

# Nacar transition strategy

Design Agency Nacar, based in Barcelona, has experienced remarkable success since its founding in 2006, transforming from a small industrial design studio to a prominent agency with around 120 employees. Due to a recent growth spurt, it was found that **Nacar is currently in a transition phase from a small agency to a medium-sized organisation.** This project aims to identify the challenges that come from this transition phase and **develop a sustainable growth strategy** that will allow the organisation to maintain its success in the long term.

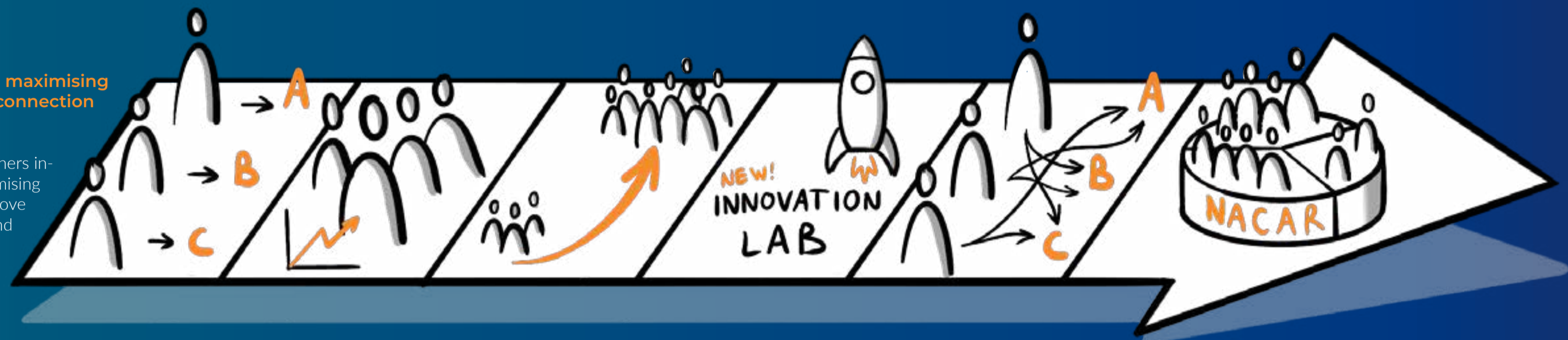
A roadmap was developed to include all research findings, that works towards a new shared vision. However, the final solution of the project exists as a combination of two strategies that were developed based on that roadmap: a **people focused growth strategy** and a **business focused growth strategy**. Together they balance the two most important aspects of any organisation, particularly one that aims for sustainable growth.

**NACAR** Design Agency

**People growth strategy**

Grow by acquiring talent and maximising personal development through connection and collaboration

Nacar has many talented and versatile designers in-house, therefore this strategy focuses on maximising the output of these capabilities. It aims to improve the internal collaboration by connecting teams and developing a company wide methodology, as well as to provide many opportunities for employees regarding personal development, training and career paths. The people strategy shapes the foundation of the innovation Lab from the business growth strategy, therefore they shape the solution of the project together.

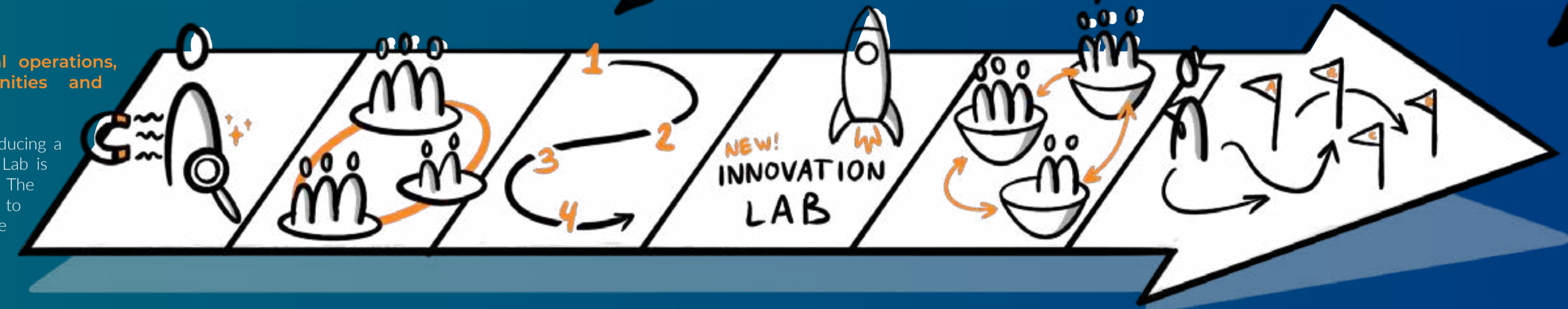


- 1 Set up efficient talent acquisition
- 2 Connect teams
- 3 Connect methods
- 4 Set up Nacar Lab
- 5 Ensure a plug and play operations structure
- 6 Offer employees various career paths

**Business growth strategy**

Grow by improving internal operations, increase business opportunities and introduce a new business unit

This strategy strives for growth by introducing a new business unit: The Nacar Innovation Lab is dedicated to pursuing innovative projects. The purpose of the Lab is to stimulate designers to pursue disruptive ideas, allowing them more diversity in their time division between projects and to improve the internal design operations through this new strategic focus. This strategy requires great collaboration and knowledge sharing within the organisation, as well as versatile designers that are ready for these high design value projects.



- 1 Ensure a stable operations structure
- 2 Create a business team
- 3 Grow studio exponentially
- 4 Set up Nacar Lab
- 5 Implement fully integrated operations
- 6 Relise a new revenue model



“Transform Nacar into a universe of possibilities where employees, clients and partners can be their best version.”

Danique Drost  
 Designing a transition strategy for design agency  
 Nacar  
 23 / 02 / 2023  
 Strategic Product Design

**Committee** Ir. Ruud van Heur  
 Ir. Bart Bluemink  
**Company** Rafael Perez

**TU Delft**