

Design with Purpose: A Humanistic Strategic Proposal for Diocesan Commerce.

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Diseño con propósito: una propuesta estratégica humanista para el comercio diocesano

Disseny amb propòsit: una proposta estratègica humanística per al comerç diocesà

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ABSTRACT

This article presents the case study “*Design with Purpose: A Humanistic Strategic Proposal for Diocesan Commerce*”, developed within the academic framework of the University of Deusto. The study responds to a commission from the Diocese of Bilbao to reimagine Jakinbide bookstore in the context of declining profitability and social disengagement. Applying the Design Council’s Double Diamond methodology, the project conducted a comprehensive diagnostic and identified strategic opportunities that transcend purely commercial considerations. The resulting value proposition seeks to reposition the bookstore as a cultural and social hub aligned with the diocesan mission, emphasizing three pillars: the democratization of the Catholic mission, the fostering of cultural community, and the fight against disinformation and despair. The case demonstrates how design, understood as a human-centered process, can serve as a lever for transformation within religious and social institutions, while also highlighting the role of the Jesuit university as an agent of hope.

Key words: Strategic Design, Design Methodology, Design, Design Driven Innovation, Human Centred Design

RESUMEN

Este artículo presenta el estudio de caso “*Diseño con propósito: una propuesta estratégica humanista para el comercio diocesano*”, desarrollado dentro del marco académico de la Universidad de Deusto. El estudio responde a un encargo de la Diócesis de Bilbao para reimaginar la librería Jakinbide en un contexto de descenso de la rentabilidad y de desvinculación social. Aplicando la metodología Double Diamond del Design Council, el proyecto realizó un diagnóstico exhaustivo e identificó oportunidades estratégicas que trascienden las consideraciones puramente comerciales. La propuesta de valor resultante busca repositionar la librería como un centro cultural y social alineado con la misión diocesana, enfatizando tres pilares: la democratización de la misión católica, el fomento de la comunidad cultural y la lucha contra la desinformación y la desesperanza. El caso demuestra cómo el diseño, entendido como un proceso centrado en las personas, puede servir como palanca de transformación dentro de instituciones religiosas y sociales, al mismo tiempo que destaca el papel de la universidad jesuita como agente de esperanza.

Palabra clave: Diseño estratégico, metodología de diseño, diseño, innovación impulsada por el diseño, diseño centrado en las personas



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RESUM

Aquest article presenta l'estudi de cas "Disseny amb propòsit: una proposta estratègica humanística per al comerç diocesà", desenvolupat dins del marc acadèmic de la Universitat de Deusto. L'estudi respon a un encàrrec de la Diòcesi de Bilbao per reimaginar la llibreria Jakinbide en el context d'una disminució de la rendibilitat i del desenganxament social. Aplicant la metodologia Double Diamond del Design Council, el projecte va realitzar un diagnòstic exhaustiu i va identificar oportunitats estratègiques que transcendeixen consideracions purament comercials.

La proposta de valor resultant busca reposicionar la llibreria com un pol cultural i social alineat amb la missió diocesana, posant èmfasi en tres pilars: la democratització de la missió catòlica, el foment de la comunitat cultural i la lluita contra la desinformació i la desesperança. El cas demostra com el disseny, entès com un procés centrat en les persones, pot servir de palanca de transformació dins d'institucions religioses i socials, alhora que destaca el paper de la universitat jesuïta com a agent d'esperança.

Paraules clau: Disseny estratègic, metodologia de disseny, disseny, innovació impulsada pel disseny, disseny centrat en les persones.

1. INTRODUCTION

This study examines how Jesuit universities generate hope and drive social transformation through applied engineering and design projects. It explores how these institutions can counter neoliberal commercial models by embracing a humanistic approach that fosters purpose-driven leadership and socially grounded innovation.

Over recent decades, design has evolved beyond functionality and aesthetics to include emotional and psychological dimensions that directly affect human well-being. Don Norman¹ introduced "emotional design," emphasizing that user experience arises from three processing levels—visceral, behavioral, and reflective—which foster trust, pleasure, and control. Likewise, Peter Desmet² contends that design can enhance subjective well-being not only by reducing negative emotions but by intentionally eliciting positive ones such as hope, pride, and serenity.

Ezio Manzini³ has expanded the field by highlighting design's role in fostering social innovation. He views design as a catalyst for sustainable transformation through collaborative networks and participatory solutions. The strategic value of design⁴ is also increasingly recognized, with designers bridging creativity and business to address complex challenges.

Within this framework, the Bachelor's Degree in Industrial Design at the University of Deusto's Faculty of Engineering (Bilbao) serves as a case study illustrating how Jesuit universities foster innovation projects that promote hope and social well-being through designed processes. Specifically, this paper examines the

student-led project "*Strategic Analysis and Business Model Proposal for a New Bookstore in Bilbao*," conducted in collaboration with the Diocese of Bilbao and presented in June 2023.

Jakinbide Liburudenda, a small diocesan bookstore in central Bilbao, serves as the project's focus. Operating without a formal strategic statement, it positions itself as the diocesan bookstore with the widest selection of religious literature in the Basque Country. The project arose from a key commercial challenge: its existing business model is no longer viable, and its value proposition has not adapted to the changing needs of the Diocese or the broader Bilbao community. Jakinbide's strategic context is shaped by its upcoming relocation—alongside *Kidenda Comercio Justo*—to a new commercial space in downtown Bilbao. Kidenda is a social initiative promoted by *Alboan*, *Cáritas* and *Misiones de Bilbao*, whose main purpose is to promote fair trade through the sale of quality (gourmet) products and social awareness to encourage responsible and critical consumption that builds a more just and equitable world. The here analyzed project's main goal is to design a strategic proposal supporting this transition, laying the groundwork for Jakinbide to become a more attractive, profitable, and innovative enterprise in its new setting.

Historically, Jakinbide Liburudenda's mission has been to serve the Diocesan Church and ecclesial community by providing religious books and liturgical materials for parishes and schools, without an initial focus on profitability. The current strategic initiative, led by the Diocese of Bilbao, aims to develop a more appealing and self-sustaining model to ensure economic viability. This transition also offers an opportunity to share Ignatian values with the wider public, positioning the bookstore as a potential social catalyst. Ignatian values⁵ (or the values of the Ignatian tradition / the Society of Jesus) can be briefly defined as a set of formative principles that guide education and personal life from Ignatian spirituality. These include *cura personalis* (care for the whole person), *magis* (the pursuit of what is better or more for the common good), "being people for and with others," discernment, justice, and excellence. They are understood in an integrated sense of service, reflection, and commitment.

