

Interview transcription

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Interviewee: JJ, Senior Interaction Designer at US based 'G' tech company

Do you really feel about something different between the Eastern and the Western organization, in term of behavior, attitudes during projects?

Well...I don't feel differences. But i don't think...i am not contradictory how much ...they are related to ...the...company stuff?...how to explain it...so...i understand...what you are finding out for your research? i think it is very interesting...I do not notice some differences...but it's not clean cut...on these differences...for instance...when i was working in for Sony...i was based in San Francisco ...and I was having a lot of interaction with...Tokyo....like...Travel often to Tokyo, but...also back into...the day, when I was working in Sony, i was working for Sony Ericson...

Hardly found clean-cut differences between the East and the West, due to global corporation

Sony: Sony Ericson

Actually the company was the joint venture between Ericson from Sweden and Sony from Japan...and that was the very clear...that was the more clear.....kind of... (inaudible) segment of organization.

Sony Ericson as Joint Venture between Swedish firm and Japanese company

A type of segment of organization

You could be told and see...they used to joke about...Swedish Mafia and Japanese Mafia, ironically in organization ?....

Distinctiveness of local culture shown by locations of office in terms of work environment

And it was very contrasting. You will go to the office in Sweden and the environment...is very relax...very friendly...people will havecoffee break twice a day...and then leave around 5pm...after 5pm, nobody was in office.

Swedish office – more liberal & relaxed : e.g. break time accepted/ less working hour

If you go to the Tokyo, it was obviously...they will stay super late...like they would leave at 9pm...10pm...

Really?

And there was no...social things...two coffee break...or not...but...the difference starts...

More tight work environment in Tokyo office : longer working hour/ break time is little accepted

Obviously they are...related to culture of country? They just...cascade into the company. that's...that's what I think...

Regional culture cascading into organizational culture – office culture

It was same as HTC ...HTC was similar situation....I was based in Seattle?...actually most of concept design...for HTC was based on the West coast either Seattle or San Francisco...and you havesome design is going on Taiwan but it is...not...they are only design office...it's not the main one...

HTC (TW) distribution of specialties of design by location

Concept design – West Coast in the US

Little role of design office - Taiwan

And you could see...you could see some influences, right? ...I think that in this case there was a lot of...

When I was joined there were a lot of people moved from Sony Ericsson...and ...to HTC...

Agent alike human resource flow in design professions : caused by corporation's internal and external conditions

Difficulties of corporation makes individuals move to better jobs in similar condition

So you could see that there was...a quarter of...the company?...Obviously, Taiwanese company...they try to work very hard...they...they...are competitive...they have very scrappy team...

HTC as a TW organization shown as aggressive and competitive: snappy

Compared with...if you compare ...HTC with Sony or Samsung...they are nothing ...they are very, very small.

HTC: Relatively smaller organization compared to competitor

But they have...I must say that they are same as.....because of the national cultures...like the...this...same soft always prepared and ready? I think that ...that makes company very...aggressive and very competitive. That was very interesting observe.

National culture cascading into the organization in uncertainty management – ready and preparing

And now in Google, I...I don't know. It is very strange. I am ended up with working...my engineering team is based on Tokyo, so...(laughing) so I half of the time...my talk with...the US team... or team based here. Google is more...dramatic?

Google: Dramatic distribution of design specialties by local specialties based on team – based work practice

So...because...not...not all the team that I work with are based... are...in the US or some of the teams that I work with...are in Switzerland...or some are in Canada...some are in Australia, someone in Japan...so...in...in...what i feel in...is that in Google there is more...cohesion ? When it comes to the culture? Like you can see that ...there are a lot oflike the same culture of feel across the offices?...

Google: maintaining cohesive organizational culture across overseas offices beyond regional differences

Whereas...whereas HTC in Taiwan....and...one in west coast...is very different....

Not that one... was better or worse. They were just different?

HTC: Differences observed between TW and West coast offices

And then same goes for...for Sony like...you will go and ...and...in theory it was in same company but every office have very distinctive...culture.

