Comprehensive analysis of the contributions of strategic design to the management model in a creative economy company

Análise compreensiva das contribuições do design *estratégico para o modelo de gestão em uma empresa da economia criativa*

Dusan Schreiber[I] 🆔, Débora Koch Berlitz[I] 🆔, Franciele Reche[I] 🆔, Luciane Pereira Viana Viana[I] 🆔, Serje Schmidt[I] 🆔

ABSTRACT

This article aimed to highlight the contributions of strategic design to the management model in a creative economy company. The structuring theoretical assumption underlying the development of the study is based on understanding the relevance of strategic management for the design of the business model. Considering that companies that operate in activities classified as the creative economy, show specificities that require adjustments in their management process, which can find support in theoretical aspects related to strategic design. To carry out the study, the strategy of a single case study and a qualitative approach was chosen, as it was understood that in this way it would be possible to highlight subjective and subtle aspects that permeate the organizational fabric and influence both the management body and the team of collaborators. The collection of empirical data took place in the second half of September of the year 2022, through an in-depth interview with the organization's manager, as well as a documentary survey. The results showed the characteristics of the organization, which operates in one of the activities of the creative economy, as well as the challenges that demand adaptation of the management model, which is influenced by the strategic design, thus enabling the achievement of organizational objectives.

Keywords: strategic design; creative economy; social innovation; strategic management.

RESUMO

Este artigo teve como objetivo evidenciar as contribuições do design *estratégico para o modelo de gestão em uma empresa da economia criativa. O pressuposto teórico estruturante e subjacente ao desenvolvimento do estudo apoia-se na compreensão da relevância da gestão estratégica para a concepção do modelo de negócios, considerando que as empresas que operam em atividades classificadas como da economia criativa evidenciam especificidades que demandam ajustes no seu processo de gestão, que pode encontrar respaldo em vertentes teóricas relacionadas ao* design *estratégico. Para a realização do estudo, optou-se pela estratégia de estudo de caso único e abordagem qualitativa, por entender que, desta forma, seria facultado evidenciar aspectos subjetivos e sutis que permeiam o tecido organizacional e influenciam tanto o corpo diretivo como a equipe de colaboradores. A coleta de dados empíricos ocorreu na segunda quinzena do mês de setembro do ano de 2022, por meio de entrevista em profundidade com a gestora da organização, bem como levantamento documental. Os resultados evidenciaram as características da organização, que opera em uma das atividades da economia criativa, bem como os desafios que demandam adaptação do modelo de gestão, que é influenciado pelo* design *estratégico, facultando, desta forma, o alcance dos objetivos organizacionais.*

Palavras-chave: design estratégico; economia criativa; inovação social; gestão estratégica.

[I]Universidade FEEVALE, Institute of Human and Social Sciences, Professional Master's Degree in Creative Industry – Novo Hamburgo (RS), Brazil. E-mails: dusan@feevale.br; deboraberlitz@yahoo.com.br; franciellemos@gmail.com; viana.luciane.lu@gmail.com; serje@feevale.br

INTRODUCTION

Strategic management is an area of knowledge that can be related to strategic design, as it manages and optimizes processes within organizations so that they are clear and organized for managers and employees. Strategic design is understood as a methodology that promotes design strategies developed collaboratively by a group of actors, in order to generate innovation. It can be explored by organizations of all sizes, with a focus on creating solutions in products and services, as a tool to create solutions to everyday problems (Cautela; Zurlo, 2006; Franzato *et al*., 2015; Manzini, 2008; Manzini; Meroni, 2007; Meroni, 2008).

According to Cautela and Zurlo (2006) and Franzato (2010), the conceptual framework of the relationship between strategic management and strategic design consists of three elements: strategy, design, and the company. Strategy is considered the preferred space of action in this relationship, it involves setting goals and relevant points in the business life cycle and the continuous activity of searching, interpreting, and appropriating endogenous and exogenous stimuli and impulses. Design is understood as the process and instrument for planning, managing, and making decisions and solutions, with a focus on obtaining changes in the characteristics and forms of existing situations.

Company is where project activities for the development of new products, services and processes are integrated into everyday life, especially companies that have high involvement with design, that is, whose design is comprehensively integrated into business dynamics and processes. By aligning these three elements, it is possible for small and large organizations to leverage their growth and creativity. From this context, the objective of this study was to identify the contribution of strategic design tools to the management model of creative economy company.

The company chosen for this case study is located in the city of Dois Irmãos (Rio Grande do Sul – RS) and has more than 20 years of experience. According to SEBRAE (2018), it is classified as a small company (*empresa de pequeno porte* – EPP), it has 20 employees, and operates in the production and sale of artisanal and colonial products, including cookies, breads, cakes, and doughnuts. Although small, the company has some competitive advantages, for instance: as it has few employees, it is able to develop higher quality products and is focused on developing products following the standards of the National Health Surveillance Agency (*Agência Nacional de Vigilância Sanitária* – Anvisa).

Craft products are part of creative economy, since, in addition to preserving cultural tradition and maintaining knowledge of local traditions in the region, craft enterprises can promote income generation, social inclusion, and local development (Reis, 2008). Food adds representations and practices learned and shared by people of a certain culture (Yamagata; Sauerbronn, 2019). But, even by following tradition, artisanal enterprises need to pay attention to valuing intangible assets, such as creativity (Visoná, 2017).

