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**Interview Instrument: personal meeting**

**Interviewee: GF at Design consultancy 'A'**

## Transcript

### 1. Intro.

Yes I love to think of a sort of ...I don't know if you thought of this question...which was...should ...the UK...have an embassy inside LG...because LG spend on more R&D than the UK, whole of the UK. OK. We have a nice embassy with South Korea. That's very nice, we are happy, but actually looking at driving train. We should be an embassy inside corporation...

Design driven innovation as matters of flow of financial benefits between organizations or between nations  
Design driven innovation often measured with nominal data

**I think this is good idea.**

It's the new world, digital age.

**Yes, this is what I looking for. There are still many challenges in a large organization. Like you say, for example, hierarchy issue, which is cultural issues. I think this is also matter of whether it is hardware or software. Like you said, in Asia...they more focus on conceptual idea...This is quite impressive for me.**

Yes!! Good!! I mean just so, all of those, I've been to you... maybe one of these examples. Maybe interview...you should interview with Singaporean government. I think they adopted many design facts and processes, philosophies, quite well.

Design driven innovation often indicated in national level – e.g. Singapore

Design driven innovation is often supported by national capacity/ capability

### 2. OK, Let's begin with your interview with the first question. What's the most biggest changes between traditional design, industrial design and current design?

Ok, so...I mean...it comes from many different perspectives. But I think...traditionally...let's goes back to Loewy's school design in 1920s, 1930s, America, which was ability to give form to a product. That's form would drive. Somehow, drive commercial performance, whether it's train, or a bottle of coca cola. You know...design is a physical expression of product. It was...central. You can see that many times through car, devices, Walkman, DVD, and so on. That's the quite right. Many people...nowadays, many people are talking about design. This is very loose!! Very loose term, almost pointed perhaps would not be useful... We can return to industrial design...but what we have seen for last 50 and 60 years is evolution of industrial design...you know, still it is included in form of product. But, actually, product more and more have simple and supreme based interaction. We have an interaction design because many of those products are...I don't buy my iPhone. I'd buy my contraction. We have to design a product, the interface and service, photograph, altogether.

Evolution of design in design practices, towards intangible embrace all devised artefacts

Traditional design

Making an object: form and shape focused

e.g. Bottle of Coca Cola rooted from American design approach; Car, Device designs – TV, DVD etc.

Current design

Meaning of design is loose term- meaning of industrial design in 50-60s along with UX/UI/Service/ Way of thinking – i.e. philosophy, software etc.

e.g. buying iPhone means to buy service and contract of Apple iPhone

Ok straight, design perspective? Commercial organization? you know? You've seen evolution of what was already there...if you are quite inter-deeper inner organizational innovation, including government, actually, it completely different beastern(?) side. Because, a deliverable for this is not a product. It's not even sometimes service...it's about philosophy or way of thinking...that's really important. Final element to this, it's...i just talk about evolution of industrial design to include interaction design...

Evolution of design embracing organization level and community

Embracing intangible asset: meaning and philosophy beyond making an object  
creating meaning

From opposite end scale, we have software design development taking on ...and...what they've called...agile approaches that...scramble based...iterative based. Now there is a lot of commonality between software design, agile and design. But actually they come from entirely different places, and software...the agile approach is epitu(?)...Because cost of deploying and beater prototype is zero. Zero has to build this types of product...you know...You just have to build and code it. And then see how to work. So zero cost for prototype, so they look adopted this into prototype. Because it works and so, this two...now meeting in the middle, and the term, user experience is coming for past years. For me, it's fascinating. I think this is quite interesting, but I don't really want to talk about the opposite...different place, room that I started...I just say, " yes, we are all doing some thing!!" but it's not same purposes. So you can adopt the agile approach. It's not still user focused...so, that's interesting.

Industrial design encompass human experience – interaction design

Quality/meaning of deliverables

Breadth of design and extents of organization to embrace the concept of design

Barrier to design an artefact is lower: Cost to develop/design a product(software) is zero

Available to create different meaning by different individual purpose

Agility is the key

User centric design is still challenge in organization level

**3. OK, in terms of the changed meaning of design, what's the most challenge when you deal with such large and global companies, as a design consultant? Because it's different meaning of design, perhaps, they have different ideas on it.**

Yes, I would say...LG and Samsung, actually I would say in abstract way, not specific way. You know...they are ...some of world's largest biased design. You know...they employ thousand of designers across the world, directly, and then employ lots of different consultancy. Now...(coughing) world we live ..we...deal with Samsung is interesting. Why we do work with Samsung, although they employ hundreds of designer in those space, in these region alone...What is rigour in to do these guy are out? So interesting thing to me...this is not secret. Samsung has a product innovation team, PIT, So PIT these multi disciplinary people looking for new IP, you know, in a short, three...some of designers...some of business, some of marketing, whatever...

Organization structure and size for design management

Values of deliverables

Role of organization for 'in and out' in digital product development

Large size of organization for design project can be bias

The bias comes from less sensible organization structure : LG and Samsung

### Are they in the UK?

Yes!! This is we work. I think this is really interesting way we are looking at advancing the application within innovation, whereas...perhaps, Samsung design team internally are looking at next out, next others, looking at next TV...really making a world. You know...it's very important job...and but as a consultancy for us, value that we add is much greater helping them to understand what we will be done in the future from the user perspectives. And this is so...role of...taking design philosophy on an approach to develop IP. Then, it can be expressed sketch, or something else. The deliverable I can, what we can change here is because it's the information of an inspiration of vision that we generating that are actually not value kept data specification.

Value of design as deliverables: as an intellectual asset (properties)

Breadth of design as deliverables

Breadth of organizational capability to embrace the deliverables

Roles of design professionals

Then now questioning here " does that move us up innovation value chain? Again, I don't know Samsung would spend billions on innovation. Some in form another...they would be lawyers. They will be market tier, technologist, designers and so on...because are deliverable for this, it's perhaps less well defined...you know...document, report...something like that. You know...in...your assumption we have...you know...our alloy perspective...we give you higher level of strategy. We think that it is more valuable than CAD based data of product.

Breadth of design for deliverables

Conceptual and philosophical level of design deliverables beyond specification data (CAD)

Extents of design professionals: encompassing from traditional design to professionals who can embrace all devised system in human's world

Design can cover all value chains of relevant professions

Now, some people, that isn't necessary true. That's...that's...sometimes...mmmm.....the assumption...we make...you know...closer to the Chief Executive is better. For design agency, it's not true. Maybe, close to point of production would be better. And ...that again...I think those two problems express the breadth of design.

