

# Design management

## “Simply put, Design Management is the business side of Design”

The objective of Design Management is to develop and maintain a business environment in which an organization can achieve its strategic and mission goals through Design, and by establishing and managing an efficient and effective system. It is the implementation of the Design function in the organization as a formal program of activity within a company by communicating the relevance of Design to long term corporate goals and by coordinating Design resources at all levels of decision:

### • Strategic level

- Defining Design strategy (design leadership) in the company culture
- Design Thinking methods for innovation and strategy diagnosis methods
- Alignment between corporate strategy, Design strategy, innovation, brand strategy
- Representation of Design at the company Board of Directors
- Development of a creative organization
- Integrating Design knowledge and attitude as a company resource capital
- Design as core competency

### • Tactical level

- Managing the Design department or the Design consultancy
- Developing brand recognition, company portfolio, customer experience through innovation by design
- Integrating design processes and objectives in other organizational functions such as marketing, R&D, corporate communications, information systems, production, procurement, HR, legal department...

- Design manager balanced scorecard: Design impact indicators and reporting tools
- Protection of Design Intellectual Property

### • Operational level

- Managing Design projects in all Design disciplines (product, graphic, packaging, retail and office spaces, user experience, web, mobile)
- Defining and managing Design creative process
- Managing the creative team and the relationship with outside Design experts and Design consultancies

***Dr Brigitte Borja de Mozota  
Université Paris Ouest***

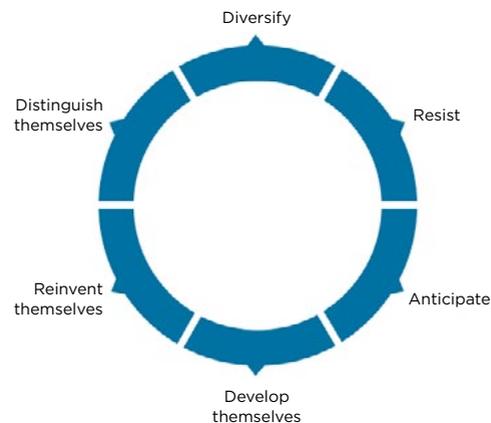
## Companies that use design are more competitive than their rivals.

**40% of French companies use design against more than 50% in the Great Britain or in Sweden <sup>(1)</sup>.**

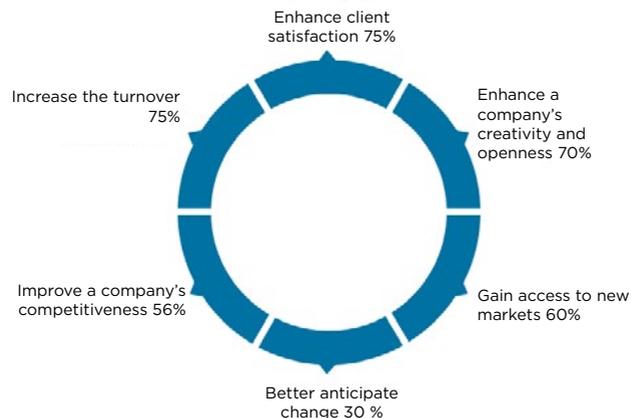
Clearly, for some industries such as the automobile industry or high technology products, the use of design is sometimes overlooked in comparison to other sectors such as professional markets. Whatever the line of business, design is still a unique strategic development tool.

The studies are unanimous: design creates wealth and employment. Companies that use design are twice as innovative as the others, export more, have a better resistance in face of crises and react more promptly in a recovery period.

**By acting on the quality of the supply, design allows companies to:** <sup>(2)</sup>



**For 95% of companies that use it, design is a key competence that allows:** <sup>(2)</sup>



## Today, companies need to rethink innovation and put the usage and the user at the centre of the process.

**Companies seem increasingly likely to leave the confinements of their market, where the competition can become daunting and fruitless on the long-term, in order to explore new territories or to address emerging needs with breakthrough innovations. Today it is now recognized that innovation is not exclusively based on technology and Research and Development** but can also be triggered by the market and the users, and that it is not only about the products but also the services, the organisation, the economic models, the communication, the distribution etc. Digital technology also has a considerable impact on market evolutions both upstream and downstream.

**A design-innovation strategy transforms the way in which companies develop their products, their services, their processes and, ultimately, their identity, their strategic position and their brand.** By being attentive to user expectations (internal and external), the approach of innovation by design seeks to combine what is desirable from a consumer point of view with what is technically feasible and economically viable. More design intervenes upstream in the project or is part of the company's strategy, more its intervention is relevant. A successful integration of design benefits to the entire organization and to the various professions within the company.

