

Date: 10th July 2014 (pm 19:00 – 20: 40: approx. 100 min.)

Interview Instrument: Person to Person meeting in Cambridge

Interviewee: DT, Design Consultant at 'T' Consulting

Apart from my interview I am interested in your personal background, because you worked at many different types of companies in many different countries – Singapore, especially...

Yes, I am from Singapore, and graduated from Singapore. And I've work there about 4 to 5 years before I came to study for my master? In St. Martin? And, after wish? Went to back to Singapore, for half a year? And get bored? So I decided to come back to the UK to do have some experience, because you know...the thing is where to study here for a year? Right? You know that the approach in terms of education is different from what we learnt from Asia! That's quite big different. There is only the reason...ok....probably a bit back record, where we grew up in the UK...you know....when you are a student and when you are working you always flip your design magazine? I've always wondered how do they come up with such a nice innovative ideas? In terms of a lot of time, probably our....maybe, 80% is from Europe? Or US? Maybe 10-20 % is from Japan or Korea. And...one or two cases...oh no...probably 20% is from Asian. So what actually, contributed them to link so, to creativity...that was my curiosity. That was what I find out so that I was travelled to the UK for studying?

General Attitudes/ Design Education/ Design priorities

Attitude/ behaviour

Education value

Novelty from the West

Noted different education system and approaches between the Eastern and the Western

80% of innovation (design innovation) perhaps happens in the Western, 20% happens in Asia (mentioned Japan, Korea etc.) "

1. It's quite interesting, for me, to us, because Singaporean design education system is quite advanced in general. So, there are many companies, such as foreign company when I saw your profile. You used to work for Dell...so there are many design centers in Singapore. So what make you come to the UK?

I guess, like...even though Singaporean is quite advanced, our education system is quite advanced. But design history is not as much rich as China or European countries nor even Korea...or japan. So in terms of when talk about design? They are very young in our country. Probably, say...product design...is probably...the top fie batch, oh no, not top five...but quite early batch...? Maybe, that 's too early. But ...let's see, alright !

National grounding/ Organizational grounding/ design education

History/Legacy

Education system is advanced

As a younger country Singapore design history is not that longer as China, Europe, Korea, Japan etc.

there is our university something...have product design? Until my second year? Actually, I graduated from diploma, so that in terms of product design, it's not...we are much more slower than other countries? But we are picking out. But the thing is still same.

National grounding/ Organizational grounding/ design education

Education value

Education system

Singaporean design education is undervalued in terms of the education system

Why do I come over step...after...as always I've always wondered about why today how do they manage all those things original ideas. Because I believe that you know...whether you are Asian or European or...we are all the same, isn't it? It's ...china is creative right? Japan is also very creative? It's like different creative in different way? But how come you can come up with all those design and product? It seems to be...we are a bit more lag behind? So, that's the thing that I am curious to find out?

And after the one year study you start to aware of actually they are quite different in the way of ...they start...I think it stats from education. Actually I still agree with it. Do you find out it's quite different? Do you find out having a bit differences?

Design approach/ Design Education/ Creativity

Creativity can come out from everyone

Creativity capability is nurtured

different education value/ approach contributes to nurturing creative capability differently

2. You mean, the difference between Korea or Asian...and Europe in education system? Yes, it's obviously different between here and our education system. Especially, like you said. For example, approach to design, approach to thinking, isn't it? Way of thinking is still different

That's the reason why I came over. I think where we started off? In terms of whether our education is different? Because right in the Europe, they tend to encourage students to think, so when I was in my course, I don't want to raise up and speak up. But in our course I will see China, Korea, Japan, Taiwan, Singapore...we are all quite. But all European they all have lots of comments? Actually, what I m interested in is they are actually more creative? The... that they can develop their own idea and own talks?

General Attitudes Design Education Creative capability

Education value

Western: speaking out is accepted and respected in education place

Eastern: speaking out is ridicule or trouble maker

3. But, for us, Asians, Singapore, and your countries is pretty much multi-cultural and multi national domain. And even though your education system seems to be influenced by the UK system?

But I mean that contains are very similar? So in terms oflevel...it's still very Asian, very Chinese, because the thing is my grand parents, my family are from China. A lot of all...Singaporean ancestors, they all come from India...China...in terms of thing that we applied, in terms of very traditional imagine. Let's imagine school! If you raise too many questions, they think of you as a trouble maker, isn't it? Let's say, Europe, if you tend to have a lot questions, they, teacher tend to think of you as a good student? You are much more engaged? That's what they said engaged? That's start off. Once you get proud of, for us, it works.

General Attitudes Design Education Creative capability

Education value

Multicultural country, Singapore dominated by Chinese education cultural value

Whereas we tend to everything that bossy!? That's another thing that you know is one way, hierarchy. Because you know it's like emperor. One man say something, employees do everything? And they never challenge? But over here is quite open? But I guess like ...when you report...yes... you are ...pretty much like you are like radio! Do you have a similar content?

Organizational Structure Hierarchy Communication

Hierarchical organization atmosphere cause closed communication – one way communication only from the top
The bottoms behaves like recipient and information deliverer only

4. I think so! Yes it's true. And somehow, I agree with it. Actually, some of my interviewee says Singaporean education system seems very advanced? So that's why I really wanted to talk with you?

I guess, in order to do that, there are a lot of times, ways lose in your history? Or your cultures? A lot of time, what your education system is right? What you believe...what kind of value is...? It's different. Even though, for example, Singapore, what we had? Our education system is very similar to the UK. But our culture and value is still variation? Respect your teachers, respect your elderly, respect your boss...

General Attitudes Design Education Creative capability

Multicultural country, Singapore dominated by Chinese education cultural value

Kind of their mentality, their implicit mind-set is still different from here, although system seems like British?

So...the other thing is different, depending on who do you work? So actually I am very lucky in my first job, my boss was Dutch!, so as there as there as I say, I worked for very westernised company already! And then, my second company is like...as...I used to work for overseas company, rather than local company. So the way of culture that I've been is sort of open...set up...also...sort of the environment that...also of...like developing? It's already been started ...very Westernised where you tend to speak up more than employer. Even though I tend to speak up more over here, sometimes I tend to be more quite. I do speak up what I do think right or wrong.

Organizational Structure Hierarchy Communication

Different hierarchy of organizational structure help to open communication – Western based organization in Singapore

5. I got a couple of questions from this. You used to work for Dell in Singapore. And you also work at here in the UK. But both of organizations are a type of external organizations. So both two working environments are kind of similar...as ...a global ...or international companies. Even in design project there may not have cultural contexts at all, (because of global companies)?

I guess...you will be surprised a lot at little things!! It's ...how to interact people...yeah....it's just little thing. I don't know. What was quite interesting is...OK...ME!! I could give you an example. Like...the way....maybe thing were evolved, but five or six years ago, 2009, when after I graduated...so basically, what I had my portfolio, I managed quite a few companies for job interviews but the thing is...never...for me...quite hard for me to get a job here? Even though I am given study here for one and half year here? But, my portfolio is basically based on what I worked in Singapore. But the thing is that, what I was interested in is that reason?...I was shocked as an Asian? Honestly, it's like problem of my portfolio because...it's not kind of my work is not good.

But it tends to be...really nice aesthetic, but you don't have and put process?! So, it's like how to start A to B, so it's really nice finishing and product, which is what you are saying. That's the difference...so that is the different and...so then we...OK...we do tend to get really nice out-looking. That is our focus...is...how do we get to have nice product, notion of market or product....

