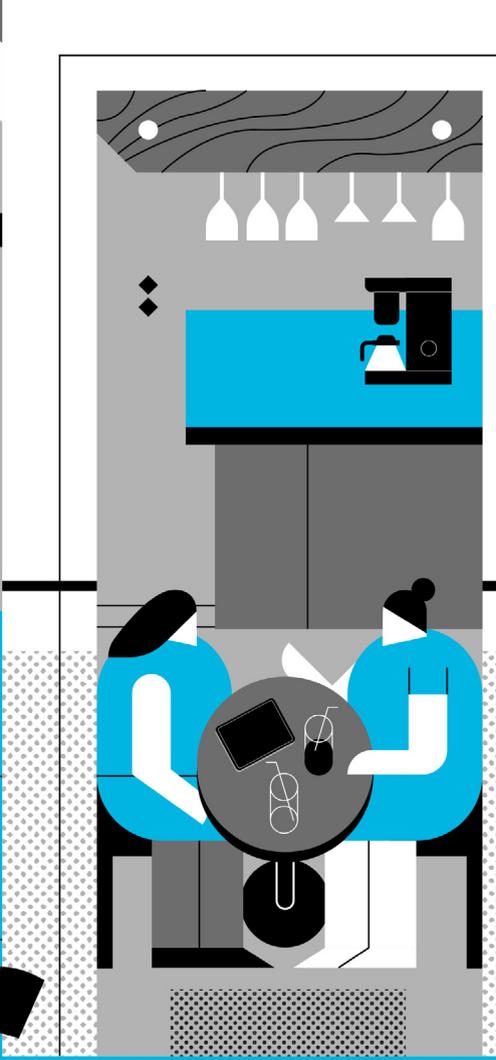
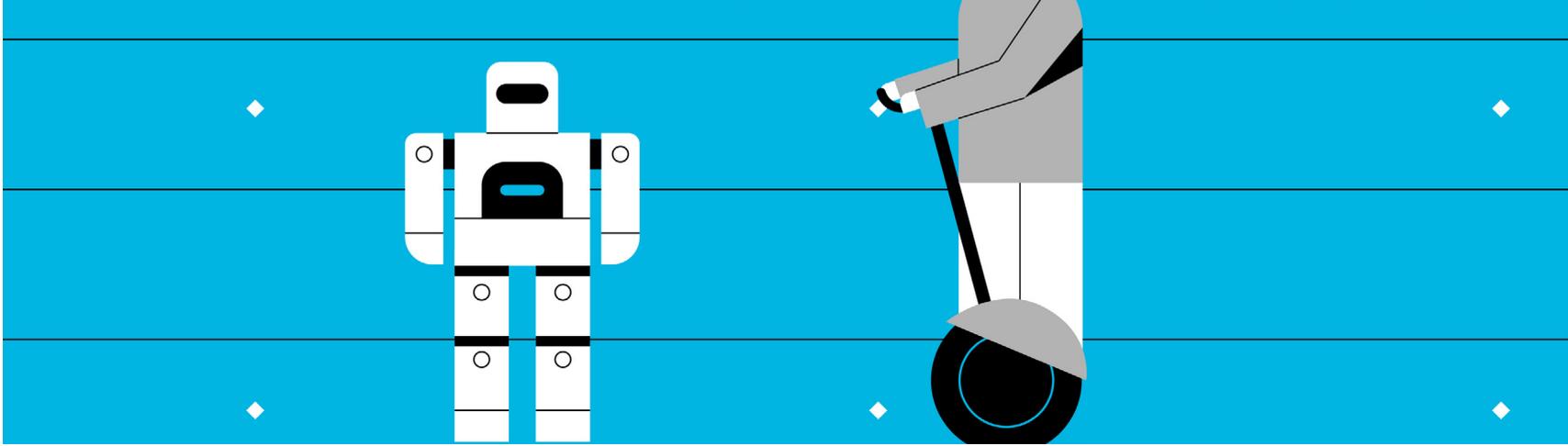


MAKHLetter | No.9 | April 2022



MAKH is a path to solving issues based on Design Thinking



Content

What's New on MAKH Blog?

