#DesignInTech Report

John Maeda, Design Partner
Kleiner Perkins Caufield & Byers

5/15
v 1.1

TEAM: JACKIE XU (TALENT), AVIV GILBOA (MARKETING & COMMUNICATIONS), JUSTIN SAYARATH (TALENT)
WITH SPECIAL THANKS TO CHRISTINA LEE, JULIET DE BAUBIGNY, MARY MEEKER, MIKE ABBOTT

Design in Tech | KPCB

Overview

1 The Data of #DesignInTech
2 A few thoughts about Design, Tech, and Business
3 Why should you (and businesses) care about #DesignInTech?
4 How do you become a #Design(er)InTech?
5 Final Thoughts

1
The Data of #DesignInTech

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Timeline of #DesignInTech M&A Activity

pre-2013	2013	2014	2015

- **FLEXTRONICS**
  +acq. **Frog Design** 2004

- **RIM**
  +acq. **TAT** 2010

- **FACEBOOK**
  +acq. **Sofa** 2011

- **GLOBALLOGIC**
  +acq. **Method** 2011

- **GOOGLE**
  +acq. **Mike & Maaike** 2012

- **FACEBOOK**
  +acq. **Bolt Peters** 2012

- **FACEBOOK**
  +acq. **Hot Studio** 2013

- **ACCENTURE**
  +acq. **Fjord** 2013

- **OCULUS / FB**
  +acq. **Carbon Design** 2014

- **GOOGLE**
  +acq. **Gecko Design** 2014

- **CAPITAL ONE**
  +acq. **Adaptive Path** 2014

- **FACEBOOK**
  +acq. **Teehan+Lax** 2015

- **BBVA**
  +acq. **Spring Studio** 2015

- **MCKINSEY**
  +acq. **Lunar Design** 2015

Fourteen

~~Nine~~ creative firms have been *atypically* acquired by companies known for tech like Facebook, Flextronics, Google; also Accenture, Capital One, BBVA, McKinsey & Co

Agencies acquired by mature startups include 80/20 (+acq. Square 2012), Jet Cooper (+acq. Shopify 2013), Helicopter (+acq. One Kings Lane 2011).

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Why Are Tech Companies Acquiring Design Agencies?

The solution to every new problem in tech has been simple: more tech.

1

A better experience was made with a faster CPU or more memory.

2

Moore's Law no longer cuts it as the key path to a happier customer.

3

the old way of thinking   the *new* way of thinking

Tech companies, and investors, are increasingly seeing the value of designers who know how to work with and within the constraints of the tech industry.

As the marginal return on more computing power (a la Moore's law) continues to diminish, a new kind of design will matter more than Moore.

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What was it like before all this heat around #DesignInTech?

" [Silicon Valley] didn't think a designer could build and run a company. They were straight up about it. We weren't MBAs, we weren't two PhD students from Stanford. Being designers they thought we were people that worked for people that ran companies. "

—**BRIAN CHESKY** Co-founder of Airbnb
via Dezeen

Brian Chesky, Joe Gebbia, and Nathan Blecharczyk co-founded Airbnb in 2008. Brian and Joe are graduates of the Rhode Island School of Design (RISD).
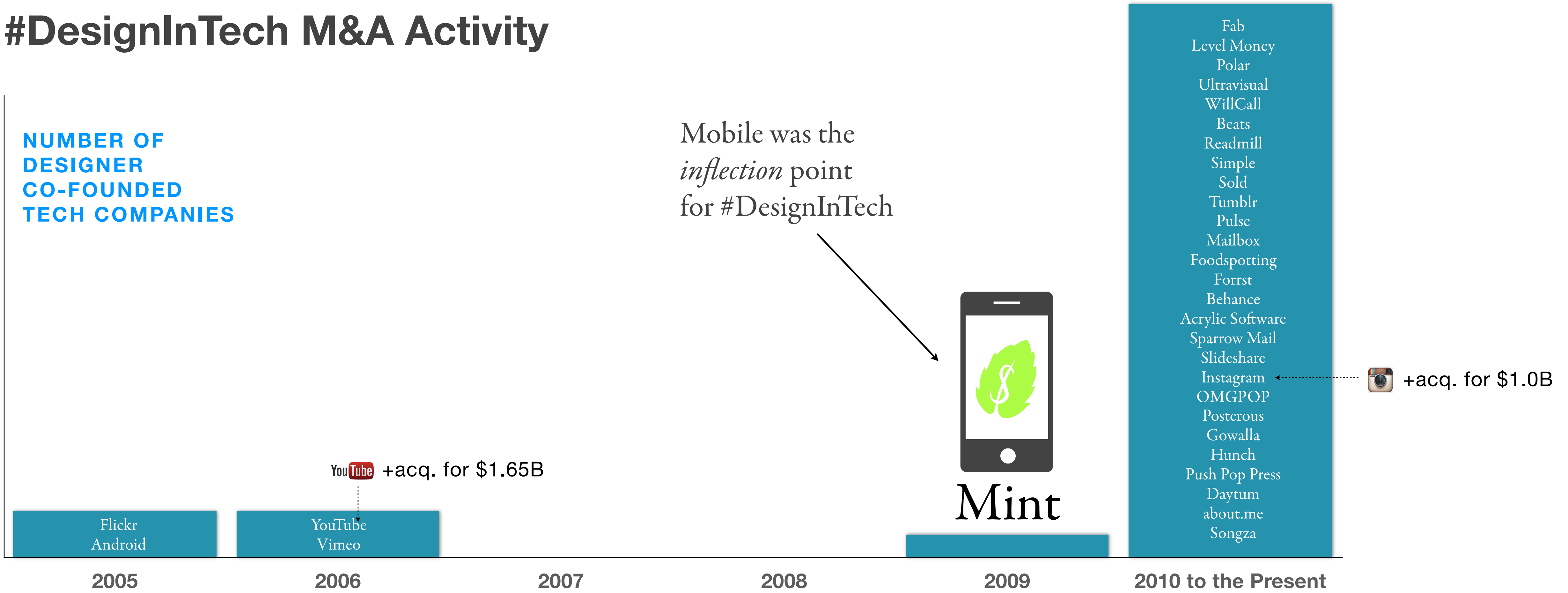
The WSJ reported that in October 2014 the valuation of Airbnb was at $13B — up from $10B in April of that year.

Source: @kpcb @johnmaeda #DesignInTech

http://www.dezeen.com/2014/01/28/silicon-valley-didnt-think-a-designer-could-build-a-company-interview-airbnb-co-founder-brian-chesky/ http://www.wsj.com/articles/airbnb-mulls-employee-stock-sale-at-13-billion-valuation-1414100930

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#DesignInTech M&A Activity

**NUMBER OF
DESIGNER
CO-FOUNDED
TECH COMPANIES**

Mobile was the
inflection point
for #DesignInTech

Mint

Fab
Level Money
Polar
Ultravisual
WillCall
Beats
Readmill
Simple
Sold
Tumblr
Pulse
Mailbox
Foodspotting
Forrst
Behance
Acrylic Software
Sparrow Mail
Slideshare
Instagram   +acq. for $1.0B
OMGPOP
Posterous
Gowalla
Hunch
Push Pop Press
Daytum
about.me
Songza

+acq. for $1.65B

Flickr
Android

YouTube
Vimeo

| 2005 | 2006 | 2007 | 2008 | 2009 | 2010 to the Present |

27 startups that were co-founded by designers have been acquired since 2010 by companies like Google, Facebook, Adobe, LinkedIn, Dropbox, and Yahoo.
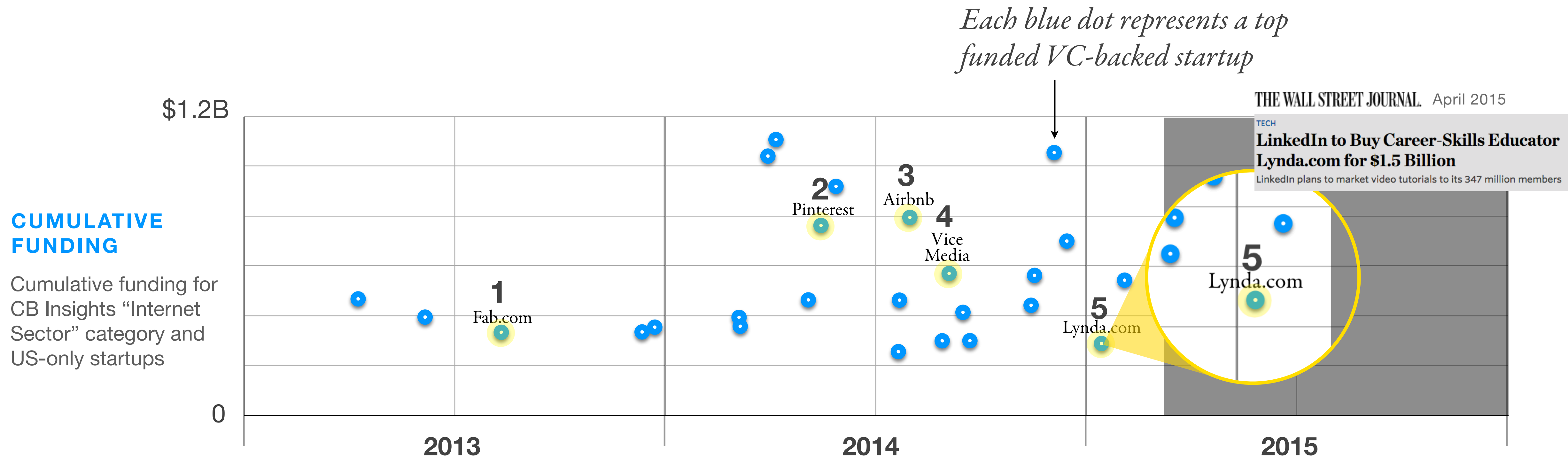
Designing for mobile brought new design and engineering constraints compared with the desktop: 1. Limited computing power, 2. Smaller display → harder to read, 3. Can't rely on network connection, 4. No 'hover' state (no mouse), 5. Hand covers screen when using, 6. Apps silo user data.

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#DesignInTech Funding Activity

Each blue dot represents a top funded VC-backed startup

CUMULATIVE FUNDING

Cumulative funding for CB Insights "Internet Sector" category and US-only startups

$1.2B

0

1 Fab.com

2 Pinterest

3 Airbnb

4 Vice Media

5 Lynda.com

5 Lynda.com

2013

2014

2015

THE WALL STREET JOURNAL. April 2015

TECH

LinkedIn to Buy Career-Skills Educator Lynda.com for $1.5 Billion

LinkedIn plans to market video tutorials to its 347 million members

Five (20%) of the top cumulative-funded VC-backed ventures that have raised additional capital since 2013 have designer co-founders.

More design-led startups include Flipboard, Gumroad, Path, Tradesy, Segment.io, Quirky, StoreHouse, The Grommet, SOLS. And startups are bringing design expertise in-house earlier: Ionic Security, ZenPayroll, Remind, and aboutLife are a few startups that had design leads in their first 10 hires.

