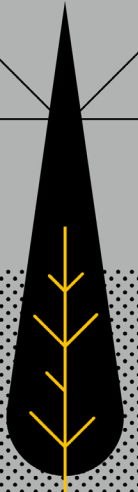
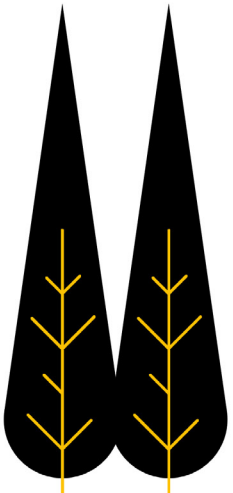




# MAKH Letter

MAKH is a path to solving issues  
based on BUSIGN

MAKHLetter | No.14 | May 2023



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## Quotes of the Month



"The biggest risk is not taking any risk. In a world that is changing quickly, the only strategy that is guaranteed to fail is not taking risks."

*Mark Zuckerberg*  
Founder of Facebook



"Design is a constant challenge to balance comfort with luxe, the practical with the desirable."

*Donna Karan*  
Founder of Donna Karan New York and DKNY clothing labels.

# What's New On MAKH Blog?

## BUSIGN

### Navigating the Challenges of Business+Design Collaboration

By: Majid Ahmadi Khoshbakht



When discussing the intricacies of a bilateral working agreement, it is crucial to explore the issues from the perspectives of both designers and clients. Collaboration between the worlds of business and design, while mutually beneficial, often presents challenges that require empathy and cooperation from both parties. In this article, we explore the intrinsic relationship between designers and the business world, shedding light on the challenges they face and highlighting the key to a successful collaboration.

**Designer-businessman collaborations, despite their challenges, have immense potential for growth and success.**

By empathetically addressing concerns, establishing effective communication channels, and nurturing a win-win mindset, designers and clients can forge stronger partnerships. Join us in this article as we seek to answer essential questions and propose strategies to overcome obstacles in designer-businessman collaborations.

- ① What are the most important reasons for the non-cooperation of designers with employers?
- ② How to define a correct and stable bond for this type of cooperation?
- ③ How to establish a win-win relationship?
- ④ Is it possible to define an advantage of this cooperation that ignores its challenges?



## Design

Within the realm of design, passionate designers strive to create meaningful contributions that positively impact society and individuals' lives. Their goal is to offer services and products that enhance the quality of life, providing innovative solutions to everyday challenges. However, realizing this vision necessitates the implementation and delivery of their ideas through the collaborative efforts of industry and business partners.

Designers understand that their ideas and thoughts must be effectively implemented and shared with the public through industry or business intermediaries. It is through this collective effort that their concepts can truly come to life and make a meaningful impact on people's lives. Consequently, designers are faced with the challenge of engaging with business owners, presenting their ideas, and transforming them into tangible products or services. Sadly,

many ideas never see the light of day, falling victim to the fear and concerns that plague designers. However, the key to overcoming these hurdles lies in presenting well-crafted plans to businesses, securing their investment and support for production.

Let's see what are the main reasons why an idea is not accepted by business owners. Or that the designer cannot present his idea as a proposal? They may consider themselves the sole proprietors of their designs, resistant to external input. While this inclination can be partially justified, the reality is that commercializing an idea often requires adaptation to align with market demands and industry mechanisms. The original concept must undergo changes to ensure successful implementation.

In their quest to persuade clients, designers commonly make a crucial mistake: Defending their designs solely with design literature and principles, oblivious to the need



*Designer-businessman collaborations, despite their challenges, have immense potential for growth and success.*

for industrialization.

Presenting plans adorned with design jargon and unfamiliar illustrations can be off-putting to employers. It is crucial to acknowledge that the industry operates within its own language, focusing on production, finances, and the precise determination of costs and returns. Many designers are unfamiliar with this business-oriented discourse.

