

# Elevating the Design Capability of Organisations

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Embedding Design Thinking within ktc's  
Marketing Practices

by Douwe Hardon

**ktc**

 **TU**Delft



**Elevating the Design Capability of Organizations:**  
Embedding Design Thinking within ktc's Marketing Practices

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# Abstract

Following the increasing appreciation for Design Thinking's methodologies and its positive impact on businesses' success and competitiveness over the past decades, many organizations have attempted to establish a design capability of their own. This surge in interest is rooted in the recognition that Design Thinking offers a systematic approach to solving complex problems and fostering innovation, ultimately enhancing the value delivered to customers and stakeholders. It emphasizes empathy with users, a collaborative cross-disciplinary process, and a culture of prototyping and testing, making it an attractive proposition for businesses seeking to differentiate themselves in crowded markets.

However, the journey to successfully integrate Design Thinking into organisations is filled with challenges. Many firms encounter obstacles in translating Design Thinking's principles into actionable strategies that align with their business models and operational workflows. One of the critical hurdles is the need for a cultural shift within the organization to embrace failure as a learning opportunity, encourage creative risk-taking, and foster an environment where multidisciplinary teams can thrive. Additionally, organizations often grapple with integrating design thinking with existing processes without causing disruption to the workflow or diluting the methodology's essence.

Moreover, building a sustainable design capability requires not just an initial enthusiasm but a long-term commitment to training, mentorship, and the development of infrastructure that supports design practices. This includes the creation of dedicated spaces for collaboration and ideation, access to tools and resources for prototyping, and establishing metrics to measure the impact of design initiatives.

In the context of these challenges, this thesis report examines ktc's efforts to integrate design thinking methodologies into its digital marketing operations. In the context of an evolving marketing landscape, ktc aims to innovate and adapt by incorporating design thinking methods into its operations.

To start building a design foundation, a series of workshops based on the phases of the Double Diamond model: Discover, Define, Develop, and Deliver, were designed to equip the ktc team with knowledge of design thinking processes and to encourage the application of these methods to marketing challenges. However, the transition from theory to practice highlighted uncertainties among team members about integrating design thinking seamlessly into their daily tasks.

In response, a pilot design project was launched to apply design thinking methods within ktc's marketing strategies actively. This project sought to showcase the concrete benefits of design thinking while identifying and overcoming obstacles to its application.

The findings from creating this design initiative at ktc shed light on the challenges and successes of implementing design thinking in organizations not traditionally focused on design. It discusses how design thinking can revolutionize ktc's marketing practices by adopting a more innovative, user-centered approach. Additionally, the report and its deliverables offers guidance for similar organizations, underlining the need for ongoing learning, adaptability, and strategic integration of design thinking with business objectives.

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# 01.

# Introduction

Chapter 1 presents an overview of the project and details the approach adopted in this design process.



## 1.1 Design Thinking Integration: Trials & Tribulations

Over the past several decades, the discipline of design has undergone a significant transformation, marked by advancements both within academic circles and practical applications (Voûte et al., 2020). This evolution has been primarily driven by rapid technological advancements and the shifting demands of consumers, leading to a widespread embrace of design thinking methodologies across various sectors worldwide. This shift can be attributed to organizations increasingly acknowledging the intrinsic value of design thinking as a catalyst for fostering creativity and driving innovation (Gemser et al., 2023). The successful incorporation of design thinking principles has proven to be instrumental in enhancing creative capacities, promoting solutions centred around user needs, and contributing to the overarching excellence of organizations.

Despite the growing appreciation for design thinking, the journey toward its integration is not devoid of challenges. Many design initiatives have encountered obstacles stemming from a fundamental misunderstanding of design thinking principles, unsupportive organizational environments, lack of effective design leadership, and cultural disparities (Wrigley et al., 2020; Thoring et al., 2014). This project aims to explore the process of establishing a

design foundation within organizations traditionally not focused on design. Specifically, the project will delve into the case study of ktc, a marketing agency that is undertaking the initiative to integrate design thinking principles into its daily practices. The focus will be on identifying and overcoming the challenges related to organizational dynamics and cultural nuances.

By strategically navigating these challenges, the objective is to harness the potential of design thinking methodologies to enhance ktc's marketing strategies. The ultimate goal is to foster an environment of innovation, ensuring the company remains competitive and continues to lead in its industry. This involves a thorough examination of the company's current practices, identifying areas where design thinking can provide substantial value, and implementing a plan of action that aligns with the company's strategic objectives while also addressing the unique challenges posed by its organizational structure and culture. Through the case study of ktc, this project seeks to provide insights into the complexities of adopting design thinking in non-design-oriented organizations, offering a roadmap for others seeking to leverage design thinking for business innovation and success.

# 1.2 Project Scope

## 1.2.1 Case Background

In the early 2000s, ktc was established in Mexico and quickly positioned itself as a frontrunner in the field of digital marketing. It was among the initial agencies to pioneer the use of the Internet, revolutionizing marketing campaigns by introducing innovative digital strategies. Following its establishment in Mexico, ktc expanded its operations by founding a service design agency in the Netherlands in 2015, operating under the same brand name. As 2024 marks the 20th anniversary of ktc, the company is strategically focusing on the integration of skills and knowledge between its two offices. This initiative aims to harness the collective expertise from both the digital marketing and service design sectors, thereby securing a competitive edge in the industry. The goal is to enhance the synergy between the Mexican and Dutch offices, leveraging their combined strengths to foster innovation, improve service offerings, and maintain ktc's pioneering status in both domains.

## 1.2.2 Project Aim

This project aims to analyse the organizational conditions required for the effective integration of design thinking in non-design-focused organizations. Through the case study of ktc Mexico, the project intends to provide valuable insights into the steps required for the successful establishment of a design foundation.

## 1.2.3 Business Objective

This project seeks to lay the groundwork for a design foundation at ktc's Mexico office and identify the potential benefits that design could offer. Additionally, it explores the opportunities for the sustained development of the design capability. In doing so, the goal is to leverage the untapped potential of design thinking within the marketing sector of Mexico and gain a sustained competitive advantage.

## 1.2.4 Approach

Given the complex and extended journey towards successfully integrating design, which requires the gradual implementation of design strategies, this project embraces an iterative approach. This approach is characterised by its iterative cycles driven by a continuous assessment of the organization and its advancement in adopting design practices (figure 1.1).

Each cycle initiates with gathering data to comprehend the issue at hand (Empathize), followed by identifying the core challenge or opportunity to address (Define). Subsequently, this data is dissected and brainstormed upon in the realm of potential solutions (Analyze). Following this, a strategy or solution is designed and executed (Develop & Implement). Post-implementation, the outcome is assessed or tested to identify areas for improvement and to determine the subsequent actions to elevate the design function further (Evaluate).

This project is dedicated to laying a strong foundation for design within the organization, utilizing three specific cycles outlined previously. The initial cycle delves into understanding how to elevate design within an organization not traditionally focused on design, with a particular emphasis on the organizational context of ktc, especially the Mexico office (Chapter 2). The subsequent cycle is aimed at taking the initial steps necessary for establishing a robust design foundation (Chapter 3).

The final cycle addresses the obstacles uncovered in the earlier phase, aiming to develop a structure that enables the organization to seamlessly incorporate design practices into their everyday activities, thereby fostering an environment where they can autonomously enhance their proficiency and knowledge in design methodologies (Chapter 4).

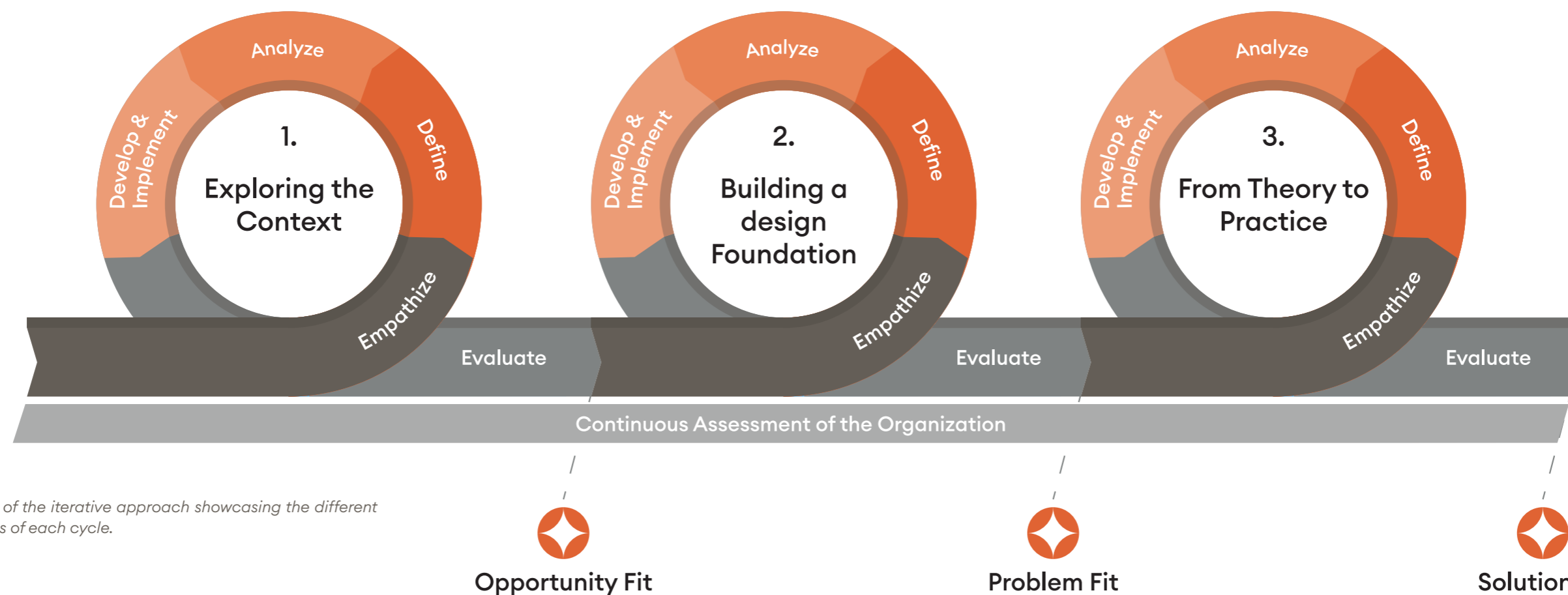


Figure 1.1: Visualisation of the iterative approach showcasing the different elements and outcomes of each cycle.

## 1.2.5 Research objectives

Given the project's structured approach towards integrating design thinking within a non-design-focused organization, specifically ktc's Mexico office, the following research objectives are tailored to align with each phase of the project as outlined in figure 1.1.

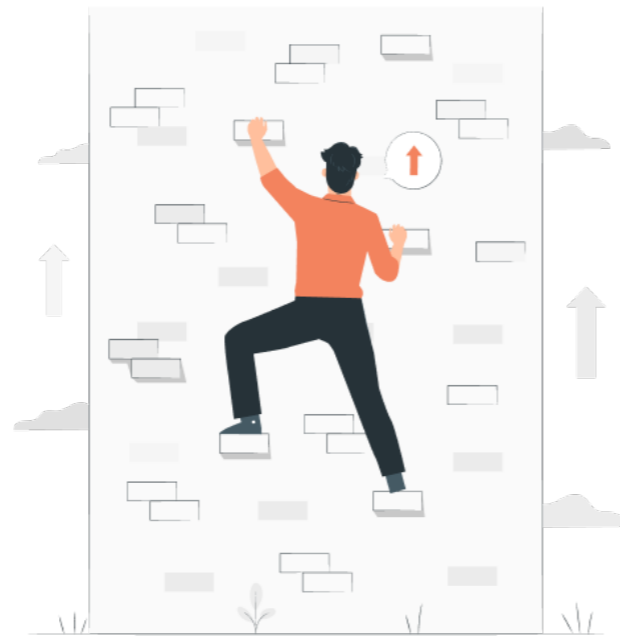
### Research Objective 1: Understanding Organizational Context for Design Integration

To assess and map the current state of design thinking awareness, acceptance, and application within ktc's Mexico office, identifying key organizational cultural elements, leadership perspectives, and employee attitudes towards design thinking.



### Research Objective 3: Overcoming Implementation Obstacles and Enhancing Design Proficiency

To evaluate the effectiveness of implemented design thinking strategies and frameworks, addressing challenges and barriers faced during the integration process, and proposing iterative refinements to foster a self-sustaining culture of design innovation.



### Research Objective 2: Establishing a Robust Design Foundation

To develop and implement a strategic framework for the initial integration of design thinking methodologies at ktc, including the identification of training programs and pilot projects.



# 02.

# Exploring the Context

Chapter 2 delves into the exploration phase, uncovering insights on establishing design capabilities within an organization. Additionally, it discusses the findings from an in-depth analysis of ktc Mexico's operational practices.

## 2.1 Literature Review

A literature review was conducted to understand the evolution of design thinking and the opportunities it holds for other industries. This review delves into the process and organizational conditions required for the successful integration of design thinking practices into non-design-oriented organizations. Additionally, it explores the relevance of design thinking in the marketing domain, examining how this approach can bridge the gap between intuitive design and rational marketing strategies to enhance customer satisfaction and innovation.

### 2.1.1 Evolution of Design Thinking

Design thinking, as a concept, defies a precise and universally agreed-upon definition, and attempts to rigidly confine it may prove not only challenging but counterproductive (Johansson-Sköldberg et al., 2013). Rather than a static concept, it is an evolving and adaptive methodology that finds its roots in addressing complex problems (Cross, 2023).

In the decades since its inception, design thinking has undergone multiple iterations (figure 2.1.), each refining its essence and expanding its scope (Voute et al., 2020). The latest iteration, proposed by Cross (2023), is characterized by strategic, adaptive, and cooperative intelligence. This version positions design thinking not just as a problem-solving tool but as a strategic approach capable of optimizing across user needs, technology, and business advantage (Dunne, 2018; Cross, 2023). This

interdisciplinary approach acknowledges the intricate interplay between human-centric design, technological feasibility, and the economic viability of a solution. It is this triad that sets design thinking apart as a holistic problem-solving methodology (Buchanan, 1992).

Nowadays, recognition of design thinking's value extends beyond the confines of design studios. Organizations across various sectors increasingly acknowledge its potential (Dunne, 2018). According to Dorst (2011), this recognition is driven by an awareness that traditional problem-solving approaches might fall short in addressing the complexities inherent in certain organizational challenges. The relevance of design thinking in management is underscored by its strategic intelligence and problem-solving capacity (Wrigley, 2020). The widespread interest in design thinking within management circles is indicative of its potential to offer innovative solutions to complex issues (Dunne, 2018).

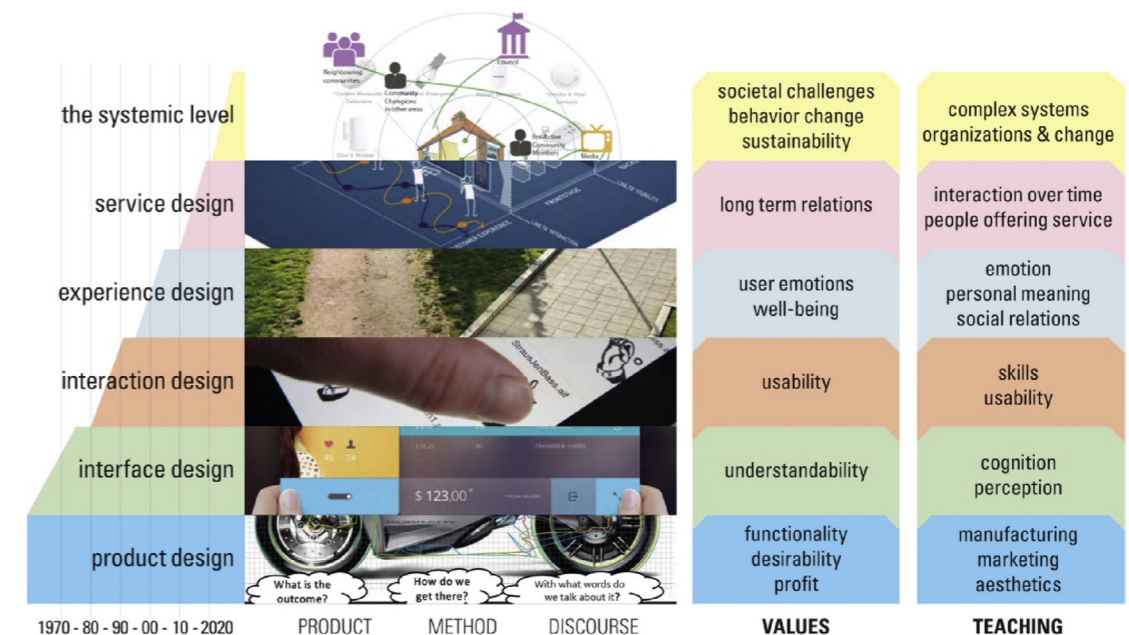


Figure 2.1: Broadening of design profession and education over the past 50 years (Voute et al., 2020)

## 2.1.2 Obtaining Legitimacy for Design

The growing appreciation for design thinking's impact has prompted numerous organizations to initiate the development of their internal design capabilities. Incorporating design thinking into organizational practices is an ongoing process, requiring continuous learning, adjustment, and evolution (Quint et al., 2022 & Sahakian, 2023). This emphasizes the notion that building design capability is not a one-time effort but a dynamic process essential for effectively infusing design thinking into organizational practices. As Micheli et al. (2017) highlight, elevating the status of design within an organization involves a multifaceted approach, requiring commitment from the employees and strategic alignment of organizational goals.

In the organizational landscape, securing design thinking's acceptance and establishing its value as a core component of strategic and operational practices are essential. The progression of legitimacy through the different stages of elevating design within an organization is a nuanced process that transcends simple acceptance to deeply integrate design as an indispensable aspect of organizational strategy and operation (Table 2.1).

Initially, organizations seek to achieve pragmatic legitimacy by making a compelling business case for design, demonstrating its potential to improve innovation

and performance outcomes. This stage involves convincing internal stakeholders of design's immediate utility and value, often through quantifiable successes and strategic investments supported by top management.

As the organization progresses, the focus shifts towards achieving moral legitimacy, where design is recognized not only for its practical benefits but also as the "right thing to do" within the organizational ethos. Design leaders champion this shift by illustrating design's unique perspective and its alignment with broader organizational goals, thus fostering an environment where design is respected as a vital, alternative way of operating.

Finally, the pinnacle of this journey is the attainment of cognitive legitimacy, where design's value creation is so ingrained in the organizational culture that its importance is unquestioned, and its practices are seen as indispensable for the organization's success. This highest form of legitimacy is marked by design being embedded in all organizational processes, its role and contribution continuously highlighted, and success stories regularly communicated, leading to a state where design is not just a strategic asset but a defining characteristic of the organization's identity and approach to innovation.

