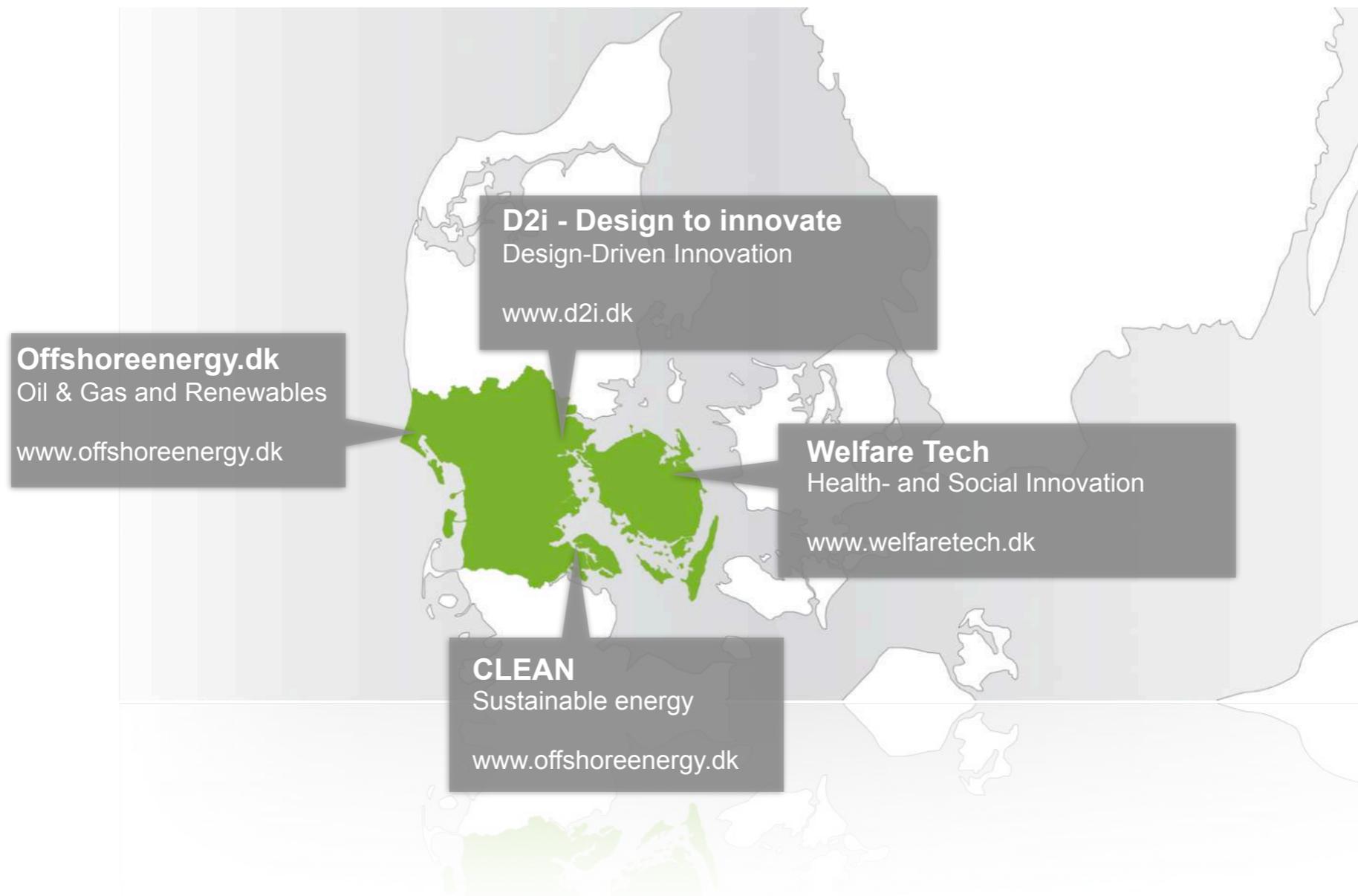


D2i - Design to innovate

ClusteriX 2.0
Leendert Bjerg



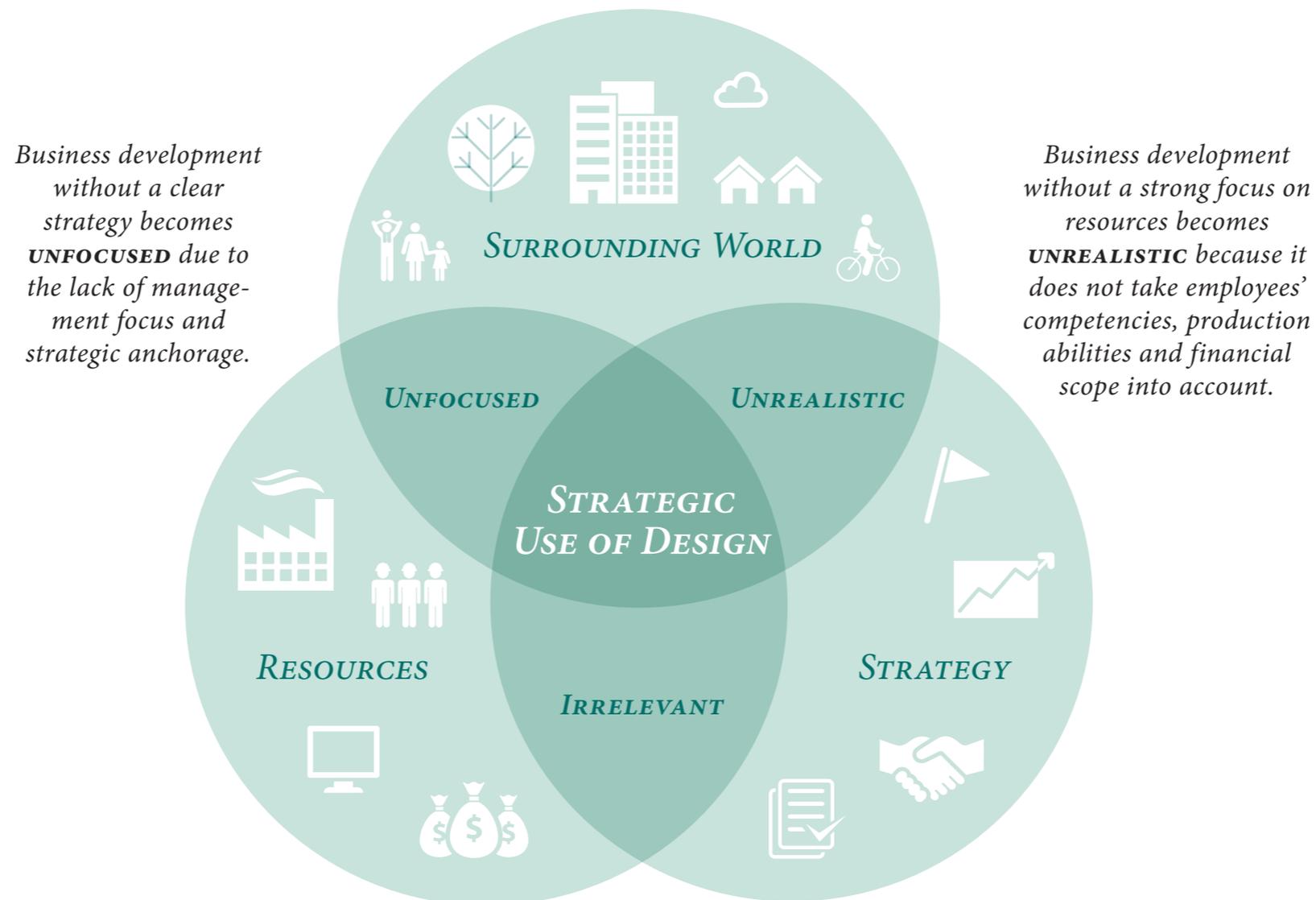
D2i - Cluster



D2i Mission

- / Transform corporate Denmark to become user-centered and competitive**
- / Create value and growth through design-driven innovation**
- / Aid companies in becoming and staying design-driven**
- / Match companies with knowledge, research and designers**

Strategic Use of Design



Kodak

1975: Invented the world's first digital camera



Kodak

1976: 89% US market share of photographic film sales



89%

Kodak

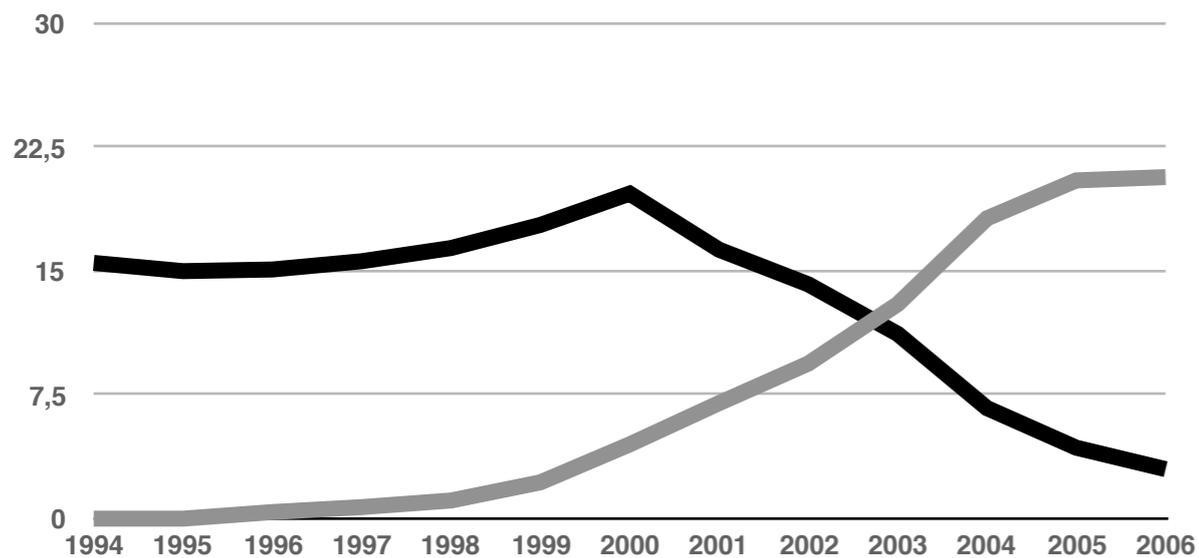
2003: Top 100 value brand

The Global Brand Scoreboard					
RANK	2003 BRAND VALUE \$BILLIONS	2002 BRAND VALUE \$BILLIONS	PERCENT CHANGE	COUNTRY OF OWNERSHIP	DESCRIPTION
1 COCA-COLA	70.45	69.64	+1%	U.S.	New variations such as Vanilla Coke and a lemon-flavored diet drink helped the soft-drink icon remain bubbly.
2 MICROSOFT	65.17	64.09	+2	U.S.	The software giant shifted its advertising to build the brand, not just sell products, at a time when most rivals were suffering.
3 IBM	51.77	51.19	+1	U.S.	Big Blue gained recognition in new markets, partly thanks to an \$800 million marketing campaign pushing e-business on demand.
4 GE	42.34	41.31	+2	U.S.	Getting double-digit growth is harder, but in tough times, the brand that Edison built held its own.
5 INTEL	31.11	30.86	+1	U.S.	With Intel Inside and Wi-Fi out to take over the world, the chipmaker's Centrino wireless notebook package delivered a powerful punch.
6 NOKIA	29.44	29.97	-2	Finland	Still the world's leading mobile-phone maker, Nokia faced stiff challenges from fast-riser Samsung and a growing crop of operator-branded phones.
33 NIKE	8.17	7.72	+6	U.S.	An extreme marketing effort during soccer's World Cup and tie-in to Tiger Woods showed there's more to sporting goods than basketball shoes.
34 KODAK	7.83	9.67	-19	U.S.	Steadily falling film sales and a sputtering digital strategy could mean that Kodak's moment has passed.
35 SAP	7.71	6.78	+14	Germany	Behind sharper marketing and a strong sailing tie-in, the German software giant survived the tech downturn looking more solid than ever.
36 GAP	7.69	7.41	+4	U.S.	Bright colors and a fresh new ad campaign helped lift it out of a sales

