



# The 2020 Design-Integration Report

6 Best Practices to Build Design-Integrated Businesses that Win

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This research initiative started well before the COVID-19 pandemic hit, but we've since realized that it is now more relevant than ever. Human-centered design is critical as more interactions and transactions – from remote education and telehealth to online grocery shopping and banking – take place online.

It is now widely accepted that good design is a key component of business success. Our goal in sharing the key findings of our research is to provide business leaders, digital service and product teams with a pathway to embed a culture of human-centered design as a foundation for deeper Design-Integration. Our study outlines how human-centered design and Design-Integration are key characteristics of leading businesses.

Good design is based on empathy and trust, and the key to success when building complex systems is maintaining focus on both internal and external users, from product inception through deployment and beyond. Empathy is about understanding not just how someone is feeling, but also how their situation, context, needs and goals create or develop that feeling. Designing with empathy allows for a more comprehensive consideration of the problems users may face in their relation to a product or service.

Design also plays a critical role in establishing trust, which when done right, can boost user adoption and investor confidence. In the era of COVID-19 and beyond, organizations must ensure their systems build trust and deliver value in a consistent and reliable way that will encourage consumers to keep returning. **The key to that success lies in designing products, systems, and information technologies around the needs of the users, by following a human-centered design process.**

# INTRO

As companies fiercely compete to innovate and enhance the customer experience, design is now more important than ever. A strong user experience based on good design can seem intangible, subjective and difficult to quantify, but business leaders know it has a strong impact on the bottom line. Many designers and UX professionals are very aware of the business value, but it isn't always understood or appreciated in the C-suite. Design elements such as color, graphics and font play an important role in digital product experience, but they are only part of the equation.

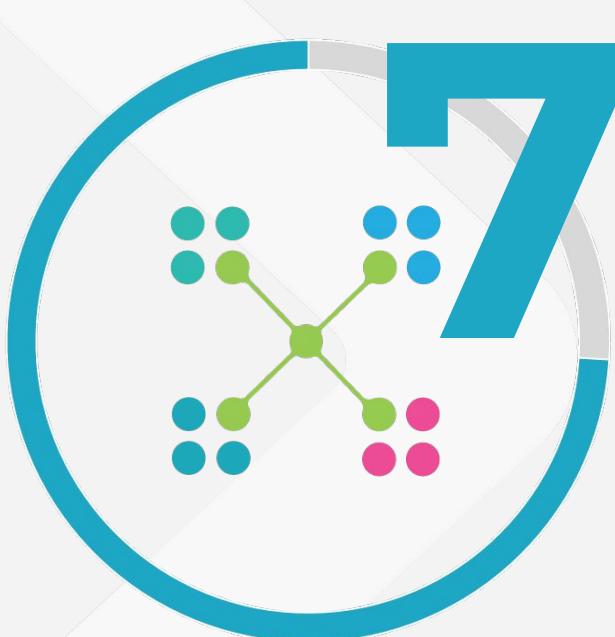
Organizations that view design and UX as an afterthought can't keep pace in the innovative and competitive marketplace. Companies must adopt a human-centered design mindset, culture and operational structure to build products that meet – and exceed – customer expectations. This forms the foundation of a winning strategy in any competitive environment.

While previous studies have addressed the concept of Design-Integration and made the business case for aligning business goals with the goals of the design team, none have established best practices or showed “the how.” We surveyed more than 100 design and UX decision makers across a variety of sectors, including biotech, software, fintech, and professional services, to find out how they view design and UX, and what role it plays in their company’s success. This quantitative research was supported by ten phone interviews with design and UX leaders from recognized brands, including Google, MicroStrategy, ADP, Geico, Capital One, Atlassian, Slalom Consulting, and The Team W.

From this study, we identified important business use cases and found examples of companies that are doing it right. Those that lead the pack view design in a standardized, repeatable, and systematic way that enables all employees to collaboratively build innovative products.

We call these leading companies

**“Design-Integrated Businesses”** and identified six best practices that others can use to embed design in their organization.



74%

of companies that **integrate design resources across business, design and technology functions** see strong alignment between **organizational and design team goals**

**14%**

of firms meet the criteria of a Design-Integrated business

**15%**

of firms are moving in the right direction as a Design-Conscious business

**While Design-Integrated businesses exist at all revenue sizes, a larger portion of those firms have revenues below**

**\$100M**



Integration across the organization



Alignment of operations and metrics



**Culture**



**Operations**



**Metrics**

- Vision
- Values
- Goals
- Purpose
- Language

- Cross-functional teams
- Methods
- Systems
- Budget

- Business metrics
- KPIs
- ROI
- Destiny

# THE COMPETITIVE ADVANTAGES of the Design-Integrated Business

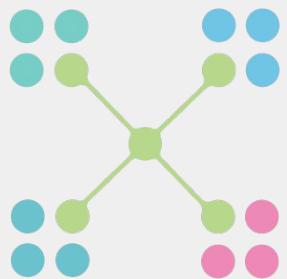
Competition, rising customer expectations, and new digital technologies are driving companies to design products to focus more on the user. Companies that build products from the ground up with superior user experience and design can significantly improve their operational and financial performance.

A Design-Integrated business is more than just a collective of cross-functional teams. It is a human-centered design culture that has a shared vision, values, purpose, and language. Leaders in a Design-Integrated business identify the business metrics that matter, track those metrics and illustrate how design is affecting them.

While Design-Integrated businesses vary in shape, size, and structure, they do share some commonalities. One is that they all have strong support from the top. Steve Jobs fiercely obsessed about design at Apple, and at Tesla, Elon Musk prioritizes the user experience. Google CEO Sundar Pichai has publicly called on the company to fully embrace design with a “focus on the user” philosophy across all product groups<sup>1</sup>. As a result, the company has a systematic way for all product groups across the company to work through the core tenets of design.