To effectively convey a compelling idea, <sup>Good point</sup> designers must articulate it in the language of business. An idea's true potential lies in its ability to be understood within the context of the supply chain and its impact on the market. Designers must accept that, for their concepts to flourish and evolve, adjustments are necessary to align with societal needs and market dynamics. At this point, the designer is trying to convince the client to produce the idea with design literature. There are two common mistakes that most designers make:

Defense of the design with design literature in line with its industrialization!

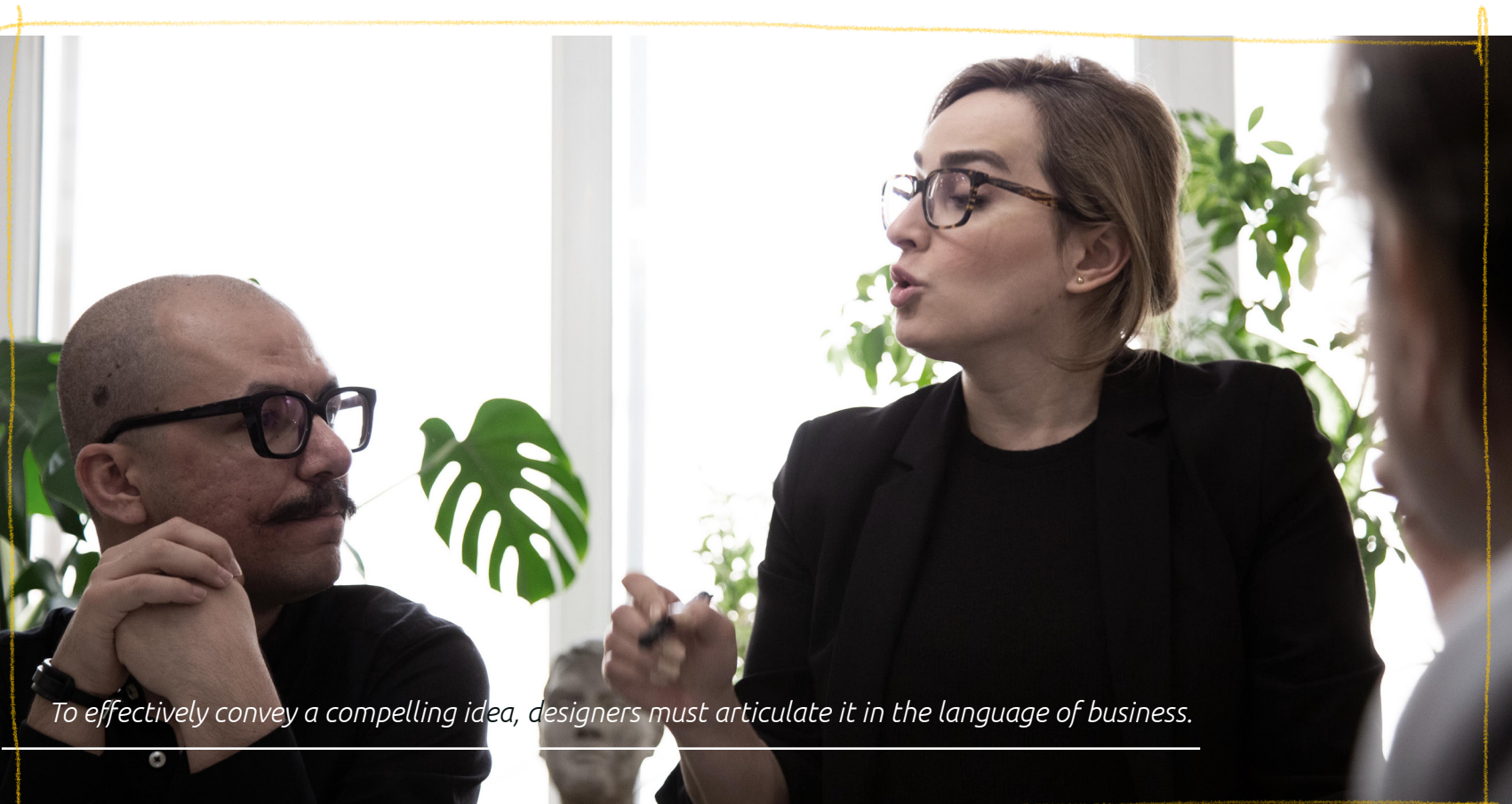
Presenting the idea with design literature and illustrations that are unfamiliar to employers.

