



SUMMIT 2008

Meeting of the Minds

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

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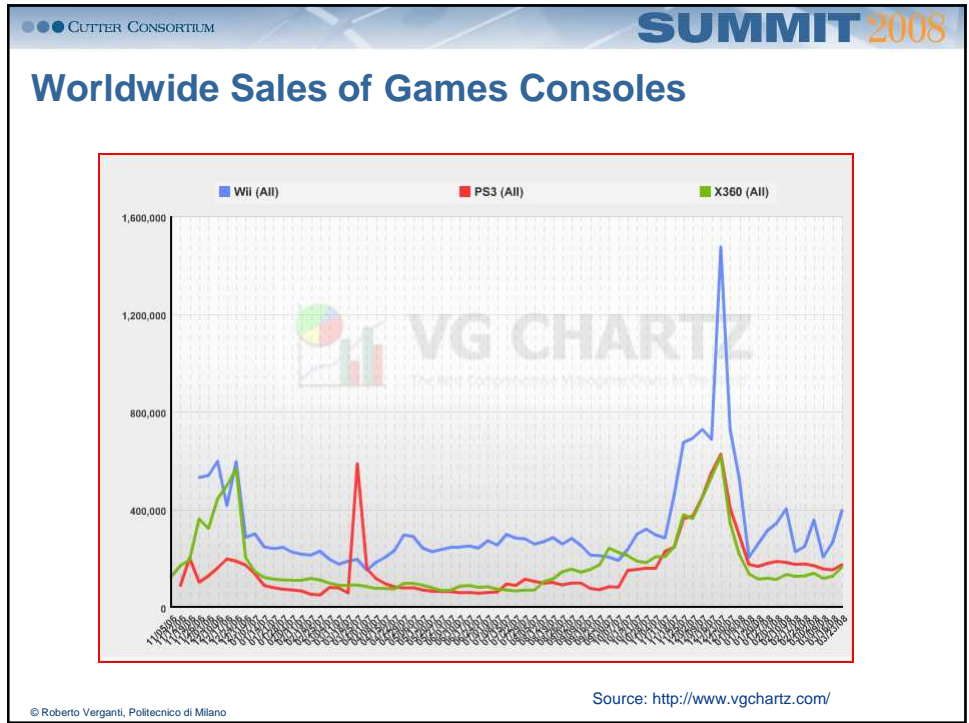


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- ### Agenda
- Design
 - Innovation strategies
 - Managing design driven innovation
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Agenda

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Design

FUNCTION (TECHNOLOGY)

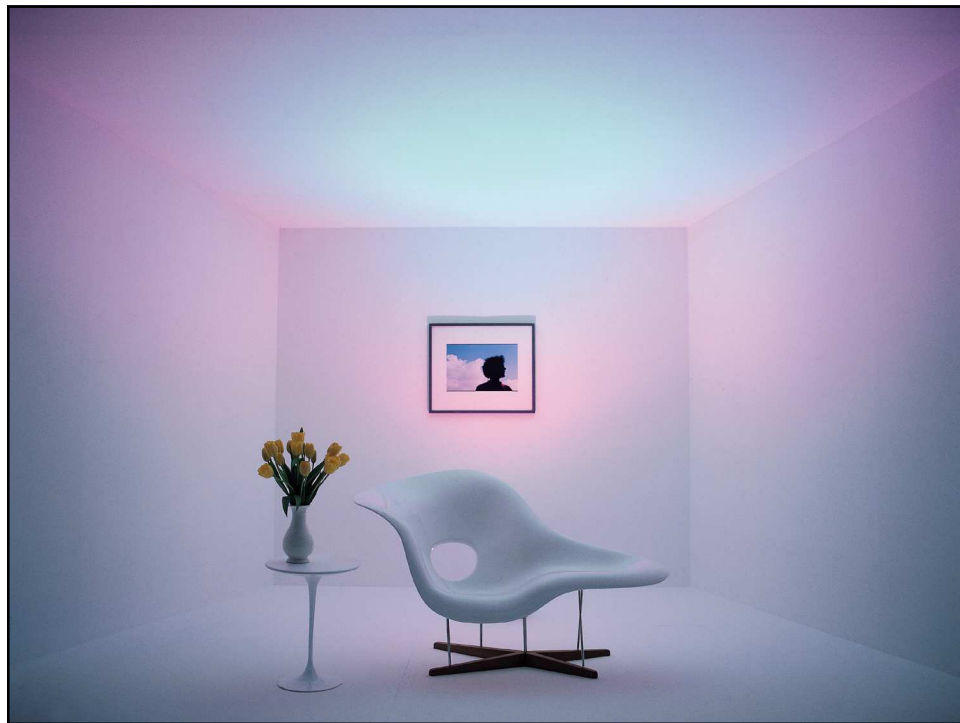
FORM (AESTHETIC)

USER (NEEDS)

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The Challenge of Artemide



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Artemide Metamorfosi: The Human Light