The project culminates in a strategic proposal positioning Jakinbide Liburudenda as a critical and constructive cultural hub serving the community. It focuses on social justice, sustainability, applied ethics, and spirituality, aligning with the Catholic Church's educational mission and Gospel values to promote the common good.

To address this, the project was structured around the Double Diamond⁶ methodology, an iterative design framework characterized by divergent and convergent thinking phases (Figure 1).

The two diamonds illustrate a structured creative process: the first emphasizes broad exploration and problem definition, while the second focuses on developing and delivering a concrete solution. Divergent thinking encourages open exploration of all possible issues, ideas, emotions, and factors, whereas conver-

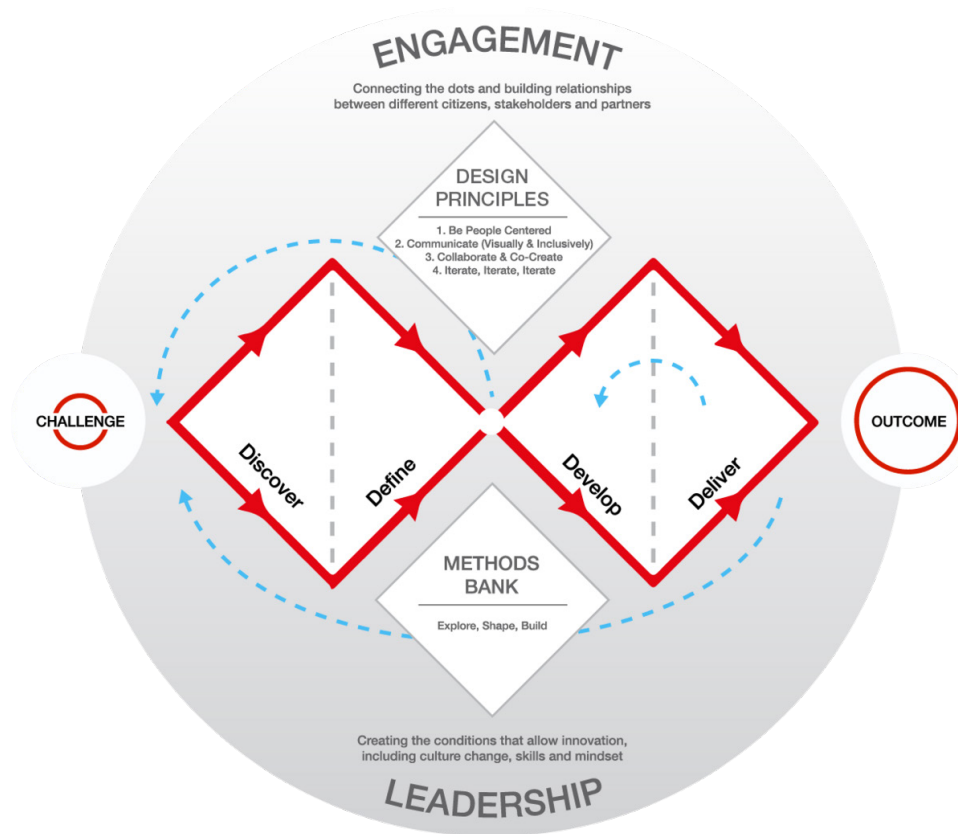


Figure 1. Double Diamond methodology. Source: UK Design Council.

gent thinking synthesizes and refines them into clear, actionable insights.

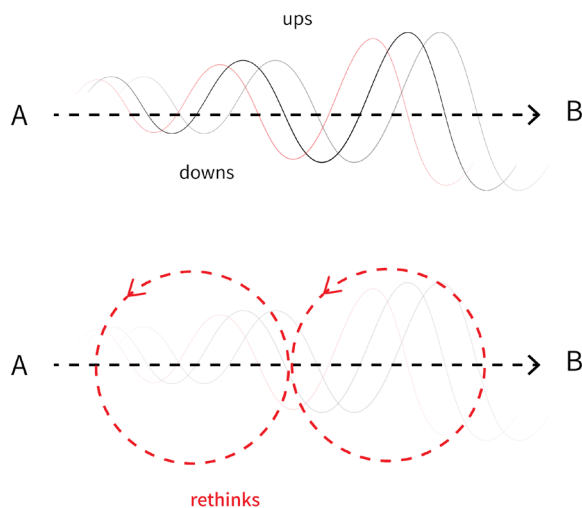


Figure 2. Design Methodology's iterative process.

Figure 2 highlights the dynamic, iterative movement between divergent (expanding knowledge) and convergent (condensing insights) thinking. Points A and B mark the problem and solution, while the red arrows illustrate that design is rarely linear. This approach closely aligns with human-centred design⁷, emphasizing empathy, iteration, and deep stakeholder engagement.

2. MATERIALS AND METHODS: CASE STUDY

Following the framework by Ebneyamini and Sadeghi Moghadam⁸, this case study is classified as descriptive, intrinsic, evaluative, and single. It describes and discusses an academic project developed at the University of Deusto. Data is grounded in a documentary review of project materials (e.g., student-led workshop and interview records, and project reports), followed by a critical analysis assessing strategic design's potential for social innovation within the framework of Ignatian values. The qualitative methodology has a dual purpose: (i) descriptive, organizing project elements and outcomes; and (ii) evaluative, examining the case's contribution to positioning the university as an agent of social transformation. Ultimately, the study explores how strategic design processes at the University of Deusto align with Ignatian principles of social justice and community service.

The project's research phase included multiple conversations with key players (such as the General Secretary of the Diocese, the heads of Jakinbide and Kidenda, and staff from Mutualia and BAM), as well as questionnaires for potential users (more than 80 conclusive responses). To analyse the user experience, a group dynamic was carried out with 31 participants and a focus group with 5 participants. This process finished with a student-led detailed formulation of the value proposition, mission,

vision and business model for Jakinbide Liburudenda, based on the insights gained from this comprehensive strategic analysis.

3. RESULTS

Aligned with the Double Diamond⁶ methodology, the project begins with a strategic multi-perspective analysis to deeply understand the contextual dynamics, empathize with the stakeholders involved, and critically assess how the identified challenge affects and is affected by its environment.