These successful companies continually support strong and equal alignment of business, technology, and design to innovate and build winning digital products. They also break down silos, make design everyone’s responsibility, and track metrics to reinforce positive results.

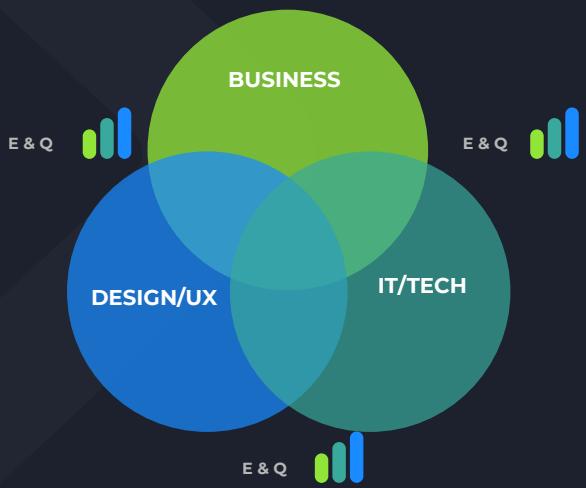
<sup>1</sup>“Why Google is the Most Important Design Company of 2018,” Suzanne Labarre, Fast Company, September 10, 2018, <https://www.fastcompany.com/90227530/sundar-pichai-qa>



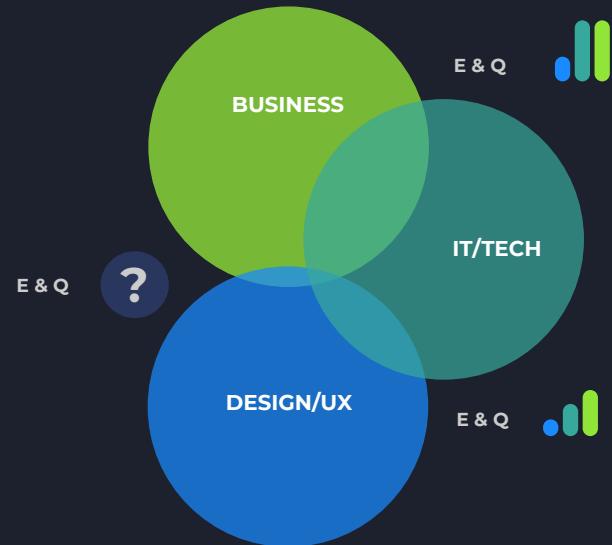
# What Design-Integrated Companies Know That Others Don't?

**Strong and equal alignment** of **business**, **technology** and **design** functions leads to a repeatable, standardized and sustainable way for all employees to work together to build products that are simple and intuitive to use.

E = EFFICIENCY  
Q = QUALITY



Design-Integrated Businesses



Typical Business Alignment

# Embed a Company-Wide, Human-Centered Design Culture

Organizations have historically viewed design and UX as a service, role, or group within an organization. Our research indicates many companies lack a human-centered design culture or appropriate backing from the top, and only half of the most senior UX or design leaders said they report to a C-level executive.

While a design team may have passionate and empowered developers, its impact will be limited without the authority or budget to support it. Firms must define their shared vision, values, and purpose as it relates to the entire organization. The C-suite must then promote that human-centered design culture and continuously reinforce the impact it has on the company's objectives.



49%

of the **Sr. UX and Design leaders** report to a **C-level executive**

*It's about building relationships and allowing product management and design to understand the workstreams and inputs for all the team members. These are the types of simple things that need to happen in order for collaboration to work. It takes a lot of education. Once we started taking that mindset, we saw dramatic improvement.*

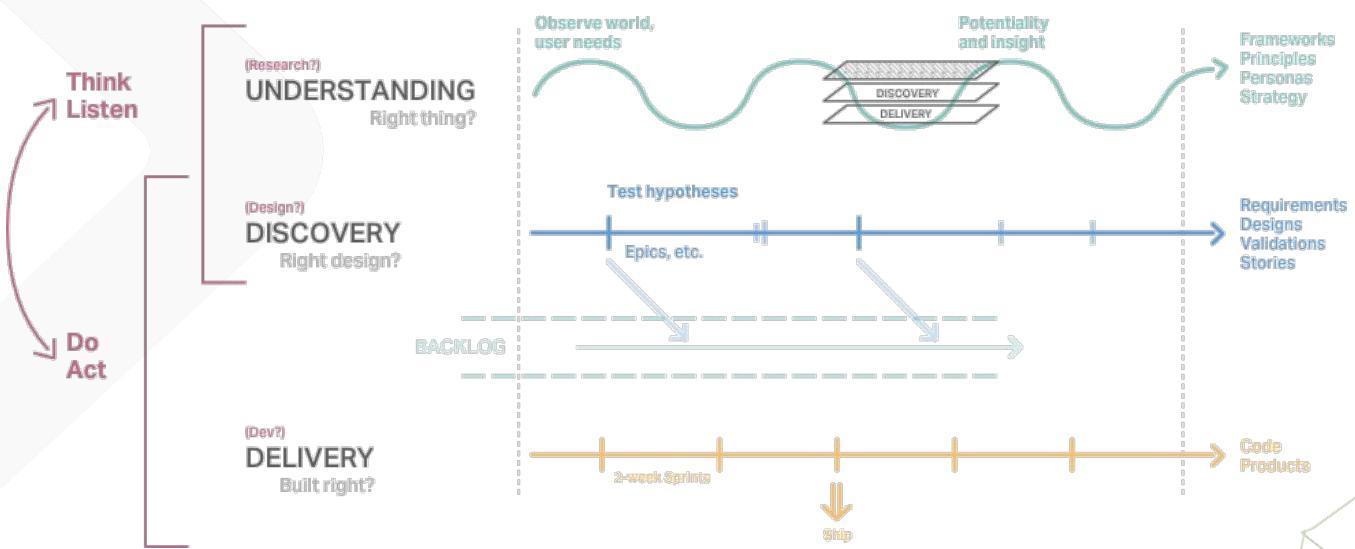
- Aaron Irizarry,  
Capital One



# Embed a Company-Wide, Human-Centered Design Culture

This culture fosters collaboration across multiple disciplines to create new products or adapt existing ones to fit users' needs. It puts the needs and goals of human beings front and center when designing the user experience of software or technical systems. Leading innovators such as Amazon, Apple, Google, Netflix, and Uber all leverage experience, design, and new technologies to continually improve the UX of their products.

