

# Presentation

## Design Strategy

### Design in Companies' Strategy

Teresa Serpa, 28.Jan.2011

Seminário Design Estratégico, CulturGest

(Strategic Design & Innovation Post Graduation  
ISEG/FA-UTL | July 2010)



Design as a Company's Strategic Resource:  
a Study of the Impacts of Design

**STRATEGIC  
DESIGN**  
SEMINAR

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# Introduction

**Strategic Design & Innovation Post Graduation, 1 year**

**Team works with**

- Francisca Figueira (Landscape Architect)**
- Pedro Loureiro (Architect)**

**Practical Approach + Literature Review**



**Theoretical Reflection Approach**



**Acknowledgements to all teachers and colleagues, family and friends**

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## Team & Individual work

### Main Objectives/Questions:

#### The Relevance & Application of

- Strategic Design in Design Companies
- Design in the Design Company's Strategy



- Matrix Innovation/Mind Frame
- The influence and application field in Value Chain
- Company Analysis



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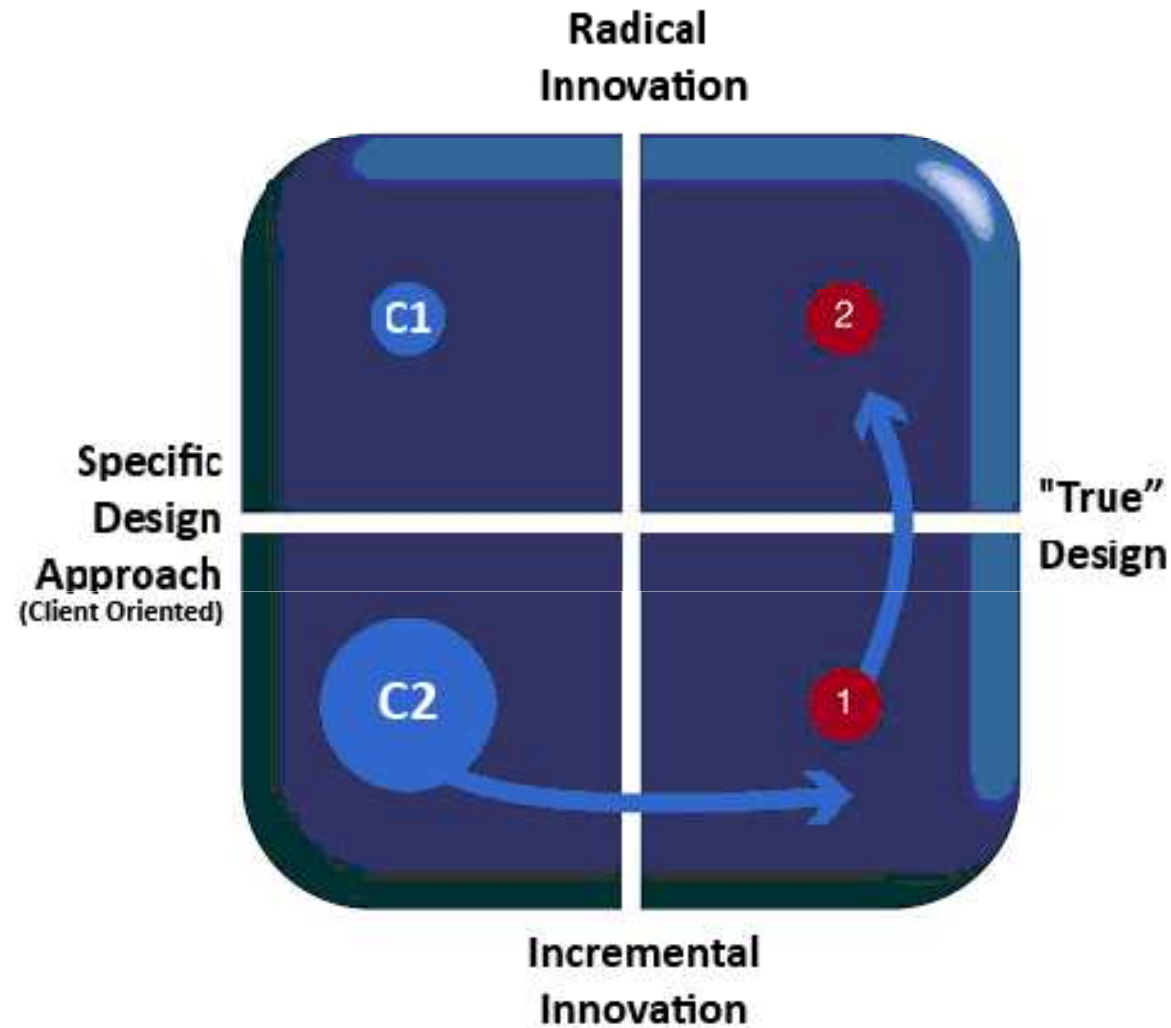
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## (Mozota. Verganti.) Matrix Innovation/Mind Frame

