Excellence. NO EXCUSES!

Excerpt:

DESIGN RULES!

Tom Peters
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Design RULES!
Only One Can Be the Cheapest

"Only one company can be the cheapest. All others must use ...design."

—**Rodney Fitch, Fitch & Co.**
(Source: Insights, definitions of design, the Design Council [UK])

Design RULES: **APPLE**

market cap *surpasses*

that of Exxon Mobil! **(August 2011)**

Q.E.D. (Even if it doesn't last—it didn't, it's been on and off—it is an irrevocable—STAGGERING—demonstration of DESIGN POWER.)

"With its carefully conceived mix of colors and textures, aromas and music, Starbucks is more indicative of our era than the iMac. *STARBUCKS is to the Age of Aesthetics what McDonald's was to the Age of Convenience or Ford was to the Age of Mass Production—the touchstone success story, the exemplar of … the aesthetic imperative.* **… 'Every Starbucks store is carefully designed to enhance the quality of everything the customers see, touch, hear, smell, or taste,' writes CEO Howard Schultz."**

—Virginia Postrel, *The Substance of Style: How the Rise of Aesthetic Value Is Remaking Commerce, Culture, and Consciousness*

Hypothesis:

DESIGN **is the principal difference between** *LOVE* **and** *HATE*

Design is … *NEVER NEUTRAL.* **(It's 99% about emotional response.)**

"You know a design is good when you want to lick it."

—Steve Jobs (*Design: Intelligence Made Visible*, Stephen Bayley & Terence Conran)

Ann Landers, advice columnist, as management-DESIGN guru/
Three criteria for products, projects, a communication, etc.:

Good.
True.
Helpful.

"Businesspeople don't need to 'understand designers better.' Businesspeople need to <u>be</u> designers."

—Roger Martin/Rotman Mgt School/University of Toronto

Design: The Words We Use:

"If you can't write your movie idea on the <u>back of a business card</u>, you ain't got a movie."—Samuel Goldwyn

"I make all the launch teams tell me what the magazine's about in <u>five words or less</u>. You can't run alongside millions of consumers and explain what you mean. It forces some discipline on you."—Ann Moore, CEO, Time Inc., on new mags

"If you can't state your position in <u>eight words or less</u>, you don't have a position."—Seth Godin

"The difference between the right word and the almost right word is the difference between lightning and the lightning bug."—Mark Twain
(Design truly is ubiquitous—and thinking about it as design per se is paramount.)

Charles Handy on design: *"One bank is currently claiming to …* **'leverage its global footprint to provide effective financial solutions for its customers by providing a gateway to diverse markets.'"**

"I assume that it is just saying that it is there to … **'help its customers wherever they are.'"**

Design & Packaging …

Packages … are about <u>containing</u> and <u>labeling</u> and <u>informing</u> and <u>celebrating</u>. They are about <u>power</u> and <u>flattery</u> and trying to win people's <u>trust</u>. They are about <u>beauty</u> and <u>craftsmanship</u> and <u>comfort</u>. They are about <u>color</u>, <u>protection</u>, <u>survival</u>."

–Thomas Hine, *The Total Package*

LABELING
INFORMING
CELEBRATING
POWER
FLATTERY
TRUST
BEAUTY
CRAFTSMANSHIP
COMFORT
COLOR
PROTECTION
SURVIVAL

(Nice.)
(Apply to pretty much everything?)

"Design is <u>everything</u>. Everything is <u>design</u>."

"We are <u>all</u> designers."

Richard Farson, *The Power of Design: A Force for Transforming Everything* (Farson says I said this; I say Farson said it. Truth: ?)

Kids "Get it" …

"Designers are people who think with their hearts."—James, age 10

"I would like to be a designer because you could make things that would help people."—Jade, age 10

"If there was no design, there would be nothing to do, and nothing would progress or get better. The world would fall apart."—Anna, age 11

"My favourite design is the Nike 'tick' because it makes me feel confident—even though I am not so good at sports."—Raoul, age 11

Source: *Insights*, definitions of Design, the Design Council (UK)

Design is … *treated like a religion* … at BMW." —*Fortune*

Redux:

APPLE > EXXON

Design is …

*The reception area
*The rest rooms!
*Dialogues at the call center
*Every electronic (or paper) form
*Every business process "map"
*Every email
*Every meeting agenda/setting/etc.
*Every square meter of every facility
*Every new product proposal
*Every manual
*Every customer contact
*A consideration in every promotion decision
****The presence and ubiquity of an "Aesthetic Sensibility"/ "Design Mindfulness"***
*An encompassing "design review" process
*Etc.
*Etc.

Action*: *Initiate a … "Design Review"*

(Of … Everything) (TODAY).

*Boss or temp on a 2-day assignment (NO EXAGGERATION: The importance of design … APPLIES EQUALLY … to giant companies and wee/2-person companies and independent contractors—and the "average" employee.)

"Hard" Products.
Services.
Big Businesses.
Small businesses.
Individuals.

*All equal when it comes to the …
STAGGERING POWER OF
DESIGN. Period.

