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Introduction

Written by Gavin Cawood
Design Wales Operations Director

Welcome to this on-line edition
of Design Matters that has a
focus on product design and
development.

The impact of globalisation on manufacturing companies presents ever changing challenges. Increasingly, regions of the world that previously relied on a competitive advantage through high volume and low cost are realising the need to add value and innovation to their product offering; adding such value is achieved through the application of design. In order to remain competitive UK businesses also have to make a commitment to design by establishing an in-house capability or taking advantage of the external design expertise available on our doorstep.

The design education and consultancy expertise available in the UK is amongst the best in the world. It is the task of Design Wales to ensure businesses understand the benefits of investing in design and then facilitate them in taking full advantage of the available expertise.

Although a business may be introduced to the impact of design when tackling a specific project it is utilising design over the long term that is the thread between the articles in this edition – integrating design as part of an organisation's operation and strategy.

In addition to interviews with specialists from Design Wales this longer term approach is highlighted when we look at two manufacturing companies that have seen significant benefit through an investment in design. In their own words both companies reveal their approach to design and how this has become the foundation for growth and export. As well as to the financial bottom line this investment in design process and expertise has resulted in a tangible cultural shift in the workforce – both companies are passionate about producing world-class products for export markets and see design as the catalyst for this.

The two companies featured here, DMM and Mustang Marine, were recently featured along with Melin Tregwynt in three short films about design-led manufacturing companies from Wales at the Design Futures event in Newport. This Design Wales event in March is the platform for announcing the winners of our annual Ffres Awards for design students and features key-note speakers of international standing who put design in a business context.

The Design Futures event this year attracted over 250 people and brought delegate numbers to Design Wales events for the previous twelve months to over 1,000. Such numbers indicate the level of interest in design in business today. In particular small and medium sized businesses play a significant role in the economic development of Wales and their future survival and growth will be dependent upon being able to add value to what they offer – in our view the only route to adding value to any product or service over the long term is through design. ■



Right: Gavin Cawood
at the Design Futures event –
Newport, 19 March 2008
(photo by Mike Chapman, Momentum).

DMM

Climb Now, Work Later

Written by Basheera Khan

In 1981, a group of climbers in [Llanberis, North Wales](#), found themselves dissatisfied with their equipment and decide to do something to improve it.

Fast forward 27 years, and DMM is now a world leader in forging and forming aluminium alloys. With 120 staff and a turnover of £11 million between the four businesses within the group, it has also become a major local employer and contributor to the local economy.

The company's products, which include crampons, axes, carabiners and harnesses, have directly influenced the sport of climbing, and have found a fitting niche in safety products for industries in which people work at height. The business is split between industrial safety equipment and mountaineering equipment. Of the latter, 50% is exported with approximately a third each of exports going to North America and Europe, and the remaining third to the rest of the world and beyond; one of the company's carabiners has been used by the US space agency NASA during a space walk.

Right: Click on the image to watch the movie "Safety and Magic by Design", produced by Design Wales (duration: 7 minutes).

Run by climbers under the chairmanship of Richard Cuthbertson MBE, DMM has seen major changes over the years, particularly in technology and plant. One unwavering aspect of the business is the emphasis on producing premium quality product that DMM management and staff are proud to use and sell.

Cuthbertson explains, "We didn't start from an engineering background. We started with the idea of product improvement, which is design. None of us, apart from [project design manager] Gethin (Parry), had formal design training. What we intended to do was carry forward our feelings about the objects that we liked to have around us and to hold and to feel."

It's partly this emotive interaction with products that are the result of a design process which helps the company set itself apart from its competitors. Another way it does so is by manufacturing its products on site, to retain full ownership and responsibility of the products and ensure the highest of quality.

Many of its employees are now experts in their own fields, the high quality of the continual stream of new and innovative products emerging from the factory being testimony to this. ▶



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DMM
Climb Now, Work Later

By keeping design and manufacture in Llanberis, DMM has built up an unparalleled pool of expertise and knowledge in this area.

The company's in-house design team is complemented by design and engineering student placements, bringing a fresh approach and enthusiasm to the design team. DMM also relies heavily on customer feedback, taking a user-centred approach to design.

