

Double Loop Design Management

Strategic Design Seminar

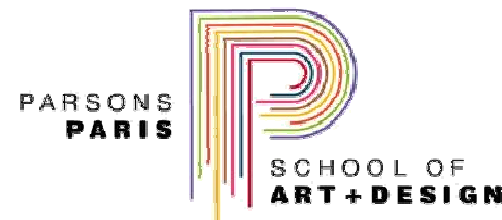
De-Sid Project

January 28 , 2011, Portugal, Lisboa

Brigitte Borja de Mozota



&



1.Designers myopia in Management & Economics

A. Some remarks about De-Sid : definition of design ,place of service industries in the sample, country competitive edge limiting design impact (exports mainly Europe . Business B to B)

B.Research further : Identifying a paradox in strategy

Technological innovation more important than customer satisfaction

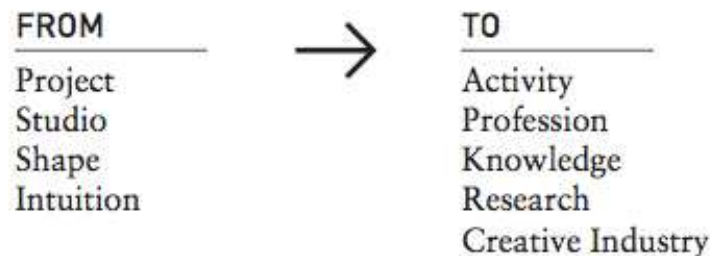
A threat for design development

What is a company competitive edge ?	How to create value in a product	Drivers for design integration	Impact of design on value	Design quality
Quality Technological innovation Design	Cost Innovation	Reputation Innovation	Image Customer satisfaction	Customer satisfaction
Table 10 Table 11	Table 35	Table 13	Table 62	Table 61

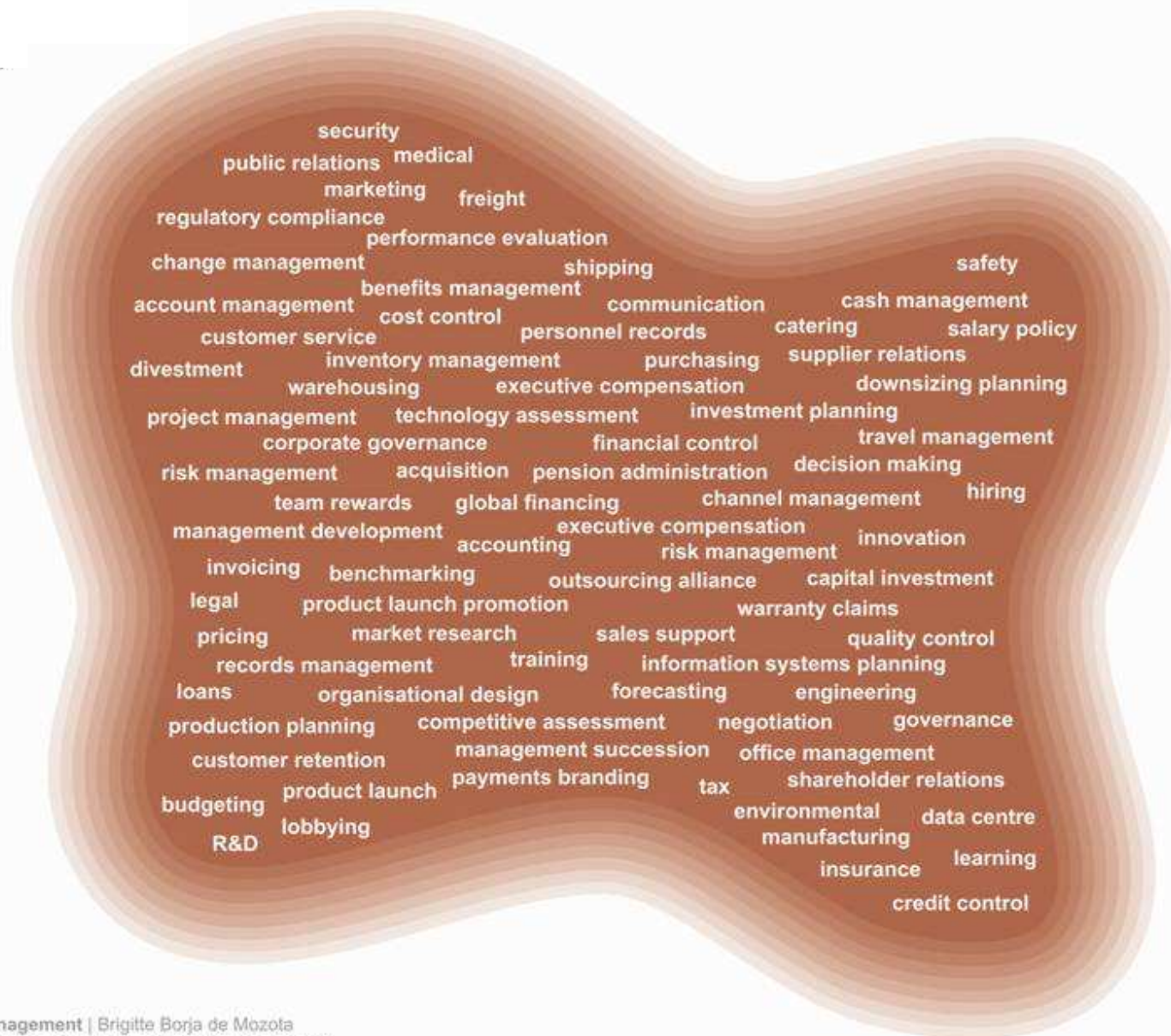
Managers myopia in Design

The end of the “design planet” . Design is an activity embedded in organizations & macro economy & life

