Creating value your clients really need. Using what already exists.

Change Pilots / Henryk Stawicki, Justyna Turek, Maciej Otrębski
use what exists

create value your clients really need
inspired by rapidly changing human needs & surroundings

CHANGÈPILOTS
we are consultants, strategists & designers

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strategic design put us in a key role

when working on novel products, services & strategies
change

design

product

value

use what already exists

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Navigating the process of change
‘May you live in interesting times’

寧為太平犬，莫做亂離人

Curse
change

interesting times = constant change

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change

change is the only constant

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change it's VUCA time

VOLATILE - react quickly to constant changes that are unpredictable and out of your control.

UNCERTAIN - take action without certainty.

COMPLEX - dynamic environment. Cause and effect relationship is unclear.

ambiguous - unfamiliar environment, outside of your expertise.

Source: USAWC (U.S. Army War College)
Changes in consumers needs & expectations

Changes in business models & strategy

Changes in technology

Design as a response to change

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change an opportunity for new, better solutions
change

human creativity is the ultimate economic resource
change

creative entrepreneurs & entrepreneurial designers are the change agents in the new economies

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"Ultimately, this is not just about shipping; it's about how we manage steel as a resource globally."

- Jacob Sterling, Maersk Line

Source: Ellen McArthur Foundation
Change:

- steel industry gets climate impact pressure and requirements.
- volatility in both steel and fuel prices.
- shipping industry needs a reliable supply of low-cost steel.

case: Bad Steel vs. Good Steel

Source: Ellen McArthur Foundation
change

using **Product Passports** to improve the recovery & reuse of shipping steel

case: Bad Steel vs. Good Steel

**Solution:**

- Maersk prepares ships for quality steel recycling in the design phase by developing Passports.
- Gains greater control over the materials they use,
- Ultimately make new ships from old.

Maersk prepares ships for quality steel recycling in the design phase by developing Passports. Gains greater control over the materials they use, and ultimately make new ships from old.

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change

"every building is a material depot"

"waste is material without an identity"

Thomas Rau
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What design can do?
design

design thinking

not copy thinking

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design

the same old thinking

the same old results
design

"design is a behavior, not a department"
STAGE 1: no design

STAGE 2: design as styling

STAGE 3: design as a process

STAGE 4: design as strategy

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design

working **strategically** with **design** is the most powerful for firms that can't compete on costs

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EXPLOIT + EXPLORE

use both hands

Source: Ambidextrous organizations, HBR
How to design right product?

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product

strategic design is a part of a organization's vision
product
designed product is a manifestation of that vision
product

product is a tangible touchpoint of design
product

design
the product
right

DESIGN
THE RIGHT
PRODUCT

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product

encouraging clients to use or buy your product

DESIGNING A VALUE THAT CLIENTS REALLY NEED

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Product

Furniture

case: produce only what is needed

Source: tylko.com
Product
furniture

Case: produce only what is needed

Source: tylko.com

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value

what do people really need?

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they need a value that the product might deliver

people don't need your product
product-market fit

product + market
the heart
of a business model

Source: Alexander Osterwalder, businessmodelcanvas.com
value

“reducing the anxiety one feels when closed in; underground or in windowless areas”

case: value of light

Source: coelux.com
"providing the exact amount of light for workspaces and rooms that employees need when using them for specific tasks - no more, and no less"
"providing the exact amount of light for workspaces and rooms that employees need when using them for specific tasks - no more, and no less"

PHILIPS Pay-per-Lux

"providing the exact amount of light for workspaces and rooms that employees need when using them for specific tasks - no more, and no less"
top sea bilateral trade in 2010 (western centric)  
top sea bilateral trade in 2030 (sino centric)

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Source: Global Marine Trends 2030 - Lloyd's Register
the rise of emerging countries, new consumer classes & resource demands

top sea bilateral trade in 2030 (sino-centric)

Source: Global Marine Trends 2030 - Lloyd's Register
top sea bilateral trade in 2030 (sino-centric)

Source: Global Marine Trends 2030 - Lloyd's Register
top sea bilateral trade in 2030 (sino-centric)

new type of user needs
new type of value expected

Source: Global Marine Trends 2030 - Lloyd's Register
consumers are experts in their needs. They are our investors.