### Encouraging managers to use design

Beyond the good design practices, this booklet is a synthetic piece of work that was collectively led based on the book "Design Impact - Quand le design... crée de la valeur pour l'entreprise" (Philippe Picaut, Tiphaine Igigabel, Brigitte Borja de Mozota, and Christophe Rebours) and the exhibition "French Design Management Tour" (APCI), and edited by the Cité du Design of Saint-Etienne. This book presents the successes of some French companies that have gradually integrated design into their management and often use it as a key competence of their overall strategy. These case studies are not theoretical since the information comes directly from the concerned companies. Each case study explains the company's context, its design integration approach (actions, external / internal resources) and the different types of impact (market, positioning, organisation etc.)

These companies belong to various line of businesses (industry, services etc.) and they vary in size but all are innovative, efficient and internationally recognized.

BIC SPORT - BLABLACAR - DECATHLON - DELTA DORE - FAURECIA - HERMES LEBORGNE - PARROT - THUASNE - WITHINGS

<sup>(1)</sup> Sources : British Design Council, Danish Design Council, European Innovation Scoreboard, Design Management Europe  
<sup>(2)</sup> Source : « L'économie du design » - APCI, Cité du Design de Saint-Etienne, Institut Français de la Mode - Report ordered by the DGCIS, 2010

# 4 levers activated by design

**Any organisation aiming to grow adopts a strategy.**

This may consist of:

- > a search for unsatisfied demands and opportunities for growth;
- > the development of an innovation;
- > the renewal of its brand strategy;
- > the creation or enhancement of its brand identity;
- > the internationalisation of its market;
- > the diversification of its product offer, whether within a range or in other customer segments;
- > the modification of its customer relations and services associated with the offer;
- > the optimisation of its internal decision-making processes;
- > the reduction of its operating or production costs;
- > etc.

Once its strategy has been determined, the Management of the organisation on which the design depends may work on one or more levers. Four main levers have been identified - process, brand, customer relations, offer - based on a view (transversal strategy) of the organisation and its core objectives.



# Qualitative, Quantitative & Financial Impacts

**This publication presents the positive impact of design for customers and users (customer benefits) and for the enterprise.**

The impacts on the 4 levers (offer, brand, customer relations and process) are presented as benefits for both customers and the business; for customers and businesses are intimately linked. These impacts can be measured not only in numerical and financial ways but qualitatively too. Their effects show over the short, medium and long term. These impacts will increase the tangible and intangible assets of the organisation. Some of these impacts, such as ease of use or the attractiveness of products and services, are clearly correlated with the design, while others, like the improvement of innovation processes or working conditions, are more shared with other stakeholders in the enterprise.

The end result of a business strategy often depends on the combined efforts of several functions (R&D, marketing, quality control, human resources and design). The absence of one of these, or poor use of it, is detrimental to all and to performances in the business. Most design services are provided in collaboration with experts in other fields, so that the direct impact of design on an end result is hard to separate fully from other functions, but this is true of other investments like R&D, quality control or the management of human resources.

## OFFER Lever

**B to C or B to B customers**  
Product / Service  
Hard / Soft / Pack



### Benefits for customers

Attractiveness  
Ease of use and ergonomic design  
Universal nature of products and services  
Learning process

### Impacts on the enterprise



#### Qualitative

- > Access to new markets
- > Creation of new markets
- > Limits the erosion of the sale price
- > Penetration of export markets
- > Launch of new products
- > Optimisation of the product life cycle and participation in sustainable development efforts
- > Innovation in ways products are used



#### Quantitative and financial

- > Increased sales
- > Maintenance and / or rise in profit margins
- > Lower production costs
- > Fewer product returns
- > "Premium" effect
- > Increased intellectual property
- > Increased sales of new products

# CUSTOMER RELATIONS Lever

**Customer path & experience**  
Interface with brand / offer  
Digital media  
Physical spaces



## Benefits for customers

- > Taking account of user expectations and specific characteristics
- > Co-design (customer and enterprise)
- > Fostering brand loyalty
- > Better response to customer demand and customer satisfaction
- > Stronger external communication
- > Coherent customer communication on all media

