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Selling design and design thinking issues in big corporations

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Abstract

Design and design thinking have gained a greater foothold in companies during the last decade, yet designers have to push to build awareness of their profession within organisations. Despite the efforts, many companies still struggle to embed design tools and the design thinking mindset into their culture and transform into more user-centric organisations. Sometimes change can start from the lower levels in the organisation and spread bottom-up with the help of issue sellers, who proactively start to sell issues they find important.

This thesis studies what kinds of issues middle-level design managers sell in a big, traditional, technology company and what kind of issue selling tactics they use in their selling attempts. The thesis consists of a literature review and an empirical study conducted in one case company. The literature review reveals that issue selling tactics is an understudied topic, and that more research could help to conduct transformations organisations. A framework was also constructed based on the existing literature, which is used in the empirical part of this thesis to examine the used tactics in the case company.

The results show that the design managers try to sell multiple issues simultaneously and that they use multiple different tactics in their issue selling processes. The results also suggests that when selling cultural issues, the selling is not only targeted upwards from the issue seller's position, but rather towards people all around the company, transforming one part of the organisation at a time. Targeting the issue selling attempt is brought up frequently in the interviews and thus a new tactic is formed in addition to the previously recognized ones.

In addition to illuminating the types of issues and tactics designers utilized, this thesis provides clarification to existing literature by exploring the relationships of different issue selling tactics. Many tactics overlap each other and thus comparable research may have been difficult to conduct. By understanding the different roles that different tactics play in advancing issues, companies can enhance issue selling in the organisation, which in turn may help the companies stay dynamic.

Keywords issue selling, issue selling tactics, design thinking, cultural change, design management

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Tiivistelmä

Vaikka muotoilu ja muotoilujattelu (engl. design thinking) ovat kasvattaneet suosiotaan yrityksissä viime vuosikymmenen aikana, muotoilijat joutuvat edelleen puolustamaan omaa ammattitaitoaan useissa organisaatioissa. Monilla yrityksillä on haasteita muuntautua asiakaslähtöisiksi organisaatioiksi, sillä muotoilutyökalujen sekä muotoilujattelun käyttöönotto on osoittautunut haastavaksi. Joskus muutos voi lähteä ruohonjuuritasolta, kun yksittäiset muutosten ajajat (engl. issue sellers) lähtevät viemään tärkeäksi kokemiaan asioita eteenpäin.

Tämä diplomityö tutkii millaisia muutoksia keskijohdossa olevat muotoilijat pyrkivät viemään eteenpäin suuressa perinteikkäässä teknologiayrityksessä, sekä millaisia taktiikoita he muutosta ajaessaan käyttävät. Työ koostuu kirjallisuuskatsauksesta sekä yhdessä yrityksessä tehdystä empiirisestä tutkimuksesta. Muutoksen ajamisen taktiikat (engl. issue selling tactics) osoittautuivat kirjallisuuskatsauksessa hyvin vähän tutkituksi aiheeksi, mutta toisaalta myös aiheeksi, joka voisi helpottaa muutosten edistämistä organisaatioissa. Kirjallisuuskatsauksen pohjalta muodostettiin myös malli empiiriselle tutkimukselle, jonka avulla voitiin tutkia eri taktiikoiden toteutumista muutosta ajettaessa.

Tuloksissa käy ilmi, että muotoilujohtajilla on useampi muutos, jota he pyrkivät samanaikaisesti viemään eteenpäin ja että he käyttävät monipuolisesti eri taktiikoita muutoksen eteenpäin viemisessä. Lisäksi tulokset antavat osviittaa siitä, että kulttuurin muutosta ajettaessa yksilöt pyrkivät viemään muutosta eteenpäin kaikilla organisaation eri tasoilla yksi pala kerrallaan, sen sijaan, että he pyrkisivät ainoastaan vaikuttamaan ylöspäin hierarkiassa. Muutoksen kohdistaminen tuleekin haastatteluissa vahvasti esille, minkä takia jo olemassa olevien taktiikoiden rinnalle muodostuu uusi kohde-taktiikka.

Muotoilijoiden ajamien muutosten ja taktiikoiden ymmärtämisen ohella tämä työ pyrki selvittämään eri taktiikoiden päällekkäisyyksiä, mikä on todennäköisesti vaikeuttanut verrattavien tutkimusten toteuttamista. Ymmärtämällä eri taktiikoiden rooleja myös yritykset pystyvät paremmin luomaan edellytyksiä muutosten ajamiselle, minkä avulla yritykset voivat parantaa uudistumiskykyään.

Avainsanat muutoksen ajaminen, muutoksen ajamisen taktiikat, muotoilujattelu, kulttuurimuutos, design johtaminen

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Aalto Design Factory, Espoo, 13th of July 2018

A handwritten signature in black ink, appearing to read 'Matilda Akkola', with a long, sweeping horizontal stroke extending to the right.

Matilda Akkola

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1. Introduction

1.1 Background and motivation

As the competition is getting tighter in many fields, companies have started to gather competitive advantage through design (Brown, 2008; Mutanen, 2008; Gruber *et al.*, 2015). For many years in a row now, design centric organizations have exceeded the S&P 500 list (Rae, 2016), and the investments into design talent, the continuous rise of design ratios and the acquisitions of design agencies (e.g. Maeda *et al.*, 2017, 2018) suggest that companies have acknowledged the benefits of employing design professionals and have started to implement design more comprehensively in their daily activities. Also academia has shown an increasing amount of interest with a growing amount of articles published on the topic (Johansson-Sköldberg, Woodilla and Çetinkaya, 2013).

While customers expect well-designed experiences and products, the organisations need to be well designed to thrive in the ever changing business environments. For long design has been perceived to be primarily related to something visual and the designers' main task has been to make things look pretty (Danish Design Centre, 2001). However, nowadays neither companies nor the academic literature limit design activities only to designing new offerings, as they can be used to shape e.g. new strategies, organisations, environments and the way companies are managed (Gruber *et al.*, 2015). In regard to this, people have started to talk about "design thinking" as the practice of using design activities within non-design fields and operations within companies (Brown, 2008; Martin, 2009; Dorst, 2011).

Despite of the increasing amount of discussion, most companies still need to find ways to take action and implement design and design thinking into their culture. One way to enhance cultural change is through issue selling, where individuals located outside of the top management push for changes that they find important (Dutton and Ashford, 1993). When successful, issue selling can lead to companywide action and permanent change. However, little is known of how designers' initiatives are "sold" at companies, with pre-existing studies focusing on topics such as gender-equality issues (Piderit and Ashford, 2003) and subsidiary initiatives (Gammelgaard, 2009). Therefore looking at issue selling as a way to

change organisations into more design driven is an interesting topic to research and will thus be the main focus of this thesis.

1.2 Research questions and scope of the study

To achieve bigger goals, such as improving the role of design and design thinking within a company, it could be assumed that people would try to sell smaller issues that are often more concrete steps towards the bigger goal. This thesis aims to discover these kinds of sub-issues that designers try to sell forward in a global technological company, and the tactics that they use in the issue selling process. The research questions are defined as follows:

What are the issues that design managers are trying to sell in their organisation when aiming to advance the role of design?

What kind of tactics do these issue sellers use in their selling attempts?

To answer the research questions, this thesis goes through existing literature and presents an empirical study conducted in a large, multinational corporation. Like the case company of this study, big and traditional business-to-business companies are probably not the ones that need to make the change first when new trends hit, as they may not be so dependent on individual consumers, but instead might need to hold on to bigger and more complex businesses. Also making a change may presumably take more time in multinational giants, especially if there is no force to make it happen quickly. As the very beginning of the design hype has now passed, the slower moving corporations start to take action to catch up with the early adopters of design, making the context of this study timely and relevant.

Located in the intersection of change management, organizational culture, corporate strategy and design, the discussion of this thesis aims to advance the understanding of how designers push for cultural change and what companies could do to better enable and enhance issue selling activities. Although issue selling could be seen as bottom-up change management that is driven from the motivation of individuals, companies should foster the benefits that it may bring as well as systematically enable it to happen more often. Furthermore, the issues that

designers try to sell may give an idea on how design and design thinking could be exploited better in different types of organisations.

Regarding academia, this thesis tries to contribute to the current literature by examining established issue selling tactics. In addition to the seminal work of Dutton et al. (2001), issue selling tactics have been studied only few times, often concentrating only on some of the defined tactics (e.g. Piderit and Ashford, 2003; Dörrenbächer and Gammelgaard, 2016). This thesis also extends issue selling research to a new context, as the focus is only on design and design thinking issues in a technology company. Then again, looking at this thesis from the design thinking perspective, it will offer a further case study on how design and design thinking are tried to be implemented into a big organisation. It also gives a voice to the designers, as the empirical study is based on their descriptions and thoughts on how to push for design and design thinking and how they try to help make the implementation successful.

Due to limited time and resources, this thesis focuses only on mid-level design managers and their internal issue selling attempts in one corporation. The empirical study of this thesis is part of a larger research project that looks at how design thinking is advanced in big corporations, which may in the future provide insights of a larger scope.

2. Literature review and theoretical framework

To understand what design thinking and issue selling are and how they impact organisations nowadays, it is desirable to look at the existing literature on them and how it has developed. The material used in this literature review consists mainly of peer-reviewed academic articles, but as discussion on design thinking has been booming in the managerial domain (Johansson-Sköldberg, Woodilla and Çetinkaya, 2013; Björklund, Akkola and Maula, 2018), pieces from more practitioner-oriented sources, such as the Harvard Business Review, were taken into account as well. The search for the literature was mainly done through Google Scholar, by using key words such as “design thinking” and “issue selling”, after which the seminal articles were recognized. While the thesis is primarily focused on a detailed empirical study of the designers’ issue selling, the literature review serves as a basis for the analytical framework that has been constructed based on Dutton and Ashford’s (1993) and Dutton and colleagues’ (2001) seminal work, as well as to contextualize the results in the design thinking literature.

2.1 The rise of design thinking and its multiple definitions

During the past two decades, research and literature on design thinking have become more popular and it has risen to accompany the more thorough academic research that has been done on professional designers’ way of working and thinking since the 1960’s (Cross, 2004; Johansson-Sköldberg, Woodilla and Çetinkaya, 2013). Yet, scholars have not been able to achieve a congruent or exact definition on what design thinking actually is (Buchanan, 1992; Dorst, 2011; Johansson-Sköldberg, Woodilla and Çetinkaya, 2013; Carlgren, Rauth and Elmquist, 2016). Most commonly, design thinking has been referred to as an innovation process (Brown, 2008; Glen *et al.*, 2015), which is understandable as it has a lot of similarities compared to innovation processes (Seidel and Fixson, 2012; Carlgren, Elmquist and Rauth, 2016). That being said, it has also been described as a set of user-centric activities that may be used separately, such as conducting user research, exploring with prototypes and building valid business cases (e.g. Brown, 2008; Gruber *et al.*, 2015).

Design thinking is also considered to be a tool or an approach to solve problems (Cross, 2004; Dorst, 2011; Liedtka, 2014), build strategies (Brown, 2008) and change organisational culture (Brown and Martin, 2015; Kolko, 2015). Research has shown that designers approach problems from multiple perspectives, stay with the problem for longer and might reframe the problem multiple times before starting to find a solution (Dorst, 2011; Goldschmidt and Rodgers, 2013). This is also typical in the design thinking process (e.g. Liedtka, 2014) and it has been portrayed as an efficient way to approach the complex problems that companies face (Dorst, 2011).

In addition to the more process-like definitions, some define design thinking more as a mindset (e.g. Martin, 2009; Elsbach and Stigliani, 2018) that individuals as well as companies should adapt into their culture if they want to for example become more customer-centric and innovative. In fact, it has been suggested that further research should be done to understand how design thinking could be “leveraged as a broader component of organisations” (Elsbach and Stigliani, 2018). Indeed, it seems as though the ways how organisations can use design thinking are endless, which might be caused by the loose definition. Many scholars note that design thinking could actually be a combination of being a process, mind-set and methodology (Hassi and Laakso, 2011). Also, some argue that there might not necessarily be a need to have a strict definition as the implementation of design thinking always varies within different contexts (Johansson-Sköldberg, Woodilla and Çetinkaya, 2013; Carlgren, Rauth and Elmquist, 2016). This could also be seen as one of the strengths of design thinking, as it may be adjusted to work in multiple different contexts and serve the needs which are relevant in each unique situation.

An essay written by Liedtka (2015) offers an overview of how design thinking is implemented in practice, by going through different consultancies (e.g. IDEO and Continuum) and educators (e.g. Stanford Design School and the Rotman School) seminal to the design thinking field, and looking at how they teach to practice design thinking. Figure 1 shows the result of the overview, as Liedtka (2015) defined three different stages that were present in all examined descriptions of the design thinking process. The first stage includes lots of discovery work and defining the actual problem that needs to be solved. The aim of this stage is to get to know the context of the problem or for example the user, and look at the problem from

multiple different perspectives or frames as Dorst (2011) would put it. This will help to get closer to the actual problem and give empirical data to base decisions upon (Liedtka, 2014).

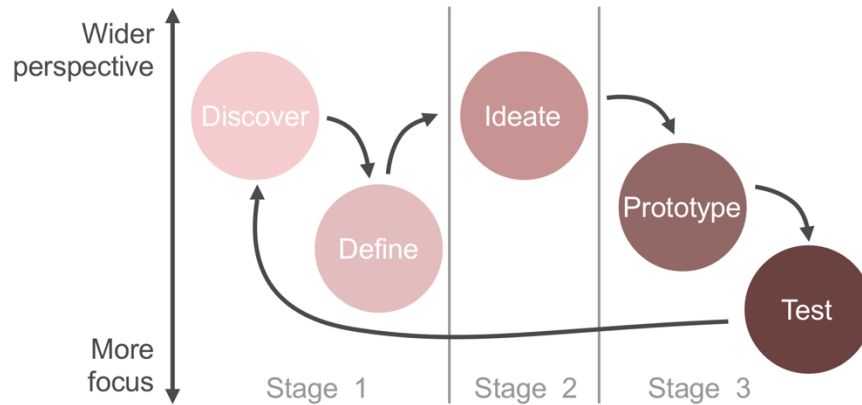


Figure 1. *The design thinking process based on the different descriptions gathered by Liedtka (2015).*

The second stage of the process broadens the lens again through which the problem is looked through, and multiple rapid ideas are created based on the findings and defining done in stage one. The third stage then takes the best ideas, narrowing the focus through prototyping and eventually testing of the solution before either considering the problem solved or starting a new iteration of the process. Dividing the design thinking process into these types of three stages and activities has also been supported by other studies, such as Seidel and Fixson (2012) and Glen *et al.* (2015).

In addition to the process, each phase has a wide range of different tools that consultancies and educators encourage to be used (Liedtka, 2015). These include for example interviews, ethnographic research, mind-mapping, brainstorming and user-scenarios, which help to not only increase knowledge but also to visualise and discuss ideas and thoughts. However, like Liedtka (2015) notes, these tools have already been used outside the design thinking process for long and thus cannot be said to be unique for design thinking.

Figure 1 will be the base or definition of a design thinking process in this thesis, including the many different tools as Liedtka (2015) suggested. Also, when

discussing the use of design tools in this thesis, the tools refer to similar types of tools as Liedtka (2015) gave as an example. In addition, the term design thinking will in this thesis cover not only the process and tools, but also the mindset that focuses on user-centricity and an iterative way of working.

2.1.1 Design thinking in corporations

Research on how companies have actually implemented design and design thinking has also increased during the past years. Elsbach and Stigliani (2018) provide a list of empirical studies conducted between 1995 and 2017, from which it can be seen that the amount of studies has increased nearly tenfold in the past decade, since the cumulative amount of the empirical studies was only 9 in 2007, whereas the cumulative amount of the studies in 2017 was already 86. Even though Elsbach and Stigliani (2018) focus on discussing the links between design thinking and culture that were found in the studies, the list seems to include most of the empirical studies done related to design thinking. What is also important to note, is that the list includes studies from non-peer-reviewed journals such as the Harvard Business Review (7 studies) and key design community journals such as the Design Issues (10 studies) and the Design Management Journal (17 studies), in addition to studies published in rigorous academic journals such as the Design Studies (3 studies). However, design thinking research in the top journals of management and organizational research remains scarce.

The existing empirical studies have focused much on describing how design thinking has been implemented in organisations and what it has been used for. For example, Mutanen (2008) studied a big Finnish engineering company, and presented that there are multiple approaches or ways to enhance the role of design thinking in companies: the expert-centred approach, the strategy-centred approach, the tool-centred approach and the process-centred approach. By using all of these approaches, the case company was able to make design strategic and build design capability not only within individuals but also on a company level (Mutanen 2008). Then again another study on eight technology-based service innovation projects found that design practices are often implemented in a similar way in different locations, if the companies are similar to each other in size, industry and the founder backgrounds (Candi and Saemundsson, 2008).

