

Business Design MBA

Why Design Management Matters

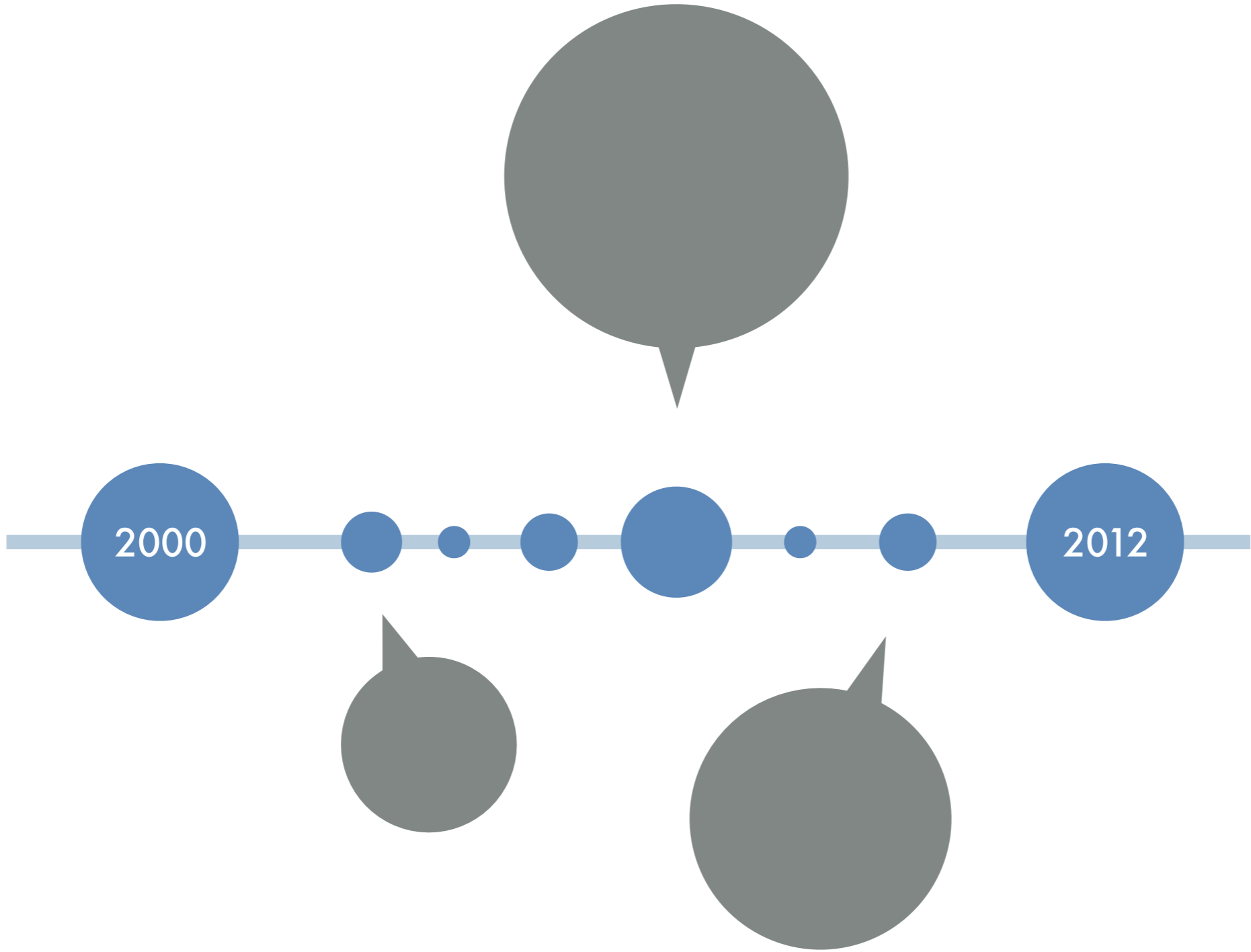
Graham Huber, MBA Candidate 2013



Rotman School of Management
UNIVERSITY OF TORONTO

Rotman





production artist

photographer

art director

digital strategist

web developer

course director

freelancer

editor

copywriter

project lead

project manager

after effects ninja

social media specialist

Designer



**I WANT YOU
TO MAKE THE LOGO
BIGGER!**



BRANDING

10,000

LAKES



LAKE VERMILION

BRANDING
10,000
LAKES

BULLETF LAKES

LA
LAKE

DART X LAKE

SHALLOW LAKE



DEAD COON
LAKE

Portsmouth
MINE PIT LAKE



LOOP
LAKE

BRANDING
10,000
LAKES

MAPLE LAKE

LOOP
LAKE

BULLETF LAKES

HEAVEN LAKE



BOEDICHEIMER
LAKE

Eel
LAKE



DIAMOND
LAKE

BULLETF LAKES



BEAR HEAD
LAKE

HUDSON
LAKE

REED LAKE



COLE & LAKE

GULL LAKE
HILLSWA, MINNESOTA

STEEP
BANK
LAKE

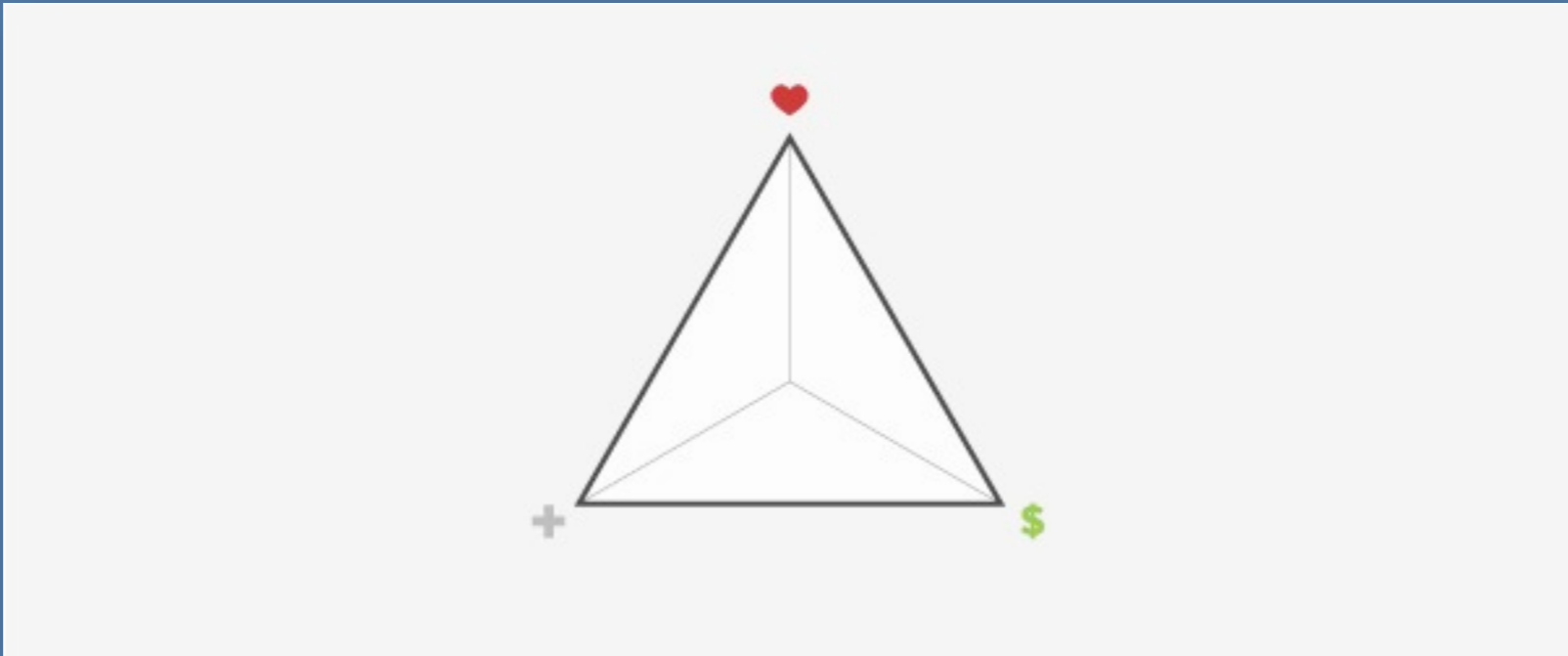


BLACK LAKE



Designer ?







"entry-level job"



"shit work but it
pays the bills"

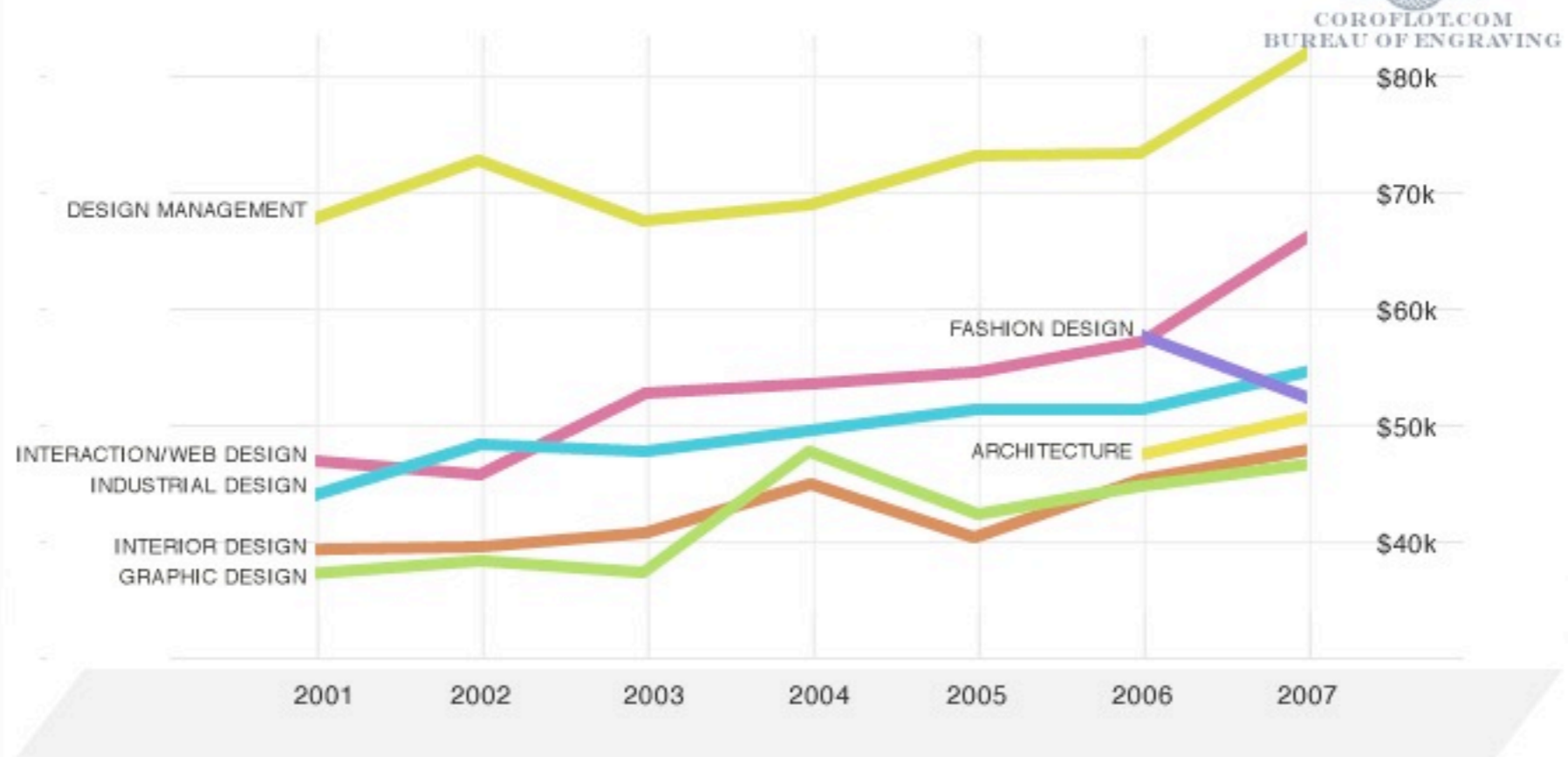


"just a hobby"



DESIGN SALARIES 2001-2007

Average Salaries measured in US \$.





“ Nobody has ever been **happy** in a job they obtained by handing in a resume. ”

– Douglas Coupland, iPod

Digital Strategist

Design Strategist

Rotman

a new way to think



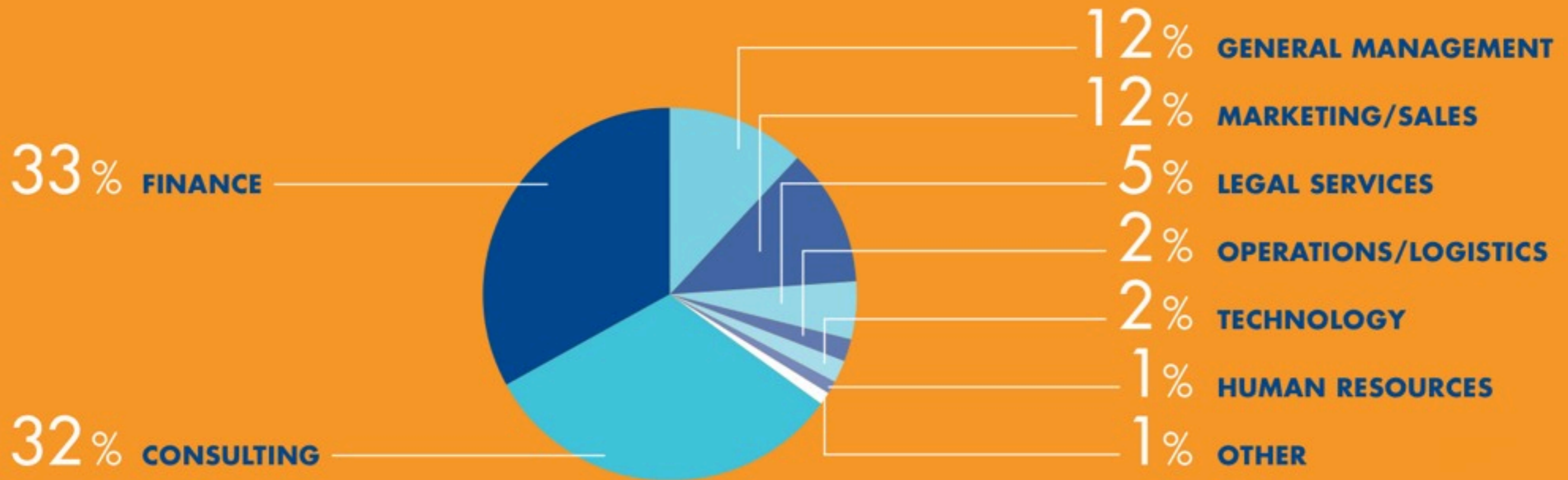
CLASS PROFILE

(Full-Time MBA Class of 2012, entering September 2010)

CLASS SIZE	268
AVERAGE AGE	27 years
AVERAGE WORK EXPERIENCE	4 years
AVERAGE GMAT SCORE	654
WOMEN 33%	MEN 67%
INTERNATIONAL STUDENTS	36%

ACCEPTED POSITIONS BY JOB FUNCTION

(Full-Time MBA Class of 2010, entering September 2008)



ANNUAL SALARIES

(Full-Time MBA Class of 2010, entering September 2008)

89%

**OF STUDENTS GAINED EMPLOYMENT WITHIN
3 MONTHS OF GRADUATION IN 2010**

- **AVERAGE STARTING SALARY \$86,245**
- **MEDIAN STARTING SALARY \$80,000**
- **SALARY RANGE \$53,000 – \$176,000**

These are base salaries as reported by students and do not include bonuses. All figures are in Canadian dollars.



nds Ltd 19.98 0.64 Canadian Pacific Railway Ltd 59.48 1.38 Canadian Tire Corporation Ltd 63.70 0

[FAST] TAKE

Roger Martin argues that to compete in a design-based economy, companies must become more like design shops. That means:

THINKING LIKE A DESIGNER

→ **IT'S A PROJECT WORLD**

Forget about permanent assignments. Your work will flow from project to project, and you'll organize your life around those projects.