First Diamond: Discover and Define

The first phase focuses on an in-depth situational analysis of Jakinbide Liburudenda, using a combination of qualitative and desk research methods. Figure 3 shows the student-led exploratory research process carried out in this Discover Phase, which begins with three semi-structured interviews with key stakeholders from the Diocese of Bilbao and partner organisations (Jakinbide and Kidenda).

A conversation with the Secretary General of the Diocese revealed that Jakinbide lacks a formal strategic statement (mission, vision, values) and was historically

founded to serve the diocesan community (religious institutions and schools), rather than to operate as a profitable business. He emphasized that educational action and *Cáritas* are the two main drivers of the Church's social value in Bizkaia. Jakinbide employees stressed the urgency of a brand renewal and expressed concern about losing loyal customers after the relocation.

The conversation with staff from *Kidenda Comercio Justo* highlighted that the shop operates primarily as a project for social transformation and awareness-raising, generating most of its income (approximately 60%) from external sales managed from its back office. This makes the workspace adjacent to the shop essential, and its value proposition is grounded in quality and social justice. Both Jakinbide and Kidenda share logistical concerns regarding the new location but recognize the potential for synergies in co-creating a shared space that fosters cultural activity and provides an area for social interaction.

Interviews were complemented by field observations and organizational documentation review via: safari (exploratory, in-context observation to identify patterns and opportunities without intervention); shadowing (direct accompaniment to understand an individual's experience, decisions, and pain points); and a strategic analysis of the businesses' current state. This analysis

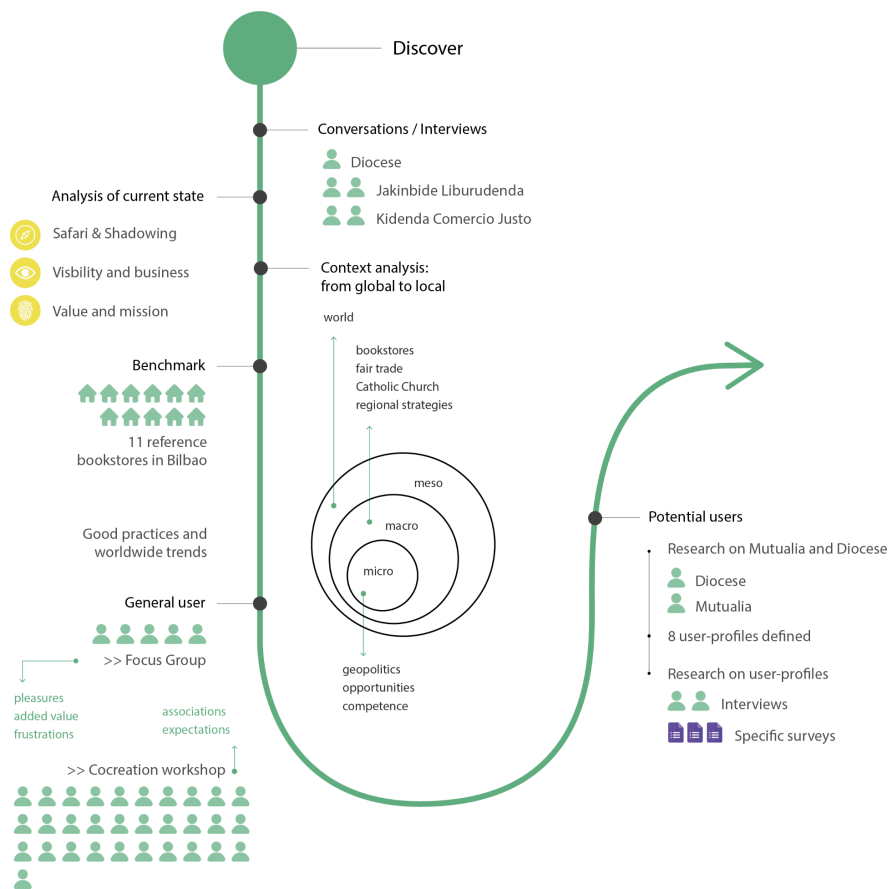


Figure 3. Overview of the actions carried out during the Discover Phase.

Table 1. Summary table of PESTEL analysis.

	Bookstore Sector	Fair Trade	Catholic Church and books	Regional (Basque) strategies
Political Legal	Subject to support for book production and the promotion of reading (Law 10/2007) and aid programs such as the Bono Cultural Joven. Regulated by the Basque Library Law (Law 11/2007).	Promoted by organizations aiming to transform economic structures. It has been criticized for potentially creating imbalances in local markets.	Pope Francis promotes reform and transparency, tackling controversial issues such as sexual abuse. The Church is a 'rigid' institution that struggles to adapt to rapid social change.	RIS3 Euskadi identifies Cultural and Creative Industries as a strategic priority and area of opportunity.
Economic	Stable pre-pandemic turnover; increase in 2021 (except for textbooks). 16.7% of bookshops' average turnover comes from stationery sales. CEGAL platforms (todostuslibros.com) seek to improve the sector's economic situation.	Sales in Spain reached €46 million in 2020, with growth of 30%. Profit margins are typically small.	Significant decline in resources and income, creating a need for structural adaptation. Educational and social work (schools, Caritas) accounts for a large proportion of the budget (70-80% of Bizkaia's overall budget).	The Basque District of Culture and Creativity (BDCC) supports the professionalisation of ICC companies. The Strategic Plan for Culture 2028 seeks to revitalise the cultural system.
Social	Increased book consumption following the pandemic ('refuge reading'). Strong adoption of digital reading platforms. Religious literature has declined. Greater density of bookshops in communities in northern Spain.	Fair trade generates awareness and social responsibility among consumers. Consumers seek quality and social/environmental responsibility.	Decline in Catholicism in Bizkaia, with less influence among young people. Society is more cosmopolitan and pluralistic, with a more open 'spirituality market'. The Church retains esteem for its transmission of values.	Growing awareness of cultural diversity and social equity. Emphasis on culture for healthy ageing and integration.
Technological	Increase in online sales and in-store collection. Market analysis tools (LibriRed Power BI) and document exchange (SINLI) promoted by CEGAL. Growing use of emerging technologies (augmented reality, self-checkout).	Need to modernise the computer system and online marketplace for effective management.	The Church as an institution is a 'great dinosaur' struggling to adapt to the pace of social and technological change.	The RIS3 Basque Country strategy addresses the digital transition and new forms of cultural content consumption.
Environmental	Growing global concern about climate change and biodiversity loss. The business model may tend towards consumerism. The focus on the circular economy is relevant.	Promotion of sustainable development and respect for the environment through ethical production. Vulnerability of Fair Trade production to climate change (droughts).	The Church values caring for nature. Jakinbide's values will be linked to ecological and sustainable discourse, in line with Kidenda.	The PCTI is committed to circular economies and new, more circular business models.

included Porter's competitive strategies⁹, a business model examination, a visibility-vector assessment, and a preliminary student-led deduction of the organizations' underlying purpose and strategic intent.

