

THE DESIGN REPORT

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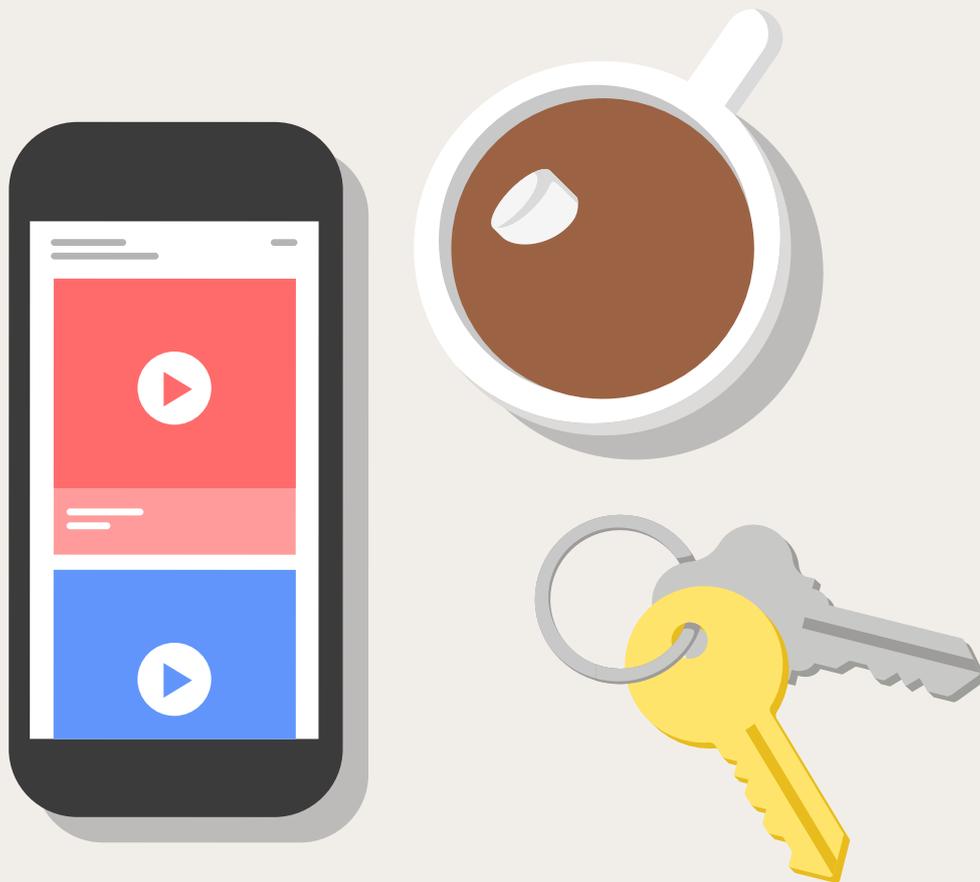
About this report

The design report is an exploration into the future of design. A deep-dive into the rapid changes created by tech and man. This report has been developed in co-creation with the most ambitious brand leaders around the world.

It identifies five developments that we all must act upon to stay ahead of the game.

AGILE CONSUMPTION

Consumers are to a greater extent paying for access instead of ownership. This creates new challenges as it force brand owners to deliver, best-practice, in real time, 24/7. The upside is a continuous and deepened relationship for those who adjust.



Spotify, Zipcar, Netflix have replaced industrial players Virgin Records, Bilia and broadcasters. Several traditional companies are following: Microsoft with Office 365, Adobe with Creative Cloud and SVT with Play. The ones unwilling to change will probably not be around in a few years.

Action: Acknowledge the situation, disregard the old ways of working, and optimize your brand for real time consumption. Embrace the data created by the deepened relationship and use it to design a better experience.

“THE CONSUMER BEHAVIOR HAS CHANGED FROM PAYING FOR AN OWNED PRODUCT OR SERVICE TO PAYING FOR ACCESS TO A PRODUCT OR SERVICE”



Christian Wilsson, Director of Design, Spotify

Find out more:

The rise of the subscription economy (Huffington Post)