Source: @cbinsights @designerfund @kpcb @johnmaeda @jshoee #DesignInTech
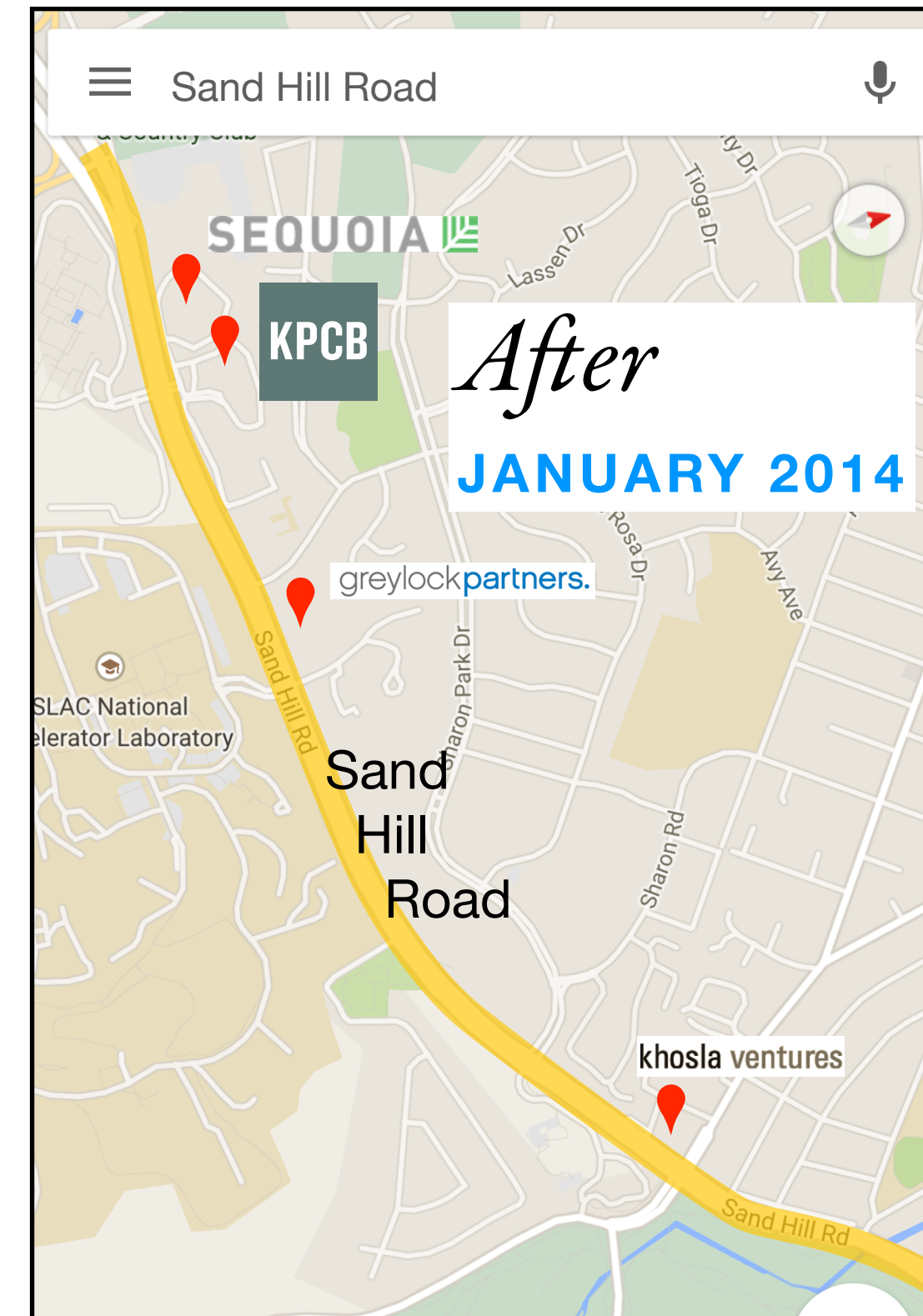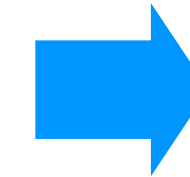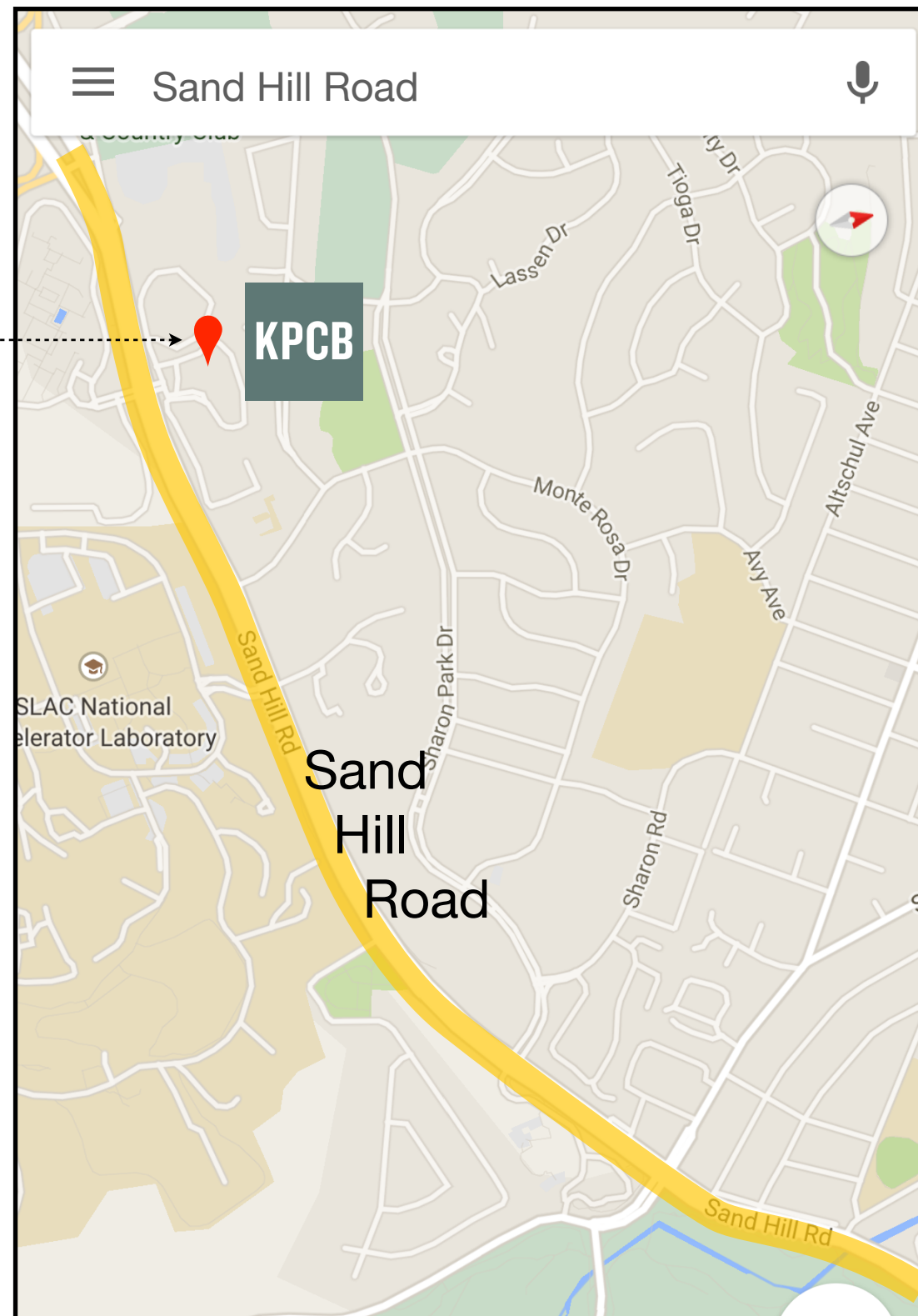
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How is Venture Capital Embracing #DesignInTech?

JANUARY 2014

John Maeda Joins Kleiner Perkins Caufield & Byers as Design Partner

Wednesday, December 4, 2013

Renowned design leader to spearhead firm's effort to connect design and technology to cultivate innovation

MENLO PARK, CA – December 4, 2013 – Kleiner Perkins Caufield & Byers (KPCB) today announced the appointment of John Maeda as Design Partner, reflecting the critical role that design plays in KPCB's digital internet investments and in the product development and leadership needs of KPCB's entrepreneurs. Maeda joins KPCB from Rhode Island School of Design (RISD) where he was president since 2008, during which time RISD saw increased

New Design Partner in VC

After

JANUARY 2014

With new designer partners born away from Sand Hill too:

Google Ventures has the largest design team, founded by Braden Kowitz in 2010.

There were no designers on Silicon Valley's fabled "Sand Hill Road" until January of 2014 when I arrived at KPCB. Since then, six more have now joined VC firms.

VC firms with designers include: Google Ventures, Sequoia Capital, Khosla Ventures, Greylock Partners, True Ventures, Sutter Hill Ventures. Seed funds for designers include Designer Fund and Collaborative Fund. Accelerators with designers include: Y Combinator and Samsung Accelerator.

Source: @kpcb @johnmaeda @designerfund @collabfund #DesignInTech

http://www.kpcb.com/design

#DesignInTech by the Numbers

1

27 startups co-founded by designers and 13 creative agencies were acquired by tech in the last 4 years.

2

5 startups co-founded by designers have raised more than $2.75 billion, and more are out there.

3

6 venture capital firms invited designers onto their teams—for the first time—in the last year.

Businesses started by designers have created billions of dollars of value, are raising billions of dollars in capital, and VC firms increasingly see the importance of design.

If there's any company or deal that we've missed in the #DesignInTech report, please tweet @kpcb any new information. Thank you!
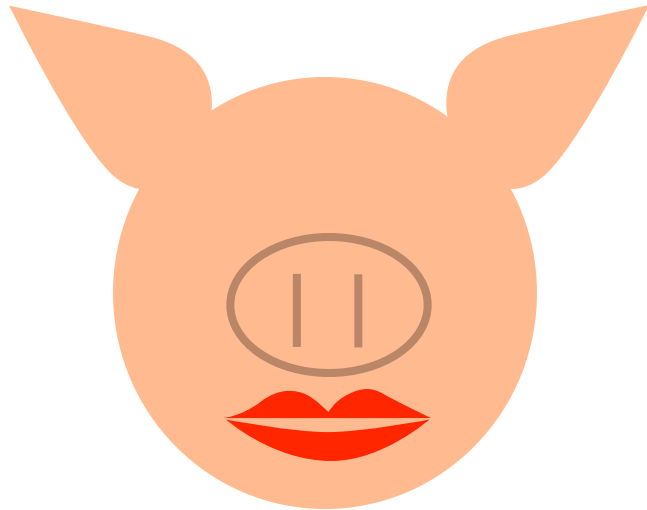
Source: @kpcb @johnmaeda @jshoee #DesignInTech

http://www.kpcb.com/design

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#DesignInTech Predictions

1

M&A activity of designer-led businesses will likely grow.

» Older user experiences will improve.

2

Designer-led startups will have increased access to capital.

» Designers will grow as executives.

3

Design in VC is not about *pretty*—it's about <u>relevance</u>.

» Design's business value will evolve.

DESIGN ➡ DE$IGN

Design in the tech sector is sparking new and extending existing economic growth. Expect more value creation by designers in the coming years as tech matures.

If there's any company or deal that we've missed in the #DesignInTech report, please tweet @kpcb any new information. Thank you!

Source: @kpcb @johnmaeda #DesignInTech

http://www.kpcb.com/design

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2
A few thoughts about Design, Tech, and Business

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Start with design, rather than just end with it. Design is ~~a cost.~~ an investment.

DESIGN AS "BAKED-IN"

DESIGN AT THE VERY END
(or "COSMETIC SURGERY")

BEGINNING   MIDDLE   END

$

$ $ $ $
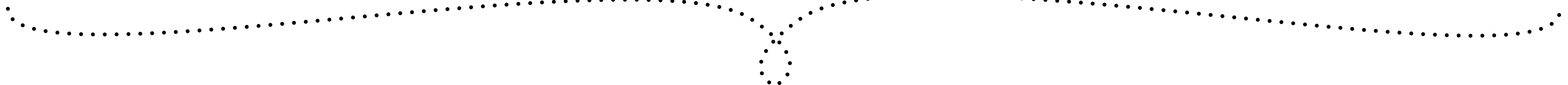
To leverage design successfully in tech, don't spray design on at the end.

Source: @kpcb @johnmaeda @wsj

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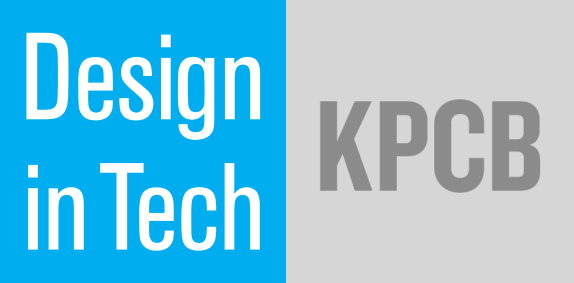
Great design is not just about "design."

To achieve great design, you need great business thinking/ doing — to *effectively invest* in design — and you need great engineering — to achieve unflagging performance.

