

## Alan Topalian

### Summary list of published material 1973 - 2013

***'Probably the most comprehensive and widely researched views on design management are those of Topalian ...'***

Council for National Academic Awards, Department of Trade & Industry, and The Design Council report *Managing Design – An Initiative in Management Education*, published in 1984

#### ***Frontline roles for design leaders in the multiverses of business***

*Design Management Journal*; October 2012 (Vol 7, No 1); pp29-39

This article distills, under separate challenges anticipated over the next decade, frontline roles that design leaders can provide as viewed from the extreme position that design is the single, unifying discipline that underlies all activities in business. Already several of these are lived realities in professional practice. Significant benefits should accrue when design professionals are allowed to exploit their expertise to the full by leading through design. However, given that ultimate responsibility for the quality of design rests with business leaders, do they have what it takes to spark off design leaders so they achieve, together, outstanding results beyond expectation?

#### ***Major challenges anticipated for design leaders over the next decade***

Chapter in Eds. Cooper R, Junginger S and Lockwood T *Handbook of Design Management*. Berg Press UK, 2011; pp379-397

This encapsulates and builds on 22 senior practitioners' views of major challenges anticipated for design leaders over the next ten or so years. Taking account of best practices in design, respondents were encouraged to distil – from perceived challenges – distinctive roles that design professionals might fulfil. The intention is to expand perceptions of how design contributes to business and society (perhaps in unexpected ways and areas), demonstrate the benefits of involving design professionals and raise aspirations to lead through design. Original findings of a survey of 16 senior practitioners were presented at a *Design Leadership Forum* session in June 2005.

#### ***Living briefs to turn desired futures into reality***

*Design Management Review*; September 2010 (Vol 21, No 3); pp72-79

There have been considerable changes in the work undertaken by design professionals in the past three decades, not least a shift from the design of physical products to that of experiences. Yet little attention has focused on the briefing process that provides the foundation for the creation of distinctive solutions. This article outlines how the design of effective experiences requires a transformation in the way creative teams are briefed.

#### ***Channeling creativity – Create the future in your organization through a standard to guide innovation management***

*Quality World*, June 2009; pp28-30

Article outlining the innovative way the British Standard on managing innovation (BS7000-1) was developed and updated.

#### ***BS 7000-1 Guide to managing innovation***. British Standards Institution, 2008

(Author of first update under a Department of Trade & Industry funded contract; co-author with Dr Bill Hollins under a similar contract of the original published in 1999, a UK world first).

With Roger Coleman, Hua Dong and John Clarkson: ***The business case***

Chapter in *Design for inclusivity: A practical guide to accessible, innovative and user-centred design* (Eds Coleman, Clarkson, Dong and Cassim); Gower, 2007; pp33-55

#### ***BS 7000-6 Guide to managing inclusive design***. British Standards Institution, 2005

(Proposer, chairman of drafting committee and principal co-author).

#### ***Experienced reality: The development of corporate identity in the digital era***

*European Journal of Marketing*, MCB UP; August 2003 (Vol 37, No 7/8); pp1119-1132

Thinking on the way corporate identities are projected seems to be stuck in the 'pre-Internet' era. This paper explores factors that are likely to shape the projection of identities in the next 20 plus years, not least the 'personalisation' of identity akin to the 'mass customisation' that has occurred in manufacturing.

**Promoting design leadership through training**

Design Leadership Forum; Alto, 2003. 12 pages

This paper developed out of the presentation at the third session of the *Design Leadership Forum* hosted by BT and the Association of MBAs in December 2002. The underlying vision is that design-enlightened organizations should provide regular formal training to promote and sustain design leadership, so enhancing corporate performance. 'Fundamental truths' cited reinforce the fact that design is a core discipline that pervades business. Elements of design leadership that formal training should address are then clarified. In keeping with the spirit of the Forum, the paper concludes with a look forward a decade or so to anticipate the characteristics likely to differentiate organizations considered to be exemplary in their design leadership training.

**Core responsibilities of design leaders in commercially demanding environments** (with Raymond Turner who is the principal author)

Design Leadership Forum; Alto, 2002; 10 pages

This paper developed out of Raymond's presentation at the inaugural session of the *Design Leadership Forum* hosted by Tesco Stores in July 2002. Design leaders' responsibilities are explored under six headings: Envisioning the future; Manifesting strategic intent; Directing design investment; Managing corporate reputation; Nurturing an environment for innovation; and Training for design leadership.

