



MAKH
Letter

MAKH is a path to solving issues
based on Design Thinking

Content

What's New on MAKH Blog?

The Future State of Change Management with Design Thinking _____ 2

MAKH Business

Defining Brand Identity in Furniture _____ 5

Coming Up Birthdays

_____ 8

Coming Up Events

International Co-operative Day _____ 11

Festival of Place 2022 _____ 12

Nomad _____ 13

Design Festival North _____ 14

Quotes of the Month



“Failure is an option here. If things are not failing, you are not innovating enough.”

Elon Musk



“It’s your inner truth. If you’re doing your best work and you think it’s work that helps other people, who can tear you down?”

Brit Morin, American entrepreneur

What's New On MAKH Blog?

The Future State of Change Management with Design Thinking

By: BehNaz Gholami



The [previous issue](#), I introduced Design Thinking as the mindset shift needed to successfully guide organizations through the changes caused by the wicked problems they face. This number, we look at where we need to be and, at a high level, how design thinking can get us there.

Where We Need to Be

I talked about our current state and our main challenges as change practitioners. For so long, we tried hard to educate people around us about what we are doing. We are assigned to the so-called "change projects" late, and we are expected to do our job correctly as if we have a magic wand!

Now, after all these struggles, there are some

methods that we all put together, which might not act as a magic wand, but at least help us do the job. However, we still have the very challenge of low engagement and sponsor buy-in. Something should fill this gap! Apparently, something is missing here.

It is worth mentioning again that Design Thinking is a problem-solving approach. It helps us address wicked problems. Previously, I talked about what a wicked problem is. If you believe your change problem is a tame one, then Design Thinking is not a proper problem-solving approach. However, if you think your change problem is complex and wicked, here is how it can help you.

We need to adopt the mindset of a Design Thinker:

- ✓ Have a beginner's mind
- ✓ Learn from failure
- ✓ Make the idea real
- ✓ Create confidence
- ✓ Be Empathetic
- ✓ Embrace ambiguity
- ✓ Be optimistic
- ✓ Be comfortable with many iterations

To see how this mindset will help us as change practitioners, let me first briefly explain the role of Design Thinking in different change phases:

Scoping and Preparing for Change (Change Strategy)

Design Thinking is suitable for complex changes.

Complex changes with a wicked nature often have many aspects and many roles involved. In

many cases, we do not precisely know what the problem is, and we may end up answering the wrong question. This often happens because historical data and current knowledge are insufficient for change assessments such as readiness, impact, risk, resistance assessments, etc.

Design Thinking is an empathetic process.

You will empathize with leaders and decision-makers and those impacted by the change whose needs and wants are dynamic. If you can find the answer to the magic question of "what's in it for me?" for all stakeholders, you can engage the influencers and those impacted right from the beginning.

Great Point



Design Thinking is suitable for complex changes.

Defining and Implementing the Change Plans and Tactics

Design Thinking does not take the definition of the problem for granted.

We tend to assume the problem is the same for everyone, impacted employees, sponsors, and stakeholders. Each group defines the problem according to its agenda and needs. Design Thinking helps us determine the right problem and define the problem correctly, enabling us to craft and design our change plans, KPIs, and measurements accurately.

Design Thinking focuses on anticipation for success.

Brainstorming sessions and any solution development process are famous for failure because we don't brainstorm solutions for the correct problems. That's why many solutions remain on sticky notes as ideas and do not see action at all! Design Thinking helps us put our ideas and solutions into actions and tactics.

Sustaining the Change

Design Thinking saves time and money by avoiding large-scale change failures.

Empathizing, defining problems and ideating solutions are just speculations unless we roll out our plans to a small group of stakeholders and test if they work. In Design Thinking, we validate our assumptions before we fully implement them.

