

The Value of Design to Business

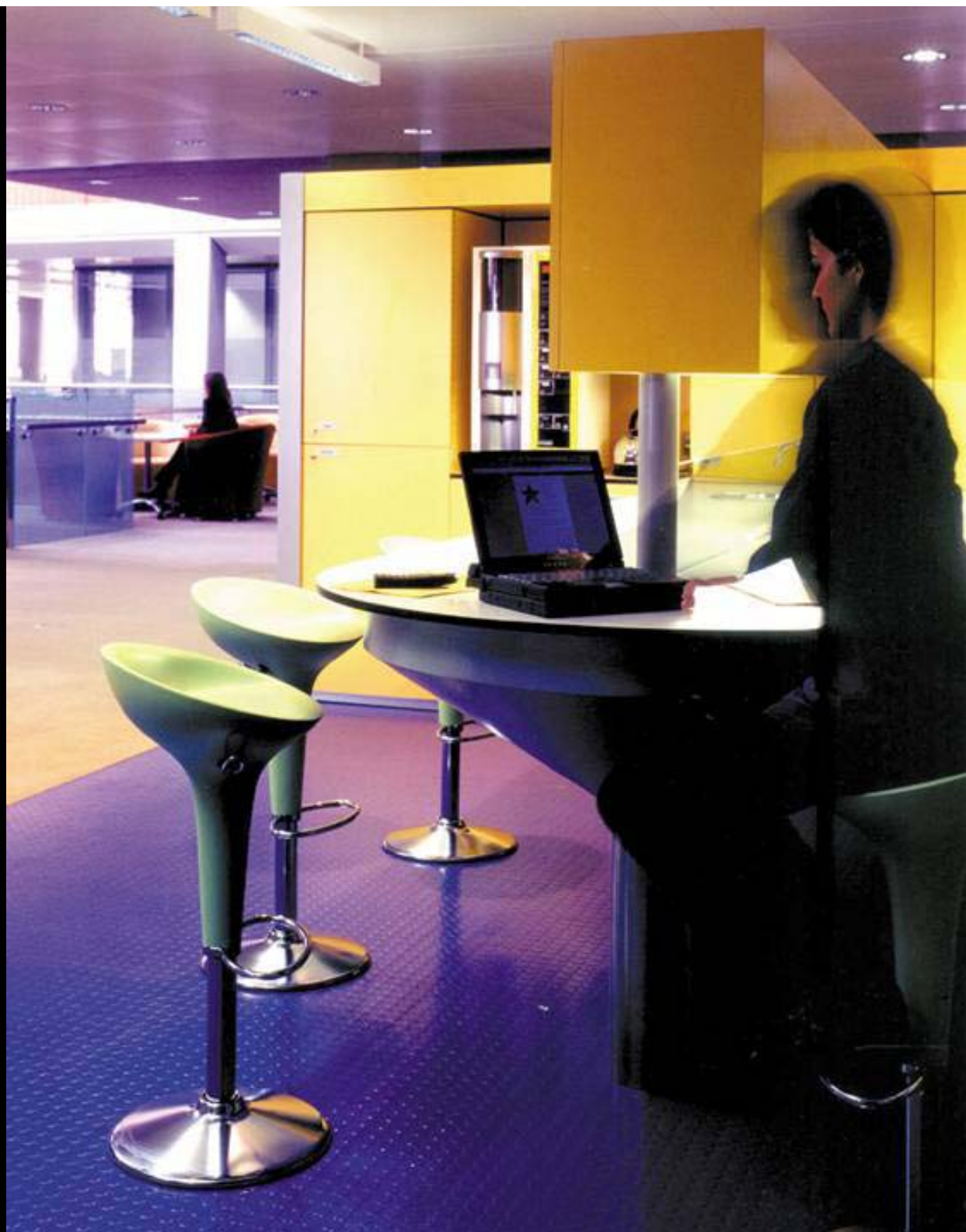
Dr. Francis Duffy
DEGW











Measuring Success

Precision and Impact are inversely Correlated
the easiest things to measure are the least important

Efficiency – how much can be achieved with less

Effectiveness – what value can be added by imagination

Expression – the messages that clients wish to convey



Efficiency Measures are *Direct*:
you get your \$ back straight away

Effectiveness and Expressiveness Measures are *Indirect*:
depend upon the business context
many intervening variables
systemic relationships- people, process and place
depend upon purposeful leadership

