



Design Value Awards

Measuring Design Value:

Cadillac Fairview's Winning Approach

Recently, Michel had the opportunity to attend a fascinating presentation given by our client, Ian Ross, Senior Director, Architecture and Design, Cadillac Fairview, to students of Ryerson University's Design Management program. Ian has a Masters of Design Management himself and last September, accepted a DMI Design Value Award on behalf of Cadillac Fairview (CF).

Headquartered in Boston, DMI (the Design Management Institute) is an international non-profit organization dedicated to demonstrating the strategic role of design in business and to improving the management and utilization of design. DMI focuses on transformational organizational change and design driven innovation, with specific research into design valuation - the impact of design on return on investment.

What does this have to do with Cadillac Fairview?

The DMI Design Value Awards (DVA) honor teams that have delivered significant value through design or design management practices. They recognize the value of design and design management as a strategic asset: as a means to drive innovation, creativity, culture change, agility and revenue.

And, if you were to visit the DVA page, on DMI's website today, you would find that it features Ian's team's entry, the relocation of an existing food court as part of the ongoing redevelopment of the CF Rideau Centre shopping centre in Ottawa.

That project was a fast track exercise in Design Management. CF executives released a high-level strategic plan to their in-house design team on August, 2012, and requested that the team deliver a complete coordinated design package in a 2-month timeframe for approval. Between Cadillac and Rideau Centre, the project team included architects, designers, contractors, engineers, executive, operations, leasing, legal, and finance working in Toronto, Ottawa and Montreal.

As the DVA entry poster illustrates, this complex, high speed, distance-spanning project was extremely successful on all four of CF's critical measures. Here are just a few of the results:

Return on Investment: 61% greater Dining Hall, 2015 over 2014 sales volume, achieving 7% of total mall sales, along with 9.4x higher rental revenue to CF from the Dining Hall and adjacent CRU spaces compared to the previous tenant.

Corporate and Social Responsibility: The state-of-the-art Scullery that allows vendors to serve food on reusable dishware; in addition, food waste has been reduced by 88%.

Organizational and Cultural Change: The project team overcame language differences, distance, and extensive collaboration time demands; CF came away with valuable lessons learned and a playbook for future rapid fire project - because there'll always be some!

Customer Value: Traffic to the Dining Hall has increased dramatically, with more business people, more social engagements and longer dining times, impacting the Centre's overall success very positively.

For more details, you can see the entry poster [here](#).

But as Ian put it, perhaps the most scalable reason for success of the Dining Hall project was a sense of shared purpose to build something great, to redefine and elevate the consumer experience.