

Date: 29th April 2014

Time: 1 hour (16:00 -17:00)

Interviewee: WH

Place: 'T' Design consultancy in East London

1. Do you find differences between Eastern based client (organization) and western based clients (organizations) in terms of their priorities/preferences/expectation for design? (electronics companies)

I think this is quite big (subject). This is also depending on types of clients. But what I could have learnt from it is Korean and Chinese clients are much focusing on visual differences. Well Japanese as well. Probably they might be slightly less than the rest of the countries (China and Korea). They focus on how they look and it is going to be looks different.

China, Korea, Japanese: Looking differences preferred

Probably, British and USA clients are more likely... how it does work differently. Although Asian clients also say we start off "how does it change people's life" but in the end it always looks to....Ok...how does it look different. That's the main focus.

Western(UK, US) : how to approach design is more stressed –problem solving

But for the Western clients...they tend to...they seem to understand more about visual difference comes from deeper roots either... Because function differences so whole look changes because of that....Manufacturing of them changes and look of them change according to them.

W- In-depth understanding about functional changes followed by appearance of looking in manufacturing

2. In terms of electronics product design project, do you think if such phenomenon in Asian companies, which focus on appearance and looks, seems to be problematic, because electronics product should be more concerned with many aspects beyond it, human interaction...experience and so on?

Yes I think so.

E- Lack of consideration of human experience aspects

They still focus on how it looks. Especially, when we do lots of mobile phone projects...that's about before 2010 at that time mobile phone was thicker than now and screen are much smaller than now. So we've got more freedom to play with shape, and so always play with shapes and also try to apply different material to it. But sometimes when we try to apply to different materials I feel like it's not necessary. It's like shape of look different.

Before 2010, existed more spaces to change looking with product modules- screen size, material

If you want to apply glass to whole mobile phone to try to get transparency it doesn't have any benefit. It just look transparent...look different (only).

(making transparent with different material- glass)issomething grab ...they just more focus on point of grabbing...something more...people's attention, rather than back to whole product...touch...something...which...I think it is somehow really good in terms of market strategy. Yes I think that is more toward marketing side, rather than...

product variation with utilizing different physical aspects regarded as more marketing side

3. As a designer, which design project do you more prefer to do?

On one hand, if design is more focused on function it seems quite boring especially mobile phone design project.

Importance of balancing between functional value and appearance

Because all the functions from all the companies are getting same. (For instance) touch screen is just touch screen. Hardly differentiated with functional values due to equalizing (standardizing) technology

It's no difference. It's almost like right or wrong question. If you focus on look and feel ...appearance...it feels a little bit weak so I actually prefer to in-between. Focusing appearance heavy causing weaker design value

4. Which companies do more focus on those incremental design projects?

We sourced from lots of Western companies (as well as the Eastern Asian companies)...For example, Philips, they are making TV, which is the latest TV. That is a quite big 45 inch flat screen. In the front there is gradient glass(that is) big glass. And then you can lean against wall like flat. You saw it. And then twenty gradient colors (comes out) from the bottom ...(which is black). I think the design is quite simple. It is one concept ...how to make stand it in your home. I think although that is quite appearance different that is still based on function.

Philips (Western- Dutch) focused on balancing between function and looking -aesthetic including function & simplicity of looking to support it

5. Is it still a different approach from Asian companies (because Asian companies also focus on appearance).

I think so. If Asian companies do it it is slightly different, Probably doing more (focus on) shape on the glass to make it...waving...something

6. Do you think if Asian companies have a tendency to more focus on 'adding- on' something than Western companies, despite same technology or function?

I think so....Yes...

Asian companies emphasized appearance – shape, material variation; Tendencies to add on- e.g. variation

but it's getting better now. For example, if you look at products from Samsung and LG speakers that they produced they are quite minimal. They are just cube. I think your research topic (somehow argues) that simple shapes...you need to have very high quality manufacturing method to make look better and nicer.

Asian manufacturers is evolving towards minimalist (simplicity) - LG, Samsung

- Simplicity supported by quality manufacturing methods
- Quality manufacturing is necessary for better aesthetics- towards basic function(user experience)

If you want to make really simple flat screen glass you are better make it flat and ...without...if anything make imperfect you are going to see it very clearly. If you make waving it is easier to hide quality. I think some of our client...talked to us like that. If you make simple it is just 'shit'...sorry

Imperfect manufacturing skills reflected in looking to hide product quality

- Looking variation can be used to hide lower quality (waving)
- Simplicity often challenged

I think now when the manufacturing method is much better in Asian companies they start to think making simple.

