FORRESTER®

Creating A Collaborative, Design-Forward Culture

How The Most Successful Sites, Apps, And Digital Products Are Built Today

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Executive Summary

Organizations increasingly recognize the business value of design. For many, this has become a companywide priority as customers continue to demand superior experiences and organizations see design as the way to deliver.[1] And the definition of "superior" keeps changing. As one product manager summarized, "We're getting more and more trained for instant gratification. If you can deliver that to people faster, that's a competitive differentiator."

However, designing great digital experiences requires more coordination and intention than ever before. As access to data and tools proliferates, teams struggle to work across functions, and technology like generative AI stands to transform how design is done.[2] Amid all this change, two things are certain: 1) all organizations can identify and seize this opportunity to carve out a competitive advantage and 2) firms must shift their approach to support the constant need for better design.[3]

This study reveals that organizations leading in site, app, and digital product design create better and more consistent experiences, get products to market faster, and generate more creative and innovative ideas. What behaviors and actions give this group a competitive advantage? These teams set themselves apart by implementing core practices of clear accountability, cross-functional alignment, inclusion of diverse perspectives, and regularly shared work.

Organizations of all kinds can benefit from adopting new practices and behaviors proven to lead to great digital design. When these consistently flow through each team and function — including developers, product, marketing, and legal — organizations consistently create great digital experiences and realize the full benefits of design.

Key Findings

Organizations realize the untapped potential of better design. As ways of working evolve, organizations are investing in design and applying it as a strategic practice to boost innovation, customer experience (CX), and top-line performance. For all firms wishing to compete, there's no shortage of reasons to invest in design.

Firms are capable of overcoming design barriers to compete. Organizations acknowledge that they need to change to thrive. They're channeling their resources to address a lack of role clarity, collaboration, and cross-team participation to shore up design practices and strengthen the business.

Leading digital product and design teams adopt four core practices. They separate themselves by emphasizing clear accountability, cross-functional alignment, inclusion of diverse perspectives, and regularly shared work. These practices are the key to unlocking the full benefits of design.

The design system is the unsung hero of great design practice. Design behaviors and practices are incomplete without shared principles and guidelines to orient design decisions. The most successful teams plan to invest more than others in evolving design systems to accelerate better digital products and experiences.
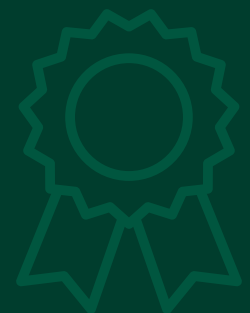
Organizations are realizing that the ways they work can lead to better, more consistent digital products, sites, and apps. This offers great opportunity for every organization, but what exactly does it entail? More than ever, organizations are recognizing and leveraging the power of design to inform business and product strategy and how it leads to better products and experiences.

In the face of shifting industry trends, organizations are taking action. Over the next year, firms will prioritize greater cross-team collaboration and feedback (see Figure 1). And they expect the benefits to prove worth it (see Figure 2). By evolving their design practices and behaviors, organizations stand to gain:

> "It's really about creative community — enabling people and giving them the tools and the space to do really good work. It will be pretty amazing for the customer versus what's there today."
>
> **HEAD OF PRODUCT DESIGN**

- **Better CX.** Nearly four in five of respondents (79%) expect better design processes to have a significant-to-transformational benefit. More repeatable and inclusive design processes yield more thoughtful, customer-inspired work.

- **Better creativity and innovation.** Three in four decision-makers expect design to lead to more creativity/innovation in the organization. In their view, improving the design process leads to better, more differentiated solutions to take to market.

- **Better top-line results.** Seventy-four percent of respondents expect significant-to-transformational benefits in the form of increased revenue. And these benefits may compound over time.

- **Improved speed.** Seven in 10 respondents expect faster time to market for new products. The aphorism here is go faster and go further together.