Kodak

Camera film sales

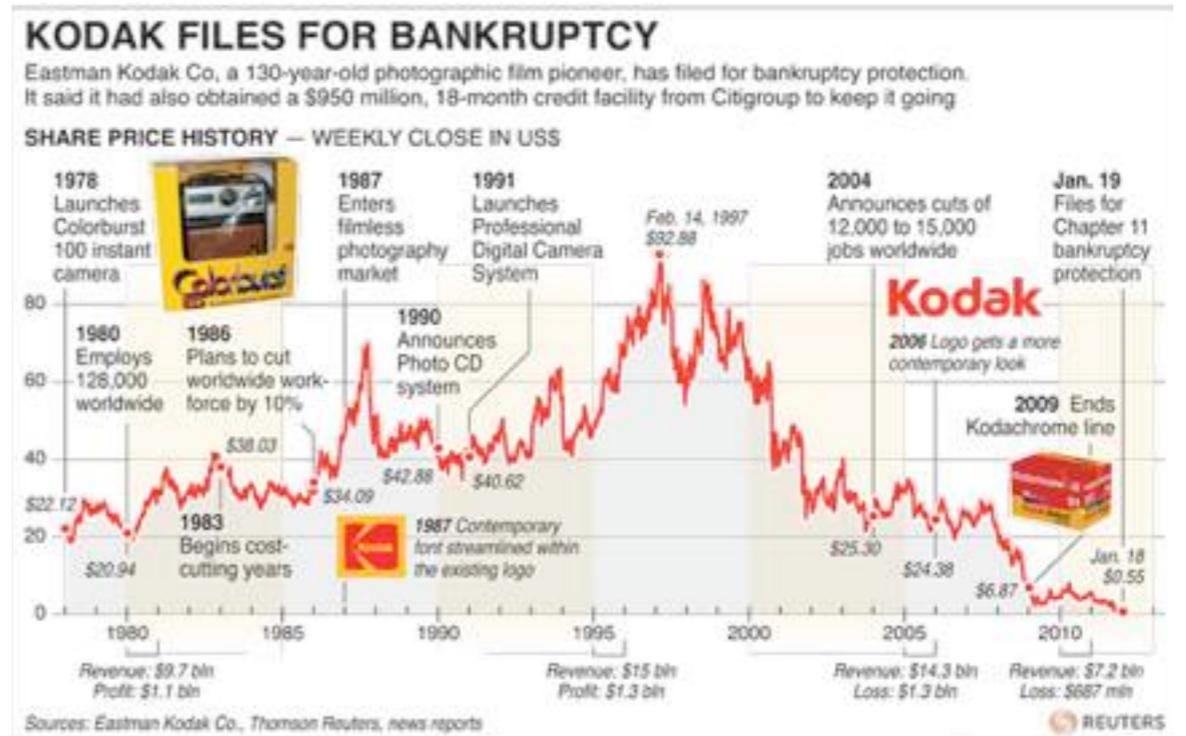
Still Camera Sales (US Market)



PMA Data Watch, 2006

- Digital
- Analog

2012: Files for Bankruptcy



Survival of the Fittest

*“It is not the strongest of the species that survives,
nor the most intelligent that survives.*

It is the ones most responsive to change.

– Charles Darwin

iPod

Apple iPod introduced in 2001



iPod.
1,000 songs in your pocket.

The Competition

Archos Jukebox Multimedia



iPod

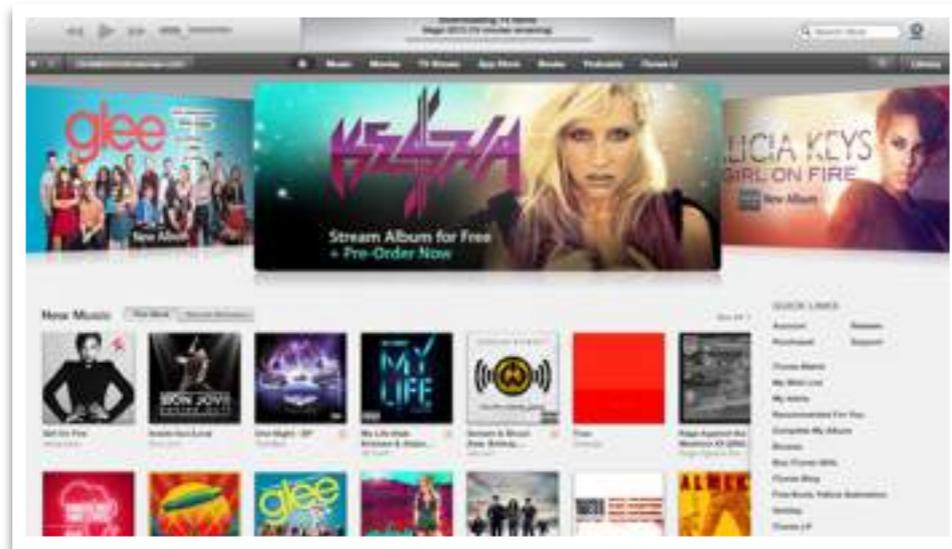
2005: 65% US market share of MP3 player sales

MP3 sales\year	1998	1999	2000	2001	2002	2003	2004	2005
Global sales – units (millions)	0.17	0.70-0.84	2.42	NA	NA	14	40	140
US sales – units CEA estimates (millions)	NA	0.500	0.510	0.724	1.737	3.031	7.13	24.8
US market CEA ^a (US\$ million)	NA	80	80	100	178	425	1,290	4,230
iPOd global sales – units (million)	–	–	–	0.125	0.531	1.413	8.263	31.96
iPod global market share (percent)	–	–	–	NA	NA	10	20.1	22.8
iPod US market share (percent)	–	–	–	2.3	15.7	31	65	66

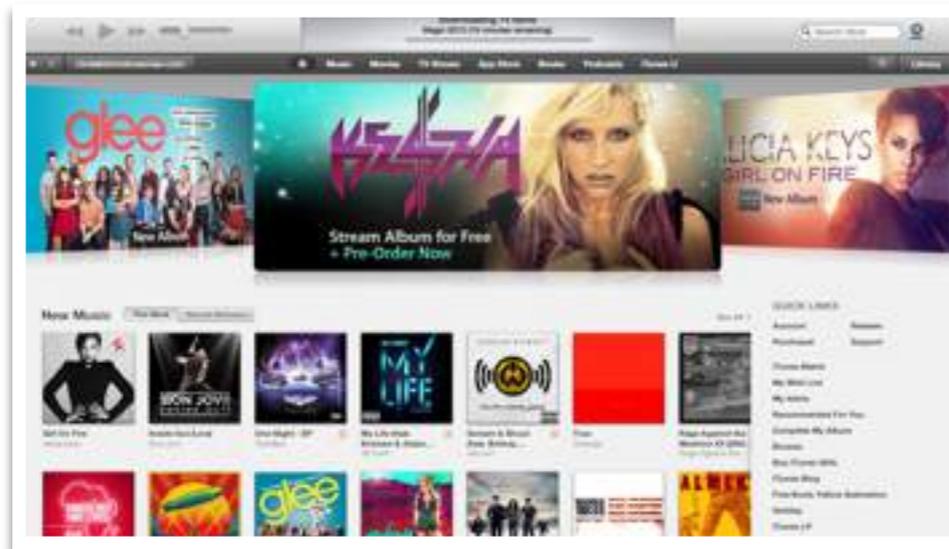
Note: Millions of units

Source: ^aConsumer Electronics Association (CEA), Apple annual reports and my estimates

iPod



iOS



Apple

iPhone 7

Manufacturing cost: \$220

Retail cost: \$649



Apple iPhone 7 32GB (A1778)	
Cost Summary	
Direct Material Costs (Component Costs)	\$215.80
Conversion Costs (Assembly / Insertion / Test Costs)	\$5.00
Total Cost (Direct materials and manufacturing)	\$220.80
Itemized Components	Manufacturer Name
Apps Processor	

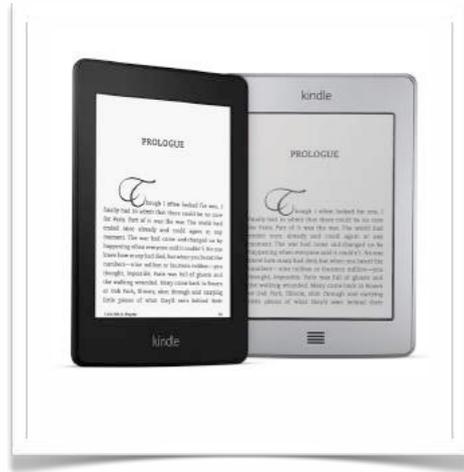
Cost Summary	
Direct Material Costs (Component Costs)	\$215.80
Conversion Costs (Assembly / Insertion / Test Costs)	\$5.00
Total Cost (Direct materials and manufacturing)	\$220.80

Cameras	GNSS Receiver	\$8.00
Front FaceTime	BT / WLAN & GNSS Front End	
Rear		
Display	7MP BSI w/ Fixed Lens	\$19.90
Display / Touchscreen Module	12MP BSI, w/ AutoFocus, & Optical Image Stabilization	
Electromechanicals	4.7" 1334x750 LTPS IPS LCD, w/ In-Cell Touch	\$39.00
Taptic Engine		
Other Electro-Mechanicals	Taptic Engine	\$16.70
Glue Logic	Antennas, Connectors, Microphones, PCBs, Speakers, etc.	
Mechanicals	Lattice Semiconductor	FPGA - iCE40 Ultra, 40nm
Enclosure		\$1.30
Other Mechanicals		
Memory	Enclosure, Main, Bottom - Machined Aluminum	\$18.20
NAND	Hardware, Labels, Insulators, Shielding, vents, etc.	
SDRAM	SK Hynix	32GB NAND
Power Management	Samsung Semiconductor	2GB LPDDR4 PoP
PMIC - Main		
PMIC - RF	Dialog Semiconductor	PMIC - Main
Others	Intel	PMIC - RF
User Interface		Other PMICs, Transistors, Diodes, etc.
Audio codec		
Audio Amplifier	Cirrus Logic	Audio Codec
NFC	Cirrus Logic	Audio Amplifier (Qty: 3)
Others	NXP	NFC Controller
Sensors		Interface Ics, discretes, passives, etc.
Barometer	Bosch Sensortec GMBH	Barometric Pressure Sensor
e-compass	Alps	Electronic Compass
Other Sensors		Accelerometer, Gyroscope, Touch ID Fingerprint sensor, ALS/Proximity sensor, etc.
Box Contents		
Lightning Cable		
Lightning to 3.5mm Audio Adapter		
Headset w/ Lightning Connector		
Charger		
Boxes and Literatures		
	USB to Lightning	\$11.80
	Audio Adapter, Lightning to 3.5mm Jack	
	Headset, Stereo, w/ Lightning Connector	
	Wall to USB Type A Jack, 5V, 1A	

Apple

FOXCONN

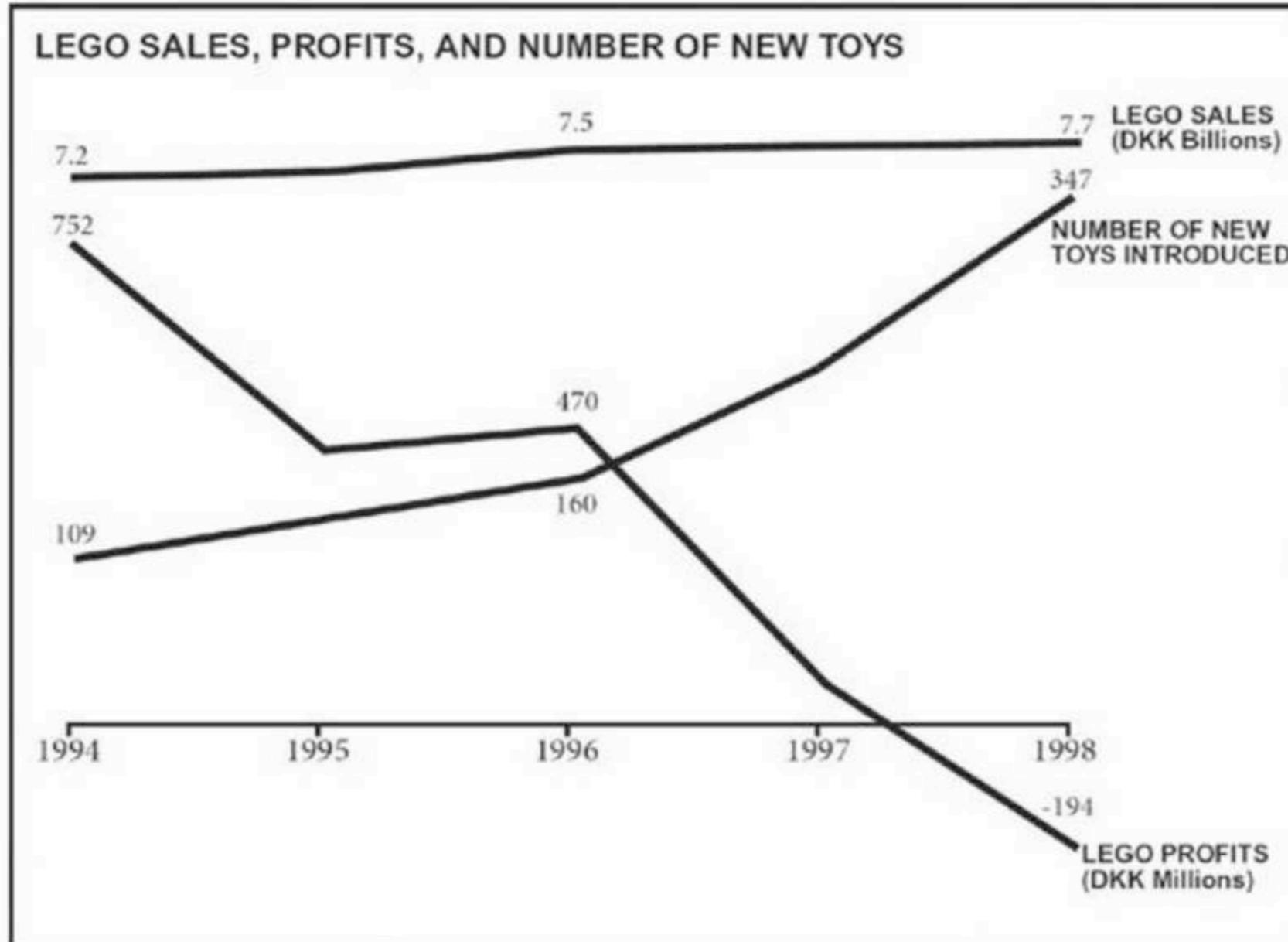
Apple



FOXCONN



LEGO



LEGO

FAST COMPANY

21.3K SHARES



TRENDING

HOW LEGO BECAME THE APPLE OF TOYS

AFTER A DECADE-LONG SLUMP, LEGO HAS REBUILT ITSELF INTO A GLOBAL JUGGERNAUT. AN EXCLUSIVE LOOK INSIDE THE COMPANY'S TOP-SECRET FUTURE LAB.

