Business renewal and innovation fueled by cross-sectoral cooperation
Cases from design and fashion

Betina Simonsen
Managing Director
Development Centre UMT
The secretariat of Innonet Lifestyle-
Interior & Clothing

www.innonetlifestyle.com
1. Def. creative economy & creative industries

2. Clusters’ role in developing the creative industries

3. How do we as a cluster secure we put together the right activities to foster growth and job creation in the creative industries?

4. Successes and failures in cross sectoral innovation
A **creative economy** is based on people’s use of their creative imagination to increase an idea’s value. John Howkins developed the concept in 2001 to describe economic systems where value is based on novel imaginative qualities rather than the traditional resources of land, labour and capital. The term is used to describe creativity throughout a whole economy.

**Creative industries** are limited to specific sectors such as IT, media, design, fashion, games, art etc.
Ten Year Stock Market Growth of Creative and Innovative Companies

Source: CapIQ, Business Description Search for “Creative” and “Innovative” public companies (2015.08.13)
Source: European Cluster Panorama 2014 Evolution of Creative Industries (Employment in 1996 = 100)
The role of clusters

The European Creative Industry Alliance:
10 recommendations to support creative industries as a driver for competitiveness and job creations

# 4: to develop and support capacity building in regional clusters
# 5: to enable and support SME internationalisation efforts
The role of clusters

+ 
1) Stimulation and facilitation of cross sectoral innovation
2) Professionalize entrepreneurs – the growth layer – the next SMEs
Creative clusters in Denmark:

- Animation Hub
- Brains Business – ICT North
- Infinit (IT)
- Danish Sound Innovation Network
- IT forum
- Shareplay
- Brand Base
- Interactive Denmark (digital)
- Invio (experience economy)
- Design2innovate
- Danish Light
- Innonet Lifestyle – Interior & Clothing
Who are we?

22 Innovation networks – national clusters financed by the Danish Agency for Science, Technology and Innovation (Ministry of Education and Research) on selected strategic important areas for Denmark’s future growth and competitiveness.

The networks offer a number of core activities:

*Facilitating professional secretary* with participating important knowledge partners, key private sector players and public partners.

*Bridgebuilding and meeting places* – you can find and obtain inspiration, find partners and have your ideas developed via seminars, conferences and matchmaking with businesses and clever people.

*Collaborative projects* – you can participate in a pilot project, an *innovation project* or a project with other companies’ participation. The innovation network helps to put together the strongest team and find project *financing* so that good ideas can be tested and realised.

*Dissemination of knowledge* – you can engage in discussions on the latest knowledge within your field, and the networks can ensure development of the required skills to meet your business’s special needs.
### Consortium partners

