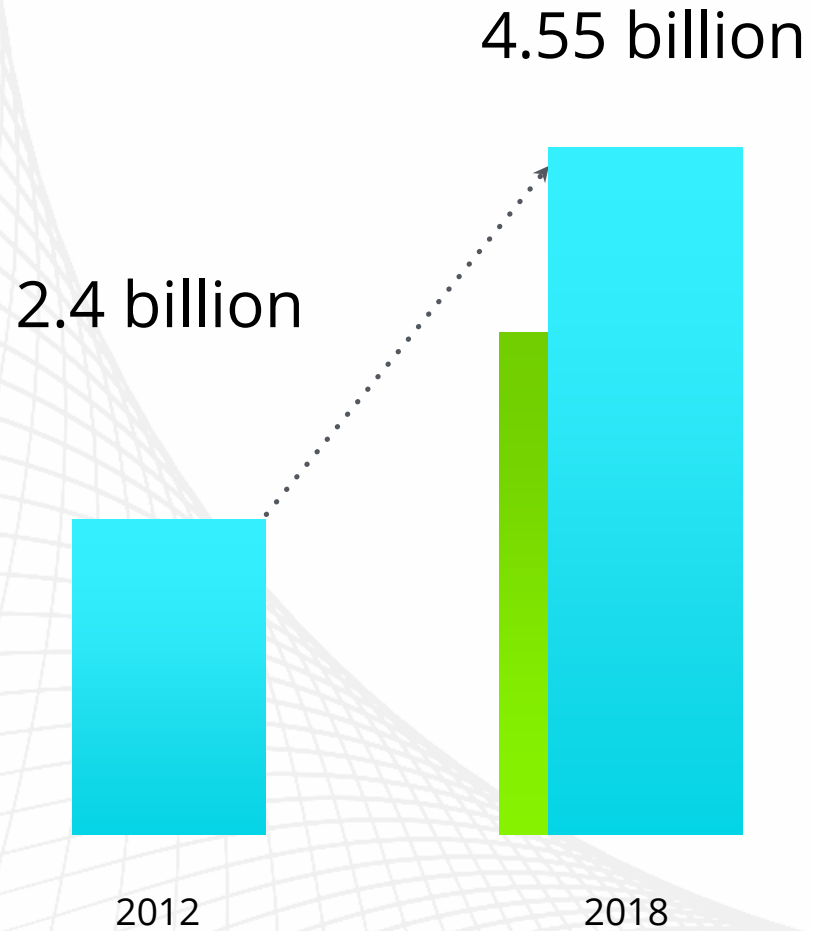
ProSiebenSat.1 continues significant revenue and earnings growth in Q3 2016

Q3

PULS 4 to acquire Austrian TV station ATV

ProSiebenSat.1 TV Deutschland and Scripps Networks Interactive agree to multi-year strategic cooperation

