

FROM DESIGN FOR EUROPE TO EUROPE BY DESIGN

Nine Key Learnings

DESIGN
FOR
EUROPE



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Introduction

Many countries, cities and regions are searching for advice and guidance on how to take advantage of design-led innovation. Using the combined experience and wealth of expertise of Design for Europe, we have created this guide to help readers on that journey. It acts as an overarching narrative to support some of the more detailed and dynamic content and tools on Design for Europe's online platform.

In particular, this guide starts at the very top and looks at the critical challenges faced in getting started. Summarised from a set of common questions, these key learnings represent our accumulated insights, observations and reflections from exploring these issues with a range of partners through the Design for Europe programme. Our engagements over the past three years, supported by the European Commission, have inspired us to articulate a set of common themes and principles we would like to share with the growing community of design-led innovation leaders.

These principles are intended to act as prompts to support better exploration and exploitation of our collective know-how. There is no one-size-fits-all approach. By their very nature, every scenario is different; each country or region has its own context, culture and cultural standards. Furthermore, design processes and principles can be initiated by many different people and from within a wide range of different types of organisations within the design and innovation ecosystem. The aim of this collection of key insights is to offer learning around the common themes we have identified and, we hope, enable a few short-cuts. Consider them a consolidation of our *lessons learned* and some critical advice to help you reach your goals sooner.



Who can benefit from these insights?

These key insights are intended to support a wide range of actors in the design innovation ecosystem, from industry membership organisations, governmental institutions and design centres to design research organisations and universities. In other words, these insights and lessons learned are intended for people and organisations that want to take a leading role in pushing design-driven innovation in their country, city or region. It targets the enlightened group of leaders who are seeking new opportunities to initiate design-led innovation practice in their sector and influence more radical change.

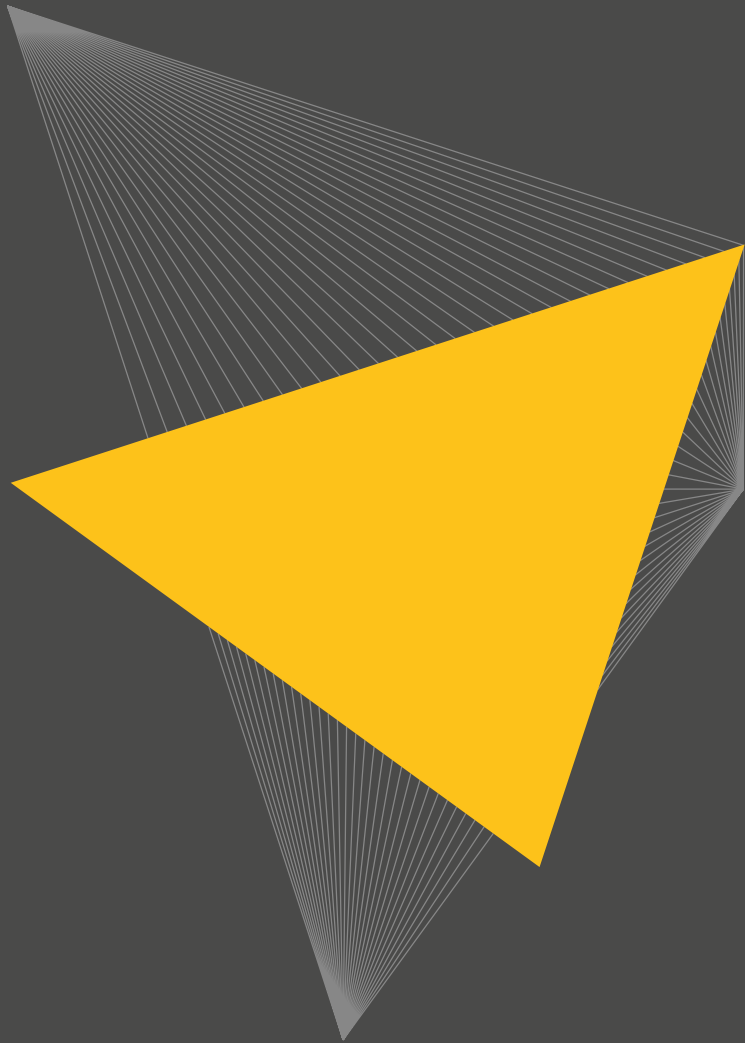
How should you use them?

We have identified nine core principles. They are not interdependent or presented in any particular order. In other words, they aren't positioned as steps in a process you need to follow one by one – they are there to dip into as and when you see fit. They have been written to inspire further thoughts and activities, and to provide greater context, each principle is supported by a description that reflects our observations throughout the programme. We have also included a set of questions you may wish to consider before embarking on particular aspects and offer suggestions on how to overcome some of the challenges we have identified along with relevant links to case studies, tools and articles.

What next?

The drive to build stronger, more design-led countries in Europe will continue and the collective knowledge developed within the Design for Europe programme will remain open for sharing on the online platform. Our shared commitment to the agenda and the European Commission's ambition to build capacity will ensure that our understanding of these issues will evolve. We therefore welcome your engagement in this content on a practical level and encourage you to build on the insights in your own work.

We welcome you to explore the relevant sections for more specific support in Public Sector Innovation, Design Policy and Design for Enterprises.



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#1 Connecting to a national strategy

Make sure that design helps to achieve the national goals

Design drives innovation. Design creates value and promotes business growth. These are oft-repeated statements that are backed up by data. In many cases, however, that is not enough to encourage investments into design-driven innovation programmes. Design pioneers must have a broad perspective on how to present design and designers as a transformative factor and a key to a better and more prosperous future.

One way to achieve this may be to link design initiatives up with overriding national or regional strategies and challenges, whether these are related to local infrastructure, tourism, wind power, urbanisation, scaling companies, innovation or other important agendas. This involves defining relevant issues, developing targeted initiatives and engaging a larger ecosystem with the common goal of promoting this overall agenda. The approach may be either top-down or bottom-up, depending on the nature and make-up of the network.



