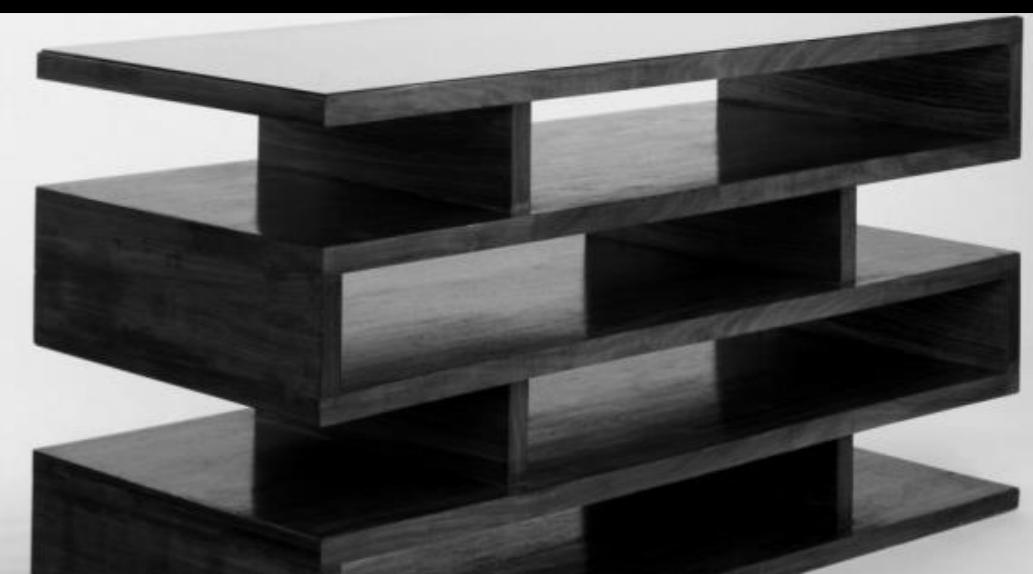


# Introduction to Design Strategy

Professor Jon Kolko

Design is in the middle of  
an enormous professional shift.

For years, design was about form giving, aesthetics, and styling.





During this period, design was a big deal  
– to designers.

As technology got cheaper,  
our world got more complicated.

Designers made things easier to use.

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# In Silicon Valley, designers emerge as rock stars

Fri, Apr 13 2012

By Gerry Shih

SAN FRANCISCO (Reuters) - Five years ago, Justin Edmund arrived at Carnegie Mellon University, a floppy-haired freshman, with artistic talent and dreams of joining a venerable design firm like IDEO or Frog. But during his sophomore year, a recruiting pitch from a Facebook employee turned his head, and prompted a detour of his ambitions.

"It didn't even occur to me that working at a tech company was something I could do," Edmund said. "I switched my trajectory completely."

So, in 2010, Edmund interned on Facebook's burgeoning design team, and, after graduation, landed a job at Pinterest. There, at just 21, he has played a central role in building the virtual scrap-booking site into one of the hottest startups on the Internet.

Edmund isn't alone. Inspired by the legacy of Steve Jobs and lured by the promise of the current tech boom, young designers are flocking to Silicon Valley, where they're shaking up a scene long dominated by engineers and programmers.

The new breed of "user experience" designers - part sketch artist, part programmer, with a dash of behavioral scientist thrown in - are some of the most sought-after employees in technology. Entry-level interactive designers at startups are commanding salaries easily topping \$80,000, almost twice the median pay for primarily print designers of about \$45,000, according to a recent survey by the American Institute of Graphic Arts.



## IN-HOUSE TALENT

Top venture capital firms, from Google Ventures to Andreessen Horowitz, are hiring in-house designers to help the young startups in their portfolios. One angel investor has even established a Designer Fund to identify startups driven by design talent.

To feed demand, new digital design programs have sprouted over the past two years, at both elite engineering universities such as Stanford, and art schools like the California College of the Arts. The School of Visual Arts in New York has seen applications for its digital design program soar by 43 percent since its inception in 2009.

Indeed, the flourishing of digital design reflects the Valley's evolution, entrepreneurs and investors say.

In the latest generation of innovation, heavily concentrated in applications for mobile devices and social networks, and relying on ever-cheaper cloud-computing services, success depends not on whiz-bang technology, but rather, on a subtle sense of how to make features useful and engaging.

The most recent example is Instagram, the slick photo-sharing app that was snapped up by Facebook earlier this week for \$1 billion. The 12-person company's founding duo includes Kevin Systrom, who majored in Management Science and Engineering at Stanford, and Mike Krieger, who describes his background as "Human-Computer Interaction and User Experience."

"There's a growing recognition that it's critical for a company's first employees to be people with great design sense," said Eric Feng, founder of Hulu and Erly, an evite- and photo-sharing company, and a former partner at venture capital firm Kleiner Perkins Caulfield and Byers. "That's true even if you look at larger companies like Google and Facebook, who have moved in that direction."

To be sure, engineers still occupy a rarefied perch at the top of the Silicon Valley hierarchy, and are the target of the fiercest recruiting battles.

## VISUAL APPEAL

But even Facebook, famous for a culture that glorifies the "hacker way," now talks of integrating "design thinking" into its products and has steadily beefed up its design studio.

From her team's brightly-colored studio in Facebook's Menlo Park offices, design chief Kate Aronowitz dispatches designers who are paired with an engineer, a product manager and sometimes a researcher to conceive new products or improve features such as user profiles or messages.

The embrace of design starts at the top with CEO Mark Zuckerberg, who has stressed the importance of building a crack design team, Aronowitz said.

In a highly competitive recruiting climate, it's not uncommon for even Facebook to encounter top design talent playing hard to get. For the toughest cases, Aronowitz plays her trump card: She asks Zuckerberg to place a personal phone call.

"When they're not returning my email, that tends to work," said Aronowitz, who herself was poached by Zuckerberg from LinkedIn in 2009. "I'm lucky to have that in my back pocket."

The spotlight fell squarely on the design team last November, when Facebook credited Nicholas Felton, one of its data-visualization experts, with conceiving the Timeline interface which has become one of Facebook's most significant overhauls in recent years.

For fledgling startups, it's even more critical to understand how design affects user behavior, said Dave McClure, an angel investor who cited the example of Mint, an online tool for managing personal finances acquired by Intuit in 2009.

Jason Putorti, the startup's designer founder, lent the Mint interface "much more warmth," which was crucial for a startup that dealt with sensitive information, McClure said. Design, he added, "made the app feel trustworthy, comforting, functional."

Last year, McClure put down money to create the Designer Fund, a program that identifies entrepreneurs with strong design backgrounds and offers seed money and mentoring from experienced founders like Putorti and Chad Hurley, of YouTube. The fund, headed by Enrique Allen, a 25-year old graduate of Stanford's design school, has partnered with more established venture investment firms like Khosla Ventures, Andreessen Horowitz and Kleiner Perkins.

"We're reshaping a lot of how you build a company," McClure said. But, he added, "there's still a resource and talent shortage" for interaction designers.

## SCOUTING FOR ARTISTS

Finding exceptional design talent, though, is not a simple matter. Last year, Kelvin Wang, the co-founder of Ridejoy, a service that arranges carpools, said he spent several "incredibly hard" months recruiting an interaction designer.

Dirk Cleveland of Riviera Partners, a Silicon Valley headhunting firm, said startups have trouble finding a design "unicorn" - the rare designer with the interactive digital skills that many app startups require.

"It's literally the toughest position to fill right now," Cleveland said. "That equation of supply and demand is out of balance. Engineering education has progressed, and startups have learned to do more with limited resources, but I don't think that's the case for design."

Even though he sifted through 150 resumes, Wang said, "There are so many startups and so many tech companies that are snapping them up. It's slightly ridiculous."

Ridejoy interviewed candidates from Toronto, New York and the Midwest, and ultimately hired a Parsons School of Design graduate living in Omaha.

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Design was also at the heart of the  
“innovation” conversation.

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**FINDING THE BEST**  
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# BusinessWeek

MAY 17, 2004

[www.businessweek.com](http://www.businessweek.com)

## THE POWER OF DESIGN



A tiny firm called **IDEO** redefined good design by creating experiences, not just products. Now it's changing the way companies innovate.

BY BRUCE NUSSBAUM



CEO Tim Brown (left)  
Founder David Kelley

COVER PHOTOGRAPHY  
BY TIMOTHY ARCHIBALD

ac4d

**CONSUMER RAGE** (P.32) | **ANXIETY AT BOEING** (P.38) | **GOLF GIFTS FOR DAD** (P.72)

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# BusinessWeek

JUNE 19, 2006

[www.businessweek.com](http://www.businessweek.com)

In this issue:  
Introducing our  
innovation and  
design quarterly



## Innovation Champions

The new breed of  
managers and their  
radical cultures of  
creativity

June 2006  
BusinessWeek

SOPHIE'S MARIELE MAIER

*Innovation* gave us a seat  
at the big-kids table.

**PRINT AND DIGITAL  
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# Design infiltrates the boardroom with the emergence of the 'CDO'

IDEAS BANK / 16 MAY 12 / by GUEST AUTHOR 

*This is a guest post by Mark Curtis, Chief Client Officer at service design agency Fjord*

Design is finally having its day. For the past few decades, design was seen as an afterthought, lumped together with marketing. Yet this is about to change. Just as the 1970s brought on the advent of the role of Chief Marketing Officer, the Chief Design Officer is an emerging role that is gaining quick entry into the C-suite.

The Chief Marketing Officer (CMO) role was introduced as a response to the public's positive reactions to branding, advertising, and (therefore) marketing. I believe we are witnessing a similar shift now, as a generation that has always been immersed in powerful marketing moves to social media and a greater appreciation for aesthetics and design.



**PRINT AND DIGITAL  
ON SALE NOW****WIRED**

# Design infiltrates the boardroom with the emergence of the CDO

“The CDO is vital in helping companies take the lead to understand customers, define products and services, and to help build marketing and innovation into services...”

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Now, design-as-innovation is recognized  
as a driver of economic growth  
and policy success.



# A Strategy for American Innovation: Securing Our Economic Growth and Prosperity

[Home](#) | [Executive Summary](#) | [Introduction](#) | [Invest in Building Blocks](#) | [Market-Based Innovation](#) | [Catalyze Breakthroughs](#) | [Appendix A](#) | [Appendix B](#) | [Appendix C](#)

- [Comment on the American Strategy for Innovation.](#)

America's future economic growth and international competitiveness depend on our capacity to innovate. We can create the jobs and industries of the future by doing what America does best – investing in the creativity and imagination of our people. To win the future, we must out-innovate, out-educate, and out-build the rest of the world. We also must take responsibility for our deficit, by investing in what makes America stronger, cutting what doesn't, and reforming how our government operates so it focuses on promoting our economic growth and preparing for the challenges of a new century.

President Obama's *Strategy for American Innovation* seeks to harness the inherent ingenuity of the American people to ensure that our economic growth is rapid, broad-based, and sustained. Innovation-based economic growth will bring greater income, higher quality jobs, and improved health and quality of life to all U.S. citizens. The *Strategy for American Innovation* provides a multifaceted, commonsense, and sustained approach to ensuring America's future prosperity.

This document updates the *Innovation Strategy* issued in September 2009, detailing how the Administration, the American people, and American businesses can work together to strengthen our long-run economic growth. It begins by outlining the essential role of innovation in our past and future prosperity; the central principles of the



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Advanced



You are here: Home &gt; Introduction &gt; Policy Goals and Guiding Princ... &gt; "Technology and Innovation dri..."



