

# **DESIGN -**

## **from icon to strategy**

**"Design tools in  
business modeling"**

# Jørgen Rasmussen

Langelinieparken 5, 2. tv.  
8000 Århus C

1957

Industrial designer MDD

1990

Partner DESIGNNORD (www.designnord.dk)

1997

Head of Department, Department for Design, AAA

2003

Associated professor, AAA, Design

2011





Light and sound



Electronics



Medico



Heavy metal



# Forretningsmodeller?

En organisations eller en virksomheds forretningsmodel er i princippet en redegørelse for dens **eksistensberettigelse** og en repræsentation af **dens værd-strukturelle opbygning**.

**Forretningsmodellering**, altså en designbaseret modellering af forretningsmodeller, skal betragtes som en vigtig kreativ medspiller i strategiudviklingsprocessen hvor produktet/virksomhedens potentiale kan udforskes – hvor der kan **skabes nye værdier**.



[http://www.businessmodelgeneration.com/  
book](http://www.businessmodelgeneration.com/book)

Def Business Model

A business model describes  
the rationale of how an  
organization creates, delivers,  
and captures value



[http://www.businessmodelgeneration.com/  
book](http://www.businessmodelgeneration.com/book)

*“Pattern in architecture  
is the idea of capturing  
architectural design ideas  
as archetypal and reusable  
descriptions.”*

Christopher Alexander, Architect

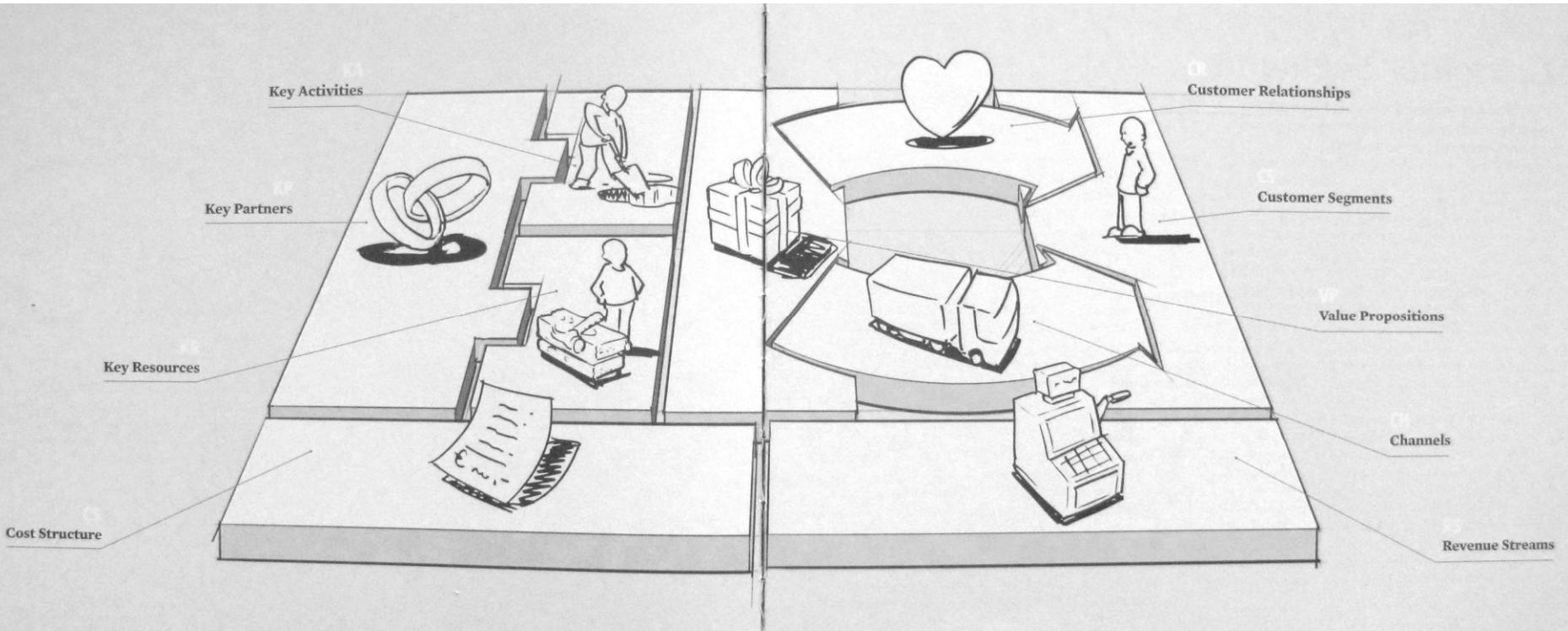


[http://www.businessmodelgeneration.com/  
book](http://www.businessmodelgeneration.com/book)

*“Businesspeople don’t  
just need to understand  
designers better; they  
need to become designers.”*

Roger Martin, Dean, Rotman School of Management





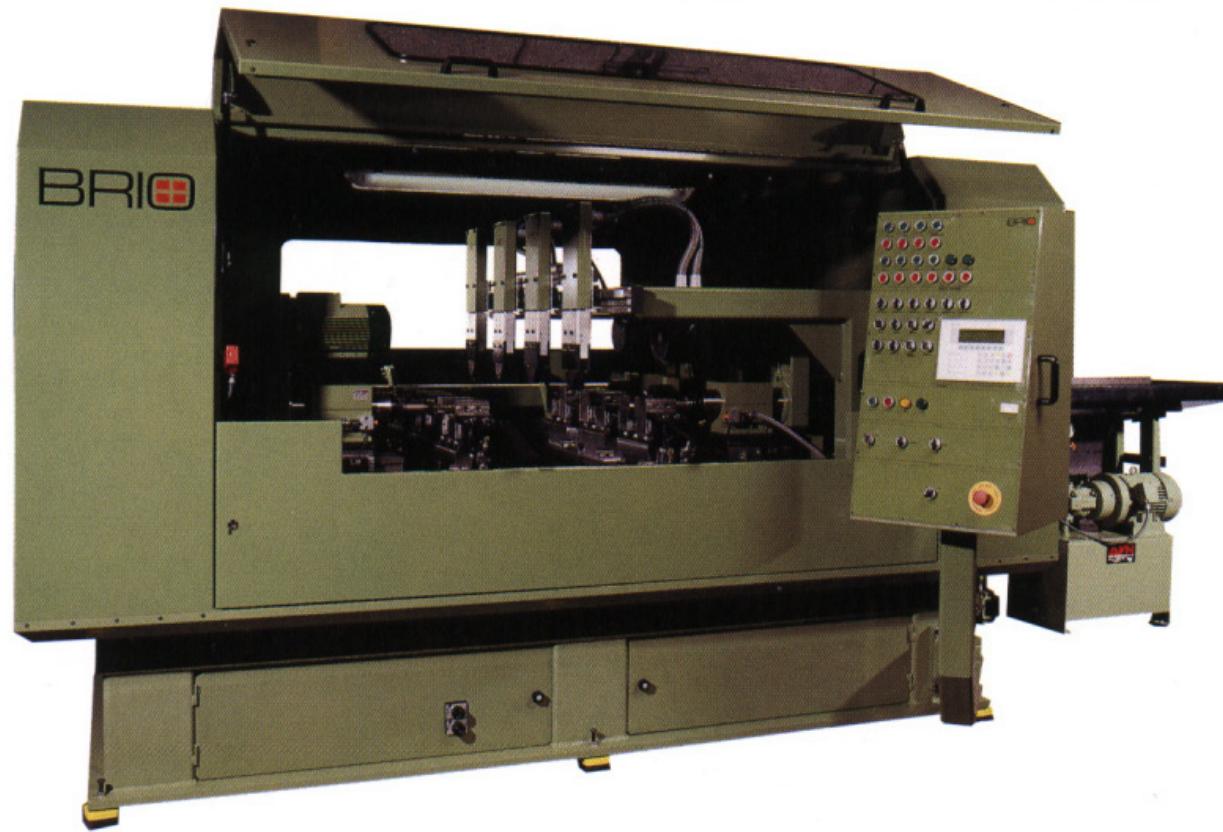
Business Model Generation – "Business Model Canvas"  
Alexander Osterwalder

# What is a valuable product idea?

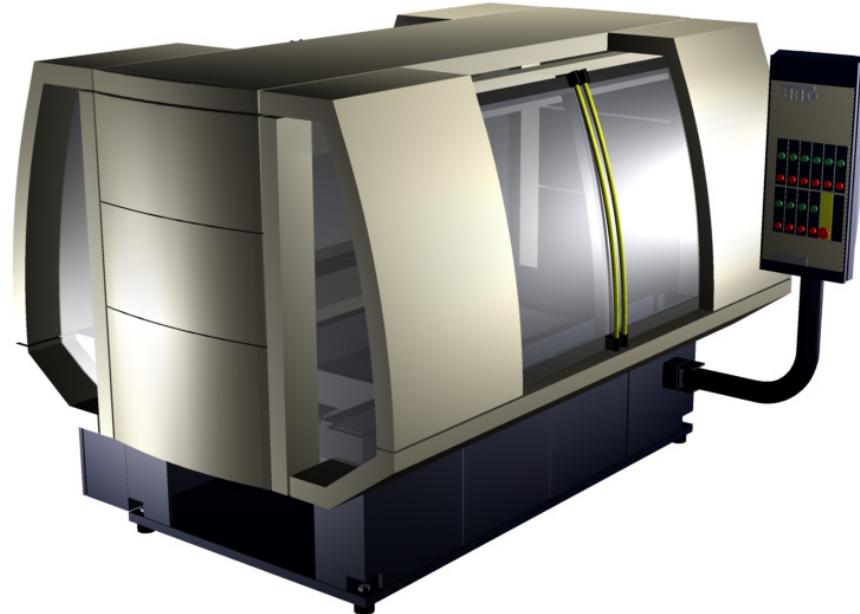
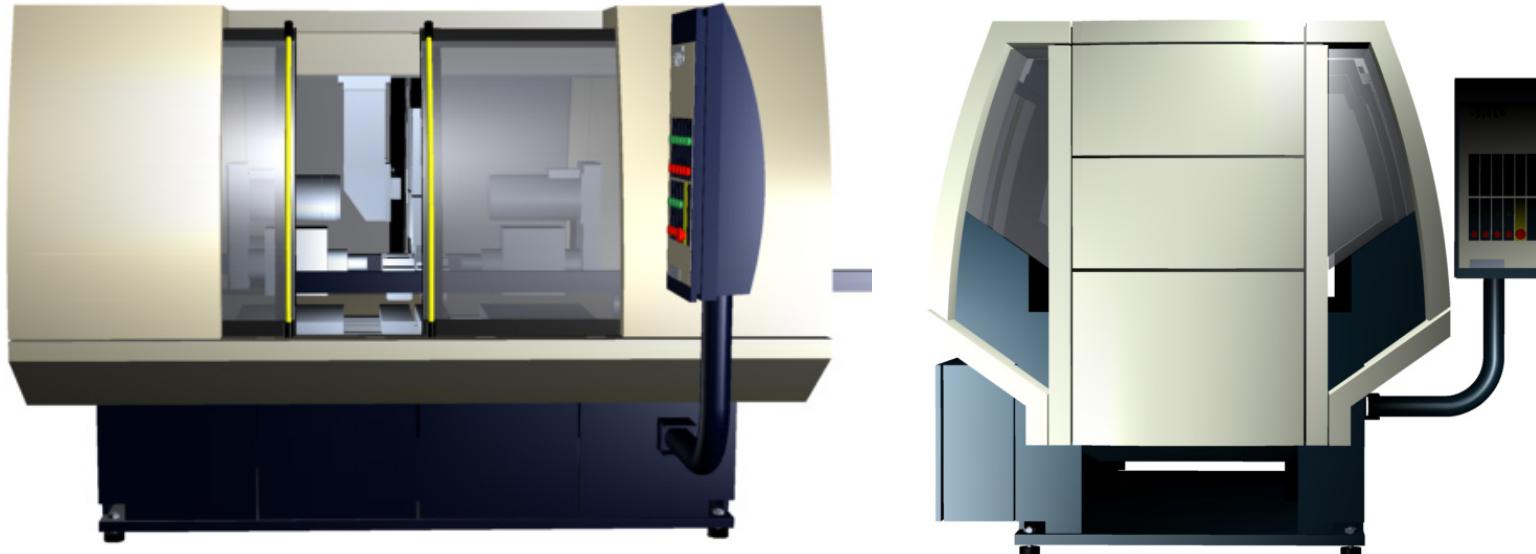
## Where would you put your money?



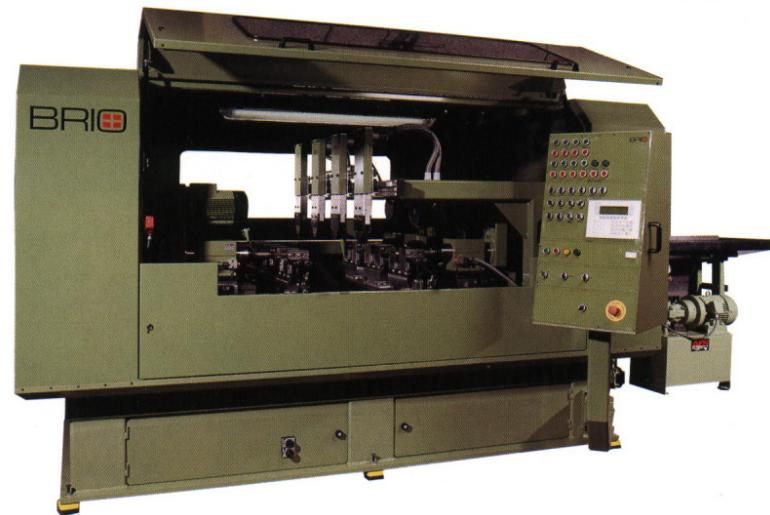
# Create Value



# Create Value



# Create Value



# What is this?

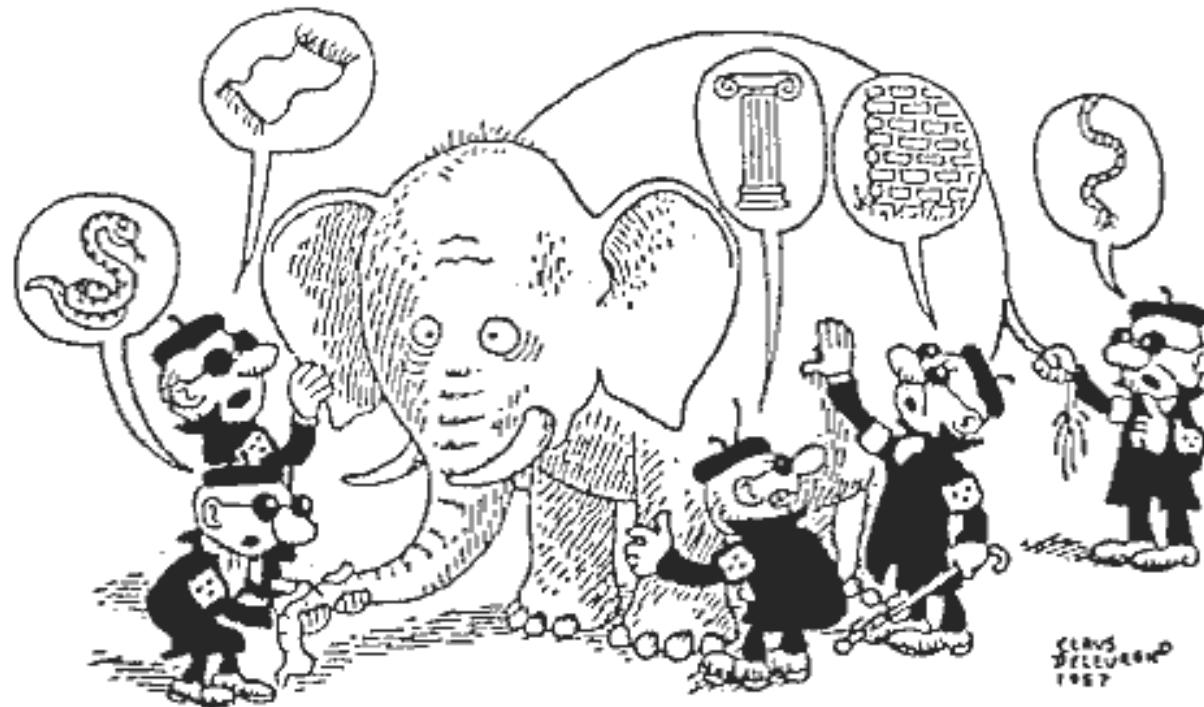


- Build in printer
- Works off line

"We see things  
not at they are,  
but as WE are!"

Richard Seymore

# Mental models?



# What is design?

"Everyone designs who devices courses of action to **change** existing situations into preferred ones"

Herbert Simon

"Design, stripped to its essence, can be defined as the human capacity **to shape** and make our environment in ways without precedent in nature, **to serve our needs and give meaning to our lives**"

John Heskett



# Create Value



Arne Jacobsen

Thorvald Bindesbøll  
Kay Bojesen  
Piet Hein  
Poul Henningsen  
Georg Jensen  
Finn Juhl  
Poul Kjærholm  
Verner Panton  
Børge Mogensen  
Hans J. Wegner  
Etc.