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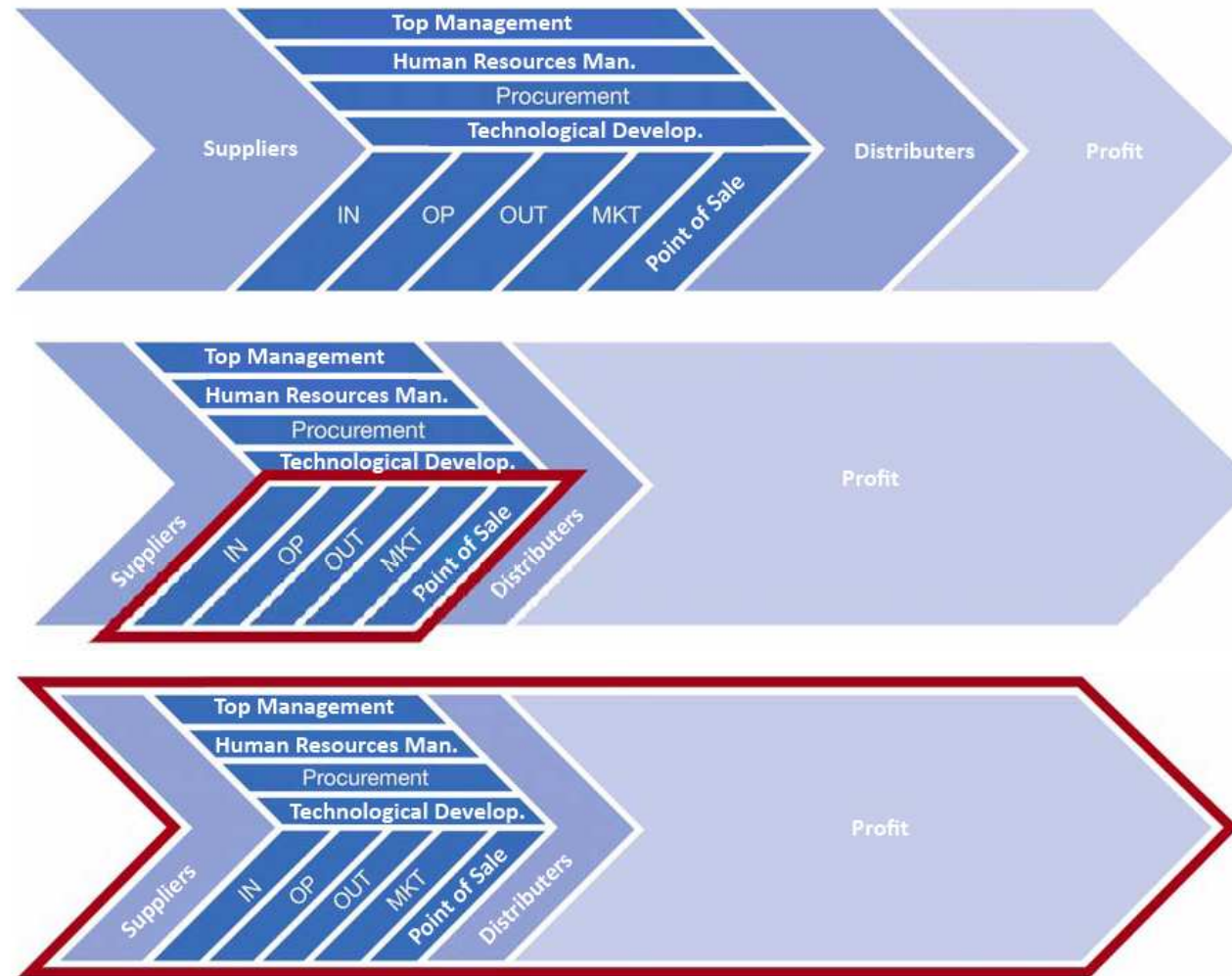
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## (Porter.) Influence and application field in Value Chain