? **REWARDS GO TO THE PROBLEM SOLVERS**

Status won't come from managing big budgets and large staffs. Like designers, managers will be rewarded for "solving tough mysteries with elegant solutions."

X **THERE ARE NO PERFECT SOLUTIONS**

The work style in conventional companies is to seek the perfect answer. That's inefficient and slow. Designers "try it, prototype it, improve it"—and move it.

» **DON'T WAIT FOR THE PROOF**

Traditional companies reward those who "prove that something actually operates or that something must be." Design shops reward those with the foresight and courage to act on what "might be."

The
business
of
design

BY Bill Breen

January	February 2012					March
Sun	Mon	Tue	Wed 1	Thu 2	Fri 3	Sat 4
			9:00am - 1:00pm ROMA - Simulator Workshop with IBM 11:30am - 5:30pm RFA - UBS Trading Competition 2:30pm - 4:00pm RMA Infession Google Online Marketing... 4:30pm - 6:30pm SCHOLAR TUTORIAL - FT MBA Finance - Bri... 5:00pm - 6:00pm Ray Sharma, Founder and CEO, XMG Studio... 6:00pm - 7:00pm REVCA Speaker Series - Paul Chipperton	8:00am - 6:30pm Rotman Photography Association - Corpor... 8:30am - 10:30am Economic Environment ofBusiness Section... 10:45am - 12:45pm Finance II RSM1232HS.2012 2:15pm - 3:45pm Strategy II Lecture 4:00pm - 5:30pm Presence Seminar Presence Seminar: Feb ... 4:30pm - 6:15pm SCHOLAR TUTORIAL - FT MBA Economics - A...	11:15am - 12:45pm Managing Customer Value 2:15pm - 4:15pm Leadership Social Style and Versatility 4:30pm - 6:30pm Rec Room Rendezvous@Rotman 4:30pm - 6:30pm SCHOLAR TUTORIAL - FT MBA Strategy - Si... 6:00pm - 7:00pm Rotman Dance Club	10:00am - 3:00pm Rotman Open House
5	6	7	8	9	10	11
	Candy Grams - Rotman Outreach 8:30am - 10:30am Economic Environment ofBusiness Section... 10:45am - 12:45pm Finance II RSM1232HS.2012 2:15pm - 3:45pm Strategy II Corporate Strategy I 5:30pm - 6:30pm REMA Guest Speaker Series - #3 Jeffery ...	Candy Grams - Rotman Outreach 8:00am - 9:30am Bank of Canada's Tiff Macklem on Global... 10:45am - 12:45pm Managing Customer Value 2:15pm - 4:15pm Leadership Rob Parson at Morgan Stanley 5:00pm - 6:30pm Tarun Khanna on Winning in Emerging Ma... 5:00pm - 6:45pm Jim Leech, CEO of OTPP in conversation ...	Candy Grams - Rotman Outreach 4:30pm - 6:30pm SCHOLAR TUTORIAL - FT MBA Finance - Bri... 5:00pm - 6:15pm Karim Alidina on Corporate Mentality on...	Candy Grams - Rotman Outreach 8:30am - 10:30am Economic Environment ofBusiness Section... 10:45am - 12:45pm Finance II RSM1232HS.2012 2:15pm - 3:45pm Strategy II Corporate Strategy II 3:55pm - 4:55pm Fireside Chat with Jim Stengel 4:00pm - 4:45pm RMA & BDC Guest Speaker Jim Stengel 5:00pm - 6:00pm RAMA - How to value junior mining compa... 5:00pm - 6:45pm Jim Stengel on How Ideals Power Growth ...	Candy Grams - Rotman Outreach 11:15am - 12:45pm Managing Customer Value 1:00pm - 2:00pm RMA - Facebook's Alfredo Tan Lunch Talk 1:00pm - 2:00pm Talk by Alfredo Tan from Facebook 2:15pm - 4:15pm Leadership HENRY V 6:00pm - 7:00pm Rotman Dance Club	
12	13	14	15	16	17	18
	8:30am - 10:30am Economic Environment ofBusiness Section... 10:45am - 12:45pm Finance II RSM1232HS.2012 2:15pm - 3:45pm Strategy II Corporate Strategy III 5:00pm - 6:30pm GBC Election Info Session	10:45am - 12:45pm Managing Customer Value 2:15pm - 4:15pm Leadership Jan Carlzon 4:30pm - 6:15pm SCHOLAR TUTORIAL - FT MBA Economics - A...	4:30pm - 6:30pm SCHOLAR TUTORIAL - FT MBA Finance - Bri... 5:00pm - 6:00pm Bank of China's Albert Shum on Renminbi...	8:30am - 10:30am Economic Environment ofBusiness Section... 10:45am - 12:45pm Finance II RSM1232HS.2012 2:15pm - 3:45pm Strategy II Lecture 4:30pm - 6:15pm SCHOLAR TUTORIAL - FT MBA Leadership - ... 5:00pm - 6:15pm Ann Miles, Director of Microfinance, Ma... 7:00pm - 11:00pm Rotman vs. Schulich Hockey Game	11:15am - 12:45pm Managing Customer Value 2:15pm - 4:15pm Leadership Leading Change at Simmons, P... 4:30pm - 5:30pm Photography Lightroom Training	8:00am - 5:00pm REVCA - Annual VCIC Competition
19	20	21	22	23	24	25
		8:30am - 10:30am Economic Environment ofBusiness 10:45am - 12:45pm Finance II RSM1232HS.2012 2:15pm - 3:45pm Strategy II Course Conclusion 4:30pm - 6:15pm SCHOLAR TUTORIAL - FT MBA Strategy - Si... 5:15pm - 6:15pm former Ontario Lieutenant Governor Hal ... 6:00pm - 8:00pm BDC Spark Session: Business Design YOU 8:30pm - 9:30pm Dance Club: Dance Lessons	2:15pm - 4:15pm Leadership Leading Change at Simmons, P... 4:30pm - 6:30pm SCHOLAR TUTORIAL - FT MBA Finance - Bri... 5:00pm - 6:00pm Debbie Millman on Insights and Provocat... 6:45pm - 8:45pm SCHOLAR TUTORIAL - FT MBA Leadership - ...	8:30am - 10:30am Economic Environment ofBusiness Review ... 5:00pm - 6:15pm Jeremy Anwyl on a Retrospective on the ... 6:45pm - 8:45pm SCHOLAR TUTORIAL - FT MBA Leadership - ...	8:30am - 10:30am Managing Customer Value Golf 11:00am - 1:00pm Managing Customer Value Hotel	



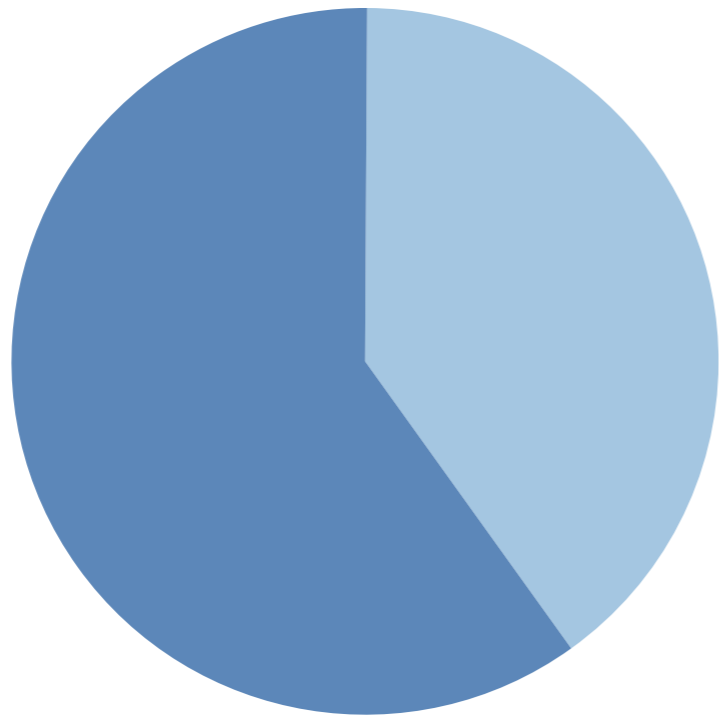
VALUE



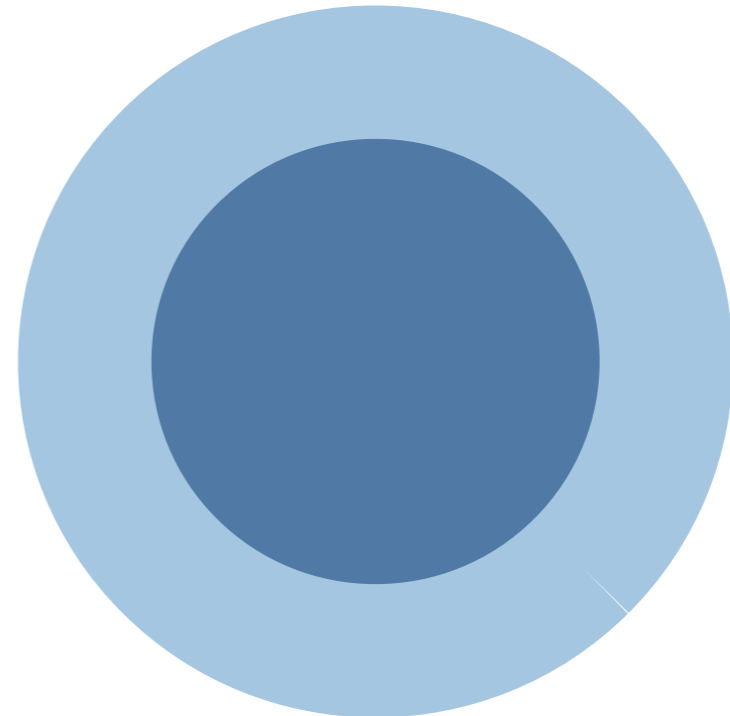




Claim



Create



DECISIONS



MANAGER

The FUTURE
of the MBA

DESIGNING THE THINKER
OF THE FUTURE

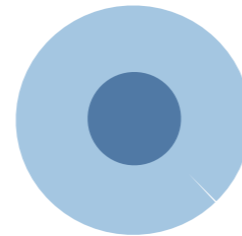
Mihnea Moldoveanu
Roger Martin

HIGH-VALUE DECISION MAKER

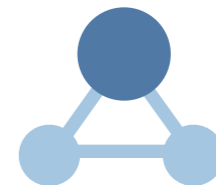
Selection



Development



Network



The Future of the MBA

Know-What



Know-How



“ a new way to think ”

THE *Opposable* MIND

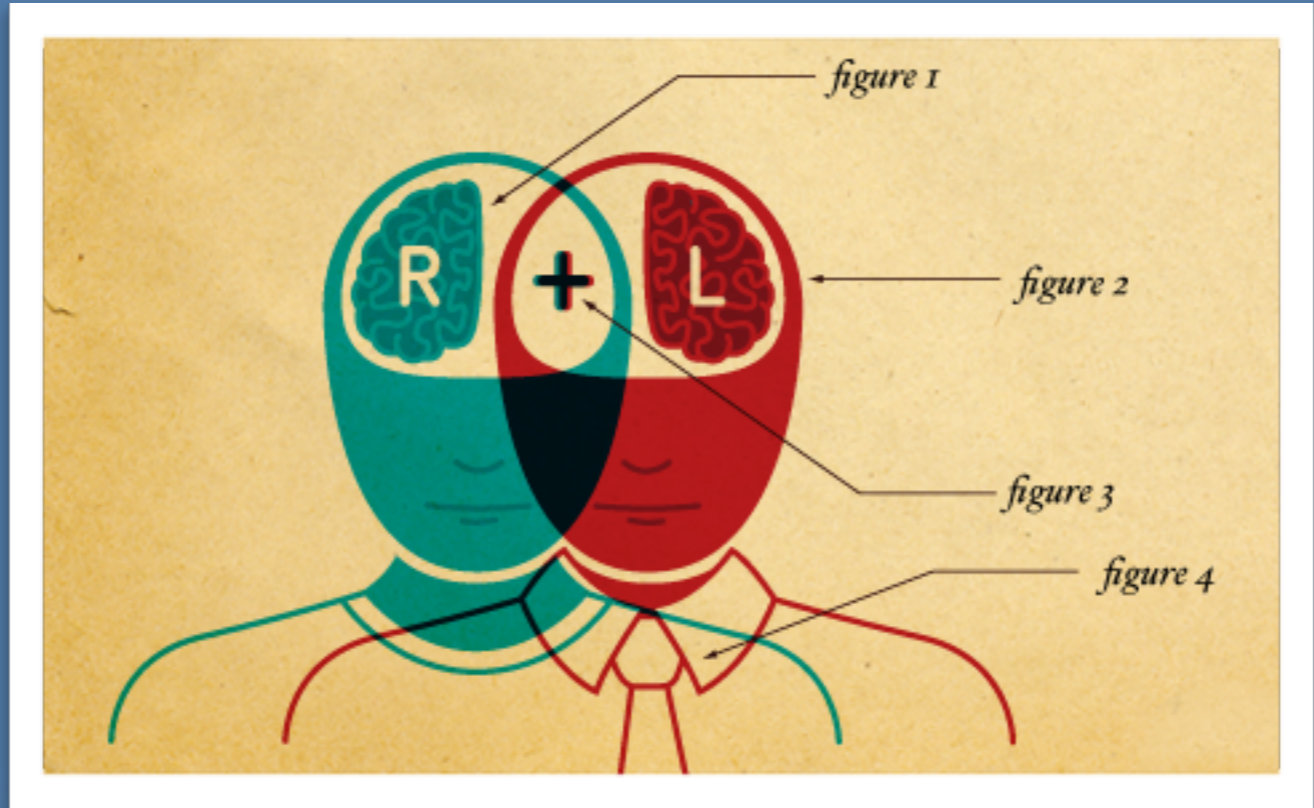
How Successful Leaders Win Through
Integrative Thinking