You know, we are here at the doing level, over here at the thinking level, strategy level. Are we want another, are we both? Is the value the actually we think and then deliver that probably strengthen true.

Breadth of organizational capability to embrace the deliverables

To cover from the bottom to the top level – from doing level to thinking level

But what I do know last ten years, number of industrial designers has massively increased. The graduates from China particularly...and in the UK, just growing. And then not enough job

## Even in the UK?

Yes! Well, maybe for last 20 years with fee...a few course are dynamo... you know we are ourselves producing 15thousand graduates. We don't have 15,000 industrial jobs.

So the problems is...when the market flooded people operate CAD broadly.

My brief is we need to be moving away from that. Because that would suggest that is going to be a little value of margin here, and moving to other spaces, whether other people are operated. And so challenges for us, as a consultancy as we can move this way? Or well...do I prospect ably (?) change? What do I need to do service, every involving challenges...

### Roles of design professionals

Expecting crisis of design professionals: overwhelmed numbers of design school graduates across the world

Concerning about reproduction of practical level of technician alike designers

Required of reconsideration of design deliverables

**Ok...that's why you are very busy.**

Yes, I sneak around!! (laughing out).

- 4. OK, I also used to work at large companies in Korea, but, most of biggest challenges that I could see was information in doing projects with consultancies. Don't you have any such sensitive information issues when you worked with certain large companies? Because you have deal with innovation which is related to confidential project?**

Yes, yes...yes!!!! Sometimes we have to operate and undertake project we have exactly...No... what is reason...do defence industry...exactly...the problem. There is certain technology...there are certain challenge. There are certain secrets. And ...how do we understand that challenge? It becomes problems. But I think that worth, rewinding here, which is, any spoke any sense...if you look at...(murmuring) Samsung and LG...doesn't really matter. I think that it is interesting that they are closed. If you...you know thy are closed in effect, they...their main benefit are most from open innovation, you know from ability to buy chips, ability of buying utilising operating system, ability to utilise open global value chain. So, there is great time coming from when they will be open now, what they are going to do? They are going to be closed. Is this the best you should be doing?

### Nature of organization

### Values of openness

### Concealed dilemma of openness

Information transferring as reflection of degree of openness of an organization: open vs. closed – confidentiality vs. openness

Sensitivity of information transferring and degree of complexity of technology: defence industry looks as more conservative

Openness provides more opportunity by fostering flow of property within a value chain

And returning back to defence industry ...what defence industry recognises the value of speed and openness is what move consumer industry faster than defence. So speed and openness, and I would suggest speed that comes from openness, not the other way around. We are not open because we need to be quick. We need to be quick because we are open. That's what we all need to do.

And if you look at...almost all the other organization now, they are structuring themselves to say, " how do we come...ah....ah...element with innovation...value chain. So just one point...that s...Unilever...that's the

biggest back industry in the world. That 's global industry, international government to everything. They are all opening up. And then, it seems funny to me. These guys all doing like this.

Nature of organization and dilemma of openness

Necessity of change can lead to openness of an organization – e.g. defence industry

Speed of openness of an organization can be caused by given openness

Invisible power can be existed

The invisible power can accelerate the openness within the boundary of value chain

The invisible power can be easier to manage the openness – openness is granted in grounding of controlling

**5. But I think that's matter of whether they are dealing with hardware or software, something about service is...I think hardware manufacturers tend to be somehow more closed? I mean this is my assumption, defence industry as well.**

Yes I mean...I mean...that has to be in terms of ...does not own ....all of factories make product, right?

Some point, Samsung would, Faxon would involve and they even sell. Are the...a OEM form of... many people...

So...I can understand what you are saying ...I would suggest...I don't see any differences between hardware and software...from IP perspectives. If...if...anything, the IP related to software is much weaker than hardware. So, I mean, look at the battle. You are going to look at the battle over hardware. I mean, maybe...actually, this is interesting. I have not got so much about this. But maybe, this closing is much response to law suit that that battle is having the battle between Samsung and Apple...blah...blah.

That is obviously cost of lots of money, cost of lots of time. You know , so in future, just stock has done this and shut down and then done this.

You know...ah...count of my argument even more...is to say that Apple is closed. So they are successful.

And however, Apple is closed, but it is actually own 50 % of intellectual property in iPhone? You know...Samsung have 20 % of...about ...60% of the UK...you know ...very different from...you know... Am...although they might be relatively closed, the are quite open again...

Open vs. closed and degree of complexity: software vs. hardware

All types of businesses to some degree have openness

Types of complexity – software vs. hardware are little associated with sensitivity of openness

All types of complexity – technology – have intellectual properties

The responses to the sensitivity of IP are just shown differently – e.g. lawsuit between Samsung and Apple

Changing breadth of conception of design

Openness followed by cost – time and financial cost

**Yes, this is my point this is quite hard to define whether this is really open or closed.**

There isn't really align anymore, isn't it?

**No, no!!**

But, it's again. Return to the whole digital thing, internet...I think that one thing that we have seen internet is making thing transparent? Even if you try to hide, you probably be...out of that? But idea of closed or open of the rest of the world ...I just don't think that s the viable model, actually...I think...everything suggest more open...more transparent. You know ...bigger and wider value changed ecosystem...

Breadth of open vs. closed in design and technology

You know...net of agility, that strategy is about being able to adapt...rather than going forward to five or ten years on...given...clean...

Agile surrounding of digital world

But ...as you said before...everything is unique. In the same way design has one meaning and fifty meaning...design is...let's say within LG...If you are asking fifty people within LG to explain design, they would have fifty answers right? And, you know...a real true here is not about design, it's about good thinking applying to...co...organizational challenge. That's what we talk. And so, there is a bit clarity and...To me, I think there is good news to me, which is to certain degree, you could say people have developed marketing model? I mean...they can take someone else and put someone else to redo? I don't think design travels like this!! Even as process, if you have design team that's in form, very much by the creative director, who is directed by financial director or chief executive. If you move to somewhere else or different that...that relationship is really really powerful...

Changing notion of design

Considering about values of loose- coupled organization and individuals' mind-set to embrace unexpected change

Changing conception of design in organizational level – revisiting design leadership

Crisis of design leadership in silo alike organizational model

Scepticism on design leadership in framed organizational model

And I am still unsure, "is there failure of design? Should we be vigilant? Should we be more...model-driven? I am not...I don't answer to your question.

My personal feeling is we don't think we should...because the creativity inherent that loosen model...it what bring value...is the unexpected answer of the disruptive solution all those types of thing...come from not doing thing in normal way...I think that it is important.

