

THE PURSUIT OF DESIGN EXCELLENCE

What stands as excellent industrial design today? What issues do the best designs of today address? What benefits are delivered to companies that masterfully employ design in the creation of new products for their marketplace?

These are questions that can be addressed as one evaluates the results of the 2006 IDEA winners. IDEA stands as one of the world's most competitive product design contests. This is due in good part to IDSA's long stewardship of the program and in more recent years by *BusinessWeek's* high-profile sponsorship and annual coverage of the awards in their namesake weekly.

I had the honor this year of chairing the jury that deliberated on design excellence. Being the chair offers the opportunity to shape the jury by inviting the usual suspects, good friends, future clients or those with a strong point of view and record of producing great design. With this year's jury I may have covered most of those bases. But more importantly, I tried to assemble a jury that represented the broadening influence and responsibility that the design profession enjoys today. My goal was to establish coverage across the numerous dimensions that the IDEA evaluates, including (but not limited to) aesthetics, ergonomics, strategy, business results and environmental responsiveness.

Furthermore, I wanted to break out of the tacit assumption that the jury be composed of a majority of formally trained industrial designers. As anyone who has brought design excellence to market knows, many more disciplines and forms of expertise are necessary to make it happen. Excellence in design includes not only the conception and final shaping of the product's form, but also insightful recog-

nition of the market need, orchestration of difficult technical tradeoffs, and the creation of communications that help position and launch the product. Many disciplines actually help shape the product and its success in the market. Why not have that diverse range of disciplines represented so that entries would be evaluated in a more holistic manner? We couldn't see any compelling reason not to, and so we did. You can find the jury composition on the pages that follow.

If you are not familiar with the jurying process, it consists of several iterations that reduce the initial 1,400 or so entries down to less than one tenth of that, or 108 award winners. **While that may seem like a high standard, we must keep in mind these are awards for "Excellence" and not just good design.** The IDSA process allows the jury to conduct the initial round of evaluations online—with access to all the entry materials, including the entry answers, photographs and videos. This online evaluation occurs prior to the jurors arriving on site in Washington, DC, for two to three days of additional rounds of evaluation. In person, two judges are paired for the next round to evaluate five or so of the more than 50 subcategories. All in all, it is one of the most thorough jurying processes in which I have been involved.

I am sure you're reading this after having browsed, if not devoured, the winners in this issue of *Innovation*. What do you think? Did you sense any topic or pattern worth discussing? Because of the sheer number of entries that are



Left-right (seated): JohnPaul Kusz, IDSA; Betty Baugh, FIDSA; Robyn Waters; **(standing):** Carl G. Magnusson, IDSA; Tor Alden, IDSA; Denis Weil, IDSA; Aura Oslapas, IDSA; Richard Eisermann; David Kusuma, FIDSA; Jeremy Myerson; Donald Norman, IDSA; Hosain Rahman; Rinat Aruh; Alistair Hamilton, IDSA; John Thackara; John R. Hoke III, IDSA; Marcia Lausen, IDSA; and Chris Conley, IDSA.

evaluated and the intensity of the jurying process, it is impossible for the jury to have a sense of the whole by the end. In fact, the fatigue factor puts most of the jurors in a mild state of product shock. This involves thinking that the world doesn't need any more things while simultaneously lamenting for the good old days when we could evaluate products on their visceral qualities alone. This issue of *Innovation* is really the first time we get a sense of the whole. Yes, you may have browsed and printed all the winners from IDSA's web site, put them on a wall and done this analysis, but the less motivated of us simply wait for *Innovation* to come out. And while *BusinessWeek* publishes an amazing issue covering the awards each year, it makes its own selections to highlight from the competition.

Overall, I am very happy with the results. While there are some of the usual suspects, we were also treated to surprising entries like a wonderful reusable construction fencing system from Taiwan and the beautiful, utilitarian and human-centered LP gas tank. And the tent from DECATHLON impressed all who saw the video of a camper flinging a saucer into the air and having a fully assembled tent fall to the ground ready for securing to the earth. Bravo!

Consumer electronics is the largest category each year and many entries did not make it to the finals. So many electronic products seem to be just next year's models and have little new to offer. Excellence in design can no longer

be defined by having additional technological capability and a new look characterized by new colors, materials or finishes. There were notable exceptions. A wall-mounted digital LCD projector by LG Electronics broke out of the bulky and gray plastic housing aesthetic that seems to plague this category. Panasonic made an impressive showing by using design to resolve a broad spectrum of well-identified issues into elegant, seemingly easy-to-use electronics.