It must be accepted that the industry has its own special language as production and financial ones in which cost and income are specified. Literature that many designers are unfamiliar with.

In fact, a good idea should be explained to the other party with business literature and graph. An idea whose effect has been seen in the supply chain and its implementation in the market.

**The designer should accept that in order for the thought he created to grow and develop, he should make changes in it according to society and the market.**

Changes that express their values and advantages with the language of business, not with the language of design.



*To effectively convey a compelling idea, designers must articulate it in the language of business.*



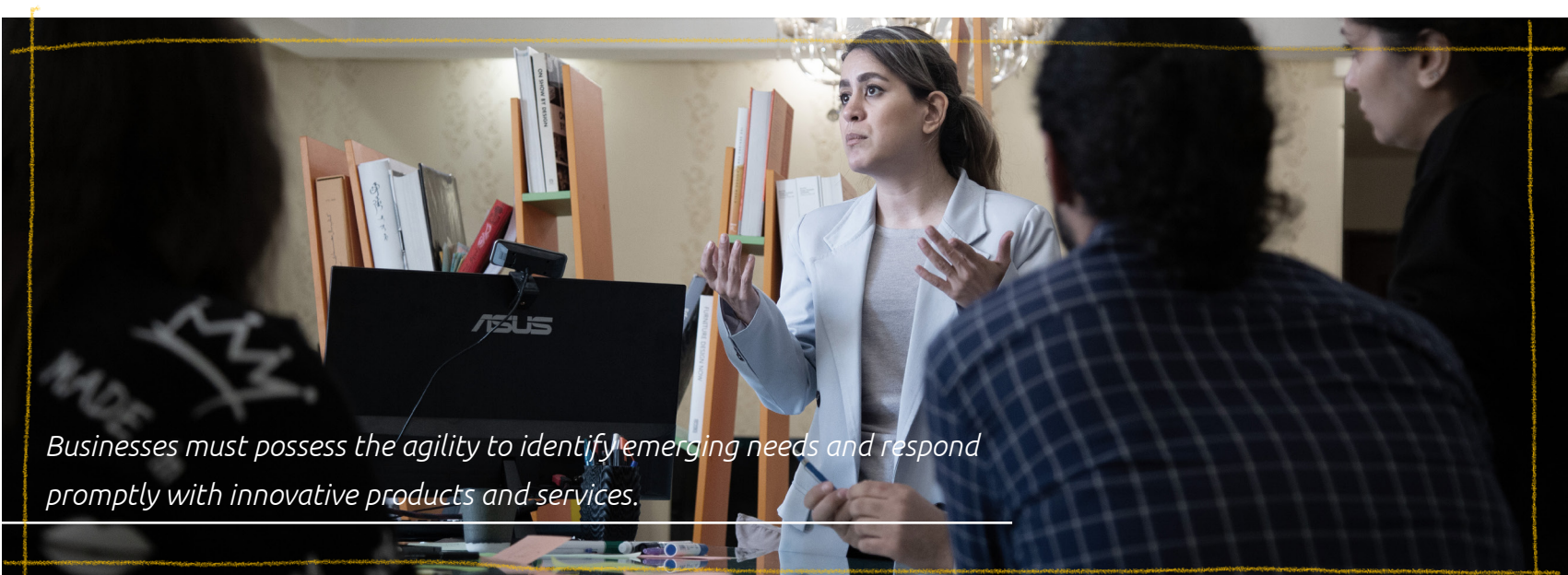
## Business

In today's fiercely competitive business landscape, companies strive for sustainable growth and development within their strategies. The initial step involves designing a robust business model that can adapt, evolve, and effectively compete with both domestic and international brands over time. To achieve continued progress, business owners must continuously introduce fresh competitive advantages to the market, enabling them to capture a larger audience. With rapid technological advancements and shifting consumer lifestyles, businesses must possess the agility to identify emerging needs and respond promptly with innovative products and services. Businesses undoubtedly rely on the ingenuity of creative minds and the generation of novel ideas to provide innovative solutions to the market. These solutions serve as their stronghold, ensuring they remain competitive amidst fierce rivalries. Each brand operates within its unique framework, anchored by a vision, mission, and strategic goals. Ideas play a pivotal role in shaping their development trajectory, allowing businesses to align their progress with their strategic objectives. However, challenges arise when the pace of market growth surpasses that of the business itself, hindering the acceptance of ideas that resonate with evolving consumer