Advice

- Ensure the relevance of your initiative by connecting to national strategies.
- Be innovative and use design methods to identify where design can show large-scale change as a basis for engaging in a conversation with new partners.
- Define the openings that allow you to show what design can do, and subsequently showcase what you have achieved.
- Integrate with your ecosystem.

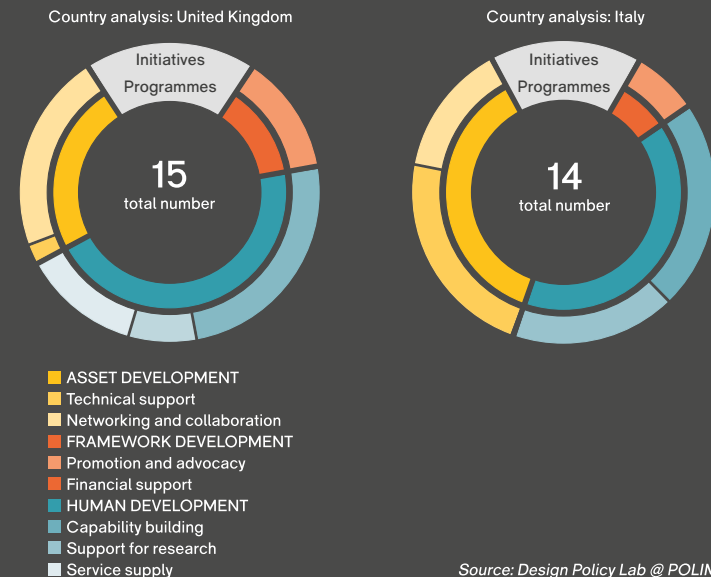


Considerations

- What are the regional and national goals and visions for business growth or solving societal challenges in general?
- What are the most important political investments, strategies and actions?
- What agendas are the most important for business, growth, innovation and development?
- Can you address a specific problem, such as unemployment, to demonstrate the power of design-driven innovation?
- What would be the right design actions or programmes to support overall goals and strategies?

CREATE A COUNTRY ANALYSIS ABOUT HOW DESIGN IS BEING SUPPORTED

Understanding the support given to design, means to look for national policy actions as well as smaller/regional programmes and initiatives. This type of analysis can be used to create wider understanding about the value of design, and to advocate for the best type of support to help a specific ecosystem grow by design.



Source: Design Policy Lab @ POLIMI



Case

CONNECTING TO THE NATIONAL AGENDA FOR INNOVATION AND CREATIVE INDUSTRIES

Efficient public services and a strengthened competitive advantage in business were already on the political agenda in Luxembourg. With existing data documenting the benefits of design, it was obvious that design should be incorporated into the political agenda.

One specific design initiative is the 'Creative Industry Cluster' at Luxinnovation (National Agency for Innovation and Research). The cluster has received €750,000 and is going to partner up with local chambers of commerce and others.

Source: Making Design Fit for Innovation



Links

- EU Design Policy Beacon
<http://www.designpolicy.eu/design-policy-beacon/>



Luxembourg might not yet be world-famous for its designers and creative industries, but the field is steadily growing, and increasingly, initiatives are emerging that will allow us to catch up with other countries. Using a human-centred, design-based approach is often an excellent way to build bridges between public organisations and the users.

—
Francine Closerer, Secretary of State of the Economy,
Luxembourg

#2 Visions and capacity

Who is committed and what can be achieved?

In many cases, our observation is that there is a mismatch between what we want to achieve – our vision – and the capacity in the organisation(s) seeking to move things forward.

To achieve real progress it is necessary to determine whether the people and organisations involved are capable of accomplishing the vision. To strike the right balance, dreams should be big but also realistic. It will often be helpful to start small and move the process forward incrementally. A successful effort requires engaging the 'right people' and building on existing achievements and initiatives.

Mapping what already exists and identifying who else is working towards the same goal will get the effort off to a good start.



Advice

- Keep your eye on the goal – and keep it realistic.
- Make sure you have the right representation of people from the design innovation ecosystem.
- Connect the dots and build on existing initiatives.

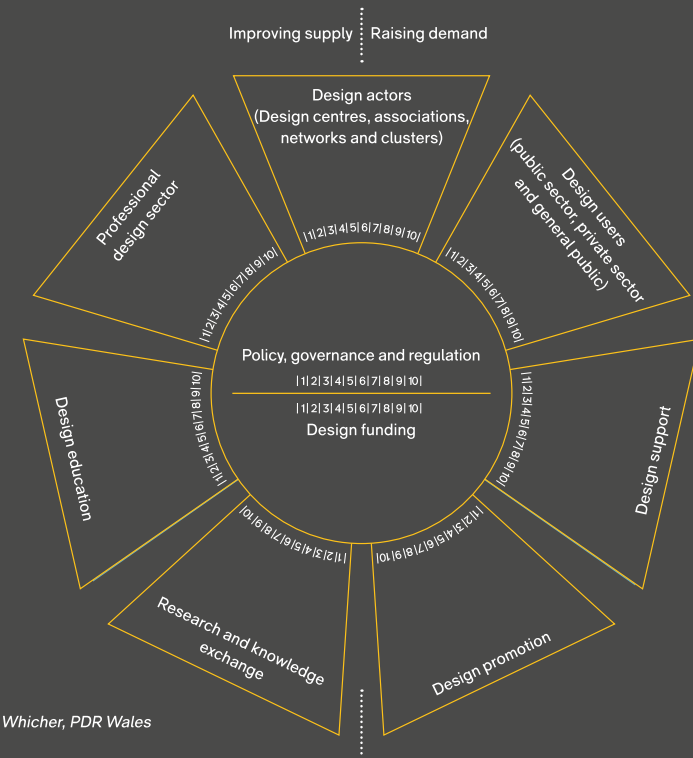


Considerations

- What would you like to see happen – what is your dream?
- Who is already committed?
- What can be achieved based on the current commitment and initiatives?
- Who do you need to engage with to accomplish the bigger vision?
- How can you attract the right competencies and partners? What would motivate and inspire them?