As Table 1 shows, most studies found that design thinking is used in product and service development (e.g. Mutanen, 2008; Kleinsmann and Valkenburg, 2008; Beverland, Wilner and Micheli, 2015), which supports the definitions of design thinking as an innovation process. However, studies have also found that companies use design thinking for process and strategy development (Liedtka, 2014), to change the company culture and mindsets (Carlgren, Elmquist and Rauth, 2016), for designing experiences (Gruber *et al.*, 2015) and to manage brand ambidexterity (Beverland, Wilner and Micheli, 2015); which then again give support for the other multiple definitions of design thinking as a tool or for example a mindset. The studies on implementing design thinking have mostly been conducted in big organisations, of which most have been engineering heavy companies such as automotive (e.g. Kleinsmann and Valkenburg, 2008) and software companies (e.g. Carlgren, Elmquist and Rauth, 2016). This kind of focus could be explained with the engineering companies' need to create and build products, which is why there has already been at least some sort of design processes in place that could then be researched. In addition, as the engineers' way of thinking differs from the designerly way of thinking (Tamminen, 2016), there has been room for design thinking to be used as an "upgrade" for the way problems are solved and products are being created in companies, which furthermore has given ground for research.

The empirical studies have brought up many benefits and challenges related to the implementation of design thinking. For example, if too many challenges occur in the beginning of the implementation, the company might give up and abandon design thinking as a whole without seeing any benefits that it could bring (Seidel and Fixson, 2012). Noting that also the value of design thinking has turned out to be difficult to measure (Carlgren, Elmquist and Rauth, 2016; Gruber *et al.*, 2015), it seems rather understandable why it can be difficult to convince the company to even start the implementation. Other challenges that have been found are related to for example communication, as the communication style used in design thinking processes may differ from the existing styles and thus make it difficult to adopt the process (Carlgren, Elmquist and Rauth, 2016; Gruber *et al.*, 2015). Also communicating between different disciplines, which is typical in the design thinking

Table 1. Examples of studies from more prestigious journals looking at the implementation of design thinking. The list may not be comprehensive.

Authors and Journal	Context	What design thinking has been used for	Challenges, benefits and other findings related to design thinking implementation
Mutanen, U. <i>Design Studies</i> , 2008	Longitudinal study in engineering company Metso	Product development	<ul style="list-style-type: none"> Design thinking can be advanced in four different ways: expert-, tool-, process- and strategy-centred Transformation takes time and may not always be pushed top-down Building internal design capability was tied to larger organisational changes Individual designers play a big role in the transformation process
Candi, M. & Saemundsson, R. <i>Design Studies</i> , 2008	8 technology-based service innovation projects	Service development	<ul style="list-style-type: none"> Organisations in different places implement design practices similarly to each other, especially if they are similar in size, industry and founders' backgrounds Internet increases the chances of implementing design in similar ways around the world Location of the companies may impact e.g. the talent available Companies put more effort on design activities as they get "older"
Kleinsmann, M. & Valkenburg, R. <i>Design Studies</i> , 2008	An automotive company	Product development	<ul style="list-style-type: none"> Benefits and challenges occur on three levels: the company, project and actor level Communication between different disciplines can be a challenge and make co-operation difficult Individuals' knowledge and experience, project processes, and available resources impact how easily an shared understanding can be reached
Seidel, V. & Fixson, S. <i>The Journal of Product Innovation Management</i> , 2012	14 novice multidisciplinary student product development teams in two universities	Product development	<ul style="list-style-type: none"> Non-designers need to learn new skills can be a challenge, thus sufficient guidance is necessary Implementation success depends on combining formal methods and reflective team practices with the right phase of development Challenges during implementation may lead to early abandonment of design thinking, before even understanding the benefits
Liedtka, J. <i>Strategy & Leadership</i> , 2014	10 big organisations, such as IBM, SAP, 3M, Toyota, Intuit and SunCorp	<ul style="list-style-type: none"> Internal challenges, such as process and strategy development To engage customers more Management and skill development To improve user satisfaction 	<ul style="list-style-type: none"> Using design thinking methods helps people to stay with the problem long enough and thus enables to reframe opportunities (by e.g. asking better questions) Design thinking helped to build better and more diverse teams, which would achieve better communication and results by using design thinking tools Enables conversation between those who do the work and those who decide of resources
Beverland, M., Wilner, S. & Micheli, P. <i>Journal of the Academy of Marketing Science</i> , 2015	13 design consultants & 20 companies	Brand management and development	<ul style="list-style-type: none"> Design thinking was found to be a good tool to facilitate brand renewal that supports the existing brand as well (managing brand ambidexterity) Benefits include enabling more exploration of new ideas while preserving the status quo Collaboration between designers and managers strengthen the benefits
Gruber, M., de Leon, N., George, G. & Thompson, P. <i>Academy of Management Journal</i> , 2015	Theory	To create better workplace experience by: <ul style="list-style-type: none"> New service and product design process Organizational design Environmental design (Physical space) Management design 	<ul style="list-style-type: none"> Designing the workplace experience with design thinking methods increases productivity and efficiency Implementation of design thinking enhances communication, collaboration, employee experience and the integration of different disciplines Measuring the value of design thinking and experiences is difficult
Carlgen, L., Elmquist, M., & Rauth, I. <i>Creativity and Innovation Management</i> , 2016	5 big companies in the fields of software, consumer products and healthcare services	<ul style="list-style-type: none"> To create innovative solutions To change mindsets To improve collaboration in teams To change culture Achieve better product design 	<ul style="list-style-type: none"> 7 challenges related to implementing design thinking were found: 1) misfit with existing processes and structures, 2) resulting ideas and concepts are difficult to implement, 3) value of design thinking is difficult to prove, 4) design thinking principles and mindsets clash with organisational culture, 5) existing power dynamics are threatened 6) design thinking skills are hard to acquire and 7) Communication style is different

process, can sometimes be difficult due to the lack of a common language (Kleinsmann and Valkenburg, 2008). The existing studies also note that design thinking skills can be rather hard to acquire (Carlgren, Elmquist and Rauth, 2016), which makes it more challenging to get non-designers onboard. Thus, to succeed in the implementation, companies need to ensure enough guidance and training on the new methods (Seidel and Fixson, 2012). Training could also help to combine design thinking with the existing processes and structures, which were sometimes recognised to be a complete misfit to each other (Carlgren, Elmquist and Rauth, 2016). Another similar challenge that has been recognised is that the organisational culture might clash with the design thinking principles and mindsets, which makes the implementation a lot slower and difficult (Carlgren, Elmquist and Rauth, 2016).

Although many challenges have been recognised, the implementation of design thinking needs to have multiple benefits as so many companies have started to implement it. The empirical studies have found that design thinking enables better collaboration amongst different disciplines (Gruber *et al.*, 2015), especially amongst those who are doing the actual product development work and those who decide of resources (Liedtka, 2014). Also, design thinking has been recognized to increase the productivity and the efficiency within companies (Liedtka, 2014), as well as to build better and more diverse teams that achieve better results with the help of the tools and methods (Gruber *et al.*, 2015). The studies noted that teams using design thinking defined the problem for longer, which helped them to ask the right questions and to find more opportunities (Liedtka, 2014). This could be one of the reasons why the use of design thinking seems to deliver better results, as people can address the problems better when they have more knowledge on the original problem and context. As another benefit, one study also noted that design thinking was a useful tool to facilitate brand ambidexterity, as it enables exploration while maintaining the current brand (Beverland, Wilner and Micheli, 2015). This is essential for companies who currently enjoy a strong brand, but are forced at some point to develop it so that it stays current and strong also in the future. What is also interesting to note, is that despite some studies saw communication as a challenge, some studies argued that design thinking enables better communication between different disciplines and stakeholders (Liedtka, 2014; Gruber *et al.*, 2015). Thus communication could also be seen as a benefit, which is achieved through the

different tools and methods that help individual communicate their ideas more visually and tangibly to others.

By gaining knowledge on how different types of companies have succeeded in their implementations, and what challenges one might face, organisations may get ideas on how to get it right on the first time and more efficiently. For example, Mutanen (2008) noted that individual designers played a great role in making design strategic, which is why companies should now focus on giving their designers more freedom, power and tools to push for design if they want to enhance the design capabilities within their organisation. However, despite that the implementation of design thinking has been researched, a systematic analysis on what kinds of actions these individual change agents should take is still lacking and thus it provides a reasonable gap to study issue selling in this context. Studying issue selling could also help to understand more concretely the different challenges that have been noted, and how individuals try to tackle them. For example, it may reveal what kinds of power dynamics exist in the organisation which may then help to tackle the challenge of the changing power dynamics presented by Carglren, Elmquist and Rauth (2016). Other challenges that it may help to at least understand include the communication challenges and the conflicts between design thinking and the existing processes and structures of the organisation. Since studying issue selling can offer so much more in-depth understanding on the implementation of design and design thinking, this thesis will aim to provide a basic understanding of what kinds of elements issue selling has to it and how designers have used it to take design and design thinking forward through an empirical case-study.

2.2 Issue selling in big corporations

Considering that issue selling could happen in any organisation, the amount of academic literature on the topic is rather little. Issue selling is a process where the issue seller pushes for something that is important to them and thus tries to change the current situation (Dutton and Ashford, 1993). As shown in figure 2, the selling process starts with the issue seller evaluating the selling context and deciding on whether to go for the selling attempt or not (e.g. Dutton *et al.*, 1997; Milliken, Morrison and Hewlin, 2003). Then, the part that this thesis will also focus on, the

issue selling actually takes place and the issue seller has to make a lot of decisions on the tactics that they will use to sell their issue (e.g. Dutton and Ashford, 1993; Piderit and Ashford, 2003). After the issue selling has finished, the impacts of it will be seen, meaning that action is either taken to resolve the issue or that the issue is abandoned. The issue selling attempt might also somehow impact the seller and their position in the organisation (e.g. Dutton and Ashford, 1993; Piderit and Ashford, 2003). Looking at issue selling in a larger context, it has been said that it is the start of a decision making process (Dutton and Ashford, 1993) as it is the moment that the issues are identified and the seller starts to make choices on how to convince someone with the decision making power.

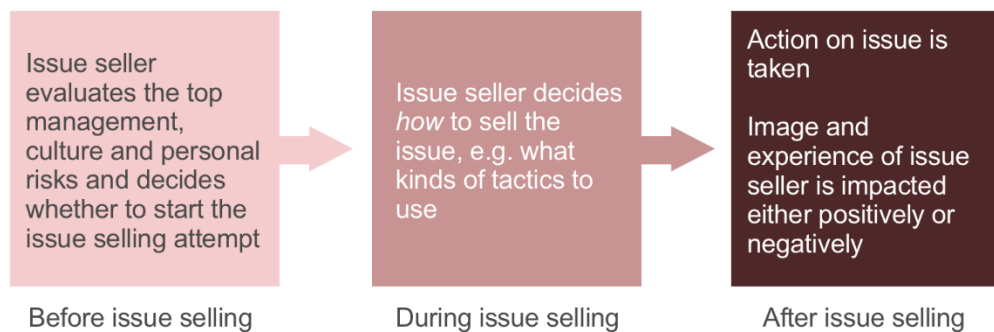


Figure 2. Issue selling process based on the literature review.

Issue sellers are often those who work for change behind-the-scenes and on lower levels than the top management, who then again are often seen as the “heroes” or visible actors in organization change efforts (Dutton *et al.*, 2001). Issue selling is also completely voluntary (Dutton and Ashford, 1993; Dutton *et al.*, 2002), as the urge to push for something needs to come from within oneself. Despite the positive image that successful issue selling can bring to the seller, many studies also note that seller weighs the risks that issue selling has related to harming their image before starting the issue selling attempt (e.g. Dutton and Ashford, 1993; Dutton *et al.*, 1997, 2002). The studies suggest that if the issue seller finds these risks too big and pricy, the seller will not commence the issue selling attempt. Issue-sellers might also be different compared to each other. Piderit and Ashford (2003) noticed that some issue sellers are rather passive and selective when it comes to issues that they

push, while other recognized seller types would differentiate from each other by the tactics that they would use.

The tactics used in issue selling have been the focus of many studies in regards to issue selling. The seminal work of Dutton and Ashford (1993) describe the process of issue selling by looking at it through the social problem, impression management and upward influence theories. Their work focuses on how issue selling is conducted and thus sets the starting point for looking at issue selling tactics, as they name four issue packaging tactics (framing, bundling, appeals and presentation) and three process tactics (involvement, channel and formality). A tactic consists of moves, that are actions which the issue seller takes when selling the issue (Dutton *et al.*, 2001). Another study by Dutton and colleagues (2001) deepens the knowledge on the tactics by looking at what kinds of moves have been successful in a hospital environment, resulting in a revised issue selling tactics framework that adds two process tactics, preparation and timing, as well as the use of contextual knowledge -tactic into the framework. Other studies focusing on the issue-selling tactics include Piderit and Ashford's (2003) study related to gender-equality issues as well as Gammelgaard's (2009) and Dörrenbächer and Gammelgaards (2016) studies related to subsidiary issue selling. The most popular tactics discussed in these previous studies will be presented later in more detail, as they build the base and framework for the empirical part of this study.

Besides the moves and tactics, studies have focused also on other parts of the issue selling process. For example, the influence of the context on whether an individual will go for the selling attempt or not, has been further studied by Dutton et al. (1997) in a telecommunications company, where it was noted that middle managers evaluate the context favourability before starting their issue selling attempt. The results of the study suggest that the top management, the environment and the culture can have both positive and negative impact on whether issue selling is considered favourable by the issue seller. Another similar study done by Dutton et al. (2002), concluded that an exclusive culture may discourage individuals to start an issue-selling attempt, at least when the issue relates to gender-equality. Also the fear of harming ones' image, destroying relationships, facing personal loss and the controversial essence of the issue may

Table 2. An overview of studies done about the issue selling process. Note that the list may not be completely comprehensive.

Year Published	Authors*	Issue selling phase studied	Context
1993	Dutton and Ashford	Whole process, tactics	Theory
1997	Dutton, Ashford, O'Neill, Hayes & Wierba	Commencement of the process	Telecommunications company
1998	Ashford, Rothbard, Piderit & Dutton	Commencement of the process	Women business school graduates who worked in various industries; gender-equality issues
2001	Dutton, Ashford, O'Neill & Lawrence	Tactics	Hospital
2002	Dutton, Ashford, Lawrence & Miner-Rubino	Commencement of the process	Women business school graduates who worked in various industries; gender-equality issues
2003	Milliken, Morrison & Hewlin	Commencement of the process (or lack thereof in the form of silence)	Industries such as consulting, financial service, new media, pharmaceuticals and advertising
2003	Piderit & Ashford	Tactics	Women business school graduates who worked in various industries; gender-equality issues
2005	Ling, Floyd, Baldrige	Whole process, tactics	Theory; subsidiaries of multinational corporations
2007	Howard-Grenville	Tactics	Environmental aspects of a high-tech manufacturing process
2009	Gammelgaard	Tactics	Danish-owned subsidiaries in India and China
2011	Bishop, Webber, O'Neill	Tactics	Large hotel
2016	Dörrenbächer & Gammelgaard	Tactics	French subsidiaries of six German multi-national corporations; issue selling to headquarters

*The titles of the articles can be found in the reference list.

stop the issue selling process before it has even started (e.g. Dutton and Ashford, 1993; Dutton *et al.*, 1997, 2002; Milliken, Morrison and Hewlin, 2003; Piderit and Ashford, 2003). Table 2 below summarises the different studies made on issue selling processes.

As seen in Table 2, the contexts that the previous studies have been conducted in are not that varied. Three of the studies have been done from the same set of data, that included female business school graduates, three of the studies are related to subsidiaries' issue selling in big multinational corporations, one study was conducted in a large hotel, one in a high-tech manufacturing company, one in a hospital environment and one in a big telecommunications company. Smaller companies are completely missing from the list, while the fields of the companies could also benefit from more diversity. This thesis will thus add a new context, the design and design thinking context, to the list and will continue the trend of examining issue selling in big corporations.

2.2.1.1 The tactics framework

To understand what kinds of moves the tactics in previous literature include, they will now be gone through in more detail. These descriptions are based on Dutton and Ashford's (1993) and Dutton and colleagues' (2001) seminal work, and they will also form a framework that will be used in the empirical part of this thesis, as a guideline for what to look for in the data. As all other studies on issue selling tactics base their tactics on the previously mentioned articles, and as they do not suggest any major changes, it should be sufficient to focus on the original tactics presented in the seminal works.

Table 3. Tactics framework based on Dutton and Ashford (1993) and Dutton et al. (2001), summarizing the essence of each tactic.