demands. To succeed in a competitive market, businesses must embrace new ideas that address societal needs, discard preconceived notions, and overcome the fear of taking calculated risks to propel progress. Furthermore, fostering flexibility and openness within the organizational culture enables businesses to adapt and adopt new perspectives. *Really work!*

**Effective business leaders prioritize ideas based on a comprehensive understanding of market dynamics, selecting those that offer lower risks and higher returns on investment.**

Carefully curated ideas, driven by market insights and customer needs, provide a fresh and enriching experience. However, many brands encounter challenges due to a lack of a well-defined brand image and a clear strategic framework. Without a defined brand identity and a cohesive strategy, designers struggle to provide solutions that align with the brand's identity. Managers who solely rely on established frameworks and past experiences find it challenging to address market needs and anticipate future trends. It is imperative to develop a comprehensive strategy document that encompasses the brand book and design guidelines, enabling designers to deliver efficient and effective solutions.



*Businesses must possess the agility to identify emerging needs and respond promptly with innovative products and services.*

Achieving sustainable growth and development in today's competitive business world requires a commitment to innovation and strategic thinking. By cultivating an environment that fosters creativity and embracing new ideas, businesses can successfully adapt to evolving market dynamics. Strategic prioritization, driven by market insights, empowers companies to select ideas that offer optimal risk-reward ratios. Clear brand identity and strategic frameworks provide designers with a solid foundation for delivering tailored solutions that align with the brand's vision. With a forward-thinking mindset and a commitment to continuous improvement, businesses can navigate the challenges of today's market and position themselves for long-term success.

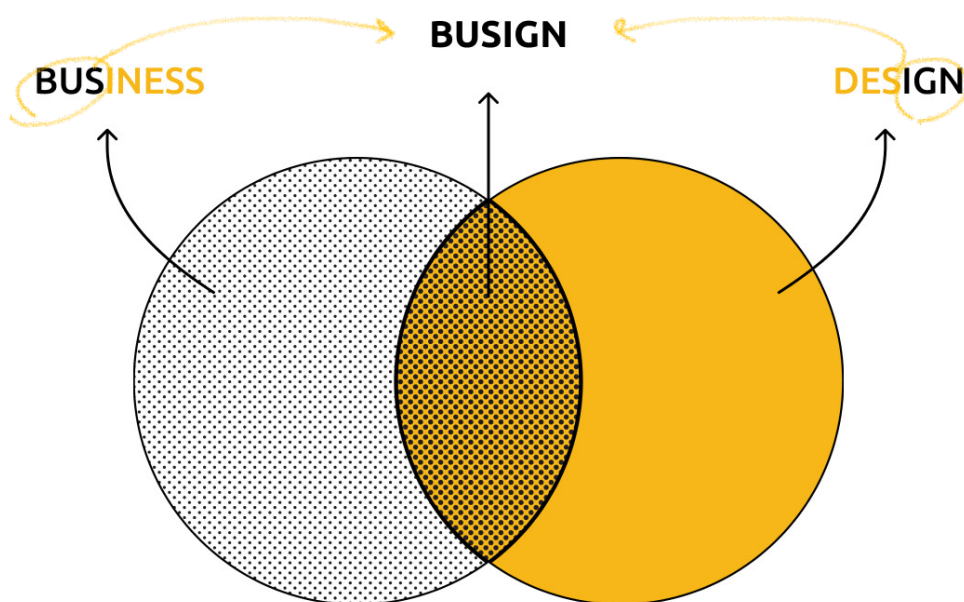
## BUSIGN

*Business + Design!*

BUSIGN, a portmanteau of "business" and "design," represents a transformative approach that leverages the strengths of both disciplines to foster cooperation and create synergy. It involves developing a deep understanding of each other's expertise and perspectives to

