

**Date: 19<sup>TH</sup> June 2014 (approx. 80 min.)**

**Interview Instrument: personal meeting**

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

**1. I think...this office is quite interesting. Because there are big...big screen and board going around...**

We find out ...you know because of...the amount of software we do...the amount of white board in service...so...very white board intensive...you know...constantly...drawing story board in screen...much more than when we do team working on objects...then everybody tends to use papers... sketch...and...things like that...but...actually... a sort of working cultures for the one that we do in service...software is a bit different...so white boards are just...much more useful ...magnetic ...so...that we can...pin sketch on them...we just...we need dynamic space....we can be taken over by one thing...a sort of...

**Meaning of Design**

Processing of ideation in choreography for designing

Graphic software rather as a tool for visualization

Sketching and white board allowing dynamics of ideation

**2. When it comes to this approach to this type of design...I've watched another BBC program that was published around 1999 about your company...what is the major big changes between when you started with your business in early 90s and current design approach?**

Yes, it is huge...I think...I mean...this is all parts of quests...a kind of understand the best practice...because of what we do we want to do well...so...in the 90s it was there were...two...there are always a kind of two parallel threads. You know...what is a sort of purpose...and scope of industrial design...and how...what tools do you use to deliver it. OK? Two different things... And part of that...a lot of designers are confused their abilities to use tools and their abilities to be the designer, things like quality of ideas vs. quality of pictures.

**Meaning of Design**

Huge changes between 90s and 2000s in approaches to design

Confusions on quality of ideas vs. quality of pictures

So, we understand very clear what we do... you know...tools we use and things that we create are enablers to process. Then they help us informal decisions and test them on people. So, we are very clear to why draw pictures and why we do things. So, skill element is very clearly separated from knowledge elements. That 's...that's the fundamental things...probably...possibly a bit different to many places...

**Meaning of Design**

Clearer objectives of design project

Design tools for creating clear solutions as enabler

Decision made for clear target customers- validation (testing) available

Skills in use divorced from knowledge based derivatives : accountable 'drawing' outcomes with only skilful drawing

There is background and in terms of my personal background...things like that...we are sure take by ....(...). In the 90s, it was about...we were very lucky...because we had a big client, BT. Still we had for 25 years.

Anybody else hasn't done that. There was service company enacted, which meant that it was very clear. When we were designing a product, product will be there to enhance network experiences. OK? Right away in the early 90s, we were discovering and thinking about product design is about experience, not an object. OK? We always kind of had that ...a sort of philosophy from very, very early on.

#### Meaning of Design

In early 90s, early attempt on integration service into hardware – Telecommunication industry (BT)  
Telecommunication product for enhancing network 'experience'  
Product as domain for better human experience changed from product as an object only

You know. It's ...I am inherited from my father, an architect. You know...a good architect creates a basis and experience of people, not drawing building, not just of concrete. You know. Beautiful well-done architect is a place where people have soul and people love to... things like that.

#### Meaning of Design

Earlier consideration of human centric design in architecture design  
Function of architecture for better human experience : form following function ( from the inside out)  
Reflecting early European design approach :e.g. Bauhaus

So, in the 90s early discovery about that, early discovery about brands, you know...connecting industrial design into brands and brand experiences needing to consistence across the product. Because my background is in car design. I was well aware of... you know... a whole notion of identities. BMW has cues ...and things like that. So we got very strong ... at coordinating in between projects...and connecting what we were doing with forms to brand value and thinking about experience.

#### Meaning of Design

Requiring strong coordination amongst different disciplines  
Getting emerging multidisciplinary thinker for holistic design outcomes – forms with (brand) value for better human experience

#### Which is human?

Exactly, sure. And so...and so...all that were kind of happening. But it was still very much of handled objects. We were starting to get into...effectively...in those days...early...user interface design...because...back in the 80s, when I was first in practice "your client would tell you about what the button stick is" OK? And then in 90s they couldn't tell you what the button stick is, because they had soft screen and touch screen...things like that. You know...somebody think about that kind of things.

#### Meaning of Design

In 80s hierarchical mechanism device design driven – button  
In 90s emerging UI design due to changing technology – soft screen & touch screen

So we...we just started to tip our toe into software design in the 90s...the other things we were going on in the 90s ...what we were...the 90s primary is also about completely rethink about 3D. So...we went from paper only in the late 80s. you know... I got the first CAD project in ideally 86, 2D. It was very engineering CAD and it was very **interring**. We were pioneers...collaboration techniques between engineers and designers in 3D CAD in 90s, reasonable data...I have done it with white paper..ex....a sort of like that .That was...the 90s was still very much about objects, but from a perspective of experience ...need for coordination in brand and started to get into UX.

#### Meaning of Design

In 90s emerging integration software and hardware  
Considered software design for integrating  
Emerging visualization graphic tools allowing to precise engineering design

CAD, 3D tools, emerging data sources

Focused on designing an object

But last decades in a bit ...software... a bit grounds massively...so it is now going from mainly in late 90s 5% occasionally... you now...UX projects on a small screen, whereas now a half of what we do is software everything from app to big professional broadcast applications.

#### Meaning of Design

Growing needs (5%) of user experience design in given technology – screen in late 90s

Leading to app-based design – widening of extents of design in 2000s

And a lot of that enables fairly enough by that fact...we used to this idea of needing to have different skills set relating to tools as a part of design process.

#### Meaning of Design

Tools in use and skills as parts of design process : limited extents of design

And also, brand linkage was ...it was client...we are a kind of going...Look! If you were going to manager identity ...then....it was not just boxes...you know... you have to have software. We have a couple of big American clients cross valley. They are still with us. (smile) . There was still big project.

#### Meaning of Design

Adding brand value emerged beyond making an object

And then...the...two things more recently happening. One is connecting service system. So, you know software and hardware are connected on the web. If you sell a sensor that's going on apps on a smartphone. Who designs that? Somebody design the app? Somebody else design a smartphone.

#### Meaning of Design

Recent design happened

Integration of software, hardware, and service system to the web

Integration in smart devices resulted in decomposing subjects of design – multiple participants for designing

Notion of designing by multiple participants (stakeholders) for one product (object)

You need people on the team who can only do want one another. You need guiding vision, that is ,holistic because of two. So...Because we have a lot of works in IT...a sort of things. We have been very much pulled into that. And then another thing happening in parallel, is....clients not being able to tell us what they want. OK? ...more clients who can give you...in fact....modern era...if your client gives you a design brief it is probably bad! If your client gives you a challenge tells you what the organizational problem is... then you can probably start beginning to frame a solution for them.

#### Significance of organization

To provide holistic vision is more vital than providing an objects

Getting unclear design objectives :loose framed design approach

What we found was the... a lot of tools that we use to structural decision making. You know.. we have a lot experience mapping things like that. Those tools have own consultancy's value. That's the reason why service design side what we do is growing ...growing as well. So what you have is a situation where the culture here is one of the open minded constant inquiry and open mindedness about what an industrial designer does. The core is about organizations, and customer experience and connecting the triangle of technical possibility and user's needs and organization purpose that...triangle ...where we are.