	Packaging tactics			Process tactics			Using Contextual Knowledge		
	Framing	Bundling	Presentation	Appeals	Involvement	Channel		Formality	Preparation
Dutton & Ashford (1993)	<p>What kind of issue is it?</p> <p>E.g. HR issue, cost issue, technical issue etc.</p> <p>Other examples: simple/complex, urgent/nonurgent, internal/external, threat/opportunity, uncertain/certain, strategic/nonstrategic, who is responsible for the issue?</p>	<p>Is the issue connected to other issues?</p> <p>Does the seller show that?</p>	<p>What kind of methods does the issue seller use to present their issue?</p> <p>E.g. Storytelling, novelty, examples, drama, material of evidence, emotion and passion</p> <p>How efficiently can the issue be expressed?</p>	<p>Does the issue seller use one- or two-sided appeals?</p>	<p>Does the issue seller sell the issue solo or involve others in the process?</p>	<p>Does the issue seller use public or private channels?</p> <p>Examples of public channels: selling the issue in front of an audience, in a weekly staff meeting or other scheduled meeting</p> <p>Examples of private channels: one-on-one meetings, meetings with only relevant people</p>	<p>Is the issue sold in a formal or informal manner?</p> <p>Examples of informal issue selling: discussions when one meets others, ingratiation, personal appeals, behind-the-scenes negotiation</p> <p>Examples of formal issue selling: making a report, giving a scheduled presentation, a formal one-on-one meeting</p>		
Dutton et al (2001)	<p>The issue can be bundled to many more issues (than presented in Dutton & Ashford, 1993), such as</p> <ul style="list-style-type: none"> ...valued goals and profitability ...valued goals in marketing ...organisational image ...concerns of key constituents 	<p>More identified presentation methods, such as</p> <ul style="list-style-type: none"> ...using the logic of a business plan ...making continuous proposals ...packaging the issue as incremental 	<p>Involvement is seen as more diverse, including considerations such as</p> <ul style="list-style-type: none"> ...target, which can be people on a higher level, the same level, the lower level, outside the organisation, or just keeping one's boss informed ...nature of involvement, how formally people are involved ...range of involvement, how diversely one involves people from different backgrounds or units 	<p>Has the issue seller prepared for the issue selling by "doing one's homework"?</p> <p>More examples of formal issue selling, such as</p> <ul style="list-style-type: none"> ...following a protocol (e.g. filling in required forms, contacting the "right" people) ...written communication 	<p>When would it be the best time to sell the issue?</p> <p>Has the issue seller been persistent in the issue selling attempts?</p> <p>Has the issue seller involved others early or later on in the selling process?</p>	<p>What kind of contextual knowledge do the issue sellers use in their selling attempts?</p> <p>Relational knowledge: who will be affected by the issue, who could help in the selling process, who has power over this ...</p> <p>Normative knowledge: what kind of data should be used, what are the right forums, what kind of issues have been sold before...</p> <p>Strategic knowledge: competitive goals, company goals...</p>			

Framing

Framing has been proposed to be a significant tactic regarding issue selling success (Dutton and Ashford, 1993), as it reveals multiple aspects of the issue. Dutton and Ashford (1993) suggest that the frame can for example define the type of the issue, whether it is simple or complex, a threat or an opportunity, and who is responsible for the issue. The empirical study of Dutton et al. (2001) did not discuss framing and thus the description of it remains only based on the former article.

Bundling

The bundling tactic was originally proposed to include moves where the issue seller bundles the issue to other issues (Dutton and Ashford, 1993). For example when selling an issue that would make processes more efficient, one could bundle it to another cost saving issue. Through their empirical study, Dutton et al. (2001) defined more bundling moves that issue sellers might take: tying the issue to valued goals, profitability, organisational image and concerns of key constituents.

Presentation

Answers to the question “what kind of methods does the issue seller use to present their issue” are at the very core of the presentation tactic presented by Dutton and Ashford (1993). They suggest that the use of examples and evidence, novelty and emotion help issue sellers to succeed in their selling attempts. Dutton et al. (2001) did not find evidence to support the use of novelty and emotion in their study, but agreed that showing evidence helped in the issue selling attempts. In addition, they suggested that making continuous proposals and packaging the issue as incremental would be useful presentation moves.

Appeals

The appeals tactic was presented rather shortly only in the Dutton and Ashford (1993) article, where it was hypothesised that using two-sided appeals would result in more successful issue selling attempts than using only one-sided appeals. This tactic did not appear in Dutton and colleagues’ (2001) empirical study.

Involvement

Dutton and Ashford (1993) argued that issue sellers succeed with greater probability if they involve others in the selling process, and that this requires selling the issue first to someone else rather than directly at the ultimate target. Dutton et al. (2001) define the tactic in more depth, by acknowledging that the involvement includes mentions of the target of the involvement, nature of the involvement (how formally others are involved) and the range of involvement (how diversely are others chosen).

Channel

Dutton and Ashford (1993) suggested that the channel which an issue seller uses impacts the success of the issue selling. They suggested that the channels could be divided into two categories, public and private, of which public channels would be more efficient to gain top management's attention. Examples of public channels would be talking about the issue in front of an audience or a weekly staff meeting, while private channels would include e.g. one-on-one discussions, meetings with only the relevant people (Dutton and Ashford, 1993). The study of Dutton et al. (2001) did not discuss channels and thus the definition relies on Dutton's and Ashford's (1993) work.

Formality

The formality tactic is described to answer the question whether an issue is sold in a formal or informal manner (Dutton and Ashford, 1993). Examples of informal issue selling include one-on-one discussions, behind-the-scenes negotiations and personal appeals, while formal examples include scheduled meetings, making a report and formal one-on-one meetings. The later done empirical study (Dutton *et al.*, 2001) gave more examples and suggested that all written communication should be considered formal as well.

Preparation

Dutton and colleagues' (2001) empirical study brought up two new tactics in addition to the ones that Dutton and Ashford (1993) discussed, of which the first

one was the preparation tactic. With this they referred to the issue seller “doing their homework” before starting the issue selling attempt. To help understand what kinds of points to look for in the data, the tactic is said to include mentions on learning about the issue, the context or any attached solutions (Dutton *et al.*, 2001).

Timing

The other new tactic that Dutton et al. (2001) presented was the timing tactic. The moves in this tactic include any decisions made related to the timing of the issue selling attempt: when is it the best time to sell the issue, has the selling required persistence or when does the seller involve others in the selling process?

Using Contextual Knowledge

During their empirical study, Dutton et al. (2001) noticed that the issue seller use three types of contextual knowledge: relational, normative and strategic knowledge. These types of knowledge help the issue seller to choose the right moves and thus can give a better chance at succeeding in the issue selling attempt. The relational knowledge includes knowing about who are the right people to involve, who will be affected by the issue and other people related knowledge, whereas the normative knowledge includes knowing about what kind of data should be used, what are the right paths to sell the issue and what kinds of issues have been sold before. Strategic knowledge refers to knowing the company’s strategy, including values, goals and competitive position.

3. Research methodology

This research was done as part of a larger research project, which examines how design thinking is advanced in big organisations. This thesis uses parts of the data gathered in the project, focusing only on certain interviews and a certain perspective. This study has been done in an iterative manner, first diving into the existing literature about design thinking and issue selling to gain an idea what has been already researched and to be able to construct an interview scheme that could possibly add on to the previous knowledge (Warren, 2001). Then, the empirical study on designers' issue selling experiences in a global technological company was conducted, and after the analysis was done, more literature was read and compared with the empirical results. The empirical study in this thesis is heavily based on Dutton and Ashford's (1993) and Dutton and colleagues' (2001) seminal work on issue selling and the framework of issue selling tactics that they present. The framework was presented in the literature review while other details of the methodology will be discussed next.

3.1 Empirical study

The empirical part of this thesis was done as a qualitative case study, since the method provides exploration within a certain context, the possibility to build theory and the possibility to test existing theory (Eisenhardt, 1989; Voss, Tsikriktsis and Frohlich, 2002). In this thesis, two topics, issue selling and design thinking, wanted to be researched together in practice, which is why it was reasonable to conduct the study in a case company that could have action around both topics. The collected data would have also enabled an embedded case study design, meaning that multiple different case "levels" could have been studied (e.g. comparing the interviewees as cases and looking at the identified issues as cases) (Eisenhardt, 1989), but since the time and resources were limited, this study focused on a single-case design by looking only at the data on a company level. Although studying only one company might limit the generalisability of the results, it also enabled deeper investigation within this one case (Voss, Tsikriktsis and Frohlich, 2002), which is why a rather detailed analysis on issue selling tactics was achieved. However, practitioners can benefit already from a single-case study as it gives an example on

how something has been done in a certain context (Voss, Tsiriktsis and Frohlich, 2002).

3.1.1 Case selection

The case company of this study is a traditional global technology organisation, with over 100 000 employees around the world. A total of 37 designer interviews were conducted within a one month timeframe for the larger research project. Due to scope and time restrictions, this thesis looks only at a subsample of these interviews – those nine designers who were in a managerial position and whom had worked for the case company for more than one year. Limiting the cases to include only those managers who have been in the company for more than a year is reasonable, as issue selling requires time (e.g. Dutton *et al.*, 2001) and it could be assumed that employees are not likely to push for a change before becoming adapted to the company. This left four managers from the larger data set out of the scope, as they had worked in the company for less than six months. As the sample has been constructed based on theory, considering the focus of this thesis and involving the designers who were available and agreed to participate, it can be considered to be a purposive convenience sample (Patton, 1990; Coyne, 1997). Knowing that the larger data set, of which this sample is part of, covered two thirds of all designers at the case company at the time of the interviews, and that all managers with more than a year in the company were included in this sample, it can be assumed that the sample of this thesis is representative of the design managers at the case company.

Similar to Dutton and Ashford (1993) and Dutton *et al.* (1997), this study looks at middle managers as they have greater visibility and more possibilities for issue selling due to their position in the company. They can for example have a better grasp on customers and other stakeholders compared to the top management, while compared to the lower levels, they have better connections to the decision makers (Dutton and Ashford, 1993; Dutton *et al.*, 1997; Balogun, 2003). In their position, managers are an important link that receive information from many directions and can impact the flow of the information as well (Floyd and Lane, 2000). The middle management has also been described as the champions and

implementers of strategy (Balogun, 2003; Rouleau, 2005; Floyd and Lane, 2000), meaning that through issue-selling they can impact which issues become strategic. In fact, the data of this study revealed that most of the interviewees acknowledged their secondary role as a change agent, in which their task is to push design forward and develop the company. The managers also seemed to be driven by change and one of the key motivators for their job was to see advancement happen within the organisation, as one of them summarized:

“That’s my favourite part. Really being able to transform that organisation.” (2)

The interviewees were located all around the global company in different units and had worked an average of 5.6 years with the company. An overview of the interviewees, their positions and units, as well as time spent at the case company is shown in Table 4. Each interview also has a code that will be used to identify quotes later on in this thesis.

Table 4. List of interviewees, their business unit, position and time at company.

Interview code	Business Unit	Position	Time at company (years)
1	Research Unit	Research manager	1.5
2	Global Unit	Brand manager	2
3	Research Unit	Global lead of design	7
4	Global Unit	Global lead of design	5
5	Innovation Unit	Graphic design lead	5
6	Group level	Design manager	10
7	Global Unit	Lead design manager	6
8	Not mentioned	Design team lead	5
9	Research & Business Unit	Global design programme manager	9

3.1.2 Data collection

The data was collected through semi-structured thematic interviews that were mainly conducted through video calls while face-to-face interviews were conducted when possible. Six out of nine interviews had two to three interviewers present, which helped to gain more diverse observations as the interviewer focused more on the interaction part of the interview, while the other researchers were able to take a more observative and distant view on the interview (Eisenhardt, 1989). Having multiple interviewers also increases the confidence in the findings as different observations are discussed together and a common understanding of the data is built (Eisenhardt, 1989). The length of the interviews varied between 41 and 69 minutes, with an average length of 56 minutes. The interviews were audio recorded and later transcribed to enable thorough analysis.

The interview scheme was constructed so that the interviewees could talk rather freely about their experiences of doing design work and issue selling in the case company, and so that the data received would be as versatile as possible regarding to the topic (Elo *et al.*, 2014). The scheme had four key themes, which were role and experiences, concrete examples of issue selling attempts, change agency and the future of design and the case company. These themes were able to provide a holistic understanding of the role of design in the case company, while bringing up both positive and negative issue selling experiences of the interviewees. Having a predefined interview scheme helped to keep the discussion on what was relevant regarding the study (Eisenhardt, 1989), as well as to stay within the one-hour timeframe that had been agreed on with the interviewees. The interview scheme stayed the same in all of the interviews, as it had been already tested before hand in similar interviews of the larger study that this thesis is part of. However, as mentioned earlier, additional questions may have been presented during the interview to get more details on certain things that might have come up during the interview. The detailed interview scheme can be found in Appendix 1.

Other options for the interview structure would have been structured and unstructured interviews. However, a structured interview could have restricted the received data and it would have required more knowledge on the topic beforehand to be able to ask the right questions (Morse, 2001). As part of this case study, one

goal was to achieve a holistic picture of issue selling and the role of design thinking in the case company, which is why a semi-structured interview suited this study better (Morse, 2001). A completely unstructured interview then again could have resulted in incomparable data, as the interviewees would have been able to talk completely freely on what they thought was important related to the very broad topic of design in the organisation (Morse, 2001). The semi-structured interview also enabled more efficient use of resources than an unstructured interview would have, as it made it possible to conduct more interviews in shorter time (Morse, 2001).

For most of the interviewees, the interview was not conducted in their native language, which in some cases might have impacted how they understood the interview questions and how they were able to present their thoughts. However, all interviewees in the sample analysed here used English regularly as at least one of their working languages and thus the effects onto this thesis can be considered minor. Another point related to the language of the interviews is that some of the quotations have been translated by the author from Finnish to English for presentation in this thesis and thus the exact hues might not be present anymore (although the author is fluent in both languages). Analysis, however, was conducted with the original transcripts.

All of the data has been dealt anonymously to ensure that the participants could talk freely in the interview and that they would not face any consequences regarding their answers. This was made clear also in the very beginning of the interviews, so that the interviewees would feel more confident in the interview situation.

3.1.3 Data analysis

The data analysis was conducted in two parts. First, the types of issues that design managers were selling were identified, after which their issue selling tactics were analysed by going through them one by one.

The first part of the coding was done in an inductive manner, meaning that there was no specific codes to look for in the beginning, but instead the codes emerged

as the data was gone through (Dubois and Gadde, 2002). This made it possible to stay open for all possible types of issue selling attempts and issues that were to rise from the data (Dutton *et al.*, 1997; Cassel and Symon, 2004). Codes were given to all parts of the interviews which would discuss any sort of issue selling that the interviewees had done, were currently doing or were planning to do in the near future; so that the code aimed to summarize what the issue that was being sold was. An issue was defined so that it is any development, trend, or event that the interviewee finds important for the organisation's performance (Dutton and Ashford, 1993), and which would have a target within the company. In addition, the issue selling description had to indicate actions that had been, were, or would be taken to advance the issue in the organisation. After coding, the issues were sorted so that if an interviewee had been discussing a certain issue multiple times, these issues would be grouped into one, so that the issue would be counted only once into the list of issues and so that all the tactics used to sell this specific issue would be found in one place. This resulted in 62 issues which would have its target within the case company and 3 issues that had external targets that the interviewees were trying to sell their issue to. As this thesis focuses on the internal issues, the three issues with external targets were left out. Having narrowed down the data, the issues were categorised by conducting a thematic analysis to answer the first research question of *what are the issues that design managers are trying to sell in their organisation when aiming to advance the role of design.*

The second phase of the data analysis, looked at the tactics that the interviewees talked about. This was done in multiple iterations, taking the perspective of one tactic at a time and going through all the issues that had been found in the first part of the analysis. The analysis approach in this phase was more deductive, as the existing theory from Dutton and Ashford (1993) and Dutton *et al.* (2001) was tested within the case company (Dubois and Gadde, 2002). This was done by using the framework presented in the literature review of this thesis as an indication of what kinds of moves to look for in regards to each tactic. A mention of a tactic would be coded and counted if the interviewee explicitly or implicitly mentioned something related to a move category (e.g. saying that one focused on what language should be used). Similar to Dutton *et al.* (2001), an explicit mention refers to the extracts of the interview where the interviewee would mention at least partly the title or

definition of a category, whereas implicit mentions would include descriptions that would bring out the essence of the category without directly using the same words as in the category title or definition. Once all of the issues had codes for the examined tactic, the codes would be grouped into larger categories that would represent the different moves of the specific tactic. This was done again by conducting a thematic analysis, as it enables to organize and describe the large amount of codes rather detailed (Braun and Clarke, 2006). After conducting the thematic analysis to all of the tactics, the second research question, *what kind of tactics do issue sellers use in their selling attempts*, could be answered.

To ensure the logic behind the categorisations (Eisenhardt, 1989), all of the categories in both phases of the analysis were discussed with the advisor of the thesis who also was familiar with the original interview data. What is also important to note is that the significance of a certain move or category cannot necessarily be made based on the amount of mentions it received (Braun and Clarke, 2006), but combining the amount of mentions and the amount of interviewees who made the mentions, an idea of the most significant ways to conduct issue selling is achieved. Thus when going through the results, all special cases such as having all the mentions coming from one interviewee have been mentioned in the text.

4. Results

The empirical study of this thesis revealed what kind of issues design managers push for and what kind of issue selling tactics they use within the case company. In addition to the tactics presented by Dutton and Ashford (1993) and Dutton et al. (2001), a new important tactic, the *target* of the issue selling attempt, was found. This chapter will go through the findings in more detail and the nature of the target tactic will be explained later on.

