

# Design as a strategic choice

Taija Turunen  
Assistant Professor  
Design Management

# This morning

1. Brief introductions
2. What is design?
3. What is management?
4. Design + Management=?
5. Case work
6. Discussion
7. Wrap up & key take aways



# Learning objectives

**After this class, you will be able to:**

- **Discover design, break some of the stereotypes**
- **Recognize how companies benefit from design expertise**
- **Identify some of the most commonly known management challenges related to design**
- **Compare case companies based on their design maturity**

# Since I don't know you...

Lets meet by introducing ourselves in the chatbox. Write down:

- What is your favorite design object?



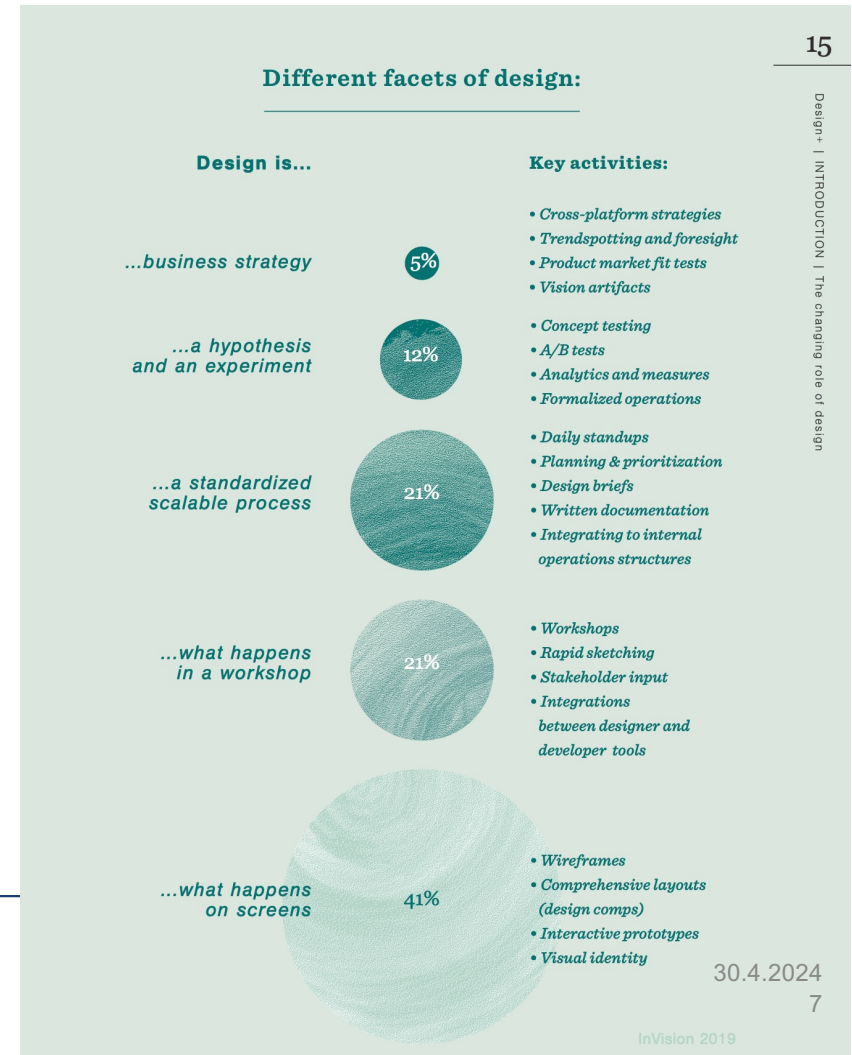
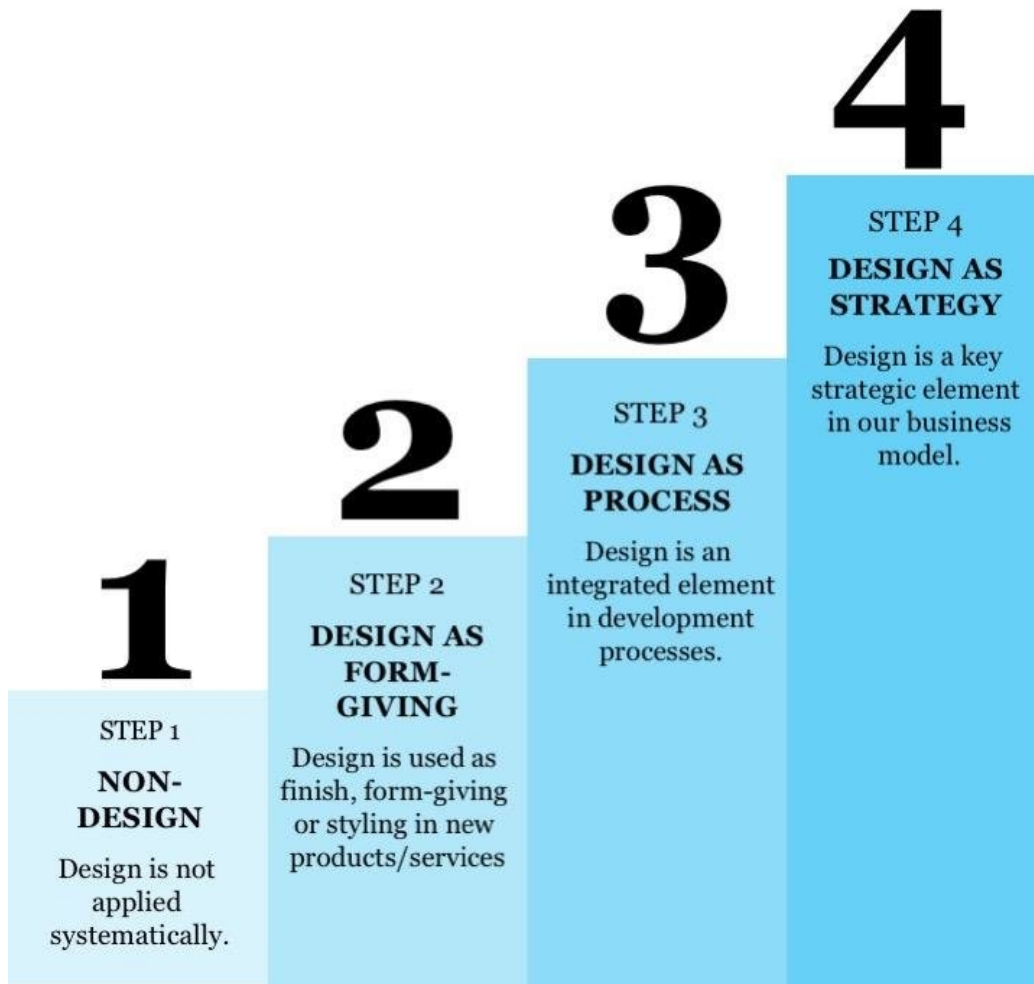
# What is design?