DESIGN ECOSYSTEM DIAGNOSTIC TOOL

This tool can help you and your fellow stakeholders in the design innovation ecosystem to map your current situation and identify strengths and potentials.



Source: Dr. Anna Whicher, PDR Wales



Case

BALANCING A VISION FOR DESIGN WITH NATIONAL CAPACITY

In Lithuania, the ambitions are high but also realistic.

A group of committed pioneers approached the Ministry of Economy in June 2016, and in response to their proposal, the Ministry engaged in a broad initiative that involved collecting data on the design sector in cooperation with the National Statistics Department, organising a series of design and business events in cooperation with the Lithuanian Design Forum and launching the DESIGN LT programme to enable small companies to access up to €10,000 to facilitate the introduction of design.

Source: Developing a Design Action Plan for Lithuania



Links

- The DIN model:
<http://ddc.dk/en/publications/the-din-model/>
- Design Ecosystem:
<http://www.seeplatform.eu/docs/SEE%20DPM%202015%20Jan.pdf>



The lack of design policies has been an obstacle to the consistent and purposeful development of the design sector and its ability to meet the needs of wider industry. However, things are set to change.

Audronė Drungilaitė, executive director of the Lithuanian Design Forum and Design for Europe Ambassador

#3 Building effective partnerships

Common ambitions and individual objectives

Two voices speak louder than one, and partnerships can make for a much stronger impact. To be effective and create a strong design innovation ecosystem, however, the partnership has to be clearly defined and well established.

All the partners should be transparent about their individual agendas, motivations, opportunities, and goals, and in addition the resources they can bring to the common project. These framework conditions should be written down. As part of the start-up process, it is also important to discuss how to deal with any issues that might arise along the way.

In laying this foundation, honesty is essential: if the common goal is at odds with any of the individual partners' goals, the partnership is unlikely to succeed.

Collaboration can be a slow process that requires patience. The partners should agree on common ambitions with respect for individual objectives. Once this is settled the process can begin!



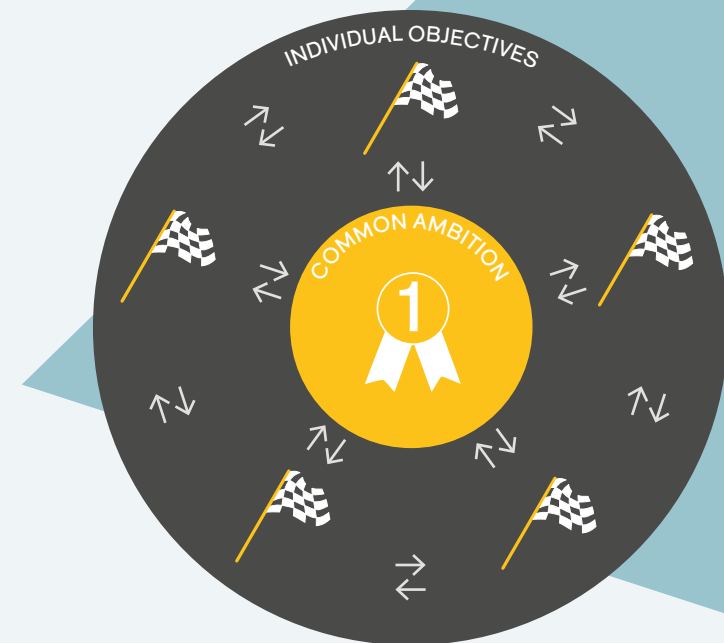
Advice

- Remember that mutual trust is key to successful partnerships.
- Structure this stage of the initiative as a user-driven process.
- Co-creation requires flexibility, creativity and patience from everyone involved.



Considerations

- Based on the organisational framework (time, skills and budget) and all the stakeholders' wishes and motivations, what are the common goals and your shared ambition? (Write them down in short, clear sentences.)
- What internal and external stakeholders is it important to consider in formulating a shared ambition?
- What specific steps will you need to take to achieve the first goals?
- What are the short-term common objectives?
- What are the individual partners' roles and responsibilities?





Case

BUILDING FRUITFUL PARTNERSHIPS ACROSS BULGARIA

Design awareness in Bulgarian enterprises is low, and thus, the Design for Europe partner the Applied Research and Communications Fund (ARC) faced many hurdles on the design journey.