Sony : all overseas has distinctive cultures

So i think that Google, for some reason...managed to preserve kind of homogeneous culture across the offices.

Google managing homogeneous culture across the offices

1. But, as you say, Sony, HTC and Google, those companies' characters are totally different.

Google is more like software company , on the other hand, HTC and Sony are more like hardware company. So, don't you have any those kinds of feeling?, different characteristics between 'this is hardware company' and 'this is software company'. So that's why...some of my interviewees says that Google is software company, that's why they are more flexible.

Yes, ...i think that's the really good question. I think, Yes! like...compared to...I just say like Sony and...

Organizational DNA

Found differences between hardware centric organization and software

I think that it has to do...it's not flexibility itself. it's more about business model for each company. So, obviously, Sony and HTC, they don't make money when they sell devices.

Hardware firms making profits by selling devices

So the software is...something that adds value to hardware...

Software as adding value on hardware devices

Whereas Google...we don't make money when selling devices. We make money by services we offer, and the number of people uses that services.

Software company selling services

Profits made by numbers of users itself

So the approaches to product development are completely different because obviously...when you sell devices? you...product cycles are... 18 months...2years...for each hardware...

NPD : Longer product cycle of hardware product – 18 to 24 months

And product cycles on Google are ...what...because...because sub world is flexible....they are shorter, right? But not everything is like that! ... For instance, I am in the Android team. And the android platform...itself...well...it doesn't get refresh...that often, right? It gets refresh...maybe...once a year. So there is flexible but it's not the...it's not as dramatic as you might think.

NPD in software: shorter and flexible product life cycle

But less dramatic changes

2. When you work at the...HTC...Sony, because when I see, HTC and Sony try to set up their own platform like Google. But they are kind of hardware company, engineering based companies. But probably they have some challenges once they try to make and change their business model like Google, for example. I might be wrong. Don't you have...

No!! no!! you are right!! Sorry, keep going

My question is ...Don't you have any challenges when you worked at those hardware -centric companies as an interaction designer?

Ah...i think that...yes...there are challenges but there are...there are...advantages as well. i think that most all the thing...all the things that make most difference is not whether the company is hardware or software oriented? It's more about...how the company it is organized.

Setting platform / ecosystem; issues of structures amongst organizations

And i can give you a couple of examples...

For instance, Sony, every division of Sony is...set up as ...different company...

Sony consisting of multiple corporations

So basically they need to collaborate but they...there is not...I was going...I got some of your note, your document and reading? and it is basically not that much of...it is...it is pyramid for instance...Sony, But it's not...it is not perfect pyramid.

Hardly collaborating amongst corporations

Not perfect even single hierarchical structure: serial hierarchy

Oh it's more interesting.

It's ...it's more like serial pyramid...So, Sony Ericson was pyramid and...Sony computer entertainment was different pyramid...and...there will be a moment ...were...it's difficult to ...take all the strength of all the different division? and combine to one product?

Serial hierarchy led structure hardly to integrate/ concentrate on core digital product

Because the organization is set up to offer as much freedom as possible to each division. So that freedom makes one side, it offers...possibility for each company...to have its own design organization?

And...th...e...come up with...with their own idea and their own concept...

Each single corporation taking advantage of designing the best own product

But at the end when it comes to shipping product it makes things difficult. Because...quite often you need to escalate... you need to rely on...on...very high level...decisions to make things happen.

Integration of all parts for the one is difficult

Requiring to be admitted by Higher level – the top of the top level – for as a whole

What kind of higher level decision do you mean?

Well...for instance...there was this product that we want some years ago? It was called Xperia play(product name). And...it was...it was...the mobile phone Sony Ericsson that was able to ...to play...PlayStation one games...And it had joystick ...it had panel...it was joystick game in device that happens to be a phone.

Sony Xperia play integrated multiple functions for niche market and product diversification

: Playstation/ mobile phone / smartphone

But...the... the device got delayed...because...it will ...it...would be kind of zombie, die and come back and die and supply it....because....the....top managers of each division...will reach agreement on who does what!?

