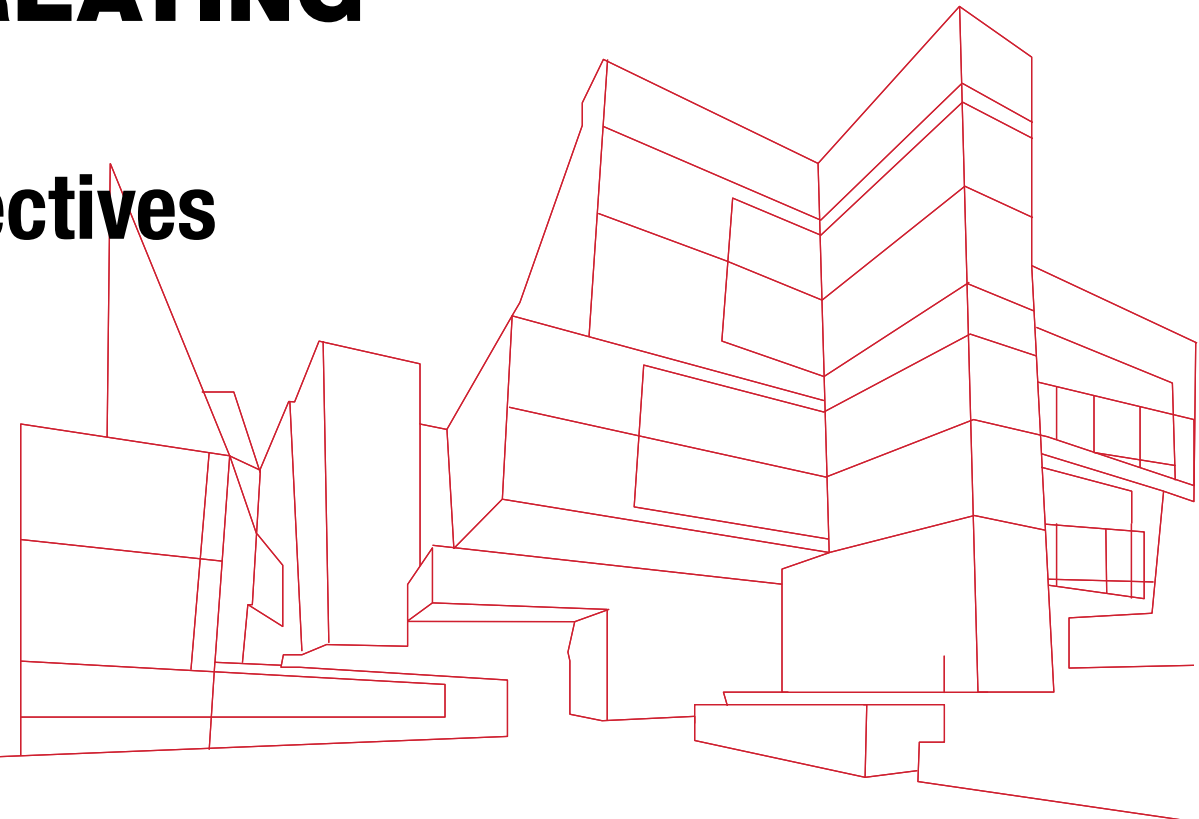


Hong Kong

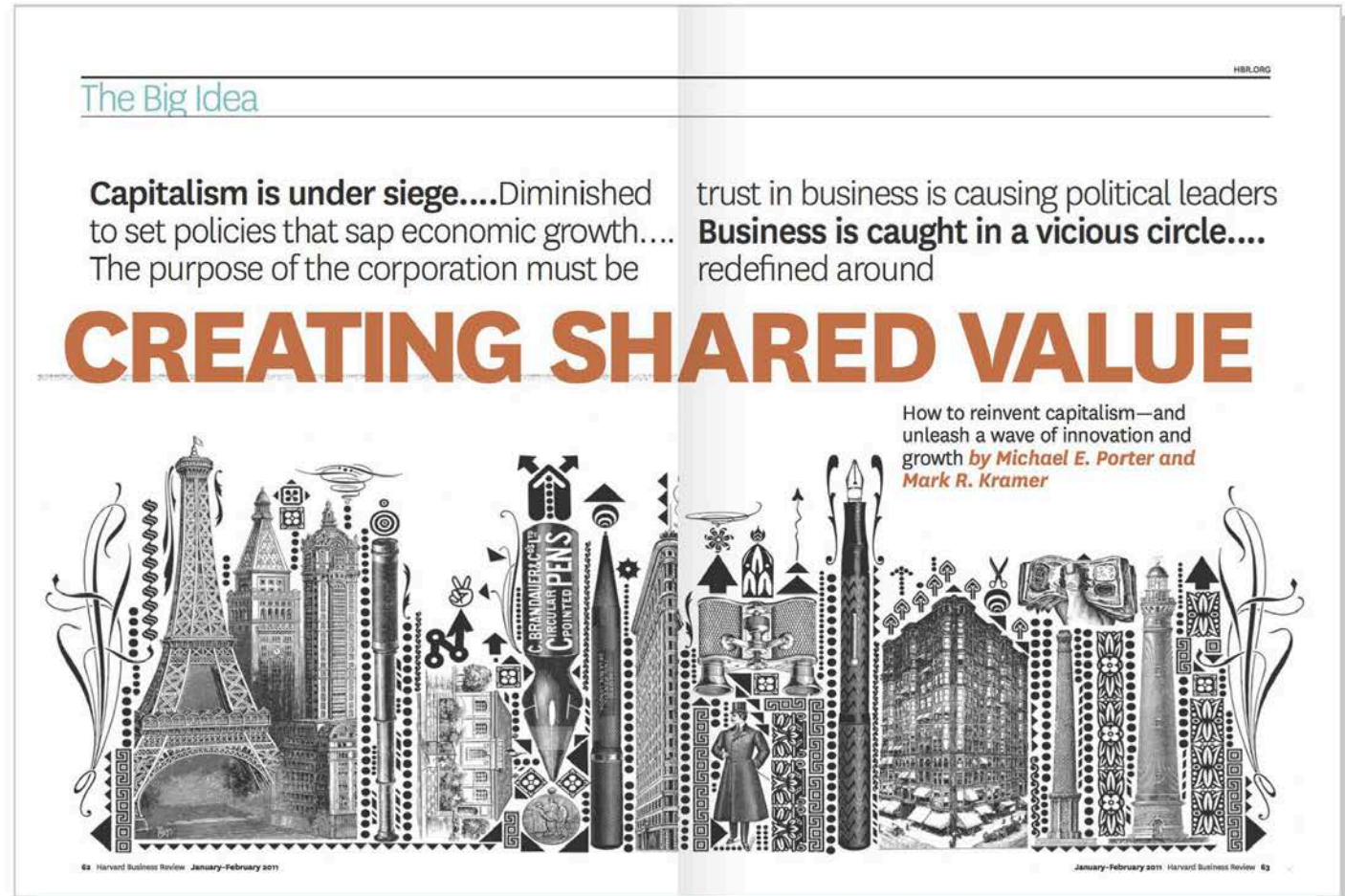
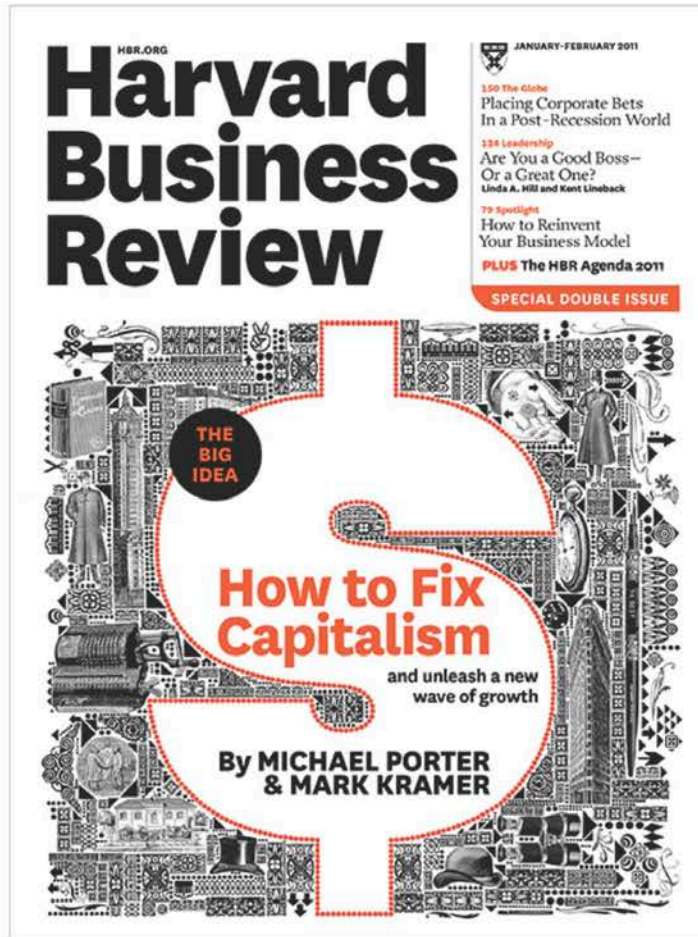
DEVELOPING A MATRIX FOR 'DESIGNERLY WAY OF CREATING SHARED VALUE' (DCSV) Four Examples of CSV via Perspectives of Design

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A