

14TH INTERNATIONAL CONFERENCE ON EDUCATION AND NEW LEARNING TECHNOLOGIES

PALMA (SPAIN) 4TH-6TH OF JULY, 2022



CONFERENCE PROCEEDINGS

EDULEARN₂₂

CONFERENCE PROCEEDINGS

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Edited by

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Preface

EDULEARN22 Conference Proceedings contain selected and revised papers from the 14th annual International Conference on Education and New Learning Technologies.

EDULEARN22 was held in Palma (Spain) last 4-6 July 2022. Every year, EDULEARN brings together lecturers and researchers from universities and educational institutions from all over the world. This edition welcomed participants from 79 different countries, ensuring a geographic diversity and a multicultural environment.

The main objective of EDULEARN22 was to offer a meeting point for educational experts to share and discuss their experiences and projects on education, pedagogical technologies, and educational innovations. The conference program offered different keynote speeches, plenary sessions, parallel thematic sessions and workshops delivered by education experts. The keynote speeches are available at IATED Talks (iated.org/talks/)

In addition to the Technical Program, different networking activities and events were scheduled where participants could interact with other delegates and shared their perspectives on education.

The scope of EDULEARN22 included the following topics: Digital Tools In Education, Digital literacy, Open Educational Resources, Virtual and Augmented Reality, Flipped learning, e-learning experiences, Blended and Hybrid learning, m-learning, digital transformation in education, Game-based learning, MOOCs, Coding and Computational Thinking, Digital Technologies for learning under lockdown, Personalized and Adaptive learning, Peer and Team-based learning, Student Engagement, University-Industry cooperation, International Projects, Exchange and Mobility Programs, Entrepreneurship Education, Student support and Wellbeing, STEM education, Diversity and Equity in education, Special and Inclusive experiences, Tutoring and Mentoring, Curriculum design, Quality assurance, Active and Experiential learning, Professional Development of Teachers, Pre-Service Teacher experiences, Vocational Education, Digital Competence of Teachers.

The EDULEARN22 Proceedings include the accepted contributions presented at EDULEARN22 Conference. The EDULEARN22 International Program Committee is composed of lecturers and researchers from all over the world. A meticulous job in selecting papers for publication was conducted. We wish to thank the program committee members who conducted a blind peer review process to guarantee the quality of the contributions and presentations. The following points were evaluated: information content, relevance to the field, general structure, clarity of contents, originality, relation to the conference topics and disciplines. The language of the publication was exclusively English.

Moreover, EDULEARN22 aims to publish conference proceedings that contain high-quality original research articles, meeting the expected ethical standards. Authors publishing in EDULEARN22 Proceedings signed the IATED copyright transfer form. IATED guarantees the high technical and professional quality of the publications, and that good practices and ethical standards are maintained. More information about the publication ethics of IATED is available at: https://iated.org/publication_ethics

Finally, we wish to extend our most sincere thanks to all members and delegates who have contributed to EDULEARN22 Proceedings. We also wish to express our gratitude to all participants and attendees for their engagement, motivation and passion for education.

Luis Gómez Chova Agustín López Martínez Joanna Lees

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Organizing Committee

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EDULEARN22 – 14th International Conference on Education and New Learning Technologies

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Desiree Cranfield – Swansea University, United Kingdom Julie Smith – Webster University, United States Maria Luisa Spreafico – Politecnico di Torino, Italy Michelle R. Weise – National University System, United States Omar Blibech – Gulf University, Bahrain Reed Stevens – Northwestern University, United States Stephen Heppell – Universidad Camilo José Cela, Spain Wayne Holmes – University College London, United Kingdom



Wayne Holmes, University College London (United Kingdom) Workshop: The right type of AI in Education

Current AI in education approaches tend to be solutions- rather than problems-oriented. In this workshop, we're going to take steps to address this, focusing on identifying genuine education problems that the application of AI might help address. Throughout, we will take a critical and human rights perspective, and will ensure a voice for all.



Michelle R. Weise, National University System (United States) Workshop: Jumping to your next S-curve

In this futures-oriented workshop, Dr. Michelle R. Weise will facilitate small group breakout sessions in which you will each have an opportunity to think through your current business or organizational model as well as your value proposition for the working learners of today and tomorrow.