**Promoting design leadership through design management skills development programs**

*Design Management Journal*; Summer 2002 (Vol 13, No 3); pp10-18

The paper outlines the different kinds of courses offered under the 'design management' banner since the mid-1970s, and demonstrates these rarely focus on managing design. The fundamental premises underlying design management as a rigorous discipline in business are listed, and the key characteristics of design management skills development programmes are explained. Implications in relation to target audiences, appropriate training material and effective training approach are also set out. The paper concludes with a summary of best practices likely to distinguish organizations recognized as 'world-class performers' in design management skills training.

**The role of innovation leaders in developing long-term products**

*International Journal of Innovation Management*; Special issue June 2000 (Vol 4, No 2); pp149-171

A prime duty of innovation leaders is to deliver a continuous stream of profitable innovations over time, by harnessing internal and external resources. This paper explores the characteristics and roles of these individuals in evolving a more systematic approach to enhance the innovative performance of their organizations. The discussion draws on the findings of a research survey carried out in the United Kingdom for the British Standards Institution that guided the content of the British Standard BS 7000 Part 1 *Guide to managing innovation*.

**A new on-line design management network to promote wider-ranging, integrated research**

(with Dr Stephen Little, Manchester Metropolitan University)

Paper presented at the *Quantum Leap; Managing new product innovation* Conference, Design Research Society at the University of Central England, Birmingham; September 1998. 7 pages

This paper reviews progress to date on a joint Chartered Society of Designers and Design Research Society initiative seeks to enhance research into design management by promoting wider involvement, greater collaboration, increased coverage, less overlap between projects and faster dissemination of findings.

**An innovative approach to developing the new British Standard on innovation management**

(with Dr Bill Hollins, Direction Consultants). Chapter in *Managing new product innovation* (ed. Dr Bob Jerrard); Taylor & Francis, 1998

This outlines the process by which British Standards are prepared and provides a brief history of design management standards. It also touches on the challenge of how to increase dramatically the number of companies that adopt British Standards in their operations. The proposed radical new British Standard (BS 7000-1) on managing innovation is then discussed: this will provide guidance on how top executives, their designers and other creative specialists might innovate in relation to their products, services and business processes ten plus years in the future.

**BS 7000-2 Guide to managing the design of manufactured products. British Standards Institution, 1997**

(Principal co-author with Dr Bill Hollins and Professor Tony Stevens under a Department of Trade & Industry funded contract).

***'New' R&D management: How clusternets, experience cycles and visualisation make more desirable futures come to life***

(with John Stoddard, IDEO Product Development). Proceedings of the *'Managing R&D in the 21st century: Theory and practice, the tools of the trade'* Conference; Manchester Business School, July 1997. Vol 2, 52; 15 pages  
Winners 'see' targets in a more vivid way and focus more intensely on achieving them. Design is a key discipline in visualisation. This paper outlines the principal contributions of design and the 'visual dimension' of communication in bringing ideas to life thus facilitating and speeding product development – for example, by enabling teams to break down language/ cultural barriers, helping to evaluate new technologies, and providing a platform to rehearse the experiences of acquiring and using products as part of the design/development process. The paper concludes with brief descriptions of how visualisation contributed to five projects with organizations such as GM Hughes, Nokia and Steelcase.

***Designing design into the core of quality improvement programmes***

Proceedings of the *Design lenken Qualität sichern* Design Management Conference organized by Deutschen Designer Verbandes DDV/Universität GH Essen (Essen, Germany). November 1996. 17 pages.  
This paper outlines the key design and design management issues that ought to be addressed, as well as the principal contributions of design and design professionals in quality improvement programmes.

***Design in strategic planning***

*Proceedings of 'The Challenge of Complexity' 3rd International Conference on Design Management, University of Art and Design, Helsinki (ed. P McGrory)*. August 1995; pp5-13

Though planning is fundamentally a design process, business executives seldom associate design with strategic or operational planning, and design/ design management issues are rarely addressed in corporate plans. This paper explains why design issues should be clearly identified in corporate plans. Key design planning terms are clarified to enrich corporate language and facilitate consideration of design management issues. The paper concludes with a hierarchy of contributions that design professionals can make during the corporate planning cycle.

**BS 7000-10 Glossary of terms used in design management.** British Standards Institution, 1995 (Principal co-author).

***Creating the next generation of design leaders through design management skills development programmes***

Paper presented at the Staffordshire University/Design Research Society *Design of the Times* Conference, October 1994. Alto; 10 pages

Differences between 'design awareness' and 'design management skills development' programmes are explained, with suggestions on target audiences, appropriate training material and effective training approach. Best practices likely to distinguish organizations recognized as 'world-class performers' in design management are summarized. Appendix outlines the different kinds of courses that have been offered under the 'design management' banner since the mid-1970s, most of which are not about managing design.

***Getting to grips with the 'design dimension' of quality improvement programmes.***

Proceedings of the Design Management Institute's Sixth International Forum of Design Management Research & Education (hosted by ESCP, Paris); June 1994. pp331-336

This paper outlines the key design and design management issues that ought to be addressed, as well as the principal contributions of design and design professionals, in quality improvement programmes.