This research addressed a single case study, with a qualitative approach, with data collection through in-depth interviews with the company manager and documentary survey, carried out in 2022. This article is divided into five sections: after this introduction, the conceptual bases are presented; in the third section, the methodological path is detailed; and, in the following section, the analysis and discussion of the results. Final considerations, in which contributions and suggestions for future investigations are described, conclude this article.

THEORETICAL REFERENCE

Strategic design is a project methodology that develops integrated product, service, and communication strategies to be put into practice by a network of people, with the aim of promoting innovations (Franzato *et al*., 2015; Meroni, 2008). These strategies are systems of norms, rules and tools, which, through the analysis of scenarios and the ambitions of the different actors involved, the investigation between the real problem and its possible best solution, social innovation, collaboration between those involved and dialogue strategic, enable social bodies and companies to deal with complex environments (Meroni, 2008).

Manzini (2017, p. 68) suggests a complement to Meroni's (2008) definition, stating that design is characterized by a "[...] culture and practice relating to the way things should be in order to achieve the functions and desired meanings". In other words, design can be used in different projects, bringing its elements and concepts with communication, products, and services, among others, in this way, avoiding potential problems and seeking to emphasize potential opportunities.

Strategic design can identify "promising ideas" (Freire; Del Gaudio; Franzato, 2016) by distinguishing a reference and using it as inspiration to disseminate new possibilities for a given problem in organizations. In this context, Meroni (2008) identifies eight pillars in the foundations of strategic design, four of which are interconnected with strategic management:

1. strategic design is about social innovation: what matters, from an evolutionary perspective, is the power of an idea — from this, strategic design is a bet, a hypothesis, whose vision can shape the future;

2. strategic design is about scenario building: the way scenario building is an inductive form of strategic design struggles with problem solving — by giving structure and motivations to visions, using experience and tools, they become shareable and discussable insights;

3. strategic design is about strategic dialogue: adjusting problem to problem solving, in all strategic design activities, is more appropriate to see it as capable of catalyzing and guiding collective sensitivity toward a common interpretation of how the future may be, having to work the best of the present;

4.   strategic design is about building capabilities: contributing to the shift (in a collective, a community, a company) from understanding a problem, to crafting a new perception and vision, to building the capacity to implement the solution — creating a platform of tools and knowledge, enabling and empowering people to do things and deal with a changing context is the real and deep meaning of any strategic development project.

Based on these considerations on strategic design proposed by Meroni (2008), one can understand how its importance for the development of ideas and their applications, building scenarios within organizations, bringing creative solutions and tools and, thus, seeking elements that show, in different ways, what organizations want to disclose to society. Cautela and Zurlo (2006) add that strategic design helps in the projection of new products, services, communication, and experiences, expanding the vision of the organization's focus, to create competitive advantages and strategies and conception of ideas.

Meroni (2008) states that strategic design is bound to social innovation. In social innovation, design uses sensibilities, capabilities, and skills to design strategies that empower community members to use creativity to innovate on a local scale, so that they themselves can solve existing social problems or generate new opportunities (Manzini, 2008; Manzini; Meroni, 2007; Meroni, 2008). In general, expectations about social innovation transcend those attributed to other types of innovation (Repo; Matschoss, 2020).

For Murray, Caulier-Grice and Mulgan (2010, p. 3), social innovations are "[...] like new ideas (products, services, and models) that simultaneously meet social needs and create new social relationships or collaborations. In other words, they are good innovations for society and also expand its capacity for action." In this line of thought, Manzini (2017) and Gentil *et al.* (2019) mention that the term social innovation refers to changes in the way individuals or communities act to solve problems or create opportunities that meet social needs and expand the capacity for action.

According to Rodrigues (2006, p. 7), social innovation consists of "[...] new ways of doing things with the explicit purpose of rearranging social roles or providing other responses to unsatisfactory and problematic social situations". The concept of social innovation permeates between management and strategic design, and, for Bignetti (2011), it is located, in academic research, as a young field, for which there is still no intellectual consensus on its definition and scope. Chart 1 brings the definitions for social innovation presented by Bignetti (2011).

Thus, considering that strategic design has the potential to promote and disseminate social innovations, there is a complexity of dimensions that involve aspects linked to social learning processes. Learning and relearning is a need, and as a result, errors will constantly be adjusted and new actions will be incorporated into the day-to-day activities of organizations (Dees, 2001; Echos, 2015; Metszősy, 2019; Murray; Caulier-Grice; Mulgan, 2010).

Chart 1. Definitions of social innovation according to different authors and sources.