# What is design and what is it not?

1. Not just merely creation of beautiful things
2. Not just about crazy ideas
3. Not irrational
4. Not mysterious
5. Not all design is good design
6. Not a skill that (some) are born with



# Position of design in organizations



# Why is it important?

- **Design is a good way to differentiate**
- **Creativity is often results of combining of variety of skills, designers have special skills, just like engineers, business professionals, psychologists etc.**
- **To stay competitive firms need to often renew themselves, thus creativity is needed**



# Designerly ways of knowing and doing

Logical approach to problem solving through design

Ideal  
Equation:

$$\text{WHAT} + \text{HOW} = \text{RESULTS}$$

Inductive  
logic  
Equation:

$$\text{WHAT} + \text{HOW} = ?$$

Deductive  
logic  
Equation:

$$\text{WHAT} + ? = \text{RESULTS}$$

Abductive  
logic I  
Equation:

$$? + \text{HOW} = \text{RESULTS}$$

Abductive  
logic II  
Equation:

$$? + ? = \text{RESULTS}$$

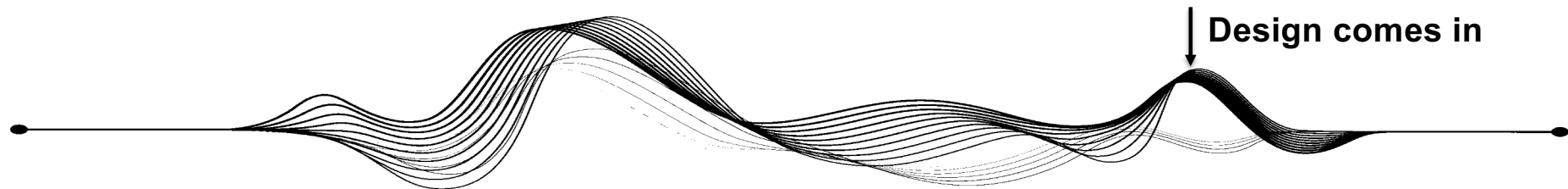
This visual is based on Kees Dorst's reasoning pattern