Values of loose- coupled organization and individuals' mind-set to embrace unexpected change

Loose coupling model for uncertainty

**I think this is endless and endless questioning.**

You do go round and round and round...this is important thing. Because so, what is answer and the answer was you think right for that particular time. That's...where is model? Where is an approach? And the set activity and tools, we will utilise? But actually, in between the tool is very fuzzy caused.

Iterative and fuzzy inquiry on changing conception of design

**6. Ok, let's look back to the difference between the Eastern organization and Western organizations. Do you believe that there are some differences between the East and the West?**

Ok, Ok, rather than say, organization I would say individuals' social level. So to certain degree, organizations are collective embodiment of culture. My understanding of thing is...you know...this is generalization as...as...a

Definition of organizational culture

**Do you still have certain feeling about some differences between them, although you probably contact with English speakers who work for those multinational company?**

I think, there is...let's talk about American ideal liberty, freedom and individualism. I think these are core things. I think that is perhaps true in the UK, but not too strong. You know...very ...very ideal individuals...at most...

Western organisational grounding

Ideal American liberty and individualism often regarded as representative Western cultures – but controversial

UK is not as much as American ways

And my belief is... that the ...you know...broadly across Asia or South East of Asia, having called...they are mostly...they are more collective identity, which is important. and you can call that society. You know...we are the group of individuals? They just have to be nearly each other? Whereas more collective identity? And I think this is really powerful, clearly...very effective? You know to drawn... I believe for last 20 years Korea is ...maybe for last 15 years China, they have been in national belief. And...although you can almost suffer now? Because in next 5 or 10 years either my children would be benefit.

You know, we see the benefit of opposite. And I don't know, but we have certainly had that certain journey ourselves, for last 20 years.

The Eastern organizational grounding

Collectivism led society

Collectivism society often shown powerful drivers in economic growth

Collectivism towards national belief seen as disruptive in common rational sense – disruptive progress of economic growth

Maybe after the second world war? You know, generally we build us ourselves. I think that is what happens. You know...I would turn...because I am not a deep student of Asian culture. Yes, there is longer term thinking taking place here, which is about generation, which is about...you know...we struggle beyond 3 to 5 years. That is able to have bigger solution to be generated.

Related to the monumental world history –WW2: changing notion of rationality based approaches

Appearance of significance of long term perspectives

You know, for example, Shanghai mega project is a ridiculous example. And also, very good. I just love it. Here at the same time we are just arguing here about where are train tracker, you know? So that, the clarity of purposes everybody accept or most of people accept, which is powerful!? And once a decision is made, everybody bias into it? And then, again another thing...

The Eastern collectivism driven growth model shown as linear growth

Shown powerful driver

Collective agreement meant for optimal driving model

An individual's ones as little meaningful

whereas...again...particularly, once British some decision to be made. A British characteristic is always almost against boss. You know. It is difficult for me to understand or to explain why it is broadly...

I mean, in the birth place of industrial revolution...British people have been put a pop in many and many years. So, you know " boss is in the wall, boss is in the wall..." when we have. So the industrial revolution

people go into the factory, "boss in the wall", so that we had have the unions, you know in the beginning of 1960s, 70s...it is really, really powerful in the UK, awful for the economy!!

You know when I was...the winter before when I was born in 1974, the rubbish wasn't collected for three weeks, the electricity was going off, a few weeks. People were working for three days a week because of nothing else...because labour relation is so poor. So when I get into this, I've got a long track record and very bad record between workers and boss.

The UK individualism model has shown problematic: Revolution and innovation could be saturated to some degree historically

The Place of birth of industrial as the body that can be shown representative problems of industrialization  
Challenges against given system found

The challenges came from conflicts between granted social level and emerging level

Whereas, if you go to America, the American dream was I can be the boss one day. So they wouldn't have hatred or distrust, because all of them want to be there. And so, what you have here is...loosen strategy of agreement, until boss will say, "yes". Everybody will...

The US individualism as ideal model

Conflicts between the top and the bottom are balanced

Loose strategic decision wouldn't be made till the top's permission

You know...so...almost the desire is to be almost separated from...whereas Japanese company work with pride of it as a part of Sony machine. Do you know what you mean? It's very important. although I am a small part of that, I can still be effective and powerful for that.

Collectivism as powerful driver to foster productivity/ efficiency – Japanese model

Pride (empathy) toward the organization should be grounded

Shared vision from the top grounded – design leadership

Expecting conflicts about individual indulgence vs. leadership

Expecting rational collectivism & power distance in achieving efficiency and effectiveness in production line in Japan

**7. But I think, in this digital era, generation, when I worked for company in Korea and did for innovation relevant project. I should follow my boss's order. I think it's kind of dilemma. I think creativity and innovation should be like British way, you know? We have to somehow push and challenge to our boss. But in my society, it doesn't work so I think this is what I am talking.**

Projective technique

So, you are the body about what we're talking about. So the bosses who you are talking about are maybe 50s or 60s years old. Probably, Koreans within LG, but I know a bit who work with LG. they know LG is very very well. They travelled. They are actually Koreans. Now, actually I suspect you are strongly Korean. But, you've got a bit of British air around. And how many others are like you who gone out from Korea, and then return?

So actually culture that you describe today, you can find out in 2 years, just "BOOM!"

Generation change and old-fashioned generation controlling Asian organization

Contribution of changes of organization from the top

Because all those you guys, once you back home, and take senior jobs, all that you want to make change. I see that industrial designers in China, historically, you know...there are lots of brilliant industrial



designers. But they were aware of industrial design in China. It was about 20 and 25 years ago. So, all of those industrial designer are maximum 30s, 40s...45 maybe...smaller. But broadly, and how good, how powerful your argument, the thing is that organizations are still young. You are not going to make it different. But they are getting older, and then some point that flips!

And then the whole culture, the whole boss, big bosses in China, big bosses in Japan, big bosses in Korea, I am generalizing, but all of them are in old school! They are almost to some degree, culture that you absolutely talking about, absolutely there! That is just going to be breaking part! And then everything we see, we know that the things are going to happen faster and then more effective, that they have never had before. That ideal of salary men in Japan, how quickly, how quickly men are abroad? Interesting, right? Because...I mean...might be wrong there. Japan is like this extreme example, so strong culture, so respect, all these stuff... they were original move if you like. But there are big challenges, right now?

Strong cultural intervention in Asian country from the top level

Challenge of strong cultural intervention from the top

Evolution comes from implicit generation change- matter of human resource

**8. For example, I have done interview with a former Sony designer, it was quite interesting.**

What did they say? Could you tell me about it?

