

Agile and Innovative Procurement Symposium

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Outcome



Know how Design Thinking can help in design of the procurement process



If agile procurement is right for you



Ice Breaker Activity

Draw an organization
where procurement is
effective, efficient and
impactful

Why Design Thinking?

1

Understand end
users better

2

Understand the
problem better

3

Develop solutions
for the real problem



Why Agile Procurement?

https://www.youtube.com/watch?v=RRy_73ivcms

Why Design Thinking for Procurement?

1

Understand each other & work in collaboration

2

Understand all end users

3

Play active & leading role in design

Procurement Officer Role Shifting

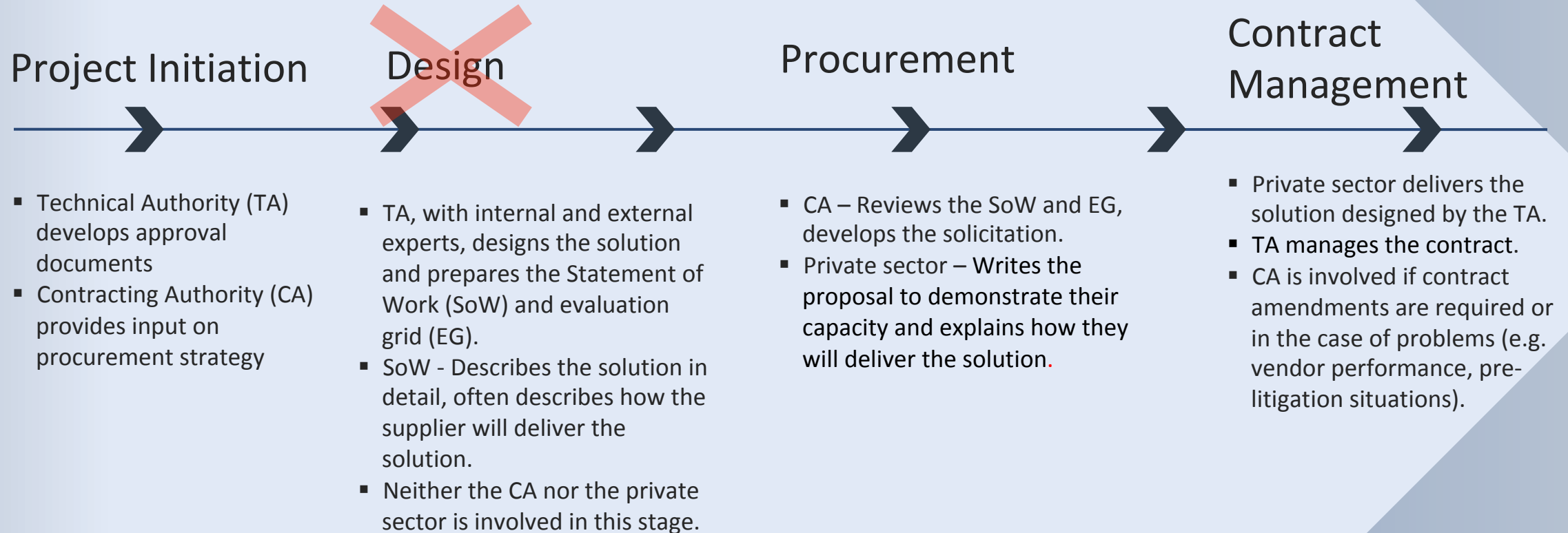


Coaching, Supporting, or
Leading of Defining the
problem

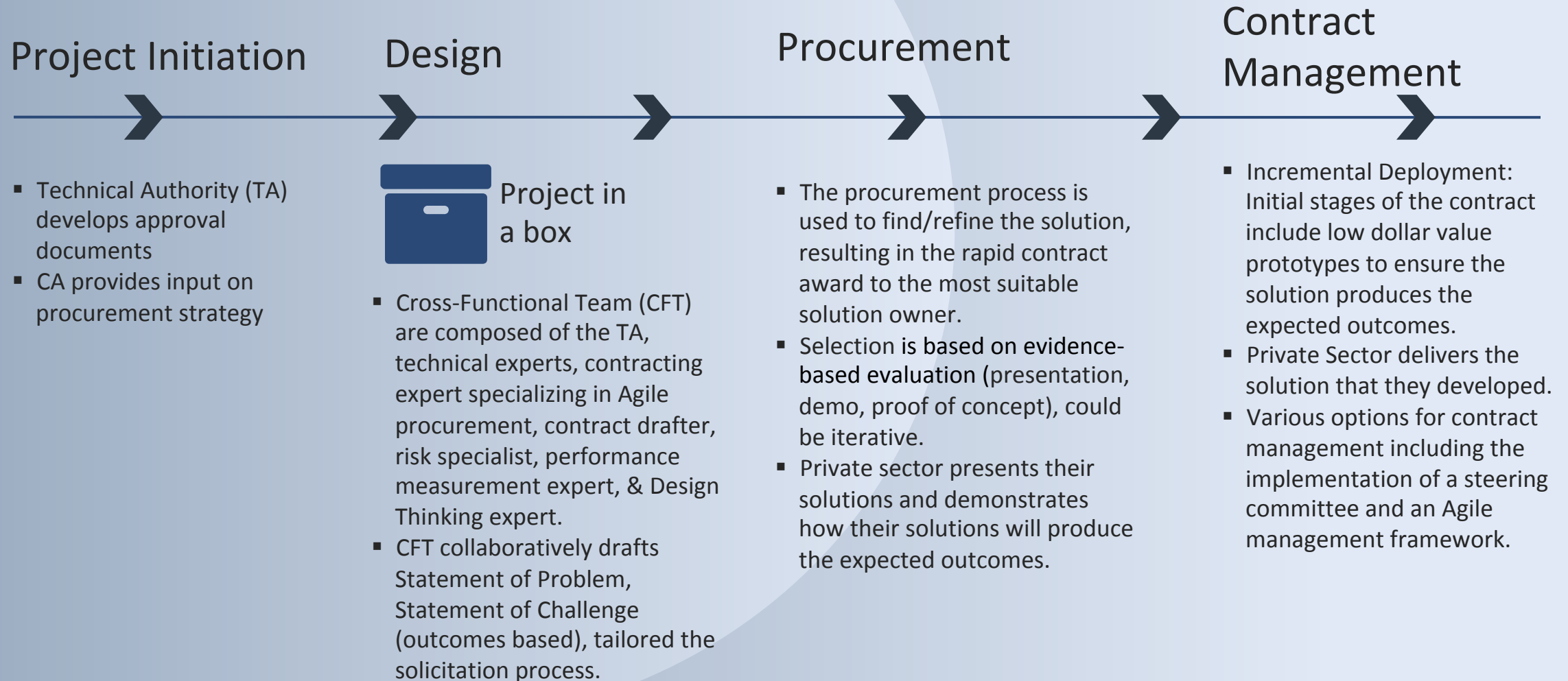


Draft statement of challenge /
statement of requirements (co-
drafting)

Traditional Procurement Process



Agile Procurement Process



Where Design Thinking could be beneficial to procurement?



Statement of problem

Design thinking helps clarifying the problem the procurement is supposed to resolve



Statement of requirement / Statement of challenge

Design thinking will help to include perspectives of the end users in the SoR / SoC and clarify the expected outcomes of the solutions.



