

## DESIGN THINKING : INNOVATIVE PROJECT MANAGEMENT

SNCF GARES & CONNEXIONS MAKES LARGE-SCALE USE OF THIS INNOVATION TECHNIQUE.

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### 1. WHAT IS IT ?

Design Thinking is an innovation process centred on the customer (or service user) in which observation is key. Used as a project management method, Design Thinking principally involves identifying needs, rapid prototyping, and continuous iteration with a view to improving use in a given situation. This is the method used by all the most innovative companies of recent years : Apple, Google, start-ups.

### 2. WHAT DESIGN THINKING BRINGS

Design Thinking offers Gares & Connexions various advantages :

- ▶ Placing the customer centre-stage
- ▶ Daring to challenge current practice
- ▶ Seeing the big picture
- ▶ Thinking collectively
- ▶ Being responsible

### 3. OUR RESULTS

A LARGE NUMBER OF INNOVATION PROJECTS RUNNING CONCURRENTLY

In 2015

- ▶ 55 projects initiated in the sector
- ▶ Over 400 participants

In 2016

For Challenge 2016

- ▶ 52 projects launched since the start of the year
- ▶ Over 250 stakeholders involved

### TANGIBLE ACHIEVEMENTS

- ▶ EVA – centralised customer information system
- ▶ WORKBOX – digital maintenance applications
- ▶ G ENVIE – mobile app
- ▶ Signage
- ▶ Tests with waiting-room furniture

### HR BENEFITS

- ▶ Strong employee engagement
- ▶ Demonstrates "the right to make mistakes"

### 4. HOW TO DEPLOY THE METHOD

SET OUT THE DIRECTION OF TRAVEL

- ▶ 2015 - Impetus from HQ – incorporation into managers' targets
- ▶ 2016 - Creation of the Design Thinking challenge

#### RAISE EMPLOYEE AWARENESS

- ▶ Presentation to various directors' committees
- ▶ Distribution of the Design Thinking map

#### OBTAIN RESOURCES TO RUN PROJECT GROUPS

- ▶ First with suppliers
- ▶ Then by training Design Thinking project leaders

#### DEVELOP NEW TOOLS

- ▶ Design labs : the place to experiment
- ▶ Provide workspaces for all teams involved in a project
- ▶ Badges for customer interviews