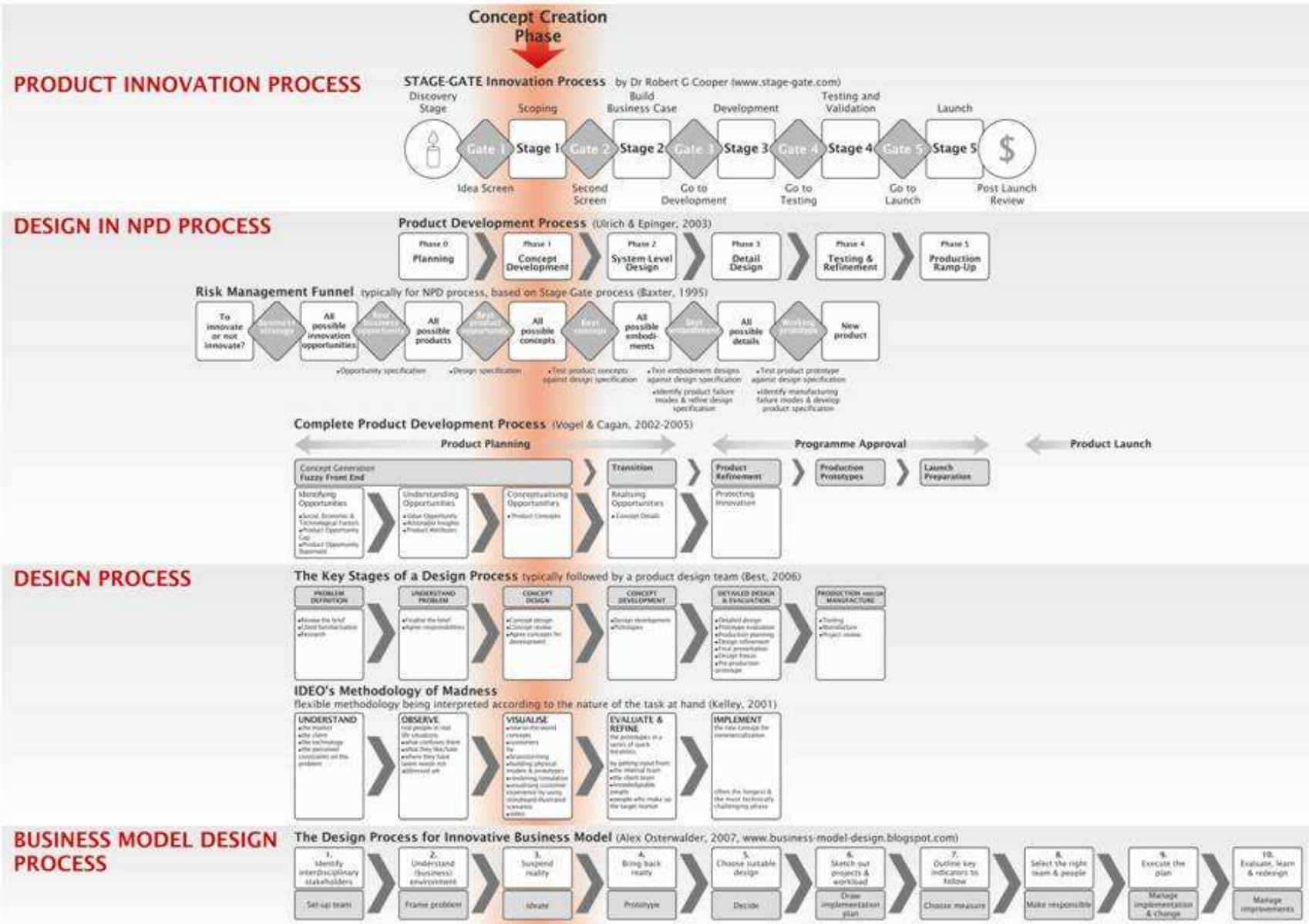
Compare with the engineer profession : in order to exist and be present at strategic decision level, engineers have developed a double competency .



Design process : where in the process swamp?



Comparison of the Process Models



2.Design as Knowledge & Skills

KNOWLEDGE

Design process
Manufacturing process
User awareness
Human Factors
Material
Market
Culture
Aesthetics awareness

ATTITUDE VALUES

Managing uncertainty
Originality
Anticipating future trends
Risk-Taking
Proactive in relationships
Understanding multidisciplinary contexts
Attention to Detail
Learning from errors

