Design Leadership
A commercial imperative

Raymond Turner Associates
“The best way to predict the future is to create it”
Abraham Lincoln
Design Leadership
Design Leadership
A commercial imperative
Glo

Be different

first direct
Securing strategic value of design
What does it look like?
Design Leadership
Is there a real difference?
Design Management
One is reactive. One is proactive
“The difference between reactive management and proactive leadership lies in asking the right question”

Dr Peter Ellyard
The Futures Foundation
“Instead of asking what the future **will** be like, ask what the future **should** be like”
“Managers respond to change, leaders envision, create and shape change.”

Dr Peter Ellyard
The Futures Foundation
Design
Leadership
Design
Management
Design Leadership
Defining corporate futures
Design Leadership

Realise corporate strategy
Design Leadership

Realise corporate strategy
Enable world class performance
Design Leadership

Realise corporate strategy
Enable world class performance
Financially sound
Design Leadership

- Realise corporate strategy
- Enable world class performance
- Financially sound
- Long-term benefit to society
Design Leadership

- Realise corporate strategy
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- Sustain competitive advantage
Design Leadership

- Realise corporate strategy
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- Sustain competitive advantage
- Sustainable futures
Design Leadership

Realise corporate strategy
Enable world class performance
Financially sound
Long-term benefit to society

Sustain competitive advantage
Sustainable futures
Managing reputation
Design Management
Provides means for getting there
Design Management

Design people
Design budgets
Design timetables

Design work
Design infrastructure
Mutual Dependency
“Design management is irrelevant without design leadership”

Michael Wolff
Michael Wolff & Company
“Businesses without design leadership and vision, will perish”

Michael Wolff
Michael Wolff & Company
Many reasons to take it seriously
Design Leadership
Don’t ignore it!
Design Leadership

- Realise corporate strategy
- Enable world class performance
- Financially sound
- Long-term benefit to society

- Sustain competitive advantage
- Sustainable futures
- Managing reputation
Design Leadership

Realise corporate strategy
Enable world class performance
Financially sound
Long-term benefit to society

Sustain competitive advantage
Sustainable futures
Managing reputation
Corporate Strategy

Design provides a clear and practical link between the decisions of the Board Room and the day to day activities of the business
### Strategic Intent

<table>
<thead>
<tr>
<th>Business objectives</th>
<th>Market position</th>
<th>Key differentiators</th>
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   Market position
   Key differentiators

2. Aspirations
   Customer focus
   Commercial imperative
   Common goal
1. Business objectives
   - Market position
   - Key differentiators

2. Aspirations
   - Customer focus
   - Commercial imperative
   - Common goal

3. The way we do things

**Strategic Intent**

**Vision**

**Values**
1. Business objectives
   - Market position
   - Key differentiators

2. Aspirations
   - Customer focus
   - Commercial imperative
   - Common goal

3. The way we do things

4. Key strategies that will affect change
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<td>Analysis of customer related opportunities for delivering vision</td>
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<td>Design and service projects to deliver strategic intent</td>
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Babingtons
Babingtons

STRATEGIC AIM
To heighten awareness of the tearooms
Increase branded merchandise sales
Create attractive franchise opportunity
Babingtons
VISION
English eccentricity
everything
stops
for...
Babingtons

RESULTS
Footfall up 40%
Value of sales up 40%
Gift shop sales up 60%
Online sales up 10%
Heathrow Express
A high speed rail link between Heathrow and London for £350million
Heathrow to London in 15 minutes
easy to understand, trouble free to use
CUSTOMER INTERACTIONS
DESIGN & SERVICE RESPONSE

1
2
3
4
5
6

VISION

CONCEPT

DRIVERS FOR CHANGE

VALUES

Reputation for quality
Simple clear and coherent
Responsive and responsible
CUSTOMER INTERACTIONS
DESIGN & SERVICE RESPONSE

VISION

VALUES

DRIVERS FOR CHANGE
Investment on customer experience
Continuity of service
Ease of understanding and use