# BRAND Lever

**Image & positioning**  
Creation / Management  
Visual communication



## Benefits for customers

- > Differentiation from competitors and the notion of exclusivity
- > Brand recognition
- > Brand loyalty
- > Fostering brand loyalty
- > Fame (e.g. a "star" designer)

## Impacts on the enterprise

 Qualitative	 Quantitative and financial
<ul style="list-style-type: none"> <li>&gt; Repeat purchases of products and services</li> <li>&gt; Optimisation of the products life cycle</li> <li>&gt; Fewer complaints</li> <li>&gt; Customer focused management of innovation</li> <li>&gt; Digital development in the enterprise</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Increased sales</li> <li>&gt; Maintenance and / or rise in profit margins</li> <li>&gt; Rise in the intangible assets linked to the brand (attractiveness / goodwill)</li> <li>&gt; Optimisation of the customer circuit in the information system</li> </ul>

## Impacts on the enterprise

 Qualitative	 Quantitative and financial
<ul style="list-style-type: none"> <li>&gt; Access to new markets</li> <li>&gt; Creation of new markets</li> <li>&gt; Limits the erosion of the sale price</li> <li>&gt; Penetration of export markets</li> <li>&gt; Launch of new products</li> <li>&gt; Purchase of the brand's products and associated services</li> <li>&gt; Improvement in perceived quality</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Increased sales</li> <li>&gt; Maintenance and / or rise in profit margins</li> <li>&gt; Rise in the intangible assets linked to the brand (attractiveness / goodwill)</li> <li>&gt; Rise in the company's share price</li> <li>&gt; Increased intellectual property (trademark registration)</li> </ul>

# PROCESS Lever

## Transformation & evolution

Organisation / Productivity / Efficiency  
Tools & Human Relations / Education & Training  
Development of the culture



## Benefits for the staff

A transversal /co-design management structure  
Recognition for the staff  
Improved working conditions

## Impacts on the enterprise



### Qualitative

- > Shorter project management lead times
- > Fewer changes during the project
- > Less time to market
- > Innovation in project group
- > Strengthens internal communication
- > Improved processes
- > Innovation in the process & ability to re-use the process
- > Improved logistics
- > Improved management of the flexibility of the work space
- > Optimisation of relations between the organisation/ sub-contractors / new suppliers



### Quantitative and financial

- > Lower production costs
- > Quick return on investment
- > Productivity increase
- > Rise in the number of innovations
- > Lower capital requirements

# A few measurement indicators of these impacts

## Measuring the performance of the design function in an organisation makes it possible to justify the use of design and its potential growth.

The impact of a design project may be measured by traditional management indicators: management ratios and Key Performance Indicators (KPI).

Remember that these ratios should be studied in time and space and in comparison with other businesses in the same economic sector.

- > Customer satisfaction survey
- > Recognition / reputation survey
- > Staff satisfaction survey
- > Growth in margin / turnover
- > Increase in number of new customers
- > Increase in number of new distribution channels
- > Increase in number of positive comments on social media
- > Increase in number of articles published in the press
- > Increase in number of awards / Design prizes
- > Lower carbon footprint
- > Increase in recycling rates / use of recycled materials
- > Increase in number of registered patents, designs and models
- > Increase in number of new innovations
- > Increase in number of products purchased a second time / number of the brand's associated products purchased for the first time
- > Less time to bring a product or service to market
- > Increase in number of export customers
- > Increase in number of new products
- > Other...

# A few methods of calculating these impacts

Just like any resource of an organisation, the share and return on investment of design can be calculated.

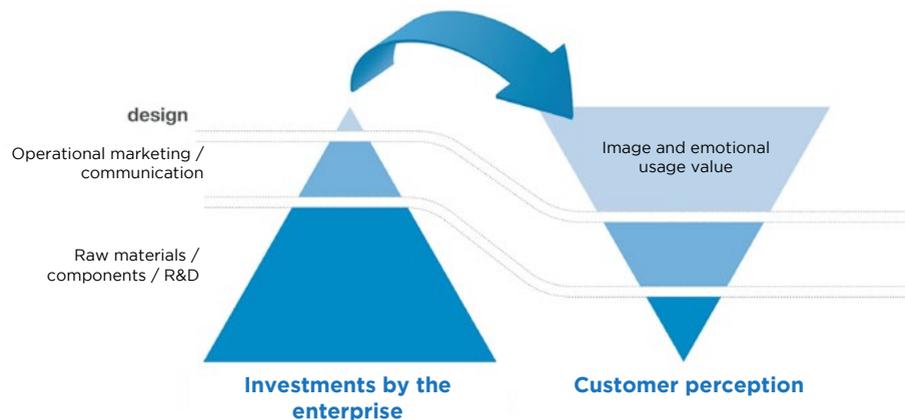
## The share of design investment in the production of a product (P) or service (S)

