Aalto Collaborative and Industrial Design
Design Strategy and Entrepreneurship course

Design in Business
From pretty pictures to design operations

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17-May-2022
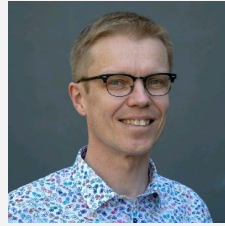
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Agenda for 17th May 2022

9:15   The value of design for business*

9:30   From pretty pictures to design operations

10:00   Groupwork: what could companies do to benefit more from design — use your coursework companies as case studies

10:30   Groups will present their suggestions very briefly

10:50   Open discussion

11:00   End

*   reusing some of my presentation from Aalto DesignTalks #5: The relevance of design for business
   https://www.aalto.fi/en/events/5-designtalks-the-relevance-of-design-for-business

Harri
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https://www.linkedin.com/in/harrikiljander/

yousician

Learn guitar,
bass & singing

F-Secure

MeeGo
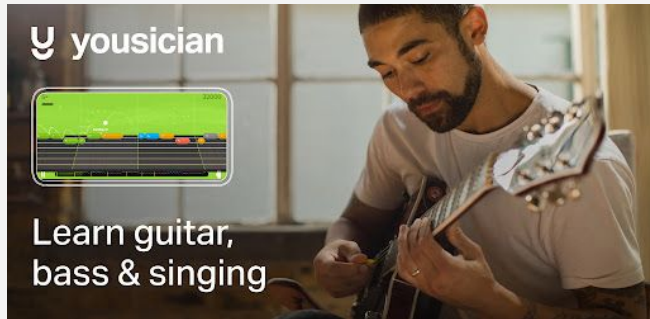
NOKIA

"*Companies who best utilize design grow their revenues and shareholder returns at nearly twice the rate of their industry counterparts.**

* McKinsey 2020

https://www.mckinsey.com/business-functions/mckinsey-design/our-insights/the-business-value-of-design

i. More than a Feeling

It's analytical leadership
Measure and drive design performance with the same rigor as revenues and costs.

ii. More than a Department

It's cross-functional talent
Make user-centric design everyone's responsibility, not a siloed function.
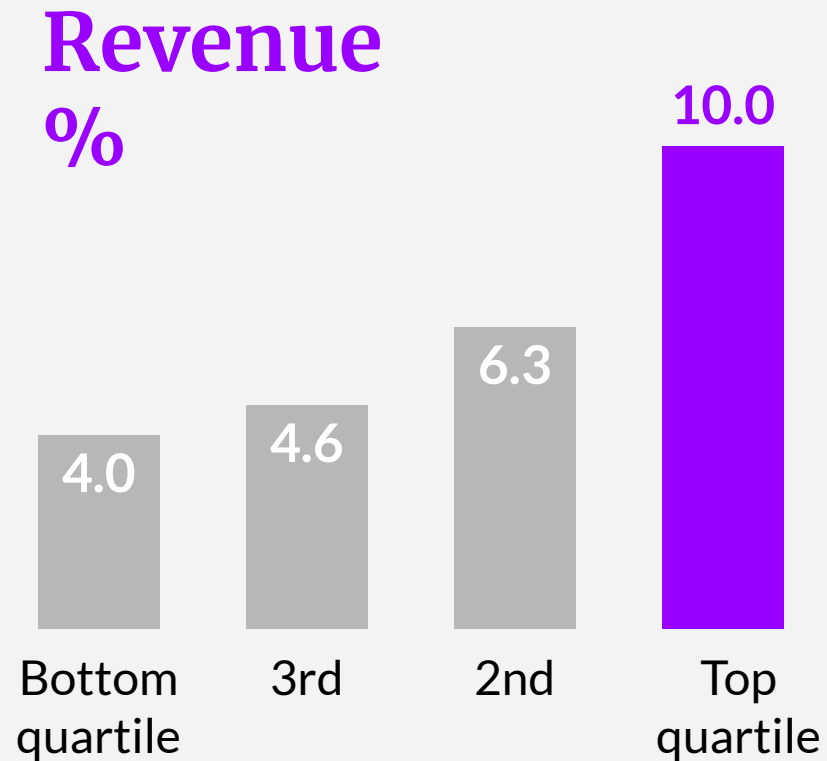
The Value of Design

iii. More than a Phase

It's continuous iteration
De-risk development by continually listening, testing, and iterating with end-users.