Improving manufacturing skills & methods helps Asian companies design simpler

7. What about way of their communication during projects?

...It quite varies...some of them are strict...quite demanding; you know what they want to do. So...they keep pick up " that is right ...that is wrong..." I like it...I don't like it... just pick it up. But some of them are quite softer so...I like something in this... give it more on that...some companies pick it up....

Communication is mutual sensing for meeting each one's expectation

- Responses in communication are varied: demanding; strict

It is not depending on companies...but depending on personality...the person who choose it...someone who drop in here even (says) I like overall ideas...if the sketch looks nice. Even draw it in nice way they just pick it up. Some of them probably have more experience. If they pick up small things) It is quit

Types of communication style depending on personnel character in charge

- level of experience is significant
- conceptual ideas (sketch) can be decided by experienced one

8. What makes them pick up those specific things?

Although that is little they see some potential of them....

Idea evaluation made by intuition of personnel; Experienced one can see potential

9. How do you feel from pick-up something, as a designer?

I think it is good. That means feedback. Varied communication styles viewed as feedback

In the beginning of collaboration we don't know what they want to do. We draw lots of sketch to them andby choosing. We can talk about it and we get to know what they want to know. And we also need to know what their problem is... and we need to analyze it. Next brand will be more closed to what they want to... what the market want

Earlier step of design process requiring collaboration- mutual understanding for meeting expectation

- Visualization is tool/ way of communication
- rational reasoning (analyzing) is necessary for mutual understanding
- commercializing is premised in design project
- expectation from clients is based on commercializing

10. Do you still find some differences from the attitude of the pick it up something between the Eastern and Western based client?

Yes... I think...one of the things that we concern is decision making process. Because designers telephone call "I like this I like that..." but one good to the point they need to choose a concept built for next brand. It is really varied.

Varied decision making process reflecting organization's strategic concerns – branding, marketing

Some Asian company, they tend to have group decisions. So there is no one guy who says ' we are going to this, we are going to that' In some presentation we...designers need to vote. That s going to 7 or 8 designers in this project...then they chose it together.

Asian organization preferring group decision – voting(collectivist)

Some project, particularly, Korean company ...head guy chose a concept. In the meeting the decision makers of the Korean company is the top guy in the meeting with us. He is the best...Because in this way he understands "where does it (concept) come from..." whole concept completely.....

- Korean company attaching to : big guy chose idea
- Big guy's opinion is most respected
- Big guy is the most experienced person
- Big buy directing almost all design process – the one person who understands all process

Usually (the thing) that some trouble come from is normally ...when we present in a meeting the decision maker, top guy is not there. So it has been repeated again...somehow it is lost. when top guy review all the concept what he is seeing is different shape. He does not know what it is behind it. He just picks it up. Sometimes it's not necessarily.....

Absence of the big buy in decision making can cause a problem to make a decision

- Only big guy can make a significant decision

- Not all participants from Korean company are significant for decision making
- Multiple decision making process shown, causing complicated decision making
- A big guy can ignore 'process' resulted in outcomes
- A result (outcome) from a project is much significant
- Intangible 'process' can be neglected

11. What do you think about such situation that a top guy dominates all process?

I think it is good...The good thing about it is if there is an really experienced guy about he can see...what we talk to him, drawing pictures future...and he can use his knowledge and get together ...and then give a good decision... It's really good.

A decision made by a big guy implying all experience of the big guy as a representative of the group

- a big guy who can view vision
- a big guy who can use knowledge as an integrator
- a big guy can make an effective decision

Group decision ...it is like...no one want to take a responsibility...I think it's better one person take the responsibility. I think organizing way in management wisely ...is very important.

Group decision often shown negligence of individual member's responsibility

- Collective decision- making can neglect individual member's idea
- In collective decision making process, individuals can be indifferent to a group
- Organizing individual members regarded as managing

12. What do you think about repeating and complicated decision making process due to absence of a top guy?

It is usually once. Someone in a meeting usually report it to the top guy. Always the work is translation. If the project is important a big guy sitting in the meeting it is the best way of doing it. I think it is not going to be tiring ...It is probably feedback...

Without a big guy a person in meeting is meant to be a reporter/deliverer to the boss

- Reporting from the lower seen as translating
- A big guy decision is not repeated

13. What do you think about concept design process for Asian companies demanding lots of concept?

In our opinion they used to more demand more concepts in the beginning project. More years ago, they asked for twenty and fifty concepts for it.