(Amount of design investment / development cost of the product or service) x 100

## The return on investment (ROI) of design

A simple calculation of return on investment is:

$$\text{ROI (\%)} = \frac{\text{gain}}{\text{Investment}} \times 100$$



This diagram illustrates the inverse ratio between the investment in resources (human cost, logistics, materials, R&D, design, etc.) for the enterprise and the influence that these investments have on the value perceived by customers. The share of design resources is often less than 1% of the production cost of the product or service accessible to the customer. Inversely, the value perceived by the customer, generated by the design, would be much higher.

The diagram was developed by Philippe Picaud, for the large companies at which he has worked, with an educational objective for the management.

# The factors that influence the impact of design in organisations

## Depending on the organisation

### Factors linked to the enterprise

- > Type of industry
- > Size
- > Management of design
- > Design & other skills
- > Maturity of design
- > Intensity of research

### Factors linked to the project

- > Initial investment & allocation of resources
- > Market share of the products or services
- > Price of the products or services
- > New product / service or update of the existing
- > Level of use of design (operational / tactical / strategic)
- > Designer's freedom of action
- > Co-participation of the end user

### Other factors

- > Collaboration with a design agency
- > Competence of the design agency
- > Innovative aspect of the design

# Bic Sport

Bic Sport made design a strategic feature in order to ensure its successful entry on to the kayak market in 2002. Design then became a major factor in affirming its positioning and differentiating it from its competitors.



## CONTEXT

Sector: Manufacturer of sliding water sports products

Market: B to C

In brief: One of the leaders on the international sliding water sports market

Workforce: 130

Turnover: €27m in 2015. 72% of production is exported to 92 countries on the 6 continents.

Date created: 1979

## MISSION

Bic Sport has diversified over the last 20 years into the surfing, kayaking and children's dinghies sectors. In order to ensure its successful entry on to the kayak market in 2002 the company made design a strategic feature. Design then became a major factor in affirming its positioning and differentiating it from its competitors.

**Action taken:** From "Product" improvements to new concepts, the offer is constantly fine tuned. So design has taken a specific place in the conceptualising process and Bic Sport regularly collaborates with designers.

Design budget = 50,000€.

**Skills employed:** Primarily product design and graphic design (on some ranges).

**Resources:** Bic Sport has no in-house design department but calls on freelance designers and agencies. External designers work in close collaboration with the engineering office and production unit to incorporate all the constraints linked to the manufacturing process.

## IMPACTS

-  > Observateur du Design 5 Stars; Prix du Design en Bretagne [Design in Brittany Prize]; Prix Bateau Bleu (French Federation of Nautical Industries, FIN, award)
- > Increased turnover and profits
- > Rising exports
- > Increased competitiveness
- > Improved customer satisfaction
-  > Better differentiation of new products and services
- > Evolution of positioning of the brands
- > Early incorporation of design, from the R&D stage
-  > Increase in the overall creativity of the business
- > Improved communication and cooperation on all projects

# BlaBlaCar

BlaBlaCar is an independent SME created by Frédéric Mazzella. It offers a long distance car sharing service that connects drivers and passengers wishing to share the costs of the same journey (average 330km).

In 2011 BlaBlaCar launched the world's first online reservation service in the car share sector, making this new practice a genuine means of transport on which everyone can rely.



## CONTEXT

Sector: Services.

Market: C to C.

In brief: Car share leader in Europe - 12 million members in 13 countries. 30 million encounters in a car. The staff are car sharers too. 40% of them have ambassador status. Date created 2006.

## MISSION

### Action taken:

An example of a business built on the sharing economy, the model is based on trust.

It is built on the basis of the following 6 criteria (D.R.E.A.M.S.):

- > D - Declared: Registration and presentation. Profile and real photo of each member.
- > R - Rated: Honest and considered rating of each experience. Helps to build trust between travellers.
- > E - Engaged: On line payment. More reliable commitment between car sharers.

A large drop in cancellation rates: from 35 % to 3 %.

