# SCOTLAND'S DESIGN INSIDERS

A snapshot of in-house design in Scotland

# CONTENTS

## GRAFT⁺

# INTRODUCTION

We are living through a boom time for in-house design. With growth in design employment outstripping the wider economy, there are now 1.69 million people employed in design roles in the UK; the vast majority of which are working in-house within organisations in non-design sectors (Design Council, 2018).

In Scotland, evidence illustrates a similar picture to the UK as a whole; with some 137,800 people, or 5.2% of overall employment, in design occupations. Furthermore, with 9% average annual growth in total turnover over the past 10 years, the design industry in Scotland has been the fastest growing sub-sector of the Creative Industries (Scottish Government, 2019). With the Creative Industries highlighted as one of the Scottish Government's priority 'growth sectors' (Scottish Government, 2015) it seems these trends are anticipated to continue.

Despite the mounting evidence base of the growth of the design economy and the value it creates at both macro and microeconomic levels there has been little large scale work to understand the burgeoning ranks of individual designers working within organisations: Who are they, where do they work and what type of roles do they have?

'Scotland's Design Insiders' is part of an on-going project to shine a light on the population of in-house designers working across the public, private and third sectors in Scotland. It is intended as a starting point for conversation, community connection and continued research.

Following the publication of our first batch of research into Scotland's top 500 private sector companies (Aitchison, Steiner, Dunne, 2019), this report extends our work to include 226 public sector organisations and provides frameworks for understanding the range of in-house roles and the ways these are concentrated in different organisational contexts.

# SCOTLAND'S IN-HOUSE DESIGN ROLES

There are over 2.5 million people employed across the private and public sectors in Scotland, split 80/20 respectively (Scottish Government, 2018). Identifying those with design roles among this population is admittedly no easy task.

Studies to date, like the Design Council's 'Designing the Future Economy' report, (2018) have tended to analyse design occupations and design-intensive industries using existing frameworks such as the Office for National Statistics' Standard Occupational Classification (SOC) codes and Standard Industry Classification (SIC) codes, using national annual business surveys to gather large scale data sets for analysis.

While robustly conceived of and developed, these do not necessarily provide the best means to capture the ever-changing job titles and scope of contemporary specialised design roles, nor have they been used widely to date to identify and analyse designers working in-house within the public sector.

To counter these limitations, this work takes a pragmatic approach. Firstly, in scoping the research, a sample of organisations (see Appendix) was selected that represents a range of organisations across the private and public sectors: from Scotland's top 500 private sector companies (Business Insider, 2018) and 226 public sector organisations identified in Scotland (Scottish Government, 2018). Secondly, this project works with publicly accessible data on job titles: by performing an organisation-by-organisation search of social networking site LinkedIn to record the incidence of employees with design-related job titles in 726 organisations. Thirdly, our analysis takes a 'grounded' approach; working from the data gathered to develop a framework of design role types that best reflects the job title data gathered, providing an up-to-date way of analysing the state of our in-house design nation.

# THE IN-HOUSE DESIGN POPULATION

From searching all 726 organisations across public and private sector organisations a total of 2,256 specialised design roles were identified and classified.

From this research it was found that 40 per cent of the top 500 private sector companies in Scotland have employees performing specialist in-house design roles. Although these in-house roles are found across all sectors of the economy, companies in energy production, financial services, IT and extraction industries are more likely to have designers in in-house roles than those in other sectors.

In the public sector, it was again found that 40 per cent of the 226 public bodies studied have in-house design jobs; with greatest concentration found in the executive agencies of the Scottish Government, together with Scotland's 32 Local Authorities, 16 Health boards and other health bodies, along with the various non-departmental public bodies at arms length from the government but with responsibility for carrying out functions on their behalf.

Interestingly, 60 per cent of organisations studied in both private and public sector do not employ any designers; representing a significant opportunity for introduction, education and development.
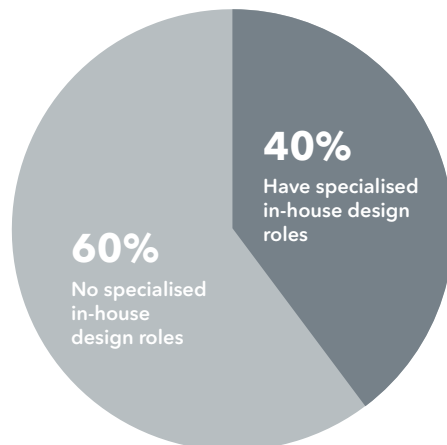
## 2,256

**Estimated number of people in specialised design roles in the 726 organisations researched.**

● Private sector   ● Public sector



**40%**
Have specialised in-house design roles

**60%**
No specialised in-house design roles

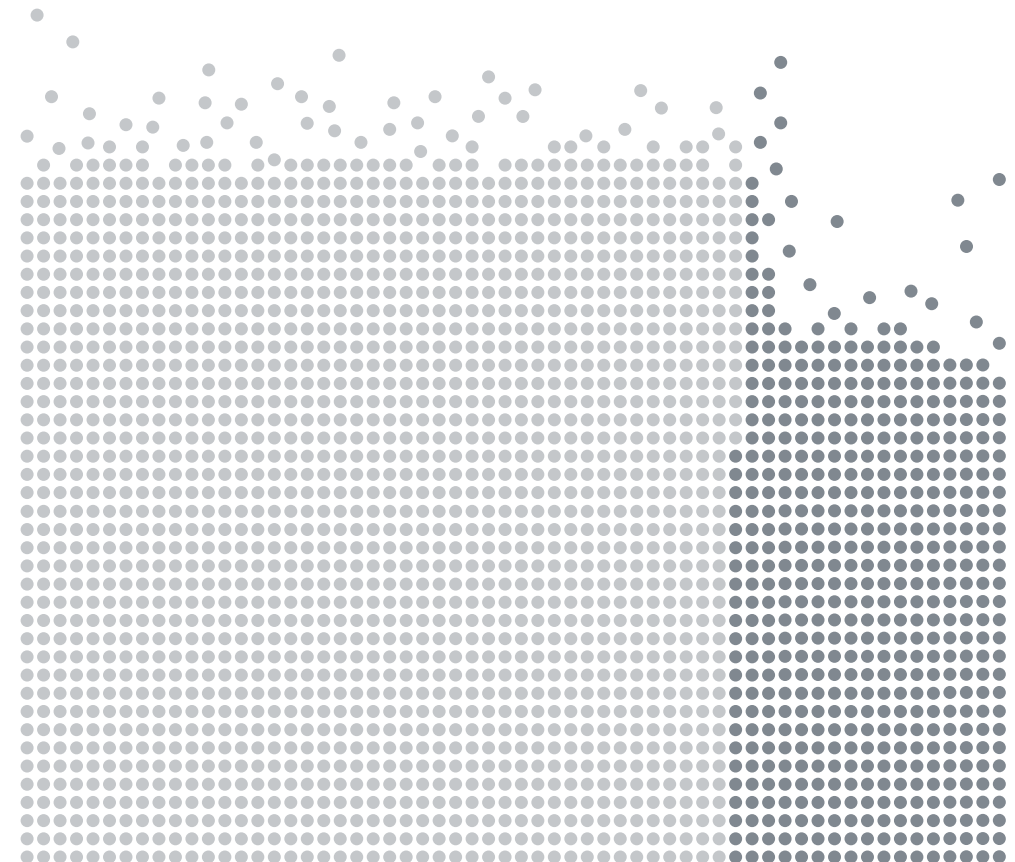Figure 1: Percentage of organisations studied with specialised in-house design roles

Figure 2: Total number of people found in the 726 organisations studied in specialised design roles.

# 18 DESIGN ROLE TYPES

Taking a bottom-up 'grounded' approach, hundreds of different job titles were identified from the 2,256 designers researched; these job titles were then coded, grouped and structured into 18 types of in-house design roles, with each representing a collection of job titles.

To describe the range of abilities and disciplines of design represented by these role types, an adapted version of Richard Buchanan's 'Four Orders of Design' framework (Buchanan, 1998) was used to structure them into four macro categories. By analysing job titles in this way from easily accessible data sources it has been possible to survey and frame a broad landscape of contemporary in-house design practice.

**Communications** Signs, words and images
The largest category of design role types. Jobs in this category fall into two distinct types: those graphic designers or illustrators with specialist jobs in visual design, and those involved in broader forms of communications design; from content and brand design, through to design for online and social media content, UX writing and sound or voice design.

**Products** Physical and digital objects
A highly diverse category of design role types, representing the full spectrum of design specialisms. Although including many of the historic mainstays of the design profession, from industrial design or design engineering, to the crafts of textile and fashion design; the most common roles types are those in digital design and interaction design.

**Strategies** Activities, services and processes
While not reshaping products themselves, designers in these types have a large impact on how organisations deliver their services, products and propositions. Representing a wide range of roles, this includes both broad user-focussed roles in service and experience design along with more specialist user research jobs, and specialist design managers of complex multi-disciplinary work.