Key decision for integration is delayed due to multiple key decision makers of multiple divisions in charge of the project

Like..."who does this part...of software, who does marketing, who does this, who does that?"

So...sometimes...let me clearer...Sony's structure...it is really good to foster innovation...because you have multiple teams...that have...relative speaking...a lot of freedom...do export things...But when it comes to ship, there is discussion regarding who is the owner of the product...who is responsible to achieve something...who is...who is going to take care...of launch...and...so forth and so forth...So that's something very common in Sony. It...it's the order things common in the...

Multiple specialized organizations optimized for in-depth profession

Integration as a whole is challenges

Organizational indulgence/ blaming/particularism in decisions making process for integration

Widely pervaded organizational indulgence – culturalised :Sony

I don't think that....Problem is also ...and...you might be little bit familiar with that.

It's not that much about company is hardware driven. It's what the company owns...

a...very clear example...Apple can switch materials for hydration of iPhone? relatively speaking very...very...agile way...and one of the reason why they can do that is ...they...they don't own any their factory...they don't knowany...big...big piece of ... machinery ...so they just need to find contractors that they soon need.

Organizational structure : Manufacturing

Apple : agility driven

Outsourced factory – less machinery centric mind : no factory

Contract based manufacturing

Whereas, when I was in Sony...very....eager to launch...a...metal phone...for...or aluminum devices...metal...steel based...and it took two and half years after all the companies start to launch metal based.

Organizational structure : Manufacturing

Sony new product development project is challenged due to new material applied :metal phone- steel or aluminum based

The main reasons that...that company...was not....capable ...or that it wasn't...smart...the main...reason is that the company...own...most of the production facilities...and at that time...all of that equipment own are for...injection...molding, plastic injection molding.

Organizational structure : Manufacturing

Existing production facility inhibiting carrying on new project

plastic material based own factory facility

design decision is carried out by existing grounding – facility/ skills or technology
rather closed mindset : external participants are hardly engaged

So...you...in the case of Sony...obviously, you need to make...investment to...retool eventually, and start off the product

Building new facility for a new product is cost – new investment vs. cost

And in the case of HTC, there was a little bit more flexibility because...HTC own some factories but also sub contract and obviously...the price of building devices in Taiwan is much lower than prices of building devices in Japan. So HTC was...at the certain point in timehad very interesting...competitive advantage. Because they were device oriented but they had flexibility to change their product lines.

Organizational structure : Manufacturing

HTC: agility shown

Production line is outsourced : contraction based

Lower cost to build one product

Hardware based project but shown flexibility in terms of production lines : more open context

3. OK, let's back to more technical issues. You used to work at USA-based overseas office in the US. But you said that you still feel that there are some differences between the East and the West. Why do you think that if there are some differences, although you are working at the USA based. This is a bit different question.

I think thatas I was mentioning...it is just cultural...differences...of...a higher level...like country level....and that cascading to the company...

Cultural distinctiveness of higher level of a corporation cascading into across sub-organizations

And that has a lot of ...pros and cons...it is probably...it is...same for any company....Even if we were...like...

Geographic benefit in location of office

For instance...we were a part of Sony...when I was in studio here...we were obviously...have to live...and that by...by the culture of West coast...of US....And...then....main reason is...obviously because...San Francisco ...(inaudible) surrounds it...there are so many companies...quarters here....that...if you don't...those to the market? You will be stolen...if you don't offer the same level of creative freedom? or...what a feeling...environment...then there is no reason why...your team...will stay in...If you can go to Google, Yahoo...or Apple....So that's one of thing...

Overseas office

West coast in US as a regional domain for creativity/ innovative industry

Free controlling atmosphere

Higher competition allowing flexibility of work practice: risks of leakage of IP from turnover

I think that Sony...both Sony and HTC...are very conscious about...that...and that's why they...are lots of division...here? HTC...gave a lot of ...gives a lot of freedom...creative freedom and creative support to the west coast of organizations? And...then...they are really...into...like they see the return of...investment is very clear for them and...i think that the most dramatic...base...point I can tell is..

now...allowing...(inaudible) culture?...of the location...is...it is...important benefit...