Source: bcorp.org
value

"You are not smarter than your customer."

Steve Blank
#changeleaders
value

what do anthropocene era people really need?

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value

top luxury needs, no product ownership required

SILENCE  
NATURE  
SLEEP  
SPACE  
FREEDOM  
TIME WITH CLOSE ONES  
MEANING  
TIME  
NO RUSH  
HEALTHY FOOD

"We’re in business to save our home planet"
founder Yvon Chouinard

Patagonia Action Works

case: brand activism
"leaders are followers"

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do we really need to design completely new things?

use what already exists
"An idea is just a new combination of old elements. Not new elements. Just new combinations"
“What if we create less new things & instead smarter use what already is available...?”

Source: Zacheta Art
SURPLUS economy creates new value propositions for people, their surroundings & for business
circular design as an opportunity for new solutions, deep change in how products are designed

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Source: circularocean.com
Change: Raw resources become more problematic & might be more expensive than reclaimed ones. Plastic ocean pollution is a burning problem followed by new fast-paced legislations. Plastic product manufacturers (such as fishing net manufactures) might become responsible for the post-consumer waste.
Solution: System for collecting discarded equipment & creating new, valuable products like clothes, furniture, carpets & others.

Source: nofir.no
Change: Growing demand for high quality protein in the aquaculture sectors. Feed is produced in a way that depends on finite resources & leads to environmental degradation. Huge volume of organic waste, expensive to dispose, leads to harmful methane emissions.

case: saving our seas, one factory at a time

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Solution: Nutrient-recycling capacity of the black soldier fly larvae. Organic waste converted into high quality protein for aquaculture in a very short time period.

use what already exists

AgriProtein
KSA

#change pilots

case: saving our seas, one factory at a time
Change: Pressure for green shipping, high & unstable fuel prices. Also, up to 50%* of energy lost in combustion.

case: I just need to use it. Not own it

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Source: climeon.com
Solution: Energy-as-a-Service based on a plug-in product. Don’t own or pay for the product. Only pay for the energy used.

Case: I just need to use it. Not own it.

Source: climeon.com
“He/She who plants a coconut tree, plants food & drink, vessels & clothing, a home for himself & a heritage for his children”

-South Seas saying-

case: waste as value

Source: cocopallet.com
how to deliver value in business without making new products?

use what already exists
Research productivity has been declining

Inspiration: Fernanda Torre

Source: Are Ideas Getting Harder to Find? (NBER Working Paper No. 23782), Nicholas Bloom, Charles I. Jones, John Van Reenen, and Michael Webb
products are vehicles for experience
(interaction, usability, emotions)

these can be designed using human-centered design methods
Experiences are less prone to disadvantageous comparisons.

Experiences are more open to positive reinterpretation.

Inspiration: Fernanda Torre

<table>
<thead>
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<th>KVH V7</th>
<th>KVH V11</th>
<th>80 cm Marine VSAT</th>
<th>1 M Marine VSAT</th>
<th>60 cm Fleet Xpress</th>
<th>1 M Fleet Xpress</th>
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<tr>
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<td>North America, Caribbean, Northern Atlantic, Europe, Africa, Mediterranean</td>
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</tr>
</tbody>
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Source: satphonestore.com
Adventures on the water
Spot pods of dolphins, cast out a fishing line, and cruise Venice’s famous canals with locals.

Whale-watch in the Pacific
Spot whales, dolphins, and sea lions off California’s coast.

Venice
Learn to row a gondola
Pick up expert techniques to navigate Venice’s famous canals

Stay on a houseboat
Sleep with views of the water out your window by booking one of these unique floating homes.

Source: airbnb.com
8 out of 10 retail purchases are emotional

Source: Real public Instagram accounts

"I am human & nothing human is alien to me"

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Source: Real public Instagram accounts
use what already exists
EXPLOIT + EXPLORE

use both hands