BY JONATHAN RINGEN

Every September, largely unbeknownst to the rest of the company, a group of around 50 Lego employees descends upon Spain's Mediterranean coast, armed with sunblock, huge bins of Lego bricks, and a decade's worth of research into the ways children play. The group, which is called the Future Lab, is the Danish toy giant's secretive and highly ambitious R&D team, charged with inventing entirely new, technologically enhanced "play experiences" for kids all over the world. Or, as Lego Group CEO Jørgen Vig Knudstorp puts it, "It's about discovering what's obviously Lego, but has never been seen before."

1 Tiny \$9 C
1,560% O

2 From Pass
Money Dc

3 Amy Poeh
Uncomfo

4 Movie Pro
How Ask
Make You

5 Greg Hoff

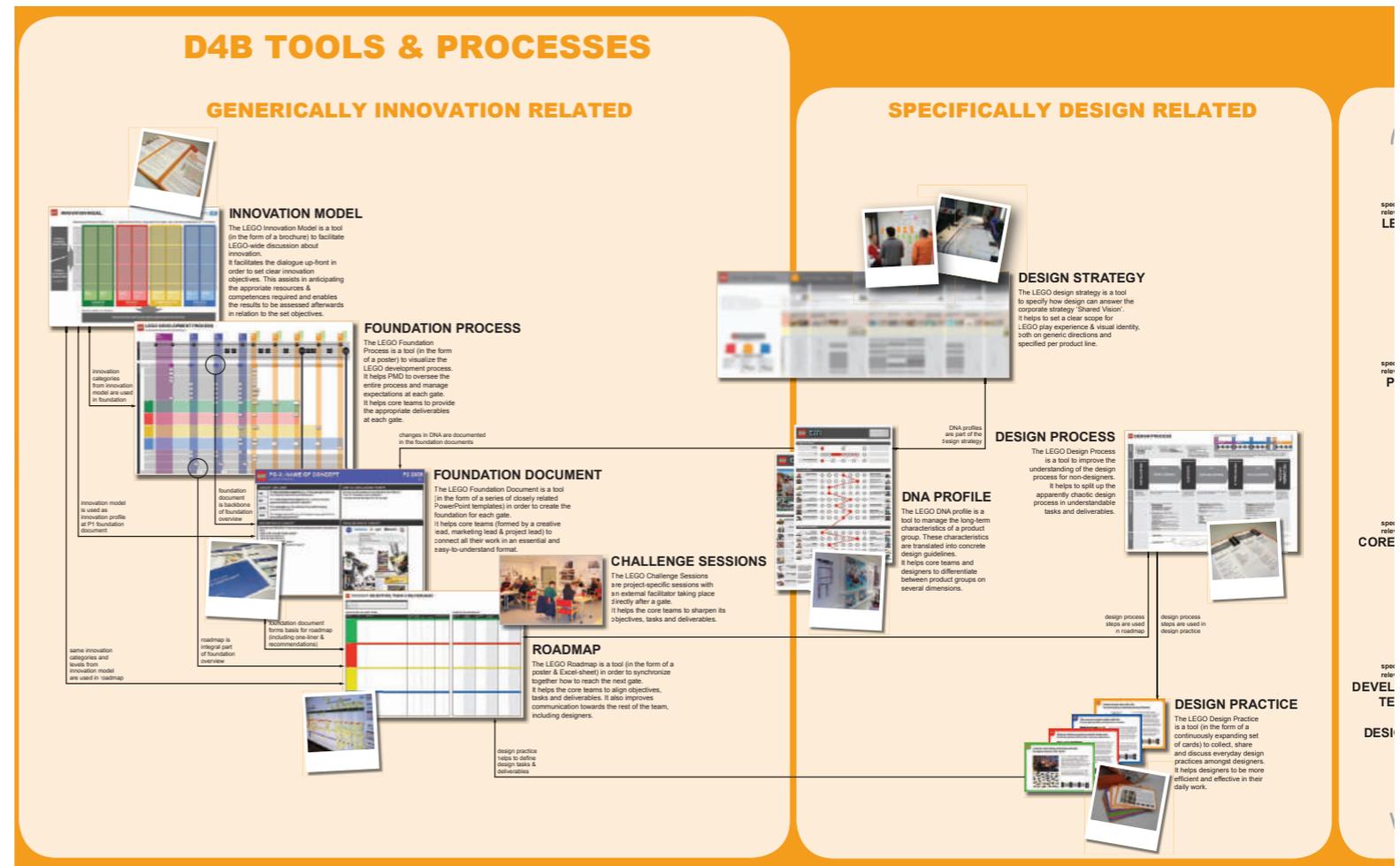
LEGO

DESIGN FOR BUSINESS

LEGO is one of the few companies that has had a clear vision of the role of creativity within its organization.

LEGO developed a design process model known as “**Design for Business**” (D4B) to ensure the continual linkage between innovation and its business plan.

D4B also shifts the strategy for innovation from being product-focused to being company-focused.

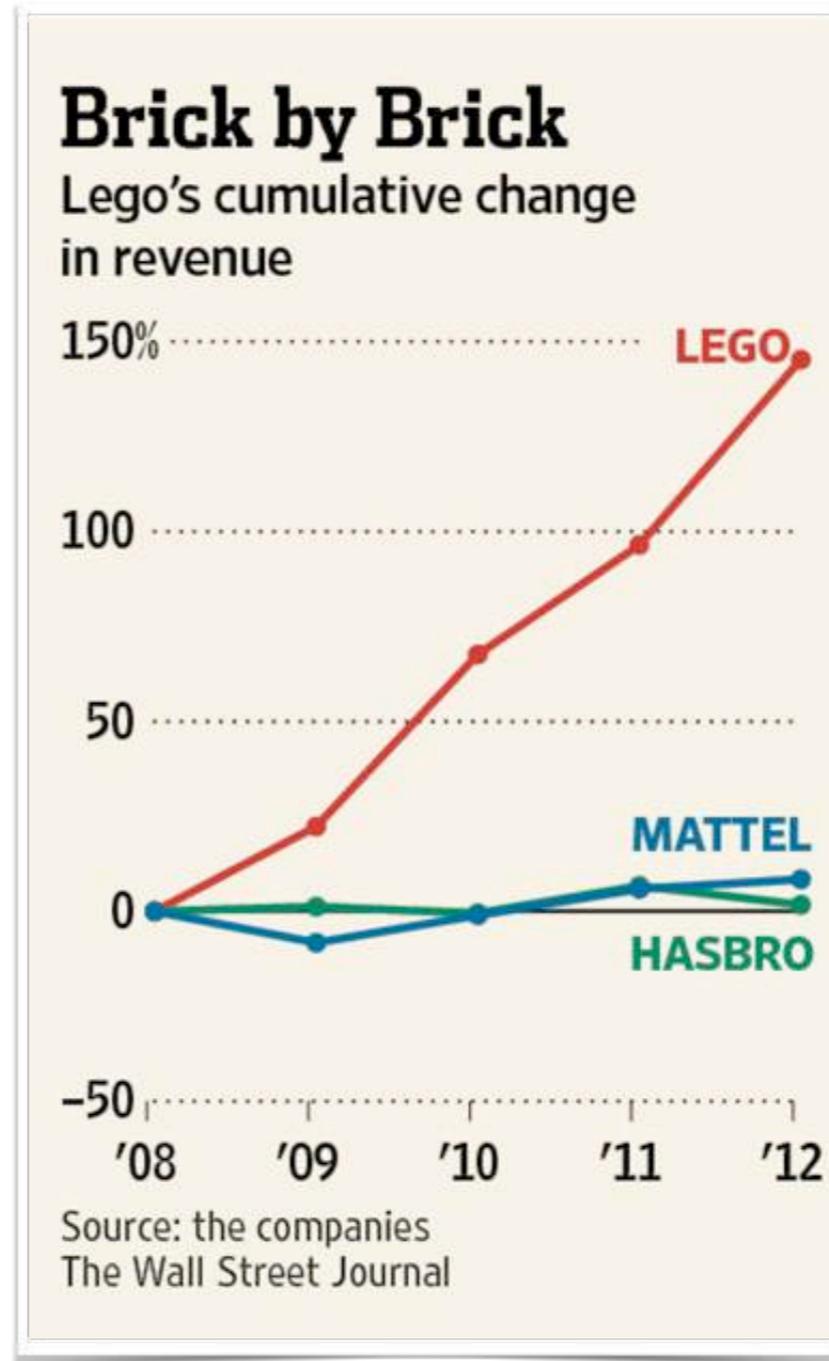


LEGO

“In times of scary globalization it's important to remember that business is a universal language.

*When you're Lego, meaning you're well managed and churning out **products customers want**, you take share in strong economies.*

When you're Mattel you whine about Barbie being out of style.”



Find a Designer

Finn din designer!

Velg filtrering for søket ditt:

Frisøk:

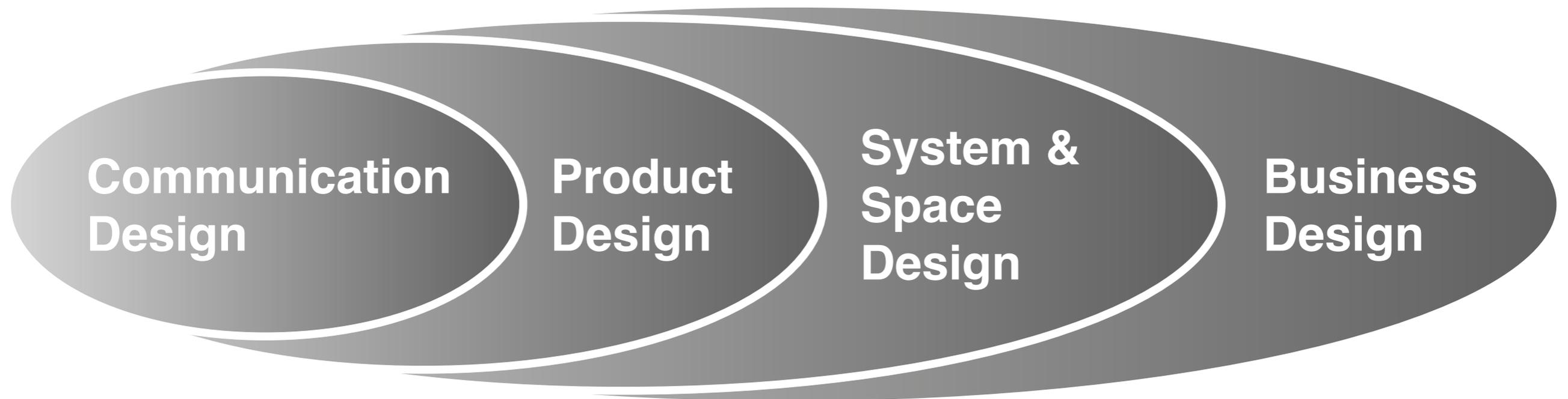
▼ **Kompetanse** ▼ Geografi ▼ Medlemskap ▼ Organisasjon ▼ Referanser

