

Interview date: 20/03/2014

Time: 12:30 – 14:00; 1:30 hours)

Place: at 'T' design consultancy Office in London

Interviewee: MT, Creative Director at 'T' design consultancy

Introduction and starting main interview:

1. Can I start with my interview? You know...actually.. I am still nervous about how can I start with my interview as our culture interview means very official and formal...

Yes there is massive differences...you know interestingly...kind of...really obvious differences wherein meeting in America a few months ago...and there were kind of people from all around the world...there were a bunch of Americans and...ummm...a bunch of Australians ...a couple of Europeans...and a few guys from Japan...and Singapore...and all the guys from America are just like casual or relax no part of anything. But all the guys from Japan there is like this ...yeah...completely different...personally I found out interesting...yeah...

Massive differences found in behaviours during design project between the Eastern and the Western members

2. Do you find any differences between Eastern based client and Western based clients in terms of their priorities for design?

Yes...I think so....but I.....I think it's a bit changing a bit...what I do find is the...the...closing a bit even now...things are becoming similar with better communication...and with kind of more spreading information ...things getting even more ...

Globalization and information spreading diluted differences

Communication is easier with information delivery tools

Yet, Differences existed

I think traditionally way of using design in Korea...pretend to do want a lot more ...not...not...quality but volume ...volume is being really important and you know there is no way we could have delivered really succinct report in Korea ...it will have to be thick whereas another countries...that will be fine...just cut off of rare important parts and not have even appendix all the other things you got have done...that is completely difference.

Korea

Volume and succinct report required

Requiring additional appendix is often prioritised for certain volumes

Formalization heavy

And...And I have done more experienced in a meeting in Japan...where we had prepared ...this... early on a relationship and theme in japan... where we prepare a lots, lots, and lots of details into it.....we've prepared three big presentations a lot of detailed explanation, none of differences we've done and one of the Japanese guy steps back to me and then we were now working with Korea now ...

Japanese organization

Requiring more details : demanding in presentation

Explanatory details are required

Concerning about competitors: Korean organization – market centricity

External participants can be often the body that can leak information or share all industry information

Get the point now you know it's really different culture....I think this is massive...widely held view that islump of Asia whereas everybody says lump of Europe everybody says it's not the case...countries are different across the whole of Europe...it's different. It's up to every country...because it's...it's same as Asia...I think if you want to kind of understand how to design effective you got to stop to seeing a big lumps of America, Europe and Asia...and actually it's much more specific and much better understanding each individual culture and it s understanding of more what's important to that is big different. Ok...that priorities....

Differences can be existed in all continent and cultural spectrum

Singularity of national culture reside

3. For example, could you explain about it by contrasting between impressive and incremental or derivative projects and could you tell me about the client name and the nationality?

Yeah....I mean ...yeah...i think that....priority is probably more variable depending upon that type of client industry sector varyingthat level of maturity of business...and the strategic direction of it and...Specific program gone...because they totally shape of some people's stand ...and I've worked on...Future of innovation thinking trying to help client decide what to do next and helping figure out what different possibilities are ..on a very strategic level ...setting different versions and help them access where it can take that business and commercial value of it and the ah....type of consumers experience we could be offering...precisely one end gone very strategic point is ..the...priority is trying to find out what to do find next...and whereas others ...what is the very tactical nature....and actually they want to do know what is the next...looks like designers are very basic...probably more in old fashion level more around hanging style something to see...

Design priorities can be varied, depending on:

Tactical and strategic priorities of an organization

Maturity of business

Industry sectors

Specific design program to be applied etc.

I think China is typically being a lot of around very basic use of design (Just conventional) ...I think that is going to be changing (should be changing)....and everybody think about any make those changes...I'd say...probably a lot of our working are china...and previously in Korea but probably not so much now....has been about trying to educate design department as bringing knowledge... particularly in china information and knowledge are very harder to combine. That's the very high priority...you know they cannot easily get the knowledge because the communication is more closely controlled by government with limited access to different websiteso information and knowledge becomes really and really important to them...I think knowledge and expertise is pretty vital toward company whichever part of world's geographically is from.....and it's more case of what do you do with it ...I thought example in ...say ...say...