Even though we do have process, but the process is not as much as emphasized, as...you know...we don't think that over...like ...comparing to here right? Process of getting performed A point to B, the documentation is very important, as important as your final? Because you have to have a reason to why do you arrive your final destination. But if you don't

have process to tell you what is supporting point, than final destination, then you don't have story? So, that is the different when I first came to the UK for my job. That is the first difficulty that I faced

So, although your portfolio was based on what you have done in Singapore, but when you tried to get a job it was something missing?

They were asking " oh how do you...get to here? Can you show more process? " OK, let's say my mentality, so...basically...is that I will do my portfolio, 'let's do that, how to get all the nice and render images and then just set. And then that' our result!'

And I ...that's the truth... That's the one lab or dimension...but the thing is that right now is...let's say, if you do my portfolio, I would never do that. Because I have to tell them, how to arrive to there, how is the reason, why do you have to...you know...like...why do you have a reason put over here? Because, you want to make pretty? You know...that's reason why I ...so, you have to have document there, as explain. So that's the thing is the difference...that is 5 years ago, so the thing is evolved. So, it tends...it depends on where you are, things may be evolved...so...

Design Education Design Approach

Education value

Work practice

Conception of Design

Appearance/visualization was more prioritised in SG education and work practice

In the UK, paying attention to design process with documentation: how to get this outcomes?: Problem-solving centric

6. Do you think if it is different between what you worked at Dell in Singapore and what you work for here? In terms of process, and in terms of context? Because it seems like still...

It's quite different. In the way that...let's see...it's also depending on organization. Because, different organization has different emphasis? So, basically, when I worked at Dell, we don't have like...design research? In terms of like...in terms of department focusing on that? So, we basically changed engaged...like all the European companies. So we do all the analysis program.

So we engaged foreign consultancy, rather than we do ourselves. So over here? We tend to own research? We tend to do focus on ergonomics or we tend to do it...over...OK. So, what I could say is...in Dell has...they have...OK...it's also corporate company. So, right now, you try to compare corporate company and consultancy? So, corporate company and consultancy are quite different in the way that they function too. So, in terms of corporation, they have different departments. So they have...department of human factors? But when I worked for a previous company? They are a small consultancy, so we don't have a department for human factor. So we attempted to do it by ourselves. We tend to do more research on you own. That's quite different.

Organizational Structure Design Approach Design priorities

Large organization

Work practice

Departmentalization

Corporation is operated through wide range of departmentalization: No Design research discipline in SG Dell

Design requires more multidiscipline to understand human factors with design process

Overseas office often reflecting the function of department

7. Ok, let's look back to your current job. As I see your profile, you work with Chinese and Western clients? So who is your contact point with you? Are they overseas office of the Chinese clients located in the UK, or the HQ of the company?

Basically, I was quite interested in the way that I've got in the previous company. Because they want to venture in China and then they want to have someone who is able to speak Chinese and to be able to deal with Chinese clients. So I was employed. So, basically, I was a kind of... a sort of key...main contacts, to deal with...kind of Chinese clients? So, I was be with them to get...we do also employ a...just kind of sales person? That is like local people. And from there it was started

to build reputation. Then we have more and more projects. Then, we start to build and ...to have to have Chinese office? That is where we started to fly. We have been sent over China for a year and then work for there. So, Chinese and Singapore are quite different, but still quite interesting. Because, if you say working in Singapore, China, and the UK, they are all different. The way you do business is also different. In terms of design process, all...also different. Let's say, in terms of dealing with client. Singapore, I would say in some way, in-between Europe and Chinese, where Singapore is quite westernized? But they understand in terms of Chinese way of thinking, in terms of way of respecting client? But, in Europe, they are more mutual level, you know, you have two ways...so...but...

General Attitudes Communication Design project

Organizational culture

Power-led Design Project

Power led by resources

All processes can be different among even Chinese cultural background countries: Westernized SG VS. Chinese origin mainland China

Do you feel obviously that there is something different?

Not, not really obviously different. It's more like...in Asia, I would say, who is the one who pay money? We have power, and then that's the one thing because they say ...then we are...kind of...small(so) show more respect? More polite...? But over here in Europe, you know, you tend to be a client, but the thing that...that ..is kind of we are "I know we are in business!" (More like partner?!) partner! You are not the one who pay me. I know you pay me, but ...of course there is hierarchy, but higher level? It is more like if you do have anything, you can say so. If you don't agree, you avoid it. Rather than afraid...they are more open...I think they are more open? I couldn't say... probably say...that...maybe...let's say. It's also...it's also depending on individuals...so maybe...it's type of my stereotype?

General Attitudes Communication Design project

Common 'stereotype' of business culture

For her in the design consultancy in the UK, she is in charge of Chinese clients as a contact point

For China business in Design employment of local person Chinese ethnicity is needed

In the West mutual respect is common : rather said as partnership

In the East power led project is carried out : Showing Politeness, respect : Noted a power who pays for a project in the East tend to be more respected – resource oriented

No, no it's ok. Somebody says there is difference, the other say that there is no difference...depending on individuals...?

So...ok...it's depending on...let's say, it's depending on...there is difference. Let's say...because you have a boss in China, they say the boss is very dominant? This is the one and all the staff, and they versus...against that? Then, you are dealing with project manager, but not dealing with director? Director has answers to tell them to go for aim, and then director tell them "let's go for aim". But you suggest that B is probably better. But...if, let's say, the client manager doesn't really want...really sort of thing that he goes back to talk to the director? Then, they are away down for your design product. If you...let's say ...if you have management in the different companies, whereas but the director suggest aim? But manager is willing to say to voice...more of taking comments from us? To say...B is better, alright, why B is better?" talking our opinion, sharing with...who's director. So that makes ...they are much open to different kind of ...suggestion? And I think "why do the design consultancy recommend to go for the design direction, rather than direction A?"

So it's depending on who you are dealing with. But the thing is that, let's say...a lot of time, we also do have Chinese clients? We tend to deal with director, only directors, so then, that's different story. So let's say, if we directly dealing

with director, that's good! That is, we can influence our suggestion to them. So it's also how do you deal with who do you talk with. That makes different. So it has to be in that context. What are you dealing with? What is the context?

General Attitudes Communication Design project

Organizational culture

Power-led Design Project

iterative design project that superiors opinions intervenes

contacting with Chinese boss (director, superiors) is the best way to effective decision making

superiors opinion is only influential

8. Ok, let's looking back your work. Regardless of culture, if there is some differences between current design project and your project, for example, Dell. Because, as I read your companies' article, medical devices design has different approaches from ordinary electronics product design?

I think...first of all, let's talk about consumer product. And what you are talking about is that my previous company and current company is medical product? (Design!) ok, let's say, it is quite different in terms of approach. Because medical product, they already have a lot of FDA that you need to go through medical research where you need all your documentation, like...to prove you have done your design project process to your document? It's proved. But for consumer product it is slightly different. You don't need to have in these kinds of regulation! But, let's say, even right now more interesting thing is that...in the future...I don't know, maybe, you can see a lot of consumer product, it's more and more like medical? Like ...let's say...Apple, they have a lot of health care system?

This is what I want to talk!

And, Nike...as well. Probably Samsung is going to do that soon! So they are moving towards medical product. And there are a lot of consumer products, right now. They want more things to be in lifestyle. So there is thing...you know...there might be one point. Maybe...feel...get into...somewhere...it's kind of saturation point? So that is quite interesting...

Design Approach

Medical design requires more regulative in a certain frame: e.g. FDA , comparing to consumer product design: proven with documentation

But, Consumer product have a tendency to show embracing medical care elements, and medical devices industry sector also tend to realize importance of consumer product : i.e. to become medical elements (service) as a part of lifestyle of consumers , so that it would reach saturated points between medical and product design

Comes to saturated point between consumer electronics and medical device design

9. But, as you said, it' more regulative and tighter design process, because of...when I see the process of medical devices? It should be...it is supposed to more focus on validation and verification of the design process. I think it's very sensitive?