Table 2.1: Different stages of Legitimacy including the characteristics of each stage as outlined by Micheli et al. (2022)

Legitimacy Stage	Pragmatic Legitimacy	Moral Legitimacy	Cognitive Legitimacy
<b>Description</b>	Design is recognized for its immediate utility and impact on business outcomes.	Design is embedded as an ethically appropriate function within the organization's culture.	Design is integral to the organization's identity and is taken for granted as indispensable for success.
<b>Characteristics</b>	<ul style="list-style-type: none"> <li>Business case for design</li> <li>Top-down support</li> <li>Short-term design successes</li> </ul>	<ul style="list-style-type: none"> <li>Design aligns with organizational values</li> <li>Ethical use of design in processes</li> <li>Long-term investment in design talent and resources</li> </ul>	<ul style="list-style-type: none"> <li>Unquestioned value of design</li> <li>Design thinking permeates all levels</li> <li>Long-term strategic role of design</li> </ul>
<b>Indicators of Achievement</b>	<ul style="list-style-type: none"> <li>Increased innovation</li> <li>Improved financial performance attributable to design</li> <li>Positive stakeholder feedback</li> </ul>	<ul style="list-style-type: none"> <li>Wide acceptance of design's role</li> <li>Policy changes to incorporate design</li> <li>Sustained commitment to design practices</li> </ul>	<ul style="list-style-type: none"> <li>Design-driven culture</li> <li>Design-led initiatives shaping strategy</li> <li>Recognition as a design-forward organization</li> </ul>

## 2.1.3 The Crucial Role of Design Leadership

Effective design leadership is crucial for obtaining legitimacy and elevating design within an organization, serving as a cornerstone for navigating the inherent complexities and bridging the gap between creative innovation and strategic business goals (Gemser et al., 2023). Design leaders are tasked with the delicate balancing act of integrating design into the organization while simultaneously preserving its unique value proposition. They must maneuver through paradoxical leadership behaviors—being transformative yet affirmative, directive yet participative, proactive yet responsive, intuitive yet systematic, and holistic yet

specific (figure 2.2). This nuanced approach enables leaders to address the tensions between design and other organizational functions, fostering an environment where design can thrive both in quality and scale. By mastering these dualities, design leaders can effectively champion design's strategic role, ensuring it is not only recognized as a vital contributor to innovation and competitive advantage but is also deeply embedded in the organization's culture and processes. This not only enhances design's influence across the organization but also aligns it with broader business objectives, leading to sustainable growth and market relevance.

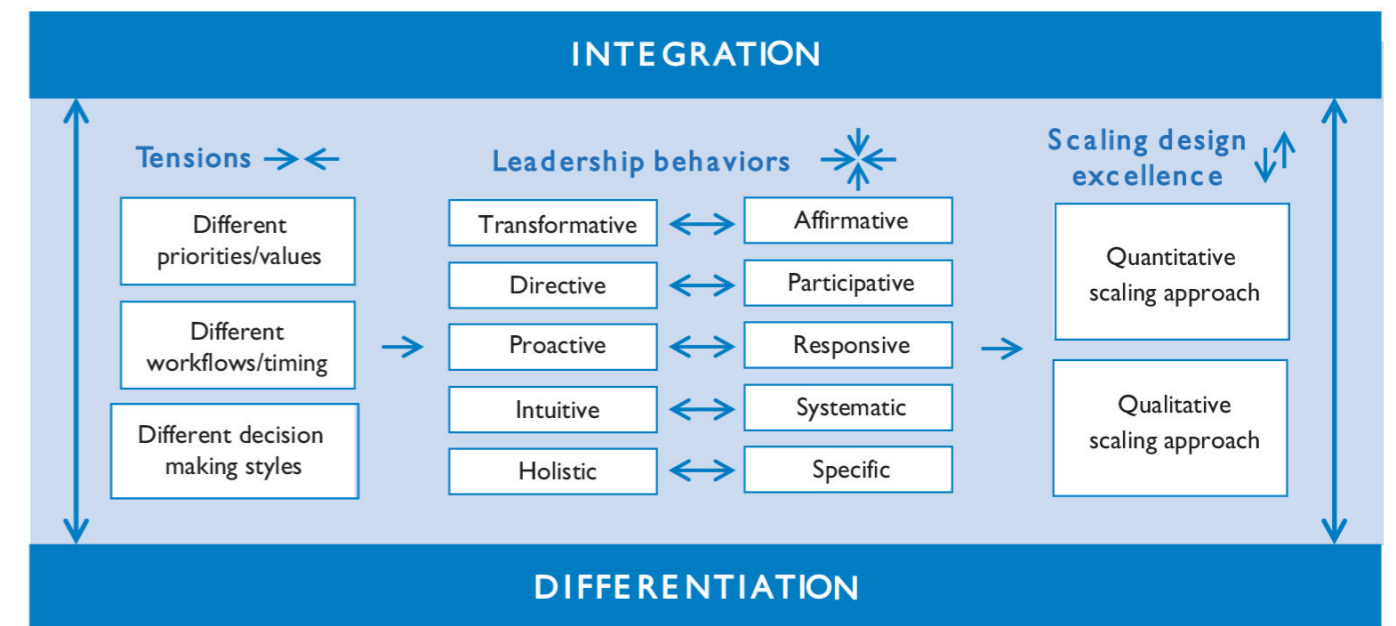


Figure 2.2: Framework for leadership behavior to obtain design integration and differentiation. (Gemser et al. 2023)



## 2.1.4 Cultural Influences and Design Thinking Integration

The influence of cultural dimensions on the integration of design thinking is multifaceted, reflecting the complex interplay between national cultural traits and the core principles of design thinking (Thoring et al., 2014). Hofstede's (1980) cultural dimensions –Power Distance Index (PDI), Individualism vs. Collectivism (IDV), Masculinity vs. Femininity (MAS), Uncertainty Avoidance Index (UAI), and Long-Term vs. Short-Term Orientation (LTO)–provide a framework to understand how cultural norms and values shape the effectiveness and adoption of design thinking practices.

According to Thoring et al. (2014), cultures with low PDI may better embrace the flat hierarchies and collaborative ethos central to design thinking, whereas high UAI cultures might struggle with the method's inherent uncertainty and iterative process. Conversely, cultures with a high LTO are likely to be more open to the exploratory and iterative nature of design thinking, valuing long-term

benefits over immediate results. This interaction suggests that the successful integration of design thinking across different cultures requires a nuanced understanding of these dimensions to adapt processes, team dynamics, and mindsets accordingly, ensuring that the innovative potential of design thinking can be fully realized in a culturally diverse context.

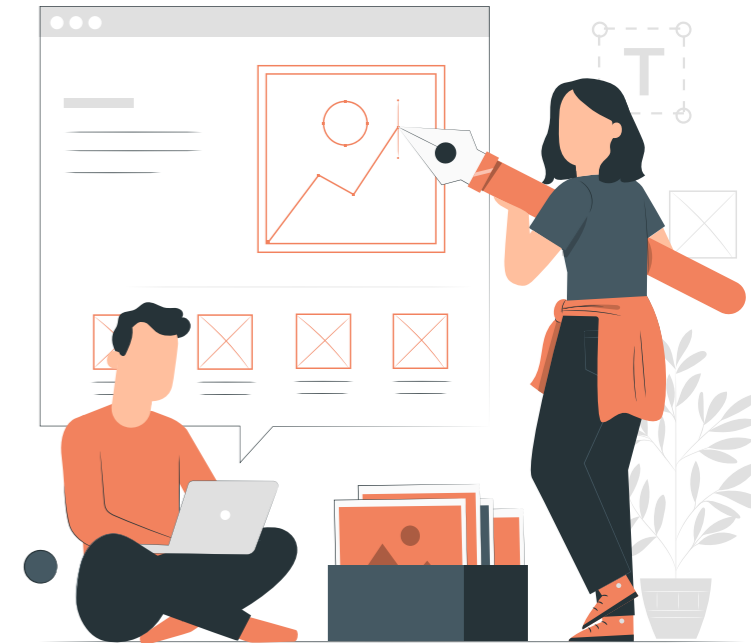
Building on the understanding of how cultural dimensions influence the integration of design thinking, it becomes essential to delineate the preferred states of these dimensions for better alignment with design thinking principles (table 2.2). The preferred states indicate cultural traits that foster an environment that promotes the iterative, collaborative, and user-centered nature of design thinking. The table below summarizes these cultural dimensions and their preferred states for optimal alignment with design thinking methodologies.

**Table 2.2:** Ideal Cultural Dimension States for Optimal Alignment with Design Thinking Principles (Thoring et al., 2014)

Cultural Dimension	Preferred State for Design Thinking Alignment
Power Distance Index (PDI)	<b>Low</b> - Encourages flat hierarchies and democratic decision-making.
Individualism vs. Collectivism (IDV)	<b>Balanced</b> - Promotes both individual creativity and team collaboration.
Masculinity vs. Femininity (MAS)	<b>Low (Femininity)</b> - Favors cooperation, modesty, and empathy.
Uncertainty Avoidance Index (UAI)	<b>Low</b> - Accepts ambiguity and the iterative nature of the design thinking process.
Long-Term vs. Short-Term Orientation (LTO)	<b>High</b> - Values persistence, long-term planning, and adaptability to change.

## 2.1.5 Design Knowledge and Way of Working

The successful integration of design thinking into organizations necessitates not just the adoption of its practices but a deep embedding of design knowledge and understanding within the organization's culture and way of working (Sahakian et al., 2023). This process involves cultivating a design mindset across levels of the organization, ensuring that design thinking is not viewed as a mere toolset but as a fundamental approach to innovation and problem-solving. Building design expertise within the organization enables a more holistic and empathetic approach to addressing complex challenges, fostering a culture of continuous learning and adaptation. Such a shift towards a design-informed culture requires strategic orientation and support from senior leadership to champion and protect the design thinking programs (Dunne, 2018). Moreover, the iterative nature of design thinking—characterized by the co-evolution of problem and solution (Dorst & Cross, 2001), and the emphasis on user-centricity and prototyping—demands a flexible, open-minded organizational environment that values experimentation and iteration over perfection and efficiency. Therefore, organizations must invest in developing design capabilities and fostering a supportive environment that encourages the regenerative and exploratory essence of design thinking, ensuring its successful integration and maximizing its potential for driving innovation and transformation.



## 2.1.6 Design and Marketing

The approach to innovation significantly differs between designers and marketers, primarily due to their contrasting thought worlds. Designers tend to focus on shaping their environment, leading with creativity and intuition to generate novel solutions, emphasizing the importance of creating new markets and categories (Beverland & Farrelly, 2011). Marketers, conversely, adopt a more rational and analytical approach, seeking to fit products within existing market paradigms and relying on measurable, objective data to guide decision-making (Blijlevens, 2021). Bridging this gap necessitates a mutual understanding and appreciation of each discipline's unique perspectives and methods. One effective strategy is the integration of design thinking methods into marketing practices, not to transform the marketing professionals into designers, but to cultivate an understanding of design thinking's value and its complementary nature to marketing strategies (Blijlevens, 2021). This understanding can be achieved by aligning design thinking phases with critical thinking phases familiar to marketing professionals, fostering an environment where both disciplines recognize their respective approaches as different but equally valuable in driving innovation (Beverland & Farrelly, 2011; Blijlevens, 2021).



## 2.1.7 Synthesis

The endeavour to enhance an organization's design capability and achieve design excellence is a complex and multifaceted journey, as evidenced by the literature review on this topic. Organizations striving to elevate their design capability encounter numerous challenges that require a holistic and strategic approach to overcome. The literature sheds light on the intricate processes and obstacles that organizations face, highlighting the need for a structured framework to navigate this journey effectively.

In response to these insights, this paragraph proposes a framework designed to facilitate the successful integration of design within organizations (figure 2.3). This Strategic Design Integration (SDI) Framework, informed by the detailed analysis of various studies, outlines a systematic approach for organizations aiming to grow their design capability and reach a state of design excellence.

The SDI framework is structured around several Core Integration Pillars (CIPs), each crucial for the organization's progression towards design integration:

		Legitimacy Stage		
		Pragmatic Legitimacy	Moral Legitimacy	Cognitive Legitimacy
Core Integration Pillars	Leadership			
	Cultural Dimensions			
	Way of Working			
	Design Knowledge			

Figure 2.3: Strategic Design Integration Framework, showcasing the different Core Integration Pillars.

The framework serves as a strategic tool for organizations to assess their current state in the journey towards design excellence. By evaluating their position within the stages of legitimacy and the presence of facilitative elements such as leadership and culture, organizations can identify areas for improvement and intervention. The aim is to progressively build upon the fundamental and facilitative elements, enhancing the organization's design capability and ultimately achieving a state where design is an integral and valued part of its identity and strategy.

Implementing this framework requires a commitment to continuous learning and evolution, recognizing that elevating design within an organization is an ongoing process. By systematically addressing the layers of the framework and prioritizing actions based on the organization's specific context and needs, organizations can navigate the complexities of integrating design and unlock its full potential as a driver of innovation and competitive advantage (figure 2.4).

### Obtaining Legitimacy for Design

At the heart of the framework is the goal of achieving legitimacy for design within the organization. This process unfolds through different stages of legitimacy—pragmatic, moral, and cognitive—each representing a deeper level of design integration and acceptance within the organizational culture and strategy. Progressing through these stages is essential for design to be recognized as a key strategic asset and an indispensable part of the organization's identity.

### Effective Design Leadership

A pivotal element in this journey is the presence of effective design leadership. Leaders play a crucial role in bridging the gap between creative innovation and strategic business objectives. They navigate the complexities of integrating design into the organization while ensuring its unique value proposition is preserved. Effective design leadership involves a balanced approach, embracing paradoxical behaviors to foster an environment where design can flourish.

### Cultivating a Supportive Culture

The success of design integration is also significantly influenced by the organizational culture. A culture that embraces the principles of design thinking—such as collaboration, empathy, and user-centricity—facilitates a conducive environment for design practices to thrive. This involves adapting cultural dimensions to align with design thinking, encouraging a mindset that values experimentation, learning, and adaptation.

### Developing Design Knowledge and Appreciation for the Way of Working

Fundamental to the framework is the development of design knowledge and a deep appreciation for design thinking as a way of working. Organizations must invest in building design expertise and fostering an understanding of design thinking's iterative, empathetic, and user-focused approach. This ensures that design thinking is not seen merely as a toolset but as a core aspect of the organization's approach to innovation and problem-solving.

		Legitimacy Stage		
		Pragmatic Legitimacy	Moral Legitimacy	Cognitive Legitimacy
Core Integration Pillars	Leadership	Identify and empower design leaders who can champion design thinking within the organization.	Develop leadership capabilities that foster a culture of innovation and creativity.	Establish leadership that embeds design thinking as an indispensable part of organizational strategy and operation.
	Cultural Dimensions	Initiate cultural shifts that encourage open-mindedness and a willingness to experiment with design thinking methodologies.	Deepen organizational commitment to design thinking, making it a fundamental part of the organizational ethos.	Achieve a culture where design thinking is ingrained and its practices are seen as essential for success.
	Way of Working	Integrate design thinking tools and methods into specific projects to demonstrate immediate utility and impact.	Standardize the use of design thinking across projects, making it a default approach in problem-solving.	Ensure design thinking is deeply embedded in all processes, driving innovation and enhancing every aspect of the organization's operations.
	Design Knowledge	Educate employees on the basics of design thinking, providing them with the tools and knowledge to start integrating it into their work.	Deepen the organization-wide understanding and appreciation of design thinking, ensuring all employees are proficient in its methodologies.	Cultivate a continuous learning environment where design knowledge is constantly updated, shared, and applied, ensuring the organization remains at the forefront of innovation.

Figure 2.4: SDI Framework, detailing general interventions required in each Integration Pillar to reach its respective Legitimacy Stage

# 2.2 Interviews with ktc employees

To gain a deeper understanding of the organizational context in which ktc operates, a series of interviews were conducted involving employees from both the Dutch and Mexican offices. The main objective of these interviews was to shed light on the organizational structure and marketing strategies employed by the Mexico office and to compare these with the design-oriented approach prevalent in the Netherlands office. This exploration is crucial for assessing the company's stage of legitimacy in incorporating the various elements essential for integrating design as discussed in the literature review. This understanding will pave the way for identifying and implementing necessary interventions aimed at building a robust design foundation within ktc. This chapter begins by providing an overview of ktc, explaining the interconnected nature of its offices and setting the stage for an analysis of its organizational context.

## 2.2.1 Introduction of ktc

Founded in 2004, ktc was originally established as a digital marketing office in Mexico City. Over the years, this office has grown and currently comprises approximately 20 employees. Specializing in measurable marketing campaigns, the Mexico office's strengths lie in its adept use of smart targeting, the attraction of high-quality leads, and the ability to optimize campaigns through comprehensive measurements and analysis. This commitment to a data-driven approach underscores the office's dedication to achieving tangible and impactful results for its clients.

Parallel to the development in Mexico, the founder of ktc in 2015, established a service design agency under the same ktc banner. Currently comprising a team of six, most

with backgrounds in design, the Dutch office focuses on launching new corporate ventures and strategically positioning startups. Their approach is anchored in a customer-centric ethos, tailoring brands and services to achieve their clients' business objectives and resonate with their intended audiences. While the Mexico office has attained a mature level of autonomy, facilitated by the appointment of a director, it is important to note that both the Mexico and Netherlands offices still fall under the overarching supervision of the founder (Figure 2.5). This distinctive approach is evident in the founder's active participation in projects within the service design agency in the Netherlands. This dynamic involvement underscores the unique organizational structure that characterizes ktc's dual operations.

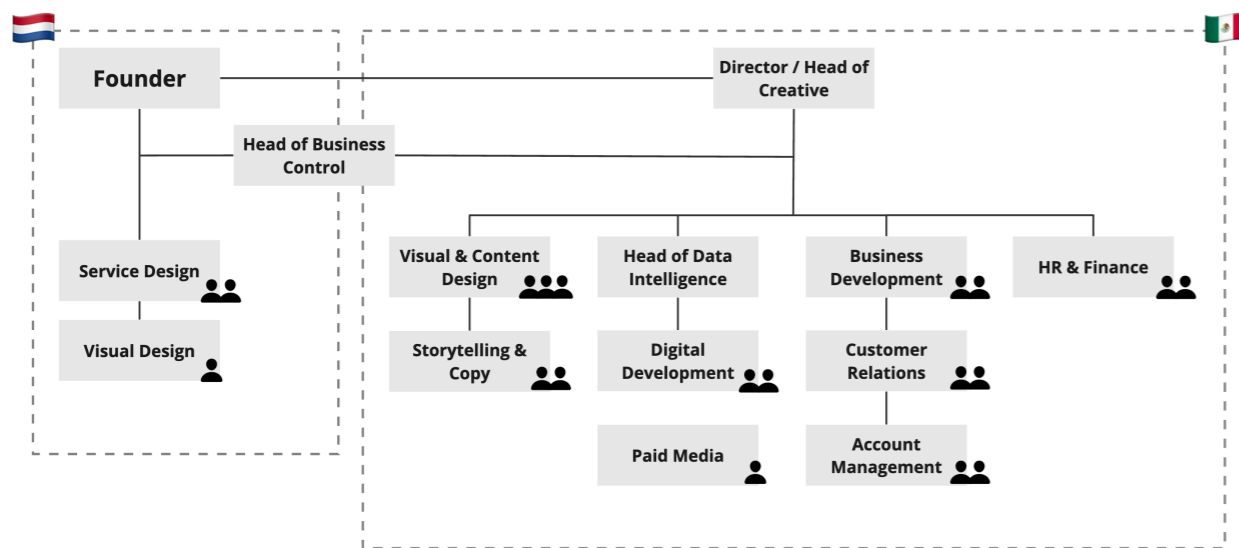


Figure 2.5: The organizational chart of ktc, showing both offices in The Netherlands and Mexico.

## 2.2.2 Purpose of the Interviews

The purpose of these interview is to delve into the organizational context of ktc, with a particular focus on its organizational structure and the marketing strategies that have been established by its Mexico office, contrasted against the design-centric approach of the Dutch office. Through these interviews, it is aimed to uncover the nuances of how design is integrated within ktc's processes and the extent to which it influences the company's operations. From the insights gathered, ktc's current design maturity will be assessed, and strategic interventions required to enhance its design capabilities will be identified.

