Design Management
in Practice

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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.
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
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.
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.
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 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?


‘Demonstrating how strategy can be made visible and tangible through design’
## The process and practice of design management

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<tr>
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<th>design strategy</th>
<th>design process</th>
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<tbody>
<tr>
<td>vision</td>
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The process and practice of design management
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Developing Good Working Relationships

People like working with people they like, so getting along with others, relating to them, maintaining communications, sharing interests and forming mutual bonds are crucial elements in building and developing good working relationships. Both the client and the design resource each need to ask themselves if they can work with one another. Can they respect each other's values and methods of operation? Can they build a successful working relationship together?

On an informal level, developing good interpersonal, communication and interpersonal skills will provide more natural interactions, and allow individuals to profit from formal and informal opportunities. The informal group is so called because it encourages people to take advantage of opportunities, even if they are only for a brief amount of time.

Networking is another aspect of building successful professional relationships: accumulating contacts, gaining information from others and learning things through the grapevine are invaluable. Many professionals keep a database of associates and contacts, some of whom might be key people they need not only briefly, as business ties or trade ties 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 networks and active contacts is an important attribute that an individual can bring to an organization, both personally and professionally. Having an entrepreneurial outlook is valuable not only to the employer, but also to the employee's personal and future career aspirations.

On a more formal level, good working relationships start from a sound understanding of the client's working environment, formal rules, such as the role of marketing, the head of procurement or the project manager will be in an organizational chart, but understanding the part that each role will play is also needed and effective relationships.

Peter Drucker describes those individuals within an organization that can say “yes” or “no” in an organization necessary to continue or stop a project (for example, the CIO) and those who control access to the power figures (for example, a personnel assistant). Project owners define those people in order to work, or a design problem is incurred, and the actual client, in his context, is the person who commissions the design work, and pays the design fees.

Design or project managers often have access to a range of contacts within a client organization, and so can build a picture of other design team members of what is going on and give a particular project. This can prove to be invaluable to the design team, in order to provide a picture to the client, the management of the client organization, the design manager will need to develop an ability to see the different roles at different stages of the project, and internally its relationship to the design team. The manager will have to act as a coach, to encourage the client and design team about the business benefits of design, a mentor, in addition, and supporting the client and the design team is often a task facing and fulfilling the client and the design team.
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A NEW HOTEL CONCEPT

Founded in Spain in 1993, the Silken Group identified a gap in the Spanish hotel market and undertook the opportunity to fill 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 offering the guest 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 ensure that their guests’ needs, whether they are business or pleasure, are satisfied fully.

A COMMITMENT TO DESIGN

Following their commitment to be at the forefront of technology, design and architecture, the group’s hotels are characterized 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 emphasizes 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 coexist in harmony to 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 1998, an international team of eight architects and interior designers were commissioned to design and develop each floor of the 13-storey, 300-room hotel.

The hotel was conceived to be a meeting point for creative freedom and the Silken Group produced a cultural manifest that unified world-class architects and designers, each possessing different disciplines, cultures, beliefs, nationalities and races, 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.

5. The Italian architect Anna Savoy has created the Hotel Puerta America’s underground car park, with colour, creating an emotional stimulus in her concept for freedom, and preventing it from becoming an ordinary urban space. Paul Sturgis’s Freedom not only covers the façade of the hotel, but also provides inspiration for the simple iconographic code on the wall that leads guests through the garage. The north is a flag painted to the walls, people running with a dog and a person in a wheelchair, all of which have been rendered by using words from the poem.
The process and practice of design management

The interdisciplinary nature of design and the creative industries
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.

Wikipedia
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.
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 process and practice of design management: Legible London
The process and practice of design management: Legible London

Ligible 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 4000 street signs, maps, 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 walk guide, and to change the existing fragmented approach to giving information into a single, coherent, consistent and authoritative system (www.ligiblelondon.com).

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

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 guided by the design 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 specialist Applied Information Group (AIG) in association with Landmark Graphics, carried out the initial wayfinding study of central London as well as the design and final information system for the Legible London prototypes. AIG specializes in developing and managing communication identity programmes, and creating and supporting information architecture within the physical environment and with interactive media.

The wayfinding study found that there were 52 different pedestrian wayfinding systems used within central London. People often relied on the tube map to navigate their way around, which distorted 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.
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.


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.
Philips Design: Design for a sustainable future

Creating value for people
Open innovation
Distribution models
Entrepreneurship

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

Chulha stove
tänan teid
thank you

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