I think the thing is that what you see, right? Because design process...design process, it comes to trend dealing with key different departments. First of all, you have human factors like...what is thing...how the...I should...user experience...and user logics...all that? And then...all that kind of ...instruction...that ...for people to be easy to understand how to use. And then you have industrial design?

Design Approach/ Design Education / Creative capability

All design process is required to understand human factors – user experience and user logic interface and so on
Design as inter multidisciplinary practice including understanding

There is where you are, and engineering...and the thing is that...what is interesting is ...what I feel for me...in order to get able to give myself higher differentiation in the UK as an industrial designer? You need to be actually good at engineering or you need to be good at human research as combining with your design background. Just being pure industrial design, it is... there is not a lot of companies looking for that, because that is where I see the trend of the UK moving towards...if you look at all the post-graduates from, for example, Brunel, your previous university, right? The product design students, they tend to have quite long and good engineering background? Or, unless they have good engineering background, they tend to go for furniture that is very life style. Or, let's say, if you say electronics consumer product, you need to understand. I guess, like you know...there tend to be , all that sense to ...fuse together? It's like collaboration. That is, I felt like that is new ...way of design process moving ...For us, in Europe, has been moving towards, you have to work closely with engineering? Closely, with human factors? And, but the thing is that in order for you to be closely with? You have to understand. So, that's what making differentiation, to be able for us as designers to differentiate ourselves. So it will be quite hard for me to say how the process is comparing to Singapore or China, because the thing is that I am dealing with Chinese clients. But I haven't dealt with...Chinese design consultancy.

But for last 5 years, there have been huge changes. You will be surprised. Because China, they evolve really fast. So I have...for example, a Chinese client, the first project when I worked for them, they would never think that ...

Design Approach/ Design Education / Creative capability

In the UK understanding and embracing engineering sense is the key

Good industrial design should be based on understanding of engineering - cost, problems etc.

In China and SG the case is rarely found in education and practice

China being in incremental development across all sectors for last years

e.g. Case of British design education such as Brunel Univ. : This is based on understanding of good design along with engineering

Is it also medical devices?

Yes, it is medical device. Never think that user research is important. It is medical device but I think that is previous company for Chinese client. So, they want ...they were the first client. And then they were the first time to work with foreign consultancy.

So the way that they do not understand that, "why do we need to do use user research, why do we understand ergonomics...of ...that...why do we need propel that?" They need to understand how do you, who that logic on that? So they do not really understand, but the thing is that we did have a few projects, but they pick up really fast and then this is own project. I said, as they do more and more project, they will learn, and they evolve! So that's the really interesting about right now. So...I am not really sure about...but I think Korea and Japan's ways are much more advanced...a sort of product development...compared to...probably, compared to China. Maybe, wrong? I don't know....

Yes...but some people say that it seems better, but the others say not!

Yes, it can be similar, and it depends on ..that might be...both two statements can be true. It depends on who do you work with, what other companies do get...a sort of ...like...as opposed to? The thing is that what I was interested in was...let's say...when I was in China, in China there design consultancy has kind of design conference; they were talking about China, 'do develop a lots of products'.

But when we produce a product, put power developing product, their products become kind of secondary product because they make it in China. If the product is made in Europe they are perceived higher. And they, why they...European product is always perceived higher than Chinese made product? They want to move out of there. And then Chinese used

to be ...you...say...copying and something like that? And there is not much creativity coming? They just tend to be 'what is A?' then, applying what giving my thought...but that is probably 10 years ago.

Economic capability Organizational grounding Design priorities

Evolution pattern in organizational capability on creativity

Past China approach Less significant process

Imitation/Benchmarking driven

For last 5 years, there have been huge changes in China ; Overall, Asian countries have evolved so fast, including China

- : e.g. in her first project working with Chinese client(5years ago), the Chinese client never understood why design research was necessarily included at all (e.g. user research, ergonomics etc., logic sequence),

But now, they pick up what they need

Noted organizational capability to create new product

When she was in China ten years ago Chinese product seemed secondary product: Made in China product seemed to be a copy of other products without creative thinking

Right now, they are actually slowly moving...slowly moving, there are talking ...there are not actually a lot of companies employing overseas design consultancies. They try to develop on their own? But they would not...but it's depending on...size of company

Let's say, small to medium size consultancy, also, let's say small to medium medical company or consumer company in China, they would not have enough money do R&D on their own. Like said, a big company do have sort of own R&D and they sort of employ consultancies like ours in Europe to work for them. Do start with thing to scratch!

Ok, if, let's say, small to medium, we do say, "I want benchmark this, Europe for them, can you be as good as them, and how do differentiate from them?"

Economic capability Organizational grounding Design priorities

Conception of Design

Evolution pattern in organizational capability on creativity : (1) Size of company (financial capability) and (2) point of view to approach design in professional level:

Current China/ Novelty/ R&D Management

(1) Organization Size

SME: Lack of financial capability, Imitation/Benchmarking/Revision/Adaption driven : Western rules as a good reference, Adoption driven evolution
Large company: Sufficient financial capability

10. But, still they benchmark. They still don't have own such product? But it's evolving for last 10 years?

Yes...it is still...in terms of...they are trying to learn, they are engaging. I could see that kind of employ a lot of foreigners? Shanghai, right? If you are a foreigner you can really be easy to get a job. Like, if you are a product designer, like me? Or if you are an engineer of it you can easily get a job, because they want someone who is very creativity, or problem solving. That's thing....

Problem solving is very important for us here, why do we design like...for example, a job interview over here, you will tend to be given a question, "what is your problem of this?" and then you will have own explanation to them on "what do you think? What's the problem, how can you improve? And all that?" So you have to think about problem, trying to solve it.

Problem solving is very important over here. Over there, they tend to be...it's a bit in terms of...it 's a bit difficult to find out for them over there, more problem solving?

In China?

Hmmm.... OK, let's say when we were in China,...but we are trying to employ a designer. But we are having engineers. But, the problem, that issues, we have...we could not find someone who is a local, that is able to think creatively. The thing is that there, how to solve, a sort of...

If you have this problem, how could you be more original, how could you come up with new ideas on your own. And...a bit more wicked. Yes...but the thing is there, a lot of time, suitable candidates that we find it tends to be...that we are trying to...see someone who either have been abroad? It's a way that, I think. Sometimes, the approach is different.

Design Education Design priorities Organizational grounding

Conception of Design

Evolution pattern in organizational capability on creativity : (1) Size of company (financial capability) and (2) point of view to approach design in professional level:

2) Changing point of view to approach design in professional level:

In a job application process, often ask to explain 'how to solve' and 'how to improve' - i.e. problem- solving in the UK, "

"But in China (Asia), in general, it seems hard to find out those local design professionals who can think about 'problem –solving' process

Thus, in China (Asia) it tends to rather choose a person who used to study abroad to cover this issue"

Current China/ Novelty/ R&D Management

Relatively, Western rules as a good reference, Adoption driven evolution

Employing multiple international leading design consultancies (e.g. in Shanghai): e.g. in Shanghai, foreign product designers who can deal with problem solving are easier to get a job and respected

That doesn't mean that Asians are not creative. Asians are creative. But the way that environment that we are in, it doesn't stimulate us. You need to have a kind of environment to stimulate. So how do you do answer that? Example, right? In terms of, interview...for example, no, client meeting??