iv. More than a Product
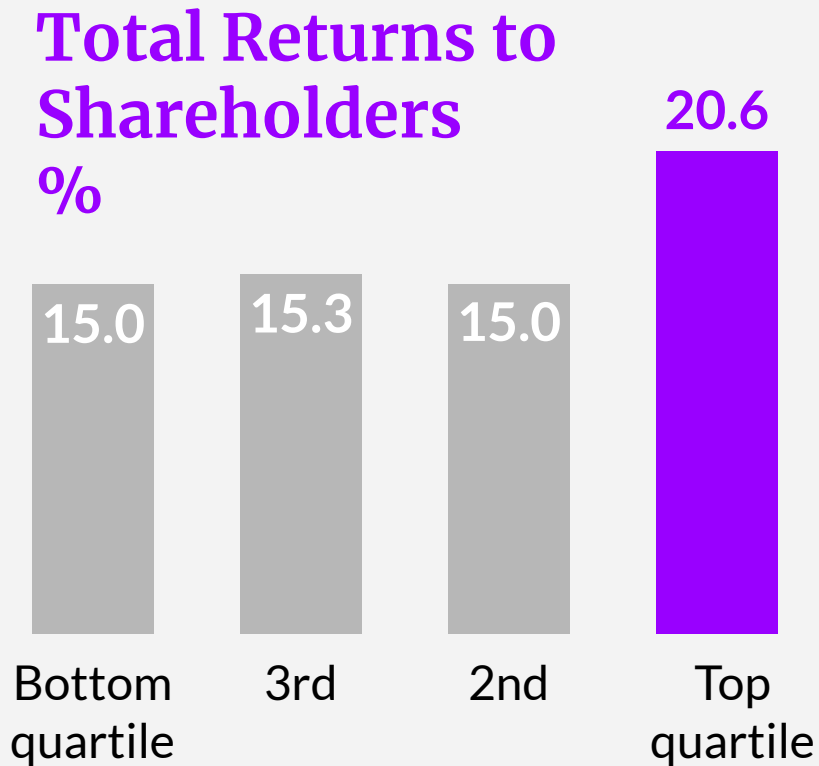
It's user experience
Break down internal walls between physical, digital, and service design.

Revenue %

4.0 — Bottom quartile
4.6 — 3rd
6.3 — 2nd
10.0 — Top quartile

Companies' McKinsey Design Index scores

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Total Returns to Shareholders %

Companies' McKinsey Design Index scores

Bottom quartile	3rd	2nd	Top quartile
15.0	15.3	15.0	20.6

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"*Companies with high design maturity see cost savings, revenue gains, and brand and market position improvements as a result of their design efforts.**
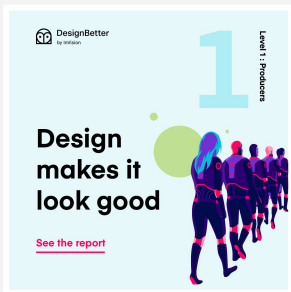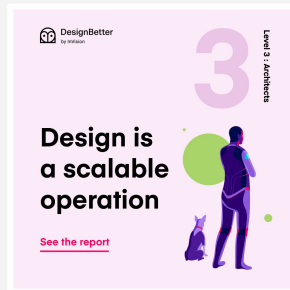
* InVision 2019

https://www.invisionapp.com/design-better/
design-maturity-model/

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Five levels of Design Maturity

DesignBetter
by InVision
Level 1 : Producers
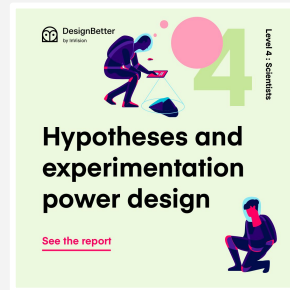
1

Design makes it look good

See the report

Producers (41%) focus specifically on visual design, but have a hard disconnect between what the designers are attempting to design and what the developers are attempting to build. There is a lack of cohesion and communication between them, and that reflects in the rather bumpy process of product development.

DesignBetter
by InVision
Level 2 : Connectors

2

The workplace becomes a workshop

See the report

Connectors (21%) are collaborative, have joint working sessions, and use tools to work with peers that are not designers. They focus on user research, user stories, and user testing.

