

Discipline

Strategic design

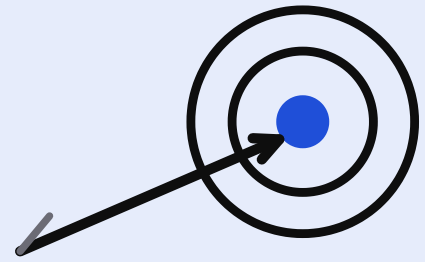
Applies design to strategy: it helps public and private organizations decide what to do, adapt to their environment and change it without losing their identity.

In Spanish

Diseño estratégico

Origin

Meroni (2008)



What it deals with

Many organizations only bring in design at the end, to give shape to decisions that have already been made.

Principles

From object to strategy

Design helps decide what to do, not just how it looks.

Scenarios

Imagine and make visible possible futures to decide better.

Identity

Change without ceasing to be recognizable.

Applications in design

✓ Use it like this

Bring design to the table where priorities are decided.

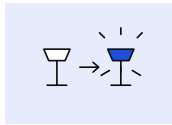
✗ Avoid

Using design only to dress up a strategy that has already been decided.

👁 Don't fall for it

A design strategy without changes in how people work stays a document.

Especialidad

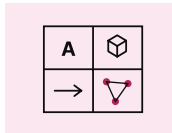


Specialty

Design-driven innovation

Innovates by changing what a product means, not just its technology or its features.

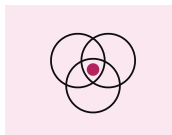
Models



Model

Four orders of design

Signs, things, actions and systems: four places from which to approach the same problem.

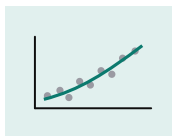


Model

Desirability, feasibility, viability

Three criteria for judging an idea: people want it, it can be built and it can be sustained.

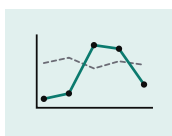
Methods and tools



Method

Trend research

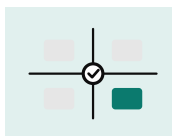
Detecting and explaining changes in society, culture and consumption before they become widespread.



Method

Four Actions Framework

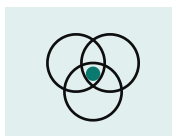
Rethinking an offering by asking what to eliminate, reduce, raise and create.



Method

Scenario planning

Imagining several plausible futures to make decisions that hold up in all of them.



Approach

Design thinking

Tackling open problems the way design does: understanding people, ideating and prototyping.

Connections

Builds on

■ Ten Types of Innovation

■ Design ladder

Related to

■ Business design

■ UX strategy

■ Design management

■ Design leadership

Authors and works

2008	Anna Meroni	Described strategic design as the way to give organizations rules, values and tools to adapt and transform their environment.
2018	Danish Design Centre	Measures with its “design ladder” how many companies use design as strategy: 15% in Denmark in 2018.

Sources

Original sources

- Danish Design Centre & Confederation of Danish Industry (2018). Design delivers 2018: How design accelerates your business. [View source \(https://ddc.dk/wp-content/uploads/2021/09/Design-Delivers-How-design-accelerates-your-business.pdf\)](https://ddc.dk/wp-content/uploads/2021/09/Design-Delivers-How-design-accelerates-your-business.pdf)

Academic reviews

- Meroni, A. (2008). Strategic design: Where are we now? Reflection around the foundations of a recent discipline. Strategic Design Research Journal, 1(1). [View source \(https://revistas.unisinos.br/index.php/sdrj/article/view/5567\)](https://revistas.unisinos.br/index.php/sdrj/article/view/5567)

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