AUTHOR	CONCEPT
Taylor (1970)	Improved forms of action, new ways of doing things, new social inventions.
Dagnino e Gomes (2000, in Dagnino *et al.*, 2004).	Knowledge — intangible or incorporated into people or equipment, tacit or codified — which aims to increase the effectiveness of processes, services and products related to satisfying social needs.
Cloutier (2003)	A new response, defined in action and with a lasting effect, to a social situation considered unsatisfactory, which seeks the well-being of individuals and/or communities.
Standford Social Innovation Review (2003)	The process of inventing, securing support, and implementing new solutions to social problems and needs.
Novy and Leubolt (2005)	Social innovation derives mainly from: satisfaction of basic human needs; increased political participation of marginalized groups; increase in socio-political capacity and access to resources necessary to reinforce rights that lead to the satisfaction of human needs and participation.
Rodrigues (2006)	Changes in the way individuals recognizes themselves in the world and in reciprocal expectations between people, resulting from approaches, practices, and interventions.
Moulaert *et al.* (2007)	Tool for an alternative vision of urban development, focused on satisfying human needs (and empowerment) through innovation in relationships within neighborhoods and community governance.
Mulgan *et al.* (2007)	New ideas that work in meeting social goals; innovative activities, and services motivated by the objective of satisfying social needs and that are predominantly developed and disseminated through organizations whose primary purposes are social.
Phills *et al.* (2008)	The purpose of seeking a new solution to a social problem that is more effective, efficient, sustainable or fair than existing solutions and for which the value created primarily affects society as a whole and not particular individuals.
Pol and Ville (2009)	New idea that has the potential to improve the quality or quantity of life.
Murray *et al.* (2010)	New ideas (products, services, and models) that simultaneously satisfy social needs and create new social relationships or collaborations. In other words, they are innovations that are both good for society and increase society's ability to act.

Source: Adapted from Bignetti (2011, p. 6).

Changes must be collective, as an organization is made up of people and that is why change needs to "come from within", bringing construction together between the organization and employees. Therefore, multidisciplinary teams are recommended, formed by three to eight people, thus diversity will help in the analysis and solutions of problems from different aspects (IDEO, 2015).

Reflection and learning are intrinsically interconnected subjects, one does not exist without the other, as people learn through reflection, and it is through learning that they seek to reflect. The resulting learning and reflection can break the scope of the project and transform not only the project, but the designers, the

organization, and the social reality (Repo; Matschoss, 2020; Scaletsky, 2016). Internal communication applied to strategic design can be integrated from problem-solving actions, communication planning or strategy development, as well as being a powerful talent retention tool (Andonini; Aroldi, 2018).

In this sense, internal communication and strategic design together can design or define some elements such as what to communicate, to whom and how, in addition to the communication channels and their execution. Once that, through the alignment of strategic design in organizations, it is possible to understand the customers' needs and desires, to correctly segment audiences, to deliver value to employees, and to structure strategic communication (Santos, 1996). "[...] communication has several flows connected to one another and influenced by each other" (Viana; Ferreira, 2020, p. 84).

Internal communication processes involve the human factor, which is the fundamental pillar of any organization, therefore, companies need to look at the employee, understand and analyze their needs, but just as employees need to be aligned with organizations, organizations need to be in line with them (Santos, 1996). Effective communication will influence good coexistence between leadership and employees (Staub; Modinger; Viana, 2023).

It is worth mentioning that internal communication is linked to the company's organizational culture and, therefore, strategies and elements can work differently in each company (Lima, 2010; Oyarvide-Ramírez; Reyes-Sarria; Montaño-Colorado, 2017; Staub; Modinger; Viana, 2023). However, by combining strategic design and organization, some advantages come to sight, which can be applied to various organizational models. According to Ribeiro (2008, p. 169-170), organizational culture can be characterized by

• strength of culture in the company (rooted cultural norms or not);
• homogeneity of culture (compatibility of subcultures);
• adaptation of cultures to the previously followed strategies; [...]
• attitudes toward staff (trust and participation), toward the company (loyalty, team spirit, identification with the company).

Therefore, it is important that employees and strategic design share the organization's culture, so that processes can be connected (Franzato, 2010). It can be considered which strategies can be better used, as well as methods of creativity and organizational commitment will be more effective and changes in the organization can be more peaceful. Ribeiro (2008) follows this line of thought regarding change in organizations, something that is always visibly questioned, but is, in fact, something that requires planning. This planning can be aligned with strategic design, aiming at innovation, differentiation, and improvements in management processes.

Organizational culture constantly reinvents itself to adapt to changes in society's culture, ideas, opinions and with regard to the environment (Gentil *et al.*, 2019). In this way, discoveries arising from the relationships between authors involved in the creative ecosystem contribute to the strategic management

process. It should be noted that, in this case, it is understood that ecosystems "[...] involve a set of actors (stakeholders — interested parties and/or affected by a given context or cause) that do not necessarily have similar purposes and affinity of purpose, but who will need to get closer to act on a given challenge" (Anastacio, 2018, p. 42).