# Create Value



# Create Value



**Arne Jacobsen**  
SAS Radison (Royal Hotel) 1960

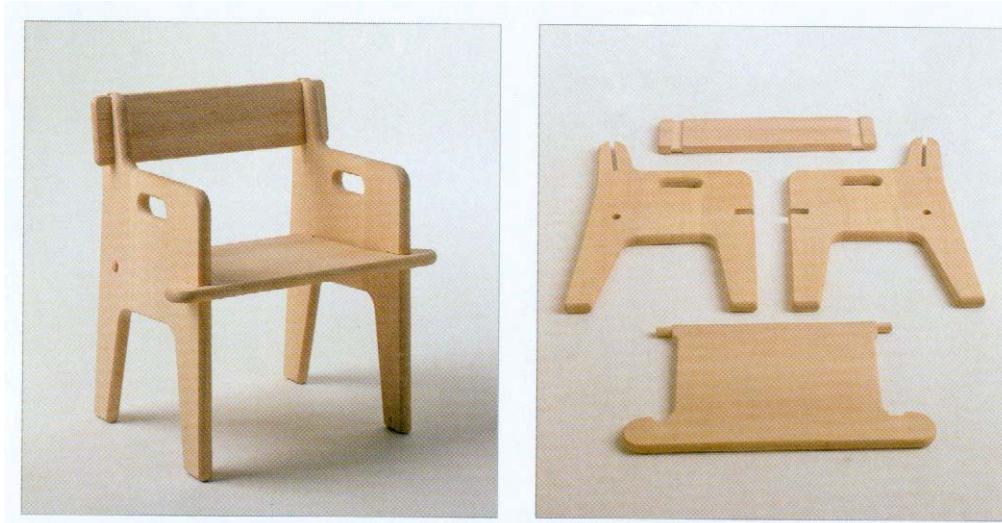
# Create Value



Seagram Building 1959  
Mies van der Rohe

SAS Radison 1960  
Arne Jacobsen

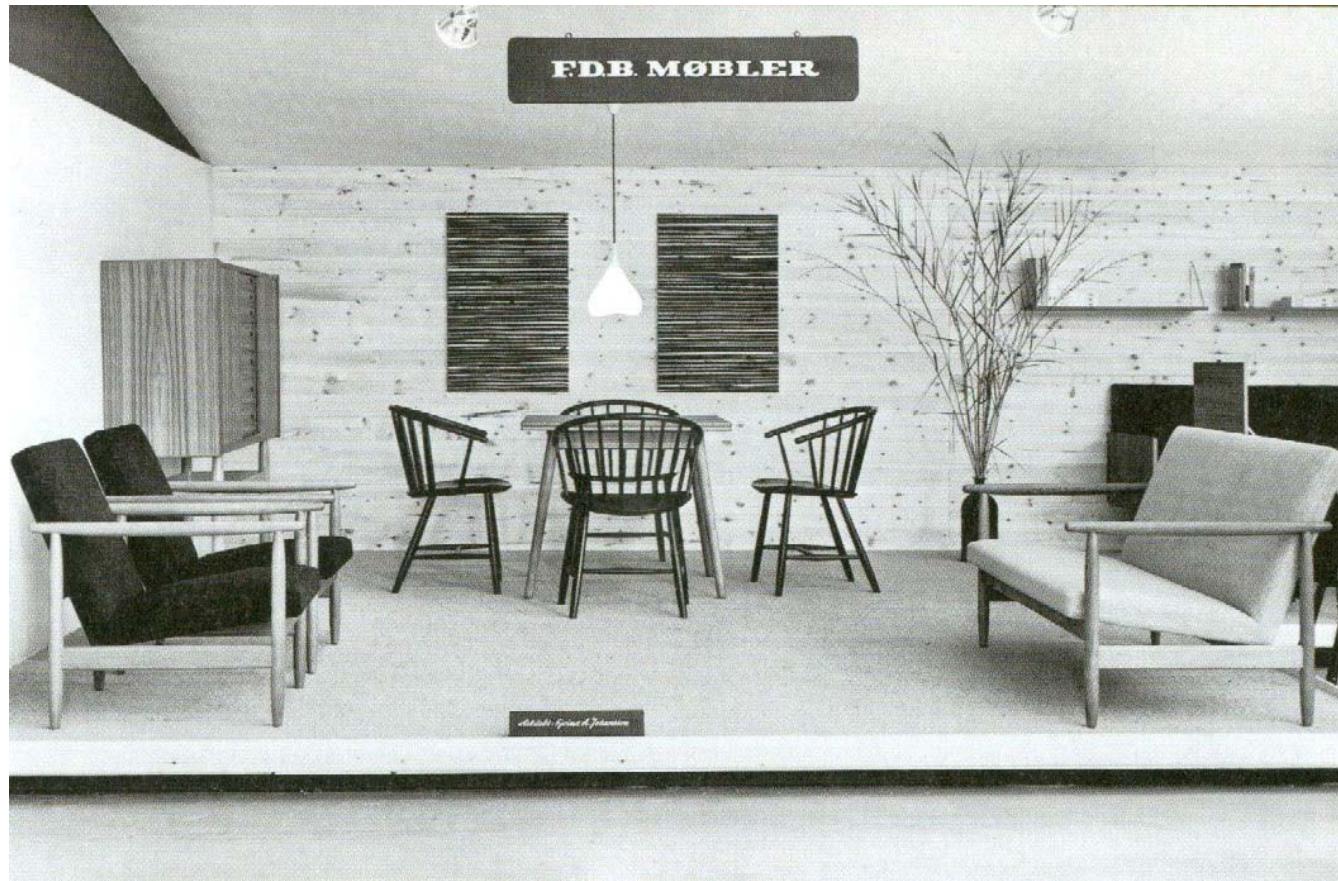
# Create Value



A modest start "Peters Chair" 1944.  
Hans J. Wegner (while employed at Arne Jacobsens  
design studio). Sold at FDB at 11-12 DKr.

**F**orenede - United  
**D**anske - Danish  
**B**rugsforeninger - Grocery stores

# Create Value



Modern furniture  
FDB sails exhibition 1960

# Create Value



Early table 'Loevet' (1956) of Swedish modern style home furnishing company IKEA.

# Create Value



IKEA today.

The rest is history?

# Deliver Value

**Design: the innovative representation  
of form, materials and function?**





# Danish design?

**"Craftmanship"**

The Danish  
tradition



## **"Danish Design"** As a brand

**"Simplicity  
in form"**

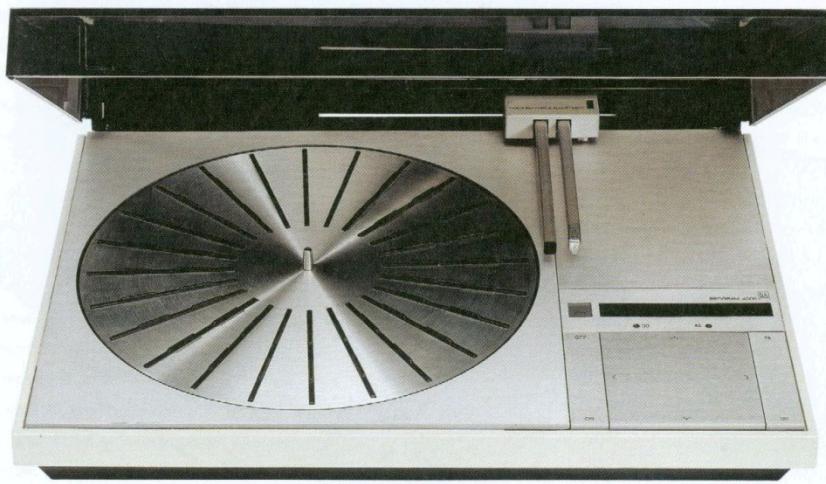
The Danish  
tradition

**"Attention to  
details"**

**"Quality in  
materials"**



# Deliver Value



# Deliver Value



NovoLet insulin pen. Design: Steve McGugan,  
1989. Manufacturer: Novo Nordisk.

Microsound Pilot hearing aid. Design:  
Designit,  
2003. Manufacturer: Microsound.

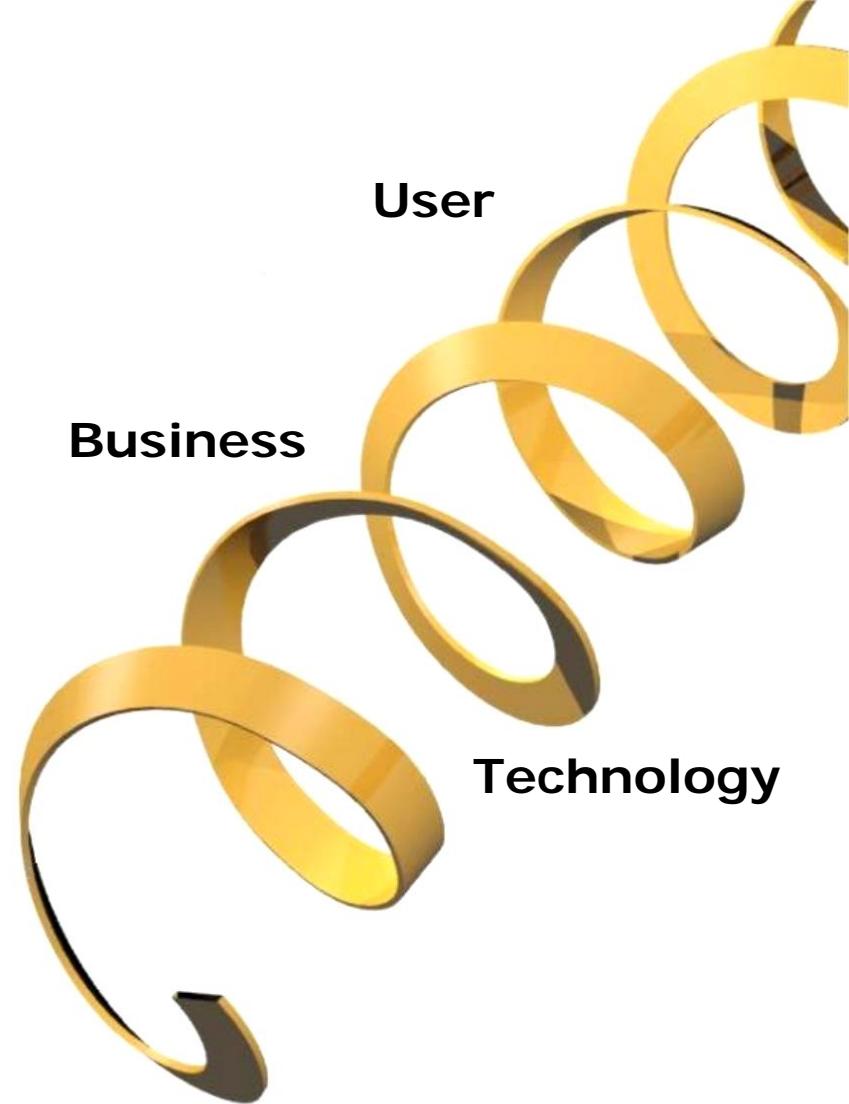


Cheetah wheelchair for children.  
Design: 3PART,  
2004. Manufacturer: R82.

# Deliver Value

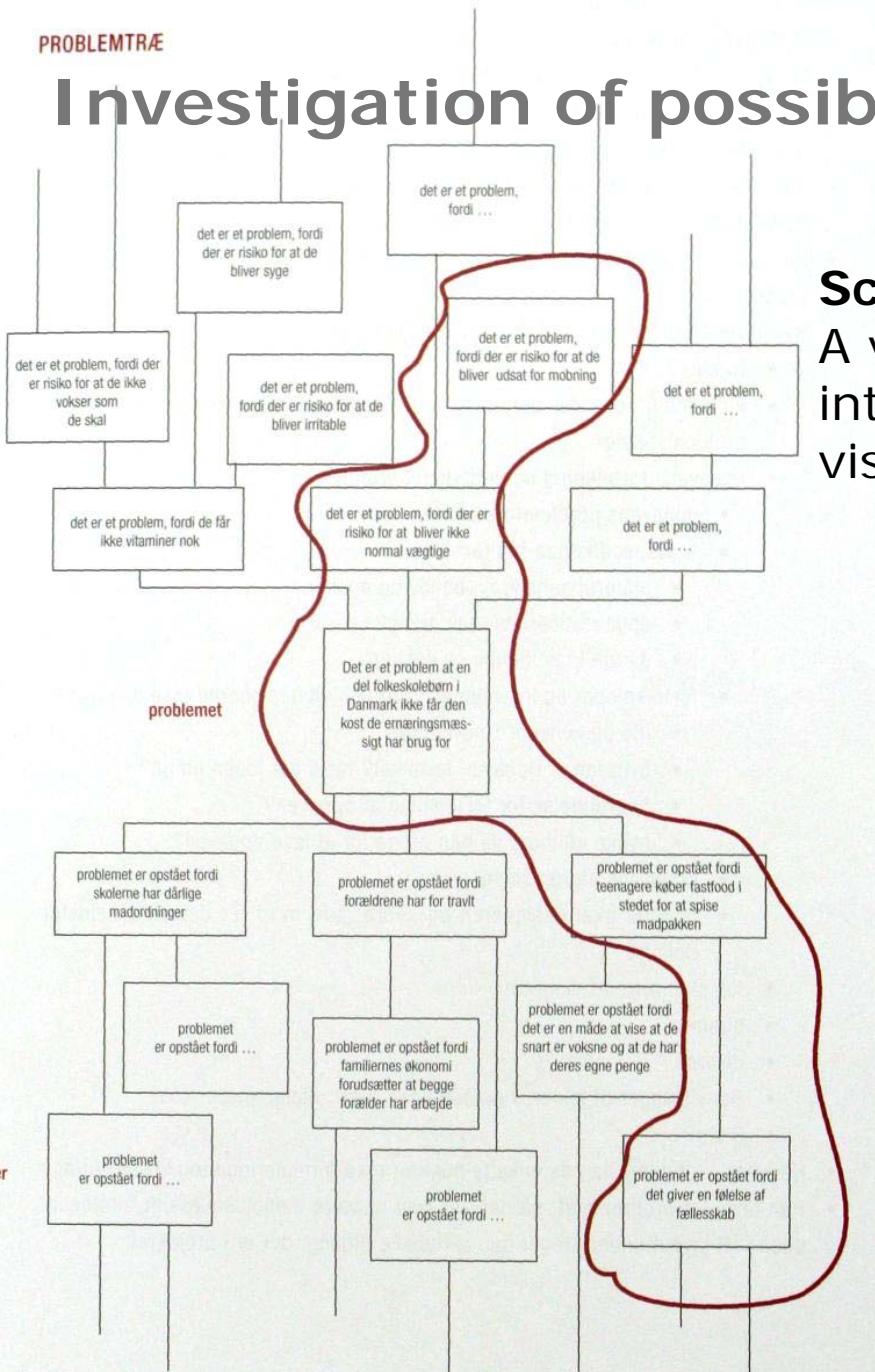
## The Proces

- Research
  - Programming
  - Conceptualicing
  - Developing
  - Detailing
  - Optimizing
  - Implementation
- 
- Sketching/  
Ideation
  - Prototyping/  
Visualizing
  - Analyses
  - Reflection/  
Evaluating



# Investigation of possibilities

konsekvenser



## Schethching

A visual process where ideation is interacting with analysis and visualisations.

# Investigation - of possibilities

## Sketching

A visual process where ideation is interacting with analysis and visualizations.

## Value identification

Identifying the core value of the product through involving users in a close interaction with designers.



# Deliver Value



## Salt

What job do they do for you?

# Deliver Value



**A milkshake**  
What job do they do for you?

# Investigation - of possibilities

## **Sketching**

A visual process where ideation is interacting with analysis and visualizations.

## **Value identification**

Identifying the core value of the product through involving users in a close interaction with designers.

## **Visualizing/ prototyping**

Visual representations of ideas, emotions and concepts are made – for communication, internally as well as externally.



# Delivere Value - Moodboard



# Seeing the big picture - Moodboard

**AT VÆRE MED TIL AT SKABE**

BMW er ses i træet  
kåret som en medt hængende  
træstamme i enden af Dow Jones. Derfor er vi  
naturligvis også tilpasser ved Klimapromeden i Raben-  
havn, hvor BMW Hydrogen 7  
vil kunne opnæ.

COP15  
COPENHAGEN

Hos BMW er vi konstant optaget af fremtiden. Vi har i årtier forsket  
i nye metoder og teknologier til at reducere brændstofferbruget og  
CO<sub>2</sub>-udledningen. Men vores målsætninger er langt mere ambitiøse.  
Vi vil ikke gå på kompromis med vores legendariske dynamik og kraft-  
fulde præstationer. Vi bruger årligt adskillige milliarder på udvikling  
af bæredygtige løsninger – men er af den overbevisning, at hensynet  
til miljø ikke behøver at ske på bekostning af kørepladen. Vi tror ikke  
på enten-eller, men på både-og.

