

20
16

DESIGN INTECH REPORT

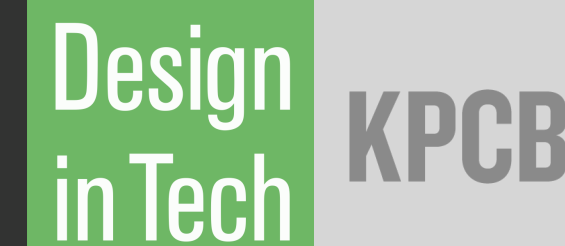
John Maeda

Design Partner | Kleiner Perkins Caufield & Byers
March 14, 2016

KPCB Team // Jackie Xu, Aviv Gilboa, Justin Sayarath

With Special Thanks to // Michael Abbott, Juliet de Baubigny, Scott Ryles, Lynne Chou, Christina Lee, Andy Chen, Muzzammil Zaveri, Arielle Zuckerberg

Designed By // Luna Chen 陈清源, Danqing Wang 王丹青 // China Design 中国设计



20
16

- Design isn't just about beauty; it's about market relevance and meaningful results.
- M&A activity continues in the design space, and it's increased.
- Increasing the designers needed in the tech industry requires rethinking education.
- The adoption of design by public companies is only growing.
- Designers bring needed critical thinking/making in the economic case for inclusion.
- Work in the research labs from decades ago drives today's startups. Be aware.

“89%

of companies believes that customer **experience** will be their primary basis for competition by 2016, versus 36% four years ago.”
— Gartner

“81%

of executives surveyed place the personalized customer **experience** in their top three priorities for their organization, with 39% reporting it as her top priority.”
— Accenture

“90%

of executives surveyed agreed that customer **experience** and engagement are objectives of their corporation's digital strategy.”
— MIT Sloan / Deloitte

“6x

more likely to buy with a positive emotional **experience**, 12x more likely to recommend the company, and 5x more likely to forgive a mistake.”
— Temkin Group

EXPERIENCE Matters A Lot, Because We Experience Digital Products A Lot

early desktop users checked their computers



“Ouch!

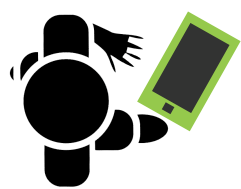
Once in the morning

“Ouch!

Once in the evening

all day long and whenever they can

today mobile users check their smartphones



Reports from Gartner, Accenture, Deloitte, Temkin all indicate that *experience* matters. Linda Holliday calls the new kind of design as “multi-dimensional” — it crosses social science, computer science, into something new and necessary.

Source // @kpcb #DesignInTech @Gartner_inc @AccentureDigi @mitsmr @DeloitteDigital @TemkinGroup

experiencematters.wordpress.com/2016/02/04/15-customer-experience-factoids-from-2015-infographic/ sloanreview.mit.edu/projects/strategy-drives-digital-transformation accenture.com/us-en/_acnmedia/Accenture/Conversion-Assets/Microsites/Documents11/Accenture-Technology-Vision-2015.pdf blogs.gartner.com/jake-sorofman/gartner-surveys-confirm-customer-experience-new-battlefield/ blogs.gartner.com/jake-sorofman/gartner-surveys-confirm-customer-experience-new-battlefield/



THE 1ST DESIGN INTECH REPORT

Beat Expectations, with Room for Improvement

875K cumulative views across all English, Spanish, Chinese, Japanese editions



The inaugural 2015 #DesignInTech Report received way more views than we initially projected at 50K in the first year. We also received a helpful re-design from our new friends in Canada.

Source // @kpcb #DesignInTech @slideshare @stinsondesign
slideshare.net/stinsondesign/kpcb-design-in-tech-report-2015-simplified-and-redesigned



#DesignInTech

PREDICTIONS

From Last Year's Report

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

Older user experiences will improve.



Designer-led startups will have increased access to capital.

Designers will grow as executives.



Design in VC is not about *pretty* — it's about relevance. **experience**

Design's business value will evolve.



DESIGN → DESIGN

Fortunately, 100% of last year's report's predictions have come true. So that means we need new ones.

Source // @kpcb #DesignInTech @johnmaeda

kpcb.com/design



2 The New Kind of Designer is TBD

4 Design Quality is \propto to Caring

SECTIONS

1 #DesignInTech By The Numbers

3 Public Company Trends

5 Final Thoughts



#DesignInTech By The Numbers

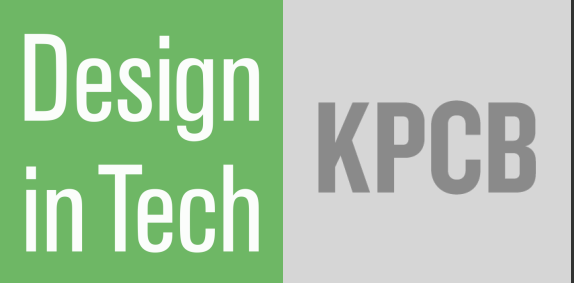
- Design firm acquisitions continue: 42 design firms have been acquired since 2004, ~50% of which have been acquired in the last year alone.
- Designer co-founded companies exhibit funding success: 36% of top 25 funded startups are co-founded by designers, up from 20% in 2015.
- Designers in venture capital have increased: More designers entered VC in the last two years than the previous four years combined.

Timeline of #DesignInTech M&A Activity | Version2.0

2004 – 2012	2013	2014	2015	2016	
<ul style="list-style-type: none"> ■ FLEXTRONICS +acq. Frog Design 2004 ■ MONITOR +acq. DOBLIN 2007 ■ RIM +acq. TAT 2010 ■ FACEBOOK +acq. Sofa 2011 ■ GLOBALLOGIC +acq. Method 2011 ■ ONE KING’S LANE +acq. Helicopter 2011 ■ GOOGLE +acq. Mike & Maaike 2012 ■ FACEBOOK +acq. Bolt Peters 2012 ■ SQUARE +acq. 80/20 2012 ■ GOOGLE +acq. Cuban Council 2012 	<ul style="list-style-type: none"> ■ FACEBOOK +acq. Hot Studio 2013 ■ ACCENTURE +acq. Fjord 2013 ■ SHOPIFY +acq. Jet Cooper 2013 ■ DELOITTE +acq. Banyan Branch 2013 ■ INFOR +acq. Hook & Loop 2013 ■ GOOGLE +acq. 17FEET 2013 ■ GOOGLE +acq. Hattery 2013 	<ul style="list-style-type: none"> ■ OCULUS / FACEBOOK +acq. Carbon Design 2014 ■ GOOGLE +acq. Gecko Design 2014 ■ CAPITAL ONE +acq. Adaptive Path 2014 ■ ACCENTURE +acq. Reactive 2014 ■ DELOITTE +acq. Flow Interactive 2014 ■ PWC +acq. Optimal Experience 2014 ■ KPMG +acq. Cynergy Systems 2014 ■ BCG +acq. S&C 2014 	<ul style="list-style-type: none"> ■ FACEBOOK +acq. Teehan+Lax 2015 ■ BBVA +acq. Spring Studio 2015 ■ MCKINSEY +acq. Lunar Design 2015 ■ CAPITAL ONE +acq. Monsoon 2015 ■ WIPRO +acq. DesignIt 2015 ■ ERNST & YOUNG +acq. Seren 2015 ■ DELOITTE +acq. Mobiento 2015 	<ul style="list-style-type: none"> ■ AIRBNB +acq. lapka 2015 ■ COOPER *consolidation +acq. Catalyst 2015 ■ SALESFORCE +acq. Akta 2015 ■ ACCENTURE +acq. Chaotic Moon 2015 +acq. PacificLink 2015 ■ FLEX *medical design +acq. Farm Design 2015 	<ul style="list-style-type: none"> ■ PIVOTAL +acq. Slice of Lime 2016 ■ IBM +acq. Resource/Ammirati 2016 +acq. ecx.io 2016 +acq. Aperto 2016 ■ KYU COLLECTIVE *minority +min. IDEO 2016 ■ CAPGEMINI +acq. Fahrenheit 212 2016 ■ DELOITTE +acq. Heat 2016

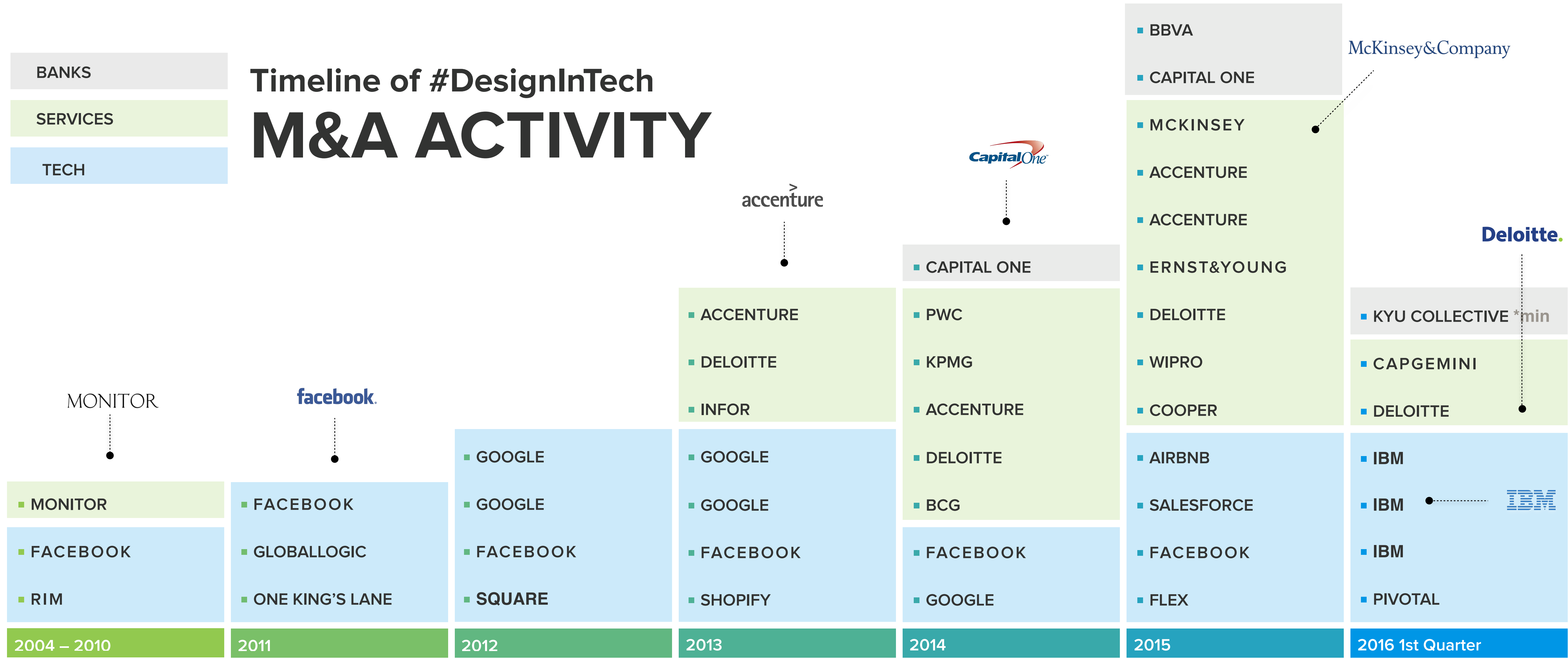
A total of **42** design firms have been acquired since 2004. **~50%** of which have been acquired within the last year with Accenture, Deloitte, IBM, Google, and Facebook as the most acquisitive.

Source // @kpcb #DesignInTech @johnmaeda @mbuzzard



- BANKS
- SERVICES
- TECH

Timeline of #DesignInTech M&A ACTIVITY



A total of **42** design firms have been acquired since 2004. **~50%** of which have been acquired within the last year with Accenture, Deloitte, IBM, Google, and Facebook as the most acquisitive.

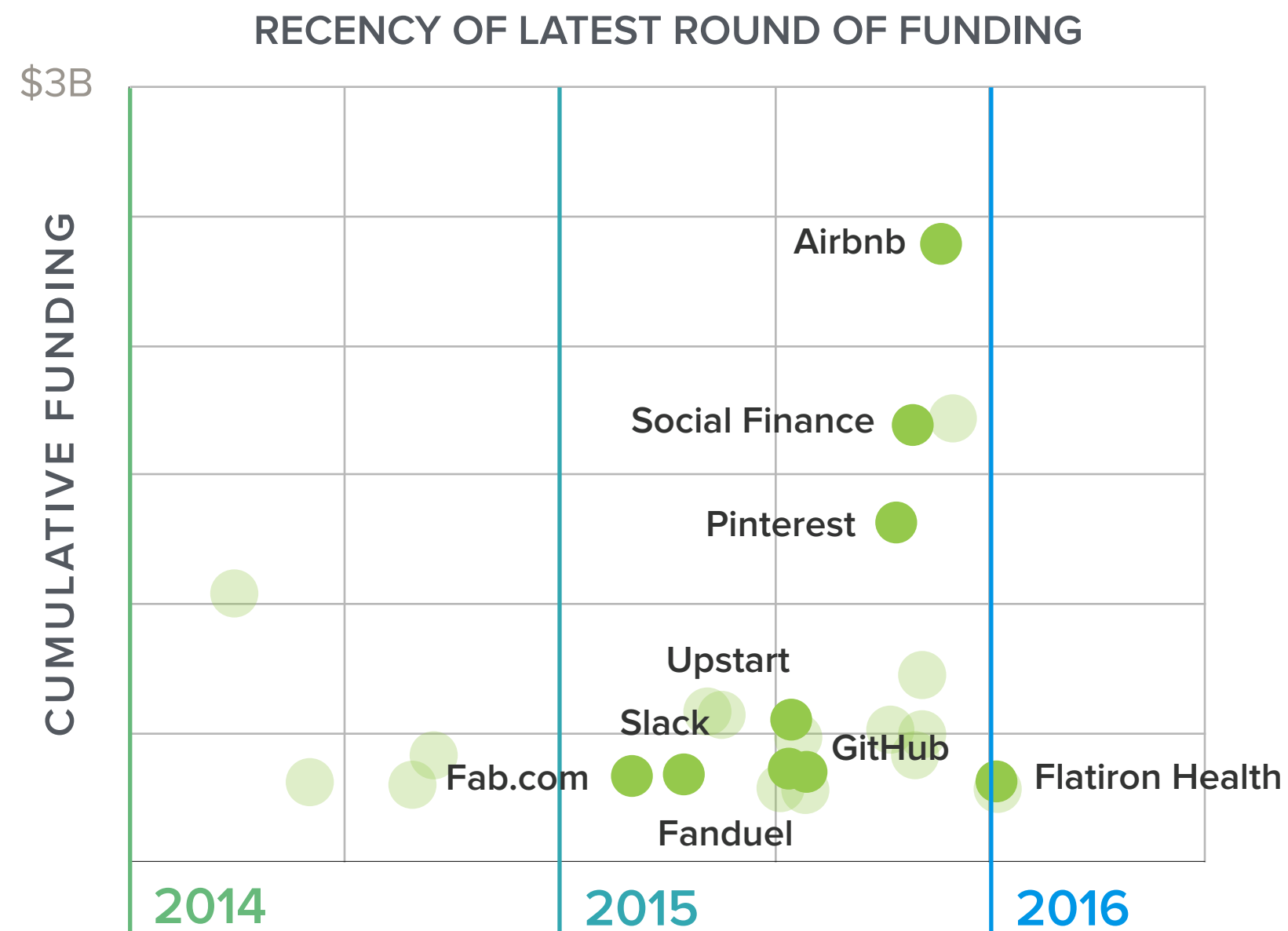
Source // @kpcb #DesignInTech @johnmaeda @mbuzzard



Successful Startups Co-Founded by Designers Are Not Uncommon

36% of the 25 startups with a recent fundraise in CB Insight's "Internet Sector" category are designer co-founded

21% of the so-called global "unicorn" startups across all sectors have co-founders who have embraced design or come from a design, arts, or human-centered background including architecture, design, music, visualization, fine arts, media arts.



23andMe, ActiFio, Adyen, African Internet Group, [AirBnB](#), Aiwujiwu, Anaplan, AppDirect AppDynamics, AppNexus, Apttus, Apus Group, Atlassian, Auto1 Group, [Automatic](#), Avant, [AVAST Software](#), Avito, BeiBei, Beijing LaKala Billing Services, BlaBlaCar, Bloom Energy, [Blue Apron](#), [Buzzfeed](#), [Carbon3D](#), China Rapid Finance, CJ Games, Cloudera, [CloudFlare](#), ContextLogic/Wish, Coupa Software, Coupang, Credit Karma, Dada, Datto, Decolar, Deem, Delivery Hero, Dianping, Didi Kuaidi, DJI Innovations, Docker, DocuSign, Domo Technologies, DraftKings, Dropbox, Ele.me, Eventbrite, Evernote, Fanatics, [FanDuel](#), Fanli, [FarFetch](#), Flipkart, Forescout, Funding Circle, Gilt Groupe, [GitHub](#), Global Fashion Group, GrabTaxi, Greensky, Guahao Technology Co., Gusto, HelloFresh, Home24, [Hootsuite](#), Houzz, Illumio, Infinidat, InMobi, InsideSales.com, [Instacart](#), Intarcia Therapeutics, IronSource, Jasper Technologies, [Jawbone](#), jet.com, Jiuxian, JustFab, [Kabam](#), Kabbage, Kik Interactive, Klarna, Koudai Gouwu, Lazada, Legendary Entertainment, Lookout, Lufax, Lyft, Magic Leap, MarkLogic, Medallia, Meituan, Mercari, MindMaze, Moderna, Mogujie, MongoDB, Mozido, Mu Sigma, MuleSoft, NantHealth, Nextdoor, Nutanix, Okta, Olacabs, One97 Communications, Oscar Health Insurance Co., Palantir Technologies, Panshi, [Pinterest](#), Pluralsight, Powa Technologies, [Prosper Marketplace](#), [Proteus Digital Health](#), Pure Storage, Qualtrics, Quikr, [Razer](#), Rong360, [Shazam](#), SimpliVity, [Skyscanner](#), [Slack Technologies](#), [Snapchat](#), Snapdeal, [Social Finance](#), Souq, SpaceX, Spotify, Sprinklr, [Square](#), Stemcentrx, Stripe, [SurveyMonkey](#), TangoMe, Tanium, [The Honest Company](#), [Theranos](#), Thumbtack, TransferWise, [Trendy Group International](#), TuJia Online Information Technology, TutorGroup, Twilio, Uber, [Udacity](#), Ucar Group, [Uptake](#), VANCL, [Vice Media](#), Vox Media, [Warby Parker](#), [WeWork](#), [Xiaomi](#), Xuanyuxia, Yello Mobile, Zenefits, [Zeta Interactive](#), Zhangyue, ZocDoc, Zomato Media, Zscaler

via CB Insights, "Since January 1 2013 to February 29, 2016, in the U.S. Internet-Only category top 25 recently funded VC-backed companies."

via CBInsights, "Private VC-Backed Companies with Valuations Over \$1B"

Last year **20%** (5 out of 25) of the top venture-backed startups had designer co-founders. We check one year later and that number moves to **36%** (9 out of 25).

Source // @kpcb #DesignInTech @justinsayarath @cbinsights

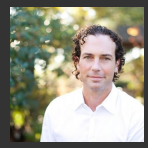
cbinsights.com/research-unicorn-companies



Where do Designers Live in the VENTURE CAPITAL ECOSYSTEM?

Designers are working at VC firms in a variety of capacities: from operating support roles to investing roles to founding their own venture capital funds. A key factor in their growth has been GPs who understand the need for design.

KEY VC CATALYSTS



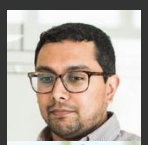
Kleiner Perkins Caufield & Byers
Michael Abbott
2012 created KPCB Design Council



New Enterprise Associates
Dayna Grayson
2013 created NEA Design Studio



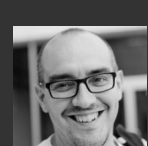
True Ventures
Om Malik
2011 created GigaOm Roadmap Conference



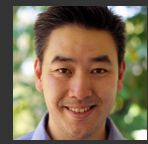
Accel Partners
Vas Natarajan
2014 created Accel Design Conference



Andrew Braccia
2014 created Accel Design Conference



500 Startups
Dave McClure
early advocate for design in startups



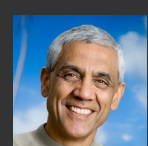
Bloomberg Beta
James Cham
early advocate for design in startups



Y-Combinator
Paul Graham
early advocate for design in startups

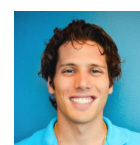


Jessica Livingston
early advocate for design in startups

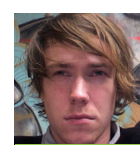


Khosla Ventures
Vinod Khosla
early advocate for design in startups

2009



Bessemer Ventures
Jason Putorti
1st designer in residence

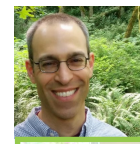


Slow Ventures
Dave Morin
co-founders of fund



Aaron Sittig
co-founders of fund

2010



Google Ventures
Braden Kowitz
1st design partner



Michael Margolis
1st researcher



Y-Combinator
Garry Tan
1st YC partner as designer

2011



Google Ventures
John Zeratsky

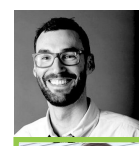
2012



Designer Fund
Enrique Allen
co-founders of fund



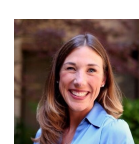
Ben Blumenfeld
co-founders of fund



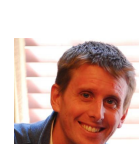
Google Ventures
Jake Knapp



Daniel Burka



Andreessen Horowitz
Elizabeth Weil
co-founders of fund



Felicis Ventures
Nick Baum
2nd designer in residence

2013



Y-Combinator
Kevin Hale

2014



KPCB
John Maeda



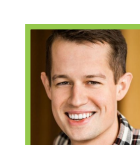
Khosla Ventures
Irene Au
pioneering UX leader



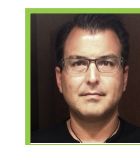
Google Ventures
Tom Hulme
first GP in marquee fund



Sequoia Capital
James Buckhouse



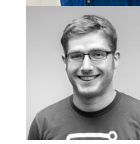
Greylock
Bobby Goodlatte



Sutter Hill Ventures
Andrei Herasimchuk



Expa
Bruno Bergher



Kyle Doherty

2015



Rivet Ventures
Christina Brodbeck
co-founder of fund



Accel Partners
Jason Mayden



True Ventures
Jeffrey Veen



Expa
Anshu Agarwal



New Enterprise Associates
Albert Lee

2016



Benchmark
Scott Belsky
GP



Google Ventures
Jake Knapp
New book "Sprint"
with John Zeratsky and
Braden Kowitz

Note that some of these folks have left to join companies, or to start them.

KPCB Design Council



Source // @kpcb #DesignInTech @johnmaeda

kpcb.com/design

#DesignInTech by the NUMBERS

42 design firms have been acquired since 2004. Roughly half of which have been acquired within the last year.

We're reaching a peak.

1

9 of the **25** top VC-funded startups have designer co-founders. Up from **5** in 2015.

Designer co-founded companies are here to stay.

2

More designers entered VC in the last **2** years than the previous **4** years combined.

There are many at accelerators as well.

3

Major corporations are investing in design as a core competency through M&A activity, designer co-founded startups continue to raise billions of dollars in capital, and VCs increasingly see the importance of design.

Source // @kpcb #DesignInTech @johnmaeda

kpcb.com/design

#DESIGNINTECH PREDICTIONS

Further Out (5 Year Prediction)

The large influx of designers into top services companies through M&A activity will reboot the design industry.

Fueled by greater access to the board room.

1

We will see more designers becoming investing partners at VC firms, and eventually starting their own funds.

Many designers in tech are active angels.

2

The general word “design” will come to mean less as we will start to qualify the specific kind of design we mean.

Classical Design vs Design Thinking vs Computational Design

3

Since last year’s predictions happened too early, we set our sights out much further ...

Source // @kpcb #DesignInTech @johnmaeda

kpcb.com/design

2

The New Kind of Designer is TBD

- Currently design education lags the technology industry's needs for data-oriented, coding-enabled graduates with business acumen.
- Many resources are available on the internet to supplement formal education in design. Becoming a skilled self-learner is a critical skill for the new designer.
- Coding and testing are table stakes knowledge for designers today. Designing systems and designing culture are strategic skills for designers.