<table>
<thead>
<tr>
<th>University</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aarhus University</strong></td>
<td>Analyses, efficiency analysis of innovation and development in small and</td>
</tr>
<tr>
<td></td>
<td>medium-size companies within the Innovation Network’s target groups.</td>
</tr>
<tr>
<td></td>
<td>Research, business development</td>
</tr>
<tr>
<td><strong>Royal College of Art</strong></td>
<td>Entrepreneurship and talents, research in fashion, design, architecture</td>
</tr>
<tr>
<td></td>
<td>and interiors, multidisciplinary centre for design research focused on</td>
</tr>
<tr>
<td></td>
<td>people, internationalisation</td>
</tr>
<tr>
<td><strong>London College of Fashion</strong></td>
<td>Research in fashion, entrepreneurship and talents, creative industries,</td>
</tr>
<tr>
<td></td>
<td>internationalisation</td>
</tr>
<tr>
<td><strong>Design Academy Eindhoven</strong></td>
<td>Internationalisation, new materials &amp; sustainability, business development,</td>
</tr>
<tr>
<td></td>
<td>design thinking, strategic design, production and IT technology</td>
</tr>
<tr>
<td><strong>Copenhagen Business School</strong></td>
<td>Research and expert knowledge within sales channels and consumer behaviour,</td>
</tr>
<tr>
<td></td>
<td>business development</td>
</tr>
<tr>
<td><strong>Aarhus School of Architecture</strong></td>
<td>Business development, design thinking and strategic design, service design</td>
</tr>
<tr>
<td></td>
<td>and development of business models, creative industries</td>
</tr>
<tr>
<td><strong>Kolding School of Design</strong></td>
<td>Sustainability, materials, product and service design, entrepreneurship,</td>
</tr>
<tr>
<td></td>
<td>fashion, international projects, research</td>
</tr>
<tr>
<td><strong>The Royal Danish Academy of Fine Arts</strong></td>
<td>Fashion, entrepreneurship and talents, sustainability, research, product</td>
</tr>
<tr>
<td></td>
<td>and service design, creative industries</td>
</tr>
<tr>
<td><strong>GTS</strong></td>
<td>Expertise</td>
</tr>
<tr>
<td><strong>The Alexandra Institute</strong></td>
<td>IT technology, consumer behaviour, entrepreneurship, creative industries</td>
</tr>
<tr>
<td><strong>The Danish Technological Institute</strong></td>
<td>Research in new materials, test facilities, sustainability, production</td>
</tr>
<tr>
<td></td>
<td>technology</td>
</tr>
<tr>
<td><strong>Professional College</strong></td>
<td>Expertise</td>
</tr>
<tr>
<td><strong>TEKO/ VIT</strong></td>
<td>New materials, sustainability, entrepreneurship &amp; talents, business</td>
</tr>
<tr>
<td></td>
<td>development, production technology</td>
</tr>
<tr>
<td><strong>KEA</strong></td>
<td>Sustainability, materials, methods &amp; didactics. KEA also has a research</td>
</tr>
<tr>
<td></td>
<td>and innovation centre with F&amp;ICK, which addresses the mixture between</td>
</tr>
<tr>
<td></td>
<td>research and action</td>
</tr>
<tr>
<td><strong>Knowledge environment</strong></td>
<td>Expertise</td>
</tr>
<tr>
<td><strong>Development Centre UMT</strong></td>
<td>Management of the secretariat, administrative facilitation of development</td>
</tr>
<tr>
<td></td>
<td>processes, business networks, communication, matchmaking, sharing of</td>
</tr>
<tr>
<td></td>
<td>knowledge, internationalisation</td>
</tr>
<tr>
<td><strong>Innovation Lab</strong></td>
<td>Consumer behaviour, IT technology, internationalisation, trends</td>
</tr>
<tr>
<td><strong>The Danish Fashion Institute</strong></td>
<td>Fashion, national and international networks, business development in the</td>
</tr>
<tr>
<td></td>
<td>fashion sector, sustainable fashion, new materials, entrepreneurship and</td>
</tr>
<tr>
<td></td>
<td>talents</td>
</tr>
</tbody>
</table>

### New Consortium Partners

<table>
<thead>
<tr>
<th></th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Spinderihallerne</strong></td>
<td>Entrepreneurship, small creative business, incubator environment</td>
</tr>
<tr>
<td><strong>University of Southern Denmark</strong></td>
<td>Sustainability, analysis, entrepreneurship, design, welfare</td>
</tr>
</tbody>
</table>
Dialogue companies

There are one or two meetings each year with the dialogue companies (128 selected companies), and an analysis of the challenges and possibilities which the sector faces is prepared every second year.