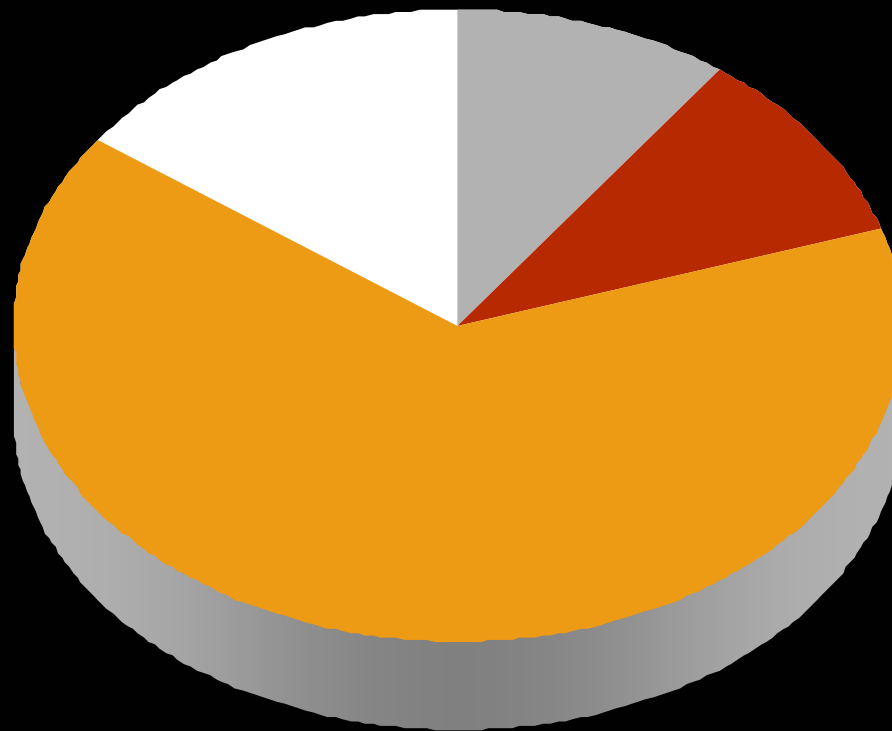
the relationship must be managed!

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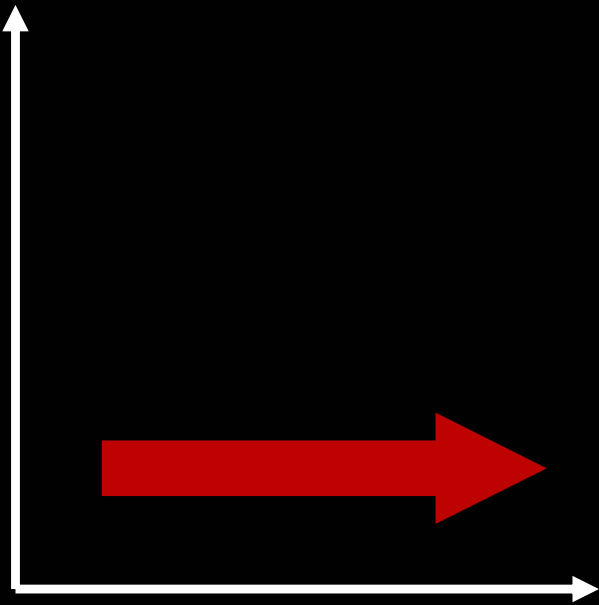
Average costs per individual employee

