



## CONCEPT AND STRATEGIES FOR ITS DEVELOPMENT IN THE DIRECTION OF THINKING DESIGN

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<b>Received:</b> February 1 <sup>st</sup> 2023 <b>Accepted:</b> March 1 <sup>st</sup> 2023 <b>Published:</b> March 3 <sup>rd</sup> 2023	According to international experience, in conditions of high competition, commercial organizations need to use the method of design thinking in order to introduce innovative products to the world market and maintain efficiency in the long term. The study proved that design thinking is a promising technique not only for generating and developing innovations, but also for solving important commercial, social and domestic problems.[1]
<b>Keywords:</b> design thinking, business, innovation, innovation processes, innovation generation.	

The position and effectiveness of products and services provided in the world market is determined, first of all, by its competitiveness. In such a situation, it is not enough to apply analytical thinking based on the analysis of available data. Innovation requires creativity, creativity, the ability to synthesize and create new products and services. Creative approach, teamwork, human orientation, curiosity and optimistic spirit - thinking are components of design, as well as the methodology used to find new solutions to existing problems.[2] The main feature of design thinking, in contrast to analytical thinking, is not critical analysis, but a creative process in which sometimes the most unexpected ideas lead to a better solution to the problem. The principles of thinking design are used in various areas: from the treatment of childhood obesity to the Prevention of crime, from the rocket industry to climate change. The design of thinking is no longer limited to the creation of new material products, but concerns various processes and services, as well as interaction, communication and cooperation.[3] In this article, the main focus is on studying the origin, methods and significance of the thinking design process, and in general we hope to assess whether this technique deserves additional scientific attention in the future and propose effective approaches for this. [4]

The idea of thinking design was first formulated in 1969 by Herbert Simon, author of "the Sciences of the Artificial". The idea was later developed by scientists at Stanford University and founded the Stanford Institute of design, which pioneered the idea of thinking design. But in the field of business, in particular in its management, the feasibility and expediency of applying the principles and levers used by designers has been activated since the mid-2000s. In recent years, there has been an increasing number of expert-scholars publishing popular management literature on the subject of "thinking design" as well as scholarly articles in major publishers such as the Economist, Harvard Business Review, Business Week, The Wall Street Journal, and the New York Times. The emergence of the concept of thinking design is associated with Tim Brown, president of the IDEO design agency.[5] He explained that the main reason for the formation of a new concept was the demand for a new innovation solution from entrepreneurs in order to withstand the demands of the world market. According to Brown, thinking design is an approach that can be integrated in all aspects of business and public life [Brown,2009]. Such an approach, on the one hand, requires thinking to put design among the tools of management when developing a long-term business strategy, on the other hand, the ability of designers to influence changes in society is accepted. In fact, thinking in prestigious scientific journals, including the "Journal of Product Innovation Management" and the "Academy of Management Journal", has defined design as a key concept in innovation activities and overall management. Also, one of the last scientific works published in the scientific journal "Journal of Product Innovation Management" is devoted to the conceptual analysis of design thinking.[6]

A number of Russian scientists have also highlighted the importance and place of thinking design in business management. This topic has not been sufficiently studied by Uzbek scientists, but it is also necessary to recognize the initial scientific research. This topic is relevant if we take into account the fact that such a way of thinking is used almost everywhere, that is, when planning a trip, renovating an apartment, opening new media, forming innovators-students, opening a business, developing a corporate identity and logo. From a methodological point of view, Design-Thinking is a heuristic method for studying problems in conditions of uncertainty, that is, solving non - standard problems associated with creative search. Design thinking, which is a specific way of thinking, is a thought process aimed at solving problems based on the combination of empathy (the ability to look at the world through the eyes of other people, to understand their needs, desires and the tasks that they face). From this, the research methodology represented the movement, from the analysis of these scientific and increasingly popular sources of science to the

formation of a working model of design thinking and its further consideration in the design process. Analysis and results the term "thinking design" has different interpretations.[7] The best definition is given by the Interaction Design Foundation: thinking design refers to a multi-stage process designed to study the user's motivations and needs, disprove false assumptions, and find a new solution to the problem. Thinking design (from English. "design thinking") is a technique that helps to find solutions to complex problems that are in the interests of users. This method is based on the principle of anthropocentrism, according to which the purpose of any research and work is not the interests of the enterprise, the leader, Project Managers and bureaucratic structures, but of the individual. The mission of Design Thinking is to transcend existing stereotypes and standard problem solving techniques ("thinking outside the box" – "thinking out of the box"). Thus, Design-Thinking is, first of all, a method of product formation. For example, IDEO (the innovation agency in the "Silicon Valley") began to use the design - thinking style in the 2000s. At that time, its main purpose was to combine several elements in the development of a product (service): idea-key, quality, aesthetics and functionality.[8] IDEO director Tim Brown, relying on his professional experience, revealed the essence of this style: "it is based on three pillars, namely empathy, cooperation and testing, a model of thinking that puts people in the center of problem solving". The thinking design-method consists of six stages: each stage consists of two parts: divergent (lat. divergere-scattering) is the search for many solutions to a single problem and convergent (lat. sonvergere-accumulation) - the exact use of a task solving instruction. For example, it cannot be done without understanding who the product or project is intended for. The designer solves the problems of other people, not his own. To create a good design, it is necessary to care with a person in order to understand what exactly is important for him[9]. A conversation in a tone of confidence will help the designer find the right ways to interact with people and innovational solutions more easily. The modern management system requires each leader to have a thinking – design. Jack Welch, former CEO of General Electric, comments, "99.9 percent of clerks are always stuck together because they don't know how to think. It is impossible to force people to think, it is only necessary to create conditions for them to think. In this respect, it would be advisable to teach the audience in educational institutions how to think, and not what to think about. In summary, the positive aspects of thinking-design include:

1. Problems are solved through an interdisciplinary approach. This makes it possible to take into account the different interests and abilities of people through practice and experience.

2. Design-thinking is a method of creativity, constant movement and experience that is supported first of all.

3. There is also a strategy in design-thinking, but it involves a completely new view of problems.

The main part of design-thinking assumes the search for unusual, new styles, avoiding the usual dogmas. In general, large companies around the world such as Healthcare, Procter & Gamble i Philips Electronics, IBM, General Electric, Toyota, Samsung, LG are already effectively using thinking design to organize the management process and produce products.[10]

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