

# Design Delivers 2018

How design accelerates  
your business

Danish  
Design Centre



Confederation of Danish Industry





# Good design is good business

Design has the potential to boost competitiveness and generate increased turnover in Danish companies.

Design Delivers paints a picture of design use in Danish companies in 2018. The survey shows that a wide range of different companies use design, and that it generates value across many different business areas.

Many Danish companies work systematically with design as a key component in their business development and strategy. These companies generally have a strong standing in Denmark and abroad, and they are the ones that reap the greatest benefits from working with design.

Like the manufacturing company SKOV, which worked with a design agency to renew the com-

pany's products and business model through user involvement. Or like ISS, which decided to establish an internal unit with the purpose of developing new service concepts and implementing them as quickly as possible. The paths are numerous.

Not everybody is aware of the potential benefits of working with design as an integrated part of doing business. Still today, about half the companies do not work with design in a systematic manner, which leaves a considerable potential for a more systematic approach to the use of design in Danish companies.

We hope that Design Delivers 2018 can help inspire more companies to work more systematically with design and thus reap the benefits that design has to offer.

**Mette Fjord Sørensen**  
Director, Research  
and Higher Education  
*Confederation of  
Danish Industry (DI)*

**Christian Bason**  
CEO  
*Danish Design Centre*

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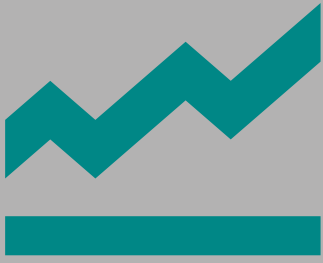
# The survey **Design Delivers**

In 2016, the Danish Design Centre and the Confederation of Danish Industry (DI) mapped Danish companies' use of design. This year, we have repeated the survey, which lets us compare Danish companies' use of design over time.

Both the 2016 and the 2018 survey suggest that Denmark is a design nation and that the use of design generates growth and value for the companies. There is generally a high degree of stability in the results from 2016 to 2018. That said, however, several findings in this analysis do suggest a development in the use of design, which underscores that we still have something to learn about how design is actually practiced in Danish companies.

## **What is design?**

A systematic, creative process. The process is visual and experimental and revolves around human experiences and behaviour. The outcome may be graphic or tangible products, new services, systems or business models.



# 64%

expect design to become a more important competitive parameter over the next five years.



# 54%

of Danish companies state that they make systematic use of design.



# 75%

find that design has a positive impact on their bottom line.

For companies that use design strategically, the number is

# 92%



# 79%

find that design enhances their brand.

# 67%

find that design improves their competitiveness.

# 65%

find that design improves customer satisfaction.



# 50%

find that design has taken on growing importance for their bottom line during the past five years.



# 77%

state that design decisions are made by management.



Note: The figures apply to the companies that use design (except for the 54% stating that they systematically use design).

# The Design Ladder

Companies' use of design vary in scope and character – from hardly any use to design as styling, to design as a key guiding element in the company' development processes and to strategic use, where design is a key component in business development and strategy.

The model we use to categorise companies' use of design is the Design Ladder. The underlying hypothesis of the model is that the more engaged a company's use of design methods is at the early stages of development, and the bigger a role design plays in the company's overall business strategy, the higher the economic return.

The four steps of the Design Ladder can be used to typify companies' use of design.

STEP I

## **NON-DESIGN**

Design is not applied systematically.



# 2

# 3

# 4

STEP 2

## **DESIGN AS FORM-GIVING**

Design is used as finish, form-giving or styling in new products/services.

STEP 3

## **DESIGN AS PROCESS**

Design is an integrated element in development processes.

STEP 4

## **DESIGN AS STRATEGY**

Design is a key strategic element in our business model.

# Danish companies' use of design in 2018

The figure illustrates Danish companies' use of design by their place on the Design Ladder in 2016 and 2018. In 2018, **54%** of companies state that they apply design systematically to some extent (Step 2 and higher). This marks a small decrease since the 2016 survey, when that number was 58%.

Similarly, there is a small increase in the share of companies that do not apply design in a systematic fashion (Step 1). In 2016, 40% of the companies positioned themselves at Step 1; in 2018, that number has gone up to **45%**.

The share of companies using design as process (Step 3) has dropped from 30% in 2016 to **24%** in 2018.

The share of companies using design as a key element in their business model has gone up from 13% in 2016 to **15%** in 2018.

STEP 1

## NON-DESIGN

Design is not applied systematically.

# 45%

2016: 40%

# Which of the following statements best describes the use of design in your company?

(N2018=802; N2016=805)

STEP 2

## DESIGN AS FORM-GIVING

Design is used as finish, form-giving or styling in new products/services.

15%

2016: 15%

STEP 3

## DESIGN AS PROCESS

Design is an integrated element in development processes.

24%

2016: 30%

STEP 4

## DESIGN AS STRATEGY

Design is a key strategic element in our business model.

15%

2016: 13%

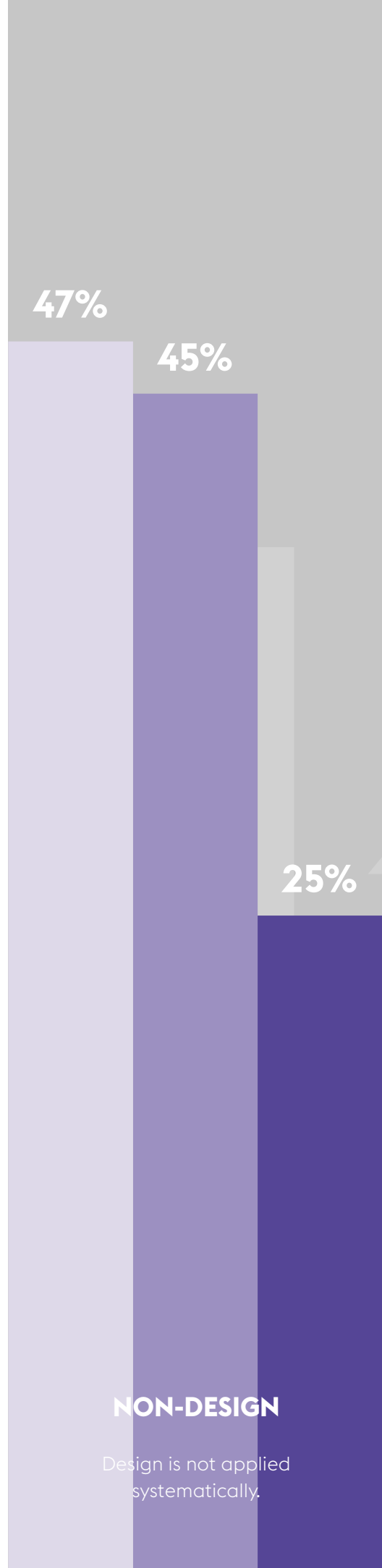
# Who uses design?

The share of companies applying design as a key executive element in business decisions (Step 4) is almost the same among small, medium-sized and big companies. There is a larger share of big companies that use design as an integrated element in their processes (Step 3) compared with small and medium-sized companies (**42%** compared with **22%** and **20%**).

The share of companies using design as styling (Step 2) is also fairly similar across company size. The share of companies that do not use design systematically (Step 1) is fairly high among both small and medium-sized companies (**47%** and **45%**). Among big companies, the share is only **25%**.

Although there is no clear relationship between the size of a company and its use of design, the figures do indicate that big companies generally use design more than small and medium-sized companies.

-  **Small companies**  
(10-49 employees)
-  **Medium-sized companies**  
(50-99 employees)
-  **Big companies**  
(100 or more employees)

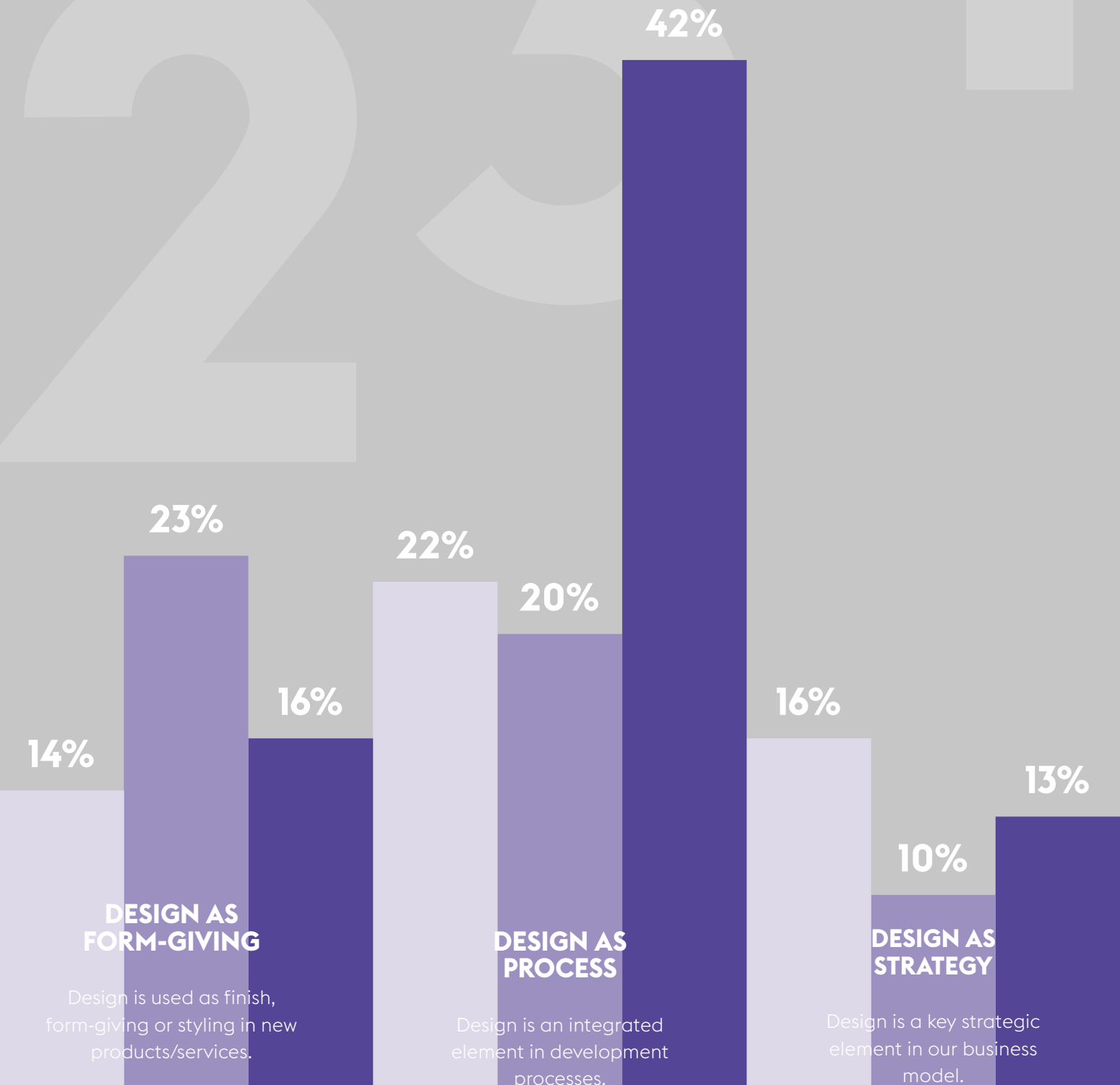


## NON-DESIGN

Design is not applied systematically.

# Which of the following statements best describes the use of design in your company?

(N=802)



14%

23%

16%

22%

20%

42%

16%

10%

13%

## DESIGN AS FORM-GIVING

Design is used as finish, form-giving or styling in new products/services.

## DESIGN AS PROCESS

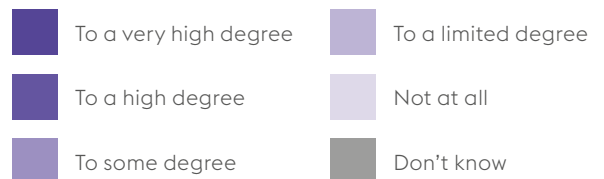
Design is an integrated element in development processes.

## DESIGN AS STRATEGY

Design is a key strategic element in our business model.