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Design

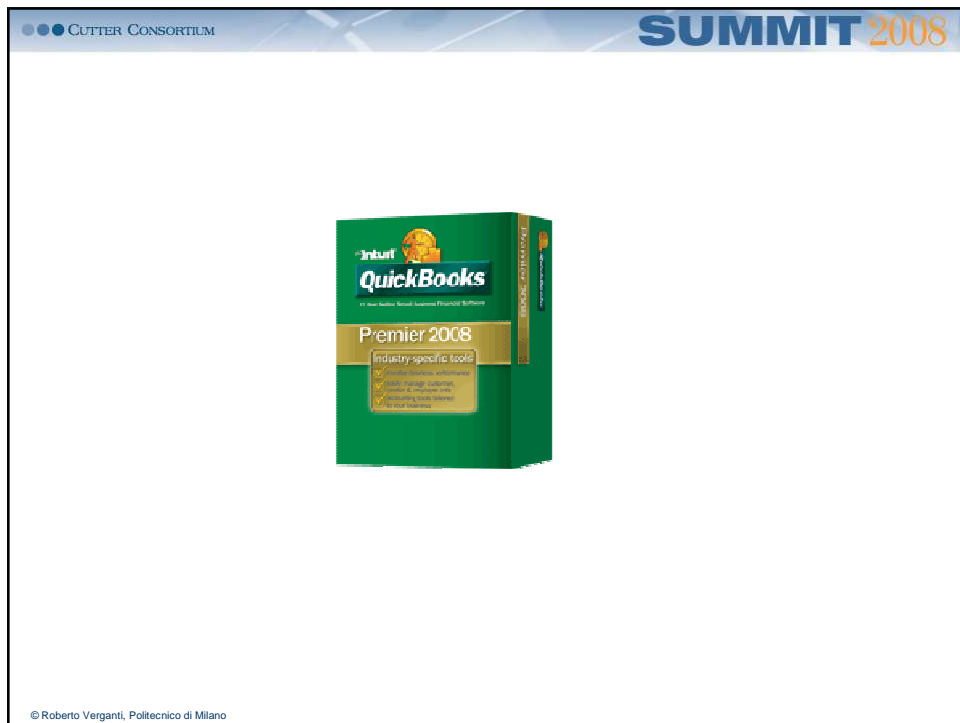
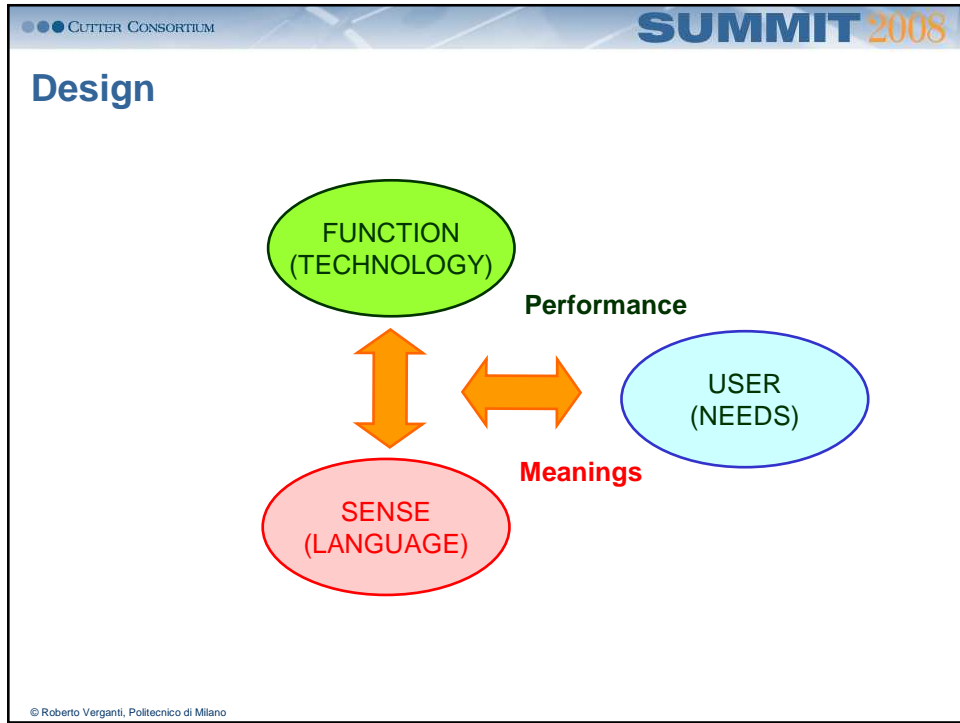
“The etymology of design goes back to the latin *de + signare* and means making something, distinguishing it by a sign, giving it significance, designating its relation to other things, owners, users or gods.

Based on this original meaning, one could say:

design is making sense (of things).”