Projective techniques: to draw an attention

**Yes, for example, they don't want to listen, ok. For example, software design, they design and develop software for hardware, rather than design it for ecosystem or platform. Do you know what I mean? Because software, or operating system should be like, a platform provide...**

That s the start and then go out?! So, what can we do is determine what we look like. Rather than what we look like

Design approach to Digital product design

Rather 'in and out': from the soft to the hard

Forms determined by the soft

**But the Japanese is a bit different. Software is the thing to support this hardware. This is going to be challenge. This is what the former Sony engineer talked about. And Korean engineers who work for Korean companies too!**

I had with them ZTE, where you have been industrial design department, here, and then next door was department for software design and UI design department. But there were walls that they didn't talk each other. One of the reasons is who is in charge here, industrial director, UI director? So, it's about territory? So it's serious, because at the end of the day, it s not what the software does is what the hardware does. What experience deliver do you want to and how is the best way to deliver them. So, in some way, hardware and software, it's the one in the same thing.

Organization structure about hardware and software: Territory issues between group of hardware and of software

Lack of communication for understanding each other: e.g. ZTE

Lack of tacit communication

Silo alike departmentalization

We should be rethinking the structure. You know, when we talk about 'silo' – finance, marketing, engineering all and the value that sits between the silos, or this silo begins to expand. So when engineering becomes software. So I mean...you can take it from marketing.

Some of the my favourite stories are thing like Coca-Cola taking to social media. So social media is a challenging thing. So we are going to put out a message, how the Coca-Cola makes you feel and somebody put image up of Coca cola bottle on x-ray someone's body? So, everybody is recruited. Coca-Cola don't benefit then they make everyone laugh. What that is telling you so strongly is, is that marketing department are used to control their message and their media. And what they are operating thing that they have done is no control over it. And they are completely unable to do deal with it. You know, there are megaphone, right? We will control we will shout. Whereas, what they have do turn down megaphone, it is expected in some way or it doesn't

So, we have seen what's happening in marketing now. You tell me engineering, software. I am going to happen same problems.

#### Problems and concerns on silo organization

One authority (department: silo) driven operation is getting illuminated through multiple participation in digital age: traditional marketing division driven commercial vs. participatory commercial adverts in Coca-Cola

You know, there is fundamental shift taking place here. Now you can still continue, I am sure in the old way do same, relatively ok. So...if you are looking into plan, if you are looking into growth expanding new market like connected here, you've got to be shifted very, very fast.

#### Shift and change of organization and design approach

Started with necessity

Necessity meant for uncertain opportunity: new opportunity

Changes from necessity foster speed of change

**Yes, I think you are kind of very optimistic. Is that kind of your personality or kind of nature of consultant?** – project techniques

Maybe, maybe it just me. I think digital revolution all changed taking place. It has many, many challenges and threaten to it. I think exciting thing for me, you know, working with design consultancy is that it is up to making good. And actually, bad thing is our fault so I am remained kind of optimistic, because what I need to be sure is what we need to be good? And it is up to what we make that it goes benefit we delivered. Yes, it can be scary. You know in term of digital again. There is massive challenge here about things. I think privacy rolling data, all of these types of things. But, to me, even I think that things are massively beneficial.

Two aspects of digital revolution: new opportunity vs. threatening of privacy data leakage

Openness followed by private information leakage issues – challenges

High risks and uncertainty reside in higher opportunity

Do you know Banksy and the graphic art? One of his suggestions is that advertising is invasion of privacy. Like I am walking down street, why should I have to look for your iPhone? You are invading my mind. I

don't. I don't reclaim the advert. It's my space, because I am walking on path. I am going to do something about it.

Digital device as private living domain itself

Fluid nature of digitalization penetrating into all human life

And this concept to us, so, what's the comes down to us, like ground theory here, certainly, UK and US...We have been certainly, we are living in consumerist society, and 'earn your money, buy your stuff!': consume and you are a good citizen. Pay your tax on buy-your stuff, right? That's great.

Traditional consumer behaviours and consumption model

Consumerist society: earning, buying and taxation for materials

What digital suggests and the evidence is about, it's about participation. We are part of this. Without it, it is nothing. And that means we are gone from positive consumer, to actually saying "OK, let's do about this!"

Now, its positive for society, positive for world, positive for us. But it takes entirely different mentality from the big organization to do this.

New trend of consumerism in digital age

Participation itself inferred to as consumption

**9. But, for example, it's matter of nature of organization. For example, some organization is likely to open to information like you say. But others are not! For example, when I had an interview with a software engineer who work for the USA software development like SAP. For example, German company still doesn't want to apply such software to their company, for example, because of information leakage. So open innovation seems to be quite challenged in this context?**

Ok, simplicity, I don't use android, because it s not safe.

**Yes**

It's kind of what they say?

**Like personal!!**

So, in the world, keep that's the way secure phone. But this year, there was called , you have blackberry, which was 'Black-phone' launched, which was android operating system developed by Bowen. This is the most secure phone in the world. So this is open innovation platform that is becoming the most secure. So open doesn't mean insecure!

So the assumption that would be, you got open about it! So that comes back to your point which was what is open and what is closed? What is exactly we talking about here? So, it's not a switch. It's like a volume?! You know this is kind of analogue versus digital. It is really important! because...and again. It's about design. Do design or not? Design or not?

Well, actually there is baffle equalizer.

Nature of open vs. closed in digital product : Dilemmas of openness in organizations

Organization acted like individuals regarding information security issues

Openness controlled by the closed

Openness is not acted like actual openness: rather like equalizer: e.g. most secure android phone – black phone

# **10. But I think this is big challenge for design consultant? How can you sort it out to those clients?**

So this afternoon, this is what we are doing. Go to meeting, this is the first meeting. You know, I can't tell you who is going to come. Big opportunity you know, really, really interesting things are, I think, was like spotted on industrial design, service, design, interaction design, you know, all of that, big plan...what I need to do this afternoon shows my graphic equaliser and volume, look like this! You know, I am kind of same based whatever, it might be volume and so on. And if they seems to be slightly match here, and maybe match plus more than that we are, more interested in than, that's interesting. So in end of the day, we can show all about case studies. We can shout as much as you want, that they are going to need to look into us; what I am thinking, "can I work with you?" you know, how does this decision to be made? I don't know? Because it changes every time! We might cater him today.