Impact of VUCA on customers 2

MAKH Business

The role of defining proper KPI in transformation 5

Coming Up Birthdays

..... 8

Coming Up Events

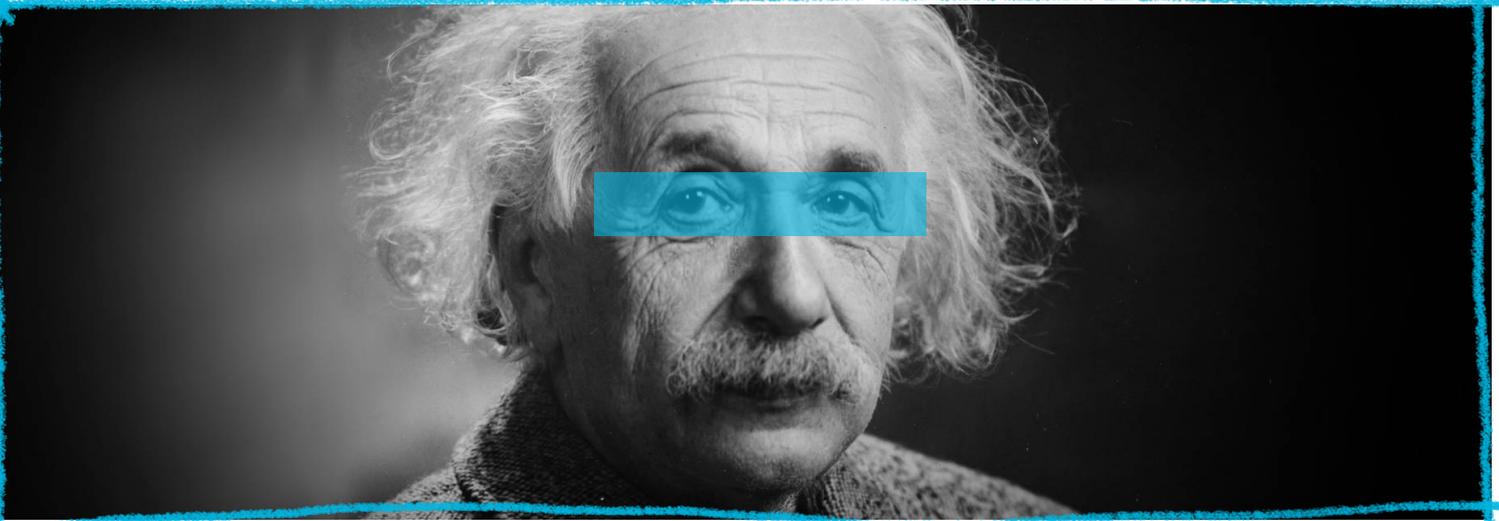
NYCxDESIGN Festival 11

World day for cultural diversity for dialogue and development 12

Berlin Desin Week 13

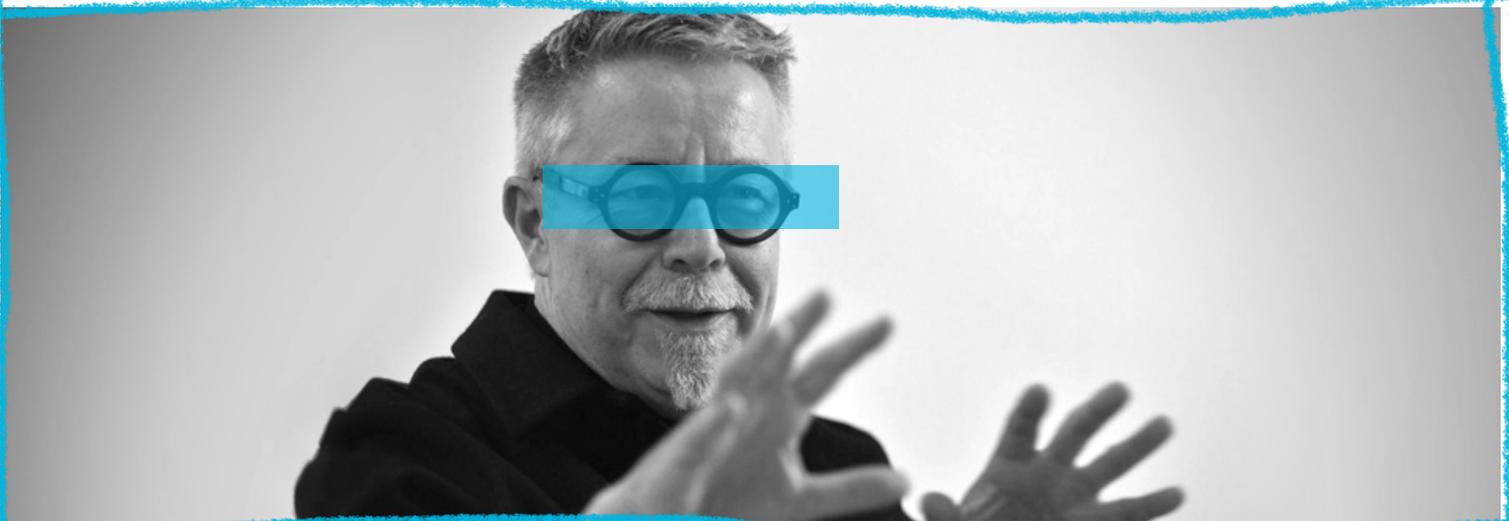
Interior Designers Day 14

Quotes of the Month



We can't solve problems by using the same kind of thinking we used when we created them.

Albert Einstein



Design can help to improve our lives in the present. Design thinking can help us chart a path into the future.

Tim Brown co- CEO of IDEO

What's New On MAKH Blog?

Impact of VUCA on customers

By: Majid Ahmadi Khoshbakht



The world of VUCA has a direct impact on both sides of a sales process. It means, companies and buyers. Businesses need to understand how to behave and change to maintain stability and growth in the difficult conditions of VUCA. They should survey its effects on the consumer and their reaction to the existing conditions.

Based on the design thinking process, to find the real problem and the basic question, the user and the end consumer must first be examined.

In this article, we discuss the effects and living conditions of customers in VUCA conditions. In a world full of Volatility, Uncertainty, Complexity, and Ambiguity, people change their way of life and management under the influence of circumstances. In such situations, the planning

and management of people's financial resources are affected, one of the parts that change in lifestyle is related to the ability, habits, and shopping priorities.

Prioritization

People make their purchases based on the importance of different products in their lives in critical situations. First, they buy products that are a constant priority and meet their basic needs, such as food and medicine. What is clear is that people will have stricter control and management to save and spend money in their own lives. Of course, it is worth noting this issue, the manner and quality of resource management at different levels of society.

After meeting the basic needs, people focus on buying the second and third-level products for their less essential needs. The next point affects the priority of buying people in the family. In difficult economic conditions, the priority of meeting the needs of the family goes back to children and then the elderly. The basic needs and levels one and two of these two groups are the priority of purchase. Then we can talk about the priority needs of levels one and two of other family members.

