Uncovering the Hidden Meaning of Things: Why Design-Driven Innovation is Central in Technology-Intensive Organizations

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Worldwide Sales of Games Consoles

Source: http://www.vgchartz.com/

Agenda

- Design
- Innovation strategies
- Managing design driven innovation
Agenda

- Design
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- Managing design driven innovation
The Challenge of Artemide
Artemide Metamorfosi: The Human Light

Design

“The etymology of design goes back to the latin de + signare and means making something, distinguishing it by a sign, giving it significance, designating its relation to other things, owners, users or gods.

Based on this original meaning, one could say:

*design is making sense (of things).”*

— Klaus Krippendorff, *Design Issues*, 1989
Design

- Function (Technology)
- User (Needs)
- Senses (Language)

Performance

Meanings

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SUMMIT 2008

Agenda
- Design
- Innovation strategies
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Innovation Strategy

- FUNCTION (technology)
- Incremental Improvement
- Radical Improvement

Adaptation to the evolution of socio-cultural models
Generation of new meanings

MEANINGS (languages)

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Innovation Strategy

FUNCTION (technology)

Incremental Improvement

Radical Improvement

Adaptation to the evolution of socio-cultural models

Generation of new meanings

MEANINGS (languages)

Alessi: Family Follows Fiction

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Understanding User Needs

Innovation Strategies

PERFORMANCE (technology)

Radical Improvement

Incremental Improvement

Adaptation to the evolution of socio-cultural models

Generation of new meanings

MEANINGS (languages)
Innovation Strategies

Adaptation to the evolution of socio-cultural models
Generation of new meanings

MEANINGS (languages)

PERFORMANCE (technology)

Incremental Improvement
Radical Improvement

USER CENTRED

TECHNOLOGY PUSH

DESIGN DRIVEN

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Innovation Strategies

- Radical Improvement
- Incremental Improvement

MEANINGS
(languages)

Adaptation to the evolution of socio-cultural models

GENERATION OF NEW MEANINGS

PERFORMANCE
(technology)

- Generation of new meanings
- User Centred

PERFORMANCE

- MPMan 1997
- Creative Nomad, Jukebox 2001
- Sony DiscMan 1999

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Understanding User Needs

User centered

- Firm
- Users
- Socio-cultural context

Now

Design driven

- Firm
- Users
- Socio-cultural context

Future

The Interpreters and the Design Discourse

- Cultural Production
- Technology

Cultural organizations
Sociologists
Anthropologists
Marketers

Artists
Education and research

Technology Suppliers

Pioneering Projects
RMs in other industries
Designers

Media
People
Retail and delivery

Firm
The Process

THINK

LISTEN

Development

New Products

New Languages and Meanings

User

Interpreter

Interpreter

Interpreter

Interpreter

Interpreter

Interpreter

Interpreter

Knowledge Base

Cutter Consortium
Forward Looking Researchers: Memphis

“I’m always offended when they say that I play when I do Memphis work; actually I’m very serious.

I’m never more serious than when I do Memphis work. It’s when I design machines for Olivetti that I play.”

— Ettore Sottsass
Firms as Interpreters

Flat TV with Ambilight, 2004

PHILIPS

Technology Suppliers as Interpreters

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Attracting Interpreters

The Crucial Role of Technologies
Design and Technological Research

Technology Research

Concept design

Product Development

Design and socio-cultural research

Artemide Metamorfosi

Research on light control and filtering

Technology Kit

The Human Light

Light Fields

Discussion group on Socio-cultural models

Development of several products
Alessi Kettle Model 9093

1. “Listen” Alessi’s immersion

2. Research: “Tea and Coffee Piazza”

3. “Talk” to the community
   - Books
   - Exhibitions
   - Limited series

4. Product Development for the Kettle Model 9093

Global Design Discourse (architects overseas)

New Vision and Language

The Process

THINK

LISTEN

Knowledge Base

New Languages and Meanings

Development

New Products

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Cutter Consortium
Cultural Prototypes

Talk

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Conclusions

- Every product has a meaning

Innovation does not necessarily imply getting closer to users
Conclusions

- Every product has a meaning. Companies that do not realize this, simply do not manage it nor innovate it.
- Design does not necessarily imply getting closer to users.
- A collaborative research process.
- Where technology matters.
**Tools**

- **LISTEN (immersion)**
- **THINK (research)**
- **TALK (cultural products)**

- **LANGUAGE MINING**
- **SEMINAR SERIES**
- **KNOWLEDGE REPOSITORY PROCESS**
- **DESIGN DIRECTION WORKSHOP**

**Forthcoming:**

*Design Driven Innovation*
Roberto Verganti
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