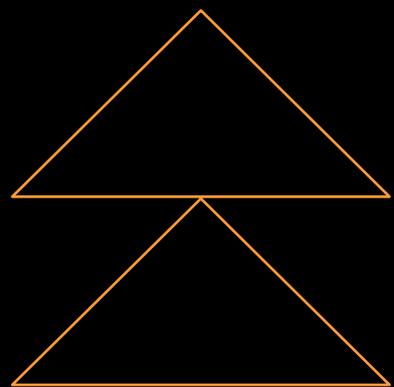
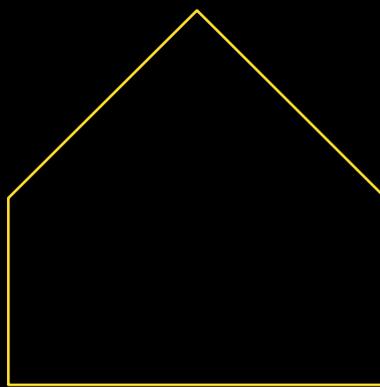
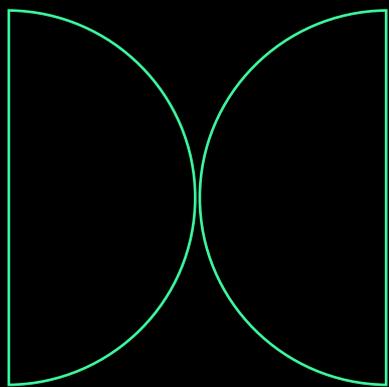
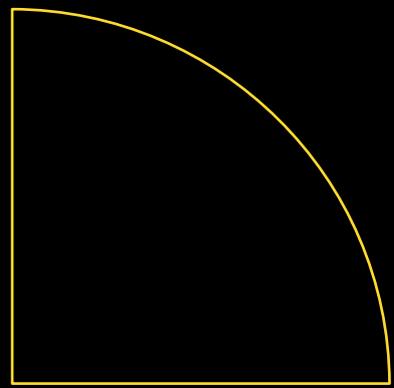
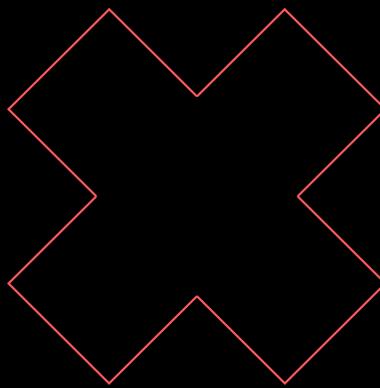
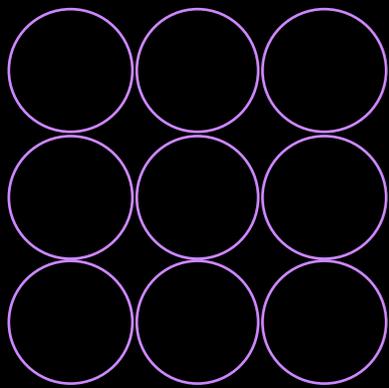
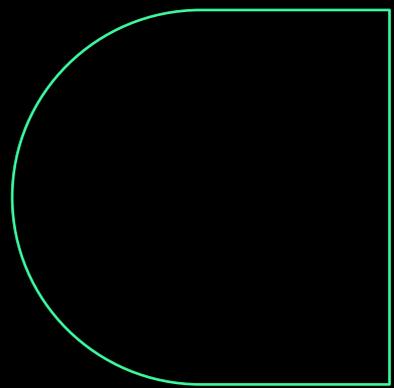
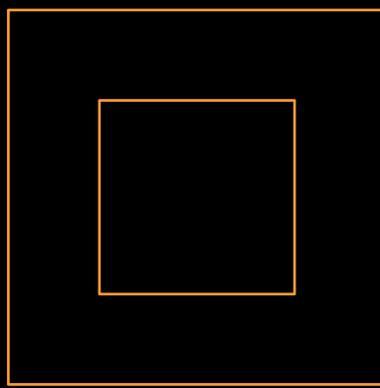
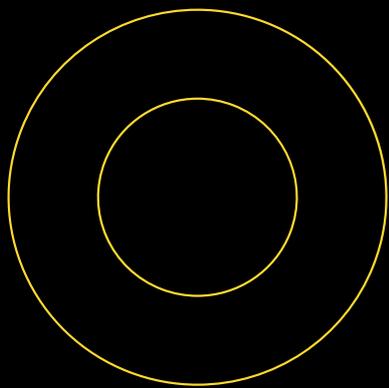


EIDE DESIGN VISIONS



What would a world without design be like?

About

We are EIDE, a design association, a non-profit organisation created with the main goal of encouraging and promoting design and creative culture in the social, cultural and economic life of the Basque Country and Navarre.

Welcome to our EIDE DESIGN VISIONS platform, an open space where you can listen, talk and share with everyone who wants to participate in designing the world we want to live in.

Will you join us?

We want to

- Create a space of dialogue and exchange with and among the various agents of our ecosystem.
- Bring together different approaches to design, align objectives, and address common challenges.
- Analyse the value of design from different perspectives.
- Build together a multi-faceted, multiple, diverse, and collective definition of design.

We would like to invite you to be part of our first digital tool, a journey to reflect on the present and the future from the perspective of design.

01

Transfor- mation



Transfor- mation



Find out

To flow in a complex and changing context; to be in constant transformation; to be flexible and to integrate uncertainty in their culture, our organisations need *experts in managing ill-defined problems, experts in uncertainty**, they need designers...