***The 'design dimension' of quality improvement programmes***

*Creativity and Innovation Management*; June 1994 (Vol 3 No 2). 9 pages

Slightly amended version of the paper *Raising the profile of design in Total Quality Management* delivered at the launch of a Presidential Initiative of the Chartered Society of Designers setting out findings of a survey of the essence and common shortcomings of current TQM practice, the potential contributions of design as well as the relevance of design professionals' expertise.

***Raising the profile of design in Total Quality Management***

Chartered Society of Designers; 1993. 7 pages

Paper delivered at the launch of a Presidential Initiative of the Society setting out findings of a survey of the essence and common shortcomings of current TQM practice, the potential contributions of design as well as the relevance of design professionals' expertise.

***Design leadership in business: The role of non-executive directors and corporate design consultants***

*Journal of General Management*; Winter 1990 (Vol 16 No 2); pp39-62

Paper based on a presentation at one of the Confederation of British Industry's Marketing Forum seminars. Key contributions of external design specialists in supporting design leadership are set out as a basis for appointments at the highest levels of business as well as design management consultancy services. A proposal is also made that a central register be established listing appropriate candidates in order to encourage more businesses to consider such senior appointments. The final section outlines possible criteria for selecting suitable candidates for non-executive directorships and corporate consultancy appointments. Includes many quotes from practitioners.

***Organizational features that nurture design success in business enterprises***

Proceedings of the *Second International Conference on Engineering Management*, Toronto, September 1989. pp50-57

This paper explores why design is effectively 'invisible' within most business enterprises, then goes on to list nine features which contribute towards a nurturing corporate environment. A generous range of quotes from leading practitioners is included.

***Design management skills training in management development programmes***

*MBA Review*, Winter 1989. Original version available from author.

***Mapping out a new course for design management***

*The Times Higher Education Supplement*, 17 October 1986. Page 16

***Achieving a competitive advantage through design management***

*SignWorld*, September 1986. pp29-30

***The documentation of corporate approaches to design management to share experience and improve performance***

*Engineering Management International*; Vol 4 No 1; 1986. pp51-60

An outline of research which will result in a specialist series of case studies investigating a common set of key issues of how a range of organizations manage design.

***Why managers need to consider design***

*Marketing Week*: Special Report on Creativity & Design, 22 February 1985. pp81-85

***Corporate identity: Beyond the visual overstatements***

*International Journal of Advertising*; Vol 3 No 1; 1984. pp55-62

A basic reference in which a number of common terms are clarified – in particular, corporate identity, visual identity, visual identification system, visual identity programme, corporate design programme, and corporate image. Most of these definitions were subsequently incorporated into the British Standard BS 7000-10 *Glossary of terms used in design management*, published in 1995.

***Corporate identity and visual identification systems***

*Baseline International Typographic Magazine*, Letraset. Issue 5, 1984; Also in *SignWorld*, February 1986. pp24-28

A basic reference clarifying a number of common terms.

***Developing a corporate approach to design management***

Presentation at the first design management symposium organized by Olivetti and the University of Munich, June 1984. Official proceedings published by Olivetti in August 1985 (German only); English version available direct from author. 8 pages.

A discussion of the essential features that add up to a truly corporate approach to managing design within business enterprises. Slightly amended version in Oakley, M (Ed). *Design management: A handbook of issues and methods*. Blackwell, 1990.

***The role of company boards in design leadership***

*Engineering Management International*; Vol 2 No 2, 1984. pp75-86

This paper sets out a checklist of collective design responsibilities for company board members, and proposes a framework for comprehensive corporate design audits.

***Industrial design project evaluation***

in Langdon R (Ed) Proceedings of the *Design Policy* Conference held at the Royal College of Art in London, 1982; Vol 4. Design Council, 1984

Design evaluation and design project evaluation are differentiated in this paper. A framework is proposed for undertaking such evaluations, with a list of factors that might be evaluated.

***A proposed syllabus for design management courses***

First revision. Alto, September 1983; 12 pages.

***Design management: Where do we go from here?***

Article published in two parts in *Chartered Mechanical Engineer*; September 1982 (Design Supplement. pp8-10), and November 1982 (pp19-20).

***Needed: a directory of design management teaching material***

Letter published in *Design* magazine, February 1982.

***Design direction: The tasks and responsibilities***

*The Director*, November 1981. pp44-46

This article has also been incorporated into the 'Handbook for Managers' compiled by Kluwer Publishing.

***Managing design: A skill not a profession***

*Design* magazine, July 1981

Lead news item reporting on presentation of the second paper on design management education (below) in London.

