

SHAPING VALUE



MARKETING THROUGH THE LENS OF DESIGN

EVELINE VAN ZEELAND AND JÖRG HENSELER

SHAPING VALUE - MARKETING THROUGH THE LENS OF DESIGN

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**EVELINE VAN ZEELAND
AND
JÖRG HENSELER**

Flood

“TEXTBOOKS ARE PRODUCED ONLY IN THE AFTERMATH OF A SCIENTIFIC REVOLUTION. THEY ARE THE BASES FOR A NEW TRADITION OF NORMAL SCIENCE.”
(KUHN, 1970, P. 144)



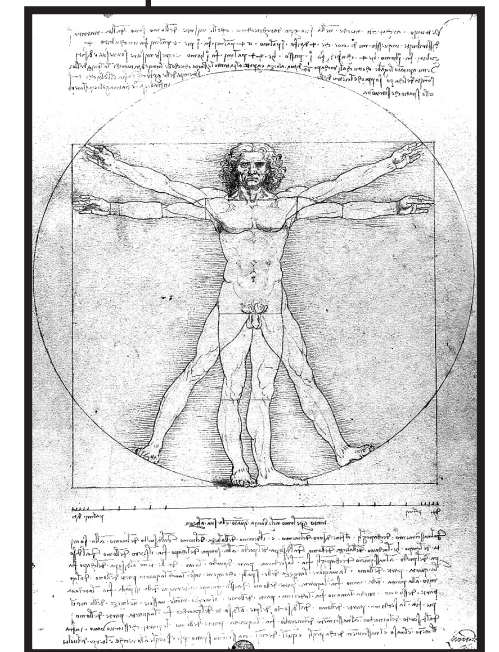
PREFACE

This book is a marketing book. But it is not your usual marketing book – not by a long shot. The foundation on which this book is based is completely different from the foundation of other marketing books. The foundation of this book is **design**. This book therefore positions marketing as a design science, not as an economic or management science. That is why we specifically talk about the design of marketing, something you will not find in standard marketing books. This design approach is most evident in the way we arrive at a marketing strategy in this book: through design thinking. This book exudes design in everything it does and therefore, in our opinion, this book forms the basis of a new tradition in marketing.

We don't focus on design simply because we happen to like it. We do so because we see more and more organizations around us switching to a design-driven strategy. This makes it increasingly important to have creative skills in addition to analytical skills. Design is seen as a way to differentiate yourself from the competition but also as a process that puts the needs of the customer first. In design-driven marketing, you don't try to sell consumers products they don't really want; instead, you design a way to be as meaningful as possible to consumers. This approach goes hand in hand with social responsibility. The Social Responsibility Model is therefore an important gene in the DNA of this book.

Marketing is not something you can see or touch; it is an approach, a framework that you design and use to bring about change. To learn this, you need to spend hours designing. This book also offers you that practical training. Through numerous exercises and ethical questions, it teaches you how to design a marketing strategy and present it using a **marketing design poster**. It teaches you to see how things relate to each other and to be responsible for the effects of your design. It teaches you to be aware of your own values as well as those of the customer (**Value Sensitive Design**).

With this book, we hope to breathe new life into the marketing landscape. We combine theory with practice, analysis with creativity, and science with magic. After all, marketing is both a science and an art, and both sides of the coin are examined in this book. In that respect, this book aims to be like one of Leonardo da Vinci's (1452-1519) most famous works: the Vitruvian Man. Today's society sees the Vitruvian Man as a work of art. But it is also a scientific work in which Da Vinci presented the results of his empirical anatomical research into human proportions. It is science that became art. Hopefully, with the help of this book, you too will be able to design the happy medium between **science and art**.



THE VITRUVIAN MAN BY
LEONARDO DA VINCI



HOW TO READ THIS BOOK

THIS BOOK HAS THREE OBJECTIVES:

1. To teach you the basic principles of marketing from a designer's perspective.
2. To help you conduct thorough research and design a marketing strategy based on that research.
3. To inspire and intrigue you as you read it. Learning and designing can be a lot of fun!