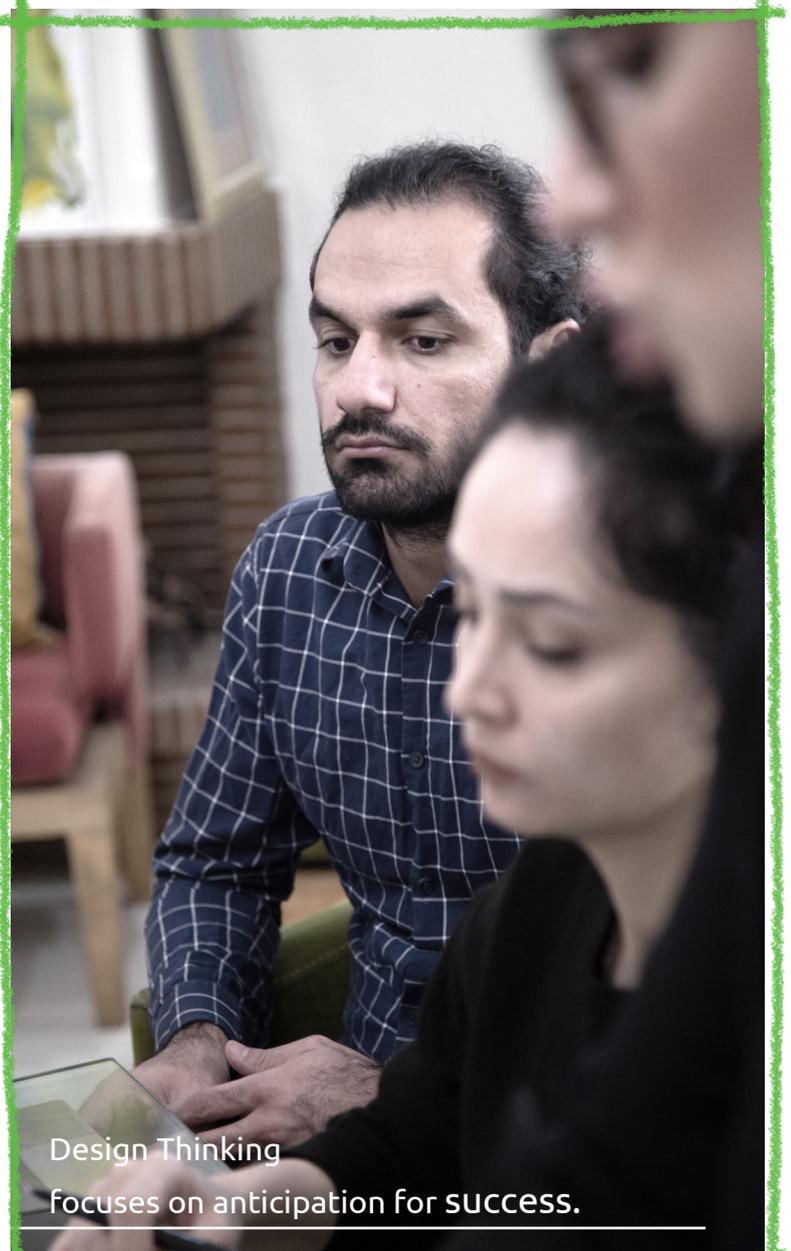
Design Thinking helps avoid change fatigue.

People have time to adapt and thrive one step at a time. One of the fundamental elements of Design Thinking is celebrating small wins. By rolling out small action plans and celebrating small victories, we can be resilient and agile as we respond to the pace of change and keep people energized for the following small action

plans.

In a nutshell, Design Thinking is a process of co-creating all the change practices with the stakeholders and sponsors. When you co-create, everyone has a sense of belonging, and no one feels left out, so they can better accept the pains of change. That's what we are all longing for! That's what I call engagement.

Do you see why we need a new lens to look at our problem as a change practitioner? Do you see how our main pain points mentioned above will be addressed? Do you see why Design Thinking is not another methodology but a fresh perspective and mindset? I lightly touched on what Design Thinking is when explaining its 'why.' Stay tuned for the following articles for a deeper dive into the why and what of Design Thinking, its implications, and how it can help us achieve the results we need.



