

DESIGN STUDIO IV

IE University

Professor: **XÈNIA VILADÀS JENE**

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Academic year: 22-23

Degree course: FOURTH

Semester: 1º

Category: COMPULSORY

Number of credits: 9.0

Language: English

PREREQUISITES

No special prerequisites are demanded for this class, other than the knowledge and skills acquired all along the previous classes of the BID.

SUBJECT DESCRIPTION

"Strategy is a cohesive response to an important challenge" (Richard Rumelt). The challenge is innovation and cohesive is the key word here, that reflects the fact that we cannot address it in a random or extemporaneous way. This is especially relevant nowadays, when most challenges are systemic, thus complex and ambiguous, they change continuously and, more importantly, they lack univocal answers.

In this course, we will start by looking into business-related concepts and theories concerning strategy, we will understand the key role innovation has in today's strategy, and we will learn how design-based frameworks and models have become key to unlock such contemporary issues.

The final deliverable of this course is the design of an innovative business idea anchored on a thorough systemic analysis of the context in order to seize its potential impact, while using all previously acquired notions of design research, marketing, branding, UX, visualization techniques, etc., together with new inputs coming from the service design field.

OBJECTIVES AND SKILLS

The learning goals of this course are:

- to understand what strategy is in a business environment and to debunk the misuse of the concept
- to appraise the frameworks, tools and models we can use to develop a strategic analysis and to devise a strong, meaningful and differentiating strategic intent
- to identify opportunity spaces for innovation in a business context and develop the corresponding value propositions, always in alignment with the strategic intent of the organization
- to integrate an innovative project within the parameters of a strategic perspective

In doing that, the following skills will be acquired:

- critical thinking, to analyze business environments and identify their underlying systemic forces
- visualization of intricate topics, to make sense of and communicate them properly
- relational reasoning, to recognize patterns, establish unexpected links, and come up with innovative design solutions

METHODOLOGY

We will be using a diversity of methodologies in this class:

- group work, making sure that all students are equally engaged
- fora, to keep track of the work of students and provide equal chance of participation to all
- peer-to-peer assessment, to learn to give and receive critique
- flipped classroom, in which students do the readings before the session to make a better use of the class time
- digital whiteboard, MIRO or similar, to work collaboratively

The table below is an attempt to gauge the estimated time the students will have to invest in the course.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	13.33 %	30 hours
Discussions	13.33 %	30 hours
Exercises	17.78 %	40 hours
Group work	31.11 %	70 hours
Other individual studying	24.44 %	55 hours
TOTAL	100.0 %	225 hours

PROGRAM

This program is divided in four parts:

- the first part of the program deals with the business theory around the concept of strategy and finalizes with an assignment consisting in the detailed examination of a case study, to make sure that the concept of strategy is well acquired.
- the second part of the program will focus on the systemic analysis of the context that influences our strategic decision-making processes, and the assignment, which corresponds to the midterm, is the identification of an area of opportunity in which to develop the strategic design project.
- the third part is the design of an innovative business offering based on the previous analysis, and the corresponding assignment is a fully-fledged service blueprint in which all its components are correctly represented, as well as a service ecosystem map to envision a larger picture of the system
- finally, we will conclude the whole design project as the final assignment of the course and develop three pieces for its presentation to a panel of experts: a process book, a video, and a presentation.

COURSE OUTLINE

SESSIONS 1 - 2 (LIVE IN-PERSON)

Introduction

Welcome to the class, followed by personal introductions of the students and the instructor. A brief discussion will follow about the way each understand the scope of design, its relation to innovation, and the role of innovation nowadays.

Organization of the class

In this session, we will:

- review the syllabus in detail
- locate the readings in the course materials section of Blackboard
- explain the assignments and the grading criteria
- establish rules for the formation of the teams
- revise aspects of the teaching methodology
- draw a timeline of the semester showing assignments and other major milestones

No readings are required in this session, but the students will read and understand the syllabus before coming to class, so a proper joint discussion can take place.

SESSIONS 3 - 4 (LIVE IN-PERSON)

Complexity and business

The idea of complexity and its influence in modern business management.

Based on the reading of Lucy Kimbell (mandatory), we will debate the following topics:

- the conflict between normal and post-normal science: give examples of where and how do they clash
- why cannot we come up with solutions for the challenges we encounter?
- what are Kimbell calls "clumsy solutions?"
- how is strategy defined and implemented nowadays?
- what does hybrid means from Kimbell's point of view?
- what is an ecosystem?
- what is the *service economy* and how do we innovate in services?

The Service-Dominant Logic and its impact in business management

Based on the reading by Vargo and Lusch, we will discuss the following:

- what is S-DL and why is it relevant for contemporary management
- review of the key principles of S-DL: what they are and that they mean
- examples of applied principles of S-DL

Book Chapters: The Service Innovation Handbook

Book Chapters: The SAGE handbook of service-dominant logic, chapter 1

SESSIONS 5 - 6 (LIVE IN-PERSON)

Systems Thinking

"A system is a set of things -people, cells, molecules, or whatever- interconnected in such a way that they produce their own pattern of behavior over time." (D. Meadows).