America they will look into knowledge and expertise they help to bring something successfully to market and investment of market by addressing a number of different criteria...those criteria could be from around cost producing and cost ownership and....impact on brand and delivering time scale also massive varieties different produces. Whereas stopping China, to be bad, "we need information to try help spread out across design centres to help bring education to designers and design department." I think those are probably the most diverse (It's the objectives...I think)

Chinese design approach

National and governmental barriers in China

Conventional design approach

Hardly combining information and knowledge

Communication and access to information are often controlled by government

Communication within an organization is relatively limited due to lack of information freedom

Prioritising to gain updated information from other worlds

Korea

Evolved design approach from conventional approach

The USA

Advanced knowledge and expertise driven design approach

Cost ownership is clarified

Impact of branding and scalable market approach is available with product to be produced

Design can be holistic manner along with granted grounding

4. So in relation to your saying so...probably china and old Korea probably stick to the conventional things, on the other hand America seems to beis there something very impressive design project which is ...as a designer... which country, organization or company seems to be design focused country or company(successful) ...everybody says that...for example.. the UK is the best design model country which is very diversity...?

Oh...we are very huge diversity...in the UK that is one of the UK's strategy ...there is massive multi-cultural dimension of creative industry of the UK, it's very London focused and it's not true that the whole of the UK is multi-cultural...and diverse and...it's high degree of diversity in the UK if you compare to country like Norway, for example, where it's very Norwegian...it's very differentI think that it's one of the UK's strength that is kind of very big melting pot of probably ... perhaps slightly geographically in the island nation ..it's kind of Europe's stopping over between Asia and America that is halfway point influenced from all part of the world..i think perhaps that' s one of reason makes it creative access

In the UK: Diversity is granted

Geographic benefits are given between two major continents : Europe and America

Advantage of multicultural society of the UK is limited within south England – London

5. What about USA or Canada something, which is influenced by Anglo -Saxon culture who seems to be similar to the UK?

I think America got a good strong tradition of kind of technology innovation driven in silicon valley amm..and kind of of future research placed in MIT or something... are you interested in ...obviously that kind of business model things about Harvard...I think that in UK it becomes good at creativity and service because umm....it becomes very much about trying export creativity...because we don't have really much manufacturing in here...(it's big issue isn't it?) so I think it's perhaps that you know...the UK creative industry have had to become expert in order to survive work across the world...the whole world...yeah it s great market. Yeah ...you know it' s global market

Importance of national grounding

The US: Sizable and scalable industry and research infrastructure with technology and human resources : SV

The UK: promoting creative industry as national policy due to lack of industry infrastructures

Creative industry can take an advantage of globalisation with the UK's legacy

6. When it comes to communication between clients...way of communication to share knowledge and information between clients is there any difference? Although they have....very you guys have certain tools and system, but... Is there any difference? (how do they differ?)

I think it's lot ofit is difficult to say whether down to say individual personal style to people rather than factors there Chinese, Japanese, America...or English. I think that's the dimension probably need to address that...we need to talk about this big ...probably historical...talking about Asian...Europe... and America...actually kind of breaking that out a bit more about action countries more interacted...that was each of country...you are working for different businesses of clients ...and within each of those different departments different attitude each of those department, different individuals, different attitudes...communication styleschanges...you know I don't think...

Hardly generalizing pattern of communication style by national dimension

Characteristics of communication style reflected i design projects are varied by

Organizations (department)

Industry and business

Individual in charge

I think japan and Korea are much more hierarchical...much more say than Europe...you know ...for exampleif you were in a meeting in japan everyone get onto speak depending on level of seniority momentA senior speaks to first andwhich I think kind of pretty much similar with Korea in another big guy express opinion before everybody else agree so them

Is it common even in ...?

Yes, that s really common in Korea and japan....particularly in company whether they don't know you and if it's the first time I think people get to know you and start with relationship. I think hierarchy starts to mouse umm....definitely. In the beginning there is always very hierarchical question and questioning and communication...

In Japan and Korea

Hierarchical order in communication is prominent

Seniors has priority to speak up first

Questions comes from seniors first

Whereas, when I was worked in Holland I think it's completely opposite. junior designer you can say to the head of marketing " I am sorry, I don't agree with you, you are completely wrong". I think if you do that in LG you are probably thrown out and topple of window. It's the opposite end.

7. Is it some different even between European countries...Dutch...and English....?

I mean...that s Holland....that s the extreme case...you wouldn't express in that way in the UK. I mean I think there are certain strengthen being very direct expressing I think it makes communication very clear.

In Holland

Less hierarchical order found

Rather provocative or explicit and direct expression is acceptable in formal places

Challenges against superiors are somehow common

But then, of course, politeness was observed and then communication break down and cross....and then I think actually that s communication style to way you are working interview and we are working

Politeness is universal business manner

Tacit and implicit manners are still verified all across business

8. It is very interesting. Nowadays you are obviously located in London and your clients are located in many different countries and different cities. You probably communicate with certain formalized form which is documentation and computer tool...some client asks something more or something less?