ProSiebenSat.1 and Vodafone sign



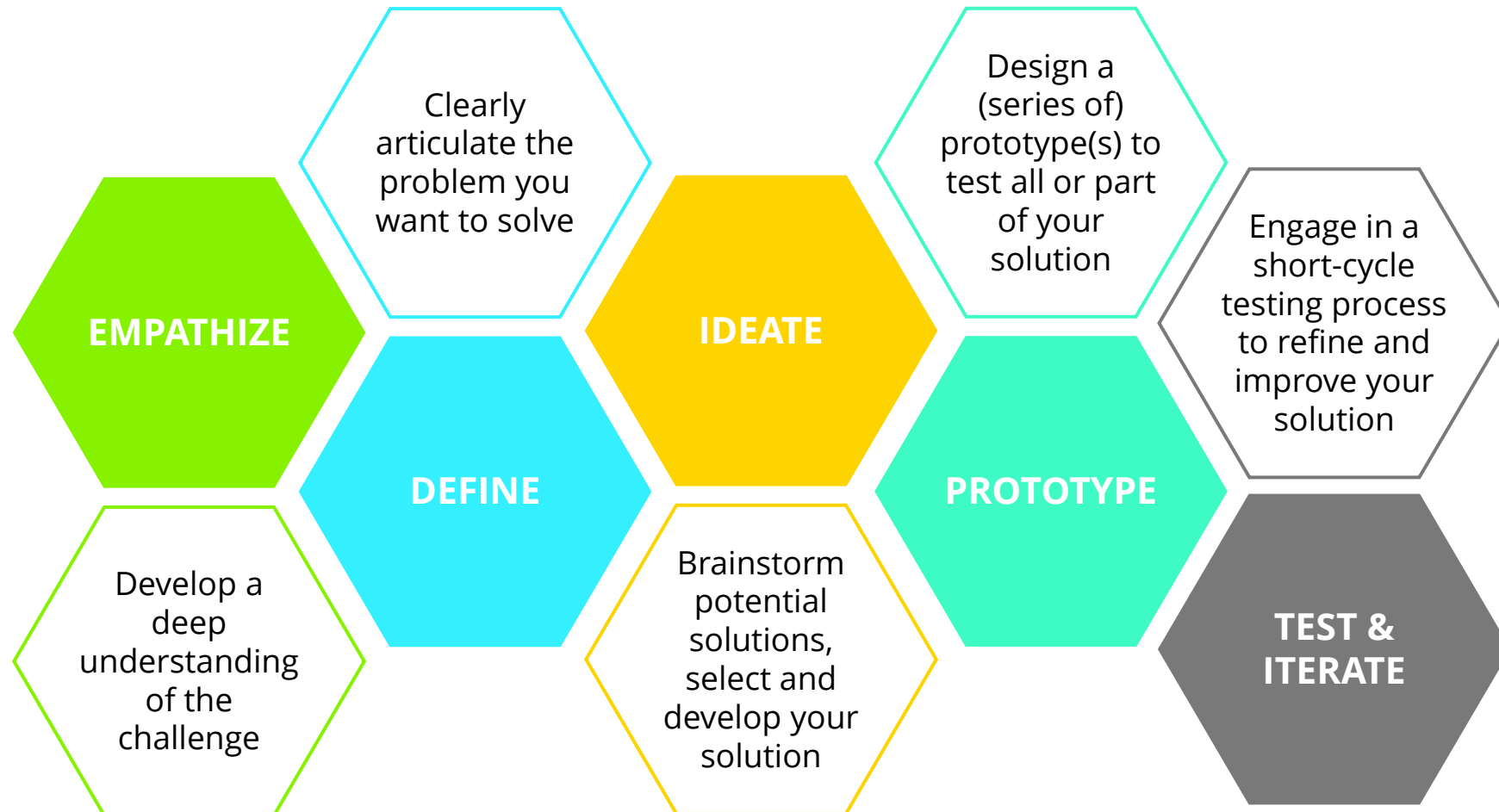
+2.15
billion

+~90%

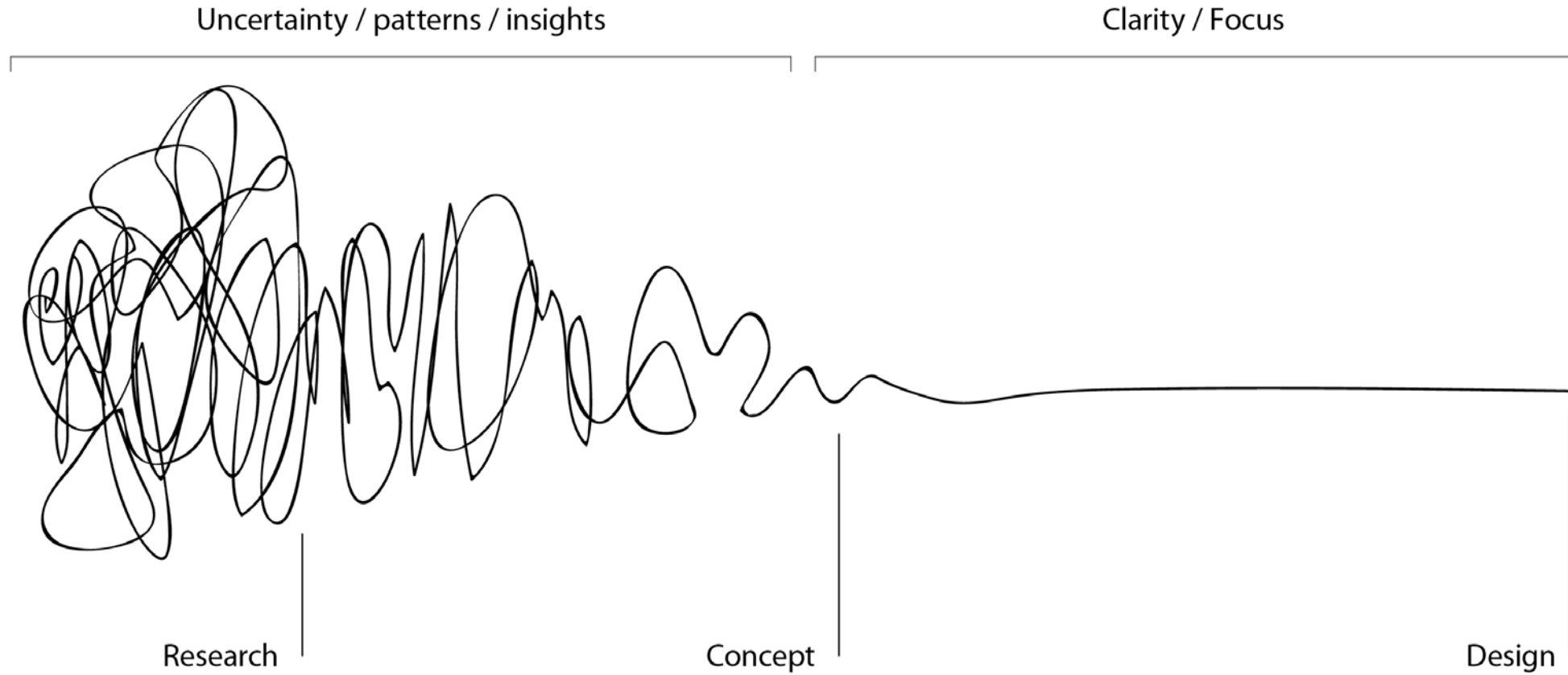
> 50%

**outside of traditional
TV advertising**