Design Thinking focuses on anticipation for success.

MAKH Business

Defining Brand Identity in Furniture

Case Study



Each brand is based on the thinking, feeling, needs, and thoughts of its founder. What makes a brand personality is the attitude of its founder. Brands that are competing with each other in the same industry each have their own personality and essence.

Like their founder.

Accordingly, the audience has different perceptions and knowledge of each brand.

Certainly in this section, we do not talk about brands that have not yet been able to have an established identity and present it to the audience.

But what parameters in the definition of brand personality and thought should be considered?

What brand points are important to the audience?

How can the wishes and vision of the founder be implemented within the brand?

What are the ways and connections to send the brand character to the market?

Cognition process

Based on the design thinking process, in the Martfar Design brand project, we first had to get a complete and in-depth knowledge of the company.

Based on the subject of collaboration, the area we needed to identify was clarified. We focused on the points that defined the brand framework, personality, and thinking.

The first meetings were held with Marjan Ahrabifard, the founder of Martfar.

Then we held meetings with the board of directors and middle managers of the company.

Understanding Marjan Ahrabifard's personal concerns, attitude, and purpose helped the MAKH team better understand why the brand was created.



The importance of design

We realized that the founder of the brand, according to previous knowledge and understanding, is interested in the presence of design thinking and its effectiveness in the company's strategy and branding.

In fact, we realized that design is his main concern in the creation and development of the furniture industry.

Based on this concern, he created the Martfar brand.

The development of design in the furniture community and finally among the end consumer, with the unique taste and design and aesthetics of Mrs. Ahrabifard as the main attitude was palpable.

Therefore, in order to move in the direction of this attitude and concern, the knowledge of MAKH's team had to be deeper than the whole Martfar team.

We then held meetings at the level of middle

managers and experts. We identified all the strengths and weaknesses of the company.

Brand Identity

Based on the needs of the client and the research of the MAKH team, we were faced with a problem in the field of the brand.

The presence of design in brand thinking and strategy should have been felt.

This is the beginning of a multifaceted and deep project for Martfar.

But the prevailing idea in the mind of Marjan Ahrabifard and its transfer to the outside world played an important role in defining the Martfar brand.

Therefore, in our conversations, we had to form the identity of the Martfar brand based on the thought of the founder.

We saw the brand as an alive creature that tries to create an authentic and unique relationship with others.



we realized that design is his main concern in the creation and development of the furniture industry

Structure

The conversations took place in the structure of brand identity.

A structure that reflects the Martfar thinking for the audience.

Both the audience and the human resources within the organization can easily recognize Martfar by studying them.

We identified titles and defined the structure based on them.

The first topic we discussed with Mrs. Ahrabifard was the "purpose" of the organization.

What is the purpose of creating and launching a brand that you are eager to grow and develop your brand?

We used the "5 whys" method that we usually use in the second stage of the design thinking process to get to the root of the question.

