

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name
initials
student number
street & no.
zipcode & city
country
phone
email

Your master programme (only select the options that apply to you):

IDE master(s): ☐ IPD ☐ Dfl ☒ SPD

2nd non-IDE master: _____

individual programme: _____ (give date of approval)

honours programme: ☐ Honours Programme Master

specialisation / annotation: ☐ Medisign

☐ Tech. in Sustainable Design

☐ Entrepreneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair Rebecca Price dept. / section: PIM / MCB
** mentor Bart Bluemink dept. / section: PIM / MOD
2nd mentor Marco Smit
organisation: HEMA
city: Amsterdam country: Netherlands

comments
(optional)

⋮

! Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

! Second mentor only applies in case the assignment is hosted by an external organisation.

! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Rebecca Price date - - signature _____

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

List of electives obtained before the third semester without approval of the BoE

☒ YES all 1st year master courses passed

☐ NO missing 1st year master courses are:

name _____ date - - signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: ☒ APPROVED ☐ NOT APPROVED

Procedure: ☐ APPROVED ☐ NOT APPROVED

comments

name _____ date - - signature _____

"Empathy in innovation – designing a framework for HEMA"

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 07 - 10 - 2019

13 - 04 - 2020

end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Digital transformation - HEMA finds itself in the middle of a digital transformation. Firstly, a organisational change within HEMA departments has taken place, in which the two departments of Information Management and Online Development have merged together into HEMA Digital, in order to create room for a digitally enhanced approach. HEMA Digital is the department from which this project will be executed. Secondly, the focus of HEMA's omnichannel has gone digital, focussing less on their physical stores. Lastly, about a year ago, HEMA started its Innovation Lab. Within this lab, a team of Product Owners come together to (co)create, validate and iterate HEMA projects. It is the creative place for product/service development.

Digital Innovation Lab - HEMA's goal is to become a global brand, and they believe HEMA Digital is the key enabler to do so. Yet, the Innovation Lab has noticed there are knowledge gaps regarding innovation within the different departments of the company: not one common understanding of what the right thing to do is yet known and also clear metrics of validating projects are missing. Therefore, HEMA's Innovation Lab has the desire to support and teach other departments in innovating in order to reach the company's goal, by using their knowledge and experience in innovation.

Importance of Innovation & Design Thinking - Something needs to change in the current situation of the organisation. One of the most important concerns of each organization is innovation and its role market (Tohidi, 2012). Innovation is defined as 'the introduction of new productive combinations in the economy' (Schumpeter, 1961). Literature research has found that knowing your customer has a relation with, amongst others, innovation, customer satisfaction and profitability (fig. 1). Kandampully (2002) concluded that innovation alone is not beneficial for a company unless it offers this superior value in the consumer-driven marketplace. In fact, innovation is only beneficial if a company acknowledges a full focus to think on behalf of the consumer. By putting consumers first one gains understanding of the target group but even though this is very important, it is often not sufficient for successful NPD (Sigala, 2012). Instead, consumers need to be present and cooperating in NPD stages to provide valuable feedback. With that said, it is the consumer who is key to success

Design Thinking is a dynamic human-centred approach to build successful innovation in the middle of what is desirable for consumers, feasibility in technology and viable for businesses (Brown, 2008). The first step of this approach 'Empathise' asks the designer to get to know the customer and to understand their behaviour, wishes and needs. When the customer is key to success, empathy should be on the priority list for companies.

"Empathy is at the heart of design. Without the understanding of what others see, feel, and experience, design is a pointless task." - Tim Brown, CEO at IDEO (IDEO, 2013)

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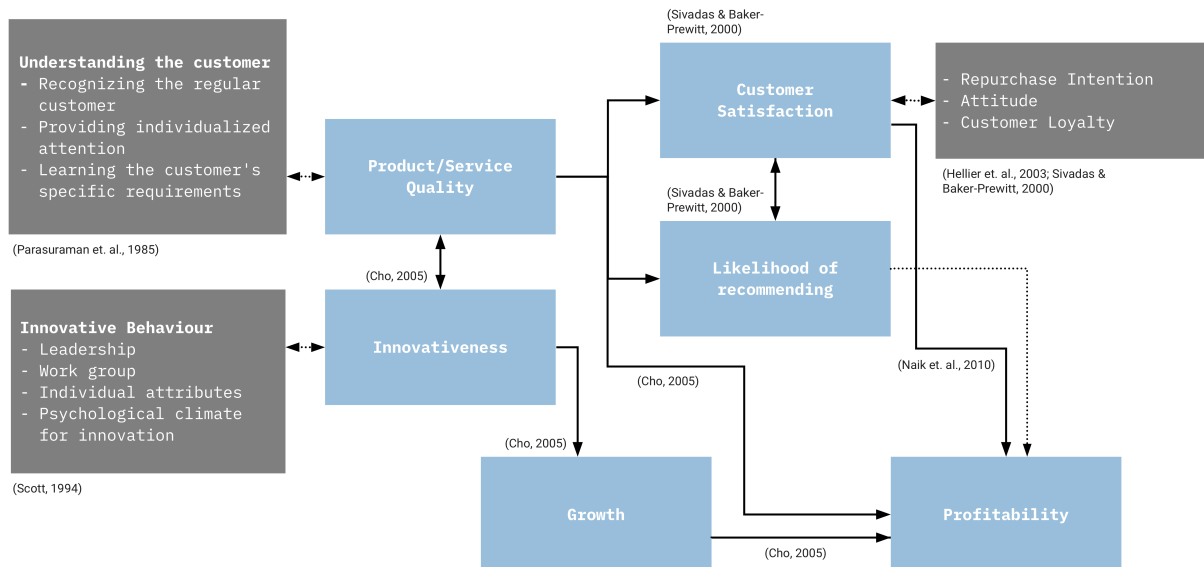