User based evaluation grids

Design thinking could be leveraged to build evolution grids to score the perspective of the end users during the solicitation process



Prototype and Performance Assessment

Design thinking could be leverage to integrate the end users input for the choice of the solution during the prototype stage and the performance assessment process during the implementation stage



Organizational constraints

Design thinking (Journey mapping) could help identifying constraints outside the scope of the contract that may have an impact on contract implementation



Contracting Adding More Value

Opportunity to play a more active role in design

Identify the Problems and the Challenges



- **Initial Problem Statement:** Initial conception of what the problem is
- **Empathy map:** (About People - for each personas-end users)
- **Journey mapping:** (about process followed by users - to characterize experience of each end user). Help shape problem statement & identify challenges associate with problems
 - ✓ Better understanding of objectives
 - ✓ What the problem statement should be
- **Real Problem Statement :** Real problems
- **Risk mapping:** Identify proactively any problem that could be addressed by & during the procurement process
- **Challenges:** Description of multiple challenges (if needed) Statement of challenges



Before drafting Statement of Work



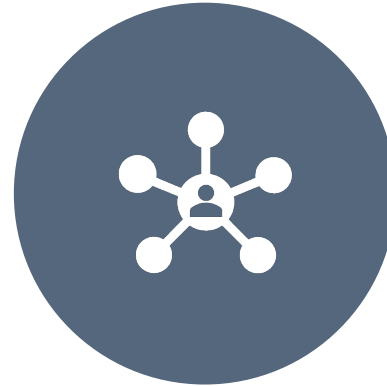
Problem

- Initial problem – why are we doing what we're doing? Why?
- Expectation
- Outcome – End Result – What do we want to accomplish (and not how)

More Efficient Definition of Problems



TO UNDERSTAND THE
PROBLEM



TO KNOW END USER AND
TO KNOW THEIR PROBLEMS

Problem Statement

- Identify users before problem statement – what are the challenges for each end user

From problem to Statement of requirements





Achieving
Outcome



Output

Outcome

Sample Initial Problem

- Require an automated testing tool to regression test the P2P Portal for the purposes of streamlining and standardizing the execution of P2P regression testing

Measures of Success for SOLUTION

Process
Duration

Adaptability

Capacity to
Process Data

Capacity to
collect & report
on script results

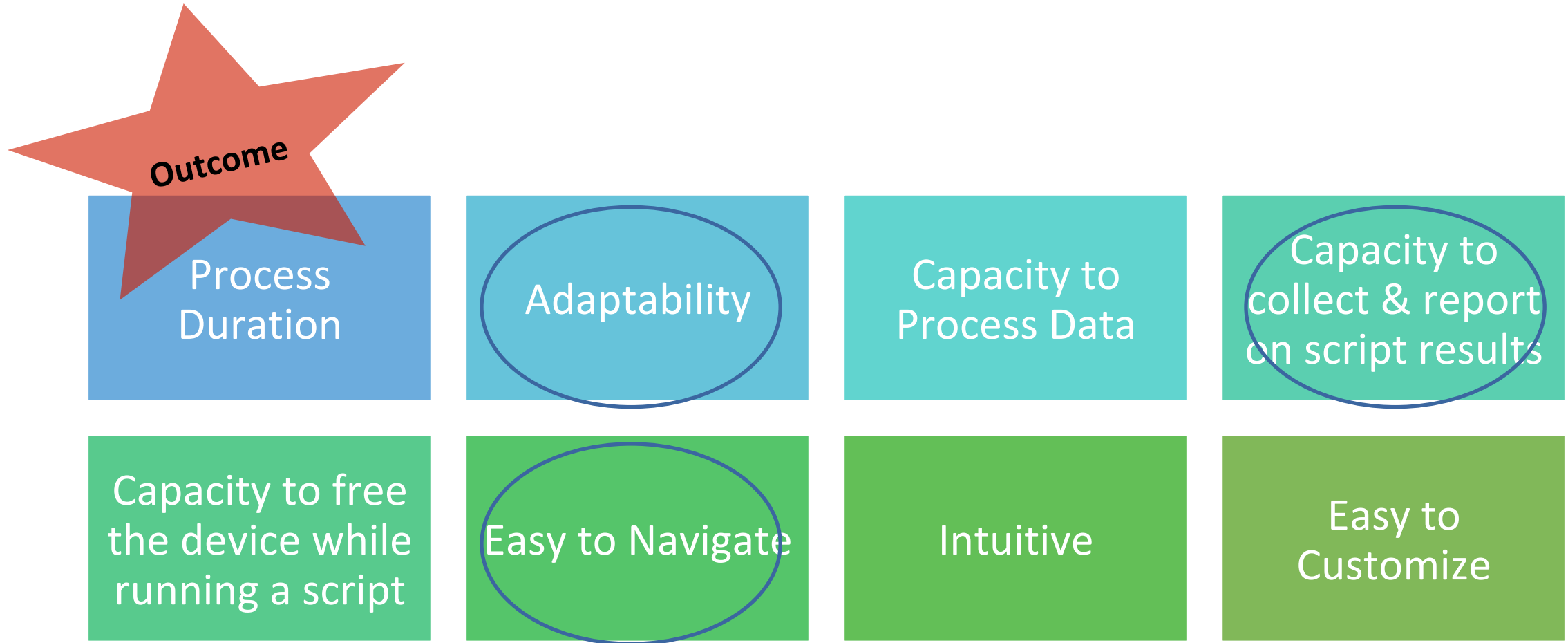
Capacity to free
the device while
running a script