(**Last word:** *Men* **<u>*cannot*</u>** *design for women's tastes/needs* **!?**)

Design PLUS: 8/80/TGW/TG**R**

8/80: Customers describing their service experience as "superior": **8%**

Companies describing the service experience they provide as "superior": **80%**

(TP: **YIKES!**)

—Source: Bain & Company survey of 362 companies, reported in John DiJulius, *What's the Secret to Providing a World-class Customer Experience*

CASE **#1**: It <u>BEGINS</u> (and <u>ENDS</u>) in the …

<u>PARKING LOT</u>*

(***Disney** pays hyper-attention to the parking lots. Cleanliness. Signage. Layout. General design details. METICULOUS HIRING AND EXTENSIVE TRAINING AND SUPERB UNIFORMS OF … PARKING LOT STAFF. First and last impressions … RULE!)

Case **#2**: **Commerce Bank***(***Now part of TD Bank):**

Branches open SEVEN days a week!

7:30A.M. to 8:00P.M.

(Friday to MIDNIGHT—many customers have payroll checks to cash.)
7:30AM official opening hour = Actually open at 7:15AM.
8:00PM closing hour = 8:15PM actual closing.
2,000,000 = Number of dog biscuits given away last year. Message: We want you—and your pet—INSIDE the branch office.
Etc. (Etc. Etc. …)

Case #3: **Carl's Street Sweeper/Dallas Cadillac dealer Carl Sewell …**

BUYS A STREET SWEEPER. The street outside the dealership is the …

FIRST THING … the customer sees. (Carl "hires" **Stanley Marcus/Nieman Marcus to design his showroom—it features gorgeous …**

FLORAL DISPLAYS … rather **than cars.**

Point: Carl is inviting you, the customer or prospect, not to "buy a nice car," but to …

JOIN THE SEWELL VILLAGE CADILLAC FAMILY.

(B-I-G diff !)

Normal emphasis:

< TG<u>W</u>

(Minimize "Things Gone Wrong"—to be sure, imperative!!!)

Revised emphasis/2014, to deal with the "8%-80% disconnect" in a world where most things work:

> TG<u>R</u>

(MAXIMIZE "Things Gone RIGHT"!)

TGR**s.**

MANAGE 'EM.
MEASURE 'EM.*

*I use "manage-measure" a lot. Translation: These are not "soft" ideas; they are exceedingly important things that CAN be managed—AND measured.

(E.g.: **How many "TGRs" have you added to a product or service offering in, say, the last 30/60/90 days? BE EXPLICIT/PRECISE.**)

"EXPERIENCES *are as distinct from services as services are from goods."*

—Joe Pine & Jim Gilmore, *The Experience Economy: Work Is Theatre & Every Business a Stage*

Even in a small enterprise, consider designating a …

CX̲O.*

*Chief eXperience Officer (And *think* like a "CXO" even in a 1-person professional service firm!)

Design =

Functionality + Aesthetics + Psychology

"Most whiz-bang technologies don't sell themselves on function alone; they've got to offer pleasure, too. My favorite recent example is the ride-sharing service Uber. Sure, hailing a cab on your phone is more convenient than waiting for one on a street corner. But that's not the main reason people love Uber. They love it because Uber lets you feel like the boss: A car rushes to pick you up, and when it drops you off, you jump out without ever reaching for your wallet, as if you own the town. **Uber isn't using technology to sell convenience. It's selling addictive thrills. It's selling joy."**

—Farhad Manjoo, "Personal Tech," *New York Times*, **05.28.2014**

Systems Design/Systems That Sing:
Passing the "Elegance Test"

Systems are an organization's life blood. **PERIOD.**
Systems must "work." **PERIOD.**
Systems must "get the job done." **PERIOD.**

But in a way that's the least of it—or, more accurately, far less than the whole story.

In mathematics, "solving the conundrum" is arguably less than half the story. The mathematics community INFORMALLY demands that A proof, in order to become part of the canon, be marked by "elegance."

"Elegance." What a marvelous word. And a

word/standard—I firmly believe—by which any and every system should be judged in order to be proclaimed "effective." Using the system, like a Steve Jobs product, should be a joy in and of itself.

Why not?
Or, rather: Why the hell not?

Actually, some years ago I created my own systems effectiveness measures. Four, to be exact. I argued then—and far more so today—that every system be judged on four design-driven criteria:

Beauty.
Grace.
Clarity.
Simplicity.
Why not?

We don't just want clients to "use" our new system. We want them to be **"startled"** by what a joy it is to maneuver through, to be **"stunned"** by how much the system helps them, and in fact causes them to re-conceive their work overall. Or some such.

I am arguing here—in no uncertain terms—that: *Great— **beautiful**, **graceful**, **clear**, **simple**, **elegant**—systems are as important as the products and services they are designed to support.*

(Addendum: And while we're at it, we also need a ... formally designated ... **CGRO/Chief Grunge Removal Officer.** That is, all systems grow more complex over time. This is a fact of life. One big reason smaller concerns outperform larger firms is that the smaller outfits' systems are not yet grunge victims. We need to deal with "grunge drift" in a formal fashion—some form of CGRO.)