image / figure 1: Innovation Framework - Empathy in Innovation to Profitability

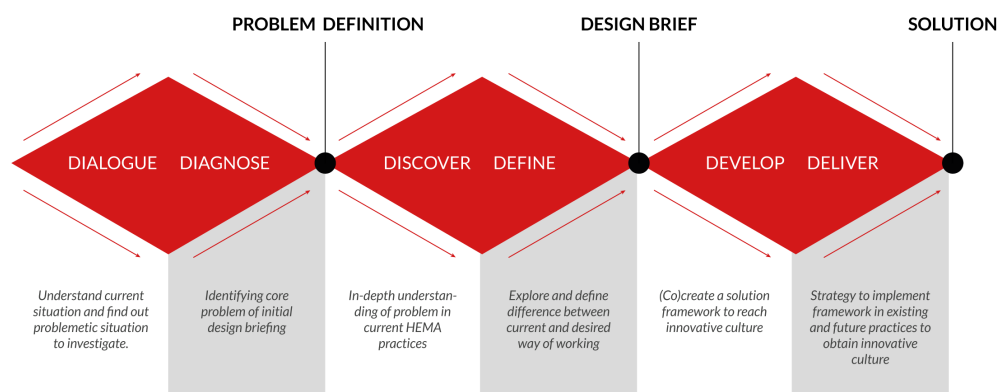


image / figure 2: Triple Diamond Approach: Every phase has its own deliverable/goal.

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The Digital Innovation Lab focuses on the development of solutions for both HEMA's consumers and colleagues. On the one hand, it exploits existing businesses to the full potential by optimizing current technologies, methods and (removing) processes. On the other hand, it explores and discovers new potential businesses by searching, acknowledging and solving problems. Yet, the Digital Innovation Lab has noticed there are knowledge gaps regarding innovation within the different departments of the company: not one common understanding of what the right thing to do is yet known and also clear metrics to validate projects are missing. The Digital Innovation Lab, therefore, has taken the responsibility for the knowledge exchange from its department, HEMA Digital, to other departments that are less aware of innovation.

The desire to teach a mindset, or way of working, combined with the current (failing) financial situation of the organisation, demands research. One in which a new, custom-build work-approach could be designed, offering opportunities to make this company more innovative. The research should find out how the organisation is currently operating, what is going wrong and how to translate this into a new (more innovative) mindset. The Digital Innovation Lab is seeking an answer to the following question: "How can we empower HEMA employees in obtaining an innovative mindset?"

Problem found during the first part of the research is the lack of communication with the customer. Customer Centricity is acknowledged, yet not acted upon. Design teams make decisions in designs made on gutt feeling, and some have never spoken to a customer about it yet. As researched in the lit. review, knowing your customer is super important to succesful product development and innovation. The principle of Design Thinking offers stability and is - because of its close connection with the customer - key to innovation.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

AN EXPLORATORY CASE STUDY AT HEMA

"How can we empower HEMA employees in obtaining an innovative mindset?"

In order to reach this innovative mindset, literature and desk research will be performed to find out how HEMA is currently operating. To go through this research and creative process in an orderly way, this research will be conducted using an adapted version of Design Council's Double Diamond innovation framework (2004). Three diamonds will be used to repeatedly diverge and converge within analyses (see fig 2).

The goal of this research is to create an Empathy Framework for innovation, especially suited to HEMA's organisation. The framework will enable HEMA's employees to gain in-depth knowledge about customer behaviour, wishes and needs. With the help of the framework, HEMA will be able to, amongst others, set up their own generative sessions in which they can empathise with the customer to reach innovation. This takes a whole new perspective for the company; looking through the eyes of the customer, taking their stand. The tool will be created through (individual) brainstorm sessions and co-creation meetings with peers and staff (planned for week 8). The framework will be validated through putting it's purpose to use in (at least) 3 generative sessions / experiment-sessions that I will lead in existing projects. The first experiment (regarding Customer Journey Mapping) has already taken place. These sessions 'teach' the teams how to perform the methods themselves in a 2 hour deep-dive into a team-specific supporting method. Besides the creation of the physical framework or tool, the implementation strategy will be designed for HEMA to integrate this new way of working in the company culture. A roadmap will be created to guide the company over the years in step-by-step activities to undertake to reach the vision: obtaining an innovative mindset.