Adopting this culture calls not only for a shift in organizational structure but in mindset. The most successful companies strive to create repeatable, standardized and sustainable ways for employees to work together and build products that are simple and intuitive to use. They align cross-functional teams to increase efficiency and work together towards a common goal.



Tri-Track Design, [The DesignOps Handbook](#) - **Dave Malouf**

**While nearly 70% of companies know what a human-centered design approach is, many are not able to adopt it.**

**69%**  
of companies agree that employees understand *what human-centered design is*

## Key Steps to Adoption:

- 1** Start by defining your organization's shared vision, values and purpose
- 2** Develop a change management program shifting the concept of design as a process, rather than a siloed function
- 3** Bring together and foster collaboration among diverse disciplines to create new products or adapt existing ones to fit the needs of your users
- 4** Operate with design, business and technology playing equal and integral roles from the inception of crafting strategies for new products or enhancing existing products

*The whole culture and mindset around human-centered design is embedded at GEICO. The culture has been designed to put the user first and solve their challenge. We've moved away from what the highest paid person in the room thinks should happen.*

- **Mike Hill**  
Senior UX Designer, GEICO



# Communicate for the Common Good of the Business

While a human-centered design culture can dramatically accelerate organizational success, creating that culture is not easy. Communication is key when building a design culture for two main reasons. First, it provides a common language for everyone in the company -- from business, design, and technology -- to understand the meaning of the terminology being used. Second, it educates the organization about design's role in building products that provide a superior user experience.

Because design typically works in a bubble at many organizations, there's often a lack of communication and understanding of what design and UX actually do.

Miscommunication is common, especially when it comes to terminology. The term "design" itself can have different meanings in different areas of the organization.

Establishing a common language removes barriers and breaks down silos, transforming inter-company relationships and laying a foundation for the culture of a Design-Integrated business. By using the same terminology, cross-functional teams find common ground in the language used and are able to build trust and understanding with each other, reducing the potential for miscommunication around product development. In addition, it enables a higher degree of integration between functional teams with shared artifacts, processes, and systems.

# Communicate for the Common Good of the Business<sup>(cont'd)</sup>

A design communication plan can address this issue and teach the company about the importance of design from a business perspective and its role in building products that provide a superior user experience. Improved communications can also educate the company about the business-wide benefits of design working collaboratively, and in tandem, with the business and technology. A shared language and understanding of design's role in building products will foster a powerful sense of connection, purpose and community.

**“***Communication is often an area that is not addressed.*

- Susan Weinschenk  
The Team W



## How Can Firms Communicate for the Common Good?



### Develop a common language to develop a design culture

- Creating a common language removes barriers and breaks down silos
- Finding common ground in terms of the language used is essential to mitigate the risk of misunderstandings that can derail product development initiatives
- Having C-level executives and design leaders speak the same “design” language ensures that those around them will inevitably hear it, experience it, and start modelling it themselves



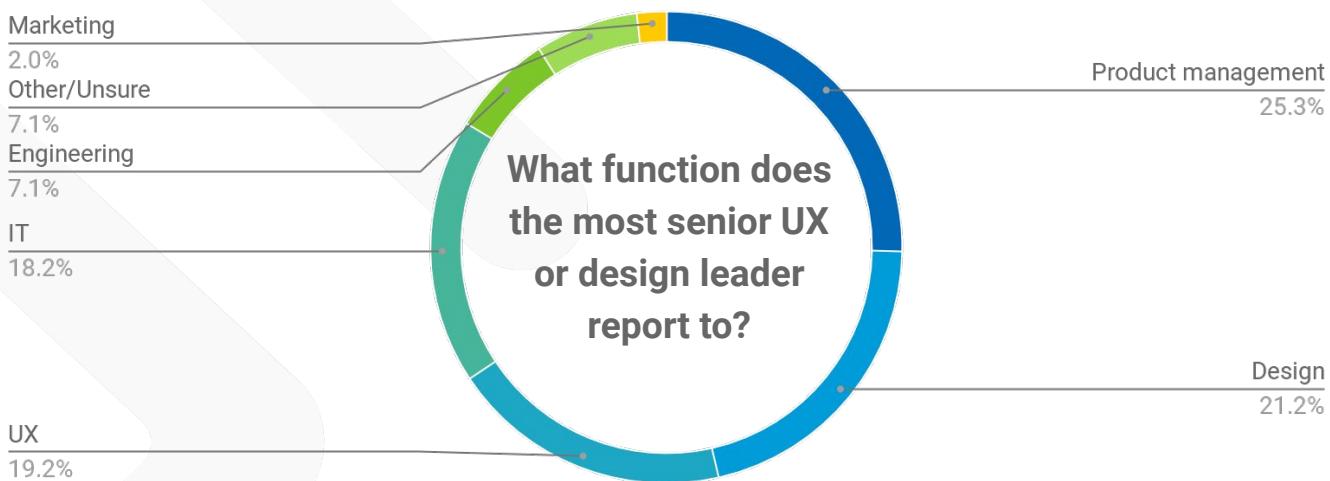
### Promote design to educate the organization

- Running a mini marketing campaign within the company builds awareness and generates demand for design and UX
- Implementing a design communication plan teaches the company about:
  - The benefits of working with design and UX
  - Design’s role in building products with a superior user experience
  - How design can work collaboratively and in tandem with the business and technology

# Integrate Design Resources with Specific Business Functions

While most companies have strong alignment between their business operations and technology, they're not always as strongly aligned with design and the user experience.

