

Design thinking as an Innovation Strategy for Business and Marketing Plans

Design Thinking Como Estratégia de Inovação Para Planos de Negócios e de Marketing



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ABSTRACT

This paper examines the possibilities of design's contribution to other professional fields through a design thinking process model called MOPDET. The model was structured based on concepts of 11 authors. In this sense, the investigation brings relevant concepts about design since the 1960s. The literature review also addresses business plan and marketing plan. The results chapter describes the applications possibilities for MOPDET under 3 circumstances, as well as the expected outputs for each one. Finally, in the conclusions it is suggested as future research the application of the model in other professional segments.

KEYWORDS


Design thinking. Marketing plan. Business plan.

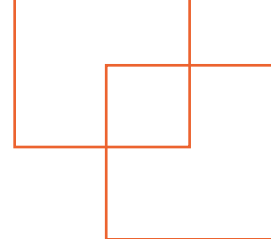
RESUMO

Este artigo apresenta a contribuição do design para outras áreas profissionais por meio do modelo do processo de design thinking denominado MOPDET. Este modelo foi construído com o embasamento teórico de 11 autores. Neste sentido, a investigação traz conceitos relevantes sobre o design desde os anos 1960. A revisão da literatura envolve também os temas plano de marketing e plano de negócios. No capítulo de resultados são descritas as aplicações do modelo MOPDET em 3 situações e as decorrências dessas aplicações. Por fim, nas conclusões sugere-se como pesquisas futuras a aplicação do modelo em outros segmentos profissionais.

PALAVRAS-CHAVE

Design thinking. Plano de marketing. Plano de negócios





1 INTRODUCTION

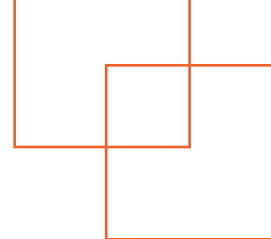
By assuming that the creative design process is both an empirical and theoretical endeavor and that designers carry out this process naturally, it is suggested that, when engaged with other fields of knowledge, design practices can foster innovation. This innovation has been explored by management researchers since the late 1990s, and this practice has been called design thinking.

The fact that this practice has become a kind of fad, does not minimize the fact that design has been observed and used for different purposes, and, among them, the search for solutions to challenges in the social, environmental, health, education, technology and innovation areas. In this sense, this phenomenon indicates that more and more designers will be incorporated into projects of different natures.

Thus, it is considered that the designer's contribution to the contemporary universe reaches beyond the visual aesthetic solution. The reach of this professional's contribution involves leadership, a comprehensive, innovative and visionary view, the ability to promote multidisciplinary collaboration and the incentive to produce solutions to complex challenges.

This article introduces the "Design Thinking Process Model" called MOPDET, which was developed by a designer (FERRO, 2018), based on the theoretical contribution of 11 authors (DEWEY, 1960; SIMON, 1969; MC KIM, 1972; RITTEL e WEBBER, 1973; ROWE, 1987; BUCHANAN, 1992; FASTE, 1992; MARTIN, 2009; LIEDTKA and OLGILVIE, 2011; MOOTEE, 2013; BROWN, 2019). This model was initially applied with satisfactory results for the structuring of a social enterprise, but its use can meet different demands considering the objectives of these demands. Thus, the research question is structured with the question: How can the MOPDET model be used effectively in the development of demands from other areas of knowledge?

Thus, this research has its relevance in indicating the possibilities of applying the design thinking process model - MOPDET - in other areas of knowledge to reach solutions and or innovation. This article proposes applications in a marketing plan and in a business plan. To achieve this purpose, the theories that support the MOPDET model and the application dynamics are analyzed. At the same time and aiming to validate the use of the model, the results of its first application in a social business are presented. Then, the traditional models of a marketing plan and a business plan are analyzed. Following, the suggestion to use the MOPDET model for the 2 cases and the expected results is presented. As can



be seen, it is a qualitative research, applied, with a descriptive objective, whose method is phenomenological and comparative. The applications suggested here do not end the possibilities of using the MOPDET model, they only indicate the opportunity for the designer's contribution as the leader of a collaborative, creative and multidisciplinary process to serve different areas of knowledge.

2 LITERATURE REVIEW

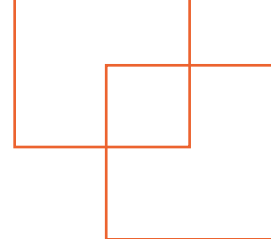
The theoretical investigation of this article is presented in two parts, the first referring to the works of the researchers who supported the MOPDET model. At the end, a comparative table of the main understandings of these authors is presented. The second part of the theoretical investigation describes the contemporary practices of developing a business plan and a marketing plan.