## 2.2.3 Participant Selection

The selection of participants for the interviews was strategically executed through purposive sampling, a deliberate choice aimed at enriching the exploration phase with diverse and relevant perspectives. This method was specifically chosen to ensure coverage across the various business functions within both the Dutch and Mexican offices of the ktc.

In line with this approach, a total of six experts were selected for interviews, with three from each office (table 2.3). The selection was based on the idea that individuals with deep knowledge in their areas would offer crucial insights into the organization's operations, culture, and strategy. These experts were selected based on their extensive knowledge, experience, and their pivotal roles in shaping the business functions they represent.

Table 2.3: Assessment and comparison of ktc's offices based on the various success-factors for design integration.

Employee #	Role	Experience
NL #1	Visual Designer	Over two and a half years at ktc
NL #2	Service Designer	Six months at ktc
NL #3	Service Designer	Nine months at ktc
MX #1	Head of Digital Intelligence	8.5 years at ktc, evolved from junior roles in various digital marketing functions.
MX #2	Business Dev. Manager	Six years at ktc with a break in between, 10 years of digital marketing experience.
MX #3	General Director	20 years in advertising, with 13 years in digital marketing, 6 years at ktc.

## 2.2.4 Methodology

The investigation into the current state of ktc offices in the Netherlands and Mexico was carried out using a semi-structured interview approach (Appendix A), a qualitative research method that allows for an in-depth exploration of participants' perceptions, experiences, and practices. This method was chosen due to its flexibility, allowing for probing deeper into relevant topics that emerged during the conversations, while still covering a predefined set of questions and themes.

The goal was to understand how a design capability could be integrated within ktc's office in Mexico to enhance their service offerings and create additional value for their customers. To achieve a better understanding, it was essential to compare and contrast the application of design thinking and digital marketing practices between ktc's offices in two culturally and operationally distinct contexts.

To ensure a rigorous analysis of the interview data, each session was recorded with the consent of the participants and subsequently transcribed automatically to facilitate detailed analysis. Following transcription, the data underwent a thematic coding analysis, a qualitative research method that allows for the identification of themes within the data. This method is recognized for its effectiveness in dissecting complex data sets to extract meaningful insights (Braun & Clarke, 2006).

The thematic coding involved a careful reading of the data to categorize the text into codes, which were then grouped into broader themes reflecting the underlying narratives present in the interviews (Appendix A). This approach proved instrumental in distilling the essence of the participants' experiences and perceptions, thereby unveiling the nuanced ways in which design and marketing strategies are integrated and operationalized within ktc.

## 2.2.5 Results

### Netherlands Office

The exploration of design thinking within ktc's Netherlands office through semi-structured interviews with employees involved in the design process highlighted a culture deeply rooted in human-centered design. Employees emphasized the importance of empathy, engaging actively with end-users to inform their design process. This approach fosters a mindset where design thinking transcends being a mere methodology to become a core aspect of the organizational ethos, emphasizing iterative problem-solving and client collaboration. The culture of shared decision-making with clients and end-users was particularly noted, underpinning the collaborative and co-creative environment that characterizes the Netherlands office. Such practices underscore the organization's dedication to fostering innovative solutions through a comprehensive, collaborative design process.

### Mexico Office

Conversely, the interviews conducted with key employees in ktc's Mexico office shed light on a different set of priorities and challenges. The focus here leans towards a client-centric approach, balancing client demands with professional guidance. The emphasis on data-driven

marketing strategies and the challenges associated with content production, especially for emerging platforms like TikTok, highlight the evolving nature of digital marketing. Additionally, the exploration of emerging technologies such as the metaverse and augmented reality reflects a forward-looking perspective, albeit with a cautious approach to balancing innovation with client needs and operational practicality. Educational roles played by agencies in guiding clients through the potentials of digital marketing emerge as a crucial aspect of the Mexico office's operations.

### Operational Differences

The comparison between the Netherlands and Mexico offices reveals distinct approaches to their respective domains (Table 2.4). The Netherlands office's focus on human-centered design culture contrasts with the Mexico office's client-centric approach. Iterative problem-solving and client collaboration in the Netherlands office stand in contrast to the data-driven marketing and hierarchical decision-making culture observed in Mexico. These differences underscore the varied strategies employed by ktc to navigate the challenges and opportunities within each office's operational context.

*Table 2.4: Assessment and comparison of ktc's offices based on the various success-factors for design integration.*

	<b>Netherlands Office (Design Focus)</b>	<b>Mexico Office (Marketing Focus)</b>
<b>Legitimacy</b>	Emphasizes human-centered design culture and iterative problem-solving as core to obtaining legitimacy. Design is seen as a strategic asset, moving towards cognitive legitimacy.	Focuses on client-centric approaches and data-driven marketing, clearly at earlier stages of obtaining legitimacy for design, emphasizing pragmatic benefits.
<b>Design Leadership</b>	Leadership embodies a collaborative and iterative approach, facilitating co-creation and shared decision-making, aligning with the principles of effective design leadership.	Leadership leans towards hierarchical decision-making, focusing on data-driven results and client demands, suggesting a different approach to integrating design and marketing leadership.
<b>Cultural Dimensions</b>	A culture that supports shared decision-making and client collaboration, fostering an environment that values empathy and user engagement.	A culture that prioritizes client expectations and data analytics, which may require developing a balance between creativity and analytical decision-making.
<b>Design Knowledge and Way of working</b>	Strong emphasis on design thinking as a methodology and mindset, with employees engaged in research and iterative design processes.	Emphasis on digital marketing expertise, with potential areas for integrating design thinking to enhance creativity and innovation in content production and technology use.

## 2.3 Company Analysis

The company analysis presents a detailed overview of ktc Mexico, integrating insights from the interviews and further enriched by observations and discussions from subsequent workshops and meetings. To enhance the readability of this report, it is included in this section, offering an in-depth understanding of ktc's context. This analysis is essential for the report, as it informs and is referenced throughout the subsequent sections, providing the necessary background and relevance to the project's findings and outcomes.

### 2.3.1 Value proposition

From the conducted interviews, it has become clear that the Mexico office of ktc distinguishes itself with a value proposition centered on providing data-supported insights into the effectiveness of marketing efforts in generating actual sales. This proposition, rooted in a sophisticated analysis, offers a substantial benefit by linking marketing strategies directly to sales outcomes. However, this nuanced value proposition presents a challenge in communication, particularly with new clients who may not immediately grasp its complexity or the value of the insights it can provide. This gap in understanding complicates the task of convincingly explaining to clients why they should opt for this evidence-based approach, as opposed to simpler, but less empirically supported, promises of sales improvements offered by other agencies.



At **ktc** we **propel brands to digital success** by delivering **measurable marketing solutions, strategically aligning** with and **achieving the business objectives** of our clients.

What sets us apart is our **unwavering commitment to quality and personalised attention**, providing a **distinctive edge for your brand**.

### 2.3.2 Project Acquisition

In the digital marketing domain, projects typically operate based on a one-year contract, involving a requisite tender process. Before the start of a new calendar year, clients seeking digital marketing services issue a tender, inviting multiple marketing agencies to submit proposals. These proposals showcase the array of marketing services each agency can provide in accordance with the client's brief. Additionally, agencies must delineate how the client can realize a return on investment through the proposed marketing efforts.

These junctures are crucial for marketing agencies like ktc, serving as pivotal moments to convince potential clients of their unique value proposition and secure projects for the upcoming year. However, a challenge lies in the often limited information provided by clients in the initial brief. While agencies have an opportunity for a single meeting with the client to seek clarification and gather additional information about the company's challenges and business goals before submitting a proposal, this meeting typically involves all participating agencies in the tender. Extracting more pertinent information than competitors becomes a formidable task.

Moreover, when participating in a tender for a client operating in an industry unfamiliar to ktc, there exists an additional learning curve. Acquiring an understanding of the client's industry, as well as comprehending the behaviors and needs of their customers, becomes imperative for a successful bid.

### 2.3.3 Project Structure

Upon securing a new contract, ktc initiates its process by receiving a detailed brief from the client, which outlines the client's business goals and provides performance evaluations. This brief serves as the foundation for an initial meeting between the creative and data intelligence managers, where they conduct a thorough debriefing to align on objectives and strategies (figure 2.6) Subsequent to this debriefing, the planning phase begins, marking a crucial step where a detailed media strategy is developed. This strategy specifies the allocation of the budget across various marketing channels, such as social media and search engines, and also includes the development of an initial concept for the campaign's creative content, including copy and visuals.

The approach taken by ktc's data intelligence and creative teams in informing their campaign strategies is heavily reliant on both their collective experience and data-driven insights. These insights are derived from an array of sources, including benchmarks, industry reports, and demographic studies, ensuring a rich foundation for informed decision-making. Once the strategic plan and creative concepts receive approval, the campaign is officially launched.

The launch of the campaign marks the beginning of a critical phase of continuous monitoring and optimization. This phase is characterized by a steep learning curve during the initial months, where the primary focus is on gathering insights and refining the campaign's performance. This iterative process is essential for identifying areas of improvement and making necessary adjustments to enhance the campaign's effectiveness. Through this dynamic approach, ktc ensures that its campaigns are not only well-informed by prior experience and data at the outset but also continuously evolved based on real-time performance data, thereby maximizing the campaign's impact and achieving the client's business objectives.

### 2.3.4 Client Expectations

In the competitive landscape in which ktc operates, clients' expectations from their marketing agency are both high and specific. Gaining a deep insight into the value sought by ktc's clients is vital for attracting new business and maintaining successful marketing partnerships.

Foremost among these expectations is the continuous optimization of marketing budgets, where clients seek assurances that their investments are managed with utmost efficiency, aiming for the highest possible return on investment. This necessitates a balance between innovative marketing strategies and cost-effective implementation.

“Our clients expect innovative solutions that not only meet but exceed market standards. This has pushed us to look beyond traditional marketing strategies.”

Furthermore, clients demand marketing work of the highest quality, expecting creative initiatives that not only captivate and engage their target audiences but are also executed with precision, reflecting a deep understanding and consideration of their unique needs. This emphasis on quality is coupled with a desire for meticulous client attention, ensuring that projects are not just about delivering results but also about fostering meaningful, responsive interactions.

Additionally, there is a clear preference for long-term strategic partnerships over transactional engagements. ktc's clients are increasingly inclined towards working with agencies that are not just service providers but true partners invested in their long-term success. This trend towards enduring partnerships underscores the importance of deep business understanding, strategic alignment, and a commitment to collaborative growth, marking a shift from mere project execution to strategic, value-added collaboration.

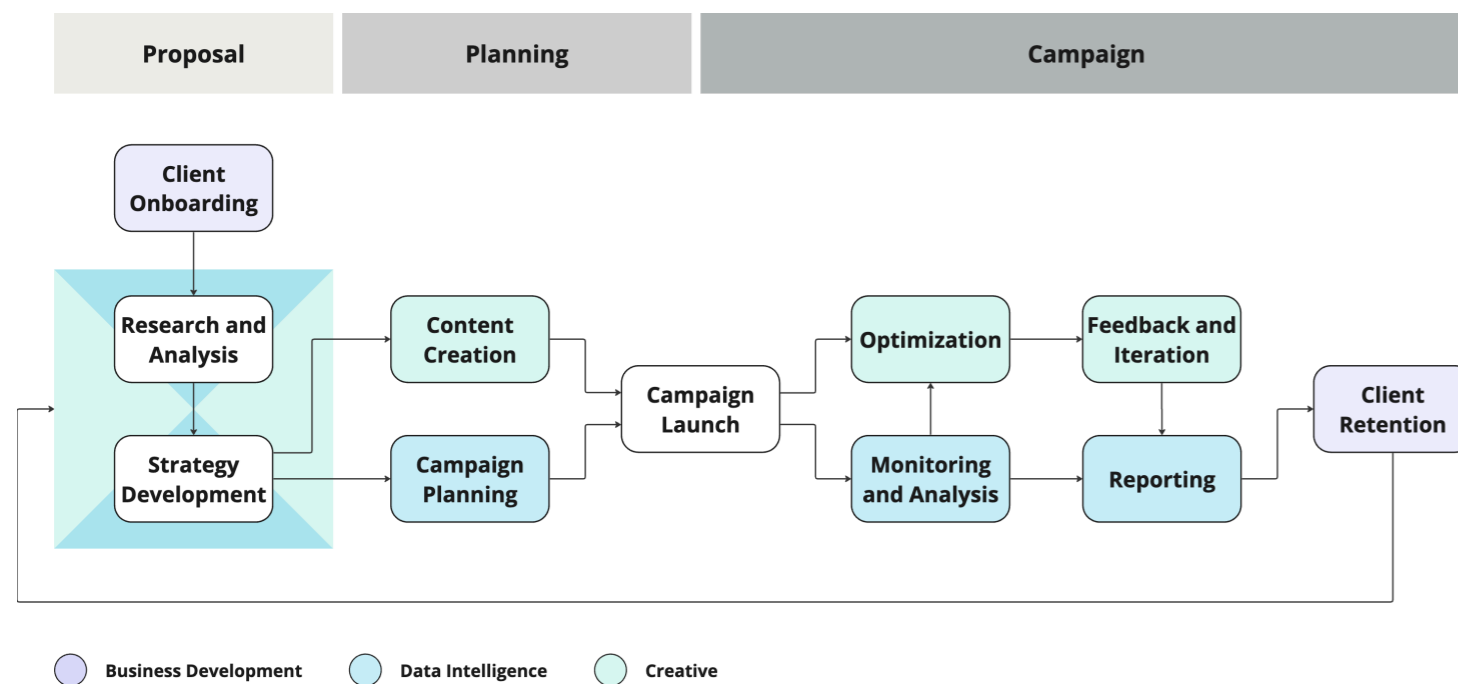


Figure 2.6: Project structure of ktc Mexico's digital marketing projects.

## 2.4 Opportunities

In the journey towards elevating the design status within the ktc Mexico office, an understanding of both the challenges and opportunities present is crucial. Connecting the findings from the interviews with insights from the literature review on design thinking and its integration, show a path forward for ktc Mexico. By leveraging its current strengths in digital marketing and beginning to intertwine design thinking principles more deeply, ktc Mexico can enhance its strategic positioning and operational efficiency. The opportunities for ktc Mexico lie in harmonizing its client-centric approach with the empathetic, user-focused ethos of design thinking to cultivate a more innovative and adaptable organizational culture.

### Embracing Design Thinking in Digital Marketing

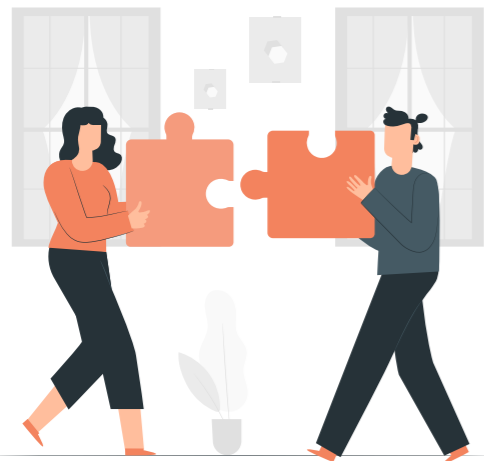
The integration of design thinking into digital marketing strategies presents a significant opportunity for ktc Mexico. By adopting a more human-centered approach, the office can develop marketing solutions that not only meet client needs but also resonate deeply with end-users. This approach encourages creative problem-solving and iterative development, leading to marketing campaigns that are both innovative and effective.

“We’ve always focused on data to guide our strategies, but integrating design thinking could shift our approach to be more human-centered.”



### Fostering a Culture of Collaboration and Co-Creation

The Netherlands office’s success in client collaboration and shared decision-making can serve as a model for the Mexico office. Encouraging a culture where clients, designers, and marketers collaborate closely can lead to more holistic and impactful marketing strategies. This shift towards a more inclusive and participatory approach can enhance client satisfaction and lead to more innovative outcomes.



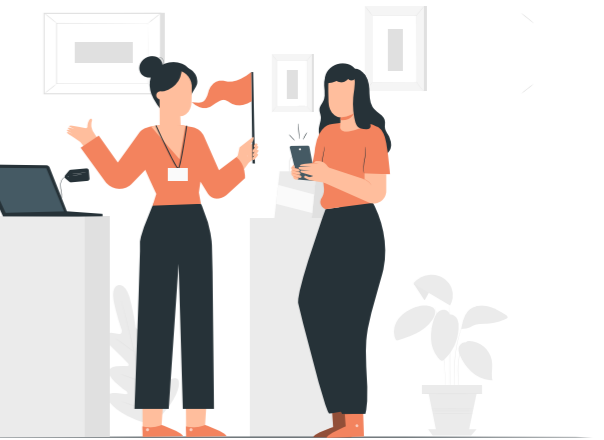
### Investing in Design Leadership and Talent Development

Strengthening the design leadership within ktc Mexico is crucial for the successful integration of design thinking. By identifying and nurturing leaders who can champion design thinking across digital marketing projects, ktc Mexico can bridge the gap between traditional marketing strategies and innovative design approaches. Additionally, investing in ongoing training and development programs for staff can build a strong foundation of design knowledge and skills, further elevating the office’s design capabilities.



### Expanding the Role of Design in Strategic Decision-Making

Integrating design thinking at a strategic level can transform how ktc Mexico approaches problem-solving and innovation. Design thinking can contribute to more agile and adaptable strategic planning, ensuring that the organization stays ahead of market trends and responds effectively to changing customer needs. This strategic integration of design can elevate the status of design within the organization, aligning it with business objectives and demonstrating its value in driving growth and innovation.



### Leveraging Data-Driven Insights with Design Creativity

The expertise of ktc Mexico in data analytics and its emphasis on ROI from marketing efforts can be a powerful complement to design thinking. By combining data-driven insights with the creative and empathetic approaches of design thinking, the office can create marketing strategies that are not only targeted and effective but also deeply engaging for users. This integration can set ktc Mexico apart in the competitive digital marketing landscape.



In conclusion, the path to elevating the design status of ktc Mexico lies in strategically integrating design thinking principles with its established strengths in digital marketing. By fostering a culture that values empathy, collaboration, and innovation, and by investing in the development of design leadership and talent, ktc Mexico can enhance its competitive edge. The alignment of design and marketing, underpinned by strategic support and a commitment to continuous learning, presents a promising avenue for ktc Mexico to redefine its approach to digital marketing and, by extension, its organizational identity.

# 03.

## Building a Design Foundation

Chapter 3 explores the establishment of a design foundation within ktc Mexico's marketing office. Drawing on insights from the literature review and company analysis, this chapter examines the necessary interventions across various elements for effective design integration. It also marks the initial phase of introducing design methodologies and stimulating interest among ktc's employees.

### 3.1 Strategy for Elevating Design

The establishment of a design foundation within ktc Mexico represents a pivotal moment in the company's evolution. In an era where digital marketing is becoming increasingly complex and consumer expectations are higher than ever, the need for innovation, creativity, and a deep understanding of user experience is critical. For ktc Mexico, integrating design thinking into its core operations is not just about enhancing its creative output; it's about fostering a culture that is inherently adaptable, empathetic, and geared towards continuous improvement. This foundation is essential for ktc to not only meet but exceed the dynamic needs of the market and its clients.

The journey towards achieving pragmatic legitimacy in design requires development across the different Core Integration Pillars. Drawing upon insights from the literature and a comprehensive analysis of the company's current state, table 3.1 outlines a strategic approach for addressing each of these pillars.