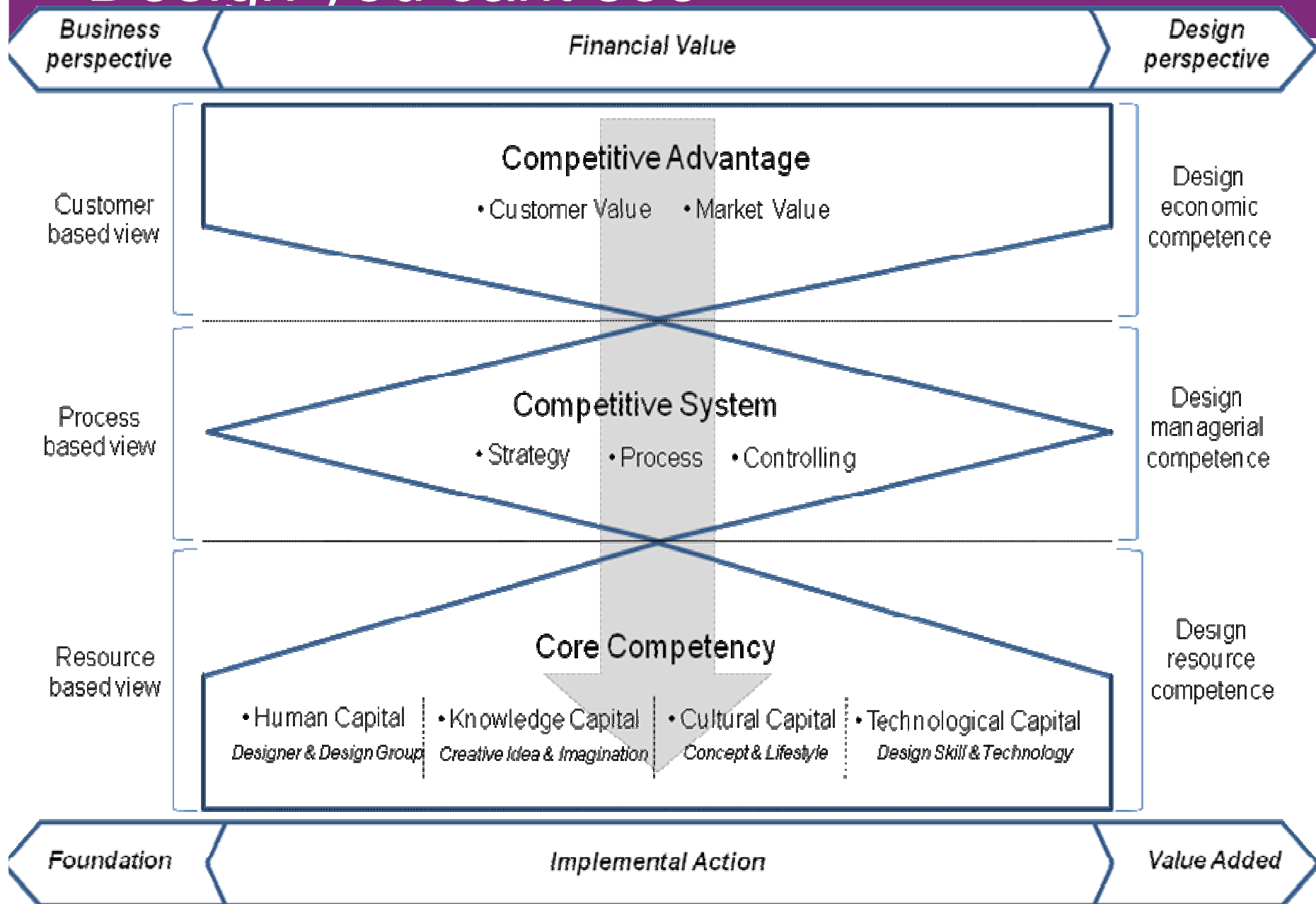
APPLIED SKILLS

Practical design skills
Prototyping
Drawing ability
Creative techniques
Lateral thinking
Communication skills
Team Work
Optimization
Project management

