



DESIGN MANAGEMENT INSTITUTE

DESIGN MANAGEMENT

Summer 2008 Volume XX Issue 1

News & Views



Looking Towards the Future

As the second quarter draws to a close, we have much to report in the areas of our programming and also about our progress behind the scenes in the development of DMI's brand positioning and business strategy. Already this year we've conducted nine seminars, produced conferences in Singapore, Paris, and Cincinnati, and published two issues of the *Design Management Review* and one of our reviewed academic publication, the *Design Management Journal*. In Paris we had our 12th annual European conference, as well as an academic conference on "design thinking." The DMI team has been very busy, and on the following pages you will find summaries of their work as well as a glimpse of some very exciting upcoming projects. ■

WHAT'S INSIDE

President's Comments (p 2)

2008 Design Management Conferences (p 4-6)

Design|Value, Singapore Conference

Design Thinking, Academic Conference

Design + The Linking Force, Paris

SYNERGY, Brand/Design 20

REMIX, 33rd Annual Conference

2nd Opinion by Ralph G. Trombetta (p 7)

DMI Seminars/Design+Business DNA (p 8-9)

DMI In-House Workshop (p 9)

Member News (p 10-12)

DMI Review —Building Brands at the Intersection of Design and Business Strategy (p 13)

Designing Design Management: Our Path to the Future



Thomas Lockwood, PhD
DMI President

Since early 2007 we've been working on developing and refining DMI's brand positioning and strategic business design. We've taken on this project from a design-thinking point of view and have looked at the Institute objectively and with an open mind. The DMI staff have had the pleasure of collaborating with three outstanding organizations on this project, as well as (of course) our Board of Directors and some members of the Advisory Council. The project has been international in scope, and our aims were not bashful. Near-term, we planned to determine brand positioning; mid-term, to determine brand expression and web site specifications; and long-term, to determine business strategy and growth opportunities.

The three project teams, including Lucid, Continuum, and IIT Institute of Design, worked sequentially and yet also collaboratively, as each built upon the research and findings of the others to build a progressive model, culminating recently in a final workshop. In that workshop we established a three-year vision and a roadmap to get there. Let me tell you a little about what we've accomplished.

Discover

This project began as a collaboration with Scott Lerman of Lucid Brands, and our first steps were to conduct research to understand current perceptions about DMI so that we could begin to develop a brand strategy and positioning platform. We interviewed DMI members, partners, staff, and board, and reviewed numerous past member and conference surveys. It was very clear that the Institute has a solid history and has made significant contributions to the field over the years, and that we are an international base of information for people interested in design management.

We found the Institute needs to continue to provide both practical information and academic research to retain our core constituents, design owners and design educators. Moreover, definitions of design management vary, so we need more clarity as to the scope of content the Institute can provide. In fact, the research indicated to us that it was time for DMI to evolve, freshen up, and move from content development and dissemination toward enabling "content connections."

As a result of these initial findings, we created three alternative positions, comped them up and made expression videos, and went on the road for feedback. We conducted group interviews in Copenhagen, Chicago, and Shenzhen, China, as well as numerous individual interviews. Again and again, the idea of

"connection" emerged. DMI is the connection point for the industry. We connect people and knowledge, practitioners and educators, designers and business, and we do this globally. As one member said, "DMI is a real-time connection into what is happening in the field—from people with leadership in the field." In the end, one platform clearly emerged as being the most relevant and truthful: "You are connected."

You are connected.

DMI connects you (design leaders) to the inspiration, knowledge and community you need to succeed.

Define

The discover phase blended into a define phase as we engaged with a team from Continuum, led by Matthew Carlson, to chart a path from positioning and character to design and design strategy. This path had to negotiate the competitive landscape along with the wants and needs of DMI and our target audiences. The ultimate goal was to continue as a thought leader in design management and to set the stage to foster a more dynamic community and create new design and business synergies. We dove further into our target audience, conducting in-depth interviews and raising career-related and community-related questions. We also carried out a competitive SWOT analysis and looked closely at our publications and events. We were not bashful in our self-criticism and enjoyed a very effective brand workshop using a "bank-build-shed-grow" framework model.

We then began looking into concept visualization of new design strategies and brand expressions, but decided a more effective path was to focus our limited resources on strategic business design and customer experience. Although new visual branding is always exciting, we agreed the best strategy for DMI



A branding workshop at Continuum.

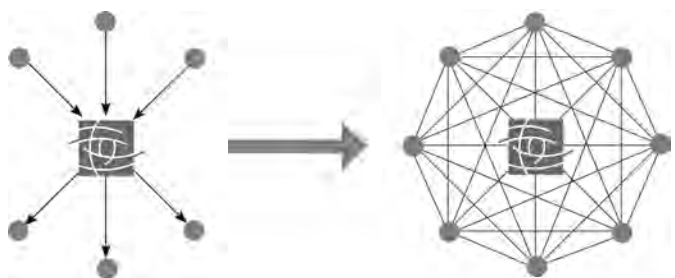


Background research included interviews with potential target audience members.

to demonstrate change is to deliver on our brand promise first and allow the visual expression to evolve. We put our mood boards and comps aside—temporarily—while we looked at our publishing strategy and the business frameworks.

Design

With the stage now set, our design phase could actually be more about business strategy design. Students in Jeremy Alexis's graduate class at the IIT School of Design agreed to look into and propose alternatives for DMI's near-term conceptual direction and business strategy, and students in Vijay Kumar's graduate class took on the same question for the long term. Both began with a review of the work already done and added their own primary research. Their work left us with some very rich information.



Both classes agreed wholeheartedly that DMI needs to evolve from essentially a hub-and-spoke information model to a web model, which would make us a stronger connection point for people and information. In other words, our positioning and value proposition was again confirmed, and the students focused their efforts on finding the best ways to deliver this in a socially networked world.

Deliver

All of this work culminated with a vision and roadmap workshop at DMI with Lucid, Continuum, and IIT. In the workshop, after consolidating and sharing all of the work to date, we determined exactly what we wanted to do in the next three years. You will be seeing the first of these results already with the design of the US annual conference this October. Our bridge strategy is to use existing technologies, such as Ning, to begin building a more robust social network.