Første skridt på vejen mod serieproducerede biler, der ikke uleder  
noget som helst, er allerede taget. BMW ActiveHybrid X6 kører både  
på benzin og el. Faktisk har den verdens stærkeste serieproduceret  
hybridmotor og bruger 23 % mindre brændstof end en almindelig bil  
– men vel at mærke med de samme imponerende køreegenskaber og  
præstationer, som kendtegner enhver BMW.



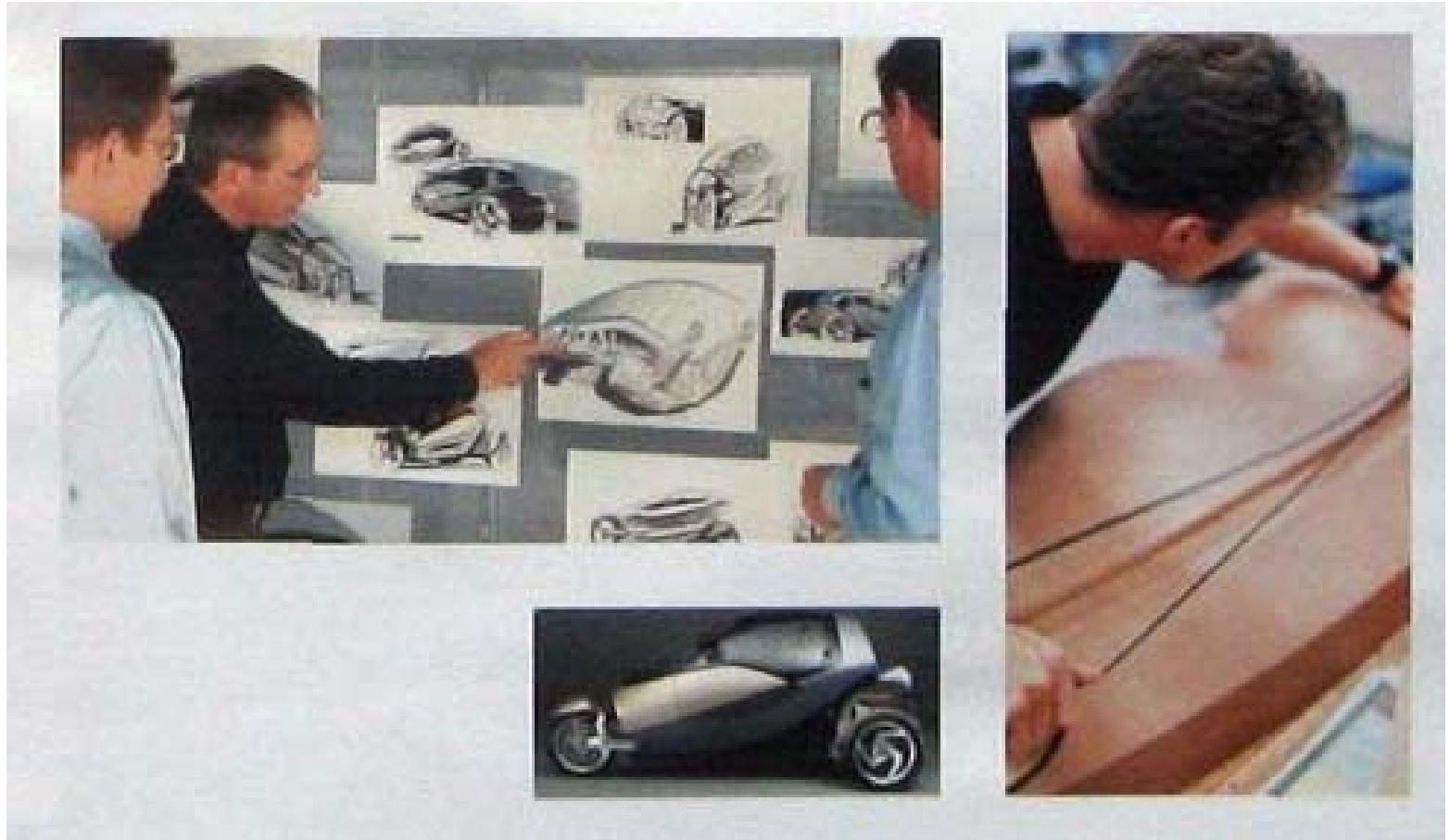
Målet om at kunne køre uden emissioner af nogen art, er allerede  
inden for rækkevidde. Vores forskning og udviklingsarbejde viser,  
at hydrogen – eller brint om man vil – ganske givet er fremtidens  
mest bæredygtige teknologi. Vi kalder vores brintprojekt for BMW  
CleanEnergy, og tre års testkørsel med luksussenbanen BMW  
Hydrogen 7 viser, at vi er på rett vej. 100 BMW Hydrogen 7-test-  
biler har tilsammen allerede kørt mere end fire millioner kilometer.  
De er udstyret med en 12-cylindret motor, som kan køre på både  
brint og benzin. Skiftet mellem brændstoftyper sker ved tryk på en  
knap, uden at det kan mærkes – og de eneste spor BMW Hydrogen 7  
etterlader, når den kører på brint, er almindelig vanddamp.



## FREMTIDEN.

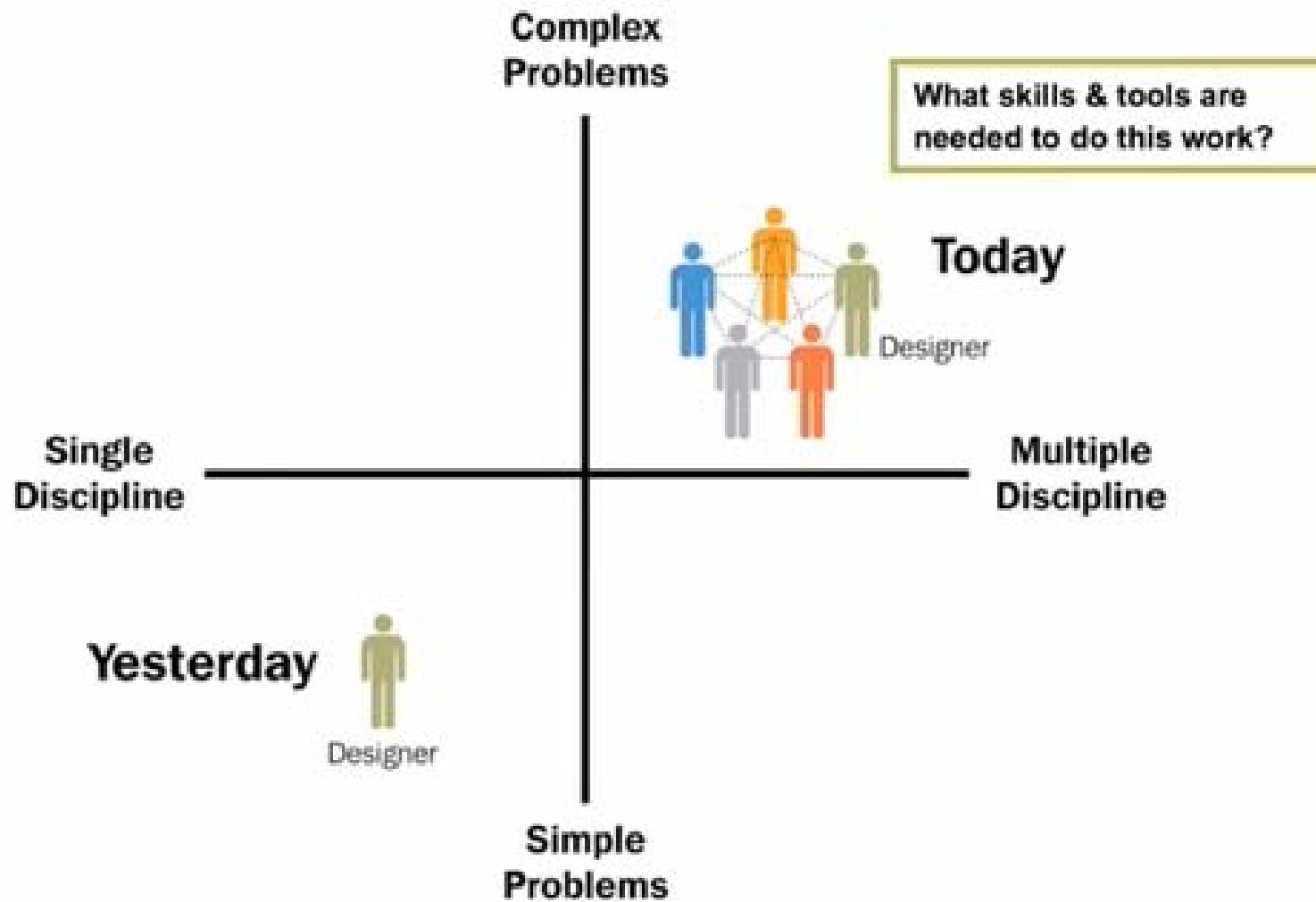


# Seeing the big picture - Moodboard



# Increasing Complexity





# Design 2.0 (3.0)

DN - Strategic and Service - Windows Internet Explorer

http://www.dngroup.dk/idd8.asp

Favoritter CBD - f... Designi... DN ... Startside Feeds (J) Læs post Udkriv Side Sikkerhed Funktioner Hjælp

October 22nd 2009 | **Procare's transcontinental strategy**



Procare | Strategic design | 2009 | Asia

1/5 NEXT

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DN Lab Encyclopedia 中文

August 21st 2009 | **New ZyXEL BU Strategy**



ZyXEL | Strategic design | 2009 | Asia

1/5 NEXT

smussen  
en Aarhus R

# Design 2.0 (3.0)

## DN Group – “Breakaway”



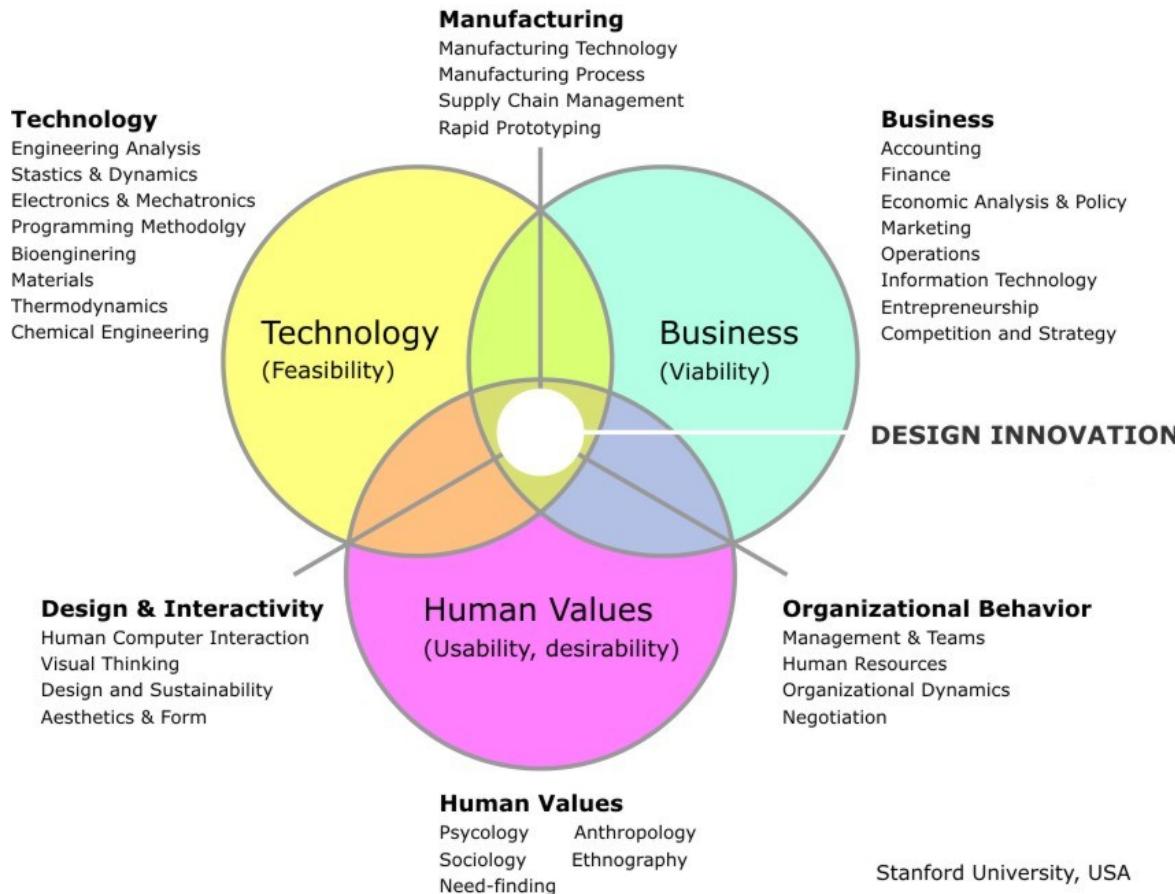
# Design 2.0 (3.0)

DN Group – “Breakaway”

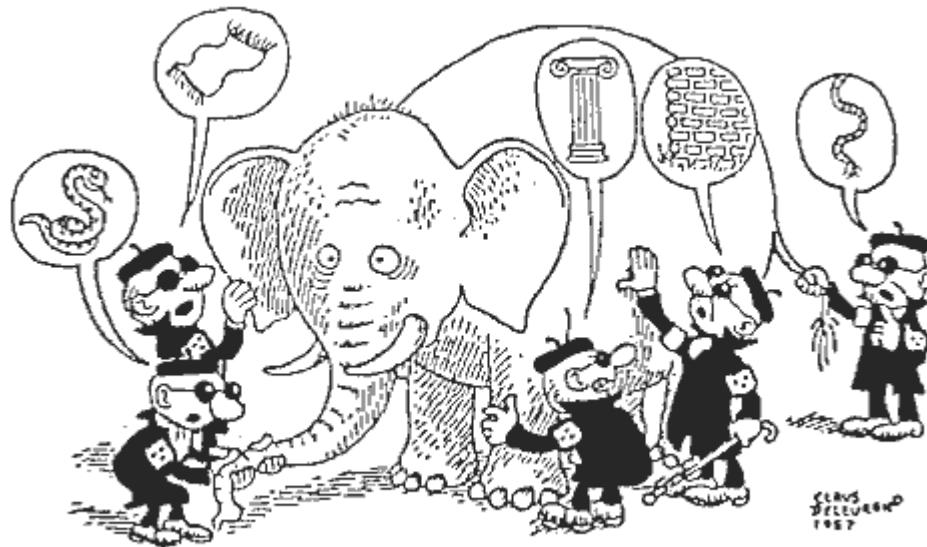


# Design impact in Companies

## "Strategic Design"



# Capture Value



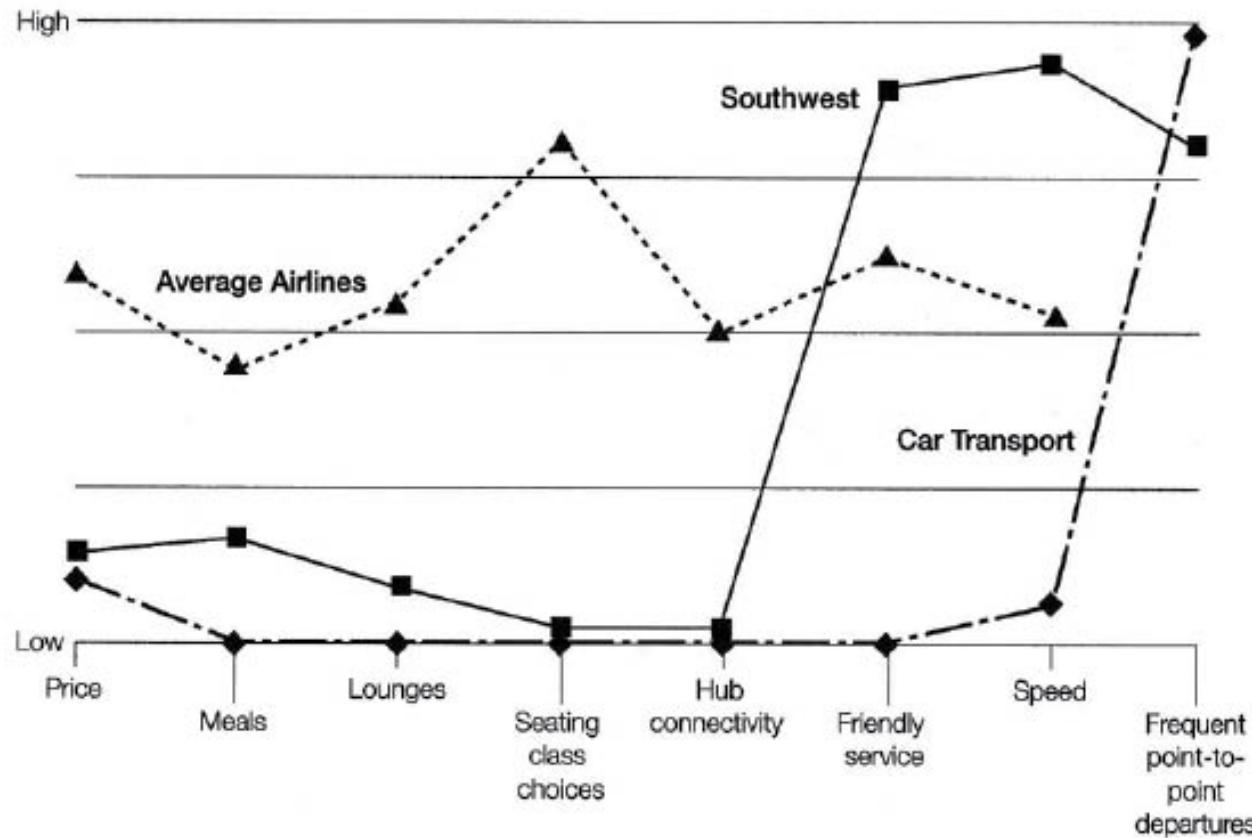
## Remember Mental Models?