Sensitive information transferring issues and risk of leakage of data in organization

Challenges in new digital ages regarding information leakage issues

Human trust is more required – formalization more heavier along with intrinsic human trust and understanding in personal relationship

Specific cases for ensuring are used

East argument that this, with this width, right? It's not going to be happened! I mean back to in a relation to Asian business, I don't...

HTC is interesting one, right? Because they were the darling, they were the design-led, they invested heavily, they went power on it? And they were in trouble...why were they in trouble? What have they done wrong? I mean, I don't know in short-up, but I thing the first answer is to say that I don't personally think they have done much wrong. It's just been only as good as Samsung. So, and I don't have absolutely started up here because we look at the massive growth of android handset across the world! What happened to this? Samsung just takes great share about it at the expansion of HTC? Now you could say that HTC is increasingly looking like case study of failure. I think it's the harsh!

And maybe, only the reason that they didn't do was trying to expand diversified. You know, let's say, big, big Galaxy 5 is big art. Samsung really put money into that.

Challenges of digital product development – unexpected inquiry emerged: HTC vs. Samsung

Strategic mistakes cause massive loss

Leader's role is heavier

Diversification strategy based on android platform: Samsung vs. core value focused strategy in HTC

## **But it's not great!**

No, which was I heard that the design director in Samsung was gone?! So I think that again, it's harsh!

Stubborn leadership style in Korean company

Leader's faults cause big loss

Lifelong of leader is more unstable in fluid digital world

You know, what do they want? It's my answer! Because what is the play that we are talking about is, I know that the next big opportunity to it is growth of big Internet of Things. But what is it meant to this? Many, many different things! But if you look at retailers' perspectives in the UK, you have Dixxons, and electronics retailer? And Carphone warehouse, mobile phone retailer. They just merged. And so they are

just going to be on-line and physical store did built around internet. So imagine once you are in a store, what Samsung could do across kitchen, mobile, living room, car, bedroom, same as Sony? Same as LG? same as Haier? You know Lenovo? Huawei. So we've got six big brands here. That, you know uniquely are capable of lots of different things! And which they do, they do a lot of different things!

Opportunities are emerging in digital worlds: creating new meaning vs. making an object in reflection

e.g. IoT : All objects can be other opportunity

Opportunity seeking activities are varied between organizations: M&A between heterogeneous types of businesses

Large corporations have more opportunities with granted asset technically, but missed in-depth empathy towards humans: Asian companies

But I think there is something missing in their hearts. And you know, now Apple has heart. You are going to make beautiful, you are going to give contents to the most thinnest way, and everything, all around that! Now, if you had a same question, Samsung, Huawei, LG...whatever, I don't think what they will give you that sentence because consultants had main right sentence. Do they really believe it !?- that the division was...is the TV guy sacrificed some of budget to the mobile guy more? I don't think so.

What you are going to have new is the recognition. I think everybody says, 'yes, yes, yes!'

But the reality is so much territory, investment, reputation, face, all of those things involved in here, that they just need to go, to allow that this happens. And so this is what your thesis comes.

Silo driven organization and business model in Asian firms

Internal politics due to territory issues between divisions

Silo organization based on collectivism and higher power distance in Asian organization

So, option one, take them out our approach, which is pull all of those executives on the factory floor!

Cultural revolution is really very, very bad thing. So the other good thing about Asian culture to me is the collectivism enables to support the boss will have, could have people who have worked with at the time, without fear of taking over their job. So actually, it's good learning, good culture comes to here. So I would say that there is an opportunity here. But I wouldn't want to support any particular way to do that, because it's depending on each company that needs individuals you know.

I know that someone in R&D in Samsung, are very good and very sharp, very bright, very design- led you know. I would say that they don't need to go around. You know, they had people that cause problems within Samsung because otherwise trying to break be disruptive in some way.

Powerful collectivism and higher power distance in Asian organizations

Enhancing effectiveness with little respect of individuals

Existing power concerning about disruption

Individual more prioritising indulgence in given position

And then that comes back to the defence report. You know, when we talk about disruption, trying to change everything, you really want to be disruption? Because it will be chaos.

## **11. Do they really want to be disruption? This is what I want to say!**

I mean I would love to think that there will be business units or teams in Samsung, trying to break Samsung, because there isn't, certainly one in LG? certainly, one in Lenovo, right? Trying to figure how it will be matched it down?! And when I was working with innovation part, they are broadly and lonely driver

on this work, is that we will not! Somebody else is! And you know, if you look into something like nest! You know, if something comes out, it completely changes market. That is the example of if you don't want to do it. And if you think of it there isn't no disruption.

Now having said all of that, I don't think that they need to do be disruptive. You know, you do need to do manager. But then very you understand where the disruption comes from. And then sometimes, maybe, you do need to do disruption. You know, Sony, Samsung, or LG's business model was to say, "we will give you, TV, video, PDR, DVD player, broadband connection and mobile phone or tablet, that you give all your data for years! But it places every year!

And that's model, actually it works! Because you know my data is apparently about 900 pound per year. So, all of these device could be made, you know at cost, broadly, about 900 dollar per a year. And when will Samsung do that? Because, Jesus!! **That's turning off revenue, rare drive centre.** Whole business is the best part selling TV, what giving them away. So what will that give that away that TV?, what going them away. So what will that give away that TV?

Then all of that, Samsung that could be closing, of course, the are going to do it! And it is always two years behind, that, all sorts of iPhone, which is all two years behind. And should they do it I think they should try. I think that they should try but then you don't necessary create all those things not to definitely kill company. But actually to be , to start...it's like training pro-marathon- like. You've got used to founding street. And Samsung needs to get used to being founding by things coming thing breaking down, whether it comes to LG or inside of Samsung? It doesn't really matter, actually. It is still going to be the end if it doesn't work, that is going to take Samsung. Samsung don't want to protect themselves. So there is no loss.

**I think that's maybe what they want to do, and that they intend to do**

No again, just imagine if you were a head of the division of TV. You probably wouldn't do disruption to work, because it is going to make you always difficult, challenging!? So they probably do very many things to do, make sure it, doesn't work. And that's the doing disruption to look like you doing disruption. If you are going to do, if and believe if and then accept that the data comes from. And so, I so suspect that what's happening now are we've seen it many times.

What people will kill our project, just because of my threaten there, domain, territory, whatever,...it's ...it's understandable! So, in the end of the day, we will look into...I mean ...I am sure that I mentioned really important thing about sentence to change. What do we change sentence to change here?