The establishment of a design foundation within ktc Mexico represents a pivotal moment in the company's evolution. In an era where digital marketing is becoming increasingly complex and consumer expectations are higher than ever, the need for innovation, creativity, and a deep understanding of user experience is critical. For ktc Mexico, integrating design thinking into its core operations is not just about enhancing its creative output; it's about fostering a culture that is inherently adaptable, empathetic, and geared towards continuous

Table 3.1: Steps required for elevating ktc's design stage to pragmatic legitimacy

Stage	Pragmatic Legitimacy
<b>Design Leadership</b>	<ul style="list-style-type: none"><li>• Identify Design Pioneers</li><li>• Involve pioneers in the Design Integration process</li><li>• Set directives for applying Design Thinking</li></ul>
<b>Cultural Dimensions</b>	<ul style="list-style-type: none"><li>• Mitigate cultural nuances that inhibit DT</li></ul>
<b>Way of working</b>	<ul style="list-style-type: none"><li>• Have the design team adapt to the non-linear process</li><li>• Align the design thinking steps with current practices</li></ul>
<b>Design Knowledge</b>	<ul style="list-style-type: none"><li>• Introduce Design Thinking to a dedicated team</li><li>• Build knowledge &amp; appreciation through practical application</li></ul>



## 3.2 Workshops: Building Design Knowledge

To equip the Mexico team with a foundational knowledge of design thinking, a deliberate and structured approach was undertaken through a series of online workshops. These workshops were strategically spaced with weekly intervals to facilitate a paced and systematic learning experience, enabling ktc's employees to easily combine the workshops with their daily practices.

### 3.2.1 Workshop Objective

The primary objective of the workshops organized for ktc Mexico's team was aimed at initiating team members into the intricacies of the design process while providing them with tangible, hands-on experience in applying design thinking methods. These sessions were planned to not only lay the foundational knowledge of design and its potential to enrich marketing practices but also to serve as a critical evaluation tool. They allowed for the observation of the team's dynamics in a collaborative setting and gauged the members' openness and responsiveness to integrating design methods into their workflow. By engaging the team in practical exercises and collaborative assignments, the workshops offered an opportunity to directly witness how team members interact, communicate, and problem-solve together. This dual purpose—educational enhancement and team assessment—ensured that the workshops were not just learning experiences but also instrumental in shaping the future direction of design thinking integration within ktc Mexico, providing valuable insights into how design could be most effectively woven into the fabric of their marketing strategies.

### 3.2.2 Challenge

The workshops had to overcome the following challenge: engaging a team traditionally not immersed in design with the abstract concepts and theories underpinning design methods, while simultaneously making these concepts relevant and applicable to the team's established marketing practices. The fundamental hurdle was to bridge the gap between the intuitive, often non-linear processes of design thinking and the more structured, results-oriented approach of marketing. The workshops aimed to demystify design thinking for a non-design audience, illustrating its value not as a replacement for their current practices but as a powerful complement that could enhance their ability to innovate and connect with customers in more meaningful ways.

### 3.2.3 Workshop Structure

The Design Thinking workshops designed for ktc Mexico's team were structured around the double diamond model (figure 3.1), providing a clear and effective framework for understanding and applying design thinking methodologies. This model visually and conceptually illustrates the process of discovery, definition, development, and delivery—essential stages in the creative problem-solving process. By adopting this model, the workshops offered a structured approach that guided participants through the complexities of design thinking in a coherent and sequential manner.

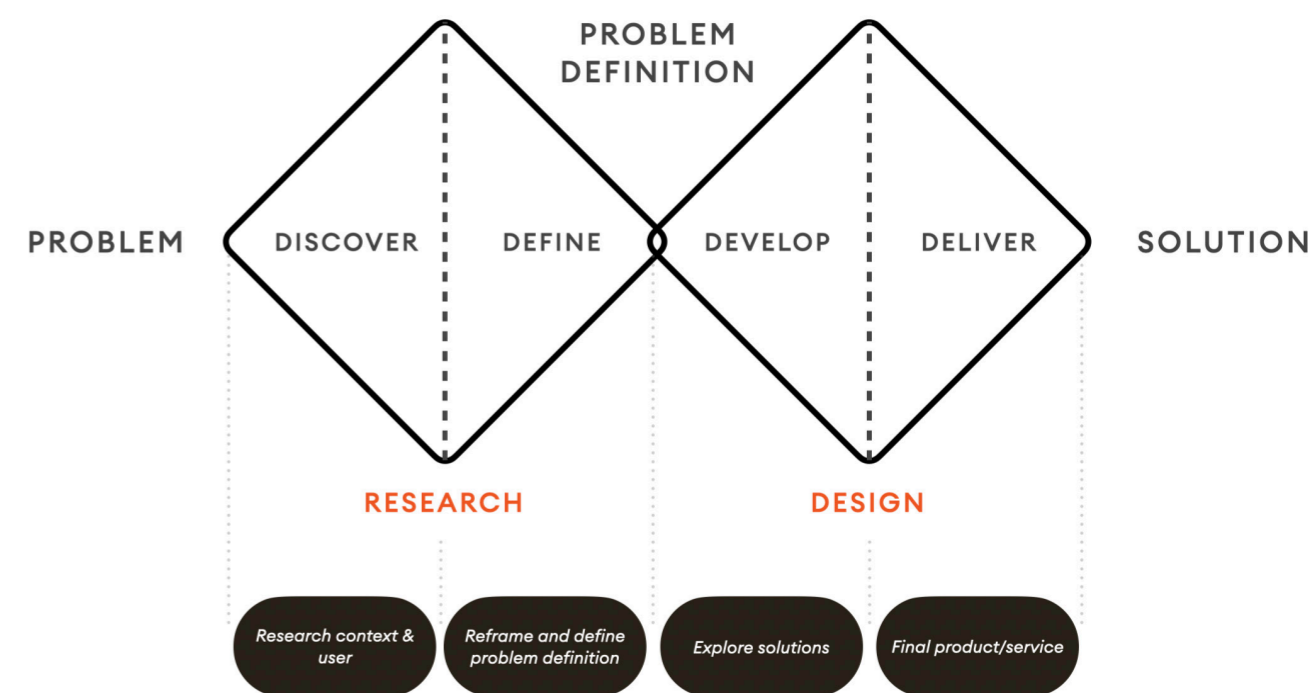


Figure 3.1: The Double Diamond structure: A visual guide to Design Thinking

Each workshop was dedicated to a specific phase of the double diamond, ensuring participants could focus on and thoroughly explore each aspect of the design process (figure 3.2). The structure of the workshops was as follows:

### Introduction to Design Thinking Concepts

Each workshop begins with an introduction or recap of design thinking principles, emphasizing the importance of a human-centered approach to problem-solving. This ensures participants are grounded in the fundamental concepts before diving into practical exercises.

### Phase-Specific Theory and Examples

For each phase of the double diamond (Discover, Define, Develop, Deliver), the workshop provides theoretical explanations followed by real-life examples or case studies. This approach helps participants understand how design thinking is applied in various contexts and industries, reinforcing the theoretical knowledge with practical insights.

### Method Toolkit Introduction

In each phase, a set of specific tools and methods relevant to that stage of the design process is introduced. Participants learn how to use these tools through the hands-on activities, gaining familiarity with a practical toolkit they can apply to their projects.

### Hands-on Activities and Application

After introducing the theory and showcasing examples, participants engage in hands-on activities designed to apply what they've learned to fictional or real-life cases (figure 3.3). These activities are structured to mirror the phase of the double diamond being explored, allowing for a practical understanding of each step in the design thinking process.

### Iteration and Feedback

The workshops emphasize the importance of iteration and feedback, consistent with the design thinking approach. Participants are encouraged to refine their ideas based on feedback, mirroring the iterative nature of real-world design thinking projects.

### Reflection and Next Steps

Each workshop concludes with a reflection on the learnings and insights gained, encouraging participants to consider how they can apply these in their work. This often includes identifying next steps or planning for the implementation of design thinking in their projects.

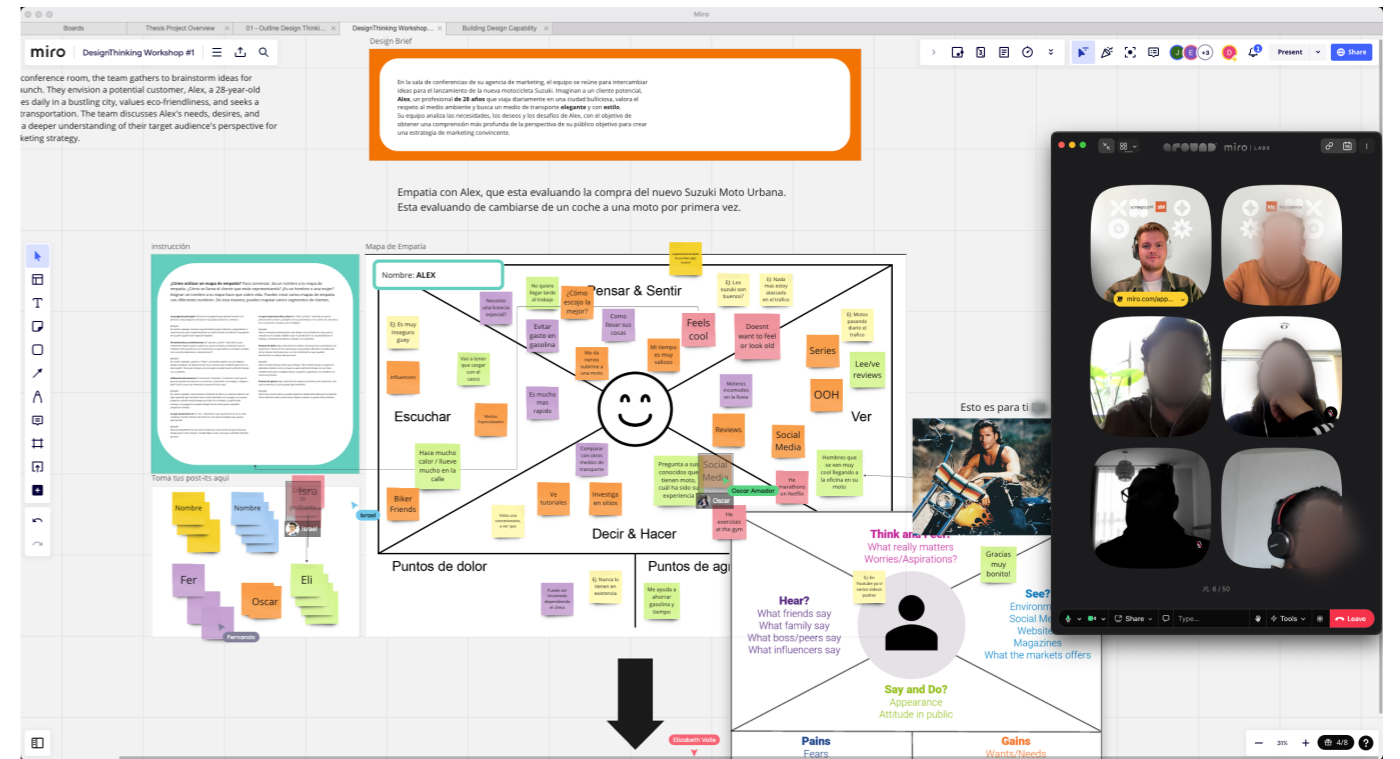


Figure 3.3: A screenshot from one of the hands-on design activities hosted in Miro during the workshops.

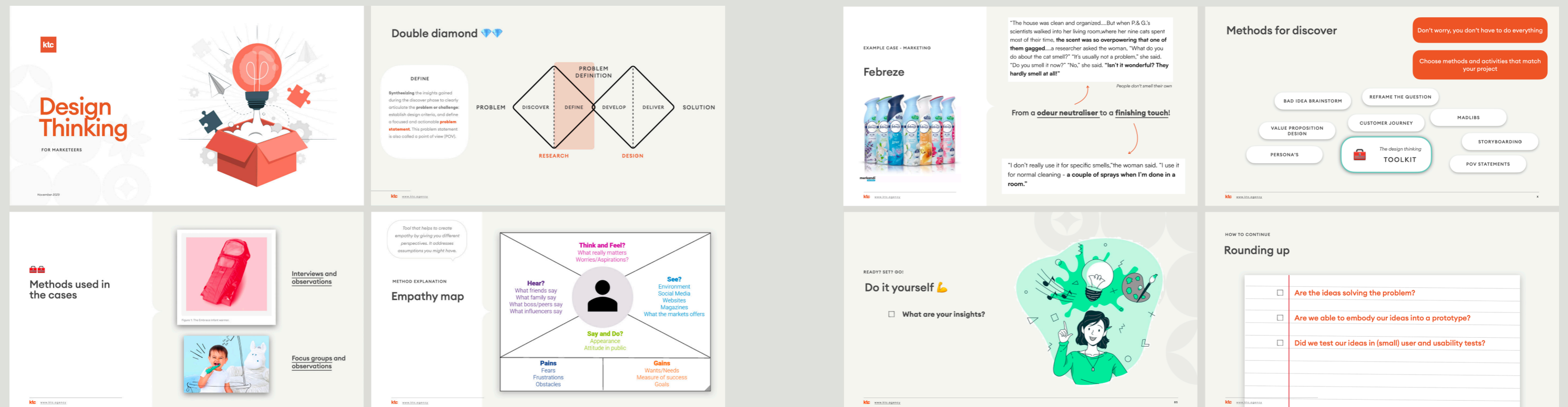


Figure 3.2: Various slides from the Design Thinking workshop sessions

### 3.2.4 Observations

#### Identification of design pioneers

During the workshops, which involved the participation of five ktc employees, a notable pattern of engagement with the Design Thinking approach was observed. The head of creative and the business development manager particularly stood out for their enthusiasm and readiness to adopt this innovative methodology. Their active involvement and openness to the Design Thinking process highlighted their potential as “design pioneers” within ktc, suggesting that they could play a significant role in fostering the adoption of design thinking practices across the organization.

“Our approach to marketing has always been data-driven; integrating design thinking adds a new layer of complexity but also a new set of opportunities.”

#### Navigating Power Distance to Foster Collaboration

Conversely, a more reserved participation was noted among employees positioned below the management level, especially during tasks that required collaborative ideation. This observed hesitancy among non-managerial staff could potentially be attributed to the organization’s Power Distance Index (PDI), a concept explored in the literature review (2.1.4). High PDI within a company can lead to a hierarchical structure where lower-level employees might feel less comfortable expressing their ideas freely in the presence of senior staff, impacting the collaborative and iterative nature essential to Design Thinking. Recognizing and addressing the challenges posed by high PDI is crucial for ktc to effectively engage and empower employees across all levels, ensuring a conducive environment for the successful integration of Design Thinking methodologies.

To address this cultural challenge and encourage a more inclusive ideation process, an new approach was experimented with: each employee was provided with their own digital workspace to initiate the ideation process independently. After this individual ideation phase, employees were invited to present their concepts to the group for discussion and collaborative synthesis of ideas. This method proved to be a more effective strategy for engaging the team in collaborative tasks, as it mitigated the initial reluctance to participate in open discussions, thereby accommodating the organizational PDI dynamics.

#### Bridging Design Thinking and Marketing:

##### An Ongoing Challenge

A recurring challenge throughout the workshops was the employees’ uncertainty about how to integrate the design methods learned into ktc’s existing marketing practices. This confusion was partly due to the workshops’ structure, which, by focusing on isolated steps of the design process in each session, made it challenging for participants to perceive the relevance of these exercises to their ongoing marketing campaigns. The segmented approach, while beneficial for deep dives into each phase of the design thinking model, inadvertently created a disconnect, leaving employees questioning how these methodologies could be applied in a cohesive manner to enhance their marketing strategies. Despite attempts to align the workshops more closely with marketing practices through the use of marketing-specific examples and tailoring assignments to a marketing context, these interventions did not adequately address the issue. Consequently, finding effective ways to bridge the gap between design thinking and marketing remains an area for further exploration and development in subsequent phases of integration.

## 3.3 Conclusions

The workshops conducted with ktc Mexico marked an initial step in integrating design thinking into the company’s marketing efforts. These sessions identified “design pioneers” and initiated a shift towards a culture that values innovation and user-centric problem-solving. However, a significant challenge emerged: participants struggled to see how design methods could directly enhance their existing marketing strategies due to the workshops’ segmented approach to the design process.

Efforts to align the workshops more closely with marketing practices through specific examples and assignments did not fully bridge this gap. The persistent challenge of integrating design thinking with marketing practices clearly indicates a need for a focused exploration in the subsequent phases of the initiative.

In summary, while the workshops successfully laid the groundwork for a design-thinking culture at ktc Mexico and began to overcome hierarchical collaboration barriers, the crucial task of seamlessly integrating design methods with marketing strategies remains. Addressing this challenge head-on will be a primary focus in the next phase of ktc’s journey towards comprehensive design integration.

# 04.

## From Theory to Practice

Chapter 4 outlines the execution of a pilot project with one of ktc's clients to apply design thinking in ktc Mexico's marketing strategies. It describes objectives, methods, and the transition from theoretical workshops to practical applications, highlighting efforts to address unmet needs among female motorcyclists. This chapter represents a significant move towards integrating design thinking into real-world marketing challenges.



### 4.1 Bridging Design and Marketing practices

Following the series of design workshops aimed at integrating design thinking into the marketing practices of ktc Mexico, several challenges emerged, marking critical learning points for the organization. Despite the successful introduction of design thinking principles and the identification of potential design pioneers within the team, a recurring challenge was the difficulty in directly applying these new methodologies to ktc's existing marketing frameworks.

Based on the insights gained from the workshops, wherein employees understood the methods and design processes within the context of presented projects, there arose a hesitancy regarding the practical application of these methodologies in their own professional context and daily operations within the Digital Marketing domain. To address this concern and facilitate a clearer understanding of the implementation of these methods, a pilot design project was initiated.

“How do we effectively translate these methodologies into our daily marketing operations?”

# 4.2 Pilot Design Project

In response to the challenges mentioned in the previous paragraph, and as a natural progression in ktc's journey towards fully embracing design thinking, a pilot project was proposed. This initiative served as a strategic move to bridge the theoretical knowledge acquired through the workshops with practical, real-world application. The pilot project, centered around a key client of ktc Mexico in the motorcycles industry, aims to apply design thinking methodologies to address specific challenges and opportunities within this sector.

## 4.2.1 Pilot Objectives

The pilot project was undertaken for a client of ktc Mexico, a prominent motorcycle company. It was set up to harness design thinking methodologies for addressing the specific challenge of uncovering unmet needs among female motorcyclists. The project's objectives were to conduct comprehensive research that delves into the unique preferences, experiences, and obstacles faced by this demographic, leveraging these insights to refine and enhance the client's marketing strategies effectively (figure 4.1).

By applying these methodologies to a real-world client project, this step intends to showcase the tangible benefits of design thinking in creating marketing solutions that are deeply resonant and user-focused. This project marks a significant step forward in ktc's journey towards fully integrating design thinking into its operations, demonstrating its commitment to innovative, empathetic marketing strategies that connect more authentically with target audiences.

### Objective

The primary goal of this project is to **identify unmet needs** among female motorcyclists to enhance \*Motorcycle Company's\* understanding and tailor marketing campaigns effectively.

### Scope

Conduct interviews with female motorcyclists to explore their **experiences, preferences, challenges, and desires** related to motorcycle ownership and riding.




Figure 4.1: Project Objectives as presented to ktc's marketing team.

