€ Design | Measuring Design Value

communication toolkit -
trainer instructions

| Measuring Design Value

communication toolkit

The communication toolkit of €Design|Measuring Design Value is a tool to help stakeholders showing design's unique delivery.

It is a mapping document, a scoreboard, for existing and new innovation platforms in companies and other organisations as well as in public bodies.

It aims at
        – further refining skills and capabilities,
        – disseminating techniques to measure (and manage) design, and
        – raising gerneral awareness and providing specific insights within stakeholder groupings.

This tool should support stakeholders to show tangible results deriving from the capacity to measure design impacts in order
        – to be motivation (to improve),
        – to be a dynamic factor to increase awareness among stakeholders,
        – to be a contribution to consciousness of the economic and social relevance design plays, and
        – to show design as a tool for advancing innovation.

The basis an framework of this communication toolkit is the following definition:

**to design is [to focus on] the integration of
functional, emotional, and social utilities**

As the current questions in the Community Innovation Survey (CIS) do not really match respondents perceptions of design independent questions on design were formulated:

        – Q1 asks for a comparison of innovations against competition along a
          number of dimensions.
        – Q2 examines the introduction and attributes of different types of innovation.
        – Q3 explores whether the design resources used are in-house, outsourced or a
          combination of both.

This communication toolkit aims at answering these questions, visualising and re-ordering them in the existing canvas.

toolkit elements

canvas

innovation field cards
(activity 1)

innovation cards
(activity 3)

rating cards
(activity 5)

specialists cards
(activity 4)

utility cards
(activity 2)

Following is a step by step instruction for trainers and stakeholders, but usable / to be used by everybody.

The communication toolkit consists of 1 canvas and 5 activity card sets:

Activity 1	innovation field cards	goods services marketing methods processes	x4
Activity 2	utility cards	functional utilites social utilities emotional utilities	x1 x1 x1
Activity 3	innovation cards	questions on innovation (+/–)*	x12
Activity 4	specialists cards	in-house designer outsourced designer	x6
Activity 5	rating cards	questions on competition advantage (+/–)*	x5

The lower left corner shows you that there are positive (green) and negative (red) card sides.

Step 1

At first the company's/public authority's or other organsiation's representative has to choose one (the major) innovation field, is it in ...

goods

services

marketing methods

processes
(production process, distribution method or delivery method)

– goods/products
– services
– marketing methods
– processes in production, distribution, delivery or organisational methods

One product card has to be chosen and placed on the canvas.
In case that the company/public authority/other organisation is active in two or even more innovation fields, only one card has to be taken/used at a time (of course, the whole process can be repeated).

1

innovation field

in what field did your
organisation introduce
innovations, during the
last three years?
(choose one product card)

goods | services

processes | marketing methods

2

perceived value

how do customers perceive
your product (good or service)?
(place utility cards in functional,
social and emotional scales,
according to how strong the
focus of your product is on the
respective utilities)

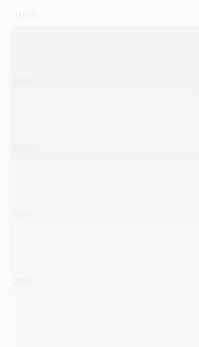*note: the sum of the three
should be 100%*

functional utilities

what functions can be performed?

machinery, pharmaceutical, or
chemistry industries are good
examples of organisations with a
strong focus on functional utilities.

these organisations use patents as
innovation protection and are
often technical, product, and/or
brand leaders.

social utilities

how am I perceived by others?

mobile, automotive, or home
appliances industries are
organisations with a strong focus
on social utilities.

they use industrial designs,
copyrights and trademarks to
protect their innovations and are
often brand leaders and work on
the brand experience and branded
technologies.
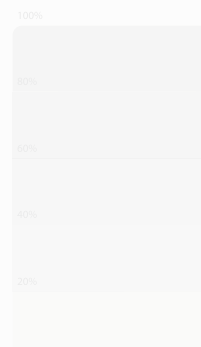
emotional utilities

how does it make me feel?

