



SUSTAINABLE DISRUPTIONS

A report on two years collaboration
between companies and designers

TITEL: SUSTAINABLE DISRUPTIONS –
A report on two years collaboration
between companies and designers

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**SUSTAINABLE
DISRUPTIONS**

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” Sustainability has become a common concept, attracting many investors, at least in the US: Nearly 72 per cent of all companies in the S&P 500 (Standard & Poor’s Index of the 500 most frequently traded, primarily American stock) now report on sustainability.



PREFACE

New thinking has to be adopted

A note on the bulletin board in the office of the employees of Sustainable Disruptions quotes Albert Einstein:

»We cannot solve our problems with the same thinking we used when we created them.«

This quote has been an inspiration for them and for the ten companies that took part in the project.

These companies have come to the realisation that 'business as usual' is not the way forward, and optimisation alone is insufficient if you want to create an economically sustainable business. New thinking is required. Those companies have recognised that the industrial society's classic definition of a manufacturing company is inadequate, and incorporating sustainability into their strategy could well be a decisive factor in their survival.

They are also aware that design thinking – which they themselves have learnt to apply along the way – can be the way forward and that placing the users in the centre, like designers do, can create considerable value.

In the project Sustainable Disruptions the companies and a group of designers have

identified numerous common barriers to sustainable development. Subsequently the companies and the designers have developed individual methods and tools to identify a company's sustainable potential in terms of product, service and system.

We are truly grateful to the companies who have allowed themselves to be disrupted by the project. They all had managers who were eager to be disrupted and gain further insight into initiatives the companies can adopt in order to improve the company's future by thinking and acting sustainably.

We have borrowed part of the name of the project and the working hypothesis – Disruption – from Clayton Christensen, who describes 'disruptive innovation' or disruptive development as a mindset necessary for the development of products, services or process which the market does not expect.

The second part of the name – Sustainability – is one of Design School Kolding's basic values. The concept has been an area of research and development for a number of years, and it has also been part of the fixed syllabus in the programme for years. Hence Design School

»Business as usual is not the way forward, and optimisation alone is insufficient if you want to create an economically sustainable business«

Kolding has more than 20 years of domestic and international experience in ways in which designers can support sustainable development.

In Sustainable Disruptions we have applied John Elkington's concept 'The Triple Bottom Line' to frame the development. We have simultaneously assessed economic profit, environmental sustainability and social justice and subsequently taken the day-to-day lives of the individual companies as our starting point.

We have been inspired by one of our partners, Chinese professor Lou Yongqi's principle about Acupuncture Design, in which a network of proactive players creates lasting and relevant changes by focussing on one point and concentrating their effort there. Thus a much



larger system is affected – or a whole organism – as is seen in the medical procedure acupuncture.

The Triple Bottom Line also enables the introduction of the same tools that we designers use at all levels of development in a company: Strategic, organisational and relational tools as well as analysis of value creation and supply chains.

The report describes the methods that were used, the tools that were developed and the experiences the companies and the designers have gained. There is also a chapter with recommendations for those who want to get started.

We hope that the report will inspire and also delimit concrete actions towards a development with economic earnings, environmental sustainability and social justice.

Happy reading and happy working!

Mette Mikkelsen
Prorector, Head of Development
Design School Kolding





The primary goal of Sustainable Disruptions is to

- **ensure clarity, focus and action in a more sustainable development within the companies' strategy and day-to-day operations**
- **create and communicate insight, knowledge and tools of general interest for companies as well as for new research and development initiatives**
- **based on the concrete future visions and scenarios of the participating companies to create strategic and practice-based tools meant to expand the internal as well the external knowledge sharing with suppliers, customers and end users.**
- **and finally to introduce the companies to the potentials of using design-professional competencies at all development levels in a company: Strategic, organisational, relational and in the analysis of value creation.**

Disruptions to sustainable business development

By Steen Hildebrandt, Ph.D., Professor, University of Aarhus and Adjunct Professor, Copenhagen Business School (CBS)

NEED FOR DISRUPTIONS

Sustainability ought to be taken for granted in a business context and not just be a naïve consideration but rather the foundation for and content of future business models; nonetheless the process is not as easy and smooth as could be desired. Disruptions and influences are needed before most of us are ready to move. Sustainable Disruptions is not just an apt expression, it is also an extremely interesting project and initiative.

In its essence the project is based on practical wisdom, pedagogical insight, and an ability to concretise abilities that are rarely found within the broad field of management, but are characteristic for the design field. It is rewarding to see a strategic design project take on that form and communicate this content in a way that the concerned companies can relate to and can start implementing right away.

That does not mean that it is easy and without complications. Changing habits is never easy. But it is practically feasible. The project is characterised by a deep understanding of the character and importance of involvement and knowledge sharing. It is characterised by a deep understanding of what a company in the 21st

century is all about, but also a profound identification with the needs and opportunities of the surrounding society.

THE MANY ASPECTS OF GROWTH

The general consensus is that the great promise of capitalism is growth. Some talk about an implicit promise, but in any event almost everyone talks about growth. And in this context growth means short-term, material, economic growth, in other words growth in turnover, production, profit, employment, market share, GDP etc. In other words economics, production, figures. »We must get back on the growth track,« the politicians say. »Without growth we'll perish,« business leaders declare. Even universities, schools, nursing homes, libraries, hospices, churches and other publicly owned companies and institutions must produce growth. Why? Because!

It is obvious that growth has many positive aspects. But it is also indisputable that the growth we are chasing may sometimes have immense and more or less unintended and unacknowledged consequences, victims, costs, etc. We are talking about CO₂ emissions, all kinds of pollution, waste etc. from companies caused by or related to the working environment;

we are talking about industrial accidents and all sorts of impacts on nature, animals and people outside the companies, e.g. customers and purchasers of the products and services that the companies deliver.

In other words: We have established a system where many of the sacrifices and costs tied to the manufacture of all kinds of products and services are not included in the accounts and calculations that the individual companies submit and undertake. The accounts only include some of the costs, whereas other costs – for various reasons – are excluded. This is unsustainable, of course, and leads to disparities and inexpediciencies. Sustainable Disruptions challenges these notions.

Sustainable Disruptions is an example of a clarification of some of these consequences and sacrifices. The Triple Bottom Line thinking points to other dimensions and forces the companies, managers and employees to think in broader terms. And that is needed, both for the sake of the companies and for the sake of society as a whole.

This is one aspect of the growth debate. Another – and related aspect – is that we maximise growth, but only one type of growth. It is as if, in our hunt for short-term, economic growth, we

have forgotten and ignore that there are other relevant growth dimensions, in each individual, in companies and in society.

Let me point to phenomena such as good manners, quality of life, health, education, happiness, closeness and empathy. A society or a company can develop in many different dimensions, and then we are back at the company's bottom line, about the GDP thinking at the societal level. We have to become at least slightly more differentiated in our definitions and measurements, and this is emphasised by Sustainable Disruptions, again and again.

A CONCEPT UNDER DEVELOPMENT

Although the concept sustainability is old it is at the same time in its infancy. We do not know what a sustainable society is, but one thing we know: Many contemporary societies are most certainly not sustainable. In the coming years sustainability has to be expanded and concretised to become a kind of bio- or life science pertaining to the sustainable development of the earth and of life – of human beings in communities, about solidarity and meaning. This is an invitation to and demand for interdisciplinarity. Some of the skills or sciences we know today must be seen as early

stages and experiments which in the future will have to be integrated and developed into entirely new sciences which will embrace ever larger units and explanation constructs.

For something to be sustainable it should be able to carry, maintain or recreate itself, just like nature and the life processes have done and are doing throughout evolution since time immemorial.

From that perspective sustainability ought to be a matter of course in all respects. But that is not the case. Sustainability pertains to all life on earth – society, companies and people and how we survive and reproduce ourselves in a balanced fashion on all levels.

It seems hard to fathom that it should be necessary to discuss whether sustainability is a good idea. But it is, and Sustainable Disruptions sets the stage, in fact more than that: Sustainable Disruptions represents an approach, a method and some tools that lay the groundwork, invite, even command a discussion of what sustainability is in the individual company and the concrete situation.

We all know it: Things are interrelated. What the company does, what happens in the nursery

school, what I, as a consumer, do, what decisions the politicians make – it touches and affects. Everything is connected. Nevertheless we often behave in ways that bring both individuals and large systems off balance. There is nothing wrong with the natural systems; it is our thoughts, attitudes, feelings and judgements – and actions – that are misguided.

BUSINESS AND ROLE MODEL

In a situation where two thirds of the world's population not only wants, but is actually on the way through an industrialisation, into a capitalistically based market economy, which in many ways resembles the one that the industrialised nations have gone through, it may seem reckless to talk about sustainability in one of the smallest countries in the world.

But maybe it does make sense. What we do in Denmark impacts us as a nation first time round. But it also affects others. Even on the grand scale we find role models that show the way, provide inspiration, take full responsibility and influence the whole.

Knowledge obligates, is a common saying. It applies to each individual and it applies to soci-

eties. The rich countries in the world have obligations. At the same time it appears that Denmark possesses such vast knowledge in the field of sustainability and that the demands in many parts of the world are so huge that sustainable or durable growth may become the most important common business theme in Denmark over the next few decades. Who knows?

Sustainable Disruptions makes a valuable contribution in this regard, and Sustainable Disruptions is a stellar example of how far we have to go in the degree of concretisation before anything concrete happens. There are many more initiatives and companies in Denmark than is commonly believed. The great challenge is to differentiate and more precisely define both the growth and



the sustainability concept, expand the concepts in such a way that they become meaningful and practically feasible to talk about; we also need to practice more sustainable leadership. Sustainable Disruptions makes a prominent contribution to this discourse.


LITERATURE

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Steen Hildebrandt, Ph.D. is a professor of organisation theory and management at the University of Aarhus. He has authored and co-authored several hundred books about organisation and management and is an avid debater on topics related to management, business organisation and social issues.

He is the co-founder, chairman of the board and partner of the consultancy Hildebrandt & Brandt A/S and is a former economic advisor for the National Competency Council. He has a BCom (1968) in business economics, operations research and organisation and a Ph.D. (1976). The topic of his dissertation was the implementation of management models.



” A sustainable product is a product whose entire lifecycle is being scrutinised, where materials, production, function and the needs and wishes of the end-user have been given thorough consideration, and not least, where ultimately a value can be created in the form of earnings for the company.

Furthermore a sustainable product should be able to create an evolving and healthy relationship between the consumer and the product in use, and – in the most successful cases – a relationship between the consumer and the company.



INTRODUCTION

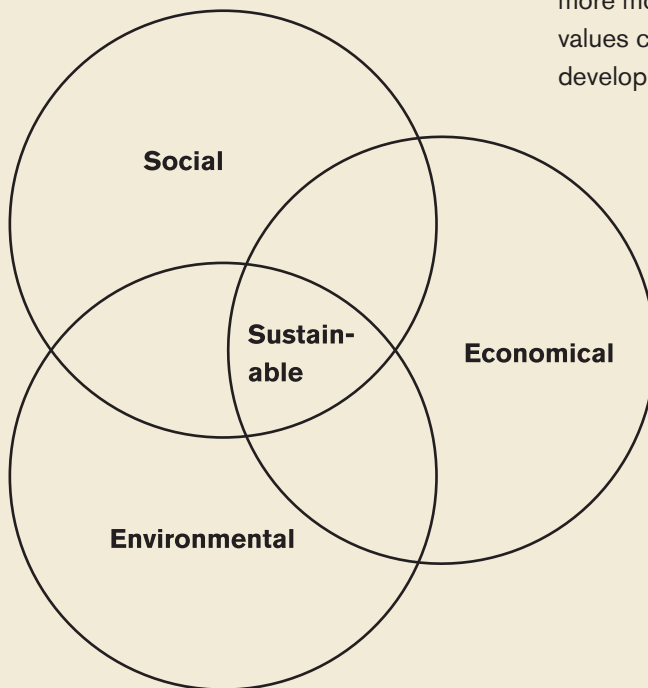
Sustainable development exists and works – so why is it so hard to get started?

Virtually all industries provide examples of how a company can produce sustainably. So why is it not happening all over the world? – Why is it so hard and challenging for Danish companies to initiate a sustainable development? Why are we wasting enormous resources and money on ensuring that 95 per cent of what is being developed the world over reaches the market, but fails to succeed? ¹⁾

That was the initial reflection that gave rise to the idea of the project Sustainable Disruptions.

One barrier that was identified early on was the left-leaning, conforming and not very appealing label that was affixed to sustainability throughout the 1990s, where the concept was equated with spelt bread and hemp trousers.

Hence the vision became to identify a novel and more motivating approach and specify which values could be the starting point of sustainable development going forward.



< A vital part of the tool box became The Triple Bottom Line, incorporating terminology familiar and appealing to the companies.

1) Article in 'Harvard Business School' (2014) by Carmen Nobel / Research and Ideas / Clay Christensen's Milkshake Marketing.

We also want to pass on to the companies what we know: The designer's method – design thinking – because it is our experience that there is great potential in employing these competencies on all development levels in a company: Strategic, organisational, relational and also in the analysis of value creation.

The starting point of this project is John Elkington's concept The Triple Bottom Line, which entails a simultaneous weighting of economic earnings, environmental sustainability and social justice.

The Triple Bottom Line considers three parameters:

- **SOCIAL:** An increased demand from consumers for a transparent production in terms of working conditions and employee rights.
- **ENVIRONMENT:** A demand that the company seriously considers the environmental impact and waste of resources involved in all types of production.
- **ECONOMY:** A demand that the company is on a sound financial footing, and, in addition to the black figures on the bottom line, empower the employees to expand their knowledge and competencies in relation to sustainable development.

The Triple Bottom Line indicates that it is no longer sufficient to be cost effective and create economic growth. Sustainable growth is created with consideration for the consumption of limited resources, the well-being of the employees and social rights throughout the entire supply chain, the life cycle of the product and the environmental impact.

The Triple Bottom Line is a concept that entails a simultaneous weighting of economic earnings, environmental sustainability and social justice. It is no longer sufficient to be cost-effective and create economic growth. Sustainable growth is created with consideration for the consumption of limited resources, the well-being of the employees and social rights throughout the entire supply chain, the life cycle of the product and environmental impact.

John Elkington, who coined the phrase, is a world renowned authority on Corporate Social Responsibility and sustainable development. He is a founding partner and chairman of the board of Volans, a future-focussed organisation working at the crossroad between sustainability, entrepreneurship and innovation movements. He is also co-founder of SustainAbility (1987) and Miljødata Services.

Six mountains – and six proposed solutions – identified

The project has identified six barriers – we call them mountains – to the sustainable development of a company.

1. We are busy

2. Lack of overview

In all companies the fear of and lack of an overview of the complex concept of sustainability is one of the greatest barriers for embarking on a sustainable development. And lack of overview means that sustainability not only comprises one's own company and production but stretches backwards to subcontractors and in the long term forward to distributors and dealers, to the time the product is used and finally when it is being discarded or reused.

In addition there are changing legislation and regulations, which make it difficult to be at the forefront of the actual understanding of when a product is sustainable and when it is not.

3. Either/or which puts the company under an obligation to go all in.

It appears that it is, in fact, possible to operate with a 'both/and' strategy, in which sustainable development is first tried in small projects – and is then scaled to something larger and more comprehensive.

4. Lack of transparency and accountability

There is no visible differentiation or difference between conventional and sustainable products. So what is it, really, that the company invests its time and money in when it decides to adopt sustainable development?


Sustainability demands full control and transparency in the company's entire value chain, including contractors and subcontractors. And there is a limit to how much responsibility one can take on.

5. Fear of promising too much

In other words the fear that consumers will control and test every company that promotes sustainability. The standard for when a company is trustworthy within its field is enormously high, and the fear of being confronted with one's own lack of capability has therefore been compounded in many companies.

6. Lack of communication across the value chain

Communication problems among the different departments and a lack of understanding of each other's work in all companies are challenges that create misunderstandings and waste time. Everyone within the company has to think along the same lines, and each individual has to contribute their expert knowledge. It is

A stylized illustration of a mountain range with several peaks of varying heights and shades of gray, all topped with white snow. The background is a solid light beige color.

a matter of proceeding from 'I know that' via 'we know that' to 'we don't know that yet, but let's find out'. Taking that as a starting point it is possible to establish a structured comparable basis for what can be realistically accomplished in the company in the area of sustainability.

In the project we have developed answers to how it is possible to climb the mountains.

Our solutions to overcoming the six barriers are:

The Future Ruler

The Collection Building Tool

The Production Development Tool

The Assessment Tool

The Communication Tool

A Designed Value Chain

The entire process the companies have been through

All the tools are carefully described, both in the present report and in the tool box that has been assembled for new companies who are ready to embark on expanded strategic or operational sustainable development.