Milestone: Porter & Kramer's Creating Shared Value (CSV), 2011



Capitalism is under siege....Diminished
policies that sap economic growth
purpose of the corporation must be

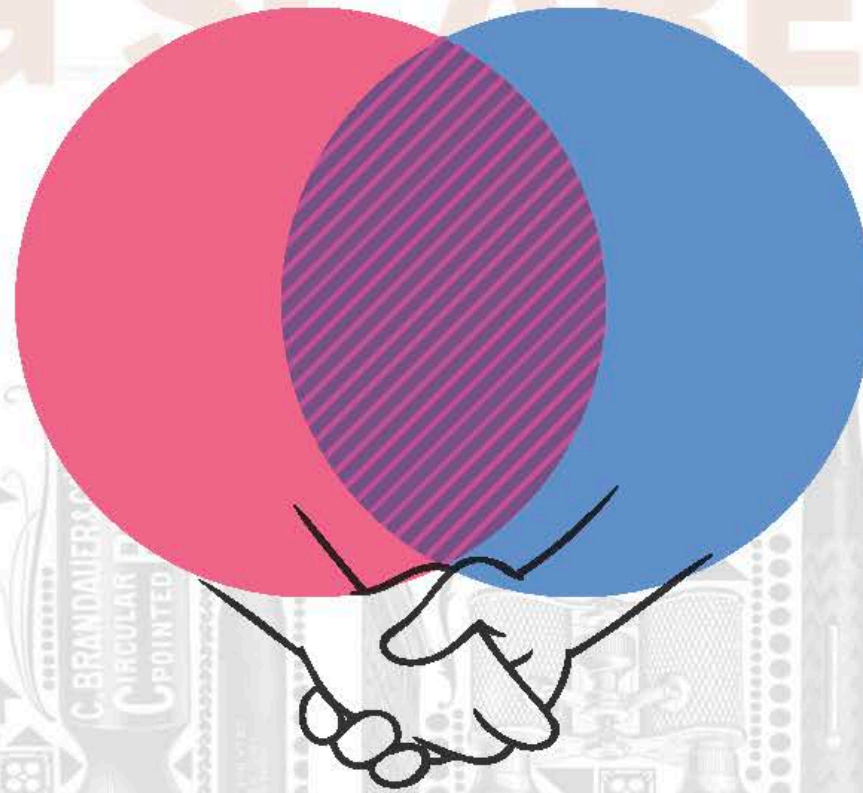
trust in business is causing political lead
Business is caught in a vicious circle.
redefined around

