

Company Analysis

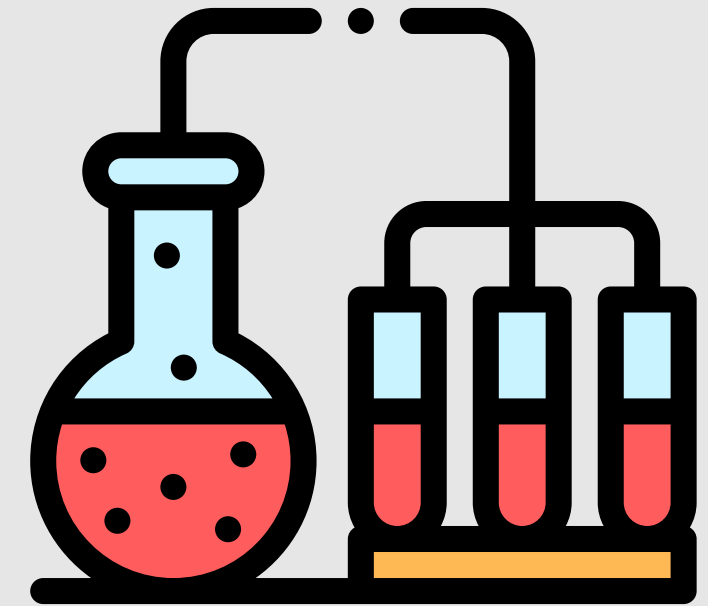
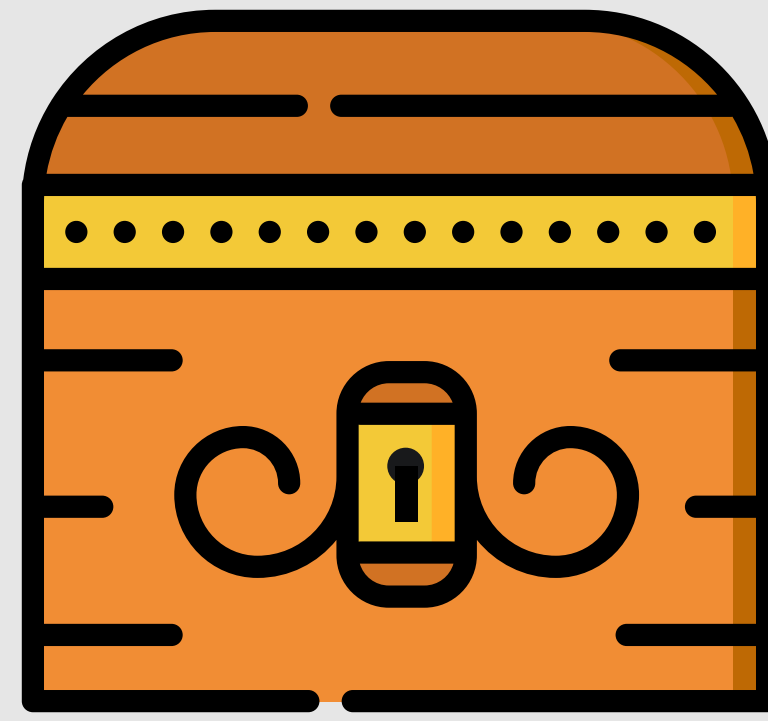
TEAM 8: Alessia - Kengo - Lotta - Petteri

Design Strategy and Entrepreneurship 25.01.2019



lönchie
MARKET





● Coincidence

■ Finding old soda labels at the attic

▼
● Add new anchor

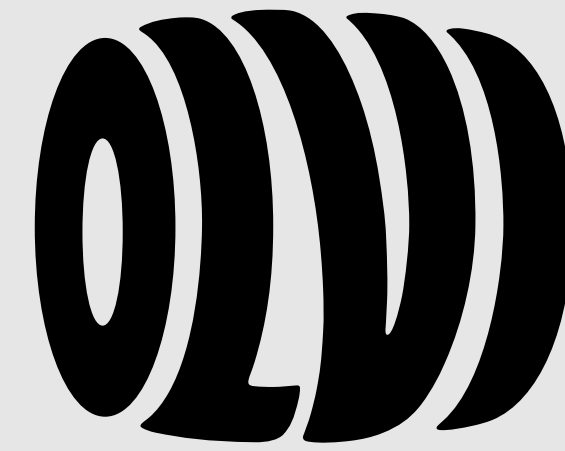
■ Combining own and old recipes with vintage aesthetics, local pride and warm humor to present an alternative

▼
● Changes in how we understand

■ Beverages are produced by real people with a history, and they should hence be appreciated as a delicacy reserved for special moments