Stephen Heppell, Universidad Camilo Jose Cela (Spain)

Workshop: The aggregation of marginal learning gains: making your learning space so very much better

The workshop explores the many environmental details covered in Stephen's keynote and seeks simple, cost effective, proven, try-today, solutions to optimising your learning space. If we want to be our best learning selves, then how might we start today?



Desireé Cranfield, Swansea University (United Kingdom)

Workshop: Knowledge Sharing café – teaching innovation before, during and after Covid-19

The aim of this session is to provide an opportunity for attendees, academics, to come together, in an informal setting to informally share teaching experiences, both good and bad, with the aim to inform practice.

The impact of this session can be the building of networks, the immediate sharing of teaching best practice of a time before, during, and after the pandemic, improving the knowledge around teaching practice during this difficult period.



Julie Smith, Webster University in St Louis, Missouri (United States) Workshop: Media Literacies: The 21st Century Survival Skills that can Change the World

People around the world are spending – on average – eight hours a day with electronic mass media. Yet even in 2022, we are still not talking enough about how this affects people personally, politically, physically, emotionally and educationally. Using theoretical frameworks to provide context as well as classroom experiences to provide relevance, Smith will explain the importance of media literacy skills, how to teach them and the difference they can make in the lives of citizens and students.



Reed Stevens, Northwestern University (United States)

Workshop: FUSE Studios: A Choice and Interest Centered Learning Environment

In this one-hour session, the FUSE team, led by creator Reed Stevens, will seek to bring the audience inside the FUSE experience in two ways over the first 25 minutes: (1) We will provide a tour of the design principles and core activities of a FUSE Studio. (2) We will share vivid representations of youth and teacher-facilitator experiences in FUSE, drawn from a half decade of video-based ethnographic fieldwork and extended interviews with students. In the second 25 minutes, we will seek to bring the audience further inside the FUSE experience via trying one or more FUSE challenges.

Maria Luisa Spreafico, Politecnico di Torino (Italy) Paola Morando, Università degli studi di Milano (Italy)



Workshop: Not only math: a game-based learning experience for a new teaching approach

In this workshop we present three didactic games in two versions each: math and art, math and science and math and English. Participants will experience the activities live during the workshop. Since we only use everyday materials, like paper and recycled items, teachers can easily replicate the games in their own classes.

Hesham Elmarsafawy, Gulf University (Bahrain)

Workshop: Science Fiction Drama for Continuous Development in Higher Education

The Workshop aims to introduce innovative pedagogy and outline the mechanism of utilizing science fiction drama in the educational processes as alternative tool for Brain warm-up, support the understanding of science matters, forming futuristic view, foster creativity and enhance students' learning abilities and engagement.



EDULERN22 Keynote Speakers

Keynote Speakers

Michelle R. Weise – *National University System, United States* Stephen Heppell – *Universidad Camilo Jose Cela, Spain* Wayne Holmes – *University College London, United Kingdom*

Michelle R. Weise - National University System (United States)



Keynote speech: Long Life Learning: Preparing for Jobs that Don't Even Exist Yet

Tech is advancing; jobs are morphing, and job tenure is shorter; retirement is delayed or gone entirely; and education has to be continuous. Education and workforce strategist Dr. Michelle R. Weise talks about the infrastructure we need to build for a future filled with 20, 30, or more job changes. From wraparound supports for workers to targeted education, integrated earning and learning, and transparent and fairer hiring, Dr. Weise will discuss the research from her latest book and how we prepare talent for jobs that don't even exist yet.