This is just the beginning. We intend to look into many more aspects of social networking and other areas such as interest groups, member initiated research, media relations, and greater knowledge sharing on all aspects of design in business. We need to look into the governance and purpose of our Councils, and in the coming months present new opportunities for members to engage. One thing is very clear: Our commitment to creating and sharing knowledge about design management and the important role of design in business is as important today as ever. As we look to our members and stakeholders to get involved, we trust we will be good facilitators to help make it happen.

Thomas Lockwood, PhD
DMI President

DMI Sponsors

A Q U E N T

LUCID BRANDS®

Microsoft

CONTINUUM

gettyimages®

Permission to copy all or part of this material without fee is granted, provided credit is given to the DMI News & Views™.

Copyright © Summer 2008; Volume XX, Issue 1

President: Thomas Lockwood, PhD

Contributors: Ralph Trombetta, Patricia Olshan, Thomas Walton, John Tobin, Alan Lee, Sue Bencuya, Alyssa Kierkegaard, Chris Hancock

Design Management Institute
101 Tremont Street, Suite 300, Boston, MA 02108
Phone: 617-338-6380/Fax: 617-338-6570
E-mail: dmistaff@dmii.org Web site: www.dmi.org

Special Review Subscription Promotion

Subscribe online to the DMI Review between August 1—October 31, and receive a 20% discount*! US: \$72. Non-US: \$84. Order at www.dmi.org/review

* New Subscriptions only



2008 Design Management Conferences

Design|Value

DMI Singapore Conference
 March 13-14, 2008, Grand Hyatt Singapore

More than 180 professionals and educators from all over the world attended DMI's first-ever conference in Singapore. The event achieved its goal of communicating how to create value through design by focusing on the triple bottom line of economic, social/cultural, and environmental value.

Highlights of the conference included Gus Rodriguez of Philips Design, who provided a matrix that cross-analyzed the design process of discovery, inspiration, and realization with creating viable options, building emerging business, and extending/defending core business; Nico

"Design|Value made such a difference in the way I see my business, you have no idea. I'm so pleased I attended!"

— Leon Araneta, Chief Integrating Officer, Atalyer Design, Singapore

Von Saurma of BMW, who asked attendees to push the creative envelope because beautiful design as a selling point is no longer sufficient to secure leadership; BanY.J., of toy brand Stikfas™, whose design philosophy grew from his animal rescue hobby into a global brand; and Simon Waterfall, whose presentation stood to inspire and nurture creative standards worldwide by giving attendees a riveting vision of the future of interactivity.

At the conclusion of this event DMI was inspired to return to Asia in the future, and continue to be an advocate for design management in the region. ■



Kia Tong Tan, Chief Technology Officer, OSIM International Ltd.



Presenters Marc Gobé, Chairman & CEO, Emotional Branding LLC and Nico von Saurma, Director of the BMW Designworks Asia

Design Thinking: New Challenges for Designers, Managers and Organizations

International DMI Education Conference
 April 14-15, 2008, ESSEC Business School, Cergy-Pontoise, France

In an effort to illustrate how, when, and why designing turns into an organization asset and tool for managers, DMI held a special two-day, multi-tracked education conference at ESSEC Business School in Paris, France this past April.

Over 80 presenters put forth their theories, empirical research, and case studies, as they connected to the four core concepts of: 1) How designers think: The role of design thinking in society; 2) Design thinking and change: Innovation and design in service industries; 3) Design thinking and the post-modern organization; and 4) Design thinking and innovation models.

Presentation subject matter varied from the crowd-favorite case study, "Can Toilet Paper Be Black?" to the

intrinsically important topic of "Logics at Play in Everyday Organizational Situations Involving Design." It is fair to say that the 130 people in attendance from 25 countries walked away with a better understanding of ways to manage the design management and innovation process in the global era.

The best papers of the conference will be published in a future issue of the *Design Management Journal*. ■



Design Thinking attendees



Prof. Gabriella Lajocono, SDA Bocconi School of Management; Prof. Brigitte Borja de Mozota, PhD, Brunel University; Prof. Herve Mathé, PhD, ESSEC Business School; Prof. Rachel Cooper, PhD, Lancaster University; and Sabine Junginger, PhD, Lancaster Institute for Contemporary Arts (LICA), Lancaster University



Scott Pobiner, BBA Program Director, Parsons School of Design and Sabine Junginger, Design Thinking Conference Coordinator

Design + The Linking Force

Design/Management Europe 12
April 16-18, 2008, Paris

With the beautiful backdrop of Paris, DMI followed the education conference with the Design/Management Europe 12 conference. More than 170 design professionals from around the world gathered to explore how design can be a linking force across the enterprise, a connection between business, culture, and environment.

At the conference, attendees raved about the speaker line up, but particularly buzzed about Surya Vanka of Microsoft and his terminology of

“change blindness,” which he defined as “people often failing to see a change in their surroundings because their attention is elsewhere.” Clive Grinyer of Orange presented “The Silence of Design,” which hit home with many attendees because he spoke about the interaction of people with product, and the importance of design in this interaction.

Planning for the next European conference in Milan is underway and will be announced shortly. ■



Presenters Chris Bedford, President, Karo Group; Clive Grinyer, Director of Design, Orange; Pierre-Yves Paris, Design Director, Legrand, and Tim Selders, Director, PARK



Enjoying champagne during the reception at the Chambre de commerce et d'industrie de Paris

SYNERGY

Brand/Design 20
June 11-13, 2008, Cincinnati, USA

As Neil McElroy, the famous former President of Procter & Gamble, might have said, “DMI returned to the birthplace of brand management, Cincinnati.” Building on the brand management structure that he created nearly 70 years ago, speakers explored best of class methods and tactics to achieve organizational success through effective integration, cross-disciplinary communication, and management.

Some of the most memorable presentations were given by Aaron Betsky, Director, Cincinnati Art Museum, who gave a revelatory presentation on the need for designers to focus more on icons because they are what society organizes itself around; Noel Franus and Martyn Ware of Sonic ID, who spoke on

the growing practice of sonic branding and identity; and Cindy P. Tripp, Global Marketing Director of P&G, who engaged attendees in thinking strategically and problem-solving.