2.1 PRESENTING THE THEORIES BEHIND THE MOPDET MODEL

A theoretical review of design thinking (DT) goes back to the beginnings of understanding design itself. Understanding this expression involves reflections, arguments and debates that do not always lead to consensus. Therefore, research on this topic requires the choice of an orientation and, the choice described in this article is based on Buchanan's (1992) investigation.

According to Google Scholar (2020), his 1992 article "Wicked Problems in Design Thinking" was cited 3467 times. Buchanan's contribution is grounded on his examination of perceptions regarding design-related themes of both designers and scientists since the 1960s. And, based on the detailed analysis of their interpretations the author constructed his own impressions for the development of DT. Besides Buchanan, the authors selected for this review were: Dewey (1960); Simon (1969); Mc Kim (1972); Rittel and Webber (1973); Rowe (1987) and Faste (1992). Additionally, the DT model presented in this article also aims to evaluate the contributions of Buchanan (1992) himself and more contemporary authors such as Martin (2010), Brown (2010), Mootie (2013), Liedtka and Olgilvie (2014).

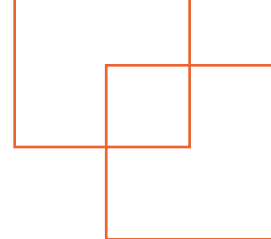
DT-related contributions begin with Dewey (1960), who understands



that the scientific endeavor is consolidated with the experimentation initially related to natural phenomena. According to the author, this kind of effort would later turn into art development and subsequently to the technology resulted from social transformation, resulting in an experimentation-based view of DT.

The second author analyzed by Buchanan (1992) was Simon (1969) who makes a profound comparison between natural science and the science of the artificial and contextualizes these differences. He perceives design as capable of navigating both universes, but primarily in the universe of artificial science. He is the first author who contributes to the understanding of the role of the designer as a creator in the universe of artificial science. Mc Kim (1972) on the other hand, brings the understanding that thinking must be flexible. He proposes 3 ways to achieve this flexibility: accessing the conscious and unconscious levels of the brain; being proficient in performing several mental operations at the same time; using various vehicles of thought such as: words, images, numbers and, constantly transferring them. Mc Kim's (1972) contribution demonstrates the type of thinking typical of the designer that is not limited to a single form of world-view.

Rittel (1973), for his part, contributes to the understanding that DT practices can be especially relevant in the context of Wicked Problems (WP). The term was coined by Rittel and Webber (1973) to conceptualize problems under certain conditions: 1) there are no definitive formulations in WP, but each formulation corresponds to the solution of a design issue 2) there are no rules to the process 3) the solutions can not be labeled true or false, only more or less adequate 4) in order to solve a WP there are no exhaustive list of valid operations, although in order to solve a WP it is required a precise operation, with no room for trial and error 5) every WP is essentially unique 6) there are no countless options of potential solutions, nor a well defined set of admissible operations for each plan or project 7) every WP can be considered a symptom of another problem; the existence of differences among WPs can be explained in various ways 8) the choice of a explanation is determined by the nature of the answer for the problem 9) the responsible for the solution of a WP must be an attentive and positive leader. Whereas Rittel and Webber (1973) described the scenario in which a DT process is developed, Rowe (1987) further investigated this issue to propose an understanding of WP within the scope of architecture, citing DT in his works. His contribution was to disseminate the perception of the role of the designer in the realm of WPs.

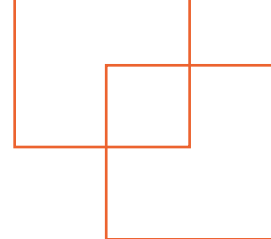


While Rittel and Weber (1973) and Rowe (1987) aimed their investigations at designer issues, Faste (1992) focused, for thirty years, on the issue of creativity. He acknowledges that creativity and visualization must take place in any scientific and engineering process. Later, Faste (1992) argued that creativity happens when something is discovered for oneself, whilst innovation happens when something is created for society. Thus, the author places design in the center of the promotion of innovation, since he considered the essence of a designers work to be project development, often employing innovative practices.

Buchanan (1992), the author behind the selection of aforementioned ideas, also contributed for the comprehension of DT. He sees design as a flexible activity, composed of elements from the artificial, natural and social sciences, as well as the arts. According to him, there is no simple definition for design frontiers, as it is a continuous process which expands itself in both practical and theoretical connections and meanings. It is argued, then, that there is a need for a practical-theoretical integration of design for contemporary purposes. Therefore, DT should present itself as an insight from the liberal arts adapted to the technological culture, which includes the arts and the experimental thoughts that enable inventions to happen. Another concept defined by Buchanan (1992) was of placements, which refers to actions, signs and thoughts, that is, the end of human intervention on a given project. Moreover, the author proposes that the arguments of designers are essentially their work tools, meaning blueprints, fluxograms, graphs, illustrations, pictures, visual schemes, among others.