FIGURE 1

"How important will the following practices be to improving the way your organization creates digital products and experiences over the next 12 months?"
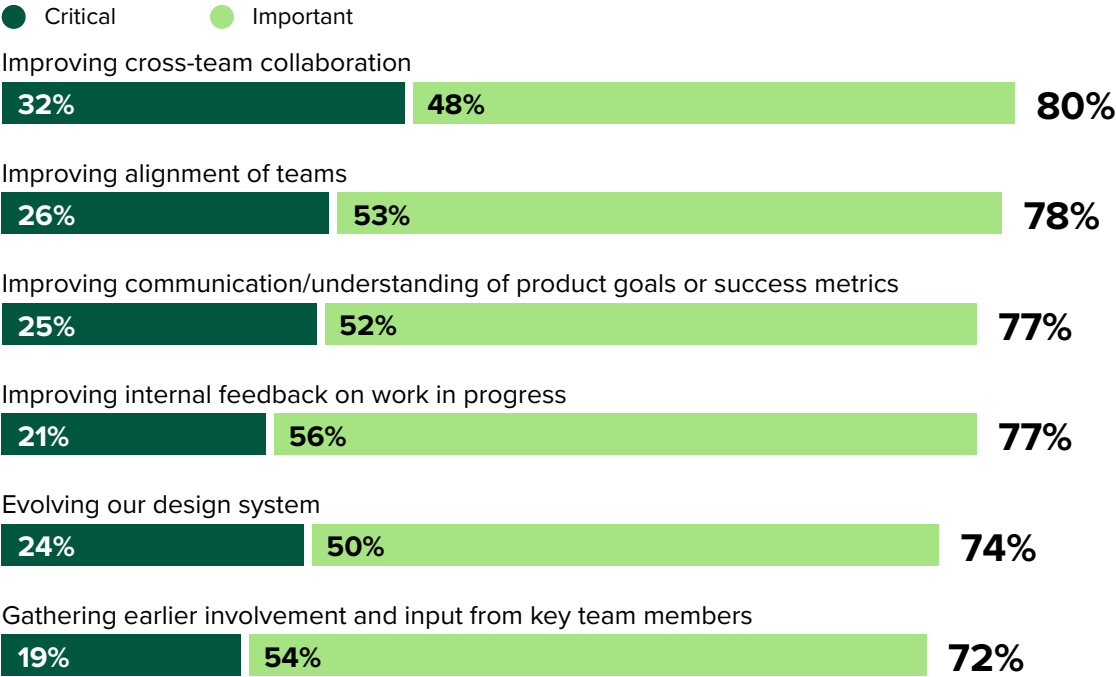
● Critical   ● Important

Improving cross-team collaboration

| 32% | 48% | **80%** |

Improving alignment of teams

| 26% | 53% | **78%** |

Improving communication/understanding of product goals or success metrics

| 25% | 52% | **77%** |

Improving internal feedback on work in progress

| 21% | 56% | **77%** |

Evolving our design system

| 24% | 50% | **74%** |

Gathering earlier involvement and input from key team members

| 19% | 54% | **72%** |

Source: A commissioned study conducted by Forrester Consulting on behalf of Figma, April 2023
Base: 351 global senior managers and above in product and design roles actively involved in app or website design

"Something that's evolved is awareness and understanding among nondesigners on the importance of gathering user requirements."

SENIOR UX DESIGN MANAGER

FIGURE 2

Expected Benefits From Improving How Companies Create Digital Products And Experiences

● Transformational benefit　　　　● Significant benefit

Better experiences for customers

| 25% | 54% | **79%** |

Better creativity/innovation

| 23% | 53% | **76%** |

Increased revenue

| 17% | 57% | **74%** |

Faster time to market for new products

| 24% | 47% | **70%** |

More consistent experiences for customers
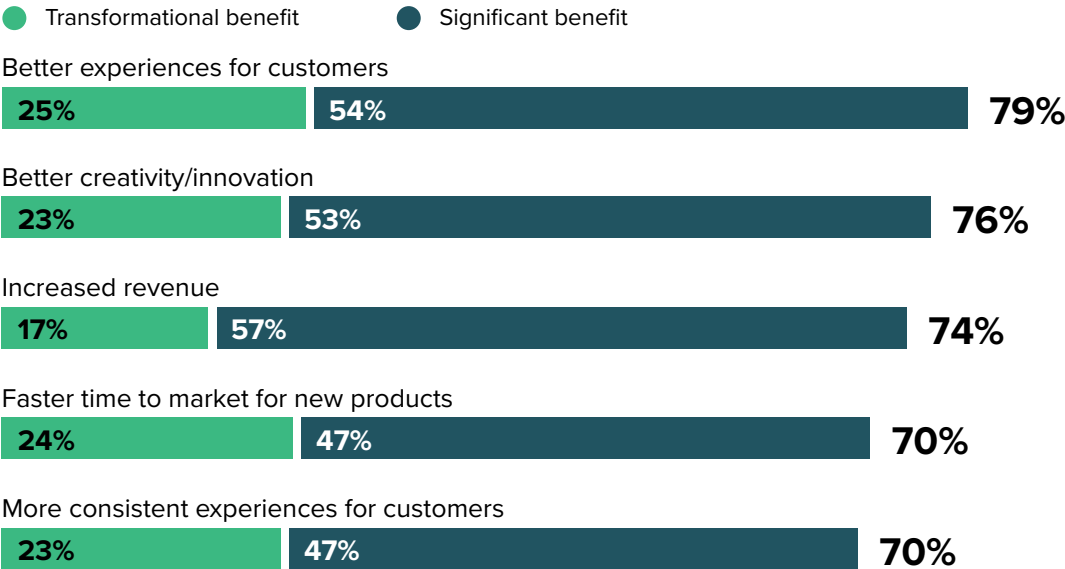
| 23% | 47% | **70%** |

Source: A commissioned study conducted by Forrester Consulting on behalf of Figma, April 2023
Base: 351 global senior managers and above in product and design roles actively involved in app or website design

"If we've balanced business and user needs, those [projects] add up."