According to Manzini (2017) and Repo and Matschoss (2020), these characteristics can be observed in projects that work with social innovation, mainly with the objective of sustainable changes on a regional scale with the active participation of citizens. To conclude, Figure 1 presents a synthesis of some processes that strategic design goes through to create value in organizations, based on the authors cited in this section.
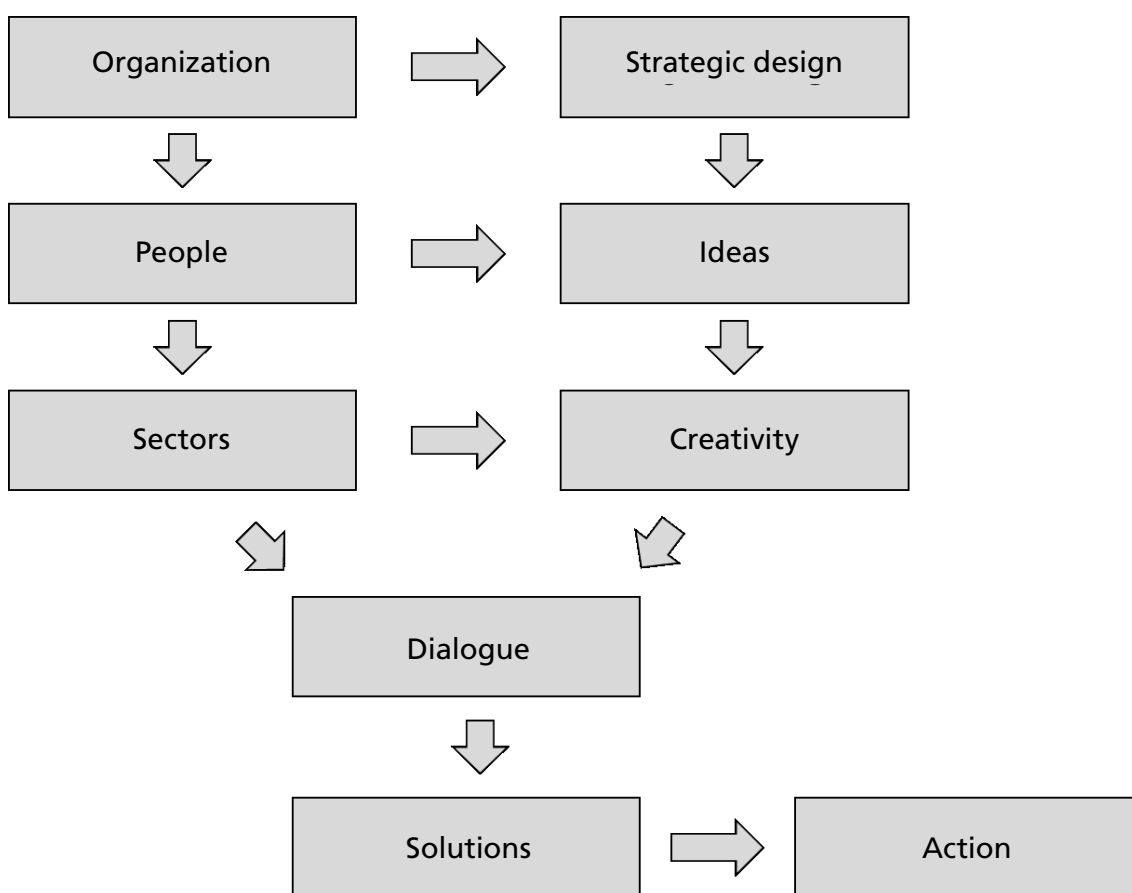
Source: prepared by the authors.
Figure 1. Strategic design processes.

It can be seen, in Figure 1, that, within organizations, strategic design is related to people, and it is from them that ideas are derived. These people are located in the sectors of this organization and, based on the experiences and knowledge of each person, ideas are created through conversations, exchange of opinions, the possibility of expressing a point of view, etc. Thus, employees will be able to contribute their ideas in the search for solutions and, finally, putting the proposed ideas and solutions into practice takes place.

METHOD

This article is a single case study, in which a small organization in creative economy that operates in the production and sale of artisanal and colonial products was analyzed, located in the city of Dois Irmãos, in the state of Rio Grande do Sul, Brazil. The company's corporate name is not disclosed in this study, as to preserve its strategic information, therefore, the company will be name Beta herein. As for the approach, descriptive and qualitative research was applied, following the recommendations of Prodanov and Freitas (2013). To collect data, an in-depth interview was carried out with the organization's manager and a documentary survey was carried out.

This interviewee was chosen using a non-probabilistic sample for accessibility (Gil, 2007), an option justified by the interviewee's legitimacy to provide information about the business model, innovation, market differences, skills, and weaknesses of the company. From this perspective, it was considered relevant to collect data about the organization, its organizational processes, as well as to identify the main difficulties and challenges that require the adaptation of the management model, which, therefore, is influenced by strategic design.

Empirical data collect — namely, in-depth interviews and documentary survey — took place in the last two weeks of September 2022. The interview was recorded with the participant's permission and later transcribed in full. The documentary survey took place following a previously prepared checklist, based on the reviewed scientific literature, with analysis of the company's internal documents.

The questions listed in the interview are part of a script structures as follows:
1. How do you define the company's business model?
2. What are its competitive differences (strengths)?
3. How does the company identify and develop its competencies?
4. How does the company use its skills to expand its market share?
5. What are its weaknesses (weak points)?
6. How does the company identify and treat them?
7. How does the company ensure the delivery of results, whether internally (internal customer) or to the end customer (externally)?
8. What is done in the company to promote improvements in organizational processes?

Information content analysis was carried out according to Bardin (2011), through the following steps:
1. pre-analysis: firstly, it was based on the conceptual understanding of strategic design and social innovation; Next, the script for the interview was organized;
2. exploration of the material: at this stage, analysis categories were identified and classified into innovation and strategic design processes;
3. treatment of results, inference, and interpretation: carried out through analysis and comparison between the theoretical framework and the information collected.

RESULTS AND DISCUSSIONS

In this section, analyses and discussions are presented in relation to the interviewee's answers, as well as internal documents so that the contributions of strategic design to Beta company's management model are understood.

The interviewee considers Beta company's strengths to be its expansion in the market, due to some factors, including the search for communication channels to show and highlight the processes of its products with a focus on reaching the end consumer. The company aims to expand contact and, consequently, knowledge of consumers, so that they can search for and buy products in local stores.

