Design Delivers
How design accelerates your business
Many Danish companies are already involving designers in innovation and business development. However, Danish companies and Denmark as a nation could benefit even more from design and design thinking as a positive factor for growth, innovation and business development in business and industry.

Denmark has big, high-profile design-driven companies, such as Lego and Coloplast, which hold a strong position both in Denmark and abroad, not least because of their focus on the strategic use of design.

As documented by this survey, however, most companies still do not use design strategically in business development. Meanwhile, the companies that do use design systematically and strategically state that this produces benefits on several levels. This suggests that there is an untapped potential waiting to be utilised.

Design can offer methods for visualising new solutions and business concepts – and for identifying new markets and user needs, sometimes even before they have popped up on the consumers’ radar. Design can contribute to increased customer focus as well as quick and agile innovation and business development.

With this survey and with the Design Delivers conference, we hope to contribute to an updated image of design-based value creation in Danish business and industry and to inspire more companies to reap the benefits and the value that design and design thinking have to offer.

Charlotte Rønhof  
Deputy Director,  
Confederation of Danish Industries (DI)

Christian Bason  
CEO,  
Danish Design Centre
Survey: Exploring Design Impact

Denmark is a design nation, and many Danish companies involve design and designers in innovation and business development. That is positive. But what is the current state of design use in Danish companies? And is it possible to achieve increased growth through an increased – and more strategic – use of design?

Together with Epinion, the Danish Design Centre and the Confederation of Danish Industries (DI) have mapped how companies used design in 2016. The survey also looked at what we can learn from companies that generate growth through a design-driven approach to innovation. Read more about the survey and the method at the end of this publication.
Danish companies state that they use design. The impact of design on competitiveness and on the bottom line is growing: 52% of the companies find that design has had a growing impact on their economic bottom line since 2011.

Design generates value in a variety of ways. Of the companies that use design:

- 80% find that design has strengthened their brand to a high degree.
- 68% find that design use leads to increased customer satisfaction.
- 69% find that they differentiate from the competition by using design and thus improve their competitiveness.

67% of the companies that use design expect to increase their competitiveness by means of design over the next five years.

The more advanced the design use, the higher the perceived value.

74% of them find that design has a positive impact on their bottom line.

40% of Danish companies do not use design. Most of them – 86% – state as their reason that they do not perceive design as relevant to them and their business.

90% of the companies that use design in processes and strategic decisions state that design has a positive impact on the bottom line.
The Design Ladder

This survey used the Design Ladder, a model that was developed by the Danish Design Centre in 2001, to illustrate the different types of design use in companies – from hardly any use to using design to shape or style products and services to an advanced use where design plays a key role in shaping business development and strategies.

The underlying hypothesis of the model is that the more involved a company’s use of design methods is at the early stages of development, and the bigger a role design plays in the company’s overall business strategy, the higher the economic return.

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

STEP 1
NON-DESIGN

In the survey, this corresponds to respondents answering Design is not applied systematically.
**STEP 2**

DESIGN AS FORM-GIVING

In the survey, this corresponds to respondents answering

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

**STEP 3**

DESIGN AS PROCESS

In the survey, this corresponds to respondents answering

*Design is an integrated element in development processes.*

**STEP 4**

DESIGN AS STRATEGY

In the survey, this corresponds to respondents answering

*Design is a key strategic element in our business model.*
Danish companies’ use of design in 2016

The figure illustrates Danish companies’ use of design by their place on the design ladder – from non-systematic use to an advanced use of design as a key executive element in business decisions and strategies.

58% of Danish companies state that they use design.

43% of Danish companies use design as an element in their processes and strategy.

13% use design strategically, meaning that design methods and design thinking contribute to their business development and strategy.

30% use design as an integrated tool in the company’s processes, for example in developing and optimising procedures, production processes and other types of work flow.

40% do not use design systematically.

STEP 1
NON-DESIGN

In the survey, this corresponds to respondents answering Design is not applied systematically.
Which of the following statements best describes the use of design in your company?