Without an optimal place for design to reside in the organizational structure, many companies can't fully realize the power and benefit of the design function. One common issue is that there's often no one department or manager to which design and UX leaders report. Our survey found that while roughly half reported to product management or design, others reported to UX, technology, engineering, marketing, or other areas of the business.



A key pillar of a Design-Integrated business is a design leader who reports directly to a C-level executive. This design leader must build a centralized design team, then move UX and design resources to become fully-functional members of business teams in a distributed model, and finally progress to a Design-Integrated model.

The Design-Integrated model makes it easier for the design group to establish its goals, priorities, and standards, keeping the needs of the users top of mind throughout the product development process. It also helps companies build capabilities that enable them to create an embedded culture of design in a standardized, repeatable, and sustainable way.

The CTO restructured the entire technology organization, formalizing a design and UX function within it led by a Chief Designer, Jeff Courcelle. Designers and UX professionals sit alongside product managers, product owners, and engineers to support the implementation of current product releases and to design future products.

- Tim Lang,  
CTO MicroStrategy



## Stages of Design-Integration

1



### Design-Centralized

Builds standards of practice, and discipline based operational excellence.

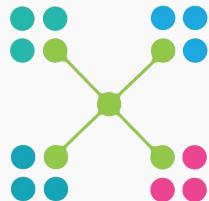
### Design Distributed

Optimized, and specialized design services and delivery throughout the organization



2

3



### Design-Integrated

Builds unified standards of practice, and organization-wide operational excellence.

# How MicroStrategy Integrated Design Resources into Its Business



As user-centric messaging and actions start at the top, a key element of a Design-Integrated business is a design leader who reports to a C-level executive. This leader must build a centralized team, then integrate members as part of a distributed hub-and-spoke model to embed a culture of design within the organization.

MicroStrategy, a provider of business intelligence, mobile software, and cloud-based services, has recently adopted this practice to support greater design integration.

The CEO realized the need to formalize the design and UX function in the organization for several reasons. The company needed to compete with a new product that was gaining adoption because of its appealing design and ease of use. In addition, MicroStrategy had used an agency to hire designers without common criteria. This decentralized model of multiple agencies in multiple locations led to confusion and a lack of communication in the organization.

MicroStrategy's CEO hired a Chief Designer to report to the Chief Technology Officer. The Chief Designer's role is to run the user experience and design department of 40 global designers, who support more than 800 technologists.

The company's organizational structure is by business unit. It has a platforms organization, a client's organization, a tools organization, and a server organization – all under the umbrella of technology. In this new Design-Integrated model, designers and UX professionals sit alongside product managers, product owners, and engineers to support the implementation of current product releases and to design future products. Designers are embedded with scrum teams and necessary adjustments are made quarterly.

# Capture and Manage to Specific Business Metrics

Demonstrating Return On Investment (ROI) is foundational to illustrating the importance of Design-Integration, especially to leadership. C-suite executives and team leaders must agree on the business metrics that matter, track those metrics across time, and across business functions to drive business outcomes. This requires collaboration between design-focused team members and team members with focus or expertise in other areas, such as business and data analysis. It's really a two-way street: design needs to adopt and build more of an understanding of standard business metrics, and design-specific metrics need to be aligned with business metrics.

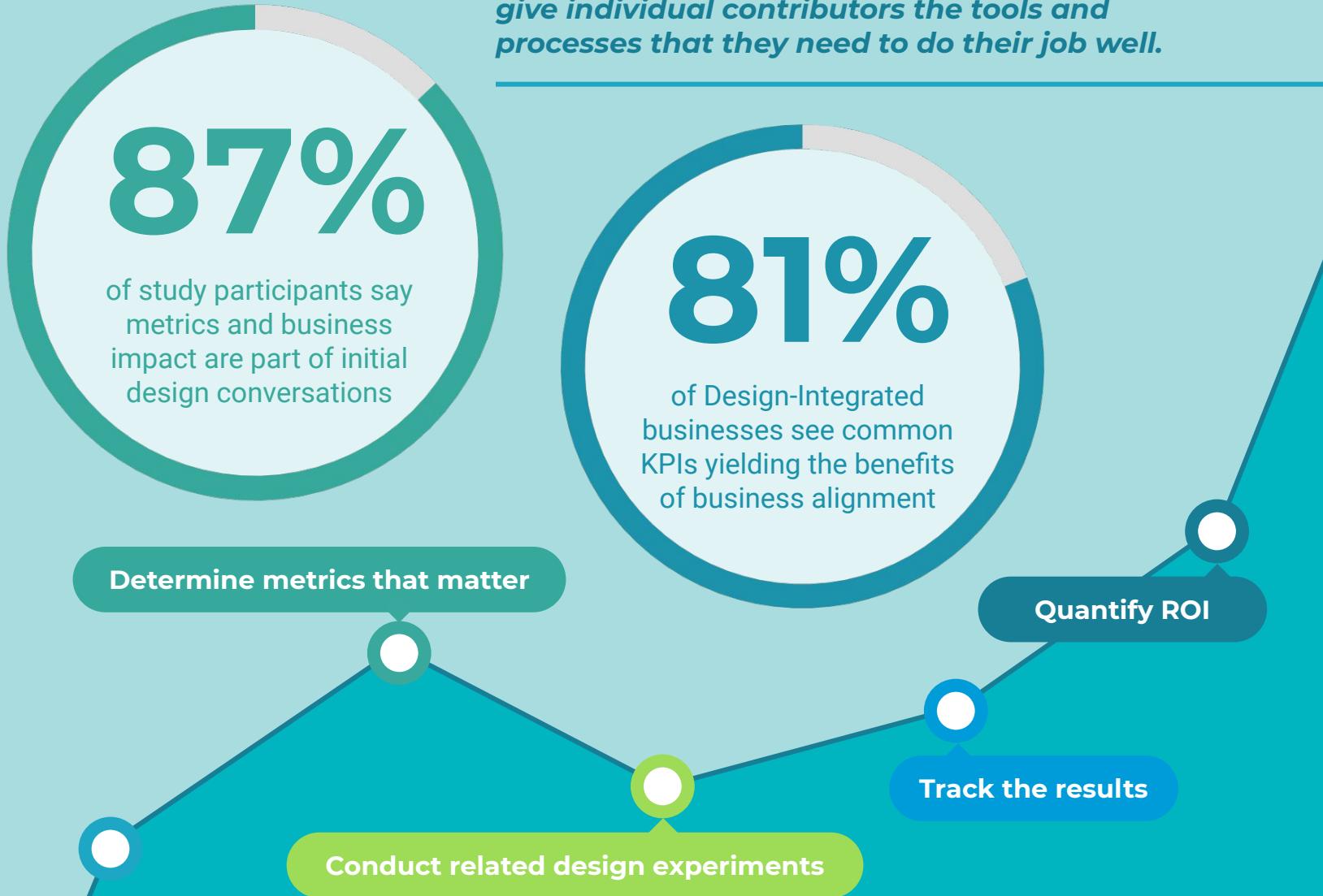
High-performing businesses determine the measurements that improve outcomes and act to improve results based on those metrics. Having these directives and benchmarks integrated with design earlier in the process means problems with the user experience and project viability can be addressed from the outset. This helps engineers work more efficiently, avoiding rework, reducing the cost of changes, and increasing speed to market.