- > A - Active: Monitoring members' activity on the website: responses to e-mails, whether or not profile is active, responsiveness, etc.
- > M - Moderated: Member profiles scrutinised and content moderated (authentic photo, bio and comments are verified, negative opinions noted and evaluated)
- > S - Social: Use of trust created by social networks putting the Facebook profile on line with the BlaBlaCar profile / Notion of commitment and trust.

**Skills employed:** Graphic design, UX Design, Ergonomics, Surveys, Product Manager, Web developer.

**Resources:** In-house teams.

## IMPACTS

-  > 100 million euros savings for drivers each year,
  - > According to the Trustman survey, BlaBlaCar trust another car sharer more (with good ratings) than their neighbours or colleagues and very little less than their friends.
-  > Success across the community: 12 million members in November 2014,
  - > 200% growth per annum,
  - > iPhone and Android application downloaded 5 million times.
-  > Funding raised in July 2014: 100 million dollars (Index Ventures, Accel Partners, ISAI),
  - > Trust has become the watchword,
  - > The trust built up within the community has driven growth since 2006.

**“The member is the boss”**

# Décathlon

At Décathlon, a network of innovative retailers and brands that aims to please all athletes, innovative design makes the products even more attractive and exclusive.



## CONTEXT

Sector: Commerce – Sports consumer goods.

Market: B to C.

In brief: Distribution and manufacture of sports products and services.

An innovative distribution company, Décathlon has also been designing its own product ranges since 1986.

7.4 billion euro turnover and 60,000 employees in 2013.

Distribution in 20 countries, 60% outside France.

Date created: 1976.

## MISSION

The design function is to guarantee the perceived quality and quality experienced by users and to guarantee the coherence of the product ranges.

**Action taken:** Over and above the rise in our creative staff's skill levels, the action taken concerns reform of the principles of collaboration. Creation is nourished by a strong partnership with the R&D teams, specialists in understanding the human body and materials, in-store staff and observations on sports grounds. Design is used as a vector of decision-making, in being able to embody the trajectory of the brands using its own tools: creation, design, modelling and prototyping.

**Skills employed:** Observation, trends, colours, clothing design, product design, graphic design and branding.

## Resources:

> In-house teams: 160 designers and 280 engineers work directly with R&D and marketing.

> External teams: Décathlon also calls on the support of creative agencies and design offices for some projects.

## IMPACTS

 > Innovations that have revolutionised sporting practices: the "2 seconds" tent, Rollnet table tennis net, the Easyflod scooter and the Easybreath snorkelling mask amongst others.

 > With its excellent customer relations and positioning as very good value for money, Décathlon is regularly cited as one of the favourite brands in France. 7<sup>th</sup> among all categories combined and first in its category on the Challenge website (24 September 2014).

 > International expansion: 58% of turnover outside France in 2013, > Turnover: 7.5 billion euro in 2013 (compared to 4.7 billion euro in 2008), > The top French company on the sports market.

# Delta Dore

Delta Dore, a family group with international reach thanks to 40 years of innovation on the energy saving market, has first adopted design to rethink its products. Delta Dore now incorporates design in the whole of its strategy.



## CONTEXT

Sector: Home automation  
Market: B to B and B to C  
In brief: Offers home automation solutions (heating, security systems, robotics) suitable for private houses, collective housing, industrial and tertiary buildings.  
Workforce: 800  
Turnover: €126m. Present in 40 countries through 8 subsidiaries.  
Date created: 1970

## MISSION

After adopting design to rethink its products, Delta Dore now makes design an integral part of its whole strategy.

**Action taken:** Design is a daily part of the birth of projects and throughout the product design and production process. It impacts the product design, the digital interfaces, and the company's graphic and visual identity. A Design guide has been introduced to ensure the coherence of all products. Co-design approaches have also been adopted: a focus group, prototype tests in real conditions, user interviews in safari mode, gamification, etc.

## Skills employed:

Product design, Graphic design, Digital design

## Resources :

- In-house design team: 1 design manager reporting to the research and innovation department and 1 graphic designer who works on projects from time to time. The design service also works with a team of 3 graphic designers for the artistic direction.
- Assistance from external agencies depending on the project.