Even though Buchanan (1992) was able to develop theories to structure DT, he did not proposed ways of applying it. This would happen later, with the contribution of other authors. After the 1990s, DT achieved a wider audience of professionals and researchers, who began to work on their own efforts to understand the topic. In order to illustrate these developments, four post-Buchanan authors have been chosen for their theoretical consistency in the application of models or tools created for use within the phases of DT processes.

Martin (2009) proposed the integration of his own DT model theory within the scope of business innovation. His model is called “knowledge funnel” and it is divided in three phases: algorithm, heuristic and mystery. During the mystery phase random information is gathered, based on secondary data research. On the heuristics phase, these pieces of information are organized and decisions regarding demand are made. Lastly, during the algorithm phase, the solution is to be found,



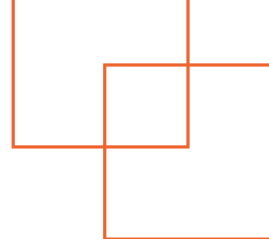
and a pattern, to be replicated.

While Martin (2009) proposed a simple model with greater freedom of action for the DT process leader, Brown (2019) indicated in his model three main application phases and four more to enhance detail between the first and last DT phase. The DT application phases proposed by Brown are: 1) inspiration, divided into definition and empathy; 2) idealization; 3) implementation, included in its subphase's prototyping and testing. For the application Brown recommends using a briefing; developing a project with multidisciplinary teams; utilizing an infrastructure that fosters innovation; researching users; practicing empathy; constructive and focused leadership. In addition, the author proposes using abductive logic (PEIRCE, 1958) and a process which takes into consideration neutrality and conjugated interactivity without limiting ideas. Throughout this process Brown also recommends recurring to divergent thought in order to widen possibilities for convergent solutions and thoughts, indicating, at least, the definitions for the end of each phase.

After the contributions from the applications of DT processes developed by Martin (2009) and Brown (2019), it is then introduced the understanding of Mootee (2015), who argues that DT must permeate the whole company, from its principles to its relation with society. The author did not create an application model itself, but his understanding of DT is considered to be valid because of its empirical aspect. Moreover, the author describes the benefits a company can achieve by adopting DT practices: qualifying its team for dealing with disruptive technologies; creating sustainable differentials; developing balanced and flexible strategies in the short, medium and long term; improving an innovation culture and valorizing products and services.

Lastly, Liedtka and Olgilvie (2011) contributed to DT by promoting tools designed to improve the results of each DT process phase. These tools are applicable for the four phases of a given proposed process and can be identified by the following questions: What is it? What if? Does it surprise? What works? These tools are familiar to designers and are usually applied within multidisciplinary teams in innovative environments. The tools are the following: assumptions test, brainstorming, conceptualization, customer journey mapping tool, launching, learning, mental map, prototyping, value chain mapping and user co-creation.

The next frame presents the synthesis of the main concepts addressed by the authors.



Frame 1: Design thinking theories summary

Theoretical Framework Design Thinking Concepts	Design Thinking Theorists										
	Dewey	Pittal	Simon	Faste	Mc Kim	Rowe	Buchanan	Brown	Martin	Liedtka e Ogilvie	Moctee
Knowledge through experience	●		●				●	●	●	●	●
Technology = intentional actions in knowledges fields	●						●	●	●	●	●
Integrated thinking	●		●			●	●	●	●	●	●
Informational process		●				●	●	●	●	●	●
Data to create a scientific basis for design		●					●	●	●	●	●
Processes capable of being replicated		●				●		●	●	●	●
Principle of indeterminacy in Design		●				●	●	●	●	●	●
Iteration - no rules to stop the process		●				●		●	●	●	●
Solutions are just right or not right		●					●	●	●	●	●
Chance for trial and error		●					●	●	●	●	●
There is no number of solutions for a project		●					●	●	●	●	●
Adaptation to the natural environment in the design process - Research			●				●	●	●	●	●
Abductive Logic - how things should be			●			●	●	●	●	●	●
Utility function of the project takes into account the external environment			●			●		●	●	●	●
Project results depend on the environment from which they started			●	●		●		●	●	●	●
Design is a tool for understanding the world and action			●			●	●	●	●	●	●
Forecasting and control feedback methods			●		●	●		●	●	●	●
Project management with time tracking and process progress			●					●	●	●	●
Heuristic for decision making regarding complexity			●		●			●	●	●	●
Previous experiences for generating ideas and solutions			●	●			●	●	●	●	●
Creativity, visualization, innovation				●	●		●	●	●	●	●
Visual and operational approaches to reach the solution				●	●		●	●	●	●	●
Synthesis capacity for solving a problem				●				●	●	●	●
Affective dimensions for solving a problem				●				●	●	●	●
Do not discard ideas before the solution				●	●			●	●	●	●
Design possibilities for finding the solution - ideation				●				●	●	●	●
Use of simple and creative materials. Pleasant environment				●	●			●	●	●	●
Artificial Science			●				●	●	●	●	●
Making the familiar strange					●			●	●	●	●
Integrated and sharing space							●	●	●	●	●
Argumentation = interaction and interconnection of signals, things, actions and thoughts							●	●	●	●	●