Overseas office

Optimizing regional benefits for creativity

HTC: Consciousness of freedom for creativity

Allowing freedom of creativity in restrained areas – West Coast offices

Proved ROI

And there is all this talking about...just going to main companies that...we know specific knowledge...but there is all talks about LG...and Samsung...Especially Samsung... is opening this massive building here in Silicon valley? Just next of Google?...

Skepticism on particular organizations in achieving regional benefits : Samsung(KOR)

And because they want to...to draw from talent pool of Silicon valley...But often times...that...tends to not...work that well...I don't know. I hope it will work at this time?! But it often does not ...work that well because...they ...their corporate culture does not change... and does not adopt to...the location...meaning...

Different use of regional benefits of Samsung, rather than creating the new

To draw talent pool from competitors

Building large own office next to competitor, rather than use of local resources : Closed mindset (a big guy will come from HQ)

Stronger corporate culture embedded in sub- organizations : overseas office

I think that...in this order...that HTC was...very successful...with the West coast of...operations?

Because...they saw that impact. They start selling much...much more when they...acquire...than design consultancy that was Bay area...It was called One & Co.(<http://www.oneandco.com>) ...

HTC: attempted authentic approach for utilizing regional creative benefits

Acquire and use a local design studio, rather than building local office by HQ resources

I think...maybe 7 years ago...HTC was the mostly OEM...and one day...they...well...they decided that...eventually they are not... able to compete with lower cost of Chinese manufacturing...And they had to offer more value....So what they did was...they return to the...design...and they acquire...the company called One& Co. in San Francisco....And there was...big jump...like one or two years... there was big jump of quality and...Quality of product and...Quality of design.

HTC: Pursued quality design for adding value beyond simple OEM product

Threatening from lower cost of Chinese manufacturing

Hiring & acquiring local design studio -One & Co.- to add authentic West Coast design value

Authenticity leading to qualified & differentiated design

And...one of the reason that...that situation...was...successful? I think some degree? Was...because...the company...allows...the West coast operation... to try like they had...direct communication with CEO and...VP of design...was based...based in here in San Francisco...and VP of user experience...design was...based in Seattle...and they had direct line...to the CEO. So there was never...a problem of too much bureaucracy....problems of too much...layers of management . Because there was always...direct line with CEO.

And I think that something...that...it...I mean that it's not the company don't understand...(inaudible for 1' 20" due to ill connection)...

Design leadership

HTC : less bureaucratic organization structure and flatter structure – pursued agility in decision making process

Direct communication amongst CEO in TW, VP of design in SF and VP of user experience in Seattle

Ok, let's carry on. You talk about the best case of HTC because the organizational structure was very flat and flexible in terms of design?

Yes, that was very...very...interesting case at least...for me...I remember many...times like being visiting in Taiwan office?...and being in the design studio...and at least once a day...the CEO will stop by...just the CEO was..."what was going on...?" and talk with designers and...so on...and get good communications.

Design leadership

Frequent human contacts of CEO with overseas design studio

Talking with designers and leading good communication for identifying real issues

So...it is interesting because...you will assume that...you will assume that...probably it is more...about...a...Western versus...Asian cultures? But in this case...this case is very interesting for me. Because....one of the reasons why...design thrives...was because of...actually your model?!...because the CEO...was....the founder of company?...So they had a lot of power. And everybody respects...his...point of view.

Design leadership

Leadership issues – founder's value/ power/ background

Top power should be respected

And he...he...is...I think he is mechanical...engineer. So he...had a lot of...appreciation for...products design and...and designing them...It was direct command or requests on his side...to elevate design...design culture of HTC. And that cascades to the whole organization...like you have...because CEO was...protecting...design organization...from the rest of the company. And design was able to help...to differentiate the product of...HTC...and the....