As with most DMI conferences, this event was video recorded and is available to attendees and members. ■



Co-chair, Jerry Kathman, President/CEO, LPK welcomes attendees at the Contemporary Arts Center



Co-chair, Amy Brusselback, Global Design Director, P&G



Audrey Arbeeny, Executive Producer, Audiobrain during group exercise



Group exercise challenged attendees to present “the role of design success” to their CEO

2008 Design Management Conferences (continued)

REMIX

The 33rd Annual Design Management Conference
 October 5-8, The Cliff House Resort & Spa, Ogunquit, Maine, USA

What happens when you mix traditional approaches to design, identity, and branding with new ways, new tools, new influences? Is the result refreshing, revelatory, or revolting? The, Design Management Institute's 33rd International Conference will explore the remix. This conference will energize and surprise you—designed to give you powerful new blends of ideas to transform

your career and enterprise. Whether you are an established master or an up and coming disruptor, designer or CEO, left- or right-brainer, see what happens when you (re)mix with the other side. ■

Lead Sponsors



Supporting Sponsors



Remix Design Management Institute

Join the remix at
www.dmi.org/remix

Here are some of the people and events you'll engage with at the Remix Conference.



Jeannette Hanna
 SVP, Cundari SFP
Conference Co-chair

Scott Lerman
 CEO, Lucid Brands
Conference Co-chair

Marty Neumeier
 President, Neutron
Presenter

Marcia Lausen
 Principal, Studio/lab
 Director of the School of Art & Design, University of Illinois, Chicago
Workshop leader/Presenter

Carol Coletta
 President and CEO, CEOs of Cities
Workshop leader/Presenter

Eli Singer
 Social Media Wizard
Workshop leader/Presenter

Will Ayres
 Creative Principal, Infinia Group
Conference Artist

Jonathan Knowles
 Founder & CEO, Type 2 Consulting
Presenter

Muriel Cooper Award Presentation
 Muriel Cooper, 1926-1994
 1st female tenured professor at the MIT Media Lab

Edgar Papke
 CEO, Living Change
Presenter

Note: People are remixed.

www.audiobrain.com
Conference Audio Branding

Design Your Future: Blue Ocean Strategy



By Ralph G. Trombetta,
*Founder, Value Innovation
 Associates and Senior
 Strategist, The Value
 Innovation Network*

There's little doubt that competition in the business world is fierce.

Managers have been taught to analyze their industries and competitors in the search for competitive advantage. An obsessive focus on the competition, however, can make it difficult to find innovative market-creating products and services that generate unprecedented buyer value and company value.

Red Ocean Versus Blue Ocean

Professors W. Chan Kim and Renée Mauborgne, authors of the book *Blue Ocean Strategy*, refer to the vicious cycle of cutthroat competition in established industries as the red ocean. They argue that if companies wish to find high, profitable growth they must go beyond red ocean strategy and push for value innovation. Value innovation, the simultaneous pursuit of unprecedented buyer value at a lower cost, pushes companies to challenge the basic nature of competition that exists within an industry, and leads to new profit pools which they call the blue ocean.

Circus and Video Games Are Not Just For Kids Anymore

Cirque du Soleil created a blue ocean with their value innovation strategy of reinventing circus for adults. They challenged the conventional wisdom of having animals and star performers in a circus and searched for new value by looking outside the boundaries of the circus industry to alternative forms of adult entertainment, namely opera, ballet and theater.

Cirque distinguished itself from ordinary circus by creating a more sophisti-

cated experience for adults at a lower cost than a traditional circus while raising ticket prices closer to opera, theater and ballet. This unprecedented value was created by introducing sophisticated music, dance, and set designs, and the lower cost structure was delivered by eliminating traditional elements of circus-like animals and star performers.

With the introduction of the Wii, Nintendo is changing the basis of competition in the video game industry. While Sony and Microsoft have focused on providing faster processors, sophisticated graphics, and more games to teenage and young adult males, Nintendo is reinventing the market by creating an offering that is appealing to noncustomers of the traditional video game industry. By focusing on simplicity, rather than the most sophisticated processors and graphics, Nintendo is lowering the video game industry cost structure. Rather than compete head on with Microsoft or Sony in the red ocean, Nintendo is creating unprecedented value for users with the introduction of the motion-sensitive wireless controller.

The motion-sensitive wireless controller allows players to stand in their living rooms and mimic the motion of casting a fishing rod, tossing a bowling ball, or swinging a tennis racket, and they can immediately see the results of on their TV screen. With the Wii's simpler controller, adults can intuitively play a video game for the first time rather than get frustrated trying to master the intricacies of the complicated industry-standard game controllers. Nintendo is creating a blue ocean by expanding the boundary of the video game industry into exercise and social activities. This in turn is making the video game an alternative to other recreational activities for individuals who historically have not played video games.

Blue Ocean Strategy Is For Business To Business Environments Too

Companies in business-to-business value chains tend to view their businesses as commodities and may think that the concept of Blue Ocean Strategy is not applicable to them. In fact, the more removed a company is from the final customer, the more opportunities it has to apply value innovation at different nodes in the chain.

Consider UPS. If you own a Toshiba laptop computer and it breaks while under warranty, Toshiba will suggest you drop it off at a UPS store and ship it to them. What you might not know is that UPS doesn't deliver your laptop to Toshiba. Instead, UPS actually repairs the computer in its own UPS-run workshop. How did this value innovation occur?

Prior to fixing Toshiba's customers' laptops, UPS was among one of Toshiba's suppliers in picking up the PCs from customers homes and offices, transporting it to their Louisville hub and then shipping it to one of Toshiba's repair centers. Several years ago, Toshiba developed an image problem concerning the length of time that it took for customers to receive the fixed laptop back (it could be as long as nine days). UPS approached Toshiba with a value innovation strategy to fix the PCs themselves and get the repaired units back to Toshiba's customers in four days or less.

UPS technicians, certified by Toshiba to repair PCs, are creating new value for Toshiba's customers by returning the repaired PCs much quicker. UPS is additionally reducing costs by eliminating roundtrip shipping (between UPS and one of several Toshiba's repair centers) and reducing total repair parts inventory through consolidating repair

(continued on page 12)

“Refreshing insight in research techniques for brand design and innovation. A compact, yet rich 2-day formula, moderated by an inspiring speaker.”

Hans Kan, *Managing Director, KAN Design*
(*Design Research for Product & Service Innovation attendee*)

Learning to Lead: A Guide to Nurturing our Innate Leadership Capacity



Instructor: Maureen Thurston, Principal, ACCESS International
September 8-9 Phoenix, USA

This seminar will examine the fundamental precepts of leadership, diagnose the role of the design leader, and explore how core leadership skills can be learned, applied and leveraged to develop your own personal leadership style.

