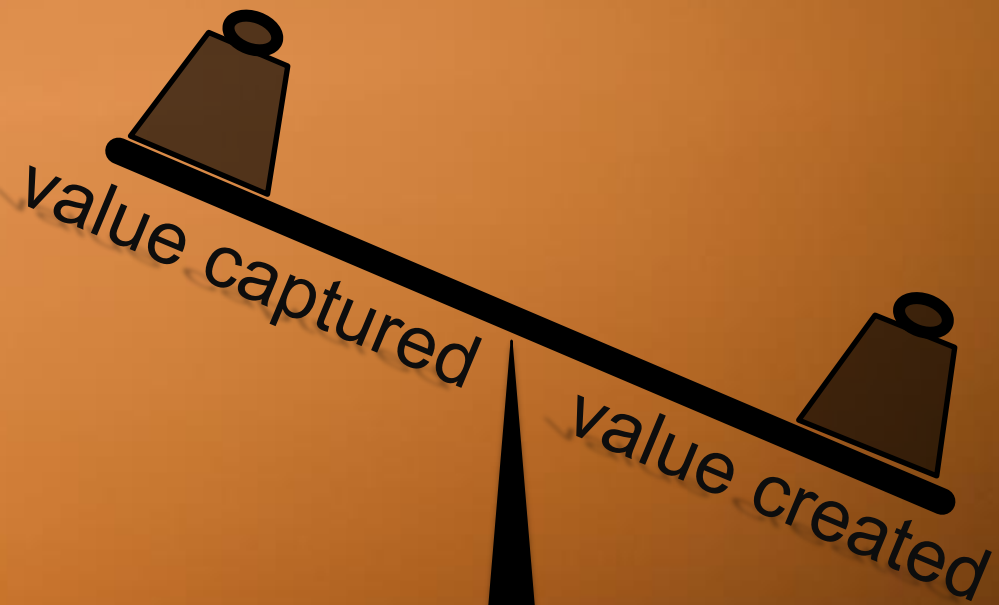


The background of the slide is a photograph of three dark shadows cast on a light-colored, paved surface. The shadows are of people sitting on a bench, with their heads resting on their hands in a thoughtful or listening posture. The shadows are cast from the left, suggesting a light source from the upper left. The overall tone is contemplative and human-centric.

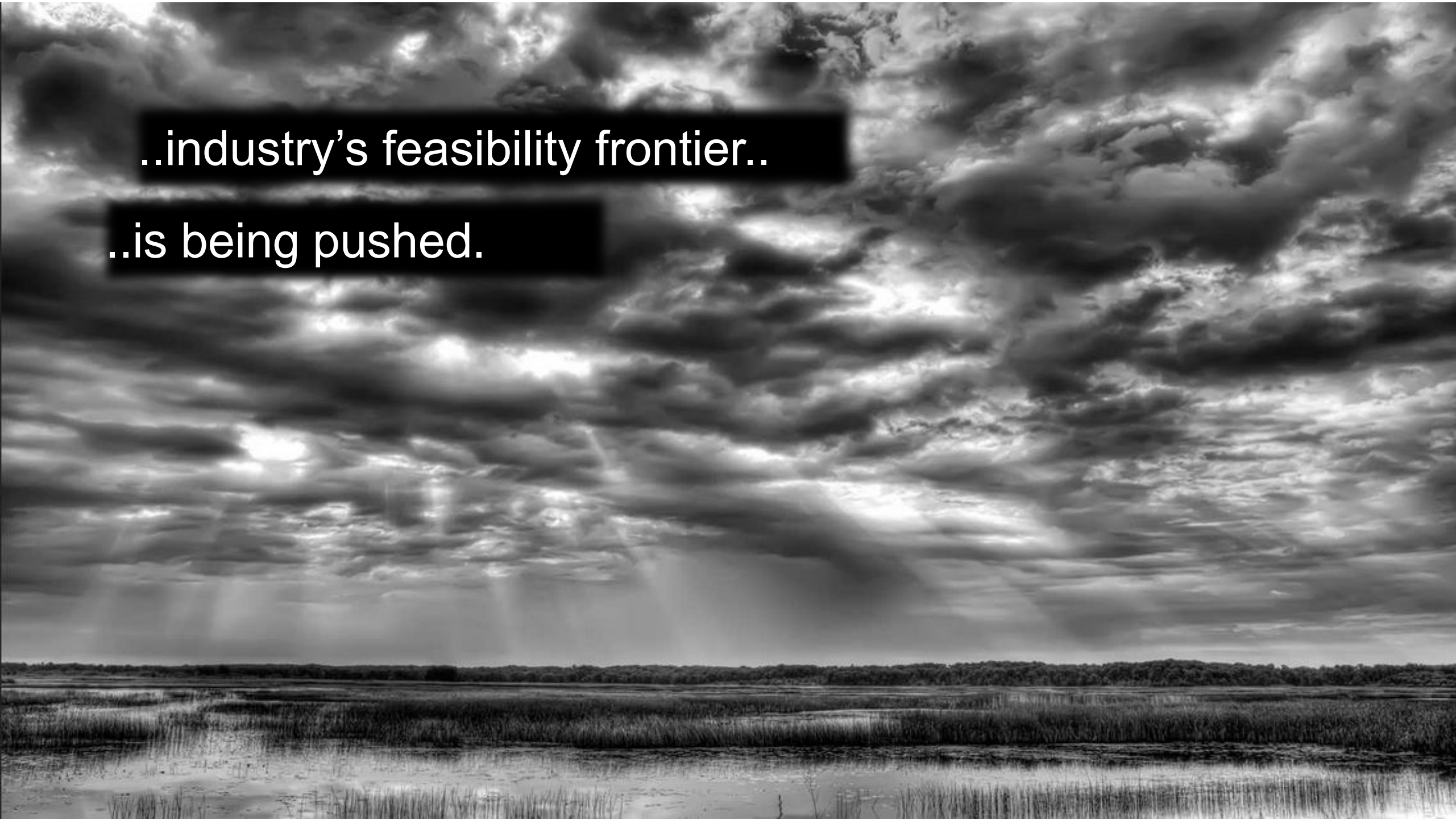
an MNO's perspective on ..

