

A Proposed Framework Towards Design and Management World: Integration, Transformation, and Contribution to Enterprises and Markets

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Abstract

Designers and managers may now communicate more effectively, according to the framework proposed. It illustrates the argument using examples from Steelcase and Decathlon, as well as other firms, and draws similarities between the power of design to distinguish, integrate, change, and promote to the business and bottom-line outcomes and the emphasis of a corporation on markets, procedures, skills, and finances. In the summer of 2005, BusinessWeek published a special report consisting of twenty pages on the topic of building creative organizations. The advent of a "creativity economy" in which executives are beginning to find "design strategy" is hailed as a cause for celebration in the study. Universities and professional schools are engaging in new collaborative efforts with various design schools. These institutions are taking their lead from the creative economy.

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1. Introduction

A naive viewpoint that runs the danger of relegating design abilities to the nebulous domain of inspiration and the development of goods, conveying the sense that only engaging with designers is enough, the tendency in favor of design conveniently forgets about design management (Lee et al., 2020).

Instead, company managers should be aware of the power that design management has to create value in companies. This power, which has been demonstrated through study and can also be illustrated through management principles including such Porter's value chain (Klaiber & Klopfer, 2021), is something that business managers should be aware of (Ajayi & Laseinde, 2021; Mohammadi & Sakhteh, 2022). Throughout this, It is intended to explain to design experts a study modelling framework for design management and to communicate to them how how this model can be applied using the decision tool. This is a tool that should be known to all different types of business managers. Additionally, It is aimed to convey to design professionals how this model can be achieved using the Balanced Score Card (BSC) decision tool (Fatima & Elbanna, 2020; Mio et al., 2022).

1.1. The Four Advantages of Good Design

Designs that differentiate themselves from the competition by building brand equity (Shariq, 2018), cultivating customer loyalty (Davidow, 2022), or adding value to their customers'

purchasing decisions are examples of design as differentiator (Nezampour et al., 2022; Singh & Banerjee, 2021).

For example, design is a resource that enhances new product development processes (speed to market, forging consensus in teams utilizing visualization skills; design as a process that supports platform architectures, user-oriented innovation models and fuzzy-front-end project management).

An important role of advanced design is to help companies better understand themselves and the marketplace, which is why it is often called "the transformer" since it is capable of opening up new business opportunities while also boosting a company's capacity to adapt to change.

Design as excellent for industry: design as a basis of improved growth and high margins, more brand value, larger market share, and improved return on investment (ROI); style as a tool for society in general; universal design; and sustainable architecture.

This paper is organized in the following format: Section 2 talks about the Value Model Design. Section 3 focuses on Utilizing the Balanced Score Card as a Means of Putting Design as Value into Practice. Section 4 is dedicated for explanation about the Balanced Scorecard Approach to the Management of Design Departments and Consulting Businesses. Section 5 represents conclusions which includes important concluded remarks for future research.

2. Value Model Design

Therefore, the design process may be simply included into the concept of value management (Herrera et al., 2021). So, what exactly is the issue? Why do designers continue to struggle under the weight of inadequate feedback and recognition from managers? According to our analysis, there are two linkages that are not present:

- A lack of understanding of management principles and management as a scientific discipline among designers.
- The difficulties that designers have in incorporating a value model into their day-to-day work methods.

Additionally, the purview of design management has expanded throughout the years. This is the outcome of a shift in knowledge on the part of businesses about the function of design inside an enterprise, as well as a shift in understanding on the part of designers regarding the purview of business management. In a dynamic process such as this one, design management evolves from design development management to strategical management (Reuter, 2022).

Before the worth of design can be determined for a company, it is necessary to determine how efficient that company is in comparison to the productivity of the industry in which it operates. Every segment of the industry has a unique development potential as well as its own standards for profitable operations. In other words, the whole first question that should be posed to a design manager is either it or not the improved product or service that was created via design delivers earnings that are higher than the average for the industry.

Designers need to bear in mind that there are more distinctions between firms that operate within the same industry as opposed to differences between organizations that operate in different sectors. Technology, distribution, and marketing tend to be relatively similar across all different types of industries. A corporation may differentiate itself from its competitors by creatively combining these resources in a way that results in a better EVA for the company. To create value in management science, you must first get a result that is better to that of the competitors; it is not enough to just make a product that is well designed. And a better outcome

is defined as one that has a higher ratio between the earnings that were achieved and the money that was invested (de Vasconcelos Gomes et al., 2022).

Let us make the assumption that your company has achieved results that are comparable to those of other companies in your field and that you believe design can help your company achieve even greater success. Or maybe you are interested in developing a brand-new business unit that has a much higher EVA. How do you educate managers and CEOs so that they can perform their duties more effectively thanks to the influence of design?

You may explain that they can establish a competitive edge that will be appreciated by the market via design, which is actually the goal of every manager. But how exactly can you construct such an advantage?