SENIOR UX DESIGN MANAGER

"We've seen a lot of positives [from our evolving design processes]. The processing times [for generating inventory reports] have gone down drastically. There was a reduction of 80% in time that the admins were spending generating reports [as a result of improving design]."

SENIOR DEVELOPER

Nearly every organization can improve its ability to create better digital products and experiences. Almost nine in 10 respondents (87%) said their company experiences some type of barrier in the digital product design and development process. Fifty-eight percent said they experience one or more of these three main interconnected barriers:

- **Lack of alignment across teams.** Teams often find they're disconnected and working across siloed and disparate systems. As a result, they duplicate and recreate work, while customer input is often left unused as effort is directed toward finding alignment. As one UX design manager stated: "In a large organization, consolidation into a single platform or set of tools that's universal is not the natural state of things. People will use whatever tools are most readily available or provide the least friction. So there's a fracturing of systems."

> "UX sometimes feels like it's off on the side and product and development are joined at the hip, but we should really be more of a triad when we're thinking about the work."
>
> **HEAD OF DESIGN**

- **Difficulty making decisions.** Fractured systems and siloed teams make it difficult to establish clarity around roles and responsibilities in the decision-making process. It's even more challenging in some places. Nearly one in four respondents (23%) said executives don't understand the importance of digital products (see Figure 3). Said one product manager on a recent project, "We ended up with development and design on very different pages because design was operating on a more ad hoc basis." While design lagged behind, the product's user experience ultimately suffered. The product manager continued: "That's going to hurt your adoption. It just goes in a vicious cycle from there."

- **Lengthy development cycles.** Vicious cycles extend the design and development process, impede efficient and consistent decision-making, and hamper the ability to quickly bring products to market. In addition to top-line concerns, this adds unnecessary stress to team roles and takes away valuable time that could otherwise be available for collaboration. As one head of product design shared: "We've got a lot of very smart people who are very time-poor. People are quite sensitive to feeling like they're having their time wasted in sessions when they could have just had an email."

Barriers exist across design and development processes; however, the good news is firms already have the ability to address these challenges. Teams across each organization can work to apply more effective design practices and behaviors.

FIGURE 3

Barriers In The Digital Product Design And Development Process

87%

said their company experiences some type of barrier in the digital product design and development process.

58%

said they experience one or more of the three main interconnected barriers.

Source: A commissioned study conducted by Forrester Consulting on behalf of Figma, April 2023
Base: 351 global senior managers and above in product and design roles actively involved in app or website design

In this study, we found that several key practices separate leading digital product and design teams — those who are "very successful" at "creating great digital sites, apps, products, and experiences" — from those who aren't (see Figure 4). Organizations can adopt these practices to make their processes more coordinated and intentional. And leaders and practitioners across functions can use this research as a blueprint to scale effective design practices within their organizations and consistently create better digital products and experiences as a result.
So what does good look like today?

Organizations creating great sites, apps, and experiences collaborate more and see improving this collaboration as critical.

FIGURE 4

Leading Organizations Are More Likely To Say They Always Perform The Following Design Practices

100%
more likely to "Meet to understand a problem before kicking off a project"

76%
more likely to "Praise or recognize people for incorporating feedback"

74%
more likely to "Ensure meetings have a clear owner and driver"

72%
more likely to say, "We include members of design, product, and engineering/ development in after-launch reviews"

71%
more likely to "Make it clear who is accountable for defining outcomes from a project"

67%
more likely to "Share in-progress work during regular, defined times with design, development, and product teams"

57%
more likely to say, "We always solicit feedback from diverse perspectives"

