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DESIGN THINKING AS A STRATEGY IN FACING VUCA

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ABSTRACT

The purpose of this literary studies is to explain how was the design thinking as a strategy that can be used for deal with this VUCA conditions. The type of this research is nature qualitative by taking sources through literature studies. Activities that can be carried out in the context of implementing design thinking in every business activity are separating facts from opinions, listening and understanding a lot, gathering facts from various sources, as well as gathering and evaluating arguments.

Keywords

Design thinking,
VUCA, business.

1. INTRODUCTION

One of the challenges that must be faced in the business world is the VUCA world. VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity, which describes the situation in the business world today. Rapidly changing situations, uncertainty, complexity, and ambiguity are present realities and it will be continued. Like it or not, we all need to force ourselves to adapt this very unpleasant and uncomfortable situation, because this era is full of uncertainty. A business that has been running for 5 years, 7 years, or has been running for a long time, can't guarantee that their business will continue to survive, because the market is constantly changing. The existence of digital disruption has made automatic and even more massive getting here, like it or not, these conditions are forcing companies to upscale or rescale their human resource capabilities (www.sprinthink.id).

Today, no one of business sector is resist to disruption. Maybe a company have an effective marketing strategy, but for how long?. There are many examples of VUCA in Indonesia which have a detrimental impact on companies. For this reason, in dealing with problems and adapting for VUCA era, we need an alternative and effective strategy. Continuing to always study hard needs to be instilled in company leaders and employees because the business world is dynamic and uncertain, making business owners always have to learn a lot of new things even though that is not their field (www.studilmu.com). Then, the changes that occur need people to be able immediately adjust or adapt to existing conditions. Therefore, to deal with this VUCA, business people are also required to have an open, broad, and non-static mind to adapt to the existing uncertainties.

In the workplace, companies continue to make system changes, so they can adapt to this current situation. However, the changes that were carried out continuously made everyone inside become exhausted. Coupled with the tension, fear, and struggles within the company. For this reason, it is necessary to have design thinking to make it easier for a company to adapt to the VUCA era. Think longer than expected and being able to do difficult things even without incomplete information are examples of how applied design thinking (sis.binus.ac.id). As well as we know, design thinking is a human-centered approach to innovation that is take design

tools to integrate people's needs, technological possibilities, and requirements for business success. Where design thinking is very useful in overcoming unknown or unknown, by reframing problems in human-centered ways, creating many ideas in brainstorming, and adopting a direct approach to prototyping and testing. Of course, this is very influential for the company in solving problems and adapting to the VUCA era.

2. METHODS

Research method is a scientific way to obtaining data so the authors can be able to find answers to the problems posed in their scientific paper. The meaning 'scientific way' is that the research activities are reasonable, can be observed and used logical steps.

The study implemented literature research methodology. Literature research methodology is to read through, analyze and sort literatures in order to identify the essential attribute of materials (Lin, 2009). This methodology is also referred to as a 'non-contact method' that does not directly deal with the object studied but directly accessed information from various literatures. Zhenguo Yuan on "Higher Education Research Methodology- Literature Method" journal points out that literature research methodology include non- structured qualitative analysis and structured quantitative analysis.

Preliminary data sources got through collecting as many literatures as possible related to the research subject. After collected the literatures, we sort them out and analyze to determine what representative research literatures are and what general references are. last, we make the summary based on our study to the literatures.

3. RESULT AND DISCUSSION

The technology transformation triggered by many companies has changed their sales platform by digitizing business and engaging customers to increase competitiveness by making closeness and rapid interaction. Nowadays Indonesia's digital economy was rapidly growth. Many of large companies all over the world are investing heavily in Indonesian startup companies because Indonesia produces 4 unicorn companies, the largest in Southeast Asia, and is gaining further momentum with huge funding (Edamadaka, 2019). Unicorn companies in Indonesia are GO-JEK, Tokopedia, Bukalapak, and Traveloka.

Budiharto (2019) said, currently there are many companies trapped in a dynamic environment with a fast changing conditions called "VUCA world" (Volatility, Uncertainty, Complexity, and Ambiguity). VUCA has come to define the digital economy as highly disruptive environment and potentially punitive to incrementally focused organizations (Cousins, 2018). VUCA cannot be avoided as a present-day phenomenon and is sometimes understood in various conceptions, including the concept of the industrial revolution 4.0. VUCA has a significant influence on all aspects of the organization, especially business processes and human resources, many organizations are struggling to survive and be in harmony with this character of VUCA. Readiness to face VUCA is not only a burden for one person or one department but also for all people in the company, from the board of directors and commissioners to the executive level (Alijoyo, 2021).

Design thinking has emerged as an absorptive capacity and integrative learning method to approach complex and often ambiguous problems from the perspective of the customer. Popularity surrounding design thinking in recent years has been largely due to its application within innovation which has resulted in anecdotal successes of design thinking practitioners operating in highly disruptive VUCA environments (Cousins, 2018). Design Thinking speaks of perseverance, to maintain a continuous effort to reach our goal and to seek solutions to the difficulties that will arise along the way as well as the ability to confront frustration and our adaptability and flexibility, knowing how to overcome and grow in adversity; So it is one of the best allies when applying VUCA in organizations (Carolina, 2019).

Implementation of design thinking can serve companies to a better launch for the new product or service, tackle a pressing VUCA problem, or generate breakthrough innovation in the company. The effective design thinking combines the creativity and discipline need to get a new project up and running. According to "The Straits of Success in a VUCA World" Journal (Raghuramapatruni, 2017) there are a few critical thinking pointers that you could use to tackle the sheer dynamism of a VUCA world: 1). For volatile situations. Separating facts from opinions is the key. So is formulating thoughts objectively and precisely as well as ensuring clarity in communication; 2). For uncertain situations. Listening and comprehension is vital. Being open-minded about alter-

native points of view and dealing with contradiction are also necessary in such situations; 3). For complex situations. One needs to gather facts from various sources do logical enquiry and reasoning and also weigh the alternatives. Weighing alternatives, making decisions under pressure and testing the solutions against relevant criteria are also vital; 4). For Ambiguous situations. Curiosity, eliciting, and evaluating arguments; asking the right questions; adaptability and agility in thinking as well as seeing the consequences and likely implications are essential in such circumstances. Quite simply, critical thinking is excellence in thought processes which precedes excellence in our actions.

4. CONCLUSION

From the results of this research, it can be concluded that at this time VUCA is a condition that can't be avoided for us. Meanwhile, to overcome this condition, it is necessary to apply design thinking as an alternative and effective solution in every business activity. Various forms of activity from using design thinking are separating facts from opinions,

listening and understanding a lot, gathering facts from various sources, as well as gathering and evaluating arguments. If you applied this solution, so the company can produce innovations or breakthroughs that are getting better, it will also have a good impact on the company's future sustainability. For further research, researchers suggest that more in-depth studies, as well as presenting more detailed and up-to-date evidence.

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