

# Case Design Sheet



## 1. CASE DESCRIPTION

### Shaping light to gain new markets

PARTNER	LOCATION	TIME/DURATION
CIRIDD	France	2009

## 2. DIGITAL TRANSFORMATION CHALLENGE

### 2.1. BUSINESS TRANSFORMATION

As a french designer and manufacturer of lightening devices, the company had to face many challenges in certain key markets of the company. The company dealt with these limits through the implementation of a new strategy in 2009.

### 2.2. CONCEPTUAL TRANSFORMATION

Given the current market, the company decided to change its business model. The company developed a new offer to “sell light” as a “light shaper”. This offer opened a new range of possibilities for the company. As a “light shaper”, the company highlights living, relaxing, working, leisure spaces ... while meeting the functions, uses, requirements and constraints of these spaces. To meet these requirements, the company studies the lighting of the area in situ and cross-checks with simulations.

### 2.3. TECHNICAL TRANSFORMATION

For The company, moving towards a “light shaper” offer, meant being able to offer its clients complete lightening solutions, meeting the uses of customers. To do so, the company had to move from technical specifications to functional specifications. The company reassessed the needs of its clients to get a precise understanding of their needs.

This assessment led the company to review the entire design of its products through eco-design approaches and studies of uses.

As an example of eco-design, in 2016 the company developed a new product called LUXPLAN, intended for the lighting of underground car park floors. It has been subject of technical and economic feasibility analysis, and an in-depth study of the environmental impact was carried out in collaboration with the Eco-design Life Cycle Management Organisation. LUXPLAN is a solution based

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upon LED lighting, reducing the electrical consumption, significantly increasing the lifespan and increasing the thermal and mechanical resistances, to adapt the emission of light to the needs. The materials used are recyclable, economic and ecological. The product shape was designed in such a way that it minimizes the environmental impact related to the manufacturing process. The device meets the Ecodesign Directive (renamed EUP) as well as the waste electrical and electronic equipment (WEEE) regulations.

## 3. SOLUTION

In 2013 the company joined a program called “Relief” (Rhône-Alpes: Experimenting with Innovation through Functional Economy), run by CIRIDD. It gave the opportunity to the company to develop and implement its functional economy strategy: optimizing the use or function of goods and services. It aims to create the ever-possible long-lasting use value by consuming as few material and energy as possible.

## 4. KEY SKILLS AND COMPETENCES

To succeed, the company had to develop its customer relationship management, in order to meet the needs of its clients, to qualify them and to be able to offer tailor-made solutions.

Having a good knowledge and understanding of the market is essential to develop a consistent offer. Therefore the company needs to be at the fore front of new technologies to apprehend new opportunities.

This change of strategy also requires a huge involvement and a lot of flexibility from the company, as it is impacting the whole business.

## 5. RESULTS

This offer enables the clients to:

- Reduce their energy consumption
- Control costs
- Benefit from ease of installation and maintenance

From the company side, it is a way to:

- Identify new market opportunities
- Foster innovation

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- Increase customer loyalty
- Improve product and service quality

## 6. CONCLUSIONS AND RECOMMENDATIONS

Moving towards a “light shaper” model requires a major change within the strategy of the company. This kind of change cannot be done alone easily. It is recommended to be supported in the implementation of the new strategy.

Functional economy models question the core strategy of the company. It also fosters innovation, and more particularly sustainable innovation. Eco-design happens to be another driver for innovation, consistent with functional economy development.

## 7. REFERENCES

- <https://www.eclaira.org/static/leconomie-de-fonctionnalite.html>
- <https://www.eco-conception.fr/>