Grafisk design <ul style="list-style-type: none"><input type="checkbox"/> Visuell Identitet/logo<input type="checkbox"/> Produktidentitet<input type="checkbox"/> Typografi<input type="checkbox"/> Emballasje<input type="checkbox"/> Skilt/Informasjonssystem<input type="checkbox"/> Redaksjonell design<input type="checkbox"/> Bokdesign<input type="checkbox"/> Årsrapporter<input type="checkbox"/> Katalog/brosjyre<input type="checkbox"/> Plakat/cover<input type="checkbox"/> Navneutvikling	Web- og interaksjon <ul style="list-style-type: none"><input type="checkbox"/> Webdesign<input type="checkbox"/> Interaksjonsdesign<input type="checkbox"/> Apps<input type="checkbox"/> Netthandel<input type="checkbox"/> Informasjonsarkitektur<input type="checkbox"/> Usability<input type="checkbox"/> Brukertesting<input type="checkbox"/> Kampanjer/interaktiv reklame<input type="checkbox"/> Servicedesign	Interiør- og møbeldesign <ul style="list-style-type: none"><input type="checkbox"/> Møbel<input type="checkbox"/> Utstilling/messe<input type="checkbox"/> Belysning<input type="checkbox"/> Planløsning<input type="checkbox"/> Rehabilitering<input type="checkbox"/> Universell utforming<input type="checkbox"/> Fargesetting<input type="checkbox"/> Interiørdesign<input type="checkbox"/> Interiørarkitektur	Illustrasjon og foto <ul style="list-style-type: none"><input type="checkbox"/> Fakta-/sakillustrasjon<input type="checkbox"/> Redaksjonell illustrasjon<input type="checkbox"/> Symboler<input type="checkbox"/> Billedbok<input type="checkbox"/> Plakat/cover<input type="checkbox"/> Tegneserier<input type="checkbox"/> Utsmykning/eksponering<input type="checkbox"/> Foto
Industri- og produktdesign <ul style="list-style-type: none"><input type="checkbox"/> Produktdesign<input type="checkbox"/> Produksjonstilpasning<input type="checkbox"/> Strukturell emballasje<input type="checkbox"/> Retail<input type="checkbox"/> Inkluderende design<input type="checkbox"/> Transport<input type="checkbox"/> Uterom<input type="checkbox"/> Øko-/miljødesign	Rådgivning, strategi og tekst <ul style="list-style-type: none"><input type="checkbox"/> Behovsanalyse<input type="checkbox"/> Kommunikasjonsstrategi<input type="checkbox"/> Merkevarerstrategi<input type="checkbox"/> Designstrategi<input type="checkbox"/> Tekstforfatter<input type="checkbox"/> Bruker-/markedsundersøkelse	Tekstil og konfeksjon <ul style="list-style-type: none"><input type="checkbox"/> Møbelstoff<input type="checkbox"/> Bekledning<input type="checkbox"/> Mote/Tilbehør<input type="checkbox"/> Sport/tekniske tekstiler<input type="checkbox"/> Sko<input type="checkbox"/> Interiørtektstil	Animasjon <ul style="list-style-type: none"><input type="checkbox"/> 2D/3D-animasjon<input type="checkbox"/> Storytelling<input type="checkbox"/> Reklamefilm<input type="checkbox"/> Presentasjonsfilm<input type="checkbox"/> Sponsorplakat

Design approach

	CLASSICAL DESIGN	DESIGN THINKING
Emphasis On	Practice	Strategy
Raw Materials	Paper, Wood, Metal, and Anything Physical	Post-Its, Whiteboards, and Team Members' Time
Goal Orientation	Ship a Perfect Product/Object	Foster Constructive Divergence
Impact is Evaluated By	Acceptance, Adoption, and Awards	A Specific Product or Feature That Resulted
Involves Primarily	Classical Designers	Business Thinkers/Doers
Skills With Tools Are Generally Grounded In	Hands and Laws of Physics	Mind and Organizational Sciences

Types of Design



Little Miracles

Communication Design



Little Miracles

Communication Design



Novo Pen

Product Design



Veksø

System & Space Design



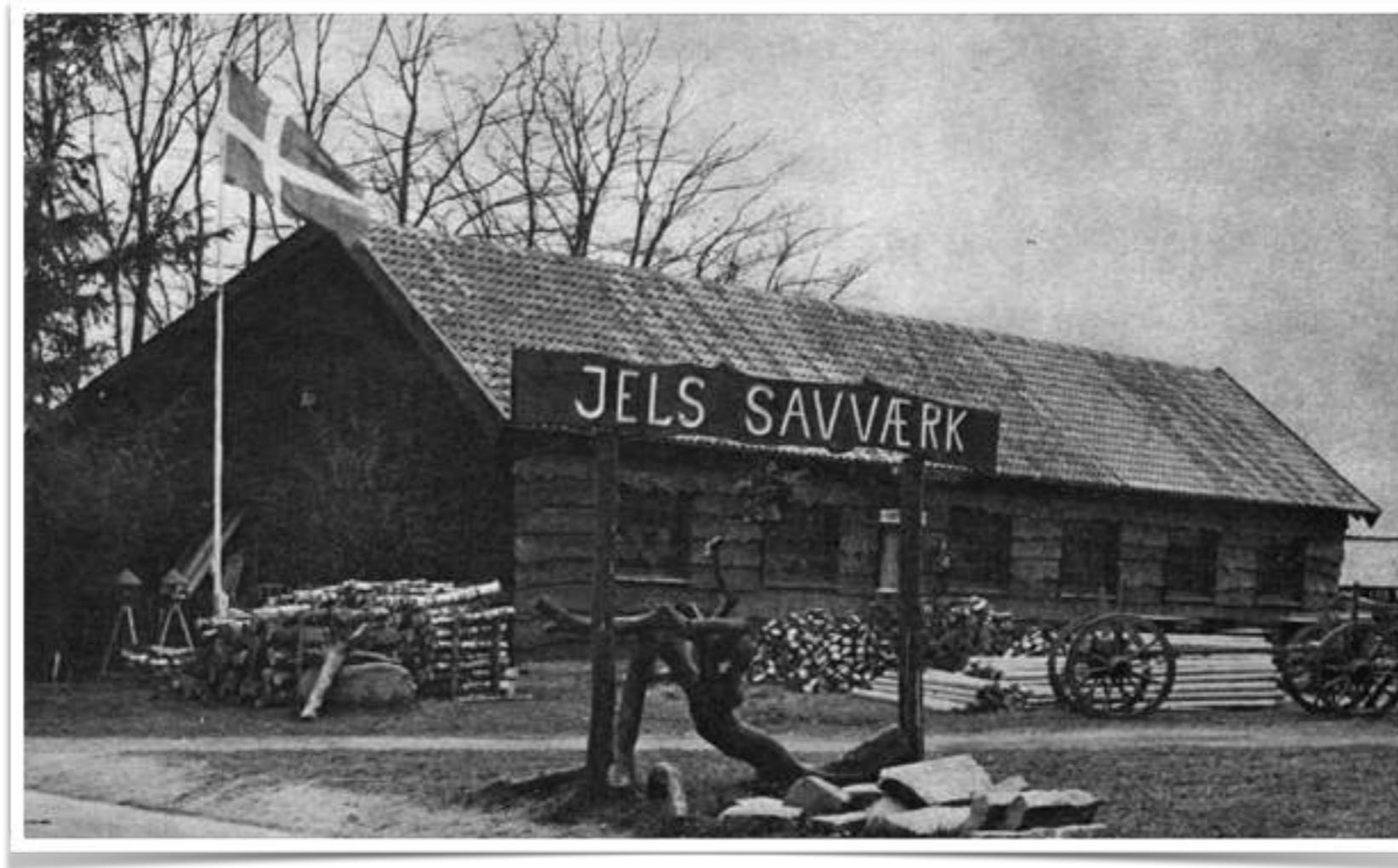
Veksø

System & Space Design



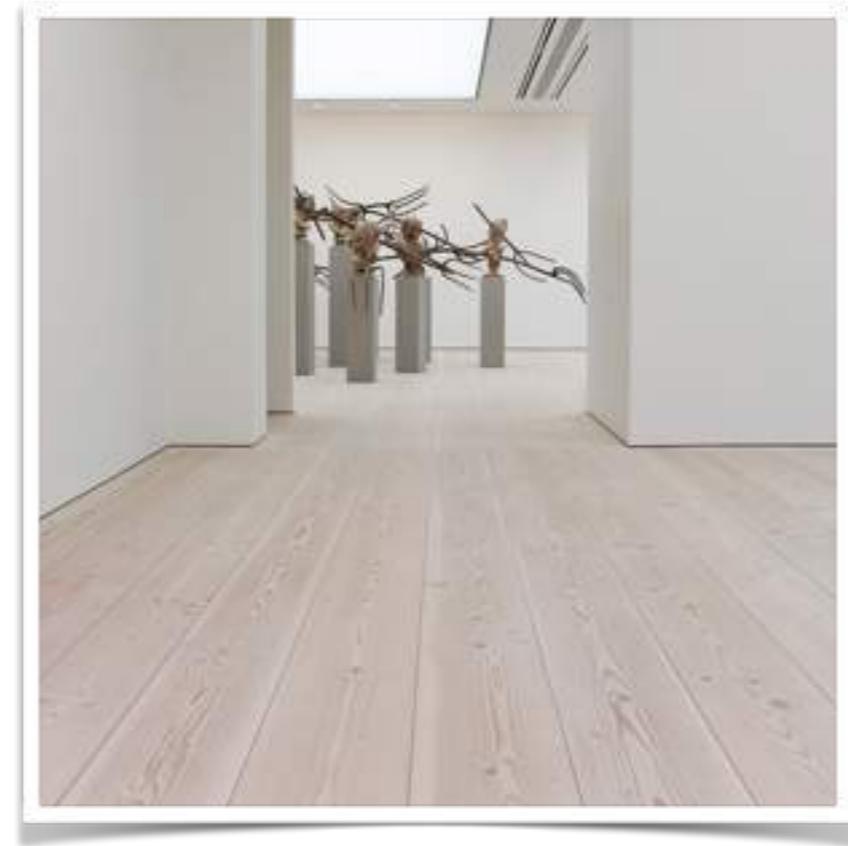
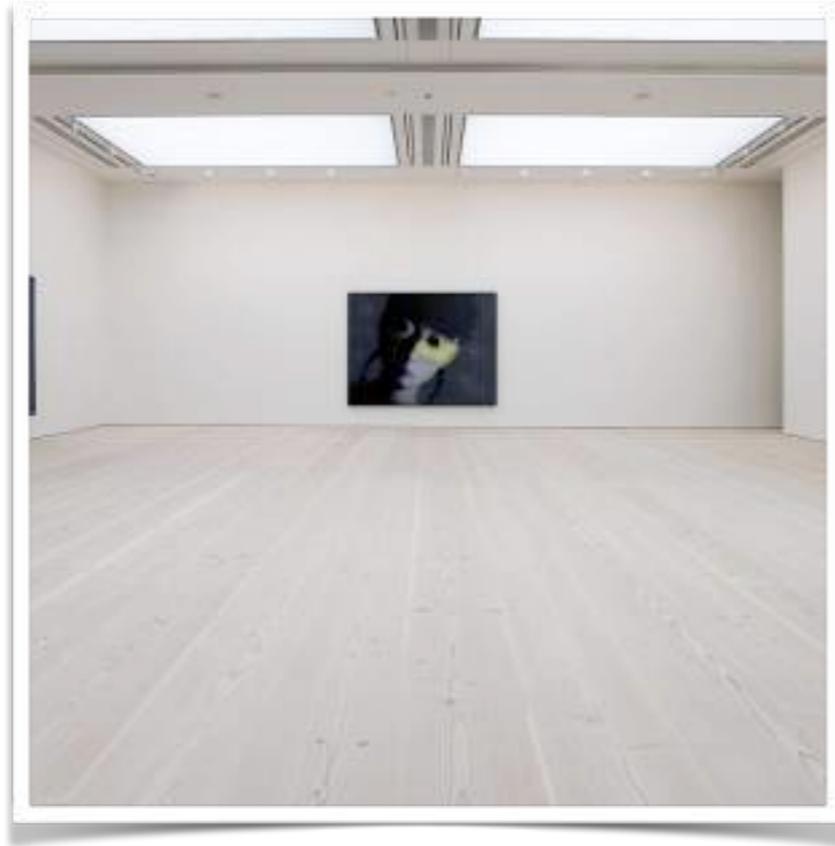
Jels Savværk

Business Design



Dinesen

Business Design



Dinesen

Business Design

Dinesen løber stærkt i udlandet

14. februar 2012 - Af Rasmus Gregersen

Med 4 ½ måned tilbage af regnskabsåret har Dinesen Gulve realiseret 90 % af sin budgetterede eksportomsætniveau.