CREATING SHARED VALUE

'Shared Value'

'Business Value'

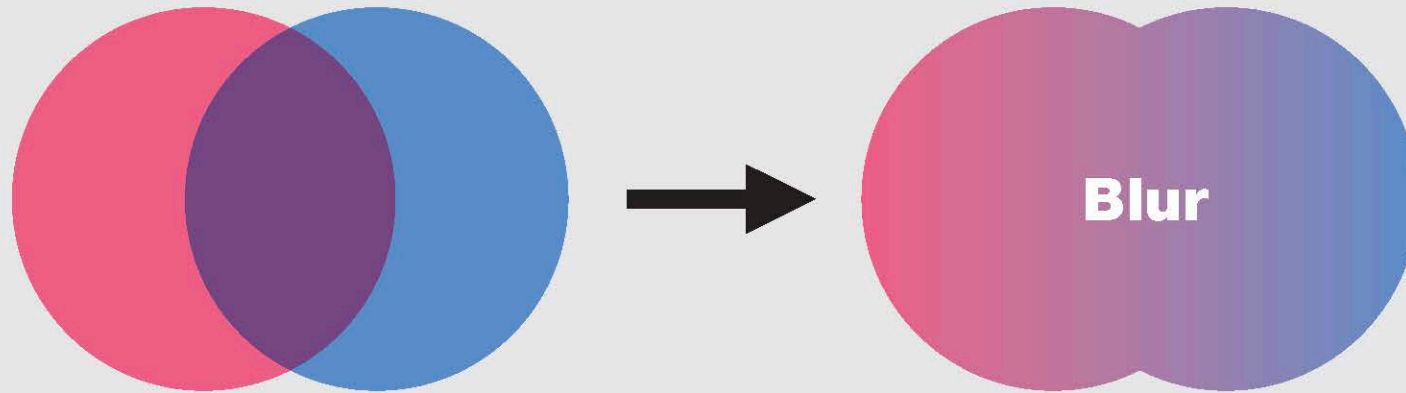
Measurable economic or financial value that returns capital
"it configures value chain, or the set of activities involved in creating, producing, selling, delivering, and supporting its products or services."



'Social Value'

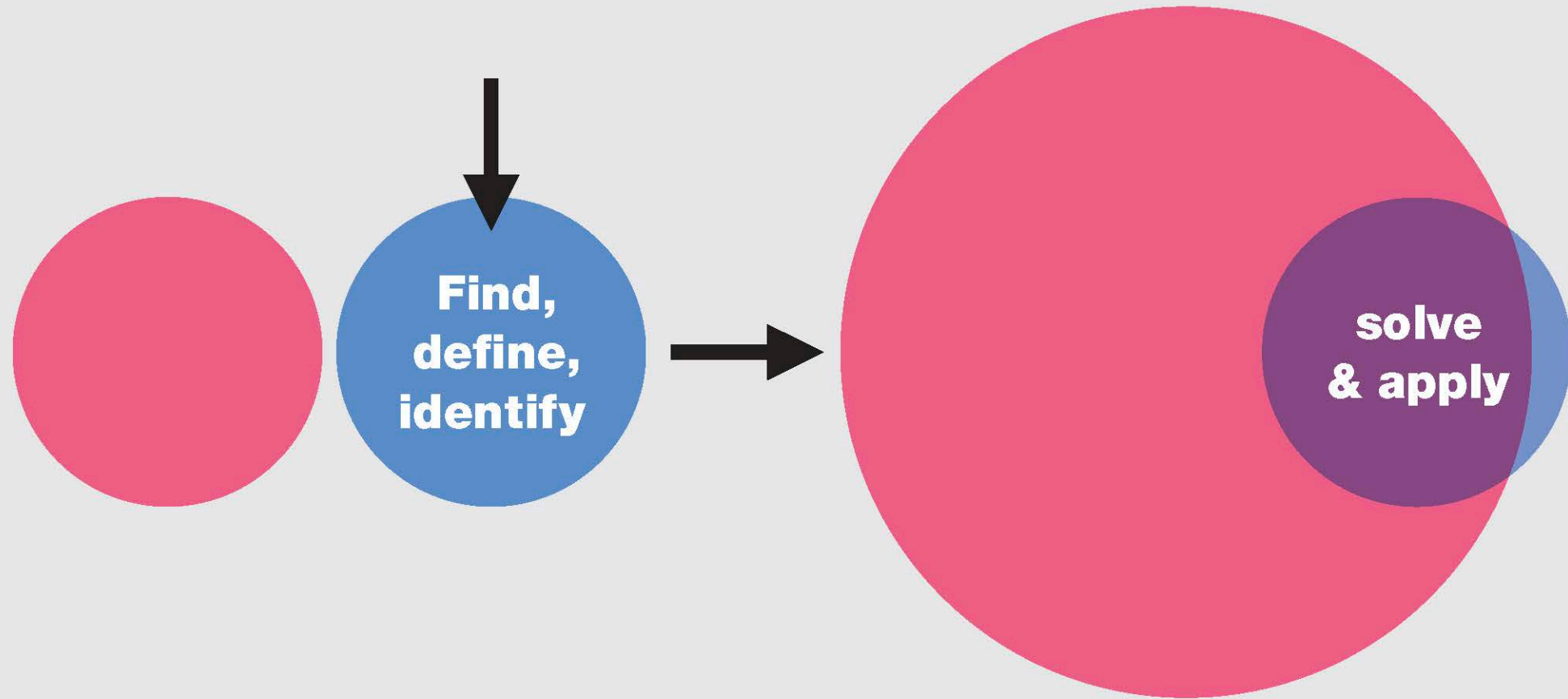
How to reinvent capitalism—and
launch a wave of innovation and
growth by Michael E. Porter and
Improving human conditions by
social responsibility, philanthropy,
or even sustainability. Satisfying
social needs can be commonly
known as UN's Millennium Goals.