(N=805)

**STEP 2**

**DESIGN AS FORM-GIVING**

In the survey, this corresponds to respondents answering Design is used as a finish, form-giving or styling in new products/services.

**STEP 3**

**DESIGN AS PROCESS**

In the survey, this corresponds to respondents answering Design is an integrated element in development processes.

**STEP 4**

**DESIGN AS STRATEGY**

In the survey, this corresponds to respondents answering Design is a key strategic element in our business model.

15%

30%

13%
Danish companies’ use of design by size

The bigger a company is, the more likely it is to use design as an integrated part of company processes. 

48% of companies with more than 100 employees use design in their processes, compared to only 27% for smaller companies with 10-49 employees.

43% of small companies do not use design, while the same is the case for only 21% of big companies.

With regard to strategic design use, there is no difference between small, medium-sized and big companies.
Which of the following statements best describes your company?
(N=805)

**Design as Strategy**
Design is a key strategic element in our business model.
48%

**Design as Process**
Design is an integrated element in development processes.
37%

**Design as Form-Giving**
Design is used as a finish, form-giving or styling in new products/services.
27%

**Design in use**

14%
15%
19%
27%
48%
Design makes a difference on the bottom line

74% of the companies that use design find that design has a positive impact on their bottom line.

Among them, 40% find that there is, to a high or a very high degree, a connection between the company’s use of design and its bottom line.
To what degree do you find that design impacts your company’s bottom line? (N=481)
Strategic use of design generates added economic value

The more advanced the use of design, the higher the perceived value.

90% of the companies that use design as a strategic element state that design has a positive impact on their bottom line. Of the companies in this category, 52% perceive a very high degree of impact on the company’s turnover.

Since only 13% of the companies in the survey use design strategically today, there remains an untapped potential for increasing turnover by means of design in the remaining 87%.

One example of a company that uses design strategically is Coloplast. The company received the Danish Design Award in 2016 for the design solution SenSura Mio – an innovative ostomy bag that makes life easier for millions of people. Read about Coloplast as a strategic design user in the following case.
To what degree do you find that design impacts your company's bottom line?

(N=468)
The human – or user-centred – focus expressed by the poster is key to the company that Coloplast is today. Since taking over as CEO in 2008, Lars Rasmussen has spearheaded a design-driven transformation of Coloplast that has taken the company from being focused on medical products to focusing on people and solutions with a high degree of empathy for their everyday lives and situation. That is the mindset that drives Coloplast today and frames the company’s approach to product development and innovation.

Today, Coloplast is a textbook example of a profoundly design-driven company – in the sense that the user insight and empathy that are so characteristic of design permeate the corporate strategy and ensure consistency in products, brand and core values.

In Coloplast’s product development and innovation processes, design is used as a tool to ensure that the resulting solutions are simple, functional and aesthetic lifestyle products created to match the everyday life they are designed for, rather than mainly resembling medical products that spark associations to disease and life as a patient.

Coloplast now has a larger user-focused innovation and design department that refers to Global R & D. The holistic approach to design thinking is evident in the development process in the company’s perception of the user.

The company has moved from literally focusing on the bladder to focusing on the whole person – and, not least, his or her everyday life and situation. That produces value for the users and thus builds a preference for the company’s products while also helping Coloplast identify new development opportunities.
Design is a key instrument in realising Coloplast’s growth ambitions. Especially customer satisfaction, but also the design awards we receive, serve as an indicators as to whether our design efforts are working as intended.

Hans Falleboe
Head of Design, Coloplast
Design is gaining ground in Danish companies

The companies that use design expect design to be an even more important competitive parameter in the future.

67% of Danish companies expect to increase their competitiveness by means of design over the next five years.

52% of the companies find that design has become increasingly important for their economic bottom line since 2011.
Does your company expect design to be a more important competitive parameter over the next five years?

(N=481)

- Yes: 67%
- Neither more nor less: 21%
- No: 10%
- Don't know: 2%

How do you think that the impact of design on the economic bottom line has developed during the past five years?

(N=481)

- Growing impact: 52%
- Constant: 39%
- Decreasing impact: 3%
- Don't know: 6%
Design creates value in several different ways

Design creates value for companies in a variety of different ways.