— Klaus Krippendorff, *Design Issues*, 1989

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Innovation Strategy

Radical Improvement

Incremental Improvement

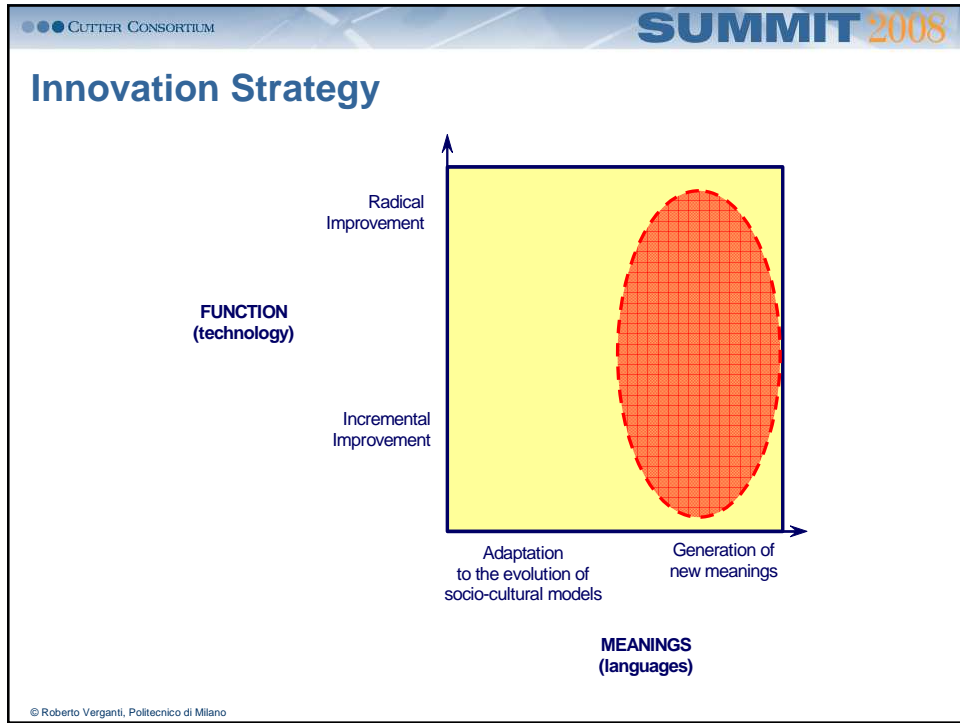
FUNCTION (technology)

Adaptation to the evolution of socio-cultural models

Generation of new meanings

MEANINGS (languages)

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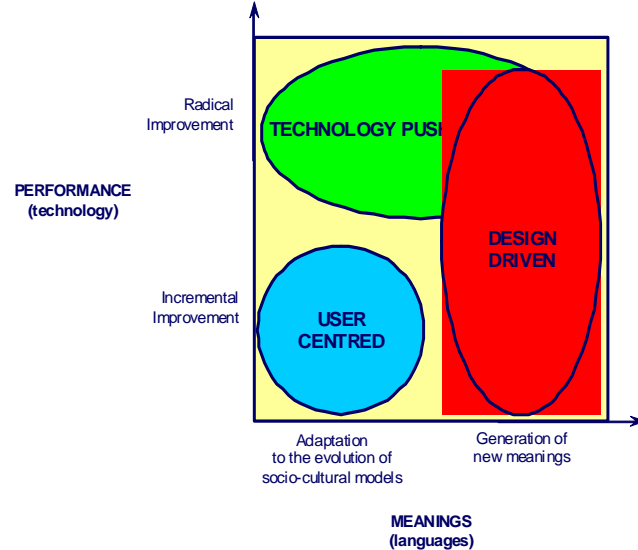
Understanding User Needs



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Innovation Strategies



PERFORMANCE (technology)

Radical Improvement

Incremental Improvement

MEANINGS (languages)

Adaptation to the evolution of socio-cultural models

Generation of new meanings

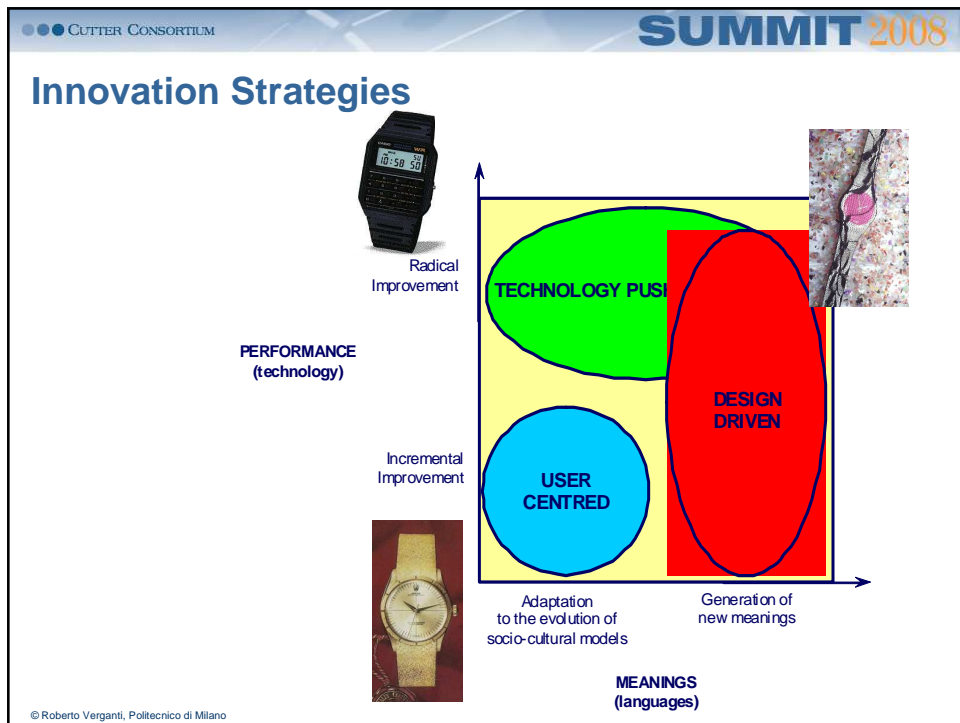
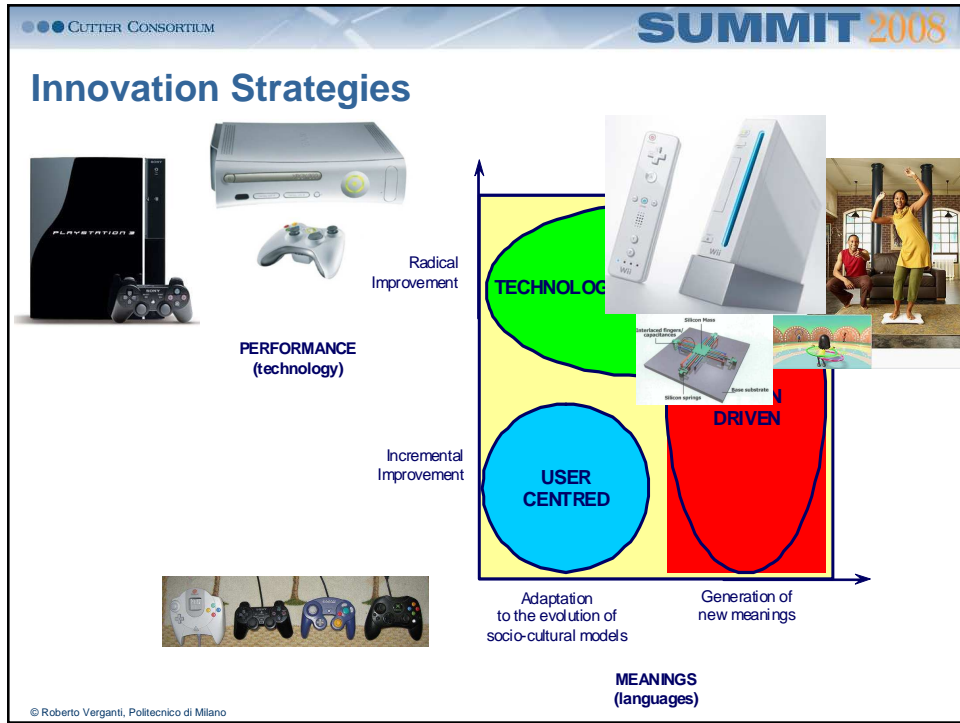
TECHNOLOGY PUSH