Easy to Navigate

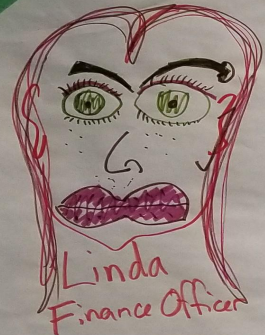
Intuitive

Easy to
Customize

Measures of Success for SOLUTION



Persona & Empathy Maps



Linda
Finance Officer

Demographics

Age: 40

Female

Salary: \$80,000

NCR

Education: Undergrad and/or CPA

Family: Married w/ Cats (3+)

SAY

We want the testing
and BST is good at it.
Can you do it?

DO

Go through the
motions.
Only scratch the surface

THINK

This is a waste of time
BST should do this

FEEL

Anxious / Stressed
Angry

Goals and Challenges

Challenge

- understand P2P
- unfamiliar w/ systems testing

goal

- efficient use of tool to test changes
- confidence in accuracy and fidelity of financial data

Values and Fears

- Values:
- accurate data
 - timely payments

- Fear:
- using the system
 - not catching issues that lead to erroneous payments

MARK



Demographic

Age: 28

SEX: MALE

SALARY: \$86,000

LOCATION: OTTAWA

EDUCATION: BUSINESS DEGREE

MARITAL STATUS: IN A RELATIONSHIP (COMPLICATED)