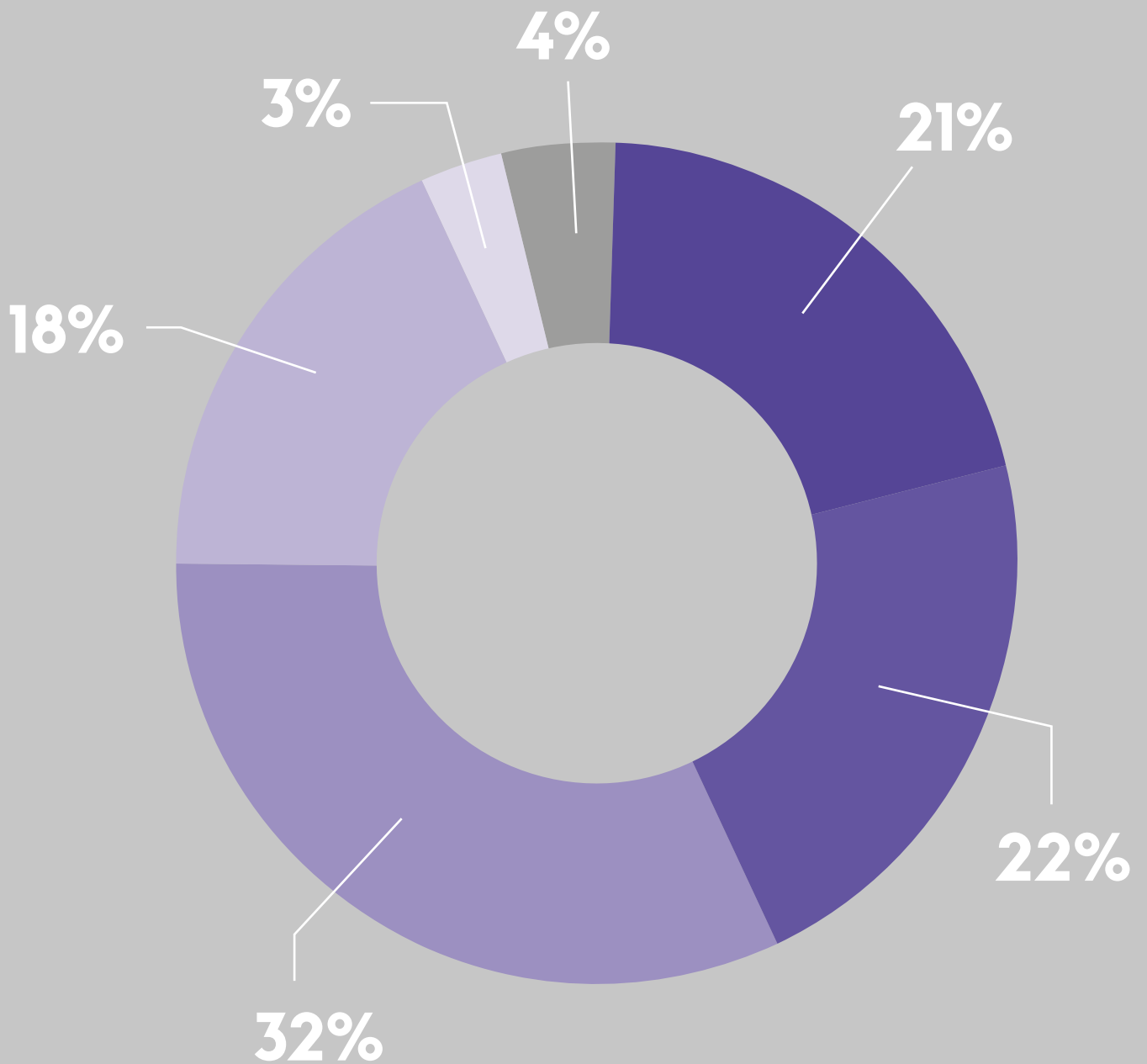
# Design is good for the **bottom line**

Of the companies that use design (Step 2 and higher), **75%** find that design has a positive impact on their bottom line to some degree, a high degree or a very high degree.



# To what degree do you find that design impacts your company's bottom line?

(N=442)



# Strategic use of design and economic value

The survey shows that the more systematic the companies' use of design is, the higher is the perceived value.

Of the companies that use design as a key, executive element in business decisions (Step 4), **92%** thus state that design has a positive impact on their bottom line.

Since only **15%** of the surveyed companies use design in a strategic capacity today, a more strategic use of design holds potential economic gains to be had for the remaining companies.

## What is strategic use of design?

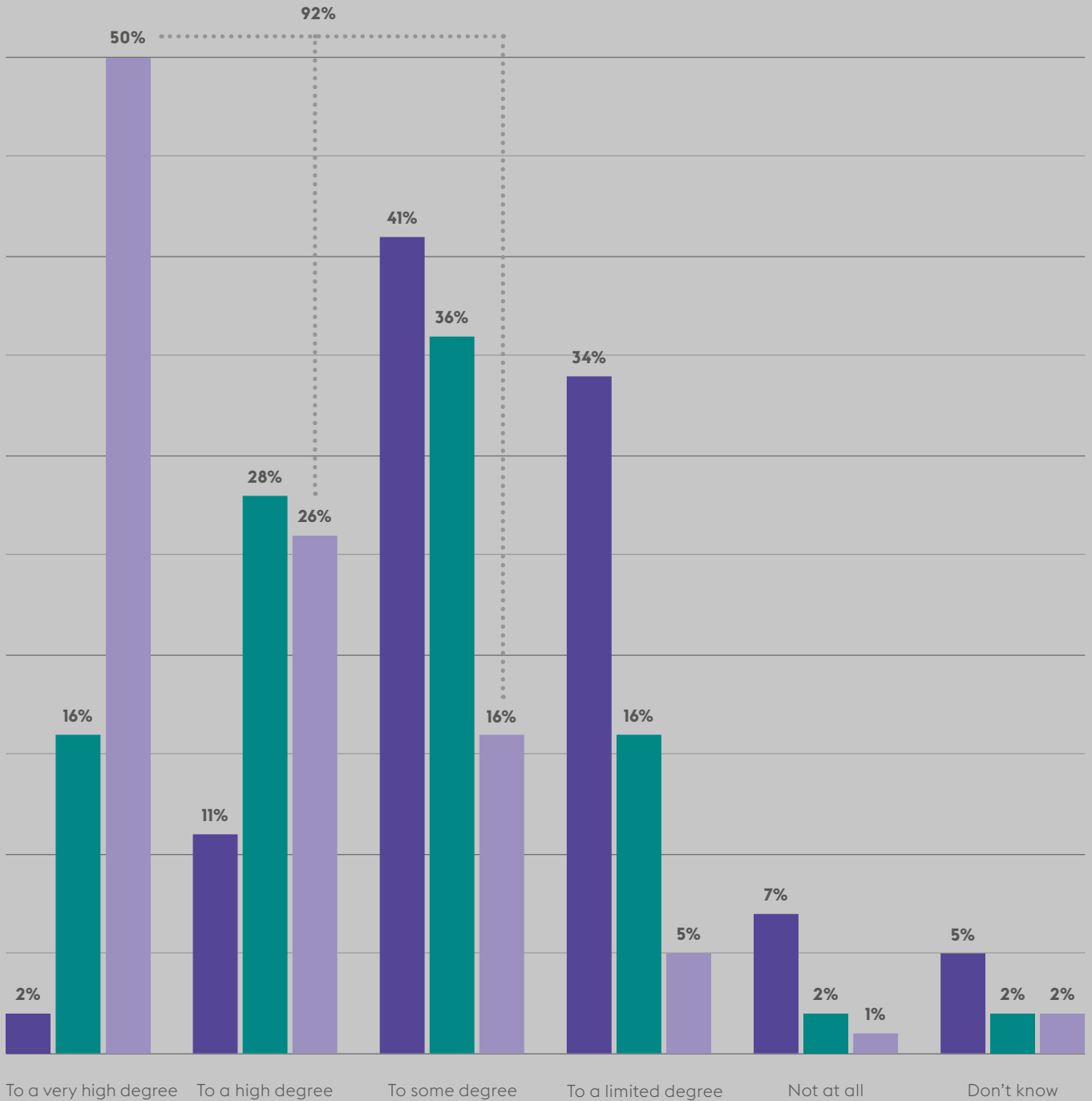
Companies that use design strategically not only design their own products and services but use design methods and approaches to identify new business opportunities or maybe even to develop new business models with the purpose of ensuring the company's future competitiveness.



# To what degree do you find that design impacts your company's bottom line?

(N=442)

- Step 2: Design as form-giving
- Step 3: Design as process
- Step 4: Design as strategy



# The impact of design is **growing**

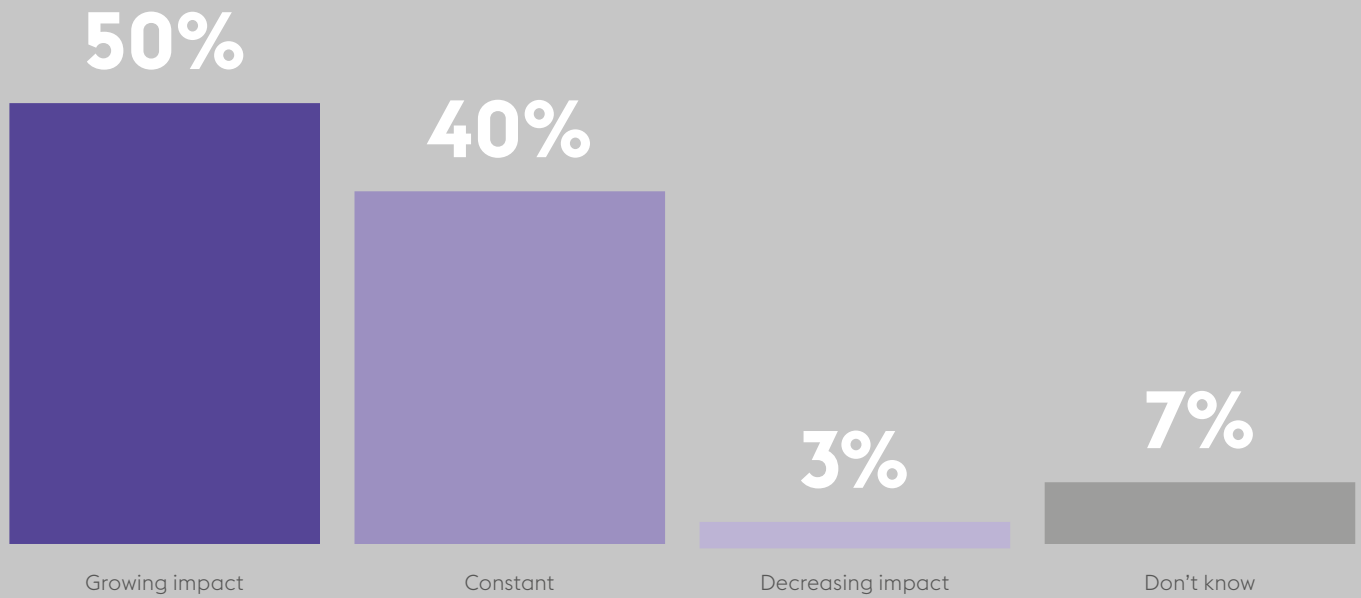
The companies that use design systematically find that design has had a growing influence on their bottom line over the past five years, and they expect design to become an even more important competitive parameter over the next five years.

In the 2018 survey, **50%** of the companies find that design has become a growing influence on their bottom line over the past five years.

In the 2018 survey, **64%** of the companies expect design to become a more important competitive parameter over the next five years.

