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DESIGN THINKING IN BUSINESS

Design thinking in Ukraine is becoming increasingly popular, especially in changing business environment and the need for innovation. Ukraine is witnessing a vibrant development of startups that use design thinking to develop products and services. This allows new companies to respond quickly to market needs and create solutions that truly solve user problems. More and more Ukrainian companies cooperate with international companies and organizations, which promotes the exchange of experience in the field of design thinking. This opens up new opportunities to learn and practice new methods.

In a broad sense, design thinking is a kind of approach to shaping a company's business processes that focuses on understanding user needs and creating innovative solutions based on them. In this way, it promotes creativity and innovation in business processes. Teams that apply Design Thinking are able to create non-standard ideas and solutions and stand out from the competition.

Design thinking should be viewed as a human-centered approach to innovation that integrates people's needs, technology capabilities, and business success requirements (Brown, 2008). The basic principles of design thinking are particularly pertinent to today's business environment. Let us list them:

- User Focus (directing all attention to the user's needs and problems)
- Iterativity (the process of continuously improving solutions through testing and feedback),
- Cross-functionality (the involvement of experts from different disciplines to generate new ideas and solutions).

The Design Thinking process consists of five key stages:

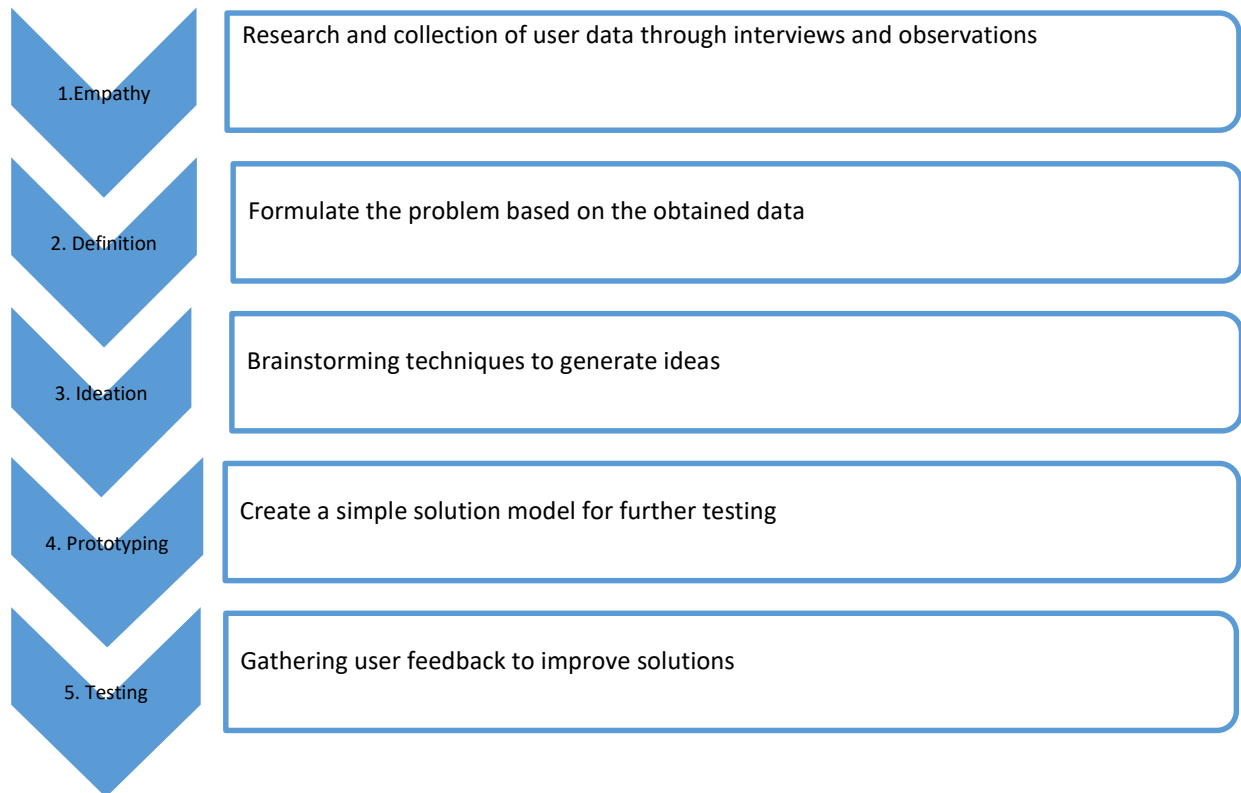


Figure 1. The Design Thinking Process

It should be noted that the Design Thinking methodology includes a variety of methods and tools that are used at various stages of the project team's implementation

1. Developing a new product or service
2. Optimization of a company's business processes
3. Developing a culture of innovation and creative thinking in professional problem solving;
4. Development of development strategies.

The benefits of design thinking to business can be defined as following

- Increased innovation: Involving users in the development process can generate new ideas and solutions.

- Improved user experience: by gaining a deeper understanding of customer needs, products can be created that better meet customer requirements.

- Reduced risk: Testing prototypes before launching a product can reduce the likelihood of market failure.

Adopting a design thinking approach can change a company's culture by creating an atmosphere of openness, creativity, and experimentation. As a result, it can increase employee engagement and encourage the development of new ideas. Despite its many benefits, implementing design thinking can be challenging.

However, applying design thinking in modern business faces a number of challenges such as

1. resistance to change. Employees may not be ready for the new approach, leading to team resistance. Therefore, effective change management and training are needed.
2. time constraints. An iterative design process can take longer than traditional methods, which can make it more difficult to meet deadlines.

3. need for cultural change. Successful implementation of design thinking requires a change in corporate culture to one that is more innovative and customer-oriented.

Despite these challenges, there are a number of leading companies that have successfully used the results of design thinking in their businesses.

Apple is a prime example of a company that has successfully implemented design thinking. By actively involving their users in the development process, they are creating products that meet their needs and expectations.

Airbnb uses design thinking to improve their services. By actively interacting with users and understanding their needs, they are constantly improving their platform.

Another design firm, IDEO, is a pioneer in applying design thinking to business. Their user-centered approach to product development has changed the way companies approach innovation.

Another example is Netflix. Netflix is an American entertainment company that offers movies and TV series based on streaming media. As an innovative solution, they created the first online streaming service for watching movies and TV series. As a result of the successful application of the design thinking model to its business activities, by 2019 the company had grown from a start-up to the world's most capitalized multimedia company with annual sales of 11 billion dollars US in its first decade on the market, surpassing the world-renowned Disney Company in these metrics [2].

In recent years, the concept of design thinking has been actively used in the field of human resource management. The entire human resource management system in the broadest sense includes the methods, techniques, technologies, and processes that organize the activities of an organization's staff of employees. The domain of human resource management includes the recruitment of personnel based on business and personal qualities, the promotion of employees based on the results of evaluations or on the use of a system of evaluations and criteria approved by the organization, and the organization of activities to train and improve the skills of employees [2].

Thus, design thinking is a powerful tool for companies to create innovative solutions and improve the user experience. Success with this approach requires openness to change, creativity, and active teamwork. Design thinking has great potential for further development in Ukraine, especially in the context of globalization and digitalization. Using this approach, Ukrainian companies can adapt to changes in the environment, increase innovation, and improve the quality of their products and services. If the startup environment and education are actively developed, design thinking will become an important tool for Ukraine to be competitive on the global stage.

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