ROLE: MAINTAINING SYSTEMS / PORTAL
HELPING CLIENTS TROUBLESHOOT ISSUES

GOALS & CHALLENGES

FAST, ACCURATE TESTING/RESULTS

IMPLEMENTING NEW FUNCTIONS TO BETTER
SERVE CLIENTS

VALUES & FEARS

- FUNCTIONALITIES DO NOT WORK
- CLIENTS NOT HAPPY WITH CHANGES
- CREATING MORE WORK/ISSUES WITH THE
CURRENT PROCESS

SAY: ~~THIS IS A GREAT TOOL THAT INTEGRATES~~
THIS IS CUMBERSOME & REPETITIVE

THINK: I WISH SOMEONE ELSE COULD BE DOING THIS

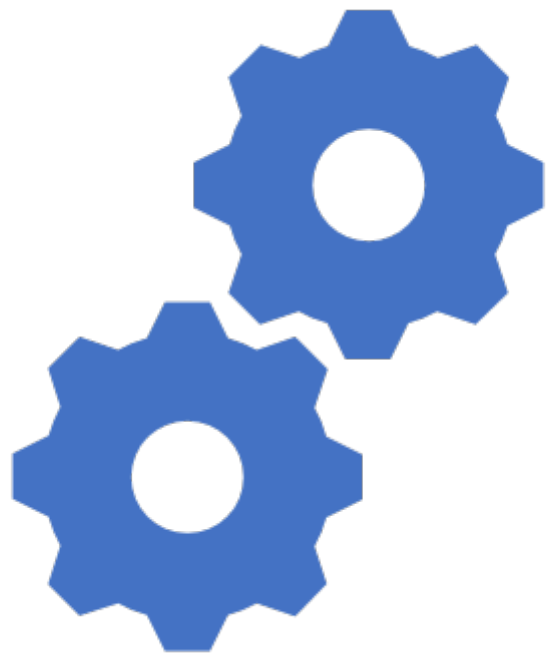
DO: RECORDING STEPS TAKEN
DURING TESTING & TAKING
SCREENSHOTS

FEEL: HAPPY WITH NO
ISSUES
BORED/TEDEOUS
WORK

The flowchart is organized into three main columns representing different stages of a project:

- 2-4 WEEKS:**
 - SCOPE** (blue sticky note)
 - PLANNING** (pink sticky note)
 - IDENTIFY ISSUE(S)** (yellow sticky note)
 - DEFINE REQUIREMENTS** (yellow sticky note)
 - PRIORITIZE REQUIREMENTS** (yellow sticky note)
- 5+ WEEKS:**
 - TESTING** (blue sticky note)
 - TRAINING** (yellow sticky note)
 - CREATING SCRIPTS** (yellow sticky note)
 - EXECUTE SCRIPT w/ SCREENSHOTS** (yellow sticky note)
 - RECORD RESULTS OF SCRIPT (PASS/FAIL)** (yellow sticky note)
 - TROUBLE-SHOOTING ISSUES** (yellow sticky note)
 - MEET WITH DEVELOPER TO TROUBLESHOOT ISSUE** (yellow sticky note)
- IMPLEMENT** (blue sticky note)
 - INTEGRATE INTO LIVE SERVICES** (yellow sticky note)
 - MONITOR STATUS** (yellow sticky note)
- WORKS WELL** (pink sticky note)
 - Connected to **PLANNING** and **DEFINE REQUIREMENTS** by a vertical line.
- FAIL** (pink sticky note)
 - Connected to **RECORD RESULTS OF SCRIPT (PASS/FAIL)** by a vertical line.
 - Leads to **TROUBLE-SHOOTING ISSUES** and **MEET WITH DEVELOPER TO TROUBLESHOOT ISSUE** via a horizontal line.
- TIMING** (yellow sticky note)
 - Connected to **EXECUTE SCRIPT w/ SCREENSHOTS** and **RECORD RESULTS OF SCRIPT (PASS/FAIL)** by a vertical line.
- TIMING** (yellow sticky note)
 - Connected to **MONITOR STATUS** by a vertical line.

Redefining of Problem Statement after Empathizing



Require an automated testing tool to regression test the P2P Portal that will reduce time during creation, execution and recording results of testing

Findings after the Session

- Clarity on measures of success & priorities
- Additional persona added
- Clearer definition of the outcome the team wants

INITIAL PROBLEM

Identify the problem
you need to solve

1

MEASURES OF SUCCESS

How will you know the
problem was solved
successfully?

2

EMPATHIZE

Personas

- (a) as an internal team
- (b) with clients
- (c) compare

Data

What perspective is
the data providing?

3

Empathy Maps

Journey Maps

Current Journey Map
Future Journey Map

DEFINE

- (a) What is the
updated challenge after
empathizing?
- (b) Define the new
challenge
internally or externally