## "Technology and Innovation driven" Industrial Development Policy

«Go Back

In response to the rise of the knowledge economy, the MOEA will devote its efforts to the promotion of a technology and innovation driven industrial development policy to secure Taiwan's competitive position in the new century and lay a stable foundation for the country's industrial growth.



### **1. Taiwan's world-leading position in technology and innovation.**

In its most recent report, the World Economic Forum (WEF) ranked Taiwan fourth globally in terms of growth competitiveness, second on the technology index and the innovation index, underscoring the strength of Taiwan's innovative R&D.

### **2. Taiwan spends 3% of GDP on R&D, providing a strong support for industrial growth.**

In order to develop Taiwan as the most attractive base for innovative R&D in Asia, the government aims to increase R&D spending to 3% of GDP by 2006, putting Taiwan on par with developed countries. In 2004, the government implemented the Advanced Technology Programs with an aim to boost R&D spending by nearly 11% over the 2003 level, thereby helping Taiwan to strengthen innovative and forward-looking R&D and industrial results.

### **3. The "Two-Trillion and Twin-Star Industries" solidify Taiwan's leading position in hi-tech industry.**

The MOEA designates semiconductor industry and color-image display industry as the "Two-Trillion" industries; digital content industry

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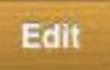
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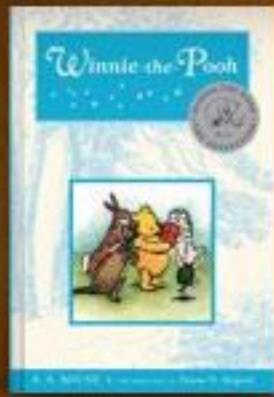
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## Chapter 4

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**S**PEAKING WITH ALL due respect, I must confess that nothing could have prepared me for the reception I received here. "I am a pirate," I said. His voice was hoarse and cracked, and he cursed the gods for sending him with this crew. "There would obviously be no place for me in his Colony," Almont said. "I have heard that any man here is welcome to stay. That is the law of the land."

"In the capital of the Free World," Hackley said, "there is no semblance of law or order. At least, some men still live here. Many more have died."

"James," he said, "you will be seen at the gallows of High Justice when the truth of the matter comes out." Even now a pirate may be found hanging from a gibbet. "I disembarked earlier, you might have known," he sighed again. "Sit down," he said, "and let me confirm yourself in my judgment as to whether or not you already appear to be."

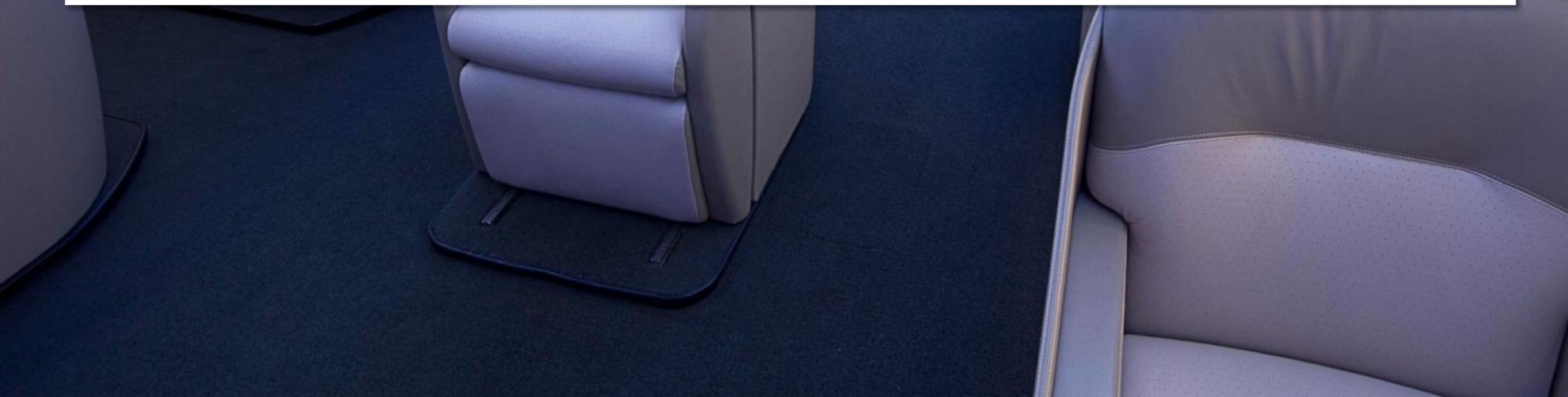
Eliza was obviously unaccustomed to such displays of affection. She quickly moved over to the chair next to his wife. She reached out and took his hand reassuringly: a heartfelt gesture from one of the few decent people she had ever met.

.....

25 of 30 3 pages left in this chapter



IDSA2011 Best In Show!





June 22, 2011 16:15 ET

## The NaturallyCurly Network Captures \$1.2 Million in Additional Angel Investments

**Social Media Company Currently Engages 1 Million Monthly Consumers, and Plans to Invest in Talent, Infrastructure, New Mobile Platform and Applications, and Community Expansion**

"The leading social network for people with wavy, curly, and kinky hair..."

announcements, new mobile applications, and marketing initiatives to expand community reach and engagement.

With its most recent round in funding completed, the Austin, TX-based social media company has raised approximately \$2 million in total during the past four years, and achieved a profitable and cash-flow-positive year in 2010, according to NaturallyCurly CEO Crista Bailey.

"Our latest round is a testament to the business team's performance -- we've consistently grown revenues and visits, in triple-digit percentages, over the most recent years while achieving profitability," Bailey said. "Our passion and vision, and the counsel we receive directly from our angel investors, is reflected in what we've achieved. Among our angels are

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# StartupGazette

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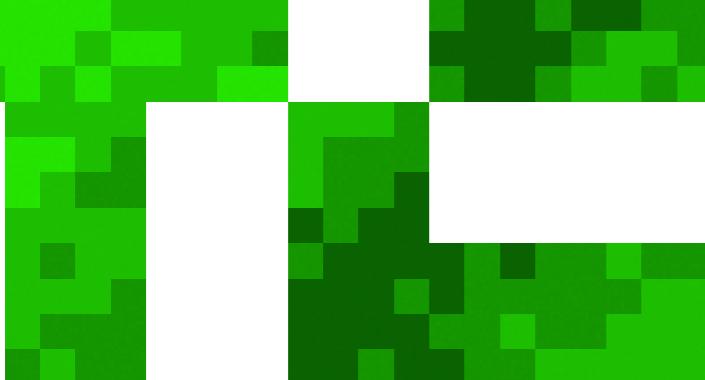
Press Release - Only \$73.22

## NYC-based Kohort raised \$3M seed funding for its social media startup

"Kohort allows for hierarchical groups, so groups can have as many subgroups as a user would like."

round was led by **IA Ventures**, and backed others investors including High Peaks Venture Partners, Contour Venture Partners, and angel group Anduin Ventures.

IA Venture is famous for investments in early-stage companies that focus in developing high-tech tools and technologies for data mining and data cleansing. It has invested in many such companies; **PlaceIQ**, **ThinkNear**, **SavingStar**, and **MetaMarkets**, to mention a few.



T-Mobile

\$49.99  
Two Lines  
each per mo.Unlimit  
data, talk, &  
Includes up to 2 GB of high-[HOT TOPICS](#) [EDITOR'S PICKS](#) [APPLE](#) [FACEBOOK](#) [ANDROID](#) [FACEBOOK IPO](#)

# Color Looks To Reinvent Social Interaction With Its Mobile Photo App

GOT A

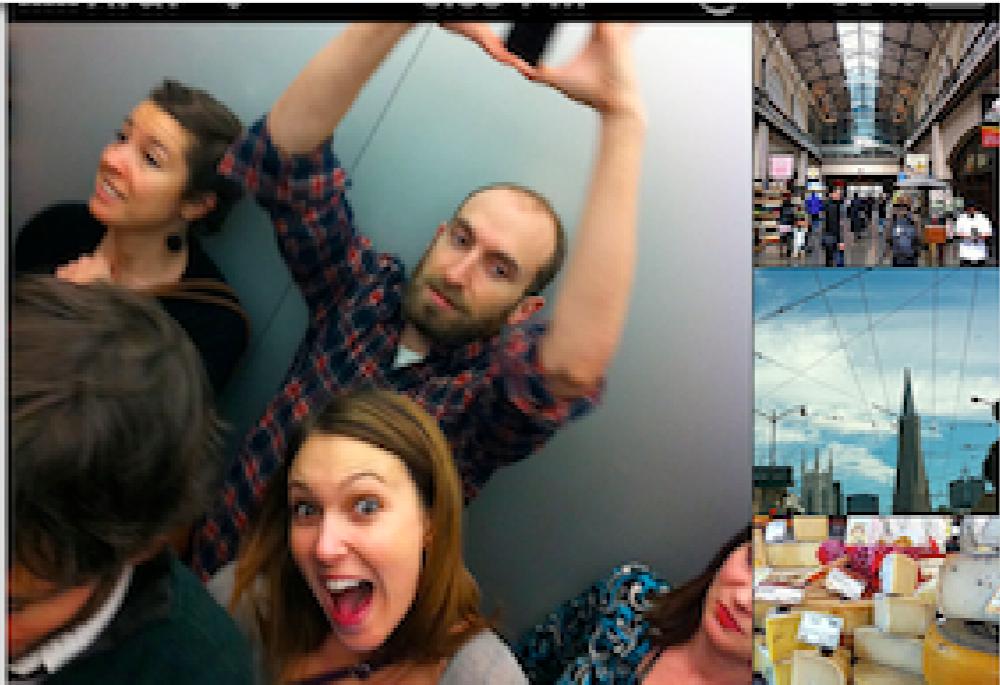


“Broadcast live from your phone to Facebook.”

and Silicon Valley Bank. Pre-launch.

That's how much a brand new startup called Color has to work with. Your eyebrows should already be raised, and here's something to keep them fixed there: this is the most money Sequoia has ever invested in a pre-launch startup. Or, as the Color team put it, “That's more than they gave Google.”

But the founding team goes a long way toward



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TRENDIN

We're really good at designing products.  
We're really bad at picking what to  
design.



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Sometimes when nature calls, you may not be in the most convenient place to answer.

With Have2P, you can use your iPhone, iPod touch, or Android phone to quickly find listings of nearby spots that have restrooms. And Version 2 makes it easier than ever!

- Automatically detects your current location to find restrooms in the local area
- Scan helpful tips noted by others, like whether the restroom is for patrons only, if it has a changing table, and how clean it is
- An urgency detector senses when you (and the phone) are shaking and starts a fresh search for nearby restrooms
- Use restroom ratings for when you actually have a choice
- See restrooms on a map
- Add new restrooms to share with others
- Find other places nearby with expanded search capabilities
- Avoid businesses that have been flagged for having no public restrooms – saving you precious time

See what people are saying about Have2P:

- Selected as New York Times APP OF THE WEEK
- Featured on Gizmodo
- Reviewed by BuyMeAniPhone.com



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FREE

**Restroom/bathroom/toilet ...**

Lifestyle

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FREE

**Have2P**

Lifestyle

Updated Oct 22, 2010

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★★★★★ 187 Ratings

**Bestroom**

Lifestyle

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**Toilet Finder!**

Lifestyle

Released Oct 21, 2011

\$0.99

**iToiletFinder**

Navigation

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★★★★★ 9 Ratings

+ indicates an app designed for both iPhone and iPad

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We work on some really stupid stuff.

