

Design Management in Practice

Kathryn Best
kathryn.best@btopenworld.com



Design Management – the management of design projects, team and processes and is a intricate subject area.

Currently, organisations all over the world are increasingly looking for ways to employ the power of design in product innovation, in every day management processes, and in the creative development of their companies.

Enter the realm of the possible. There are no limitations.

Anything goes.

Take your idea and run with it. Remember: everything's possible.

Describe your idea within this newly imagined context.



When design effectively and creatively engages with business agendas, the results are of benefit to people, products, processes and organisational cultures as a whole.

- design as product/service
- design as process
- design as (an influence on) culture

Design management in enterprise and
management

The process and practice of design
management

Design management in enterprise and management

How to engage design thinking in large organisations?

‘The purpose of a business is to create a customer’

Peter Drucker

All businesses exist within an industry context of other organisations that compete directly and indirectly for people’s time, attention and disposable income.



Design management in enterprise and management

How to engage design thinking in large organisations?

Typically, industry specialist have more expertise on key sectors.

The added value of designers and design managers is likely to be in how they provide fresh thinking, creative ideas and contextual perspectives that are outside the boundaries of the industry domain.

Imagine a collaborative effort between your company and Dominoes pizza.

What are the possibilities?

Design management in enterprise and management

How to engage design thinking in large organisations?

building relationships:

‘All design starts by leveraging the human instinct to relate, followed by translating the relationship into a tangible product or service, and then adding a little surprise at the end to make the audience’s effort worthwhile’

John Maeda



Design management in enterprise and management

How to engage design thinking in large organisations?



Improve business performance:

- = Competitive advantage
- = Differentiation
- = Expressing the brand
- = Adding value
- = Creating value



and

Improve quality of life!