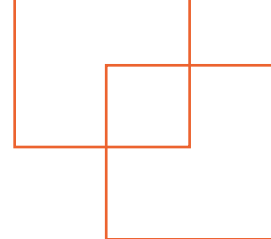
Subtitle

- Themes that theorists address directly or indirectly
- Themes that theorists partially address
- Themes not addressed by theorists

Source: Ferro (2018)

2.2 PRACTICES FOR THE DEVELOPMENT OF BUSINESS AND MARKETING PLANS

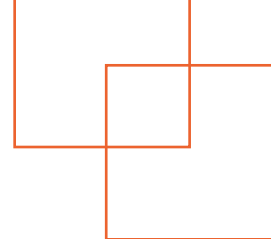
A marketing plan integrates the job of creating and providing value for the client and must be influent across the organization (KOTLER, 1996; JAIN and MAESINCEE, 2002). On the other hand, the organization



should provide the resources necessary to reach these goals (RIBEIRO and FLEURY, 2006). These actions are organized through an annual planning in order to structure a budget for the tactics to be implanted and the results to be achieved. These must be elaborated by taking into consideration how the product or service will be accepted by the market (WILDAUER, 2010). Besides, most companies rely on innovation to operate and survive in competitive and constantly changing markets (ROCHA et al., 2015). In this contemporary context, in which digital relations influences social interaction, marketing practices should also be adapted (KOTLER, KARTAJAYA and SETIAWAN, 2017). Moreover, producing a market plan requires data gathering, including well defined goals and ways to achieve them. Additionally, it must have realistic goals, the inclusion of a budget and the allocation of people with well defined responsibilities (HOLLESEN, 2010). In order to develop more complete marketing plans, professionals must delimitate a script and work on its guidelines after decisions are made by the internal management, marketing, and sales teams (WILDEAUER, 2010). The templates of marketing plans are available in websites such as SEBRAE (2010), VENNGAGE (2020) and in blogs like Rock Content (2020). A script of a marketing plan can naturally be altered, but in general must include: action control and schedule, budget, business segments, goals and objectives, institutional partnerships, internal communication, market/competition analysis, personnel involved, sales initiatives, SWOT analysis, tactical actions of communication and promotion and target audience (ROCK CONTENT, 2020).

The marketing plan can also be summarized in a panel called Canvas. It is a shared creation tool. From a screen a logical flow with the main elements of marketing is organized. This panel is built collaboratively and facilitates the construction and presentation of the plan and, finally, identifies the key points of the tactics and strategies (CASTRO, 2018; DRB Marketing, 2020).

Similarly, to marketing planning, the business plan is developed based on a script and the involvement of the entrepreneur and management professionals. In some cases it also includes consulting firms (WILDAUER, 2010). This management tool is usually employed to guide organizations in their evolution, expansion or both. It is a document which aims to reduce risks and uncertainty by enabling to restrict errors to theory instead of making them in the market (SEBRAE, 2020). A business plan script includes the analysis of factors in both internal and external environments, which includes: business risks; financial, operation and production plans; marketing; mission, purpose and values; presentation



of the company and its professionals teams; product and services portfolios; product and target audience; sales; SWOT analysis (WILDAUER, 2010). A business plan aims to orient and introduce a company to a potential partner, in order to obtain some type of investment and also to demonstrate transparency to business partners (DOLABELA, 2012).

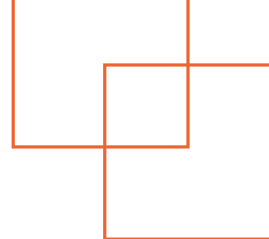
Just as in a marketing plan, business plans have been presented through the Canvas model, which acts as panel in which the main pieces of information are introduced. Its function is to present more efficiently its content to the corresponding stakeholders (OSTERWALDER and PIGNEUR, 2011; DORNELAS et al., 2015).

