Design Management in an Era of Disruption

Organized by DMI – The Design Management Institute

Hosted by the London College of Fashion, London, United Kingdom

We announce a call for papers for the 19th Academic Design Management Conference to be held in London, UK September 2–4, 2014. The theme of the conference is Design Management in an Era of Disruption. The management of design has arguably never played such an important role as it does today. Changes to the business and social environment are making consumers more knowledgeable and discerning. Innovations and developments in new technologies make it possible to respond to these demands in the form of mass-niche, mass-customized, or micro-niche product strategies, leading to changes in business models and the location of manufacturing as consumers increasingly participate in the product design and development process. These are all indicative of major disruptions to the ways that products and services are designed, made, and distributed. The role of the designer is in many contexts transformed. The purpose of this conference is to explore how design management is changing in this era of disruption. We welcome early-career researchers and PhD candidates with work in progress.

We are also seeking proposals for workshops on design management research themes.

Please click here for more information on the workshops and paper submission process

Deadline for abstracts January 15th, 2014
Deadline for full papers 16 May 2014

Conference Organisers

Conference Patron: Michael Westcott, President, DMI, Boston USA; Conference Chairs: Dr. Erik Bohemia, Loughborough University, UK; Professor Rachel Cooper, Lancaster University, UK; Professor Jeanne Liedtka, University of Virginia – Darden Business School, USA; Professor Alison Rieple, University of Westminster, UK

CONFERENCE TRACKS

The conference is organised around 7 meta themes that are divided into 16 tracks:

Design in the creation of meaning
Transformational design management
Contextualised designing
Design management futures
Design thinking, leadership and impact
Educating Design Managers For Strategic Roles
Open Track
1a) Designers as cultural intermediaries in an era of flux

Dr. Francesco Zurlo, Politecnico di Milano, Italy

Professor Luisa Collina, Politecnico di Milano, Italy

Professor Ulrike Rahe, Chalmers University of Technology, Sweden

Dr. Erik Bohemia, Loughborough University, UK

Designers have been described as key cultural intermediaries as a result of their role designing symbolic goods and services. In this role they play an active role in promoting consumption through attaching particular meanings and lifestyles to products and services with which consumers will identify. However, as meanings of the products and services are negotiated rather than determined at the outset, designers need to develop an understanding of how others negotiate these meanings. In addition, due to globalization and increasingly interconnected societies through digital technologies and travel, ‘local’ cultures are in a flux on an unprecedented scale. This track therefore seeks to explore relationships between culture and design. For example questions may relate to: what challenges and opportunities do designers face when exploring ‘local’ cultural resources? What processes do designers use to frame ‘local’ cultural inputs? How do they then translate these insights into new offerings, including ‘disruptive’ service innovations? What processes do designers use to ‘construct’ users whether these are ‘local’ or ‘global’? In what ways do these constructs enable or limit designers’ thinking? How do designers represent ‘culture’ within their designs?

Indicative References:


1b) Contemporary Brand Design

Track chairs

Dr. Toni-Matti Karjalainen, Aalto University School of Business
This track looks for theoretically driven and practically relevant contributions that shed new light on the strategies, practices and processes by which contemporary brand experiences are created and managed by companies in different product fields, from consumer goods to luxury artifacts, from physical products to more service-driven brands. We are particularly interested in the mediating role of design in the creation of strong and sustainable brand recognition. In this track theme we hope to identify possible commonalities and differences in the strategies and approaches that brands in different fields apply in their product design.

**Indicative References:**


**1c) Design management and artistic interventions**

**Track chairs**

*Professor Antti Ainamo, Aalto University School of Business*

*Dr. Kirsi Niinimäki, Aalto University School of Arts, design and Architecture, Helsinki, Finland*

*Dr. Marja Soila Wadman, University of Gothenburg, Sweden*

*Professor Lisbeth Svengren Holm, The Swedish School of Textiles, University of Borås, Sweden*

*Professor Clemens Thornquist, The Swedish School of Textiles, University of Borås, Sweden*
It has proved difficult to catch all the flavours and characteristics of design – what it is and how it may be valued. Many descriptions sound like most descriptions of innovation and product/service development with their focus on problem solving thereby not catching the character and value of design. This might be one reason for why many companies still have difficulties understanding the strategic value and processes of design. There seems to be an avoidance of the aesthetic and artistic part of the design process that differentiates design from engineering. In contrast to industrial design, the field of fashion has rarely had any problem in understanding what design is and the artistic side of the design process. Despite this, the field of fashion has not traditionally been an empirical nor a theoretical field for design management research. However, art and design management is now emerging as a stream of research in both the fashion and other industries focusing on the role of creative and artistic interventions as a strategic tool in complex, chaotic and interactional global environments.