The findings will be presented with the help of tables and quotes from the interview transcriptions. The quotes also validate the results, as they show the connection between the original transcriptions and the results discussed (Weiss, 1994). However, some parts of the quotes that are used to support the results may have been cut or edited to ensure the anonymity of the case company as well as the interviewees. In this case, the required modifications have been marked clearly with [...] representing a cut piece and [word] representing a word replacement.

4.1 Identified issues

The conducted interviews focused on understanding what kind of issues design managers are trying to sell related to design thinking and how. Depending on their position and own interests, the design managers would be selling different types of smaller issues, such as trying to get people to conduct more user studies, that would help them achieve the bigger, overall goal of increasing the role of design and design thinking within the company.

To answer the first research question, *what are the issues that design managers are trying to sell in their organisation when aiming to advance the role of design*, Table 5 indicates what kinds of smaller issues design managers were pushing for. A total of 62 issues were recognized, which were then grouped into seven categories that gather similar types of individual issues under a broader title. Some of these categories could also be divided into smaller subcategories, which can also be seen from Table 5. A comprehensive list of all the recognized issues can be found in Appendix 2.

Table 5. List of issue categories and the amounts of issues in them.

Issue	Number of issues*
Creating a design mind-set into the company	15
<i>Convince non-designers of design's value in general</i>	5
<i>Create a more designerly mindset into the company</i>	4
<i>Convince non-designers of design thinking process' benefits</i>	3
<i>Make people understand what design and design thinking is</i>	3
Implementing design thinking methods into projects and product development	13
<i>Implement multiple design thinking methods into projects</i>	4
<i>Increase the amount of testing in projects</i>	3
<i>Teach non-designers the basic design tools and methods</i>	2
<i>Implement a user research phase into projects</i>	2
<i>Allow designers to collaborate with end-users</i>	2
Increase the amount of designers in the company	7
<i>Recruit more designers in general</i>	4
<i>Make business units recruit more designers into them</i>	3
Get higher level managers involved to push for design and design thinking	7
Make non-designers understand the role of designers and what value they can bring	7
Creating a more design focused culture in general	6
Other issues	7
Total amount of issues	62

*If an issue has been mentioned twice by the same interviewee, it has been counted as one mention.

The analysis of this study revealed that there were seven larger categories that all of the issues could be grouped into. Some of the categories overlap each other, as some interviewees described the issues more broadly while others had taken the issues onto a more concrete level. For example, the category “*creating a more design focused culture in general*” could include the biggest category “*creating a design mind-set into the company*” but a definite relationship cannot be done based on the broad descriptions of the issues in the former category.

The biggest category included issues mentioned by eight interviewees that aimed to create a design mind-set into the company (n=15). This included issues where the issue seller would try to convince others of design's value in general (n=5) or the benefits of the design thinking process (n=3), as well as just increase the awareness and knowledge of design and design thinking within the company (n=3). Three interviewees also mentioned four issues that would just try to build the design mind-set in general, not specifying on how they would do it.

"... not only we want to have an internal design team that is perfect that is providing services, but we want to scale. We will not scale as we would like to, we scale by multiplying people in my team, we scale by embedding UX [=user experience] approach and knowledge in all roles that deal with software. So that is a change." (4)

The second largest category included more concrete issues, which tried to implement design thinking methods into projects and product development (n=13). Two of the interviewees discussed how they try to implement multiple methods at the same time (n=4) while others described that they try to specifically implement a testing phase into the projects (n=3) or similarly a user research phase (n=2). Other ways of implementing design thinking into projects included teaching non-designers the basic design tools and methods (n=2) as well as allowing designers to access the end-users more easily (n=2).

"one way to go forward with this is that we could have some e-learning about what this is, like a crash course for them to get understanding why is this beneficial, what do you get out of it and just some basic tools that they can try just, they would not get professionals around it, but still they understand the power of utilising it" (1)

The recruitment of designers was mentioned seven times in total by four interviewees. Descriptions of three issues specified that business units should recruit more designers while the other four descriptions discussed recruiting designers in more general. Another seven issues were about getting higher level managers involved to push for design and design thinking, and the same amount of issues aimed to make non-designers understand the role of designers and what

value they can bring. The smallest category (n=6) was not as focused as the other categories, but rather included issues that just more broadly tried to create a design-focused culture into the organisation. Other issues (n=7) included for example pushing a new brand into the company, strengthening the internal designer community and other single issues that did not fit into any of the previously mentioned categories.

In addition to the issues mentioned above, there were three issues mentioned by three interviewees, where the issue was sold to external people, such as end-users, customers, regulators and possible designer recruits. For example, one interviewee talked about changing the way customers look at the company's products:

“our new tradeshow concept really enables [storytelling], so we have larger walls where we are able to display an entire story, where we are able really highlight the customer benefits we have there, and I think that's a huge step forward because it's also a shift of thinking and [the customers] are not only thinking about there as a specific product anymore, but how they can connect it” (2)

These three issues were not included in Table 5 as this thesis focuses only on issues that were tried to be sold within the company, and thus the tactics used with these three issues have not been analysed. However, as Dutton et al. (2001) notes, issue sellers might want to involve external people in the issue selling process to increase the chances of issue selling success, and thus it is important to note the attempts to influence for example the customers' way of thinking, which might eventually impact what they will demand from the company.

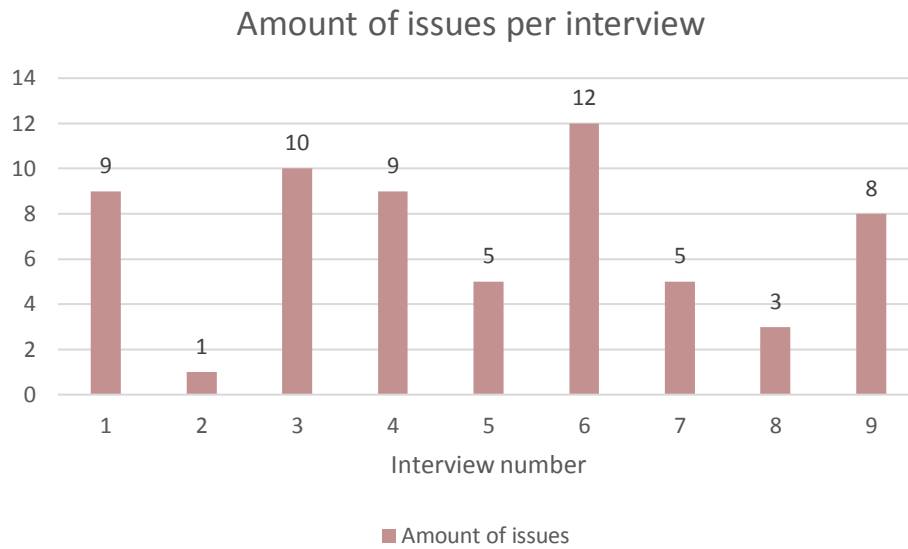


Figure 3. *Amount of issues sold per interviewee.*

Another interesting note was the amount of issues that the interviewees mentioned (Figure 3). Having an average of 6.89 issues mentioned per interview, it seems as the design managers try to push for design and design thinking in multiple ways. The interviewees who mentioned less issues than the average, were also the ones who only mentioned nine out of eleven tactics in their descriptions. As an exception, interviewee number 2 mentioned only one issue, but still gave multiple examples of all tactics. This might be explained with the fact that this interviewee used all of one's worktime to implement a big companywide change. The amount of time each interviewee had spent in the company did not correlate with the amount of issues sold.

4.2 Issue selling tactics used

The interviews revealed a lot of examples of the tactics that the design managers use in their issue selling attempts. As mentioned earlier, in addition to the packaging, processing and contextual knowledge tactics, targets were found to be a new relevant tactic that the issue sellers would consider when pushing for an issue. Six out of nine interviewees discussed all the different tactics in the framework

(including the new target tactic), while the remaining three interviewees discussed at least eight of the total eleven different tactics.

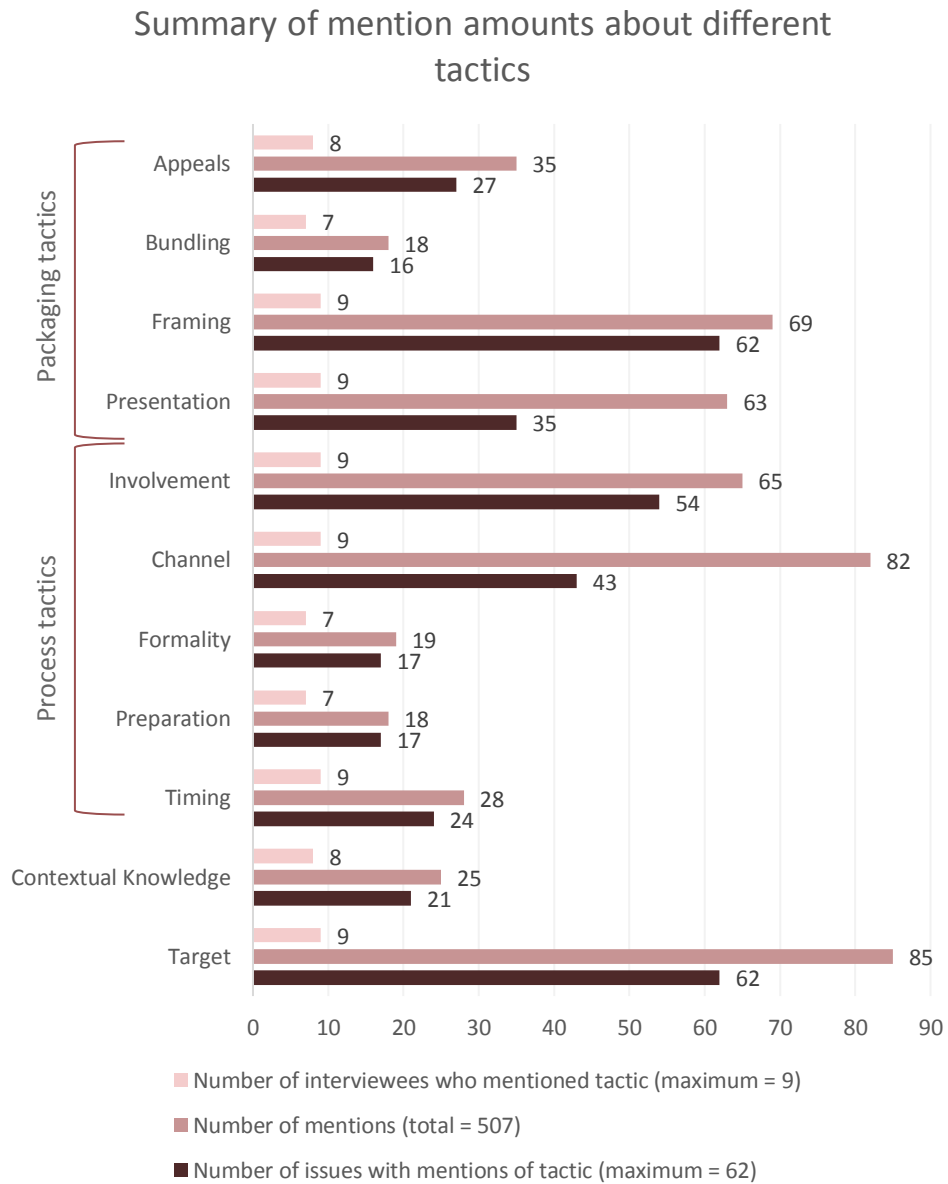


Figure 4. An overview of tactics displaying number of issues with tactic mentioned, number of interviewees who mentioned the tactic and number of times the tactic has been mentioned.

If an interviewee mentioned the same move multiple times when discussing one issue, the mentions have been counted as one. Then again if an interviewee mentioned the same move when discussing e.g. two different issues, the mentions would be counted as two. An interviewee could also mention multiple different moves of the same tactic when discussing an issue, in which case the mentions would all be counted as separate.

Figure 4 above gives an overview on the amount of mentions related to each tactic. The chart shows that framing, presentation, involvement and channels were clearly the most popular tactics mentioned, which could indicate that the interviewees see them as easier tactics to think about or that they are more obvious. What is interesting to note is that neither packaging nor process tactics stand out as a group, but both have tactics with high amounts of mentions and with low amounts of mentions.

When looking at the amount of issues that the tactics have been mentioned in (maroon colour), both framing and targets have been mentioned with each issue. This means that to sell an issue, the seller needs to be aware whom they are selling it to and why they think the issue is important. Other important notes, when looking at the amount of issues that each tactic has been mentioned in, include the high number of issues discussing involvement and the relatively low number of issues discussing presentation and channels when comparing it with the amount of mentions they received. The high numbers related to involvement can be explained with the fact that when the interviewee expressed that they had sold an issue without involving anyone else, it would be marked as selling the issue solo and thus counted as a mention. Without the solo counts, involvement would have been mentioned in 37 issues a total of 41 times. Then again moves related to the channels and presentation tactics have been mentioned only in 43 and 35 issues, but received nearly double the amount of mentions (dark pink colour). This is explained with interviewees mentioning multiple different channels or presentations while discussing one issue. Next the findings will be discussed in more detail, one tactic at a time.

4.2.1 Packaging tactics

4.2.1.1 Appeals

Table 6. *The appeals moves categorised and the number of mentions per category.*

Appeals category	Number of mentions*
Expressing requirements to others	12
<i>Requirements related to people</i>	7
<i>Requirements related to money</i>	2
<i>Requiring responsibility</i>	2
<i>Requirement to do something a certain way</i>	1
“We will help you, but you need to do it yourself” -appeal	6
“This will help you and others, let’s do it together” -appeal	6
Selling issue as something that needs to be pushed bottom up	4
Selling issue as something that needs to be pushed top down	4
Selling design as a service within the company	3
Total amount of mentions	35

*Multiple mentions within an interview of appeals would be counted as one if they were related to one and same issue and category.

Eight out of nine interviewees mentioned different types of appeals that they used when conducting issue selling. Six interviewees discussed ten issues, where they had expressed some sort of requirements to others a total of twelve times. Seven of these mentions required something related to people, for example requiring more designers into projects or more collaboration with the users. Other requirements were related to money (n=2), responsibility (n=2) and doing something a certain way (n=1).

“I really learned that really something that we can utilise is pushing on the word research. Since we hold the money and the business units get it for free, then we can also tell them, you won’t get any money before, we won’t be able to do anything if we don’t go there” (1)

Five interviewees brought up that they tried to appeal to their targets by telling them that the designers were there to help them, but they (the targets) would need to do the actual work by themselves (n=6). Another similar kind of appeal that was

mentioned by four interviewees was where the designers tried to convince their targets to do something together with them, that would help the target or at least others (n=6).

“...we worked with [the company’s] product design guidelines and tried to push that in the organisation or present it so that it would actually help if used when you are actually going to design a new product” (9)

In eight issues, the interviewees brought up whether the issue should be pushed bottom up (n=4) or top down in the organisation (n=4). One interviewee mentioned the bottom up tactic in one issue and the top down tactic as useful for another issue, which suggests that it depends on the type of issue that which tactic is more useful. However, one interviewee mentioned bottom up issue selling twice for two different issues and did not mention the top down tactic at all, which could mean that it might be more bound to the person which of the tactics is used. Since these are only individual remarks, it requires further examination to find out whether the interviewees’ prefer a certain tactic regardless of the issue type, or if there is some sort of a relation between the issue type and the use of bottom up or top down tactics.

“I don’t believe that you top down try to push this, we need to change the culture and that sort of thing on the bottom level, where the projects are actually running, and talk with the people that are actually doing things in order to change that, and show them, visualise and show them how to do things and that sort of thing. Then you can actually do the change...” (9)

The last category that was found related to appeals included mentions on how the designer framed their role to be a service provider for different projects (n=3). This was brought up by two different interviewees when discussing three different issues.

4.2.1.2 Bundling

One of the least common tactics mentioned was bundling. Seven interviewees mentioned bundling only 18 times when discussing 16 issues. The most common things that the design managers’ would bundle their issue to were other issues

(n=5) or other bigger transformations and projects (n=5). However, the five mentions about bundling the issue to other issues came from three different interviewees only, so its significance compared to bundling the issue to other bigger transformations and projects may be slightly more minor, as the mentions to the latter category came all from different interviewees. The transformations that interviewees used to bundle their issue with included three year development programmes, the renewal of a product portfolio and high visibility projects, for example.

“...we have a big internal project going on, where we are renewing a lot of our product portfolio, so now it would be a good time to push for this issue properly. So I wish that we can take part in that, that UX and design come an important part of it” (3)

Table 7. *The bundling moves categorised and the number of mentions per category.*

Bundling category	Number of mentions*
Bundling issue to other issues	5
Bundling issue to other bigger transformations and projects	5
Bundling issue to strategy	4
Bundling issue to processes, protocols and the way things work in the company	4
Total amount of mentions	18

*Multiple mentions within an interview of bundling would be counted as one if they were related to one and same issue and category.

Two interviewees also mentioned that they try to bundle the issue to strategy (n=4). With this they meant that actions to push the issue forward should be mentioned in relevant strategies, which would help to achieve their goal of selling the issue within the organisation. Currently the strategies did not have anything related to the issues.