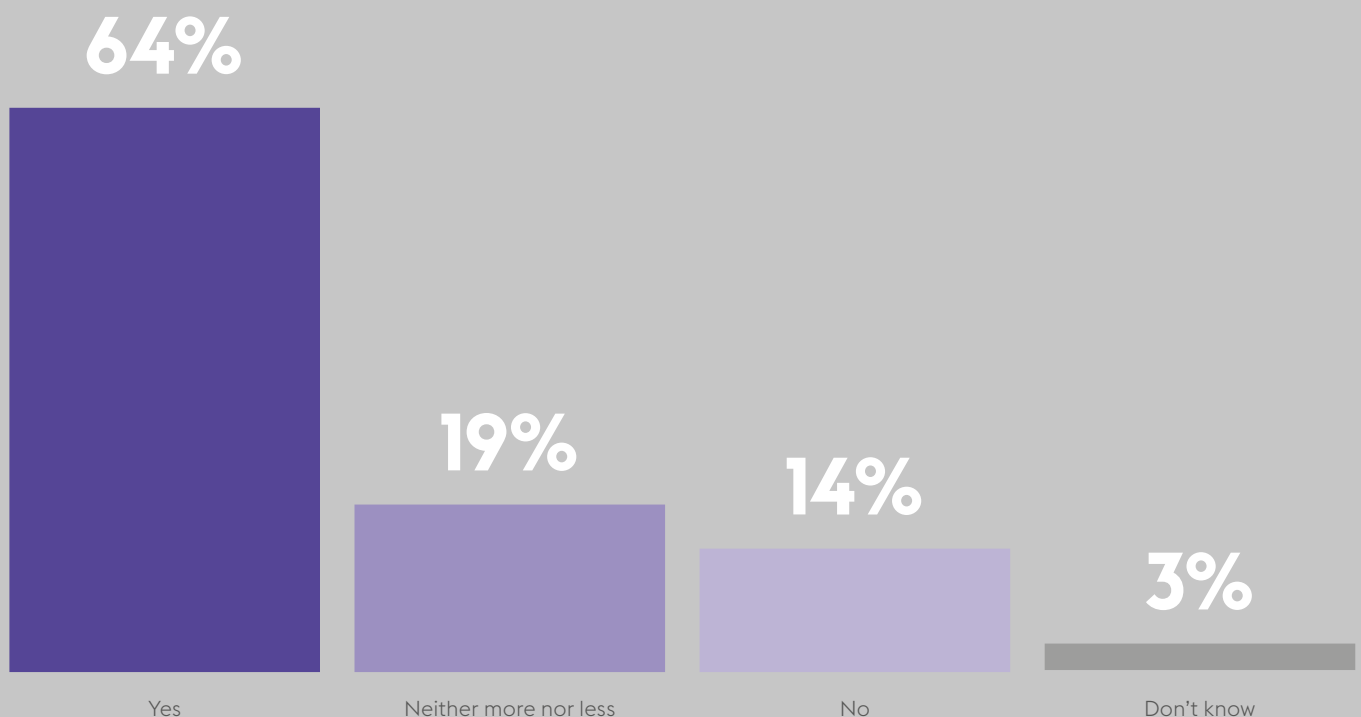
## How do you find the impact of design on the company's bottom line has developed over the past five years?

(N=442)



## Does your company expect design to be a more important competitive parameter over the next five years?

(N=442)





The Danfoss Eco™ product earned Danfoss both a Danish Design Award and a Red Dot Award in 2018 (p. 56).

For many years, design has been an integrated part of product development in the technological company Danfoss. Over the past 10 years, however, design has taken on much greater importance. President and CEO of Danfoss, Kim Fausing, has spearheaded the overall strategy Core & Clear, which has focused, optimized and aligned the business activities to make Danfoss the successful company it is today. Danfoss consists of four business segments (with several acquired companies),

but a common feature across the company is a strong DNA and a common identity. According to Danfoss, design is a natural aspect of the strategic journey.

At the group headquarters, design managers are in charge of developing and managing the design guidelines across the group and ensuring that everything, from products, user interfaces, packaging and user manuals to websites and apps, is



We've gone from delivering components to delivering systems, and when you're in the business of delivering systems, everything has to fit together. Today, systems are digital, and design is what ensures user-friendliness and makes it so that all the elements of the system are compatible, are connected and have the right expression, also in an aesthetic sense. Design is what ties it all together.

### **Torben Pedersen**

Divisional President, Residential Heating, Danfoss

designed and developed in accordance with the Danfoss DNA. That helps provide a good customer experience and a clear image of what Danfoss is about. According to Danfoss, that generates added value and is supported by top management.

Today, a key parameter for Danfoss is that customer needs are the top priority in the development of new products. In practice this means, for example, that Danfoss employees will interview customers

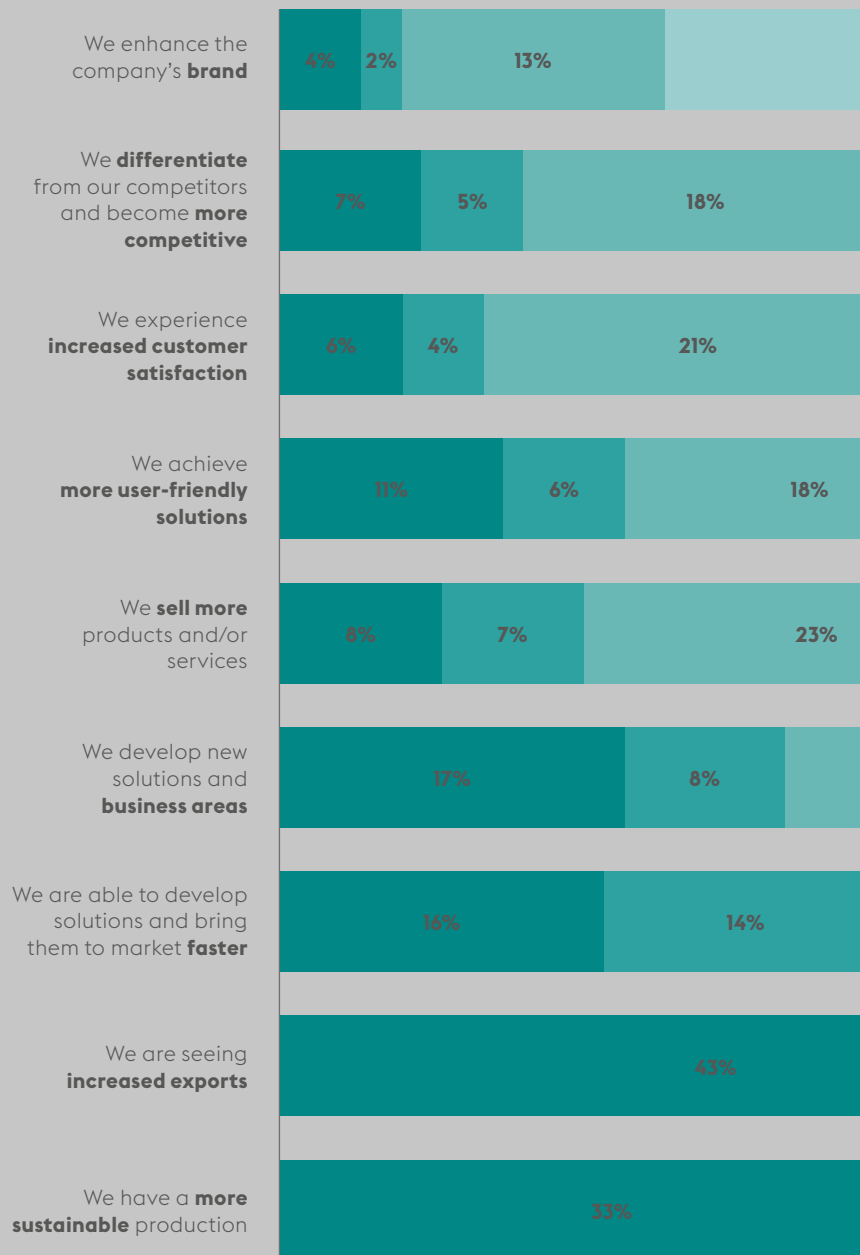
about their needs and what provides value for them and seek to optimise the company's products in their usage contexts. These insights are directly integrated into the product development processes. And the more digital Danfoss's products and systems become, the more important are customer insights and design. When many different customer segments need to be able to use a digital product, it takes design to develop a user interface that is comprehensible and intuitive to operate.

# Design generates **value** in **several different areas**

The surveyed companies rated the extent to which design generates value for them in a number of areas.

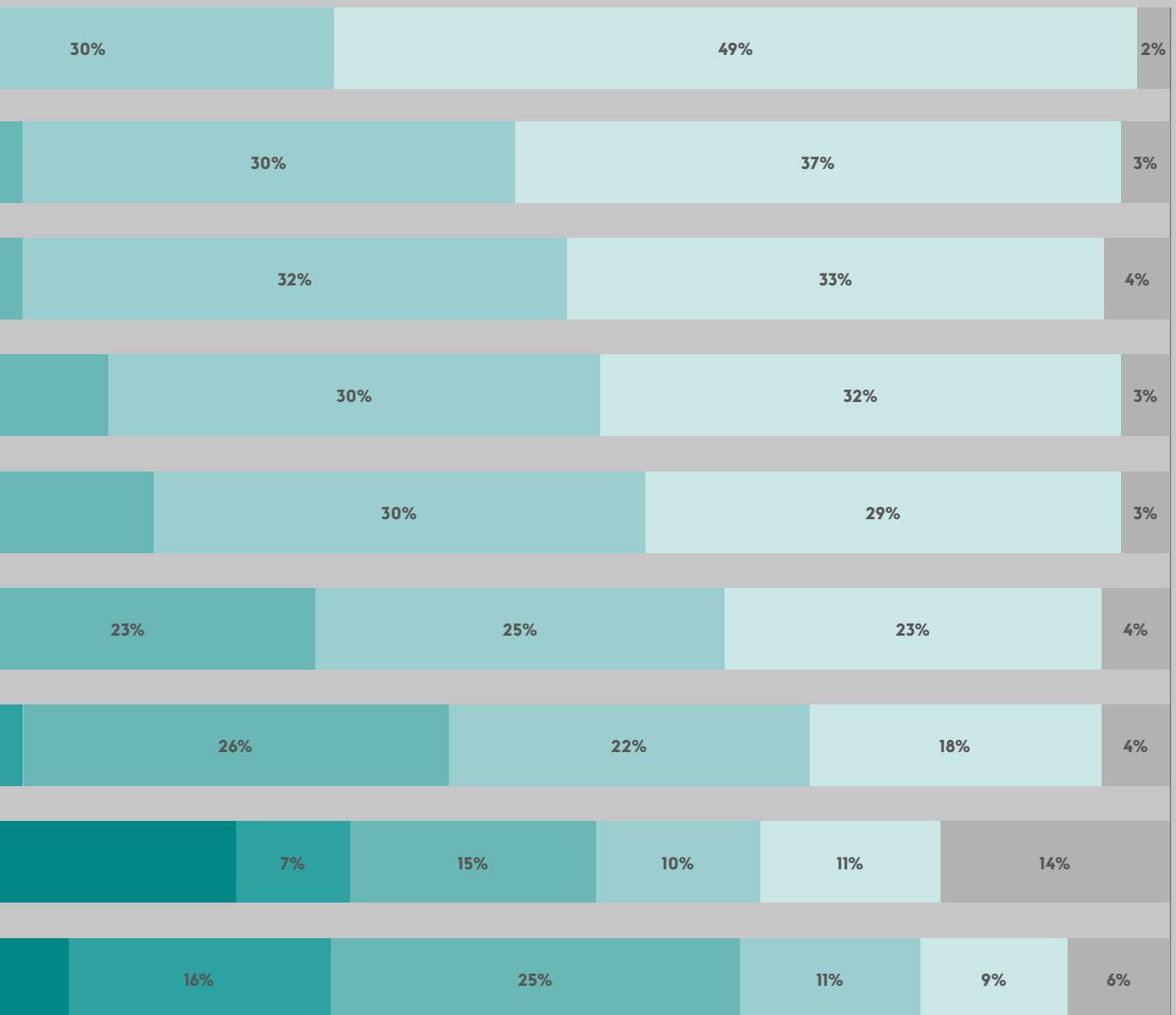
As many as **79%** of the companies that use design find that design enhances their brand to a high degree or to a very high degree.

Moreover, **67%** of the surveyed companies state that their use of design improves their competitiveness, and **65%** state that design contributes to added customer satisfaction.



# How does design create value for your company?

(N=442)





## CASE: MATTER

When the fintech company Matter (previously Penstable) established a collaboration with the pension provider Skandia in 2018, their goal was to revolutionise the way pension funds are invested. The ambition was to develop a sustainable pension scheme, eschewing investments in fossil fuels, weapons and tobacco, for example, and instead prioritising areas such as healthcare and renewable energy. The partnership proved that a start-up company can be scaled in a fairly short amount of time by disrupting and renewing a conventional product.

Pension plans are a topic few people give much thought in their everyday life, and Matter set out to make relevant, especially to the younger customer segment. To that end, the company initiated a design process, which included interviewing more than 150 respondents in Denmark and the Netherlands about their thoughts on pensions and sustainability. Using a mix of in-depth ethnographically inspired interviews, brief conversations and user testing, Matter was able to identify certain basic design principles for making pension an engaging and relevant topic.



Matter took part in the design-driven start-up incubator InnoFounder (p. 56).



”

Our design process has given us a better understanding for our customer group and guided the development of our corporate identity and digital platform. We were surprised to see how much people do to lead sustainable lives. Matter is intended as an alternative that lets them make a difference through their pension plan.