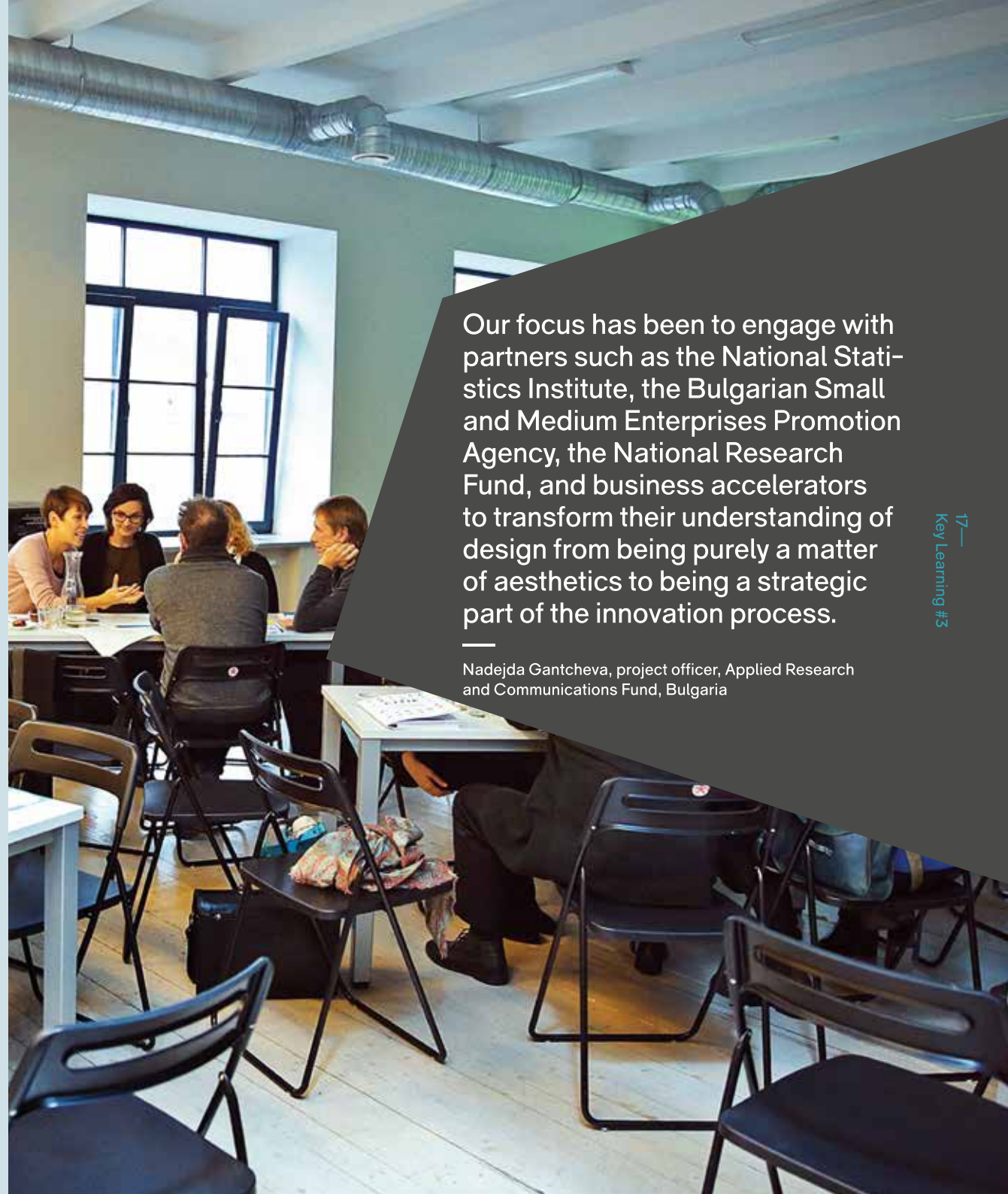
To ease the process, the ARC Fund engaged in partnerships with influential bodies, including the National Statistics Institute, in order to identify data indicators to determine the economic impact of design. With this data, the ARC Fund hopes to convince high-level political decision-makers in Bulgaria that design belongs on the policy agenda.

Source: Leveraging EU Structural Funds for Design



Links

- The DIN model:
<http://ddc.dk/en/publications/the-din-model/>



Our focus has been to engage with partners such as the National Statistics Institute, the Bulgarian Small and Medium Enterprises Promotion Agency, the National Research Fund, and business accelerators to transform their understanding of design from being purely a matter of aesthetics to being a strategic part of the innovation process.

—
Nadejda Gantcheva, project officer, Applied Research and Communications Fund, Bulgaria

#4 Re-use and make it your own

Don't try to reinvent the wheel

Across Europe, we have reached a point where a wide range of national design policies, design centres, design support programmes and tools have already been developed and implemented. Rather than trying to reinvent the wheel, it is often much more productive to be inspired and learn from existing best practices.

However, a simple 'copy/paste' approach will not do. To be successful, design promotion initiatives have to match the local context, and the people responsible for implementing the initiative need to understand the content in depth and be capable of delivering it.

The fact that a successful design centre in another country has a material lab does not mean that a material lab will be necessarily relevant in your country.



Advice

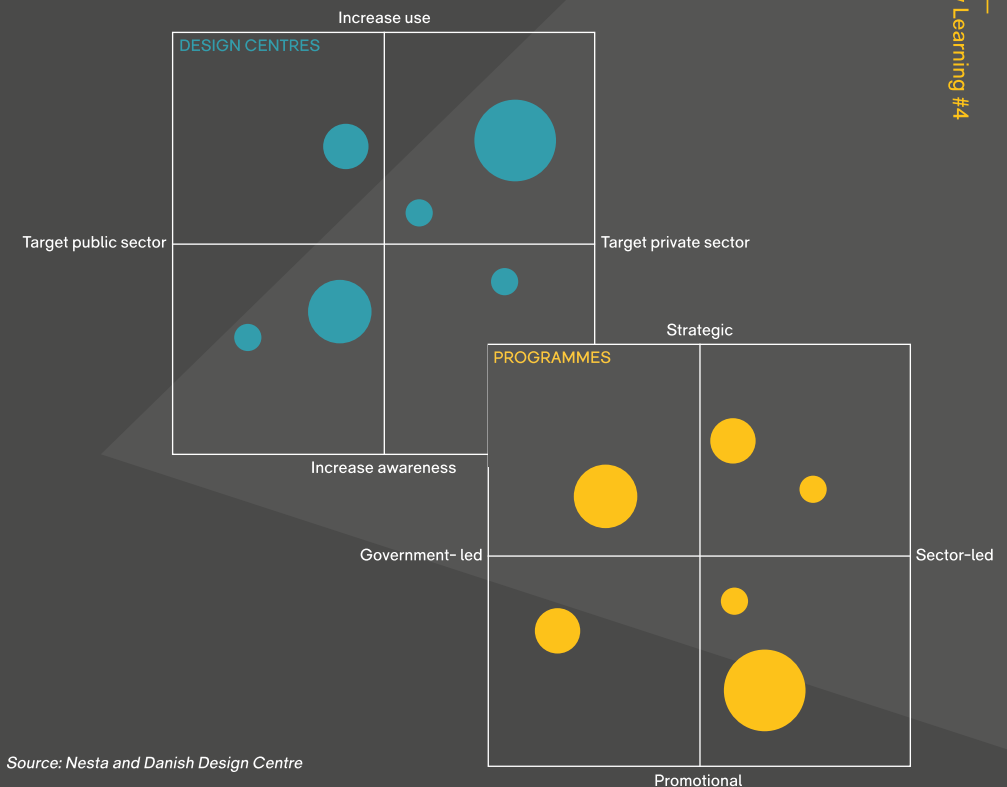
- Learn from others – but don't copy them mindlessly.
- Let yourself be inspired by other programmes and initiatives, but adapt the good ideas to fit your own context, and integrate them into your own system.
- Examine what your context has in common with others – and where they differ.