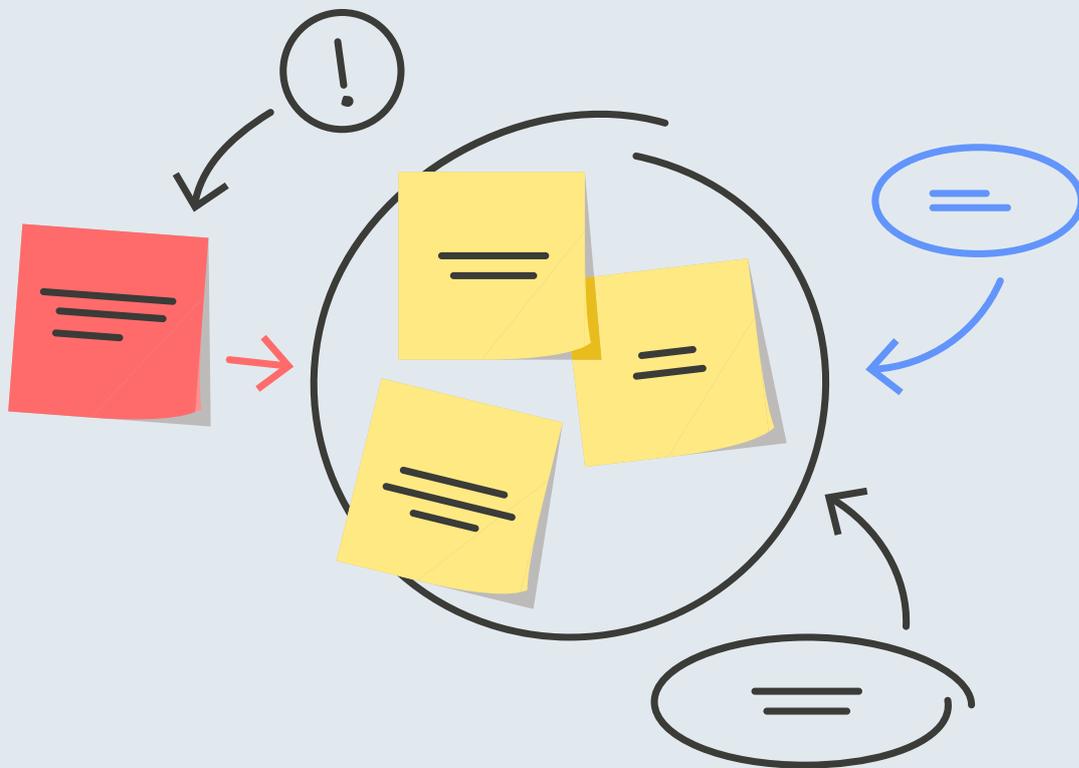
Is this the end of ownership? (Huffington Post)

Welcome to the subscription economy (Fortune)

Anything you want, only \$10 a month (Bloomberg Businessweek)

DESIGN THINKING AS THE GAME- CHANGER.

Today's fastest growing companies do so because of the value and delight they create for their audiences. Their audiences are their marketing.



Our research shows that today's most successful companies are great design thinkers. They operate with a clear determination to be helpful and delightful for their audiences by constantly improving the design of their businesses and the experiences they create.

Action: Introduce design-thinking into your organization. Have confidence that one delighted person will create another. Start at your core and see what you can design better in order to improve your business around it.

“TODAY’S LEAST SUCCESSFUL COMPANIES CAN BE IDENTIFIED BY THE AMOUNT THEY SPEND ON ADVERTISING. COMPANIES DON’T NEED ADVERTISING, THEY NEED TO BE DESIGNED BETTER”