The Top Ten Issues Design Managers are Facing in 2008 (New)

Instructor: Peter Phillips, Design Strategy Consultant
October 21-22

Chicago, USA

Through discussion and exploration, you will gain the strategies and tools to begin developing a realistic action plan for your own group.

Online Seminars

Design Leadership Series

A series of interactive online seminars

Sponsored by Microsoft

Design Leadership Series webinars are monthly interactive sessions that you can access right from your desktop. You'll find thought-provoking speakers addressing topics of importance to today's design and business professionals.

Upcoming presentations include:

- August 6: Tim Wallack, Smart Design
- September 3: Steve Kaneko, Microsoft
- October 1: Maureen Carter, Comcast
- November 5: Alonzo Canada, Jump Associates
- December 3: Gary van Deursen, van Deursen LLC

Past webinar presentations can be purchased for download two months after each session for \$75 nonmembers, \$60 members. These 2008 presentations can be purchased at www.dmi.org/webinar:

- February 6: Stephen Sato, HP
- March 5: Chris Conley, Gravity Tank
- April 2: Lavrans Løvlie, Live|Work
- May 7: Graham Marshall and Curt Croley, Motorola
- June 4: Stephen Zhang and Jill Elliott, Fossil

Sponsored by Microsoft, the Design Leadership Series is held the first Wednesday of each month and lasts 90 minutes including a presentation and Q&A session. Please visit www.dmi.org/webinar for more information. ■

Creating the Perfect Design Brief



Instructor: Peter Phillips, Design Strategy Consultant
November 6 Seattle, USA

Learn how to create a well-crafted design brief, and gain an easy-to-follow road map for the entire design process and securing project approval.

Workshop

Make Your In-House Design Department More Strategic!

Are you looking to make your corporate in-house design department a more strategic partner within your organization? If so, then you should consider DMI's custom workshop, Making the In-house Design Function a Strategic Competency. Over the last year and a half, DMI has conducted two dozen workshops for a wide variety of organizations, representing such diverse industries as consumer goods, financial services, medical, software, publishing, telecommunications, manufacturing, media, education, and government. The workshop leader, Peter Phillips, Design and Strategy consultant, has conducted sessions in North America, Europe, and as far afield as New Zealand.

Topics addressed by the workshop include how to make your department run more effectively, how to become more strategic in the real world of business, collaboration with external design resources, and how to get recognition, credibility and trust for the role of design. Each session is specifically customized to address the unique needs of the particular organization. The workshop is available upon request for private, on-site sessions. For more information, visit www.dmi.org/inhouse, or for a price quote, contact John Tobin, VP of Business Operations at jtobin@dmi.org, 617-338-6380, ext. 226. ■



Member News

DMI Members— The Latest Projects, People, and Awards

Projects and Programs

Smith Design, the strategy-based brand design firm with offices in New Jersey and California, re-created brand identity for new products Quickseals and Kerasal. For Quickseals, an innovative plastic product that can be applied to foods to maintain freshness and prevent spillage, Smith employed both easy-to-read copy and realistic illustrations of typical packaged foods on the packaging, and detailed “how to” illustrations that explained the steps to consumers.

Lloyd Northover, a London-based brand strategy agency, has been appointed to develop a brand for Didcot, South Oxfordshire, to inspire and guide sustainable physical and economic growth for the town.

The agency also developed a new brand identity and a five-year marketing plan for Tottenham, UK.

Anthem Worldwide, a Schawk strategic design company, worked with Perfetti Van Melle to update packaging graphics and to create a new flip-top box for Mentos mints.



LPK, the international design agency, has completed several projects. For The Taft Museum of Art, LPK developed an expressive new identity that portrays not only the diversity of the Museum’s collection, but also the many facets of the organization as a premier arts institution and as a



destination location.

LPK Product partnered with the established Mr. Clean® brand as it re-entered the disinfecting wipes category recently. Based on consumer input, LPK developed a proprietary package structure featuring a user-friendly dispensing mechanism designed to ease existing consumer frustrations with dispensing disinfecting wipes.



Kendall Ross, the strategic brand development and design firm based in Seattle, completed new packaging for a main product line for Sergeant’s Pet Care Products. Using fun illustrations and a black-and-white color scheme with bold accent colors, Kendall Ross sought to balance a sophisticated design approach with a sense of playfulness.

Turner Duckworth, the design firm with offices in San Francisco and London, created the new Jamba Juice® visual identity system to help communicate and celebrate the brand in a contemporary, entertaining and engaging new light. Turner Duckworth focused on vibrant colors, bold texture, handwritten type treatments, and exuberant imagery that can be combined for graphics, brochures, packaging and promotions.



Minneapolis brand agency, **Yamamoto Moss MacKenzie (YMM)** selected The Children’s Theatre Company (CTC) as its pro bono partner for 2008 and will work with the theatre’s leadership to develop a new brand identity for CTC.

Strategic-creative consultancy **frog design** announced plans to enhance its presence in Europe with the opening of a new studio in Amsterdam in September. Executive Creative Director Europe Cees van Dok will head up the new studio while continuing to oversee the Digital Media Design, Product Design and Technology teams in frog’s additional European locations in Stuttgart and Milan.

Careers

Design Concepts, Inc., a product development and design firm based in Madison, Wisconsin, expanded its ownership with new principals, including, **Craig Connor**, Director of Human Factors, **Kent Kallsen**, Director of Mechanical Engineering, **Stephanie Norvaisas**, Director of Research and Strategy, and **Jim Womble**, Director of New Business Development.

Patrick Ayoub joined the Plymouth, Michigan product development firm, **Fredricks Design**, as Industrial Group Manager.

Providence, RI-based product design and development firm, Item Group has expanded its corporate management team. **Lori Kahler** joined Ximmedica, Item Group’s medical device development and manufacturing subsidiary, as Director of Quality Assurance and Regulatory Affairs. Dan Reifsteck also joined Ximmedica. As CEO, Reifsteck is responsible for the continued growth of Ximmedica, which provides services to leading medical device companies such as Boston Scientific, Davol, DePuy Mitek,

Kimberly Clark, and Smiths Medical. **Ryan Shafer** was appointed as Design Director for Innovation Chain Partners, and **Mark Busse** joined Item Group from Adidas as a Program Manager for Item New Product Development.

