



# **The Design of Business | The Business of Design**

## **The Design Observer Conference**

**02-03 November School of Management  
Yale University New Haven Connecticut**

**If design is critical to the success of the modern business enterprise, what are the core values and best practices that support that success?**

What impact is design itself having on the practice and process of business? And what does the business of design actually look like?

Over the course of two days we will look to answer these questions, engaging industry leaders, founders, designers, and CEOs to discover the core values and best practices that support design lead business. There are only 350 seats in beautiful Zhang Auditorium at the Yale School of Management. One of them is waiting for you.

*Friday, November 2 - Saturday, November 3, 2018  
Yale University School of Management  
165 Whitney Ave, New Haven, Connecticut*



## Saturday Symposia

How can a serious investment in design help companies achieve enduring success? How can creative leaders collaborate with executives to catalyze ideas, to mobilize teams? How can design help businesses in the development of value creation at a strategic, but also at a societal level?

On the second morning of our conference, we will delve into four sub-topics in intimate groups to interact and explore how design is essential to business enterprise.

### **Access**

Equitable distribution, social currencies, cultural inclusiveness—how does design help articulate and sustain successful businesses?

*Presented by IBM*

### **Apparatus**

Data acquisition, privacy protection, creative collaboration, supply-chain operations—how does design help to shape and sustain work flow?

*Presented by Adobe*

### **Audience**

Design for all: at an enterprise level, at a philanthropic level, and at a social impact level—how does design enable new ways of reaching people and improving the world?

*Presented by Target*

### **Agility**

Needs, roles, investments, operations—how does design help create more flexible systems to support the changing needs of today's business leaders?

*Presented by CitiVentures*

## SPEAKERS



**Dana Arnett** is the vice chairman and founding partner of VSA Partners, headquartered in Chicago. Arnett, along with his six partners, lead a group of 150 associates in the creation of design programs, digital and interactive initiatives, and brand marketing solutions for a diverse roster of clients. Arnett was a 1999 inductee into the Alliance Graphique Internationale, and is the president of AIGA, the professional association for design.



**Caroline Baumann** is the director of Cooper Hewitt, Smithsonian Design Museum. Cooper Hewitt's special exhibitions and educational programs tell design's story, raise awareness of design's universal value and demonstrate design's power to make a difference. Baumann was appointed director in 2013, after serving the museum in various leadership positions for 12 years.



**Michael Bierut** is a partner at Pentagram and co-founder of Design Observer. Bierut studied graphic design at the University of Cincinnati's College of Design, Architecture, Art and Planning, graduating summa cum laude in 1980. Prior to joining Pentagram in 1990 as a partner in the firm's New York office, he worked for ten years at Vignelli Associates.



**Tom Bodkin**, the design director of *The New York Times* since 1987, was named a deputy managing editor in 2011 and creative director in 2015. He also holds the title of Chief Creative Officer extending his role to all New York Times Company enterprises. Bodkin has won numerous awards from design associations, including a special award from AIGA for *The New York Times's* presentation of news surrounding the September 11, 2001 attacks.



**Debora A. Bubb** is an HR Vice President and Chief Leadership, Learning & Inclusion Officer at IBM. Leveraging a digital learning marketplace, data analytics, AI and science-based assessment and development solutions, Deb and her team are reinventing leadership and culture at IBM. Prior to joining IBM, Debora was a vice president and director of global leadership and learning at Intel Corporation.



**Zita Cobb** is Founder and CEO of Shorefast and Innkeeper of the Fogo Island Inn. A registered Canadian charity, Shorefast uses business-minded means to help secure economic and cultural resilience for Fogo Island, Newfoundland: one of Canada's oldest settlements. Following a successful career in tech, Cobb returned to her home of Fogo Island to help grow the world-class artist-in-residence program Fogo Island Arts.



**Elizabeth Diller** is a founding partner of Diller Scofidio + Renfro (DS+R), an interdisciplinary design studio based in New York. This Fall, Diller created, directed and produced *The Mile-Long Opera* an immersive choral work staged on the High Line. She has been distinguished with TIME's "100 Most Influential People" list and the first MacArthur Foundation fellowship awarded in the field of architecture.



**Oen Michael Hammonds**, a designer, mentor, and Design Principal at IBM, has designed across the gamut of services, advertising, graphic, interactive, and environmental. Hammonds's current work with diverse external and internal clients, business and technology industries demonstrate his ability to jump in and solve tough and complex challenges. At IBM, Oen works with the HR Design team to drive the design and implementation of impactful IBM HR experiences.