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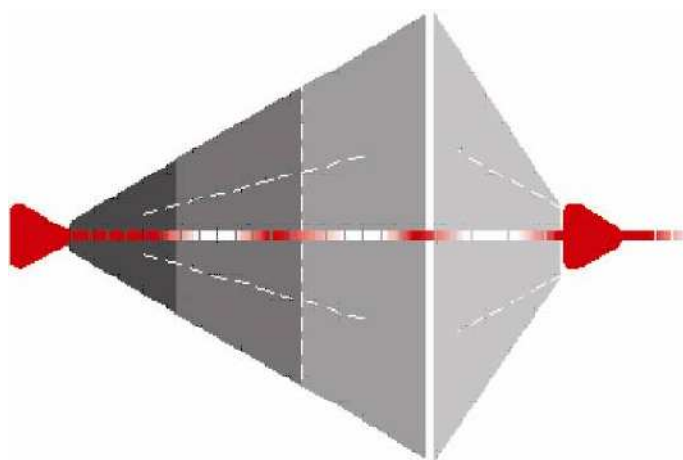
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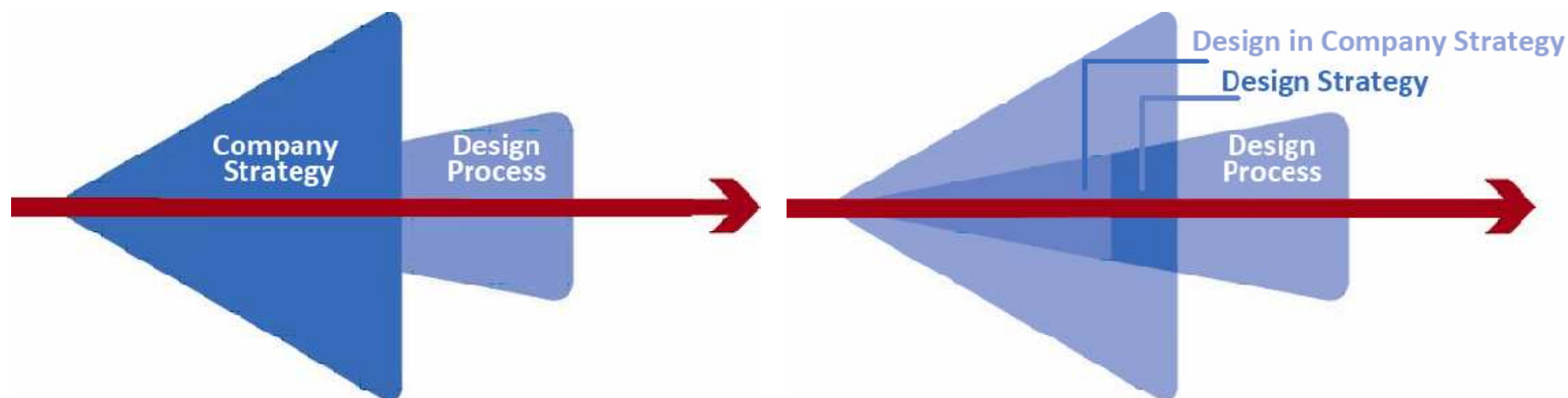


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- COMPANY**
- Client
  - Management & Company Strategy
  - Tactical
  - Operational
  - Suppliers
  - Business Areas  
(Architecture, Design & Communication)



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## Company analysis

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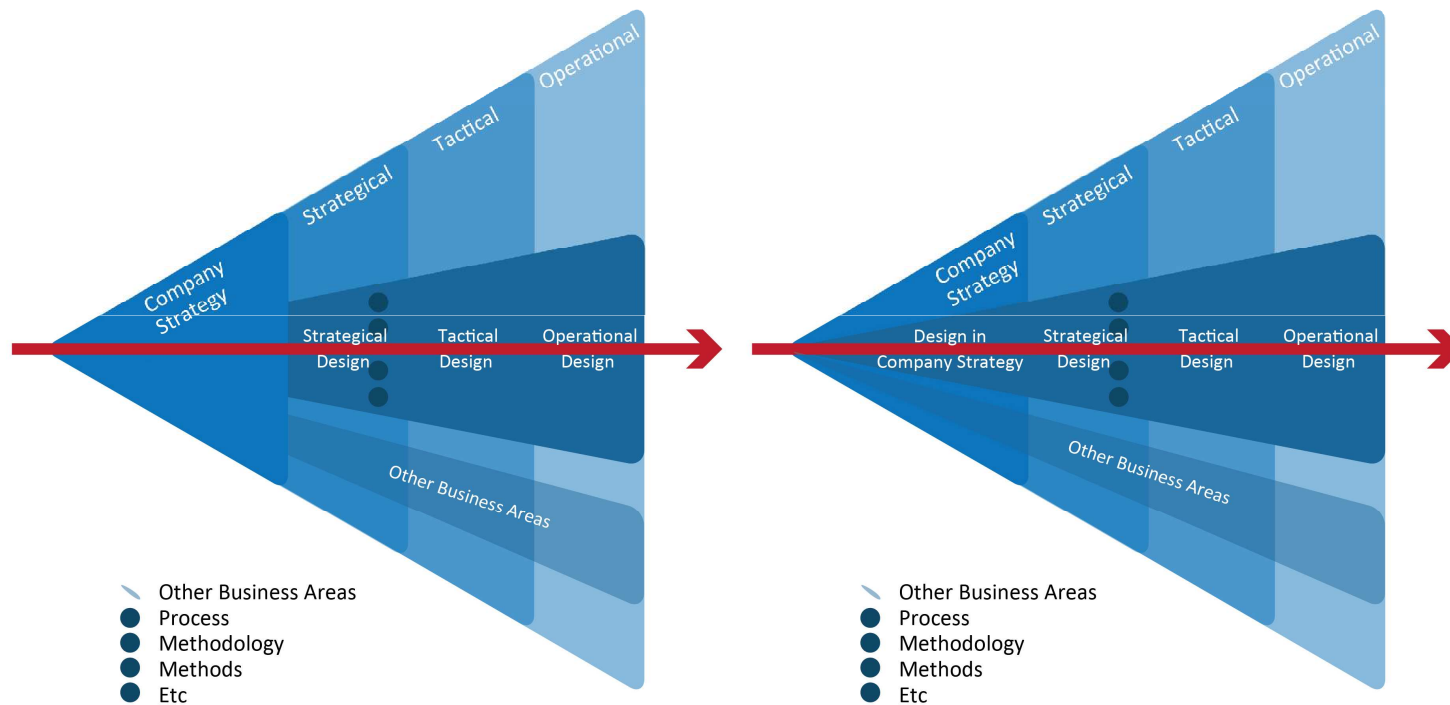
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## Design Ladder & Company Analysis (Danish Design Centre. Mozota. Brown.)