- Aipa
- Georg Jensen Damask
- Joha A/S
- Novotex A/S
- Birkemose A/S
- GUBI
- Kabooki
- Pressalt
- BoConcept A/S
- Hammer Tøpper
- Isabella A/S
- Sandet and Partners
- Claire Group A/S
- Hans Sandgren Jakobsen
- Kopenhagen Fur
- Superwood
- Dansk Trafikfiberisolering
- Holse & Wilbro A/S
- Kvadrat
- Thygesen Fabrics
- Dolle A/S
- zrethink.dk
- Lene Bjerre Design
- Ticket2Heaven
- Dovista
- Hummel
- Midform A/S
- Trip Trap
- ejsikkelej
- IC Company A/S
- Faconni
- Troels Grum-Schøneman
- EM Retail Solutions
- IKEA A/S
- Montana
- Tulum-Scanbirk
- Fraster A/S
- Innovation Randers A/S
- Nordisk Company A/S
- Uno Image
- Fritz Hansen A/S
- Inwind Denmark
- Nobia
- Wernerfelt
- Gardin Us
- Jeld-Wen
- Novogran Traæindustri
- WedaWood
- Sølve
- Dansk Wilton
- VIT Vinderup Traæindustri A/S
- Karup Partners A/S
- Brdr. Andersen Møbelindustri
- Carla Du Nord
- AIDA A/S
- Danish Art Weaving A/S
- Egg Tappe
- Bolle
- Haugland Collection Denmark
- LauRie A/S
- Morten Mygind Arkitekter
- Name it
- Neutral.com Aps
- NIA Furniture A/S
- Skovby Møbelfabrik A/S
- Serg Design
- Boelliving
- Carpe Diem
- Mond of Copenhagen
- Mascot
- Green Machine
- Compo Tech
- Normann Copenhagen
- Verpan
- One Collection
- Nyt Hjem A/S
- Howe A/S
- TMK A/S
- Woodflaxhome A/S
- Selected A/S
- Dan Modul A/S
- Ryberg Design
- Brands 4 Kids
- Knowledge Cotton Apparel
- Bente Rübler APS
- BON 'A PARTE
- Barbara Gongini
- DEI Geisler
- Stine Gørgel
- Eilersen
- Schilder & Brown
- Kvist Industries
- Quilts of Denmark
- Scan HTP A/S
- Leander A/S
- Kähler Design
- Skovtex
- True Stuff / Tinta APS
- Muuto
- Worldflexhome A/S
- Selected A/S
- Dan Modul A/S
- Ryberg Design
- Brands 4 Kids
- Knowledge Cotton Apparel
- Bente Rübler APS
- BON 'A PARTE
- Barbara Gongini
- DEI Geisler
- Stine Gørgel
- Eilersen
- Schilder & Brown
- Kvist Industries
- Quilts of Denmark
- Scan HTP A/S
- Leander A/S
- Kähler Design
- Skovtex
- True Stuff / Tinta APS
- Muuto
Process - flow chart

- **Overall strategy** developed every 4th year (Board of Directors)
- **KSF’s** developed every 2nd year (SWOT/TOWS) (Consortium partners, Secretariat & Board of Directors)
- **Measurable KPI’s** developed every year (Secretariat & Board of Directors)

**June**
- **INPUT**
  - Seminar: Identify challenges and possibilities via input from industry organizations, selected trends, analysis, reports, selected companies

**July**
- **MATCH**
  - Idea catalogue for dialogue company visits

**Oct.**
- **IDEA CATALOGUE**
  - The 4 subject groups match challenges and possibilities with wishes and needs of the dialogue companies and competences of the consortium partners

**Nov.-Dec.**
- **FEEDBACK**
  - Visit to dialogue companies and feedback on: idea catalogue, previous activities, suggestions for new activities
- **PRIORITIZATION**
  - Subject groups prioritize activities based on feedback

**Dec.**
- **SYNERGY**
  - Leaders of subject groups meet and secure synergy across groups
- **ACTION PLANS**
  - Small budget reserved for new activities during the year

**Jan.**
- Final action plans with milestones prepared and approved by DASTI
- For wishes not met within the budgets of the subject group we seek alternative financing
### Innonet Lifestyle – Interior & Clothing
Innovationsnetværket Livsstil – Bolig & Beklædning

#### Dialogue companies’ feedback on activity proposals

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Activity 1</th>
<th>Activity 2</th>
<th>Activity 3</th>
<th>Activity 4</th>
<th>Activity 5</th>
<th>Activity 6</th>
<th>Activity 7</th>
<th>Activity 8</th>
<th>Activity 9</th>
<th>Activity 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sumatics</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Virksomhedens navn</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Fabrics</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Monster Miles</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Syrobot</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Tekstilmølleprojekt</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Sumatics</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Virksomhedens navn</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Fabrics</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Monster Miles</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Syrobot</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Tekstilmølleprojekt</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

#### Dialogue companies’ own activity proposals

<table>
<thead>
<tr>
<th>Activity Name</th>
<th>Activity 1</th>
<th>Activity 2</th>
<th>Activity 3</th>
<th>Activity 4</th>
<th>Activity 5</th>
<th>Activity 6</th>
<th>Activity 7</th>
<th>Activity 8</th>
<th>Activity 9</th>
<th>Activity 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sumatics</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Virksomhedens navn</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Fabrics</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Monster Miles</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Syrobot</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Tekstilmølleprojekt</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