# Blue Ocean Strategy



W Chan Kim

## The Strategy Canvas of Southwest Airlines



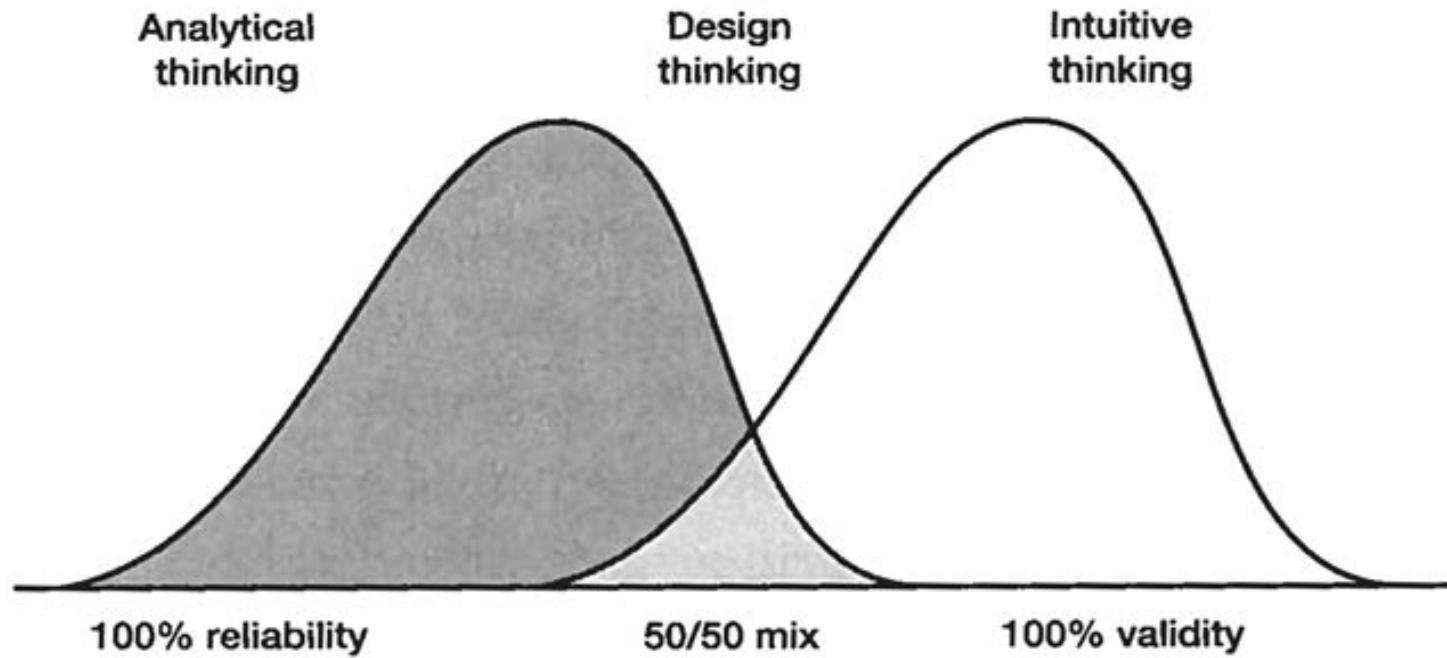
# The Design of Business

Roger Martin



FIGURE 2-1

## The predilection gap



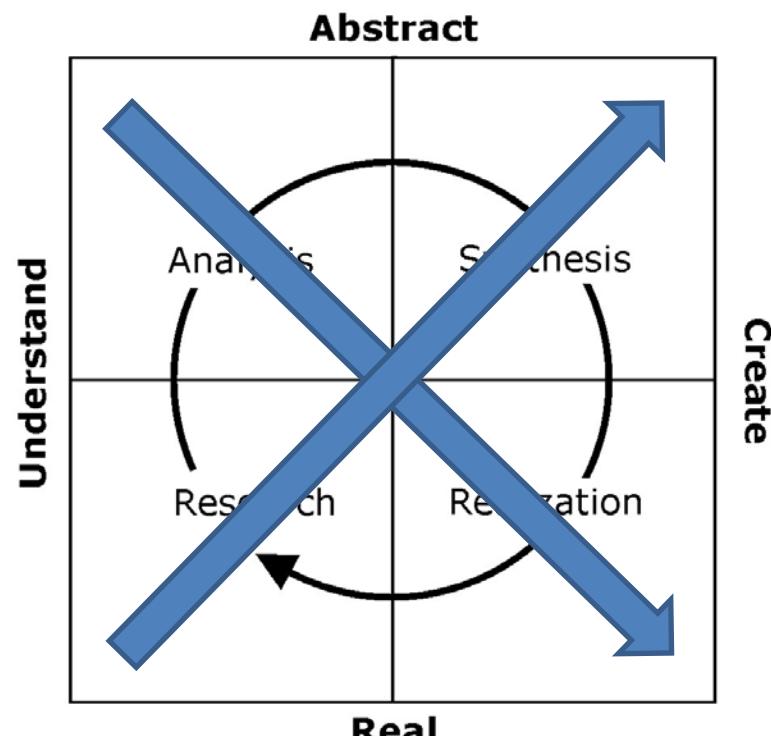
# (Interdisciplinary) Tools for investigating?

## Management (education)

- working with **well defined models** for analyzing problems and situations.
- dealing with **existing** problems and situations

## Design (-education)

- working with **open models** in an **open process**.
- working with **non existing/ future** problems and possibilities