Mind Maps

Voting/Selecting
Challenge

Commonalities

4

IDEATE

- (a) Co-creation with end users
- (b) Brainstorming techniques
- (c) Hackathons

5

PROTOTYPE

Select the ideas
to prototype

6

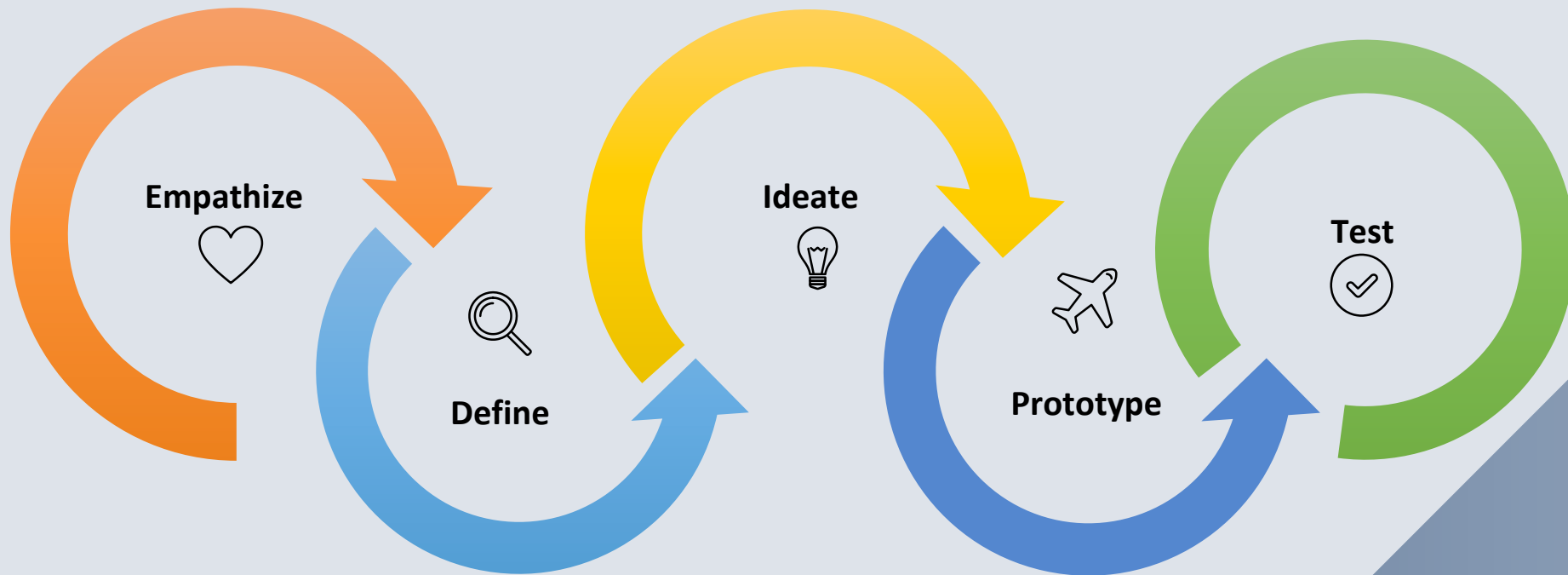
TEST

Determine testing
methods and test
selected
prototype(s)

7

De-Risk Through Design Thinking

- **Solution based thinking**
- Understanding & delivering on needs of users by **building empathy**, **understanding root causes** and **delivering on what is possible**



Enlarge thinking before posting the challenge

Priming Your Brain





{Reframe}



What has made
reframe to Uber
successful?



Understanding End Users



Understanding the end user will highlight what supplier is going to be responsible for



Ie. Next Generation Travel



Empathize

Personas

Empathy Maps

Journey Maps

Empathy

Sympathy


Compassion

Brene Brown Video

- <https://www.youtube.com/watch?v=1Evwgu369Jw>

Personas

Persona



• Where she works
• Details about her role

NAME
Job Title

Demographics

- Age
- Gender
- Salary
- Location
- Education
- Family

Goals & Challenges

Values & Fears

www.spring2innovation.com



Guylaine
Trail development

- Specialist in the development of natural trails
- Senior key decision maker

Goals and challenges

- Improve the quality of trails in a sustainable way
- Work in the nature
- Work in collaboration with the community

Values and fears

- Integrity, honesty, efficiency
- Low tolerance for sloppy
- Destruction and non-respect of nature
- Lack of investment

Demographics

- 48 year-old
- Female
- \$15,000 / per year
- Val-des Monts
- Engineer
- Married with 8 children