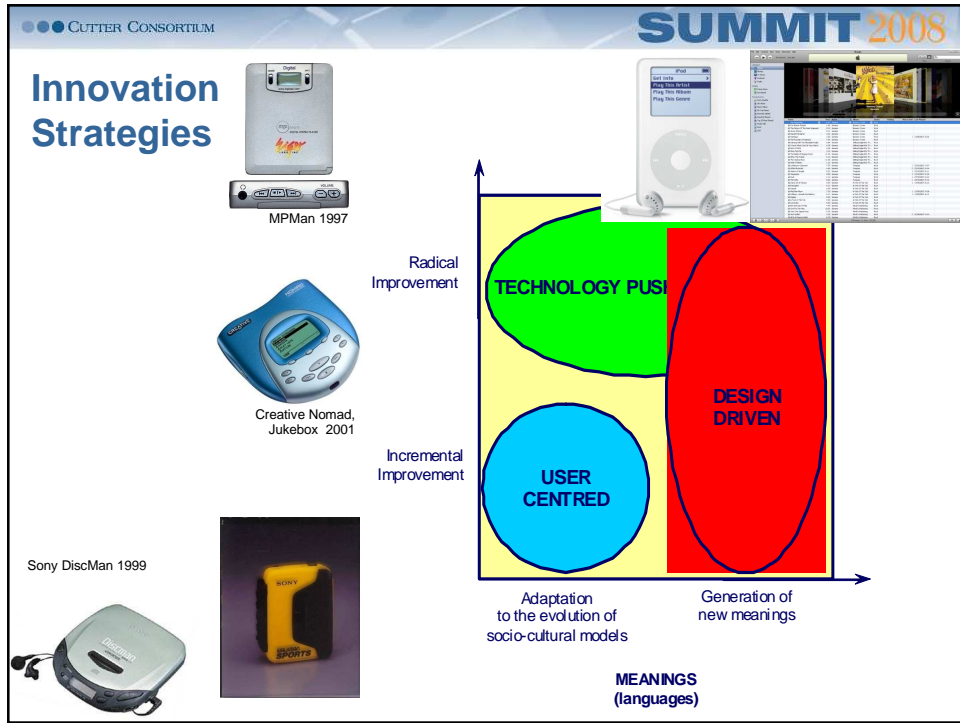
DESIGN DRIVEN

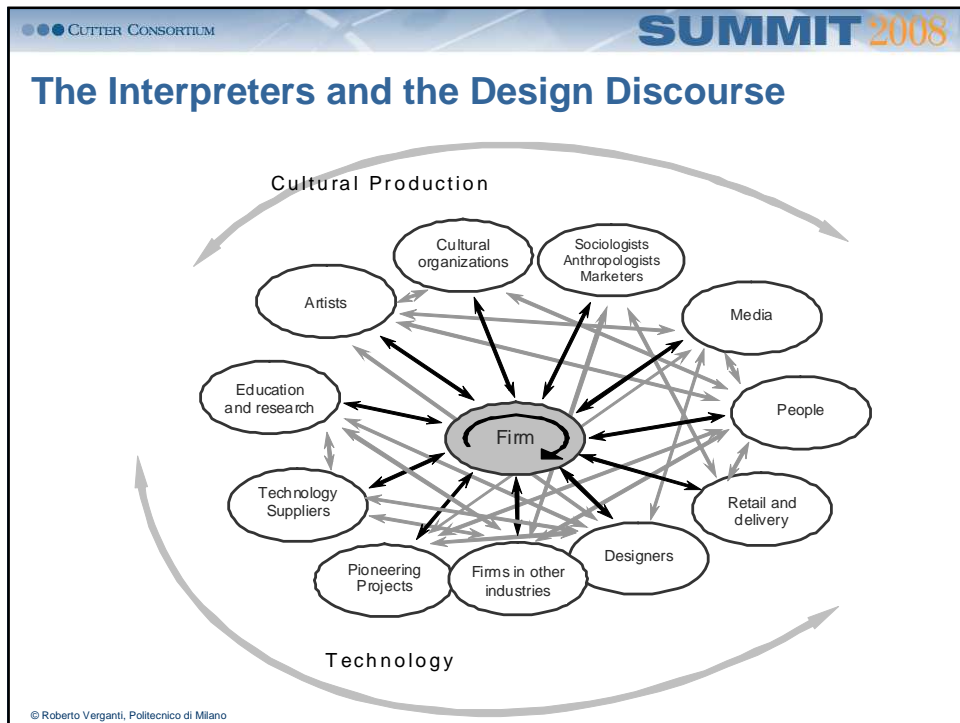
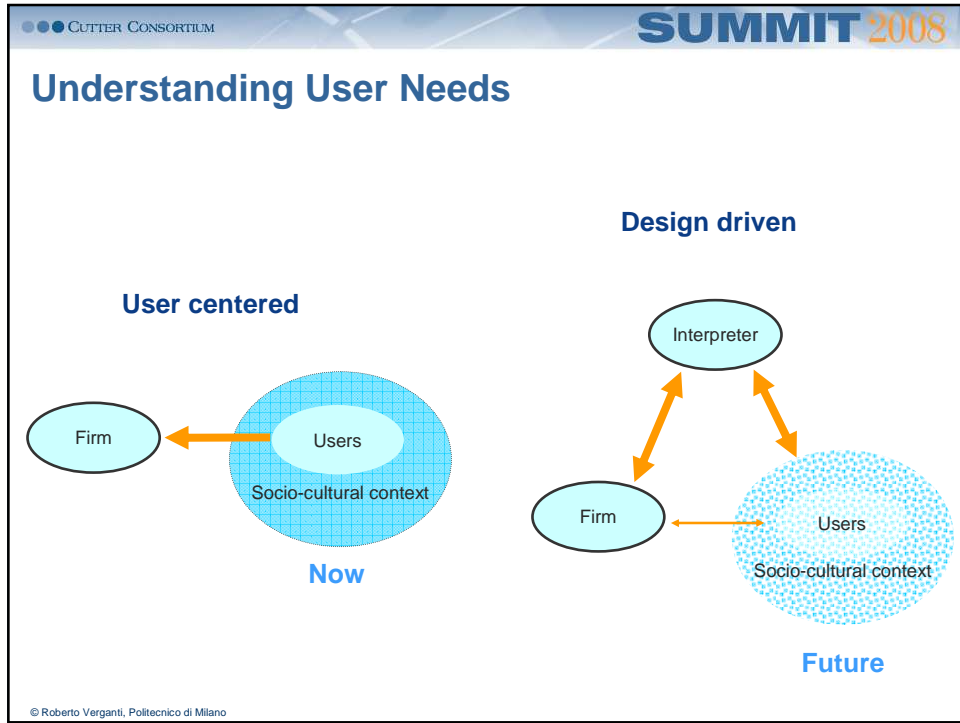