Design Thinking: Process.

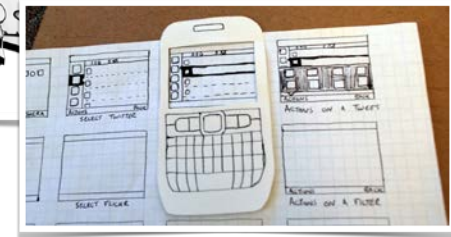
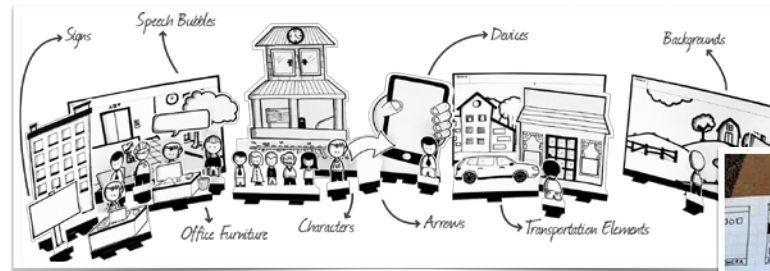
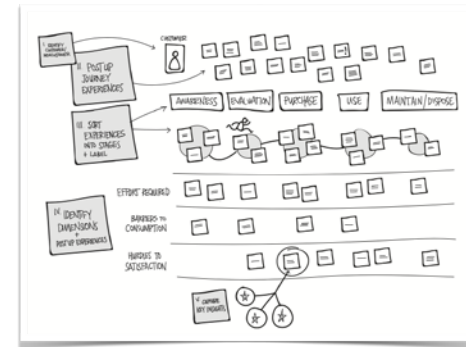
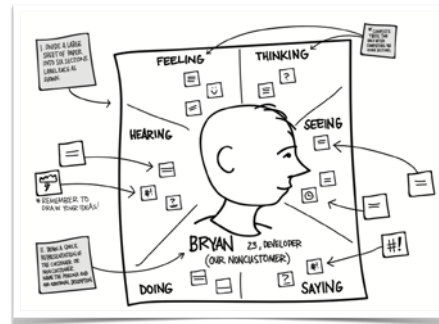