Another strength pointed out is the team and the learning process. As it has few employees, it is feasible, on a daily basis, for the management to monitor the routine of each employee and adapt necessary demands, including identifying and developing skills. In this sense, the company's management ends up encouraging employees to have autonomy to solve recurring problems in their work and encouraging teamwork — in addition, contributions of suggestions and ideas, throughout the process, are heard and valued.

According to Franzato *et al*. (2015), the social learning process of strategic design is effective when a plurality of actors rethink and question the product-service systems that affect company relationships. Aspects linked to the processes of learning and relearning need to be incorporated into the teams' routine (Dees, 2001; Echos, 2015; Murray; Caulier-Grice; Mulgan, 2010). It is also worth highlighting that, when the company understands creativity as an important intangible asset, it is more likely to develop a constant innovation process (Visoná, 2017).

Regarding the weaknesses of Beta, the interviewee argues that the company needs to constantly search for new products and niches, due to the seasonality of some products, especially in the summer. Other weaknesses observed in internal documents were the lack of direct sales, poor logistics, and lack of qualified employees. It was also mentioned by the interviewee that negotiating with large chains is complicated and, sometimes, ends up being unfeasible due to the terms of exposure charges, percentage of sales, product exchange, among others.

In this context, Cautela and Zurlo (2006) explain that the conceptual framework of management is made up of three elements: design, the company, and strategy. It can be understood that a company with a process for structuring strategic competencies intrinsically to design has an advantage. However, in small companies, establishing this relationship is more complicated — in these realities, it becomes necessary to have specialized consultancy services (Franzato, 2010).

Therefore, the organization, aware of its weaknesses and fragilities, seeks to address each point daily in order to constantly improve. Currently, as the interviewee explains, Beta relies on the help of a professional to price products and to identify improvements. Furthermore, it should be noted that the exchange of information and communication with representatives and markets is constant, with a focus on building loyalty firstly in markets, supermarkets, fruit and vegetable retailers and, later, end consumers.

For Murray, Caulier-Grice and Mulgan (2010) and Metszősy (2019), the social innovation process comprises stages that begin with the problematization or identification of needs, moving on to the ideation phase, development of prototypes and/or proposals, ending with application and expansion or with systemic changes (Gentil *et al.*, 2019; Repo; Matschoss, 2020).

In relation to improvements in organizational processes, according to internal documents, the organization prioritizes transparency and open communication with employees, encouraging the exchange of ideas and improvements in the process, whose main focus is the work environment and the quality of products. The team seeks, in all processes, motivation, freedom of ideas, interaction, and autonomy. Thus, Beta's employees will be welcomed and will feel like part of the organization, because, based on a pleasant work environment, where employees feel welcomed, they pass these feelings on to each product developed.

Based on these responses from the manager, it is possible to observe the elements of strategic design in organizational processes, in addition to teamwork in solving problems, the availability of exchanges between its employees, the vision of recurring situations in the company, and the training of employees to deal with a context of change, so that social innovation is incorporated and new social value propositions are configured (Dees, 2001; Echos, 2015; IDEO, 2015; Murray; Caulier-Grice; Mulgan, 2010).

With regard to Beta's internal communication, there are strategies applied to communication, so that it is possible for certain processes within the organization to be aligned; however, it can be observed that sometimes things do not go as expected, as explained by the interviewee. In this sense, internal alignment between managers and employees is important, as, with the use of internal communication, it is possible to obtain better responses and feedback, which can be managed by the organization, so that they can improve processes, motivation, and the commitment of employees (Andonini; Aroldi, 2018; Lima, 2010; Meroni, 2008; Montaño-Colorado, 2017; Oyarvide-Ramírez; Reyes-Sarria; Staub; Modinger; Viana, 2023).

In other words, internal communication must be aligned with strategic design in an organization, as processes can be rethought so that they become more attractive and aimed directly at employees, as they are the pillar of the organization. Internal communication is directly linked to the company's organizational culture, once that, based on that company's culture, it will be possible to develop and rethink communication, strategies, and processes based on strategic design in the organization (Franzato, 2010; Lima, 2010; Manzini, 2017; Ribeiro, 2008; Staub; Modinger; Viana, 2023).

In this context, it can be mentioned that the organization's development and social innovation must necessarily focus on the strategic dimension of its teams' culture and, then, transfer the consequent theoretical-practical evolutions (Franzato, 2010; Ribeiro, 2008). Therefore, it is crucial for Beta to look for new communication models, mainly because, in so many years, it has not had a specific and continuous line of communication. The implementation of continuous improvement processes

in communication is essential in the integration and growth of the company, according to Staub, Modinger and Viana (2023).

In other words, it is necessary to reflect on the fact that it is extremely important that Beta's professionals are directly involved in the innovation and design processes and that their involvement goes beyond communication, processes and flows, making them more efficient and collaborative (Cautela; Zurlo, 2006; Franzato *et al.*, 2015; Manzini, 2008; Manzini; Meroni, 2007; Meroni, 2008).

