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CO-CREATION DESIGN: A THEORETICAL MODEL OF DESIGN MANAGEMENT FROM THE SERVICE DOMINANT LOGIC OF MARKETING (AN ABSTRACT)

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INTRODUCTION

The design management faces the challenge of adapting to an increasingly complex society. We live in the Transmedia Age, or, as Kotler, Kartajaya and Setiawan (2010), the Participation Age, characterized by convergence between multiplatform media and engagement among all stakeholders in the process generating value to the brand. In this context, the Service-Dominant Logic of Marketing presents the consumer as a co-creator and sets the current market movement. Proposed by Vargo and Lusch (2004), the service logic suggests an approach where no longer the product is the central focus, but the consumer through an orientation to the service. In this proposition, which is opposed to the Product-Dominant Logic, consumer experience adds value to the process and suggests new strategies to ensure your utmost satisfaction.

According to this logic, business and public interact in the search for solutions to their own needs. Concepts such as dynamic change and relationships come to define the essence of this time. A trigger is then a moment of integration between company and customer create together. The audience becomes an agent of this integration to actively participate in decisions concerning the product, service and value creation.

The co-creation offers the opportunity for consumers to experience unique and personalized experiences, including product development. Many companies in order to consolidate market leadership and meaning to the brand, are adopting actions that propose a new experience exchange directions between company and consumer. However, combining the task of design professionals, who think the brand and its products strategically, with customer participation premise in the development of the creation process, it is a challenge that proposes the investigation of a new management model for the co-creative design. This article demonstrates this scenario and seeks to reconcile the value co-creation theory with studies on design management in order to propose a theoretical model for the co-creative design.

BACKGROUND

Design Management

Design management determines the strategic role of the designer in the company and not just regarding operational. Set up not only in the development of an efficient product design, but in the monitoring and effectiveness of the whole process. For Mozota (2011), design management is through a formal program of activities that should be implemented and emphasizing the importance of design to the goals and objectives of the organization. In this context, there is concern with the development, planning, organization and process control as well as all strategic management. Such activities must be included in the company's marketing management at three levels: operational, tactical and strategic.

The operational level is the first step to integrate design in the organization. It is at this level that the company considers design as a product or project and therefore their influence is on the supply of what makes available to the market. Thus, the value creation level is the possibility of differentiation that design can vouch for this offer, causing economic skills stand out. In the tactical level as Kistmann (2006), it is the management that involves integrating activity to design company, focused on the planning, implementation and monitoring activities. To Mozota (2002), this level is that they are implemented the design of actions that motivate and mobilize people and the manager in this way, is a kind of facilitator that promotes integration and exchange of knowledge. The strategic level as Mozota (2002) is the stage where the design unites and transforms the vision of the company. To Kistmann (2006), the strategy involves all business areas and involves both the indoor and external entity.

Service-Dominant Logic

Vargo and Lusch (2004, p.2) present the Service-Dominant Logic that, according to them, has been the logic that defines the current market, according to which the tangible goods have their logic shifted to the exchange of intangibles. Following this logic, it is also a well which guarantees service experience that varies according to each individual perception generating intangibles. As argued by Brazil, Santos and Dietrich (2010), the Service-Dominant Logic starts to direct the focus to the consumer who has an active role in building value for the product or service, changing the meaning of customer value to changes in the competitive landscape. Thus, the value is created by the consumer from the experience, or the value in use. Thus, there is a change of view in the perspective, which is no longer centered on consumer goods to focus on the service provided by him, recognizing that the consumer is always a value co-creator.

Co-creation and Co-production

Etgar (2008) defines the co-production as a process in which there is consumer participation in some of its stages, resulting in the delivery of the product to these same consumers in a customized manner. Thus, according to the author, this co-production can occur even in consumer participation about their predilections on the product, making effective, so your customization. Thus, there is the importance of results in the co-production; are planned and are likely to meet the motivations which match the second stage, related to consumer expectations. For Vargo and Lusch (2004), the consumer is always a co-producer/co-creator in essence latter (Vargo and Lusch, 2006, 2008, 2016). That does occur in the process of interaction with the company, in the value co-creation for a product construction or in a service provision process.

However, proposing a review of the assumptions presented by them, Vargo and Lusch (2006) replace the term co-producer by co-creator of value (as well in 2008 and 2016), giving the customer an even larger role. Both, the one and other expression, represents integration tools for the consumer. The difference, according to the authors Vargo and Lusch (2006) lies in the fact that the co-production concerns the customer's participation in the production of goods and, as Brambilla and Damacena (2011) generating an output unit (a tangible product).

Co-Creation Enabling Elements / Support Elements

The enabling elements for the co-creation in the company concerning the internal and external organizational setting as "co-creation only arises in so far as certain conditions are contemplated, making it viable and timely" (BRAZIL, SANTOS and DIETRICH, 2010, p.8).