Source: A commissioned study conducted by Forrester Consulting on behalf of Figma, April 2023
Base: 351 global senior managers and above in product and design roles actively involved in app or website design
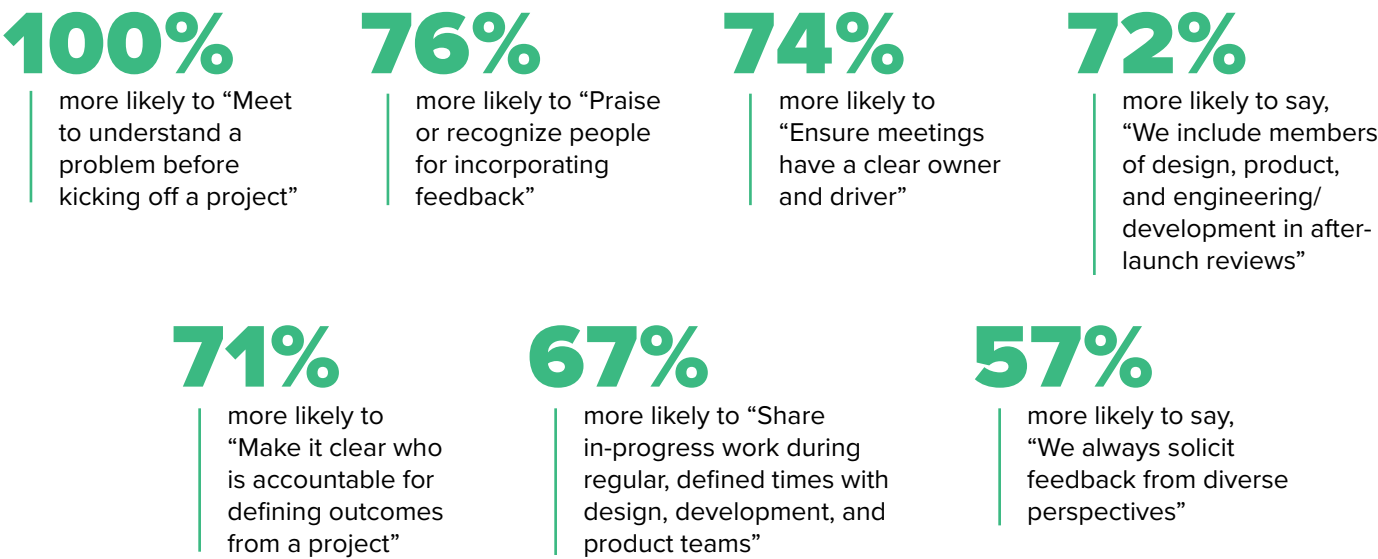
To unlock the full benefits of better design and digital product practices:

ESTABLISH MUTUAL UNDERSTANDING FOR ROLES

Teams at leading organizations ensure:

- **Clear owners and drivers.** Leading teams do a better job ensuring meetings have a clear owner and driver and make it clear who is accountable for defining project outcomes. Establishing role clarity requires significant coordination and transparency — all the more now that interest in design is widespread across the entire business.

    Sometimes this also means knowing what roles to add or remove from a project. As the head of design explained, their team has five shared UX goals this year across the entire UX function: "One of them is around role clarity. ... We've evolved a lot, and a lot of our teams are now focused on not just one thing but a span of things. So does it make sense for us to have a strategist on every team?"

"[We get] buy-in from leadership to make sure that there are no surprises late into the project and that everyone is bought in for this investment."

ENGINEERING MANAGER

Leading digital product teams are more likely than others to strongly agree:

Our digital product(s) design and development process is collaborative: 54% (vs. 34%).

There's a clear standard of design quality in our organization: 63% (vs. 40%).

I feel close to other members of my team: 54% (vs. 38%).

- **C-level knowledge of design's purpose.** When teams establish mutual understanding, they're more likely to garner buy-in and support from C-level leaders. They simply have to spend less time convincing stakeholders about the value of the work. One product manager shared that simplifying processes across functions can make a big difference in generating clarity and support throughout teams. They said, "[It's] almost impossible to create executive-level readouts when everyone has a different organizational structure." Teams need to identify the right stakeholders and roles early and definitively, else they risk their projects languishing without ownership and team members wasting precious time.

What to watch out for: lack of support for individual exploration. Creativity — and great design — derive in part from the autonomy to explore. To facilitate this, give latitude to teams and individuals to find the best way to achieve goals and run priorities and initiatives. Overly detailed RACIs and hyper-specific design requirements by role can stifle productivity and creativity. Some of the most successful teams may even pull in people from roles not originally assigned to a project.

ESTABLISH MUTUAL UNDERSTANDING FOR PROJECTS

Leading teams take time to understand:

- **Problems to be solved.** Sometimes teams need informal discussions before a formal project kickoff. The most successful teams are more likely to meet and discuss a problem before a formal project kickoff. By doing so, they avoid a critical first error of starting the design process before a problem has been defined. Often, the race to satisfy business metrics prevents teams from taking time to understand the need or pain point they're solving for.

> By sharing information and participating at an early stage, it's possible to share goals, provide feedback, and make a better product. It also allows participants to be more proactive and provide better support for final plan design.

According to a head of design, "Teams have a harder time creating a more unified experience if [they're] driving towards OKRs all the time vs. thinking about the client experience." For a recent project, an engineering manager shared, "We never had [a] formal kickoff." And as a result, his team "kept backing out and designs were never finalized."

- **Potential challenges.** Identifying challenges and flagging potential hurdles upfront saves considerable headache on the back end. One product manager detailed legal issues their organization faced because they didn't anticipate problems. They shared: "We had a major hiccup putting AI into the HR space. We got heavily involved with legal in how we structured that experience so that we weren't violating any laws." The head of product design added, "[Legal and compliance] are typically brought in much further down the pipeline as we get to a point of conclusion." Waiting until after ideation and development to bring in teams such as legal and compliance jeopardizes projects and places the company at greater risk.