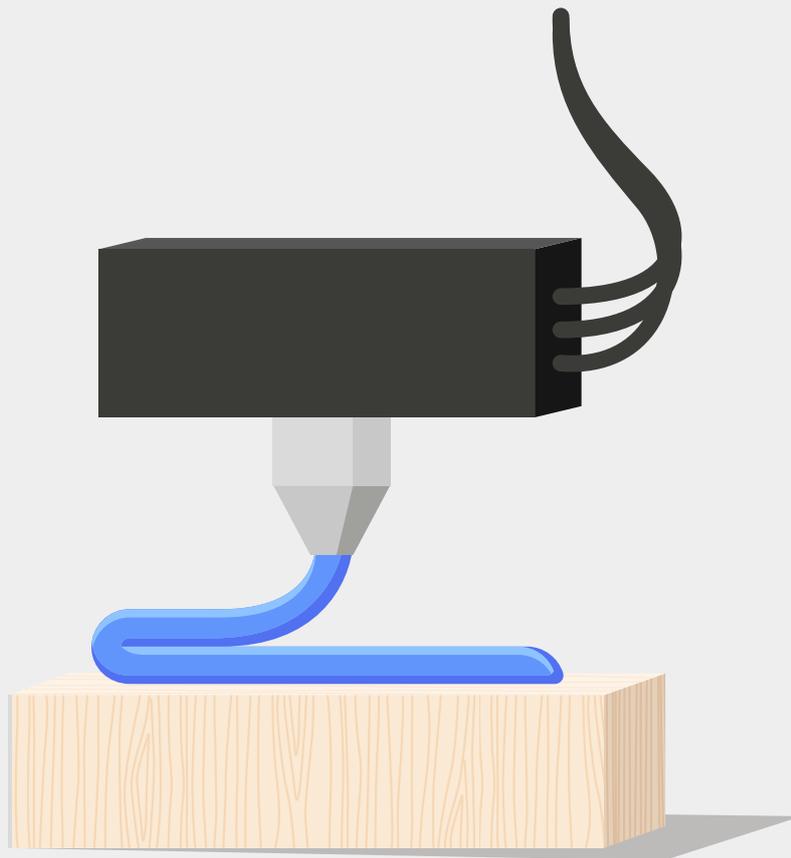


Patrick Cox, Creative Director, Independent

Find out more:
[Design thinking \(Design & Thinking\)](#)
[Why you are design thinking's holy grail \(Wired\)](#)
[Design thinking... what is that? \(Fast Company\)](#)
[Design thinking: a unified framework for innovation \(Forbes\)](#)
[Embedding design thinking in business \(Design week\)](#)
[165 Ways Design Is Changing Your Life \(Fast Company\)](#)

FASTER THAN YOUR NEIGHBOR.

Minimum viable brand is not longer one among other process perspectives but a necessity in order to reach an acceptable speed to market.



Modern businesses are not designed with industrialized processes. Modern businesses are agile, fast and explorative. They create, listen to feedback and improve thereafter. This new society of ours has killed our old way of working. Our research shows that today's most successful companies have intuitively been designed upon this perspective. It's time we welcome minimum viable brand.

Action: Embrace the state of perpetual beta. Allow for iterative processes that not only quicker allow us to explore the future experience but utilize a modern brand perspective where we ensure relevant and delightful experiences for our audiences.

“WE HAVE TO WORK WITH AN AGILE APPROACH, IT ENABLES A FASTER PACE IN OUR DEVELOPING PROCESSES. THE TRADITIONAL DEVELOPMENT PROCESSES WITHIN THE BANKING INDUSTRY ARE TOO SLOW”

Lotta Lovén, Head of Digital Innovation & Solutions, Swedebank

Find out more:

Eric Ries, author of The lean startup (Wired)

The new mainstream (Game Changers, Wolff Olins)

Start-ups need a minimum viable brand (Harvard Business Review)

PERFECT BY BEING IMPERFECT.

Years of consistency mania have put more than a few brands in the bracket of corporate behemoths. Today's audiences perceive corporate perfection as uninventive and unauthentic. There is a need for a new model. It's time to give in to creativity.



Our study shows that the most successful brands avoid full brand consistency. It's perceived as a factor of hygiene and when perfected, something to avoid. The most successful brands keep track of its alignment and make sure to introduce spikes of surprise when the brand is at risk of being perceived as stale..

Action: Allow for change and variation with a constant focus on relevance for your audience. Kill the brand book in favor of a brand portal. Perceive the brand as living with evolution as its natural state.

“IT’S OUR JOB TO ESTABLISH A PATTERN THAT OUR AUDIENCE CAN RECOGNIZE. IT’S ALSO OUR DUTY TO BREAK IT UP EVERY ONCE IN A WHILE”,