Biography: Dr. Michelle R. Weise (pronounced W-ice) is the Vice Chancellor of Strategy and Innovation at National University System. She is also the author of Long-Life Learning: Preparing for Jobs that Don't Even Exist Yet (Wiley, 2021). Her book was awarded the 2021 Phillip E. Frandson Award for Literature by UPCEA (University Professional and Continuing Education Association), recognizing the author and publisher of an outstanding work of continuing higher education literature. Thinkers50 named her one of 30 management and leadership thinkers in the world to watch in 2021. Dr. Weise's work over the last decade has concentrated on preparing working-age adults for the jobs of today and tomorrow. She has served as a senior advisor at Imaginable Futures, a venture of The Omidyar Group. She was also the chief innovation officer of Strada Education Network as well as of Southern New Hampshire University. With Clayton Christensen, she coauthored Hire Education: Mastery, Modularization, and the Workforce Revolution (2014) while leading the higher education practice at Christensen's Institute for Disruptive Innovation. Dr. Weise also advises BrightHive, a data collaboration platform, the Virginia Economic Development Partnership, the Institute for Higher Education Policy (IHEP), the SkillUp Coalition, Basta, Hitch, Bayes Impact, Clayton Christensen Institute Social Capital R&D Project, and World Education's Personal and Workplace Success Skills Library. She has also served as a commissioner for Massachusetts Governor Baker's Commission on Digital Innovation and Lifelong Learning, Harvard University's Task Force on Skills and Employability, and the American Academy of Arts and Sciences' Commission on the Future of Undergraduate Education. Her commentaries on redesigning higher education and developing more innovative workforce and talent pipeline strategies have been featured in The Economist, The Wall Street Journal, The New York Times, Harvard Business Review and on PBSNewshour. Michelle is a former Fulbright Scholar and graduate of Harvard and Stanford.

Stephen Heppell – Universidad Camilo Jose Cela (Spain)



Keynote speech: The aggregation of marginal learning gains: why they matter so much for the future of Learning

Learners are facing unprecedented choices - not only of nomadic campuses, hybrid systems and remarkable new technologies, but also of the many details, from light brightness to levels of volatile organic compounds in their learning places, and even diet. These combine to have a substantial impact on our learning, but if we neglect them, then today's learners will seek better places for their learning, elsewhere. This keynote also explores where those better places might be. Biography: Professor Stephen Heppell has been a professor since the 1980s, he has an unrivalled track record of success and a string of huge projects in both Learning and Technology. He is credited with being the person who put the C into ICT. His support for better Learning is sought by everyone from governments and major corporations, through schools and universities, to elite sports - lately England Rugby, and Team GB's elite Olympic coaches. Everyone needs better learning. He currently holds the Felipe Segovia Chair of Learning Innovation at Universidad Camilo Jose Cela in Madrid. Additionally, he is Emeritus Professor and Chair of New Learning Environments at Anglia Ruskin University A pioneer of multimedia and CD-ROM before the Internet, post-internet Professor Heppell created and led what was the Guinness Book of Record's largest internet learning project, years before Google, Facebook et al. He has been, and continues to be, at the heart of many world leading projects since. Professor Heppell's learning design work extends beyond the digital and virtual. Pioneering learning space designs include the UK "Classrooms of Tomorrow" project, much work in the UK Building Schools for the Future initiative, and today school and university building projects ranging from Peru to Spain, from Australia to SE Asia, from Syrian refugees to some of the wealthiest learning institutions in the world. Pivotal research including the learnometer project analysing the light, temperatures, CO2 and more that contribute to better learning and working spaces, have led to Stephen being in considerable demand to transform physical learning spaces in education, but also everywhere from new media to the Australian mining industries.

Wayne Holmes – University College London (United Kingdom)



Keynote speech: Artificial Intelligence and Education. A Critical Studies Perspective

Artificial Intelligence (AI) is frequently hailed as a 'solution' to many of education's core problems (e.g., OECD, 2021) – problems such as the lack of qualified teachers, student underachievement, and better preparing learners for workplaces and career paths that may be very different from current paradigms. However, such claims tend to be aspirational rather than evidence-based (Miao & Holmes, 2021), and overly-simplistic, forgetting issues such as agency, pedagogy, surveillance, efficacy, and ethics (Holmes et al., 2021; Holmes et al., in press; Holmes & Porayska-Pomsta, in press; Porayska-Pomsta,

Holmes and Nemorin, in press). Current approaches tend to be solutions- rather than problemsoriented, and all too often replace teacher functions rather than empower teachers, while the teaching of AI almost always focuses on the technological dimension of AI to the exclusion of the human dimension. Accordingly, this presentation will explore teaching with and about AI, from a critical studies and human rights perspective. It will identify and address many of the key myths, and will pose more questions about AI and the futures of learning than it answers.