HARTWALL

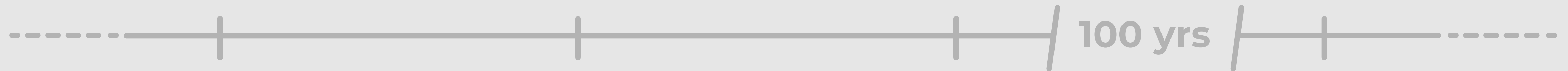


1819

1836

1878

1995

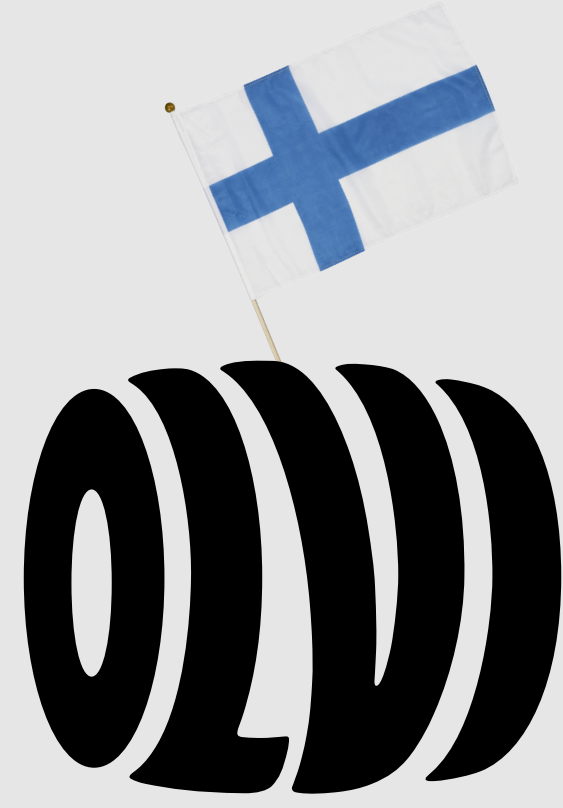




Coca Cola



Pepsi
7up



Pepsi
7up





S-choff



Hartwall



Olvi



LWT

**HOCKEY
STADI
THE 1ST**



S-choff

**ALL BEER
REALNESS
POWER**

**HOCKEY
REGULAR
FINNISHBOI**



Hartwall

**EXOTIC
FRESH PURE
NATURE**

**SIMPLE FUN
INDEPENDENT
FINNISH**



Olvi

**HISTORIC
RELIABLE
HEROIC**



LWT

**LOCAL
SMALL
VINTAGE
FUN**



Musi

SIIDERIN JA
VIININ LIITTO
- HEDELMÄINEN
SPARKLING
ROSÉ

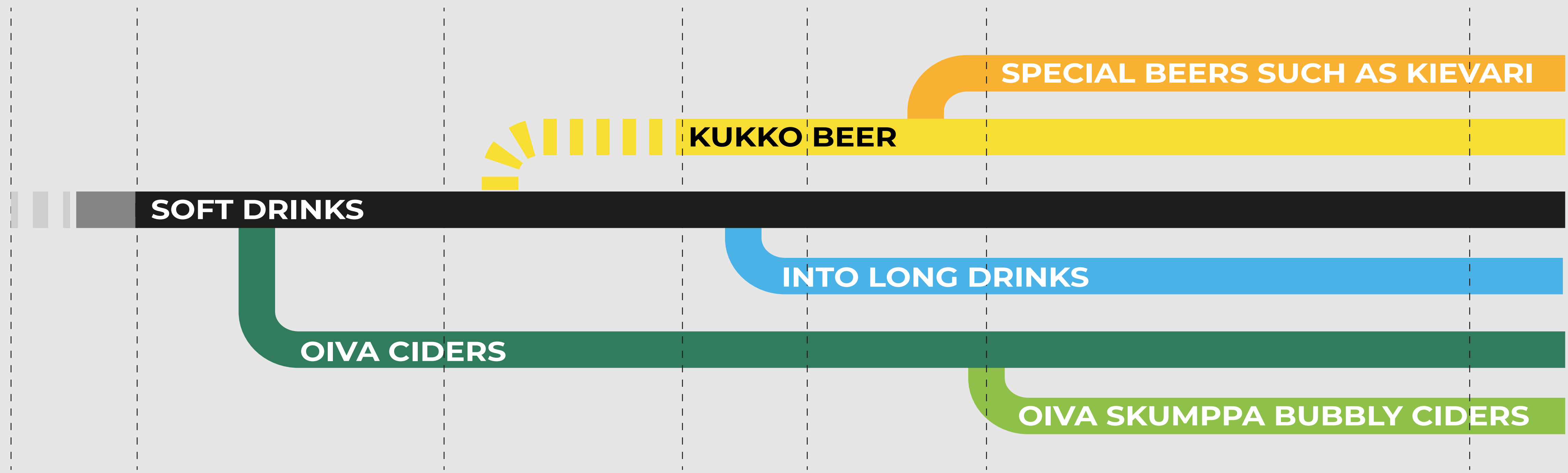
Laitilan
WIRVOITUSJUOMATEHDAS



**“Make drinks of
unparalleled quality
and imagination”**



1994 **1996** **2001** **2005** **2007** **2010** **2018**



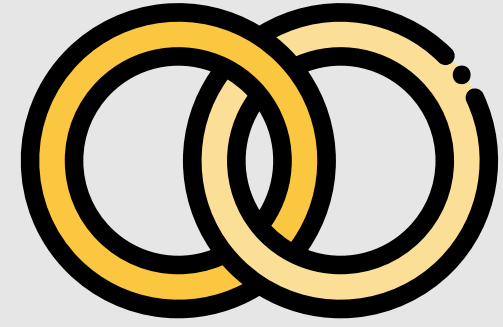
**First bottling line
in an old egg
drilling factory**

**New factory
Plans to brew beer
First internet pages
All wind energy**

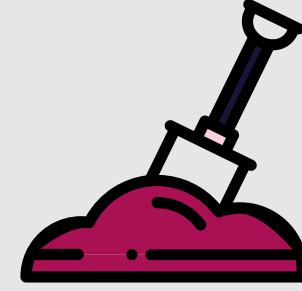
**Official name
change: Laitilan
Wirvoitusjuomatehdas Oy**