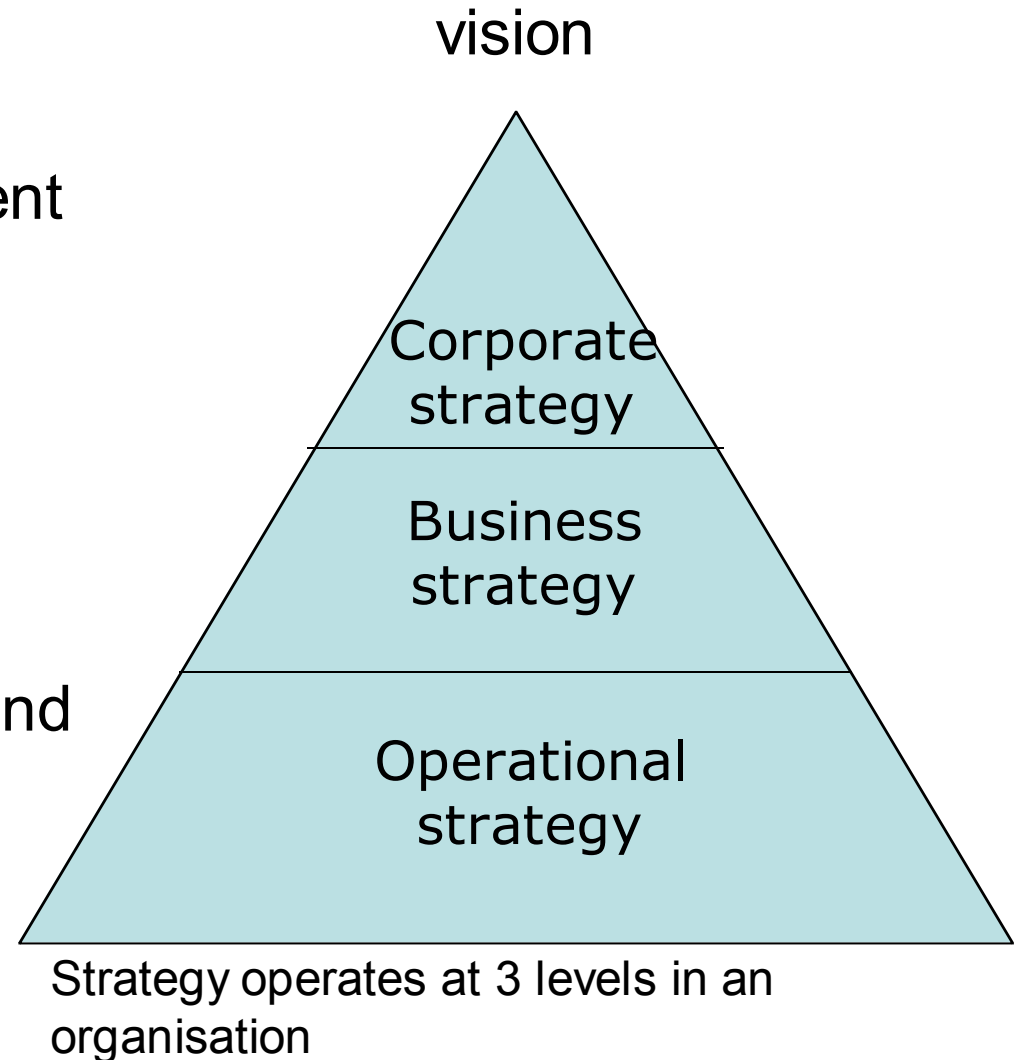


Design management in enterprise and management

How could design/design management contribute to the whole business?

‘The function of management is to produce results’ Peter Drucker

Producing results entails implementing the purpose, vision and strategy into all levels of the organisation, and planning, co-ordinating, adapting and reviewing activities as appropriate to each level.



The process and practice of design management



Design Management: Managing Design Strategy, Process and implementation (2006)

‘Demonstrating how strategy can be made visible and tangible through design’

Design Strategy:

How can you conceive and inspire design thinking and projects?

Design Process:

How can you develop design projects and agendas?

Design Implementation:

How do you manage and deliver design projects and outcomes?

The process and practice of design management

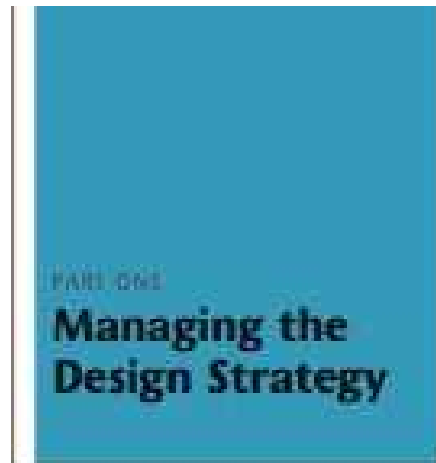


	design strategy	design process	design implementation
vision			
corporate level			
business unit level			
operational level			

The process and practice of design management

Prologue	Context	PART ONE Managing the Design Strategy	PART TWO Managing the Design Process	PART THREE Managing the Design Implementation	Appendix
16 Introduction 18 How to get the most out of this book	10 CONTEXT 12 What is Design Management? 16 Why is Design Management Important? 20 The Design Management Timeline	26 PART ONE Managing the Design Strategy KNOWLEDGE 28 Identifying Opportunities for Design 34 Understanding the Audience and Market 40 Interpreting Client and Customer Needs 44 Auditing the Use of Design 48 Establishing the Design Strategy 54 Promoting and Selling the Design Strategy 58 Planning for Long-term Growth PRACTICE 62 Case Study: The Argus Thermal-imaging Camera 66 Case Study: Camper 72 Interview: Dr. Chris H. Luebkehan, Arup Group 74 Interview: Darryl Feldman, Yahoo!	80 PART TWO Managing the Design Process KNOWLEDGE 82 Giving Form to Strategy 86 Increasing Awareness with Design 100 Expressing the Brand Through Design 104 Initiating Design Projects 108 Design Methods 112 Design Processes 118 Competitive Advantage Through Design PRACTICE 122 Case Study: Kajima Design Europe for JVC 128 Case Study: The Honda Zoomer 130 Interview: Mar Hunter, IDEO Europe 132 Interview: Brian Smith, FEDNIC PLC KEY SKILLS 134 Managing Creative Teams 136 Facilitating the Design Process 142 Developing Collaborative Cultures 143 Visual Communication	146 PART THREE Managing the Design Implementation KNOWLEDGE 148 The Project-management Process 154 Project Management in Practice 158 Corporate Social and Environmental Responsibilities 162 Design Policies, Procedures and Guidelines 166 Translating Global Design into Local Design 170 Measuring the Success of Design Solutions 176 Reviewing and Revising the Design Strategy PRACTICE 178 Case Study: FootGo/RAP UK Ltd./The Formation 180 Case Study: The Siken Group 184 Interview: Colum Lowe, NIS RUK 186 Interview: Lynn Elynn, Sustainability KEY SKILLS 188 Management and Leadership 192 Leading and Advocating Design 194 Written Communication	198 APPENDIX 200 18 Views on Design Management 206 Further resources 210 Glossary 212 Index 216 Acknowledgements

