

## Newsletter No. 2, February 2009

Welcome to the DESINOVA project's second newsletter. In this issue you will read about:

- DESINOVA's Status
- Joint Activities for Spring 2009
- Experiences Across the projects
- DESINOVA in Paris: Report from "Designnovation"
- Cases from DESINOVA: DSB and Spejder Sport

### DESINOVA's Status

DESINOVA kicked off in December 2007 and is now moving into its final activities:

- Completion of the nine innovation projects
- Concept and product development
- Documentation and recommendations
- Establishment of a resource center and network activities

### The DESINOVA Blog

DESINOVA has opened a blog at <http://blog.desinova.dk/> for everyone to contribute to the current debate on user-driven innovation and service design among the trade- and service companies and other related areas.

### Joint Activities for Spring 2009

#### DESINOVA in LONDON, March 23–25, 2009

Twenty DESINOVA participants will travel to London on March 23 through 25 and, together with IDEO London, conduct a day-workshop on service innovation and design.

IDEO designers and the DESINOVA companies will work together on relevant case exercises.

The DESINOVA participations also will have the opportunity to visit leading trade and service enterprises, designers, and educational institutions in London.

#### May 26, Final Conference: Meet Lemuel Lascher, CSC Chief Innovation Officer

Mark your calendar for the DESINOVA Conference taking place at the Børsen Stock Exchange on **May 26, 2009**. Keynoting will be Lemuel Lascher, Chief Innovation Officer and President of CSC's Office of Innovation, who will give a presentation on innovation in trade and service companies. The conversation will include case presentations from DESINOVA, workshops, discussion, networking, etc. Plan to attend!

### Experiences Across the Projects

DESINOVA projects have experienced issues associated with establishing ownership and motivation among managers and employees in the trade and service companies with regard to the service concepts developed in the process.

The second cross-cutting workshop focused on this challenge. The workshop was organized around the presentation and discussion of four service innovation projects:

- "What physical environment and services should DSB develop to take advantage of the electronic equipment customers have themselves?", v / DSB / DN
- "New web-communication with users of Plastic and Cosmetic Surgery" v / Aleris / Danske Privathospitaler/Kontrapunkt / GEMBA Innovation
- "Innovation and brand positioning in the Outdoor Market" / Spejder Sport / GramStrup / GEMBA Innovation
- "Service Concept 2.0", v / BabySam / Design-Concern / GEMBA Innovation

Three key recommendations were identified to engender ownership and motivation among managers and employees in the trade and service companies:

- The primary target group throughout the entire service innovation project should be the executive management of the trade and service company.
- When making the case for continued support, in addition to presenting partial project results, it's imperative for the project leader to credibly convey to top management the added value that will accrue when the project innovation is implemented down the road.
- Focus on gaining credibility in three ways: (1) Visual communication of value creation and implementation plans. (2) Communication of the value creation and implementation strategy through traditional business case parameters. (3) Communicate the service innovation project in its entirety, for example by visualizing the activities, process, organization, and resources spent per competence as an integrated whole.

Other methods to create ownership and motivation were "seen" through a virtually gripping presentation on this theme by jazz musician and

conductor Kenneth Agerholm, ArtLab.

From a jazz musician and conductor's perspective, three things help to create ownership and motivation within the group of people who will implement a change, including, implementing a new service concept:

- Create passion for the innovation project by having management and employees develop together the composition of the innovation project (like a piece of music).
- Create a relationship among participants in the innovation project by initially placing management and staff in an unfamiliar situation -- for example, in the context of a play.
- Encourage courage to change. In the earliest stages of the innovation projects, create small improvisations that result in prototypes without great associated resource risks.

These recommendations provoked a positive response among the DESINOVA participants.

## The Expert: DESINOVA in Paris

*By Steinar Movatt Valde-Amland,  
Danish Designers Association*



Each January, Paris is the place to be for everyone who's engaged in design promotion and innovation support in Europe. The organizer is APCI -- Agence pour la Promotion de la Création Industrielle - the national design promotion body in France. Since the first APCI conference in 2004, a number of different perspectives and approaches to the role of design, as leverage for economic growth and innovation, have been discussed during each annual two-day conference. This year's topic was the synergy inherent in the dynamic field between design policy and innovation policy initiatives,

cleverly expressed in the conference title: *design-novation*.

In this context, it was not surprising that DESINOVA – as an example of an innovation policy initiative in which design plays a central role – was perceived as highly relevant. The astounding interest that the project triggered was quite overwhelming, not only in DESINOVA per se but in the entire programme of user driven innovation. First, the extent of the programme – hence the Danish government's ambitions – evoked both admiration and envy. Second, the variety and broad scope of the projects funded so far was perceived as quite sensational in itself.