***Nacho Lavernia, Valencian designer, founding partner of Lavernia & Cienfuegos.**



Get inspired

"It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change".

Common interpretation of the central idea put forward by Charles Robert Darwin in *The Origin of Species*.

What if you were to lead change in your organisation?

Sort by level of importance how design could contribute to transformation:

- **Rethinking the organisational culture**

Challenge, with a creative and constructive attitude, the organisational model or the culture of the organisation.

- **Promoting a more creative culture**

Promote a more creative and exploratory culture by providing a 'safe place' to try out new ideas and encourage a proactive and experimental attitude.

- **Building a shared environment**

Create a people-centred environment and process that is easily understood, coherent and shared throughout the organisation.

- **Facilitating a participative culture**

Involve stakeholders and users, help create a culture of participation and involvement.

- **Humanising technology**

Focus on the needs of users when implementing a technological challenge.

- **Promoting empathy**

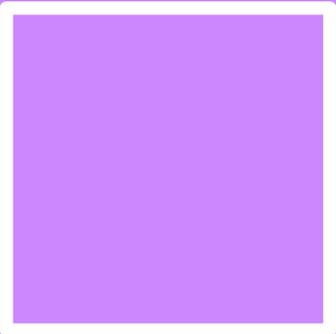
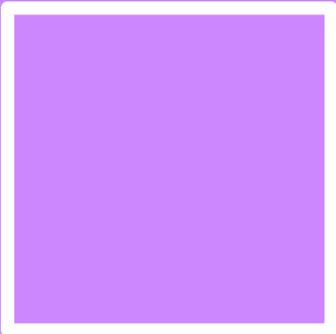
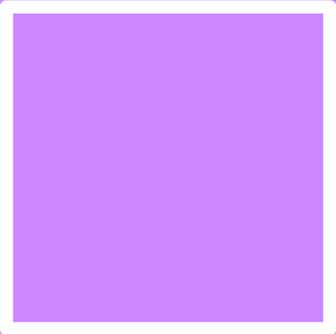
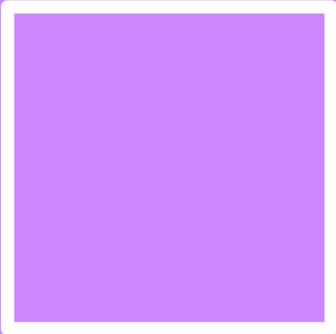
Establish empathetic relationships between teams, and with clients and users.

- **Mediating in the organisation**

Involve people from different areas of the organisation and act as a mediator by focusing on the key needs of users as a common point of reference.

02

Business



Business



Find out

There is a clear correlation between design excellence and business excellence: According to the McKinsey Design Index, companies that put design at the forefront of their corporate strategy show revenue growth of 10% and shareholder returns of 21% (industry benchmarks are 3-6% and 12-16%).

Top quartile performance of more than 300 companies (medical technology, consumer goods and retail banking) surveyed over a 5-year period of activity.

According to the DMI: Design Value Index, over ten years the return on investment in design-driven companies exceeds the return on the same investment in other S&P500 companies by more than 200%.

Results for a selection of 15 companies studied over a 10-year period of activity, compared to S&P 500 companies as a whole.



Get inspired

"Good design is good business".

Thomas J. Watson Jr., former Chairman and CEO of IBM.

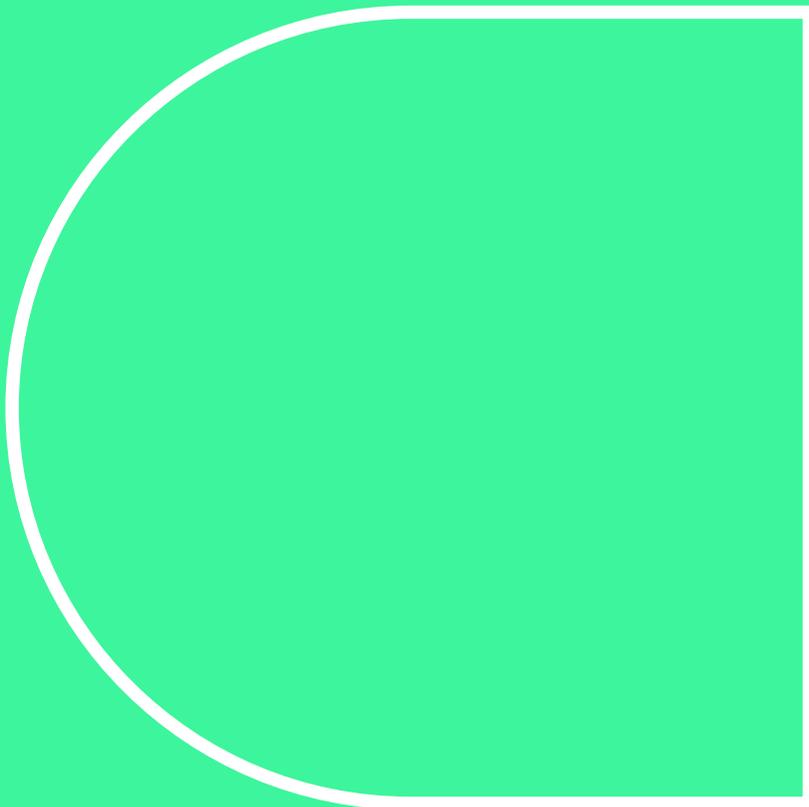
At what rate do the revenues and shareholder returns of the best-performing companies in design grow relative to their peers?

