Introduction

Building New Capabilities in an Organization

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Introduction: Building New Capabilities in an Organization

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Introduction

There is an increasing need for organizations to adapt to rapid changes in society. This need requires organizations' and the leader within them, to explore, recognize, build and exploit new capabilities. Researching such capabilities has drawn attention from the design management research community in recent years. Dominantly, research contributions have focused on perspectives of innovation and the strategic application of design with the researcher distanced from context. Descriptive and evaluative case studies of past organizational leadership have been vital, by building momentum for the design movement. However, there is a need now to progress toward prescriptive and explorative research perspectives that embrace context through practice and the simultaneous research of design. Therefore, the aim of this track is to lead and progress discussion on research methodologies that support the research community in developing explorative and prescriptive research methodologies for context-orientated organizational research. This track brings together a group of diverse international researchers and practitioners to fuel discussion on design approaches and subsequent outcomes of prescriptive and explorative research methodologies.

6 perspectives on approaching research in building design capabilities

We begin our conversation on the move, with *The Application of UX Research in New Energy Vehicle Innovation*. The contribution from Ning Xioq, Menghan Tao, Xingfu Zhao, Yi Fan and Wenbin Liu provides rich insight into the China's clean mobility innovation challenge and the importance of UX research for bridging the adoption from fossil to 'clean' energy fueled vehicles by China's growing bourgeois. Conversation then turns to

managing design in a knowledge based economy, with Sylvia Liu presenting the contribution, *A Conceptual Framework of Dynamic Design Management Capability.* Liu will present and discusses a conceptual framework to manage design capabilities and performance – with the framework geared toward the nuances of a knowledge economy. This conversation provides an appropriate prelude to the following paper, *Using Design Thinking to Improve Strategic Decisions during Collaborative Sensemaking*. Ekaterina Kotina, Mikko Koria and Sharon Prendeville of Loughborough University London shift attention to addressing potential cognitive bias during strategic decision making through applying design thinking. This contribution offers a platform for future research via a framework on how to identify and mitigate confirmation bias during strategic decision making. Attention then turns toward service design. Sirpa Liisa, Alison Rieple and Caroline Ennis present, *A model of service design elements to understand innovative service processes.* This paper addresses an understanding of innovative services by comparing service design logic with the entrepreneurial logic of causation, effectuation and bricolage. Empirical evidence is provided to show how service design logic and entrepreneurial logic assists more innovative service design outcomes. The track continues with contribution from Abigail Hird of University of Strathclyde, presenting, *Externalising, sharing and comparing perceptions in design.* Hird will describes and reflects upon the notion of knowledge models in design. Antonius van den Broek and Alison Rieple of University of Arts London and University of Westminster then shift our attention to *Using actor-network theory to reveal strategy processes in design firms.* This paper illustrates the utility of actor-network theory (ANT) as a methodological approach to understand the effect of the eclectic characteristics of design firms on their strategy development processes.

This track has diversity of contributions - from originating institution, conceptual and empirical in nature, spanning various domains of design. We see a variation from industrial design, design management, service design, vehicle design and engineering to strategic design – all with the implicit but shared vision of how design can be applied to face societies emerging and known innovation challenges. This track in particular offers methodological guidance for future research at the intersection of design and innovation, with emphasis on proximity to the phenomena being studied. On behalf of the track editors, we thank the authors for their energy and commitment to the discipline. We wish the authors success and trust that the readers will find value immediately - and between the lines - of the articles within this track.

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