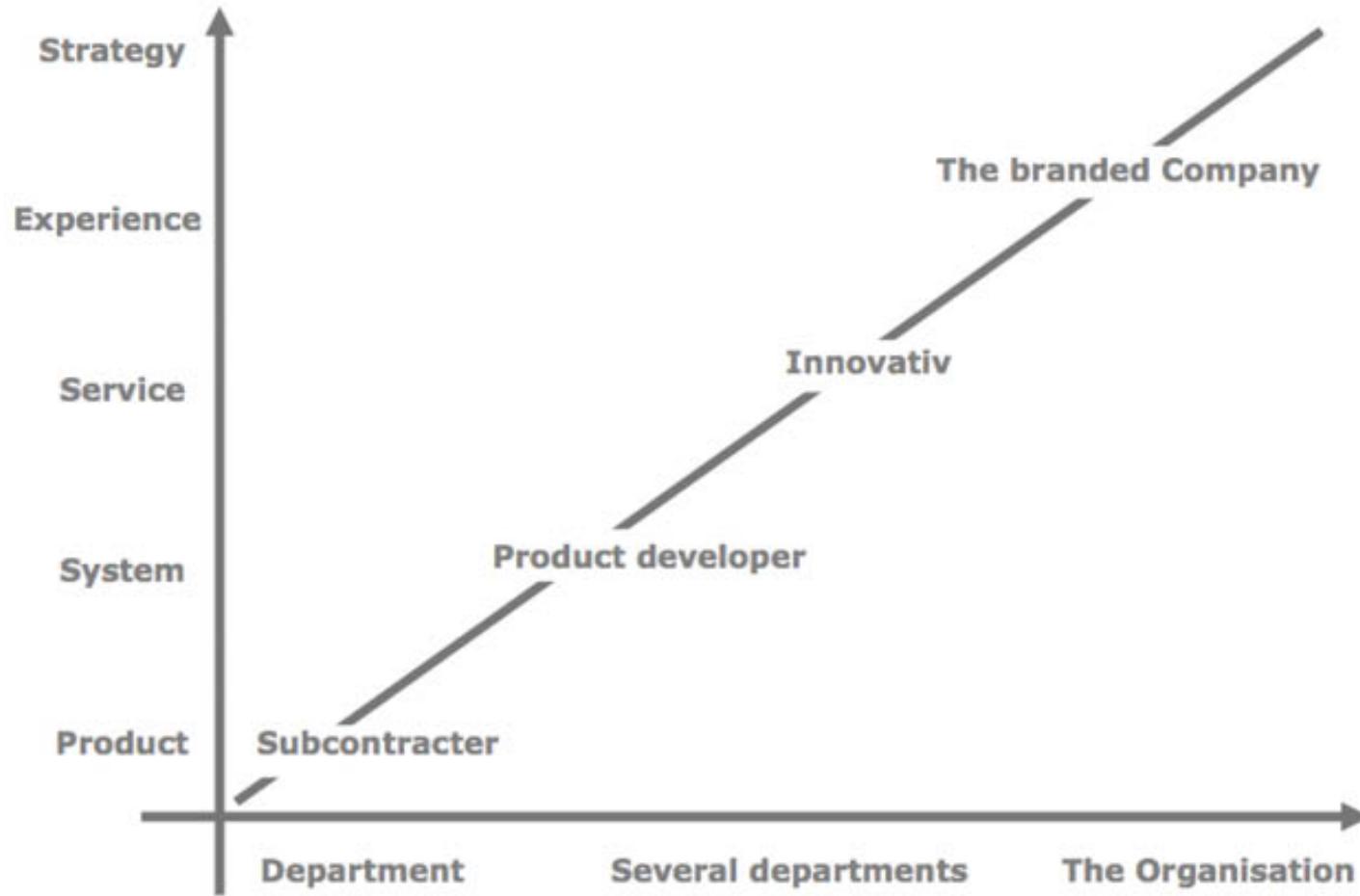


IIT – Vejay Kumar

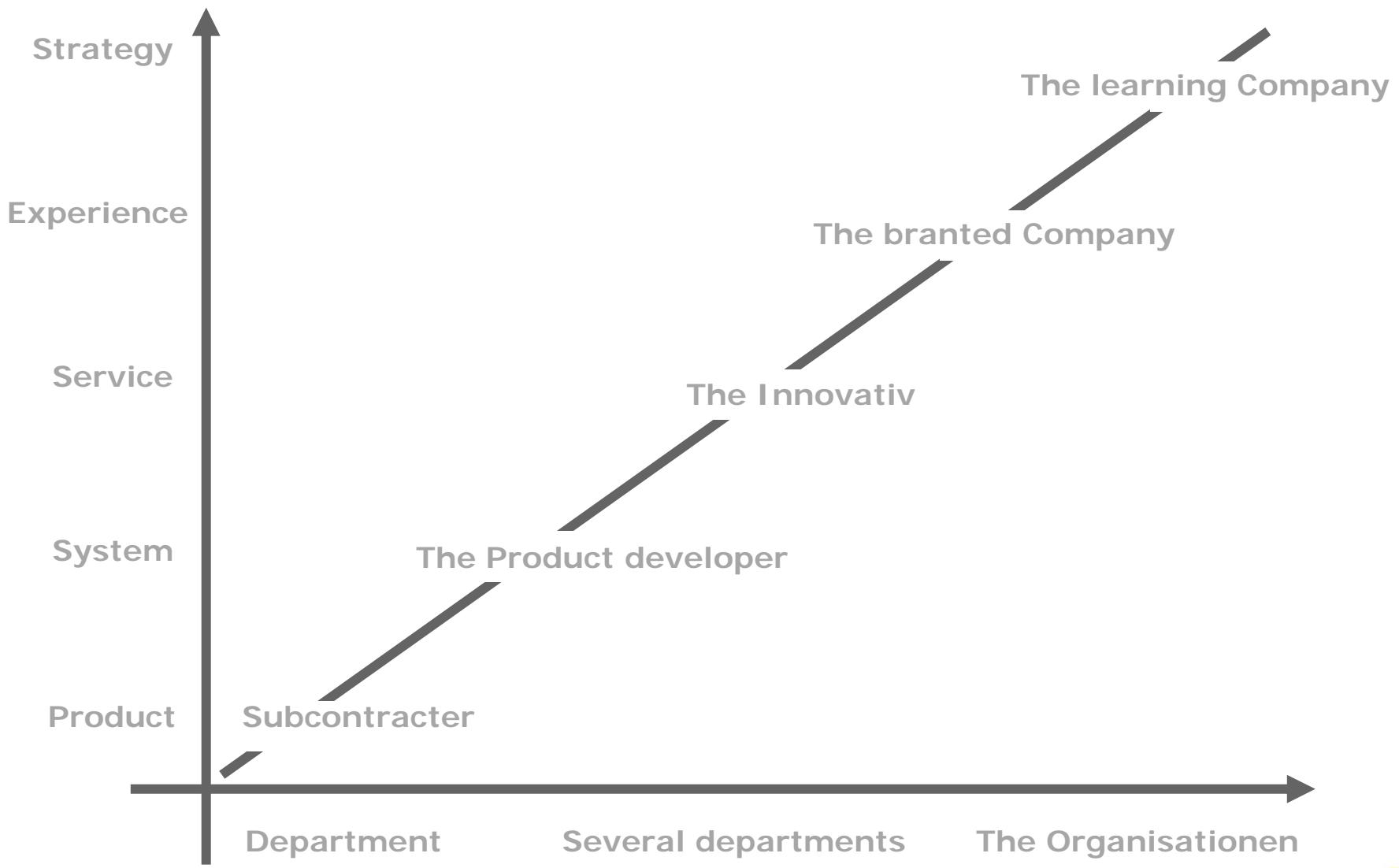
# Company use of design



John Heskett

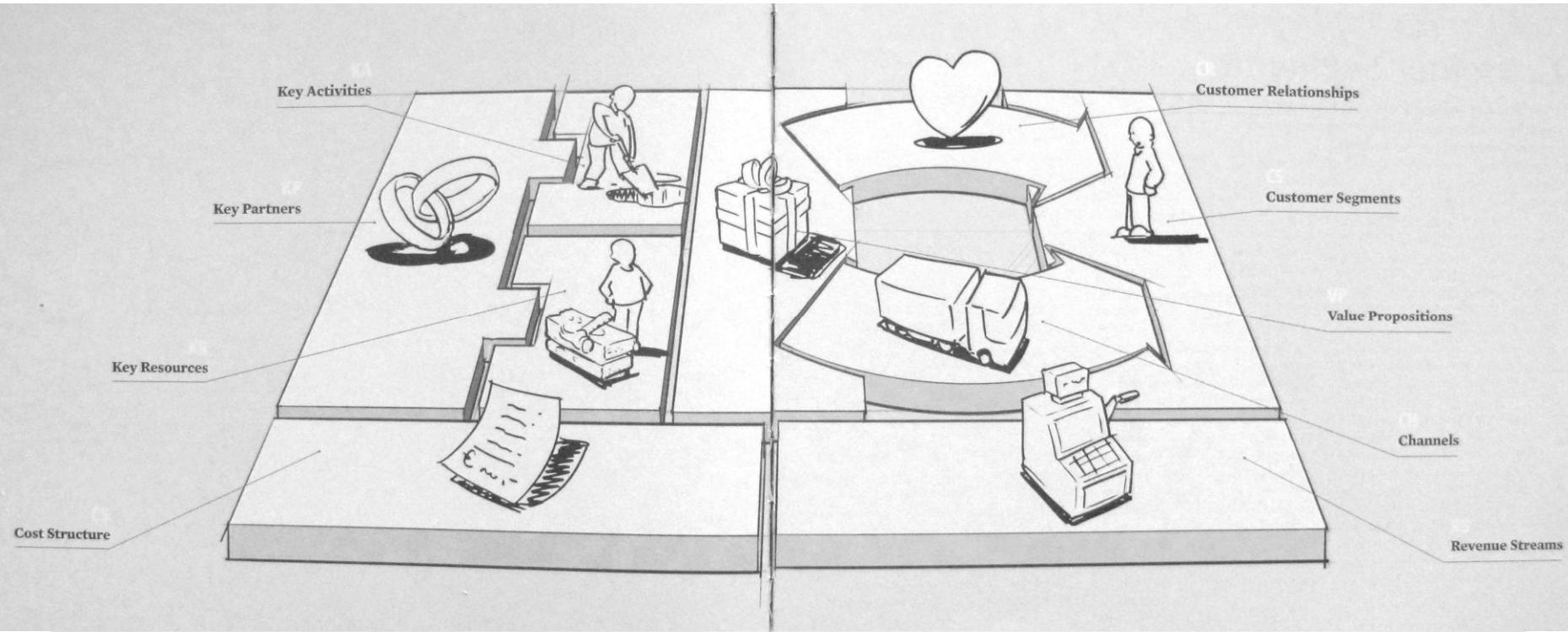


# Company use of design



# Business Model Generation

Alexander Osterwalder

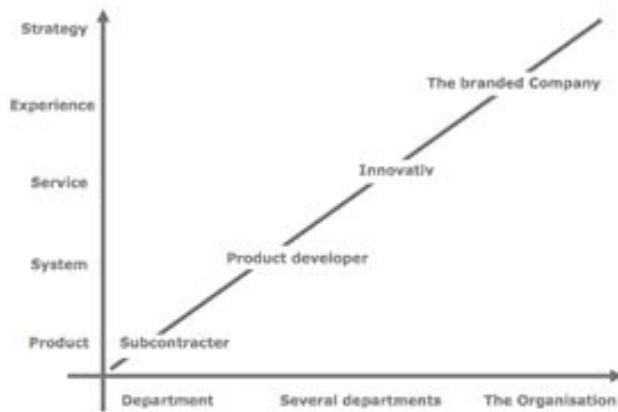


Business Model Generation – "Business Model Canvas"  
Alexander Osterwalder

# Heskett møder Osterwalder

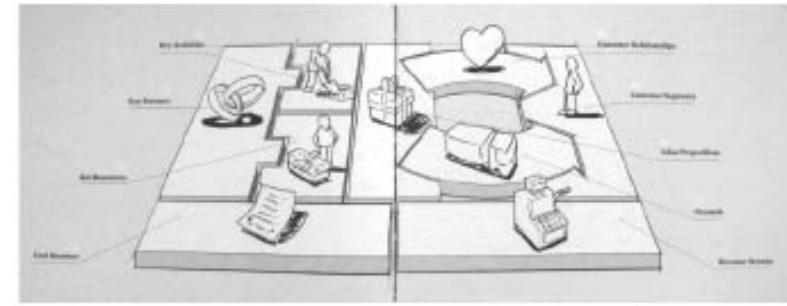
## Company use of design

John Heskett



## Business Model Generation

Alexander Osterwalder



## VIC Projektet

### Case – Dolle A/S Informing Strategy

## Problems?

Lavpris produktområde

Højt lønområde

Lavstatus produkt

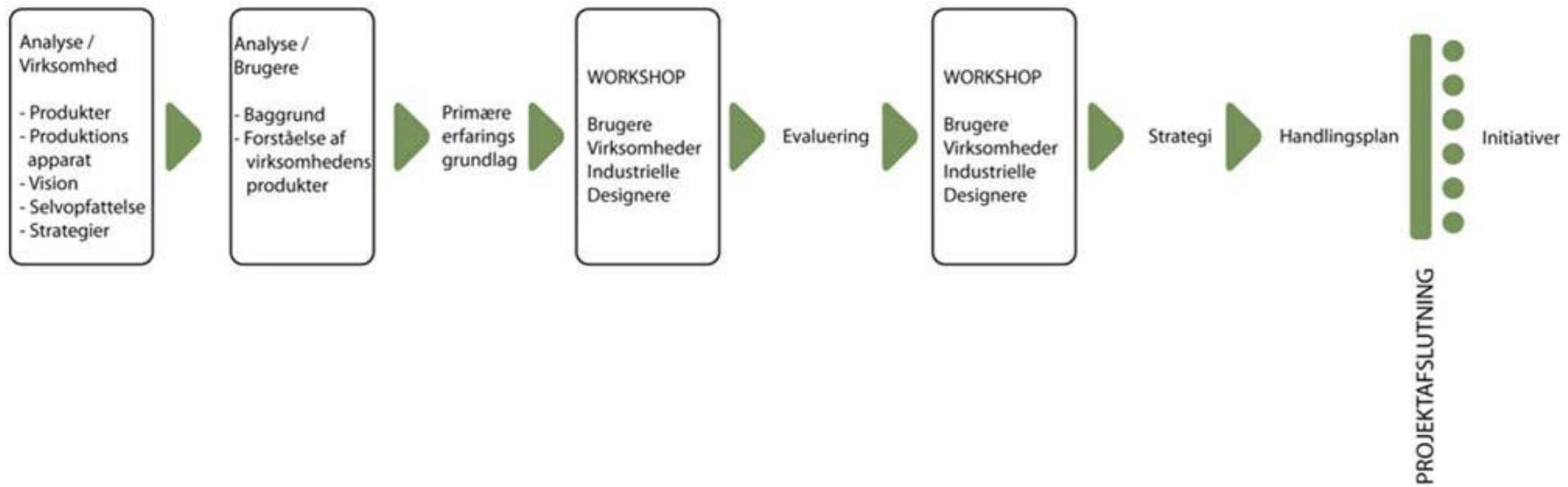
Lav teknologi

Få konkurrenceparametre

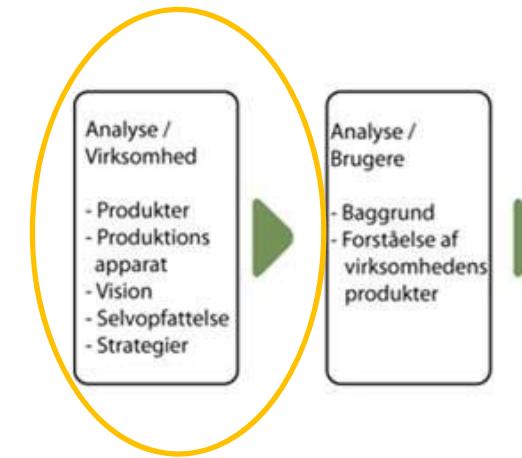
The screenshot shows the Dolle A/S website. The header features the Dolle logo and a navigation menu with links to Home, Lofttrapper, Modultrapper, Pladsbesparende trapper, Spindeltrapper, Hovedtrapper, and Tilbehør. On the left, a sidebar contains links to Nyheder, Produkter, Om Dolle, Teknisk info, Find din trappe, Forhandlere, Jobs, and Links. At the bottom left is a link to English Version. The main content area is titled "Attic Ladders" and displays six images of different staircase models: Lofttrapper, Center-vange trapper, Pladsbesparende trapper, Spindeltrapper, Hovedtrapper, and Tilbehør.



## Oplæg til projektforløb – brugerbaseret strategiproces

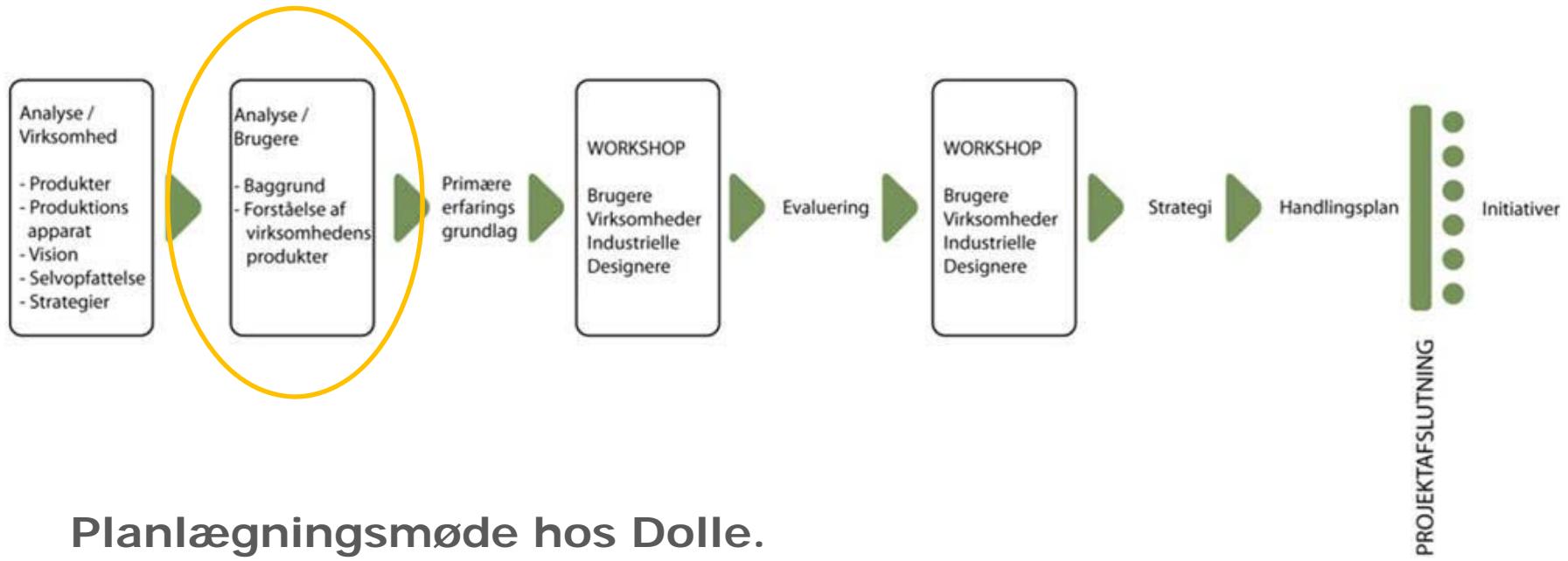


## Dolle A/S



Andet møde: workshop omkring SWOT  
på virksomheden - på baggrund af første  
møde - samt plan for projektforløb.

# Dolle A/S



**Planlægningsmøde hos Dolle.  
Fastlæggelse af brugergrupper og  
undersøgelses layout og  
spørgeguides.**

## Brugerundersøgelse:

- Slutbruger
- Distributør
- Detaillist
- Montør

**Slutbruger**

- Hvor - Hvor er - adgang til brædder
- Hvorfor → ofte ønsker der beskedtek at kunne der
- Hvor har montørst
- Er du glad for den
- der problemer med den løftrummet
- at have det



## Kundebesøg



Brugerundersøgelse:

Slutbruger

**Distributør**

Detaillist

Montør

## Videokort - analyse

**Brugerundersøgelse:**  
**Slutbruger**  
**Distributør**  
**Detaillist**  
**Montør**

VIC projekt: Brugerundersøgelse d. 24/6 2009

**Bruger 1 / Århus / M**



**Observation:** Hvad sker der på klippet?

**Bruger 1 fortæller om det:**

Loftet er organiseret ud fra ting der bruges. Et eksempel er at placere bagegnene i loftet for at de ting der bruges ikke skal være i værelset.

Loftet bruges ca. 1-2 gange om ugen.

Brugen af loftet kædes sammen med den skuret indeholder de ting tingene på loftet.

**Analyse:** Hvilke behov/problemstillinger fortæller det om brugeren?

Hjemmet er organiseret i daglige færdene i hjemmet og skabsplads. Skuret og loftsrummet er derfor fuldt integreret i dagligdagens aktiviteter og fungerer dermed i virkeligheden som den skabsplads beboeren ikke har.

VIC projekt: Brugerundersøgelse d. 24/6 2009

**Bruger 1 / Lager / Nogle få fejtpluk kan komme til at fyde utroligt meget**



**Observation:** Hvad sker der på klippet?

**Lagermedarbejder fortæller om fejl i "plukning".**

Det er et rigtigt stort arbejde når man plukker forkert. Delshos Timberman, hvorer skal korrigeres, så forsætter den herved hvor vi skal have afklaret hvad der er taget, hvorfra og måske få talt varenumre. Nogle få fejtpluk kan komme til at fyde utroligt meget. Det er det man husker når man kommer hjem, det fylder meget i ens hverdag.

**Analyse:** Hvilke behov/problemstillinger fortæller det om brugeren?

Det med at "plukke" i varen giver rige muligheder for at lave fejl og det er svært at gennemskue varen når der først er plukket. Det giver frustrerede kunder

# VIC – Arkitektskolen Århus



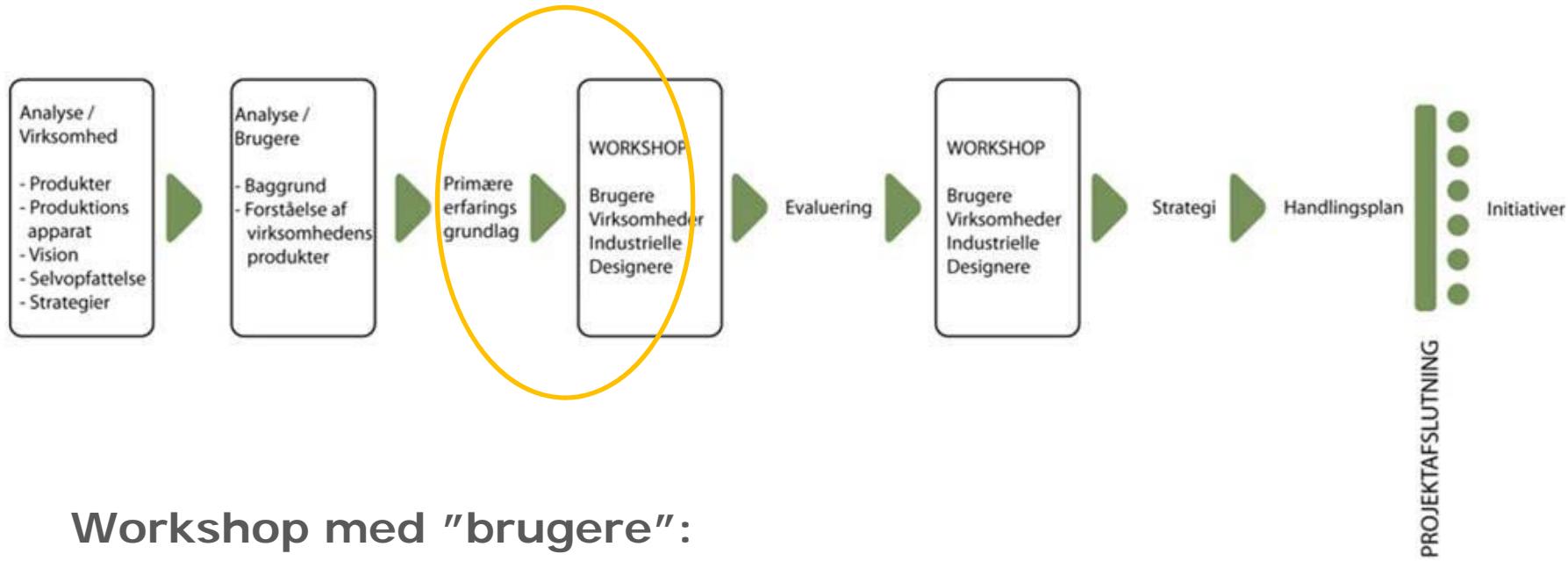
Gennemgang af brugermateriale og analyse hos Dolle. Forberedelse af brugerworkshop.

Deltagere, temaer, format.

## Temaer:

1. Forlængelse af boligen.
2. Kvindernes domæne?
3. Når behovet vokser?
4. Salgsparameter på boligen
5. Space Creator 2015!