Despite the company's exceptional financial performance, Cuthbertson says, "Our motivation for what we do is not just about making money, it's not about having the biggest, the best company in the world, it's not about corporate issues. It's actually about our lifestyle and what we want to get out of being here." As such, DMM reinvests virtually all profit to get efficiency gains from its products.

Simon Marsh, sales manager, says, "We try to add real product innovation, rather than a small tweak. We have to come up with a concept and make that concept into reality. And that takes quite a lot of time and money to do correctly.

One of the biggest innovations to be made over the last five years is to create the concept of hot forging [to] reduce the weight of the carabiner [and our other] metal products.

"The less metal a climber or an industrial worker has to carry up a cliff or a building, the easier it is for them, the longer they can carry on. So, by actually introducing the concept of I beam forging, we've taken out about 30 % of the weight of metal products and yet retained or increased the strength. We introduced that concept, we've managed the whole process in an efficient production environment and customers can see that as a true advantage."

Fred Hall, technical director, comments, "We don't just make bits of metal, we solve problems. If people pick your product up and like it and buy into your brand and buy into your ethos, you will probably have a customer for life. And they will come back and buy more of your equipment. And they will trust you. And without good design, that's never gonna happen." ■

Left: DMM products: Sentinel HMS
Screwgate and Anarchist Ice Hammer.

Mustang Marine

Twice the Boat in Half the Time

Written by Basheera Khan

Mustang Marine is a boatbuilding and marine engineering company base in **Pembroke Dock**, specialising in bespoke design and manufacture of sub-40m working vessels, predominantly in aluminium or steel.

Established in 1984 by Kevin and Hugh Lewis, the company experienced steady growth which saw the labour force expand to 16 and turnover rise to £800k by 2000.

Growth has remained steady with turnover growing to £3.1m in the year to 31st August 2007 with the workforce increasing to an average of 52. Employee job satisfaction and motivation rose hand in hand with the company's increasing profitability.

Today, the forecast over the next four years is for turnover to increase to in excess of £5.5m and staff growth of up to about 70 personnel. The key to Mustang Marine's success? Strategic investment in design systems and software, and in a skilled in-house design team.

Mustang Marine used to be typical of the small-vessel boatyards which make up a significant proportion of the UK boatbuilding industry. Company Secretary Lucas Boissevain explains, "It was very much a craft based organisation. The early boats were very simple using third party naval architects to do the design. Drawings were few and far between and most of the vessels were conceived in Kevin's (co-founder) head. The engineering was

designed and conceived by Kevin and the systems were not designed at all."

As Mustang Marine developed, the designs became more complicated and the vessels larger and more sophisticated, which required more input on design, for which the company then still relied on third party naval architects, CAD/CAM developers and companies to cut and model steel.

The company's agility and rapid response to customer demands meant it continued trading through difficult economic conditions. But agility wasn't enough to maintain its competitive advantage. The management team realised that they needed to employ best practice design coupled with advanced manufacturing technology and techniques.

There were other factors too; the high costs of labour and infrastructure made for a challenging business environment, and the company's reliance on third parties opened it up to significant technical and commercial risk.

"The whole aspect of our industry is mitigating technical risk and therefore mitigating commercial risk because the two overlap. Controlling the design process and or having the ability to determine the design process impacts significantly in mitigating risk."

Boissevain explains: "We were buying in for a design that would cost us maybe £30,000 for eight weeks of effective input from a naval architect, whereas we could engage our own naval architects over 46 working weeks for not a lot more. And therefore we migrated to an in-house [design] facility." ▶



Above: Click on the image to watch the movie "Twice the Boat in Half the Time", produced by Design Wales (duration: 6.34 minutes).

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To help with the change Mustang Marine developed a collaborative two-year Knowledge Transfer Partnership project focused on upgrading the company's 2D CAD package to a fully-integrated 3D CAD/CAM system. This fundamental step involved looking at how design fitted into Mustang Marine's business model. Changes were implemented to drive improvements in manufacturing and assembly, and to enhance the marketing and costing of new ship designs.

The investments in formalising and refining the design process, and the introduction of suitable technical tools meant Mustang Marine were able to control and condense the product turnaround time.