Design lives in a context of traditional,  
outdated business ideas:

market-driven vision

Design lives in a context of traditional,  
outdated business ideas:

responsive “competitive” roadmaps

Design lives in a context of traditional,  
outdated business ideas:  
requirements

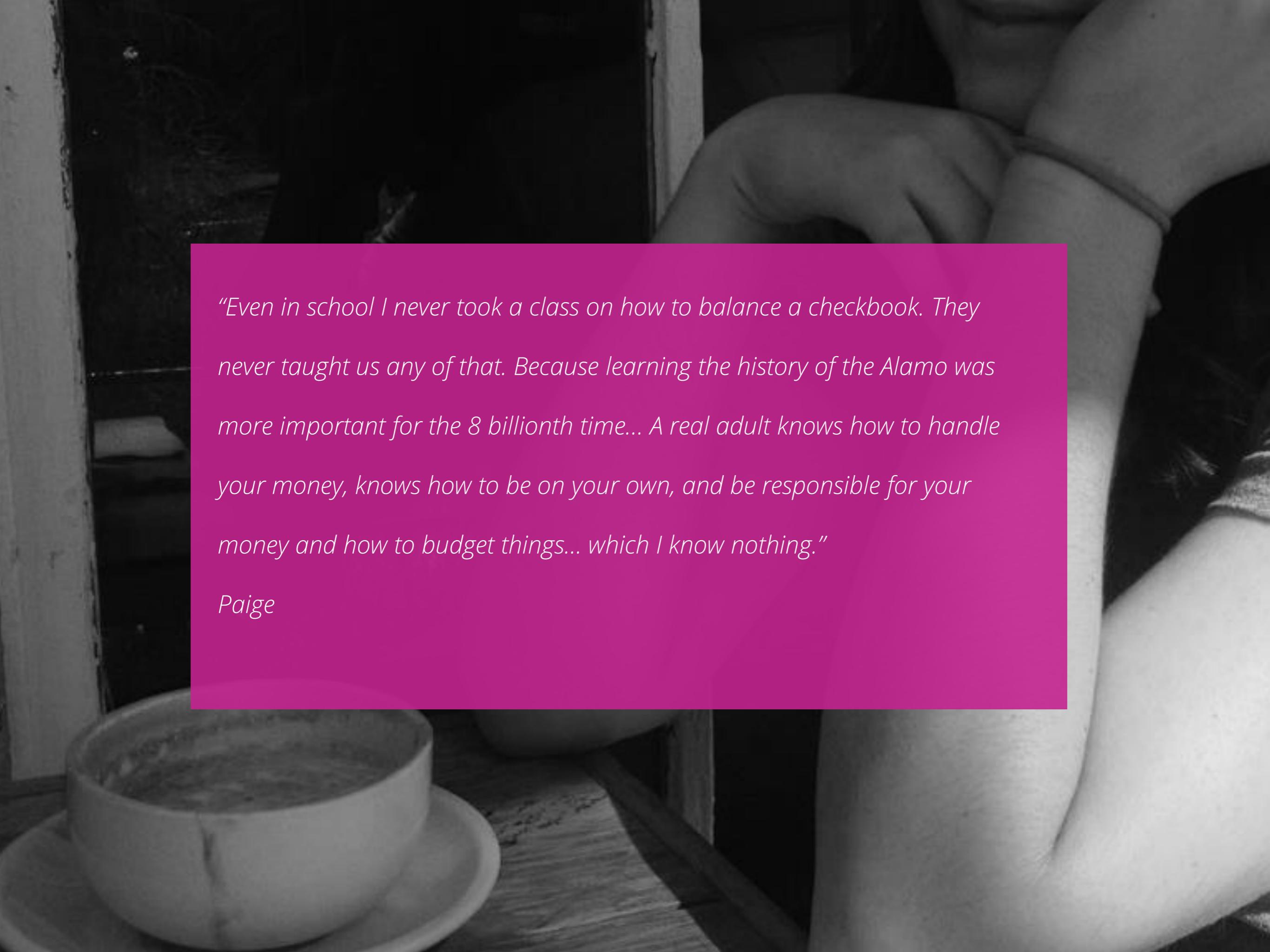
We need a new way to think about  
designing products.

1



*debt*

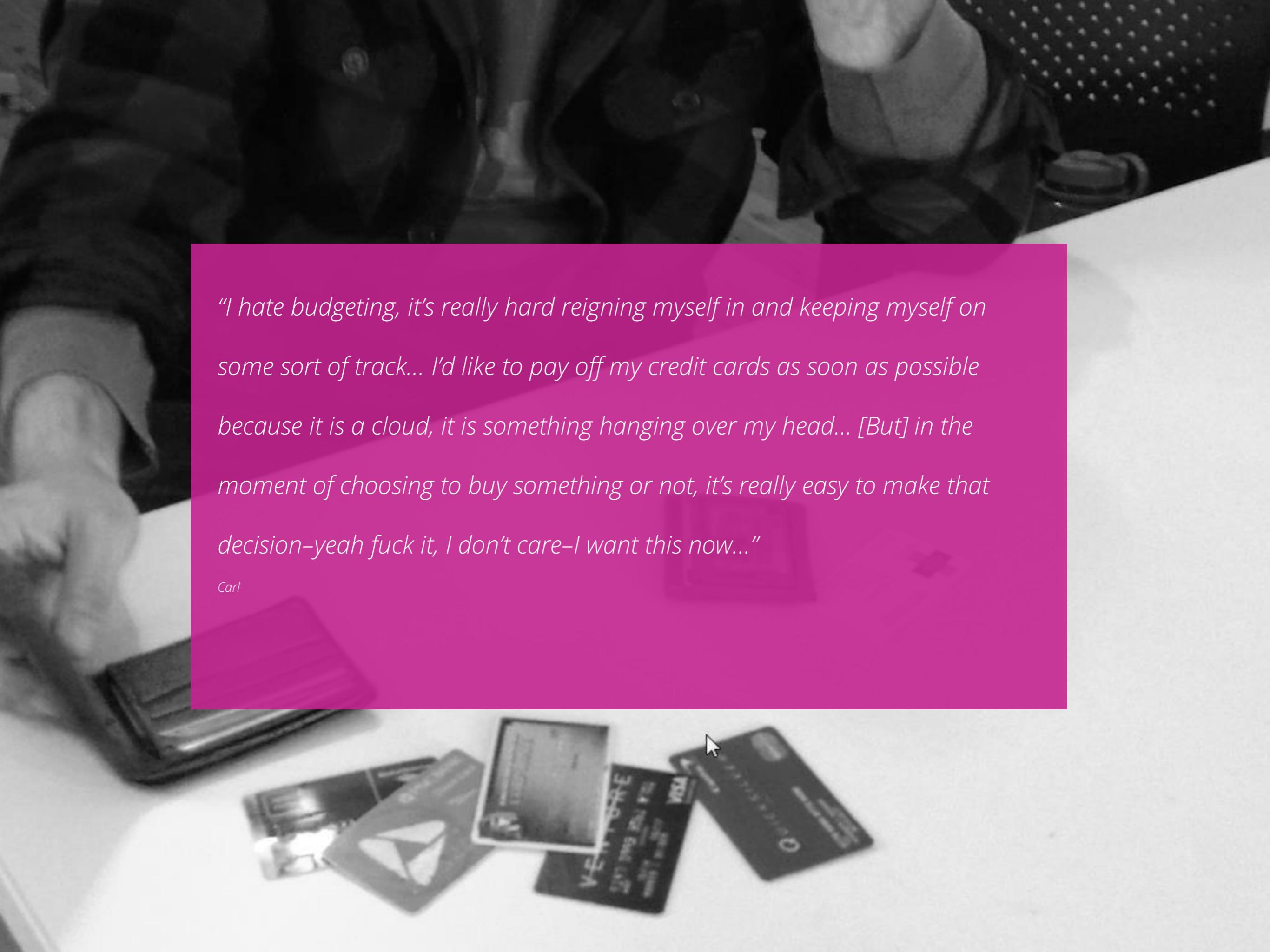




*"Even in school I never took a class on how to balance a checkbook. They never taught us any of that. Because learning the history of the Alamo was more important for the 8 billionth time... A real adult knows how to handle your money, knows how to be on your own, and be responsible for your money and how to budget things... which I know nothing."*

*Paige*





*"I hate budgeting, it's really hard reigning myself in and keeping myself on some sort of track... I'd like to pay off my credit cards as soon as possible because it is a cloud, it is something hanging over my head... [But] in the moment of choosing to buy something or not, it's really easy to make that decision–yeah fuck it, I don't care–I want this now..."*

*Carl*

*Observation*

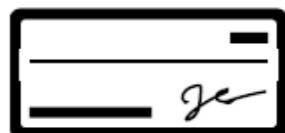
*Immediate gratification, delayed anxiety.*

*Insight*

*There is no satisfaction in future benefits.  
We need to feel immediate value to be satisfied.*

# SUMMIT

Pay it down while you live it up.