ROGER MARTIN

HARVARD BUSINESS SCHOOL PRESS

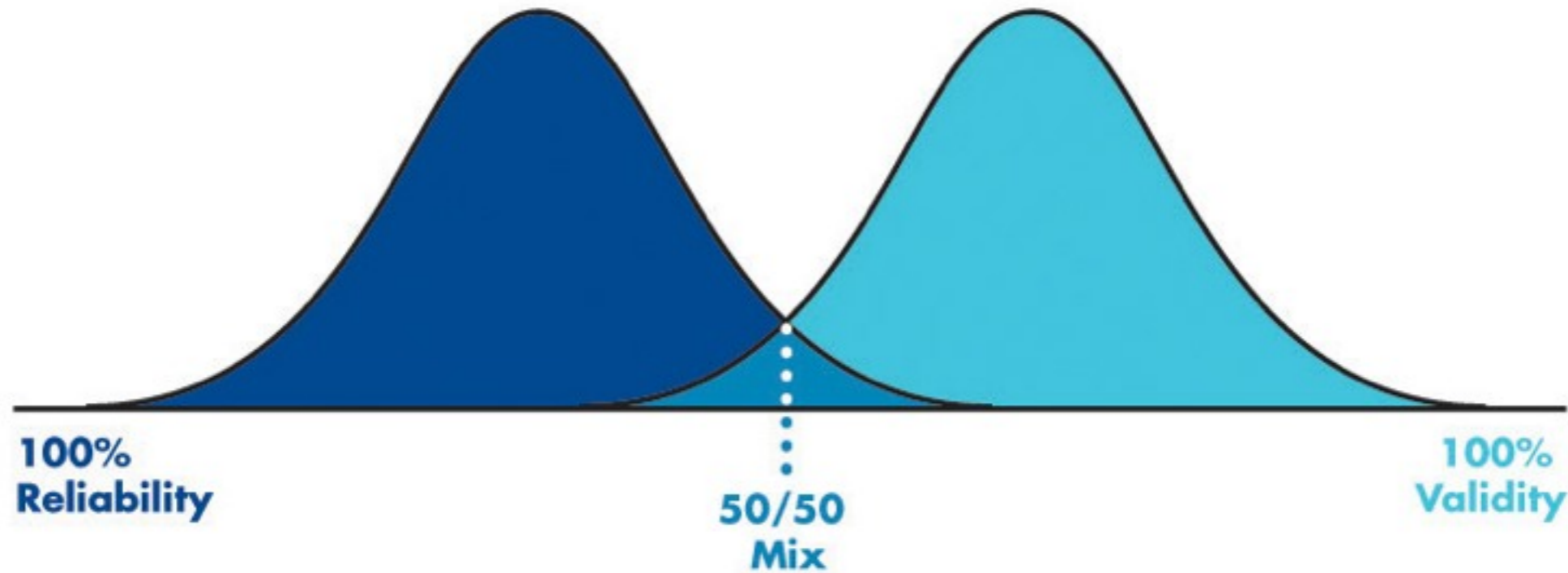
INTEGRATIVE THINKING



Reliability vs. Validity

Business People

Designers



Business

**The Predilection
Gap**

Design

Reliability

MEETS EXPECTATIONS

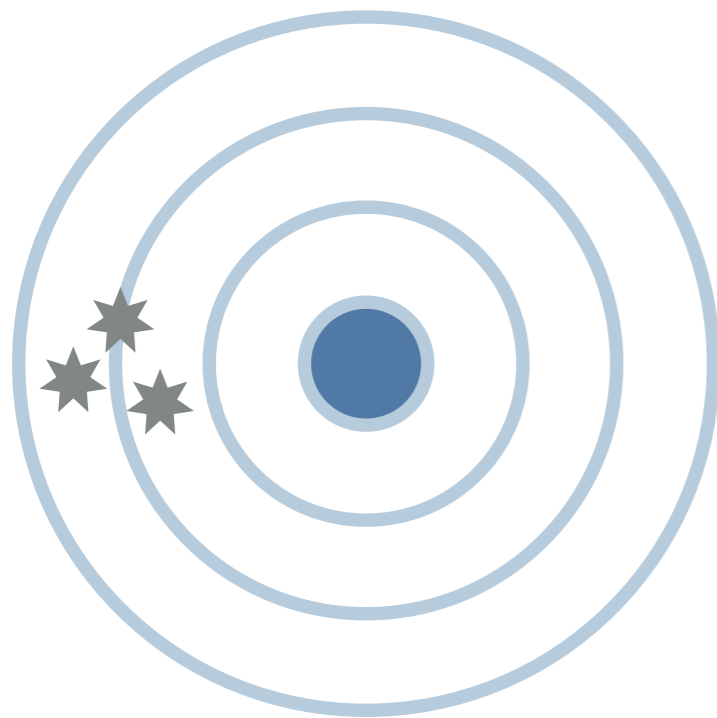
- ▶ Proof
- ▶ Consistent outcomes
- ▶ Past data
- ▶ Depth by limits
- ▶ Avoidance of bias

Validity

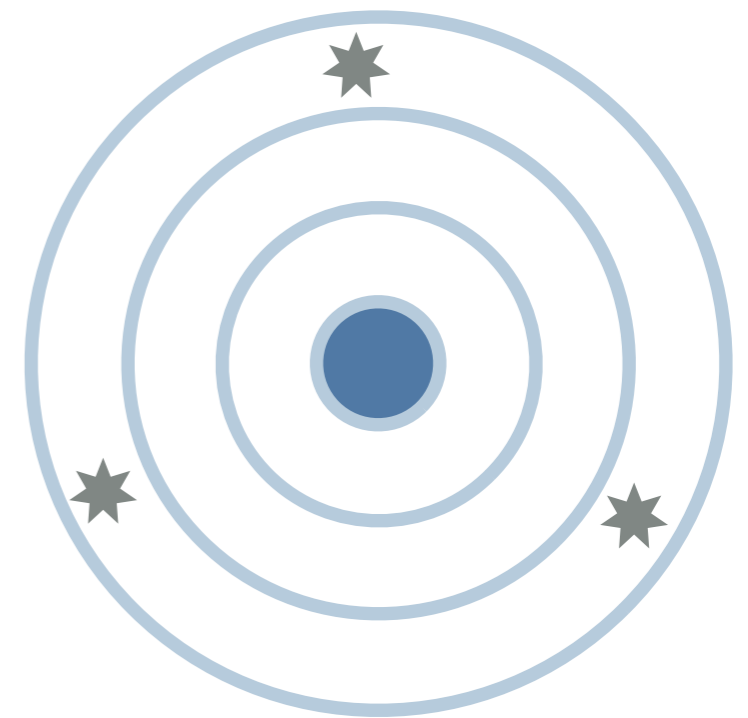
MEETS OBJECTIVES

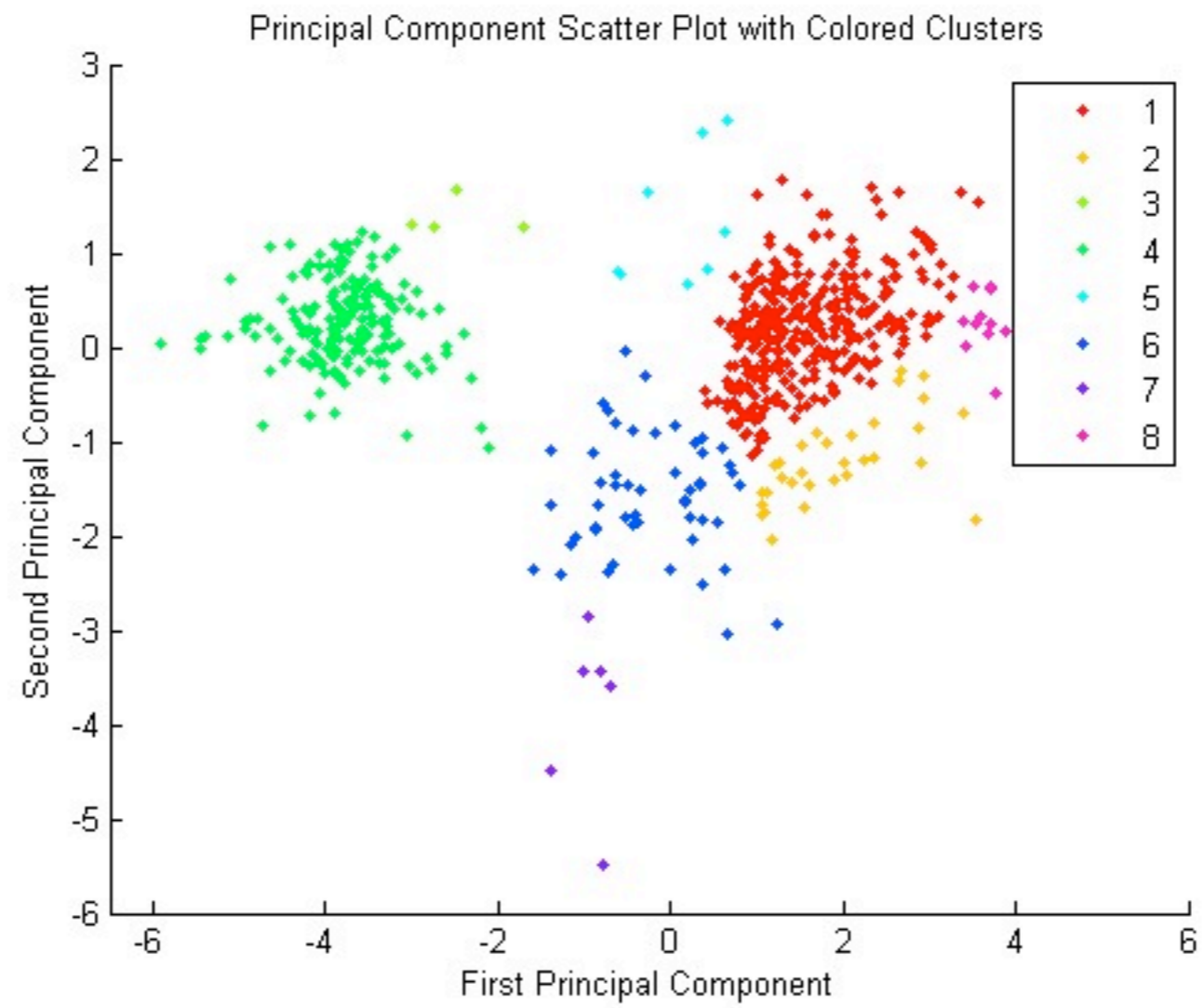
- ▶ Possibility
- ▶ New ideas
- ▶ Future events
- ▶ Breadth by diversity
- ▶ Leverage of bias

Reliability



Validity





THE
DESIGN
OF
BUSINESS

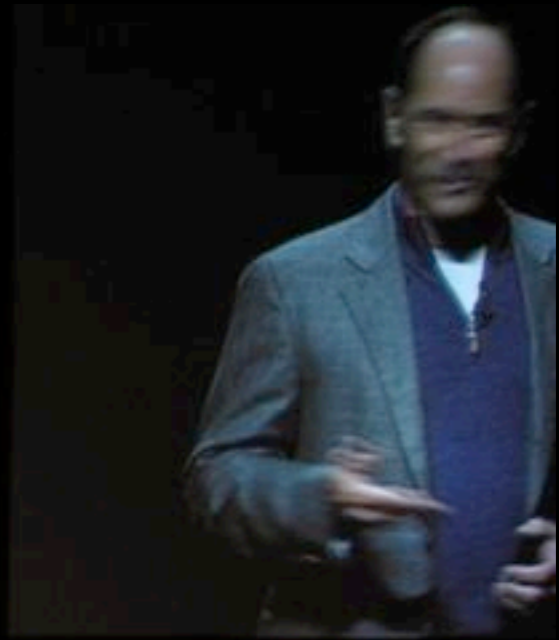


WHY DESIGN THINKING
IS THE NEXT COMPETITIVE
ADVANTAGE

ROGER MARTIN

AUTHOR OF THE OPPOSABLE MIND

HARVARD BUSINESS PRESS



“

The **integrator** is valuable, not subcontractable, and non-algorithmic.

”

– Mihnea Moldoveanu & Roger Martin.

DESIGN THINKING



think



plan



execute





Helen Walters is a writer, editor and researcher at innovation consultancy Doblin, part of the Monitor Group. A New York City-based journalist, with experience editing and publishing content across multiple platforms, Helen was formerly the editor of innovation and design at Bloomberg Businessweek. She is contributing editor at Creative Review magazine in the United Kingdom while she writes about creativity and design for numerous international publications, including Fast Company Design, Core77 and Design Observer. She regularly participates in discussions about the business of design at conferences around the world and curates the website, thoughtyoushouldseethis.com. She is the author of a number of design-related books. She tweets @helenwalters.

: design thinking

The 7 Biggest Challenges in Merging Design and Business

BY NOW, BUSINESSES SHOULD HAVE LEARNED TO EMBRACE DESIGN. YET THEY STILL DON'T. WHY?

Co.Design

business + innovation + design

RETHINK THE BIG

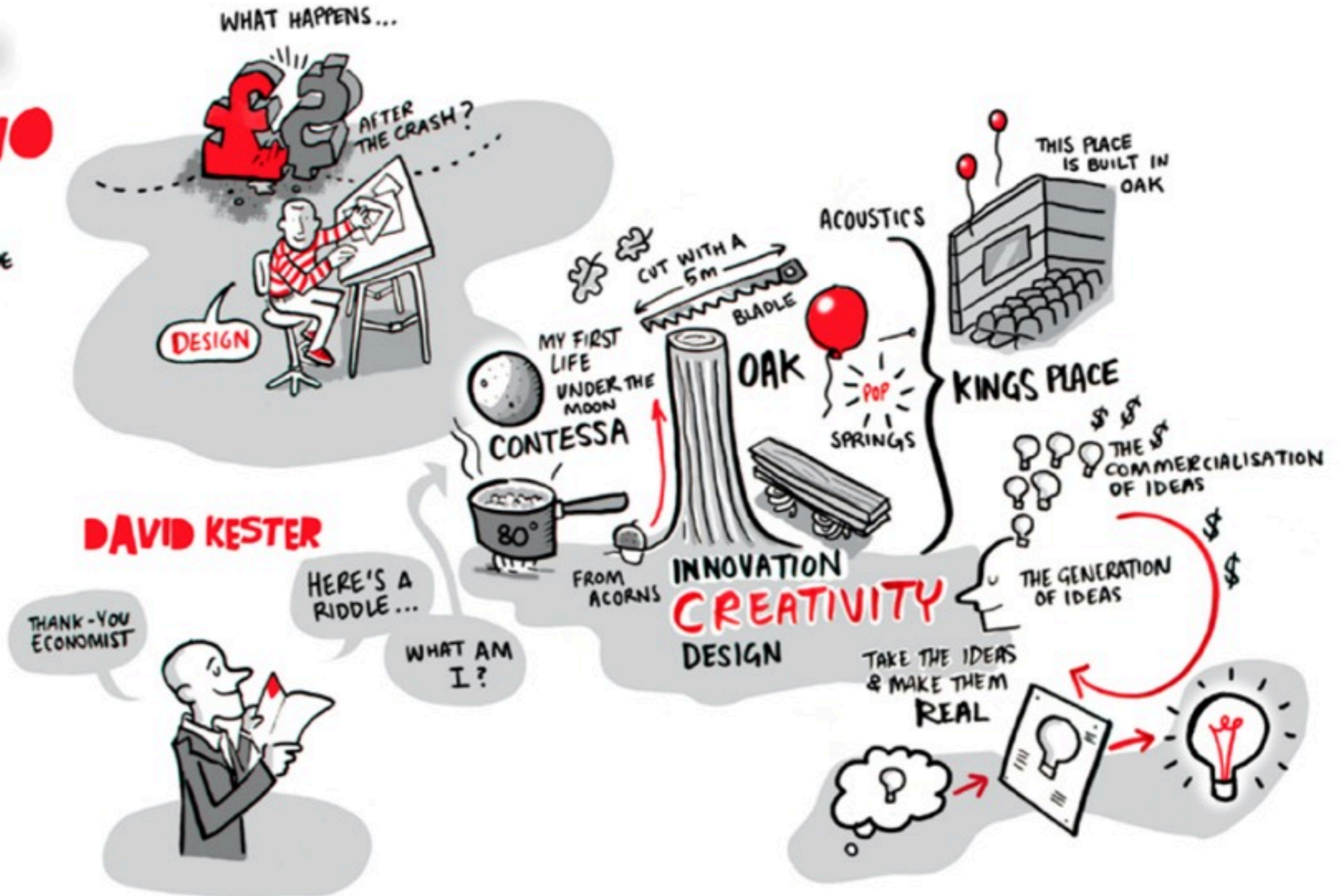
REDESIGNING BUSINESS SUMMIT THE BIG RETHINK