Choose an option:

- **At the same rate**
- **Almost one and a half times faster**
- **Almost twice as fast**

03

Creativity



Creativity



Find out

“(…) the mindset has shifted. Leading companies recognise the importance of another key success driver, the need to infuse creativity into all aspects of the business environment, from strategy and culture, to innovation and customer engagement”.

David Wadhvani, Senior Vice President, Digital Media, Adobe.

Creative thinking and critical thinking are two complementary ways of thinking. By employing design tools such as empathy, creativity and also rationality, we can reframe problems in such a way that new paths to innovative solutions emerge.



Get inspired

To educate in creativity is to educate for change and to train people who are extremely original, flexible, who have foresight, initiative, self-confidence, who are risk-loving and ready to face the obstacles and problems they encounter in their daily lives; it is also a way to offer them tools for innovation.

Based on: *Pensar y crear: educar para el cambio*, (Think and Create: Educate for Change) Betancourt, M. J. et al, 1997. Cuba: Academia.

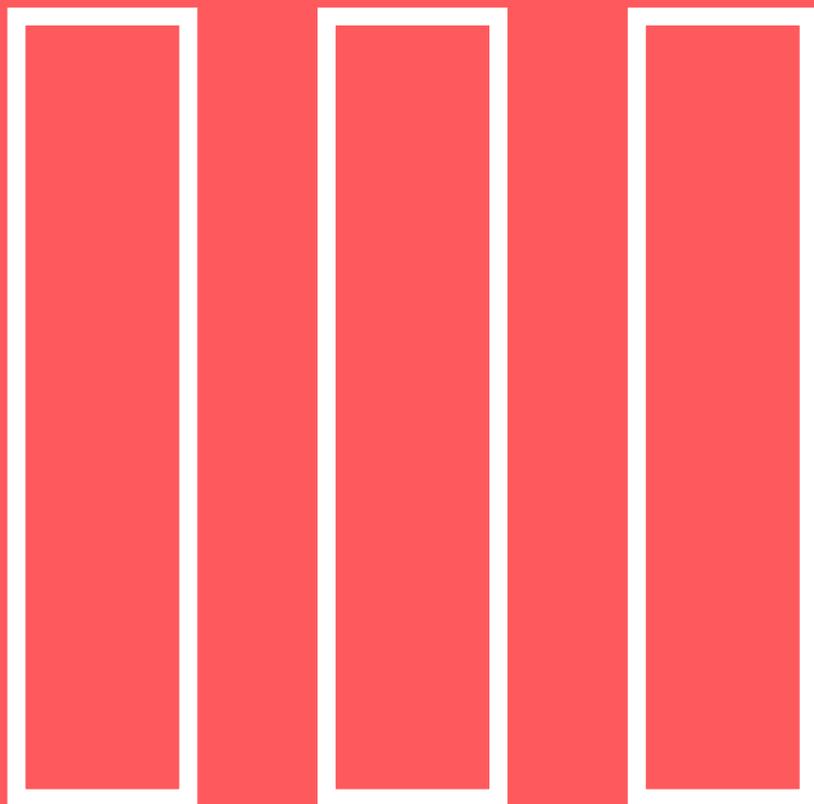
Will we finally learn to teach creativity?

Sort by level of importance what teaching creativity means to you:

- **It helps us overcome the fear of making mistakes**
- **It transcends the present with a future project**
- **It teaches us to rely on the potential and not just the actual**
- **It develops self-confidence and convictions**
- **It promotes a working culture that fosters creative and flexible thinking**
- **It encourages the will to overcome obstacles and persevere**
- **It teaches us to deal with ambiguity and uncertainty**

04

Simplicity



Simplicity



Find out

"(...) complexity by itself is neither good nor bad: it is confusion that is bad".

Living with Complexity, Donald A. Norman, 2010. The MIT Press.

Faced with the bombardment of offers and generalised infoxiation* the most sustainable organisations will be those that are capable of managing complex systems to offer clear, coherent, credible proposals that can be easily appropriated by the people to whom they are addressed.

*Alfons Cornella, founder and chairperson of Infonomía.



Get inspired

"The ability to simplify means to eliminate the unnecessary so that the necessary may speak".

Hans Hofmann, American artists born in Germany (1880-1966).

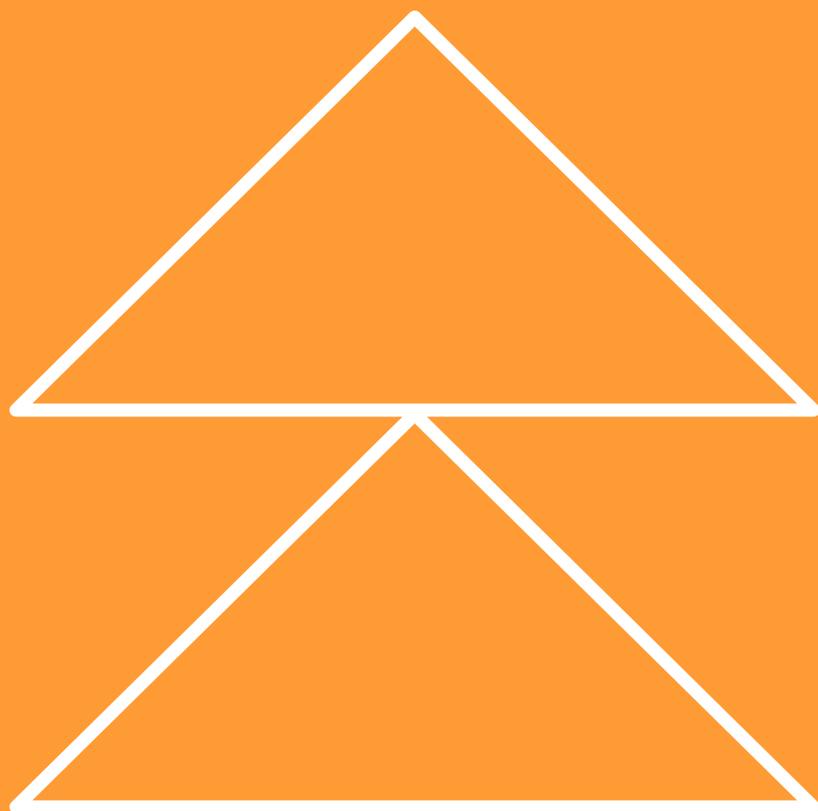
If simplicity were the new paradigm, what should the world look like?