15% other costs

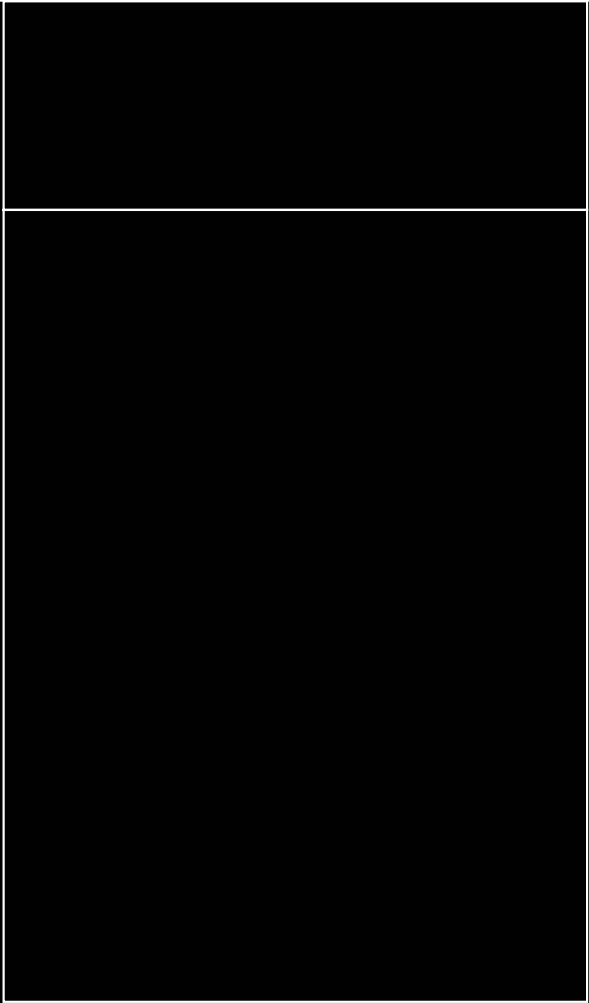
10% technology costs



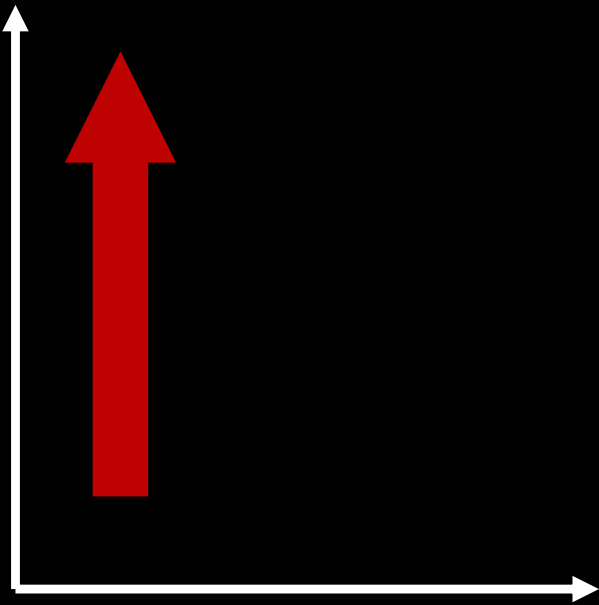
65% people costs (salaries and benefits)



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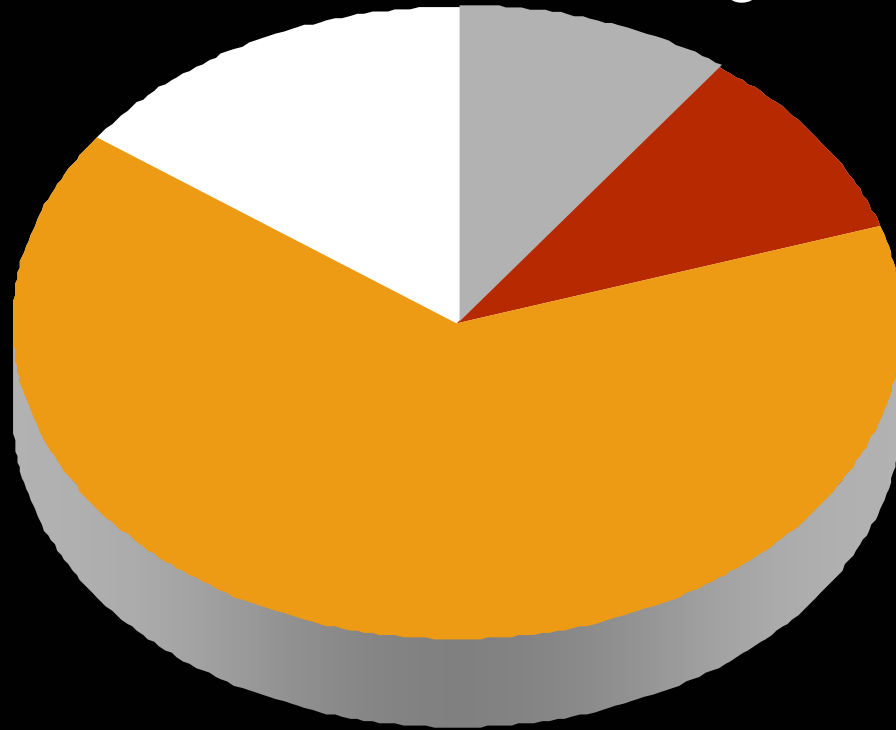


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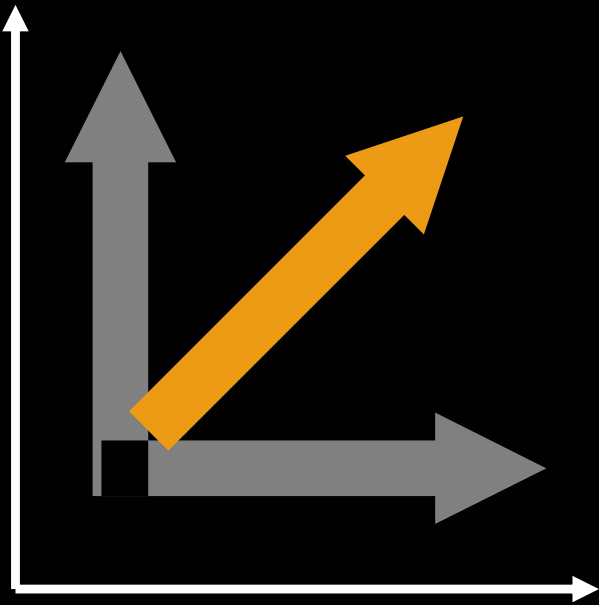
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making the most of space