**Niels Fibæk-Jensen**

CEO, Matter

Matter discovered that many people do many things in their everyday life to act responsibly in relation to the people and the world around them, but that they lack awareness of how pension savings can be part of a sustainable lifestyle. The outcome of the design process was the first digital platform on the market that lets people follow the specific environmental effects of their pension fund investments in real time and learn more

about the companies their savings are invested in. In order to underscore that customers can now make a positive difference through their pension plans, Penstable decided to change its name to Matter. Matter now combines the strong platform developed in cooperation with Skandia with an innovative product, thus offering security and innovation in the commitment to customers and the quest for growth.

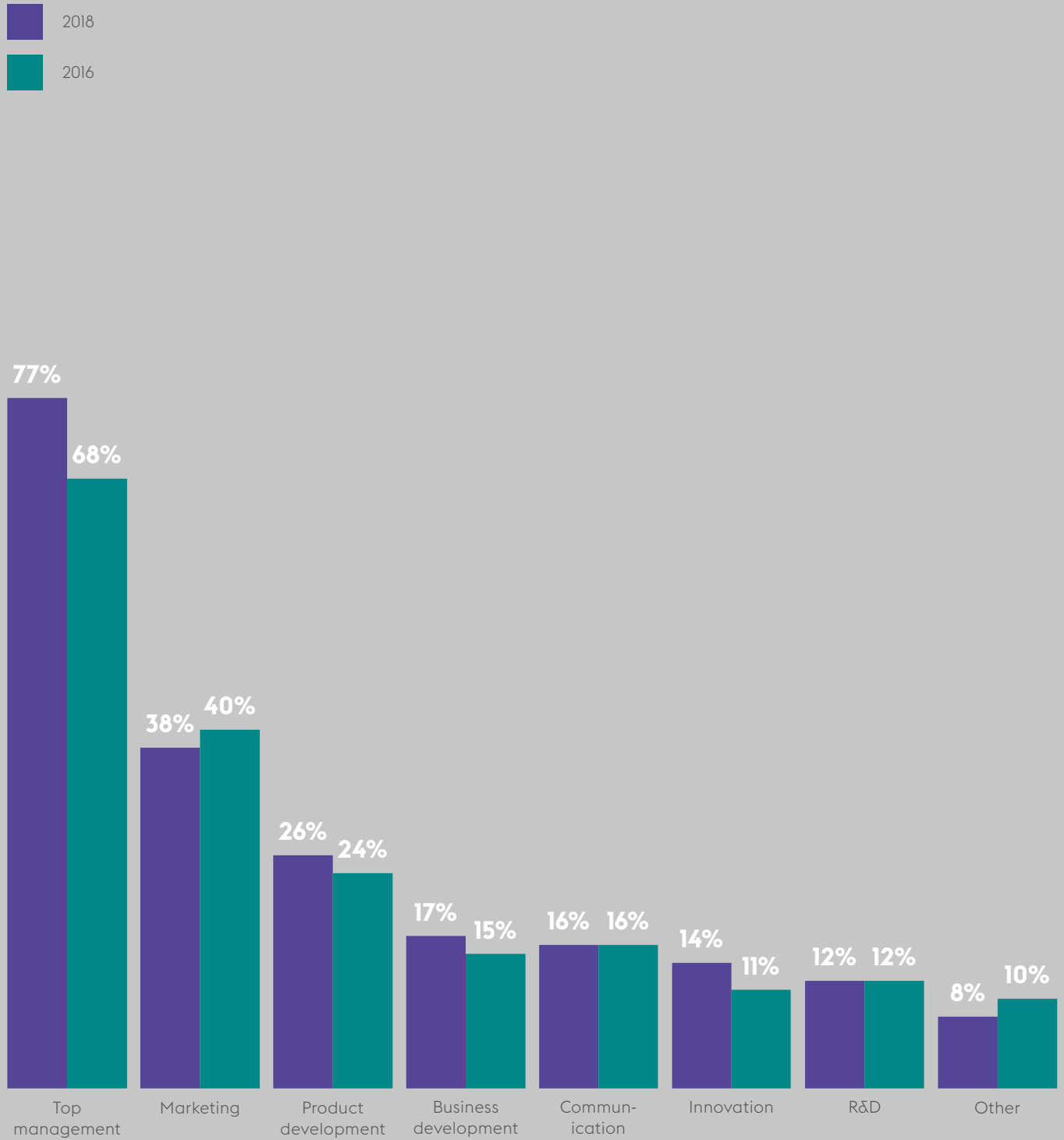
# Design decisions move to the executive level

Three in four companies using design systematically state that design decisions are made at an executive level. From 2016 to 2018 that number rose from 68% to **77%**.

Thus, there has been a clear increase in the number of companies where decisions about design are made at an executive level. This indicates that design is more likely now to be part of the companies' strategic decision-making process.

## Where in the company are design decisions made?

(N2018=442; N2016=478)





## CASE: CRAMO

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Cramo is one of Europe's leading suppliers of service and rental equipment. The company specialises in renting out construction machinery and is currently operating in 14 countries. When the former CEO of Cramo (now CFO of LOXAM) Lasse Wittrup Ludvigsen initiated a collaboration with the consultancy agency Gramstrup+CO, he spearheaded the process as internal project manager. The ambition was to develop the business via a strategic design approach. The collaboration proved that making design decisions an executive responsibility sends a clear signal to the employees that design is a serious issue for the company.

The initial hypothesis was that Cramo was too product-focused and that the company needed to become more customer- and service-oriented. After just a few observations it was clear that the opposite was the case. Mapping the service journey from a customer and an employee perspective revealed that some of the underlying systems and processes were inefficient and hampered service

delivery. That led to a change in perspective and the realisation that it was not just the customer focus but the entire system that was to be re-designed. As Lasse Wittrup Ludvigsen underscores, 'We have to design the system in a way that does not hamper the process.'

At the conclusion of the partnership Cramo received a coherent strategy and action plan with 11 specific recommendations for additional improvements within the company. The recommendations applied to the entire company, and in addition to enabling increased turnover, the recommendations also made the organisation more efficient by removing obstacles that were making things needlessly complicated for Cramo's employees. The collaboration with Gramstrup+Co also gave management a much better understanding of the company.

In 2017, the Danish division of Cramo was acquired by LOXAM Group.



”

The project has taught me to be an authentic leader. If you dare to appear vulnerable in relation to your employees, allowing them to see that you don't have all the answers, and that the next groundbreaking development in the company may well come from them, you get so much back from them in return.

**Lasse Wittrup Ludvigsen**

CFO, LOXAM (previously CEO, Cramo)

Cramo previously took part in an innovation partnership with the Danish Design Centre and the Confederation of Danish Industry (DI), among others (p. 56).

# Why do companies use design?

The surveyed companies rated what motivates them to work with design.

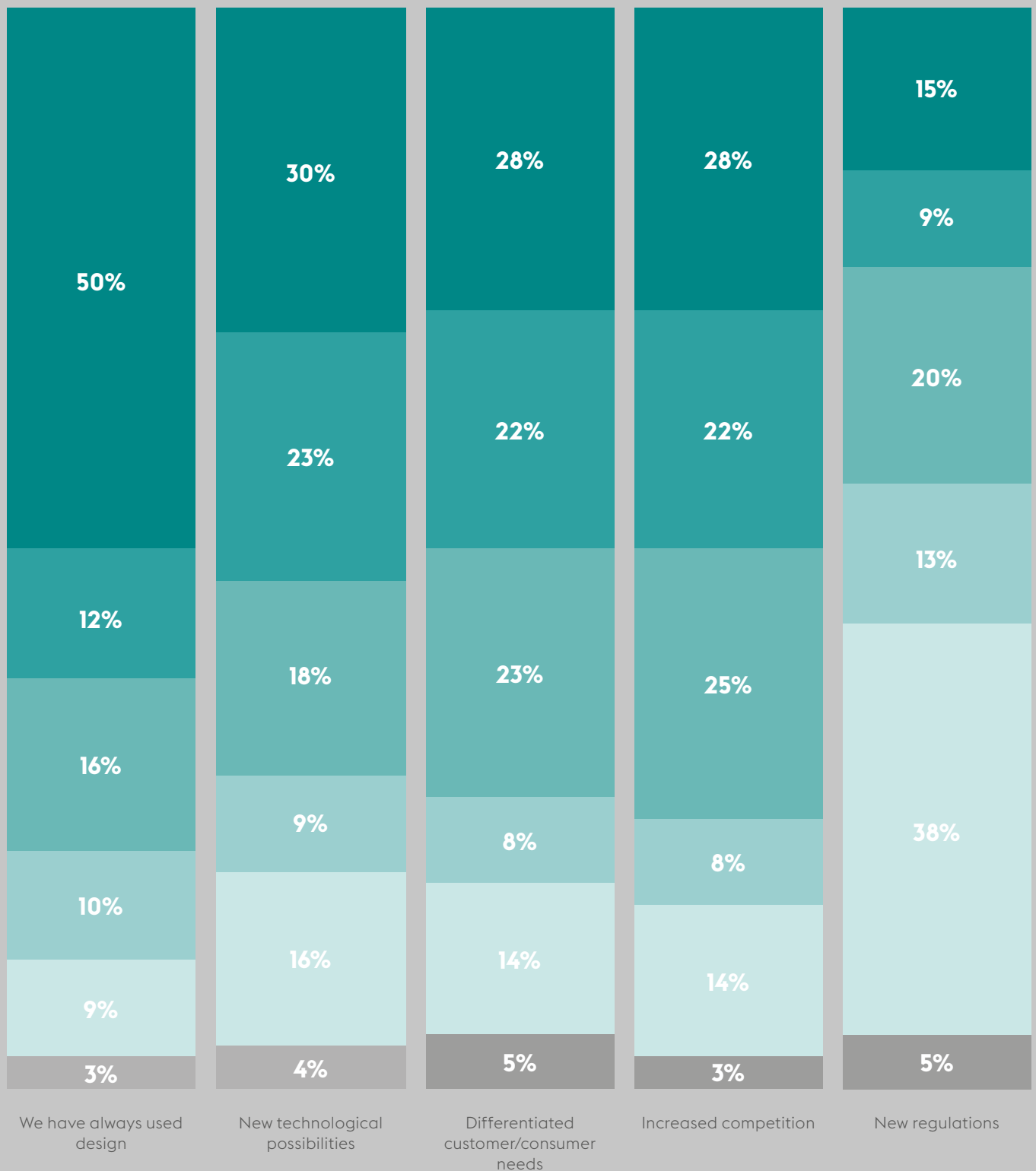
**Just under two-thirds** state that they have always used design. Thus, many of the companies have a tradition for using design and wish to continue that tradition.

**A little over half** state that the emergence of new technological possibilities was an instrument factor for the company's engagement with design.

**Half** the companies state that they work with design because it helps them meet differentiated customer needs. Also, **half** state that they work with design to be able to handle tougher competition from other companies.

## What is your company's motivation for using design?

(N=442)