## 4.2.2 Structure

The pilot design project follows the double diamond design thinking process (figure 4.2), aimed at uncovering the unmet needs of female motorcyclists. It begins with the Discover phase, gathering insights through interviews, then moves to Define, where these insights are synthesized into customer journey maps to form a clear problem statement. The Develop phase involves brainstorming and prototyping creative solutions, concluding with the Deliver phase, which focuses on refining these solutions for implementation. This approach employs tools like customer journey maps and personas, ensuring the project is well-grounded in understanding the target audience and effectively integrates design thinking into actionable marketing strategies.

Throughout the project, employees were assigned the task of conducting customer research through interviews and other research methods. This included the formulation of interview guides and the actual execution of interviews

to delve into customers' experiences, preferences, challenges, and desires about motorcycle ownership and riding. Subsequently, the collected data was synthesized by ktc employees using a customer journey map. This specific method was selected to gain insight into the decision-making process involved when selecting a new motorcycle. Moreover, the customer journey map served as a valuable tool to render the interview data more tangible and consolidate information by creating personas.

The insights derived from the customer journey map allowed the team to validate and pinpoint customer challenges, enabling them to identify opportunities that could be leveraged in their subsequent marketing campaigns. Additionally, the journey map proved to be an effective communication tool during meetings with Suzuki, providing a visual representation of the process and facilitating explanations of decision-making processes.

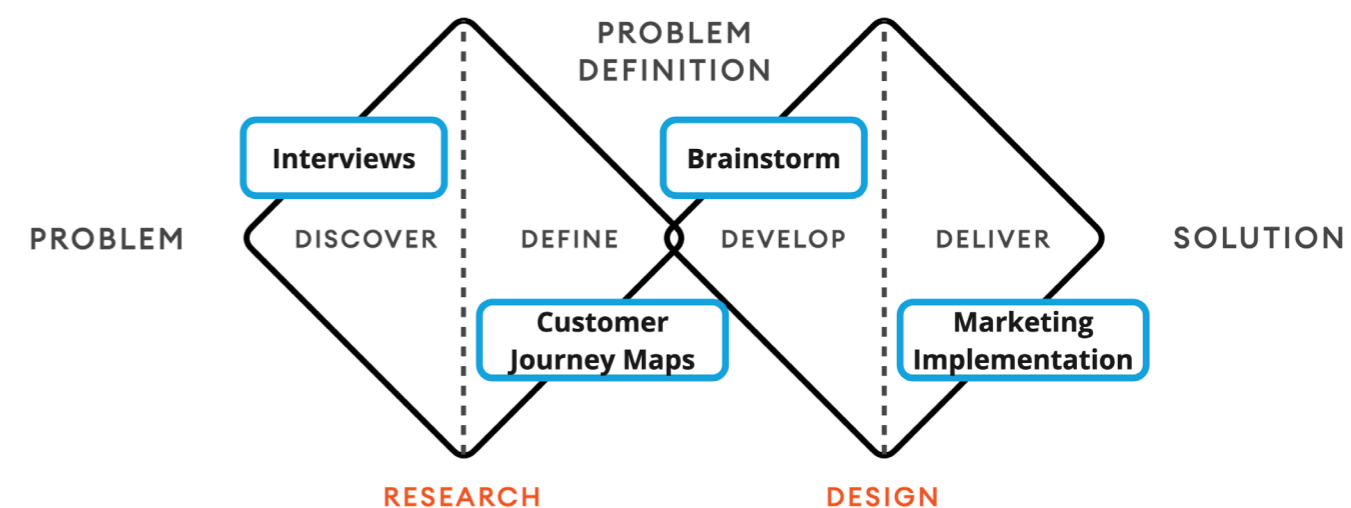


Figure 4.2: Project Structure for the Design Pilot, following the Double Diamond Structure

### 4.2.3 Results

The pilot project unveiled insights into the potential of design thinking to advance ktc Mexico's approach to client projects (figure 4.3). By focusing on client objectives and employing new methods to tackle challenges, the team began to see the opportunities a more dynamic and customer-centric service offering. This approach allowed for a deeper understanding of customer needs and the development of tailored impactful solutions.

“ Exploring user needs through design thinking has allowed us to uncover insights we previously overlooked. ”

However, as promising as the initial steps were, the journey towards seamlessly incorporating design thinking methods into ktc Mexico's standard practices revealed significant obstacles. The team's confidence in utilizing these new approaches became a central concern, predominantly due to two factors:

#### A notable lack of Practice

The team felt they did not have enough hands-on experience with applying design thinking methods. This lack of practice created a sense of unease, as team members were uncertain about their ability to effectively implement these techniques in other contexts.

“ I feel uncomfortable using design methods due to a lack of practice in the application of these methods. ”

#### Unfamiliarity with Method Benefits

There was a clear disconnect in understanding the extent of benefits that different design thinking methods could offer. This knowledge gap extended to feeling unsure to effectively communicating the value of these methods to clients, thereby hindering the potential for their broader acceptance and implementation.

“ We haven't fully grasped how these approaches can enhance our work. ”



Figure 4.3: Focus group session organised by ktc's team to interview multiple female motorcyclists

## 4.3 Conclusions

The pilot project successfully illuminated the value of design thinking methods within a marketing context, enhancing the team's appreciation for these approaches by demonstrating their potential to deeply understand and address user needs. This shift towards a more dynamic and customer-centric service offering has begun to pave the way for developing marketing strategies that are not only innovative but also highly resonant with the target audience.

However, this promising progress has also spotlighted concerns regarding the team's confidence in independently applying design thinking methods. The challenges of insufficient hands-on experience and a disconnect in understanding the full benefits of these methods have underscored the necessity for further development in these areas. To address these concerns and solidify the foundation laid by this pilot project, a strategic plan must be implemented to bolster the design leaders and the entire team's ability to autonomously initiate and navigate design activities in the future.

# 05.

## Deliverables

Chapter 5 presents the strategic actions for advancing integration of design thinking within ktc's marketing practices. It focuses on developing an organizational roadmap and a design playbook aimed at empowering the team and providing guidance on the application of design methods in their marketing projects.



## 5.1 Paving the Way for Design Excellence

Given the project's limited duration, fully embedding Design Thinking practices within the organization over a 20-week timeframe presents a considerable challenge. Initial steps have been taken, with several employees being exposed to the fundamentals of the design process and its associated methodologies. Some have even successfully applied these principles to a pilot design project within their professional domain. However, mastering these methodologies to the point where employees feel both confident and skilled in their application will undoubtedly require a more extended period of engagement and deeper experiential learning.

To support ktc's journey towards elevating its design status, an organizational roadmap has been developed. This strategic document serves a dual purpose. In the short term, it illustrates how design methods can be seamlessly integrated with the organization's current services, enriching the value proposition and potentially improving client satisfaction. Over the long term, the roadmap envisions a scenario where these design methodologies not only complement but also significantly expand the organization's service portfolio, opening up new avenues for innovation and client engagement.

Furthermore, recognizing the importance of practical guidance in this transformative process, a Design Playbook has been created. This resource is tailored to assist teams in navigating the complexities of setting up and executing a design process. It provides detailed instructions on selecting and applying the most appropriate design methods for various project types, ensuring that teams have the necessary tools and knowledge to leverage design thinking effectively. This playbook is envisioned as a living document that will evolve alongside the organization's growing expertise in design, facilitating a culture of continuous learning and improvement in design practices.

## 5.2 Roadmapping Process

To develop the organizational roadmap, two value mapping sessions, as outlined by Simonse (2018), were conducted with the management team of ktc Mexico (Appendix D). These sessions provided an opportunity for the team to reflect on the office’s existing value proposition and engage in a brainstorming session focused on identifying emerging trends and evolving client needs. Subsequently, leveraging their recent exposure to design methodologies through workshops and a pilot project, the team deliberated on how design tools could be employed to address these identified trends and needs, and the business functions where such integration would yield the most benefit.

In the aftermath of the value mapping sessions, three designers were invited for an idea mapping session. This group consisted of two members with expertise in ktc’s operational processes and one with a background in marketing. The designers were briefed on the insights derived from the value mapping sessions and were tasked with generating ideas on how design methods could be assimilated into the marketing process to enhance client value and broaden ktc’s range of services. To facilitate the practical implementation of these methods within the existing workflows, a time-pacing strategy was adopted. This approach involved prioritizing activities in a logical sequence, taking into consideration the learning curve anticipated for the ktc team (figure 5.1). This structured prioritization aimed to ensure a smooth transition and effective adoption of new design methodologies into ktc’s service delivery process, thereby extending the organization’s capabilities in addressing client needs and responding to market trends.

The strategic roadmap for integrating design methodologies within ktc is delineated into three progressive stages, referred to as horizons, each with distinct objectives and methodologies aimed at enhancing client engagement and market positioning.

### Horizon One:

#### Foundational Engagement and Insight Generation

In the initial phase, Horizon One, ktc leverages a combination of qualitative design methods—including interviews, focus groups, brand pyramid analysis, and trend analyses—to craft proposals that are both persuasive and tailored to new clients. This approach is designed to demonstrate a deep understanding of, and engagement with, the specific industries and customer bases of these clients. By employing these methods, ktc aims to establish a strong foundational relationship with new clients, showcasing its capability to generate insightful, data-driven strategies that resonate with the client’s target audience. This horizon is crucial for setting the stage for deeper, more strategic client relationships by highlighting ktc’s expertise in understanding market dynamics and consumer behavior.

### Horizon Two:

#### Strategic Brand and Product Positioning

Moving into Horizon Two, ktc expands its analytical toolkit to include 4C analyses (covering Customer, Competitor, Company, and Context), integrating these with the design methods introduced in Horizon One. The synergy of 4C analyses with qualitative design methodologies enables ktc to offer nuanced insights into market positioning, brand differentiation, and strategic opportunities for clients. This phase is characterized by a deeper engagement with the client’s strategic goals, facilitating the development of targeted marketing strategies that align with the client’s brand values and market positioning objectives. Through this integrated approach, ktc assists clients in navigating complex market landscapes, ensuring that their brands and products are positioned optimally to capture market share and engage effectively with their target audiences.

### Horizon Three:

#### Exploration and Innovation

The third phase, Horizon Three, is marked by its exploratory nature, focusing on the identification and exploitation of new market opportunities. In this stage, ktc employs exploratory research methods to uncover untapped market segments, emerging consumer trends, and potential innovation avenues. This horizon is dedicated to building knowledge about potential customer groups, fostering a culture of innovation within client organizations, and developing marketing initiatives that are both adaptive and forward-looking. By focusing on exploratory research and innovative strategy development, ktc positions itself as a partner capable of guiding clients through the process of discovering and leveraging new opportunities for growth and engagement.

## Milestones

### 2024

**M1:** Implement a new proposal process and integrate by Q2

**M2:** Collect insights about 3 clients and their customers using design methods by Q3

**M3:** Acquire 1 new client through applying the renewed proposal structure by Q4

### 2025

**M4:** Create 3 campaign strategies using design methods by Q1

**M5:** Improve 3 campaigns' performance through applying qualitative methods by Q3

### 2026

**M6:** Pitch new brand positioning services to 5 (prospective) clients by Q2

**M7:** Develop and launch 1 new brand positioning strategy for a client by Q4

### 2027

**M8:** Launch 3 campaigns aligned with a new brand strategy by Q2

### 2028

**M9:** Establish a cross-functional strategic innovation team by Q1

**M10:** Initiate and complete 2 exploratory initiatives or pilot projects by Q4

### 2029



Figure 5.1: A strategic timeline outlining key milestones for ktc’s tactical roadmap



# Strategic Roadmap

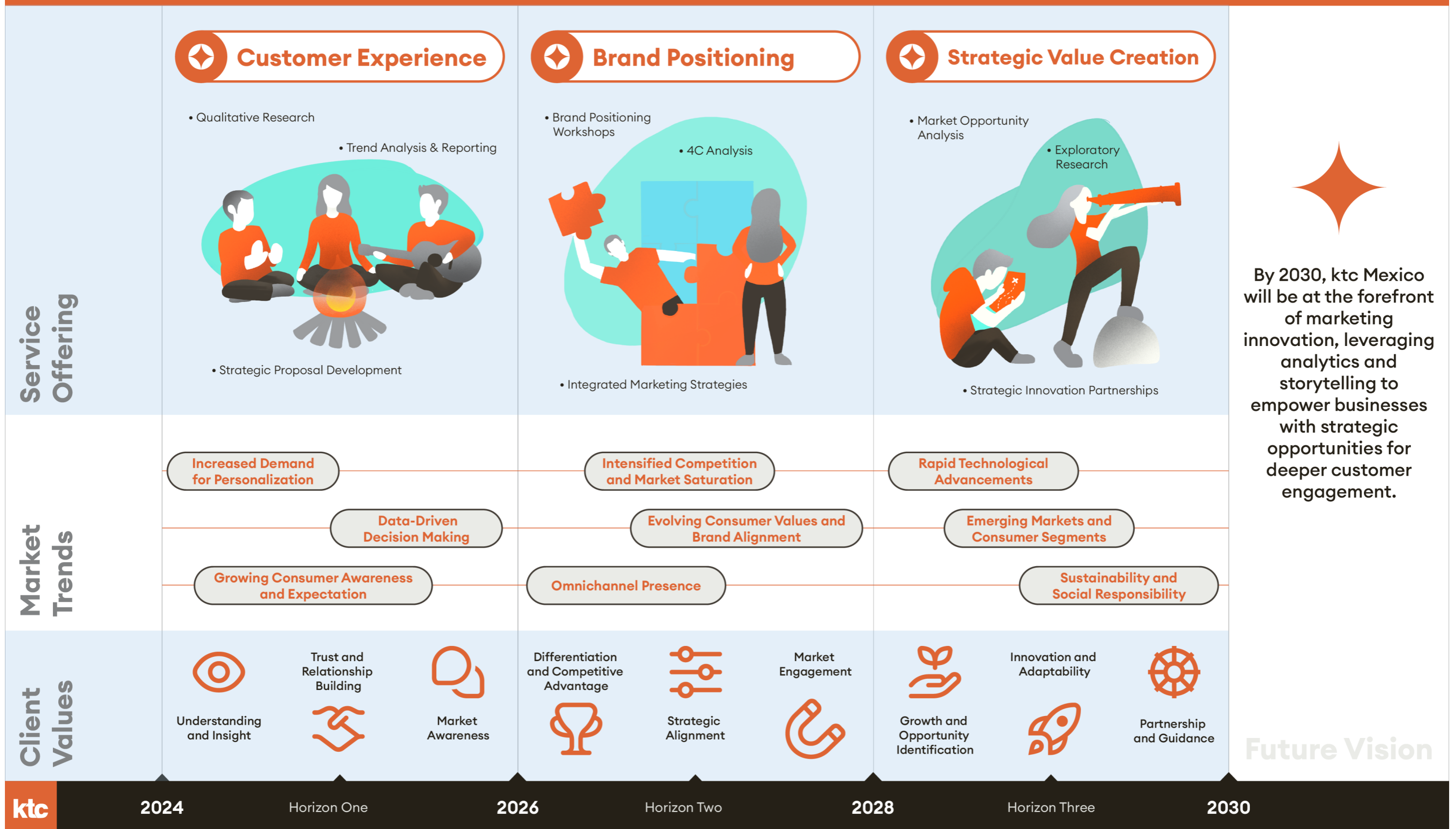
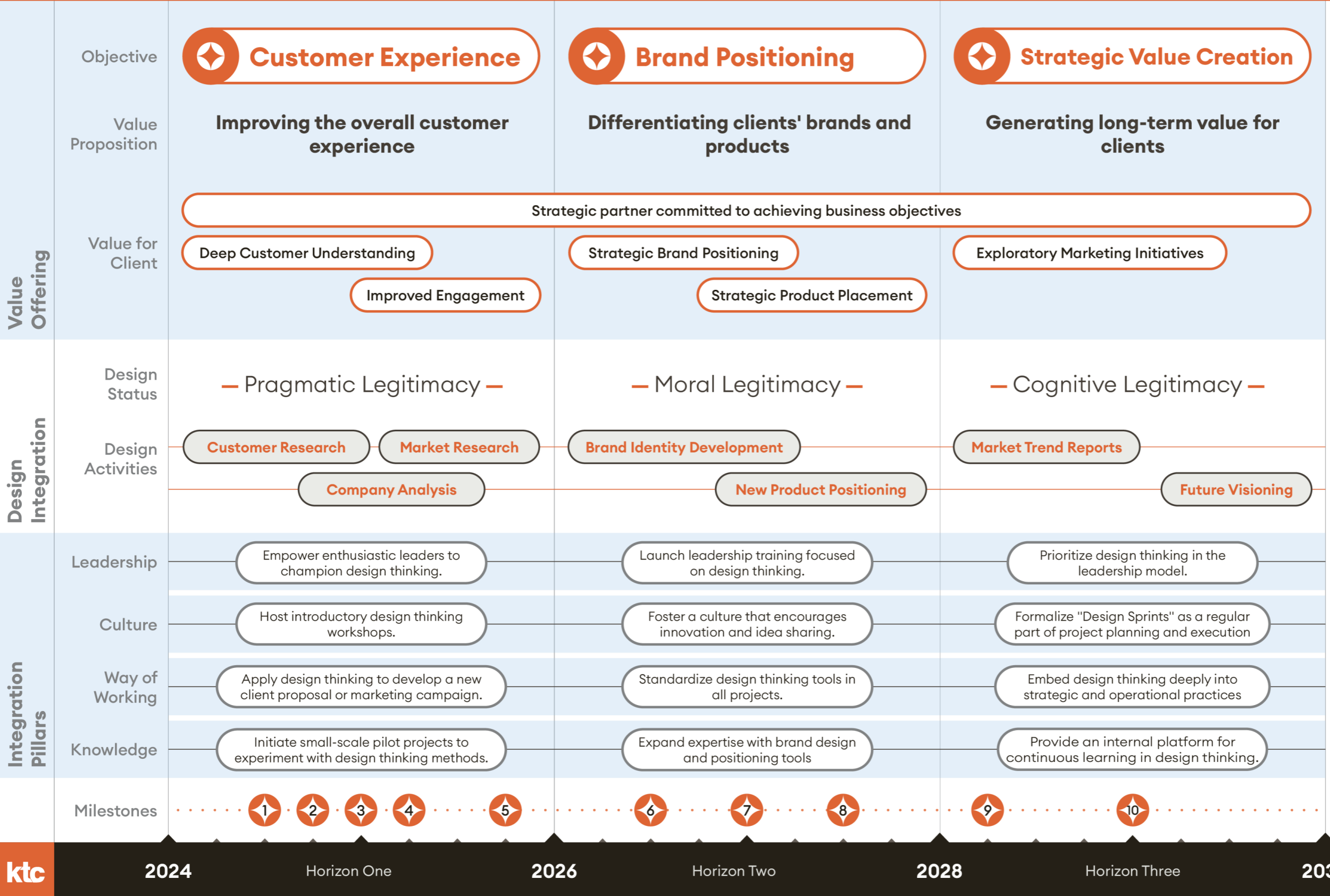


Figure 5.2: ktc's strategic roadmap, highlighting the progression through customer experience enhancement, brand positioning, and strategic value creation.

# Tactical Roadmap



By 2030, ktc Mexico will be at the forefront of marketing innovation, leveraging analytics and storytelling to empower businesses with strategic opportunities for deeper customer engagement.

Future Vision

Figure 5.2: ktc's tactical roadmap, detailing a strategic trajectory through improving customer experience, brand positioning, and strategic value creation, with specific activities and milestones leading up to 2030.