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Combining Design, Tech, and Business: Example 1 (21st c)
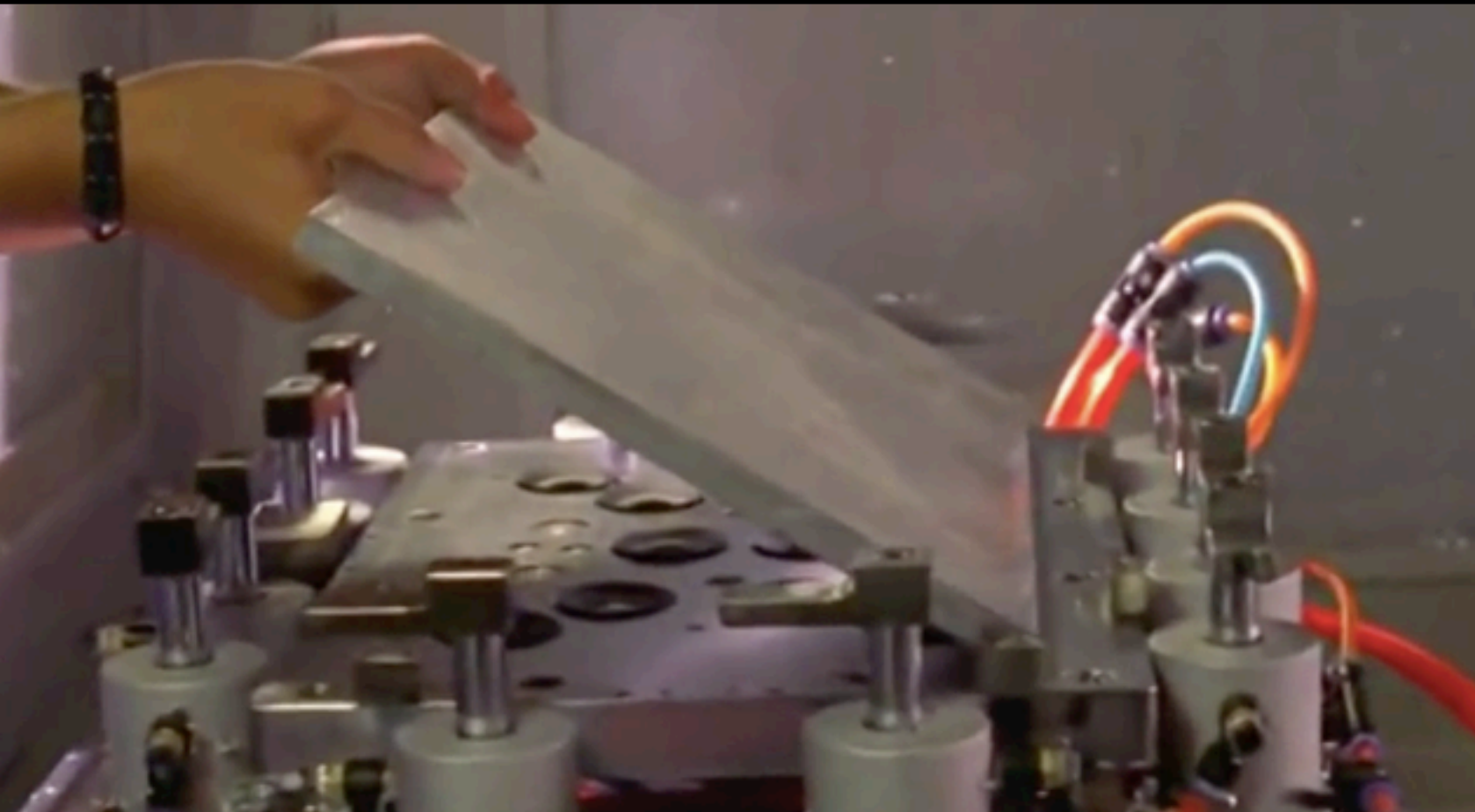
Thursday, August 04, 2011
Katie Marsal, AppleInsider.com

Ultrabook Makers squeezed by Apple's Control of Metal Chassis Supply

November 03, 2011
Adam Satariano and Peter Burrows, Bloomberg

Apple's Supply-Chain Secret? Hoard Lasers

June 25, 2012
Jay Yarow and Seth Fiegerman, Business Insider

How Apple's Decision To Buy Aluminum From Australia Forced Microsoft To Build Its Own Tablet

Apple's Macbook unibody was released in 2008 and enabled removing nearly 50% of the parts needed from the previous generation.

Source: @kpcb @johnmaeda #DesignInTech

https://www.youtube.com/watch?v=lJx6cF-H__I

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Combining Design, Tech, and Business: Example 2 (18th c)

The "Vienna coffee house chair"
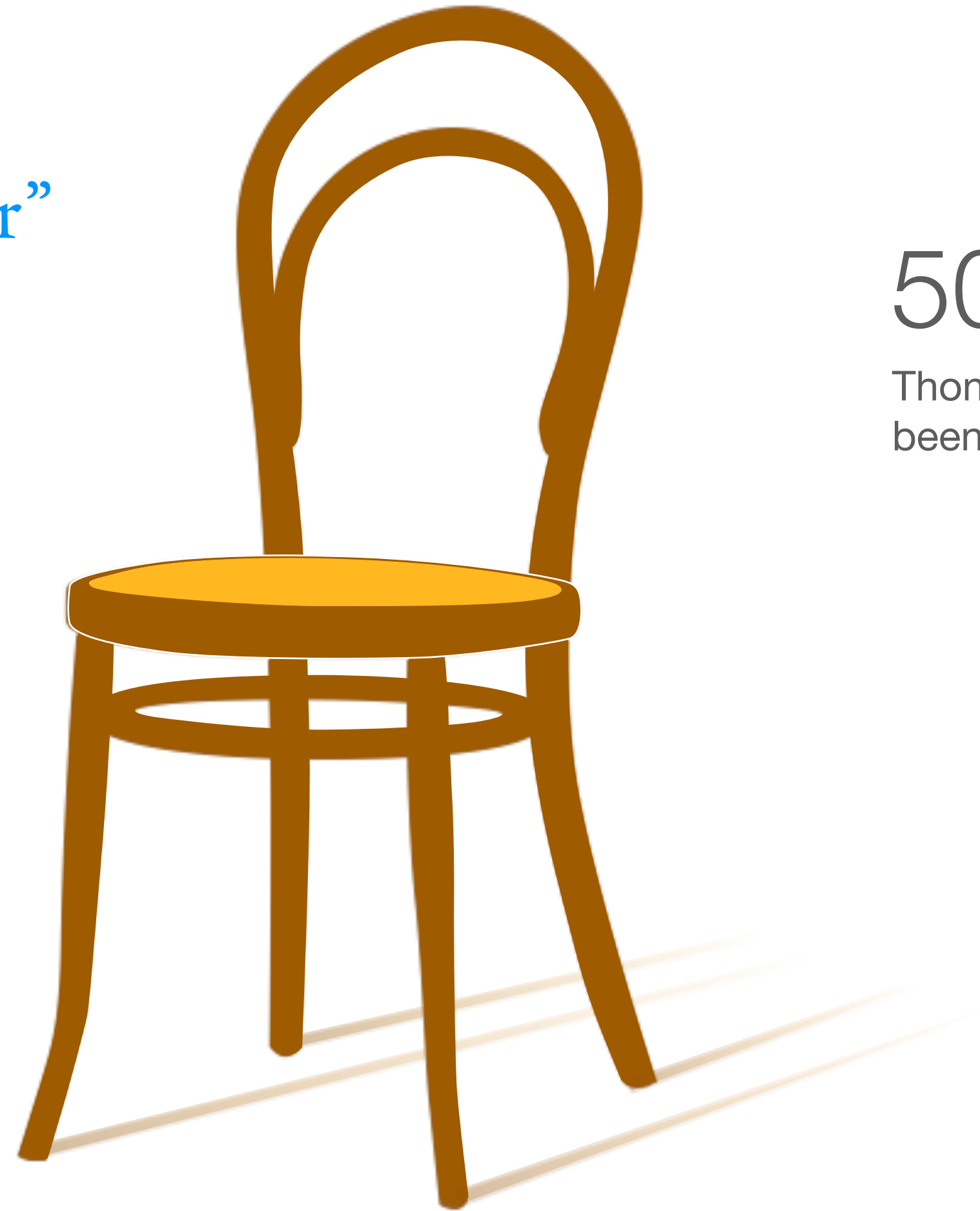
50,000,000

Thonet No. 14 chairs have been sold since 1859
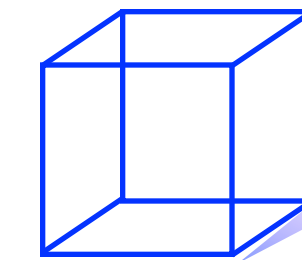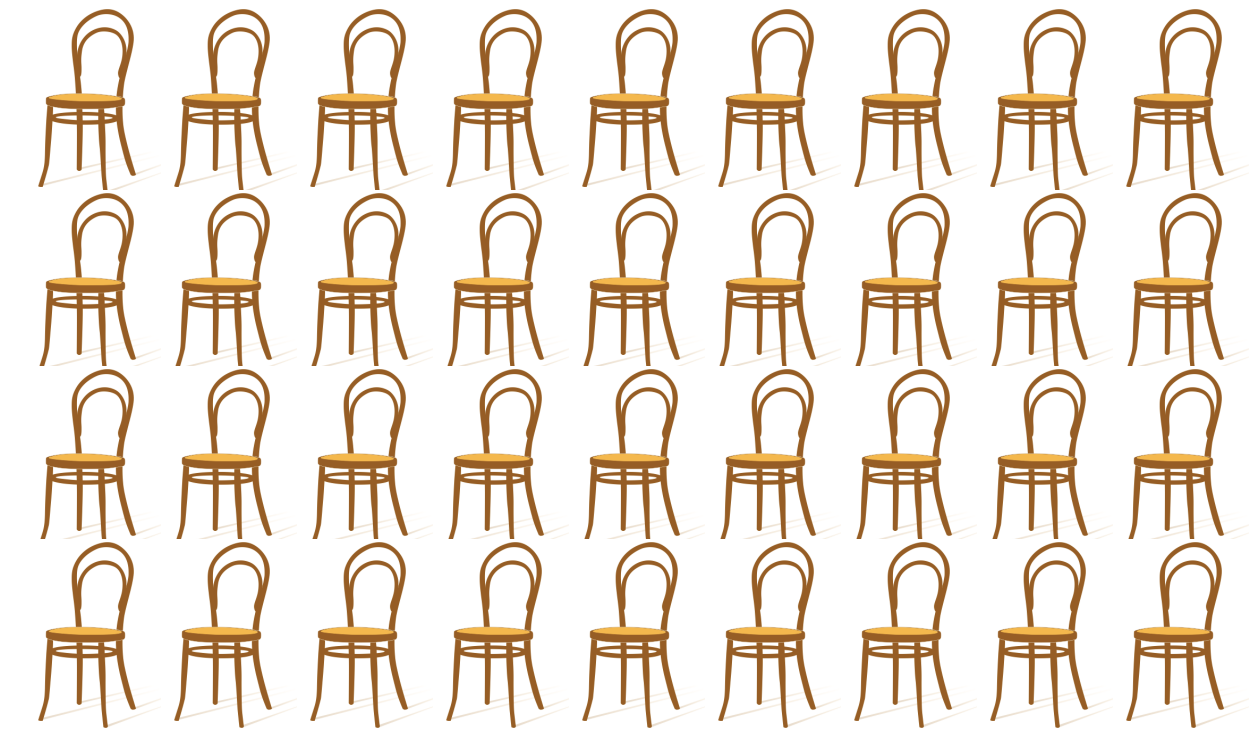
36 Thonet No. 141 chairs could be disassembled to fit into a 1-meter cubic shipping container.

Michael Thonet's achieved a vertically-integrated, global furniture company with patented technology for bending wood with steam in the 1800s. Thonet had distributed manufacturing across Eastern Europe and sales offices from Hamburg to Rome to Moscow to New York by the 1870s.

Source: @kpcb @johnmaeda @thonet_gmbh @VDM_News #DesignInTech

http://www.design-museum.de/en/collection/100-masterpieces/detailseiten/sessel-soehne.html

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3
Why should you (and businesses) care about #DesignInTech?