Three contextual levels were analyzed: (1) the meso-environment, addressing global trends and paradigms shaping the book industry; (2) the macro-environment, analyzed through a PESTEL framework (political, economic, social, technological, environmental, and legal factors) with a focus on regional and sectoral influences; and (3) the micro-environment, examining local dynamics in Bilbao and mapping direct competitors.

Analysis of the meso-environment situates the project within a global landscape marked by accelerating technological change, increasing uncertainty (accelerating insecurity and misinformation), and demanding rapid institutional adaptation¹⁰. Globalization fosters greater awareness of cultural diversity and social equity, advancing gender equality and minority rights. The United Nations Human Development Report¹¹ suggests responding to this instability by focusing on investment, insurance, innovation, and cultural change.

The PESTEL analysis was conducted by thematic blocks of strategic relevance for Jakinbide's new project: the bookstore sector, fair trade, the Catholic Church and religious books, and regional Basque strategies. A summary table of the PESTEL analysis is presented below (Table 1).

Microenvironment analysis focuses on the establishment's context in Bilbao's Abando neighborhood—a central area with high income, educated population,

businesses, and tourist traffic. The bookstore's new location is a multifunctional headquarters, housing the Diocese of Bilbao's curia, a Mutualia clinic, and the BAM (Begoñako Andra Mari) teacher training university. This location offers multiple opportunities for Jakinbide and Kidenda due to the large flow of potential users (employees, students, patients, tourists). Proximity to educational institutions and academies also represents a significant source of stationery demand. Competitively, the new business must differentiate itself from Librería San Pablo (religious specialization) and established retailers like Goya. The location further facilitates synergies with hospitality businesses and socially oriented entities, such as the Itaka Foundation.

A benchmarking study identified eleven prominent Bilbao bookstores and compiled global best practices and innovation trends in the independent bookstore sector. Insights summarized as:

1. Differentiation through small, curated catalogs with specific thematic focuses, such as art and design (ANTI), feminism (Louise Mitchel), or collecting (Astarloa), emphasizing literary quality and the bookseller's expert knowledge.
2. A dominant trend is transforming the commercial space into a venue for cultural activity and social interaction, so-called "cultural hub". Bookstores like ANTI or Librería Cámara organize programs (exhibitions, workshops) to foster community.
3. The popularity of bookstore-café or bars (e.g., El Péndulo, La Jerónima) is confirmed.

4. Reference projects (Libu, Semicolon) demonstrate a bookstore can pursue a direct social mission (e.g., combating poverty) aligned with the values of the Society of Jesus.
5. Valued practices leverage data or technology to enhance the in-store experience, such as integrating online reviews or providing online catalog checks (Amazon Bookstore, Bukz).
6. An opportunity exists to emphasize local Basque design (DendAZ), sustainability, and second-hand goods (Libu, Re-Read) to attract a conscious audience.

Insights were synthesized using a SWOT analysis¹² (Table 2), supported by user-centered design tools for experience and value proposition mapping. SWOT analysis is a strategic methodology that integrates internal (strengths, weaknesses) and external (opportunities, threats) factors to assess competitive position,

identifying sustainable advantages, anticipating risks, and optimizing strategy.

In line with Human-Centred Design principles, the project included a comprehensive user analysis. A co-creation session with 31 participants was held to uncover associations, expectations, and emotional frameworks regarding bookstores and cultural spaces. Participants were selected for diverse profiles in gender, age (19–63 years), and occupation (Figure 4). The sample included both academic and professional profiles, with an approximately balanced gender ratio (58% female, 42% male).

It is relevant to note that the sample aimed for high Catholic representation (practicing or non-practicing) (Figure 5), consisting primarily of local residents with medium-to-high purchasing power, consistent with the neighborhood’s profile. Nevertheless, the sample has limitations regarding diversity in terms of origin, race, religion, or childhood background, which future studies could explore for greater analytical depth.

Table 2. SWOT Matrix on the analysis of the current business, its context, and benchmarking.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> . Financial support and infrastructure provided by the Diocese of Bilbao. . Largest selection of religious books in the Basque Country. . Knowledgeable, friendly, and highly experienced staff. . Kidenda as a strategic ally: strong social transformation mission and values, high-quality and ethical products, and a robust presence on social media and in awareness-raising and volunteer activities. 	<ul style="list-style-type: none"> . Lack of a defined strategic statement. . Offering focused on religious books (a declining niche, sometimes perceived as unappealing). . Requires investment in software and an online store. . Outdated visual identity and unattractive physical space.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> . Strategic location: high purchasing power and a steady flow of people. . Opportunities for synergies: Kidenda, educational institutions, local commerce, and diocesan entities (Cáritas, Itaka). . Potential for an innovation-driven strategy. . Church: legitimized as a promoter of values and social action. . Trends: hybrid spaces (café), cultural hubs, and thematic specialization. . Global challenges: opportunity to position the bookstore against misinformation and despair by promoting democratic and sustainable values. 	<ul style="list-style-type: none"> . Decline in the number of churchgoers and consumption of religious books. . Strong direct competition from the specialized bookstore San Pablo and established general bookstores (Elkar, Goya). . Trends toward digital book consumption. . Neighborhood opposition to the new diocesan building and uncertainty regarding project timelines. . Risk of losing regular customers due to the relocation.

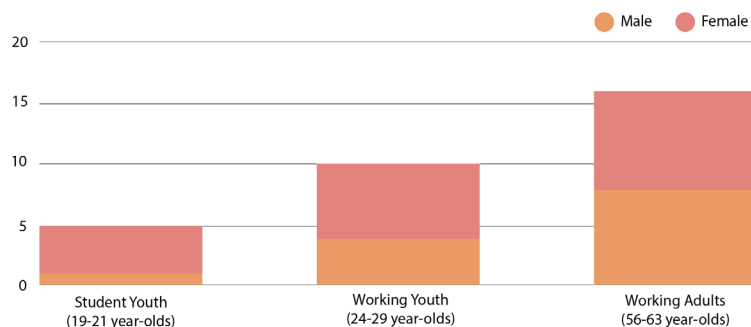


Figure 4. Cocreation workshop participant gender, age and occupation summary.

