

Building Strong Brands with **Design Thinking**

**K.E.Y.
PLATFORM
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Conrad Seoul, Korea

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Shift Design & Strategy



Shift



WWW.SHIFTDESIGN.SE

CONSIDER WHERE DESIGN
DECISIONS ARE BEING MADE?



CONSIDER WHERE DESIGN DECISIONS ARE BEING MADE?



WHAT IS CREATIVITY?



WHAT IS CREATIVITY?



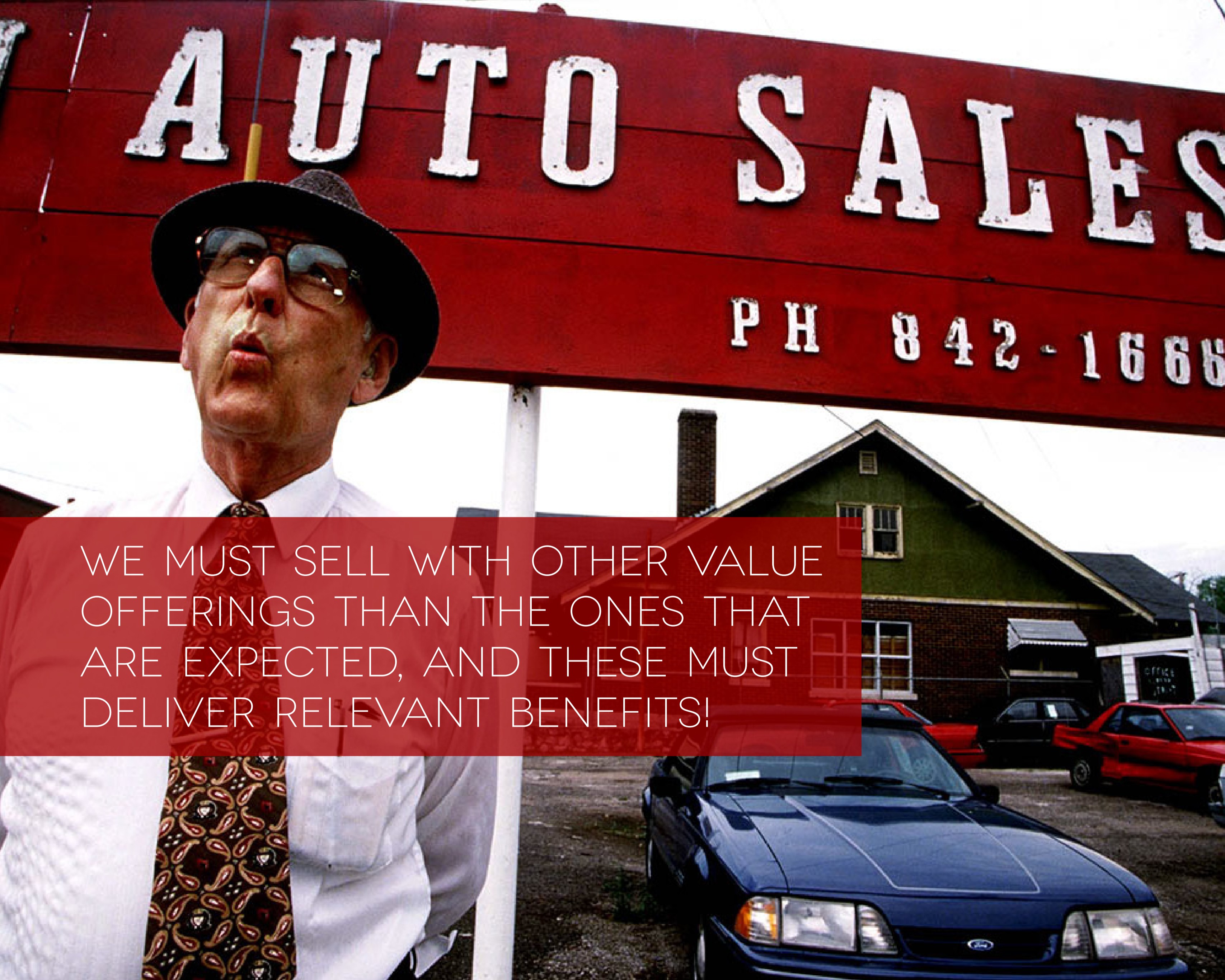
SUPERIOR EXPERIENCE MEANS
IDENTIFYING UNSPOKEN NEEDS!



AUTO SALES

PH 842-1666

WE MUST SELL WITH OTHER VALUE
OFFERINGS THAN THE ONES THAT
ARE EXPECTED, AND THESE MUST
DELIVER RELEVANT BENEFITS!



"QUALITY NEVER GOES OUT OF
STYLE"

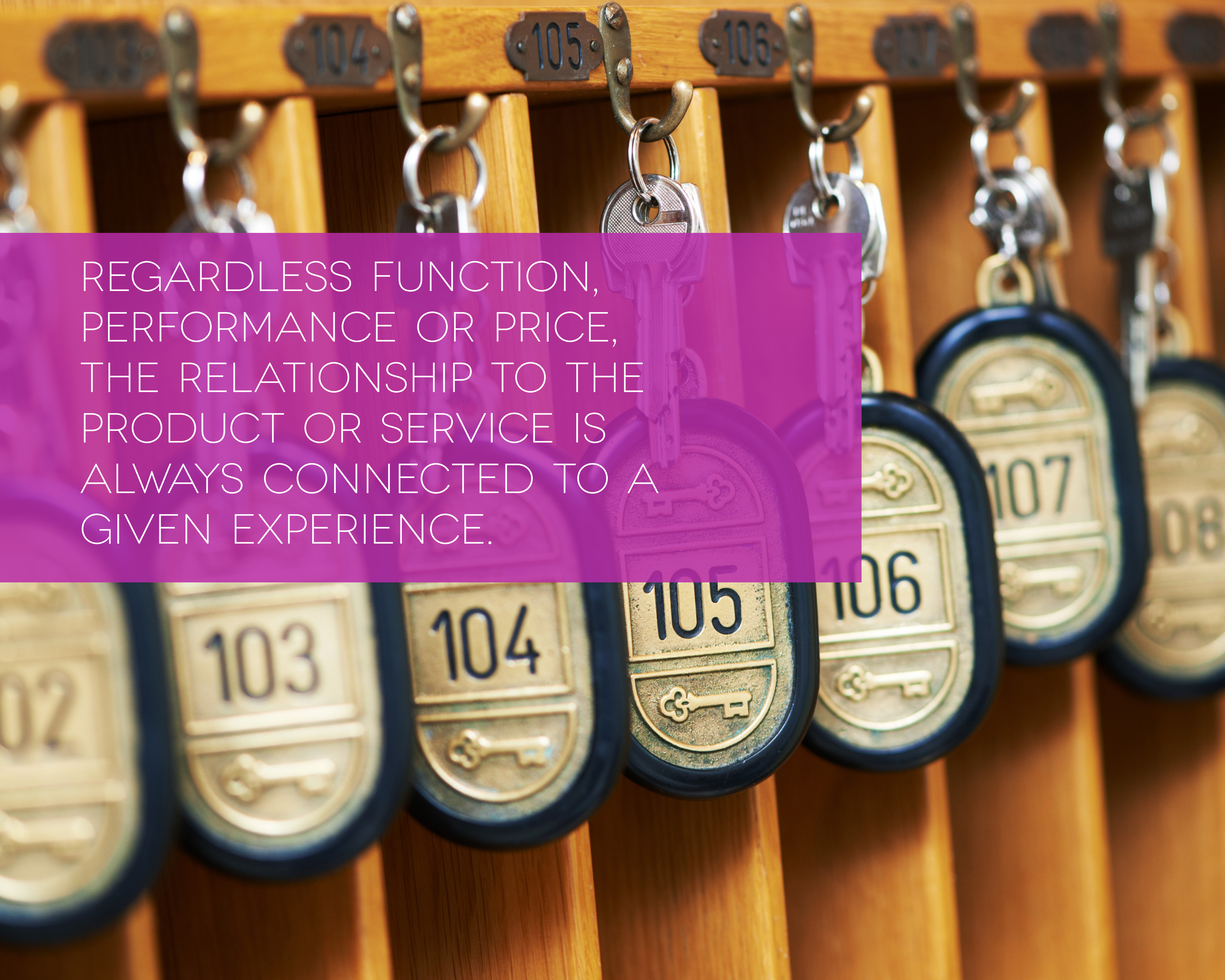
LEVIS JEANS

QUALITY NEVER GOES OUT OF STYLE"
LA QUALITE C'EST TOUJOURS A LA MODE"
For over 135 years
Depuis plus de 135 ans

"QUALITY IS RELATIVE"

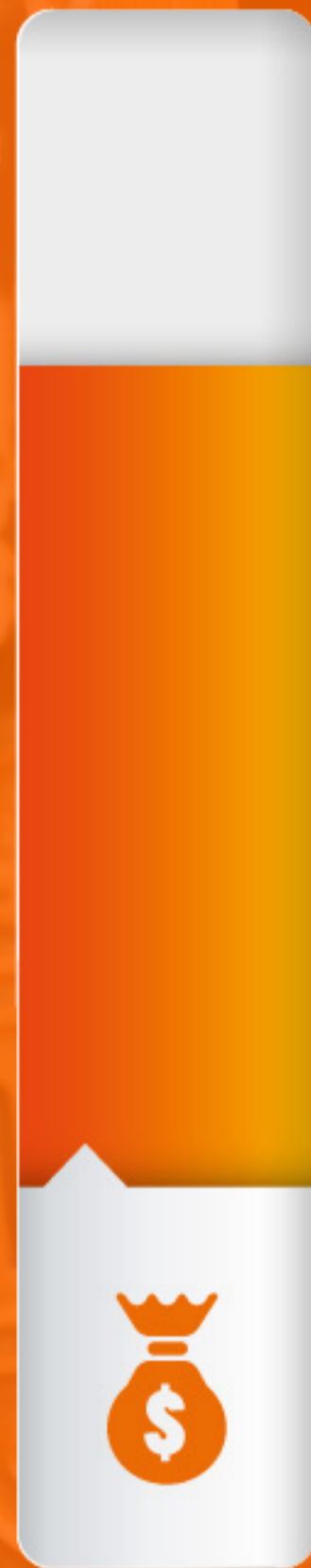


IT HAS NEVER BEEN AS EASY TO
MAKE AND SELL PRODUCTS AS IT
IS NOW. IT IS THEREFOR MORE
DIFFICULT TO FIND UNIQUE
MARKET SPOTS.