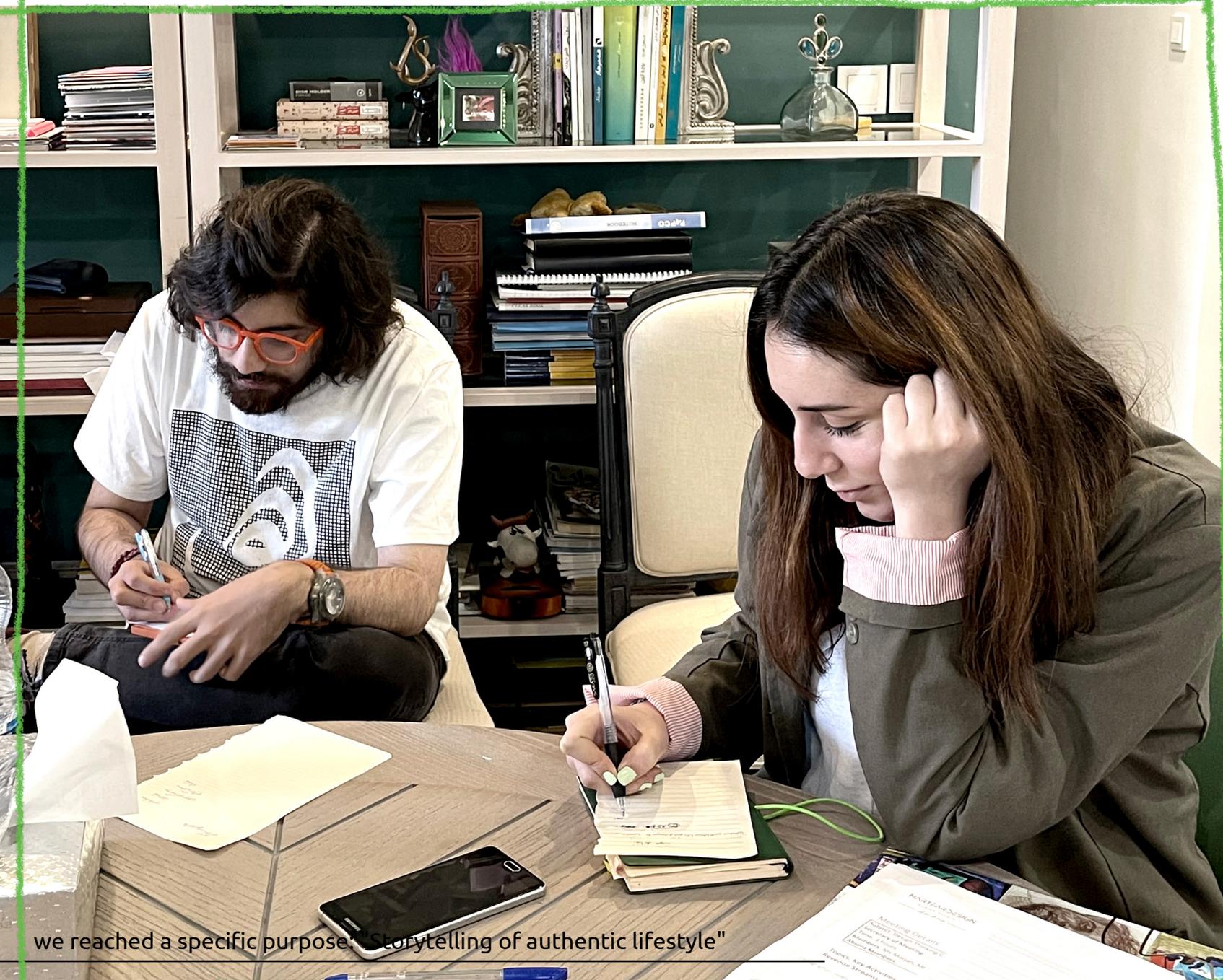
Finally, after talking with the management team and the CEO, we reached a specific purpose:

"Storytelling of authentic lifestyle"

Mission and purpose for which Martfar has been created.

A narrative with the language of design in the world of furniture and accessories.

We will carry out other parts in the structure defined for the Martfar brand. A structure that expresses the essence and thought to the audience.



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Coming Up Birthdays



Marcel Wanders

Dutch designer

2 July 1963

Many of Marcel Wanders' designs have been selected for design collections and exhibitions and feature in magazines. In 2000 he opened his studio in Amsterdam, gaining attention in 1996 with his Knotted Chair, which paired high tech materials with 'low tech' production methods. In 2001 Wanders co-founded the design label Moooi, of which he is co-owner and art director.

The New York Times dubbed Wanders as the "Lady Gaga of Design" in 2011 for being unconventional, creative and full of energy. Many of his designs humanism and historical influences with innovative materials.