In the survey, the companies have assessed several possibilities for value creation based on the degree to which they find that design produces value for them.
How does design create value for the company?

(N=48)

The Value of Design

31% 49% 3%  
31% 38% 6%  
33% 35% 5%  
30% 31% 6%  
29% 31% 6%  
26% 25% 5%  
27% 19% 8%  
12% 18% 21%  
19% 18% 12%  
19% 9% 13%  
30% 40% 50% 60% 70% 80% 90% 100%
Design enhances the company’s brand

80%

80% of the companies that use design find that design enhances their brand to a high or a very high degree.

VELUX is one of the companies where design plays a key role for the company’s brand. Read about VELUX in the following case.
Design works as a deliberate orchestration of the value that we at VELUX aim to create for our customers, with the clear purpose of making a profitable deal.

Michael K. Rasmussen
Senior Vice President, Brand
VELUX Group
The Value of Design

Photo: VELUX Group, LichtAktiv Haus, Hamburg
68% of companies find that design use contributes, to a high or a very high degree, to improved user insight and higher customer satisfaction. Read about Liftup’s focus on users and clients in the following case.

We experience increased customer satisfaction

- 35% To a very high degree
- 18% To a high degree
- 5% To some degree
- 5% To a limited degree
- 3% Not at all
- 5% Don’t know
In 2014, Liftup introduced the mobile lift chair Raizer. Raizer is an assistive device that solves the task of helping someone who has fallen get back up – with dignity. Raizer is a user-friendly, battery-driven mobile lift chair that helps a prone person into a near-standing position in a matter of minutes. Raizer is a piece of welfare technology that can be operated by a single assistant, requiring no physical effort from the assistant besides a helping hand.

The first prototypes of Raizer were developed internally at Liftup, while the final version of the assistive aid was created in cooperation with the design company 3PART. The company was launching a new product, and CEO Flemming Eriksen felt it would be important to get the users’ – staff and residents/patients in nursing homes, hospitals and home care – perspective on what was important to them. Liftup had no previous knowledge of the industry or the customer segment, which made it crucial for them to get an outside perspective.

The design company 3PART helped to concept-develop the technology that would be used to reduce the weight of the lift, which was a condition for being competitive in the new market. 3PART also helped involve the users. Liftup bought certain competencies at 3PART that the company did not have in-house.

Bringing in design thinking requires a clear user focus. It increases the chance of coming up with a product that hits the bull’s eye. That is a value in itself.

Flemming Eriksen
CEO, Liftup
Design enhances companies’ competitiveness

69%

69% of the companies that use design find that design contributes to differentiation and increased competitiveness to a high or a very high degree.

Solar is one of the companies that use design to differentiate in the future. Read about Solar in the following case.
Solar Group, founded in 1919, is a leading European sourcing and service company that operates mainly in the field of technology for electricity, plumbing and ventilation. Historically, the core business has been classic wholesale, a business model that has faced severe challenges in recent years. This is not least due to the digital development, which offers end-users a wide range of alternatives to the more classic wholesale setup.

Therefore Solar works with external design experts from Granyon and CPH ID to develop solutions that support Solar’s ambition of transforming the company from a product-oriented to a service-oriented company. The focus is on developing processes capable of giving Solar an even better grasp of actual user needs, enabling the company to offer services tailored to the future market.

Granyon and CPH ID are now developing a prototype for a new service concept that revolves around scalable services. Another goal of the design process is to help anchor innovation methods and processes in the Solar organisation.

The designers can help us become more client-focused and competitive. Our core business will be the sourcing of products, value-creating services and optimising our clients’ business. And that is the way for a company such as ours to differentiate in the future.

Camilla Fielsoe van Dijk
Director, Group Business Development
60% of the companies that use design state that it helps them, to a high or a very high degree, sell more products and/or services.

Read about the design-based sales success at Nilfisk in the following case.

Design generates increased sales and turnover

60%
The success of our AERO vacuum cleaner is reflected in the increase in our sales figures. Our four-year sales objective was achieved after two years. We are still waiting for things to settle down.

