



**Figure 2.6**

The original situation, and the proposed new retail shelf design (picture by DOC students—group Kim/Kulmar/Yuliana/Choi/Lysaught/An).

rack. It can easily be released by a customer (with one hand), but you need to take the clothes out one at a time. To prevent the theft of cosmetics, the shelf depth was reduced, and the front of the shelf was replaced by a tilted panel with product information and advertising. As soon as a customer reaches for the product, the panel and the product light up (figure 2.6), reminding those with a bad conscience that they have just activated a motion detector. In this case, the development of the problem away from countermeasures and delving into the complexities of the specific theft situations has led to multiple frames that spark a rich field of possible solutions (Dorst 2011).

## LEARNING FROM THE PIONEERS

These case studies provide a first glimpse into a different, design-based approach to solving problems, which overcomes the classic syndromes that obstructed progress in the cases covered in chapter 1. A first batch of general lessons can be drawn to inform the application of such design-based practices across a wider range of application areas and organizations.