..HUMAN CENTRIC DESIGN



..industry's feasibility frontier..

..is being pushed.



A stack of three smooth, brown stones is positioned on the left side of the image. The stones are stacked vertically, with the smallest at the top and the largest at the bottom. They rest on a sand mandala, which consists of concentric circles of sand drawn on a flat surface. The background is a soft, out-of-focus light beige color.

commercial **viability**

technical **feasibility**

human **desirability**

ability

A close-up photograph of two elderly hands clasped together. The hands are wrinkled and have a yellowish tint. One hand is wearing a gold ring with a diamond on the ring finger. The background is dark and out of focus.

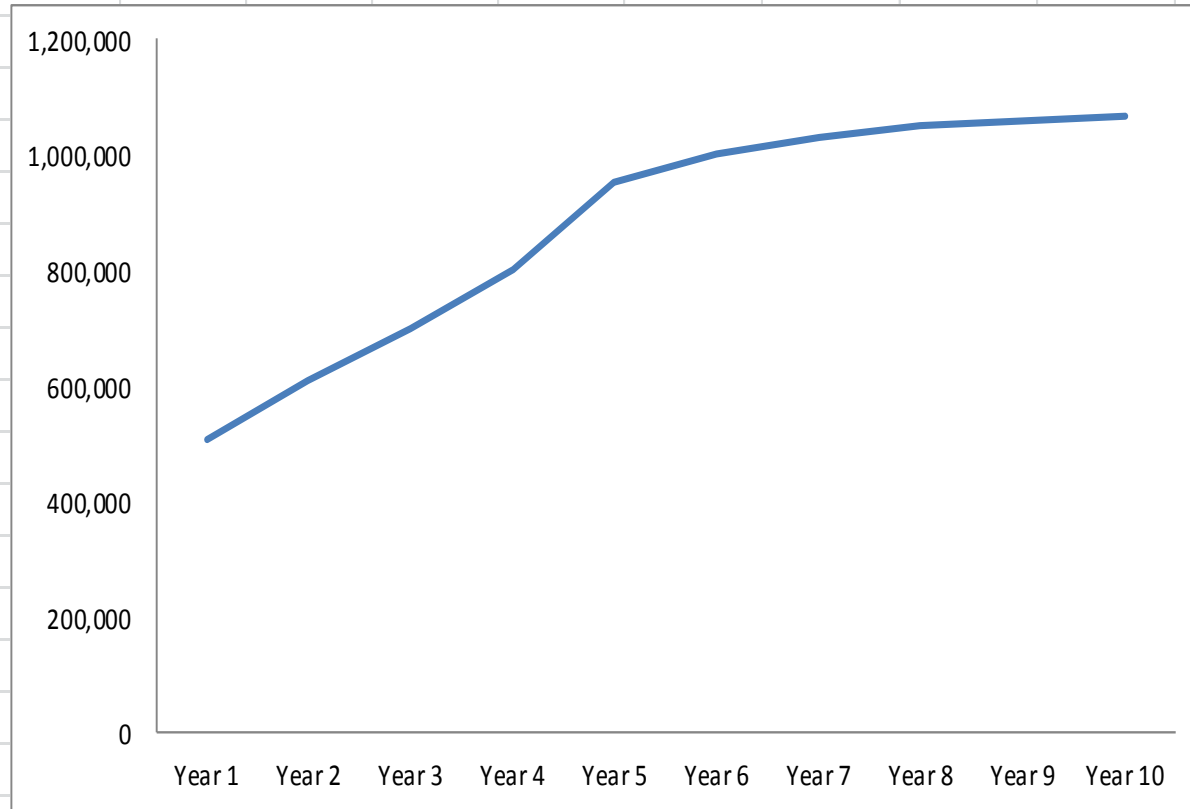
why..

..it is hard for MNOs..

..to adopt HCD?

CUSTOMER GROWTH

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
506,000	607,500	700,000	800,500	952,000	1,000,500	1,030,000	1,050,000	1,059,000	1,065,000



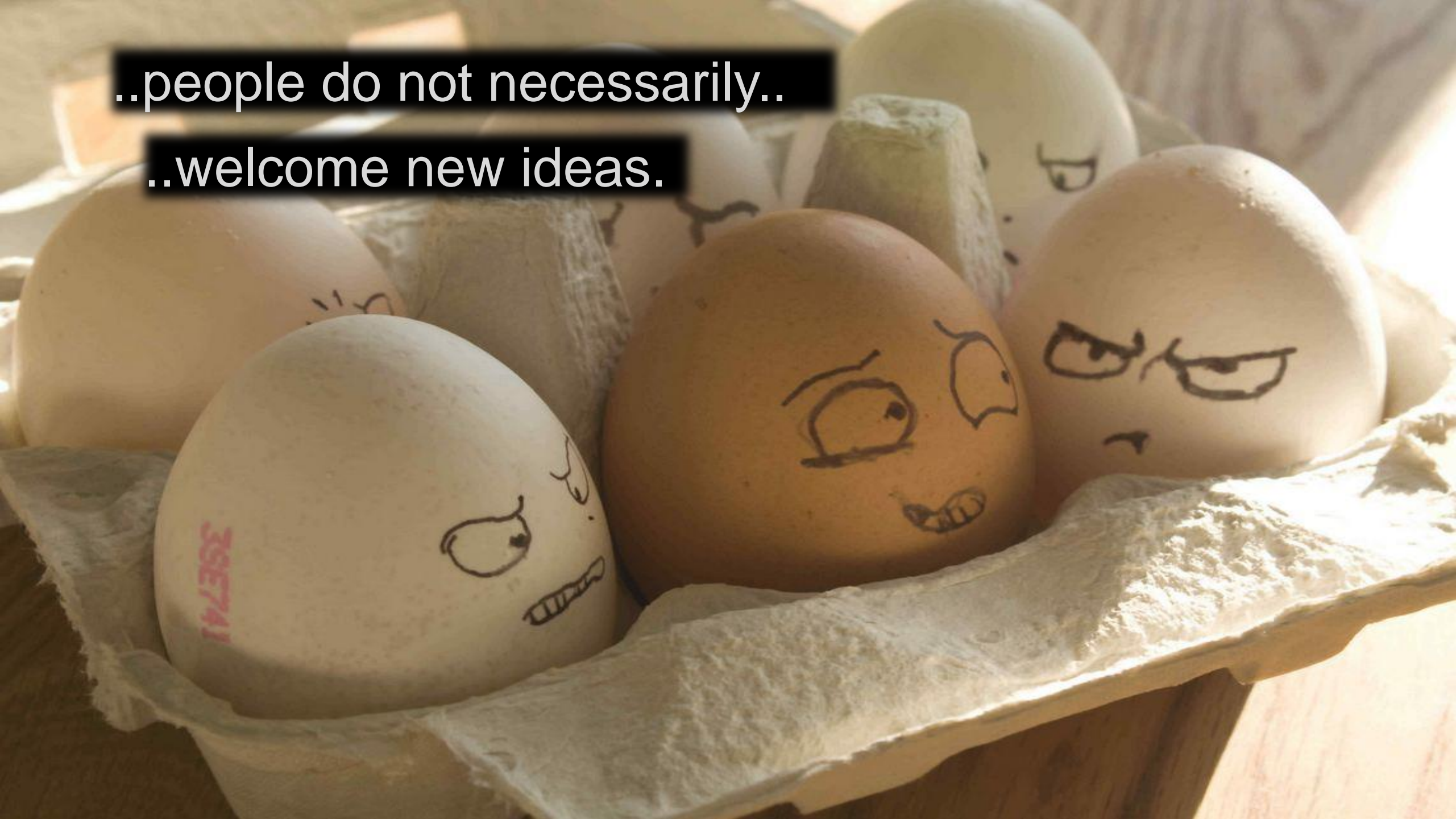
..isn't exactly in their..
..comfort zone.