John Siegert has joined the account management team of Design Partners, Inc., a strategic brand development firm based in Racine, Wisconsin.

Recruitment consultancy Roz Goldfarb Associates (RGA) welcomed **Julie Weinman** and **Danielle Bravaco** to their team of recruitment consultants.

Philip VanDusen was appointed Anthem Worldwide's Executive Creative Director at their San Francisco office.

John Steere has joined the agency as managing director of Anthem's Asian operations. Fluent in Mandarin, Steere succeeded in helping companies expand internationally by identifying key market opportunities, cultivating strategic business partnerships, and managing regional operations.

Christofoli-Keeling, a Cincinnati-based strategic consultation firm, has hired **Kelly Nichols Camm** as Senior Marketing Communications Specialist. Camm will function in a leadership role providing strategic planning for the PR firm.

Philippe Becker Design (PBD), the San Francisco branding and package design agency, named **Andrew Otto** as Senior Design Director.

Glen Walter, Co-founder & Managing Member of (ELEVEN), a Boston based product Development Studio, was honored to be one of 20 design leaders to preside on the 2008 IDEA (International Design Excellence Awards) Jury.

Awards/Honors

ThoughtForm Inc. principals Reed Agnew, Don Moyer, and Grant Smith

were honored as the first Western Pennsylvania recipients of the prestigious AIGA Fellow Award. ThoughtForm is nationally known for making complex information clear and engaging through thoughtfully designed visual communications.

Inc. Magazine named **Philippe Becker Design (PBD)** to its list of America's 5000 fastest-growing companies. PBD had three-year sales growth of over 176 percent.

Corey McPherson Nash (CMN) was honored with an "Outstanding Achievement in Web Site Development" WebAward from the Web Marketing Association. The award was given to CMN's newly designed and developed Web site for the Museum of Science, Boston.

In partnership with **P&G, Anthem Worldwide (Cincinnati)** designed a 3500-sq-ft interactive exhibit echoing the theme, Beauty On the Outside-Innovation Within for the World Congress of Dermatology in Buenos Aires. The exhibit won First Place recognition by the 2007 ISP/VM&SD International Store Design Competition.



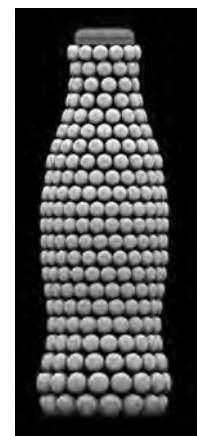
LPK was ranked in the top 35 small workplaces by the *Wall Street Journal* and *Winning Workplaces*. The *Journal Report* spotlights those small business that have built workplace environments that encourage collegiality, professional

growth and provide an atmosphere and benefits that make their employees want to stay.

Ideation, design and engineering agency **HLB** was awarded five 2007 Good Design Awards. Award-winners were Epson's Accolate Duet Projection Screen; Everest Biomedical's SNAP II; the VELscope Oral Cancer Screening System; and two awards for Dove packaging featured in the company's Dove Campaign for Real Beauty.

Hong Kong Polytechnic University

students won the *Art Jamming* (Hong Kong) contest for their design of the "Cheung Chau Bun Tower" Coca-Cola bottle. The design will be transformed into a 2-metre high Coca-Cola bottle to be displayed at the Beijing Olympic Games.



Education

California College of the Arts (CCA) has launched a new MBA in Design Strategy program, the first of its kind in the United States. Slated for fall 2008, the innovative program will combine design, finance, and organizational management in a unique curriculum aimed at providing students with tools and strategies to address today's complex and interconnected market.

In Print/Speaking

Item Group Co-Founder and Chief Innovation Officer **Aidan Petrie** joined the "Meet the Designers" panel at the Greener by Design conference held in Alexandria, VA in June. Aidan will introduce Item Group's GreenCard™—a

Member News (continued)

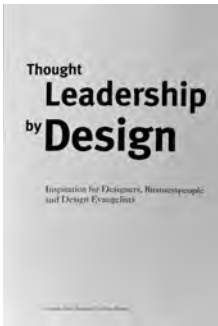
proven methodology for assessing products for sustainability at each stage of the development process.

David Kendall, principal and creative director of Kendall Ross, delivered a hands-on lecture, “The Power of Packaging” at the 2008 Wine Marketing Series in Washington. Throughout the lecture, Kendall examined how to create the key messages companies need to deliver in order to differentiate their company from the competition.

The Chinese language version of *Design Management* by **Kathryn Best** (AVA Publishing) was launched at the Eslite 3F Forum in Taipei in April this year.



Nate Burgos self-published *Thought Leadership by Design: Design Inspiration for Designers, Businesspeople and Design Evangelists*. The book features voices in design and business who provide timeless and contemporary thinking about design.



Darrel Rhea, CEO, **Cheskin**, participated in the Inaugural Annual Meeting of the New Champions, organized by the World Economic Forum, in Dalian, China. Business CEO's joined international government leaders, gurus of the Web 2.0 world, and media to discuss emerging global competitiveness, risk, and opportunity. Rhea acted as discussion leader for the session From Fast Follower to Innovator.

Glen Walter of (ELEVEN), spoke at Proctor & Gamble's New Business Development Division's Quarterly Meeting on Innovation in December.

Walter urged design managers to immerse themselves in the bounty of ideas around them.

DMI members spoke at the 2007 IIT Institute of Design's Research Conference in September. Presenters included **Stuart Karten**, of Stuart Karten Design; **Darrel Rhea** of Cheskin; Dan Buchner of Continuum; **Tania Aldous** of Whirlpool; and **Harry Rich** of the U.K. Enterprise Insight.

DMI members also spoke at the 2nd annual Barcelona Design Week, which encouraged creative growth and development in Barcelona, Spain. Presenters included: **Tim Selders** of PARK; **Pia Bech Mathiesen** of Danish State Railways; and **Surya Vanka** of Microsoft.



WAY, an 8-year old marketing and design agency, based in Lisbon, Portugal, initiated a program of short conferences on brand design and retail design experiences in October. This first event featured DMI member, **David Lemley**, Chief Brand Strategist of Lemley Design. **Bruno Costa**, WAY's CEO and speaker at the conference, discussed the importance brands need to play in order to achieve success. ■

Do you have a new product, have you received an award, or recently spoken at a conference? This is news members want to hear about!