And you...have a workshop, so in the workshop, you have probably an icebreaker, internally. So...maybe, we might say..."who do you want to say...that kind of thing?" you know...if you say " you want to be a Barak Obama?" and you explain why? people remember you...so in terms of...you know...introducing something like more fun into the final meeting...kind of icebreaker.

But in Asia..."is this alright? We are a kind of in university meeting. Why do we need to have, but we do that work, depending on sometimes, it works.

It depends on, in terms of breaking ice, people remember you. It just so...that...kind of same power level...

Organizational grounding Design centric organization Communication

Attitude/ behavior

Work practice

Open atmosphere

Icebreaking as ridicule

Surrounding environment for communication

Surrounding environment for stimulation of open communication

Open communication for problem solving

Judgement/Blaming as Unproductive action

Issues of environment – i.e. Is an environment able to stimulate participants' ideas (design professionals or clients etc.) for problem-solving? : e.g. In client meeting, design workshop, meaning of icebreaking seems different: In Asia, icebreaking seems to be perceived as 'ridicule' or 'meaningless' for someone who is in industry "

11. In terms of communication between the Eastern and the Western, the way of communication when you have a client meeting, is there something different between Eastern client and Western client in terms of client meeting or presentation?

I guess there are not much differences to be surprised. Because I am working as...I am representing as foreign consultancy? So I can involve in China. I can be a sort of like to Western people in communicating. Because, in China, all my clients perceive me as a foreigner. They do not perceive me as a Chinese. So, that's the thing that I am able to speak, boldly? Let's say, I am in middle of directors, a sort of that? For instance, in the meeting, if they say concept A, and I said, "concept B is better", I will explain to them. It's like "concept B is better, give them the reason?". So I would not say the thing...to be much more...in terms of coding back my tone as being as ...I am called in terms of as Asian? So, in terms of where you are from...where...is...the company from, who do you represent yourself at that point...so that is different. That is quite interesting, because they tend to see me as more foreigner? (12- 36:05)

So, there was...quite...I think there is a quite gap that the way that I could speak up, what I was right, what I was wrong. But if, let's say...given a scenario, maybe if I work in China, and my boss is a Chinese, then I would not probably speak up in terms of...like known that my boss is there...Because their expectation of them of being...is different. So I guess, a lot of ...there is not flexible. It's depending on scenario you are in. So you just have to be playing a different role when you come to different people. I guess that I was really enjoyable when I was working in China and overseas....English consultancies? ...because their expectation is different?...in...what was the question?

General Attitudes Hierarchy Communication

hardly find differences about a relationship between client and consultant
presumably, Chinese clients treat her as a foreigner, rather than Chinese
she can speak up in meeting places
as a kind of intermediate director between client and consultancy, it is important to see what he/she represent (organization), rather than where she/he is from in business
shown respect and politeness to different group in China for a nice relationship

12. When you were working at Singaporean consultancy I, is there any pressure, because you are talking about internal employee?

But the thing is that my own boss was a foreigner? Because they are European, American...even my colleagues are quite Westernized, already? So...my bosses are quite Westernized, so it's different...so in terms of the way that I was being a sort of ...their environment that was developing, so very Westernized? So, there is one thing that I looked for my job, I tended to say "I probably do want to work for local Chinese company? So, even if I work for local Chinese company, there are is on company, exhibition company that was a Singaporean company. But my boss was Australian, so you tend to speak up so what you want...so it's still quite different. I don't have to deal with a sort of internal concern. So that was quite nice that I can and be able to come to the UK, and fit in...easier. I would say ...probably...because all the user experience, I was engaged to speak up? Over here right, if you don't speak up you aren't going to solve it. That's the problem. If you felt that they are not happy with, if you don't speak up no one would know. You will miss it. And if you have this project, then you talk I want to work on this project. Or even if you want to have job promotion, or anything, you have to speak up. Because, if you are a bit quite, you would be left behind one day.

But over Asia, it's different. It is whereas...if you work hard, as long as your boss see you, you are fine. You don't have to speak up. Because when you speak up too much probably the boss don't like you. So ...it's different, in that way that...I think... that is... yeah...so let's say... dealing with client...

General Attitudes Organizational Structure Hierarchy

Attitude/ behaviour Work practice

In China Attitude/ behaviour/ Work practice/ Hierarchy: Singularity-Chinese only- More hierarchical to internal members
In the UK- Diversity Less Hierarchy/ Attitude/ behaviour/Work practice: Open atmosphere, Speaking out respected, Individual having responsibility

If she were born in China and her boss in her company is a Chinese, it may be difficult to speak up, because they (same nationality boss) may expect different ideas from her

For her, working in China was enjoyable as a kind of foreigner"

13. Ok. You are now dealing with Chinese clients. When they come up with their design brief do you think if there is some difference in terms of design scope to see their projects, for example...some clients probably asked "can you design this product more focusing on human- centric, or the other one perhaps ask..." can you design a product based...on...just like this?

Ok!! Basically, let's see for China project, we tend to be...OK...they say, "I have benchmark of this project that is in the market, Can you design that similar to that?" or sometimes, slightly better. The thing is they would not say "I definitely. I need to have...they would not say, "this is our problem, I need to solve it".

But sometimes, probably, British local client, they tend to say, "I have this problem, XYZ, can you solve this problem for us? Because I have done all the user research, all the clients' feedbacks and that is where that get back to us, we find out that other problem, we had "can you solve it for us? That is where the starting point, why they have this for next generation?". But in terms of Chinese client, "this is next product, so it's going to sell for the money, that is new project that is going to be coming up and selling well in the market. So you get this product benchmark as good as them. But the thing is that they would not have the...both of times...it's more to mid- sized company that we are dealing with. They would not have a kind of budget for R&D. so...because they don't have budget for R&D, you...you are paying for the environment that you could sometimes, what you do is trying to give them...you want to give them original idea. But you would not develop new thing. So...because...in terms of product development, you need to go to a lot of user testing, user...kind of research all that? Do validate. But, all that...is that...they would not be as very important as standard. That is very different, occasionally, we are lucky enough, we have big clients! Then we have that kind of project.

14. Although they are big clients is there any difference between the Eastern and the Western clients? You say SMEs are more concern about budget.

The thing is that...the other thing that...you could say...they would not see their bottom of it. Because let's say, over here...we regard SMEs. It is that that is key thing. It's about what they already been getting suit for them. They are already engaged in what get an information about their product. They tend to sort of like...This is problem that we have ...based on previous client... orders completed always we get? So...they actually...they actually what to do engage with user? They anticipated human factors are very important? Over China...but it is slightly different, where ...it tends to be...it's what is making the product that they owned? Even when they have new product...

Design priorities Design project

For Chinese projects

- Market centrality
- Existing ones focused
- Learning Know-how centric
- Imitation/Benchmarking/Revision/Adaption driven
- Less Novelty

Can you make a product that seems similar to another product for market?; Can you make a product that is better than another product for market?

This is the next product to sell, so this is a new project for this. It should be sold very well in the market – can you benchmark this product as good as this or better than this?

For local projects (the UK)

- Problem solving centrality

Improving Human experience focused

Know-what/why centric

IP concerned More Novelty pursued

Based on client's own research – i.e. certain factors -, Can you solve this problem for you?; Can you improve this? : More tendency to consider about human-centered product

More like deliverable products?

Because the thing is we do also have a lot of products that they tend to be just the secondary generation. Sometimes, we do have the second generation? So, they more want to be one of...? And then went to new product. So this is done, they are not going to another generation because the thing is what they never talk of that. Maybe, it's because ...why do I need always second generation project that used design? Maybe, because, right? Because original product is benchmarked on someone!?