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## Problems...

**Size, Micro & Small Companies**

**Human relations, Work Team, Human Factors**

**Network, Stakeholders**

**Communication, Marketing**

**Long Term Thinking**

**Management**

**Excellence vs. Daily Problem Solving**

**Quality** as an improvement all the time

**Competencies**

**Effective Control**

**IT**

**Etc.**



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## Companies Problems

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## Tendencies...

### **5 F, Company for the future:**

Fast, Focused, Flexible, Flat & Friendly

### **Services:**

Comprehensive, Available, Personalised, Symbiotic

### **Team Investment:**

Ablest people, Highly effective leader, Recruit talent as a key activity, Powerful vision and mission, Revolutionary HQ, Focus revolution, The right person for every job, Leave creative people free to create, Delivery against objectives.

(Robert Heller)



## (Heller.) Companies Tendencies

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## Design Study & Specific Approaches:

- Design Thinking. Knowledge & Communication
- Human Centered Design
- Sustainability



## Design Study & Specific Approaches

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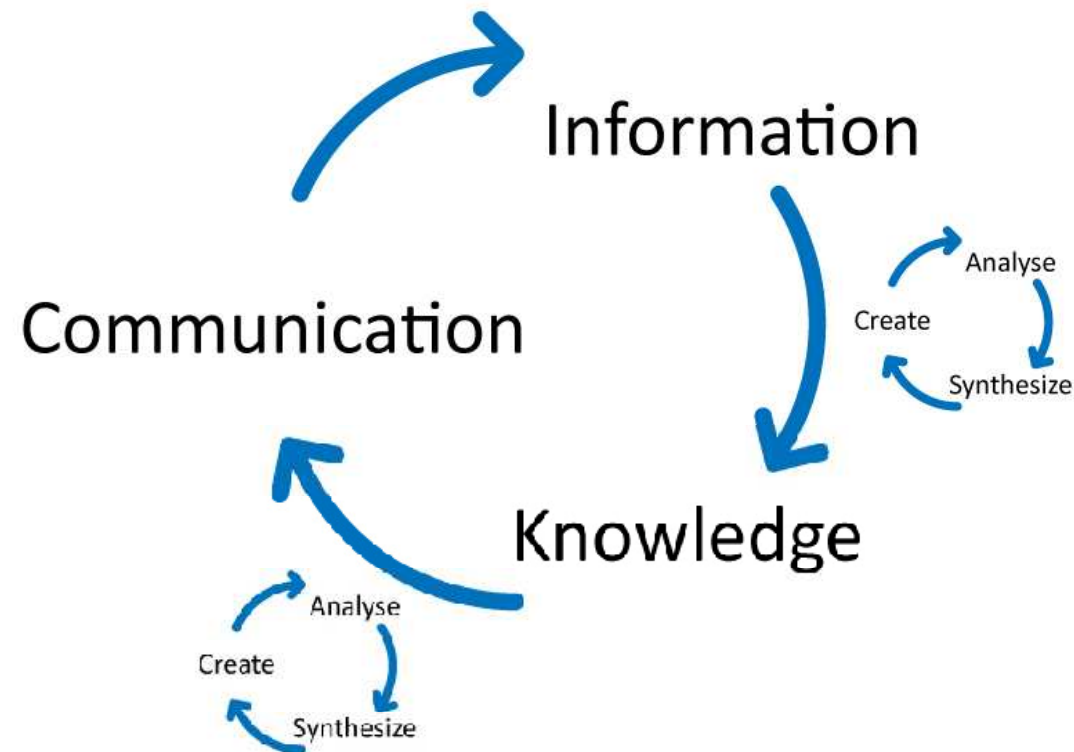
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“The design thinking process has seven stages:  
define, research, ideate, prototype, choose, implement, and learn”  
(Simon, 1996)