Design Thinking: Process.



Design Thinking: Tools.

PHASES				
DISCOVERY	INTERPRETATION	IDEATION	EXPERIMENTATION	EVOLUTION
METHODS				
1. Define the Challenge 1.1 Understand the challenge 1.2 Define your audience 1.3 Build a team 1.4 Share what you know	4. Tell Stories 4.1 Capture your learnings 4.2 Share inspiring stories 5. Search for Meaning 5.1 Find themes 5.2 Make sense of findings 5.3 Define insights 6. Frame Opportunities 6.1 Create a visual reminder 6.2 Make insights actionable	7. Generate Ideas 7.1 Prepare for brainstorming 7.2 Facilitate brainstorming 7.3 Select promising ideas 7.4 Build to think 8. Refine Ideas 8.1 Do a reality check 8.2 Describe your idea	9. Make Prototypes 9.1 Create a prototype 10. Get Feedback 10.1 Make a test plan 10.2 Identify sources for feedback 10.3 Invite feedback participants 10.4 Build a question guide 10.5 Facilitate feedback conversations 10.6 Capture feedback learnings	11. Evaluate Learnings 11.1 Integrate feedback 11.2 Define success 12. Build the Experience 12.1 Identify what's needed 12.2 Pitch your concept 12.3 Build partnerships 12.4 Plan next steps 12.5 Document progress 12.6 Share your story



Design Thinking: A Fresh Mind Set.



Human Centered

- Deep empathetic understanding of people's needs in specific contexts.
- Development of user-driven design criteria.



Iterative Action

- Bias toward action.
- Quick validation of solutions and assumptions through small experiments for learning reduces risk.
- Iteration for adaptation.



Co-creative & Collaborative

- Heterogeneous teams foster diverse thinking.
- Involvement of customers/users for quick feedback.
- Involvement of multiple stakeholders fosters implementation.



Visual & Tangible

- Fosters common understanding.
- Dialogue-based conversations.