Help to realise what you do not know

Throughout the project the tools helped companies realise what it is they do not know, after which it is possible to uncover the information they need. One example could be a company that lacks information about the needs of the end users.

Imagine that tools are developed for the sales department so it can become better at gathering information about end users and then the department forwards that information to the organisation. The company will then be almost self-sufficient in terms of user input, which places it in a very strong position.

This project consciously uses the term end users rather than customers. In the B2B context it is often the case that the company's customers are not the end users. But when talking about sustainability the focus is precisely on how the product lives on after people have started using it.

For a B2B company it is obviously advantageous to collect information about the end users, thus evading the primary customer in order to understand the real needs of the end consumer, who, of course, is the customer's customer.

Such an extended knowledge about the end user will at best radically change a company's product development from being customer-driven to setting the company's own knowledge into play in a more structured and qualified fashion.

In this innovation space entirely new and hopefully also more sustainable developments may emerge.

FEAR IS TRANSFORMED INTO MAPPING

The overall goal is that the companies, through closer contact to the end users, can break down the barriers to sustainability, because the fear of the consumers' expectations is transformed into a mapping of these expectations; and knowing them means that it is easier to plan the work processes so that the company meets the expectations.

Courage is needed to start the development in order for it to work over time – and give it time!

Before we started this project and along the way we posed numerous questions to ourselves and to the companies:

Can sustainability be a lever for growth?

The answer is yes. We used The Triple Bottom Line to map how three different types of resources are being used: Human beings, the economy and the environment.

This bottom line can further a discussion about how human beings are being used while at the same time investing in the future, about the fact that there is no sustainable future unless we earn money and create a sound economy, and about the environment: How do we use energy? How do we choose materials? What do we do about waste? Reuse and recycling etc. – and, perhaps most importantly, what product should we actually produce?

What does a well-balanced company look like?

In other words a company where product, strategy, relations and company culture combine in the correct doses? During the process the design team behind Sustainable Disruptions created an eight-figure diagram illustrating the best way in which the various levels in the company interact most effectively as a compromise between the flat company structure and the classic top-down structure.





After its first analyses of the initial collaborating companies the design team behind Sustainable Disruptions identified four areas where the companies' potential and prospect for sustainable development were especially evident:

- an upper strategic area (by changing the existing, exclusive focus on the economic bottom line)
- a relationship to customers, suppliers and end consumers (a better understanding of the human needs which the products are meant to fulfil, better knowledge and greater mutual dependence on suppliers)
- the internal company culture (a shared focus on real values and a central role for pride in the work place)
- the product area (optimisation, processing and retention of product knowledge through development)

How to create a sustainable business plan?

Laying out a business plan for an economically profitable company is complicated enough in itself, and new demands for user understanding, sustainability and social responsibility make it much more intricate to develop the right model to ensure a thriving business.

Management is most often responsible for laying out a business plan based on strategic considerations. But the danger is that the board room may overlook the actual potentials in the company.

Several of the tools developed by Sustainable Disruptions intend to foster internal transparency and a conscious awareness about the development processes within the company. Management knowledge of what happens in all sections of the company is valuable for the creation of a sustainable business plan.

Can credibility and authenticity be the competitive advantage of the future?

Today's consumers are incredibly well informed and can surf the Internet to find information about virtually all products they encounter. The pressure from the consumer is not only critical, but also well-informed and developing at breakneck speed.

The competition to win the well-informed and critical consumers' favour requires more than a good product. Attracting 'new' customers requires a specific focus on increasing the company's credibility, a credibility that must be reflected in the core values of the company and can no longer be built on smart marketing.

One of the premises for a company has always been that it had to be better than its competitors. Previously it was a matter of expanding market shares by delivering a better, smarter or perhaps cheaper product than the competitors.

And in the not too distant past it was possible to extend the product's territory by linking it to a good story.

Today's trend is that it is also necessary to display a healthy amount of reliability and authenticity when facing the consumer. Trustworthiness arises when the consumer realises that the company adheres to the same vision and the same goals as the consumer, for example that the company and the consumer share the project called 'Sustainable Development'.



Companies under pressure

The project revealed that the companies are primarily pressured in three areas of their value chain:

INCREASING DEMAND ON PRODUCTION

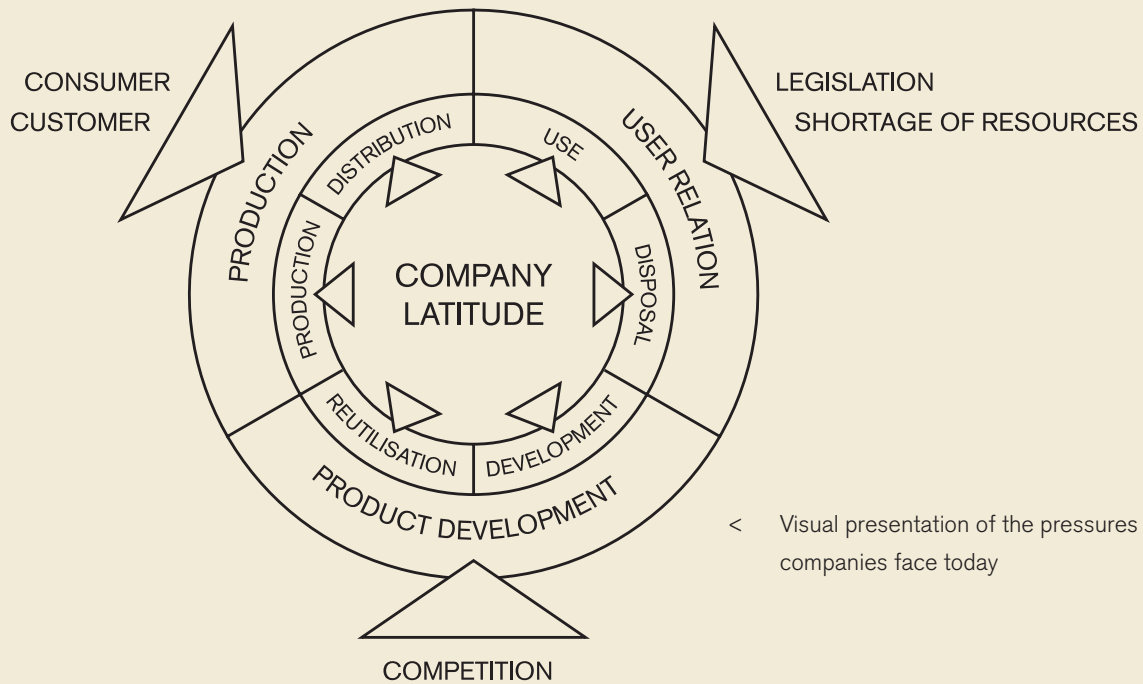
1. Natural resources are becoming more costly, and the scarcity of raw materials is starting to affect the price level in many industries. Cotton for example has doubled in price over the last couple of years. The price of metals such as aluminium and copper has gone up. Some of the reasons are demand for products in general, climate change and more expensive labour in the manufacturing industries.
2. Companies are under legislative pressure to reduce the environmental impact during production. This is the case all over the world where restrictions on chemical spills, demand for reduced water consumption, etc. are being imposed through fees and outright bans.

Legislation also puts pressure on the companies' working conditions. There is increasing demand for higher wages, safety and other working conditions.

3. Increased pressure from the consumer. Previously many companies solved the problem of rising costs associated with stricter requirements on production by outsourcing to countries with low wages, laxer regulations and easier access to raw materials. But this has become increasingly difficult to do as (Western) consumers gain easier access to information about working conditions, environmental issues and living conditions for the local population, irrespective of where in the world the company is operating.

Hence many companies are starting to realise that they have to take the pressure from the consumer for a more responsible production more seriously. There are numerous examples of companies who have been vilified in the press for actions that do not correspond with their official marketing.

The fear of being accused of 'greenwashing' is one of the greatest barriers to launching a more sustainable production.



**STUDIES CONCLUDE:
SUSTAINABILITY PAYS OFF**

Companies that attain the highest score, AAA, on the MSCI sustainability index register an average gain of almost 23 per cent on their investments. That is more than twice as high compared to companies with the lowest score.

Companies with the highest sustainability score are also the least risky to invest in.

That is the result of a recent study by Nykredit (one of Denmark's leading financial services groups) of the equity returns of over 5,000 global companies listed on the stock exchange over the last two years.

A similar encouraging conclusion can be drawn from a meta study performed by Oxford University and the consulting investment firm Arabesque. They analysed 190 different studies of the

correlation between sustainability and earnings and concluded among other things that:

- Some 88 per cent of the studies show that companies with robust sustainability principles display superior operational abilities, which ultimately lead to higher earnings.
- Some 80 per cent of the studies show that sustainability in practice has a positive impact on the investment performance.

A new report from MIT Sloan Management Review, Boston Consulting Group and United Nations Global Compact based on a survey of 2,587 business leaders from around the globe shows that they are becoming increasingly aware that the success and long-term survival of their company depends on whether they can produce goods and services in a world that is economically, socially and ecologically sustainable in the future.

Ninety per cent of the respondents believe that their company needs to reach out to others in order to tackle the increasing challenges in the area of sustainability that the world is facing.

In 2014 these companies entered into a record number of partnership agreements with e.g.

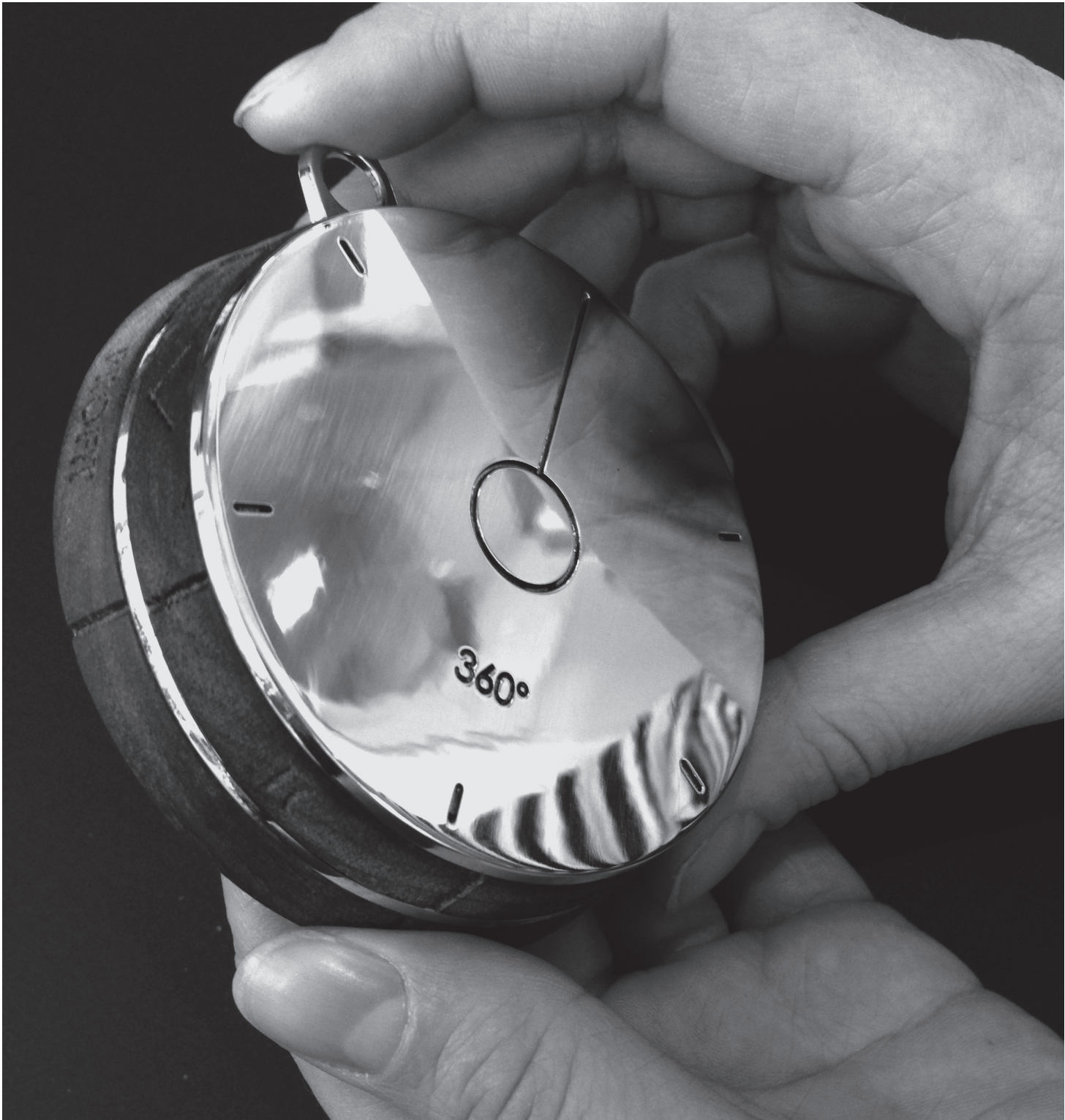
academic institutions, local authorities and NGOs, and many of them expect that this type of collaboration will be more prevalent in the future.

The report – *Joining Forces. Collaboration and Leadership for Sustainability* – shows that the deeper a company’s management is engaged in a partnership and supervises the efforts, the greater the chance is that the partnership will be successful.

Only 22 percent of the leaders indicated that their board of directors was actively involved in developing and executing the company’s sustainable initiatives.

The report offers several explanations. Many boards of directors are uncertain as to the economic consequences of new types of initiatives; some board members lack insight into the field, and boards still tend to concentrate on projects that provide rapid return for the company’s shareholders.

- > The Value Compass was developed by Sustainable Disruptions as a tool to initiate the dialogue that enables a company, institution or organisation to navigate in a sustainable future



Design process in 5 Cs

Sustainable Disruptions was built around the design process with the following phases:

COLLABORATE:

Collaboration and knowledge sharing

Visits to companies, conversations and observation. The framework for the project is based on the company's organisation, process flow, strategy and vision.

COLLECT:

Research – to wonder and explore

Various design methods are used to collect information about the companies, for example the latitude awarded to competitors, customers, end users, suppliers and other stakeholders is mapped. Facilitation of workshops, where the participating companies work with opportunities and challenges of the future.

COMPREHEND:

Analysis, sorting and categorisation – comprehending

Analysis of the collected material as well as insights from conversations and workshops. Description of identified spaces of opportunities within the companies.

CONCEPTUALIZE:

Drafting of possible solutions – concept development

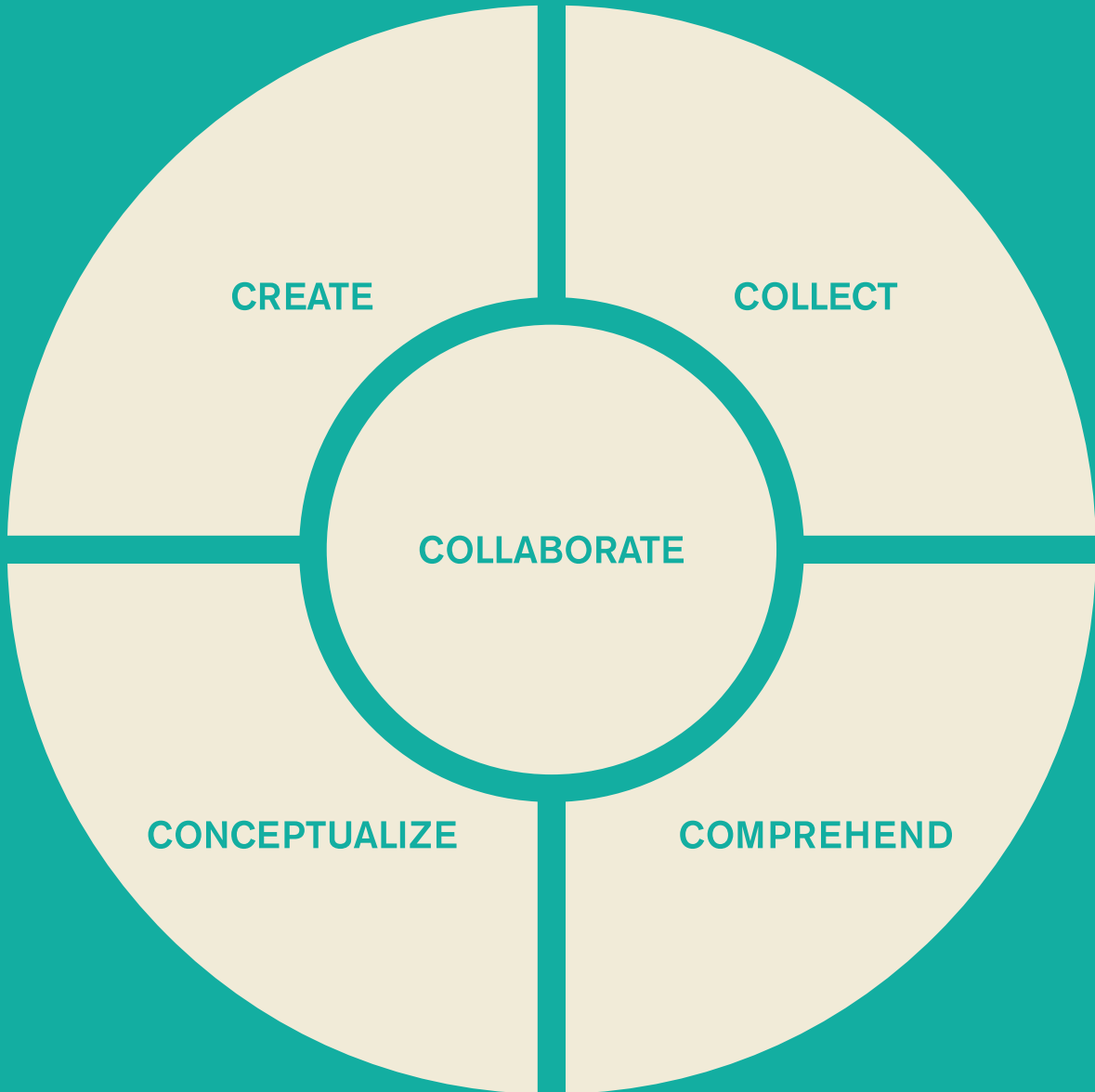
Drafting, prototypes and tests in collaboration with the companies. Identification of useful and implementable solutions and tools.