Rekordoverskud hos Dinesen

7. november 2012 - Af Rasmus Gregersen

Selskabet bag Dinesen Gulve, Jels Savværk A/S, kom ud af 2011/12 med et resultat efter skat på 14,1 mio. kr. Det er det bedste i virksomhedens 114-årige historie.

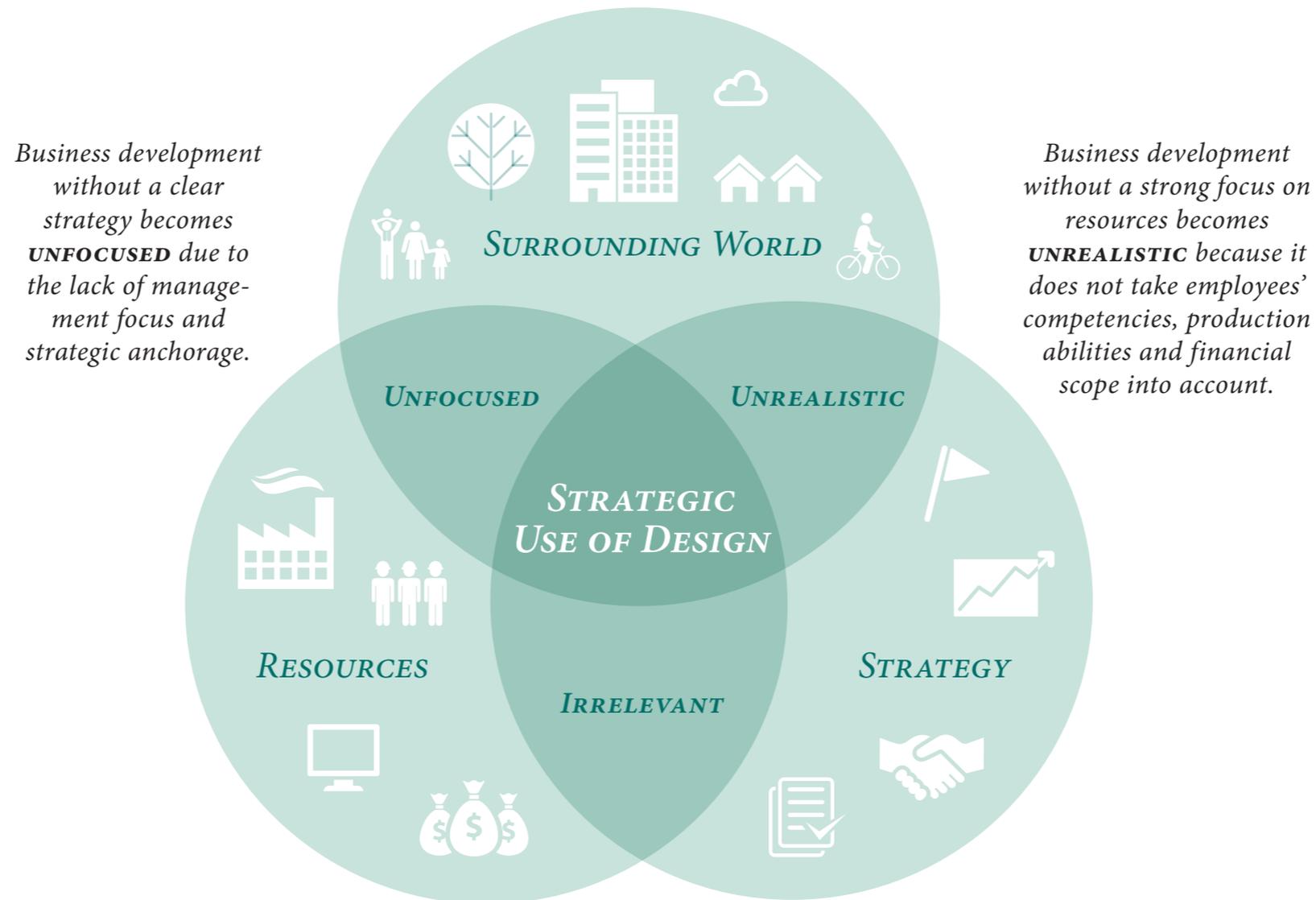
 WOOD SUPPLY

Relevance

Design isn't just about beauty; it's about market relevance and meaningful results.

– John Maeda

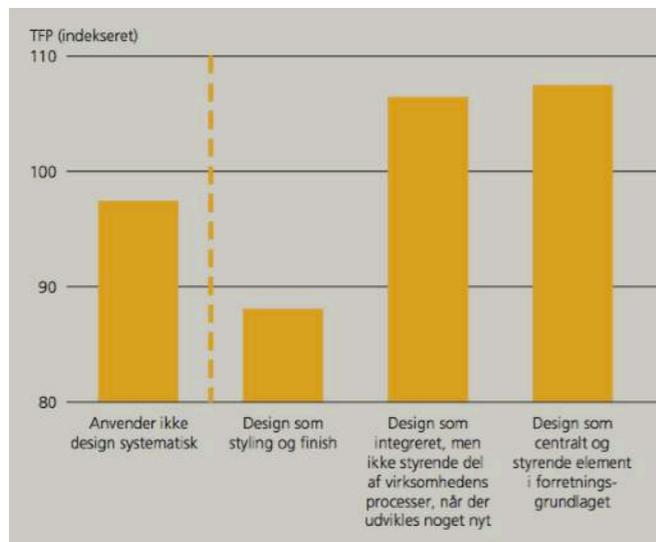
Strategic Use of Design



Why we do it...



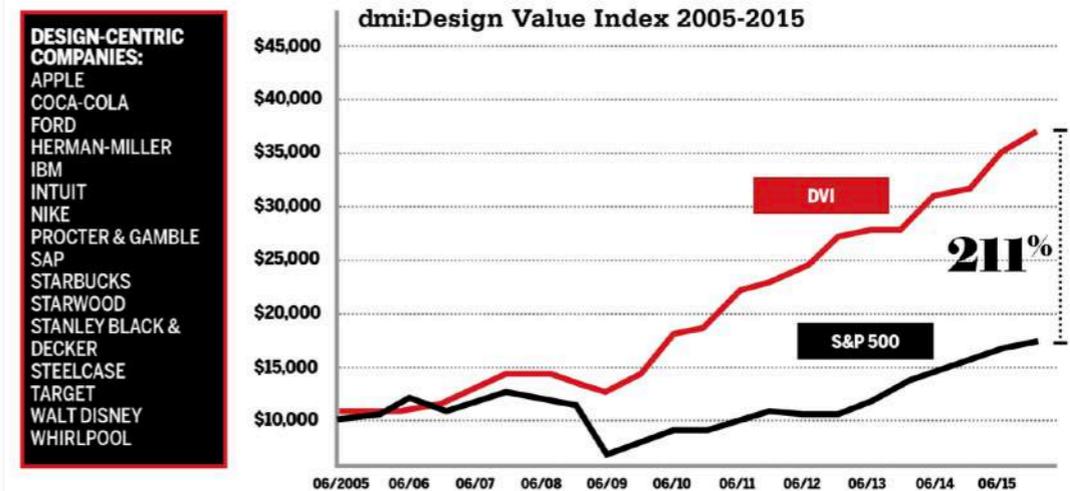
There is a 22% difference in value between companies using design as an integral part of innovation and development processes, and companies that only use design as styling and finish.



Erhvervs- og Byggestyrelsen 2008



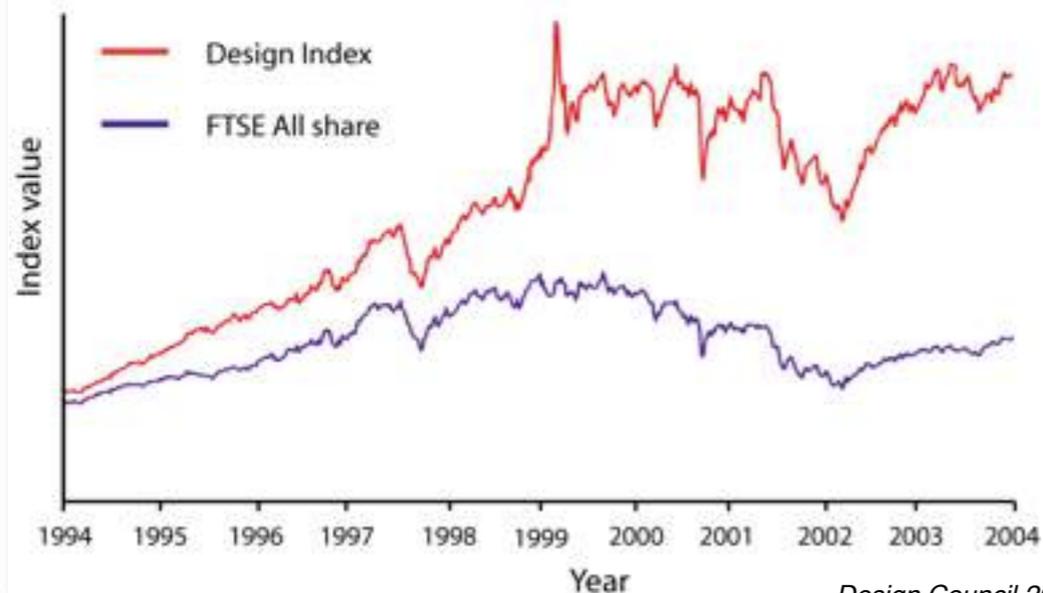
Design-Driven Companies outperform S&P by 211% over a 10 year period according to the DMI Design Value Index



Design Management Institute 2016



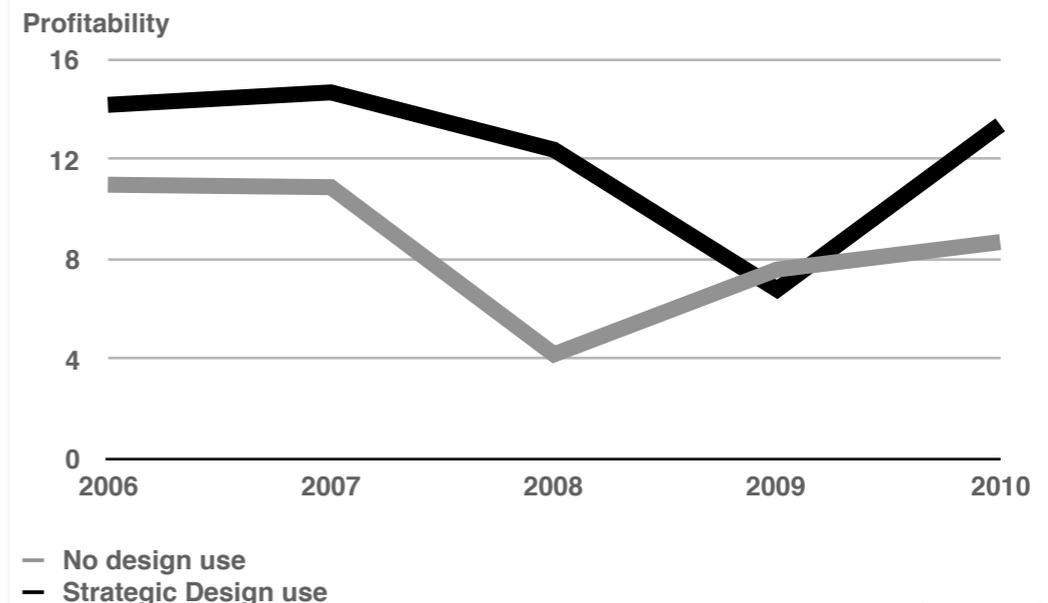
The Design Council Design Index shows the design aware companies has out-performed the FTSE 100 by more than 200% over the past decade.