March 11th - 12th 2010 • Kings Place, London

Sample the fresh thinking that business needs to seize opportunities in a volatile world

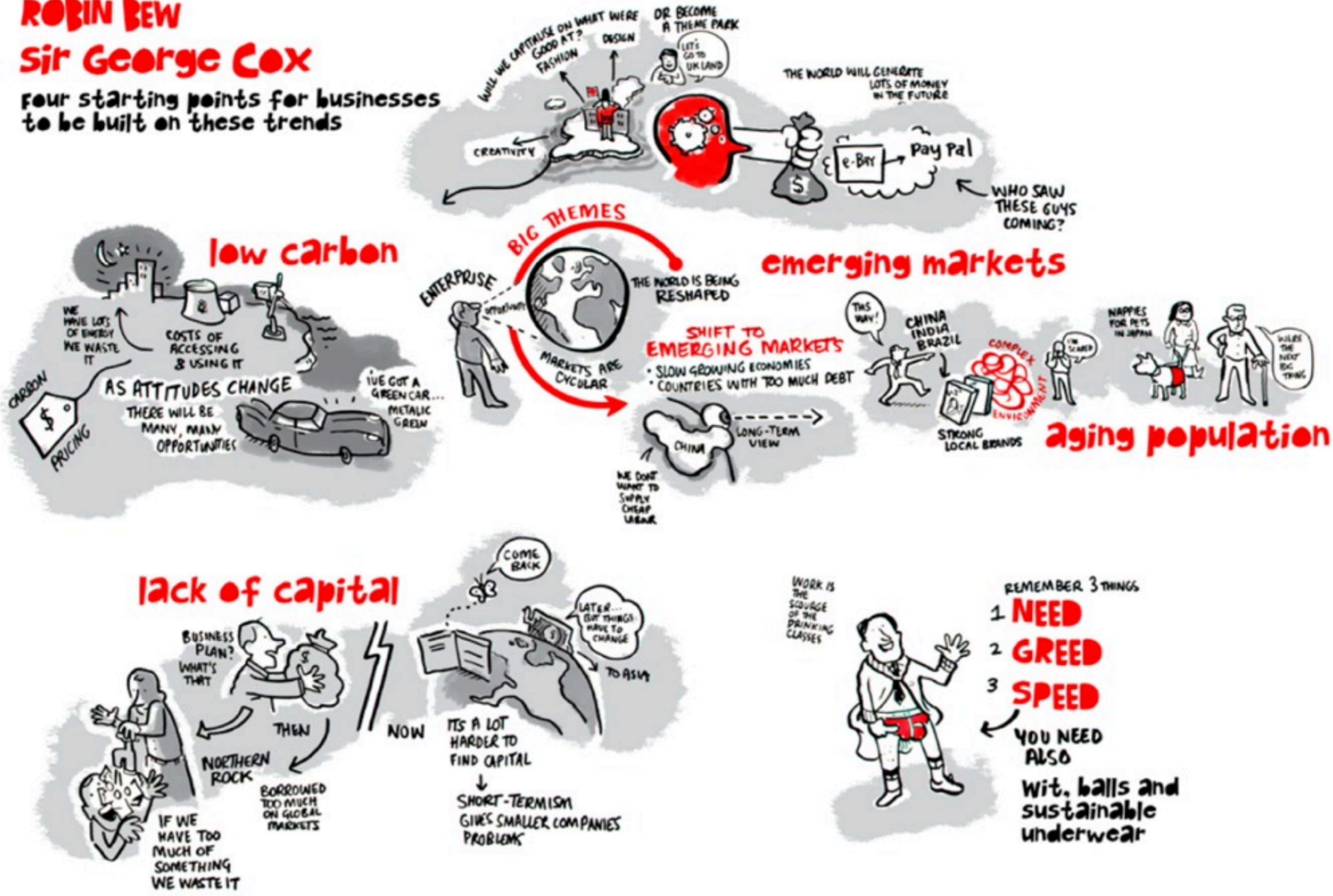
DAY TWO

WELCOME BACK
WE ARE GRATEFUL TO HAVE
YOU HERE!



ROBIN BEW Sir George Cox



four starting points for businesses to be built on these trends



Good ideas can be **ugly**.

post to classifieds
my account
help, faq, abuse, legal

search craigslist

for sale  

event calendar

M	T	W	T	F	S	S
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	1	2	3	4
5	6	7	8	9	10	11

avoid scams & fraud
personal safety tips
craigslist blog
craigslist factsheet
best-of-craigslist
craigslist TV
craigslist movie & dvd
craigslist foundation
craigconnects
system status
terms of use about
privacy help

community

activities local news
artists lost+found
childcare musicians
classes pets
events politics
general rideshare
groups volunteers

personals

strictly platonic
women seek women
women seeking men
men seeking women
men seeking men
misc romance
casual encounters
missed connections
rants and raves

discussion forums

1099	gifts	pets
apple	haiku	philos
arts	health	politic
atheist	help	psych
autos	history	queer
beauty	housing	recover
bikes	jobs	religion
celebs	jokes	rofo
comp	kink	science
crafts	l.t.r.	shop
diet	legal	spirit
divorce	linux	sports
dying	loc pol	t.v.
eco	m4m	tax
educ	money	testing
etiquet	motocy	transg
feedbk	music	travel
film	npo	vegan
fitness	open	w4w
fixit	outdoor	wed
food	over 50	wine

housing

apts / housing
housing swap
housing wanted
office / commercial
parking / storage
real estate for sale
rooms / shared
sublets / temporary
vacation rentals

for sale

antiques	appliances
baby+kids	arts+crafts
barter	auto parts
bikes	beauty+hlth
boats	cars+trucks
books	cds/dvd/vhs
business	cell phones
computer	clothes+acc
free	collectibles
general	electronics
household	farm+garden
jewelry	furniture
materials	garage sale
rvs	motorcycles
sporting	music instr
tickets	photo+video
tools	toys+games
wanted	video gaming

services

beauty	automotive
computer	farm+garden
creative	household
cycle	labor/move
event	real estate
financial	skill'd trade
legal	sm biz ads
lessons	therapeutic
marine	travel/vac

jobs

accounting+finance
admin / office
arch / engineering
art / media / design
biotech / science
business / mgmt
customer service
education
food / bev / hosp
general labor
government
human resources
internet engineers
legal / paralegal
manufacturing
marketing / pr / ad
medical / health
nonprofit sector
real estate
retail / wholesale
sales / biz dev
salon / spa / fitness
security
skilled trade / craft
software / qa / dba
systems / network
technical support
transport
tv / film / video
web / info design
writing / editing
[ETC]
[part-time]

gigs

crew	computer
event	creative
labor	domestic
talent	writing

nearby cl

ashtabula
barrie
belleville
brantford
buffalo
chautauqua
erie
finger lakes
guelph
hamilton
kingston
kitchener
london
meadville
niagara region
owen sound
peterborough
rochester
toronto
twin tiers

canada

ca provs

ca cities

us cities

cl worldwide

craigslist Austin

Community Events Gas Houses Jobs Rentals Features Feedback Services

Search Craigslist

event calendar

501 events - see all

12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1
2	3	4	5	6	7	8

classifics

community 11,036

housing 108,028

jobs 25,827

discussion forums

23,234 discussions

Arts SPONGO

Automotive Open

Beauty Outdoor

Computers Over 50

Crafts Parent

Ecology Personal Forum

Education Pets

Feedback Philosophy

Finance Public

Food Psychology

Food Queer

Gaming Role

Health Self Emp

Health Queer

Health Role

Health Self Emp

History Sports

Interesting links

"For" housing board

---Karma Report---

List in space

Job boards compared

craigslist foundation

Download Photos

discussion forums

23,234 discussions

Arts SPONGO

Automotive Open

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Food Queer

Gaming Role

Health Science

Health Self Emp

Health Queer

craigslist / denver

post my acc

for sale

appliances

antiques

barter

bikes

boats

books

business

computer

free

furniture

general

jewelry

arts+crafts

auto parts

baby+kids

beauty+hth

cars+trucks

cds/dvd/vhs

cell phones

clothes+acc

collectibles

electronics

farm+garden

garage sale

jobs

accounting / finance

admin / office

arch / engineering

art / media / design

biotech / science

business / mgmt

customer service

education

food / bev / hosp

general labor

government

human resources

nonprofit sector

real estate

retail / wholesale

sales / biz dev

salon / spa / fitness

security

skilled trade / craft

software / qa / dba

systems / network

technical support

transport

tv / film / video

craigslist - Miami

post to classifieds search

community GO

help subscriptions

event calendar

501 events - see all

12	13	14	15	16	17	18
19	20	21	22	23	24	25
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Feedback Philosophy

Finance Public

Food Psychology

Food Queer

Gaming Role

Health Science

Health Self Emp

Health Queer

LOGIN FREE SIGN-UP CREATE NEW LISTING

CITY: New York NEIGHBORHOOD:

MINH BRX OUE BRX STN JBY LGE WCH FOF

SEARCH: Discover something on Craigslist

for sale SEARCH

HELP FAQ ABUSE LEGAL FORUM

COMMUNITY

Activities Leaf & Found

Artists Local news

Childcare Politics

General Rideshare

Groups Volunteers

Pets Events

PERSONALS

Strictly Platonic

Women seek Women

Women seeking Men

Men seeking Women

Man seeking Man

Miss Romance

Casual Encounters

Missed Connections

Rants & Raves

HOUSING

Apts / Housing

Rooms / Shared

Sublets / Temporary

Housing Wanted

Housing Swap

Vacation Rentals

Parking / Storage

Office / Commercial

Real Estate for Sale

FOR SALE

Appliances

Antiques

Barter

Bikes

Boats

Books

Business

Computer

Free

Furniture

General

Jewelry

Materials

RVs

Sporting

Tickets

Arts & Crafts

Auto Parts

Baby & Kids

Beauty & Health

Cars & Trucks

CDs / DVD / VHS

Cell Phones

Clothes & Acc

Collectibles

Electronics

Farm & Garden

Garage Sale

Household

Motorcycles

Music Industry

Photo & Video

SERVICES

Beauty

Computer

Creative

Event

Financial

Legal

Lessons

Pet

Adult

Automotive

Farm & Garden

Household

Labor / Move

Skill'd Trade

Real Estate

Small business ads

Therapeutic

Travel / Vacation

Write / ED / TRS

GIGS

Computer

Creative

Crew

Domestic

Event

Labor

Writing

Talent

Adult

CALENDAR

AUGUST

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

ARCHIVES - 900

© CRAIGSLIST 2009

TERMS - PRIVACY - ABOUT - HELP

LOGIN - SIGN-UP - CREATE NEW POST

Craigslist Boston

New Post My Account

Search

Advanced

Calendar

August

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

EMPLOYMENT

Job Listings

Gigs

Résumés

HOUSING

For Rent

Sublet or Temporary

For Sale

CLASSIFIEDS

For Sale

Services

Advertising

COMMUNITY

Fliers

Personals

Forums

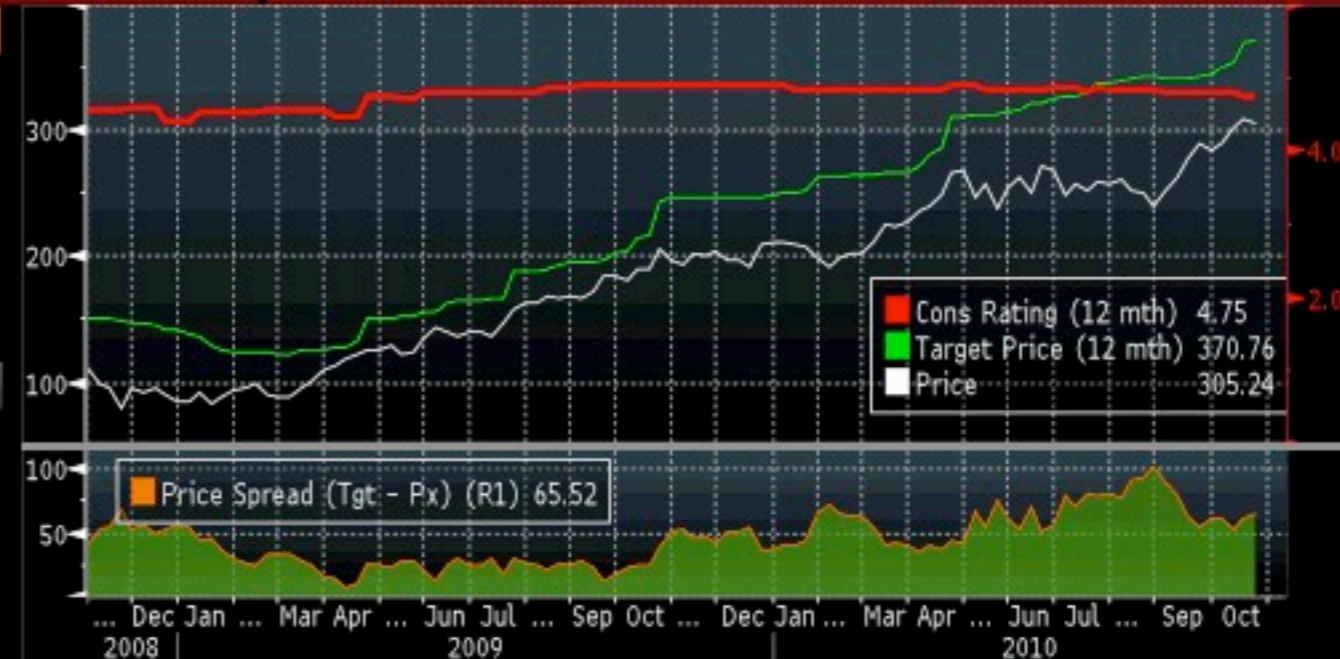
GRAB

EquityANR

DELAY 17:20 Vol 19,591,341 Op 307.95 Q Hi 308 K Lo 300.9 D ValTrd 5971.075m

AAPL US Equity 95) Output To Excel 96) Alert Analyst Recommendations

Consensus (Months) 12
 Consensus Rating 4.745
 Buys 46 90.20%
 Holds 5 9.80%
 Sells 0 0.00%
 Currency USD
 Tgt Px 33/52 370.76
 12 Months Consensus
 US Average 3.381
 Standard and Poor's 3.915
 Standard and Poor's 4.370
 NASDAQ 100 Stock In 4.029
 1 Yr Rtn 58.65%



In-House 99) Corporate action: N/A Effective: N/A * is split adjusted

Firm Name	Analyst	Recommendation		Tgt Px	Date	1 Yr Rtn	BARR	Rank
1) Kaufman Bros	WU	buy	M	380.00	10/28/10	58.65%	1st	
2) Piper Jaffray	MUNSTER	overweight	M	431.00	10/28/10	58.65%	1st	
3) ISI Group	LAMBA	buy	M	370.00	10/26/10			
4) Janney Montgom	FEARNLEY	buy	M	385.00	10/25/10			
5) Sanford C. Bernst	SACCONAGH	outperform	M	375.00	10/25/10	58.65%	1st	
6) JMP Securities	GAUNA	market outperform	M	335.00	10/25/10			
7) Barclays Capital	REITZES	overwt/positive	M	390.00	10/25/10	58.65%	1st	

BLOOMBERG TERMINAL CONCEPT FOR PORTFOLIO MAGAZINE

Envisioning the future and adoption of financial data delivery

The Bloomberg terminal is a staple in any financial institution, providing real-time data about pricing, analytics, and print and multimedia news across a number of financial markets. Despite an estimated 75,000 machines in use worldwide—including one in the Vatican—users find the aesthetic is dated and the interface synonymous with MS-DOS.