Rearrange these concepts according to your own criteria:

- **Diverse**
- **Transparent**
- **Comfortable**
- **Recognisable**
- **Accessible**
- **Credible**
- **Coherent**
- **Intuitive**

05

Emotion



Emotion



Find out

Some studies indicate that 80% of the factors that influence purchasing decisions are emotional, while only 20% are rational, even in B2B environments.

However rational we may like to think we are, neuroscience has shown that emotions affect the final decision, even if we later justify the decision based on objective arguments to reconcile us with our rational selves.

Based on: *Emotional branding: Emotions bring your brand to life*, Carlos Puig Falcó, CEO de Branward.

Decisions about the design of a product or service (...) must take into account emotions, beliefs, preferences, mental models, physical and psychological responses, perceptions, behaviour (...)

Based on: *La importancia estratégica del diseño centrado en las personas* (The strategic importance of people-centred design), Judith Membrives, 2019. Universitat Oberta de Catalunya.



Get inspired

“Rational conviction by itself does not lead to action. It is the impulse of emotions that pushes you to take the leap”.

Joan Costa, Spanish communicologist, designer and researcher.

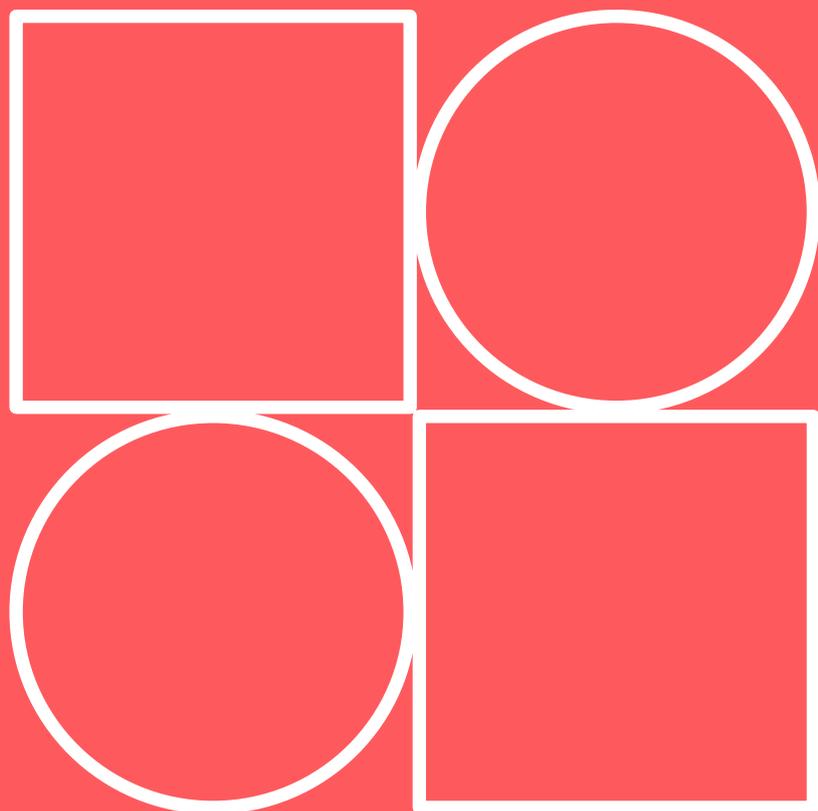
Have you ever thought about how emotions define our experiences?

Rate from 1 to 5 the weight of the emotional versus the rational in your purchasing decisions, 1 being very rational and 5 being very emotional.

- **Taking out health insurance**
- **Buying shoes**
- **Buying a book**
- **Downloading an App**
- **Renting a flat for the summer**
- **Buying a car**
- **Buying a computer**
- **Choosing a restaurant**

06

Co-creation



Co-creation



Find out

What is co-creation?

"*Complete co-creation* is the transparent process of value creation in ongoing, productive collaboration with, and supported by, all relevant parties, with end-users playing a central role".

The 7 principles of complete co-creation, Stefanie Jansen & Maarten Pieters, 2017. Amsterdam: BIS Publishers.

What is co-design?

"Co-design is a design approach aimed at actively involving all stakeholders to enable their creative contribution to the formulation and resolution of a problem".

www.cocreate.training



Get inspired

"There is no escape – the current times are calling for interaction, collaboration, and transparency".

www.thecocreators.com

What do you or would you get from co-creating with users, consumers, clients, prescribers, distributors, suppliers, collaborators and employees, expert professionals...?

Among the benefits of co-creation, which are the most relevant from your point of view?

Choose 3 to 5 options:

- **Shared approach**
- **Shared goals and values**
- **More enriching perspectives**
- **Motivated and proactive people**
- **Spaces for reflection and conversation**
- **Diversity and a plurality of opinions**
- **Credible solutions**
- **User satisfaction**
- **Enhanced creative capacity**
- **Rapid assessment of ideas and solutions**

07

Sustaina- bility



Sustaina- bility



Find out

“The choices we make right now have a direct impact on the future... That’s a serious responsibility”.