**Kukko Finland's most valued brand
Solar panels on rooftops
Brewery restaurant opens**

Key Partnerships



Key Activities



Value Proposition



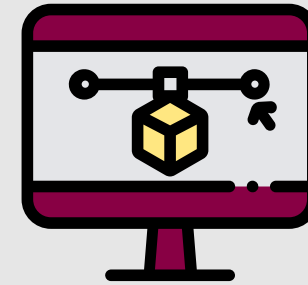
Customer Relationship



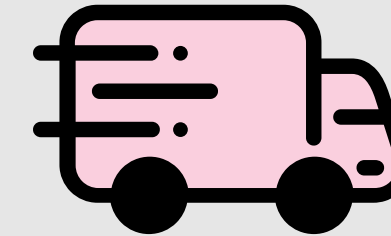
Customer Segment



Key Resources



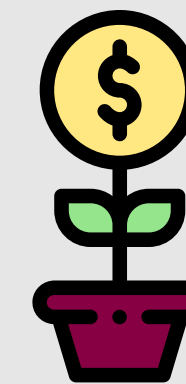
Channels



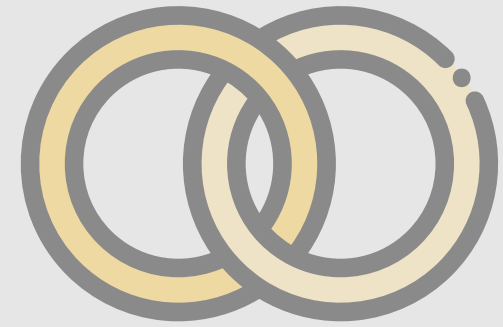
Cost Structure



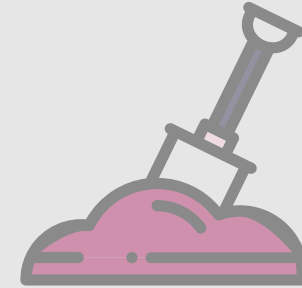
Revenue Streams



Key Partnerships



Key Activities



Value Proposition



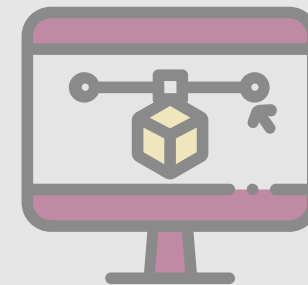
Customer Relationship



Customer Segment



Key Resources



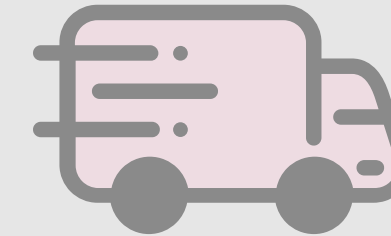
Quality beverages

Nostalgic feel

Eco-friendly aura

Gluten-free products

Channels



Materials & labor

Investment in factory
and equipment

advertisement expenses

transport fees

Cost Structure



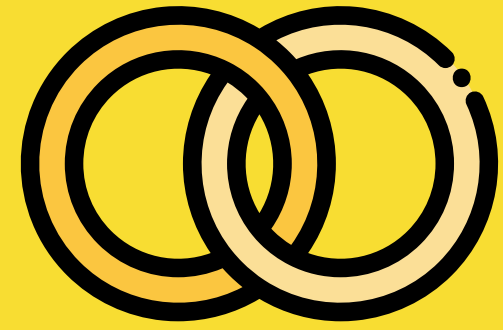
Revenue Streams



Margin of sales price and
production cost

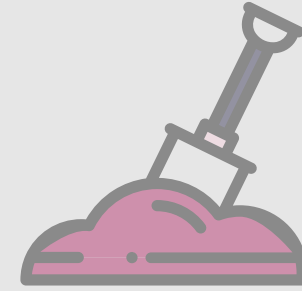
Fixed pricing of the
products; product feature /
type dependent

Key Partnerships

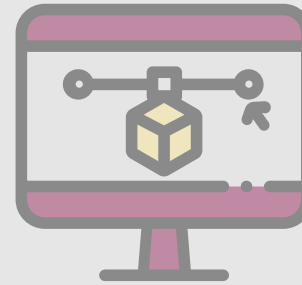


Convenience stores
Restaurants / bars
Alko
Material vendors
Retail companies
Shipping companies

Key Activities



Key Resources



Value Proposition

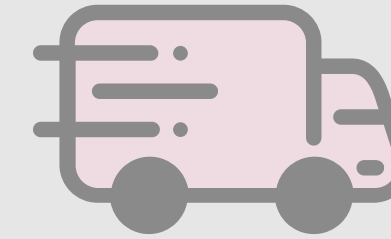


Quality beverages
Nostalgic feel
Eco-friendly aura
Gluten-free products

Customer Relationship



Channels



Customer Segment



Environmentally aware
adults slightly on the
younger end of the scale

Less gendered beers
than other brands

Herra Hakkarainen brand
of soft drinks for children

Special and craft beers
for enthusiasts

Materials & labor
Investment in factory
and equipment
advertisement expenses
transport fees

Cost Structure



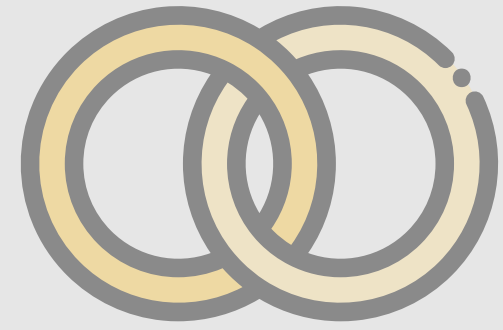
Revenue Streams



Margin of sales price and
production cost

Fixed pricing of the
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type dependent

Key Partnerships



Convenience stores
Restaurants / bars
Alko
Material vendors
Retail companies
Shipping companies

Key Activities

Eco-friendly brewing and
(beverage manufacturing)
Development of beverages
Logistics of transporting
the products

Key Resources

Factory / brewery
Factory shop & restaurant
Manufacturing technology
Solar power generation

Value Proposition



Quality beverages
Nostalgic feel
Eco-friendly aura
Gluten-free products

Customer Relationship

Active presence on social
media channels
“Tasting council” gathered
from consumers
Service and visibility in
restaurants

Channels

Retail
Social media
Product placement in
films, no TV advertising
Visibility through awards

Customer Segment



Environmentally aware
adults slightly on the
younger end of the scale
Less gendered beers
than other brands
Herra Hakkarainen brand
of soft drinks for children
Special and craft beers
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Materials & labor
Investment in factory
and equipment
advertisement expenses
transport fees

Cost Structure



Revenue Streams



Margin of sales price and
production cost
Fixed pricing of the
products; product feature /
type dependent

Totti Salko,
Chairman
of the board



Experience Selling

Supermarket

Business Model Pattern Cards

Direct Selling

Integrator

Evidence of Design Thinking and Service Design

1 Agile, iterative approach

First products developed
with a sodastream

2 Generative learning

Soft drinks -> cider -> beer

3 Attitude towards risks

4 Platform thinking

...but

1 No designers employed

2 No clear structures or design processes ensuring continuity

3 Little user involvement in product development

Form differentiation
 Cultural provocation /
 stimulators
 Designers as stars /
 celebrities
 Many design awards
 Often independent
 (external) consultants

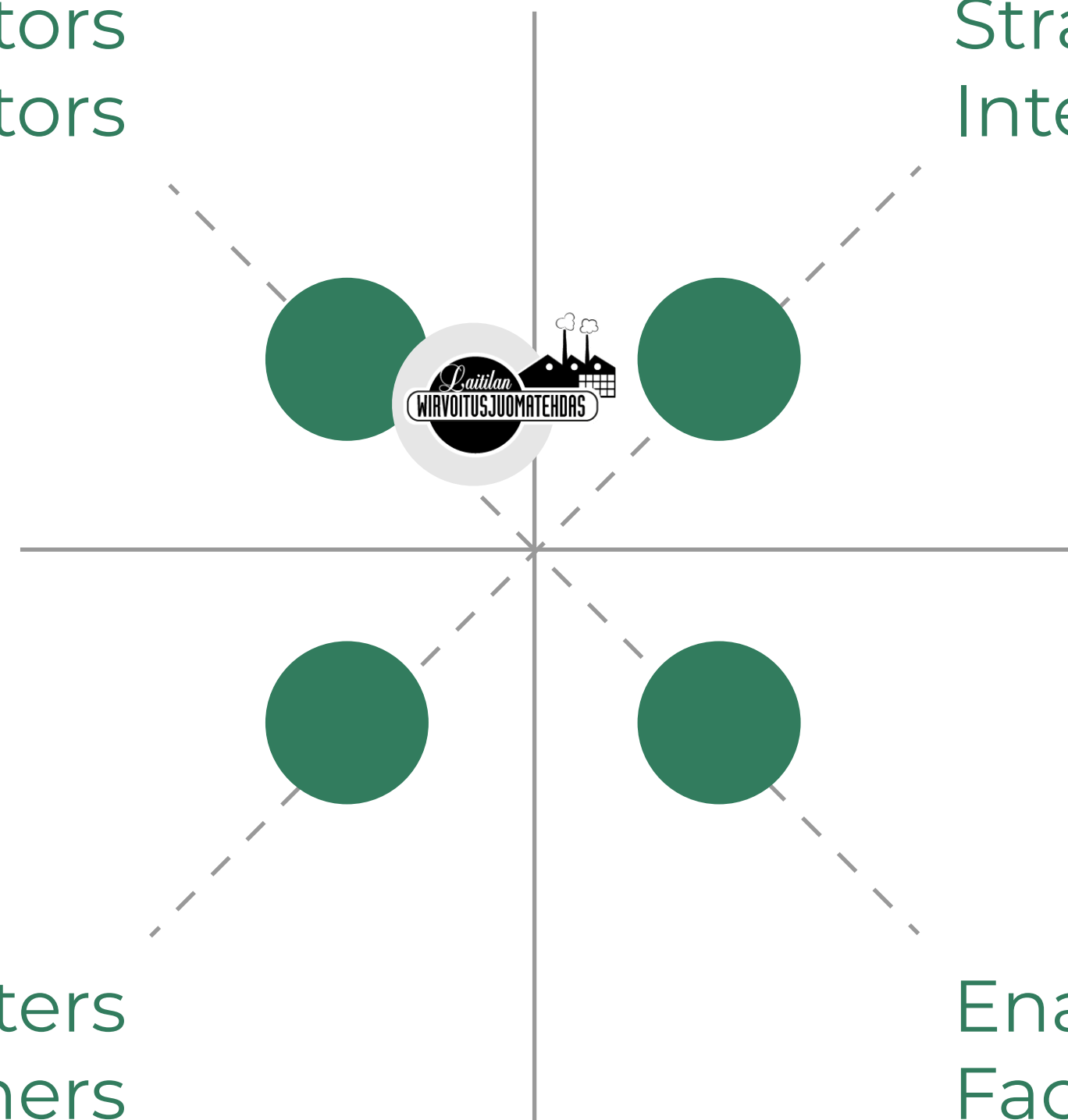
Differentiators
 Communicators

Strategists
 Integrators

Strategic partners
 Plan the company's future
 Cultural propagator
 Fundamental or
 breakthrough innovation
 Systemic platforms
 Design integrated across
 corporate functions