# Design as a **driver** of **innovation**

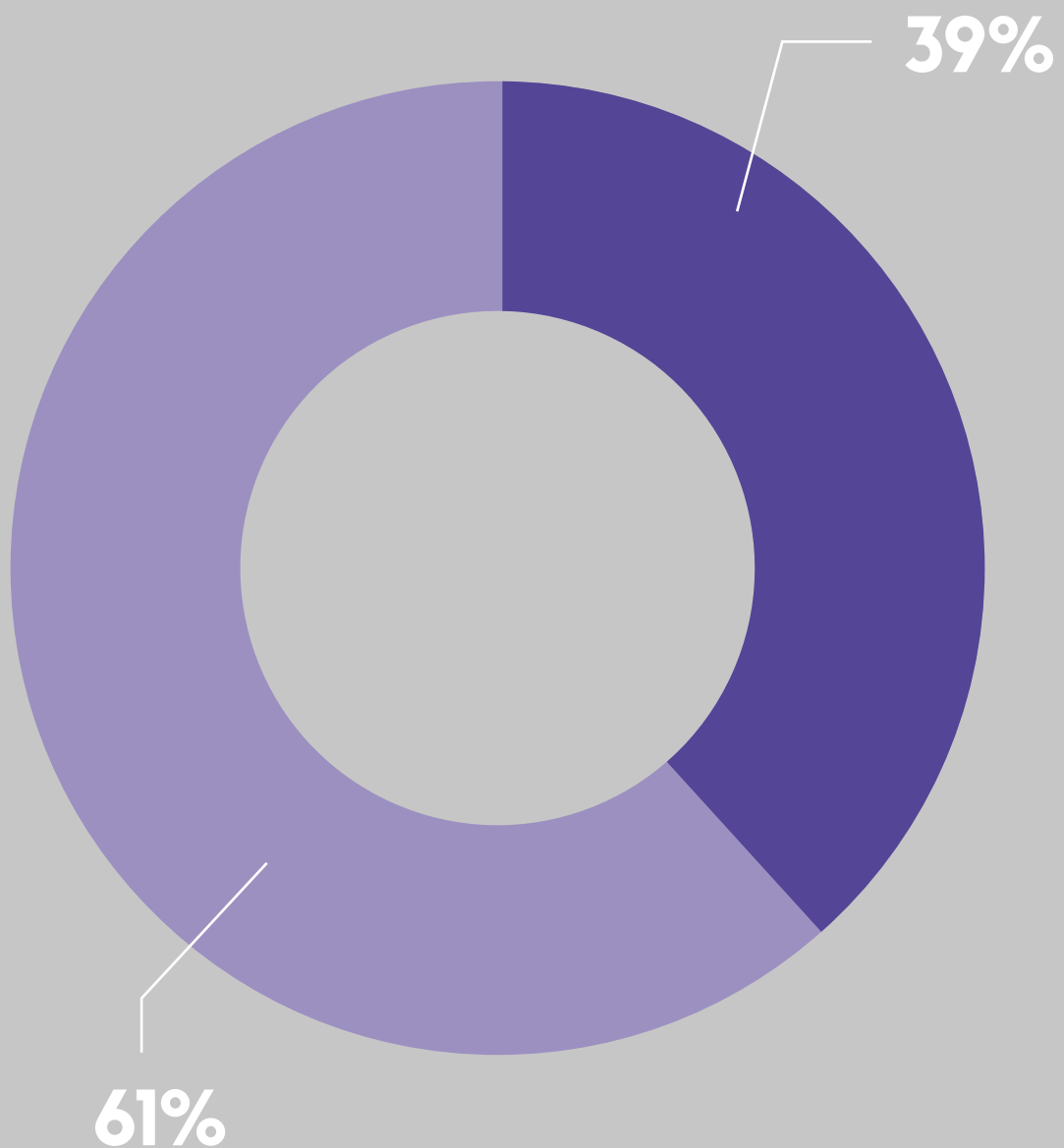
Companies that use design systematically often take a structured approach to business innovation in a broader sense by appointing special teams or units. In order to understand that trend we asked the surveyed companies whether they have a dedicated innovation unit.

Of the surveyed companies, **39%** state that they have an internal unit in their company that works with innovation, transformation and new business models. Among the big companies, **59%** state that they have such a unit, while the shares for small and medium-sized companies are **35%** and **44%**, respectively.



# Do you have an internal unit in your company working with innovation, transformation and/or new business models?

(N=442)





Most companies are concerned about future market conditions. This concern has not lessened in light of the exponential development in new technologies, digitisation, globalisation and the need to develop much more sustainable solutions at a faster pace than before.

That was the motivation when ISS established the innovation unit ISS Corporate Garage in 2017. The Garage is as an independent unit with a clear mission: making sure that good ideas are quickly implemented in ISS, realising ISS's full innovation potential and ensuring that the company does not lose out to new players in the future. Specifically, the ISS Corporate Garage consists of a small team of employees working with ISS colleagues around the world and with the entire ISS ecosystem to generate ideas, validate markets and undertake the commercialisation and scaling of new innovative solutions.

The Garage thus often hosts design sprint processes, where groups of colleagues from across different departments of ISS are challenged to

develop a large number of new ideas within a short span of time by drawing on the wealth of ideas that emerges when many different functions and competences are pooled. Over a period of just five days problems and possibilities are addressed from multiple angles, and a large number of solutions are developed and subsequently rejected, tied together to form potentially viable concepts or developed as stand-alone solutions. Next, concrete prototypes and experiments are developed, which are tested outside the Garage by ISS colleagues and among ISS's customers and users.

The entire process is fast-paced, and it takes only a limited investment to achieve positive test results to build on. Among other outcomes of this process is a new service concept that has been sold to several global clients, and which is included in ISS's service portfolio. The purpose of the Garage is to generate turnover for ISS – either within the company's core business or through the identification of new business models.



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We have big ideas, but we always set out by prototyping and testing on a small scale. We crowd-source from our innovation community within ISS: what are the most valuable challenges that we might attempt to design innovative solutions to? We don't care about job titles, we're interested in 'popcorn brains': the good colleagues who always raise challenging questions. They have the courage to take new paths, and they're not afraid to challenge the status quo. That's valuable to us.

**Ulla Riber**

Group Vice President,  
Head of Corporate Garage – Global Operations, ISS

ISS is a member of the Danish Design Centre's  
X-lab network for big companies (p. 56).

# Who handles design tasks?

Companies may handle design tasks in-house, they may rely on external designers or design agencies, or they may do both.

Of the companies using design, **80%** state they are handle design tasks in-house.

In the survey, **67%** of design users buy external design services.

## Who handles the companies' design tasks?

(N-in-house=442; N-external=442)

In-house resources



80%

67%

External designers  
or design agencies

# Which design tasks are handled in-house versus externally?

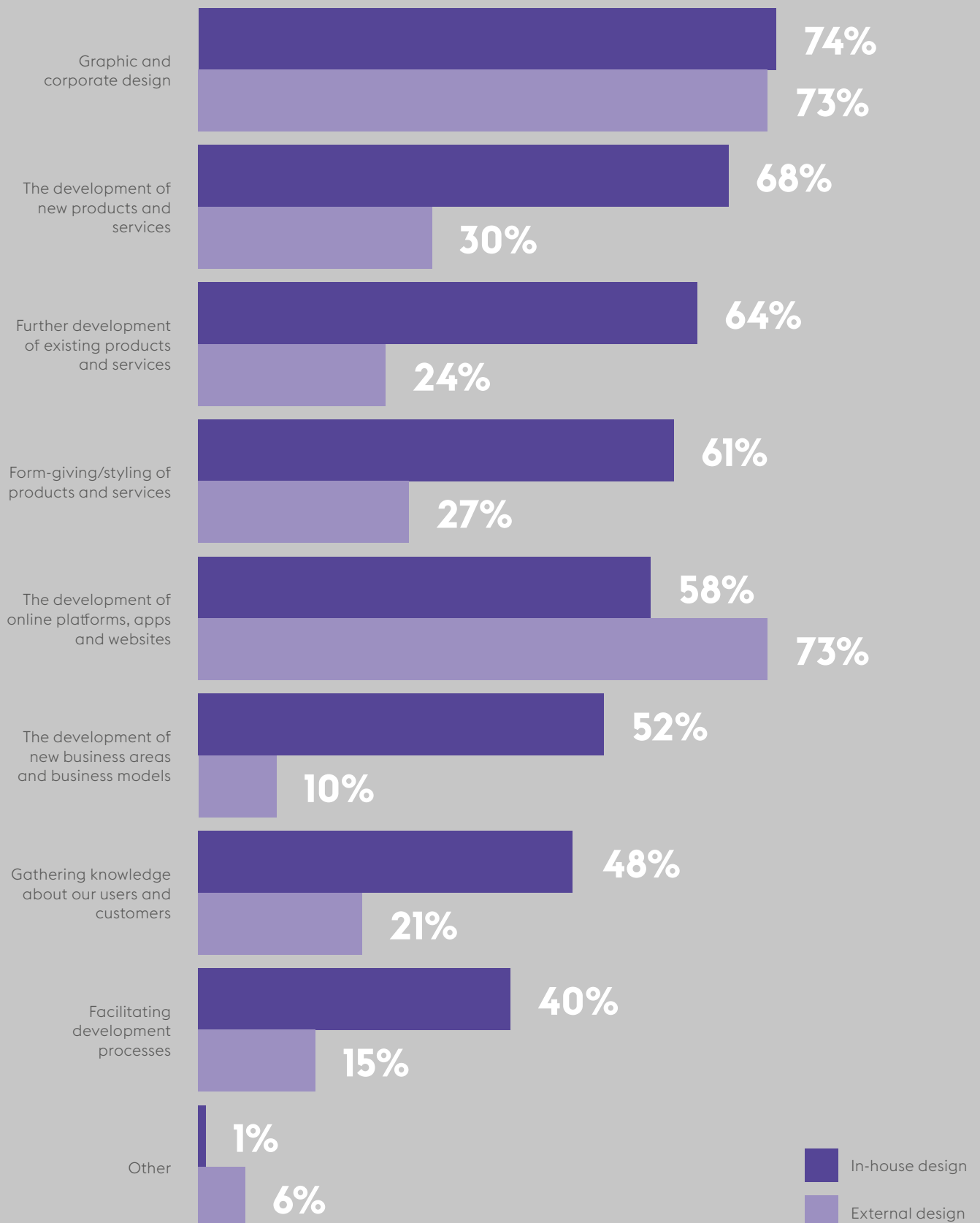
The design tasks that companies are most likely to handle in-house relate to graphic and corporate design (**74%**), the development of new products and services (**68%**) and the continued development of existing products and services (**64%**).

The design tasks that companies are most likely to hand off to external designers or design agencies relate to graphic and corporate design (**73%**) and the development of online platforms, apps and websites (**73%**).

There is a tendency for tasks pertaining to the development, further development or design of products and services are handled in-house. The same applies to the development of new business areas and models.

## Which types of design tasks do you handle in-house or hand off to external providers?

(N-in-house=355; N-external=296)





## CASE: SKOV

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Product development has always been a priority at SKOV, which since the mid 1960s has developed and manufactured large ventilation systems for poultry and pig farms. Hence, SKOV works with design agencies. Originally, the company's first collaboration with the design and innovation agency Attention was intended to lead to the optimisation of existing and development of new products.

Already during the initial stages it became clear to SKOV that design as an approach had the capacity to contribute to far more than the optimisation and fine-tuning of technical specifications. With increased insight into the differentiated group of end users it was clear that SKOV's main challenge

was the risk of disruption. The collaboration with Attention was thus expanded to include a new technology strategy and input for an organisational set-up in the form of new innovation processes and tools.

Discussing and defining the company's basic values thus raised additional questions: how to make sure that the knowledge generated by the project team during the innovation process is subsequently absorbed by the company? These debates reverberated until they reached the owner of SKOV, the German group Big Dutchman (BD). So far, SKOV and BD had not had a common development strategy, whether for physical or digital products.



It was the good questions during the design process that brought out some things that go deeper than just technology. They have to do with our business and our customers. Our work with Value Proposition and user journeys has resulted in a far more strategic collaboration with our owner about the future of the company.

### **Niels Riis**

Business Developer, SKOV





SKOV has previously taken part in an innovation partnership with the Danish Design Centre and the Confederation of Danish Industry, among others (see p. 56).

Based on SKOV's experiences so far in the collaboration with Attention, it was decided that SKOV and BD's future cooperation would be much closer and on a much more strategic level.

With the experiences they gained from working with Attention, SKOV and BD have decided to

continue developing their internal innovation tool NextGen in cooperation with the strategic design agency Designit. They have also added two in-house designers who work with User Experience in the company and oversee the use and development of the tool going forward.