Innovationsnetværket Livsstil - Bolig & Beklædning  Birk Centerpark 40  DK - 7400 Herning  + 45 9616 6200
Innovationsnetværket Livsstil- Bolig & Beklædning  Forbindelsesvej 4, 2100 København Ø
www.innonetlifestyle.com
### Activities:

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FURNITURE &amp; INTERIORS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CLOTHING/FASHION</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CREATIVE SECTORS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ENTREPRENEURSHIP &amp; TALENTS:</strong></td>
<td>Talent Programme / Design Boost/ The Green Entrepreneurship House / Innovation Cups / Entrepreneurship Fair / Future of Fashion</td>
</tr>
<tr>
<td><strong>INTERNATIONALISATION:</strong></td>
<td>Senior Lifestyle/Nordic Buzz/Kids Cluster/ Danish LIVINGroom-Milan Furniture Fair 2015</td>
</tr>
<tr>
<td><strong>NEW SALES CHANNELS AND CONSUMER BEHAVIOUR:</strong></td>
<td>Shop experiences that can be measured / Digital Map of the Future / Digital Consumer Trends / Internet of Things/ Conference: Digital Innovation in the Lifestyle industry</td>
</tr>
<tr>
<td><strong>NEW MATERIALS AND SUSTAINABILITY:</strong></td>
<td>Materials workshops / Recycle / Rethink Business / Innovative &amp; sustainable materials directed towards development &amp; design / Textile Mill/ textiles for hospitals in the future/ Design for disassembly</td>
</tr>
<tr>
<td><strong>BUSINESS DEVELOPMENT / STRATEGIC DESIGN / DESIGN THINKING:</strong></td>
<td>Think tank for furniture / Strategic Design / International Furniture Seminar - Future challenges</td>
</tr>
<tr>
<td><strong>CHILDREN’S PLATFORM:</strong></td>
<td>Created4kids / Classroom of the Future</td>
</tr>
<tr>
<td><strong>PRODUCTION &amp; TECHNOLOGY:</strong></td>
<td>Retail- etail Lab / Retail-etail leader network / Resource optimisation centre / Local Hemp production/Think Tank-sewing production in Denmark / Internet of Things</td>
</tr>
</tbody>
</table>
Activities:

ENTREPRENEURSHIP & TALENTS:

Cross sectoral

Talent programme (B&B)
Best talents from Danish Design Schools within Furniture and Interior are chosen to cooperate with Top Brands

Design Boost
Matching wood- and furniture Companies with graduates or students within design and architecture (project leader)

The green Entrepreneurs’ House
Initiatives that strengthen entrepreneurs’ business models so they can grow into commercial green Companies.

Innovation Cups (B&B)
Concentrated innovation sequence with students that creates value for companies (project leader).

Nordic Buzz
An entrepreneur fair exhibiting 107 upcoming Scandinavian Entrepreneurs within Lifestyle + mentorship (project leader)

The Future of Fashion (B&B)
We create a platform where newly educated talents from the four fashion courses can display their work for the sector.

Pit Stop
Professionalizing of small creative businesses via match with knowledge partners
Design Boost:
Design Boost is a new focused activity with the purpose of heightening the wood- and furniture manufacturers’ knowledge of how design can increase product value. New possibilities for the participating companies are identified and pursued via either Design Match with newly graduated – yet jobless designers or a class of design students (Innovation Cup) in order to realize the identified possibilities.

Design Boost is supported by TUUF Foundation and is a co-operation between TMI (Wood- and Furniture Industry Organisation) and Innonet Lifestyle- Interior & Clothing
For more info: http://innonetlifestyle.com/blog/portfolio-type/design-boost/
What is an Innovation Cup?

**Purpose:**
To enhance and ensure cooperation between companies and educational institutions in Denmark by executing targeted innovation processes, where students work with assignments directly deriving from company needs for new design, product development and development of the company.

**Project idea:**
The participating company formulates a theme or a concrete assignment (design brief) related to the company’s product strategy and hereby gets new ideas for design and concept suggestions.

The students (teams) work with the assignment, develop idea proposals, drawings, that both content- and dimension-wise illustrate the project idea and objective. Midterm critiques and final presentation.