## Dolle A/S



**Workshop med "brugere":**  
**Slutbruger – Distributør – Detaillist –**  
**Montør – Medarbejdere – Ledelse –**  
**Designstuderende**

# VIC – Arkitektskolen Århus

## Dolle A/S Hos Kvadrat



Jørgen Rasmussen  
Arkitektskolen Aarhus



# VIC – Arkitektskolen Århus



Cafe Workshop

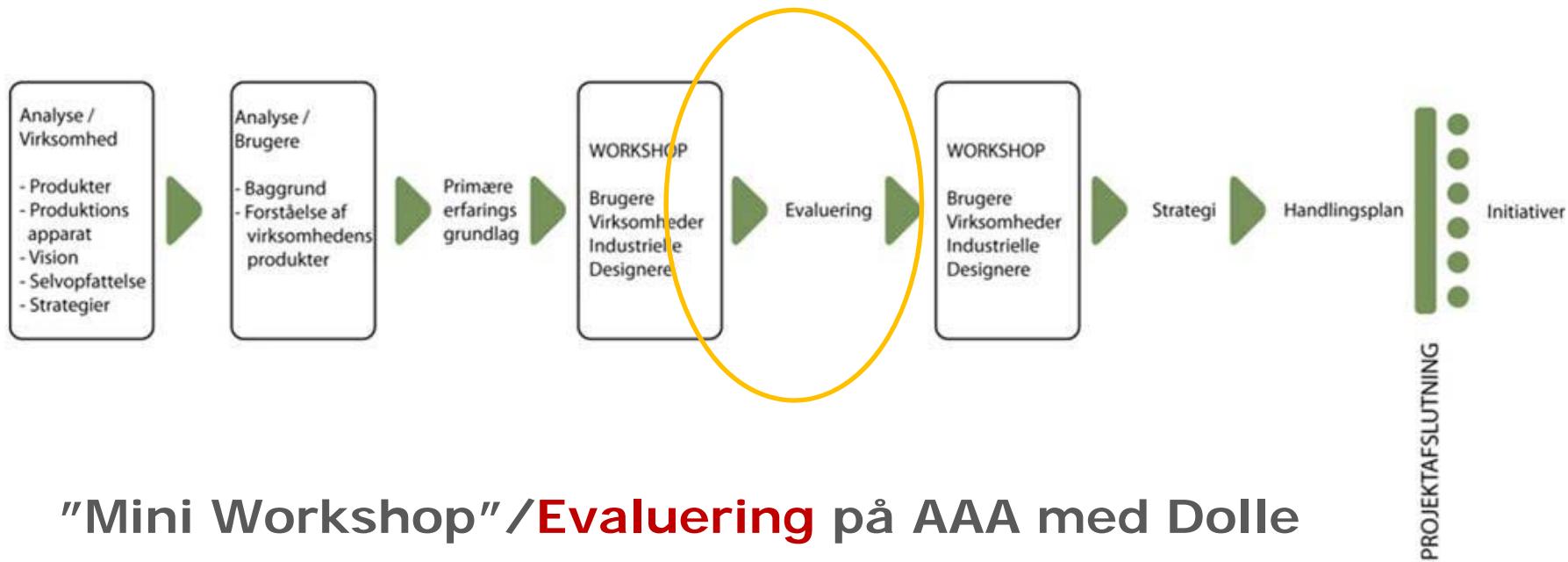
Produkt  
Workshop

# VIC – Arkitektskolen Århus



**Opsamling og præsentation af  
ideer og koncepter.**

## Opsamlings/ evaluerings workshop!

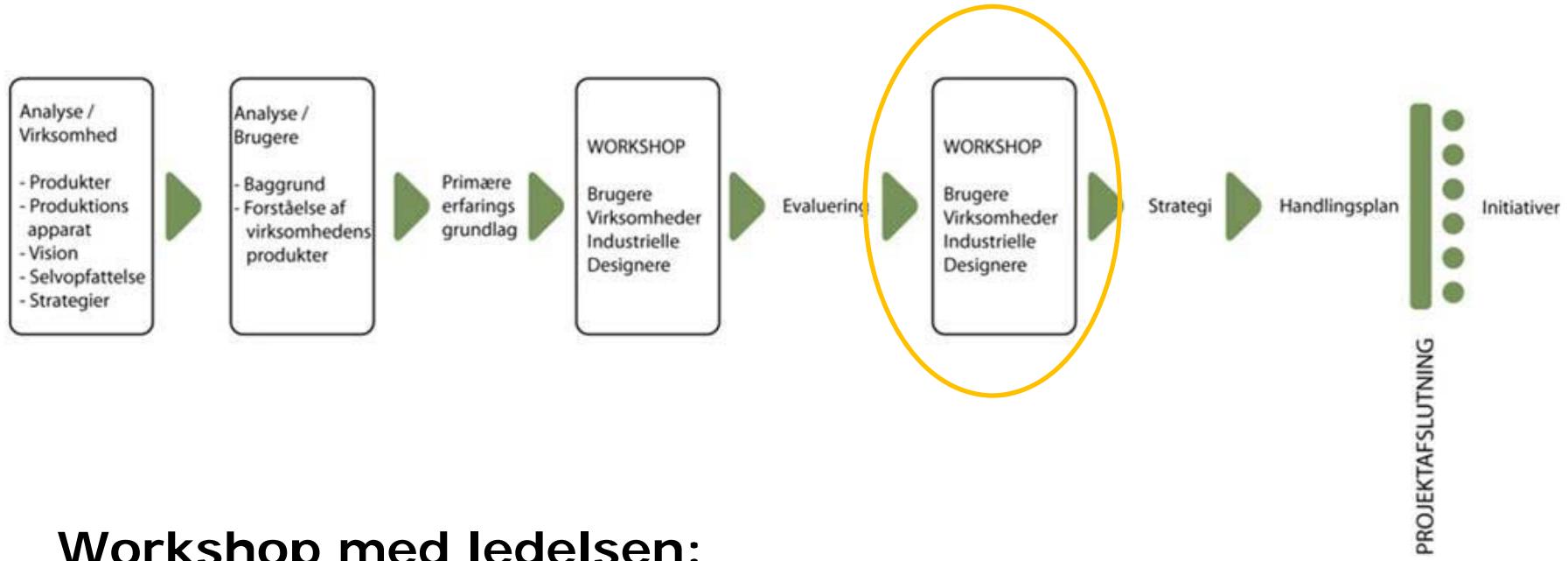


"**Mini Workshop**"/**Evaluering** på AAA med Dolle

Mulige TEMAER til videre udvikling(**Attic Lead**):

Teknologi – Immaterielle produkter – Eksternt  
samarbejde – Kommunikationsstrategi –  
Internationalisering – Kundeporfolio –  
Brandbuilding.

# Strategiudvikling



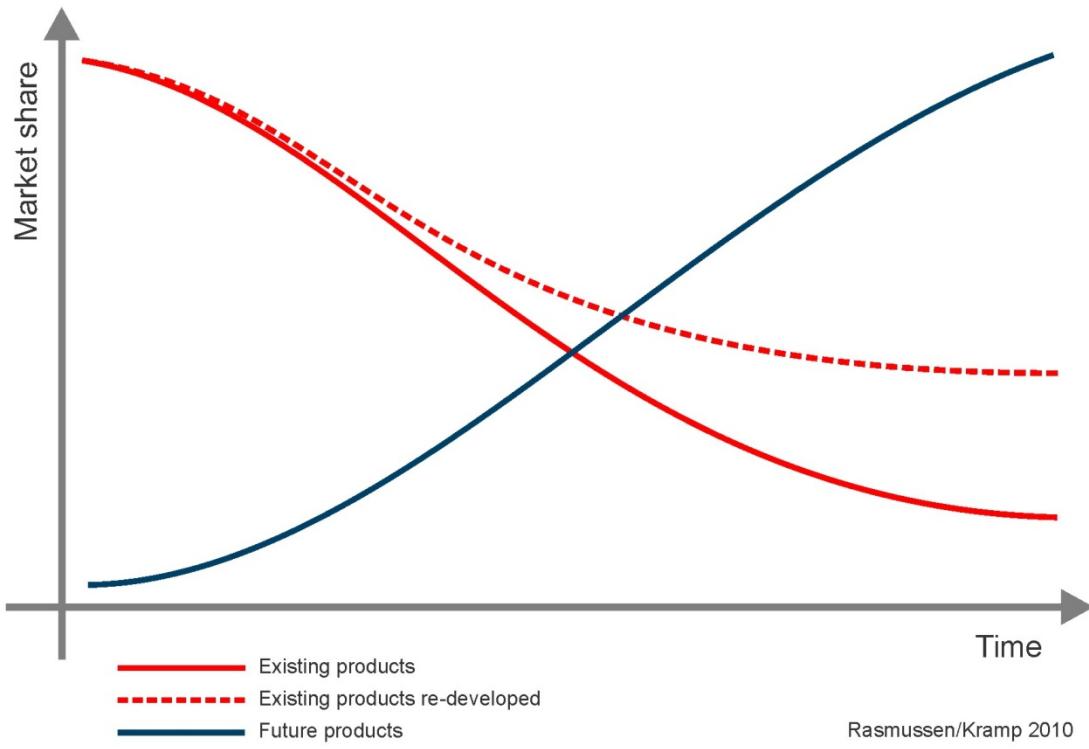
## Workshop med ledelsen:

**"Attic Lead"** – innovation af eksisterende produkter

**"Space Invader"** – fremtidens "produkter"/ydelser

# VIC – Arkitektskolen Århus

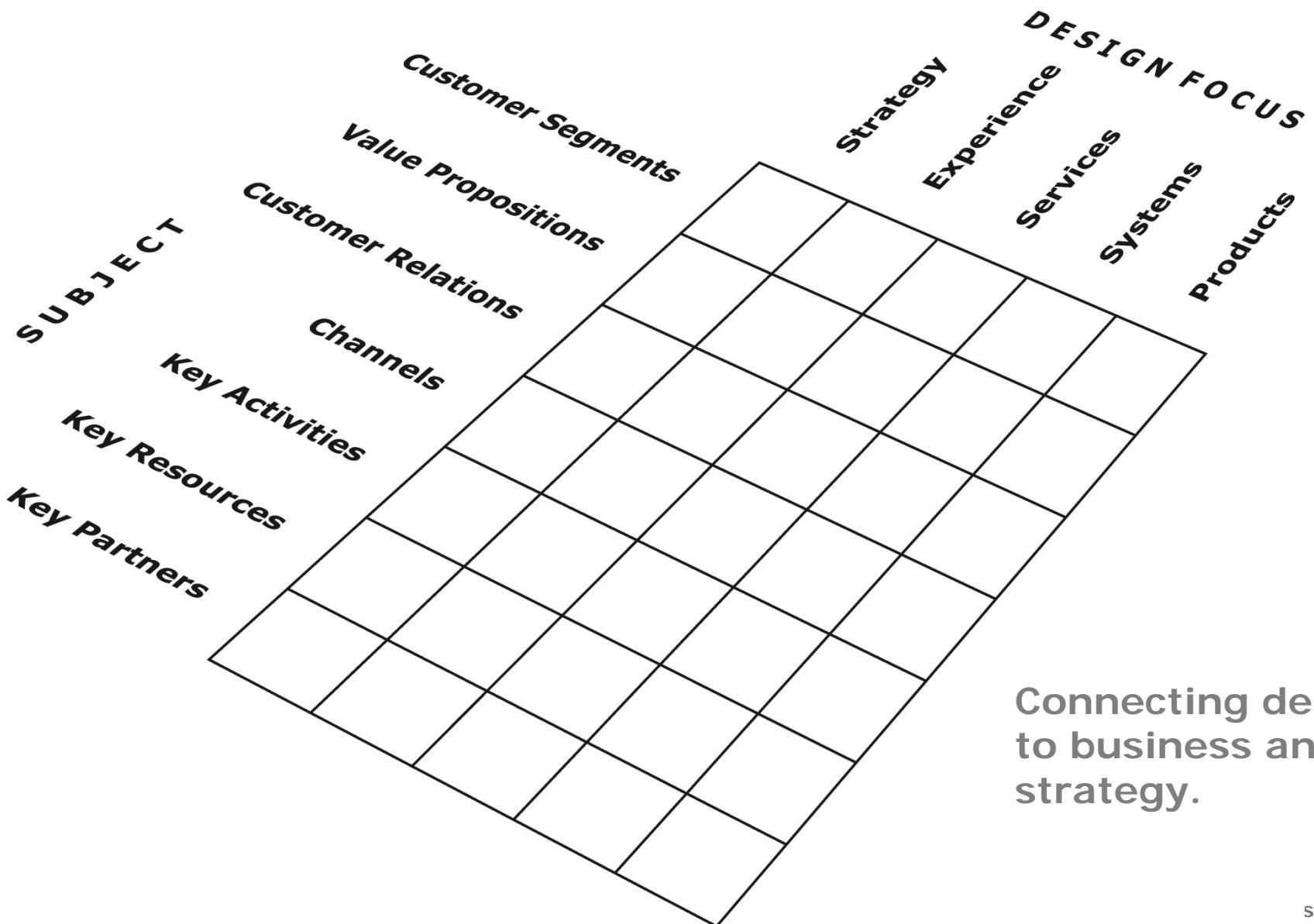
“Parallel development model”

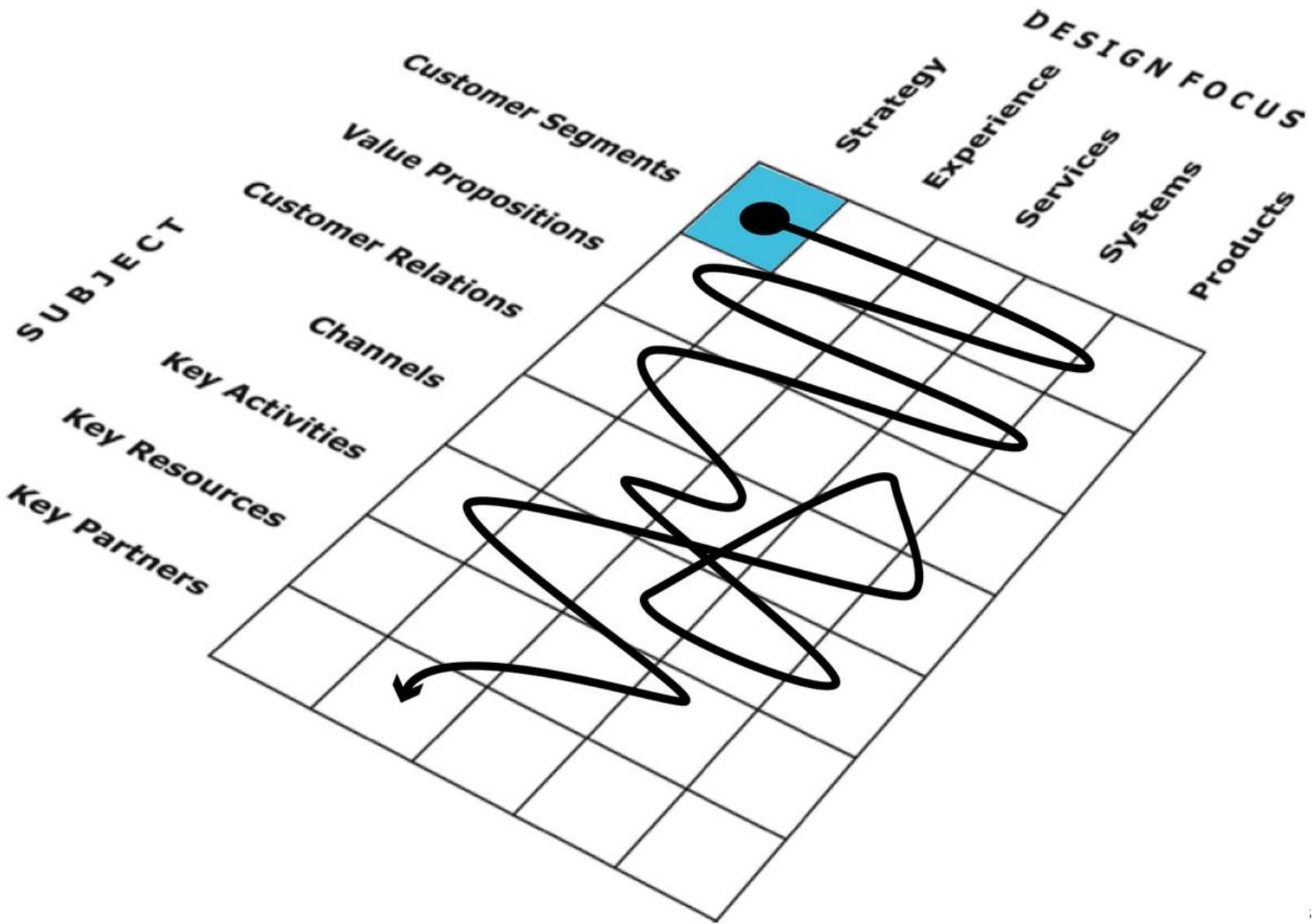


**Baggrund for workshop med ledelsen:**

**"Attic Lead"** – innovation af eksisterende produkter  
(optimeret udfasning)

**"Space Invader"** – fremtidens "produkter"/ydelser  
(under udvikling)





# VIC – Arkitektskolen Århus



# VIC – Arkitektskolen Århus



# VIC – Arkitektskolen Århus

## Strategy Matrix – after a day well spend!



# "From attic ladders" - to "Acces to Space!"

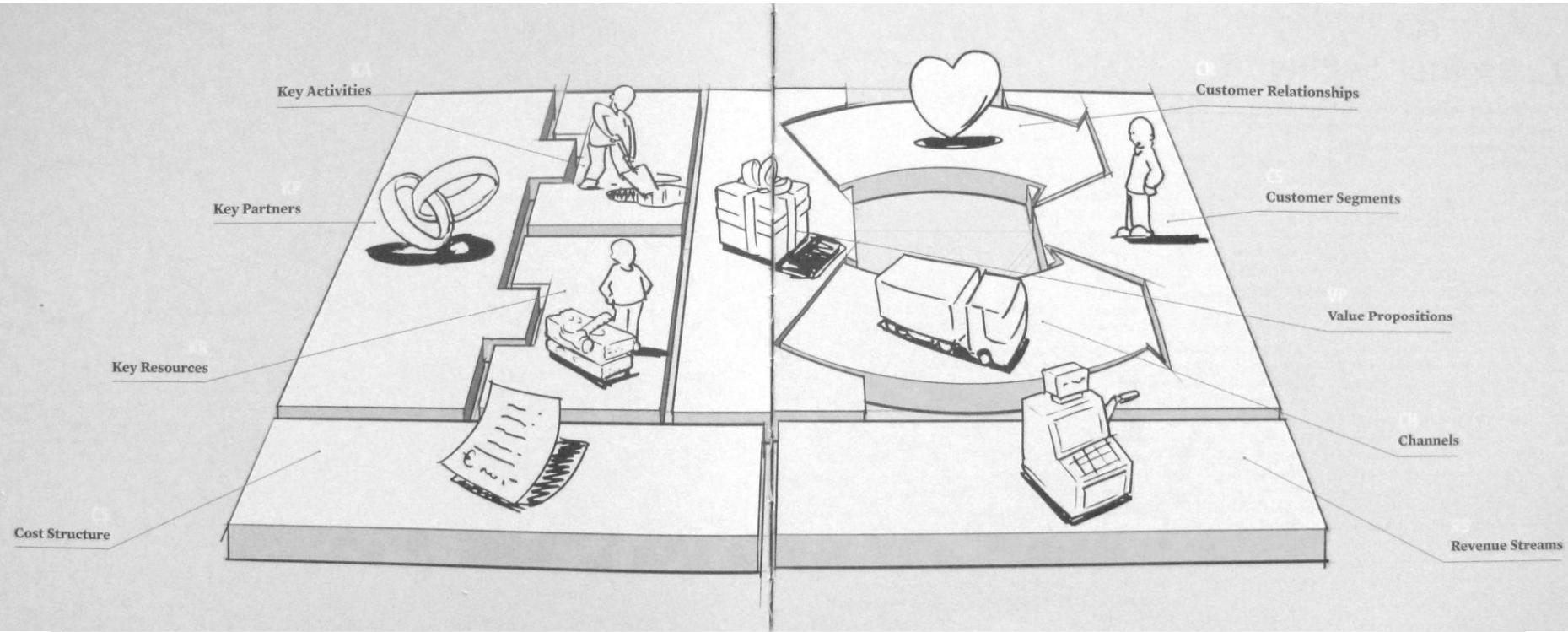


## Opotunities:

- Adressing new costemer segments
- Focus on knowlege
- New products
- New channels
- New partners
- Etc.