A wooden rack with numbered keys (102-108) hanging from it. The keys are brass with black numbers and a key symbol. A purple semi-transparent rectangle is overlaid on the left side, containing white text.

REGARDLESS FUNCTION,
PERFORMANCE OR PRICE,
THE RELATIONSHIP TO THE
PRODUCT OR SERVICE IS
ALWAYS CONNECTED TO A
GIVEN EXPERIENCE.

COST FOR A POOR
EXPERIENCE



COST FOR A GREAT
EXPERIENCE



VALUE OF A BAD EXPERIENCE



VALUE OF A GREAT EXPERIENCE



ARE WE SPEAKING THE SAME LANGUAGE?

THE DELIVERY GAP

HOW MANY SAY THEY ARE
CUSTOMER FOCUSED?

MIND THE GAP

THE DELIVERY GAP

HOW MANY SAY THEY DELIVER A
SUPERIOR EXPERIENCE?

MIND THE GAP



○ 362 COMPANIES





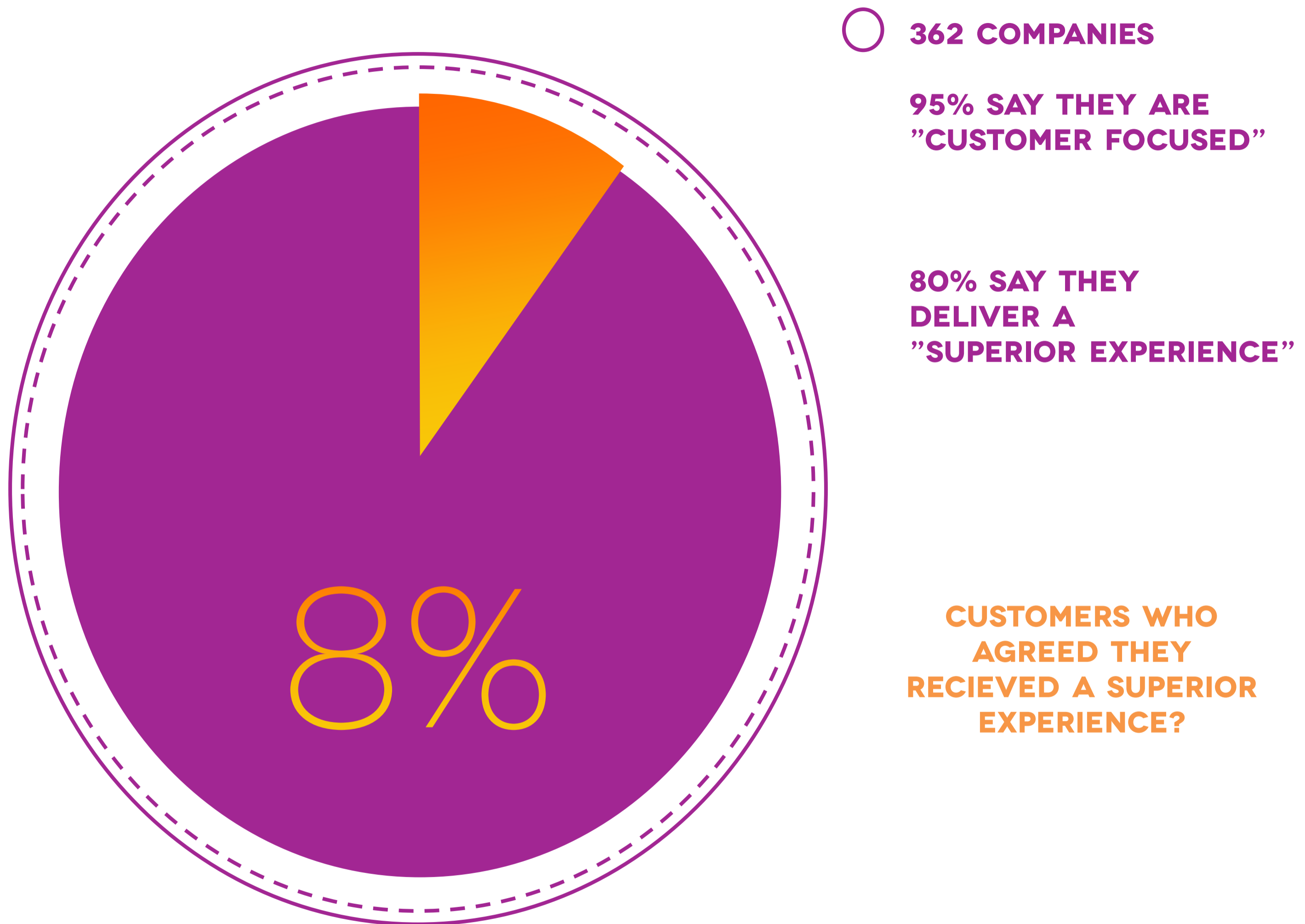
"CLOSING THE DELIVERY GAP" BY BAIN & COMPANY

THE DELIVERY GAP

HOW MANY OF THE CUSTOMERS TO
THESE COMPANIES AGREED THEY
RECEIVED A SUPERIOR EXPERIENCE?

