On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The Internet address for GSA Advantage! is: http://www.gsaadvantage.gov

Multiple Award Schedule
Large Category H: Professional Services

CONTRACT NUMBER:
GS-10F-0032W

Period Covered by Contract:
October 30, 2019 through October 29, 2024

IDEO LP
780 High Street
Palo Alto, CA 94301
Telephone: (650) 289-3400
Fax: (650) 322-6321
www.ideo.com

Contract Administrator:
Margaret Kessler
mkessler@ideo.com
415-310-7751

Pricelist current through modification PS-0050 effective 4/19/2021

Business Size: Other than Small

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov.
1a. Table of awarded Special Item Number (SIN):

541611: Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services

*Subject to Disaster Recovery Purchasing

OLM: Order Level Material

*Subject to Cooperative Purchasing and Disaster Recovery Purchasing

1b. Identification of the lowest priced model number and lowest unit price for that model for each SIN awarded in the contract:
See attached pricelist for details.

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided:
See attached pricelist for details.

2. Maximum Order:

541611: $1,000,000

OLM: $250,000

*If the “best value” selection places your order over this Maximum Order identified in this catalog/pricelist, you have an opportunity to obtain a better schedule contract price. Before placing your order, contact the aforementioned contractor for a better price. The contractor may (1) offer a new price for this requirement; (2) offer the lowest price available under this contract; or (3) decline the order. A delivery order that exceeds the maximum order may be placed under the Schedule contract in accordance with FAR 8.404

3. Minimum Order: $300

4. Geographic Coverage: Domestic Delivery Only

5. Production Point:

780 High Street
Palo Alto, CA 94301

6. Discount from List Prices or Statement of Net Price: Net GSA pricing is listed in the attached pricing tables.

7. Quantity Discounts: None

8. Prompt Payment Terms: Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. Foreign Items: None

10a. Time of Delivery: Specified on the Task Order

10b. Expedited Delivery: Contact Contractor

10c. Overnight and 2-day delivery: Contact Contractor

10d. Urgent Requirements: Contact Contractor
11. F.O.B. Point: Destination

12. Ordering Address:

780 High Street
Palo Alto, CA 94301

12b. Ordering Procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.

13. Payment Address:

780 High Street
Palo Alto, CA 94301


15. Export Packing Charges (if applicable): N/A

16. Terms and Conditions of Rental, Maintenance, and Repair (if applicable): N/A

17. Terms and Conditions of Installation (if applicable): N/A

18a. Terms and Conditions of Repair Parts indicating Date of Parts Price Lists and any Discounts from List Prices (if applicable): N/A

18b. Terms and Conditions for any other services (if applicable): N/A

19. List of Service and Distribution Points (if applicable): N/A

20. List of Participating Dealers (if applicable): N/A

21. Preventative Maintenance (if applicable): N/A

22a. Special Attributes such as Environmental Attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A

22b. Section 508 Compliance for EIT: N/A

23. DUNS Number: 038144739

24. Notification regarding registration in System for Award Management (SAM) database: Active

*Please note that the terms agreed to with GSA reflect the legal and business risk appropriate to certain, basic design services provided to government clients. IDEO may request modifications to certain GSA terms at the Task Order level to reflect the complexity of and risk associated with the particular design challenges under the relevant Task Order. Such modifications shall not conflict with the terms of the Schedule; however, the parties may clarify the applicability of certain terms based on the nature of the services requested.
<table>
<thead>
<tr>
<th>#</th>
<th>SIN</th>
<th>Labor Category Title</th>
<th>Awarded Price (w/ IFF)</th>
<th>Education</th>
<th>Years of Experience</th>
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The Service Contract Labor Standards (SCLS) is applicable to this contract as it applies to the entire Multiple Award Schedule and all services provided. While no specific labor categories have been identified as being subject to SCLS due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCLS eligible labor categories. If and/or when the contractor adds SCLS labor categories/employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS matrix identifying the GSA labor category titles, the occupational code, SCLS labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.
LABOR CATEGORIES DESCRIPTIONS

1. Junior Designer – Level 1A

   Minimum Education: Bachelor’s Degree

   General Experience: A minimum of one (1) year of directly relevant industry experience.