Kathy Krumpe, chief operating officer of Future State.

“Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs”.

Our Common Future, World Commission on Environment and Development, 1987. UN.

“Sustainable development recognises the interdependence of environmental, social and economic systems and promotes equality and justice through people empowerment and a sense of global citizenship”.

www.sustainable-environment.org.uk



Get inspired

“The real voyage of discovery consists not in seeking new landscapes, but in having new eyes”.

Marcel Proust, French novelist, essayist and critic (1871-1922).

What kind of world do you want for your children and your children’s children...? What can you contribute as a citizen or through your role in your organisation?

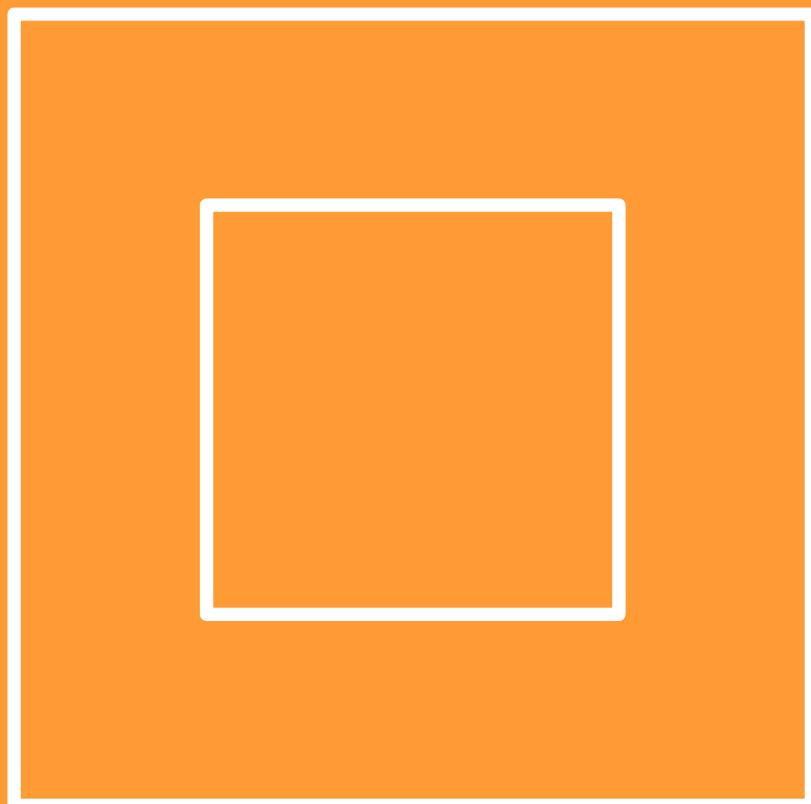
How do you imagine the future of an unsustainable present?

Choose an option:

- **More or less the same as now**
- **Facing serious survival challenges**
- **Thanks to progress, we can only get better**

08

Aesthetics



Aesthetics



Find out

“According to Socrates, there are two kinds of beautiful things: things that are beautiful in themselves, and things that are beautiful only for the people who use them. Different things have different purposes and therefore a different beauty”.

***A History of Six Ideas*, Wladyslaw Tatarkiewicz, 1987. Madrid: Tecnos.**

“(…) in current design practice, perception and sensitive pleasure become inseparable from function or utility. We no longer speak of an antagonistic opposition between beauty and utility, but rather that these conceptions are interrelated for an end product in which aesthetics fulfils a function, and the function influences aesthetics”.

***De lo bello de las cosas*, Ana Calvera, 2007. Barcelona: Gustavo Gili.**



Get inspired

“Nothing can be either added or taken away from a beautiful object without ruining the whole”.

E.R. de Zurko, en *Art Bulletin* vol. 39, 1957. *A History of Six Ideas*, Wladyslaw Tatarkiewicz.

Have you ever stopped to think about what makes the objects around us beautiful? What they make you feel? What do they bring to you?

Sort by level of importance:

- They amuse me
- They make it easy for me
- They enrich me
- They excite me
- They bring back memories
- They make me feel confident
- They amaze me
- I am moved by them
- They motivate me

09

Digitali- sation



Digitali- sation



Find out

“Innovation starts with people”.

“Technology moves fast, human needs change slowly”.

Tim Brown, CEO and Chairperson of IDEO.

Design is shaping creative possibilities to embrace the digital future, inspiring new ways of doing things, connecting with people and society, and enabling organisations to move forward with confidence as the distinction between the physical and digital dissolves.



Get inspired

“Digitalization and sustainability are two of the most powerful market influences in today’s corporate landscape (...) converging into a perfect transformative storm in the global economy.

The Convergence of Digitalization and Sustainability, David Kiron y Gregory Unruh. MITSloan Management Review, January 2018.