MIND THE GAP

8%



"CLOSING THE DELIVERY GAP" BY BAIN & COMPANY

THE DELIVERY GAP

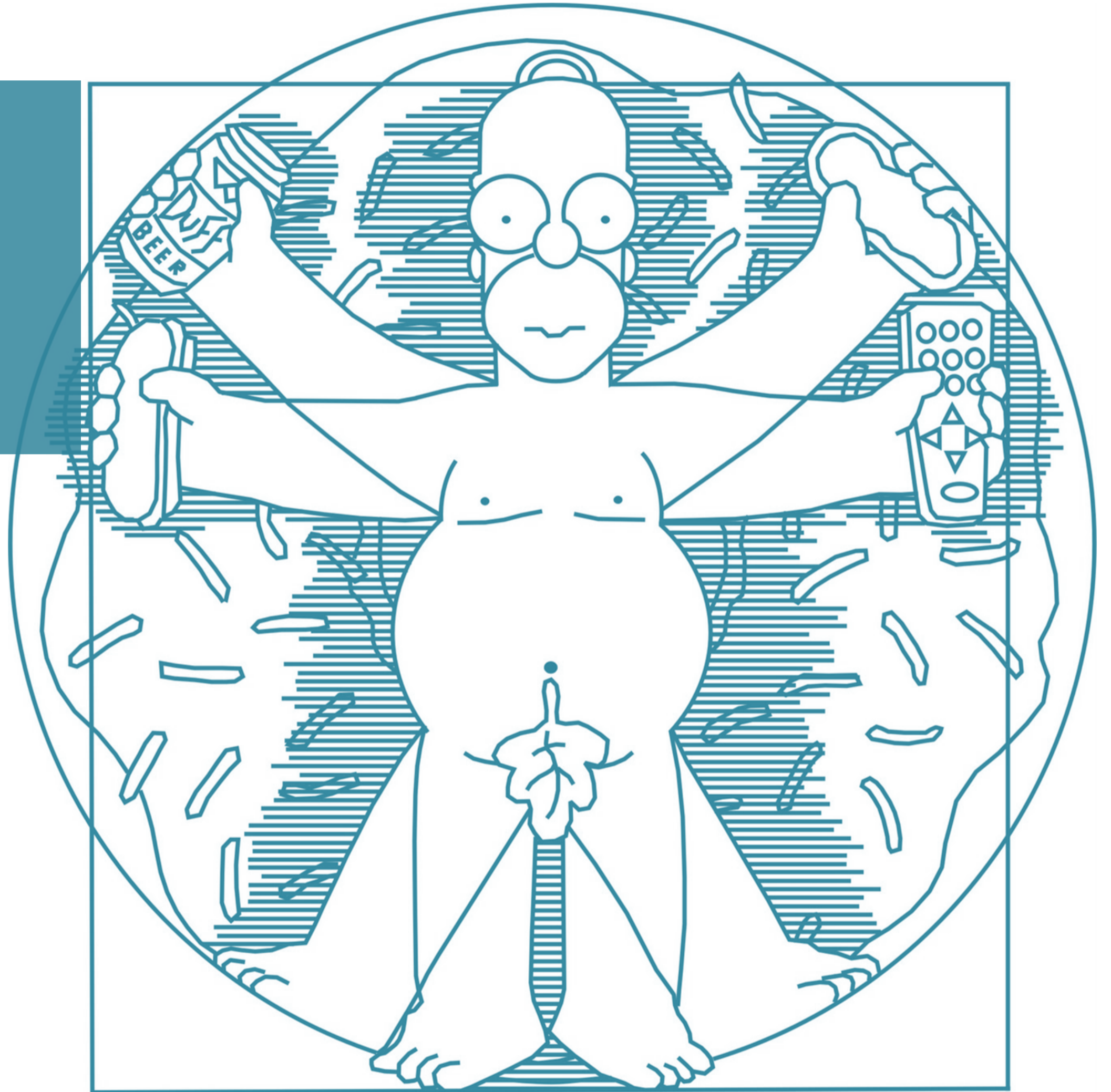
92%



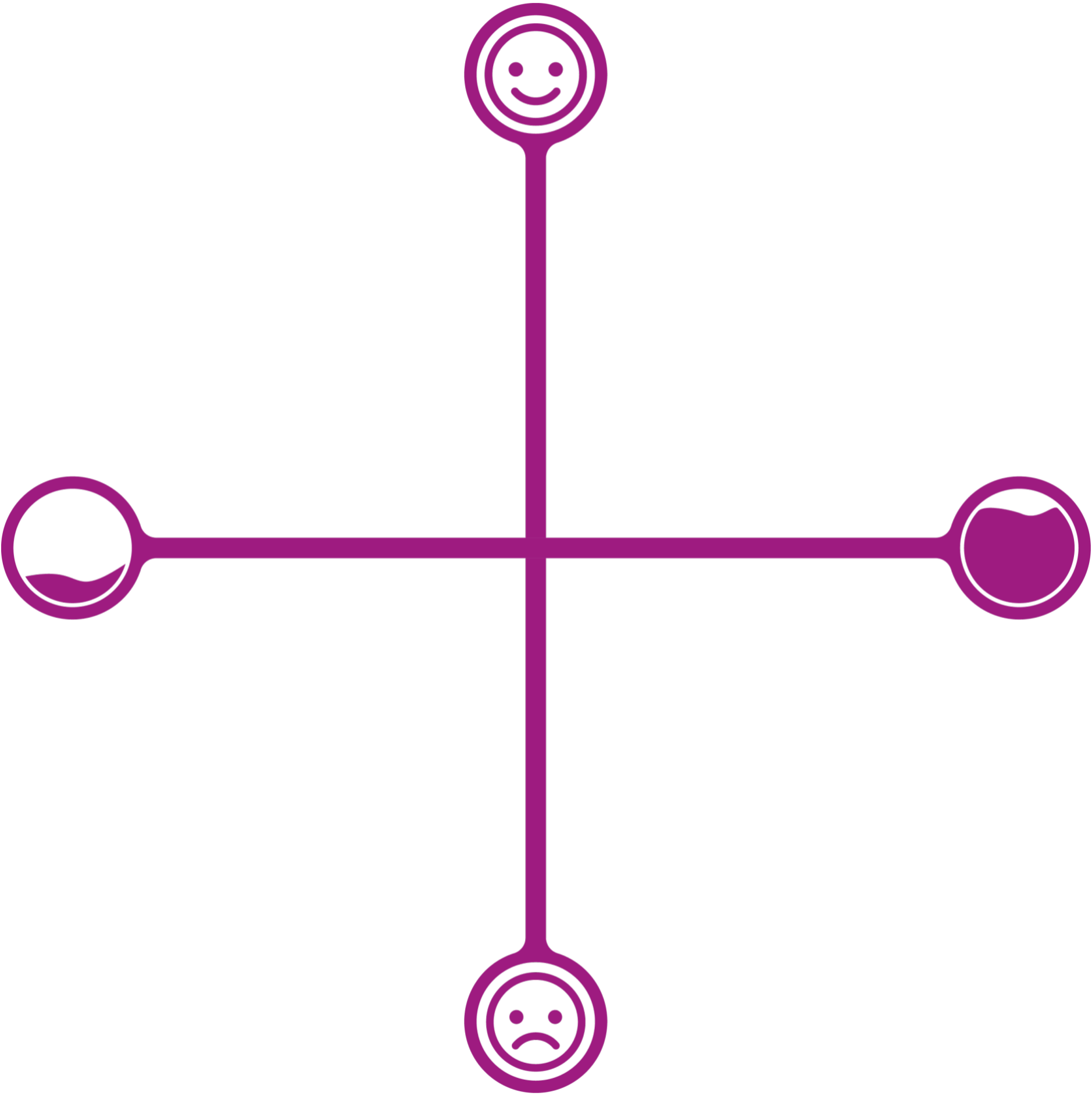
“IF I WOULD HAVE ASKED MY CUSTOMERS WHAT THEY WOULD WANT, THEY WOULD HAVE SAID FASTER HORSES”

HENRY FORD

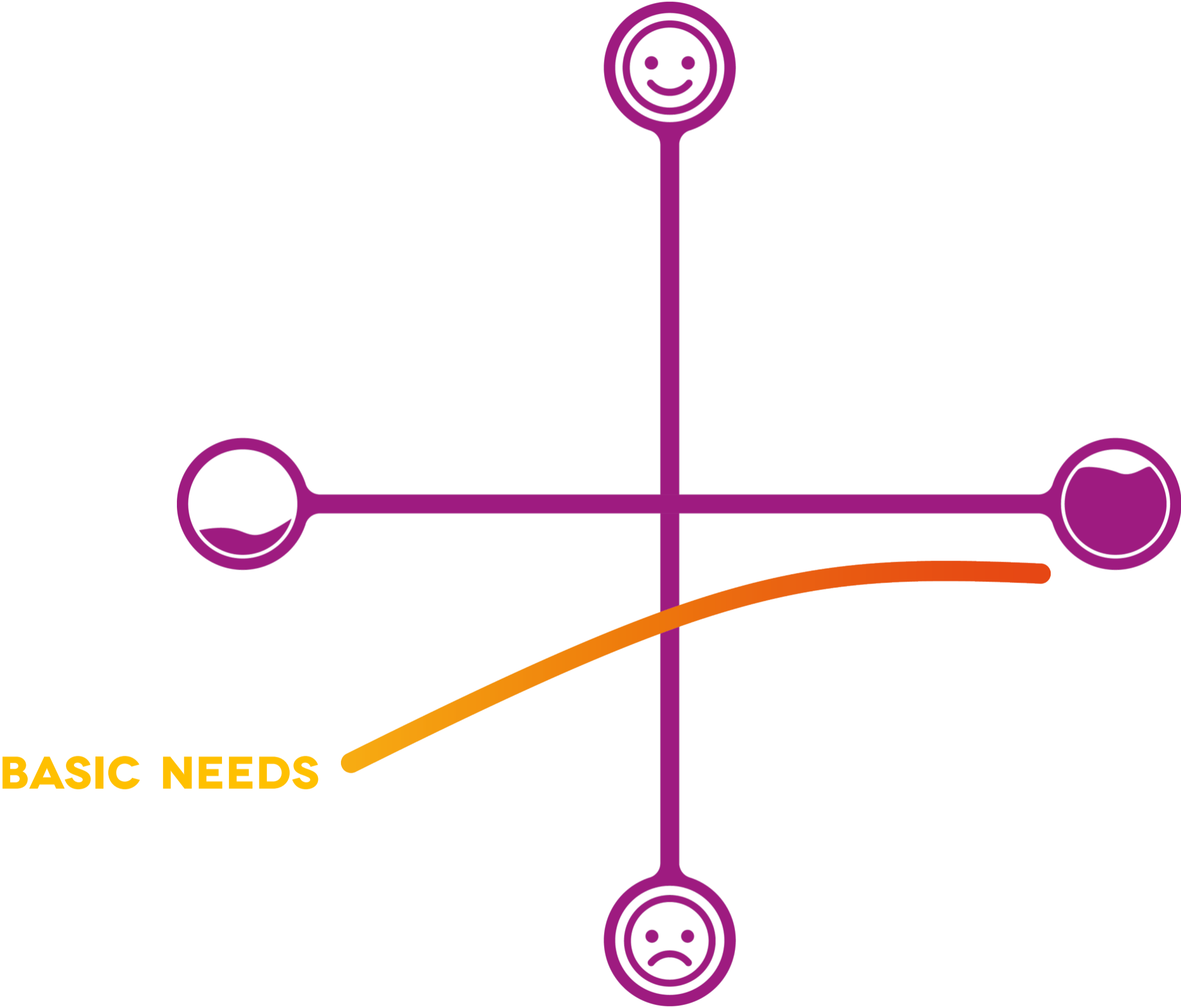
NEEDS, EMOTIONS
AND DESIRES ARE
DYNAMIC AND
COMPLEX!