“I have been thinking that this could be used as the base of our UX-strategy and to look at the different customer segments’ customer journey, that what happens to these segments. And then to map it [into the strategy], that what kind of customers we have during this journey, on the client side. And then, that do we have all the necessary products and tool for the end-users of our clients, so that they can do everything during the journey.” (3)

Finally, three interviewees brought up their efforts to bundle their issue to processes, protocols and the way things work in the company (n=4).

“One [aspect] are these kinds of organisational process things, meaning to take the design into all of our process tools. So if we start some project, that we budget UX and design from the very beginning so that it doesn’t come too much at the end.” (3)

4.2.1.3 Framing

Framing as a tactic is somewhat special as each issue has at least one frame that the issue seller has used and thus 69 frames were recognized from the data. The frame categories could be divided into two different types: frames that were setting more focus into internal issues (n=51) and frames that put more focus onto the customer interface of the company (n=18). The latter has only two categories in it, whilst the former consists of nine different categories.

The categories that relate to the customer interface of the company, include issues that aim to achieve better user experience and quality (n=16) and how to strengthen the company image (n=2). From all of the frames (including the internal issues), achieving better user experience and quality was the largest category, despite having mentions only from six interviewees. The notable amount of mentions may reflect the design managers’ highly user-centric way of thinking and the will of doing their designer work properly.

“...we instantly knew [...] that you cannot do a good internal tool, if you don’t experience the problems daily. So I kind of began the campaign that really had one goal behind, and that goal was just to cancel that

wireframing thing and just focus on solving problems and not delivering old crap in a new way, it was just putting lipstick on a pig. So yes, I had an experience in which we needed to go through design thinking workshop, which was a novelty back then, it was five years ago.” (4)

Table 8. *The framing moves categorised and the number of mentions per category.*

Frame type	Framing category	Number of mentions*
Issues related to the company's customer interface (n=18)	To achieve better user experience and quality	16
	To strengthen the company image	2
Internal issues (n=51)	Process issues	13
	<i>To make better products</i>	5
	<i>To become a more user-centred organisation</i>	4
	<i>To work more efficiently</i>	4
	HR-issues	10
	<i>To have design competence spread around the company</i>	5
	<i>To have enough designers to cope with all projects</i>	3
	<i>To achieve better user experience and quality in products</i>	2
	Culture issues	7
	To be able to push issues in a larger scale and more efficiently	6
	Monetary issues	5
	To find new opportunities	4
	To strengthen the role of designers within the company	2
	Strategic issue	2
To increase internal knowledge on users	2	
Total amount of mentions		69

*Multiple mentions of framing within an interview would be counted as one if the frames were related to one issue and category. In this thesis the framing tactic only includes the frames that describe why the issue is important.

The internal issues, instead, consisted of a more varied group of categories. The biggest one was process issues (n=13) mentioned by seven interviewees, which was divided into subcategories of being able to make better products (through better processes) (n=5), to have a more user-centred organisation (n=4) and to be able to work more efficiently (n=4). Although the first two sub categories may sound like issues related more to the customer interface rather than internal issue, the key difference regarding the customer interface issues is that this goals were tried to be reached especially through internal processes. This meant that the interviewee had framed the issue to be more of a process issue rather than a more general customer interface issue.

“...what they could see was that for one project I had set up in [...], it was for three months, I would say, and normally, it took them nine months to begin selling before, so I could use that in order to, hey, we saved money, we could do that like this and this one, and then I get some more funding for the next project et cetera, so. Also, really good for me was that the guys in [...] were also speaking about this, they were really surprised that they could save money and time to work in this way” (9)

The second largest category in the internal issues group consisted of human resource issues (n=10). In this category, five issues had a frame that aimed to have more design competence spread around the company. This was expressed both on a broader, companywide level as well as in a more specific manner, where the interviewee hoped to have for example the right skills in projects. Another subcategory was related to having enough designers to be able to cope with all projects (n=3). In these cases, interviewees felt that non-designers had understood the value that designers can bring and thus there were more requests for designers than they could handle with the current amount of resources. The last subcategory of HR-issues was again related to achieving better user experiences and quality in the customer interface (n=2), but this time through improving the human resources in the company.

“I sit in a lot of political discussions and also deciding a lot what not to do, because it's not like, it's a lot of things coming in, all the time. And it's also

coming in, because we have been partially successful in our marketing, so but we don't have people right now, so I need to recruit to do that.” (1)

Five interviewees had framed seven issues as culture issues, meaning that by selling their issue, they aim to change the culture into a certain direction. Innovativeness, user-centeredness and multidisciplinary were something that they wanted to increase within the organisation. Then again three interviewees had framed six issues important as they would help to push for issues in a larger scale and more efficiently within the organisation. These issues had a focus on being able to influence more people at once and also having organisational structures that would enable issue selling easier. In addition to these, five issues were framed as monetary issues, mainly so that when sold, the issue would help save money. Four issues were framed so that they aimed to find new opportunities and thus help the company gain more competitive advantage. Other internal issues were framed as a need to strengthen the role of designers within the company (n=2), as strategic issues (n=2) and as a need to increase the internal knowledge of the users (n=2).

4.2.1.4 Presentation

Slightly over half of the issue selling descriptions discussed presentation tactics, while it also was one of the tactics with most mentions. All interviewees used multiple different ways to present their issue to their targets, although most descriptions (20 out of 35) had only one mention of a certain presentation method. Altogether, presentation moves were mentioned 63 times.

The most popular way to present issues was to show evidence and benefits that the issue is worth pushing for. Six interviewees mentioned evidence (n=8) while benefits (n=6) were mentioned by three interviewees. The difference between the two categories is fine lined, as showing benefits such as added value, time saving or cost savings could also be considered evidence that the issue one is beneficial. Other evidence, that one would show to others, would then again include lists of competences, pictures of currently unlined products and comparisons of projects with and without designers, to name a few.

“...then we got actual numbers out of the projects, that they had gone faster, and that we have saved around 30% of engineer costs in projects. So those are already such measurable benefits that you don’t need to just say that this is easy to use...” (7)

Table 9. The presentation moves categorised and the number of mentions per category.

Presentation category	Number of mentions*
Showing evidence and benefits	14
<i>Evidence</i>	8
<i>Benefits</i>	6
Showing examples	10
Focus on language	9
<i>In general</i>	4
<i>Using terminology that the recipient can understand the easiest</i>	3
<i>Using a unified terminology amongst designers in the company</i>	2
Using success stories	9
Presentation through materials	6
Presenting issue as something novel	5
Presenting issue as incremental	4
Using storytelling	2
Other	4
Total amount of mentions	63

*Multiple mentions on presentation within an interview would be counted as one if they were related to one and same issue and category.

Showing examples were also very popular regarding presentation tactics, as they were mentioned by eight interviewees a total of ten times. Some interviewees even explained how they consciously create good examples which they can then use in their issue selling, while others expressed how showing bad examples might help to convince others to push for an issue that would help avoid the bad end result.

“every time that I have presentations, [...] I always have in the beginning a few slides for educating in what is user-centred design or design thinking, and I think I’ve been fairly successful with that, because people, you can see the recognition of people’s like, yeah, right, okay, because I’ve put some examples on, like one example where you walk in the park and people are not taking the path that you should have, but they’ve created their own, and that people usually recognise themselves in, I say we work with real needs, ‘cause everyone thinks we create our design, but we look at the real needs and design for that, and people usually laugh at that and then they understand what we’re doing” (1)

An interesting tactic that appeared in the data as well was the importance of language when selling an issue. Focusing on language was mentioned nine times by four interviewees, who described how one needs to pay attention to the language if they wish to succeed in issue selling. Two mentions focused on the importance of unifying the terminology that the designers use, so that the designers would be at least on the same page of what they actually aim at in the company. Of the other mentions, three discussed more how the terminology should be used so that it is as easy as possible for the target to understand, and the rest of the mentions just talked about focusing on language in general.

“...I would like try to get the designers to talk the same language, so that they don’t ruin it for themselves. I think that they should really focus on it. That if some word starts to work, then it sometimes is just better to say ok, let’s go with that word then, let’s open it up properly. For example, I haven’t used the word design thinking when in the business unit, but now that it started to work here in [this unit], I was like fine, let’s use it then...” (6)

Other presentation move categories included using success stories (n=9), using presentation materials such as slides (n=6), presenting the issue as something novel (n=5), presenting the issue as incremental (n=4) and using storytelling (n=2). Four uncategorized presentation moves were identified, which for example included showing consequences or giving promises of better products. Unlike in Dutton et al.

(2001), making continuous proposals were not seen as a presentation move in this thesis, but rather as a timing move.

4.2.2 Process tactics

4.2.2.1 Involvement

Table 10. *The involvement moves categorised and the number of mentions per category.*

Involvement category	Number of mentions*
Solo	24
Unspecified others and we	17
Designers in general	8
Own team	5
Top management	4
Own boss	3
Recruiters	1
Brand representatives	1
Business units	1
Everyone on the bottom level	1
Total amount of mentions	65

*Multiple mentions within an interview of involvement would be counted as one if they were related to one and same issue and category.

The involvement tactic was found to be not as straight-forward as the other tactics. Many of the interviewees did not explicitly state whom they would involve in their issue selling attempt and the way interviewees spoke might have had an effect on how they were assumed to involve people. For example, those who spoke in first person (I/we), but did not explicitly mention that they involved someone, would be counted into the “solo” or “unspecified others and we” -category. However in some cases, it was impossible to identify any involvement or that the issue selling would have been done alone. What makes the involvement category special as well is that the mentions of selling the issue solo were counted in the total amount of mentions as well (which means that selling those issues actually involved no others). These mentions were included because Dutton and Ashford (1993) had divided the

involvement tactic only into two categories, solo and with someone, and to be able to do comparison, this thesis recorded the solo “involvement” move as well. In addition, the way the interviewees speak may have had an impact on the mention amounts. For some people it might be more natural to speak as though he or she did something rather than we did something. Then again, other people might emphasize the “we” more, which cannot be known for sure either. Nevertheless, these slightly indefinite categories of “solo” and “undefined others and we” were recognized the most, solo having 24 recognitions and the undefined others and we having 17 recognitions. The following quote is an example of an interviewee talking about how “we” sell the issue while expressing that they also need to have the business units on board:

“... we need to have the business units on board and [...] not only convince but to collaborate with them and have them understand why we need to do this and that they also see the need [for design], ‘cause I would say not, a few of them, but it’s really few that have experience of working with design, so quite often when I meet people, I need to explain the basics of user-centred design and design thinking [...] so usually [...] we have discussions on what we can do and then they start to see opportunities because they know their businesses best.” (1)

The rest of the involvement categories were remarkably smaller, as the third largest was involving other designers with eight mentions. This was mentioned by five different interviewees who mostly called for designers to unite behind their issues. In addition to this, own team (n=5), the top management (n=4) and one’s own boss (n=3) were considered as important people to involve in the selling process.

“...the designers themselves should also somehow work this issue, and not just stay with the problem that what do we call ourselves and what are we...” (6)

Four other, more specific mentions of involvement moves included involving recruiters (n=1), brand representatives (n=1), business units (n=1) and all the people on the bottom level of the organisation (n=1).

4.2.2.2 Channels

Table 11. *The channel moves categorised and the number of mentions per category.*

Channel category	Number of mentions*
Discussions with relevant people only	17
<i>With target(s) only</i>	12
<i>In general</i>	5
Hands-on approach	15
Meetings and other internal encounters	9
One-way communication channels	7
Workshops	6
Formal documents (e.g. project proposals, roadmaps)	6
One-on-one discussions	6
Projects with high visibility	5
Big internal events (e.g. summits)	3
Community calls	2
Interactive communication channels	2
Teaching others	2
Other	2
Total amount of mentions	82

*Multiple mentions within an interview of channels would be counted as one if they were related to one and same issue and category.

All of the interviewees mentioned channels a total of 82 times when discussing their issue selling attempts. In this study, the division into public and private channels presented by Dutton and Ashford (1993) was rather difficult to make, since some of the channels (e.g. workshops) could be private in one situation and public in another, and most of the time the interview extracts did not reveal which one was in question. Thus the channel moves were categorized completely inductively, to get an understanding of what channels the interviewees used in their issue selling attempts.

The interviewees seemed to prefer to take direct action, since having discussions with relevant people only (n=17) was the largest category regarding the channels, and it was mentioned by eight interviewees. Of these mentions, twelve were

specified to mean discussions directly with the target that one was trying to sell the issue to. Showing something hands-on, such as how user research is done, was also very popular since all of the interviewees mentioned it fifteen times altogether.

“we are organizing design thinking workshops, so full-day, hands-on workshops for analysts and for developers who work with us in projects, so that they are able to confidently run design thinking process on their own with our minimal supervision or with coaching. So our goal is, yes, we can help you in projects, but this has only one goal, so that you’re confidently able to do that later on, with our minimum supervision and with minimum help.” (4)

Six interviewees mentioned that they use meetings and other internal encounters as channels where to push their issue a total of nine times. One-way communication channels, such as posters, newsletters and guidelines, were mentioned seven times by five interviewees in five issue selling descriptions. Three of these issue selling descriptions were also noted to have mentions of using a top-down appeal tactic, and thus it could be assumed that when one feels that an issue should be pushed top down, one would also prefer to use these one-way communication channels to sell their issue.

“Well now we should get this, I mean this guideline is one tool for that we make these things visible. In an engineer company like this, it is actually a quite good tool. It’s very concrete, and just what these people here need [...] so for example the guideline is that kind of, hey, you need to follow this, ok, we will follow, how.” (6)

Workshops, formal documents and one-on-one discussions were all mentioned six times, and apart from the formal documents which are clearly public channels, one cannot be sure whether these channels were public or private. For example, one interviewee described how they try to sell the issue every time they meet someone, which could be in a very private situation or then again in a public situation.

“when I meet with people and also when I talk with people, I don’t assume the people know what we are doing, and if they do, then I just repeat my version of it” (1)

Projects with high visibility were mentioned five times by four interviewees, who clearly tried to maximise the visibility for their issue and thus gain more attention from their targets. Three interviewees also mentioned big internal events, such as summits and open house -events, three times as good channels for pushing issues since there they would be able to sell their issue face-to-face.

“I would allow for experimenting in projects that have high impact on the [company’s] revenue and are meant to be fast-created, so I would give a chance to try the new approach in high-visibility projects, so don’t start with some average, not-important, risk-friendly projects, but start with something really high-level, that will instantly get the attention of the CEOs.” (4)

Community calls, interactive communication channels such as Yammer and teaching others were all mentioned twice as channels in the data.

4.2.2.3 Formality

Table 12. *The formality moves categorised and the number of mentions per category.*

Formality category	Number of mentions*
Using written documents (e.g. project proposals, roadmaps) to sell the issue	5
Would want to have a formal strategy that pushes the issue forward	3
Using formal channels and structures to push for issue	3
Not following the rules/guidelines of the company	3
Acknowledging the need for formal paths	3
Having a formal process that forces others to adopt design and design methods	2
Total amount of mentions	19

*Multiple mentions within an interview of formality would be counted as one if they were related to one and same issue and category.

The use of written documents, such as project proposals, roadmaps and guidelines were mentioned five times when interviewees described their issue selling.

“...sometimes that we see opportunities, then we need to identify business unit [to which] it would be of interest, then we make a product proposal that we send and present for our global [...] manager, that’s where we get money from, it’s like in universities when you apply for research money for a project, that’s how we do as well. But we have, we know that we have a certain amount of money that we get, but we will not get it for free, we need to show what we will do and [the manager] is prioritising what we will do.” (1)

These documents can be considered as formal, as they guide concrete actions and require formal approval from managers. Yet they give the possibility to individual stakeholders to impact their content, which makes them a powerful channel to sell issues. That being said, written documents could also be seen as a channel, so in this thesis they were categorized under both formality and channels, to keep the analysis as congruent as possible with the framework articles, which had placed them under formality. However, Dutton et al. (2001) had also suggested that all written communication would be formal, which in this thesis is seen as an invalid statement because of the increased variety of written communication methods during the past two decades, and thus it is only the formal written documents that have been counted into the mentions of this formality tactic.

Another overlap between formality and the other tactics appears with bundling the issue to strategy. Three interviewees mention that they would want to have actions related to their issue mentioned in the company’s strategies, as they see that it would help to sell their issue.

“...there are some designers that are employed here and there, but I would say that we need to have a strategy how we can actually get more people on board when it comes to this field.” (9)

In three of the issue selling descriptions, the interviewees particularly discussed how they sell their issues through formal structures and processes within the

company. These issues had already received a certain amount of top management attention, for example by having managers take time to listen to a presentation where the issue was sold or having an approved plan that aimed to push for the issue into the whole organisation. One interviewee had built the formal channel herself, by taking a group of crucial managers and forming them into a steering group, which she would use to push for her issues.

Three interviewees also directly stated that it is not always useful to stick to the company protocols, as following the organizational guidelines or rules might just hinder the issue selling efforts. These interviewees had worked for the company for over five years, which might make it easier for them to “try their limits” compared to others who had been in the company for a shorter time. They also seemed to have deviated from the company protocols very consciously with the aim to better succeed in their issue selling attempt.

“...we for sure did not follow all the [company] guidelines, keeping it between us, since if we would have followed we would still be sitting in some meeting room and discussing the thing, that what should we start to do.”

