

Exhibition Guide

展覽手冊



RED DOT EXHIBITION

THE ESSENCE OF DESIGN

CREATING VALUE

It has now been 10 years since we published the book *Design Value – A Strategy for Business Success* as Red Dot Edition publishers. The book dispels the old clichés that design is a matter of taste, or simply a question of aesthetics and inspires many other authors to confront the question of the value of design. Since then, numerous other books have appeared which examine the subject from different angles.

The book *Design Value – A Strategy for Business Success* acted as a catalyst, as it was the first to explain in a rational way how design creates value for companies and therefore providing a strategic potential the company leadership can exploit. This was new. To this day, the book has lost none of its relevance. On the contrary, for the first time in 10 years, in collaboration with the Hong Kong Design Institute an opportunity has been offered to make this topic the focal point of an exhibition, entitled *The Essence of Design – Creating Value*. A first which comes at a notable moment in time.

Unfortunately, there are still too many companies which only attract attention with their low pricing in an attempt to gain a market share through cut-throat price competition. They only have one tool in their box for maintaining their competitive position: cutting production costs. Once competition gets tougher, because cheaper

suppliers force their way onto the market, or due to manufacturing and logistics costs causing transport rise, this price competition quickly turns into a ruinous price war. Escaping from it then becomes almost impossible. Companies start going into the red. Generally, by then it is too late to change strategy. In the end, they not only lose competitive edge and cost advantages, but also their own survival in the market.

There are, on the other hand, companies that leave the competition behind by virtue of their design strength and design continuity. They differentiate themselves from their competitors through innovative, aesthetic, user-friendly and sustainable products. The exhibition *The Essence of Design – Creating Value* presents a hand-picked selection of such companies including Apple, Kärcher, Dyson, Kartell, Lenovo, Canyon and Grohe. Although these companies come from very different industries, they all have one thing in common: design is crucial to the company and brand strategy.

Design-centric companies achieve their turnover and profits not through low pricing or fierce price competition, but from the design of innovative and high-quality products. Identifying and designing their own products are the mainstay of their economic activity. Even when market and industry sectors are already highly saturated,

design-centric companies are not scared off by the wealth of products on offer but seek to pinpoint a customer-oriented benefit and distinguishing quality characteristics on which to base their product development and positioning.

A design-centric company that is worthy of this description begins with questions relating to product design in its widest application. It will not only look for something new, but also for something better. These companies do not just want to be different, but to be and become better. This mindset allows them to create value for consumers and customers, as well as for their own business.

These are the companies we focus on, and it is to them this exhibition is dedicated to. We very much hope visitors to the exhibition can gain something for their own economic or professional activities and will, in future also give the concept of “design value” their attention. It is worth it!

Professor Dr. Peter Zec
Founder and CEO of Red Dot

26 Nov 2021-
10 Apr 2022

10am – 8pm

Closed on Tuesdays, 28.11.2021,
05.12.2021, 19.12.2021

逢星期二, 28.11.2021, 05.12.2021及
19.12.2021休館

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Exhibition Website
展覽專屬網站

紅點設計展

設計 · 價值

紅點出版《設計價值—讓商業成功的策略》一書至今已
有十年。這本書摒棄了設計是品味問題或是美學問題的
陳舊觀點，激發了更多作者去思考設計的價值，啟發了
隨後由不同角度切入主題的著作。

《設計價值—讓商業成功的策略》一書擦出了最早的火
花，首度以理性的方式解釋了為甚麼設計能為企業創造
價值，向企業管理層在策略方面，提供了全新的觀點。
直到今天，這本書並沒有失去意義。相反的，十年之後
紅點與香港知專設計學院合作舉辦「紅點設計展：設
計 · 價值」展覽，首次以本書作為焦點主題，實屬最佳
時機。

遺憾的是，仍然有太多的企業以廉價招攬客戶，試圖通
過過激的價格競爭搶佔市場佔有率。它們只懂得用一種
手段來保持其競爭地位：降低生產成本。如果有更便宜
的供應商進入市場，持續上升的製造成本或物流成本，
讓競爭變得更加激烈，價格競爭很快便會演變成一場
毀滅性的價格戰，此時企業就很難擺脫困境，終陷入虧
損。在大多數情況下，再改變策略為時已晚。最終不僅
失去競爭力或成本優勢，甚至難以存活。

與此相反，有一些企業因其突出的設計能力和設計連貫
性拋離競爭對手。通過創新、美觀、人性化、同時環保
永續的產品在競爭中脫穎而出。「紅點設計展：設計 · 價
值」展示了蘋果、Kärcher、Dyson、Kartell、Lenovo、
Canyon 和 Grohe 等公司的精選產品。儘管這些公司屬
於截然不同的產業，但它們都有一個共同點：設計對於
它們的企業和品牌策略至關重要。

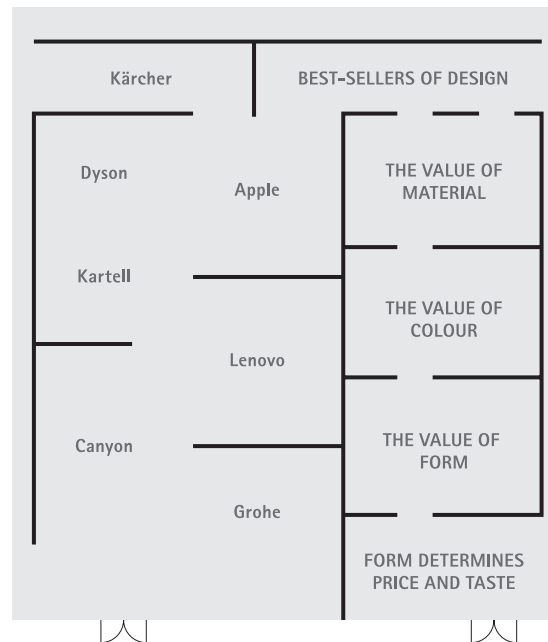
以設計為導向的企業不會在激烈的價格競爭中，通過低
價來實現銷售和利潤，而是通過創新和高品質的產品設
計。它們獲利的關鍵在於尋找定位及設計產品。即使市
場或行業已經高度飽和，以設計為導向的企業也不會被
大量的競爭產品威脅，而是根據客戶使用需求和質量差
異化開發和定位自己的產品。

一家名副其實以設計為導向的企業，會從最廣義上的產
品設計問題開始探討：它不僅是在尋找創新，更是在尋
求進一步優化。對於這些企業來說，設計不僅僅是為了
與眾不同，而是為了變得更好。以此為宗旨，他們成功
地為消費者、客戶以及公司創造了價值。

我們關注這樣的企業，並將這次展覽獻給它們。同時也
希望觀眾在自己的商業或專業領域中獲得啟發，並於
未來持續關注「設計價值」這個絕對值得深討的主題！

Peter Zec 教授
紅點創始人兼行政總裁

MAP



PART 1

Form Determines Price and Taste
設計造型決定價格和味道

The Value of Form
設計造型的價值

The Value of Colour
顏色的價值

The Value of Material
物料的價值

Becoming a Bestseller
如何成為暢銷的設計產品

PART 2

Apple
Kärcher
Dyson
Kartell
Lenovo
Canyon
Grohe

FORM DETERMINES PRICE

設計造型決定價格



Hassia Liz, HK\$48
Red Dot Winner 2010
紅點設計獎 2010



Ice Age Water Vellamo, HK\$58
Red Dot Winner 2019
紅點設計獎 2019



VEEN Velvet, HK\$92
Red Dot Winner 2009
紅點設計獎 2009



Cedeo, HK\$162
Red Dot Winner 2018
紅點設計獎 2018



AQUAGEN, HK\$55
Red Dot Winner 2015
紅點設計獎 2015

In Germany, one litre of tap water costs, on average, 0.2 cents. For one euro, you get about 500 litres of tap water. For the sake of comparison: in the USA, one litre costs only 0.05 cents, which is about 75 percent less than the cost of tap water in Germany. What is more, with good packaging design, it is possible to achieve considerably higher prices.

在德國，一公升自來水的平均價格為0.2分錢，因此一歐羅可以購買五百公升自來水。相比之下，在美國，一公升自來水只售0.05分，較德國便宜75%。稍微在包裝設計上花點心思，水的價格就可能大幅提高。

Price per litre
價格以每公升計算

THE VALUE OF FORM

設計造型的價值

A look into the past is essential to learn from earlier successes and to integrate familiar forms or materials into new products. The design strength of a company is determined by the degree to which it uses design to innovate in order to differentiate itself from the competition. Together with design continuity, it plays a key role in a company's design value.