Probably not. No....umm.. I would say ... I mean I just say that that' s just tool... just pick it up....it's just like you have to pick up phone...you have conferenceyou skype somebody ..text somebody...they are just simply tool...to communicate...

IT and computer communication tools as only explicit means of communication in business manner

I think it's about the ...about the personal contact and personal communication style...if the personal is appropriate... i think that is ...whether that is business and socialization and acting in the right way...still relationship, this is important whether it is whatever it is and whatever you are...behaving in the right way is important. I don't think that doesn't necessarily mean conforming to certain set of behaviour. i think that just means making sure you are thinking about person...and...

Personal relationship is vital in business manner

Appropriate social skills and implicit manners are always concerned in business

umm....expecting treating them within expecting mutual respect think mutual respect is important to in any relationship whether it s.. In you and your child, your wife, your client...you are somebody and me in bus stop. i think really important that your behaviour in a sensible and restful way to each other. I think that s true in business in different country around the world....i think as long as you got fundamental backdrop mutual respect even and communicate in any way, that s appropriate. In America working has been very blunt and very direct about something...this is going to work and this is not. I cannot say it's black and white but just for you is it just matter of business. I think it's just about way you do in style...you know.....you could not do that in japan and Korea...it will be impossible in communicate that way. But I think what you are really trying to do actually bigger and the right way to deliver a message to help somebody at the best result. I think that' s why communication style becomes tangible...it's...if you don't have right style to embed in right way you cannot help somebody to get my result...that s the ultimate goal for everybody. for us and ...whether they are based in north America and south Korea people ...they all want to get the best thing as possible as they can. And I just try to find out help for them

Multiple respects and understanding are underlined like personal human relationship

Business manner cannot be perfectly systemized with tangible tools

Different business manner in different country is obviously concerned

There could be pattern of different communication style: e.g. American shown as blunt and direct, Korea and Japan shown as polite

Delivery of right message in communication is the key for the best design outcome

Delivery of right message in business communication can reflect different attitudes of organization or individuals

9. What about the kind of frequency or...degree of demanding...as you said that Japanese client much emphasize about personal bureaucratic meeting...and Korea also have certain thing...what about such things....in terms of frequencies...way of communication and way of connection...?

Again more down to the individual ...and type of project that you are working on...for example....currently working on the project that is involving client in Australia, manufacturers in America and as the design consultancies in here in the UK. We have two weekly conference calls, regularly every week and...point of doing that is making sure that the project program is staying on track and the designers being deliver to the right quality and to make sure everybody is kind of constantly involved in those. All of those issues are addressed constantly ...said nothing or...to minimize the risk anything going wrong...constant communication....then there are other things where we made learn a design program where successfully last for four saysay four months

perhaps...you probably have three more official presentation and then more casual interim discussion...it is less formal. ah...with everybody everywhere we would try to talk to everybody to communicate as much as possible. Because somebody says you know your thinking and you know that thinking and then you can share about how you are going to get to narrow down what you want to get to. it are really helpful . Yeah, that s the Australian company... that Australian are very causal and super casual

You know...I think that frequencies in communication depends more on the undergone the countries. It's depending on what you try to achieve. (It doesn't matter about nationalities? It's just about anything to do...I wouldn't necessarily say we talk to Korean guys less than we talk to American guys.

Communication with stakeholders shown constant and regular

The regular and constant communication mix – causal and official meeting; formal and less formal - is aimed at minimizing risks emerging from new project for the best end

Frequency of communication in design project reflects the degree of project achievement

10. But we say that we are much pickier than any other European companies when I always work in Korean company. Because even among us we say that Korean company is very picky and demanding.

Yeah...yeah...!!! but you think that this is just kind of matter of business but I think the difference between level of communication marking-less. I would agree that ...most of our Korean clients are most demanding of clients. I think we come back to volume issue they want to see lots of stuff. Whereas I think most of other nations not looking for volume but looking to understand how you solve the problems. I think there is difference. I don't think...i mean...that Korean companies don't want understand how to solve problems. It's just about way to go out doing it.

Korean client can be more demanding than others: volume think report prioritised along with quality

Significance of problems solving and quality thinking are always underlined

And another style of communication sometimes we have people...umm...from our clients coming here to work as part of our team. so they can get very closely communication to help project well smoothly. But also we said we can help them with the professional training. So we've kind of half working project with them and half learning professional training course. So it becomes like design school and design management time school as opposed to project group.