Considerations

- What countries inspire you in the field of design? Why?
- What are your strategic goals?
- Who has walked down the same path before you? What can you learn from their experiences?
- How can you translate best principles into practices that match your own context?
- What actions and results will move you towards your goal?

WHO INSPIRES US?



Source: Nesta and Danish Design Centre



Case

SUCCESSFULLY ADOPTING DESIGN THINKING PRINCIPLES

In the development of the Hellenic Design Centre (HDC) in Greece, expertise from the Design for Europe network proved invaluable. Experiences and best-practice cases from other European design centres (particularly the Danish Design Centre, the British Design Council, the Estonian Design Centre and Design Flanders) provided essential inspiration.

Source: Establishing the Hellenic Design Centre



Links

- Policy case studies:
http://www.designforeurope.eu/resources?topic=All§or=370&refine=case_study
- Business case studies:
http://www.designforeurope.eu/resources?topic=All§or=369&refine=case_study
- Public sector case studies:
http://www.designforeurope.eu/resources?topic=All§or=371&refine=case_study
- Danish Design Centre case studies:
<http://ddc.dk/cases/>
- Design Council case studies:
http://www.designcouncil.org.uk/resources/search/bundle/case_study

The insights gathered across the vast network of Design for Europe helped us to identify critical success factors and pitfalls when developing the design pilot programme for SMEs as well as the business case for the Hellenic Design Centre.

—
Christina Skoubridou, EU Department officer,
KEPA, Greece

#5 Why a design policy?

Form follows function

A design policy is not a goal in itself. For some countries or regions, the path towards a design policy is very long, and the actors involved in the goal of establishing a design policy tend to forget to celebrate other success stories and value that is already happening.

Sometimes, developing a national design policy seems to be the ultimate goal, if only because other strong design nations have one. However, before deciding that a national design policy is the ultimate goal or even the place to start, you should consider the reasons for having one.

It is always relevant to consider whether the goal should be to develop an isolated design policy or to integrate design into other policies – or of course a combination of both.



Advice

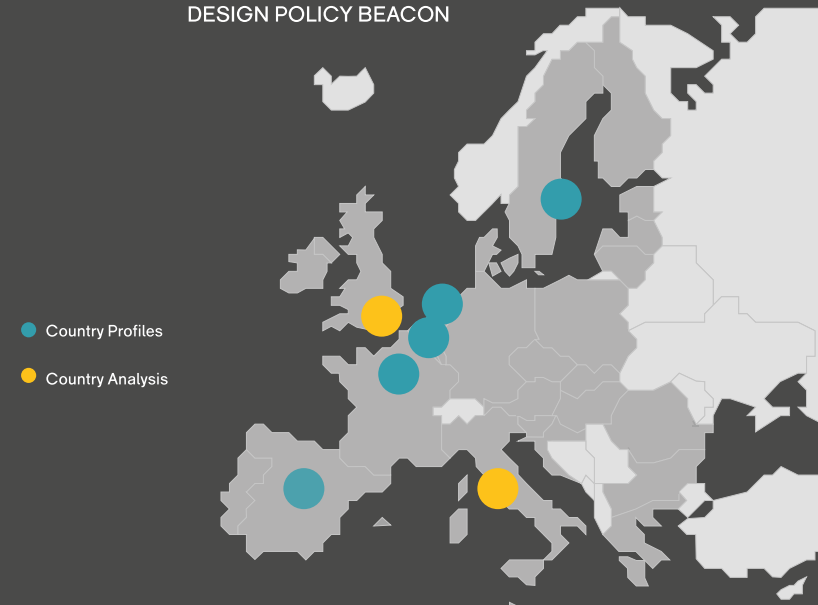
- Remember to celebrate small successes, as they are crucial steps towards a design policy.
- Acknowledge all the design activities that are already taking place.
- Put effort into promoting the impact of the design activities taking place.



Considerations

- Why are you considering a design policy?
- Do you need a design policy in order to reach your goal?
- What would be the ideal content of your design policy?
- Should it be an isolated design policy? Or should or could design be integrated into other growth policies, for example policies for innovation or industry?
- What kind of action plan would help you move towards a design policy?

DESIGN POLICY BEACON



The Design Policy Beacon is an ongoing project launched by the Design Policy Lab at Polimi to produce an evidence-based online resource that maps design policy across the EU. The aim is to support the growing community of policymakers who are working to make design a key part of national and regional policies for innovation and growth. The first step under development is to visualise the initiatives and organisations in this field and document the most pressing issues in design policy.

Source: Design Policy Lab @ POLIMI



Case

THOUGHTS ON DENMARK'S NEXT DESIGN POLICY

For the past 20 years, Danish design policy has been the domain of the Ministry for Business and Growth. However, the future design policy could be a collaborative effort involving several ministries, such as Education & Research, Culture and Foreign Affairs. Such a broad cross-ministerial collaboration was applied in the development of the Danish architecture policy.

The Danish government's Growth Plan for Creative Industries and Design was launched in 2013 along with growth plans for seven other areas, including Digital Growth, Food, Energy, Climate, and Health. It seems natural to expect that in coming years, design will play an increasingly active role in these areas too.