# 5.3 Creating a Design Playbook

The Design Playbook was crafted to guide ktc Mexico's team in independently engaging with and integrating design methods into their daily practices. Its creation was a carefully considered process, designed to align closely with the Strategic Roadmap laid out for the team's journey towards incorporating design thinking more deeply into their work. This alignment ensures that the playbook not only introduces the team to essential design thinking techniques but also organizes these methods in a way that corresponds with the phased approach of the roadmap, facilitating a seamless adoption process.

As the team progresses from foundational engagement in Horizon One through to strategic brand positioning in Horizon Two, and ultimately to innovative value creation in Horizon Three, the playbook provides a structured guide to applying relevant design methods at each stage. Starting with techniques aimed at enhancing customer understanding and engagement, the playbook gradually

introduces design methods tailored to refining brand positioning and anticipating market dynamics. This structure supports a building block approach to learning and applying design methods, enabling the team to expand their skills progressively and apply new knowledge directly to delivering enhanced value to clients.

By providing a comprehensive guide that is in sync with their strategic development path, the Design Playbook empowers the ktc Mexico team to not only adopt design thinking practices but to do so in a way that is directly applicable to their evolving service offerings. This ensures that the integration of design into their marketing strategies is both effective and aligned with the overarching goal of delivering innovative and customer-centric solutions to their clients.



# 06.

## Conclusion



## 6.1 Key Findings

The initiative to integrate design thinking into ktc's marketing practices targeted a significant transformation and enhancement of the company's innovation, problem-solving, and client engagement approaches. Through a series of structured workshops and a carefully designed pilot project, a strategic path was pursued to achieve this integration. The following outlines the key findings from this initiative:

### Design Workshops as a Catalyst

The introduction of design thinking through workshops proved to be an effective method for not only familiarizing the ktc team with design principles but also for fostering an environment of creativity and innovation. These sessions played a critical role in uncovering the potential of design thinking to enhance marketing strategies and operations.

### Identification of Design Pioneers

A significant outcome of this initiative was the identification of employees within ktc who showed a natural inclination and enthusiasm towards design thinking. These individuals emerged as 'design pioneers,' demonstrating the capability and potential to lead the charge in embedding design thinking deeper into the organization's culture and practices.

### Bridging the Gap

One of the central challenges encountered was the integration of design thinking methodologies with existing marketing practices. The pilot project, focused on understanding and addressing the unmet needs of female motorcyclists, served as a practical application of design thinking in a real-world marketing scenario. This project illustrated both the challenges and the potential of leveraging design thinking to develop more nuanced and user-centric marketing strategies.

### Tools for Future Integration

The creation of a strategic roadmap and a design playbook emerged as essential tools in guiding the ongoing process of design thinking integration. These resources are tailored to provide a structured approach for applying design thinking methods, ensuring that the team is equipped with the knowledge and skills to innovate and adapt in their marketing endeavors.

These key findings underscore the complexity and the transformative potential of integrating design thinking into marketing practices. The initiative has set a foundation for a more innovative, user-centric approach to marketing at ktc, marking the beginning of a journey towards deeper integration and application of design thinking principles across the organization.

## 6.2 Project Implications

The initiative to integrate design thinking into the marketing practices at ktc has catalyzed a significant pivot towards innovation, problem-solving, and client engagement, setting off transformative implications for the organization. This section delves into the broader impact of this journey:

### Organizational Impact

The adoption of design thinking methodologies has reshaped ktc's approach to marketing, pushing it towards a more innovative, empathetic, and user-centric orientation. This transition has enhanced the team's ability to develop solutions that deeply resonate with target audiences, leading to more effective and impactful marketing strategies. Such a shift positions ktc distinctively in the competitive landscape, offering services that are both creatively inspired and deeply rooted in understanding user needs and experiences.

### Cultural Shift

A significant outcome of this initiative is the cultural transformation within ktc. The integration of design thinking has cultivated a culture that prioritizes collaboration, experimentation, and continuous learning. Leadership plays a crucial role in championing this shift, creating an environment that encourages risk-taking and innovation. This cultural transformation is fundamental for the sustained momentum of design thinking integration, ensuring its long-term success within the organization.

## 6.3 Limitation

This case study, while providing valuable insights into the integration of design thinking within ktc's marketing practices, is not without its limitations. One primary constraint is the specificity of the organizational context, which may limit the generalizability of the findings to other companies with different cultures, sizes, or industries.

Additionally, the case study's scope, centered on the early stages of design thinking integration, may not capture the long-term impacts and sustainability of these initiatives. This limitation restricts the ability to assess the enduring effectiveness of design thinking methodologies within the company's marketing strategy and overall organizational

### Empowerment through Tools

The development of a strategic roadmap and a design playbook has been pivotal in empowering ktc's team to navigate the complexities of integrating design thinking into their workflow. These tools provide a structured and accessible guide to applying design methodologies, equipping the team with the resources to embrace and effectively implement these practices. The playbook, designed to evolve with the team's growing expertise, symbolizes a commitment to continuous improvement and the iterative nature of design thinking.

The project to integrate design thinking within ktc's marketing practices marks a shift towards a more dynamic, innovative, and user-focused approach. While presenting challenges, this journey underscores the potential of design thinking to enhance how the company connects with clients and their audiences. Reflecting on the project's implications, it is clear that the path towards full integration is ongoing, offering many opportunities for growth, learning, and organizational transformation.

innovation. Moreover, the reliance on qualitative data, though rich in detail and depth, may lack the quantitative measures necessary to evaluate the initiative's success objectively. These limitations suggest a need for further research and case studies across various contexts and time frames to fully understand the potentials and challenges of integrating design thinking into marketing practices and beyond.

## 6.4 Recommendations

As ktc integrates design thinking into its marketing practices, establishing a sustainable trajectory for innovation and user-centricity is crucial. The following recommendations are provided for future directions to ensure deeper integration of design thinking methodologies and sustained organizational success:

### Continued Education and Practice

It is critical for ktc to institutionalize ongoing education and hands-on practice in design thinking for all team members. Regularly scheduled workshops, brainstorming sessions, and project debriefs can facilitate a culture of continuous learning and innovation. These activities should aim to expand the team's understanding of design thinking methodologies and their application in diverse marketing contexts.

### Leadership and Mentorship

Establishing a mentorship program within ktc, where identified design pioneers can support their colleagues in applying design thinking methods, is recommended. This will not only strengthen the organization's design capability but also promote a culture of peer learning and collaboration. Leadership should continue to play a proactive role in encouraging the exploration of design thinking across various projects, reinforcing its value and relevance to the company's strategic objectives.

### Strategic Integration and Expansion

ktc should pursue the strategic integration of design thinking not only within marketing practices but across other functional areas of the organization. Exploring opportunities to apply design thinking to product development, customer service, and strategic planning can foster a holistic approach to innovation and problem-solving. This expansion will require a cross-functional dialogue and collaboration, ensuring that the benefits of design thinking are leveraged organization-wide.

### Measurement and Adaptation

Developing metrics to measure the impact of design thinking on marketing outcomes and overall business performance is essential. These metrics should assess improvements in customer engagement, innovation, and team productivity. Additionally, ktc should adopt a flexible approach that allows for the adaptation of strategies based on feedback and measured success. Regularly reviewing and refining the application of design thinking methodologies will ensure that they remain relevant and impactful.

### Promotion of a User-Centric Culture

Beyond the application of specific methodologies, ktc should strive to embed a user-centric mindset across all organizational levels. This involves not only understanding the needs and behaviors of customers but also reflecting this understanding in every decision and strategy. Fostering this culture will enhance the organization's ability to innovate and compete in an increasingly user-focused market landscape.

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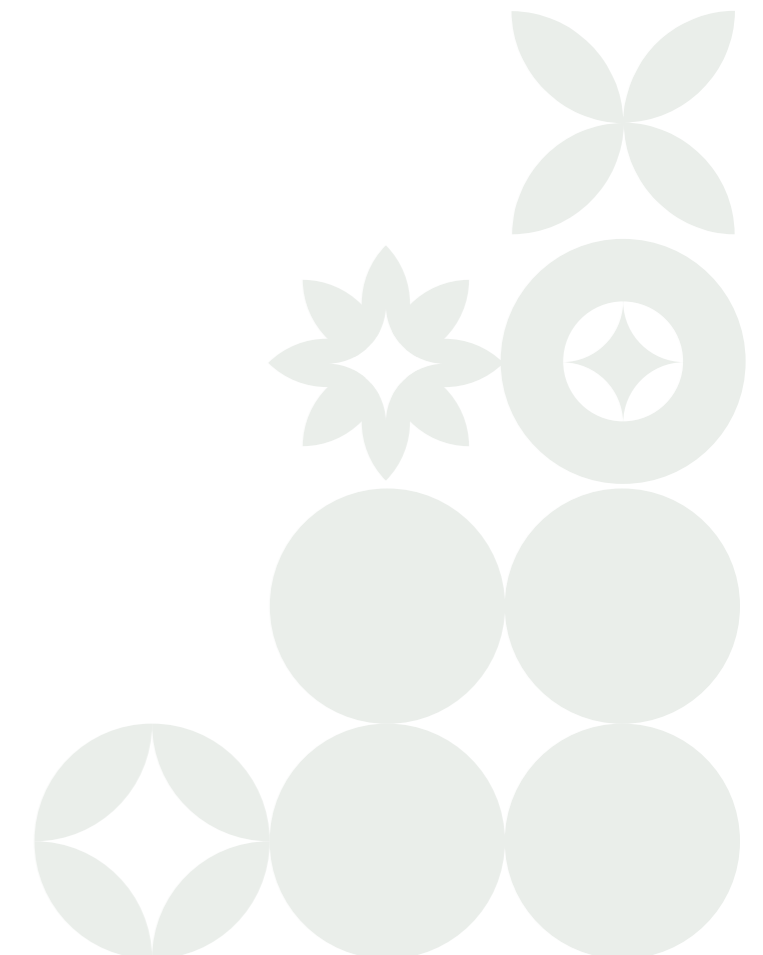
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# Appendices



## Appendix A - Interviews

### A.1.1 Interview Guide NL Office

#### Inleiding

Voor mijn afstudeerproject onderzoek ik de mogelijkheid voor het ktc kantoor in Mexico om design thinking-methoden te implementeren, met als doel hun serviceaanbod uit te breiden en meer waarde te creëren voor hun klanten. Om inzicht te krijgen in hoe het kantoor in Mexico voordeel kan halen uit designmethoden, ben ik geïnteresseerd in het begrijpen van hoe design hier in Nederland wordt toegepast, evenals de uitdagingen en successen die in dit verband worden ervaren.

NOTE: alle informatie die verstrekt wordt, is vertrouwelijk en zal enkel geanonimiseerd gebruikt worden voor onderzoeksdoeleinden en niet gedeeld worden met derden.

RECORDING: is het goed als ik ons gesprek opneem voor latere analyse? Ook deze recording is vertrouwelijk en zal alleen door mij gebruikt worden binnen 2 maanden verwijderd worden.

#### Achtergrond

- Kunt je kort jouw rol en verantwoordelijkheden bij ktc beschrijven?
- Hoe lang ben je al betrokken bij ktc?
- Kunt je enkele voorbeelden delen van projecten waarin u design thinking principes heeft toegepast? - (relate following questions to that project)

#### Begrip van Design Thinking

- Wat betekent "design thinking" voor jou persoonlijk?
- Hoe past design thinking in de algehele cultuur en benadering van innovatie bij ktc?
- Kunt je de belangrijkste stappen of fasen beschrijven die je volgt bij het gebruik van design thinking in jouw werk?
- Zijn er specifieke tools of methodes die je bijzonder effectief vindt in het design thinking proces?

#### Samenwerking en Klantgerichtheid

- Hoe werk je samen met multidisciplinaire teams in het kader van design thinking projecten?

- Hoe zorg je ervoor dat de behoeften en perspectieven van eindgebruikers worden geïntegreerd in het ontwerpproces?

#### Uitdagingen en Successen

- Kun je een specifiek project of een situatie delen waarin design thinking een aanzienlijke invloed had op het eindresultaat? Wat maakte het succesvol?
- Heb je uitdagingen of obstakels ondervonden bij het proberen toe te passen van design thinking principes? Hoe heb je deze overwonnen?

#### Visual Design en Service Design

- Hoe beïnvloedt design thinking specifiek jouw aanpak van visual design/service design?
- Zijn er specifieke overwegingen of methodologieën die je toepast bij het gebruik van design thinking in visual of service design projecten?
- Hoe onderscheidt de toepassing van design thinking bij KTC zich van die bij andere organisaties?

#### Het Meten van Impact

- Hoe mee je het succes of de impact van design thinking in projecten?
- Zijn er belangrijke prestatie-indicatoren (KPIs) of metingen die je volgt?

#### Toekomst van Design Thinking

- Hoe ziet de toekomst van design thinking bij er uit bij ktc?
- Zijn er aankomende projecten of initiatieven waar je enthousiast over bent?
- Zijn er gebieden waarvan je denkt dat design thinking verder geïntegreerd of verbeterd kan worden binnen de organisatie?

#### Afsluiting

- Is er nog iets anders dat je zou willen delen over jouw ervaring met design thinking bij ktc?

# A.1.2 Interview Sensemaking NL Office





## A.2.1 Interview Guide MX Office

### Introduction

My thesis project focuses on exploring the implementation of design thinking methodologies in diverse countries, cultures, and industries, using the ktc office in Mexico as a case study. Because of our shared goal of customer satisfaction, I believe there's a great opportunity to work closely together to explore how design methods can be implemented within your team. Through implementing design thinking, I aim to complement your service offerings and cultivate innovative approaches.

NOTE: all information provided is confidential and will only be used anonymously for research purposes and will not be shared with third parties.

RECORDING: Is it okay if I record our conversation for later analysis? This recording is also confidential and will only be used by me and will be deleted within 2 months.

### Background

- Can you describe your role and responsibilities at ktc? How long have you been involved in digital marketing or related activities?
- Can you provide an overview of the ktc office and its primary areas of operation?

### Digital Marketing Approach

- How does the ktc office in Mexico approach digital marketing? Are there specific strategies or tactics you employ?
- How do you know what a campaign should look like?
- What marketing channels do you primarily utilize?
- Can you share examples of recent digital marketing campaigns or initiatives the office has undertaken?

### Audience and Targeting

- Who is the target audience or customer base for KTC in Mexico, and how do you tailor digital marketing efforts to reach them effectively?
- How do you gather and utilize customer data and insights to inform your digital marketing strategies?
- What does the client provide and what is their level of involvement?
- What do you use to gain more customer insights?
- How do you navigate to client needs, what do they find important, how do you convince them?
- What and how do you present to your client about customer needs?

### Challenges and Successes

- Have you encountered any specific challenges in engaging in digital marketing practices within ktc? How have you addressed them?
- Can you share a recent success story or achievement related to your digital marketing efforts?

### Measuring Impact

- How do you measure the success or impact of your digital marketing campaigns? Are there KPIs that you track?
- Do you use any specific analytics tools or platforms to assess the effectiveness of your digital marketing activities?

### Integration with Business Goals

- How does digital marketing align with and support the broader business goals and objectives of the KTC office in Mexico?
- Are there any plans to expand or evolve digital marketing efforts in the near future?

### Digital Marketing Trends

- In your opinion, what are some emerging trends or technologies in digital marketing that may have relevance for KTC in Mexico?

### Collaboration and Resources

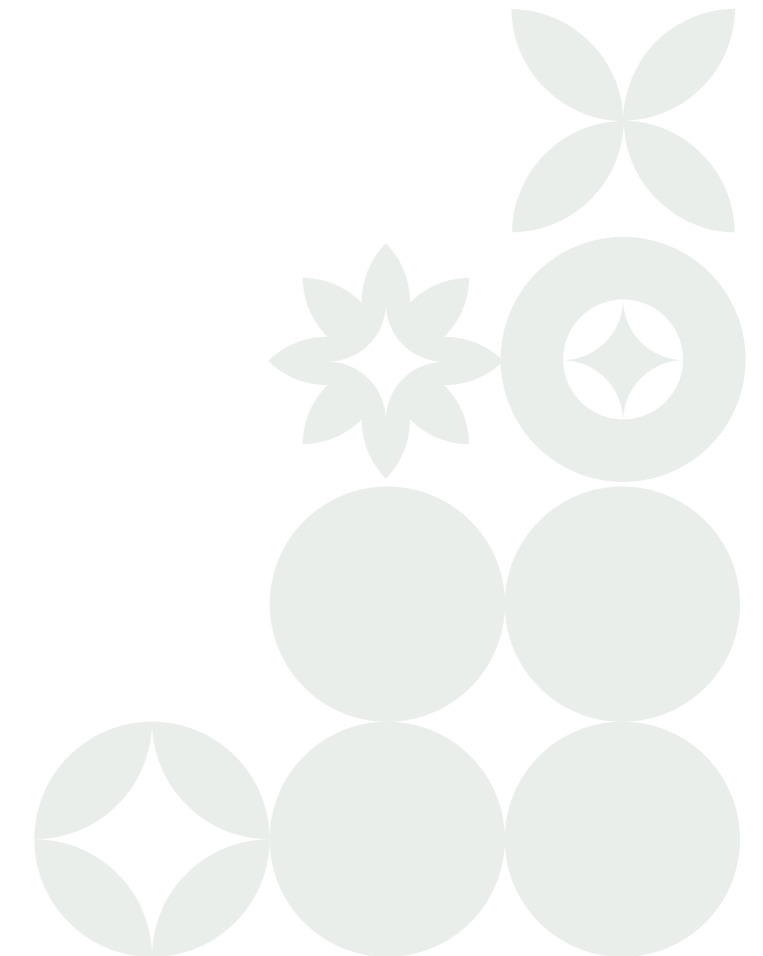
- How do different teams within the office collaborate to execute digital marketing strategies? Is there a dedicated digital marketing team?
- Are there specific resources or external partners that you rely on for digital marketing support?
- Could you provide me with an organization chart of the ktc office in Mexico?

