

Session 3: EPIC Barcelona

Corporate Perspective

- **Real vs. Ideal**
- **Decision Informers & Organizational Change Agents**
- **Rigor vs. Flexibility**
- **Interpretation vs. Co-creation**

Real vs. Ideal

- Connected with the maturity of the company
- How integrated Ethnography is within the company
- How are we perceived? As deliverables of insight and inspiration, changers of mindsets, storytellers.

- Need capability to make abstract concrete - to translate and make things actionable
- Recognition, collaboration needed
- Need to stop the war of fractions
- Need to work together

Rigor vs. Flexibility

- You want to keep a flexible approach.
- You want standard methods in a portfolio
- Question: who is going to define standards?
- You can't have everything: you need either rigor or flexibility, so pick what goes where.
- Standardize communication
- Be flexible with methods, rigorous with how you apply them
- What should drive us is the research question itself
- Standards don't necessarily lead to action-ability
- What can be actionable?

- We want to stay flexible
- Need to adapt the context and do a what, who, why, evaluation
- Constraints exist in the 'why' space
- What can add value to?

Decision Informers vs. Organizational Change Agents

- When you are going to study an organization its not just the job, you must also do a total ethnographic study of the organization you work with to know what is going on.
- You MUST find the decision maker(s) - not necessarily the guy at the top.
- How do you find these things out? Wine and Dine!
- You need to know how they organization functions.
- Need to find and use gatekeepers to help break the fixed agenda of the company.
- How can we approach this? Designing workshops and work with management.
- Does the leader have time? If not, it can be useful to get those lower down to help facilitate change.
- Main point: Know and embrace the client and your ability to change.

- As an outsider you are able to affect change because you are not in the middle of things.
- When you have an idea you have to be careful of the "Chinese whispers" - your ideas can change by the time they get implemented.

Interpretation vs. Co-Creation

- We need a combination of both interpretation and co-creation!
- There will be some difficulties doing depending on time and budget
- We facilitate, analyze and contextualize
- We always analyze and present

- We must start with co-creation!
- Formulate with the client
- Don't sanitize
- Discuss findings at an early stage
- What we uncover should be formulated as an opportunity