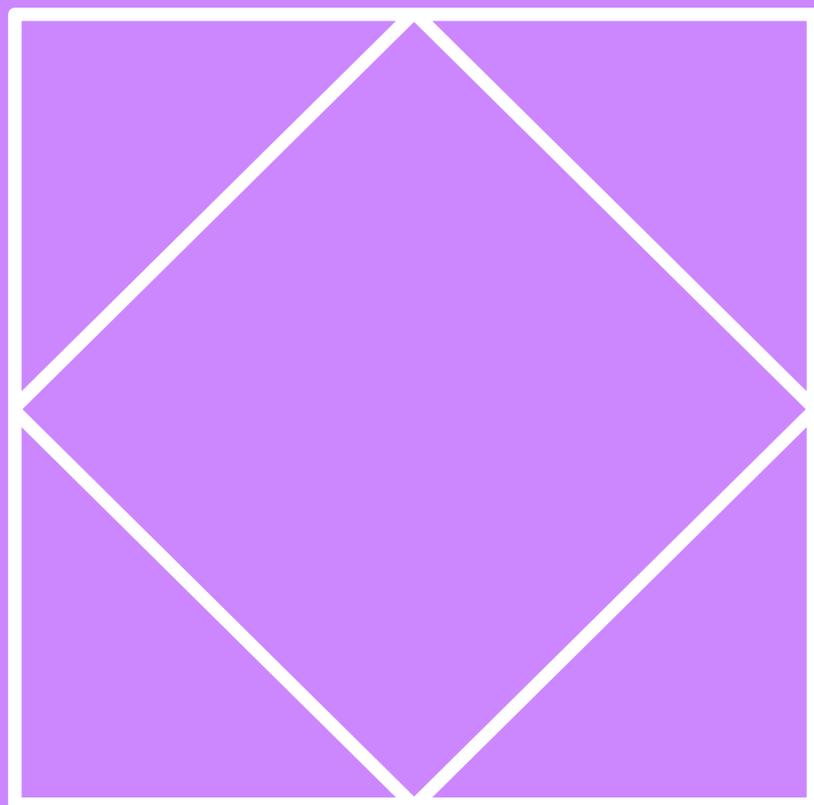
In a changing world, where the boundaries between the physical and the digital are dissolving, what role do you think technology should play?

Please answer yes or no to the following questions:

- **Can digital technology help organisations to increase their value, transform their operating model, become more sustainable and efficient?**
- **Should it be part of everything we do in our daily lives, how we learn, work, play, socialise, eat, shop, relax?**
- **Can it help generate meaningful experiences and promote people's involvement, motivation and well-being?**
- **Should it help us monitor our health, nutrition, fitness, performance, even if it means a loss of privacy?**
- **Can it help in solving inequality by promoting a culture of universal knowledge, exchange, experimentation and connection?**
- **Should it be involved in designing a truly more sustainable world?**

10

Brand



Brand



Find out

"Your brand is what people say about you when you're not in the room".

Jeff Bezos, CEO and Chairperson of the multinational company Amazon.

"A brand is only worth what it means to people".

Joan Costa, Spanish communicologist, designer and researcher.



Get inspired

What do you think your brand, the brand you represent or work for means to people?

What do these brands mean to you?

Associate three ideas/concepts/feelings to each of these brands:

- **Spiritual**
- **Elegant**
- **Conservative**
- **Intelligent**
- **Familial**
- **Emotional**
- **Rational**
- **Mysterious**
- **Kind**
- **Innovative**
- **Masculine**
- **Suggestive**
- **Attractive**
- **Sustainable**
- **Advanced**
- **Young**
- **Ingenious**
- **Cosmopolitan**
- **Female**
- **Agile**
- **Current**

11

Habitat



Habitat



Find out

From an ethical point of view, an open city should embrace differences, promote equality, free its inhabitants from the straitjacket of the pre-established so that they can experiment and expand their experience.

The experience in a city is full of contradictions, of edges and roughness between what is built and what is lived. Proactive urbanisation must be combined with ethical modesty; collaborating with citizens, being critical of the way people live and at the same time self-critical of what they build.

Based on: *Building and Dwelling. Ethics for the City*, Richard Sennett, 2019. Barcelona: Anagrama.



Get inspired

“Schools began with a man under a tree, who did not know he was a teacher, discussing his realization with a few, who did not know they were students (...) They wanted their children to hear it too, and so spaces were created, and the first school came into being”.

Louis Kahn, American architect born in Estonia (1901–1974).

A German proverb from the Middle Ages says "The air of the city liberates". What is the spirit that should guide us in building and governing our cities?

Please answer yes or no to the following questions:

- **Should our cities be more inclusive and give us the possibility to become what we want to be?**

"A city is composed of different kinds of men; similar people cannot bring a city into existence". Aristotle, *Politics*.

- **Does the citizenry need to play a more influential role in city building and governance?**

Jane Jacobs claimed that urban forms emerge slowly and by accumulation, as a consequence of the lessons of use and experience. *The Death and Life of Great Cities*, 2011.

- **Should urban planning represent society as it is, rather than trying to change it?**

"(...) the absolute folly of creating a physical structure at the price of destroying the intimate social structure of a community's life". Lewis Mumford, *Technics and Civilization*, 1934.

- **Can technology make our lives easier by organising and smoothing relationships between people?**

Richard Sennett distinguishes between the technology that prescribes how people should use spaces, the technology that dumbs us down; and the technology that coordinates but does not eliminate the messier activities, the technology that stimulates us mentally. *Building and Dwellin*, 2019.

12

Product



Product



Find out

When, at the surprise event on 23 October 2001, Steve Jobs unveiled the iPod, Apple's MP3 player, reactions were more than lukewarm: "another attempt by Apple to have the coolest gadget on the market... an empty case presented as ground-breaking innovation... and at an exorbitant price!".

However, by the end of 2004, it already accounted for about 80% of sales in its segment.

Based on: *iPod BACKSTAGE*, Gilles Dounès and Marc Goeffroy, 2005. Paris: Dunod.



Get inspired

"The product is the combination of a material good and a service; as an interactive whole in dialogue with consumers: product-service".

Ezio Manzini, Italian designer and honorary professor at the Polytechnic of Milan.

"Thinking like a designer can transform the way we develop products, services, processes and even strategies".