2.3 MULTIDISCIPLINARY TEAMS

Often seen as fundamental to the DT process, multidisciplinary teams are necessary not only to unite knowledge but also to understand its biases (DIAS and AMARAL, 2006). Ferreira (2008) defines “team” as a group of people united in order to accomplish a task and “multidisciplinary” as the study of adding independent disciplinary fields in order to deepen knowledge about a subject. Nascimento (2008) understands that multidisciplinary is positive and incorporates inputs and perspectives from the external side of a project to the internal. As such, the project is enhanced from new propositions and pieces of information, improving previously acquired knowledge. This improvement can induce creativity and foster innovation (KANTER, 1994; PIRINEN, 2016).

3 METHOD

It is a qualitative research, applied, with a descriptive objective, whose method is phenomenological and comparative. To develop it, a theoretical review of the authors proposed in the article by Buchanan (1992) called “Wicked Problems in Design Thinking” was made. After this review, 4 authors were chosen who, after the 1990s, developed models, tools and ways of understanding DT for application in contemporary contexts. In sequence, the concepts and ways of preparing marketing plans and business plans and also, the description of multidisciplinary teams are presented. From this theoretical basis, the MOPDET model is presented and described. Following, the results of the initial application for structuring a social business are exposed and the use of the MOPDET model as an in-



novation strategy to develop a marketing plan and a business plan is suggested. Finally, the expected results of these applications are presented.

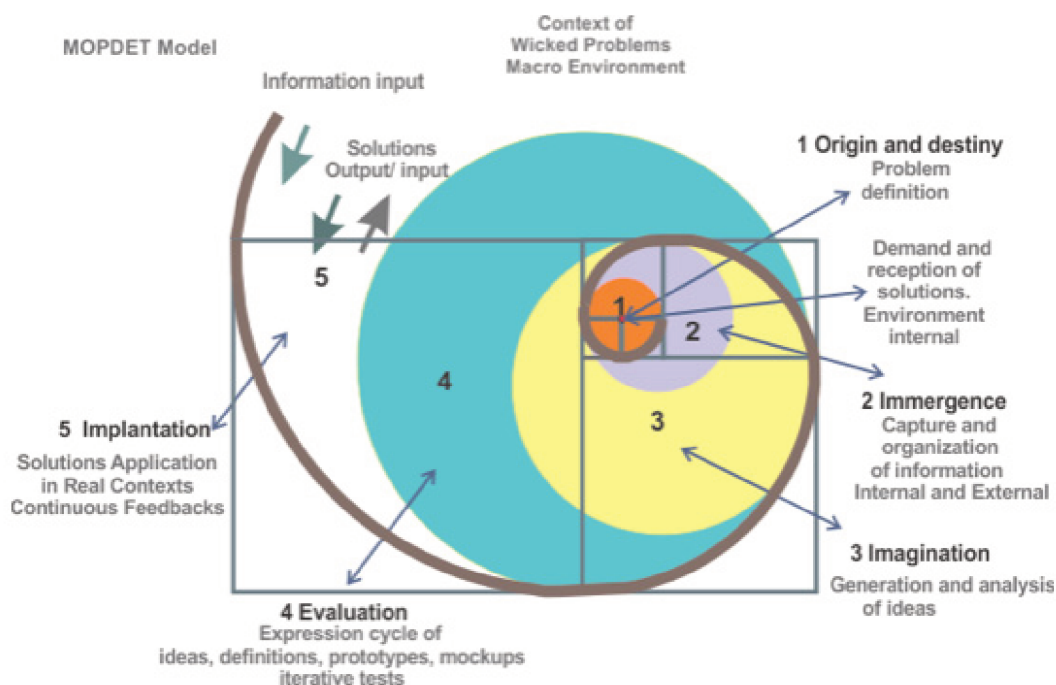
4 RESULTS

The fourth part of this article presents the DT process model structured according to the 11 theories described and the results of its application for the formatting of a social enterprise. Because of its flexible nature, it is suggested the application of the MOPDET model for business and marketing plans. After these suggestions the estimated results are described.

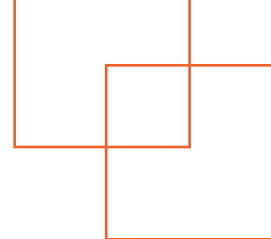
4.1 THE MOPDET DESIGN THINKING PROCESS MODEL

Based on the theories aforementioned in this research, a DT application model called MOPDET was developed. This model, as demonstrated in image 1, has a goal for each of its five phases.