#### Significance of organization

Significance of structural decision making -mapping  
Open minded cultures grounded  
Significance of triangulation among organization, customers and technical possibilities

**Yes, I think, it is quite interesting. Your company is a kind of pioneer...?**

I blamed my father.

**(Smile)**

No, no! it is coin. He had been a faculty in Canada, University of Montréal, school of industrial design, father family. It was one of the multidisciplinary design faculties in the world. Anyway, quite long story in short. When I want to be a car designer that's what I was trying to do. He said "if you want to do that you are better get engineering degree. Otherwise, engineers never listen to you, which I did. That was fine. That can be postgraduate. But also, the other we think, the industrial designer was not fully formed professional.

#### **Organizational grounding**

Visionary leader's Personal background  
Family tree  
Academia background  
Multidisciplinary grounding formed

**It is interesting?**

Yes, Ok! It's kinda like...and it ...it is only later on ...the you come to realise how bad situation is. So, in the UK, it's so bad. The UK, they did talk about product design. And one of the problems ...because industrial design hasn't been fully documented as profession. OK? Every time it gets to define it as silo, car design...fashion design...shoe design ...whatever.... Some of them are very different. Fashion is very different to car design....and....if you work for Toshiba, or a brand...you know ...and you are working for car company... it's very similar mission. If you are working for a fashion label, there are similarities, but it is very , very different.

#### **Organizational grounding**

Silo led design disciplines happened

You know. If you are an entrepreneur doing your own thing, it is also quite different. One of the things that we've done ...in British industrial design association head on is ...we 've actually written and regarded proof on modern definition of industrial design. It is new neutral occupation of standards for industrial design of Britain

#### **Organizational grounding**

Significance of structural and stable documented professional certification in design

So the first in the world. and then we are using that to private education, we've solved criterion ...and a sort of things... but it is absolutely essential to a sort of define what is constant cross-over for 30 years. And what changes of what time of...what technology...obviously ...because we don't do that industrial design disappear.

Organizational grounding  
Significance of structural approaches to education for design professional

3. **Yes, right. That's reason why I am struggling with my research as well, because the definition of design and discipline for design have been always changing depending on technology changes**

Well, that's right. There are...if your practice is not long enough there are things that are consistent in the best practice. and...fairly enough to further you are from the best practice the harder is changes....so...

Organizational grounding

Reflective in action in design disciplines

Significance of accumulative and prior experience

you know...one of the example that I've ever seen is...we had a terrible(!) problems back in around 10 years ago. we were working with a Japanese manufacturer, which our name was...and...we were working in 3D? we were doing brand coordination ? such as ...we were broadening by the european...so to speak...subsidiary...because Japanese design office wasn't really in the expectation of European market. then... and what we found...was ...they were...really...really stuck in 50 or early 60s in terms of their model.

Organizational grounding

Significance of reflective in action

Less expectation and significance on design and market shows limited extents of design capability

Organization structure and configuration in large organization

Overseas office as extended arms depending on strategic significance of local market

So this is what you get the East and the West angle...is the...what you get here in a certain places not in work... is not a bit more..courage to think from the first principle and the innovative is...a bit different even within the professional itself.

Organizational grounding

Different design principles being existed

Different priorities in professionals

Whereas within the large organizational structures very top down, and autocratic that you get in Asia....you..and also...this is ...fast track things...because it is like Korea, we need someone's design stuff. Let s have it! you know. Japan? same thing! You know? Does Toyota have soul? You know?

Organizational grounding : Organization structure in large organization

Top down structures cause to overwhelm imitation

Top down structures little allowed to form in-depth empathy towards users : i.e. lack of soul

**No!**

No!! there is...not...not...how is Sony doing compare to Apple? Not very well!?OK ...And and...common element is...they ...their defining design in a...not the first principle in a learned way from someone else. Oh, we got a someone else's design stuff, what s the design about? it's about beautiful object.OK! so...it...its....status about beautiful subject forever. because they don't understand why they are in the first place.

Organizational grounding

**Design leadership**

Different design principles being existed

Lack of conception of reflective design lead focusing on visceral and appearance of design

**ah! yes!!**

They don't understand what the design is. they are also reluctant because of a sort of top town culture to share leadership visions. because designers are really effective... Dieter Rams...in Braun...Raymond Loewy...to Jonathan Ive in Apple...they all have similar kind of top level connection to direction of the organizations. And trusted...to...what is the trust is their vision of how you connect a purpose of brand of their organizations with their aspirations and...magnetic with the people... you know? And you do in a way that is achievable in the right way of technology of right of days..

Organizational grounding

**Design leadership**

Significance of leader's vision from the top

Shared vision with members from the top can create organizational empathy towards design

Shared vision can lead to right direction towards design with technology

All the three things are changed but it s different phases....and if you were...what we found in a Japanese company was...I will give you a classic... was...designers who design a product without knowing what the buttons do, OK? This is the early 90s. OK? This is what I was. OK? In the early 90s we were a sort of separated from in the world.

Organizational grounding

**Design leadership**

Lack of empathy towards objects causes focus of making another object

**I think so! When I saw the BBC program I think you still focused on styling.**

Yeah!!That was trend! It was...basically...we controlled what we have stumbled point...and then only now beginning formalized because other things happening in psychology that we have written...that we 've built on is understanding of how the context of decision frames irritate towards decision OK? That looks like a cup. I know that this something that I can pick up and so...I can picture of a cup on a screen.blah..blah!! and but also...if you put a big green button in a middle of screen that will be easier to find then a very small grey in an edge of screen.

**Design approach**

Significance of understanding of customer's behavioural decision in use of artefacts

if you put 15 buttons identical which work differences on a screen people would just look at it and then they would not...not gonna remember where it is if grouping them according to functions or choice. Then all these things you can do to assist coding to processes to make things seem simpler. That's where we add value. you know? That s what we are for

**Design approach**

Significance of understanding of customer's behavioural decision in use of artefacts

Increasing complexity of object is required simplified process and simplicity in forms and mechanism for users

User-centric value regarded as additional value

The other end, if you are just an artist and you are creating a picture of front of video recorders that you like, OK? That model is very common. That ego model is...incredibly, incredibly , common. you know? Especially, it is happening at the moment in China in a place like that... where..

**Design approach**

Ego model in design is opposed to reflection in action model

Ego model as self-satisfactory model for creator only- visceral element heavy – e.g. China

what you get now is if you are a associate designer with creativity..a certain thing we do. First thing is that we avoid to talk about design, but we talk about industrial design. OK? We don't talk about product design because it is not just about object. we do design services. OK? We don't talk about design because it is too broad. and for us, it is an insult to the engineering designers that we work with.