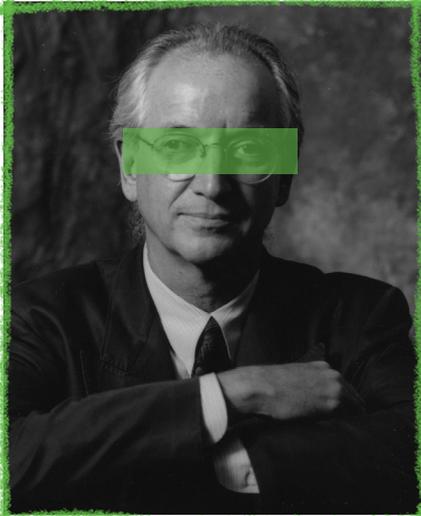
Philip Johnson

American architect

8 July 1906

In 1941, Johnson designed and built his first building, a house at 9 Ash Street in Cambridge, Massachusetts. The house, strongly influenced by Mies van der Rohe, has a wall around the lot which merges with the structure. In 1980, Johnson and Burgee completed a cathedral in a dramatic new style: the Crystal Cathedral in Garden Grove, California, is a soaring glass megachurch originally built for the Reverend Robert H. Schuller.

The Gate of Europe in Madrid (1996 - 1989) was originally a collaboration with Burgee, and one of his rare works in Europe.



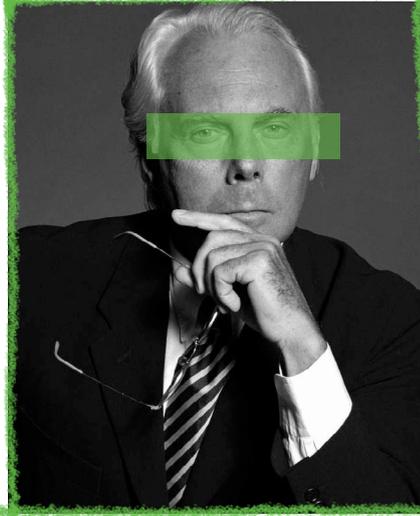
Michael Graves

American architect & designer

9 July 1934

Graves began his career in 1962 as a professor of architecture at Princeton University, where he taught for nearly four decades (and later helped to establish the Michael Graves College at Kean University), and established his own architectural firm in 1964 at Princeton, New Jersey. Graves spent much of the late 1960s and early 1970s designing modernist residences. Notable examples include the Hanselman House (1967) and the Snyderman House (1972, destroyed by fire in 2002) in Fort Wayne, Indiana.

Graves also became one of the New York Five, along with Peter Eisenman, Charles Gwathmey, John Hejduk and Richard Meier.



Giorgio Armani

Italian fashion designer

11 July 1934

In 1979, after founding the Giorgio Armani Corporation, Armani began producing for the United States and introduced the Main line for men and women. The label became one of the leading names in international fashion with the introduction of several new product lines, including G. A. Le Collezioni, Giorgio Armani Underwear and Swimwear, and Giorgio Armani Accessories.

As of 2009, Armani has a retail network of 60 Giorgio Armani boutiques, 11 Collezioni, 122 Emporio Armani, 94 A/X Armani Exchange, 1 Giorgio Armani Accessori, and 13 Armani Junior stores spread over 37 countries. He has an annual turnover of 1.6\$ billion and a personal fortune of 8.1\$ billion as of 2017.



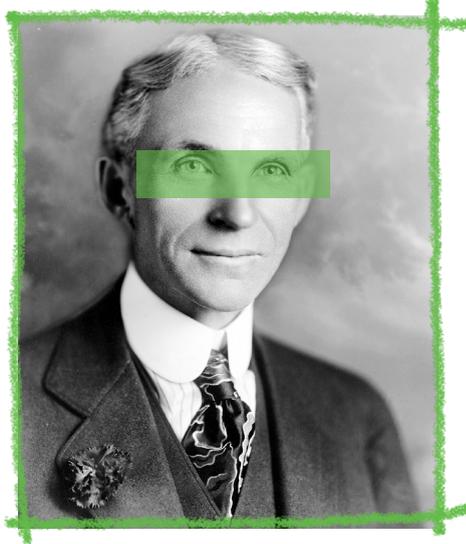
Marcel Duchamp

French painter

28 July 1887

Duchamp is commonly regarded, along with Pablo Picasso and Henri Matisse, as one of the three artists who helped to define the revolutionary developments in the plastic arts in the opening decades of the 20th century, responsible for significant developments in painting and sculpture.