Personal relationship in project level is often considered for the best achievement

Implicit and tacit knowledge transfer are vital

External and exoskeleton like project group can play as another role to achieve the best design goal

11. As designer in consumer electronics market nowadays design circumstances and design environment is getting changed because of openness. We can get many sources from everywhere, using 3d printing. So...as a designer to what extends of product design concept could large corporation offer for consumers? for instance, in last generation they probably provide everything about product that they could for their consumers. Like you say Korean companies probably emphasize about volume something. I don't know about either product or workload....as you think, do you have any idea about such a changing design environment in terms of large corporations...?

Do you mean how do i think the environment designers change in large corporation? because of... you are asking about kind of open innovation...?

For example...every individual can involve in probably ...theoretically ...design projects...by themselves ...and also people can customize their product which based on some certain product that they were given...so do you have some idea or insight...have you ever thought about it before?

I think this....ah...!.....there is lot of trends around kind of trend about corporation at the moment and trying to bring everybody into the process and of creating something ...I think that lots of instances that doesn't work...umm....I don't think you are creating anything better...

Shown somehow scepticism on open innovation and design

I think where that kind of model is strong is actually involving people in process they feel like they have ownership within it and they think confirmative into the company to much greater level and the more understanding about overall direction. i think that that is very strong and...i think that it helps make create a kind of environment where company take a better advantage of creativity. i think that is strength.

Open innovation in an organization can

stimulate design ownership

foster the creative atmosphere

I think the problem is that at the moment that seems to be this idea way helps believe that the way you get better idea. I don't believe it is. I believe it is more expensive way than sitting with Holland people in your round, and just talking about stuff, not getting to harder and good idea.

Coming up with better ideas with non- professionals are hardly placed : costly approach

Hardly constructing and structuralising each idea

And that's...this is kind of view that if you had a workshop, it would solve all the problem, it doesn't have design workshop. It will get problem solving that everybody comes to expert designers. In the same way if you had held high-ended football workshop...kind of....many ...it is...highly...unlikely that you would ask about professional football players. At the end of that the guys are professional magnifying that the ball are kicked off at the end of the other's back of the neck... I think this is kind of sudden assumption that everyone is going to become a professional in design is big problem at the moment. And I think that has not been recognized why that is not enough.

Creative workshop led by non-professional or unstructured participants can be seen messy

In problem solving process, level between professional and non-professionals are existed : experience and knowledge

Sudden assumption on romanticism on open design and innovation get popular

What I do think positive though is that is growing understanding of design, and growing interest in it, and growing involvement, that is really good.

Growing understanding of design expertise can be the contribution of open design and innovation

But we really have to be careful not to mix up with actually how we create something. I think you do still need different people and different specialists to create new things...perhaps designer's role is very wider looking at how we join all of the different docks, how you do understand all of different issues from many different perspectives, and then turned into pale-tic direction that creates something new. Whereas specialist's research and the specialist's particular subject how they have deep knowledge about more particular things....but that isn't everything that makes it. That isn't that knowledge doesn't necessarily translate into the future of the company. But equally that designer doesn't have that kind of knowledge in certain area. But when you bring into people together we use the skills of designers to help to look at all the different skills in depth and them stitch them together to join up it in different way. And...you know....that's...when things are powerful...and I think that's corporation thing starts working.

Significance of expertise in design project and scepticism on open design/ innovation

Depth and extents of knowledge to be used for quality product

Professionals can guide towards right direction

Professionals have skilful personnel

Professional can apply the skills and reflect the expertise in a design process

Professionals can coordinate heterogeneous elements in own reflective action

12. So, what about large corporation's role? They probably also involve in such activities. What would be their role? I think it's still dilemmatic situation, I think...

I think the difficulty of large companies is actually moving in agile way. I think those kind of...eclectic...big companies...cannot win...small businesses in agile way....often win.... Then in innovative one.... you know if you go to look into all of the...

Agility in large corporation and open innovation

Large organization shown as slower response to eclectic trends

Smaller organization can be more agile

13. Do you have any feeling about any differences between your clients in terms of agility, in term of large corporations who deal with electronics...?

I think lots of design departments all try to be agile ...sometimes they have big corporation structure holding them placed in is not getting them as far as they could...I think some...are...verygood at...and... trying to communicate what designers are doing because businesses try to show how designers are affecting them and they are kind of manoeuvre like politicians to make that happened....that...whereas the other design department are fighting like rebels to try to stay in their goals. And then, there are some... actually just... kind of... held by corporate math. And then, it's not actually empowered to make big changed.