**Erleen Hatfield**, PE, AIA, is the Managing Partner of the Hatfield Group, a multi-disciplinary engineering consulting firm based in New York. She has over 25 years of experience in the design of complex structures worldwide, teaches in the Architecture School at Yale University, and sits on numerous industry boards. Recent experience includes the new home of the NFL's Atlanta Falcons, the Mercedes Benz retractable roof stadium, and the new headquarters for PNC Bank.



**Val Head** is a web animation expert, author, and Design Advocate at Adobe. She is the author of *Designing Interface Animation*, published by Rosenfeld Media, teaches CSS Animation on lynda.com, and curates the weekly *UI Animation Newsletter*.



**Jessica Helfand** is a graphic designer, educator, and writer. She is a founding editor of *Design Observer* (where, with Michael Bierut, she also co-hosts *The Observatory* podcast). A former contributing editor and columnist for *Print*, *Communication Arts*, and *Eye* magazines, she is the author of numerous books on design and cultural criticism, and as visiting critic at numerous programs in design and architecture.



**Richard Hollant** is the principal, lead strategist, and design director at CO:LAB, a firm working exclusively on projects that empower communities with a focus on local work around culture and equity. Hollant has received numerous awards and his work on diversity and inclusion is in the permanent collection of the Library of Congress.



**Jon Iwata** is Executive in Residence at Yale School of Management, an appointment he received upon his retirement from IBM in 2018, capping a 34-year career at the company. Iwata led IBM's global marketing, communications and corporate citizenship organization for nearly a decade. He reported to three IBM CEOs. His most recent position was IBM Chief Brand Officer and Senior Vice President.



**Bobby C. Martin Jr.** is a founding partner of OCD | The Original Champions of Design, a branding and design agency headquartered in New York City. He guides the agency's culture and sets the relentlessly high standard of design. Since founding the company, with Jennifer Kinon in 2010, he has partnered with a wide range of clients such as *The Atlantic*, Dartmouth, Girl Scouts of the USA, MTV, NBA, *The New York Times* to ensure brand goals.



**Ellen McGirt**, *Fortune* Senior Editor, is an award-winning feature writer who also covers race, culture, and leadership in a daily column for *Fortune* called *RaceAhead*. Her reporting has taken her inside the C-Suites of Facebook, Nike, Twitter, Intel, Xerox, and Cisco; on the campaign trail with Barack Obama and across Africa with Bono to study breakthrough philanthropy. She attended Brown University and is on the board of L'Ecole de Choix, an elementary school in Mirebalais, Haiti.



**Abbott Miller** studied design at the Cooper Union School of Art in New York. In 1989 he founded the multidisciplinary studio Design/Writing/Research where, in collaboration with Ellen Lupton, he pioneered the concept of "designer as author," undertaking projects in which content and form are developed in a symbiotic relationship. He joined Pentagram's New York office as a partner in June 1999.



**Lindsay Morris** is passionate about visual storytelling. As Strategic Development Manager at Adobe Stock, she develops customer relationships, fosters strategic partnerships, and collaborates on content and product strategy. Before joining Adobe Stock, she was the Senior Manager of Creative Planning at Getty Images. and was also formerly a photo editor for Getty Images Entertainment, Hearst Magazines, and Newscorp.



As the Head of Emerging Design at Adobe, **Silka Miesnieks** is behind many immersive design and AI-related features found in Adobe products and services today. As new technology and designers needs emerge, Silka identifies the untapped potential of design tools and services and reimagining the tools of the future with teams throughout Adobe. Before Adobe, she led product design for a Samsung AR/VR innovation team.



**Indra Nooyi** is Chairman and Chief Executive Officer of PepsiCo. In its global food and beverage portfolio, PepsiCo has 22 brands that generate more than \$1 billion each in annual retail sales. Nooyi is the chief architect of Performance with Purpose, PepsiCo's pledge to do what's right for the business by being responsive to the needs of the world around us. Nooyi has directed the company's global strategy for more than a decade.



**Dr. Siona O'Connell** is a NEH Professor of the Humanities in Africana and Latin American Studies, Art and Art History, and Film and Media Studies at Colgate University, as well as an African Studies scholar at the University of Pretoria. She has curated numerous exhibitions and directed and produced seven films that consider ways of life after racial oppression in South Africa. Her work pivots on ideas of place, belonging, and freedom.



**Mauro Porcini** joined PepsiCo in 2012 as its Chief Design Officer. In the newly created position, Porcini infused design thinking into PepsiCo's culture and led a new approach to innovation by design that impacted the company's product platforms and brands. His focus extends from physical to virtual expressions of the brands, including product, packaging, events, advertising, retail activation, architecture, and digital media.