Share your member accomplishments. Submit news and events to polshan@dmf.org.

(2nd Opinion, continued from page 7)

at one UPS location. UPS has created a value innovation strategy with Toshiba – faster repairs at a lower cost.

Sharpen Your Ideas Before You Sharpen Your Pencil

If you truly create a new market idea on paper, relying solely on traditional analytical business tools to “prove the idea” and estimate market size may prevent you from implementing a valuable concept. Virgin Atlantic understood this when they created their Upper Class value innovation strategy. According to CEO Steven Ridgway, “we’ve always positioned our products half a notch out of the convention.”¹ When Virgin Atlantic debuted their Club House Lounges in the 1990s, they went way beyond what other airlines were offering in their lounges (e.g., Virgin Atlantic offered hair cuts). Initially, consumers told Virgin Atlantic that they didn’t want these items. Virgin offered these items anyway, and later consumers told Virgin Atlantic how much they loved their offering.

If you are developing market-creating ideas, it may be difficult for potential buyers to fully appreciate your concept before they have a chance to experience it. Rather than prematurely killing a potentially winning idea, consider the use of business prototypes to advance learning. Business prototypes can be very helpful in refining and validating market-creating offerings before spending too much time proving a business case. They are also a great way for business managers to discover the most appropriate business model to deliver the offering. Getting the business model right is a critical part of creating buyer value and capturing company value.

Email Ralph (ralph.trombetta@viassociates.com) or DMI (dmistaff@dmf.org) with your comments. ■

1. “No, The CEO Isn’t Sir Richard Branson: Virgin Atlantic’s Ridgway Balances Profit, Innovation and Keeps the Planes on Time,” *Wall Street Journal*, July 30, 2007.

Building Brands at the Intersection of Design and Business Strategy

Brands are about people and perceptions. This quarter's contributors emphasize the importance of vesting both internal and external stakeholders in an organization's brand. They suggest research techniques that can leverage those results. They probe the necessity to align brand across a range of touch-points as well as with corporate goals and activities. They address ways to protect and extend a brand. They describe the significant impact innovative and broad approaches to branding and design have on bottom-line success. And to amplify theory with practice, they include numerous case studies.

Experiential Design Drives an Established Brand to a Youthful Market

State Farm's involvement with teen driver safety is a natural extension of its history with auto safety in general, dating back to the introduction of guard rails and seat belts. Here, Judi Jacobs and Jeff Hackett explore how the company's in-house creative team designed a youth-inspired, interactive experience with a twofold purpose: to deliver a compelling commentary on safety and, more subtly, to introduce the corporate brand to a new audience.



The Road to Authentic Brand is Littered with Design

Sophisticated products, the latest technology, persuasive marketing, and graphics—it is all for naught without an abiding employee commitment to the brand. David Lemley stresses that this internal focus includes crusading leadership, staff engagement in making the brand real, and a culture that emphasizes values and ideology over compliance. It's an evangelical spirit that marks the intersection of brand building, business strategy, and design.

The Mathematics of Brand-Satisfaction

Great design does not, in and of itself, ensure the effectiveness of a brand. What matters, as Chris Rockwell points out, is the interplay between expectations and experience. In this context, he enumerates research methodologies that can be used to distill expectations and recommends that designers give special attention to those touchpoints where there is the most at stake, noting that brands fail when these key experiences are disappointing.

$$\frac{\delta \text{ Brand Satisfaction}}{\delta \text{ Time}} = \text{BRAND MEANING}$$

Embedded Brand: The Soul of Product Development

In an intriguing and important question, Guido Stompff asks if a brand's essence can be understood and conveyed intuitively. His positive response is based on research done at Netherlands-based Océ Technologies. In that company, analyses done for different divisions in different years revealed a consistent cluster of brand paradigms that Stompff interprets as themes employees absorb as unstated but very real dimensions of the corporate culture.



Design Management Review, Building Brands at the Intersection of Design and Business Strategy Spring 2008, vol. 19, no. 2

The Designerly Company

by Marty Neumeier

The Road to Authentic Brand Is Littered with Design

by David Lemley

Brand Inside Meets Brand Outside

by Karl D. Speak and Gilman Hanson

The Socio-Cultural Role of Brand in Business Value Creation

by Caroline A.A. Meads and Pradeep Sharma

Embedded Brand: The Soul of Product Development

by Guido Stompff

Experiential Design Drives an Established Brand to a Youthful Market

by Judi Jacobs and Jeff Hackett

How Tangible is Your Brand?

by Mary Weisnewski

Inventing Brands: Opportunities at the Nexus of Semiotics and Intellectual Property

by James G. Conley, J. Duncan Berry, Laura DeWitt and Mark Dziesz

Achieving Brand-Driven Business Success

by Connie Birdsall and Neil Johnston

The Mathematics of Brand Satisfaction

by Chris Rockwell

Design Management Review, Future Themes

The Future of Design Leadership, Summer 2008

Green Design, Fall 2008

Design and Integrated Digital Experience, Winter 2009

Design 3.0—Design as Integral to Business Success, Spring 2009

New Pathways to Integrated Design Success, Summer 2009

Call for Papers

The editor welcomes submissions of articles and ideas that support the editorial philosophy of the *Design Management Review*. Guidelines and inquiries at www.dmi.org/publications