Design leadership

HTC: The founder who studied mechanical engineer – in-depth understanding of product and design

Direct and mutual understanding with multiple disciplines

Cascading the culture into sub-groups : preserve design group as core value

Versus what happen in Sony like...at Sony you will have....obviously one level the company scale is completely different right? It is huge!...and on the other side, when I was working at Sony...our CEO didn't have background of product. Our CEO had background on media...So...Howard Stringer...So, Howard...he was ...he reigned for the company...he didn't understand...product as much as he did understand media...

Design leadership

Sony: CEO (Howard Stringer) who studied media

Lack of understanding of product itself

So for him the strategy...was...that product will...sell because we have media. So he didn't really...he didn't really...track too much...a...the product development cycles. Or he didn't put as much focus on as product itself. And it was more of product intervenes for the media. Let's build around, Let's...build very high quality media...and you see how this situation start...going down the company...and...affecting all that out looking of the company.

Design leadership

Strategy focused on media: lack of understanding of product development cycle

Utilizing own Sony Media channel(sub corporation) : closed mindset

Product is a thing to be sold through quality media strategy

Building media strategy first, rather than emphasizing product strategy – struggling

In the case of Google, we...we are...by nato(?) we are trying to reach as many people as possible. So...we try to make that design as accessible and simple as possible.

Design leadership

Google: Design for all human – stronger value of design

Pursuing Simplicity and easy accessibility

Because, obviously...in developed market...there is not too much...problem about...computer literacy...But when it comes to... in developing market...you need to be very careful because you don't know...what is level of...literacy that people will have and how they will attract your product. So you try to...the focus of...company is...is not simplicity just because...it makes product look better it simplicity...because it helps people use...our product. Because it requires...there is no instruction manual ...of our product...you just open ...pro...(inaudible)of...on the phone....and(inaudible) should be start off...

Design leadership

Design strategy more focused on humans, rather than consumers

Considering about Illiteracy of computer in developing countries

Beyond only simplicity(meant for looking simple) easy to read(literate) computer without complicated instruction manual of product

4. **But still that kind of digital product like...Apple iPhone...even Google Android...actually this is more like integrated product that should think about all kinds of aspects...all different types of multi-disciplines, interaction design...hardware design...Although you engaged in interaction design you still have to think about the...how it is going to work...on this device. But now you are working at Google...But you used to work at...hardware companies. In terms of this aspect, multi-disciplines for digital product do you have any challenges when you work at Google and worked at Sony and HTC. Because...although, for example, Google...you still think about how your product is going to work in devices...Don't you have any challenges?**

Yes!!!!!! Obviously!!! the main challenges that we do not control our hardware...so we need to deliver...of integration...and process of...hardware and software more...elevate more complicated....When I was working at Sony or...HTC...we will design...our software experiences based on...our hero devices, so to speak.

Digital product as integrated one

Territory issues between hardware and software

In hardware company, hardware logic rule software approach

Software is to be fit to highest version of devices

We will design the software experiences around a...one...or Sony Xperia. And from them we will design...for...(inaudible) the experience ...were...integrated...was the lower devices...Well it was not integrated. But it was simplified, or devices are less capable..

Digital product as integrated one

Software is to be simplified into lower version in hardware firms

.But the advantage we had...there is very evidence...Something that you can look at... to understand the differences between software versus hardware company? is...the cameras on the devices.

Digital product as integrated one

Hardware company has tangible indicator : e.g. Camera

That's one of the...that's one the...very few...different share...that how manufacturers that... because...at the end...everybody wants android...it is used in the same platform. So they can customize software a little bit. They cannot application, they cannot change those allocated applications...but their areas were bringing them...bringing value is...their areas that they have...really (inaudible) put hardware...

Digital product as integrated one

Fundamental platform is given by software firms- e.g. android
 Hardware firms somehow belonging to the platform
 Radical change of application is little allowed within the platform
 Additional value is provided within given platform for hardware firms

And the camera is...the best example. Everybody factory is able to find what camera sensor is what chipset, what will solution...and they can work to work having the best integration possible on the software side like making the camera wake up as quickly as possible, taking...(inaudible) one note. For us in Google if you go and buy a Google Nexus devices or Nexus 5 something...our camera is...the experience of software is nice...is...very simple...is nice. But performance...the overall performance is not the best. And it is still good, but it is not the best.