S.B

- Our educational background and growing circumstances shape the way in which we approach problems
- Designers often focus their attention to:
  - *Aesthetics*
  - *Empathy*
  - *Functionality*
  - *System features*

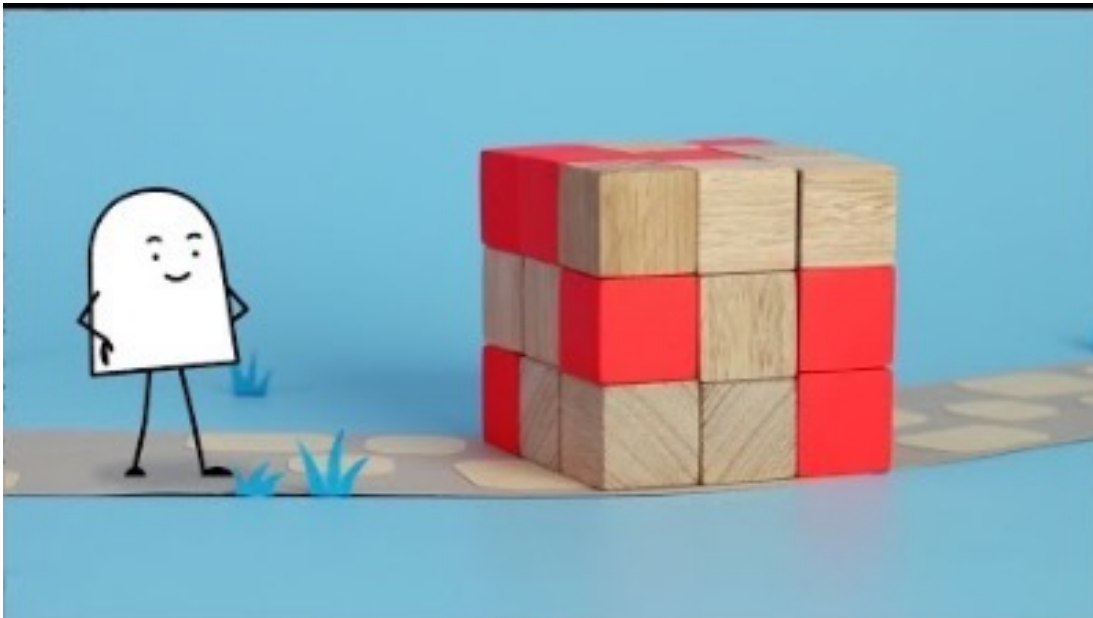
# Example uses of design expertise

## 1. Design as styling

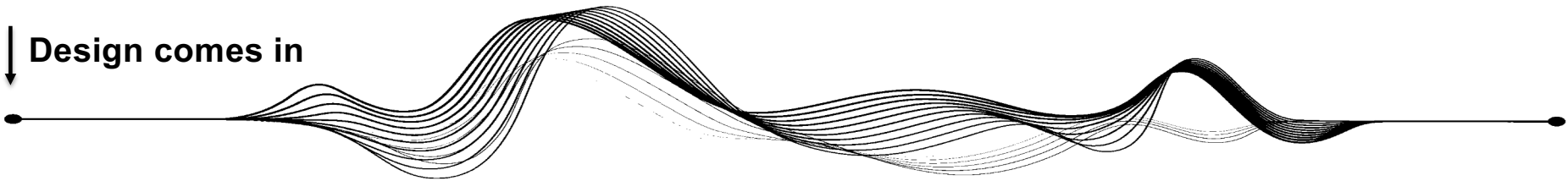


# Example uses of design expertise

## 2. Designerly ways of solving problems:

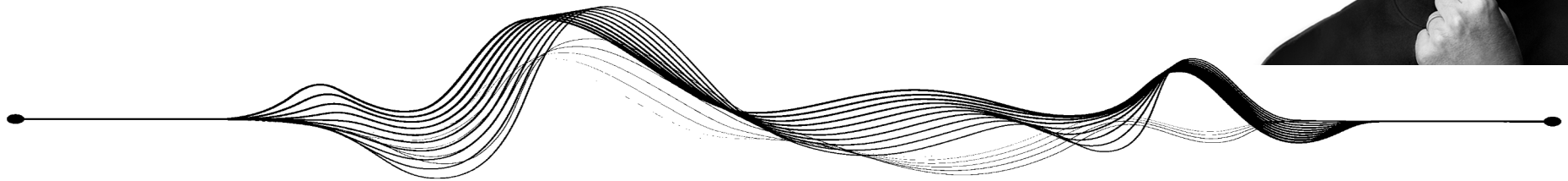
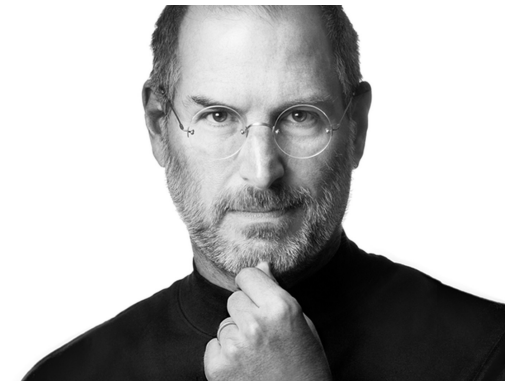


↓ Design comes in



# Example uses of design expertise

## 2. Design as a business strategy



# Why design?

- **World has become less controlled and more competed**
- **Organizations need multiple types of knowing and doing to solve complex and ever changing problems.**
- **Design expertise is needed for organizational skillsets**

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**OPEN**  
NO BOUNDARIES

**COMPLEX**  
MANY ELEMENTS AND RELATIONSHIPS

**DYNAMIC**  
CHANGE OVER TIME

**NETWORKED**  
ACROSS ORGANIZATIONS

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# What is management?

# What management is and what it is not?

1. Not just giving orders (command and control)