'Shared Value' aims for



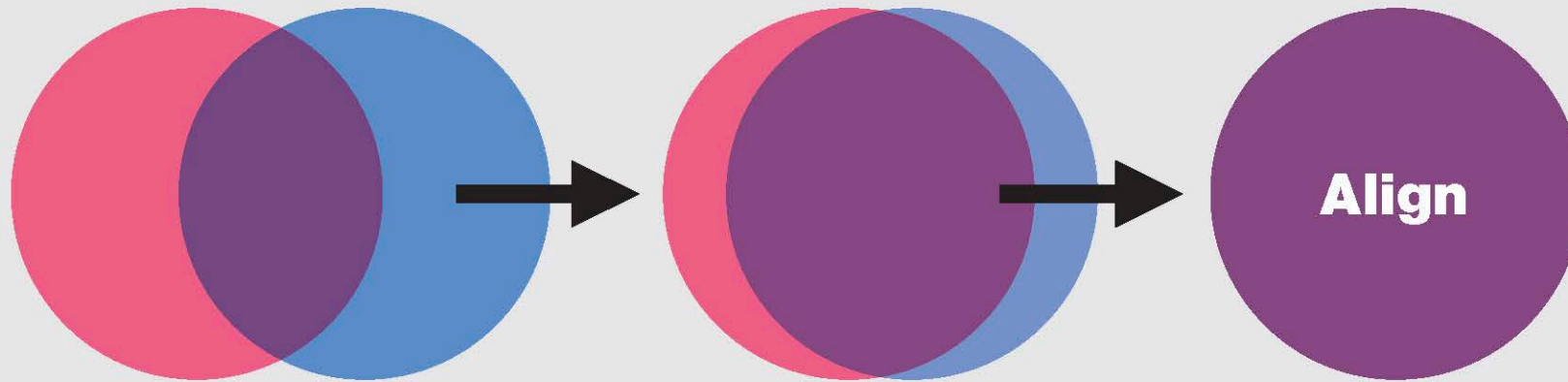
Blurring boundaries of profit and non-profit

'Shared Value' aims for



Finding business opportunities from solving social problems

'Shared Value' aims for



Aligning social and business goals

Advantages of CSV

1

efficient

2

competitive

3

innovative

4

sustainable

5

productive

6

**good-
in-quality**

Research Gaps

No design research on how design leverage CSV has been found

Although it seems designers' engagements in shared value creation have been around even before the theory coined, no research has attempt to explicitly describes and translate into transferrable knowledge

Research Questions & Methods

The Paper's Goal

Questions types	<p><i>Magnitudes & Structure</i></p> <hr/> <p>RQ.1 What is DCSV?</p>	<p><i>Causes, Process, & Consequence</i></p> <hr/> <p>RQ.2 How did designers built existing DCSV?</p>	<p><i>Frequency & Structure</i></p> <hr/> <p>RQ.3 What are new knowledge that is needed for DCSV designers?</p>
Aim	<p>To explore various levels and structures of CSV and to understand design's contributions to create shared value by analyzing examples</p>		
Methods	<p>Desk research (literature review, archival record & artefacts reviews)</p>		

What is Designerly Way of Creating Shared Value?

Philanthropic works & conventional business

Corporate social responsibility (CSR), bottom of pyramid (BoP), social entrepreneurship, blended value, social business inclusive business...etc

(a paradigm shift)

CSV :
creating shared value

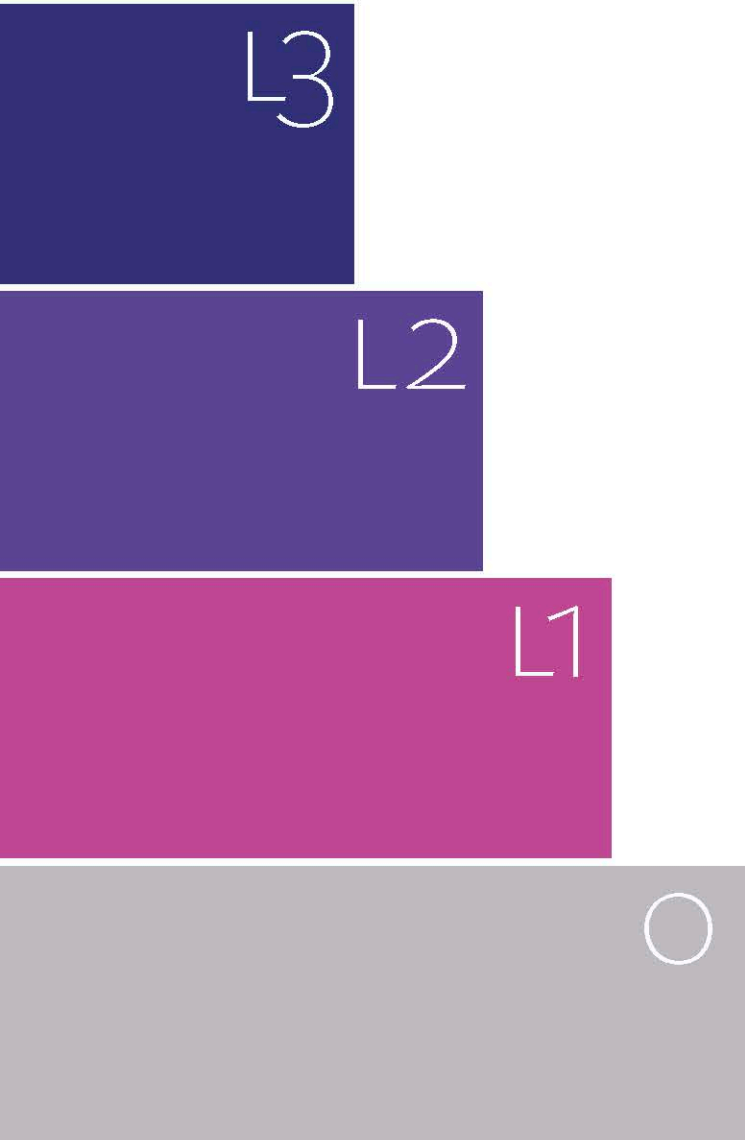
Designerly way of creating shared value:

“Designerly”¹ is an adjective describing ‘how’ designers think and behave that is different from professionals in scientific disciplines.