Digital product as integrated one

Hardware company taking advantage of accomplishing camera set with own production networks: camera will be the best

Software company has lower performed camera due to lack of prior knowledge and network for hardware components

The main reason is that we are not controlling hardware...we have serious partners help us produce hardware and often times....we don't get exactly what we want...because we are....any other companies. we work with...the budget, and in our case we are not...in the case of Google, we are not concerned of making expensive product.

Digital product as integrated one

Software companies hardly control hardware components suppliers – partnership

Hardware company can control price with using cost and quality

We are concerned about making devices that approach to most number of people. So we were best ... we cannot ...(inaudible) and ...that we were relying on hardware partners to over 8 competitive hardware that is not that expensive. But this combination of factors...makes for performance of a camera...that is not as good as...somebody that is spending on all the money on...camera as differentiator, Sony, Samsung, HTC...all of them make the camera like very important point, right? 2 mega pixels and so on. That's the one of the clear areas, how to see...hardware companies versus software companies? And how they can...have affected.

Digital product as integrated one

Software centric companies somehow relying on hardware partner for better hardware set

Hardware companies somehow cost for quality engineered asset – camera, for differentiation

5. OK, let's say about your personal opinion about...now Samsung for example, Sony...they try to change like I said...I mean they try to change like...They try to set up their own platform...for example, Samsung...they try to set up their own platform based on their own wearable gadget, for example, watch...for example, Tizen...that is the best example. Although they are hardware companies they try to set up their own software platform. What do you think about this movement as a designer, because it is supposed to be very difficult for them to change from hardware to software...I mean sometimes integrated into same product, because in my understanding, hardware company probably have their own DNA, engineering...as something about hardware. But software DNA is something different like your company, Google....so what do you think about such now...current movement of Samsung or Sony?

I mean, I think...that in general...I mean it is good. The more...the more beautiful competing all the software space is better. But as you pointed there are some...I mean it's not about the complication on software development...it is very interesting because...when you talk...when you talk with hardware people...they tell you, "Oh, well doing software, you can do whatever you want, you can change, you can do whatever you want, and we are hardware... we are tooling by millimetres...like we need to look into millimetres...and...and specs, materials or not.

Digital product as integrated one: Territory in hard and soft

Hardware pursuing precision based on measurement

Hardware measurement based on rational reasoning – predictability based

But when you...talk with software people...the software people...tell you like..."No! actually product people have much better!!" Because they have more predictability...they can change things...all the processes...so...there is no...Obviously every point of view...like either from software or hardware point of view...there is people that...believe that...that...their order side is...is...little more complicated.

Digital product as integrated one : Territory in hard and soft

Hardware measurement allowed to change fundamental framework

Software development based on invisible uncertainty

Something that...something that...those happen...it's not that...i mean...really not that...much...(inaudible) complication of technology? because if you go to the campus of Google...i mean there is Chinese engineers...Korean engineers...Hindi engineers...like...there is engineers....all...(inaudible)...I don't believe that there is heading super originality...? When it comes to...to...to software design...in...one country another?...it's about...the care of...corporate culture you need to...create good software. ...

Digital product as integrated one: Territory in hard and soft

Digital product development carried out by multiple experts

Digital product development in created own cultures

Good example would be... even within software developers they have different kinds of software development...Android, that platform it is on...let's call it, it is more perfectible (inaudible) side of thing. Because it is not...as we speak...it just...well...just not operating system...so...so...they...their norms...are very well established, right? You need to have very good...battery management...like function of energy. It is to be really good...hanging radio signal?...you need to be ...in our case...you need to give a healthy...API library? So people can build on top of platform...?And so...I work on Android team to make things predictable and ...and easy to integrate as possible.