Design Council 2005

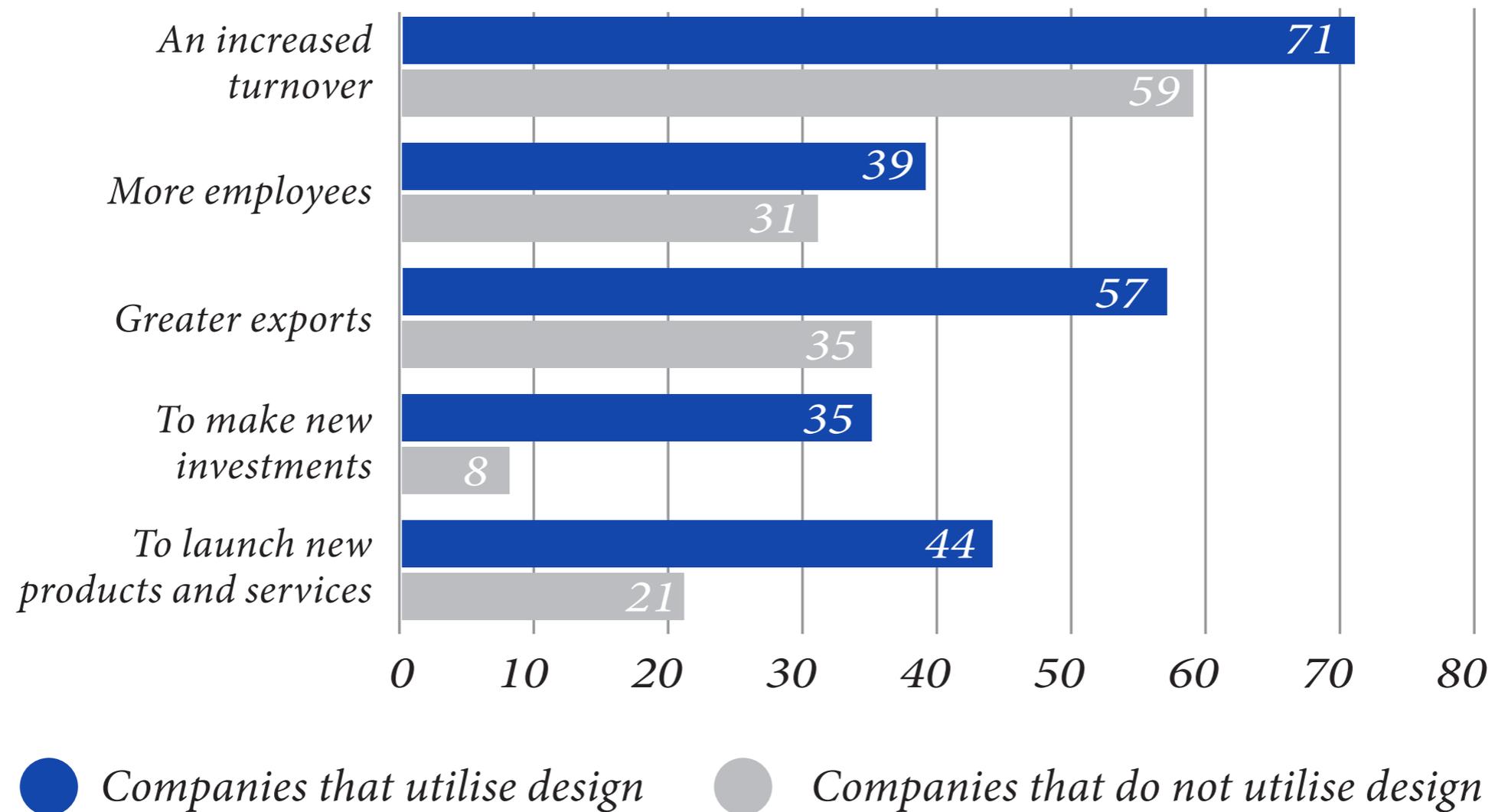


A Swedish study of 300 companies over a 8 year period, shows up to 50% better profits for companies that use design.!

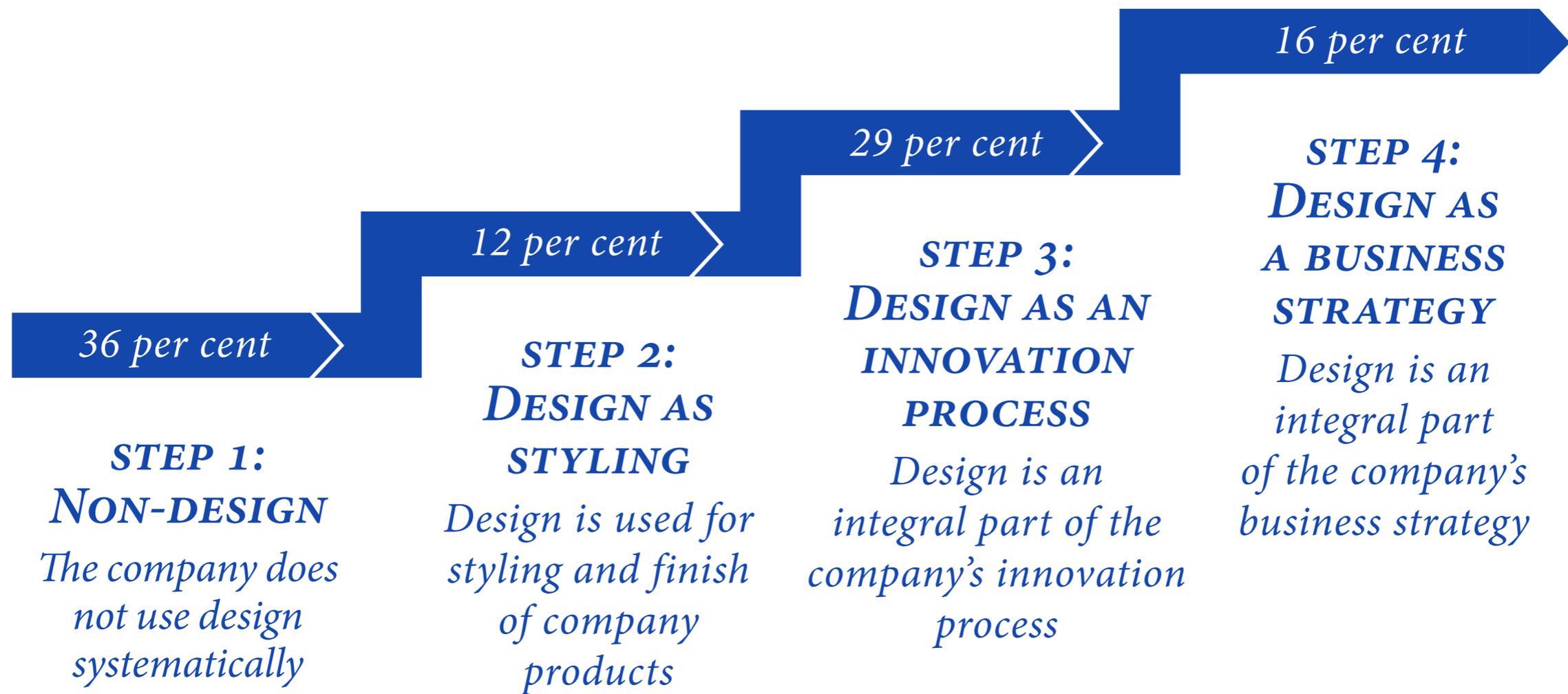


Teknikföretagen 2011

Regional Perspective



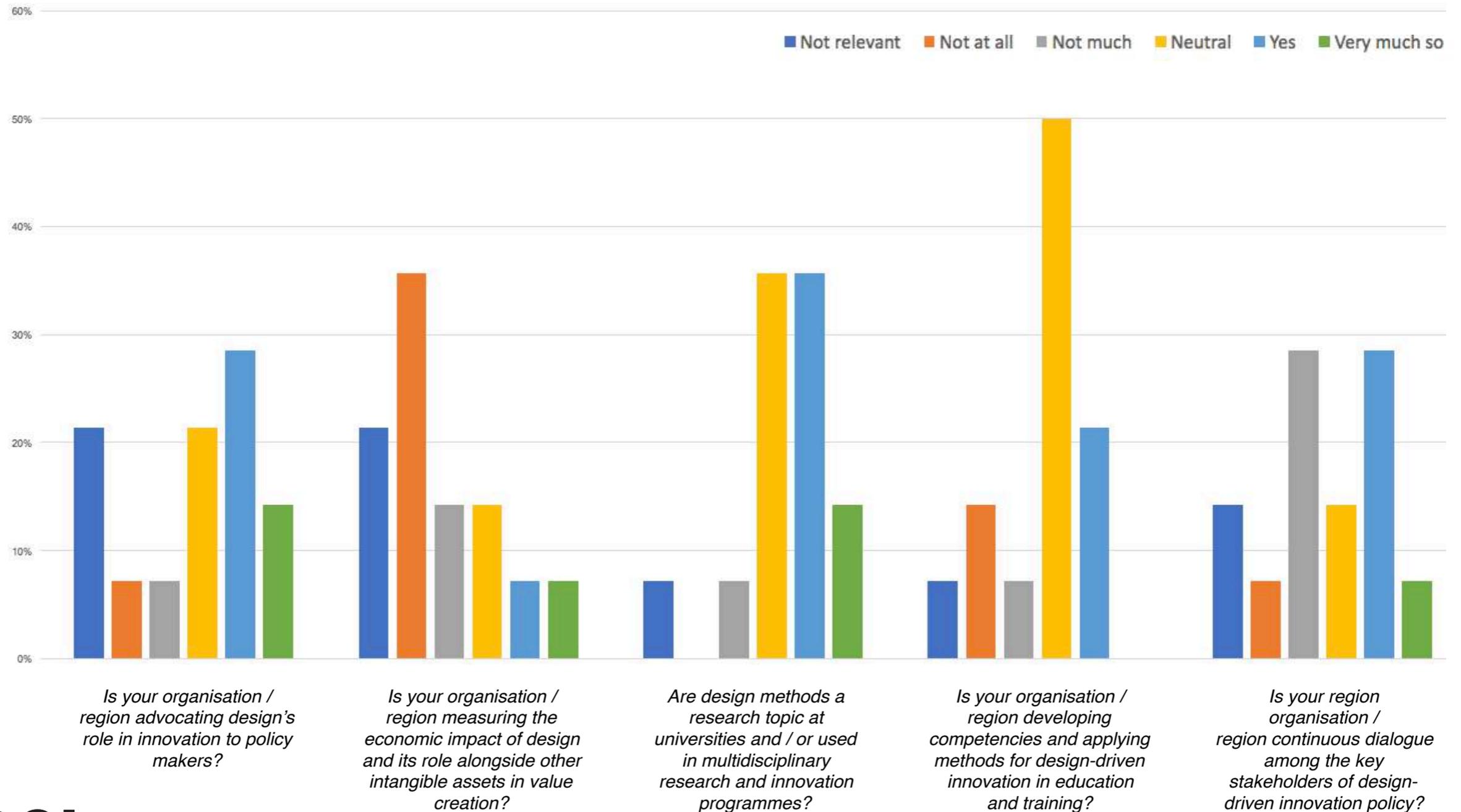
The Design Ladder



ClusteriX 2.0

Design's impact on innovation

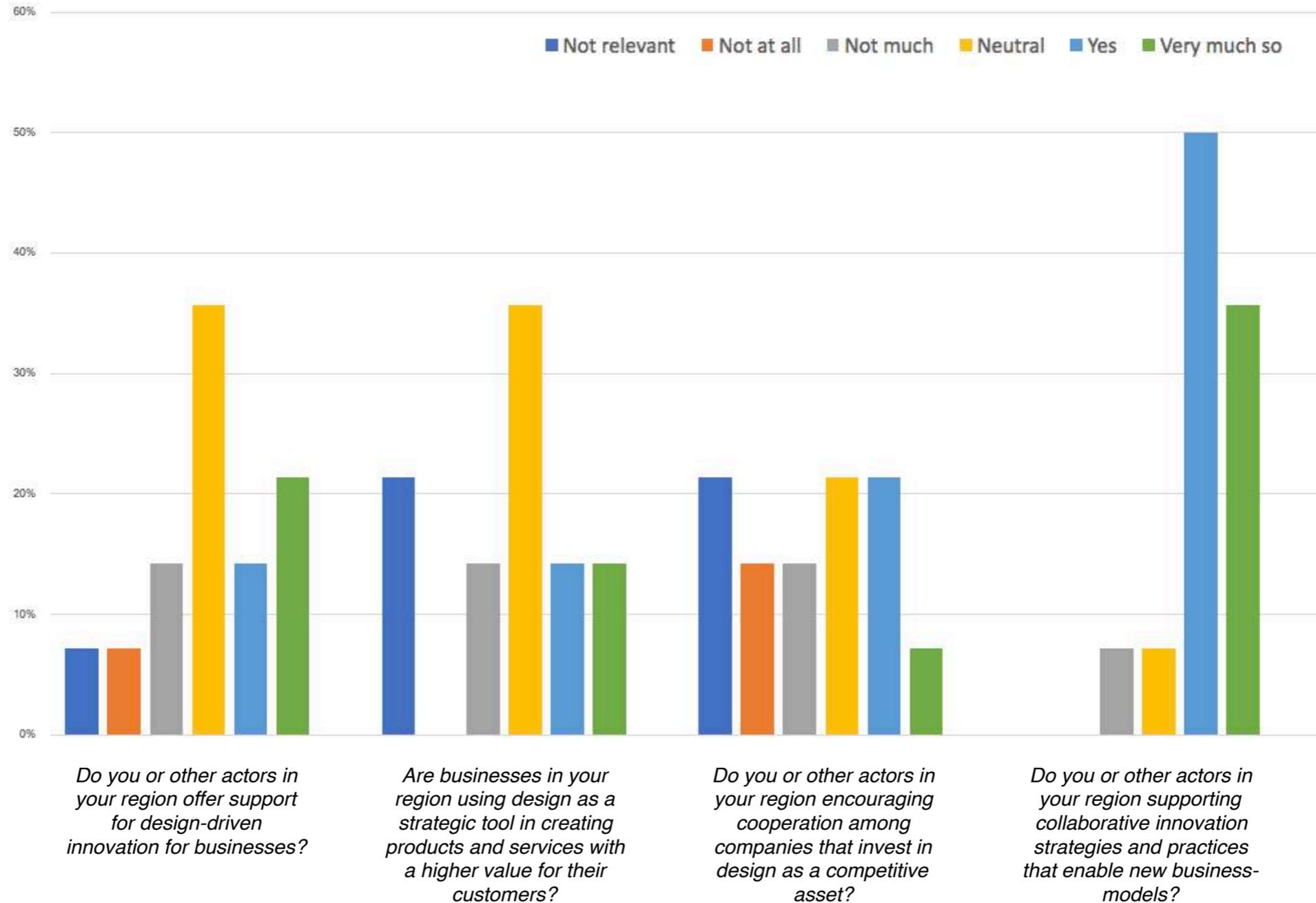
Regional framework conditions for design-driven innovation