Biography: Wayne Holmes (PhD, University of Oxford) is a learning sciences and innovation researcher who teaches at University College London and is a researcher on Artificial Intelligence (AI) and education for UNESCO, IRCAI (the International Research Centre for Artificial Intelligence under the auspices of UNESCO), and the Council of Europe. Having been involved in education throughout his life, Wayne brings a critical studies perspective to the connections between AI and education, and their ethical and social implications. His recent publications include "The Ethics of AI in Education: Practices, Challenges and Debates" (in press), "Artificial Intelligence and Education, through the Lens of Human Rights, Democracy and the Rule of Law" (in press), "Artificial Intelligence in Education: Promise and Implications for Teaching and Learning." (2019), "Ethics of AI in Education: Towards a Community-Wide Framework." (2021), and, for UNESCO, "AI and Education: Guidance for Policy-makers." (2021). Wayne also co-authored the EU's DigComp 2.2 Annex "Citizens Interacting with AI Systems" (2022), and has given invited talks on AI and education in Brazil, China, Croatia, Denmark, Germany, Greece, India, Japan, Oman, Slovenia, Spain, and the US (and online to audiences in many other countries around the world).

EDULEARN22 – 14th International Conference on Education and New Learning Technologies

Conference Tracks & Sessions

The INTED2022 conference program is available online at https://iated.org/edulearn22

ORAL SESSIONS MONDAY

Digital Literacy Next Generation Classroom Student Engagement University-Industry Collaboration International Cooperation Language Learning and Teaching STEM Education during COVID-19 Media Literacy, Cybersecurity and Data Privacy Flipped Learning Peer and Team-Based Learning **Entrepreneurship Education** Exchange and Mobility Programmes Language Learning Technologies Architecture & Civil Engineering Education Metaverse and Virtual Reality Environments MOOCs & Open Educational Resources Personalized and Adaptive Learning Life-long & Workplace Learning **Educational Management** Pedagogical Innovations in Engineering Education Digital Tools in Maths Education Virtual & Augmented Reality Blended & Hybrid Learning Tutoring and Mentoring Education for Sustainability Student Support and Wellbeing Experiences in Engineering Education Maths in Higher Education

POSTER SESSIONS MONDAY

Emerging Technologies in Education New Experiences in Education

ORAL SESSIONS TUESDAY

Digital Transformation of Education Data Science & AI in Education Student Support during COVID-19 From Face-to-Face to Remote Learning (1) Diversity and Equity in Education Health Literacy and Patient Education Mathematics in Primary & Secondary Education e-Learning Experiences Work-based Learning Assessment of Student Learning (1) Early and Primary Education Social Inclusion and Academic Success of Chinese Students in EU Higher Education Experiences in Health Sciences Education STEM Education Experiences m-Learning Active & Experiential Learning Assessment of Student Learning (2) From Face-to-Face to Remote Learning (2) Digital Divide and Educational Inequalities Special and Inclusive Education Curriculum Design & Quality Assurance Digital Technologies for Learning under Lockdown Game-based Learning Computer Science and Programing in Higher Education From Face-to-Face to Remote Learning (3) Teaching Experiences and Support during COVID-19 **Business Education Experiences** Professional Development of Teachers 21st Century Skills **Digital Competences of Teachers** Coding & Computational Thinking Emergency Remote Teaching during COVID-19 Student Wellbeing in Social Media and Online Learning Vocational Education Pre-service Teacher Experiences

POSTER SESSIONS TUESDAY

From face-to-face to Remote Learning New Trends in Education and Research

VIRTUAL SESSIONS

DIGITAL TRANSFORMATION OF EDUCATION

Data Science & AI in Education Learning Analytics & Educational Data Mining Digital Transformation Digital Technologies and Resources for Learning under Lockdown 21st Century Skills Educational Programming & Robotics

DIGITAL & DISTANCE LEARNING

Distance Education in COVID-19 Times Challenges and Practices during the Pandemic and Beyond Blended & Mobile Learning MOOCs & Open Educational Resources Learning Management Systems & Virtual Learning Environments