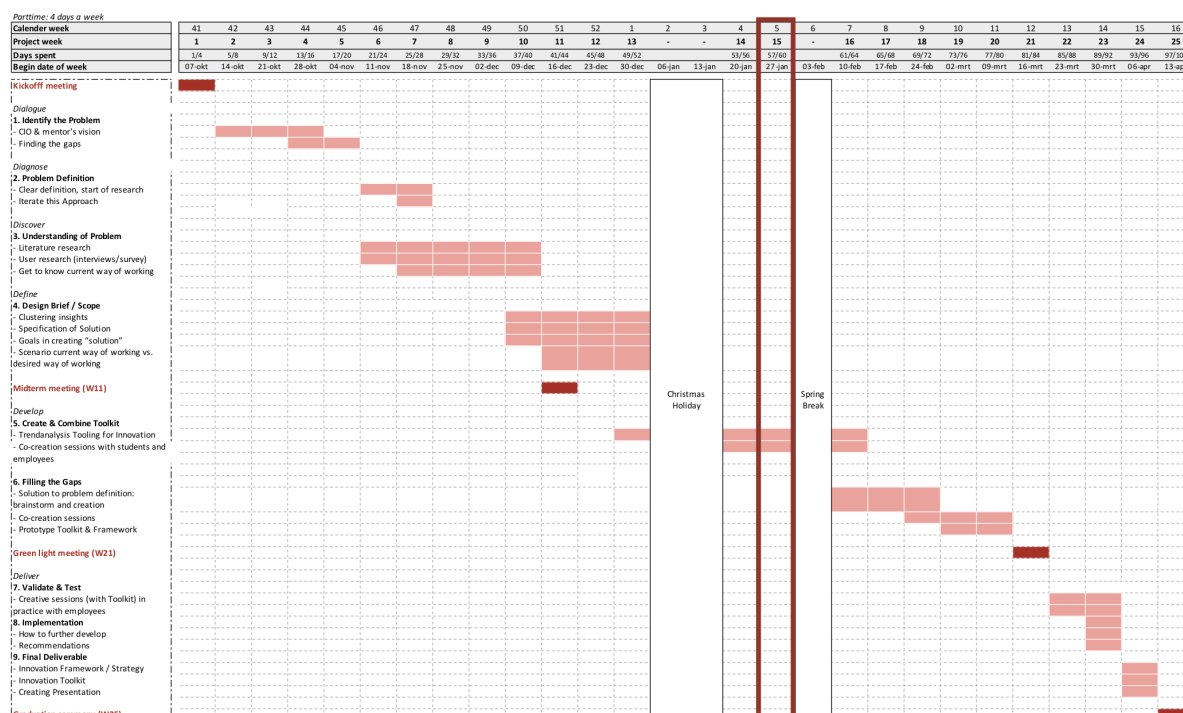
PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 7 - 10 - 2019

13 - 4 - 2020

end date



Important dates

Kickoff: 7th of October

Midterm: Week 51 (16 December)

Greenlight: Week 12 (16 March)

Graduation: Week 16 (13/17 April)

I will do my graduation project on a part time base, since I am working as trainee at Essense Service Design every Thursday. Every mon/tue/wed I will be at HEMA's Support Office in Amsterdam. The additional day will be planned according to appointments in either Amsterdam or Delft.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

Strategy and Innovation are strong interests of mine, as I believe these aspects are key factors for a company to develop and last. While studying, I got introduced to several methods to implement innovation within companies and I think that differentiates my field of work from other 'innovators.' Using design and creative tooling we look through the eyes of the customer in order to make the company adapt to change. Even so, I have never used these methods outside study projects, so to be able to use and present them for a real client who is going to actually use it, is super interesting.

In addition, HEMA is a brand with which I am grown up with. My mom would take me to this store as I was little and even now I visit the stores every now and then. I think HEMA is a typical Dutch brand, everyone can identify with. It is a pleasure to work for/with them.

I have an interest in people, psychology and company branding. These interests enable and motivate me to dive deep into this subject. Teaching other people through a Toolkit how to use several tools and what the benefits and underlying reasons are, is a super valuable project. Furthermore, I would like to broaden my knowledge in methodology. Even though I already have come in contact with it so often during Bachelor and Master projects. For this project I want to dive into the tooling and the underlying reasons. Not only using the tools, but identifying what are the best for this specific context: empowering staff. With this project I can explain what SPD makes so special: design, strategy, tools, innovation, methods. It's an all-in-one package which I will translate into an Innovation Framework.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.