#### Design approach

Creating service embracing multiple disciplines as new design term

OK? because an industrial designer is always working in collaboration with technical operation delivery teams. And so, a good relationship with this guy is the key. Absolutely key!!! And so, if you call yourself one of them that's not good. If you say differences between me and You that I am a creative designer it's like everybody says..." Yes...yes we have to be more creative, then we have more vision something like that. That...that's a halfway. OK? But it's very important to create a role for industrial designers didn't insult their partners from development team in a parallel equal potentially superior value to force them. because the other thing happen is ..if you are drawing pictures engineers are still in charge.

#### Design approach

Multi-interdisciplinary grounded in design

(I think so) And so, here, engineers will have different decision criteria to customers, but that' s not very wrong?! It's very simple. You know? Engineers can be like designer...and ..and...they can ..they can make choices for reasons that suit them. you know? there is always struggling between everybody...between..egosystemical emphatic and that intuition. This is always happening? we have...strong...we work very hard here to build empathy in that process. you know? it s basically ....it' s create of act but we were very hard to get your head if you were in right place, if you were in right aspiration.

#### Design approach

Mutual understanding is necessary

Significance of distinguishing among ego, intuition and rationale

**4. Yes, I think you clearly pointed out the vital point about the holistic design. I think for a couple of decades you probably have worked with many large clients and companies. But...when we work with large companies but still kinds of what you are saying is a bit difficult to settle down in large companies. Because large companies are quite big, but each...role of designers and role of engineers are somehow separated depending upon department.**

Yes!! oh no!! absolutely!! organizational structures are absolutely huge barrier.

#### Organization structure : large organization

Obstacle of large company in design

Sony company is a classic example of company whose a ...(really) it's still only beginning to fix it. Ok? But...I mean, for example, most of the companies do software in different places to hardware. They have ...defined to manage products as isolation from each other, for instance.

#### Organization structure : large organization

Separation of territory between software and hardware : e.g. Sony

Management of product is carried within isolated process separately for as a whole

Intel people starts designing services ...and then fitting object software application back in code...advertising...into planning structure of service. Then and they create silo experiences ...and then

...this is you know important when you got platform in play and technology all these technology....things... and so.

**Organization structure : large organization and platform strategy**

Service design first (in and out) then goes through outer (e.g. advert) and devised system – e.g. Intel Silo experience is the end

Platform strategy concerning about the inner first- service to be provided

**You pointed out Sony example.**

There are a lot!! I mean! ... if you are a customer you know...I get ( ... item ) Sony VIOS laptop. But ...I ...classic example is if you buy a video camera and you plugged it into Sony video TV.

You know. Everything should work!? You know? Everything should work! ditto....you .... I've got Sony sound system goes on my Sony TV. The interconnection will require someone's come out from Sony shop....ah...I now...have three remote controls....I have to push twelve buttons to turn on the TV. You know...My wife doesn't know how to turn TV on.

Platform strategy

Sony carrying closed platform strategy within own complex

The complexity caused by adding features on previous product asset

**5. It is quite interesting point. I've also interviewed with one Japanese design consultant working at Seymourpowell. He actually also pointed out same thing. Actually this is issue about open and closed platform something like this?**

Ah...yes....? Not only....but most importantly....these energy about are you creating an object, or are you creating experience?

**Yes I think so.**

If you don't have someone who is accountable for experience, why do we call ourselves in experience like design. Is that...basically...what our role is? Somebody has to do that. You know? Experience is about meaning but also Choreography ...those things....

Platform strategy in design

Creating new experience is prioritised

**6. You might have worked with British Telecom , which is a large company for a last decade.**

**What is a major difference? Sony, Samsung...Nokia...BT...all of them are somehow large ..?**

I mean...all of the large companies suffer to certain extend ...with silo thinking....amm... the....even...but convergences started to happen...and....they struggle very often with coordination...and the...that's one of the area we help. Because we are good at coordination.

**Organization structure : large organization**

Obstacle of large company in design- silo thinking

Coordination for the best ends in organization structure

So....ah...put this way...we...we were working for somebody different dept., in BT. We have to be reporting to CEO who were in employee. We are kind of very useful exoskeleton for the organization and...one of the big question, if you were an agency...is why should someone...so important...why don't they do in-door house? OK? Very often...big companies...the answer is...because of outsider's politics. OK? We were ...we are just basically outside of politics. OK? We are just...basically a voice of customer and the brand. That's the position of ourselves as very much kind of know-know sense all we care about is your brand, your purpose



#### Organization structure - large organization

Project can be carried out in wide extents of departments

Internal political debates hassle to listen user's voice

Outers can be divorced from internal political debates for the best end

And your customers...and...working with your engineers to make that happens... what...is

hardware...software or whatever. We just...we have deliberate know-know sense style...you know...we don't run around...the...networking...and stuff like that....people who hear about us are like what we do...p(..) like us and we work with them and goes well. That's all?!

#### Organization structure - large organization and design approaches

Product as a whole is delivered as a whole beyond territory issues

Complicated networking issues in internal organizational manner can reduce agility

### 7. Is there something difference between European company, USA...or...and...Asian companies?

In terms of how they use design ?!! Absolutely!! Yeah!! Yeah!! Yeah!!!

#### For example, decision making...in terms of decision making...when you suggested very good ideas as a ...customer position...(like you said)?

Yes! Definitely, they (The Western) are more willingness to explore ...or at least to listen?

#### Communication

Western firms willing to listen

If we come up...very often...if...client will ask us...for certain things...and...very often clients sometimes give us a big brief...and then..."we will come back and say...OK...here four or five options going forward to in the brief. Here is two. This one breaks to the brief in this way. This one breaks the brief in this way. This...this... we've got reinterpreted and we believe that these are other things to do.

#### Design approach

Design project is carried out in iterative process to narrow a gap between client and agent

Design project is based on documentation – brief

Design brief is always reinterpreted in iterative way

And they were listening...whereas (laughing out) some of the other Asian companies that we were working with ...we...what 's happened to this...very often we have been attention...because European marketing arms are...people who bring us in...OK? They see us as strategically important. OK? And we then get inserted into political culture where we **are A. threat**, OK? **B...because of the position of design of the organization**...we can't do our job. Because...we had...give you very good example... The same Japanese company... We were working in 3D and we were delivering...rotatable things...OK ten years ago. We could present them in that way in Europe. But before they actually accepted by the client has presentation we had to take J- pack pictures of them. Because they had 2D design process. And we didn't fit 2D design process.

#### Communication style organizational structure – Asian companies

Concerned with Organizational structure

Political cultures intervene – Thereat and vulnerable design position

Design position is vulnerable in political stances

Vulnerable design position reflected in formalization between client and agent

### **8. Really?! I think it seems like very annoying process. You have to convert everything to fit into their process**

You know...it's ...basically...when you...I am a big believer of process. You know...when a process...if you are committed to process you have to commit to evolving a process. Otherwise all to back. And when a process becomes execute predisibility(?) ...then...get a bit silly...

**Communication style** **organizational structure** – **Asian companies**

Vulnerable political position reflected in formalization cause additional incremental process

### **9. I think it is a bit problematic. Nowadays, digital product is not like an object, but more like a kind of an integrated object merging with software something like this...if a company like the Japanese company is doing like this in that way, probably they are getting lag behind of...**

Yes!! They...too slowly moved out..yes!!!basically...and the...it's very interesting. At the heart, the fast mover of other marketing led companies...there is humanity to say, "Look! We are nothing, if a consumer doesn't choose us and loves us." And when every person in business comes into work everyday all they should think about "how do we get people all over the world to love us, how do we help them better" All right?

#### **Design approach**

Customer(user) is centre of Digital product (future product)

The bigger the company the more the fragment...etc. what happens you get...the view of company ...two ways of viewing the company: collection of asset and power!! All is it...team people who help other people. OK? If you have had ...that...under...the rule, good companies that have that customers service vision. It is that kind of customers vision, service vision and that pleases them. A lot of them are good marketing.

#### **Organization structure : large companies**

Larger company requires more fragmented departmentalization

Company is collection of asset and power

Company is carried out with organizational manner – rules

Company has to show empathy towards customer

And so...this is important. And it is the reason you get more of it in the Eastern economy and the Western...is..."the speed of development"! OK? Back in the...if you think of way of looking at...not in terms of 'now' comparing to everybody. If you look at the GDP per capita... OK? If you look at the GDP per capita, but...then penetration of...trigger things...like dish washer, something like that...

#### **Economic capability**

Speed of economy development in the East

GDP per capita as reflection of nominal growth

Personal objects in house as reflection of grown national economy as nominal indicator: e.g. dish washer

I mean...I will give you a good example in Korea! When I grew up in Canada, OK? I was born in 1959. OK? So...and...basically, in the early 1960s when I was a kid we had a Korean post shop from a charity. Because...90% of Korean was agriculture. You know? And then...just after the war? You know? And then...I was just...it was just...like Bangladesh!! And I've never forgot when I was first time in Korea in early 90s. WOW! You know...the progress...!

**Economic capability : organizational grounding**

Speed of economy development in the East

Korea was the best example of rapid economic growth

In Post war era, national disaster fostered economic growth in Asia

What it means, there has been really a time for cultural brand loyalties to evolve. I am using a same kind of soup as my grand mom us. OK? How weird is that? I can't be bother to chose soap. My mother still uses same soup. You know. You get those...a kind of ...deep blurred... that...that... cultural German car engineers are really...embedded... you know...things like that.

**Economic capability : organizational grounding**

Culturalized design in design is mutual reaction between organization and users – market

Technical objects is reflection of humans' condition : reflective objects

And also, market! Will take.... what you also have to see is...'technical credit culture'. And...Japan, Korea...and China to certain extend as well. Well you have incredibly intelligent rational thinking engineers.

**Economic capability : organizational grounding**

Culturalized design in design is mutual reaction between organization and users – market

Economic development circulation in Asia based on technical knowledge credit grounding: engineering

**Oh, it's good point!**

I know...yeah! I am an engineer myself. That's why I understand. And so, a lot of it simply that power structure, I mean, we get the same in...in the west. Organizations do not behave like individuals  
**organizational grounding**

organization as collection of individuals

organization acted with collective consensus of multiple interest bodies

**It's true! Of course**

Collective decision making...is supposed to be rational, but it s actually political. Ok? And so, what it is...is...is so...very strange. You know. In a way, most of the organizations' customer services are like damage to limitation of exercise and it usually takes a couple of individual of cultures to deliver common sense. And go! Boom!! Boom!!

**organizational grounding**

organization acted with collective consensus of multiple interest bodies

collective decision making based on rationales

collective decision making affected by political interests ; the rationales affected by political interests

powerful political bodies can dominate and intervene driving authentic empathy towards users

And those individuals like Steve Jobs or ...people like that are very very.... customer – centric and interior...well connected. That 's fine. But if they are not...you know...then you have problems in the very beginning!

**organizational grounding** : design leadership

powerful political bodies can dominate and intervene driving authentic empathy towards users

authentic empathy often comes from leader's vision

**10. This is always ...almost...(same as) what I am thinking about for my research. But still, for example, western society, it s getting more like...it's already established. And every society (in the West) is more like individual. And...on the other hand, the Eastern organizations are somehow(shown) collectivism. But nowadays, many Asian companies are quickly growing, but on the other hand, the UK... there are not many manufacturing.**

True. Doesn't do skills.

**But, somehow in the UK, there are so many creative industries coming out. And there are so many creative and innovative persons. But somehow, it should be balanced in order for economic to grow up...in terms of design...?!**

Yes. Absolutely, it's more than design

**Yes. I think so.**

It's more entire value chain and...look...!! lots of things are happening in parallel related to ...manufacturing...3D printing...all economics ...I think it is a bit over height. Ok? I think...still desire of consumers to delegate choice to expert partners who trust the brand. And...if you have to make too many decisions...other than buy it...it might be so complicated.

**organizational grounding**

authentic empathy towards users

complex of value chain in economic interests : from manufacturing to open design

unaccountable value chain in traditional economic sense

So ...I...I still do believe that collaboration between the East and the West are ...especially, England ...you know...we create tremendous opportunities for Asian companies...all of the South Eastern Asia...a sort of...like that. In the same way we work with the UK for BT, just providing as exoskeleton, and disruptive influence on business. They don't have to disrupt culture, and we don't have to go to inside completely toss upside and down. But we can accelerate it and then long run...and then it calm down to ...possibly...a... I don't know.

**organizational grounding**

significance of international collaboration

significance of divorce from internal political debates to embrace authentic empathy

It' s hard to say...will you (Asian) force people to do it? You know...we do...we kind of a lot of work to do. I cannot talk about what we do with a kind of ...innovation work...large Korean company, which I will not...name...you know...I will very carefully comment on that. But it is interesting and again...there are lots of experimentation , lots of things are happened here ...but then...powers back home on the head office and...decision in head office are different. Truly ...Very differently bias to the decision tier...and that...that's an issue. Because it s further from customers basically. You know... first of all you are in the head office,

further you are from customer. That's actually...one of the biggest ... The problem isn't so much...actually not East vs. West, but the problem is "are you customer-led? Or power-led?"

#### Organization structure : large companies – political manner

Decision making led by a few authorities in HQ in global project : e.g. Asian companies

Physical and psychological distance from users in HQ decision

Matters between user led and power led

And what 's happening in lots of the developing economy... And again!! It is very different. GDP per capita, Canada in 19c, ok? North America in early 20c big conglomerates...the power was in railway companies. The rail companies were ended up with...you know...keep specific home concept of ...hotel...you know...trucks and everything. You are going to see same thing from Scandinavia...NOKIA! Started up making boots...so the concept of leveraging a company as an organization and money and employment culture...it respects all purposes. Yeah? It is very common. It is very difficult for those companies to evolve into position of leadership on customers' inside. Because...why does the Samsung exist? What is the Samsung's purpose?... and so...it is very very difficult to . You know. It is almost better off pushing the brand into hidden network. You know? Like Samsung inside and then have different brands tailored to different market.

#### Organization structure : large companies – political manner

Evolution of conglomerates and history of economic growth

Large conglomerates aimed to expand business for financial purpose

Tailoring business for financial benefit expansion

Because I think...as you say in the West, when people have more choices yours higher up of Maslow pyramid. Emotional factor and self-expression factors become a more dominant part of your purchase decision. If I can have any refrigerators, well...in my case I trust a refrigerator invisible. You know in my kitchen they were built-in. You know... I don't want to...appliances in my kitchen. So it is just...pure vision. It s not like "woooo!!! A refrigerator there!!" so these all things mean that behaviour of factors are future of business. You know.

#### Organizational grounding: economic capability: empathy

Evolution of consumer behaviour according to Maslow pyramid

An object can be reflection of social status in a certain economic stances

E.g. In Asia, refrigerator can be the indicator of visible family economic status

This is one of the hardest things for the Western companies to adjust to is ...in fact...just like hard for western brands to cooperate the fact...they took ...Japanese ten years to learn how to make car better than them. You know...Koreans, you guys, learn even faster... you know...no...they are really excellent. You know, it s very interesting. Kia hired European, Schreye ...in designer to actually...what it is? ... have the courage to use...the things that designers control, which is look and behaviour for purpose. Ok? If you don't understand why to do this, why you are doing this?, what is for? Then, that is , what 'copy' comes in. Copying is just commercial strategy.

#### Organizational grounding: economic capability: empathy

Evolution of consumer behaviour according to Maslow pyramid

Asian economies learnt fast on how to make

Asian economies drive top-down style incremental change

Know- how led designing causes imitation

## I think so

It is just...we don't know what to do with a form stuff. These guys have kidney shape grill...maybe we should try something like that because we know the kidney shape grill...because it is different data inside. What you are seeing... is very rational mind trying to make sense something that don't understand. You know? This is not East vs. West, this is technical credit culture vs. emphatic humanistic. Or ...I would say behaviour culture.

### Organizational grounding

Technical credit culture vs. emphatic humanistic: behaviour centric

Political manner driven rational based design process leads know-how learning

When I now have to define difference between engineers and industrial designers, engineers apply physics using mathematical tools to managerial risks. Industrial designers apply psychologist for use of visualisation tools to test acceptance for effective... that's how I define the modern....

### Organizational grounding

Engineering vs. industrial design

Engineering in use of mathematical tools for managing risks vs. industrial design applying human elements in visualization

**11. Nowadays it's kind of open innovation era according to many scholars and consultant etc. So, product should be not like a simple object but more like a platform or more like holistic object. But many Asian companies have been developed very quickly for last decades. How do you think about Asian companies such as Samsung, which have developed quickly, can achieve a leader of open innovation?**

I think two ...are separated. Open innovation can mean many things. OK? There are lots of jargons in innovation. So meaning one for open innovation is...if you create something to share in Internet and...fine...people do that. I think that is their business. But most of companies inter monitorize IP and...if you are sitting at home, and you got free time and you want to create something to post it. Great. But, if you are company? And you figure out what you are going to do in two years and hire someone to do that? That needs to be a top secret of intelligence, right? Then, you need to be cost. So...then...there is secret and privately owned vs. open. And then...you just say...that... there is innovation around closed platform and open platform. Ok? That's different, commercial openness and technical openness. So you need to be clear about which one you mean.

### Platform strategy/ open Platform/ Open innovation

Open innovation through internet - concerned with IP

Open innovation in creating business: concerned with information leakage issues : confidentiality

Open innovation in manners of commercial openness and technical ones

Assuming you mean technical...technology open...then...yeah!! It's all about ...needing developers? I think that ...the...I think that...the era of big heavy closed platforms ...even the big open platform are...I am not sure how it is going to last? Because hunger for ...you know...one size fits off...as long as you says...context to Samsung is...there is always time, OK? ...when price and basic function drive market success. In those situations scale is important.

### Platform strategy/ open Platform/ Open innovation

Open innovation in creating business: concerned with market size & volume issues

So as long as scale is important that's fine!! There are also...always be the time when diversity and tailoring to the individual customers become the optimum thing. OK? The model of company like Samsung needs to learn about it... I think Apple is already there so they are by B.OK? ....you need to look at VW group. Because they corporate platform vs. brand, better than anyone in the planet.

Platform strategy/ Open Platform/ Open innovation

Platform strategy in consideration of time to market/ customization

Best platform strategy corporate with brand (philosophy)

Ok? What they do is ...they know how to share ruthlessly across all the range, but same time, create brand management, so...Audi is Audi, VW is VW and Bentley is Bentley, and Kuntac is Kuntac? And...they realise that increases profitability of premium brands. And increased profitability of mass market brands, because it is even more mass market. So they can sell...you know...Audi sales are much higher margin to the VW group. OK? Until Samsung...you cannot be both ...a sort of...sophisticated and everywhere. Problems that VW have is ...service, for example. For...so...it is interesting to see what it goes.

Platform strategy/ Open Platform/ Open innovation

The best platform strategy along with brand (philosophy) create best profit (margin)

So, platform can be operated in many levels. Platform isn't just of scale of economy...and so...rather than sticking to jargon. OK? What you have to do is to say...how can we...maximised procurement. I can make sure that ...that is very simple rule, which is...if the customer doesn't notice, it should be bought brutally on the basis of economy of scales. OK? If the customer notice it? Then you have to be optimising customer experience. Every innovation should be combination of platform elements and customization.

Platform strategy/ Open Platform/ Open innovation

The best platform strategy along with brand (philosophy) create best profit (margin) through creating new customer experience

Innovation should be based on best customization(creating human experience) and optimized platform strategy

**12. I think so. It's obvious. But it's great point. But in beginning of our talk you said that most of your client's brief are somehow bad. But you have already had holistic mind as a designer. But the...somehow...if your clients bring the bad brief that is only focusing on an object and...how could you...?**

Well, we are trying to do what we do, process-led. That's the one of the reasons that we get. We can do service and experience...our process flourishes out the issue. OK? In other words, we explain that we can design an object isolation, what we have to do understand the context to which we use ..then all those stuff...something like that? So ...there are...we have an inspirational phase.

Platform strategy/ Open Platform/ Open innovation

Process -led design approach

Service and new user's experience created through process (design) : making an object can be isolated from this context : inspiration phase

Inspirational phase regarded as idea exploration to understand context

A lot of people called it design thinking. But design thinking is nothing with design doing. For that reason we don't talk about design thinking. We talk about service design and we talk about experience mapping. We'd talked about specific things that we do. Yeah...yeah.

#### Platform strategy/ Open Platform/ Open innovation

Design is not only thinking in inspirational phase, but also doing things for creating new experience with devised ones

Experience mapping as a part of doing-design

We do quit an open innovation workshop, for example, petos(?)...something like that., training...with processes...but ...when we were designing, OK? someone comes to us with box, OK? We will come back to there with a bit of **snapshot**, what is going to like to use things, what do you use are...OK? We use role play, we don't know...you know, sometimes ...we do...we pretty much...most of our project we set up, limited number of one-to-one customer engagement, so a designer goes out...it is...it's file of directory to find out people ...you know...who come to ...you know on a situation observe all in, and then...fixed it...too...

#### Platform strategy/ Open Platform/ Open design

Open design activities can draw customer experience by mapping the journey

Scepticism in open design: limited number of sample- one-to- one- in open design workshop, limited access with actual design problems

Open design workshop as still exploration

Findings from exploration should be refined for design process by designers

Usually , like I said ...better brief are ...how to write amount of ...even if unsaid, this exploration...to come to me. But it is very often ...we will find ....you know...some brief are clap ...some...the brief are over constraining and so...very often the way we deal with it...is...it is joint decision...you never...you never achieve anything. But telling people that it is clap, what you do. "Look! We mapped experience and these are...a sort of chart of..."this is what we are going to happen, are you OK with that?" "this is going to happen because...because of the constrained brief...and...and now...if you are now relaxed to that constraint and...change for this thing, which we think cost about same and something slightly different from ...you know...something else we've done , we ve learnt about...you think, you can do that?"

#### Open innovation / Organizational Issues / Formalization

Constraining design brief

Design brief required joint decision with multiple stakeholders

Exploration phase with customer journey can be another solution to improve better design brief

**13. But, I think it's still depending upon company's situation. If a company is very mature and established, they probably are much more open mind, when you suggest open scopes and...when you ...**

It 's not just a kind of open scope!! It's a kind of actually, analysis. Of... what we do is...we put the anticipation of customer experience at the heart of decision-making process. So, nobody is allowed to say this is what I like or that is what you like. It s all about how do we think this will communicate and then behave customers in this situation in the future. And then you can have differences of opinions, and different hypothesis...you know what...behaviour is...? Things like that...

#### Open innovation / Organizational Issues

Communication with customer for creating new experience is the key for open innovation

Evidences drawn from customer experience journey can be the key to suggest new hypothesis



But at the end of day you will be here as an industrial designer to deliver something that fits to purpose of you customer, your clients...with your consumers within your constraints, investment and platform, components, things that you need to use...that way is the decision making. That's the key. That's...I guess we are ...our heritage is a bit different. We put in premium on being rational valued emotion. That's a sort of our culture. We...well...we understand that interconnected customer on phonetic intuitive into lower between you and the customer is a large sausage machine (52:29)

Open innovation / Organizational Issues

On-going debates in design process between creating new customer experience and constraints from organizational issues: decision making on financial and deployment issues

Rational reasoning based creating new experience through funnel process

**14. You are a kind of person who is educated person in engineering and design. You might have very good perspectives about all of those things. But most of the designers, most of the engineers about are not...**

No! no! Absolutely, my multidisciplinary joke is rare, which is why...what we have done here...I am really an engineer here. OK? That's one the reason why I am very clear about what an industrial designer does, that is, different from what an engineer does. What I am , what I am seeing, even more rare is that despite fact that they have engineering education, quite advanced in engineering education...I don't practice as an engineer. OK? I am very clearly practiced as an industrial designer. OK? What ...I ...but there are things from my engineering education that are useful to design and that is what we are trying to fit into culture does. And it's not about mathematical modelling, because that's the engineers do. It's about...responsibility, problem-solving , it's on purpose. Yeah! It is...purpose for creativity. OK? It's basically..."I am not just here to have an idea, and ...lead the rest of the world, I am not her to draw the picture. I am here to make different. OK? To create real thing to make different in the world that's the key element of our culture. You know?? I used to work in a car industry studio. It was like ivory tower..."Changed a lot!" but you know...still too easy to adjust to committing the world. This amazing future, 'real things with asking what yourself are asking "why"...so, that is our culture. And then, I think that...the other is that...everything is a kind of related to that. That is just connecting with other people, explaining what you are doing. It's just need to...to...to...it's an innovation process like an engineer does. It's different because (it's) behavioural. So, we just use rational a bit to think about what you are doing. That was very helpful creating building the new UK national occupational standard. Because it enables to kind of...set out ...some terminology that represents some proper defining what we do.

Design Leadership / Design centric organization / Designer's attitudes

Design(ID) is based on multidisciplinary practice

Problem solving capability in design practices

Engineering used in mathematical modelling

Design practices used in behavioural elements

Balance between rationale and emotion in design practices

**15. Nowadays, digital product is getting complicated. Probably role of designers, they have to do more complicated job. What do you think about future deign education as an educator?**

Oh, it's again. It needs to ...it's not like T-shape, it's more like centre-piece. You need to have "core: and that will determine your ability to progress. And then in short-term you need to decide where you are going to specialise in terms of skills you will pick up. You need to come out with good foundation of what is common to all industrial design disciplines, what is going through service or UX or product...and then go kind of go to look , first. In a couple of years I want to focus on a bit more UX. So here you can function

as UX or product specialist for about two or three years? And after about four or five years, maturity, we expect to be able to learn projects where we are all about happening in parallel and you got a UX guide and product guide intentionally

#### Design Education/ Design Leadership

Centerpiece designers are to be raised from education field, rather than T-shaped person,

Short term: learning skills based on common foundation on ID disciplines

Longer term: learning human experience

To be holistic designer

#### 16. But, again, back to ,large organization, it is really hard for them to be changed like this to be...all human resources

No, no ...again. Nokia!!! Large organization have ...are repositioning industrial designers as the head of experience. Because they recognize, one of the funny things about design in client is a bit faster to understand what we will be for, when we have. Clients are looking at this...their...you know...whole behavior things all things...they are looking around why can help with us, our experience? Who, him!?!? Because look and feel is to find experience. You know...NOKIA? The head of customer experience? Apple promoting Ive? You know...to head of customer experience...there is hotel company's thing like that. There is a pattern about how can be done...and there is no doubt...you know large manufacturing companies need to be reorganized. I think they need reorganize in business level and then create right kind of demand for...ism(?)...I think they need to have...A...they need to have more clearly define missions...you know...and...and...they need to ...in a way...there is a company ..."fashion apparel company " in the US...a bit like VW.

#### Organizational Structure/ Large Organization

Significance of recognition of human experience in organization

Reorganizing organization for understanding human experience

Employing human resources

I think more a lot of Asian companies into...be looking at to create their own platform projects. We gonna "look" " look" Samsung ...OK "we do in kitchen"... "we just wash dishes...you know..."

blah...blah....maybe...you know, we set around platform for ( coughing )...hardware transferability...even then...you know...we don't have to...if you got app platform, you don't need to have Samsung phone to connect to smart phone store. Well...what matters is...people designing Samsung store are connecting to people designing apps (Samsung).

#### Platform strategy / Organizational Structure/ Large Organization/The East

Hardware transferability within hardware platform

Often hardware only platform strategy is challenged

Application platform is operated through compatibility between software and hardware

Closed platform: political issues in platform strategy – designers creating a platform in connection with designers creating the apps

So, that ...that's where you need someone...the ...the most important thing is ...someone responsible for...how ...full preparation fits into modern life? In the different culture, basically. And there are the people who then say " we...need this experience and then we build ...form this Lego brick...you know..."Samsung screen here...this and that...because of ...all Samsung component...you can ...put them together, but the customer experience a bit has own marketing channel, design...and all of that...stuff...as long as R&D...is power structure that is divorced from that market, full of people who think that no better than their market. Then, there have been always dangerous miss match.

#### Platform strategy / Organizational Structure/ Large Organization/Samsung

Power structure derived from hierarchical structure of diversified businesses within an organization: R&D led

Hierarchical power structures of diversified businesses are often divorced from users' needs

Then...you can see it in lots of organizations where...what happens is..."engineers" set the goals...so a lot of ...very often the goal related to actually...interested engineers. Engineers can be the creative egos too!!!. You know, spending perfect mostly exhausting part...(why)...and customer input to that ...you know, market research, numbers...no genuine insight, OK? You need to create more a sort of customer focused power structures effectively, within this organization. It's not really about design. It's actually about customer-focused "deep empathy!!"

And ....then thinking like your big...huge global multinational is... that eliminates that. "be big thing small!!"

#### Organizational Structure/ Large Organization/Chinese

#### 17. What if you get a job as the head of Samsung design center or Sony design center, will you accept, or if you accept it...

Depends on brief!! Totally on where I fit on the organizational structure, and depends on how it related to the other functions , depends on how it related to the other functions, depends on how well it is funded?

All these thing, you know...my age's life depends on...whether I can still have a nice day working day when I am working.

#### Design Leadership / Design centric organization / Large Organization

Elements to be reviewed for design centric organization

Organizational structure,

Function of the organization,

Funds to invest for Design and R&D

Respect of individual life (leader)

#### 18. Let's look at that situation- Samsung or Sony- , do you ...can you deserve the position for you?

I am very sad about Sony. Because...what I feel very sad is...when I see brilliant engineers, let down by bad strategy, you know...(pointed out his lap top) that is amazing computer. I love it. And so, I mustn't underestimate it. You mustn't think from this conversation that many things other greater than those perspectives for really really brilliant engineers are just people that need really powerful empathic customer strategy, because that's what challenges of ...show come from. You know world is full of brilliant engineers who are bored. Because all that god from design department is A. picture of something beautiful on this we are going..."Why?" and designer cannot tell any more?! Because it's something designer design beautiful. It's like ...for example...I love everything about this(Sony Vaio) except for sharp corner. This is existed in real world. I will carry it upstairs and downstairs. But it is an object designed to be look out, not carried!! Not part of my life. You know...there is always distances between me and object in a way. I don't have wallet, but it's important to me. I work everywhere. This is my office, you know, work from train, work in London. Because I travel a lot, you know. I kind of miss something. You know, whole Sony part of experience is totally hardware- based, and software is complicated...all the places...so...

#### Design Leadership /Design centric organization/Large Organization- SONY

Desperate case of Sony

Superior quality of electronics product: computer

Talented engineers

Lack of empathy towards customers

Design as make –up for appearance only : sharp corner – lack of empathy of human experience

Hardware centric and complicated software

### 19. So, what if you were the Sony head of design center what would you like to do?

You know, pull all of them together for whole of experience, and...review platforms...you frankly review...your overhead cost ...you know... one of the reasons why companies like Sony, for example ...are struggling ...is that actually they got too many...too much cost in R&D in the middle...OK?

Design Leadership /Design centric organization/Large Organization- SONY

Elements to be reviewed for design centric organization

Overhead cost spent and R&D cost

I mean Acer and other people like that. Sony can...doesn't need as many engineers as it has. It could...if it looked at how Lenovo or how other people run their business, it could and should be able to effectively run around profitable lap-top business. You know...it kept Sony and...and recommends premium leverage all those things...but in fact, it is kind of engineering dominant and...bridge of structure. Actually, these things are "cost – sum". If you are not...you know...modern companies like VW...you know , are model of you run, kind of ...engineering spaces. It's going to be brutal, efficient, numeric, sheer...you know...whatever, you run brand spaces that buy and build on the platform that is existed.

Design Leadership / Design centric organization / Organizational Structure – Sony/ Lenovo/VW

Overwhelmed expensive investment into R&D areas in Asian companies – human resources and financial investment

Cost-sum is concerned in engineering centric manufacturers

Engineering centric organization often characterized as brutal, efficient, numeric, sheer

So I am trying to get something like that to rebuild it...so..yes, I love for ownership, software and hardware and I will look at platform sharing, and I will look at where we are positioned to make read difference. One of the areas that Sony has failed completely is leveraging position in both computers and consumer electronics.

Design Leadership / Design centric organization : Sony

Elements to be reviewed for design centric organization

Rebuilding design ownership

Diluting territory issues between hardware and software in an organization

Platform sharing between product lines

### 20. But this is my idea and assumption, this is a kind of politics isn't it? Some engineers already dominate...

Technology that was totally caught ...IT has given major Eastern manufactures massive and massive problems. They boost too fast. You can't ...technic-credit and rational long term vision is very difficult to implement when something pops up from San Francisco.

Design Approach / Economic capability / Organizational grounding - the East

Technique credited cultures dominates in those successful Asian countries

Technology allowed to achieve massive and incremental growth

Rational and tech credit grounding hardly respond to ill-defined smaller design enquiries – e.g. San Francisco

That needs to be...completed company is ...obsolete. That's one of ones where we've been lucky. Because we'd been innovation equivalent to fruitfulness. Because we do project continuously. Because we are very small, ok? We've been able to adapt how we do projects, and what we do, what we designed all that incredibly ,incredibly project.

Design Approach / Economic capability / Organizational grounding –the West

Innovation referred to fruitfulness

Smaller to be big : project- based , size etc

So sometimes I have to do reset where I am going to company, trying to place them on a time line like GDP per head. OK? You can go into different companies, you can place them, you know. Are they doing design in 50s, 60s,70s,80s, 90s in terms of the best practice.