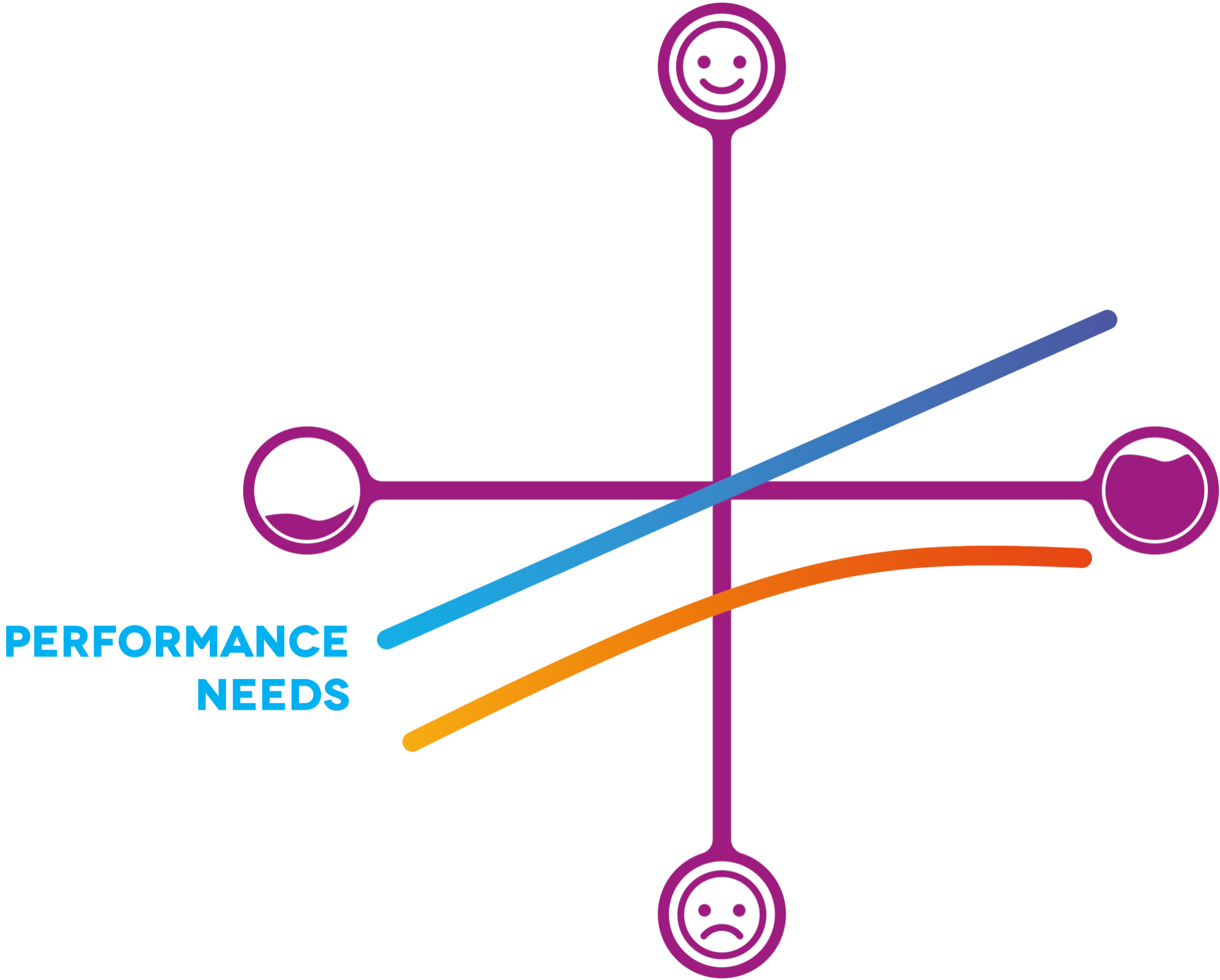
BASED ON THE KANO-MODEL

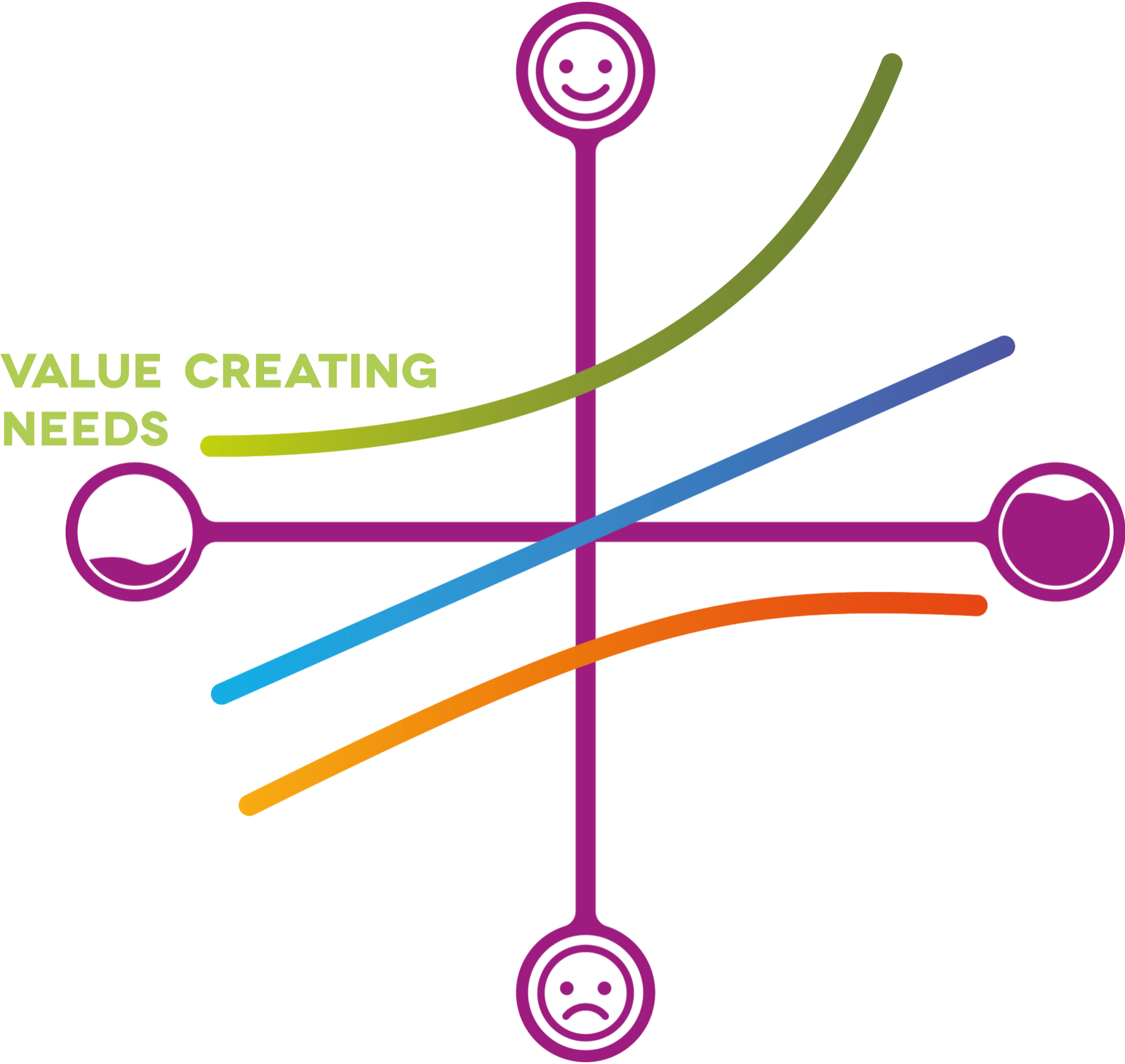


BASED ON THE KANO-MODEL



BASED ON THE KANO-MODEL

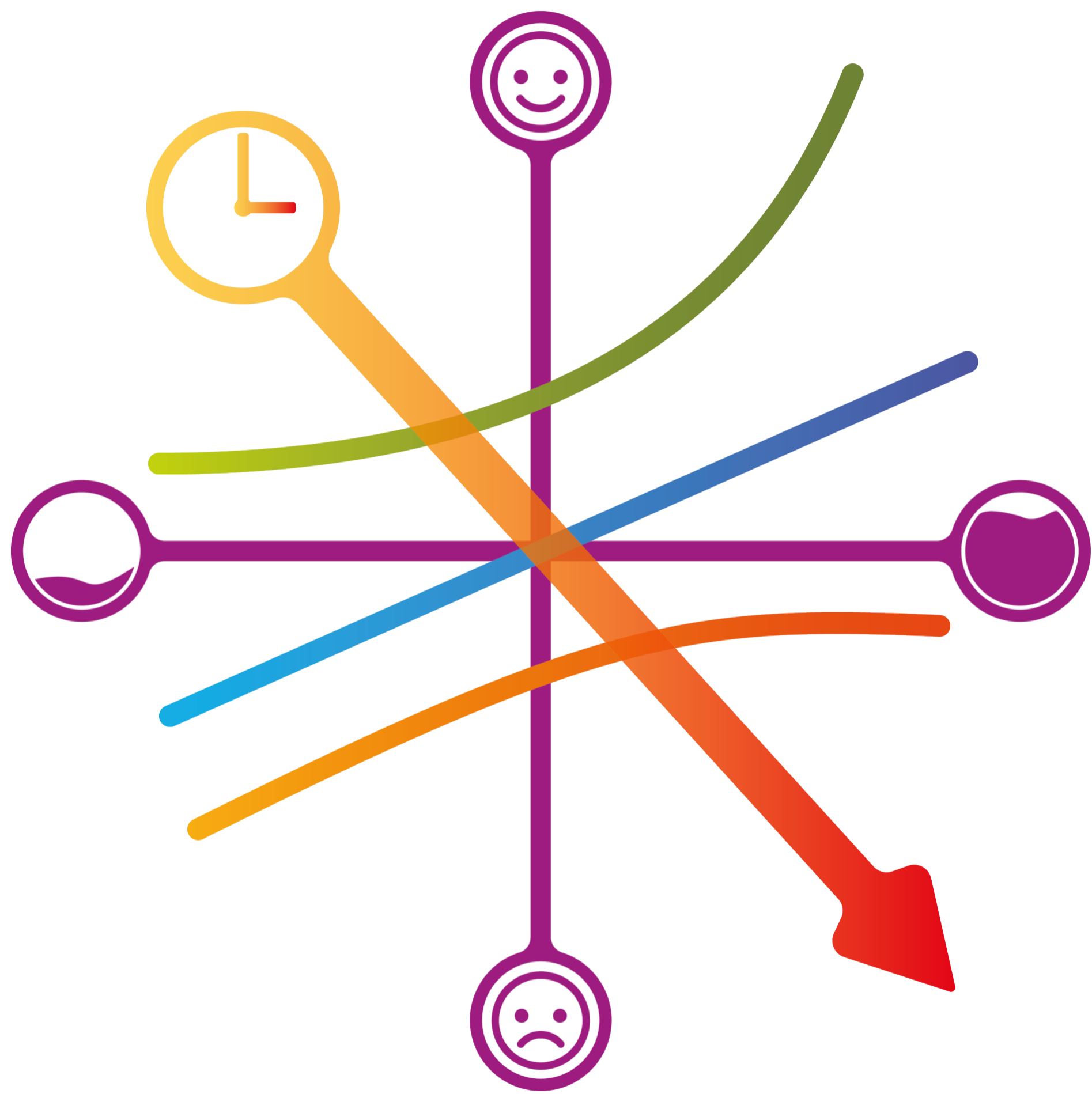




"THE ART OF FINDING YOUR
BLUE OCEAN"



BASED ON THE KANO-MODEL



HOW TO REPEAT VALUE INNOVATION

VALUE INNOVATION



HOW TO REPEAT VALUE INNOVATION

VALUE INNOVATION



1. **INSIGHT DRIVEN INNOVATION**
2. **CROSS BREEDING KNOWLEDGE**
3. **ASKING THE RIGHT QUESTIONS**
4. **THINK MULTI SENSORY**
5. **CONSENSUS AND A COMMON VISION**



1. INSIGHT-DRIVEN INNOVATION

2. CROSS BREEDING KNOWLEDGE



“DON'T THINK OUTSIDE THE BOX,
STICK YOUR HEAD IN OTHER
PEOPLES BOXES”



IF
 $IDEA = P(K+I)$
THEN
 $P^X(K+I) = IDEAS^X$

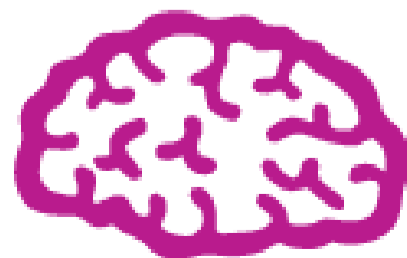
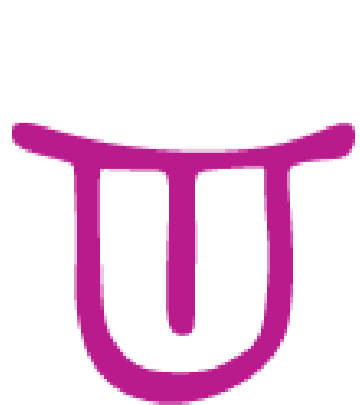
CROWD INNOVATION!



CROWD INNOVATION &
OPEN SOURCE.
RELEASE THE POWER OF
MULTICOMPETENCES WORKING IN
SYNERGY



3. ASK THE RIGHT QUESTIONS
4. THINK MULTI SENSORY





WHAT IF WE COULD DESTIGMATIZE THE
END USER?

A large shark, likely a Great White, is shown swimming in clear blue water. The shark's mouth is open, revealing sharp, pointed teeth. The shark's body is white on the underside and greyish-blue on top. A semi-transparent blue rectangular box is overlaid on the lower left portion of the image, containing white text.

WHAT IF WE COULD SENSE TASTE A
MILE AWAY?

A close-up photograph of a dog's nose, showing the intricate, bumpy texture of the skin. The nose is dark brown and is surrounded by white and grey fur. A semi-transparent purple rectangular box is overlaid across the middle of the image, containing the text "WHAT IF WE COULD SMELL CANCER" in white, uppercase letters.