The process and practice of design management



26 PART ONE Managing the Design Strategy

KNOWLEDGE

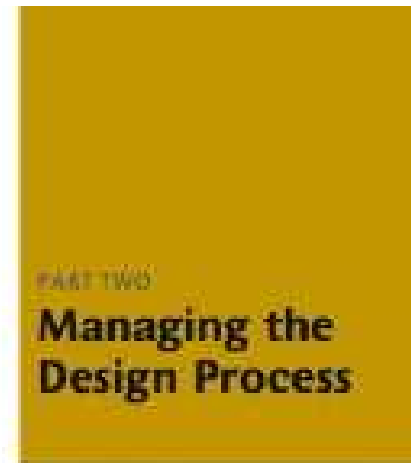
- 28 Identifying Opportunities for Design
- 34 Understanding the Audience and Market
- 40 Interpreting Client and Customer Needs
- 44 Auditing the Use of Design
- 48 Establishing the Design Strategy
- 54 Promoting and Selling the Design Strategy
- 58 Planning for Long-term Growth

PRACTICE

- 62 Case Study: The Argus Thermal-imaging Camera
- 66 Case Study: Camper
- 72 Interview: Dr. Chris H. Luebkehan, Arup Group
- 74 Interview: Barry Feldman, Yahoo!

KEY SKILLS

- 76 Managing Client Relations
- 80 Guiding Design Decisions
- 82 Developing Good Working Relationships
- 84 Verbal Communication



86 PART TWO Managing the Design Process

KNOWLEDGE

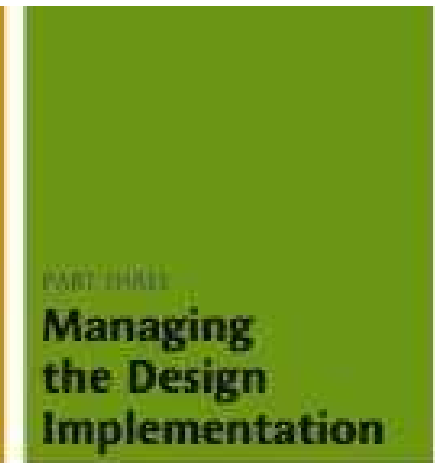
- 92 Giving form to Strategy
- 96 Increasing Awareness with Design
- 100 Expressing the Brand Through Design
- 104 Initiating Design Projects
- 108 Design Methods
- 112 Design Processes
- 118 Competitive Advantage Through Design

PRACTICE

- 122 Case Study: Kajima Design Europe for JVC
- 128 Case Study: The Honda Zoomer
- 130 Interview: Marc Hunter, IDEO Europe
- 132 Interview: Brian Smith, JeONIC PLC

KEY SKILLS

- 134 Managing Creative Teams
- 136 Facilitating the Design Process
- 142 Developing Collaborative Cultures
- 143 Visual Communication



146 PART THREE Managing the Design Implementation

KNOWLEDGE

- 148 The Project-management Process
- 154 Project Management in Practice
- 158 Corporate Social and Environmental Responsibilities
- 162 Design Policies, Procedures and Guidelines
- 166 Translating Global Design into Local Design
- 170 Measuring the Success of Design Solutions
- 176 Reviewing and Revising the Design Strategy