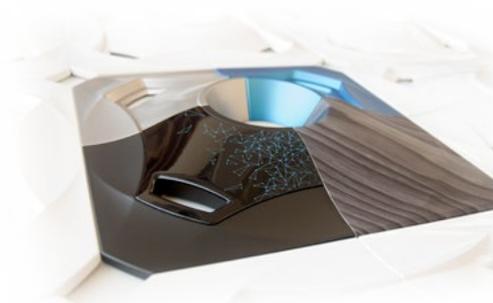
## IMPACTS

-  > 40 years of innovation on the energy saving market
- > Several hundred designs and some fifty patents.
- > Several Observateur du Design Stars
-  > Improved customer satisfaction
- > Incorporation of the user experience (co-design)
-  > Evolution of the positioning of the brand
- > Improved communication and cooperation on all projects
-  > Progress of the company's position and competitiveness
- > Development of the prospective
- > Better differentiation of new products and services
- > Increase in the overall creativity of the business

**“The key is the presence of the design from the earliest stages of a project”**

# Faurecia

Faurecia operates in the car production sector and has evolved to become an expert in development and technology, with a strong element of innovation and design.



## CONTEXT

Sector: Car Industry.

Market: B to B.

In brief: Major modules for automobiles, both structural and appearance.

18 billion euro turnover in 2013.

Approx. 100,000 employees worldwide.

Date created: 1997.

## MISSION

The creation of an in-house team of about sixty people has made it possible for the design function to evolve towards a strategic role within the business.

## Action taken:

- > A role as a business creator through special relationships with the design decision-makers of each car maker.
- > Sensitivity to design language for all brands and their identities, for all social and technological trends, all the world's regions and all markets with their cultural and industrial characteristics.
- > Creating concrete proposals for products and services that meet the demands of each customer and of consumers in this complex context.
- > Designing attractive products to generate an operating profit above the industry average.
- > Creating scenarios to predict major changes in the industry and mobility in general; in order to be proactive for future models.

## Skills employed:

Industrial design.

**Resources:** In-house teams (marketing, general management).

## IMPACTS

-  > A great many customers choose Faurecia as their strategic supplier, especially for its creative innovation and design, and its overall skills.
-  > Position of leadership in a great many sectors in which Faurecia is present.
  - > Teams working in every region of the world in order to be close to the trends and players in each market.
-  > Design knowledge and expertise is sought by a great many customers including customers not involved in the mass production of modules.
  - > Turnover: €18 billion in 2013, doubled in 10 years.



# Hermès

In response to its continuous demand for quality, and to ensure the perpetuation of its knowledge and expertise, Hermès has chosen to remain “Made in France”.

On its own, the Leatherwork -Saddlery division employs almost 3,000 skilled workers located all over France. Driven by a constant dynamic of innovation and a deep culture of excellence, Hermès enriches its collections year after year which now include a total of more than 50,000 items.

## CONTEXT

Sector: Luxury goods, ready-to-wear, accessories, shoes, silk, leather goods, saddlery, perfumes, jewellery, clocks & watches, furniture, tableware, lifestyle, furnishing fabrics and wallpaper.

Market: B to C.

In brief: 3.7 billion euro turnover in 2013.

44% of the business centred on leather goods and saddlery.

11,037 staff, including 6,600 in France. 315 points of sale worldwide including 34 in France.

Date created: 1837.

## MISSION

To create a new ladies handbag: the Cherche-Midi.

## Action taken:

> Innovation at Hermès is “lateral thinking” in spirit. Emile Hermès discovered the zip fastener while on a trip to Canada: used in the car that took him around, he had the idea of using it on women’s bags.

> The knowledge and expertise of skilled saddlers and leather workers, long cultivated, has become richer over time, through an intimate dialogue with the raw materials, including leather, that they have had to tame and shape, thus perpetuating mastery of the traditional specialist skills of the harness-maker and saddler.

> Structured, elegant and very feminine, the Cherche-Midi bag showcases the skills of the leather worker and the expertise of the firm’s silversmith. Hidden behind the simple lines is a highly prized construction: the body of the bag is made from a single piece of fully shaped leather, moulded then sewn by hand. For this bag Hermès developed a new clasp with an invisible mechanism, so that it can be opened with one hand, recapturing the elegance of movement cherished by the firm.

## Skills employed:

Product design and production, modelling, design office, manufacture.

**Resources :** In-house teams (artistic direction, design studio, product development, Production workshops, communication, sales).

## IMPACTS

-  > Creative abundance, items designed to be useful.
-  > Exciting surprise and wonder.
-  > Reinventing itself, change with continuity.

**“The fashion house aims to constantly reinvent itself and to push back the limits of excellence”**



# Leborgne

Integrated in the Fiskars Group in 2007, Leborgne is a national benchmark in the field of hammer tools for construction professionals.

