Although “design” tends to be regarded as something just added on and decorative, that is not its only meaning. It originally meant “to turn something in one’s mind into something concrete,” and it is the act of expression based on comprehensive and total ideas. In considering its meaning, its relationship with management strategies is not insignificant. I will, in this paper, discuss “design” in management.

1 Introduction

The reliquary hall of the Rokuonji Temple, known as the Kinkakuji Temple or the Golden Pavilion. Everyone must have seen its gilded architecture. However, not so many people may know that the Rokuonji Temple also has a noble reputation for its beautiful garden. The current reliquary hall, reconstructed in 1955, is a three-storied pavilion. The first and second stories are flat in the same size and the third story is flat and smaller and the second and third stories are gilded. Because there is no eaves between the first and second stories, it gives a somewhat dull impression as a whole. When only its second and third stories are seen, it seems well-balanced and gives a lively and graceful impression, which expresses the intention of the planners of this architecture. Because the first story is not glided, only the second and third stories are cleared up. In addition, with its reflection on Kyokochi Pond against the mountains in the background, again, this makes it look as if it were floating. Being gorgeous, it has the effect of giving visitors various emotions about the changing relationship between the borrowed landscape and the Golden Pavilion while strolling around the garden. It is an excellent example of comprehensive expression of the garden, natural surroundings, and an artificial object, to which spirituality is added. Although I don’t think there was any clear concept of "design" when it was first constructed, the designer gave considerations to the environment and people’s perception of it to “design” comprehensively. It is an example that symbolizes important aspects of design.

2 Design

2.1. What is “design?”

Contrary to the example of the Golden Pavilion, many people in Japan may understand the word, “design,” only in its decorative sense. However, the word came from a Latin word, "designare" meaning “to direct or indicate.” As a word meaning “complete (de) with features (sign,) it came to be used as a word meaning turning what is in one's "mind" into something concrete. In other words, it has two meanings, "to organize an idea”; intention or planning, and "to materialize it"; cosmetic design or decorative design. This means that the word has informational and functional aspects. I believe that we should be aware that the word "design" not only means something decorative but it has an informational aspect of being expressed as an intention when a design is materialized comprehensively.

2.2. Emergence of concept of modern design

Although the concept of modern design is believed to have emerged in the 1830s, it was greatly related to industrialization as a result of the Industrial Revolution and it is generally said that it emerged at the first London Exposition held at the Crystal Palace in 1851. However, in its early stages, design was recognized as secondary art for necessary goods. It was around the 1920s that it began to be regarded equal to fine art as it is now. The emergence of the concept of modern design was not so long ago. Various movements and styles, including the Arts and Crafts Movement, art nouveau, Der Deutsche Werkbund, art deco, Bauhaus, International Style, and post modern, appeared and design began to be given a high status. In parallel with the trend, graphic design began to be used as a communication tool, as exemplified by posters of Toulouse Lautrec. This shows that design began to be used for conveying information and that a wide variety of concepts of design began to emerge, not only limited to “space formation” and “industrial design.”
On the other hand, in the United States in the 1930s, merchandize with a streamlined design began to be produced, which lured consumers' buying impulses. Not only was the streamlined design widely accepted, it became a social phenomenon and a wide variety of products from locomotives and pencil sharpeners were produced with such designs. It can be understood as a vanguard case of design used as a means of marketing. However, it is not simply commercialism but rather has social and cultural aspects in which there was an intention to use progressive new designs as a means of mental departure from the Great Depression. This is how the concept of modern design was established.

2.3. Awareness of design in Japan

In Japan, the concept of "design" was first recognized in fashion and it spread to product design. In the 1980s, when the nation was at the peak of the economic bubble, cosmetic design began to spread widely for differentiation in mass consumption. It is considered as a harmful effect of the condition in which in-house designers were responsible for materializing design only, where there was no true sense of design and it was a result of the quest for the diversity of expression. It was a mere abuse of the aspect of design as cosmetic design. With concerns about the situation, the momentum to raise the awareness of the importance of design in a true sense was heightened. Around the time of the Nagoya World Design Conference held in conjunction with the "Design Year" in 1989, the importance of "design" in its true meaning began to be advocated clearly. However, with the burst of the bubble economy, "design" was seen as just something that is added on in the society that had witnessed only the phenomenon of diversification of cosmetic design. A new trend of recognizing design as mere decorations to raise prices, rather than recognizing its "importance" emerged. This trend still has a lasting effect even today.