   Functional Responsibility:
   - Conduct research to uncover latent user needs that are not discoverable by traditional focus groups, surveys or questionnaires.
   - Work with end-users to define the criteria for a successful solution.
   - Use the most current “Human Centered Design” techniques that create insights into end-user actions, thoughts and behaviors.
   - Participate in Brainstorming sessions to generate dozens or even hundreds of rough or potential concepts.
   - Create concepts to illustrate business initiatives and strategies.
   - Participate in feedback and review sessions with the IDEO team, client and/or end-users. Use simple techniques for presentation that make concepts easy to grasp. This may include hand sketches, computer renderings (e.g. Photoshop, Adobe Illustrator), mock-ups, animated scenarios, 3D models or other props to aid discussion.
   - Participate in design reviews evaluating the work of others on the team. Offer honest and useful critique to provide the client with multiple perspectives on key issues.

2. Design Research Coordinator – Level 1

   Minimum Education: Bachelor's Degree

   General Experience: A minimum three (3) years of relevant industry experience.

   Functional Responsibility:
   - Work with the Project Lead to define the criteria for a successful design research participant. Facilitate the search to identify candidates for design research interviews, and user participant studies as required. Craft compelling user research calls for entries for online posting.
   - Screen prospective research participants for required qualifications, and narrow the selection of candidates for the Project team to finalize.
   - Ensure that final selected participants complete necessary paperwork (agreements, consent forms, video and photo release forms as required).
   - Coordinate the research plan and logistics with Project lead, and assist with user payments as required.

3. Design Research Coordinator – Level 2

   Minimum Education: Bachelor’s Degree

   General Experience: A minimum five (5) years of relevant industry.

   Functional Responsibility:
   - Work with the Project Lead to define the criteria for a successful design research participant. Facilitate the search to identify candidates for design research interviews, and user participant studies as required. Craft compelling user research calls for entries for online posting.
   - Screen prospective research participants for required qualifications, and narrow the selection of candidates for the Project team to finalize.
   - Ensure that final selected participants complete necessary paperwork (agreements, consent forms, video and photo release forms as required).
   - Coordinate and help facilitate group interview sessions, for group sizes of 15-50+ participants.
   - Coordinate the research plan and logistics with Project lead, and assist with user payments as required.
4. **Production Coordinator – Level 2**

   **Minimum Education:** Bachelor's Degree

   **General Experience:** A minimum five (5) years of directly relevant industry experience.

   **Functional Responsibility:**
   - Support the logistical needs of a project: plan key meetings and Brainstorms, arrange travel, and provide on-site needs for the project team as required.
   - Support the development of project deliverables as necessary, interfacing with printers and other outside vendors.
   - Coordinate with primary client liaison as required for travel-related inquiries and needs.
   - Attend and assist with key meetings as required.
   - Assist project team, especially Project Lead, with administrative needs during course of project.

5. **Operations – Level 3**

   **Minimum Education:** Bachelor's Degree

   **General Experience:** A minimum six (6) years of directly relevant industry experience.

   **Functional Responsibility:**
   - Provide leadership on the operational aspects of the project and/or program.
   - Create project budgets for time and expenses, and help support the adherence of the project team to the required budget/s.
   - Perform and assess risk management on assigned projects, and collaborate on risk mitigation strategies and implementation with our business leads and project leaders.
   - Work with and support project teams and our finance department to achieve financial objectives such as: delivering projects on time and on budget, limiting financial exposure through timely invoicing and collections and spotting scope change and preparing change orders for additional fees and documentation.

6. **Senior Designer – Level 3**

   **Minimum Education:** Master’s Degree

   **General Experience:** A minimum six (6) years of directly relevant industry experience.

   **Functional Responsibility:**
   - Conduct research to uncover latent user needs that are not discoverable by traditional focus groups, surveys or questionnaires.
   - Work with end-users to define the criteria for a successful solution.
   - Use the most current “Human Centered Design” techniques that create insights into end-user actions, thoughts and behaviors.
   - Participate in and lead, Brainstorming sessions to generate dozens or even hundreds of rough or potential concepts.
   - Present concepts to illustrate business initiatives and strategies.
   - Lead feedback and review sessions with the IDEO team, client and/or end-users. Use simple techniques for presentation that make concepts easy to grasp. This may include hand sketches, computer renderings (e.g. Photoshop, Adobe Illustrator), mock-ups, animated scenarios, 3D models or other props to aid discussion.
   - Participate in design reviews evaluating the work of others on the team. Offer honest and useful critique to provide the client with multiple perspectives on key issues.
   - As practical, work closely with the client and include client in research, synthesis, idea generation and concept presentation.
   - Provide key input to proposals so the client has a clearly defined path forward.
7. **Senior Content Guide – Level 5**