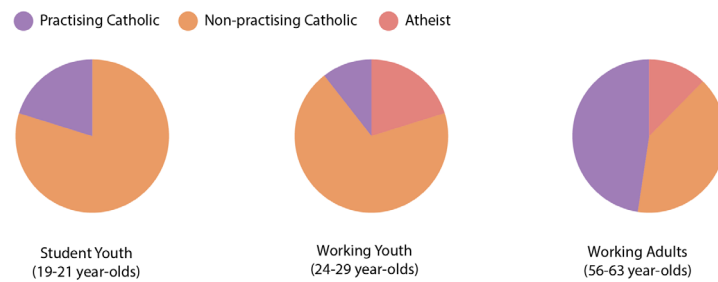


Figure 5. Cocreation workshop participant religion summary.

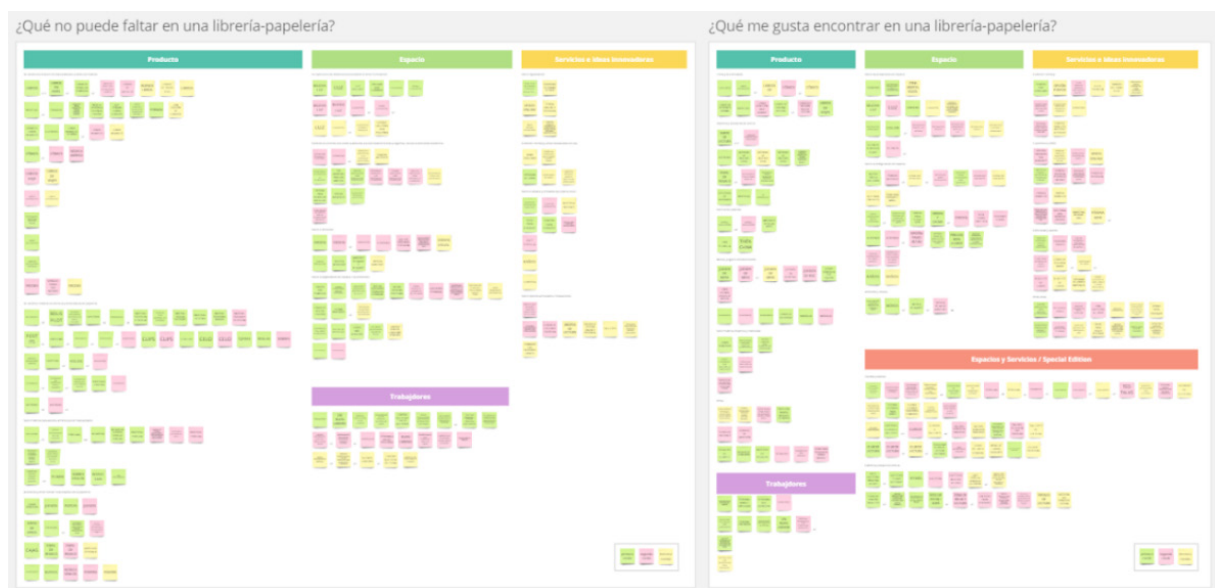


Figure 6. Affinity mapping insights gathered from the co-creation session.

Insights from this session were clustered and interpreted using the Affinity Mapping¹³ method (Figures 6 and 7), and further explored through the Experience Wheel¹⁴, which helped articulate emotional touchpoints within the customer journey.

A focus group also investigated the affective and experiential dimensions of user interactions with bookstores, examining pleasure sources, consumption habits, frustrations, and emotional associations. Analysis applied Jordan’s human factors for pleasure¹⁵ (physiological, psychological, social, and ideological), identified user pains across the customer journey, and mapped them using the Experience Scope Framework¹⁶. This framework classifies impact on the user into four quadrants: task completion, achievements, well-being, and values. The user analysis reveals several strategically relevant points:

- The typical user seeks a bookstore experience that balances calm and visual order with excitement and discovery.
- Gift-giving is a common bookstore use.
- Religious books are initially perceived as unappealing (especially by younger users), but expo-

sure to them elicits a positive association with knowledge, values, and spirituality.

- Fair Trade products are often perceived as expensive, though younger users link them to responsibility and social justice.
- Potential diocesan building users (Mutualia, BAM, Diocese) value justice, respect, and empathy, suggesting a strategic focus on spirituality, pedagogy, and creativity.
- The bookstore should specialize in quality stationery rather than basic supplies, as offices have their own suppliers.
- A clear business opportunity exists in becoming the official, competitive supplier for adjacent diocesan entities (BAM, Cáritas, etc.) for office materials and resources.

Key outputs of the First Diamond

The First Diamond’s key outputs fall into two categories. Firstly, based on the Kano Model¹⁷, user needs and expectations were categorized. The Kano Model is a tool used to categorise user needs and expectations into different attributes (such as basic needs, perfor-