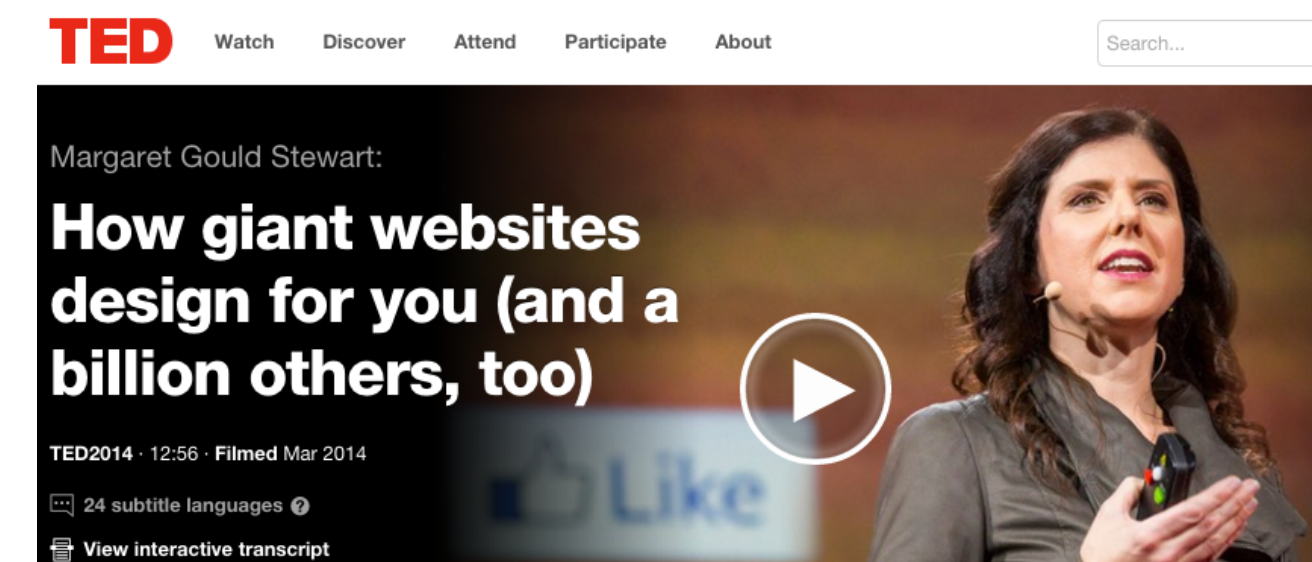
#DesignInTech is Related, Yet RADICALLY DIFFERENT

From Classical Design

CLASSICAL DESIGN DISCIPLINES

■ Architecture The bigger built environment	■ Interior Design What surrounds us up close
■ Fashion Design What we wear	■ Landscape Architecture What surrounds our buildings
■ Communication Design What we see	■ Industrial Design What products we buy

LIVING SYSTEMS LIKE FACEBOOK ARE NEVER FINISHED



“ Design of digital experiences **change all the time** and live inside your pocket... Design of systems that are **so big that their scale can be hard to comprehend.**”

— Margaret Stewart @TED 2014

Computational design has been around since the 70s and grew from collaborations between architects and computer graphics folks. In 1996, I founded the MIT Media Lab Aesthetics and Computation Group to further the frontier.

Source // @kpcb #DesignInTech @mags @tedtalks @avivgilboa @johnmaeda @medialab
ted.com/talks/margaret_gould_stewart_how_giant_websites_design_for_you_and_a_billion_others_too?language=en

Classical Design Principles vs. #DesignInTech Principles

	CLASSICAL DESIGN	VS	DESIGN IN TECH
Number of Active Users	Few to Millions		Few to Hundreds of Millions
Time Needed to Deploy Completed Product	Weeks to Months through Distribution Channels		Instantaneously Delivered Over the Net
“Perfection” is Achievable	Yes There’s a final state.		No It’s always evolving.
Designer’s Level of Confidence	Absolute, and Self-Validating		Generally High, but Open to Analyzing Testing/Research

The notion of making something perfect, as classical designers want to achieve, runs counter to how computational systems exist. The instinct and inclination to pursue perfection is a good one, but its definition has had to evolve.

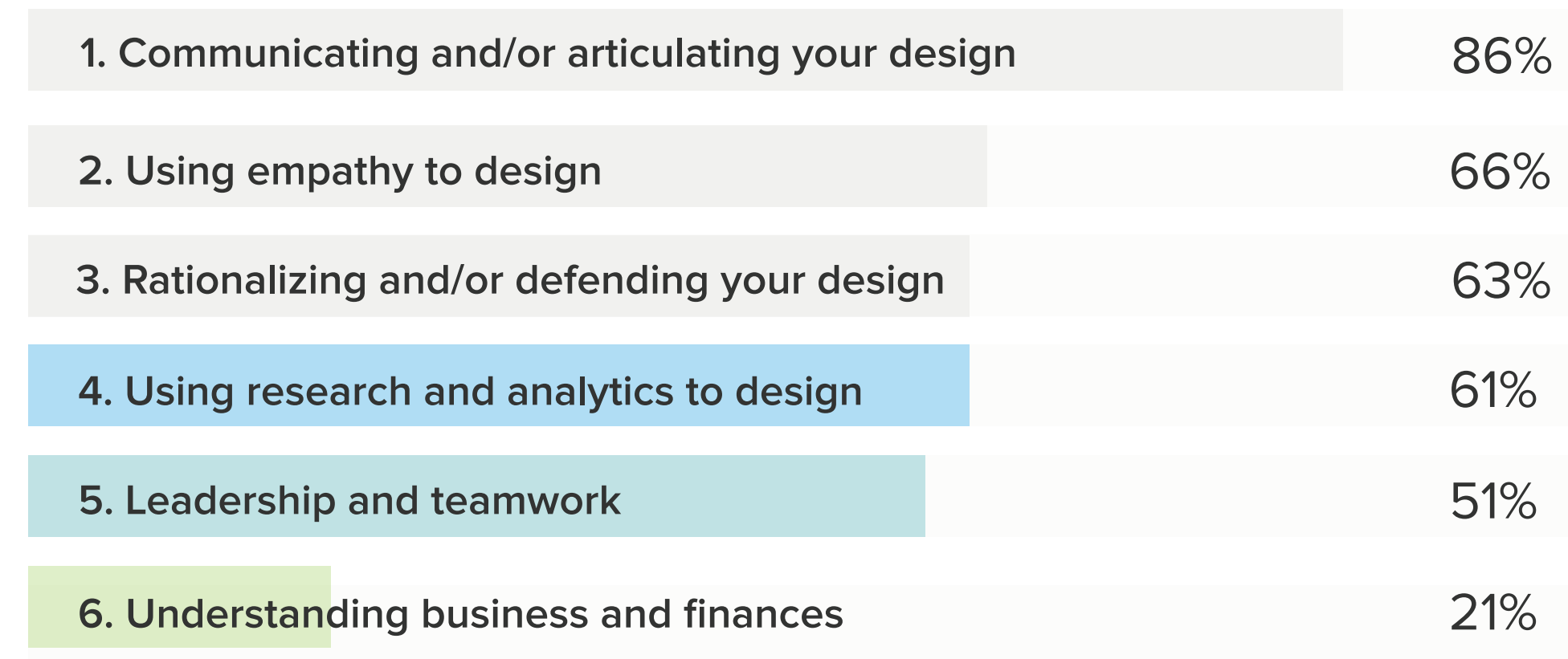
Source // @kpcb #DesignInTech @johnmaeda @avivgilboa

kpcb.com/design

CHALLENGE #1 BUSINESS AND FINANCES AREN'T PRIORITIZED

Current design education biases:

Which of these attitudes are pillars of your design curriculum?



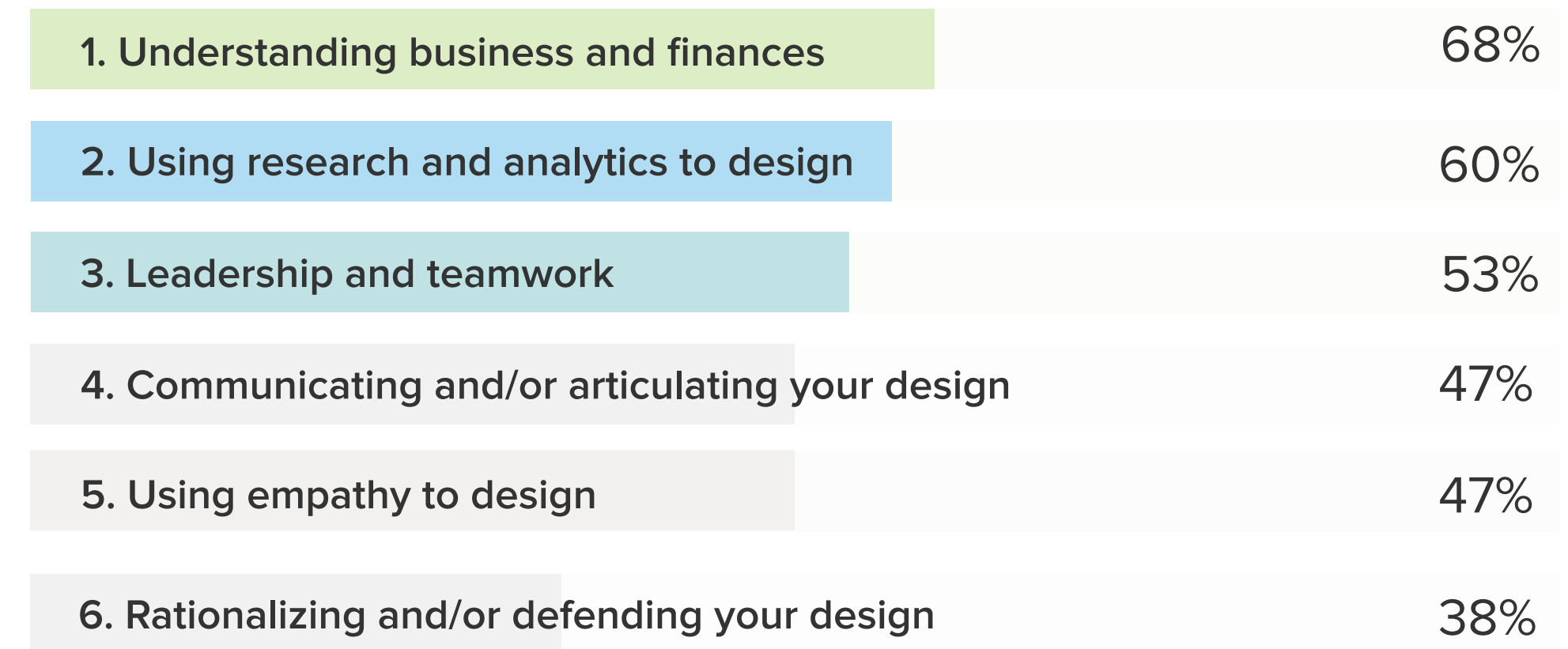
via a KPCB study of 329 current and former design students

Should You Send Your Kid To DESIGN SCHOOL? YES — And Encourage Internships

CHALLENGE #2/ RESEARCH AND ANALYTICS NEED PRIORITIZATION

Desired biases by past design graduates:

Which of these attitudes do you wish were pillars of your design curriculum?



via a KPCB study of 329 current and former design students



Internship Example

When working on a project in school, the final step was always prototypes, but we didn't have time to test the project before moving on to another one. Once I was in the KPCB fellows program and working at a startup, I saw how the testing phase was invaluable.
— Kaleigh Yang / 2015 Design Fellow at Spruce Health

For #DesignInTech to scale today, a fundamental challenge lies in the difference between the kind of talent produced by engineering programs vs design programs. New engineers are ready for tech; new designers are less so.

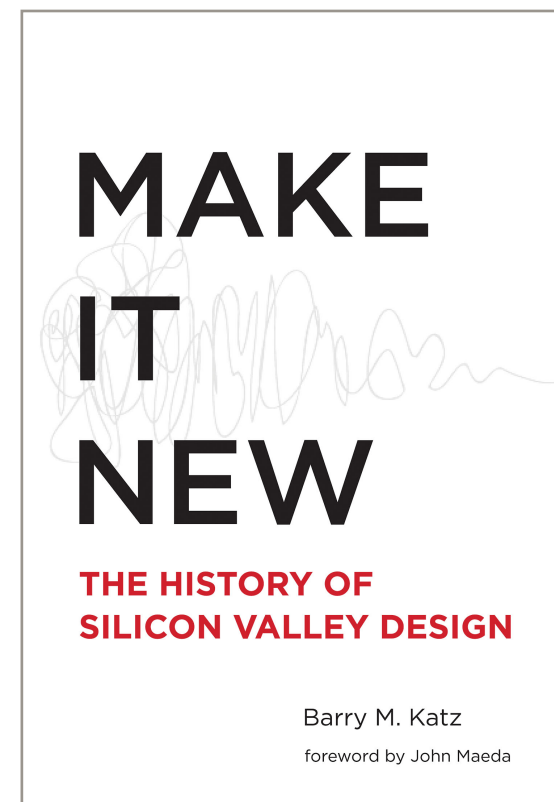
Source // @kpcb #DesignInTech @jshoe @ellenchisa @kaleighyang @johnmaeda

queue.acm.org/detail.cfm?id=2683579 medium.com/the-year-of-the-looking-glass/how-to-work-with-designers-6c975dede146#.2qih40qzq

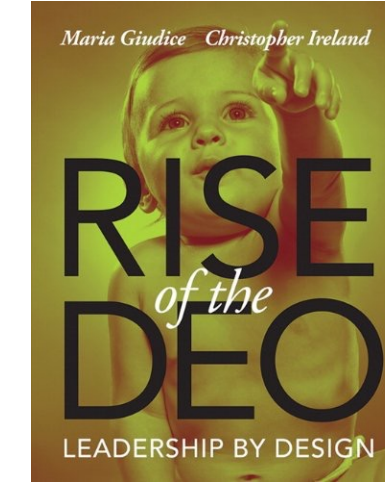
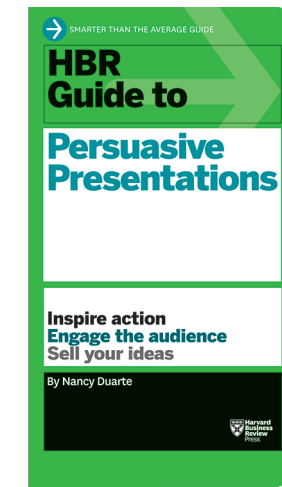
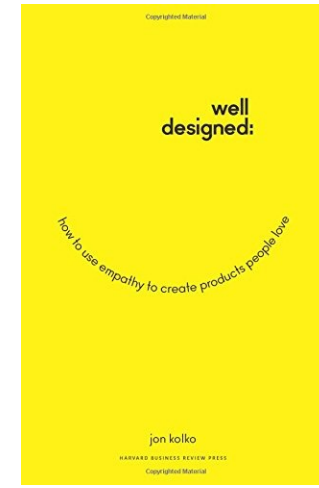
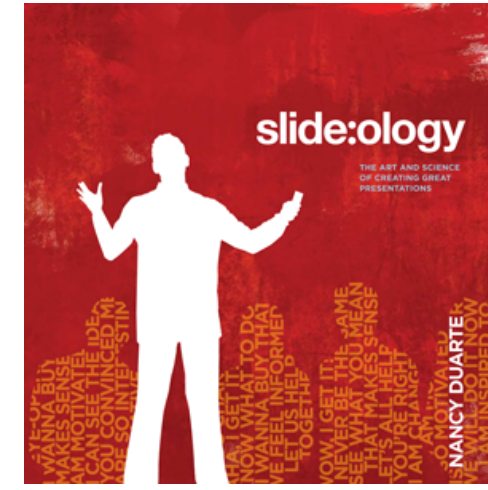
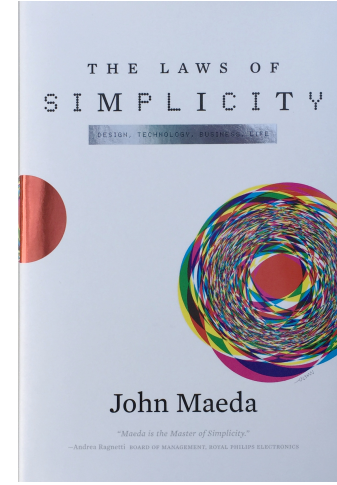


86%

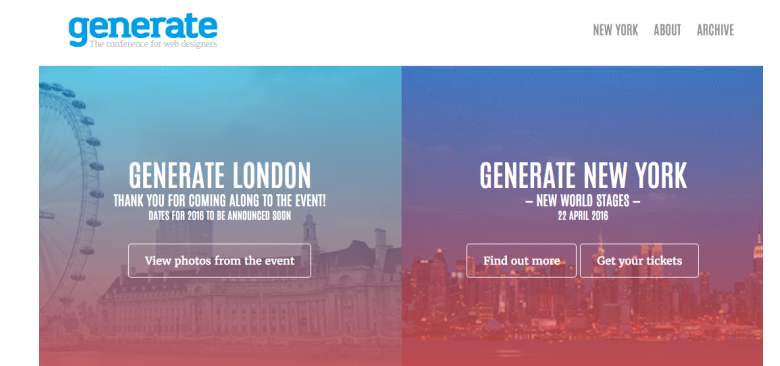
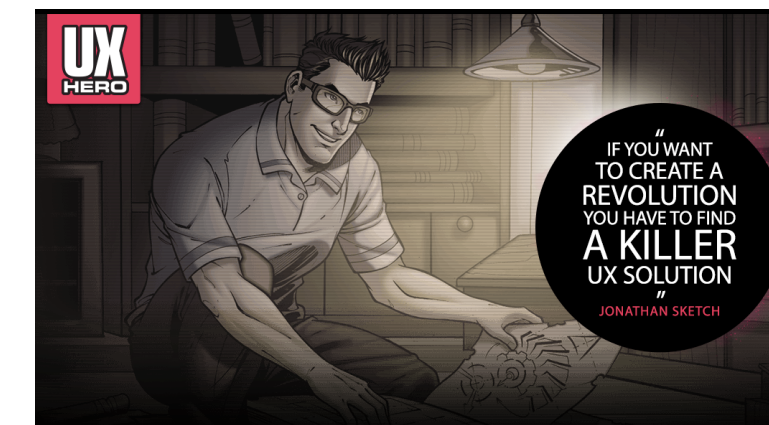
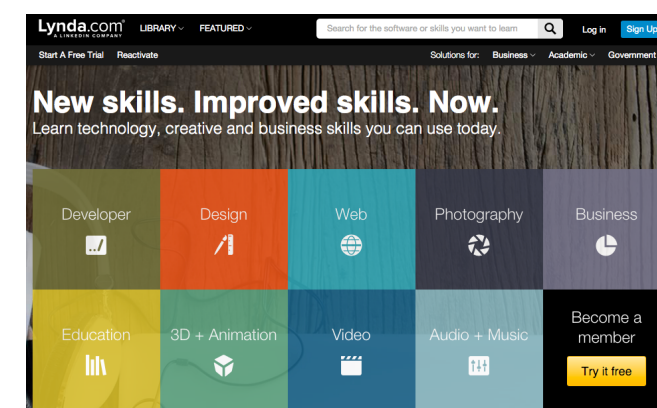
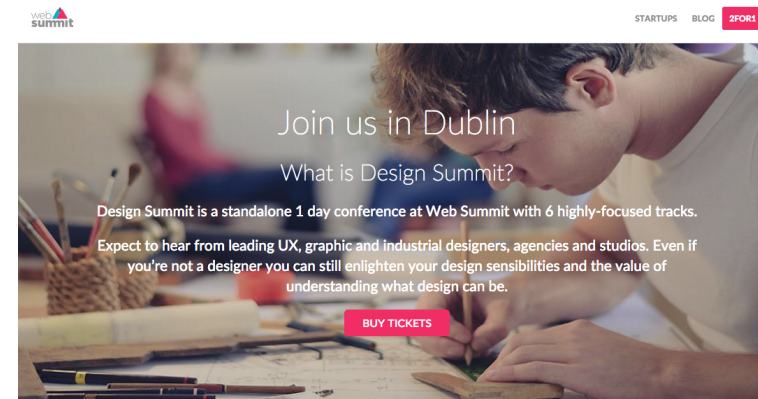
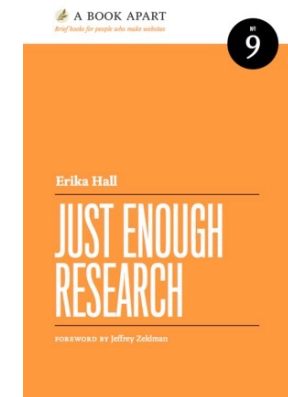
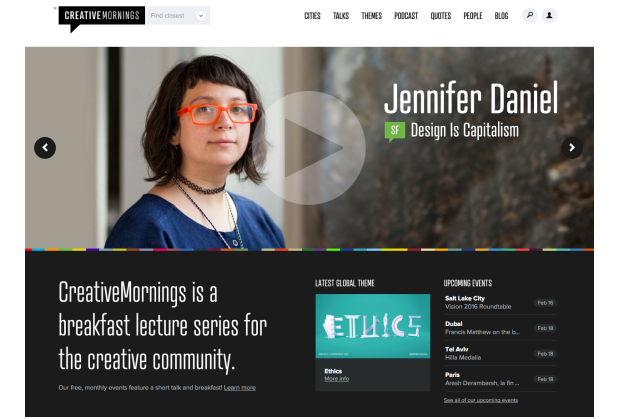
of current design students surveyed said that they learned their digital skills from resources outside their coursework.



Barry Katz of Stanford and CCA has written a concise history of #DesignInTech



How Does One Go About LEARNING This New Kind of Design?



Generate conferences are brought to you by *net magazine* and *Creative Blog*. Now in its third year, we're thrilled to announce we're back for 2016, which will be our biggest and best yet. As always, Generate will be a source of inspiration, practical advice and networking opportunities. This year the event will be packed with even more top content from world-class speakers, to help you sharpen your web design skills.

From Lynda's complete collection of videos, to O'Reilly books on design, to the incomparable A Book Apart library, to events all around the world, to a comic book, to a full-length documentary film by InVision—there's lots to learn.

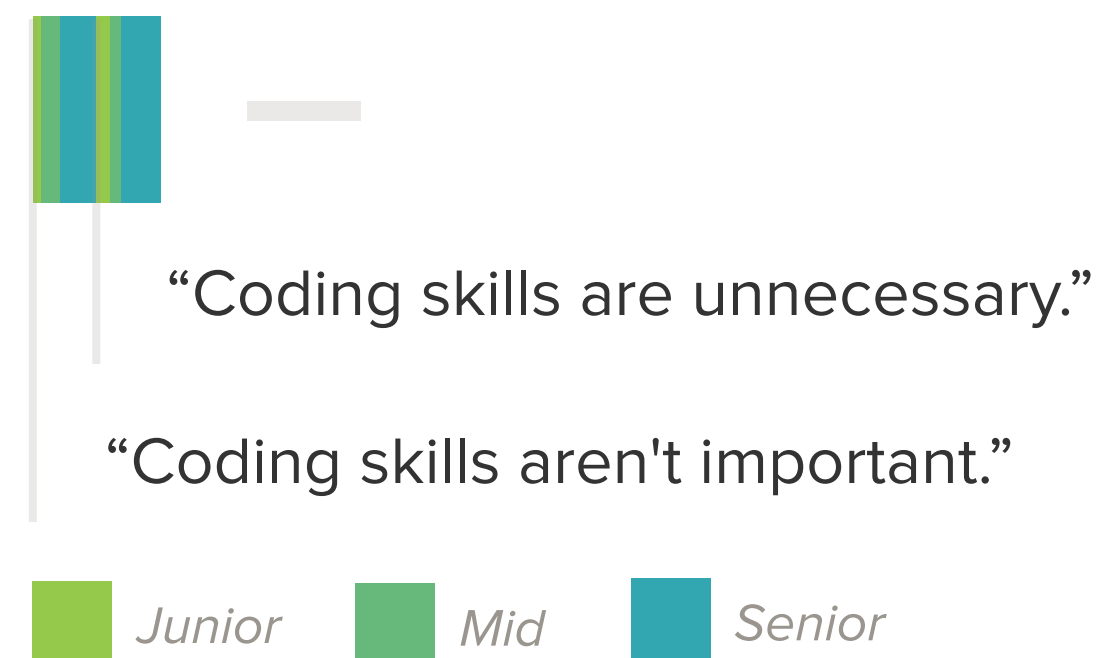
Source // @kpcb #DesignInTech @alistapart @nancyduarte @oreillymedia @creativemornings @mgjudice @lyndaweinman @enterpriseux

abookapart.com lynda.com creativemornings.com duarte.com generateconf.com www.generateconf.com 2016.enterpriseux.net designdisruptors.com uxherocomics.com



IS CODING

Necessary as A Designer In Tech?