Good ideas never come out of the blue. For that, you need **inspiration**. And this book is full of inspiring examples -- from the arts to technology, from big global brands to small businesses with a big impact. Besides inspiring you, this book also encourages you to **think**. It is peppered with thought exercises, generally with a moral backbone, to help you learn to think about what responsible marketing behavior means to you and how you want to convey that.

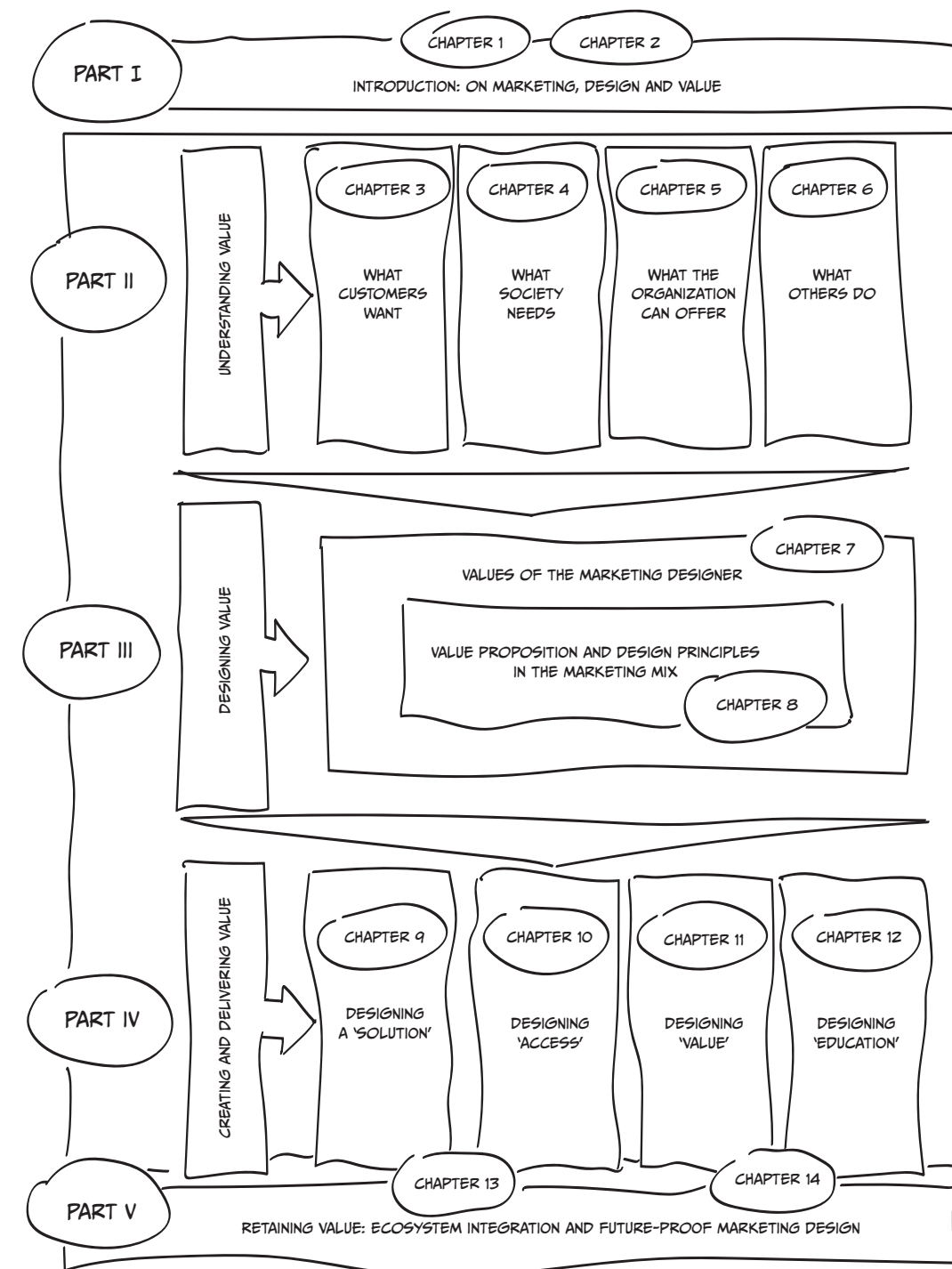
THE BOOK IS BASED ON SEVERAL THEORETICAL PILLARS:

1. **Design thinking & imagination:** In this book, we combine design thinking with 'marketing imagination' using a concept put forward by the renowned Harvard professor Theodore Levitt (1983; 1960).
2. **Value propositions & design:** This book depicts marketers as 'value engineers' (Kotler, 2020) who work from a 'value proposition design' (Osterwalder et al., 2014).
3. **Consumer psychology & innovation:** Because new designs are always innovative in nature, we pay particular attention to consumer psychology and how consumers deal with innovations.

In this book, we work step by step toward designing a marketing strategy. However, we do not develop this strategy into a traditional marketing plan but instead use the form of a **marketing design poster**. By focusing not on writing a plan but on visualizing a poster, the emphasis is much more on designing and presenting ideas. It is important to illustrate how these ideas are related to each other. This poster has the same function as a marketing plan but is presented on a single large sheet of paper. The poster consists of three different parts, which we discuss in turn:

- **Investigating value (Part II).** We do this using the 5C model, focusing on the Customer (Chapter 3), the social Context (Chapter 4), the Company (Chapter 5), and the Collaborators & Competitors (Chapter 6).
- **Designing value (Part III).** To ensure Value Sensitive Design, we identify your values as a designer and the core values of the organization (Chapter 7). We then design different frames for a value proposition and work out the design principles for the marketing mix (Chapter 8).
- **Creating and delivering value (Part IV).** Instead of developing a classic marketing strategy based on Philip Kotler's 4Ps (Product, Price, Place, and Promotion), we work from the value-oriented SAVE model: Solution (Chapter 9), Access (Chapter 10), Value (Chapter 11), and Education (Chapter 12).

But before creating this marketing design poster, we first lay the groundwork in Part I. Here, we discuss the intersection between marketing and design (Chapter 1) and the concept of value (Chapter 2). Then, after completing the marketing design poster in Chapter 12, Part V focuses on marketing in the context of an ecosystem and multiple value creation (Chapter 13) and on the future (Chapter 14). Each chapter in this book concludes with a summarizing mind map.