## Design Thinking. Knowledge & Communication (Simon. Bono.)

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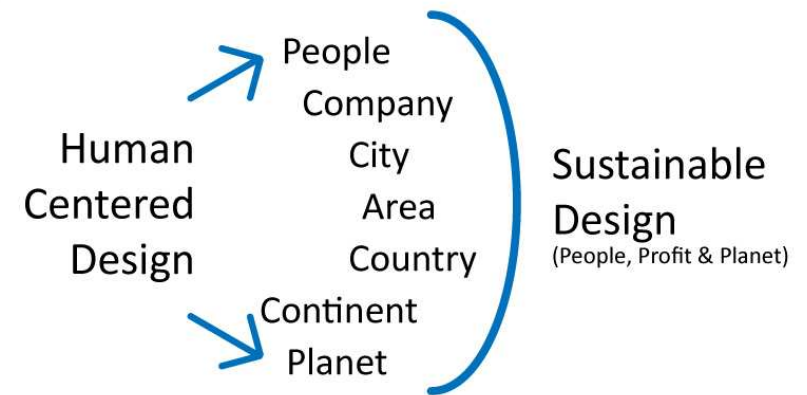
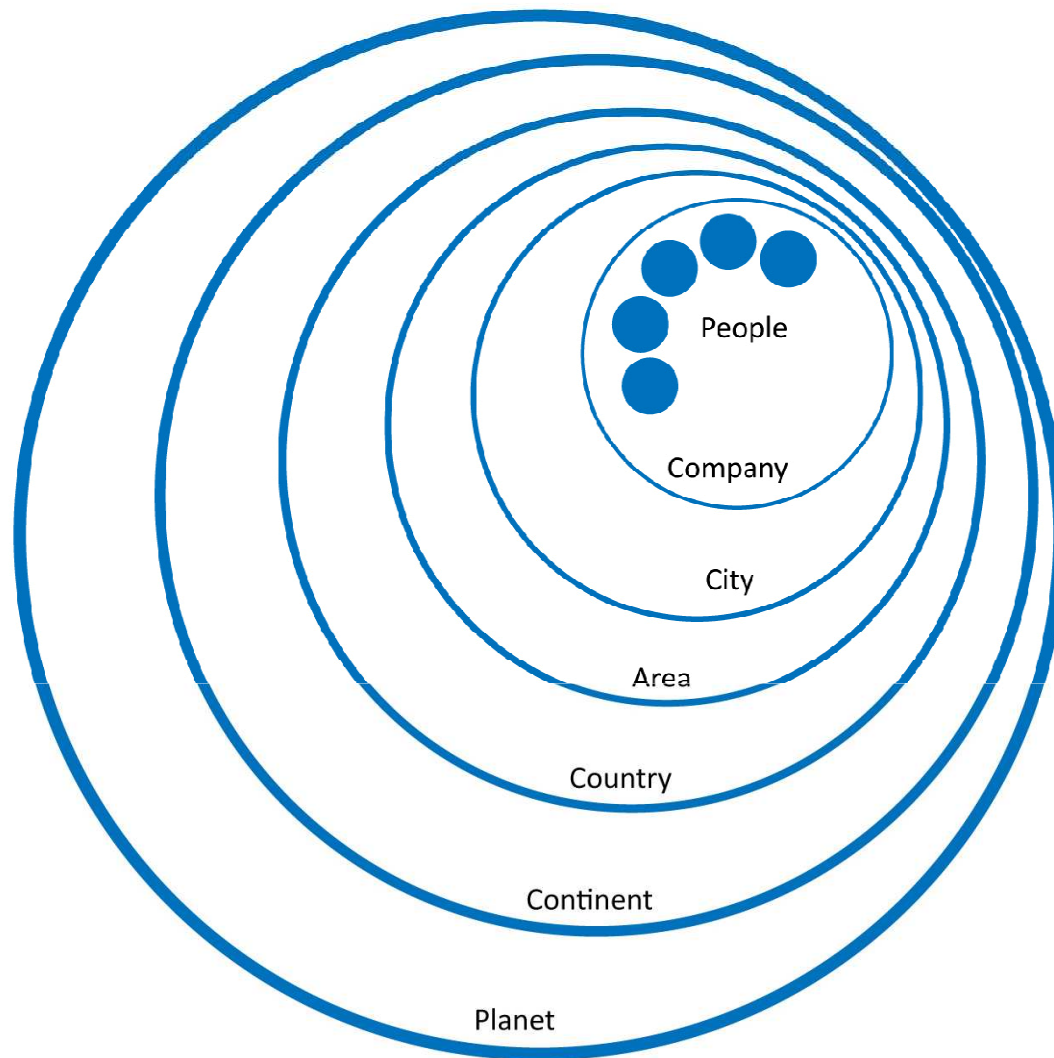
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## Human Centered Design & Sustainable Design

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## Time influence...