One of the keynote speakers at the conference, Reinhard Büscher, Head of the Support for Innovation Unit at DG Enterprise and Industry, asked for more partnerships across disciplines, steadfastly claiming that "this meeting doesn't take place". This – of course – became the point of departure for my even more obvious presentation: the fact that cross-disciplinarity and the intention to document the roles various actors play in innovation processes were each a fundamental pillar of DESINOVA.

Some of our observations already made during the project had a certain impact. Among them is our preliminary finding that designers' and design agencies' role in provoking the reframing of a given problem is more central and better articulated in service design than in material design.

Fred Collopy, professor at the Weatherhead School of Management in the US and co-author of *Managing as Designing*, was another keynote speaker at the conference. He embarked on his speech, which followed my own, by reframing his own theoretical outlook, referring directly to this last DESINOVA observation. In his model the design methods and techniques that are directly transferable to corporate management are "inno-

vation and discovery", "representation and interpretation", "realization and making", "delivery" and "management". Turning to our experiences, he began by asking for more research on the "reframing" potential of the design methodology and how this specific approach to phase zero in a process can be successfully transferred to corporate management.

DESINOVA is making an impression on those who work with innovation on a theoretical level, on practitioners, and on those whose job it is to develop relevant policies. This will heighten expectations for our final findings and results, which will be disseminated at our closing conference and in later publications.

## Cases from DESINOVA

### Spejder Sport

Spejder Sport is Denmark's largest supplier of clothing for an active outdoor life.

Spejder Sport, in collaboration with the design companies Gramstrup Aps and Harrit-Sørensen, and GEMBA Innovation, implemented a project that has changed the company's strategic focus from an introverted product orientation to an extroverted orientation toward customers and users needs. Specifically, the project resulted in a strategy plan with proposals to:

- Create new store layouts, where hardware and software are integrated with a common style in the shops.
- Revise the product range
- Adopt a more credible appearance for employees who are dealing with "outdoor" profile people (men over 25)
- Other advice for the stores



The innovation project is carried out and implemented with the following main activities and division of work:

1. Start-up Meeting on vision, mission and values of Spejder Sports, clearly formulating the project's purpose on the basis of visualized personas and map-based needs and the relationship between company values and an external focus on Spejder Sport's customers and users' unacknowledged needs. Management: GEMBA Innovation and Spejder Sport.
2. Research in the form of Bench-mark studies of rainwear products for strengthening the Sigma Brand. Management: Spejder Sport.
3. Research and prototype styling of alternative shops. Management: Gramstrup Aps.
4. Analysis consisting of (a) user interviews (management: GEMBA Innovation), (b) participant-based observation of users, using video documentation in Spejder Sport's shops (management: Spejder Sport), and (iii) analysis of results of video documentation (management; Harrit-Sørensen and Gramstrup Aps).
5. Interviews during which observed users see video evidence of themselves and respond to it. Users commented on culturally embedded and unacknowledged aspects in the presence of the designer. Management: Harrit-Sørensen.

6. Based on the interviews, focus areas were formulated, categorized, and prioritized in a strategic plan. Management; Gramstrup Aps, Spejder Sport, and GEMBA Innovation.

Designers Gramstrup Aps' project responsibility was overall management and the following specific activities: planning and organization of the kick-off session; revision of the project plan; prototype styling the shop; preparing questions for interviews; analyzing results of the video documentation; and formulating, categorizing, and prioritizing focus areas for a strategic plan.

Specific user-driven innovation tools applied in the project have been participatory observation of users using video evidence; analysis of video, interviews; and formulation, categorization, and prioritization in the strategic plan.

For further information about the project contact CEO John Lange, Spejder Sport, telephone: +45 4355 3500, email: [jl@spejder-sport.dk](mailto:jl@spejder-sport.dk)); CEO Claus Gramstrup, Gramstrup Aps telephone: +45 3264 1232, email: [claus@gramstrup.dk](mailto:claus@gramstrup.dk)); partner Thomas Harrit, Harrit-Sørensen telephone: +45 2893 7271, email: [th@harrit-sorensen.dk](mailto:th@harrit-sorensen.dk)); and consultant Anne Marie Christina Thoft, GEMBA Innovation telephone: +45 4036 5500, email: [amt@gemba.dk](mailto:amt@gemba.dk)).

## DSB

DSB is Denmark's largest transport operator. It is an independent public company owned by the Transport and Energy Ministry.