We therefore call for papers around such topics as: design fashion and art management – differences and similarities; artistic interventions and design interventions – as method, as learning process, as provocation; creative and fashion management – theoretical and empirical implications; the role of art, design and fashion in fields traditionally not associated with art, design or fashion

**Indicative References:**


**Theme 2: Transformational design management**

2a) User-centred design (UCD): A disruptive business enabler for sustainable consumption?
The aim of this track is to explore the potential benefits of adopting a UCD approach to reduce over-consumption of resources and encourage more sustainable actions, and in doing so, gain a greater understanding of the potential influence and impact of UCD in a business context. Papers may focus on employing a UCD approach to encourage resource efficient domestic or industrial practices or energy, water, transport, or waste reduction; tools, approaches or frameworks for incorporating a UCD approach within business models; or practice-based case studies of UCD implementation in business strategy. Central to the debate in all papers, however, should be a discussion of the potential for UCD to act as an enabler for sustainable consumption in a way that adds value to the business.

Indicative References:


2b) Exploring collaboration in product development: the good, the bad and the ugly

Dr. Nuša Fain, University of Strathclyde, UK

Dr. Beverly Wagner, University of Strathclyde, UK

Innovation is a key driver of competitiveness and economic growth, but nurturing it is a challenging task because it involves multiple and constantly changing actors, linkages and dynamics. Furthermore, although collaboration and cooperation have come to dominate successful innovation, businesses often run into information and coordination problems at the different stages of the collaboration process. This means understanding collaboration, coordination and cross-functional integration processes is essential for effective innovation performance. As design is an integral part of such collaborations in innovation, contributions within this track should address the challenges new types of collaboration in innovation bring to designers. Examples include, but are not limited to cross-functional and cross-disciplinary collaboration of designers with other disciplines and functions, voice of the designer, working in dispersed design teams, engaging key stakeholders in the design process and measuring performance and product excellence through cross-functional involvement.
Indicative References:


2c) Managing consumer involvement in product development

**Dr. Ian Campbell, Loughborough University, UK**

**Dr. Matthew Sinclair, Loughborough University, UK**

**Professor Francesco Zurlo  Deputy Director of Politecnico of Milano and Professor of Strategic Design and furniture design;**

**Dr Marco Pironti Turin University,**

**Dr Paola Pisano Turin University,**

**Professor Alison Rieple, University of Westminster**

Recent developments in both hardware and software have facilitated greater opportunities for consumers to become more involved in product design and manufacturing. Low-cost, easy-to-use 3D modelling software and low-cost 3D printers mean that, at least in theory, the same person can design and make their own simple product. However, for more complex products, much professional input is still needed. Therefore, a continuum now exists between totally consumer-designed products and totally professionally designed products (the latter being the norm under the mass production paradigm). The whole field of mass customisation calls for different levels of consumer involvement in product design, depending upon the type of product, the consumer's desire for customisation and the manufacturer's willingness to allow consumer input. Conference paper submissions that deal with any aspect of managing consumer involvement in design are most welcome. Typical topics include facilitating consumer involvement; protecting the brand; sharing of IP; deciding upon the level of customisation; pricing structures; the impact upon product liability; the effect on business models; the effect on the location of production and design in
manufacturing industries; and the competences designers need in this new type of environment.

Indicative References:


2d) Enterprise eco system design

Track chairs

Professor Brigitte Borja de Mozota, Paris College of Art

Milan Guenther, Designer – Founder and Associate eda.c

Dr. Alice Peinado, Paris College of Art

Dr Kaja Tooming Buchanan, Assistant Professor, The Cleveland Institute of Art Ohio

In this track we welcome contributions exploring how design can help companies redesign their relationships with people through improved information systems. In recent years, strategic design management initiatives have enabled businesses to empower people through new usage paradigms of their information systems that go beyond a traditional functional focus. The goal for IT management is to focus instead on building trust by providing people with information relevant for decisions to be made through modular, innovative, open, mobile, adaptive, co designed and ubiquitous information technology.