DesignBetter
by InVision
Level 3 : Architects

3

Design is a scalable operation

See the report

Architects (21%) use daily design stand-ups, a routine on planning and briefing, have distinct roles and accountability, and organized documentation of the process they follow.

DesignBetter
by InVision
Level 4 : Scientists

4

Hypotheses and experimentation power design

See the report

Scientists (12%) are data-driven design experts. They are analytical, experiment using sophisticated methods, and measure their results consistently. The design team is empowered to pursue important opportunities and executives are wholly part of the process.

DesignBetter
by InVision
Level 5 : Visionaries

5

Design means business

See the report

Visionaries (5%) use the design thinking process in product development and apply it to their internal business strategies. It's a lens through which they use exploratory research strategies and techniques, trends and foresight that assess the product market fit, and deliver unified cross-platform strategies. Their design has the widest impact — from employee productivity, growth, to innovative pursuits.

"*DesignOps* refers to the orchestration and optimization of people, processes, and craft in order to amplify design's value and impact at scale.*
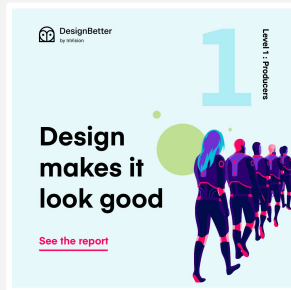
* Nielsen Norman Group

DesignOps is a collective term for addressing challenges such as:

i. growing & evolving **design teams**
ii. finding, hiring & growing **people with the right skills**
iii. creating **efficient workflows**
iv. improving the **quality & impact of design outputs**.

DesignOps: from Producers to Connectors

Producers (41%)

focus specifically on visual design, but have a hard disconnect between what the designers are attempting to design and what the developers are attempting to build. There is a lack of cohesion and communication between them, and that reflects in the rather bumpy process of product development.

➔ Make designers collaborate with developers, using workshops and collaboration tools for more efficient workflows

➔ Introduce user research activities to help product people make more informed decisions, to learn how to improve the products already launched, and eventually grow the business.

➔ Assess if you have the appropriate designer skills in your organization

DesignOps: from Connectors to Architects

Connectors (21%) are collaborative, have joint working sessions, and use tools to work with peers that are not designers. They focus on user research, user stories, and user testing.

→ Start building and using a design system for consistency, efficiency, version control, and scale

→ Clarify roles and ownership between designers, engineers, and product managers

→ Start developing and following repeatable best practices and processes for design work

→ Define career paths for design professionals in the growing organization

→ Align design work priorities with the company strategy and objectives

DesignOps: from Architects to Scientists

Architects (21%) use daily design stand-ups, a routine on planning and briefing, have distinct roles and accountability. Architects have the largest design teams.

➔ Strengthen experimentation practices, rapid prototyping, A/B testing

➔ Build mechanisms and routines for developing hypotheses, running tests, and measuring results. Build-Measure-Learn!

➔ Develop design metrics, KPIs (Key Performance Indicators) and use design OKRs (Objectives and Key Results)

➔ Identify and educate executive-level sponsors for design

DesignOps: from Scientists to Visionaries

DesignBetter
by InVision

Level 4 : Scientists

Hypotheses and experimentation power design

See the report

Scientists (12%) are data-driven design experts. They are analytical, experiment using sophisticated methods, and measure their results consistently.

➔ Start using design thinking in the boardroom and in business strategy creation

➔ Use design exploration to discover new business opportunities

➔ Utilize design methods and tools to further develop the company workflows, processes, and structures

more efficient
design workflows
+
happier & more motivated
design team that scales
+
more customer–centricity
and user empathy
+
higher quality
design deliverables
+
higher business value
from design

DesignOps

Groupwork time

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Dieter Rams' Ten Principles of Good Design

01 Good design is innovative.

02 Good design makes a product useful.

03 Good design is aesthetic.

04 Good design makes a product understandable.

05 Good design is unobtrusive.

06 Good design is honest.

07 Good design is long-lasting.

08 Good design is thorough down to the last detail.

09 Good design is environmentally friendly.

10 Good design is as little design as possible.

Braun Phonosuper SK-4 (1956)

Dieter Rams ... meets Business

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& Good design is good business.

— Thomas J. Watson Jr, IBM future CEO, in the 1950s

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Thanks!

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