THE PARTS AND CHAPTERS IN THIS BOOK SHOWN AS MARKETING DESIGN POSTER

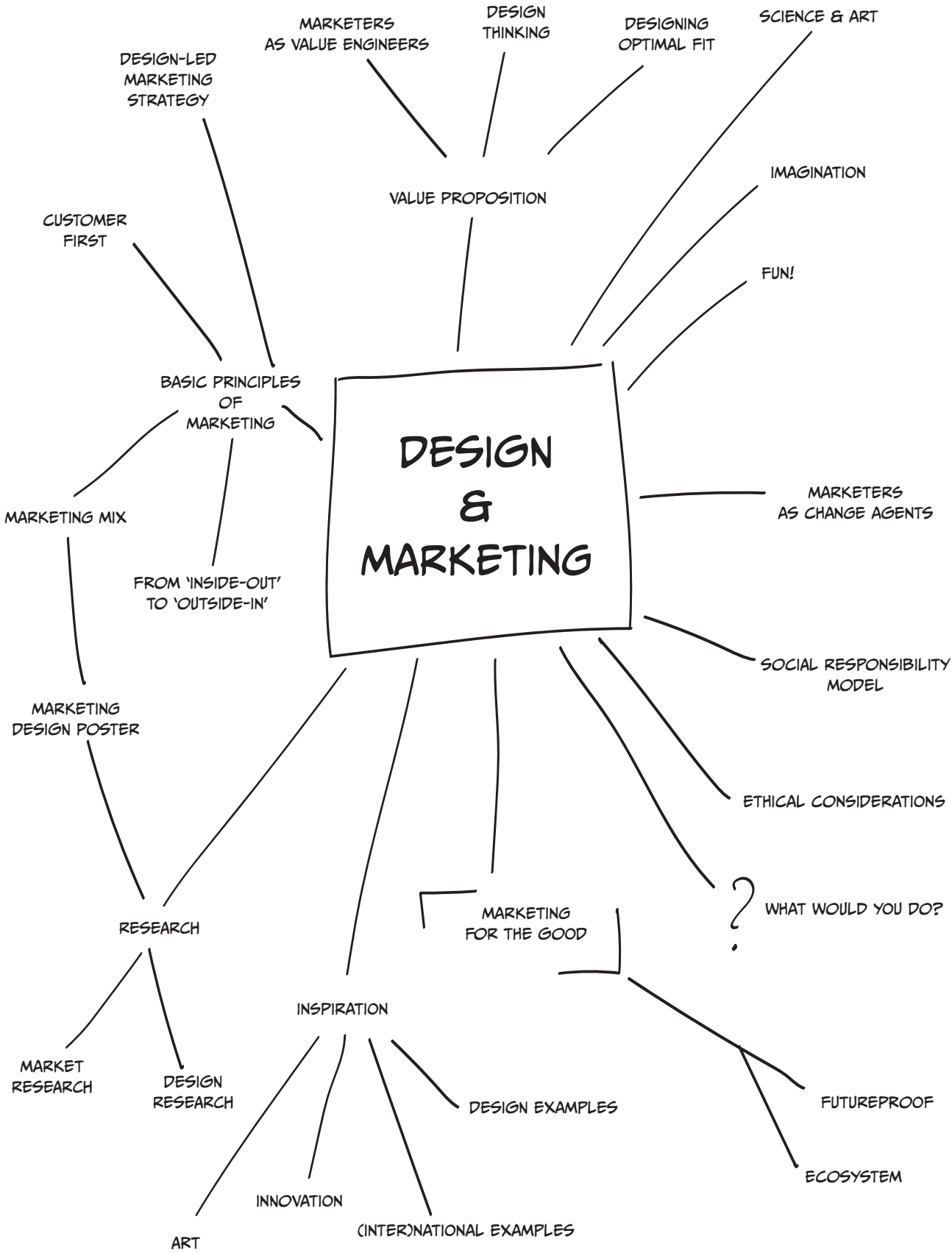
Shaping value requires learning how to design based on research findings. Although this book is not a research book, we do want to help you get started with conducting research. That is why this book comes with an additional **e-book** on market and design research. Throughout this book, you will find QR codes with the text: "Scan the QR code to download the e-book on market and design research." Get the e-book if you want to know more about how you can apply research to what you read.

Of course, you can't pay attention to every detail in your marketing design poster. That's why the poster should be accompanied by a **portfolio**. A large part of that portfolio will be about your **research**. With the marketing design poster and your portfolio, you combine marketing, market research, and design research.

- The structure of this book is in line with the Dublin descriptors:
- **Knowledge and understanding:** This book contains a wealth of substantive knowledge, ranging from strategic marketing to design science. We zoom in on the consumer brain, in particular, to gain a truly deep understanding of the customer.
 - **Application of knowledge:** In this book, we give you all the tools you need to apply the knowledge to your own organization and to design a marketing strategy for that organization using the marketing design poster.
 - **Judgment:** This book teaches you three different ways to arrive at your judgment: 1) by analyzing your data and drawing conclusions based on it, 2) by looking at the "fit" between the marketing problem and your designed marketing solution, and 3) by reflecting on marketing situations using moral values.
 - **Communication:** Value is not only something you design for your customers; it's also something you explicitly communicate to them. Communication helps the customer see the value of your solution. In Chapter 12, we specifically focus on this skill.
 - **Study skills:** In terms of study skills, we focus primarily on the core skill of every designer: the ability to zoom out and see the bigger picture while also zooming in and paying attention to the details. In the Intermezzo after Chapter 2, we will delve deeper into this skill.