Source: Dansk designpolitik før og nu (Danish design policy then and now), 2016, in 'Dansk Design Nu' ('Danish Design Now'), Copenhagen: Danish Design Centre.



Links

- EU Design Policy Beacon:
<http://www.designpolicy.eu/design-policy-beacon/>
- Design Policy Monitor:
<http://www.seeplatform.eu/docs/SEE%20DPM%202015%20Jan.pdf>
- Introducing the Design Policy Beacon:
<http://www.designforeurope.eu/news-opinion/http://designforeurope.eu/news-opinion/introducing-design-policy-beacon>

Government will work with the design sector to bring design into the heart of enterprise policy and to lose its status as the Cinderella of Ireland's innovation strategy and action plans.

—
Ged Nash, TD, Minister for Business and Employment, Ireland

#6 Design maturity

Understanding the state of readiness for using design to strengthen innovation

When pushing the design innovation agenda it is important to have a clear idea of the level of design maturity among businesses and public sector organisations to understand what the demand looks like or how it should be stimulated. In addition, it is of great value to understand whether the level of maturity varies among industries, and to what extent businesses and public organisations are ready to explore design-driven innovation potential and invest in design.

The same consideration applies to the political system, which should ideally support the agenda. Does the political system perceive design as the creation of stylish objects as part of the creative industries, or is design perceived as a source of innovation across all industries?

If the level of design maturity is low, the first priority may be to promote the relevance of design to different industries and to communicate various ways of using design to improve services in the public sector.



Advice

- Make it a priority to identify and promote design case studies from various industries and the public sector.
- Make sure to highlight the positive impact for businesses or public-sector organisations of using design.
- Develop design support together with users as a way of stimulating maturity.

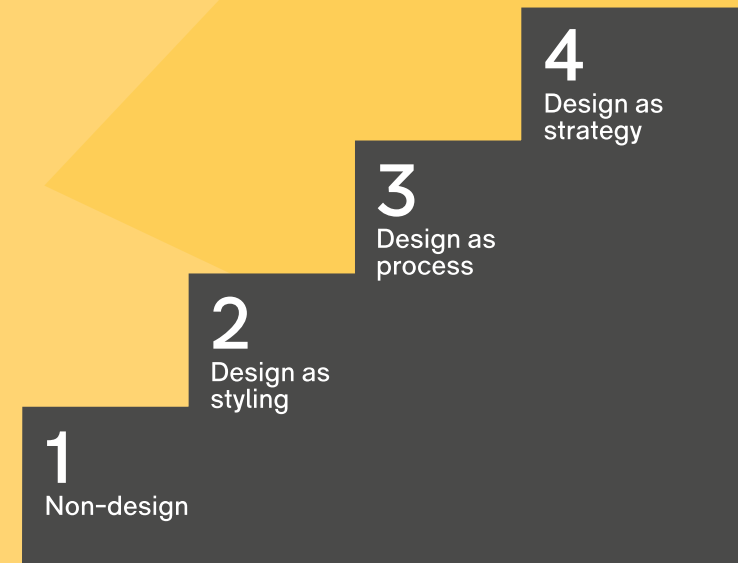


Considerations

- What is your impression of the design maturity in your country?
- What numbers do you have to back up that assessment?
- How can you enhance the level of design maturity?
Through activities aimed at raising awareness?
Through activities aimed at stimulating the use of design?
Or both?

THE DESIGN LADDER

The Design Ladder is developed to map and measure how companies use design. The Design Ladder consists of four levels that illustrate different ways of using design; from no use of design to design as an integrated part of a company's strategy.



Source: Danish Design Centre, 2001



Case

BUILDING CAPACITY FOR DESIGN AMONG SMEs IN THE SERVICE SECTOR

The Malta Business Bureau (MBB) plays an important role in stimulating innovation in Maltese enterprises.

Together, MBB and Design for Europe hosted a conference in November 2015 to showcase methods, tools and metrics for leveraging innovation through design.

A survey found that 95% of the 140 participants had implemented new products within the past three years, a finding which illustrates that there is a sufficiently mature design capacity to respond to the demand for an innovative design-driven agenda.

Recognising the need to address local design needs, the MBB embarked on a new pilot initiative comprised of a series of workshops targeting 15 local companies from various service sectors.

Source: Piloting the first design support programme in Malta



Links

- Design Ladder:
<http://ddc.dk/en/2015/05/the-design-ladder-four-steps-of-design-use/>
- EU Innobaremeter, The role of design:
<http://ec.europa.eu/COMMFrontOffice/PublicOpinion/index.cfm/Survey/getSurveyDetail/instruments/FLASH/surveyKy/2064>
- Case studies, programmes, schemes and reports:
<http://www.designforeurope.eu>



Today, customers have come a long way, and they have come to expect the best. Since the workshops, we have remodelled our premises in a way that enhances the customer journey and experience in a very visual manner. This has brought about greater client satisfaction.

Participant, manufacturing & retail industry. Service design workshop, Malta June 2016, hosted by MBB, Design for Europe, the Danish Design Centre and the Design Council

#7 Building design capacity

Remember the supply side when stimulating the demand for design

If you want to build a design society where businesses and public-sector organisations use design to drive innovation, it is not enough to stimulate the demand for design. You also need to make sure that the supply side is ready to meet the growing demand.

By 'supply' we mean designers. Designers who can lead and facilitate innovation processes in collaboration with clients, including civil servants, CEOs and R&D, marketing and sales staff.

With the growing demand for design, businesses and public-sector organisations are looking for designers who are trained in (new-generation) design competencies such as UX, service design, strategic design, design thinking and co-creation.

Furthermore, it is important to note that some designers are also entrepreneurs and thus an essential target group for efforts to strengthen entrepreneurship and the start-up community.