fashion industry, healthcare
services, or event planners repre-
sent organisations with a strong
focus on emotional utilities.

they use industrial design rights,
copyrights and trademarks to
protect their innovations and can
be style leaders and work on brand
experience.
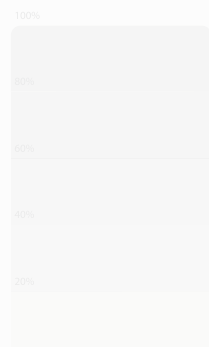
Step 2

Choose one, two or all three of the utility cards, place them on the
canvas and ask the questions next to it. There are short descriptions next to the symbol on
the canvas in order to classify/position yourself more easily.

What functions can be performed?   [functional]   – functional utilities

How am I perceived by others?   [social]   – social utilities

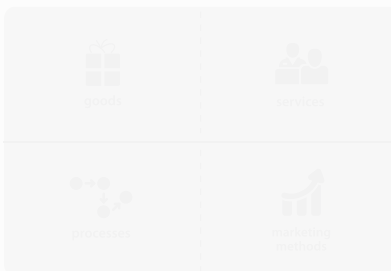How does it make me feel?   [emotional]   – emotional utilities

The total sum of your chosen utility cards should be 100%.

1

innovation field

in what field did your
organisation introduce
innovations, during the
last three years?
(choose one product card)

goods   services

processes   marketing methods

2

perceived value

how do customers perceive
your product (good or service)?
(place utility cards in functional,
social and emotional scales,
according to how strong the
focus of your product is on the
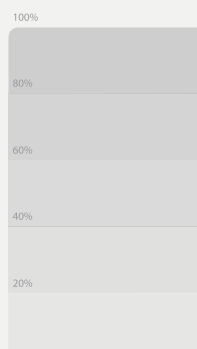respective utilities)

*note: the sum of the three
should be 100%*

functional utilities

social utilities

emotional utilities

what functions can be performed?

machinery, pharmaceutical, or
chemistry industries are good
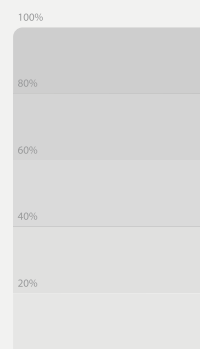examples of organisations with a
strong focus on functional utilities.

these organisations use patents as
innovation protection and are
often technical, product, and/or
brand leaders.

how am I perceived by others?

mobile, automotive, or home
appliances industries are
organisations with a strong focus
on social utilities.

they use industrial designs,
copyrights and trademarks to
protect their innovations and are
often brand leaders and work on
the brand experience and branded
technologies.

how does it make me feel?

fashion industry, healthcare
services, or event planners repre-
sent organisations with a strong
focus on emotional utilities.

they use industrial design rights,
copyrights and trademarks to
protect their innovations and can
be style leaders and work on brand
experience.

100%	100%	100%
80%	80%	80%
60%	60%	60%
40%	40%	40%
20%	20%	20%
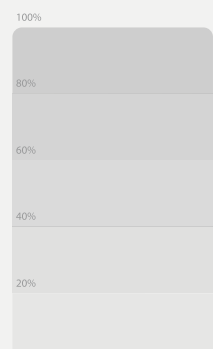
Step 3

According to the innovation field selected (in step 1), choose three accord-
ing innovation cards that go along with the field of innovation you have
chosen.
Look at the matching pictograms and answer the (following) questions.
Place the green face of the card on top if your organisation has innovated
and red, if not.