CREATE:

The finished concept – production

The final solutions and tools are applied and presented to the companies involved.

At Design School Kolding we create products, services and systems which, in the extreme, can help change the world. Fortunately more and more people discover that the design process and design methods can contribute new ways of doing things. The 5 Cs we have worked with at Sustainable Disruptions are Design School Kolding's theoretical design process developed by the design researchers Anne Katrine Gelting and Silje Kamille Friis.




CREATE

COLLECT

COLLABORATE

CONCEPTUALIZE

COMPREHEND



” Working with sustainability as a strategy is a long haul which many companies consider fraught with insurmountable obstacles. But in the project Sustainable Disruptions designers and companies have collaborated in gaining additional insights into how the strategy can turn into hands-on actions that can be implemented. The key words are user awareness and collaboration.



RECOMMENDATIONS

Recommendations to companies that want to work more sustainably

Working with sustainability as a strategy is a long haul which many companies consider fraught with insurmountable obstacles. But in the project Sustainable Disruptions designers and companies have collaborated in gaining additional insights into how the strategy can turn into hands-on actions that can be implemented. The key words are user awareness and collaboration.

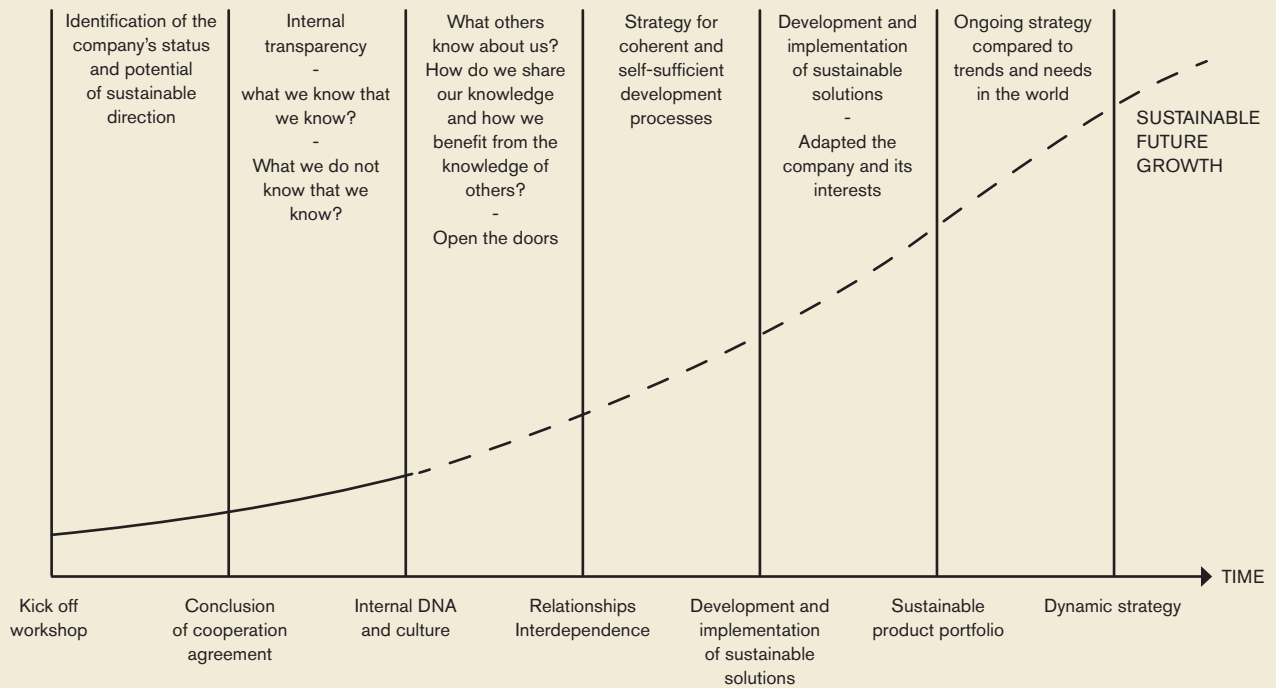
The analyses conducted by Sustainable Disruptions have revealed that, despite differences among the companies, the potential for development and sustainability exists in all companies.

- They all have the potential for more accurately defining, verbalising and developing their internal company culture and raison d'être.
- They all have the capability to sharpen their product development process.
- Some companies need to improve their ability to sort and heighten the accuracy of their targeting of existing products. Others need to adjust their development process to include the possibility of all employees and stakeholders contributing with knowledge and input going forward.
- Creating a common understanding of the company's products is the foundation

for being able to work methodically with production, development of products and identification of future markets. The road to increased sustainable development goes through a strengthening of the story of why the company's products are the way they are – and why they were created in the first place.

- Traditionally a company has a vision which translates into its strategy. The duration of that strategy depends on the production opportunities, the market and the culture in which it has to operate.

In order to keep a clear focus on the company's day-to-day development (be it in the form of new products, product optimisation, research into new materials, suppliers, technique, etc.) it is vital to keep a close look at the process. Let more people contribute with knowledge and cast a glance on a development project – that will create a



^ Process diagram illustrating the longer outlook and efforts required to be a sustainable business

- more differentiated picture of opportunities and limitations than just a single individual would be able to detect.
- Management and the CEO must be interested and be future carriers of output from the project – otherwise it will be hard to execute the results.
- Irrespective of how flat the company's management structure has been there is no doubt that the success of continued use of the tools has the greatest chance of being attained if top management is carriers of the implementation.

RECOMMENDATIONS FOR DISRUPTIONS

In connection with the project an online debate forum was established in which the project team invited a number of guest writers to elaborate on a key word from the project once a month. These key words relate indirectly to sustainability, and the writers were asked to relate personally and more broadly to the concept.

One of the key words is 'Disruptions', and based on the writers' topics, sense of wonder, statements, worries and beliefs, the design team has formulated a series of recommendations to how it is possible to embark on sustainable development based on the key word: Disruptions.

- We live in a society characterised by constant disruptions in the form of the Internet and mobile phones. There is a need to halt and take time to reflect on and relate to these disruptions.
- 'Emotional disruptions' have the potential to create behavioural changes. Abstract ideas of climate change etc. are not sufficient to make the consumer or companies change their behaviour. Present motivation is needed.

- The disruptions must be followed up with time and opportunity to change course. A disruption towards sustainability must be backed by opportunities to act.
- Disruptions can lead to something constructive provided they occur in situations where one is stuck. A crisis may be the best starting point for sustainability-related disruptions to lead to actual sustainable initiatives. The world right now is crying out for new perspectives, goals and directions.



” When an employee has an idea to improve a process or a product it is important that there is a safe space where the individual can share the idea with colleagues from other areas and at other levels in the company.

This feeling of being safe depends on the employee's conscious sense of how the idea will impact other levels of the company and the other employees' appreciation of how the idea emerged.



METHODS

PRODUKT

VIT

INDRYK AF UDTRYK

SPILD

JAKSON

RAFINERING

INDUSTRY VS HÅNDVÆRKS

EFFECTIVE

DET UNIKE I EN EASY

EMBALLING

EF15: Mere inspiration. På et andet plan, måske lidt mere strategisk.
 EF16: Det handler om hvordan man vil.
 EF17: Lær noget nyt, og det er ikke altid lige nemt.
 EF18: Skal man have en færdig løsning med tre
 EF19: Jeg farer lige ned i udsende, fordi produkter sælges med øjne.
 EF20: Det er absolut det vigtigste.
 EF21: Løsningen - det betyder jeg at vi skal arbejde med
 EF22: (Til)tager for nemheden af broderi / kontakterne
 EF23: Indretninger, det er det billigste af det billige
 EF24: Men når de skal være ens er det nemtest for folk at lave
 EF25: Det ser tit rigtig farveligt ud.
 EF26: Nogle produkter som andre ikke lært at sig, nei, så når du vil lave
 EF27: Jeg vil ikke kalde det industri, for det er gode produkter.
 EF28: Folk synes jo altid at hjemmebak er godt.
 EF29: Så ligger brødet i toppen. Det signalerer ikke kvalitet
 EF30: Der er noget i sig selv, så når du vil lave
 EF31: Emballage er store kasser, det er ikke
 EF32: Den så fabriksagtig ud, og det er ud for stærke
 EF33: Den så fabrikagtig ud, og det er ud for stærke
 EF34: Men det kan være nemt, fordi produkter sælges med øjne.
 EF35: Det ser tit rigtig farveligt ud.
 EF36: Skal man have en færdig løsning med tre
 EF37: Skal man have en færdig løsning med tre
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The Figure-8 Diagram fosters new thinking about the company's structure

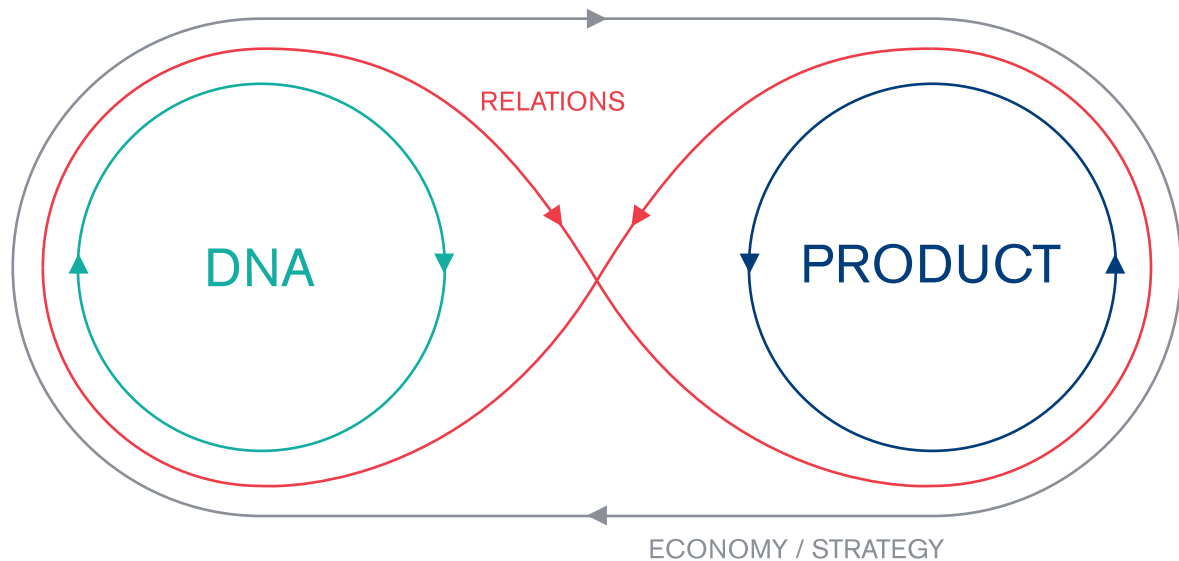
A well-balanced company is one where all developments in all areas and at all levels are constant and, not least, collaborate. An appreciation of how the different areas and the individual employee thinks and works is essential for new ideas to be spread and implemented.

If just one of the departments in the company is unable to embrace new ideas and developments it means that all new developments in the rest of the company will automatically stall or have a harder time taking hold. All areas are dependent on each other in order to execute developments and ideas all the way to new processes, products or services.

What does a well-balanced company look like?
A company where product, strategy, relations and business culture interact in the right doses?
During the process the design team behind Sustainable Disruptions created a Figure-8 Diagram that illustrates how the various levels in the company interact most effectively as a compromise between the flat business structure and the classic top-down approach.

After analysing the first four collaborating companies the design team behind Sustainable Disruptions had identified four areas that clearly illustrated the companies' potential and opportunities for sustainable development:

- An upper strategic area – involving a change in the existing exclusive focus on the economic bottom line.
- A relational area for customers, suppliers and end consumers – involving a deeper understanding of the human needs to which products or services are delivered, a better insight into and greater mutual dependence on suppliers.
- The internal culture – involving a common focus on real values and pride in the workplace.
- The product area – involving optimisation, processing and retention of product knowledge through development.



CHANGE AT THREE SPEEDS

Depending on how many and which areas are involved changes in the company can take place at different levels and at faster or slower speeds:

- The two fastest changes can take place in the areas of product and company DNA. A change in a procedure here will often show immediate changes.
- Changing a relationship, on the other hand, takes longer. Changes in the relationship area involve more people and also other companies, and hence changes in this area will have a slower impact.
- The strategic area is the slowest, because strategies are often formulated over several years. Accordingly a change in values or vision in a company will take several years to implement.

THE DIFFERENT LEVELS DEPEND ON EACH OTHER

The four areas and three levels inevitably affect each other. A change in one area will impact another area in the company's small ecosystem.

Hence a well-balanced company is one where all developments in all areas and at all levels are constant and first and foremost collaborate.

When an employee has an idea to improve a process or a product it is important that there is a safe space where the individual can share the idea with colleagues from other areas and at other

levels in the company. This feeling of being safe depends on the employee's conscious sense for how the idea will impact other levels of the company and the other employees' appreciation of how the idea emerged.

If just one of the areas in the company is unable to embrace new ideas and developments it means that all new developments in the rest of the company will automatically stall or have a harder time taking hold. All areas are dependent on each other in order to execute developments and ideas all the way to new processes, products or services.



^ Workshop in SAC – Salesmen from all over Europe share knowledge

TOOLS THAT CREATE THE BEST CONDITIONS FOR DEVELOPMENT

The concept of a strengthened internal comprehension and transparency within the company forms the basis of the development of several tools in Sustainable Disruptions. Each tool is described in the section about tools, so here is just a brief overview of three of the tools:

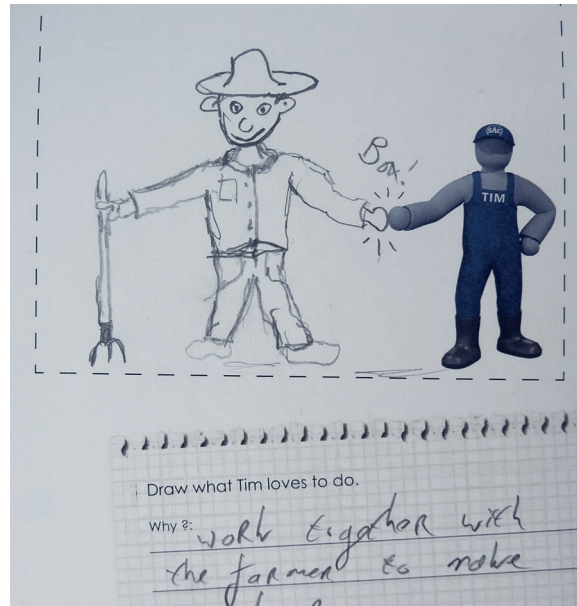
The Value Chain for example provides each employee with an overview of where in the organisation he or she is located and what value he or she contributes to the company. That makes it easier to identify the development potential in the individual process, the individual department, the individual employee or the entire company.