So, the second generation is not your original idea. So, you don't really tend to say that thing that develop on my own, he wants to the second generation and improve on map.

You are not the main people that are holding the whole market. But, let's say over here, you're the key original creator, all the companies that own that, they tend to say, "if you want to sell it, I want to have the second generation, the third and so forth", because that is original idea I have IP and all that? But, Chinese also tends to have IP right now, because they also say it is important. so they are slowly moving they are caring and up. That's the thing that they are catching up. So in the next five years, it wouldn't be what we see right now. So, people like you, they are going back, says, what you discovered, that's the thing that I've thought. In five years, it would be quite different.

Design priorities Design project

Due to IP issues, although it is the second generation product it tends to be another new product

Noted that most of her project dealt with was new product project, rather than the second generation project

The second generation product tends not to be based on original idea

15. But when I had interviews with people, they were talking about their Koreans, Japanese, and Chinese clients, but the Chinese growth, according to them is much faster than others. But like you said, most of their projects seem to be a kind of replication of others.

It's quite interesting. This is what they are doing right now. They thing is that they are also starting doing their own. So that's why they are employing a lot of overseas consultancies because, if you go to Shanghai, you can a lot of foreign consultancies, like IDEO, IDC, Continent...all those kinds of ...Frog...they all do very well in China. So the thing is like " why they do very well in China? Because Chinese market itself, they are aware of that they are...right now...what they need to do...they need to be original, in order to stand different. If, let's say, you are going to copy from what current main market , what European market is?

If two products launch the market they are going to be same, they are going to be always the second tier. How are they going to be differentiated themselves? That's the thing that they are already aware of it. If you loo at RKK, RKK is Shanghai company? But they are westernized? They are quite celebrity consultancy in China? So you can see their product, the ways that they think and...

So...even for...I went to the Design People...like 100% design in the UK, they have it in Shanghai, too! They are pulling up all sorts of that. So...what I could see that is that they understand that artists and even designers are aware of Chinese culture and then they right now understand the Western culture? And they try to fuse kind of their own...try to cover up own...and twist Western- Chinese twist. I think Korean and Japan are already over that level, already.

So, China is right now moving towards Korea and Japan, right now. But, as I said, how fast they moved and then go up to the next level...we don't know!!!

Economic capability Design priorities

Attitude/ behaviour
 Evolution pattern
 Foreign professional driven evolution
 Western rules as a good reference
 Twisting original manner for creativity

However, currently, Chinese manufacturers need to have own new and original things to differentiate from competitor, so in Shanghai so many foreign design consultancies – e.g. Frog, IDEO etc. – are succeeded : e.g. in a design exhibition in Shanghai, based on understanding of the West and Chinese culture Chinese designers try to have come up with own works by twisting Chinese and Western cultures
 Chinese design is getting closer to reach a certain level in evolution process

16. But still something missing in Asian organization for those. For example, if you look at their organizations they are really hierarchical even in the relationship between client and consultancy? Do you have any such feeling like that with your...clients?

Chinese clients?

Yes!

No, actually, let's say, I am very interested in it because in China it's different because they see us as foreign consultancy? They tend to a sort of respect...in terms of the way we say where I live alone. So I think it's quite fortunate....it...I think they tend to value what they say? rather than, let's say "you're the consultancy, I will pay for you. You have to listen to me!"

But, it tends to be all the ways around? Where..." you pay for us, but the thing is that we are actually trying to help you to do better!" so, in terms of like respect where...the thing is that there is mutual respect. So, we don't...we know that they are now over controlling us, in terms of direction? We tend to say, "This direction is good!"

But, at the end of day, even though we were turned down they still choose our direction. The thing is that we don't follow we don't have to feel a sort of suppressed up! We tend to voice up. It is still quite different. The other thing is also kind of trust that we built? Because the trust that they know that you are there to help them. Because the thing is that, I guess, because the first product that is dealt with for them, that managing is to get improved for them. That's making them your advice, the thing is that you do for them, actually, have them. So, that is your voice, your suggestion? Or your opinion is much more validated? Valued? The thing is higher valued.

You mean, Chinese client is more focusing on higher value?? Because, you said that in the beginning, Chinese clients are a bit more focusing on benchmarking and replication...

No, what I say is not the value! But, in terms of us, like that you say, because asking us, asking to me "do I have a problem? Taking Chinese client...whether...if...let's say...OK...if they have any opinion, we feel that sort of like we are suppressed? Not to be able to speak to them. But for us, I don't want to feel in that way, because, they are proud of our own opinion is important. Because, they don't, it's supposed to be a perception. My opinion improves their products, rather than I am the boss. I knew whether this is right or not. Do this way, so it's different. You know, the thing is that the bosses themselves are not one way doing in hierarchy. They tend to what they have done own stuff. They listen to us, then they make a decision. So they have more opening ears, in Western people. That is quite interesting, isn't it?

General Attitudes Communication Design project

Attitude/ behaviour
 Hierarchy

Mutual Trust based design project

Iterative design process

Design to be ended in the goal

speaking out is common

in design project, hierarchical situation is negative and ineffective between professional groups for communication

tendency of mutual respect and understanding is common in design project across the world

17. The reason why I am asking about those things again and again is the next question. Nowadays, there are a lot of theories and practices on open design and open innovation. And you probably know this better than me. How do you think about this? Do you think if those are applicable to your clients, Chinese or Eastern...?

The thing is that...what I say is that, for us, Asians, we are creative. Everybody is creative. As no one say that they are less creative than anyone. It's just what a kind of environment you are in!? And that is where you have a sort of been talked to in that way.

So it may be really difficult in terms of, let's say...in China, they...if I want to put some in...I wanted to have first open...innovation...workshop. It may be difficult for them to speak up. Because they tend to...they know that they have ideas. They might think that keeps it in their mind themselves. But probably, Western people they tend to speak up. Whatever, they can do, whatever it is good or rubbish!! They tend to speak up. Because, that is what brainstorming is, when you have brainstorming, all ideas are good ideas, there are no bad ideas. For us, everything is that without making us sound silly, if we say wrong silly, boss is in room 2. That is the point. The thing is that what I believe, it always what I have to believe. You need to get their understand? Slowly, then you need to have a stage of evolve. So, first of all, in workshop, let's them understand, what is the thing, what is key principle, that is different. So, let's say key principle, all ideas are good ideas. Or even bad ideas, you have to voice out. So, do not think even your bosses are in. you have to reserve it. You don't have to impress of all. Because, that's the thing. Or maybe there is a way that applied to your room, because of environment. That is, you want to have creative workshop. What do you, how do you train grown-up people to be a creative workshop. You would be what I do, right? You wouldn't be involved your bosses in. You will get grown up people. There are few conflicts each other. They know that if there are not anyone's different hierarchy. So that they felt that they are comfortable to speak. So you give them, and let them practice on what is supposed to be to stimulate what kind of environment and apply it back in. so these are the grown-up people that everyone wants in. from there, you start to, and slightly introduce it because get used to it and then you have to understand and then speak to them. What is different and slowly introduce them in the boss, already, a bit uncomfortably? But understand that this is process. Then that would influence your...quality of your workshop. The thing is that you need to evolve over time, because that is the thing, perception. The thing is, you cannot change people one day. You have to understand everyone is different. And then how do you apply to difference? I think that is fun!

Simply to say, the more people are exposed to such those environment, the more people learn something from there and get something from there. It probably takes time. It probably gets there someday?