USER CENTRED

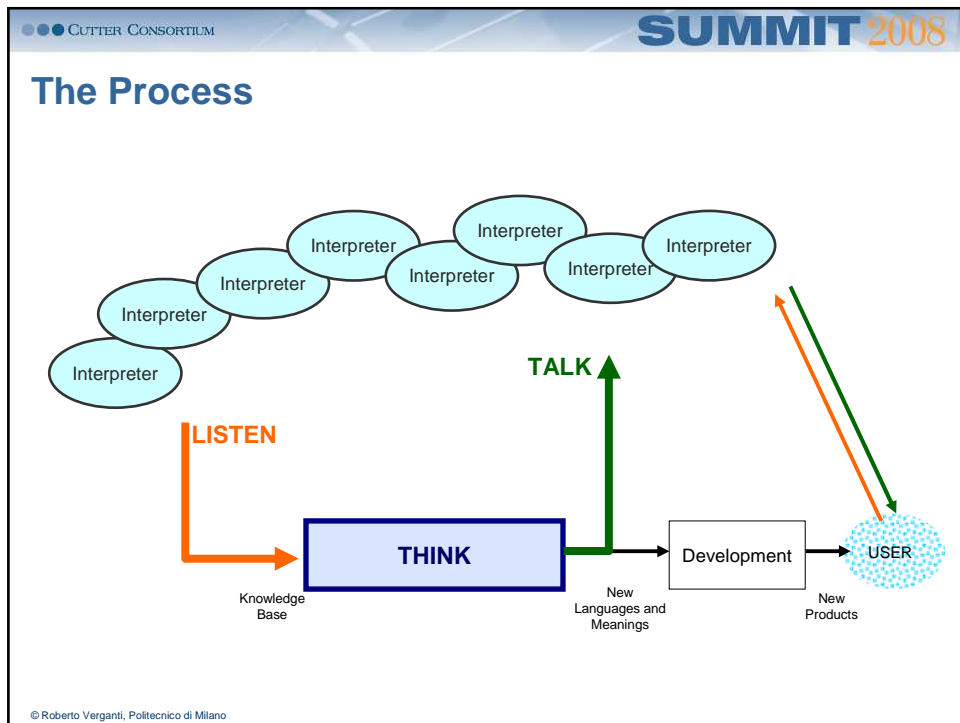
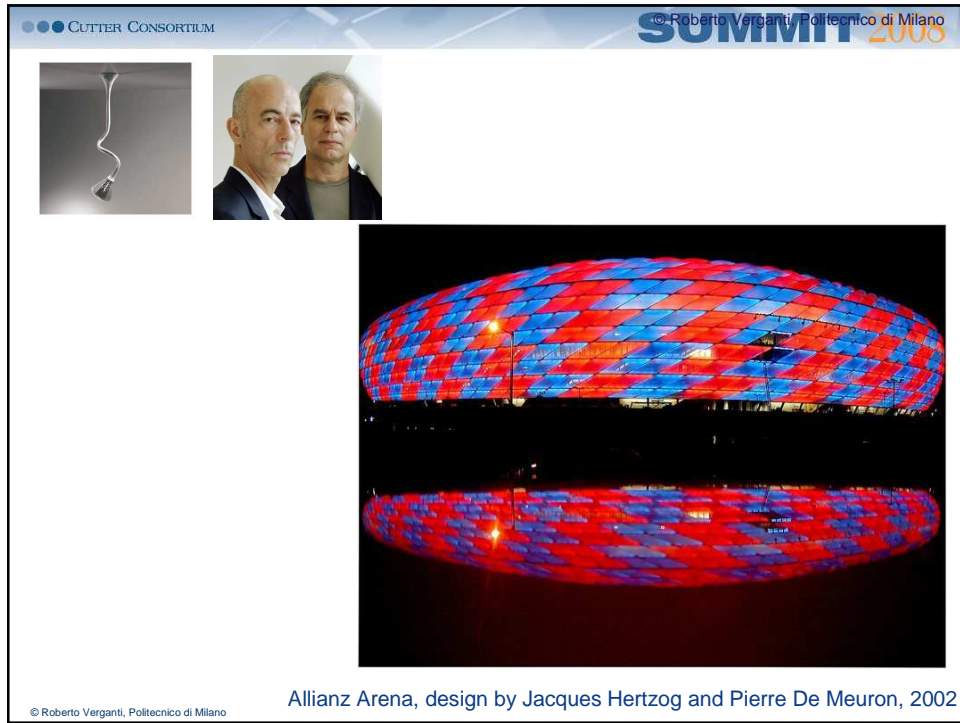
DESIGN DRIVEN