In this track we wish to open the debate on how design can emerge as an enabler for an enterprise eco system bringing together different elements, media and functions at key intersections: how is design management explicitly designing transitions in process management at all levels?; how is meaningful dialogue among all users and stakeholders made possible through the input of design skills?; how the design process is used in a holistic way to open exchanges with both employees and business partners within the new IT context?; how is design addressing the complexity of integrating new artefacts into existing business structures, focusing on changes in people’s mind-sets to support strategic change?

Indicative references:

Theme 3: Contextualised designing

3a) Co-creating shared value in service design

Track chairs

Professor Tung-Jung Sung, National Taiwan University of Science and Technology, Taiwan
Professor Lu Yuan, Eindhoven University of Technology, the Netherlands

Service design plays an increasingly important role in provision of value in a modern economy. Value co-creation is a fundamental cornerstone of service design while, in addition, co-creation is claimed to be today’s most accepted model for innovation more widely. Therefore, how to effectively manage value co-creation has become crucial for business enterprises or communities.

Value co-creation with stakeholders under a service-dominant logic can occur in different ways. It involves an understanding of the different roles of the stakeholders involved in an holistic consideration of service contents: creating shared value highlights the importance of mutual trust and dependence (or interdependence) among the various stakeholders. As a result, achieving an integrated model or framework of value co-creation is becoming a major challenge for service design, yet there is limited research on this. Therefore, this track theme aims to offer a platform for researchers and practitioners to present the state of the art research, discuss latest developments, and envision future directions for value co-creation in service design research.

Indicative References:


3b) Design in the creative and cultural industries (CCIs) in an era of disruption
The term CCI includes experiential services such as the performing arts as well as tangible and/or scalable products that require exceptional quantities of creativity in their development processes: examples here being recorded music, fashion, books, art exhibitions and digital media. Many of these sectors have been disrupted by the development of digital technologies and the Internet. Yet there is comparatively little writing on the management of design in the CCIs. We believe that research is needed on the role of design in cultural product development. Design not simply as a means of communication or creation of objects and spaces, but rather as a process that generates experiences, and helps management to be holistic and user-centred.

We invite questions such as: is design thinking a pre-requisite for success in these types of organizations; Roger Martin used the world's largest performing arts organization, Cirque du Soleil, as a paradigm example of design thinking? What aspects are most important – logistics, ticketing, audience flow, performance environment, workplace ...? How is design used in disintermediated CCI sectors such as music and publishing? Is there a role for design in providing a substitute for a physical organization?

Indicative References:


3c) Social and sustainable design management

Track chairs

Dr Rita Assoreira Almendra, University Of Lisbon (Faculty of Architecture)

Jose Andrade Vicente, Escola Superior da Gallaecia, Portugal

Social and sustainable design emerged during the last century as a new field committed to answer the urgent needs of humanity. Due to its relativity newness, there is a lack of definition about its territory, scope and practices. This is demonstrated by the multitude of terms and expressions used to describe almost similar methods and approaches. Some of these relate to collaborative work with social sector organizations and others to designer’s own initiatives to help society face the most complex social, environmental, cultural, political and economic challenges.
Social design and sustainable design are intertwined since both advocate a change of paradigm. Sustainable human well-being a common goal to both social design and sustainable design. There is no sustainable design without balancing social/individual/ cultural dimensions with economic and environmental ones. And social design can be seen as assuming sustainable design principles and translating them into practice with a specific focus on social issues.

This track theme will focus on questions such as: Can existing strategies and business models ensure the success of a social and/or sustainable design project? Are there differences and commonalities in the management of products and services in the context of social and sustainable design approaches? What challenges do social and sustainable design practices pose at different levels of intervention – strategic, tacit and operational? How can results be measured in these type of projects: which metrics and KPIs?

**Indicative References:**


Thackara, J., 2008. We Are All Emerging Economies Now. *Observatory: Design Observer Blog*.

