

FACTORS	DESIGN MANAGEMENT CAPABILITY LEVELS			
	LEVEL 1: NO DM	LEVEL 2: DM AS PROJECT	LEVEL 3: DM AS FUNCTION	LEVEL 4: DM AS CULTURE
AWARENESS (OF BENEFITS)	Not aware of benefits and potential value of design (unconscious use or no use)	Some functional specialists are aware	Most are aware that it is important to remain competitive	All are aware that it is fundamentally important to gain a leadership position
DM PROCESS	No idea where design fits within current processes	Performed inconsistently and late in development process; not repeatable across projects	Performed consistently and early; formal DM process drives performance	Ongoing activity; business is engaged in continuously improving DM process
PLANNING	Company / marketing plans do not mention the use of design	Limited plans and objectives exist at the individual project level	Plans and objectives exist which set direction and integrate design in various activities	Design is part of strategic plans; design planning is a dynamic process that drives the business
DM EXPERTISE	Little or no skills to handle design activity; no DM tools applied	Some skills; basic DM tools applied inconsistently; lots of room for improvement	Standard DM tools applied consistently; some room for improvement	Appropriate expertise; use of advanced DM tools; appropriate metrics used
DESIGN RESOURCES	The business has not committed resources to design activity (may not appreciate the potential return of design investment)	Limited resources are allocated for individual projects; one-off design investments with no review of potential returns	Sufficient resources are allocated on the basis of potential return, but with limited procedures in place to assist in decision making	Substantial resources are allocated, with financial procedures in place to assist in appraising investments, assessing risk and tracking returns

developed from Fig. 1.2 Design management maturity grid, *The incorporation of design management in today's business practices: An analysis of design management practices in Europe (2009) DME Survey, CBRD, The Netherlands. pp-15*