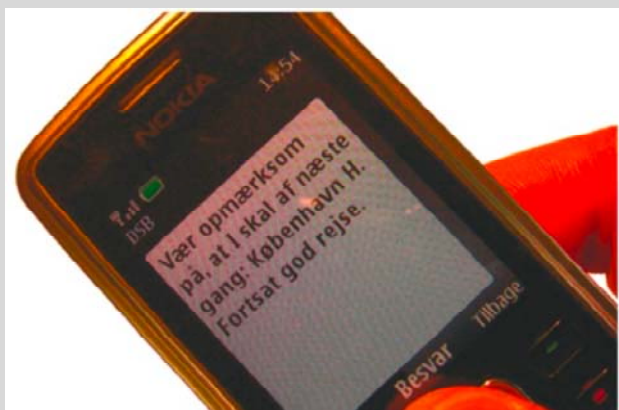
DSB Design and DSB Business development from the first collaborated with the design firm DN to learn by carrying out a fictitious but realistic task (Track 1 Project). Subsequently, DSB and GEMBA Innovation decided to develop a new process and template that would connect the phases of need

identification and product/concept development together (Track 2 Project).

**Track 1** focused on coming up with an idea to *develop the physical environment and services that exploit the client's own electronic equipment so that DSB's customers experience a higher quality of service, thus providing DSB with new business opportunities.*

Track 1 has led to two concepts:

1. "Information Sky" is a service concept that meets a range of user needs including the desire for continuous updating of the journey, a planning tool, social opportunities, flexibility and free choice, opportunities to receive sales offers, and information for wayfinding.



2. "Private Zone" seeks to optimize the physical environment in the train. It's based on the need of many customers to work, read, or rest more quietly than is possible today.

Track 1 has been carried with the following main activities and division of work:

1. Preliminary desk research (management: DSB Design) and a Global Outlook best practices analysis (management: GEMBA Innovation).
2. Overview Workshop Management: DSB Design, DSB Business Development, and DN.
3. Designing user studies. Management: DSB Design and DN.

4. Classical observation studies and other user studies that examined adolescents' habits and use of electronic media. Management: DSB Design, DSB Business Development, and DN.

5. Documentation, processing, and analysis of the data collected, including relevance and prioritization of ideas. Management: DSB Design, DSB Business Development, and DN.

6. "Lightning" prototyping of selected ideas and subsequent re-design. Management: DSB Design and DN.

The design company DN's role in these activities was to help with the initial organization of the project plan, participation in workshops, planning and conducting user studies, processing data about users, participating in the development and prioritization of ideas, and being the engine for lightning-prototyping and re-design of ideas.

Specific user-driven innovation tools used in the project were classic observation studies, observing customers on planned travel, diaries, and an SMS survey of young users.

**Track 2** was aimed at developing a business process and methodology as a way to connect user surveys and idea development with subsequent concept and business development activities. This is a challenge for many large enterprises. The goal was a business case "lite" template with related process and methodology.

Track 2 was conducted by GEMBA Innovation with DSB Business Development and DSB Design. It included the following activities:

1. Needs clarification for DSB, to better define the current business process and characterize DSB's need to strengthen this process using interviews and workshops.

2. Inputting Track 1's useful methods and experiences with user-driven innovation and strategic design.

3. Developing proposals for an improved business process and methodology. Management; GEMBA Innovation.

4. Clarification and co-creation of an improved business-process that applies jointly the skills of DSB Design and DSB Business. Management: DSB Design, DSB Business, and GEMBA Innovation.

5. Final inputs and recommendations to the process, methods, criteria, etc. Management: GEMBA Innovation.



Track 2 has contributed decisively to a more effective DSB innovation process by associating DSB's strong competence in user surveys, ideas, and concepts with DSB Business' need for prioritization and documentation of ideas and concepts in the following development process. Specifically, the project resulted in a Business Case "Lite" template and a business process that connects the two important phases in new product development.

#### **For further information about the project contact:**

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## **About DESINOVA**

DESINOVA's purpose is to enhance innovation among service and trading companies using the methods of user-driven innovation and service design. DESINOVA develops competences for user-driven innovation in trade and service companies and in design companies. More than 25 companies and organizations are participating in DESINOVA.

#### **For further information about the project, contact:**

Visit our website, [www.desinova.dk](http://www.desinova.dk), or contact project leader Jannik Schack Linnemann, Dansk Erhverv ([jsl@danskerhverv.dk](mailto:jsl@danskerhverv.dk))

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- Merlin, [www.merlin.dk](http://www.merlin.dk)
- Bahne, [www.bahne.dk](http://www.bahne.dk)
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