Collection Building makes it easier on a strategic level to ensure that there is a differentiated and balanced product development. It also helps budgeting of experimental development projects that may expand the product knowledge and motivate the employees.

The Product Development Tool ensures that all ideas, opinions and knowledge in all areas related to the development of a new product or idea are collected. Enabling all employees to follow and provide input to the development of

a new product will ensure the highest quality, and a foundation for knowledge sharing among employees, departments and areas of the company is created.

All the tools combined will contribute to providing new sustainable developments with the optimal opportunities to reach their highest potential. At the same time they help maintain a constant development on all levels of the company.



^ Designresearch – from collaboration with SAC

Deeper understanding of what we stand for – and why we are what we are today

Georg Jensen Damask participated in the very first round of Sustainable Disruptions, and Christian Borch, the supply manager, has often been asked how the company has benefitted.

Here are six of his answers:

»The entire organisation has been more or less involved from the very outset. Obviously some have been more involved than others and have gone deeper both as far as information and feedback are concerned. But everyone has been engaged, and it has been a positive experience, since people who normally do not share the strategic thinking have provided input and have been able to see the contexts. A deeper understanding has evolved for what we stand for and why we are what we are today as Georg Jensen Damask.«

»...for example through the Conversation Salon, where everyone has been involved and has expressed their thoughts about what makes us special and unique, we have come to a new understanding of our DNA. It has been incredibly exciting to harbour thoughts about why we are here and then add new layers and delve deeper towards the core. That would not have happened if we had not embarked on the journey we have now completed.«

»The project is called Sustainable Disruptions, and we have indeed been disrupted.... a lot.«

»We had some fantastic people from Design2innovate on board who asked questions and worked on the answers, but this project also required a lot from the organisation. And obviously we have to be prepared that it requires something of us afterwards, otherwise the whole thing would fall flat, and that is most certainly not the intention.«

»Another exciting thing which should be remembered is that it is important to be open to people to become involved in the company and provide inputs. Ask designers to take a look at the company's procedures. They may have some insights and inputs that have eluded us and which we sometimes forget in the day-to-day operations when we are in the middle of our daily routines, and we will realise that we have to push hard to move things just a tiny bit.«

»There are unquestionably elements from the project that we have to work with in peace and quiet, so that they become a part of our day-to-day life in processes but also in design development.«



FACTS ABOUT GEORG JENSEN DAMASK

- Georg Jensen Damask designs and manufactures textiles for the home – tablecloths, towels and bed linen.
- The company, which is headquartered in Kolding, was founded in the 1700s. In 1937 the name Georg Jensen Damask A/S was registered and the first shop opened in 1950.
- Over the years the company has had a number of well-known designers of their products: Nanna Ditzel, Arne Jacobsen, Bent Georg Jensen, among others.
- The demand for quality products is high, both in terms of process and environmental requirements. All primary suppliers must have ISO 9001 and ISO 14001 certifications, and in addition Georg Jensen Damask sets strict requirements for the working environment, building conditions, environmental considerations and social conditions.
- Environmental considerations are a parameter that is incorporated into the company's culture focussing on less pollution and less resource consumption – from water restrictions via choice of packaging to recycling of as many materials as possible.

For more information go to: www.damask.dk

Conversation Salon uncovers the greatest sustainable potential

By inviting the employees out of their regular environment in the companies a different framework was created for criss-crossing conversations on an equal footing.

By selecting topics for the conversation salons that the employees could relate to from a personal as well as a work perspective a broader understanding of the product and the value created in the company was generated.

By formulating this value and drawing on personal experiences it was possible to start a debate about a broader understanding of the value of the product and of the company in relation to the customers and society in general.

Conversation salons are a method of creating dialogue with the companies and, perhaps even more importantly, a method of making the companies enter into a dialogue with itself. This format was used in connection with Sustainable Disruptions in order to create a better internal understanding and acceptance of what exactly is the greatest sustainable potential in each individual company.

In the course of the project Sustainable Disruptions four conversation salons were held with between 12 and 30 participants, and the data material resulting from the interviews were subsequently distilled into a subject for each company that would help them realise where their greatest potential for sustainability lies:

- Olino – authority and pride
- Easyfood – waste
- Georg Jensen Damask – heritage and renewal
- Armoire d’homme – autonomy and integrity

The concept of a conversation salon was developed by Nadja Pass and Andreas Lloyd as a counter reaction against the perceived dull Danish conversation culture. Nadja Pass facilitated the conversation salons in the four companies.

The conversation salons lasted between two and three hours and the conversations, both two and two and in groups of four, covered a variety of topics.

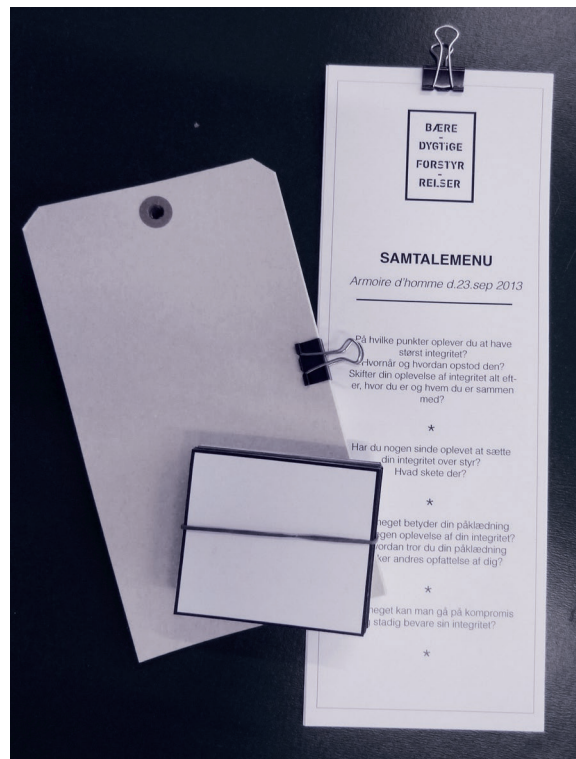
One of the things common for all the salons was a variation of the 'Mads og Monopolet' exercise (a Danish radio programme that lets listeners write or call in with a problem or a question they want the panel of often well-known personalities to answer). In this case each of the employees first had to contemplate where and how things could be done differently in the company; who were going to make the decisions about such changes; and how the employee herself would be able to make a positive contribution to the change. Next employee groups of four had to present their ideas and the others had to provide feedback.

In this way a series of new ideas quickly took form spanning concrete, practical solutions to more strategic visions.

The founder of the concept of conversation salons, Nadja Pass, says:

»I hope and believe that the participants both personally and as colleagues have had the opportunity to get to the core of why they work with what they do. What is exciting and stimulating? How can I be part of the action? In other words verbalise the grand visions of what it is possible for me to change.«

- Read more about Nadja Pass' and Andreas Lloyd's initiative Borgerlyst on their home page www.borgerlyst.dk.
- Borgerlyst's home page about conversation salons www.samtalesaloner.dk.



△ Props and 'conversation menu'



^ The conversation salon with Olino was held at Restaurant Carlslund in Odense. The conversation focused on internal communication and how to understand the term 'uniform'.

> The conversation salon with Armoire d'homme was held in Kopenhagen Fur's showroom in Copenhagen. This salon debated the concepts of autonomy and integrity.



Our management has become more stringent – and we remember to go through all the phases

Olino, headquartered in Odense, and designers and producers of uniforms, manages its product development more rigorously after the company participated in Sustainable Disruptions. – We have got tools now that ensure that everything is scheduled, and we remember to go through the various phases, says Allan Therkelsen, the supply chain manager for Olino.

The tool Olino has applied most often is the Product Development Tool. – We can use that when we launch new projects right from the bottom, products that have not been fully defined by the customer. It is more tangible, he says.

Other advantages of having completed the Sustainable Disruption training are that the company has learnt that:

- sometimes it is a good thing to include people with an approach that is different from one's own and who can look at the business from their perspective

- inviting people inside means that hidden competencies and ideas are brought to light which would not have been revealed in day-to-day operations.

– That is a big advantage, says Allan Therkelsen, who also says about the opportunities of restructuring and becoming more sustainable: We are closely linked to the customers and what they bring along. We may want to do something totally sustainable, but if the customer is not interested it is no good. We end up being the loser.

We have many customers in the Middle East, and sustainability is not high on their agenda – at least not for the time being.

Sustainability is important for European and Scandinavian customers, and here it is an advantage that we have acquired knowledge and tools which ensure that we can think through the scenarios and adjust the production sustainably.



FACTS ABOUT OLINO

- Olino designs and manufactures uniforms, primarily to the aviation industry, but also to the retail and hotel industries.
- The company has approximately 20 employees.
- The company, which is headquartered in Odense, offers total solutions including all parts of the uniform as well as accessories. The parts can be delivered from a standard collection or as specially designed and specially stitched uniforms.
- The company's main focus is minimising the cost of uniforms – which is accomplished through a stable network of subcontractors safeguarding the relationship between price and quality.
- All parts of the garments are subjected to quality control (ISO 2859-1) before they are packed and shipped. All materials and finished products must adhere to the OEKO-TEX® Standard 100.

For more information go to: www.olino.dk

The Conversation Wheel, Safari and Homework

When using the Conversation Wheel the interviewer and the interviewee were creating a joint picture of the company from each individual's perspective.

The Conversation Wheel turned out to be an incredibly useful tool in the somewhat precarious situation that may arise when employees are interviewed about their relationship with their work and their workplace.

The Sustainable Disruption team applied two other research methods, which are often used by designers: Gathering of knowledge, inspiration and impressions from a parallel context – Safari – and subsequent in-depth collection of knowledge within selected areas – Homework. These methods also proved very beneficial.

The interview was a key tool in the process of mapping where and how the individual companies could most appropriately work with sustainability.

The mission in the initial phases of the project was to form a complete picture of the companies. To this end a Conversation Wheel was developed based on the individual employee, partner and/or end user, a tool that leaves room for the employees' personal perception of their workplace and simultaneously paints an overall picture of the companies.

The physical manifestation of the Conversation Wheel was a round plate, 85 cm in diameter, divided into three equal segments. Each segment represented a section of the company:

- What is inside the company
- What goes out of the company
- What is added to the company

Each employee/partner/user was asked to position him or herself inside the wheel and justify their position. Next each individual had to uncover the relationships inside the company, both professional and social.

To the extent possible the interviewee controlled the conversation, which was later documented in the form of a written summary and an audio file. At each interview photos were taken of the 'wheel' with the added relationships for use in further processing.

Each interview lasted half an hour to one and a half hours, and at least 25 percent of the employees in each company were interviewed.

A LARGE AMOUNT OF KNOWLEDGE AND INSIGHT WAS QUICKLY GATHERED

With the Conversation Wheel it became possible to generate an enormous amount of knowledge and much insight in an incredibly short time. The written and audio-based documentation enabled a rapid sharing of the acquired knowledge within the design group.

By conducting a substantial number of interviews the material could be used to disclose opportunities and challenges within each company providing an accurate impression of the companies in real time.

INCREASED APPRECIATION OF THE NEEDS OF THE USERS

There are many ways to conduct research, and different industries have their own preferred method. The Sustainable Disruption team has two approaches often used by designers: Gathering of knowledge, inspiration and impressions in a parallel context (here called Safari) and subsequently an in-depth collection of knowledge within

selected areas (here called Homework). Both are open approaches since no specific goal has been set for the research and it is not associated with a specific product development. It is a matter of being open and curious, and then in the subsequent evaluation estimate and assess where and how the acquired material can be used.



^ Conversation wheel in use at SAC

SAFARI

'Safari' is an open-ended gathering of knowledge, inspiration and impressions in a parallel context. We sent the participants from three companies participating in Sustainable Disruptions on a safari – an expedition away from the home turf and familiar surroundings, where they had to collect information, inspiration and impressions in a parallel context.

The purpose was to demonstrate to the participants the value of going out into the world rather than sitting at one's desk and coming up with ideas for new products. This open approach to the conceptual phase made the participants begin identifying needs, problems and opportunities which could be developed into a solution based on observations rather than on assumptions.

The choice of destination for the safari is important for the outcome. It has to be a different context than the participants' 'home turf', and at the same time it has to be possible to draw parallels to opportunities and challenges in their own company.

The safaris were organised in groups, and two tools for collection and documentation prepared

the participants for the task: Open observation and open interview, which guaranteed a systematic and comparable body of material for further use.

HOMEWORK

The Homework was an in-depth and corroborating acquisition of knowledge in selected areas. The methods from the safari formed the basis and were supplemented with more general research methods, e.g. desk research.

Each participant was given the task to repeat and test the methods within a chosen area which they wanted to explore more specifically. The observations and interviews still had to be open so that as many challenges, needs and problems as possible were identified without any bias. The choice of destinations was diverse and reflected the participants' individual disciplines and areas of interest.

Within one company observations were collected from everything, from exhibition stands to procedures related to being a travelling veterinarian, and desk research was conducted into the natural behaviour of a dog.

The Homework at one food company was designed so that the participants not only had to explore potentials and challenges in relation to food products, but also had to gather knowledge about health and lifestyle in the future and about cultural differences in a global market. They also had to map different ways of communication with disparate users all over the world.

The research delivered a vast amount of data, and in their evaluations the participants make the following observations among others;

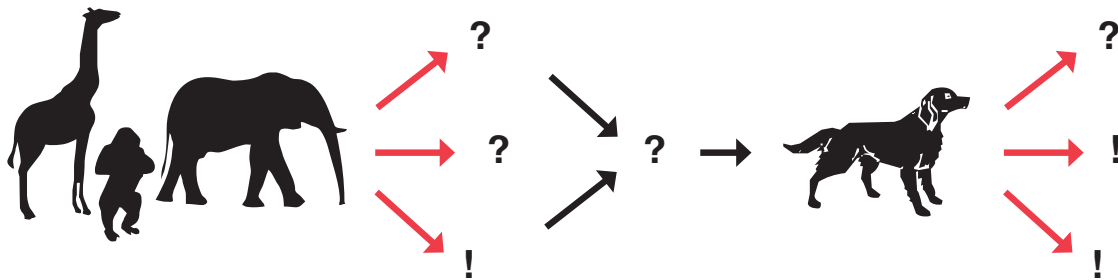
»Be open to impressions – research can be found in the most mundane situations...«

»Open observation can lead to recognition of potentials/problems which the user does not even acknowledge as a problem because it is so commonplace«

»I have learned to use wonder in an active fashion«

»First and foremost the team has learned about open observations/questions and the value of taking the longer route towards a solution«

The collected material was later analysed by means of design tools and hence formed a solid foundation for the further process, as indicated in the evaluations.



/ Open Research

- / Zoo animals
- / Zookeepers
- / Surroundings
- / ...

- / Admirations
- / Questions

- / Insights

/ Selection

- / Relevant admiration or insight is transferred to the companies own business area

- / A new angle

/ Research

- / New insights
- / Possibilities



^ The farmer's perspective on opportunities and challenges are examined with the conversation wheel.

> KRUUSE on 'safari' at Odense Zoo.



Will use the design methods to develop own flagships

KRUUSE – a firm that sells everything from dog collars via flea products to super advanced equipment for veterinarians – joined Sustainable Disruptions because the company wanted to move from being a wholesaler to being a brand owner.

Today the company offers 14,000 products of which 5,000 are the Kruise brand, and the goal is to become more unique and innovative.

– Over the last 18 months or so we have worked with processes and development of our own innovative products, what we call flagship products. When we had the opportunity to participate in Sustainable Disruptions we realised

that we could learn more about sustainability and design thinking, so apart from strengthening our competencies working with these areas the design culture at KRUUSE would be promoted. This culture will become more solidly anchored, says Commercial Director Martin Lassen.

– It is easy enough to call an agency – and we have also hired our own designer – but the vision is that the project will be a culture bearer for working with design and sustainability. It is part of the work on several fronts with the common goal of enabling us to continuously – and broadly throughout the organisation – deliver the innovative design products we call flagships, says Martin Lassen.

»The vision is for the project to become the culture bearer for working with design and sustainability«



FACTS ABOUT KRUISE

- KRUISE is located in Langeskov on Eastern Funen. The company's dedicated goal is to become the preferred partner of veterinarians.
- The company, with a staff of 250, was founded in 1896, but it was the recently deceased Peer A. Kruise and his wife Karen who laid the foundation to the global enterprise that KRUISE is today. In close partnership over the 1980s and 1990s they established an export department with customers in more than 100 countries and with subsidiaries in Norway, Sweden and England. A few years ago another two subsidiaries were launched in Poland and China.
- Peer A. Kruise was eager to promote the education of veterinarians and facilitated travels for Scandinavian veterinarians to some of the most prestigious veterinarians' conferences all over the world. He also supported international internships for veterinarian students and established the 'Karen and Peer A. Kruise Scholarship for Young People in the Veterinary Industry'.