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My Journey Began in the 90s
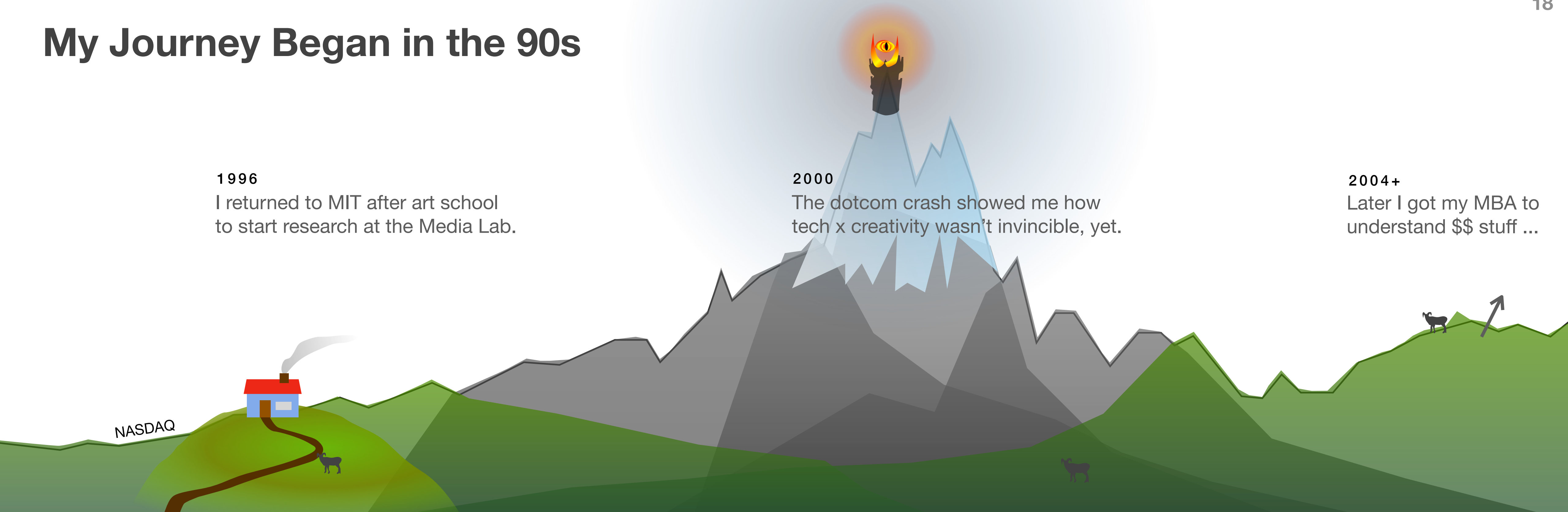
1996
I returned to MIT after art school
to start research at the Media Lab.

2000
The dotcom crash showed me how
tech x creativity wasn't invincible, yet.

2004+
Later I got my MBA to
understand $$ stuff ...

NASDAQ

1995   1996   1997   1998   1999   2000   2001   2002   2003   2004

My journey from combining art and technology as a practicing designer in tech, to understanding how industry can leverage design and tech at the Media Lab, to decoding the language of finance through further studies ... led me to choose a different path than I had expected.

Source: @kpcb @johnmaeda @gewang #DesignInTech

Design in Tech   KPCB
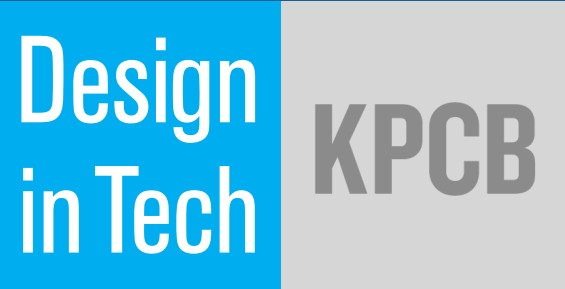
Is there a justifiable case for creativity in ~~tech?~~ the world?

I've always felt that the younger generation is the best judge of "where to go" because they have the biggest stake in our future direction. It is from them that I learned how "buildilng a justifiable case for creativity in our world" is an important endeavor to achieve some day.

Source: @risd @kpcb @johnmaeda #DesignInTech

http://kpcb.com/design

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Mary Meeker's Internet Trends Reports tracked the Ascent of #DesignInTech

2001 2002 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014

2001
"Internet "Winners" in User Interface: AOL, Microsoft, Yahoo!"

2004
"usage growth tied to user experience"

2008
"mobile products with extraordinary ease-of-use"

2011
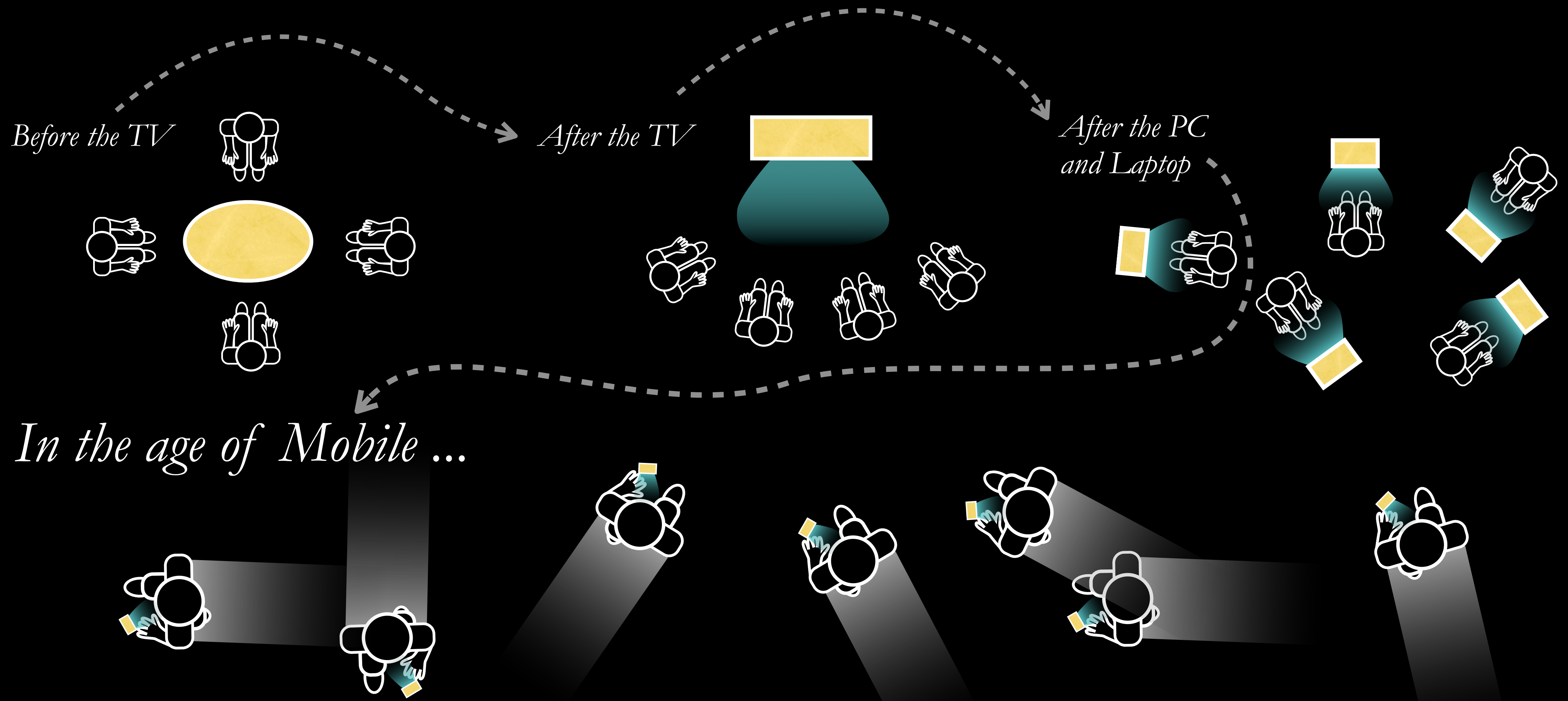"Steve Jobs' design aesthetic was second to none"

2014   Page 83

R.I.P. Bad User Interfaces
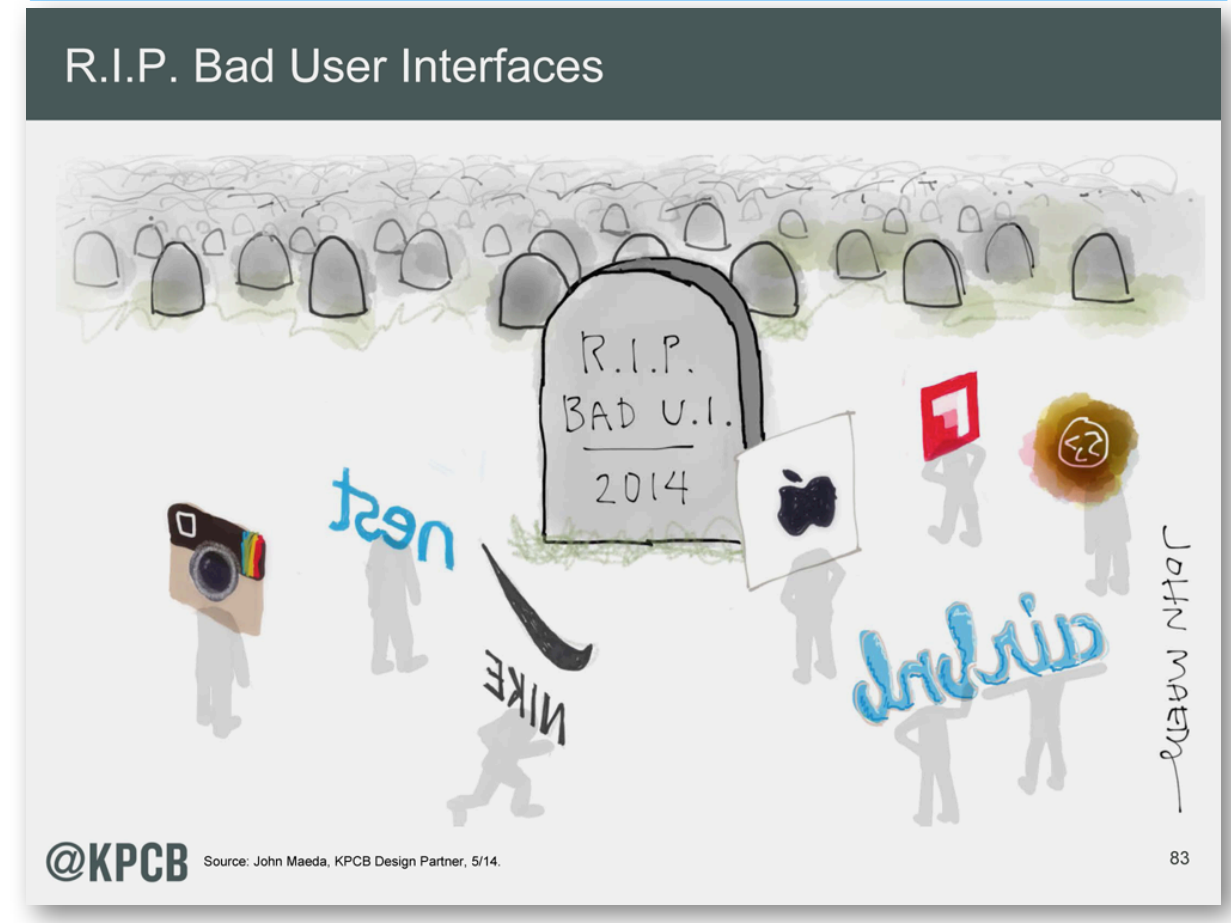
The importance of a quality user interface as the next key to growth was made clear to me when Mary asked me to make Slide 83 of her 2014 Deck, which was entitled: "R.I.P. Bad User Interfaces." Mary's work on the Internet Trends Reports were the inspiration for this report.