Digital product as integrated one: Territory in hard and soft

Significance of platform leadership beyond debates on hardware and software

The top platform leader considering about all aspects on relevant elements

Versus that people work on drive or...that people work on...Google doc...Their work is little bit more complicated? Because, obviously, we work on local scale. You load your software into one device. That's it! In the case of Drives...or Docs...like gimmick firms... servers going the...software and making simple...the information is...kept...organized and...available. So that is obviously much more complicated. Out of that translate...and it translates to...find that...software for...devices,

Digital product as integrated one: Territory in hard and soft

Applications in a platform consider all aspects of hardware and software platform – simplified

Development of application is reflecting complexity of translation in digital product platform

It something that Asian company are not ...that much in disadvantage. They can do... software...(inaudible)...put...devices? The main disadvantage that they have?...is on the side of...user

experience...user interface design? there is not...there...is not...proper...(inaudible for 3min and reconnected due to poor wireless connection)

Digital product as integrated one: Territory in hard and soft

Lack of consideration of human experience side in Asian manufacturers

6. You probably talk about disadvantage of Asian Hardware Company that tries to change from hardware to software oriented for integrated approaches, sort of things

Yes! well...I mean, in vain...the main issue that I...that I see...is...on the software side...is...that in order to do...cloud computing?! like all the products that...we work at...

Google, most of them, you need to...very... you need organizations...that are very used to randomness to...failure...to iteration...and...Obviously those three...things are unthinkable...in...in...in...CEO level hierarchy...sort of thing...some Asian companies, right? I think that ...most often times...are...when you are living at a company on...on product side, you expect...like...it is much more easier...to do...hardware...and local software...because they are...more predictable and...something that you can...control...and because the company are not making a money like...Samsung or Sony...or...HTC...they don't make a money...on Cloud. They make money on devices, right? Obviously, their investment that...they need to...they make on cloud... it is not...there is no...trigger for them. There is no incentive for them to do. They don't make money out of it.

Organizational grounding

Digital product as integrated one

Clouding business is less attracted to hardware companies

Given business model of hardware firms not triggered by unpredictable business

And then...because...development process for clouding services is a little bit more bumpy like...You had a lot of unknown ...you need to manage very complicated...interactions? and...the...organizational level? That means that you need to empower...a lot of engineering team...and your design team because a lot of decisions need to be made at a very tactical level like...you cannot just keep going back to your manager to ask for permission... (Inaudible) ...When you are doing? Or because you are going to spend more time...explaining to your manager...it is going back and out of problems.

Digital product as integrated one: Territory in hard and soft

Iterative and fuzzy clouding service business development seen as bumpy process

The bumpy process required multiple and complicated authorisation process in bureaucratic manners

And...I think that that is the one of the issues that...that...some Asian companies...I don't think it is obvious...all of them. Some Asian companies have. I think that there are some companies...I don't think ...I think that is more...big ...one side is cultural...of course. But on the other side is their business models. You have companies...like...really good...let's say like...good software companies in Asia...like Kakao Talk...Line...they are...they are really good example...of...network software companies coming from Asia. A lot of game development companies as well, right? And...and it is mostly driven because of that... that's how they make money... If you think about it...Apple, they do have iCloud, but it's not that spectacular?...There is no...it's mostly...service that supports the devices. It's the service it help you back up everything that happens your devices...

Uncertainty in business models

Originality of business models concerned with other unexpected and uncertain business models to come

And I think that that approach...that is more extended and more hardware manufacturers like Samsung, HTC, Sony, they offer a number of their software for the products that they developed? or they purchased? to do help you back up components(?) on your local devices. And...at the end I think that the one thing

that...that can make...this cultural change...is...is...the companies see...the viable business model on Clouding computing. Sony, Samsung, HTC will decide that...that next big things for them to create...cloud based platforms? And I think that you can see how you are going to trigger organizational changing these companies. Because at the end it all comes down...to what is bringing the money into the organizations.