This balancing act between tradition and innovation, design strength and design continuity is essential for brands like Braun, Sony, Motorola, Coca-Cola or Porsche.

回溯過去有助借鑑早期的成功案例，把為人熟悉的設計造型或物料應用到新產品中。一間公司的設計力取決於能否運用設計來持續創新，以求在芸芸競爭對手中脫穎而出。它與設計的連續性都是企業的設計價值核心。

這種傳統與創新、設計能力和設計連續性之間的平衡對於 Braun、Sony、Motorola、可口可樂或保時捷等品牌至關重要。



Braun Micron Plus and the new Braun Series 9 exemplify how a bridge has been built with colours and contrast of hard and soft grips.

Braun Micron Plus 剃鬚刀及新推出的 Series 9 將色彩跟軟硬物料握柄之間的關係表現得恰到好處。

An early milestone in the development of interactive design was the Sony Aibo. "Aibo" in Japanese means "pal". Given its puppy form, Aibo can awaken emotions which were previously only reserved for living beings.

在互動設計的發展方面，Sony 的 Aibo 機械狗早年劃下了一個重要里程碑。「Aibo」在日語原意是「同伴」。其小狗外型設計激發了人類以往面對動物才有的感情。



THE VALUE OF COLOUR

顏色的價值



Evolution of the red Hilti tool case from 1967 to 2017

1967年至2017年間 Hilti 紅色工具箱設計的演變

Evolution of the blue Nivea tin from 1925 to 2007

1925年至2007年間 Nivea 藍色圓罐設計的演變。



Colour is information. Colour is emotion. The same can be said about form. It is precisely in their interplay that form and colour unfold their effect and play a key role in design and communication.

Design is a strategic tool which can be used to establish a consumer brand without the need for many words. Against this backdrop, the colour's structuring function and its significance for the brand becomes unmistakably clear.

顏色是信息。顏色是情感。設計造型也是如此。顏色和設計造型的相輔相成，正能夠展現其效果，並在設計及傳意當中發揮關鍵作用。

設計是一種策略工具，可用於建立品牌形象，無需多言。在這背景之下，顏色在設計上所發揮的結構功能及對品牌的意義顯而易見。

THE VALUE OF MATERIAL

物料的價值

Materials play a key role in design and architecture. However, designers and architects sometimes fall into the trap of believing only new materials can result in modern and innovative design. Even the very best selection of the newest materials will not automatically create a good and useful form for users.

It is not the material alone that makes innovative design or the value of a product. It is the designer or architect who turns materials such as wood, metal, rubber, or plastic into a valuable object. The added value lies in the creative performance and the handling of the material.

物料在設計和建築中扮演重要的角色。然而，設計師和建築師很容易便會誤以為只有新穎的物料才能帶來現代和創新設計。其實，即使是最精良、最新穎的物料也不保證能為用家創造好用和有用的設計造型。

創新的設計或產品的價值不僅來自物料，而是設計師或建築師如何將木材、金屬、橡膠或塑料等物料變成有價值的物品。附加的價值在於創意的實踐和物料的处理。



Siemens Breakfast Set is made from brushed aluminium. Designed by Studio F. A. Porsche, Red Dot: Design Team of the Year 2021. The brushed aluminium not only gives the impression of a high-quality and durable product but is also an important part of the construction.

西門子 Breakfast Set 電器組合以拉絲鋁製成，由保時捷設計工作室設計，獲得2021年紅點年度最佳設計團隊。拉絲鋁的質地提升產品的高級感及耐久感，同時也是整體結構的一個重要元素。



Nola Kaskad lounge chair designed by Björn Dahlström is made of simple steel wire. Its elegant form and flowing design lines offer a high degree of seating comfort and make the chair a valuable design object.

Nola的Kaskad休閒椅以簡約的鐵絲纏繞而出，是Björn Dahlström的設計作品。傑出設計兼顧優雅流暢的線條和舒適感，讓這休閒椅成為一件有價值的產品。

BECOMING A BESTSELLER

如何成為暢銷的設計產品

The history of design brought forth numerous products that have changed and improved our lives, such as the Fiskars scissors, the Sony Walkman, the Siemens Breakfast Set, and the Mono A cutlery.