Checking



Credit Card

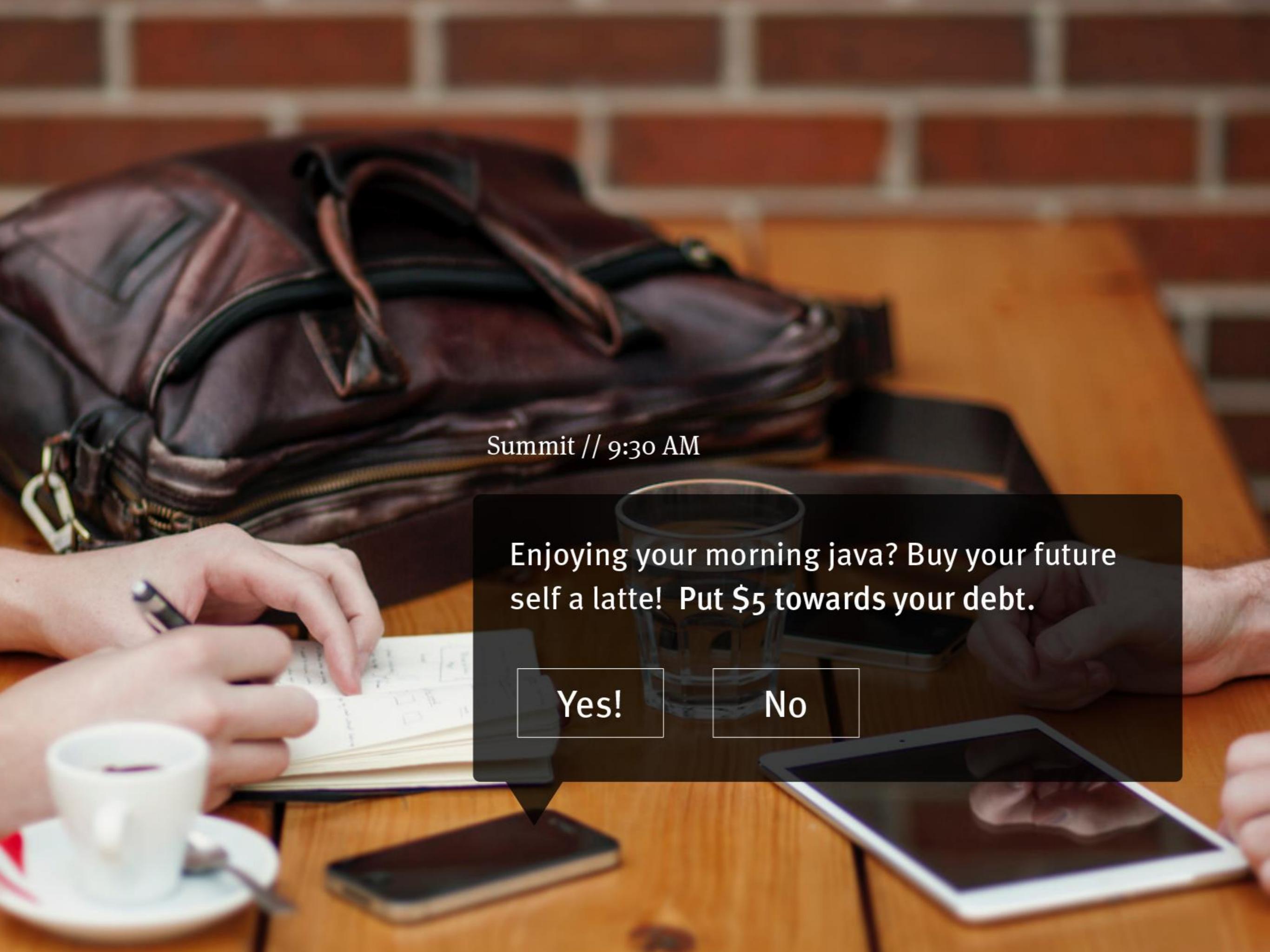


Day-to-day Life



Notification





Summit // 9:30 AM

Enjoying your morning java? Buy your future self a latte! Put \$5 towards your debt.

Yes!

No

7 PEOPLE, 4 WEEKS, 124 MESSAGES



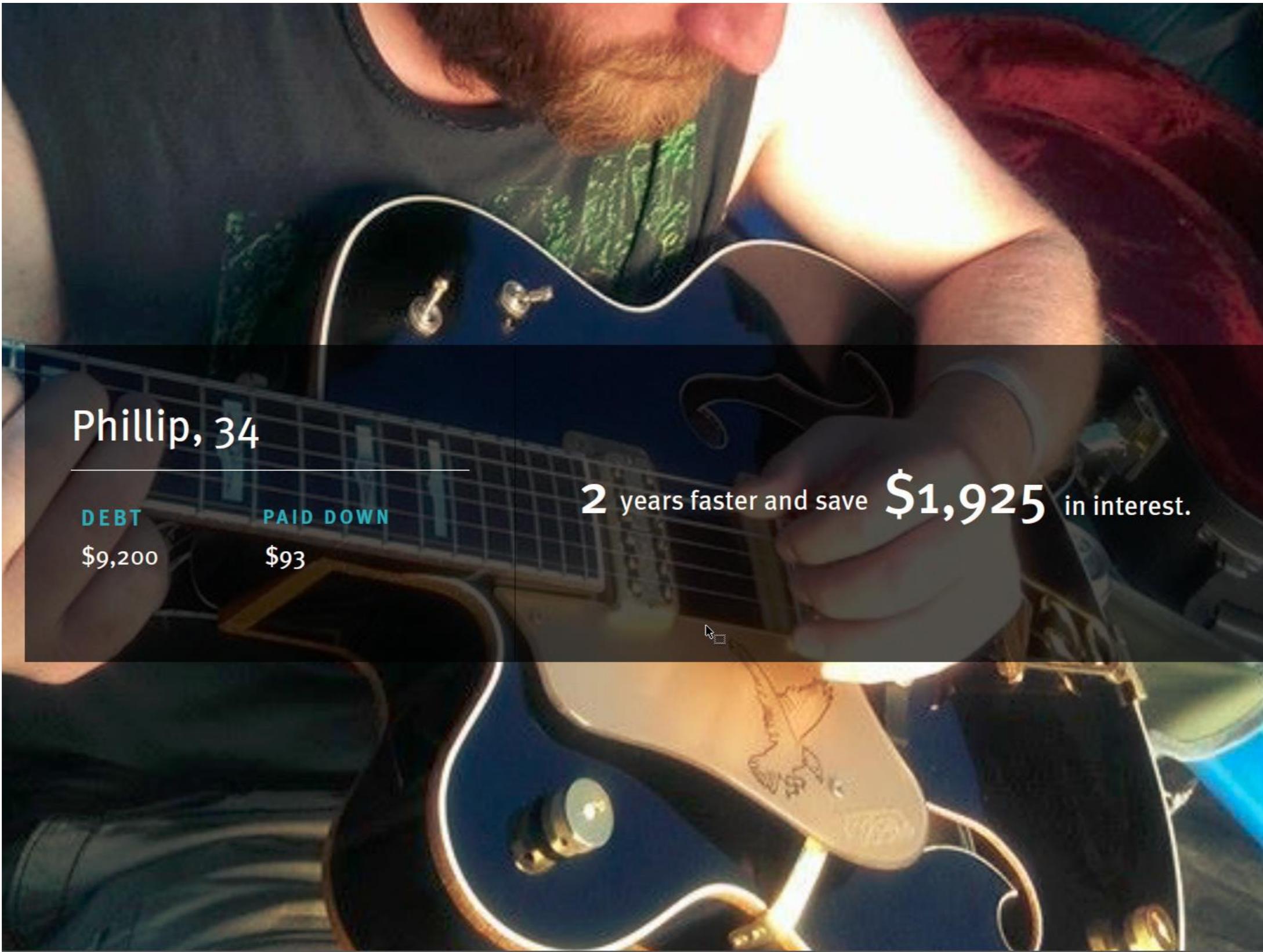
INTERVIEW



MESSAGES



INTERVIEW



Phillip, 34

DEBT

\$9,200

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2 years faster and save **\$1,925** in interest.

*Value*

*We will reduce the anxiety  
caused by debt in the lives of young adults,  
and empower them to change their behavior  
and achieve a better financial future.*

