



has strategically integrated design for the customer experience since 2006, with profound impact on its products and markets. Here, Dell executives talk about how design is helping to place Dell on the forefront of market trends, [transforming the brand](#) from its roots in quality and cost to lifestyle self-expression.



Pushing the Design Horizon

Dell Precision M6400—Work at the Speed of Thought

How is design part of moving Dell into new paradigms?

Ken Musgrave, Director, Experience Design: Business is a lifestyle today. The lines are blurring between work time and play time as markets and teams go global. But just because we are prepared to work on weekends and late at night doesn't mean we have lost our sense of personal expression and style. Business is being consumerized and that shift requires *transformational design*. We are having fun thinking about how to deliver a tool that is also a fashion statement and a piece of lifestyle equipment. We've changed up with color and pattern customizing and that's just the start. We aim to own the total experience of computing as a lifestyle and we are investing to unlock breakthrough innovation to get there.

Alex Gruzen, Sr. VP, Consumer Products: Notebooks have become an expression of us. People's thoughts...have moved from speed and feeds to how does it carry, feel to hold, look when I open it? Innovation is no longer happening in the silicon, but in whole products.

Ed Boyd, VP, Consumer Design: Dell is an amazing start-up story of...democratizing access to technology. It also has a heritage of build-to-order that positions it for future opportunities. How do you take this heritage and evolve it to a richer, more emotionally satisfying place? Michael Dell and Ron Garriques, the president of the consumer business, understand that design will need to play a key role to achieve this goal.

Steve Belt, VP, Business Client Engineering: I've seen a shift to understanding that design can't be just about the high-end lines. People... should see design in every Dell product.

Sam Burd, VP, Regional Marketing for Asia Pacific and Japan: Now we are defining performance to include ease of use, appeal and the expression of function. For example, for enterprise applications like data centers, the Experience Design Group is giving us products that don't just contain high-quality componentry, but that look and feel and sound like they do.

How has Dell adapted to harness design effectively?

Gruzen: We've had to reapportion time and energy and dollars between competing priorities: technology, fit & finish, weight. It has to be a long-term commitment. I wish...you could snap your fingers and have great products...but it takes time. **Boyd:** We're bringing design to all aspects of the company's points of engagement with the customer. That's powerful. **Musgrave:** When two members of the Executive Leadership Team, who report directly to Michael Dell, decide that design is important enough to sit on their leadership teams, then design is positioned to align with business goals and contribute fully. That participation has bred confidence in our judgment. We have reshaped who owns the vote on design so it's not design by committee. Dell is committed to *transformative design*. It's willing to get out of its comfort zone to satisfy the emerging role of computers as lifestyle equipment. To get there, we've built a team that can drive *transformational products* and also be ambassadors and advocates for design. It's more important than ever that we align with the business' goals.

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