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Tizio, Artemide, 1972
Design by Richard Sapper



Halley, Lucesco, 2005
Design by Richard Sapper

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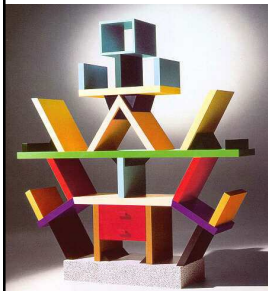
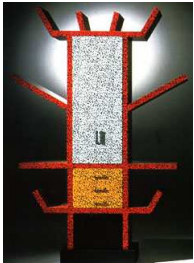

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Forward Looking Researchers: Memphis

“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

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Firms as Interpreters

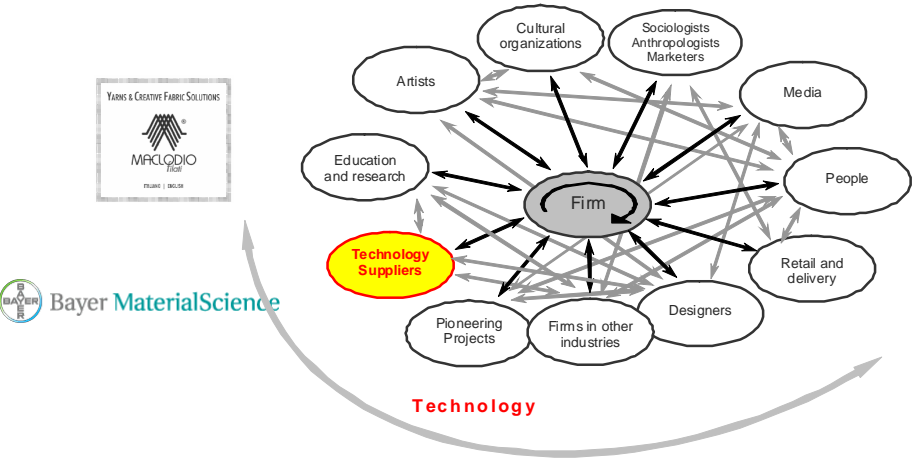


PHILIPS Flat TV with Ambilight, 2004

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Technology Suppliers as Interpreters