To begin, keep in mind that there are two distinct manifestations of a competitive advantage:

- Design as a differentiator in the marketplace. The external, market-based advantage that the company's product or service have as a result of the design-based distinctiveness it possesses.
- Plan to play the role of a coordinator or integrator. An internal competitive advantage is one that is not apparent to customers and originates from a one-of-a-kind mix of organizational procedures and resources that is difficult to replicate. That is, a vision that is centered on resources, such as design as a process, design as knowledge, design science, design as a resource, and advanced design for new business.

Companies that fall into the first category are genuinely thinking about design in the context of their reputation or brand. The second group of businesses recognize the importance of design as a fundamental skill (Stief et al., 2022).

In closing, there are several routes that one may take in order to get a competitive advantage, and the same degree of variability is present in regard to design-driven value (Lin, 2022; Simeone & D'Ippolito, 2022).

3. Utilizing the Balanced Score Card as a Means of Putting Design as Value into Practice

In spite of the fact that designers and design managers are aware that design adds value, they are also aware that one cannot manage something that is not measurable. Therefore, measuring the impact of design value is a key success factor for designers who want to successfully implement their design strategy—and for design managers who want to present design as a tool for value management. This is because measuring the impact of design value is a key success factor for designers (Elbanna et al., 2022).

To put it another way, when designers and design managers assess the effect of design using a value-based paradigm, they leave a more profound impression on the business managers they work with. The BSC technique, which was discussed previously, is one that it recommends designers and design managers employ (Saroja et al., 2021). Because it is both vision-based and holistic, the BSC may be easily appropriated by designers. Additionally, it is straightforward to understand (Camilleri, 2021).

The four perspectives of the BSC model neatly coincide with the four powers of design, also known as the design values' system. These perspectives are as follows: the customer perspective (design as a differentiator), the process perspective (design as a coordinator), the learning perspective (design as a transformer), and the finance perspective (design as good business).

As mentioned earlier, MBA students are familiar with the BSC model, and audit and strategy consultants often use it in their work. It is a language that is spoken and understood by the majority of executives, regardless of whether they work in the office of the CEO or in finance,

marketing, procurement, or research and development. This model is focused on strategy and the long term, which makes it a good fit with design thinking and design coherence, both of which are founded on the concept of long-term thinking. It provides assistance in formulating questions on the four aspects of a design project that are essential to its success: the client, performance, knowledge management, and finances. In addition to this, it is straightforward to implement in any design choice, design policy, or design project (Shafiee et al., 2022).

But what's even more essential is that the BSC tool is a model of cause and effect, in the sense that each viewpoint has an influence on the other three. Employee quality, for example, drives customer value and financial value; process improvement influences financial value and customer value, and so on. In the same way that a designer working on a project is accustomed to thinking in a holistic manner, the BSC indicators are meant to be interpreted in a systemic manner. Improving the quality of product design leads to increased employee satisfaction and the creation of new knowledge, both of which can lead to improvements in the performance of the production process (and vice versa). In a similar manner, the BSC demonstrates how each design discipline is integrated with other design disciplines in a system that is built on a core vision that is shared by everyone (Mio et al., 2022).

4. The Balanced Scorecard Approach to the Management of Design Departments and Consulting Businesses

Now that we have the Balanced Score Card, how can we use it to evaluate the effectiveness of a design consultant or a design department? Imagine that you have been promoted to the position of design manager or CEO. When you both arrive at work each morning, what challenge do you find waiting for you? Efficiency of the business. Where does the duty lie with the design in terms of increasing this performance? Which indicators should you be monitoring on an ongoing basis? How can one describe such a purpose using the design value model or the four BSC perspectives (Lee et al., 2021; Rezaee et al., 2022; Ruli & Kristanto, 2021).

Indicators that are straightforward to measure and straightforward to correlate with other corporate performance indicators were what we went with for each of the four BSC viewpoints. Some of the indicators are used by a variety of roles across the firm, while others are exclusive to the design function. As a measurement of the design staff's day-to-day performance, it is essential for design managers to connect their own indicators with the BSC indicators of the company's success, as well as with design briefs (Mio et al., 2022).

5. Conclusion

Design provides four different powers or directions that may be used to produce benefit in management, and all these four different paths can be seen as a framework with the vision serving as the focal point. The design value model and its implementation via the Balanced Score Card tools offer a shared language for designers and managers, which may assist the design profession make a transformation from being project-based to knowledge-based.

This value model, as a consequence, general framework for the growing trend to design leadership and exemplifies the possibility of creative thinking for comprehending the challenges that are faced by managers. Additionally, the model demonstrates the potential for design thinking to facilitate innovation. In addition, the model illustrates how creative thinking in design can be used to generate value for consumers by addressing issues such as sense building, intricacy, user-oriented innovation, and the development of a socially responsible firm, amongst other issues. This helps bring design and management together by bringing them closer together.

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