Implementers
 Maintainers

Enablers
 Facilitators





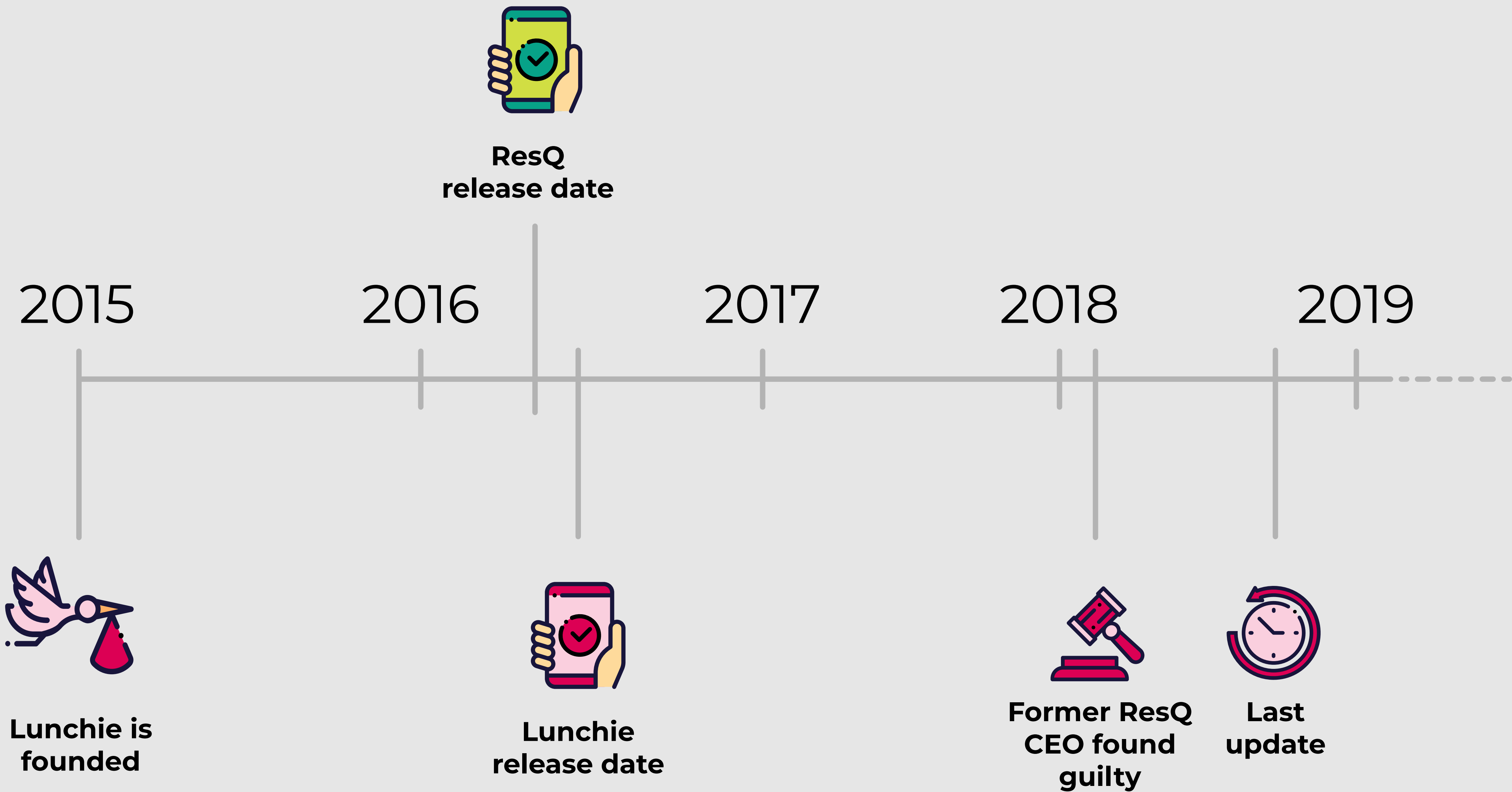
**AGILITY OF
A STARTUP**



**STABILITY
OF A BIG
CORPORATION**

lönchie

M A R K E T



**ResQ
release date**

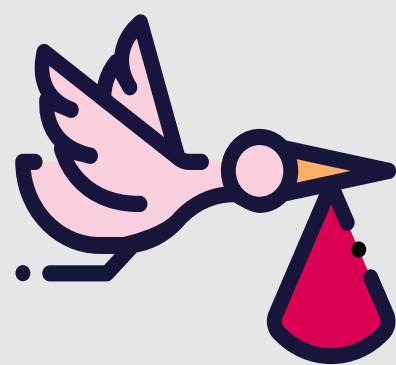
2015

2016

2017

2018

2019



**Lunchie is
founded**



**Lunchie
release date**



**Former ResQ
CEO found
guilty**



**Last
update**



“ Why can't we have the buffet leftovers for a cheaper price? ”

● Creative Desperation / Frustration

■ Being broke

▼
● Discard a weak anchor

■ Reframe how restaurant deal with waste

▼
● Changes in how we understand

Now food waste is not waste anymore, it can be purchased for less money

l'Onchie

**“Affordable
everyday
meals”**

l'Onchie

**“Affordable
everyday
meals”**

RESQ

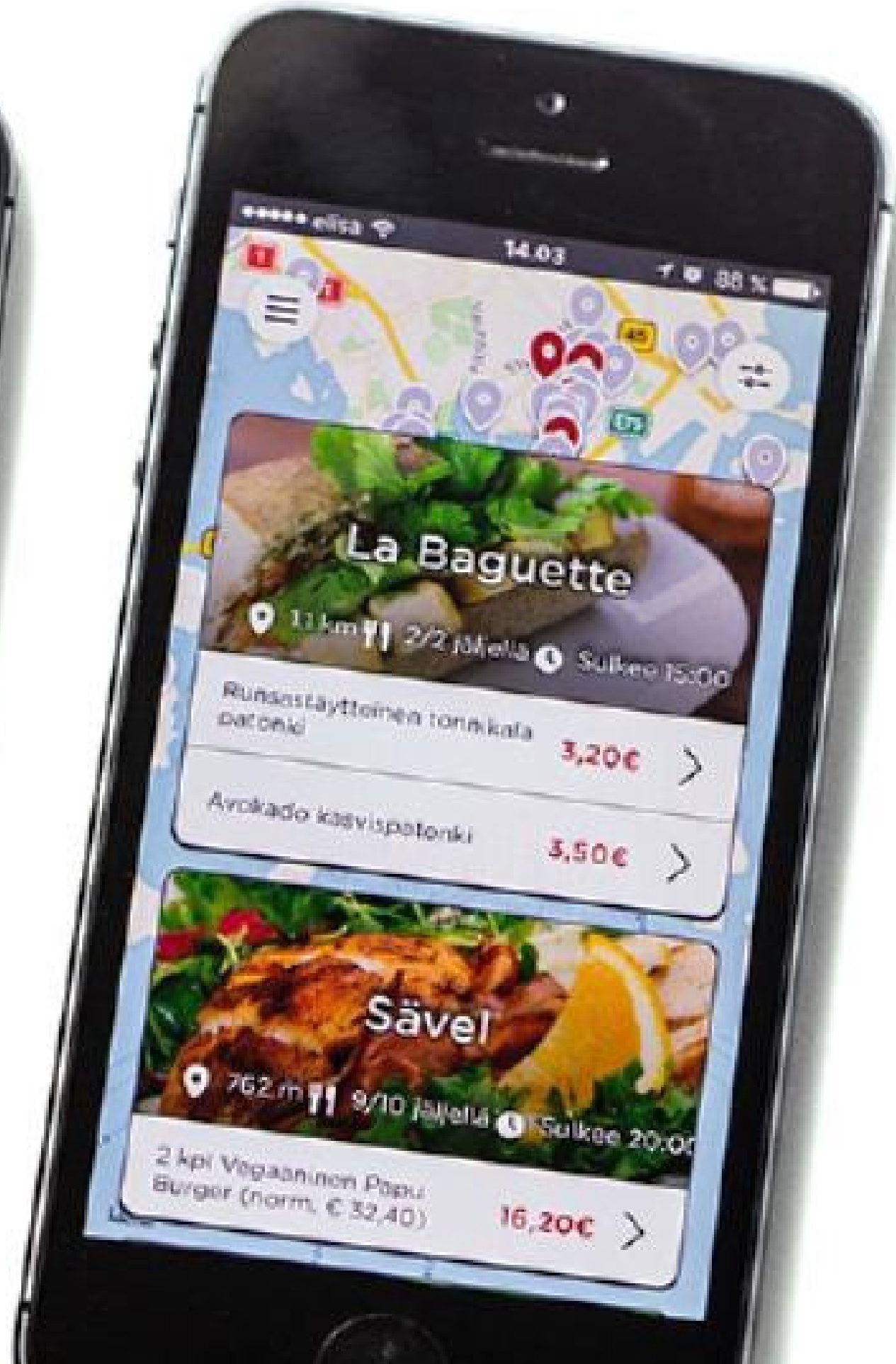
**“Leave no
meal
behind”**

“ The great thing about Lunchie is that you can save money: you can buy meals from a restaurant for half the price!