Asian companies requiring more concept ideas

- Demanding with repeating and multiple variation of concepts

But we keep on talking to them "we can draw concepts...but it doesn't necessarily mean that good concept. Because we always draw ...working...concepts five days a week...and then we give the best and selected best concepts ...

Asian companies requiring quantity rather than quality in concept development

- Presenting concept itself implying best quality ideas
- Concept development requiring time and efforts

That means five concepts mean the top five, and we have more time to develop it through it. But twenty concepts mean top twenty. It means we need to still spend more time on each of them. That means less time on important one.

Demanding concept requiring unexpected time consumption

-Asian companies are often confused quantity concepts are quality : working hard meant for working better

- quality concept infer investing quality time

And twenty concepts doesn't mean twenty directions. It just means twenty shapes.

Now they gradually get better to understand it. Chinese and Korean companies used to ask for lots of concepts, but now it is reduced, which is really good.

- Number of concepts often shown different variation of appearance
- Chinese, Korean companies are often confused between quantity and quality
- Demanding more concepts is reducing
- Quality concept leading to better design for designers

14. Now, the term open design concept is getting growing and growing and become another term of design area. What do you think about open design for such large companies in Asia? Do you think if such open design can be placed in large Asian companies? Because as you said large Asian companies have been more demanding. It means that they are more picky and may be more closed ...

In terms of just...to just give you topic frame versus not give you anything?

Design project carried out in visionary plan vs. without planning

Yes.

I think most of projects (design), that goes to commercial to achieve certain end, because you want a project to achieve certain business goal and resolve certain problems.

Design project presumed to be commercial

Design project aiming to achieve business goal

Goals related to business problems

Not a way of thinking in terms of guns..... When we think about open design it is probably more about research. It's not practice. It is not making something.

Open design activities referred to as non-practice area

Open design activities not leading tangible outcomes

If you want to make something you need to think about cost and how to make it, and you need to think about how many people and what types of people participate, which is very complicated.

Design project shown in reality of business – complication of management: cost, managing humans,
But, yes...open research is quite good ...very important....I think LG...or some Asian companies they
are doing set up their business in Europe office. ...I think it is one of the reason why to do so(open
research).

Operating overseas offices of Asian company regarded as corporate level open research activities

Probably, on the other hand it still cannot be completely open.

Perfect openness rarely happens due to corporate interest(nature of company)

For example, Google is really open company. And they have so many small project groups to explore
every aspect of everyday life. About two or three years they closed lots of things to find out something
which is not productive so they focus their resources on more potential. In the beginning they
probably can open. After a certain stage you should be selective and then put your energy into more
important things.

Earlier exploratory level shown 'openness' in organization – project groups for new business – Google

- Deployment level for product is challenge in openness
- Resources and efficiency intervene to deployment (shipping) of product regardless of types of product – Google
- Corporation always concerning about resources – distribution of resource for product (deployment)

15. When does a company get become like selective, despite open in a beginning?

Once something got them excited that s first of all ...you need to have interesting stuff... is coming
out...then...business need....and in the end they going to make it from consumers , first of
all ...consumer needs...and business needs. Because, if you need consumer needs you need to
invest lots of money to product it. And in the end no ones are able to pay much money for it to buy
this product, which is not good. And if it is just business goal consumers don't buy this to it.

New product is developed in a meeting point between consumer needs and business needs

- Deployment of product requiring investment (cost) by an organization
- Consumers demands interrelated with carrying a business and product deployment
- Business goal without consumer (human) necessity causing ill-product strategy in market

16. What do you think about open platform in new product development?

I think in future trend it is going to be open platform.

Open platform is emerging

For Apple, for example, it's all because of Steve Jobs. If you want to be a close-up ...if you want to
be a quite hierarchy and structure of company the top guy needs to be very vision...and need to see
future very clearly and collect. And under that you can develop product that everyone love

Apple success undertaken by strong leader's vision

- Leader's vision towards future

- Organizational sympathy with visionary leader leads consumer – centric product

But that is not going to be forever. Because, someone else are less smart and get them to do it, if you don't have assistance that can provide continuously provide ...new innovation. And then it is going to be challenging.

