

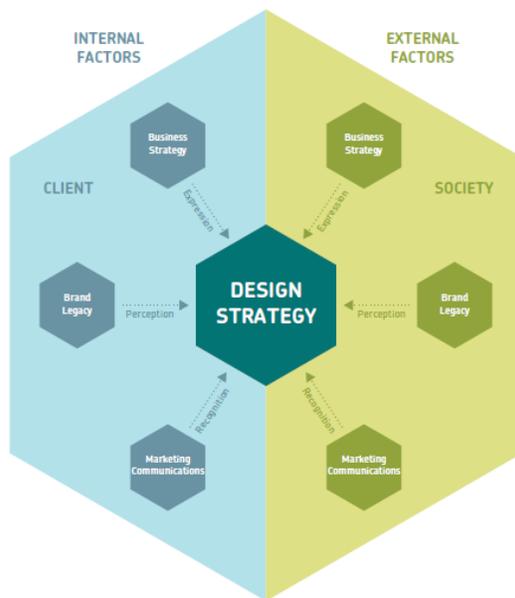
Design Strategy

Instructor: Travis J. Brown (trabrown@indiana.edu)

Office Hours: By appointment (Informatics West 209)

Class Times: Tuesday, Thursday – 1:00P-2:15P

Class Location: Informatics West 107



“Design is successful only if the final product is successful—if people buy it, use it, and enjoy it, thus spreading the word. A design that people do not purchase is a failed design, no matter how great the design team might consider it.”

Source: Norman, D. (2013). *The Design of Everyday Things*. Basic books: pg. 293.

Source: Stone, Terry Lee. "Understanding Design Strategy." <http://terryleestone.com> Retrieved 2/1/2014

Course Description

This course will require students to apply the design process to better understand the factors affecting the success or failure of a design beyond the target audience and problem space. The purpose is to develop an understanding of the factors driving the viability of a design and to iterate on the design to propose solutions to avoid its failure. Each lecture will involve a discussion about a particular strategic design topic and how the design team involved in the case presented failed to take factors outside of the perceived quality of the design into account. Students will be required to consider the organization’s culture, market position, brand, consumer preferences, financial commitment, project management, product promotion, etc. Each team will iterate on the design being studied, make a case for why the iterated design would have effectively prevented the project’s failure, and speculate why those involved failed to follow their proposed design strategy.

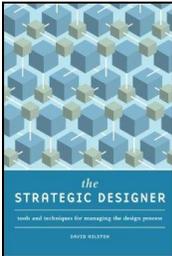
Course Goals and Objectives

Successful students in this course will be able to:

1. Define *design thinking* and *design strategy* and explain their role in ensuring an initiative's success.
2. Write a Strategic Design Brief for a given design.
3. Iterate on designs in an attempt to improve the triple bottom line (TBL).
4. Validate design modifications required for a project's success.

Readings

The following book is required:



Holston, D. (2011). *The Strategic Designer: Tools & Techniques for Managing the Design Process*. How Books.

Source:
<http://www.amazon.com/The-Strategic-Designer-Techniques-Managing/dp/1600617999>

Although these books aren't required, they provide an excellent foundation for the course:

Brown, T. (2009). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. New York: HarperBusiness.

Esslinger, H. (2009). *A Fine Line: How Design Strategies are Shaping the Future of Business*. John Wiley & Sons.

Martin, R. L. (2009). *The Design of Business: Why Design Thinking is the Next Competitive Advantage*. Harvard Business Press.

Structure

Using a modified version of the Design Challenge Based Learning (DCBL) pedagogy developed by Dr. Eli Blevis, students will be required to complete a team project based on design cases that will be discussed in class bi-weekly. The projects will be in the form of a **design challenge**¹. There are 7 Design Challenge Projects.

Lectures

We will cover new material and discuss the following week's assignment. Assignment instructions will be posted on Canvas prior to each lecture. Each lecture will focus on a strategic design theme focused on the factors that any "successful" strategic design must take into account, such as an organization's

¹ The notion of "Design Challenge Based Learning" (DCBL) is described in Blevis, E. (2010). SUSTAINABLY OURS Design Challenge Based Learning (DCBL) and Sustainable Pedagogical Practice. *Interactions* 17, 3 (May, 2010). The instructor wishes to acknowledge Professor Blevis for DCBL.

culture, market position, brand, consumer preferences, financial commitment, project management, and product promotion, as well as other factors.

Videos & Guest Speakers

I will often show a video or invite a guest speaker to help you better understand the material covered in lecture. You are expected to actively participate in the discussion which follows.

Team Presentations & Critiques

You will present your Strategic Design Project and receive critiques from the instructor and your classmates. You will be expected to provide a historical context for the initiative you studied, make your case for why the initiative was a failure of design or rather failed to take into account other factors, and present your alternative design that you have developed in an attempt to resolve the issues that led to the initiative's failure.

Grading

Projects

There are 7 Strategic Design Projects organized in 7 strategic design themes. Projects will be completed in teams but will include an individual component. Each of the first 6 projects count for 100 points, while your final project counts for 200 points:

6 Strategic Design Projects * 100 points = 600 points

Final Strategic Design Project = 200 points

Design Strategy Plan

H400 and I590 Students Only: You are required to complete a Design Strategy Plan, which is worth 100 points, for an industry of your choosing. You will identify what you consider to be trends in the industry that will influence the design process within that industry. You will then need to identify how "successful" designs will need to be modified to take these developing trends into account. You will also need to demonstrate this shift by redesigning an existing product or service currently on the market.

Attendance & Participation

Attendance is critical to this type of course structure. Accordingly, attendance is MANDATORY to all classes, and attendance will be taken during class. Attendance means being present, which entails actively listening, participating in class discussions, and providing design critiques during presentations; if you're not present, you didn't attend class and will be counted absent. There are 100 points allotted for attendance. **You are allowed exactly two absences without penalty.** Otherwise, you will lose points as reflected in the following table for each absence unexcused by University policies:

Number of Absences	Points
0-2	100
3	95
4	85
5	70
6	50
7	25
More than 7	0

The total number of possible points awarded during the class is 900 for I400 students and 1000 for H400 and I590 students:

	I400	H400	I590
Strategic Design Projects	800	800	800
Design Strategy Plan	-	100	100
Attendance & Participation	100	100	100
Total	<u>900</u>	<u>1000</u>	<u>1000</u>

The percentage of the points received (e.g., 850 out of 900 = 94.44%) will be used to assign a letter grade as follows:

Grade	Points
A+	97 - 100
A	93 - < 97
A-	90 - < 93
B+	87 - < 90
B	83 - < 87
B-	80 - < 83
C+	77 - < 80
C	73 - < 77
C-	70 - < 73
D+	67 - < 70
D	63 - < 67
D-	60 - < 63
F	0 - < 60

COURSE SCHEDULE (The course schedule is subject to change with advance notice)

Week	Dates	Holidays	Tuesdays	Thursdays
1	AUG 25 AUG 27		Lecture: What is Design Strategy? Assigned: SD Project 1 & <i>Articles Posted to Canvas</i>	Video: Design & Thinking
2	SEP 1 SEP 3		Reading & Project Discussion Due: <i>Articles Posted to Canvas</i>	Presentations & Critiques Due: SD Project 1 – 9:00PM
3	SEP 8 SEP 10	Labor Day SEP 7	Lecture: Needs, Wants, & Consumerism Assigned: SD Project 2 & <i>Strategic Designer, Intro & Ch. 10</i>	Video: Art & Copy
4	SEP 15 SEP 17		Reading & Project Discussion Due: SD Project 2: Individual-1:00PM & <i>Strategic Designer, Intro & Ch. 10</i>	Presentations & Critiques Due: SD Project 2: Team-Sunday, 11:59PM
5	SEP 22 SEP 24		Lecture: Company Culture-Pitfalls & Possibilities Assigned: SD Project 3 & <i>Strategic Designer, Chs. 1 & 2</i>	Guest Speaker: Sadia Harper, Brand Strategist at Sterling Brands, MFA/MBA, California College of the Arts
6	SEP 29 OCT 1		Reading & Project Discussion Due: SD Project 3: Individual-1:00PM & <i>Strategic Designer, Chs. 1 & 2</i>	Presentations & Critiques Due: SD Project 3: Team-Sunday, 11:59PM
7	OCT 6 OCT 8	Fall Break <u>OCT 9-11</u>	Lecture: Product Design-The Aesthetics- Functionality Conflict Assigned: SD Project 4 & <i>Strategic Designer, Chs. 3 & 4</i>	Guest Speaker: Dennis Ellis, UX Strategist at Foote, Cone & Belding, 2014 Master of HCI/d, Indiana University
8	OCT 13 OCT 15		Reading & Project Discussion Due: SD Project 4: Individual-1:00PM & <i>Strategic Designer, Chs. 3 & 4 & H400/I590: Design Strategy Plan</i>	Presentations & Critiques Due: SD Project 4: Team-Sunday, 11:59PM
9	OCT 20 OCT 22		Lecture: Market Launch-Right Place, Wrong Time (or Wrong Message) Assigned: SD Project 5 & <i>Strategic Designer, Chs. 5 & 6</i>	Guest Speaker – Ryan Fiorentino, Design Director at Fathom Travel, Carnival Corporation, Master of Science (M.S.), Interdisciplinary Studies [Architecture Psychology Business], University of Oregon
10	OCT 27 OCT 29		Reading & Project Discussion Due: SD Project 5: Individual-1:00PM & <i>Strategic Designer, Chs. 5 & 6</i>	NO CLASS Due: SD Project 5: Team-Sunday, 11:59PM
11	NOV 3 NOV 5		Lecture: Social Intervention-Good Intentions & Bad Outcomes Assigned: SD Project 6 & <i>Strategic Designer, Chs. 7 & 8</i>	Video: King Corn
12	NOV 10 NOV 12		Reading & Project Discussion Due: SD Project 6: Individual-1:00PM & <i>Strategic Designer, Chs. 7 & 8</i>	Presentations & Critiques Due: SD Project 6: Team-Sunday, 11:59PM
13	NOV 17 NOV 19		Lecture: Writing a Strategic Design Brief Assigned: Final SD Project & <i>Strategic Designer, Chs. 9 & 11</i> Due: H400/I590: Design Strategy Plan	Guest Speaker: Steve Voyk, 2015 Master of HCI/d, Indiana University
Thanksgiving NOV 21-NOV 29				
14	DEC 1 DEC 3		Reading & Project Discussion Due: <i>Strategic Designer, Chs. 9 & 11</i>	Presentations & Critiques <i>Mid-Project Feedback</i>
15	DEC 8 DEC 10	“Free Week”	Presentations & Critiques Due: Final SD Project – 1:00PM	Presentations & Critiques
	DEC 14-18	Final Exam Week (NO EXAM)		