PRACTICE

- 178 Case Study: FoodCo/RAP UK Ltd./The Information
- 180 Case Study: The Silkem Group
- 184 Interview: Colum Lowe, NHS (UK)
- 186 Interview: Lynne Elvins, SustainAbility

KEY SKILLS

- 188 Management and Leadership
- 192 Leading and Advocating Design
- 194 Written Communication

The process and practice of design management

Developing Good Working Relationships

Does the working arrangement like, or getting along with others, relating to them, initiating conversations, sharing interests and finding mutual benefit accommodate themselves to building and developing good working relationships. Both the client and the design manager each need to ask themselves if they can work with one another. Can they relate to each other's values and methods of operation? Can they build a successful working relationship together?

On an internal level, developing good communication, communication and interpersonal techniques, will provide more natural interactions, and allow individuals to profit from formal and informal opportunities. The consider 'prior' is to value because it encourages people to take advantage of opportunity meetings, even if they are only for a brief amount of time.

Networking is another key aspect of building successful professional relationships. Identifying contacts, getting conversations from others and knowing things through the grapevine can be extremely valuable. Many professionals enjoy a situation of associates and contacts, some of which might provide them they have not only benefits, as helping them or create them for example, but the challenge is to develop the relationship with these contacts to such a level that they can be counted upon when needed. The ability to build respectful and active contacts is an important attribute that an individual can bring to an organization, both personally and professionally. Having an entrepreneurial outlook is essential not only to the employer, but also to the employee's personal brand and future career aspirations.

On a work formal level, good working relationships start from a sound understanding of the client's working operations, formal roles, such as the head of marketing; the head of procurement in the project of management; the head of an organizational chart, but understanding the parts that each role plays will foster respect and effective relationships.

Power Agents describes those individuals within an organization that can say 'yes' or 'no' to an allocation of resources necessary to continue or complete a project. For example, the CIO, Salesperson describes those with control access to the power figures. For example, a personal assistant. Problem owners defines those people in whose working area a design problem is located, and the actual 'client', in this context, is the person who commissions the design work, and pays the design fees.

Design or project managers often have access to a large list of contacts within a client organization, and to use build a database for other design team members of who is playing what role within a particular project. This can prove to be invaluable to the design team, in order to provide knowledge about the more crucial aspects of the client organization. The design manager will need to develop an ability to play different roles at different stages of the project, both externally in relation to the clients, and internally in relation to the design team. This might include acting as a coach, encouraging clients and design teams about the business benefits of design, a mentor, educating and supporting the client and the design team and frequently a peer, facilitating and facilitating the client and the design team.



1. In 2011, most working hours are spent as part of the design working relationships and the process of innovation. (Page number of April)

1. The client that introduces some healthy ideas from the design community, including the BMW Group's Research and Innovation Center (known as iD, BMW). Product Operation Process continue the process of every BMW Group project from the initial concept through the phase of production. The Project Building has now become part of the operating system. It is a culture for company, offering a working environment highly suited to increasing customer service excellence. (Page number and copyright of BMW AG)

The process and practice of design management

Case Study

THE PRACTICE The Silken Group



A NEW HOTEL CONCEPT

Founded in Spain in 1955, The Silken Group identified a gap in the Spanish hotel market and undertook the opportunity of filling this niche by offering modern, high-quality hotels of distinctive personality. The group's hotels use design to add value to their organisation by their association with prestigious architects and designers. Each Silken hotel has its own bespoke identity and personality, thanks to these collaborations.

The Silken Group have hotels located throughout Spain (a total of 3600 rooms in 26 hotels throughout the country), and are continuing their expansion internationally. Their mission is to offer 'the best hotel service in the best rooms, with the highest standard of customer service, from the best team of people.' As a business goal they focus on the quest for a new hotel concept, aiming to offer clients a new dimension in services and facilities to make their stay more enjoyable. The Silken Group understands that not all guests expect the same things from a hotel. Its facilities and services are adapted to the ensure that their guests' needs, whether they are business or pleasure, are catered for.