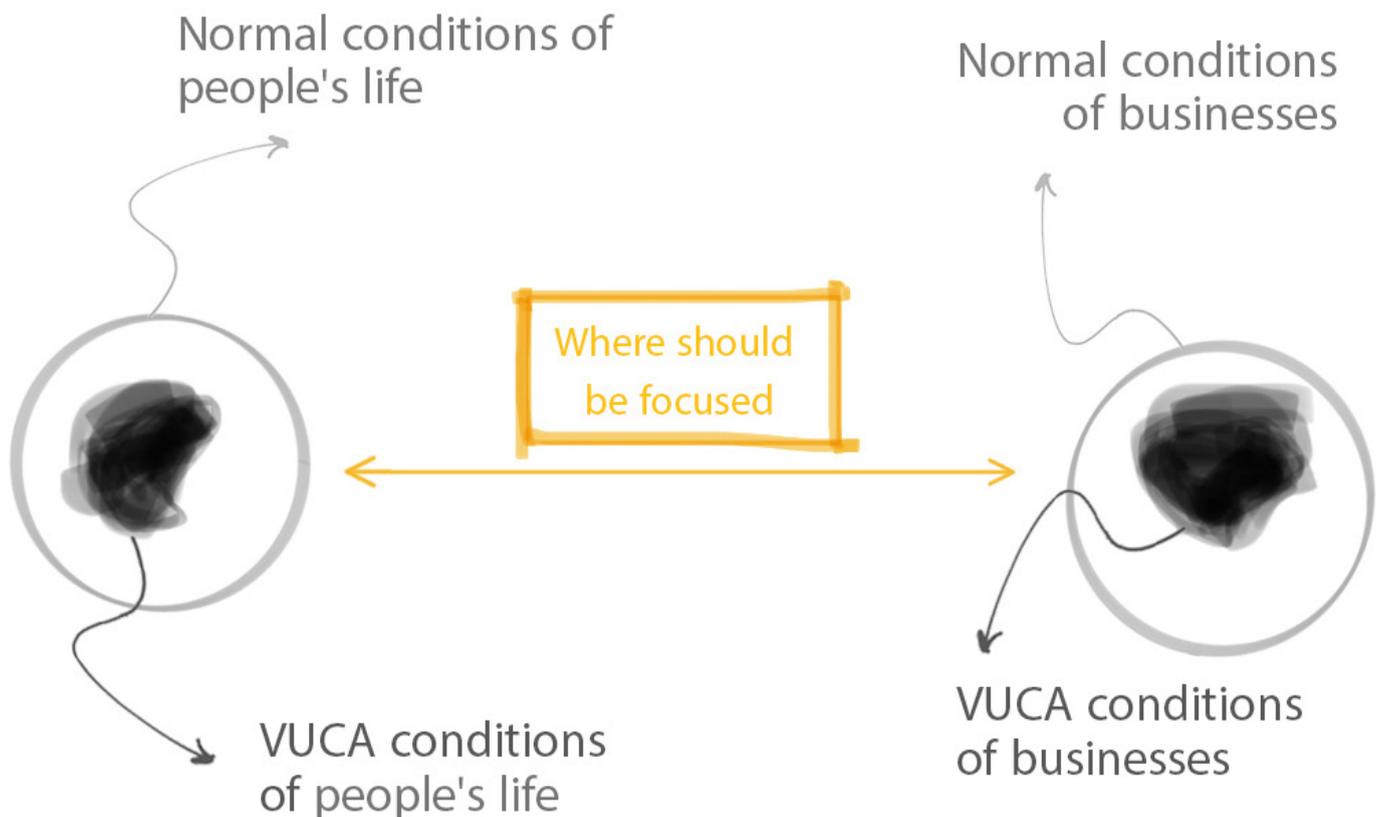
Businesses that are involved in meeting basic needs in the form of products and services are now less affected by market fluctuations and damage.

Financial resource management and selection

If you think of your family and their life as a small

business, the amount of liquidity and savings in the family in VUCA is the same as normal, and in some cases may even be less income. But what changes the situation is managing risk, reducing purchases, and turning to more savings to deal with unpredictable and critical situations.