The jury enjoyed evaluating a collection of deserving environmental designs. Prefabricated housing is now catching on fire (categorically, not literally), and the unquestionably beautiful, but modular and relatively affordable, Marmol Radziner housing was outdone only by the Ashes & Snow Nomadic Museum. The Bloomberg Headquarters demonstrates the value of bringing multiple design disciplines together to create a branded information space unlike anything we have ever seen.

Please enjoy—with a critical eye—the review of this year's IDEA winners. They are the result of a unique jury and a thorough evaluation process. On behalf of IDSA, I would like to thank all who entered and made the jury's job so challenging. I look forward to seeing you at the national conference and discussing your impressions. I also look forward to presenting the trophies to the Gold winners with Bruce Nussbaum, H/IDSA, at the annual IDEA ceremony in Austin, TX. It was a pleasure and honor to serve IDSA in this capacity. ■

By Chris Conley, IDSA, IDEA 2006 Jury Chair



Chris Conley, IDSA, 2006 IDEA Jury Chair

Chris Conley is co-founder and director of Gravity Tank and associate professor and track lead of product design at the Institute of Design in Chicago. In the early '90s he pioneered the application of user research to inspire design and management teams. At Gravity Tank he leads the development of Integrated Definition™, a way of working that leverages the core competencies of design to enable cross-functional client teams to define new product and service innovations. At the Institute of Design, he has further developed

the graduate product design program to prepare professionals to use design in the front-end planning stages of new product and service development.

Conley writes, speaks and conducts workshops on the core competencies of design and their value to the practice of innovation. He has received design awards from Sony, GE, Black & Decker and Nestlé of Finland. Gravity Tank clients include numerous Fortune 500 companies in consumer, commercial, industrial and retail markets.

Tor Alden, IDSA

Tor Alden is a principal at HS Design, a full-service product design firm headquartered in Gladstone, NJ. HS Design is known for its user research, design strategy and product design solutions in a wide range of markets, including industrial, commercial, medical, electronics and consumer products. HS Design is a recognized leader in the field, producing more than 400 successful products since its inception some 35 years ago.

Alden's experience includes more than 18 years in product development, design management and strategy, during which he has received more than 30 patents and numerous design awards. His design specialization centers on high-technology consumer and medical product design, entrepreneurship and new venture initiatives. Alden is an active participant and speaker in industry and educational associations. He currently serves as co-chair of the IDSA's medical section and also serves on the advisory board of the Department of Design at Kean University. Alden received his bachelor's in industrial design from Syracuse University and a master of science in technology management from Stevens Institute of Technology.

Rinat Aruh

Prior to founding aruliden, Rinat Aruh was vice president of marketing for Forth & Towne, the latest addition to the Gap Inc.'s portfolio of brands. In this role, Aruh oversaw all aspects of marketing for Forth & Towne, including store experience, brand development and CRM.

Prior to the Gap Inc., Aruh held the position of global strategy manager for MINI Lifestyle at BMW Group AG, where she was responsible for brand extensions and collaborations as well as new business strategies. Aruh also worked on the MINI brand during its US launch at BMW of North America, spearheading a number of brand initiatives. Before that, she held various positions at MaxMara USA. Aruh holds a BSBA in marketing from Boston University.

Betty Baugh, FIDSA

Betty Baugh is a past president of IDSA and was elected to serve in each of the officer positions on the IDSA Board of Directors over a 10-year period. During her term as president, she forged an alliance with the International Council of Societies of Industrial Design (Icsid) for IDSA to host the Icsid Congress in San Francisco in 2007. She is the founder



of the consulting office of Betty Baugh Design, developing products for the tabletop, foodservice, consumer electronics and housewares industries.

Baugh holds patents for housewares products, and many of her products have received design awards. Baugh served on the board of advisors of *ID* magazine, and is an adjunct professor at the California College of the Arts and the Academy of Art University in San Francisco.

Richard Eisermann

Richard Eisermann is an internationally acclaimed designer and strategist who recently launched Prospect, a new strategic design practice based in London. For the past three years Eisermann was the director of design and innovation with Design Council, where he was responsible for design campaigns in manufacturing, technology, learning environments and design skills.