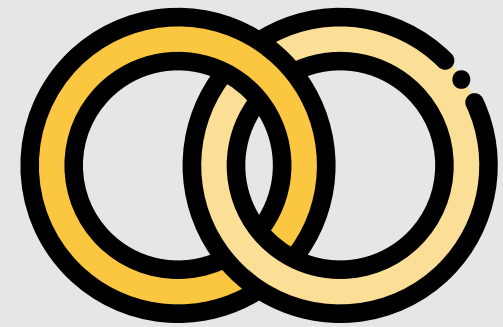
...yeah, of course then you also save the environment. ”

RESQ CLUB

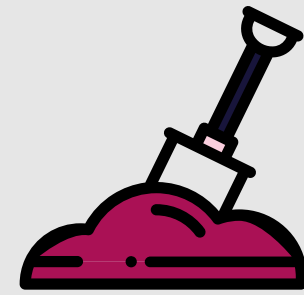
lönchie MARKET



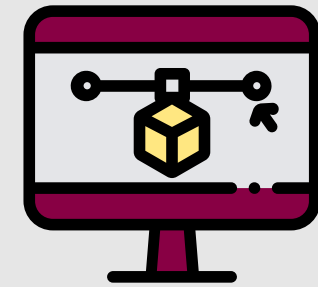
Key Partnerships



Key Activities



Key Resources



Value Proposition



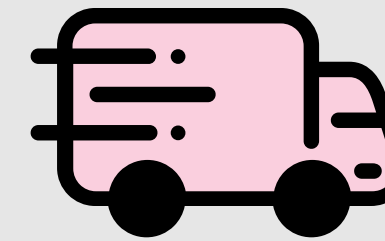
Customer Relationship



Customer Segment



Channels



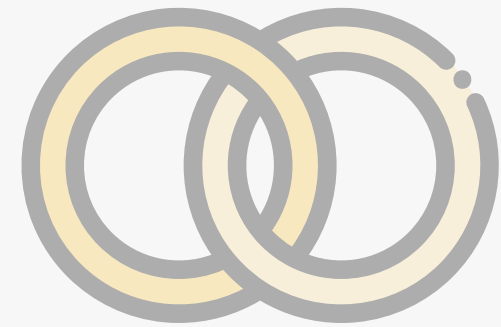
Cost Structure



Revenue Streams



Key Partnerships



Key Activities

- Easy and fast** nutrition
- Opportunity for the restaurants to **make money** of products that would otherwise go to waste
- Visibility**, new customers
- Sell food **without** having people **eating there**

Value Proposition



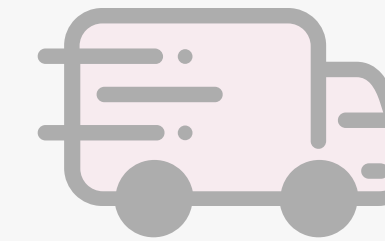
Customer Relationship



Customer Segment



Channels



- Maintenance and development** of the platform
- Staff**
- Legal **taxation**

Cost Structure

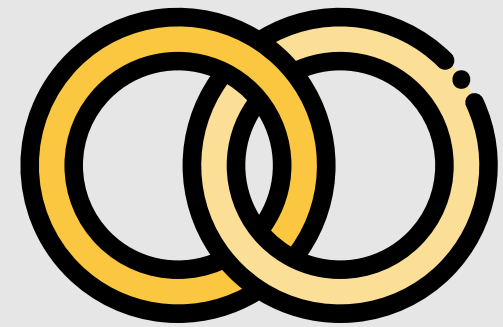


- Percentage** of the price of each meal sold through the platform
- Investors'** money

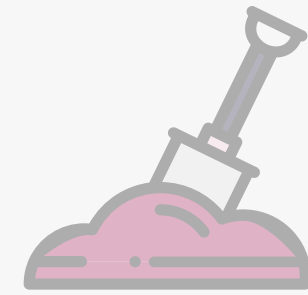
Revenue Streams



Key Partnerships



Key Activities



Value Proposition



Customer Relationship



Customer Segment



Key Resources

- Restaurants** (providers) in the Helsinki area, in some areas in Spain and the Netherlands.
- Payment system** server
- App stores**

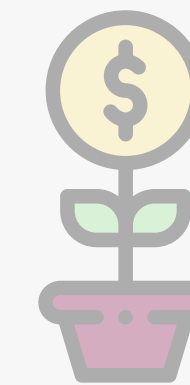
Channels

- Multi-sided platform:
 - Mass market** with special focus on students and families.
 - Restaurants** and cafés (not other food suppliers)

Cost Structure



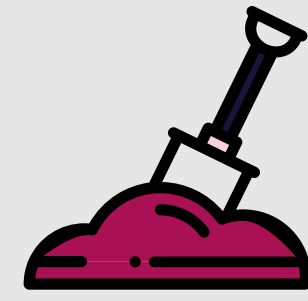
Revenue Streams



Key

- App / software **development**
- **Negotiating** new partnerships

Key Activities



Value Proposition

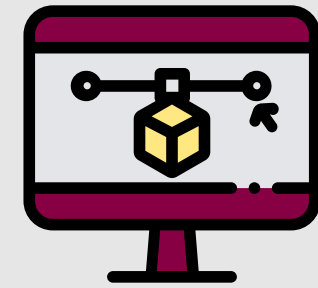


Customer Relationship



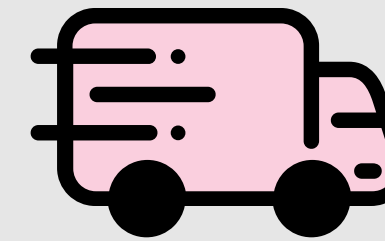
- **Self-service**, no strong feeling of community
- **Not much effort** put into customer relationship