Getting from design to final product in the shortest possible time requires consistent input and control from all teams involved, another motivator for bringing design in-house. But far from cutting third party naval architects out of the system, the new approach has created an opportunity for Mustang Marine to offer production design facilities to third party naval architects, effectively adding a new revenue stream to the existing business model.

"Our investment in technology and particularly the CAD/CAM and the naval architectural packages and the specialist software for constructing has set us apart from other yards. We have a young team; a very knowledgeable and technically able team, working with the new software, and that's been part of our survival, where other yards rely on traditional techniques," Boissevain says.

Mustang Marine's staff agree to a man; getting control of the design has been the significant step forward which allows the company to box above its weight.

John Lewis, new build supervisor, has been with Mustang Marine for 24 years, and finds the design focus a boon. "Working from CAD drawings means the time involved in the build now is more than halved. When I first started with the company you would not see what a boat would be like until you finished it."

"It was a boost in confidence and morale for everyone, because they could see better quality products at the end. Everybody could see that. It's just been fantastic. And it's really a team building experience as well," says Lewis.

The strength of Mustang Marine's design process and philosophy has helped it win the underlying sub-fabrication work which supplements the three to four major projects a year which make up the bulk of the company's revenue. Boissevain says, "The software that we've used has been huge in enabling us to secure work that we wouldn't have seen if we were still working with 2D CAD or more traditional techniques. We're able to deliver with a high degree of certainty the quality of the end product and that has led a huge sales drive."

The company is already quite successful at exporting its products, particularly to the Far East, and is looking to begin selling its expertise as well.

Naval architect Gavin Sims comments, "Our strengths are in small, fast work boats, pilot boats, commercial tugs, pontoons, vessels of that ilk which can be tailored. So basically we are looking at mass customization of a product using the design software that we have."

Mustang Marine's continued innovation through design is only restricted by the yard space available; beyond that, it's all hands on deck and full steam ahead. ■

Reducing the risk of product development

Written by Glyn Fry

Below: Personal Horizontal Safety Line Device Millman, product by Maxess (photo by Jonathan James, Pinegate Studio).



I met with [Alan Mumby](#), Operations Manager at Design Wales to find out the secrets behind well designed products and how to make sure they are right for the market place.

When meeting with Alan Mumby it's hard not to be taken with his passion for product design. But what Alan is even more passionate about is the development of products that are commercially successful, especially for SMEs. For him, the key to success is a good design brief, based on good market intelligence.

Unlike most other design disciplines product design usually depends on developing and testing proto-types. This can cost a lot of money, so it is important to get it right from the word go.

To make his point, Alan tells the story of a project for the design of a dental chair, that he was involved in more than 20 years ago. "It was a major undertaking - the prototype costing over £120 thousand, even then. Quite simply, we had to get it right. And the way we cut down the risks was to make sure we had all the relevant information about dental hospitals, dental surgeries, the dentists, nurses and patients who use them - and the market for this type of product. Whatever product you are designing, the same basic principles apply. You've got to ask the right questions and get the right information to make sure your new product will be a winner. And you come up with the right questions by thinking through all the possibilities and potential problems in your design brief."

A standard brief for the design of any product should be clear about:

time scales; ongoing service requirements; general production methods; the possibilities for future upgrades; regulations; how much it will cost and budget constraints; how it will be used and in what situations; what market needs it will serve; what are the most suitable materials; and planned production volumes. But what will have the biggest impact on the success of your design

project are those parts of the brief which give you and your product designer a better understanding of the market.

What also strikes you about Alan is that he is the ultimate realist. As he notes: "I'm well aware that for smaller companies the product design process can be difficult. They simply don't have the resources of larger companies. I know it's often the case that as MD of an SME you go with your gut instinct and your feel for the market. Often this is based on market information of an informal kind, but for companies working with a smaller budget it is probably even more important to get it right first time and to confirm your instincts before any development starts.

"Drawing up a brief also means clearer communications with your product designer and giving them hard facts they can work with. One of the biggest dangers is that you can become so caught up with a new idea that you forget to be realistic about whether or not it will make you any money."

The overall message is clear: effective product design isn't just for the big boys. The role of Design Wales is to help SMEs approach product design as part of their overall business process; pooling their experience with that of SMEs to bounce ideas about the commercial realities of their proposed new products.