Goods:

– provide lower costs of production
– provide changes in technology,
  performance or functionality, including usability
– provide changes to product form
  (appearance) or packaging

Marketing Methods:
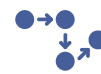
– use new media or new techniques for
  promoting goods and services
– create a new brand image, brand symbols or
  brand identities for goods and services
– use new methods for product placement or new
  sales channels for goods and services

Services:

– provide changes in performance
  (e.g. efficiency, speed)
– provide changes in user-experience
– provide new levels of functionality to customers
  (e.g. internet banking, pick-up and drop-off
  services for rental cars)

Processes:

– increase the quality of manufacturing or
  delivering goods or services
– reduce the cost of manufacturing or delivering
  goods and services (e.g. automation equipment)
– enable the production or delivery of an
  entirely new product or service

3

innovation
what are your organisation's
innovations?
(choose the innovation cards
according to the innovation
field selected)

note: place the green face of
the card if your organisation
has innovated and red, if not

4

specialists
for the implementation of
innovations stated in task 3,
indicate the type of design
resources that best describe
the resources that your
organisation has used.
(place the specialist cards
whether they refer to in-house or
outsourced services or both)

note: designers may be specialised in
engineering, software, ergonomics,
electronics, industrial products,
interface, service, web, process
development, user interfaces,
production engineering, graphics,
branding, or strategy
note: leave it empty if no specific
design resources were used

Step 4

In correspondence to your answer in activity 3, indicate the type of design resources your organisation has used for the implementation of innovation stated in task 3 by placing the specialist cards on the canvas.

There are 4 options:

Possibilites:

– in-house designer
– outsourced designer
– none (place no card)
– both (place both cards)

in-house designer

outsourced designer

3

innovation

what are your organisation's
innovations?
(choose the innovation cards
according to the innovation
field selected)

*note: place the green face of
the card if your organisation
has innovated and red, if not*

4

specialists

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engineering, software, ergonomics,
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interface, service, web, process
development, user interfaces,
production engineering, graphics,
branding, or strategy
note: leave it empty if no specific
design resources were used*

Step 5

Compare the offering of your organisation with the one of your competitor by placing the rating cards according to your performance in each of the five topics:

– Technical performance or functionality
– Style and aesthetics
– Brand identity
– Delivery to customer
– Sales price

You have a range of 5 levels – at the end it gives you a complete picture of your standing and the communication tool is helping you to position your-self and show you where and how to move forward/improve.
(Of course, the next step would be to implement a design management tool).

Thus, the communication tool will be useful to

– identify product innovation,
– compare with the competitor's products in the market,
– identify the specialists involved in the process,
– assess the perceived value of your goods, services, and/or methods, as well as those of your competitor,
– understand the potential of design for improvement,
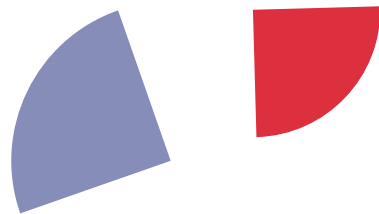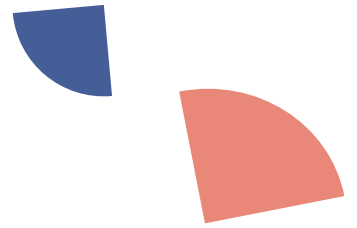– and it is a strong dynamic factor to increase awareness within stakeholder groupings.

5
competitive advantage

how competitive is your offering in comparison with that of your competitors? (place green rating cards according to your performance in each topic)

note: if your organisation/company has multiple products in different market segments, please answer for the dominant or most significant portfolio that best characterises your business

significantly better	significantly more up to date or attractive	very strong brand identity	significantly better	significantly higher
slightly better	slightly more up to date or attractive	strong brand identity	slightly better	slightly higher
about the same	about the same	about the same	about the same	about the same
slightly worse	slightly dated or unattractive	weak brand identity	slightly worse	slightly lower
significantly worse	very dated or unattractive	very weak brand identity	significantly worse	significantly lower
Technical performance or functionality (e.g. efficiency, precision, speed, accuracy, etc.)	**Style and aesthetics** (e.g. how the product or service looks, its appearance, shape, graphics, etc.)	**Brand identity** (e.g. how strongly customers associate with the brand or overall image of the product, etc.)	**Delivery to customers** (e.g. speed of delivery, responsiveness, efficiency, etc.)	**Sales price**

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