We think of organizations as interrelated systems: what does it mean, and how does it change the way in which we manage them?

Systems and constellations: the notion of stakeholders

What are stakeholder and why are they so relevant to organizations today?

How can we identify and analyze them, how do we work with them?

Book Chapters: Thinking in Systems: A Primer, chapter 1

Article: From Value Chain to Value Constellation: Designing Interactive Strategy (HBR R93408)

SESSIONS 7 - 8 (LIVE IN-PERSON)

Purpose and strategy:

- the concept of purpose in an organization and what difference it makes
- how to identify purpose and what does it entail

Responsibility in strategy:

- what is responsibility in management and how to address it
- what is the concept of shared value and how to enforce it in the organization

Book Chapters: The Strategist: Be the Leader Your Business Needs, chapter 4 (s-c)

Article: Creating Shared Value (HBS R1101C-PDF-ENG)

SESSIONS 9 - 10 (LIVE IN-PERSON)

Strategy definitions

- what is strategy and how to define it in the corporate setting
- what are the characteristics of a solid strategy

Strategy implementation

- what are the main items we need to define our strategy
- how to tell a bad strategy from a good one

Book Chapters: The Strategic Management of Organizations, sections 1-7 (s-c)

Article: The perils of bad strategy (s-c)

SESSIONS 11 - 12 (LIVE IN-PERSON)

Case study:

The students will have analyzed a case study and written an individual essay to complete Assignment #1, which will be submitted before this session. .

Class exercise:

Students will explain their cases and discuss their individual views in order to develop a joint document in which the vision of the team is stated. The result will be encapsulated in a mind-map format.

*Practical Case: Danone: Adopting Integrated Reporting or Not? (A) (W18733-PDF-ENG) *Publish after Class*

*Practical Case: Danone: Adopting Integrated Reporting or Not? (B) (W18734-PDF-ENG) *Publish after Class*

SESSIONS 13 - 14 (LIVE IN-PERSON)

Area of intervention

With the help of a series of exercises in class, the teams will identify the areas in which they will keep working for the rest of the term.

The teams have to agree on a topic that interests all of the members, that are relevant, realistic and approachable.

SESSIONS 15 - 16 (LIVE IN-PERSON)

First tier of analysis of the chosen area of intervention:

Environment analysis: industry forces

- incumbent competitors and their relative strengths
- key value chain incumbents
- drivers of competition
- insurgent players
- potential substitutes
- actors who may influence your organization and business model (stakeholders)

Book Chapters: Business Model Generation, Section 4 (Book)

SESSIONS 17 - 18 (LIVE IN-PERSON)

Second tier of analysis of the area of intervention

Environment analysis: market forces

- key issues driving and transforming your market
- major market segments
- market needs
- elements related to customers switching business to competitors
- elements related to revenue attractiveness and pricing power

Book Chapters: Business Model Generation, Section 4

SESSIONS 19 - 20 (LIVE IN-PERSON)

Second tier of analysis of the area of intervention

Environment analysis: key trends

- technology trends
- regulations and regulatory trends
- societal trends

- major socioeconomic trends

Book Chapters: Business Model Generation, Section 4

Technical note: Fjord Trends 2022

SESSIONS 21 - 22 (LIVE IN-PERSON)

Innovation in business

- what is and isn't innovation
- how to approach it
- what are the hurdles to its implementation

Article: The Creative Response in Economic History

SESSIONS 23 - 24 (LIVE IN-PERSON)

The business model:

- how to make sense of the systemic nature of an organization
- how does an organization makes money and what do they make of it
- what is the central role of the value proposition
- what are the main building blocks of a business

Book Chapters: Business Model Generation, Section 1

SESSIONS 25 - 26 (LIVE IN-PERSON)

In class exercise:

Teams will start Assignment #2 (mid-term assignment), developing the contextual analysis of their research and using a business model generation as a (paper) prototyping tool.

Professor will provide impromptu explanations to the class as well as specific support to the teams, as requested.

SESSIONS 27 - 28 (LIVE IN-PERSON)

In class exercise:

Teams will keep working on their Assignment #2 under the supervision of the professor.

SESSIONS 29 - 30 (LIVE IN-PERSON)

The research plan:

- framing the research questions
- what research tools to apply to the primary and secondary research
- how to process and analyze the datapoints gathered through design
- planning resources and milestones for a better research

Book Chapters: 101 Design Methods, Mode 2

Book Chapters: This Is Service Design Doing, Section 05

SESSIONS 31 - 32 (LIVE IN-PERSON)

Secondary research

- sources, techniques and best practices for an efficient secondary research
- lecture and practice in-class

SESSIONS 33 - 34 (LIVE IN-PERSON)

Primary research:

- check up on the first results of primary research and the way in which the results are filed and organized
- monitor and provide guidance on progress of the activity

SESSIONS 35 - 36 (LIVE IN-PERSON)

Primary research:

- finalizing primary research
- collecting and processing the result of research into actionable information

Technical note: What is insight? The Five Principles of Effective, Insight Definition

Technical note: How to Uncover Valuable Design Insights

SESSIONS 37 - 38 (LIVE IN-PERSON)

Using personas or archetypes:

- what is a persona, or an archetype, and how to use it in business design
 - developing the profiles to represent the users
- Lecture and review of exercises.