Figure 1: MOPDET Model



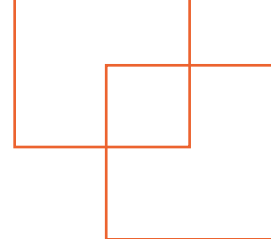
Source: Ferro (2018)



The design of the model indicates the interactivity embedded in its process, which was inspired by the golden ratio, a common tool for the development of design projects. The external area shows the context of wicked problems, while the inner circles are proportional to their importance for the development of the project. The initial phase is also represented as an end phase to indicate the exchange between the understanding of a problem and the feedback it receives as a continuous process. The application of the model is enabled by establishing an initial briefing, which is then transformed into a research question (BUCHANAN, 1992; BROWN, 2010; LIEDTKA and OLGILVIE, 2014). This question can enable several possible answers, that's why it's inspired by Peirce (1958). It is also suggested for a leader to be chosen, preferably a designer, to guide the process. This leader should also suggest the tools, design-based or not, depending on the demands of the project. The tools can be one or a combination of the following: brainstorming, empathy map, user journey, ethnographic research, desk research, co-creation, abductive logic, blueprint or another tool customized for a specific demand. Its continuity must advance in each phase with multidisciplinary teams and creative environments, preferably with the use of instrumental music. Each phase can require different teams in order to reach its goals.

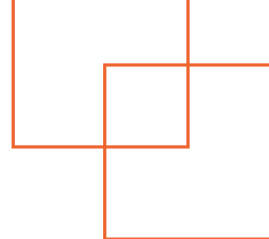
The phase 2 – immersion, involves a thorough search for primary and secondary data to be used for the project (DEWEY, 1960; SIMON, 1969; RITTEL and WEBER, 1973; ROWE, 1987; BUCHANAN, 1992; BROWN, 2010). Everything should be available during later phases in a digital document called “Immersion Catalog”. During the third phase, imagination (MC KIM, 1972; FASTE, 1992; BUCHANAN, 1992; BROWN, 2010) abductive logic will be employed from the “what if?” question (PIERCE, 1958; LIEDTKA and OLGILVIE, 2014). In this phase, guests with a variety of personal and professional backgrounds, as well as future customers, should be invited. In order to achieve creative results during the creation phase, the more multidisciplinary the teams, the better. To achieve creative stimulus, the application of creativity exercises from advertising and design fields are welcomed. Several of them are indicated by the authors cited in this research. The results of this phase are conveyed through customer service, illustration panels, images, post-its, prototypes, staging and videos.

The creations originated during phase 3 will be used as prototypes with a better resolution, which will then be tested and consolidated during phase 4 – evaluation (MC KIM, 1972; FASTE, 1992; BUCHANAN,



1992; BROWN, 2010; MOTEE, 2013; LIEDTKA and OGILVIE, 2014). The tests act as product and service prototypes, and as such, must lead to improvements. All the tests employed aims to lead to improvements. After this, the implementation tactics foreseen on phase 5 are developed and the project is put into practice, which involves the multidisciplinary collaboration of other fields of knowledge, such as marketing, logistics and management. The feedbacks received after the implementation are continuous and then returned back to phase 1 - origin and destiny.

This model was pre-validated for the structuring of a social enterprise called Badu Design, which was precariously run by the entrepreneur's own home during 2014. The entrepreneur decided to teach other socially vulnerable women to work in order to generate their own income. The work consisted on the production of handmade notebooks enveloped by textile waste donated by local industries. These notebooks were then sold to local customers and stationary stores. The initiative grew with the interest of new entrepreneurs. The network expanded, and because of that, it rapidly became an individual micro-entrepreneur (MEI) type of business, even though its evolution was uncertain due to the lack of structure. Because of this, the entrepreneur decided to enroll in several social impact awards, winning a few of them. With this, she was able to structure a small office within the Legado Institute, an organization which provided a co-working space for rising social enterprises. Other benefits acquired during this time included financial consulting, grants, market research, mentorships and personal development. Despite these incentives, the small office was not able to meet demands of its clients. During this time, in 2017, that a partnership between the researcher and the manager was established, with the aim of applying the MOPDET model in order to structure Badu Design more professionally. The frame 2 describes the activities put into practice in each development phase for the structuring of a business with the MOPDET model.



