

### Delivering warmth with Baxi

#### The Client

Through their heating, hot water products and the iconic back boiler, Baxi have been keeping Britain's homes nice and warm for 150 years. They are a market leader in the manufacturing of gas and electric home heating products.

Operating as part of the BDR Thermea Group, Baxi owns nine major brands, including Main Heating, Megaflo, Potterton, Remeha, Andrews Water Heaters and Heatrae Sadia. Baxi employs 1,600 people across five sites located in Warwick (where headquarters are based), Dublin, Norwich, Preston and Wokingham.

#### The Challenge

Traditionally, Baxi have focused on understanding and strengthening relationships with their product distributors, heating engineers and installers. However, currently over half of the typical UK household's fuel budget is spent on heating and hot water. Baxi, therefore, wanted to understand how to better service its end users with their existing capabilities to maximise its capacity, diversify its offering, help increase efficiency and reduce fuel poverty.

#### The Solution

We helped Baxi plot a more user-centric approach, to develop and explore innovative ways of 'Delivering Warmth' to UK homes. Our role was to expand Baxi's innovation capabilities, through hands on Design Thinking coaching and enable design-led innovation across the company. We worked closely with Baxi's Consumer Innovation Team and staff across the company's three UK sites, to deliver Design Thinking training and implementation:

- This began by developing a deep understanding of the motivations and behaviours of people using hot water and heating in their homes, drawing up their persona's and mapping out their emotional journeys
- Gathering insights and understanding about heat and hot water in parallel sectors
- We brought together big ideas from inspirational speakers
- With the Innovation team and through a company-wide Idea Week, engaging more than 70 Baxi staff, we rapidly ideated and mocked up over 450 new ideas
- We developed top ideas further in co-creation sessions with new users



## Outcomes

Working with Baxi to adopt and implement a user-centric approach within its innovation strategy yielded 4 new concepts, which were pitched to Senior Leadership. Through working with the Baxi team and spending time with people in their homes, the project got to get a real insight into how people warm their homes. We also developed a bespoke Design Thinking toolkit for Baxi, equipping their teams with a methodology and the tools to be able to repeat the process in the near future.

*“With the approval of our senior leadership team we set up a 12 week programme working to the double diamond design process model. Tenshi helped up scope out the project. We didn’t just want a training programme, or a few exercises. We wanted new skills, a tool kit with longevity and some really good insights. The Discovery stage of the double diamond is the bit that tips the difference in the quality of ideas you can later generate on. We were eager at first to get to the ideas, but in the discovery stage we learned attitudes and perspectives we wouldn’t have known otherwise.” Oliver Moffat - Baxi*

450

Ideas Generated

70

Staff Engaged

4

Design Concepts

Brave, Inspiring, Resourceful

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