

Design in Business Network

Dr Pietro Micheli

Associate Professor of Organizational Performance

Warwick Business School, UK

Warwick Business School at The Shard

- ⊙ Executive MBA
 - every other Friday / Saturday over two years
 - specialise in Entrepreneurship, Finance or Healthcare
- ⊙ Executive development programmes
- ⊙ Regular professional network events
- ⊙ Work with WBS
 - Student recruitment
 - Research projects
 - Other opportunities

About me

- MSc in Management and Production Engineering
- PhD in performance management
- Associate Professor of Organizational Performance at WBS
- Previously at Cranfield's Centre for Business Performance and Advanced Institute of Management in London
- Director of the Italian Commission for public sector evaluation
- Research and consultancy in both private and public sector organisations

Main areas of expertise:

- Strategy implementation and performance management
- Design thinking and innovation

I've worked with...



Design in Business Network

Themes

- Design thinking
- Linking technological innovations with users' needs
- Promoting intrapreneurship
- Collaborating effectively across functions...

Benefits

- Learn about good practices and latest research findings
- Network with practitioners from other organisations
- Influence developing projects in this area
- **Active learning:** take it home and use it!

Agenda

- Why **design** in business network?
- First study: different mental models
- Second study: diversity of views, but not irreconcilable
- Three good practices and their effects

Projects on design



KITCHENS + DESIGN





Design as a way of thinking

Analytical paradigm: we need to **find** the solution

Design paradigm: we need to **create** the solution

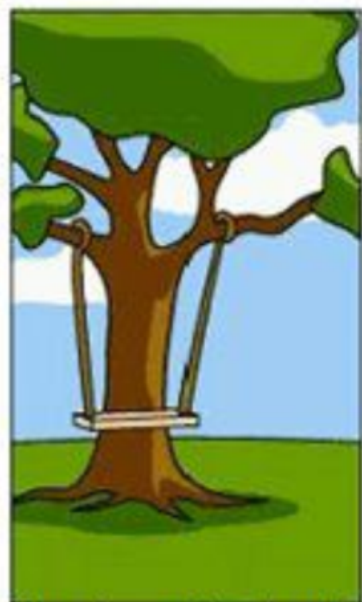
Background to our research

Product/service innovation: Drawing on the best of various disciplines' practices and insights, while getting **different specialists** to agree on a **common** way forward.

How can we reap the benefits of **specialization**, while achieving effective **collaboration** across functions?