**Systems** Operations, environments and values
A relatively homogeneous grouping of design role types, this category represents a new frontier as designers apply their nous to the operations and culture of organisations. Design roles fall into three types: those working in design-led process and change management roles; those specialising in organisational design or human resource roles in a design context; to those in internal education and training roles.
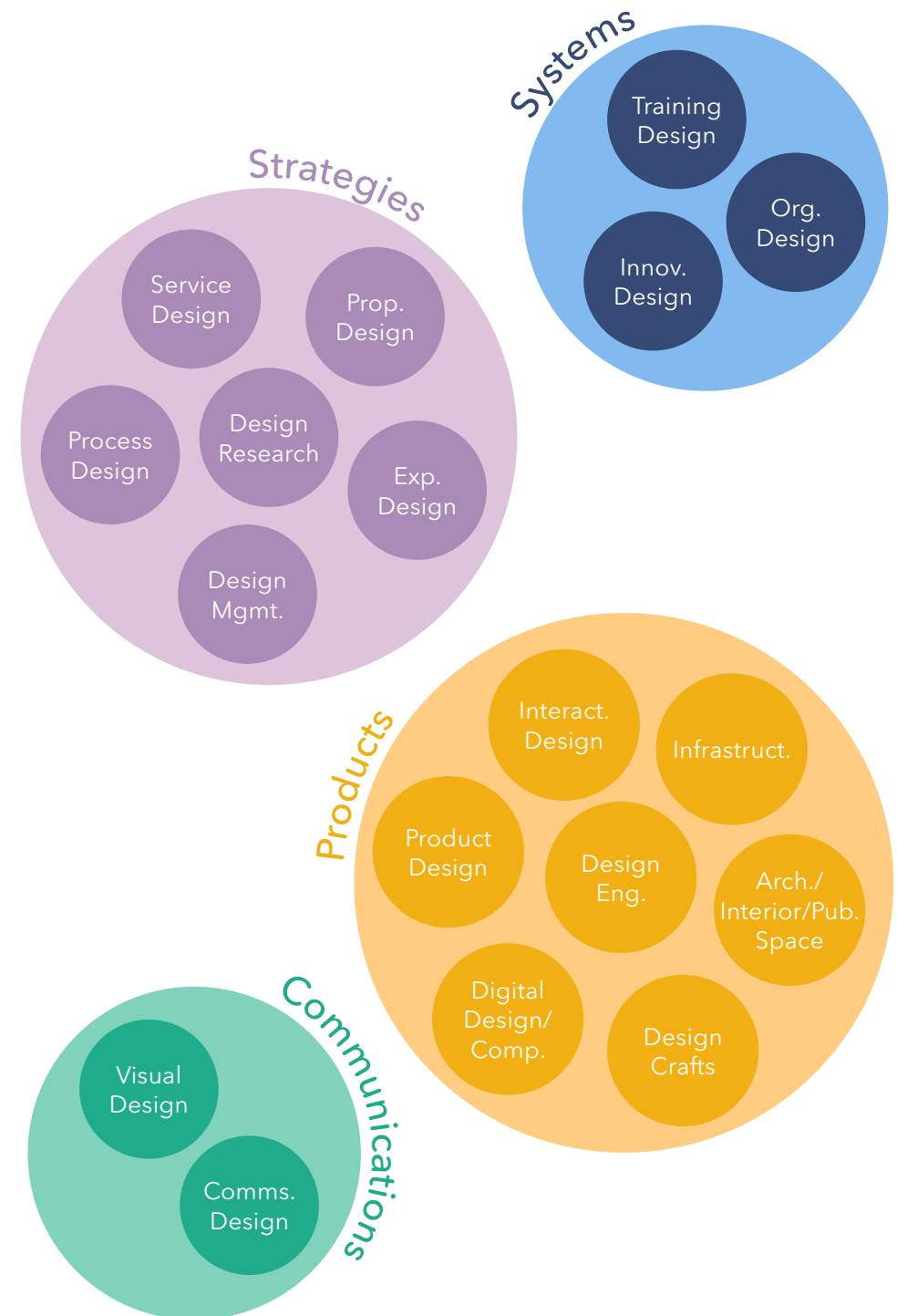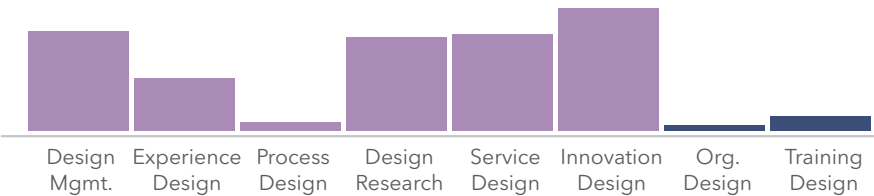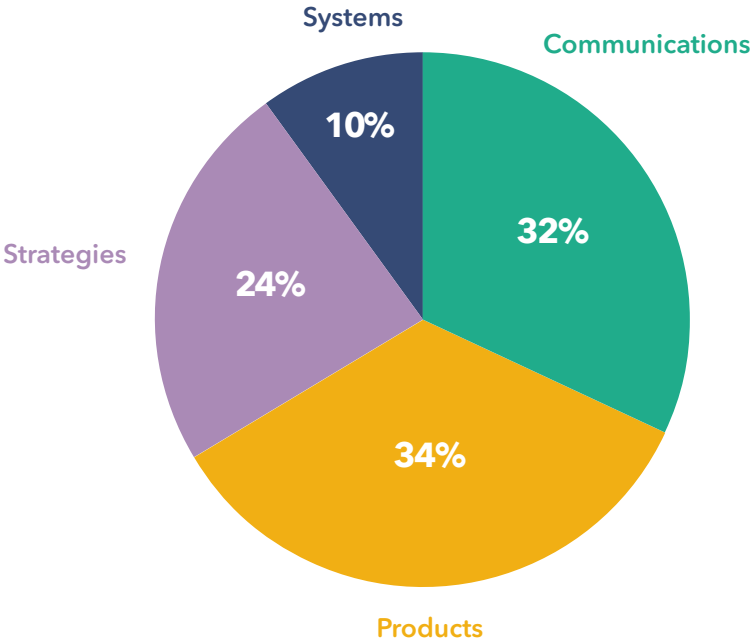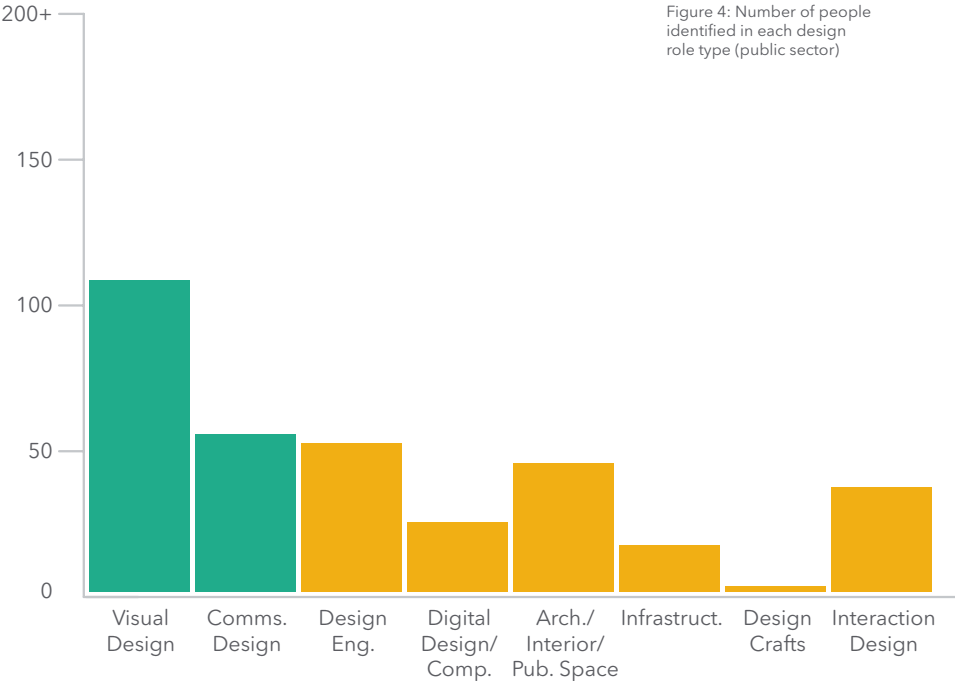


Figure 3: Design role types categorised by Buchanan's Four Orders of Design (1998)
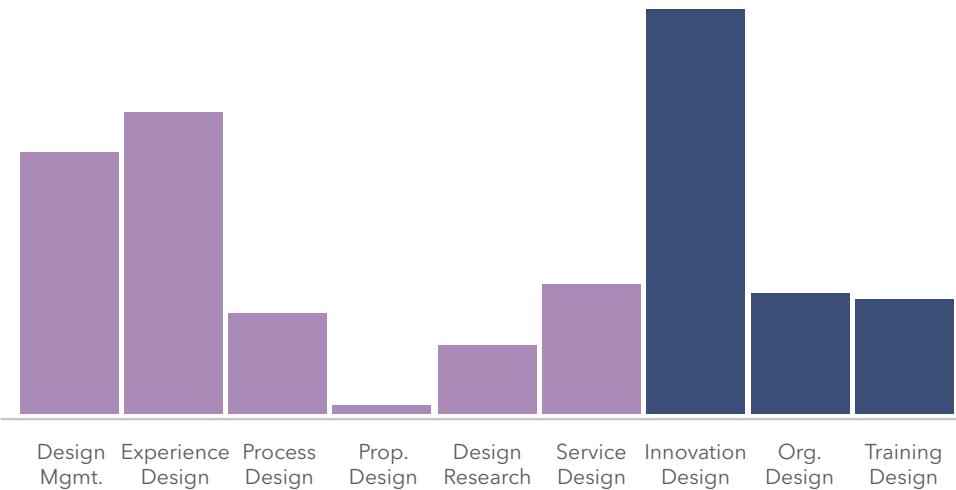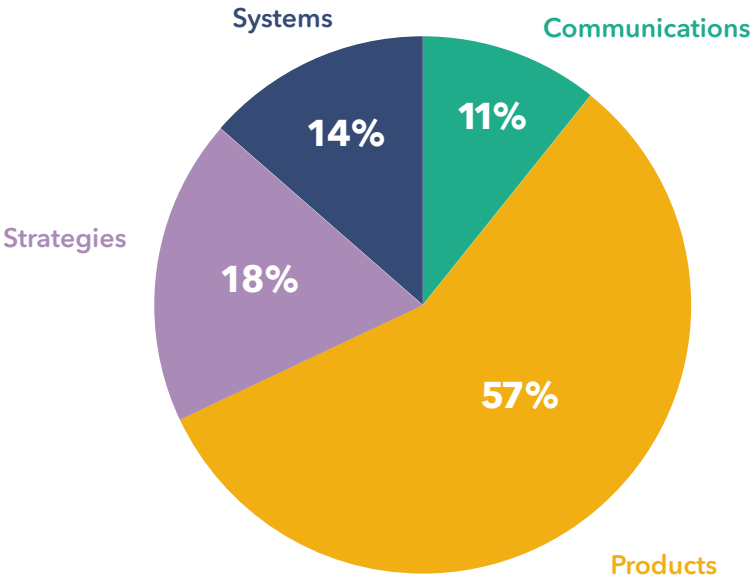
# PUBLIC SECTOR ROLE TYPES

The public sector in Scotland is a complex landscape of organisations: including the wide range of devolved parliamentary, governmental, civil service and government sponsored but 'arms length' public bodies; and a range of 'reserved' UK public sector functions with a presence in Scotland. Notably, while the Scottish Government has the largest number and widest range of design roles today there are also significant concentrations within Scotland's Local Authorities and regional NHS Health Boards.