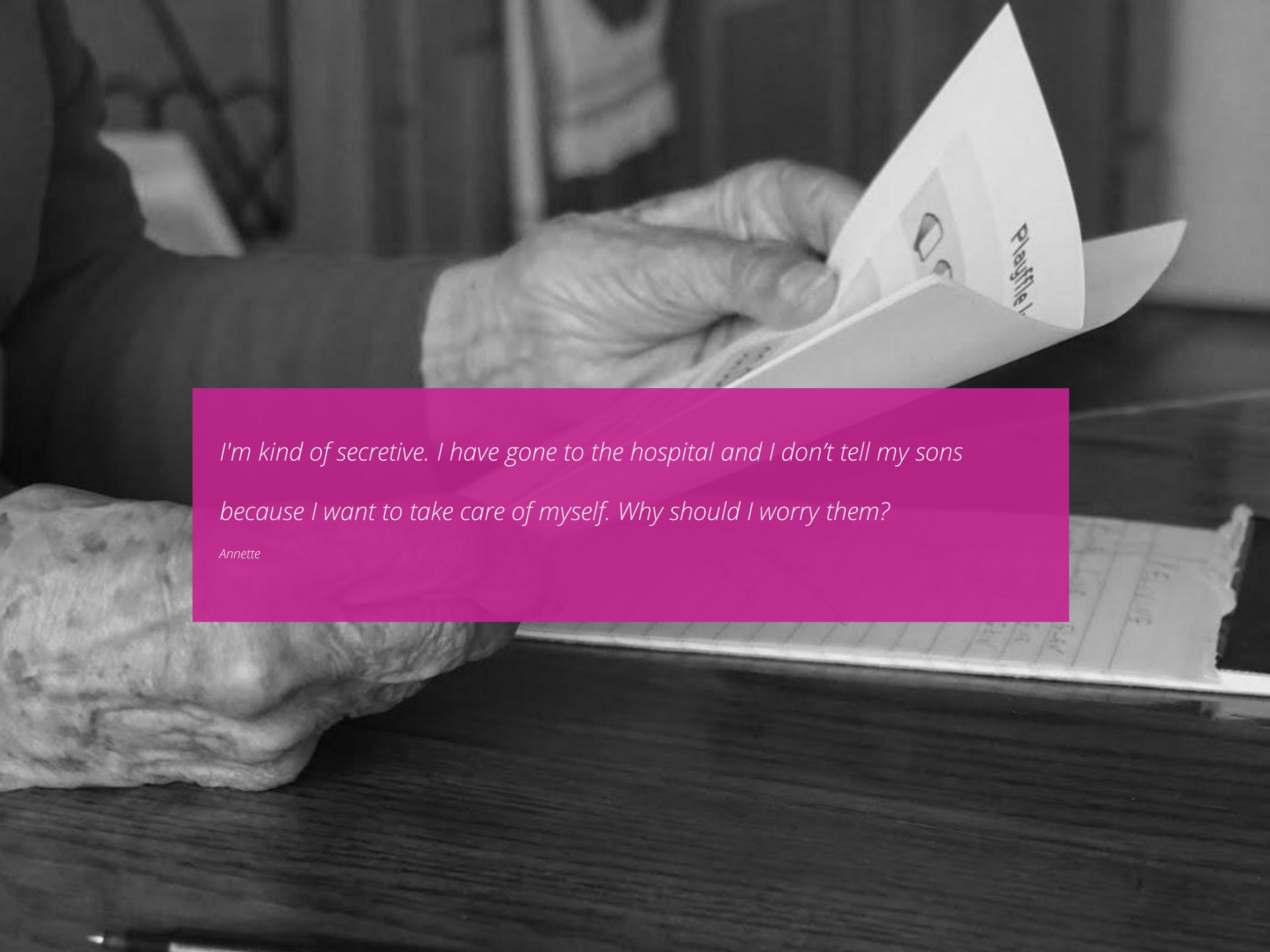
2



*aging*

Playfile

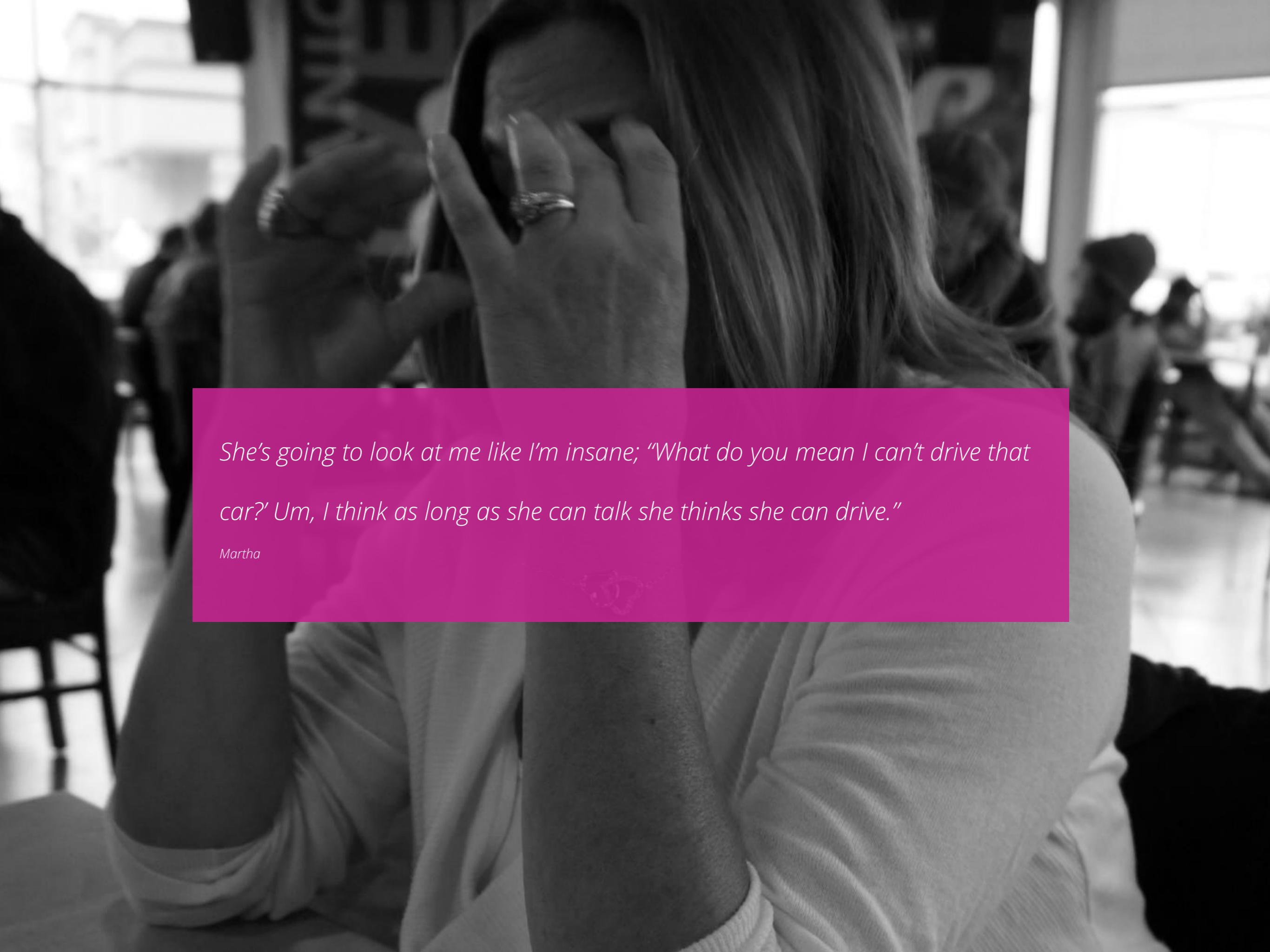
1924 1925  
1926 1927  
1928 1929



*I'm kind of secretive. I have gone to the hospital and I don't tell my sons because I want to take care of myself. Why should I worry them?*

*Annette*





*She's going to look at me like I'm insane; "What do you mean I can't drive that car?" Um, I think as long as she can talk she thinks she can drive."*

*Martha*

*Observation*

*A conflict of interests over aging.*

## *Insight*

*Elderly individuals fear asking for help because taking others' time and resources will result in being robbed of their own independence.*

TRUE  
STORY

TELL ME ABOUT  
A TIME YOU  
TRIED A

TELL ME ABOUT  
A TIME YOU  
MADE FRIENDS  
WITH AN  
ANIMAL.

TELL ME ABOUT  
A TIME YOU

TELL ME ABOUT  
A TIME YOU

T  
ELL ME ABOUT  
A TIME YOU  
WERE PULLED  
OVER BY THE  
POLICE.

*Value*

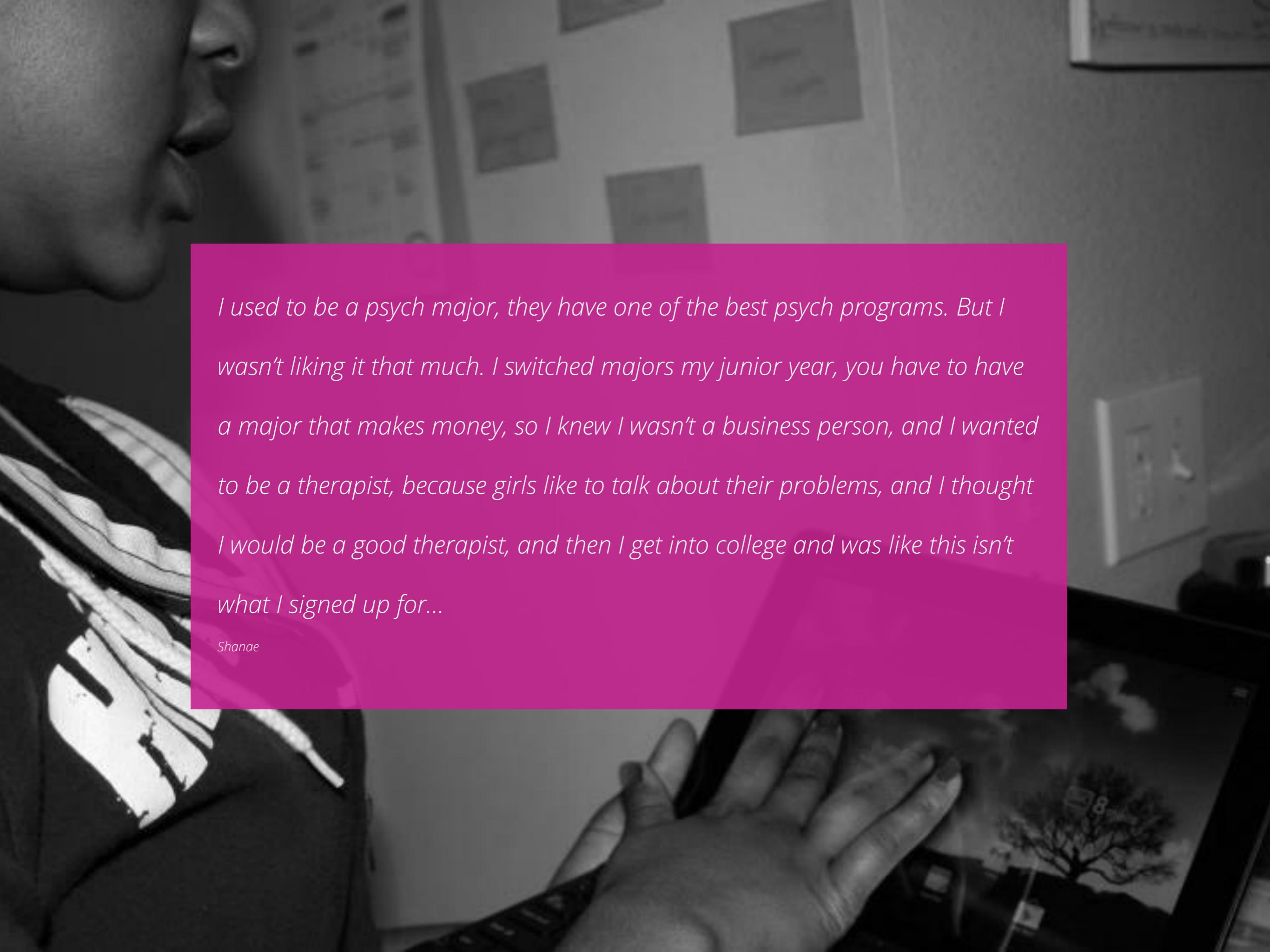
*We will create a safe space for open discussion of aging-related topics.*

3

**Blackboard**

*decision making*





*I used to be a psych major, they have one of the best psych programs. But I wasn't liking it that much. I switched majors my junior year, you have to have a major that makes money, so I knew I wasn't a business person, and I wanted to be a therapist, because girls like to talk about their problems, and I thought I would be a good therapist, and then I get into college and was like this isn't what I signed up for...*

*Shanae*





*I started off in engineering, but it was too difficult, I kind of searched around sophomore year for another major and took a class in economics and I liked it, so I switched. So I'll graduate, and hopefully find a job and then probably keep that job for like 2 or 3 years. I've got a friend of my mom who has been mentoring me. He's like an entrepreneurial dude—he helps me figure out how to go about doing stuff, in like searching for a job.*

*Jacob*



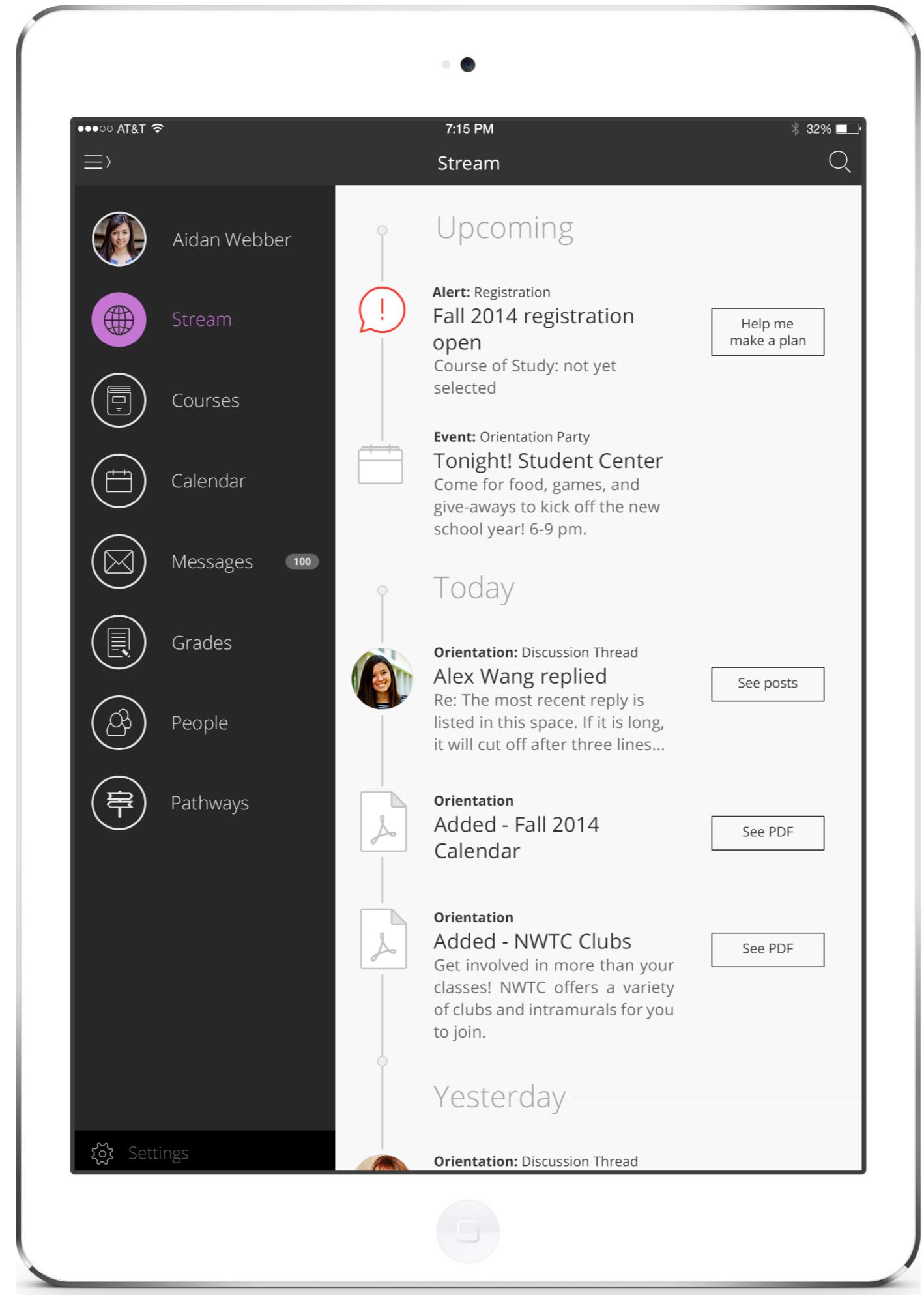
*After graduation, I'll get a job or get into graduate school. If I want to stick with psychology, I'll get a masters degree in it so I can become a certified psychologist, or I might stick to the original plan and go to law school. After I make the decision, pretty much the rest of life happens after that. You know, be a lawyer, finish school and make sure you make enough money to support yourself and do fun things. And then you just get old.*