Thus, based on the data collected from the interviewee and the theoretical framework of this study, mainly in Manzini (2008), Beta is suggested some tools to be applied and adapted based on existing strategies:

- responses to conflict situations: in this action, the team of employees reflects on past conflicts, using them to prepare a guide on how to deal with conflicts effectively;
- circles of influence: used to assess team priorities and to make choices about what to focus on, both individually and collectively;
- design sprint: aims at a framework for quickly prototyping and testing new ideas. It is used to creatively and quickly ideate and experiment with a new concept;
- development of the team's operating system: based on reflections and insights into the work process, the team will update its operating system by making considered choices about how to work as a group;
- team purpose and culture: designed to help teams define their purpose and culture;
- the whys: the group defines problems and then asks the question "why?" three to five times, using the resulting explanation as a starting point for creative problem solving;
- fruit design ideation: small groups draw the same fruit and, at the end, the group reflects on the drawings and learnings. The objective is to demonstrate basic principles used for the creation and generation of ideas (quantity of ideas is a condition for quality, as well as ideation based on something that has already been thought of before, considering that ideals are generally the same).

Ultimately, these suggestions seek to show that it is possible to combine strategic design with everyday life, whether within an organization or outside it, as one must constantly learn and relearn and, thus, use strategic design combined with strategic management in organizations. to guide, organize, and change processes or to bring new understanding to people in an innovative and creative way, but that is aligned with the capacity of these organizations (Dees, 2001; Echos, 2015; Murray; Caulier-Grice; Mulgan, 2010). It is also suggested that, if possible, the aforementioned processes be carried out or monitored by a designer (with strategic training).

In an organization, the collaborative construction of processes guides the effective exploration of the application of strategic design tools to discover values and generate recognition and belonging. Therefore, these practices can contribute to the set of strategic design capabilities, as in the combination of techniques: learning, unlearning (Dees, 2001; Echos, 2015; Murray; Caulier-Grice; Mulgan, 2010) and, in return, the design presents its potential to establish empathetic relationships

essential for building practices for social and cultural change (Bignetti, 2011; Gentil *et al.*, 2019; Meroni, 2008).

FINAL CONSIDERATIONS

This study aimed to highlight the contributions of strategic design to the management model in a creative economy company. The company operates in the production and sale of artisanal and colonial products, located in the city of Dois Irmãos (RS), has more than 20 years of experience and, for strategic reasons, had its name preserved. Through the main concepts of strategic design and social innovation, we sought to list the weaknesses and competitive differences of both processes.

It was evidenced that strategic design, in a way, is already used in Beta, but without following the application of all the elements of strategic design, which would facilitate certain internal processes, for example, with regard to employees in the exchange ideas or suggestions given by them. This allows inferring that it is up to the organization to describe all the problems mentioned in the interview responses and to analyze them collaboratively, in order to propose ways so that such problems can be analyzed and resolved.

Thus, it is crucial to establish a dialogue with employees, aiming at continued training, and understand how Beta can actually add strategic design, so that they can create new opportunities and strategies, in addition to improving the efficiency of the company's organization in relation to consumer needs and in flows that do not currently work or are not managed. Therefore, collaboration between the organization and employees is extremely important, as they will work together, seeking the same objective, which can improve the relationship and processes between the parties.

In other words, collaboration between the company and employees can and should be a key piece, as employees are on the front line and can perceive situations or ideas that are not seen by company managers, such as: processes that can be changed with small actions, flavors that can be changed or included, and solution to problems that occur with certain products. A point to be highlighted is that internal communication is directly linked to the company's organizational culture and, therefore, by using strategic design combined with the organization, it is possible to obtain competitive advantages.

Another important factor to note is that, as it is a small organization, its management is able to be side by side with employees and see all the difficulties and improvements they need on a daily basis. As for innovation, the organization presents a process conducted slowly but continuously. The company's management is responsible for the constant search for improvements, reevaluating demands and processes, with a view to growing the structure it manages. It is evident, in the interviewee's speech, that the organization can visualize the path that needs to be described, analyzed, and followed.

Despite the relevance of the study, which was successful in highlighting empirical data about the performance of an organization in one of the economic sectors that belong to the creative economy, in the use of strategic design to promote

organizational innovation, it is necessary to highlight some limitations that must be considered when analyzing the results. The first refers to the option of a single case study strategy, which makes it difficult to generalize the results, being feasible only for organizations of similar size, operating in the same economic sector. The second limitation consists of the collection of empirical data, as only one interview was carried out, with the manager, which certainly represents an individual perceptual bias, which restricts the understanding of the phenomenon analyzed.

This article is expected to help not only the company's management, but also other organizations that want to implement strategic design in their work environment or to better understand the difficulties encountered in the insertion of strategic design with regard to innovation, management, and processes. Therefore, it is suggested that new studies carry out research, expanding the range of methodological paths both at the level of research strategy, qualitative and quantitative approaches, and in the diversification of techniques for collecting empirical data and its analysis.

REFERENCES

ANASTACIO, Mari Regina. Empreendedorismo social e inovação social: contexto, conceitos e tipologias de iniciativas de impacto socioambiental. *In*: ANASTACIO, Mari Regina; CRUZ FILHO, Paulo R. A.; MARINS, James. (org.). **Empreendedorismo Social e Inovação Social no Contexto Brasileiro**. Curitiba: PUCPRESS, 2018. p. 31-50.