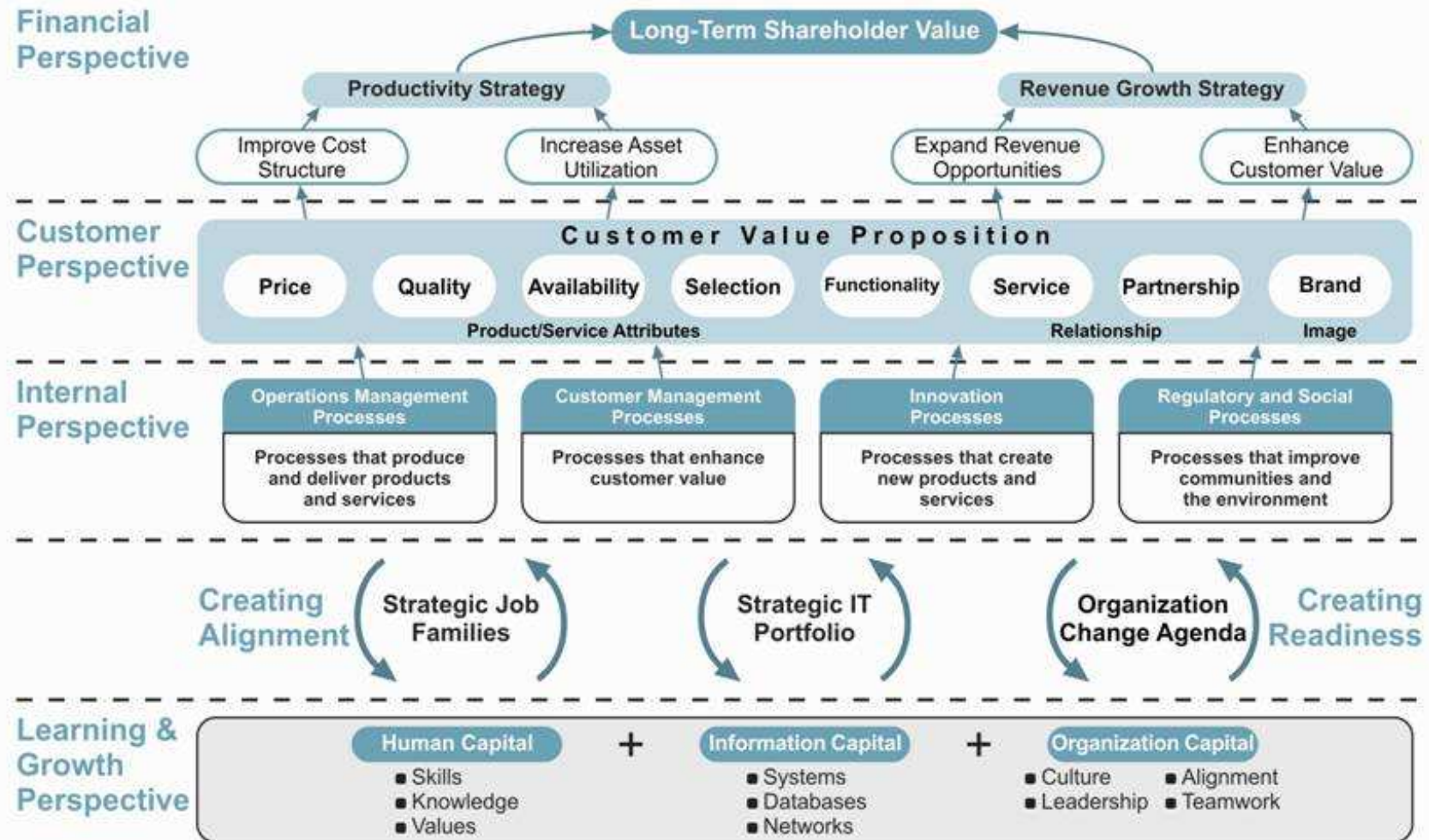
UNDERSTANDING SKILLS

Observation
Researching
Logical thinking
Identifying Problems
Analyzing prioritizing
Scenario Building. Narrative
Synthesizing . Holistic thinking
Human Empathy

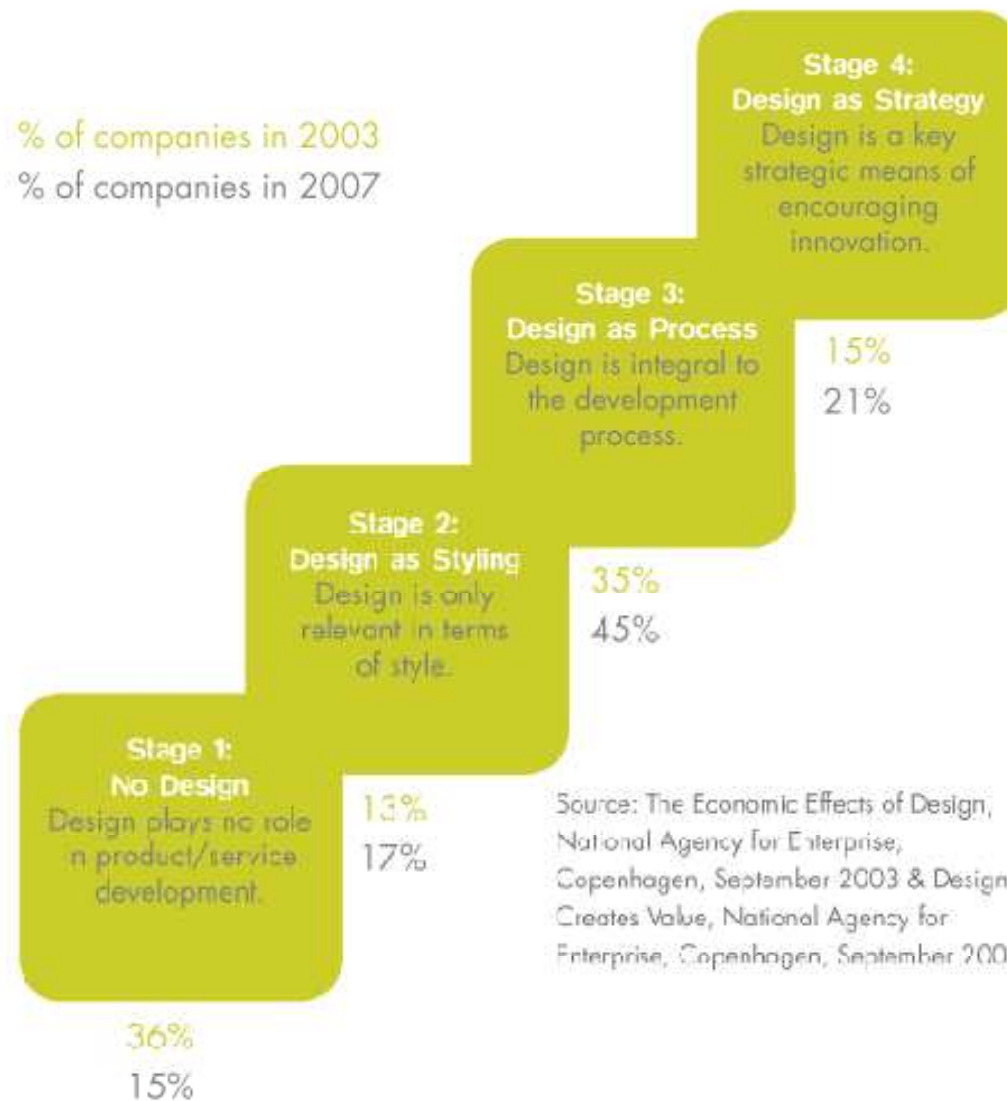
Design you cant see



Strategy Map: Kaplan & Norton, 2004



3. DESIGN LADDER in search of coherence



= Designence™

A Model for
Design Management
based on
Strategy
Michael Porter
Value
Chain
Model

How should we appear through design to our customers in order to achieve our vision?