### Compliance and Regulations

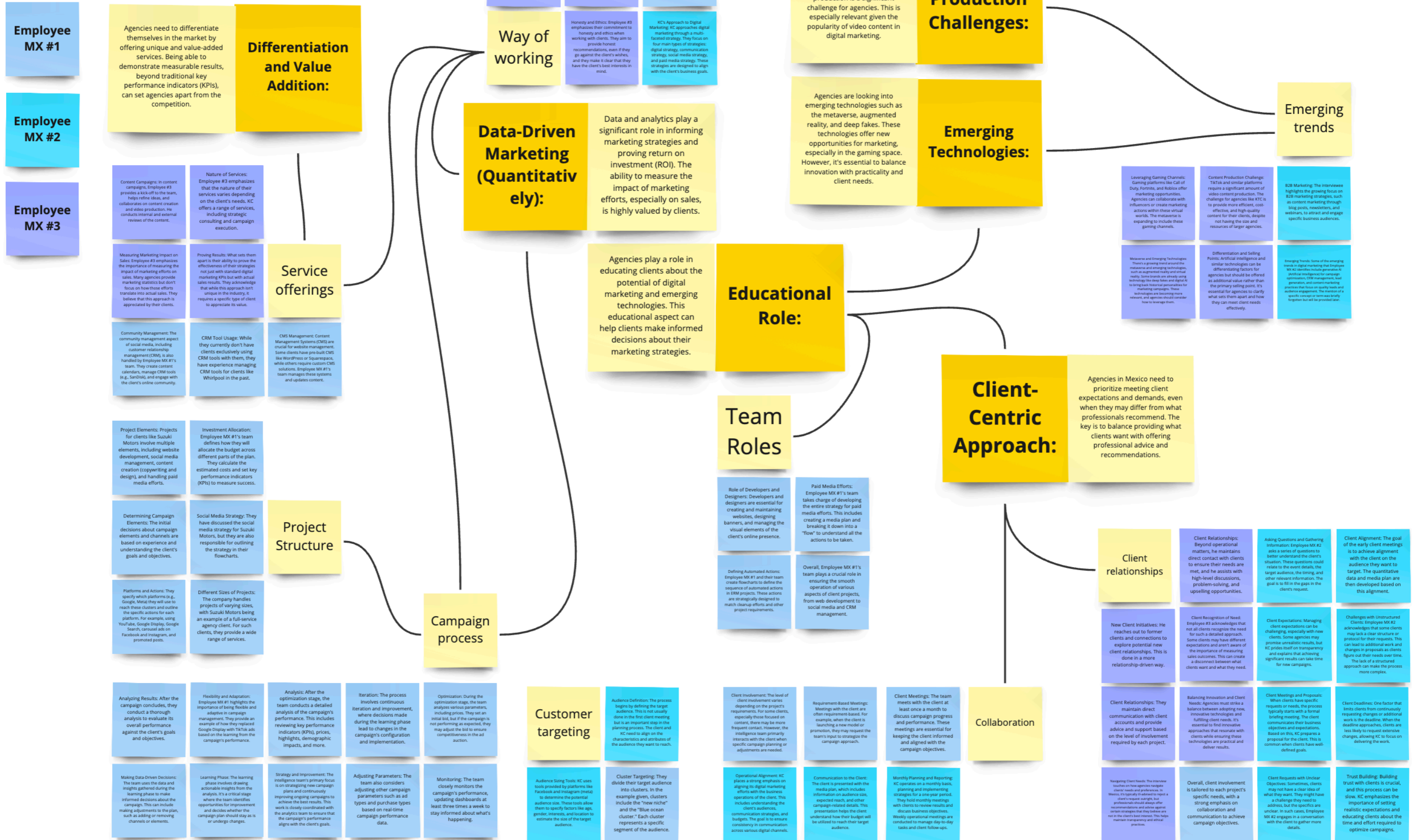
- Are there any industry-specific regulations or compliance requirements that impact your digital marketing activities in Mexico?

### Closing

- Is there anything else you would like to share about the KTC office in Mexico's approach to digital marketing?



# A.2.2 Interview Sensemaking MX Office





## B.2 Problem Statement Canvases

During the second workshop session, which introduced the Define phase of the Double Diamond model, participants worked with Problem Statement canvases. Building on the customer insights gathered in the first session, the ktc team focused on organizing these insights into distinct, recurring themes through a process of filtering and clustering. This collaborative effort led to a deep-dive discussion on these themes, culminating in the task of refining the initial problem statement. The aim was to reformulate this statement in a way that encapsulated the insights collected, ensuring that the revised problem statement was both comprehensive and reflective of the customer perspectives uncovered during the Discover phase.

**Initial Question**

How can we convince **Alex** to switch from a car to a motorcycle for the first time?

**Reframed Question:**

How can we make Alex ride on a bike for the first time or make him feel/understand the experience and convenience of riding a motorcycle?

*Reframe the problem by reframing the challenge and the questions: which new perspectives are needed?*

### Interesting insights

Vas a tener que cargar con el casco

Lee/ve reviews

Pregunta a sus conocidos que tienen moto, cuál ha sido su experiencia

Necesito una licencia especial?

### Recurring themes

Gasoline Consumption

Evitar gasto en gasolina

Me ayuda a ahorrar gasolina y tiempo

How to carry belongings?

No ayuda si tienes que transportar cosas medianas o grandes

Como llevar sus cosas

Accesorios cool que van con su personalidad

Safety

Ej: Es muy inseguro guey

Comparar con otros medios de transporte

WEATHER

Hace mucho calor / llueve mucho en la calle

Me da nervio subirme a una moto

Motoseros incomodos en la lluvia

Less time used

Me ayuda a ahorrar gasolina y tiempo

Mi tiempo es muy valioso

Facil de estacionar en espacios pequeños

Drive tests

Visito una concesionario, a ver que

Me da nervio subirme a una moto

Ej: Los suzuki son buenos?

No quiere llegar tarde al trabajo

Es mucho mas rapido

Ej: Nada mas estoy atascado en el trafico

*Look back at the information you all gathered from the previous phase. What are, according to you the most useful insights?*

### B.3 Brainstorm Canvas

In the third workshop session, which focused on the Develop phase of the Double Diamond model, the ktc team engaged in a creative brainstorming exercise. Their challenge was to devise innovative solutions for a fictional health & fitness startup, addressing the specific challenges this startup might face. This exercise aimed to apply the principles learned in the earlier phases of Discover and Define, pushing the team to think expansively and

generate a wide range of potential solutions. The task not only encouraged creative thinking but also emphasized the importance of development and iteration in creating viable strategies for emerging business scenarios.

#### Assignment

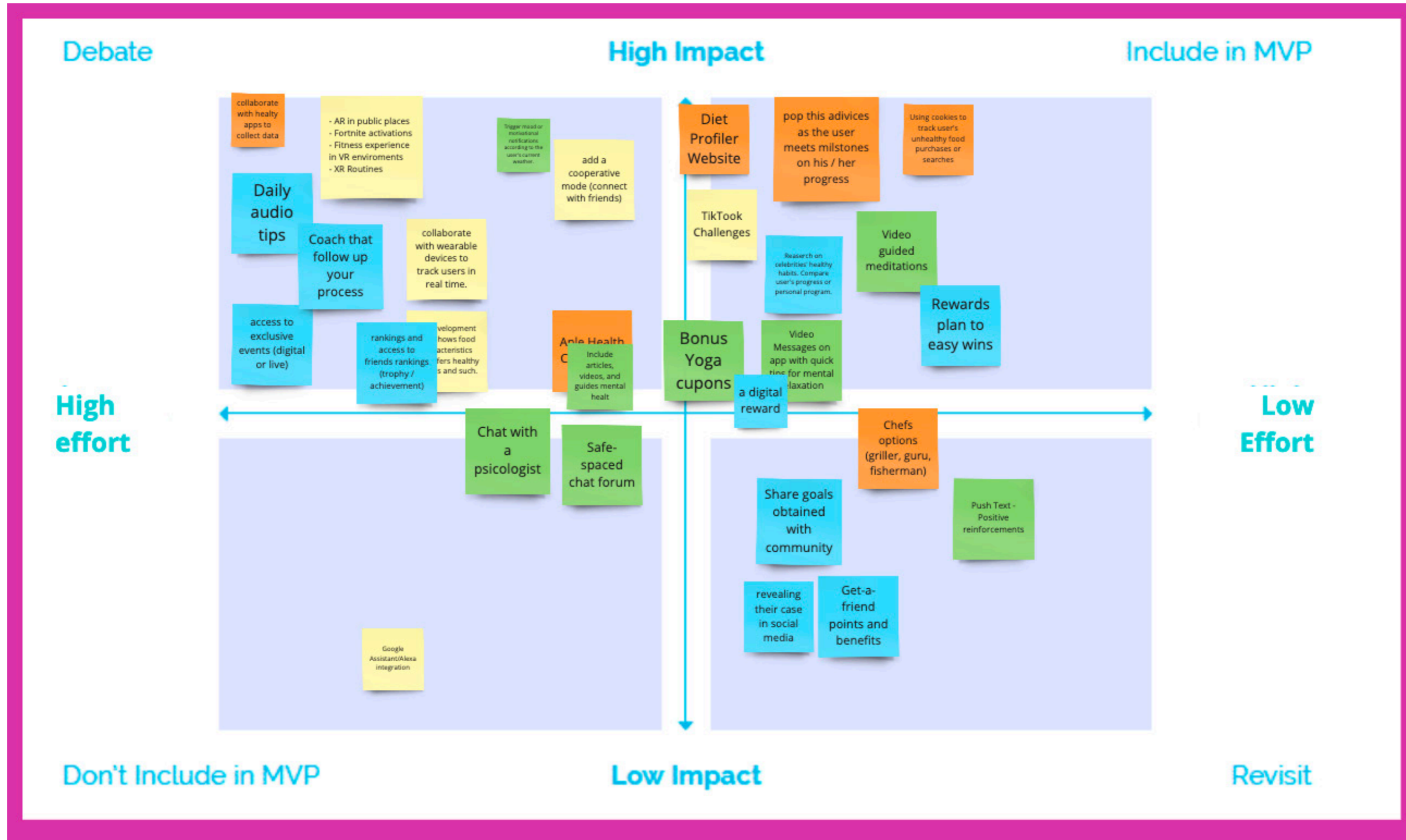
Imagine you and your team are part of a health and wellness startup that aims to revolutionize how people approach their well-being. Your startup has gained traction for its innovative approach, combining fitness, nutrition, and mental health support. However, recent data suggests a plateau in user engagement and a growing challenge in retaining users over the long term.



## B.4 MVP Canvas

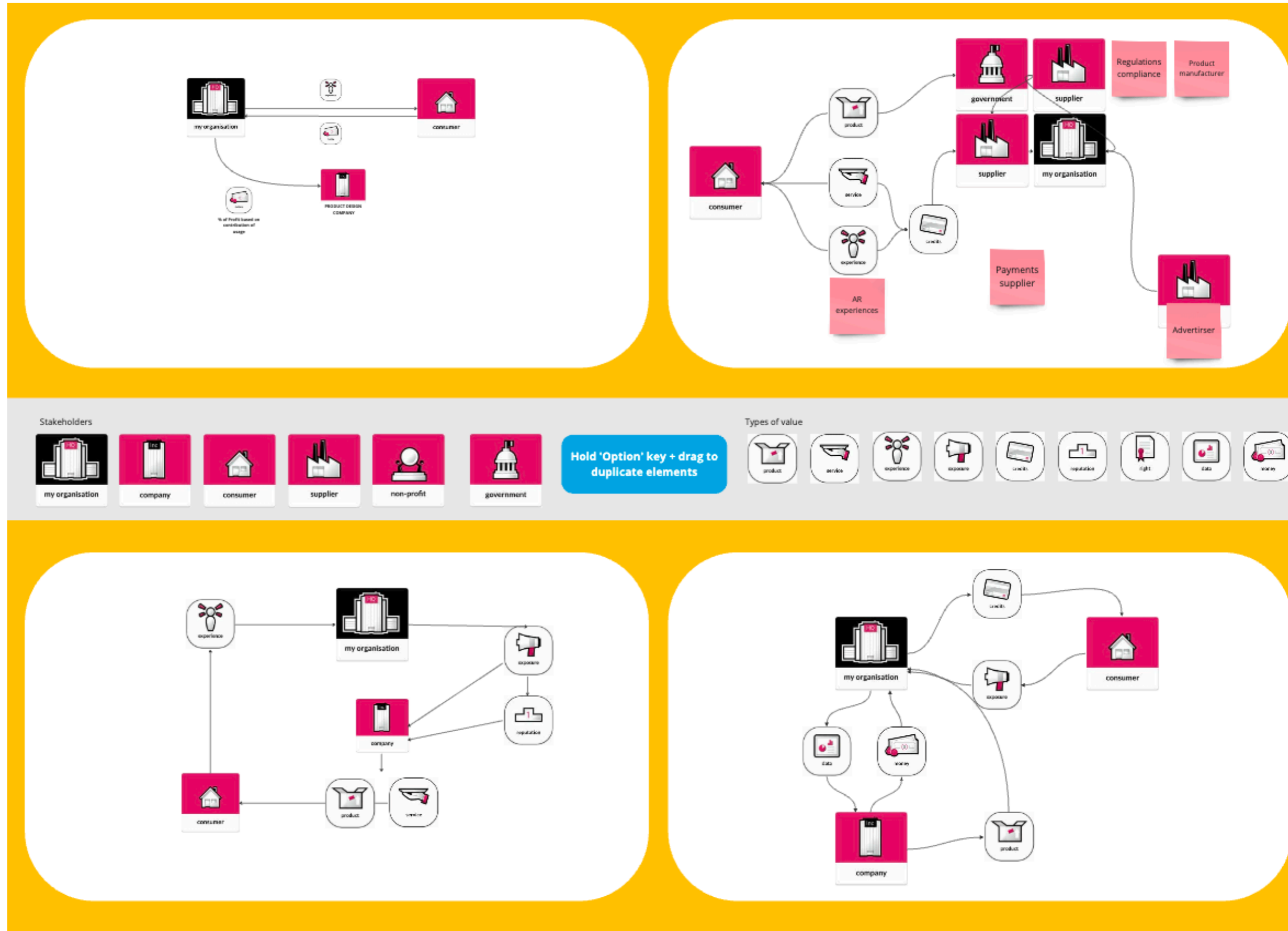
After the brainstorming session in the third workshop, the ktc team utilized the MVP (Minimum Viable Product) Canvas as a strategic tool to categorize the generated ideas based on their effort level and potential impact. This methodical approach facilitated the prioritization of ideas, allowing the team to distinguish which concepts

were most promising. By mapping the ideas on axes of low to high effort versus low to high impact, the team could effectively identify those initiatives that offered the best balance between feasibility and potential for significant positive outcomes, setting the stage for focused development on the most viable solutions.



## B.5 Value Mapping Canvas

In the fourth and final workshop, the session began with an introduction to the Deliver phase of the Double Diamond model, setting the stage for the day's main activity. The ktc team was then tasked with brainstorming various value chains for the startup, exploring different ways to deliver value to customers. In an innovative approach to enhance participation, each team member was given responsibility for one canvas. This method aimed to increase individual engagement by empowering each participant to contribute more significantly to the workshop activity. The result was a noticeable boost in involvement and enthusiasm, as team members took ownership of their sections, leading to a richer and more productive brainstorming session.



# Appendix C - Design Pilot

## C.1 Project Brief

### Objective

The primary goal of this project is to **identify unmet needs** among female motorcyclists to enhance \*Motorcycle Company's\* understanding and tailor marketing campaigns effectively.

### Scope

Conduct interviews with female motorcyclists to explore their **experiences, preferences, challenges, and desires** related to motorcycle ownership and riding.

### Research Objectives

#### Identify Unmet Needs

Understand the unique needs and preferences of female motorcyclists that are currently not addressed in the market.

#### Explore Riding Experiences

Investigate the overall experiences of female riders, including challenges faced, safety concerns, and desired features in motorcycles.

#### Evaluate Current Marketing Perception

Assess how current marketing strategies resonate with female motorcyclists and identify areas for improvement.

#### Inform Future Marketing Campaigns

Utilize insights gained to recommend modifications to Suzuki's marketing campaigns to better connect with and appeal to female riders.



### Target Participants

- Female motorcyclists aged 18 and above.
- Diverse riding backgrounds (commuters, enthusiasts, off-road riders, etc.)
- Varied experience levels: from beginners to seasoned riders.

### Project Timeline

Deadline	Kickoff		Interviews Done	Journey Maps made	Ideation Done	Report Findings
Calendar Week	1	2	3	4	5	6
Dates	01-07 Jan.	08-14 Jan.	15-21 Jan.	22-28 Jan.	29 Jan. - 4 Feb.	5-11 Feb.
Workshop		Interviewing	C. Journey Mapping	Personas	Brainstorming / MVP	Marketing Model Canva
Participant Recruitment						
Prepare Interviews						
Conduct Interviews						
Create Customer Journey Maps						
Customer Segmentation						
Problem Definitions						
Brainstorming Solutions						
Fill Marketing Model Canvas						
Findings, Insights & Solutions						

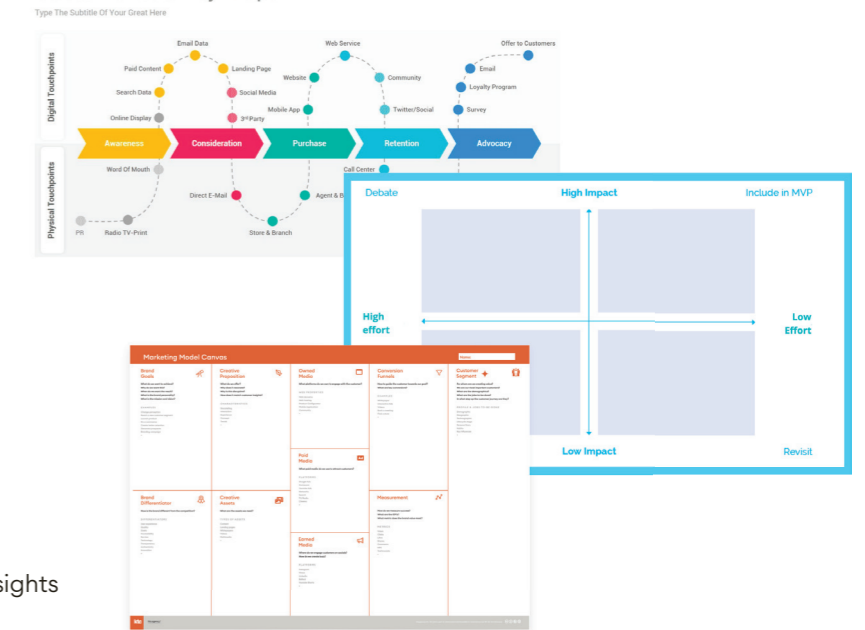
### Design Methods

- In-depth Interviews
- Customer Journey Map / Personas
- Brainstorm / Ideation
- MVP Canvas
- Marketing Model Canvas

### Deliverables

- Personas
- Customer journey Maps
- Report / Presentation detailing findings, insights and recommendations