93.5%

of 370 designer respondents were overall in favor of coding



“You need to be curious about AND have a basic understanding of the technology that is being used to build your design.”

— Rochelle King / Spotify



“Skills you need: learn to code, deep knowledge of interaction design, and basics of visual design.”

— Maria Giudice / Autodesk



“Learn how to write good code. Don't take just one or two classes, take a lot of classes so that you can think like a programmer.”

— David Dat Nguyen / Gusto



“Make sure to learn to code. Design is becoming more and more complex with each technological cycle.”

— Sash Catanzarite / Tradesy

Being literate in code is important, but being an expert is not necessarily in your favor.

Source // @kpcb #DesignInTech @rochelleking @mgiudice @daviddatnguyen @thesash @johnmaeda

Wikipedia: List of Programming Languages [eecs.mit.edu/docs/ug/6-3.pdf](https://en.wikipedia.org/wiki/List_of_programming_languages)

GOOGLE SEARCH



Google Search

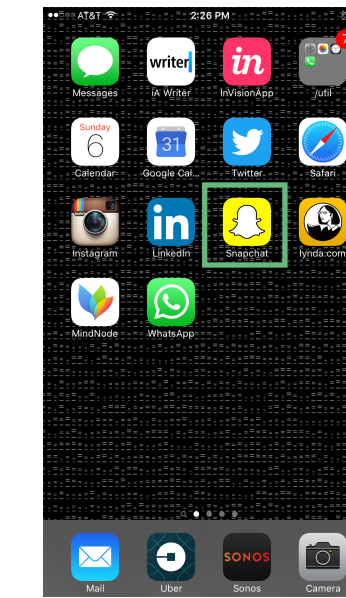
I'm Feeling Lucky

Key design concept:
Hide complexity behind a simple door.

Longstanding discipline by Google to keep the homepage limited to a single search box has been key to maintaining its simplicity. Once a search term is typed into Google, it gets complex really quickly — but you don't notice it at first.

Analogy: The Motorola Startac phone introduced a clamshell design that hid all the complexity — to be revealed only when used.

SNAPCHAT



Key design concept:
Start with the activity to bias towards.

Most imaging applications asked to turn on the camera, whereas SnapChat began the interaction in live camera mode. The invitation to snap a photo was immediate; and the secretive, self-destruct feature completed the addictive loop.

Analogy: A hammer's handle invites you to grasp it. In the design world that's called an object's 'affordance' — it primes how you might use it.

Examples of
Design Innovations
in Everyday

DIGITAL TOOLS

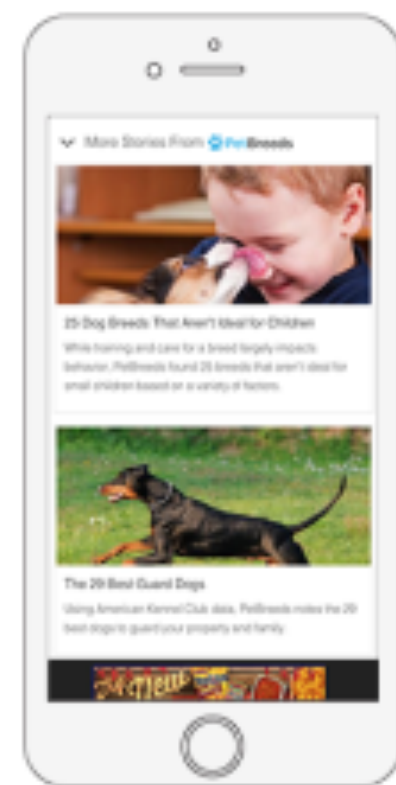
Common Q: How Much Difference Can Design Make? It Depends.

MAJOR DESIGN CHANGES WILL USUALLY IMPACT USAGE BEHAVIOR, SOMETIMES DRAMATICALLY



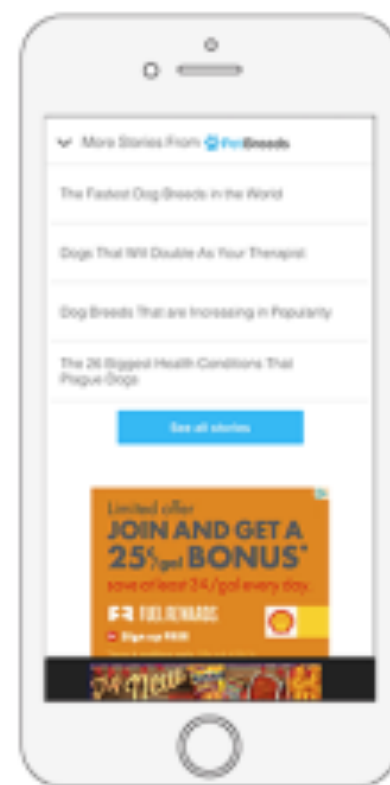
Simple Example: Graphiq conducted 3 product design tests for ad placements that led to one clear winner with a 12% increase in user engagement.

“We design and manage all user experiences through a heavily tested quantitative and qualitative validation process.” —@graphiq



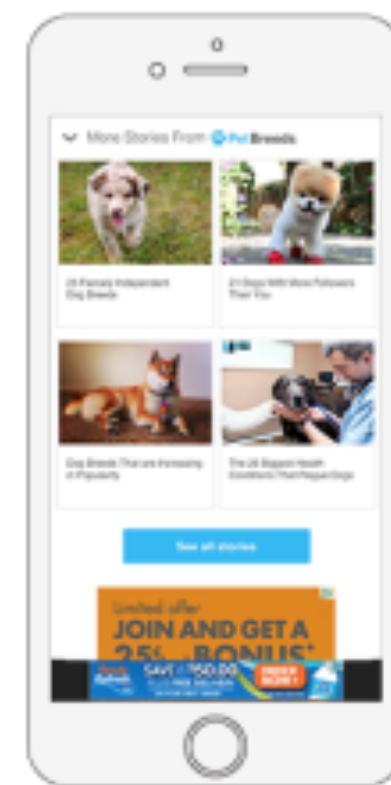
Baseline

0%



All Text

-6.5%



2 Column

-6.5%

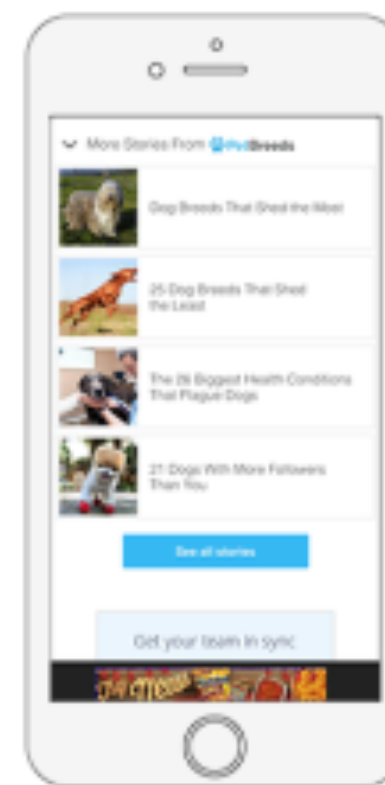


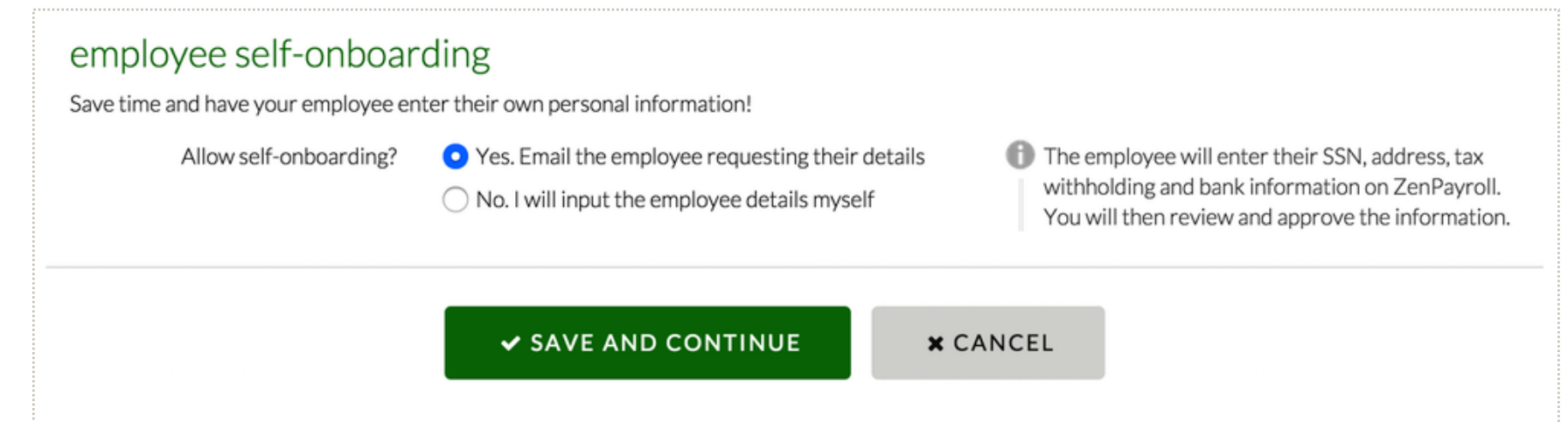
Image Card

12%



Example: Gusto designed a more discoverable employee self-onboarding process for businesses which made the employee experience more delightful and increased use of the tool by 10X.

1000%



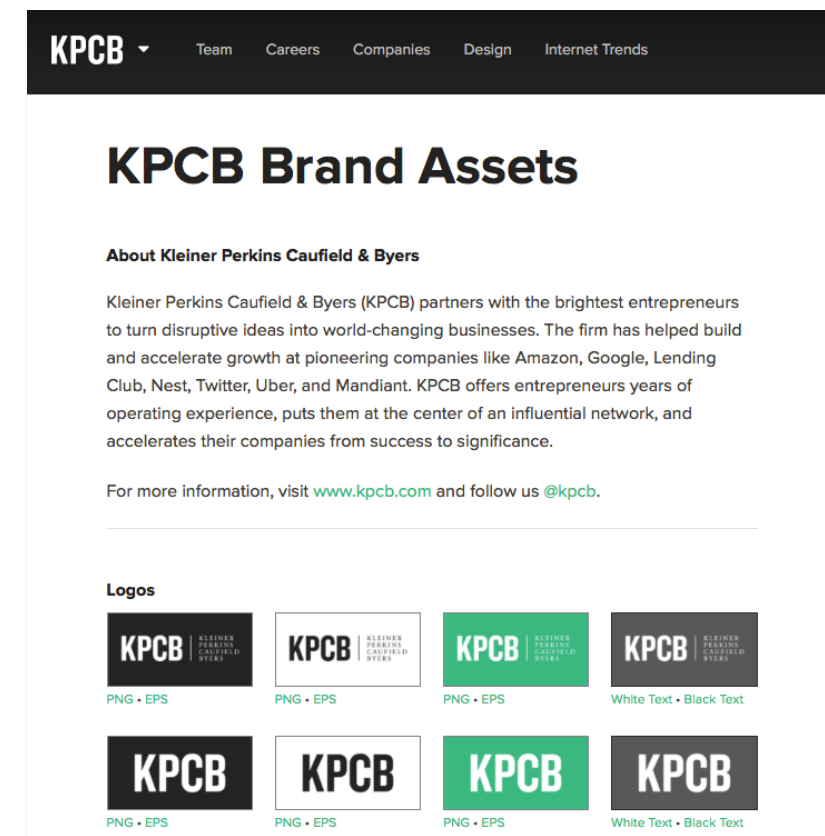
Design at the feature level is in isolation, but can be measured. Design at the system level is bolder and holistic, but harder to measure.

Source // @kpcb @graphiq @chadgoldberg1 @thesash @saila51 @moyicat @alexdeanwilson @ibercovich @designerfund @davidatnguyen

designerfund.com/bridge/insights-from-designing-for-financial-services/ graphiqeng.com/post/136837072818/why-read-one-when-you-could-read-two



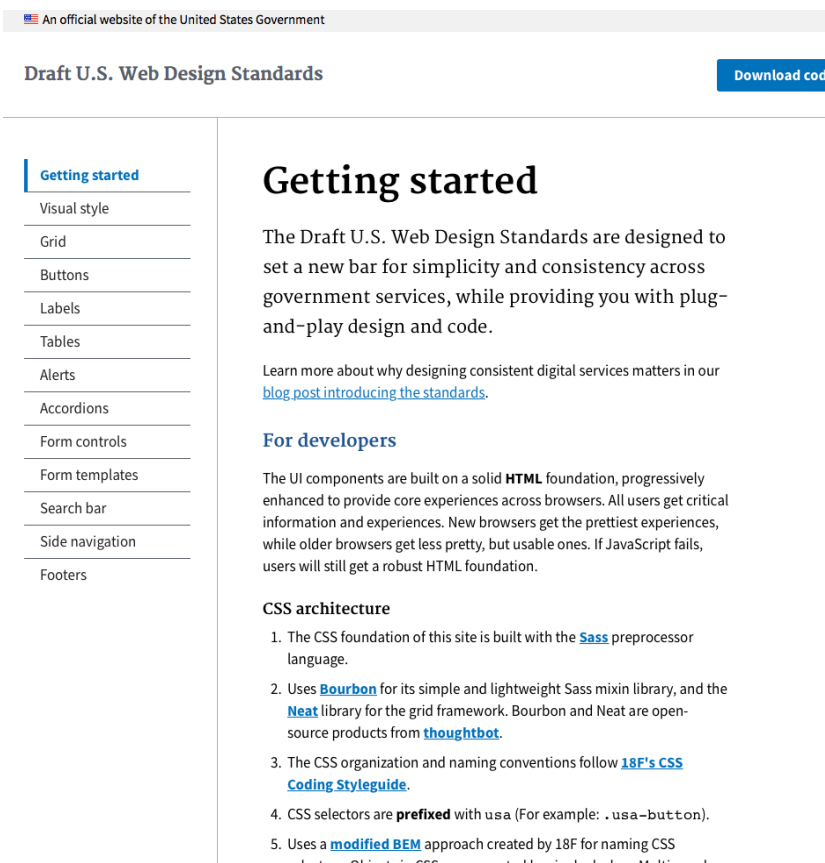
How Do Bigger Changes Happen With Design? By **DESIGNING SYSTEMS.**



DESIGNING SYSTEMS

Guidelines enable all kinds of people to create better designs on their own. This kind of “meta design” has been around since the age of corporate identity manuals.

Think of brand manuals and repositories as the most basic instance of this kind of design for repeatability.

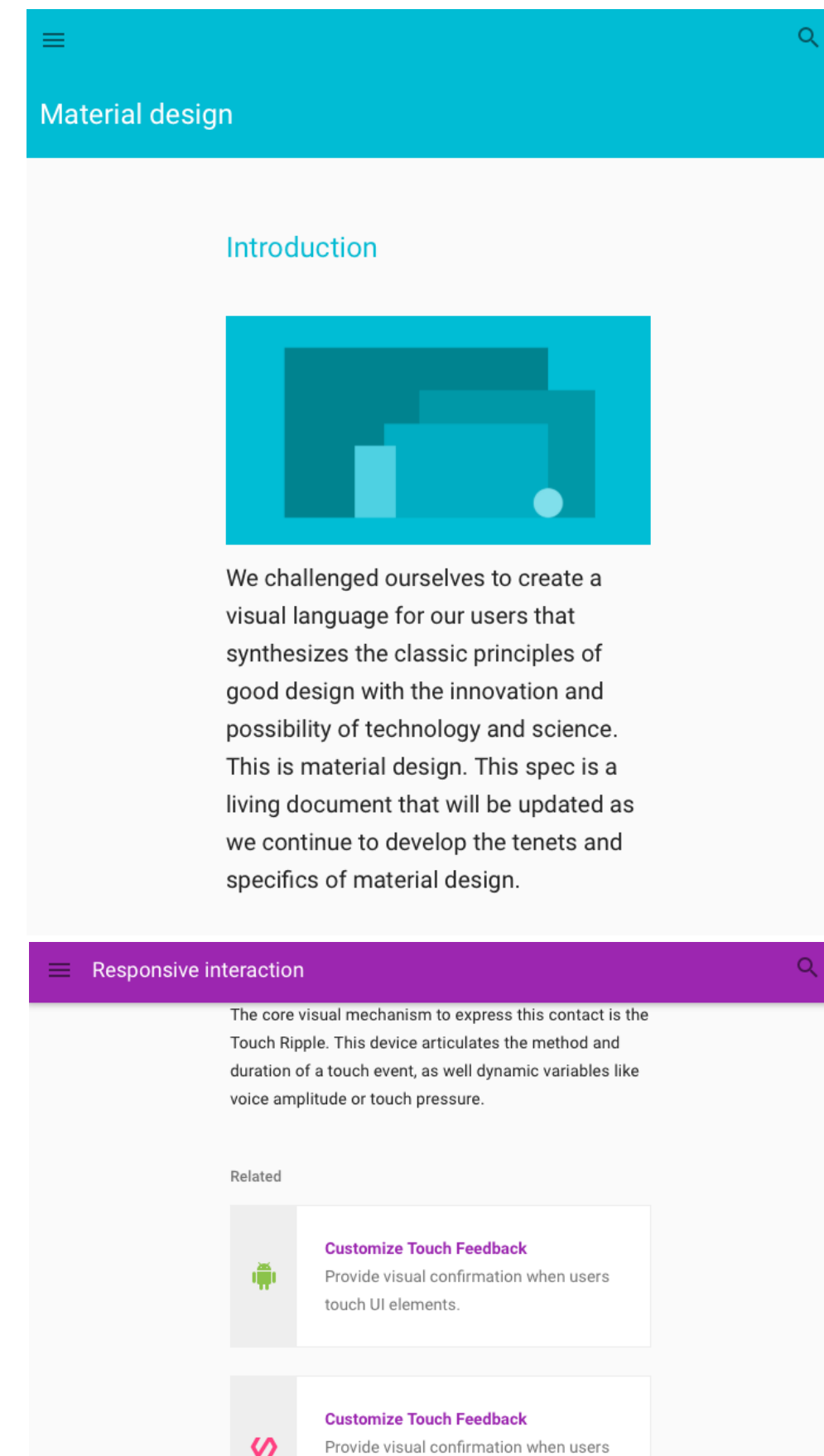


EXAMPLE: HEALTHCARE.GOV AND USDS WEB DESIGN STANDARDS

55% of users completed the sign up process for healthcare.gov 1.0 with 76 pages using these repeatable standards with consistency

85% of users completed the sign up process for healthcare.gov 1.0 with 16 pages

// Do more with less.



EXAMPLE: ANDROID MATERIAL DESIGN LANGUAGE

Unified Look For Apps
Created better consistency

Premium Experience
Raised to modern standards

Made Design A Priority
Design as a conscious act

// Consistency leads to less confusion

Designing reusable systems is an old technique for achieving scale — it is still effective.

Source // @kpcb #DesignInTech @HealthCareGov @android @daviddatnguyen

medium.com/@bchesky/dont-fuck-up-the-culture-597cde9ee9d4#bwdgjr1s forbes.com/sites/ewanspence/2014/11/05/android-material-design-reduce-ui-fragmentation/#28f31e8e4984 playbook.cio.gov/designstandards/getting-started/ theatlantic.com/technology/archive/2015/07/the-secret-startup-saved-healthcare-gov-the-worst-website-in-america/397784 medium.com/@daviddatnguyen/10-lessons-for-building-a-design-team-from-scratch-13c2b9a9d58#aci9b6398

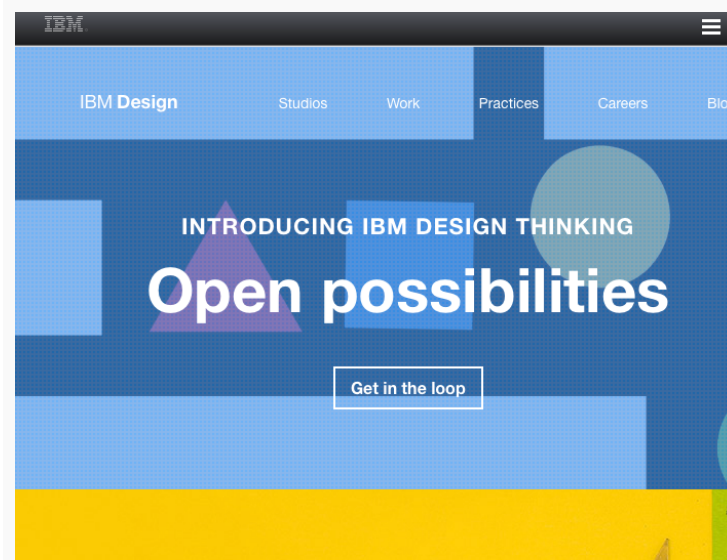


How Do Bigger Changes Happen With Design? By **DESIGNING CULTURE.**

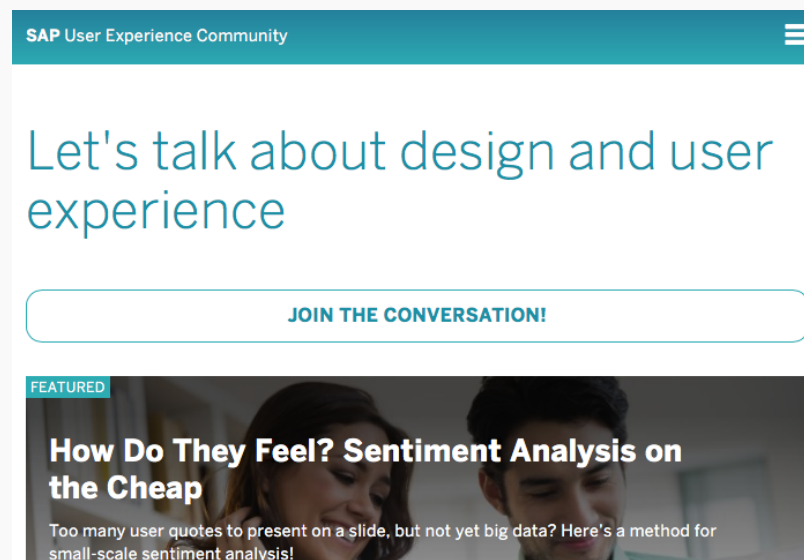
DESIGNING CULTURE

Principles enable a company's culture to understand how design can be used the most effectively, but most importantly, enable them to work from a common playbook.

Brian Chesky's memo to the Airbnb team says it all ...