INNOVATIVE EDUCATIONAL TECHNOLOGIES

AI, Chatbots & Robots Virtual & Augmented Reality Social Media in Education Technology Enhanced Learning

TEACHER TRAINING & ED. MANAGEMENT

ICT & Digital Skills Professional Development of Teachers Educational Management

ACTIVE & STUDENT-CENTERED LEARNING

Gamification & Game-based Learning Experiential Learning Problem & Project-Based Learning Soft Skills Development Pedagogical Innovations

ASSESSMENT, MENTORING & STUDENT SUPPORT

Assessment & Evaluation Rethinking Assessment in COVID-19 Times Feedback for Learning Tutoring & Coaching Student Support & Motivation

EDUCATIONAL STAGES & LIFE-LONG LEARNING

From Pre-school to Secondary Education Non-Formal and Informal Learning Transition to the Job Market Developing Entrepreneurship in Education Life-Long & Workplace Learning

QUALITY & IMPACT OF EDUCATION

Quality in Education Experiences and Challenges in Curriculum Design Sustainability & Social Impact of Education Links between Education and Research University-Industry Collaboration Mobility & International Projects

MULTICULTURALITY & INCLUSION

Multicultural Education Diversity Issues Special Educational Needs Inclusive Education

STEM EDUCATION

Mathematics & Statistics Engineering Education STEM Experiences

LANGUAGE LEARNING AND TEACHING

Foreign Languages Language Learning & Translation Studies Teaching Foreign Languages during the Lockdown

DISCIPLINE-ORIENTED SESSIONS

Architecture & Interior Design Education Health Sciences Education Computer Science Education Business & Tourism Education

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DESIGN EDUCATION IN BUSINESS INNOVATION

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Abstract

Today's technological evolution, directly and indirectly determined by businesses, is progressively redefining social habits and interactions [1]. This change is generating new design opportunities, through increasingly intelligent and interconnected products and services. In order for technologies to be enjoyed in a simple and intuitive way by the public, it is necessary for companies to adopt an approach that synthesizes complexity, through products and systems that meet the needs of the users. A different approach towards the problem is what makes the use of design in business dynamics interesting.

Within the macro-scenario of technological and cultural transition that is outlining this historical period, the acquisition of design methodologies and strategies by companies without a design center could increase the value of the product and the brand. The branch of design that addresses the relationship between corporate culture and design culture is Design Management. There are identified three processes that build this discipline as a dynamic capability: design learning, which corresponds to the ability to acquire knowledge and practices and disseminate them in the company; design coordination, which represents the ability to coordinate the activities and practices required for good design processes; and design skills, which comprise a set of techniques and knowledge that generate synergy, creativity and innovation [2].

For this to happen, it is essential to establish clear and fluid communication between managers and designers, creating collaboration between different professionals [3].

From this perspective, and referring to a design-oriented problem-solving perspective, the formation of a design center, within the company, requires a preliminary phase of active learning to design practices. One approach capable of conveying the values and vision of the design team is co-design. This method refers to the creative process of designers and people not trained in the discipline collaborating on strategic and design development [4]. From this viewpoint, co-design represents an educational tool that guides the company towards design awareness by catalyzing technological complexity into affordable products and services. The learning of practices related to design by companies, thus triggers the generation of new vision inside and outside the company perimeter.

The research aims to investigate how preparatory practices of co-design can educate companies, without a design center, to an approach that enhances the know-how. The designer is configured as a guide/tutor to the active learning of strategic and design tools that expand the corporate vision.

Keywords: Research Methodologies, New projects and Innovations, Educational Design, Design Management, Co-design.

1 INTRODUCTION

Industrial progress has always been the engine of technological and social evolution. A process that alternates between evolution and refinement, materialising in the generation of multiple scenarios and project opportunities [5]. This entails a high level of adaptability on the part of the social actors that interact and participate in this change. In this context, the figure of the designer plays a fundamental role, due to the transversal and multidisciplinary skills that distinguish him/her, enabling the ability to manage the company's complexity.