Book Chapters: This is Service Design Doing Methods, pages 51-53 (Book)

SESSIONS 39 - 40 (LIVE IN-PERSON)

The customer journey:

- what is a user journey and what can we use it for
- do's and don't's
- examples

Lecture and practice in class.

Other / Complementary Documentation: A Practical Customer Journey Mapping Guide for CS Professionals

SESSIONS 41 - 42 (LIVE IN-PERSON)

The service blueprint:

- what is a service blueprint
- what can we use it for
- do's and don't's

Lecture and practice in class.

Article: Service Blueprinting: A Practical Technique for Service Innovation (s-c)

SESSIONS 43 - 44 (LIVE IN-PERSON)

The service blueprint:

- how to use it
- how to adapt it to support different narratives
- examples in different industries and cases

Lecture and practice in-class.

Book Chapters: Service Design for Business, chapter 6

SESSIONS 45 - 46 (LIVE IN-PERSON)

The service ecosystem map:

- locating and mapping the stakeholders
- using the map to make sense of the system

Book Chapters: Advance Design Methods for Successful Innovation, section 03

SESSIONS 47 - 48 (LIVE IN-PERSON)

The Service Ecosystem map

- understanding the value flows exchanged by the stakeholders
- envisioning alternative value flows and redirecting them for business innovation from a systemic approach

SESSIONS 49 - 50 (LIVE IN-PERSON)

Refining a business idea:

- prototyping and testing business ideas
- the notion of MVP: scope of use and limitations

Technical note: Sprinting Toward a Failed Product

SESSIONS 51 - 52 (LIVE IN-PERSON)

Limitation of the project

The session will be devoted to two topics that are relevant in design research:

- understanding the limitations of the exercise, in terms of time and other resources and acknowledging the consequences
- drafting the potential impact of the project both in the academic and the commercial world

SESSIONS 53 - 54 (LIVE IN-PERSON)

In-class exercise: finalization of the deliverables for the final presentation.

SESSIONS 55 - 56 (LIVE IN-PERSON)

Rehearsal of the final presentation, under the supervision of the professor.

SESSIONS 57 - 58 (LIVE IN-PERSON)

Final presentations

to be delivered to a panel of experts.

SESSIONS 59 - 60 (LIVE IN-PERSON)

Debrief of the course, feedback from professor, and next steps.

BIBLIOGRAPHY

Compulsory

- Stickdorn, Mark, et al.. (2017). *This is Service Design Doing*. O'Reilly. ISBN 9781491927182 (Digital)

- Osterwalder, A., and Pigneur, Y.. *Business Model Generation*. Wiley. ISBN 9780470876411 (Digital)

Recommended

- Kimbell, Lucy. (2014). *The Service Innovation Handbook*. BIS. ISBN 9789063693534 (Printed)

EVALUATION CRITERIA

Each assignment will have its own rubric that will be made available in due time.

In general, attention and participation in class, interest in other students work, team effort, timeliness and self-initiated extra research, will have a positive impact on the overall assessment of the course work.

Criteria	Percentage	Comments
Content, delivery and visual quality	30 %	team assignment
Comprehension and effort	15 %	individual essay
Frequency and pertinence of the interventions	15 %	participation in the discussions
Content, timeliness and visual quality	20 %	other assignments

PROFESSOR BIO

Professor: **XÈNIA VILADÀS JENE**

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Economist and MBA by training; business designer by practice

Xenia Viladas: an economist and MBA by training, and a vocational business designer

Independent consultant with a sound experience in public design policies, not for profit organisations and small firms, including design services firms.

Educator and a full-time professor and chair for Service Design at SCAD (Savannah, GA) between 2014 and 2020. While at SCAD, I have been responsible for seven relevant collaborative projects sponsored by Fidelity, HP, Delta Airlines, Philips Healthcare, Disney Imagineering, HEB and P&G, and my students won important awards in competitions like Red Dot, European Design Awards or IDEA, with projects developed in my classes.

Expert in corporate strategy and design management, I have specialized in business design, which nowadays basically means service design. As such, I have worked for a diversity of companies and for designers willing to reshape their strategy and improve their management practices.

Multilingual (French, English, Spanish, and Catalan) and with an extensive international network, developed through 20+ years of experience in the design-related field of practice.

Keynote speaker, I have lectured in many different countries in the world, either in international conferences or in small events.

Author of several books, amongst which: "Diseño Rentable" and "El diseño a su servicio", both translated to English as "Design for Profits" and "Design at Your Service" (also translated to Korean).

OTHER INFORMATION

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