Source: @kpcb @johnmaeda #DesignInTech

http://www.kpcb.com/internet-trends

Design in Tech | KPCB
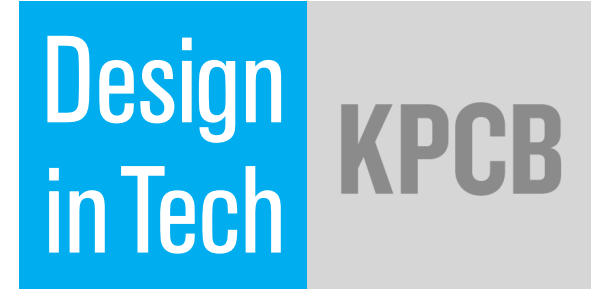
Tech is no longer for Tech-ies, because Mobile is for Everybody (Right) Now

Before the TV

After the TV

After the PC and Laptop
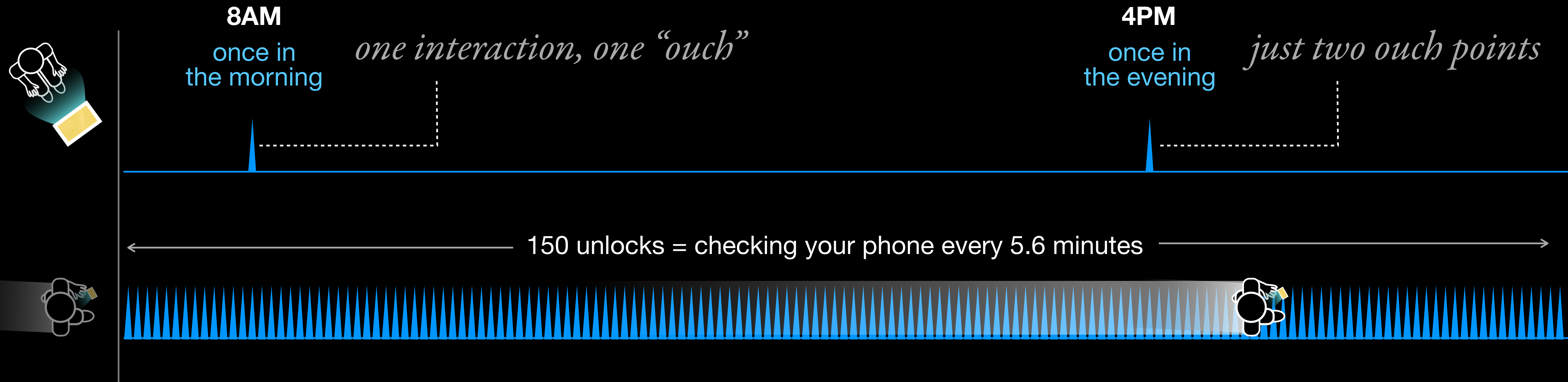
In the age of Mobile ...

The smartphone revolution brought design's value into the foreground. We want to do in our palm, while walking, what we used to do on a big screen while sitting down at a desk. The interaction design challenges presented by that shift are huge.

Source: @kpcb @johnmaeda @heif #DesignInTech

http://kpcb.com/design

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User Experience matters so much, because we are Experiencing so much.

8AM
once in
the morning

one interaction, one "ouch"

4PM
once in
the evening

just two ouch points

150 unlocks = checking your phone every 5.6 minutes

A pain point can become a "pain plane" on mobile. That's a lot of <u>ouch</u>.

The mobile paradigm should be thought of as "the always with you and in your face" paradigm. For that reason, a bad design will not just hurt once, but the hundreds of times you might use the bad design in a single day. That's a lot of unnecessary "ouches."

Source: @kpcb @johnmaeda #DesignInTech

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Users x Usage reveals the Real Speed of Change, or "Usage Inflation"

from the viewpoint of a 1996 person

USAGE SCALE

4.75

less desktop usage but increasing soaking by smartphone screen

browser invention and broadband penetration increase desktop utility

1

1995

TIME

2014

USERS

3B users

 # users

95 96 97 99 00 01 02 03 04 05 06 07 08 09 10 11 12 13 14
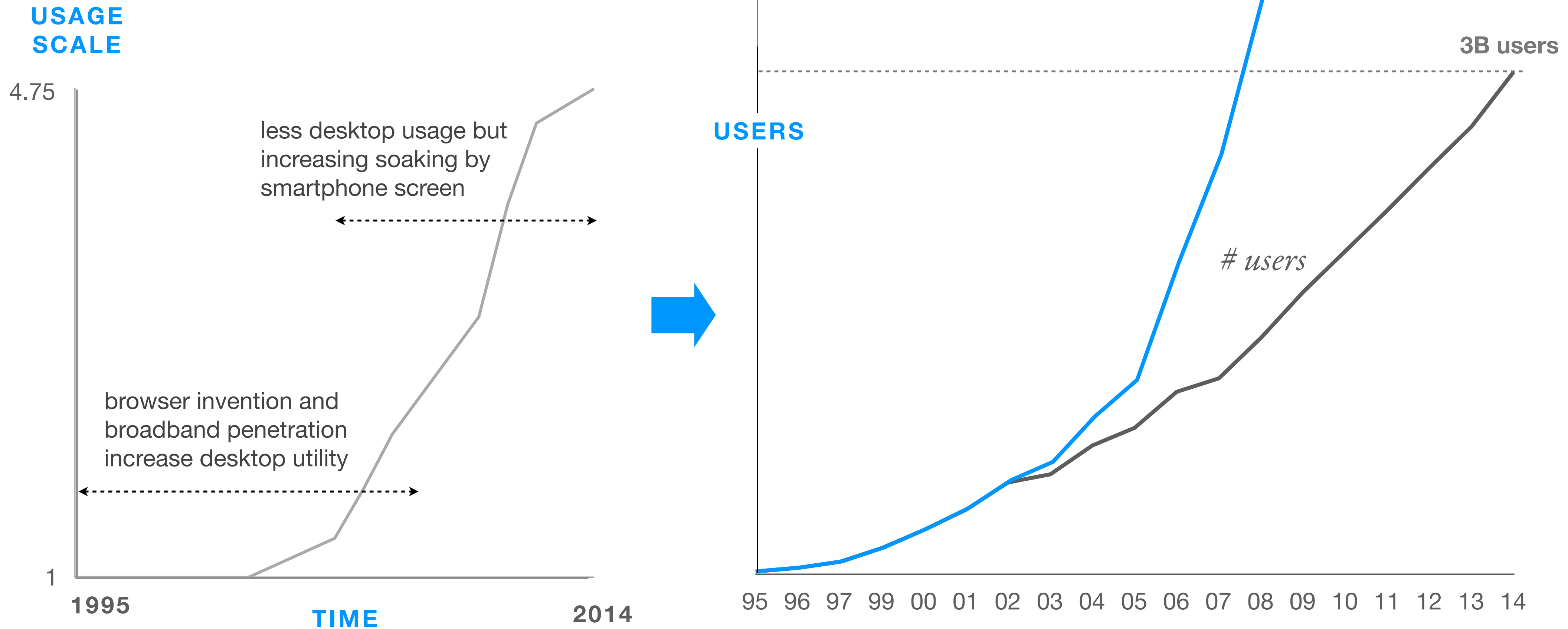
If we re-think the idea of "number of users" as not just about the quantity of users, but the quantity of time that users will be accessing digital information, the "users x usage" curve can look quite different depending on where you stand.

Source: @kpcb @johnmaeda #DesignInTech

http://www.kpcb.com/internet-trends

Design in Tech **KPCB**
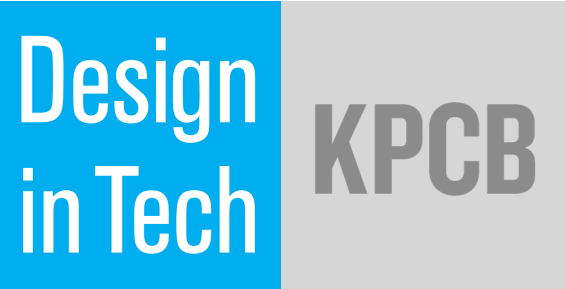
When Usage Increases Dramatically, Design's Strategic Value is Leveraged

GM **Harley Earl**
First VP of Design in Corporate America

NUMBER OF
CARS OWNED
PER AVERAGE
US FAMILY

2

1

0

1925 1928 1931 1934 1937 1940 1943 1946 1949 1952 1955 1958 1961 1964 1967 1970 1973 1976 1979

Via the USDOT Federal Highway Administration and U.S. Census Bureau
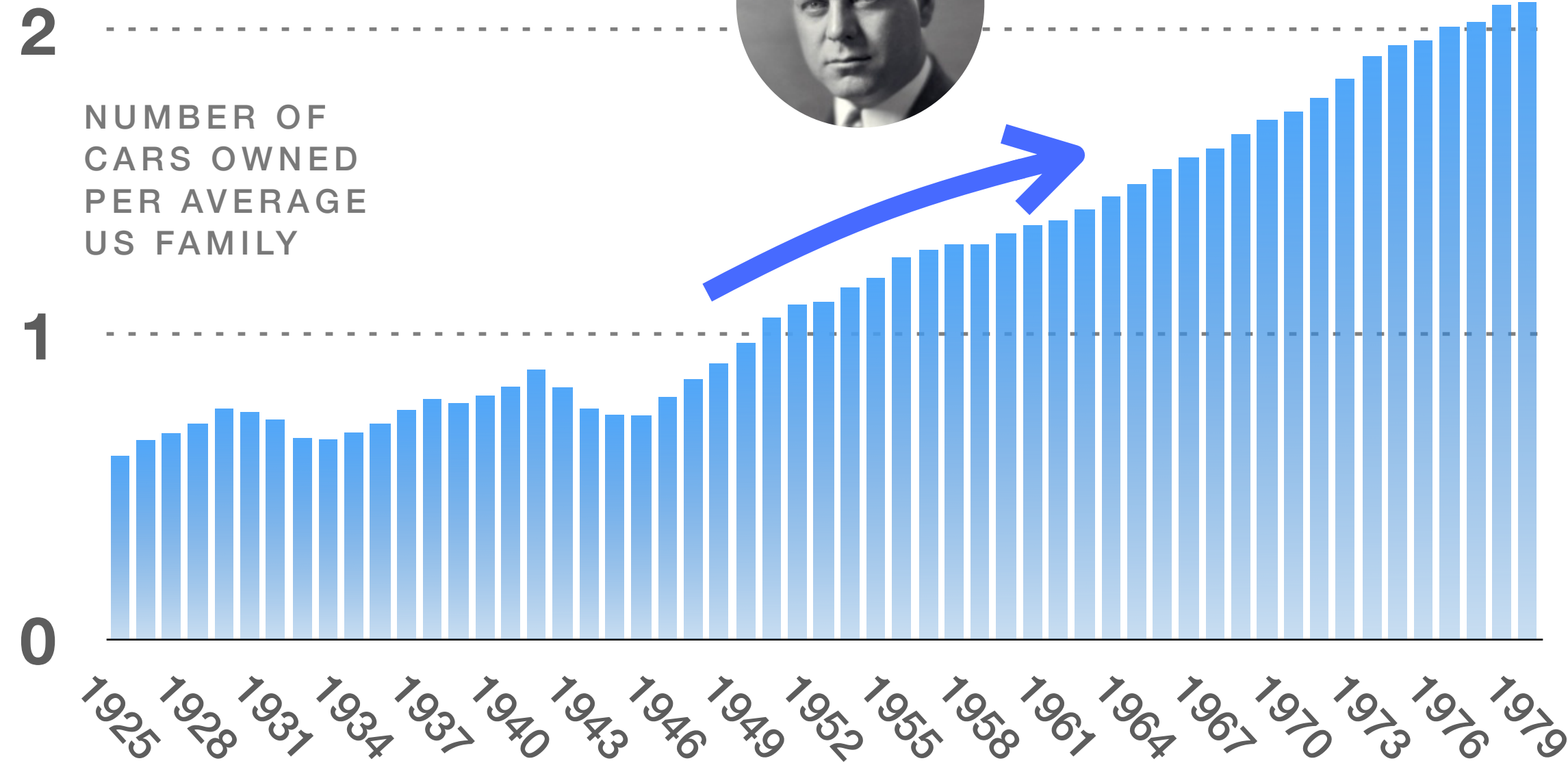
THE FIRST INTERNET OF THINGS?