reach a common ground. By embracing BUSIGN, businesses, and designers can bridge the gap between their worlds, protect mutual interests, and unlock the potential for growth and innovation. A key element in fostering successful cooperation is developing a comprehensive understanding of each other's domains. By actively listening and empathizing, parties can overcome differences and find common ground for effective dialogue and collaboration. BUSIGN recognizes the importance of appreciating both business and design perspectives, creating an environment where the interests of both parties are valued. This mutual understanding paves the way for effective interactions and the synthesis of ideas that can drive profitability and growth.

**A BUSIGNER, a practitioner of BUSIGN, is equipped with a deep understanding of design principles, ideation methods, customer needs, and the intricacies of business development.**



*The overlap of business and design*

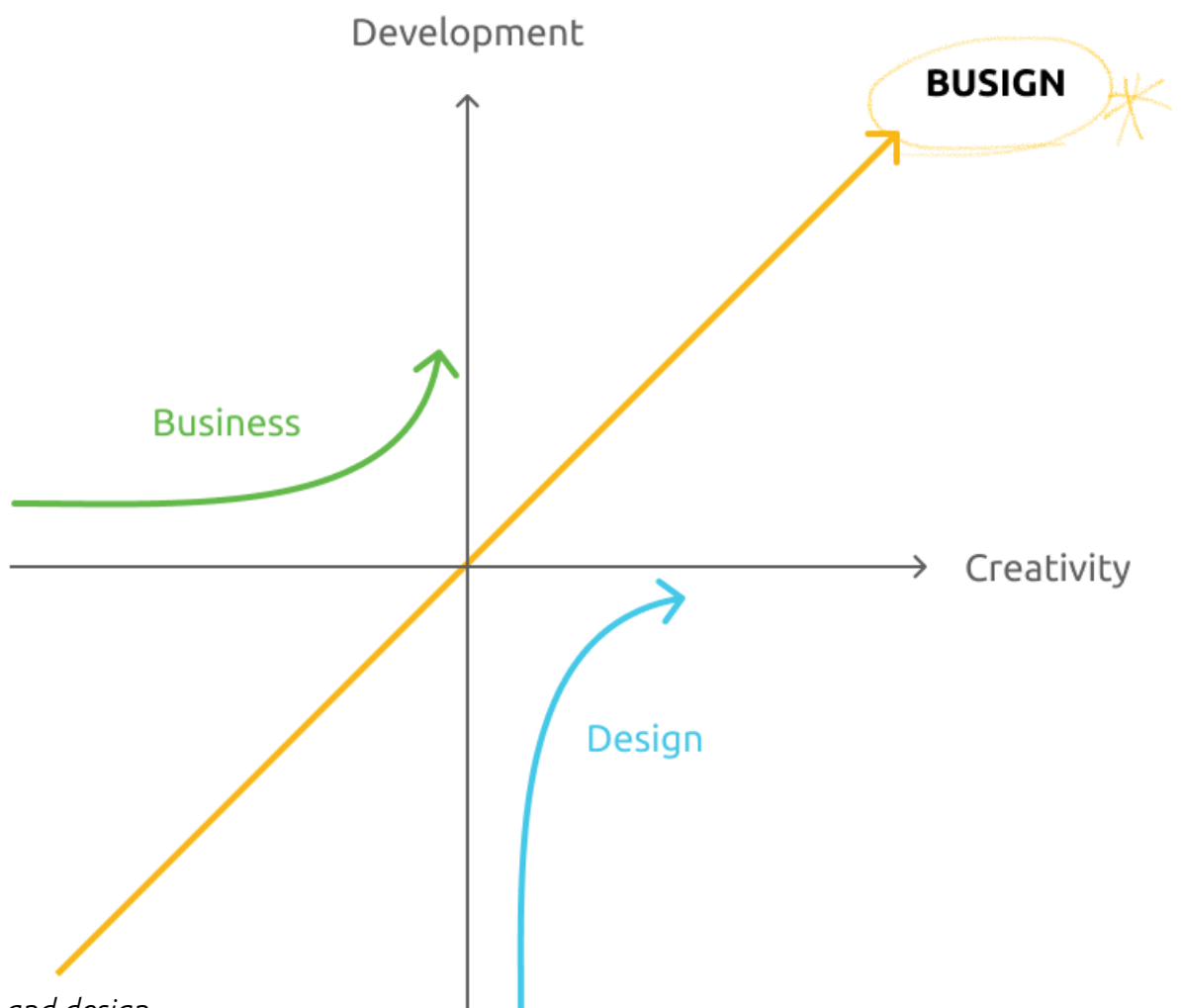
They act as a bridge between the worlds of business and design, recognizing the beauty and efficiency of a product alongside its profitability. Drawing insights from strategy documents, brand identity, and market needs, BUSIGNERS strives to create novel experiences for the target audience, resulting in financial success for the company. They navigate the complexities of the market, identifying competitive advantages and infusing ideas that fuel business growth.