Thomas Elmer
Group Product Manager, Nilfisk ALTO
51% of the companies that use design find that it helps them, to a high or a very degree, to develop new business areas.

Moment has used design to develop a new business area. Read about Moment in the following case.
Moment is one of Denmark’s leading recruitment and temporary employment agencies, and since 1997 their focus has been on finding strong matches between job-seekers and companies. But what about the process that begins once an employee has been matched with a company? How to help employee and company build a strong working relationship to ensure that the new staff member soon begins to deliver convincing results? This start-up process, known as onboarding, is a big challenge for many companies.

Moment decided to explore this gap in the recruitment market as a new potential business area. The company already had some ideas of their own for an effective onboarding solution. To ensure a systematic approach to the development of this new business area, however, Moment decided to work with the design firm 1508.

1508 was tasked with planning and facilitating the innovation process and contributing to the development of an onboarding solution. 1508 systematised the design process. Among other methods, Google Sprint was used to complete an innovation process in only five days, which resulted in the development of a new company: Onboarding Group.

“We thought we knew what we wanted. But they challenged our hypotheses and the things we thought we knew. It was a rollercoaster ride, but it was very healthy”, Asad Ullah-Akhtar, COO, Onboarding Group.

The design process has helped create an entirely new market for an onboarding consultancy service that is a great match for Moment’s vision and other services.

Morten Thune Højberg
CEO, Moment
Anchoring design decisions in companies

In two out of three companies that use design, decisions about design use are made at the top executive level. Less often, decisions are made by the specialised business areas.

Where in the company are design decisions made?

(N=481)
Investments in design use in Danish companies

67% of the companies that use design also buy design services from external design agencies.

The typical reason for companies to buy design services is that they lack sufficient internal resources to handle the task. That is the case for two out of three companies. In addition, more than half the companies buy design services to benefit from an outside look at the company and its challenges.

64% of the companies have invested less than DKK 1 million in design services during the past accounting year. 11% have invested more than DKK 1 million. Only 2% of the companies have spent more than DKK 10 million on design services.

Do you buy services from external designers or design agencies?

(N=481)

Yes 67%

No 32%

Don’t know 1%
In round figures, how much would you estimate that your company spent on external design services during the past accounting year (in DKK)?

(N=322)
When do you buy external design services?

(N=322)

<table>
<thead>
<tr>
<th>Reason</th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>When the task is so demanding that it exceeds our internal resources</td>
<td>11%</td>
<td>4%</td>
<td>9%</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When we need the challenge of an outside perspective</td>
<td>21%</td>
<td>5%</td>
<td>14%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When we encounter unexpected challenges</td>
<td>26%</td>
<td></td>
<td>11%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When bringing in external designers is cheaper than handling the task in-house</td>
<td>47%</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Design Investments
Companies buy design services to bring in additional and more varied resources.

Companies are most likely to buy design services in relation to branding and digital solutions. Thus, the more classic design services are in the greatest demand from designers and design agencies today.
<table>
<thead>
<tr>
<th>Service Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graphics and visual design</td>
<td>68%</td>
</tr>
<tr>
<td>Development of online platforms, apps and websites</td>
<td>66%</td>
</tr>
<tr>
<td>Design or styling of products and services</td>
<td>32%</td>
</tr>
<tr>
<td>Development of new products and services</td>
<td>31%</td>
</tr>
<tr>
<td>Gathering knowledge about our users and clients/customers</td>
<td>22%</td>
</tr>
<tr>
<td>Further development of existing products and services</td>
<td>21%</td>
</tr>
<tr>
<td>Facilitation of development processes</td>
<td>20%</td>
</tr>
<tr>
<td>Development of new business areas and models</td>
<td>15%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
</tbody>
</table>
Who handles design tasks in Danish companies?

In 40% of the companies, design tasks are handled by both in-house staff and external resources. While 46% of the companies leave design tasks to in-house staff, 14% rely exclusively on external resources.

Companies that use design as a key decisive element in their business development and strategy typically have employees with design training involved in handling design tasks.