The turning point is represented by the emerging willingness of companies to adopt new technologies, which act as drivers towards the fruition of new contents. However, in an extremely dynamic and changing market context, it is no longer enough to passively follow the new trends provided by technologies and it is necessary to adopt a broader perspective, defining a vision that allows one to create new meanings and influence changes in the frame of reference.

One of the goals of the designer is to reinvent the reasons why people use a certain category of products and services. With this in mind, internal design education strategies induce cross-disciplinary and multidisciplinary thinking to solve the problem [6]. During the design process, such complexity is encountered that the design of the object or service alone is insufficient to meet its perceived value in the market and by the public. For this reason, design guidelines and methodologies are applied to orient all the figures gravitating around the product towards a complete understanding of it. This approach involves the collaboration of various actors inside and outside the company, including the public.

The in-depth study of various factors such as the needs of the final user, the experiences and services offered during use, and the study of trends developing in the area of reference acquire great importance. Functionality and ergonomics are flanked by various factors that add value in order to create an empathetic and satisfying relationship that leads the user to choose that company's product [7]. To describe this broad process, we speak of a Service-Product System [8], which is made possible by departmental complementarity within the company, which has proven to be a significant addition to the efficiency of strategic innovation processes.

The role that design can and must fulfil within companies resides in catalysing internal and external resources towards a constructive and strategically future-oriented design. Design Education dynamics trigger, in the company, preparatory processes for the understanding of a different approach, and typical of design, towards a problem.

The paper proposes a reflection on the potential of design education for the corporate world. It defines how design and co-design practices, enhanced by the possibilities given by technologies, can represent a key to innovation capable of educating the company towards short- and long-term strategic approaches that further enhance its know-how. This study may be relevant for private and public institutions in order to better understand the opportunities that design can offer in terms of sustainability, design education and collaboration and to ensure that products and services generate social value "Fig. 1".

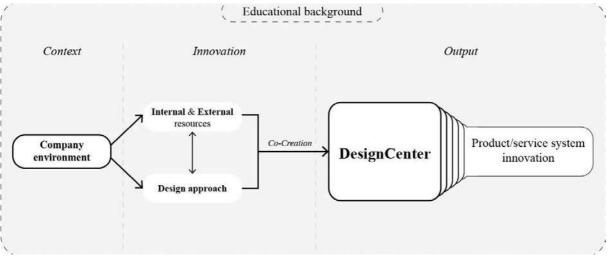


Figure 1. Educational background.

2 METHODOLOGY

As mentioned earlier, adopting one or more design methodologies is necessary for the design itself to be understood and shared by all parties involved during the design process. To educate the company in this discipline, it is essential to maintain an open and continuous dialogue that stimulates the active participation of different professional figures belonging to technical and managerial departments. This encourages co-design practices that can enable greater design awareness and make the process more fluid and continuous. Sanders and Stappers [4] define co-creation as an act of collective creativity, meaning forms of creativity shared by two or more people. The term co-design thus refers to the application of collective creativity throughout a design process, with reference to both that typical of designers and that belonging to people not trained in design, working together in the development of a product-service.

The methodology proposed by the authors includes four main steps, during which differentiated tools are employed based on the objectives of each step. At the end of each step, a workshop is conducted to verify that the project is proceeding with the consensus of the team or the client itself. This approach allows business realities to perceive the offer from a different point of view, depending on new project opportunities.

The first phase involves the analysis of the state of the art. This process is based on research and critical elaboration of various factors. As for the internal analysis, the corporate identity is investigated by defining the organizational chart, product portfolio and geographic dislocation; moving to an external analysis, the position held in the market of interest is identified, elaborating a comparison with the main competitors. The outputs from the various steps involved in the analysis result in the construction of a well-structured vision, capable of conveying its values through its products or services.

The second stage involves the research and mapping of current and futuristic trends through significant keywords on several levels, the hierarchy of which allows the scenario to be structured. Therefore, at this stage, we proceed with the analysis of social and technological trends related to opportunities of a multidisciplinary nature (humanities, science, engineering disciplines), triggering product system innovation processes. The identification of the target audience is fundamental: an in-depth user study is implemented aimed at understanding needs and opportunities to be met with new products or services. The research uses various tools and methodologies such as desk research, interviews, surveys and focus groups, participation in conferences, and analysis of market data.

