Facilitating the transition from Product to Product Service System
Linda Ryan¹, ¹IT Sligo, Sligo, Ireland

Estimating the real option value of the NPD go/no go decision by hedging the developmental bill of materials (BOM) with a asian average rate real option
Michael Flanagan¹, ¹Manchester Metropolitan University, United Kingdom, UK

Minimum Maximum: towards a new equilibrium in the design ‘briefing’ process
Emma Murphy¹, David Hands¹, ¹Imagination@Lancaster, Lancaster, UK

Relating the artistic practice of design to the design thinking discourse
Ulla Johansons Sköldberg¹, Jill Woodilla¹, ¹University of Gothenburg, Gothenburg, Sweden

On managing innovative design projects methodologically
Pieter Vermaas¹, ¹Delft University of Technology, Delft, The Netherlands

Design evaluation for designed services: Exploring the need of a culture of service assessment
Stefano Maffei¹, Beatrice Villani¹, Francesca Foglieni¹, ¹Politecnico di Milano, Design Department, Milano, Italy

The transition of the strategic investment to the technology for improving meanings from the one for rational values
Satoru Goto¹, Shuichi Ishida¹, Kazar Yaegashi¹, Takuo Ando¹, ¹Ritsumeikan University, Kusatsushi, Shiga, Japan

Reframe the knowledge structure of design management
Jun Cai¹, ¹Tsinghua University, Beijing, China

Organizational factors in the design development activity
Yosuke Kanno¹, Satoshi Shibata², ¹Toyo Gakuen University, Tokyo, Japan, ²Tohoku University, Sendai, Miyagi, Japan

Service design pattern congruency: Exploring the impact of value alignment on firm performance
Philipp Klaus¹, Andi Smart², ¹ESCE International Business School, Paris, France, ²University of Exeter Business School, Exeter, UK

A critical examination of service system’s role in implementing customer experience strategies
Philipp "Phil" Klaus¹, Bo Edvardsson², ¹ESCE International Business School, Paris, France, ²CTF Service Research Center, Karlstad, Sweden

Chimps, designers, consultants and empathy: A “theory of mind” for service design
Steve New¹, ¹University of Oxford, Oxford, UK

Utilising design capability in business strategy in Bahrain
Lilian Hallak¹, ¹De Montfort university, Leicester, UK

The potential and shortcomings of strategic ambiguity as management practice in design labs: An ethnographic study of MIT Senseable City Lab
Luca Simeone¹, ¹Malmö University, Malmö, Sweden

In search of new values for design management: How design audits limit the realm of design management to the creative economy and why this poses a problem for the future of design management as a field and discipline
Sabine Junginger¹, ²RMIT University, Melbourne, Australia, ³Technische Universitaet, Berlin, Germany, ³Centre for Design Culture & Management, Kolding, Denmark

Touch points, touch point ecosystems and service encounters: a conceptual synthesis for service design
Pramod Khambete¹, Uday Athavankar¹, ¹Industrial Design Centre, Indian Institute of Technology - Bombay, Mumbai, Maharashtra, India

Innovating within tradition: the impact of aesthetic design on performance
Pietro Micheli¹, Gerda Gemser², Katrin Talke², Lars Hedemann Nielsen³, ¹Warwick Business School, Coventry, UK, ²RMIT University, Melbourne, Australia, ³Technische Universitaet, Berlin, Germany, ³EDX Systems, Copenhagen, Denmark
Exploring the application of methods for involving customers in new product development practices from the manager’s perspective
Wei Liu, *University of Cambridge, Cambridge, UK

Evaluating the levels of design management in UX-oriented companies – experiences from Finnish metals and engineering industry
Maarit Heikkinen, Hannamaija Määtä, Maaria Nuutinen, VTT Technical Research Centre of Finland, Espoo, Finland

The Wheel of Design
Suna Løwe Nielsen, Poul Rind Christensen, University of Southern Denmark, Kolding, Denmark, Kolding School of Design, Kolding, Denmark

Thinking product meeting contexts into the design process
Anders Haug, University of Southern Denmark, Kolding, Denmark

A new institutional economics view of strategic design
Harshit Desai, MIT Institute Of Design, Pune, India

"I'm not a plastic bag!" An exploratory study on eco-designed packaging, and consumers' responses to their signals.
Lise Magnier, Dominique Crié, IAE de Lille - University Lille 1, Lille, France

Design tools in business-to-business marketing
Bo Mortensen, University of Southern Denmark, Kolding, Denmark

How do business networks challenge eco-design? An in-depth case study on managing consistency in the development of a large made-to-order product
Pekka Murto, Oscar Person, Aalto University School of Arts, Design and Architecture, Department of Design, Helsinki, Finland, Delft University of Technology, Faculty of Industrial Design Engineering, Department of Product Innovation Management, Delft, The Netherlands