Tracking these metrics can enable companies to identify improvements and see the ROI on UX investments. For example, a nonprofit that discovers it's losing 50 donors per day – worth \$50 each – due to a poor customer experience is experiencing a loss of \$912,000 per year. In that case, a \$100,000 investment in UX would produce returns in only 40 days.<sup>2</sup>

<sup>2</sup> "The ROI of User Experience," Susan Weinschenk, Ph.D., January 27, 2011, <https://youtu.be/O94kYyzqvTc>

How firms capture specific metrics and manage against them can depend on the business. Design metrics include speed, flexibility, product team velocity and excellence, while business metrics may include things like sales, registrations, abandonments, errors, call center volume, or any other action or improvement that matters. Aligning these metrics is the key to unlocking Design-Integration.

*Quantitative metrics play an important role at Google. Metrics are used at an enterprise level to assess management's ability to move a strategic vision forward, to communicate with executives and individual contributors, and to give individual contributors the tools and processes that they need to do their job well.*



**87%**

of study participants say metrics and business impact are part of initial design conversations

**81%**

of Design-Integrated businesses see common KPIs yielding the benefits of business alignment

Determine metrics that matter

Quantify ROI

Track the results

Conduct related design experiments

## Supporting the Design-Integrated Business with Metrics

# Create and Use Artifacts and Repeatable Processes

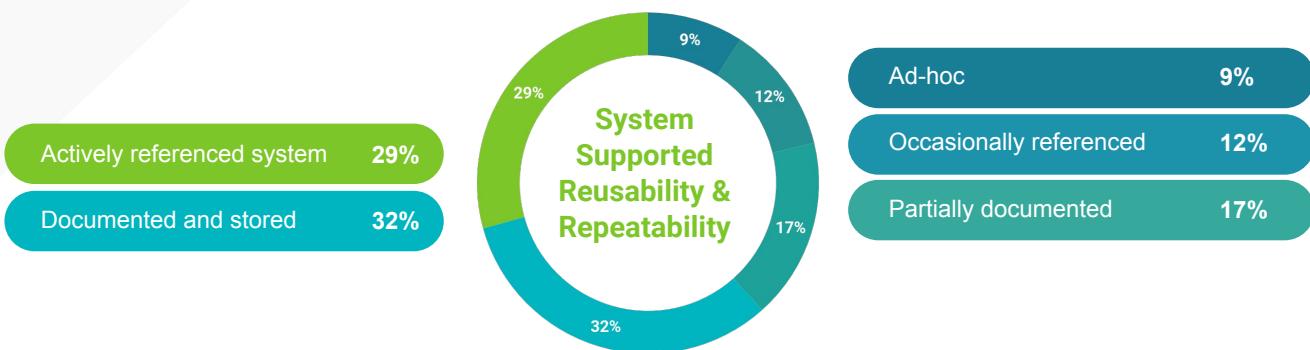
Starting every new project from scratch can lead to unnecessary costs and labor, poor quality, and a slow time to market. Yet our survey found approximately half of companies start their UX work from scratch each time, and less than one-third approach design standards with an active referenced management system – a specialized knowledge base for cross-functional process and practice management.



One reason many organizations try to reinvent the wheel with every design initiative is that they lack reusable artifacts and repeatable processes. Design artifacts can include models, work product templates, diagrams, use cases, or content types all of which contribute to the software development life cycle (SDLC).



Companies must create, archive and reuse artifacts and processes to provide a single source of truth, to increase efficiency, reduce costs, and produce more consistent and better design. Having these artifacts and data about their effectiveness and performance enables developers to identify reusable components more rapidly.



Less than **1/3** of companies approach design standards with an active referenced management system

# 3 core activities support reusability and repeatability in the software development lifecycle

1



Identify processes, artifacts needed, and their touchpoints (roles on the team who need them). Capture why, how, and when they use it in language that is meaningful to them.

2



Create artifact libraries/repositories, reusable templates, and document best practices and standards.