***Design Thinking*, Tim Brown. Harvard Business Review, 2008.**

What if you were to rethink your products/services from the perspective of a system that generates new experiences, what would they look like?

How did Apple do it? Of all the factors that played a part in the iPod's success, would you be able to assert which was the key factor?

Choose only one option:

- **The appeal and credibility of the Apple brand**
- **A powerful marketing and communication strategy**
- **Attractive, innovative aesthetics and intuitive operation**
- **An innovative experience, all your music in your pocket**

A new relationship with music thanks to iPod's connection to the multifunctional iTunes player and the Music Store download platform.

- **The integration of technologically innovative elements**

The integration of a Firewire socket and the use of a 1.8" hard disk made it possible to store up to 1000 songs and transfer them in a matter of minutes.

- **iPod/iTunes/Music Store system coherence**

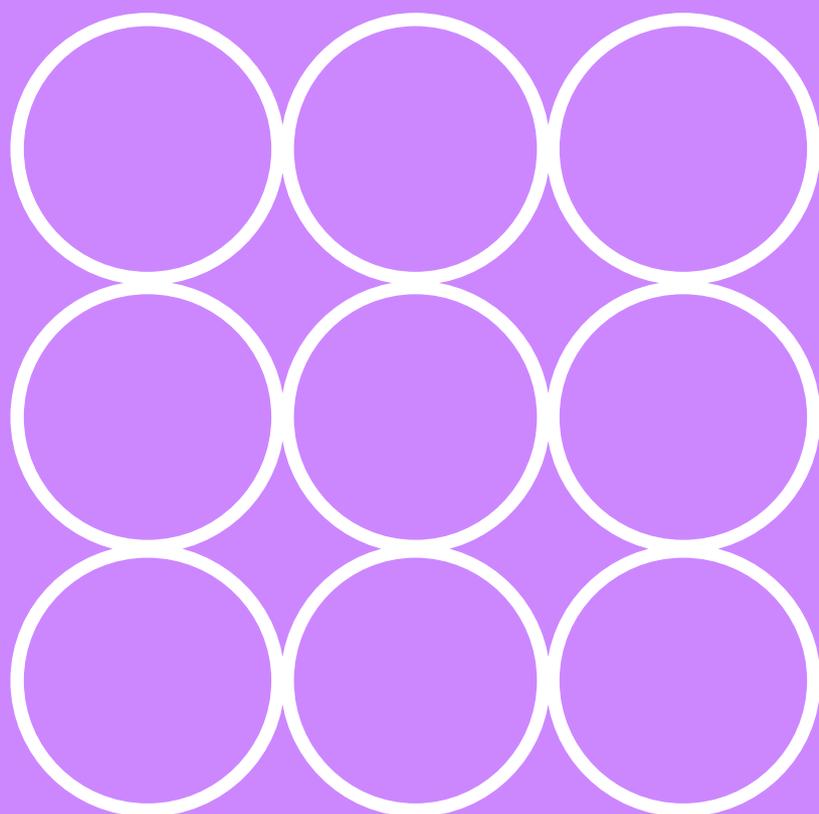
The consistency of the system's elements with each other and with the brand image, showing a new relationship with music.

- **Online shopping, your music just a couple of clicks away**

The possibility of buying songs and music albums online, and doing so in a shop that guaranteed profits for record labels and artists.

13

Organi- sational culture



Organi- sational culture



Find out

“Corporate culture is a set of factors connected with the character of an organisation and how it does things that are shared by its members. (...) it differentiates an organisation from others and serves to position it within its environment and bring it together internally”.

Montse Bordas, Corporate Culture Strategist de Branward.

A people-oriented organisational culture fosters social values, is inclusive and flexible, encourages individual initiative and creativity, tolerates risk and uncertainty, enables cohesive interaction and is consistent in its strategies, structures and systems.



Get inspired

“(...) innovate to make our organisations more agile, more collaborative, more human, more transcendent, more digital and more sustainable, and above all to navigate correctly in uncertain waters”.

***Innovation, beyond technology?* Jon Fernández, General Manager of Orbea. Innobasque.**

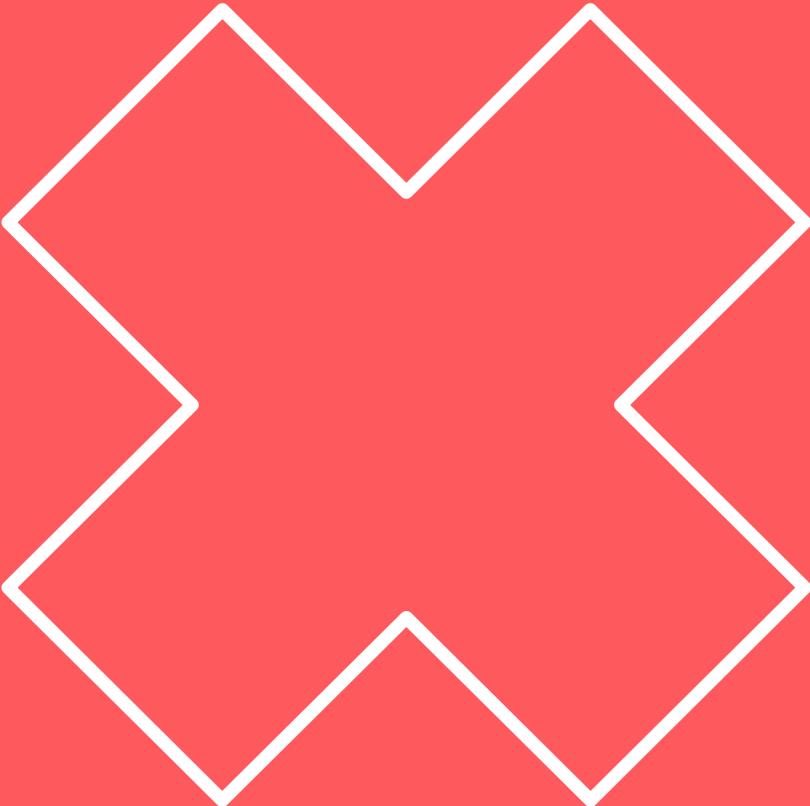
Why not create a culture with which your company, your customers and your employees will “fall in love”? On what pillars would you build it?