**Minimum Education:** Master’s Degree

**General Experience:** A minimum fifteen (15) years of directly relevant industry experience.

**Functional Responsibility:**
- The Senior Content Guide offers world-leading depth in their primary content area and is seen as “the best” in a particular discipline, craft or market offer.
- They lead IDEO’s R&D efforts to further define the edge of a discipline or content area for the benefit of the client.
- The Senior Content Guide is someone who has more experience than the Content Guide in the content area of the specific program and is assigned to projects with a high level of complexity or projects that break new ground. This is to minimize risk while seeking a unique solution.
- Participate on a full or part time, as determined by the Project Leader in collaboration with the client. Usually, the need for a Content Guide has been identified during the proposal development phase.
- Provide provocation to the team to insure that a variety of approaches are used so novel insights surface that can become compelling strategies or other business programs.
- Senior Content Guide may contribute hands-on as a designer, if that use of the resource provides the most value to the client.

8. **Designer – Level 1**

**Education/Experience:** The Designer requires a Bachelor’s Degree and a minimum three years of directly relevant industry experience.

**Functional Responsibility:**
- Conduct research to uncover latent user needs that are not discoverable by traditional focus groups, surveys or questionnaires.
- Work with end-users to define the criteria for a successful solution.
- Use the most current “Human Centered Design” techniques that create insights into end-user actions, thoughts and behaviors.
- Participate in, or lead, Brainstorming sessions to generate dozens or even hundreds of rough or potential concepts.
- Present concepts to illustrate business initiatives and strategies.
- Lead feedback and review sessions with the IDEO team, client and/or end-users. Use simple techniques for presentation that make concepts easy to grasp. This may include hand sketches, computer renderings (e.g. Photoshop, Adobe Illustrator), mock-ups, animated scenarios, 3D models or other props to aid discussion.
- Participate in design reviews evaluating the work of others on the team. Offer honest and useful critique to provide the client with multiple perspectives on key issues.
- As practical, work closely with the client and include client in research, synthesis, idea generation and concept presentation.
- Provide key input to proposals so the client has a clearly defined path forward.
9. **Senior Designer - Level 2**

   **Education/Experience:** The senior designer requires a Master’s Degree and a minimum five years of directly relevant industry experience.

   **Functional Responsibility:**
   - Conduct research to uncover latent user needs that are not discoverable by traditional focus groups, surveys or questionnaires.
   - Work with end-users to define the criteria for a successful solution.
   - Use the most current “Human Centered Design” techniques that create insights into end-user actions, thoughts and behaviors.
   - Participate in, or lead, Brainstorming sessions to generate dozens or even hundreds of rough or potential concepts.
   - Present concepts to illustrate business initiatives and strategies.
   - Lead feedback and review sessions with the IDEO team, client and/or end-users. Use simple techniques for presentation that make concepts easy to grasp. This may include hand sketches, computer renderings (e.g., Photoshop, Adobe Illustrator), mock-ups, animated scenarios, 3D models or other props to aid discussion.
   - Participate in design reviews evaluating the work of others on the team. Offer honest and useful critique to provide the client with multiple perspectives on key issues.
   - As practical, work closely with the client and include client in research, synthesis, idea generation and concept presentation.
   - Provide key input to proposals so the client has a clearly defined path forward.

10. **Principle Designer – Level 3**

    **Education/Experience:** The Principle Designer requires a Master’s Degree and a minimum eight years of directly relevant industry experience with graduate studies.

    **Functional Responsibility:**
    - Conduct research to uncover latent user needs that are not discoverable by traditional focus groups, surveys or questionnaires.
    - Work with end-users to define the criteria for a successful solution.
    - Use the most current “Human Centered Design” techniques that create insights into end-user actions, thoughts and behaviors.
    - Participate in, or lead, Brainstorming sessions to generate dozens or even hundreds of rough or potential concepts.
    - Present concepts to illustrate business initiatives and strategies.
    - Lead feedback and review sessions with the IDEO team, client and/or end-users. Use simple techniques for presentation that make concepts easy to grasp. This may include hand sketches, computer renderings (e.g., Photoshop, Adobe Illustrator), mock-ups, animated scenarios, 3D models or other props to aid discussion.
    - Participate in design reviews evaluating the work of others on the team. Offer honest and useful critique to provide the client with multiple perspectives on key issues.
    - As practical, work closely with the client and include client in research, synthesis, idea generation and concept presentation.
    - Provide key input to proposals so the client has a clearly defined path forward.
11. Project Leader – Level 3

**Education/Experience:** The Project Leader requires a Bachelor’s Degree and a minimum eight years of directly relevant industry experience with graduate studies.