Frame 2: Activities for Structuring Badu Design

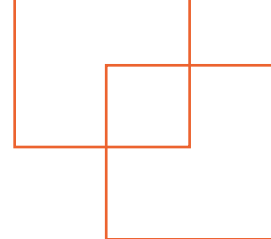
Phase	Description	Participants	Time
1. Origin	Company history, challenges, demands. Elaboration of guidelines for business development	Management committee – manager, researcher and two professional guests	16 hours
2. Immersion	Primary and secondary data research (desk research); empathy map of the entrepreneurs; SWOT analysis; purpose, mission and values definition; organizational goals, management style	Management committee – manager, researcher and a management professional	30 hours
3. Imagination	Creation workshops; structuring of the business and the Badu league of entrepreneurs; creation of olfactive and sonorous brand; definition of the brand persona; entrepreneur recruiting event; prototyping of goods and services	5 workshops with a varied number of participants conducted by the researcher. 12 participants	42 hours
4. Evaluation	Activities tests proposed during the previous phase; portfolio definition; provision of services, product sales, recruiting hackaton event	Involvement of over a 100 participants.	72 hours
5. Implantation	Approval and improvement of the actions proposed during the previous phase. The company rented headquarters with over 1.200 square meters. Institutional partnerships were established. Contract upgrades.	The company establishes a network of 280 entrepreneurs	Total implementation term – 8 months
1.1 Destiny	The implementation continues with the business expansion and improvement feedbacks	Formation of a professional team	Continuous

Source: The authors

4.2 APPLYING THE MOPDET MODEL FOR A MARKETING PLAN

This section aims to provide a marketing plan structured by the principles utilized for the application of the MOPDET model in a social enterprise. In order to achieve this goal, some changes in the activities description for each phase are required. Yet, the changes were made within the basic principles layed during the conception of the model.

During phase 1, “origin”, the question which will guide the plan should be defined. This question could be: How to develop a marketing plan that is capable of adding enthusiasm to internal teams, generating value for the production chain and institutional partners, impacting customers’ lives with assertive communication in an exciting way, and carrying out these actions with less budget and in a way sustainable? It should be noted that this query, in contrast to a traditional marketing question, acts almost

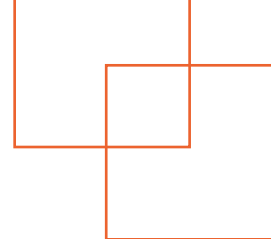


like a manifesto. It differs from traditional questions such as: how to reach a market share of 30%? A DT-based question opens possibilities for a wide variety of answers, whilst a traditional one would focus on a single subject, like sales. With an open DT-based question from phase 2, possibilities begin to open for primary and secondary data research, such as: anthropological and technological data, context analysis, ethnographic research, market research, as well as trend topics related to the organization. In addition, it opens the possibilities for the use of design and advertising tools such as communication archetypes, empathy map, personas and user journey map. These pieces of information will be used to form a new mindset, meaning other thought perspectives (GEORGE, 2018). The revealed information will be assembled in an “immersion catalog”: a digital document similar to an open source e-book, of free access to management professionals, plan leaders and workshop participants. The goal is to gather the information in one place, so it can be accessed during phases 3, 4 and 5.

During phase 3, “imagination”, the goal is to generate ideas for all possible solutions of the research project questions defined during phase 1. In this case, the use of traditional marketing plan schemes are suggested in order to narrow the focus to each solution, mainly communication tactics, product and service portfolios, prospecting clients, supplier relationships, sustainability-related practices and all demands related to marketing issues. These solutions can be found in a creative way and without idea blocking. That is why workshops are conducted during this stage, to engage people with different expertises, including management professionals, potential clients, regular costumers and suppliers. The leadership of a creative professional is needed in order to increase the reach of possible answers.

Phase 4, evaluation, begins with the definition of the best suggestions from phase 3 for each theme identified with traditional marketing plans. Based on these definitions, the solutions are tested by small-scale tests. This will result in a partial analysis of the results, unlike what happens with traditional marketing plans. The goal of this kind of analysis is to help the business to minimize investments while still gathering corrigible results. It is an opportunity to adjust issues before entering the market.

Phase 5, implementation, is equal to its correspondent in a marketing plan, meaning the actions ought to be done according to the schedule. However, the DT process offers the possibility of backpedalling, if needed. Therefore, if one or more actions reveal issues, they will be corrected. As such, phase 2 can be revisited in order to stablish new pieces of collected

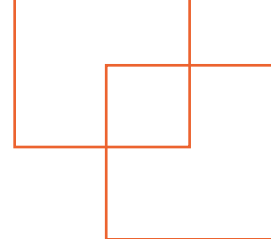


information, which will then be used to correct the implementation and serve as a foundation for the next yearly marketing plan. This characterizes the identified feedback as destiny theme, the same of phase 1, as well as it shows the interactivity embedded in the process. The expected results of the application in a marketing plan are: greater organizational environment after the development period; greater collaboration and multidisciplinary interaction; increased number of suggestions; improved shared creativity; less investment waste within the tests of phase 4; possible empathy involvement and meeting of necessities of the target audience; improvement of commercial and institutional relationships; market consolidation and the structuring of a marketing information system from the continuous feedback of the MOPDET model.