2008 New Members

Manoj Kumar Adusumilli, IIT Institute of Design; Jeremy Alexis, IIT Institute of Design; Suleyman alMetzaz, SABIC; Ulrike Anders, IIT Institute of Design; Johan Andinsson, Design Communication; Timothy Andrews, Flying Camel Advertising + Design; Cheryl Anthony, Cheryl Anthony Design; Hilary Ashworth, RGD Ontario; Todd Barlow, SAS; Andrew Beattie, Martin Beeh, Geschaeftsbereich Material ConneXion Cologne; Noam Asher Bernstein, modu; Bhavik Bhatt, Bonsel Design Management; Felix Blanco, AutoTrader.com; Edward Blanton, Citi; Lisa Boh, Blue Whitespace; Ton Borsboom, Philips Design; Edward Brandt, Brunel University; Tom Briggs, Quango Inc.; Amber Burkert, Liberty University; Daniela Busse, Office of the CEO, SAP; Mary Ellen Butkus, TFI Envision, Inc.; Roberto Campainha, Nokia Institute of Technology; George Campbell, Griffin Technology; Clif Cannon, Modo, Inc.; Clinton Carlson, Huebner Petersen; Sylvie Caron Fischer; Lucio Cavalcanti, Nokia Technology Institute; Henrique Cayatte, Centro Português de Design; Anant Chakradeo, MIT Institute of Design; Kam Chana; Fiona Chautard, The Lighthouse; A. Chircu, UT Austin; Sanghyuk Cho; JaeHo Choi, Motorola Inc., Enterprise Mobility Business; Louise Christiansen, CBS; Jack Chung; Eric Clamp, Transparent Container; Curt Croley, Motorola Enterprise Mobility Business; Diana Crvenkovic, Dept of Innovation, Industry and Regional Development (Australia); Peter Darnell, Peter Darnell Graphic Design; Robert Davison, The MathWorks; Lisa Einat Day, Procter and Gamble; Spencer de Groot, Reed Elsevier; Lynette de Vries, Booz Allen Hamilton; William Dickson, Fisher Design, Inc.; Mary Dietrich, Kolar Design; Steven DiMeglio, Ortho McNeil Janssen Pharmaceutical; William Dinsio, The Visionality; Sarah Durling, Intergraph; Henry Eakland, Franklin Templeton Investments; Debbie Elliott, Talk PR, Inc.; Philip Ellis, Tabcorp Holdings Pty Ltd; Steve Evans, Hasbro; Carole Favart, Toyota Motor Europe; Tim Fletcher, The Hong Kong Polytechnic University; Dominique Fleurant, Mega Brands; Tetsuhisa Fujii, Hakuho Inc.; Chris Garbrandt, Nationwide Childrens Hospital; Thomas Garvey, Carleton University; Pamela Gates, Navy Federal Credit Union; Ryan Geftman; John Geldart, VCU Qatar; Arunangshu Ghosh, AG Concepts FZ LLC; Li Gong, SAP; Norma Gonzalez, Robert Morris University; Brian Gosselin, VIA Rail Canada Inc.; Daniel Green, Foth; Joshua Greenblatt, Green & Company; Rudolf Greger, GP designpartners gmbh; Selena Griffith, University of New South Wales; Natascha Grody, KZF Design, Inc.; Stephanie Hammes-Betti, US Bank; Paula Hanus, Iowa State University; Andrea Harley, Turner Broadcasting; Philip Hartley, Jump Associates; Laleh Hassanshahi; Ryan Hatkowski, Aniden Interactive; Erin Heath, Tsai/ Kobus & Associates; Amy Hedrick, Kelley Blue Book; Minjo Heo, Flowerco; Hsiao-Wen Ho; Michael Holton, Royal Bank of Scotland; Mingkai Hsiao, Pegatron Corp.; John Humphreys, Merck Sharp & Dohme Ireland (Human Health) Ltd.; Elysha Huntington, Johnson&Johnson; Gursel Ilipinar, ESADE; Alexander Isley, Alexander Isley Inc.; Peter Ivas, Fantasy Entertainment; Wendy James, WhiteWave Foods; Suzanne Jeffrey, University of Cincinnati Academic Health Center; Robert E. Johnson, TouchPoint; Jeannie Joshi, Joshi Design LLC; Lorraine Justice, Hong Kong Polytechnic University; Cem Kapancioglu, Arketipodesign; Douglas Kelly, Imagination; Gail Kernes, Hill's Pet Nutrition; Sue Kim, Acco Brands Inc.; Been Kim, LG Electronics; Cassia Klopsch, Politecnico Di Milano; Kelly

Kolar, Kolar Design; Amy Korchinski; Jim Kowalczyk, Acco Brands; Vijay Kumar, IIT Institute of Design; Muysann Ky, Federal Home Loan Bank of New York; Jean-Yves Le Gall, Continental AG; Alexandre Lefebvre, Nationwide; Antoinette Lemens, Aquent; Sylvain Lemire, Ardoise Design Communications Inc.; Francois Lenfant, GE Healthcare; Jan Lewis, Native Design Ltd; Tracie Lewis, KV Pharmaceutical Company; Andrea Lewis-Steer, Rounded Edge; Sung Joon Lim, University of Illinois at Urbana-Champaign; Erin Liman, SSAP; Kenneth Ling, Logitech, Inc.; Ylva Lipkin, Pangea design; Gisbert Loff, SAP AG; Scott Lucas, Interbrand; Pedro Ludovice Nogueira, Fetus Vitae; Elizabeth McLarty, Northumbria University; Ellen Maloney, Hearts On Fire; Karen Marchetti, Grafton Executive Search; Peter Martin, VCU Qatar; Heidi McBride, Teague; Heather McCullough, Drexel eLearning; Stephen McKernon, Supplejack Ltd; Caroline Meads, Holcim; Banwari Mittal, NKU; Scott Moeller, Brooks Stevens, Inc.; Jordi Montana, ESADE; Richard Moon, Moon; Inge Nakel, A. W. Chesterton Company; Ki Young Nam, KAIST; Orjan Nordling, Pangea Design; Uschi Oudt, Mentor Medical Systems Bv; Kim Owenby, Fine Living Network; Sang Hee Park, Hongik University; Julie Passey, Taylor Box Company; Josephine Petrone, Novartis Consumer Health, Inc.; Kelvin Phillips, Dimensional Fund Advisors; Lukasz Pienkowski, Brunel University; Dominique Pierzo, Dominique Pierzo Conseil; Steven Plaziak, Cardiopulmonary Corp.; Alison Popp, Ferris State University; John Pribble, Franklin University; Scott Price, Ingersoll Rand Industrial Technologies; Katie Raath, Russian Standard Vodka; Antonio Ragio, Xavier University; Rakhi Rajani, Philosophise; Elaine Reyes, CDS; Dawn Robinson, Suncorp; Rui Rodrigues, Way Marketing Agency, SA.; Naomi Ruiz, The Garrigan Lyman Group; Lisa Rule, Taylor Imaging.com; Debbie Russ, Eastern Design Group; Oscar Salazar, eBay Inc.; Virginia Sanchez, Dreyer's Grand Ice Cream; Carlos Oliveira Santos, Faculty of Architecture of Lisbon; Brandon Schauer, Adaptive Path; Nadine Schelbert, WET; Christian Scherfig, Danish Design Centre; Benjamin Schulz; Joshua Seiden, Liquidnet; Thomai Serdari; Erdal Seyhan, Sisecam - Anadolu Cam; Niraj Shah, Right Angle Media; Sherry Shang, Cpc; Udaya Shankar, The Art People & The Idea Sellers; Nathan Shedroff, California College of the Arts; Andrew Sheffield, HMSDesign; Carol Shillinglaw, GE Healthcare; David Shultz, Larsen; Alexander Signer, Harkess-Ord; Scott Simmons, Fidelity Investments; Tim Singh, Politecnico di Milano; Harsh Nandini Singh, Better by Design; Preston Smalley, eBay, Inc.; Helen Smirnoudis Kimeria, Emmanuel College; Eunmi Sohn, Yonsei University; Kay Souksamlane, Kelley Blue Book; Marc Stress, stressdesign; Jean Swift, Otis College of Art & Design; Nina Terrey, ThinkPlace; Warren Thompson, Standard Insurance Company; John Thornton, Gillette - P&G; Iain Thorp, Haworth, Inc.; Jennifer Torrance, The Jackson Laboratory; Sharon Torres, Kelley Blue Book; Kevin Tseng, Chang Gung University; Judith van den Doel, Priva B.V.; Bavo Van Hecke, KAN Design; Peter van Waart, Rotterdam University; Eduardo Vargas, grunetec; Adrienne Viljoen, Design Institute South Africa; Ariel Villasol, E. & J. Gallo Winery; Saskia Westerduin, SW.ad; Jon Whipple; Carol Whitworth, Home; Anthony Wolf, Canadian Tire Corp.; Tony Wong, Philips Design; Kathleen Wright, Sri International; Nanqian Xu, IIT Institute of Design; Ryo Yoshihara, Hasbro; Monica Yother, MY Designs; Nate Young, Art Center College of Design; Richard Z'graggen, Lvl Studio