Organization structure in large corporation –departmentalization

Large organization acted like big silo – organization operated in mathematical reasoning process

Design professionals in large organization are seen as a part of the collective body

Different patterns of designer groups' characteristics can be found

politician like design professional; rebel like ones

patterns of large organization in design project are found ...

In same way, China is probably the country at the moment that suffers from most being kind of constraints by corporate model because designers become as a bit of Adam at the end of technology... And it isn't being used in right way....And...in a sense I think that makes it difficult. There is other trying to pull different people...I mean...

In China

Design approach is constrained by given corporate business model

Design as final make-up or styling: technology is core

Human resource can be another solution to change the organization

Japan is probably quite good at trying to get different department together. And also inexperienced clients work for that...you know... surrounding of the whole of Japan. It is a bit of sweeping statement. But people who we work there...

In Japan

Systemised corporate departmentalization and well organised

All society seems to be granted organized entity

I think Korea is getting very....in tune...with....kind of....insight research trying to understand consumer's patternyou know....I think that they are heavily massive changed in Korea. In other working our clients in Korea...18 years now...I think we are really changed now...I think. They are really trying to ...actually not trying to... they are really ingenious...(Yes...they are really trying to...be the best)...You know... Look at LG and Samsung about doing that... they are above use of design now. It is very different than was years ago.

In Korea

Evolved design approach: try to understand consumer's pattern

Massive and incremental changes observed in organization and design approach

Magnificent change of design approach led by a couple of large organization – LG and Samsung

14. In relation to....in terms of....do you have any idea about product platform strategy? When you work on electronics product...platform strategy and....platform is quite important. I think there might be some differences between clients to operate their platforms...Have you ever felt about some differences in terms of your client's platform strategy. ...

No, I don't think anything specifically to do with platform. I think all of them want to maximize advantage of platform they have....I think this is business common sense and in economic scale...I don't really have the sense...your question.....which countries brought from ...economic scale bring commercial advantage....I think...also...most countries ...would look into ...would be able to look into...would be able to open to customization things that would be as little changed as possible for the biggest benefit...again....I think....again it's not countries specific things... answers...kind of practical reality...and I guess really innovative companies they want to go on development of platform in order to create new product, or create development of new product platform to derivatives.

Platform strategy is aimed as scalable economic and commercial achievement

Development of appropriate platform strategy is nature of business for maximised achievement from one platform

Platform strategy aimed to create new product or derivative ones as practical reality in business

15. When it comes to large corporation again, what are the most difficult constraints when you work with them in terms of electronics products.

I think it depends on what ways that you perceive the difficulty...Act of working with big corporation ...sounds isn't necessarily difficult. I think act of being effective is with them....It is the ways of challenging laid. Because you know...both of our clients. Our clients are ended us with what we go to take us successful in both of us interest...And ...in the....when the...businesses work with designers very much on the edge seen as marginal activity. It is very difficult for us to have effective that makes a bit different. Whereas the company where truly believe the design actually can make much different as they can help shape future direction. It can show strategy that help access to new market. That is very different. You can be much more effective. I think that kind of cultural environment which design operate....actually...that is...that is the biggest challenges getting culturalisation, rather than actually designing something.

Challenges working with large organization

Design as marginal activity in the edge of NPD process in large organization

Design in reductionist manner: tactic level differentiation in the edge vs. design in holistic manner: strategic level differentiation for future direction

Design culturalization into an organization as big challenge

And so for example...one of clients in China...they had...particular problem in the design in the quite edge...it was seen as very last minute edition. And the in-house design team that were given has almost no time which ...design something. And the result of that was that they copied other things. They wouldn't do anything new, because they don't have time to do anything new, because they don't have time to do anything new, and they have never had time to sit back to think about how actually they did anything , and nobody in organization believes that is important...I think that it is the most effective things that we did helped them reshape way they thought about , way they use design as cultural, which design happens...And we managed change them from having all of the pressure on the design in last minute, to actually get in them to go on to talk to boardroom, "why design was important?" "And getting it into working strategic level"... then... explore what it could do next, getting them constantly tracking what was happening, so what would be prepared for the future event when it comes to them. And then they could've act more powerful way...And then they could've acted more powerful way...And the result of that, changes was that design department had more time to do design things. Their senior team ...on board...are more open to listening design could do, and as a result of both of those things; their

market grows...they sold more products...and they are becoming much more bigger. And sharing mobile division do so...they are getting that right...it's really important.