In such a situation, the criteria for selecting products and services become stricter. Based on the cognitive ladder, people's criteria for purchasing go beyond product quality, and functionality. They try to choose products that give them more value and reduce the percentage of purchase risk in reality. Values that customers may have paid less attention to under normal circumstances are now becoming more important due to their greater purchasing sensitivity.



Transformation of businesses and people's life

Market

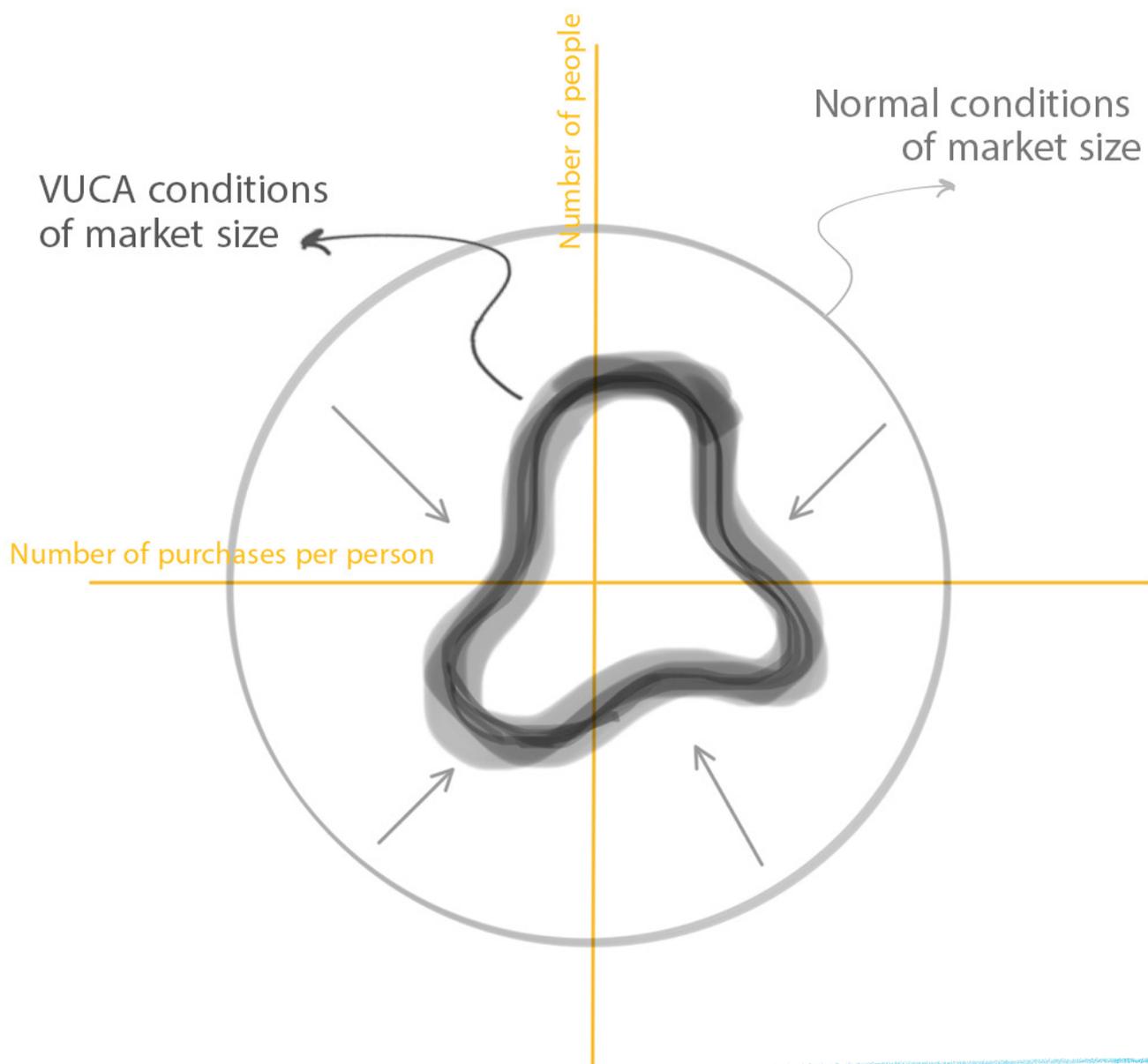
In a situation where customers' buying habits are changing based on priority and financial resource management, the market size is also changing based on the following points :

1) The overall size of the market is smaller than before. It means the decline of people who no longer buy.