While the interviewees had found formal ways to push for most of the issues, two interviewees brought up how formal paths would further advance their certain issue selling attempts, for example by helping to reach larger crowds.

“...it would be nice if there were some education, as e-learning, or maybe as a start or face to face educations, that would be obligatory for different people, like product managers, for example, that are deciding how to run or what products to develop” (1)

One interviewee also brought up in two different issues, that the power of formal processes that help one’s issue selling. For example requiring others to go through an application process to get funding for a project, assured that points, such as having a designer on board, would enable to push for one’s issue better later on in the project. The interviewee also felt that introducing a checklist-like process

helped to create habits into the organisation and thus was a good tool to implement issue selling.

4.2.2.4 Preparation

Table 13. *The preparation moves categorised and the number of mentions per category.*

Preparation category	Number of mentions
Taking time to find out the right people to involve	4
Preparing others for change	4
Finding out how it would be best to sell issue to specific target	3
Building a formal process and organisation structure where to push for issue	3
Using learnings from previous experiences	2
Other	2
Total amount of mentions	18

*Multiple mentions related to preparations within an interview would be counted as one if they were related to one and same issue and category.

Eight out of nine interviewees mentioned different types of preparations they had done or would do to ensure better chances of succeeding in their issue selling attempts. Two of the most commonly mentioned preparations were related to finding the right people whom to involve (n=4) and preparing others for change (n=4).

Finding the right people whom to involve clearly required a lot of networking and getting to know people within the company, but also this preparation move was noted when recruiting people who one wanted to be involved in issue selling (n=1).

“I have now recruited people who can manage without me hopefully. [...] if I am a change agent pushing for change, now I have more similar people. And one of my wishes is that that team is such, from which it is easy for [someone] to leave to some business unit and build an own organisation and team there.” (6)

Preparing others for change included making sure that different stakeholders were on the same page and had a shared understanding of the current situation. After doing so, the interviewee would have it a lot easier to sell the issue and get their message through. Another example of preparing others was to teach others the issue and how they could help sell it forward in the organisation. One interviewee also talked about building awareness of bigger trends that the company should start to focus more on.

“I put [...] a workshop together with our [different departments], and they had a workshop of value words and that sort of thing, [which] were quite [new to them], it was kind of fun to be in that room because the engineers were just looking at each other and saying, what is this, and that sort of thing. But then, afterwards, [...] when we moved further and made design proposals and concepts and so on, and then tried to describe what kind of design we will use in order to express those kind of value words that we identified during the workshop, they start to see the value of doing things.” (9)

Three interviewees talked about the importance of thinking how it would be best to sell an issue to a specific target (n=3). This would mean for example thinking of what kind of terminology would the target understand the best or getting to know the targets before starting to work with them and push for the issue.

“I start the process of UX design with knowing the people. It’s hard to say if there is some kind of a particular frustration or particular problem, because basically starting work, I know what are the limitations, I know what people are capable of, how open they are to be brave or to be more, I don’t know, innovative on the process.” (8)

Other preparations that interviewees talked about were using learnings from previous experience (n=2) and building formal processes or structures that would help push for one’s issue (n=3). For example, one interviewee described how she had gathered a steering group for herself, which would have regular meetings and where she could present issues to key people.

"I started to think, that ok, I want some kind of a steering group, that in that you can discuss and decide everything together and those big bosses become responsible for that matter. And then I talked about it with my boss and [the boss] thought that is was a good idea. We went through candidates who would be good for it and such, that's how it then began. [...] At first I was like, oh, this is heavy, that you always need to present some results for someone and what do they know about the project. But then I've come to understand that it is actually really good, as then they also take responsibility of all the decisions that we make." (3)

Although most of the issue quotes did not refer in any way to preparation, it can be assumed that the interviewees spend more time on preparations than what they discussed. For example, when conducting workshops the interviewees are most likely to spend some time preparing it, thinking how it would be best to conduct it and so forth.

4.2.2.5 Timing

Table 14. *The timing moves categorised and the number of mentions per category.*

Timing category	Number of mentions*
Issue selling takes time and one needs to be persistent	11
Issue needs to be sold early enough	7
<i>Selling in the beginning of projects or before projects start</i>	3
<i>Need to sell issue early enough to avoid higher costs later</i>	2
<i>Need to act now to capture the competitive advantage</i>	2
One acknowledges a certain time that is beneficial for selling a certain issue	7
Company is not yet ready for a bigger change (e.g. making issue part of strategy)	3
Total amount of mentions	27

*Multiple mentions within an interview of timing would be counted as one if they were related to one and same issue and category.

All of the interviewees paid attention to the timing at least in one issue that they were selling. Seven out of nine interviewees described how issue selling requires

persistent work and that it takes time to for example convince others of the issue's importance. Persistency was mentioned in 11 issues that the interviewees sold.

"I mean, the only difference that I can see is that it takes time to convince people when you start up, the first project is, you need to convince them that they have to do this et cetera, so usually I have to travel there and have different meetings with people, and they can ask me questions and so on." (9)

The interviewees also thought that the earlier an issue was sold the better, since it would enable designers to impact the projects and their scope (n=3), it would reduce costs since early testing would help get things right in the first place (n=2), and it would also help the company gain competitive advantage through designers and new trends before it is too late (n=2).

"I spend considerable amount of time on, I would call it a lightning talks with really the first people in the process, so that we can offer design thinking and design activities. Not only when the project has already started, but before the project is created, to be able to influence the scope, to be able to influence the shape of the product, so for me, that represents a shift that we need to make." (4)

Four interviewees discussed how there are better and worse times to conduct issue selling in seven issues altogether. They acknowledged that timing the selling attempts simultaneously with for example strategy work and bigger transformations could help to succeed in the selling process. They also explained how they had thought of what would be a good timing for the target and tried to make it easy for them to approve the issue selling attempt.

"when we were producing this style guide, we did it by having set of projects for different kinds of products in the organisation, in all the divisions, so in that way we could also introduce design posters in those kinds of project, and spread the word at the same time, that we actually did the style guide for that" (9)

Three issues had mentions of the company not being ready for a certain change, which indicates that the interviewees look at change as an ongoing process and that it happens incrementally. This supports the descriptions of persistent issue selling and shows the understanding of the context of the issue sellers.

“Additionally we try to use as a methodology and I think that a lot of the unit may not be ready for that [...] So, I would say, I mean this is something I think where [the company] is still learning but as I said it depends maybe also on the unit” (5)

4.2.3 Contextual Knowledge

Table 15. *The contextual knowledge moves categorised and the number of mentions per category.*

Contextual knowledge category	Number of mentions*
Relational knowledge	14
<i>Understanding when it is a good time for issue selling</i>	5
<i>Understanding others’ capabilities and current situation</i>	5
<i>Understanding the people network</i>	4
Normative knowledge	8
<i>Knowledge on effective presentation tactics</i>	5
<i>Knowledge on company protocols</i>	2
<i>Knowledge on what kind of situations one should use to push for issues</i>	1
Strategic knowledge	3
Total amount of mentions	25

*Multiple mentions within an interview of contextual knowledge would be counted as one if they were related to one and same issue and category.

In the interviews, the design managers expressed how they use contextual knowledge that they have gathered during their time in the company. All of the three types, relational, normative and strategic, that Dutton et al. (2001) presented in their article were mentioned in this study’s interviews, with relational knowledge being clearly the most common type of knowledge that the interviewees used in their issue selling attempts (n=14). The interviewees discussed how sometimes

certain timing is better than another (n=5), how understanding other people's capabilities and the current situation help to find better ways to sell their issue (n=5) and also how knowing the network of people within the company helps to succeed in issue selling (n=4).

Normative knowledge was mentioned a total of eight times by four interviewees, who brought up how they knew which presentation tactics work better than others (n=5) and that one needs to know and follow certain company protocols to get an issue through (n=2). One of the interviewees also brought up how certain types of situations support issue selling:

"What I think that will definitely help [in selling this issue] is that, these people don't, some of them know each other, but most of them they haven't ever seen each other. So the face-to-face meeting, I think that it would definitely help to get a common will to participate [in this issue selling]." (6)

Strategic knowledge was the least mentioned of the contextual knowledge types (n=3), and mainly included descriptions of how interviewees had learnt over time how to reach goals in a more efficient manner.

Many of the tactics are strongly linked to the contextual knowledge that the issue seller has. For example, knowledge of to whom the issue is sold to helps to find the more efficient ways to sell the issue, while having an understanding of who are the key people that one needs to involve can make reaching the final target easier. Then again preparation becomes more efficient and easier when one knows for example the starting point and context where the other people come from.

4.2.4 Targets

In addition to the tactics that Dutton and Ashford (1993) and Dutton et al. (2001) had noted in their research, the interviewees in this study brought up the targets of their issue selling rather specifically. When considering issue selling, it is necessary for the issue seller to have an idea whom they are selling to and why. It is hard to imagine that someone would just randomly try to sell an issue and not target their message to a certain audience. Thus it was considered relevant to have a new

component that impacts issue selling in organisations. As the issue seller needs to make a choice (similar to the other tactics) on who is the target, it is reasonable to consider choosing the target as an additional tactic. However, it does not fall under packaging, process or the contextual knowledge tactic, and thus it will be on the same level as them.

Compared to involvement, the target in this thesis refers to the ultimate goal of the issue selling attempt, rather than the people whom one wants to involve to make reaching the target easier. However, when looking at the greater goal that the issues in this thesis aim to achieve (which is to enhance the role of design and design thinking within the organisation in general), the targets listed here could be seen as involvement moves that help to make the change eventually in the whole organisation. But like with the previously presented tactics, here the focus is on the smaller issues that have been recognised from the interviews and therefore the targets below should be interpreted as the targets of these issues.

As with the framing tactic, each issue has to have at least one target who the selling attempt is directed at. In this study, interviewees mentioned targets 85 times altogether as can be seen in Table 16 below. The most commonly mentioned targets were some sort of managers, who would have the power to make decisions related to resource allocation or working methods in projects (n=26). This was brought up by seven interviewees who were always able to specify the type of manager whom they wanted to influence. Most commonly it would be a manager at the C-level or top management (n=9), a manager in a business unit, a manager of a specific technology or a product manager that they would want to sell their issue to.

“I think we need to have the very top management on board on that. I have my manager [...] partly on board on that, but it needs to go higher up. Just like they decided in on the CEO level and CTO level to go for [another project]. That would have the biggest impact, but [...] we can't sit on the side and feel like victims if that doesn't happen, we need to work on several places, but yes, that would definitely be the [thing that] speed up most, I would say. Otherwise, it is to target the technology managers of the divisions and the business units.” (1)

Table 16. *The target moves categorised and the number of mentions per category.*

Target category	Number of mentions*
Managers	26
<i>C-level / Top management</i>	9
<i>Other manager (e.g. product, technical, business unit manager)</i>	17
Whole organisation	23
Business units	12
Teams	10
<i>Project or product teams</i>	6
<i>Other types of teams</i>	4
Engineers	5
Business people	3
Analysts	1
Designers	2
Researchers	1
Brand representatives	1
One specific colleague	1
Total amount of mentions	85

*Multiple mentions within an interview of one target would be counted as one if they were related to one and same issue and category.

Another commonly mentioned target was the whole organisation (n=23), mentioned by eight interviewees, meaning that the change that the interviewees were trying to make would eventually influence everyone working within the case company. Many of the issue descriptions did not explicitly mention the whole organisation as a target, but it was rather easy to interpret in between the lines that the interviewee was targeting the whole organisation. Two interviewees mentioned that trying to change the whole organisation at once would not work and thus they preferred to change one business unit or even one team at a time, always moving to the next one after the change had been adopted in the previous team or unit.

“I don’t want to change the whole company. Usually, I change the team after team, so we have this strategy, because I have a great support from

my manager, and we have this strategy that we win product after product. So this is something that takes time, but it's very effective.” (5)

Business units were mentioned twelve times as the target by five interviewees, of which many saw the business units and their projects as the place where the bottom-up change movement should start from. It is important to note that most of the interviewees were not positioned in business units, but rather worked in some cross-functional team that provides design work into business units and different projects.

“When I was working at [the research unit], since that was a research company, I was responsible for the strategy, and then we had a strategy to [...] build up user experience at [the research unit], but we saw that if we are going to make a difference, the team needs to go out to the business units which are producing the products, so we can go and change that over here, so when I got this offer to do this, in the business unit, it was like, then I can implement the strategy I was previously setting up at [the research unit]. And I'm still coming, so that we need to have it on the different business units in order to make a difference.” (9)

In addition to mentioning managers, the whole organisation, and business units as targets, many of the issues were mentioned to have some specific group of people as the target. These groups were defined as project or product teams (n=6), other types of teams (n=4), engineers (n=5), business people (n=3) or designers (n=2) that the interviewee would be working with. Researchers, analysts and brand representatives were all mentioned once as the targets of issue selling. Only one issue had a single person as its target.

5. Discussion

This thesis explored how design managers sell design and design thinking issues through an empirical study of the issues and issue selling tactics nine design managers use in a big global technology company. Using a framework based on Dutton and Ashford's (1993) and Dutton and colleagues' (2001) seminal work, this study revises the theory, adds a target tactic and clarifies the overlaps of different tactics in the original work. Also, it gives an understanding of what kind of issues are pushed for and how, when aiming at a larger scale cultural change within the design thinking context. In a more practical view, this study gives companies an idea of what kind of practices and tools companies should provide their employees to enable issue selling at all levels of the organisation.

5.1 Issues related to advancing design

To answer the first research question *what are the issues that designers are trying to sell in their organisation when aiming to advance the role of design*, 62 issues were identified from the interview data. The inductive thematic analysis showed that the issues that design managers tried to push forward were related to changing mindsets of non-designers in the company, developing the organisation to become more user-centric and increasing the amount of designers as well as the use of design methods in the company. Compared to the Dutton and colleagues' (2001) study that was done in a hospital environment, and the Dörrenbächer and Gammelgaard (2016) study that focused on subsidiary initiatives, the issues recognized in this study were related to less concrete actions (e.g. investments) and more to culture and mindsets of people. Indeed, this thesis reveals that pushing for design in companies is more of a culture issue than for example a monetary issue. This notation is supported by Mutanen (2008), who found that enhancing the design skills within a company is indeed a cultural transformation, and also by Elsbach and Stigliani (2018), who were able to prove that the use of design thinking tools is linked to the company culture. In their review, Elsbach and Stigliani (2018) found out that there is a recursive relationship between the use of design thinking tools and an experimental, collaborative culture. In regards to the link between design thinking and culture, previous studies also suggest that the

organisational culture impacts the commencement of issue selling attempts, as it can be seen either as an encouraging or discouraging element (e.g. Dutton *et al.*, 1997, 2002). This can also be seen as a recursive relationship, since the essence of design thinking encourages to make things better and thus push for changes, which could mean that when design thinking is properly implemented into the organisation, it may lead to a more issue selling attempts as the environment is more encouraging. Another notation regarding the issue types that were found in this thesis, is that it seems as though the issues the design managers sell also aim at changing the value creation model of the case company, as they try to shift the focus from just products to creating additional value from user experiences. This means that the design managers try to emphasize that it is both the company and the customer who benefit from better design and thus the cultural change is worth to push for.

5.2 Tactics for selling design advancement issues

The second research question, *what kind of tactics do the issue sellers use in their selling attempts*, was answered by conducting a deductive thematic analysis based on a framework constructed from Dutton and Ashford's (1993) and Dutton *et al.*'s (2001) work. Ten different tactics were analysed: packaging tactics that included the appeals, bundling, framing and presentation tactics; process tactics that included involvement, channel, formality preparation and timing tactics; and lastly the use of contextual knowledge tactic.

The design managers interviewed in this study did discuss all of the tactics defined in the constructed framework. The most commonly mentioned tactics were framing, presentation, involvement and channel tactics; whereas bundling and preparation and formality were the least mentioned. Other important remarks that were made in this study include that the interviewees often used multiple channel and presentation moves when selling an issue, as well as the remark of each issue needing to have a frame that indicates why the issue is important to sell.

In addition to the predefined tactics, the analysis brought up a new tactic, the target, since all of the interviewees brought up either implicitly or explicitly whom they were trying to sell their issue to. As the interviewees have to make a choice

who the target would be, it is justifiable to consider the target to be a tactic. In fact, knowing the target can be considered a necessity for issue selling to happen, since otherwise it would be impossible to make useful choices regarding all the other tactics. Another key difference compared to the Dutton et al. (2001) and the Dörrenbächer and Gammelgaard (2016) studies is related to the holisticness of the issue selling targets, since rather than only directing the issue selling upwards from the sellers perspective, the interviewees of this study targeted people all around the organisation. Similar to the previous issue selling studies, influencing managers was the most commonly mentioned target in this study as well, but the overall mentions of manager targets covered only 30% of all the target mentions. Thus, it was not as self-evident that the issue selling attempts were always directed upwards from one's position. This notation may be dependent of the context and the types of issues, but since in this case the ultimate goal was to change the culture of a big company, it may be understandable that the targets of the issue sellers were located on all levels of the organisation. This is also supported by Mutanen (2008), who noticed in her case study that designers tried to influence people all around the company to enhance the role of design, and that such change cannot necessarily be pushed top-down in the organisation.