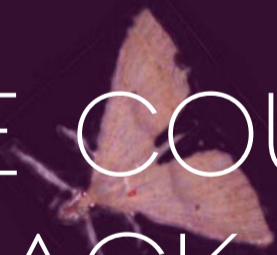
WHAT IF WE COULD SMELL CANCER

A close-up photograph of a bright green snake, likely a tree python, coiled and looking towards the camera. The snake's body is covered in a pattern of small, raised scales. Its head is visible on the right side of the frame, with a yellowish-brown eye and a black vertical line through it. The snake is positioned diagonally across the frame, with its body curving from the top left towards the bottom right. A semi-transparent green banner is overlaid on the lower half of the image, containing white text.

WHAT IF WE COULD SENSE APPROACHING
DANGER THROUGH VIBRATION



WHAT IF WE COULD SEE PERFECTLY
IN PITCH BLACK DARKNESS



EXEPTIONAL
FUNCTION



NORMAL FUNCTION

IMPAIRED FUNCTION



DOMINO BY SHIFT FOR BELLMAN & SYMFON

A PRODUCT THAT MAKES YOUR HEARING AS
EXEPTIONAL AS POSSIBLE.



THE GRAND AWARD OF DESIGN
BY THE ASSOCIATION OF SWEDISH ENGINEERING INDUSTRIES





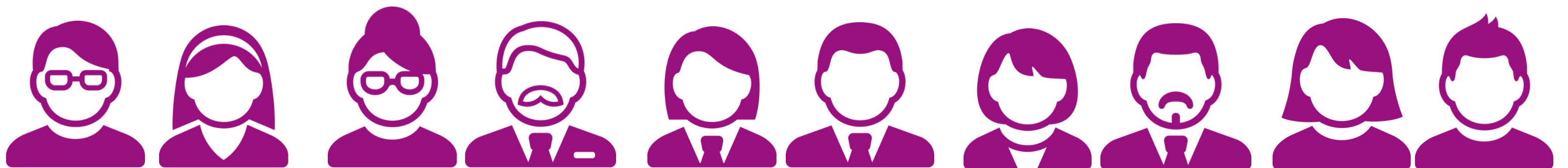
VISIT BY SHIFT FOR BELLMAN & SYMFON

A PRODUCT THAT WILL ALERT YOU THROUGH VIBRATION
WHEN IT SMELLS SMOKE AND GUIDE YOU THROUGH THE
DARKNESS WHEN YOU CAN'T FIND YOUR WAY BACK.

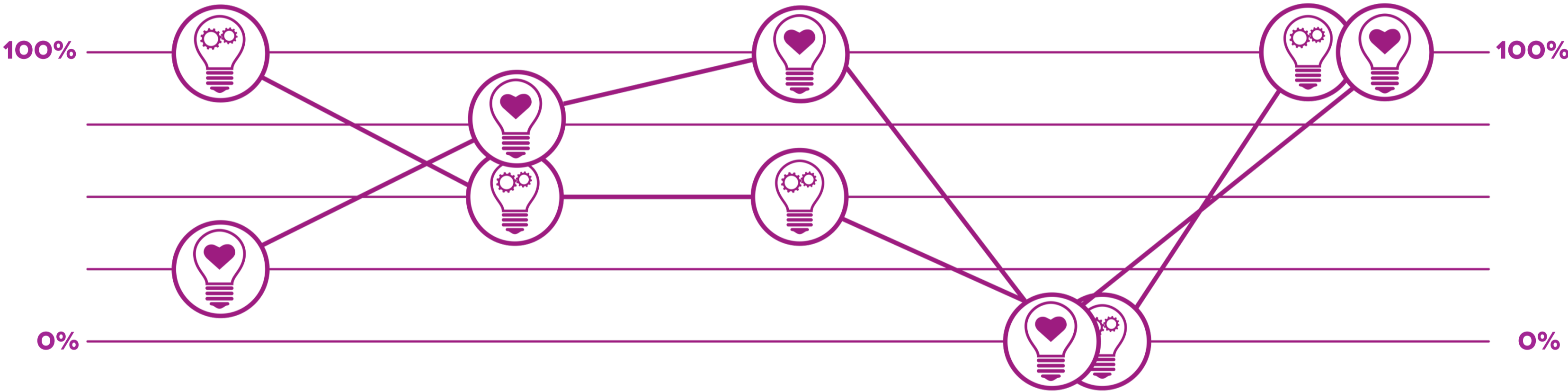
THESE PRODUCTS ARE MADE FOR THE HEARING IMPAIRED
AND POSITIONED TOWARDS THE DESIGN CONSCIOUS.



5. CONSENSUS AND A COMMON VISION



WHAT KIND OF DESIGN DECISION IS TAKEN BY WHOM?