All of the exhibits have one thing in common: a rise to fame thanks to their consistently simple design and ease of use that contributes to which both improve quality of life.

When the first Sony Walkman TPS-L2 launched on 1 July 1979, portable radios and tape recorders were already available, but not portable cassette player. The first Sony Walkman embodies typical features of Japanese design. It is small and compact, with straight lines and a simple colour scheme. Its miniaturisation was driven by design, not by technology. By 2010, when production stopped, Sony had sold approximately 200 million Walkman cassette players.



設計史上出現過無數改變並改善人類生活的產品，其中包括 Fiskars 剪刀、Sony Walkman 隨身聽、西門子 Breakfast Set 電器組合，以及 Mono A 餐具。

今次的展品都有一個共通點——它們設計簡約、用法簡單，在提高用家生活品質之餘，產品的知名度亦隨之上升。

第一部 Sony Walkman TPS-L2 隨身聽在 1979 年 7 月 1 日公开发售，當時市面上已有不少便攜式收音機和錄音機，但便攜式卡式錄音帶播放器卻是史無前例。Sony Walkman 遵循典型的日本設計，它體積小巧，零件排列緊湊，輪廓多採用直線，色彩簡約。這種迷你卡式錄音帶播放器的製造初衷從設計出發，而非科技使然。直至 2010 年停產時，Sony 總共售出約二億部卡式錄音帶。

In 1959, designer Peter Raacke created an alternative design in response to the highly ornate silverware of the time and called it Mono A. The cutlery was different from all other cutlery: affordable, simple and made from one piece of metal — an absolute innovation. Today it is one of the top-selling cutlery sets, having sold more than five million units.

1959 年，設計師 Peter Raacke 創造了一套名為 Mono A 的餐具，以突破傳統的設計，抗衡當時風格過分華麗花巧的銀餐具。其與眾不同之處，在於它價格親民、外型簡潔，由一塊金屬一體成型，帶來革命性的轉變。時至今日，它已經成為最暢銷的餐具套裝之一，總共售出超過五百萬套。



Apple



Apple iMac Pro
All-in-One Computer 一體式電腦
Red Dot: Best of the Best 2018
紅點最佳設計獎 2018

iMac, iPhone, iPad. This triad of Apple products alone represents an entire universe of high-quality design objects that have changed the world of work and communication.

Few other companies have proven so adept at giving customer something they want before they even know it. It is the design of these products that counts.

The shift from materials like polycarbonate to materials like glass and aluminium alludes to the quality of the products and the values they convey.

iMac 一體式電腦、iPhone 智能電話及 iPad 平板電腦是蘋果旗下的三大產品，它們的出現開創了一個著重高質素設計的產品王國，改變了人們的工作和通訊模式。

主導消費者品味如此游刃有餘的企業，放眼全球寥寥無幾，獨佔鰲頭的蘋果贏在產品設計上。

他們用玻璃和鋁等物料取代俗稱 PC 塑膠的聚碳酸酯，直接提升了產品品質和價值。

Kärcher

Whether you are in the house or garden, when you see yellow cleaning equipment you think of Kärcher. Historically, Kärcher was not always yellow. Their first appliances were, in fact, blue. After the death of company founder Alfred Kärcher, his wife continued running the company, consistently aligning it with the cleaning equipment market and choosing yellow as the brand's signature colour.

"That was a deliberate decision" says Michael Meyer, Director of Industrial Design at Kärcher and responsible for the Home & Garden Products division. "Kärcher was demonstrably one of the first companies to set a trend in this sector and continues to set the tone today."