Select 5 of these concepts:

- Leadership
- Collaboration
- Integrity
- Passion
- Diversity
- Quality
- Commitment
- Sustainability
- Skills
- Social Responsibility
- Creativity
- Authenticity
- Excellence
- Innovation
- Participation
- Equality
- Flexibility
- Empathy
- Efficiency
- Authority
- Consistency
- Proactivity
- Relevance
- Competitiveness
- Optimisation
- Agility
- Courage
- Freedom

14

Strategy



Strategy



Find out

Around 90% of organisations are not realising the full potential of design.

Those that do are characterised by seeing design “as a functional layer that intertwines with everything from product execution to corporate strategy”.¹

Both McKinsey and InVision² concluded that separating the design department from the rest of the business is a mistake and that corporate design strategy should go beyond attractive products and impact all aspects of the business.³

¹Based on: *Are you asking enough from your design leaders?* Melissa Dalrymple, Sam Pickover, and Benedict Sheppard, McKinsey Quarterly, 2020.

²*The Business Value of Design*, McKinsey & Company, 2018 / *The New Design Frontier*, InVision, 2018.

³*Integrating design into business strategy is good for growth*, says InVision report, Augusta Pownall, Dezeen, 2019.



Get inspired

“It’s not design versus business, it’s about what we can do together”.

Katie M. Dill, Vicepresident of Design at Lyft.

Is your organisation harnessing the value of design?
What steps would it have to take to do so?

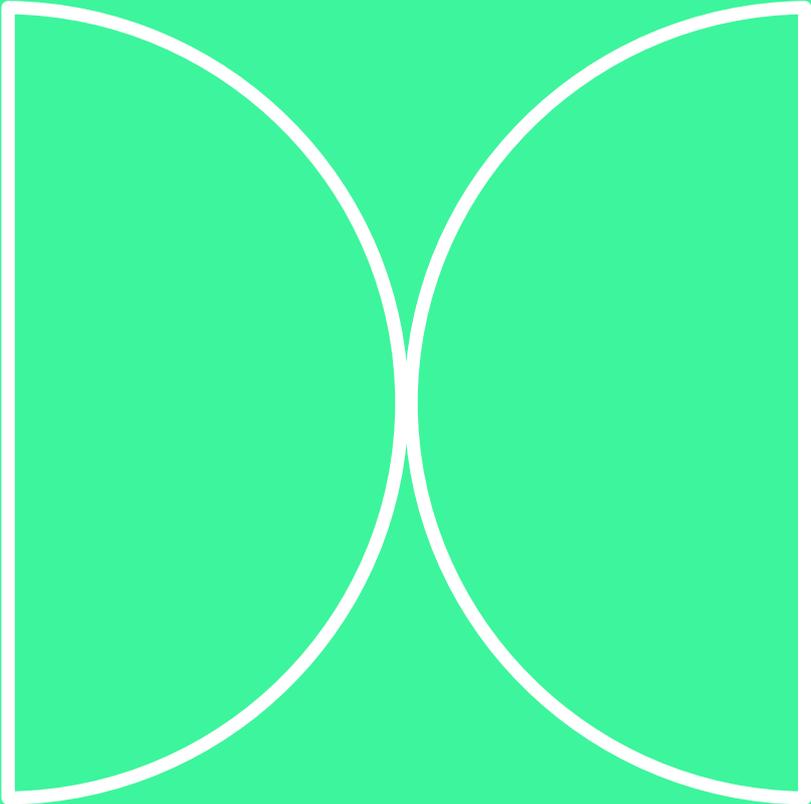
How to structure design so that it brings significant value to organisations?

Rate from 1 to 5 where 5 is the highest priority:

- **Implement design as an integrated function throughout the organisation, not as a centralised function or watertight department**
- **Tangible commitment at management level to design as a resource for innovation, and as an integrating and transformative force**
- **Significant and sustained investment in design**
- **Integrate design leadership into the top management of the organisation**
- **Clear operating model and information structure for design**
- **Remove the barriers between physical, digital and service design**

15

Services



Services



Find out

"The way to a customer's heart is much more than a loyalty program. Making customer evangelists is about creating experiences worth talking about".

Valeria Maltoni, writer, speaker and business consultant.

"89% of consumers stop doing business with a company because of a poor customer service experience".

Rightnow customer experience impact report, 2019.



Get inspired

Airbnb uses service design to really understand the consumer journey. Among other things, they started by storyboarding 45 different emotional moments for Airbnb hosts. They also studied consumer journeys in detail to understand their feelings and concerns with a view to design services that lead to truly positive experiences.

What do you do?

Wow, you just had a fabulous experience with a new service. You are going to write a tweet, what hashtags would accompany it?

Think about the key attributes that such a service would have and choose from 3 to 5:

- Multichannel
- Customisable
- Consistent
- Human
- Intuitive
- Technological
- Motivational
- Facilitator
- Sustainable
- Surprising
- Educational
- Free
- Shareable
- Responsible

EIDE DESIGN VISIONS

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