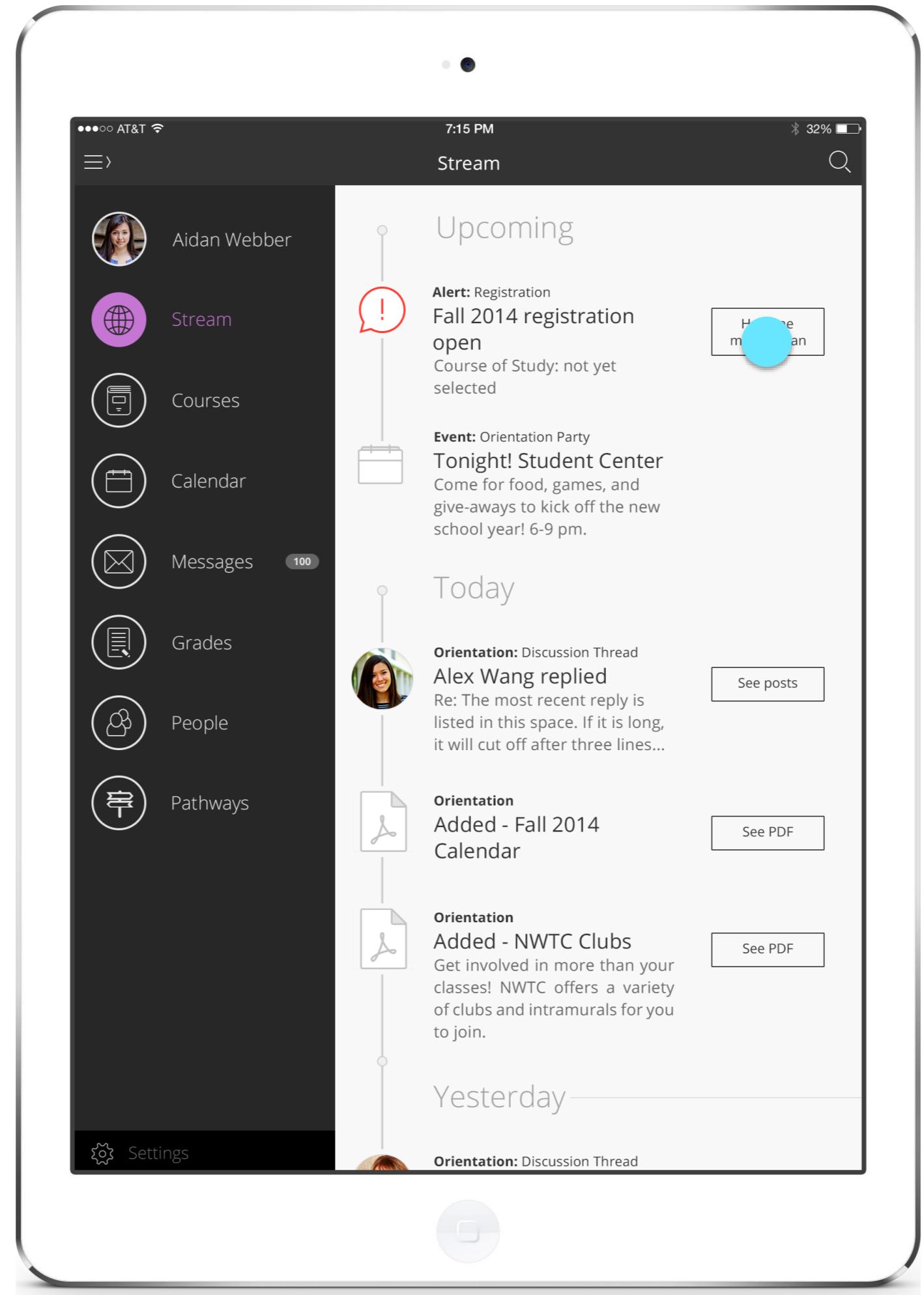
*Desiree*

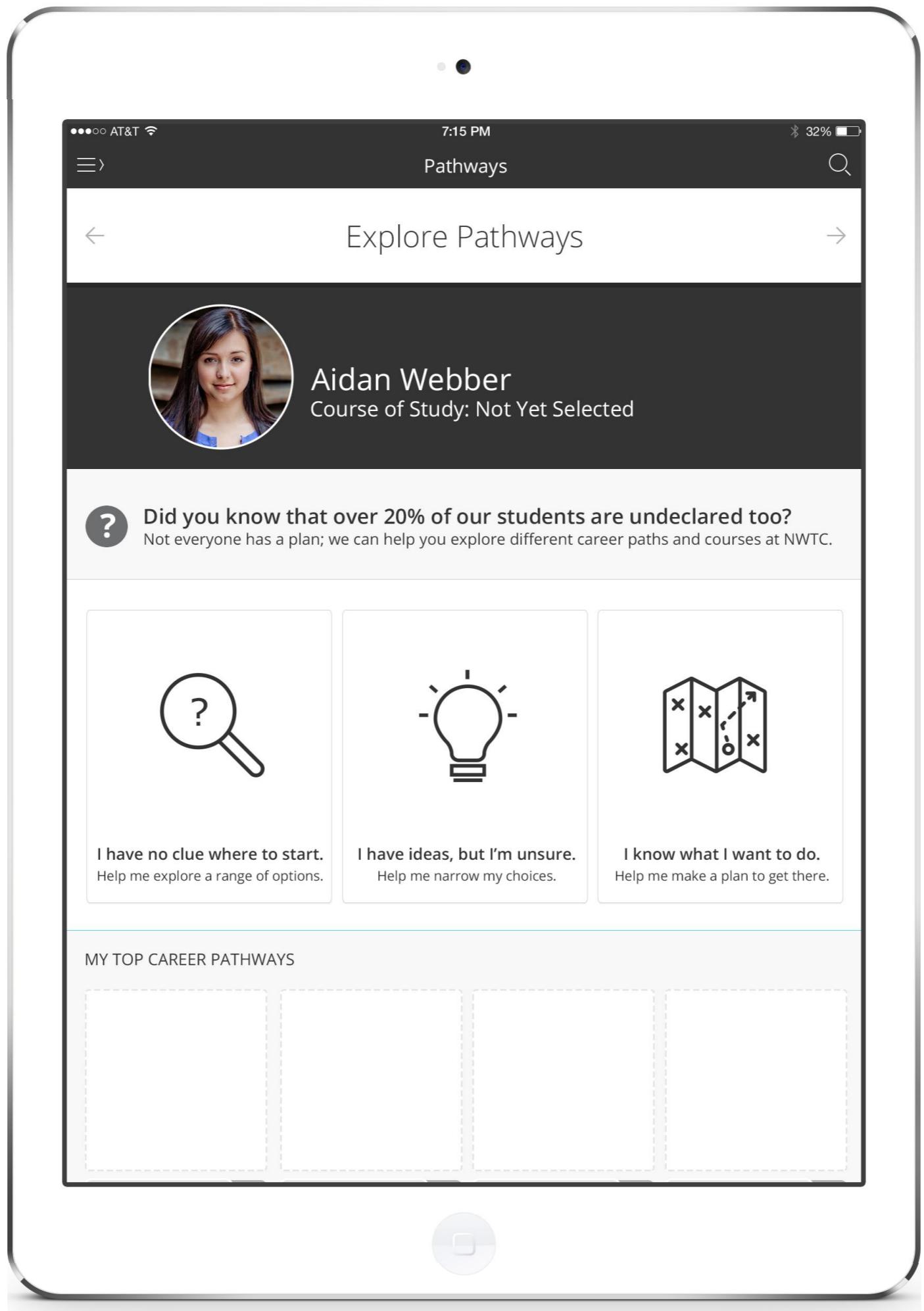
*Observation*  
*Students don't know.*

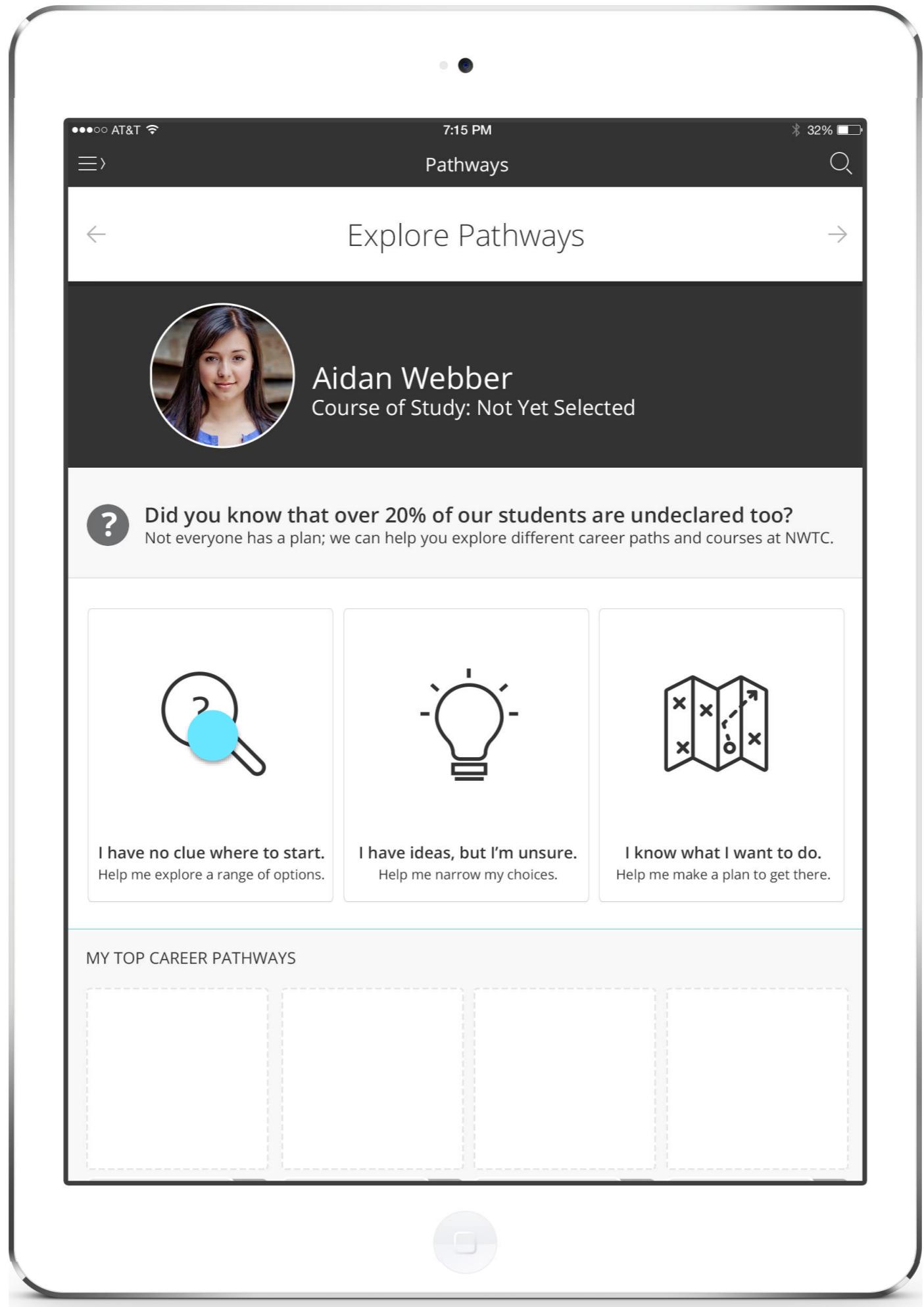
### *Insight*

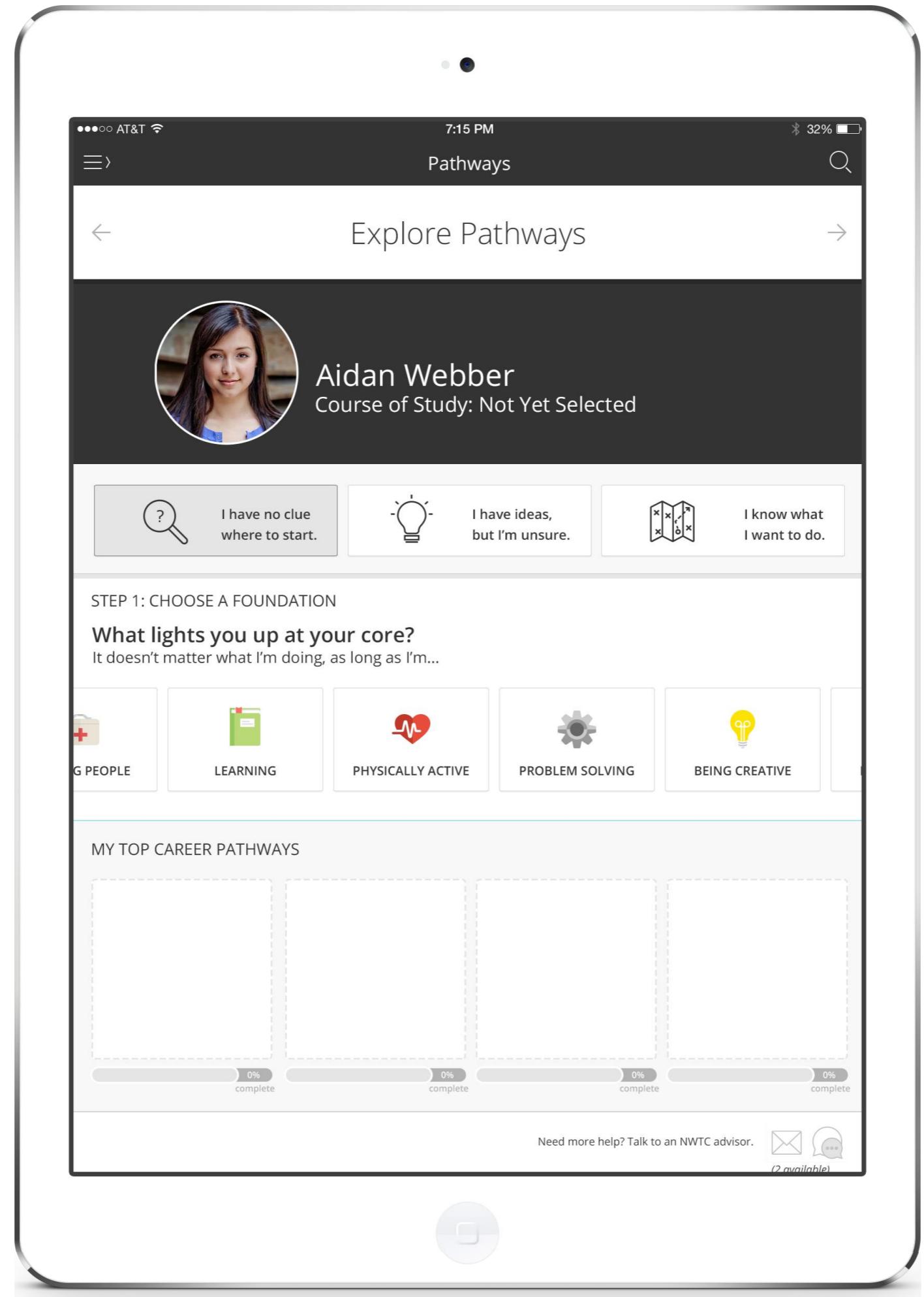
*Students feel that college determines the “rest of your life,” and describe pressure and an urgency to constantly push forward.*