> "The big realization is that when we catch something in code, it's already too late. The alignment has to happen at design time."
>
> **ENGINEERING MANAGER**

What to watch out for: siloed research. To maximize shared understanding of objectives pre-project and as work happens, ensure teams conduct research and synthesize findings together. If research is done fully independently, it may not be adopted.

> "You really need to have a clear set of outcomes, [have] clear alignment of the work, and make sure that you can actually see the work through. The only way that's going to happen is if we get alignment across our teams."
>
> **HEAD OF DESIGN**

SOLICIT AND APPRECIATE FEEDBACK FROM DIVERSE PERSPECTIVES

The most successful teams are diverse and prioritize:

- **Cross-team contributions.** During projects, leading teams do better at gathering feedback across the business and praising or recognizing people for incorporating feedback. Leaders are also more likely to work with teams outside of design on a consistent, ongoing basis — especially developers, product managers, and accessibility experts (see Figure 5). Interviewees told Forrester that it was also critical to more regularly involve roles such as content writers, legal, and compliance and to do so earlier in the process. The payoff is improved cross-functional understanding, culture-building, and innovation — leading to a better end product.

FIGURE 5

Leading Organizations Are More Likely To Say They Always Perform The Following Design Practices

56% more likely to work with **accessibility experts**

37% more likely to work with **design researchers**

32% more likely to work with **product managers**

21% more likely to work with **developers**
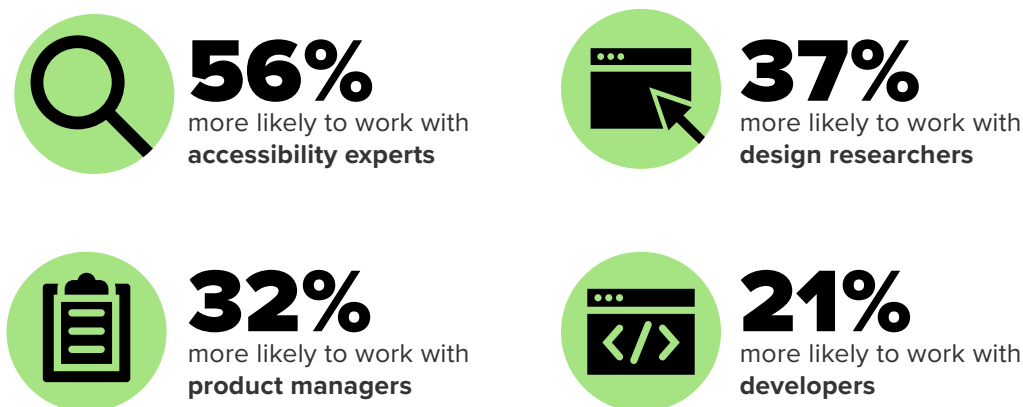
Source: A commissioned study conducted by Forrester Consulting on behalf of Figma, April 2023
Base: 351 global senior managers and above in product and design roles actively involved in app or website design

- **Feedback in action.** One head of product design told Forrester: "For us, it's about creating community. People collaborate and share their ideas openly and drive work that is commercially viable for us, but [it] also gives them a sense of achievement." A head of design shared what his process looks like through a biweekly design chapter he manages: For an hour each Friday, 70 to 100 people from teams across the business tackle different topics (e.g., design systems, design trends) and share recent projects. It's open to everyone at the company. Said the head of design, "That's grown over the last three years into something that really helps with the overall culture."

> "We are being proactive about trying to be more inclusive in the design process. We want to encourage people to take part and to contribute."
>
> **ENGINEERING MANAGER**

- **Design education sessions.** Diverse points of view can also flow through organizational design training programs and open forums to include other voices. Democratizing design in this way helps to take some of the weight off designers and illuminates how other functions can become more involved. One senior UX design manager shared that all of the design trainings have been made available throughout their organization, noting, "It's been really nice to create more of an equitable landscape, to not feel like it's fully up to us to do all of the education, and to see some of the design thinking bred within the partners and it [being] emphasized for the whole organization."

> "In a 10-day sprint, we worked organically and aggressively with [the division director], a couple of product managers, and a product marketing manager to build a prototype from zero that was then presented to the board to unlock tens of millions of pounds of investment."
>
> **HEAD OF PRODUCT DESIGN**

What to watch out for: rigid processes that slow teams. When bringing together different functions, consider holding more informal gatherings to solicit feedback and share thoughts. Overly formal meetings and feedback sessions can hamper the loose and comfortable exchange of ideas. For example, some teams use existing rituals, like stand-up meetings, to gather quick thoughts on design ideas. Others use virtual whiteboards or physical spaces to post ideas and encourage colleagues to peruse and comment asynchronously.