ClusteriX 2.0

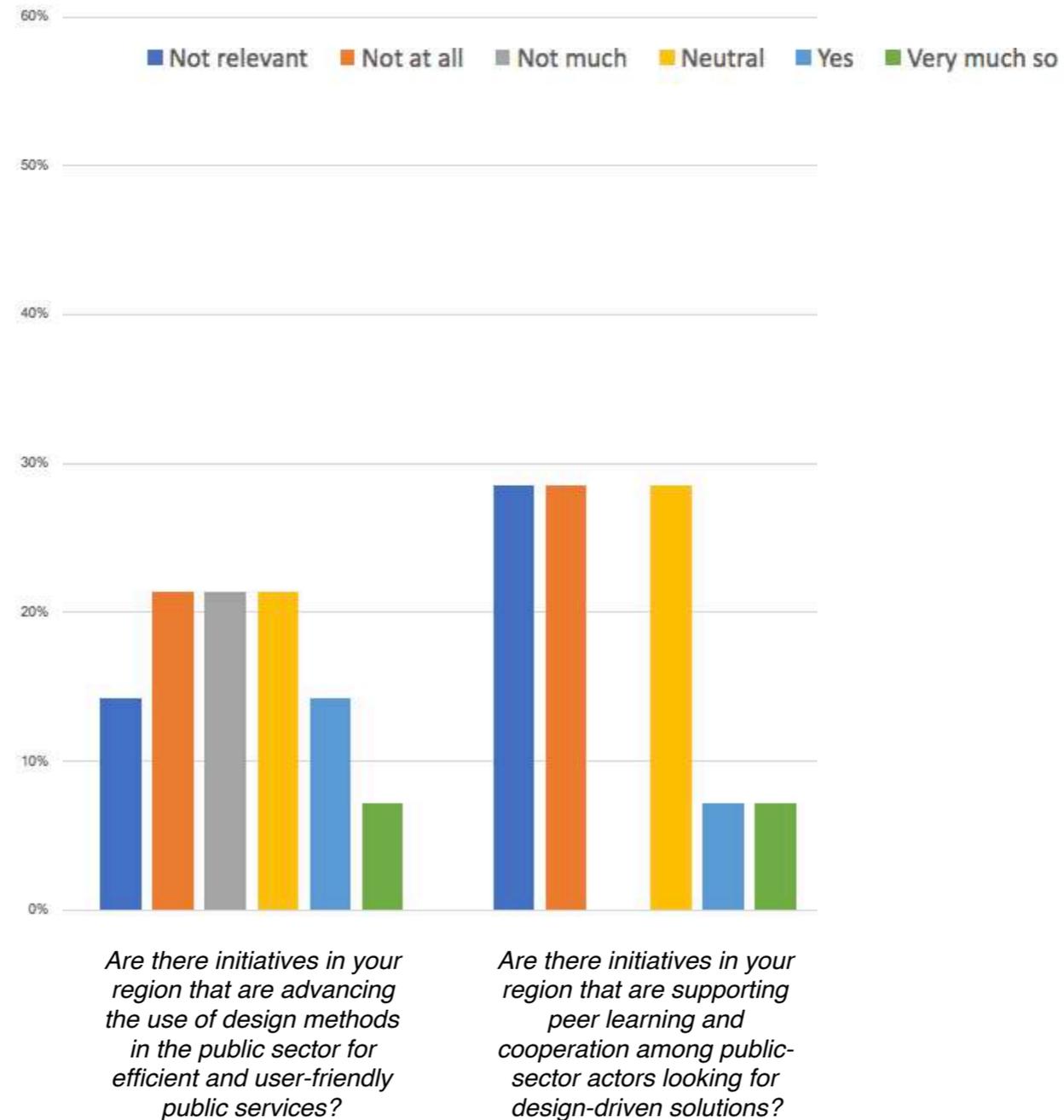
Design-driven innovation in industries

Business support for design-driven innovation



ClusteriX 2.0

Driving renewal in the public sector through design
Modernising the public administration design-driven innovation



D2i Projects

ERDF 2.1.A.

Growth Plans for SME's



Design som Vækstkatalysator

Vi kan hjælpe din virksomhed til at blive en vækstvirksomhed. Ved brug af designmetoder kan din virksomhed klare sig op til 228% bedre over en 10-års periode.

Ansvarlig projektpartner: D2i – Design to Innovate
Kontaktperson: Jørgen Daucke
Tlf: +45 3114 9969
Email: jorgen@d2i.dk

ERDF 1.1.A.

Innovative collaboration between SMEs and knowledge institutions



Bæredygtig Fremgang

I kan få hjælp til at forbedre jeres virksomheds innovationsevne igennem udvikling af nye produkter, services og systemer. Som resultat får I skabt en bæredygtig vækst.

Ansvarlig projektpartner: Designskolen Kolding
Kontaktperson: Lykke Kjær
Tlf: +45 9133 3014
Email: lk@dskd.dk

ERDF 1.1.A.

Innovative collaboration between SMEs and knowledge institutions



Fremtidssporet

Deltag i et skræddersyet innovationsforløb, der hjælper din virksomhed til at sikre fremtidig vækst. Som resultat bliver jeres virksomhed mere driftssikker og I får lagt en strategi for fremtiden.

Ansvarlig projektpartner: Syddansk Universitet
Kontaktperson: Pia Storvang
Tlf: +45 2614 0462
Email: pia.storvang@sam.sdu.dk

ESF 1.2.C

Competence development



Design i praksis for medarbejdere

Bliv bedre til at inddrage brugere, idégenere, prototyper samt facilitering. Ved at lære mere om designmetoder kan du bidrage til innovation og øget konkurrenceevne i din virksomhed.

Ansvarlig projektpartner: Designskolen Kolding
Kontaktperson: Mikael Sorknæs
Tlf: +45 9133 3059
Email: ms@dskd.dk

ERDF 1.1.A.

Innovative collaboration between SMEs and knowledge institutions



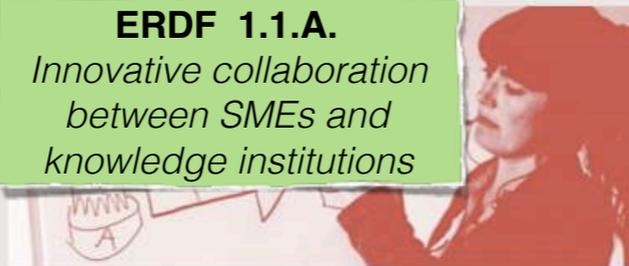
Play User Lab

Få redskaber til kompetence- og produktudvikling i samarbejde med brugerne – børnene. Vi tilbyder en platform, hvor I kan blive bedre til at designe fremtidens leg og få styrket innovationsevnen.

Ansvarlig projektpartner: Capital of Children
Kontaktperson: Karsten Bech
Tlf: +45 2251 0915
Email: karb@dskd.dk

ERDF 1.1.A.

Innovative collaboration between SMEs and knowledge institutions



Værdikædeinnovation

Deltag i et værdikædeforløb med fokus på at få forbedret jeres værktøjer til at arbejde innovativt med værdiskabelse og jeres forretningsmodel.

Ansvarlig projektpartner: Syddansk Universitet
Kontaktperson: Bo Mortensen
Tlf: +45 6550 1461
Email: bsm@sam.sdu.dk

ESF 1.2.C

Competence development



Design i praksis for ledere

Udvikl din virksomheds innovationsprocesser gennem anvendelse af design. Designmetoder kan ruste dig som leder til at forbedre din virksomheds omstillings- og konkurrenceevne.

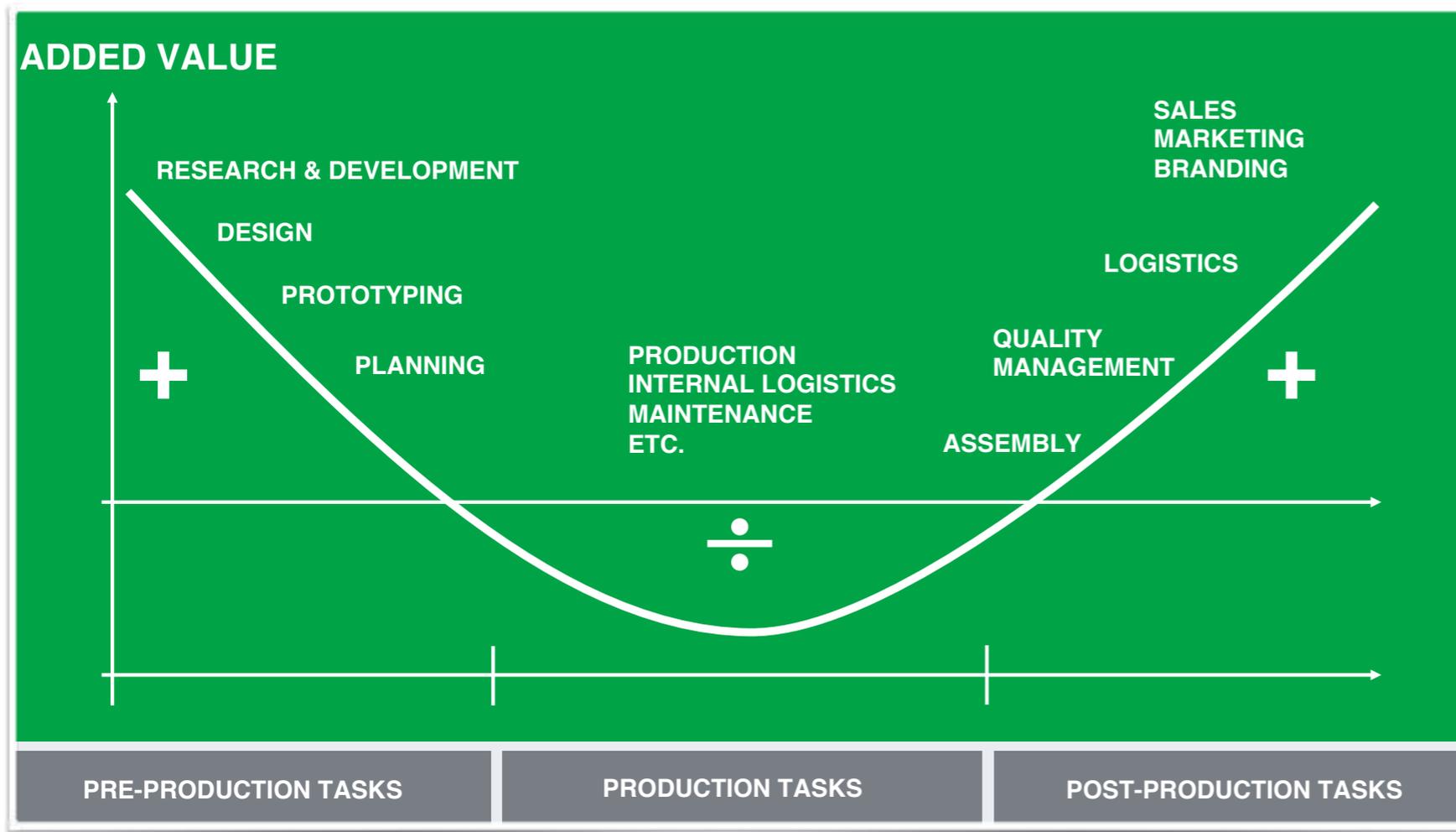
Ansvarlig projektpartner: Designskolen Kolding
Kontaktperson: Mikael Sorknæs
Tlf: +45 9133 3059
Email: ms@dskd.dk