Yarns & Creative Fabric Solutions
MACQUDDIO
FIBRE | DESIGN


Bayer MaterialScience

Technology

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Attracting Interpreters




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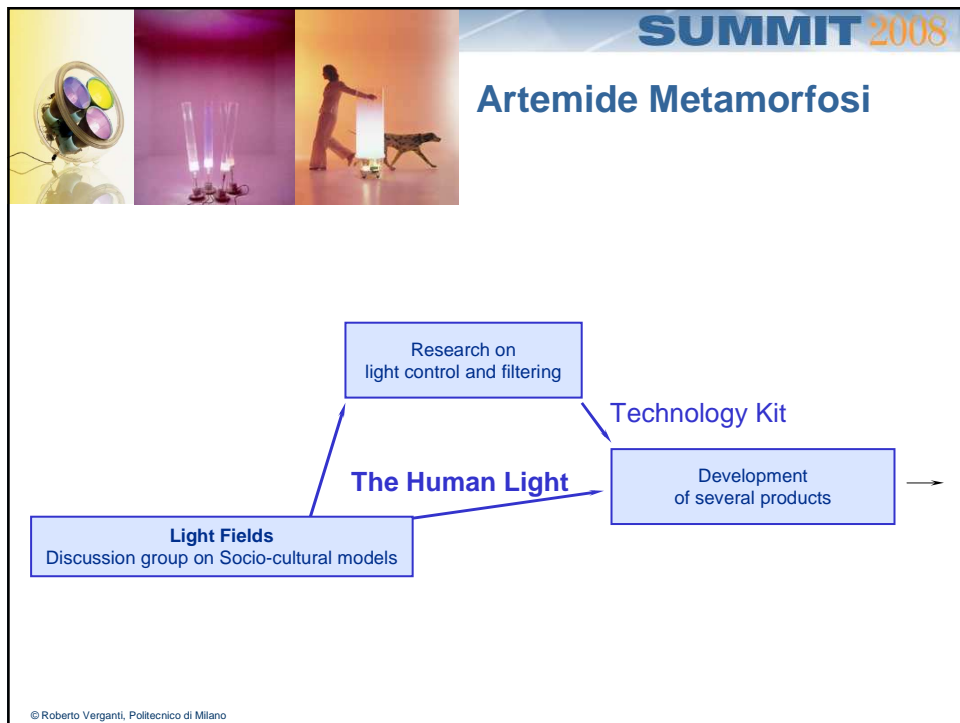
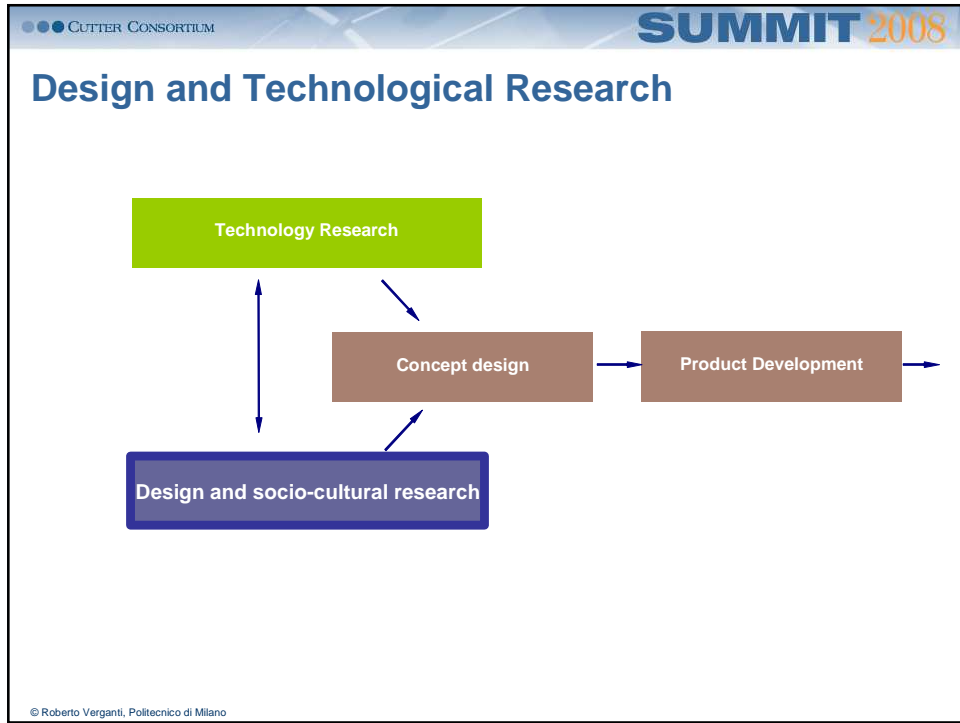
The Crucial Role of Technologies