In an era marked by rapid industry growth and technological advancements, BUSIGN becomes invaluable for both designers and business managers. By integrating business and design knowledge, BUSIGNERS help overcome obstacles that hinder the commercialization of new ideas. They understand the dynamics of the market and possess the expertise to develop ideas that resonate with customers, generating faster returns on investment. With BUSIGN, businesses can embrace innovation, adapt to evolving

consumer demands, and seize new opportunities for success.

BUSIGN represents a powerful approach that unites the worlds of business and design, fostering cooperation and synergy. By understanding each other's expertise and perspectives, designers and business managers can collaborate effectively, driving innovation and profitability. BUSIGNERS play a crucial role as bridge builders, infusing ideas that align with market needs and enhance the brand's identity. As industries continue to evolve and new businesses emerge, embracing BUSIGN, becomes increasingly vital for sustainable growth and competitive advantage.

**By harnessing the potential of BUSIGN, businesses can navigate the ever-changing landscape and unlock new possibilities for success.**



*The synergy of business and design*



# MAKH Business

## Right Persona, Right Experience

Case Study



### The Challenge

Finding the right customer persona for discovering their needs, wants, and wishes.

### The Outcome

Classifying personas based on real customer segments. Moreover, selecting the touch point of the customer with the brand in clear journey map.

Brands try to offer the best product to their customers based on market demand and their own capabilities; a product that is tailored to the

customer's needs and designed to meet their requirements. Therefore, in order to provide the best services and products, it is necessary to have a proper understanding of the customer and the consumer. Each brand responds to its audience based on its capabilities and target group specifications. The brand's customer group defines the level, type of service, and proposed value. Therefore, accurate and realistic customer recognition helps these products to be offered based on the real problems and demands of the customer group.

*Finding the right customer persona for discovering their needs, wants, and wishes.*

## Brand Request

Focusing on a specific part of the market (not all of it) and giving importance to its needs and desires is essential to provide suitable answers and solutions for that segment. Belsino's request as a bedroom furniture manufacturer was clear: complete and accurate recognition of its target audience in the market. The goal was to identify customers' desires, needs, and wishes to create a new experience for them and present it as a new proposed value to the market. We first had to define the brand's personas, which was somewhat complicated. In this project, we essentially faced a wide variety of personas, from a one-day-old child to an elderly couple, and we had to investigate all generations.