- 1. DESIGN AS DIFFERENCE. DESIGN MANAGEMENT AS PERCEPTION & BRAND.**
Market value
Customer value
Brand
Consumer research

To satisfy our stakeholders how can design help in the business processes we excel in?

- 2. DESIGN AS PERFORMANCE. DESIGN MANAGEMENT AS "A" AS INNOVATION PROCESS.**
Innovation
Modular architecture
Time to market
TQM
R&D
Technology

NOISIA

NOISIA

VISION

To succeed financially, how should design appear to our shareholders?

- 4. "GOOD DESIGN IS GOOD BUSINESS". THE HISTORIC DM ECONOMIC MODEL.**
Financial & Accounting value
ROI
Value for society
Stock market value
Socially Responsible Enterprise

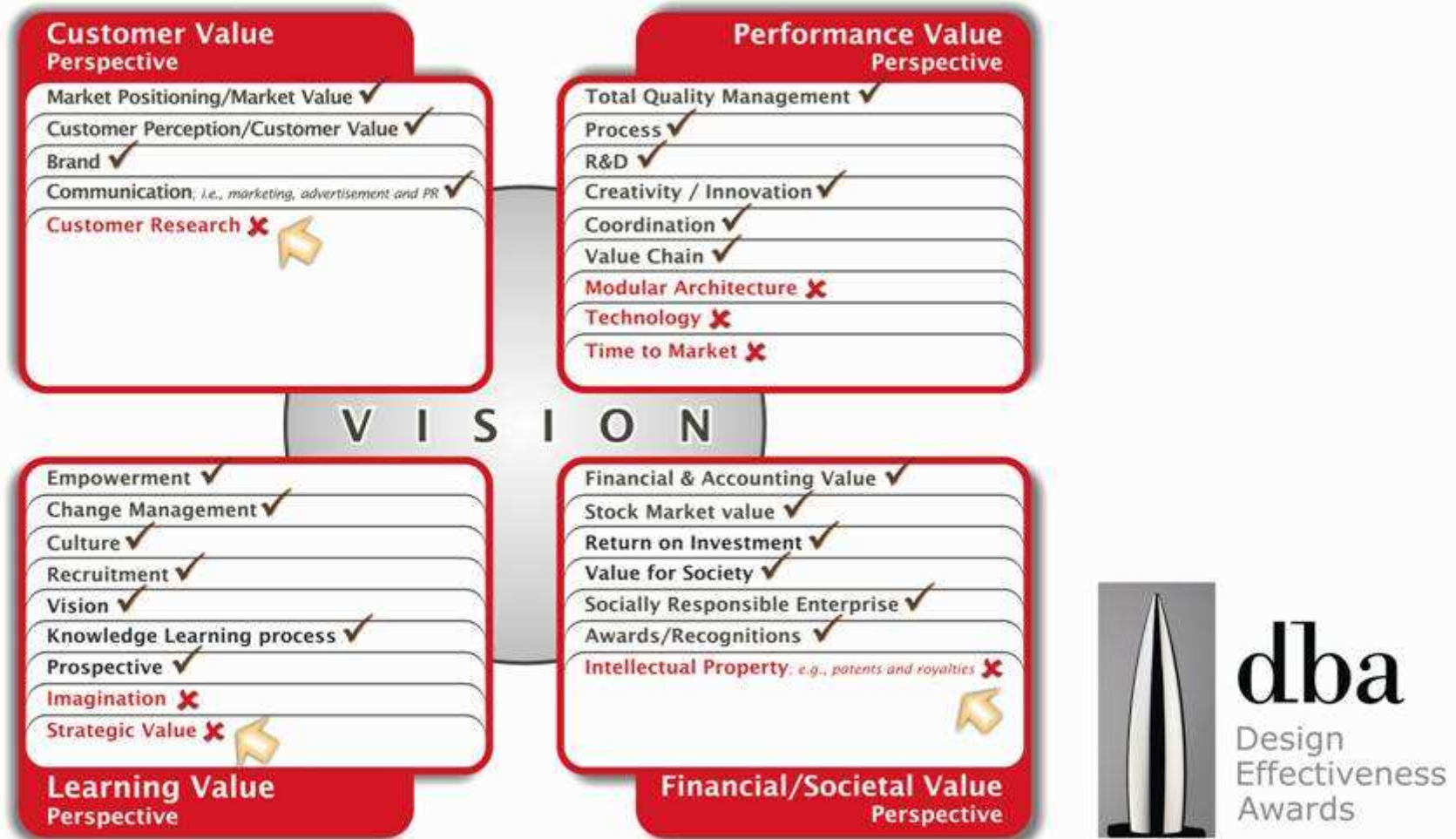
NOISIA

How will we sustain, through design, our ability to change and improve?

- 3. DESIGN AS VISION. BEYOND "ADVANCED DESIGN" MANAGEMENT.**
Strategic value
Vision
Prospective
Change management
Empowerment
Knowledge learning process
Imagination

= DBA award

developed based on the study in DEA submissions archive



developed by Kaplan & Norton (1996) and arranged for design managers by Borja de Mozota (2006)

= DME Award

+ ?