Miscellaneous

Earl Powell Appointed Life Fellow

President Emeritus Earl Powell has been elected to receive the Design Management Institute's highest honor, DMI Life Fellow. It was Earl Powell who guided DMI from a small membership and single-conference organization under the auspices of the Massachusetts College of Art, into an independent international research, publishing, and educational institute.



During Earl Powell's two-decade tenure as president, he initiated a long list of innovative programs that helped gain business prominence for design and established an international reputation for DMI. Programs included the TRIAD Design Project, the first international research project on design management, the *Design Management Review*, founded in 1989, and its sister publication, the *Journal*, contribute to the continued recognition of the importance of design.

Design management also entered business school curriculum through distribution of DMI case studies by Harvard Business School Publishing. The DMI membership grew many times over in size, depth, and international representation.

In recognition of Earl Powell's many contributions, the University of Westminster granted him an honorary doctor of letters in 2002. He retired from fulltime management of DMI at the end of 2005. Earl remains active in design and the arts. In 2008 he graduated from the two-year Cabinet and Furniture Making Program at the North Bennet Street School in Boston. ■

In Memoriam

John F. Nolan, An Inspiration to DMI

An inspiration to the founding of DMI has passed away. John F. Nolan, who, as president of the Massachusetts College of Art, encouraged Bill Hannon, Professor Emeritus, MassArt, to create the Design Management Institute in 1975. Nolan provided extensive support, space, and staff during its formative years and subsidized DMI out of the college budget for over three years. Mr. Nolan also served on the Institute's Board of Directors for the first five years.

"He was absolutely a visionary,"



remembers Hannon. Nolan was a mathematician and graduate of MIT.

DMI established the John F. Nolan Award, granted to a senior non-design executive who has been an active champion of design for economic and cultural development. Bruce Nussbaum, *BusinessWeek's* Managing Editor, received the first Award in 2005. ■

survival tools for the branding world.



brandchannel.com

The world's only online exchange about branding, produced by Interbrand

DME AWARD

Design Management Europe Award

DMI Board member Steve Conlon, DMI President Thomas Lockwood, DMI Advisor Xenia Viladas, and Sir George Cox were selected as judges for the DME (Design Management Europe Award) competition, recently held in Cardiff, Wales. Darragh Murphy of PDR is the Award coordinator. The all day event was interesting, informative, and exhausting! There were 195 registered companies and organizations—from 22 European member and candidate states, and each was allowed a 1x2 meter poster format to explain their corporate commitment to excellence in design management.

Award Winners exemplify leadership in innovation, excellence in management and the drive to succeed by design. The DME Award 2008 ceremony will be held at the Wales Millennium Centre on October 13, 2008. For information, visit: www.designmanagementeurope.com



Left to right: Steve Conlon, Thomas Lockwood and Sir George Cox



DESIGN MANAGEMENT INSTITUTE

101 Tremont Street, Suite 300
Boston, MA 02108 USA

Return Service Requested

Upcoming events:

33rd Annual Design Management Conference: REMIX
October 5-8 - The Cliff House Resort & Spa, Ogunquit, USA

Design/Management Europe 13
2009 - Milan, Italy

Reader FAX-BACK / 617-338-6570

- I would like to receive the monthly *eBulletin* (fill out below).
- I would like to subscribe to the *Design Management Review* US: \$72*/year Non-US: \$84*/year
(*Special rate. New subscriptions only.)
- Please send me information about the benefits of DMI membership.
- I would like to have my DMI membership start immediately for the category checked below:
 - Professional: \$400/year Group: \$1600/year Organization: \$3200/year
 - Academic Individual: \$300/year Academic Group: \$500/year Student: \$150/year
- Check enclosed (US Dollars) Charge to: VISA MasterCard AMEX

<hr/> Card #	<hr/> Exp. Date		
<hr/> Signature			
<hr/> Name (please print)			
<hr/> Organization			
<hr/> Street			
<hr/> City	<hr/> State/Province	<hr/> Zip/Postal	
<hr/> Country		<hr/> E-mail Address	
<hr/> Phone		<hr/> Fax	

Order Number	Quantity	Price
JNL-V19N2 Spring DMI Review		\$29.00
AC-V3 Design Management Journal		\$29.00
S & H:		
Total:		

Shipping & Handling
For shipping, we will charge the appropriate shipping & handling fee, or you may supply the account number for your carrier. A table of DMI shipping charges is at www.dmi.org/shipping.