**Time Matrix: Inspiration/Result**

**Design Ladder, Evolution (?)**

**New Time Matrix: Inspiration/Result**

**New Company Analysis**

**Results Table**



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## Time influence

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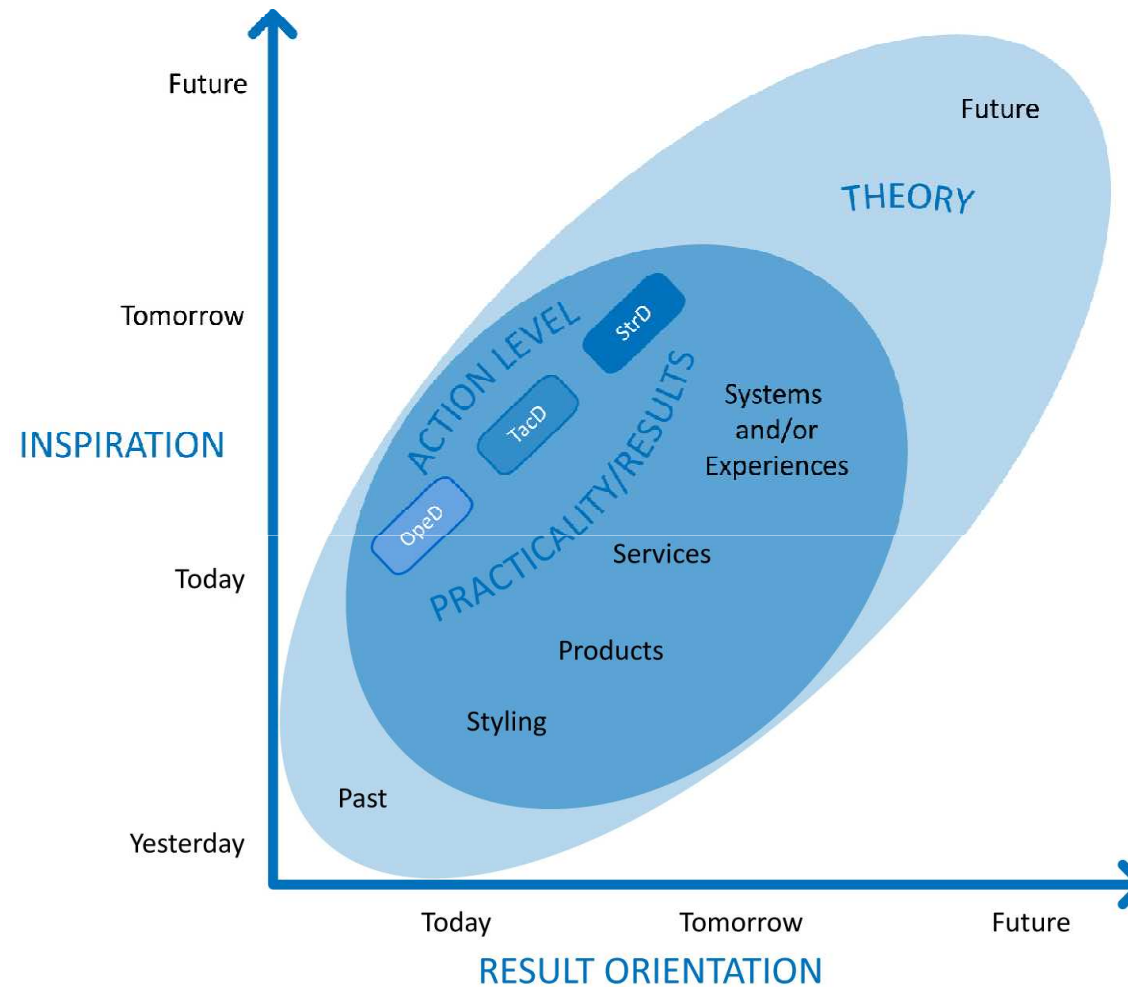


**CENTRO PORTUGUÊS  
DESIGN**

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## (Mozota. Brown.) Time Matrix: Inspiration/Result

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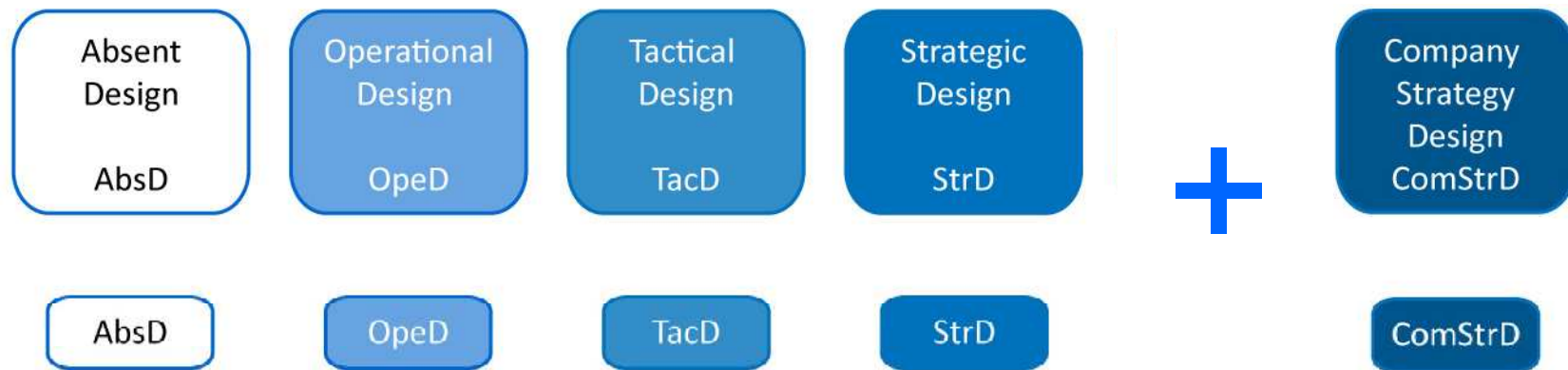
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## Design Ladder, Evolution (?)