- DME Award means being recognized by an international jury of design management experts
- Question : on which criteria? leadership, innovation, co-ordination and results through design as strategic resource .What is strategic ?
- Changing the viewpoint of design value to designers skills
Observatoire de l'Immateriel. IFRS .



DME JUDGING CRITERIA

- **Leadership in Design Innovation**

“How are the values of the organization reinforced by design across a range of activities enabling the organization to become a leader in the field?”

- **Driving change through design**

“How does your organization foster the creative process to anticipate emerging technologies, new legislation or changes in the market?”

- **Excellence in design co-ordination**

“What is the framework in your organization to monitor and facilitate the design process?”

- **Strategic Performance**

“To what extent had design enabled the company to realize its strategy?”

Where do we go from there ? De –Sid ... Design value Index . IFRS audit ?

DME 2009 WINNER



MEDIUM COMPANIES
WINNERS
TemaHome

(PORTUGAL)
WWW.TEMAHOME.COM

Portuguese design history in the making

Leadership in design innovation



Over the last decade in our market research and surveys we have observed a significant increase in design and design-related activities by many of the country's SME and larger corporations with very clear and visible goals and specific objectives in their strategic plans, from branding and product innovation to creating new services. In 2008, the Portuguese design industry has seen a clear upward trend in the number of design-related activities, with a clear leadership role in the region of the country's services. It is a clear and visible market presence in the region of the country's services. It is a clear and visible market presence in the region of the country's services.



- Design is a key factor in the success of the company
- Most companies are investing in design-related activities
- Product development and innovation are key factors in the success of the company
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Driving change through design



With the primary goal of creating a new product, the company has implemented a new design process, following the principles of the design thinking methodology. This methodology is based on the idea of creating a new product by understanding the user's needs and creating a solution that meets those needs. The company has implemented a new design process, following the principles of the design thinking methodology. This methodology is based on the idea of creating a new product by understanding the user's needs and creating a solution that meets those needs.



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Commitment to design innovation



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Strategic performance



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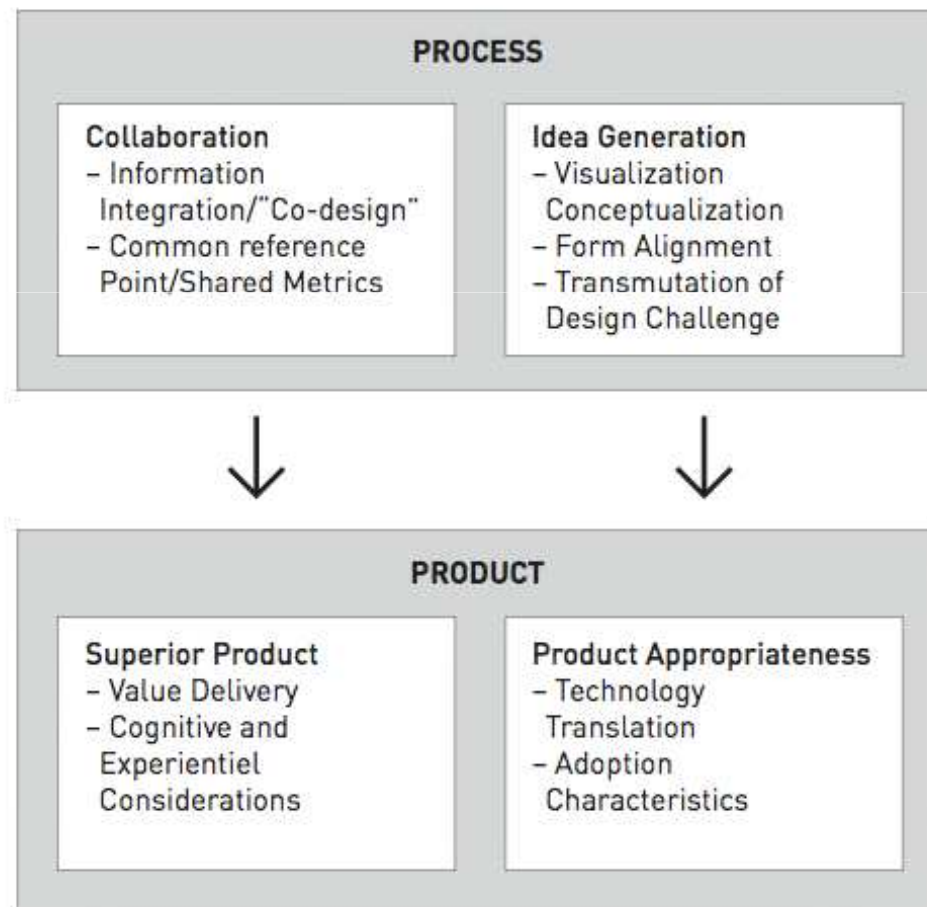
Future DM : Designence™ vs IFRS

New criteria for DM

Imaginary immaterial	Technological immaterial	Organizational Immaterial	Finances
Design as STYLE	Design as PROCESS	Design as STRATEGY	Design as PROFIT
DIFFERENCIATE	COORDINATE	ANTICIPATE	EVALUATE
Perception Brand Trends Customer relationship	Technology Innovation Supplier User innovation	Prospective Vision Change Empowerment Employee satisfaction	Intangible assets: brands design models, patents S.R.E

User oriented design model

Person driven economy / Change by design IDEO /
Participatory design .”Design for all” . “ Human centred design “