### Customer Journey Maps

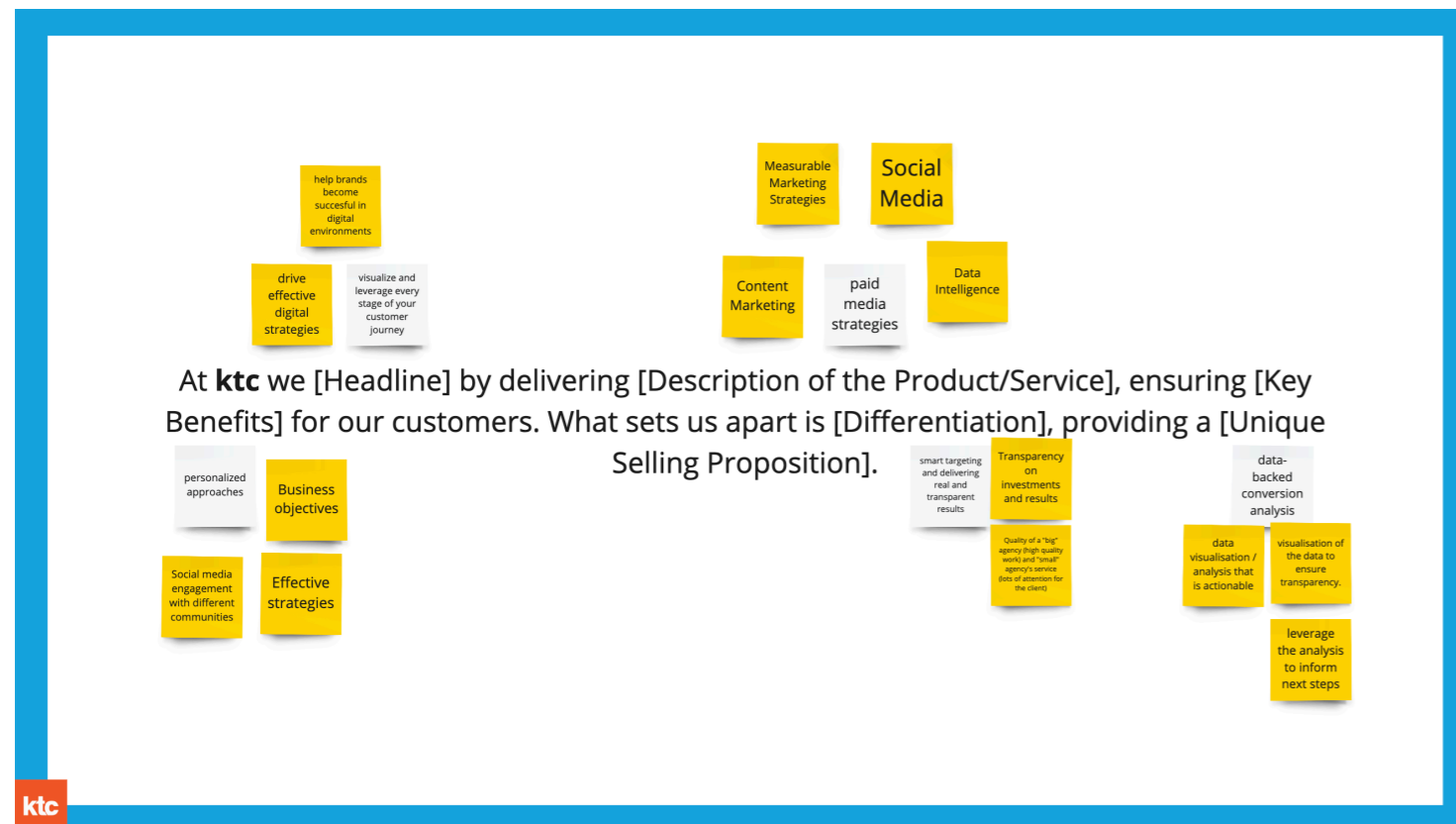




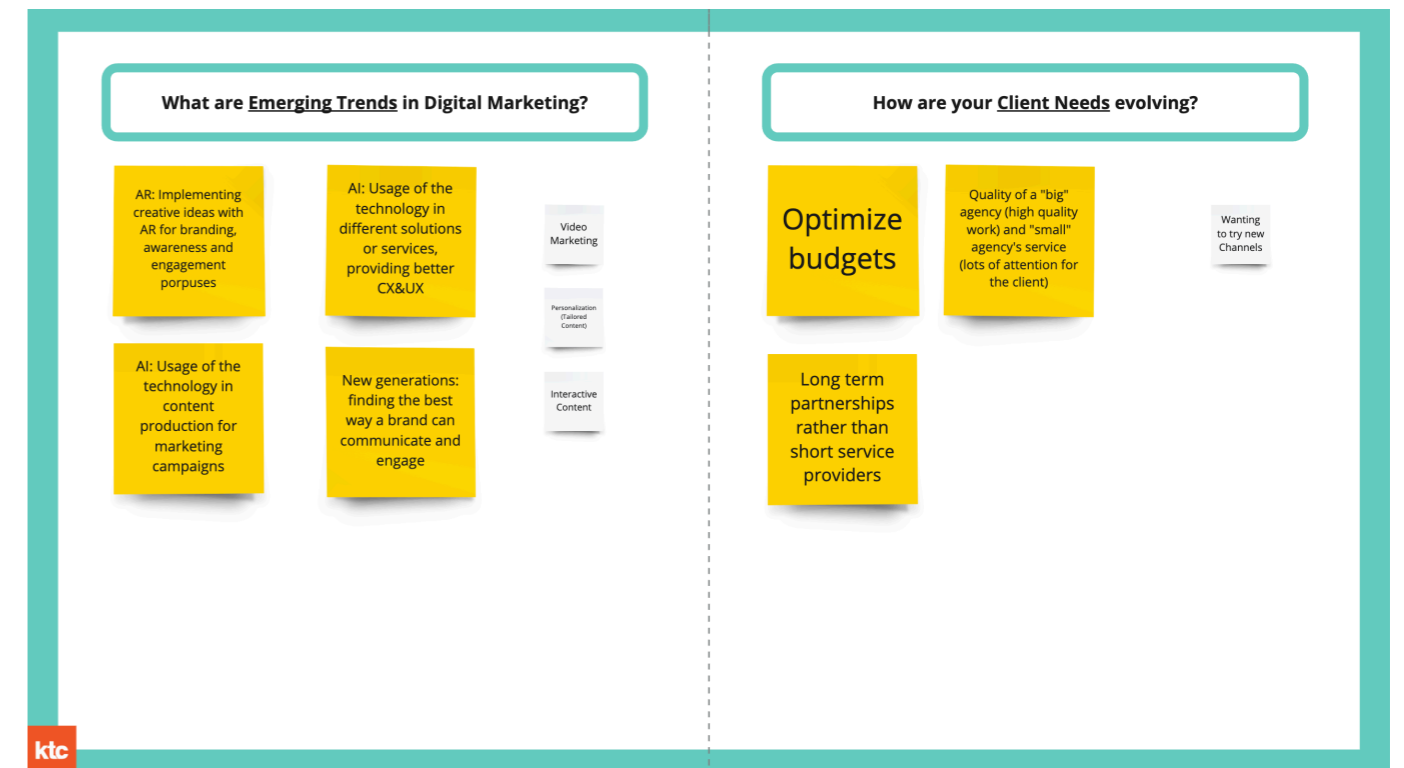
# Appendix D - Future Visioning

## D.1 Session 1 - Managers

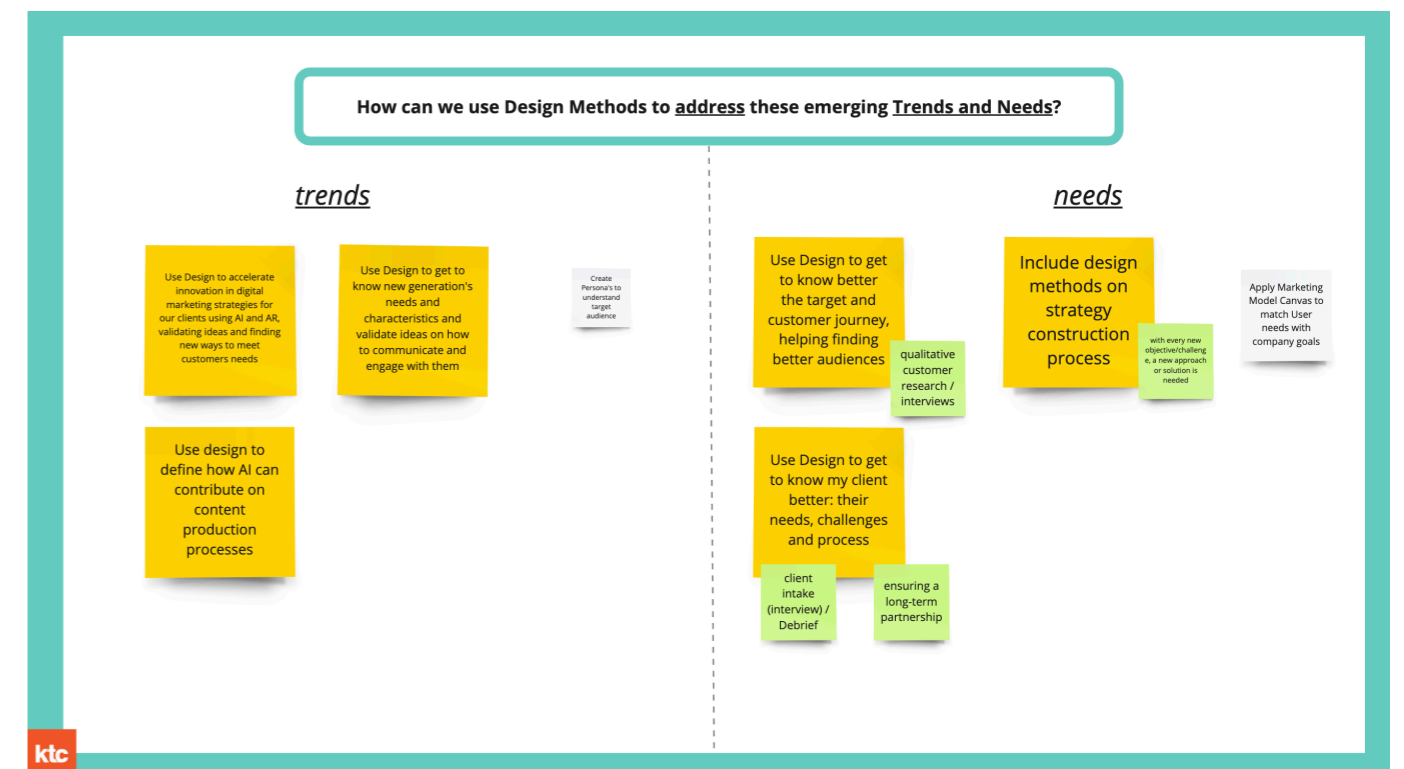
### Current Value Proposition

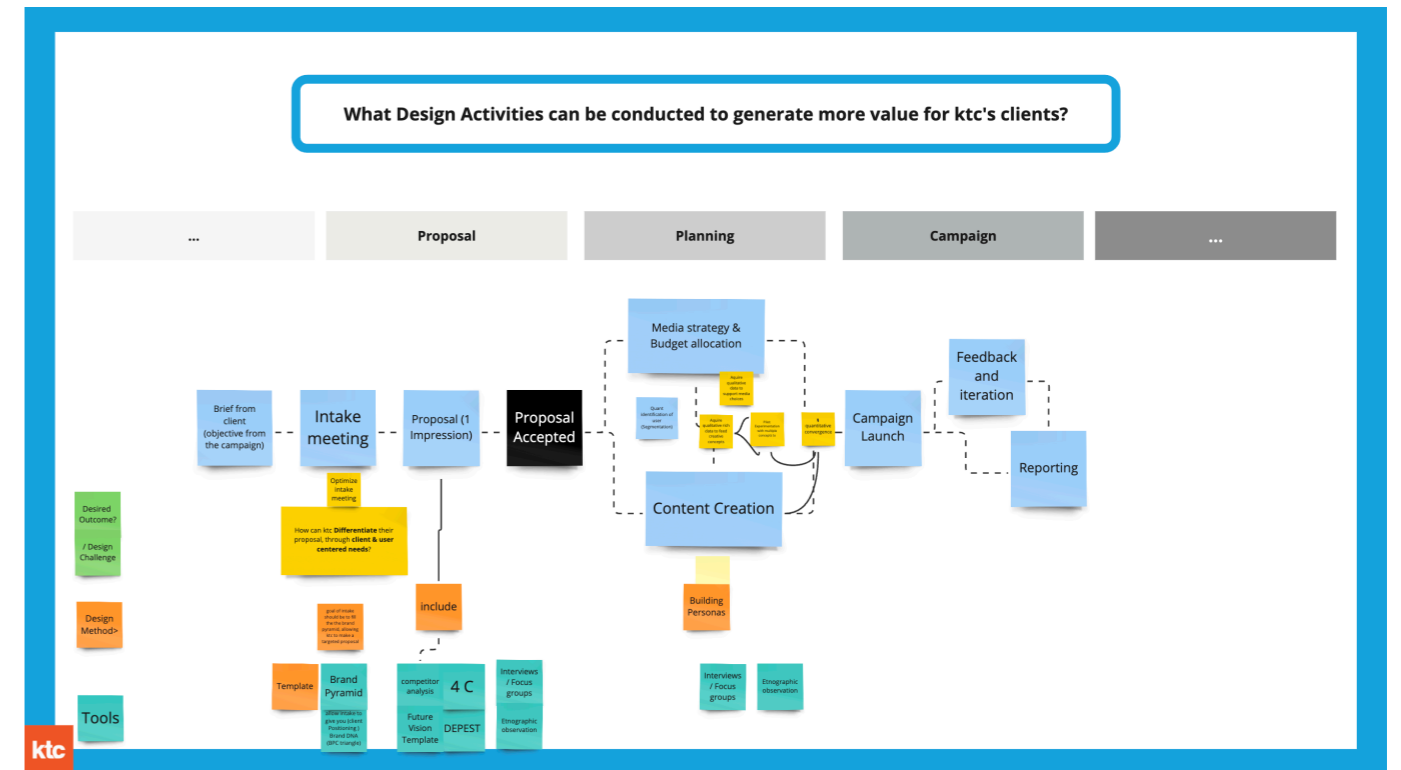
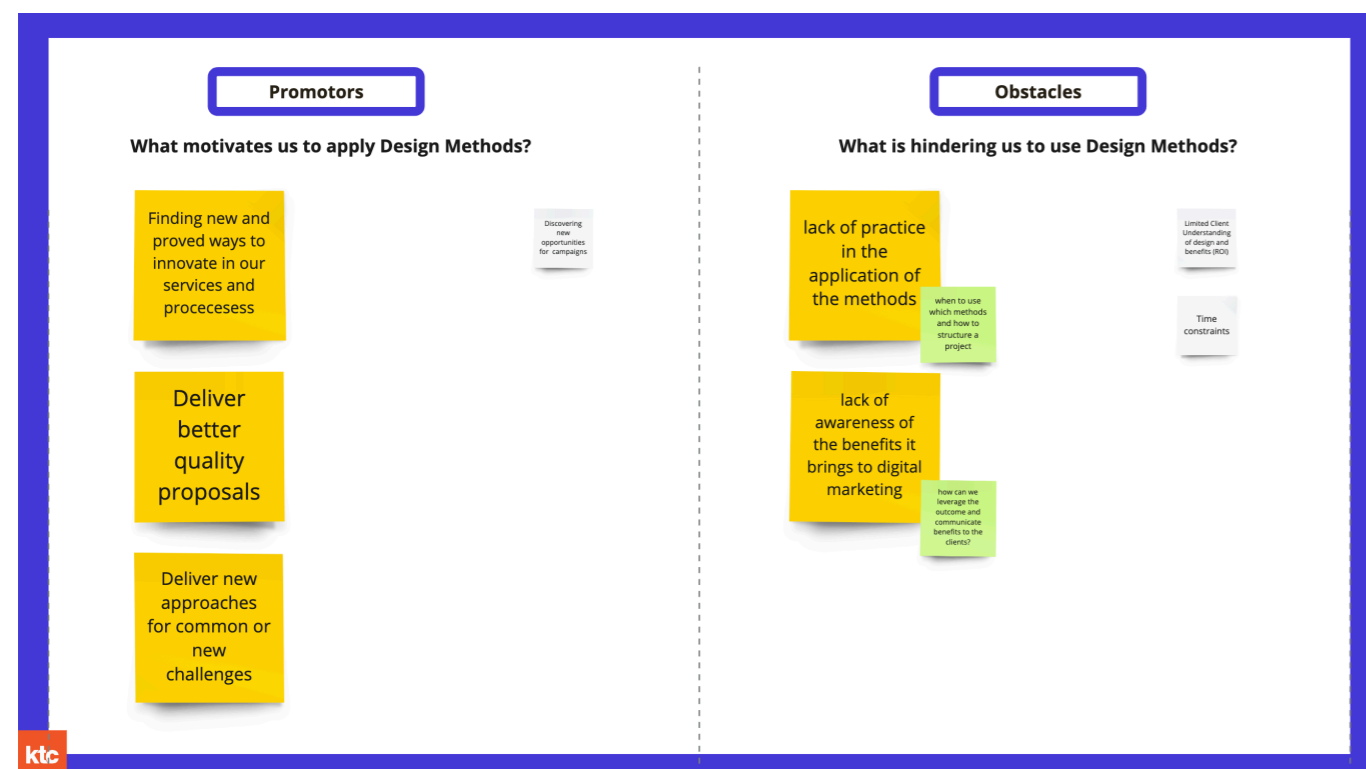
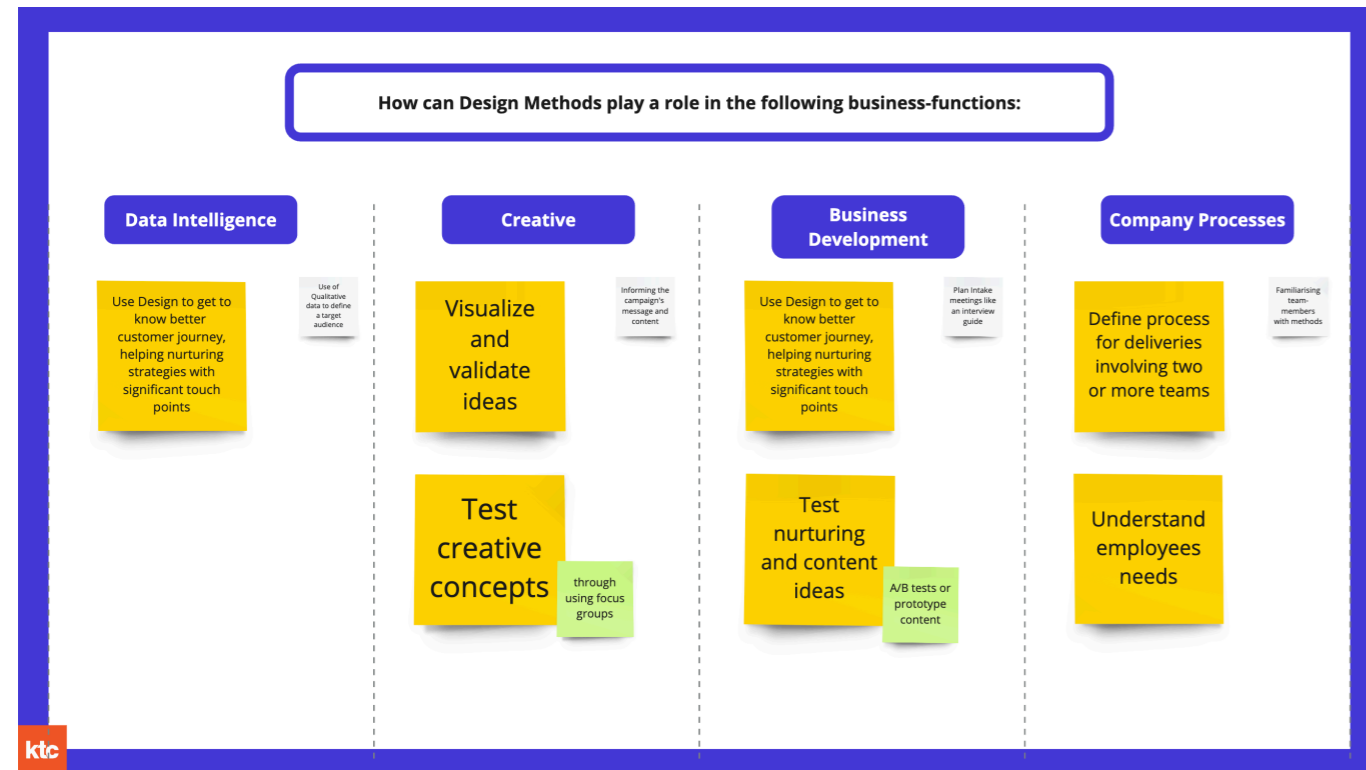


### Trend Analysis



### Design Thinking Opportunities





At **ktc** we **empower** companies reach their customers with **innovative and measurable marketing solutions**. Through a **identifying and acting on new opportunities** for our customers. What sets us apart is our strategy, **supported by numbers and enriched by stories**, providing a proven approach to **connect better with your audiences**.