Federal Highway Act of 1952

LEGEND
Interstate System urban routes designated in September 1955
○ Urban areas served

NATIONAL SYSTEM OF INTERSTATE AND DEFENSE HIGHWAYS

The advent of the Interstate Highway system enabled driving as a lifestyle choice — versus just filling the need of utility. GM hired the first VP of Design in the 50s to elevate the importance of design in driving and addressing new consumer demands for automobile designs.

Source: @kpcb @johnmaeda @wikipedia #DesignInTech

http://en.wikipedia.org/wiki/1950s_American_automobile_culture   http://en.wikibooks.org/wiki/Transportation_Deployment_Casebook/History_of_the_Automobile:_Ownership_per_Household_in_U.S.   http://cta.ornl.gov/data/chapter8.shtml
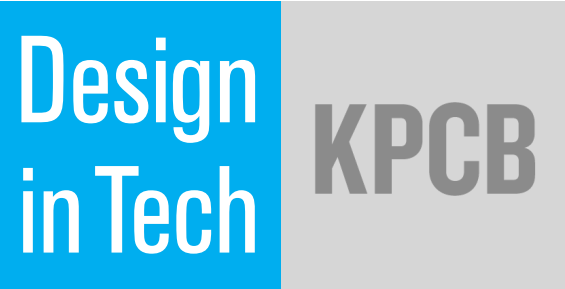
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4
How do you become a
#Design(er)InTech?

It's Easy to Forget that #DesignInTech happens with #DesignersInTech

" Capital is being superseded by creativity and the ability to innovate — and therefore by human talents — as the most important factors of production. If talent is becoming the decisive competitive factor, we can be confident in stating that *capitalism is being replaced by 'talentism'*... "

—**KLAUS SCHWAB** Founder of the World Economic Forum
via HuffPo

Source: @kpcb @johnmaeda @boloh @wef #DesignInTech
http://www.huffingtonpost.com/klaus-schwab/end-of-capitalism----_b_1423311.html

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What is Design?

line, form, color, hierarchy, typography, composition, structure, planning, thoughtfulness, orderly, clever, obvious, simple, complicated, powerful, dream, mindshare, simple, minimalist, functional, utilitarian, pleasing, emotional, smile-inducing, better, purposed, functional, provocative, considered, crafted, problem-solving, innovative, useful, intuitive, legible, engaging, delightful, personal, beautiful, simple, informative, usable, crucial, relevant, clean, efficient, appealing, choice, function, beauty, elegance, empathy, functional, beautiful, exploratory, elegant, visual, communicative, customer-centered, functional, empathetic, simple., human, engaging, attractive, appealing, fluid, timeless, bold, kinetic, intentional, engagement, craft, thoughtful, empathic, understanding, empathy, ease, emotional, habit-forming, beauty, logical, balance, needed, forgotten, necessary, focused, hard, mixed, cohesive, humane, essence, idealistic, discrete, simple, imaginative, elegant, transparent, transformative, engaging, discovery, accessibility, use, focus, play, learn, pleasure, power, control, deep, enthusiasm, invisible, unity, collaborative, open-ended, fuzzy, clarifying, emergent, usable, beautiful, on-brand, delightful, inspiring, simple, useful, effective, memorable, subtle, clear, thoughtful, deliberate, essential, communication, testiment, obvious, ocd, empathetic, human, creative, emotion, function, form, solution, intuitive, minimal, usable, delightful, creative, expressive, thoughtful, constrained, deliberate, intentional, considered, crafted, functional, desirable, insightful, iterative, obvious, understandable, contextual, holistic, planning, experience, care, awareness, process, playful, experimenting, delightful, emotional, natural, form, function, relationship, meaning, change, create, thoughtful, utlity, delight, solution, invisible, visible, craft, appreciation, creation, individualistic, subjective, objective, inception, magical, simple, clean, working, elegant, beautiful, no-nonsense, timeless, deep, intentional, hierarchy, aesthetics, elegant, delightful, engaging, empathetic, respectful, disruptive, subtle, functional, graceful, meaningful, inspirational, intentional, empathetic, purposeful, elegant, natural, enduring, intuitive, efficient, sensual, tactile, minimal, functional, sensible, psychological, empathy, visual, interactive, interface, scenarios, synthesis, creative, voice, freedom, segregated, misunderstood, elitism, focused, transformational, redeeming, meditative, chicago, nike, jordan, stanford, believe, communication, conceptual, craft, bridge, empathy, considered, collaborative, inventive, creative, refine, improve,

From a study of 110 top designers in the tech industry.

Source: @kpcb @johnmaeda @luminosoinsight @havasi #DesignInTech

X axis is not set

Y axis is not set

Show timelines

Design in Tech | KPCB

To learn more about #DesignInTech, we reached out to 110 designers working in tech to learn from them. There's still so much data we're going through ...

Clare Corthell, Deena Rosen, Parul Vora, Analia Ibargoyen, Jennifer Etter, Sarah Alpern, Kaaren Hanson, Fernanda Viegas, Kristy Tillman, Valerie Casey, Angel Steger, Karin Fong, Dawn Danby, Tina Roth Eisenberg, Jules Pieri, Sally Carson, Megs Fulton, Kegan Schouwenburg, Maria Giudice, Lindsay Mindler, Sarah M Oppelt, Candice Tse, Catherine Courage, Juliana Rotich, Tina Roth Eisenberg, Margret Schmidt, Helen Walters, Jeniece Primus, Nancy Duarte, Rochelle King, Cat Noone, Scott Dadich, John Maeda, David Schultz, Matias Duarte, Morgan Knutson, Alex Tam, Diogenes Brito, Dave Evans, Etan Lightstone, Peter Cho, Gentry Underwood, Dave Young, Johnnie Manzari, Marcos Ojeda, Ian Storm Taylor, Dan Harrelson, Tad Toulis, Max Gunawan, Doug VanderMolen, Chris Robinson, Randy J. Hunt, Dantley Davis, Chris Moeller, Jason Mayden, Joe Gebbia, Brian Schmitt, Mark Bauer, Damian Madray, Sean McLeary, Darren Chan, Jesse Harding, John Cary, Ethan Bodnar, Harold Hambrose, Wesley Yun, Rich Gioscia, Randall Hom, Uday Gajendar, Matthew Beebe, Dave Lippman, Jesse Pollak, Martin Wattenberg, Ronald Ro, Phil Gilbert, Andrew Hessel, David Dat Nguyen, Moses Ting, Jonathan Chen, Ivan Bercovich, Harper Reed, Kelly Sutton, Alessandro Sabatelli, Raphael Schaad, Donnie Dinch, Tim McCoy, Sash Catanzarite, Matt MacQueen, Marcos Weskamp, Ethan Trask, Bob Baxley, Justin Maxwell, Jonathan Lieberman, Mark Kawano, Tyler Murphy, Cap Watkins, Gilles Poupardin, Dominique Leca, Mike Davidson, Osandi, Scott Belsky, Michael Owens, Andrew Crow, Doug Evans, Sahil Lavingia, Brian C. McDonald, Stefan Klocek, Koen Bok, Raghava KK, Brandon Velestuk

Source: @kpcb @johnmaeda @jshoee #DesignInTech
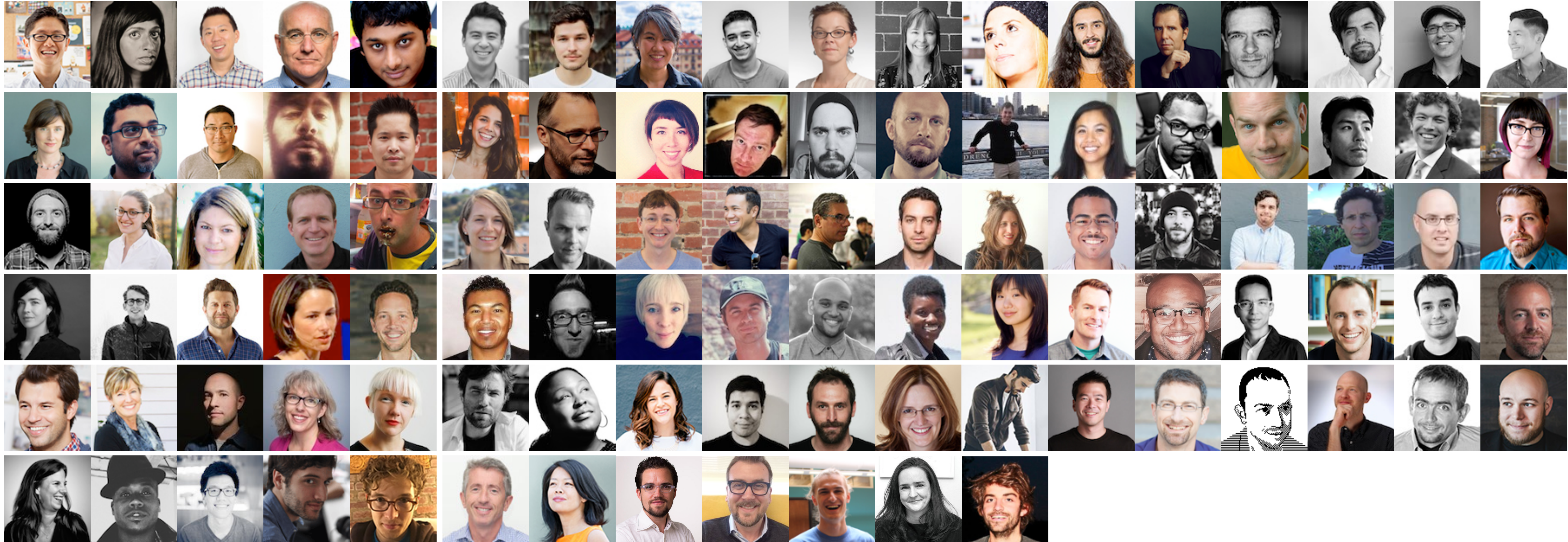
Design in Tech — KPCB
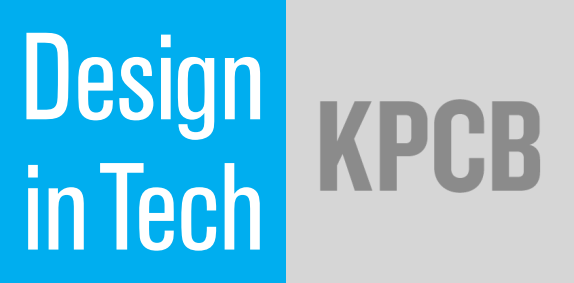
Can an Engineer Become a Designer?

Over a third of successful designers surveyed in the tech industry had formal engineering/science training, and over a half had formal art/design training. There are those who can *do both*.
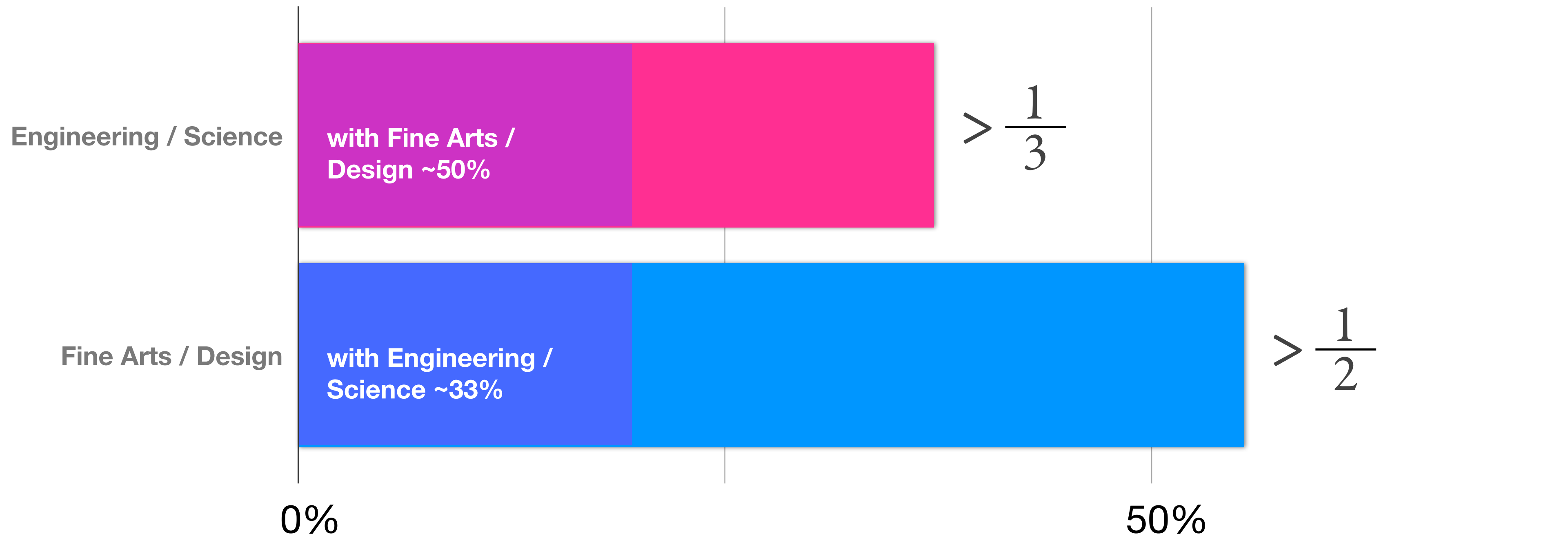
Engineering / Science

with Fine Arts / Design ~50%

$> \dfrac{1}{3}$

Fine Arts / Design

with Engineering / Science ~33%

$> \dfrac{1}{2}$

0%   50%

From a study of 110 top designers in the tech industry.

