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In the world of Design, Service Design has emerged as a dynamic new practice in the past 10+ years. Have the panelists had the opportunity to include service designers on their multi-disciplinary teams and what value have they added?

For several years now I've found Service Designers form a core part of the team, usually during the bid process or product launch (depending on the nature of the business). They add massive value (depending upon quality of course) in my opinion with the key change being that how we deliver a service operationally is a consideration right at the start of the process. I'm sure we all have countless stories pre-Service Design of a product being launched or bid being won and it being given to Ops a few days before launch only to discover it'll take us 3 months to stand it up and cost twice as much!

What is the most critical enabler of these three themes (openness to change, closeness to customers, recognition of the digital imperative) besides covid 19?

I believe the best enablers are external drivers. If you don't control that external driver (a competitor for example) you obviously can't remove it – it's there, a reality and you either change and overcome it or fall victim to it. Also it tends to be more visible and therefore easier to build the case for change. For example a slowly declining profit margin (internal driver) is hard for the front line to visualise and understand. But a new competitor aggressively winning your customer base (external driver) is something the front line will see and experience every day.

What is your view in the ecosystem and partnership with competitors?

This is probably very dependent on the market. But for IT and Telco the relationships have become very intertwined with competitors often being customers and suppliers at the same time. I guess this is increasingly likely as services digitise there'll be increasing "layering" of services. Customers don't really want to have to deal with multiple vendors – one for each "layer" so would rather contract with one provider who buys in and manages the other layers for the customer. This is fine. But it's key that if you're the service provider, you've built a slick model for managing the other layers – operationally and commercially.

Great presentation. Who should lead/govern the ecosystem?

Generally speaking, we believe it is most sensible for OEM's to lead the ecosystem as the wholistic product-service offering needs to originate there and ultimately, we believe this enables the circular economy benefits of advanced services. Also, the product-service should be branded under the marque name which is almost always the OEM.

Is there a conflict between the financer and the end-customer that wants to reduce all the risks involved in outcome based services?

I would say there is a natural tension, especially for OEM's who are just embarking on the advanced services journey and still see the world through a linear economy lens. Once the lifetime risks and total rewards become more clear, then the parties can reasonably sort out who is best suited to take on the various risks and how to value them.