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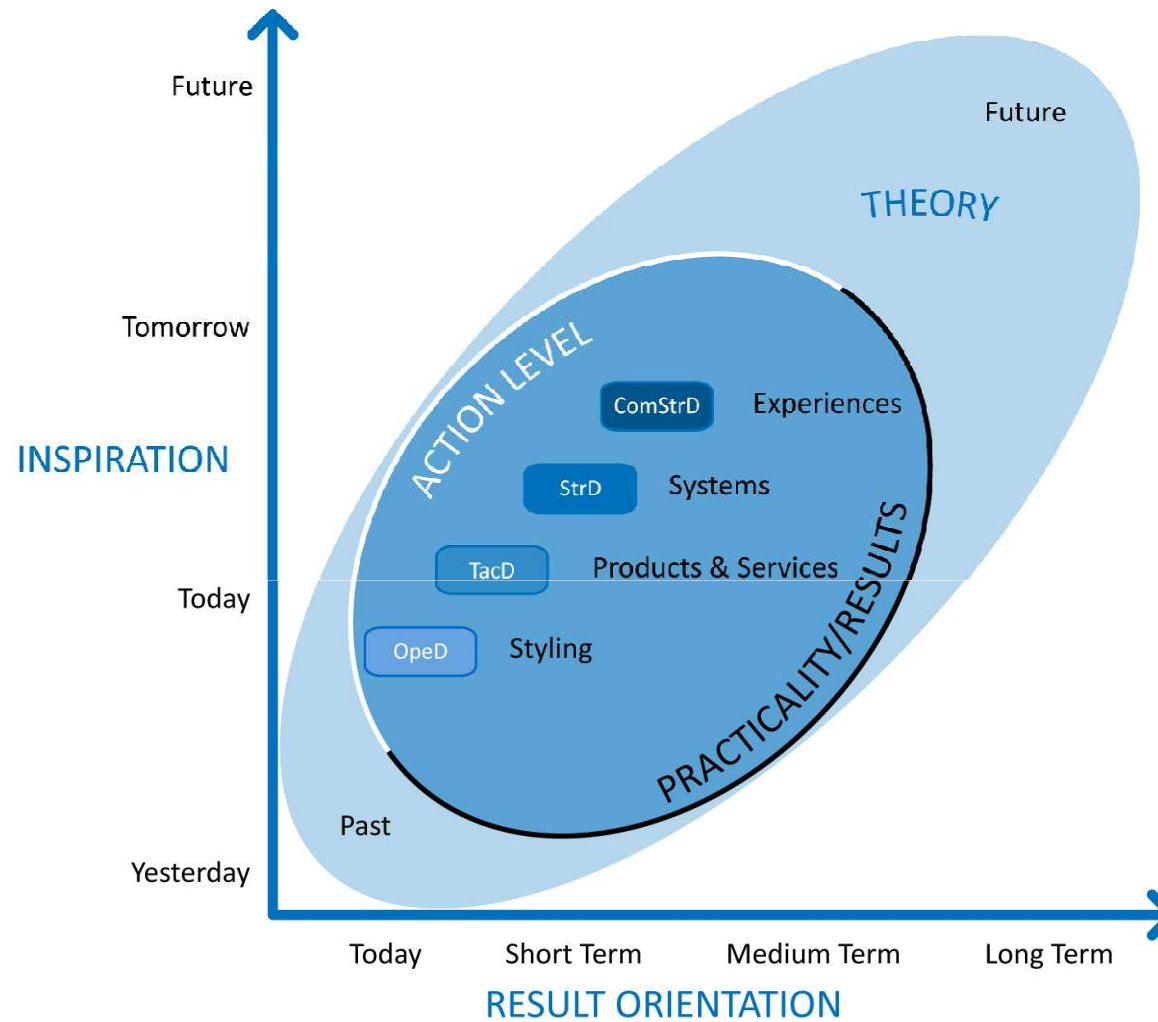
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## New Time Matrix: Inspiration/Result

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AbsD

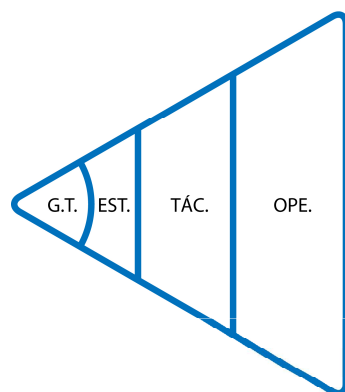
OpeD

TacD

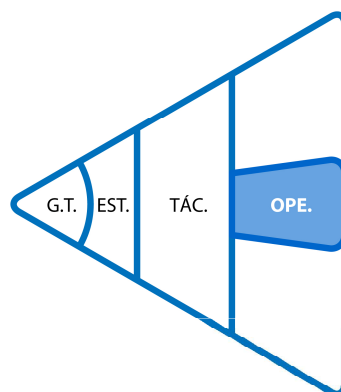
StrD

ComStrD

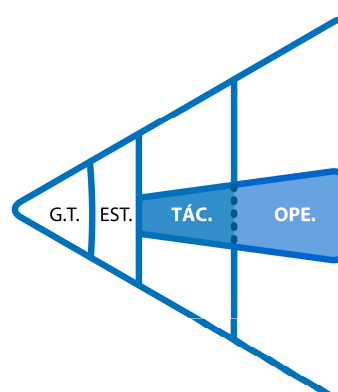
Design,  
influência na Empresa  
FASE 0