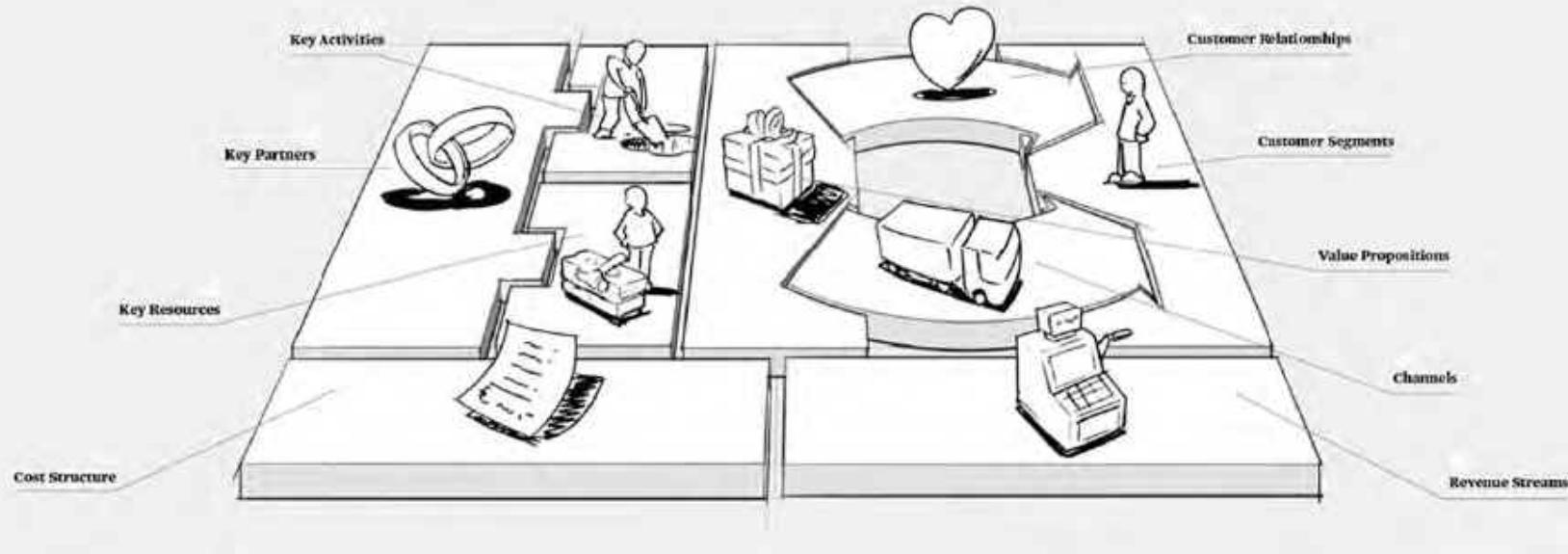
# Business Model Generation

Alexander Osterwalder



Business Model Generation – "Business Model Canvas"  
Alexander Osterwalder

# NI BYGGEKLODSER



1

# CUSTOMER SEGMENTS

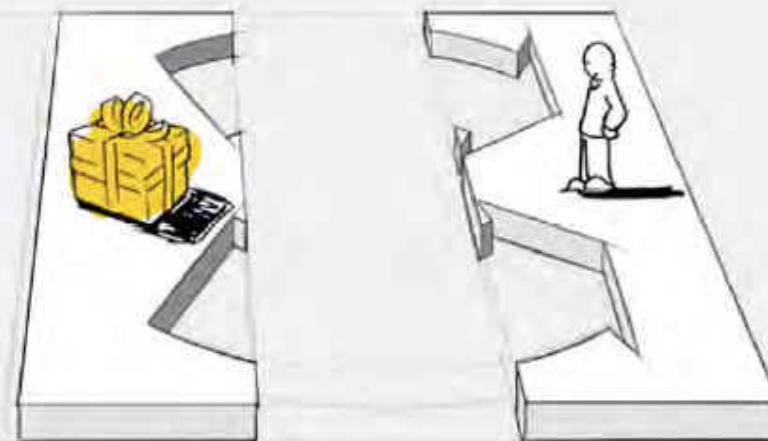
"The Customer Segments Building Block defines the different groups of people or organizations an enterprise aims to reach and serve."



2

## VALUE PROPOSITIONS

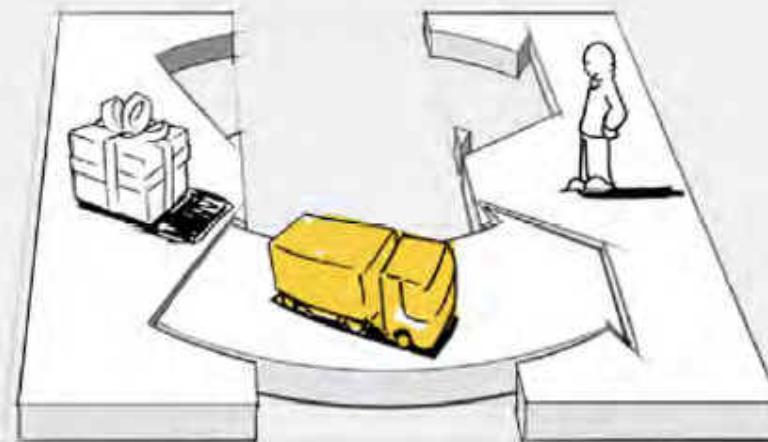
"The Value Propositions Building Block describes the bundle of products and services that create value for a specific Customer Segment."



3

# CHANNELS

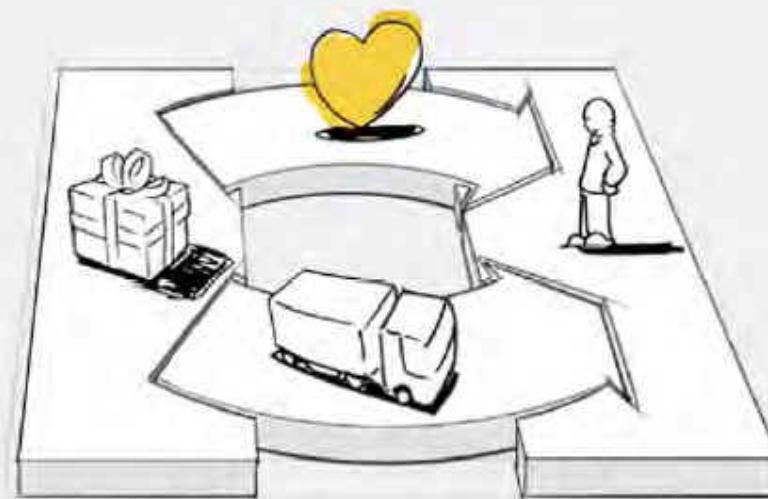
"The Channels Building Block describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition."



4

# CUSTOMER RELATIONSHIPS

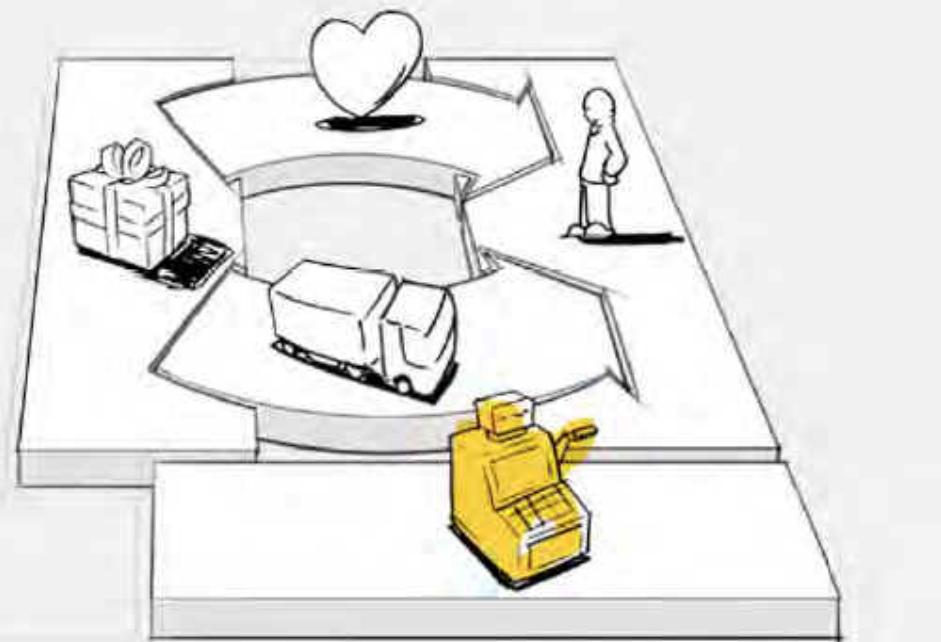
"The Customer Relationships Building Block describes the types of relationships a company establishes with specific Customer Segments."



5

## REVENUE STREAMS

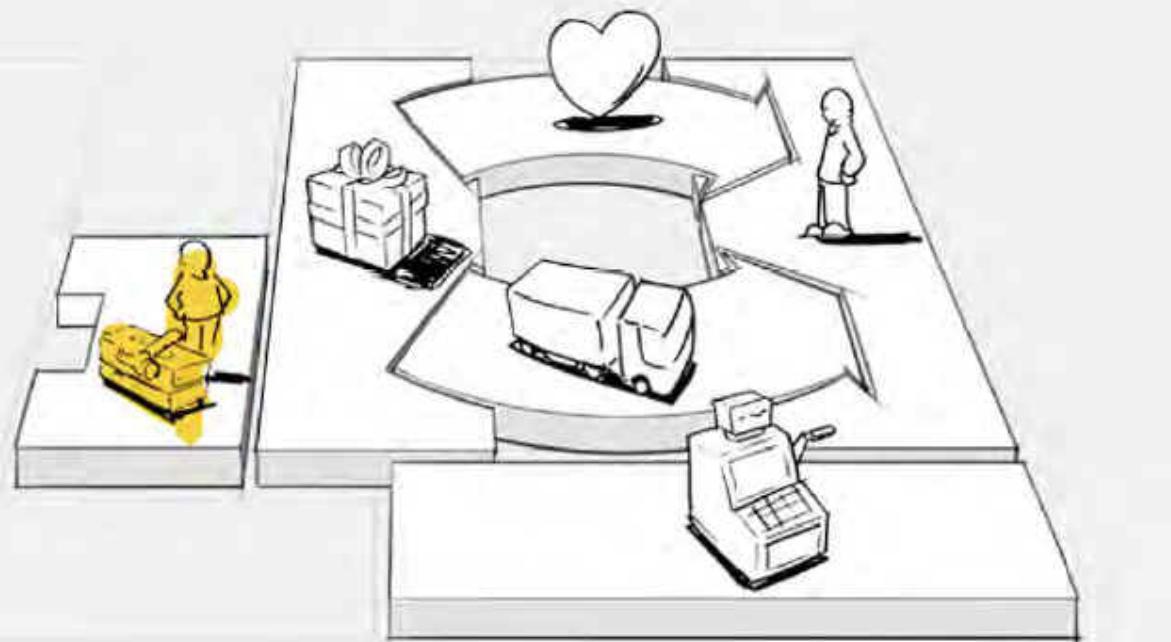
"The Revenue Streams Building Block represents the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings)."



6

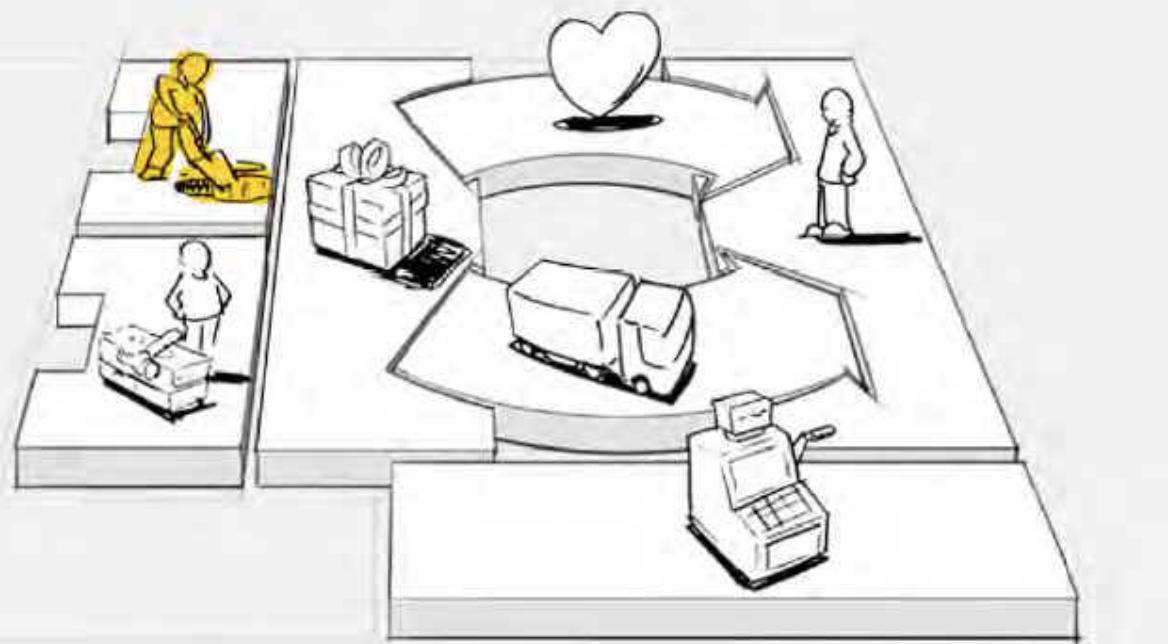
# KEY RESOURCES

"The Key Resources Building Block describes the most important assets required to make a business model work."



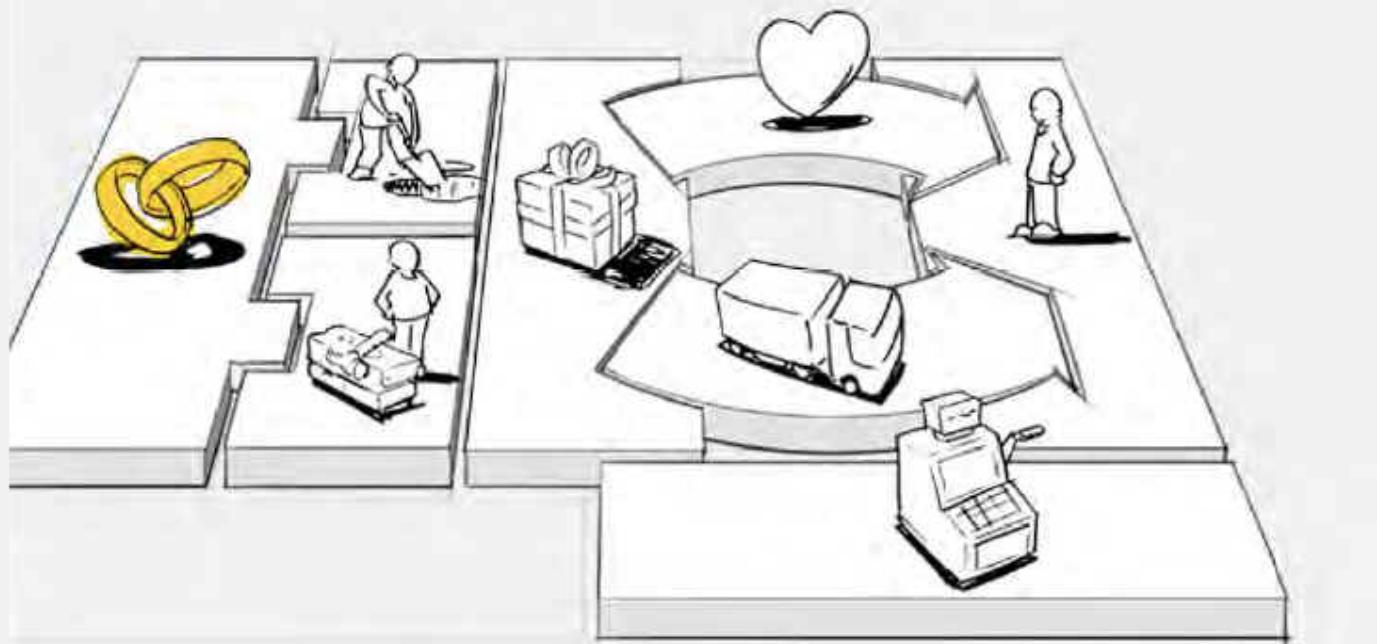
# KEY ACTIVITIES

"The Key Activities Building Block describes the most important things a company must do to make its business model work."