¹ “Designerly” is used in a book published by Nigel Cross in 2006, *Designerly Way of Knowing*.



Three Levels of Shared Value



CSV 3 **By enabling local cluster development**

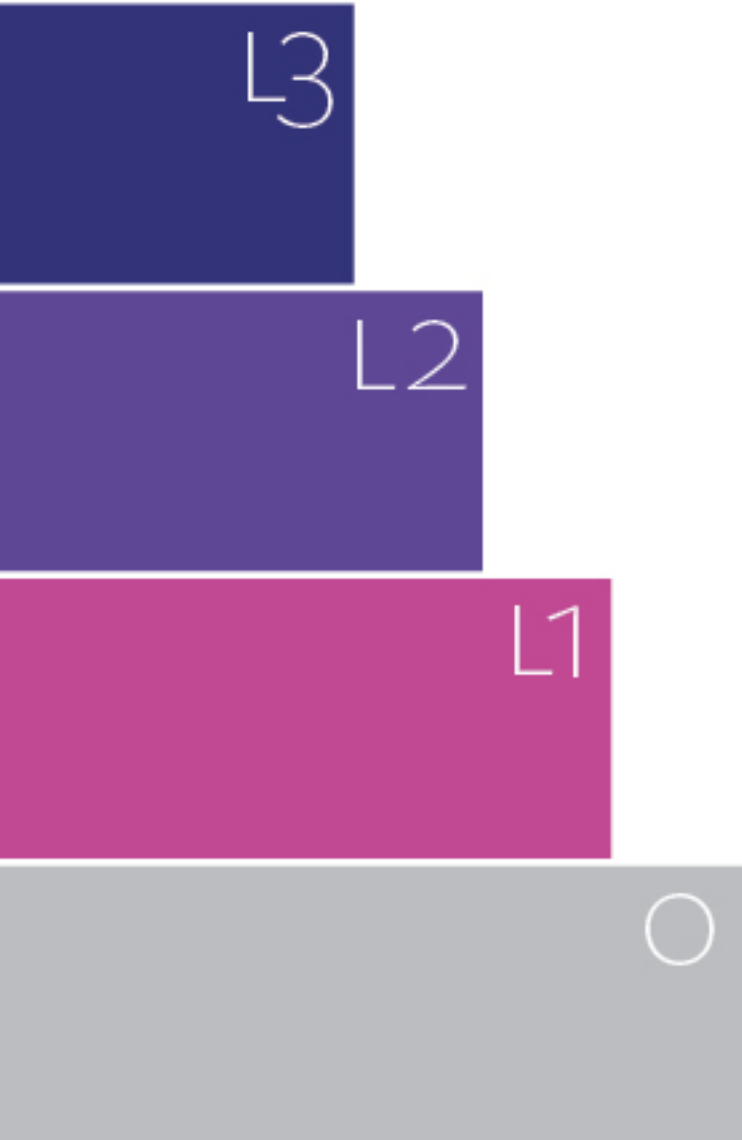
CSV 2 **By redefining productivity and increasing its efficiency in value chain**

CSV 1 **By reconceiving product and market (from identifying new needs, and new market; thus, finding new business opportunity and creating new values)**

CSR **Corporate social responsibility, social business**

(Adopted from Porter and Kramer, HBR 2011 and Porter et al. 2012)

Various Levels of Design



Strategy	Design as a business' strategy and management to enable innovation; moreover, design is completely embedded into a company's continuous growth and vision
Process	Design as part of early development process of product, service and system
Style	Design as finished result or product with aesthetics including ergonomic, functional, and stylistics considerations
Non-design	No design use or implement

(Kretschmer 2003, Mozota 2006, Wrigley & Straker 2015, Storvang, et al., 2015)

DCSV Matrix

“DCSV Matrix” is a system specifically built for understanding DCSV examples and for selecting cases for case study. The matrix provides nine sub-categories of DCSV.

Three levels of CSV (y-axis)

- 0. CSR: Activities assuming and fulfilling social responsibilities
- 1. CSV1: Reconceiving product and marketing
- 2. CSV2: Redefining productivity in the value chain
- 3. CSV3: Enabling cluster development

(Porter and Kramer 2011, Porter et al., 2012, Lee et al. 2014)

Three levels of design (x-axis)

Danish Design Ladder

- 0. Non-Design
- 1. Design as Style
- 2. Design as Process
- 3. Design as Strategy

(Kretzschmer 2003, Mozota 2006, Wrigley & Straker 2015, Storvang, et al., 2015)

D CSV3	CSV	TYPE D1	TYPE D2	TYPE D3	
		TYPE C1	TYPE C2	TYPE C3	
		TYPE B1	TYPE B2	TYPE B3	
A CSR	traditional CSR	TYPE A1	TYPE A2	TYPE A3	
		non-design	style 1	process 2	strategy 3

DCSV
EXAMPLE

1.

Hand crafted recycled bomb shell brass

emi&eve

HOME SHOP

HOME / SOCIAL IMPACT

Through our work we impact the wider community of our artisans.