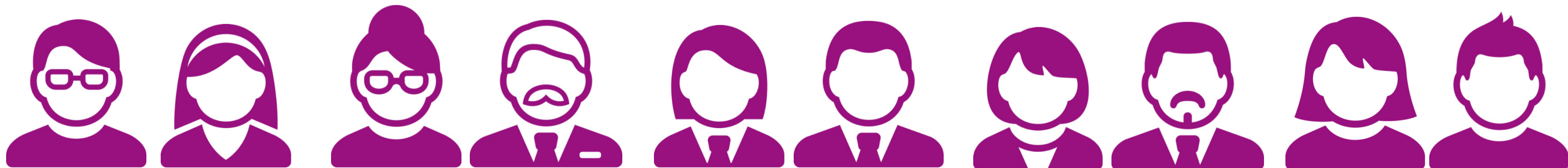
ENGINEERING
DEPT.

CEO
TOP MGT

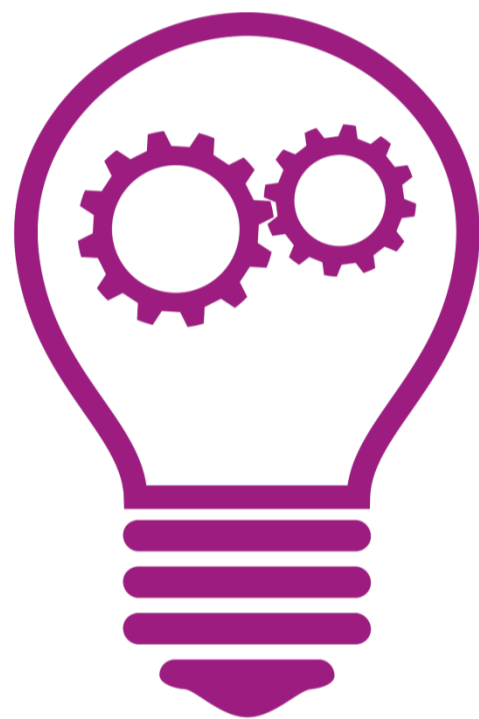
MARKETING
DEPT.

LEGAL DEPT.

EXTERNAL
CONSULTANTS



COMMON VISION MEANS FOCUS
ON THE RIGHT THINGS!



100%



100%

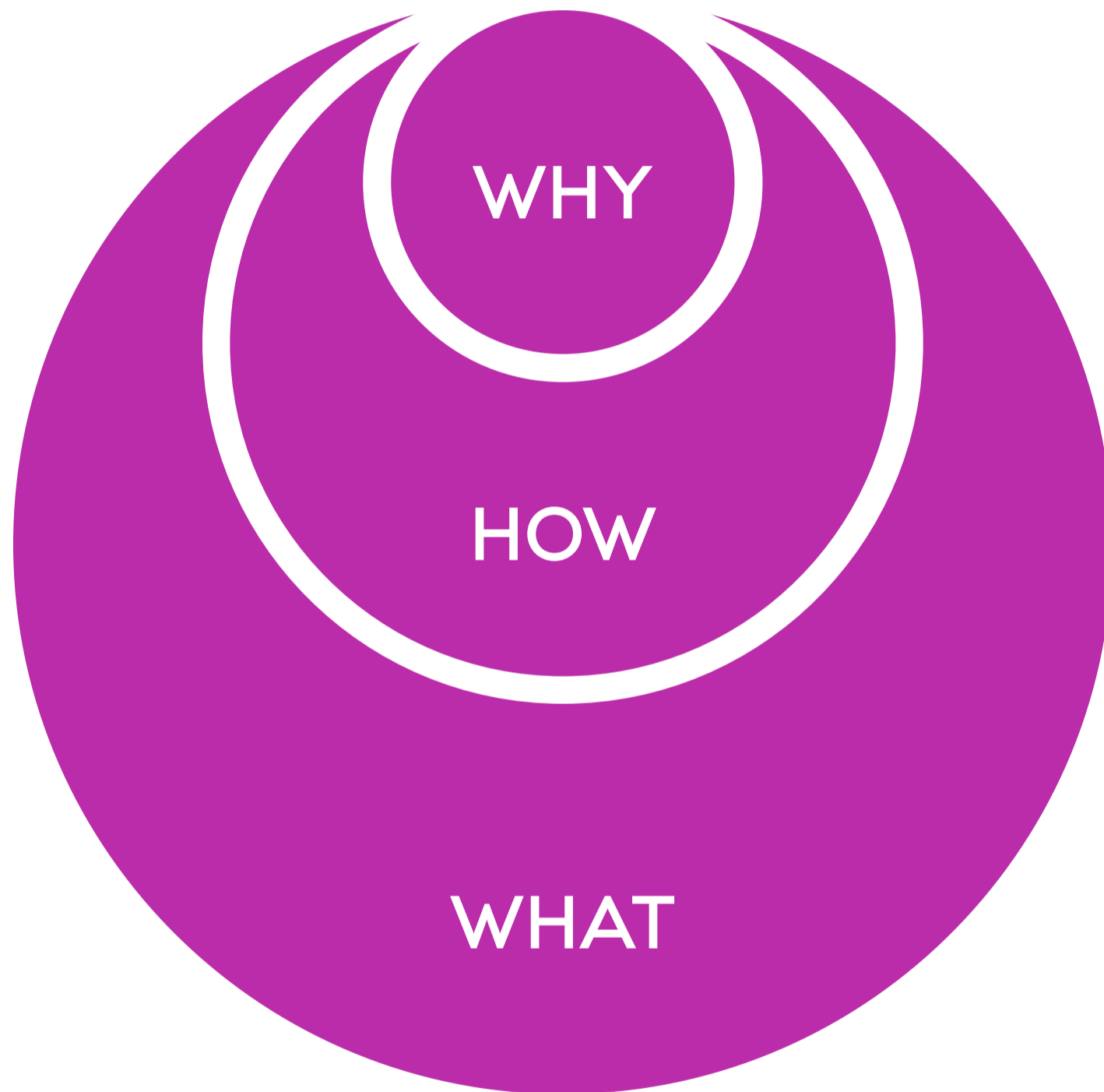


WHY WE EXISTS ON THE MARKET IS MORE
IMPORTANT THAN WHAT WE DELIVER. BUT IT IS
WHAT AND HOW WE DO IT THAT CREATES BENEFIT.

THIS IS OUR VALUE OFFERING.



APPLE'S GOLDEN CIRCLE.



WHY

EVERYTHING WE DO, WE BELIEVE IN CHALLENGING THE STATUS QUO, WE BELIEVE IN THINKING DIFFERENTLY.

HOW

WE MAKE PRODUCTS THAT ARE BEAUTIFUL DESIGNED AND USER FRIENDLY

WHAT

WE JUST HAPPEN TO MAKE GREAT COMPUTERS- WANNA BUY ONE?

IN ORDER TO WORK STRATEGICALLY WITH DESIGN THINKING, WE NEED GUIDELINES AND TOOLS TO BASE OUR RETHORICAL ARGUMENTS DURING THE DESIGN PROCESS.



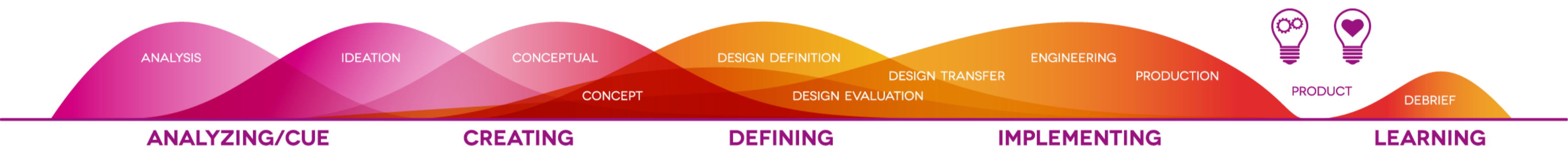


COMPANY BRAND DNA, PRODUCT LINE DEFINITION, TRENDS, MARKET ANALYSIS, CORPORATE CULTURE....

USER DESCRIPTION, BEHAVIOURS, ATTITUDES, ENVIRONMENTS, FUNCTIONAL NEEDS, EMOTIONAL NEEDS.....

EXPRESSION A DISTILLATE OF THE COMPANY AND USER PARTS. THE OUTCOME (CREATIVE TOOLBOX) VARIES DEPENDING ON THE PURPOSE OF CUE. IT MUST ALWAYS BE THE SIMPLEST, MOST PRAGMATIC WAY OF COMMUNICATING BRAND AND PRODUCT VALUES.