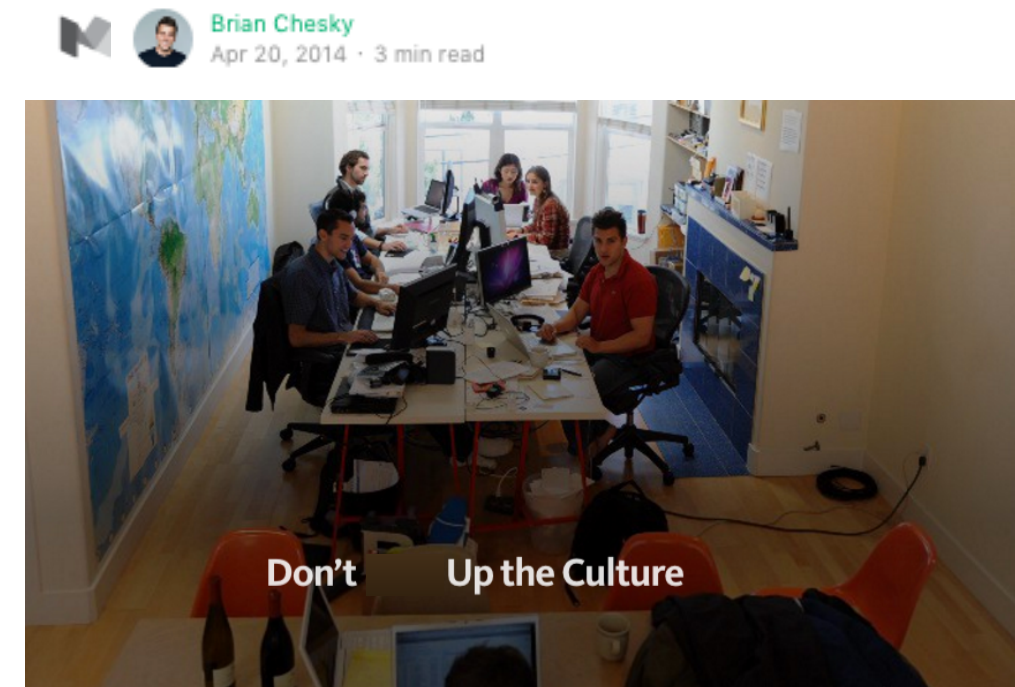


IBM
Design thinking at ambitious scale



SAP
Longtime leader in design thinking

DON'T **** UP THE CULTURE



This photo was taken in the original apartment where Airbnb started.

On Monday, October 21, 2013, I sent this letter to our entire team at Airbnb. I have decided to publish this in the event it is helpful to entrepreneurs building their cultures.

Hey team,

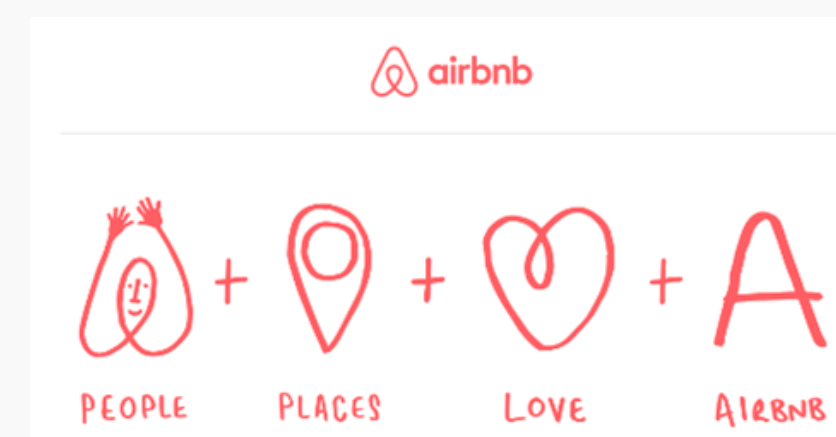
Our next team meeting is dedicated to Core Values, which are essential to building our culture. It occurred to me that before this meeting, I should write you a short letter on why culture is so important to Joe, Nate, and me.

After we closed our Series C with Peter Thiel in 2012, we invited him to our office. This was late last year, and we were in the Berlin room showing him various metrics. Midway through the conversation, I asked him what was the single most important piece of advice he had for us.

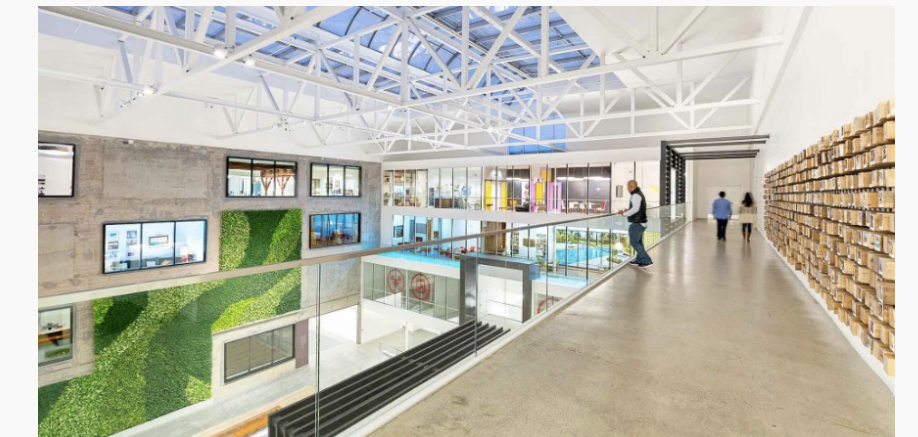
He replied: "Don't fuck up the culture."

Curtis

AIRBNB USES DESIGN TO GROUND ITS CULTURE



The Airbnb logo was less used as a traditional corporate symbol, and more as a narrative element to bind their hosts together as a community. They later designed an event series called Airbnb Open that spread their values at scale to their hosts.



Space Design as Culture Design

- Conference rooms modeled after Airbnb listings
- Community photo gallery with photos of hosts and guests

Architect: @GenslerOnCities

Products are products of a company's culture, and not just some magical switch where "design" gets turned on inside a company. It's a conscious effort on behalf of the CEO and their executive team to make design matter.

Source // @kpcb #DesignInTech @justinsayarath @philgilbertsr @davidatnguyen

medium.com/@bchesky/dont-fuck-up-the-culture-597cde9ee9d4#bwdgjr1s forbes.com/sites/ewanspence/2014/11/05/android-material-design-reduce-ui-fragmentation/#28f31e8e4984 airbnbopen.com/ gensler.com/projects/airbnb blog.airbnb.com/airbnb-open-day-1-welcome-home medium.com/@davidatnguyen/10-lessons-for-building-a-design-team-from-scratch-13c2b9a9d58#aci9b6398

WILL BUSINESS SCHOOLS

Be The Next Largest Producer of Designers?

Last year, both *BusinessWeek* and *Harvard Business Review* had cover issues on **Design**



MAY 2015



SEPTEMBER 2015

US News & World Report
2015 Top 10 Business Schools

- 1 Stanford Graduate School of
- 2 Harvard Business School
- 3 University of Pennsylvania Wharton
- 4 University of Chicago Booth
- 5 MIT Sloan
- 6 Northwestern University Kellogg
- 7 UC Berkeley Haas
- 8 Columbia University
- 9 Dartmouth Tuck
- 10 University of Virginia Darden

100%

of the top 10 business schools have student-led design/innovation clubs

78%

of design, engineering, and product leaders say that at their company, the stakeholder that drives ultimate product decisions is **Product**. In 2nd place was Engineering at 16%.

6-7%

of the 2015 graduating class of Harvard Business School took product management jobs.

In last year's report, we noted 7 of the top 10 business schools as having Design/Innovation Clubs that are organized by students. This year **100%** of the top business schools have student-led design organization.

Source // @kpcb #DesignInTech @AskWonder @jshoe

askwonder.com/q/i-need-to-figure-out-if-these-business-schools-have-student-organizations-or-organized-clubs-56dcc373272ea059009f06df



3

Public Company Trends

- SAP was one of the earliest stakeholders in the design-thinking world. IBM's new design-thinking efforts are comprehensive and noteworthy.
- Google has risen in its perception for design quality due to a series of actions that have been ongoing over the last decade.
- Fortune 100 companies are elevating design as a priority at the executive level. The many new design-enabled services firms will certainly help too.

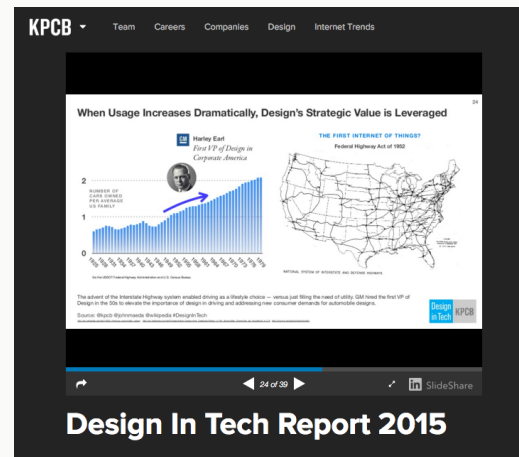
“Good design is good business.” Has Been, And Will Continue Evolving

Time 

Birth of Traditional Design for Large Corporations

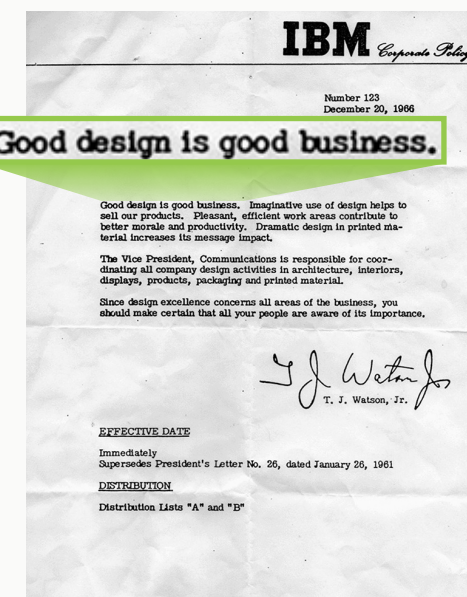
Corporate Identity+Image and Product Styling

1950s / GM



GM’s CEO makes the first executive position in design with **Harley Earl** elevated to VP.

1966 / IBM



Memo to IBM employees by CEO **TJ Watson Jr.** about the emerging importance of design to the company.

Birth of Modern Product Design Firms

From Traditional Design, to Design of Systems+Services

1969

frog



From 1982 Apple’s design language begins to form with Hartmut Esslinger’s direction.

1991

IDEO



David Kelley, Bill Moggridge, Mike Nutall join forces and change the course of design by co-founding IDEO.

Birth of “Design Thinking” and Design Strategy

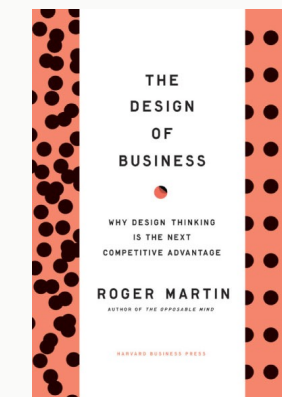
Harnessing the Creative Problem Solving Skills of Designers

2005



HASSO PLATTNER
Institute of Design at Stanford

... → Hasso Plattner = Co-Founder of SAP



2008 - 2009

P&G Changes Its Game
By Jeneanne Rae | July 28, 2008

Roger L. Martin describes design thinking at the CEO level with P&G’s AG Laffley and his book on *The Design of Business*.

“Design Thinking” Mainstreams as Whole Business Strategy

Re-contextualizing Design, Making B-Schools into D-Schools

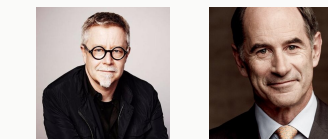
2015



Phil Gilbert leads IBM’s \$100M bet to bring design back to IBM.



2015



Tim Brown and Roger L. Martin open the introductory issue for HBR on “The Evolution of Design Thinking.”



SAP and P&G were a few of the early executive adopters of “Design Thinking,” but looking back in time, CEOs of companies like GM and IBM took strong interest in design as a competitive advantage as far back as the 1950s.

Source // @kpcb @philgilbertsr @ibmdesign @frogdesign @ideo @stanfordschool @harvardbiz @proctorgamble @nytimes @rogerlmartin @business

bloomberg.com/news/articles/2008-07-28/p-and-g-changes-its-gamebusinessweek-business-news-stock-market-and-financial-advice -03.ibm.com/ibm/history/ibm100/us/en/icons/goooddesign/



1 Walmart, 2 Exxon Mobil, 3 Chevron, 4 Berkshire Hathaway, **5 Apple**, **6 General Motors**, 7 Phillips 66, **8 General Electric**, **9 Ford Motor**, 10 CVS Health, 11 McKesson, 12 AT&T, 13 Valero Energy, 14 UnitedHealth Group, 15 Verizon, 16 AmerisourceBergen, 17 Fannie Mae, 18 Costco, 19 HP, 20 Kroger, 21 JP Morgan Chase, 22 Express Scripts Holding, 23 Bank of America Corp., **24 IBM**, 25 Marathon Petroleum, 26 Cardinal Health, 27 Boeing, 28 Citigroup, 29 Amazon.com, 30 Wells Fargo, **31 Microsoft**, **32 Proctor & Gamble**, 33 Home Depot, 34 Archer Daniels Midland, 35 Walgreens, **36 Target**, **37 Johnson & Johnson**, 38 Anthem, 39 MetLife, **40 Alphabet**, 41 State Farm Insurance Cos., 42 Freddie Mac, 43 Comcast, **44 PepsiCo**, 45 United Technologies, 46 AIG, 47 UPS, 48 Dow Chemical, 49 Aetna, 50 Lowe's, 51 ConocoPhillips, 52 Intel, 53 Energy Transfer Equity, 54 Caterpillar, 55 Prudential Financial, 56 Pfizer, **57 Walt Disney**, 58 Humana, 59 Enterprise Products Partners, 60 Cisco Systems, 61 Sysco, 62 Ingram Micro, **63 Coca-Cola**, 64 Lockheed Martin, 65 FedEx, 66 Johnson Controls, 67 Plains GP Holdings, 68 World Fuel Services, 69 CHS, 70 American Airlines Group, 71 Merck, 72 Best Buy, 73 Delta Air Lines, 74 Honeywell International, 75 HCA Holdings, 76 Goldman Sachs Group, 77 Tesoro, 78 Liberty Mutual Insurance Group, 79

Of the 2015 Fortune 100, Over **10%** Place Design as an Executive Priority

Warner, 105 Macy's, **110 Nike**, 107 Tech Data, 108 Avnet, 109 Northwestern Mutual, **110 McDonald's**, 111 Exelon, 112 Travelers Cos, 113 Qualcomm, 114 International Paper, 115 Occidental Petroleum, 116 Duke Energy, 117 Rite Aid, 118 Gilead Sciences, 119 Baker Hughes, 120 Emerson Electric, 121 EMC, 122 USAA, 123 Union Pacific, 124 Northrup Grumman, 125 Alcoa, **126 Capital One Financial**, 127 National Oilwell Varco, 128 US Foods, 129 Raytheon, 130 Time Warner Cable, 131 Arrow Electronics, 132 Aflac, 133 Staples, 134 Abbott Laboratories, 135 Community Health Systems, 136 Fluor, 137 Freeport-McMoRan, 138 U.S. Bancorp, 139 Nucor, 140 Kimberly-Clark, 141 Hess, 142 Chesapeake Energy, 143 Xerox, 144 ManpowerGroup, 145 Amgen, 146 AbbVie, 147 Danaher, 148 Whirlpool, 149 PBF Energy, 150 HollyFrontier, 151 Eli Lilly, 152 Devon Energy, 153 Progressive, 154 Cummins, 155 Icahn Enterprises, 156 AutoNation, **110 Kohl's**, 158 Paccar, 159 Dollar General, 160 Hartford Financial Services Group, 161 Southwest Airlines, 162 Anadarko Petroleum, 163 Southern, 164 Supervalu, 165 Kraft Foods Group, 166 Goodyear Tire & Rubber, 167 EOG Resources, 168 CenturyLink, 169 Altria Group, 170 Tenet Healthcare, 171 General Mills, 172 eBay, 173 ConAgra Foods, 174 Lear, 175 TRW Automotive Holdings, 176 United States Steel, 177 Penske Automotive Group, 178 AES, 179 Colgate-Palmolive, 180 Global Partners, 181 Thermo Fisher Scientific, 182 PG&E Corp, 183 NextEra Energy, 184 American Electric Power, 185 Baxter International, 186 Centene, **187 Starbucks**, **188 Gap**, 189 Bank of America New York Mellon Corp., 190 Micron Technology, 191 Jail Circuit, 192 PNC Financial Services Group, 193 Kinder Morgan, 194 Office Depot, 195 Bristol-Myers Squibb, 196 NRG Energy, 197 Monsanto, 198 PPG Industries, 199 Genuine Parts, 200 Omnicom Group

But with the many acquisitions of design firms into the client services sector, it's not impossible to imagine that design will enter these organizations now through the board room.

Source // @kpcb #DesignInTech @fortune @johnmaeda @danharrelson

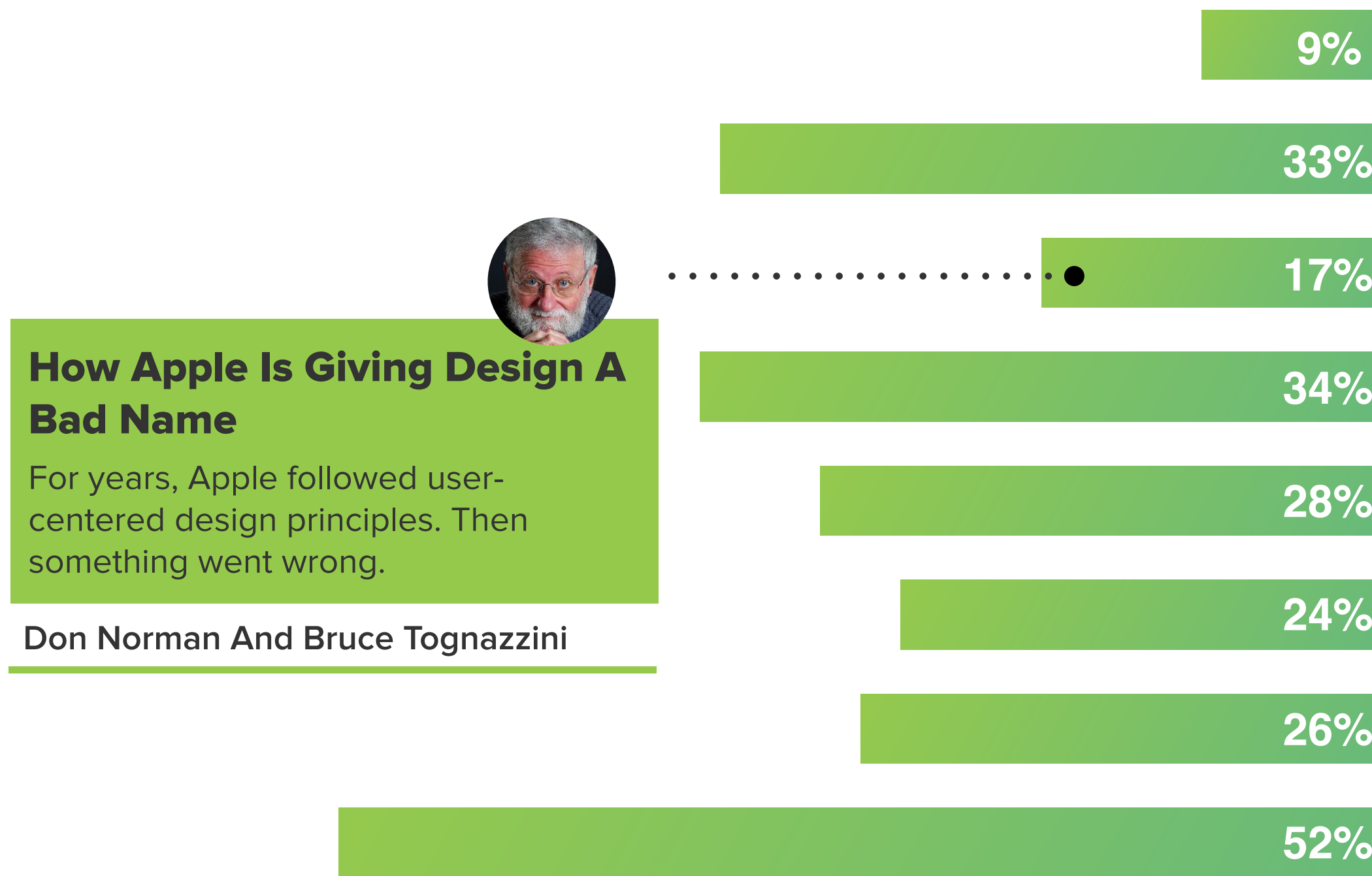
dmi.org/?page=designdrivesvalue



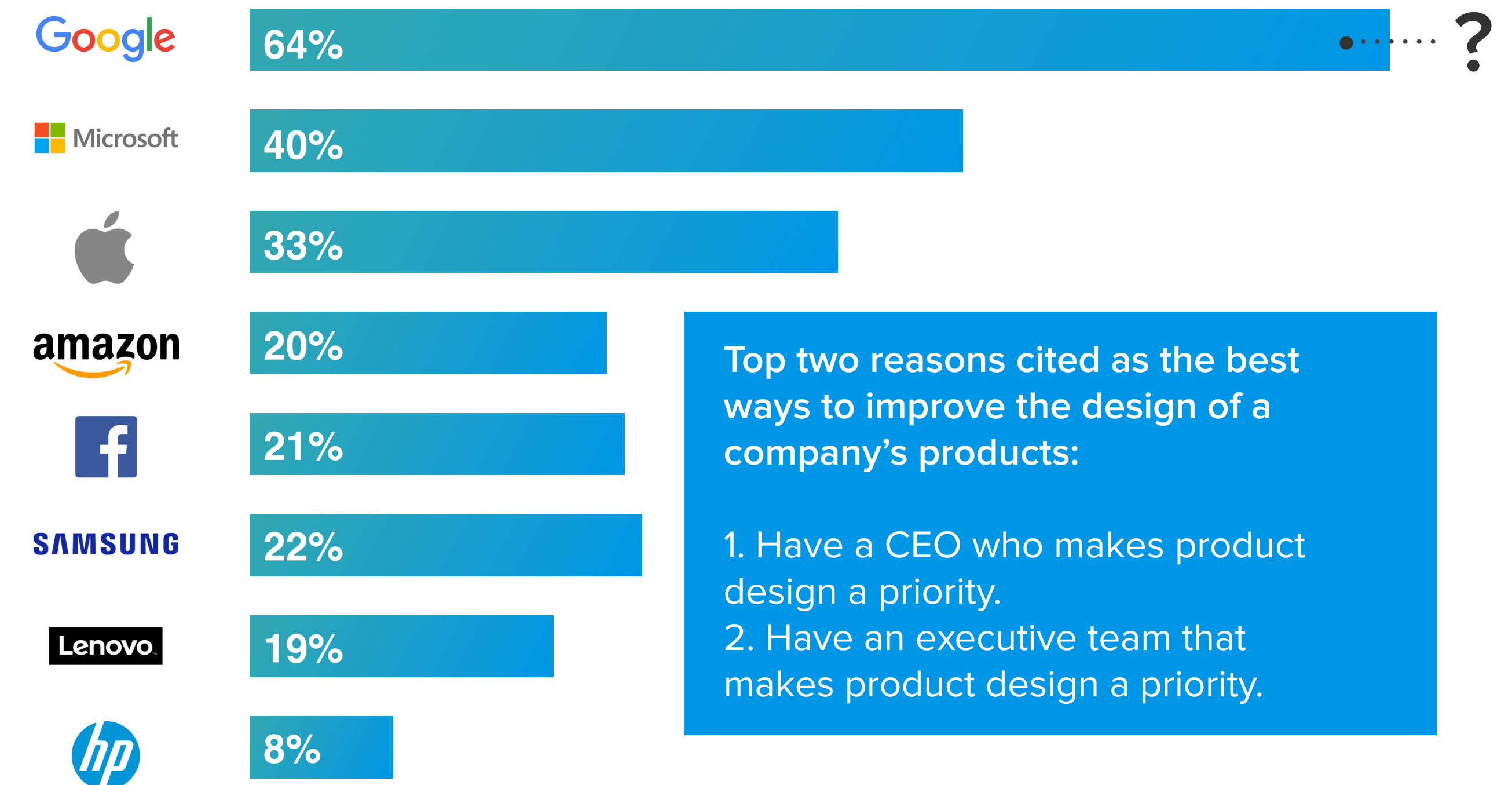
GOOGLE'S PRODUCTS Are Perceived as Improving the Most in Design

“Which of these company’s products are in significant need of improvement in design?”

“Which of these company’s products have seen a marked, recent improvement in design?”



How Apple Is Giving Design A Bad Name
 For years, Apple followed user-centered design principles. Then something went wrong.
 Don Norman And Bruce Tognazzini



Top two reasons cited as the best ways to improve the design of a company’s products:

1. Have a CEO who makes product design a priority.
2. Have an executive team that makes product design a priority.

In two separate studies we ran, Apple is always the outlier with regards to strong perception around product design quality. However, when asked which companies are improving in design (vs needs improvement), Google shows up.

Source // @kpcb #DesignInTech @jnd1er @asktog @fastcompany @johnmaeda Data // Percentage of 545 responses to

fastcodesign.com/3053406/how-apple-is-giving-design-a-bad-name



WHY IS GOOGLE Succeeding at Design?

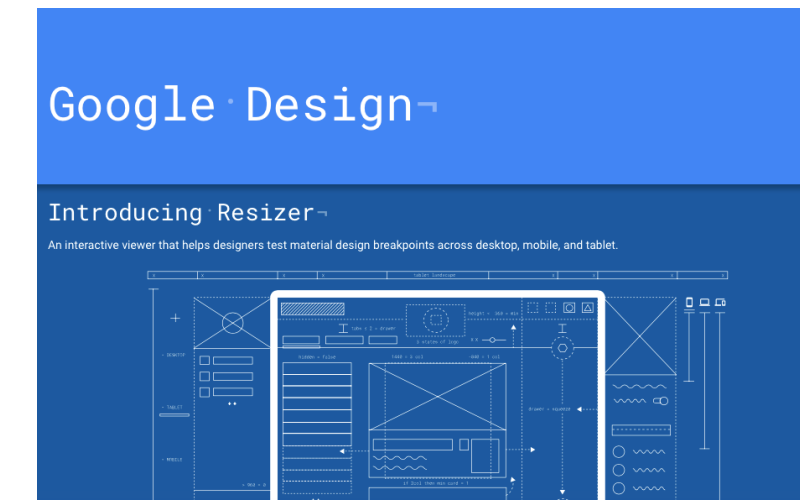
LARRY PAGE'S FOCUS ON DESIGN IS LARGELY CREDITED

DESIGN.GOOGLE.COM CELEBRATES ITS DESIGN CULTURE

google.com - Google Design
design.google.com/
 Find our material design spec, original articles, and videos.

Material Design specs Resources
 Follow us on Social Events

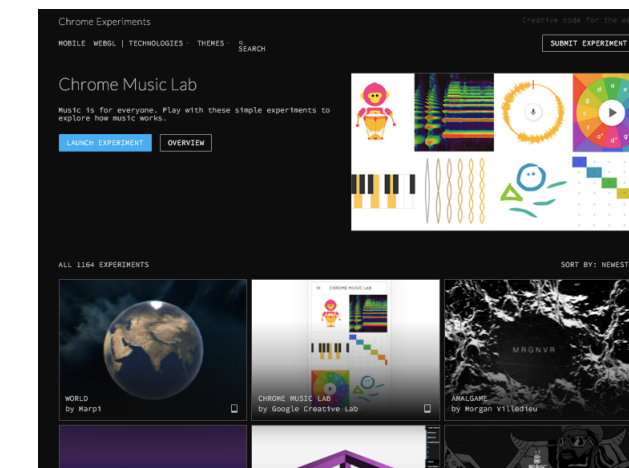
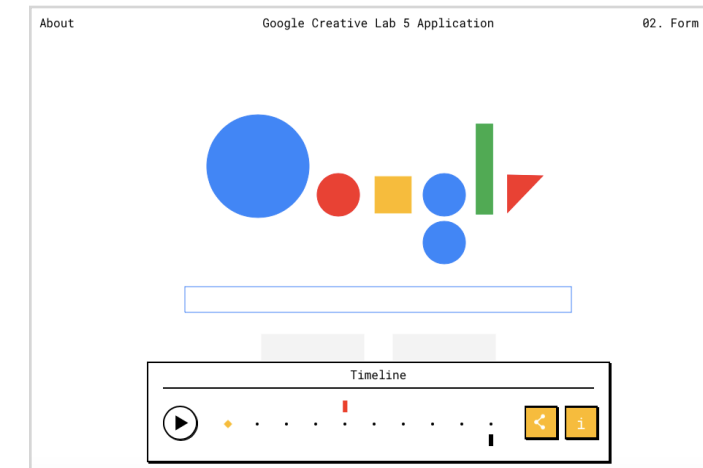
Google Design
<https://design.google.com/>
 At Google we say, "Focus on the user and all else will follow." With this in mind, we seek to design experiences that inspire and enlighten our users.



GOOGLE ATAP PROJECT ARA



GOOGLE CREATIVE LABS / CHROME EXPERIMENTS / 30 WEEKS



“Significant investment in design in the last few years. With examples like Material Design and Inbox, they appear to be taking a solid stab at solving old problems with innovative design.”

“The shift from design as an afterthought to design as a central driving force has unbelievably fast and seems to have touched just about all of their products.”

— via KPCB Design, Product, Engineering Leader Study

GOOGLE VENTURES DESIGN TEAM PIONEERED DESIGN IN VC



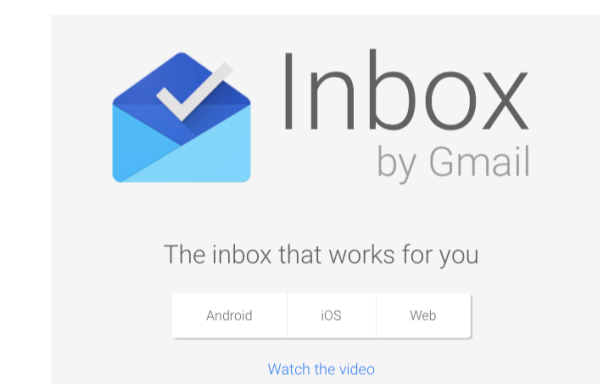
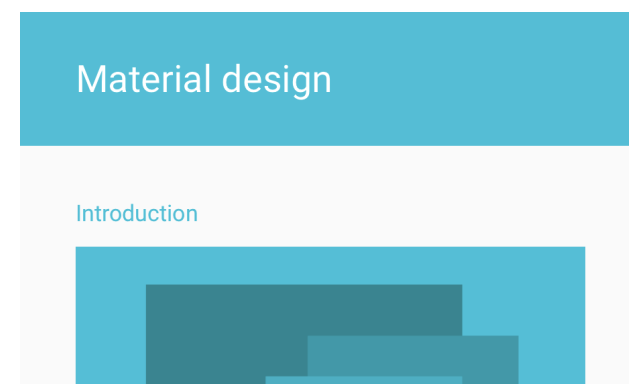
Design

“Design is a bridge between the founder's vision and the customer's reality. At GV, we get this amazing opportunity to work with startups as they're building that bridge. We're here to help founders understand their customers, solve big problems, build product-market fit, and assemble their own excellent design team.”
 — Daniel Burka, Design Partner at GV

- Daniel Burka**, Design Partner: Founded Milk and Silverorange. Led design at Gigg.
- Braden Kowitz**, Design Partner: GV's first designer. Led design for Gmail and Google Apps.
- John Zeratsky**, Design Partner: Designer, writer, editor. Co-YouTube and FeedBurner.
- Jake Knapp**, Design Partner: Created GV's sprint process. Partner designer at Google.
- Michael Margolis**, UX Research Partner: 20+ years of research, including Gmail and Walmart.com.



MATERIAL DESIGN LANGUAGE'S IMPACT IS HUGE



When listing Google's efforts in the design arena, the range is impressive: from the Material design language, to the design leadership at Google Ventures, to Google Creative Labs' and Google ATAP' technocreative wizardry.

Source // @kpcb #DesignInTech @googledesign @matiasduarte @gvdesignteam @jakek @gvteam @googleatap @projectara

google.com/design/spec/material-design/introduction.html design.google.com projectara.com



Factors that Contribute to Perception of Great Design

Talent	Willing to Invest	Exec/Board Support	Innovation	Strategic
<p>Known to attract rockstar design talent.</p>	<p>Design is seen as a profit center.</p>	<p>CEO, executive team and board value design.</p>	<p>Design drives innovation.</p>	<p>Design is a central driving force for product strategy; not an afterthought.</p>
<ul style="list-style-type: none"> ■ FACEBOOK ■ GOOGLE 	<ul style="list-style-type: none"> ■ APPLE ■ GOOGLE ■ FACEBOOK ■ IBM ■ NETFLIX ■ SQUARE ■ TESLA 	<ul style="list-style-type: none"> ■ APPLE ■ GOOGLE ■ FACEBOOK ■ SQUARE 	<ul style="list-style-type: none"> ■ APPLE ■ GOOGLE ■ TESLA 	<ul style="list-style-type: none"> ■ APPLE ■ GOOGLE ■ FACEBOOK ■ SQUARE ■ TESLA

We surveyed over 50 design, engineering and product leaders. They were asked to list two public companies that valued design. Other companies that came up include Nike, Virgin, Porsche, Target, Disney.

Source // @kpcb #DesignInTech @jshoee

4

Design Quality is \propto to Caring

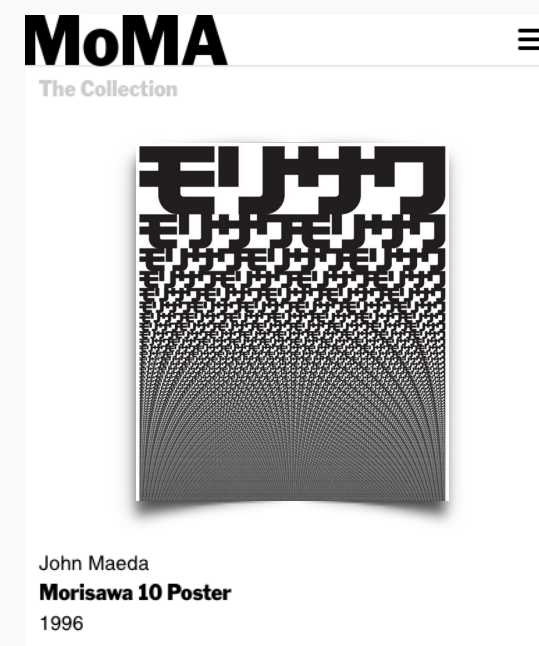
- Thinking critically about design means considering the broader human impact of a product and service that goes beyond profitability.
- The next generations of designers aspire to design a world that reimagines the status quo with empathy for their fellow human beings.
- Instead of seeing diversity as a problem that needs solving, designing for inclusion is both an economic opportunity and cultural responsibility.

Imitation is the Sincerest Form of Flattery. But When is Copying Okay?

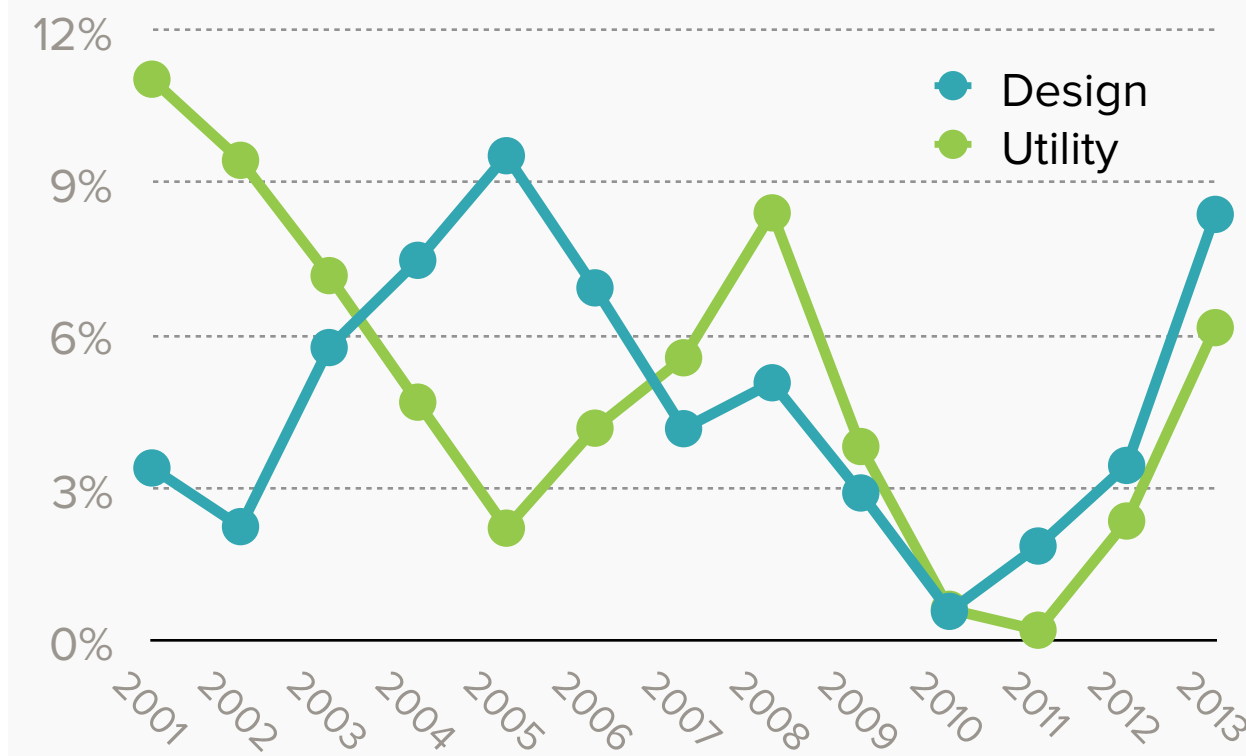


An Innocent Homage to a great artist ... brilliantly becomes "Chess with Mustaches" as a parody art by Scott Kildall and Bryan Cera as available to anyone on Thingiverse to 3D print.

CHESS WITH MUSTACHES AND PARODY / KILDALL + CERA



An idea I had twenty years ago has been used twice by Diesel, as in this newer Diesel Thalia Repeat Print Logo T-Shirt via Polyvore



3-year Rolling Average of Percentage of Change in Number of Design Patents vs Utility Patents Filed

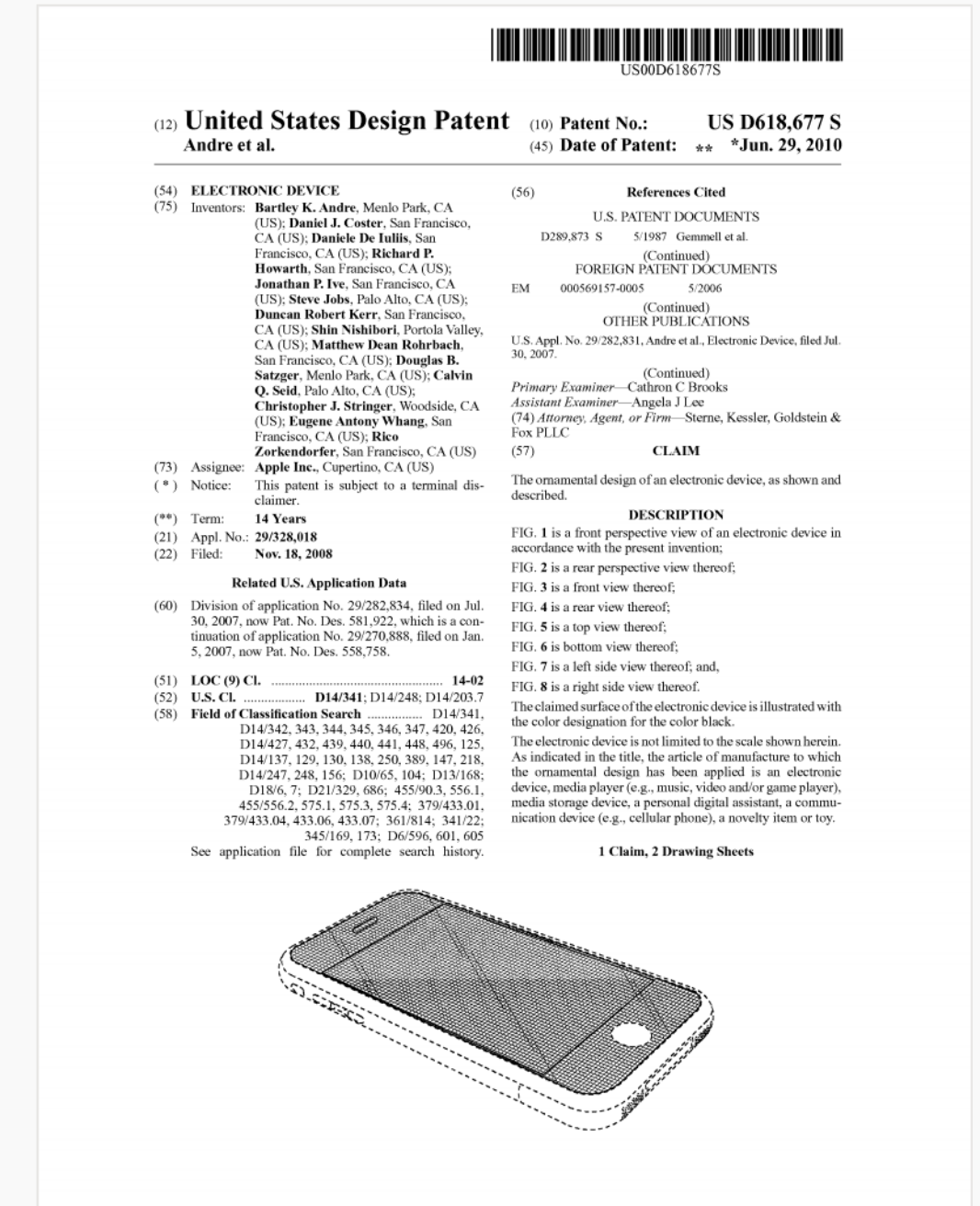
Design Patent application files have been increasing faster than utility patent applications. But utility patents generally outnumber design patents by eight times.

DESIGN PATENTS



USPTO D746029
Hermès Lions sneakers awarded December 29, 2015 via @thefashionlaw

In fashion, design patents have been common. Just take a look at the law case where Louboutin won and you can know the stakes are high.



SAMSUNG V APPLE PATENT DISPUTE

US Patent D618,677 laid a claim on the famous "rounded corners" matter in a design patent dispute in 2012 between Apple and Samsung, winning Apple a nearly \$1B jury award.

Artists and designers have a history of copying each other (think evolution and gene mutations), but given the Apple vs Samsung (2012) case, the value of the appearance of a product/service is increasing.

Source // @kpcb #DesignInTech @johnmaeda @kildall @BryanJCera @thefashionlaw @museummodernart @DIESEL @USPTO

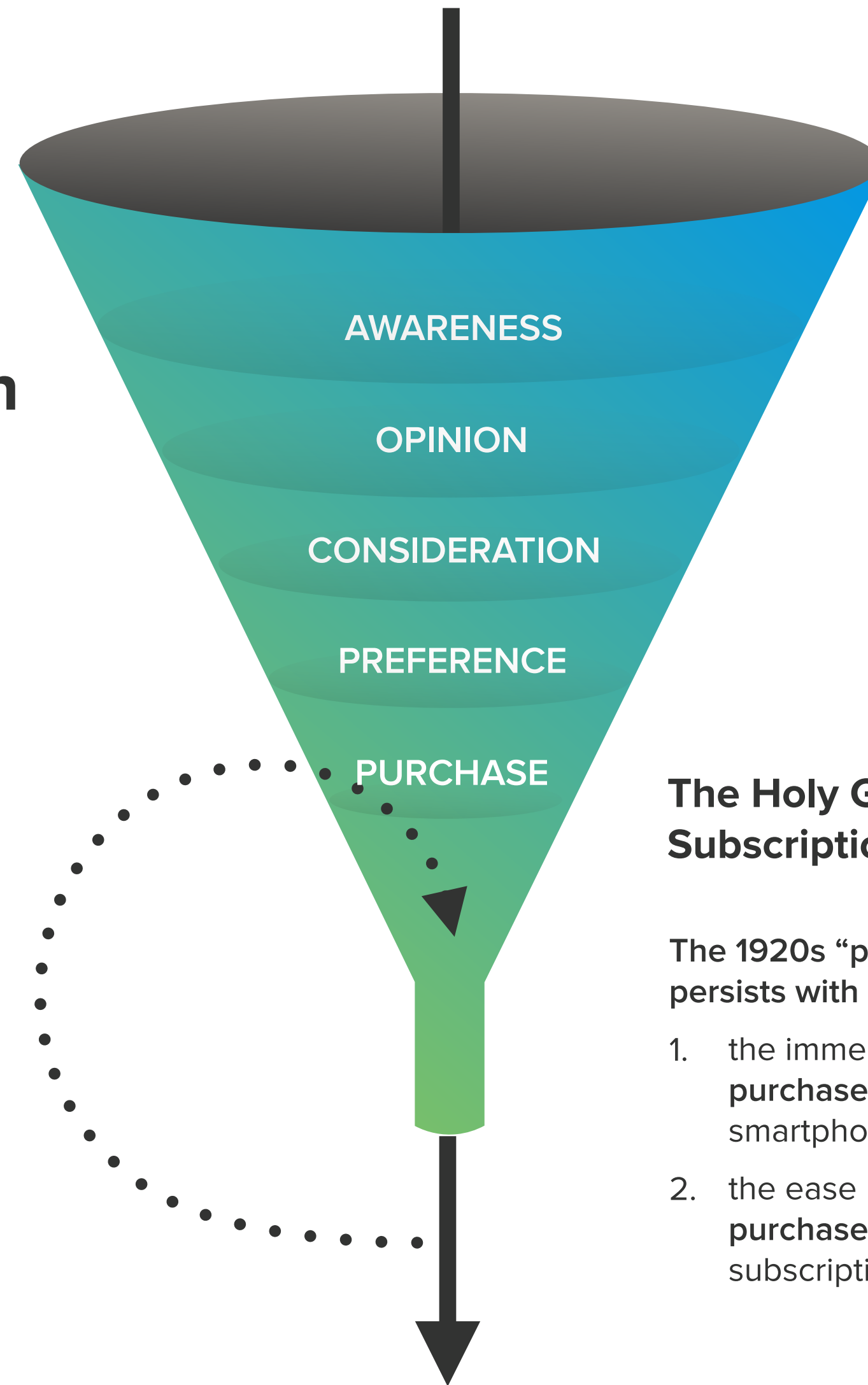
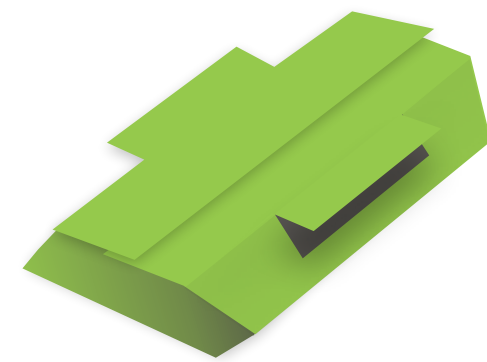
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darkpattern.org

“A Dark Pattern is an interface that has been carefully crafted to trick users into doing things, such as buying insurance with their purchase or signing up for recurring bills.”

Ethical Questions Are Embedded in How We Design For ADDICTION

- Bait and Switch
- Sneak into Basket
- Misdirection
- Forced Disclosure
- Trick Questions
- Friend Spam
- Disguised Ads
- Road Block
- Faraway Bill
- **Roach Motel**
- Forced Continuity ...
- Hidden Costs

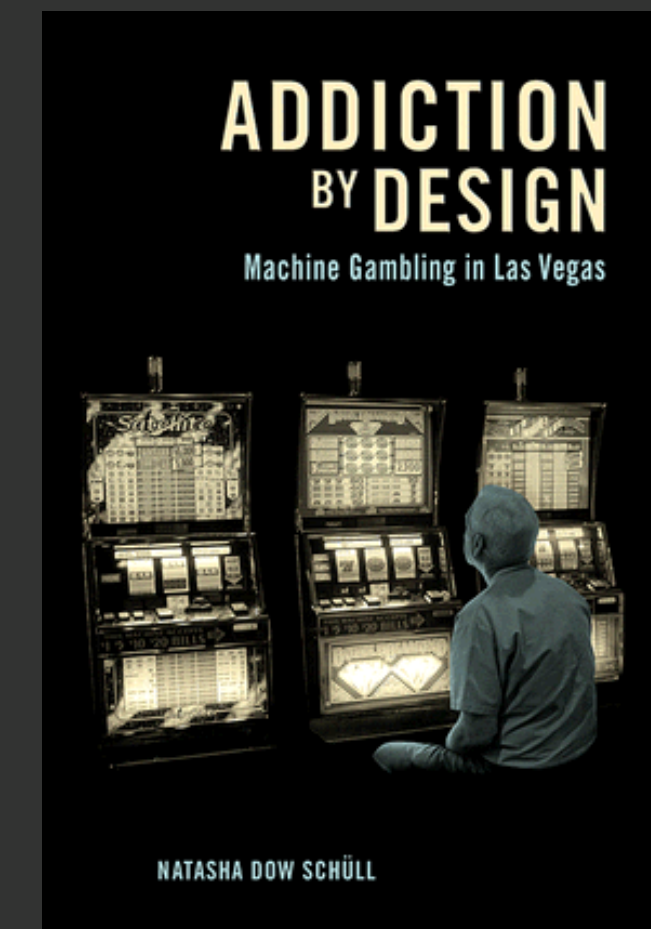


The Holy Grail: Subscription Purchasing

The 1920s “purchase funnel” model persists with two differences:

1. the immediacy with which a **purchase** can be made from a smartphone
2. the ease by which a recurring **purchase** can be setup as a subscription. There’s a line.