For more information go to: www.kruise.com

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Make the writers ambassadors by giving them the freedom to identify with the blog.

Aim at attracting strong and personal contributions with a clearly defined message, recipient and sender.

Play around with the digital and informal format and prioritise visual material, especially if the writers are more accustomed to these media – videos, pictures, animations, illustrations and sketches.

During the first years of Sustainable Disruptions the blog Disruptions.dk was used to bring abstract and complex concepts related to sustainability to the eye level of ordinary citizens thus democratising and sharing our main findings.

The dialogue about sustainability was kick-started by letting people with various competencies within research, business and society post on the blog, while also providing feedback in the form of new ideas to the project's designers.

The goal of the blog was to create a community and an idea portal that gathered and analysed initiatives, knowledge and experiences about various sustainable topics. Some keywords for each month were: Disruptions, waste, transparency, heritage and value.

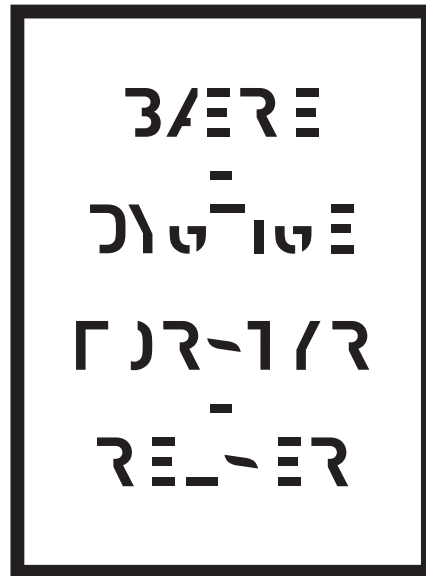
Every month different guest writers were invited to contribute, and like the regular writers they had completely free hands to choose the format of the posts.

Altogether we defined four personas or archetypes as our target group: The researcher, the designer, the socially engaged citizen and the business man.

5 TIPS FOR A BLOG WITH USER GENERATED CONTENT

1. Program the blog in a format that makes it fairly easy to update and upload pictures. Use tools, ask on Twitter and Facebook. Many people are familiar with blogs and know someone who can help them programme if a more complex template is chosen.

2. Engage those who participate on the blog. They must be rewarded for their time and effort – especially if they do not charge. The blog should be where they like to show off and defend their views. Make sure you send regular (once or twice a month) relevant emails to the bloggers: Invite them to events, provide writing tips, keep them updated about page views from Google Analytics, etc.
3. Create a personal profile for each contributor which in humorous and unexpected ways tells the audience who they are and their relationship to the goal of the blog. Make sure you ‘give a face to the posts’ by showing a photo of the writer next to each blog.
4. The blog must have an editor who corrects the posts for typos and ambiguous statements. In addition the headings should be ‘inciting, inquisitive and inclusive’, which means that they must incite the reader’s desire to read them, make the reader want to inquire into the issue, and they must also be inclusive and represent the content of the post – so that the reader won’t be disappointed.
5. Make sure to update the blog regularly. If it proves difficult to juggle deadlines with many volunteer bloggers you can create a Google Calendar and send several fixed staggered deadlines to the bloggers. The blog should be updated three to five days a week so that visitors feel that the blog is active and engaging.



^ Logo from forstyrrelser.dk

Discovering the most important words

Word clouds are good example of a simple way to visualise and simplify often very complex data. They create a common platform for a group of individuals on which to discuss, generate and develop new ideas. Such visualisation methods are often used in design thinking as a kick-start to co-creation.

Designing a visualisation which truthfully represents the underlying data and also makes it possible to ask questions about the material can be a challenge, but it could be extremely beneficial when collaborating with development processes, since it creates a common atmosphere of peace of mind and energy in the process.

Working with large amounts of data in text format can soon be confusing, for how do you weight statements and get an overview of what words are predominant in the debate? During the first phase of Sustainable Disruptions the solution became automatically generated word clouds.

A word cloud consists of the key words in a text. The principle behind word clouds is that the size of each word represents how many times it is mentioned in the original text. Hence the largest words in a word cloud are the words that are mentioned most frequently, and therefore it is possible to estimate that they represent the most important topics/themes in the message of the text.

Although word clouds are only a very rough analysis that does not provide unambiguous answers or conclusions the tool can lead to

new questions, which again lead to new insights and dialogues.

During the interviews many statements were made that should be considered confidential, and the design team found it difficult to share and substantiate all insights with all employees as a group.

Word clouds turned out to be a reliable way of providing all employees with an overview of the topics, themes and words that their colleagues in the interviews had used in their descriptions of the work place, the company and their colleagues. From the word clouds it is impossible to see who has uttered the words or in which context they were mentioned; thus no one feels vilified.

Word cloud was presented to the employees and became a good starting point for the design team to inquire into the collective perception of the company and discuss the values inherent in its individual culture/DNA and products.

Word clouds were also helpful in the continued dialogue with business partners, where they were used as a reference or a support of arguments and decisions in the process.



Word clouds are often used in popular journalism since it is easy and quick to provide an overview of the content of for example political speeches, reports or debates.

There are many online tools that automatically generate word clouds. In Sustainable Disruptions this automatic sorting was combined with several adjustments in order to generate a comprehensible outcome. Read more about online generation of word clouds on wordle.com

Sustainability means making classic garments of high quality

Armoire d'homme is the absolutely smallest company that participated in Sustainable Disruptions. So far the company has only had one employee, the owner, designer Kjetil Aas, but the chairman of the board of directors, a board member, a web designer, designers and sales personnel also participated in Sustainable Disruptions – all people who acknowledge the great potential of the company's products.

Today the company has two employees – Kjetil Aas has just hired a sales and marketing person – and she will be working closely with the knowledge that was generated in Sustainable Disruptions.

The key element of the work with Armoire d'homme (the French word for gentleman's wardrobe) was the story about sustainability.

And it turned out to be a different story than Kjetil Aas had anticipated, for he himself had believed that for clothes to be sustainable all materials have to be organic and sustainable.

But the many discussions, in a conversation salon and elsewhere, resulted in the following idea: Sustainability can also be the production of clothes of high quality, clothes with a sense of

simplicity and timelessness, clothes that survive from season to season, clothes that are closely related to the movement called 'slow fashion'.

He thinks that sustainability in fashion is very complex and often difficult to express verbally. – The project has given me greater clarity about my way of communicating both about sustainability and about my company in general, says Kjetil Aas.

He sees it as an admission of failure to acknowledge that the customers are not very interested in sustainability. – I was under the impression that it would be a much more attractive selling point than it is, he says, and declares that it is the obligation of the fashion industry to make consumers realise that if they buy a 7 Euro T-shirt the manufacture of the commodity is not 100 per cent OK. – It cannot be, just like the conventional rearing of a chicken is not 100 percent OK either.

Sustainable Disruptions has not turned the company around, but the designers have been able to verbalise the complexity and strengthen the communication. – And communication is alpha and omega in our industry, he says.

– We don't shout 'Sustainable brand' – we do not shout organic cotton. We have to use other criteria to sell our products, and that is the superb quality and the look of the garments. But that is also what guarantees sustainability. Remember that 20,000 litres of water go into the production of one kilo of wool, and over 3,000 litres are required to produce a kilo of cotton – in addition to numerous chemicals. Think of what it means for the environment that the garment is used again and again and not after a few months discarded and substituted for something new which will cost other thousands of litres of water to produce.

That is the story we want to tell. That is the enormous awareness I have acquired through the project. So when the consumers are ready, we are ready.



Kjetil Aas (photo: Laura Stamer)

FACTS ABOUT ARMOIRE D'HOMME

- Armoire d'homme is a newly established Danish brand of men's clothing. The brand was founded in Copenhagen in the summer of 2012 and targets men 25 years and over.
- The brand is based on a sustainable philosophy which embraces both design and materials with long duration, in other words classic clothing that will not go out of fashion and can hence be kept and used again and again.
- It is a long-term vision – 'slowness' is the key word. It is the small steps that make the difference.
- Kjetil Aas is the man behind Armoire d'homme. He received his design education at Design School Kolding and is chairman of the board of directors of Frederik Foged Dreyer-Nielsen.

*For more information go to:
www.armoireofficielle.com*

Sustainability profile built with coat hangers

Producing commodities that can be recycled, reused and even add new value after they have been discarded requires a connection between how the product is assembled, manufactured, sold, used and ultimately reused.

It may seem overwhelming for a small company to take all these phases into consideration when developing every single product. The Coat Hanger Tool helps designers and companies to (re)discover the motivation and provides the required overview that can make their products more sustainable.

Carving out sustainability into a series of concrete approaches and methods makes the concept more tangible so that companies are encouraged to start creating a sustainability profile here and now. It also makes it possible to include new methods in the future as the field and research within the area expand.

The Coat Hanger model provides an overview of numerous approaches to change, each contributing to making a product more sustainable.

The philosophy behind the model is based on the so-called acupuncture design principle – changing large systems by making small changes within a single area – for example the way product development occurs.

The idea is that minor individual changes over time will lead to more changes thus incrementally changing the entire system.

The model distributes all approaches over a simplified circular value chain. This makes it possible to start with a single issue or principle within product development, production or consumption. It also makes the individual approaches appear as elements in a larger and more systematic conversion to sustainability.

The exercise clarifies for the companies what and how many small steps they can choose to focus on in their specific development towards a more sustainable production. The model makes it more manageable to build a sustainability profile for the company while providing a plan for how this profile could be developed in the long term.

CAN BE ADJUSTED TO THE COMPANY'S CURRENT SITUATION

Apart from starting a discussion the model can also be incorporated, in a more adjusted form, into the day-to-day work with sustainable development. The approaches can be exchanged, expanded and mixed with other strategic goals for the company.

Each company can adjust the form and content of the model according to the current situations they are facing. Consequently a company can build a sustainability profile around the model, where all employees, customers and stakeholders can be included in the development, the updating and the evaluation of the profile.

In other words, the model can help pinpoint where you can make a difference and how it is possible to combine an individual effort most effectively with initiatives from other areas of the value chain.

DIALOGUE STARTER AND MOTIVATION BUILDER

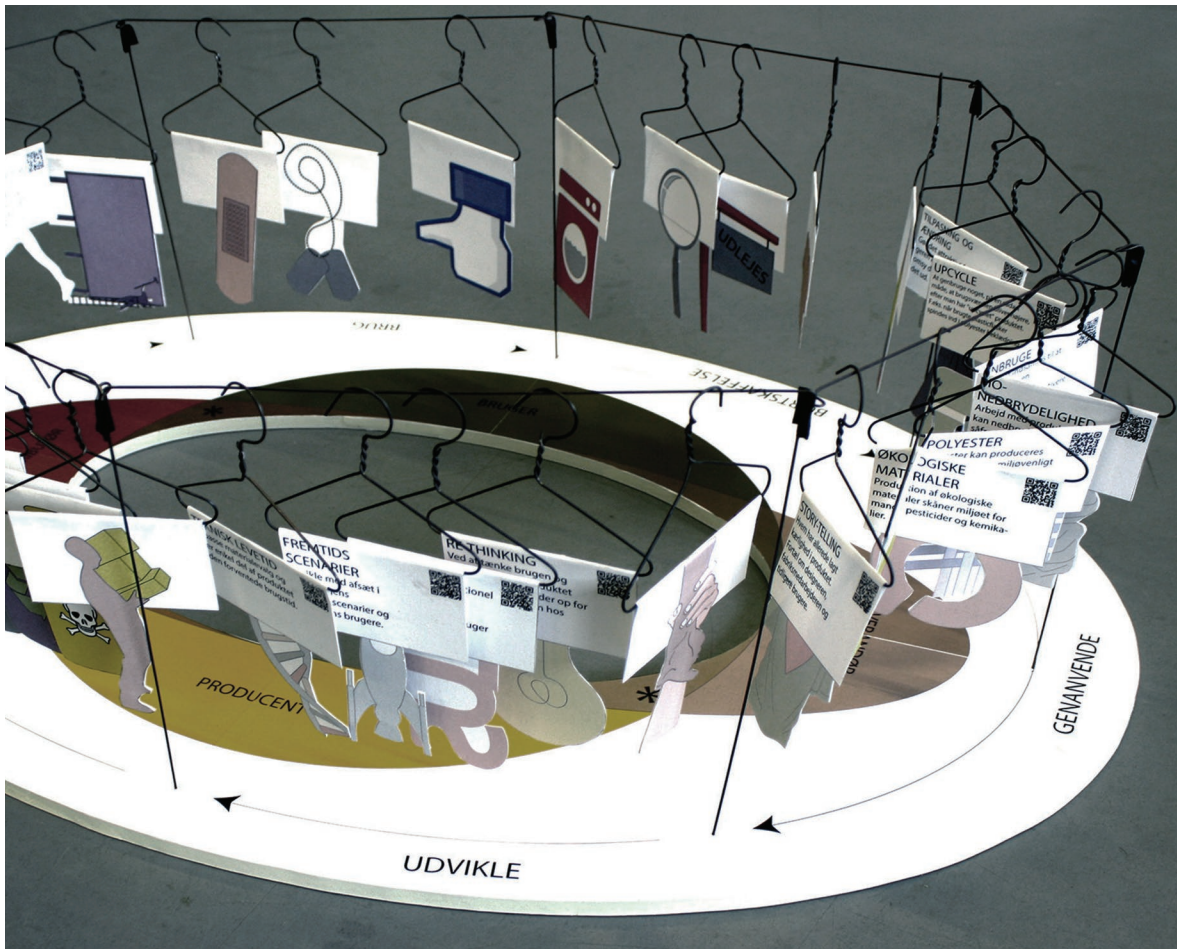
In Sustainable Disruptions the model has been used to start a dialogue with companies about sustainability. Based on predefined approaches the companies were usually able to find methods they were already working with – without

realising that they might be steps towards sustainability. This type of revelations transformed the companies' bad conscience at not working with sustainability into pride in their product and a motivation for continuing to work with sustainability.

The main idea of the Coat Hanger model can be used in all types of companies, but it must be emphasised that Sustainable Disruptions has applied it most successfully in fashion companies.



^ During a workshop with a company in the fashion industry many existing or realistic new initiatives, evenly distributed along the value chain, were identified – a method to concretise and create space for action



^ A simplified illustration of a value chain inspired by the ideas behind circular economy and Cradle to Cradle was used in the model.

> A section of the ideas presented by the Coat Hanger model for focus areas for companies that want to increase their sustainable efforts.

... og når du tager til at fortælle om produktets historie. Digitale tags, enten med chips eller internethenvisninger kan indeholde mange informationer på lidt plads.



Alternative transport (som f.eks. tog) minimerer CO₂-udslip. Planlægning og tilpasset emballage kan minimere kørsel og spildplads.

Lokalproducerede produkter kan indgå i en global kontekst ved digitalt at have et geografisk tilhørsforhold.

Minimere vandforbruget ved produktion og brug.



AMBASSADØRER
Gør brugere og medarbejdere stolte af at være en del af produktets fortælling. "Earned marketing" er mere troværdig end "paid marketing"; da brugeren kan forholde sig personligt til afsenderen.



FIRST MOVERS
At få kendte mennesker til at bruge bæredygtige produkter skaber naturlig oplysning til brugeren, og skaber troværdighed omkring produktet.



ÆSTETISK LEVETID
Tilpasse produktets udseende og fortælling til den forventede brugstid. Gør patina til en del af intentionen med produktets design.



ZERO-WASTE
Produktet designes og konstrueres så der opstår minimal spild af materiale. F.eks. ved at udnytte materiale eller gøre produktet nemt at skille ad.



REPARATION
Gøre det attraktivt at reparere tøj i stedet for at smide det ud. F.eks. ved at give gratis nål og tråd eller ekstra knapper med ved køb.



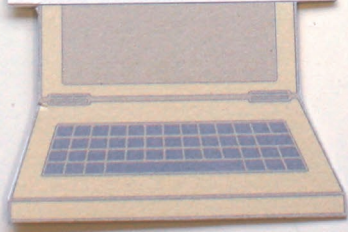
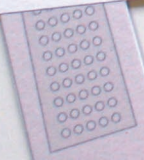
E-SHOP
Undgå mellemlidende til brugeren. Sparer transport og kan minimere lagerkapacitet. Shipping on demand.



BRUGER-INDDRAGELSE
Tilpasse produktet til brugerens behov mindsker spildproduktion og skaber bedre og mere funktionelle produkter.



KEMIKALIER
Minimere kemikalier i produktion.