In Chinese organization

Design in the edge: design is not culturalized

Copycat can occur due to

lack of time for ideation and iteration of process: back and forth

Lack of time for strategic approach

Lack of empathy of design in top level of organization: conception of design is relatively different

Communication heavily controlled by the top management

Closed mindset of boardroom : hardly penetrate into the top level

16. I think you probably talk about structure of organization ...organization structure...so how should it look like for proper new design... is there any good example of it in terms of good or worse...or poor case among your clients. How should organizational structure look like for future new design?

Yeah....sure!....In terms of worship... structure of organization for the mobile I think design need to be absolutely a key part of where business is going...need to be there helping it figure out what is going to be next, why it gonna doing and how it could go back to delivering implementing it...And it needs to be as important as any other division within large organizationif isn't....!! it is not going to deliver the result they hasn't capacity to do so. I think it has seen as...a long term...investment...capability.... There is constant on- going activity. And not something you do when you've got something specific problems. Because if you've got problem in where you've got specific problems...Then you've lost whole of your market share you wouldn't fix that point in that point. It's probably late...too late ...and...It lost massive and mega money of the corporation. If you are using design as kind of forward thinking way you couldn't prevent getting to that point way you lost market share...you lost massive mega revenue. So I think it need to be constant on-going activities and integral part of business...

Design for mobile business requires

Organization structure is the main matter to guide business direction – puzzled digital mobile product development

Design group as the core to hold capacity of new product

To view design as long term investment

Minor problems can cause massive lose in fixing process : digital product being in multiple layers

Cause to lose massive cost and revenue

Design issues crossing over all the organization

Forward thinking way as short-term sense on design : conventional design approach that can lead to the reductionist manners of design

Is there any good company case...?

I think Samsung is good case...you know they changed significantly, which the way is design.

When was the significant moment for them to be changed...like this way..?

I said...they probably happen for a last decade...but maybe a bit longer...But I think Samsung is becoming much more interested in design how to use it,. I think they have taken advantage of design. Good.....Apple has (of course) long 'history' of design, design is everything... And the company that we worked for in Korea....Shindorico... make those ...you know they worked with really closely and have really integrated design into the future. And that really helps to take advantage of it...I think... that....

Pattern of evolution of design approach

Samsung design approach grow up in short time – know – how

Design is integrated into strategic direction of the organization

Apple design approach is the embedded one in the history

What about poor case...when you work with...?

Probably I would be better not name anybody else particularly... I think that poor case is ...as I said... design is in last minute things not really believed in...It starts on last minute...

Is ityou mean...so...China?

Yes...!!!...I think the UK has that problem as well....I supposed...in a way... Heathrow express.... they didn't really understand design ...they didn't use it...regularly... (because of) engineering based company ...I think they realized design could help them very much better experiences for their clients...And they realized that...actually getting professionals help to get them out problem could make them...probably...then...different. And getting to point where they believe that is...you know....that makes big change....

Poor case of design in use

Design placed in edge of a process

Engineering driven design approach often shown reductionist approach - Heathrow express

Lack of human centric design approach

17. Do you think 'is that something to do with risk taking....or....?'

I think there is lots of things to do with risk taking actually....it ..is...the other point ...I think I suppose to do make point design working well.... I think it has to be seen as investment at a lot of cost... If you see as we just have spent on money, design as cost money you will not get any advantage from design. If you see design as investment you will have a very good chance that the investment will grow and grow....They help in it.

Design is always placed in

Investment vs. cost concerned model

Design considered as investment leads to opportunity with product

Design considered as cost cause another cost

18. Such a matter of money probably take place everywhere regardless of nationalities, if I conclude all your saying?

No....I am saying if a client do invest at expensive they should not think about cost of project...they should be thinking about return in investment that the project will deliver. For example, I work with British Airway for a couple of years...that was the first year...that was...launched... that product generated 200 million pound of return. After it that project were less than half percentage of it. If we put that context that you are spending less than half percent of 200 million pound and then you are making 200 million pound also each year. That is very very good investment. If you propose this to department...as you see...this proposal...you want million K to design that ..."so what...?" ...it's not expensive. It's not cost. This is really good investment. You spend million K on this you will have 200 million pound next year. And definitely that is why company sit back to try to make design cheaper, that it happens in last minute to try to invest less money on it, spend money on it intermittently, not continuously. That's once then they have taken advantage of how design can shape organization in ones that ready to say, "ok! we are going to continuously invest in design and innovation, trying to find better future, trying to create new product once spending one million K on the next year 200 million point in their pocket.