1. ZHO-0942

2. MASA 1286

Case Study



A COMMITMENT TO DESIGN

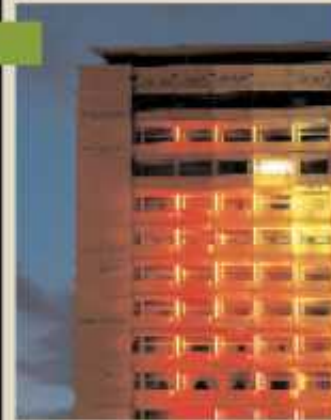
Following their commitment to be at the forefront of technology, design and architecture, the group's hotels are characterised by modern facilities and painstaking attention to design and architectural detail.

The importance of design to The Silken Group is evident in their professional collaborations. The Silken design brief describes the commitment to signature their hotels as an all-embracing concept, and one in which the designer must think through each and every detail of the hotel, right down to seemingly insignificant, and to consider them as a whole. Beauty and functionality coexisting in harmony is central to the group's hotel concept and each of their hotels is renowned for its use of advanced technologies and environmentally-friendly design.

HOTEL PUERTA AMERICA

The hotel Puerta America has become the group's flagship hotel, and the benchmark for its future standards. Located in Madrid, it was conceived as a homage to the world of design. In total, an international team of eighteen architects and interior designers were commissioned to design and develop each floor of the 12-storey, 380-room hotel.

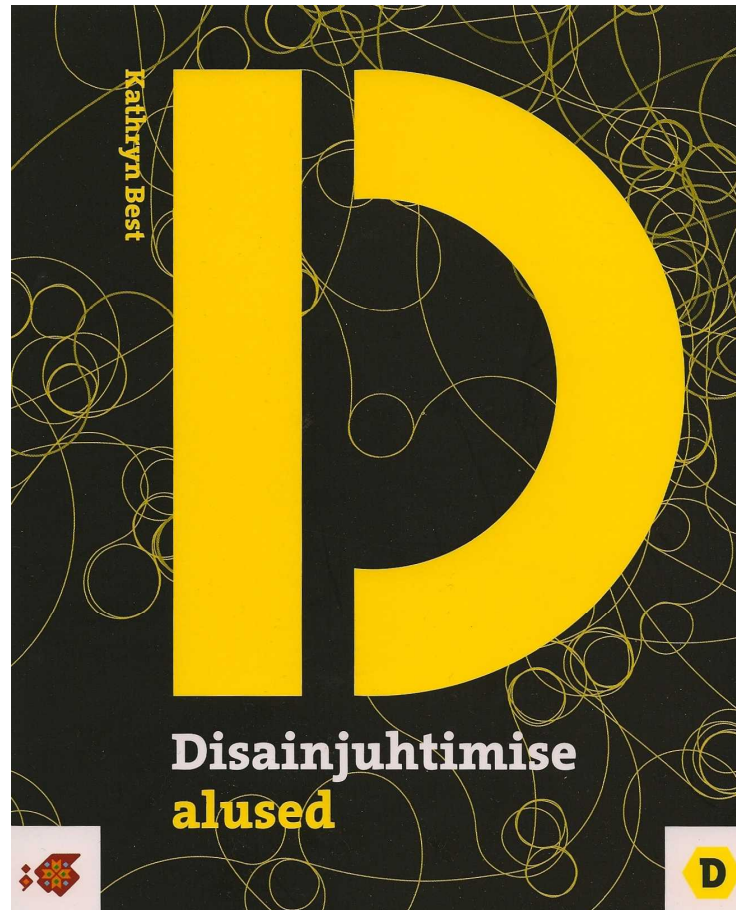
The hotel was envisioned to be a meeting point for creative freedom and the Silken Group produced a cultural manifesto that unified world-class architects and designers, each possessed different disciplines, cultures, beliefs, nationalities and race, all of whom were encouraged to let their imagination run riot. The goal was to offer each architect and designer the opportunity to best reflect themselves, their work, their culture and their way of viewing the world. As such each designer's concept for different aspects of the hotel was totally unique.



1. The Italian architect Ferruccio Siperi has revitalised the Hotel Puerta America's underground car park with colour, creating an emotional stimulus in her quest for 'freedom', and preventing it from becoming an ignored urban space. Paul David's freedom not only covers the facade of the hotel, but also provides inspiration for the simple iconographic code on the walls that leads guests through the group. The motifs are a finger pointing to the ceiling, people running with a dog and a person in a wheelchair, all of which have been rendered by mixing words from the poem.

