

TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION

A. Problem formulation	13
B. Terminology	13
C. Objectives and research questions	14
D. Course of investigation.....	14
E. Contribution of this research	16

CHAPTER TWO: LITERATURE PART

A. Design within the design realm	17
I. The challenge of framing design.....	17
II. Non-designers perceive design differently than designers do	18
III. The importance of design is on the rise.....	19
B. Design within the management realm.....	20
I. Strategic relevance of design	20
II. Design in established strategy frameworks	21
C. The “perception gap”	24
I. Origins of and reasons for the “perception gap”	24
II. Four stakeholders and their impact on the “perception gap”	29

CHAPTER THREE:
EMPIRICAL PART

A. Methodology..... 33

B. Research Design..... 33

 I. Survey period..... 33

 II. Survey approach..... 35

 III. Selection criteria for the interview partners 35

 IV. Guiding interview questions 35

CHAPTER FOUR:
RESULTS AS AGGREGATED FEEDBACK

A. Perspectives on the relationship between
 designer and manager (non-designer) 37

B. Perspectives on the ability of design to contribute value to a business 39

C. Perspectives on the pain points in the cooperation between
 designer and manager (non-designer) 41

D. Perspectives on how an ideal designer-manager-relationship
 could look like 45

E. Perspectives on ways to overcome the “perception gap” 45

F. Expectations of designers and managers (non-designer)
 towards representatives..... 48

G. Expectations of representatives towards each other or a third-party..... 50

CHAPTER FIVE:
DISCUSSION AND INTERPRETATION

- A. The mutual perception of designers and managers (non-designers) 53
 - I. The designer-manager-relationship 53
 - II. The power of design..... 54
- B. The key pain points that contribute to the misunderstanding in communication between designers and managers (non-designers) 56
 - I. Briefing for and scope of the design process..... 57
 - II. Costs and budgets 58
 - III. Trust and fear in decision-making 59
- C. Overcoming the “perception gap” 61
 - I. Common language and values..... 61
 - II. Getting expectations right 62
 - III. Education on both sides 62
- D. The mutual expectations of designers, managers (nondesigners) and representatives..... 63
 - I. Designers demand true representation and a re-definition of the design profession 63
 - II. Managers demand access to design for SMEs and an integration of design into business education and vice versa 64
 - III. Design representatives demand longer business cycles, and the support of policymakers to completely rethink school from the ground up..... 65
 - IV. Business representatives demand more pressure to raise design awareness and hold design representatives accountable for doing the same..... 66

CHAPTER SIX: CONCLUSION & FUTURE MANAGERIAL IMPLICATIONS

Conclusion & Future Managerial Implications	67
LIMITATIONS	71
REFERENCES.....	73
APPENDIX	77
A. Guiding interview questions for designers and managers (non-designers)	77
B. Guiding interview questions for design and business representatives.....	79