Conde Nast's Portfolio magazine asked IDEO to address the aging Bloomberg terminal and create a speculative and disruptive new interface design. Drawing from expert users and insights gathered over years of ethnographic research in the financial services and computing industries, IDEO set out to create a simple and pragmatic design that avoided being overly fanciful or appearing dumbed-down. To enable ready adoption of such an interface, IDEO minimized complexity to avoid the inherent switching costs of changing to a new interface. At the same time, the design also incorporated certain "badge of honor" elements inspired by expert users of the previous system.

Working with a three-week deadline, IDEO created an interface that presents information in a logical progression, with news and data displayed left to



AWARDS

IDEA Silver Award from IDSA and *BusinessWeek*, 2008

DES

P235 Corp DES

SECURITY DESCRIPTION

Page 1/ 1

DISNEY (WALT) CO DIS5 7/8 12/15/17 105.968/105.968 (5.23/5.23) TRAC

ISSUER INFORMATION		IDENTIFIERS		
Name	WALT DISNEY COMPANY	Common	016020613	1) Additional Sec Info
Type	Multimedia	ISIN	US25468PCB04	2) Identifiers
Market of Issue	GLOBAL	CUSIP	25468PCB0	3) Ratings
SECURITY INFORMATION		RATINGS		
Country	US	Currency	USD	4) Fees/Restrictions
Collateral Type	NOTES	Moody's	Baa1	5) Prospectus
Calc Typ(1)STREET CONVENTION	S&P	BBB+	6) Sec. Specific News
		Fitch	BBB+	7) Involved Parties
Maturity	12/15/2017 Series B	ISSUE SIZE		8) Custom Notes
	NORMAL	Amt Issued		9) Issuer Information
Coupon	5 7/8 FIXED	USD	300,000.00 (M)	10) ALLO
S/A	30/360	Amt Outstanding		11) Pricing Sources
Announcement Dt	12/16/02	USD	300,000.00 (M)	12) Related Securities
Int. Accrual Dt	12/19/02	Min Piece/Increment		13) Issuer Web Page
1st Settle Date	12/19/02	1,000.00/	1,000.00	14) Par Cds Spreads
1st Coupon Date	6/15/03	Par Amount	1,000.00	15) TRACE Trade Recap
Iss Pr	99.1170	BOOK RUNNER/EXCHANGE		16) Capital Changes
SPR @ ISS	180.00 vs T 4 11/15/12	GS,CITI		65) Old DES
HAVE PROSPECTUS	DTC	TRACE		66) Send as Attachment

ISS'D UNDER MTN PROGRAM. SR. UNSEC'D. SHORT 1ST CPN.

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Germany 49 69 920410

Hong Kong 852 2977 6000 Japan 81 3 3201 8900 Singapore 65 6212 1000 U.S. 1 212 318 2000 Copyright 2005 Bloomberg L.P.

1 24-Jan-05 16:01:33



Bad ideas are seldom **beautiful**.





Coca-Cola



ibm



Marlboro



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Gap **@GapLogo**
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That new MySpace logo? I mean I know I have very little room to talk but holy shit.

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GAP 

ICanHasHeritage 

Gap 



Make things **beautiful**
make beautiful **things**

– Saul Bass, when asked what he wanted to do with his life

Saying **no** can be harder than yes.

Starbucks: An Illustrated History



1971

We start by selling coffee beans in Seattle's Pike Place Market.



1987

We add handcrafted espresso beverages to the menu.



1992

We become a publicly traded company.



2011

We mark 40 years and begin the next chapter in our history.

Google™ → Google

The 25 Most Innovative Companies 2010

13 of 27



SIMON HAYTER/GETTY IMAGES

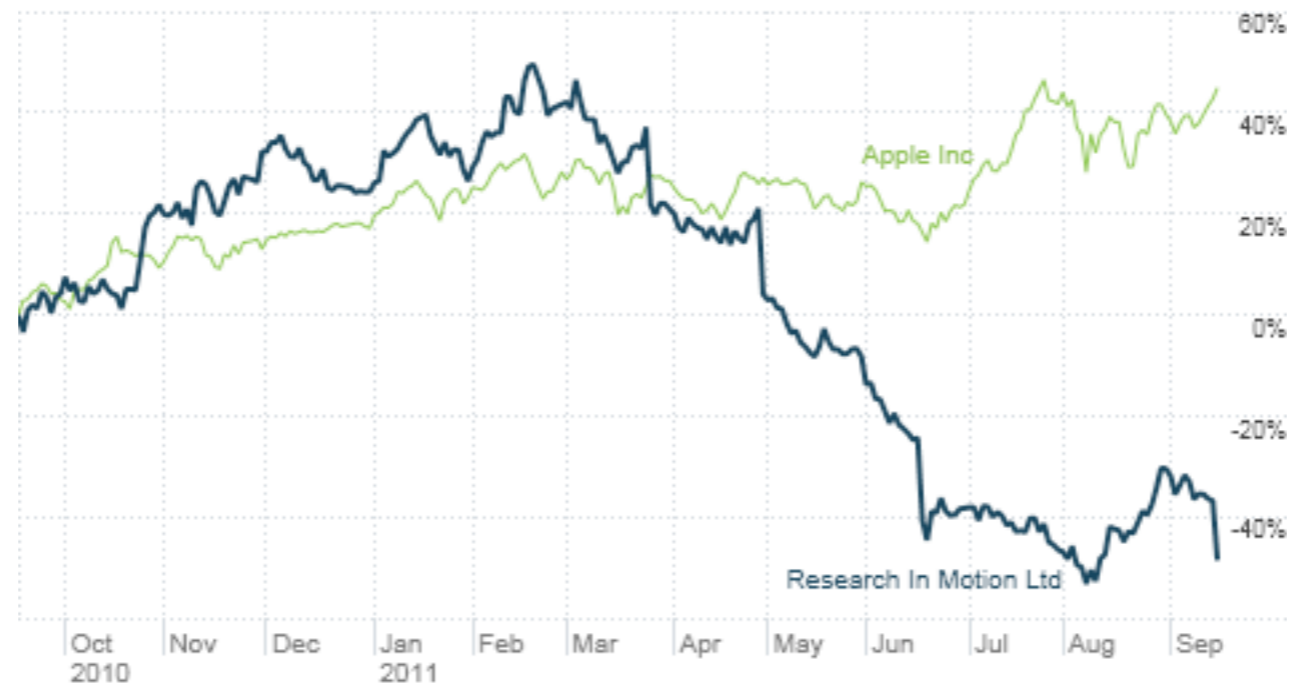
No. 14: Research In Motion

The BlackBerry's maker has invested much of its recent research budget into speeding up the text-typing capabilities of its smartphones. But touchscreen handsets from Apple (AAPL) and others are threatening to turn the device into an also-ran.

[read the story](#)

[post a comment](#)

RIM vs. Apple



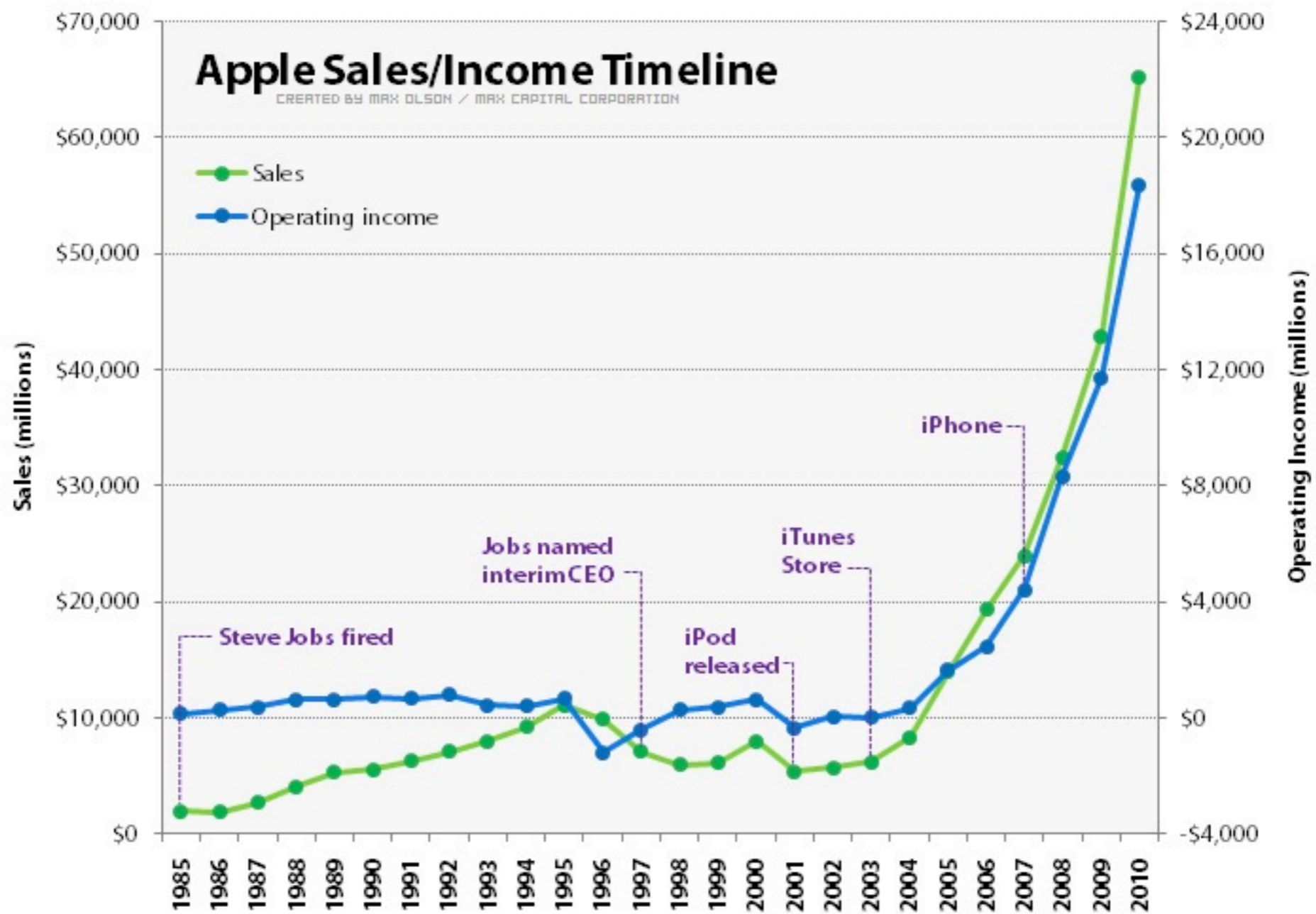


“They ask, “Why can’t you **be more like Apple?**”

So we should go bankrupt and fire our founders and bring in a moron? That’s what we should do?”

– Roger Martin, “Defying RIM’s critics”