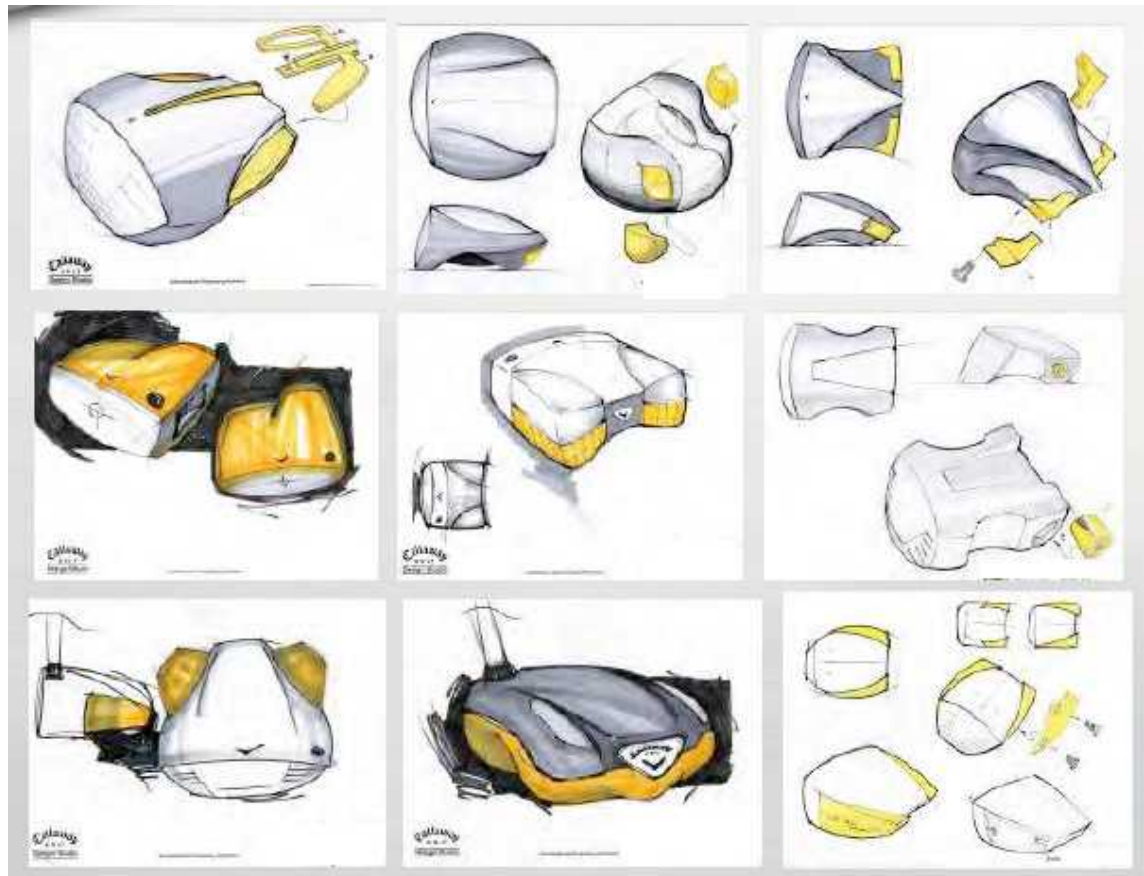
4 & 5. The exterior of the Puerta America hotel, designed by Juan Nouze, playfully expresses the idea of freedom; the cornerstone of the project. Guests can enjoy the changes in colours provided by the savings and the poem Freedom by Paul David, which covers the facade in various languages.

The process and practice of design management



The interdisciplinary nature of design and the creative industries

The process and practice of design management



Design Thinking is a process for practical, creative resolution of problems or issues that looks for an improved future result.

There are no judgments in design thinking. This eliminates the fear of failure and encourages maximum input and participation. Thinking 'outside of the box' can lead to more creative solutions.

