CRISP has been provocative, inspiring, and innovative. Above all, CRISP has created the ties that bind. It has successfully and creatively brought together the worlds of research, government, and industry and has focused on these worlds’ combined expertise and ambition with regards to tackling a wide range of social problems. As Minister of Education, Culture and Science, I applaud their combined efforts and cannot help but feel proud!

I am really impressed by the fantastic results achieved by the partnership of knowledge institutions and industry. The programme has provided us with new scientific insights into product service systems, as well as giving rise to a number of surprising prototypes. Based on these insights and prototypes, the project teams have also developed several products that are now ripe for commercial success. CRISP has contributed enormously to the entire scientific process, from fundamental research to products that will enrich the world, for which I am truly grateful.

A prime example of a fundamental scientific insight is one that originated in a partnership between psychiatrists, designers, and Philips. These partners showed us that specific combinations of colours and light intensities exercise a calming influence on people—knowledge that will be indispensable to caregivers, psychiatric institutions, and employers. The Active Case Towertafel (‘magic table’) is another inspiring example of a valuable product that originated within a CRISP project. People suffering from dementia can use the Towertafel to play intuitive games that encourage them to remain and enjoy being physically and socially active. This innovative project was also built on a foundation of interaction between neuroscientists, health care professionals, and game developers.

These examples and the success of CRISP underline the fact that the 2023 Vision for Science that I presented together with State Secretary Sandor Dekker in November 2014 will be a crucial step in our development as a nation. It will help us move towards science that attracts talent from every corner of the world and—once again—transforms our country into a global player. Ultimately, it will make our country better, smarter, and more sustainable.

I would encourage everyone involved in the CRISP network to maintain and strengthen the ties that bind far into the future, so that programmes like CRISP continue to blossom in the years to come.

In doing so, we, as government, research institutes, industry, and society, can continue to work together to further enrich our country.

JET BUSSEMAKER

*Minister of Education, Culture and Science
UNDER THE SURFACE

CRISP’S HIDDEN THEMES

Jeroen van Erp & Kees Dorst
On behalf of the Executive Board and the International Scientific Board

As we dived under the surface, we discovered four intriguing common themes and took the opportunity to dive even deeper. When CRISP started, the word relationships didn’t seem to be relevant. However, after four years, it became clear that across the eight projects, a PSS is all about maintaining a relationship between the user/consumer and the provider. When we defined designing relationships as a theme, it felt like we had hit a research goldmine.

We all recognised the problem of multi-ownership in PSSs. They are networked. Gradually, it became clear that the system only works well when every player in the system reads the same score. Orchestration is the term that emerged from our discussions and this became the second of our four themes.

We noticed that the current complexity was an important factor in determining how PSS design works. Trying to overcome complexity through forced attempts to simplify things, for instance, led to frustration. The only way forward is to acknowledge and accept the intriguing dynamics of PSSs. This led to the theme of embracing complexity.

Initially, we thought that strategy and values in all their aspects were the sole domain of the C&G project; the acronym stands for Competitive Advantage through Strategic Theory. That proved not to be the case. Further projects insights also emerged that contributed to this field. Strategic value is the fourth of our broad themes and is part and parcel of all CRISP projects.

FOUR LINES TO CONCLUDE OUR STORY

DESIGNING RELATIONSHIPS

ORCHESTRATION

With the violet line, you enable the process to take place.

EMBRACING COMPLEXITY

The pink line depicts the complex context of PSS design.

STRATEGIC VALUE

The orange line shows the key capabilities designers should master to take on PSS design.