Timeliness

Timeliness is critical in professional settings. Managers and clients don't like to pay for work that's turned in late, and they aren't interested in hearing about why something is late. Start early and manage your projects so that you have plenty of time at the end to deal with unexpected surprises.

Free Week

The final project is due on the first class of "Free Week." The project will be assigned well in advance on Nov 17th in keeping with University policy². There is also a post-evaluation task that does not affect your grade (except as a matter of attendance and participation) and is used to evaluate the effectiveness of the class only.

Doing Your Own Work and Sharing and Attributing Others

In the real world, it is important to build on the work of others. When you present or submit your work, you need to be prepared to give an account of what part of a design concept or research is your own work and which part was inspired or informed by the work of others. You must properly attribute the work of others.

If you use the work of others without attribution and acknowledgement, you will be subject to academic sanctions concerning plagiarism with all deliberate intent. **Acts of plagiarism—using the work of others without attribution or reusing your own work without attributing prior use—will be subject to a zero-tolerance policy in this class.** If you believe that someone else in the class has used your work without attributing you, please talk to the instructor or one of the AIs.

Digital Photography & Other Tools

IU has worked out a special licensing arrangement with Adobe and students can now download the latest Adobe software suites from <http://iuware.iu.edu> using your student IU login for your own educational use.

You can also access <http://lynda.com> from <http://iuware.iu.edu>, which provides instruction for how to use Adobe tools. There are a lot of Adobe software tools worth mastering. You are expected to learn these tools on your own using the instructions that come with the software or any of the myriad of self-tutor books on the topics, but this class is an opportunity to learn-by-doing in practicing your use of these tools.

You will also want to have a digital camera, since use of imagery to express your design ideas or conduct observational design research is particularly germane to this course. In general, any digital camera will do for our purposes.

In addition, you will find it helpful to carry a high quality sketchbook, preferably one without lines, in order to sketch your ideas as they come to you. Sketching is a skill that you will develop throughout this course, and you will benefit from being able to reflect on how you have honed that skill over the course of the semester as well as throughout your career as a designer.

² "The week prior to the exam period shall be free of major or final exams, except for practical tests at the end of lab periods. Paper projects may be due only if assigned well in advance."

Academic Misconduct

The class is morally and procedurally bound by IU's policies on academic misconduct, the details of which you can read about at the following website: <http://www.indiana.edu/~code/>.

Religious Observance

In accordance with the Office of the Dean of Faculties, any student who wishes to receive an excused absence from class must submit a request form available from the Dean of Faculties for each day to be absent. This form must be presented to the course professor by the end of the second week of the semester. A separate form must be submitted for each day. The form must be signed by the instructor, with a copy retained by instructor, and the original returned to the student. Information about the policy on religious observance can be found here:

http://teaching.iub.edu/policies_religious.php?nav=policies

English

If English is not your native language or you are otherwise shy about speaking in class, please do not worry. You will not be penalized in any way for making contributions to the class in less than perfect English or for taking time to compose your answers. The instructor will frequently emphasize to the class the need for all of us to be supportive of each other when it comes to contributing to the discussions. There is no need to feel rushed when responding to questions in class—an important part of the class is the construction of a feeling of community with the faculty, the AIs, and your peers. You are encouraged to utilize the free writing tutorial service provided by the university. You can learn more about it at <http://www.indiana.edu/~wts/>

Laptops

In order to encourage you to read on screen, rather than print the resources out on paper, you will be permitted to use laptops in class. The expectation is that you will use the laptops to look up things that are relevant to class. Please do not use the laptops to do things that are not related to the class. If the AIs or the instructor notice that you are doing things on your laptop unrelated to the class, you may lose your attendance points for that day.