Value creation
for Karlskrona Glass

Sally Mohebbi, Joel Rydberg, Michael Sköld & Sandra Stenberg
2012-11-01
* Introduction
  * Purpose
  * Method
  * Background

* Results
  * Market segments
  * Organisational knowledge
  * Customer needs
  * SWOT
  * Voices & Benchmark
  * Solutions
  * Function analysis
  * The concept

* Conclusion
How can Karlskrona Glass increase the value in their product and thereby increase their revenue?
Method

* Plan

* Meetings

* ”The Value Model” – Per Lindstedt & Jan Burenius
Background

- Camilla and Joakim (2011)
- Karlskrona, Blekinge
- Passion for ice cream
- Highest quality and mostly local
Market segments

- A well-defined market segment
  - Homogenous
  - Profitable
  - Workable

- Considered aspects
  - Lifestyle
  - Adopt innovations
  - Price
  - Phantom Image
Organisational knowledge

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prospect</strong></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>Image</strong></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Value</strong></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recipient</strong></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>Precision</strong></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>User</strong></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>Decommissioner</strong></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>Recycling</strong></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

- Customer in five different ways
- Helps you identify problems with your product
Customer needs

Criteria:
- Not a technical solution
- Not easily measured
- Have direction
# Prioritise needs

<table>
<thead>
<tr>
<th>Problem</th>
<th>Result</th>
<th>Feelings</th>
<th>Time</th>
<th>Money</th>
<th>Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Low calorie</td>
<td>3. generous with accessories</td>
<td>2. Fair</td>
<td>4. Short</td>
<td>5. Affordable</td>
<td>1. Easy to wash away spots</td>
</tr>
<tr>
<td></td>
<td></td>
<td>manufacturing</td>
<td>waiting time</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>color</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>appearance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>numbers</td>
<td></td>
<td>layout</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Slow</td>
<td>3. Increased social</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>melting</td>
<td>community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. reusable</td>
<td>4. Real taste</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eating tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Practical</td>
<td>4. High quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>containers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Fresh impression</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(inside/outside)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Good hygiene</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Kano-model
## SWOT

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>authenticity</td>
<td>store sales</td>
</tr>
<tr>
<td>quality</td>
<td>exposed flavors</td>
</tr>
<tr>
<td>healthier</td>
<td>accessories</td>
</tr>
<tr>
<td>webpage</td>
<td></td>
</tr>
<tr>
<td>payment methods</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>marketing</td>
<td>price</td>
</tr>
<tr>
<td>environment experience</td>
<td>production capacity</td>
</tr>
<tr>
<td>unexpected presentation</td>
<td></td>
</tr>
</tbody>
</table>
Voices and benchmarks

* Holostic view by listening to the voices of...
  * Solution space
  * Customer value
  * Technology etc.

* Benchmark, the best possible solution
  * Reference point for quantifying customer value and enables comparison to other concepts

* Karlskrona Glass is the benchmark.
The S-curve

- Retirement
- Maturity
- Growth
- Infancy
Generating solutions

- Open-air cafe
- Ice cream bar
- Special offers
- Company collaboration
- Internet order
- Luxury clothing
- Bus trip
- Reusable dishes
## Pugh’s Concept Matrix

### Results

#### Figure 9. The matrix shows ice cream related solutions compared to the benchmark.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Innovation</th>
<th>Customer value</th>
<th>Risk</th>
</tr>
</thead>
</table>

#### Figure 10. The matrix shows overall related solutions compared to the benchmark.
Results

Function analysis

**Main functions**
- Ice cream delivers taste experience
- Ice cream bar leads to socialization
- Luxury clothing gives a professional impression
- Decorations increase variation options
- Gluten/lactose free ice cream satisfies allergists
- Graceful presentation attracts customers
- Seasonal tastes renews the supply
- Internet orders increase comfort
- Ice cream bar increases accessibility
- Reusable cutlery and bowls simplifies the ice cream consumption
- Special offers give added value
- Cooperation leads to better quality

**Additional functions**

**Unwanted functions**
- Ice cream damage teeth
- Ice cream affects health
- The environment melts the ice cream
Results

Concept

- Innovative shape
- Edible containers
- Gluten/Lactose free
- Open-air cafe
- Reusable dishes/cutlery
- Ice cream bar
- Special offer
- Store collaboration
- Accessories
- Internet order
- Luxury clothes
- Bus trip
- Seasonal theme
- Product range
Conclusion
Thank you for listening!

Sally, Joel, Michael & Sandra