Design is no longer just the aesthetics of things - 'how things look'.

Currently, organisations all over the world are increasingly looking for ways to employ the power of design:

1. In product/service development – to develop differentiation or competitive advantage, address a problem, need or opportunity (design as product/service/design innovation).

1. In everyday management processes – to affect and improve business performance (design as process/design thinking).

1. In the creative development of their companies – to influence and stimulate the company culture (design as catalyst/design as facilitator).

Design can, therefore, play both a practical and strategic role within business.

The process and practice of design management

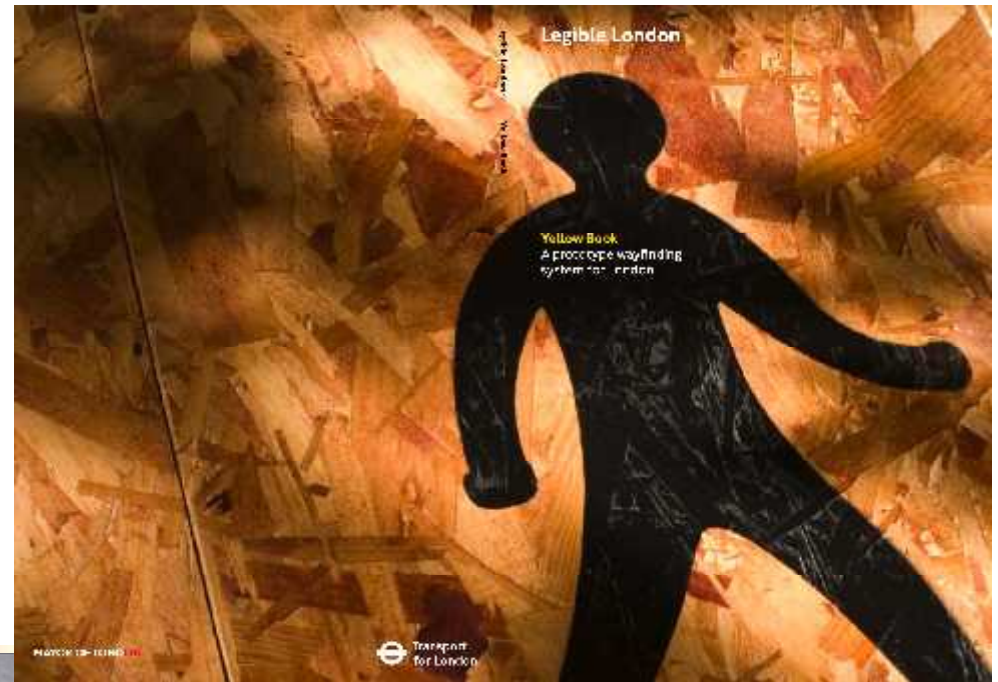
Design management is about the successful management of

- The people, projects, processes and procedures
- The products, services, environments and experiences
- The disciplines, roles and stakeholder relations



the Orange Studio, Birmingham, UK.
Wolff Olins 2004.

The process and practice of design management: Legible London



The process and practice of design management: Legible London

Legible London: a new way of walking in the UK's capital city

Legible London is 'part of an integrated transport information programme for central London, helping people plan and navigate their journeys no matter what mode of transport they choose' (Yellow Book, 2007).

The system consists of 19 on-street signs, maps in bus shelters and signs in Bond Street Underground 'tube' station, as well as paper area guides and audio maps. The idea is to integrate street information with tube exit directions, Bus shelter information and a printed walking map, and to 'change the existing fragmented approach to walking information into a single, reliable, consistent and authoritative system' (www.legiblelondon.com).

The Bond Street area in the West End of London was chosen to test the prototype because of a commitment made by Transport for London (TfL) and the private sector to improve conditions and signage for pedestrians in the area. This busy area attracts Londoners, visitors and tourists with retail shopping, museums, galleries, hotels, restaurants and entertainment.

Walking in London

The aim of the Mayor of London's 'The Walking Plan for London' was to make London one of the most walkable cities in the world. 'Walkers will be pointed in the direction of the area's main attractions. Unnecessary signage will be removed to leave the streets easily navigable by one recognisable set of information' (Yellow Book, 2007).