Eisermann came to London from Italy, where he had been responsible for design at Whirlpool Europe for four years. Prior to joining Whirlpool, he worked as a design consultant, leading multidisciplinary teams at IDEO in Boston from 1995 to 1999 and working as a senior designer as Sottass Associati in Milan from 1988 to 1994. He and his teams have been recipients of numerous design awards, including The Smithsonian National Design Award, the IDEA and other design distinctions from iF Hannover, *ID* magazine and the Austrian Design Council.

Alistair Hamilton, IDSA

Alistair Hamilton is vice president of innovation and design at Symbol Technologies, where he develops hand-held computers, and data capture and RFID solutions targeted at making companies more mobile. His team focuses on customer-driven innovation by tightly integrating design research, user-experience design, human factors, industrial design and advanced product engineering throughout product development.

At Symbol and in previous positions at NCR and AT&T, Hamilton has been fortunate to work with many great designers and leaders and shares the recognition for signif-

icant accomplishments from prestigious institutions, including IDSA's IDEA. He holds a bachelor of industrial design and an MA in environmental studies.

John R. Hoke III, IDSA

John Hoke came to Nike in 1992 after graduating at the top of his master's program at the University of Pennsylvania. Hoke's interest in Nike began during his childhood, when in 1976 he submitted sketch ideas to Phil Knight regarding athletic shoes with "air" in the mid-sole. Twenty-three years later, John designed the SHOX XTR, an innovative training shoe with the revolutionary NIKE-SHOX cushioning system. Prior to graduate school, he worked at the multidisciplinary firm of Michael Graves.

Hoke's work has been highlighted in numerous global design periodicals and media events. In August 2003, he was appointed vice president, global footwear design at Nike.

David Kusuma, FIDSA

David Kusuma is vice president of product development, leading development teams in Orlando and Belgium for Tupperware Worldwide. Previously, he was global manager of design and vehicle engineering at Exatec, an automotive joint venture of GE Plastics and Bayer Material Science. Kusuma has made numerous presentations on the application of new materials technologies and has appeared in a number of national and international publications, including a past guest editor for *Innovation*. He has been interviewed on the Discovery, Food and History channels on the subject of innovative new product development at Tupperware. He has served on the executive board of Icsid and as a juror on the 10th International Design Award, Osaka competition.

JohnPaul Kusz, IDSA

JohnPaul Kusz is currently affiliated with the Illinois Institute of Technology's Stuart Graduate School of Business and its Institute of Design, where he teaches courses related to the environmental aspects of business and product development. He is a founder and associate director of Stuart's Center for Sustainable Enterprise. He also leads JPKusz,



Ltd., developing strategies aimed at mitigating the negative environmental effects of commerce. His past experience includes directing product design, development and environmental business management groups within corporations in industries ranging from plastics to medical equipment and resource recovery systems.

Kusz has authored more than 45 papers and has presented and taught nationally and internationally, speaking on subjects that range from education to environmental problem solving through the design process and organizational change.

Marcia Lausen, IDSA

Marcia Lausen is the founding principal of the Chicago office of Studio/lab and director of the School of Art and Design at the University of Illinois at Chicago. Studio/lab is a multidisciplinary design studio providing brand consulting and information design services for leading design-driven organizations. Its clients include Mattel, Morningstar, Motorola, Rand McNally, Target and Whirlpool.

Lausen is an outspoken advocate for the value of design in corporate, consumer and government communications. She serves on the national board of AIGA and leads the election design initiative of Design for Democracy,

a nonprofit organization that seeks to improve the quality and clarity of government communications. Lausen received her BFA in graphic design from Indiana University and her MFA in graphic design from Yale University. She was named a 2004 *Fast Company* Master of Design.

Carl Magnusson, IDSA

Although born in Sweden, Carl Magnusson grew up in Toronto and Vancouver, Canada. He studied architecture and design at the University of Idaho and at the Chalmers Institute of Technology in Gothenburg, Sweden. In 1966, he moved to Los Angeles and joined the office of Charles and Ray Eames. He later worked as a designer for an architectural office, eventually opening his own studio there. In 1976 Magnusson joined Knoll as director of graphics and showroom design and was promoted to director of design for Europe shortly thereafter. He directly designed Knoll showrooms in London, Frankfurt, Stuttgart, Zurich, Florence, Rome, Amsterdam and Turin. Magnusson's responsibility grew in 1993 when he was named senior vice president, director of design worldwide, then executive vice president, director of design in 2003. After 30 years of service, he recently retired from Knoll and founded a design consulting firm, Carl Gustav Magnusson Design.