**Systems** 10%
**Communications** 32%
**Strategies** 24%
**Products** 34%



Figure 4: Number of people identified in each design role type (public sector)

200+

150

100

50

0

Visual Design | Comms. Design | Design Eng. | Digital Design/ Comp. | Arch./ Interior/ Pub. Space | Infrastruct. | Design Crafts | Interaction Design

Design Mgmt. | Experience Design | Process Design | Design Research | Service Design | Innovation Design | Org. Design | Training Design

# PRIVATE SECTOR ROLE TYPES

With a range of global players in financial services, energy, engineering and food and drinks sectors reporting multi-billion pound turnovers and tens of thousands of staff the top 10 companies in Scotland are in rude health. Beyond these behemoths, the remaining 490 companies studied represent a diverse and prospering industrial base encompassing established industries such as construction, retail and transportation, together with emerging global players in media, software and life sciences.

Systems

Communications

Strategies

14%

11%

18%

57%

Products

Figure 5: Number of people identified in each design role type (private sector)



Visual Design | Comms. Design | Design Eng. | Digital Design/ Comp. | Arch./ Interior/ Pub. Space | Design Crafts | Product Design | Interaction Design

Design Mgmt. | Experience Design | Process Design | Prop. Design | Design Research | Service Design | Innovation Design | Org. Design | Training Design

# PUBLIC AND PRIVATE SECTOR COMPARISON

With 1,737 and 519 design jobs analysed in the private and public sectors respectively, calculating a weighted percentage breakdown of each design role type was necessary to allow comparison of the relative concentration of design role types across both sectors (see opposite).

Looking through the lens of communications, products, strategies and systems highlights a number of areas of similarity and difference.

At the level of communications a much higher concentration of design roles is found within the public sector, driven by the need for public bodies to inform and engage with citizens about policies and services.

Private sector design roles dominate the products category as the need for businesses to improve their product and service offerings is essential to their survival in the marketplace. The exceptions to this trend are in design roles concerning the built environment (architecture, interior design, public space) and infrastructure where public sector bodies, and Local Authorities in particular, have a civic responsibility for design that has no equivalent in the private sector organisations studied.

At the level of strategies there is more complex picture. While there is a greater concentration of design roles in design management, experience design and proposition design in the private sector; there are also significant centres of expertise in design research and service design in the public sector, driven by the Scottish Government's expanded design function and trickle down to Local Authorities.

Finally, as far as the systems-focussed design roles are concerned, there is are relatively more jobs in the private sector overall; perhaps reflecting the relatively numerous large design functions in the private sector which through their size create more complex needs.
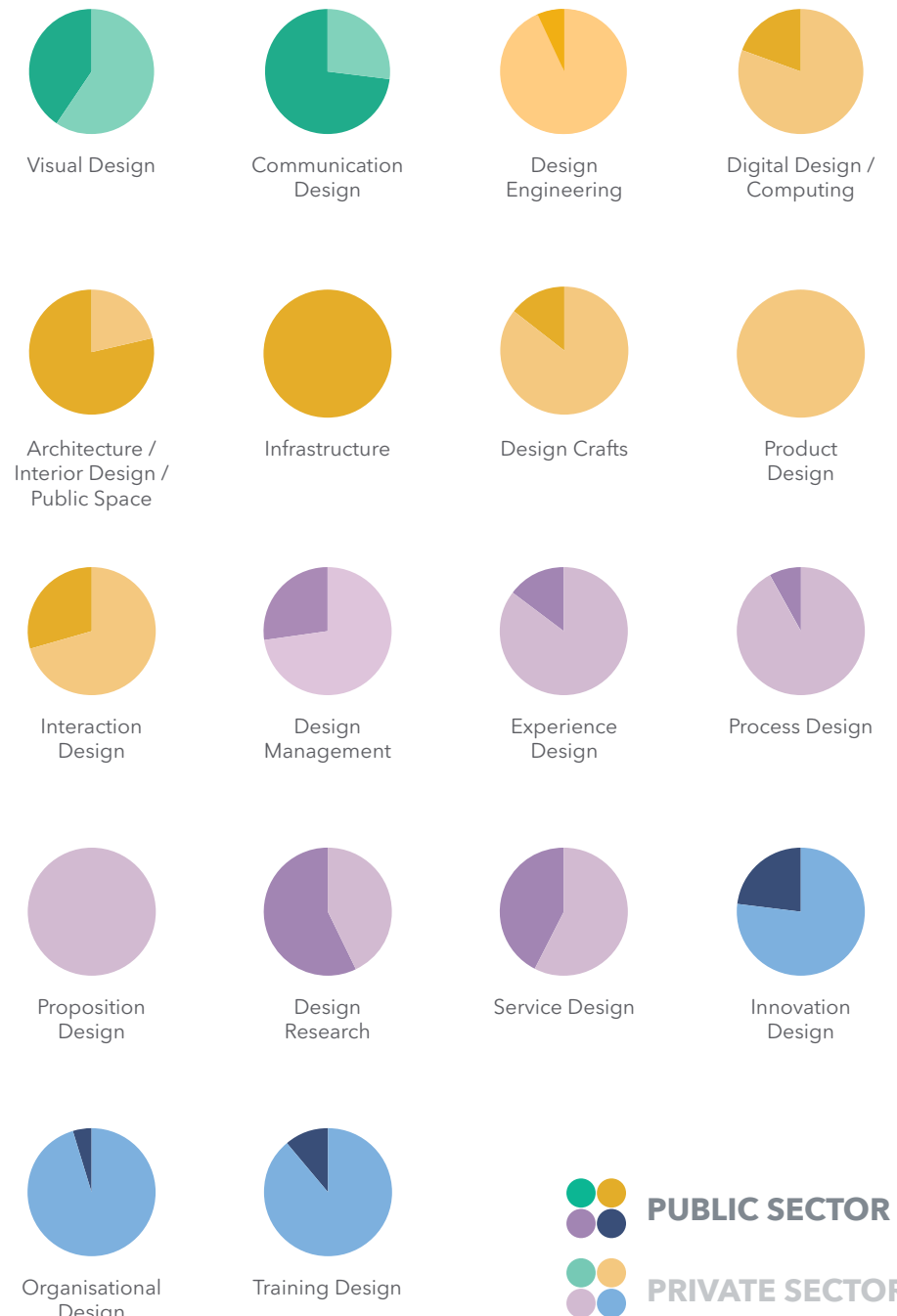


Visual Design · Communication Design · Design Engineering · Digital Design / Computing

Architecture / Interior Design / Public Space · Infrastructure · Design Crafts · Product Design

Interaction Design · Design Management · Experience Design · Process Design

Proposition Design · Design Research · Service Design · Innovation Design

Organisational Design · Training Design

PUBLIC SECTOR
PRIVATE SECTOR

# DESIGN FUNCTION ARCHETYPES

With in-house design in Scotland quantified and categorised, we wanted to understand how these organisations' use of design compares and varies across variables such as industry and organisational size, as well public and private sectors. Through analysis of the number, spread and concentrations of design roles within organisations, we were able to uncover a selection of reoccurring patterns that point towards typical configurations of in-house design functions in Scotland.
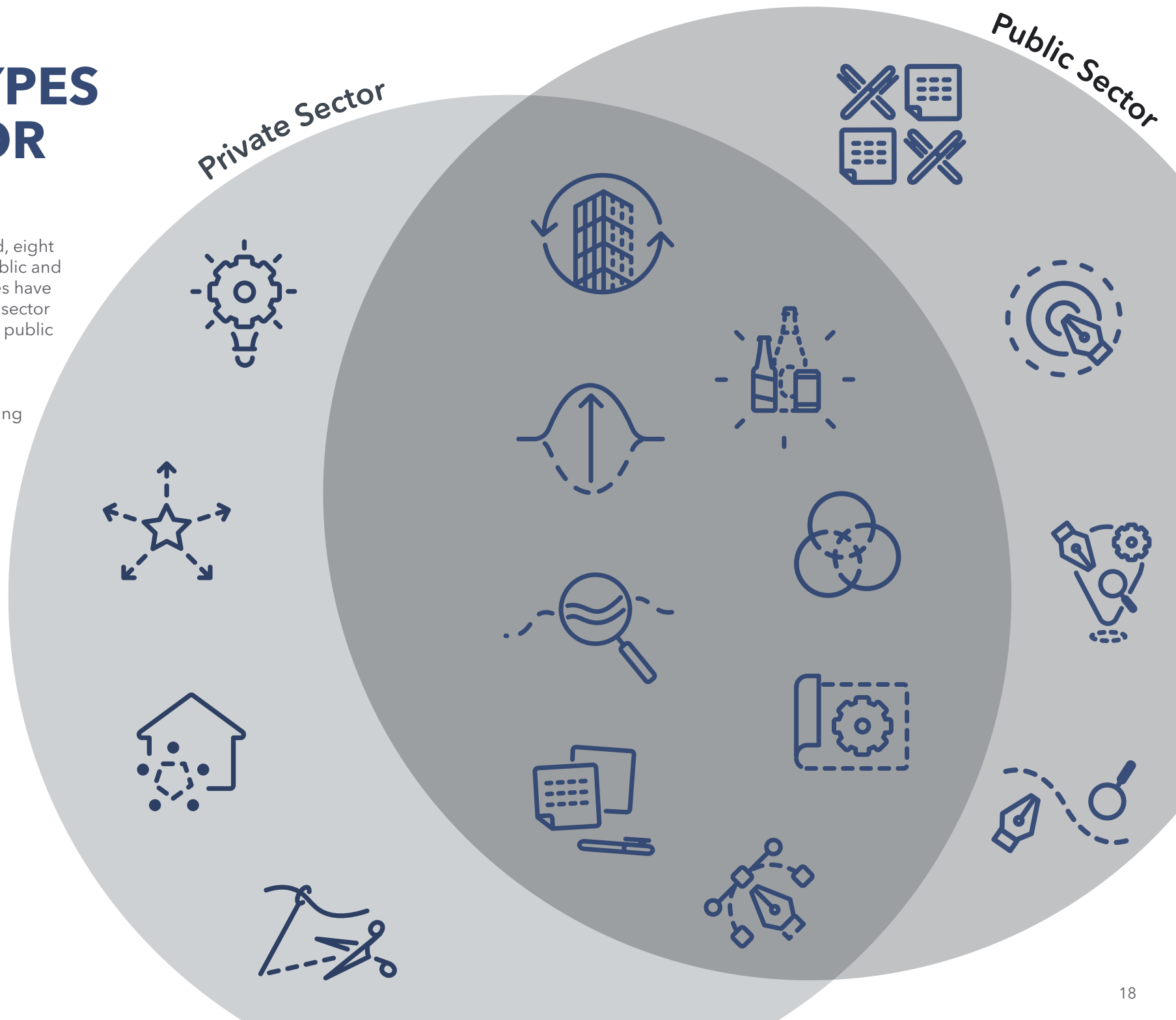
From 290 organisations with design roles in Scotland, we identified 16 archetypical design function configurations—each representing a cluster of organisations who sport similar numbers and concentrations of in-house design roles, typically with analogous organisational design challenges to tackle. The archetype functions range in size from the design powerhouses, scores of design roles strong, right down to the solo-practitioner bearing the torch for design single-handedly.