4. Design & Macroeconomics

Criteria for assessing strategic value

National statistics Exports	Professions	A Country competitive edge	Country R&D program
International comparison products &services	Designers professional bodies	Design in Creative industries	Research on design activity
Design in non price factors	Ex:France AFD Designers Inter actifs	Unesco creative cities World Design capital /ICSID	Projects like FIDJI beyond industries

World Design Capital

- The World Design Capital is a city promotion project celebrating the merits of design. Held biennially, it seeks to highlight the accomplishments of cities that are truly leveraging design as a tool to improve the social, cultural and economic life of cities, throughout a yearlong program of design-related events.
- Torino 2008
- Seoul 2010
- Helsinki 2012

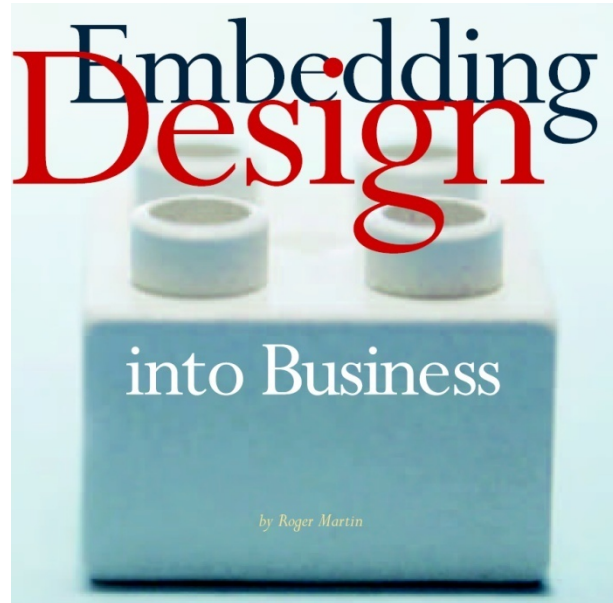


www.worlddesigncapital.com

5. Double Loop Design Management

Dm	dM	DM	Design INDEX
Design Planet	Managers fascination for creation	Specific concepts for design activity in organizational design	Measure design activity
Change design education for career and skills focus	Change business education	Design Management Research	Projects like FIDJI: beyond industries

DESIGN THINKING



Rotman
a new way to think

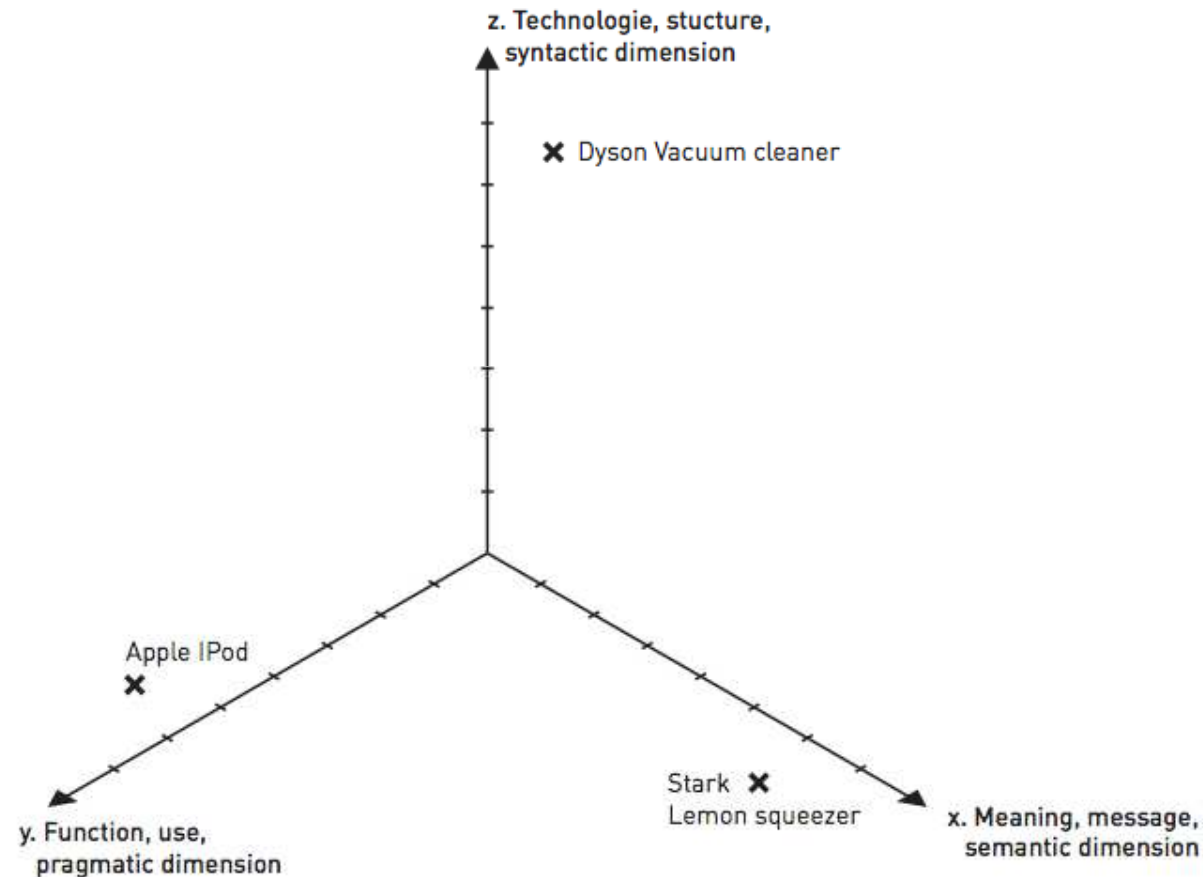
- Invent new business model
- Integrative Thinking
- Intuitive thinking
- IDEO Change by design
- P&G
- Roger Martin Rotman
- Toronto Business School
- Service Design
- Educating managers in Design Thinking