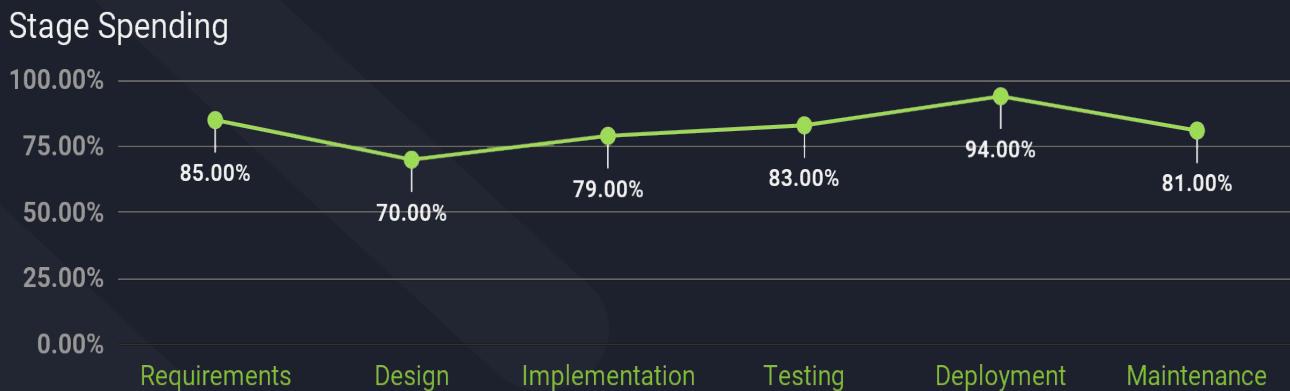
3



Create living repositories connected to a centralized knowledge-base to store all the reusable artifacts and guidance.

# Invest in Artifacts, then Processes, then Systems

Our study examined where companies were investing in the SDLC -- in which aspects, and for what reasons. Our research found that the top priority investments have been in the areas of artifacts, processes and systems, in order to support product quality. For the purpose of the study, we characterized six lifecycle stages of software development as Requirements, Design, Implementation, Testing, Deployment, and Maintenance.



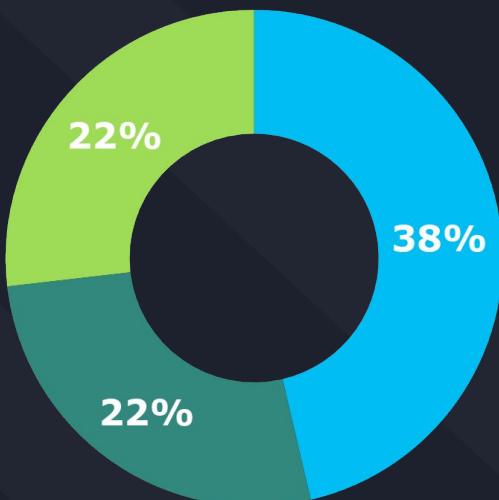
Looking at where the investments are highest, Deployment (predominantly in systems related to project management and tracking) and version control were at the top. Requirements analysis, particularly in process improvements in areas such as requirements management and level-of-effort estimation, were also high-priority investments. The lowest areas of investment were in tools and systems to improve efficiency, mostly in the design and maintenance stages of the SDLC.

We also found a correlation between spending on systems and processes and using metrics to establish early stage design priority. Of those companies with systems and processes in place, 93 percent said they are more likely to use metrics as part of the initial product design process.

**93%**

are more likely to use metrics as part of initial design

As organizations mature to establish processes and develop artifacts to support their transition to human-centered design, they must invest in systems to drive business process management, operational efficiency and business intelligence. By investing in design operations and systems integration, business managers can lead the organization to a culture of execution and design intelligence.



- Quality
- Efficiency
- Both

- Quality is the top priority for investments
- Highest investments have been made in deployment and requirements analysis
- Investments in artifacts are more focused on quality improvement
- Investments in tools and systems have a stronger focus on efficiency improvement, particularly in systems design and maintenance

Rank	Overall	Design-Conscious	Design-Integrated
1	Process/Activity: Requirements	● Artifacts/ Libraries: Design	● Tools/ Systems: Design
2	● Artifacts/ Libraries: Design	● Tools/ Systems: Design	● Process/ Activity: Design
3	● Process/ Activity: Design	Tools/ Systems: Requirements	● Artifacts/ Libraries: Design
4	● Tools/ Systems: Design	● Process/ Activity: Design	Process/ Activity: Requirements
5	Artifacts/ Libraries: Requirements	Process/ Activity: Requirements	Tools/ Systems: Testing

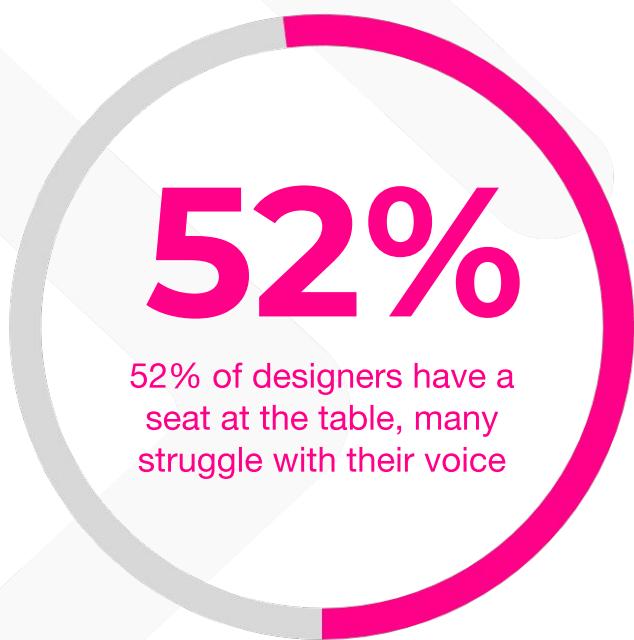
A photograph of a woman with long dark hair, seen from the side and slightly from behind, looking out of a window. She is wearing a dark top. The background is a blurred interior space. A large, stylized graphic element consisting of two overlapping diagonal bands in shades of blue and green cuts across the upper right portion of the image.