Globe and Mail, February 10, 2012



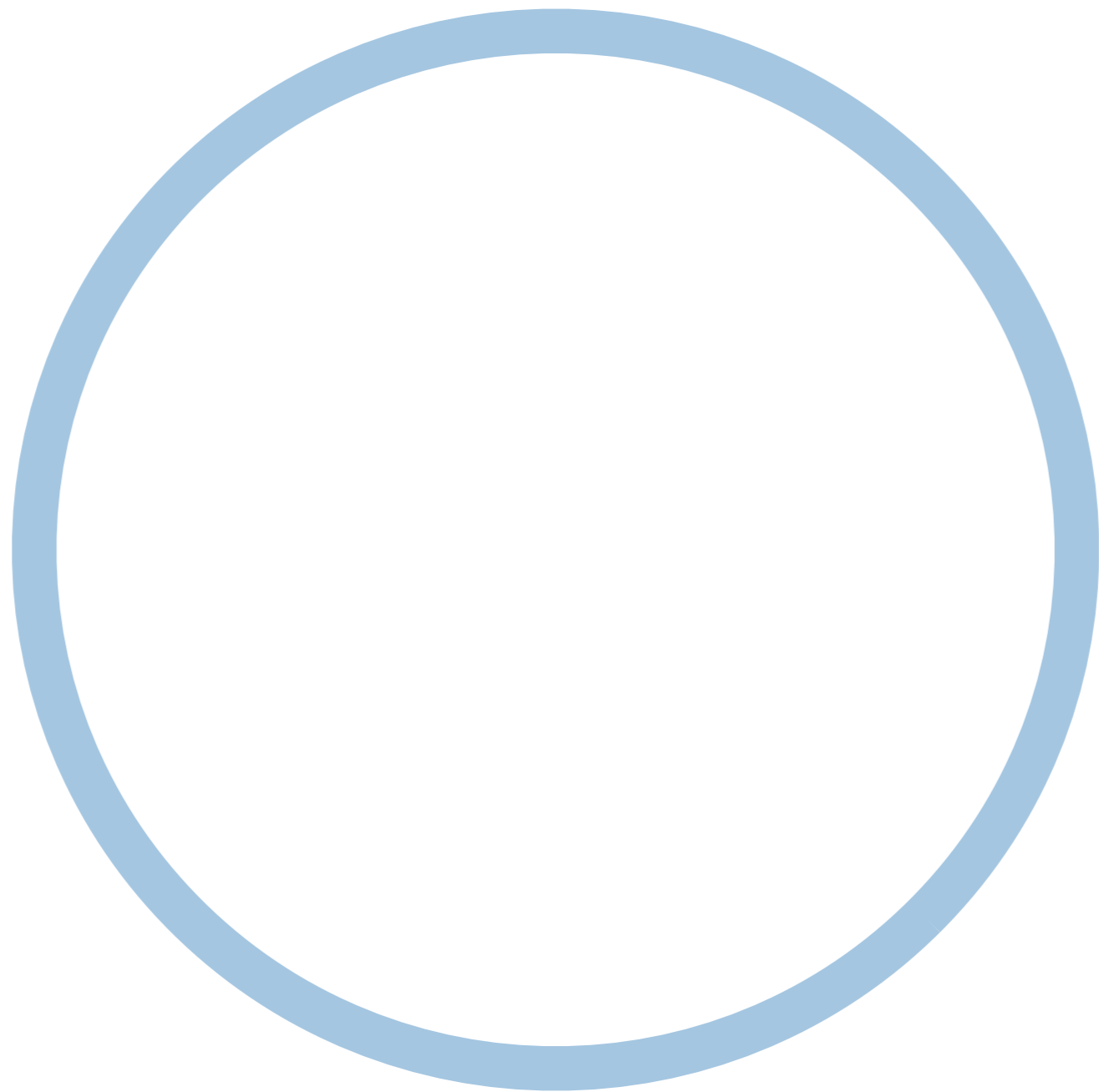


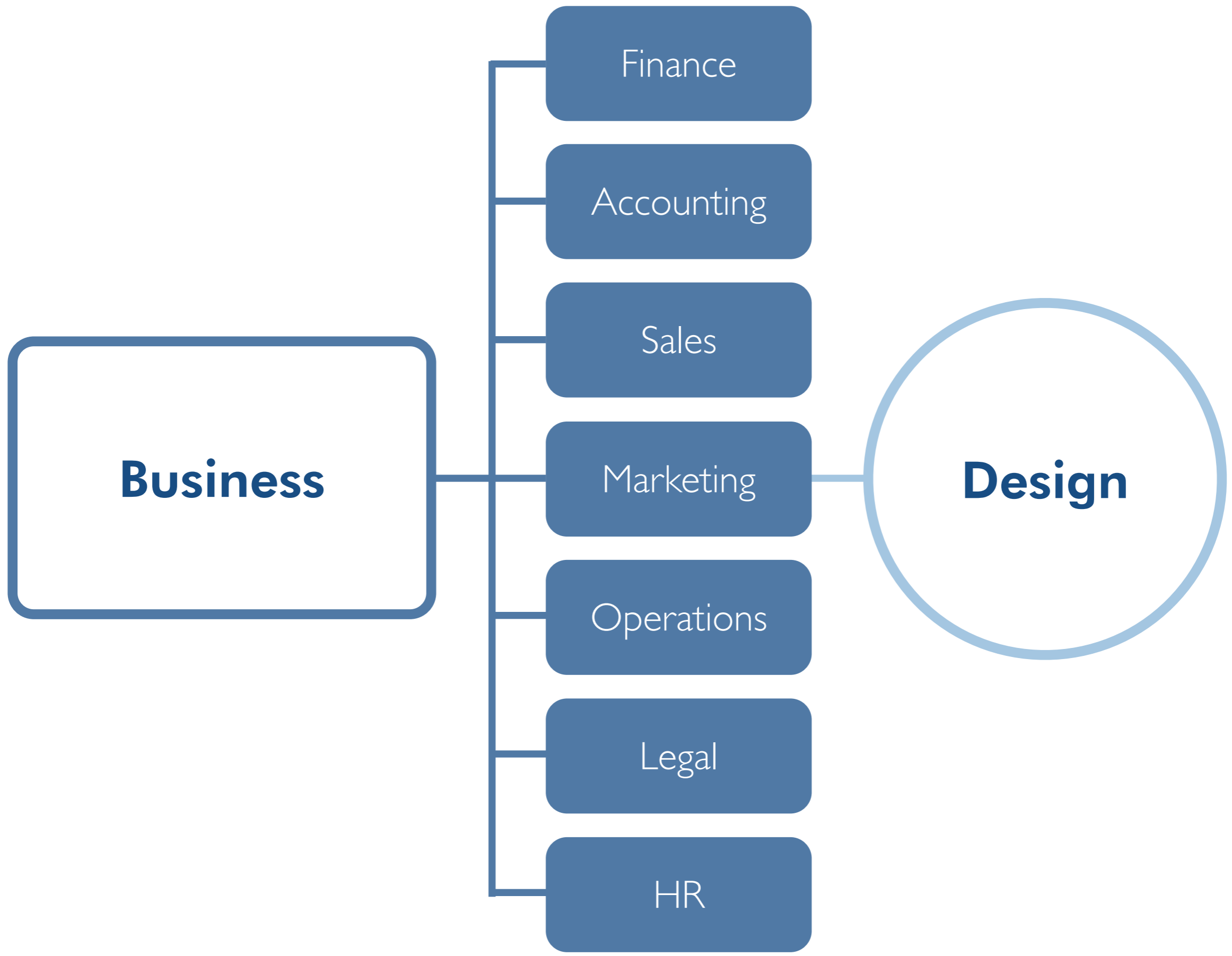
Balance Sheet

Get **Balance Sheet** for: View: [Annual Data](#) | [Quarterly Data](#)

All numbers in thousands

PERIOD ENDING	29-Sep-07	30-Sep-06	24-Sep-05
Assets			
Current Assets			
Cash And Cash Equivalents	9,352,000	6,392,000	3,491,000
Short Term Investments	6,034,000	3,718,000	4,770,000
Net Receivables	4,811,000	3,452,000	1,226,000
Inventory	346,000	270,000	165,000
Other Current Assets	1,413,000	677,000	648,000
Total Current Assets	21,956,000	14,509,000	10,300,000
Long Term Investments	-	-	-
Property Plant and Equipment	1,832,000	1,281,000	817,000
Goodwill	38,000	38,000	69,000
Intangible Assets	382,000	160,000	27,000
Accumulated Amortization	-	-	-
Other Assets	1,051,000	1,217,000	338,000
Deferred Long Term Asset Charges	88,000	-	-
Total Assets	25,347,000	17,205,000	11,551,000
Liabilities			
Current Liabilities			
Accounts Payable	6,230,000	6,471,000	3,484,000
Short/Current Long Term Debt	-	-	-
Other Current Liabilities	3,069,000	-	-
Total Current Liabilities	9,299,000	6,471,000	3,484,000
Long Term Debt	-	-	-
Other Liabilities	67,000	14,000	601,000
Deferred Long Term Liability Charges	1,449,000	736,000	-
Minority Interest	-	-	-
Negative Goodwill	-	-	-
Total Liabilities	10,815,000	7,221,000	4,085,000