## Problem Space

Our first challenge was to determine and identify the important criteria for persona segmentation. Based on multiple sessions held

with the marketing and sales team of the Belsino collection, a specific topic was identified, which was the differentiation between consumers and buyers in persona segmentation. There are products that have different buyers and consumers. The brand's child bed is one example. Another topic that helped define personas was age-related conditions, which gave us a more precise segmentation.

Our next challenge was how to define age ranges for our personas. Extensive research was conducted on the cognitive and physical growth of children, and developmental milestones were identified. The points at which changing or upgrading a child's bedroom furniture had an impact were determined, and based on these, age ranges for children and adolescents were defined for our personas. For the generations after the young generation, the items that influenced persona segmentation were their lifestyle and preferences.



*The goal was to identify customers' desires, needs, and wishes*



Another factor in persona categorization was gender. People's needs and experiences when buying and using a product varied based on gender. The experience of using bedroom furniture for a teenage girl versus a boy was different. The purchasing history of brand buyers in the organization's CRM was highly influential as a filter and ultimate guide in persona segmentation. The purchasing history of buyers in the past five years was of great help in the final segmentation.

## Solution

What somewhat set this project apart from others was the inclusion of all Alpha, Z, X, Y, and Baby Boomer generations in the persona groups. Based on the challenges and classifications mentioned, we arrived at 11 consumer and buyer personas for all generations, which was a rare and remarkable coincidence in terms of persona numbers.

Examining the customer journey and experiences that can occur from the moment they hear the brand name and creating awareness for them until they use the product helped us identify different touchpoints.

All points of contact with the supply chain and value chain were defined for all personas. We know that the shopping experience of a pregnant mother for an unborn child is very different from that of buying for a teenage boy or girl. We define the needs, desires, and wishes of our personas based on the purchasing experience in a real journey.

**In each touchpoint, we analyzed the customer's experience of interacting with the brand and defined it as bad to excellent based on the brand's capabilities and history.**

## Conclusion

We have 11 personas with specific characteristics and attributes, and based on this segmentation, we know what behavior the brand should have to provide a pleasant experience with them.

Certainly, in the stage of empathy and deep interviews with real customers, and returning to the profile and persona, we would make their needs and desires more realistic.

Now the brand knows what experience to provide to the personas, where, for whom, in what way, and at what time to create a pleasurable experience for them.

This experience can range from a proper welcome in the store to offering a creatively convincing product in line with enjoying the bedroom space and beyond.

For visiting our client website please click on the link. [belsino.co](https://belsino.co)

# MAKH Academy

## Culture and Design

### Fostering Creativity and Innovation

Client

MARTFARDESIGN

DESIGN STUDIO

مرت فر دیزاین

Setting the main values of the brand is more of an internal function. As human beings, we are governed by a set of core values that guide our work and our interactions with one another.

It is important to understand design as a value and a culture that extends across all supply chain units. Therefore, all units working on the product creation process must have a clear understanding of design as a value.



*As a collective culture, design is a part of everyone's daily lives*



The design unit is not the only one who creates value, and different individuals can contribute to this creation as well. This is how design is no longer just a product, but a culture.

**As a collective culture, design is a part of everyone's daily lives.**

A designed product represents the collective culture and efforts of all departments in a company that have long embraced a value called design.

**The designed product is the result of an organization's "design culture".**

In fact, an organization's identity and inner thought is manifested in their final product. Realizing the importance of design in fostering

strong organizational cultures, MAKH Academy has organized a specialized course focused on design. The course was titled "Defining Organization Core Values" with the Martfardesign studio. This course brought together managers and experts from different fields to define and review the main values of the organization. It also emphasized the importance and place of design in their operations. When organizations prioritize design as a fundamental value, it nurtures a culture that encourages creativity, innovation, and a profound comprehension of user needs. Consequently, this positively influences the quality and effectiveness of their products and services, making them more competitive in the market.