Everyone needs to be involved from the start to make the products sustainable

The company Viking in Esbjerg has years of experience developing firefighting and maritime rescue equipment. The workflows in the company are often complex since the requirements for such equipment are extremely stringent and leave little margin for changes in materials or manufacturing processes. The company operates in more than 70 international markets, which implies a need for flexibility.

So the question is: How can you introduce the concept of sustainability in a product range which is completely subject to market requirements and demands? These are the challenges around which the design team behind Sustainable Disruptions has collaborated with the Viking-Fire division.

The partnership was not completed, but the company's employees continue to work with the tool they learned in the project.

During a workshop at Sustainable Disruptions in the autumn of 2014 the Manager of PPE Engineering Water, Merete Erenskjold Kristensen, was interviewed:

Why did you join the Sustainable Disruption project?

– We had started a process to optimise our development and make it more Viking-led. We believed that Sustainable Disruptions could assist in this initiative.

What have you gained from participating?

– We have acquired helpful tools and have become more conscious about our development process, more conscious about the tools of design thinking and how to use them in our everyday work.

You have worked with future scenarios...

– We are still in the process and are working with the tools, so it's not completely under the skin yet. But it works well. We are getting a more comprehensive overview of the entire company so that holistic thinking has become part of our product development.

Is there something you have become especially aware of in the process?

– Yes, holistic thinking. We have to look far into the future. Logistics and marketing have to be involved from the outset. Everyone in the company should be involved from the very beginning when we start the product development phase in order to make it sustainable.

Would you recommend this way of working to others?

– We certainly would – and we do.

See the interview with Merete Erenskjold Kristensen and representatives of the rest of the participating companies at:
vimeo.com/105588402



FAKTA OM VIKING

- Viking is a privately-owned Danish company founded in 1960.
- Viking Group is headquartered in Esbjerg. The company has 70 subsidiaries and more than 2,000 employees worldwide.
- The company provides security and firefighting equipment to numerous maritime entities, both private and public
- The company's products are made in Denmark, Norway, Bulgaria and Thailand.

For more information go to: www.viking-life.com

A hand holding a pen is shown writing on a whiteboard. The whiteboard has some text and dates written on it, including '2019' and '2020'. The entire image is overlaid with a blue tint. The text is in white, bold font.

” Going back 30 years we get a better sense of the big changes that have taken place over a number of years. Looking back on the company is also a good community exercise.

Then somebody says, ‘Well, Preben, that was when you did such and such’. It creates a comfortable team atmosphere in the workshop to do this kind of common history writing.

lys...
det sidste
atomkraftværk

befolkning

2021

2022

2023

2024

2025

2026

20

KONGSLOMERKATET

KRU-HIL-SCH-EN

NÅR EN OMSÆT...

PÅ 100 MIA

TOOLS

The Future Ruler enables us to be ahead rather than catching up

The data we collect through the Future Ruler can be applied to the company's strategic thinking. The key factor is always to regard the development through the company's values and through the Triple Bottom Line.

An enhanced joint focus is created when knowledge is shared across disciplines. It makes it far easier to identify the opportunities and challenges of the future early on. By creating long-term perspectives the company is capable of handling and creating a sustainable future.

The interesting aspect of creating scenarios of the future is not whether these scenarios come to pass or not. The potential lies in mastering the discussions, debates and common knowledge that emerge during the process.

It enables us to be ahead rather than catching up...

We at Sustainable Disruptions have noticed that when companies gaze into the future their horizon is usually only 4-6 years. Widening this perspective to 15-20 years presents the opportunity to identify the effect and assess the immediate actions a company takes.

We have tested how a company by means of design methods can learn to acquire and share knowledge about the future based on each company's segment, field and latitude.

When the collected knowledge is shared across the company's value chain conversations

and discussions are initiated about where the collective focus should be here and now, and what goals and milestones they should be working on going forward,

Obviously nobody can create 'reliable' future scenarios. But most agree that the company's latitude in terms of raw materials, customers/end users, suppliers, etc. will definitely change. Access to resources, need for expanded collaboration along the supply chains and demand for greater transparency are just some of the identified future needs the companies will face.

THE POTENTIAL LIES IN MASTERING THE DISCUSSIONS, DEBATES AND THE COMMON KNOWLEDGE

The interesting aspect of creating scenarios of the future is not whether these scenarios come to pass or not. The potential lies in mastering the discussions, debates and common knowledge that emerge during the process.

Having an overview of the effect of today's actions and turning on sustainable initiatives today increase the ability not only to face the future but also to create it while having the time and opportunity to clarify and refine the efforts.

THE WORLD, SOCIETY – AND THE COMPANY

The Future Ruler is divided into two parts:
The top of the ruler is the world, society, etc.
The bottom part is the company.

Our advice to companies is to start by looking at the past and all the changes and challenges that have created what the company is today. Contemplating history provides a better sense for how many monumental changes the future may hold.

In order to acquire the optimal knowledge base it is necessary to involve those responsible for each

link in the value chain: Procurement, development/design/production/logistics/ sales and marketing.

Everyone should contribute knowledge in order to identify the challenges of the future and the potentials about the market, relationships to customers/partners, users, service, lifestyle, culture, etc.

Various scenarios identified by the project Sustainable Disruptions are printed on the Future Ruler. These scenarios can act as inspiration for the work of looking at future opportunities and challenges based on the company's visions and strategy.

THE FUTURE RULER IN SEVERAL PARTS

The Future Ruler is a time line incorporating several perspectives. It includes a general societal perspective and a perspective that more directly reflects the specific company's segment and area.

The Sustainable Disruptions project team has obtained facts and visions for the future from a number of knowledge platforms, experts and media in addition to various networks related to sustainable development.



^ At Hørkram The Future Ruler helped develop a better long term perspective on the market possibilities.

> The Future Ruler revealed many interesting turning points in the long history of KRUISE.



Using design methods help us get around everything in a very short time

Hørkram Foodservice A/S in Sorø has been working with innovation in a targeted fashion for many years. The background of Product Manager Vivi Kjersgaard as a food architect means that open innovation and value chain efforts are part of the integrated day-to-day working methods.

After working with Sustainable Disruptions the company has added the design methods. –These are tools that have turned out to be a useful supplement to our current way of working. They make it possible, in a few hours, to establish a new awareness about opportunities and challenges and get quite far in a short amount of time. Working with the Future Ruler has been especially rewarding, says Vivi Kjersgaard.

She says that looking backwards was interesting and instructive. It provided an understanding for how much has happened in the course of very

few years. That applies to what has happened in our own company, of course, but also to the surroundings and how they have impacted us. The Internet really has not been around for very long, and today it is a matter of course that 80 per cent of our orders are submitted via the Internet – a fact that has affected us immensely, she says.

– It was difficult, but also rewarding to look ahead. Realising what our collective knowledge could tell us about the requirements and needs of the future gave us an overview of what is needed in order for us to start getting focused on the future. I don't want to reveal what we discovered, but we realised that certain things have to be initiated now in order to meet anticipated needs. – After working with the Future Ruler it was interesting to see how fast and effectively we could implement the ideas from the Future Ruler by means of the production development tool.

»Certain things have to be initiated now in order to meet anticipated needs«



FACTS ABOUT HØRKRAM FOODSERVICE

- Hørkram Foodservice A/S is a wholesale enterprise that acts as total supplier of food to large professional kitchens.
- Hørkram Foodservice A/S is a family-owned business with roots going back to 1950.
- In 2008 Hørkram Foodservice A/S became part of the German, family-owned CITTI group.
- Today, the company has roughly 550 employees in Denmark and a fleet of 119 lorries that distribute food items around the country.
- In 2014 14 percent of the total turnover came from organic products. In 2015, the focus will be on fresh organic meat and fish.

For more information go to: www.hoka.dk

The Collection Tool provides an overview of the portfolio and its potential

An emphasis on the story of why the company's products are the way they are – and why they were created in the first place – are prerequisites for increased sustainable development. Hence a common understanding of the company's products is the foundation for being able to work methodically with production, product development and identification of the markets.

Collection building can promote sustainable development in a company.

Once this fundamental work has been integrated into the company's practice it is possible to introduce the sustainable developments which the company has identified as being essential to its future existence.

In order to keep a clear focus on the company's development in its day-to-day activities (be it in the form of new products, product optimisation, research into new materials, supplier partnerships, technique, etc.) it is essential to keep a sharp eye on the process: When several individuals are involved in a development project a more diverse picture of opportunities and limitations emerges than if only one person had to answer the question: »Why do we have these products in our portfolio, and what are their characteristics?«

A functional tool for creating an overview is the one used in the building of a collection: A process where those responsible for a given process flow

- will be able to create a common overview of the product portfolio in real time
- will be able to create a common overview of the developments that need immediate attention in order to supply products to the future markets and end users
- acquire a concrete picture of whether the product portfolio is aligned with the company's visions and strategies going forward.

WHO SHOULD BE INVOLVED?

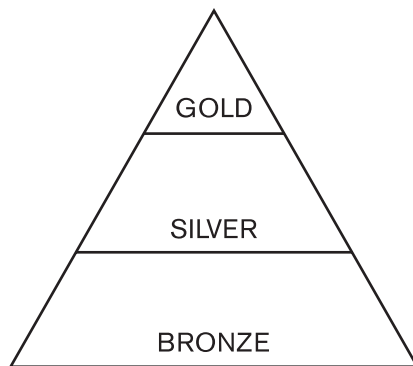
In order for a division of a certain product portfolio to make sense for everyone it is important that the professional competencies that are going to contribute with knowledge and experience have

been identified: Logistics, production, sales, design or others.

The first step is to define the parameters necessary to place the products in a three-tier structure. This structure is a well-known concept in many industries.

The fashion industry uses the terms basis, pret-a-porter and haute-couture collections. The auto industry talks about basic, commodity and concept.

In Sustainable Disruptions we have decided to use the names of metals (gold, silver and bronze) in order to create a more general and more recognisable division.



Division of a product portfolio

1. DISTRIBUTION OF PRODUCTS:

The first three parameters for the sorting are:

- Products with low market penetration:
These are placed at the bottom, in the category bronze, whereas products with high market penetration are placed in the gold category. It may also be an advantage to define the percentages of the three categories.
- Number of products in each category:
What is the strategic number of products to include in each category, possibly compared to the degree of market penetration?
- Market differentiation:
Which of the company's products distinguish themselves from those of the competitors – and what products need to be in the portfolio in order to meet the customers' needs?

When the portfolio has thus been sorted out in triangles, conjunctions and oppositions will be apparent and can be subject to analysis.

2. SORTING

The second step is to make one collective sorting. Such a process may certainly create an internal

debate since employees in different functions obviously have different perceptions of what is important. But this process is vital for creating common ground for the understanding of the placement of the products in the three categories.

Once the placement has been decided it is time to work with another three parameters in order to clarify the nature of the company's prospective work.

- **Production length:**
Many shifts and short production series often create excessive waste both in time and materials. Here the possibility for reduction of waste in future product developments is identified.
- **Product development:**
How much time and how many resources are spent on the product compared to its market penetration?
- **Material composition and complexity:**
Working with simple or complex material compositions may impact parameters such as production speed, market differentiation, market penetration, etc.

3. DEFINITION OF PARAMETERS

The third step is to conduct a joint sorting. Here it may be necessary to discard products. Depending on which sales channels and number of segments the company uses it may be advantageous to divide the sorting process into several collections.

Examples of what a collection may consist of are 'Business-to-business', 'shop-in-shop', 'web-sale' or 'own shops'. Within the different areas there may be considerable differences in earnings and potential branding of the company.

4. DEVELOPMENT OF NEW PRODUCTS

The fourth step is to work systematically with activities related to new developments in the product portfolio, in other words decide:

How many new developments are required and which are the most important?

How many resources and different actors need to be involved in the development work?

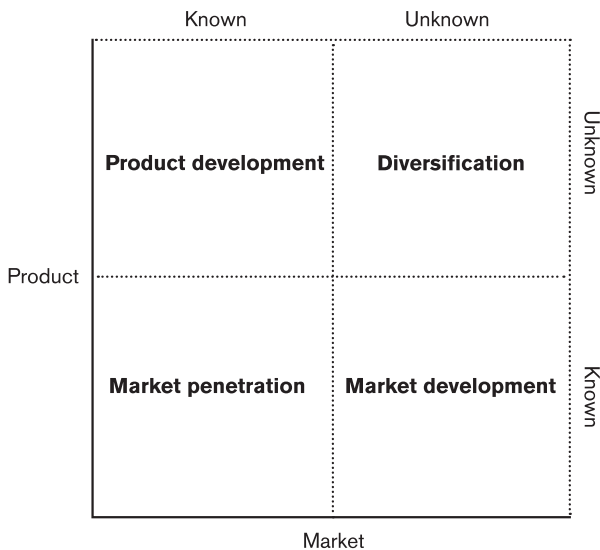
The responsibility for the proper completion of the development work rests ultimately on

DEVELOPMENT	PRODUCTION	PURCHASE	SALE	GOLD
<ul style="list-style-type: none"> - Research technique materials, process - Trend / trend in the industry, society, world - Cooperation with ... - Research related industries - Future legislation / certifications - New suppliers raw materials / materials techniques 	<ul style="list-style-type: none"> - Research production technician and production machines - Research systems - Cooperation with... - Research related industries - Future legislation / certifications - New suppliers of machinery / technology 	<ul style="list-style-type: none"> - Research logistic optimization - Research systems - Cooperation with... - Research related industries - Future legislation / certifications - New suppliers 	<ul style="list-style-type: none"> - Research - Trends in the industry - Future Markets - Conversation products - Door-openers / ideas and sketches - New suppliers 	
<ul style="list-style-type: none"> - Several ingredients / materials - More difficult to copy - Differentiation in appearance - Large part known ingredients / materials - Tested - Known suppliers 	<ul style="list-style-type: none"> - Increased planning - Longer leadtimes - Medium / short series - Speed varies - Known process - Tested 	<ul style="list-style-type: none"> - Different quantity - Medium and low price - More complex logistics - Tested 	<ul style="list-style-type: none"> - Medium deliveries - Increased profit - Packaging and communications - Time to market - longer - Tested 	
<ul style="list-style-type: none"> - Get ingredients / materials - Optimization of weight, etc. - Known ingredients / materials - Tested 	<ul style="list-style-type: none"> - Single of the plan - Known product - Short production - Long Series - High production speed 	<ul style="list-style-type: none"> - Large amount - Low price - Simple logistics 	<ul style="list-style-type: none"> - Low price / low overhead - Simple logistics - Base Package - Time to market - fast 	BRONZE

^ Proposal for how to divide and assign parameters

management, since this is where a common understanding of what should be developed in the future is moulded.

To ensure that the future development work appears manageable for all members of the staff – and enough time is devoted to this work – all links in the company's value chain must contribute knowledge and research. A suggestion for parameters and the effort to determine which ones to use can be found on page 85.



ANSOFF'S GROWTH MATRIX

When a company increases its sustainability new opportunities for identifying new markets and/or new products and services may arise. For this purpose Sustainable Disruptions has applied Ansoff's Growth Matrix, which visualises a company's opportunities to work with known/unknown products for known/unknown markets.

It acts as a 'helper' in the process of determining what concrete actions are needed in order to expand the company's growth.

Ansoff's Growth Matrix is centred on two factors: Product/technology and Market both of which are divided into Known and Unknown.

- **Product:**
The different product groups where each of the product variants together form the product
- **Market:**
Is seen as a specific group of customers, for example segments or geographic markets

< Ansoff's growth matrix

GROWTH CAN BE GENERATED FROM FOUR DIFFERENT STRATEGIES

- Market penetration – increased sales of the company's existing products to existing markets
- Market development – the existing products are offered to new markets
- Product development – new products are offered to existing markets
- Market and product development – new products are offered to new markets.

STATEMENTS FROM OUR COLLABORATING COMPANIES

»We have a tendency to always fall back to what we have always done.«

»It is important that everyone knows in what direction we are moving. Some move fast, but what if you are going in the wrong direction?«

»Much of this relies on a gut feeling.«

»Is this us or isn't it?«



^ Example of using the Collection Tool

We contacted the designers because we needed new answers

– Easyfood is not only a company. It is a principle; a principle that celebrates unconventional forms of business and of collaboration; a principle that focusses on product development – and which has a clear business purpose of being a market leader.

This is how Easyfood describes itself on its home page – and it was that thinking, among other factors, that made Sustainable Disruptions ask the company if it was interested in testing design methods. It was, and today Easyfood's CEO Flemming Paasch declares that the partnership has moved the company significantly.