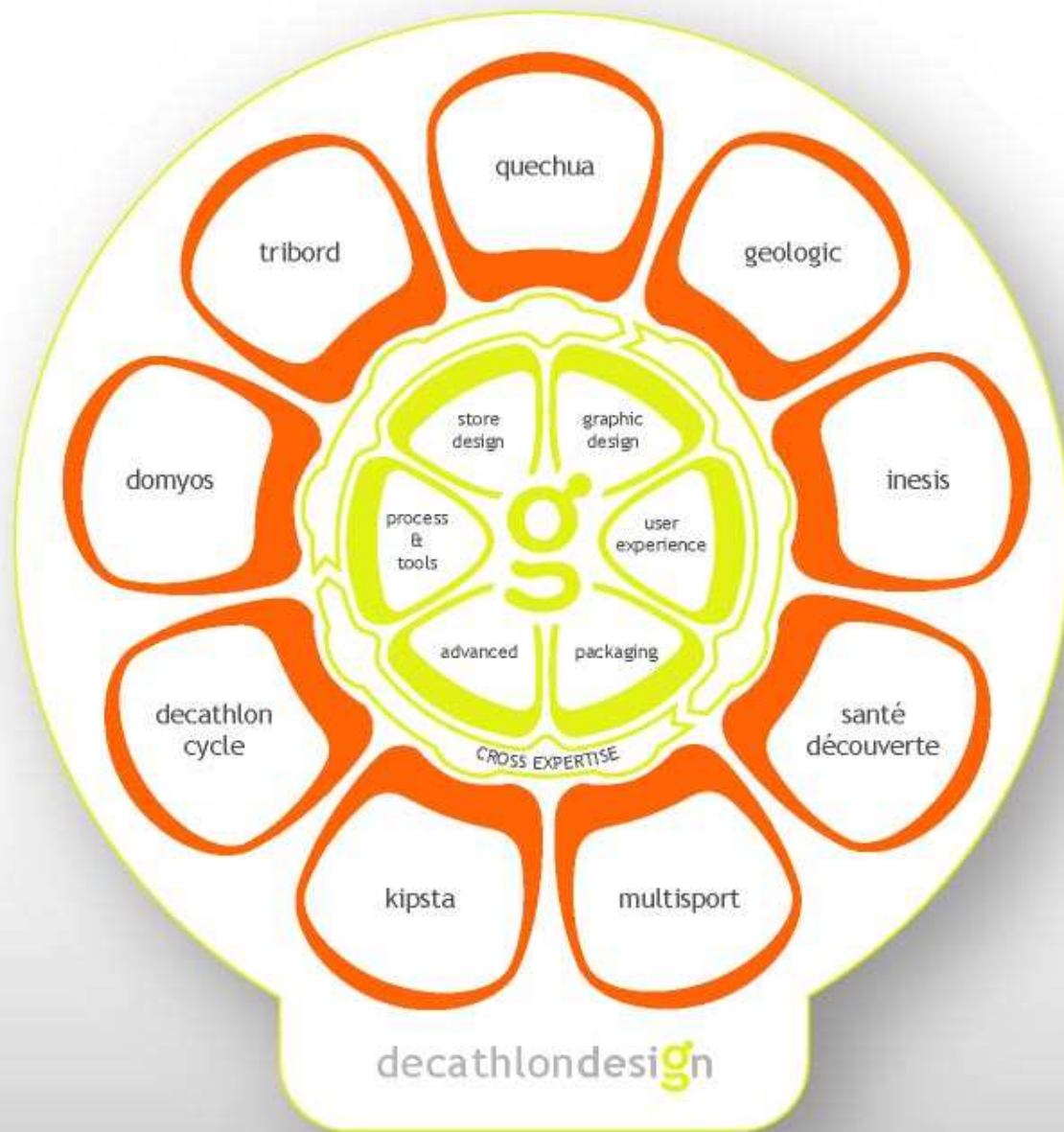
Design Management Education

Single Loop Design Management « De-Sid »	Double Loop Design Management
Design improves company competitiveness, brand, innovation ,strategy	Design Index Changing business education on competitiveness brand,innovation ,strategy ...
Design is integrated in organizations ,institutions, cities ...	Education in Design of Business leaders & managers of Innovation institutions + Entrepreneurship programmes
Design help people cope with change WDC Unesco creative city	Developing design skills awareness in society & in Political sciences & in Macroeconomics

Integrative Thinking & Sense making

Meta design route for new business model





6. Conclusion

Transition towards service touches all industries

Traditional	Services	Public service Government institutions	New service industries
Create empathy with the client	Make tangible the quality of services	Inverse the pyramid	Innovate by system thinking & user oriented design
Think product & service	Differentiate through services		
Ex Swiffer	Ex Hotels	Ex: Health sector	Ex: Services to one Person New niche industries

CHALLENGES for ALL decision makers

Are New Territory for Design

Managing complexity

International & Multicultural
development

Sense building. Empowerment.
Human resources

Innovation.
Organizational creativity

New Management models and theories