How the customer explained it



How the project leader understood it



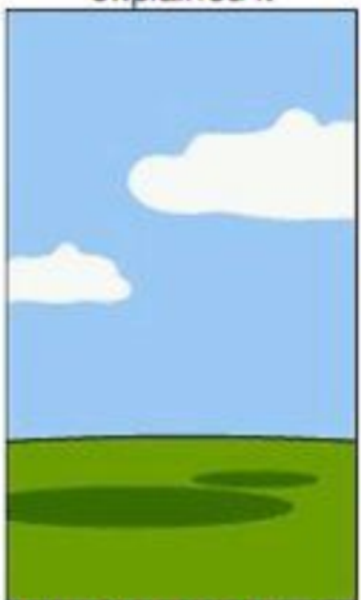
How the engineer designed it



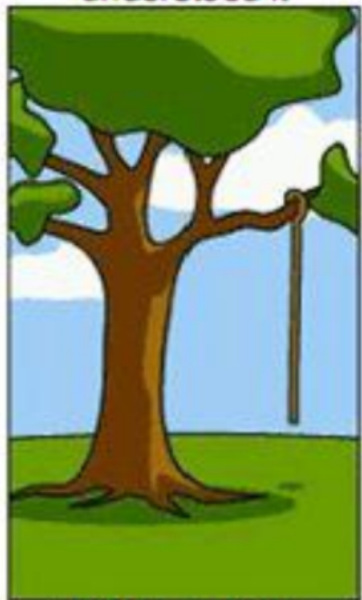
How the programmer wrote it



How the sales executive described it



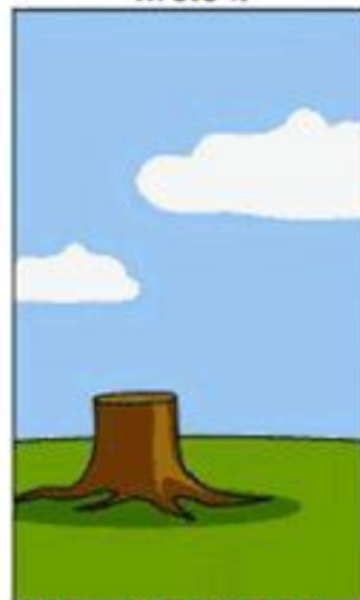
How the project was documented



What operations installed



How the customer was billed



How the helpdesk supported it



What the customer really needed

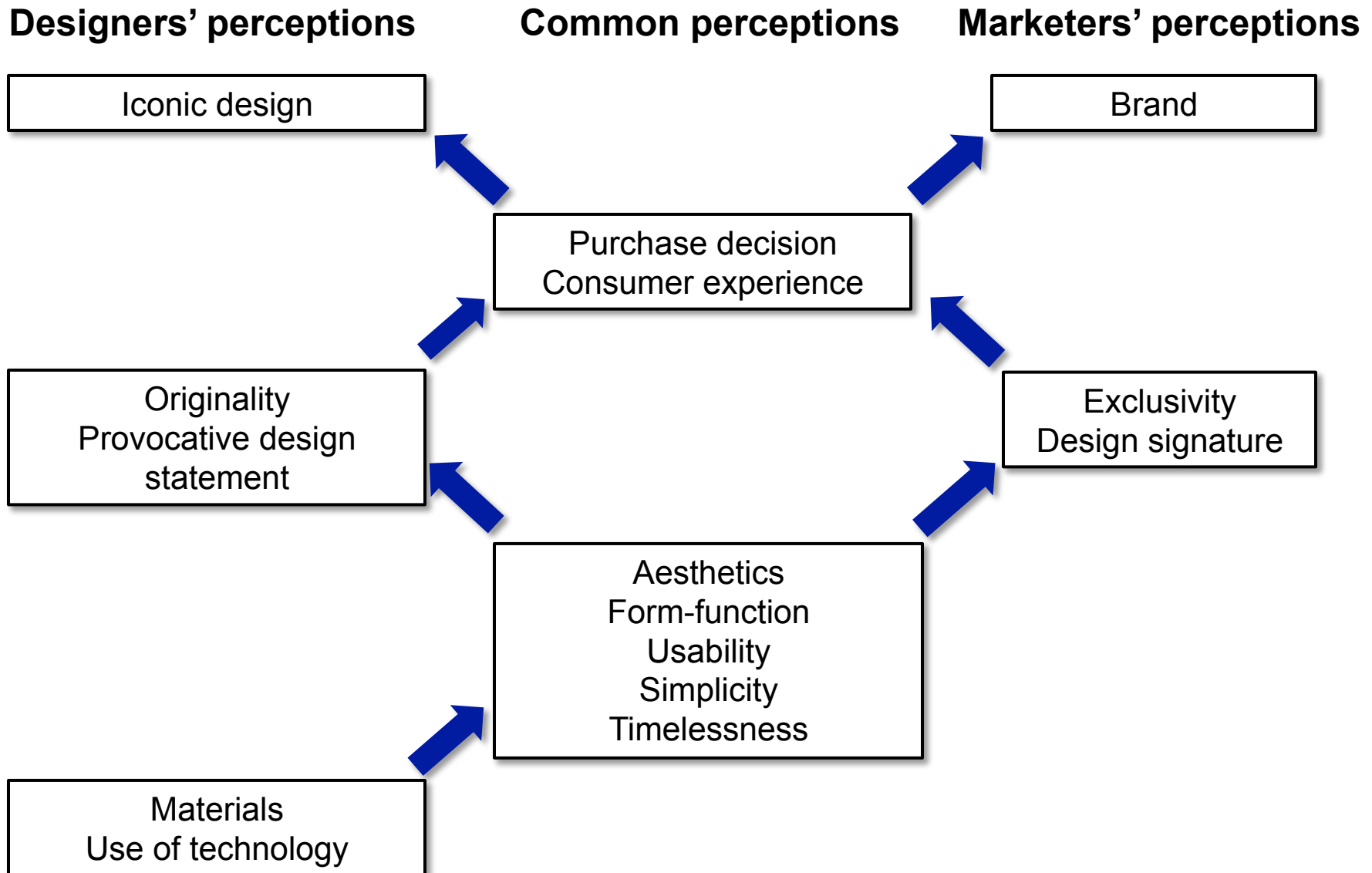
Designers vs. Marketers



Two studies

1. 20 in-depth interviews with senior design and marketing employees in 5 companies to investigate potentially different ‘mental models’
2. 71 interviews in 20 companies to understand collaboration practices across functions

First finding: different 'mental models'



Tensions

Design vs. Marketing: “In all companies the enemy number one for innovation is marketing, because marketing asks about what is already there. (...) The expression ‘innovative marketing’ is an oxymoron”

(Designer, LampCo)

Marketing vs. Design: “Designers are the people that enjoy having a creative career and that’s why they chose to go in to the business, but it’s a lot of art for art’s sake”

(Marketer, ApparelCo)

Second study - Diversity of views

Designers: **shape** - how to construe an alternative to what currently exists.



Marketers: **fit** - how to match what currently exists and to satisfy consumers' espoused needs.

	Marketing: Fit	Design: Shape
Relationship between firm and its environment	Market categories are fixed 'givens'	Categories are malleable
Temporal focus	Knowable present, extrapolate from past and present to near future	Focus on long term trends and work back from hypothesized futures to create present
Nature of truth and knowledge	Espoused needs	Latent needs

Three good practices

1. **Exposing**: changes in processes and physical layout of workspaces aimed not at increasing communication, but at bringing to light differences between team members, including in **language, ways of doing and thinking**.
2. **Co-opting**: intentional **inclusion of expressions, logics and considerations** of another functional group into one's proposals, concepts and prototypes.
3. **Repurposing**: functional specialists **deployed the very practices** used by members of the other function in the hope that they will come to similar conclusions, but in a way credible to them.

Effects of these practices

These practices helped companies generate positive outcomes by:

1. enabling functional specialists **expand the range of considerations** and inputs into product and service development
2. **reconciling apparent dualisms** (e.g., between brand consistency and innovation)
3. leading them to create a shared understanding of unmet **user needs**, and this resulted in the creation of innovative products.

Contact information

Dr Pietro Micheli

Associate Professor of Organizational Performance

Warwick Business School

University of Warwick

Coventry, CV4 7AL

United Kingdom

Pietro.micheli@wbs.ac.uk