Source: @kpcb @johnmaeda @jshoee #DesignInTech

http://kpcb.com/design

Design in Tech KPCB

Is Learning to Code of Use to a Designer?

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"Coding skills can be useful." → *"Coding skills are absolutely essential."*

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"Coding skills are unnecessary."

"Coding skills aren't important."
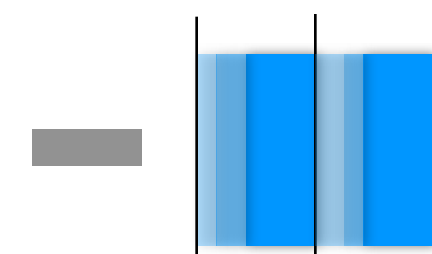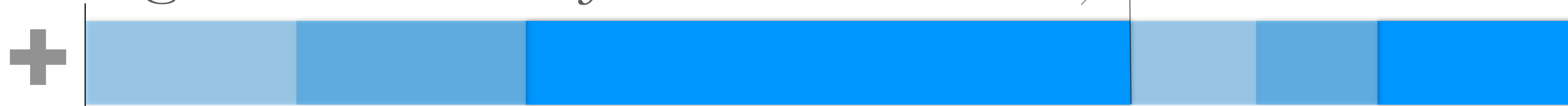
93.5%
of 370 designer respondents were overall in favor of coding

■ JUNIOR   ■ MID   ■ SENIOR

codecademy

42.7%
of Codecademy learners surveyed on March 2014 identified themselves as designers

23 million people learn how to code on Codecademy

370 designers were surveyed on whether coding was useful or not, and the response was overall favorable. If you asked me how designers might answer that question ten years ago, I would say that the answer would not be nearly as favorable — maybe 5%!

Source: @kpcb @johnmaeda @zsims @codecademy @twitter @typeform #DesignInTech

http://kpcb.com/design

Design in Tech   KPCB
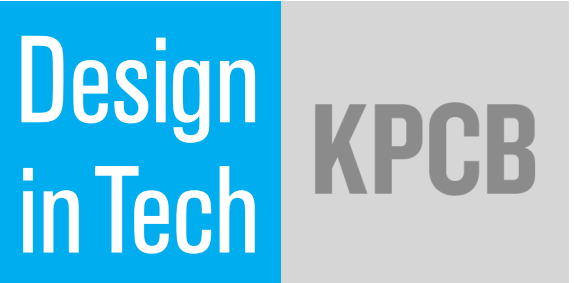
Students in Business Schools are embracing Design wholeheartedly

Light blue implies having a student-led design club

BusinessWeek (US) 2014	Rank	FT (Global) 2015
Duke (Fuqua)	1	Harvard
Pennsylvania (Wharton)	2	London Business School
Chicago (Booth)	3	Pennsylvania (Wharton)
Stanford	4	Stanford
Columbia	5	INSEAD
Yale	6	Columbia
Northwestern (Kellogg)	7	IESE Business School
Harvard	8	MIT (Sloan)
Michigan (Ross)	9	Chicago (Booth)
Carnegie Mellon (Tepper)	10	Berkeley (Haas)

d.school → Stanford (BusinessWeek)

d.school → Stanford (FT)

MBA partnership with Art Center College → INSEAD

Almost unanimously

~~7 out of 10 in the~~ BW Top Ten US Business Schools have student-led design clubs
~~7 out of 10 in the~~ FT Top Ten Global Business Schools have student-led design clubs and/or design partnerships.

Source: @kpcb @jshoee @johnmaeda @wsj @dukembadesign @lbs #DesignInTech

http://www.wsj.com/articles/do-business-school-rankings-matter-1425517222

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For Early Stage Startups, what is an ideal ratio of Designers : Engineers?

"Early hires heavily influence the company culture. So hire wisely!"

—*Jackie Xu, via LinkedIn*

RATIO FOR EARLY STAGE, DESIGN-CONSCIOUS STARTUPS

1:4 to 1:5

Designer : Engineers
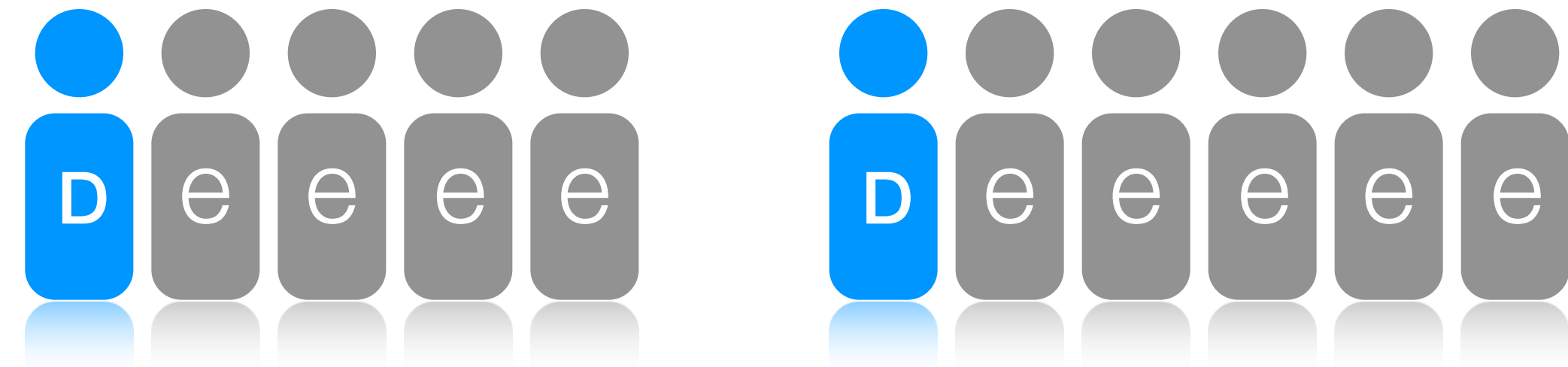
note that this is a recent development

Jackie Xu
Talent Partner @KPCB

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Your First 10 Hires Must Be All-Stars

Mar 12, 2015 | 👁 17,330 | 👍 578 | 💬 63 | in f g+ 🐦
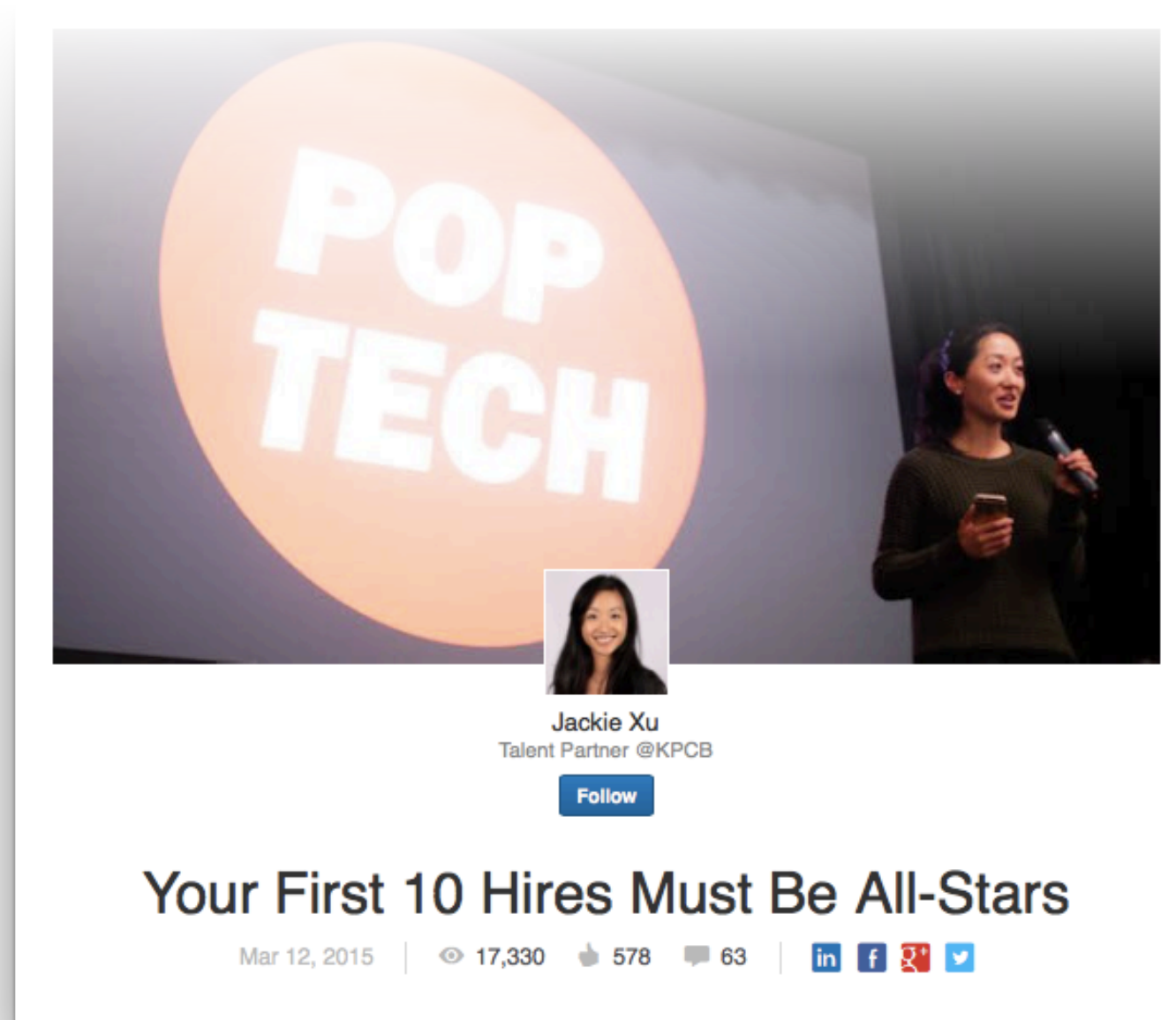
From a study of 110 top designers in the tech industry. 27% of those surveyed were Early Stage (capital raised of <$10M), and reported designer:engineers ratios of 1:4 to 1:5. According to KPCB Talent Partner Jackie Xu, this ratio used to be closer to 1:15, or even 1:30.

Source: @kpcb @jshoee @johnmaeda @poptech #DesignInTech

http://kpcb.com/design https://www.linkedin.com/pulse/5-tips-building-amazing-team-jackie-xu?trk=prof-post

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When the CEO cares about Design, Progress gets made Fast

"Top-down sponsorship AND bottoms-up effort is essential to make meaningful culture transformation progress."

