



Faculty of Design

2021

## Design-driven Industrial Reconversion during COVID-19 Global Outbreak

Bruno, Eva Vanessa and Lerma, Beatrice

---

### Suggested citation:

Bruno, Eva Vanessa and Lerma, Beatrice (2021) Design-driven Industrial Reconversion during COVID-19 Global Outbreak. In: Proceedings of Relating Systems Thinking and Design (RSD10) 2021 Symposium, 2-6 Nov 2021, Delft, The Netherlands. Available at <http://openresearch.ocadu.ca/id/eprint/3845/>

*Open Research is a publicly accessible, curated repository for the preservation and dissemination of scholarly and creative output of the OCAD University community. Material in Open Research is open access and made available via the consent of the author and/or rights holder on a non-exclusive basis.*

*The OCAD University Library is committed to accessibility as outlined in the [Ontario Human Rights Code](#) and the [Accessibility for Ontarians with Disabilities Act \(AODA\)](#) and is working to improve accessibility of the Open Research Repository collection. If you require an accessible version of a repository item contact us at [repository@ocadu.ca](mailto:repository@ocadu.ca).*

# Design-driven industrial conversion during COVID-19 global outbreak

*A systemic business strategy and design approaches to face complex market crisis.*

**Eva Vanessa Bruno**, PhD student at the Department of Architecture and Design of the Politecnico di Torino (Italy)  
[eva.bruno@polito.it](mailto:eva.bruno@polito.it)

**Beatrice Lerma**, PhD, Researcher in Design at the Department of Architecture and Design of the Politecnico di Torino (Italy)  
[beatrice.lerma@polito.it](mailto:beatrice.lerma@polito.it)



# Content





# Introduction and background

New business model to mitigate market tensions

- During the COVID-19 emergency period, what are, and have been, the challenges for designers?
- What new expertise, skills, activities will the designer have to gain?
- How designers give innovative answers with new activities to support companies during emergencies?





# Industrial Conversion to re-open closed firms

Textile firms



A Worker Irons Masks in the Atelier Miroglio Headquarters in Cuneo, Italy.

Textile firms



*Masks, scrubs*



# Industrial Conversion to re-open closed firms

Alcohol and perfume firms



BrewDog's beer bottle hand sanitiser packaging.

Spirits, alcohol, and perfume industries, brewery

↓  
*Hand sanitiser,  
disinfectant, denatured  
alcohol*



# Industrial Conversion to re-open closed firms

Mechanical firms



F15 Ventilator by Ferrari.