THE SHIFT DESIGN PROCESS



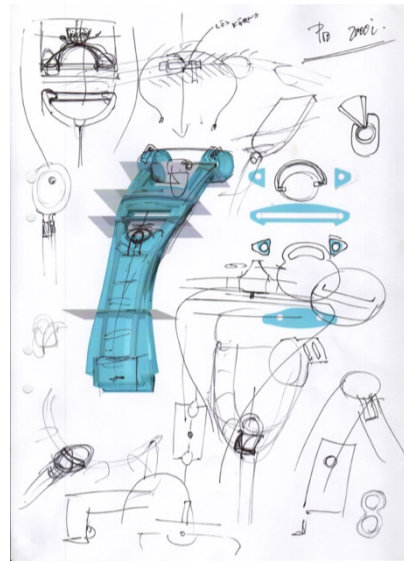
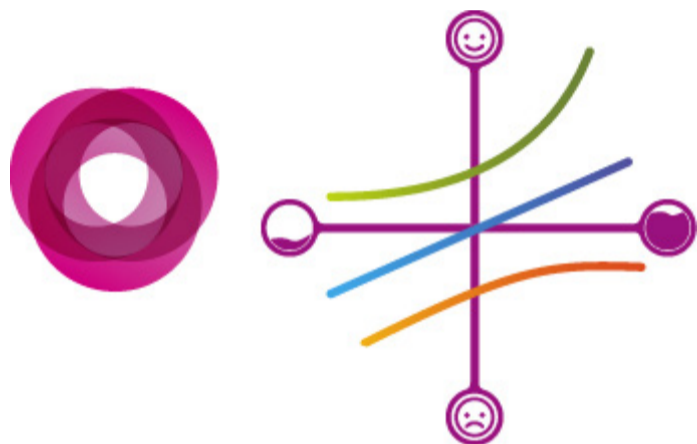
THE SHIFT DESIGN PROCESS



THE SHIFT DESIGN PROCESS



THE SHIFT DESIGN PROCESS



ANALYSIS

IDEATION

CONCEPTUAL

DESIGN DEFINITION

ENGINEERING



DESIGN TRANSFER

PRODUCTION

PRODUCT

DEBRIEF

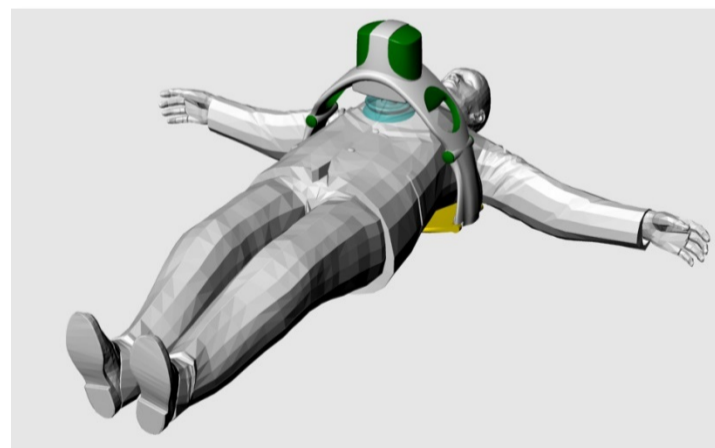
ANALYZING/CUE

CREATING

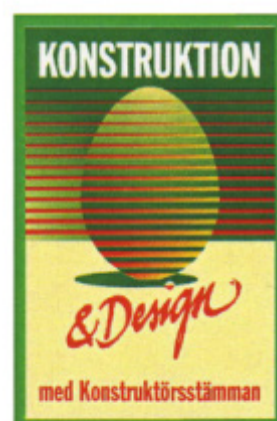
DEFINING

IMPLEMENTING

LEARNING



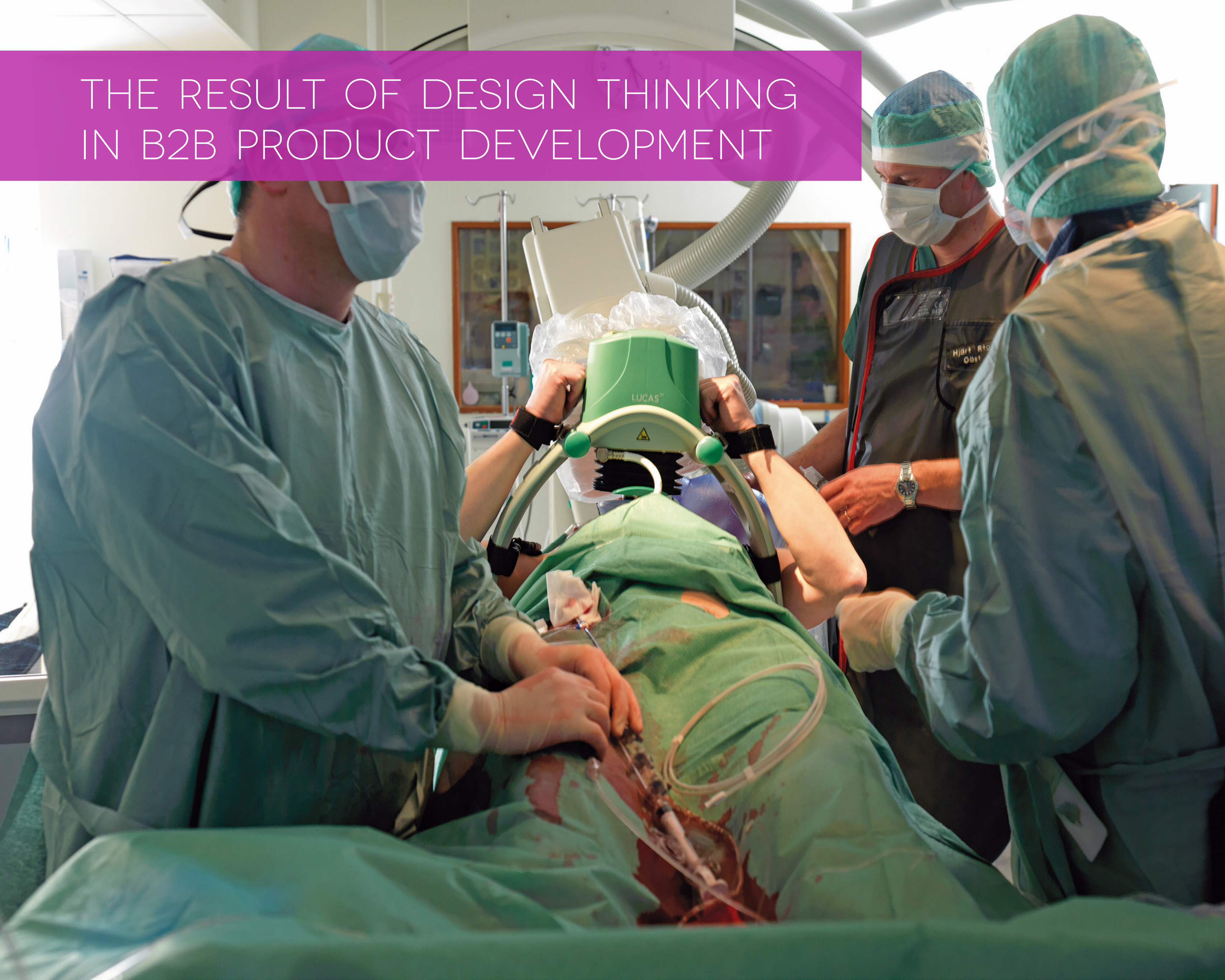
THE RESULT OF DESIGN THINKING IN B2B PRODUCT DEVELOPMENT



THE RESULT OF DESIGN THINKING IN B2B PRODUCT DEVELOPMENT



THE RESULT OF DESIGN THINKING IN B2B PRODUCT DEVELOPMENT



“INNOVATION IS NOT ABOUT SAYING YES TO EVERYTHING.
IT IS ABOUT SAYING NO TO ALL BUT THE MOST CRUCIAL
FEATURES”

STEVE JOBS

“INNOVATION IS NOT ABOUT SAYING YES TO EVERYTHING.
IT IS ABOUT SAYING NO TO ALL BUT THE MOST CRUCIAL
FEATURES”

STEVE JOBS

- PIN-POINTING THESE FEATURES SETS UP FOR A STRONG PRODUCT-DNA...
- IT MUST, HOW EVER, BE RELEVANT TO THE BRAND AND TO THE END USER...
- ...AND STRIVE TO DELIVER UNIQUE BENEFITS AND EXPERIENCES

THIS IS GREAT DESIGN THINKING


Shift



WWW.SHIFTDESIGN.SE

EXAMPLE OF A STRATEGIC DESIGN GUIDE





DESCRIBES CORPORATE
GOALS IN TERMS OF
DESIGN THINKING.

OUR DESIGNVISION

Design must be an active part and used as a strategic tool throughout our entire organisation.

Design is for us, a process to develop user benefits in a pragmatic and innovative way, where functional, environmental and easthetic requisites are based on user needs (internal as external). Design is implemented in developing our products, services, internal processes, values and environments.

Our design statement is "make it simple, make it exeptional". It stands for the essence in our deliverance.

The quality in our work with design is secured through a manual and through working towards a common goal.

THE PURPOSE OF THE DESIGNBOOK

This designbook will act as a guideline in the process of developing new product and services under the Thermotech brand. The main purpose is to create a common focus on percieved qualites, brand and product values, innovation and user insights. It is ment to serve as a creative tool for designers, engineers, marketers and salespersons in their job to make exceptional products for Thermotech in a way that exceeds the expectations of the users and strengthens the visual brand.

Your creative urges are important to us so please feel free to draw or write in the book. We have even dedicated pages for doodles and ideas just to encourage insight driven creativity and innovation.

Welcome to the world of Thermotech

OUR EXPECTATIONS OF YOU

Collaborative
Inclusive
Holistic
Creative
Insightful
Provocative
Iterative
Non-linear
Innovative

DESIRED IMAGE

brand that
nts. This
unique

To the end user he/she is the supplier. It is therefore important that it is obvious which brand he/she is buying.

DESCRIBES THE BRAND AND THE POSSIBILITIES FROM A CORPORATE PERSPECTIVE

EXPRESSION

The desired image must therefore describe the least common denominator of the Thermotech products to its target audience. It must constitute a uniform and distinct core, which may be clarified further in actual meanings and arguments in different parts of the communication towards different target groups.

The Specialist within underfloor heating, water distribution and solar heating that has taken one step further to make it easy to order, install and use eco-efficient, nice looking, customized systems.

OUR PRODUCTS

THE PURPOSE OF THE

The purpose of Thermotech is to create goods conditions for a comfortable and environment for people, by making it easier to buy, install and to use our systems water distribution and solar heating. This will create an increase of value in the company leading development of technology, eco-effectivity, quality, design and an inspiring This will enable our coworkers to develop and to achieve the best possible work s The healthy work satisfaction will result in our customers and end users receiving gre which will in turn enable good profitability and a constant environmental sustainable g

Through leading design and customer focus, Thermotech will offer the most easy to ins eco-effective system for waterborne floor heating, water distribution and solar heating. W mainly professional customers in northern and eastern Europe.

Thermotech will be perceived by their customers as the market leading supplier of waterb floor heating, water distribution and low energy systems in northern and eastern Europe.

OUR CORE VALUES

We believe that our products and services will enhance the quality of life for people installing and using our systems through:

SIMPLICITY
KNOWLEDGE
RELATIONSHIP

OUR COMPETITION

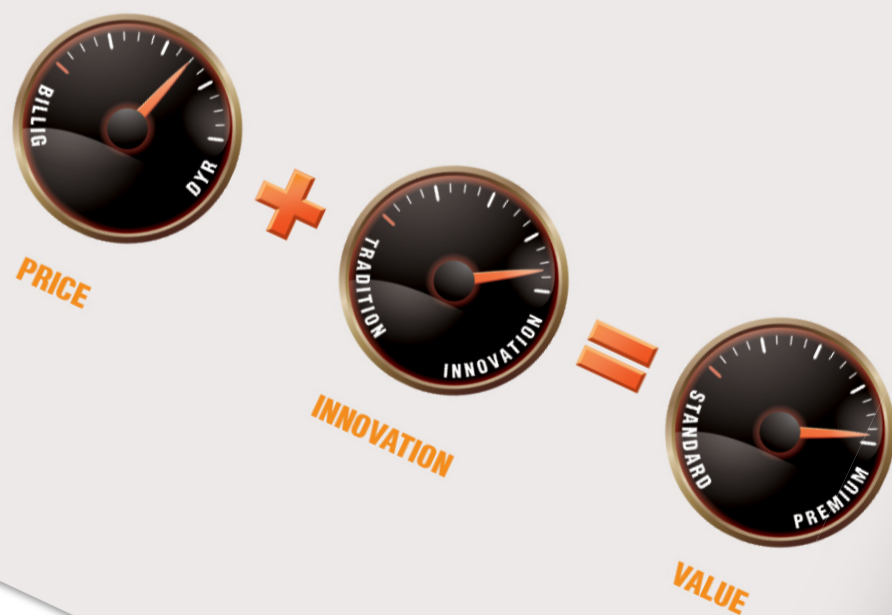
OUR COMPETITORS CLAIM TO HAVE THE FOLLOWING VALUES.
KNOWLEDGE // SIMPLICITY // RELIABLE // ECO FRIENDLY // PERFORMANCE // COMPETENCE
// QUALITY // INNOVATIVE // USER ADAPTATION

DYNAMIC AND
ADAPTING GRAPHIC
APP REVOLUTION
AWARENESS ECO
INNOVATIONS
COGNITIVE
ERGONOMICS
INTUITIVE SHAPES

TREND FORECAST

The desired position of Thermotech is to be a premium brand at a modest price. This is usually a difficult position to hold, but by shortening the supply chain, we are able to be cost effective while maintaining high quality and finish in our products and services. Furthermore, it is important that we constantly strive for new innovations that will help us to stay ahead of the competition and bring new benefits for our users.

OUR POSITION



DESCRIBES THE BRAND AND IT'S EXPERIENCE FROM A USER PERSPECTIVE

OUR USERS

We divide our users into two categories which from hereon will be symbolized with the icons seen here on the left side. You will find these icons later in the document so that you will know what type of category we are referring to in relation to a specific context.

PROFESSIONAL USERS

Our professional users are important to us. They are plumbers, retailers, building and foundation entrepreneurs and house builders. They need to become ambassadors of the Thermotech brand, thus building a strong bridge between us and the private user. This means that we need to make them feel secure in their professional role and their job as effective as possible.

END USERS

Our end users (homeowners, real estate owners) become more complex by a market point of view. The variables setting up for great perceived qualities are many and diverse: age, gender, culture, sociology and more. Respect towards personal space, awareness of owning a Thermotech system should lead to a responsible and environmental responsibility. Great physical and cognitive

USER BENEFITS	PROFESSIONAL USERS	END USERS
FUNCTIONAL BENEFITS	<div>Receives easy installation</div> <div>Becomes more efficient</div> <div>Becomes more competitive</div>	<div>Receives comfort</div> <div>Receives peace of mind</div> <div>Receives futureproofed system</div>
EMOTIONAL BENEFITS	<div>Feels proud (Craftmanship)</div> <div>Feels ease of mind</div> <div>Feels cared for (by Thermotech)</div>	<div>Feels reassured</div> <div>Feels modern</div> <div>Feels cared for</div> <div>Feels eco efficient</div>
EXPRESSIVE BENEFITS	<div>Is perceived as professional</div> <div>Is perceived as skillfull</div>	<div>Is perceived as a modern person</div> <div>Is perceived as environmental</div>

Thermotech is the effective link between installers, housebuilders, landlords, home owners. Thermotech takes responsibility for the quality of the installation and the service provided.

THE END USERS EMOTIONAL NEEDS

May feel insecure towards the future

Wants peace of mind

Wants a personal style

Wants to feel modern

Wants to feel environment friendly

Products

"If I would have asked my customers what they would want, they would have said faster horses"

Henry Ford

CUSTOMER FOCUS

The goal of Thermotech is always to provide easy installed, eco-effective, quality products with associated services to our customers. It should be easy to be a Thermotech customer and easy to use our products. We will achieve customer satisfaction when we provide products and services that fulfil or exceeds promised execution and quality. The cooperation with retailers and subcontractors shall be executed in a professional manor and with regards to environmental aspects.

Everyone within the organization will work customer oriented, where the needs and demands of the customer are put in the centre - external as internal. The lodestar is to treat our customers as we ourselves would like to be treated. Customer satisfaction is monitored and followed up through customer surveys. Target goals for customer satisfaction are set on an annual basis.

LEADS TO A TOOLBOX GUIDING THE CREATOR TO DESIGN PRODUCTS AND SERVICES WITH ACCURATE EXPRESSIONS.

PRODUCT EXPRESSIONS SIMPLE

The Scandinavian expression is rooted in the simple and clean. That's what we want to accentuate through shape, colour, graphics and function.

In our architectural products this means that we want to create simple, pure lines and shapes where contrasts make it exciting and interesting. The contrasts also help to reduce the visual noise at the same time as essential functions are emphasized. Colouring, graphics, choice of material and trimming details create the own manner that separates a Thermotech product. The primary in our system products is the functional simplicity. They must be easy to mount and

interpret and



MODULARITY

CLEVER

COMPETENCE



RELIABLE

ECO-EFFICIENT



OUR PRODUCT EXPRESSIONS

Our product expressions shall be a compass enabling everyone working with Thermotech's service and product development to strive in the same direction, to ensure a common vision regarding the brand and perceived qualities. The expressions should, in synergy with the description of Thermotech's brand and it's users functional and emotional needs, create optimal conditions for you, holding this Designbook in your hand, to be an essential part in the positive development of Thermotech. Succinctly the basic purpose is all about hitting the right spot. The result is clearer benefits and increased quality of life for the user, a stronger brand for Thermotech, and with that increased profitability.

PRODUCT EXPRESSIONS ADAPTIVE

Adaptive aims to enable products to blend in or (if desired) to stand out in their environments. We use the expression "architectural respect" which refers to our respect towards the end user's home environment and their need to express their own identity through their choice of interior design. We want our products to be able to harmonize in all conceivable interior environments.

Through innovation and new thinking, we want to further develop concepts leading to more choices for the end user built on simple platforms. The adaptability can for example be expressed by making it possible to change trimming details, front covers, knobs, handles and so on.

PRODUCT EXPRESSION ECO-EFFICIENT

In addition to Thermotech's work to contribute to a sustainable development, we strive for reaching ISO 26000 standard. It means that Thermotech takes a social responsibility by the actions internal and external. One of the main actions to contribute to:

- Working conditions
- Responsible business methods
- Development of local communities
- Better organisation management

PRODUCT EXPRESSIONS RELIABLE

An installer knows that a Thermotech system is reliable by experience, but the end user is normally more exposed since they don't expect having to handle the system products. They can feel a certain insecurity since the systems can be seen as complex and therefore make the end user feel less reassured. Therefore it is important that the experience of the system products is that they are solid and simple. An example of how to accentuate the expression can be to indicate the purpose of the product using colour codes. In most cases the reliability is about having enough knowledge about something. In the end, it's all about knowing that the products will last for a long time.

PRODUCT EXPRESSIONS SMART

We want to be seen as clever and smart. We want to solve problems for our customers and end users. We want to exceed their expectations. It is therefore important that we not only rely on market surveys, but also carry on our innovations on the basis of our insights. Useful innovations should be created on the basis of a yet not identified need from the market and the insights is in most cases found far away from the own market. We want our users to say "why have no one thought of this before".