

## KPI A

Hello everyone my name is Giulia Calabretta and standing next to me is Dirk Snelders.

Hi Giulia, and hi everybody!

Today we're going to tell you something about the Strategic Value of Design and I would like to start with my personal story about that.

As a researcher I've always been interested in design and its role within innovation.

But I have a management background so I always looked at design as step within a very linear innovation process, so, as something that companies should optimize and learn as any other process.

Definitely boring and a creativity killer and indeed I was bored.

I couldn't really produce any meaningful insight for managers that I would be proud of.

But, then I joined this faculty and started working side by side with design professionals, and I start getting some great insights.

You know Dirk, I think I really got the real value of design when I entered this faculty.

The creative atmosphere, the collaborative spirit, the compelling visuals they triggered my emotions they made me think and my ideas start flourishing again and I now see design as the main driver of innovation.

It's the best way to make people more creative within a company, it's the best way to convince managers to become more innovative in both their thinking and acting, and I'm proud of my research again.

I developed a three-step approach through which designers can convince managers and teach them to be more innovative, I have my book coming out on that and I teach this approach both online and offline to any kind of design professionals.

So now I really think that the strength of design is in this triggering personal innovativeness, in making managers more open to have new ideas, and to pursue business opportunities that are even radical and out of the box.

Wow Giulia, that sounds great!

But you really think that managers are ready to embrace design and become more innovative that way?

Well, it's complicated, first I think managers don't really know exactly what design can do for business and then managers are really performance-oriented animals so they will never listen to design if they don't provide evidence of the impact of one of their key performance indicators.

Ah, the key performance indicators, also known as KPIs, is that something that designer should worry about?

Yes that is really important for designers to convince managers about how good design can be for business, and convince them to trust their design capabilities.

The funny thing is that actually design has an impact on KPI's we all know that, but we really need a framework that shows that very clearly!

Ah, this is this is a cue for telling a little bit about my own research.

Yes, right.

Ok, so my research is about four distinct design capabilities that designers have developed over the years and are now well established within the business world.

You can read more about this in the paper called useful fabrications that you will find a resource section of this MOOC.

In order to illustrate this let's move to the canteen so I can show you a few things.