Advice

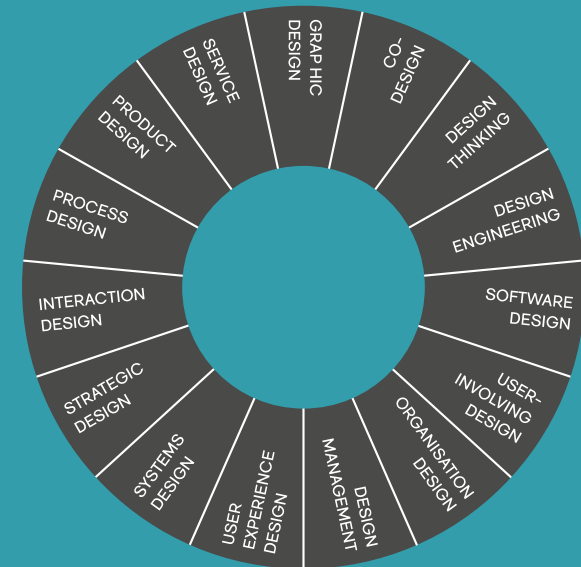
- Introduce design support programmes that enhance both design maturity and supply.
- Prepare new graduates for the demands from industry and the public sector.
- Map your design capacity.



Considerations

- What is your impression of the design capacity in your country?
- Do you have any data to back your assessment up?
- How many design consultancies, students, start-ups and in-house designers are there in your country?
- What design competencies are lacking?
- What would be some ways to enhance design capacity? (Training, education and design support programmes aimed at stimulating both demand and supply)

DESIGN COMPETENCIES



The design sector is under transformation. Today, the design sector covers both classic design competencies such as graphic design and product design as well as 'new' competencies such as co-design and user experience design. This model is showcasing a variety of design competencies and may serve as inspiration when you set out to map design supply in your country.

Source: Danish Design Centre, examples of design competencies.



Case

HOW DESIGN POLICY CAN STIMULATE DESIGN SUPPLY AND DEMAND

Moving from design policy to implementation and practice occurred in quick succession when the Estonian Design Centre, the Ministry of Economic Affairs and Communication and Enterprise Estonia launched the country's first design support programme: Design Bulldozer.

Design Bulldozer, at an investment of €400,000, connected ten design managers with ten companies and provided strategic intervention over a period of 20 months.

Source: From policy to practice to policy



Links

- Design academy model:
<http://www.designcouncil.org.uk/what-we-do/design-academy>
- Reflexive Innovation:
<http://ddc.dk/en/publications/reflexive-innovation-hidden-potentials-design/>
- PLUS programme:
<http://ddc.dk/en/projects/design-partnership-for-growth/>
- Design Bulldozer:
<http://disainikeskus.ee/our-services/disainibuldooser>
- Designing Demand:
<http://www.designcouncil.org.uk/resources/report/designing-demand-review>

There are two sides to the problem in Greece, both a lack of demand – design readiness in companies – and a lack of supply – trained designers. The future Hellenic Design Centre will be established to tackle both issues.

—
Nikos Efthymiadis, entrepreneur, chairman of KEPA, Greece

#8 The power of data and evidence

Don't just say it! Show it!

Many business leaders and policymakers are trained to work with quantitative data. Numbers are the foundation of all their decisions. This is a condition that needs to be addressed and taken into consideration in engaging e.g. policymakers.

Gathering data in the field of design involves mapping the use of design among businesses and public-sector organisations as well as mapping the design sector itself, for example the number of design graduates, the size and characteristics of design consultancies, and the number of designers employed. Data gathering may also involve measuring the impact of design on growth, job creation and the efficiency of public services.

The ability to document the added value of design is important, and many design organisations have already carried out analyses. We want to stress the importance of collaboration and benchmarking across national borders. Sharing findings and results is a quick and cost-effective way to generate more knowledge and improve the value, impact and service quality of design.



Advice

- Consider what you want to show and what data you need to get your point across.
- Remember that data collection takes time. A lack of data is no excuse for not getting started.
- Don't forget the importance of qualitative data – combine.
- To make your data as useful to policymakers as possible, always seek to collect data that can be benchmarked with other countries.

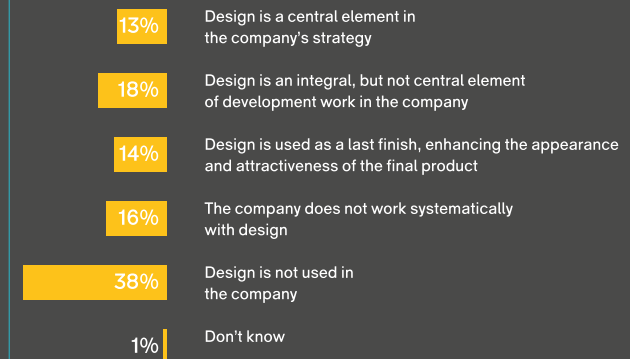


Considerations

- What do you need to prove? And to whom?
- What data already exists in your own country? In other countries? Are the data sets comparable?
- Who are the experts, and how can you involve them?
- How can you start small by showing results?
- What questions can you add to existing reliable surveys aimed either at the design field or at related fields (e.g. employment, GDP, innovation or technology)?
- What existing tools can you use to map and to measure the use of design?

EU INNOBARMETER – HOW EU COMPANIES USE DESIGN

The average use of design among businesses across EU countries:



Source: EU Innobarometer 2015



Case

THE NEED FOR BETTER DATA

According to the NACE's (Statistical Classification of Economic Activities) code 74.10, 'Specialised design activities', there are 823 design companies in Bulgaria employing a total of 1,656 people, with the majority of companies employing fewer than 10 people. Statistics such as these are a key step on Bulgaria's efforts to enhance its national design capability.

Design for Europe has provided the first forum in Bulgaria for different stakeholders in the national innovation ecosystem to engage in an informative dialogue on design and forge new partnerships.