ANDONINI, Giana; AROLDI Viviane Machado Oliveira. Comunicação e marketing para iniciativas de impacto socioambiental. *In*: ANASTACIO, Mari Regina; CRUZ FILHO, Paulo R. A.; MARINS, James. (org.). **Empreendedorismo Social e Inovação Social no Contexto Brasileiro**. Curitiba: PUCPRESS, 2018. p. 137-156.

BARDIN, Laurence. **Análise de conteúdo**. São Paulo, SP: Edições 70, 2011.

BIGNETTI, Luiz Paulo. As inovações sociais: uma incursão por ideias, tendências e foco de pesquisa. **Ciências Sociais Unisinos**, São Leopoldo, v. 47, n. 1, p. 3-14, jan./abr. 2011. Available from: https://revistas.unisinos.br/index.php/ciencias_sociais/article/view/1040. Cited on: Apr. 26, 20223.

CAUTELA, Cabirio; ZURLO, Francesco. **Relazioni produttive:** design e strategia nell'impresa contemporanea. Milano: Aracne, 2006.

DEES, J. Gregory. **The Meaning of Social Entrepreneurship**. 2001. Available from: https://centers.fuqua.duke.edu/case/wp-content/uploads/sites/7/2015/03/Article_Dees_MeaningofSocialEntrepreneurship_2001.pdf. Cited on: Apr. 26, 2023.

ECHOS. **Business design:** como o design pode mudar a forma de fazer negócios. 2015. Ebook. Available from: https://materiais.escoladesignthinking.com.br/ebook-business-design. Cited on: Apr. 26, 2023.

FRANZATO, Carlo. O design estratégico no diálogo entre cultura de projeto e cultura de empresa. **Strategic Design Research Journal**, v. 3, n. 3, p. 89-96, 2010. https://doi.org/10.4013/sdrj.2010.33.03

FRANZATO, Carlo; DEL GAUDIO, Chiara; BENTZ, Ione; PARODE, Fábio; BORBA, Gustavo Severo de; FREIRE, Karine de Mello. Inovação Cultural e Social: design estratégico e ecossistemas criativos. *In*: FREIRE, Karine de Mello. (org.). **Design Estratégico para Inovação Cultural e Social**. São Paulo: Kazuá, 2015. p. 157-182.

FREIRE, Karine; DEL GAUDIO, Chiara; FRANZATO, Carlo. Estratégias de inovação social dirigida pelo design praticadas em ecossistemas criativos. **Revista Online de la Red Internacinal de Investigación en Diseño**, Valencia, v. 2, n. 2, p. 236-249, nov. 2016. Available from: https://www.researchgate.net/publication/316609611_Estrategias_de_inovacao_social_dirigida_pelo_design_praticadas_nos_ecossistemas_criativos. Cited on: Apr. 26, 2023.

ESPM-Rio, Diálogo com a Economia Criativa, Rio de Janeiro, v. 9, n. 25, p. 10-24, jan./abr. 2024.

22

GENTIL, Paula Pessoa de Castro; GUIMARÃES, Liliane de Oliveira; PEREIRA, Denise de Castro; DINIZ, Alexandre Magno; CKAGNAZAROF, Ivan Beck. Territorial governance and social innovation in regional development processes in mining territories: a theoretic model under construction. **Cadernos EBAPE.BR**, v. 17, n. 3, p. 509-522, jul./sep. 2019. https://doi.org/10.1590/1679-395173778x

GIL, Antonio Carlos. **Como elaborar projetos de pesquisa**. São Paulo: Atlas, 2007.

IDEO. **Human centered design:** kit de ferramentas. 2. ed. 2015. Available from: https://hcd-connect-production.s3.amazonaws.com/toolkit/en/portuguese_download/ideo_hcd_toolkit_complete_portuguese.pdf. Cited on: Apr. 26, 2023.

LIMA, Ludmila Rodrigues de. **O papel da liderança na comunicação organizacional**. 2010. 46 f. Trabalho de Conclusão (Especialização em Gestão de Recursos Humanos) — Universidade Cândido Mendes, Goiânia, 2010. Available from: http://www.avm.edu.br/docpdf/monografias_publicadas/posdistancia/41197.pdf. Cited on: Apr. 26, 2023.

MANZINI, Ezio. **Design para a inovação social e sustentabilidade:** comunidades criativas, organizações colaborativas e novas redes projetuais. Rio de Janeiro: E-papers, 2008.

MANZINI, Ezio. **Design: quando todos fazem design:** uma introdução ao design para inovação social. São Leopoldo: Unisinos, 2017.

MANZINI, Ezio; MERONI, Anna. Emerging User Demands for Sustainable Solutions, EMUDE. *In*: MICHEL, Ralf. (ed.). **Design research now:** Essays and selected projects. Basel: Birkhäuser Basel, 2007. p. 157-179.

MERONI, Anna. Strategic design: where are we now? Reflection around the foundations of a recent discipline. **Strategic Design Research Journal**, v. 1, n. 1, p. 31-38, jul./dec. 2008. Available from: https://revistas.unisinos.br/index.php/sdrj/article/view/5567. Cited on: Apr. 26, 2023.

METSZŐSY, Gabriella. Investigating the Process of Social Innovation — A Social Learning Based Approach. *In*: INTERNATIONAL CONFERENCE ON STRATEGIC MANAGEMENT AND ITS SUPPORT BY INFORMATION SYSTEMS, 13., 2019, Ostrava. **Proceedings** […]. Ostrava: VSB-Technical University of Ostrava, 2019. p. 51-59. Available from: http://real.mtak.hu/94033/. Cited on: Apr. 27, 2023.