– Design thinking has become a culture and a way of working at Easyfood. It has contributed to the figures on the bottom line remaining black, in spite of the financial crisis, and to the company having developed from being a traditional food producer to facilitating knowledge and selling knowhow, he says.

Today several of Easyfood's employees have been hired by other food producers in Europe where they help with quality assurance and product development among other topics.

NEW ANSWERS AND NEW SOLUTIONS

Flemming Paasch says that Easyfood has always known that if it wanted to gain new market

shares it had to be the one who dares to invest in something new.

– That is why we have wanted new answers and new solutions, and asked other people than we normally ask. If we wanted things to be the same, then we would have asked the ones we usually ask – economists and engineers, he says. He points out that, when working with the designers, it was crucial to glance into totally different spaces than their own universe.

LESS WASTE

One of the concrete outcomes is that the company discards less. Every hour nearly 10,000 pieces of bread come out of the ovens. The vast majority are exactly as they should be, but some have to be discarded because they are too dark or too light or maybe split. Clever engineers have indicated what needs to be discarded – but it is hard to remember if you are a new hire and the hot dog rolls virtually fly by you.

Now the designers have made it easy – they have practised 'don't tell, show it' – and now everyone has a photo of what exactly the rolls should look like.

– The designers offered their own suggestions after having observed our workflows and

discovered that close to 70 per cent of the employees did not understand the engineers' descriptions and therefore did not know what the sort criteria were, says Flemming Paasch.

Another outcome is that all products are now divided into gold/silver/bronze, which means that the company differentiates the sorting of their products and has a different focus in terms of e.g. quality and efficiency. Hence Easyfood has reduced its waste. – In other words, we apply a holistic perspective to waste, and therefore it is possible right from the initial development phase to take waste into consideration right through to the user level, says Flemming Paasch.

THE RIGHT PART OF OUR BRAIN WAS ACTIVATED

– If we had done what we have always done one engineer would have concurred with the other that it was difficult. Now the other part of the brain was activated and provided a solution that will substantially improve our production and make it more sustainable in the long term, says Flemming Paasch.

And the company engineers are also happy:

– The first time I told our production manager – who is an engineer – that we were going to start a design project he looked disapprovingly at me. But today he is one of the first to suggest that we get help from the designers when we are facing new development ideas or problems, says Flemming Paasch.

FACTS ABOUT EASYFOOD

- Easyfood is a Danish producer of convenience food (sandwich bread, hot dog rolls, pizza, Danish pastry, etc.) for supermarkets, cafeterias, and petrol stations all over Europe.
- The annual turnover in 2013 was DKK 185 million (approx. 25 million Euros)
- Easyfood has 133 employees.
- The company has had a healthy growth since its start in 2001.

For more information go to: www.easyfood.dk

The Assessment Tool can prove whether an idea works or not

Lack of transparency and accountability is one of the barriers for sustainability. The Assessment Tool was created as a structured process to assess, validate and explore an idea, a concrete initiative or a product. The process discloses the argumentation needed once the decision has been made about whether an idea or a product should continue into actual product development.

There is no visible differentiation or difference between conventional and sustainable products. So what should a company invest time and money in when it decides to focus on sustainable development?

Sustainability requires full control and transparency throughout the value chain, including contractors and subcontractors. And there are limits to how much responsibility a company is willing to shoulder.

That question – and that reality – is the starting point of the Assessment Tool.

The Assessment Tool was created as a structured process to assess, validate and explore an idea, a concrete initiative or a product. The process discloses the argumentation needed once the decision has been made about whether an idea or a product should continue into actual product development.

The starting point of this tool is The Triple Bottom Line. It has the physical shape of a target, where the idea/service/development is placed in the middle of the target. From there opportunities and problems radiate outwards. It is very suitable for workshops and is very simple to operate.

- The tool is hung on a wall or placed on a table so that all participants can see it and have access to it.
- The idea that has to be assessed is placed in the middle of the tool.

All participants write Post-it notes and chip in where they can, not necessarily in all areas. It might be beneficial to allocate time to write the input separated from discussion time in a plenary session.

- First the idea is assessed in the category Best in relation to The Triple Bottom Line. What is

the best element of this idea? In relation to the company's financial position, in relation to human beings – that could be employees, customers, partners, in the community or on a larger scale – and in relation to the environment – the positive impact on the environment.

- Next the idea is assessed in the category Growth in relation to The Triple Bottom Line.

- Then the idea is assessed in the category Deficiencies in relation to The Triple Bottom Line. Here the task is to understand what we do not yet know about this idea. Are some areas in need of more research? Are there statistics or data that can validate the idea or do we lack information in one or several areas?
- Finally the total assessment of the idea is evaluated.



^ The Triple Bottom Line as an open catalog of ideas

How did the idea measure up? Are there more Post-it notes on Best or Worst? Did other issues emerge that need closer scrutiny or may result in the idea being discarded?

It is important to be honest and realistic and take a critical look to determine whether all facets of the idea have been exposed in order to have a well-documented base from which to proceed.

If the consensus is that the idea has been sufficiently assessed and the decision to proceed has been made, the next step is product development.

WHO SHOULD BE INVOLVED?

It is necessary to involve representatives from all segments of the organisation's value chain in order to ensure that the assessment rests on a broad foundation professionally and that the sustainable development has the best possible knowledge base.

Hence responsible individuals from each link in the value chain: Procurement, development/design, production, logistics, sales and marketing have to take part.



^ > The Assessment Tool in use

Saves DKK 300,000 (or 40,000€) a year by using design methods

Edvard Køhrsen, who is deputy head at SlotssøBadet in Kolding, has shown in black and white what design methods can mean: Savings of DKK 300,000 (or 40,000 Euros) a year. – We solved a problem in our organisation and registered savings by using 13 per cent less water, he says.

The story is that SlotssøBadet acknowledged that modesty had become a serious problem. The young girls did not want to be seen by others neither in the changing room nor in the shower room. – We realised that we had to do something about it, and we asked for help from Design School Kolding. One of the students, Julie Feldthaus, suggested that we tried ‘nudging’ i.e. enticing people to change their behaviour. She proposed pictures on the walls so that people’s gaze was drawn to those and not to the other visitors – and then she suggested partitions in the rooms. Previously the less modest girls spent a long time in the shower chatting and having a good time. Now they go in, wash and come back out. And we use much less water than before, he says.

– We had thought that maybe they would be less clean, but that is not the case. The water in the pool is just as clean as before, explains Edvard Køhrsen.

The experience has created interest among other indoor swimming pools in the country and has, in fact, been copied elsewhere.

WORKING WITH GUEST BEHAVIOUR

Edvard Køhrsen says that SlotssøBadet is seriously working with guest behaviour and has joined Sustainable Disruptions in the belief that they can acquire more benefits in the design processes.

One of the areas that Sustainable Disruptions focusses on is user behaviour, and the designers are currently exploring whether certain elements that were used previously could advantageously be re-adapted.

Another focus area is the challenges that SlotssøBadet faces in terms of attracting different user groups to the same physical framework.

There are four main departments in the pool, and everyone is involved in the project. – We have to feel changes on our own body, and all issues must be viewed from many angles before we initiate changes. But working with employee and user involvement is exciting and rewarding, says Edvard Køhrsen.



FACTS ABOUT SLOTSØBADET

- SlotsøBadet is a combined waterpark, wellness, meeting and conference centre.
- It is a business foundation with its own board of directors.
- There are roughly 90 employees.
- Turnover is approx. DKK 30 million (4 million Euros).
- Total number of annual visitors is around 470,000.

For more information go to: www.ssbad.dk

Product development put into play

When a company wants to expand its sustainable development of collections and products the responsibility rests not only of the company's designers or the supply chain manager. Many more disciplines need to engage in dialogue early on in the development.

The level of ambition one brings to the table can vary considerably from project to project, but the most important of all is:

- Knowledge sharing across disciplines.
For example in connection with research of a new market: In this case the sales department and the design department have to conduct joint exploration of sales channels, distribution opportunities, etc. and also exchange experience about culture, lifestyles and the new market's potential end consumers.
- The three parameters from The Triple Bottom Line should over time be an instinctive part of the employees' thinking.
- An open and free culture must be established from the start of every development project always leaving room for joint 'wondering'.

Increasing the precision and definition of goals and knowledge related to a given product development reduces the risk of the product being unsuccessful from the outset.

The characteristic feature about a sustainable product is that the entire life cycle is put under the microscope – considerations about materials, production, function, the end user's needs and wishes and ultimately the creation of earnings for the company.

In addition it is necessary to create a healthy relationship between the consumer and the product in use and – preferably also a relationship between the consumer and the company.

The need to be able to put all phases of a product's lifecycle into play in the development process formed the basis for the Product Development Tool.

In concrete terms the tool consists of a game board that is the basis of the development and acts as a rallying point at a number of development meetings. In order to set up a structure around the continuous work with the Product Development Tool assignment/accountability cards have been created for use between meetings.

Prior to the start, the professional skills which have to contribute knowledge and experience to the development are identified: Procurement, design/development, production, logistics, sales and marketing. In order to ensure that a sustainable development can get a good start and have the best possible knowledge base, it is necessary to involve representatives from all links in the company's value chain. It may present an immense challenge to gather visions and ideas into one given development across a value chain, because what can seem to be of the utmost concern for a designer is not necessarily of the utmost concern for a production manager.

Apart from structuring the work related to a given development the tool must also ensure that the ambitions that stretch across the value chain can be put into play over time.

AN EXAMPLE – MARKET EXPANSION TO JAPAN

Here is an example: A company wants to expand its market to include Japan. The company manufactures furnishings for the home and has an existing collection. In order to ensure that this goal can be met a large number of parameters and complex interactions have to be considered and knowledge extracted and shared across the value chain.

As basis for the work, time frames and resources for the development are mapped. Next the challenges and opportunities are divided among the participants in the given set-up.

The sales manager describes existing or potential customers; the designer may have brought visual materials about products already available on the Japanese market, the supply chain manager reports which partners and suppliers might be of interest in relation to capacity, knowledge and maybe also logistics.

During the mapping of the process flow other questions will arise that need to be answered. For example it will be essential to acquire substantially more knowledge about the Japanese day-to-day living and use of textiles in their homes, how textiles are cared for, what their traditions are, etc.

Another question could be whether the company's existing packing materials for their products will appeal to a Japanese consumer, and it may also be relevant to explore the Japanese shopping culture. Are there high and low seasons, who purchases most of the textiles for the home, etc.?

THE TRIPLE BOTTOM LINE CAN BE APPLIED

One way of assessing the different input is The Triple Bottom Line, which is the innermost circle in the Product Development Tool.

- What is the economic goal in this development, and can each link in the value chain make a contribution?
- Do we track that the relevant competencies are on board? How can we demand social responsibility of our suppliers and others?

- Is it possible to expand and optimise the environmental challenges to ensure that the most environmentally conscious materials and techniques are chosen? Do we need to know how to communicate washing instructions and descriptions for use in a culture that is different from the Danish?

HOMEWORK CAN ASSIST IN THE MAPPING

The goal of the first meeting is a mapping of

- What we already know jointly.
- What we need to seek more knowledge about.

In this context it is possible to give homework to each participant. In the project we have tested giving homework assignments – for example to map a new development within the food production area focussing on meeting a future identified need: The consumer's attention to health and obesity.

The sales manager has collected information about the future challenges presented by global obesity, such as a series of Danish radio programmes called 'The hunt for the obese'. One of the statements are: »Obesity is spreading like a global pandemic. Today one and a half billion of



us are overweight and obese. In comparison less than a billion people are starving. This presents a threat to the economy of the health systems and inflicts substantial harm to the obese.«

Suddenly it became essential for this product development to identify the potential global target groups for a new and healthier product.

At the next meeting the newly gathered knowledge was distributed across the value chain that was assessed by means of The Triple Bottom Line. The condition is now ripe for 1) redefining the development based on the new knowledge, 2) decide to continue the work, 3) potentially discard the idea.

If the decision is made to continue the development there are undoubtedly other issues that have to be laid out before launching the development of the product. Once these have been defined and presented in a series of meetings a common basis has been created as well as ownership of the project in question.

Depending on the development period in a company changes may of course arise along the way that will alter the end result. This can be shared

around the Product Development Tool, and at the same time the employees' ability to implement swift changes will be optimised, which can be based on arguments and knowledge rather than on frustration and vexation.

DISTRIBUTION BETWEEN INTERNAL AND EXTERNAL FACTORS

If a company has no internal designers of product development the Product Development Tool can be used in such a way that the internal employees work with the tool as described earlier. On the basis of their mapping they would be able to direct precise assignments to e.g. an external designer, who, apart from designing a product or a service, would also have to identify and define the end users' needs.



^ Employees at Easyfood writing responsibility cards

Another option is to ask different suppliers to present their ideas about a given development. By inviting knowledge sharing at the early stage of the process the relationship between the company and external partners, and opportunities and challenges gain a common ownership.

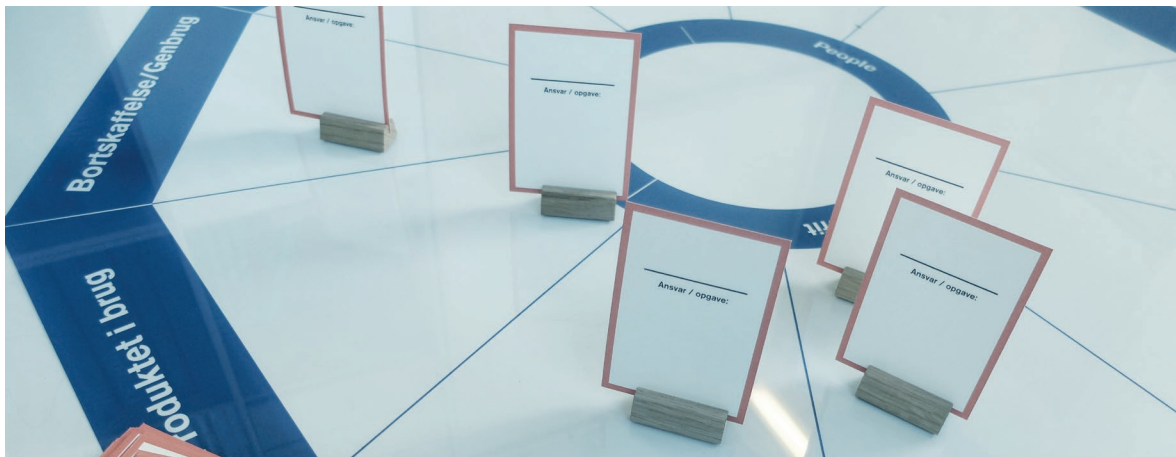
SOME ISSUES MAY REQUIRE MORE TIME OR KNOWLEDGE

Some ideas and visions may be impossible to implement, possibly because they need more time or knowledge to become reality. Knowledge, ideas and goals that cannot be put into play or

implemented in a given development can be transferred to a future development project. It may be feasible to indicate a specific year for one or more future developments and compare the Product Development Tool with knowledge from the Future Ruler. A structure and an overview of a development process that stretches into the company's sustainable future can thus be established.

During the meetings about the Product Development Tool it may be an advantage to use the model that describes the five phases of the design process, the five Cs.

Read more on page 30.



^ Responsibility cards for the Product Development Tool

Joined in order to learn to think differently

VELUX – one of the strongest brands in the building materials industry on a global scale – has from its inception 60 years ago been a model company. Its goal has always been to develop useful products and treat its customers, suppliers, employees and shareholders in an exemplary manner.

Hence sustainability is totally embedded in the company, but nonetheless VELUX has benefitted from participating in Sustainable Disruptions.

In particular we have benefitted from the Disruption segment, says Industrial Designer Aske Korsgaard Hejlesen from the VELUX Concept and Innovation support group in Østbirk, who has been in charge of the day-to-day contact with Design School Kolding.

– Working with disruption has been exciting, in the sense that we have been working towards a general change in our business thinking – a better understanding of the external world and realising

that there are other 'headlines' than the ones we have usually followed. The project has definitely put a positive spin on these matters, he says.

– It may sound a little negative to say that we have become better at looking beyond our own noses – we already do that – but we joined the project because we wanted to develop our organisation, to work strategically and operationally with the concept of sustainability and hence be able to piece it down to something which is directly applicable to our development.

– We have succeeded. Sustainability, for example, cannot be achieved by individuals. Each engineer, developer and the man on the shop floor cannot work on his own. We have to do it together. That is what we have become better at, as well as the transformation which has to be a part of our entire organisation, he says.

– That is what the designers helped us with: Realising what we want and being 'disruptive'.