無論是身處家中還是花園裏，看到鮮黃色的清潔工具，就會聯想到 Kärcher。Kärcher 並非一開始就是黃色，品牌的首件工具其實是藍色的。公司創辦人 Alfred Kärcher 過身後，他的遺孀接掌生意，將旗下產品與市場上的清潔工具看齊，並選擇黃色作為 Kärcher 的品牌色。

Kärcher 工業設計總監及家庭與園藝部主管 Michael Meyer 表示：「那是一個刻意的選擇，Kärcher 是這個行業裏最先採用這種做法的公司之一，直至今日依然為其他品牌仿效。」



Kärcher K Mini
Pressure washer 高壓清洗機
Red Dot Winner 2021
紅點設計獎 2021

Dyson



Left 左
Illustration of AEG classic fan 1908
1908年AEG經典風扇繪圖

Right 右
Dyson Air Multiplier™
AM01 Fan 風扇
Red Dot: Best of the Best 2010
紅點最佳設計獎 2010

Dyson developed a new type of bladeless fan and created an entire product line with a consistent look and feel. It is the perfect embodiment of design strength and design continuity, expressing their innovation and evolution of form. Geometric shapes like the ring and the cylindrical base are used for different products, from the air multiplier to the latest air purifier.

In terms of material, Dyson mainly uses ABS plastic, the same used in Lego bricks. ABS belongs to a group of highly impact-resistant copolymers, and Dyson uses the material to shape the coherent appearance of their products.

Dyson 發明了無扇葉風扇，繼而發展了一條外觀及風格統一的产品線。這是兼顧設計能力與設計連貫性的絕佳範例，強調了創意和造型的演變。品牌靈活運用幾何設計，包括中空圓環和圓柱底座，製造出各種產品，例如具備氣流倍增技術的風扇，以及最新型號的空氣清新機。

至於物料方面，Dyson 的產品與樂高積木一樣，主要採用 ABS 樹脂製成。ABS 樹脂是一種防撞性能極高的分子聚合物，而 Dyson 則以這物料塑造其產品的統一造型。

Kartell

Kartell was founded in 1949 in Italy by Giulio Castelli. In 1988, his son-in-law, Claudio Luti, who until then had been active in the fashion industry, took over the company. He turned the furniture manufacturer into a lifestyle brand.

Kartell's collaboration with designers such as Philippe Starck, Antonio Citterio, Alberto and Francesco Meda as well as Piero Lissoni resulted in numerous iconic design.

The breakthrough came in 1999 when after years of research and material innovation, Kartell became the first company in the world to produce furniture made of polycarbonate. The material still characterises the brand today.

Giulio Castelli 於1949年在意大利創辦 Kartell，並於1988年交由之前從事時裝行業的女婿 Claudio Luti 接手。他努力將家具製造商發展成一個生活品牌。

Kartell 與多位設計師合作，包括 Philippe Starck、Antonio Citterio、Alberto 與 Francesco Meda 父子，和 Piero Lissoni，成果纍纍。

1999年，經過多年的研究，加上物料革新，Kartell 成為全世界第一家用聚碳酸酯（即 PC 塑膠）家具製造商，迎來了品牌歷史上的突破。直至今日，聚碳酸酯仍然是品牌的招牌特徵。

Kartell Uncle Jack

Sofa 梳化椅

Red Dot: Best of the Best 2016

紅點設計獎 2016



Lenovo



Lenovo ThinkPad 25
Laptop 手提電腦
Red Dot Winner 2018
紅點設計獎 2018

Lenovo's ThinkPad-branded laptops originally were the property of International Business Machines Corporation (IBM) and a milestone in the design history of laptop computers. The strikingly simple design was primarily created by German designer Richard Sapper, inspired by the concept of the Japanese bento box.

In 2005, Lenovo bought IBM's personal computer business for \$1.25 billion. Consumers were loyal to ThinkPad and Lenovo succeeded in attracting new users and buyers.

Lenovo has been applying the brand extension strategy very successfully in recent years. Today they produce and sell not only laptops under the "Think" brand, but also monitors, PCs, desk lamps, headphones and augmented reality headsets.

Lenovo 旗下的 ThinkPad 手提電腦系列原為 IBM 擁有，是手提電腦設計史上的一個里程碑。ThinkPad 的極簡設計最初由德國設計師 Richard Sapper 構思，靈感取自日本便當飯盒。

2005年，Lenovo 以12.5億美元收購了 IBM 的個人電腦業務。由於 ThinkPad 的擁躉對這款產品非常忠心，Lenovo 因此吸引了新的用家和顧客。

Lenovo 近年的品牌延伸策略非常成功。Think 系列除了生產及銷售手提電腦，還有顯示屏、電腦、檯燈、頭戴式耳機和擴增實境頭戴式裝置。

Canyon

The German company Canyon is one of the world's leading manufacturers of road bikes, mountain bikes, triathlon bikes, fitness bikes, urban bikes and children's bikes. Like no other company in the bicycle industry, it stands for the combination of technology, design and quality.