# ARCHETYPES BY SECTOR

Of the 16 archetypes identified, eight have examples across both public and private sectors. Four archetypes have been found only in the private sector and another four relate only to public sector organisations.

The following pages describe each archetype in turn—providing information on their sector relevance, function size range, organisation types, role type overview and a speculative summary of associated key leadership challenges,

For a summary of the archetypes, see page 51.

Private Sector

Public Sector

# THE DESIGN TRANSFORMERS

Sector relevance:

| PRIVATE | PUBLIC |

Design function size
Number of design roles in
organisations with this archetype:

| 30-189 | 4-55 |

AIS  Architecture/Interior Design/Public Space

Inf  Infrastructure

DDC  Digital Design/Computing

DR  Design Research

DM  Design Management

PpD  Proposition Design

TD  Training Design
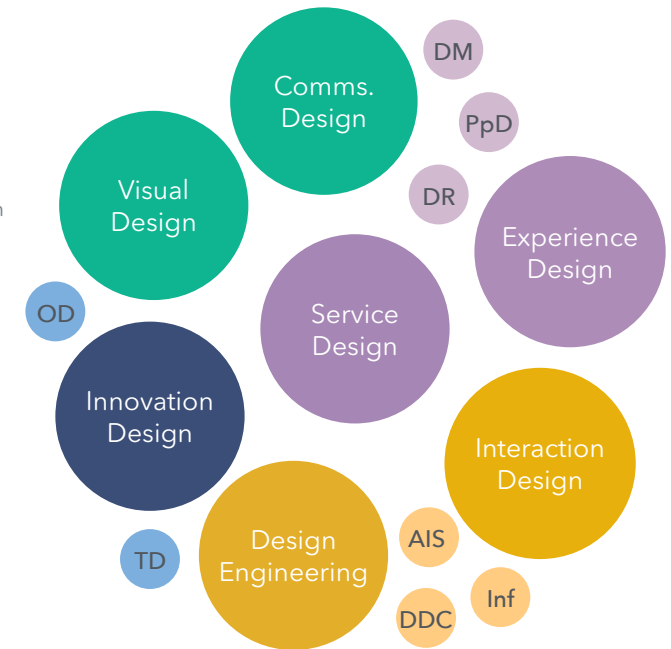
OD  Organisational Design



The heavyweight of design function configurations. Predominantly seen within established service sectors like financial services and energy supply; these design battalions are found in incumbent industry behemoths attempting to transform both their offer and operating models in the face of emerging competition, evolving customer expectations and shifting regulatory landscapes. Similarly ambitious and wide ranging design formations can be seen across the public sector, but example functions are typically smaller in numbers, with the exception of the expansive and expanding Scottish Government design apparatus. Whether public or private sector, design here is tasked with rewiring an organisation from the inside out. While all share a design-led transformation agenda, examples vary between centralised and decentralised models: Centralisers gather design, innovation, and trans-formation capabilities into an internal centre of expertise; and their decentralised counterparts embed this expertise into the relevant departments and/or business units.

## DESIGN LEADERSHIP CHALLENGES

How can large centralised design teams best position their expertise relative to other internal teams and external consulting agencies, who also lay claim to the transformation agenda?

How can decentralised teams complement their proximity to decision makers with the ability to share best practices with other pockets of design practice in the organisation?

How can multiple design career paths be created to allow team members to develop in either managerial or creative specialist routes of progression?

## ORGANISATION TYPES

**Private Sector:** Energy providers, Financial Services, Digital Service providers
**Public Sector:** Executive Agencies, Executive Non-departmental Bodies, Health Bodies, Non-ministerial Offices, Scottish Local Authorities
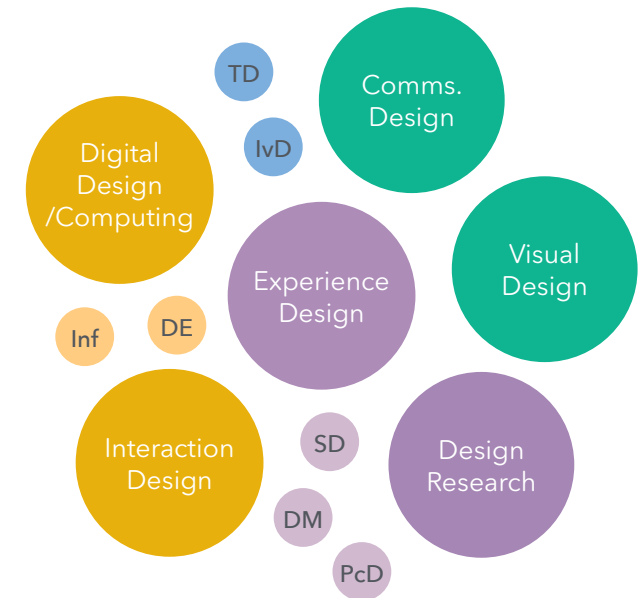
# THE EXPERIENCE OPTIMISERS

The design champions in the age of customer experience. Bearing some similarities to Design Transformers, but generally on a smaller scale, these design functions typically play a key role in driving continuous user journey improvement. In the private sector, these configurations are almost exclusively found in mature service industries like utilities companies, broadcasters, and banks – the design configurations helping such organisations compete on experience. Prevalent across the public sector too, examples can be seen across nationalised utilities and other public facing organisation where services are multi-channel and digital touch-points are of particular importance. All such teams likely have a hand in ensuring customer interactions remain relevant as digital landscapes shift, while also being responsible for maintaining existing digital touch-points to a high standard.

## DESIGN LEADERSHIP CHALLENGES

How can design efforts be kept coherent across the organisation to ensure a consistent customer journey?

How can technical development teams be influenced and empowered to work in a more customer-centric way when design teams are outnumbered?

## ORGANISATION TYPES

**Private Sector:** Energy, Utilities, Financial Services, Broadcasting
**Public Sector:** Executive agencies, Executive non-departmental bodies, UK non-ministerial departments, Health bodies

PRIVATE    **PUBLIC**

Design function size
Number of design roles in
organisations with this archetype:

3-80    2-4

VD    Visual Design

DE    Design Engineering

ExD    Experience Design

# THE DESIGN RESEARCHERS

The investigative drivers of organisational user-centricity. These configurations typically pair specialist, in-house user research capabilities with one other sector-specific design role. While generally small in size, these functions play a key role in informing front-end design processes—typically helping highly technically competent organisations inject greater user empathy and understanding into innovation efforts.

Design Research

ExD

VD

DE

Comms. Design
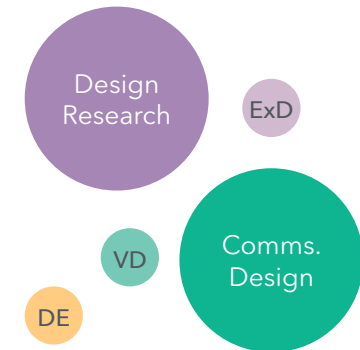
## DESIGN LEADERSHIP CHALLENGES

How and where should design research resources be deployed within organisations many orders of magnitude bigger than the in-house team?

How does design bridge the gap between research and organisational action—ensuring research doesn't just produce reports that gather dust?

How do design researchers shift the culture of their organisation to be more user-focused, and engage colleagues in the user research process?

## ORGANISATION TYPES

**Private Sector:** Manufacturing, Retail, Transportation
**Public Sector:** Executive agencies, Scottish Parliament and associated bodies, Non-ministerial offices, Health Bodies
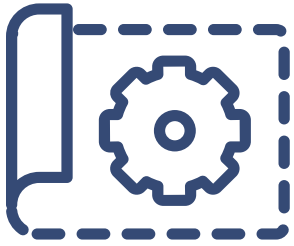
PRIVATE    PUBLIC

Design function size
Number of design roles in
organisations with this archetype:

1-9    2-21

AIS    Architecture/Interior Design/Public Space
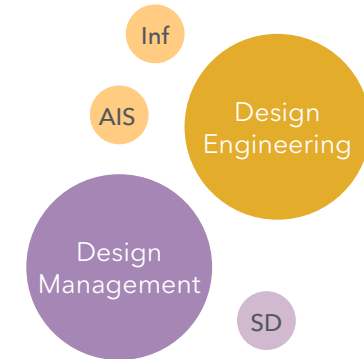Inf    Infrastructure
SD    Service Design

# THE DESIGNGINEERS

The exclusive and sizable design engineers club. Common among companies concerned with installing, developing, or maintaining machinery and technological installations in construction, infrastructure, and transportation industries, these specialist engineering design functions are responsible for initiating the design process—either internally, with clients, or both. Similar engineering-focused design functions in the public sector feature in a handful of local authorities, as well as a several nationalised transportation infrastructure organisations. Acting as a bridge between project needs and specialist engineering teams, design expertise in these organisations is channelled towards delivering and improving existing services—likely not concerned with scoping and shaping any future offering (as is seen with Engineering Innovators).

Inf

AIS

Design Engineering

Design Management

SD

## DESIGN LEADERSHIP CHALLENGES

How can an effective internal-project fee structure help these organisations make most efficient use of limited design engineer time?

How can design engineers best stay up to date with evolving industry standards, regulations, techniques, methods, and trends while staying on top of day-to-day business?

How can team capacity be flexed to quickly respond to variable company needs?

## ORGANISATION TYPES

**Private Sector:** Manufacturing, Construction, Infrastructure, Transportation
**Public Sector:** Executive agencies, UK non-ministerial bodies, Local authorities, Public corporations

**PRIVATE** **PUBLIC**

Design function size
Number of design roles in
organisations with this archetype:

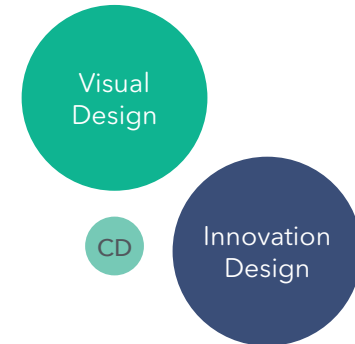2-4   2-5

Visual
Design

CD   Innovation
Design

# THE BRAND INNOVATORS

The ambitious champions of brand excellence and design-led change. Seen most commonly in the private sector within alcoholic beverage manufacturers—but also in other food/drinks brands, as well as the occasional retailer—these extra-small design functions have a foot in both execution and innovation. Designers in these organisations play an important role in managing and maintaining brand identity, while also developing the business proposition and portfolio—framing how the company diversifies and fuels its new product development pipeline. Examples of similar configurations can also be seen in a small number of health bodies within the public sector—'brand' presumably of less of focus here—where design plays a role in both visual communication and innovation instigation.
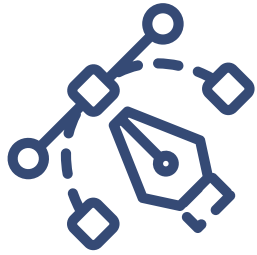
## DESIGN LEADERSHIP CHALLENGES

How can an effective innovation function and culture be developed in organisations where responsibility for innovation has historically sat with founders/owners?