2) For people who remain in the shrinking circle of the market, their number of purchases decreases.

That is, the size of the market shrinks on both sides. As the size of the market shrinks, so does the competition for customer acquisition between brands. As the purchasing power of people in the VUCA world changes, so must the relationship between brands and customers to persuade them to buy. Fluctuations and inflation that occur in the market have other side effects. The position of individuals in the percentages and categories of society changes based on purchasing power.

In VUCA conditions, not only businesses are stressed, but also consumers, who constitute the main market, based on these tensions, changes in the way and priority of their purchases. These changes are signs for businesses that should be approached. Customers in the world of VUCA no longer buy like normal conditions, and without studying them, a new strategy can not be considered to advance the goals of organizations in VUCA conditions.



Transformation of market size

MAKH Business

The role of defining proper KPI in transformation

MAKH & Yaks



Organizations are sentenced to change to improve the current situation and progress.

There are two ways to make changes in the organization:

- 1) Changes at the level of the board of directors should be defined and ordered in the body of the executive organization.
- 2) Changes should be defined with the presence of middle managers along with senior managers of the organization.

When we talk about change, we must consider the conditions and culture of the organization. Change cannot be carried out as it should be, regardless of the importance

Empathy with staff

of the main body of the organization.

In our professional experience, we first examined the current situation of the organization from various angles with the presence of senior managers:

- 1) Organization strategy
- 2) The culture that governs the organization
- 3) The vision and mission of the organization
- 4) The core values of the organization
- 5) Weaknesses and strengths of the organization
- 6) The process governing the supply chain
- 7) Infrastructure

After studying and recognizing the above and holding several meetings with senior managers of the organization, we concluded that middle managers and the main body of the organization should receive the necessary training to accept the need for change to achieve the goals and vision of the organization.

Based on our knowledge of the organization, we planned the changes at three levels:

- 1) Improvement
- 2) Growth
- 3) Transformation

Focusing on "improving" the current situation and moving towards "growth" based on the organization's strategy document, we defined new KPIs for senior and middle managers.

What is clear is that the most important KPI is the CEO of the organization, who is in

charge of the executive management of the organization. CEO KPI is defined based on the organization's strategy for 1 year based on the organization's 5-year goal. The CEO's 15 one-year KPI is divided into four quarters, which allow for short-term review and measurement.

Based on the CEO's annual and quarterly KPI, the KPIs of each unit in the supply and value chain were defined with quarterly, monthly, and weekly measurement periods. But what is important is the coordination and integration of KPIs of different units to grow the organization and the possibility of quantitative and qualitative measurement of the supply chain. To define the role and effectiveness of the body of the organization in the process of changing, weekly meetings were established.



CEO KPI is defined based on the organization's strategy

In these meetings, all unit managers give their weekly reports on KPIs in the same format. These weekly meetings are an opportunity for senior managers to evaluate the process of change and movement of the organization towards the defined goals. Finding bottlenecks, weaknesses of each unit, defining operational solutions for weaknesses are the important points of these meetings. It also makes managers aware of other departments' processes and operations as well as gives them a better view. As a result, a big step is taken towards creating interdisciplinary managers. However, another challenge was to convert qualitative activities in some units such as design into quantitative and measurable KPIs. For instance, the design process was

defined from concept and idea to final prototype and the KPI was defined based on time, delivery to the unit of production, and the effectiveness of the supply chain. Accompanying the body of the organization and defining its role in the growth path helps to move the organization smoothly towards the goal. By defining KPIs, the organization's operating layer identifies, and acts based on its most important activities for the growth of the organization.