TYPE b1 Emi & Eve



The Landmine Girls



08
AUG

Journal, Social impact

THE LANDMINE GIRLS

An insightful documentary by Emma Louise Fry (twitter: @missemmefry), who was an International Journalism masters student at University College Falmouth at the time. In it we follow two girls who are part of a CMAC demining unit

30
AUG

Journal, Social impact



L3

L2

L1

○

CSV 3

By enabling local cluster development

CSV 2

N/A

CSV 1

By reconceiving product and market (from identifying new needs, and new market; thus, finding new business opportunity and creating new values)

CSR

N/A

CSV	d1	d2	d3
	c1	c2	c3
	b1	b2	b3
traditional CSR	TYPE a1	a2	a3



Design as 'style' where business is facilitated by stylistic, aesthetic, and emotional power of design

- **Style and aesthetics is one key elements that makes this brand competitive**
- **Emotional touches to the branding enables this brand more commercially, and socially valuable**



BIG PLANET SAVINGS IN SMALLER BOXES

DCSV
EXAMPLE

2.

The LEGO Group saves approximately 7,000 tonnes of cardboard a year through smaller and more sustainable boxes.

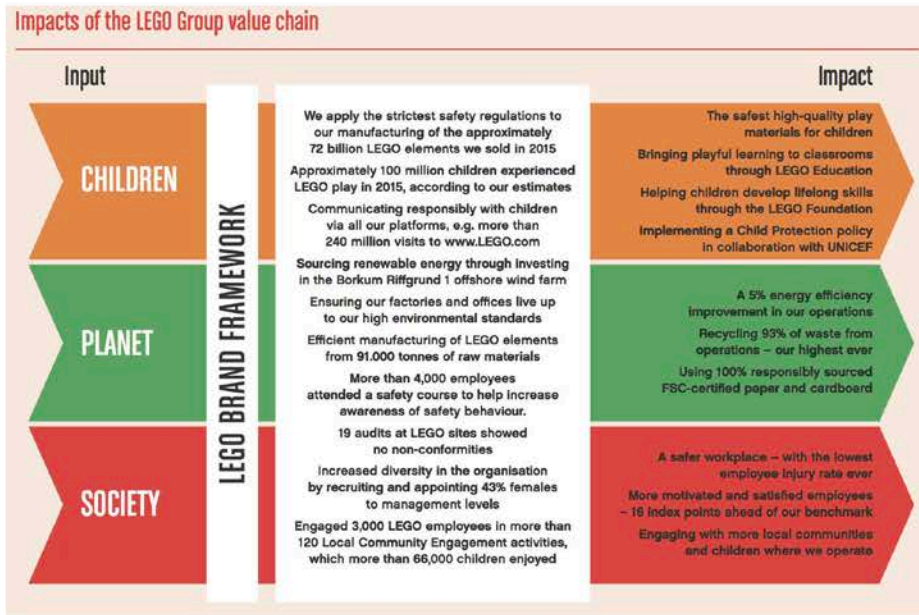


Efforts to shrink our boxes by 14% on average were implemented for new products over the course of 2013 and 2014, and this continues to save cardboard. In 2015 this amounted to us saving approximately 7,000 tonnes of cardboard.



TYPE C1 Lego's packaging design to increase economical value and to achieve social value