**David Rose** is an award-winning entrepreneur, published author, international speaker, and MIT researcher on a mission to make technology dissolve into the fabric of daily living. Rose is the Vice President of Vision Technology at Warby Parker. Before Warby Parker, Rose was a five-time entrepreneur in artificial intelligence, healthcare, consumer electronics, and toys.



As the head of Global Brand Management, **Clayton F. Reubensaal** is responsible for defining the vision and strategy for the American Express brand across all business units and geographies. From setting the strategy to optimizing budgets to leading a best-in-class design team, Clayton is focused on enabling colleagues across the enterprise to grow the value of the Brand.



**Sebastian Shaw** is a Principal Strategic Development Manager at Adobe focused on the intersection of design, technology, and business. He has been at Adobe for 18 years and has held roles across the organization centered on the media, advertising, and communications industries. His tenure has given him both a perspective and deep understanding of the ever-changing shifts, effects, and innovations in the creative and design fields.



**Susse Sønderby** is a designer engaged in challenging social and behavioral systems through voice experiences. She started out as an industrial designer, and quickly moved into designing digital products, which she has done for LG, Bang & Olufsen, Sprint, Bose, and more. After getting her first Echo device in 2015, she found voice interfaces to be the perfect balance of designing physical and digital experiences.



**Heather Stern** is Chief Marketing and Talent Officer at Lippincott, a creative consultancy specializing in brand and innovation. With a fusion of creativity and business acumen, she serves as a trusted advisor to top clients across industries while acting as steward to Lippincott's own brand. She recently spearheaded the firm's award-winning thought leadership campaign, "The Customer of the Future."



**Mark Thompson** is president and chief executive officer of The New York Times Company. He is responsible for leading the company's strategy, operations, and business units, and directing the vision of the company. Mr. Thompson has been instrumental in accelerating the pace of The Times's digital transformation. Under his leadership, The Times became the first news organization to pass the one million digital-only subscription mark.



As EVP, Global Chief Design Officer, **Richard Ting** is a C-suite partner to R/GA's global client roster. Richard has 20 years of experience in building, guiding, and directing world class digital design teams to envision, pilot, and commercialize innovative digital products, services, and customer experiences. Richard is also a co-Founder and Partner in R/GA Ventures and has worked with and advised 80+ early-to-growth stage startups.



**Valla Vakili** is the director and head of Ventures Studio. Vakili has spent his career driving digital transformation across industries by identifying growth opportunities for companies and developing products and teams that win. As Head of Venture Studio at Citi Ventures, Vakili engages with external ecosystems and Citi colleagues to develop solutions that meet the evolving expectations that people, businesses and cities have for the banking industry.



**Todd Waterbury** is Target's Chief Creative Officer. In his role, Waterbury establishes the creative vision and direction of Target's marketing efforts, leading an internal team of art directors, designers, developers, writers, and producers, as well as its external agency and design partners. Together, they craft the creative content and experience for the Target brand from its Owned Brands to innovative partnerships with Vogue and The Grammys.

**Design is more and more central to the success of the modern business. Designers are no longer being brought in at the end of the process to make things look pretty, but rather are providing essential insights from the ground up. In the future, I see a role on every executive team for a designer—someone whose role it is to ensure that every element of the business is designed well, and designed holistically. Yves Behar**

# Design Leadership Summit

Our inaugural Leadership Summit—Design as a Management Discipline—takes place November 1, 2018 at the Yale School of Management in New Haven, Connecticut. Gathering a dynamic group of 14 design and business professionals who are, both individually and collectively, helping to shape the conversation about design's essential role in business.

Hosted by Dana Arnett, Michael Bierut, Jessica Helfand, and Jon Iwata, participants included Caroline Baumann, Director, Cooper Hewitt Smithsonian Design Museum, Rebecca Breuer, Executive Director, Design for America, Cindy Chastain, SVP, Global Customer Experience + Design, MasterCard, Will Goetzmann, Professor of Finance and Management Studies and Director, ICF, Susan Schuman, Founding Partner and CEO, SYPartners, Sebastian Shaw, Principal, Strategic Development, Adobe, Valla Vakili, Head of Citi Ventures Studio, Citi, Todd Waterbury, Chief Creative Officer, Target Corporation, Claire Weisz, Founding Partner, WXY Architects, and Forest Young, Global Principal, Wolff Olins.

We carefully curate a conversation between twelve to fifteen senior creative leaders to frame the continuing conversation around design's role in our culture moving forward.