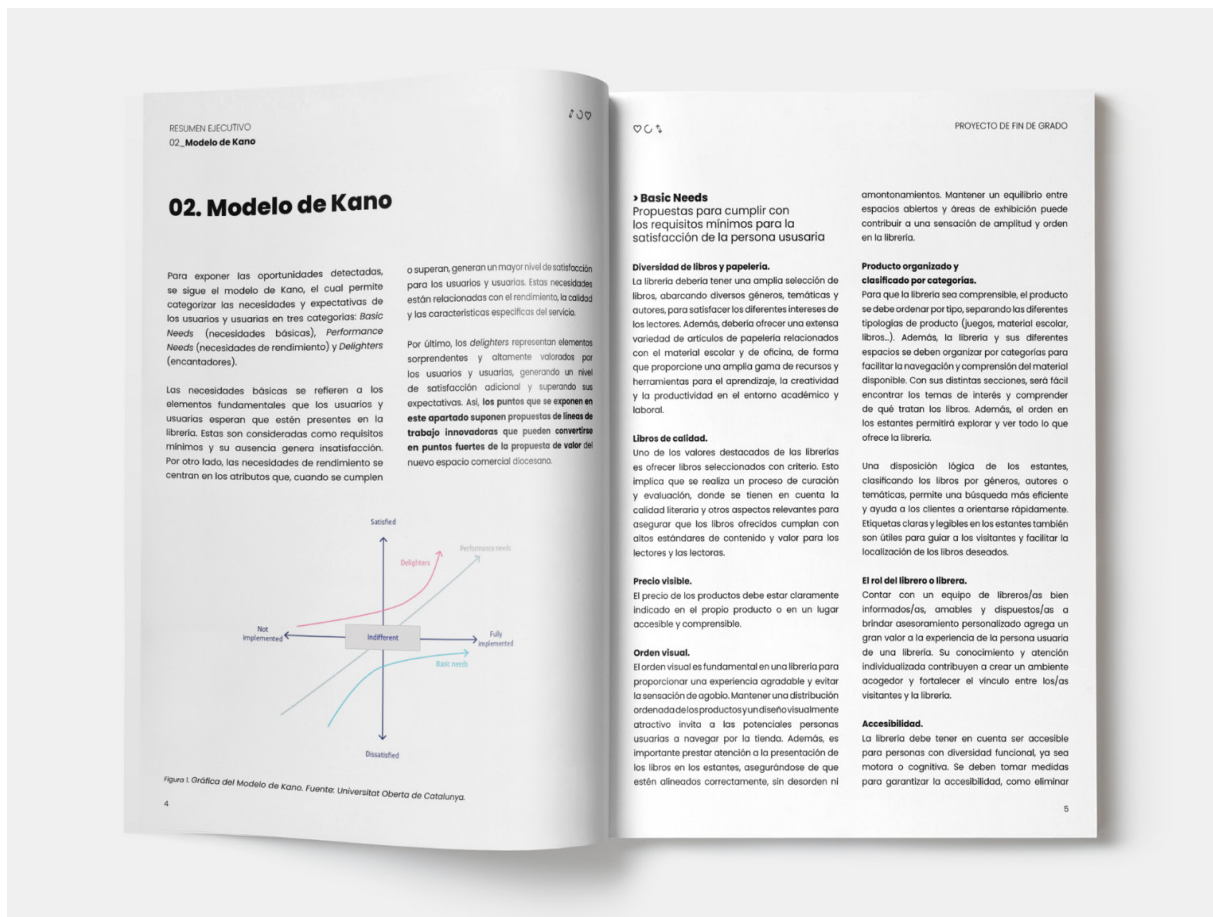


Figure 8. Final product: a strategic guide towards service (re)design and strategic foresight.

a multi-method approach (group dynamics, benchmarking, ethnographic observation, interviews, and co-creation). For instance, recognizing the bookstore as a space for critical thinking and reflection emerged from the desire for curated content, its role as a place of pause, and programming rooted in ethics and social justice. Similarly, the emotional/cultural value area stemmed from users' affective associations (calm, inspiration, belonging) and sensory triggers (lighting, smell).

These areas were achieved through iterative clustering, cross-referencing user data, and alignment with broader strategies (e.g., Euskadi Creativa, UN SDGs, and the Basque Culture Plan 2028). The qualitative analysis, using tools like PESTEL, SWOT, and Kano Model findings, resulted in nine defined opportunity areas to guide the redefinition of the bookstore's value proposition and strategic positioning:

1. Emotional and cultural values associated with the bookstore experience. The physical bookstore serves not only as a space for cultural and literary expression but also as a site that inspires intellectual humility, curiosity, and personal growth.
2. Revaluation of local commerce as cultural heritage and tourism asset. Emphasizing locally produced goods and Basque cultural items adds strategic value by fostering sustainability, cultural preservation, and economic solidarity.

3. Community-building through cultural and educational programming. A bookstore that offers a robust calendar of cultural events becomes a dynamic hub that strengthens community ties and fosters collective engagement with literature and the arts.
4. Reinforcement of the Catholic educational mission as a social vector. A bookstore aligned with Catholic social teaching offers a unique platform to promote integral human development and values-based education accessible to all.
5. Positioning the bookstore as a space for critical reflection and knowledge sharing. The bookstore can function as an accessible platform for raising awareness about critical social, environmental, and ethical issues through curated knowledge and discourse.
6. Combating disinformation and despair through hopeful, curated information. In a context of widespread uncertainty, the bookstore can offer a hopeful, evidence-based response by promoting media literacy and access to trustworthy knowledge.
7. Thematic specialization in ethics, social justice, human rights, and sustainability. By focusing on human rights, inclusion, and ethical awareness, the bookstore can become a key reference point

in the local cultural landscape for justice-centered engagement.

8. Promotion of reading as a strategic, long-term cultural objective. Fostering reading habits and elevating Basque literature aligns the bookstore with broader European and regional cultural strategies aimed at cultural enrichment.
9. Inclusiveness and openness to diverse audiences, regardless of religious affiliation. The bookstore can reach beyond religious affiliations to become an inclusive space for anyone interested in social change, spirituality, and critical thought.

The intrinsic value of these opportunity areas is significant within the diocesan context, offering pathways for religious institutions to remain relevant in secular environments while staying faithful to foundational values. The bookstore is reframed as a cultural hub that amplifies the Jesuit mission through innovation and social engagement.

Second Diamond: Develop and Deliver

The second diamond focuses on strategy development. Based on the identified opportunity areas, the convergent phase utilized strategic design tools—the Business Model Canvas (BMC) and Value Proposition Canvas (VPC)—to articulate the core business model and service offering¹⁸.

A renewed value proposition for Jakinbide Liburu-denda was designed using the VPC framework (Figure 9). The student-led VPC development followed the tool's methodology: first, defining the target user. The target audience is diverse (Catholic and non-Catholic) but shares sympathy for the Church's commitment to social action and values-based education. They are highly interested in social justice, sustainability, applied ethics, and spirituality, seeking to remain informed and contribute to the common good despite informa-

tion overload and uncertainty. They are characterized by a critical mindset, openness to reflection, debate, and learning, valuing sustainability, local culture, and community initiatives.

Subsequently, the target user's gains, pains, and jobs were defined, followed by the specification of the value proposition's gain creators, pain relievers, and products/services. This process was student-led, based on previous findings, while interviews with the Diocese Secretary General and Jakinbide/Kidenda staff ensured alignment. Nevertheless, this value proposition is limited as it was not co-designed with diocesan authorities due to project scope.