Uncertainty in business models

Hardware companies consider trading software service within given hardware platform for margin

Viable business model for clouding could stimulate organization change – nature of organization in pursuit of making a profit : viable business model as another artefacts

7. Last questions! You used to work at large companies and there are so many designers in Sony, HTC and even Google? So...what do you think about size of... number of designers. I mean...how such a large number of designers....for example, Sony, as far as I know, there are so many designers...even HTC. For example, Sony in Tokyo I think there are hundreds designers working at there and even in San Francisco as well. But on the other hand, Microsoft or Google...there are not many designers? So, what do you think about the number of designers and between number of designers and product?

Well...I cannot give you...I mean...for...for...confidentiality reasons. I cannot give you the numbers but it is a little bit inaccurate... I think both Microsoft and Google have... a large number of designers...

Organization structures in design areas

Number of designers in confidential

Really?

Really, really large number of designers...large...And I know what google...we have...we have a lot of designers...I cannot give you the number, but we have...we probably have... as many or more designers than Sony or maybe Samsung has more designer than us...I don't know. But we had a lot.

Organization structures in design areas

Large number of designers required in operation of large digital company

8. OK, but don't you have any politics within those large organizations? If there are not! how can you sort it out? Because Google is flatter than any other companies as I can see. And you said that...there are so many designers but still it seems very flexible...a bit...but relatively.

It is flexible! Ah...let me think about this. Well, there are reasons like...I think that...if you look at again Samsung, LG, Sony...well...they had very ...it's more likely origin...corporate culture...that does not allow designers to...to go on escalate things...as much as it probably will be necessary like. The design organization does not get...as much ability as it should. And, one of the reasons that you pointed that... I agree...Some companies, they still believe that design is kind of make-up of all the products. That is complementally true! And there are some cultural factors that I felt that...

Organization structures in design areas

Significance of understanding of major of design

Design often regarded as tools for making- up and styling, due to implicit cultural variables in organizations

we should...In our case, I think that there is something that...very...interesting about West coast...It is the notion about product design, product design things, holistic view of product. Like when you are ...and something that's IDEO fosters a lot. You are designer? It's very difficult to say that my work stops here

because your work as a designer...Yes! Obviously...it has to do with look & feel of product. But in order to achieve look and feel or experience of product you want? You need to go back to the process.

organizational grounding

significance of geographic grounding : birth of 'design' : e.g. the West Coast : **history of Silicon valley (see Steve Jobs)**

authentic design approach embraces process and aesthetic

In the case of hardware, you need to go back to like what kind of...like what is the tool that we have ...to make the phone, "Can we do make plastic? can we do make metal? or What can we do?" And then if you don't have material that you want then you probably need to...raise out (?) and file...so to speak

Organizational DNA

Hardware firms rather consider about viable and feasible actions with tangible property

And when it comes to software, it is same. If you want to...if you want very, very snappy interface? You need...it is not front end issues...it is...It can be front end issues. Most of the time, it has to do with whole...background of software, right? Back-stack, how that samples...like... "Is that optimised...or not?" So, when it comes to design differences that ...

Organizational DNA

Software DNA focus on fuzzy front to end

Considering Optimization rather than viability in the end only

the different side of Google is that...and I...to certain extend that...HTC is that designers are encouraged. Like they are expected to change these things, I can compare that my experience to Sony and some other friends in Samsung. And...as a designer you are expected culturally to deal with ...with...with...offering layer of product. That's what you are expected to do. You are not expected to go down and talk with engineers and...So...I think that...that...I don't know what exactly...is source of that.

Organizational DNA

Design offering another layer of product

Design dealt with as cultures in organization for creating new layers

Design process as iterative one is hardly authorised all across the process due to the natures

I think that...it might be because of...well...all these Asian companies coming, as you pointed, like...it might be because they are coming from hardware and...on the hardware side they have expectations about industrial design... and graphic design being...mostly tie to appearance of the product.

Organizational grounding : industrial legacy

Most Asian large digital companies comes from hardware manufacturers

Expectation of the manufacturers trapped in silo

Expectation to design is limited within given hardware assets : appearance

But when it comes to doing.....(inaudible) interaction designers or user experience designers they need to deal with...a lot of...technical back in...That makes different.

Organizational grounding : industrial legacy

Interaction and experience design concerning about all relevant elements for building products