Talented leader's vision hardly inherited towards innovation

- Pitfall of a leader can cause organizational pitfall in making new product

For those products ...if... one strong guy...they...this is... to get this ideas... to carry out idea to implement into the product under his ...the visionary ideas and then you can get very successful companies ...and then can get successful business...but...at once....you need to rely on systems, rather than one guy doing this

One visionary leader contributing to implementation of product (deployment)

- Tendency of relying on evolutionary pattern of success of product & organizational system
- One well sustained platform- organization and product can lead subsequent effects

17. What do you think about if Asian companies that you work with can become like those innovative companies?

It is quite hard. It is deeply rooted into culture, isn't it? (you mean, hard to become innovative companies?) No, the way of working they do is very difficult to be changed.

Eastern Asian culture regarded as challenge against innovation

- Work practices deeply rooted from culture

Why do you think so?

I think the thing, the hierarchy that top guy ...and you should listen to your senior...that kind of culture is not going to be changed in short time.

Strong hierarchical culture reside in Asia

- Senior should be respected – obey
- Deep embedded culture hardly changed

What if one guy was really like Steve Jobs?

He is exactly the type of guy that completely is obeyed...

Steve jobs's vision shown as shared and reasonable charismatic leadership

I think Asian companies...are quite ...hard....democratic...way of thinking....It is going to be hard....

Skepticism on Asian organizational cultures in terms of two way communication

OK...it is like here. When we have meeting and when my boss talks about something, usually ...if you don't agree you immediately see why you don't agree ...

In Western, reasonable argument to different ideas and senior is allowed – two way discussion

and based on my understanding of Asian companies, especially, Chinese companies it is quite hard for them to say like that...they probably...if they are really keen they can fight in some way to let their boss know. But they never say that in meeting...

In China, speaking out referred to as challenges against boss/senior

- Challenges causing conflicts between senior and subordinate
- Subordinate hardly speak out in meeting due to showing respect to seniors

18. What do you think about an opinion that Chinese can be next emerging country for innovation by opening new learning opportunities?

Yes, I know what you mean. They are really open to learn other people.

System and policy level seen as open -- learning

Yes, if a boss is innovative he is going to learn from other people... But within an organization it is ...it's a kind of culture things ...he is more senior than me... utmost to respect his opinion...if he can see something like this he must have some reason for him to say this....so I can only advice to him because of my knowledge.

In China, senior's opinion should be respected

- Rational reasoning of subordinate only allowed
- Rational reasoning as advice for boss, rather than influential opinion
- Subordinates regarded as less- experience and lack of knowledge
- Boss regarded as more experienced one with knowledge

So ...but he is one guy who makes a big decision...I don't think it is going to affect creativity. Because of hierarchy....for example...japan is more hierarchy ...SonyWalkman...lots of very important things... that' true....I think that ...it is stupid to keep it, culture ...structure...for creativity.

Asian hierarchy affecting negative impact on creativity

- Asian hierarchy placed in tight coupling,led by a few authority
- Tight structure is culturalized in Asia – Japan, China
- Creativity placed in loose-structure

19. Do you think that such intangible and invisible cultural factors can affect to come up with new design ideas, in such complicated design process that embrace rational and conceptual things?

I think structure is hard to be changed...culture...and way of thinking is hard to be changed. But the innovativecan be achieved in different way. It doesn't have to be... let' s see....innovation is more likely to be happened in onefrom top to bottom , rather than from bottom to top.

Design as a reflection/ manifestation of an organization

Structure reflecting culture : given structure in members' minds culturalized

Innovation happened from top to bottom level

But western companies(organization) is more like flat...guys working as junior....they are more accepted by top guy...

W : organization structure seen as flat

Junior can be respected and accepted

But in Asia if top guy has a good idea it is easily to be implemented into the whole company...it is coming from both ends. I think it's more...it doesn't necessarily mean why is more innovative than others. It's just different way of doing things.

E: Top guy's thought shown big impact across whole organization

Top guy has bigger authority

Top guy's decision/ idea can be wrong

From bottom to top, it is probably fresher more different views, but it's easy to die. They don't have experience. They don't consider a lot of stuffs. They are just wild. Easy to die... (on the other hand)

From the top it is less ideas....once they get an idea they are very easily to carry out with it...

Inspiring/ fresh idea without authority not easy to be implemented

Less experienced person's idea has little authority

Ideas from top with authority easier to be implemented into organization

20. Does it mean if western culture is easier to implement innovative idea, if a proper leader is placed in?

Yes ...because once you get an idea you get a whole of your energy to make the idea working you need someone to see the problem...you need someone who develop the idea... let's try to think...I think in this way...I think ...in here there are less layers...less layers of organization.