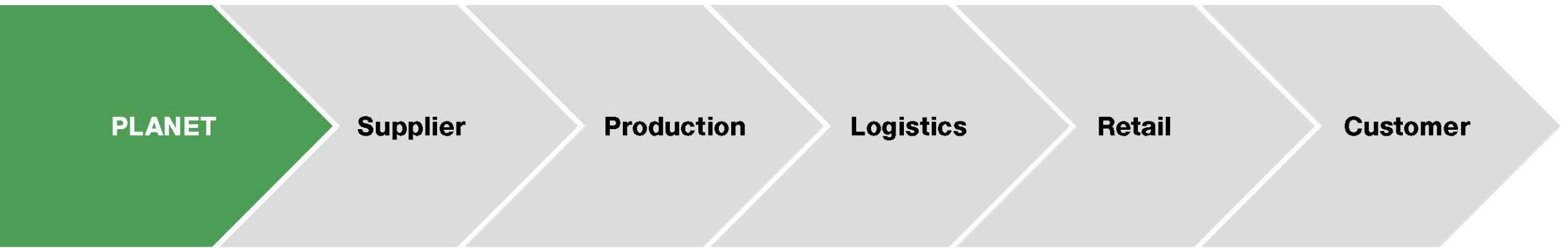
A CSR Goal at Lego



Lego's Value Chain

DCSV
EXAMPLE

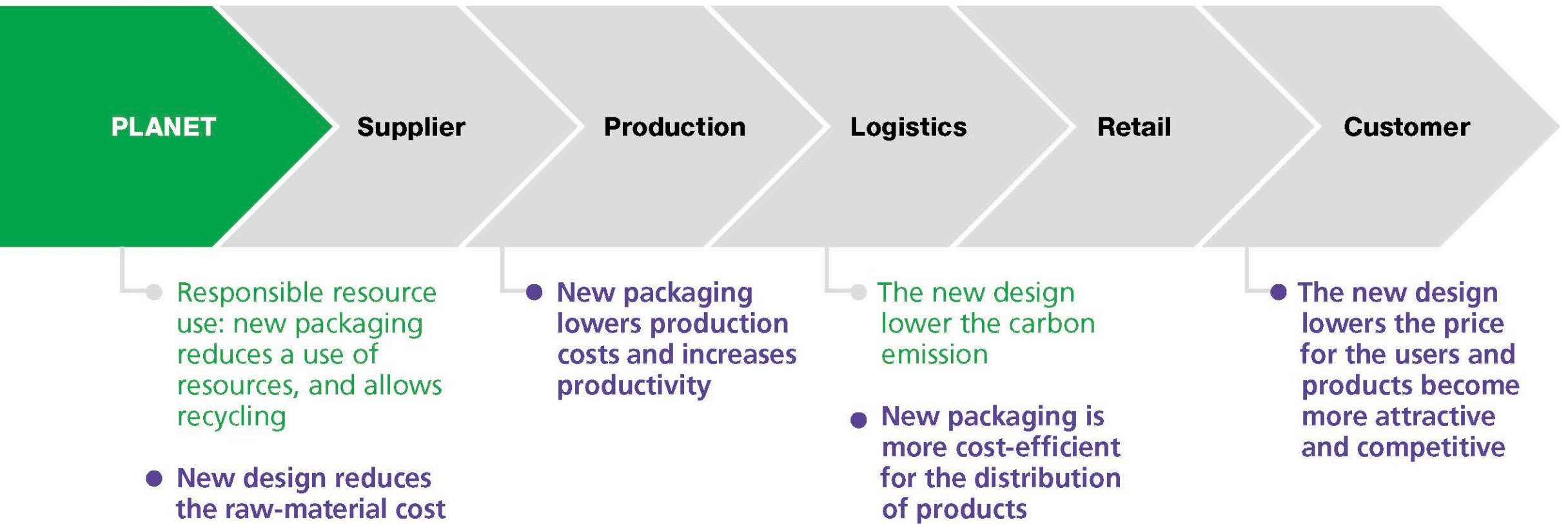
2.



Lego's Value Chain

DCSV
EXAMPLE

2.



CSV	D1	D2	D3
	C1	C2	C3
	B1	B2	B3
traditional CSR	TYPE A1	A2	A3

CSV 2

+

STYLE

Redesigned packaging with efficient & recyclable carbon paper use

- reduces the usage of tree and reduces Lego's raw material costs
 - increases efficiency of logistics and reduces the costs for logistics
 - reduces carbon foot print due to efficiency of logistics
 - lowers prices of Lego product for customers
- THEREFORE, formally and functionally attractive**

Discussion: Using DCSV matrix to understand the four examples

Examples:

Example 1 - TYPE b1 & d1: Emi & Eve



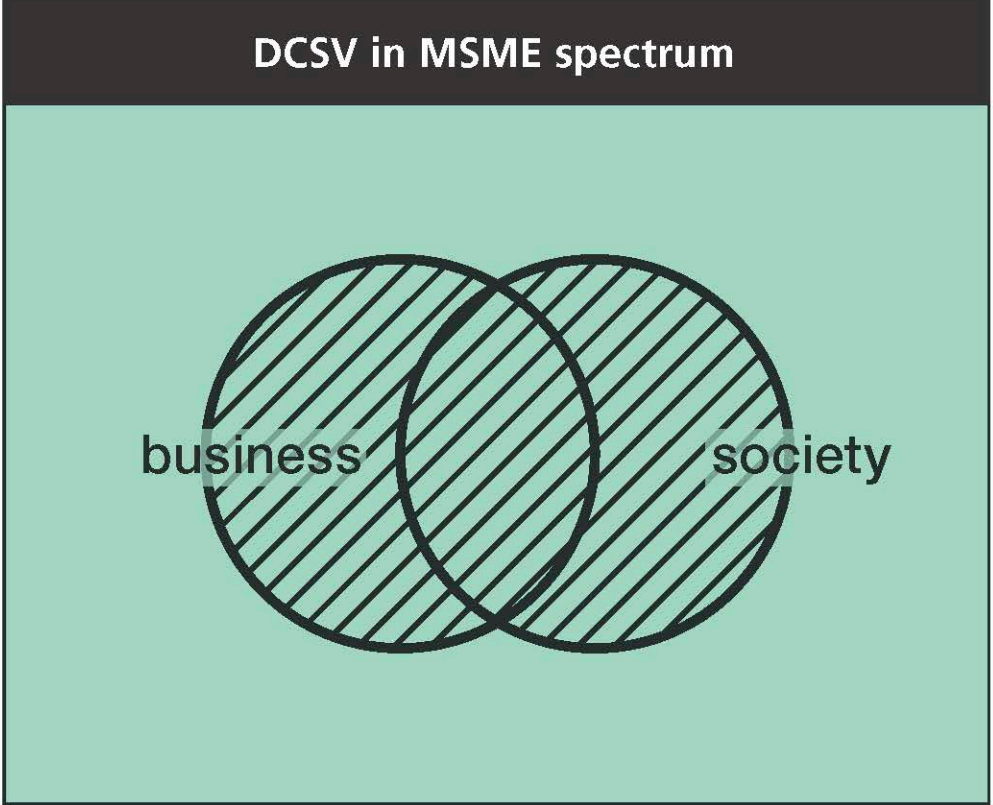
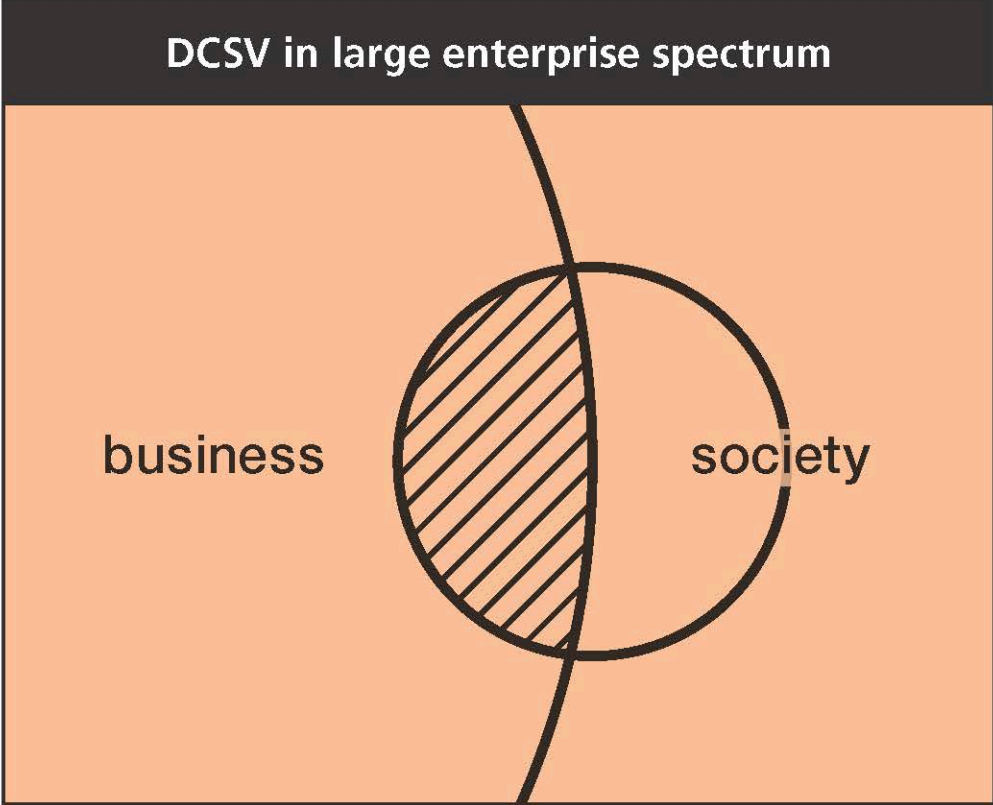
Examples:

Example 2 - TYPE C1: Lego's "Big Planet Saving in Smaller Boxes"

CSV	d1	d2	d3
	c1	c2	c3
	b1	b2	b3
traditional CSR	TYPE a1	a2	a3

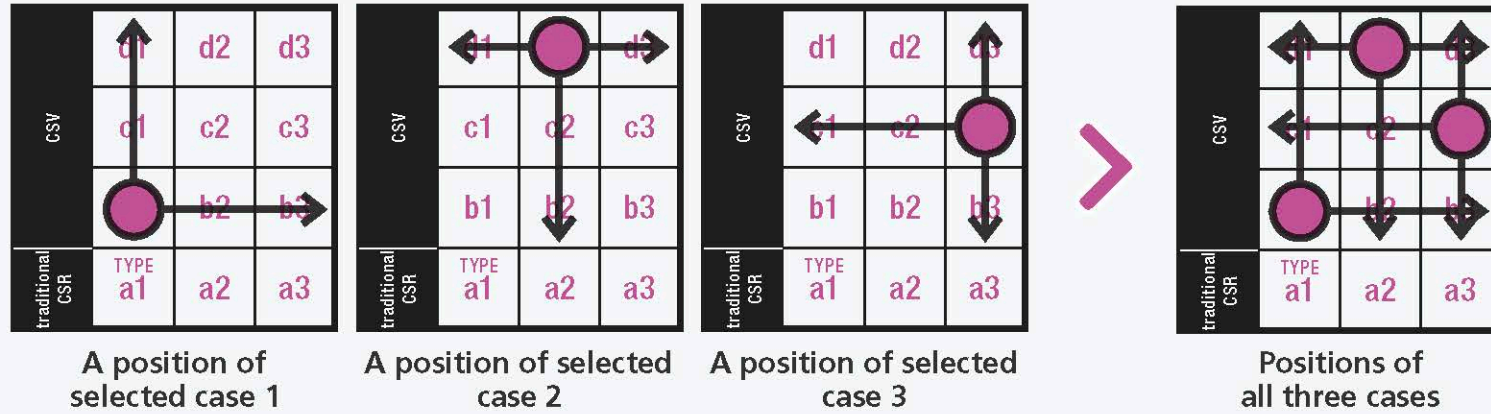
CSV	D1	D2	D3
	C1	C2	C3
	B1	B2	B3
traditional CSR	TYPE A1	A2	A3

Discussion: Four DCSV examples from large enterprise vs. SMEs

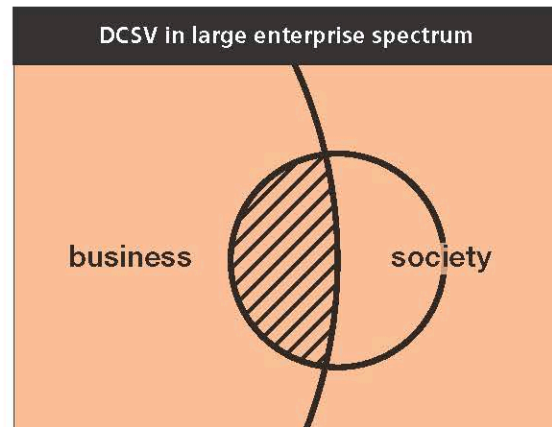


Further Studies: Further Applications

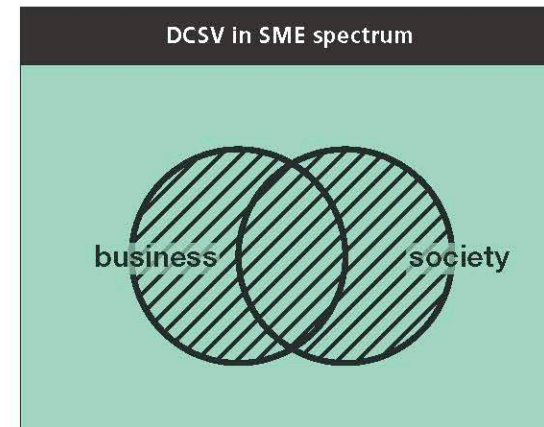
1. DCSV Matrix for case sampling



2. Focus of the study



OR



Further Studies

Short-term goals

1. Explore applicability of CSV as a theory into design
2. Identify roles of design to creating shared value

Long-term goals

3. Develop explicit knowledge-base framework that helps designers who aims to create shared value

Thank You.

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