Business

Finance

Accounting

Sales

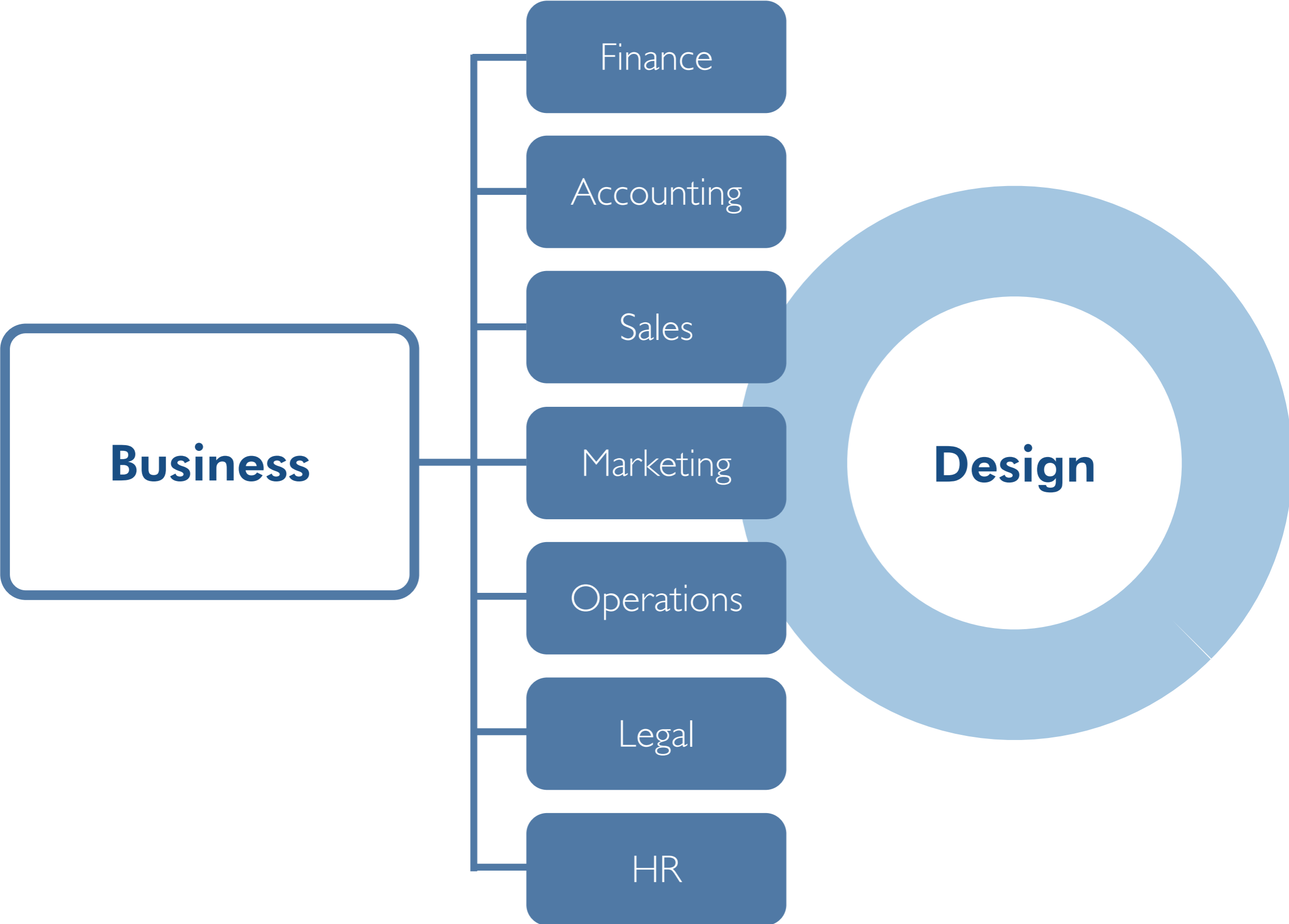
Marketing

Operations

Legal

HR

Design



Business

Finance

Accounting

Sales

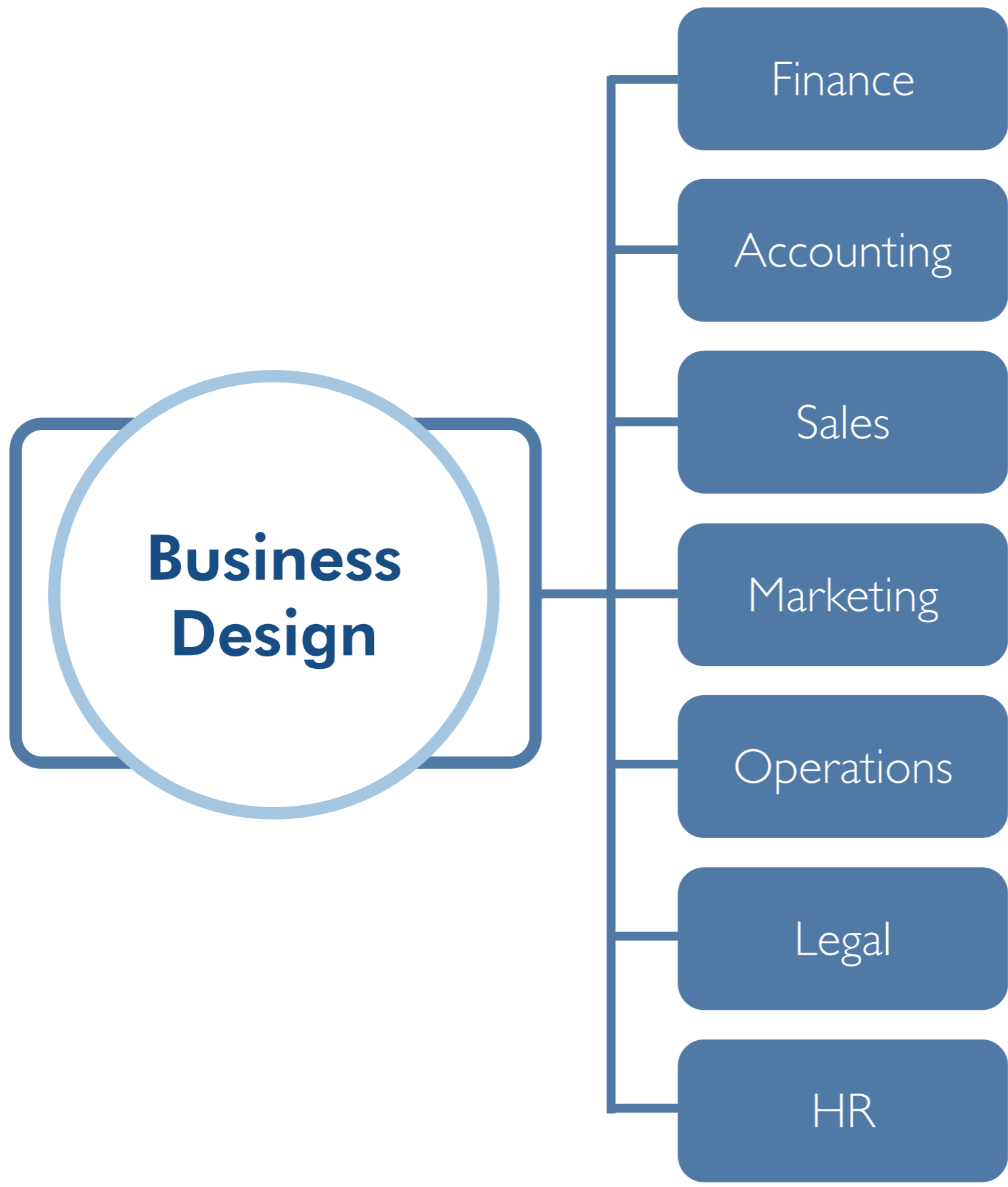
Marketing

Operations

Legal

HR

Design



Business Design

Finance

Accounting

Sales

Marketing

Operations

Legal

HR

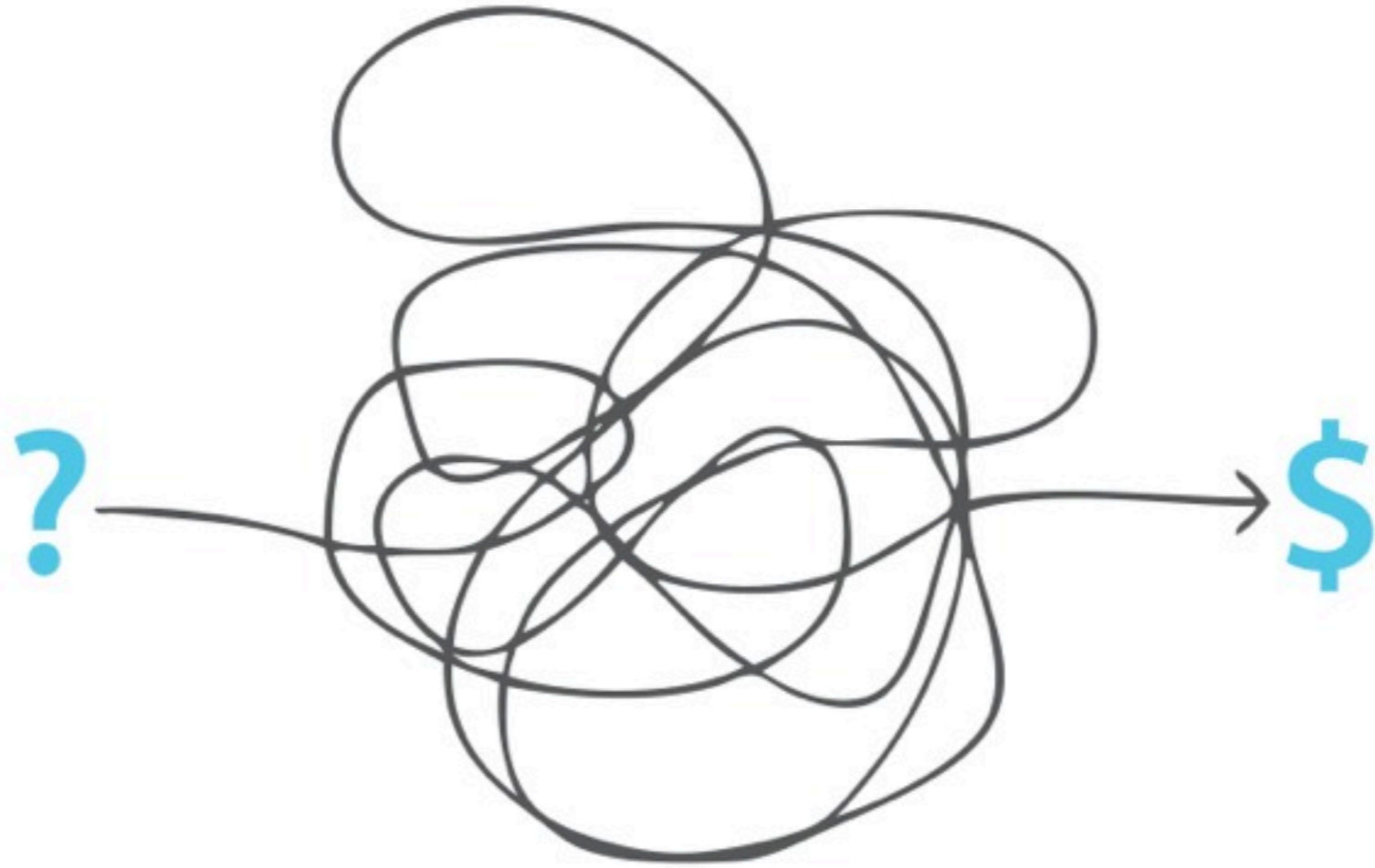
Designing for



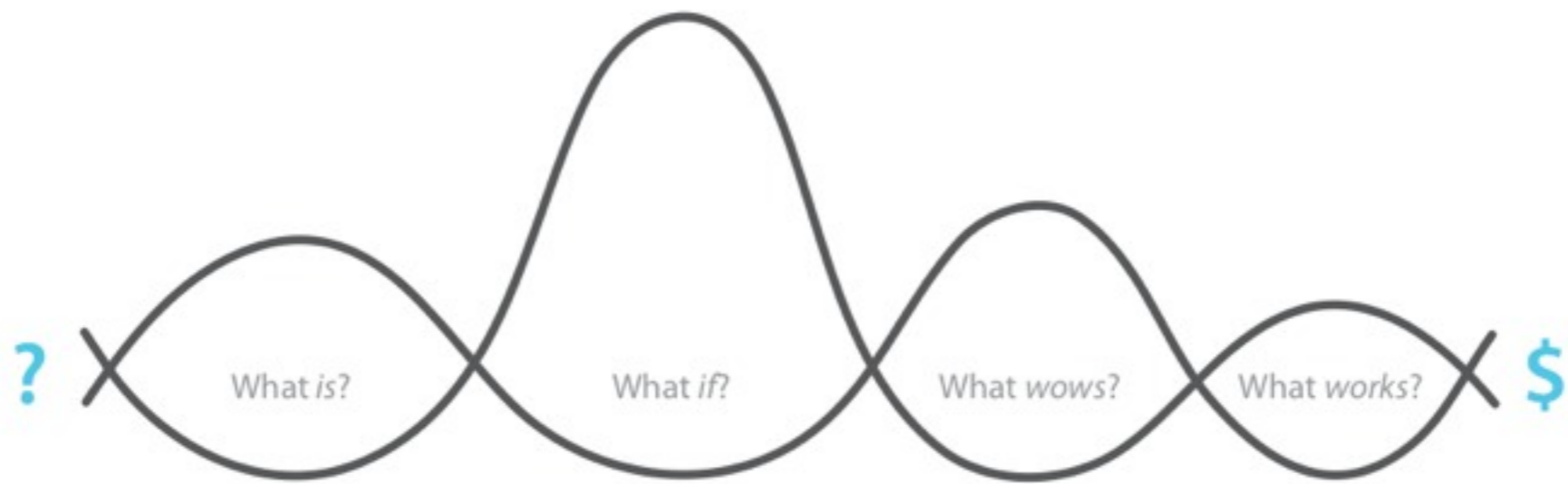
a design thinking tool kit for managers

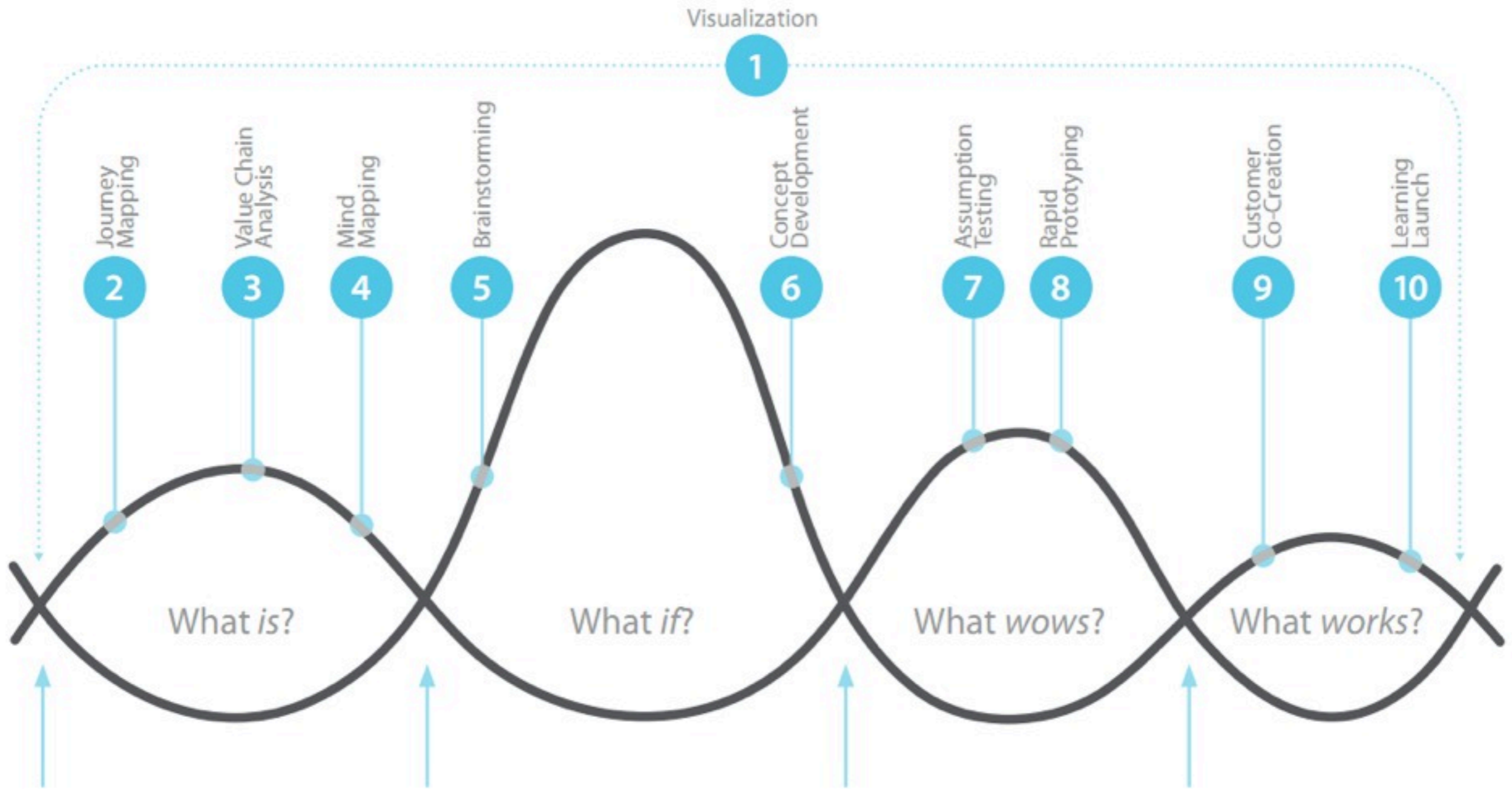
JEANNE LIEDTKA AND TIM OGILVIE





	BUSINESS	DESIGN
Underlying Assumptions	Rationality, objectivity; Reality as fixed and quantifiable	Subjective experience; Reality as socially constructed
Method	Analysis aimed at proving one "best" answer	Experimentation aimed at iterating toward a "better" answer
Process	Planning	Doing
Decision Drivers	Logic; Numeric models	Emotional insight; Experiential models
Values	Pursuit of control and stability; Discomfort with uncertainty	Pursuit of novelty; Dislike of status quo
Levels of Focus	Abstract or particular	Iterative movement between abstract and particular





DESIGN BRIEF	
Project Description	
Intent / Scope	
Exploration Questions	• • •
Target Users	• •
Research Plan	
Expected Outcomes	• •
Success Metrics	• •
Project Planning	

DESIGN CRITERIA	
Design Goal	
User Perceptions	• • •
Physical Attributes	• • •
Functional Attributes	• • •
Constraints	• •

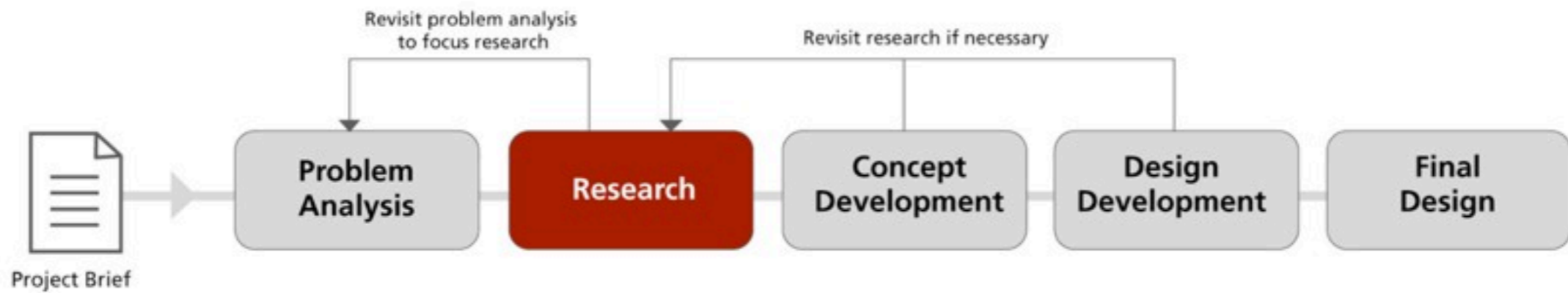
NAPKIN PITCH CONCEPT NAME	
NEED	APPROACH
• • • •	• • • •
BENEFIT	COMPETITION
• • • •	• • • •

LEARNING GUIDE													
Strategic Intent													
Remaining Key Assumptions to Be Tested	1 2 3 4 5												
In-Market Test Plan	<table border="1"> <thead> <tr> <th>Untested Assumptions</th> <th>Success Metrics</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> <tr> <td>5</td> <td></td> </tr> </tbody> </table>	Untested Assumptions	Success Metrics	1		2		3		4		5	
	Untested Assumptions	Success Metrics											
1													
2													
3													
4													
5													
Financial Capital to Be Expended	• • •												

THE TEN TOOLS

1. **Visualization:** using imagery to envision possibilities and bring them to life
2. **Journey Mapping:** assessing the existing experience through the customer's eyes
3. **Value Chain Analysis:** assessing the current value chain that supports the customer's journey
4. **Mind Mapping:** generating insights from exploration activities and using those to create design criteria
5. **Brainstorming:** generating new possibilities and new alternative business models
6. **Concept Development:** assembling innovative elements into a coherent alternative solution that can be explored and evaluated
7. **Assumption Testing:** isolating and testing the key assumptions that will drive the success or failure of a concept
8. **Rapid Prototyping:** expressing a new concept in a tangible form for exploration, testing, and refinement
9. **Customer Co-Creation:** enrolling customers to participate in creating the solution that best meets their needs
10. **Learning Launch:** creating an affordable experiment that lets customers experience the new solution over an extended period of time, to test key assumptions with market data

The Design Process





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*Luigi Tadini, Market Director, Paper Magazine
Winston, Old Fashioned Fade*



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WOMEN

|

BUY A PAIR, GIVE A PAIR

OUR STORY

MONOCLE

HELP/FAQ



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SHOP MEN > | SHOP WOMEN >

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Shop our 14 new frame designs featuring 8 new colors

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Vintage inspired frames with prescription lenses

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For every pair of glasses sold, we provide one to someone in need

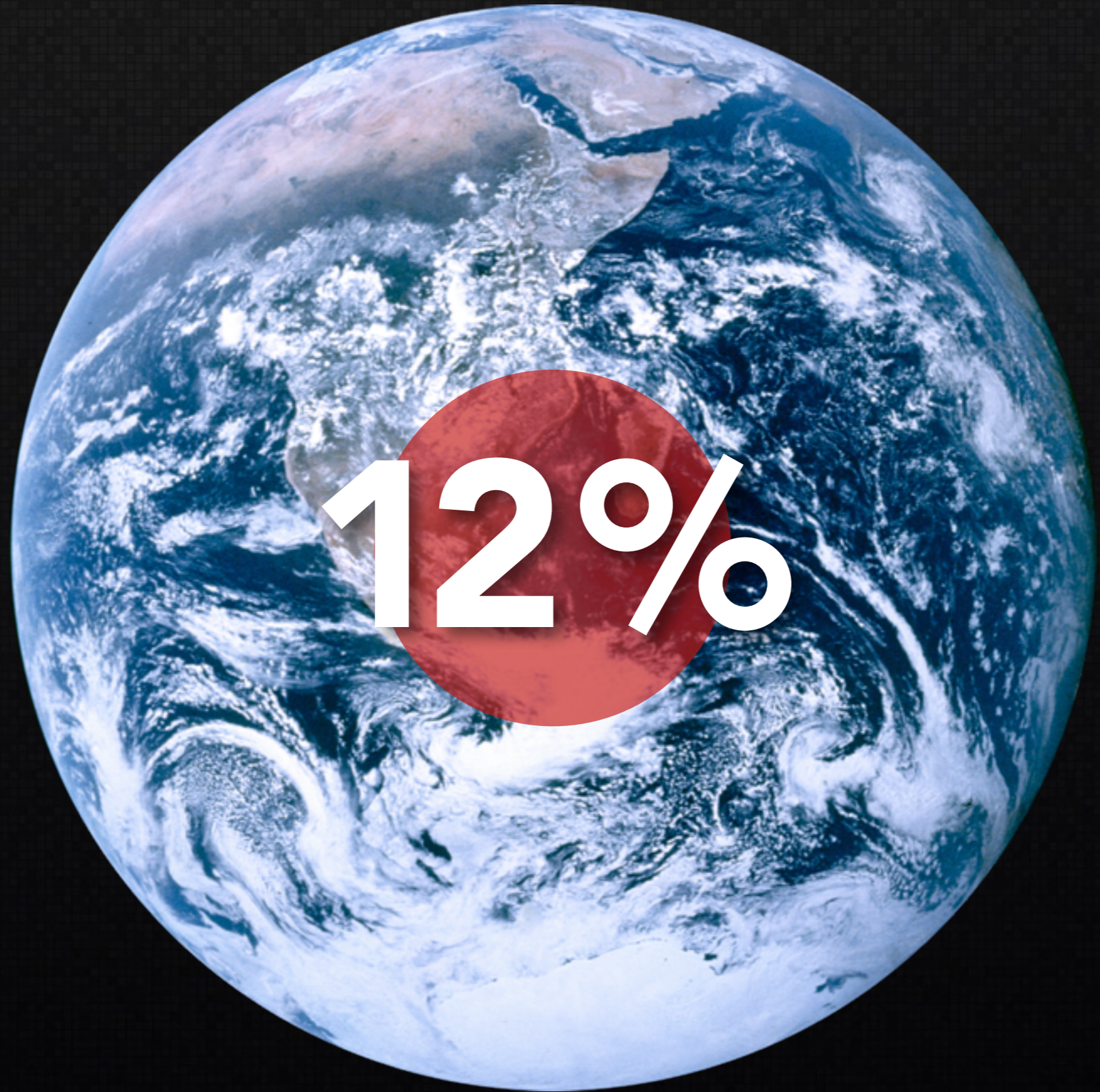
Monocle

Check out our signature Colonel monocle in Whiskey Tortoise

facebook

Facebook helps you connect and share with the people in your life.