—*Dane Howard, via LinkedIn*

NUMBER OF EBAY INC.DESIGNERS, RESEARCHERS, PMs, WRITERS, EXECUTIVES ENGAGED OVER 2014
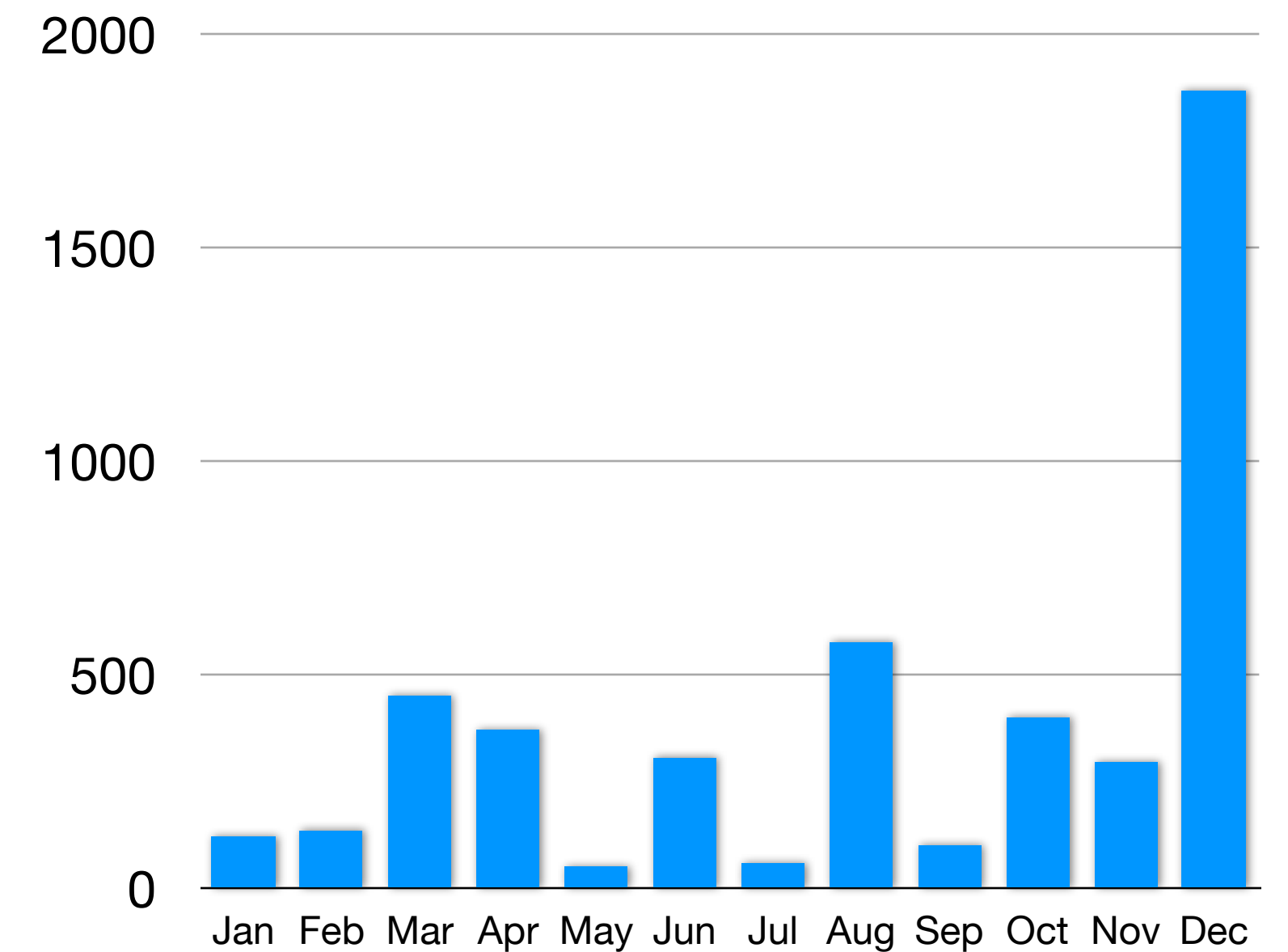
Google "design playbook"

Stanford Graduate School of Business Case Study is forthcoming in 2015. Key leaders: John Couch, Uris Dacosta, Dave Lippman, Billy Seabrook.

Source: @kpcb @johnmaeda @danemhoward @beckybermont @ebayinc #DesignInTech

http://designobserver.com/feature/building-a-design-culture-in-an-end-up-technology-world/38473/

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Final Thoughts

Good mixes the Old with the New

"OLD"

"good"

"NEW"

27 startups that were co-founded by designers have been acquired since 2010 by companies like Google, Facebook, Adobe, LinkedIn, Dropbox, and Yahoo.

Industry's Indication of Design's Value sits at the Very Top in the Old (and New)

2014 Fortune 500 list (excerpt)

Apple uniquely has the only SVP of Design

1 Wal-Mart Stores, Exxon Mobil, Chevron, Berkshire Hathaway, 5 Apple, Phillips 66, 7 General Motors, 8 Ford Motor, 9 General Electric, Valero Energy, AT&T, CVS Caremark, Fannie Mae, UnitedHealth Group, McKesson, Verizon Communications, Hewlett-Packard, J.P. Morgan Chase & Co., Costco Wholesale, Express Scripts Holding, Bank of America, Cardinal Health, 23 International Business Machines, Kroger, Marathon Petroleum, Citigroup, Archer Daniels Midland, AmerisourceBergen, Wells Fargo, Boeing, 31 Procter & Gamble, Freddie Mac, Home Depot, Microsoft, Amazon.com, 36 Target, Walgreen Co., WellPoint, 39 Johnson & Johnson, American International Group, State Farm Insurance Cos., MetLife, 53 PepsiCo, Comcast, United Technologies, Google, ConocoPhillips, Dow Chemical, Caterpillar, United Parcel Service, Pfizer, Lowe's Companies, Intel Corporation, Energy Transfer Equity, L.P., Cisco Systems, Inc., Enterprise Products Partners L.P., Aetna Inc., 58 The Coca-Cola Company, Lockheed Martin Corporation, Best Buy Co., Inc., The Walt Disney Company, CHS Inc., Sysco Corporation, FedEx Corporation, Merck & Co., Inc., INTL FCStone Inc., Safeway Inc., Johnson Controls, Inc., Ingram Micro Inc., Plains GP Holdings, L.P., World Fuel Services Corporation, Prudential Financial, Inc., Humana Inc., The Goldman Sachs Group, Inc., Tesoro Corporation, Liberty Mutual Holding Company Inc., Honeywell International Inc., United Continental Holdings, Inc., HCA Holdings, Inc., Deere & Company, Delta Air Lines, Inc., Oracle Corporation, Morgan Stanley, Hess Corporation, Twenty-First Century Fox, Inc., E.I. du Pont de Nemours and Company, Sears Holdings Corporation, New York Life Insurance Company, Mondelez International, Inc., American Express Company, Nationwide Mutual Insurance Co., The Allstate Corporation, Tyson Foods, Inc., Supervalu Inc., TIAA-CREF, Massachusetts Mutual Life Insurance Company, CIGNA Corporation, DIRECTV, General Dynamics Corporation, Philip Morris International Inc., 101 3M Company, Time Warner Inc., Halliburton Company, Publix Super Markets, Inc., International Paper Company, McDonald's Corporation, Macy's, Inc., The TJX Companies, Inc., Fluor Corporation, Northwestern Mutual Life Insurance Company,Inc., Tech Data Corporation, American Airlines Group Inc., The Hartford Financial Services Group, Inc., The Travelers Companies, Inc., 115 Nike, Inc., Occidental Petroleum Corporation, Avnet, Inc., Rite Aid Corporation, Exelon Corporation, Qualcomm Inc., Emerson Electric Co., Northrop Grumman Corporation, Duke Energy Corporation, 124 Capital One Financial Corporation, Aflac Inc., Raytheon Company, Staples, Inc., EMC Corporation, ...

Thirteen (10%) of the 2014 Fortune 125 companies have executive-level positions or CEO support for design. Note that Nike's CEO is a designer.
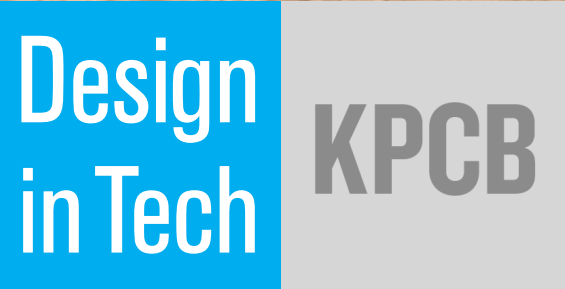
Source: @kpcb @johnmaeda @fortunemagazine #DesignInTech
http://fortune.com/fortune500/

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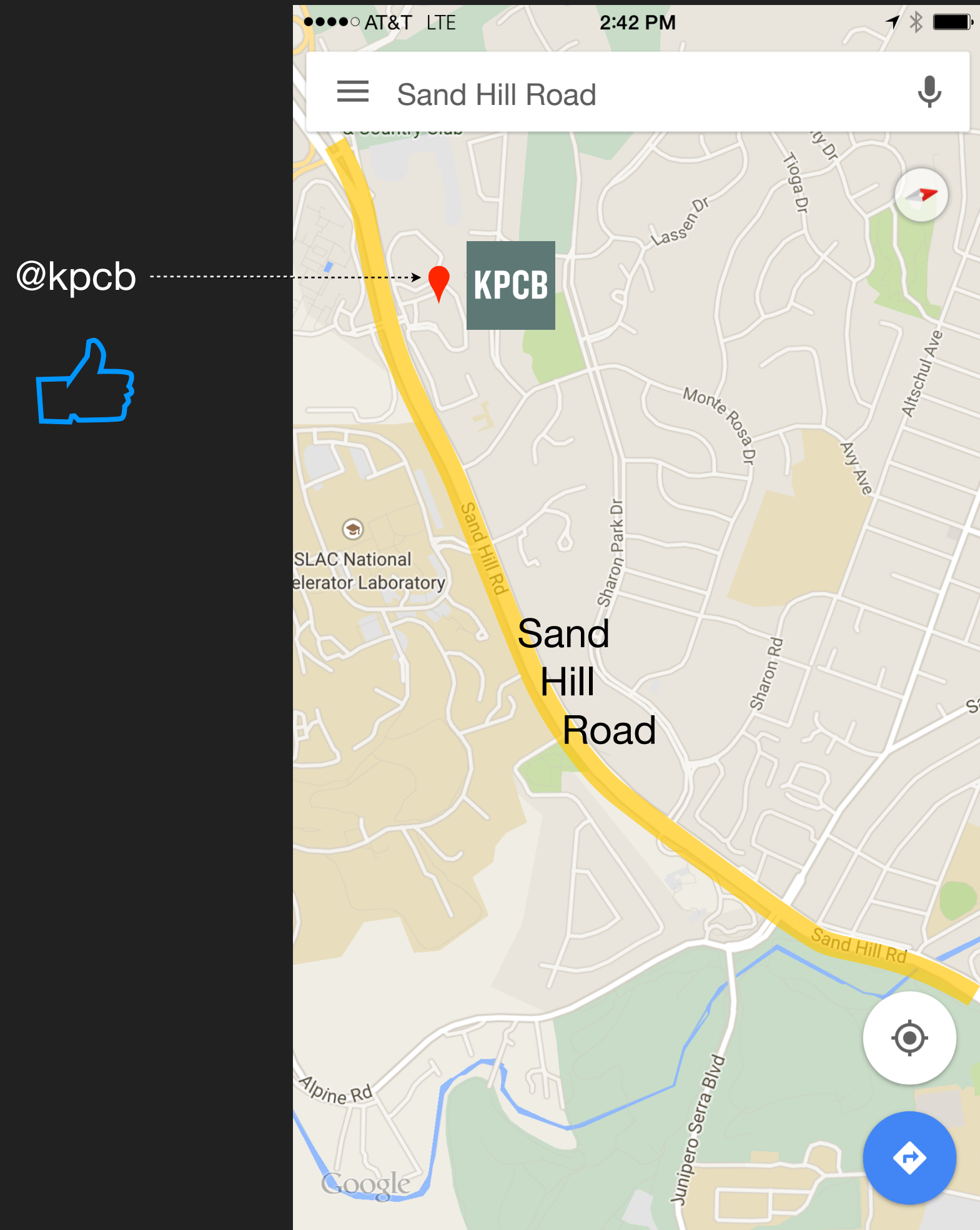**1st gen was about Computing for Tech-ies. Those days are all over.**

New gen is about Computing for Regular People. They all <u>like</u> #DesignInTech.

Source: @kpcb @johnmaeda #DesignInTech

Disclosure

@kpcb

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