Once the user profile and the value proposition have been thoroughly defined, the remainder of the business model is developed using the Business Model Canvas¹⁸ framework (Figure 10). This process was student-led, based on all the available information and previous analysis.

Project output: Strategic Proposal

The project culminated in the articulation of a three-pillar strategic proposal:

- **Thematic specialization** will focus on socially relevant domains where the Catholic Church has strong ethical influence: **social justice, sustainability, spirituality, and applied ethics.** Jakinbide's strategic proposal seeks to reposition the bookstore as an inclusive cultural hub reinforcing the Catholic Church's educational mission through the democratization of values and holistic human formation. While maintaining its focus on religious literature, the scope will expand to address contemporary issues, cultivating reflection and dialogue on social challenges. This alignment aims to establish a distinctive competitive advantage, making Jakinbide a key

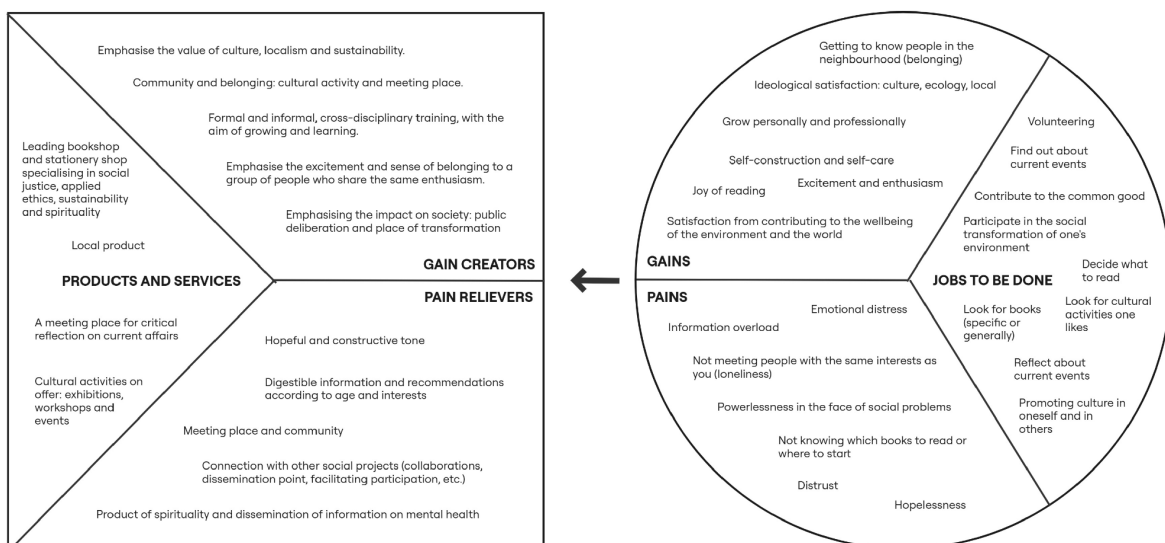


Figure 9. Value Proposition Canvas result.

KEY COLLABORATIONS Diocese of Bilbao Kidenda Fair Trade Educational centres and other diocesan entities Other shops in the neighbourhood Other cultural organisations	KEY ACTIVITIES Sale of books and stationery. Recommendations for books or activities based on personal profiles. Educational activities that encourage critical thinking. Cultural offerings: exhibitions, workshops, and events.	VALUE PROPOSITION Diocesan bookshop and stationery shop specialising in social justice, sustainability, applied ethics and spirituality. With all the enthusiasm and friendliness of a local bookshop, it offers recommendations and activities focused on personal growth and dissemination. It also sells locally sourced products and is a lively, dynamic space where you can find a range of cultural activities on topics of social and cultural interest. It thus presents itself as a hub for social transformation that aims to encourage public deliberation and invites people to explore and learn in an enjoyable, exciting and satisfying way. It aims to be a meeting place where a sense of community can be cultivated and critical reflection on current issues can take place, always from a hopeful and constructive perspective.	CUSTOMER RELATIONSHIP Personalised service. Loyalty points system for members. Commitment to quality. Cultural offering: community, activities and membership. Special agreements with organisations such as schools, etc.	USER SEGMENT People of all kinds, Catholic or non-Catholic, who sympathise with the social action and values education of the Catholic Church. They are concerned about social justice, sustainability, applied ethics and/or spirituality and are particularly sensitive to what is happening in their environment and in the world. They are critical thinkers, predisposed to reflection and debate, but also to listening and eager to learn. They are also sensitive to values related to sustainability, local issues and culture. They want to stay informed about current affairs and contribute to the common good, but they are overwhelmed by so much media information. They find themselves in a state of uncertainty, despair and helplessness in the face of current social challenges.
	KEY RESOURCES Human resources. Management software. Warehouse and quality products. Flexible and dynamic space. Digital platforms.		COMMUNICATION CHANNEL Social media Email and telephone Website Newsletter Physical shop Through the Diocese Word of mouth	
COST STRUCTURE Salaries of employees. Expenses for physical and digital spaces (maintenance, domain, electricity, etc.). Transport and logistics. Materials and subcontracting for the organisation of exhibitions, workshops and events.		REVENUE FLOW Sale of books and stationery in store. Online sales, home delivery and orders. Registration for workshops and paid courses. Grants and financial aid.		

Figure 10. Business Model Canvas result.

- Bilbao reference for education, culture, and critical engagement.
- Proactive positioning **against disinformation and despair** is achieved by **fostering spaces for critical reflection and constructive public dialogue**. Jakinbide seeks to be an accessible, encouraging channel of information, addressing contemporary challenges with a constructive perspective that highlights achievements in social justice and human rights. In an uncertain context, the bookstore will be a meeting point providing digestible information and fostering reflection on solutions to local/global injustices. This strategic proposal promotes public participation in deliberative processes, countering passivity by inspiring active engagement in public discourse.
- Cultural programming activates the bookstore as a **community-engaged space connecting with local actors and networks**, positioning the library as a **“cultural hub”**. Jakinbide’s strategy promotes reading, culture, and critical reflection through dynamic activities that foster community and participation. The bookstore aspires to be a vibrant space for events and gatherings, encouraging collaboration with local entities and creators, and highlighting local goods. Integrating humility and continuous learning, Jakinbide embodies values of community, transparency, and sustainability, supporting the local economy. Specialization in Basque products (books, stationery, crafts, design) adds distinctive value, strengthens brand identity, and positions the bookstore as a cultural and potential tourist reference point.