The third phase involves the synthesis of the previous project steps. This process tends to highlight and explicate different design paths that converge in the creation of current and futuristic scenarios. The context scenario is characterized by the elements of research put into system in a focused way, from which the definition of a network between contexts, people and technologies for the design of new strategies and business assets emerges strongly.

The fourth and final phase is based on the new synthesis of the parameters that emerged. The modeling of the design concept is supported by the scientific literature and desk research, which will be followed by subsequent research to verify the resulting limitations and opportunities for subsequent applications. Multiple solutions arising from the same scenario are thought out in order to show the most convincing alternatives and choose the main guidelines for further development in agreement with the whole working team.

3 RESULTS

The methodology proposes the progressive acquisition of strategic and design knowledge that converge in the conscious use of tools related to the discipline of Design Management. These results are achieved through co-design activities such as workshops and focus groups that stimulate the corporate community towards new visions "Fig. 2".



Figure 2. The Words of Design Management (Borja de Mozota and Wolff 2019).

According to Zurlo [9], Design Management addresses the relationship between design culture and corporate culture, seeking to build bridges between the two with the specific aim of mediating an effective and constructive relationship. The innovation proposed by the strategic design vision, through the dynamics that perceive marketing, increases the value in use of the product, including brand identity. The three processes mentioned above - design learning, design coordination and design skills - connote an innovative and dynamic value to the discipline. Starting from this dynamism [10], through extensive desk research encompassing some 40 years of literature on the subject of Design Management, he identifies five key themes:

- Design expresses an economic and managerial value that evolves through subjective, qualitative, humanistic, emotional, sensorial, intangible and strategic dimensions, using qualitative indicators.
- Design methods and skills are represented by creative and contextual visualisation skills and, subsequently, move towards co-design processes - with users, but also with other experts in the project team - and usability methods, where the designer's qualities of observation, dialogue and empathy are fundamental to improving both products and processes [11].
- Design provides tools for managing a design department within the company, which can be used in different ways: for example, Cautela et al. [12] apply some design management tools before and after the design process, depending on the importance given to design in the three decision-making levels: operational, tactical and strategic
- Integration into other functions denotes the transversal quality of the discipline and its relationship with the other functions of a company.
- The theme of 'better managers by design' leads to questions about the role of strategic design as a catalyst for corporate strategy, assuming that empathic design can help managers to be aware of the challenges of today's world and to imagine and solve the complex problems they face every day, as the specific qualities of designers align with the profiles of the new managers of the 21st century.

In this sense, project outcomes converge towards the creation These factors are strongly influenced both by the social and economic context inside and outside the company perimeter, and by the type of offer the company proposes to the public.

By 'scenario building' we mean the development of a series of alternative fictional representations stories - involving specific characters, events, products and environments that allow for the exploration of product-related ideas or issues in the context of a realistic future. The medium may vary: written stories, annotated sketches, comic strips, photographs, role-plays, videos or live dramatisations [13].

The macro scenario therefore represents a tool capable of synthesising trends, know-how, assets and corporate vision towards new market areas (blue ocean) or disruptive products/services that redefine the market area in which they are launched. Plausible scenarios are seen as a future-oriented epistemology that embraces uncertainty and seeks to interpret multiple futures, discontinuous changes and transformative views [14]. The use of scenarios in future studies seems to diverge in two directions: on the one hand, modifying current thinking, suggesting radical changes in the status quo to provoke a reaction; on the other hand, developing future-oriented thinking, creating plausible narrative scenarios of the future [15]. At this stage, it is crucial for the designer to make the company realise that the process does not lead to a single result, but - taking up the issue of the different approach to problems, characteristic of the design discipline - to a co-design of different strategies that can be in harmony with the company's values and objectives. Through the continuous sharing of the results obtained from the first two phases of analysis, the company arrives prepared for the scenario construction and the process acquires a shared consensus from the different figures involved.