LEGEND:
 When reading this book, you will regularly encounter certain elements. You can recognize them as follows:

	TIME FOR YOU TO THINK
	HERE IS A HINT OR TIP
	TIME TO GET STARTED
	SCAN THE QR CODE TO CONTINUE READING, VIEWING, OR RESEARCHING



MIND MAP OF THE CONTENTS OF THIS BOOK



CONTENTS

Preface	5
How to read this book	6
Mind map of the contents of this book	9

PART I INTRODUCTION 14

1 At the intersection of design and marketing	17
1.1 What marketing is (not)	18
What marketing is	21
What marketing is not	25
Ethical statement	28
1.2 What design is (not)	30
What design is	30
What design is not	32
1.3 Marketing as a design process: the marketing design poster	34
1.4 Challenges at the intersection of marketing and design	37
Mind map of Chapter 1	39
2 The value concept	41
2.1 What is value?	42
2.2 The subjective nature of value	43
2.3 Value Sensitive Design, purpose-driven marketing, and creating change	45
Mind map of Chapter 2	53

Intermezzo: Zooming in and out	54
---------------------------------------	-----------

PART II UNDERSTANDING VALUE 56

3 What customers want	59
3.1 Consumer psychology	60
A purchasing decision in the consumer brain	60
Hormones and biological processes	61
The dual brain and cognitive biases	62
3.2 Consumer behavior surrounding innovations	65
3.3 Differences between consumers	69
Empathy Map	71
Customer Journey Map	71
Jobs to be done'-theory	71
VALS framework	72
3.4 Marketing design poster	74
Mind map of Chapter 3	75
4 What society needs	77
4.1 Society and culture	79
4.2 Social transitions	82

From profit to multiple value creation	82
From technophobia to technophilia	83
From universal to pluriversal policy	84
4.3 Trends and developments	86
Step 1: Start with a structure	87
Step 2: Gather information	87
Step 3: Analyze data	88
Step 4: Visualize the data	88
Step 5: Impact analysis and scenarios	88
4.4 Marketing design poster	90
Mind map of Chapter 4	91

5 What the organization can offer	93
5.1 The beating heart of the organization	94
5.2 The brand	96
5.3 Strategy	102
Red ocean strategy versus blue ocean strategy	102
Push strategy versus pull strategy	103
Value strategies	104
5.4 The 7S model	107
Strategy	107
Structure	107
Systems	108
Staff	108
Style	108
Skills	109
Shared values	109
5.5 Marketing design poster	110
Mind map of Chapter 5	111

6 What others do	113
6.1 Meso analysis	115
Threat of new entrants	115
Threat of substitutes	116
Bargaining power of suppliers	116
Bargaining power of buyers	116
Competitive rivalry	116
6.2 Competitor analysis	119
Step 1: Identify your competitors	119
Step 2: Determine the comparison criteria	120
Step 3: Research and present results	121
Step 4: Analyze	122
6.3 Collaboration	123
6.4 Marketing design poster	126
Mind map of Chapter 6	127

Intermezzo: SWOT	128
-------------------------	------------

PART III DESIGNING VALUE 130

7 Values, values, and more values	133
7.1 Core values, authenticity, and trust	134
What are core values?	134
Which organizations act strongly based on core values?	135
Authenticity and trust	135

7.2	Values (and value dilemmas) of the designer	138
7.3	Self-examination	141
	Step 1. Imprint	142
	Step 2. Blueprint	142
	Step 3. Footprint	142
	Step 4. Values	142
7.4	Marketing design poster	144
	Mind map of Chapter 7	145
8	Value proposition	147
8.1	The value proposition	149
8.2	Framing and reframing the value proposition	153
	The detective board	156
	Metaphors and analogies	156
	Make it visual	157
	Crazy 8	157
8.3	Design principles	159
8.4	Marketing design poster	164
	Mind map of Chapter 8	165
	Intermezzo: Multiple value creation	166
PART IV CREATING AND DELIVERING VALUE		168
9	Design a 'Solution'	173
9.1	Product & service design	174
9.2	Things to consider in your design process	177
	One hundred percent ease of use is not always the best solution	177
	Every customer is different	178
	Think beyond the product itself	178
	Don't let functionality come at the expense of emotionality	179
	The wheel does not always have to be reinvented	180
	Focus on the essence, even if it's in the details	181
	Think about the end	182
9.3	Concept development for services, products, and packaging	183
	Ideation tool: Crazy 8	185
	Ideation tool: Brainwriting	186
	Ideation tool: Value Proposition Canvas	186
	Ideation tool: Customer Value Hierarchy	189
9.4	Marketing design poster	190
	Mind map of Chapter 9	191
10	Design 'Access'	193
10.1	WHERE is the access?	194
10.2	HOW do customers gain access?	197
10.3	WHO helps with access?	202
10.4	Generating ideas for access	204
	Ideation tool: Touchpoint Ideation	204
	Ideation tool: Accessibility Laddering	205
	Implicit Association Test	207
10.5	Marketing design poster	208
	Mind map of Chapter 10	209