And then, the other thing is that, " what will be helpful. It is that you need to have stimulation? But, let's say, workshop? They tend to have...lot's of toys, Lego in a box, hazels , napkins ...any thing and also different patches. That is the thing that makes people have different angle. So it's what other thing came in. That is different angle. This is workshop. Let's say, over here? The UK , we want to have different angle and different perspectives. Probably in Asia, maybe, it s more of like "what is more correct answer?!"

OK, let's say, if you , let's see ...drawing diagram, it will be everyone saw it over there and say, " what is the correct answer?!". But, let's say over there, Europe, in this environment, they say, " what is different angles? What is different approach?" But from there, knocking out and picking out " what is good idea?" because some of bad ideas can link to good ideas that has never known.

Quite interesting view, because of ...I have a couple of...

And then...the other thing is judgment! And people don't judge. That is very important, I guess! Maybe that's the reason why it is difficult, because...

For example, the other Chinese consultant who I interviewed with said that it seems quite hard for Asian companies to be innovative, because of culture. She said, in terms of the different opinion, it seems difficult, although it seems to be open something, in China.

It is difficult. And you have to enjoy and you must like challenge. If you don't this kind of challenge, then it must be really difficult? Because, I have a lot of experience working in China. They said they are really difficult to let them understand the process. But the thing is that is challenge. If you don't like the challenge, then that will be difficult, that would be annoyed. But if you don't enjoy challenge, because, we know it, we are Asians. We have same education as them. Why do you understand, and why do I understand it? So, we have an example that is possible. So, if it is not possible, why are you possible, isn't it?

So, I guess, what you are doing in PhD, how could you get in and what you believe can get, how could you branch them out. So, I think what you are doing here is quite interesting. You just believe it?

Open design / open innovation

Design workshop

Attitude/Behavior

Hierarchy

China vs. the West

Challenges in her first open design workshop with Chinese client : Hard for them to speak up in the workshop the Westerners perhaps speak out easily, if it happens to them

applying different simulation/environment

if a method is a bit changed for them it could be possible for Asian employees/participants to speak up: e.g. a room for lower position level participants is separated from the other room for boss level

Training, understanding and changing ways of communication for Asian groups are vital, because all ideas from any people are useful - e.g. practicing different environment for better communication between different hierarchies

Stimulation in a certain given environment- e.g., making less hierarchical place- is important for people to engage in a workshop : e.g. sometimes tools and techniques to change perspectives - e.g. use of Lego bricks - are useful, but still a technique and skill should be discovered to fit a certain culture and environment

Blaming and judgment should not be allowed in open design heading to open innovation – trust and allowance of challenges are fundamental, otherwise change is hardly placed – stress out enjoying challenges

18. Yes! True! But, most of open design or design workshop seems good. But every decision making for that is brought back to internal organization, inside your organization, although there are good design workshops between your client and consultancy? What do you think about it?

Because I guess, for them they do not understand us? Because you do not understand background of why do we speak up, what was the problem that we faced. So, for them, they don't see. If you are going to workshop this is how you should behave, you should voice up what you think. This is a norm to them.

So, let's say, when local people over here and they have a workshop in Asia. They would not have kind of same result of what they expect that everyone behaves like them. But the thing is for us, we understand that they tend to...what are the reason? Who are them? Because, for example, if in this workshop, I put it the boss, everyone tend to listen what the boss

says before everyone says. So the thing is that you have to understand problem with people that they are facing. And how do you create to stimulate them to speak!

And, it is the thing that applies in the context. How do you apply in context. We don't understand where you are. Let's you say design product, because, for example, I want to design a product that straight go to India or China. And then, say this product will be everyone need to do!? Let's say, something like you have the own one – four. One- four in China means like that. If you have product design one- four, no one would buy it. So, it's same. If you want to do kind of brain-storming, you have to understand kind of in that context. If you don't understand that context, that would be different! So you have to apply in the rule, as more like psychological of people. So, ...its what I found.

Open innovation Open design Hierarchy

Different conception of communication ways in design process

Design workshop

Hierarchy

There could be a gap on different purposes, between why they need to participate a workshop – clients – and why consultancy opens the workshop

For instance, in Asia there are different conception of a workshop: superior's opinion must be respected and listened

So it is important to understand participants and based on the understanding, it is vital to develop a method (or environment) to stimulate participants' even small ideas

Understanding of context that participants are in is important, otherwise design workshop- e.g. brainstorming – is hardly placed

I enjoy all the kind of things where you want to find out you are creative bridge. What you find out is the creative bridge.

How do you make sure that what other elements bring, that Western and Asian all of that where connect bridge?

I will have an example. There was one client and the client came to me. You say, the Chinese client, they want to have a product but they have no budget, but can they pay us to ask for next project? But in Asia, right? You know that, client is...trust! You are my long term client. You say you have no budget. "Done, we can do! I can do product for you!"

But, you say that you pay me that they say project. You have, take the project and the other project is coming in! So I have, in order to have a good relationship with you? I have to work with you, so that I tend to have the second, the third project with you. Then I can get payment. It's kind of trust. It's kind we called it trust relation. It's quite important!!

But over in Europe, it's not that way of their business. It is everything is black and white! You get, what you get!!

So, let's say, if you sign a contract, this is contract. This is how much you get. This is how much you pay!? If you want to you have to pay, if you don't pay, it is going to be wrong. In Korea, is it in same way? Or it can be bubble?

Yes, it's true. It's almost same as the Chinese client. We are more like human trust

How and what would you do to get to the center point? If you are looking for a Western company? And then Korean client tell you that. What would you do? How would you sort of...?

You mean, if my client asks me to do next project without payment, at this moment?

Yes, and you are working for English consultancy and they are your client.

It is supposed to be...I will say to Korean client, "it is supposed to be hard for British consultancy because it is a rule of Britain." I think it's pretty much depending on my individual capability. For example, I will probably say, " it's OK! If it is Korea"

But let's say, here is UK. So, that's the challenge, that's how do you get some way in the middle point? So, the thing is that you have to let them, let the UK company, you know? Here, where the Korean do!! You have to pull back to Korean company. Client tell them, "This is what the Western and European do." So that's the difference. And then, where do you join and where to find the joint point by both sides agreed. Because the thing is that both sides work differently. But there is always bridge- to - bridge. So, it could probably say that, you know, what we did that, we said, " we have contract, your company, half and half. And we work for you, and we have another contract that is the second contract. So you have to be the black and white. And, what you got a half of the money, but the client pay only half for the other is half for the second project. So that is where they trust in the difference. Where do you draw middle point? Taking what is acceptable, for the end.

General Attitudes Communication Design project

Psychological mutual understanding

Organization system

Attitude/Behavior

'how to find out a middle point as a bridge between Western and Asian' is vital based on understanding of both cultural context

System as femininity

A case of a Chinese client who doesn't afford to pay for carrying out next project: in Asia between client and consultant, those cases are likely to carry out in business level based on mutual trust in Western- the UK- tends to show 'black and white' Likewise, even in design workshop this context could be applied to: i.e. design workshop based on mutual understanding - Do consider first about 'why don't they participate in a workshop' actively? "

OK, let's say, when you say brainstorming session and creative innovation session, what is the difference between two sides? Between the ways that people are thinking? What is the Asian people thinking? What's the difference? And then, what are other thinks that you can stimulate? From Western bring out? How does...let's say, you have two different people in brainstorming. And how do you encourage to get what the Western people want in final middle point? I don't really know. But...there is no right one answer.

General Attitudes Communication Design project

Psychological mutual understanding

Organization system

Attitude/Behavior

A design consultant has to understand why participants do like that - e.g. passive attitudes of Asian clients in workshop - how to stimulate them to come up with ideas?

