

# managing design at **LEGO**

**Danish company LEGO, the world's sixth largest toy maker, has transformed the processes of its design function in recent years. These changes have streamlined product development and the processes developed by the in-house design function are now being used as a method to improve innovation across the entire business**

**LEGO has developed a new design system, called Design for Business (D4B), by which its whole innovation process is run.**

Key elements of the LEGO Design For Business process include:

- \_ The alignment between corporate objectives and design strategy
- \_ Strengthening the collaboration in core project teams containing a design, a marketing and product manager
- \_ Challenge sessions for the team during this process, run by colleagues and D4B members
- \_ The development of a standard sequence of activities for product development, with frequent evaluations and decision gates
- \_ The development of standard processes for presenting the outputs of design phases to allow straightforward comparison of different projects and options.

In the first instance, the LEGO innovation model is designed as a 'quick guide' to help foster a shared understanding and language around innovation in LEGO.

In order to prevent unnecessary redesign or replication of work without stagnating creativity, the LEGO innovation model is applied to all the four fundamental areas of business at LEGO: business, product, process and communication. In each area, activities are constantly reviewed and the right level of change is selected.