Information design specialists Applied Information Group (AIG), in association with Lacock Gullam, carried out the initial wayfinding study of central London as well as the design and final information system for the Legible London prototype. AIG specialises in developing and managing communications and identity programmes, and in creating and supporting information architecture both in the physical environment and with interactive media.

The wayfinding study found that there were 32 different pedestrian wayfinding systems used within central London. People often relied on the tube map to navigate their way around, which distorts people's perception of distances as they think it is too far to walk between stations. They also found that people are put off walking in London because they think walking is slow and complicated compared to other forms of travel.

Financed by the City of Westminster, The Mayor of London and Transport for London (TfL), Legible London was created to provide a reliable,

consistent system that provides better information for people who want to walk around the city (below, bottom, centre and bottom, right).

The Legible London 'walker' (bottom, far left) is instantly recognisable and derived from the universal symbol to represent walking' (Yellow Book 2007).



Sony. make believe.

Feature Design: Sony Design actively seeks to create value in terms of product design, interface design, package design, editorial design and every other design aspect that enhances the user experience. (internal and external collaboration)

Concept Design is a key process in development that encourages new value systems for the next generation and shapes future lifestyles.

Sustainable Design: eco-friendly and universal design principles. sustainability - an emerging priority in design.

New "odo" models were shown as an example of forward-looking design concepts, and workshops gave children a chance to use their own kinetic energy to power working odo prototypes.



Colorful design mock-ups expressing the animated, free-thinking aesthetics of children

Philips Design: Design for a sustainable future

Chuhla stove

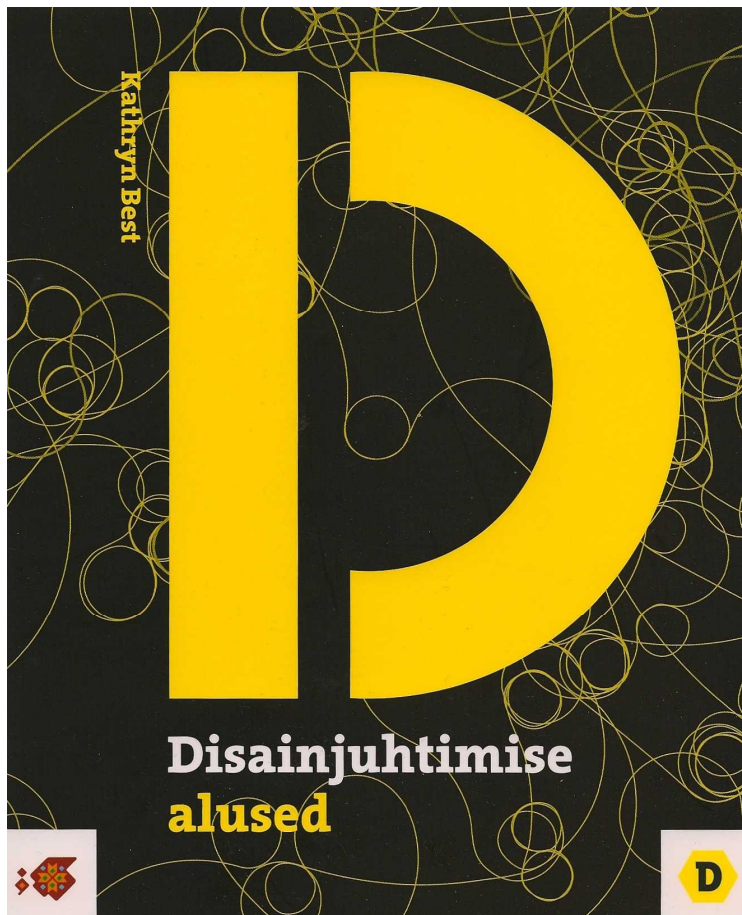


Creating value for people
Open innovation
Distribution models
Entrepreneurship

‘Philanthropy by design’
Creating value for people
Improving quality of life

'The working principles of
design thinking'

Engineering Designer Magazine



tänan teid

thank you

Kathryn Best
kathryn.best@btopenworld.com