

JK Lakshmipat University, Jaipur
INSTITUTE OF MANAGEMENT
End-Term Examination, May 2026
BBA Semester II, 2025-28

Roll No.....

IL1105: Design Thinking

Time: 2.0 hours

Max. Marks: 30

Instructions to students:

1. Do not write anything, other than your roll number, on the question paper
2. All questions are compulsory

Part A

- Q1. *"A well-crafted problem statement is critical to effective design thinking"*. Explain the statement and illustrate your answer with a suitable example. 2 Marks (CO1).
- Q2. In the Arcturus IV case study by John E. Arnold, students are encouraged to imagine and design for an unknown planet with very limited information. Why is such imaginative thinking important in design? and illustrate your answer with a suitable example from the Arcturus case. 2 Marks (CO1,2)
- Q3. *"In one approach, emphasis is on evaluation and narrowing choices, whereas in another, on exploration and iteration"*. Reveal the nature of the two approaches given in the statement. 2 Marks (CO1)
- Q4. A company wanted to conduct research for three different products and hired Rohit, Mohit, and Tina. Rohit was asked to interview competitors' customers about their past experiences. Tina was asked to interview potential buyers while presenting a written description of product features. Mohit was asked to show images and videos of the product to people and gather their opinions." Based on the nature of tasks assigned, what differences can you infer about the three products being studied? Explain your reasoning. 4 Marks (CO2,3,1)

Part B

Read the Case:

The Daily Bowl is a rapidly growing food-tech startup based in Bangalore that offers healthy meal subscription services via a mobile ordering platform. The company allows users to subscribe to daily meal plans, including low-carb, high-protein, vegan, and balanced diet options, delivered directly to their homes, offices, or campuses. The startup currently operates across key urban clusters such as HSR Layout, Indiranagar, Whitefield, Electronic City, and Koramangala, serving approximately 18,000 monthly active users and onboarding nearly 5,000 new subscribers every month. Over the past year, The Daily Bowl has experienced strong initial growth as urban consumers increasingly prefer convenient, health-focused food options to traditional home-cooked meals or restaurant dining. The healthy food delivery segment in India is expanding steadily, supported by rising health awareness, busy urban lifestyles, and increasing reliance on app-based services. Industry estimates suggest that India's online food delivery market will grow significantly in the coming years, driven

CUSTOMER VOICE

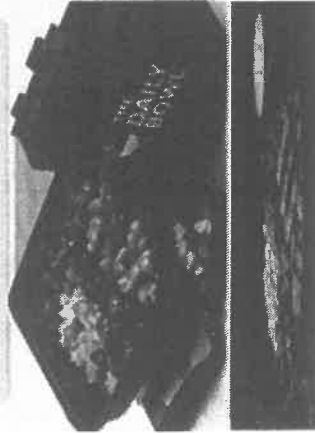
'I wanted healthy food... but not at the cost of my day.'

An in-depth conversation with Ananya S., a law student who tried The Daily Bowl subscription — and decided it wasn't the right fit.

BY RITHIKA MALHOTRA
FEATURE WRITER

MEET ANANYA

-  **AGE:** 22
-  **COURSE:** Law Student (Final Year)
-  **LIVES IN:** Bangalore
-  **SCHEDULE:** Back-to-back classes, internships, moot courts
-  **STATUS:** Former Daily Bowl Subscriber (2 months)



customer

Q. At what point did things start changing for you?

It wasn't one big moment. It was small things adding up. I have very short gaps between lectures—sometimes just 15–20 minutes. So timing matters a lot. If food comes even slightly late, it's not like I can just sit and eat... I have to leave. There were days when I would keep checking my phone again and again—refreshing the app, tracking the delivery. It started becoming this... background stress.

Q. Can you describe one specific incident that stayed with you?

Yes. I remember one day very clearly. I had a gap between two lectures, so I ordered thinking it would arrive just in time. The app showed it was nearby, but then it just... stayed there. I kept waiting. Five minutes. Ten minutes. At some point, I had to choose—either miss my next class or leave the food. I left. Later, I saw the notification that it was delivered. I didn't even go back to pick it up. That day it hit me that this system doesn't really understand my life.

Q. That sounds frustrating. How did that affect your overall experience?

It changed the emotion completely. Initially, it felt like support—like something was helping me manage my life. But slowly, it started feeling like another thing I had to manage. Instead of reducing mental load, it added to it. And that uncertainty—"Will it come on time or not?"—that became the main feeling. Not taste, not health... just uncertainty.

Q. Let's start from the beginning. What made you try The Daily Bowl?

Honestly, it felt like the perfect solution at that time. My schedule is extremely tight—classes, readings, internships—and I barely get time to think about food, let alone cook. I saw their page on Instagram... everything looked so clean, colorful, and sorted. It gave this feeling that if I subscribed, at least one part of my life would be under control. Also, there's this constant guilt, you know? Like, you know you should be eating healthy, but you just don't. This felt like a shortcut—like outsourcing discipline.

Q. What was your first experience like when you started?

The first few days were actually nice. The food looked exactly like the pictures—which is rare. The packaging felt premium, almost like I was treating myself, even though it was a routine meal. Psychologically, it made me feel good. Like I was doing something right for my body. I even told a few friends about it... it had that "this is a good decision" feeling.

dailybowl.in



532 likes

dailybowl.in Balanced meals, delivered fresh to your door.

Because your health deserves the best.

#TheDailyBowl #HealthyMadeEasy #EatWellLiveWell #CleanEating #FuelYourDay

2 days ago

flwithk

The Korean bowl is my favorite! Perfect balance of flavors and super filling. Love it!

2d 28 likes Reply

lawstudentsdiaries

My bowl arrived at 2:00 PM today while I was in a meeting since 1:30 PM. By the time I got it, I missed my lunch break. Please improve punctuality.

2d 41 likes Reply

eatclean_with_me

Really like the fresh ingredients and portion control. Makes me feel good after eating. Keep up the good work!

2d 19 likes Reply

hungry_head_

The packaging looks premium but it's not easy to eat from. Hard to open and the containers are a bit messy.

2d 35 likes Reply

foodie_bangalore_

Portion size is too less for the price. I'm still hungry even after finishing the bowl.

2d 26 likes Reply

snaha_reddy

I've been ordering for office lunches. The quality is consistent and it saves me so much time. Highly recommend! #

2d 14 likes Reply

aman.jain_

Very disappointing experience today. Delivery was late and customer support didn't respond quickly. Need better service.

2d 37 likes Reply

healthy_hero_

The food is healthy but gets repetitive after a few days. Would be great to see more variety in the menu.

2d 22 likes Reply

nutrition_n_chill

Delivery time is very inconsistent. Some days it's early, some days super late. Hard to plan your day around it.

2d 30 likes Reply

bowlad_over

Love the concept and the idea behind it. Just wish there were more customization options for our preferences.

2d 16 likes Reply

gym_goat_23

Great option for post-workout meals. The protein bowls are really good. Please add more high-protein options.

2d 18 likes Reply

desi_fit_foodie

Some of the bowls are a bit bland. More seasoning or desi flavors would make a big difference.

2d 13 likes Reply

student_on_the_go

As a student, it's a bit expensive for daily use. If there were student plans or discounts, that would be amazing.

2d 11 likes Reply

food_mood_repeat

Love the wholesome meals but the bowls sometimes leak. Happened twice with me.

2d 9 likes Reply

weekend_chestmeal

I liked it in the beginning but not very satisfied now. Feels like the quality has dropped a bit.

2d 15 likes Reply

balanced_plate_

The salads are super fresh and the dressings are yum! My go-to for light dinners.

2d 12 likes Reply

curlyhead_eats

It would be great if we could pause or skip days easily. Sometimes my schedule changes last minute.

2d 17 likes Reply

justanotherfoodie

Today my order was marked delivered but I didn't receive it. Had to follow up multiple times to get it resolved.

2d 29 likes Reply

Q. What about the food itself—taste, variety, portion size?

Taste was fine. Not amazing, not bad—just... acceptable. But after a few days, everything started feeling similar. Like, visually it looked different, but the experience of eating didn't feel very different. Portion size is something I didn't think about initially. But on longer days, especially when I had a lot going on, I did feel like it wasn't enough. It's strange... it's not that the food was "bad"—it just didn't always match what I needed that day.

Q. And the packaging? A lot of users seem to notice it.

Yes, the packaging is beautiful. Very Instagrammable. But in real life... it's a bit different. If I'm sitting at a proper table, it's fine. But most of the time, I'm not. I'm in a classroom, library, or just sitting somewhere quickly. Opening it, balancing it, eating easily—it's not as easy as it looks. There were times I was worried something might spill, or I just didn't have the space to eat comfortably. So yeah, it looks premium, but I don't know if it's designed for how students actually eat.



Q. Did you ever interact with customer support?

Once. My order was late, and I messaged them. I got a reply... but it took a while. By then, the situation had already passed. I didn't feel angry, just... disconnected. Like I wasn't important enough for a quick response.

Q. How did all of this influence your decision to continue or stop?

I didn't stop because of one thing. It was more like... every day, I had to think, 'Should I rely on this today or not?' And when something makes you question it every day, it becomes tiring. At some point, I realized I felt more at ease eating something less healthy but predictable, than something healthy but uncertain. So I stopped.

Q. That's interesting—choosing predictability over health. Can you elaborate?

Yes, because health is not just about food, right? It's also about stress. If I'm anxious about whether I'll even get to eat, that cancels out the benefit in my mind. I'd rather eat something simple but on time, than something perfect that disrupts my day.

by changing consumption habits and digital adoption. The Daily Bowl operates in a highly competitive environment where multiple platforms compete for attention and retention. Key competitors in the healthy and cloud kitchen segment include Eat. Fit, Fresh Menu, Healthie, and several local tiffin services that offer affordable and customizable meal options. While premium platforms focus on branding and nutrition, local alternatives compete strongly on price, taste, and reliability. The company has started noticing a critical challenge: customers are trying the service but not continuing beyond the initial period. Internal data indicates that customer retention from the first to the second month is relatively low, with a significant number of users discontinuing within the first 10 days of usage. To better understand this issue, the design team collected user-generated feedback from multiple sources, including Instagram comments and a detailed customer interview. These sources capture real user experiences, including both positive impressions and recurring concerns related to the service. Imagine that you have recently joined the company as a Design Research Intern and are working with the Product and Service Design Team. Your task is to analyze the available content, understand user experiences in depth, and identify insights to improve customer retention and overall service design.

Answer the following questions:

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| Q5. Using the given case materials for The Daily Bowl, construct a Mind Map that captures the underlying user experience. | 5 Marks
(CO2,3) |
| Q6. Apply karmic design thinking lens to The Daily Bowl case and explain all four steps to resolve issues in the service design. | 5Marks
(CO1,2) |
| Q7. Using the Johari window, identify four distinct types of insights from the case based on how information is distributed between users and the company. | 5 Marks
(CO2,3,1) |
| Q8. Based on your understanding of the interview and user comments, define a problem statement for Daily Bowl. Also, apply the 5 W1H framework. | 5marks
(CO2,3) |

All the best