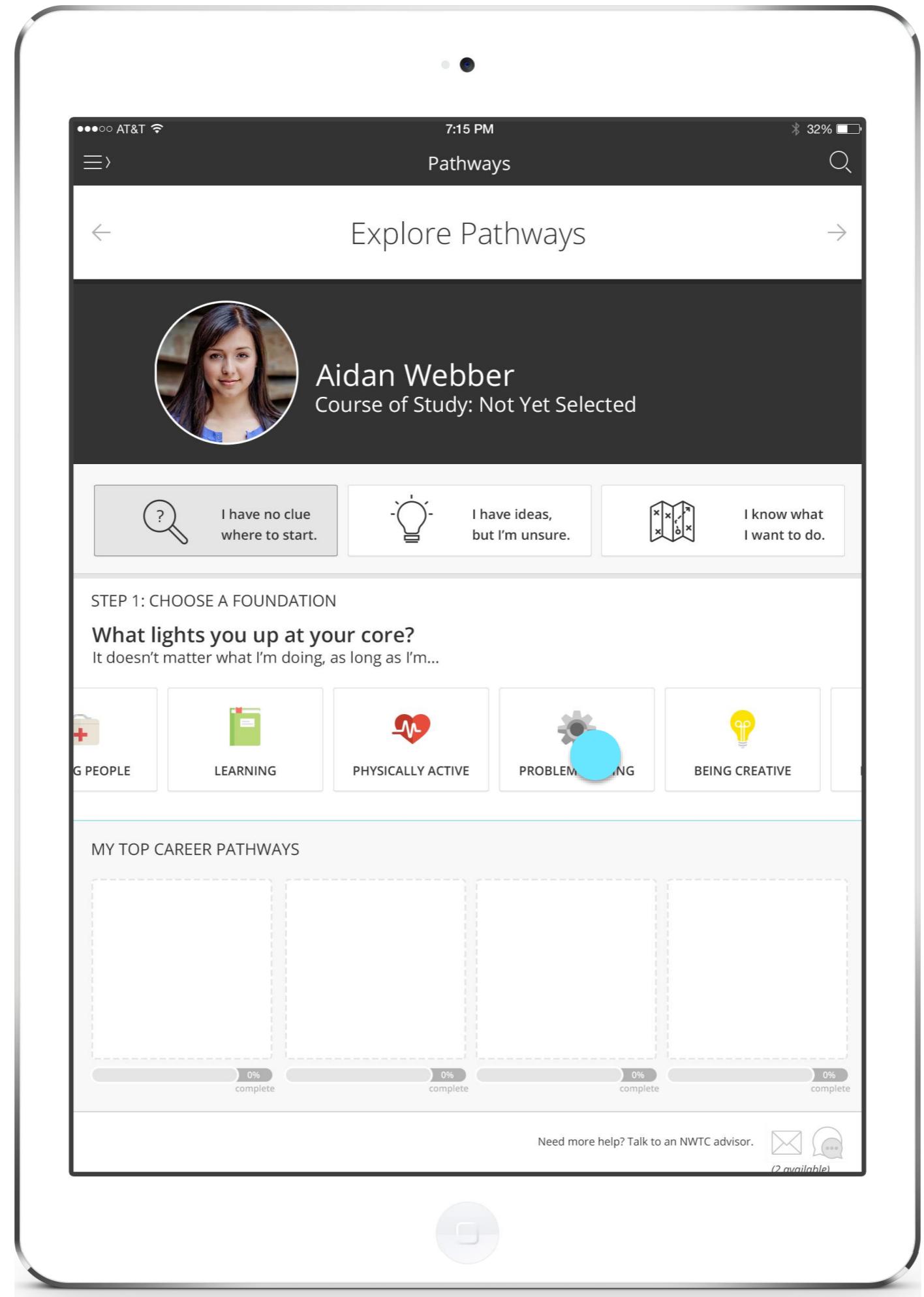


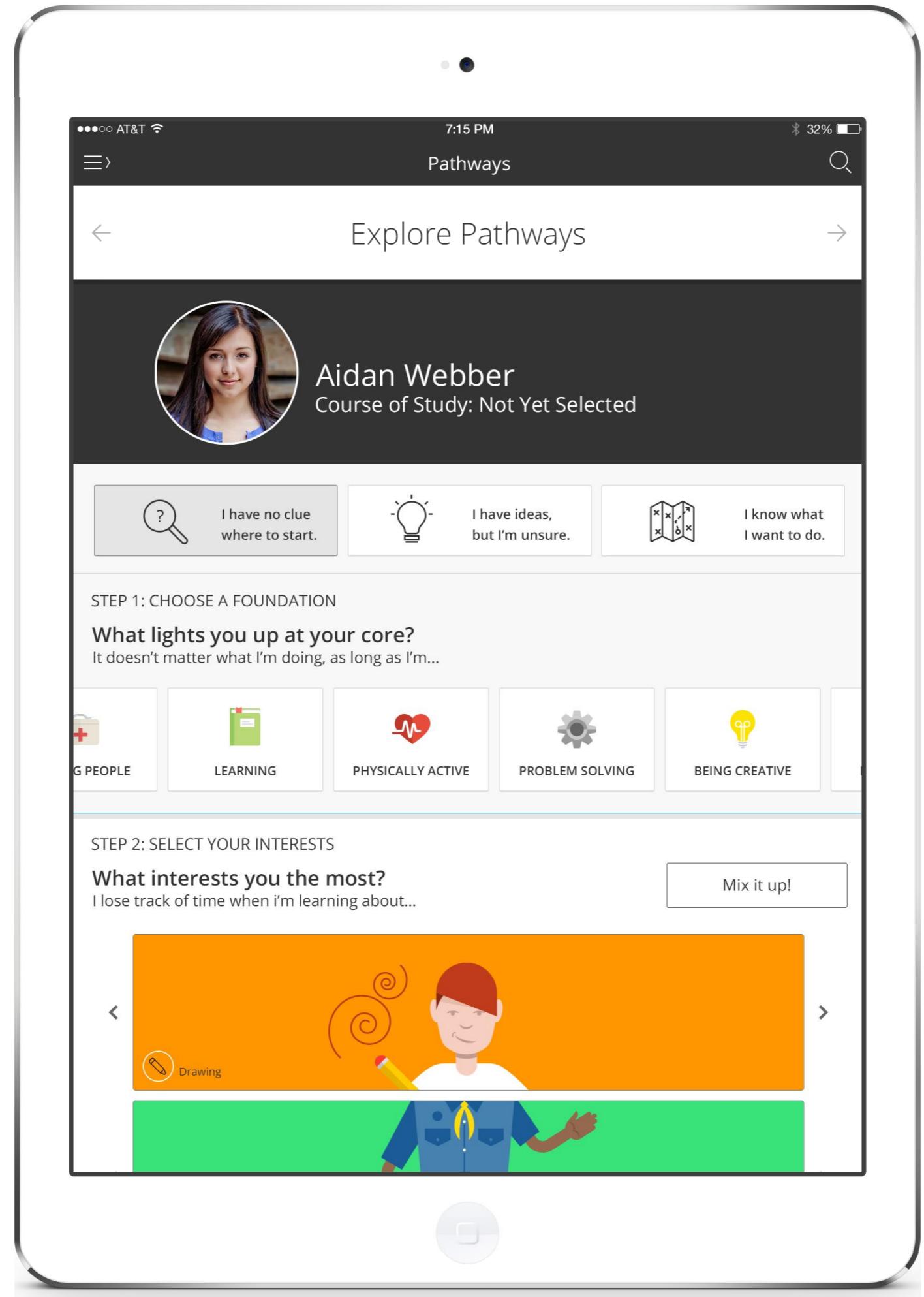


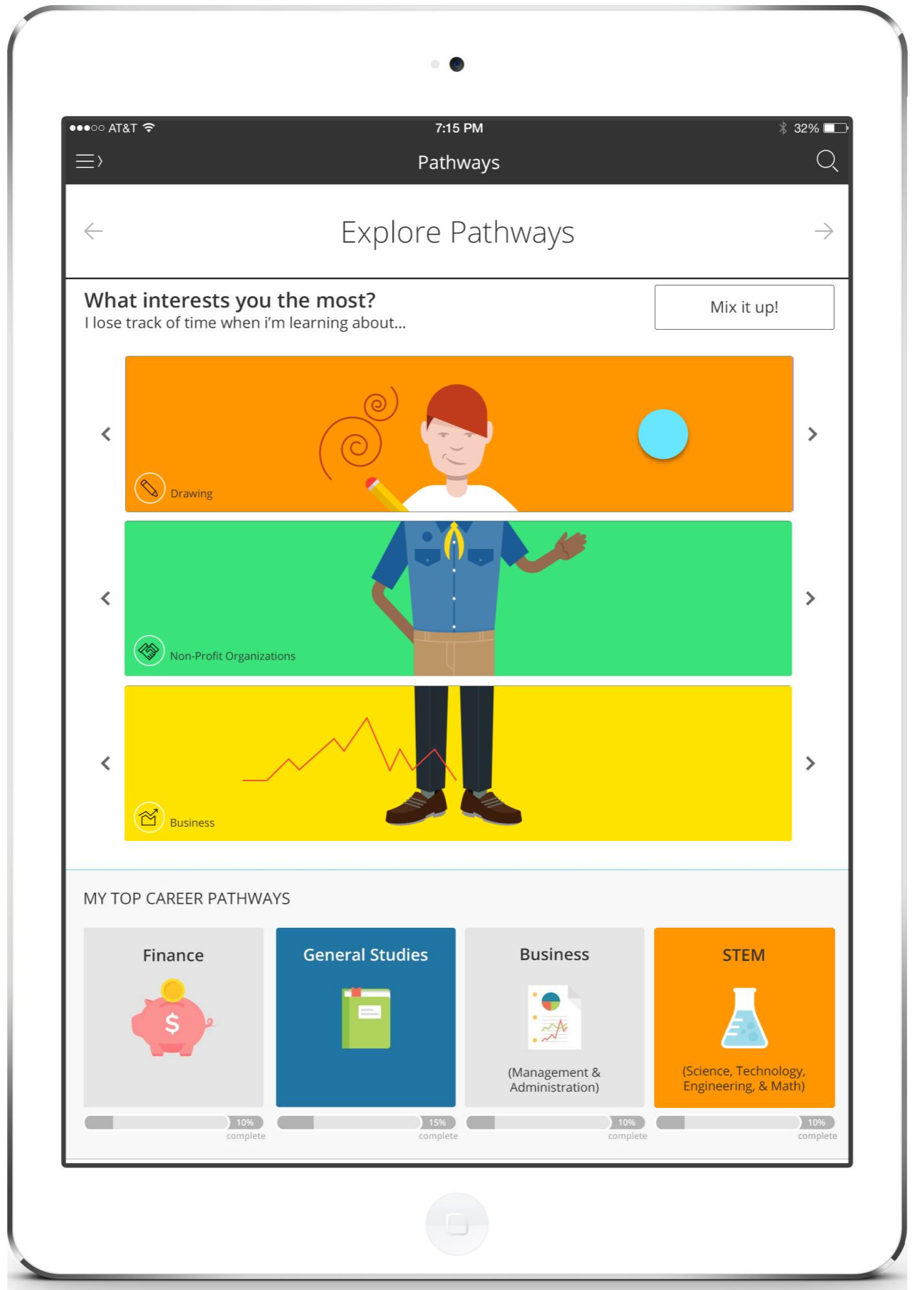


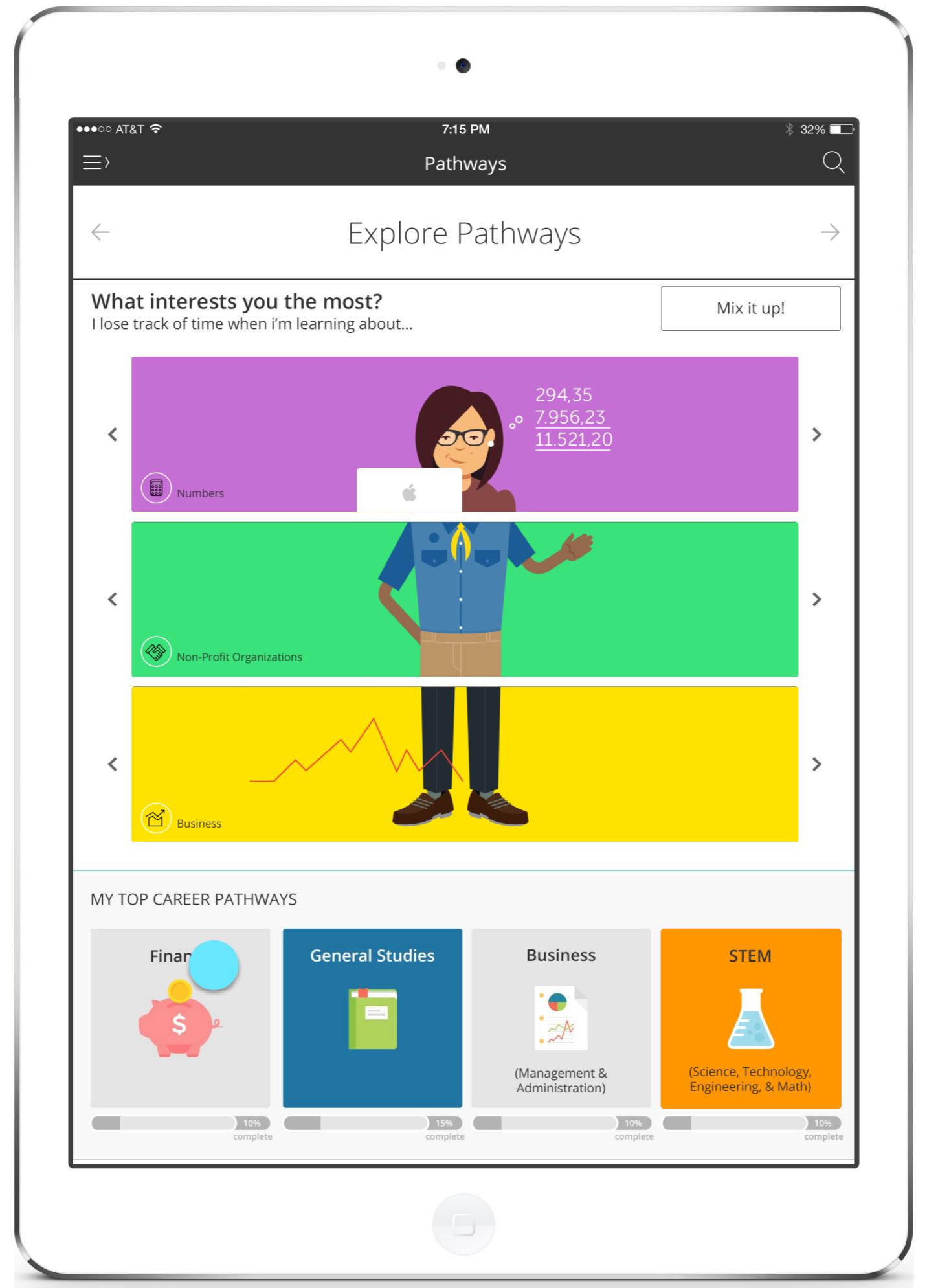












# Pathways in Finance

## Leaders with similar interests

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Alana Ward Robinson  
Owner - Robinson Group Consulting

## NWTC's Finance & Accounting Programs

Every business needs someone with accounting skills to prepare reports and communicate finances to management, clients or other organizations.

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complete 10%

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Make it mine

complete 13%

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CERTIFICATE