Alan clearly believes it is innovative individuals and small businesses that hold the key to the future: "Innovators who set up and develop their own business have a significant part to play in the in the future success of the Welsh economy. It's the role of Design Wales to help them manage the product design process so that their inventiveness leads to real success in the marketplace." ■

Glyn Fry is the former editor at **Business Direction** and **The Bottomline** business magazines.

Eco-product Design Good Business

Written by Glyn Fry

With sustainable development at the heart of Welsh Assembly policy and Prime Minister Gordon Brown's recent proposals to cut tax on the greenest consumer goods, there can be little doubt about the growing importance of ecodesign.

With these issues in mind, I met with [Philip Harfield](#), the Design Advisor at Design Wales. He has a specific remit to help Welsh business, particularly SMEs, benefit from eco-product design.

Glyn Fry: I guess the first question I have to put to you is whether taking the eco-friendly option has a negative effect on the bottom-line?

Philip Harfield: Not really. With environmental awareness now so high on the agenda, the costs of renewable and sustainable materials are coming down. Perhaps more importantly, effective eco-design can lower costs through energy savings and more efficient use of material resources. Equally, it is clear that we have to think beyond the immediate pounds and dollars. More knowing consumers are demanding eco-friendly products and this is having a major impact on their choice of products in the market place.

GF: I suspect most smaller businesses will be sympathetic to the development of eco-friendly products, but are likely to think it is mainly for the big boys. Surely, SMEs don't have the time to deal with the knock-on effects for their business. How do you overcome this problem?

PH: Most of the calls we get are from businesses with fewer than 50 staff, many of whom will be sole traders or partnerships, and it can be difficult for them to find the time to address environmental issues. Knowing what is available and what is required can be very confusing. This is where Design Wales can help by providing the know-how and time of one of our advisors. We can provide business with initial advice that will help assess the particular challenges facing their business, identify the expertise needed and then map out possible solutions, opportunities and a course of action. ▶



Left & Below: Brush Doctor, computing rendering produced by Studio SDA during the development of the product and final product (photo by Pinegate).



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Below: Sophie Thomas, from thomas.matthews presenting at the Sustainable Graphic Design Workshop – Cardiff Bay, 29th June 2007.



GF: Are some business sectors more open to the environmental message than others?

PH: It tends to be pretty much across the board, although a lot of it will depend on who they are in the 'food chain' with. If the business plan of a start-up states that it is set on becoming a supplier to M&S, then that's when we are likely to get a call about how we can help.

GF: So in some senses adopting good environmental practice is something of a top down process?

PH: It is part of it; but it is far from the whole story. We run workshops which show why ecodesign should just be part of good business practice. This way a business will already be at the starting-gate when there are opportunities to take part in high value supply chains.

GF: You make the point that consumers are more 'knowing'. To what extent is the internet having an impact on people's awareness of green issues and their ability to research what products match their expectations?

PH: In many ways this is what the knowledge economy is all about. If I want to find out about how eco-friendly certain products are, I will just 'google' it, find this information on Facebook or a blog somewhere. What this means is I don't have to rely on the claims of the manufacturer. This is why companies need to ensure eco-product design is embedded into their whole way of doing business.

GF: So would you see eco-design as an integral part of the knowledge economy?

PH: For me, Eco-design is about good design; and good design has always been about good business practice and using know-how to develop successful products that consumers want.

GF: How would you sum up the direct business benefits of committing to eco-product design?

PH: A key benefit, especially for new businesses, is that developing eco-products shows high levels of competency. Not only does eco-design enable a company to offer great products, it is a great way of differentiating yourself from the competition. But the benefits do not end there; by providing greater insights into your products eco-design can pave the way for further innovation. Together, all this combines to raise your company's marketing collateral and brand values. In short, product development which has eco-design embedded into the heart of the process demonstrates a level of commitment and professionalism that will get your company noticed.

GF: So, what is the best way to get started?

PH: The vast majority of environmental impacts are built in at the design stage so thinking sustainably from the beginning of the design process avoids later problems which incur both ecological and business costs. The starting point for communicating these issues is an effective design brief which is at the forefront of what Design Wales can help businesses with. ■

Glyn Fry is the former editor at **Business Direction** and **The Bottomline** business magazines.