Design considered as investment leads to opportunity with product

Design as quality based approach at smaller cost

Design as quality thinking requires long term perspective

Design as quality thinking inferred to be as debates on creating intangible assets

Decision to be made on cost vs. investment is required of organizational consensus

19. Is there any difference of such...amount of investment money between you clients? I mean...some client take risk in bold way or some...the other client hesitate to invest money...?

Yes....I think this is huge....huge...difference in attitude toward risks...I am not sure that....it is difficult to say in terms of countries something toward risks... Interestingly, attitude toward risk with design are different in different countries, because influential investment is heavily in developing and new modern society . That's not necessarily same for all companies investing in design.

Risk taking attitude can differ by organization in design project

Concerns of amount of financial expenditure can be related to the concerns : risk infers to be measurable ones

Samsung is good case as they heavily invest in design. They have seen good mark and result of that...I think British airway of our client invested heavily in design to see good returns on it...We....and that....same of that is very risky. But also, I think risk of no investment...Nonetheless... exactly far later. I think that type of work that we are doing in Automotive industry in Japan, it doesn't carry big risks because it's about to try to help them to figure out what to do next....So I think...only risk for them is actually that...you know...at expensive money we didn't find anything new. So ...you know ...we were in an interesting way that help them try to figure out different things to do in their future...you know...risk them is not doing something . That is far bigger...Actually the work we were doing at the moment there isn't a really risk any other than that. That project was really boring and then they don't find anything new about future. But the chance that the risk occurs that is big big...that big. But I think that the risk is greater when you have the project that is about derivative, rather than about strategy...so if we say working on the design of derivatives of aircraft of it...you know...the risk of there are a lot of and lots of financial impact...For every minute you have an airplane on ground in Heathrow you are planning in mind thousand and thousand pound, it's really expensive...And you don't give design right...the risk is that somebody's as exactly same stuff as somebody else's different situations. There is no attraction to customers. If you don't design in right way getting done on time, risk is that..you miss your deadline, you pay each huge penalty to air vessel to Boeing. and you...are in massive financial inflation. Even though you don't have air craft regular slot that they don't take off you then concern about your customers. So it's very different type of risks. Design needs to be able to deal with all those types of risks to make sure they don't happen...And design is now really broad subject.

Attitudes over risk taking

High risk taking can lead to higher achievement or an opportunity

Samsung vs. Japanese automotive company

Derivatives coming through design process always conceal risks & uncertainty

In deployment level the risks concealed is to be reflected in financial impact

Design as integrated and multidisciplinary disciplines to be extended

Design practice concerns all relevant risks and uncertainty for organization

20. It's almost coming to the end. Could you conclude or describe about significant differences between your clients, between nationalities ...specifically....in relation to importance of conceptual ideas, decision-making process, and importance of role of engineering and design...? how do those differ?

In terms of concept....in Japan our clients tend to enjoy ...narrative around design to tell the story about where it comes from...and prominence of idea. They would be looking for one single big conceptual idea that drives the product...and the language that explains of it... I think in Korea the tendency to look for very distinctive visual approach to design. Even if it is kind of crazy thing as long as different....I think this kind of design looks visually different...In China there is probably...it might be different example when I have worked in China for a few years. It changes so fast....But I think the tendency to look for variation on things feels secure that is improved by others. But they want something different. But I think that it is changing. I think that world is changing a lot. I don't think that...I definitely don't think that I will be true.

In early stage of design process, prominence can be differently shown by organizations

Japan : prominence ideas preferred

The idea should be explained

Korea : distinctive visual object

The visual looks more unique

China: variation of product lines first

In rapid growth rate, looking for variation in secure position – the more product line the better profits comes to

21. Do you think that such a degree of importance of conceptual idea is influencing decision making process as well as engineering? For example as you told me that designer should be agile and they should take long time to have certain idea for problem-solution. But conceptual idea ...actually...seems a bit intangible things for large clients, which is nothing to do with 'money' within that process. Probably manager level and top level...in their mind such process

a little bit seems to be neglected. it is a bit radical example....Have you thought about such situations before once you worked with your clients?

I mean...I think at the senior level...generally. They are less interested in concept itself, and more interested in multiplying their businesses. And...I think way that it need to be communicated is around actually...how 's going to change the world in future ...of their business. Not about concept itself... it is going to do in the level...Yeah...I think it is really important that design can actually demonstrate how it could...can impact on....