Program Code: 901011

Make it mine

complete 20%

*Value*

*We minimize anxiety around the academic experience,  
and help students identify their hidden passions and interests.*

1

2

3

We need a new way to think about  
designing products.

# What is Design Thinking & Design Strategy?

**Ethnography**

**Synthesis**

**Prototyping**

# Non-Linear

## Ethnography

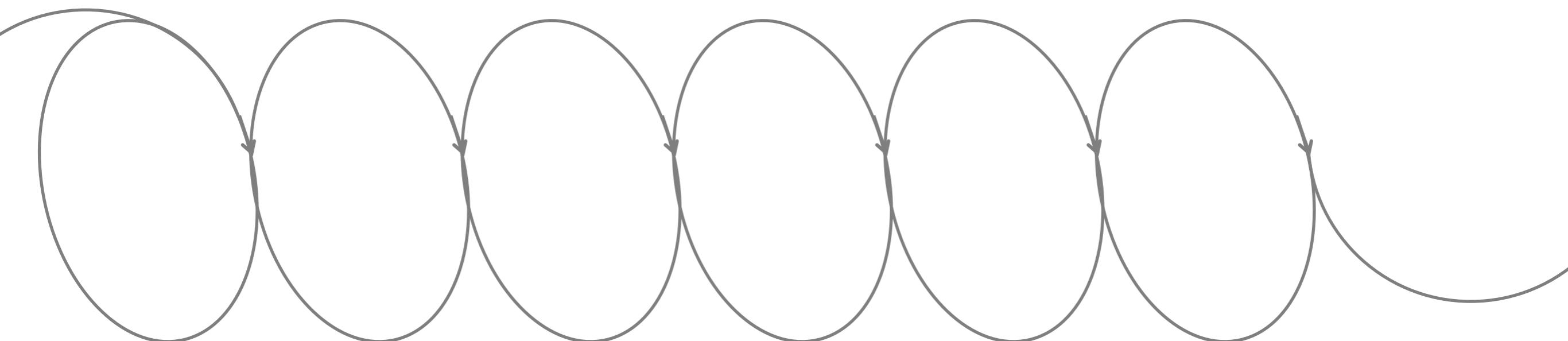
Immersion in the cultural and human context of a problem

## Synthesis

Making meaning through inference and reframing

## Prototyping

Hypothesis validation through generative, form-giving activities



# The Output: Design Strategy

**Ethnography**

**Synthesis**

**Prototyping**

Design strategy

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