*MAKH Academy has organized a specialized course focused on design*



# Coming Up Birthdays



## Norman Foster

British architect and designer

June 1935 ,1

He gained fame in the early 1970s as the architect of the Willis Faber and Dumas headquarters , in Ipswich, England—an eco-friendly, open-plan building that was radical for its time. He has since built more than 250 works, from the Swiss Re (Gherkin) tower in London to the Beijing Airport ; won many of the world's top architectural prizes; and been appointed a British knight and life peer. The founder and chairman of Foster + Partners, he oversees 15 offices with 1,000 employees working on projects in 40 countries.



## Frank Lloyd Wright

American architect, interior designer

June 1867 ,8

He is considered one of the most prominent and influential architects of the 20th century. He is known for his groundbreaking approach to architecture, characterized by organic integration of buildings with their natural surroundings, open floor plans, and use of innovative construction techniques. Wright's distinctive style, known as "organic architecture," emphasized harmony between human habitation and the environment.



## Charles Eames

American architect and designer

June 1907 ,17

He is widely known for his significant contributions to modern furniture design. Alongside his wife, Ray Eames, he is particularly recognized for their iconic furniture pieces, such as the Eames Lounge Chair and Ottoman. Charles Eames is celebrated for his innovative use of materials, ergonomic designs, and blending of function and aesthetics. His work has had a profound impact on the fields of industrial design and architecture, and his designs continue to be highly regarded and influential to this day.



## Gerrit Rietveld

Dutch architect and furniture designer

June 1888 ,24

He played a significant role in the development of modern architecture and design. He was born on June 1888 ,24, in Utrecht, Netherlands, and passed away on June 1964 ,25. Rietveld is best known for his iconic Red and Blue Chair, which became a symbol of the De Stijl movement. He was a prominent member of the De Stijl art movement, which sought to create a new visual language based on geometric abstraction and simplicity. Rietveld's designs often incorporated bold colors, clean lines, and an emphasis on functionality. His work had a profound influence on modern design and continues to be celebrated for its innovative and timeless aesthetic.

# Coming Up Events

## London Design Biennale 2023

1 to 25 June 2023  
Somerset House

**LONDON  
DESIGN  
BIENNALE  
2023**

The London Design Biennale is a prestigious global event that takes place in London, United Kingdom. It brings together designers, artists, architects, and innovators from around the world to showcase their creative ideas, designs, and installations. The Biennale explores various themes and issues through the lens of design, promoting cross-cultural exchange and dialogue. It features interactive exhibitions, installations, workshops, and talks, providing a platform for design professionals and enthusiasts to engage with cutting-edge design concepts and innovations. The London Design Biennale aims to inspire, provoke thought, and shape the future of design on an international scale.

For more information please click on the link below.

<https://londondesignbiennale.com/>

## World Service Design Day

June 1st



World Service Design Day is an annual event celebrated on June 1st to recognize and promote the field of service design. It is a day dedicated to showcasing the value of service design in improving the quality and delivery of services across various industries and sectors. Service design focuses on designing and improving the customer experience, addressing user needs, and creating innovative service solutions. On this day, service design professionals, organizations, and enthusiasts come together to share knowledge, insights, and best practices, and to raise awareness about the impact of service design on creating meaningful and impactful services. It is an opportunity to highlight the importance of human-centered design thinking and collaborative approaches in shaping services that meet the needs and expectations of users. World Service Design Day aims to inspire, educate, and connect service design practitioners worldwide to drive positive change in the service industry.

## World Industrial Design Day

June 29



# WORLD INDUSTRIAL DESIGN DAY

World Industrial Design Day is an annual event celebrated on June 29th to recognize and promote the importance of industrial design in our everyday lives. It is an occasion to raise awareness about the impact of industrial design on economic, social, cultural, and environmental aspects of society. The day is marked by various activities, events, exhibitions, and discussions that highlight the role of industrial design in shaping products, systems, and services that enhance our quality of life. It also serves as a platform to recognize the contributions of industrial designers and their role in driving innovation, sustainability, and user-centered design solutions. World Industrial Design Day aims to foster a greater understanding and appreciation for the field of industrial design and its positive influence on our world.





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