Silo thinking in large organization

The top level members are less interested in intangible and conceptual ideas

Business should multiplied

Design idea should be demonstrated – bringing rationales for ensuring

22. Have you ever felt about something differences between your clients about that kind of decision making? ...You told me about money issue... during the process have you ever felt about something such a concern from clients?

Yeah!! they won't spend money as little money as possible ...as much as possible from it. I think with lots of our experience...you know we try to guide that they spend money wisely. But I don't know about that kind of specific money on us. But I know just spending money on things that make it...we will try to design things in a way that delivered the highest impact at the lowest cost, and help them take advantage of the design. So they get big impact at lower cost...And I think that is about feeling way that you put something together on the way you do design feasibility. That can actually help produce that cost mainlyseems a bit about ...kind of engineering.

Silo thinking in large organization- feasibility and resource

Seniors concerned about resource to be spent – cost

Design process should concern about reducing cost : organizational process

Financial impact is prioritised at lower cost

Project feasibility (viability) is concerned along with cost to be spend

I think....our experience kind ofcovers ...actually...why you are going to do something to help you figure out the view...what future is this? That is wider question in business...Then moving into the world, what is it? What is going to be? And then helping them explore the world, and then helping them that about implication of different types of worlds. You take following one direction and do one thing in one business in positioning certain way.... you follow different part, and you get position in another way...And then during down how you are going to deliver it. And I think

that's why you kind of take advantage of designer's knowledge to construct things as best way as possible to deliver the biggest kind of quality impact and impression of best experience whether... consumer...and at the same time do in level of stripping down unnecessary cost for the company producing it.

Design should present future direction

Quality impact of product is constructed based on holistic approach to design

Designer's knowledge to be used for presenting quality thinking for creating best human experience

Designer considers about explicit organizational concerns- financial issues : cost vs. investment

23. Do you think that it is anything to do with manufacturing?

Yeah!!! It's lots of things to do with manufacturing. Recent example , two weeks ago I was in a meeting where was designing something in a specific way that they got better looking product that delivered better consumer experience...And stereotype of significant cost...and I think that the way that we approach to design of that ...see...we probably strip out more saving and service cost than entire fee. From that experience and that kind of knowledge you can actually go from...that kind of actually why should it be?, what is it? what is going to be next? How we are doing in a way that makes what we do as profitable as we can possibly be for our clients?

In manufacturing level, it is concerned with

Making better consumer experience is often neglected

Resource heavy concerns : how to save cost out of entire fee

Profitability is often prioritised in design project

24. Could you tell me about the differences in terms of manufacturing even between established European countries and East, in relation to their attitude to design? Do you think the difference that you told me - Europe(the rest of countries) taking time (for ideation): emphasizing how design goes on ; East(Japan, Korea) ; a bit demanding- is this something to do with their concerns, which is about manufacturing and production line in the end?

No, I don't think so. It's common sense to save money in a way that they spend it. Because you generally make something and same things in a number of different ways and have it being almost identical...But one of those ways costs five times as much as others...and if you haven't experienced, not think about things in right way, you spend your client's money in a very bad way. And that's the way designer can get about name. When a designer is acting like that. That

costing...that clients' money.... When you got good experience and good depth knowledge you can actually get right product and save lots of money, which increase margin...

Nature of company: Pursuit of financial benefit (marginal benefit) is common for organization

Design profession are reflected in practice: expertise is reflection of professional experience on organizational practice – e.g. resource and extents and depth of knowledge

And again, they see something that becomes you can create something more attractive to consumers. And... Therefore you are going to get more consumers. And those consumers are willing to pay more for those product you've got three advantages from that entire money. And then you can design it in a way they reduce cost producing or rolling it, which means your margins on any prices therefore are higher. And so design is kind of work valuable sense... It is kind of ranging of perceived value of it. And the point of which...price which is willing to be paid for it, and increasing the potential size of market, and then you've got potential ...maybe money more than there...On the other hand of scale potential to make of things you produce at cheaper, but look and feel be just as good. But on the other way, design can really have significant impact on the bottom line of profitability of our client companies. But it doesn't matter which countries that clients' ones from. It's about being smart with whether you use design.

Holistic design approach infers

Creating new human experience

Created human experience in devised artefact can be compensated by consumer's payment for the product

Initial cost in newly created human experience can be higher, but it can create scalable market followed by incremental demands of consumers

Cost is fallen down in scalable market