Change without support and effectiveness of an organization's operations level imposes a heavy cost and, in some cases, causes the organization to collapse.

To read more case studies that have been done by the MAKH business department, [click here](#).



As a result, a big step is taken towards creating interdisciplinary managers

Coming Up Birthdays



Marco Zanuso

Italian designer & architect

14 May 1916

While Zanuso and Sapper pushed boundaries with their innovative industrial design, from his Milan studio Zanuso explored the boundaries of architecture through various novel projects in Italy and around the world, including Argentina, Brazil and South Africa. His "Antropus" chair came out in 1949, followed by the "Lady" chair, which won first prize at the 1951 Milan Triennale.



Walter Gropius

German-American architect

18 May 1883

German-American architect and founder of the Bauhaus School, who, along with Alvar Aalto, Ludwig Mies van der Rohe, Le Corbusier, and Frank Lloyd Wright, is widely regarded as one of the pioneering masters of modernist architecture. He is the founder of the Bauhaus in Weimar (1919). Gropius was also a leading architect of the International Style.

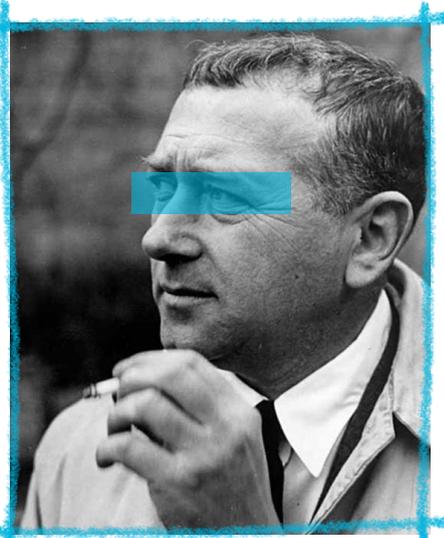


Dieter Rams

German industrial designer

20 May 1932

German industrial designer and retired academic, closely associated with the consumer products company Braun, the furniture company Vitsœ, and the functionalist school of industrial design. His unobtrusive approach and belief in "Less, but better" design generated a timeless quality in his products and have influenced the design of many products, which also secured Rams worldwide recognition and appreciation.



Marcel Breuer

Hungarian architect and furniture designer

21 May 1902

At the Bauhaus he designed the Wassily Chair and the Cesca Chair, which The New York Times have called some of the most important chairs of the 20th century.[1] Breuer extended the sculpture vocabulary he had developed in the carpentry shop at the Bauhaus into a personal architecture that made him one of the world's most popular architects at the peak of 20th-century design. He is regarded as one of the great innovators of modern furniture design and one of the most-influential exponents of the International Style.

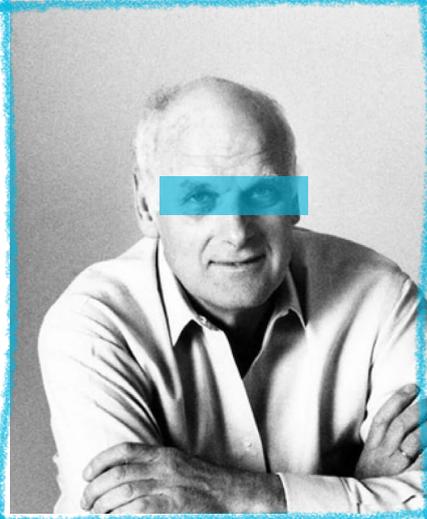


George Nelson

American industrial designer

29 May 1908

While lead designer for the Herman Miller furniture company, Nelson and his design studio, George Nelson Associates, designed 20th-century modernist furniture. He is considered a founder of American modernist design.