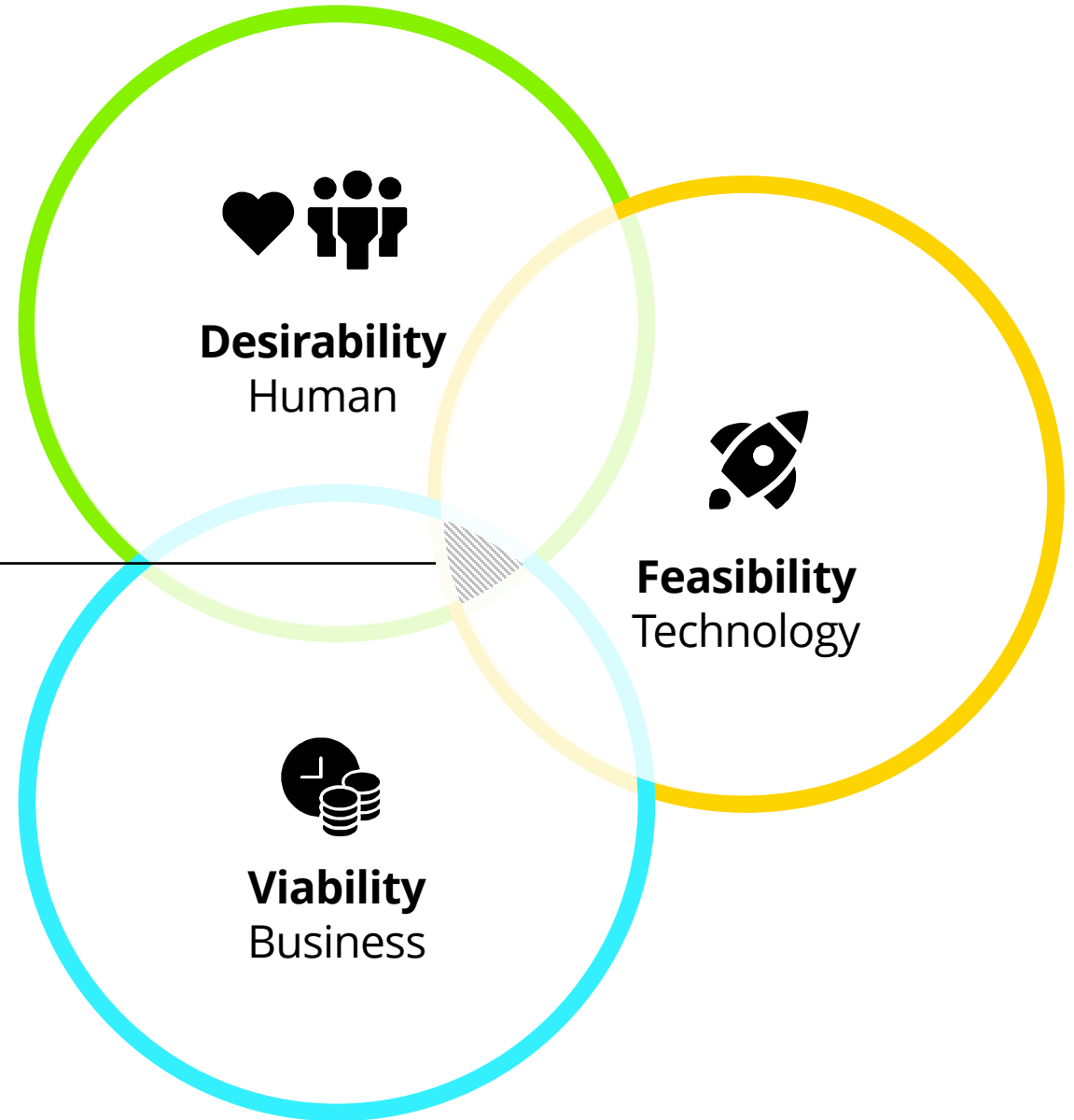


Holistic

- Content + (structured and facilitated) Process.
- Multiple dimensions for solving the challenge.
- End to end journey.
- Multiple stakeholder perspectives.