In 1942, for the First Papers of Surrealism show in New York, surrealists called on Duchamp to design the exhibition. He created an installation, His Twine, commonly known as the 'mile of string', it was a three-dimensional web of string throughout the rooms of the space, in some cases making it almost impossible to see the works.



Henry Ford

American industrialist

30 July 1863

By creating the first automobile that middle-class Americans could afford, he converted the automobile from an expensive luxury into an accessible conveyance that profoundly impacted the landscape of the 20th century. Ford had a global vision, with consumerism as the key to peace. His intense commitment to systematically lowering costs resulted in many technical and business innovations, including a franchise system that put dealerships throughout North America and major cities on six continents.

Coming Up Events

International Co-operative Day

2 July 2022
Worldwide



On July 2, cooperatives all around the world will celebrate the 100th International Day of Cooperatives (#CoopsDay). A decade on from the UN International Year of Cooperatives, which showcased the unique contribution of cooperatives to making the world a better place, this year's #CoopsDay slogan --"**Cooperatives Build a Better World**"-- echoes the theme of the International Year.

The ICA invites cooperators everywhere to spread the word about how our **human-centred business model**, inspired by the cooperative values of self-help, self-responsibility, democracy, equality, equity, and solidarity and the ethical values of honesty, openness, social responsibility and caring for others, is **building a better world**.

For more information please click on the link below.

<https://www.ica.coop/en/newsroom/news/cooperatives-build-better-world-2022-international-day-cooperatives-announced>

Festival of Place

6 July 2022
London



Festival of Place brings together professionals working in the built environment to discuss the future of place-making.

The one-day annual summit brings together a community of developers, local authorities, academics, architects, landscape designers, impact investors, community groups, and collaborators. The 2022 in-person festival is taking place on 6 July at BOXPARK Wembley, Wembley Park, Wembley HA0 9JT.

For more information please click on the link below.

<https://www.festivalofplace.co.uk/>

Nomad

6-10 July 2022
Capri



Located on the Italian island of Capri, Nomad hosts the 10th edition of its travelling showcase of collectible design and contemporary art.

The show exhibits and presents a curated selection of design and art from new and returning galleries and showrooms. This year, it is presented at a historic 14th-century monastery on Capri. Galleries that have previously exhibited work at Nomad include London's Gallery Fumi and Milan's Nilufar Gallery. Past editions of the fair have been hosted in France, Switzerland, Italy and Monaco. "Nomad responds to a steadily growing interest in collectible design and contemporary art among collectors and cultural institutions," said the fair.

For more information please click on the link below.

<https://www.nomad-circle.com/destinations>

Design Festival North

12-14 July 2022
Manchester



Design Festival North is a creative networking and social event that takes place over three days at various showrooms in Manchester.

Presented in a series of events spread across Manchester showrooms as well as a 'Design Hub' created exclusively for the festival, the three-day programme exhibits the work of leading brands from across the north of England.

Curated events included in Design Festival North include product showcases – some of which are exclusive launches – as well as other activities such as a virtual reality experience and a Lego Building Competition.

The festival also presents a programme about workplace wellness, with free neck and head massages on offer, and an additional presentation by health and wellness specialist Maria Mander. Information on the most up-to-date colour, wood, lighting, tile and paint trends will be available for visitors, as well as plenty of discussion about sustainability and technology in the design industry.

For more information please click on the link below.

<https://www.designsocialnorth.co.uk/>



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