Richard Sapper

German industrial designer

30 May 1932

He is considered one of the most important designers of his generation, his products typically featuring a combination of technical innovation, simplicity of form and an element of wit and surprise. He received numerous international design awards, including 11 prestigious Compasso d'Oro awards and the Raymond Loewy Foundation's Lucky Strike award. His products are part of the permanent collections of many museums around the world, with over 15 designs represented at New York's Museum of Modern Art (MoMA), as well as London's Victoria and Albert and Design Museums.

Coming Up Events

NYCxDESIGN Festival

New York city

10-20 May 2022



At NYCxDESIGN, our mission is to support, empower, and grow the city's incredible design sector. Our internationally renowned Annual Design Festival, established in 2013, showcases the immense talent and diversity of the city's designers, makers, and manufacturers, along with cutting-edge design businesses and districts, and world-class cultural and academic design institutions. The Festival attracts +300,000 national and international visitors to the city, generating significant economic activity across the boroughs with hundreds of events about design and innovation, creativity, culture, inclusivity, sustainability, and resiliency. As a non-profit organization, NYCxDESIGN also runs an impactful year-round program increasing diversity, equitable opportunity, and inclusion within the city's design professions. We educate the city's young adults about design and inspire them to become the city's designers of tomorrow. For more information please click on the link below.

<https://festival.nycxdesign.org/>

wow!

World day for cultural diversity for dialogue and development

United Nations
21 May 2022

Great!



Culture and sustainable development

Placing culture at the heart of development policy constitutes an essential investment in the world's future and a pre-condition to successful globalization processes that take into account the principles of cultural diversity.

Development is inseparable from culture. In this regard, the major challenge is to convince political decision-makers and local, national and international social actors to integrating the principles of cultural diversity and the values of cultural pluralism into all public policies, mechanisms and practices, particularly through public/private partnerships.

The aim is, on the one hand, to incorporate culture into all development policies, be they related to education, science, communication, health, environment or cultural tourism and, on the other hand, to support the development of the cultural sector through creative industries. By contributing in this way to poverty alleviation, culture offers important benefits in terms of social cohesion.

Culture is who we are and what shapes our identity. No development can be sustainable without including culture.

✓ Brilliant!

Berlin Design Week

Berlin, Germany
12–22 May 2022



BERLIN DESIGN WEEK
12. - 22.
MAY 2022

Berlin Design Week returns to the German capital with a programme of talks, exhibitions and other creative events over 11 days.

Higher Purpose invites participants to consider how we might reshape our world in order to design a better and more sustainable future in the wake of the coronavirus pandemic.

Various presentations, participatory projects and networking events are held across the city by both national and international designers, as well as brands and cultural and research institutions. While Berlin Design Week covers all aspects of design, the programme places a particular emphasis on experimental, multidisciplinary research-based projects.

Berlin Design Week 2022 takes place from 12 to 22 May 2022 at various locations across Berlin, Germany.

Interior Designers Day

28 May 2022

PRIDE OF THE **PAST** AN INCENTIVE FOR THE
FUTURE



We are excited to launch the annual IFI world-community project—International Federation of Interior Architects/Designers World Interiors Day (IFI WID) 2022. It's time to take stock and to revel in our profession's purpose and efforts to fill spaces with beauty and meaning.

Participate in IFI WID 2022 in whichever way is meaningful to you. Express and share your creativity. It could be simply to showcase your work, build a larger design-aware community, talk to your local government for their understanding of the relevance of Interior Architecture/Design. Or to deepen education, advocate for a cause, network, or celebrate the impact of our built environment on all human action and behavior.

IFI invites you to explore **"Pride of the Past, An Incentive for the Future"** and to share with your colleagues and the world what this means to you as a design advocate and enthusiast for your unique context and community.



📍 Tehran, Vancouver, Bochum

www.makhdesign.com
info@makhdesign.com

