

From Design Management to Design Leadership

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Design Management: *what is design?*

- The idea behind any manufacturing company is to make profit by manipulating materials into more valuable forms
- A product is worth what a people are willing to pay for it
- Purchasers seek and value products referring to three basic type of qualities: utility, singularity and/or emotivity
- The provision of these qualities is design

Design Management: *the beginning*

- In the process of designing a new product for the market the approach has to be particularly strategic
- Marketing, management and design look to be really highly correlated however in the past they developed separately
- Since the end of the second world war, management in british industry was reputed as obsolete and inefficient (not at the level of US management)
- In 1963 critiques from Robbins, Franks and Normanbrook reports stimulated the CBI and the BIM to invest in new models of teaching management
- As a result design courses started to be integrated and to be more linked with the management chain

Design Management: *the first part of the inquiry*

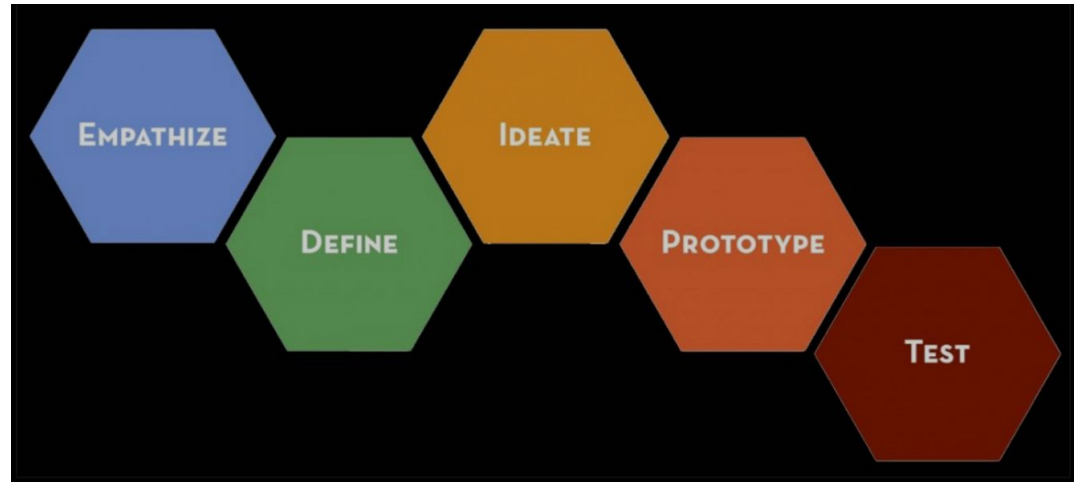
- Archer started its research with the need of understanding if design was part of management courses
- 45 universities and schools have been contacted and on several hundreds of management courses only 140 were dealing with design
- The five principal design aspects taken in consideration for the research were aesthetic, ergonomics and design for function, marketing and production
- Than courses were divided by typology
- The results showed only 35 courses on 140 appeared to actually refer to design

Design Management: *the second part of the inquiry*

- The second part of the research consisted in actual interviews to the main british institutions and personalities acting in the field of management
- Some people looked like understand the importance of design as integrated in management courses, however there was is still confusion on the methodology of teaching it
- The conclusion of the research was that there was still a big confusion not only between management and design as professions but also between engineering and industrial design
- It is possible to say that design has to be studies as a part of the management process

The Transition

- To understand the transition between design management and design leadership it is important to start from the concept of design thinking
- Design thinking it's a process that first defines the problem and then implements the solution
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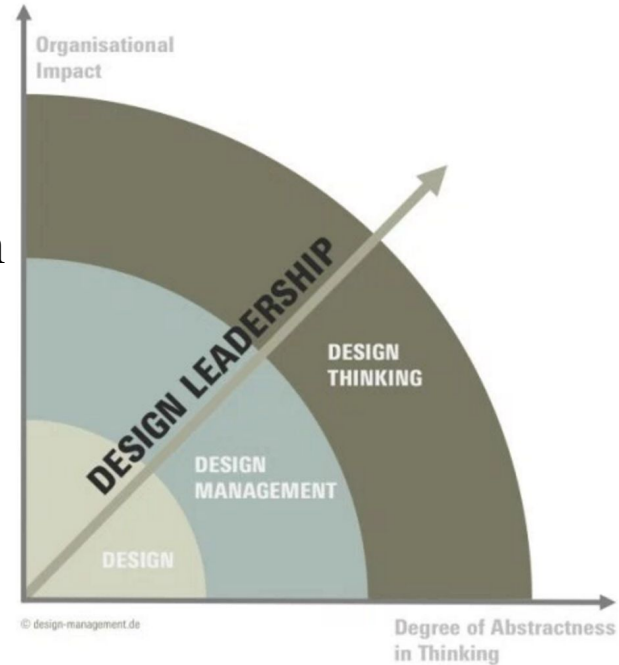


The transition

- It is possible to say that design thinking is the process of implementation of design and a problem solution approach
- Design Management has been for many years the subject that was correlating business strategy and a design focused approach
- With design management we see the applications of design to different sages or processes within a company
- On the other hand, design leadership is an evolution of design management
- Design leadership involves in the creation and sharing of a design vision through communication and leadership

Design Leadership:

- As it is possible to see in the image:
Design Leadership comes from the
integration of design in management through
a design thinking approach.

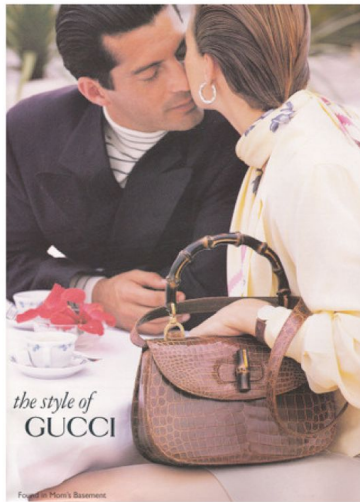


Design Leadership: *Gucci case study*

- An example of how design leadership and design thinking apply to business is the Gucci case.
- Gucci is an old and well recognised Italian brand, it has always been seen as a brand of tradition since its foundation by Guccio Gucci 1923.
- In 1984 the control of the company was into the hands of Maurizio Gucci a descendant of Guccio who was intentioned to change the the image of the brand
- The strategy that Maurizio first implemented was to higher prices and position the brand at an higher level in the luxury industry
- The strategy turned to be wrong as competition was to strong

Design Leadership: *Gucci case study*

- In 1994 Maurizio Gucci gives Domenico De Sole and Tom ford the credit to turn Gucci in a new brand.
- Tom Ford was appointed as creative director of Gucci and He changed completely the image and the perception customers had of the brand



1990

2003



Design Leadership: the Oxo case study

- Mr Sam Farber created a company created a successful company starting from a simple idea
- He developed a potato peeler for people that like his wife were less able than others
- He started from a problem than implemented a solution and then reached to communicate his vision to its employees driving a stunning growth in the next years and creating all sorts of innovative kitchen utensils.



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