Savolainen and Hyysalo [16] investigated in detail the use of human-centred design (HCD) methods in a company with a long and successful history of using design methodologies. An analysis of the company's method mix and its key profiles was used to clarify how information about past and present users oriented and influenced design and R&D activities. Their research shows that, at the corporate level, it is important to have a full range of methods with different levels of user involvement and intensity and their use across all projects. The designer in the company uses versatile methods for understanding the user: conducts tests and ethnographic research in the field; carries out internal discussions and tests; utilises knowledge derived from previous studies, and researches new ones; applies typical methodologies, trying to best understand the operational context. HCD methods are also fundamental to the development of the product/service, which undergoes a series of incremental innovations to bring it to the highest design quality "Fig. 3". Subsequently, to move to a phase with higher potential, radical innovation is required, which occurs through a change in technology or meaning [17].

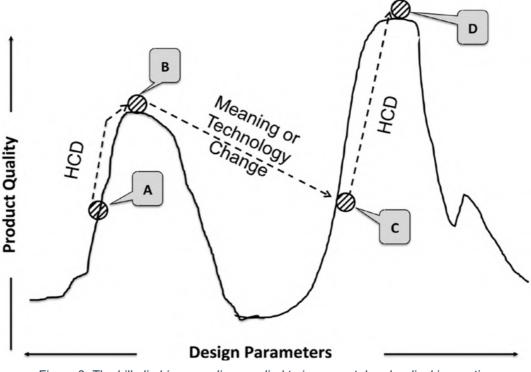


Figure 3. The hill-climbing paradigm applied to incremental and radical innovation. (Norman and R. Verganti, 2014).

In summary, it is relevant for companies to implement a propaedeutic co-design education, which enables the creation of an internal DesignCenter. The integration of this department within the corporate reality can determine a continuous flow of innovation, enhancing resources and catalysing external drives towards the generation of all-round strategies. The creation of a DesignCenter aims to generate modern and revolutionary experiences that incorporate culture and diversity. This inter-disciplinary department preserves and celebrates the most valuable aspects of design, while anticipating future needs to question norms and conventional thinking about the use of products [18].

4 CONCLUSIONS

Within this framework, it is evident how design processes and approaches can give rise to new design paradigms that emphasize the multidisciplinary nature of the professional figure, leading to added value, which can unearth new market opportunities and new user needs that are as yet unexplored or latent. The complex challenges facing society are often characterized by contrasts between the various factors at play (social, political, ecological and economic). Meeting these needs requires transcending disciplinary boundaries by co-creating knowledge. Design has proven capable of activating and facilitating these processes, informing and influencing change through complexity management [19].

This approach allows corporate entities to perceive offerings from a different point of view, renewing vision and internal assets according to new design opportunities. The presence of an in-house DesignCenter makes it possible to imagine new possible directions, paving the way for new business scenarios and new strategic opportunities within which the company's know-how obtains significant value.

Although there are many design possibilities, they require a proactive attitude on the part of both designer and company toward innovative co-design practices. The designer empowers corporate figures to be participants in change "Fig. 4".

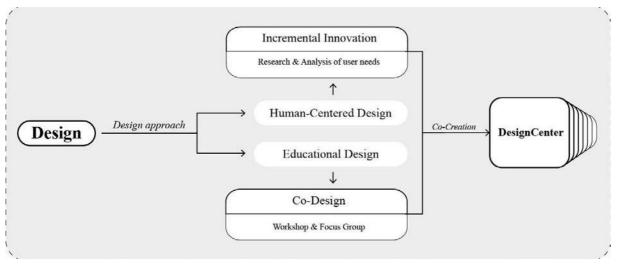


Figure 4. Design approach.

It is not only necessary to design content, but it becomes essential to design the entire training experience so that interactions and content can coexist, complementing each other. The lack of either of these would result in the generation of sterile solutions from a training perspective.

In conclusion, corporate education related to the opportunities generated by design, enables the activation of new paradigms, proposing training experiences characterized by co-design and propaedeutic experiences that train the corporate community towards strategic approaches capable of growing the enterprise both internally and externally.

Through this process, propaedeutic activity no longer occurs passively through manuals and books, but actively through targeted events and workshops that support the achievement of training objectives.

At present, the research carried out has generated a very broad and constantly evolving scenario where it stands out how the contamination between different application fields can generate new visions projected toward an increasingly smart future, allowing to reimagine the perception of the enterprise.

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