Jeremy Myerson

Jeremy Myerson is a leading design writer, critic and educator based in London. He is professor of design studies at the Royal College of Art, where he heads the InnovationRCA network for business and is co-director of the Helen Hamlyn Research Centre for inclusive design.

Myerson holds a master's degree from the RCA. From 1986 to 89, he was founding editor of *Design Week*, the world's first weekly news magazine for designers and their clients.

He is the author of a number of books on design, business and society, including *The 21st Century Office* and *New Public Architecture*. He has curated many exhibitions in Britain. He has consulted internationally with a number of business and government organizations and is a frequent broadcaster on the BBC.

Donald A. Norman, IDSA

Dr. Donald Norman is co-founder of the Nielsen Norman Group, professor of computer science and psychology at Northwestern University and professor emeritus of both cognitive science and psychology at the University of California, San Diego. He has been vice president of Apple Computer and an executive at Hewlett-Packard. He was president of the Learning Systems division of UNext, an early, online education company.

Norman serves on many advisory boards, such as Chicago's Institute of Design and *Encyclopedia Britannica*. He is a fellow of many organizations, including ACM, AAAS and the Cognitive Science Society. Norman is the author of 14 books, available in 16 languages. Recent books include *The Design of Everyday Things*, *Things That Make Us Smart* and *The Invisible Computer*. Norman's newest book, *Emotional Design*, emphasizes that products must please and delight, not just perform.

Aura Oslapas, IDSA

Aura Oslapas is a partner of A+O Design Methods in Palo Alto, CA. A+O uses design methods to help companies reframe and rethink how people engage with their offerings in the broad landscape of customer experience. Previously, Oslapas was a principal of Stone Yamashita Partners, a strategic vision consultancy and director of the San Francisco office of IDEO, where she developed and led a practice building innovative customer experiences for many Fortune 500 companies.

Previous experiences include both consulting and corporate leadership roles. Additionally, Oslapas founded and chaired the industrial design program at the California College of the Arts in San Francisco. She holds an MFA in design from the Cranbrook Academy of Art and a BFA degree in industrial design from the Cleveland Institute of Art. She has lectured widely, chaired conferences and served on the boards of several design organizations. Her work has received numerous awards and has appeared in many books and publications.

Hosain Rahman

Hosain Rahman is president and co-founder of Aliph where he is responsible for defining strategic business and product direction of the company while also managing the organization. Rahman completed the relationship with Lawrence Livermore National Laboratory, which led to the development of Aliph's key technology and has built strategic relationships with leading companies in the wireless industry. In 2004, he worked with the Aliph team to introduce the ground-breaking and award-winning Jawbone headset for mobile phones.

Prior to co-founding Aliph, Rahman worked for Applied Materials and for SoundView Financial Group. He completed a BSc in mechanical engineering at Stanford University.

John Thackara

John Thackara is a symposiarch who designs events, projects and organizations. He is also the director of Doors of Perception (Doors), a design futures network with offices in Amsterdam and Bangalore. Founded as a conference in 1993, Doors now connects a worldwide network of visionary designers, thinkers and grassroots innovators.

Among his 12 books are *Design After Modernism: Beyond the Object*, *Lost in Space: A Traveller's tale* and *In the Bubble: Designing In A Complex World*. He has lectured in more than 40 countries.

Robyn Waters

Known as the trendmaster, Robyn Waters is a national speaker, author and hired-gun visionary for corporate America. She is founder and president of RW Trend, a trend consulting company based in Minneapolis. Waters challenges her audiences to look at trend "from the inside out" by focusing their attention on what's important instead of just what's next.

Waters is the author of *The Trendmaster's Guide: Get A Jump on What Your Customer Wants Next*, a guide to tracking and translating trends into sales and profit. Most recently, she was vice president of trend, design and product development for Target. One of Waters' core values is the belief that good taste and good design don't have to be expensive.

Denis Weil, IDSA

Senior director, innovation planning, at McDonald's Corp., Denis Weil is responsible for orchestrating McDonald's global innovation pipeline and for leading the discovery of new high-opportunity areas through the development of customer insights and advanced concepts. Previously, he honed his customer experience design skills in product development and brand management positions at Procter & Gamble and in an e-commerce business.

Weil likes to push the boundaries of linking design with business. He is an adjunct professor at the Institute of Design in Chicago, teaching classes in service design. His viewpoints about the value of design for strategy development for big companies like McDonald's have been published in *ID* magazine. ■