2. Not just hierarchies (also post bureaucratic forms)
3. Not always rational (A lot of strings attached)
4. Often times mysterious (human behavior sometimes hard to predict)
5. Not all management is good management



# Tasks of management

## PLANNING:

- Setting targets, crafting vision and shared purpose

## ORGANIZING:

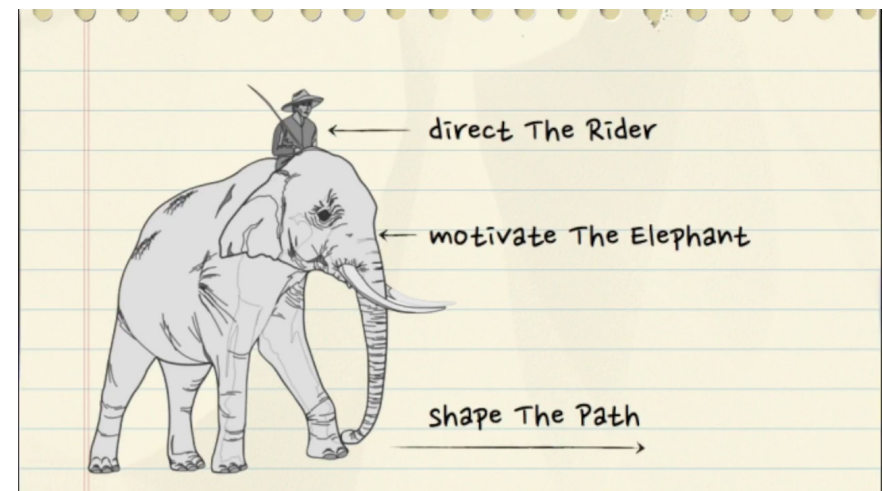
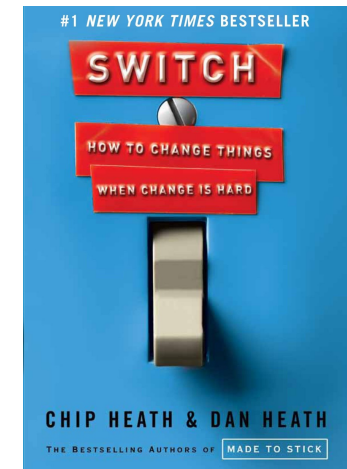
- Creating systems or structures for activities

## IMPLEMENTING/LEADING:

- Ensuring that things get done

## MONITORING/CONTROLLING:

- Continuous measuring of the journey



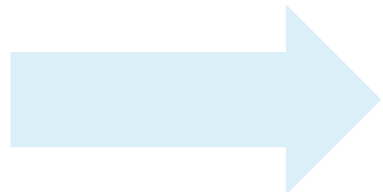


# Design + Management

# Why is design sometimes hard to manage?

1. It is not well understood → poorly exploited asset
2. Design processes are often mystified → doesn't help 1.
3. Creativity requires space and time → Time is money
4. Empathy requires sensitivity → Emotions in leadership just recently appreciated
5. Design process is not often very linear → Difficulties in organizing
6. Designers are used to solving changing problems → Efficiency problems, scalability problems
7. We are humans, our evolutionary development has made us treat anything mysterious or “out of the ordinary” as a threat