## CONTEXT

Sector: Manufacturer of hand tools in the B to B market. Positioning on risk prevention and the occupational health and safety of those working in the construction industry.

Market: B to B

In brief: Leborgne has become the emblematic brand of the Fiskars group (which it joined in 2007) for building industry professionals.

Workforce: 154

Turnover: €38m. Principally in France, Switzerland, Belgium, Spain, Italy and other European countries.

Date created: 1829

## MISSION

The design strategy plays a part at every stage of the innovation process, in close collaboration with the end users of the tools. Design permits creative approach and aids understanding of all the problems linked to the way tools are used, in order to better meet users' expectations.

**Action taken:** Leborgne's development strategy centres on the prevention of risks and the protection of employees using its tools and on the balance between the functionality and durability of products. This is translated by an ergonomic analysis of co-workers' workplace situations and the design of a range of robust and functional tools that reduce the risk of occupational diseases and disorders. The user is central (co-design approach): collection of information, creativity sessions, tests of usage, durability, acceptability, etc.

**Skills employed:** Product design  
Graphic design

**Resources :** The design office team comprises 1 designer, 1 product developer and 1 supervisor.

The product design office reports to the Managing Director of Fiskars France and to the R&D Vice-President of Fiskars Finland.

It works in collaboration with building industry professionals (tradesmen, master craftsmen and health and safety officers), ergonomists and bodies like the French Institut de recherche and d'innovation sur la santé and la sécurité au travail (IRIS-ST - Institute for Research and Innovation into Health & Safety at Work) to prevent occupational diseases and disorders. In-house, it works with the marketing, purchasing and production teams.

## IMPACTS

-  > Leborgne is a national benchmark in the field of hammer tools for construction professionals.
- > 41 registered patents, 66 registered designs.
- > Trophée d'or du Design [Gold Trophy for Design] at Batimat; Silver Trophy at the Batimat trade show; DME Award; Prix de l'innovation Preventica [award for innovation]; Red Dot Design Award; Observateur du design Label
-  > Coherence of products and the brand
-  > The user is at the centre of the approach the product development approach
- > Improved customer satisfaction
-  > Promotion of sustainable development
- > Makes the enterprise more competitive
- > Early incorporation of design, from the R&D stage
- > Increase in the overall creativity of the business

**“The user is central in the design and innovation process”**



# Parrot

Parrot is now known worldwide and has created a distinctive position on the market thanks to its technological innovations and uses.



## CONTEXT

Sector: Consumer electronics - Drones  
 Market: B to C and B to B  
 In brief: Parrot specialises in consumer and high tech products for smartphones and tablets as well as technologically very advanced solutions in the car and civilian drones markets.  
 Workforce: 980  
 Turnover: €250m. 93% of sales international through 7 distribution subsidiaries in 100 countries and 11 establishments.  
 Date created: 1994

## MISSION

Parrot stands out on the market for its technological innovations and uses and is now known worldwide. This prolific creativity is the result of an “all engineer” policy and the use of design, which is gradually finding its place within the organisation.  
 Design budget = over 3% of turnover (estimate)

**Action taken:** Design plays a part at all levels and from the start of a project, especially when updating a range and creating products that do not yet exist. Design also contributes to communication about products and their promotion on the market.

**Skills employed:** Product design, Graphic design, Interface design, Packaging design, Sound design.

**Resources :** In-house team:  
 - 9 designer-engineers who develop the products from drawing board to production  
 - 1 design manager who guarantees the orientation of the style

## IMPACTS

-  > Parrot is now one of the two world leaders for drones.
- > 20 to 30 patents a year. About 20 designs and models each year.
- > INPI Innovation trophies - Observateur du design digital design Stars and Award - Gold Award Bluetooth Sig Best of CES - Prize awarded by the French Secretary of State for the Potential and Development of the Digital Economy - Design & Engineering Showcase Award - Best of Innovations Award - Best of CES Car tech
-  > Increased turnover and profits
- > Rising exports
- > Better differentiation of new products and services
-  > Evolution of the positioning of brands
- > Opening up new markets
- > Early incorporation of design, from the R&D stage
-  > Increase in the overall creativity of the business
- > Improved communication and cooperation on all projects
- > Ability to attract talented personnel
- > Better cooperation with suppliers

**“Design is gradually finding its place within an “all engineer” policy”**

# Thuasne

Innovation is central to the company's strategy: 7% of turnover is devoted to technological research and design. Thuasne is leader in Europe on the ortheses market, and it realizes more than 38% of its sales internationally.