The packaging tactics were mostly mentioned when the interviewee discussed how they had presented an issue to the target or the people one wanted to involve in their issue selling attempt. The most common way of using the appeals tactic was by setting requirements to others, while the most popular thing one would bundle their issue with was either other issues or bigger transformations that were going on. Although bundling was not mentioned that often in this study, it however brought up support for previous studies that have suggested that bigger changes in the issue selling context may encourage the sellers to commence their issue selling attempt (Dutton *et al.*, 1997). Also, it supports the notation done by Mutanen (2008), who found that critical events related to technological advancements (which can be considered big transformations in traditional engineering companies) were linked to the increased amount of actions taken in regards to enhancing the role of design. Therefore, when combining the findings of this thesis with the previous studies' findings, it can be said rather confidently that bigger changes in the organisations most probably increase the amount of issue selling attempts.

The most popular packaging tactics, presentation and framing, received the most mentions which is understandable as each issue had to have a frame, and then again the presentation moves were very concrete and easy examples that the interviewee could give of their issue selling actions. While the presentation moves were easy to identify, the framing moves were less obvious and when comparing to previous studies, it becomes evident that framing has indeed been defined in multiple different ways and that the framing tactic is rarely mentioned explicitly (e.g. Piderit and Ashford, 2003; Dörrenbächer and Gammelgaard, 2016). Therefore in this thesis the framing tactic was decided to be strictly limited to include only the frames that describes why the issue is important. This definition offers now a more specified definition for future studies as well, which would help to unify the meaning of framing as a tactic and make it easier to conduct comparisons between different studies. For example, Piderit and Ashford (2003) had included many presentation, preparation and contextual knowledge moves into their framing category, and thus their results cannot be directly compared with the results of this study.

The most common process tactics used, in turn, were the involvement and channel tactics. Involvement tactics have been found to be very popular at least when selling gender-issues (Piderit and Ashford, 2003) and thus this finding is in line with previous studies. Then again the channel tactics that were mentioned in this study reflect how the organisation is already collaborative as there are multiple different channels that require doing things together with others. For example, workshops, using a hands-on approach and teaching others represent methods of knowledge transfer and issue selling channels where people can rather freely interact with each other while selling an issue. This is something different to the channels that Dutton and Ashford (1993) suggest, which mainly consisted of more traditional and structured channels, such as scheduled meetings, and which require more preparation. However, this thesis also found these types of channels important, but with the addition of the more collaborative channels, it could be safe to say that this thesis supports the idea of transferring thoughts and ideas in less formal and more collaborative contexts. Other process tactics that were used by the interviewees included the formality, preparation and timing tactics, in which the interviewees emphasized the use of formal routes, taking time to find out the best

ways to sell an issue to a specific target as well as being persistent and patient with the issue selling.

Despite only a small amount of mentions, the use of contextual knowledge tactic was also noted by most of the interviewees in this study, and it seems that the interviewees saw the use of relational knowledge as the most important. Previous studies have not addressed the use of contextual knowledge that much, but for example the findings of Birdi, Leach and Magadley (2016) suggest that the amount of contextual knowledge does not impact one's implementation of ideas in the organisation. Implementing ideas can be assimilated to issue selling in this thesis, as both require actions to take an idea further and aim to make some change in the company. As the study of Birdi, Leach and Magadley (2016) was conducted in a similar multinational engineering company and it involved 169 design engineers, the results could enlarge the findings of this thesis, and thus it could be assumed that the small amount of mentions related to contextual knowledge might prognosticate that the contextual knowledge tactic is not that significant. Then again, it may also be that due to the experiential nature of contextual knowledge, the interviewees do not acknowledge that they use a lot of it when conducting issue selling and therefore they do not mention it in the interviews either.

5.3 Theoretical implications

In addition to identifying a new type of tactic, the *target* of issue selling, the results of this thesis have theoretical implications that clarify the framework of issue selling tactics by recognizing the many overlaps between the different tactics.

5.3.1 Overlaps of different tactics

One of the major theoretical implications of this thesis include a revised framework for tactics, based on an overview of overlaps found when conducting the empirical part of this study. When conducting the analysis it became apparent that some of the tactics overlap and it is at the discretion of the researcher to find the fine lined differences between different tactics. Table 17 below aims to clarify these overlaps, presenting what kind of moves could be included into two different categories. Since the table is diagonally symmetrical, half of the cells are coloured grey as they

Table 17. Overlaps of the different tactics described.

	Appeals	Bundling	Framing	Presentation	Involvement	Channel	Formality	Preparation	Timing	Contextual Knowledge	Target
Appeals											
Bundling											
Framing	All appeals could be seen as frames, however in this thesis, framing is limited to include only the frames that explain why the issue is important.										
Presentation	Presenting something as a bottom-up or top-down change could be considered both an appeal or presentation move										
Involvement											
Channel				Materials such as slideshows, videos etc. could be considered both as presentation and channel moves, but in this study they were counted into a concrete method that the issue seller uses to get one's message through and thus they were counted as presentation moves.							
Formality		Bundling issue to e.g. Strategy and making it thus formal			Involving others formally vs. informally	Using formal vs. Informal channels					
Preparation				Making continuous proposals was marked as a presentation move in Dutton et al. (2001), but in this case it fits better into the timing tactics							
Timing											
Contextual Knowledge	Knowing what kind of an appeal could work	Knowing other issues etc. to which one can bundle the issue to	Having an understanding of the bigger picture and why it is important to sell the issue	Knowing what kind of presentation tactics work the best/are possible	Knowing who to involve	Knowing what channels reach whom and which channels serve one's goal the best	Understanding what is considered appropriate/formal within the company	Getting to know the target, company ways etc.	Knowing when it is the best time to sell an issue		Knowing who to target (who needs to make the change)
Target					Target was included as a part of involvement in Dutton et al. (2001). However, this thesis found the target to be different from the people one involves in issue selling that it was made into a separate tactic						

are already presented in the other half (white and pink cells). The cells that have a darker grey colour indicate that there is an overlap between the two tactics, which is described in the other half of the table (one of the pink cells).

As it can be seen from Table 17 and Figure 5 below, the tactics may overlap each other regardless to whether they are packaging or process tactics. Figure 5 shows how the tactics link to each other and how most of the overlaps seem to be within the tactic types. All of the tactics overlap with the use of contextual knowledge and therefore it has been put on to the background of the figure. The channel tactic seems to connect the two clusters, which is rather logical as channels are needed to get everything that has been “packaged” to the target (of course with the help of other process tactics).

The reason why it is important to look at the overlaps of the different tactics is that it not only helps future research to conduct similar and comparative analysis, but it also helps to understand the phenomenon of issue selling better. Some of the few researchers (e.g. Piderit and Ashford, 2003) have combined or just left out some of the tactics presented by Dutton and Ashford (1993) in their studies, which is why this study tries now to make more clear definitions for each tactic individually.

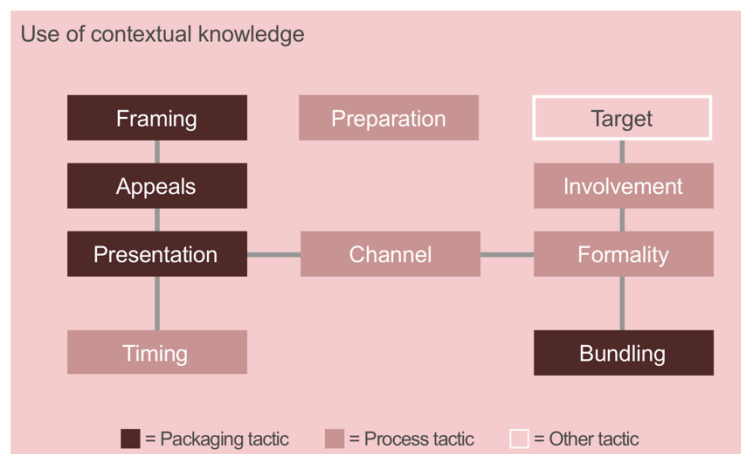


Figure 5. Network map showing which tactics overlap with each other. Note that the use of contextual knowledge overlaps with all tactics.

When looking at the overlaps in more detail, the use of contextual knowledge tactic had the most overlaps with other tactics as it could be used parallel to any of them. This is logical, since the interviewees most probably make decisions related to the tactics based on their previous experiences and acquired knowledge. However, it may not be self-evident that they consciously make a decision to use their contextual knowledge while choosing the tactics they will use in their selling attempts. This could explain why only 25 mentions (out of 507) were related to the use of contextual knowledge in this study. Different from the Dutton et al. (2001) study, this study finds using contextual knowledge more of a tactic than just background information as Dutton et al. (2001) describe in their study. Based on the presented overlaps, it can be agreed that contextual knowledge indeed works as an enabler for the other tactics as Dutton et al. (2001) mention, but in addition, it can be used consciously in the issue selling attempt and thus it has been named as a tactic in this thesis.

Opposite to the use of contextual knowledge, the preparation tactic did not overlap with any other tactics than the use of contextual knowledge. This means that the boundaries of this tactic were very clear already in the beginning and it is easy to distinguish from the interviews. One which might impact this is that the preparation often takes place before the interviewee starts to make any other moves related to the selling attempt. Dutton et al. (2001) suggest that the preparation moves may be relevant but not a condition for succeeding in issue selling, which can be supported by this study, as the preparation moves were mentioned only 18 times (out of 507 mentions).

All the rest of the tactics overlapped with two to four other tactics (one of the overlaps always being with the use of contextual knowledge). The appeals -tactic overlaps with the framing tactic, as one could say that all the appeal -moves are considered framing as well. In the design literature, framing is seen as a perspective that one takes to approach a certain problem and which can have a great impact on what kind of solution end result is achieved (Dorst, 2011). In this thesis, the framing tactic was limited to include only the frame or frames that answered the question why should the issue be sold. Other frames that could be recognized would be categorized as appeals, since they focused more on the way the interviewee

presented the issue to the target (e.g. as a requirement, offer to make work easier). This kind of categorization helps to make a distinction between the two tactics, and is thus makes the framework more clear.

In addition to overlapping with the framing tactic, the appeals tactic overlaps with the presentation tactic, as the “presenting the issue as a top-down” or “bottom-up change” moves could be put into both. Presenting an issue as a bottom-up change is rather similar to presenting an issue as incremental (which has been categorized as a presentation move), why it would be logical to put it into the presentation moves. However, presenting an issue as a top-down change refers more to a demand towards upper management, and thus it would fit better into the appeals tactics. Since the two moves are like a pair of opposites it would feel illogical to separate them into different tactics and thus they have been categorized as appeals in this thesis.

The presentation tactic has overlaps also with the timing and channel tactics. With the timing tactic, the overlap is mainly because of the difference how Dutton et al. (2001) and this thesis look at the “making continuous proposals” move, as in this thesis it has been considered to be more of a timing move due to the frequential and repetitive nature expressed in the quotes, whereas Dutton et al. (2001) had categorised it as a presentation move in their article. Then again with the channel tactic, the overlap comes from the materials that one may use to present their issue. For example, slideshows could be considered both a channel as well as a concrete presentation method and thus be categorized as a presentation move. As these presentation materials are really on the concrete level and they can be pushed through a channel such as an intranet, this thesis categorized this kind of moves as presentation moves.

The formality tactic was one of the most overlapping tactics in addition to the use of contextual knowledge and presentation tactics. It has overlaps with the channel, bundling and involvement tactics, as the moves in these tactics can all be grouped into formal or informal. For example, channels such as scheduled meetings are rather formal while spontaneous one-on-one discussions are more informal. The interviewees also talked about the importance and power of formal channels in issue selling, which makes the link between these two tactics even stronger.

Another important development related to formality and channels that also needs to be noted is related to written communication. When comparing formality in this thesis and the study of Dutton et al. (2001), it can be clearly seen that technological development has transformed the way written communication is used. While Dutton et al. (2001) suggest that all written communication should be seen as formal, this thesis needs to argue against it as the amount of written communication and such channels have increased exponentially and changed into a more informal direction during the past years. For example, nowadays companies use different types of instant messaging platforms (e.g. Yammer and Slack) where the discussions are in a written form but can still be very informal.

Regarding the overlap between the formality and the bundling tactic, the interviewees talked about linking their issue with strategy, which would make the issue selling process more formal as the company strategy can be seen as a formal guideline. As the natures of these two similar moves were rather different (one defending the issue selling by linking it to strategy, and other trying to make the issue selling more efficient by having the issue mentioned in the strategy), they were kept in both tactics.

Then again what comes to the overlap with the involvement tactic, Dutton et al. (2001) talk about the nature of involvement, meaning that the issue seller could involve others in the selling process either informally or formally. In this study, the interviewees did not discuss the formality of the involvement at all and thus the presented overlap in Dutton et al. (2001) article is not present. However, one could assume that if the issue seller involves someone who is in their team or otherwise under their power, it would be considered as formal involvement. Therefore, since the interviewees mention involving their own team five times in this study, the overlap presented by Dutton et al. (2001) has been kept in the Table 17.

The last overlap to be discussed is the overlap between the involvement tactic and the target tactic introduced by this thesis. Dutton and Ashford (1993) suggested that the issue seller makes a choice whether to sell an issue solo or with someone, but later in their empirical study Dutton et al. (2001) noticed the involvement to be more diverse, meaning that the issue sellers may have different targets of involvement around the organisation. These types of targets were also the main

focus in this thesis when looking at the involvement tactic. However, the additional tactic “target” was made to identify the ultimate targets of the issue selling that each issue had. The difference of the Dutton et al.’s (2001) involvement target and the separate target tactic presented in this thesis is that the involvement target helps to reach the ultimate target while the target is the ultimate goal of the issue seller, as shown in figure 6. One of the major differences between the two types of targets is that the issue seller can use involvement targets in their issue selling attempts, but it is not necessary, whereas the ultimate targets need to be always defined when selling an issue. Then again, the overlap between these two types of targets comes from the possibility to look at the issue selling on different levels. For example, all the issues discussed in this thesis aim to enhance the role of design and design thinking in the whole organisation, which means that looking at the issue selling on a higher level, the ultimate target would be the whole organisation whereas the targets mentioned in this thesis would be involvement targets. However, in this thesis the perspective is on a more detailed level and thus the targets and involvement targets are identified as described earlier.

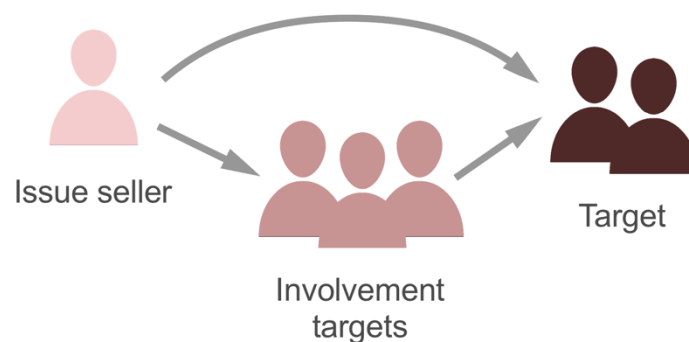


Figure 6. *Showing the relationship between the issue seller, involvement targets and the ultimate target.*

5.3.2 Revised tactics framework

Considering the overlaps and the new tactic “target”, it is possible to make a revised framework that works better at least in this thesis and possibly in other similar contexts. The revised framework (Table 18) presented below aims to clarify

Table 18. The revised tactics framework based on Dutton and Ashford (1993), Dutton et al. (2001) and this study, summarizing the essence of each tactic. The questions written in grey are exactly the same as in the original framework, as they did not require any revision.

Framing	Packaging tactics			Process tactics			Using Contextual Knowledge	Target		
	Bundling	Presentation	Appeals	Involvement	Channel	Formality			Preparation	Timing
<p>Why is the issue important?</p> <p>Compared to Dutton and Ashford (1993), in this thesis the framing tactic was limited to include only the frames describing why the issue is important. Most of these frames required reading between the lines as they were not mentioned explicitly.</p>	<p>Is the issue connected to other issues?</p>	<p>What kind of methods does the issue seller use to present their issue?</p> <p>Making continuous proposals has been moved to the timing tactic.</p> <p>A new example is found, as language is found to be important regarding the presentation methods</p>	<p>How does the issue seller present the issue to the target?</p> <p>What kind of an appeal does one make?</p> <p>E.g. As an requirement, an offer, bottom-up/top-down issue, as a service</p>	<p>Who does the issue seller involve in the selling process?</p> <p>E.g. Own team, top management, business units, everyone, no one</p>	<p>What kinds of channels does the issue seller use?</p> <p>E.g. discussions with relevant people, hands-on approach, meetings, one-way communication channels, internal events, workshops, interactive communication channels, teaching others</p>	<p>Is the issue sold in a formal or informal manner?</p> <p>Adjustments to the original framework include</p> <ul style="list-style-type: none"> ... written communication cannot be automatically defined as formal 	<p>Has the issue seller prepared for the issue selling by "doing one's homework"?</p> <p>More detailed examples include</p> <ul style="list-style-type: none"> ...increasing one's relational knowledge (whom to involve) ...increasing one's normative knowledge (how should one sell the issue) ...preparing other people for the change ...preparing the organisational structures (e.g. Processes) for the change 	<p>When would it be the best time to sell the issue?</p> <p>Making continuous proposals is moved from the presentation tactic into this tactic.</p>	<p>What kind of contextual knowledge do the issue sellers use in their selling attempts?</p>	<p>Who is the person/people that the issue seller wants to convince?</p> <p>Who can decide to implement the change?</p>

The revised framework based on this thesis

the differences between the tactics and make it easier to conduct future research regarding issue selling tactics.