19. But, ok, in terms open innovation, open design. Let's have a look at product, like medical devices, which is heavily applied high technology. It's not only about aesthetic, and so there are many engineering aspects coming in, by many different professionals. But somehow, technology condensed product like medical devices or iPhone, it's somehow very difficult to come up with...

Breakthrough!!

But, what do you think about it, if you see medical devices? For example, between normal consumer product and medical device design that have many regulations? As you said medical device are much tighter because it is much more related to human's life!?

I guess that the differences are quite lots of regulations in terms of ...we need to have validation. But in terms of process, it is still same thing that we still apply. So it doesn't mean that...you know. It is where creativity apply to all. We clouds

where is medical, where is consumer. It doesn't mean that there is more creativity medical than consumer. It is same. I

guess, like you know. Even if you work for finance for there, how do you think differently?

They also need creativity. How do you get...why is IDEO getting well known? They get into business. In terms of how do you encourage people to design, service design all that. That is also creativity. How do you understand that people, where did you...how do you create the way that you understand them. And then you get innovative way to help them that everything is better.

So I think it applies to everywhere.

Open innovation Design Approach

Degree of Complexity

It doesn't matter degree of complexity of a product design

Creativity(problem solving) is able to be applied to all design processes and it happens in different ways

All industries perhaps require creativity – e.g. IDEO projects applied to across all industries: finance, manufacturing etc.

If there is understanding of a way to approach design(creating) and of context of those creativity can contribute to everywhere:

Even if you look around in China the way that their creativity is different. In terms of ...when you can see, a thing is broken.

You can see fix it up on their own way. This is creativity, too. It is different way!

So creativity is how do you think of given problem who do you solve your problem? Rather than, this is different! This is special.

It is able to be being using whatever you have two steps you have, and solve it. So there is interesting thing that you that can induce people. Say that, "OK, I have a cup, how do you make a cup into a toy or into wine glass? Given that, you only have a spoon something that look like wine glass? Something that...you are just given limited things, candy or marshmallow. And all people have all that different way. Because that's kind of thing make people think differently... without thing that is pushed by coming out different things. Example, right...we have sometimes brainstorming session. We have warm-up. We can say, " this is...OK what can you do with a fish ball? what can you do with it?!" like ...astronaut swimming ...or all that things like this? Assuming that...as all of those bars...or house interiors, or all together? Also, different thing!! That is thing that something.

Korean people can think differently!

So, is the thing that...I guess, we don't probably have practice a lot into that way, whereas there is no one right answer.

20. So, for you, even for ideas generation, it is quite different from what you have done in Singapore and here. But it seems that for me there are some obstacles to come up with very creative ideas with even small and tiny thing in front...because I am probably influenced by Korean culture.

No, you can do! Can do!! I do not really know...maybe you can do a design research or maybe kind of like IDEO design tools in all that?! Because, for me I am still learning. This is the other thing. I sort of like...

But, previous company that we have, we were quite small. So we don't do have a lot of innovative workshop. But I think it is about the company culture that watch different, depending on different people ideas

Open innovation Design Approach

Degree of Complexity

Different conception of communication ways in design process

significance of way of open design

Design workshop is one of the way of addressing more creative ideas- How can we make a toy with a cup and a spoon?

This can be applied to organizational level and national level : i.e. Likewise, in applying creativity, Chinese could have different solutions to a problems: make things differently

21. It's quite interesting. Because for me, medical device design still seems to be more like engineering-based. As I had look at another case the designs product. What do you think about it?

OK, engineering. For us, product designers, it is that...to me, what is the good design? What is good industrial design? In order to be a good industrial designer, you can do beautiful design. What you do look outside. If you do not understand engineering, in order to have...make sure that you have watch design workable, so you have to work with engineers. So that when you do design you know what is the cost and problem? So, that is the thing that you want to think very vertical level, you don't what to think single level.

Because, by doing think of single level, it is really hard to provide it. So that is the thing that even if you look at education, for example, Brunel. As well as I said earlier they tend to do a lot of engineering, kind of understanding. So when you do a nice design, you have to understand that, "OK, how those things fit together?" and all that, because simple design is where is the principle of hinges mechanism to make different? And how do you make them easy to produce? But yet, it looks pretty, easy to use.

So that is the thing that you do consider. I cannot say "just this is alright!" It's not good enough. You have to say and get it is easy to use and easy to produce and without...you have to talk about all that. Then just only one thing. So there is the difference where...what I used to be from what I am doing, right now. Let's say, the thing is that...I cannot...might be quite hard to say, "That is Asia!". Because that is where I started off, that I learned where my school teach me.

Design Approach Design Education Creative capability

Conception of Design

Degree of Complexity

Industrial design & Engineering

Multidisciplinary subject

Good industrial design should be based on understanding of engineering - cost, problems etc. : Case of British design education such as Brunel Univ. : This is based on understanding of good design along with engineering

So, I could apply it to only by myself. The school teach me, OK, at the end of my goal, it is beautiful. That is the school...10 years ago! So over the 10 years time, right now, if you watch and go back to university, it is different. Because it is evolved. So, things that can do, can be evolved. So that's the thing that we have to understand that wen talked to people. We have to understand that you have been in that context in the time. So, because things are moving really fast. If you don't want to, taking compare things, right now? To 10 years of China or Japan, or Korea, but...because we are moving so fast, compared to right now? Compared to...so ...that can...that's the thing. It's getting tricky.

(talking about serving tea in Café for the researcher's interview)

I guess what I am interested in is, that to understand different culture is what makes people feel comfortable. That is the first thing that I learned over the years, working in different counties.

Because you have to understand that what is acceptable for different people, always listening with ears. That is how you try to survive in different countries.

Economic capability Design Education Design priorities

Conception of Design

Evolution pattern

Education system

Design as Styling/Make-up

Aesthetic centric design education

The Asian countries economic growth relatively so fast

Economic growth and Design disciplines is relaxant

22. What if you back to Singapore and work again in Singapore company again, can you do that? Because you used to work and study in very Chinese culture value oriented Singaporean education system, and also some other interviewee say that Singaporean companies still focus on engineering, rather than designing. So, it seems big obstacles for Singaporean consultancy.

I guess that, because right? There is one thing that, as I said, a good designer understand engineers. So even that I go back, because I have design and engineering understanding, and knowledge. So that is not going to be problems. The thing is that why ...OK..

First thing, why do we want to work for overseas work. Not because of escaping Singapore, it is ,because, I could differentiate myself. So, let's say, if I am going back, I am able to differentiate my self. Then what I have experience is different. So, what can I bring back to contribute...so that is my perspectives. What I can contribute back, rather than if there if there is challenge is the problem. To me, it is kind of things that is good challenge is the ting that I want to make good different. So, I believe that I can make good different. Then, that's the thing is that I suppose to...I never know, I can still...depending on what kind of opportunity comes in...

Design Leadership Design centric organization Designer's attitudes

Mutual understanding

Multidisciplinary

Understanding different perspectives is key based on mutual understanding of different disciplines – e.g.

design, engineering and cultures-

Understanding of diversity (multinational experiences) is vital

23. Assuming that Singaporean, Chinese, and Hong Kong whatever...are still conservative, because of Chinese culture-based. Then, what if you get a job offer as a manager? What would you like to do for them?

I guess...OK. Let's back to that context. I could see that Singapore is moving in different direction. First of all, I know that Singapore is moving towards high technology, high medical devices, precisely. So that is where, good market advance...and might be good for me! I am doing medical right? Now? So that is mapping that I always give myself an opportunity. We never know what is going to happen. But there is another opportunity is opening up. The thing is that what is good for me, bring back, it s the way that we work over here. Because over here there is a lot of medical device development process? They have done it, and that for so many years. Over the experiences people that...for me, from people that experience over here, then I learned from them. That...it is ...you can share with and bring back to your own country to show ...or...