“It’s a little unrealistic to ask designers to not lead with the products and experiences that increase the bottom line and retain attention the best.”
- Natasha Dow Schull



ADDICTION BY DESIGN
Machine Gambling in Las Vegas

Natasha Dow Schull
Princeton University Press, September 2012
Winner, Sharon Stephens Prize, American Ethnological Association

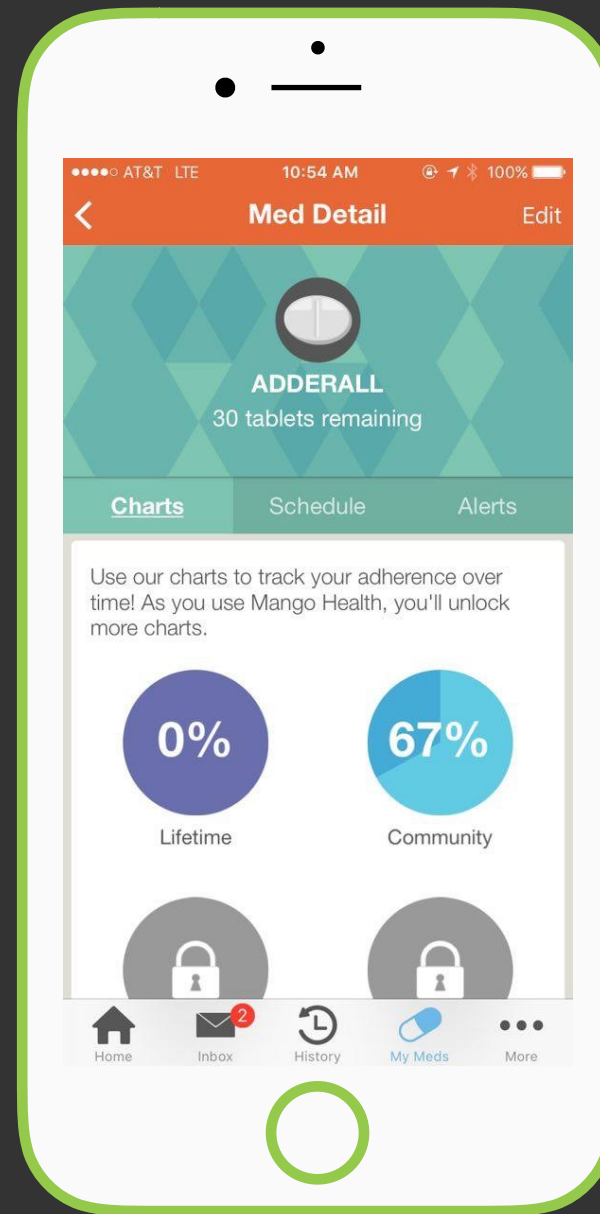
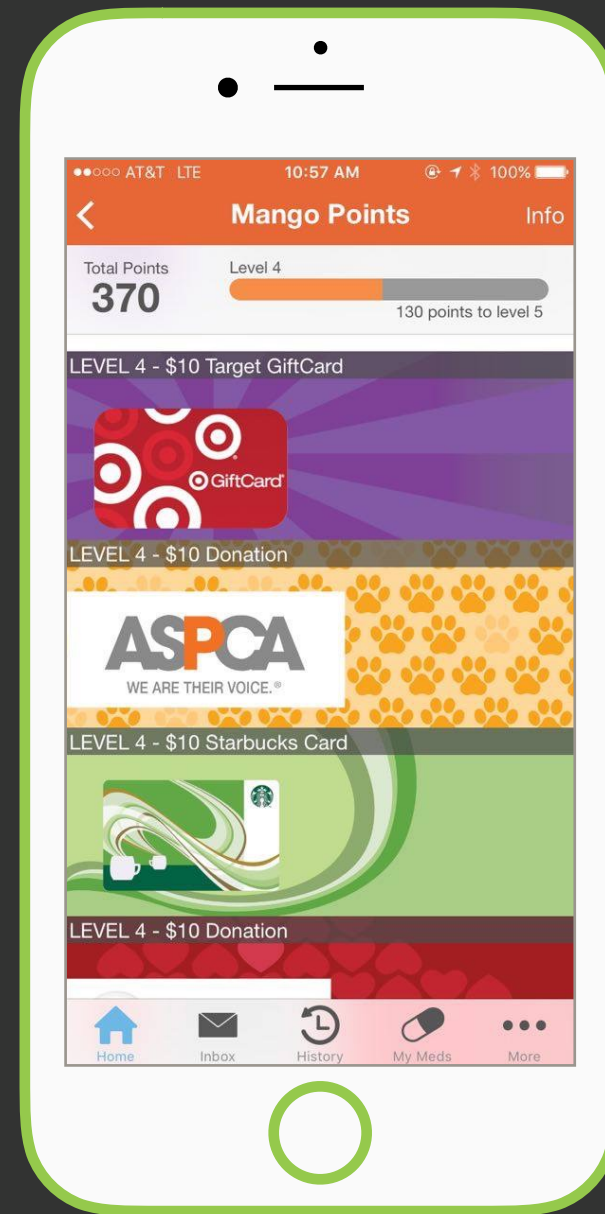
Source // @kpcb #DesignInTech @johnmaeda @harrybr @marcmiquel @jeremy74 @joffley

ethnographymatters.net/blog/2015/02/09/the-addiction-algorithm/ marketing-made-simple.com/articles/purchase-funnel.htm <http://darkpatterns.org/>

Points and Leveling.
93% of users said they were likely to keep using the app.

Spontaneous Rewards.
Users rack up points that can unlock the chance to win rewards (i.e. a giftcard from Target).

Social Comparison.
84% said they are likely to recommend the app to friends and family.



Mango Health uses gamification techniques to make the routine of taking your medication more fun and interesting, ultimately affecting standard engagement, adherence to drug regimens, and clinical outcomes over time.

Source // @kpcb #DesignInTech @avivgilboa @mangohealth @michelleskimo @joberfest @FastCompany Lynne Chou

fastcoexist.com/1681727/mango-healths-quest-to-turn-taking-your-pills-into-a-game/1 twitter.com/johnmaeda/status/589071088832749568

However, in the Health-Tech Arena, Some Addiction Is Good. By Design.

“In the U.S., 75% of adults don’t take medications as prescribed. The result is a \$300 billion burden on the health care system. Mango Health’s app aims to change that.”

—Ariel Schwartz @fastcompany



“CEO’s first hire”

Mango Health’s first hire was a designer.

Design Is Being Put to Use In The

PUBLIC SECTOR

Government Digital Service
Design Principles

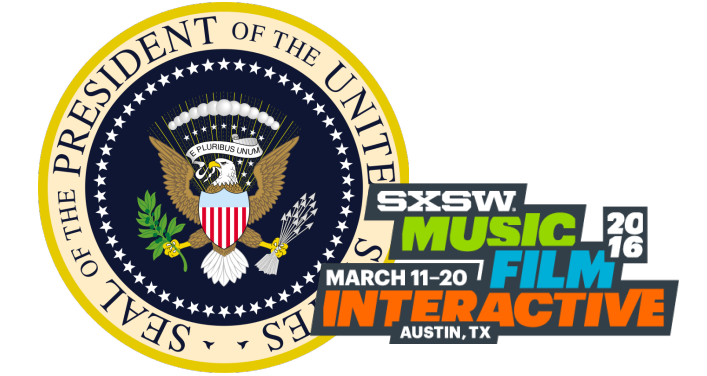
Listed below are our design principles and examples of how we've used them so far. These build on, and add to, our original [7 digital principles](#).

- 1 Start with needs*
- 2 Do less
- 3 Design with data
- 4 Do the hard work to make it simple
- 5 Iterate. Then iterate again.
- 6 This is for everyone
- 7 Understand context
- 8 Build digital services, not websites
- 9 Be consistent, not uniform
- 10 Make things open: it makes things better

£1.7 billion

Savings generated by one year of work by the UK's GDS at a cost of £58 million as reported in 2015. That's an impressive ROI of **27.3X**. Adding in the two years prior, GDS has achieved a savings of **£3.56 billion** for the UK government by bringing the science and art of digital service design to the government and citizens.

"The reason I'm here is to recruit all of you. We can start coming up with new platforms across disciplines and across skill sets to solve some of the big problems we're facing today."
— President Barack Obama / SXSW 2016



U.S. Web Design Standards

Open source UI components and visual style guide to create consistency and beautiful user experiences across U.S. federal government websites

View the standards Download the components

Tools for creating beautiful online experiences for the American people

18F, the U.S Federal Gov't's Digital Consultancy

Launched draft of U.S. Web Design Standards - open source UI components and visual style guides to create consistent and beautiful UX across government websites.

THE U.S. DIGITAL SERVICE

Meet The U.S. Digital Service

The United States Digital Service is transforming how the federal government works for the American people. And we need you.

JOIN US

USDS, product teams embedded in the Govt

Actively recruiting product designers and engineers to transform the way government works. Teams tackle big problems in healthcare, student loans, veteran affairs, etc.

The groundbreaking work of the UK's GDS team and the rescue of [healthcare.gov](#) have spurred a movement to build a 21st century digital government in the U.S. This has led to similar efforts in Australia and New Zealand.

Source // @kpcb #DesignInTech @justinsayarath @johnmaeda @benterrett @gdsteam @usds @latimes @18f

[gds.blog.gov.uk/2015/10/23/how-digital-and-technology-transformation-saved-1-7bn-last-year/](#) [gds.blog.gov.uk/about/](#) [whitehouse.gov/digital/united-states-digital-service](#) [latimes.com/entertainment/envelope/cotown/la-et-mn-obama-pushes-for-tech-at-sxsw-20160311-story.html](#) [18f.gsa.gov/](#) [whitehouse.gov/digital/united-states-digital-service](#)



Design's Fundamental Impact Rests In The Ability to ENGENDER TRUST

BIASING TOWARDS CLEARER CYBERSECURITY REPORTING



“Security is messy. With design we’re able to transform chaos into insight and change outcomes. It’s how we change our angle of vision on a vastly complicated problem.”

— Oren Falkowitz / Co-Founder & CEO / Area 1 @ KP Security Salon

BIASING TOWARDS THE FIRST IMPRESSION AS WHAT MATTERS



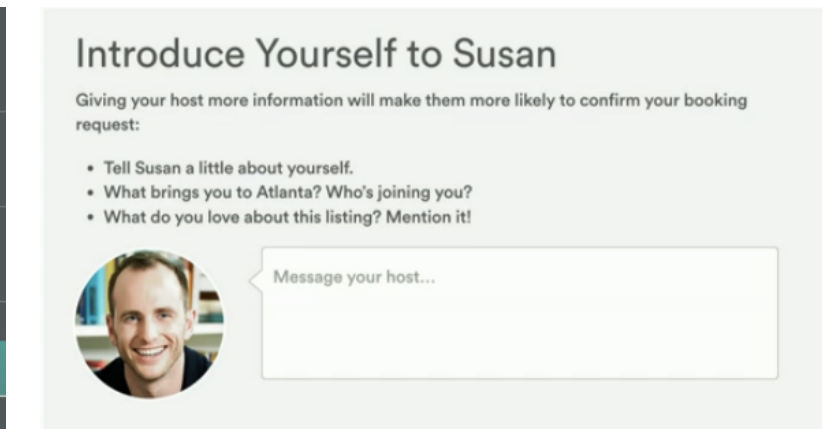
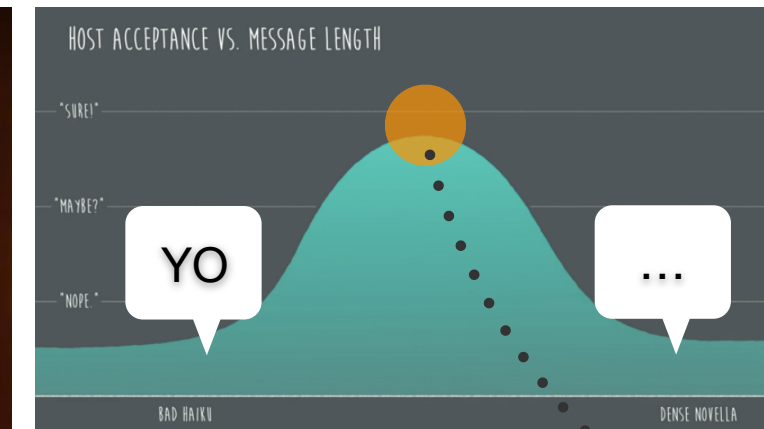
“Alfreds are in your home. So we had to design a brand that you really ****ing trust.”

— Marcela Sapone / Co-Founder & CEO / Alfred @ SXSW 2016

“If the purpose of smart systems is to make sophisticated subtle decisions so people don’t have to, it is pointless if people can’t trust them to do so. This means that crafting the relationship between people and the technology we use becomes as critical as building faster processors.”

— Patrick Mankins / Fast Company

BIASING TOWARDS VALUABLE RATINGS AND REVIEWS



“Design is much more than objects. It’s the whole experience. Could we use design to create trust?”

— Joe Gebbia / Co-Founder / Airbnb

HOST ACCEPTANCE VS MESSAGE LENGTH

5 other design-focused security startups in addition to Area1 include Better Cloud, Ionic Security, ProtectWise, Red Canary, SentinelOne according to security experts.

Source // @kpcb #DesignInTech @airbnb @jgebbia @area1security @orenfalkowitz @helloalfred @MsSapone @patrickmankins @johnmaeda @bjorn

fastcodesign.com/3047500/can-we-design-trust-between-humans-and-artificial-intelligence [august.com/](https://www.august.com/) [google.com/selfdrivingcar/](https://www.google.com/selfdrivingcar/) [nest.com/](https://www.nest.com/) [ted.com/talks/joe_gebbia_how_airbnb_designs_for_trust](https://www.ted.com/talks/joe_gebbia_how_airbnb_designs_for_trust)



Designers Seek The Truth Through Broadened Discourse

EDELMAN TRUST BAROMETER 2015 / 2016

Q353 “From the list below, what do you believe are the top three drivers of change in business and industry?”

1 Technology	70%
2 Business Growth Targets	66%
3 Greed / Money	54%
4 Personal Ambition	35%
5 Improve People’s Lives	30%
6 Make the World a Better Place	24%

Q330-331 “For which of the following reasons, if any, has your trust in each institution decreased over the past year?”

1 Fails to contribute to the greater good	50%
2 Lacks economic growth	39%
3 No public service	36%

Q328-329 “For which of the following reasons, if any, has your trust in each institution increased over the past year?”

1 Produce economic growth	59%
2 Contributes to the greater good	45%
3 Allows me to be a productive member of society	40%

UNCONSCIOUS BIAS ROUNDUP BY STEPHANIE ENGLE AND CHEN YE



Introducing Blind by Design
Blind by Design is a series focused on addressing systemic biases within design. [Join us.](#)
 We're all human. We carry with us contexts—from our childhood, from the people we interact with, and from the scenarios that exist in our day-to-day lives. We rightly celebrate the diversity of these contexts, marveling at our collective differences and our fundamental similarities.
 But, our differences can also bias us, causing us to make assumptions, fail to take into account other perspectives, and systemically favor certain choices over others. These biases are particularly felt in a field as subjective, as personal, and as bound to the human condition as design.

Diogenes Brito
 Oct 20, 2015 · 5 min read

Just a Brown Hand
 On August 25th, Slack unveiled a new way for developers to connect to Slack, the “Add to Slack” button. It was the culmination of a great deal of work from many Slack employees, and just the beginning of what we have in store for Slack in the near future. Today, though, I want to talk about a seemingly small detail that has been more important to me than I would have expected: the skin color of the hand in the launch graphics.

Slack’s people of color group (#earth-tones) was the first to say something.

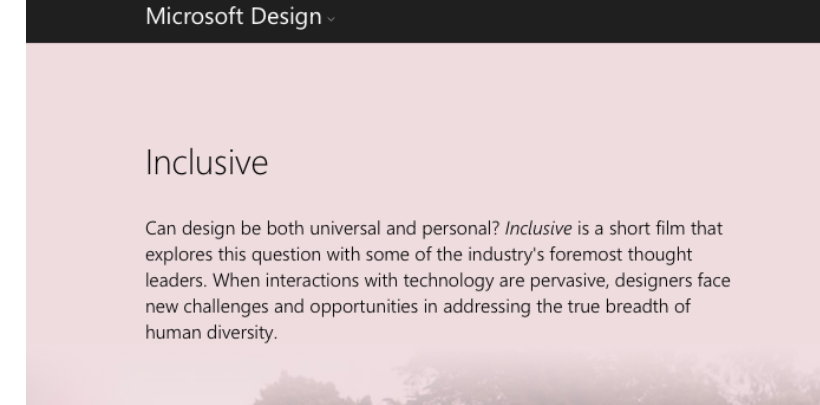
earth-tones | I can tell you are going to fit right in

Kat Ely
 Sep 8, 2015 · 10 min read



The World is Designed for Men
 how bias is built into our daily lives

Microsoft



Inclusive
 Can design be both universal and personal? *Inclusive* is a short film that explores this question with some of the industry’s foremost thought leaders. When interactions with technology are pervasive, designers face new challenges and opportunities in addressing the true breadth of human diversity.

Nick Santos
 Jun 29, 2015 · 4 min read

Five Goofy Things Medium Did That Break Accessibility

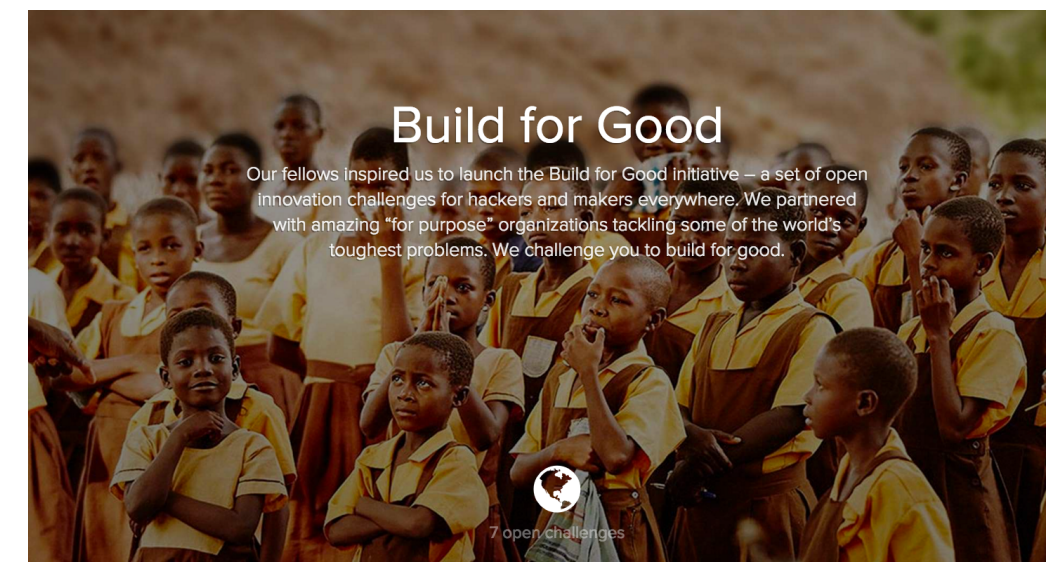
Medium Engineering recently had an accessibility fixit. We found some goofy things! But we’re trying to do better. We wanted to share some of what we found.

Jonathan Sharif
 Oct 9, 2014 · 4 min read



How Bad UX Killed Jenny
 Or why we need more UX designers in “untouched” fields
 Image via [Kai Schreiber](#)

#BUILDFORGOOD @KPCBFELLOWS



Build for Good
 Our fellows inspired us to launch the Build for Good initiative—a set of open innovation challenges for hackers and makers everywhere. We partnered with amazing “for purpose” organizations tackling some of the world’s toughest problems. We challenge you to build for good.

In 2015, the KPCB Fellows Program launched #BuildforGood challenges are posed at collegiate hackathons across the country, the hope is to inspire and help promote hacking/building things that make an impact and that matter.

The younger generation tends to bring us back to the sense of hope that we all need for the future, but with a critical eye. And a willingness to do the hard work to make the world a better place by design.