Stakeholders VS Personas

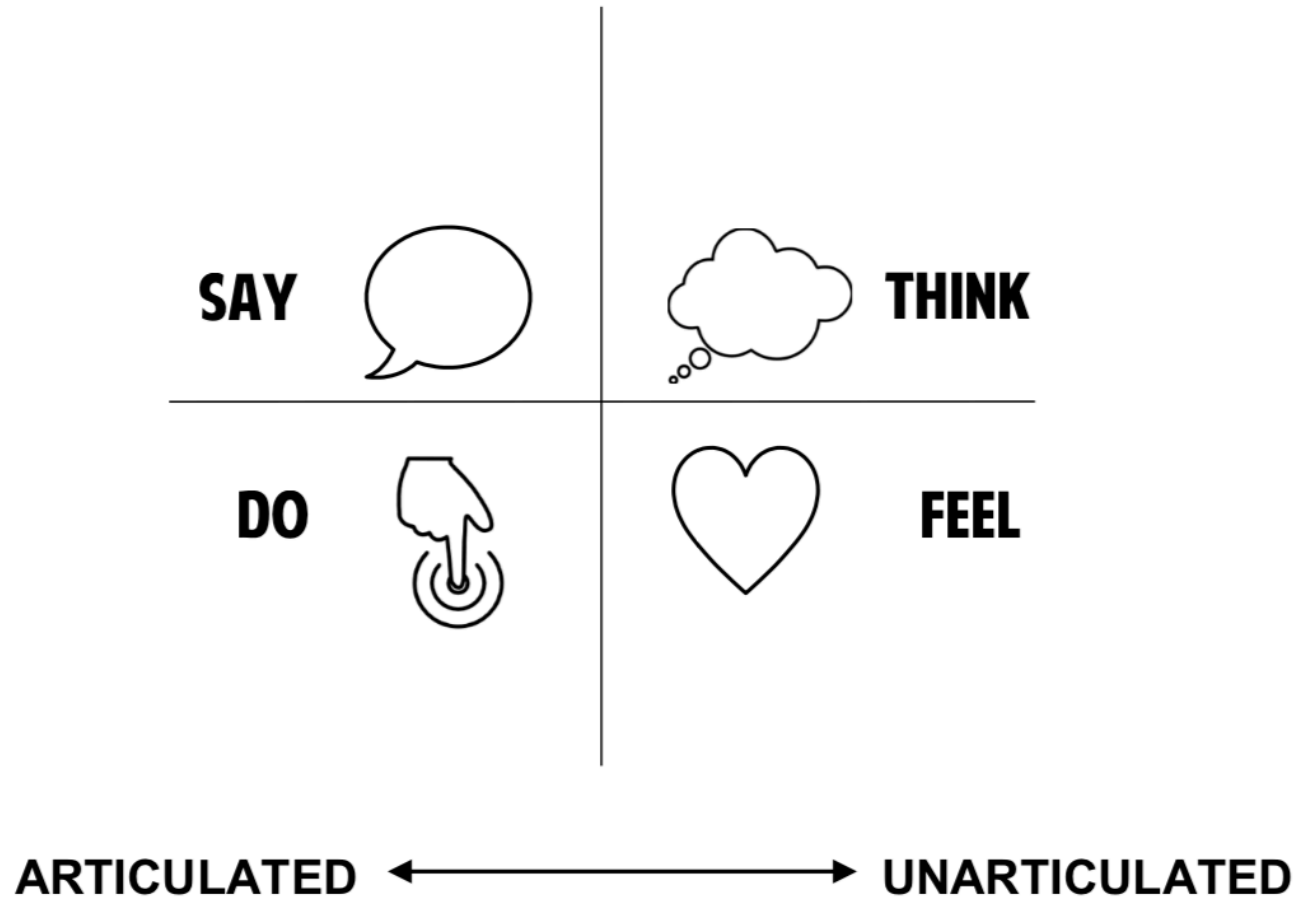
- Personas are your end users
- Stakeholders can include end users but also include those who are funding, championing the initiative as well as influencers