There was another phenomenon where "design" was given the concept of "brand." Although the "brand" is sometimes said to be the integration of advertisement and design, it is an important concept that symbolizes a firm. However, the "brand" is created not only by the intention of those who produce merchandise, but the users' perception of how the merchandise is used and how it is perceived. The emergence of the recognition of the "brand" shifted the recognition of the "design" from the producers' theory to that of consumers.

New phenomena have appeared over the last several years. As expressed by such words as "universal design," "eco design," and "information design," the word design has appeared in multiple and whole contexts. This can be seen in the composition of the categories of the Good Design Award hosted by the Japan Industrial Design Promotion Organization. It consists of four categories of Product Design, Architecture and Environment Design, Communication Design, and New Frontier Design. The latter two categories are new aspects of design, and media or systems and projects and plans are also eligible entries. This shows that "design" is not something merely decorative but it is the recognition that its aspects of intentions and plans have significance. In short, the "informational aspect" of design is re-recognized.

From this standpoint, there has emerged a concept of designing communication itself as "information design." From the perspective, "design" has begun to be regarded as it is in its true sense of how to express an idea.

2.4. JR East Group's efforts toward design

Our company's awareness of design was clarified as a concrete effort for the first time in 1989 when the Nagoya World Design Conference was held. At that time, in Europe, excellent design strategies were implemented through the exchange of information on railway design at such forums as the Anglo Danish Design Conference hosted by British Railways and Danish Railways and the Watford Conference attended by railway designers from 12 European nations. Our company proposed Railway Design and Quality Conference, which was held in 1989, in order to exchange views on railway design and management, following the two examples. This is one of our efforts.

Then vice president Shuichiro Yamanouchi, who is currently the president of the National Space Development Agency of Japan, said, "For the survival of railways in 21st century, not only the transportation business, but the design that is the accumulation of knowledge and sensitivity, including services and information sectors, is important." This shows the recognition of design by the top
management. Our company received a Japan Design Award in 1990 for such efforts.

### 3 Design and management

In consideration of "design" as something that expresses intentions and plans, its relationship with corporate management strategies cannot be ignored. British Railways began to introduce "design" into its strategies to revitalize its organization in the late 1980s, which has led to the improvement in morale and motivation of its workers and had major marketing and management effects. It seems that Danish State Railways began to have exchanges with British Railways to learn from its success and that the move spread through Europe. British Railways was successful because it not only set up its own design section directly connected with the management but also carefully designed not only CI, but the train, driver's cab, station building, and surrounding areas of the station (together with concerned municipalities) as well as how sandwiches and other food were served on the dining car. Then director of the design section of British Railways J. Priestman claimed that professional visual expressions were the true proof of professional management. She said at the Railway Design and Quality Conference that managers of all levels had to understand the values and essence of design, and design, management, and design management and that when it became part of the duties of managers, they would be able to bring about basic and cultural changes. Although British Railways was privatized later, the example of the railway operator has not eroded, as many Japanese firms have had good results mainly because their design section is directly linked with management.

Yamanouchi also said that design is the means of management and business development. He said that, for the purpose, "We need to have a firm design principle and use design effectively as part of management strategies. I strongly hope that you will not regard design as a mere design of trains and stations for decorative purposes. It is the creation of a total concept of a wide variety of fields including information and services." "Design materializes the sensitivity of the times and it can sometimes be a precious intellectual product predicting the trends of the future," he continued. Then president of Danish State Railways Langea said that design was a tool to convey the situation of a company accurately to its customers and society and draw their attention and that the whole process from customer needs to development of products were design strategies. From this, we can see that "design" is recognized as something with multiple meanings.

![Fig.3: 2002 Good Design Award Grand Prix: Moerenuma Park, Sapporo, Hokkaido that was applied in environment and landscape category. The park displays the expansion of the design concept.](image)

### 4 Conclusion

Last fiscal year, our Frontier Service Development Laboratory, at the request of another section, conducted an Internet survey of 2,300 people living in both the metropolitan and rural areas. According to
Due to various social changes, including rapid development of IT technologies, the emergence of environmental problems and the shift into aging and global societies, what is expected of design also changes continuously. In order to cope with the changing social conditions, it is necessary to clarify the meaning of design in management. And it is regarded as the expression of service stance with users. This shows the importance of "design" in management.

Thus, our Frontier Service Development Laboratory intends to conduct surveys and research to clarify the meaning of design in management of our company. I hope our efforts will help find the ideal design strategies and design management that will contribute to the future management.

References: