

Interview transcription (Language: Korean)

Date: personal meeting in 09/04/2014, London: approx.. 2 hour) & this email received in 3 May2014

Interviewee : JH1

본 인터뷰 참여에 동의해주셔서 감사드립니다. 이 설문은 글로벌 회사에서 근무 경험이 있는 Design 관련 전문가들을 대상으로 한 것입니다(Product and Service development, Engineering design,R&D management, Marketing, Strategy 포함). 여러분의 응답은 글로벌 환경에서 Design Management 를 이해하고 발전시키는데 기여할 것입니다.

본 연구는 영국 Lancaster University 의 Prof. Rachel Cooper 와 Dr. Emmanuel Tseklevs 의 지도하에 진행되는 PhD 프로젝트 중 하나임을 알려드립니다.

여러분이 제공하는 정보는 PhD 연구원, 황보현욱과 Lancaster University 의 연구목적으로만 활용되며, 모든 제공되는 정보는 익명성을 보장함을 다시 한번 알려드립니다.

아래 모든 설문 질문에 대한 여러분의 응답은, 반드시 본인이 작성하셔야 하며, 여러분이 경험하셨던 회사의 프로젝트와 조직 문화와 관련한 여러분의 경험을 바탕으로 작성해주시길 바랍니다.

Thank you for agreeing to take part in this interview. We are currently only looking for responses from design professionals who have experience in global companies(including Product and Service development, Engineering design,R&D management, Marketing, Strategy). It should only take a few minutes to complete. We really appreciate your responses which will help us to continue to develop our understanding of design management in a global context. This survey is part of a PhD research project in design management study at Lancaster University, and this research project is supervised by Prof. Rachel Cooper and Dr. Emmanuel Tseklevs. The information you provide will be held by the PhD researcher, Edward Hyunwook Hwangbo, for PhD research purposes. Anonymised data will be utilised only for academic purposes. All the following questions should be answered by you, based on your work experience, related to product/service/platform development projects and organizational cultures that you have involved in and experienced whilst carrying out the projects. Please describe the projects that you have been involved in answer to the following questions.

If necessary, you can also request further participation information sheet anytime

1. 당신은 전자 및 통신 관련 제품과 연관된 신제품, 서비스, 플랫폼 개발 프로젝트에 참여 하신적이 있습니까? 어떤 타입의 프로젝트에 참여 해오셨습니까?

Have you ever participated in new product, service or platform development projects in relation to consumer electronics and telecommunication product? Which types of the projects have you worked for?

(JL)

Internet service : Dacom Webhard 서비스 (현재의 Dropbox 와 유사한 형태) 신규 런칭 및 운영 / 2000~2002 년 / Dacom

Consumer electronics product : Digital camera 개발 프로젝트 10 건 이상 / 2003~2008 년 / Samsung Techwin

Mobile software : e-Book platform including application & server solutions / 2011~Present / iPortfolio

이하 아래 질문 사항에 대해 관련 경험을 바탕으로 기술 해주시길 바랍니다.

Please describe your experience and insight based on the consumer electronics and telecommunication relevant projects

2. 신제품, 서비스, 플랫폼 개발 관련 개발 업무를 수행하며, 당신이 일해온 관련 조직들(직장, 파트너쉽, 고객 등) 가운데, 서양 조직(영, 미 등) 과 동양 조직(한, 중, 일 등) 의 Priorities 의 차이점을 발견한적이 있습니까? (아래 질문 사항들을 포함할 수 있는 범위내에서 자유롭게 서술해주시시오)

Do you find any differences between organizations you have worked on (job places, partnership, clients etc.) in western-based (the USA, the UK etc.) and eastern-based (e.g. Korea, japan, china etc.) in terms of their priorities for new product , service and platform development project? (Please describe the differences within which to include below questions, if possible)

말씀하신 조직의 *attitude* 의 차이는 있었습니까? (예: 리스크 수용도, 의사 결정 과정, 협업 방식 등)

How about differences in terms of attitude between the organizations for the projects (e.g. risk-taking, decision making process, way of cooperation)?

(JL) Samsung 에서 수행한 디지털카메라 개발 프로젝트 중 일부 high-end 기종 프로젝트 4 건을 Samsung Yokohama Research Institute 소속의 일본인 연구원들과 진행한 적이 있습니다. 동서양의 차이를 떠나서 같은 아시아 내의 한국과 일본만 해도 많은 차이가 있습니다. 여러가지 차이를 한마디로 얘기하기 어렵지만 가장 큰 차이는 risk 에 대한 pre-management(일본)와 post- or ongoing-management 의 차이인것 같습니다. 일본팀의 경우 실행 전에 최대한 많은 준비를 통해 프로젝트로 인한 이슈들을 최소화하려는 노력을 취하는 반면, 한국팀은 모든 가치 중에서 "시간"이 우선이기 때문에 사전 점검을 최소화하고 대부분의 리스크를 프로젝트 진행과 동시에 또는 사후에 처리하는 접근을 취했다고 생각합니다. 각각의 approach 가 장단점을 갖고 있으며, 그러한 결과로 현재 삼성과 일본의 전자업체들의 위상 차이가 발생했다고 볼 수도 있을 것 같습니다. (그러나 현재 삼성이 일본 전자업체들보다 우월하다고 하여 그것이 결코 긍정적 미래를 담보한다고 보는 이는 없을 것입니다.)

I have carried out four high-end digital camera product line development projects in Samsung with Japanese researchers who were belonging to Samsung Yokohama Research Institute. Apart from differences between the East and the West, there were many differences even between the Asian organizations, such as Japan and Korea at that time. It is hard to address in a simple way, but the most different thing is that there are pre-management (Japan) towards risks and post- or ongoing management toward risks (Korea). In case of Japanese team, before a project it was attempted to put their efforts to reduce and minimize risks, whereas Korean team tended to manage risks during a project or after the project and somehow minimize all pre-risk management process, because Korean much emphasized the value, 'time' out of all values. Each approach has own advantage and disadvantage, so that this could be said that currently Samsung and Japanese electronics firms show different

achievement and status in market (but all current successful attributes in Samsung isn't necessarily said to guarantee positive future for the company)

Differences in design project between E and W

Differences between Eastern organizations - Japan and Korea

Shown different organizational attitudes towards risks that arise from projects under the same corporation rules -Japan and Korea

Different Attitudes toward risk taking:

Risk management related to achievement of a company

Pre- risk management (Japan) and Post or On-going risk management (Korea)

Koreans - Time is more valued

Japan- prior to project, reducing risk is valued

3. 말씀하신 조직의 커뮤니케이션 방식의 차이는 있었습니까? IT 툴을 활용한 정보 전달은(내외부 조직간) 어떻다고 생각하십니까?

How about differences in terms of ways of communication? And, how was use of IT tools for sharing information and understanding for the development project (IT infra sharing system between internal and external organization)?

(JL) 한국 기업이 외국(적어도 우리가 선진국이라고 부르는 나라들)과 비교해서 내외부 커뮤니케이션에서 보이는 가장 큰 차이는 '불필요한 커뮤니케이션은 많고 정말 필요한 커뮤니케이션은 적다'는 것입니다. 문화적인 영향일 수도 있다고 보는데, 한국 기업에서 프로젝트의 성공을 위해 꼭 필요한 커뮤니케이션이 요구되는 회의, 메일, Call 등에서 효율적인 커뮤니케이션이 이루어지고 있다고 보기 어렵습니다.

In comparison with so-called developed countries, the most different point from them is that there tend to be much more unnecessary communication in Korean companies, rather than most necessary communication. This could be said to be cultural influences. In Korean companies, it could be hard to carry out effective. In meeting time mostly a senior or big guy only tend to talk, or people tend to feel difficult to show their ideas in front of audience in a direct way. And for example, if conference call were happened it could take 30 min. to finish up. But in order to negotiate and manage multiple interest bodies it should spend much more time with multiple meeting (personal meeting) and emails. This is little associated with IT methods and tools, but it is matter of a fundamental education, which they haven't been much educated about how their own individual ideas are addressed clearly and feedback is delivered properly in early age.

Communication style

: seen as ineffective

Official IT communication tools as less significant tools due to another indirect or informal meeting for significant decision making

회의 시간에는 높은 사람들만 얘기를 하거나 다른 사람의 앞에서 직설적으로 자신의 생각을 표출하기 어려워하고, conference call 로 30 분이면 끝날 다자간

이해관계 조정을 위해서 수차례의 회의나 수십번의 메일로 시간을 허비하기도 합니다.

Communication style

: seen as ineffective

Big guy's opinion is respected and top superior's one dominates

Direct and explicit expression on their own are hesitate and embarrassed in communication place

Unnecessary communication procedures overwhelmed

Multiple interest bodies often overwhelmed in decision making process

이것은 IT 나 방법론의 이슈가 아니라 '자신의 생각을 분명히 전달하고 다른 사람의 의견에 대한 피드백을 전달하는 방법'에 대해 어려서부터 제대로 교육받지 못한 원인이 크다고 생각하고 있습니다.

Communication style seen as ineffective

Ordinary communication routes in projects are as periphery or subordinate tools

e.g. meeting, call, mail etc.

fundamental education for two way communication in early age lacking

Individuals hesitate to speak out to audience in public

Ways of delivery of feedback towards individual opinion lacking due to insufficient education

4. 그 가운데 인상 깊었던 신제품, 서비스, 플랫폼 개발 프로젝트가 있었습니까? 있었다면, 왜 그렇다고 생각하십니까? 반면에, 양적 또는 파생 제품에 중점을 둔 프로젝트가 있었습니까? 있었다면 왜 그렇다고 생각하십니까? 해당사항이 있는 한에서 기술해주시기 바랍니다.

What has been the most impressive new product (service, platform) development project you have worked on? If so, why do you think so? On the other hand, what was an incremental and derivative development project? If so, why do you think so? (Please describe, if relevant project is included)

(JL) 가장 인상적이었던 프로젝트는 2004 년 삼성에서 최초로 개발한 8M, 15 배줌 하이엔드 디지털카메라 프로젝트였습니다. 일본팀과 함께 진행했는데 일본인 엔지니어들이 한국에 2 개월 동안 출장을 와서 거의 매일 아침 8 시부터 새벽 1~2 시까지 주말도 없이 개발 프로젝트를 진행했었습니다. 이들로서는 거의 처음 경험하는 무리한 프로젝트여서 처음엔 반발도 있었지만, 신기하게도 1 개월 정도 지나면서 그들도 결국 한국 PM 의 무리한 진행을 따라가면서 비효율적인 모습으로 변해가는 모습을 보게 되었습니다. 결국 아무리 개개인이 효율적으로 일하는 방식과 습관을 갖고 있더라도, 전체 조직 속에서는 결국 그 문화를 따라갈 수 밖에 없다는 점을 느낄 수 있었습니다.

The most impressive project was the first Samsung high- end 8M, 15multi zoom camera project in 2004. This was carried out with Japanese team. But Japanese engineers had to work for this project everyday from 8am to 1 or 2 am without either any holidays or weekend during their two months business trip. In the beginning they had complaints as the project seemed hard for them and so resisted the project. However, intriguingly, as the project went on in a month they become like inefficient group by following up the hard process of Korean PM. This could be concluded that even if each individual has own effective ways and habit to work, individual personnel must follow the culture in an organization.

Design priority in design project and Organizational cultures: Korea and Japan: Samsung high end 8M 15multi zoom DSLR camera project in 2004

*Really new product project is required of incremental time- push
Japanese engineers accepting harsh working condition with little complaints : shared and common collective mentality between two different Asian countries - Japan and Korea- Hesitate to show an individual's preference*

*Harsh condition and inflexibility (in working conditions) somehow necessary for new technology relevant project : degree of complexity
Time for market in actual design project is concerned*

5. 전자, 통신 관련 산업의 신제품 개발 환경 변화에 있어서- 3D printing, 오픈소스, 오픈 디자인 등- 전자 및 통신 관련 '대기업'에 의해 전달되어지는 제품, 서비스 및 플랫폼은 어떻게 달라져야 한다고 생각하십니까? 아래 질문 사항들을 포함할 수 있는 범위내에서 자유롭게 서술해주시요)

When it comes to current changing digital environments for new design – 3D printing, open source, open design etc., - how would product, service and platform provided by large organizations look like in electronics and telecommunication products? (How are large organisations addressing the changing design environment?) (Please describe the differences within which to include below questions, if possible)

(JL) 가장 중요한 포인트는 (1) Timely 하고 (2) Reliable 한 형태로 제공되는 것이라고 보고 있습니다. Facebook 의 경우 서비스가 본격적으로 전개될때부터 이미 3rd party developer 들을 위한 Open API 가 잘 준비되어 있었던

Open innovation in digital product development
Long term perspective required : Elements Timely and reliable
Well preparing open API of Facebook for 3rd party developer in advance

반면, 카카오톡은 가입자 1 억명을 달성한 시점에서도 개발자 API 가 아주 초보적인 수준에 지나지 않았습니다. 단기간에 가입자 수를 늘리는데 들어가는 노력의 일부를 이러한 부분에 투자했어야 하는데 대부분의 한국 기업이 그러한 장기적 안목을 갖고 있지 않다고 봅니다. 이러한 현상은 한국 대기업들이 main product 에는 신경을 많이 써서 품질이 올라갔지만, 그에 수반되는 open source, open API, 관련 software 들의 수준이 main product 수준에 한참 미치지 못하는 결과를 낳습니다. 삼성전자의 프린터나 모바일 제품을

살때 CD 에 담겨 따라오는 SW 들의 수준을 보면 알 수 있습니다. 대부분 외주업체를 통해 개발을 하는데 이러한 SW 의 불완전성이 main product 인 HW 의 신뢰도를 얼마나 깎아먹고 있는지 잘 인지를 하고 있지 않은 것 같습니다.

The most important point is that a platform/ product should be provided as a form in (1) timely and (2) reliable. In case of facebook, since the service was launched this has been already well prepared for open API for the 3rd party developer. Whereas the API of Kakaotalk (Korean firm) was shown even in a beginner's level, despite over 100 million service registers. Although they should have put even a part of their efforts for those fundamental issues it could be said that most of Korean firms don't have such long term vision. This can cause critical situations that relevant open source, open API, software and so on don't reach as much as main product has been achieved, which is made by Korean firms, although many main product of Korean firms shows better quality due to high attention to those products. For instance, it can be found in the quality and status of SW installed in CD that is included in Samsung printer or mobile products. Most of those SWs are developed by outsourcing companies, but this could be said that the imperfect SW can cause to lose trust in HW as main product

Open innovation in digital product development

Long term based roadmap/perspective/vision lacking :

Focused on myopia alike project performance

Korean network service platform : Elementary level of API of Kakaotalk, despite 100 million registers

Korean companies

Prioritise to deploy quality few main product with reductionist manners

Open sources open API, software quality lacking : more longer term approaches required
objects : e.g. Samsung software in printer machine

Complicated outsourcing web found between outsourcing companies and manufacturer :
hierarchical relationship expected

Software treated as still periphery products comparing to hardware objects

Organizational vision reflected in a product that the organization made

Little consideration for long term vision on product which can cause multiple risks after deployment

Multiple unexpected problems across outsource source, API and software

Often shown separation of main product bodies, 'hardware', from 'software'

Software development often outsourced

The separation can reduce total quality of the product

6. 이와 관련, 신제품 및 서비스를 위한 이상적 플랫폼 어떤 컨셉이어야하며, 이를 위한 조직의 형태는 어떻게 되어야 한다고 생각하십니까?

In relation to this, how should future product platform look like for really 'new' product and service development? And how should organization look like for the ideal platform?

(JL) Main-product 과 sub-product 전체를 아우르는 전사적인 design philosophy

또는 product identity 가 정의되고 이를 관리하는 조직이나 시스템이 필요할 것

같습니다. 그런데 이런 조직이 따로 놓게되면 결국 산출물들의 수준도 따로 놓게

됩니다. 결국 Top 이 얼마나 디테일한 부분까지 예리한 눈으로 챙겨보느냐, 그리고 Top 이 그 정도의 눈을 갖고 있느냐의 이슈인 것 같습니다. Apple 을 보면 알 수 있습니다.

There should be integrated design philosophy and clear product identity should be defined, which can cover overall organization. To do so, an organization or system that can manage those should be needed. However, if those organizations played their roles separately the resulting outcomes can also come out separately. In conclusion, this is matter of how a top level can pay an attention to all those details with keen eyes, and it is also the issue on whether the top has the eyes to reach the level. We can find out it from Apple case

Organization culture for Open innovation in digital product development

Visionary organization's direction towards differentiated product required

Design philosophy should comply all main and sub product lines

Explicit organization system and configuration required

Integration of design philosophy with clear product identity and share it across organization

Top level's keenly visionary eyes required to down to production level : design leadership required- e.g. Apple

대기업과 프로젝트를 신제품, 서비스, 플랫폼 개발관련 업무를 수행하며 새로운 아이디어를 도입하는데, 당신에게 어려운 점은 무엇이었으며, 그 어려움점에 있어서 아시아권 기업(한, 중, 일 등) 과 서양쪽 기업(영, 미 등) 의 다른점이 있습니까?

When you work with large organizations (clients), what were the most difficult constraints to implement (address) new idea to new product (service, platform) development project that you incur? And is there any difference between the eastern and western companies?

(JL) 이 부분은 대답에 필요한 관련 경험이 부족하다고 판단됩니다.

7. 개발 환경에 있어서, 외형적 조직구조의 모습과 기존의 조직의 문화 사이에 차이가 있을 수 있다고 생각하십니까?

Despite, seemingly effective organisational structure for new product, service, and platform development projects, do you feel that there is the gap between what the organization look like and what the organization really is in terms of culture?

(JL) 한국의 경우 외국에 비해 조직구조의 강제성이 다소 약하다고 생각합니다. 즉, 조직구성원들의 마인드와 구성원들의 관계에 의한 영향이 조직도의 강제성보다 더 강하기 때문에, 조직구조상 요청하기 어려운 일들도 구성원들간의 합의에 의해 발생할 가능성이 외국에 비해 높아 보입니다. 즉 A 프로젝트에 일하던 사람이 갑자기 난관에 봉착한 B 프로젝트를 도와주는 일이 비교적 쉽게 일어날 수 있습니다.

In case of Korea there is less compulsion of organizational structure itself. It infers that influences driven by origination members' mind and relationship are much stronger than compulsion of organizational structure so that a decision that cannot be easily made in terms of organizational structure can be much more possible to be made through certain negotiation between members. In that it is much easier to happen that a person who works for 'A' project could help 'B' project that is suddenly confronted with hardship in comparison with foreign countries (due to little compulsion in organization structure)

Korean organizational culture in design project

Personal relationship is more significant and respected, than official rules and roles: to some extent overwhelmed

Boundary between official organization rules and personal relationship in projects deemed as obscure : Challenges in a project is often solved by personal level

Invisible personal relationship is more shown as obligate in member's cognitive organizational structure

Personal relationship led negotiation is often made in personal members' level, rather than official routes

Explicit official route can be as periphery tools

8. 마지막으로, 위의 모든 사항과 관련 당신이 경험한 아시아권 (예: 한, 중, 일) 기업과 서양쪽 기업간 중요한 차이점이 설명하실수 있습니까? (예, 엔지니어링과 ideation 사이의 중요성, 리스크 수용도, 의사 전달 방식, 의사 결정 과정 등)

Lastly, in relation to all above, could you describe how the significant differences between the East and West are addressed during all your projects? (e.g. an importance between engineering and conceptual ideation, risk-taking, communication, decision-making process etc.)

(JL) 가장 큰 차이점이라면(1) speed 를 최우선시하는 경향과 (2) 자유로운 커뮤니케이션의 부족이 아닐까 합니다. 사전 risk 관리의 부족, 효율적 커뮤니케이션의 부족, 비합리적 의사결정의 발생, 제품들간의 consistency 부족, 조직 내 불필요한 갈등 발생 등 많은 문제점들이 이 2 가지 요인으로부터 양산되는것 같습니다. 여기에는 과거로부터 이어져 온 사회 작동원리에 있어서의 역사적/문화적 차이, 전쟁으로 인해 zero-base 에서 선진국을 따라잡아야 하는 경제적 상황 등 깊은 요인들도 있으나, 대한민국 거의 모든 남자가 군대를 다녀온다는 점도 매우 크게 작용을 하는 것 같습니다. 군대문화가 알게모르게 우리나라 정부, 기업, 학교 등 많은 부분에 스며들어 있어 빨리빨리 문화를 양산하고 자유롭고 건설적인 커뮤니케이션을 가로막는데 한몫 한다고 보고 있습니다.

It could be said that the most biggest differences between two are that there are (1) a tendency to emphasize a priority of speed and (2) lack of liberal communication. Those two factors can cause lack of pre- management towards risks and of efficient communication, occurrence of irrational decision making, lack of consistency in products and unnecessary conflicts in organizations. Accordingly, in terms of social mobilization principles, this could be caused by in-depth factors that Korea has had to chase to reach the levels of developed countries and it was began in zero-base due to historical and cultural differences and Korean wars. But, especially, army service in Korea that almost of all Korean males has to be done can be also said as the major factor. I convince that the military culture in Korea is consciously and unconsciously applied to all organizations, such as government, companies, schools and so on, and this can play a major role to cause to generate 'faster and faster culture' and block to develop liberating and constructive communication

Korean organizational culture in design project

Korean organization distinctively prioritise 'time' (rapid and quick) under lacking of liberal two way communication

To cause Little pre risk management; Lacking of efficient communication and of irrational communication; Lack of consistency in product ; To cause unnecessary conflicts in organization

Historical/social and cultural reasons

Post war: pursued condensed economic growth : achieving certain level of economic wealth has been prioritised

Unique Korean society's grounding: military alike organization management style overwhelmed across the countries' institution