»Sustainability for example cannot be achieved by individuals. Each engineer, developer and the man on the shop floor cannot work on his own. We have to do it together«



FACTS ABOUT VELUX

- VELUX is approximately 60 years old. It has manufacturing companies in 11 countries and sales companies in almost 40 countries.
- The company employs about 10,000 people, 2,600 of them in Denmark. The VELUX Group is owned by VKR Holding A/S.
- VKR Holding A/S is a foundation and family-owned limited liability company. In 2013 its turnover was 2.2 billion Euros. Profit after tax was 105.7 million Euros.
- VELUX's factories are certified in accordance with ISO 9001 (quality 2008), ISO 14001 (environment, 2008) and OHSAS 18001 (health and safety, 2008).

For more information go to: www.velux.com

A designed value chain provides more value – and the value wheel clarifies the processes

Developing business plans has not been a specific goal for the project. However, the tools and insights the design team developed can still be used as preliminary stages to working with business plans.

The management in a sustainable business model needs to know what is happening in all segments of the company. The value chain and the value wheel are beneficial in collecting this information in order to create internal transparency and awareness of the company's development processes.

Already in the early phases of the Sustainable Disruptions project two main insights were clear:

- In all companies the fear of and lack of an overview of the complex sustainability concept is the largest barrier to embarking on a sustainable development.
- In addition communication problems between the different departments in the company and a lack of understanding of each other's work create misunderstandings and waste of time.

Hence a decision was made early in the process to develop a value chain for the companies to acquire a full overview of their sustainable development potential.

Parallel to the value chain we developed the value wheel which establishes a platform across

disciplines, since the wheel illustrates how all segments of the company are intertwined. A space is created where knowledge from different departments can be exchanged and the employees gain an understanding of their colleagues' perception of the company's reality, space and opportunities.

The goal has been to:

- increase the internal transparency and awareness of the development processes in the company
- create knowledge among management about what is going on in all segments of the company in order to develop a sustainable business plan.

THE VALUE CHAIN

The purpose of the value chain was to:

- expose the company's infrastructure and the progress of the product through this structure right from the production of raw materials to the end user's use of the product.
- outline the responsibilities in each link of the chain
- identify the value created by each activity in relation to the entire organisation.

Hence the purpose of the value chain was to describe the company's infrastructure in real time and also reveal the company's sustainable development potential in the long term.



- ^ The flexibility and level of detail is the greatest strength of the tool

SOLUTIONS IN COLOUR PROVIDES AN OVERVIEW

The intention was to create a value chain that was visual as well as effective and could be incorporated in the day-to-day operations, at the office, in the meeting room and in production. Consequently the choice fell on the Colour Card as a design-relevant basis. Each card describes a work or production function in picture and in text.

The circular shape when the card is unfolded supports the perception of the value chain as part of the Cradle-to-Cradle concept where the product is thought through right from the raw materials supplier to the use of the product by the end user.

Moreover, the function of the Colour Card could be transferred to the value chain by giving each of the company's departments its own colour in order to increase clarity.

The value cards are designed on two levels:

- A wheel consisting of large cards outlining the main functions and the product flow.
- A wheel consisting of smaller cards which are placed on top outlining the management or support functions that reach across the company.

The specific function is visualised by means of a picture on each of the value cards.

In addition each activity is described:

- Description of an activity (a kind of short job description)
- The responsible party
- Who should be involved in the decisions regarding the specific activity?
- Who is involved?
- What development opportunities and challenges exist in the specific activity?
- What value creates this exact activity?

RESPONSIBILITY AND CONCRETISATION OF THE VALUE CREATION IN THE PROCESS

The purpose of the Value Chain has been to initiate reflections in the specific companies by creating an overview of the company's process flow and outline potential improvements along the way through the process.

At the same time it has been a matter of improving the companies' understanding of their legitimacy by being able to describe precisely what value they add to society and to the customer. The Value Chain has also contributed to identifying and visualising responsibility in the process.

Finally the Value Chain has created an internal transparency enabling all employees to appreciate their contribution to the production and the value each individual creates.

THE VALUE WHEEL

The Value Wheel created a platform for conversing across disciplines, since the wheel illustrates how all links in the company are intertwined. This creates a space for exchange of knowledge from different departments, and the employees gain an understanding of how their colleagues perceive the reality of the company.

There are two versions of the Value Wheel, version 1.0 and 2.0. Each has a specific advantage, but here we concentrate solely on version 2.0. because it stimulates dialogue and is simpler than version 1.0. The main advantage is that it can be applied with virtually no instructions, so the companies can apply it once the designers have left.

The wheel was designed for workshops where it is placed on a table and everyone is standing around it. It is divided into four fields: Development – Procurement – Sales/Marketing – Logistics. In the middle of the wheel is an empty field where the company values that need to be discussed are placed, e.g. 'environment'. Subsequently everyone can relate to the concept as the wheel spins around to each of the four fields: Do we have focus on the environment in our development? How do we approach it in the procurement segment? Does sales/marketing pay attention to the environment? And can our company incorporate the environmental concept

into our logistics? Thus all the employees that are gathered around the wheel will subject each value to a thorough and in-depth discussion.

MAKE IT EASIER TO COME UP WITH IDEAS FOR IMPROVEMENTS

When everyone jointly fills in the wheel with ideas on Post-it notes the dialogue becomes more visual and the whole process with its values and obstacles is laid out. It becomes easier to present ideas for improvements. At the same time the wheel facilitates a constructive dialogue, even in cases where the participants may disagree.



^ The Value Wheel at Hørkram

Using the value chain and the value wheel as starting points for a discussion about sustainability highlights the principle of defining the company's values as more than economic growth.

For that reason the project focussed on The Triple Bottom Line, which encompasses the company's economic, environmental and social values.

The economic value is the most common measurement of value: *What are the earnings from the product – and can it be sold?*

The environmental value: *How does the company take the use of resources into account and how can the use of these resources minimise pollution?*

The social value: *This value embraces the social value which arises internally within the company between the employees and the working environment as well as the value that the product creates for the customer and for society.*

INSPIRATION FROM PORTER AND OSTERWALDER'S BUSINESS MODEL CANVAS

A value chain is not a new concept within business management. The two most well-known models are Porter's value chain from 1985, which describes the primary and support functions in a production company, and Osterwalder's Business Model Canvas from 2008, which describes a more modern company which includes key partners and the customer segment.

The two models have served as the starting point and the inspiration for the value chain in this project, for example Porter's organisational element and Osterwalder's focus on the relationship to the supplier segment and to the customer segment.

The problem with these models is, in our view, that they are well-known within the companies; they did not provide tools for an in-depth understanding; and they did not change anything. Therefore we have been thinking in completely different directions in relation to the overall goals of Sustainable Disruptions and have created the new solutions in terms of sustainability: The Value Chain and the Value Wheel.

> The Value Chain at Olino.

Designers are different from us – and in this tension field good results can emerge

The first priority of the Kolding company SAC, a producer of milking equipment, has for a long time been to make the cows smile. But management is uncertain whether the farmers who buy their equipment agree. Maybe they would rather focus on creating better conditions for those who perform the milking or increasing the quality of the milk. Now they know that their customers agree with them.

A user survey, completed by Sustainable Disruptions, indicates that 42 per cent think that the cow has to be in focus in future initiatives. Some 34 per cent wish to focus on the person who does the milking, and 24 per cent want to zero in on the quality of the milk.

The survey also revealed the importance of service technicians for the company: In a word cloud – an illustration of the words the farmers used most in the commentary field in the survey – that word is highlighted together with ‘price’ and ‘time’.

– We are really pleased with the new knowledge we have gained. It is useful in our efforts to create a sustainable future, says Niels Erik Bendtsen, CSO of the company.

SUSTAINABILITY SEEN AS A WIN-WIN FOR BOTH PARTIES

The family-owned company SAC, which celebrated its 75th anniversary in 2014, has always worked sustainably, and since its inception it has supported the three-dimensional concept of ‘Can it be done better for the cow, the milk and the person who does the milking, then it should be done’. The core values are animal welfare, food security and economic optimisation for the farmers.

SAC sees sustainability as a win-win situation for all parties, in particular focussing on economic growth. – On a market where the battle for land, resources and hence optimal food production steadily intensifies, SAC has to be on the forefront of the latest technological and agricultural developments. And even though things are going well, especially on the European markets, we sense that we might need to get a better grip on product development and the relations to suppliers and end users. That is why we agreed to collaborate with Design School Kolding, says Niels Erik Bendtsen.

DESIGNERS THINK DIFFERENTLY THAN WE DO

Both he and CEO René Meyer Johannsen have been pleased with having new and different

competencies integrated into the company via Sustainable Disruptions.

– I have a financial background. We have super competent engineers and sales people. We are buried in the day-to-day activities and think in a specific way, and it has been beneficial to have the designers around. They think differently, they apply a different perspective, and – provided we are open and constructive – good results could follow, says René Meyer Johansen.

Both emphasise that the sustainable mindset is already deeply ingrained in the company. – It is part of our inheritance, so to speak. As far as our products are concerned we have always had the basic belief that using as few resources as

possible, e.g. less water and less energy, is a smart approach. Our engineers have always been good at that, they say and are pleased that the farmers honour their efforts: According to the designers' user survey the assessment of SAC's ability to deliver energy-saving products far exceeds the other milking equipment manufacturers'.



FACTS ABOUT SAC

- A/S S.A. Christensen & CO. was founded in 1938 and is now one of the largest developers and manufacturers of milking equipment in Europe with branches in Holland and Denmark. The company, which is a 100 per cent Danish family-owned business, is owned by the third generation Steen A. Christensen.
- SAC is one of largest developers and manufacturers of milking equipment in Europe.
- SAC has roughly 60 employees in Denmark and 100 at an office and robot factory in Holland. In addition the company works with approx. 500 distributors in 65 countries.

For more information go to: www.sac.dk

Tools that create stories

The best solutions emerge when as many disciplines as possible within the company contribute stories and input to the process after which the content is identified and categorised. Thus the communication tool also becomes an exercise in understanding the different ways we use storytelling. There is a difference, for example, between how a designer works with communication of a product and what angles are most efficient in a sales situation for the customer segments the company is targeting.

How does the story about the product and the company change when the product changes hands from product developer to production staff, to sales personnel, to dealer and to customer?

The communication tool is a brainstorming and structuring tool to help companies find a common and cohesive story about the company and its products or services – a story that can be extended to its external stakeholders.

Right through the research and analysis phase it was evident that the different collaborating enterprises had a variety of needs but also some overlapping ones. The communication tool was developed in collaboration with Armoire d'homme, but in the course of the development process its relevance in other companies has been demonstrated.

Armoire d'homme is the youngest of the ten collaborating companies in Sustainable Disruptions, and it had already introduced a variety of visions and initiatives within the area of sustainable production, business development and collection building. Hence the introduction of sustainability in this company was not the primary challenge.

The actual challenge was therefore how this intention of sustainability could be communicated to the different stakeholders in the most appropriate way – on one hand what story about the company should be communicated, on the other hand who should hear this story and to what extent and in what formats.

Since the company was only a few years old and thus had no story to expound the ambition was to create a tool that could help Armoire d'homme verbalise its visions about the company and then

decide who in the value chain need to know what about these visions.

BRAINSTORNING AND SORTING EXERCISES IN FOUR PHASES

In the first phase the company must decide what topics are relevant to discuss. Some of the relevant topics could be the company's values and DNA, its history, the meaning of the company name, how the company positions itself in relation

to the industry, or how the company perceives and relates to sustainability. What topics are relevant and fruitful to discuss and will lead to a story differ from company to company.

A general guideline is that the topic chosen may well be 'a little painful'. It may be topics or concepts that are taken for granted in the company, topics that are unfamiliar, or topics that are taboo in the company or in the industry as a whole.



^ The Communication Tool in use at Armoire d'Homme

It may be management that defines the topics under discussion, or it may be a more democratic process, where the employees or even the customers and suppliers can suggest topics.

BRAINSTORMING AND MAPPING OF ELEMENTS OF THE STORY

In the second phase the stakeholders get together in the company and brainstorm and discuss the various topics and how they relate to the company.

One topic at Armoire d'homme was the company's name, a French word for 'gentleman's wardrobe'. The reason for the company name was discussed and what it says about the company.

It makes it easier for the group to keep the focus if all keywords from the brainstorming are placed on a wall or on the pre-printed game board, after which the individual words and parts for the story can be discussed in-depth.

In the case of Armoire d'homme the name is important for the company's development of the gentleman's wardrobe, building of collections, and also for the understanding of sustainability. The collections should not be viewed as isolated

expressions of design that change every season, which is normal in the fashion industry, but should be seen as a bid for how it is possible to identify and constantly refine the essential men's wardrobe.

An additional goal is to create such well-functioning and indispensable garments that they will become ever present articles in the collection and in the user's wardrobe.

FORMS OF COMMUNICATION

In the third phase the key words from the previous brainstorming need to be translated into other forms of communication than text, such as picture, music, film, sound and quotes. It is done directly on the game board or the wall that was used previously.

The purpose of working with brainstorming in different forms of communication is to open the discussion to include various topics and create the framework for new perspectives and conversations about the company's stories.

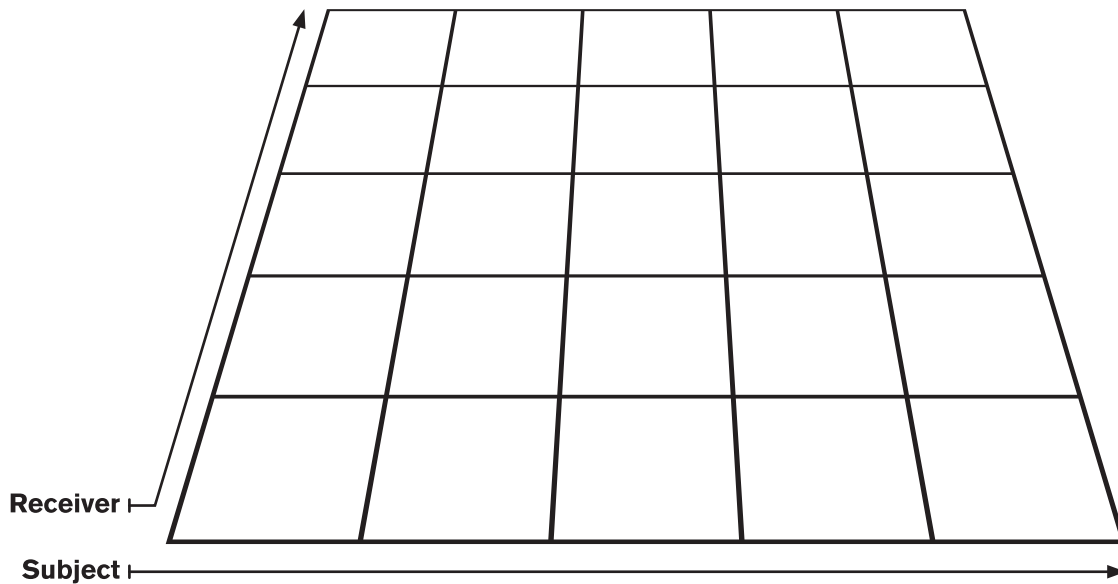
One example could be that the company asks itself: How do we translate the story about our knowledge of materials into something visual, a film of something similar?



DEVELOPMENT OF STORIES FOR DIFFERENT RECIPIENTS

These three phases conclude the brainstorming phase, and a foundation has now been laid on which all communication about the company can rest. It is not certain, however that all stakeholders

and disciplines have equal need – or interest – in knowing everything. Hence it is necessary in the fourth and final phase to sort the various stories in order to cater to the different target groups with whom the company communicates.



^ The Communication Tool poster 2: Structuring communication for different receivers

The target groups can vary greatly depending on the size of the company and whether they are internal or external. When telling an authentic and sincere story about who the company is, finding the right way to relate the story to one specific recipient is often the most difficult task.

The tool contains a template that easily accommodates the stories and differentiates the manner in which they are communicated to different recipients. It may be necessary to invent new words and communication tools in order to communicate the same story dependent on the recipient.

In the case of Armoire d'homme the sales staff is currently located externally. It is therefore essential for the company to communicate the story about and the vision for the company in very precise terms in order to reach the correct dealers and hence the right customer segments.

A core element in the company's DNA is that the applied textiles are sustainable to a reasonable extent – that the quality is so high that the life of the company's products is long. Hence information about the care and maintenance of the garment needs to be communicated to the end user.

It is a totally different story that needs to be communicated to the media: The story of each individual's identity, providing the ability to identify which clothes and which models suit me best. How can beautiful details, good quality and a minimalistic expression in the company's products contribute to one's own personal wardrobe?

**YOU ARE MOST WELCOME TO CONTACT US IF YOU WOULD
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