**Functional Responsibility:**
- Provide project management to keep the program on schedule, on target and on budget. Deviate only with the agreement of the client.
- Project Leader is often a “working lead” providing strategic and tactical leadership.
- Maintains close relationship with the client by setting regular (often weekly) conference calls, scheduling review sessions for the immediate team to discuss program content, schedule and budget.
- Brief project findings to client senior management. Seek to have close lines of communication.
- Host workshops with the client core team to deconstruct tough issues and capture insights both large and small. As vehicles for discovery, team may use tabletop exercises, scenario simulations, role playing and other techniques as the program requires.
- As a “working lead”, Project Leader may perform some or all of the functional responsibilities in Principle Designer Level 3. This depends on needs of project.

12. Content Guide – Level 3

**Education/Experience:** The Content Guide requires a Master's Degree and a minimum eight years of directly relevant industry experience with graduate studies or equivalent.

**Functional Responsibility:**
- Content Guides are specialists in a specific discipline, craft or market offer. Their portfolio demonstrates the impact of this perspective across a range of client problems, industries and user situations.
- The Content Guide is someone who has mastery of the content area of the specific program and is assigned to projects with a high level of complexity or projects that break new ground. This is to minimize risk while seeking unique solution that provides maximum value to the client organization.
- Participate on a full or part time, as determined by the Project Leader in collaboration with the client. Usually, the need for a Content Guide will be identified during the proposal development phase.
- Provide provocation to the team to insure that a variety of approaches are used so novel insights surface that can become compelling strategies or other business programs.
- May participate as a Principle Designer and Content Guide, if that use of the resource provides the most value to the client.

13. Client Relationship Manager – Level 3

**Education/Experience:** The Client Relationship Manager requires a Master’s Degree and a minimum eight years of directly relevant industry experience with graduate studies or equivalent.

**Functional Responsibility:**
- On a large project a full time Client Relationship Manager will be assigned to the project. In this case, the Project Leader will support the requests of the Client Relationship Manager for info exchange with the client.
- The CRM specifies a communication program that meets the client needs for details and updates.
- On large projects with aggressive time frames, daily scheduled conference calls are common to discuss priorities, make decisions, deal with SOW’s for future phases of work or other contractual issue.
- The CRM will define executive coaching opportunities so that useful new management or innovation practices become a part of the client organization.
- CRM looks for other ways to add value to the client management initiatives. The CRM is encouraged to make recommendations even if the services are not ones offered by IDEO. A good CRM is considered a Trusted Advisor by management of the client organization.
14. Senior Project Leader – Level 4

**Education/Experience:** The Senior Project Lead requires a Master’s Degree and a minimum twelve years of directly relevant industry experience with graduate studies or equivalent.

**Functional Responsibility:**
- Provide project management to keep the program on schedule, on target and on budget.
- Senior Project Leads lead multidisciplinary teams of 3-5 people to deliver excellence against the most complex and difficult client problems.
- They offer extraordinary depth of expertise in at least 1 discipline, as well as a breadth of content across 2 or more additional disciplines, crafts or professions. This enables them to integrate a broad range of inputs and constraints to lead the content vision within a project and deliver cutting-edge solutions to client problems.
- They define the standard of excellence in their area of expertise, and are considered a resource in this area within and beyond IDEO.
- Senior Project Leader performs duties similar to Project Leader but he/she has more industry experience.
- Provide project management to keep the program on schedule, on target and on budget. Deviate only with the agreement of the client.
- Project Leader is often a “working lead” providing strategic and tactical leadership.
- Maintains close relationship with the client by setting regular (often weekly) conference calls, scheduling review sessions for the immediate team to discuss program content, schedule and budget.
- Brief project findings to client senior management. Seek to have close lines of communication.
- Host workshops with the client core team to deconstruct tough issues and capture insights both large and small. As vehicles for discovery, team may use tabletop exercises, scenario simulations, role playing and other techniques as the program requires.
- As a “working lead”, Project Leader may perform some or all of the functional responsibilities in Principle Designer Level 3. This depends on needs of project.

15. Senior Content Guide – Level 4

**Education/Experience:** The Senior Content Guide requires a Master’s Degree and a minimum twelve years of directly relevant industry experience.