## CONTEXT

Sector: Manufacturer of medical devices  
Market: B to C  
In brief: Thanks to constant innovation, Thuasne is leader in Europe on the ortheses market.  
Workforce: 1600  
Turnover: €160m. Over 38% of sales are international.  
Date created: 1847

## MISSION

Innovation is central to the company's strategy: 7% of turnover is devoted to technological research and design, and Thuasne is part of 4 French business and research clusters. In order to retain its position as a leader, the company registers trademarks and patents for each of its products, and protects its designs worldwide.

**Action taken:** The design strategy is incorporated from the moment the project is announced, or even before. Design plays a role at every stage of the innovation process, in advance of the start of product development. Thuasne has introduced global design that extends to everything visible that the company produces (new buildings and interior layouts, films, videos, corporate communication and products, new product launches, digital applications, sales literature, stands and trade shows, packaging).

- New products
- Range renewal
- Helps with the construction of the offer
- Graphic identity
- Brand design (recasting of the visual identity and deployment tools, charter)
- Layouts of permanent or temporary spaces

- Co-design approach: patients, doctors and pharmacists focus group; analysis of the value of how something is used; etc.

**Skills employed:** Product design, graphic design, digital design, space design, packaging design, textile design (in collaboration with the weavers).

**Resources :** The design department, created in 2007, comprised 7/6 people (graphic designers, web designer, product designers (x2) including 1 design manager). Reports to the company president and works closely, but completely independently, with the marketing and R&O departments. Thuasne also works with 2 external design agencies

## IMPACTS

-  > Janus de la santé [health award] 2007; Red Dot 2009; 2010 Observateur du design Star (highly commended by Oséo); 2012 Observateur du design Label; Ispo Awards 2014 ; 2015 Observateur du design Label; 2 Janus de la santé 2015
-  > Evolution of its positioning on the market and diversification of products in the light of user experience
-  > Improved customer satisfaction
-  > Challenge of research
- > Improved quality and performance of staff
- > Makes the enterprise more competitive
- > Increase in the overall creativity of the business

**“A comprehensive design approach that includes everyone in the company”**

# Withings

Withings is a leading online health business. From its inception, Withings has made Design a key feature of its strategy.



## CONTEXT

Sector: New technologies  
Market: B to C  
Summary: Connected health products and services. A start-up business created in 2008, Withings has been growing steadily since it was founded and now has 120 employees, 90% of them in France.  
90% of turnover from exports.

## MISSION

Since it first opened for business Withings has collaborated with Eliumstudio to produce the design for its products with the primary objectives of:

- > Defining a clear and strong product identity in a crowded and competitive sector,
- > Offering easy to use products with a simple visual design,
- > Highlighting a body of knowledge and expertise, a French sensitivity in keeping with the trend for a “French touch”.

**Action taken:** Systematic Design Study of all products and services well in advance of the development process.

**Skills employed:** Product design, Experience design, Interface design, Human and Social Sciences.

## Resources :

- > In-house teams: marketing, engineering (R&D), UX/UI design.
- > External teams: Eliumstudio (product design).

## IMPACTS

-  > Withings' products have won numerous Design awards both in France and abroad: 2 x IF Design Awards (including 1 Gold), 4 Etoiles de l'Observateur du Design [4 stars], 4 CES Design Awards,
- > Innovative products with no equivalent on the market when launched,
- > A leading connected health business with products and services that have created a new market in the fields of smart devices.
-  > Products in the Apple Store's Top 10 best sellers.
- > Available in all the major international retail outlets: Best Buy, Target, Fnac, Darty, Saturn.
- > A strong brand.
-  > A development based on French expertise in new technologies (the whole design process carried out in France),
- > Increasing turnover,
-  > €22.5m funding raised in July 2013,
- > USA primary market,
- > Strong international expansion (90% of t/o).

**“A flag-bearer for a French industrial revival in the new technologies”**

The Design Ladder was developed by the Danish Design Centre in 2003 as a tool to measure the level of design activity in businesses.

#### Level 1

##### **No use of design**

Design decisions are based solely on operational opinions and personal taste. Very little account is taken of the end user.

#### Level 2

##### **Design as project.**

Design is thought of solely in terms of form and aesthetics.

#### Level 3

##### **Design as process.**

Design is a method incorporated from the start, in the development of the different processes.

#### Level 4

##### **Design as strategy.**

Design is part of the continuous renewal of the way the company works by encouraging innovation.