4.3 APPLYING THE MOPDET MODEL FOR A BUSINESS PLAN

The application of the MOPDET model for a business plan is constructed the same way as a marketing plan. The only changes are justified according to the goals of each plan. During phase 1, origin, the main goals for each business plan are established. Then, the project question is defined, in order to allow a wide variety of possible solutions. For example: how to sustainably structure a business, capable of delivering value for all stakeholders, connecting professionals through digital platforms, reaching and surprising omnichannel clients on a regional level, as well as maintaining a lucrative operation? It should be noted that an open question surprises those used to a well-defined goal. This unusual structure opens opportunities for more innovative results. Another possibility enabled by the origin phase is the development of company values and value-related guidelines. Thus, everything that is decided in the later phases will be guided by these guidelines.

By taking into consideration a vision with a wider reach, the second phase aims to guide information search related to the business history, including market, operations, infrastructure and other contemporary aspects. It is also a fitting moment for benchmarking. Additionally, SWOT analysis should be employed to make external problems and opportunities available, as well as the strong and weak points of the internal scenario. All collected data should be stored in the “immergence catalog” to be accessed in later phases. This mate-



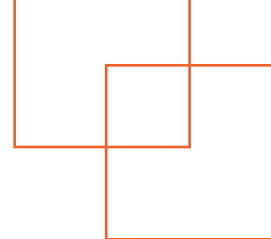
rial can be available on the company's website.

The third phase, imagination, is made of collaborative and multidisciplinary workshops about the themes related to the business plan, which requires a frequent use of the immergence catalog. When the theme of the workshop is related with the product and service portfolio, it is recommended to invite potential customers as guests. In human resources-related workshops, it is suggested to invite a professional from a non-competing company to participate. The workshops will have much better results if outside guests can enroll, which also applies for insiders. During this phase, the traditional business plan can also be used as a checklist. Some aspects of this script should be treated on other phases, such as SWOT analysis in phase 2 and financial aspects in phase 4.

The Phase 4, on the other hand, depends on tests in order to be properly validated. So, as in the marketing plan, these tests should be conducted from the best ideias approved during phase 3. The goal is to produce prototypes for products and services, including price policies, communication and operational aspects, in order to be tested with potential clients. These tests should be thoroughly monitored to be corrected, if necessary. After this, the professional responsible for financial aspects should close the business plan budget. If during this process the numbers do not match, some business decisions should to be reviewed. Lastly, after all details are analyzed, the risks adjacent to the business must be evaluated.

During the fifth phase the business starts a new cycle, putting into practice decisions and allingments developed during the structuring of the business plan. In the MOPDET model, this implementation phase works as a continuous feedback flow, so every action put into practice generates results for the phase 1.1, destiny.

The expected results for an organization that structures its business plan from the MOPDET model are: shared entrepreneur responsibility regarding an efficient business plan; greater integration among stakeholders indicating the sense of belonging ; greater availability of primary and secondary data related to environmental, market and customer aspects; better understanding of innovation alternatives mediated through workshops; less resources spent on the evaluation phase; more detailed budget with fewer errors; and lastly, the continuous flow of feedbacks allows the company to correct immediately the course of its performance in the market with the best decision making.



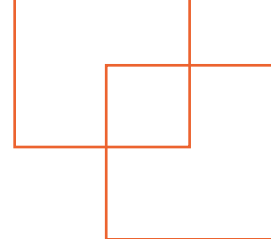
5 CONCLUSION

This article laid out a theoretical framework based on 11 scholars whose contributions are considered to be intrinsic for the development of DT. From this selection, 7 authors were chosen through a literature review proposed by Buchanan (1992). The remaining researchers were selected based on their contributions, by proposing ways of applying established theories, suggesting new thought pathways for each process phase or by adding to a holistic business view based on DT.

From this literature review an application model of the DT process was developed. This model, called MOPDET, was pre-validated through its use for the structuring of a social enterprise. The results showed its efficiency, so this article introduces the proposition of using it to develop business and marketing plans. After indicating how each plan can be benefited by using MOPDET as an innovation strategy and estimating its results, it is suggested its application for other kinds of demands beyond business and marketing plans. These propositions can have as goals finding solutions for complex issues, fostering innovation or even promoting empathy through collaboration. Finally, it is suggested that areas such as architecture, education, healthcare, industry, services and urbanism can be benefited by the use of this model. Such applications can be tested in future research.

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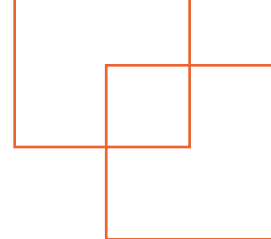
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