making the most of people

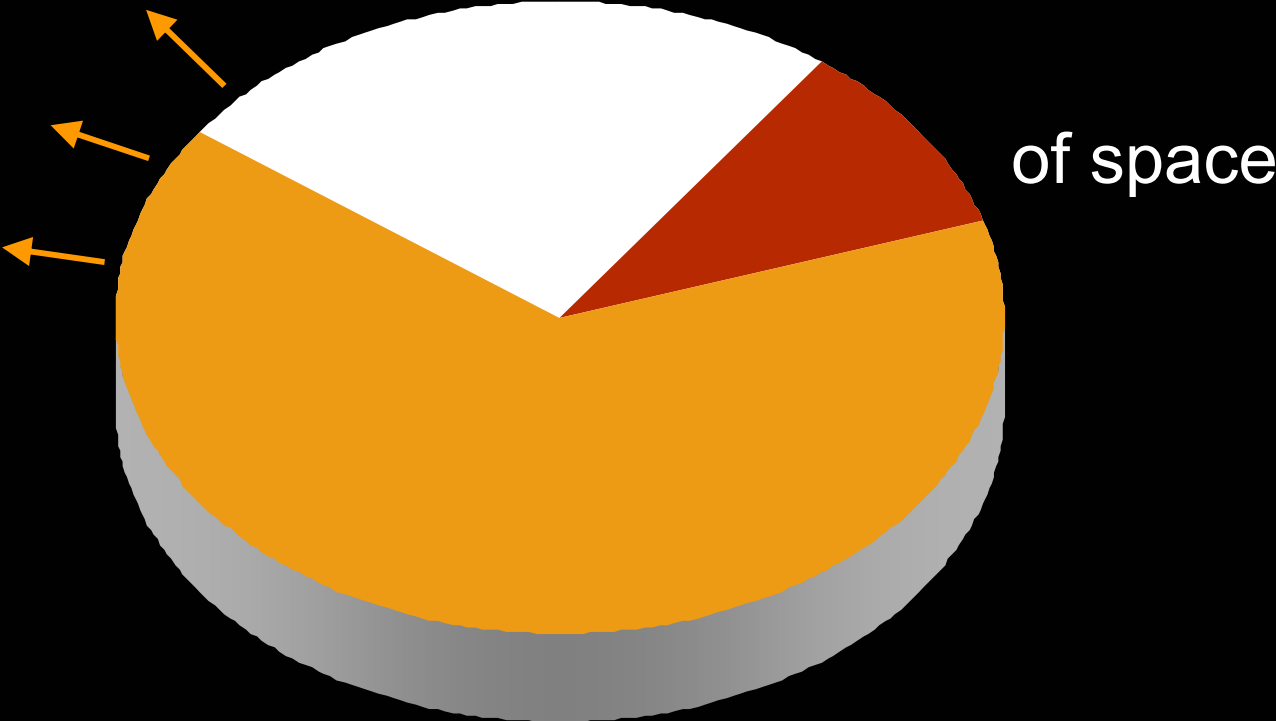
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EXPRESSION - making the most of branding



making the most of people



Density of Occupation:

sq ft (m²) per person
% of shared workstations

Cost of Occupation:

\$ per person per year
sq ft (m²) filing per person
Energy costs per sq ft (m²) per year

Cost of Change:

Churn Rate per year
Average Cost of Churn per workstation

Attraction and retention of staff:

User priorities

User satisfaction

Staff turnover rates

Stimulate interaction:

Observations of interaction

Use of meeting spaces

Knowledge management

Potential to accommodate change:

Range of settings

Messages to staff:

Perceptions of who is valued

Contradictions/confusions/misunderstandings

Messages to customers:

Accessibility

Speed of response

Brand support

Consistency

Messages to shareholders:

Leanness/return on capital/intellectual property



Three Caveats

1. Benchmarking is meaningless

unless it is related directly to corporate goals

2. How is the process managed is as important as design
and certainly as important as data

3. Data should be hot not cold

imaginative hypotheses are critical

Clear vision

stating and sustaining project objectives

Good data

detailed information: people/place/process

Integrated strategy

balancing needs of people/place/process

Communication of the results

achieving the support of people at all levels

- 1: Design Innovation is impossible without Organizational Change – and *vice versa*
- 2: Physical Change and Change Management are inseparable
- 3: IT makes Place *more* not less important
- 4: Twentieth Century Planning, Real Estate and FM practices are dangerous

Design today is substantially more important because it is becoming the catalyst of change