**Where do we go  
from here?**

# Barriers to Success Creating Design-Integrated Organizations

There are no shortage of barriers – and they’re very real.

Leadership may not understand the value of Design-Integrated business or, if they do understand the opportunities such an approach holds, they may not know how to implement it throughout the organization. Our research found that, while, 52% of designers feel they have a seat at the table, they have no voice. This kind of “window dressing” can make design teams less effective and lead the organization to wrongly interpret the power of Design-Integration, leading to a lack of sufficient C-level support.



- **Lack of common language**
- **Struggle with implementation**
- **Disparate design technologies**
- **Insufficient C-level support**
- **Confusion in centralized vs distributed design**
- **Inability to measure KPIs**
- **ROI/business value proof**

Some organizations may be unsure how to move from centralized design to distributed design. We find that the most successful organizations progress first from a centralized model, where they develop design standards and processes - essentially a “language” and culture of design - before integrating design into relevant business functions.

## **Businesses typically have three components that demonstrate their design maturity:**

### **1. Leadership is centralized in design:**

**The organizational leadership** understands the importance and potential of Design-Integration and has a centralized design function.

### **2. Teams are Design-Integrated:**

They have moved from one centralized design function to having designers embedded in various functions.

### **3. Investment in artifacts and repeatable processes:**

Teams have created standards, artifacts, and processes that provide a measure of brand consistency and uniformity, while also freeing up time and resources for innovation.

The move from centralized design to distributed design requires fundamental changes to the way teams operate. Again, this is not possible without C-level support. Design team members need to be as valued as finance and engineering experts. Their contributions will not only incorporate efficiencies, but will also result in a better end product.

As design team members become integrated, teams need to develop a “common language” in terms of priorities, tools, and processes. Failure to understand each other will get in the way of results. Designers need to understand the engineering priorities and challenges, while engineering and other team members need to understand the importance of design processes and artifacts. When each function works harmoniously, the varied skill sets merge for a better outcome.

Similarly, lack of common design technology can create inefficiencies and undermine the benefits of Design-Integrated teams. Currently, business and technology have strong synergy. Also, tech and design have strong synergy. Yet design and business need to strengthen its synergies to match the other legs of the triangle.

When teams begin to adopt artifacts and processes and understand each other, they’re better able to agree on KPIs and measure them. They can reduce development time, unleash greater innovation, and demonstrate the business value of design.

# The Road to Becoming a Design-Integrated Business

In the ongoing innovation race, there is a limited window to act before business competitors leapfrog into the winning position. Design-Integrated businesses are climbing the ladder and improving financial performance, while those that reactively engage design or UX only when there is a problem are lagging. Now is the time for organizations to commit to transforming to a higher state of design maturity.

Embedding a human-centered design culture offers businesses an immense opportunity to get and stay ahead of the curve in this competitive landscape. At a time when design and UX is more important than ever, leadership must understand the opportunities design efficiencies present and move toward a Design-Integrated business.

To fully meet their potential and enable the organization to realize the power of Design-Integration, leaders must elevate their designers' influence. This new way of working -- where business, design, and technology are completely aligned and integrated -- leads to a repeatable, standardized, and sustainable way for employees to work together to create innovative, valuable, and profitable user experiences.

# The Next 100 Days

Becoming a Design-Integrated business takes time as there isn't always one clear path or a designated series of steps to transition to one. One approach is to make incremental movements towards an integrated model. Small, but very disruptive, steps can put organizations on the track to strategic transformation. Consider taking the three tactical steps over the next 100 days to pave the way for design integration.

## 3 Tactical Steps to Get Started Today



**Identify a set of metrics cross-functional teams can manage and share**



**Identify opportunities to establish reusable artifacts and repeatable processes in design operations**



**Identify common language, and promote a culture of human-centered design**

Starting with these activities will help shake loose old habits in practice, and will allow strategic transformation through cultural change, deeper integration of design resources into relevant functions, and a comprehensive sense of priority for investing in repeatable process, reusable artifacts, and integrated systems.

# The Future of Design and UX

In the next 5 years, we envision breakthrough transformations in the way businesses can adapt to rapid changes that impact business-to-business, business-to-consumer, and internal operations. These transformations will better facilitate communication, transactions, service delivery, customer support, and business intelligence and insights while driving a higher degree of contextual responsiveness.

The key to this transformation is the fundamental maturing and restructuring of business operations to include ResearchOps, DesignOps, DevOps, and TestOps through process, system, and artifact codification and integration. This will happen when organizations normalize their practices of gathering user, business, and technical requirements through the use of connected tools. By managing and relating user insights, design artifacts, and source component libraries into a single source of truth, cross-functional collaborators will increase efficiency, quality, and consistency across their brand, product, and service touchpoints.

By aggregating business management systems across the spectrum of activities, roles, and objects, organizations can monitor the ebb and flow of market and customer insights. Furthermore, they can leverage these insights to push through design experiments, and monitor the impact on both operational efficiency and market traction, to fully realize the business value of design.