**Competition:**
The teams compete to present the most innovative concept matching the design brief. A jury appoints the winners and diplomas and prizes are awarded at the final presentation.
What is a Design Match?

**Purpose:**
To one hand help furniture companies in an easy and cheap way to try to work with a designer and see how design can increase product value - and on the other hand help newly graduated designers to get a chance to show their abilities, get work experience and ultimately a long term cooperation with the matched or another company due to results and experience gained through Design Boost.

**Project Idea:**
The participating company formulates a theme or a concrete assignment (design brief) related to the company’s product strategy and hereby gets new ideas for design and concept suggestions. Based on brief and dialogue with the company they are matched with a relevant designer. The designer works part time 2 months on the task given by the company. They meet as much as needed but mainly the designer works from home. This is free of charge for the companies but they have to invest time and relevant ressources (prototype etc.) and sign a royalty agreement if they want to continue the cooperation and buy the production- and sales rights to the developed products from the designer.

Sideboard designed by Sara Gammelgaard Jensen
### Design Boost process

<table>
<thead>
<tr>
<th>01.08.2014</th>
<th>01.09.2014</th>
<th>01.10.2014</th>
<th>01.11.2015</th>
<th>01.12.2015</th>
<th>01.01.2015</th>
<th>Ongoing 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Company Recruiting</strong></td>
<td><strong>Design Briefs</strong></td>
<td><strong>Selection</strong></td>
<td><strong>Recruiting Designers</strong></td>
<td><strong>Match Making</strong></td>
<td><strong>Start-up meetings</strong></td>
<td><strong>Cooperation</strong></td>
</tr>
<tr>
<td>- Flyer development</td>
<td>- Innonet meets with potential companies and draw a design brief together with them</td>
<td>- Selection of companies based on their briefs and experience – together with TUUF Foundation</td>
<td>- Recruiting of relevant newly graduated designers via design schools based on company briefings</td>
<td>- Matching companies with either designer or students (Innovation Cup) based on brief and type of company</td>
<td>- Personal start-up meetings between matched companies and designers facilitated by Innonet (evt. rematch)</td>
<td>- Cooperation contracts incl. IPR between parties are prepared and signed up front</td>
</tr>
<tr>
<td>- Marketing via direct mail, newsletter and via flyer</td>
<td>- Approval and confirmation sent to companies</td>
<td>- Agreements with design schools on possible Innovation Cups</td>
<td></td>
<td>- Confirmation Designers and companies</td>
<td></td>
<td>- Cooperations run throughout the year:</td>
</tr>
<tr>
<td>- Applications from potential companies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- 2 Innovation Cups with 4 companies and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- 7 matches between companies and designers</td>
</tr>
</tbody>
</table>

**December 2015**
- **Evaluation**
- **Dissemination**
- **Case catalogue**
- **Report**
- **Press**

**December 2015**
- **Evaluation with all companies and designers**

**December 2015**
- **Dissemination**
### Design Brief

**Company data:**

- **Company name:** Company
- **Zip code and city:** 12345 Wooden City

<table>
<thead>
<tr>
<th><strong>Company description</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Company size:</strong></td>
<td>42 employees</td>
</tr>
<tr>
<td><strong>Number of employees / turn over:</strong></td>
<td>46 years</td>
</tr>
<tr>
<td><strong>Main products/services of the company:</strong></td>
<td>Solid wood kitchen work tops for premium segment for kitchen and bathroom. To a lesser extent dining – and coffee tables</td>
</tr>
</tbody>
</table>

**Describe briefly your experience with cooperation with designers or design students- in which connection and what was the result?**

Before my employment, a designer has designed a dining table for the company and with a good result. Also before my time, the company employed a sales person who had also designed two stools for us. They have since been taken out of the assortment- one was not stable enough and none of them were commercial.

**Motivated application:**

Describe briefly the ideas or challenges of the company you want to cooperate on with a newly graduated designer or design students in this project if your company is chosen

- We would like to make more of our collection of dining tables. In that context, we want to develop one or more models that are commercial in our existing markets and also supports our company brand as being a company known for its design and quality, and finally products that can be produced with a minimum of manual work in order to keep production costs low and for us to be able to control our production planning.

**Outcome:**

- **What shall the solution do for your company?**

- Commercial dining table that can be scaled - made in different sizes- preferably with built-in extension option (optionally without spare parts/built-in carrier).