How can innovation within the organisation be moved from an informal, ad-hoc activity to a rigorous, professionalised process supported by organisation-wide capability?

How can designers help ensure a rapidly growing product portfolio makes sense to retailers and consumers?

## ORGANISATION TYPES

**Private Sector:** Food and Drink, Manufacturing, Retailers
**Public Sector:** Health bodies

PRIVATE | PUBLIC

Design function size
Number of design roles in
organisations with this archetype:

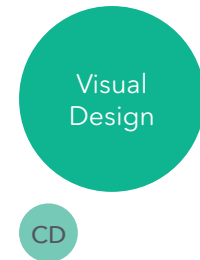1-4 | 1-4

CD | Communication Design

# THE VISUAL DESIGNERS

Visual Design

CD

The graphic design ninjas. With similarities to the In-house Agency model, but on a smaller (often single-practitioner) scale, these graphics-orientated design functions cater for the day-to-day communications need of companies across sectors including retail, professional services, and hospitality, as well as various public sector bodies. These organisations' design needs are likely characterised by a constant demand for professional, quality content and collateral across customer touch-points—making on-site capabilities a necessity. These designers are also likely to be heavily involved in helping produce effective internal communications—applying their expertise to things like annual reports, intranets, corporate identities, and the employee experience.

## DESIGN LEADERSHIP CHALLENGES

How can the perceived value and strategic role of designers in the organisation be increased, breaking free from their perceived status as PowerPoint stylists?

How can design efforts be focused on where they can make most impact, when in-house visual design time is perceived of as free?

How can structure be brought to the design-briefing process—to unlock efficiency and effective prioritisation?

## ORGANISATION TYPES

**Private Sector:** Tourism, Hospitality, Retail
**Public Sector:** Executive non-departmental bodies, UK non-ministerial bodies, Local authorities, Health bodies

Sector relevance:

**PRIVATE**    **PUBLIC**

Design function size
Number of design roles in
organisations with this archetype:
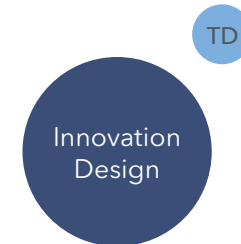
1-2    1-2

TD

Innovation
Design

# THE LONE INNOVATION RANGERS

The chief internal agitators of product and service innovation. Occurring across a breadth of industries—food and drink, engineering services, oil and gas, agriculture, professional services, consumer packaged goods, and a number public sector bodies—these future-facing provocateurs put up a brave one- (or occasionally two-) person fight against organisational stagnation. Likely initiating, managing, and facilitating new product development, service improvement efforts and future pipeline scoping, these individuals act as a bridge to join the dots between marketing and R&D departments, balancing customer needs with technical capabilities and business viability.

## DESIGN LEADERSHIP CHALLENGES

How can the continued relevance of a organisations' offerings be ensured in the face of tired old "this is the way things are done around here" mentalities?

How can colleagues across departments and business units be best empowered to create fertile ground for collaboration and knowledge sharing?

How can a more structured approach to innovation be best initiated to help align departments to new ways of working?

## ORGANISATION TYPES

**Private Sector:** Food and drink, Engineering services, Oil and gas, Agriculture, Professional Services, Consumer packaged goods
**Public Sector:** Executive agencies, Health bodies, Executive non-departmental bodies, Non-ministerial offices

Sector relevance:

PRIVATE    PUBLIC

Design function size
Number of design roles in
organisations with this archetype:

1-2    1-2

# THE DESIGN MANAGEMENT GURUS

Design Management

The brave design champions of design-poor environments. Typically comprising just one or two roles, these design managers are seen across a variety of B-2-B and B-2-C companies, from retailers to healthcare providers, as well as a couple of public sector bodies. Rather than spread responsibilities for design management across job descriptions, these organisations have decided to centralise the capability. These specialised individuals or duos allow the company to effectively and confidently draw on specific design expertise from outside—buying in the design services of agencies and managing freelancers and contractors—while retaining enough design knowledge within the company to ensure quality and consistency.
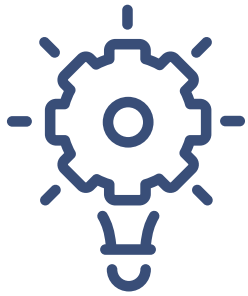
## DESIGN LEADERSHIP CHALLENGES

How can a network of trusted design suppliers be built with limited resources?

How can design managers establish themselves as the go-to contact for design queries within the organisation?

How can design managers get better at educating other teams within the organisation about the value of design?

## ORGANISATION TYPES

**Private Sector:** Retail, Healthcare
**Public Sector:** Health Bodies, Executive agencies

**PRIVATE**

Design function size
Number of design roles in
organisations with this archetype:

**4-107**

IxD  Interaction Design

ExD  Experience Design

TD  Training Design

# THE ENGINEERING INNOVATORS

The crusaders of the brave new world of global engineering solutions provision. This design profile is common among legacy manufacturers of specialist heavy-industry equipment (especially for oil and gas extraction). As said industries have matured and diversified geographically, these engineering organisations have moved up the value chain in their respective sectors to position themselves as more-holistic service/solution providers. With expertise forged over years of experience, the addition of design-led engineering innovation functions allows companies to extend their services from extraction and infrastructure services, to the development of new engineering processes, capabilities, and software around the globe.

Design Engineering

IxD

TD

Visual Design

Design Management

Innovation Design

ExD

Process Design
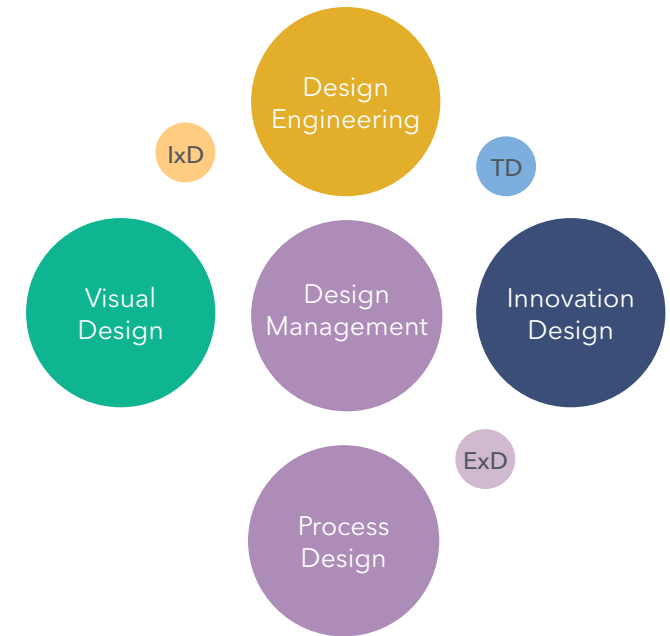
## DESIGN LEADERSHIP CHALLENGES

How can locally-grown specialist capabilities be successfully repositioned in adjacent industries internationally?

How can a culture of innovation be fostered in organisations where change has historically been set by top-down senior management mandate?

How can we reframe a new organisational mission internally, in a way that is palatable to teams and individuals whose capabilities were shaped in a bygone era?

## ORGANISATION TYPES

**Private Sector:** Construction, Manufacturing, Electricity, Engineering Services
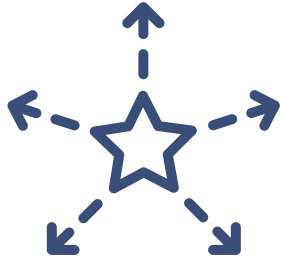
Design function size
Number of design roles in
organisations with this archetype:

**20-30**

CD  Communication Design

PD  Product Design

ExD  Experience Design

# THE BRAND CHANNELLERS

The brand experience standard-bearers in times of channel proliferation. With examples across broadcast, publishing, and retail industries, these design functions likely had their roots in content production—with design capabilities having been brought in-house to cater for a constant need for asset creation close to the source. As these industries have adapted to new technologies in recent decades, their creative needs have further grown to keep pace with the demands of emerging channels. These teams are similar to In-house Agency configurations but distinct for their inclusion of in-house innovation design capabilities—with the need to adapt to emerging channels and changing customer behaviours too pressing to leave to external partners alone.

PD

Interaction
Design

Visual
Design

Innovation
Design

CD

Design
Management

ExD
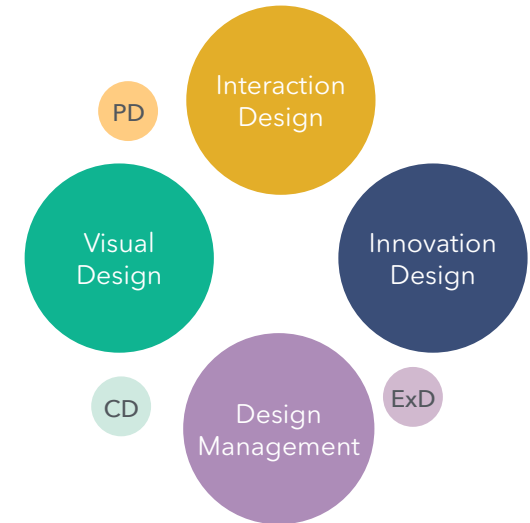
## DESIGN LEADERSHIP CHALLENGES

How can the design workload be balanced between delivering to everyday production cycles and keeping one eye on future opportunities and challenges?

How can the in-house design process, optimised for a one-channel world, be adapted to fit a multi-channel world?

How can design skills and capabilities be developed and adapted to the ever-shifting production environment?