Managing the unexpected: Consequences of the corporate integration of a novel design approach
Holger Rhinow, Christoph Meinel, Hasso Plattner Institute for Software Systems Engineering, Potsdam, Germany

A framework of product design foci
Anders Haug, University of Southern Denmark, Kolding, Denmark

Incremental vs. radical innovation as determinant of design position
Celine Abecassis-Moedas, Joana Pereira, Catolica Lisbon School of Business and Economics, Lisbon, Portugal

Practice, human agency and change: design in ambiguous organizational environments
Magnus Eneberg, Lund University, Department of Design Sciences, Lund, Sweden

The impact of designed artefacts on sensemaking activities in strategy-as-practice; observations from student projects with a global FMCG brand.
John Stevens, Neil Smith, David O'Leary, Northumbria University, Newcastle on Tyne, UK

The Critical routines for Higher Innovation Prosperity: A firm level dynamic capability perspective
Abdulrhman Albesher, Brunel University, London, UK

Integrated design process for enhancing usability and accessibility of websites for small and medium sized enterprises
Byung-Hoon Chung, Young Min Baek, Yongli Jin, Jaemin Han, Brainzsquare Co. Ltd., Seoul, Republic of Korea, Yonsei University, Seoul, Republic of Korea, KAIST, Daejeon, Republic of Korea

Design Management as the hub of meaning in organizations
Fernando Pinto Santos, Toni-Matti Karjalainen, Aalto University School of Business IDBM Program, Helsinki, Finland
Guidelines for the proposal of a system of design management indicators in product development companies
Paulo Dziobczenski¹, Maurício Bernardes², ¹University of Caxias do Sul, Caxias do Sul, RS, Brazil, ²University of Rio Grande do Sul, Porto Alegre, RS, Brazil

Consumer decision making in mobile-banking service selection
Rebecca De Coster¹, Colin McEwen¹, ¹Brunel University, London, UK

Prototypes for innovation - Facing the complexity of prototyping
Holger Rhinow¹, Eva Koeppen¹, Christoph Meinel¹, ¹Hasso Plattner Institute for Software Systems Engineering, Potsdam, Germany

Designing and managing the space for creativity. Artistic interventions for strategic development of an organization in resisting environment
Marja Soila-Wadman¹², Oriana Haselwanter¹³, ¹University of Gothenburg, Gothenburg, Sweden, ²School of Business, Economics and Law, Gothenburg, Sweden, ³School of Design and Crafts, Gothenburg, Sweden

Sufficient factors for utilizing the design organization’s agility
Yeunyoung Kwon¹, Kyung-won Chung¹, Ki-young Nam¹, ¹KAIST, Daejeon, Republic of Korea

The role of design in Product-Service System through its development in manufacturing industry
Sunyung Yang¹, Ki-Young Nam¹, ¹KAIST, Daejeon, Republic of Korea

Characteristics of smart PSS: Design considerations for value creation
Ana Valencia¹, Ruth Mugge¹, Jan P.L. Schoormans¹, ¹Delft University of Technology, Delft, The Netherlands

The impact of Design in Social Media today
Sara Gancho¹, Rachel Cooper¹, ¹LICA, Lancaster, UK

Designing for customer experience in online retail environments
Nimrita Bassi¹, P.A Smart¹, Fredric Ponsignon¹, ¹University of Exeter, Exeter, UK

Gaining clarity on ambiguity: An initial study on how business students navigate ambiguity utilizing strategic design principles
Natalie Nixon¹, Elizabeth Long Lingo², ¹Philadelphia University, Philadelphia, PA, USA, ²Vanderbilt University, Nashville, TN, USA

Articulating style and design in strategic ventures
Natalie Nixon¹, Tod Corlett¹, ¹Philadelphia University, Philadelphia, PA, USA

Strategic Design: Impact on design management practices of India outsourcing shift from commodity contracting to high value provision of design services
Leslie Wynn¹, Alan Topalian¹², ¹HCL Technology Ltd, Hertfordshire, UK, ²Alto Design, London, UK

The Times They Are a-Changin’: Perspectives on design industry business models
Martyn Evans¹, Emma Murphy¹, ¹Lancaster University, Lancaster, UK

Developing a design knowledge management system for reusing the knowledge of automobile user interface design and research
Hao Tan¹, Chunhui Jing², Yi Zhu¹, Jianghong Zhao², ¹Hunan University, Changsha, China, ²State Key Laboratory of Advanced Design and Manufacturing for Vehicle Body, Changsha, China

A critical assessment of the design management staircase model factors
Sebastian Hesselmann¹, Andrew T. Walters¹, ¹PDR - Cardiff Metropolitan University, Cardiff, UK

Service design and urban color planning
Duan Wu¹, Rong Fan¹, ¹College of Design and Innovation, Tongji University, Shanghai, China

Silver Shoppers: designing a better supermarket experience for the older consumer
Yuanyuan Yin¹, ¹Winchester School of Art, University of Southampton, Winchester, UK
Strategic designer competencies: A comparative field study between global managers and strategic designers in multinational corporations
Marianne Storgaard¹, ¹University of Southern Denmark, Kolding, Denmark

Measuring and improving the performance of product development in small and medium sized enterprises
Carles Zamora¹, Katharina Kirner¹, Udo Lindemann¹, ¹Technische Universität München, Munich, Bavaria, Germany

Defining design management & marketing interaction: "Cold war" fundamentals
Nabil El Hilali¹, ¹Istec Business School, Paris, France

Identifying the core knowledge: Towards a shared understanding in design management through comparing different stakeholders' perspectives
Je Yon Jung¹, Martyn Evans¹, ¹Lancaster University, Lancaster, UK

Design In Strategy: the case of cultural organisations
Irini Pitsaki¹, Alison Rieple², ¹Northumbria University, Newcastle upon Tyne, UK, ²Westminster University Business School, London, UK

New personas for design management: Public management roles redefined for design
Nina Terrey¹, ¹University of Canberra, Canberra, Australia

A theoretical classification of service design research
Byron Keating¹, Shirley Gregor², Babis Theodoulidis², ¹University of Canberra, Canberra, ACT, Australia, ²Australian National University, Canberra, ACT, Australia, ³University of Manchester, Manchester, UK

Co-creation patterns: Insights from a collaborative service design method
Krista Keränen¹,², Bernhard Dusch¹,², Katri Ojasalo², James Moultrie¹, ¹University of Cambridge, Cambridge, UK, ²Laurea University of Applied Sciences, Espoo, Finland

Design strategies for human-to-human contact in services
Dirk Snelders¹,², Fernando Secomandi³, ¹Eindhoven University of Technology, Eindhoven, The Netherlands, ²Aalto University, School of Business, Helsinki, Finland, ³Federal University of Juiz de Fora, Juiz de Fora, Brazil

Human-centred design as a problem: Moving beyond anthropocentric innovation
Prasad Boradkar¹, ¹Arizona State University, Tempe, Arizona, USA

Interdisciplinary approach for increasing design capabilities
Jae Hwan Park¹, ¹University of Cambridge, Cambridge, UK

Sinergies between Strategic Design and Roadmapping: A reflection about the "Development roadmap of the biotechnological cluster of Rio de Janeiro"
Adriano Caulliraux¹, Adriano Proença¹, Vinicius Cardoso¹, ¹UFRJ, Rio de Janeiro, RJ, Brazil

What is the outcome of Design Management?
Mercè Graell¹,², ¹Istituto Europeo di Design, Barcelona, Spain, ²Designit Barcelona, Barcelona, Spain

Using boundary objects within a multi-stakeholder workshop to initiate a collaborative network for product service system design
Ehsan Baha¹, Nick Sturkenbaum¹, Yuan Lu¹, Bas Raaijmakers², ¹Sub-department Business Process Design, Department of Industrial Design, Eindhoven University of Technology, Eindhoven, NB, The Netherlands, ²Design Academy Eindhoven, Eindhoven, NB, The Netherlands

Facilitating innovation through design in a Danish context
Pia Storvang¹, Susanne Jensen¹, Poul Rind Christensen¹, Marianne Storgaard¹, ¹University of Southern Denmark, Kolding, Denmark

Knowledge exchange between practice, education and research in Design Management
Tony Kent¹, Tom Inns¹, ¹London College of Fashion, London, UK

Integrating association mining with quality function deployment
Yi Wang¹, ¹University of Manchester, Manchester, UK
Visual sensemaking in the innovation process. Tools for innovation acceleration
Hans Kaspar Hugentobler1, 1Lucerne University of Applied Sciences and Arts, Lucerne, Switzerland

Towards a taxonomy: classifying design innovation policies in Europe
John Chisholm1, Martyn Evans2, Leon Cruickshank3, Rachel Cooper2, 1Lancaster University, Lancaster, UK, 2Lancaster Institute for the Contemporary Arts, Lancaster, UK, 3ImaginationLancaster, Lancaster, UK

Discovering business and social opportunities for big data analysis
Pelin Arslan1, 1MIT, Cambridge, USA

Creative leaders as catalysts in reconstructing a sense of organisational self
Karen Miller1, Joe Lockwood1, James Moultrie1, Irene McAra McWilliam2, 1Institute for Manufacturing, University of Cambridge, Cambridge, UK, 2Glasgow School of Art, Glasgow, UK

From strategic design to design integrated business model innovation
Judy Matthews1, 1Queensland University of Technology, Queensland, Australia

Innovating Services in Networks: Interplay between Openness and Closeness
Seppo Leminen1,2, Taija Turunen2, Mika Westerlund3, 1Laurea University of Applied Sciences, Espoo, Finland, 2Aalto University, Aalto, Finland, 3Carleton University, Ottowa, Canada