  There must be room for minimum 6 people on the long sides and preferably constructed so 1 person can sit at each end too. The measures should be 200-250 cm x 90-100 cm. Everything we produce is customizable which also applies for this product.

  Tabletop must be wood (company top competence) but frames can be metal. If frame/legs are made of wood, they must be designed to fit production set-up, which is made for tabletops. This is a general request for the assignment: the design must be optimized to fit machinery and production setup.

  The designer must be able to engage in dialogue and cooperate with cabinetmakers in the production.

  The table will be sold with different types of wooden tabletop, which must be thought into the design and integrated in the main impression of the product during the design phase.

  All surfaces and glues in our company are natural and non-toxic. Surfaces where you cannot feel the structure of the wood (e.g. hard wax) are not wanted.

**Target group:**

- **End users are not a specific age group but people who are able and willing to pay for design and solid wood in premium quality- people who are not compromising anything.** Dealers abroad are typically kitchen shops. Here it is common to buy dining tables in a kitchen shop. Other dealers/retailers are furniture/design stores in higher medium segment and premium stores.

**Focus**

- (e.g. sustainability, end users, modularity other)

  - Scalability: variations
  - Exploit existing production set up
  - Express company values as craftsmanship, attention to details, warmth, soul, texture, professionalism all the way through
  - Cool design and high quality
  - Environmentally friendly and non-toxic approach

**Materials:**

- Solid wood- possible to produce in different types of wood
- Frame can be metal or wood (see above)

**Visualization:**

- There are no specifications to what programs to use. The company uses AutoCad

**Price / segments / markets:**

- The table shall be targeting higher end of middle segment and Premium market and target price shall be between 15,000 - 30,000 DKK (2015: 4030 Euro)

  Most important is the right design. Primary target markets will be Germany, Norway and England.

  Germany is primary export market- then Norway and then England. Approximately 95% of the company’s production goes to export markets.

**Miscellaneous:**

- The company designs and develops what we believe in- are inspired by, what sells, but the designer is free to design “The stunning table” as long as it is commercial.