**Raising questions on disruption**

**Given organization and business model hardly accept disruption to take advantage of granted benefits**  
So...the more future city, this is UK, local government trying to look at. Future city needs. And they've got really big juicy challenges, technology can help many people solved it. And why? So you know, it 's really interesting. That's ,again, generalization that people will go to work for local government are the most innovative people. That's what they are going to do. That's what they work there. So that's kind, "yeah!! We are going to change everything!! (sigh...mmmm) it's not going to work, right? So, it s about needs to do...you know another phrasal that...obsess of moderate invention?

Again, after the world war, UK, there was massive problems. So we kind of have been innovative, right? Now, Britain has massive problems, will be cost to be innovative. That's it. You will see kind of needs. We are going to see within consultancy. Let's say if we have big pitch, and you are going to have six weeks to prepare? And yeah, you do the preparation. And the best of it happens to six hours before that pitch! You are up and two o'clock right before. You know, its really get to stuck! You know, something about fear. Fear is really powerful driver! You can see design consultancy. Most of design consultancy probably, we've got Alloy, we've got 9 to 10 months, visible operation, ten months from now, I got nothing on the pipeline. Do you know what I mean?

So we are going to be dead. So we've got do something about this. And that's going to forwards , forwards. And we, consultancy push ourselves forwards. And I think it's related back to large corporations.

So what's the sentence? You know, can you see death over the call? Can you see your company and exist 50 years from now, doing exactly same thing? If not what 's change? Ok, what do you want to be doing? And once we know what we want to be doing, we can want backward very easily. And so, it's about creating those conditions for incentives. And I would say that fear is OK for me, maybe for you? But it's not ok for everybody. Some people like stability. Some people like to know!

Necessity of fundamental needs to change: fear

Fear as powerful driver to change and achieve the end - Maslow pyramid

**Matured mentality and meaning comes from the basic instinct for creating artefact**

**12. I think fear and risk taking are kind of best potential and another opportunity. For example, Samsung is the best example to me. Samsung has been chased by Japan, and China, now. And even they are also chased by Apple at all the time. So now they probably take the first position in terms of marketing and the sales performance. But I don't think so, but I think they probably have some fear.**

They don't have mentality, number one!

Lack of mentality can even achieve nominal ends – financial achievement

But can be rather short term perspectives

**No, that s the key issue!**

That s the thing which is years, Samsung had Apple. Just say as one example, which we want to be better than them! So fight, fight, fight. So where we are the point, where we are fighting! What are the strong point? What we are doing? Let's say, strong point, let's make strong point in this point. And now we win Apple? But, what will we be about now? So, if you look at goal, boxing , if you see any of those. So I become world number one or God! What the hell am I supposed to do now?

And it takes different mentality to say, " I don't want to be number one". Actually, number one is to buy product of doing other things. And then it is entirely different approach to how you do your business, which requires completely different approach to culture, market, innovation all of these stuff. And that's really big problem. Because actually, I would not say, innovation, I would say, vision! I think Asian companies very often don't express the vision! But I think it might have one!

**Matured mentality and meaning comes from the basic instinct for creating artefact**

Different valued mentality cause to come up with different meaning in creating an artefact

: nominal market leader in digital market: Samsung vs. creating meaningful artefacts for human experience

Organizational mentality often comes from the leader's shared vision : lack of mentality reflected in vision

**13. They might have one! But it is a bit different. I think most Asian organizations seems to be more focusing on financial benefit? Rather than...**

Soft!!

**But I think now, Samsung is in significant moment, because we have a look at the case, Galaxy Gear, for example, they try to be like software company by doing operating system development!?**

They try everything!

### **Yes they try to do everything**

Those watches are exactly an example of problem of this culture, which is, if you look at...now again...it's not exhausted. Watches came out, because someone stood up three years ago in CES, probably Samsung, and say, "where are you going to be able to create the 2 inch touch screen?" Wow, that's good what could be put that's on of watch?" So, no one every said, "I need something that kind of interface between my phone and me?" No one ever said that anything about that. Only person who stood up said that, " we can make the small touch screen." This is technology searching for solution. And do, "we know that never works and watches are dead!!" at the end of it. I cannot...I looked, looked and...and there is no use-case, that actually means that I would want for it. Now they might be a beautiful watch to come out. Both digital and clock work, for example. And that is feeling to me but it's not functional level. Look and buying it, because it does something with this. Buying is nice. And I just saw, we talked about this before. But that's the classic approach which is shrunken chips everything develop something. Let's put on product into trying to sell and so on... no, what happens is we have got touch screen, we've developed things in iOS, sticking them together. You know, there is not reason why actually, other than in same room at the same time. And it sounds they are ridiculous. But that often is that stupid. I think.

Lack of mentality of Asian organizations in digital age: e.g. Samsung and Watch project

Often neglect implicit values of an artefact : rather focused on technical properties and viability : reductionists

Rather focused on how to diversify businesses for maximized revenue : little questions on fundamental questions on an artefacts – missing vision

Causing dull sense of new opportunity : lack of holistic perspective

Lack of reflective senses and approaches toward an object – holistic platform and hardly placed

Struggling to fit in digital ecosystem and follow digital trend only

**14. Ok, this is the point. Samsung used to a company for hardware manufacturer and OEM, which made laundry machine, refrigerator and so on. But now they try to be like Apple. This is dilemma, because they may till have hardware and engineering DNA. What do you think about this? It also applies to the ...for example, some people say that Samsung innovative center seems fancy facility, to promote ...pretend to be innovative?**

The UK government says...can we have your R&D center? They will go what you mean is if we bring your own center we will give you lots of money, OK? And so I agree!

I mean you see that every time sending design Europe in London, until recently, have UK creative director, but there is also Korean guy there. And the Korean guy was the man who went home and manage to head quarter, which suggest, if you set up design department in London, we will want then kind of to flourish lot of dangerous, do lots of different things. I think, so that's fear. So how do you control design?

**No, I think it's impossible. For example, former Sony designer said that the London, Europe design studio seems to be like for training new Japanese employee?**

Make feel sexy? Maybe, London based...



Design driven innovation often reflected in national knowledge trading – open overseas offices in London:  
knowledge and information as financial assets

Opening overseas office as reflection of organizational matters

Fears and uncertainty are much higher than operating business in an only domestic region

Politically controlled by HQ office and shown as extended arms(periphery)

### **15. How do you feel about these overseas design studios in London, which are from Asian companies a design consultant?**

Mmmm....I don't feel threatened by them. But very often, we would never feel threatening. You know what would happen, we would happen, we want to just get the opportunity that might come away before. Because this is I am assuming that could be little bit cheaper than we are, "I have reasonable industrial design and visualization skills." If not more, well, "who am I to complain gives that travel over the world, gone through everybody's country?" So, if I want to do that, then I could expect this, and in some ways, there is a certain reputational benefit. If I am going to London school where is kind of London, I will take that. And this is what I mean. This is about...the evaluation of design, how can I put this word...it sounds very arrogant. But I assume that we are premier league team, and there are... You know, there is division, one team allow us, and division two follow us, and so on, and look like divisions want to be getting better. You never want to get relegated.