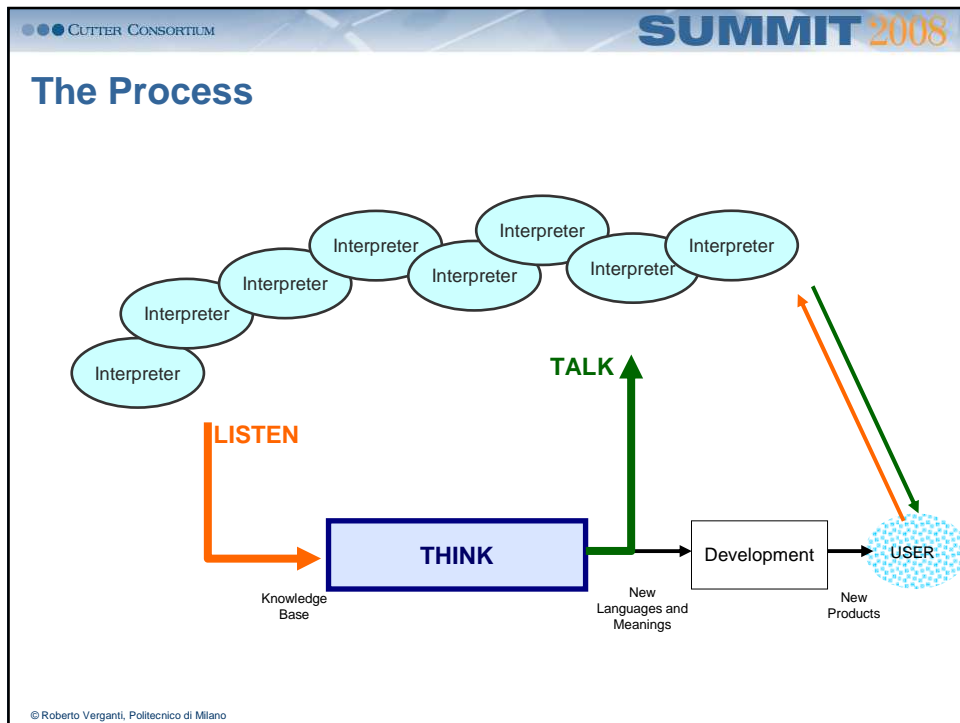
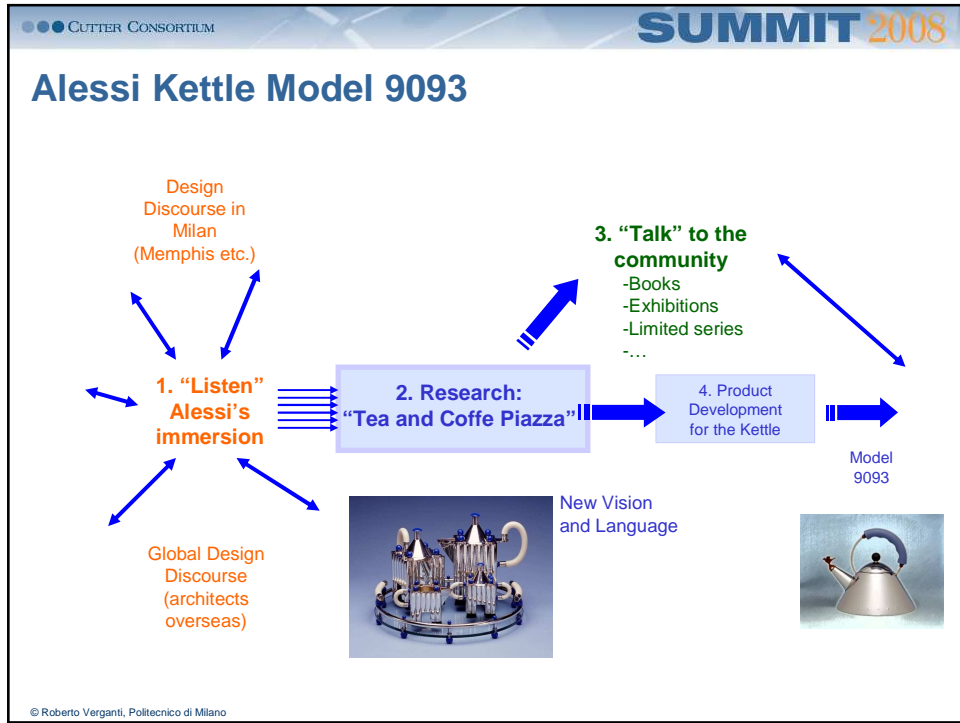


La Marie, Kartell, design Philippe Starck

Bookworm, Kartell, design Ron Arad







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Cultural Prototypes

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Talk

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Conclusions

- Every product has a meaning

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Conclusions

- Every product has a meaning
- Innovation does not necessarily imply getting closer to users

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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

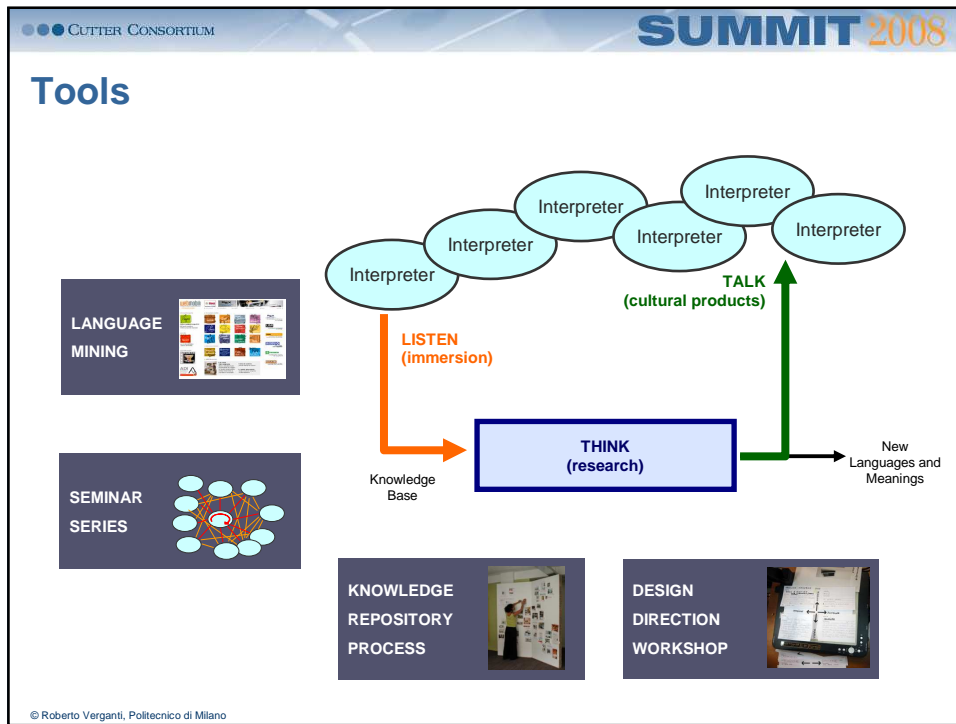
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Conclusions

- 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

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Forthcoming:

Design Driven Innovation
Roberto Verganti
Harvard Business School Press, 2009
www.verganti.it

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