

Editorial: Design Innovation Management

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In these proceedings Design Management Innovation is covered by 21 papers. These are covered by three sections which can be found in Volume 2 (this section), Volume 5 which clustered papers around *Design in Open Innovation* topic and Volume 7 with focus on *How Organisations Employ Design as Vehicle for Change*.

This section features the following 8 papers:

Emilene Zitkus *at al.* in paper titled *Understanding How Design Action Plans Support the Strategic Use of Design* outline the strategic use of design at the national level to drive economic and societal impact benefits from coordinated activities that integrate and apply key stakeholder agendas. The overall aim of the research project is to develop an integrated action plan for design in the UK with a goal to achieve a greater recognition and application of design as a strategic driver of innovation. The paper concludes that overall the language and structure of design action plans vary considerably as does the focus.

Anna Whicher and Alex Milton outline key steps undertaken by the Department for Jobs, Enterprise and Innovation to initiate a National Design Strategy for Ireland.

Heloisa Candello with her colleagues from IBM investigated informal credit practices of merchants in the northeast of Brazil. They observed that the informal credit practices are based on a sense of community and personal relationships between merchants and their customers. They conclude that that business transactions are forms of social and cultural exchanges which are shaped by local moral and cultural norms.

Myrthe Montijn *at al.* in their paper titled *Matching Data and Emotions for Designing Personalized Digital Experiences* argue that the digital innovations in-store are often unnecessary, unintuitive and uncomfortable and mostly make use of personal data for one-way messaging instead of meaningful interpersonal interactions. To counter this identified gap, they build on the work of Pieter Desmet (2002) to improve consumers' in-store digital experience and their emotional connections with the brand to leverage the opportunities of personal consumer data in personalization strategies.

Mark Bailey *at al.* argues that using a design-led approach is highly beneficial when tackling complex problems to transform ambiguity into actionable design briefs and solution opportunities. Their main objective is to develop and deploy approaches to innovation that apply skills from creative graduates to benefit the wider creative economy, address barriers to innovation and promote growth and sustainability within and without of the Creative, Digital and IT sector.



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Paper titled *Determinant Moments for the Design Management Occurrence in Fashion Industry* written by Cláudia de Souza Libânio *at al.* tried to systematize the process of product development, identifying the players and their competencies involved in the apparel industry and mapping the determinant moments for the design management occurrence in context analysis. They conducted interviews with 14 respondents. Analyses of the interviews identified the determinant moment for the design management which foster design as a vehicle for change, in apparel industry companies.

Roberta Rech Mandelli with her fellow researchers examined whether professionals with different backgrounds use distinct thinking styles when designing a product. They used the concept of the Design Thinking Style Inventory (CD-TSI). They have identified that engineers favour the conditional thinking style (accepting opinions from others without questioning them), designers prefer the exploring style (seeking for options and differentiation), while both designers and architects lean towards the creative style (thinking in parts to get to the whole concept).

Kathryn Burns examined four knowledge exchange projects undertaken over the past 15 years between university and external commercial organisations. She has concluded that: (i) The effective transfer of design knowledge depends on the capacity of a company in addition to the identification of the most appropriate support. (ii) Weaknesses in marketing are a greater priority than design for most SMEs – gaps in marketing ability were having more critical impact than design issues in a company reaching its full potential. (iii) A company's external environment and competitors are an overlooked source of opportunities for growth. There is a general lack of knowledge regarding how observing a company's external trends (e.g., social, technological, environmental and political) can point to opportunities or threats to a company's performance. and (iv) The effective transfer of design knowledge depends on the capacity of a company in addition to the identification of the most appropriate support.

References

Desmet, P. (2002). *Designing emotions*. Delft University of Technology. Department of Industrial Design.