> "Tying in the rapport element ... we sometimes use audio, and people just use it as a radio channel if they're sitting having a coffee ... and it works really well."
>
> **HEAD OF PRODUCT DESIGN**

SHARE IN-PROGRESS AND POST-LAUNCH WORK ACROSS FUNCTIONS

Leading teams emphasize the following to improve their products and experiences:

- **Keeping teammates up to date**. Leaders are more likely to share in-progress work during regular, defined times with design, development, and product teams, as well as include these members in post-launch reviews. Intentional collaboration and iterative approaches to sharing are essential for team members to maintain a connection to the work and to encourage whole-team participation.[4] For many, however, this isn't so easy. As the head of design stated, "Designers don't like to share too early because they feel, 'I've got to get it right before I share it out.'"

> "[Music] keeps you in that space where you can actually try to think. If you have the right set of music, something that could calm you down, it really helps you think in different ways and puts your point across in a much better way."
>
> **SENIOR DEVELOPER**

- **Sharing as a value.** Successful teams work past these hurdles by stressing an openness to sharing early, applying agile sprint methodologies, and emphasizing shared understanding over time.[5] They also rely on a number of effective processes and technologies to enable inclusive ways of working, reflection, and democratization of design (see Figure 6).[6] Therefore, it's critical to ensure teams are able to work through disparate team platforms to create a single source of truth.

- **Sharing as a habit.** The head of design spoke of weekly design critiques they hold as a broader self-directed team, followed by pairs of designers meeting once a week to critique designs. Collectively, they said, the design team is then "sharing [those critiques] with our product and development leaders and teams pretty often."

- **Sharing opportunity ... and risk.** When not done well, teams feel the blowback. The head of design said, "Things tend to fall apart if we're not being transparent and communicating the work and sharing it out very often, whether it's at the team level or all the way up to leadership." When executed well, the payoff is there. The head of product design noted, "The greater engagement we are starting to see is helping the business improve and make better decisions because they're seeing the customer come through in the work."

What to watch out for: creating too many files. Use design files to involve others rather than creating different versions. This includes content writers, colleagues in legal and compliance, and business partners. Doing so facilitates easier collaboration on content, which has implications for design choices. It also curtails unnecessary back-and-forth on content, allows teams to see designs in context, and establishes a single source of truth.

> "We've invested heavily in how we structure our design process and tooling — there's a lot that we will be doing to try and bring people together."
>
> **HEAD OF PRODUCT DESIGN**

> "Harnessing asynchronous or remote participation to gather things into one place has helped a lot."
>
> **SENIOR UX DESIGN MANAGER**

FIGURE 6

Checklist: People, Process, And Technologies Used By Leading Teams

PEOPLE

—— to involve more regularly
in the design process

Leadership
early buy-in and support is paramount

Developers
table stakes — and critical — in the design process

Product managers
help to establish milestones and manage process

Accessibility experts
help make the process more inclusive

Content writers
vital to include in actual design files
vs. text documents

Design researchers
crucial to define problems upfront

Legal and compliance
involve early to avoid legal snags later

TECHNOLOGY

—— examples of tools enabling efficient,
accessible, and interconnected work
across teams

Shared design systems including libraries of
components (e.g., for modals, forms, and other
UI elements)

Browser-based design platforms with live settings

Virtual whiteboards/visual collaboration platforms

Sticky notes

Interactive prototyping tools/experiences
(e.g., being able to click through something
that feels real)

PROCESS

—— examples of practices that are working well

Workshops and critiques ("crits")

Flowcharting and diagramming

Visual collaboration (i.e., design brainstorming)

Daily stand-ups/"burn-down reports"/"story time"

Cross-functional trainings

Post-launch project reviews

Accessible language
(e.g., design "missions" instead of "principles")

Music to unleash creativity and connect with others

"[Our] collaboration and
cross-functional team works
really well with an embedded
UXR, working closely with
design and a product lead
who's setting the roadmap.
An engineering lead gets
involved early and often,
helps shape the scope,
and then brings in the rest
of the team."

ENGINEERING MANAGER

DESIGN SYSTEMS: AN AMPLIFIER FOR DESIGN

While these core behaviors and key practices help to scale design and distinguish leading organizations, teams require a solid foundation on which to make design decisions: a design system. Design systems facilitate a shared understanding of design and frameworks to create digital products. They unify design efforts and accelerate development by providing consistent principles and guidelines to orient the creation of digital products across the entire organization.

A design system refers to a set of principles, foundations, components, guidelines, and resources that an organization creates and continually evolves to guide its design efforts.