Design Approach / Economic capability / Organizational grounding

Design practices often reflected in maturity of mentality on individuals viewing an object like growth rate of GDP per capita

**21. I think that's the reason why most of creative industry, most of the companies are quite small and medium size, so they can be agile.**

**So, as an educator if you say something to your students to be the best designer, what would you want to say for the future designer in the digital economy?**

Empathy , choreography and meaning...but and also, what I am talking empathy... both with people implementing your work as well customer. It s about having the self-confidence to be humble you know, to be inspired by influences until learn how to get right influence? Because ultimately, still creative process you can do this painting by numbers. Most important is...to...from your heart, want to help, want to move a company forward to be inspired by branding...this is where the Sony can inspire ,Samsung is starting ...real...really great things, really, really beautiful things, and so on... There is brand that can start to inspire. Those brands can start to inspire. They (= Sony/ Samsung) have quite lack of meaning, you know...one the thing that are very difficult is...so yes...getting back to the designer's point of view...is ...ethics, creativity and if you get that, and if you can sketch quickly, if you can think in your mind the best scenario, if you can detail in your mind about what you do visualization for, how you are going to do from them and how you are going to make prototype, and why?

Then, and if you can be very clear about how you capture document that you want done, you know?

Because that's the other end of these, you know? Very often, designers don't. You have to take responsibility in the future, the more creativity and the more lose...and more people value, designers more important thing is for designers to own that final process. Again, car industry has a lot of teach. Because you can be quite forward thinking in certain bit design department. But you know, final sign-up is like you own surfaces to attend "mm", you know...if you are not prepared to take care for responsibility for that, if you are not prepared to take care for every button click, you know...every forward intermedia around network. Then doesn't matter how great your vision is, it will never happen. (suggested to view national occupational standard of design at google)

Design Education / Design Leadership / Designer's attitudes

Elements to become the best designer for future design practice

be confidence and humble to be inspired by environment

creativity & ethics along with rationale (numeric sense as well)

Empathy towards consumers and meaning( but lack of meaning in Asian companies' approach)  
 visualization skills and capability of describing new scenario  
 documentation capability embedding problem-solving capability  
 responsibility embracing holistic design process to the ends

## **22. You are now a visiting lecturer in RCA. There are a lot of Koreans..**

Very badly used, Samsung always have a bunch of...exe...so the...

## **It's quite interesting. I also figure out there are many Samsung designers who study in RCA...**

A tons in lots of place, some of them in hardware, some of them in service, a lot of them study in service UX, UI...and they see...what they see is 'need for strategy'. I think that way of a lot of Asian company are going to implement is that existing design department from change. But they introduce service design layer create strategy and they say here is service. Oh! By the way we need box. Here is design brief. Here is look and feel on the top line. I will be directing from that. And so the real thing ...and real interesting thing is how much politics emerged. Between service design layer and product design layer. And...only way, that's going to work if it fits within design department. And you have product planner...design...service design lead and then they ...because design manager, creative directors for cross-different platform.

### **Design Education / Design Leadership**

Silo style design education led by Korean company  
 Implementing new design disciplines into existing design dept.  
 Appearance is priority  
 Internal politics can be expected if it is the case of silo design  
 Holistic design manager who can cross all disciplines is vital

## **23. That's the interesting point. There are lots of design student who come to the UK for their education. What's the strengthen point of the UK design education?**

It's ..that's tricky one. It's very careful I say...it's not as good as the ones put that way...took'em like old brand....it's like Bentley. It's a kind of revealed...I mean there is kind of cultural critical thinking exploration, generally, which is quite strong, but has been diluted a lot in the past few years...and place like RCA very well, because one of the thing to do is track lots of brilliant student and students push each other. And it's kind of experiment what happens, if you put lots of brilliant people in real field to sell them to do something. I am a kind of great staffs. You know. Because it's the recruitment, rather than the bunch of things, everything...placement ...networks afterward.

### **Design Education / Design Approach/ Organizational grounding- the UK**

English and Anglo-Saxon culture in design education: old fashioned vs. traditional critical ways

I think ...that there is emerging places ...build... Design education in Singapore is very good. And you know...I have to say...when it comes to getting digital service things...I mean...the...very IT literature...and I cannot...for product designers product designer can do software and nothing creating website and turning around doing phone model. You know that? That is kind of holistic already there...and you know, there are big American schools that are still excellent.

### **Design Education / Design Approach/ Organizational grounding**

Holistic sense and perspective required, rather than learning skills of IT or software

## **It's very interesting. It's still Anglo-Saxon countries.**

Yes, education...is totally weird thing to me.

**You also said that...critical thinking. But for me, English people are really good critical thinking**

Yes, critical thinking ...and just originality. You know...it's cult of individuals. You know. At the heart of Anglo-saxon culture, you know, this country were able to back to Madagascar in 200 years (ago) ...is..the...notion that ...the most important entity.OK? in society, is...individual benefit. Everybody...test for anything is ..."does the individual benefit? And so, that means everybody is possibly you could argue too many ...is grown up challenges of organizational structure to...you know people from here have faults...you know...It's very ...It's very still in family cultures here. Because pretty much everyone has relative, ancestor how...you know!! It should be same in Korea!!

**Yes!**

But as I though (UK) for freedom in the individuals, and the...that ...difference in England, so...USA, for example, it's good balance. Because it's good understanding the freedom of individuals, but teams do more. So that...you should good balance between team and individuals. Canada's as well whereas, reasons, I believe.

one of the reason British company don't grow up very is...their management culture, a lot of collective activity in Britain, although there is a sort of privacy in individuals...there has been still a bit of hierarchy and still privilege things like that...heritage wealth things...all these things...hundred years to kill. You know, they are not ...validated any more.

**Organizational grounding / Organizational Structure/ Design Approach**

Individualism vs. collectivism

Relatively, British companies have suffered from conservative hierarchical manners – privilege, existing royal status etc., in comparison with the USA and Canada that balance between individuals and organization

They are fully...they are landed(...) they are corrupt...partly billionaire in China... ??% of China they are just bad and hierarchical puedo(?)...

So that's individual thing. But you know that's balanced as well. You know. That's funny enough what happens to individual things. It has been around long time...OK. There is growing appreciation of rule of responsibility, freedoms have responsibility. There is no freedom from responsibility. So what you tempt to get in cultures where there is a limited freedom stage 1 of freedom, "just go crazy" . so...so...lots of designers in China, for example, "love ideas! They just love the idea, their idea. Sketch!! They can have it. Great idea! And you can't say "there is an idea?", " why is that good idea?", "why should we invest hundred thousand pound to get fifty engineers to make turret (?) and do all the things", " no idea"

**Organizational grounding / Organizational Structure/ Design Approach**

Collectivism and vertical hierarchy in Chinese organization

Lack of individual freedom and responsibility causes lack of 'know-why' capability in design ideas: do-it first without consideration of why to do

and so, that's all the culture thing. You don't get a sort of ...so, as long as they interpret design as being about skills, pictures and creativity...they never progress. And engineers still dominate. And ...the real true design culture that are about experience and empathy, responsibility...so...

**Organizational grounding / Organizational Structure/ Design Approach**

Collectivism and vertical hierarchy in Chinese organization

Design as skillful drawing pictures



Engineering dominated without know-why