The major differences between the framework presented in the literature review and the framework above include the addition of the new target -tactic, which answers the question of who are the people that the issue seller wants to convince. In addition, the questions of framing, appeals, involvement and channel tactics have been revised to make the boundaries of the tactics more clear. The framing tactic is now described with the question “why is the issue important”, limiting it to certain frames that, in addition to answering the question, describe also the type of the issue as suggested in Dutton and Ashford’s (1993) framing description. It is also logical that all issues should be able to answer the newly defined question (meaning that the interviewees bring the answer up either explicitly or implicitly in between the lines), since otherwise there would be no point for the issue seller to try and sell the issue.

The appeals -tactic’s question is also revised so that it would better bring out the way the issue seller presents an issue to the target. In the original framework, Dutton and Ashford (1993) had suggested that the appeals -tactic would only define whether the issue seller uses one- or two-sided appeals in their packaging, but this has not been examined in literature and the relevance of it remains unproved. Thus, revising the question into the form of “how does the issue seller present the issue to the target”, will help to distinguish the different kinds of appeals (e.g. requirements, offers, hopes) that the seller makes when selling the issue. Therefore, the revised question gives a better idea of the way that one is trying to appeal to the target.

Although the original question of the involvement tactic, “does the issue seller sell the issue solo or involve others in the process”, remains relevant, the suggestions of including the nature of involvement and the range of involvement into the tactic description by Dutton et al. (2001) make the tactic overlap with for example the formality tactic. Therefore, this thesis suggest that the original question is revised into the form of “who does the issue seller involve in the selling process”, to clarify the boundaries and to get a more detailed picture of the involvement moves in issue selling. The new question does not only bring out the target of involvement,

but also the range of involvement which can be seen from the answers. For example, in this study one interviewee mentioned that they try to involve everybody on the lower level of the organisation which means that the range of the involvement was very diverse, whereas three interviewees had a very narrow range of involvement targets by mentioning only their own boss. As the formality of the involvement was rarely discussed in this study, it seems irrelevant to have it pointed out in the framework.

The final revised question is in the channel tactic, where Dutton and Ashford (1993) had proposed to look at whether the issue seller sells the issue through public or private channels. In this study, this kind of division was rather difficult to conduct as it would have required more specific questions in the interview, which then again would have disturbed the flow of the already rather lengthy interviews. Thus the revised question, “what kinds of channels does the issue seller use”, is more descriptive and it still leaves the possibility to examine whether the channels are public or not.

Other changes in the framework include moving the presentation tactic’s “making continuous proposals” move into the timing tactic, while the “written communication” move in the formality tactic cannot be automatically thought of as formal and thus the statement given in Dutton et al. (2001) is abolished. The bundling, preparation, timing and contextual knowledge tactics remain mainly the same in the new framework, having only more examples of moves given to them.

5.4 Implications for companies

The practical implications of this thesis build around the knowledge of what kind of issue selling is happening outside the top managements of companies. There are certain benefits why companies should acknowledge that issue selling happens and that it should be nurtured. First of all, issue selling is said to be the first step of change management, as it tries to bring the observations from people around the organisation into the attention of the higher level decision makers (e.g. Gammelgaard, 2009). This is essential for example when companies try to understand the customer needs, since the top management is often far away from being in actual contact with the real users. Thus it would be advisable for

companies to make sure that they provide their employees with such tools that help them sell issues. This is supported also by some of the interviewees in this study, who clearly told about how the organisations should provide the employees for example with better communication channels that they could use for their issue selling attempts. Other such tools or organisational support that companies may offer could include clear protocols on how to push for different types of issues, events where employees can exchange thoughts also with the top management and a platform to find the right people within the organisation. The importance of internal communication cannot be emphasized enough, as also knowing the company values and strategy may help individuals in their issue selling. The idea of companies being able to impact how much issue selling happens is also supported in the existing literature. For example, Dutton et al. (1997) and Piderit and Ashford (2003) suggest that top management should create occasional forums where issue selling is encouraged and the top management is easily available and open for new ideas. Studies also support that companies can enhance their performance and dynamic capabilities with more issue selling (Dutton *et al.*, 1997).

Another practical implication that companies could consider is related to recruitment. As the design managers in this study described, they have a strong motivation to develop the organisation and act as change agents. The companies could consider this characteristic when recruiting and for example have the role of a change agent stated in job descriptions, which might further enhance the people with an urge to make a change to apply for this kind of positions. Also, it could give the design managers a formal status of a change agent, which might help them to get attention for their issues.

Another issue that companies could help the issue sellers with is the building of a common understanding on the role of design and designers in the organisation. For example, in the case company of this thesis, design has not been pushed top-down and thus there seems to be a lack of understanding on how important the company thinks that design is and what is the actual job of the designers. Therefore, the designers need to do a lot of marketing and implementation work to be able to do their “proper” design work, which of course takes up time from other work and thus might impact their employee satisfaction. If companies understand that the

employees whose profession is new to the majority of the organisation need to defend their work, they could encourage recruiters to recruit people with a strong will and motivation to drive change, as others might not be able to perform as well in such a minority role. Also, the companies could help define their role and build awareness of any new profession that is starting to build within the organisation.

As part of enhancing company performance, this study provides the company employees knowledge on how issue selling is conducted and what kinds of decisions one should consider during the process. Knowing how to sell issues can have an impact on one's career and when exercised successfully it might for example help employees in the minority gain more influence in the company (Piderit and Ashford, 2003). This then again will help the organisation to become more diverse, which can help to improve the company performance.

5.5 Reliability and validity of the findings

The reliability and validity of this thesis has been assured by making justified decisions when preparing and conducting the study as well as when writing the results. Many of the choices regarding the empirical part of this study have been discussed already in the methodology section. For example, the reliability has been increased by trying to explain the coding and the analysis process as detailed as possible, and by paying special attention to how to set the limits of different tactics within the framework (Voss, Tsikriktsis and Frohlich, 2002). Also the observer bias has been reduced by having at least two interviewees present in the interview as well as by transcribing the interviews based on the audio recordings that were taken during the interview. These actions help to reduce the personal judgements of the researcher and thus increase the reliability of the study (e.g. Eisenhardt, 1989; Voss, Tsikriktsis and Frohlich, 2002). The interview scheme was also tested before it was used for the sample of this study, so that the structure of it would not need any changes later on and that the data received would be as comparable as possible (Elo *et al.*, 2014).

Like other studies, also this study has its limitations. First of all, this thesis focuses on issue selling in a design and design thinking context and thus may not be generalized to other contexts, meaning that the validity is limited (Voss, Tsikriktsis

and Frohlich, 2002). However, it may give an idea of how the issue selling of more cultural issues might work in big global organisations. Another limitation of this study is that the sample is rather small due to the limited resources used in this thesis, and thus the significance of the study could be made greater with a bigger sample. Then again, samples in qualitative studies are usually smaller compared to quantitative studies, as the purpose is not to validate extent questions but rather to investigate process questions until a saturation point is reached and further data does not bring new information (Elo *et al.*, 2014). Also, a smaller sample enables a more in-depth study into the cases (Voss, Tsikriktsis and Frohlich, 2002), which was exactly what was done in this study.

Further limitations of this study include that the data was collected from one company only and thus the accounts of the interviewees can be generalized only to people in similar positions in similar, engineering traditional big global corporations, thus limiting the validity again (Voss, Tsikriktsis and Frohlich, 2002). For example managers in a young and small IT-company might face different struggles when pushing issues forward. As this study draws from a larger study comprehending 67% of all the designers within the case company, it can be assumed that most of the design managers were also included and thus gives a rather comprehensive sample of all the design managers within the case company.

Another limitation regarding the reliability is that the data of this thesis consisted of retrospective accounts, which means that the way the interviewees remember the events might not be completely accurate. Also, as people tend to speak more of positive outcomes (Dutton *et al.*, 2001), it was important to ask about negative experiences during the interview so that also unsuccessful tactics would be mentioned. Different from the study that Dutton *et al.* (2001) did, the successfulness of tactics was not studied in this thesis. As in general though, it can be mentioned that most of the tactics that were mentioned in this thesis were not said to be unsuccessful. If an interviewee explained e.g. that a certain tactic did not work, it has been brought up in the analysis.

Looking at the analysis phase, the framework used in this thesis has also its limitations, as the boundaries between different tactics were difficult to set. The boundaries will always require some interpretation from the researcher, increasing

the observer bias and thus reducing the reliability of the results (Voss, Tsiriktsis and Frohlich, 2002). However, also this thesis tries to clarify the boundaries and overlaps of different tactics before the analysis to minimize the amount of interpretation needed, and to make it possible to conduct comparable research later on. Also, the boundaries as well as the coding categories were discussed with at least one other, more experienced researcher, to make sure that a common understanding can be found. This, again, increases the reliability of the research (Eisenhardt, 1989). Lastly, since there is rather little research done specifically on issue selling tactics, the possibilities to compare and validate the results of this study are limited. Then again, the lack of research also opens up great opportunities for further research, which will be discussed next.

5.6 Future research

This thesis provides an extensive base for further studies on issue selling. Already from the data collected for this study, many further examinations can be conducted. The lack of time and resources forced to limit the scope of this study to discuss only the types of issues and tactics that the interviewees used. For example, conducting a cross-case analysis where the interviewees are seen as cases may reveal differences between organisational departments, and examining which tactics were used with which types of issues might reveal some pattern. A similar analysis could also be conducted for the rest of the 28 designer interviews that were conducted as part of the larger study, which could then be used to compare managers' issue selling attempts with other designers' issue selling attempts and how the position in the organisation may impact for example the tactics being used.

To expand the context of this thesis, a similar analysis could be conducted in different types of companies and fields as well. Issue selling might be a lot different in e.g. start-ups that have started to increase during the recent years (Fairlie *et al.*, 2016). In fact, the literature review of this thesis revealed that the studies (e.g. Dutton *et al.*, 1997, 2001; Dörrenbächer and Gammelgaard, 2016) on issue selling were mainly done in big corporations, and thus issue selling in smaller companies still remains uncovered. There the organisation culture might be a lot different with lower hierarchies, less employees and protocols, which in bigger companies such as

the case company in this study, are very established. Another interesting expansion could be to study differences in issue selling between different disciplines: do the engineers for example sell issues in a different way?

What was not done in this research and would definitely help organisations to enhance the power of issue selling is to investigate the used tactics in more detail, similarly to what Dutton et al. (2001) did when dividing the used tactics to successful and unsuccessful tactics. This way one could understand what tactics are better than others and in what situations. Also, the tactics may develop in the future similarly to what had happened to the formality of written communication during the past years, and thus they should be studied also later on so that the understanding of issue selling stays up to date.

5.7 Conclusions

Based on the interviews of nine design managers working in a large technology company, this thesis explored the types of issues design managers pushed forward when aiming to advance the role of design and design thinking in their organization, as well the tactics through which these issues were “sold”. Building on the issue selling framework created by Dutton and Ashford (1993) and Dutton et al. (2001), the results came to identify 62 sub-issues of issue selling and a total of 507 tactic considerations. A new type of tactic, namely the target of issue selling attempts, was found. Choosing a target is essential for the issue selling to succeed, as otherwise it would be impossible for the issue sellers to make choices regarding all the other tactics. Another finding of the empirical study was that the issues that were tried to be sold were highly linked to the culture of the case company, which is why enhancing design and design thinking in companies can be considered a cultural change. Based on an analysis of the overlaps of the tactics in the data, the issue selling framework was revised and clarified. As a result, this thesis creates a solid foundation for further comparative studies. Furthermore, the thesis suggests that companies should see designers as change agents and make sure that they offer them the necessary tools for selling issues. Taken together, this thesis takes the first step in understanding how design and design thinking issues can be sold in companies.

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Appendix 1. The theme interview structure

Second level (e.g. 5.a.) question are supporting and only used if needed (in italic).

Introduction to Interview (00:00)

- Purpose of the study: understanding and identifying good practices & support needs for advancing the use of design approaches at [the case company]
- Personal data record law
- Confidentiality: Permission to audio-record the interview?

Role and experiences (05:00)

1. Can you tell me a bit about your current role?
2. What are the key activities and things you do as a designer?
3. How would you describe the current culture and development efforts at [the case company]?
4. What are designers expected to do?
5. Is design thinking something you're familiar with?
 - a. *If yes, what is it about in your opinion?*
 - b. *Does [the case company] currently operate in this manner? Where can it be seen?*

Concrete examples (15:00)

6. We're trying to understand how design can be advanced at [the case company]. Could you describe an example where you've tried something new or pushed for something and it went really well?
 - a. *What helped in this? Or hindered?*
 - b. *Were there any surprises? Where would you have needed support?*
7. How about a frustrating example where you tried out or pushed for something and things didn't go as you hoped?
 - a. *What hindered and surprised in this?*
 - b. *What could have helped? Where would you have needed support?*

Change agency (30:00)

8. Are there things you want to influence or change through design at [the case company]?
 - a. *If you could keep one thing and change one thing, what would those be?*
9. Do you see yourself as a change agent?
10. What would you like to see changed?

Themes for probing within questions: collaboration, demonstrating impact of design

Future (40:00)

11. Looking at a more general picture, what do you see as the future of design (thinking)?
12. What are the next steps you think [the case company] should take?
13. Coming back to your personal experience, what constitutes an exciting project for you?
14. Thinking about your work and experience at [the case company] in general, what would be your top 3 and bottom 3 moments so far?
15. Going forward, what is that you are personally interested in, or looking forward to? Where would you like to see yourself in 6 months?

Conclusion (50:00)

16. Is there anything you would like to add, has something important still been left undiscussed
17. Any questions regarding this study?

Appendix 2. List of identified issues

Interview number	Identified issue
1	Need to spread knowledge about design and designers' work and how people should use it
1	Need to convince business units that they should collaborate with designers
1	Need to make one colleague understand that designers are experts of users
1	Need to hire more designers into business units
1	Need to educate internal people and customers on the basic design tools and methods
1	The company should start looking at service opportunities and circular economy
1	Need to get access to the users
1	Need to spread knowledge about design and UX within the company
1	Need to get more "softer" values through into the company
2	Implement the new brand into the company
3	Make people understand the importance of testing
3	Making upper level managers commit to change efforts
3	To employ more in house designers
3	Convince top management of the importance of UX and make them understand what it really is
3	Making people understand the importance of design's role in projects
3	Recruiting more designers into business units
3	Push for user research within a new client segment
3	Own idea that one wants to push forward: to get user documentation team to use similar terminology
3	Need to increase training possibilities for customers e.g. through E-learning
3	Need to recruit more UX designers or add UX consultants
4	Implement design thinking and the mindset into non-designers
4	To break silos and to offer design thinking in various parts of company
4	Spreading the culture of working transparently, with lots of trust and the possibility to fail
4	Getting own team on board to make development more collaborative in projects
4	Convincing others of design process' benefits
4	Make design more visible through high-level projects
4	Make people understand that they can use design processes and tools

4	To push for the design process and make the process visible instead of only great final products
4	Pushing for design in general
5	Pushing design thinking into processes by requiring a discovery phase and design expert in projects
5	Increasing the awareness of designers' usefulness in projects
5	Involving business people in the development process (when developing something for the business people)
5	Spreading knowledge on UX and design
5	Own idea that one wants to push forward: Pushing for new ideas and standards in general
6	Make business units have their own internal designers/ design teams
6	To implement a design mindset into organisation
6	To increase the amount of designers
6	Pushing the design thinking process into projects
6	Making designers more aware of each other which would help them to collaborate and push for design
6	Make people understand what design is
6	Make people understand that it is not only the designer that makes a project successful but the process that everyone can follow
6	To give others a clear picture on what designers do
6	Making design (and its importance) more visible in the company
6	Implementing design into company by giving really concrete evidence for management
6	Implement a user centred way of working into own team
6	Clarifying design's and designer's role in the company
7	Make managers understand that design and product harmonization is important
7	Convincing non-designers of the importance of prototyping/testing
7	Pushing for a more design-first mentality
7	Convincing non-designers of design work's benefits
7	Increasing the understanding of design in project organisations
8	Pushing for user-centred development processes into projects
8	Changing the way teams work one team at a time, by implementing an UX culture into them
8	Trying to make non-designers invest more into UX
9	Make people use the design guidelines
9	Implementing user-centred design approach
9	Trying to make engineers interact with the users during the development process
9	Making others understand design /design methods and their importance

9	To build up UX culture at the research unit, business units and then in the whole company
9	To employ more in house designers
9	Convince managers to understand the importance of inhouse design competence and make them understand consequences of cutting designer resources
9	Convince upper level management of new strategy