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If you would like to find a designer to help you with your ideas you can search the Welsh Design Directory which lists designers in all disciplines based in Wales

www.designdirectorywales.org

You can also contact [Design Wales](http://www.designwales.org) who can help you identify the right designer for your project:

E-mail: enquiries@designwales.org

Phone: [0845 303 1400](tel:08453031400)

Website: www.designwales.org

Chartered Society of Designers

www.csd.org.uk

The Institute of Engineering Designers

www.ied.org.uk

Royal Academy of Engineering

www.raeng.org.uk

MAS - BERR

Manufacturing Advisory Service

www.mas.dti.gov.uk

MATERIALS LIBRARIES

Materials Network Wales

www.mnw.org.uk

Institute of Materials, Minerals and Mining

www.iom3.org

Eco smart materials, Kingston

www.kingston.ac.uk/rematerialise/

Materia, The Netherlands

www.materia.nl

Material Connexion,
USA and other locations

www.materialconnexion.com/pa1.asp

Californian College of the Arts

www.cca.edu/library/materials.php;
search: lib.cca.edu/nmrc/nmrcsearch.html

AZoM - The A to Z of Materials

www.azom.com/materials.asp

ECO & SUSTAINABLE DESIGN

Envirowise

www.envirowise.gov.uk

The Centre for Sustainable Design, Surrey

www.cfsd.org.uk

Eco Design Centre Wales

www.ecodesigncentrewales.org/

10 guidelines for ecodesign

- Product Ecology Consultants
www.pre.nl/ecodesign/ecodesign.htm

Government info on sustainable
production and consumption

- how to create better products
and services
[www.sustainable-development.gov.uk/
what/priority/consumption-production/
products.htm](http://www.sustainable-development.gov.uk/what/priority/consumption-production/products.htm)

Environmental Management

- ISO 14000
www.iso-14001.org.uk

Environmental Management

- Green Dragon
www.greendragonems.com

Ecospecifier

www.ecospecifier.org/

Book: Sustainable Solutions

- developing products and services
for the future, by Greenleaf Publishing
[www.greenleaf-publishing.com/
productdetail.kmod?productid=26](http://www.greenleaf-publishing.com/productdetail.kmod?productid=26)

Book: Cradle to Cradle

- remaking the way we make things,
by William McDonough & Michael Braungart
www.mcdonough.com/cradle_to_cradle.htm

INTELLECTUAL PROPERTY

UK Intellectual Property Office

www.ipo.gov.uk

The Institute of Trade Mark Attorneys

www.cipa.org.uk

Own-it

- Intellectual Property Advice
to Creative Businesses
www.own-it.org

ACID

- Anti Copying in Design
www.acid.uk.com

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Design Wales was established with the aim of helping business realise the direct benefits that design offers and to point the way to a more sustainable Welsh economy.

Below: Pete Fowler at the Design Futures event - Newport, 19 March 2008. (Photo by Mike Chapman, Momentum).



Wales' experience of the growing impact of globalisation over the past twenty years or so has made it obvious that attempting to compete on price alone is not a viable, long-term option for Welsh business. The only real alternative to the challenges faced by business today is to add value to new products and services through the application of knowledge and innovation. Achieving success requires design to transform business plans into marketable products and services.

There is now a significant body of evidence testifying to the fact that good design results in real benefits for business. It has been established that a business that increases its investment in design is more than twice as likely to see its turnover grow as a business that doesn't.

Part of encouraging business to commit to design entails making it clear that while design is concerned with how a product functions, looks and is promoted there is more to it. For design to play a role in achieving a sustainable advantage over the long term it needs to become an integral part of the management and culture of a company.

Particularly in smaller companies adopting a design-led approach can be a catalyst for real change. You simply can't undertake effective design without market intelligence, user insight, some level of formal process and investment; all of which takes commitment from the top and should touch every corner of the business. Businesses that adopt design as a key part of their operations and strategy will find that it can transform the culture of the organisation to one that is pro-active, outward-looking and confident. ▶

Design Wales have design specialists with the knowledge and experience to help resolve specific technical issues or develop a longer term approach to new product/service development.

The current advisory team includes those with experience in product, fashion, textiles, graphics, branding, packaging and eco-design.