Western organizational culture easier to implement individual's idea

An individual's inspiring idea can be empowered in organization

Less- organizational layers in organizational culture observed

Whenever you have got an idea in China or in here you need to talk to your boss ...

New ideas to be authorised anyway

Talk to a senior guy and then he is going to talk to someone else. Probably in here it's probably twice (to talk to someone else).

Number of reporting for authorizing is less in Western due to little layers

But in Asian culture you have to do a lot times talks. You need to take lots of time. ...there is risk lots of translations...risk of ignorance... It does make innovation harder.

Asian organizational culture requiring more multiple processes – verbal, time- for authorization

Risks of mistranslation of information

Risks of ignorance of original ideas

21. What makes them feel risky within the layers?

Probably they don't understand it...they probably didn't see that idea. Some people are not brave enough to accept it...because if you are doing what you do at all the time no risk no one blames you. If it is something new once anything doesn't happen...and then people put things ...that ...you ...I think that is everyone...everyone ...human nature to avoid...risk. But...good...theme...is you need ...really (that) you need someone know understanding ...to do it...

Risks of ignorance/ mistranslation caused by ill-understanding of novelty

Novelty/ newness requiring taking risks

Routine shown less risk to be blamed- indulgence

Risk avoidance is nature of human

Novelty/newness authorized and acknowledged by proper persons(environment)

22. Are there something high degrees of avoidance to take risk among your clients?

Yes... I think taking risks is...another theme is...that...if company culture encourages risks of forgiving people to take during the process of innovation...

Risk taking(uncertainty taking) is reflected in organizational culture

Risks from individual members should be taken by an organization : encouragement vs. avoiding

I actually work for Huawei they are really good in terms of innovation. Because they are forgivable...they put efforts on people's attitudes (?).

Huawei shown different attitude towards forgiveness of individual's faults - forgivable

If you work hard for certain project if you want to make innovation, in the end although it's not good without...but you make that try...you still good... praise from your boss...you still have good job...it's not about blame. **Blame is not good** They are quite brave. They don't ...they are not afraid of making a mistake. Once you make a mistake it is still good working...that is a good way.

Feasibility of project is little considered in a beginning

Encouragement towards individual's faults shown positive effects

Blame as negative effect

Less avoidance of mistake

Mistakes to be another opportunity

23. As a Chinese designer, is it rare case in China culture?

Yes it's quite rare. Huawei is quite different. A lot of companies are states hold, but Huawei is a private company. And the culture is coming from the CEO, founder...his personality...it's getting into the all company

Huawei case as rare case

Organizational culture coming from leader- CEO (personality)

Leader's vision(personality) embedded in organization

24. What about Korean and Japanese companies?

They are becoming more better. They need less concepts... They try to listen to you...what we say more.

Changes of mood in design projects

Because previously, although they still keep on seeing you need to do this way and then paying ask to say that, they tend to forget and tend to watch what they feel comfortable to do. Now...I think when they grow bigger and they are more confidence. And they more listen to what other people do and more try to do what you think ... that's really good. And also, decision making process ...previously they used to be ...a lot of go forward and backward during stage process one. Now they just understand...and choose one...develop of it

Korean/ Japanese companies tended to be one way

Paid attention to what they expect only, rather than listening: rather one-way

Growing market power allowing to listen/open

Design making process was complicated : back& forth

Attempt to listen and understand

25. What makes them be confidence?

I think their market performance. They realise they make good choice. Their ways are improved. Do not have to draw twenty concepts to choose one from...

Improved market performance allowing being confident

- Reducing concepts sketching implied confidence : more concepts means asking more precision

26. What do you think about a contradictory and dilemmatic situation between those good market performances and the things that are hard to change in terms of innovation in Asian companies?

It is hard to say that...this is about learning different cultures...a part of reasons I said is growing confidence from market performance...and also for the...what we ...different consultancies ...and...those companies are working with most innovative from Western companies. In this way they get to know how the Western companies are working and ...how the structure is...so they tend to learn from that...

Growing market performance related to growing needs to understand diversity/ differences for creating novel ideas

- Western consultancies as good source to learn differences for Asian organizations
- Western consultancies respected by Asian organization

Based on learning, they become like bigger company isn't it?