MURRAY, Robin; CAULIER-GRICE, Julie; MULGAN, Geoff. **The open book of social innovation**. [s.l.]: The Young Foundation, 2010. Available from: https://youngfoundation.org/wp-content/uploads/2012/10/The-Open-Book-of-Social-Innovationg.pdf. Cited on: Apr. 27, 2023.

OYARVIDE-RAMÍREZ, Harold P.; REYES-SARRIA, Edwyn F.; MONTAÑO-COLORADO, Milton R. La comunicación interna como herramienta indispensable de la administración de empresas. **Dominio de las Ciencias**, v. 3, n. 4, p. 296-309, oct. 2017. Available from: https://dialnet.unirioja.es/descarga/articulo/6174479.pdf. Cited on: Apr. 27, 2023.

PRODANOV, Cleber Cristiano; FREITAS, Ernani Cesar de. **Metodologia do trabalho científico:** métodos e técnicas da pesquisa e do trabalho acadêmico. 2. ed. Novo Hamburgo: Feevale, 2013.

REIS, Ana Carla Fonseca. Introdução. *In*: REIS, Ana Carla Fonseca. (org.). **Economia criativa como estratégia de desenvolvimento:** uma visão dos países em desenvolvimento. São Paulo: Itaú Cultural, 2008. p. 14-49.

REPO Petteri; MATSCHOSS Kaisa. Social Innovation for Sustainability Challenges. **Sustainability**, v. 12, n. 1, 2020. https://doi.org/10.3390/su12010319

RIBEIRO, Kalina Lígena Lira de Miranda. **Mudanças sobre a Cultura Organizacional no processo de transição de Banco Estadual para Banco Privado**. 2008. 144 f. Dissertação (Mestrado em Administração) — Universidade Federal da Paraíba, João Pessoa, 2008.

RODRIGUES, Andréa Leite. Modelos de Gestão e Inovação Social em Organizações Sem Fins Lucrativos: Divergências e Convergências entre Nonprofit Sector e Economia Social. *In*: ENCONTRO ANUAL DA ASSOCIAÇÃO NACIONAL DE PESQUISA E PÓS-GRADUAÇÃO EM ADMINISTRAÇÃO — ENANPAD, 30., 2006, Rio de Janeiro. **Anais** [...]. Rio de Janeiro: ANPAD, 2006. p. 1-17.

SANTOS, Raimundo N. Macedo dos. Sistemas de informações estratégicas para a vitalidade da empresa. **Ciência da Informação**, v. 25, n. 1, 1996. Available from: https://revista.ibict.br/ciinf/article/view/670. Cited on: Apr. 27, 2023.

SCALETSKY, Celso Carnos. (org.). **Design estratégico em ação**. São Leopoldo: Editora Unisinos, 2016.

SEBRAE. **Anuário do trabalho nos pequenos negócios: 2016**. 9. ed. Serviço Brasileiro de Apoio às Micro e Pequenas Empresas; Departamento Intersindical de Estatística e Estudos Socioeconômicos [responsável pela elaboração da pesquisa, dos textos, tabelas, gráficos e mapas]. São Paulo: DIEESE, 2018.

STAUB, Angela Aparecida Dias; MODINGER, Elisane Maria; VIANA, Luciane Pereira. LGPD na comunicação interna dos gestores e colaboradores. **Revista Gestão em Análise**, v. 12, n. 2, p. 102-114, maio 2023. https://doi.org/10.12662/2359-618xregea.v12i2.p102-114.2023

VIANA, Luciane Pereira; FERREIRA, Cristiane Nunes Moraes. Smartphones e aplicativos: percepção dos clientes em relação à comunicação das empresas. **Temática**, v. 16, n. 1, p. 70-86, jan. 2020. Available from: https://periodicos.ufpb.br/ojs2/index.php/tematica/article/view/49803/28862. Cited on: Apr. 27, 2023.

VISONÁ, Paula Cristina. A emergência do ethos criativo como tendência sociocultural na contemporaneidade. **Diálogo com a Economia Criativa**, Rio de Janeiro, v. 2, n. 6, p. 83-101, 2017. Available from: https://dialogo.espm.br/revistadcec-rj/article/view/124. Cited on: Apr. 27, 2023.

YAMAGATA, Flavia Cupolillo; SAUERBRONN, João Felipe Rammelt. Alimento e comida: reflexões sobre história do alimento, consumo e significados. **Diálogo com a Economia Criativa**, Rio de Janeiro, v. 4, n. 10, p. 7-19, 2019. Available from: https://dialogo.espm.br/revistadcec-rj/article/view/173/pdf. Cited on: Apr. 27, 2023.

About the authors

Dusan Schreiber: PhD in Administration by Universidade Federal do Rio Grande do Sul (UFRGS).
Serje Schmidt: PhD in Administration by UNISINOS.
Luciane Pereira Viana: PhD in Cultural Diversity and Social Inclusion by FEEVALE.
Débora Koch Berlitz: Master in Creative Industry by FEEVALE.
Franciele Reche: Master in Creative Industry by FEEVALE.

ESPM-Rio, Diálogo com a Economia Criativa, Rio de Janeiro, v. 9, n. 25, p. 10-24, jan./abr. 2024.

24