- The designer must be a “solid wood nerd” with in-depth understanding of how to create a design that in the best way possible enhances the unique qualities, strengths and properties of solid wood. The designer must turn on by independence and freedom to develop right solution and be willing to take part in discussions with production, about optimal solutions for production and have a commercial focus.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.10.2014</td>
<td>Selection</td>
<td>The criteria for selection of companies to participate: None or very little experience with cooperation with designers or design students. Welldefined idea/ challenge that can be solved within the design field. Growth potential.</td>
</tr>
<tr>
<td>01.11.2015</td>
<td>Recruiting Designers</td>
<td>The criteria for recruitment of designers/ design schools: Company briefs sent to design schools who encourage relevant, newly graduates to apply for specific company tasks via application / profile form + portfolio. Design Schools with focus on furniture and where an <strong>Innovation Cup</strong> can be fitted into their study plan.</td>
</tr>
<tr>
<td>01.12.2015</td>
<td>Match Making</td>
<td>The criteria for match with either designer or Innovation Cup: Companies who need many new ideas or have tasks that require several complementary competences are matched with Students / Innovation Cup. Companies with very specific competence driven ideas/ challenges ( e.g. textile concept) or very small companies are matched with a designer with matching skill set, values and in order to create good Chemistry between the parties.</td>
</tr>
<tr>
<td>01.01.2015</td>
<td>Start-up meetings</td>
<td>The criteria for match with either designer or Innovation Cup: Companies who need many new ideas or have tasks that require several complementary competences are matched with students / Innovation cup.</td>
</tr>
<tr>
<td>Date</td>
<td>Activity</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------</td>
<td>---------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>01.01.2015</td>
<td>Start-up meetings</td>
<td>Each Design Match and each Innovation Cup is set off with a start up meeting at the company to secure good chemistry, discussion of design brief in details and match expectation to outcome, IPR etc. - facilitated by Innonet. Each designer gets appointed a mentor from their former design school as a back up on specific challenges that might occur. The students are guided by their supervisors. All parties sign cooperation agreement up front.</td>
</tr>
<tr>
<td>Ongoing 2015</td>
<td>Cooperation</td>
<td>During Innovation Cups there are mid-term critiques with participation of company, supervisors and repr. from Innonet. Cups have finals with presentations and prizes for best design / concept etc. In Design Match the designers make an action plan which has to be approved by the company. Both parties plan how often they want to meet etc.</td>
</tr>
<tr>
<td>December 2015</td>
<td>Evaluation</td>
<td>After both Design Matches and Innovation Cups we evaluate the process, the cooperation and the results with the companies. After each Design Match we ask each designer to make a short report describing and evaluating the process, cooperation and results.</td>
</tr>
<tr>
<td>December 2015</td>
<td>Dissemination</td>
<td>Innonet writes an overall report on the project, results and learnings. Cases will be disseminated via newsletter, webpage, TMI industry magazine, press etc.</td>
</tr>
<tr>
<td>Designer</td>
<td>School</td>
<td>Company</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Jakob Sievers</td>
<td>The Royal Danish Academy of Fine arts</td>
<td>Vantinge Møbelindustri A/S</td>
</tr>
<tr>
<td>Stine Lundgaard Weigelt</td>
<td>Designskolen Kolding</td>
<td>Villumsens møbelfabrik</td>
</tr>
<tr>
<td>Anders Engholm</td>
<td>Via Design + Business</td>
<td>Spekva A/S</td>
</tr>
<tr>
<td>Maria Sølvtofte</td>
<td>The Royal Danish Academy of Fine arts</td>
<td>Leander A/S</td>
</tr>
<tr>
<td>Kathrine Hede Poulsen</td>
<td>The Royal Danish Academy of Fine arts</td>
<td>STM Vinduer A/S</td>
</tr>
<tr>
<td>Mikkel Lang Mikkelsen</td>
<td>Arkitektskolen Aarhus</td>
<td>Inventarsnedkeriet A/S</td>
</tr>
<tr>
<td>Sara Gammelgaard Jensen</td>
<td>Arkitektskolen Aarhus</td>
<td>Bred Furniture</td>
</tr>
<tr>
<td>Team of students</td>
<td>Via Design</td>
<td>Multi-Living</td>
</tr>
<tr>
<td>Team of students</td>
<td>Via Design</td>
<td>A.C.O. Møbler</td>
</tr>
<tr>
<td>Team of students</td>
<td>Via Design</td>
<td>Star Furniture A/S</td>
</tr>
<tr>
<td>Team of students</td>
<td>Aalborg Universitet</td>
<td>CUBE A/S</td>
</tr>
</tbody>
</table>
Results, November 2015 (random order):

**Case 1:** 2 pieces of furniture have already been sold to a major Danish furniture chain - will be launched January 2016. Cooperation between company and 2 designers continues around new ideas.

**Case 2:** 1 prototype is being developed and cooperation between company and designer also continues around other new ideas.

**Case 3:** A new concept for a new market area has been identified and examples of products have been developed - company applied for funding for hiring the designer on a long term basis.

**Case 4:** 7 new product solutions have been developed - continued cooperation contemplated.

**Case 5:** A new product has been developed and prototype has been exhibited at a furniture fair - cooperation continues around a whole series of furniture matching the first product.

**Case 6:** 1 prototype has been developed - ready to be presented to retailers.

**Case 7:** 1 prototype still being developed.

**Case 8:** 1 cooperation still ongoing - no results yet.

**Case 9:** 1 Innovation Cup still ongoing - no results yet.

Only 2 cooperations have not led to prototypes or further cooperation.
Activities:

**INTERNATIONALISATION:**
Senior Lifestyle/Nordic Buzz/ Kids Cluster/ Danish LIVINGroom-Milan Furniture Fair 2015

**Senior Lifestyle**
Design and new thinking in the area of furniture and clothing for senior segment (project leader).

**Nordic Buzz**
An entrepreneur fair exhibiting 100 upcoming Scandinavian Entrepreneurs within Lifestyle + mentorship (project leader)

**Kids Cluster**
International collaboration with Kid’s cluster in Barcelona To identify possible common activities

**Danish LIVINGroom – Milan furniture fair 2015**
Branding of Danish furniture design and the Danish architect and design schools during the Milan Furniture Fair 2015.
Activities:

NEW SALES CHANNELS AND CONSUMER BEHAVIOUR:
Shop experiences that can be measured / Digital Map of the Future / Digital Consumer Trends / Internet of Things/ Conference: Digital Innovation in the Lifestyle industry

Shop experiences that can be Measured (SP)
Construction of a simple tool to measure customers’ holistic experience of visiting a shop

Digital map of the Future
The project is a digitalisation of the earlier project “Map of the Future” (project leader)

Digital consumer Trends (SP)
The think tank that has formed a qualified overview of the most important current trends, when it comes to consumers on the digital platforms (project leader)

Internet of Things (B&B)
Provide companies with newest technology within wearables tech and Internet of things + identify new business possibilities.

Conference (SP):
Digital Innovation in the Lifestyle Industry with top Keynote speakers and cases on why and how to digitalize business and how to succeed
Activities:

**NEW MATERIALS AND SUSTAINABILITY:**

**Materials workshop (consultant)**
Companies can order a materials workshop for inspiration or to kickstart development of new products on the basis of their own needs (project leader).

**Recycle**
Centre for recovery of plastic composites, specifically wind turbine blades.

**Textile mill**
International project working on the basis of the principles of the circular economy (project leader).

**Textiles for hospitals of the future (B&B)**
New development strategies for Danish textile companies wanting to offer textile-based interior solutions for the hospitals of the future.

**Design for disassembly**
Helps companies to design their products or services for reuse and with green business models Where end users gain access to the value that lies in the product more than to own it (project leader).

**Rethink Business**
Project on dissemination of green business models among SMEs and municipalities in the Central Denmark Region (project leader).
Activities:

**BUSINESS DEVELOPMENT / STRATEGIC DESIGN / DESIGN THINKING:**
Think tank for furniture / Strategic Design / International Furniture Seminar - Future challenges

**Cross sectoral**

**Think tank for furniture**
Think tank that will offer a proposal for how the declining sales in the sector can be turned around via development and innovation (project coordinator).

**Strategic Design (B&B)**
Use of design skills as a strategic tool in Danish lifestyle companies.
Workshops focusing on Business Understanding

**International Furniture Seminar - Future challenges (B&B)**
Focus on shared future challenges within the furniture sector, designers and the furniture courses.

**Strategic Design/ Design Thinking**
Are important factors for innovation in the whole value chain cross sectors
Activities:

**CHILDREN’S PLATFORM:**
Created4kids / Classroom of the Future

- **Cross sectoral**

**Created 4 Kids**
Will gather strong players from different sector companies to launch Danish children’s products on common retail/etail platform

**Cross sectoral**

**Network**
Classroom of the Future
Sharing best practice across private & public sectors-companies & teachers to seek new holistic solutions for future classrooms
Activities:

**PRODUCTION & TECHNOLOGY:**
Retail-etail Lab / Retail-etail leader network / Resource optimisation centre / Local Hemp production/Think Tank-sewing production in Denmark

**Digital Retail Tech Lab (SP)**
Technology lab within digital retail (project leader).

**Cross sectoral**

**Retail /etail leaders’ Network (SP)**
Exclusive top leader network with highly qualified people in discussions on the major upheavals currently within the retail sector - in confidence! (project leader).

**Resource optimisation centre**
Focusing on development of knowledge on resource-efficient production and product design.

**Sewing lab (B&B)**
Development of a sewing robot
Sewing lab for entrepreneurs
In cooperation with Censec and Robocluster (project leader).

**Local hemp Production (B&B)**
Investigate possibilities to substitute cotton with locally produced hemp fibers/ production of hemp textiles and via modern Technology create a profitable business

**Internet of Things (B&B)**
Provide companies with newest technology / wearables tech and Internet of things + identify new business possibilities.
Failures - one example

- Idea creation workshop with 4 other clusters inviting members from different areas
- One from each cluster in each group and using an idea generation method called “the flower”
- Outcome were some ideas, but none of the ideas or cooperations were taken to next level
- Problem 1: – too open process; should have been focused on a specific problem or idea from the start
- Problem 2: – too little time – trust had to be built up between participants
- Problem 3: – no planned process after the session
Thank you very much!

Contact details:
Betina Simonsen, man. director
betina@innonetlifestyle.com

Jesper Rasch, Project leader
jesper@innonetlifestyle.com