For we, you know how much do we control? As...we are quite small 25 people compared to nay other large organizations, very small. And we control very little. So to some degree, we have to be reactive. And it is very important that we develop very clear perspectives that people who want to buy our small...very strange balance we have. I am going to track again (laughing)

Purpose of overseas office more varied in digital age, but still nominal approach for creating the new Overseas office (design studio) rather used for the functional purpose only, rather than creating the new Gaining privilege of regional benefits: opening London office – using legacy and heritage as representative place of the UK

Use quality based human resource at cheaper expenses

Pitfall of large organization- departmentalization: reflected in overseas office

### **16. Do you think if such complicated high technology industry and hardware product can achieve open innovation? For example, like defense industry that you deal with?**

Yes!! What is this! – iPhone 5

This is the result of 300 companies across the world and two hundred components and outsourced manufacturing. And is this open? Is this...can only be open? So my question is you know, what...you know...this is one of difficult to say. You know...amount of technology compressed here, and it's same as TV. So if you can do this? I believe in open way, and again. It's just about definition of open. Because there is a company called CEMEX, which is a cement company in Mexico? And they have brilliant open innovation. Things here, and complexity is less about, you know, sobering chips and battery whatever, might be.

Complexity is looking at an ecosystem challenge and getting every body put line up things going to work? So is the challenge technical? Or challenge of organization? open innovation, you know, one thing, particularly in western, which is weakness of open innovation all consolidated led all TSB stuff...

The degree of complexity (technology) and open innovation

Complexity of technology and open innovation are not necessarily correlated

Open innovation can be happened in all types of degree of complexity: from commodity to final goods (digital gadget)

Definition of open innovation can be placed in different ways: technology, ecosystem, or organization etc.

Open innovation is rather determined by technology, strategy and institutional decision: but this conception can be shifted

Is there a reason of one in charge? Steve Jobs says, " this is what I want to!", " no, no, no, yes!" and everybody says very polite, "yes, my perspective , it's ok! What do you think about it?

You know, we would say success doesn't come from commit. That's that interesting question to put into Asian organizations. Success doesn't come from ego or one man. What the other side of it...

Achievement of success in open innovation and organization: leadership

Success is not necessarily coming from unconditional commitment to a leader

Success is clouded in reasonable collective consensus : shared vision

Solely single leader's ego doesn't necessarily lead genuine innovation

Openness is necessarily embedded into an organization from the top

So, open innovation isn't about technology, the large challenge of organization, but fundamentally it's about the owner. You know, if you have vision and passion, I think these two things that create power team and if you have those two things that create power team. And if you have those two things, you should be able to get good technology, technology aspects. Do you see what you mean? So this is what I want, really believe it. We are going to go after this. That can be open?! That can be open! So...you know, there is no innovation entirely closed. There is no product at all. From space ship to nuclear war ahead, you know other people are involved.

Possibility of open innovation across all types of system: hardware and software

Open innovation considered in a leader's philosophical vision and passion beyond technology capacity

To some degree, all types of human made system implies openness beyond the degree of complexity

**17. What is the advantage and disadvantage of the UK in terms of open innovation? Because, there is not enough manufacturing skills? but there are still lots of creative industries going on?**

Interesting enough! It turns out we are sixth largest manufacturing economy. But there are lots of food and drink there, you know. Seriously, ready meal, whiskey across the world, so if you strip down those things, we need to talk about manufacturing, metal thing. Then, it maybe smaller.

Having said that, I went to McLaren, two weeks ago. You know, the racing car? Incredible!! This is factory. But the factory that I operated on...it's clean...you know it's not machine, it's human! You know. So I think that it is high valued manufacturing. I think we do something very well.

Having said that, I agree with what you are saying. And the answers comes back to , again, it's cultural thing. We spent hundred of years, British empire, which is going over here and coming back, you know, blurred, blurred and blurred.

So you know, something that we practice these kinds of exchanging information.

The UK's legacy of knowledge management

Pursuing know-what centric approach for creation beyond know-how

Know-how accumulated in approach of knowledge management

Global knowledge management as significant assets that came from the empire legacy

Designing rather than design in manufacturing by bringing in-depth human element – McLaren

### **Britain itself, historically, played a role as a supply chain, doesn't it?**

Yes!! What is the role...of? What we are so important? we are tiny bloody island, very few people. And there is something, you know, so, empire sort of those things?! Just because of Empire, somebody decided to put the clocks, GMT, right? So all of these, we, because fundamental between here and there. And then speakers said this was here and then financial trading London, that city for many exchanging? So you know, if almost historical. But I think world is pensulen(?) swing around. Britain, right? And so as long answers to say that. I think that we've been doing international knowledge management, knowledge exchange, value exchange, longer than most people. You know, much more than structured way, which makes us almost unique capable to be accepting new things to be new things to be, which I don't support UKIP. Because, you see a lot of, listen! When time is tough you will find that people's defense raise. So time to tough in the UK. If I do, UK is almost, no, no, no. entirely looking on this, because they are scared. So, fear! Again, you know, fear is driving thing.

Leadership in the soft leadership: reflection of digital ecosystem

The power that can legislate the rules

The rules infer to the soft power: knowledge :GMT

The given power can drive another rule and system(following mechanism of the world) – platform leadership

Necessity for openness comes from granted basic assumption of the world: isolated island, England

The basic assumption is meant for basic fear for changes of the world

Diversity is necessary accepted : UKIP as negative one for the isolated isles

So I mean, to bring it back to wearable, I do workshop it is interesting. Do you know Maslow hierarchy? it's very simple thing, right? So what about Maslow hierarchy means does smart watch set? And I would suggest that kind of nearly top of pyramid, which is about self-speculation, show off and try to do privilege. And what about sex, death and hunger? So you know, if I can have an wearable that can be more than sex. I can reckon that my self! You know, if I can have that wearable, that could actually give me better...then we are talking. So what happens that we skip that fundamental human need? That's...that's really interesting for me. So reason that I am say these are...if you look at core drivers of human behavior, sex, death, and hunger, you know...fear and greedy is what drivers is to stop. But the numbers that, just, pretend to give you science behind it. It's whether shit is scare? Where do you want to go to make a money? That's only thing that happen in science things. Let's accept these things. Let's understand. That's what I came back to reasonable behavior economics. Design is influencing people's decision making for the better in same ways. And maybe, on that point, where does design stop? Where is influenced everything. Well, it doesn't! Because everything that isn't making sure design somewhere as a vehicle. I think it stops at everybody's personal choice. That... I am quite happy to often work with tobacco company? I've got unhappy to work with missile company that sounds from...from...and I will not work with betting company. That's my personal life. So the ideal of enhancing user experience on betting side? I don't like that. But, we've all got things right? But that, many people said they know tobacco company, what so ever. That...many people say no, missile company what so ever. I am OK with that. Why? I suggest that's personal moral choice! Very simple! Very simple!