Mechanical firms

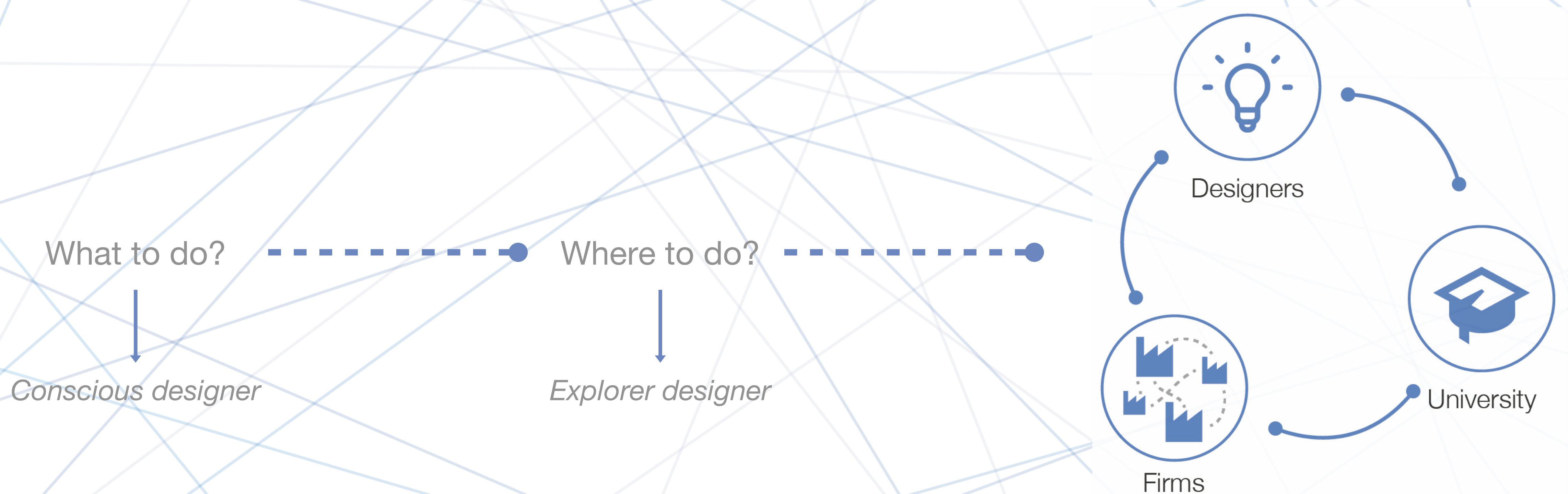


*Ventilators*



# Designers, universities and local SMEs

Pre and post COVID-19 approaches\_an holistic view





# Designers' contribution

Challenges, skills and innovative answers of the designers of the future

- During the COVID-19 emergency period, what are, and have been, the challenges for designers?

- What new expertise, skills, activities will the designer have to gain?

- How designers give innovative answers with new activities to support companies during emergencies?

*Teamwork during remote working  
Meet PPE standards*

*Forecasting unexpected needs*

*Creating a synergistic network and new products  
suitable for the industrial conversion process*



# Designers' contribution

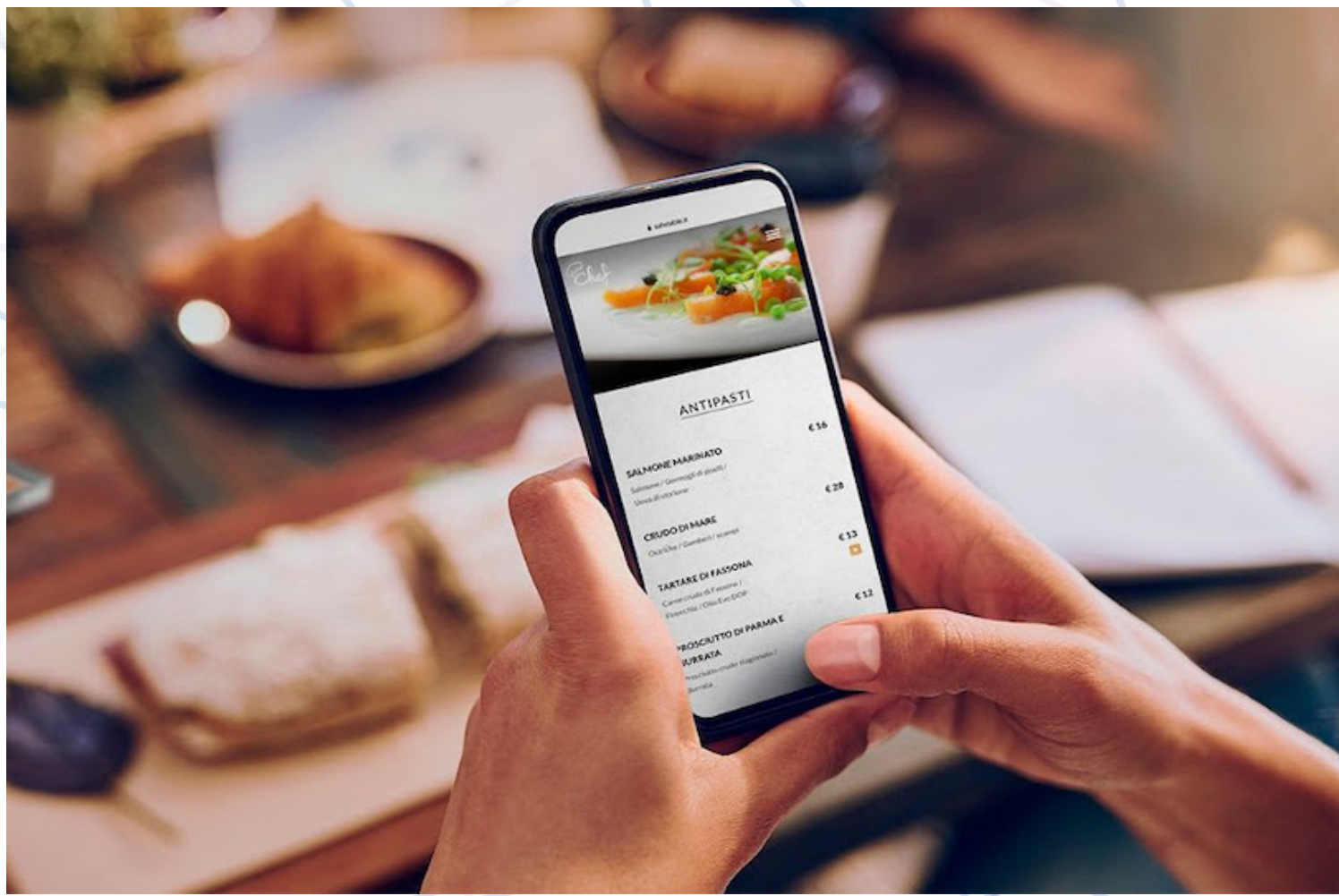
Pre and post COVID-19 approaches



Hand Sanitizer Loop by JPA Design



Wave Social Distance Signage, by studio 5-5



Safetable, QR Code Reader for Digital Menu by Barro

Product

Graphic

Service



# Conclusions and insights

The importance of a systemic vision

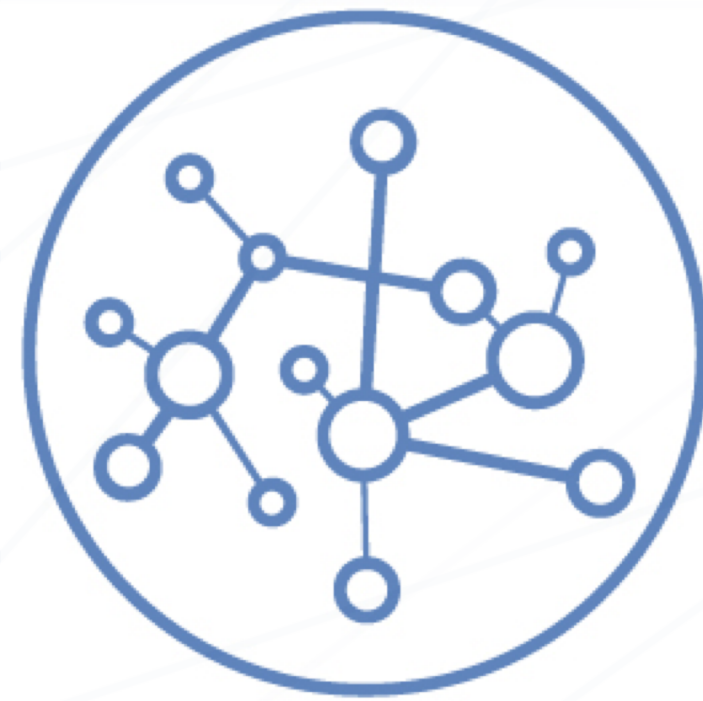
*"How do you discover a need that nobody yet knows about?"*

Norman, D. A., (2004). *Emotional design: why we love (or hate) everyday things*.



# Conclusions and insights

The importance of a systemic vision



*Designers' ability to examine the problem holistically and choose the most innovative and contextually appropriate solutions.*



*Industrial reconversion as a systemic strategy exploiting the resources already belonging to the firm, untangling the economic complexity.*