# Who in the company handles design tasks?

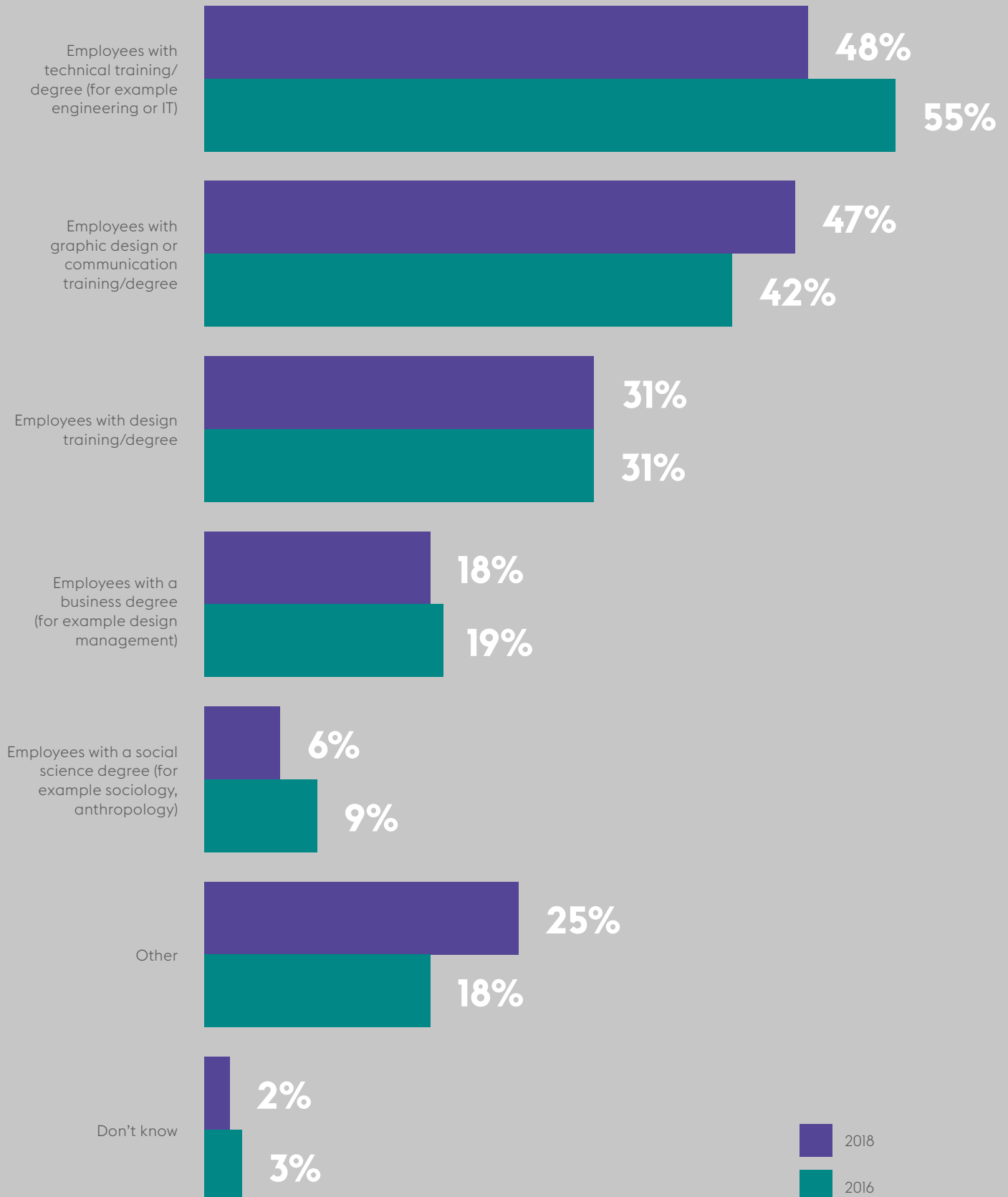
In most companies, employees with technical training (**48%**) or training in graphic design or communication (**47%**) handle internal design tasks.

The share of companies using employees with graphic design or communication training has increased from 42% in 2016 to 47% in 2018, while the share of companies replying that design tasks are handled by an employee with technical training decreased from 55% in 2016 to 48% in 2018.

Of the surveyed companies, **31%** state that employees with formal design training handle internal design tasks. That is unchanged since 2016.

## Which staff groups handle design tasks in your company?

(N2018=355; N2016=416)

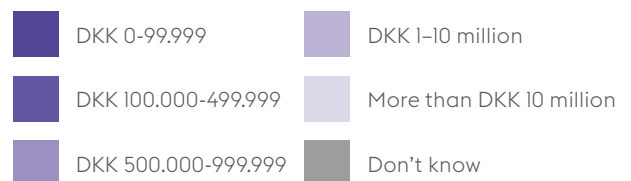


# Companies' use of external design services

In 2018, two out of three companies that use design bought external design services.

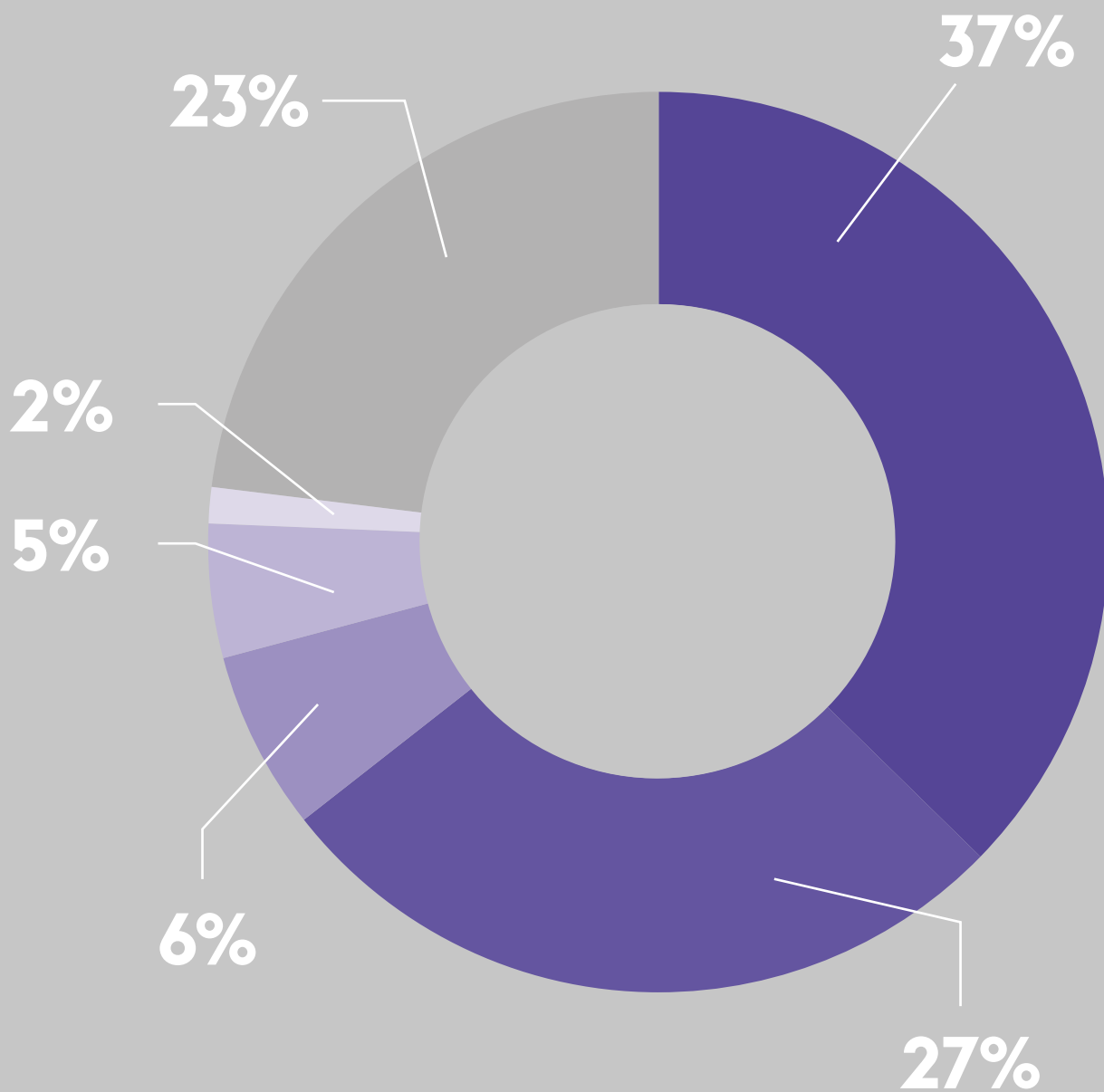
Of the companies, **73%** state that they buy external services to a high or a very high degree when a task is so demanding that it exceeds their internal resources. **56%** state that they buy external design services because they need someone to challenge them and provide an outside perspective.

Of the companies that buy external design services, **70%** have spent less than DKK 1 million on this during the past accounting year, while **5%** spent between DKK 1 and 10 million on external design services, and **2%** spent more than DKK 10 million on external design services.



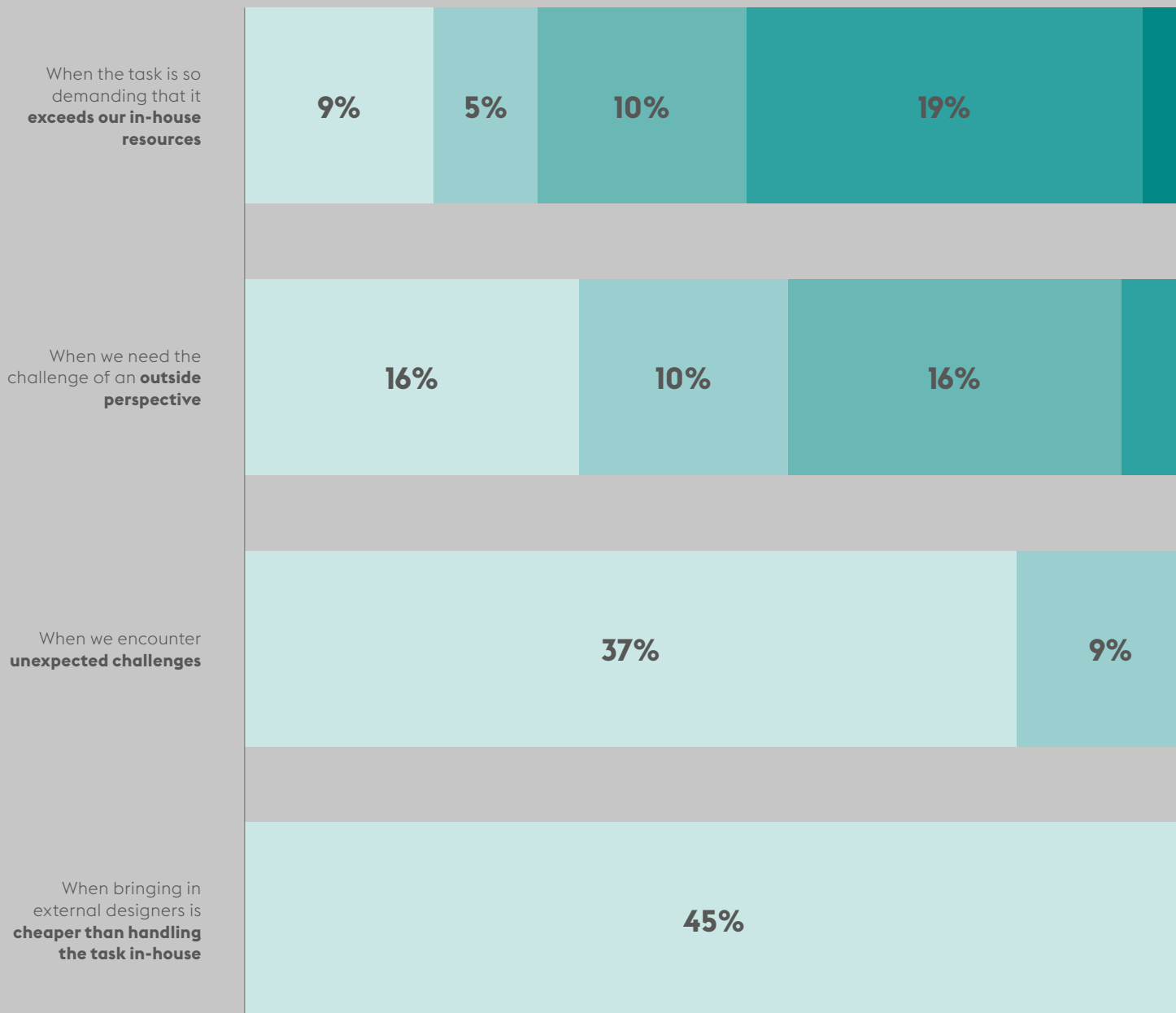
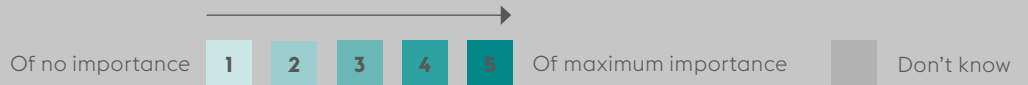
# In round figures, how much would you estimate that your company spent on external design services during the past accounting year?

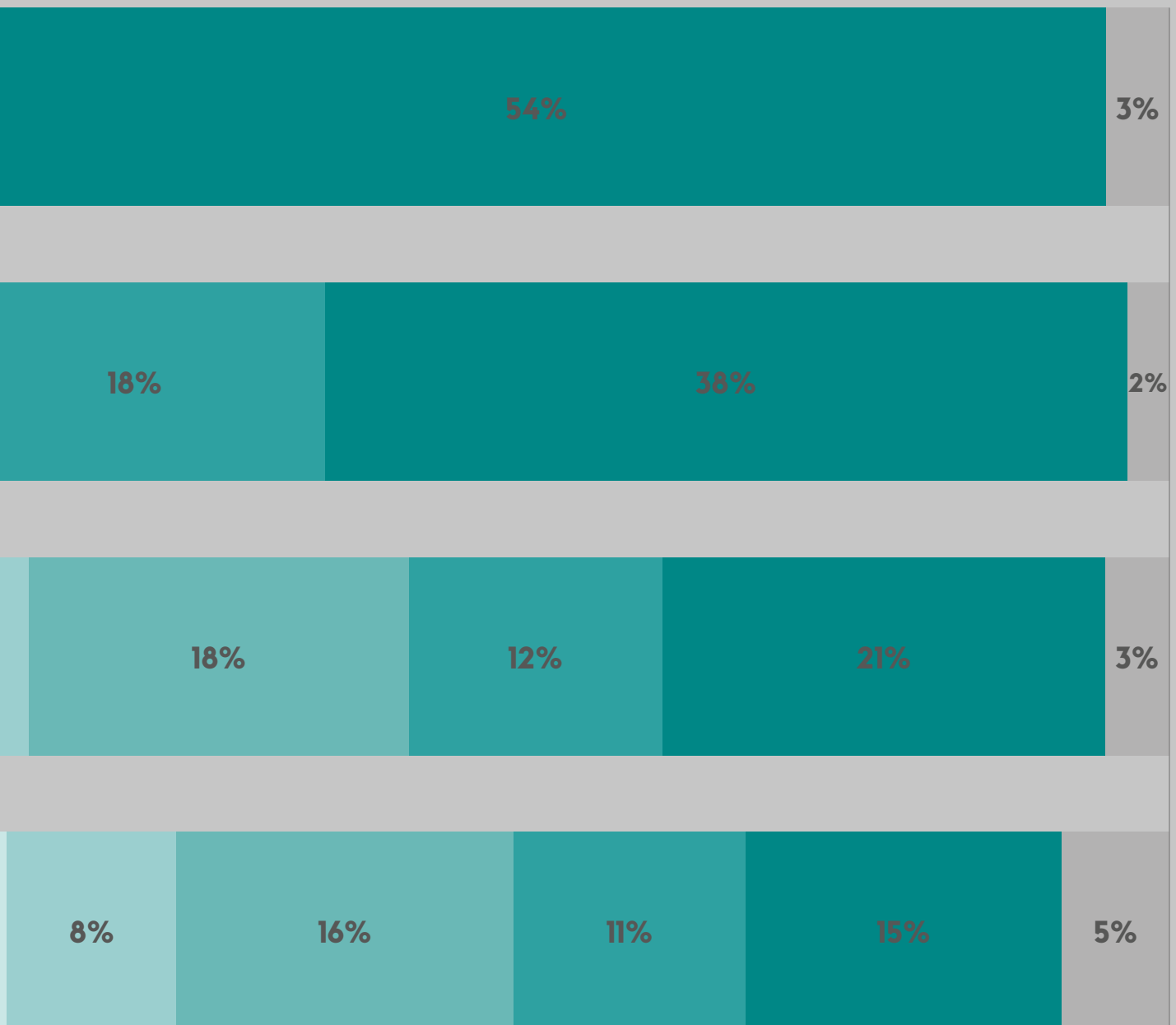
(N=296)



## When do you buy external design services?

(N=296)





# Digital competences are in high demand

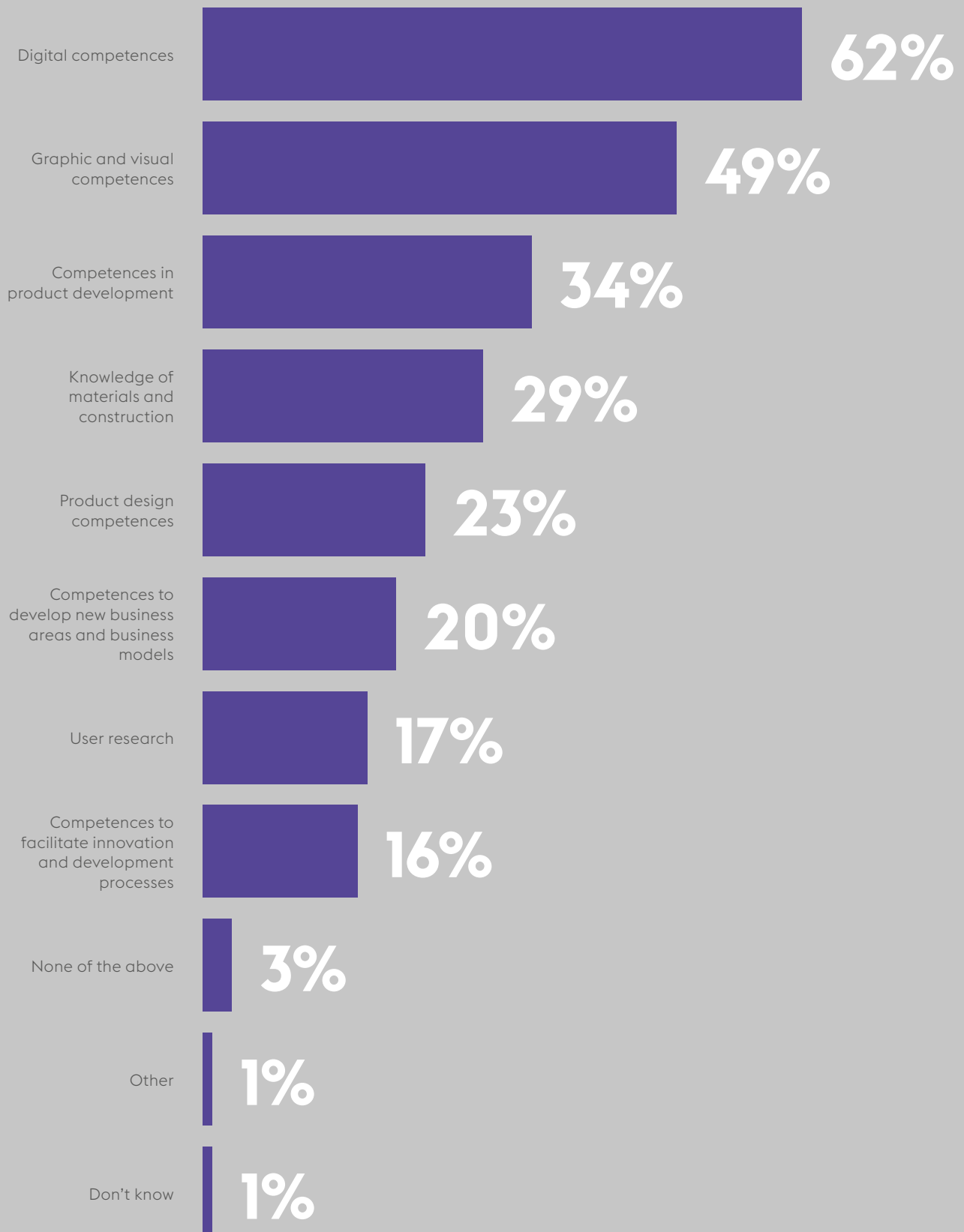
In the survey, the companies are asked which design competences are most important for securing continued development in their company.

Of the companies that use design systematically, **62%** consider digital competences crucial to ensuring the company's continued development, while **49%** rate graphic and visual competences as important, and **34%** view product development competences as important.



## Which of the following design competences are key to ensuring continued development in your company?

(N=442)





## CASE: TOO GOOD TO GO

The start-up Too Good To Go is one of the companies that has proven that having a clear concept, a socially driven vision and an integrated user focus from the outset can lead to significant growth on several parameters. With the app of the same name as the actual platform the ambition was to challenge our 'single-use' culture when it comes to food and to enhance the Danish sharing culture and circular economy.

From day one the company has been guided by the design mantra 'Less is more', with user-friendliness generally taking precedence over aesthetics but with an ambition of achieving real synergy between the two parameters in the end product.

Above all, Too Good To Go aims to keep it simple. Simple solutions to complex issue was the key goal of the design process.

It is no easy task to attract customer attention, so immediate decoding and a high degree of user-friendliness are paramount. Too Good To Go strives for complete transparency to make it easy for the people they communicate with to understand the product, the message and their own role in minimising food waste. The company's development processes are based on the core value, 'when in doubt, opt for the simpler solution.'



”

Initially, we had an assumption that students would be the main users of our app. Later, our data revealed that our actual appeal is much broader. This means that we need to get our message across to a wide range of age groups and cultures. In this situation, keeping our communication, the user experience and the design simple has indisputably been an advantage.

**Carl-Emil Jensen**

Head of Creative, Too Good To Go

In 2018, Too Good To Go received a Danish Design Award in the category Share Resources (p. 56).

# Barriers to the use of design

In 2018, 45% of Danish companies state that they do not work systematically with design.

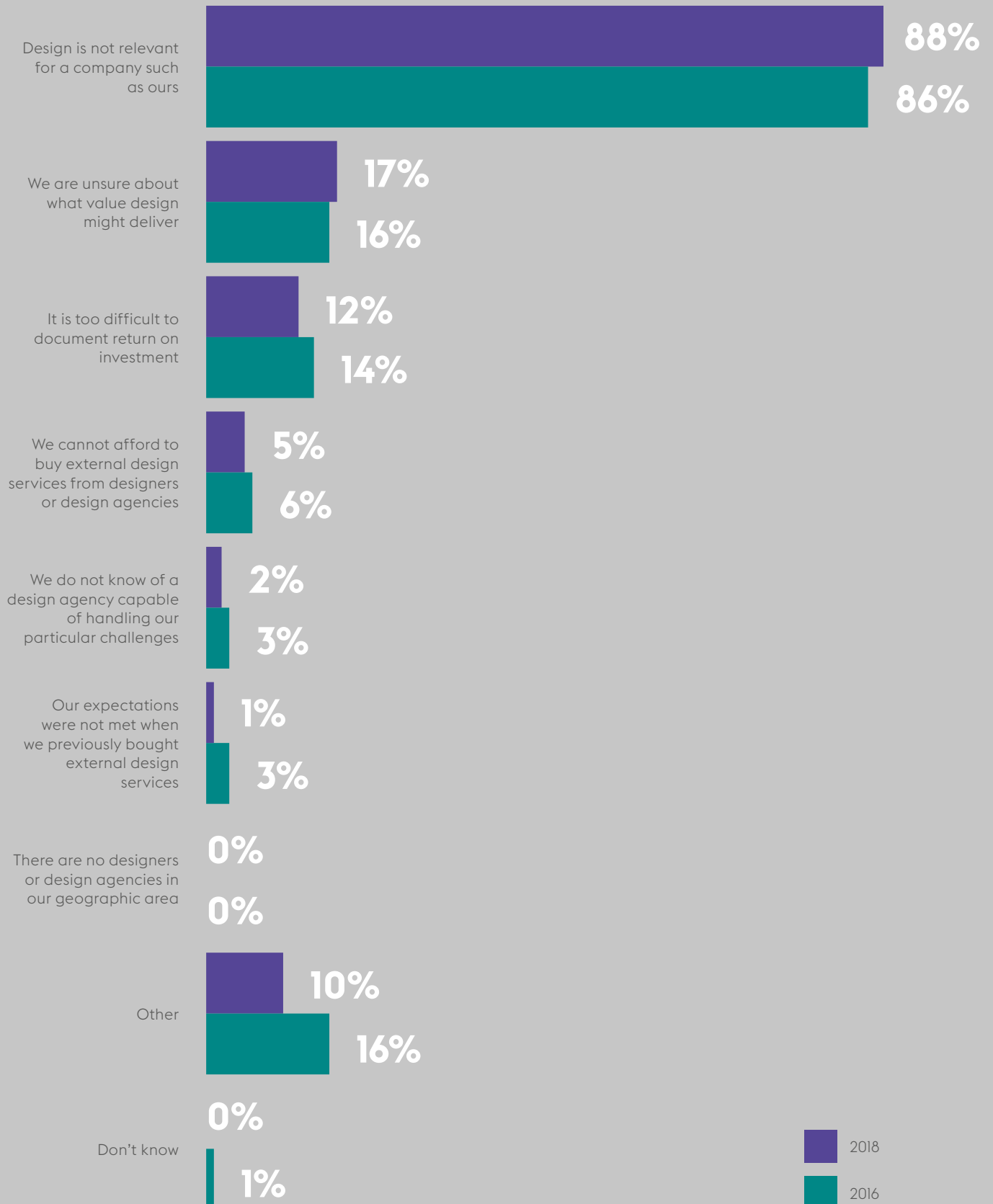
Of these companies, **88%** state that this is because they do not perceive design as being relevant to their company.

In the survey, **17%** state that they do not work with design because they are unsure about the potential value of design for their company.

And **12%** state that it is difficult to measure the value of investing in design.

## Which of the following statements apply to your company?

(N2018=360; N2016=324)



# Potential for a **more systematic use of design**

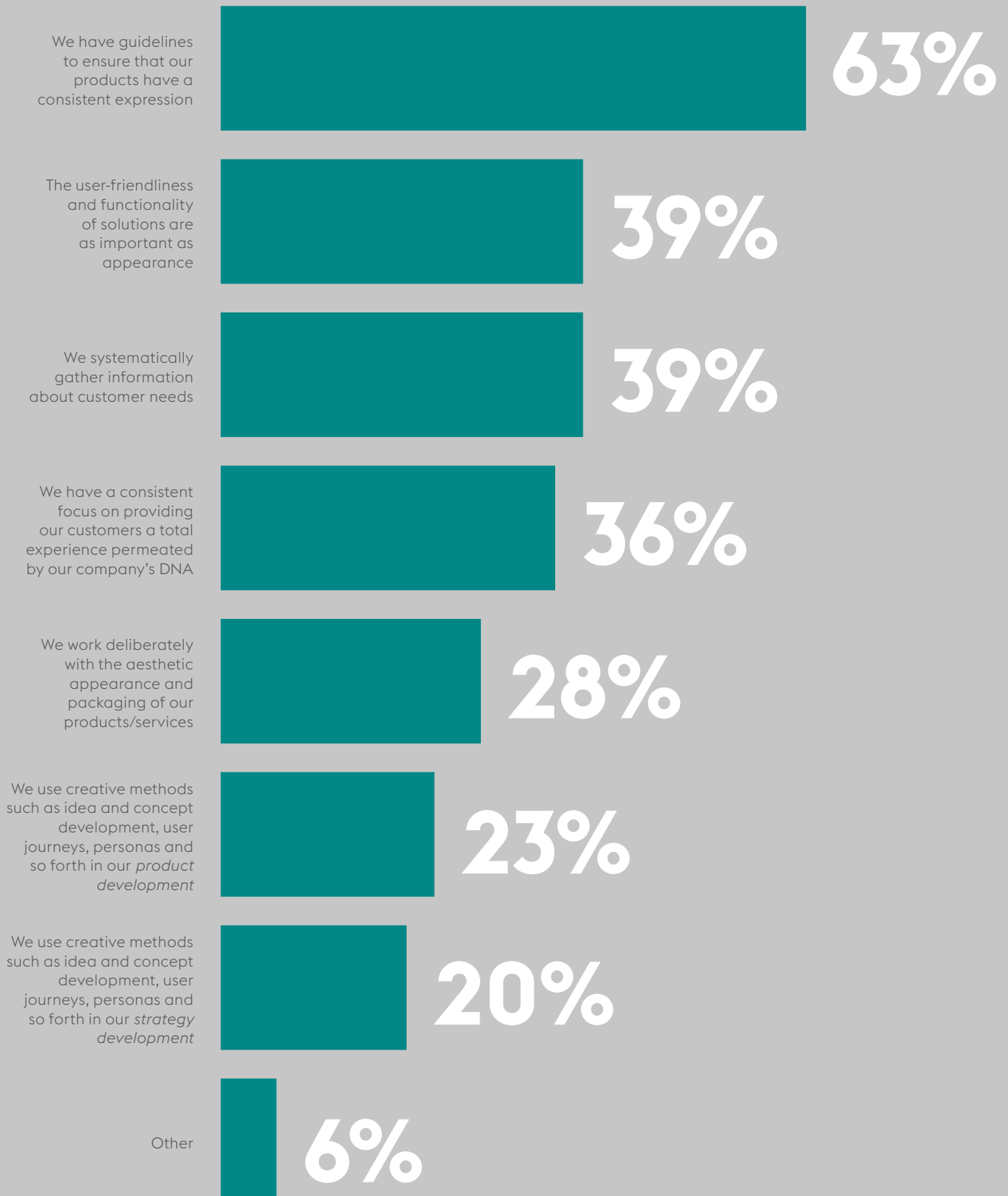
Many of the companies in the survey that place themselves on Step 1 on the Design Ladder, thus stating that they do not work systematically with design, nevertheless mention design activities in their company.

For example, as many as **63%** of these companies state that they have guidelines to ensure that their products have a consistent expression.

And **39%** state the user-friendliness and functionality of solutions are just as important as appearance. Also, **39%** state that they gather information about customer needs on an ongoing basis.

## Which of these statements apply to your company?

(N=360)



# Design competences are **important to all companies**

Companies stating that they do not work systematically with design still find that the competences that designers possess are important to the company's continued development.

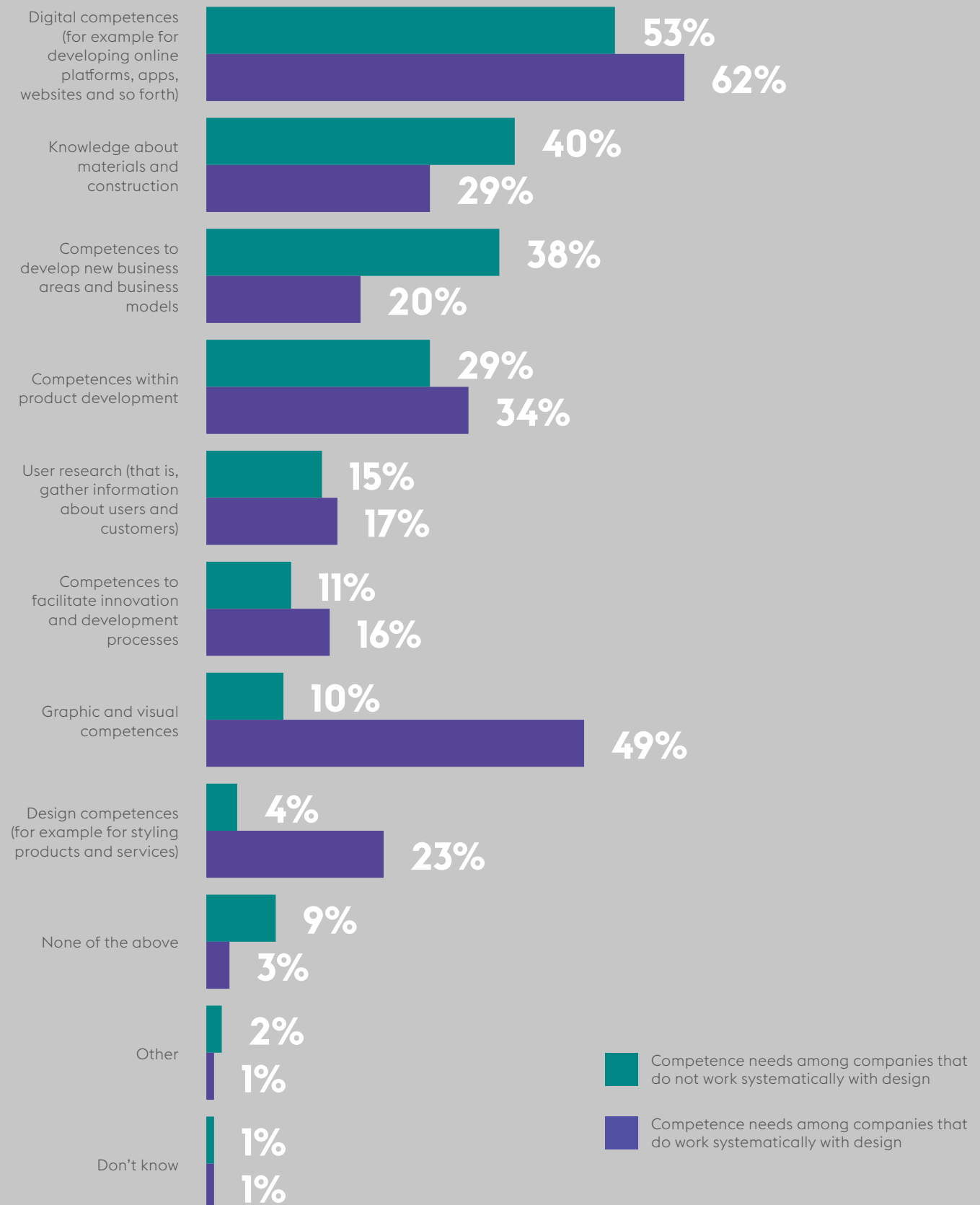
Thus, **53%** consider digital competences crucial to the company's continued development. And **40%** state that knowledge about materials and construction is important, while **38%** regard competences for developing new business areas and models as important.

The companies' replies indicate that design competences are in demand and generate value in the vast majority of companies – even in companies that do not work systematically with design. That certain design competences are more in demand among the companies that do not currently use design systematically would suggest that there is an awareness within these companies of the potential of working with design in a more systematic manner. Thus, there is a potential for continued growth in the use of design in Danish companies.



## Which of the following competences are key to ensuring continued development in your company?

(N-non-users of design=360; N-users of design=442)





# How we conducted the survey

The survey was carried out from 24 May through 20 July by Epinion for the Danish Design Centre and the Confederation of Danish Industry based on telephone interviews with 802 decision-makers working with innovation and business development in Danish companies with at least 10 employees (public-sector companies were not included).

The questionnaire was developed by the Danish Design Centre and the Confederation of Danish Industry with guidance from Epinion and with an internal qualification process conducted by the special committee for design at the Confederation of Danish Industry. Many of the questions from Design Delivers 2016 were repeated in the 2018 survey, enabling a comparison over time, although the

2018 survey also includes new questions.

The companies were stratified into size categories (based on number of employees) and main industries, based on the 19-code group of Dansk Branchekode (the Danish version of NACE, the statistical classification of economic activities in the European Community). Within each stratum, companies were randomly selected for inclusion in the survey.

The collected sample was subsequently weighted for size and main industry to ensure that the findings are representative of the population of Danish companies. The sample also includes a satisfactory regional spread. The report only includes weighted and, thus, representative findings.

# Design methods



## User research

User research involves observing users in their everyday life and on their terms and analysing and documenting their behaviour. The method is designed to handle the discrepancy between what the users say they do and what they actually do. It is inspired by ethnographic methods such as observations and field work.



## User journey

User journey is a method for visualising the entire process of a user's 'journey' through a product or service experience. Designers identify and describe key situations where the user meets the product or the service. This input is used to chart possible improvements or business potentials.



## Design sprint

Design sprint is a method for handling and testing design challenges over a five-day period. Design sprint was developed by Google based on IDEO's ideas about design thinking. The process includes six phases: Understand, Define, Diverge, Decide, Prototype and Validate.



## Co-creation

Co-creation is about creating solutions with the users rather than for the users. It is an active and creative process that aims to generate value for the client or customer. The diversity of ideas is facilitated by bringing many people and competencies together in one place, ideally at an early stage in the process.



## Value proposition

Value proposition is a tool for making companies reflect on what sort of value they would like to generate for their customers. Often applied at an early stage in the development process, the tool may productively be repeated at later stages.

# Inspiration to get you started

## **More about Design Delivers**

[danskdesigncenter.dk/en/exploring-design-impact](https://danskdesigncenter.dk/en/exploring-design-impact)

## **How can a company get started or learn more about design?**

[danskdesigncenter.dk/en/what-do-we-offer](https://danskdesigncenter.dk/en/what-do-we-offer)

## **How can I, as an executive, embrace design and design thinking?**

[danskdesigncenter.dk/design-academy](https://danskdesigncenter.dk/design-academy) (in Danish)

[d2i.dk/projekt/design-praksis-ledere](https://d2i.dk/projekt/design-praksis-ledere) (in Danish)

## **How can I, as a decision-maker in a company, initiate a digital transformation?**

[danskdesigncenter.dk/sprintdigital](https://danskdesigncenter.dk/sprintdigital) (in Danish)

## **X-lab: kick-start your innovation motor**

[danskdesigncenter.dk/x-lab-saet-gang-i-din-innovationsmotor](https://danskdesigncenter.dk/x-lab-saet-gang-i-din-innovationsmotor) (in Danish)

## **Innovation Fund Denmark and the Danish Design Centre's design-driven incubation platform InnoFounder**

[danskdesigncenter.dk/en/innofounder](https://danskdesigncenter.dk/en/innofounder)

## **Danish Design Award**

[danishdesignaward.com/en/](https://danishdesignaward.com/en/)

## **The special committee for design under the Confederation of Danish Industry (DI), which brings together companies that help formulate DI's design policy**

[di.dk/designudvalg](https://di.dk/designudvalg) (in Danish)

## **Interested employees from companies that are members of the Confederation of Danish Industry may join the Network for Design and Innovation**

[di.dk/NetvaerkDesignInnovation](https://di.dk/NetvaerkDesignInnovation) (in Danish)

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