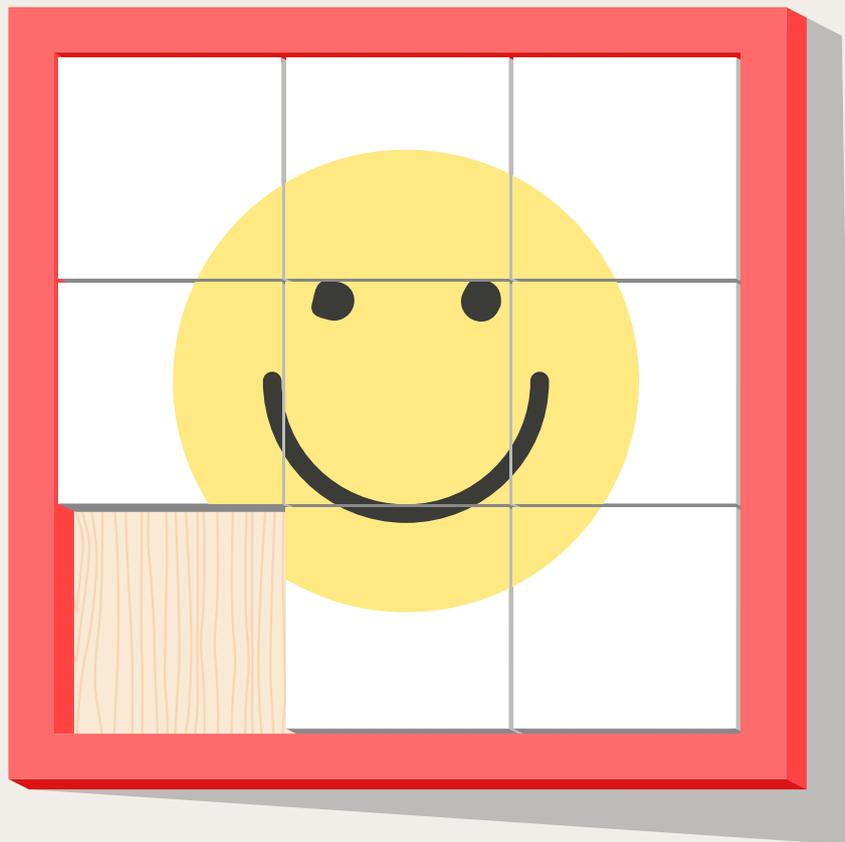


Joe Stitzlein, Global Creative Director, Google Brand Studio

Find out more:
[Adobe State of Create Study](#)

THE COOL KIDS ARE RACING.

The gap between the best and the rest is increasing. Innovative collaborations are created between the best in two fields, leaving the b-players to fall further behind.



Cred is the new currency of the corporate world. Cred not only puts you at the heart of early adopters, it allows for innovative and profitable innovation. Brands like Nike and Nasa, Volvo and Stutterheim, Google and Sonos are already doing it. The innovations of years to come will spring from the combination of strengths; by creating innovation upon the combined existing, knowledge of two front-runners. Cred will position you as a potential partner and must be considered an objective in every strategy.

Action: Use early adopters as a target group. Understand and keep track of how they perceive your brand, as their opinions will be the ones of your audience in not too long. Our research show that the most successful brands navigate with a clearly aspirational audience in mind in order to make sure that they are first in understanding when to introduce new innovations. Google for instance, a brand that is working hard in delighting us all works towards a defined audience of urban influencers. Working with a clearly aspirational audience allows Google to be several years ahead of their average user. Time means money. And this amount of time allows Google to be first on almost every innovation.

“WORKING WITH URBAN INFLUENCERS AS OUR TARGET GROUP AS WELL AS ‘AMAZINGLY INTERESTING PEOPLE’ AS OUR BRAND AMBASSADORS KEEPS THE BRAND INNOVATIVE AND AUTHENTIC“



Joe Stitzlein, Global Creative Director, Google Brand Studio

“THE STARTING AND ENDING POINT OF A COLLABORATION IS ALWAYS TO FOCUS ON VALUES AND PURPOSE. INSTEAD OF FOCUSING ON HOW MANY PEOPLE WE CAN REACH WE FOCUS ON THE EXPERIENCE.”



Jonas Carlsson, VP, Brand & Marketing at Toca Boca

Find out more:

[How to innovate your business model in 5 not so easy steps \(Forbes\)](#)

[Nike and Apple partnership \(Mashable\)](#)

[Most innovative companies 2014 \(Fast company\)](#)

Over the course of three months during 2014, we've interviewed some of the most ambitious brand leaders around the world. We would like to take the opportunity to thank every one of them:

Niklas Agevik, CEO, Instabridge

Thomas Areskoug, Market Director, COOP

Åsa Borg, Marketing Director, Volvo Cars

Rocky Brennicke, Market Director, Fjällräven

Hanna Brogren, Director of Communication, City of Stockholm

Jonas Carlsson, VP, Brand and Marketing, Toca Boca

Patrick Cox, Creative Director, Independent

Bo Eklöf, Founder, Stadium

Monica Ewert, Director of Communications, Stockholm Business Region

Christina Grönskog, Deputy Director of Communications, Stockholm Business Region

Karl Heiselman, Senior Director, Apple

Lotta Lovén, Head of Innovation, Swedbank

Hoa Ly, CEO, Hoa's Tool Shop

Ulrika Saxon, CEO, Bonnier Media Growth

Frank Schuil, CEO, Safello

Joe Stitzlein, Global Creative Director, Google Brand Studios

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Christian Wilsson, Director of Design, Spotify

Magdalena Öhrn, Head of Public Relations, Ving

Peter Östman, Director of Communication, Vasakronan