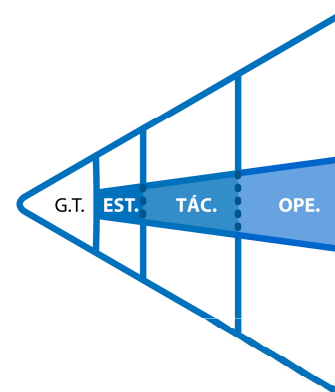
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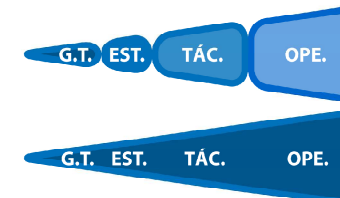
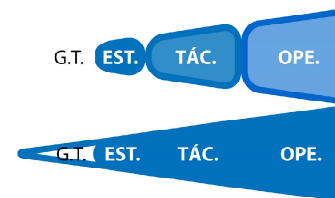
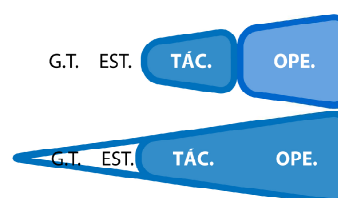
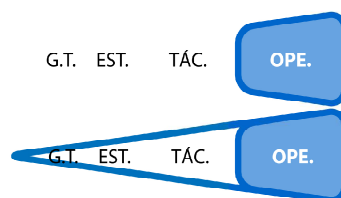
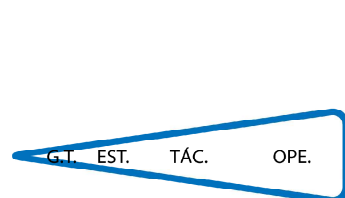
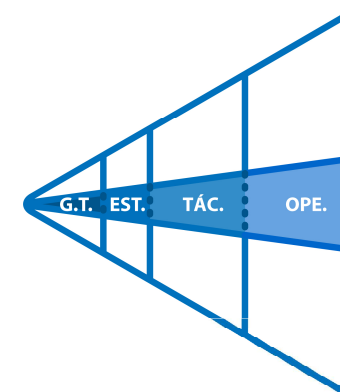
FASE 2



FASE 3



FASE 4



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# New Company Analysis

OpeD

TacD

StrD

ComStrD

**Results Orientation (Term, Time)****Action Field****Result****Process****Company Integration****Activity Type****Investment****Profit****Business Economic View****Clients & Suppliers Relationship****Economy Type****Innovation Level****Innovation Type****Life Cycle Term****Commodities****Company Image on the Market****Image/Identity Relationship****Thinking Way****Scale****Satisfaction Target****Vision & Knowledge****Tangibility****Background****De.:SID**Design as a Company's Strategic Resource:  
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## Results Analysis, Fields

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	<div>OpeDTacDStrDComStrD</div>		
Results Orientation (Term, Time)	Today -> Short (Tomorrow) -> Medium (Prognostic) -> Long (Prevision)		
Action Field	Operational Design -> Tactical Design -> Strategical Design -> Company Strategy Design		
Result	Styling -> Product -> Service -> System -> Experiences		
Process	Activity -> Diferenciator -> Coordinator -> Transformational		
Company Integration	Internal or External	Internal or Mixt	Internal or Mixt (first choice)
Activity Type	Passive -> Reactive -> Active -> PRO-active		
Investement	Reduced -> Small -> Medium -> High		
Profit	Reduced -> Small -> Medium -> High		
Business Economic View	Survivor -> Resistent -> Strong -> Sustainable		
Clients & Suppliers Relationship	Dependency -> Colaborator -> Partner -> Co-Producer		
Economy Type	Scale (Market Pull) -> Diferenciation (Market Push)		



## Results Table 1/2

	<div>OpeD</div> <div>TacD</div> <div>StrD</div> <div>ComStrD</div>
<b>Innovation Level</b>	None -> Incremental -> Evolutionary -> Radical/Revolutionary
<b>Innovation Type</b>	Market Pull -> Technology Push -> Design Driven -> Future Driven
<b>Life Cycle Term</b>	Now -> Short -> Medium -> Long
<b>Commodities</b>	Minimum -> Basic -> Sustainable -> High
<b>Companie's Image on the Market</b>	Follower/Executive -> Innovation Leader
<b>Image/Identity Relationship</b>	Dissonant -> Coincident
<b>Thinking way</b>	Fast Solution -> Problem -> Integrative -> Future
<b>Scale</b>	Reduced -> Holistic
<b>Satisfaction Target</b>	Client -> User -> Man -> Humanity
<b>Vision &amp; Knowledge</b>	Limited/Homogeneous -> Wide/Diverse
<b>Tangibility</b>	Tangible (Product) -> Intangible (Knowledge, System, Experiences)
<b>Background</b>	Material & Shape -> Culture/Knowledge



## Results Table 2/2

# Conclusion

## Tendencies...

Operational -> Strategic  
Sustainable Development & Company  
Strategy  
Reflection & Definition  
Explore, Criticize  
Analyze & Synthesize  
Dependencies & Consequences  
Vision: small -> Big & High  
Team Work & Taskforces  
Communication, Language & Knowledge

Excellence, Differentiation  
Quality & Quantity Control  
Quality creates Quality  
Image & Identity  
Helping Tools  
Ideas Bank  
Human Centered  
Future Oriented  
Experiences, Dreams, Storytelling  
Design Thinking...

## think! Think! THINK!



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**THANKS!**

**Have a nice Design-Day**

**Teresa Serpa**

**teresa.serpa@gmail.com**



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