## ORGANISATION TYPES

**Private Sector:** Broadcasting, Publishing, Wholesale

# THE IN-HOUSE AGENCIES

CD — Communication Design
PD — Product Design
DM — Design Management

Interaction Design
PD
CD
Experience Design
Visual Design
DM

The one-stop internal shop for organisations' everyday communications and content needs. With several examples in both insurance and retail, these relatively small design units are generally offshoots of marketing departments. Less concerned with innovation than the likes of The Brand Channellers, these teams are more geared towards the company's day-to-day, ongoing communication and content production needs. Some of these teams have also likely brought in capabilities to manage and maintain crucial digital touch-points in a cost-efficient way, on-site.

## DESIGN LEADERSHIP CHALLENGES

How can some structure be brought to the design briefing process, to increase efficiency and ensure in-house designers don't just serve those who shout the loudest?

How can design efforts be focused where they can make most impact, when in-house agency time is perceived as free and unlimited?

How can the design function level up to a more strategic position, helping to frame and initiate strategic content and communications projects?

## ORGANISATION TYPES
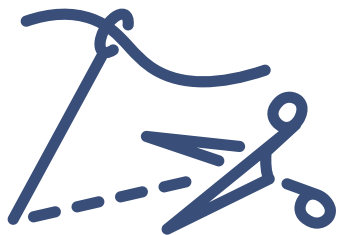
**Private Sector:** Retail, Insurance

**PRIVATE**

Design function size
Number of design roles in
organisations with this archetype:

**5-16**

VD  Visual Design

PD  Product Design

# THE HIGH-CRAFT STUDIOS
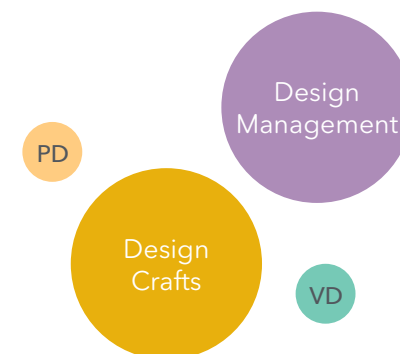
The design curators of high-end manufacturing. Typically co-located with production facilities, these small design teams are focused on the conception and management of premium consumer product portfolios, in industries where product value is often linked to provenance of manufacturing, expert hand-craftsmanship, and "high design." Internal design management capability ensures that these businesses allow highly skilled craftspeople to get on with what they're good at—design managers typically handling the interface with the rest of the organisation, as well as with external clients buying the company's manufacturing expertise.

Design Management

PD

Design Crafts

VD

## DESIGN LEADERSHIP CHALLENGES

How do designers balance the short-term need to design next season's range with the ability to keep an eye on future trends and changing market dynamics?

How can designers grab the attention of senior executives to inspire them about possible future directions the company's brand and product portfolio might take?

How should the needs of "designing for our brands" and the pressures of supplying external clients best be balanced?

## ORGANISATION TYPES

**Private Sector:** Manufacturing, Wholesale

**PUBLIC**

Design function size
Number of design roles in
organisations with this archetype:

3-7

DM  Design Management

PcD  Process Design

# THE INNOVATION BRIGADES

The multi-pronged innovation infiltrations. Akin to Lone Innovation Rangers but greater in numbers, these public sector design functions are specialised (almost) exclusively in innovation roles—the need to adapt and evolve in a changing landscape presumably keenly felt by their parent public organisations. Rather than being deployed en masse, such innovation capabilities are more likely to be utilised in a dispersed formation—individual roles likely targeting each of the various priority strategic fronts of their organisation's innovation efforts.

DM

Innovation Design

PcD
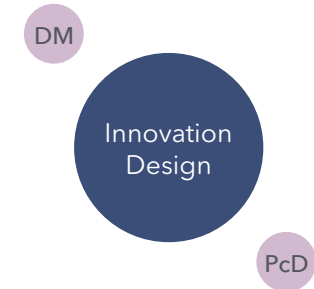
## DESIGN LEADERSHIP CHALLENGES

How do designers evidence the impact of design-led innovation, given the sizeable investment made in the function?

Where might design-led innovation resources be best targeted given varied needs and appetite for change (especially when those who need change most might be the least receptive)?

How can a distributed teams ensure consistency of messaging and approach to best drive learning across the organisation?

## ORGANISATION TYPES

**Public Sector:** Health bodies, Executive non-departmental bodies

# THE DISSEMINATION DESIGNERS

DE  Design Engineering

AIS  Architecture/Interior Design/Public Space

DC  Design Crafts

The trusty bands of information shapers and disseminators. With examples in local authorities and other public sector bodies, these (generally) small design units are specialists in creation and presentation of information. With roles across visual, communication, digital and interaction design, these functions leverage design across two-dimensional print and digital touch-points to get key messaging out the public. Whilst currently manifest in a tight number of 'communications' and 'product' order roles, expansion into the 'strategies' order roles could see these functions move towards a more Experience Optimiser positioning within their respective organisations.



Comms. Design

Visual Design

Interaction Design

Digital Design/ Computing

DE    DC

AIS

## DESIGN LEADERSHIP CHALLENGES

How can design move from a perceived role of lowly messenger to a more strategic communication capability within the organisation?

How can designers be encouraged to focus on usable information delivery rather than personal aesthetic expression?

How should the organisation attract, retain and develop talent in the wider context of growing talent demand?

## ORGANISATION TYPES

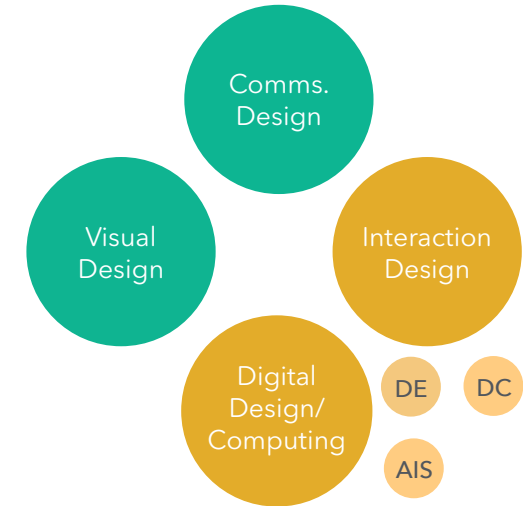**Public Sector:** Health bodies, Executive non-departmental bodies, UK non-ministerial bodies, Local Authorities

**PUBLIC**

Design function size
Number of design roles in
organisations with this archetype:

**2-18**

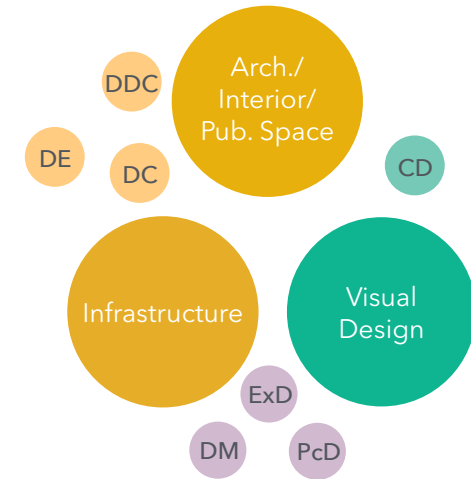| CD | Communication Design |
| DE | Design Engineering |
| DDC | Digital Design/Computing |
| DC | Design Crafts |
| DM | Design Management |
| ExD | Experience Design |
| PcD | Process Design |

# THE LOCAL DESIGN DEPARTMENTS

The humble design assemblages of local authorities. Rarely large in numbers—the majority ranging between 2-6 roles strong—these efficient configurations cover off several key design bases for council bodies. Roles in these functions typically concentrate around the most pressing creative needs of the organisation – with visual and communication design roles taking care of information touch-points in the two-dimensional world, and infrastructure, architecture and engineering roles making things happen in the physical realm. Roughly half of such councils have made space for design strategy focussed roles—with a smattering or roles in design management, process and experience design presumably working to drive coherence across their respective organisations' various creative efforts.

## DESIGN LEADERSHIP CHALLENGES

How can designers be encouraged to take an interest in political and policy imperatives of the council—owning them as a design challenge, rather than dismissing them as a work blocker?

How can designers be encourage to embrace change and open to adapting their skills to deliver new value in the context of public service reform?

How can connections be fostered between different small creative departments, to form an attractive creative community for current designers and prospective recruits?

## ORGANISATION TYPES

**Public Sector:** Local Authorities

48

# THE EXPERIENCE SHAPERS

CD Communication Design
DE Design Engineering
AIS Architecture/Interior Design /Public Space
Inf Infrastructure
DR Design Research
DM Design Management
SD Service Design
IvD Innovation Design
TD Training Design
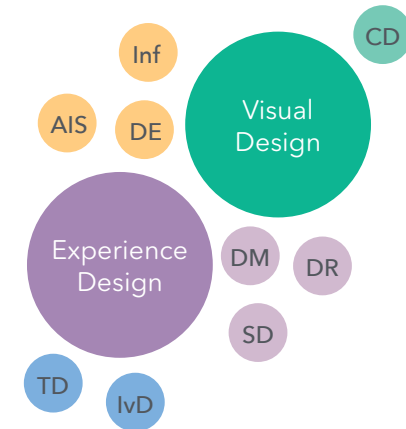
The new found form-givers to public service provision. We might hypothesis that the local authorities and other public service bodies with these small and often recently formed design functions have a lot of experience in providing public services, but little experience of seeing themselves as public service providers. The minimal function configurations here typically centre around visual design and a small number of strategic roles—service design, design management, design research and experience design—revealing an at least fledgling organisational intent to engage with their service users and stakeholders and use design to shape positive service experiences. Free from too much legacy of in-house design, these organisation might seek to jump straight into leveraging design at a strategic level, using such capability to help chart the way forward in a time of organisational realignment.

## DESIGN LEADERSHIP CHALLENGES

How can design help realign the organisations self-conception as that of a service provider, as a first step in delivering improvements that have a real affect for the public?

How can the organisation be educated on the strategic role of design without much of an existing legacy of design of any type—and with time and resources tight across the board?

What can designers do to ensure design strategy is actually realised, without any direct responsibility for delivering the end product?