Two-thirds of respondents (64%) said their organization plans to expand or scale their design system (see Figure 7). Owning and maintaining design systems is an ongoing journey but one that fosters uniform approaches to design and thus leads to reduced risk and more customer-centered solutions.[7] Nearly half of respondents (44%) said their organizations plan to moderately or significantly increase their current investment in design systems over the next year. As one head of product design stated: "We want to create a design system that is much more flexible and can evolve ahead of trends. We're behind other people, and that's not a great place to play." Design systems also enable greater accessibility by providing teams with accessible components and foundations to build with. To realize this benefit, respondents said they plan to invest in accessibility over the next year.

> "It's business objectives, user needs, and then design system as a set of standards — trying to get all three of those entered into the process so that no one of them is ignored or overlooked."
>
> **SENIOR UX DESIGN MANAGER**

FIGURE 7

Design Systems See Strong Traction
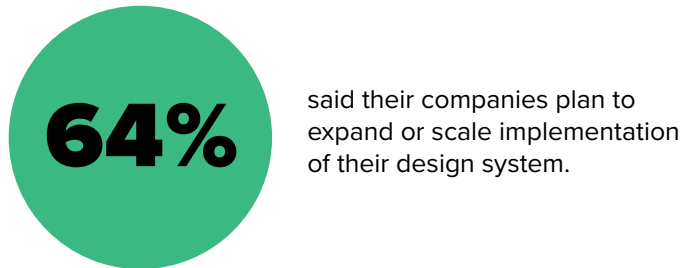
64% said their companies plan to expand or scale implementation of their design system.

Source: A commissioned study conducted by Forrester Consulting on behalf of Figma, April 2023
Base: 351 global senior managers and above in product and design roles actively involved in app or website design

"It's only in the last five or so years that design systems have gained a critical mass as an investment piece. Prior to that, it was more difficult to achieve consistency from a UI uniformity standpoint and best practices. Now, that's not an afterthought."

SENIOR UX DESIGN MANAGER

Overall, leading organizations plan to invest in design systems at a greater rate than those that lag behind. These organizations recognize the importance of design systems to their collective design efforts and the need to regularly keep them updated. They're investing in staff to manage the design system to ensure that happens.

For leadership, even outside design, the key is to understand and communicate the benefits of a design system. Without this support, interviewees suggested it would be difficult to fully scale efforts and better deliver on the payoff: more consistent products and experiences to the business.

"Having more flexibility, tools, and solutions for how information is collected and put into a shared space to design against has helped establish a clearer baseline of requirements and strike more consistency."

SENIOR UX DESIGN MANAGER

Key Recommendations

The recipe for creating great digital products and experiences isn't a secret. By learning from and emulating the practices of companies that excel at design and digital products, any organization can unlock the benefits of design for its customers, its employees, and the business.

Forrester's in-depth survey and interviews of product and design decision-makers about how organizations can scale their design practices yields several important recommendations:

Cultivate a design-forward organizational culture.

Design is not just for designers. Great digital products emerge from cultures where all employees are empowered, encouraged, and enabled to adopt a design mindset in their day-to-day work.

To begin, expand employees' understanding of design by bringing them into iteration, research, and conversations about design. This creates a culture where everyone understands and values the principles and practice of design. From there, create formal forums for teaching employees how to bring a design mindset to their work — for example, how to apply design principles like visualization, iteration, and inclusion to more effectively solve problems. Then, enable specific roles to apply design methods with more in-depth training. Do this intentionally and with purpose. For example, some leading firms enable product managers to conduct product discovery research, citing the benefits of connecting employees directly with customers.

Create accountability and clarity in decision-making.

When team members aren't clear on what is expected of them and who is accountable for making decisions, it's not just project timelines that suffer — inefficiencies abound, and the organization takes longer to get products to market. Companies that excel at scaling design understand this; they know that role clarity is also critical for garnering support and buy-in from executives who expect clear and frequent communication of progress as well as success.

Start by clarifying who is accountable for defining project outcomes and establishing a plan to measure against them. Then look at the work that happens day to day and answer questions like: Do meetings have a clear owner? Have we documented who is accountable for, responsible for, or consulted on design decisions? Do we understand the full set of stakeholders for each project and the role they will play in informing product decisions? Once you've answered these questions, operationalize the processes you create and stick to them, even when challenges (e.g., time pressures) arise.

Immerse teams in the problem space through specific process practices.

Leading digital product teams spend time in problem discovery to ensure they understand users' needs and pain points and are solving the right problem.

Establish and continuously evolve your company's practices for discovery and descriptive research, defining ways to engage the whole team in research through observation opportunities or sharing video clips from user sessions, for example. Use storytelling to bring identified problems to life and ensure team alignment and understanding before moving to ideation.

Expand who's included, and create rituals for continuous sharing and feedback gathering.

The days of the big reveal where designers present pixel-perfect ideas to stakeholders for feedback are long gone. Creating great experiences happens when you invite more people in and make transparency an underlying principle in the design process.