Key Resources



- **Network** of users
- **Relationships** with restaurants
- **App**

Channels



- **E-commerce** through the app store

Cost Structure



Revenue Streams



Two sided market

Revenue sharing

Business Model Pattern Cards

Self Service

E-commerce

Miikka
Toiviainen,
Designer



Evidence of Design Thinking and Service Design

1 Iterative process

How restaurants put meals on the app
Soft launch

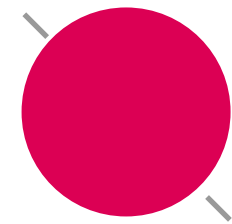
2 User journeys and personas

3 Agile approach

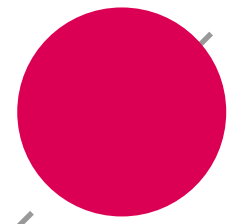
...but

- 1 No designer is working there now
- 2 The user interface doesn't deliver as well as the competitor's
- 3 Not enough attention paid to customer experience
- 4 Only focused on the past and on their discrepancies with ResQ

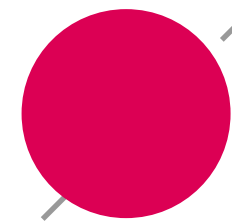
Differentiators
Communicators



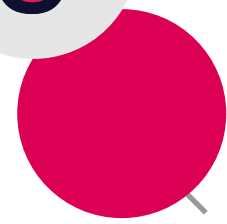
Strategists
Integrators



Implementers
Maintainers

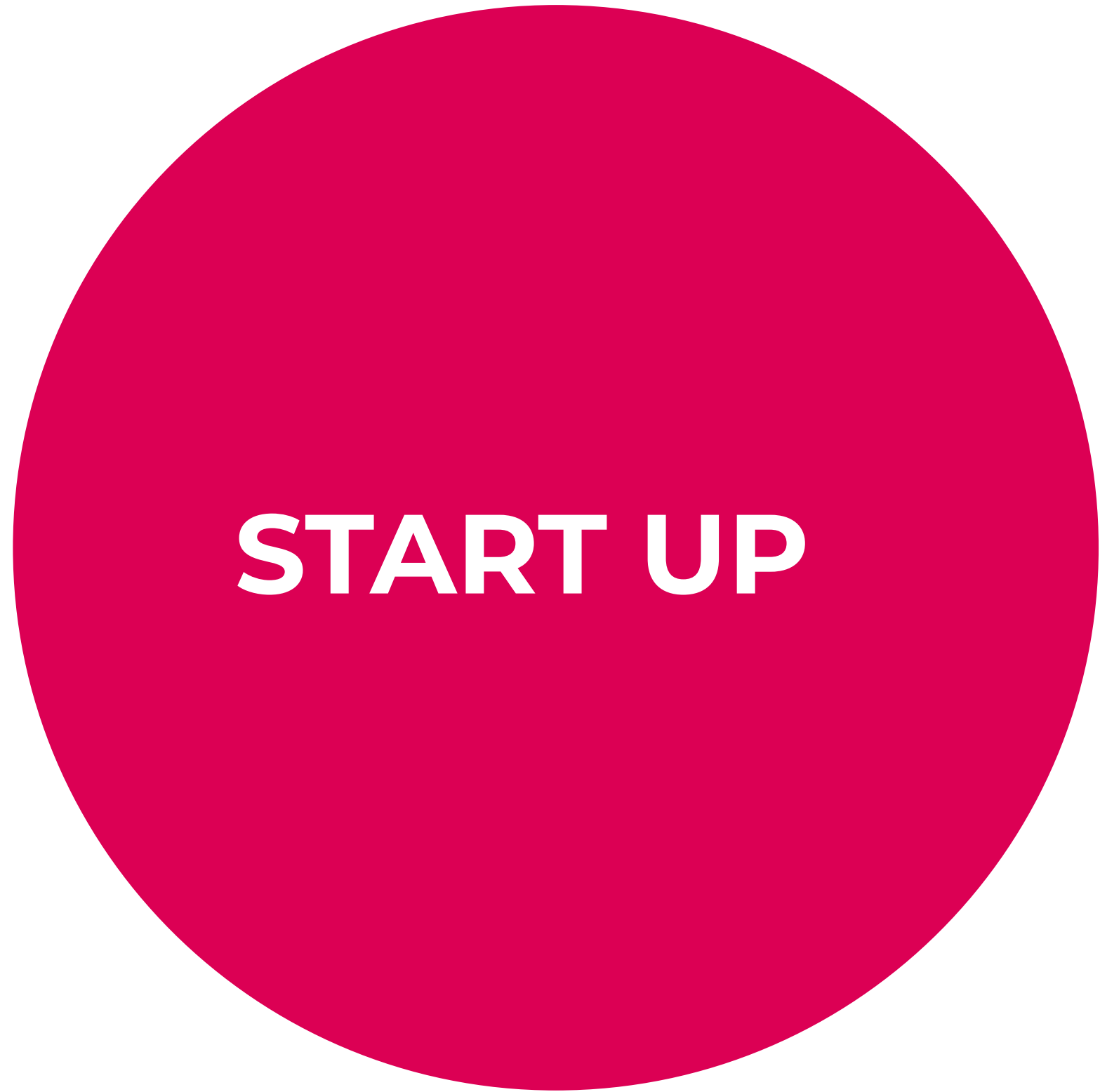


Enablers
Facilitators



Strategic partners
Plan the company's future
Cultural propagator
Fundamental or
breakthrough innovation
Systemic platforms
Design integrated across
corporate functions

Range of design skills
Emphasis of systematic
development
Integrated into development
teams
User-centered enabling
approach
products / standard
platforms