Basic instinct of creation : fundamental desires coming from human's necessity

The bottom level of Maslow hierarchy

An created object that is skipped the bottom level should even more embrace the human's higher desire –  
e.g. social respect

Controlling and managing human's basic behavior in creating new artefact

How to examine human's eccentric behavior in scientific approach?

**18. Personal question and interest! Last one. How is this defense project related to current situation of the UK. Is that something to do with Scottish referendum? Is that related to new ship building for new aircraft carrier in Scotland ship yard?**

I mean, air craft carrier that they are building now is just ridiculous. And it's symbol of what's going on wrong!! And so, you know the F-35 that air plain is coming out. So they spent trillion dollars on this air plane, to make the most world advanced high technology, why? The world second advanced one is the US, the world third and fourth advanced fighter are the US. Why do we yet need another one!!

**Yes, that's what I am saying**

So there is another mean goes on. In America, right now, the department of defense is buying tanks, because the army said we don't want any more tanks. Unbelievable! It is very sick system, with...almost zero risks for large contractor...with almost all risks placed from clients. I think it is...it is...it is lazy industry!?

**This is quite interesting when I say your report, because for example, Korea, we always have some fear and we face North Korea, Japan, China...**

Something to be going to happen!?

**For example, many large companies in Korea invest their money for those defense industry based on our manufacturing, because of fear!!**

I would say that same fear is existed here. You know. Bill Clinton said 15 years ago- the end of conflict?! What a ridiculous statement was there. I have a good friend in Iran's company called Strategic Asia, which is an innovation consultancy focusing on South Eastern Asia. His point was that for the last 300 years there has been conflict in same points within South Eastern Asia, almost permanently. That's not going to change.

Let's say, how much does South Korea spend for defense cost each year against North Korea. Let's say, 2billion. Probably small number. Probably, away, away more and more than that. If you spend 2 billion elsewhere? What could you do to mitigate between North Korea and South Korea. What could you do with tighten airspace drone, so you could put mobile phone network over North Korea?!

And then, you can go on to use drone as power shooting for 5million handsets, you know 2G handset Samsung got on is backed on that. And those handset tell the truth about North Korea. And that means turn on the North Koreans. So my point is, "do we really need fire things anymore?" I don't think so! And ok even if you take TV network radio network in North Korea. So why do we do need this? Because the answer is how much money do we need to spend our money in Afghanistan for last 15 years? So Syria goes on?! Now if we invested 5 billion female Mensa patients in middle east, making women more

powerful, and then getting them to support culture there? We would be here. But interestingly, for me, the UK defense perspective that's what we do! We don't do more firing things going. Americans do that. If you look at the success of British military, it is tightly linked to success of British intelligence. So, one of the my favorite story is operation called Mincemeat in the Second World War. Do you know that? So what we did is we'd lied, right? We created elaborate lies that treated Germans. We also for the IRA, we didn't blow the IRA. We made them fight each other. And that's what we do best. And you know, you can be proud of that. You can be cared of that. That's what we do best. Let's accept it. Let's use it!

**That' s interesting. It's the differences from what Silo thinkers do answer to this?**

This is my thinking, which is...Let's say F-35, trillion dollars... each plane costs hundred sixty million dollars something right? The story I said...I bet you. I can get five...no, one thousands Galaxy S5. I reckon they would take that place on that. They will compromise somehow. And so, no matter how much we put into there, no matter how advanced that thing is? This thing takes advantages. They know that. They know that they need to start to think differently.

Degree of the complexity of technology in making an artefact and uncertainty: reflected in defense industry in the UK

- Management of the technology and artefact associated with knowledge management
- Misled uncertainty can cause massive loss and threatening of other organizations
- Significance of quality thinking for dealing with uncertainty

**19. But I think it seems to be matter of silo thinking. Silo thinking is somehow started from money, which is short - term perspectives. Long - term perspectives are always challenged by those silo thinkers because it is intangible.**

But you know, Apple was long-term thinking. It went through very very bad time, as a result of that maybe now you are it is the world. Maybe if you look over 30,40 a period, maybe it is middling! Probably not, but it is about, I think for me, open railway, because they just more gravity of mentum of highway. You can be closed. Fine, let's be closed! North Korea, Myanmar showed closing isn't good thing? And actually, engaging in being open about things doesn't make less predictable. Is that the fear? Is it the predictability that you are looking for? that...that's maybe what it is... which cases... then predictability isn't about open. Predictability is actually driven by more stable economic and social conditions, which means that you can't help growth of power, you can't have your market. So you can't have one without the other. So if you want growth, if you want change, if you want innovation, you get to accept these downsides, maybe, which is risk of unknown failure, all of these types of things. There we go.

Dilemmas on Managing short term perspective vs. long term perspective in economic manner

- Unknown risks, unpredictability and risks reside in changes for long-term visionary change in organizational level
- Predictability isn't meant for openness : starting point of silo thinking : closed

**20. Could you have last sentence for summary in terms of open innovation, open design, open something?**

I think this century, you might be said that 19 century was belonging to the Britain, 20c belongs to America nominally. You could say that 21 century so far, which is only a few years old belongs to China.

But, one thing that we have seen things is that happens faster than greater effect now. So you might say the first quarter of 21 century belongs to China. And that's been achieved, almost just sheer weighted numbers. And who won the next quarter? And that is actually answer that everybody is trying to answer, right now. And every thing that we've ever seen for last 20 years would suggest that the one who will win would be, the one utilized global expertise, value chain, and has focused on exactly what they want to do, which is driven by what people want to do. The end!

Noted evolution pattern of world economic and material and immaterial civilization by economic progress

Existing patterns of the progress historically: from the West to the East

Hardly speculate with scientific manners