In concentrating on these two pioneering organizations, we are seeking to understand the deeper value that design can offer to many different types of organizations. Translating what can be learned from these pioneers into lessons that can be applied to others is not straightforward. That is the challenge we will tackle in later chapters. But first, we need to delve deeper into design, and the key question for chapter 3 is: *What, then, is the core of what design can bring?* To answer this question, we need to understand what design is, and also what it is not.