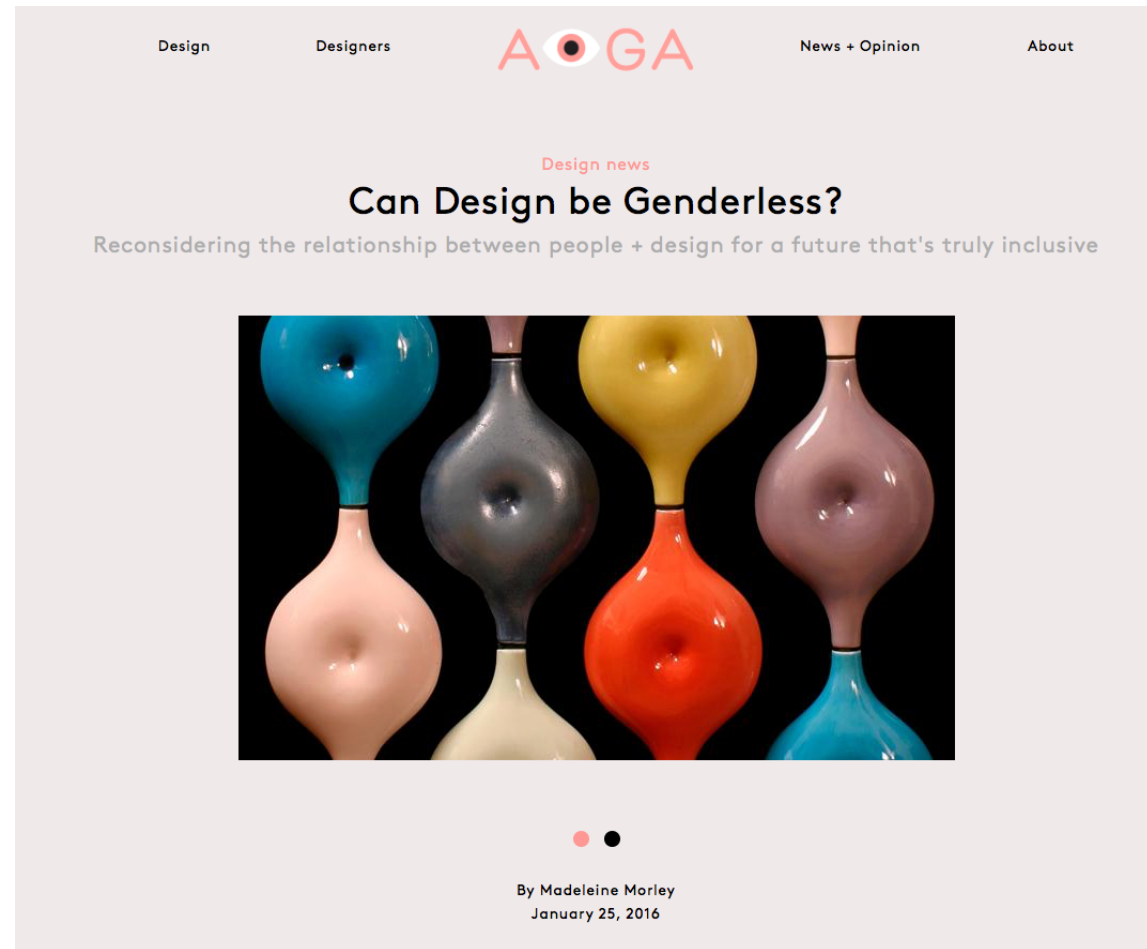
Source // @kpcb @EdelmanPR @soengle @siranachronist @uxdiogenes @nicksantos @kat__ely @designuxui @microsoftdesign @kpcbfellows

medium.com/hh-design/introducing-blind-by-design-520d9890809e#_rm3fq83fv kpcbfellows.com/challenges edelman.com/insights/intellectual-property/2015-edelman-trust-barometer/global-results/ edelman.com/insights/intellectual-property/2016-edelman-trust-barometer/global-results/ medium.com/medium-eng/five-goofy-things-medium-did-that-break-accessibility-3bc804ae818d#_yxwmejg6r medium.com/hh-design/the-world-is-designed-for-men-d06640654491#_xfgr8p0vw medium.com/tragic-design/how-bad-ux-killed-jenny-ef915419879e#_kkndtohy7y microsoft.com/en-us/design



Products Designed With More Inclusive Biases Can Be More Profitable

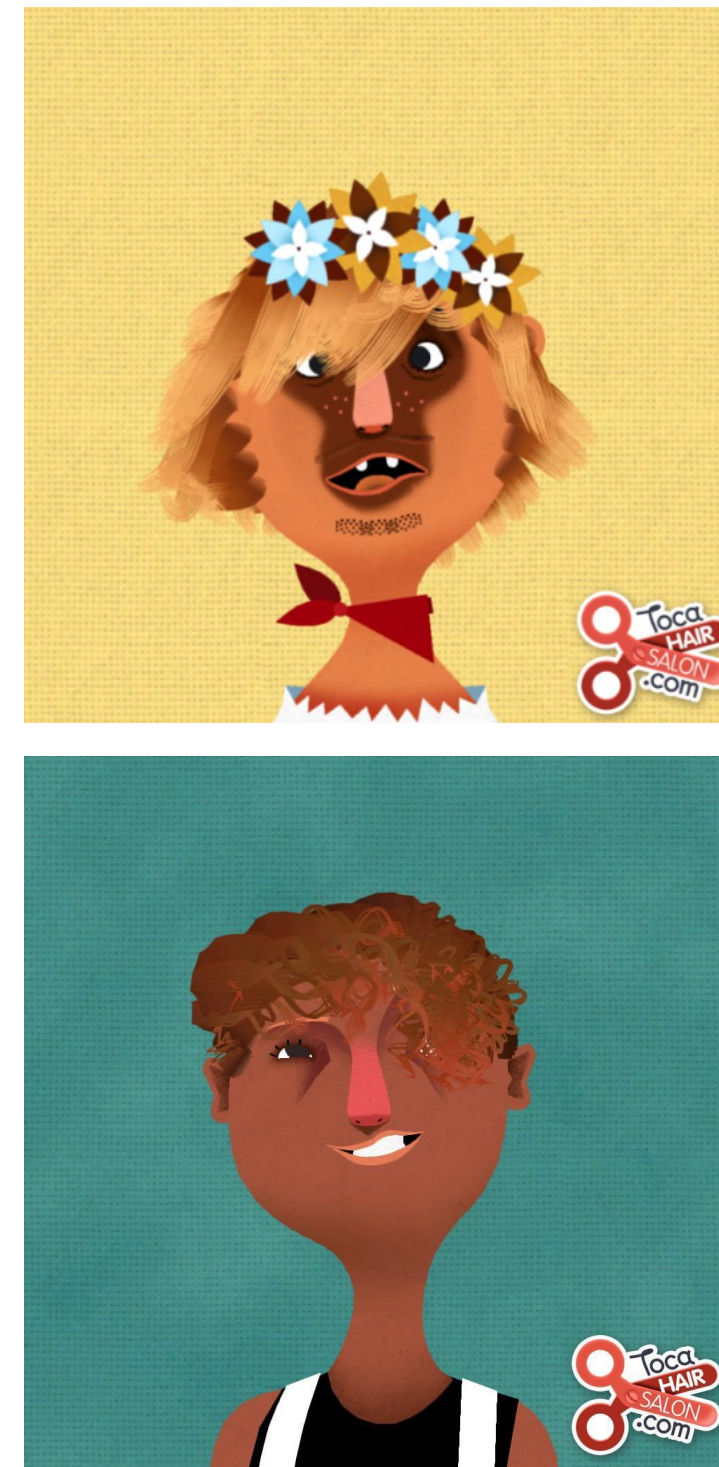
AIGA NEWS



“Design has to find new ways of enabling individuals to express an increasingly fluid and nuanced multiplicity of gender identities, not just in fashion and graphics, but in objects, spaces, software, and so on.”

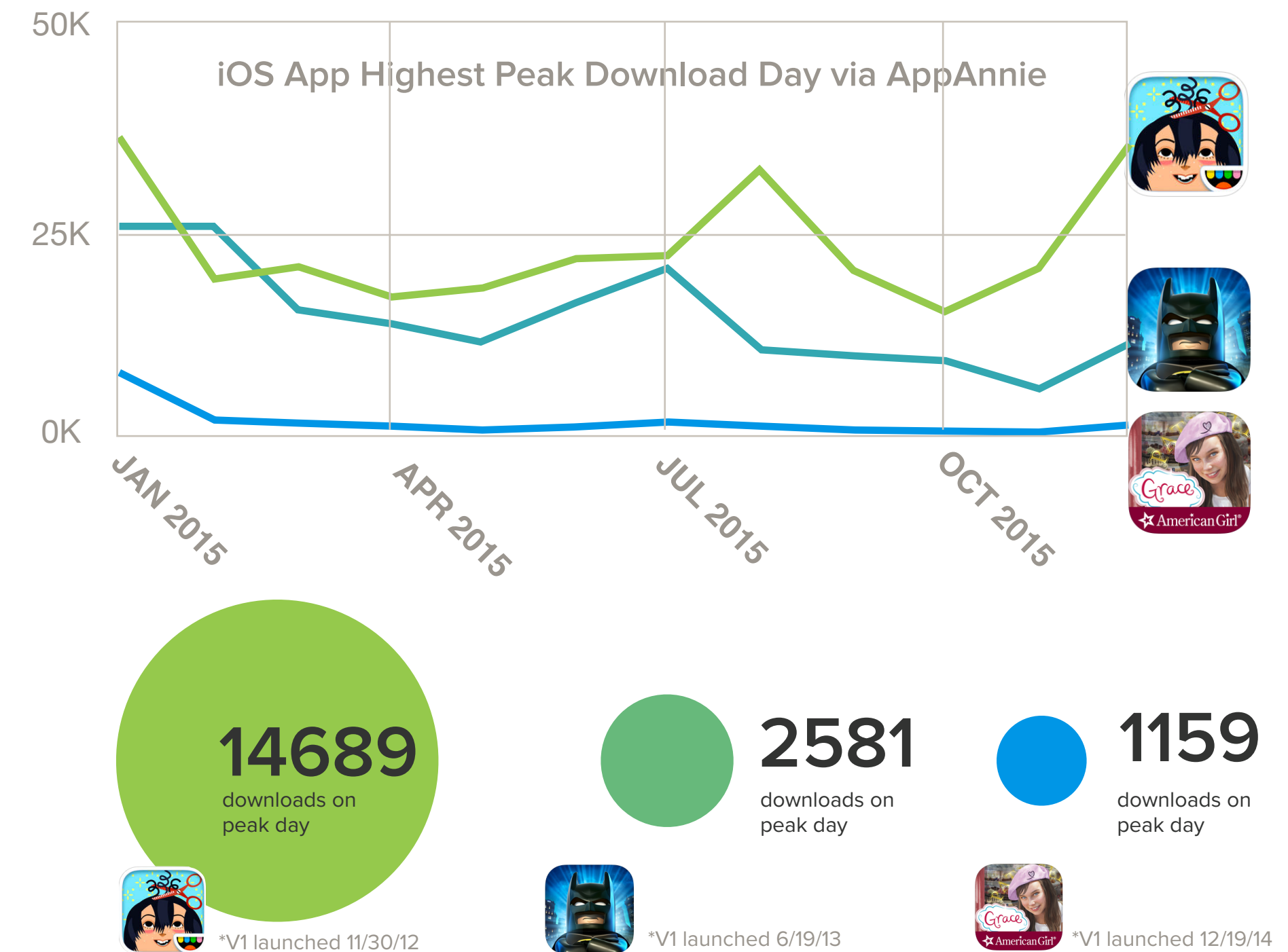
— @alicerawsthorn

TOCA CHARACTERS ARE GENDERLESS



TOP PERFORMERS IN PAID APPS FOR KIDS

iOS App Store Revenue per month in USD net of platform commission via AppAnnie



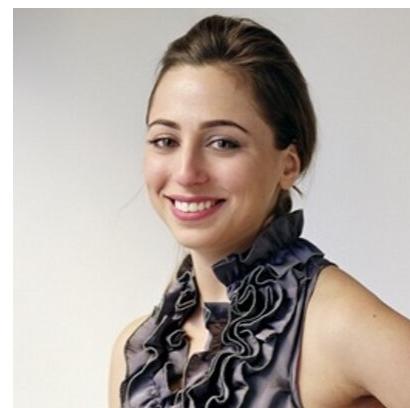
In the kids games category, Toca is the leader with significantly higher revenue within the past year and more than **5x** downloads at peak than traditionally “gendered” games Lego Batman: DC Super Heroes and Sweet Shop by American Girl.

Source // @kpcb #DesignInTech @alicerawsthorn @aigadesign @tocaboca @justinsayarath

eyeondesign.aiga.org/can-design-be-genderless/ tocaboca.com/app/toca-hair-salon-2/

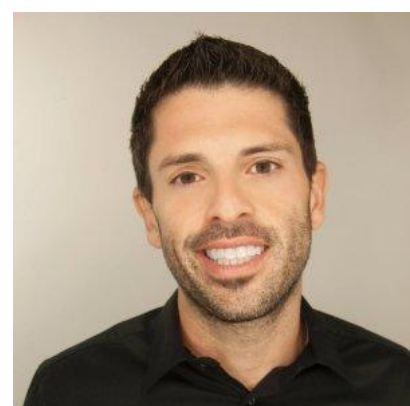
An Inclusive PERSPECTIVE Enables Reimagining The Startup Ecosystem

GENDERLESS STEM TOYS



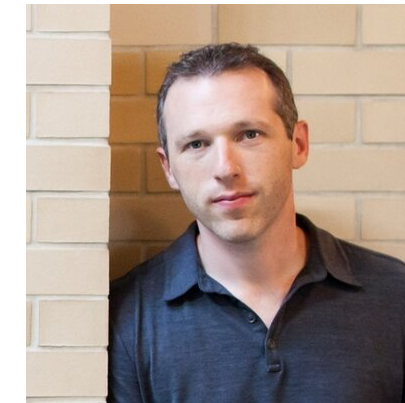
Toolkit for electronic construction that carries no gender biases, as designed by MIT-trained CEO Ayah Bdeir and her LittleBits team.
Raised 59 million as of 2016

GAY SOCIAL NETWORK



The world's largest gay social network allowing for a community that is often "invisible" to connect with each other. Top paid app in social networking category led by Joel Simkhai.
Kunlun bought 60% stake for \$93M in 2016

ELDERLY CARE



honor

The right care professionals. Right away.

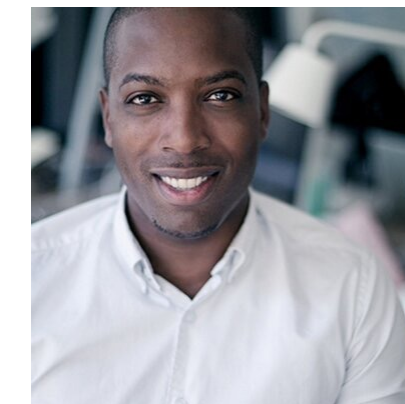
Need an outstanding care professional? A care specialist can get you started in just 2 hours.

Get started now →



Care service and platform allowing for the elderly community to age gracefully and comfortably in their own homes led by CEO Seth Sternberg.
Raised 20 million as of 2016

SKINCARE NEEDS



Shaving system for people with coarse or curly hair, with recent addition of an electric trimmer with an elegant design, led by CEO Tristan Walker and Walker & Co Team.
Raised 33 million as of 2016

EGG FREEZING



First company to provide access to high quality fertility doctors, fertility health digital platform and plans for elective egg freezing, IVF treatment and tests led by CEO Gina Bartasi.
Raised 34 million as of 2016

Underserved markets aren't necessarily small markets. Some of the best designers in the world are taking on these challenges. Trust *can* exist in a world where money is made and social transformation happens at the same time. It is possible.

Source // @kpcb #DesignInTech @cbinsights @bevel @tristanwalker @littleBits @ayahbdier@grindr @progyny @justinsayarath @johnmaeda

techcrunch.com/2014/10/02/glow-gets-17-million-in-series-b-funding-from-formation-8-founders-fund-and-andreesen-horowitz/ fortune.com/2015/08/05/uber-of-fertility/ usatoday.com/story/tech/2015/09/28/tristan-walker-bevel-funding-target-stores-magic-johnson-andre-iguodala-walker-company-brands/72838894/ bothsidesofthetable.com/2016/02/09/the-one-video-every-silicon-valley-investor-should-watch/#VsO7K04CFfQ.facebook google.com/webhp?sourceid=chrome-instant&ion=1&espy=2&ie=UTF-8#q=mitu%20fundraise newsroom.uber.com/us-illinois/uberaccess-expanding-transportation-options/



5

Final Thoughts

- Much of what we see in the #DesignInTech space was born in the research community over multiple decades.
- What's being built by the startup ecosystem and large corporations today strongly indicates the balance of power has shifted away from academia.
- We must consciously invest in education to develop a more hybrid perspective on creativity in the 21st century: Technology x Business x Design.
- President Obama's signing of ESSA (Every Student Succeeds Act) into law in 2015 is a positive sign: by turning STEM into STEAM (adding Art) in K-12 education as a US priority.

A Brief History of Human Computer Interaction Technology

Brad A. Myers

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“Consider a future device for individual use, ... a sort of mechanized private file and library ... in which an individual stores all his books, records, and communications, ... consulted with exceeding speed and flexibility.”

— Vannervar Bush 1945 @MIT

If You're Looking For Ideas, Just Look Back A Decade or Four or Five.

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Abstract

This article summarizes the historical development of major advances in human-computer interaction technology, emphasizing the pivotal role of university research in the advancement of the field.

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Human

And Look A Bit Harder. You'll Find Some Truly Interesting People Along The Way

If I may add a few of my favorites ...

This article summarizes computer interaction to the advancement of the

Cop

A short excerpt from the "Computer Interaction," *Surveys*, 28(4), Decemb

This research was partially sponsored by NCC Order No. B326 and partially by NSF until conclusions contained in this document are those representing the official policies, either of the Government.

A FEW KEY #DESIGNINTECH PIONEERS



Muriel Cooper
MIT Media Lab
Visible Language
Workshop



Red Burns
NYU Tisch School
Interactive
Telecommunication
Program

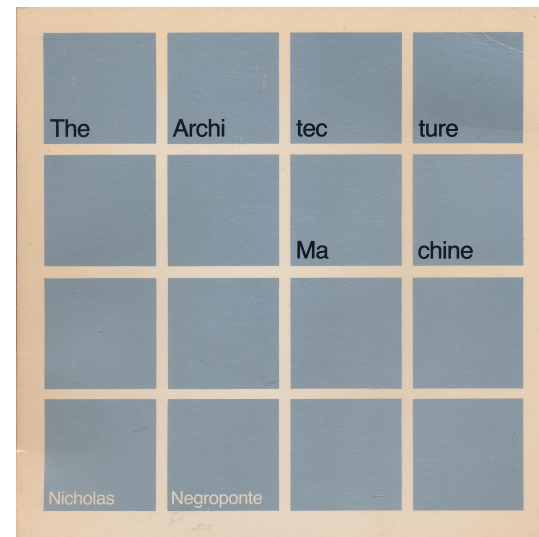


Gillian Crampton-Smith
Royal College of Art
Computer-Related
Design and Ivrea
Institute



Joy Mountford
Apple Human
Interface Group
Interval, Yahoo!,
Akamai

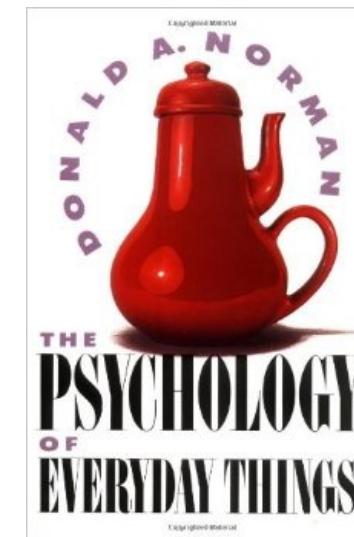
MORE SEMINAL BOOKS/FIGURES WRT #DESIGNINTECH



Nicholas Negroponte
The Architecture Machine
1973



Richard Saul Wurman
Technology Entertainment Design
1984



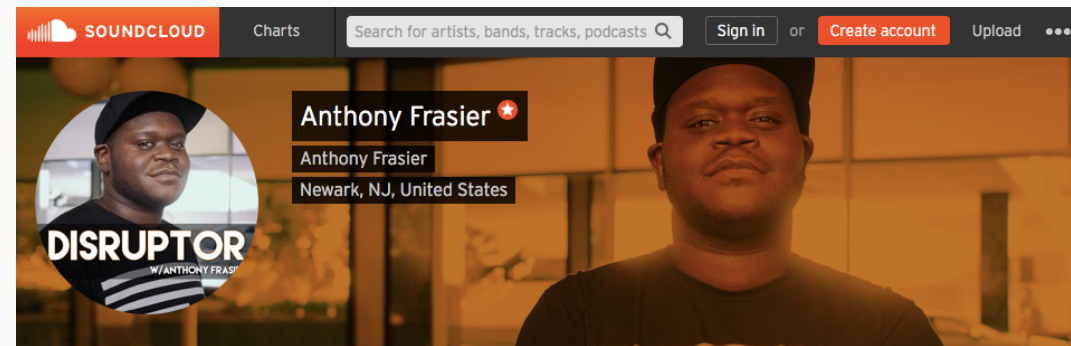
Donald Norman
The Psychology of Everyday Things
1988



Brenda Laurel
Computer as Theatre
1991

The Startup Ecosystem Feels A Lot Like The New Graduate School

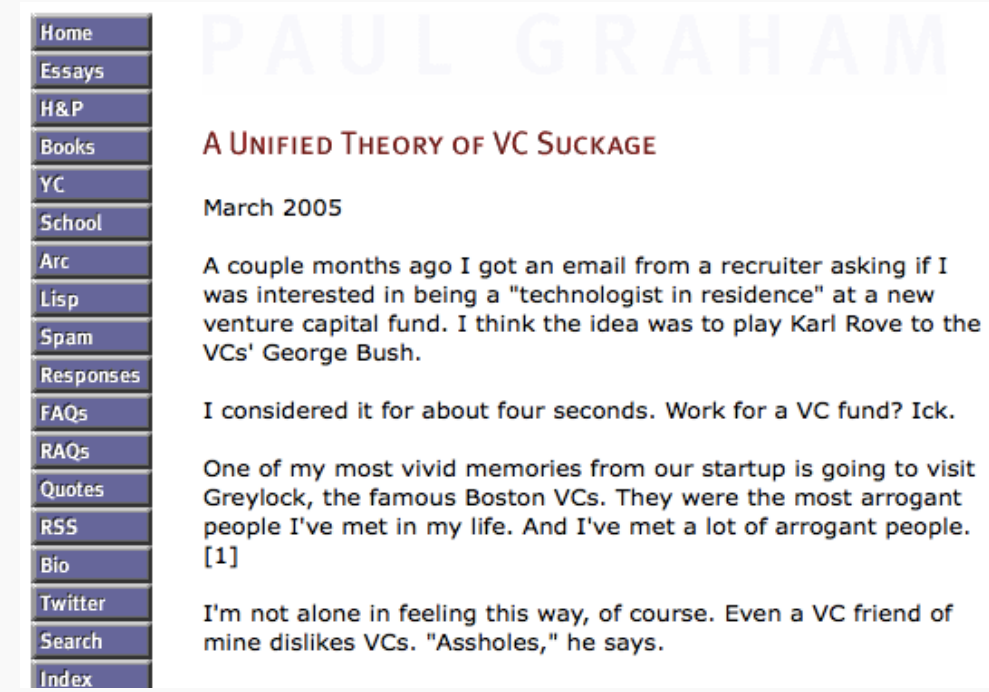
Anthoy Frasier



Buildup.VC



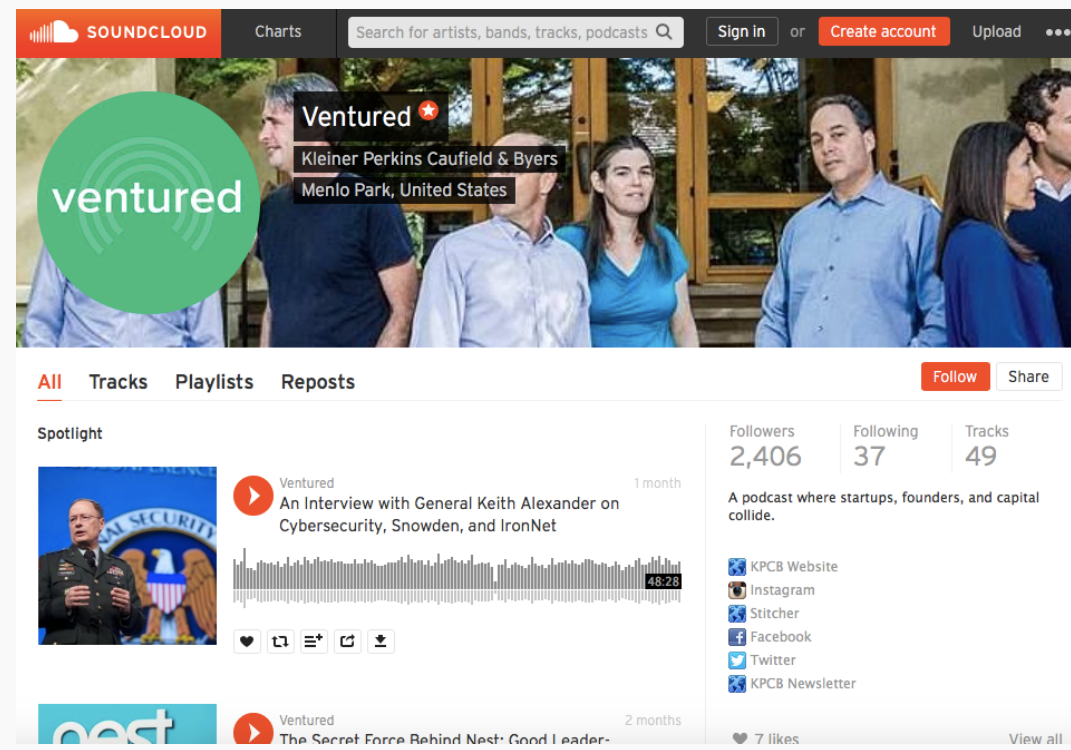
Paul Graham / YC



First Round Capital



KPCB Ventured



Carpool.VC

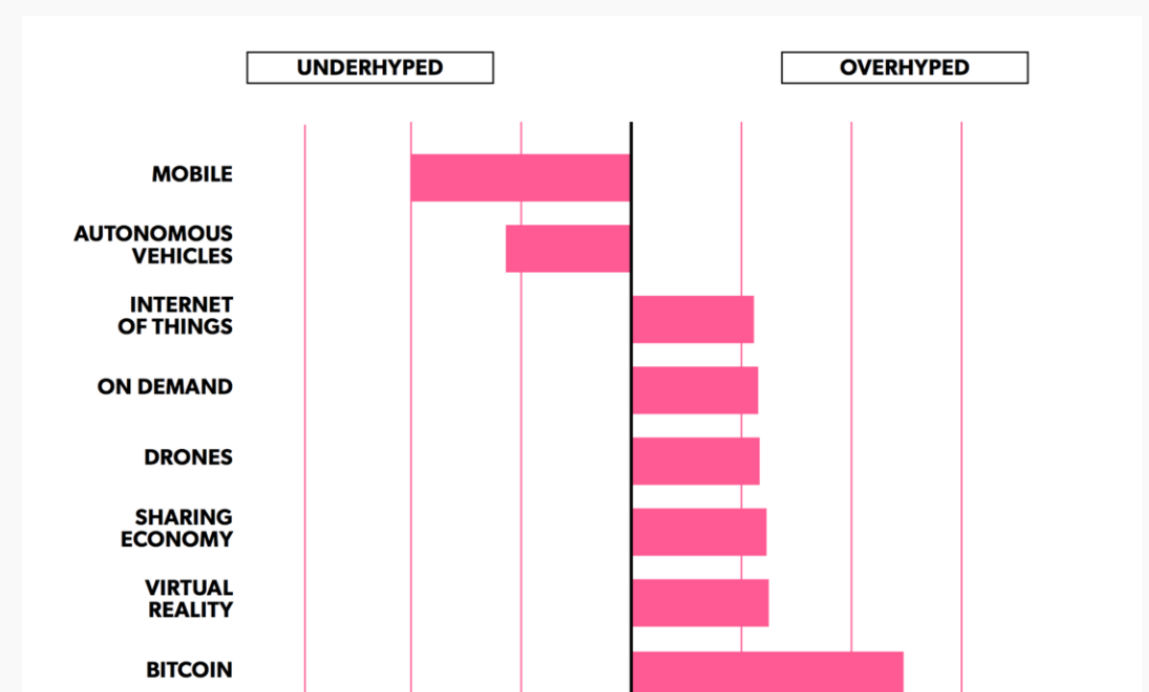


Muzzammil Zaveri + Arielle Zuckerberg



WHY TEXT-BASED INTERFACES?
 Zero (or minimal) front-end design
 Consistent/up-to-date experience across all platforms
 Users don't have to download/install another app
 Onboarding is easy

Hallway Chat



Founders Collective



Source // @kpcb
 #DesignInTech
 All links are inline.