I think it's more toward the Western side of way of working. I am not sure if Western side learn from the East. I think it's good. That is going to...Samsung, LG...and Chinese...and Japanese company learn how they work from the Western and chose the best way for them

Learning what Western side is doing is important for Asian company – work practices

Western ways regarded as references for Asian companies

27. How do you think about whether learning is little things to do with creating?

It is true. Lots of Asian companies... even Japanese companies which is quite...most advanced ...technology...they always make stuck. They always do one job that is really good. But they are always with someone else from America and Europe. They draw completely new system...and then they ...”Oh you need to draw this...follow this...put it this.” For example, one Japanese company is going to make a really small memory card, which is like 10giga bite. But they realise that everything is clouded. You don't need that anymore. Everything is going into the internet.

Learning less related to creativity

Asian companies – Japan- tend to chase westerns : western as reference , despite advanced technology

Lack of creativity capability

Novel and new is risky for Asian companies(Japan)

Japanese manufacturers shown dull to what the rest of the world is going – reference is necessary :e.g. Memory card

It does have that difference. How can it happen...why everyone has setting up the rules.... was always happened in the Western sides, isn't? That's the somehow the rule...we try to do best follow the jobs...we try to be factory.

Often found Western making rules and Eastern following the rules as factory

Is it...because it does make (Innovation) does make life easy to people...it doesn't bush...it's really helpful to people's life....so that's the really innovation...

Real innovation associated with contributing to better human life

Even in difference between Europe and America...always Europe invents ideas (for example) internet, and then America always take that out and then make that business ...and make money out of it. So I guess in America they are quite open...they are be able to gain new theme ...very quickly...probably language...and mixed up...then they get research out...and that...social economy system, that can factualize, for example, Silicon Valley and....investment on new technology and new thinking. And then they protect copy right and then entrepreneur makes lots of money. So, young people stimulate for young people to do like that.

Geo-difference affecting innovation

Europe invents new ideas

USA taking and develop the new for commercial

USA grounding helping to open - language/ infrastructure – research, social economy system

28. Do you think if language is matter of transferring ideas and knowledge?

I think so. Significance of use of language for coming up new ideas

Because you need to know...it's like brainstorming...you see one thing that another person responds. And you need to get something more to respond to it. That is really intensive and quick ways of getting ideas. If you don't have ideas you don't really get into that ...to get the information is getting slower... (For instance) brainstorming is kind of timing and stimulates ideas. If you need to translate it

that's already...If someone try to translate it...and someone try to communicate it with other side of the world it is already late. Someone else already started do it and complete it.

Creative activities – brainstorming – requiring group improvisation

Spontaneous responses with little ration thinking is vital : translation causing late response

Late responses causing slower information transferring

29. What do you think about language skills among your Asian clients, especially your Chinese clients, and what s role of yours working for them?

A lot of time they speak in English, but their English is not that good. A lot of time I need to translate it. So I need to use the both language skills for them.

Use of English is common business language – translation between different nationality is vital

30. Don't you have any hierarchy between you and your Chinese clients?

It's kind of respect. But also business culture in here... I need ...they pay me to help them

Respect between client and external partner is common in the UK

Not treating consultancy as subordinate due to local culture –the UK

31. Do you think if internet and graphic tools help you communicate well?

Definitely, internet is really good platform to get your ideas. That reduces our efforts to know other people's idea and also communicate your own idea.

Transferring/ gaining information through internet(IT) helping to reduce efforts

- More allowing two way communication

32. What about degree of asking more information provided by you to your clients, although information is everywhere in internet?

Yes, I do all the time. Sometimes it's a kind of fate each other. Information is different way. If they ask me for information about how their company goes on, I will fit for them...(about) what's new in this part of the world. And the what the people in here are thinking...why they think that way...I think you need to fit this idea...and your...soil....that's like water. Even though there is new idea that needs input... (water).

Information grown as organizational thinking/idea

Organization grounding playing a role as soil : new ideas raised in soil

33. What should company do for innovative company?

Flat structure is really good. When juniors come to studio people should listen to them. And also you (need to) report your ideas to top guy very easily and see them....And also culture of not blaming...in culture...even if they are wrong...if they have good reasons it's good not to be blame.

Flat structure for innovation is vital

Less hierarchical order in communication is significant – juniors' idea should be respected

Reasons for mistakes should be respected: Blaming should be removed

'Wrong' should be accepted as different

34. What do you think about more complicated design process in electronics products and the contradictory situation between open and controlling in design process?

I don't think so. When a process gets complicated that means that you need to be considering about a lot of different themes. That means you need to get information from different source. But still one person makes a decision or one group of people

Complicated design requiring wise approach

Differences/ multiple aspects should be considered

Diverse information sources required

Decision making by a person is more vital for complexity