In companies that handle design tasks in-house (46%), more than half of the staff members handling design tasks have technical training (55%). Only a third of the companies have an employee with design training handle the company’s design tasks.

Many design tasks are handled in-house. Typically, in-house staff handle graphic and visual design, further development of existing products and the development of new products.
Who handles your design tasks?

(N=322)

- Mainly in-house staff: 46%
- Both in-house and external resources: 40%
- Mainly external resources: 14%
What staff groups handle design tasks in your company?

(N=416)

- Employees with **technical training/degree** (for example engineering or IT): 55%
- Employees with **graphic design or communication training/degree**: 42%
- Employees with **design training/degree**: 31%
- Employees with a **business degree** (for example design management): 19%
- Employees with a **social sciences degree** (for example sociology, anthropology): 9%
- **Other**: 18%
- **Don’t know**: 3%
### Which types of design tasks do you handle in-house?

(N=416)

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Task Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>69%</td>
<td>Graphics and visual design</td>
</tr>
<tr>
<td>69%</td>
<td>Further development of existing products and services</td>
</tr>
<tr>
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<td>Development of new products and services</td>
</tr>
<tr>
<td>59%</td>
<td>Design or styling of products and services</td>
</tr>
<tr>
<td>56%</td>
<td>Development of online platforms, apps and websites</td>
</tr>
<tr>
<td>53%</td>
<td>Development of new business areas and models</td>
</tr>
<tr>
<td>48%</td>
<td>Gathering knowledge about our users and clients/customers</td>
</tr>
<tr>
<td>38%</td>
<td>Facilitation of development processes</td>
</tr>
<tr>
<td>5%</td>
<td>Other</td>
</tr>
</tbody>
</table>
Decision not to use design often stems from low perceived relevance

40% of Danish companies do not use design.

86% of them state as the reason that they do not see design to be relevant to them and their business.

A smaller share of the companies (16%) are unsure about the potential value of using design, and 14% find it difficult to measure the value of investing in design.
Why does the company not use design?

(N=324) This question was only asked of companies that do not work with design in a systematic manner.

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design is not relevant for a company such as ours</td>
<td>86%</td>
</tr>
<tr>
<td>We are unsure about what value design might bring</td>
<td>16%</td>
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<tr>
<td>It is too difficult to document return on investment</td>
<td>14%</td>
</tr>
<tr>
<td>We cannot afford to buy external design services from designers or design agencies</td>
<td>6%</td>
</tr>
<tr>
<td>Our expectations were not met when we previously bought external design services</td>
<td>3%</td>
</tr>
<tr>
<td>We do not know of a design agency capable of handling our particular challenges</td>
<td>3%</td>
</tr>
<tr>
<td>There are no designers or design agencies in our geographic area</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>16%</td>
</tr>
<tr>
<td>Don't know</td>
<td>1%</td>
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</table>
Decision not to buy external design services

Among the companies that choose not to buy design services from external suppliers, the most common reason (84%) is that they use design but handle the tasks using in-house design resources.

The second-most common reason is the difficulty of documenting return on investment for the company.
Why do you not buy external design services?

(N=155)

- We rely on in-house design competences instead: 84%
- It is too difficult to document return on investment for the use of external designers or design agencies: 11%
- We cannot afford to buy design services from external designers or design agencies: 6%
- Our expectations were not met when we previously bought external design services: 6%
- We are unsure about what value design might bring: 5%
- We do not know of a design agency capable of handling our particular challenges: 3%
- There are no designers or design agencies in our geographic area: 1%
- We do not know where and how to find the right design agencies: 1%
- Other: 15%
How does the company get started on using design?

It does not have to be expensive or very complicated to engage more with design. It is possible to move towards an increased use of design one step at a time without major investments – for example through pilot projects and prototypes. Many companies are in for a positive surprise when they begin to work with design: what may look like a less than linear path, with detours in the form of experiments, often turns out to be a quick, valuable shortcut to new solutions, business concepts and a stronger bottom line.