Empathy Maps

Empathy Maps

Unarticulated Needs





Activity: Personas

- Identify and Build out personas for the problem
 - McDonald's
 - Use Cases

Activity – Build Empathy Maps for Personas



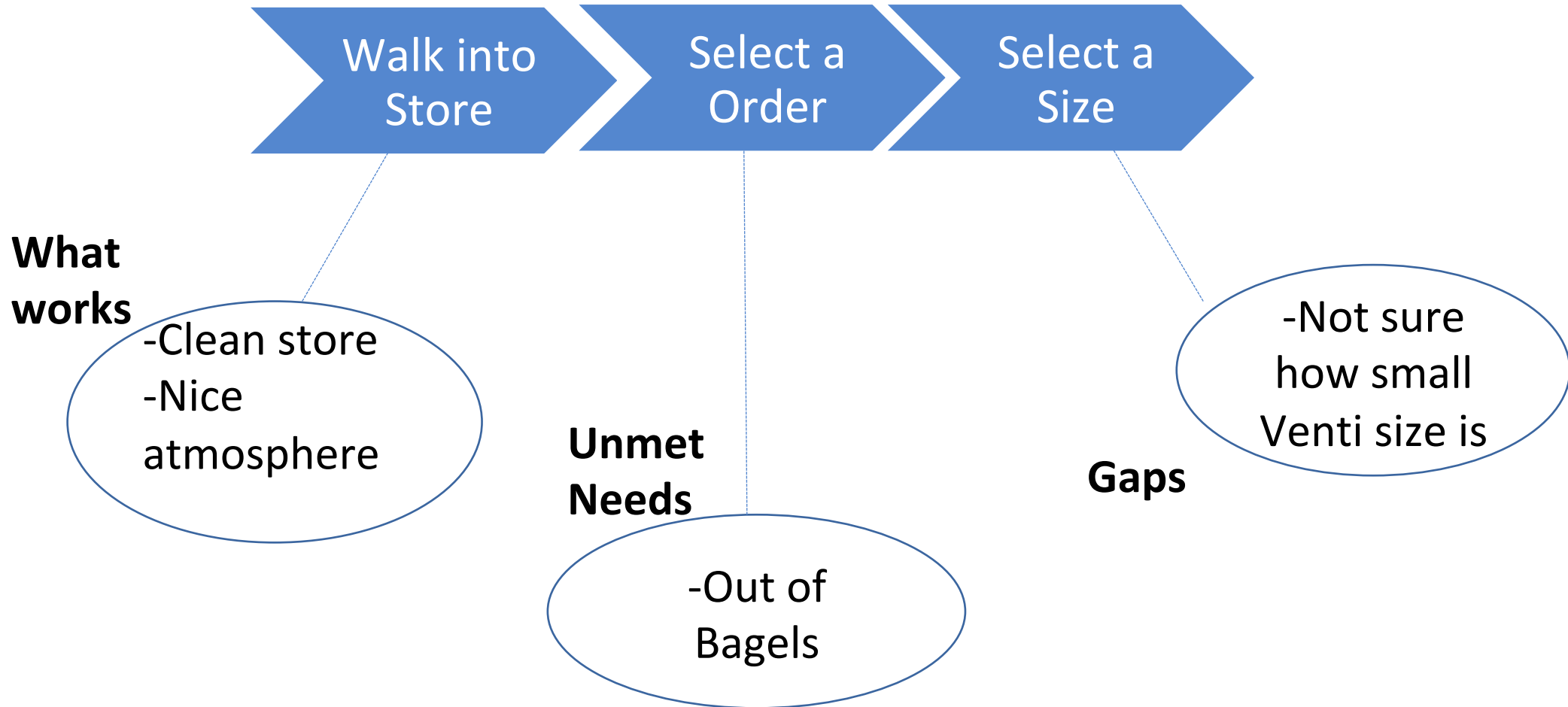
Journey Maps



End Client Journey Maps

- Includes the experience, what is working well & what's not working well
- Work on keeping the things that are working well

Journey Map Experience





Define

More to come.....



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