## ORGANISATION TYPES

**Public Sector:** Local Authorities, Executive non-departmental bodies, Executive agencies

# SUMMARY

**THE DESIGN TRANSFORMERS**
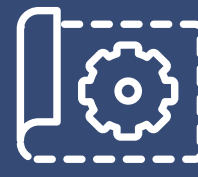The heavyweight of design function configurations.

**THE EXPERIENCE OPTIMISERS**
The design champions in the age of customer experience.

**THE DESIGN RESEARCHERS**
The investigavtive drivers of organisational user-centricity.

**THE DESIGNGINEERS**
The exclusive and sizable design engineers club.

**THE BRAND INNOVATORS**
The ambitious champions of brand excellence and design-led change.

**THE VISUAL DESIGNERS**
The graphic design ninjas.

**THE LONE INNOVATION RANGERS**
The chief internal agitators of product and service innovation.

**THE DESIGN MANAGE-MENT GURUS**
The brave design champions of design-poor environments.

**THE ENGINEERING INNOVATORS**
The crusaders of the brave new world of global engineering solutions provision.
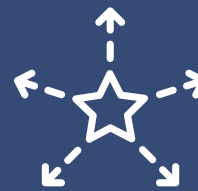
**THE BRAND CHANNELLERS**
The brand experience standard-bearers in times of channel proliferation.

**THE IN-HOUSE AGENCIES**
The one-stop internal shop for organisations' everyday communications and content needs.

**THE HIGH-CRAFT STUDIOS**
The design curators of high-end manufacturing.

**THE INNOVATION BRIGADES**
The multi-pronged innovation infiltrations.

**THE DISSEMINATION DESIGNERS**
The trusty bands of information shapers and disseminators.

**THE LOCAL DESIGN DEPARTMENTS**
The humble design assemblages of local authorities.

**THE EXPERIENCE SHAPERS**
The new found form-givers to public service provision.

# APPENDICES

# REFERENCES

Aitchison, I., Steiner, E., Dunne, S. (2019) The Design Insiders: Profiling in-house design within Scotland's top companies. Design Management Review, 30(2), 46-53. https://doi.org/10.1111/drev.12180

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Buchanan, R. (1998). Branzi's dilemma: design in contemporary culture. Design Issues, 14, 3–20. https://doi.org/10.2307/1511825

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Design Council. (2018). The Design Economy 2018: The state of design in the UK. https://www.designcouncil.org.uk/sites/default/files/asset/document/Design_Economy_2018_exec_summary.pdf

Design Council. (2018). Design Economy Data Pack. Unpublished.

Scottish Government. (2015). Scotland's Economic Strategy. Retrieved October 17 2019, from, https://www.gov.scot/publications/scotlands-economic-strategy/

Scottish Government. (2019). Growth Sector Database. Retrieved October 17 2019, from, https://www2.gov.scot/Resource/0054/00547992.xlsx

# PRIVATE SECTOR COMPANIES AND PUBLIC SECTOR ORGANISATIONS RESEARCHED

**PRIVATE SECTOR (BUSINESS INSIDER TOP 500 COMPANIES LIST, 2018)**

A Proctor Group
A&JStephen (Holdings)
AB 2000
Aberdeen International Airport
Addleshaw Goddard (Scotland)
Adria Group
Advance Construction Group
AEGON UK
AG Barr
Aggreko
Ahlstrom Chirnside
Albert Bartlett & Sons (Airdrie)
Alex FNoble& Son
Alexander Dennis
Alexander Inglis & Son
Alistair Fleming
Alliance Trust
Alliance Wine Company
Allied Vehicles
AMPhillip
Anderson Strathern
Andrew Cowie Construction
Angus Soft Fruits
Apache North Sea
Apex Hotels
Aquascot
Archer (UK)
Argent Energy (UK)
Arnold Clark Automobiles
ARR Craib Transport
Arthur J Gallagher Insurance Brokers
ASCO Group
Ashleigh (Scotland)
Avant Homes
Avondale Environmental
Axis-Shield Diagnostics
Axle Group Holdings
Babcock Int'l Group
Babcock Mission Critical Services
Babcock Rail
Balhousie Holdings
Balmoral Group Holdings
BAM FM
Bancon Developments Holdings
Bank of Scotland
Barclay & Mathieson
Barnetts Motor Group
Barony Universal Products
Barrhead Travel 2007(Group)
Baxters Food Group

Beam Santori
Beatsons Building Supplies
Bell Group UK
Benkert UK
BHC
Bibby Offshore
Bilfinger Salamis UK
Billy Bowie Special Projects
Biomar
BioReliance
Blackrock International
Bluewater Scotland
Border Cars Group
Braemar Investments
Braid Group (Holdings)
Brand-Rex
Breedon Northern
Brewdog
Briggs Commercial
Brightwork
Brodies
Browns Food Group
BSW Timber
BUPA Care Homes(Carrick)
Burness Paull
Burntisland Fabrications
Cala Group
Caledonian Heritable
Caledonian Maritime Assets
Caledonian Plywood Company
Cameron Group (Perth)
Campbells Prime Meat
Campion Homes
CAN (Holdings)
Canvas Holidays
Carat Scotland/Dentsu Aegis Edinbur
Carron Phoenix/Franke UK Holding
Castle View Ventures
CBC Construction & Property Group
CCG (Holdings)
Celtic
Charles River Laboratories Pre Services
CHCScotia
Chevron North Sea
Chisholm Hunter
Chivas Brothers
Cirrus Logic International (UK)
City Building (Glasgow)
City Refrigeration Holdings (UK)
CJ Lang& Son
Clariant Oil Services UK
Clark Commercials (Aberdeen)

Clark Contracts
Claymore Homes
Clyde Travel
Clydeport Operations
Clydesdale Bank
CMS Enviro Systems
CNR International (UK)
Coherent Scotland
Coilcraft Europe
Compello Staffing Group
Cordia Services
Craig Group
Craig of Campbeltown
Craneware
Crown Worldwide
Cruden Investments
Currie International Holdings
Dana Petroleum
David MacBrayne
Dawnfresh Seafoods
DCThomson& Co
Devro
Di Maggio's Group
Digby Brown
DigitasLBi
Dingbro
Distell International
Dobbies Garden Centres
Dolphin Drilling
Don & Low
Donald Russell
Dover Fueling Solutions UK
Dron& Dickson
Eastern Holdings
ECG Facilities Services
Edgen Murray Europe
Edinburgh Airport
Edinburgh Partners
Edinburgh Woollen Mill (Group)
Edrington
Emergency One UK
Empteezy
Emtec Group
Emtelle UK
Endura
Energetics Design & Build
Energy Assets Group
Enquest
Enterprise Foods
Entier
Ethigen
Euroforest

Everwarm
EWOS
Exova Group
Farmfoods
Farne Salmon& Trout
Faroe Petroleum
First Milk
FirstGroup
FLB Holdings
Flexcon Europe
Flexible Manufacturing Group
FMCTechnologies
Forsyths
Forth Holdings
Forth Ports
Franklin Templeton Global Investors
Fraser Hart
Freeworld Trading
Front Line Construction
Fugro Subsea Services
Fugro Survey
Future Technology Devices International
G&ABarnie Group
G1 Group Holdings
G101 OffSales
GAPGroup
Garriock Bros
Gates (UK)
GE Caledonian
GEG (Holdings)
GEOil & Gas UK
George Leslie
George Sharkey & Sons
GHI Contracts
Glasgow Airport
Gleaner Oils
Glen Turner Company
Glenalmond Group
Gleneagles Hotels
Glenrath Farms
Goals Soccer Centres
Grahams the Family Dairy Group
Granfit Holdings
Gray & Adams Holdings
Grayloc Products
Guala Closures UK
Guitar Guitar
Halliburton Manufacturing & Services
Hamilton Ross Holdings
Harper Macleod
Havelock Europa
Hawco & Sons
Head Resourcing
Helix Well Ops (UK)
Hewlett-Packard Manufacturing
HFGroup
Highland Fuels
Highland Industrial Supplies
Highland Spring
Hillhouse Estates
Holland & Sherry/Venlaw Road
Honeywell Security UK
Houseof Bruar
Houston (Holdings)
Howco Group
HRNTractors
Hunter Boot
Hydrasun
I&H Brown
Ian Macleod Distillers
IFC Holdings
IndigoVision Group
Ingenico UK
Ingram Motoring Group
Insights Group
Intelligent Office UK

Inver House Distillers
Iomart Group
Ithaca Energy (UK)
J Smart & Co (Contractors)
J&J Denholm
Jabil Circuit
James Donaldson & Sons
James Jones & Sons
James Walker (Leith)
JBT Distribution
JC Peacock & Co
JF Hillebrand Scotland
JFD
John Clark (Holdings)
John Davidson (Pipes)
John Dewar& Sons
John GRussell (Transport)
John Lawrie (Aberdeen)
John Maclean & Son Electrical (Dingwall)
Wholesale electrical supplier
John Martin Holdings
John Menzies
John RAdam& Sons
John Wood Group
Johnson & Johnson Medical
Johnston Carmichael
Johnston Fuels
Johnston Press
Johnstons of Elgin
JR Dalziel (Holdings)
JW Filshill
JWGalloway
KCA Deutag
Kent Foods
Kettle Produce
Kirkwood Homes
Klondyke Fishing Co
Klondyke Group
Konecranes UK
Leiths (Scotland)
LFF (Scotland)
Life Technologies
LifeScan Scotland
Lightbody of Hamilton
Lindsay & Gilmour/Raimes Clark & Co
Loganair
Lomond Motors
Lothian Buses
Lothian Electric Machines
Luddon Construction
Lunar Fishing Co
M-I Drilling Fluids UK
M& Co/Mackays Stores Group
Macdonald Hotels
Macduff Shipyards
Macfarlane Group
MacGregor Industrial Supplies
Mackenzie Construction
Maclay Murray & Spens
Macphie of Glenbervie
Macrae& Dick
Mactaggart & Mickel Group
Maersk Oil North Sea UK
Malcolm Group
Marine Harvest (Scotland)
Marine Harvest VAPUK
Marshall Construction
Matthew Algie & Co
Maxi Caledonian
Maxxium UK
MB Aerospace
McAlpine & Co
McConechy Holdings
McCurrach UK
McGhee Group
McGill & Co