The most important first step is to allow oneself to be curious and explore new avenues.
Actors such as the Danish Design Centre and Design2Innovate in the Region of Southern Denmark have developed a range of tools and programmes that companies can use to navigate the design landscape, draw inspiration from or take active part in. These activities range from brief after-work events to regular development processes where companies can try out design as a method and work with designers, thus gaining experience with the potential of design to improve their business. See links for inspiration on the inside of the back cover.

At the Design denmark website, designdenmark.dk, you can search for specific competencies among the organisation’s design members.

Over the course of 2017, the Danish Design Centre is going to make additional tools available online to help companies find good examples of the ideal type of design firm or designer for a given task, self-diagnose design needs or get an overview of the design field across companies and geographic regions.
The survey was carried out from 9 June through 13 July by Epinion for DI and the Danish Design Centre based on telephone interviews with 805 decision-makers working with business development, product development or innovation in Danish companies with at least 10 employees. The survey involved a representative selection of main industries.

The Danish Design Centre was in charge of the development of the questionnaires, including an internal qualification process at the Danish Design Centre and DI, in the form of workshops with companies, and the involvement of actors from companies and organisations.

The 805 companies included in the survey were stratified into size categories, based on number of employees, and main industries, based on the 19-code group of Dansk Branchekode (the Danish version of NACE, the statistical classification of economic activities in the European Community). Public-sector companies are not included in the data.

The collected sample was subsequently weighted for size (based on number of employees) and main industry to ensure that the sample overall is representative of the population of Danish companies. Analyses in the survey are based on weighted data.

The specific stratification is shown on the opposite page along with an overview of conducted interviews.
For additional details about method and approach, see the full report and method memo (in Danish) at ddc.dk/tal-and-analyser/design-impact.

<table>
<thead>
<tr>
<th></th>
<th>Primary industries</th>
<th>Manufacturing</th>
<th>Building &amp; construction</th>
<th>Retail &amp; wholesale</th>
<th>Service &amp; transportation</th>
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<tbody>
<tr>
<td>10-19 employees</td>
<td>13</td>
<td>47</td>
<td>51</td>
<td>91</td>
<td>117</td>
<td>319</td>
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<td>20-49 employees</td>
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<td>34</td>
<td>14</td>
<td>30</td>
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<tr>
<td>More than 100 employees</td>
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<td>39</td>
<td>10</td>
<td>25</td>
<td>45</td>
<td>120</td>
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<tr>
<td>Total</td>
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<td>168</td>
<td>112</td>
<td>214</td>
<td>286</td>
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<th>Retail &amp; wholesale</th>
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<tr>
<td>Total</td>
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<td>156</td>
<td>118</td>
<td>220</td>
<td>287</td>
<td>805</td>
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</table>
User research
User research involves observing users in their everyday life and on their terms and analysing and documenting their behaviour. The method is designed to handle the discrepancy between what the users say they do and what they actually do. It is inspired by ethno-graphic methods such as observations and field work.

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

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

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

Prototypes
Prototypes include rapidly constructed physical or digital models of possible solutions, for example in the form of 3D prints, sketches or mock-ups. The method makes it possible to test ideas at an early stage in the design process and discover which aspects of the solution are likely to fail and which have potential. That saves both time and money.
Inspiration to get you started ...

You can find more information here:

**How can a company get started on – or learn more about – design?**
http://danskdesigncenter.dk/en/themes-0

**How can I, as an executive, engage with design and design thinking?**
ddc.dk/formfremtiden

**What types of designers and design firm exist – and which might be relevant to consider for my company?**
http://danskdesigncenter.dk/en/navigating-design
designdenmark.dk/se-medlemmer/

**The special committee for design under the Confederation of Danish Industries (DI) brings together companies that help formulate DI’s design policy:**
di.dk/DI/HvemErHvem/pages/Committee.aspx?cid=219153

**Interested employees from DI member companies can join the design network.**
di.dk/diuddannelse/netvaerk/Pages/NetvaerkDesign.aspx

**Full text of Exploring Design Impact** – full report (in Danish) with a description of the methods, data visualisation and access to exploring the underlying data set:

ddc.dk/projekter/tal-and-analyser/design-impact