Canyon succeeds in applying one design and brand language to different bikes. Simplicity, precision and dynamics are basic elements of their design ethos.

The company's designers and engineers have achieved outstanding products and a fantastic brand. Equally fascinating is the unique and sustainable company growth.

德國公司 Canyon 是世界頂尖的單車製造商，旗下單車種類包括公路車、山地車、三項鐵人車、健身車、休閒車及兒童車等。Canyon 堅守科技、設計和品質的結合，在單車製造業內首屈一指。

Canyon 成功將一種設計和品牌語言應用在不同的單車型號裏，簡約、精準並符合最佳動力學是他們設計的基本元素。

其設計師和工程師成功創作了傑出的產品和品牌形象，公司獨一無二的永續發展方向也是它值得自豪的地方。

Canyon Precede: ON CF 9
E-city Bike 電動休閒單車
Red Dot: Best of the Best 2021
紅點最佳設計獎 2021



Grohe



Grohe Concetto Professional
Kitchen Tap 廚房水龍頭
Red Dot Winner 2017
紅點設計獎 2017

Grohe is a leading global brand for complete bathroom solutions, kitchen fittings and innovative sanitary products. Grohe products bear the "Made in Germany" seal of quality.

For many decades, the Grohe brand has focused on the values of technology, quality, design and sustainability. Innovation and design are closely coordinated and are supporting pillars of the corporate strategy.

Since 2014, Grohe has been part of the international brand portfolio of LIXIL Group Corporation, a company listed on the Tokyo Stock Exchange. LIXIL is the world's leading sanitary ware manufacturer.

Grohe 是全球領先的浴室及廚房衛生設備品牌，產品標榜「德國製造」，是品質的保證。

幾十年來，Grohe 一直致力著眼於科技、品質、設計和永續發展的品牌價值。創意和設計兩者相輔相成，成為企業策略的重要支柱。

自2014年起，Grohe 加入日本驪住集團，成為他們旗下的重要國際品牌。驪住集團為東京證券交易所上市公司，是世界頂尖的衛浴設備製造商。

HKDI GALLERY

HONG KONG DESIGN INSTITUTE

Affiliated to the Hong Kong Design Institute (HKDI), HKDI Gallery is a dynamic exhibition space with unique vision, with a track record of engaging with parties at home and abroad, including internationally acclaimed museums, designers and curators. With contemporary design as the cornerstone, HKDI Gallery presents a series of top-notch exhibitions every year ranging on graphic design, architecture, fashion, product design, multimedia and so on, including the retrospective for the Pritzker Prize-winning Spanish architect Rafael Moneo, the solo exhibition for the Oscar-winning artist Tim Yip, the retrospective for Hong Kong design legacy KAN Tai-Keung, the Asian debut largest solo exhibition for one of the most influential German industrial designer Konstantin Grcic, the exhibition of Japanese posters in 20th century, etc. Conjoining the design expertise of Hong Kong Design Institute, HKDI Gallery inspires tomorrow's creative talents and promotes design education & creativity to everyone by staging museum-standard exhibitions and education workshops.

隸屬香港知專設計學院(HKDI)，HKDI Gallery 為一充滿活力及視野的展覽場地。每年我們均會與海內外不同單位，如國際知名博物館、設計師、策展人等合作，以當代設計為議題，舉辦涵蓋平面設計、建築、時裝、產品設計及多媒體等類別的一系列頂尖展覽。例如西班牙國寶級建築師 Rafael Moneo 回顧展、奧斯卡得獎者葉錦添個展、香港著名設計師靳埭強個展、德國工業設計師 Konstantin Grcic 及日本二十世紀平面海報展等。我們結合學院於設計教育的專長及優勢，以展覽及工作坊形式，拓闊大眾及學界的設計視野，激發設計思維。

Supporting Organisations 支持機構



HKDI GALLERY

HONG KONG DESIGN INSTITUTE

RED DOT EXHIBITION

THE ESSENCE OF DESIGN 紅點設計展：設計 · 價值

CREATING VALUE

Organiser 主辦

Members of VTC Group VTC 機構成員



Co-organiser 協辦



red dot