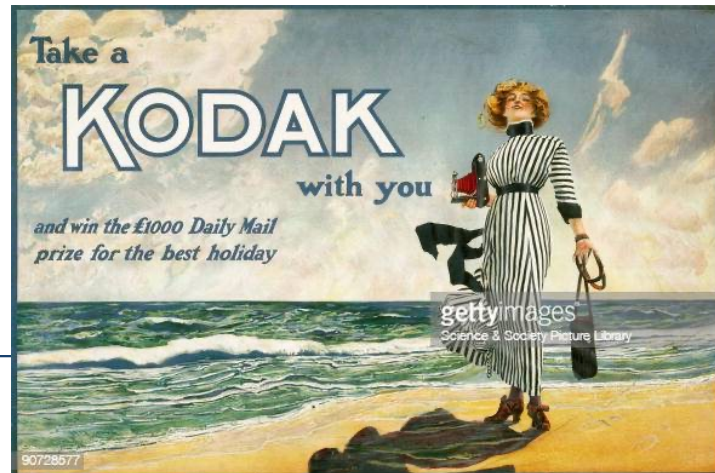
# Case Example: Kodak



To replace it for:  
- Access for all



Yet, it wasn't enough  
just to change the  
product design



Kodak's eventual success with this design resulted from it reshaping the institution of photography away from something done by professionals to something done by amateurs in everyday situations.

# Case example: enabling change with design

**Vieser shortly:**

**Established 1973 Kauhajoki, Finland**

**Finding a solution to very mundane problem; how to get water safely out of the building**

**To save costs of installation**

**Design journey has grown since from problem solving to inspiring aesthetics through design solutions**



# Case background

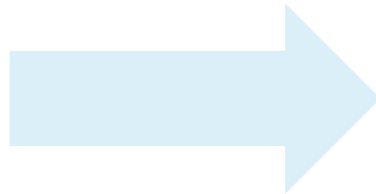


Floor drain

# Finding a path through design

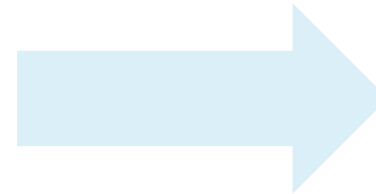


**Steel**



To replace it for:

- Easier installation
- Safety



To replace it for:

- Aesthetics

?

# Making ordinary extra ordinary



# Change is not always trivial

## Issues to consider:

- **How much of change does the solution require? (installation)**
- **Points of sales contact? (builder or the designer or the architect)**
- **Does the change impact on our core values? (where the success comes)**
- **Does our people believe in our story? (employee commitment)**
- **Does the change challenge our current ways of doing things? (behavior)**



# Group work: Case Analysis

# Case analysis

**You will be split into small groups (4-5/group). Follow this Miro link:**

**[https://miro.com/app/board/uXjVOaBOzHc=/?invite\\_link\\_id=736206685960](https://miro.com/app/board/uXjVOaBOzHc=/?invite_link_id=736206685960)**

**All groups will be working on the same Miro board.**

**Part 1:**

**You task is to suggest companies that you would identify as being different levels in design adaptation. Discuss and reason your suggestions, all groups should identify at least 1 company/stage.**

## Part 2:

**Select 1 company in your list of companies and discuss:**

- **How that company leverages design?**
- **How would additional design expertise benefit that company?**
- **How would that step impact the business , i.e. what to consider?**

**Please summarize your discussion, few key points will be enough to share.**

# Discussion

- Please summarize your discussion, few key points will be enough to share.

# Summary

# Key take aways

- Design is not just aesthetics
- Design skills and approach is great addition to companies skill portfolios along with business, engineering, sociology, psychology etc. to solve complex problems
- To reach its full potential design should be integrated to processes at early stages
- Managing design depends on design maturity (core beliefs and values)
- Businesses can benefit from design, but it needs to be managed considering the boundary conditions

# Thank you!

Questions?

[taija.turunen@aalto.fi](mailto:taija.turunen@aalto.fi)