..routines are carved..
..in stone.

..people do not necessarily..

..welcome new ideas.



..failures are considered..

..profane.



..conformance to the norms..





..learning a new language..

..requires time, patience and commitment.

..content without the context..



Telenor Pakistan's...

..approach.



..CEO is member of the..

..innovation team.



..guiding coalition..



..design space



A grey textured wall panel with several colorful sticky notes pinned to it. The notes include the words "remember", "soft", "meeting", and "AVAILABLE NOW!".



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..colors began to..

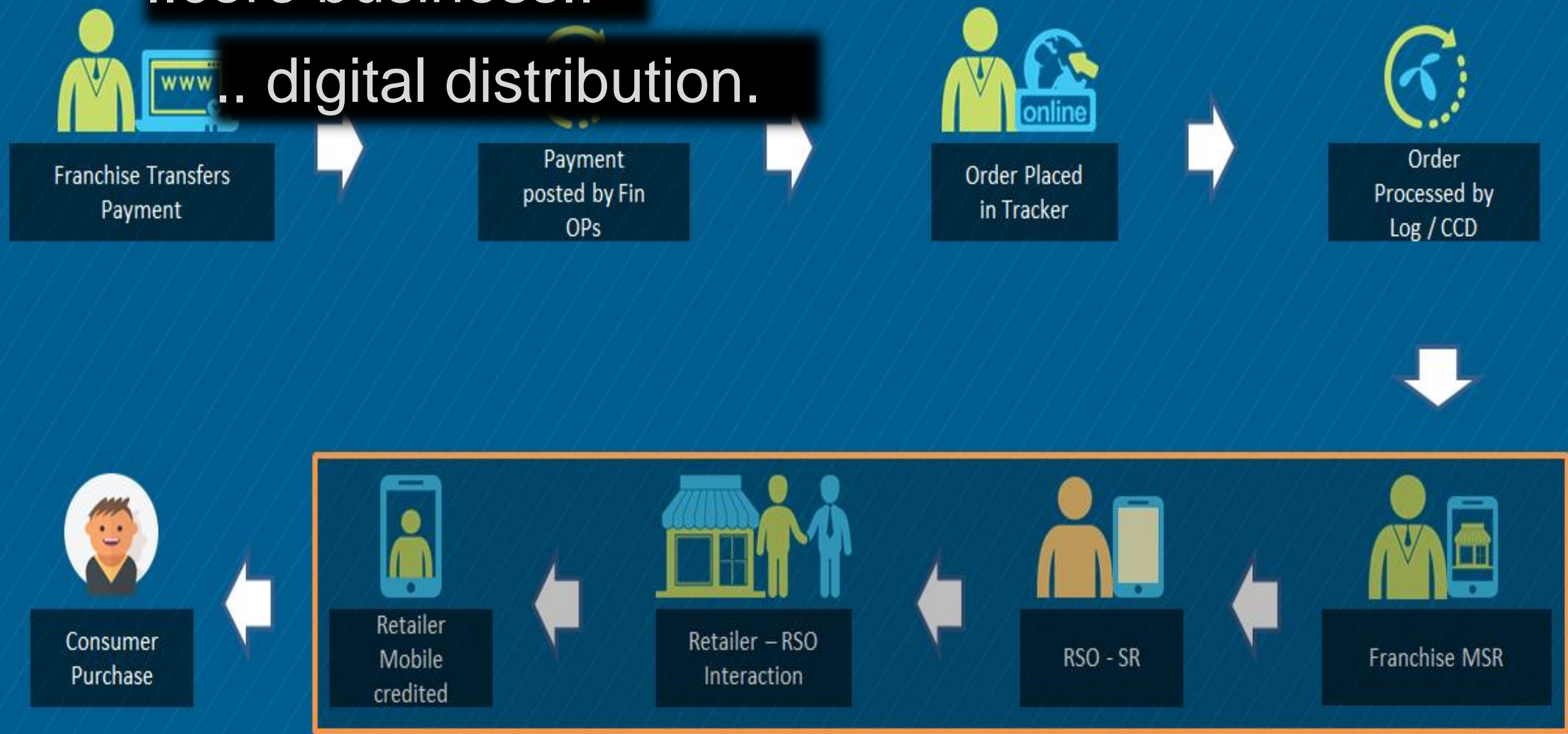
..change.