25 years

23 years

But Everything We Only Believed Had Happened, Is Finally Happening

THE MIT MEDIA LAB BLURRED ART AND TECHNOLOGY

MOBILE

AUTONOMOUS

VEHICLES

INTERNET OF THINGS

ON DEMAND

DRONES

SHARING ECONOMY

VIRTUAL REALITY

BITCOIN

Message: 6
 Date: 11.1.93
 From: Nicholas Negroponte
 To: WIRED
 Subject: Virtual Reality: Oxymoron or Pleonasm?

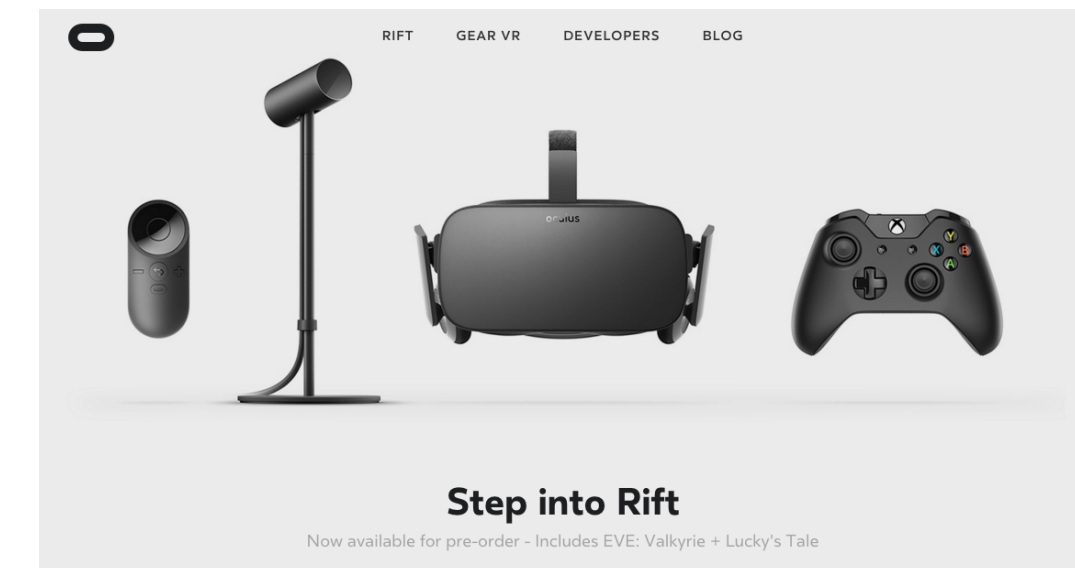
VR Then and Now

Neophytes have a mistaken sense that VR is very new because the press just learned about it.

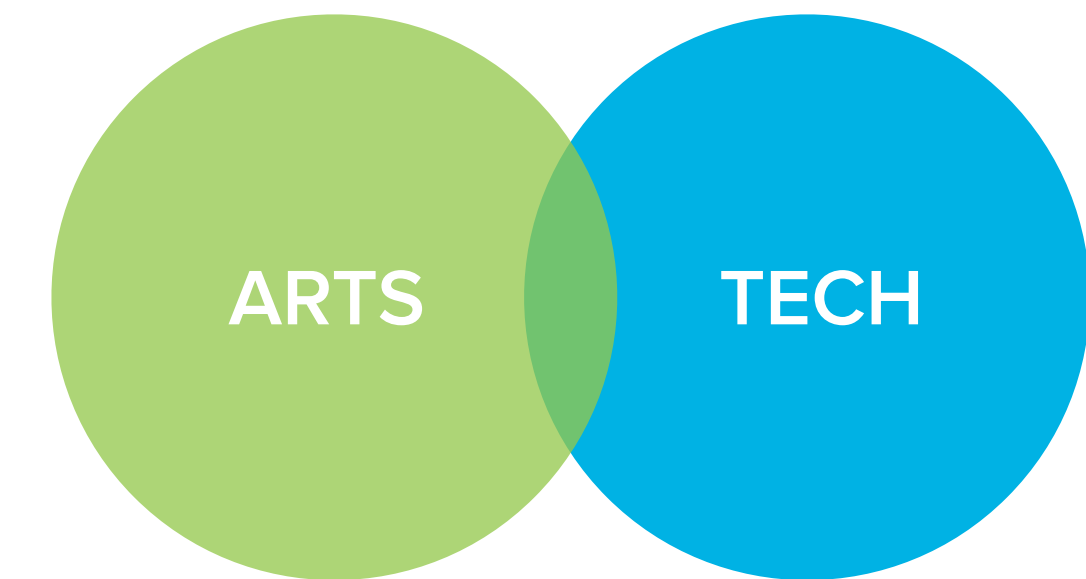
It is not. Almost 25 years ago, Ivan Sutherland developed, with support from ARPA, the first surprisingly advanced VR system.

...

Oculus



BECAUSE ART IS HOW WE CAN SEE/FEEL THE FUTURE



Bi-Molecule, 1.0

Source // @kpcb #DesignInTech @johnmaeda @medialab @oculus @creativemornings

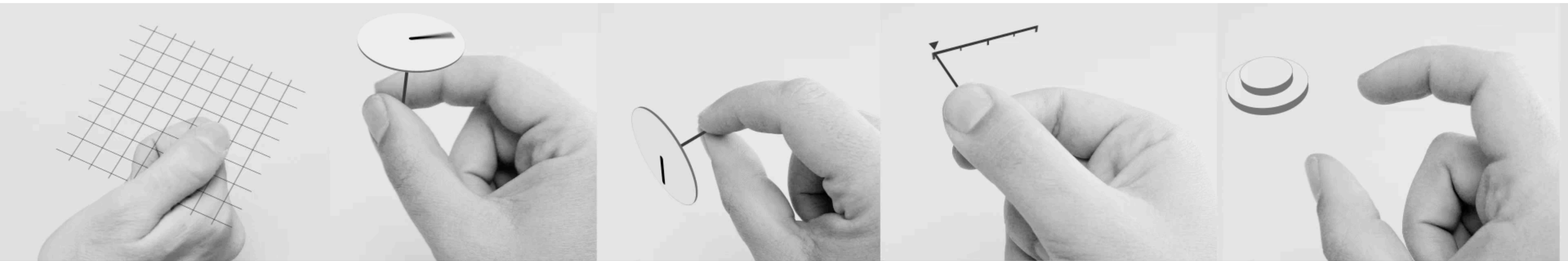
web.media.mit.edu/~nicholas/Wired/WIRED1-06.html

What To Look Forward To? What Is Coming? Atoms Will Behave Like Bits.

MIT MEDIA LAB / HIROSHI ISHII / TANGIBLE MEDIA



GOOGLE ATAP / IVAN POUPYREV / PROJECT SOLI: EXPANDING INTERACTION VOLUME

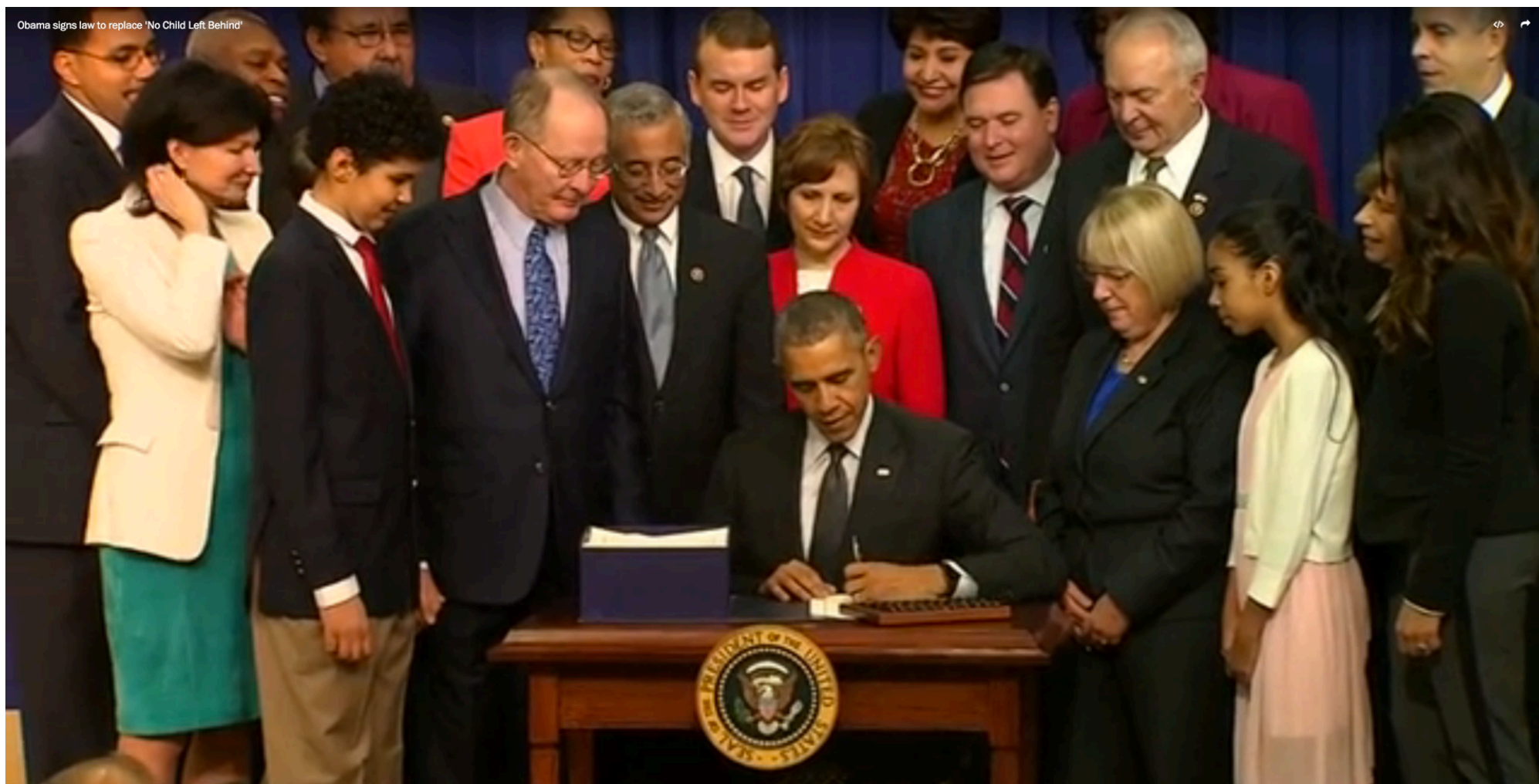


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vimeo.com/79179138 web.media.mit.edu/~nicholas/Wired/WIRED1-06.html

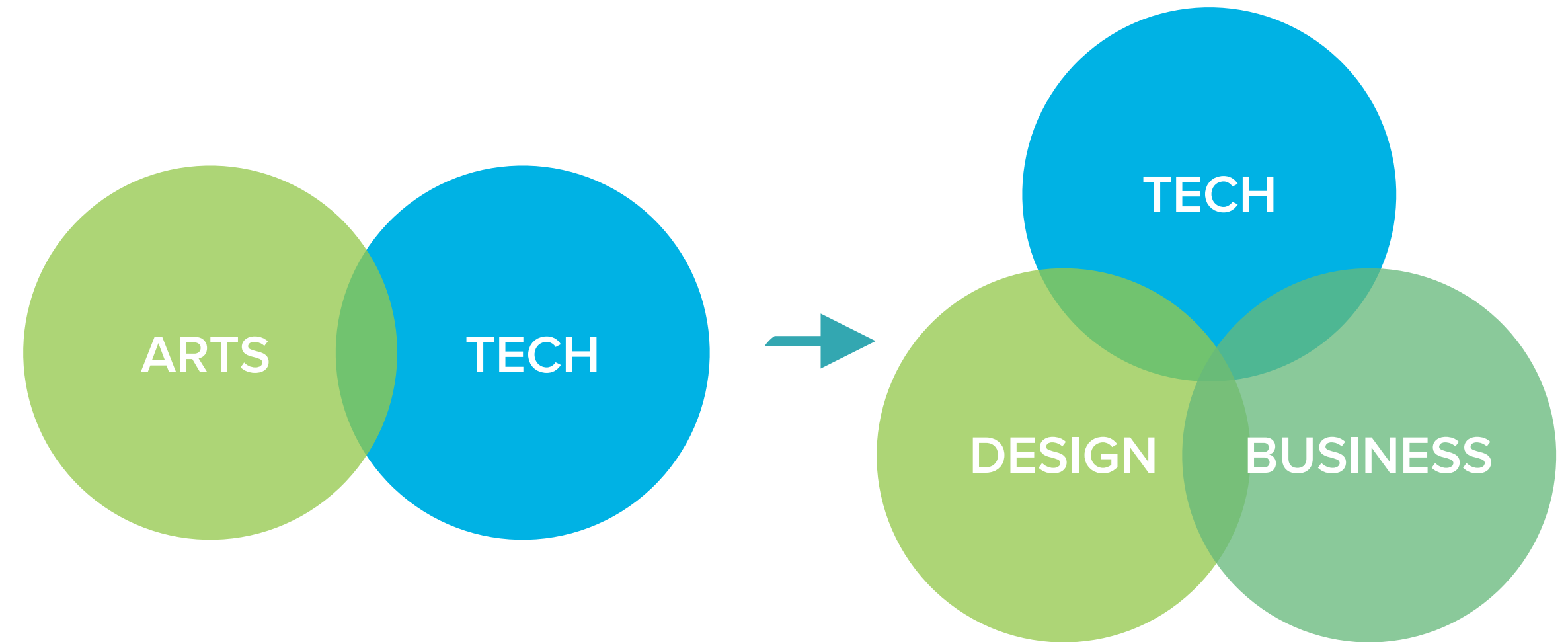
Technology, Business, Design is About Hybridity = Always New Possibilities

ON DEC 10, 2015, STEM OFFICIALLY BECOMES STEAM
(ADDING ART TO STEM EDUCATION)



BECAUSE ART IS HOW WE CAN
SEE/FEEL THE FUTURE

AND ECONOMIC PROGRESS CAN
USE A LITTLE MAGIC AND HE(ART)



Bi-Molecule, 1.0

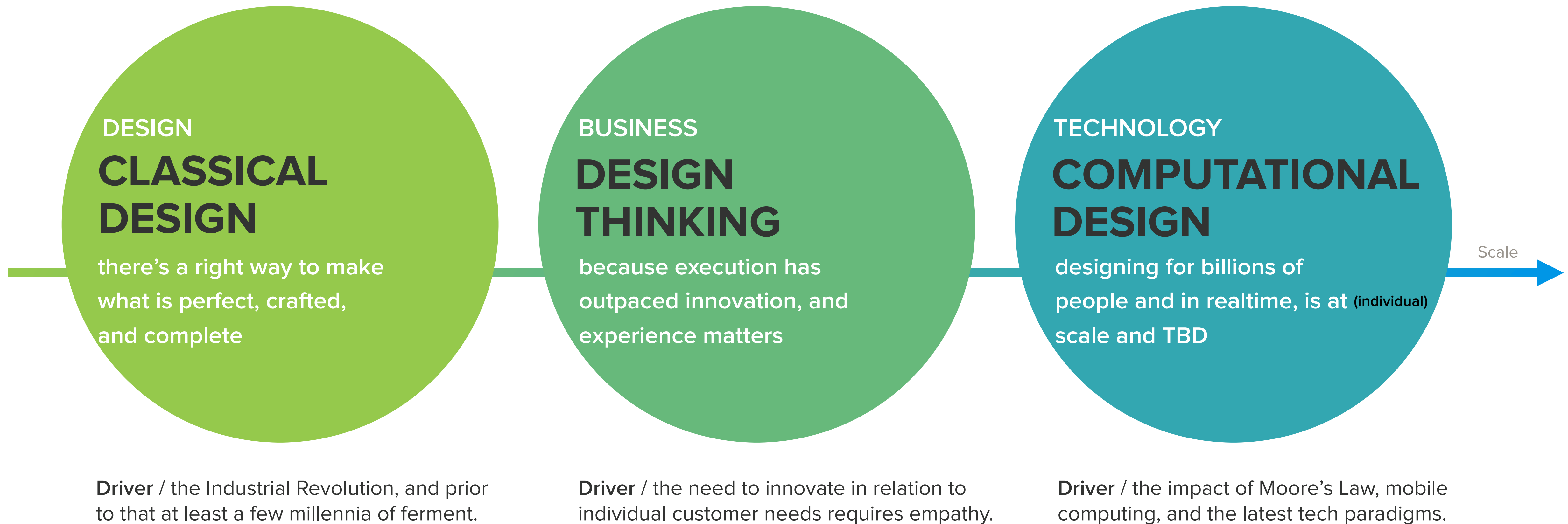
Tri-Molecule, 2.0

is To Be Determined ...

“Arts and music education are specified as eligible uses for new, state-administered ‘Student Support and Academic Enrichment Grants’ including support for the arts in STEM education.”

—@naea, December 10, 2015

There Are Three Kinds of Design At Play. We Need To Be Specific.



The two growing categories of “designers” are those coming from Business and Technology. The three categories above are co-dependent — you must embrace at least two of these categories in order to win in this century.

Source // @kpcb #DesignInTech @johnmaeda

kpcb.com/design

“Engineers are efficient problem solvers. Business people think short term. Designers want things to be elegant and beautiful. All three need to create collaboration and harmony, and honor the value each other brings. There needs to be a new kind of ‘multi-dimensional’ approach to design that is yet to be invented.”

—Linda Holliday / @lmholliday

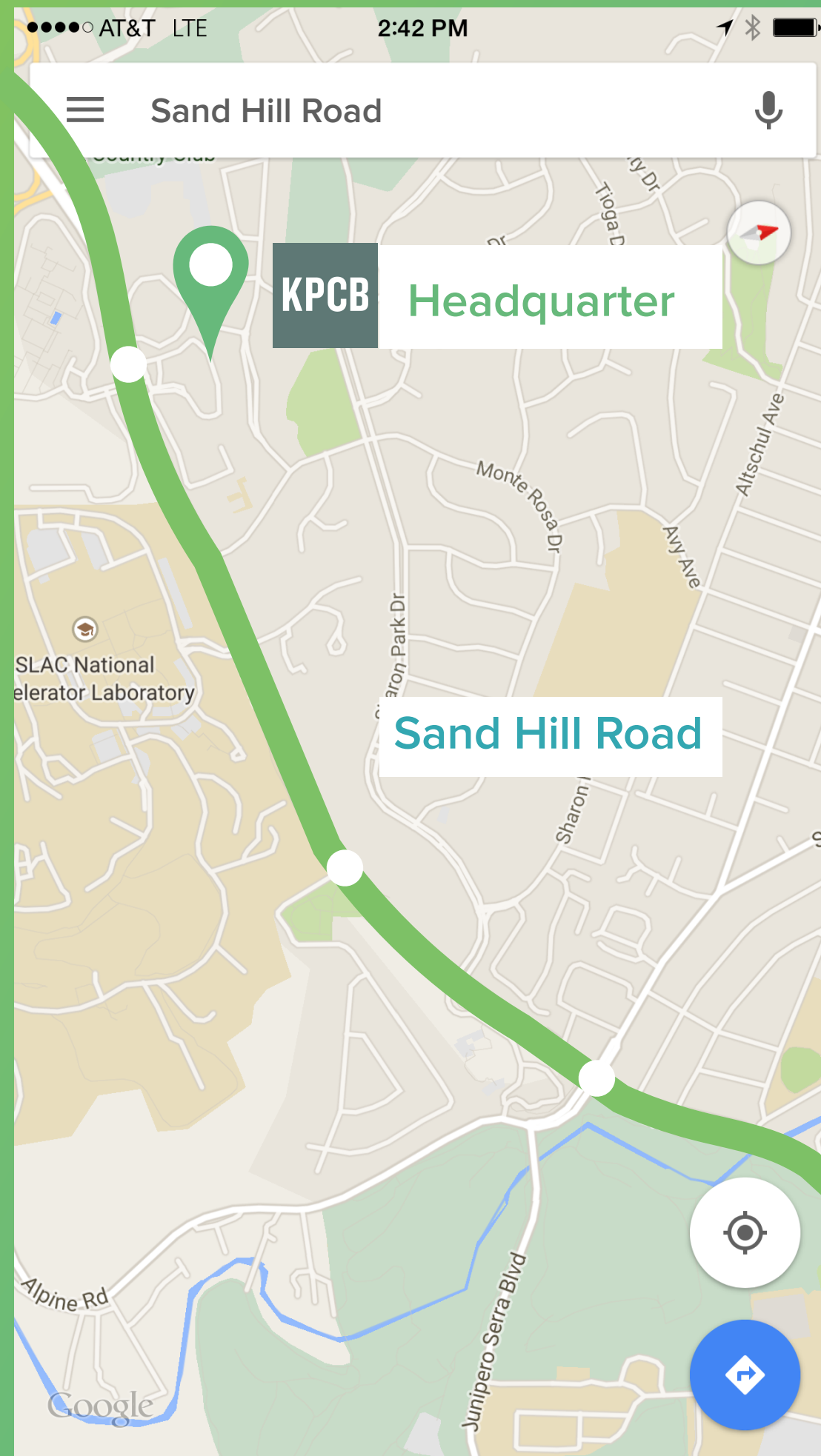
2016 Design, Product and Engineering Leaders Surveyed // Alex Schleifer, Alok Damireddy, Amir Pirnia, Brandon Velestuk, Catherine Courage, Cap Watkins, Ciara Peter, David Nguyen, Ding Zhou, Frank Yoo, Ivan Bercovich, Jackie Goldberg, Jason Fischl, Jennifer Etter, Jesse Harding, Jim Fulker, Joe Xavier, Joey Cordes, Jon Lax, Kara McCain, Josh Abrams, Kurt Varner, Larry Chen, Louise Briguglio, Marcus Hanson, Mark Bauer, Maria Latushkin, Margret Schmidt, Maria Giudice, Matt MacQueen, Megs Fulton, Mike Krutzeniski, Moxie Wanderlust, Paco Vinoly, Raphael Grignani, Randy J. Hunt, Reshma Mehta, Raylene Yung, Rich Gioscia, Rochelle King, Rose Yao, Sash Catanzarite, Tara Larivee, Tim McCoy, Travis Roger, Vaibhav Nivargi, Wes Donohoe.

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M&P