CUSTOMER INTERACTIONS
DESIGN & SERVICE RESPONSE
CUSTOMER INTERACTIONS
DESIGN & SERVICE RESPONSE

VISION

DRIVERS FOR CHANGE

VALUES

STRATEGIC INTENT

CUSTOMER INTERACTIONS

DESIGN & SERVICE RESPONSE
Sustaining Advantage
Helps define futures and provides tools for getting there
Roca
Challenge of ‘what next’?
Roca

World leader in production of ceramic bathroom products and hardware
Roca

World leader in production of ceramic bathroom products and hardware

Profitable
Family owned
Hugely successful
Barcelona based

Producing in 30 countries, selling in 135
43 million pieces per annum
22 brands
Roca

Some background
Established in 1917
by a family with a
belief that they
could be the best
Roca

Established in 1917 by a family with a belief that they could be the best
Roca

Using some of the most famous designers of today

Richard Ferrer
Joan Gaspar
Marcello Cutino
Zaha Hadid
Antonio Bullo
David Chipperfield
Giorgio Armani
Roca

A great success story
and a strong position to be in
Roca

A great success story
and a strong position to be in

if the world wasn’t changing!
Roca

A great success story
and a strong position to be in

if the world wasn’t changing!

but it is

the global commercial environment
has caused Roca to consider its own future
Roca

We are already the biggest, so ‘what next’?

This is a question they have asked many times – from the very beginning
Roca

So far, success depended on a business model based on

Massive volume
Low reject rates
Highly efficient operation
Deliver peoples expectations
Roca

So far, success depended on a business model based on

Massive volume
Low reject rates
Highly efficient operation
Deliver peoples expectations

None of this is unique, all of it can be copied!
Roca

Their big concern

Some time soon their position in the market will be undermined by others doing exactly what they do, possibly better, certainly cheaper
Roca

China already declared its ambition to become ‘the world’s producer’
Roca

Strategic response

**The imperative**
Build on its core strength of cost effective volume production

**The opportunity**
To be the company at the leading edge of bathroom futures
To achieve this they initiated a design driven internal transformation programme managing a cultural change.

From being a producer of things to becoming an innovator of experiences.
At its heart is an idea

‘To become the global leader
in defining bathroom experiences’
Roca

Potential commercial benefits

Dominant position based on leadership
Enhanced revenue streams
Greater differentiation through innovation
ROCA VISION 2020
Four drivers for change
Mindsetting
Changing attitudes about what is possible
Understand the producer to innovator shift
Mindsetting
Changing attitudes about what is possible
Understand the producer to innovator shift

Process
Process development that would support innovation and sharing knowledge

ROCA VISION2020
Four drivers for change
**Mindsetting**
Changing attitudes about what is possible
Understand the producer to innovator shift

**Process**
Process development that would support innovation and sharing knowledge

**Innovation**
Innovation in experience creation, product concepts, technical breakthroughs, business models

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**ROCA VISION2020**
Four drivers for change
**Mindsetting**
Changing attitudes about what is possible
Understand the producer to innovator shift

**Process**
Process development that would support innovation and sharing knowledge

**Innovation**
Innovation in experience creation, product concepts, technical breakthroughs, business models

**Research**
Better understand market differences
Special needs of ethnographic groups
Securing technical knowledge and inspiration to inform future developments

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**ROCA VISION2020**
Four drivers for change
## Vision 2020 Project Roadmap

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<th>Start</th>
<th>End</th>
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<td>Internal Conference</td>
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<td>Ethnographic Insights V1</td>
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<td>Platform Exploration V1</td>
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<td>Consumer Journey V1</td>
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<td>Eco-Role, Zero-Emission Manufacturing Plant</td>
<td>Visionary Concept 2008-2009</td>
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<td>Airports Washroom Development V1</td>
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<td>Ethnographic Integration V2</td>
<td>STRATEGIC RESEARCH V2</td>
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<td>DNA Development V1</td>
<td>DNA Implementation V2</td>
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ROCA VISION2020
Four drivers for change
Designing the future
Airports of the future
NASA CLAIMS IT IS READY TO BRING DOWN FURTHER THE COST OF LAUNCHING SPACE CRAFT, BY USING MAGLEV-ASSISTED LAUNCHING PROCESS.