A top-down photograph showing several hands of different skin tones reaching towards the center on a lush green lawn. The hands are arranged in a circle, with fingers spread, symbolizing unity and grassroots participation. A black rectangular box with white text is centered over the hands.

.. grassroots level..

..core business..

.. digital distribution.



..understanding and creating value..



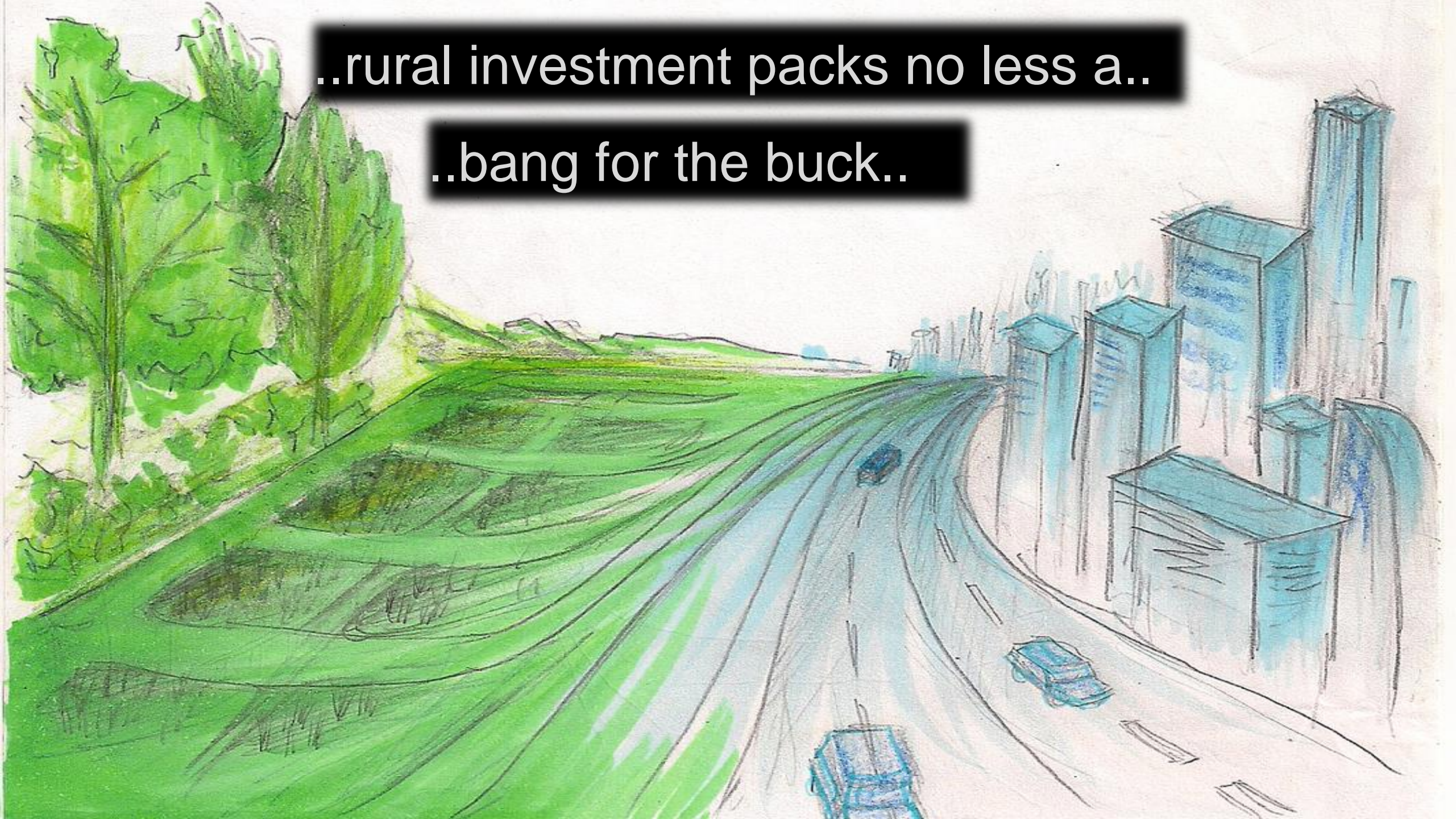
Family of Aslam Sher, 40
From Sahiwal
His family seemed to have a fun time

.. rural eco-system.



..rural investment packs no less a..

..bang for the buck..



**CUSTOMERS
TO
HUMANS**