**Theme 4: Design management futures**

**4a) New modes of design management**

*Track chairs*

*Adjunct Professor Anne Stenros, School of Arts and Design, Aalto University and Design Director at KONE Corporation, Finland*

*Pia Tamminen, BIT Research Centre, Aalto University, Finland*

Design is more than giving an artifact form and function; it is a collaborative process by interdisciplinary teams. Because of the disintermediation of organisational hierarchies and the disruption to organisational value and supply chains, we believe that there has been a shift in the state of mind of design management – from coordination to integration. In this track we seek to explore questions such as: What are the new modes of design management, if any? How do companies integrate design teams into their product and/or service development systems in a
globalised world? How do new modes of design management operate in different contexts, for example SMEs and the public sector? How do new modes of design management operate in an open design context? How is technology-enabled and user centred design-driving entrepreneurial disruption of large and small firm ecosystems?

**Indicative References:**

Verganti, R. (2011) How companies can systematically create innovations that customers don’t even know they want, Harvard Business Review, October, 114-120


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**4b) Design Management: Future Perspectives**

*Professor Rachel Cooper, Lancaster University, UK*

*Dr. Martyn Evans, Lancaster University, UK*

*Dr Leon Cruikshank Lancaster University, UK*

*Associate Professor Birgit Jevnaker, BI Norwegian Business School, Norway*

Design Management could be considered a mature discipline, whilst design continues its emergent qualities, expanding from traditional disciplines, crossing boundaries moving and into new areas, for example service design, social innovation design, designing knowledge exchange. At the same time design is managed at both macro (cites, systems) and micro scales (object and product) and anywhere in between. Whilst the breadth of influencing factors and design evidence to be considered and taken into account in the design become deeper and richer, e.g. sustainability, ageing, health, wellbeing etc. So how do we think about the future of the discipline? Is ‘management’ the appropriate word? How does it need to adapt in relation the changing nature of design and the new management theories? These are just a few questions that can be addressed within this theme.

**Indicative References:**

Borja de Mozota Brigitte, 2011, Design strategic value revisited: a dynamic theory for design as organizational function, chapter 18, The handbook of Design Management, editors Rachel Cooper, Sabine Junginger, Thomas Lockwood ,Berg publishers

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**4c) The role of designers in the shift towards Product Service Systems**

*Track chairs*

*Dr. Dirk Snelders, Eindhoven University of Technology, the Netherlands and Aalto University, Helsinki*

*Erik Roscam Abbing, Zilver Innovation and Delft University of Technology, the Netherlands*

*Dr. Froukje Sleeswijk Visser, Zilver Innovation and Delft University of Technology, the Netherlands*

*Christine De Lille, Delft University of Technology, the Netherlands*
Many organizations are making the shift towards Product Service Systems. As products seldom stand alone these days, companies have to make this shift in order to unlock new value, both for themselves and their customers. In the midst of this shift, they are confronted with the need to find new ways of serving their customers. They must re-organise themselves. The number of new phenomena, models and strategies to deal with seems endless, and the people managing them need flexibility and openness to be able to adapt. In order to deal with this shift designers, project leaders and senior managers can play an important role. But how is this role different from designing products? What skills of designers are important in this shift? How do they organize themselves? This track aims to raise a discussion between those on the client side (the organization) and designers and other facilitators coming from both practice and academia.

**Indicative References:**


**Theme 5: Design thinking, leadership and impact**

**5a) Design Leadership**

*Track chairs*

*Dr. James Moultrie, the University of Cambridge, UK*

*Dr. Karen Miller, the University of Cambridge, UK*

Design leadership can be viewed in a number of different ways. It might be leadership of the firm in its market place or it might be leadership regarding design within the firm. It is increasingly evident that effective design leadership is important in many organisations. Design leaders might have attributes associated with leaders in other roles, but they are potentially unique in their perspective on design. This track seeks to explore the latest thinking and research around design leadership in all of its forms.

So some indicative questions might be: Is design leadership important for commercial success? How do organisations attain design leadership positions (i.e. capabilities, resources, strategies, structures etc.)? How do individuals attain, develop and optimise design leadership roles (e.g. education, training, experience etc.)?