***Proposals for a syllabus and the structuring of design management courses***

Alto, May 1981; 30 pages.

***Cracking the design management nut***

*Design* magazine, February 1981

Lead news item reporting on presentation of first paper on design management education (below) in London.

***Design management education: A framework for discussion***

Independently published paper, Alto, December 1980; 33 pages.

***Responsibility for design: Where the buck stops***

*The Business Graduate* magazine, Spring 1980.

***The who-does-what in design management***

*Designer* magazine, April 1980

Article on framework of tasks and responsibilities in corporate design management.

***The management of design projects***

Associated Business Press. March 1980. 184 pages. Remaining copies available only from author

The book includes the results of 'Design projects are difficult to manage because ...' surveys into management and designer perceptions.

Reviewed in:

*Designer* and *Design* magazines, July 1980

*Design Studies* (Editorial), Vol 1 No 5, 1980

*The Director*, December 1980.

**Designers as directors**

*Designer* magazine, February 1980  
Cover feature on design responsibility.

**Time for a design management bibliography**

Letter published in *Design* magazine, January 1980.

**Design projects are difficult to manage because ...**

Alto, July 1979  
Independently published report on findings of follow-up survey of designer perceptions.

**Anyone can make a mystique ...**

*Designer* magazine, April 1979  
Cover feature on progress of research programme into design management.

**Design projects are difficult to manage because ...**

*Design* magazine, March 1979  
Report on preliminary findings of follow-up survey of *designer* perceptions.

**Managers meet designers in classroom encounter**

*Design* magazine, March 1979  
Lead news item reporting on pioneering design management role-play exercises run on multi-disciplinary courses at Leicester Polytechnic and the Cranfield School of Management.

**Managers not finance blamed for poor design**

*Financial Times Management Page*, 12 January 1979  
Article by Christopher Lorenz on survey findings cited in NEDO Report 'Product Design' by Sir Kenneth Corfield  
Survey findings also reported in:  
*The Business Insider* audio magazine / editor Robert Heller, July 1977  
*The Business Graduate*, Business Graduates Association, Autumn 1977  
*The Director*, December 1977  
*Creativity Network*, Manchester Business School, December 1977

**Design projects are difficult to manage because ...**

Alto, July 1978; 10 pages  
Independently published report of findings of first survey undertaken to determine *management* perceptions.

**Don't just hire the nice guy**

*Design* magazine, November 1977  
and

**Not paid to be nice guys**

*Design* magazine, December 1977  
Articles on the selection of designers for design projects.

**Design projects are difficult to manage because ...**

*Design* magazine, September 1977  
Report on preliminary findings of first survey of *management* perceptions.

**The pre-project phase in design**

*Creativity Network*, Manchester Business School, Vol 3 No 2, 1977.

**First catch your hare ...**

*Design* magazine, May 1977  
Article on the briefing process in design projects.

***The why and how of design decisions***

*Design magazine, November 1976. pp43-45*  
*Article on design project evaluation.*

***Design consultancy – A new concept***

*Retail & Distribution Management, July/August 1973. pp31-32*  
Article puts forward the concept of 'entrepreneurial' design consultancies that are adept at addressing business problems: "Slowly design groups are coming round to the conclusion that it is not the design service they offer which necessarily attracts potential clients, but rather the creation of business opportunities achieved by the marriage of their corporate skills with those of the clients".

***Restricted circulation***

***'The People Concept': Taking the Masterbrand below-the-line***

Produced for British Airways Design Management. 32 pages. British Airways, 1996.  
A second case study 'Rebranding British Airways for the 21st century' on the 'tailfins' visual identification system launched in 1997 was completed in 1999, but is not available to outsiders.

***Benchmarking design management practices and performance: The Alto Design Management Workbook***  
Alto, 1993.

***Shannon Aerospace Limited: Manifesting corporate culture and identity through design***

Design management case study; 8 pages. Alto, 1990.

***Highland Spring Limited: Revitalizing an ailing brand (with Paul Southgate)***

Design project management case study; 9 pages. Alto, 1990.

***Jaguar Cars Limited: Upgrading the design and service of the dealership network***

Corporate design management case study; 23 pages. Alto, 1989.

***Design management at WH Smith Group***

Corporate design management case study; 41 pages. Alto, 1988.

***Design management at London Regional Transport***

Corporate design management case study; 31 pages. Alto, 1988.

***Design management at Allied Dunbar Assurance: Facilities***

Corporate design management case study; 23 pages. Alto, 1986.

***Design management at British Ever Ready***

Corporate design management case study; 32 pages. Alto, 1986.

***Warrington Development Corporation: The Birchwood Centre***

Design project management case study; 17 pages. Alto, 1978.