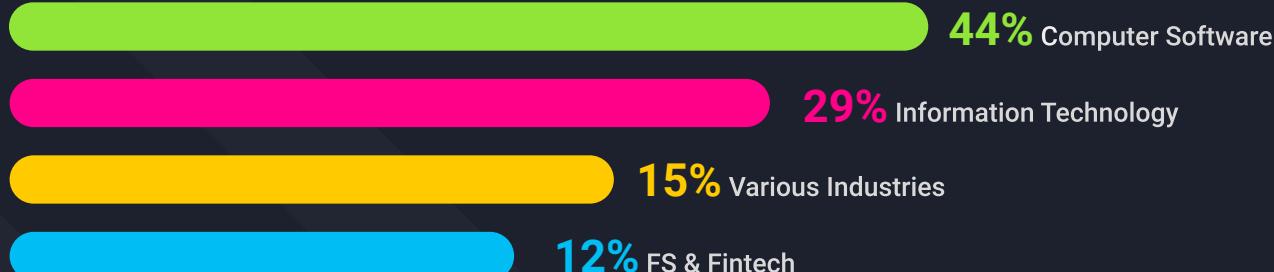
Systems development is about continuously adding value to the ecosystem of human needs. This is what companies such as Apple, Google and Amazon are doing and why they are always winning. They realize that every service and product they deliver to the market is underpinned by human needs, and the more readily they service those gaps, the more holistically and naturally they provide access points to fulfilling a total solution, for the lowest level of effort and cost to the user.

***Designing for context fulfills an organization's brand promise in the context of actual lives—that's User Experience.***

# Research Methodology & Demographics

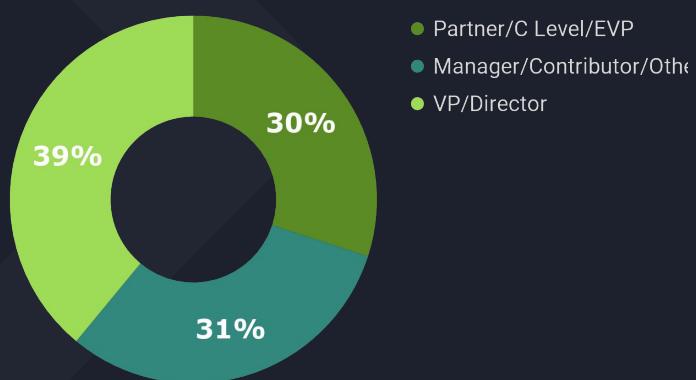
- A total of 111 online surveys collected in the U.S - across a wide range of industries
- All respondents are decision makers, influencers in design
- Majority of participants were EVP and C-level executives from a wide range of functions, including user and customer research, software engineering, and technology program management
- 10 phone interviews were conducted with leading proponents of Design-Integrated businesses to support quantitative research

## Industry Segments



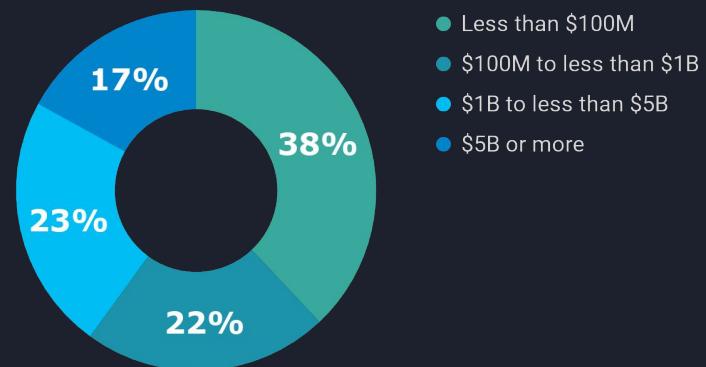
## Job Title

39% of participants were EVP and C-Level executives



## Company Revenue

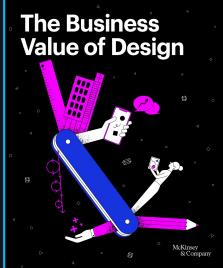
40% of companies have more than \$1 billion in revenue



## Companies Interviewed



# Further Reading



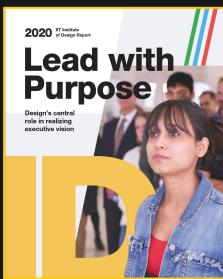
## McKinsey Quarterly article on the business value of design

McKinsey tracked the design practices of 300 public companies over a five year period and created the McKinsey Design Index (MDI) to measure performance across the four themes of good design.



## InVision design maturity study

InVision analyzed more than 2,000 companies in 24 industries to identify how design practices improve the bottom line and how companies can advance their design maturity.



## Leading with Purpose

This report from the Illinois Institute of Technology highlights how leaders can elevate the role and function of design to navigate from intent to effect.



## The Economic Effects of Design

Widely referenced in design leadership reports, this report was published in 2003 by the Danish Design Center, leading to [The Design Ladder, Four Steps to Design Use](#)

# Your authors

Limina's experts are passionate about embedding a strong practice of human-centered design that leads to defining and designing highly intuitive, interactive applications for diverse user populations. Their collaborative consulting model drives strong and successful experience design initiatives to support high-value user engagement.



**Maria Taylor,** Partner, Principal

Maria brings more than 20 years of experience working in the user experience (UX) design field. Her focus is on managing UX teams, leading requirements definition activities, designing complex systems, working with clients to embrace UX research and design best practices and building user interface design methodology. She excels at making technology useful, usable, and engaging through the application of robust UX driven techniques.

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**Jon Fukuda,** Partner, Principal

Jon has over two decades of experience in user experience (UX) strategy, design thinking and user interface design. His experience spans methodology development, project management, product definition, design and production. His skills include front end systems design & development, visual design, information visualization, and interaction modeling. He has a strong grasp of visual communication to bring complex concepts to accessible interface designs.

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# About Limina

Limina is a user experience (UX) and technical design consultancy that helps Fortune 500 companies and government agencies simplify complex human-to-computer interactions by designing more intuitive integrated digital user experiences. Limina's discovery process helps clients uncover the needs and wants of their customers, rather than create a new product or service that they think customers want.

Founded in 2003, Limina is based in Longmont, CO. Learn more at [www.limina.co](http://www.limina.co) or follow us on LinkedIn at [Limina.co](#), on Twitter [@liminaux](#), and on Instagram [@liminaux](#).