Let's bring back, even if you go back to work that is where you have to work from your country. That is where you become the bridge. You are the bridge, yourself.

National Policy& System Design Leadership Design centric organization

Evolutionary industry structure -SG

High Tech/Value Tech industry emerging- Medical

Experience/ Knowledge Transfer for high valued/Tech Industry

Supportive national policy –high tech industry driven in Singapore – e.g. medical industry

24. So, as a human bridge, you want to be a human bridge between the West and the East, and between what you learned and what you are going to work for?

How do you connect...because you understand that difference. You understand why people work here. Why people work back there. So you understand difference and how do you connect the bridge. How do you make things work much more smoother. Because the thing is that a lot of times, you try. Let's say, foreign company ventured in China and they went to always problem. The thing is that you need to have someone who understand two different sides, where you a sort of

make it smoother. So that's the thing is that, the first thing what you can do is making the process clear. And then, from there, you can implement what you want to implement.

It means that, rather than just applying a process itself to your culture, you should become a human bridge?

It takes time. The thing that I say for you is that you cannot say that I want to bring that in and try to back in the your form.

Because the thing is that "are they able to understand? Over tings that you want to do?" Because, if they are not understanding, then you will be forcing a lot of problems. So how are you going to do that? It is just a way of process. You are doing it at the same time. You also a sort of have both sides understanding each way, "What are the difference?" And then over the time, a lot of, you need to build up, "What is a stage?"

Let's say even...you are the thing that you want to come up...you are a tool, you are a stage one, two, three...so, what is stage one? What is stage 2? Stage one is maybe understanding of differentiation? Stage one may be kind of stimulator?

And then, stage two and stage three? Then the final stage is where you become to kind of everyone is coming up to same as what you expect to hope. But you have to have development. That's what I found. Because,there is difference. How do you bring that difference to what you want.

25. The reason why I am asking is lot of, for example, Korean companies attempt to apply just only systems of successful companies like Apple or IDEO, without proper understanding from leasers or managers. So it couldn't be successful. But some leaders have to take a responsibility for that as a human bridge.

No, rather mental bridge is better, human bridge seems wrong expression over here or understanding culture bridge. Culture bridge is better to what you say.

National Policy& System Design Leadership Design centric organization

Challenging existed in Change

Being as an actor, Understanding and implementation to overcome differences & diversity in design practices would take 'time' to help them understand different sides

Understanding of different sides : business in China carried out by the Western always has huge problems

Cultural and mental bridge is important for transferring knowledge between different cultures – Tacit & human element is vital

The other thing is language. Use of words! There are a lot of thing that I found. Because when I study in my master in St. Martin. We have a sort of course. Masters study in design study. But now, the course is change...innovative something. But, basically, we have interior design, architecture, artist, painting, product designers, marketing. So, all different types of designers are coming in, into one course. But one of the interesting things is that everyone was talking about something. But you think different works. But no one understands that each other. So that was interesting thing that they have a tendency to have argument onto the right direction because of use of different language, and different approaches. So, if...let's say, this project is for architecture, you will see that two different types of people, and two different types of approaches. So it's not talking about, in terms of cultural differences. But it is about professional approach, and professional culture, where the way of the thinking system? Is different? So, let's say, if you want to apply creating process into the organization, you have to understand that "are you talking to marketing people? Are you talking to finance guy? Are you talking to engineers? Or designers? Because, they come in different angles. The way that they think, the way that they say, and approaches are a bit different. So that is interesting thing where we call that ...so...that is the thing is that, how to...word is called for moderator, you need to be a good moderator. You attempt to be a bridge?

Design Leadership Design centric organization

Mutual understanding

Multidisciplinary

Mutual Understanding in different disciplines

Hardly unify languages in use

Tacit & human element in transferring knowledge

Different languages and approach in use by different disciplines: marketing, engineering, designers etc., despite taking same topic

26. Designer have to be more like bridge, as person who can understand different language, who can communicate with different types of people who were educated in different areas?

Where you do understand all different things, how do you bring that in?

What is the basic attitude of designers? Because future designers for such types of product – e.g. iPhone- should understand and have broader perspectives –software, engineering, design and so on because design is getting complicated? What should designers have for those design in terms of basic attitude?

I think the basic is that you have to have open- mind you have to be listening, rather than sort of...because, in order for you to, because, good design, you need to understand engineering, you need to understand human factors, what is marketing department's ones? You need to understand finance ones that is, what is the company's budget? You need to understand and listen what everyone are saying. And then, that's where to start design. Because, if you design a mobile phone, marketing people say that " this is targeting..." assuming..."London, UK, I want target this for all people, for example" so, you have to design all the people.

But then, company people say, " we don't have budget, this is for a lot of budget for product. So this is going to be cheap. Because, it's for all people, for example, even above...that...

So, you have to understand engineering! So how do you make sure all that aspects, big consolidate into your products? so...you have to understand engineering. If you have to understand engineering, how do you make a good design in the way that package cost. so, you have to understand that, and then you work with then. So you have to speak to them with same language.

If you don't understand engineering, then you will be quite frustrating that their point of view. If you don't understand marketing, why do they, all people have don't the research, then you already have that kind of connection with them. It's about understanding, what each other ones, or what is expectation. And always make sure it. You might not know everything. So if you listen, you will learn those things. I guess that is what we are saying opening and listening?

Organizational grounding / Design Leadership / Design centric organization

Communication

Tension between explanatory discipline and exploratory in design practices

Holistic & Humble minded as a recipient and actor

Open minded listener for understanding multidiscipline

Understanding of Explanatory reasoning grounded: e.g. understanding of Engineering/ Marketing/ Strategy,

Resource(Time/Budget) concerns considered

Open minded and listening are necessarily learned

e.g. To be a good designer is to understand multiple disciplines – marketing, engineering, corporate reality – cost and budget - etc.

Engineering requires details of cost, specification, and marketing requires knowing target etc.

Understanding what is expected based on listening is vital "

So, you talked earlier that judgment and blaming are negative aspect of it, isn't it?

Judgment!! You do not want to judge people? Because the thing is that everyone is capable to have own job. OK, let's say, if you start to judge people, brainstorming session, you think that your idea is not quite young. And then people say " you don't really like me. Then he makes a good idea. But I guess, everyone in the room has to feel comfortable, when they speak. That's the very important in brainstorming session. If everyone is not uncomfortable, space, then they are different. And then, the other thing is that, in brainstorming session, you have to know that there are people who are

really quiet, conservative people, and out-spoken people. So how do you moderate to make sure the out spoken people that speak to ordinary people. Or quiet people do tend to speak moderately. Because Western people over here, Western people, you will have different types of people. So, it's not talking about culture. But the thing is that it doesn't matter that if all the people inside feel uncomfortable when the quiet people feel comfortable then they speak up their idea. Or the other thing is that moderator has a good theme, " how about you? Where are you from?" and then , going to people to encourage quite people to speak. So that is the thing where are listening for moderator to stimulate. You need to have for the stimulation. But if you do a workshop, you do always do ask...your cooperation before start. OK, let's say because its hard for people to come up with ideas. So, how do you stimulate people?!

Organizational grounding / Design Leadership / Design centric organization

Communication

Judgment call/ Blaming as negative impact

Designer as moderator and stimulator among different disciplines

Avoiding radical deductive & explanatory reasoning

Judgment can cause negative effects as different people can have different ideas, and a designer should play a role as a moderator who can value all those different ideas