# KEY PARTNERSHIPS

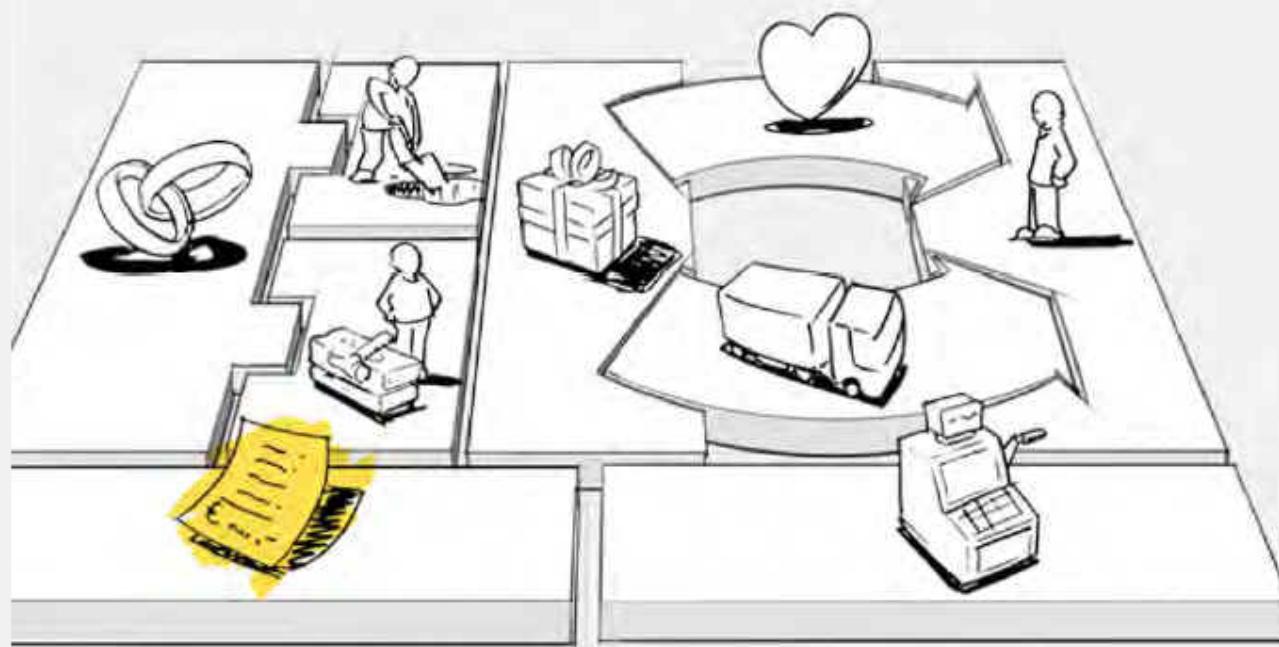
"The Key Partnerships Building Block describes the network of suppliers and partners that make the business model work."



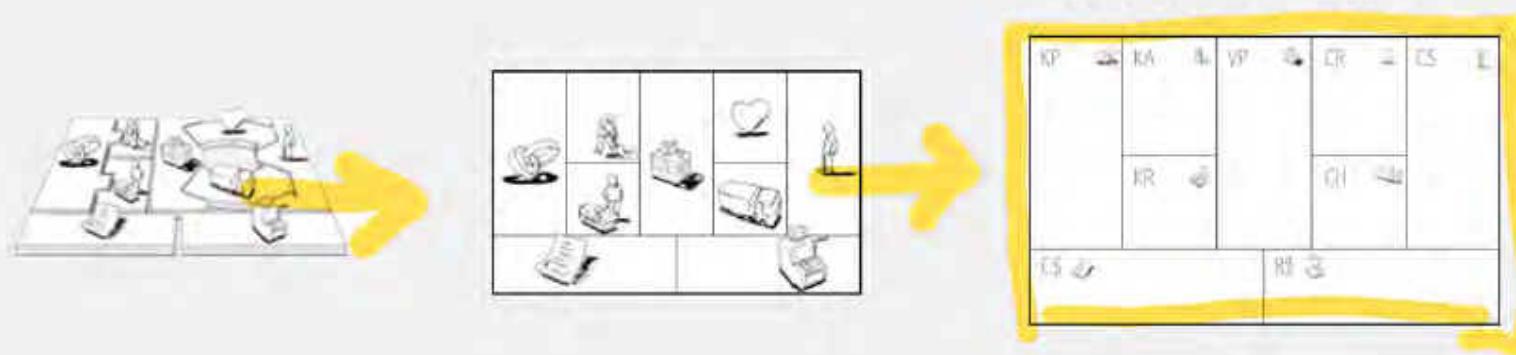
9

# COST STRUCTURE

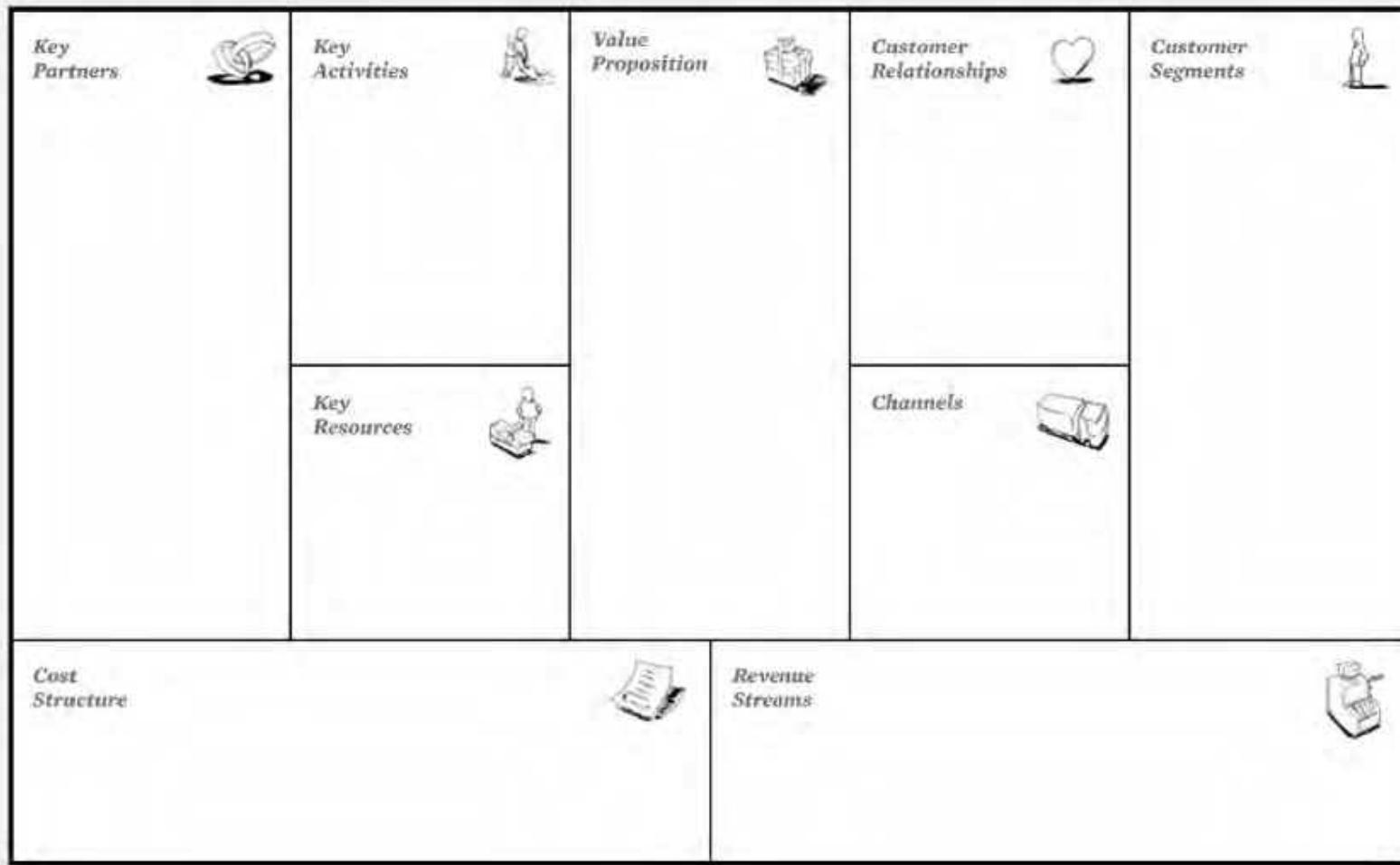
The Cost Structure describes all costs incurred to operate a business model



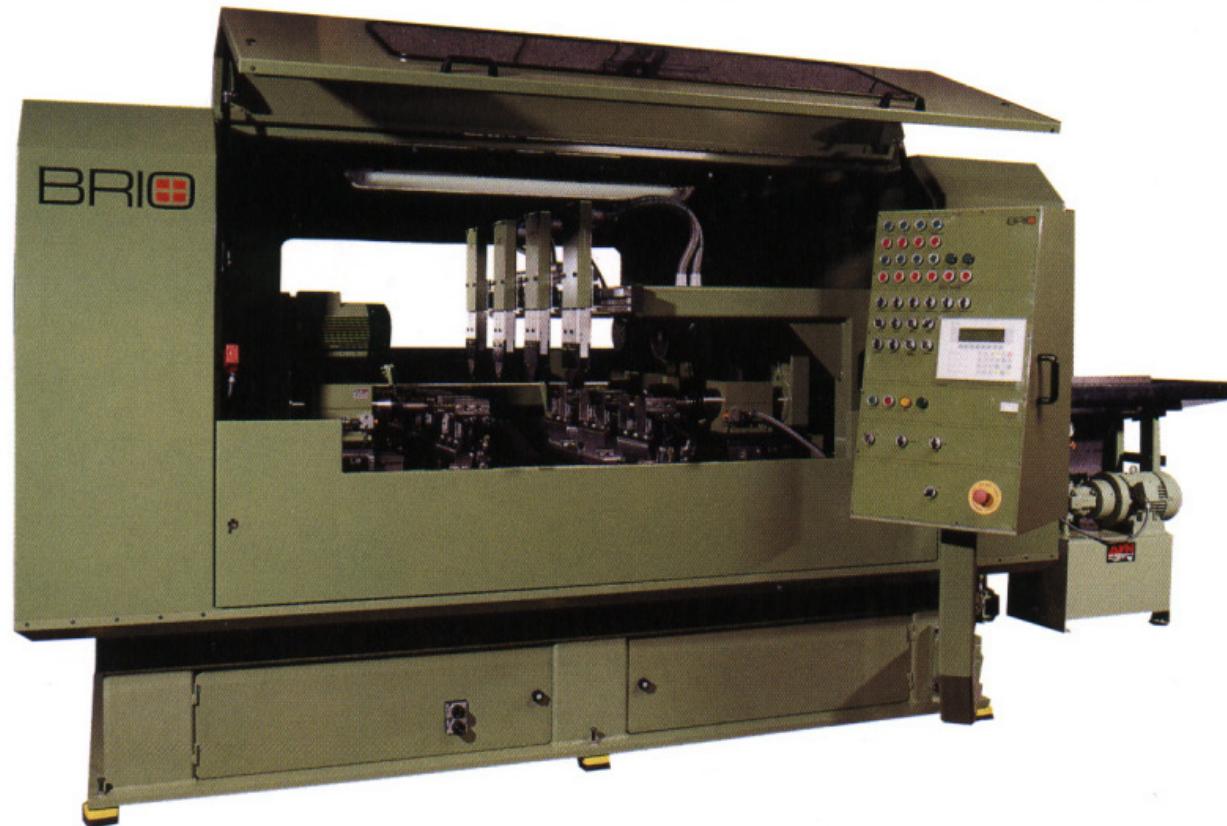
# THE BUSINESS MODEL CANVAS



# THE BUSINESS MODEL CANVAS



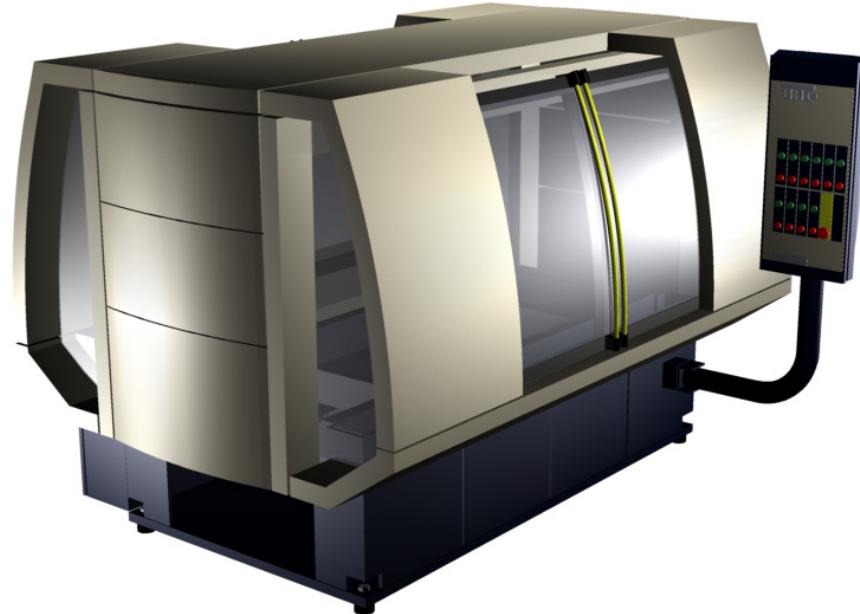
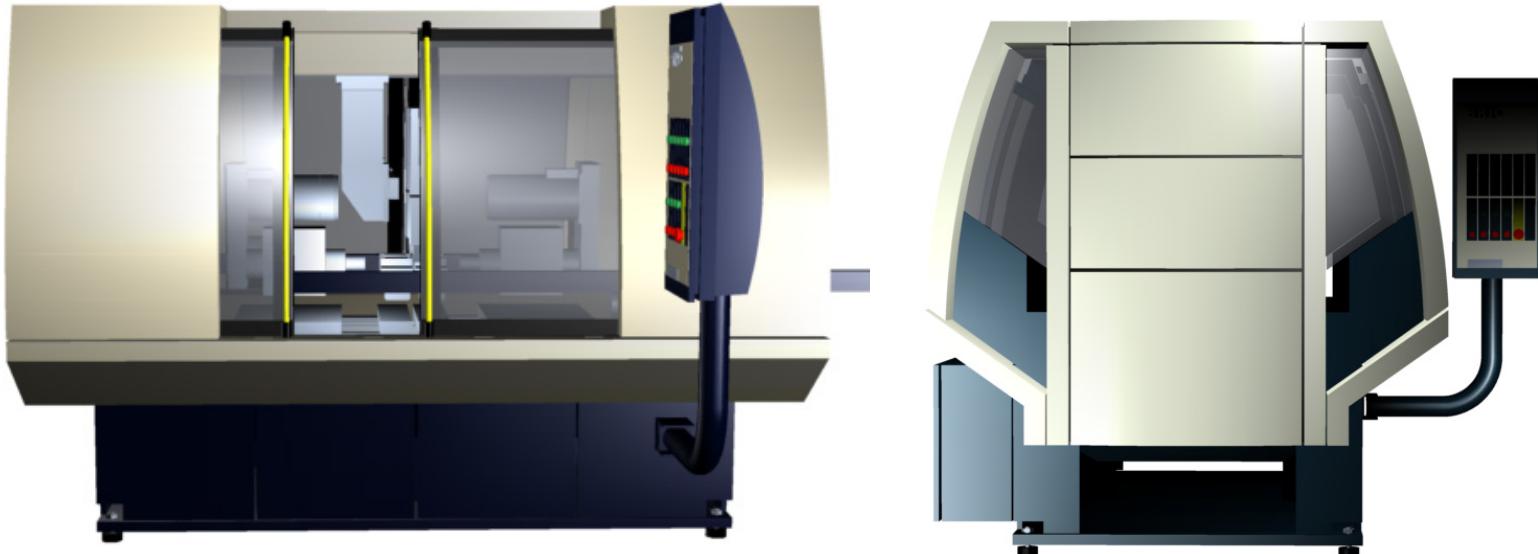
# BRIO 1.0





**BRIO 1.0**

# BRIO 2.0





**BRIO 2.0**

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book](http://www.businessmodelgeneration.com/book)

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