ESF 1.1.B

Entrepreneurship

International DesignCamp

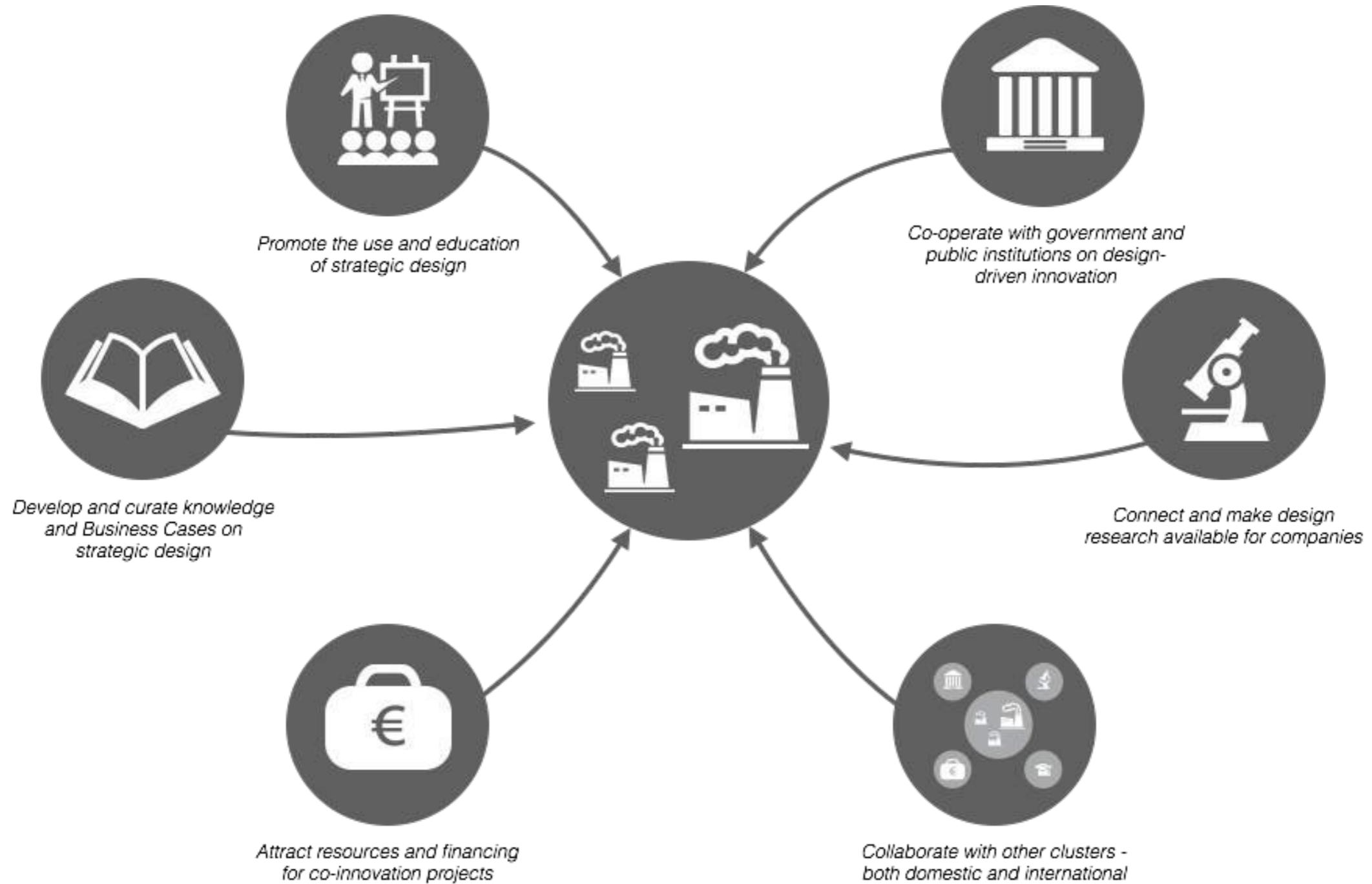
Value Curve



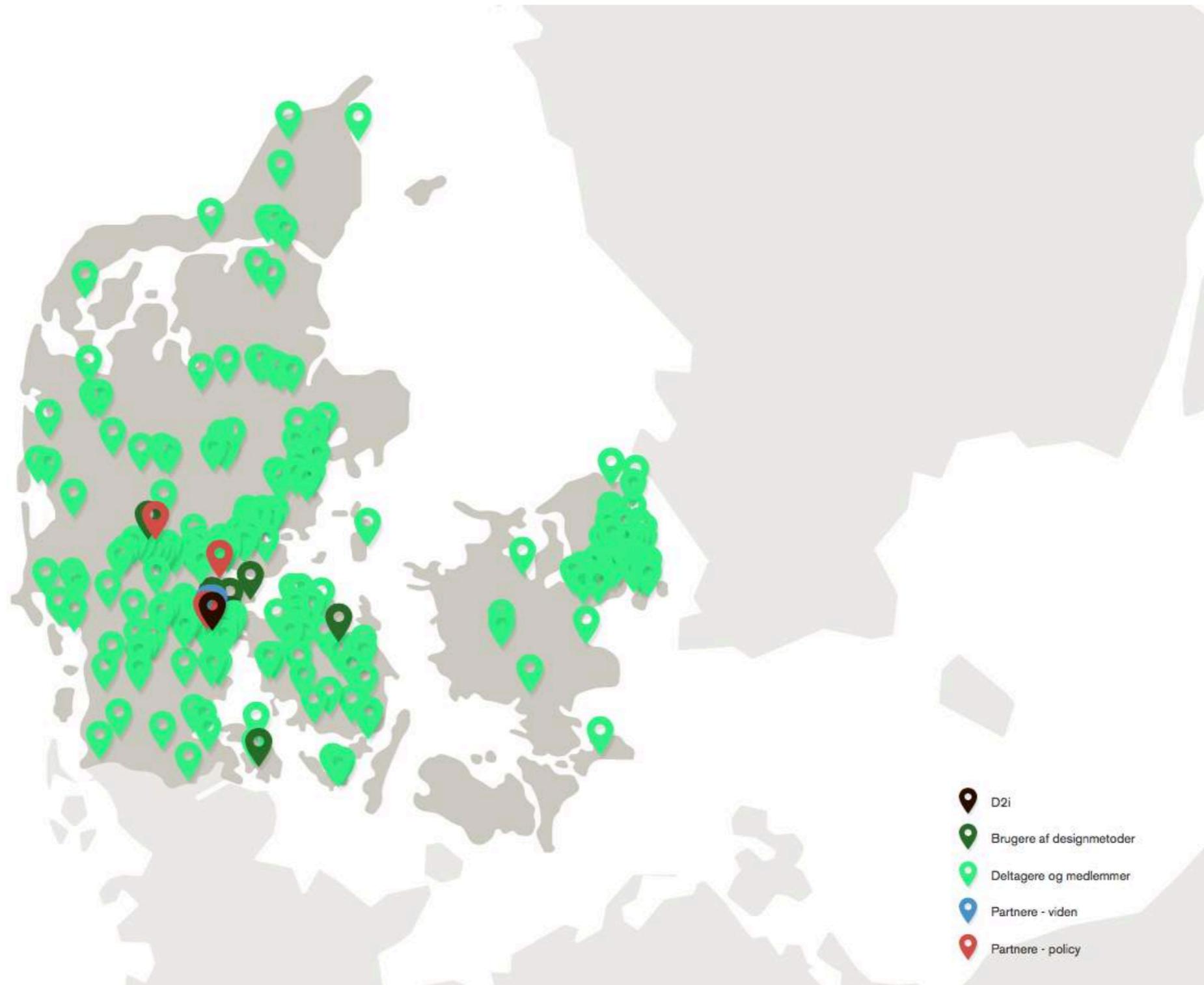
“If you don't know where you are going, any road will get you there.”

– Lewis Carroll

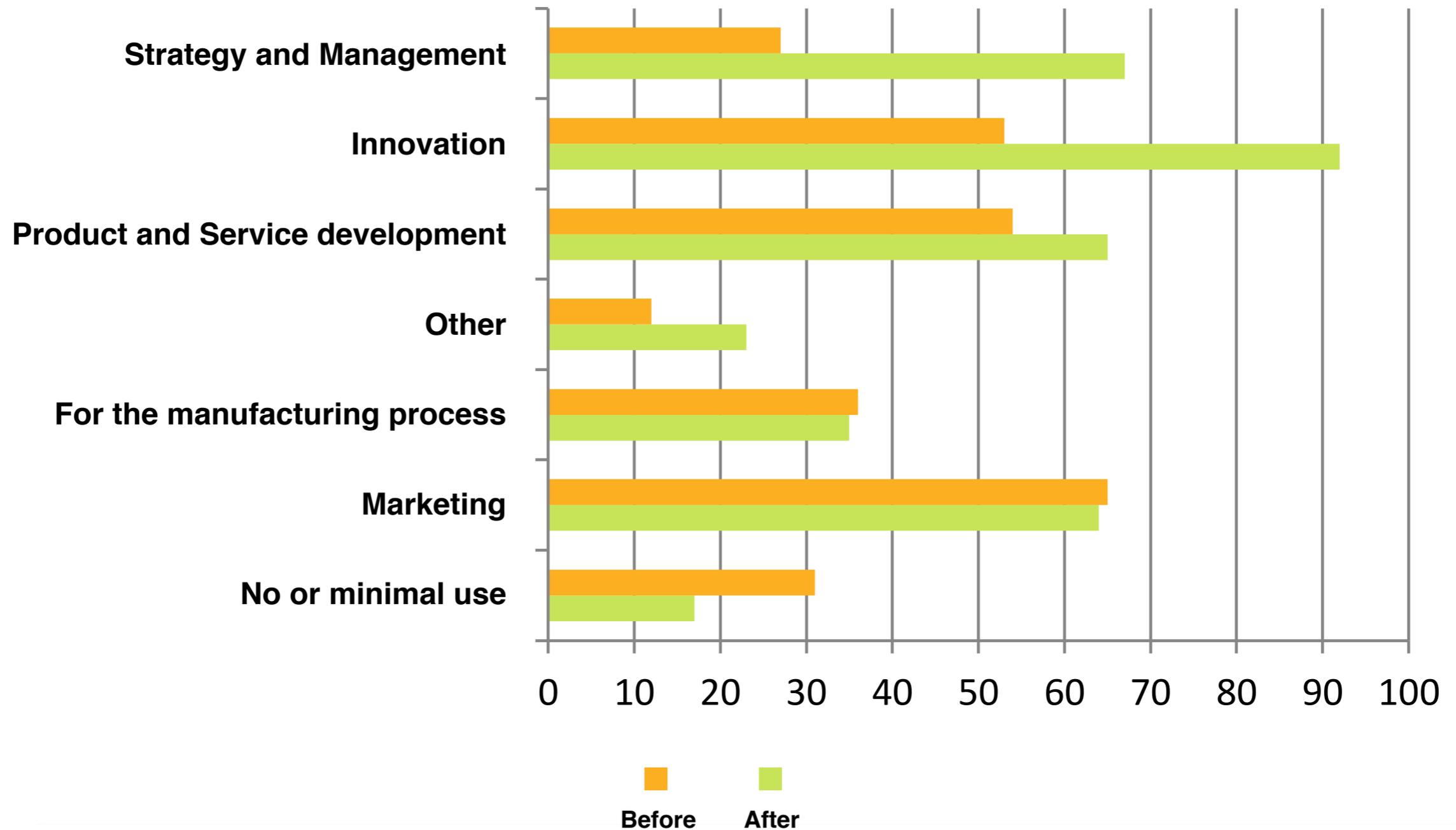
D2i Cluster



D2i Reach



D2i Effects



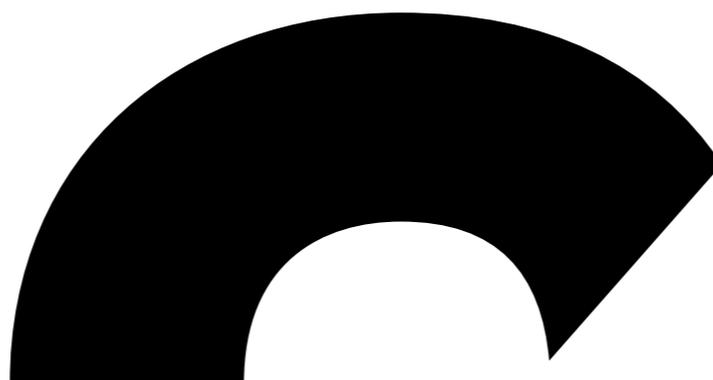
Isover



ISOVER

PRODUCENT AF ISOLERINGSLØSNINGER

DESIGN TO INNOVATE



Thank you!

www.d2i.dk