Even the current hybrid systems, which use ducted propellers which are breeching in the atmosphere and use rocket fuel in space, mean a vast improvement on the early days of space flight. When just lifting a spacecraft off the ground took about a third of its fuel load. The current development employs a maglev launching ramp.

A disc craft floats above the 'magnetic' on a magnetic field. The disc is the direction of the ground is in relative. The maglev propulsion along the track. The disc then begins the construction in initial velocity further reducing the amount of energy needed to take off. Where a conventional airship is right, the technology could make space more attractive and cut the cost of exploring the solar system and beyond.

The announcement comes twenty years after NASA first started to investigate the technology. It claims to have already tested a 'Maglev ramp' angled upwards in forty five degrees, that is about to be put into full time use for robust cargo payloads where the acceleration can be much greater and thus the savings even greater.

British scientists are evaluating NASA’s success with vigilance, claiming it as a home grown victory. NASA pursued the idea only after it had visited the newly elected academic Eric Lilienblum at Sussex University 20 years ago. He had been proposing Maglev trucks could launch space planes for many years. The government is asking British scientists to come up with possible launch sites for a Maglev ramp into space, providing the technology could in the future be used to launch planes as well as space craft. It has hinted that this could come as the lead to the first all-British space station. The former RAF arm on the coast, such as Woodbridge in Suffolk and Lossiemouth in Scotland, are being offered as possibilities. While these are positioned 350 miles from major city centres to be useful for regular scheduled flights, they would be ideal for space flights. They have the added safety factor that in difficulty could glide into the sea and would not run into launch difficulties above a large population.

MAGLEV TRAINS GATHERING MOMENTUM FAST.

Advances in superconductivity research are providing lower propulsion and guidance systems and the new trains also use permanent super magnets developed for the American military in the last half of the century. The result is in a new type of maglev. This is the Maglev TGV technology is still being served in Germany and Japan, which stake on the technology by their public and private support for superconductivity. They are building similar systems that have been used in the past. However, the large amount of force is required to do so and the technology is just now expanding and has yet to be limited to high density track means.

Rights side: The future looks very promising. Some examples are given to what is being discussed. The device can be used in various ways and is described in detail.
Outputs

Senior management briefings
Wider awareness campaign
Key design directives
Extended thinking horizons of company
HS2 Design Vision

People
Design for everyone to benefit and enjoy

Place
Design for a sense of place

Time
Design to stand the test of time
Corporate reputation is built on customer experience, design helps create it.
“Irrefutable link between design investment and a company’s ability to create wealth’

Raymond Turner
Managing customer experience
Managing customer experience leads to enhanced reputation
Managing customer experience leads to enhanced reputation leads to improved business performance
“Very few companies have managers responsible for the customer journey”
“Working together to create integration and synergy between design and business to achieve customer relevance”

Tom Lockwood
ex DMI
“Customer focused, useable futures will make the difference between success and failure”

Clive Grinyer
Design Leadership

Reasons to take it seriously

- Realise strategy
  links ambition with delivery
Design Leadership

Reasons to take it seriously

- Realise strategy
  links ambition with delivery
- Sustaining advantage
  envisions futures and provides tools to get there
Design Leadership

Reasons to take it seriously

- Realise strategy
  - links ambition with delivery
- Sustaining advantage
  - envisions futures and provides tools to get there
- Builds reputation
  - on which future success relies
Design Leadership

Reasons to take it seriously

Realise strategy
Enabling world class performance
Sustaining advantage
Financially sound
Builds reputation
Sustainability and social benefits
Design Leadership
A commercial imperative
Design Leadership

A final thought
Design Leadership

A final thought

Put aside the idea that design is just for designers
Design Leadership

A final thought

Put aside the idea that design is just for designers

It is far too important for that!
Thank you for listening
Design Leadership
A commercial imperative

Raymond Turner Associates