

## Larry Blue

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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 panellists had the opportunity to include service designers on their multi-disciplinary teams and what value have they added?**

At Bell and Howell, we do provide Design for Serviceability suggestions to our OEM customers. It's usually after the product has been released to the field, but there have been some situations where they have used our suggestions to improve the product access and safety in subsequent releases.

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

Necessity is the mother of invention – this current pandemic is just one “enabler” of many that would drive the three themes. Disruptive technology, rapidly declining revenues/profits, mergers, etc all present reasons to embrace the three themes. In our case, our legacy business was failing and we had an imperative to change and to embrace a digital transformation, or declare bankruptcy.

**Interesting points on data and analysis of client data...how do you manage that process with the client, and who pays for that functionality and retrieval ?**

We prefer to use the term “machine data” rather than the broader “customer data” term as customer data could imply confidential or PI Information. We're able to show the client the advantages to their operation of having access to the machine data with faster repair times (our techs know what the problem is before they even show up on site, and they have the right part) and the ability to do remote repair which we charge a flat annual fee for. Both advantages give the customer a measurable improvement in up time.