The Value of Design to Business

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Measuring Success
Precision and Impact are inversely Correlated

*the easiest things to measure are the least important*

Efficiency – how much can be achieved with less
Effectiveness – what value can be added by imagination
Expression – the messages that clients wish to convey
Efficiency Measures are **Direct**: you get your $ back straight away

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

*the relationship must be managed!*
Average costs per individual employee

- 15% other costs
- 10% technology costs
- 65% people costs (salaries and benefits)
Reducing cost
Using space to its full capacity
Achieving high occupancy levels
Making the most of space
Increasing efficiency

EFFECTIVENESS
Measuring Success
EFFICIENCY
EFFECTIVENESS
making the most of people

EFFICIENCY
making the most of space
EFFECTIVENESS - making the most of people

EXPRESSION - making the most of branding

making the most of people

of space
Density of Occupation:
- sq ft (m²) per person
- % of shared workstations

Cost of Occupation:
- $ per person per year
- sq ft (m²) filing per person
- Energy costs per sq ft (m²) per year

Cost of Change:
- Churn Rate per year
- Average Cost of Churn per workstation
Attraction and retention of staff:
User priorities
User satisfaction
Staff turnover rates

Stimulate interaction:
Observations of interaction
Use of meeting spaces
Knowledge management

Potential to accommodate change:
Range of settings
Messages to staff:
Perceptions of who is valued
Contradictions/confusions/misunderstandings

Messages to customers:
Accessibility
Speed of response
Brand support
Consistency

Messages to shareholders:
Leanness/return on capital/intellectual property
Three Caveats

1. Benchmarking is meaningless unless it is related directly to corporate goals.

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

3. Data should be hot not cold imaginative hypotheses are critical.
Clear vision
stating and sustaining project objectives

Good data
detailed information: people/place/process

Integrated strategy
balancing needs of people/place/process

Communication of the results
achieving the support of people at all levels
1: Design Innovation is impossible without Organizational Change – and *vice versa*
2: Physical Change and Change Management are inseparable
3: IT makes Place *more* not less important
4: Twentieth Century Planning, Real Estate and FM practices are dangerous

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