**Indicative References:**

5b) Public policy and services informed by a design approach

Track chairs

Dr Nina Terrey, ThinkPlace, Australia

Dr Sabine Junginger, Associate Professor Kolding School of Design, Denmark

The challenge facing public managers is how to transform public policies and services to be “better, quicker and cheaper” while at the same time ensure services are meaningful, relevant and helpful to the community. Design as strategy, method and skills has recently focused on investigating the transformative role of services as a way to build a more sustainable and equitable society. Design in public services was recently a topic of a UK parliamentary inquiry that looked into how design can contribute to renewing public services. The report makes a clear proposition that public leaders can acquire the skills of design to reshape and refashion the public policies and services that they are responsible. This track proposes to bring together latest research in design focusing on public policy and service design answering such questions as: What evidence is there that design approaches embedded in public organizations is a genuine way for public leaders to succeed? How have public leaders co-designed effective policies and services with their communities? How are public services that have been co-designed more relevant and meaningful to communities? How have co-designed or coproduced public policies or services proven to reduce costs? How has design offered a fresh approach to rethinking policy, redrawing professional practice and reshaping service delivery?

Indicative References:


Quirk, B. (2013) Local government can improve public services by hiring designers. The Guardian


5c) Measuring the impact of design – and design thinking – in an era of disruption

Track chairs

Professor Brigitte Borja de Mozota – PCA, France

Professor Jeanne Liedtka, Darden School of Business, Associate Professor Fabiane Wolff, UniRitter/Laureate International Universities, Brasil

This track focuses on the impact of design on business performance. One of the particular areas of interest is in measuring the specific outcomes – whether at the level of the individual, the team, or the organization – produced by the adoption of a design thinking approach, along with the methodological challenges of identifying and
We encourage submissions on these and other questions such as: How do designers feel about how their work is measured and assessed? How can design be valued/measured – for example design outputs or design skills as knowledge capital? Are design and design management awards pertinent tools for measurement effectiveness? What kind of strategies and resources can be used to improve managers’ knowledge about design? What are the best components to include on design balanced scorecards and other applied managerial tools?

**Indicative References:**


DMI Journal 2011 Special Issue on The Extended Value of Design


5d) Design(ers) thinking and disruptive business model innovation: creating mental models or tangible models?

**Track chairs**

*Prof. Petra Badke-Schaub, Professor for Design Theory and Methodology, TU-Delft*

*Dr.ir. Lianne W.L. Simonse Assistant Professor, Delft University of Technology*

In this track the aim is to explore the building of the design thinking paradigm by contrasting the innovation context...
of product innovation and business model innovation. Specifically we like to address the question of: what are the similarities and differentiators in taking up design thinking in contribution to product innovation versus in taking up design thinking in contribution to business model innovation.

In the discourse about design thinking the emphasis is on human centered innovation. The pace and proliferation of design thinking publications have reached a point where it is useful to reflect on what has been learned. Elements for building the paradigm include for example: the description of designers’ thinking processes including intuitive and rational decision making, adaptive and flexible thinking processes, and visual and symbolic modeling, etc.

Since e-business organizations became successful, business models have become a new locus for innovation. Designers are increasingly found in new positions to apply ‘design thinking’ to the innovation of business models. Thus far, little is known about this process and how design theories and methodologies (notions, modeling methods and tools) are used. Scholars have taken different perspectives on the model part of the business models, some referring to mental models that are created in business model innovation teams others pointing out that tangible models as artifacts of design are needed.

**Indicative References:**


**Theme 6: Educating Design Managers For Strategic Roles**

6) Design Management Education

*Track chairs*

*Dr. Erik Bohemia, Loughborough University, UK*

*Professor Richard Buchanan, Case Western Reserve University, USA*

*Selena Griffith, UNSW, Australia*

A challenge for design and management educators is to prepare future leaders to work in strategic roles in both traditional and new economy business models. This is re-echoed by a recent European Design Leadership Board’s report finding which identified the lack of design management skills as a significant barrier to the adoption and integration of design into Europe’s enterprises, organisations and governments. A further challenge is to deliver graduates with a passion for lifelong learning and a capacity to innovate, adapt and adopt emergent design practices within the context of their own. This track seeks contributions exploring responses by educators to the need to produce more strategic designers and how emergent design practices are incorporated within the design management curriculum. The aim is to promote a debate which will inform the development of design and management education.

**Indicative References:**

Theme 7: Open Track

7) Open track

Track chairs

Erik Bohemia, Rachel Cooper, Leon Cruickshank, Jeanne Liedtka, and Alison Rieple

This track is for papers that do not fit into any of the other named tracks
“Contribution du design à la production des savoirs scientifiques”