11	Design 'Value'	211
11.1	Pricing	212
11.2	Valuation	216
11.3	Generating ideas	219
	Ideation tool: Price Laddering	219
	Ideation tool: Emotional Value Mapping	220
11.4	Marketing design poster	222
	Mind map of Chapter 11	223
12	Design 'Education'	225
12.1	Effective communication	227
	Communicating ≠ promoting	227
	Communicating = sharing your mission and values	229
	Effective communication and virality	230
12.2	Informing and guiding	234
	Design of instructions	234
	Encouraging different behavior	236
12.3	Ideate - education	238
	Ideation tool: Storytelling Canvas	238
	Ideation tool: Information Hierarchy Mapping	239
12.4	Marketing design poster	240
	Mind map of Chapter 12	241
	Intermezzo: SCAMPER	242
PART V RETAINING VALUE		244
13	Responsibility and the ecosystem	247
13.1	The life cycle of a design	248
13.2	Customer behavior in the ecosystem	251
13.3	The organization in the ecosystem and multiple value creation	257
	Mind map of Chapter 13	261
14	Future-proof marketing design	263
14.1	Looking ahead means looking back	264
14.2	How can you look to the future?	266
14.3	Future research	270
	Futures Wheel	270
	Scenario Thinking Canvas	271
	What if?	271
	Flight to the future	272
	Build the future	273
14.4	From innovation to exnovation	274
	Mind map of Chapter 14	275
	Final chord: the composition	276
	References	278
	Illustration acknowledgements	283
	Index	285
	About the authors	287
	GETTING STARTED WITH DESIGN THINKING	288

PART I

INTRODUCTION

Alongside you can see Picasso's painting *Les Femmes d'Alger*. In 1907, it shocked the art world. It was so radically different from everything that had come before it that it is considered a turning point in art history. Picasso made more than 800 (!) sketches before painting this geometric work without a horizon. The angular bodies, the rejection of the beauty ideal, the faces that have almost become African masks: everything about this painting was different from what people were used to at the time. The Museum of Modern Art (MoMA) in New York City, where this work is on display, says: "No other painting in the history of Western art so boldly, and baldly, confronts the viewer."

While we are not as radically different in this book as Picasso, this marketing book does have a fundamentally different view of marketing than other marketing books. It does not see marketing as part of "business and management," but as part of "design." Marketing is a design-oriented discipline, and it's specifically designers who should play a role in designing a marketing strategy. In this book, we design that marketing strategy using a marketing design poster. But before we can start, we need to lay the foundations. In this introductory section, we discuss what marketing is and what it is not, as well as what design is and is not. In the first chapter, we also discuss the development of a design-oriented approach to marketing. This design-oriented approach to marketing is driven by value. That is why we take a detailed look at the concept of value in Chapter 2.

Designing a marketing strategy requires research — both market research and design-oriented research. That is why we explain how best to research each building block of the marketing design poster. You will find some of this information in this book and some in an accompanying e-book. Now is a good time to download it so you can easily refer to it.



**"YOU HAVE TO START
SOMEWHERE.
YOU CAN ALWAYS
ERASE REALITY
LATER ON."**

PABLO PICASSO



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research.