Culture, type of product, market conditions (in which it operates and the functional and technical skills of those working in the company) are fundamental to the realization of co-creative process. The DART model designed by Prahalad and Ramaswamy (2004) argues for the need to pay attention in Dialogue, Access, Risk and Transparency for the preservation of value co-creation actions, providing the company and customer focus in the experience in full.

Dialogue is the enabler of exchange of experiences and ideas that guide us to the value co-creation. This means being open to understand the points of view of the customer or the community, through the exchange of knowledge and involvement with action perspectives of both sides, increasing the possibility of innovation. Access is related to the capacity to allow the costumers' active participation. The risk represents the factors managed by the company, as well as those made by the customer, who has just shouldering a greater number of threats since become co-participant of the process. For Prahalad and Ramaswamy (2004) co-creation is becoming every day more intense discussion of *risks* and *benefits*. Finally, transparency relates to present the product or service in their positive and negative aspects. With this factor, it is possible to establish increased trust between company and customer, adding value for both.

The Deployment of Co-creation Elements

With regard to the implementation of factors, Brazil, Santos and Dietrich (2010) consider all actions that make possible the value co-creation to support bases to take effect, which involves human aspects, management and infrastructure. The two-way communication channels and the physical and virtual environments of interaction and experience, concerns the interactivity, promoted by this technology in the Transmedia Age. Multidisciplinary teams in the generation, development and launch of new products and the collaboration networks between different value chain actors relate to teams formations inside and outside the company, involving other professionals in co-creative process, such as the Design Thinking. The insertion/engagement of consumer in management processes consistent with the implementation of the action of these effectively to the process, which requires a knowledge management (accumulation and sharing) as a basis for the development of skills and abilities of participants becoming, this way key factor for learning and co-creative process is established.

METHODOLOGY

From the proposed Management Design defined by Mozota (2002) and Karjalainen (2012) and the conditions for the viability, support and implementation of value co-creation processes, establishes a **theoretical model for the Co-creative Design Management** created by the authors of this research.

RESULTS AND DISCUSSION

A Design Management in the Co-Creative Strategic Level

Settling the design of the ties in the strategic level with the co-creation process, two enablers factors identified in studies of Brazil, Santos and Dietrich (2010) may be associated. First, the organizational culture that involves the internal structure of the company and, as the authors define management models, management policies and processes of the company and "the absence of an open-minded culture, market-oriented and innovation restricts the realization of shared value" (BRAZIL, SANTOS and DIETRICH, p.8). Thus, the co-creative design, initially, depends on strategic planning that is consistent with a culturally willing company to new ideas and the participation of other individuals in the creative process. The second enabler pointed out by Brazil, Santos and Dietrich (2010) and can be associated with the design in its strategic level is the market. As Santos (2000), "the named strategic design emphasizes not only users and consumers as well as society generally called as product recipients" (SANTOS, 2000, p.74). For the author, the design in its strategic level, have a concern that is beyond the product, but also to the needs of the market, the manufacturer and society. In this sense, the co-creative design can be linked to processes that promote the development of the brand image, both for the domestic audience, whose company culture is conditional as to the general public, reaching the entire market.

A Design Management in the Co-creative Tactical Level

Karjalainen (2012) states that, at the tactical level, the activities of design are linked to factors linked to resources of activity - human, physical, internal, external; skills to the design; core competencies; training; description of processes, standards and procedures for the management of design and location, services and team goals responsible for the design. From the author's settings, you can associate the tactical level design with the factor enabler skills for co-creation, quoted by Brazil, Santos and Dietrich (2010). According to the authors, skills are "areas of the company with respect to how to provide the right conditions to create opportunities for shared value creation" (p.9). Such skills, relate to the preparation and the profile of the professionals of the company and the consumers themselves and how is the inclusion of these in management processes. In this tactical aspect, the co-creative design becomes a mobilizing tool for building brand value by encouraging public participation in this process will also depend, as Mozota (2002), managerial competence, i.e., the management of innovation and the technologies available for the process. These are skills that will be able to motivate the public to effective participation in the design process.

A Design Management in the Co-creative Operational Level

For Karjalainen (2012) the operational level design concerns the nature of issues of processes and design projects; proposals; relationship management and project design team; selection of team members; documentation and control systems; implementation of solutions; evaluation of projects. Mozota (2002) considers the operational level that the design promotes product differentiation and concerns the development of it and coinciding with this enabler also proposed by Brazil, Santos and Dietrich (2010). They argue that the product characteristics are essential to the viability or not of a co-creation model of shared value. Thus, the co-creative design is replaced by the function, in this context, to be the expression of ideas and consumer opinions about the lived and desired experiences about the product, participating thus actively design co-creation process.

CONTRIBUTION FROM THE THEORETICAL MODEL

This theoretical research brings to light a model for the value co-creation in different organizational levels. The results presented bring possibilities for theory and practice.

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