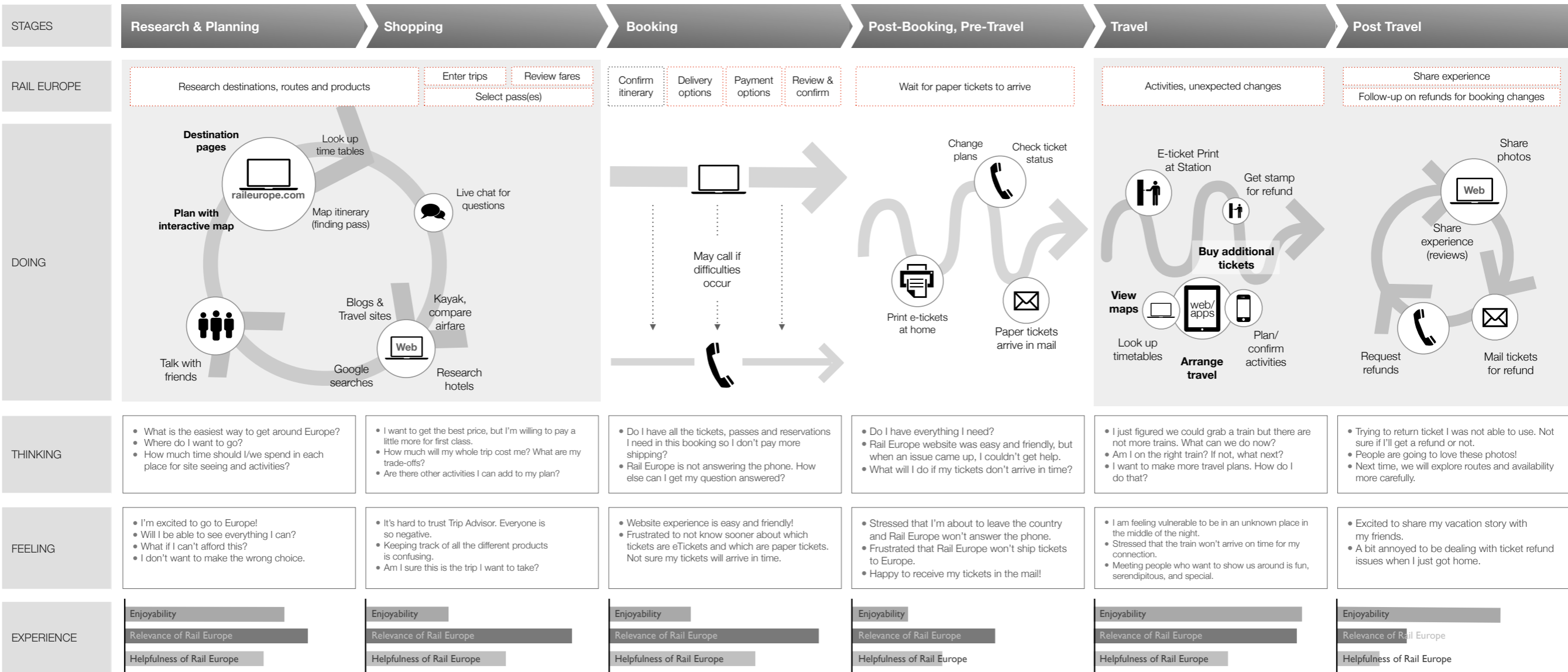
12%

Rail Europe Experience Map

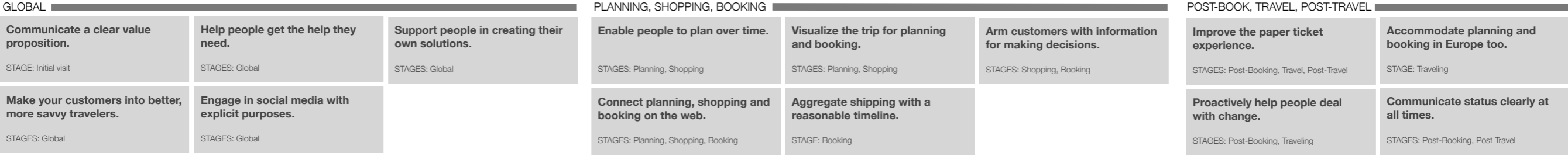
Guiding Principles

- People choose rail travel because it is convenient, easy, and flexible.
- Rail booking is only one part of people's larger travel process.
- People build their travel plans over time.
- People value service that is respectful, effective and personable.

Customer Journey

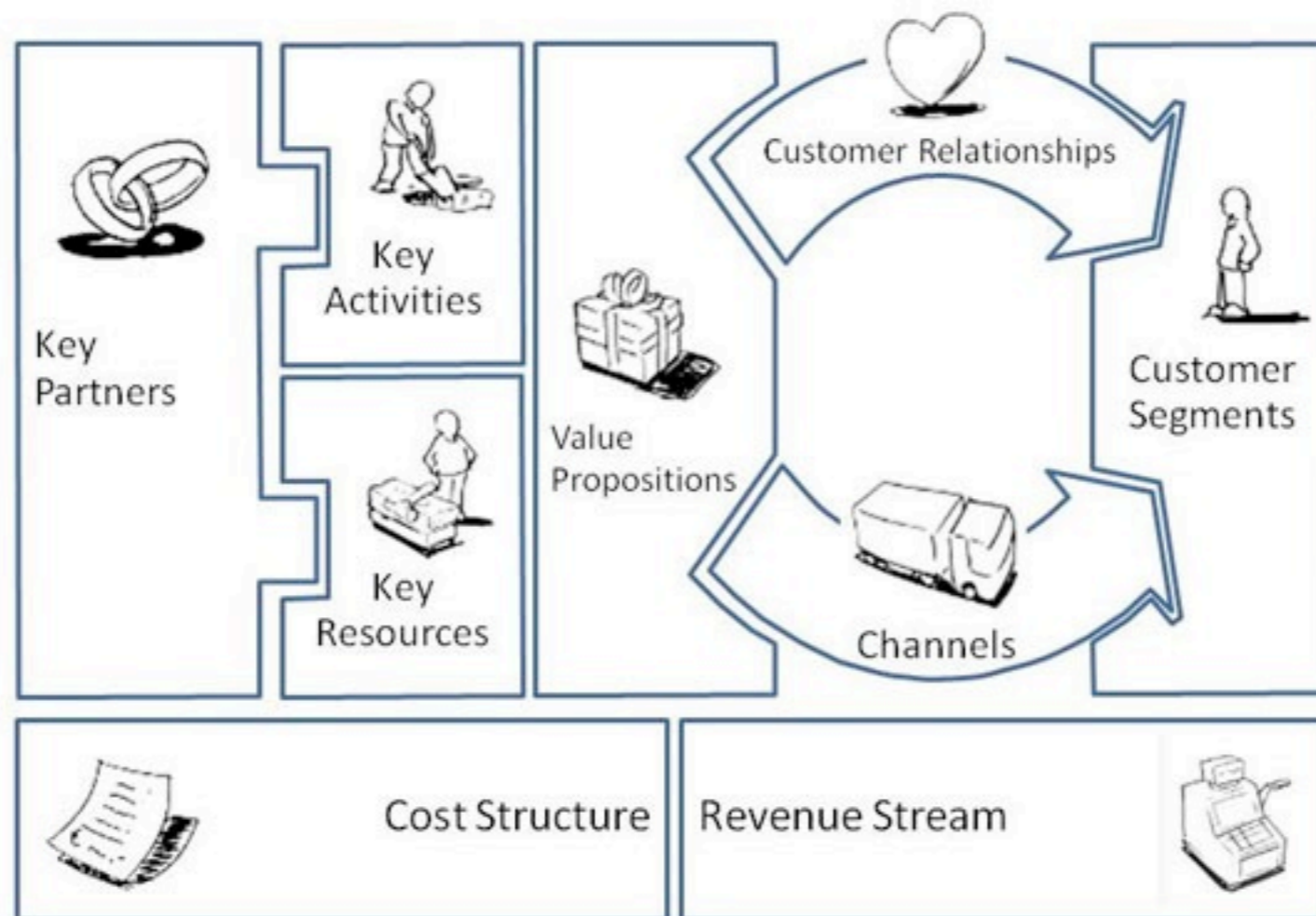


Opportunities



Information sources: Stakeholder interviews, Cognitive walkthroughs, Customer Experience Survey, Existing Rail Europe Documentation

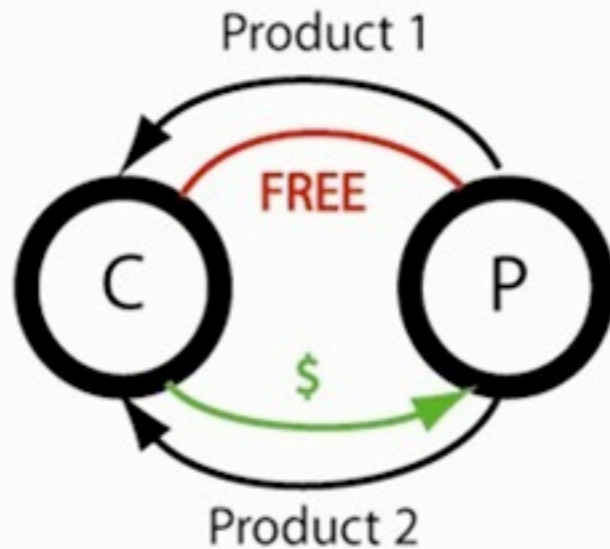
Icons: Ongoing, non-linear; Linear process; Non-linear, but time based



Source: <http://www.businessmodelgeneration.com/>

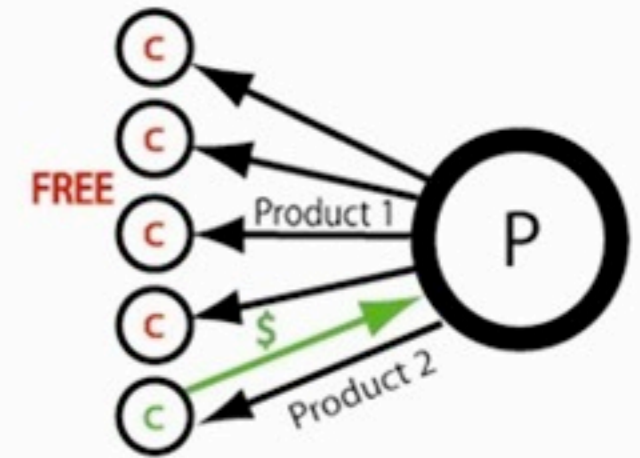
BUY ONE, GET ONE

FREE 1
(Direct cross-subsidy;
get one thing free,
pay for another)



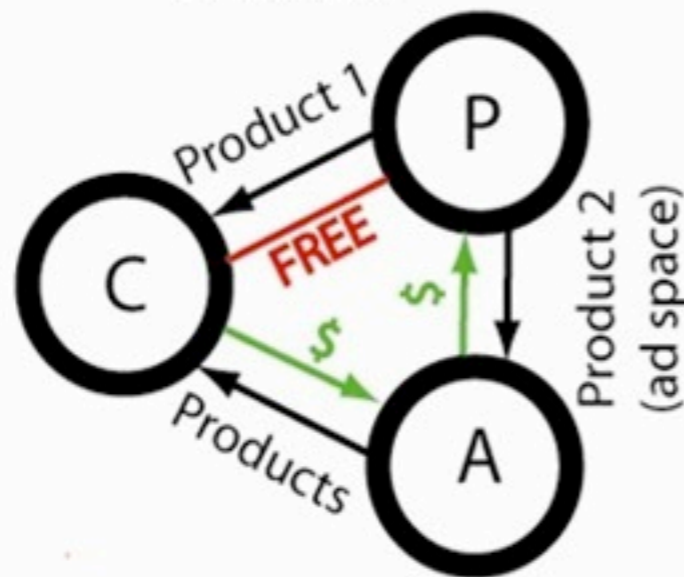
FREEMIUM

FREE 3
("Freemium"; a few
people subsidize
everyone else)



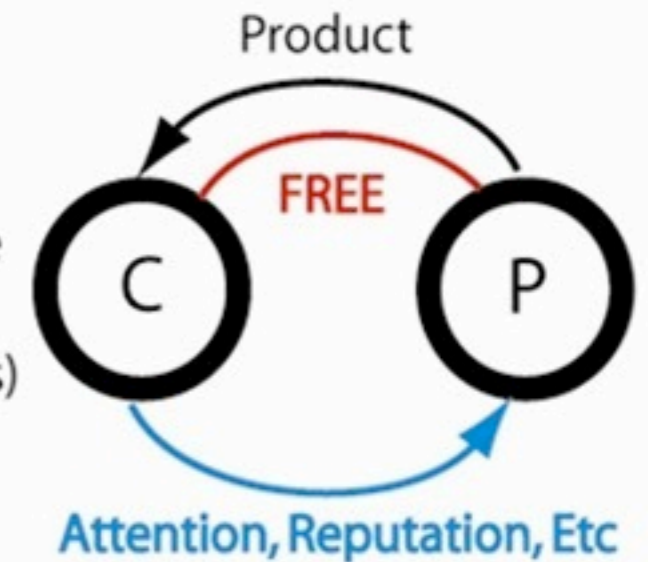
AD-SUPPORTED

FREE 2
(Ad-supported; third
party subsidizes
second party)



GIFT ECONOMY

FREE 4
(Gift economy; people
give away things for
non-monetary rewards)



C = Consumer; P = Producer; A = Advertiser



“ One more thing. ”



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The only limit is your imagination;
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Pink Mojito

Get your pop thing on the hot in you, but you'll feel sophisticated when sipping the refreshing one. Surprisingly, most gourmet desserts are also easy to make.

INGREDIENTS

- 1 1/2 cups (375 ml) water
- 1/2 cup sugar
- 1 fresh lime
- 1 cup + 2 Tbsp (315 ml) milk and powdered sugar (darker is best) or about 2 cups fruit, lemon

Pop Tip
Use a pop mold with a wide opening for a thicker pop. Use a pop mold with a narrow opening for a thinner pop.

MAKE THE MIXTURE In a large bowl, combine the water, sugar, and fresh lime juice. Stir in a pinch of salt. Add the fruit and lemon juice. Blend for 1 minute. Remove from heat. Strain the mixture. Add the milk and powdered sugar. Refrigerate until cold.

MAKE THE POP BASE Mix together the milk and sugar and powdered sugar.

ASSEMBLE THE POPS Dip the pop into the mixture and swirl the pop base until you reach the top. Let freeze completely. Then remove from the freezer and enjoy! Wash with soapy water.





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Business Design MBA

Why Design Management Matters

Graham Huber, MBA Candidate 2013

graham@grahamhuber.com