9:00 to 9:15 am

**Welcome**

Jessica Helfand + Michael Bierut  
*Co-Founders Design Observer and Faculty  
Yale School of Management and Yale School of Art*

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9:15 to 10:30 am

**Place | Design as a Spatial Discipline**

Economics for Belonging  
Zita Cobb, *Founder and CEO, Shorefast*

Structuring the Return on Design  
Erleen Hatfield, *Partner, Hatfield Group*

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10:30 to 11:15am

**Break**

Refreshments available

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11:15 to 12:30 pm

**People | Design as a Humanist Discipline**

Soul at Scale  
Todd Waterbury, *Chief Creative Officer, Target*

The Internet of Eyes  
David Rose, *VP of Vision Technology, Warby Parker, author  
of Enchanted Objects*

The Race Ahead  
Ellen McGirt, *Senior Editor, Fortune*

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12:30 to 2:00 pm

**Lunch**

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2:00 to 5:30 pm

**Purpose | Design as an Innovation Discipline**

The CEO Agenda in Times of Disruption  
Jon Iwata, *Executive in Residence, Yale School of Management, Senior Advisor, IBM*

Design Humanism  
Richard Ting, *EVP, Chief Design Officer, R/GA*

AI is not Human, Just Much Nicer!  
Silka Miesnieks, *Head of Emerging Design at Adobe*

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3:30 to 4:15 pm

**Break**

Refreshments available

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Design and Disruption  
Valla Vakili, *Head of Citi Ventures Studio, Citi*

Pepsico: Leading with Design and Innovation  
Indra Nooyi + Mauro Porcini  
*Chairman + Chief Design Officer, PepsiCo*  
in conversation with Dana Arnett

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5:30 to 7:00 pm

**Opening Night Reception**

Peabody Museum

*Sponsored by Pepsi*

**Design  
Observer**



Presenting Sponsors



**The Design of Business | The  
Business of Design** Schedule

**11.2**  
**Friday November 02**

# 11.3

Saturday November 03

9:00 to 10:00am

## Breakfast

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10:00 to 12:30pm

## Saturday Symposia

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### Access Symposium | Room 4420

Addresses equitable distribution, social currencies, and cultural inclusiveness.

*Sponsored by IBM*

Designing the Employee Experience

Debora Bubba, *HR Vice President, Chief Leadership, Learning & Inclusion Officer, IBM*

Oen Hammond, *Design Principal, IBM*

Lessons in Impact: Design in Community

Rich Hollant, *Principal, CO:LAB*

Addressing the Gender Gap in Design Leadership

Heather Stern, *Chief Marketing and Talent Officer, Lippincott*

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### Agility Symposium | Room 4430

Examines how Citi Ventures innovates in partnership with students from top universities around the country to drive change and overcome challenges with this panel discussion and interactive design workshop.

*Sponsored by CitiVentures*

Hosted by David Boardman, *Head of Design at Citi Ventures Studio*

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### Apparatus Symposium | Room 4400

Focuses on the tools, methods, and emerging technologies, from voice design to AI, AR, and VR, used to design for accessibility.

*Sponsored by Adobe*

Sebastian Shaw, *Principal Strategic Development Manager, Adobe*

Silka Miesnieks, *Head of Emerging Design, Adobe*

Susse Sønderby, *Experience Designer, Adobe*

Val Head, *Design Advocate, Adobe*

Lindsay Morris, *Strategic Development*

*Manager, AdobeStock*

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### Audience Symposium | Room 4410

Focuses on designing on a human scale and explores the issues of designing for inclusion and accessibility.

*Sponsored by Target*

A Circle Big Enough for Us All, by Design

Todd Waterbury, *Chief Creative Officer, Target*

Caroline Baumann, *Director, Cooper Hewitt,*

*Smithsonian Design Museum*

Elizabeth Diller, *Founding partner, Diller Scofidio +*

*Renfro (DS+R)*

11:00 am – 11:30 am

## Break

Refreshments available

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12:30 – 2:00 pm

## Lunch

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2:00 – 3:30 pm

## Projects | Design as a Practical Discipline

Mark Thompson + Tom Bodkin

*CEO, + Chief Creative Officer, The New York Times Company*

in conversation with Ellen McGirt

The Realness: The Main Ingredient Brands Need to Propel them Forward

Bobby C. Martin, *Partner, OCD*

Art and Commerce in the Realm of Visual Identity

Abbott Miller, *Partner, Pentagram*

Clayton F. Reubensaal, *SVP, Global Brand Management, American Express*

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3:30 to 4:15 pm

## Break

Refreshments available

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4:15 – 5:30 pm

**Closing Keynote** A grand design: Re-imagining the human after oppression

Dr. Siona O'Connell, *Colagte NEH Professor of Humanities*

## Farewell

Michael Bierut + Jessica Helfand