These pillars form the foundation for a renewed identity, repositioning Jakinbide Liburudenda as a mission-driven cultural and educational agent, not just a commercial venture. This initiative envisions constructing a more just and responsible society through value-based education, aligning with Ignatian values to foster virtues like justice, solidarity, honesty, and care for creation. By raising awareness around current issues and making them accessible and meaningful, the project aims to inspire civic engagement and ethical action.

This new approach is grounded in the Catholic Church’s educational mission: to train people to live fully and contribute to the common good. Aligning with the values of the University of Deusto, the project commits to the universal implementation of human rights and environmental protection. By democratizing Church values, the bookshop becomes an inclusive place, open to anyone interested in social action and values-based education.

Thus, Jakinbide becomes more than a bookstore: it is a platform for positive transformation, translating knowledge into agency. Through curated cultural and educational offerings, it aspires to empower individuals as agents of change, capable of engaging critically with the present and building a more equitable, sustainable future. The renewed mission was therefore described: *“Jakinbide Liburudenda, as a diocesan bookstore and stationery shop, is dedicated to fostering personal growth, critical reflection, and cultural engagement through a specialization in social justice, sustainability, applied ethics, and spirituality. Rooted in the warmth and proximity of a local bookstore, it offers curated recommendations, locally sourced products, and dynamic*

cultural activities that encourage learning, dialogue, and community participation”.

Among Michael Porter’s three generic competitive strategies⁹, Jakinbide Liburudenda positions itself within the differentiation strategy. While its current competitive advantage lies in segmentation—holding the largest supply of religious literature in the Basque Country and catering primarily to practicing Catholics—the bookstore is evolving toward differentiation in response to the decline of religious publishing. By extrapolating the Catholic educational mission into its own institutional mission, Jakinbide consolidates a coherent competitive advantage aligned with its identity, enabling adaptation to new contexts while maintaining its extensive offering of religious literature. The differentiation strategy proposed here is grounded in the potential of the physical bookstore as a sociocultural space for dissemination, dialogue, and critical reflection.

Through this approach, Jakinbide aims to become a leading reference in Bilbao regarding social justice, sustainability, applied ethics, and spirituality, endorsed by the Diocese and distinguished from other local bookstores by its strong cultural and community-oriented value proposition. The Ignatian principle of *Magis* (seeking ‘the most’ or ‘the best’ for the greater glory of God) is reflected in the pursuit of disruptive innovation and excellence in the value proposition, an achievement made possible through a design-led innovation approach that places human needs, creativity, and iterative research at the center of transformation.

4. DISCUSSION

Ultimately, the project proposes a renewed bookstore positioning—including updated identity, narrative, value proposition, business model, and competitive advantage—structured around three strategic pillars: democratization of the Catholic mission, cultural/educational outreach, and the struggle against disinformation/despair.

Outcomes reveal the significant potential of design-led processes in Jesuit institutions to catalyze social transformation and Ignatian values. By addressing an organizational challenge through human-centered design, the project proposed a new strategic model for Jakinbide while uncovering emotional and sociocultural dynamics shaping engagement with bookstores and community. This confirms Don Norman’s assertion that design operates at visceral, behavioral, and reflective levels. Furthermore, insights from the Discover phase support Desmet’s argument that design fosters well-being through cultivating positive emotions (calm, curiosity, belonging), beyond mere problem-solving. The bookstore was thus perceived as a space of cultural, spiritual, and emotional potential, not just a commercial entity. This perception shift, generated via empathetic inquiry, underscores design’s power to elicit new narratives.

This strategic reframing resonates with Martínez’s notion of the designer as a boundary spanner who generates long-term value across sectors. Here, the authors

mediated between institutional identity (Jesuit, Catholic, educational), local context (Bilbao’s sociocultural ecosystem), and emerging social needs (mental health, sustainability). The resulting proposal integrates business viability with symbolic and ethical coherence. Furthermore, the Ignatian process of discernment (critical reflection) is inherent both to the design methodology and the bookshop’s ultimate purpose. More broadly, this case study illustrates the specific contribution of Jesuit universities to design discourse. While strategic design often centers on business or policy, the integration of ethical and humanistic dimensions distinguishes the Jesuit approach. The project exemplifies design pedagogy moving beyond technical training to become a platform for values-based leadership and mission-driven entrepreneurship, relevant amid institutional crises and the commodification of education and culture.

Finally, the Double Diamond methodology proved highly adaptable to the project’s complexity. Its iterative structure allowed the project to remain flexible and responsive, integrating feedback loops and returning to prior phases when necessary. This adaptability is critical in projects involving cultural heritage, religious identity, and community-based organizations, where linear planning often fails to account for layered emotional and historical realities.

In summary, the project illustrates how design, when embedded within the pedagogical framework of a Jesuit university, can function as both a tool for innovation and a vehicle for hope. It confirms that strategic design is not only about market fit or efficiency, but also about reimagining institutions to better serve human dignity, collective meaning, and social justice.

5. CONCLUSION

The case of Jakinbide offers an opportunity to reflect on design with purpose, understanding that designing is not merely an act of execution; it requires a proactive attitude, empathy, and creative, strategic, critical, and systemic thinking. At its core, design seeks to bring into existence what does not yet exist, with the aim of fostering positive transformation in the surrounding environment.

Moreover, this case illustrates how a Jesuit university (University of Deusto) can catalyze processes of genuine transformation by aligning profitability with social justice, identity with community, and strategy with mission. The project did not originate from an explicitly social challenge; rather, it stemmed from a commercial one and evolved into a strategic proposal that repositions the Jakinbide bookstore as a critical, humanistic, and hopeful cultural hub. Design, understood as a human-centered process, enabled the transformation of a declining business into an opportunity for meaningful social and cultural impact.

In sum, this collaboration between the University of Deusto and the Diocese of Bilbao highlights how the strategic design processes developed at the University can drive the creation of increasingly inclusive and sustainable projects, fostering community participation

and social justice. The reconceptualization of Jakinbide Liburudenda illustrates the capacity of Jesuit universities to promote the development of innovative business models aligned with the priorities of Church institutions. It underscores the potential of design to generate meaningful projects and the value of the intersection between design as a discipline and Jesuit education in driving initiatives truly centered on human well-being, reconciliation, and hope.

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