McGill's Bus Service
McLaughlin & Harvey Construction
McPherson
McTaggart Group
Meallmore
Media Scotland
Mentholatum Co
Mitsubishi Electric Air Con Systems
Mono Global Group
Morris & Spottiswood
Morris Leslie
Morrison Motors (Turriff)
Morrisons (Land Rover)
Muir Group
Mulholland Holdings
Munro Healthcare Group
Murgitroyd Group
Nairn's Oatcakes
National Oilwell Varco UK
NCRFinancial Solutions Group
Newsquest (Herald & Times)
Nobel NCEurope
Nolan Seafoods (UK)
Norscot Truck & Van/G Barrack
NWHGroup
Oceaneering International Services
Odfjell Drilling (UK)
Ogilvie Group
Oil States Industries (UK)
Optical Express/DCM (Optical Holdings)
Oracle Scotland
Oregon Timber Frame
Orion Group/Orion Engineering Services
Oticon
Park's of Hamilton (Holdings)
Pat Munro (Alness)
Patersons Quarries
PD&MS Group (Aberdeen)
Peoples
Pertemps (Scotland)
Peter Vardy Holdings
Peterson (UK)
Petrofac Scotland
Petrolneos Manufacturing Scotland
Petroleum Experts
Phoenix Car Company
Pipeline Technique
Plexus Corp (UK)
Polymer Holdings
Portakabin (Scotland)
Produce Investments
Professional Beauty Systems (Holdings)
Prosource.IT (UK)
QED International (UK)
QTS Group
Quiz Clothing/Kast Retail
R&ATrust Company (No.1)
Recruitment Zone
Rembrand Timber
Repsol Sinopec Resources UK
Richard Austin Alloys
Richard Irvin & Sons
RigNet UK
RJ McLeod (Contractors)
RMEasdale& Co
Robertson Group (Holdings)
Robertson Metals Recycling
Rohr Aero Services
Royal Bankof Scotland Group
Schuh
Scientific Drilling Controls
Scobie & Junor (Holdings)
Score Group
Scot JCB (Holdings)
Scotch Frost of Glasgow
Scotframe Timber Engineering

Scotia Homes
Scott Group Investments
Scottish Citylink Coaches
Scottish Event Campus
Scottish Football Association
Scottish Friendly Assurance Society
Scottish Investment Trust
Scottish Leather Group
Scottish Midland Co-operative Society
Scottish Power
Scottish Rugby Union
Scottish Salmon Company, The
Scottish Sea Farms
Scottish Water
Scottish Widows
Scottish Woodlands
Search Consultancy
SGL Carbon Fibers
Shell Shared Service Centre Glasgow
Shepherd& Wedderburn
Shin-Etsu Handotai Europe
Simpac (Holdings)
Simpson Oils
Sky Subscribers Services
Skyscanner
Smart Metering Systems
Sodexo Remote Sites Scotland
Southeast Traders
Spark Energy
Sparrows Offshore Group
Speirs & Jeffrey
Spencer Coatings Group
Speymalt Whisky Distributors
Speyside Cooperage
Spirit AeroSystems (Europe)
Springfield Properties
SSE
Stagecoach Group
Standard Life Aberdeen
Star Refrigeration
Stena Drilling
Sterling Furniture Group
Stewart Milne Group
Strachans
Strata International Group
STV Group
Subsea 7
Sykes Global Services
TAQABratani
Tarak Retail
Taylor & Fraser
Technip UK
Teekay Offshore/Golar-Nor (UK)
Teledyne
Tennent Caledonian Breweries
Tennent Caledonian Breweries UK
Terasaki Electric Europe
Terex Equipment
Tesco Bank/Tesco Personal Finance
Texas Instruments (UK)
The Anderson Group
The Harbro Group
The Miller Homes Group (UK)
Thistle Seafoods
Thomas Johnstone (Holdings)
Thomas Tunnock
Thornbridge Sawmills
Thorntons Law
Tilhill Forestry
Tillicoultry Quarries
TOM Vehicle Rental
Total Upstream UK
Tough Civil Engineering
TPSHealthcare Group
Trac International
Transocean Drilling UK

Trespass/Jacobs & Turner
Tulloch Homes Group
Turner & Co (Glasgow)
TUVSud
TWMAGroup
United Auctions
United Closures & Plastics
United Holdings UK
United Wholesale (Scotland)
UPM-Kymmene (UK)
Urban& Civic
Usha Martin International
Vallourec Oil & Gas UK
Vascutek
Vaughan Engineering
Veitchi (Holdings)
VELUX Company
Vetcel
Vets Now Emergency
Viju
Vroon Offshore UK
Walker Holdings (Scotland)
Walkers Shortbread
Walter Davidson & Sons
Walter Scott & Partners
Weatherford UK
WebhelpTSC/Telecom Service Centres
Weir Group
Wemyss Development Co
Westcrowns
Whitelink Seafoods
Whyteand Mackay Group
William Grant & Sons Holdings
William Tracey
William Wilson
Wireless Infrastructure Group
WLGore& Associates (UK)
WNLindsay
Wood Mackenzie
Worldmark UK
Wright Health Group
Wyman-Gordon
Zonal Retail Data Systems

**PUBLIC SECTOR ORGANISATIONS (2019)**
Aberdeen City Council
Aberdeenshire Council
Accountant in Bankruptcy
Additional Support Needs Tribunals for Scotland
Agriculture and Horticulture Development Board
Angus Council
APHA Field Services
Architecture and Design Scotland
Argyll and Bute Council
Audit Scotland (Accounts Commission for Scotland)
BBC Scotland
Bòrd na Gàidhlig
British Hallmarking Council - Edinburgh Assay Office
Business Gateway
Cairngorms National Park Authority
Caledonian Maritime Assets Ltd
Children's Hearings Scotland
City of Edinburgh Council
Clackmannanshire Council
Comhairle nan Eilean Siar
Commissioner for Ethical Standards in Public Life
Commission in Scotland (Equality and Human Rights Commission in Scotland
Community Justice Scotland
Companies House

Competition and Markets Authority
Construction Industry Training Board
Court of Lord Lyon
Creative Scotland
Criminal Injuries Compensation Authority
Crofting Commission
Crown Estate Scotland (Interim Management)
Crown Office & Procurator Fiscal Service (Scotland's Prosecution Service)
David MacBrayne Ltd
Department for Business, Energy & Industrial Strategy
Department for Digital, Culture, Media and Sport
Department for Education
Department for Environment
Department of Health & Social Care
Department for International Development
Department for Work & Pensions
Disclosure Scotland
Dounreay
Drinking Water Quality Regulator
Dumfries and Galloway Council
Dundee City Council
East Ayrshire Council
East Dunbartonshire Council
East Lothian Council
East Renfrewshire Council
Education Scotland
Electoral Commission
Falkirk Council
Fife Council
First-tier Tax Tribunal for Scotland
First-tier Tribunal for Scotland General Regulatory Chamber
First-tier Tribunal for Scotland Health and Education Chamber
Food & Rural Affairs
Food Standards Scotland
Forest Research
Forestry and Land Scotland
Glasgow City Council
Glasgow Prestwick Airport
Health and Safety Executive
Healthcare Improvement Scotland
Highlands and Islands Airports Ltd
Highlands and Islands Enterprise
Highland Council
Historic Environment Scotland
HM Chief Inspector of Prisons in Scotland
HM Chief Inspector of Prosecution in Scotland
HM Fire Service Inspectorate in Scotland
HM Inspector of Constabulary in Scotland
HM Passport Office
HM Revenue & Customs
Housing and Property Chamber
Independent Living Fund Scotland
Information Commissioner's Office
Inverclyde Council
Judicial Appointments Board for Scotland
Justices of the Peace Advisory Committee (x6)
Lands Tribunal for Scotland
Local Government Boundary Commission for Scotland
Loch Lomond and The Trossachs National Park Authority
Mental Health Tribunal for Scotland
Mental Welfare Commission for Scotland
Midlothian Council
Mobility and Access Committee Scotland

Moray Council
National Crime Agency
National Galleries Scotland
National Library of Scotland
National Lottery Community Fund
National Lottery Heritage Fund
National Museums Scotland
National Records of Scotland
National Waiting Times Centre Boards
Network Rail
NHS 24
NHS Ayrshire & Arran
NHS Borders
NHS Dumfries & Galloway
NHS Education for Scotland
NHS Fife
NHS Forth Valley
NHS Grampian
NHS Greater Glasgow and Clyde
NHS Health Scotland
NHS Highland
NHS Inform
NHS Lanarkshire
NHS Lothian
NHS National Services Scotland
NHS Orkney
NHS Scotland
NHS Shetland
NHS Tayside
NHS Western Isles
North Ayrshire Council
North Lanarkshire Council
Northern Lighthouse Board
Office of Gas and Electricity Markets
Office of Rail and Road
Office of the Advocate General for Scotland
Office of the Queens Printer (for Scotland)
Office of the Scottish Charity Regulator (OSCR)
Office of the Secretary of State for Scotland
Offshore Petroleum Regulator for Environment & Decommissioning
Orkney Islands Council
Parking and Bus Lane Tribunal for Scotland
Parole Board for Scotland
Perth and Kinross Council
Police Investigations & Review Commissioner
Police Scotland
Quality Meat Scotland
Queen's Harbour Master
Registers of Scotland
Renfrewshire Council
Revenue Scotland
Risk Management Authority
Royal Botanic Garden Edinburgh
School Closure Review Panels
Scotland's Commissioner For Children and Young People
Scottish Advisory Committee on Distinction Awards
Scottish Agricultural Wages Board
Scottish Ambulance Service
Scottish Borders Council
Scottish Canals
Scottish Charity Appeals Panel
Scottish Children's Reporter Administration
Scottish Civil Justice Council
Scottish Commission on Social Security
Scottish Courts and Tribunals Service

Scottish Criminal Cases Review Commission
Scottish Enterprise
Scottish Environment Protection Agency
Scottish Fire and Rescue Service
Scottish Fiscal Commission
Scottish Forestry
Scottish Funding Council
Scottish Futures Trust
Scottish Government
Scottish Housing Regulator
Scottish Human Rights Commission Governor's House
Scottish Information Commissioner
Scottish Land Commission
Scottish Law Commission
Scottish Legal Aid Board
Scottish Legal Complaints Commission
Scottish Natural Heritage
Scottish Parliament
Scottish Police Authority
Scottish Prison Service
Scottish Public Pensions Agency
Scottish Public Services Ombudsman
Scottish Road Works Commissioner
Scottish Qualifications Authority
Scottish Sentencing Council
Scottish Social Services Council
Scottish Veterans Commissioner
Scottish Water
Sea Fish Industry Authority
Shetland Islands Council
Skills Development Scotland
Social Security Scotland
South Ayrshire Council
South Lanarkshire Council
sportscotland
Stabilisation Unit
Standards Commission for Scotland
State Hospital Board for Scotland
Stirling Council
Student Awards Agency for Scotland (SAAS)
Student Loans Company
Traffic Commissioners for Great Britain
Transport Scotland
UK Export Finance
UK Statistics Authority
UK Visas and Immigration
Upper Tax Tribunal for Scotland
Valuation Office Agency
VisitScotland
Water Industry Commission(er) for Scotland
West Dunbartonshire Council
West Lothian Council

# GRAFT

Graft is an innovation capability consultancy. We help organisations get more out of innovation through strategic project support, capability development and organisational design.

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