**Functional Responsibility:**
- The Senior Content Guide offers world-leading depth in their primary content area and is seen as “the best” in a particular discipline, craft or market offer.
- They lead IDEO’s R&D efforts to further define the edge of a discipline or content area for the benefit of the client.
- The Senior Content Guide is someone who has more experience than the Content Guide in the content area of the specific program and is assigned to projects with a high level of complexity or projects that break new ground. This is to minimize risk while seeking a unique solution.
- Participate on a full or part time, as determined by the Project Leader in collaboration with the client. Usually, the need for a Content Guide has been identified during the proposal development phase.
- Provide provocation to the team to insure that a variety of approaches are used so novel insights surface that can become compelling strategies or other business programs.
- Senior Content Guide may contribute hands-on as a designer, if that use of the resource provides the most value to the client.
16. Senior Client Relationship Manager – Level 4

**Education/Experience:** The Senior Client Relationship Manager requires a Master’s Degree and a minimum twelve years of directly relevant industry experience.

**Functional Responsibility:**
- Senior Client Relationship Managers work across a portfolio of clients and offer leading-edge expertise around successful strategies and solutions for client problems.
- On a large project, a full-time Senior Client Relationship Manager will be assigned to the project. In this case, the Project Leader or Senior Project Leader will support the requests of the Client Relationship Manager for info exchange with the client.
- The CRM specifies a communication program that meets the client’s needs for details and updates.
- On large projects with aggressive time frames, daily scheduled conference calls are common to discuss priorities, make decisions, deal with SOW’s for future phases of work or other contractual issues.
- The CRM will define executive coaching opportunities so that useful new management or innovation practices become a part of the client organization.
- CRM looks for other ways to add value to the client management initiatives. The CRM is encouraged to make recommendations even if the services are not ones offered by IDEO. A good CRM is considered a Trusted Advisor by management of the client organization.

17. Design Director - Level 5

**Education/Experience:** Design Directors require a Master’s Degree and a minimum of fifteen years of directly relevant industry experience.

**Functional Responsibility:**
- Oversees and influences a substantial portfolio of world-class project work and therefore brings a perspective that challenges the IDEO/Client team to think beyond normal boundaries to achieve a more innovative solution to strategic or business problems.
- Provides a direct connection to senior management of IDEO, and participates in strategic decision-making with IDEO’s Partners.
- Offers oversight and direction by managing the people who lead cross-functional teams that are focused on the delivery of strategy, program planning, scenario, or other expert advice.
- Assigns and monitors work of project/program leadership staff, providing technical support and direction.
- Brings the latest learnings from IDEO’s in other domains, such as the Fortune 100 private sector clients. Design Director is responsible that relevant learning is brought to the benefit of federal clients.
- Develops, defines and executes project plans, schedules, budgets and deliverables.
- Finds the right resources for projects, defines and assigns major project roles.
- Monitors the program/project from initiation through delivery, interfacing with external customers or field-based employees on technical matters, as needed.
18. Associate Partner – Level 5

The level includes the following roles: Design Director, Location Director, Practice Director, and Key Client Director

Education/Experience: The Associate Partner requires a Master’s Degree and a minimum fifteen years of directly relevant industry experience.

Functional Responsibility:
☐ Associate Partners have been selected by the Partners to become a member of that leadership group.
☐ Associate Partners influence portfolios of innovation-defining project work across a range of industries, and lead strategic initiatives to align IDEO’s capabilities and capacities with cutting-edge opportunities and client problems.
☐ The Associate Partner creates value by forming a long term strategic relationship with the client, beyond the day-to-day project activity.
☐ Provides a direct connection to senior management of IDEO.
☐ Recommends new strategic initiatives for the client organization based on AP’s tenure at IDEO and respected status within the firm.
☐ Provides access to IDEO thought leaders in various disciplines. Also arranges connection with IDEO event speakers, best-selling authors and other industry respected experts.

19. Partner/Associate Partner – Level 6

The Partner/Associate Partner is a senior status within IDEO that includes the following roles: Practice Head, Location Head, Executive, and General Manager

Education/Experience: The Partner/Associate Partner requires a Master’s Degree and a minimum fifteen years of directly relevant industry experience. At level six, this role is by invitation only.

Functional Responsibility:
☐ Partners lead IDEO as an enterprise and are responsible for ensuring the long term sustainability and excellence of the business. Key to that is forming deep relationships with clients so that their enterprise flourishes.
☐ Partners offer significant industry and professional relationships outside of IDEO and have created breakthrough understanding inside client organizations, the world of business, and society at large.
☐ IDEO Partners are the small group of people who have made significant contributions to IDEO client. They have a proven track record of improving client businesses.
☐ A Partner assigned to a client provides strategic guidance and a direct link to IDEO senior management.
☐ A Partner accepting an assignment to a client must treat their client’s business as their own and use all their resources to make the client organization a successful one.