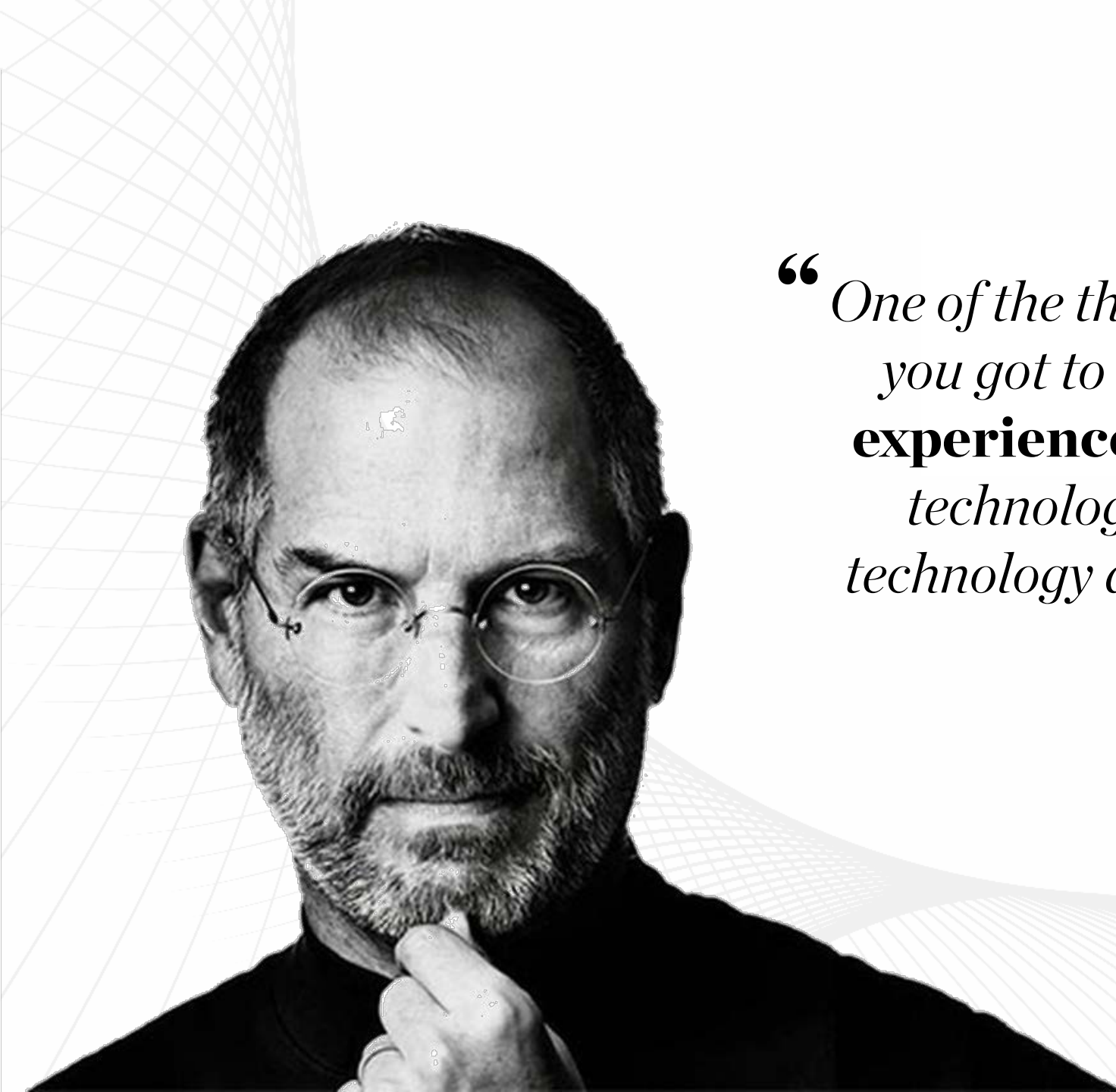
A Holistic Approach.

Innovation



EXAMPLES



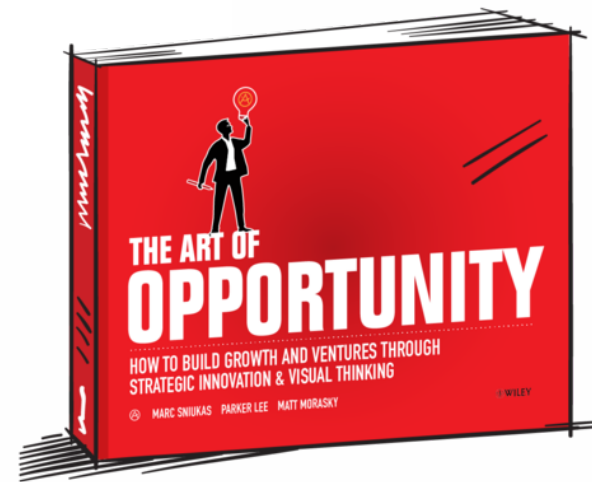


“*One of the things I’ve always found is that you got to **start with the customer experience** and work backwards to the technology. You can’t start with the technology and try to figure out where to sell it.*”

Steve Jobs
WWDC 1997

Want to learn more?

www.theartofopportunity.net





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