Source: Leveraging EU Structural Funds for Design



Links

- Standard of evidence:
http://www.nesta.org.uk/sites/default/files/standards_of_evidence.pdf
- Innobarometer
<http://ec.europa.eu/COMMFrontOffice/PublicOpinion/index.cfm/Survey/getSurveyDetail/instruments/FLASH/surveyKy/2064>
- Value of Design:
<http://www.designforeurope.eu/news-opinion/value-design-business>
- Exploring Design Impact questionnaire:
<http://ddc.dk/projekter/maling-vaerdien-af-design/survey>
- Evidence-based policy for design in Ireland:
<http://www.designforeurope.eu/news-opinion/evidence-based-policy-design-ireland>

We understand the need for more detailed data about design and are trying to cooperate closely with companies to collect this information.

—
Vania Jeleva, director of R&D, Innovations and Information Society, National Statistics Institute, Bulgaria

#9 Funding

Identify the funding to pay for it all

Funding covers two themes. One is related to funding for design support; the other is related to funding for the overall effort of pushing design higher up on the regional/national innovation agenda.

Resources are limited all over Europe, and the phrase "There will be no new money," is often heard. In European countries there is an increasing tendency to integrate design support into innovation funds. From a strategic point of view, it makes sense to support design-driven innovation with innovation funding rather than establishing new funding earmarked for design.

It takes considerable time and effort to lobby and push design onto the political agenda. As stated under previous learnings, it is virtually impossible to make progress as a single player.



Advice

- Identify the main funds for innovation, and lobby to have them include design.
- One plus one equals three! Pool your time and money to maximise your impact.



Considerations

- What funds are available to promote innovation in your country?
- Does it seem feasible to integrate design into existing innovation funding programmes?
- Whom do you need to engage to make this happen?
- Is there any EU funding available that matches your purpose?
- Do you have a clear picture of the time and money needed to move things forward?



Case

LINKING DESIGN TO INNOVATION FINANCING

Spain has launched a national programme for funding innovation in SMEs. Companies may qualify for a subsidy of €6,400 to perform an innovation diagnosis and develop an innovation strategy.

In the period of 2016-2020, the Spanish Chamber of Commerce will seek to encourage companies to pursue design-based innovation.

In addition, the Spanish Chamber of Commerce has signed a collaboration agreement with the Spanish Patent and Trademark Office to raise awareness of the importance of the protection of intellectual property.

Source: Design in EU structural funds in Spain

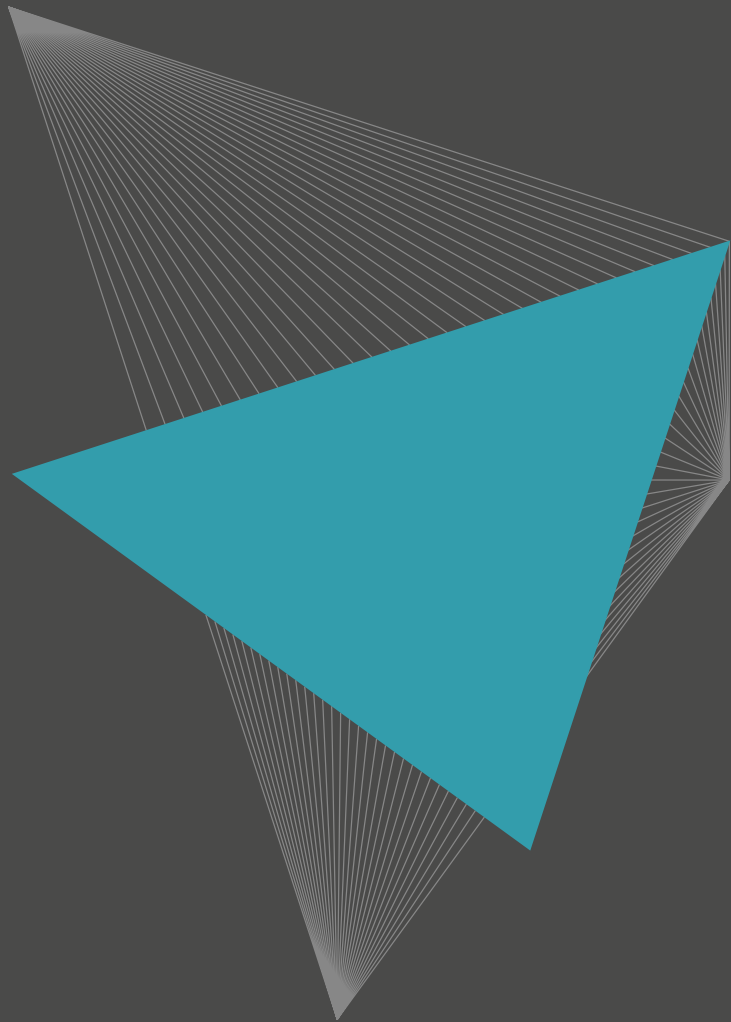


Links

- An introduction to Horizon 2020 and other EU funds:
<http://www.designforeurope.eu/eu-funding-information>

For 2016-2020, the total amount in EU structural funds for innovation in Spain will be €24 million to promote innovation. We estimate allocating about 10% for design support. This will be both for mentoring and direct funding for companies.

—
Mar Díaz Serrano, consultant for Innovation Programmes,
Spanish Chamber of Commerce



Ten recommendations

- Keep it real. Be ambitious but realistic about what you can achieve on your own.
- Join the dots! Map existing activities and networks, and identify critical friends.
- Understand your ecosystem and take them on the journey with you. Create opportunities to collaborate and build insights through shared events, presentations and debates.
- Do research, and capture relevant data and evidence to help you prove your case.
- Be smart about tapping into existing funding streams.
- Build a compelling narrative and communicate your plans clearly to potential partners.
- Know your stakeholders and connect with their agendas through evidence.
- Co-creation is not a linear process: be flexible, patient and generous.
- Show progress – capture your development and share insights as you go as a way of building visibility.
- Create a movement by engaging people in your process.

FROM DESIGN FOR EUROPE TO EUROPE BY DESIGN

Nine Key Learnings

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