

DESIGN MANAGEMENT IN ORGANIZATION

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Abstract

The paper presents the different views on design management and the ranges of design management.

Design management can be divided by its different fields of application into the three ranges: operational design management, tactical design management, strategic design management.

1. GENERAL CONSIDERATIONS

Design management refers to an approach whereby organizations make design relevant decisions in a market and customer oriented way as well as optimizing design relevant processes. It is a long continuous comprehensive activity on all levels of business performance. Design management acts in the interface of management and design and functions as link between the platforms of technology, design, design thinking, management and marketing at internal and external interfaces of the enterprise.

2. DIFFERENT VIEWS ON DESIGN MANAGEMENT

Design management is no model that can be projected on any enterprise, no application with linear functionalities and no specific way that leads to success. Rather design management processes are accomplished by humans with different authorities and trainings, who work in different fields of enterprises with different sizes, traditions and industry and they have very different target groups and markets to serve. Design management is multifarious and like that are their different opinions about design management [1], [4].

2.1. Design management and marketing

Design management and marketing have many common intersections. In the marketing, design became ever more important. In the beginning, design was understood as a marketing instrument, it further developed itself and today it can be seen on the same level as management. Today, its management theories speak of an equal partnership between marketing management, product management and design management [1], [4].

2.2. Design management versus design leadership

In every day, business design manager often operate in the area of design leadership. But design management and design leadership are not interchangeable. Like the difference between management and leadership they differ in their objectives, achievements of objectives, accomplishment and outcomes.

Design leadership is pro-active it leads from a vision, over the communication, the convey of meaning and collaboration through motivation, enthusiasm attaining of needs, to changes, innovations and creative solutions.

In contrast, design management is re-active and is responding to a given business situation by using specific skills, tools, methods and techniques. Design management and design leadership depend on each other, design management needs design leadership to know “*where to go*” and design leadership needs design management to know “*how to go there*”.

3. RANGES OF DESIGN MANAGEMENT

Design management can be divided by its different fields of application into the three ranges [4]:

- operational design management;
- tactical design management;
- strategic design management.

3.1. Operational design management.

The goal of operational design management is to achieve the objectives set in the strategic design management part. It deals with personal leadership, emotional intelligence and the co-operation with and management of internal communications. The following list shows what the operational design management is coping with [4]:

Function	Level	Application
Operational	<i>Strategy</i>	⇒ Translation of vision into strategies; ⇒ Defining the role design plays in the brand.
	<i>Planning</i>	⇒ Translation of strategies into a design brief; ⇒ Decisions about product quality and consumer experiences; ⇒ Defining policies for design, products, communication and brands.
	<i>Structure</i>	⇒ Selection of external design agencies/individuals; ⇒ Creation of alliances; ⇒ Defining of design teams and people who are in touch with designers; ⇒ Creation of an atmosphere for leadership and creativity.
	<i>Finances</i>	⇒ Managing of design project budgets; ⇒ Estimating of design costs; ⇒ Reducing of design costs,
	<i>Human resources</i>	⇒ Developing of competences.
	<i>Information</i>	⇒ Advising of product managers.
	<i>Communication</i>	⇒ Creating of symbioses between universities and other companies ⇒ Creating of an understanding of companies goals among designers.
	<i>Research and development</i>	⇒ Creation of design criteria and standards of valuation for design.

3.2. Tactical design management

The goal of tactical design management is to create a structure for design in the company. It includes the managing of design departments and fills the gap between operational and strategic design management tasks. The following list [4] shows what the tactical design management is coping with:

Function	Level	Application
Tactical	<i>Strategy</i>	⇒ Coordination of the design strategy with the departments of marketing, communication and innovation.
	<i>Planning</i>	⇒ Defining quality policy, ⇒ Structure of design tools and language, ⇒ Introducing and improving general design processes, ⇒ Adaption of design processes to innovation processes.
	<i>Structure</i>	⇒ Implementation of a design in house service; ⇒ Stabilization of the role of design in the innovation process.
	<i>Finances</i>	⇒ Managing to meet the budgetplans.
	<i>Human resources</i>	⇒ Creation of an understanding of design among the company partners.
	<i>Information</i>	⇒ Creation of marketing, design and production plans; ⇒ Organization of the design language across all design disciplines.
	<i>Communication</i>	⇒ Creation of an understanding of and attention on conscious decisions on all levels of the enterprise.
	<i>Research and development</i>	⇒ Transformation of design theories into practical research tools.

3.3. Strategic design management

The goal of strategic design management is to support and strengthen the corporate startegy, to create a relationship between design, strategy and the identity of the company. It controls the consistency of design in the company, allows design to interact with the needs of corporate management and focuses on design's long term capabilities. The following list [4] shows what the strategic design management is coping with:

Function	Level	Application
Strategic	<i>Strategy</i>	⇒ Definition of the business strategy which includes design goal; ⇒ Definition of design strategies which are linked to the enterprise strategy.
	<i>Planning</i>	⇒ Managing of the design projects; ⇒ Creation of design standards;

List continue

Strategic	<i>Structure</i>	⇒ Creation of an atmosphere for leadership, design and creativity; ⇒ Support of the corporate strategy with design tools.
	<i>Finances</i>	⇒ Securing a budget high enough to be able to apply the design strategy.
	<i>Human resources</i>	⇒ Influencing the hiring and managing of designers.
	<i>Information</i>	⇒ Informing about the design mission/vision in the company; ⇒ Implementing design thinking in the top management level; ⇒ Articulation of explicit and implicit communications, which reflect the enterprise values.
	<i>Communication</i>	⇒ Planning, introduction and improvement of means of communication on all channels to the figuration of the total brandexperience towards the customer.
	<i>Research and development</i>	⇒ Creating links between technology development and design.

4. CONCLUSIONS

Design management in organization involves creating the means to accomplish the stated mission or objective. The design establishes the relationships among the various parts of the organization, linking them together and outlining the composite whole. The design includes arranging physical facilities and technological processes to carry out production and auxiliary activities. It also determines the nature of the task, the job, or the work to be performed by the people in the organization. Therefore, the design must consider the network of communication that will unite technology, structure and people into a coordinated effort, a total system. The design of a new organization is only the first phase of the design function. The scope of system design also covers the function of “redesign”, which implies assessing the existing system to improve its effectiveness and efficiency.

5. REFERENCES

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