Resolving technical issues and supporting specific projects

Design Wales can provide technical advice on issues such as sourcing materials, manufacturing techniques, understanding regulations and environmental best practice. For specific projects we can advise on how to manage the design process, define your project needs via a good briefing document, help select appropriate external design expertise or develop an in-house capability.

Design and business over the long term

A key goal of Design Wales is to encourage and facilitate more Welsh companies into adopting design over the long term – looking ahead beyond an immediate project and making design an integrated part of future business planning and product development.

For most small and medium sized businesses the management of design is relatively simple in relation to the potential benefits, but like good design it doesn't happen by accident. Design Wales can work with you to discuss how design might benefit your business overall, review how you currently manage individual projects and advise how design can become an integral part of your operations and culture.

Free evaluation and support

Whether for specific issues or a more general discussion, the specialists within Design Wales can provide you with the support that will help your business realise its full potential. ■

Telephone 0845 3031400 or e-mail enquiries@designwales.org.uk

www.designwales.org



In the last five years Design Wales has made 4,700 specialist advisory visits to industry and undertaken over 60 large scale events and workshops.

In addition to assisting Welsh industry Design Wales undertakes specific support and activities for the creative industries, the education sector and leads both UK and European networks on design support and promotion.



Products from Welsh companies aided by Design Wales:

Top: Table Mats by Delyth Walsh (photo by Pinegate)

Above Left: Baby Signing Gift Box (photo by Phil Boorman Photography)

Above Right: Evo Carrier, from Evolift (photo by Martin Davies Fotogeniks)

Left: Hipo Hyfryd Chocolate Truffles



JULY

9th July 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Centre for Business, Newport

16th July 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Galeri Caernafon, Caernafon

16th-17th July 2008
Ideal Business Show
- Design Wales stand
Millennium Stadium

22th July 2008 1-3pm
Brand Essentials Workshop
St Micheals Centre, Abergavenny

29th July 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Chapter, Cardiff

SEPTEMBER

Brand Essentials Workshop
"Introduction to Branding"
Newtown (date and venue tbc)

16th September 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Centre for Business, Newport

26th September 2008 1-3pm
Brand Essentials Workshop
"Introduction to Branding"
Food Technology Centre, Ceredigion

30th September 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Chapter, Cardiff

OCTOBER

1st October 2008 9.30am-1pm
Trend Style and Colour Seminar
Venue Cymru, Llandudno

7th October 2008 10am-12noon
Brand Essentials Workshop
"Reinforcing your brand with new media"
Tredegar

8th October 2008 10.30am-4.30pm
Trend Style and Colour Seminar
The Vale Hotel Golf and Spa Resort, Hensol

9th October 2008 10am-1pm
Student Design Event
Odeon, Swansea

13th October 2008
International Workshop for Design Support (IWDS 2008)
St David's Hotel, Cardiff

13th October 2008
Product Design Workshops
(in partnership with DME Design Management Europe Award)
Wales Millennium Centre, Cardiff

14th October 2008
New Product & Service Development Conference
St David's Hotel, Cardiff

14th October 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Centre for Business, Newport

15th October 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Llandudno

17th October 2008
Blair Enns founder of the Win Without Pitching movement (tbc)

Brand Essentials Workshop
"Introduction to Branding"
Swansea (date and venue tbc)

NOVEMBER

11th November 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Chapter, Cardiff

25th November 2008 1-3pm
Brand Essentials Workshop
"Introduction to Branding"
Food Technology Centre, Ceredigion

DECEMBER

2nd December 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Chapter, Cardiff

9th December 2008 10am-12noon
Brand Essentials Workshop
"Introduction to Branding"
Centre for Business, Newport

11th December 2008 1-3pm
Brand Essentials Workshop
"Introduction to Branding"
Techniquet, Wrexham

Spaces for all the above events are limited and require registration in advance. Please note that dates and venues may be changed without notice. To avoid inconvenience, please contact **Design Wales** to confirm the above events will take place as scheduled.

For further information, please contact enquiries@designwales.org or visit www.designwales.org

To register for **Brand Essentials Workshop**, please contact **Victoria Jones** 0845 303 1400/vjones@designwales.org

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