WHAT

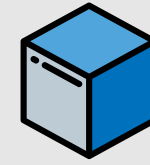
1984

2014

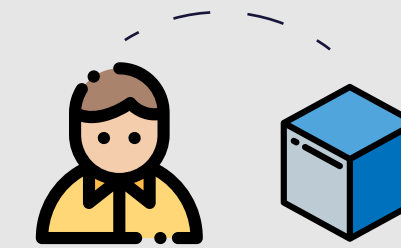
2044

result of designing

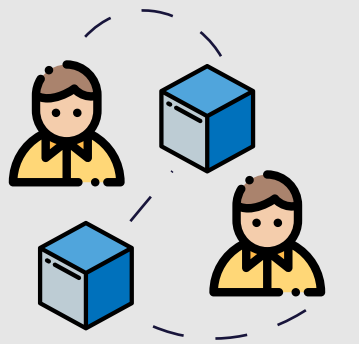
Product



Interaction
person-product



Multiple relations
between people,
products, services,
infrastructures

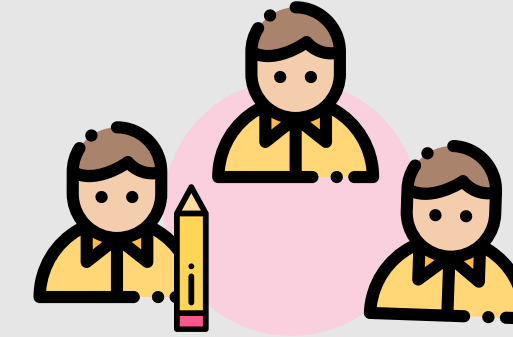


methods and location of
designing

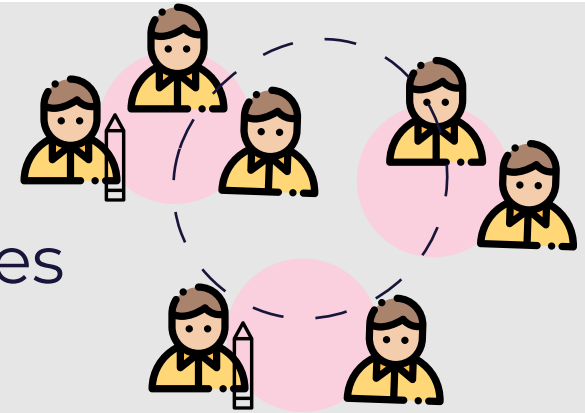
Schetching, modeling,
programming in the
office



Plus collaborative
sessions, also on
location of use



Plus diverse
inter-related
networked activities



WHO

Design
FOR consumers

Design
WITH users

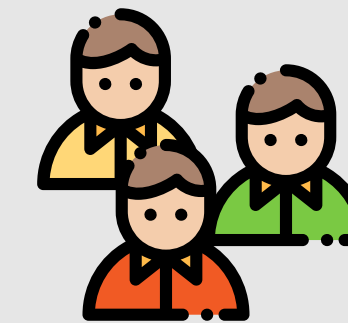
Design
BY people

the roles and professions
that participate in
(co)designing

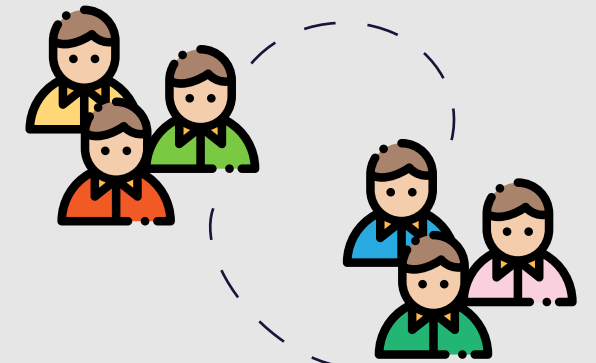
Solo professional
working from brief by
client



Teams and groups
involving users and
stakeholders



Network of
diverse teams
and individuals



the values that guide
design decision

Sales in the
marketplace



Sales and long-term
relations, social issues



Multiple values, not
reducible to a single
dimension



WHY

WHAT

1984

2014

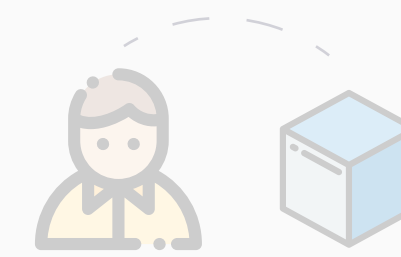
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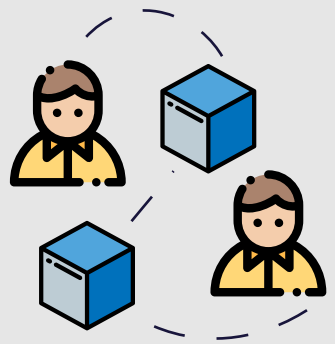
Product



Interaction person-product



Multiple relations between people, products, services, infrastructures



methods and location of designing

Schetching, modeling, programming in the office

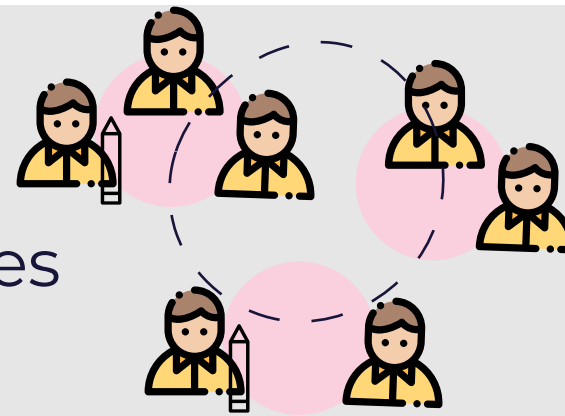


SYNERGY 4.0

trans-disciplinary perspective
dominant emphasis: deep and transformative collaboration and systemic integration of knowledge / collective imagination



Plus diverse inter-related networked activities



WHO

Design **FOR** consumers

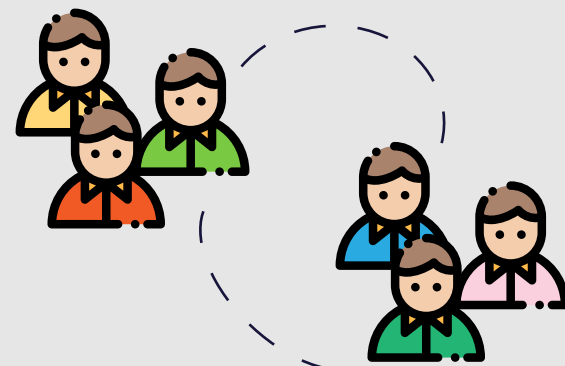
Design **BY** people

the roles and professions that participate in (co)designing

Solo professional working from brief by client



Network of diverse teams and individuals



the values that guide design decision

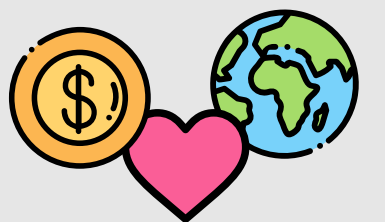
Sales in the marketplace



Sales and long-term relations, social issues



Multiple values, not reducible to a single dimension



WHY

Thank you