To do this, first examine how you're sharing in-progress design work today, and ask yourself how you can take a more iterative approach to sharing and welcoming feedback. Ask questions like, "Are we holding regular design critiques that include more than just designers?" and "Do we have a regular cadence for gathering input from cross-functional partners as well as leadership?"

Then look for opportunities to engage more perspectives, with a particular focus on often-overlooked roles like accessibility experts, content writers, and legal and compliance teams. Create inclusive ways of gathering feedback so everyone feels comfortable sharing — like recognizing some people need solo time to formulate and share thoughts while others prefer to chime in during a group session. Lastly, to encourage ongoing participation in the design process, recognize when feedback is incorporated and celebrate the impact feedback had on the company's products and experiences.

Fund and approach your design system like any other critical digital product.

Well-funded and -managed design systems help companies create a cohesive customer experience, increase speed to market, improve accessibility, and more. Take a lesson from the leaders and approach creating, promoting, and managing your design system like any other important digital product.

Establish dedicated roles including designers, developers, and a product manager to work with a broader team of consulted experts. Create feedback loops and a governance process to ensure product teams are active contributors to the system and to inform your design system roadmap and backlog. And regardless of where you are in your design system journey, create a plan for how you'll measure and communicate its impact on customers, on how teams work, on employee engagement, and ultimately on business results. This sets you up for sustained top-down support and buy-in for design.

Appendix A: Methodology

In this study, Forrester conducted an online survey of 351 global respondents and six interviews with respondents at the manager level and above who are actively involved in app or website design to evaluate how organizations can evolve and scale their design practices. Survey and interview questions asked about digital product design priorities, challenges, and future directions. Respondents were offered a small incentive as a thank-you for time spent on the survey. The study began in March and was completed in April 2023.

Appendix B: Demographics

REGION	
North America	**37%**
EMEA	**33%**
APAC	**30%**

NUMBER OF EMPLOYEES	
20,000 or more employees	**15%**
5,000 to 19,999 employees	**20%**
1,000 to 4,999 employees	**47%**
500 to 999 employees	**18%**

TOP FIVE INDUSTRIES	
Technology/technology services	**16%**
Manufacturing and materials	**16%**
Financial services/insurance	**13%**
Retail	**10%**
Healthcare	**8%**

ROLE	
C-level executive	**17%**
Vice president	**11%**
Director	**44%**
Manager	**29%**

TOP FIVE COUNTRIES	
United States	**29%**
United Kingdom	**15%**
Australia	**12%**
Japan	**10%**
France	**9%**

ANNUAL REVENUE (USD)	
>$5B	**13%**
$1B to $5B	**34%**
$500M to $999M	**23%**
$100M to $499M	**30%**

BUSINESS MODEL	
Only B2C	**10%**
Primarily B2C with some B2B	**30%**
Roughly equal split between B2C and B2B	**45%**
Primarily B2B with some B2C	**9%**
Only B2B	**6%**

Appendix B: Demographics (continued)

TOP FIVE DEPARTMENTS	
Product	**28%**
IT	**25%**
Design	**23%**
Operations	**7%**
CX	**5%**

RESPONSIBILITY FOR APP AND WEBSITE DESIGN AND DEVELOPMENT STRATEGY	
Final decision-maker	**55%**
Part of a team making decisions	**37%**
Influence decisions	**8%**

Note: Percentages may not total 100 due to rounding.

Appendix C: Supplemental Material

RELATED FORRESTER RESEARCH

"Emerging Tech Innovation Success Requires Deep Design Expertise," Forrester Research, Inc., November 8, 2022
"The Design Industry, 2021," Forrester Research, Inc., March 18, 2021

ADDITIONAL RESOURCES

Gina Bhawalkar, "You Need A Design System — Here's Why," Forrester Blogs, December 12, 2022
David Truog, "Generative AI Needs Design And Will Transform It," Forrester Blogs, February 14, 2023

Appendix D: Endnotes

[1] Source: Gina Bhawalkar, "You Need A Design System — Here's Why," Forrester Blogs, December 12, 2022.
[2] Source: "Digital CX And Design Trends, 2023," Forrester Research, Inc., March 6, 2023; David Truog, "Generative AI Needs Design And Will Transform It," Forrester Blogs, February 14, 2023.
[3] Source: "Digital CX And Design Trends, 2023," Forrester Research, Inc., March 6, 2023.
[4] Source: "Research Needs A Rebrand," Forrester Research, Inc., June 10, 2022.
[5] Source: "The Top Three Questions About Agile CX And UX," Forrester Research, Inc., June 22, 2022.
[6] Source: "The Forrester Tech Tide™: Experience Design, Q1 2022," Forrester Research, Inc., March 30, 2022.
[7] Source: "Digital CX And Design Trends, 2023," Forrester Research, Inc., March 6, 2023.